

Action Pact, Inc.

www.culturechangenow.com

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Swimming at RiverWoods

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Swimming at RiverWoods

Move decision-making closer to the residents." - At Action Pact we say this often, but this story really illustrates the power of that ideal. Hope Corey, a CNA at RiverWoods in Lewisburg, PA shares with us what can happen when staff are able to build relationships with elders and are encouraged to take initiative to think creatively about individualizing care for residents. Both staff and residents have an opportunity to share of themselves in a really human way that goes beyond their traditional designated "roles" in the nursing home. Hope truly lived up to her name as she gave this resident back an important part of her life that had been missing since moving into the nursing home:

"One day I noticed that Mary seemed sad and I asked her what was wrong. She said she just wished she could be in her own home again. We talked about her home and she said she used to swim everyday. She said she had the biggest in-ground pool you could get at that time. I asked her if she had ever seen the pool at Ridgecrest (our new independent living building). I told her how beautiful it was and that I often swam in it after finishing work and on my days off. I told her to have her sisters bring her a swimming suit and I would be glad to take her swimming with me.

She got the suit and I asked Therapy if they would screen her for safety reasons. We had had a therapist that worked with water therapy so I thought it could be done. I was informed that they no longer had a water certified therapist and I would have to get medical clearance from Mary's doctor.

I asked the supervisor if she would fax the doctor and get back to me. I told Mary about the process and she was sad that she had to wait. A day or two later we received approval from the doctor and he said it would be great exercise for Mary as long as she was very careful not to fall getting in and out.

So, I started taking Mary swimming on my days off during the week.

She was so excited the first time we got in. She thanked me over and over again. She said she did not think she would ever be able to get in a pool again. She shares story



Choreography of Culture Change

September 13 - 18, 2009
Milwaukee, WI

CEU's available
Choreography is a six-day intensive grounding in culture change principles and practices, which has been critically acclaimed as a practical & valuable experience. This educational offering has been reviewed by the National Continuing Education Review Service (NCERS) of the National Association of Boards of Examiners of Long Term Care Administrators (NAB) and approved for 37 clock hours and 37 participant hours.
Register at:

http://www.culturechangenow.com/choreography_reg.pdf
or call our office: 414-258-3649.

after story of good times she has had in her pool with her children and grandchildren. She started out a little fearful and now, she is all over that pool. I showed her exercises to do in the water and we do them together. She loves it and often tries to get other residents and staff to join us.

This is what I have always felt life in the golden years should be like. I have worked at RiverWoods for 28 years and when I started we had a home like environment on the wing I worked on. It was great, but over the years things have gotten institutional. I am so excited to see things getting back to where they should have been all along."

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design our new facility, we took four managers to the Pioneer Network conference in Kansas in 2004, and began to understand that deep culture change requires engaging and empowering everyone who lives, works or spends time in the building.

We picked up a copy of Action Pact's Champions for Care workbook and brought it back home. It gave us a guide for starting to open up discussion by using learning circles to talk about how to design our new building and what kind of community we wanted to have.

We also brought back Action Pact's A Way Back Home video about culture change. It helped us to "warm the soil" by naming what we do in the typical nursing home for what it really is...inhumane. We showed it all over the building to lots of groups of staff members, residents and family members. The part where Steve Shields talks about all the "slumpers" around the nursing station really got to people. And the part where he gets passionate about how we dunk people into tubs of water was deeply moving for people. The CNA vignette called "These Hands" opened the hearts of our CNAs to feeling like we were beginning to be open to respecting and listening to them.

Then in February of 2006 I went to Action Pact's Choreography of Change intensive. We all got copies of Peter Senge's book The Dance of Change. I couldn't put it down. He lays out a theory of the learning organization and what that means. LaVrene and others have translated Senge's theories into practical and easy steps, the simplest of which is the learning circle.

Reading The Dance of Change, I had my big "a-ha moment": the only way to create lasting and meaningful change is to create an organization where everybody is continually and collectively learning from their experiences and has the authority and skills to effectively work together to incorporate that learning into the work at hand.

I heard a CNA who is a leader in her neighborhood say that when she's not there, things sort of fall apart. And they did. They counted on her to lead the way and keep things going, and they didn't pick it up as well on her days off. She started to understand that her role now was to help her team learn how to take ownership and leadership themselves. That was her new learning and she shared it and built on it. Wow. That's the beginnings of a real learning organization.

