

## Action Pact, Inc.

October, 2008

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



## Seizing Resident Feedback

### Workshop Calendar

**CEU's available**

### Choreography of Culture Change

Feb. 22-27, 2009

Milwaukee, WI

**Limited space  
available!**

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

***This educational offering has been reviewed by the National Continuing Education Review Service (NCERS) of the National Association of Boards of Examiners of Long Term Care Administrators (NAB) and approved for 37 clock hours and 37 participant hours.***

### Register at:

[http://www.culturechangenow.com/choreography\\_reg.pdf](http://www.culturechangenow.com/choreography_reg.pdf)

fax to : 414-444-8815

The Homeward Bound Task Force at Pleasant View Retirement Community in Manheim, PA has recently tapped into a great resource for feedback on the living conditions for elders in their skilled nursing facility – residents from the Independent Living area of their organization who have recently had Healthcare stays from just days to months.

“We heard, first hand, how they felt about their Healthcare stay; it wasn't just something we read in a book or saw on a video,” said Janette Bisbee, Staff Development Coordinator. The folks from Independent Living had a conversation with the IL Resident Services Manager about their stays in Healthcare and from there a meeting was set up with the Homeward Bound Task Force (Pleasant View's Steering Team that is heading up their culture change). “I was able to give these residents printed material about culture change, and did a verbal presentation related to the current hospital/institutional model of care vs. the soon-to-be resident-centered model of care,” Bisbee said of the meeting. “They were able to articulate that many of the negative experiences they had were directly related to living in the institutional model.”

The nine residents who attended the meeting spoke of good quality of care and staff got glowing reviews in terms of their manner. Not to discount a solid and caring staff, however, this is true of most nursing homes, and it has never really been the issue when we talk about changing culture. It was the noise, hectic and rigid schedule, lack of privacy and lack of choice over which residents raised concerns. And of course, the biggie, “It's not like home.” The elders' comments highlighted their need and desire for more than great care and staff.

Bisbee went on to say, “The meeting went really well and it was a pleasure to speak to [the elders]. I also shared the contents at the meeting with [the rest of] our Homeward Bound Task Force and our management staff. It really made us re-visit the reason we're going through all of this and I think the realization of just how much better things are going to be

also hit home... Additionally, we're going to share the feedback we received with our staff to hopefully increase their sensitivity to the issues at hand.”

## Testing the Waters With “Sleep-Ins”

One of the biggest steps toward person-centered care an organization can make is to accommodate residents' sleep habits. It's easy for us to agree that for the residents, it really stinks to get up before they want to. It's also easy for us to agree that making it possible for residents to rise upon waking is no easy task. It is a complex culture change with many variables that affect every other part of residents' and staff's day.

So, the folks at ERH in Cincinnati Ohio decided to test the waters to figure out the best way to facilitate residents waking when they wish before implementing the new way things will be done across the board. ERH's Steering Team commissioned a Rise Upon Wakening Action Team. With input and help from the Meds Action Team and the Dining Action Team, they were to look at putting all the pieces together to allow for varied waking times.

After some work by the teams and to push along things that still needed to be done and decided, they had “sleep-ins” in their two households. This meant, for one night, residents would stay up as late as they wanted and would spend time doing individual and small group activities with staff. The last resident went to bed around 1 a.m.

The next morning the first resident got up at 6 a.m. (Nobody woke up at 5 a.m. which had been the time staff had usually started to wake residents.) And that night owl – she got up at 11:30 a.m. This gave the team the opportunity to realize that if she had breakfast, she probably wouldn't want lunch at 12:30 p.m. They would have to remember

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### Sleep-In, cont'd

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to offer her something to eat around 2 p.m. Also, at shift change, staff would need to remember to tell folks on the next shift of her altered schedule.

It was expected that this practice run would have a lot to do with figuring out medication and meal schedules. It did and it pushed the Med Pass Action Team and Dining Action Team along in their work. Also, the team learned they needed to look at staffing and job responsibilities so that work was equally distributed and there were enough hands to help when needed.

Ironically, the presence of helping hands is one of the things that will be done differently in future sleep-ins. During the sleep-in, the Rise Upon Wakening Action Team was on-hand to observe and pitch in. However, the Action Team ended up doing everything in the trial run and they now realize that the direct caregivers are the ones that need to work through the trial to get the most beneficial results.

More sleep-ins are planned while the folks at ERH awaits completion of their Household Model renovation.

## Culture Change Now! Features Organizational Redesign

There is only one way to truly support person-centered care and that is by organizational redesign. It insures that elders can direct their own lives by putting decision-making power in the hands of those closest to the elders.

