

Action Pact, Inc.

February, 2007

[www. Culturechangenow.com](http://www.Culturechangenow.com)

Free resources and training materials are just a click away!

Did you know the Action Pact website offers free downloads of materials to get your team moving and learning?

Instructions for the learning circle, help finding non-caregivers' roles in culture change, techniques for embracing change, a new spin on meetings and many more tools to help spread culture change in your facility.

These mini training, discussion and self-improvement aids, taken from our Ask Pact column and Culture Change in Practice blog, can be used by beginners of the movement as well as those already operating in the Household Model.

New pieces are added often. You need not register and there are no strings attached so visit the free downloads link <

http://www.actionpact.com/free_resources.html > and share the print outs with your team today!

Growing at Garden Spot

A story of renewed life in a household at Garden Spot Village in New Holland, Pennsylvania:

Cindy, the household coordinator and homemaker (cross trained first as a dining assistant and ultimately as a nursing assistant), and Jane's husband Joe, share Jane's story, the story of their 60 years together as husband and wife. After a full life together, they never planned to need health care, but when dementia progressed to affect her walking and Jane needed rehab, Joe reluctantly sought long-term care. He was burdened by the memories of nursing homes he could not bear to enter to visit his mother-in-law and sister-in-law. Because Garden Spot was full, Jane first lived in a nearby facility with outstanding care, but her condition continued to decline to the point of limited interaction with her environment - no active participation in

dining, no response to Joe.

Jane's transfer information received at Garden Spot on admission said, "She does not eat or talk." "We were expecting total care for Jane," Cindy said. "But in a short time we got her to feed herself, and to use those flirty eyes. Sitting at the dining room table, she took the spoon out of my hand and started feeding herself--she was always competitive in sports, and I guess the competitiveness kicked in from her past. At home, she had never complained of Joe's cooking but in the end was eating only cheerios, juice and water. (Today she had a blueberry pancake for breakfast.) Then one day she greeted Joe 'Hi Joe,' she said, when she had not greeted him in months. We see that as a big part of Joe's positive attitude, to have her flirty eyes, her competitive nature, her enjoyment of dining again a part of her life."

All In The Family

In the medical model, relationships with residents are almost, well, discouraged if not nearly impossible as staff work with an ever changing, large group of residents. However, relationships are a cornerstone of culture change and the Household Model wherein staff is permanently assigned to the same small group of residents in a household.

Two staff members from Meadowlark Hills, a leader of the Household Model, have shared with us stories that take those relationships between staff and residents to the next level. In fact, it's a family affair. Both women have witnessed and are thankful for friendships that have grown between residents and their grown sons.

While Tami Spark's oldest son was serving in Iraq, one of the residents, "with the help of a nice scribe," wrote a letter to him. Tami tells how a friendship followed:

"My son was touched by the letter and wanted to do something special for this resident who he deemed "cool." My son

got a card and took the card and letter around his unit and let people read the letter and then let them sign the card. My son came home on R&R. He dressed up in his uniform and came to see his pen pal to present him with this card. My resident had the best time that day. They spent hours talking. They ate breakfast together and sat at the table and had coffee and talked for a couple more hours. My son spent most of the day with him. Not because he had to, but because he really enjoyed this resident's company. My son went back to Iraq and his unit is now home for good or at least for a little while. My son still passes messages to my resident through me. My resident still reciprocates these messages."

Carol Huebner tells of a special relationship that developed between her son and a resident of the house where she works:

"Mrs. T. lived in the house when my son worked there as a CNA. They quickly

Continued, page 2

Action Pact, Inc.

February, 2007

www.Culturechangenow.com

SHARE your inspiring stories with other folks and organizations on the culture change path. Watch for our new web feature "Household Profiles." If you are part of an organization (SNF or Assisted Living) or know of one which is doing the difficult work of creating households in long term care, please send the name of the organization and contact information to our web writer, Steph@actionpact.com.

Households are smaller than Neighborhoods and typically consist of 10-18 residents. Physically, the household is always centered around a living room, dining room and a kitchen.

All in the Family, continued

formed a bond of friendship. Mrs. T kept track of numerous staff and asked frequently about them - even months after they had left the Meadowlark Hills family. When she moved to a different House she still kept track of Stephen's progress in LPN school and sent him a congratulatory card upon graduation. Stephen came up a couple times to check in with her and visit. When Mrs. T was in the active stage of dying, I went into her room to check on her. When I identified myself and asked how she was doing, I expected her to say, "I am all right." Instead, she asked, "How is Stephen doing?" I was amazed she was still able to make the connection to Stephen just through my name and that she was concerned about him at that point in her life. I immediately called Stephen and he came to spend a short time with her. She passed away two days later.

