


**Transforming Your Culture:
Getting Back on Track**

Joan Devine
Former Director of Education, Pioneer Network


Penny Cook
Chief Culture Officer, Center for Innovation



1

January 2020


- What were your 2020 goals?
- What were your challenges?
- What exciting things were happening in your senior living community or organization?



2

How are you feeling now?


- What are your goals?
- What are your challenges?
- What exciting things are happening in your senior living community or organization?



3

The Effects of COVID-19


- Residents
- Staff members
- Family members
- Senior living and care communities
- Person-centered living
- Highlighted the ageism that exists around the globe



4

What is ageism?


- Fear of our future self
- Prejudice or discrimination against a particular age-group and especially the elderly (Merriam Webster)
- Unacceptable behavior that occurs as a result of the belief that older people are of less value than younger people (Collins Dictionary)



5

What is ageism?

- Fear of our future self
- Prejudice or discrimination against a particular age-group and especially the elderly (Merriam Webster)
- Unacceptable behavior that occurs as a result of the belief that older people are of less value than younger people (Collins Dictionary)



6

What are some examples of ageism in long-term care?

7

“Stay home. Save Grandma”

Boomer Remover

“The old ones spoil the statistics.”

8

Effect on Residents



- Isolation and loneliness
- Loss of purpose and meaning
- Limited engagement
- Fear
- Grief
- Dependency
- Helplessness
- Death



9

Effect on Staff Members



- Fear
- Sense of the unknown
- Grief and loss
- Helplessness
- The O's: overwhelmed, overworked and overburdened
- PTSD



10

Effect on Family Members

- Fear of the unknown
- Helplessness
- Loneliness
- Loss
- Grief



11

Effect on Senior Living

- Fear of the unknown
- Workforce shortages
- Loss of residents
- Financial challenges
- Competing priorities
- Overwhelmed



12



Effect on Person-Directed Living

13




Lessons Learned in COVID

14

Effect on Person-Directed Living


- Pushed aside
- Safety first, rights second
- Clinical was dominant
- Difficult to meet needs and preferences
- How do you support everyone?



15

Group Exercise

Share a person-centered practice that was in place in your community when the pandemic started, and how was that practice impacted over the past years?



16




Experiences of Nursing Home Residents During the Pandemic: Altarum



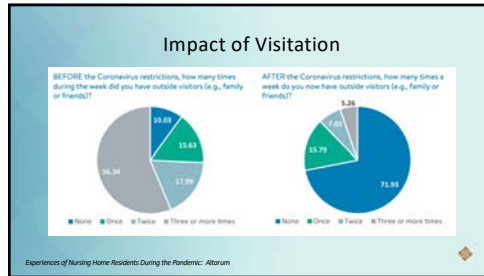
17

Distance Socializing
VS
Social Distancing

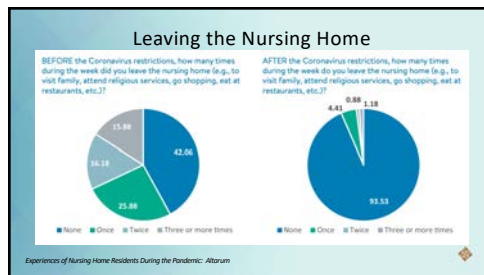
Experiences of Nursing Home Residents During the Pandemic: Altarum



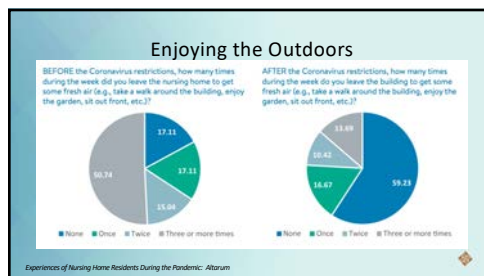
18



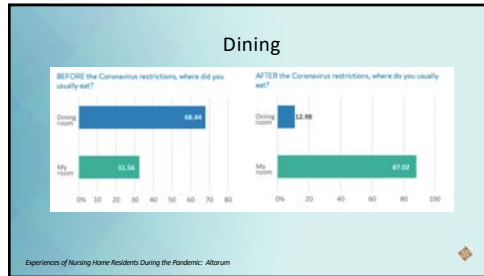
19



20



21



22

Before we Declare Person-Directed Care Dead...

Why do we think it died...and just what is "it"?

