



CULTURE CHANGE

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What Is Culture Change?



According to The Artifacts of Culture Change organization, “Culture Change is a movement to transform a facility to a home, a resident to a person, and a schedule to a choice”.

Pioneer Network

- “Culture change is the transformation of older adult services, based on person directed values and practices where the voices of elders and those working with them are considered and respected.



MCLA 330.1700 (G)

- Person-centered planning refers to a process for planning and supporting the individual receiving services that builds upon the individual's preferences, choices and ability. The person centered planning process involves families, friends and professionals as the individual desires or requires.



CMS

- S&C letter-07-07 dated 12/21/06 to State Agency Directors regarding “Nursing Home Culture Change Regulatory Compliance Questions and Answers
- Nov 3, 2006 CMS broadcasted a 4 part series on Culture Change through fiscal year 2007.



F 242

483.15 (b) – Self Determination and Participation

The resident has the right to :

Choose activities, schedules, and health care consistent with his/her interests, assessments, and plans of care;



F 242 Continues

- Interact with members of the community both inside and outside the facility; and
- Make choices about aspects of his/her life in the facility that are significant to the resident.



Intent

- Is to specify that the facility must create an environment that is respectful of the right of each resident to exercise his/her autonomy regarding what the resident considers to be important facets of his/her life



Intent



This includes actively seeking information from the resident regarding significant interests and preferences in order to provide necessary assistance to help residents fulfill their choices over aspects of their lives in the facility.



Pioneer Network 2014 National Conference

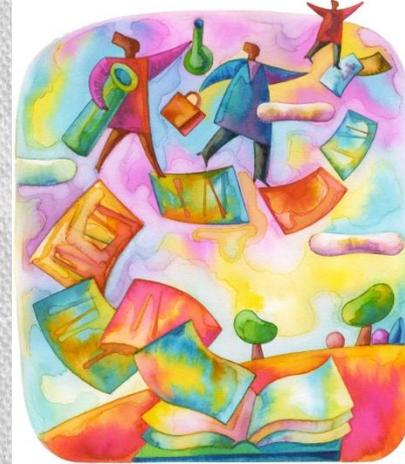
Concurrent Educational Sessions:

- Dementia Care
- Organizational Culture
- Renovations within existing buildings



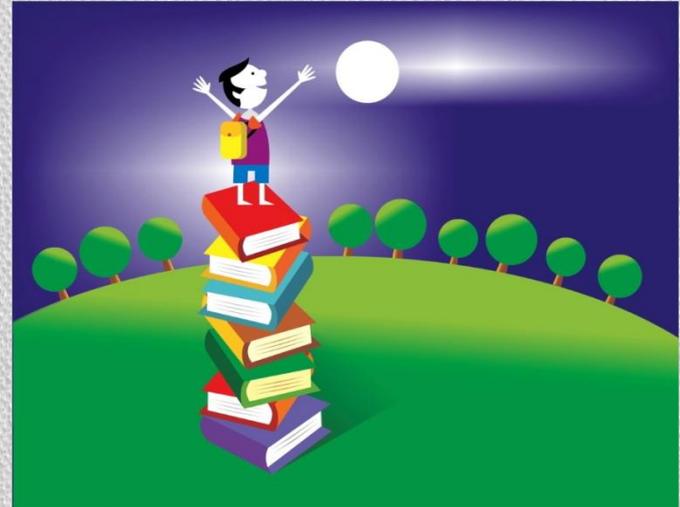
Concurrent educational sessions

- Satellite Kitchens
- Enhancing Leadership Capabilities
- Aging
- Two State Agencies
- Elimination of Alarms
- Memory Care



Concurrent educational sessions – Cont.

- Humor
- Household Dining
- Rehab
- Music Therapy
- Inspired Leaders, Inspired Teams
- Care Plans



Concurrent educational sessions – Cont.

- End of Life
- Liberalized Diets
- Medication Administration
- One Vision: Moving Forward
- Greenhouse
- Turning Staff into Care-Givers



Who believes in Culture Change?

- Division Director believes in Culture Change!
- Licensing Officers believes in Culture Change!
- Survey Monitors believes in Culture Change!
 - Surveyors believes in Culture Change!
- Healthcare Providers believes in Culture Change!
 - Everybody believes in Culture Change!



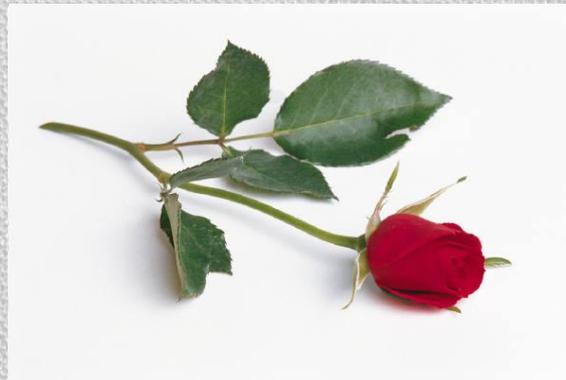
Culture Change

- We all believes in Culture change
 - We can make a difference
- Yes we Can, Yes We Can, Yes We Can!



