

# Extra News Online

## Culture Change In The States

**P**roviders in 28 states can find educational resources and training opportunities on culture change in their own backyards.

The Pioneer Network, a nonprofit organization whose mission is to facilitate deep system change in long term care, shares information and resources with national stakeholder organizations and 30 state culture change coalitions

to promote culture change and person-centered care.

The primary purpose of the coalitions is to advance culture change in their respective states through a variety of activities, such as presenting educational programs and networking meetings for providers; developing communication vehicles, including newsletters and Web sites; and educat-

ing policy makers and regulators about culture change.

The table below contains information about state-level culture change initiatives that are coordinated by state survey agencies (SSAs) and/or state culture change coalitions. Among the initiatives are a number of opportunities for providers to obtain technical assistance, training, and even grant funds.

### ALABAMA

The Alabama Coalition for Culture Change, the state coalition, serves as the Local Area Network for Excellence (LANE) convenor for the Advancing Excellence in America's Nursing Homes campaign.

The Alabama Department of Public Health Bureau of Licensure and Certification recently joined forces with the coalition and other state organizations to promote Advancing Excellence.

The coalition also partnered with the Alabama Center for Mental Health and Aging and other organizations to coordinate a statewide Long Term Care Quality Conference, held in January.

The group presented its first culture change educational session last October in Birmingham.

### ARKANSAS

The SSA assisted the state legislature in passing a bill that allows the state to grant civil monetary penalty (CMP) funds to providers for the construction of Green House homes (see *Provider's May cover story, page 22*). Three grants for a total of \$1,225,000 were awarded to one assisted living facility and two nursing facilities in 2009.

The SSA also worked on another bill that became law to permit universal workers in Green House homes. Arkansas regulations were also revised to allow for the development of "home style" or small-house facilities and will encourage traditional facilities to adopt culture change practices.

Using CMP funds, the state surveyors were trained by the Eden Alternative with significant emphasis placed upon Green House development.

The Arkansas Accord, a coalition of several state stakeholder organizations, sponsors "culture change tip sheets" that are posted on the Arkansas Foundation for Medical Care's Web site, the state's quality improvement organization (QIO).

### CALIFORNIA

The California Culture Change Coalition held its second annual conference in 2009, with more than 500 attendees between two locations.

The coalition worked with the SSA on a Dining Pilot Project, answering regulatory questions that came up as providers moved from traditional tray service to other dining and dietary options.

The SSA also established a new surveyor Training Academy that includes a module on culture change with a particular emphasis on the Centers for Medicare & Medicaid Services (CMS) Artifacts of Culture Change tool, which is used to assess the level of culture change attained by a nursing facility.

### COLORADO

The Colorado Culture Change Coalition is working with the governor's Culture Change Accountability Board, which oversees the allocation of a new fund that distributes grants for educating surveyors, facilities, and the ombudsman on resident-centered care.

The state coalition is co-hosting the fifth annual Eden Alternative International Conference this June, where more than 500 people are expected to attend.

The state survey agency provides education to regulators and providers about culture change. Many surveyors have also attended Eden Associate training over the last five years. Carmen Bowman, former state surveyor, co-authored the CMS Artifacts of Culture Change tool.

The state's long term care ombudsman has provided training on culture change at the state conferences and all ombudsmen receive notice of culture change meetings and training opportunities across the state. The ombudsmen have invited individual providers to culture change meetings and seminars and encouraged them to bring staff for specific areas of training. They also invited facilities embracing traditional models to tour actively transforming homes.

## CONNECTICUT

The Connecticut Culture Change Coalition has received tremendous support from the Connecticut Department of Public Health (DPH) Licensure Division since its inception in 2006. The department's Public Health Services Manager, has been a champion of nursing home culture change and a founding member of the coalition's Steering Committee. The collaboration between the department and the coalition resulted in DPH setting aside \$50,000 of CMP money to fund grant awards to nursing homes that demonstrate their earnest pursuit of culture change. Homes can apply for a \$2,500 award to purchase a raised flower bed or rolling steam table to support their culture change journey. DPH recently brought CMS to Connecticut to present at the coalition's winter quarterly workshop on "A Time to Change: Regulatory Support for Culture Change" which attracted more than 200 participants.