23

Pioneer Network Values and Principles

Know each person
Each person can and does **make a difference**

relationship is fundamental
Relationship is the fundamental building block of a transformed culture

Respond to stress as well as mind and body
risk taking is normal
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 mandate to institutionalization

Do unto others as you would have them do unto you
Promote growth
Promote the growth and development of all

Shape and **lead the evolution** of the environment in all its aspects: physical, organizational, psychosocial/spiritual.

search for opportunities

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

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

Pioneer Network

24

Characteristics of Homes that did Better

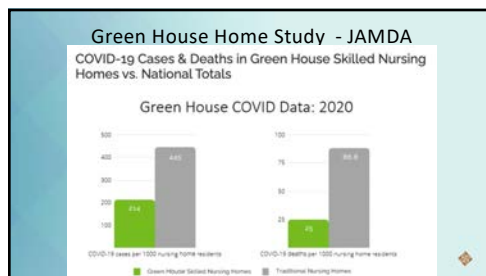
- Commitment to Culture Change Values
- Committed to the values of "Home" and "Community" vs "healthcare facility" and "Hierarchies"
- A Culture that had moved from a medical model to social-relational model
- Small household size
- Private bedrooms with private bathrooms
- Consistent staffing
- Versatile staff

The promise of transformed long term care homes: Evidence from the Pandemic. G. Allen Power, MD and Jennifer Carson, PhD.

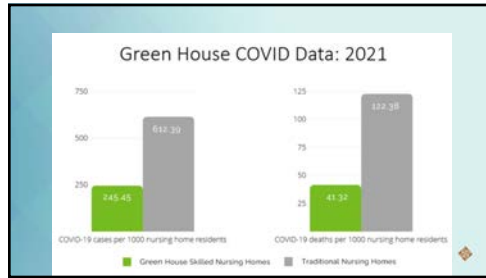
25

Social-relational model of living with medical and nursing existing in a complementary rather than hierarchical fashion and not driving the rhythms of daily life.

26



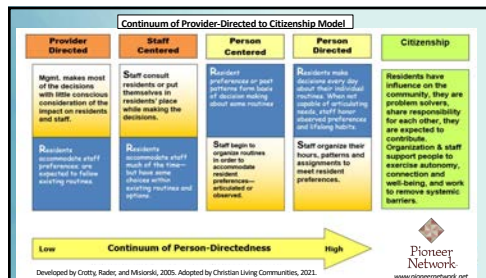
27



28



29



30


Definition of an Elder

Someone who by virtue of life experience is here to teach us how to live.

The Eden Alternative®

An Elder is a person who is still growing, still a learner, still with potential and whose life continues to have within it promise for and connection to the future. An Elder is still in pursuit of happiness, joy and pleasure, and her and his birthright to these remains intact. Moreover, an Elder is a person who deserves respect and honor and whose work it is to synthesize wisdom from long life experience and formulate this into a legacy for future generations.

Barry & Deborah Barkan,
founders of the Live Oak Project



31

Balancing Between Restrictions and a New Normal

PIONEER NETWORK VALUES: Risk taking is a normal part of life

32

Facing the Effects of Limited Engagement

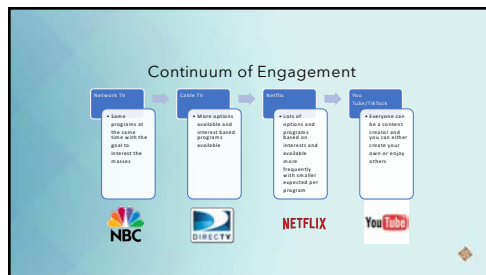
PIONEER NETWORK VALUES: Know each person

33

Emphasis on Community

PIONEER NETWORK VALUES: Community is the antidote to institutionalization

34



35

Desire for Tools and Resources

PIONEER NETWORK VALUES: Promote the growth and development of all

36

Focus on Well-being

PIONEER NETWORK VALUES: Respond to spirit, as well as mind and body

37

Identity **Connectedness** **Security**

Autonomy **Meaning** **Joy**

Begin your Exploration of the Domains of Well-Being

[Download](#)

38

The Need for Patience

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

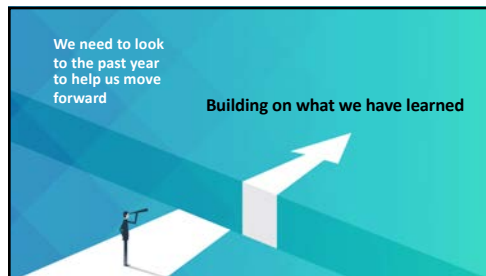
39



40




41



42

What Was Missing the Most?
The Voice of Residents

- Asking for and including the input of residents in decision-making
- Asking residents about their comfort with risk-taking
- Asking residents who they wanted to visit them in their home
- Informing residents of changes in policy and practices AND the why behind them
- Informing residents of the hospitalizations and deaths of their friends and neighbors



43

What can we expect as we move forward?


