

# Action Pact, Inc.

March, 2006

[www.Culturechangenow.com](http://www.Culturechangenow.com)

*The bottom line for staff is to approach regulations creatively to do things in a way that highlights a feeling of home and to consult with surveyors when uncertainties arise.*



**May 7–11,  
2006  
Manhattan,  
KS**

***Dining and  
Food in the  
Household  
Model***

*An Action Pact,  
Inc. intensive  
workshop in the*

**“Change to  
Household  
Series”**

## COMPLIANCE & CULTURE CHANGE

At a recent conference, Linda Bump spoke about guideline compliance and challenges in a culture change setting. At one point an attendee mentioned how not only residents, but staff in facilities become “institutionalized” and get used to doing things a certain way, often believing that things are done that way because of regulations. Linda said regulations are outcome driven and interpretive guidelines are just that, guidelines. Staff assume that residents must have a bath every other day because of regulations. Regulations say residents must be clean. This means they may have a shower instead of a bath if they want. Or refuse their bath and prefer a sponge bath. The guidelines give wiggle room if the outcome is good. We think we can’t do things another way because “regulations won’t allow it” when often, Linda said, OBRA 87 (Omnibus Budget Reconciliation Act of 1987) not only allows variations to accommodate

resident choice, but encourages them.

The kitchen is the heart of the home, and in a culture change facility it is also the heart of change and regulation concerns. Here, again, regulations vary. Some facilities may, by regulation, need two kitchens for each household, one institutional and one residential with different policies and procedures for each. There may need to be physical barriers between residents and appliances that could do harm. Also, “serve safe” regulations regarding the storage, preparation and serving of food under sanitary conditions apply. If you have a residential kitchen in which you store resident choice foods, foods in the refrigerator should be labeled and dated. Everyone must pay attention to what is in the fridge, it is not just the job of dietary or housekeeping. “Clean and dirty does not go away in culture change,” Linda said. So, staff can take meals with residents but infection

*See “Compliance” page 4*

## Life Happens in the Kitchen

This Sunday afternoon through Thursday noon Intensive Workshop Experience is led by Linda Bump, MPH RD and focuses on the Dietary aspects of the Household Model. It is specifically designed and developed for participants from organizations who are seriously exploring and/or designing and developing the Household Model. It is also of great benefit to those who are already physically in a household model\* but want to strengthen the dining services to parallel food choices we experience at home. If you are a

Dietary Manager, a Dietitian, a Dietary Consultant working with a household client, an Administrator or CEO rethinking your organizational structure, an architectural firm designing Households, this workshop is for you. Participants will enjoy food, discuss food, and design for food as a meaningful and pleasurable daily experience for elders. An architect will share about household kitchen design, relationships with regulators and the personal satisfactions of this work. We will study processes and

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## Kitchen, continued

**\*Household Model (definition): the model of resident-directed care where residents live in small communities (of 10 – 20 elders) actively sharing a kitchen, dining room and living room and are supported by permanently assigned versatile staff working as a self-led team, with all of the skills and licenses required by regulations and determined by resident needs working within and accountable to the household.**

### **STAY FIT FOR THE JOURNEY – Exercises (and Handouts) Free Resources are yours at the click of your mouse**

Action Pact writer Steph Kilen has started a trainers' blog. She will post learning tools weekly and learning circle topics frequently for use by individuals and teams. Think of it as a way to stay fit for your culture change journey. Be sure to check the blog regularly as each post will only be accessible for one month. Don't forget to submit your own comments and questions! Visit at least monthly to take full

See *Free Resources*, page 4

systems as well as learning how to put the kitchen back into the center of home life. It will be held near Manhattan, Kansas where we will have the opportunity to visit with residents and staff at Meadowlark Hills. Behind the scenes learning from their dietary staff (dietitian, dietary manager, chef and homemaker) will be included.

Attendance will be limited to a household size, so that each participant goes away with a strong network and actual consultation from the experts. Linda Bump is the senior educator on this outstanding team of teachers. She is known for her culture change work - as the Administrator at Northern Pines Communities (now Bigfork Valley) that built and organized the household model in 1998, and as the Director of Operations during the transition to households at Meadowlark Hills in 2001. As a consultant at Action Pact, she has worked with many household facilities and is sought after as a consultant to architects. For more information about this workshop, please contact Linda Bump, [linda@actionpact.com](mailto:linda@actionpact.com) or LaVrene Norton, [lavrene@actionpact.com](mailto:lavrene@actionpact.com). Or connect with Coletta Hummel, workshop coordinator 414-258-3649 or email [coletta@actionpact.com](mailto:coletta@actionpact.com) and register today.

