

**The Journey to Rebuilding Person-  
Directedness Using Artifacts 2.0  
Michigan Culture Change Coalition 2024  
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**Michigan Culture Change  
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## What is Culture Change?

- ▶ Moving from institutional to home
- ▶ What about your nursing home is institutional?

**Culture Change =  
Building Community**

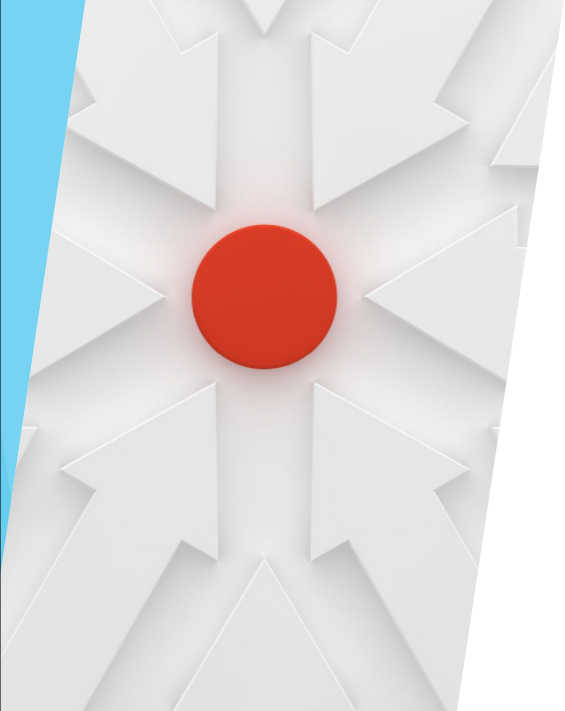




**Home**



**Relationships**



# Choices

674 Complaints

## Where do we start?

- ▶ Be the example
  - ▶ Say Hi to everyone
  - ▶ Use person-centered language
  - ▶ Ask permission
  - ▶ Stay positive

## Artifacts of Culture Change

- ▶ Management Support
- ▶ Find the leader in your home who is passionate about building community
- ▶ Involve the Residents
- ▶ Involve the Ombudsman

## Michigan Culture Change Meetings

- ▶ First Tuesday of the month from 1-2p
- ▶ NH staff, ombudsman and surveyors
- ▶ Discuss culture change topics

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# Medilodge of Rogers City



## Our Culture Change Journey

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## Why We Need Culture Change

- ▶ In a recent poll, patient respondents gave nursing homes a D+ for the quality of care they think they would receive.
- ▶ Patient respondents would not be comfortable living in a nursing home if they could no longer live independently.
- ▶ Nursing homes have been under the microscope since the COVID pandemic due to the spread of the virus in facilities and its catastrophic consequences.
- ▶ Respondents also felt loss of independence and the cost of less than quality care were serious issues when considering long term care options.

## Obstacles to Overcome

- ▶ Overcoming COVID culture- With the onset of the pandemic, residents were kept 6 feet apart, dining rooms were closed, group activities were stopped, residents were isolated in their rooms, and everyone was wearing masks. Residents and staff felt the loss of the human connection to each other that is so important for the resident's quality of life.
- ▶ We are now retraining staff on what "normal" looks like. Many staff with us today did not work in healthcare prior to COVID, so they can't even imagine the way things used to be.

## Purpose of Culture Change

- ▶ With culture change, true relationships between residents and staff flourish and a true sense of belonging and community thrives. This includes meaningful involvement between residents, their families and friends, staff, and the community. These relationships allow residents to live a well rounded, full, and meaningful life, while we continuously strive to create an environment that is comfortable, homelike, and personalized. We also work to create person-centered care plans to fully support residents choices and help them maintain a sense of control over their lives.

