

Culture Change is Still the Answer - Save Money, Make Money and Better Compliance

Carmen Bowman, Regulator turned Educator
Blending Innovation & Regulation

**EDU-CATERING: Catering Education
Compliance and Culture Change**
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Some practices cost nothing
Some save money
Some offer a ROI



The Artifacts of Culture Change Measurement Tool



Edu-Catering: Catering Education for Compliance and Culture Change

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Artifacts of Culture Change

Home Name _____ Date _____
 City _____ State _____ Current number of residents _____
 Ownership: For Profit Non-Profit Government

| Care Practice Artifacts | |
|--|---|
| 1. Percentage of residents who are offered any of the following style of dining: <ul style="list-style-type: none"> restaurant style where staff take resident orders; buffer style where residents help themselves or tell staff what they want; family style where food is served in bowls on dining tables where residents help themselves or staff assist them; open dining where meal is available for at least 2 hour time period and residents can come when they choose; and 24 hour dining where resident can order food from the kitchen 24 hours a day. | <input type="checkbox"/> 100 – 81 % (5 points) <input type="checkbox"/> 80 – 61% (4 points) <input type="checkbox"/> 60 – 41% (3 points) <input type="checkbox"/> 40 – 21% (2 points) <input type="checkbox"/> 20 – 1% (1 point) <input type="checkbox"/> 0 (0 points) |
| 2. Snacks/drinks available at all times to all residents at no additional cost, i.e., in a stocked pantry, refrigerator or snack bar. | <input type="checkbox"/> All residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points) |
| 3. Baked goods are baked on resident living area. | <input type="checkbox"/> All days of the week (5 points) <input type="checkbox"/> 2-3 days/week (3 points) <input type="checkbox"/> <2 days/week (0 points) |
| 4. Home celebrates residents' individual birthdays; rather than, or in addition to, celebrating resident birthdays in a group each month. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |
| 5. Home offers aromatherapy to residents by staff or volunteers. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |
| 6. Home offers massage to residents by staff or volunteers. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |



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| | |
|---|--|
| 7. Home has dog(s) and/or cat(s). | <input type="checkbox"/> At least one dog or one cat lives on premises (5 points) <input type="checkbox"/> The only animals in the building are those staff bring them during work hours (3 points) <input type="checkbox"/> The only animals in the building are those brought in for special activities or by families (1 point) <input type="checkbox"/> None (0 points) |
| 8. Home permits residents to bring own dog and/or cat to live with them in the home. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |
| 9. Walking times/bedtimes chosen by resident. | <input type="checkbox"/> All residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points) |
| 10. <i>Bathing without a Bathe</i> techniques are used with resident. | <input type="checkbox"/> All (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points) |
| 11. Resident can get a bath/shower as often as they would like. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |
| 12. Home arranges for someone to be with a dying resident at all times (unless they prefer to be alone) - family, friend, volunteer or staff. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |
| 13. Memorial/remembrances are held for individual resident upon death. | <input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points) |
| 14. "I" format care plans, in the voice of the resident and in the first person, are used. | <input type="checkbox"/> All care plans (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points) |

Care Practice Artifacts Subtotal: Out of a total 70 points, you scored _____



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Redesigned Work



Open 24 Hours



- Assisting people to get ready for the day as they **awaken naturally**
 - **More efficient = money saved**
 - Open dining
 - Personalized med pass
-
- Costs no money

Honoring Sleep

9. Waking and bedtimes chosen by residents



STOP

A practice to STOP

Costs no money

Better outcomes

ROI

CMS: Choices (includes sleeping and waking)



Open Dining

CMS Tag F 809 Frequency of Meals.