Sunday May 7th, 2:00 p.m. - Thursday, May 11th at noon. (Fly into Kansas City Sunday morning, Fly out Thursday evening)

**\$1650 tuition  
Nearby Accommodations rang  
from \$55 – 95 per night**



## Released by CMS

### **New Interpretive Guidelines for Tags 248 Activities and 249 Qualified Activities Director**

On March 10th, CMS released new Interpretive guidelines for tags 248 Activities and 249 Qualified Activities Director and the first-ever Investigative Protocol for surveyors to use in surveying activities. The new interpretive guidelines very comprehensively clarify assessment, care planning, interventions, and activity approaches for residents with behavioral symptoms. There is a first-ever investigative protocol which explains the procedures surveyors are to use for their investigation of activities during a standard survey, namely observations, record reviews and interviews. The investigative protocol also includes guidance on deficiency categorization and guidance for determining level of severity. The new guidance can be found at CMS's website as a Survey and Certification release dated 3/10/06 at [www.cms.hhs.gov](http://www.cms.hhs.gov). The new guidelines go into effect June 1, 2006. Action Pact author, Carmen S. Bowman, with **Edu-Catering: Catering Education for Compliance and Culture Change**, and who is a Regulator turned Educator, was a panelist on the four year panel that helped CMS draft the new guidance and investigative protocol. Carmen is available for workshops, presentations, and consultation on the new guidelines as well as regulatory compliance and culture change and can be contacted at [carmen@edu-catering.com](mailto:carmen@edu-catering.com)

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By the end of the week, you could see in the participants' faces that they had worked hard and had fun, but most of all that they were ready to get back and use what they learned.



### Action Pact Training Calendar

**May 7-11, 2006**  
**Life Happens In The Kitchen**  
**(Manhattan, KS)**

**June 11-17, 2006**  
**Sept. 24-30, 2006**  
**Choreography of Culture Change**  
**(Oconomowoc, WI)**

Call :  
414-258-3649

or Log on to  
[actionpact.com](http://actionpact.com)

## Reality TV or Culture Change?

For Action Pact's Choreography of Culture Change workshop, 15 participants took over a bed-and-breakfast in Oconomowoc, WI where they stayed and worked for a week. While this may sound a bit like a reality TV show, no one was voted out and there was no competition. Instead, these folks from across the U.S. and Australia spent February 26th through March 4th growing their organizational change assessment and facilitation skills. They experienced a great side benefit as well - strong bonds and support for each other as they committed to spreading culture change back home.

Session topics included organizational design, self-led team building, conflict resolution, personal and leadership transformation, just to name a few. While Action Pact trainers LaVrene Norton and Megan Hannan presented the core curriculum, the participants also taught each other, broadening everyone's knowledge of culture change. Lorna Gartzke, Administrator at Lutheran Homes of Oconomowoc in Oconomowoc, WI said, "Once you [facilitate and teach others], it makes it so much easier because you're going to go right back to your facility and do it for them. So, it causes you to have deep learning." Lorna's facility moved into the household model in August of 2005 and their residents invited participants to come for lunch in the households.

Through exercises, storytelling, presentations and spontaneous conversation with this small group, the



members were able to experience personalized learning, each taking what they needed to enhance their varying circumstances and their roles in them. Participants ranged from CEO's to nurses, to administrators, to independent consultants. " People really need to be committed to the learning experience to come to a week-long training. I was amazed at the level of expertise in the room. Everybody brought something to the table," said Alice Truluck, a consultant from Columbia, SC. The small learning group atmosphere combined with the cozy bed-and-breakfast helped underline the themes of home and self-led teams.

By the end of the week, you could see in the participants' faces that they had worked hard and had fun, but most of all that they were ready to get back and use what they learned. For Alice, the map of the culture change journey had been laid out and many of her questions as a consultant had been addressed, "Where do you start? How do you help your clients to get where they want to go? What are the pitfalls? What are the systems and processes we need to use? That is one of the hardest things those of us guiding culture change have been dealing with."

It's hard work, but something these participants are really looking forward to. Brian Foster, an independent consultant from New York City who does a lot of international culture change facilitation for the United Nations and other global organizations,

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## Free Resources, Continued

advantage of the free handouts and exercises:

<<http://www.actionpact.com/weblog>> Email <[Steph@actionpact.com](mailto:Steph@actionpact.com)> for more information or to suggest topics for future blogs.

Also check out our Ask Pact column for more free handouts and ideas. Click: <<http://www.culturechangenow.com/askpact.html>>

and finds his work in long-term care particularly meaningful, said, "I want to work with these people and the work is not just worthwhile, it is desperately needed. And it is deeply satisfying for me."

