

# Action Pact, Inc.

# May, 2008

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



## Patience Is a Culture Change Virtue

By Keith Schaeffer

### Workshop Calendar

#### Choreography of Culture Change

June 15-20, 2008  
Milwaukee, WI

Choreography is a six day intensive grounding in culture change principles and practices which has been critically acclaimed as a practical & valuable experience.

This workshop is held three times each year. Other 2008 dates are:  
**Sept. 21-26, 2008.**

#### Registering is easy.

Call us at Action Pact (414)419-8205, or download the registration form at <http://www.culturechangenow.com/choreography.html>

print it and fax it to us at: (414) 444-8815

#### Life Happens in the Kitchen June 15-19th Bemidji, MN

To Register, call (414) 419-8205, or visit <http://www.culturechangenow.com/dining.html>

Print out the form, and fax to 414-444-8815

*"This regulation, and indeed all others, were made for military hospitals in an ordinary state...but these rules when brought to bear in...that unprecedented time of distress, became...positively injurious."*

--Francis Taylor, *Eastern hospitals and English nurses: The narrative of twelve months' experience in the hospitals of Koulali and Scutari* – By a Lady Volunteer, 1857.

Frances Taylor and Rich Newman would probably agree: the challenges of culture change can try a person's soul.

Newman, Executive Leader for Pennybryn at Maryfield, is helping his continuing care retirement community in High Point, NC, convert to the Household Model.

Taylor, founder of the Roman Catholic Order that established Maryfield, worked to improve the culture of care for the downtrodden in mid-19<sup>th</sup> Century England and abroad, established orphanages, old age homes and hospitals.

She learned the frustrations of regulations and environmental factors while working with Florence Nightingale as a nurse for wounded soldiers during the Crimean War. Her book published in 1857 describes how men burning with fever cried for a drink. Unfortunately, any alterations in the diet roll, including extra liquid, had to be signed and counter-signed up and down the line of command. That and scarcity of potable water led to needless suffering. Taylor patiently persevered, working with doctors to smooth out the procedures and boiling water so that men got their beef tea.

Newman's culture change challenges are no doubt less formidable than Taylor's, but nonetheless frustrating at times. Like construction delays caused in part by the "degree regulators require us to do certain things...taking a different or stricter interpretation (than when plans were first submitted) that requires us to go much deeper into upgrading," says Newman. While the organization originally planned installation of sprinklers in the 40 year-old, un-sprinkled building, and a full, commercial-grade kitchen

in every household, both brought with them a myriad of additional regulations that must now be met. Delays were also caused when walls of the old building—constructed in phases over a number of years—were pulled out, laying bare decisions and mistakes from the past and the need to correct them.

His advice to others on how to minimize problems and endure:

- ✓ Work closely and communicate often with regulators to clearly understand their expectations in detail.
- ✓ Go as deeply as you can during the planning stage to identify renovation issues in your old building.
- ✓ Cultivate patience not only with regulations and surprises that arise, but also with the natural evolution of change.

There is temptation, says Newman, to short-circuit the team decision-making process and "just get it done." But now he's convinced all the investment in training, planning, group discussions and visits to other culture change organizations are paying off. "We created an environment where teams have come together time and time again, issue after issue, to do problem solving," he says.

In the beginning, that approach seemed extremely slow with little to show for the effort. But over the long haul it empowered staff and brought creativity to the entire process. The changes will be much deeper and longer lasting than if formal leadership directs them to happen, he concludes.

## Summer Blockbusters!

Forget about superheros and action archeologists, this season's movie blockbusters are all about culture change. Shot on location at nursing homes across the country and featuring today's hottest change leaders, these new DVD based tools will have viewers itching to roll up their sleeves and make changes in their own organizations.

*Catalyst Clips Vol. 1* explores the topics of team,

## Action Pact, Inc.

May, 2008

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

### Blockbusters, cont'd

leadership and overcoming resistance - key to the success of any culture change journey. With more than two hours of material, each topic is broken down into smaller sessions so you can use as little or as much training as you have time for on a given day. Clips have been taken from interviews with, and observation of, staff and residents at culture change facilities as well as Action Pact's [Choreography of Culture Change](http://www.culturechangenow.com/Choreography_of_Culture_Change) (see our website: <http://www.culturechangenow.com/Choreography.html>) training sessions and are bound to inspire. The video clips are supported with text, activities and handouts making it easy for anyone to conduct training sessions with small or large groups. The CD-ROM allows you to

print pages from the workbook as handouts.

#### "Catalyst Clips: Volume 1"

Kit Price (Workbook/DVD/CD-ROM): \$199



**Dining** is perhaps the most consequential, profound and really, basic change in nursing home culture. From sharing recipes, to resident refrigerator rights, to household kitchens open 24/7, organizations across the country have been using dining innovations to bring choice to residents and make the kitchen the heart of their home. *Nourish the Body and Soul* is a collection of articles highlighting the dining achievements of nursing homes and some practical information on bringing change to dining in your own organization. The accompanying video (26 minutes) examines dining innovation at the four stages of culture change - traditional, transformational,

neighborhood and household with tips from Action Pact's dining consultant, Linda Bump MPH, RD. You'll see the real work organizations have done to improve dining in their facilities and hear from folks in these organization about the difference it is has made in the lives of elders living there. Together, the booklet and DVD make a practical and motivational tool for you to use in your organization as you study, work through and create new dining culture. Watch the *Nourish the Body & Soul* trailer at: <http://www.actionpact.com/kit-nbs.html>

Kit Price (DVD)/3 Booklets): \$149

**Deluxe kit** (with *Life Happens in the Kitchen* workbook): \$199

Visit the Action Pact webstore at: <http://www.culturechangenow.com/kits.html> and get 'em while they're hot!