Once you get people in your community speaking truths to each other and going from there, you can let go of trying to manage it all.



Bev Cowdrick, Action Pact consultant and former Administrator at Huntersville Oaks Nursing Home in Huntersville, NC shares her experiences with growing a learning organization:

I've had this quote on my desk for years:

How to Build Ships

If you want to build a ship, don't herd people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea. -- Antoine de Saint-Exupery (1900-1944)

That's it in a nutshell, isn't it? Such a beautiful concept. But not something they teach you about in nursing school or management school or on the job much.

I became Administrator of the 289-person SNF in 2003. When the physical infrastructure started to fail in our very old building, we decided in 2004 to build a replacement facility and embrace resident-directed care. The culture in our building was one of deep caring already. Many of our residents and staff had been born, worked, lived, and seen their relatives die in our building. We already had a critical mass of residents, staff and senior administrators who were committed to creating a state-of-the-art environment into which the community could move.

By 2004, the pioneers in culture change had learned a lot and spread the word far and wide. As my organization began to

We started referring to the learning organization as often as possible. I took every opportunity to point out actions that reflect how we were learning from each other and adjusting what we did. And I said, "That's a learning organization." People started get it.

All administrative and service staff members were invited to join a neighborhood as an "extended family member" and they were asked to spend at least 15 minutes a day in the neighborhood enjoying a daily pleasure with some resident -- going to the garden, working a puzzle, whatever. Many spend much more time than that. We had learning circles in the neighborhood teams and all sorts of creativity and initiatives came from them. The CNAs asked for more decision-making power about things like which room a resident is recommended to move to. They know the social order of the 'hood better than anybody. So we changed and things got better.

People were so ready to take more leadership. We assigned a coach to each neighborhood and slowly worked our way through Champions for Care to build group process, leadership and conflict resolution skills.

We'd also incorporated residents into our design teams for our new building. They had great ideas and experience. It was a joy to see them sitting around a table working on a hard finish design project with staff. We'd have a much better building for it. I wish we had started earlier. I guess that was part of my learning. In learning, we're all in it together.

Action Pact is happy to have Bev's first-hand experience as administrator of a facility going through deep culture change. She brings that experience and the habit of learning to her current consulting work with us.

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Engaging Residents Brings Personal Transformation

There was a time when maintenance man Tuane Greene just wanted to put in his eight hours, collect his paycheck and go home. These days he jokes about wishing he had his own room at Levindale Hebrew Geriatric Center and Hospital (<http://www.lifebridgehealth.org/levindale/>) so that he could spend more time there. How did that happen? He got to know the residents.

Tuane was selected to be part of the early Steering Team work. During meetings, he'd sit in the back of the room, his body language showing he was not interested. He didn't say much and he didn't seem to be really buying in. "The Steering team was made up of primarily high performers," said Aric Spitulnik Administrator at Levindale, "but there was something about Tuane that sparked an interest in the group. Originally he gave off a too cool vibe, but slowly we saw a softer side."

The Baltimore, MD facility is planning on building households, but they didn't want to wait for the physical renovation to reframe the organizational structure. So, they, as Aric said, "shocked the system" by having staff report to their neighborhood leader in addition to their department head so that they could start to build some neighborhood bonds. The thought was, Aric said, "Once you start identifying with the neighborhood residents, how can you not get more involved?"

And that's what happened with Tuane. He started talking and joking with staff and residents and finding ways that he could help create home through his position. He took over care of the neglected fish tank, bringing in more fish and stirring up interest in it. He moved furniture around and hung decoration on the walls to make a cozier environment. Taking things one step further, he started a men's group with three residents. The group has now grown to 15 to 20 residents and they meet every Monday to have discussions, watch movies or even sponsor a Bingo game.

One of Tuane's special jobs is putting up shadow boxes of photos and biographical information for residents outside their doors. He is also the one who has to take them down and hand them over to the family and that's hard. "It doesn't bother me per se but I do struggle with getting to know a resident and one day you are talking and laughing with them and the next they don't know who you are or they passed in the night," Tuane said. He used to hold the sadness and frustration in but has learned to talk about it or even just say a silent prayer on the way home.