For more information on upcoming Choreography workshops click here:

<<http://www.culturechangenow.com/choreography.html>>

Future Sessions: June 11 – 17 and Sept 24 – 30, 2006

Email <[coletta@actionpact.com](mailto:coletta@actionpact.com)> or call 414-258-3649 to register or to request agenda and brochure emailed to you.

## We're Looking for Workshop Locations -A Tale of Transformation - 4 Stages Tell The Story



"I long, as does every human being, to be at home wherever I find myself." *Maya Angelou.*

How do we move from an institution providing skilled health care to an environment that also offers all that home provides: privacy, choice, autonomy, a sense of well-being, pleasures in daily living?

We're looking for locations to offer this workshop. It focuses on the work by Leslie A. Grant, PhD

of University of Minnesota and LaVrene Norton, MSW of Action Pact, Inc. entitled: "A Stage Model of Culture Change in Nursing Facilities." Participants will utilize assessment tools, experience video examples, and work in teams. This workshop will benefit you and your team whether you are just beginning your culture change journey and working to transform your organization, or are moving toward the empowering impact of teams by building neighborhoods, or are planning and building a household model to create home, or are living in a household or Green House model and want to continue to deepen resident direction.

To take full advantage of this excellent hands-on workshop, bring your Culture Change Steering Team,

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## Compliance, Continued from Page 1

control must be a priority.

In the spirit of resident directed care, their desires mean as much as regulations. "Don't force activities on residents," Linda said. "Just because someone *wants* to sit and look out the window does not mean he or she is depressed and withdrawn. Sometimes doing nothing [for the resident] is the right thing to do." In the same spirit, staff should pay attention to what a resident wants to do with his or her time and make sure to get them to a place where they can do it.

The bottom line for staff is to approach regulations creatively to do things in a way that highlights a feeling of home and to consult with surveyors when uncertainties arise. Thoroughly cross train staff and be sure everyone is documenting and communicating. Regulations are in place to make sure residents are well taken care of. Documentation should reflect the quality of their lives not just numbers and regulations.

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or at least a small representative group. We will provide an opportunity

to measure your progress against standards that are shaping the national landscape of culture change. You will be able to identify actions that will continue to move your organization toward its vision of resident-directed care.

You may choose to prepare for this workshop by taking these steps: 1.) put a small team together or use your Steering Team; 2.) visit [www.culturechangenow.com](http://www.culturechangenow.com) and together click on and watch the

Continued, next page

movie trailer: Tale of Transformation, Four Stages Tell the Story; 3.) log on to <<http://www.myinnerview.com>> to take the culture change progress survey. If you do, bring your survey results with you to the session.

If you are interested in co-sponsoring this workshop with Action Pact, or have some ideas where we might offer it, please call Coletta Hummel, our workshop coordinator at 414-258-3649 or email her at <[coletta@actionpact.com](mailto:coletta@actionpact.com)>

## New Release – DVD & Workbook \$88 A Tale of Transformation

This workbook and DVD is filled with images, learning circles, stories of culture change that will help you determine what stage you're in, and what steps to take to continue your journey.

These are great tools for your tool box whether you are a consultant guiding homes through culture change, or a trainer needing to perk up your presentations. It's also of great help to culture change facilities whether you're at the earliest stage (institutional) or have transformed your facility and energized your staff in the transformational or neighborhood stages, or completely renovated into the Household Model.

The workbook includes exercises and team activities specific to each stage.

The work was funded by the Commonwealth Fund, and commissioned by AHQF to support the work of QIOs around the country who have the special challenge of working with facilities at various stages of culture change. The DVD was scripted, filmed and edited by Action Pact.

**All proceeds from sales go to the Pioneer Network to support their on-going efforts in furthering culture change in long term care.**

Order the DVD and workbook by visiting our web page <[www.culturechangenow.com](http://www.culturechangenow.com)> or by calling 414-258-3649 or by emailing [coletta@actionpact.com](mailto:coletta@actionpact.com)

### Have You Read?

#### AM I OLD YET?

THE STORY OF TWO WOMEN,  
GENERATIONS APART, GROWING UP AND GROWING YOUNG  
IN A TIMELESS FRIENDSHIP



LEAH KOMAIKO

Am I Old Yet? by Leah Komaiko An inspiring memoir that reveals that no matter how old people are, if they have love in their lives there is only one age: Alive.

**Bathing Without a Battle** an individualized, problem-solving approach to bathing and personal care of individuals with dementia which is also appropriate for caregiving activities other than bathing. Can be used as a companion to the VHS video and CD-ROM

### Bathing Without a Battle

Personal Care of Individuals With Dementia



Ann Louise Barrick  
Joanne Rader  
Beverly Hoeffler  
Philip D. Sloane  
Editors

Springer Series on Geriatric Nursing