## Goal: Resident Directed Life

- ▶ A positive model is one that emphasizes personal growth for residents and staff with a shared commitment to ideas, values, goals, and management practices by residents and family members.
- ▶ Culture change is centered around de-institutionalizing services and individualizing care.
  - Residents give up the life they have built by reducing their most valuable possessions to just a few boxes. They can feel a loss of identity, privacy, dignity, and respect.
- ▶ Put the person 1<sup>st</sup>. Not the task.



## Benefits of Culture Change

- ▶ Happier residents and staff
- ▶ A greater feeling of investment and ownership with the facility
- ▶ Real interpersonal relationships between staff and residents
- ▶ A sense of belonging in the community at large, rather than in the periphery; out of mind until someone needs our services.
- ▶ Residents have pride and ownership in the center because they are part of the day to day decisions made within the facility
- ▶ Gives staff a feeling of fulfilment by working with one another to make real differences and improvements in the lives of others

## Our Journey

- ▶ Medilodge of Rogers City was invited to be a pilot building to push the culture change initiative.
- ▶ The facility began its journey to improving culture in the building by utilizing the Artifacts of Culture Change tool. Select residents and staff completed the self-assessment tool to determine artifacts that each considered fully implemented, partially implemented, and those that were not a current practice.
- ▶ The results allowed us to gain insight into our strengths and weaknesses as related to culture change and gave us an overall picture of how Medilodge of Rogers City stacked up to the ideals presented by the Culture Change Assessment Tool.

## Our Journey

- ▶ It was important that staff and residents work together to bring about the changes we wanted to see.
- ▶ Our first step was to create a culture change committee within our facility consisting of staff, residents, and our local Ombudsman.
  - The Culture Change initiative was explained in a resident council meeting. Four residents volunteered to sit on the committee and were given copies of the building self assessment tool to read over and to complete on their own.
  - Interested staff were encouraged to join the group during several team huddles.
  - The Committee group met monthly to discuss results of the self assessment and to determine a direction in which to move forward.

## What We Found

- ▶ Our group began meeting in August of 2023
- ▶ Our initial scoring- 49% fully implemented, 19% partially implemented, and 31% not a current practice.
  - We were very fortunate to be in such a good place at the beginning of this process. Residents and staff alike, felt that many of the suggested “key artifacts” were already in place in the center.
  - Leadership members explained at the beginning of this process that some artifacts would be easier to implement than others. It was also explained that some artifacts would be very difficult or nearly impossible to implement in our setting.

## How We Implemented The Artifacts

- ▶ The Culture Committee first identified artifacts that would implement smaller changes and still provide a big impact on the lives in our center.
- ▶ Residents on the committee had direct input about which changes would be most important to them.
- ▶ Starting small allowed us to be sure each area could be rolled out with help from our leadership team, implemented, and to become part of the daily routine in the center.
  - ▶ It was important to make the changes “feel” very positive. You don’t get staff to buy in when it feels like the change is more work or without reason.

## Artifacts Implemented

- ▶ #2- The dining room offers a dessert cart to enhance the meal experience. The cart offers a variety of dessert choices that the resident can choose from.
- ▶ #7 - Residents wanted to reinstate weekly baking groups.
- ▶ #12- Personalized celebration of birthdays.
- ▶ #51- Greater focus on input from CNA’s in our resident care conferences.
- ▶ #77- The reintroduction of the “condiment caddies” on each dining room table.
- ▶ #92 Utilizing cloth napkins at meals in the dining room. These can be used in place of clothing protectors if that is the resident’s choice.
- ▶ #97- Residents have opportunities to engage in events outside of the facility. We struggle with transportation to events in our area, as public transportation is not widely available, and our facility van has limited capacity. We continue to work hard looking for options for transport in order for our residents to experience community events and outings.

## Artifacts In Process

- ▶ #39 -Our current and largest endeavor to date is in progress as we speak. Residents and team members participated in renaming the generic wings with new names.
  - ▶ Residents and staff were asked to submit ideas for new neighborhood names for each wing.
  - ▶ Names were grouped and staff and residents alike had the opportunity to vote on the selections.
  - ▶ A winner was selected and the facility will begin installing placards on each hall with the names selected. We will then choose a color scheme for each neighborhood and begin decorating to reflect the new names for each area.

