

## Action Pact, Inc.

November, 2008

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

# On-Going Work for Resident Choice

**Workshop  
Calendar  
CEU's available**

**Choreography of  
Culture Change**  
Feb. 22-27, 2009  
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 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 folks at Brewster Village in Appleton, WI moved into their households in 2001. But even given households of 14 residents where everybody has their own room and bathroom, in 2008, there is still work to be done. "We decided it was time to move beyond education and start looking at restructuring how problems are identified, decisions are made and plans implemented. Therefore, we created a steering committee and asked for neighborhoods (groups of 3 households) to volunteer to work on action teams," said Lisa Pingel, Staff Development Coordinator at Brewster Village.

Two neighborhoods volunteered to be part of the two action teams that are made up of a nurse, neighborhood manager, social worker, recreation aide, food service worker, housekeeper and CNA from each neighborhood. "To the amazement of the steering committee, it was determined by the action teams that they would like to start by looking at bathing, sleeping, meals and self scheduling initiatives. This decision was surprising due to the fact that we 'thought' we were well on our way towards person-directed care in regards to bathing and sleeping. However, the action teams felt we could do better to honor the choice of the villagers," said Lisa.

She went on to explain the action teams' work: "Thus far the teams have created an "All About Me" form

(<http://www.actionpact.com/pdf/allaboutme.pdf>) and have involved the elders by talking to them or their families and getting a true feeling of what their preferences really are in regards to bathing and sleeping. The action teams were fearful at first, because they had a preconceived notion that if they asked the villagers their preferences they would all want the "same thing at the same time." However, staff realized once they talked to the villagers that they did not all want the same thing at the same time and villagers' preferred routines could be implemented. The action teams noted that two other barriers towards culture change are lack of communication and staff's attitude towards change. Therefore, each action team has spent time educating their peers and villagers about empowerment and implementation of villager choice. Action team minutes are posted in order to keep everyone up to date about what is going on.

"Currently, our action teams have implemented changes in regards to sleeping and bathing and are now in the observation stage, whereupon they will determine if they want to make any adjustments prior to sharing their progress with the three remaining neighborhoods. Overall we have noted the journey may appear to be slow, but ultimately it empowers the villagers and staff to create a culture which steps away from institutional long-term care."

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# CNAs Provide Essential Leadership

## WANTED

**Locations and hosts for Action Pact's 2009 one-day workshops.**

Last year we provided Tale of Transformation. This coming year we will be providing 20 workshops around the country entitled: *Food For Thought: Changing the Culture of Dining*, designed and presented by Linda Bump, MPH RD NHA, a pioneer in culture change.

If your organization is interested in co-sponsoring this workshop at your site with Action Pact, contact LaVrene Norton [lavrene@actionpact.com](mailto:lavrene@actionpact.com)

The development of informal leaders in the organization is essential for culture change to be effective. As members of the organization's Steering Team, CNAs at The Glen Retirement System in Shreveport, LA have taken on an active role in guiding their peers through the changes in the organization.

CNA Dorothy London was getting several questions from her peers about the culture change process, what the Steering Team is doing and what it all means. She had her daughter search the Internet for culture change, printed out several things and is now handing them out when she gets questions. "This is leadership at its purest - taking initiative, finding resources and providing them," said Action Pact consultant Megan Hannan who is working with The Glen. "This information she is giving will have a strong impact on others because it is coming from one of their peers."

Michelle Greer, RN DON at the Glen said there have been "just pages" of questions from folks including: How will the Alzheimer's unit work and what will be the criteria for living there? Will people of the same abilities be in the same households? What will the staffing ratios be? Where will staff with specific jobs like restorative CNAs, office workers and bath aides fit into the households? Who is going to clean the dishwashers? How can we do activities for men? How different will the physical environment look? Will positions be eliminated as the changes come about?

answering these questions and creating an environment where people are encouraged to continue to ask questions. "We have assigned CNAs on a volunteer basis beginning with the Steering Team and then Action Teams," Michelle said. "We are progressively incorporating the use of learning circles and the team leadership model into daily facility life and decision-making in the current neighborhoods. We are early in the training process, so training is a big part of what we are doing at this point."