1. Each resident must receive and the facility must provide at least three meals daily, at regular times comparable to normal mealtimes in the community **or in accordance with resident needs, preferences, requests, and plan of care.**
2. There must be no more than 14 hours between a substantial evening meal and breakfast the following day, **except when a nourishing snack is served at bedtime, up to 16 hours may elapse between a substantial evening meal and breakfast the following day if a resident group agrees to this meal span.**
3. **Suitable, nourishing alternative meals and snacks must be provided to residents who want to eat at non-traditional times or outside of scheduled meal service times, consistent with the resident plan of care.**

Honoring choices = better compliance than ever before

Care Practice Artifacts

1. Various dining styles

- Buffet
- Restaurant
- Family Style
- Open dining
- 24 hour dining



Support: decrease in wt. loss, weight gain, decrease in wasted food

Life Care Center of Greeley, CO



- Decreased “behaviors” - Wyla
- Could honoring sleep help to reduce anti-psychotics?
- **How much could you save in wasted food?**
- **\$20,000/year**

Does your process look like this?

Our salads - Payne.

DISLIKES / RESTRICTIONS LIST

wants eat onions, no cabbage

VEGETABLES: Mrs. Conner, Reckseider, Yates, Ervace, Klucas, Niessen

GASSY VEGETABLES: ONIONS, BROCCOLI, CAULIFLOWER, WHITE BEANS, BRUSSEL SPROUTS, PEPPERS, Bugman, M-MYN

CABBAGES, LENTILS, CORN, CUCUMBER, TURNIP.

ASPARAGUS: Biegman, Payne, Spillman, K. Dijksh, King

BEANS, CREOLE: Wilson, Harstad
Beans, Lima - Dery, Haarstad, King

BEANS, GREEN: Kilgour, Toma, Dean, Dery, Haarstad, King

BEETS: Dery, Toma

BROCCOLI: Dean, Veale, Toma, Reckseider, Dery, Rust, Ste

BRUSSEL SPROUTS: Yates, Dean, Weightman, Dery, Niessen, Haas

CAULIFLOWER: Dery, Rust, Hilda

CARROTS: Wilsoo, Toma, Dyck

CORN: Weightman, Reckseider, Sharp, Baillie, Simon, Bramb

MUSHROOMS: Haarstad, Berg, Hilda, Stubbins

GREEN ONIONS: Dery, Hilda

ONIONS: Neale, Stubbins, Reckseidler, Yates

POTATOES, HASHED: Weightman, Shaw, Maskali (instant), Kilgour

POTATOES, FRENCH FRIES: Bray, Meers, merges, Sydenham, Hilda

POTATOES, WITH SKIN: Stubbins

POTATOES, ALL: Shaw (except crispy)

POTATOES, SCALLOPED: Bjornson

PEAS: Reckseider, Haarstad, Grieser, Toma, King, Niessen

PEPPER, RED: Stubbins

HASHBROWNS: Reckseider, Weightman

MIXED VEG: Baillie, Toma

CUCUMBER: PDCU, Nico

CABBAGE: -Toma

Courtesy Suzanne Quiring of SuzyQ Hot Food Cart



Photo courtesy of Suzanne Quiring of SuzyQ Hot Food Cart

42 tray left overs:
 7 full sandwiches
 10 bowls + 7 mugs of soup
 6 ice cream cups
 2 puddings
 17 mugs of tea/coffee
 8 supplements
 12 glasses milk
 7 thick fluids
16 glasses of juice
 ~\$30.00

150 residents x 3 meals/day
 x 365 days/year =

**\$110,000 per year in wasted
 food**



Photo courtesy of Suzanne Quiring of SuzyQ Hot Food Cart



Direct Dining
= choice &
saved \$

*Video clips

<http://www.hotfoodcart.com/usa/gallery/videos/>



Beverage Cart



Cereal Cart



Courtesy Suzanne Quiring of SuzyQ Hot Food Cart

Soup Cart



Courtesy of Suzanne Quiring
of SuzyQ Hot Food Cart

Dessert Cart



“just mashed
potatoes with
lots of gravy
please....”



