



Presents

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What is Culture Change?

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Handouts for this presentation
are available on the CD,
which is included

Please print out, share and enjoy!



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“No longer are the needs of the institution to come before the needs of the individual.”

~ Wendy Lustbader, MSW

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How many of you are looking forward to living with *a stranger* in your room?

5

How many of you like it when someone else plays Mama that's not your Mama?

6

We've taught people living in institutions *learned helplessness*.

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Pioneers are **transforming** a culture of *rigid* rules to one of **flexibility** for both staff and residents...
Where resident **choice** is maximized and staff are **empowered** to provide true resident-centered care.

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Another way to think of culture change:
Supporting people in running their own life.

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Don't ask those questions unless
you can honor it.

It's dishonoring to ask and then
not honor it.

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Pioneers have been
"swimming upstream."



Rampant normalcy...

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Is this normal?



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Engage the residents in a discussion about what is *normal*.

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Julia Temple Center
No "bibs!"



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Is this normal?



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Why are we calling people
feeders?

Is that dignified?

Who really is the feeder?

WE ARE!

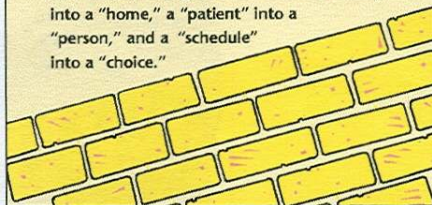
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A large dining room table instead
of “feeder” tables.



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cul-ture change *n.* (kŭlchŭr chŭnj) Culture change is a transformation anchored in values and beliefs that return control to elders and those who work closest with them. Its ultimate vision is to create a culture of aging that is “life-affirming, satisfying, humane and meaningful.” Culture change can transform a “facility” into a “home,” a “patient” into a “person,” and a “schedule” into a “choice.”



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Culture change can transform
a “facility” into a *home*,
a “patient” into a *person*
and a “schedule” into a *choice*.

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The Eden Alternative™

Building
Human Habitats

www.edenalt.com

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Principle One

States the Problem...

The three plagues of
loneliness,
helplessness, and
boredom account
for the bulk of
suffering among our
Elders.



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Principle Two

Gives us the solution...

An Elder-centered community commits to creating a Human Habitat where life revolves around close and continuing contact with plants, animals and children.

It is these relationships that provide the young and old alike with a pathway to a life worth living.





Principle Three

One of the Antidote Principles...

Loving companionship is the antidote to loneliness.

Elders deserve easy access to human and animal companionship.



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Principle Four

The Antidote to Helplessness...

An Elder-centered community creates opportunity to give as well as receive care.

This is the antidote to helplessness.



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Principle Five

The Antidote to Boredom...

An Elder-centered community imbues daily life with variety and spontaneity by creating an environment in which unexpected and unpredictable interactions and happenings can take place. This is the antidote to boredom.



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Principle Six

Principles 6, 7 & 8 are the things we have relied too heavily upon...

Meaningless activity corrodes the human spirit. The opportunity to do things that we find meaningful is essential to human health.



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Principle Seven

We have relied too heavily on medical treatment...

Medical treatment should be the servant of genuine human caring, never its master.



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Principle Eight

We have relied too heavily upon top-down bureaucratic authority...

An Elder-centered community honors its Elders by de-emphasizing top-down bureaucratic authority and seeking instead to place the maximum possible decision-making authority into the hands of the Elders or into the hands of those closest to them.



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Principle Nine

The Eden Alternative understands that...

Creating an Elder-centered community is a never-ending process.

Human growth must never be separated from human life.





Principle Ten

Wise leadership is the lifeblood of any struggle against the three plagues.

For it, there can be no substitute.



Dr. Bill and Judy Thomas

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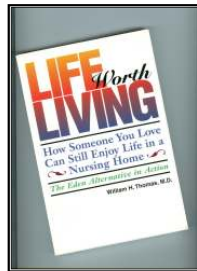
Do you want to be a
WORLD MAKER ???

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The Eden Alternative™

- www.edenalt.com
- Animal Welfare Guidelines
- Eden Associate Training
- Eden Registry
- What Are Old People For?
How Elders Will Change
the World
- International Conference



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The Regenerative Community

Barry and Debbie Barkan
Berkley, CA

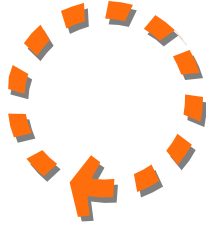
“If we bring people together
to connect, good things
will come from it.”

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The Regenerative Community

Community Meetings

- Builds community
- Creates connection
- Explores meaning
- Gathering as a community to discuss things of mutual interest and concern, to celebrate, to remember and to mourn.



