



**HOT
TOPICS**

*Welcome
to today's webinar*

Feb. 18, 2021



CULTURE CHANGE
in **ACTION**
WEBINARS

**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



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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



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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



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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



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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

ARTIFACTS OF CULTURE CHANGE 2.0

HOME NAME _____ DATE _____

CITY/ _____ STATE/OTHER _____ CURRENT NUMBER OF RESIDENTS _____

RESIDENT-DIRECTED LIFE <i>For each item, check the column that represents your home.</i>	FULLY IMPLEMENTED <small>Present on a consistent basis or established as available for all residents.</small>	PARTIALLY IMPLEMENTED <small>Present on a less than consistent basis or established for any number less than all residents.</small>	NOT A CURRENT PRACTICE
1. New residents and their families are welcomed* by team members/managers, introduced to the home, and educated about the home's culture change philosophy of enhancing residents' control over their lives, rights, amenities available, and choice of schedules.	<input type="radio"/> Fully Implemented	<input type="radio"/> Partially Implemented	<input type="radio"/> Not a current practice
2. The home offers at least one of the following styles of dining that provide for resident choice: Restaurant style where residents' orders are taken; Buffet style where residents help themselves or tell team members what they want; Family style where food is served in bowls on dining tables where residents help themselves or receive assistance.	<input type="radio"/> Fully Implemented	<input type="radio"/> Partially Implemented	<input type="radio"/> Not a current practice
3. Each meal is available for at least 2 hours, and residents can come and go when they choose. (Refer to CMS F809 Frequency of meals, Alternate dining times)	<input type="radio"/> Fully Implemented	<input type="radio"/> Partially Implemented	<input type="radio"/> Not a current practice
4. Residents are supported to prepare and/or serve food per their preferences and abilities (in addition to cooking groups).	<input type="radio"/> Fully Implemented	<input type="radio"/> Partially Implemented	<input type="radio"/> Not a current practice
5. Snacks/drinks are easily available for residents at all times without having to ask, i.e., in a stocked pantry, refrigerator or snack bar. (Refer to CMS F809 – Frequency of meals / snacks at bedtime)-	<input type="radio"/> Fully Implemented	<input type="radio"/> Partially Implemented	<input type="radio"/> Not a current practice
6. In addition to snacks (described in #5), residents can order food from the kitchen 24 hours a day, and team members are empowered to provide food upon re	<input type="radio"/> Fully Implemented	<input type="radio"/> Partially Implemented	<input type="radio"/> Not a current practice

66.7%

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

ARTIFACTS OF CULTURE CHANGE – ASSISTED LIVING (ACC – AL)

HOME NAME _____ DATE _____

CITY/ _____ STATE/OTHER _____ CURRENT NUMBER OF RESIDENTS _____

RESIDENT-DIRECTED LIFE <i>For each item, check the column that represents your community.</i>	FULLY IMPLEMENTED <small>Present on a consistent basis or established as available for all residents.</small>	PARTIALLY IMPLEMENTED <small>Present on a less than consistent basis or established for any number less than all residents.</small>	NOT A CURRENT PRACTICE
1. New residents and their families are welcomed* by team members/managers, introduced to the community, and educated about the community's culture change philosophy of enhancing residents' control over their lives, rights, amenities available, and choice of schedules.	<input type="radio"/> Fully implemented	<input type="radio"/> Partially implemented	<input type="radio"/> Not a current practice
2. The community offers at least one of the following styles of dining that provide for resident choice: Restaurant style where residents' orders are taken; Buffet style where residents help themselves or tell team members what they want; Family style where food is served in bowls on dining tables where residents help themselves or receive assistance	<input type="radio"/> Fully implemented	<input type="radio"/> Partially implemented	<input type="radio"/> Not a current practice
3. Each meal is available for at least 2 hours, and residents can come and go when they choose.	<input type="radio"/> Fully implemented	<input type="radio"/> Partially implemented	<input type="radio"/> Not a current practice
4. Residents are supported to prepare and/or serve food per their preferences and abilities (in addition to cooking groups).	<input type="radio"/> Fully implemented	<input type="radio"/> Partially implemented	<input type="radio"/> Not a current practice
5. Snacks/drinks are easily available for residents at all times without having to ask, i.e., in a stocked pantry, refrigerator or snack bar.	<input type="radio"/> Fully implemented	<input type="radio"/> Partially implemented	<input type="radio"/> Not a current practice
6. In addition to snacks (described in #5), residents can order food from the kitchen 24 hours a day, and team members are empowered to provide food upon resident request.	<input type="radio"/> Fully implemented	<input type="radio"/> Partially implemented	<input type="radio"/> Not a current practice

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



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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



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Poll

In the community you represent,
dogs and cats...

