

CCCC Assisted Living Technical Assistance Project 2014

The Colorado Culture Change Coalition (CCCC) which formed in 2002 is a coalition dedicated to changing the institutional culture of institutions along the long term care continuum. The CCCC obtained a grant from The Colorado Health Foundation (TCHF) to conduct a technical assistance project with five Assisted Living Residences (ALR's) in Colorado. The TCHF required that the assisted livings serve the Medicaid population.

The assisted living homes which agreed to be in the project agreed to do the following in a Memorandum of Understanding:

- Complete the online Artifacts of Culture Change – Assisted Living measurement tool by January 20, 2014 and by November 1, 2015.
- Develop a Culture Change Team comprised of the administrator, a cross section of staff team members and at least two residents that commit to meeting at least every other week to work on identified goals.
- The team chooses and commits to develop six culture change practices/items from the Artifacts of Culture Change – Assisted Living measurement tool (see below).
- Obtain the data measures by Jan. 20, 2014 as a baseline and then quarterly (see tables below).
- Participate in a Culture Change Team Meeting with Consultant and CCCC Executive Director by February, 2013, to discuss project culture change practices and develop an action plan for the first quarter.
- Culture Change Team and other staff and residents participate in discussions with Consultant during each bimonthly three hour visit to the home.
- Participate in a one hour phone call on the off month with Consultant to keep project momentum going.
- Many ideas will be shared during the course of the project, during visits, phone calls and collaborative workshops. Culture change teams agree to be open and eager to learn new practices and ideas on how to implement them.
- It is understood that schedules change and the Culture Change Team will be proactive in rescheduling any visits that need to be changed.
- At least three members of the Culture Change Team attend a quarterly regional learning collaborative to include an educational session at a central location for participating ALRs. ALRs share what they have been working on and report out on their progress.
- Complete an evaluation after each educational session.
- Submit a quarterly summary at agreed upon dates of steps taken and steps to be taken on the project practices and collected data measures as listed above.
- Complete a quarterly web-based survey to evaluate the consultation process.
- Administrator and another designated staff person read the book, *The Person-Centered Way*, and participate in quarterly discussions about the book either in person or via telephone conference, with CCCC Executive Director.
- Be willing to present at CCCC Educational Forums.

The Artifacts of Culture Change

The Artifacts of Culture Change measurement tool was originally developed for nursing homes in 2006 as a tool for showing concrete evidences of a changed (less institutional) culture. It was co-developed by CMS and Edu-Catering, totally funded by CMS. In 2009, the Florida Pioneer Network used the Artifacts tool in a yearlong project and with permission developed a tool more specifically for assisted living communities. It is referred to as the Artifacts of Culture Change – Assisted Living (ACC-FL-AL) and was used in this project. Homes that committed to being in the project agreed to implement ideas and practices that met these six areas of focus from the Artifacts tool:

1. *Artifact #3: Residents in our home experience an approach to living that is person-centered and resident directed.*
2. *Artifact #5: Residents input is used in developing the individualized approach or plan for each resident.*
3. *Artifact #19: Families and residents provide input on quality improvement decisions.*
4. *Artifact #20: Staff members are encouraged and financially supported to attend training (both required and extra).*
5. *Artifact #21: Staff member who know a resident have input into care practices planned for that resident.*
6. *Artifact #22: Inclusive group communication is a familiar and frequent occurrence.*

Because practices implemented touched on more than one of these areas, the reporting out of what each home accomplished is in general rather than specific to each Artifact.

For Artifact #20, each home sent team members to the free Colorado Culture Change Coalition educational offerings if possible and also held open educational offerings to staff and/or residents during each CCCC visit.

Eden Well-being Surveys

The Eden Alternative is a national model of culture change. Identifying boredom, loneliness and helplessness as the three plagues of institutionalization, Eden registered homes agree to implement the ten Eden principles to overcome them. As a form of measurement for factors of well-being, each home committed to conducting the Eden Well-being Survey with residents. Each culture change team then thought of ways to address areas that scored low. Some homes even conducted the Employee and Family Well-being Surveys.