## Artifacts in Process

- ▶ Rogers City calls itself the “Nautical City” because of its location on Lake Huron. Rogers City is home to the world’s largest open pit limestone quarry and one of the largest shipping ports on the Great Lakes. Because of this rich history, our staff and residents decided on naming the hallways after each of the Great Lakes.
- ▶ As we begin the transformation of our hallways, we will look to our families and community to secure historical pieces, photos, and themed items relating to each new neighborhood and use them in decorating. Residents are excited to research the history and unique aspects of each lake and look for ways to incorporate them into their neighborhoods.

## Also Important to Culture Change

- ▶ As part of our journey with culture change, we also included staff training on resident rights. In October 2023, staff was presented training in an all staff meeting about resident rights in order to reinforce the importance of protecting all residents' right to make choices.
- ▶ The Resident Bill of Rights is also highlighted in every Resident Council meeting. Each month rights are selected, read, and discussed as a group. The meeting facilitator also rewords the rights selected in her own way, to be sure the residents are able to understand the key points of each right without the legal jargon.

## Making It Work Communication

- ▶ Communication between leadership, staff, and residents is imperative in creating a supportive environment. We also extend that communication to our families, volunteers, and community.
- ▶ Our committee meets monthly to discuss how things are going in the building. We review our past culture change initiatives to ensure they continue to run smoothly.
- ▶ We include culture change discussions with our staff in our daily huddles and monthly meetings.
- ▶ Culture change initiatives are also discussed in our monthly Resident Council meetings.
- ▶ Daily staff engagement to discuss culture change and how it is making a difference to improve the quality of life for our residents.

## Making It Work Team Engagement

- ▶ Must have buy-in from the entire team!
- ▶ Staff ownership & participation in the culture of the facility directly impacts the lives of each resident.
  - Encourage staff to get to know their residents on a personal level
  - Encourage staff involvement in meal times
  - Encourage staff involvement in activity programs
  - Caring Partner program
  - Involvement of IDT, care aides, nurses, family, and residents in care conferences and planning
  - Making it all fun!!

## Making It Work Team Engagement

- ▶ Staff need to feel that they are appreciated by residents and family members as well as by the leadership team. Having their hard work recognized gives them a sense of achievement and is the best motivator to do their jobs well.
- ▶ Residents and team members have the ability to nominate our staff for Employee of the Month.
- ▶ Staff who go above and beyond are discussed during Resident Council meetings and those staff are recognized during our huddles in front of their peers.
- ▶ Resident testimonials are also a great place for residents to recognize those staff that they feel made a difference during their stay and recovery while in the facility.

## A Culture of Community Being Well Known

- ▶ Acknowledge residents and staff as you walk down the hallways. No one should feel left out or invisible where they live.
- ▶ Comprehensive Social Services Assessments
  - Communication with residents and family helps us to identify the goals and preferences for care for individuals by gaining necessary information.
- ▶ Comprehensive Activity Assessments
  - We use these to really get to know our residents. We are able to learn what they like to do now and all of the things they once loved to do. This allows for personalization in care plans and interventions that can be communicated to all staff.

## Culture of Community Resident Directed Care

- ▶ Too often a resident's life in a facility is scheduled to create ease for the caregivers. When we take choices and self determination away, we make residents feel unimportant and as though they have no control. This can lead to conflicts between residents and staff and lead to labels like "difficult" or "non-compliant"
- ▶ Remember we are taking care of human beings; no one should feel like a task
- ▶ We have found that continued training and education on resident rights is an important piece of our culture change journey. This ensures that all staff treat residents with respect and dignity.