The coalition steering committee was awarded the Long Term Care Ombudsman's "Spirit of Advocacy" Award, which is given annually to individuals and organizations that work to improve the quality of care and quality of life for individuals residing in long term care settings. The state Long Term Care Ombudsman is an active and vital member of the CTCCC Steering Committee. She has arranged educational sessions with the State of Connecticut Long-term Planning Committee along with providing strategic planning facilitation in an effort to advance the work of the Coalition.

## FLORIDA

The Florida Pioneer Network established a Professional Council to address culture change issues affecting providers, staff, and long term care professionals; hosted two Webinars for providers on the CMS interpretive guidelines; and planned and implemented an initiative aimed at advancing culture change in Florida through onsite facilitation of the CMS Artifacts of Culture Change tool with 40 nursing facilities in the state and a forum for sharing culture change practices.

The SSA has used the funds from its Quality of Long Term Care Facility Improvement Trust Fund (CMP funds) since 2005 for innovative projects to improve the quality of care and quality of life of nursing facility residents. The projects funded thus far fall into five categories: Improving the Dining Experience, Gardens or Outdoor Areas, Outdoor/Indoor Activity Equipment to Complement Culture Change Initiatives, Culture Change Education for Providers, Surveyors and Quality of Care Nurse Monitors, and Dementia Care and the Environment.

The SSA conducts a Culture Change Roundtable periodically to facilitate discussion between providers and the agency.

## GEORGIA

The Culture Change Network of Georgia (CCNG) hosted the second annual Culture Change Summit in 2009, with more than 170 attendees. Georgia was chosen as one of three states to participate in Pioneer Network's "Creating Home: Advocating for Change in How and Where We Age."

Georgia's SSA representatives serve on the CCNG Advisory Group and will be conducting culture change training for all of their staff this spring.

## ILLINOIS

The Illinois Pioneer Coalition has been successful in securing four two-year grants through CMP funds from the Illinois Department of Public Health (IDPH). The components of the new grant activities include building the state coalition, statewide education, grants to regional coalitions, and other culture change efforts throughout the state.

The coalition provides ongoing training at regional meetings and other IDPH-sponsored educational events for surveyors and their supervisors.

In 2009, the coalition partnered with the Illinois Health Care Association and other state organizations to present the new CMS interpretive guidelines on quality of life at six locations throughout the state.

The coalition is participating as a pilot state for the Pioneer Network's Design on a Dollar Project.

## INDIANA

The Indiana Culture Change Coalition is part of the Advancing Excellence LANE and has spoken at statewide conferences

## IOWA

Iowa's state coalition, the Iowa Person Directed Care Coalition, surveyed all Iowa nursing facilities in an effort to assess where Iowa facilities are in terms of culture change.

The SSA was instrumental in facilitating language changes to the Iowa code that were identified by stakeholders as a barrier to implementing person-directed care.

The SSA hosts the coalition's Web site and remains an active participant in bimonthly coalition meetings and work groups.

**LOUISIANA**

The Louisiana Enhancing Aging with Dignity Through Empowerment—the state's culture change coalition—hosted its first annual Louisiana Culture Change summit in April this year and sponsored two dining workshops.

Most recently, the SSA convened a workgroup to examine licensure requirements for impediments to culture change efforts.

Largely as part of the response to the crises created by Hurricanes Katrina and Rita, the state Department of Health funded a project in the New Orleans and Lake Charles regions to address staffing issues. While not promoted as culture change efforts, these projects are designed to help facilities improve staff stability and retention—elements fundamental and critical to the success of culture change efforts.