The neighborhood leader of Tuane's neighborhood, Laurie Snyder, said he has been an inspiration to a lot of people. "When I started over a year ago, I saw that Tuane was really acting on the change," she said. When a change is brought up and planned and it falls to the wayside, as will happen Laurie said, it is Tuane who will gently bring it back up to keep the team on track with it. "His energy and excitement for change is contagious."

Tuane is well known for his smile and is proof that culture change can transform the lives of staff as well as residents. Person-centered care is all about relationships and in an organization like Levindale that really values and encourages those relationships, that transformation glows brightly.

We Want YOU to Lead the Way in Households!

Household Leadership Intensive

Nurse Leader Intensive 4-day training

Household Leadership
Intensive
October 13 - 15, 2009
Pennybyrn at Maryfield
Greensboro, NC

"All we had to do is follow the format presented, and as it was presented you could put the pieces and parts into your actual operation to position yourself toward change, teaching and mentoring. If there was an "ah-ha" for me, it was the understanding of my new job: set up the picture frame, state the boundaries, turn the employees loose to paint the picture, teaching them how to stay inside the lines while they are painting and let them bring you the answer because they know the answer. Being a "change leader" is different than being a "director." It requires more listening, more study/thought before you answer, trust, and requires everyone to be more patient. The experience was good, networking with others was great, but it also allowed for more personal conversations with the Action Pact team to prepare you for your return back home to begin change and begin being a change leader."

-Mike Davis, of Oklahoma Methodist Manor in Tulsa, OK on his leadership training with Action Pact.

No one wants to live in a nursing home. Moving to a nursing home is viewed by most elders and much of society as going to a place to die, a place that requires residents to relinquish their control over their daily lives, a place that reduces its "homeless" inhabitants to bingo, wheelchairs and food served on trays. Not enough people want to work in a nursing home either: employee turnover often hovers around 100% annually; shortage of nurses and CNAs often result in understaffed shifts, staff working double shifts and agency staff - often total strangers to the residents - providing personal care.

The Household Model as a way of designing the physical environment and the organizational structure, fosters a deep transformation where residents live a good life and staff are happy and involved. A resident living in a household in a licensed skilled nursing facility once told me: "I had a choice when I came here. I could come here or could go to a nursing home. Thank God I chose here." And that's the way it is. Households may still be licensed as skilled nursing, but they are not defined by the words 'nursing home'. Instead they

create an atmosphere of a good daily life, filled with choice and accessibility. Of both privacy and community, and the ability to move between the two as desired. Of independence and interdependence. Of both house and home. This workshop focuses the participants on the role that they can play to create this environment and on the skills that they need to lead, coach, guide and problem-solve.

We begin with the Essential Elements needed in the household, move to the competencies required of staff who work there, and offer a variety of case problems to study together. This is a unique opportunity to visit with staff in a household and have time to process the experience and put it in context of your own organization in a classroom setting with other household leaders from around the country.

Upon completion, participants will be able to:

- List the Elements of households (Shields and Norton, In Pursuit of the Sunbeam, 2006) and discuss how to develop and strengthen each element in the household;

- Identify the leadership skills that they need as individuals and put a self-growth plan in place for growing this skill set;

- Broadly understand their Performance Management responsibilities and list out the interpersonal strengths that they personally need to grow to approach these responsibilities;

- Indicate the key competencies necessary in the household and how to foster them;

- List the hard and soft skills of versatile work in the households, and identify how their organization is tackling this work;

- Describe why dining and kitchen life is central to life in the household and how they might encourage its development;

- Realize the potential of daily life in the household through an exploration of life enhancement skills;

- Discuss staffing approaches related to maintaining a healthy, consistently assigned staff;

- Define a self-led team, evaluate themselves in relation to growing team, and formulate an action plan for on-going development of a self-led team approach

- Develop a beginning understanding of the QI process when applied in a household specific manner; identify key issues for further guidance from their facility.

- Speak clearly on the concepts of a learning organization and the value of people discovering and utilizing each others strengths to benefit the organization;

- Prepare yourself to take a major facilitating role in shaping the future of long-term care.