- Reside in the building
- Visit
- No dogs or cats



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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-beingSM: 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



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Poll

How important will it be for you to go outside?

- Very important
- Somewhat
- Not important at all



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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



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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



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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



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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



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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



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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



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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



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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



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New Artifacts Guidance

Much like a glossary giving further explanation of certain practices



Artifacts of Culture Change 2.0 Guidance

NURSING HOMES

CULTURE CHANGE AND RESIDENT DIRECTED LIVING –

"Culture change" is the common name given to the national movement for the transformation of older adult services, based on person-directed values and practices where the voices of elders and those working most closely with them are solicited, respected, and honored. It is a global concept, including person-directed care, treating people as individuals, and incorporating culture change principles into everything from the physical environment, training, language, policies, and the inclusion of residents' voices in the home's operations. These features of culture change comprise the Items of ACC 2.0.

Resident-directed living is a key component of culture change focused on getting to know each resident's needs, preferences, life story, how they want to live today, and helping to make it happen. Core resident-directed values are relationship, choice, dignity, respect, self-determination, and purposeful living.

GUIDANCE FOR ITEMS WITH ASTERISKS

1. New residents and their families are welcomed* by team members/managers, introduced to the home, and educated about the community's philosophy of enhancing residents' control over their lives, rights, amenities



Artifacts of Culture Change – AL Guidance

ASSISTED LIVING

CULTURE CHANGE AND RESIDENT DIRECTED LIVING

Culture change is the common name given to the national movement for the transformation of older adult services, based on resident-directed values and practices where the voices of elders and those working most closely with them are solicited, respected, and honored. It is a global concept, including resident-directed care, treating people as individuals, and incorporating culture change principles into everything from the physical environment, training, language, policies, and the inclusion of residents' voices in the community's operations. These features of culture change comprise the Items of ACC – AL.

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GUIDANCE FOR ITEMS WITH ASTERISKS

