

TEN WAYS TO CREATE INVOLVEMENT

1. If you want to get people involved - give them the opportunity to be in the spotlight, the center, and in control. --and at the same time **find out something about them, understand where they're coming from, what they need.**
2. If you want to get people involved - create a safe place! Create a circle of warmth, a circle of friends.
3. If you want to get people involved - **Ask!**
4. If you want to get people involved - **ask your small circle of friends to go out and get someone else involved!**
5. If you want to get people involved - change the atmosphere - **create the climate for involvement.**
6. If you want to get people involved - **give them the opportunity to share themselves - to talk about themselves** - to seek meaning through this involvement.
7. If you want to get people involved - **encourage them to talk from the heart - to tell the stories in their hearts. To listen to each others' stories. To discover each other.**
8. If you want to get people involved - acknowledge and celebrate that we are all equals; we are all the same; and we are all different. Celebrate it!
9. If you want to get people involved - **share your vision and determine your mission together. Discover common values and goals.**
10. If you want to get people involved - give them a few simple guidelines, let them establish their own rules, and even reshape your guidelines as time goes on. Be willing to give up the control, to take a different role in this new community.

AM I READY?

Culture Change in Nursing Homes is the dawning light on the horizon. Culture Change requires a dramatic paradigm shift from an institutional model of care to a home model. It includes creating a rich world - a vibrant community where the elder resides and finds pleasure in daily life. It demands that the elder is at the center, directing the daily discourse of life wherever possible. To accomplish this, a facility must empower its front-line caregivers, and design a climate where learning and growth flourishes.

1. Have we, as leadership, studied examples of culture change in care facilities and other organizations and cultures? Have we read, talked and visited innovative resident-centered environments?
2. Have we, as leadership, guided the shaping of a vision that places the resident at its center; that empowers the caregivers; that attends to quality and pleasure of daily living?
3. Are we, as leadership, willing to grow and expand, to involve others - residents, staff, families in mapping out this journey?
4. Am I personally willing to re-examine my attitudes, my perceptions, my unconscious opinions about giving care?
5. Am I ready to restructure in order to share my decision-making with others?
6. Am I personally willing to work alongside of front-line staff in whatever capacity possible as I build trust, teach, role-model and mentor others in a new way of thinking?
7. Am I willing to seek and receive feedback on my own performance and on the needs of the organization - from the staff, residents and families? And then work to improve and grow.
8. Am I willing to take on the opposition - teaching, modeling, enlightening and pushing forward through resistance that often cloaks the fears of the unknown?
9. Am I willing to feel scared, unsure of myself, a little incompetent for awhile, in order to grow myself and the organization?

Concepts to Emphasize:

6 QUALITIES OF CULTURE CHANGE LEADERSHIP:

- **GROW AWARENESS IN SELF AND OTHERS**
- **INSPIRE AND MOTIVATE THROUGH STORY**
- **SHAPE A VISION TOGETHER**
- **INVOLVE ELDERS, THEIR FAMILIES, STAFF**
- **BUILD A COMMUNITY; CREATE TEAM**
- **SHOW THE WAY BY WALKING THE TALK**

· GROW AWARENESS IN SELF AND OTHERS

Leaders watch themselves in relationship with others. They study their impact on others. They ask for feedback about their interactions and actions. They openly express their personal intentions to grow. They ask gentle questions of others and give feedback so that those around them become more aware. Once awakened, we can look again at the world around us, seeing new possibilities.

How do people experience me? What would they say are my strengths and weaknesses?

Do I regularly seek input on my behavior and actions? from the Residents? from their families? from the employees? from whomever I am accountable to?

Am I comfortable expressing my own need to grow to my peers and those who I am responsible for? How do I do that?

Do I find a private moment, comfortably connect, make eye-contact and express myself gently, when giving feedback to others? Do I speak clearly? Do I give listen carefully to them? Do I focus on opportunities for them to grow?

How might I improve in this leadership area of becoming more self-aware, helping others to be more aware, and together studying the world in the light of culture change?

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· INSPIRE & MOTIVATE thru Story

Leaders have learned to share themselves and their emotional ties to their vision and mission through the telling of stories. They tell stories of success and failure, allegorical and real. They tell stories of their own insights, mistakes and lessons. They speak respectfully of others and their struggles. They know that true stories honor the person whose story is being told; and make it possible for others to grow and understand.

Have I shared my own hard lessons? Am I willing to speak of my pain, my need for continued growth?

Do I look for opportunities to honor others through the stories of their successes?
Do I encourage direct care staff to share the daily stories of their work?

Do I listen well to the stories others tell so that I might re-tell their stories effectively?

Do I ask Elders to tell their story and do I take the time to listen? Do we allow staff to take the time to listen? Do we ask families to participate in sharing the resident's story?

Do we create environments where these life stories are heard and cherished and held for re-telling? Describe these environments.

If a stranger walked our halls, would staff share that they are nurtured by leadership? that they are listened to? that they are valued? that the residents are valued? Describe.