The training will take place at Pennybyrn at Maryfield, a premier household organization and a nationally recognized leader in the field. Pennybyrn features outstanding examples of both newly-constructed and renovated households, and is an ideal place for emerging household leaders to learn in a practical environment where real results can be seen and believed.

Tuition is \$800 per participant. Registering is easy. Call Action Pact at (414)258-3649, or download the registration form at <http://www.culturechangenow.com/pdf/hlw-reg.pdf>, print it out and fax it to (414)444-8815.

Strong households require strong leadership. However, this is not the hierarchical, institutional leadership we are all used to, but rather a shared and transformational leadership that involves all household staff. Still, specific leadership is needed from nursing staff and those who oversee household organization in positions such as household coordinator in order for the household to run safely and smoothly. Action Pact has designed intensives for nurse leaders and household leaders to help them hone the leadership skills they will need in the new household environment and sessions for both are right around the corner.

Nurse leaders must let go of their traditional managerial role in order to more effectively serve the household as a mentor and team builder. The transition from the focus on "nursing" to the focus on "home" in the nursing home can be a challenge. But, nurses across the country are taking on this challenge and leading the way toward a better life for elders in long-term care and they are out there sharing knowledge and support to each other at the Action Pact Nurse Leader Intensive. Said one recent attendee: "I am not alone!!!! This has confirmed my convictions and provided me with a wealth of info and a network of peers."

The leadership of nurses is essential to marrying "nursing" and "home" through a balance of good quality of care and good quality of life. Perham Memorial Hospital and Home (<http://www.pmh.com/>) has had great success in this area and will share their experience as host of Action Pact's Nurse Leader training September 14-17. The training, co-sponsored by Perham Memorial Home, will be led by Perham's DON Marilyn Oelfke and Director of Education Marnie Ammons. Both have years of nursing experience and have been instrumental in Perham's transformation into the Household Model, since 2004.

"The transformation of the director of nursing in a culture change facility is an evolving process. To cause and sustain change, the most influential nurse in the organization must take the lead and guide others in the journey. There is a dramatic difference between directing and leading, and this is why nurse leadership is a fundamental topic to be explored," Marnie said.

Over the years Perham has hosted visitors and especially nurses from across the country who come to see Perham's innovations in person-centered care. The organization has been an inspiration of "ah-ha" moments from "I never would have thought to do med pass that way" to "I've resisted this change for so long but now I'd never go back to the old way." Participants in this Nurse Leader training will get to visit with staff and residents to hear and see how culture change has benefited their lives and that yes, it really can work.

Throughout the four days, Marilyn and Marnie will address staffing, self-led teams, cross training, person-centered care, regulations, new skills and competencies for nurses in culture change homes. The training is designed for the nurse executive and nurse leaders in household, neighborhood and small house organizations. It can also be of great benefit to an executive team in the early design stages of determining how physical renovation and clinical care might merge into good care and a good daily life.

Contact hours have been applied for through the Wisconsin Nurses Association Continuing Education Approval Program Committee, an accredited approved by the American Nurses

Nurse Leadership Intensive September 14-17, 2009 Perham Memorial Home Perham, MN

Credentialing Center's Commission on Accreditation. 27 contact hours will be awarded upon approval.

The cost of the four-day workshop is \$1650. For more information on or to sign up for this training session contact Action Pact at (414) 258-3649 or <http://www.culturechangenow.com/workshop-nl.html>

You may also contact Marilyn moelfke@pmhh.com or Marnie mammons@pmhh.com with questions.

Last Minute Opportunity! "Conversations with Carmen"

On **August 21st** Guest Action Pact Consultant Megan Hannan talks about: "Guidance on the New CMS Guidance - A Reason to Look at the Process of Change and Organizational Redesign"
Call now to register: 414-258-3649

September 18th "Conversations with Carmen"
September 18 Guest Dr. Margaret Calkins

Guidance on the New CMS Guidance: Making Home and Meeting Tags F246 Accommodation of Needs and F252 Homelike Environment

This show will not only highlight the changes to Tags 246 Accommodation of Needs and F252 Homelike Environment but will also give unique yet doable ideas for meeting them. Join Carmen and Guest Maggie Calkins, gerontological designer and researcher, for a quick, robust hour-long conversation on making your residents home work for them not against them and be more home than homelike.

