

History of the Movement: Why Culture Change?

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November 3, 2022**

Historical Summary

- Late 1800s as industrialization increased – rise of almshouses/poor houses
- Alternative were homes developed by religious affiliates and women’s groups – needed resources and to meet certain criteria
- Early 20th century – development of board and care homes
- Early 20th century – rest homes provided more care and support
- 1935 – Social Security Act changed the way we looked at supporting people as they got older – Old Age Assistance was only available to people living in non-public “institutions” – led to for-profit environments

Hill-Burton Act

- Amended in 1954 to provide funding for skilled nursing facilities modeled after hospital building standards
- Goal to deliver care in an efficient and cost-effective manner
- Nursing home construction flourished in the late 1950s and 1960s and early 1970s
- This created the design of many nursing homes that we still have today

More Nursing Homes = Efforts in Reform

- Representative David Pryor (Arkansas) exposed abuses in nursing homes
- Led to Medicare and Medicaid requirements
- Development of President Nixon's 1971 Eight Point Initiative to improve nursing home care
- Ombudsman demonstration project
- 1975 – funding through the Older Americans Act

Culture Change

“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. Core person-directed values are relationship, choice, dignity, respect, self-determination and purposeful living.

3 Areas of Change

Personal

Organizational

Environmental

Timeline of Culture change

1977

Live Oak Institute
founded –
regenerative
communities

1985

Untie the
Elderly
Movement

1987

OBRA '87
Nursing Home
Reform Law

1989

CMS publishes
quality of care
standards

Timeline of Culture change

1991

Beginning
of the
Eden
Alternative

1997

Pioneers
found
Pioneer
Network

2003

First Green
House home
opens

2001

First state coalition
In Pennsylvania

Timeline of Culture change

2005

St. Louis Accord
CMS and
Pioneer
Network

2006

