CULTURE CHANGE in ACTION WEBINARS

Welcome *to today's webinar*

Feb. 18, 2021

Pioneer Network

Introducing The Artifacts of Culture Change 2.0 & Assisted Living

Karen Schoeneman, Karen Schoeneman Consulting, retired Technical Director, CMS Division of Nursing Homes

Carmen Bowman, Edu-Catering, former Colorado surveyor and CMS Division of Nursing Homes Policy Analyst

---

Poll

- Did you ever complete the original Artifacts tool? If so, how many times?
  - Never
  - 1 – 2 times
  - 3 – 5 times
  - 6 or more times

Pioneer Network · HOT TOPICS · *Sharing the Vision* CULTURE CHANGE in ACTION

The Original Artifacts

- Early 2000s nursing homes wanted to know what to do
- The philosophy of changing from institution to home
  - Residents well-known
  - Increased resident decision-making
  - Policies and practices reflect culture change
  - Physical environment becomes home
  - Team members trained to unlearn institutional practices
- How do you gauge progress?
- CMS Division of Nursing Homes funded development in 2006

Pioneer Network · HOT TOPICS · *Sharing the Vision* CULTURE CHANGE in ACTION

What happened in the last 15 years?

- Pioneer Network automated it
- A home can compare itself over time
- A home can compare with other homes in same state

- Multi-year project of the Pioneer Network
- Major expansion of the ACC
- Thanks to a CMP grant from the Maryland survey agency
- ACC 2.0 development started 2018, released in early 2021

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

ACC - 2.0 Development

- Discussions with
  - culture changing homes and organizations
  - users of the original tool
  - researchers
- Advisory group of 25 organizations
- Inclusion of CMS regulatory guidance supporting several practices
- Pilot tests of drafts

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Self-Assessment Tool

- No longer are there points for items
- For each item, three choices:
  - ☐ Fully Implemented - present on a routine basis or established as available for all residents
  - ☐ Partially Implemented – present on a less than routine basis or established for less than all residents
  - ☐ Not a Current Practice
- Each category is totaled
- Resulting list of practices to consider implementing

Introducing
Artifacts of Culture Change
Assisted Living

- Assisted Living needed its own tool
- Considers differences between assisted living and nursing homes
- Some differences:
  - Removed some nursing home specific practices
  - Removed CMS references
  - Added language such as room/apartment, service/care plan

The Artifacts Sections

- Resident-directed Life
- Being Well Known
- Home Environment and Accommodation of Needs and Preferences
- Family and Community
- Leadership and Team Member Engagement

Pioneer Network HOT TOPICS *Sharing the Vision*
CULTURE CHANGE in **ACTION**

Resident-Directed Life - Examples

- New residents/families welcomed
- Regular diets, real foods, dining styles
- Natural awakening, schedule choices
- Resident participation in the home's decisions
- Volunteering
- Pets live in home

Pioneer Network HOT TOPICS *Sharing the Vision*
CULTURE CHANGE in **ACTION**

Poll

In the community you represent, dogs and cats…

- Reside in the building

- Visit

- No dogs or cats

Pioneer Network · HOT TOPICS · *Sharing the Vision* CULTURE CHANGE in **ACTION**

Being Well Known - Examples

- Resident life stories, current interests and preferences
- Understand individuals who cannot communicate verbally
- Service/care plan specific to the individual and reflects resident's goals (required by CMS)
- Address Eden Alternative Domains of Well-being℠: identity, connectedness, security, meaning, autonomy, growth, and joy (included in CMS guidance)
- Service/care plan addresses mobility/movement, music, outdoors, meaning/purpose, a good night's sleep
- Service/care plan conveyed to team workplan

Pioneer Network · HOT TOPICS · *Sharing the Vision* CULTURE CHANGE in **ACTION**

Poll

How important will it be for you to go outside?

- Very important

- Somewhat

- Not important at all

Pioneer Network · HOT TOPICS · *Sharing the Vision* CULTURE CHANGE in **ACTION**

Home Environment and Accommodation of Needs and Preferences - Examples

- Aspects of small group living such as households/small houses/ Green Houses/neighborhoods
- Toiletries within reach, extra lighting
- Porch lights instead of institutional call lights
- Normal plateware, outlets within reach
- Silent paging, easy access to the outdoors
- Residents welcomed and assisted to access amenities

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Family and Community - Examples

- Community life – clubs, volunteering
- Community events - fairs, parades, concerts, ball games
- Café/restaurant – residents/families obtain food/drinks daily
- Store/shop – residents/visitors obtain gifts/toiletries/snacks
- A kitchen available for residents/families to cook and bake, notified of its availability
- Actively solicits views of family members, treats as care partners

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Leadership and Team Member Engagement - Examples

- Leaders commit to culture change, keep themselves educated, and pass on information to teams and residents
- Leaders remove barriers to culture changes
- High level managers/board educated in culture change and commit to making changes
- Culture change in evaluations, policies, hiring, team education
- Non-institutional language

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Leadership and Team Member Engagement - Examples

