

Congrats MI Culture Change Committee

Changing Institutional Culture & Language

Carmen Bowman, Regulator turned Educator
Using Regulations to Replace Institution with Home and Normal Life

EDU-CATERING
 Catering Education for
 Compliance and Culture Change
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Pioneers... CUT A NEW PATH

Pioneer Network 1997, Center for Innovation 2022

30+ years

We can change institutional culture

Transform a culture of *rigidity*
 to one of **flexibility so that** team members (staff)
 can honor **individuals' preferences,**
 and **choice is maximized.**

Recognize and reject **learned helplessness.**

“Life is not programmable.”
Carter Catlett Williams

Principles, philosophy, values - **not programs.**
Programs are the mark of an institution.
We “check out” when its another program.

LANGUAGE LEADS PRACTICE

Changing institutional culture can transform

- a facility/care center into a **home**
- a patient/resident into a **person**
- a schedule into a **choice**

Look at the language

Independent Living
Assisted Living
Long-term Care

Where did the LIVING go?

*What if we talked more about **the life people are living**
than only the care they are receiving?*

KNOW EACH PERSON
 A CORE VALUE OF CHANGING
 INSTITUTIONAL CULTURE
 (PIONEERNETWORK.NET)



PERHAM LIVING PERHAM, MN

Reducing Falls by Engaging with Life cover courtesy Action Pact

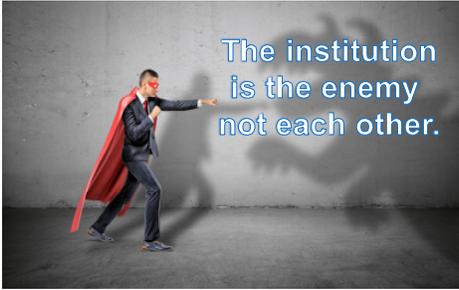
F550 Resident rights

The facility must treat each resident with **respect and dignity** and care for each resident in a manner and in an environment that promotes maintenance or enhancement of his or her **quality of life, recognizing each resident's individuality.**

CMS F550 Individuality recognized = **Know each person**

Since the Nursing Home Reform Act of OBRA '87, regulations support non-institutional culture.

USE REGULATIONS TO CHANGE INSTITUTIONAL CULTURE



The institution
is the enemy
not each other.

WE MUST SLAY THE INSTITUTIONAL DRAGON. DR. BILL THOMAS

What's your individual, personal morning schedule?

Please write it down...

How will it go for you if you don't get it?

CMS F550 Respect/dignity/quality of life recognizing individuality

**SEAMLESS
LIVING**

**REDESIGNED
WORK**

Any early risers in the room?

**ALL ELDERS
ARE ENTITLED TO
SELF-DETERMINATION
WHEREVER THEY LIVE**
A CORE VALUE OF CHANGING INSTITUTIONAL
CULTURE (PIONEERNETWORK.NET)

Nursing home nurse:
"You better not wake me up."

What if they do?

"I'll get aggressive or
depressed... or both."

Is that "a behavior"?

Communication/message/
unmet need/source of distress.

F561 Self-determination

- Right to **choose** activities, **schedules** (including sleeping and waking times), health care and providers of health care services consistent with his or her interests, assessments, plan of care and other applicable provisions of this part.

Tag F561 Self-determination = **All elders/people are entitled to self-determination wherever they live**

F561 Self-determination...

- Right to **make choices about aspects of his or her life** in the facility that are **significant to the resident**.

F561 Self-determination

- Right to choose activities, schedules (**including sleeping and waking times**), health care and providers of health care services consistent with his or her interests, assessments, plan of care and other applicable provisions of this part.
- When it comes to sleeping and waking... what is **true choice**?

NATURAL AWAKENING = TRUE CHOICE

The Privilege to Honor Sleep



INSTITUTIONAL CARE IS INEFFICIENT



HURRY UP AND ... WAIT

IS THIS SAFE?

Which would you rather have?

generic care

INDIVIDUALIZED CARE

Which are we to ensure?

INDIVIDUALIZED CARE

*Which regulation says so?