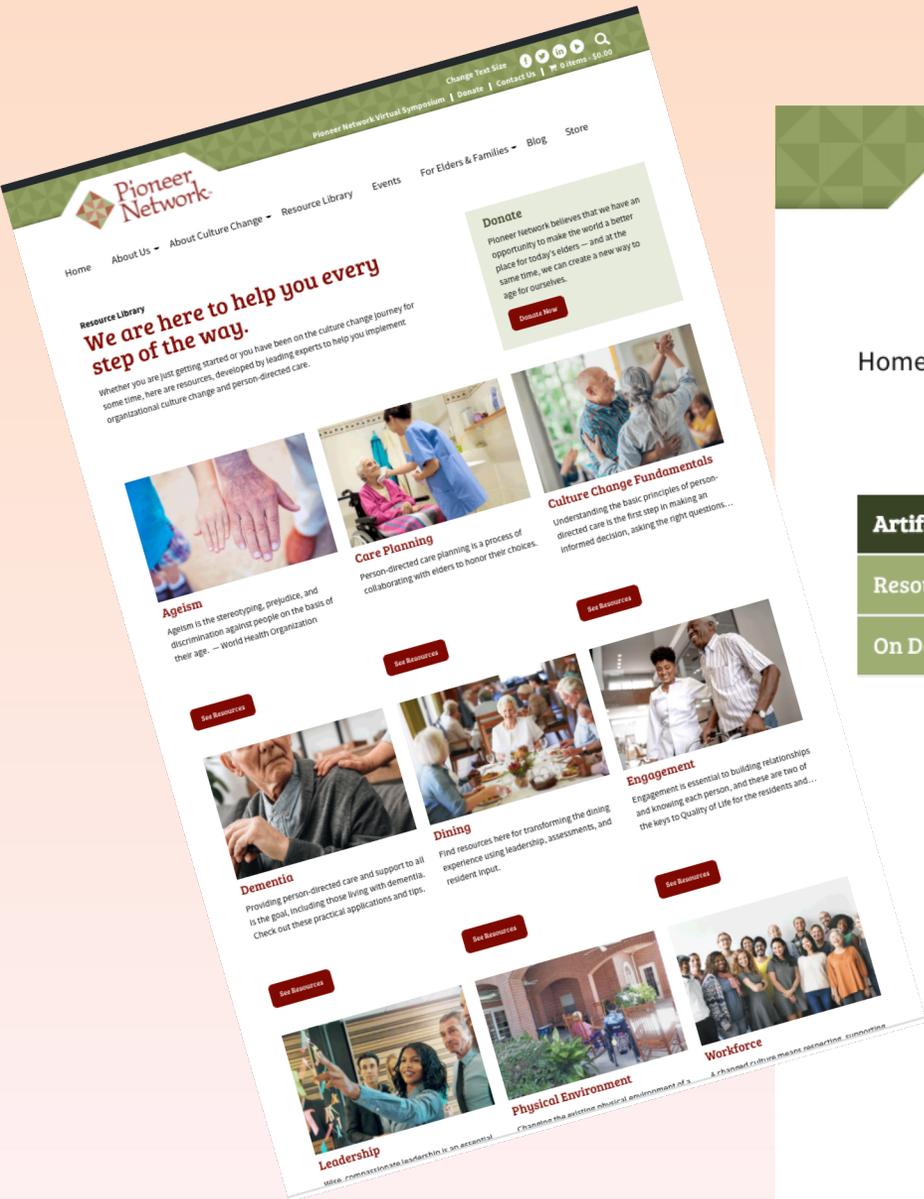
1. New residents and their families are welcomed* by team members/managers, introduced to the community, and educated about the community's philosophy of enhancing residents' control over their lives, rights, amenities available, and choice of schedules.

*Welcoming is intentional by the community utilizing such methods as a welcoming committee/welcome wagon, resident buddies/mentors, first meals with specific individuals who either work or live there, an event held for others to meet the new person, assigned team members meeting with the new person, etc.

8. The community has a policy to consider the regular diet for all residents prior to considering restricted diets (diabetic, cardiac, pureed). (Refer to Dining Practice Standards.)

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Artifacts of Culture Change 2.0

Purpose

Artifacts of Culture Change 2.0 (ACC) is an internal implementation, inspiration, and self-assessment tool. It is a tool that a nursing home on a culture change journey can use to become aware of concrete changes that leading homes have made to their policies, practices, and environment due to their commitment to the principles of culture change. The ACC can show a home a variety of beneficial changes they can make to increase resident autonomy, rights, and choices and eliminate institutional practices. A home can also use the ACC to note their progress toward changing institutional culture over time. ACC practices are grouped into five broad headings: 1) RESIDENT-DIRECTED LIFE, 2) BEING WELL KNOWN, 3) HOME ENVIRONMENT AND ACCOMMODATION OF NEEDS AND PREFERENCES, 4) FAMILY AND COMMUNITY, and 5) LEADERSHIP AND ENGAGEMENT. The groupings of practices are intended to help with team planning and implementation, since it would make sense for certain practices within groupings (e.g., individualized care plan items in the BEING WELL KNOWN grouping) to be discussed and coordinated with team members at the same time in a planning process.

[Self-Assessment for Nursing Homes](#)

[Self-Assessment for Assisted Living Communities](#)



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



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QUESTIONS

Contact Information

- Karen Schoeneman
 - 443-801-1040
 - karenschoeneman@aol.com
- Carmen Bowman
 - 303-981-7228
 - carmen@edu-catering.com



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Envisioning the Future



Exploring Lessons Learned

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MARCH 24, 2021

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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



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

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Hot Topics Series Webinars

Growing Person-Centeredness

**Compassionate Leadership
in Action**

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



Jill Vitale-Aussem



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