

Campaign for Action

A Pep Rally
for the Future of Aging

Carmen S. Bowman, MHS
Regulator turned Educator

EDU-CATERING

Catering Education for
Compliance and Culture Change in LTC
303-981-7228 carmen@edu-catering.com



Culture change
has been around for at least
10 years now!
More really.



Colorado Culture
Change Coalition



Transforming the
Culture of the
Long Term Care
Continuum



The Eden Alternative™



Action Pact, Inc.
Culture Change Consultants and Trainers

Pennsylvania Culture Change Coalition

We have a lot to celebrate!

Creating Home in the Nursing Home: A National Symposium on Culture Change and the Environment Requirements



APRIL 3, 2008 | WASHINGTON, D.C.



Centers for Medicare & Medicaid Services
and Pioneer Network Presents

Creating Home in the Nursing Home

In cooperation with
American Association of Homes and Services for the Aging



Regulators have supported CC all along the way!

New York state
Eden's beginning
Statute – only one
four legged animal
per nh!

CMS Officials and
Dr. Bill Thomas,
founder of Eden

Motorcycle
Culture Change
Tour in CA!



State Success Stories

- California - CMS Western Consortium highly involved in Coalition, survey agency too, Dining Pilot
- Arkansas –new legislation to allow for Green Houses, Eden, permit universal workers, rewriting state regulations to encourage culture change practices, survey agency part of coalition.
- Oregon – surveyor serves on a CC team!
- Rhode Island – Individualized Care Pilot, Commonwealth Fund Survey Director is President of CC Coalition! Secretary of Aging supports CC!
- Kansas Secretary of Aging highly involved with CC too!

State Success Stories

- Mass/MN/MO/OH survey director highly involved
- OK survey agency led coalition activities, new law passed allows Green House architectural model
- SD Dakota Digital Network satellite trainings
- NC survey staff person is coalition secretary, agency absorbs cost of qtr newsletter
- FL Artifacts of CC study, 40 nursing homes, Retirement Research Foundation, coaches, identifying barriers and conference to address them! “It worked!”

Joint Provider/Surveyor Training

- Florida – annual, five locations!
- Texas – annual three locations, in statute!
- Kansas – twice a year
- Oregon – just beginning

- Many have started via coalitions, a new trend...

- “Relationship is the fundamental building block of a changed culture” PN

cul·ture change *n.* (klchr chnj) Culture change is a transformation anchored in values and beliefs that return control to elders and those who work closest with them. Its ultimate vision is to create a culture of aging that is “life-affirming, satisfying, humane and meaningful.” Culture change can transform a “facility” into a “home,” a “patient” into a “person,” and a “schedule” into a “choice.”

Moving away from an institutional culture toward a person-centered culture

*"No longer are the
needs of the
institution to come
before the needs of
the individual."*

Wendy Lustbader, MSW
The Pioneer Challenge: A Radical Change
in the Culture of Nursing Homes

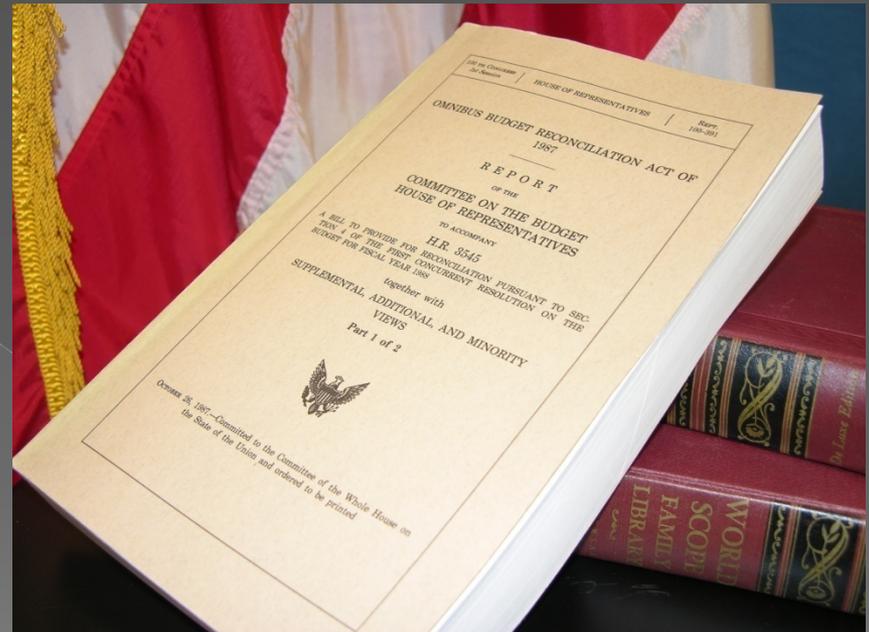


"Yes, but"

- "Sure, but what about...?"
- Roadblocks? Setbacks? What is holding us back?
- Go ahead, ask the tough questions
- Only disclaimer: I may not have all the answers but together we probably do!
- *Together we're stronger*

Yes, but what about the regs?