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· **SHAPE A VISION TOGETHER**

Leaders invite others to dream. By sharing our personal visions, discovering consensus in our dreams, we are able to shape a powerful vision of a world that will bring meaning to the elders who live here and to all who work and visit here.

What do I envision for our nursing home -- for our residents, for our staff, for our families and for our community?

Why do I think we can make this vision happen?

Who knows this vision? within the organization? in the community?

Have the residents and families heard my vision? Have they a vision of their own?

Have we talked about our visions? Could they speak of it or describe it to others? Are our visions becoming one vision?

If a stranger walked our halls and stopped ten staff (CNAs, a housekeeper, a dietary aide, a Team Leader, a nurse . . . would they be able to state the vision?

What have I done to get others excited? Does each and every member of the Leadership Team share this vision? Do they see their work as more than the job of their department?

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· INVOLVE ELDERS, THEIR FAMILIES, AND STAFF

Leaders see High Involvement as the key to bringing about deep and meaningful change to our current institutional environments. This takes more time and effort and a willingness to consider others' ideas and solutions. Ask: who will live with this decision, how can we involve them NOW. Ask of others: What do you think? How can you help us? How do (did) you do this at home?

How have we involved the residents in the shaping of our nursing home community? How many would I say are really involved?

How have we involved the residents' families in the shaping of our nursing home community? How many would I say are really involved ---- not only in the 'visiting' of their resident, but in the life of the nursing home?

How have we involved the employees in the shaping of our nursing home community? How many would I say are really involved?

How have we involved the larger community in the shaping of our nursing home community? How many are involved? What kind of press do we get? Who really cares about us out there? How often do they actually visit? How much is 'non-traditional' -- that is involvement other than presentations/involvement through Activities?

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• BUILD A COMMUNITY, CREATE TEAM

Leaders build spirited teams. They actively involve others in involving others. The Community they create together begins to strengthen and nourish relationships and connections ... and Team becomes a reality.

Do we have a Team? Do I have a leadership team in the facility that I can be proud of? Does each and every member of the leadership team share the vision? Do they see their work as more than the job of their department? Do they see and work actively each day toward the vision within their department and throughout the organization?

Do we meet regularly in teams? Do we use the Learning Circle as an effective method of building Team?

Are our caregivers in Teams? Do they have opportunity to meet as a Team? Are they members of cross-department teams? Do we have caregivers on our Leadership Team?

Do we actively involve Elders in the team decisions that shape how our work is done and how their world functions? How do we involve them?

What behaviors do I personally struggle with, that gets in the way of Team?

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· SHOW THE WAY BY WALKING THE TALK

Leaders create standards and establish principles concerning the way people (residents, staff, families) should be treated -- and then teach this by their own behavior.

How do I set an example? How many times a year do I spend time on third shift? How often do I work alongside front-line staff? Am I CNA certified? Do I do rounds every day? Do I do rounds outside of my own discipline or do we consider that 'walking on each others' toes?' Do I demonstrate desired behaviors as I do rounds? Have I ever been taught to do rounds? Do I have a personal philosophy of rounds? What is that?

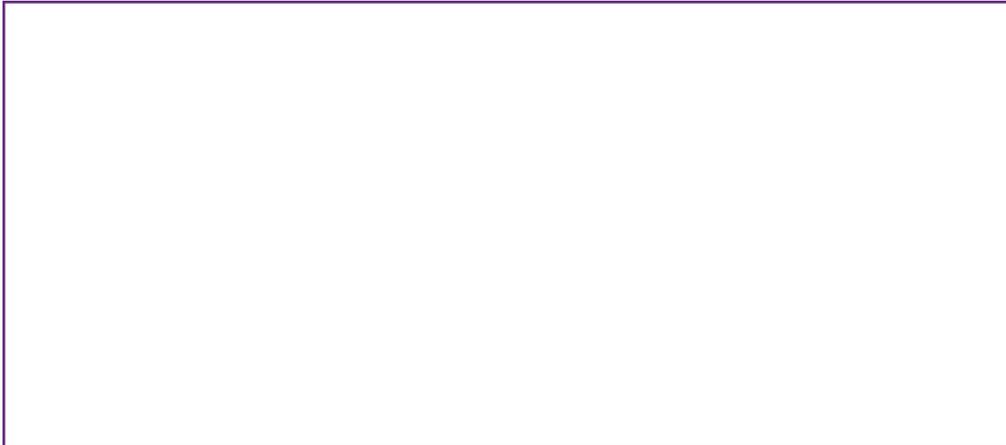
Do our Quality initiatives involve a broad representation of staff? of residents? of families? Describe.

How do we measure success in our nursing home? How do we celebrate it?

Do we have the feeling (no matter what our history has been) that we are great? That our residents are at the center of every decision? of every action? Do our residents and families feel the same way?

WHAT DO I ENVISION ...

What do I envision for our organization?



Picture and Describe the Best Possible world that we could create for our Elders?
What would it look like? How would it feel?

What can we do as

- the Leadership Team
- the Culture Change Team
- an Eden Team
- a cross-departmental team
- a care team
- Caregivers
- Elders
- Families

to bring about this world?

What can I personally do to make this vision happen?