The End

Thank you!



***One Vision: Moving Forward
Culture Change***

**Joint Provider Surveyor Training
September 23, 2014**



**Presented by:
Anna Ortigara, RN, MS, FAAN
PHI,
Organizational Change Consultant**

Pioneer Network: VISION

A culture of aging that is life-affirming, satisfying,
humane and meaningful.

www.pioneernetwork.net



We did the best we could,
with what we knew...

And when we knew better,
we did better.

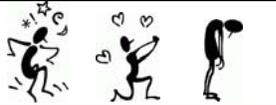
Maya Angelou

Courage

Mental or moral strength to venture, persevere, and withstand danger, fear or difficulty

<p>Culture</p> <hr/> <p>A set of values, beliefs, customs and traditions, language, and way of doing things within a group</p>	<p>Change</p> <hr/> <p>The act of making different</p> <p>To alter</p> <p>To transform</p>
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The culture of an organization is like an individual's personality

<p>Your personality makes you unique</p> <p>Personality is a sum total of your</p> <ul style="list-style-type: none"> • character and status • values and beliefs • likes and dislikes • style and disposition 	<p>Its culture makes a NH unique</p> <p>Culture is a sum total of its</p> <ul style="list-style-type: none"> • history and traditions • organization and systems • commitment to quality • rules and relationships 								
									
<p>Aggressive Romantic Moody</p>	<table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="padding: 2px;">"Mediocre"</td> <td style="padding: 2px;">"Excellent"</td> </tr> <tr> <td style="padding: 2px;">"Depressing"</td> <td style="padding: 2px;">"Cheerful"</td> </tr> <tr> <td style="padding: 2px;">"Cold"</td> <td style="padding: 2px;">"Caring"</td> </tr> <tr> <td style="padding: 2px;">"Disorganized"</td> <td style="padding: 2px;">"Friendly"</td> </tr> </table>	"Mediocre"	"Excellent"	"Depressing"	"Cheerful"	"Cold"	"Caring"	"Disorganized"	"Friendly"
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"Cold"	"Caring"								
"Disorganized"	"Friendly"								

What is the Culture of Your Family?

Values _____

Language

History and Traditions

Rules and Relationships



Culture Change

The Linguistics

Organizational Transformation

Deep System Change

New Culture

Model vs Movement



So Many Roads...

Pioneer Network

A Coaching Approach to transformation

Eden Alternative

THE GREEN HOUSE® Project

WellSpring

Households

Regenerative Communities

Bathing Without a Battle, Mouthcare Without a Battle

Practices...Buffet Dining, Wake-up Times, Consistent Relationships,

Michigan Person-Centered Planning



One Vision: Moving Forward

One Vision: Moving Forward brought together a wide range of partners to identify and resolve obstacles to the implementation of person-centered practices and other culture change initiatives in Michigan's skilled nursing homes. At the same time, One Vision addressed the challenges that Michigan regulators face in carrying out their responsibilities as they assess the state's wide array of culture change initiatives.

One Vision: Moving Forward

To seek to resolve questions and obstacles to the implementation of person centered practices and other culture change initiatives in Michigan's nursing home and address aspects of the wide array of culture change initiatives that pose challenges to the Departments' regulatory roles and responsibilities.

Person-Centered Planning Defined

"Person-Centered Planning" means a process for planning and supporting the consumer receiving services that builds on the individual's capacity to engage in activities that promote community life and that honors the consumer's preferences, choices, and abilities. The person-centered planning process involves families, friends, and professionals as the consumer desires or requires. MCLA 330.1700(g)

Elements of Person-Centered Planning

Person Directed	Facilitation
Capacity-Building	Information
Person-Centered	Participation of Allies
Outcome-Based	Health and Welfare
Presumed Competence	Documentation

At the Center of it all is...



What is this thing called person-directed care?



Valuing people and those who care for them
(V)

Adapted from the model by D. Brooker

What Do Elders Say They Want?

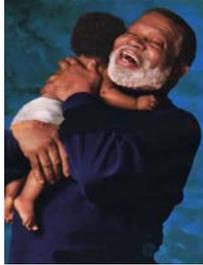
Kindness, Caring, Compatibility and Responsiveness

To know the caregivers

To like them and to feel safe,

To feel liked and respected by them

RELATIONSHIPS!



Treating people as individuals (I)



Adapted from the model by Dawn Brooker

Who am I?

What is most important to you in your life?

What are you the most proud of?

Tomorrow you are going to enter a nursing home.

The person next to you will be your caregiver.