Artifacts of
Culture Change
released
by CMS

2012

Task force to
change life
safety code

2016

Revision
of NH
regulations

2022

Pioneer Network + The Green House Project

=

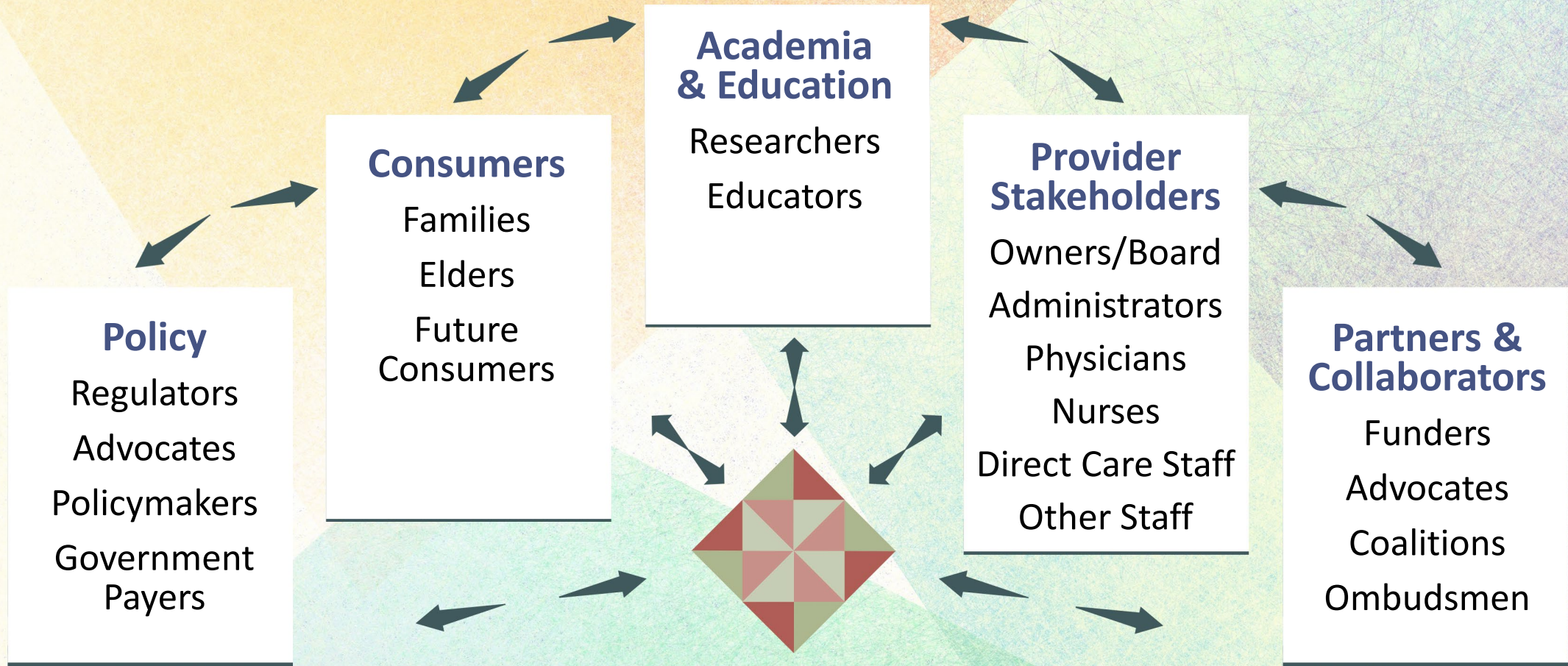
BETTER TOGETHER

What is Pioneer Network?

Pioneer Network was founded in 1997 by a small group of prominent professionals in long-term care who were pioneers in changing the culture of aging.

A vision that has lasted 25 years-

***A Culture of Aging that is Life-Affirming, Satisfying,
Humane and Meaningful***



**Pioneer
Network™**

Our Values and Principles

Know each person

Each person can and does make a difference

Relationship is the fundamental building block of a transformed culture

Respond to spirit, as well as mind and body

Risk taking is a normal part of life

Put person before task

All elders are entitled to self-determination wherever they live

Community is the antidote to institutionalization

Do unto others as you would have them do unto you

Promote the growth and development of all

Shape and use the potential of the environment in all its aspects:
physical, organizational, psycho/social/spiritual

Practice self-examination, searching for new creativity and opportunities for doing better

Recognize that culture change and transformation are not destinations but a journey, always a work in progress

The What, Why and How

What was Pioneer Network trying to do?

Change the negative culture of aging by changing the culture and environment of nursing homes (now the spectrum of senior living)

Why?

Because all people have the right to live in environments of their choice, where they are respected, and where they can grow and thrive

How?

Create a movement of attraction where people can network with like-minded people, learn from each other and create change

Where Are We Now?

COVID has exposed long-standing system fractures

- Design
- Workforce
- Environment
- Clinical practices
- Operations
- Regulations
- Reimbursement
- Financing
- Culture

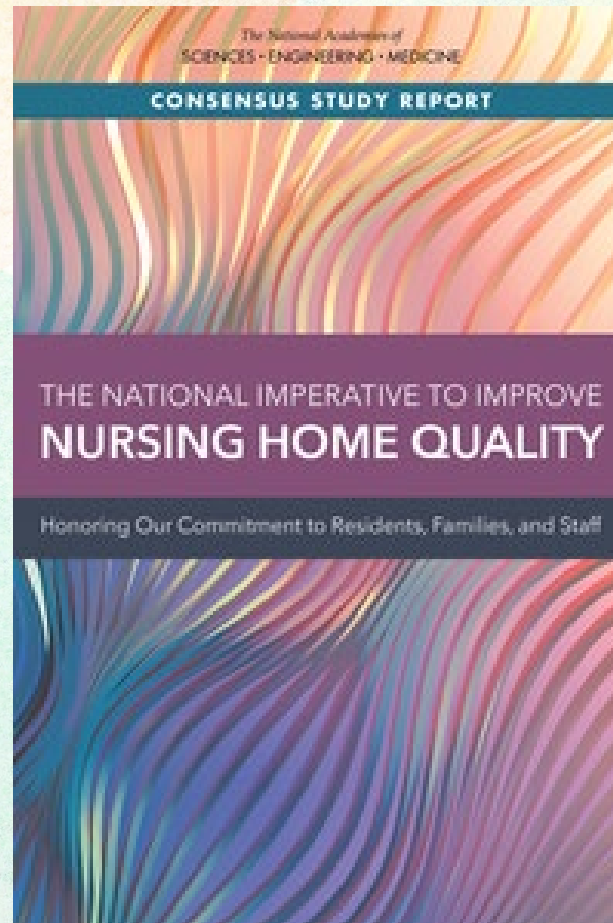
Why Haven't We Seen More Change?