The Barth

The Barth is home to 62 residents in downtown Denver and implemented the following changes:

- The Barth has approached care conferences with a more open and fluid dialogue with residents. They now include resident-led discussions that go beyond care to include activities, dreams and current goals. Residents were offered the idea of an open house shortly after moving in and the majority declined this idea and instead liked the idea of follow-up at a more frequent basis when one is new. Management leaders now follow up with new residents at 7 and 30 days and on an “as needed basis” after moving in.
- Residents are now encouraged to invite preferred staff members and family members to care conference making it their choice who they want to be there.
- The Barth has implemented a new “green form;” a customer, concern, or complaint form which not only solicits issues to be addressed but also “what we did right.”
- Also, a Question of the Day is posted to help all to get to know each other better.
- Several forms were combined into a “living growth plan” to better capture resident preferences, dreams, interests, family and culture.
- The Barth is holding meetings to discuss matters of importance for residents to talk and give input and hear what is happening. For instance, in May, a “What’s up With the Smoking Room?” meeting was held and well attended. Such meetings were held throughout June to ensure a smooth transition to non-smoking indoors by July. A smoking cessation and wellness program is offered by Mental Health Center of Denver and six residents attend on a regular basis.
- The Barth implemented a Resident Council circle. Just the circle itself drew more residents than ever before. Leaders reported that it made people wonder what was going on. Residents have stated that they feel like they are more a part of things when a circle is used. Staff reported that the new circle format has promoted more input and ideas from residents, created a better rapport between residents and staff, is more efficient, more of a discussion and residents are more active and engaged. Residents said of the new circle format, “it causes you to get involved, makes you feel you are a part, is an opportunity to voice your opinion” and is “friendlier.” Instead of Resident Council, they are calling the meeting “What’s up at the Barth.” One resident said “that makes sense” in response to the new title. Leaders also now call residents on the phone in their rooms to remind and invite to Resident Council meetings.
- Meetings about the wait time for medications have also been offered as a means to hear resident concerns and ideas in making it less of a hurry up and wait in a line and less institutional
- Culture change team meeting minutes are posted on the bulletin board and at the front desk for all to read. Menu and daily activities are also now posted in the elevator and activities room to promote more input and participation.

- More choices have been added to the daily menu. Dining staff is making changes or additions to the menu when able. The downstairs refrigerator is now stocked with sandwiches for residents and a fine dining evening is offered once a month with music, good food and sangria! A casual morning latte hour and an afternoon nacho bar have been added and are well attended as residents would like more opportunities to congregate and socialize. Dining staff has implemented birthday choice meals for residents.
- A volunteer has started biographies of residents to be framed and hung with their picture with the goal of creating connectivity amongst staff and residents.
- More cultural and creative outings are now offered such as viewing the REDLINE art, walking outings, going to the Central Library and Art Museum, the Chalk Art Festival, and Second Wind tour, the Chihuly exhibit and workshop at the Botanic Gardens and the POP art exhibit at the Art Museum. Guest artists have shared their homemade beads and embroidery projects and because they were a hit they have signed up to come back on a regular basis. The administrator made honest comments like “our activity offerings are now ‘up a notch,’” “we have adult activities now” and “there is sophistication to the activity programming.” There is a focus on creating life now. Leaders recognized that “we do everything *for* residents, they have no responsibilities. Plan to share volunteer opportunities on the board for any interested residents. The administrator identified “So much of life revolves around TV. You know the time of day by what show is on. Pathetic. The same 10 residents come to the activities so you don’t hear from other residents. Plan to focus on the element of surprise, wooing residents out of their rooms to see what is going on. Woo with sounds, tastes, aromas, etc. Have ideas to turn TV off and just start something. Experiment. Be spontaneous and to create mystery activities, mystery bus rides and Denise’s (residents who have their own movies) Choice movies, etc.
- One resident who is legally blind and plays the piano was invited to play as an entertainer and be paid by The Barth. She was elated, both to play and to make money.
- Residents identified during the last visit that exercise would help residents remain independent longer. Leaders identified exercise options as a goal for 2015.
- A poster was created entitled “What is home at the Barth?” by residents and staff and hangs in a central location.
- A party was held to kick off culture change with a fantasy island theme asking “What three things would you want if you were stranded on a deserted island?” in order to get to know each other better.
- Two culture change awards have been given to staff members that demonstrate culture change philosophy at the Barth.

- Staff now attend care conferences on a regular basis and more consistency is provided by the same staff cleaning rooms and administering medication. Leaders are requiring staff to be more accountable for quality and person centered care.
- Daily huddles are now held each morning at 9:00 am. 2:00 pm huddles are also being worked on. The administrator now meets with night staff occasionally and serves pizza to create community and talk about culture change. Events that were held in order to promote fun and engagement for both residents and staff team members were: a NCAA Basketball bracket, World Cup Soccer events, making and eating s'mores, nacho bars, morning cookies and lattes, making jewelry and Shrinky Dinks and coloring intricate designs with colored pencils. These activities have created a sense of community and belonging.
- The general goal for the next year is to continue to focus on “the person before the task” a core value of the Pioneer Network and culture change movement. They plan to continue to discuss the value regularly in staff meetings and have posted it in strategic places around the Barth. The Barth also concluded the project with a goal to define “new culture” and what was their “old culture. Together they plan to identify “ingredients” for a new culture. The Barth identified through the year what the administrator called the old “silly rules” such as residents can only have one snack and no family was permitted to eat in the dining room. Sarcastically she said, “I guess at one point our old culture was worried about the ‘droves’ of family members, when in fact only a very few residents even have family that come to visit.”
- Although inconsistent, The Barth did see somewhat of a reduction in falls and incidents. During one visit, the administrator said she did think that the changing/improving culture was affecting falls and incidents for the better. “Everyone is so much calmer which is heading off the incidents. There is less yelling and screaming, calmer staff which leads to calmer residents.” Staff turnover also reduced considerably during this project.