- Regulations do not stand in the way
- Pioneers around now over 10 years
- Person-directed care embodies what OBRA '87 intended



Keep Deficiencies & CC Separate

There are two problems that invoke blame of the regs:

- 1) that providers sometimes haven't read them or use them as an excuse for not doing anything new, and
- 2) just because you are trying to do culture change doesn't mean that you might not be doing something badly - good intentions don't substitute for good performance."

Mary Jane Koren, former New York

State Survey Agency Director

Risk

- “You risk deficiencies every time survey takes place in your building. You can continue to provide care in the “old way” and risk deficiencies or move toward the “new way” and risk deficiencies....”

C. Bowman

Yes, but what about risk?

- Not pretending to be a lawyer. Consult yours.
- Facility obligation - educate, remind, encourage.
- However, none of us would ever force a person to _____ (fill in the blank)- that is abuse.
- Homes are to do all they can to prevent accidents without forcing but with respecting a person's right to live as they wish as they always have, as you and I do everyday.
- I care plans, client stated goals
- Advanced medical directives
- "Risk versus risk"
- "Can get sued either way" – opportunity to take a stand.

What about CMS?

- CMS supports CC
- CMS sees improved quality of life w/ CC.
- New Interpretive Guidance reflects CC.
- Surveyors becoming more educated about culture change, choice, home.

Yes, but what about the surveyors?

- All on a learning curve - share information.
- Eden educates surveyors for FREE!
- SA is a public entity, call with questions.
- Is it a reg or is it an opinion?

Keep Survey/Surveyors & Regs Separate

- “ Often it is the interpretation of the regs by some surveyors that might make things difficult for innovators. That requires a different solution than eliminating the OBRA regs. ”

Mary Jane Koren, former New York State Survey Agency Director

Yes, but what about AHFSA?

- Thank you AHFSA for supporting culture change more and more!
- 2008 commitment to identifying culture change contact in each state agency!

Yes, but what about:

- ◉ Short stay rehab?
- ◉ Hospitals? Planetree
- ◉ Assisted living?
- ◉ Home health? Eden at Home
- ◉ Hospice?
- ◉ ICFMR's?

Yes, but what about the Ombudsmen?

- Ombudsmen get excited about culture change
- Consider involving your ombudsman in your culture change journey!



Yes, but what about the Life Safety Code?

- Creating Home symposium lead to:
- Pioneer Network Life Safety Task Force
- Submitted proposals to NFPA!
- www.pioneernetwork.net
 - Background paper to symposium
 - NFPA presentations, papers
 - Transcripts of entire symposium

What about state regs?

- Analyze your state regs.
- If any are problematic, be glad they are state and not federal.
- For NHs: Nursing Home Regs Plus website www.hpm.umn.edu/nhregsPlus
- Form a committee. Educate legislators. They get excited about culture change!
- Get them changed - they're your regs!

Yes, but what about reimbursement?

- Medicare P4P
Quality Based Purchasing Abt study for Medicare, studied use of Artifacts of CC
- Michigan – additional \$5.00/person for private room (nh) in capital cost formula!
- Medicaid P4P Colorado incorporates CC
- Each state designates its own Medicaid rules for all provider types!

Yes, but what about money?

- ◉ An institutional culture can be changed with no/little money
- ◉ Person Centered Model
- ◉ CC Outcomes
 - > Increased census
 - > Decreased turnover
 - > Higher satisfaction
 - > More efficient
 - > Money to be saved

No More Excuses

Good Customer Service = ↓\$



Should needing to use the bathroom usurp all else? Talk about customer service!

- ◉ When a resident needs to use the bathroom all else stops. Why? Because WE COULD NOT help them. "We" being those of us who are not trained to help someone use the bathroom.
- ◉ What's the main reason most people move to a nursing home?
- ◉ Guess what matters most to residents? "Really?" Diane Carter
- ◉ Why isn't the need for bathroom assistance not THE top priority in every health care setting in America everyday?
- ◉ What if everyone was expected to become a CNA!?
- ◉ What if Performance Evals included resident-directed care?
- ◉ What about Maslow's Hierarchy of Needs?

Yes, but what about research?

- Creating Home research recommendations
- Funders see great potential in cc!
- Commonwealth Fund 07/08 survey – Only 10% LTC adopters. Barriers are generally thought to be cost, leadership resistance and regs.
- Could your coalition tap into state and local funds? CMP funds accessible?

Yes, but what about marketability?

- Do people want the old model?
- Do people want to room with a stranger?
- Calkins/Cassella Private Room Study

Environment Artifacts

from CMS/Edu-Catering Artifacts of CC tool



15. Percent of residents who live in household which is self-contained with full kitchen, living room and dining room
Support: residents and staff making decisions together, "family life," supplies decentralized for more efficient care delivery

Fairport Baptist Home, Fairport, NY

Environment Artifacts

from CMS/Edu-Catering Artifacts of CC tool

16. Percent of residents in private rooms

Support: Benefits to private rooms:

- > Lower infection rates
- > Increased family visiting, esp. at end of life
- > More control over personal territory
- > Less time spent managing roommate conflict
- > Easier to market

Cost efficiency of private rooms

- > Average cost of shared room = \$167.00
- > Average cost of private room = \$190.00
- > Private rooms tend to stay occupied
- > If all beds are full, the difference in the construction cost for a private room can be recouped in 14 months at the difference of \$23.00 per day.
- > But if a bed is empty b/c no one wants to live with a stranger there is a loss of \$167.00/day (not \$23.00/day).
- > Therefore, a private room can be constructed for the money lost every two months a shared room is vacant.