- Variety of agendas
- Common goals but not a common path
- Negative perceptions of growing older
- Growth in one area, stagnation in another
- Massive undertaking
- Change is not quick or easy

Transformation – What Will it Take?

- New models
- Smaller environments
- Enhanced choices
- Increased funding
- Grassroots efforts
- Useable and affordable technology
- Engaged, active workforce

The National Imperative to Improve Nursing Home Quality: Honoring Our Commitment to Residents, Families, and Staff



7 Goals and Recommendations

- **Goal 1** Deliver Comprehensive, Person-Centered, Equitable Care that Ensures Residents' Health, Quality of Life, and Safety; Promotes Autonomy; and Manages Risks
- **Goal 2** Ensure a Well-Prepared, Empowered, and Appropriately Compensated Workforce
- **Goal 3** Increase Transparency and Accountability of Finances, Operations, and Ownership
- **Goal 4** Create a More Rational and Robust Financing System
- **Goal 5** Design a More Effective and Responsive System of Quality Assurance
- **Goal 6** Expand and Enhance Quality Measurement and Continuous Quality Improvement
- **Goal 7** Adopt Health Information Technology in All Nursing Homes



“When we know better, we do better”

Maya Angelou



Cultural
Transformation 101:
Person Directed
Opportunities,
Strategies, and
Solutions





What is Cultural Transformation?

Cultural transformation is a guided process to reconstruct an organization's beliefs, behaviors, and systems to support a culture of relationship-rich person directed living for residents and purposeful team-based work for employees.



Elements of Cultural Transformation

Environmental



Staff
Empowerment



Relationship-focus
elders - team - families



Person-Directed Care /
elder autonomy

Decentralized
management /
operations

Continuous quality
Improvement
processes



Physical Environment
Philosophical Culture
Organizational Structure



CMS Definition Person Centered Care

F540 §483.5 Definitions

To focus on the resident as the locus of control and support the resident in making their own choices and having control of their daily lives.

How well are we living out this definition as leaders in our homes?

Where do our greatest opportunities exist?

What might that look like?

What gets in the way? Why?

What is Person Directed Care?

Provider Directed

Staff Centered

Person Centered

Person Directed

Management makes most of the decisions. Residents accommodate staff preference and are expected to follow established routines.



Staff consult residents while making decisions. Residents accommodate staff much of the time but have some choice within existing routines & options.



Resident preferences form the basis of decision making about some routines. Staff begin to organize in order to accommodate resident preferences.



Residents make decisions everyday about their individual routines. Staff organize their hours, patterns, & assignments to meet resident preferences.