Artifact Scores: Pre 34, Post 60, increase of 26 points.

The Barth Data	Oct.-Dec. 2013	March 2014	June 2014	Sept. 2014	Nov. 2014
Falls	33	9	7	10	3
ER visits/hosp.	3	6	7	0	4
UTIs	2	0	2	3	1
Incidents	121	106	48	33	65
Prevalence of res. remaining after incident	8	1	0 (res. Moved to higher level of care)	2, -1	1

Antipsychotic medication use for persons with dementia	1	1	0		2
Staff turnover %	54%	14%	1.8%	11%	11%
Occupancy rate	93%	97%	97%	95%	96%
Case Mix: % Medicaid, private pay, other	56 Medicaid, 2 private pay	58 Medicaid, 2 private pay	57 Medicaid, 2 private pay	58 Medicaid, 1 private pay	59 Medicaid, 1 private pay
Eden Well Being Tool completed	35/62 completed	over 80%	same		32% (20 resident sampling) at end of project also

Park Hill

Park Hill is home to 36 residents in the Park Hill neighborhood of Denver and implemented the following changes:

- Residents expressed a need for a place for guests to sit during meals. There is now an extra table in the dining room. Medication rooms now have a more homey, residential atmosphere, rather than institutional, with updated décor, paint and furniture and med cart is kept in a small almost closet-like area instead of out in the open.
- Snack offerings have increased; both healthy and junk food. Homemade pizza is now made rather than frozen. Hot breakfast availability has been extended (now, 8:00-9:30, was 8:00-9:00) for those wishing to sleep in and more choices offered.
- Birthdays are individually celebrated, not monthly in a group. For birthdays, the individual is asked their choice for a meal that day on the menu for all.
- A new focus on personal interests and daily pleasures resulted in at least two more residents becoming actively involved outside of the home. One resident has a new job and staff assisted another resident to attend her high school reunion out of state.
- Moving forward, Park Hill has decided to implement a few new practices. Managers will ask residents if they want family/friends as well as care givers at their annual care conference. Now attending care conference are the nurse, activity director, head cook, administrator.
- Daily huddles are held at shift changes on a regular basis.

- Residents choose waking and bedtimes. Medication times and meal times are arranged to honor preferences.
- Flexibility in staff scheduling is being worked on now.
- Community meetings are being held on Mondays at the end of lunch. The team decided to then invite anyone who is interested to come to the culture change team meeting after lunch in the library. One resident made the interesting comment that if you are willing to come and be a part and give your time then you have the right to complain. The administrator kindly added that any comment can be received at any time too.
- At one memorable meeting held in a circle everyone was invited to “tell one thing we don’t know about you” and people found it to be intriguing.
- The team plans to add questions both to the care plan form and thus care conference discussion with residents individually: quality of life, meaning and purpose, loneliness/boredom/helplessness.
- A subcommittee is forming to interview potential employees.
- The team agreed it is okay for the lead nurse to bring her dog and she has. Residents and staff enjoy the dog very much.
- The team has momentum and enjoys their discussions during the culture change meetings. One resident said “I love to have meetings like this.” The team even plans to continue them weekly which has great value in staying on top of issues and ideas and follow up.
- The activity director has drafted letters to the Park Hill community asking for donations and volunteers. A new volunteer has been located and is well connected bringing new life, resources and her baby to the people who live at Park Hill.

Since Park Hill started the project late and then had a turnover in administration, they have a second wind and the following are now ideas they have moving forward.

Ideas from Oct. meeting:

- Prospective residents meet with residents to ask questions.
- A resident suggested we also set up a mentor program for new residents when they move in.
- More baked goods such as with a bread machine and the Women’s Group to bake more often.
- Mobility, increased exercise ideas.
- Not waking residents.
- Getting outdoors, creating more outdoor inviting space, cleaning up horseshoe pits.
- Take lock off the door so residents can use washer and dryer on second floor.
- Medications “upon rising” on Medication Administration Records (MARs).