Courtesy Suzanne Quiring of SuzyQ Hot Food Cart

Also provides
Direct Dining
Room Service

ROI,
CMP Grants

Courtesy Suzanne Quiring
of SuzyQ Hot Food Cart



Real food

Savings from oral supplements:

- One home \$1,164/mo
- One home \$50,000/year
- One home hired a baker





*From Nourish the Body and Soul, Action Pact publication
"We're saving money on bread, toast to order, less waste"*

Personalized Med Pass

Medication orders are qd, bid, tid, etc.
Few must be given at certain times
A system that honors sleep and choice
Reduce meds in general, less med passes
Win-win



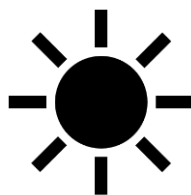
Everyone wants outside



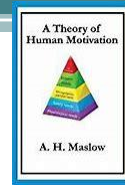
Costs nothing to a little investment

What is really *healthcare*?
Sleep, sunshine, real food,
control, choice, meaning/purpose

Perham Memorial Hospital
Perham **Health**
Perham Memorial Home
Perham **Living**



Maslow's Hierarchy of Needs



CMS Tag 655: The care plan must describe the following:

The services that are to be furnished to attain or maintain the resident's **highest practicable** physical, mental and psychosocial well-being.

- The authors of OBRA specifically chose **practicable** instead of practical.
- Practicable refers to what someone is innately capable of, regardless of external circumstances, practical refers to the limits of those external circumstances.
- Barbara Frank, co-author of OBRA '87

Does needing to use the bathroom usurp everything else?

Ever have this experience?

- All else stops
- Hurry up and wait
- Is this good customer service?
- An insidious issue in long term care

- Excess disability
- Learned helplessness





Shouldn't basic needs met be “a given”

- How many of us are **not** trained to help someone to the bathroom?
- How many residents **need help** with the bathroom?
- How many residents **could avoid incontinence** if access to the bathroom was timely?
- How many **falls** are due to residents tired of waiting?
- The **main reason** one moves to a nursing home/out of assisted living is...



So why isn't...

- Why isn't the need for bathroom assistance not **THE top priority** in every nursing home?
- Flip the priority
- What if?

#1

What if...

- What if everyone who works in a nursing home was **expected** to be or become a CNA?
- What if?
- Do it different, build your own pool

Include in:

- Job descriptions
- Performance evaluations
- Honor with a pay differential

Excellent customer service = Anticipating needs

- What gets a server a great tip?
- Are we giving equal great service to people who pay how much money to live in an institution?
- Is it right?
- Consistent staff is the only way
- Individualized, personalized care ***costs less/is more efficient***





Anticipating Needs Great Outcomes

- 50 out of 53 residents no incontinent briefs
- Saved \$6,553 per month
- What would you do with \$90,000 extra a year?



- Call light use decreased 49%
- Average call light response time decreased 70%
- **20 second average call light answer time**



What do residents really want?

- Practical priorities first
- Not “pretty bathrooms”
- Basic needs - “To get to the bathroom when I need to go.”

▫ Sue Misiorski, PHI, founding Pres. Pioneer Network



Anticipating needs costs no \$



Leadership Artifacts

51. Learning Circles
Giving residents and staff
opportunity
to share their opinions and
ideas

Costs no money
Use it to shake up RC
Calling RC *What Really
Needs Talked About* instead



Courtesy Pueblo Extended
Care, Pueblo, CO

Learning Circles

- Talking stick concept
- The power of a circle
- Everyone has the right to speak (or pass)
- Includes residents, families and staff in making decisions and sharing opinions.
- For problem solving as well as just getting to know one another better
- **Costs no money**
- **Use it to shake up Resident Council**
- Calling Resident Council *What Really Needs Talked About* instead



Courtesy Colorow Care Center Olathe, CO

Leadership Artifacts

52. Community Meetings

Support: Giving residents and staff opportunity to share their opinions and ideas



GROUNDING IN THE SACRED VISION
OF A CULTURE IN WHICH ELDERS ARE VALUED

Community Meetings



Community Meeting
Courtesy The Rehabilitation Center
At Sandalwood, Lakewood, CO

Barry and Debbie Barkan

- Builds community
- Creates connection
- Explores meaning
- Gathering as a community to discuss things of mutual interest and concern, to celebrate, to remember and to mourn.
- **Hypothesis** that residents could learn and grow when they become involved in meaningful experiences.