How about to boldly go where no _____ (fill in) has gone before?

- What can you do to affect your future?
- Engagement vs. Disengagement
- “Activities” or Living Life?
- Recommend *The Celebrity Experience* (Donna Cutting)
- Encourage creativity – it’s missing!
- Quality of Work life too.



The Chateau Assisted Living Residence Englewood, CO Persons with dementia preparing and serving food!



Gardening and Raking



Sewing and Ironing “Activities” or living life?



Power

- ◉ Can be used for bad or for good
- ◉ Administrators are “world makers.” Eden
- ◉ “In 11 years, you are the first surveyor to ever introduced yourself to me”
- ◉ From me, former surveyor
- ◉ Surveyors, a compliment goes a long way.

To Surveyors and CMS

- In the larger scheme of things, of life, what will this deficiency bring? Is it another barrier to resident quality of life?
- Most 2567's and Plans of Correction lead to more documentation
- Surveyors, you could drive CC via the deficiencies you write and the POCs you accept!
- CMS – you know deficiencies double in your presence – what is really the outcome?

What if surveyors started to investigate and cite:

- that residents were not given choice?
- that residents find bibs undignified?
- that lighting is not bright enough for residents?
- that closet rods are out of reach for residents?
- that inconsistent staff leads to inconsistent care?
- that residents know they are called “feeders” or other labels by staff and they find that disrespectful?
- that a new order was not pursued from the physician when another is refused?
- that residents are not being asked their ideas *concerning proposed policy and operational decisions of the facility?* (Tags 243/244)

Surveyors, you have great opportunity to find out what is meaningful to residents and help move culture change along!

Survey Choice Focus

- “But the choice over getting up – it is time for us as regulators to insist on this now, since it is directly regulatory language “choice over schedules” that we have been letting slide.”

Karen Schoeneman, CMS

Fairness

- Surveyors hold providers accountable
- Providers don't be afraid to hold surveyors accountable
- Speak from experience: "Come with me." "Show me it's not deficient."
- Highest compliment for a surveyor to be known as fair
- All anyone wants is fairness and to be treated with respect

Humanizing Survey

- ◉ “I can’t tell you how to do it/consult”
- ◉ CMS already humanized this/gave an “out” – INFORMATION TRANSFER
- ◉ You can refer to other homes
- ◉ You can share what you’ve seen
- ◉ You can be helpful (just not consult/tell how)

Humanizing LTC

- “Gotcha” attitude
- We eat them up and spit them out. Nancy Fox
- People didn’t get into this business to be rude and ugly. Planetree
- We write people up and fire them.
- Changing that institutional culture is about *growing* people. Eden

Changing institutional culture takes:

- ◉ A national commitment
- ◉ Each state's commitment
- ◉ A society's commitment

LaVrene Norton of Action Pact teaches:

- ◉ An organizational commitment
- ◉ A physical commitment, and
- ◉ A personal commitment...

So... what about you?

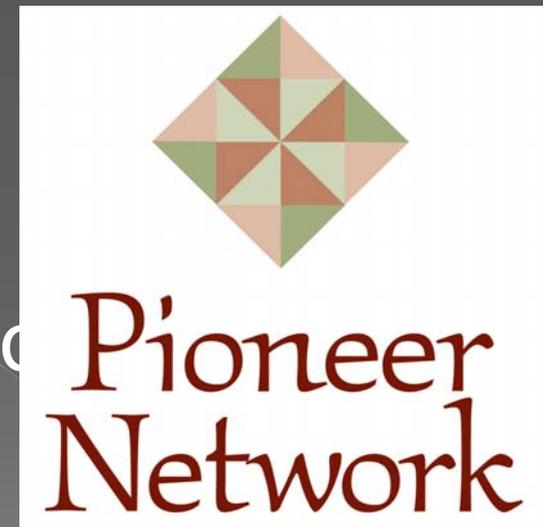
What issue are you willing to take on?

Thank you for promoting culture change
and person-centered care within your
circle of influence!



Annual Pioneer Network Conference

Join us next year!
August 9-10, 2010
Indianapolis, Indiana
Marriott Indianapolis Downtown



THE conference to be at!



CONVERSATIONS
Carmen



- Every 3rd Friday, 1 hour
- CC Training directly into your community
- Series on Guidance on the New CMS Guidance

- Hosted by Action Pact
- www.culturechangenow.com



Future Elder of America

**“Future Elder of America”
merchandise available from
www.cafepress/educatering
(Any proceeds support the future
elder’s college fund. Thanks)**



Time is clicking
away.



“It’s Time”
Eden Motto

Edu-Catering
Catering Education for
Compliance and Culture Change
303-981-7228 edu-catering.com
carmen@edu-catering.com