Ideas from Nov. meeting

(which was a learning circle comprised of both residents and staff team members):

- Invite family/friends more to events i.e. BBQs.
- More fun stuff; more parties outside.
- More interaction and socialization; we learn more about each other when we invite friends and family.
- Lots of good communication and active listening.
- More outside people/community in.

The interim administrator/regional consultant shared what might be an outcome of the culture change project that staff perhaps felt inspired to speak up about problems and resident rights not being honored, etc. which resulted in a change of administration. Another anecdotal outcome was that a resident stated at the Nov. meeting, "I love meetings like this."

Artifact Scores: Pre 36, Post 75, increase of 39 points.

Park Hill Data	March 2014 – just started, no data	June 2014	Sept. 2014	Oct. 2014
Falls		10	7	2
ER visits/hosp.		2	1	2
UTIs		0	-	0
Incidents	27	22	"less"	8
Prevalence of res. remaining after incident			-	All residents remaining after incidents
Antipsychotic medication use for persons with dementia		"1 less person"	-	No change in this usage.
Staff turnover %		0	0	10% in management only
Occupancy rate		100%	same	100%
Case Mix: % Medicaid, private pay, other			94% Medicaid, 2 private pay	93% Medicaid, 3 Private Pay
Eden Well-being surveys completed		"was completed"		No

Crossroads

Crossroads is home to 100 residents in Thornton, CO and implemented the following changes:

- Residents voted for the new name of Community Gathering for Resident Council. The group now discusses ideas for greater community involvement. All residents, staff and families are invited. This meeting is now held in a circle format to promote a feeling of inclusiveness and belonging.
- Residents asked for more community outings and they now go often to the Northglenn Senior Center and Thornton Senior Center either as a group or individually with family members or friends. Residents also have expressed interest in volunteering at the community center.
- During the course of this project, one resident involved in the meetings offered to help build a horseshoe pit and did in the back outdoor area of the building.
- Residents' comments about wanting a bus were heard by Crossroads and several buses were tried out soliciting resident feedback. By the end of the project a new 15 seat bus has been found and price negotiated and soon will be parked at Crossroads.
- The Food Committee, comprised of residents, dining manager, and other various staff, is giving input on new menu items and recipes. The committee came up with a gluten free menu, decided on vegetables to grow and harvest in the resident garden and is discussing more wholesome, fresh foods. Ideas from one project meeting for healthier snacks were passed on to a representative of the food committee like hummus and fresh veggies, different fruits, nuts, sesame sticks and... chocolate chip cookies.
- There are now open dining times. The leader of dining admitted he did not think it would work without more staff but it not only works, it works better as there is less congestion in the dining room. The dining team is also trying new menu items and residents like that. One resident who does not come to many meals is coming more often, for instance.
- The team is currently asking for resident volunteers (both male and female) to form a 'Good Neighbor Society' to help meet and greet new residents. These volunteers would become 'buddies' who would be assigned a new neighbor. Duties would include showing new neighbors the building, introducing new neighbors to other residents and staff, escorting and eating with the new neighbor in the community dining areas, reminding and escorting new neighbors to activity programs, and greeting newbies with a personal gift of welcome (simple pleasure). Volunteers will be chosen based on their ability to communicate clearly, listen intently, and offer

open discussion and lots of smiles. New neighbors and their families will also be invited to a monthly newcomers party.

- An announcement board has been placed at the front door entrance that invites committee involvement, announces community activities and lists volunteer opportunities. The board now draws a lot of attention, staff report. Some are curious what the “change” in culture change is about, some are scared. One daughter moved her mother out stating that her mother “needed” the rigid scheduling.
- A family night was held June 5th, 2014 attended also by Penny Cook, CCCC Executive Director to explain what culture change at Crossroads involves and how families may participate in this movement.
- Shift change meetings are now open: management, staff, families, and any residents wishing to add information are welcome. Managers now alternate taking part in the daily shift change meetings. The administrator reports that this has been very effective in improving communication.
- Similarly, staff, management, and residents are being invited and notified of Thursday morning weekly communication meetings. All staff are also informed of and invited to the weekly culture change meetings.
- Crossroads responded to reports by residents that they were bored and a low ranking from the Eden Well-being tool on “People know what I’m interested in.”; there is now an additional exercise class and some dances have been held. The culture change team recognized the idea to have ballroom dance classes at Crossroads at one of the last project meetings.
- Monthly all-staff meetings are also being held in a circle format. Learning Circles are being conducted using questions to get to know each other better such as “What’s something we don’t know about you?”
- The assessment form has been revised to include more resident-centered questions such as: What brings your life purpose? What are your goals here at Crossroads? What are your passions? Do you have a ‘bucket list’?
- Residents are now asked if they want family present, and who, at their annual care conference as well as choosing which care giver they would like present.
- Residents are invited to be a part of the interview process for prospective employees.
- Residents and families also recommend employees for rewards and recognition. Managers gift employees with gift cards when found doing or told about exemplar resident service. The Crossroads management team has stepped up efforts to

recognize staff, residents, and family members through a new program called Crossroads Community Awards which will focus on efforts to improve quality of life at Crossroads. A display board will highlight those members who “think outside of the box.”