Deliverables for this project include two tools for replication, including a DVD and facilitator's guide that focus on the lessons learned in Hurricane Katrina and a detailed instruction guide to the exercises and methods used in the Lake Charles learning sessions.

**MAINE**

The Maine Culture Change Coalition developed and presented an audio conference call on consistent assignment to 25 nursing facilities.

State SSA staff coordinated best-practice statewide educational sessions for providers on culture change and resident-centered care. As a result of this work, there have been discussions about updating Maine nursing facility licensing regulations to be more consistent with culture change initiatives.

**MASSACHUSETTS**

The Massachusetts Culture Change Coalition conducted five regional Culture Change Provider Forums focused on the CMS interpretive guidelines; presented a statewide educational session that drew more than 500 people, including all state surveyors; and will host the second statewide Culture Change Coalition Conference in June for providers, regulators, and ombudsmen.

In addition, the SSA holds regular "in-house" educational sessions for surveyors about culture change efforts across the state.

In mid-2010, Massachusetts will initiate the Quality of Life Program (QLP) to utilize CMP funds for culture change initiatives to improve the quality of life for residents. QLP will provide mentor services and up to \$10,000 grants to as many as 10 nursing facilities to implement consistent staffing and build an infrastructure in which continuous quality improvement can occur.

**MICHIGAN**

The state coalition, the Michigan Alliance for Person-Centered Community, was recently established and is in the process of recruiting members from the long term care continuum.

**MINNESOTA**

The director of the state survey agency worked with the Minnesota Culture Change Coalition on a joint surveyor/provider summit to engage both in a dialogue on culture change. The dialogue was facilitated by an outside consultant who helped the group build relationships and break down real and perceived barriers.

The SSA director is an active member of the coalition's steering committee. In addition to support from the SSA, Minnesota survey supervisors regularly attend national training on culture change, and the past three all-surveyor annual training sessions have included culture change sessions.

**MISSOURI**

In 2009, the Missouri Coalition Celebrating Care Continuum Change (MC5) hosted a small-house Webinar, trained providers in culture change, and co-hosted the Pioneer Network Conference in Little Rock.

The SSA appointed a regulatory representative that sits on the board of MC5. The agency has provided educational sessions on culture change for all of its surveyors and has given them the opportunity to attend the coalition's conference and other educational events.

In the fall of 2008, the SSA held a joint surveyor/provider training. The state's Department of Health and Senior Services has been open to the possibility of changing state regulations that may be seen as barriers to culture change and is collecting specific comments and proposed language changes from providers, consumers, and other interested parties across the state. These changes are expected to be reflected in future rule revisions.

**NEW MEXICO**

The SSA was a founding member of the New Mexico culture change coalition, which began in late 2004. It has since been represented on the board of directors and has supported all culture change efforts in the state. In June 2005, a group of surveyors participated in a coalition education meeting entitled, "Culture Change and the Regulations: How Do We Get to Yes?" which helped alleviate some fears nursing facilities had with moving forward with implementing culture change ideas.

The SSA supported the attendance of surveyors at several culture change trainings throughout the past five years, and it continues to be involved with planning future events.

## **NORTH CAROLINA**

The North Carolina Coalition for Long-Term Care Enhancement, the nation's oldest state-based culture change coalition, has held several statewide conferences and town hall meetings to help facilities learn about culture change and how they can implement enhancement strategies within their settings.

Known principally for its award-winning Environmental Enhancement Grant Program, the coalition uses CMP monies to help skilled nursing facilities transform their cultures of care. To date, this program has distributed over \$1.2 million to help move 69 facilities along their unique enhancement journeys.

The state coalition held its statewide conference in March of this year.

## **OHIO**

The SSA is actively involved in the Ohio Person-Centered Care Coalition. The director of the agency's Technical Assistance Program serves on the planning committee for the coalition's conference and has participated on a panel at the conference discussing regulations and culture change.