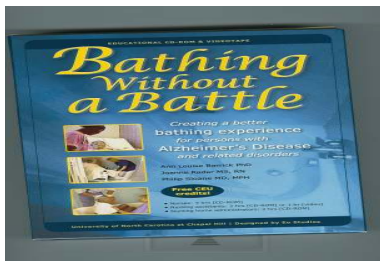
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The Regenerative Community Builds Community

- Songs build energy
- Pledge/Jokes/Weather report
- Announcements/Upcoming events
- Birthdays/Landmark Life events celebrated
- New residents and staff introduced
- Culture Change update
- Policies reviewed
- Each community has its own personality
- Builds self-esteem individually and collectively

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Bathing Without a Battle



www.bathingwithoutabattle.unc.edu

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Bathing Without a Battle

You have the opportunity to make those battles cease and learn creative techniques ~ learn what people enjoy best.

www.bathingwithoutabattle.unc.edu

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Bathing Environments



Life Care Center
of Greeley
Bathroom #1

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Bathing Environments



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Bathing Environments



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Bathing Environments



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Bathing Environments



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Bathing Environments



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Bathing Environments



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Neighborhoods

- Neighborhoods instead of traditional "units"
- Cross-trained staff
- Consistent staff
- Neighborhood Councils
- All staff belong



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“I don’t do THAT!”

We need to break down disciplinary silos...

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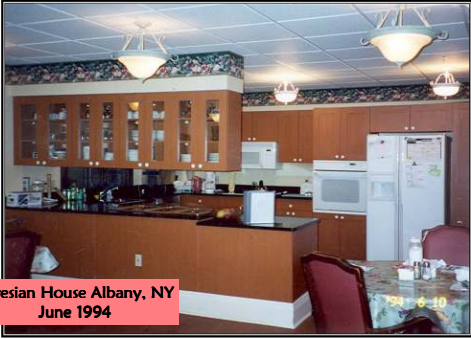
Really good customer care means that we can **ALL** serve that Elder, no matter what they need.

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“I just want to be able to go to the bathroom when I need to go to the bathroom!”

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Neighborhoods



Teresian House Albany, NY
June 1994

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Neighborhoods



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Neighborhoods



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Neighborhoods



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Neighborhoods



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Neighborhoods



Fairport Baptist in Fairport, NY
June 1994

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Neighborhoods



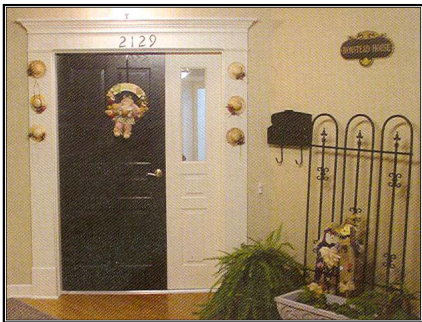
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Neighborhoods



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“The Sanctity of the Household” Meadowlark Hills, Manhattan, KS



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Green House Project

THE GREEN HOUSE® Project
proven tools, resources and partnerships



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Clear Creek Care Center
Wednesday Buffet
Staff Dine with Residents



Fair Acres Greeley
Breakfast
Cooked-to-Order



Fair Acres Greeley
Breakfast
Cooked-to-Order



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Fair Acres Greeley
Breakfast
Cooked-to-Order



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Valley View
Canon City
Restaurant Style



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Snack bars,
pantries and
kitchenettes

Microwaves,
stocked cabinets
and refrigerators

Food freely available



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Valley View Canon City
Fiesta ware



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Room Created
For
Children



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Playground
So Children
Want to Come Visit



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**Changing A Culture
With No Money...**

Can it be done?

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Person-Centered Care

Eric and Margie Haider Began Person-Centered Care in Late '80s

- Blue light story
- Predicament CNAs are put in
- Learned helplessness
- A changed culture without any money!

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Person-Centered Care



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Person-Centered Care



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Person-Centered Care



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Person-Centered Care



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Person-Centered Care



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Lead CNA

- Team Leader: Supervisory Role
- Social Role
- **Quality of Life**
- Lost items, shopping, transportation, maintenance requests
- Frees nurses to do nursing care
- These types of issues get "lost" when a nurse must deal with emergencies, transfers and admissions

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Crestview Person-Centered Practices

- Few residents wear incontinent briefs
- Spontaneous activities “required”
- Golfing, Playing Pool
- Out for lunch/anywhere you want to go!
- 20 second average call light answer time!
- Built ramp onto one resident’s church
- Crestview pays for beauty shop
- Staff Massage
- Therapist/Reflexologist/Aromatherapist

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Crestview Person-Centered Practices

- Wants and Wishes Book
- 5 Neighborhoods/Families
- Consistent Staffing
- Staff immediately pick up on change in condition
- Defined care on each neighborhood
- Staff do not have to ask NHA permission

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Crestview Outcomes

- Eliminated need for adm/mtg director
- Eliminated need for 1 of 2 social workers
- Decreased behaviors – Wyla story
- Team would “never” go back
- MAHSA coordinates visits
- CMS visits quarterly
- Waiting list of residents
- Waiting list of staff
- Full census, expanding
- Neighboring homes closing

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Crestview Outcomes

- Call light use decreased 49% due to anticipation of resident needs
- Avg. call light response time decreased 70%
- 75% reduction in worker's compensation claims
- Turnover decreased, average 9.4%
- Savings from fewer briefs \$6,553/month
- Savings from oral supplements \$1,164/month
- Savings from food waste \$20,000/year
- Medicaid savings of \$500,000/year
- Only \$79/day reimbursement!

