



State Culture Change Coalitions Networking Call Summary August 26, 2011

Topic: Lessons Learned from the Colorado Culture Change Collaborative Project

Present: Penny Cook (Colorado); Kim McRae (Georgia); Tracy Treasure (Idaho); Betty Hilliard (Illinois); Lisa Deaton (Louisiana); Holly Harmon (Maine); Heather Picotte (Michigan); Adam Suomala (Minnesota); Chris Cheek (Mississippi); Julie Ballard (Missouri); Darlene Gray (New Hampshire); Carmelita Karhoff (North Carolina); Erin Pettegrew (Ohio); Belinda Gray (Oklahoma); Kay Lynne Egge (Pennsylvania); Bill Kubat (South Dakota); Carol Mace (Tennessee); Cathy Lieblich (staff); Carmen Bowman (guest speaker).

Cathy introduced Carmen Bowman of Edu-Catering and co-developer with Karen Schoeneman of the Artifacts of Culture Change tool. Carmen said that due to the efforts of the Colorado Culture Change Coalition, the state passed a bill to establish a CMP grant program run by a governor appointed Nursing Facility Culture Change Accountability Board. Carmen pointed out that Colorado is unique in that anyone or any organization can apply for a grant, the organization does not need to be not for profit as is the case with so many grants. Carmen was involved with a similar project with the Florida Pioneer Network using the Artifacts tool to help homes begin or continue their culture change journey and decided to apply for a grant through her company, Edu-Catering, which was awarded.

Carmen collaborated with the Colorado Culture Change Coalition to recruit 20 homes for the project and to host some events. Homes were given a month to apply to participate and "only" 11 homes volunteered initially. The Accountability Board still wanted Carmen to recruit 20 homes so the deadline was extended and the eligibility criteria was relaxed. For example, the original criteria included that the Administrator and Director of Nursing had to have worked at the home for at least two years. By the end of October 2010, 22 homes from every region of the state had volunteered to participate in the project. A total of 6 homes dropped out during the project for various reasons so 16 homes completed the project activities.

The homes were asked to establish a Culture Change Collaborative Team that was interdisciplinary and included at least one resident. The Team was to use the Artifacts tool, meet every other week for 9 months, participate in quarterly conference calls and in-person events with Carmen, develop an action plan and report to Carmen on their progress. Carmen also asked the administrators to use the Ideal Administrator – Long-Term Care Leadership self assessment tool developed by the American College of Health Care Administrators (attached). During the first conference call, Carmen reviewed every item on the Artifacts tool. Each home was to choose three culture change practices (Artifacts items) they wanted to work on and a total of 28 out of the 66

practices was selected by the homes. Each home was asked to complete the online Artifacts tool accessible through the Pioneer Network website. Carmen said that the great thing about using the online tool is that the homes' information will be part of a national data base. The first quarter conference call covered the most cited barrier of "staff resistance to change" with "Oodles of Ideas for Overcoming Staff Resistance to Change." In January 2011, an in person meeting was held with the teams of participating homes, barriers had been identified and submitted and discussed for each of the 28 practices represented by the 22 homes. This event was held in conjunction with the Colorado Culture Change Coalition's Denver chapter's regularly scheduled education event. Carmen also invited two leader administrators Beth Irtz and Maxine Roby, to answer any questions Carmen could not and to provide encouragement. The last quarterly call discussed project completion "homework" and dates. The 9 month project ended with five celebratory events where each home told their story and celebrated their progress. The five events were held in conjunction with each of the CCCC's five regional chapters thus offering a free CC education event. Staff of homes not involved in the project attended and teams enjoyed hearing the other homes' stories.

Carmen reported that there was a positive change in scores on the Artifacts tool for all of the participating homes. The average increase in total points was 47 which was very impressive. The homes reported that the tool made them more aware of what could be done and wanted to get it done for the residents. They reported that their mindset had changed to considering what was "the right thing to do" and ended up working on additional items than what was in their action plan. Some of the homes that had applied for increased reimbursement under Colorado's Pay for Performance Program which includes a number of person-centered care items improved their scores for that program as well. Some homes implemented "I Care Plans", removed the nurse's station, started offering massage therapy and aromatherapy after getting a citation regarding pain management. A home that removed the nurse's station replaced it with low islands at which C.N.A's could be seen playing cards or dominoes with a resident. 13 homes chose to make changes in dining, 8 implemented a buddy program, 6 changed the way individual resident's birthdays were celebrated, 4 worked on eliminating set waking and bed times; 3 started baking in the resident living areas, etc. One home chose activities to be led by non-activities staff. Carmen gave the example of a staff person who would come in on her day off to do Mary Kay makeovers for residents that wanted them but now she did it "on the clock." Carmen said that she learned that once homes commit to something, they (most anyway) follow through and do it. One home said they were joining the project because it would give them the discipline to do what they were meaning to do anyway.

Carmen suggested that coalitions start a campaign to get nursing homes to use the online Artifacts tool and Julie Ballard from the Missouri coalition talked about the kick off of their campaign at this year's Pioneer Network conference (see attached flyer). The MC5 Board at its next meeting will be discussing possible ways to distribute the flyer such as through the ombudsman program, survey agency, Advancing Excellence LANE and provider associations. Carmen also said that corporations could be encouraged to have their own campaign which Julie is doing in her culture change position with a

corporation which operates 60 homes in Missouri. Kim mentioned that she and her husband produced a video when Carmen came to Georgia to do presentations for the Culture Change Network of Georgia which includes a DVD of Carmen reviewing the items on the Artifacts tool (among other presentations). For more information, contact kim@haveagoodlife.com. Julie mentioned that MC5 had Carmen cover the same thing in a webinar for their state.

Carmen said that she also worked with the Arkansas Innovative Performance Program (AIPP) of the Arkansas Foundation for Medical Care which is funded by CMP funds on a similar culture change mentoring program with 15 nursing homes and 3 ALFs but that there is more coaching of individual homes (like was done in Florida) than the Colorado project.

Erin said that the state of Ohio is designing a quality incentive formula for their Medicaid program that will include four or five out of 20 measures including items from the Artifacts tool. The state will also be using CMP funds for a state survey agency and ombudsman technical assistance program. Holly asked Carmen if there is a plan to do a follow up with the project homes a year from now to see where they are on their journey. Carmen responded that the CMP grant program is only for one year projects but she may be able to apply again to include more homes and follow up of the original project homes. It was agreed that a multi-year project would be preferred to allow time for the homes to make changes and to assess the impact of the changes.

The next Coalitions Networking Call is scheduled for September 23rd at 3 p.m. EDT.