F550 Resident rights

The facility must treat each resident with respect and dignity and **care for each resident** in a manner and in an environment that promotes maintenance or enhancement of his or her quality of life, recognizing each resident's **individuality**.

Leave generic practice

RESTORATIVE SLEEP



The Power to Tip Toe



Benefits to being well rested?



Tag 561 Self-determination Guidance

Choices about schedules and **ensuring that residents are able to get enough sleep is an important contributor to overall health and well-being.**

Facilities **must not** develop a schedule for care, such as waking or bathing schedules, for staff convenience and without the input of the residents.

Sleep = health per Tag 561.
We call ourselves *healthcare*....

Did you know?

Tag F600 Abuse
F600 Characteristics placing residents at risk for abuse:

**Policies operate in the interests
of the institution rather than residents.**

**“NO LONGER ARE THE
NEEDS OF THE INSTITUTION
TO COME BEFORE THE
NEEDS OF THE INDIVIDUAL.”**

WENDY LUSTBADER

PUT THE PERSON BEFORE THE TASK

A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE (PIONEERNETWORK.NET)

Personalized Med Pass

Artifact 22. Medications are delivered according to each resident’s individual daily rhythms such as waking and dining.

Which home would you want to live in?



The home where people **took up smoking so they could go outside?**



Christopher House Denver, CO
Where they ask you "Would you like to dine inside or outside?"

RISK TAKING IS A NORMAL PART OF LIFE

A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE (PIONEERNETWORK.NET)



Teresian House, Albany, NY

Quality Assurance Performance Improvement

§483.75(f)(6) **Clear expectations are set around safety, quality, rights, choice, and respect.**



←→
our future

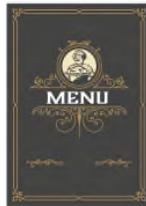
Tag 550 Resident rights

- The right to be informed in advance, by the physician or other practitioner or professional, of the **risks and benefits of proposed care**, of treatment and treatment **alternatives or treatment options** and to **choose the alternative or option he or she prefers**.
- The right to **request, refuse, discontinue** treatment.

F803 MENUS & NUTRITIONAL ADEQUACY

7) Nothing in this paragraph should be construed to limit the resident's right to make **personal dietary choices**.

F550 Right to chose option preferred, refuse/request.
F803 Right to make personal dietary choices =
Risk taking is a normal part of life



F636 **Comprehensive** Assessment
F655 **Comprehensive** Care Plan



“Just mashed potatoes with lots of gravy please...”



Courtesy SuzyQ Menu Concepts

Who makes the decisions in a bureaucracy?
Who makes the decisions in a home?



A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE (PIONEERNETWORK.NET)

SHAPE AND USE THE POTENTIAL OF THE ENVIRONMENT IN ALL ITS ASPECTS: ORGANIZATIONAL

Open Dining

- It's what everyone wants.
- Builds in time for excellent care.
- Easier than one may think.
- Change how you present it...



Tag F809 Frequency of Meals

- Each resident must receive and the facility must provide at least three meals daily, at regular times comparable to normal mealtimes in the community or in accordance with resident needs, preferences, requests, and plan of care.

Tag F809 Frequency of Meals

- There must be no more than 14 hours between a substantial evening meal and breakfast the following day, **except when a nourishing snack is served at bedtime, up to 16 hours may elapse between a substantial evening meal and breakfast the following day if a resident group agrees to this meal span.**
- MI Rule 803 may be increased to 14-3/4 hours.
- Doesn't matter because choice requirements now better complied with than ever before...



Tag F809 Frequency of Meals

- Suitable, nourishing alternative meals and snacks must be provided to residents who **want to eat at non-traditional times or outside of scheduled meal service times, consistent with the resident plan of care.**
- Open dining is an answer to meeting preferences.
- Who likes to eat early? Who doesn't eat breakfast at all?