- Crossroads conducted the Eden Employee Well-being survey and although they admitted it was hard to discover employee dissatisfaction, it was also good to know moving forward.
- A staff member, who is also a pastor, held a Bible study outside one warm day in the fall. Residents loved it and asked for more, both more Bible studies and more going outside.

The Crossroads team has identified the following goals for 2015:

- Completion of formation of ‘Good Neighbor’ Committee
- Formation of Book Club
- Spiritual Studies
- Story Teller Club
- Veteran’s Club
- Vespers – Friday Night
- Daily snack cart
- Different serving styles i.e. Family style, Buffet
- Aroma Therapy
- ‘Human Touch’ sessions i.e. hand lotion massage, body massage, etc.
- Access and educational programs for computer use.
- Purchase of computer for 2nd floor.

During one project meeting, the administrator nonchalantly mentioned that they now no longer have the House Rule that residents may not eat in their rooms. After some further inquiry, it was discovered that this was a true outcome of the culture change project. No resident had complained, it was not identified by the culture change team. Instead, the administrator confessed it was her rule for many years and she began to question why she should be able to make that decision for residents and thus deny them choice – a great outcome.

At one project meeting, the administrator shared, and the team agreed, that she “feels culture change has been implanted in everything.” She also has shared, “So many discussions have transformed our ways of thinking when caring for our residents. Residents also have a new outlook on being in ‘assisted living’ and directing their own care.”

Artifact Scores: Pre 79, Post 89, increase of 10 points.

Crossroads Data	Oct.-Dec. 2013	March 2014	June 2014	Sept./Dec. combined 2014
Falls		24	23	89
ER visits/hosp.		12	8	8
UTIs		4	2	1
Incidents		42	33	102
Prevalence of res. remaining after incident			-	8
Antipsychotic medication use for persons with dementia		5	6	8
Staff turnover %		4.5%	6.667%	5%
Occupancy rate		92%	91%	94%
Case Mix: % Medicaid, private pay		Private 81.5%, Medicaid 18.5%	Private 80%, Medicaid 20%	Private 82%, Medicaid 18%
Eden Well Being Tool completed		75%, 38% staff		

Cinnamon Park

Cinnamon Park (CP) is home to 48 residents in two separate houses. CP named their culture change team Community Pathways and implemented the following changes:

- Activities took on a different feel during the project; residents and the activity coordinator decided to plan more “real life” and community events such as Hawaiian Luau, BBQ’s, classes at the senior center, creating theme window art displays for both houses-hand painted by staff and residents and planning for National Assisted Living Week (theme-Wild West Days). The interest in fostering opportunities for lifelong learning has started with residents registering for several senior center classes.
- A resident led Welcoming Committee was established and is in full swing greeting, welcoming and sharing information with new neighbors.

- The CP team discussed the care conference process and meeting style over many months and tried different ideas during conferences such as growth goals, with the goal of fostering resident empowerment and a strengths-based style of practice. This hard work culminated in the team developing a pre-conference tool that is now sent out with the care conference letter to the family as well as the resident. This tool is two part: it includes a way for each resident and their family members to prepare for the meeting and a ranking tool Report Card to be completed by the resident and family member assessing their satisfaction level.
- A few families have been invited to serve as champions to solicit their specific involvement and support. A survey was developed to inquire of families their opinions on the various Artifacts of Culture Change tool areas. A special family event is planned for November 17th to discuss ideas with families. A family survey was designed around the six Artifacts used for this project. Initial return response was low so another round is being tried.
- At the very first CCCC visit, a resident expressed dissatisfaction in not being able to eat in her room when she feels sick. The CP team discussed this over many months and the house rule has now been changed/relaxed to honor the resident preference to eat in their room.
- At one meeting, the administrator admitted honestly that the House Rules are not being followed anyway. At a subsequent meeting it was discussed that an ongoing issue is the request that residents not be negative but instead positive when talking publically. The idea was shared to utilize the fact that ALRs in Colorado must have House Rules to perhaps consider putting into the rules how the community would like public conversations to be less negative and more positive, not discourteous, not disruptive and not threatening.
- A resident complained about other residents coming to meals dressed inappropriately. There is now a subcommittee making recommendations to the Resident Council re: the House Rule addressing the dress code.
- An item that scored high from tabulating the Eden Resident Well-being surveys was that residents are not called the name they prefer. The activity coordinator completed an analysis of resident name preferences by hosting several teas asking residents the names they prefer to be called.
- Residents are also vocalizing their desire to cook. Solutions being discussed are a satellite oven, using current kitchen facilities, a Resident Chef who hosts a meal of their choice and a resident kitchen to be included in future renovation plans.