- Balancing between restrictions and finding a new normal
- The effects of limited engagement
- Emphasis on community
- Desire for tools and resources
- Focus on well-being
- The need for patience



44

What do you expect to see in senior living moving forward?

- More regulations
- Closures of senior living and care communities
- Desire of people to move in
- Need for more connection and community
- All of the above



45



46




47



48

What's the Same?



Making LTC environments places where we people want to live and work

Decades of experience in LTC transformation

Green House and Pioneer education and training materials

Our admiration and respect for the leaders, visionaries, and caregivers who built these movements from the ground up

49


Assessing where we are – defining where we want to go



An internal implementation, inspiration, and self-assessment tool.

50

NASEM
National Academies of Sciences, Engineering and Medicine



Goal 1 Person-Centered, Equitable Care

Goal 2 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 QI

Goal 7 Adopt Health Information Technology in All Nursing Homes


51



Moving Forward focuses on advancing seven goals outlined in the NASEM report aimed at improving nursing home quality.

Over the next two years, committee members – along with a network of experts, nursing home residents, and the general public – will develop, test and promote action plans that will improve the way the United States finances, delivers, and regulates care in nursing homes.

The Moving Forward Coalition is funded by a generous grant from



52

Goal #1

Deliver Comprehensive, Person-Centered, Equitable Care that Ensures Residents' Health, Quality of Life, and Safety; Promotes Autonomy; and Manages Risks

Two Areas of Focus:

Care planning
Work with nursing home residents, direct care staff, leaders, advocates, state government leaders, and others to test and implement reliable and consistent processes and systems in which resident goals, preferences, and priorities are described and documented on admission and as needed.

Smaller Environments
Design and document a plan to work with state and federal agencies to construct or update nursing homes to provide smaller, more home-like environments with more private rooms and bathrooms.

53



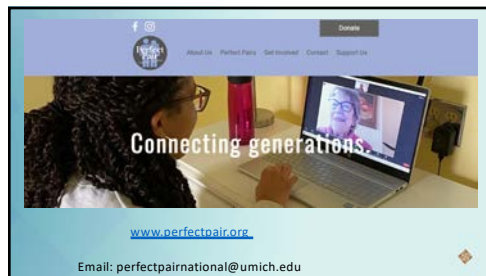
54



55



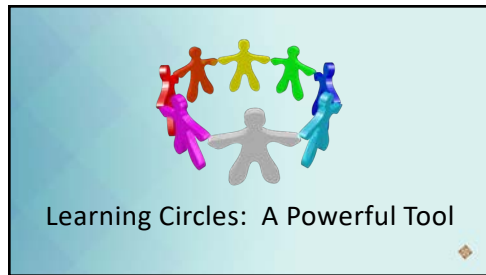
56



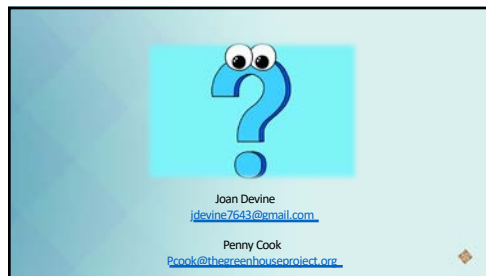
57



58



59



60

Resources and References

Pioneer Network / The Green House Project
• www.pioneerwork.net/
• <http://www.greenhouseproject.org/>

Artifacts of Culture Change
• <http://www.pioneerwork.net/artifacts/culture-change/>

COVID-19 Cases & Deaths in Green House Skilled Nursing Homes in Michigan
• <http://www.greenhouseproject.org/resources/research/covid-19/>

The Eden Alternative
• www.edenalt.org

Culture Change Network of Georgia
• <http://culturechange.org/About/>

Perfect Pair
• <http://www.perfectpair.org/>

Preferences for Everyday Living
• <http://www.referencebasedliving.com/>

LinkedSenior
• <https://www.linkedsenior.com>