I treasure that because it spoke volumes about Mrs. T character and heart. She truly loved the staff here and appreciated what they did for her. I also appreciate the effect she had (and still has) on Stephen. Much of the joy and satisfaction we get out of working here in long-term care involves the 'intangibles.' As his mother, I appreciate the fact that Stephen is a better person and nurse because of the love and respect he received from this special resident. He will carry that intangible gift with him throughout his career and life. Thank you, Mrs. T."

Calling All Households

Everyone can distinguish between households and neighborhoods in our personal lives and communities but are we all as clear on the meanings in our long term care settings?

Let's take a minute to clarify the differences between Households and Neighborhoods in culture changing homes. There are both physical and organizational differences to consider.

Households are smaller than Neighborhoods and typically consist of 10-18 residents. Physically, the household is always centered around a living room, dining room and a kitchen. Neighborhoods, on the other hand, can be made up of as many as 30 or more residents, and the physical space may still include a nurses' station.

Organizationally, there are significant differences as well. Within the Neighborhood Model, everyone continues to report through a department head, but in Households, everyone reports through the household only. This is successfully achieved by embedding professionals who used to be department directors in the household to serve as mentors to people within their profession.

Want more information on organizational models in long term care? Check out the Grant-Norton paper on the stage model of culture change addressing the differences between different organizational models in detail. It's available for download and distribution on our website at:

http://culturechangenow.com/free_resources.html

What is a Labyrinth?

In her upcoming book, "Journey of a Lifetime," Nancy Fox of the Eden Alternative™ uses the labyrinth as a metaphor for the culture change journey. It is a shared journey in which we reflectively journey to our inner selves and then return to the world with a deepened understanding of ourselves and our world.

Although the common definition of a

labyrinth often is equated with that of a maze, many modern scholars make a distinction between labyrinths and mazes.

Mazes are complex puzzles with choices to be made about which path or direction to take. Labyrinths, on the other hand, are considered to be a single path which folds in on itself in

Continued, page 3

February, 2007

Action Pact, Inc.

[www. Culturechangenow.com](http://www.Culturechangenow.com)

Action Pact Training Calendar

Choreography of Culture Change

February 25 - March
3, 2007

(See article page 4)

Registering is easy.
Call us at Action Pact
(414)258-3649, or
download the
registration form at <
<http://www.culturechangenow.com/choreography.html>> print it
out and fax it
to us at (414)476-
8799.

Labyrinth, continued

what at first appears to be complex ways, but actually results in a single, straightforward path.

The original labyrinth was a complex structure with many paths in Greek mythology built to trap the Minotaur on Crete, and could not easily be escaped from. However, the labyrinth as a single path has been a metaphor for journey since its Christianization in the Middle Ages. At a time when pilgrimages to Jerusalem were a dangerous proposition for the world's Christians, the alternate practice which came to be, consisted of journeying to a European cathedral and symbolically traveling the path of a labyrinth at the cathedral while meditating or praying.

Watch for Nancy's book *Journey of a Lifetime: Leadership Pathways to Culture Change in Long-term Care* coming out in Late February.

Who's Who In Culture Change

If you are involved in culture change, we want your story – not of your fantastic journey from institution to home, but of mishaps while traveling, out of the box hobbies, close encounters with other kinds or that experience that those who know you would be surprised to discover. We're hoping to expand Action Pact's Who's Who in Culture Change page (<<http://www.actionpact.com/whoswho.html>>). As added incentive to finally getting that story off your chest, we'll send a copy of our workbook *Storytelling, Storylistening* (< <http://www.actionpact.com/wb-stsl.html> >) to anyone who can relay his or her story worthy of publishing. This should NOT be about culture change, but a story for getting acquainted and making connections. Check out those already posted on the Who's Who page for inspiration and the type of story we are looking for. Send your story along with your name, position and organization (and a photo if you have one) to Steph Kilen steph@actionpact.com

Won't You Be My Neighbor?

Thriving neighborhoods are founded on neighbors looking out for each other, concern for the community and an interconnected web of services and communication that binds it all together. The Neighborhood Model of long-term care is built on these same things. The step before Household Model in the transformation continuum, the Neighborhood Model begins to decentralize departments, offer choice in

dining and bathing, organize permanent staffing, focus on person-centered care and through it all inspire neighborly behavior and climate that makes a nursing home more like the familiar neighborhood and home environment we've lived in all our lives.

The new Action Pact workbook, *Good Neighbors: Fostering Community and Relationships in Long-Term Care* by Steph Kilen details the physical and organizational structure of societies' neighborhoods and how those structures are reflected in the Neighborhood Model. It also includes learning points and activities for creating high involvement, relationship building, organizational redesign and much more. Get your copy at <<http://www.culturechangenow.com/workbooks.html>> and turn your ward into a community.