What do you want this person to know about you? What is important to you? What is not negotiable?

Looking at the world from
the perspective of the person
(P)



Adapted from the model by Dawn Brooker

What would you think?

What would you do?

Surplus Safety and the Upside
of Risk...

What would life be like without risk???

Providing a positive social environment in which the person can experience well-being (S)



Adapted from the model by Dawn Brooker

What's Relationship Got To Do With It?

If I can provide a certain type of relationship, the other person will discover within himself the capacity to use that relationship for growth, and change and personal development will occur.

On Becoming A Person, C.R. Rogers, 1961

The Relationship

1. I have found that the more that I can be genuine in the relationship, the more helpful it will be.

On Becoming A Person, C.R. Rogers, 1961

The Relationship

2. I find that the more acceptance and liking I feel toward this individual, the more I will be creating a relationship which he can use.

On Becoming A Person, C.R. Rogers, 1961

The Relationship

3. Thus the relationship that is helpful is characterized by a sort of transparency on my part, in which my real feelings are evident, by an acceptance of this other person as a separate person with value in his own right; and by a deep empathic understanding which enables me to see his private world through his eyes.

On Becoming A Person, C.R. Rogers, 1961

PDC=V+I+P+S

Practices of Exemplary Leaders

Challenge the Process
Inspire a Shared Vision
Enable Others to Act
Model the Way
Encourage the Heart

Kouzes and Posner,
The Leadership Challenge

A Coaching Approach to Transformation

Coaching supervision is a relational approach to managing and supporting staff members and teams that helps them to develop their own interpersonal and problem-solving skills

i.e., the ability to think critically, prioritize, and communicate effectively.

Four Primary Coaching Skills

Active Listening - is a process that involves the skills of using appropriate nonverbal body language, paraphrasing, and asking open-ended, clarifying questions. It is used to help ensure understanding, demonstrate interest, and explore multiple perspectives in a situation.

Self-Management - refers to one's ability to set aside emotional reactions and judgments in stressful situations. It also relates to one's ability to listen, without blocks, and without blame or judgment, in order to fully hear the perspective of the employee or team.

Self-Awareness - refers to the ability to be conscious of one's emotions, assumptions, and biases that lead to prejudging others.

Presenting the Issue/Problem - is a technique in which the coach uses objective language to identify a performance problem in a way that holds the person (or team) accountable in a supportive, future-focused manner.

The Relationships of A Transformed Culture

A NEW CULTURE OF THE WORKFORCE

Seven horizontal lines for notes.

Research Regarding Workforce

High Turnover Homes report that,

- employees have little initiative or a poor work ethic.
- tend to fire employees more frequently.
- attract a poorer pool of candidates.
- hire questionable employees more frequently.
- lose employees after training or short employment.
- have lower staff-to-resident ratios.
- use more agency staff. (Starker & Achtle)

Seven horizontal lines for notes.

Research Regarding Workforce

Low Turnover Homes

- Mentorship programs
- Involvement in care planning
- Primary C.N.A. assignments
- Opportunities for continuing education related to clinical work
- Involvement in hiring and exit interviews
- Opportunities for career advancement and external recognition

(Starker & Achtle)

Characteristics of Workforce Culture Change

Seven horizontal lines for notes.

What is the
Old Culture of the Workforce?

Brainstorming:
Myths and Beliefs

Taking the Journey of
Culture Change

Getting to a New Culture of the Workforce

- Value of the work
- Input into work processes
- Creating care teams
- Recognizing each person's talents
- Support individual growth
- Nurturing new staff

Nurturing New Staff

The culture of an organization is
reflected in how it treats new
members!

- Creating a culture of belonging
- Creating a culture of success

How do you currently orient and mentor new employees?



Learning Circle

What do you need from employees to be a successful organization?

What do you need from your employer to be successful?

Outcomes

- Improved Occupancy
- Increase in Private Pay
- Improved Employee Retention
- Improved Clinical Outcomes
- Improved 5 Star Rating



The Personal Journey

What Is This Work We Believe In and Commit To?

Pioneer Network: VISION

A culture of aging that is life-affirming, satisfying, humane and meaningful.

www.pioneernetwork.net



Pioneer Network: VALUES

- Know each person
- Each person can and does make a difference
- Relationship is the fundamental building block of a transformed culture
- Respond to spirit, as well as mind and body
- Risk taking is a normal part of life
- Put person before task
- All elders are entitled to self-determination wherever they live
- Community is the antidote to institutionalization

Pioneer Network: VALUES

Do unto others as you would have them do unto you

Promote the growth and development of all

Shape and use the potential of the environment in all its aspects:
physical, organizational, psycho / social / spiritual

Practice self-examination, searching for new creativity and
opportunities for doing better

Recognize that culture change and transformation are not
destinations but a journey, always a work in progress

To the world you may be
just one person,

But to one person
you may be the world.