Set Mealtimes = No Choice

MEALTIMES
BREAKFAST 7:00 AM
LUNCH 12:00 NOON
DINNER 5:00 PM



Open Dining = Choice



SHAPE AND USE THE POTENTIAL OF THE ENVIRONMENT IN ALL ITS ASPECTS: PHYSICAL

A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE (PIONEERNETWORK.NET)

Tag F854 Environment
De-emphasizes the institutional character of the setting
= **Shape and use the potential of the physical environment**



Wheat Ridge Manor Wheat Ridge, CO



Rowan Community Denver, CO



Convivium

SHAPE AND USE THE POTENTIAL OF THE ENVIRONMENT IN ALL ITS ASPECTS:
PSYCHO/SOCIAL/SPIRITUAL
 A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE (PIONEERNETWORK.NET)





■ Baby Boomers rejecting the status quo
 ■ Cohousing, Cooperatives, House sharing, Village
 ■ Affinity Groups - **no bingo at the Artists Colony**
 ■ **"Desire real, not make believe, sterile, artificial"**

If Bingo is the best we can do, that's not really a compliment...



Conversations with Carmen
 May 15, 2015 actionpace.com

RESEARCH
 "It is meaningful relationships and purposeful engagement, even at end of life, that defines aging well.*"

REGULATION
 Tag F740 Provide **meaningful** activities which promote **engagement**, and **positive meaningful relationships** between **residents & staff, families, other residents** and the **community**.



*Power, Eheart, Racine, Karnik -- Aging Well in an Intentional Intergenerational Community: Meaningful relationships and purposeful engagement. Journal of Intergenerational Relationships, 2007

And we have a culture change core value for that...

**RELATIONSHIP IS THE
FUNDAMENTAL BUILDING BLOCK
OF A TRANSFORMED CULTURE**
A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE
(PIONEERNETWORK.NET)



SHIFT from institution to **home**
SHIFT from group activities to **living life**
SHIFT from no relationship allowed to **build relationship**

And then there is Tag 675 Quality of Life

**Quality of life is a fundamental principle
that applies to all care and services
provided to facility residents.**

Calling all Animal
Lovers to a Meeting



Courtesy Uptown
Care Center Denver, CO

PHYSICIAN ORDER

"Michael must have his dog with him wherever he lives."

But wait, there's more: Tag F550 Resident rights

The facility **must**
protect and promote
the rights of the resident.



The resident's wishes and preferences must be considered in
the exercise of rights by the representative.

REFRAME TO THE PERSON

■ Westward Heights Outcomes

[Westward Heights Outcomes on Vimeo](#)

F550 Resident rights
**The right to exercise rights
as a citizen/resident of the United States.**

Ameri**CAN**s

**DO UNTO OTHERS AS YOU WOULD
HAVE THEM DO UNTO YOU.**
A CORE VALUE OF CHANGING INSTITUTIONAL CULTURE
(PIONEERNETWORK.NET)

F550 Resident rights
**The right to exercise rights
as a citizen/resident of the United States.**

Because CMS thought of this long ago...surveyors can provide

INFORMATION TRANSFER

Support from many state survey agencies

- OR surveyors on culture change committees/did not survey
- RI SSA Director was Culture Change Coalition President
- MO had a SSA Culture Change Coordinator position
- MO SSA memo re: Artifacts 2006 CMS Div. of Nursing Homes
- FL SSA sponsored compliance and CC training, 5 locations
- CO surveyor is a co-founder of culture change coalition

■ Surveyors, how do you use your power? Introduce? Compliment?

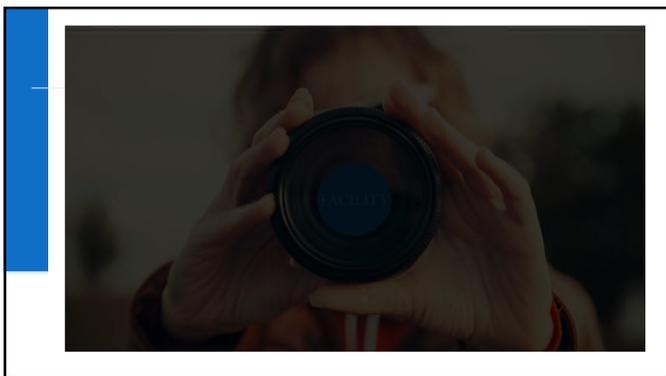
We ALL CAN ADVOCATE for...