- The team also reviewed the results of the resident and family Senior Housing Options surveys as part of the culture change Community Pathways work.
- Staff attend care conferences. Staff huddles take place three times per week to enhance communication between staff.

The Community Pathways team plans to sustain their future efforts without the CCCC consultation by meeting at least monthly to continue to develop further family involvement, promote more outreach efforts to the community including the senior center, foster more tolerance within the community and striving for a positive, pleasant atmosphere.

Artifact Scores: Pre 62 , Post 80, increase 18 of points.

Cinnamon Park Data	Jan. 2014	March 2014	June 2014	Sept. 2014
Falls	31	14	9	6
ER visits/hosp.	10	4	6	7
UTIs	1	2	0	3
Incidents	45	51	38	63
Prevalence of res. remaining after incident	3	2	0	0
Antipsychotic medication use for persons with dementia	3	-	4	4
Staff turnover %	16.6%	6.6%	0%	3.3 %
Occupancy rate	97%	92%	95%	93%
Case Mix: % Medicaid, private pay, other	16% Private Pay, 84% Medicaid	21% Private Pay, 79% Medicaid	12% Private Pay, 88% Medicaid	15% Private Pay, 85% Medicaid
Eden Well Being Tool completed		Completed 3/1/14		

The Peaks

The Peaks is home to 16 residents in Longmont, CO and attached to both The Peaks nursing home and Frontier Rehab and implemented the following changes:

- Opportunities for gardening both vegetables and flowers in the courtyard was a big hit and will continue next summer.
- Birthdays are now celebrated individually with a cake of the resident's choice and a birthday card signed by all staff and residents.
- A community pet has been talked about such as a dog or bird. There is some interest in possibly fish in a fish tank. Two staff team members bring their rabbits for the residents to enjoy now. The bunnies are welcome inside as well as outside.
- A resident planning committee now exists that meets monthly to help plan events and activities for the following month.
- Daily pleasure forms were used in the beginning of the project and are now a part of the move-in process/paperwork as well as the care plan and reviewed with residents at the annual care conference. As a result of discovering daily pleasures, one resident is doing her own laundry and another is ironing again.
- The Eden Alternative well-being assessments were completed with all 16 residents. The team gave focus to the areas that scored low: communication and celebrating large events together. Thus more community celebrations are happening; the individual birthday celebrations and a family event is being planned.
- Dining room tables have been pushed together to create a dining table feel also for increased communication and inclusiveness.
- AL director is working with the pharmacy to change MARs to meds upon rising, etc. and to create space to chart what time meds were given.
- Current residents do not have a lot of family involvement but there is the idea/plan to hold an open house or some other special event with residents and family. At such an event, the team would like to ask family members for input. There are plans to hand out the Eden Family Well-being Survey as well as solicit feedback on satisfaction.
- Caregivers continue to attend care conferences at the request of residents.
- To connect people living and working at the Peaks, one resident now posts an inspirational quote of the day which residents seem to enjoy. A type of community meeting/update was tried on Wednesdays but then decided to be "Monday Madness" instead which is a better day for the assisted living manager and a nice

start to each week to give updates, announcements, and share birthdays for the upcoming week.

- Also to foster connection, a discussion question will be posed at tables during meals.

Artifact Scores: Pre 61, Post 68, increase of 7 points.

The Peaks Data	Jan. 2014	March 2014	June 2014	Sept. 2014	Nov. 2014
Falls		3	0	5	2
ER visits/hosp.		1	1	2	2
UTIs		2	1	1	2
Incidents		1	1	5	2
Prevalence of res. remaining after incident	-	-	-	-	-
Antipsychotic medication use for persons with dementia		4/4	4/4	4/4	4/4
Staff turnover %		9%	0%	0%	0%
Occupancy rate		93%	93%	93%	100%
Case Mix: % Medicaid, private pay, other		13 Medicaid 2 Private Pay	13 Medicaid 2 Private Pay	13 Medicaid 2 Private Pay	12 Medicaid 2 Private Pay
Eden Well Being Tool completed				100%	

Consultation Survey Outcomes

A Survey Monkey survey was emailed after each consultation. A scale of 1 to 5 was used: 1 Strongly Disagree, 2 Disagree 3 Neutral, 2 Agree, 1 Strongly Agree

The following simple questions were asked:

This consultation was inspiring.

This consultation was educational.