High involvement focuses on not only getting everyone involved, but *how* they are involved. Megan can see how folks at The Glen are taking that to heart. "Action teams are conducting surveys on their area of work not by handing out paper, but by interviewing each staff person. "Talking directly with someone is so much different than asking them to fill out a paper - this really becomes high involvement. It takes more time and therefore demonstrates that everyone's opinion is important. When asked survey questions, in addition to their answers, people are saying that they feel their opinions matter and that they are really being listened to. The Assistant Director of Nurses reflected that she believes six months ago, they wouldn't have gotten that kind of feedback. In fact, it would have been the opposite feeling - that people weren't being heard. That really points to how the process of involving people is working!"

The Glen's Steering Team realizes the importance of high involvement in

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## In Pursuit of...Systems Approach

**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**

Culture change is more like building a house of cards than lining up dominos. It's not one thing after another only affecting that directly behind and directly in front of it. It is many things working simultaneously to create a new and spontaneous culture – it's a living system as explained 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 used 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 growth 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

**Join dozens of folks from six culture changing homes in the US and Canada by signing up for eight, once-a-week sessions beginning Nov. 17.**

Six culture changing facilities have already signed up. Join us – it's a great opportunity for your formal and informal leaders to get together once a week for an hour of learning and discussion over the web.

The eight one-hour sessions (see topics on sidebar) focus on growing leadership thinking and skills. 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.

"The most important change in culture change is changing the way you work together. That's why learning circles are so powerful – suddenly we're listening to each other across the circle – but also across the divides of departments, positions, education and shifts" says LaVrene Norton, executive leader of Action Pact. "The very same dynamic can happen while participating in this web-based leadership training. If we start with the idea that leadership means influencing others – then right away we must embrace leaders who are not in management roles. Leaders are

everywhere. This web training helps you sit down at the table together and figure out how to influence and create a culture of home and resident-directed life."

Each web-based training session 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 the participating organizations can see each other to make it even more personal.

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 at **414-258-3649**.

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## Conversations with Carmen *changing culture in long term care*

### Culture Change Now! Vol. I

#### Article Reprints

We now have reprints of two articles from our Culture Change Now! magazine, Vol. I

They are:

*Better Than We Ever Dreamed!* by Linda Bump

*The Phases of Culture Change* by LaVrene Norton

These are available for purchase for \$8 at our website store:

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

**Third Friday of the month at 12:00 noon mountain time (1:00 CST, 2:00 EST) for 1 hour.** Join our very own culture change pundit Carmen Bowman on her monthly talk show on the web. Actually, better than a talk show because you too can join the conversation by asking questions of Carmen and her guests. Carmen's smart look at culture change focuses on a wide variety of topics. She brings an insider's view of regulations, and reports on little changes happening in government, in attitude, in practice. Each month she will share culture change news and updates, amusing and heart warming stories, and interview a guest with something important to say.

### Friday, Jan. 16 Softening the Assessment Process

Most people working institutions agree that along with everything else the assessment process has become an institutional practice leaving much to be desired. Join us for a one hour conversation about how to soften this process. Pull up to the computer with a beverage of your choice and let's chat about how to get to know someone "over coffee" instead of "over a form." The conversation will be between Christine Krugh and Carmen Bowman who together wrote the Action Pact workbook *Changing the Culture of Care Planning: a person-*

*directed approach* and who were also both co-authors of a new manual published by the American Association of Nurse Assessment Coordinators called *The Softer Side of the MDS*. You will be inspired with meaningful ideas on how to really get to know a person and how to ask all those many assessment questions in a more conversational manner.

Register online at:

<http://www.actionpact.com/webinar-carmen.html>



### Do you have yours yet??

The fourth volume of Culture Change Now! magazine is now available and has great stories including 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.

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>