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Team Goals

- Make residents content and satisfied
- Empower people to reach "unachievable goals"
- Develop friendships between residents and staff
- Improve communication between shifts
- Use staff in most efficient way
- Reduce depression and medication usage

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Resident Interview Questions

- What's important to this person?
- What supports are needed in their daily routine?
- What can team promote/teach to improve resident's quality of life?
- Describe daily rituals...
- What rituals/items give the person comfort?
- What relationships are important to the person?

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Crestview's Mission



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Eden Outcomes

'96-'98 Eden study by SW Texas State Univ:

- 60% decrease behavioral incidents
- 57% decrease pressure sores
- 25% decrease bedfast residents
- 18% decrease in restraints
- 48% decrease in staff absenteeism
- 11% decrease in employee injuries
- 11% increase in census

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Providence/Mount St. Vincent Outcomes

- 20% decrease in staff turnover ('98-'02)
- Decreases in Quality Indicators ('95-'01):
- 75% decrease in late loss ADLs
 - 40% decrease in incontinency without a toileting plan
 - 30% decrease in contractures
 - 15% decrease in weight loss
 - 15% decrease in restraints

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Evergreen Outcomes

Konsult Research Associates

- Overall resident satisfaction increased
- Overall staff satisfaction increased
- Overall family satisfaction increased

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Systemically Changing the Culture of Nursing Homes

New York State Dementia Grant Project
Final Report

- Fairport Baptist Home
- Jewish Home of Rochester

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Positive Changes for Residents

- Increased level of activity
- Continuity in personal relationships
- Reductions in all categories of incidents
- Improvement in memory for residents with dementia
- Reduction in resident mortality

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Positive Changes for Staff

- Increased positive feelings about work
- 25% reduction in staff turnover

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Northwood HCC Marble Falls, TX

- Eden home
- Focused on building community life, individualized care, offers fine dining
- 108 person home
- Not fancy wagon wheel home built in '60s

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Northwood's Incredible Outcomes

- Cost of advertising for employment
2003 - \$47,850 2004 - \$10,144
- Agency cost
2003 - \$60,000 2004 - \$7,000
- Workman's Compensation Claims
2003 - \$89,000 2004 - \$11,000
1st Qtr 2005 - \$0
- Food cost
2003 - \$4.83 2004 - \$4.98 d/t
fine dining, buffet, monthly block parties

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More Incredible Outcomes

- Supplies
2003 - \$215,908 2004 - \$210,618
- Census
2003 - 84% 2004 - 92%
1st Qtr 2005 - 96%
- Medicare census
2003 - 9 2004 - 12
1st Qtr 2005 - 14

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Northwood's P & L Outcomes

- Operating budgeted income
2003 - \$485,000 Actual - \$360,000
- Operating budgeted income
2004 - \$260,000 Actual - \$590,000
\$330,000 above plan after 1 year of CC!
- 1st Qtr 2005 operating budgeted income
\$120,000 Actual - \$170,000
\$50,000 above plan!

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Typical Culture Change Outcomes

- Increased census
- Decreased turnover
- Increased satisfaction by residents, families and staff
- Increased longevity
- Cost savings
- Efficient use of money
- A better world!

Resource: Artifacts of Culture Change Source Document
available at culturechangenow.com/pdf/artifacts.pdf

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**Culture Change
Resources**

These Are In Your Downloads

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**So, What Are The Signs
Of An
Institutional Culture?**

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Institutional versus Individualized

▪ “The Almighty Schedule”	▪ “There are no rules here”
▪ Task before person	▪ Person first
▪ No relationship	▪ Relationships are #1
▪ No choice	▪ Choices, choices
▪ Person is lost	▪ All about the person
▪ Programs	▪ Living life!
▪ Top down hierarchy	▪ Persons and direct caregivers are given decision making power

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Embracing Culture Change Over The Aging Services Continuum

- Your opportunity for real quality improvement!
- What might be institutional in your setting?
- Ask the people you serve.
- Ask the people who work with you.

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www.PioneerNetwork.net



www.CultureChangeGA.org

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What Can You Do?

- Join the national movement
- Join the Culture Change Network of GA
- Learn more and share information
- Promote culture change and person-centered/self-directed care in your circle of influence!

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and Culture Change in LTC



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Carmen Bowman**

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