Using Regulations to Reject & Replace Institution
with HOME and NORMAL LIFE

There's no place like...

FACILITY





**MICHIGAN,
YOU COULD BE DIFFERENT**

**WHAT IF YOU USED JOINT PROVIDER
SURVEYOR TO YOUR ADVANTAGE?**

The definition of change

- v. change
- to make the form, nature, content, future course, etc. of (something) different from what it is or from what it would be if left alone;
- to change one's opinion;
- to transform;
- **to change the course of history.**

What if we made it a verb?

- to culture change,
- to change institutional culture,
- **to change the course of nursing home history in MI**

What could surveyors do to promote quality of life?

What could providers do to promote quality of life?

What could ombudsmen/others outside do to promote quality of life?

Changing language even in federal regulations

CMS Tag F550 Resident rights, Avoiding the use of labels for residents such as **“feeders” or “walkers.”**

Which reg?

What other labels are there?

Avoid labels

- diabetic, paraplegic
- Screamer, wetter... (so many)
- Room 202
- Diagnoses: the stroke, etc.
- Frequent faller

Person First Language

- **Person who has ...**
- **Person who ... (describe)**
- **Avoid, use name**
- **Avoid, use name**
- **Person who is falling a lot**



Person First Language

- Puts the person *before* the disability.
- Describes what a person *has*, not who a person *is*.
- A person with diabetes (replacing diabetic).
- Myopic?

SO, WHAT DO YOU PREFER TO BE CALLED? HANDICAPPED? DISABLED? OR PHYSICALLY CHALLENGED?

"305" WOULD BE FINE.

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ONLY ONE LABEL NEEDED EVER

THE MOST APPROPRIATE LABEL IS USUALLY THE ONE PEOPLE'S PARENTS HAVE GIVEN THEM.

To prescribe or to deprescribe...

Beware even more medical lingo

- "Prescribing social care"
- "Dose of exercise"
- "Social prescription"
- "Purpose pill"

Normal language

- **Recommend**
- **Suggest**
- **Preference**
- **Plan**

Promising Practices for Social Connectedness, Fall Prevention, and Improved Cognition:
Should Social Care Be Prescribed? Should Life Be Medicalized?

Carmen Bowman *and Weng Marc Lim *

<https://www.tandfonline.com/toc/waaa20/current>



Look through the  of HOME

- **Neighborhood** (instead of unit/ward/station/floor)
- **Team** (instead of department)
- **Checking in with/check ins** (instead of rounds/rounding)
- **Approach/individualized approach** (instead of intervention)
- **Move in/move out** (instead of admit and discharge)
- **Needing bathroom** (instead of toilet, toileting)
- **Dining/culinary/food and nutrition** (instead of dietary)
- **Direct care/hands-on care givers** (instead of frontline/floor staff)

*They don't live in our facility,
we work in their home.*

Are we maybe *home health* professionals?

WHERE ARE YOU WHEN YOU HEAR...

ORDERS	DISCHARGED	NON-COMPLIANT
FRONTLINE	DEPARTMENT	MANAGE BEHAVIORS
REPEAT OFFENDER	UNIT	DIRECTOR
COMBATIVE	ALARM	RESTRAINT

Military Language	Normal Language
■ Department	■ Team
■ Director	■ Coordinator/Team Lead
■ Unit	■ Neighborhood
■ Manage behaviors	■ We support/assist/help people
■ Compliance/non-compliant	■ The NH is compliant or not with regs, people make choices

Always seek to nurture the healthy flow of the human spirit in all our policies and interactions and in all that we say and do.
 Barry Barkan, Live Oak Project

What if we called it,
The Nurturing Home
 ...what if?

The Power of Language

home hands-on
 work with direct care givers team members
 people [name] who needs help eating
 person community neighborhood
 approaches neighbors individual
 move in/here for a stay nurturing home
 culinary/dining services life history
 education home to
 team move out/go home 120 people





Free at:

www.edu-catering.com

www.pioneernetwork.net

The Power of Language to Create Culture

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