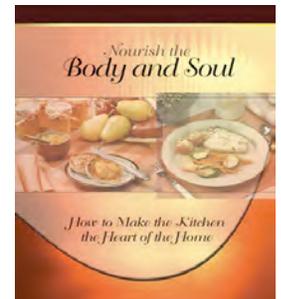
### 2-Day Household Leader Workshop

#### WE'RE OFFERING IT AGAIN!

4 facilities sent their Household Leaders to work with Action Pact in this 2-day workshop especially designed to guide Household Coordinators, Household Nurse Leaders, Lead Homemakers, coaches in social work and/or activities in their roles of leadership in households

Held at the Action Pact home office in Milwaukee, it will be offered **July 16-17th**.

**For more information or to register call 414-419-8205 or email [nancy@actionpact.com](mailto:nancy@actionpact.com)**



## Ode to Culture Change

When her position as admissions coordinator in a nursing home was eliminated due to declining resident census, 55-year old Donna Everding decided it was "now or never" to make a dramatic change in her life. So, she made the decision to use her savings and take one year to further her education to have a career in nursing home administration.

Donna recently visited Oelwein Health Care Center in Oelwein, IA for an assignment to visit a facility that is undergoing culture change as part of her course work. "The facility has not been remodeled," Donna said, "and their culture change primarily stems from the loving care and respect of their staff and the relationships staff have with their residents." She was impressed by Administrator Deb Schaefer's work.

"I like to write my poems based on a phrase or inspiration from someone else," Donna said. "One of the last things Deb told me was that a state inspector was so impressed with her facility that she told Deb, 'With culture change, you can't see it, but you feel it.' Those words stuck with me and I wrote the poem a couple of days later as a reflection of what I experienced from Deb's great facility." She shares her poem with us below:

See *Culture*, pg.3

May, 2008

**Action Pact, Inc.**  
www.Culturechangenow

## Culture, cont'd

### Culture Change What is it?

*You can't see it but you feel it.  
It's the love that surrounds,  
with choices that abound  
everyday in every way,  
it's all the little things  
we say and do just for you.  
It's not the walls, it's not the carpet, it's not the room,  
it's the time we spend with you.  
It's the people that make this place a home.  
A bath at twilight, a snack in the night, food to delight,  
your life not changed  
because circumstances change.  
A neighborhood with friends,  
a new beginning-not end,  
choices made, desires told,  
nothing to fear, express, be bold!  
It's home sweet home.  
A place for joy, celebrations, exultations  
with your family of staff who serve you with honor.  
It's your gift from above,  
we'll surround you with love.*

### One Day Workshops! Tale of Transformation (NAB approved- 6hrs)

Appleton, WI  
**Brewster Village**  
May 16, 2008

Belleville, IL  
**Catholic Diocese of  
Belleville, Bldg. #6,**  
May 20, 2008

Boca Raton, FL  
**Edgewater Pointe Estate**  
May 20, 2008

Monroe, La.  
**Univ. of LA- Monroe**  
June 9, 2008

Baton Rouge, La.  
**St. James Place**  
June 11, 2008

St. Louis, MO  
**The Sarah Communities**  
October, 22, 2008

### MORE COMING SOON!

\*Dates and locations  
finalized every day  
check at

<http://www.culturechangenow.com/workshop-tot.html>

Co-sponsorships of  
these great sessions are  
also available. Email:  
[Megan@actionpact.com](mailto:Megan@actionpact.com)

## In Pursuit of...Learning

Change means doing things in a new way. And doing things in a new way means we must learn the new ways. But how do we find time for learning when we are already time starved? We learn as we go. Here's an excerpt from *In Pursuit of the Sunbeam* (p.109) that further explains the concept:

"You must make time aside from your job responsibilities to learn and grow, but ultimately you must also make learning a part of the job. Robert Quinn hit the nail on the head in *Building the Bridge As You Walk On It*. He wrote, 'What we know from past experience is an asset, but what leads to successful transformation is our capacity to learn in real-time.'

And so, leaders must learn. Literature on leadership promotes "action learning" or

learning on the job. The Household Model requires everyone to learn on the job. We can't stop serving elders while we all go to school to learn how to better serve them. Instead, we must learn together with our elders in our midst.

How do we learn? The same way we've always learned. The way we learned to do addition and subtraction in grade school or play the piano. We practice over and over. We practice talking to each other in ways we've never done before. We practice listening. We practice *not* making the decision but conferring with the new team first. If we are strongly opinionated, we practice keeping our mouths shut while inviting others to speak. If we are quiet, we practice speaking up and stating our points of view. We seek a new balance, and we get there by practicing day after day."