The hour-long Conversations with Carmen webcast is an educational talk show where you can join in the conversation by asking questions of Carmen and her guests. Webcasts are held the third Friday of every month at noon Mountain time (11am Pacific, 1 pm Central, 2pm Eastern). Certificates of participation will be available to participants as well as handouts for each show. The \$99 fee is per site, so get as many folks as you can together and be ready to be inspired and informed! For more info: <http://www.culturechangenow.com/webinar-carmen.html> or you can call our office: 414-258-3649.

September 13-17 Milwaukee, WI

An Action Pact, Inc. intensive workshop in the "Change to Household Series"

32 CEUs for Registered Dietitians, Registered Dietetic Technicians & Certified Dietary Managers

The opportunity to be with like-minded people and have ample time to ask questions of Linda Bump was a great help. Linda freely shares her knowledge and experiences and I found that to be an immense help in bridging what can seem like the gap between regulatory compliance and household kitchens. Her enthusiasm is contagious.

Time spent in the classroom environment was helpful but the most inspirational part of the class was visiting different facilities that were already in a household model at least at some level. It was refreshing to walk in a dining room at 9 a.m. and still see elders enjoying a leisurely breakfast. There was no feeling of staff hurrying around to complete their assigned tasks. There was quiet interaction between the Homemaker and elders discussing what they would like for breakfast. I was convinced before, but after seeing that, I knew whatever challenges were ahead with the regulatory agencies and staff had to be worked through to create that environment at TCP.

Linnea Nordin, Director of Dining Services Three Crowns Park

This Sunday through Thursday intensive workshop experience focuses on the dietary aspects of the Household Model. It is specifically designed and developed for participants from organizations who are seriously exploring and/or designing and developing the Household Model. It is also of great benefit to those who are already physically in a household model but want to strengthen the dining services to parallel food choices we experience at home. If you are a dietary manager, a dietitian, a dietary consultant working with a household client, an administrator or CEO rethinking your organizational structure, or an architectural firm designing households, this workshop is for you. This workshop has been submitted for continuing education with prior approval for Registered Dietitians, Dietetic Technicians and Certified Dietary Managers.

The session will be held at the Action Pact offices in Milwaukee, Wisconsin. We will have the opportunity to enjoy food, discuss food, and design for food as a meaningful and pleasurable daily experience for elders as well as visit and study with residents and staff at area nursing homes converting to the household model. Learn behind the scenes specifics from the dietary staff. We will study processes and systems as well as learn how to put the kitchen back into the center of home life.

Linda Bump is the senior educator on this outstanding team of teachers. She is known for her culture change work, as the Administrator at Northern Pines Communities (now Bigfork Valley) that built and organized to the household model in 1998, and as the Director of Operations during the transition to households at Meadowlark Hills in 2001. As a consultant at Action Pact, she has worked with many household facilities and is sought after as a consultant to architects.

Life Happens in the Kitchen Dining and Food in the Household Model

Attendance will be limited to a household size, so that each participant goes away with a strong network and actual consultation from the experts.

For more information, email linda@actionpact.com.

To Register, call (414) 258-3649, or visit: <http://www.culturechangenow.com/dining.html>, print out the form, and fax to 414-444-8815.

Tuition: \$1650

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One Day Dining Workshop! Food for Thought Food For Thought: Changing the Culture of Dining

designed and presented by Linda Bump, MPH RD NHA, a pioneer in culture change.

6 hours CEUs, RD, DTR, CDM, & NAB.

Whether you are a traditional facility or a transforming organization, whether you are well along on a culture change journey or just thinking about beginning the journey, this introduction to the opportunities to enhance the dining experience will be of value to you. In the spirit of OBRA, challenging us to maximize resident choice and honor resident individuality through dining innovations, this workshop will explore opportunities from as simple as special celebratory meals to the complexity of breakfast cooked to order. Learn what pioneers in culture change dining innovations are doing to enhance resident centered dining in long term care.

Scheduled workshops:

Aug. 27
Croasdaile Village
Durham, NC

Aug. 28
Fairhaven Methodist Homes
Birmingham, AL

Register at: 414-258-3649 or

<http://www.culturechangenow.com/workshop-fft.html>

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