This consultation was helpful.

Consultation Survey Outcomes	1st visit (5 of 5 homes)	2nd visit (1 of 5 homes)	3rd visit (3 of 5 homes)	4th visit (2 of 5 homes)	5th visit (2 of 5 homes)	6th visit (1 of 5 homes)
Inspiring	4.6	5.0	4.7	4.0	4.0	3.0
Educational	4.4	5.0	4.7	4.5	4.5	3.0
Helpful	4.8	5.0	4.7	4.5	4.5	4.0

Comments:

- I enjoyed the friendly, open exchange by residents and staff. (1st visit)
- I know the 1st session is our introduction, and the best is yet to come.(1st visit)
- Cinnamon Park is very lucky to have this important culture Change information. the staff and all of the residents are very pleased with this program and we have learned so much already. (2nd visit)
- Yes, all of the questions are answered completely making this program easy for us to follow. (2nd visit)

What could be done differently?

- Nothing. (1st visit)
- I like the suggestion from another participating community who suggested a color-tabbed notebook to keep our gatherings organized and on track.(1st visit)
- It was a little challenging going through all the artifact questions. I did have others comment on how tedious that was.(1st visit)
- Carmen was very flexible and loved that about her and the entire culture change environment.(4th visit)
- Make meeting times a bit shorter.....3 hrs. is sometimes too long for all involved.(5th visit)

What do you need from us?

- It was nice to hear from the other ALF. (1st visit)
- Continued support. (1st visit)
- Just keep us informed!! Great energy!! (1st visit)
- I am doing lots of reading and YouTube on CC. I am trying to plot out our next steps with everyone. How to communicate effectively and efficiently information. (1st visit)
- Continued training and support as the year continues. (4th visit)
- NA (5th visit)

What could be done differently?

- Nothing, it is great the way it is. (1st visit?)
- Nothing. Carmen is a great educator, very inspiring (2nd visit)
- We are embracing CCCC and it becomes a daily acceptance by management, staff, residents and families weekly. I believe we are doing things steadily, so no changes required at this time.(3rd visit)
- Nothing, it is great the way it is.(3rd visit)

What do you need from us?

- We just need your continued support through this training, I already see a more positive feeling in our community since we made some of the changes. (1st visit)
- Continued motivation. (1st visit)
- Continued support and love!!! (3rd visit)
- We just need your continued support through this training, I already see a more positive feeling in our community since we made some of the changes.(3rd visit)

Quarterly Collaborative Workshops

A Survey Monkey Internet-based survey was created and a link sent to each team after each workshop.

The same scale of 1 to 5 was used:

1 Strongly Disagree, 2 Disagree 3 Neutral, 2 Agree, 1 Strongly Agree

The same simple questions were asked:

This collaborative workshop was inspiring.

This collaborative workshop was educational.

This collaborative workshop was helpful.

	1 st workshop (2 of 5 homes)	2 nd workshop (2 of 5 homes)	3 rd workshop (2 of 4 homes)	4 th workshop (only 2 attended, 0 respondents)
Inspiring	4.0	4.5	4.0	-
Educational	4.0	4.5	4.5	-
Helpful	4.0	4.5	4.5	-

Comments:

- I liked the open interfacing with other communities.(1st workshop)
- Good review of State AL regulations. (1st workshop)
- I appreciate the exchanges with all communities and ideas brought to the table. (2nd workshop)

What could be done differently?

- Is there any way that presentations/meetings could be done in 2 hours? Our times are many times limited with day to day duties.(1st workshop)
- As hosts, we are called away with work duties at various times. Hope this is not distracting to the group. (2nd workshop)
- Nothing, very inspiring. (2nd workshop)
- Nothing. (3rd workshop)

What do you need from us?

- You have been very informative and any creative ideas for culture change are appreciated!! (1st workshop)
- Continued support. (2nd workshop)
- I would like to be able to spend some time at a facility that has completed culture change so I can get a feel of what the final project looks like to an outsider. i feel as though we are in the ballpark, but I want to see other facilities. (2nd workshop)
- I need to continue having the motivation and support from Carmen and Penny. Their enthusiasm is inspirational!! (3rd workshop)

Anecdotal Feedback

During the course of the project, one administrator said “I am really enjoying this. You give me ideas. I share them. All get thinking. I’ve even been asked to share with my company.”

Another administrator said, “I am so energized and am being pushed out of a rut.”

One set of leaders in one home did feel that the bi-monthly meetings were maybe too many, suggesting quarterly.

Three residents at three different homes said voluntarily about the project:

- “This is so good that we get to talk about these things.”
- “I love to have meetings like this.”
- “I enjoy these, I stayed three hours!”