Celebrate Residents

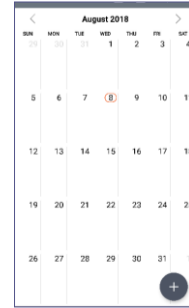
Communally acknowledge and celebrate residents at every opportunity

- illness and recovery from illness
- losses, gains/progress
- return from absences
- the role they take on in the community
- birthdays
- landmark life events
- just showing up
- the way someone looks today
- remembering residents
- living life together



Clear Creek Care Center's Community Meeting

- Birthdays/Landmark Life events celebrated
- Announcements/Upcoming events
- Planning events/holidays/decorations
- Honored residents attending for first time
- Jokes
- New residents and staff introduced – give the mic
- Visitors introduced
- Residents moving, Residents dying
- Policy review
- Open forum for questions, comments, announcements
- Resident closed with a devotion



Decision Making/Problem solving in real time (QAA/QAPI)

The facility must consider the views of a resident or family group and act promptly upon the grievances and recommendations of such groups concerning issues of resident care and life in the facility.



Parkview Care Center Denver, CO
Daily community meeting

Involving residents costs not money and saves money, “We run this place.”



Leadership Artifacts

49. Residents or family members serve on QA committee

- Evergreen Retirement not only on QA but also Board of Directors
- “Residents and families care about the home as much as you do” Beth Irtz
- QAPI calls for involvement of everyone
- **Costs no money**



Huddles = real time communication

- Shift huddle
- Morning team huddle
- Leadership comes to neighborhood huddle
- Post incident huddle/post fall huddle
- PIP huddle (increased infections on a certain neighborhood)
- Huddles for anything
- Cost = nothing, value = priceless



Leadership Artifacts

48. CNAs attend care conferences

- Lower rates of turnover
- Higher staff satisfaction when involved
- Now part of CMS requirement

Now required by CMS ... Tag 657!



Leadership Artifacts

50. “Buddy” or Guardian Angel program where staff check with residents regularly and follow up on any concerns

Support: Decreased complaints, strengthened relationships and friendships

- My tips:
 - Trust your staff, don't require documentation
 - Trigger grievance procedure when appropriate



These Buddies have known each other for a long time and now spend every Sunday together. The resident was the staff member's 1st grade teacher. When resident's usual mode of transportation to church was no longer available her Buddy stepped right in and started taking her.

No one to be with resident at the hospital during the end of her life. Her Buddy stayed with her, became her advocate in her last hours. Provided warm blankets, combed her hair, played music, held her hand. Resident treated her Buddy like she was her daughter. Resident would light up and do anything for her Buddy (even if other staff members tried a thousand times).



Courtesy Bent County HealthCare Center Las Animas, CO

Workplace Practices Artifacts

53/54/55. Staff consistently work with residents of the same neighborhood/household – RNs/LPNs/CNAs

Support:

- Relationships form
- Staff reflect caregiver – staff get to know residents' needs and preferences
- Staff pick up on resident changes in condition
- Correlates to low turnover, research shows nurses prefer it
- Costs nothing but a commitment



Workplace Practices Artifacts

56. Self-scheduling

- Resolves scheduling issues
- Staff more responsible to each other and to their residents
- **Being used for staff recruitment/retention**
- Costs nothing, could eliminate a staff role solely dedicated to scheduling



Courtesy Doak Walker Care Center
Steamboat Springs, CO

Workplace Practices Artifacts

65. Paid volunteer coordinator (in addition to activity director)

- Often part of an activity director's job description
- Guess how much time they have for it?