## Culture of Community Meeting Needs and Preferences

- ▶ Encourage family to “fill in the blanks” on what we don’t know about a resident and their needs
- ▶ Encourage family to bring in items to make residents feel at home such as chairs, radio, music, pictures, comfort items, bedding, etc.
- ▶ Adjust the facility schedule to accommodate sleeping, rising, and shower preferences
- ▶ Food and snack preferences
- ▶ Creative solutions to allow residents to become re-involved in prior activities that they have lost the ability to do
- ▶ Make staff aware of preferences to help aid in the individual’s adjustment to the facility

## Culture of Community Meaningful Activity Engagement

- ▶ It is important that residents are not just kept busy, but are being actively engaged in activities they find meaningful and important
- ▶ Activity Staff complete and utilize comprehensive activity assessments to personalize an activity program for each individual
- ▶ Activity Staff make creative adaptations to once loved activities so individuals are able to engage in them once again
- ▶ The Activity Calendar is discussed in each Resident Council meeting so residents know what events are upcoming each month; they are encouraged to bring up ideas for new activities they would like to see included on upcoming calendars



## Culture of Community Meaningful Activity Engagement

- ▶ Family and staff are invited and encouraged to join in activity programs.
- ▶ Relationships with community partners enhance the lives of our residents by helping to provide meaningful activity; not just bingo
  - ▶ Churches- involvement of several denominations of area churches help to meet the spiritual needs of the residents.
  - ▶ Our District Library- we have partnered with them to sponsor community events. They assist in securing programming for the activity department. Library staff come to the facility to actively engage residents in read a louds and crafts.
  - ▶ Intergenerational programs- we have reached out to dance studios, high school bands, locals schools and theater groups to encourage their participation in programs for our residents.

## Making It Work Community Engagement

- ▶ It is important for us to bring our outside community into the facility by utilizing our local schools, churches, and businesses so the residents feel a sense of connection to the community.
- ▶ On the flip side, we try to get residents out into the community whenever opportunities arise. Residents can make arrangements with the facility to attend family events, go shopping, and attend church services individually. The Activity Department also schedules outings for special events in the community as they are available.

## Measurement Plan

- ▶ The success of culture change can be measured by:
  - Caring Partner program- a program designed to foster meaningful relationships between staff, residents, and their families/responsible party.
  - Admission/Discharge surveys
  - Resident Council feedback
  - Day to day communication with residents
  - Staff tenure and satisfaction with their job
  - Overall resident satisfaction with their stay
  - The amazing way you feel when you've made a difference, no matter how small, for someone in your care.

## In Conclusion

- ▶ After 8 months of our culture change journey, we revisited our Artifacts of Culture Change assessment tool to measure our progress. We have been able to successfully implement several artifacts and raised our fully implements artifacts to 58%, our partially implemented artifacts to 15%, and not currently a practice has dropped to 27%.
- ▶ Culture change is a continuous journey that challenges the norms of life in a nursing home. Our goal is to continually move toward improving the life of current and future residents by implementing practices that are important to Residents. We hope that you start this journey as well! Remember that even the smallest changes in culture can make a positive impact on the quality of life for our Residents.

## References

- ▶ Pioneer Network- What is Culture Change (<https://www.pioneernetwork.net/>)
- ▶ My Home Life- Promoting Positive Culture in Nursing Homes ([www.myhomelife.org.uk](http://www.myhomelife.org.uk))
- ▶ The National Consumer Voice- Culture Change in Nursing Homes ([info@theconsumervoice.org](mailto:info@theconsumervoice.org))
- ▶ Mission Health Services- The Culture Change Movement in Nursing Homes (<https://missionhealthservices.org>)
- ▶ Patient Engagement Hit - Patients Skeptical of Nursing Home Care Quality, Patient Experience (<https://patientengagementhit.com>)

## Melissa Schulze, RN, BSN, MSN, FNP Health Care Surveyor

“Reflecting on my experiences, both personal and professional with Medilodge of Rogers City”.

April 9, 2024