Sustainability

To encourage teams to continue to meet in some fashion (many teams have thought to incorporate into Resident Council meetings) and talk about culture change ideas we did three things:

1. In most communities we revisited the Artifacts tool with residents and staff and discussed what ideas they would still like to implement. Ideas were generated and listed to bring into 2015. In 2 cases our last visit became a kick off for 2015.
2. We created a Sustainability Plan form with ideas for keeping momentum and an open area for their ideas to move forward.
3. We created a Culture Change Resource List with many resources under topic headings to be helpful.

We then gave as a parting and thank you gift at the end celebratory event the Sustainability Plan, Culture Change Resource List, and a DVD entitled The Elder Potential Movement in a flashy hot pink folder so they can always locate it.

Lessons Learned

Penny Cook, Executive Director of the CCCC:

There has been a belief that assisted living communities are less “institutional” than nursing homes and offer a “less restricted environment” due to their design, level of care, and regulations. Ms. Bowman and I realized as we began this project that those things were not necessarily true and indeed, that is what we found in many cases. On our first visits to the homes in January and February we were surprised by practices such as staff waking up residents in the morning to take medications and eat breakfast, very structured meal times and residents not having access to common areas throughout the day. The administrators implementing these policies felt it should be different but they were either following what they thought the regulations stated or policies that had been implemented in their organizations for years.

As the year progressed and the five communities realized they could change what they were doing, they not only started to eliminate their institutional ways, but also invited residents to help them create environments where they could thrive and grow. I also saw an attitudinal shift where staff members and residents believed anything was possible. By the end of the project we seldom heard statements like, “we’ve always done it that way,” or “that could never work here.” Instead there was an openness to try new ideas.

We also found that assisted living communities have the same challenge as nursing homes of not having enough time. Although it was clearly outlined in our Memorandums of Understanding and in initial meetings as to the expectations of the project including documentation requirements, there were some homes that did not provide the requested quarterly data or end-of-year information.

This year reminded me once again that any setting where one receives care and services can have institutional practices and may not be putting the person first. As we focus on helping people stay at home and in the community, I think there needs to be an emphasis on person-centered care including choice and self-determination no matter where someone lives.

This project revealed that the culture inside assisted living residences is indeed institutional. There are many rules. State regulations even require there to be House Rules. Probably the best outcome of the project was to see staff and residents question everything. Because one resident was bold enough to state she wanted to eat in her room and because the team was open, she and everyone living at Cinnamon Park now can eat in their room and the House Rule is changed to reflect that choice. Before it became common place, staff members thought there was absolutely no way to have time to deliver and pick up trays, now it is no big deal. As a side effect of Crossroads culture change efforts, the administrator, independent of Cinnamon Park, began to question her many years of thinking that residents just had to get out of their room for the socialization, for staff to see them, etc. and just decided it was time for that old rule to go. Because of this project staff now bring their bunnies to The Peaks, they never did that before. The Barth has done some deep work to identify old institutional culture and now a new changed culture tossing out silly rules like “you can only have one snack.” Cinnamon Park may be the first assisted living we know of to ever create a Report Card for residents and their families to share feedback on how Cinnamon Park is doing for the individual. And, Park Hill now has a table for extra guests in the dining room and a room that no longer looks like a “med room” but instead is a contemporarily painted and furnished room with the med cart tucked away out of site.

The downside outcomes were that it was so hard for team members to break away from daily duties. Many would leave meetings and educational offerings when held in their community and not all teams were able to come to the quarterly collaborative workshops. This is an unfortunate occurrence and it makes us wonder why it is so hard. Is there a commitment to higher learning? Is there a commitment to sending staff offsite for education? Is there adequate staffing? Is it even fair to ask these questions?

To end on a high note, it is common in projects like this for the Artifact scores to be much higher than the predicted score increase. This project focused on implementing the six chosen Artifact areas identified above. If a home started at zero for each of these 6 areas and moved to the highest score possible, scores could have been 16 points higher. Not every home started at zero however. Point increases were: 26, 39, 10, 7 and 18. And the average point increase however was 20. This is an exciting trend.

And the best part is that these 5 homes do have a changed culture and are fully implementing the six important Artifact items/culture change practices they committed to in the beginning meaning residents, staff and families have more input and communication than prior to the project. Thanks to Crossroads, Cinnamon Park, The Barth, Park Hill and The Peaks for participating. Thanks to The Colorado Health Foundation for funding and thanks to the Colorado Culture Change Coalition for the great idea. Thanks to Penny Cook *former* Executive Director of the Colorado Culture Change Coalition who no longer serves as our ED *only* because the grant that funded her job ended. Penny, you served well and we thank you.

Respectfully submitted,

Carmen Bowman

11/30/14