Ensign shared volunteer coordinator

- Community members are eager, untapped resources
- Looking to acquire valuable skills/experience in health care, business, nutrition, and more
- Even part time i.e. 1 for 4 homes, = 5 hr/week
- 20 hrs = 600 volunteer hours = ? money
- Non-traditional: landscaping, reception, dining – helping to make attentive, friendly experience
- ROI has always been good



Environment Artifacts



Life Care Center of Colorado Springs, CO

31. Store/gift shop/cart available for residents to purchase gifts, toiletries, snacks, etc.



Armoire at Avamere Transitional Care & Rehab Brighton, CO

Workplace Practices Artifacts


66. Performance evaluations include support of resident directed care (Growth Plans-Eden)



A Vision costs no money



- “To go where no long term care facility has gone before.”
- “Getting to Yes”
- “Seamless living”
- “Excellence in Individualization”
- “Medical treatment should be the servant of genuine human caring, never the master.” Dr. Bill Thomas, Eden Principle #7
- Is this the most dignified option?
- “Have it your way at PSJ (Providence St. Joseph)
- What’s yours?



Culture Change is still the answer. What do you think?

- Save money –
 - *Where do inefficiencies lie in your setting?
- Make money
- Better compliance



WHAT IS YOUR ARTIFACTS SCORE?

- Care Practices
- Environment
- Family and Community
- Workplace Practices
- Leadership Practices
- Outcomes: turnover, longevity, occupancy

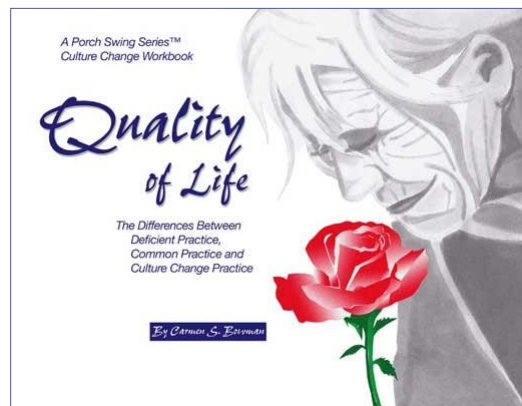
- www.artifactsofculturechange.org
- Complete online, creating national data base
- ONGOING EDUCATION, motivation by scoring
- A form of ACCOUNTABILITY

Regulatory Support for Culture Change



www.actionpact.com

Quality of Life: The Differences between Deficient, Common and Culture Change Practice



Section at Dignity on Using Dignified Language
www.culturechangenow.com.

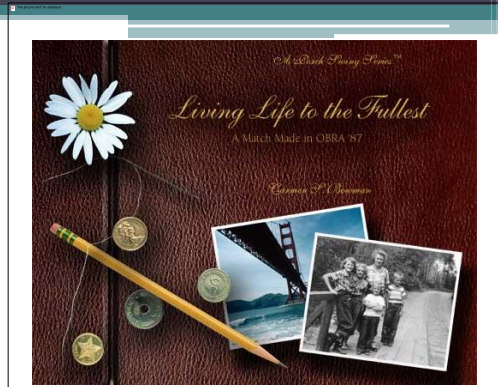
Living Life to the Fullest: A Match Made in OBRA '87

Getting to Know You assessment
Psychosocial Needs
Ethnic culture
Highest practicable level of
well-being
Activity programming according to
**interests,
not “problems”**

MEANINGFUL ACTIVITY ASSESSMENT incorporates:

- Activity Interpretive Guidance,
- MDS 3.0 and
- culture change practices.

Sold as a kit: www.actionpact.com



Changing the Culture of Care Planning: a person-directed approach

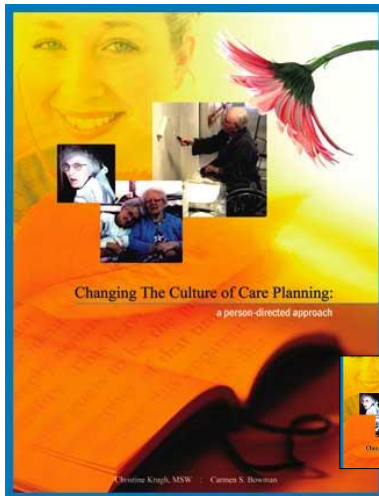
Covers:

- Regulatory Support
- Individual Care Planning
- I Care Plans
- Narrative Care Plans

Includes:

- Sample IN2L “Visual Care Plan”