**COVID's impact.
What's got you down?**

Staff turnover

Budget cuts

Satisfaction surveys

Rates of hospitalizations

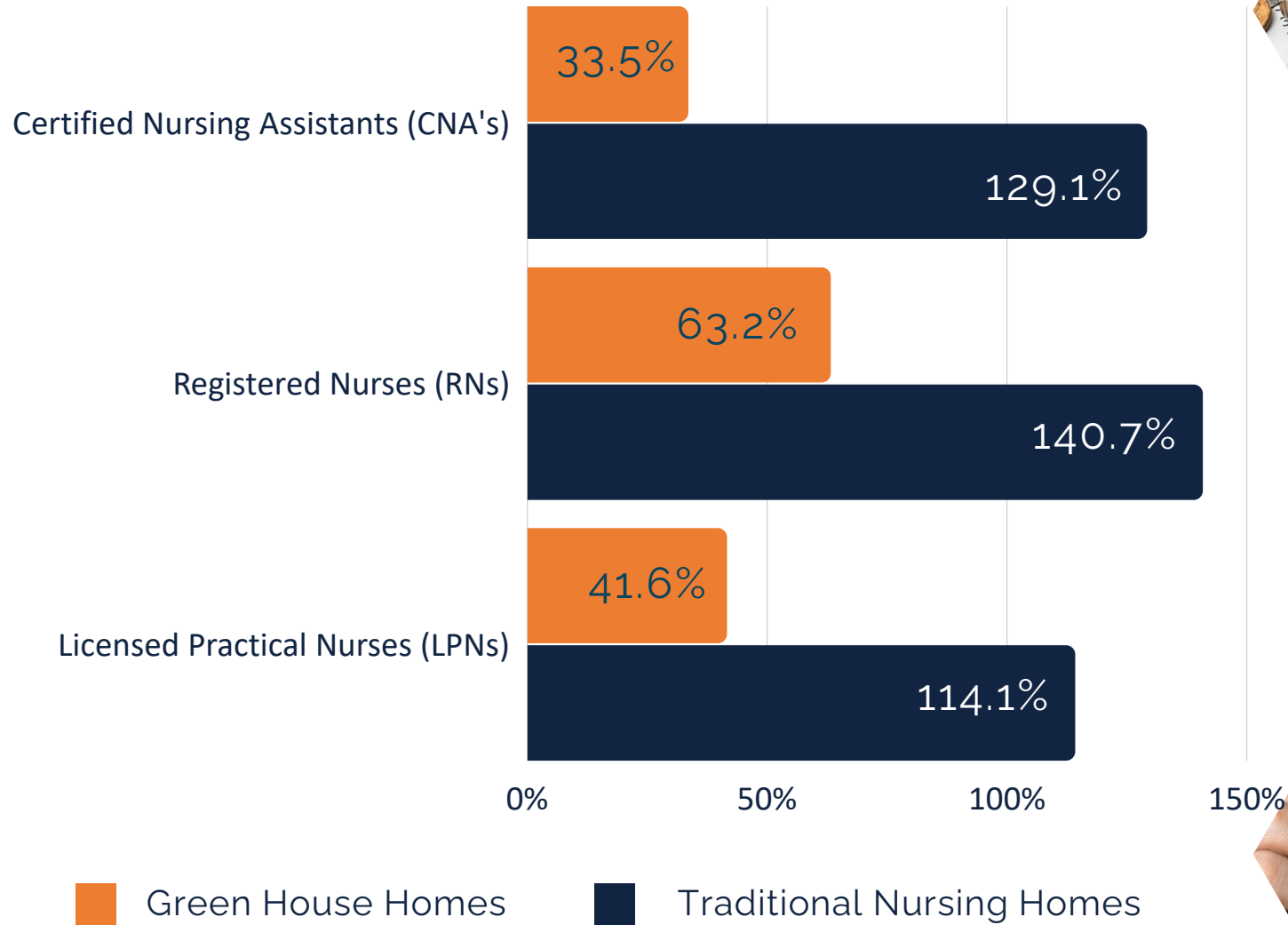
Staff stress levels

*“Never let a good
crisis go to waste”*

Steve McAlilly



Turnover data



Turnover

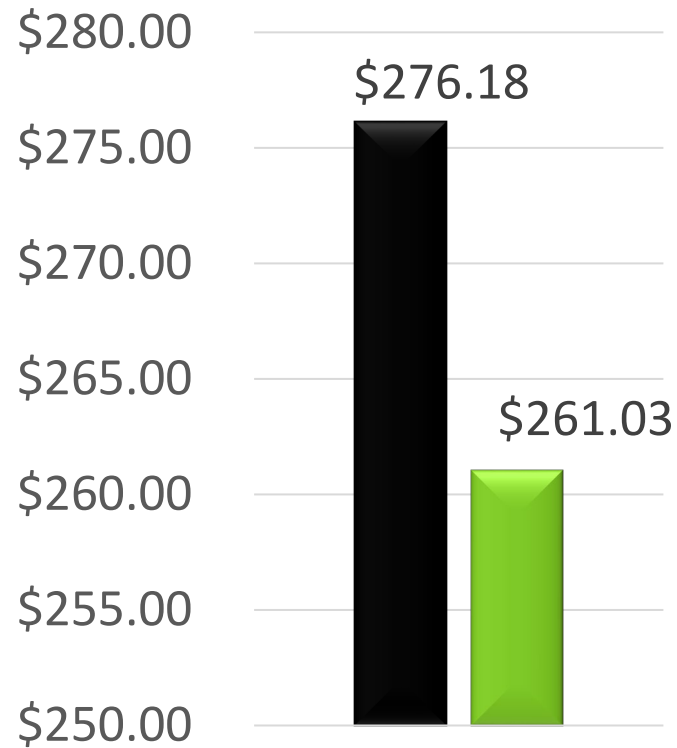


Source: Green House Data: MERIT Organizational Outcomes Assessment 2020 results / Traditional Nursing Homes Data: : A. Gandi, H. Y. (2021, March). High Nursing Staff Turnover In Nursing Homes Offers Important