The fourth volume of *Culture Change Now!* magazine is now available and focuses on this very important part of culture change. This issue features the in-depth story of one nursing home's transformation, a breakdown of what actually happens in organizational redesign, alternative plans for med pass and profiles of several of the organizations operating in a neighborhood/household model hybrid. Plus, an elder contemplates her ninth decade and we see the power of

relationships between staff, residents, their families and even a furry friend. *Culture Change Now!* is printed on durable, high-quality paper, built to last and stand up to years of reading and sharing by folks throughout your facility or organization. **Culture change is growing rapidly around the country and one side-benefit is that Culture Change Now Magazine – the oldest and only in-depth, full color magazine dedicated to resident-centered care is being published in greater volume bringing to price down to \$15 an issue.** Order your copy of the organizational redesign issue today and don't miss out on the Household Model Special Edition either! They are both available at our webstore:

<http://www.culturechangenow.com/pubs.html>

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

Yankton, SD.  
Avera Sacred Heart  
Hospital  
October 16, 2008

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

Visit

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

### Culture Change Now! magazine

Now \$15 an issue

Vol. 4  
Organizational Redesign

Special Edition:  
Households

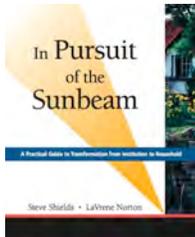


**Well, we've finally worked out our differences with the post office (don't ask!) and can now offer USPS as a lower-cost shipping choice for our webstore customers. International shipping in particular is much cheaper, and our regular Fedex Ground rates have dropped too. Visit our webstore and check it out! <http://www.culturechangenow.com/>**

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## In Pursuit of.....a New System

### Topics in 8 one hour Leadership Online Training

**Mondays**  
1:30 – 2:30 CST

Session dates and  
times:

**Winter Course:**  
Nov. 17, 24, Dec. 1,  
8, 15, Jan. 5, 12, 19

**What is a  
Manager?**

**What is a  
Leader?**

**Self-Awareness**

**Non-defensive  
Approaches**

**Servant  
Leadership**

**Motivating  
Others**

**Self-Directed  
Learning**

**Mentoring  
Others**

Oh, if only it was one thing transforming into another thing...but it is literally *thousands* of things – from dinner plates, to communication, to job descriptions, to schedules. Everything about the culture and environment of the organization and nursing home goes through some change to become the more supportive, effective and person-centered place our elders can truly call home. It's complex, but worth it as we see on page 147 of *In Pursuit of the Sunbeam*:

“You are creating a living system, a dynamic system to replace the task based system represented in the institution. The institution uses procedures to reduce

the range of possibilities so that the institution can be assured of the outcomes. However, this system doesn't work well to foster froth and change much less produce desired outcomes. A living system shakes up the possibilities, but you must plan to more consciously move everything in sync so that nothing falls between the cracks when the shifts occur. In a living system, as one system moves, all other systems must shift and adjust. A living system is responsive to individual need, and flows accordingly. You will continually be challenged to move with the shifts, and to consider the effects on everything else.

## Web-based Leadership Training

Everybody learns differently, as does every organization. In the ongoing pursuit of spreading education on culture change, Action Pact is responding to this need with a new education tool. We have workbooks, DVDs, consultation and workshops - now we have web-based training!

The first offering of our web-based training is leadership training for new and emerging leaders in culture changing facilities. The eight one-hour sessions (see topics on sidebar page 3) focus on growing leadership thinking and skills. Wonderful for both formal and informal leaders, they will be great for a group of staff to study and work together. Project the website on to a screen and use a speakerphone to interact, dialogue and listen to other groups across the country at the same time.

“Leadership is a topic that you just can't learn enough about. These Action Pact sessions provide a great opportunity for you and your organization to explore new ways to think about leadership,” training facilitator Glenn Blacklock said. “The webinar also provides a great way to network with other facilities around the country- and learn from their experiences as well.”

Each web-based training course has a well-crafted power point presentation included in the training workbook. Registration and fee for all eight one-hour sessions is per site. As a result you may invite as many folks in your organization as you want to participate with a single website connection. We are also encouraging participants to purchase a web camera (though it is not necessary) so that they can also be on the screen to make it even more personal.

Administrator Todd Lundeen, whose organization, Elim Care and Rehab Center, participated in the last session said, “It saved a ton of travel time and allowed us easily to justify the expense and effort to gather weekly.”

This is a great opportunity for training, learning and working with Action Pact consultants, as well as other organizations involved in culture change. (And no one has to leave his or her conference room!) The fee for all eight leadership sessions is \$800 plus workbooks. **Contact Action Pact to register: 414-258-3649.**