- Cross-training, career ladders
- Consistent staffing without rotation, self-scheduling by team members,
- Volunteer coordinator in addition to the activity director
- Troubleshooter
  - Ensures things get done for their resident
  - Across teams/departments

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Leadership and Team Member Engagement - Examples

- Team members gain knowledge via education opportunities
- Performance evaluations include culture change
- Team members know AL's culture change philosophy and how it plays out in their work
- Team member schedules revolve around those who *live* there

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Leadership and Team Member Engagement - Examples

- Learning Circles
  - Any group meeting
  - No cross-talk or group discussion until everyone has spoken
  - Honors those who are reluctant to speak up, reins in those who might dominate
  - Hear and *learn* from one another

Pioneer Network HOT TOPICS *Sharing the Vision* CULTURE CHANGE in **ACTION**

Leadership and Team Member Engagement – Examples - Community Meetings

- Held intentionally for residents, team members, and any families able
- Gather as a community, build connection
- Discuss issues of mutual interest and concern
- Celebrate life events and birthdays
- New residents and team members introduce themselves
- Remember/mourn, share goodbyes
- Acknowledge progress/return from hospital
- The role one takes on in the community (greeter, jokester)
- Review of policies and procedures in layman's terms
- Plan future events
- Anything the community decides to do

Pioneer Network
HOT TOPICS
Sharing the Vision
CULTURE CHANGE in **ACTION**

Uses of ACC

- An internal tool
- Self-assessment tool
  - Beginning of a culture change effort
  - Periodically, e.g., annually
  - Note changes in tallies
- Ferret out differences of opinion of management, team members, residents and families on whether practices are present or not present
- Inspiration tool/educational tool
- Implementation tool
- Researchers could use before and after culture change projects

Pioneer Network
HOT TOPICS
Sharing the Vision
CULTURE CHANGE in **ACTION**

New Artifacts Guidance

Much like a glossary giving further explanation of certain practices

Pic

Sharing the Vision
CULTURE CHANGE in **ACTION**
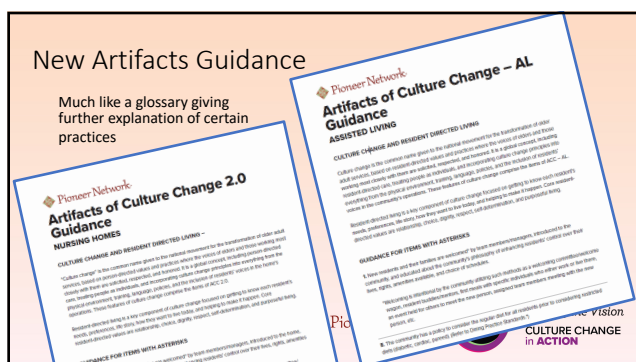
Artifacts Videos

- Artifacts of Culture Change Original and 2.0 – What's the Difference?
- Introduction to Artifacts of Culture Change 2.0 (Nursing Homes)
- Introduction to Artifacts of Culture Change – Assisted Living
- How to Complete the Artifacts Tools
- Frequently Asked Questions

Pioneer Network   HOT TOPICS   *Sharing the Vision* CULTURE CHANGE in **ACTION**

HOT TOPICS   CULTURE CHANGE in **ACTION**

QUESTIONS

Contact Information

- Karen Schoeneman
  - 443-801-1040
  - karenschoeneman@aol.com

- Carmen Bowman
  - 303-981-7228
  - carmen@edu-catering.com

Pioneer Network

HOT TOPICS

Sharing the Vision
CULTURE CHANGE
in **ACTION**

Envisioning the Future
Exploring Lessons Learned

SAVE THE DATE
MARCH 24, 2021

**A virtual symposium
sure to inspire and engage.**

Registration Open

Pioneer Network

Sessions

**COVID Response and Resident Directed Care:
How Did We Do?**
Dr. Stefan Gravenstein, MD

**Lessons Learned from Isolation: Looking
Beyond Resilience**
Dr. Susan Wehry, MD

**Valuing CNAs: It's More Than Finding a Way to
Get a Hot Pizza to the Night Shift!**
Lori Porter, CEO, NAHCA
Jeff Jerebker, Sage

The Art of Compassionate Leadership
Mary Tellis-Nayak RN, MSN, MPH

LISTEN LEARN EXPLORE
A PODCAST + A VIRTUAL LEARNING CIRCLE

Episode 2
Do You Know…
Your Residents?
with Dr. Lynn McNichol, MD

Available now on
Anchor
Spotify
Breaker
Pocket Casts
Google Podcasts
and at
www.pioneernetwork.net/events

Hot Topics Series Webinars

Growing Person-Centeredness

Compassionate Leadership in Action

Thursday, April 22
2:00 PM – 3:00 PM EST

Pioneer Network

Jill Vitale-Aussem   Deke Cateau   Donna Moore

Pioneer Network

Connect with the Network!

www.PioneerNetwork.net

Learn the latest news about our educational offerings, including our
virtual events, webinars, podcasts and more,
and see what's new on our Tools & Resources Page and at our Store.

Find us on Social Media