Quality Information. Health Affairs, 40(3), 384-391. doi:https://doi.org/10.1377/hlthaff.2020.00957



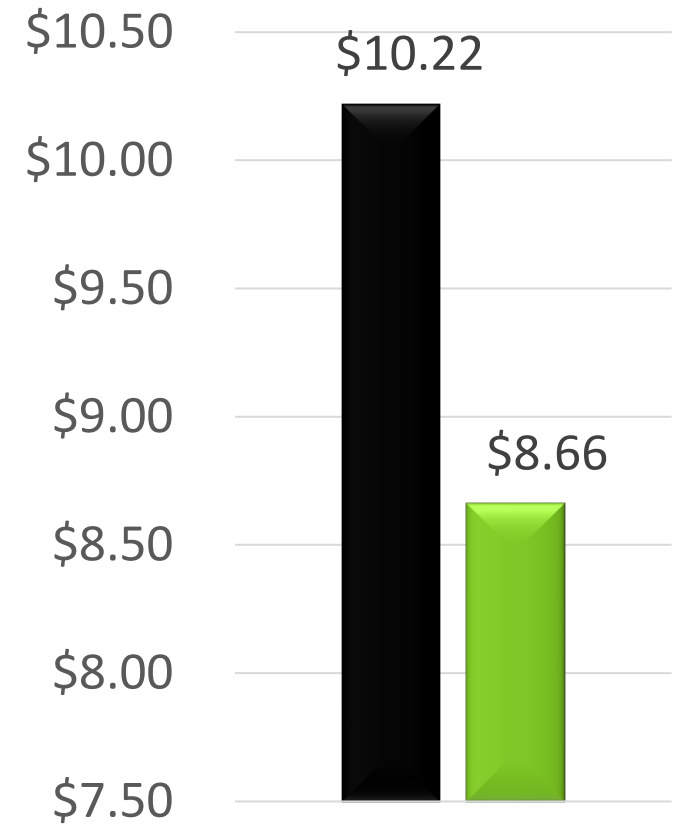
The Green House Difference by the Numbers

Average Cost Per Resident Day



■ Traditional Nursing Home

Average Dietary Cost Per Day



■ Green House

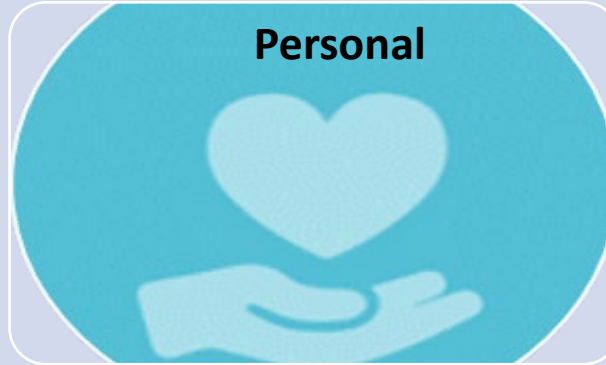
Opportunities to Transform Culture

Environmental



Smaller neighborhoods
Private rooms
Front doors
Eliminate institutional sign-posts
Easy access to outdoors
Den, Fireplace, Kitchenette