Available from Action Pact
www.actionpact.com



SOFTEN the Assessment Process

- Workbook and training DVD
- www.actionpact.com

S – Support Simple Pleasures

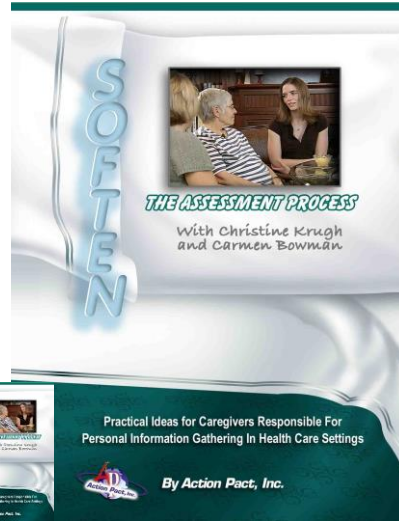
O – Offer Options

F – Foster Friendships

T – Tie-in to Tasks

E – Equalize Everyone

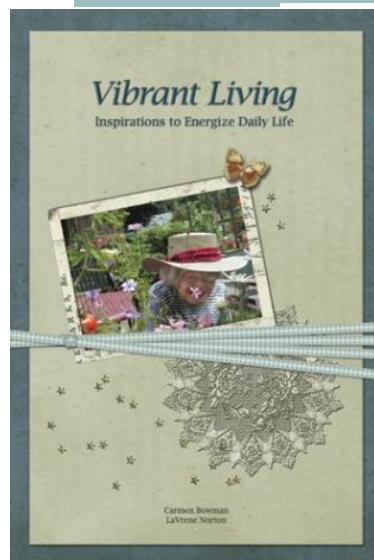
N – Normalize Now



Vibrant Living

Special Features:

- Written **to** Residents/ Householders
- Scrapbook style
- Learning Circle questions
- Audits for residents and families!



www.actionpact.com

Alarms: The New Deficient Practice?



Eliminating Alarms and Preventing Falls by Engaging with...



Theresa Laufmann, RN and Carmen Bowman, MHS



- 1 jam-packed hour
- Every 3rd Friday
- Culture change training directly into your home and to your team
- **It is the team that makes change**
- All shows are archived

actionpact.com

Aug. 10/Sept. 21/Oct. 12/Nov. 9, 2018

Know Better, Do Better Series

Restorative Sleep/Behavioral Expressions/Fall Prevention

Guest: Sarah Brown, ED, Empira University Signature Programs

- If you want notices, email carmen@edu-catering.com

Coming Soon ...



Compliance & Culture Change
Training Videos



- Let me know if you want to get on my mailing list
- Let's change institutional culture!

Consulting/Team Coaching/ Be your own Surveyor

If I can be helpful please feel free to contact me:

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303-981-7228

www.edu-catering.com

www.preparednessgear.com

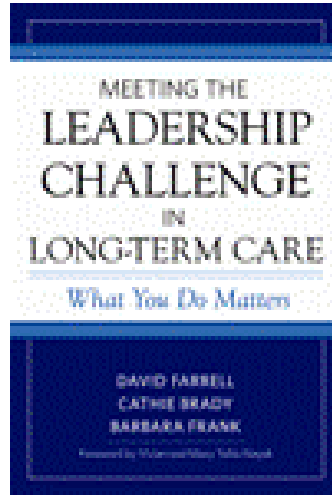
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- All day workshops
- Conference sessions
- Webinars
- Consulting
- **Team coaching; teleconferences or webinars with your whole team**
 - IT IS THE TEAM THAT MAKES CHANGE
 - ALL TEAM PLAYERS (INCLUDING THE NAYSAYERS) HEAR THE SAME INFORMATION



www.pioneenetwork.net



www.healthpropress.com

A changed culture positively affects life for residents, work life for team members, profit, savings and regulatory compliance - many wins.



Coming Soon...

To be published by Health Professions Press...

Changing Culture with Little Money and Worry about Regulation C. Bowman



EDU-CATERING: Catering Education for Compliance and Culture Change

- from all-day trainings to team teleconferences -

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