Personal



Policy revisions (adapt to culture change practices)
Consistent assignments
Learning Circles & huddles
Bite size education
Stakeholder involvement
Frequent communication

Organizational

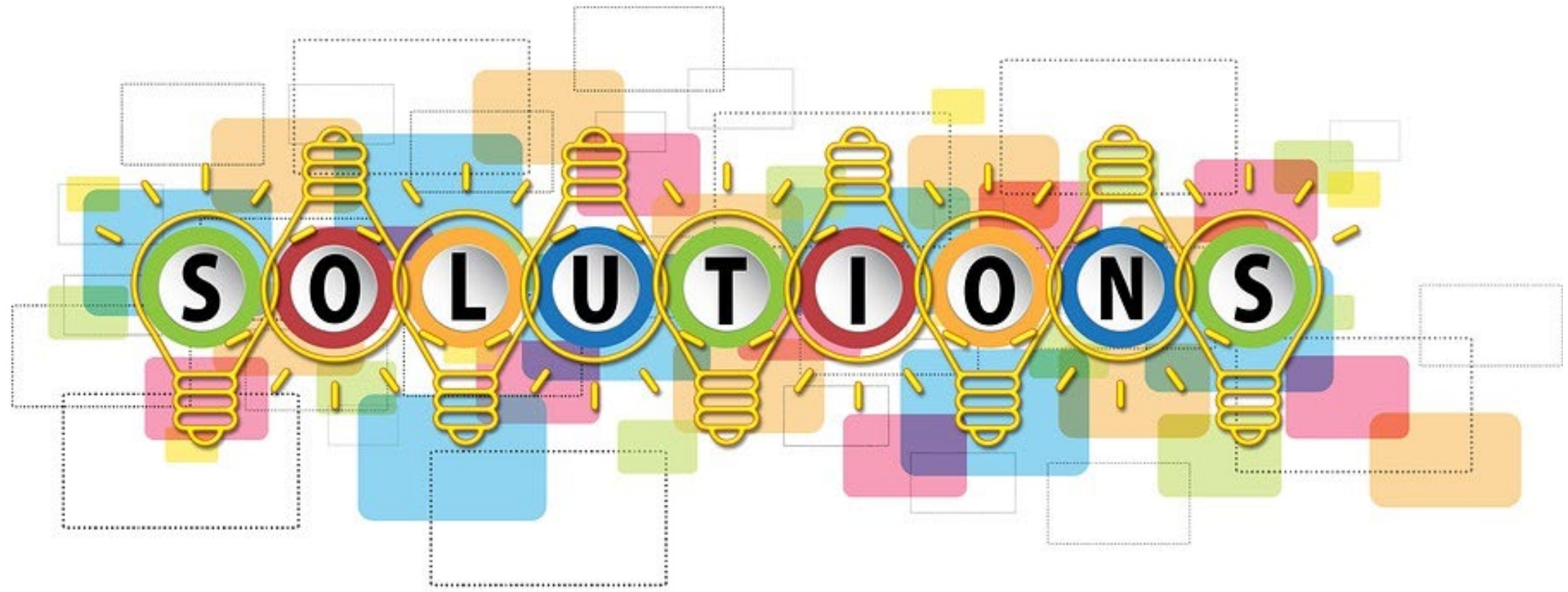


Go outdoors daily
Companion pets
Honor rhythms of the day – meds upon rising / breakfast upon rising
Intergenerational opportunities
Community integration

Beliefs, Behaviors, and Systems



A tool for assessing
your culture and how
to make change stick.





Solutions to Transform Culture

- Get Started
- Explore how to get to YES
- Foster Shared Decision Making
- Challenge your mindset
- Think outside the box
- Create a safe place for staff

TOOLKIT FOR CULTURAL TRANSFORMATION

SIMPLE YET SIGNIFICANT
STRATEGIES TO TRANSFORM
YOUR ORGANIZATION FOR THE
BETTER





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