In 2007, the chairperson of the coalition was asked by the survey agency to conduct an educational session on person-centered care for all Ohio state surveyors. Since then the SSA has continued to hold monthly meetings with the provider associations. This has served as a means for regular discussion and problem solving regarding regulatory and surveyor concerns impacting culture change.

The agency has also continued to work with providers by participating in conferences and/or sessions focusing on person-centered care and culture change.

## **PENNSYLVANIA**

The Pennsylvania Culture Change Coalition held its fifth annual statewide conference last November and presented several culture change educational sessions throughout the state in person and via video conference.

## **OREGON**

M.O.V.E. (Making Oregon Vital for Elders), the state coalition, held quarterly statewide training and education meetings, launched its Web site ([www.orculturechange.org](http://www.orculturechange.org)), and sent introductory kits to all long term care facilities in the state.

The SSA uses CMP funds to support culture change using a partnership model of pairing surveyors with providers. These surveyors do not lead the teams, but function as a team member and resource to the teams about the regulations and help them problem-solve when change ideas or questions arise that the team has concerns about relative to regulation.

CMP funds have been used to contract with a consultant to coach/coordinate the activities of the teams. This year, six additional providers and six surveyors will have the opportunity to apply to be paired up to work on a culture change team.

## **RHODE ISLAND**

RI Generations, the state culture change coalition, facilitated a series of Coffee Exchanges that highlighted specific culture change topics, such as noise reduction, consistent assignment, promoting resident choice in waking and sleeping times, and renovations to support a homelike environment.

The coalition, which hosted its third annual symposium last year, was selected to participate in a pilot project sponsored by The Commonwealth Fund. The coalition recently merged with the state LANE.

The SSA completed an Individualized Care Pilot as part of the standard federal and state survey in nursing facilities, which began on Nov. 1, 2007, and ended April 30, 2008. A direct result of the pilot will be an SSA toolbox and training manual that will be circulated to every agency.

## **SOUTH CAROLINA**

The South Carolina Alliance for Culture Change held meetings to brainstorm ways to move the coalition forward and hosted a day-long symposium on the new CMS interpretive guidelines.

## **SOUTH DAKOTA**

The South Dakota Culture Change Coalition utilized the state DDN system (Dakota Digital Network) to conduct four broadcasts on culture change that were attended by both providers and surveyors.

The SSA has worked to identify nursing facilities that are on their "culture change journey" and has established goals and timelines for South Dakota nursing facilities to be culture change facilities.

**TENNESSEE**

SSA representatives regularly attend Tennessee Eden Alternative Coalition meetings. The agency conducts regular trainings of surveyors as to what to expect in an Eden-certified or culture change facility.

The coalition has a \$50,000 grant from the state CMP money to fund 10 grants of \$5,000 each for the implementation of culture change and the Eden Alternative at Tennessee nursing facilities.

**VIRGINIA**

The Virginia Culture Change Coalition held a weeklong series of one-day training sessions aimed at nursing facility administrators and leadership staff. The series centered on the topic of workforce stability. Future topics may include regulatory reform, organizational development, public relations, and outreach.

The group has a diverse membership and utilizes outside resources to help make transitional changes with all stakeholders. The coalition is currently planning another training session to be held in the spring.

**WASHINGTON**

The Washington Pioneer Network organized two Conversation Cafes on topics related to culture change, including using technology in long term care and the Green House Project.

**WISCONSIN**

The Wisconsin Coalition for Person Directed Care delivered a series of three Webcasts on consistent assignment from the perspective of provider management, staff, and the consumer. They are available for viewing on the coalition's Web site at: [www.wisconsinpdc.org/](http://www.wisconsinpdc.org/).

The SSA's new employee education program was updated to incorporate the principles of culture change and person-directed care and emphasizes how the nursing facility reform regulations are being actualized by this effort.

With input from the state coalition, the SSA revised its state nursing facility regulations in 2007 to eliminate rules that were outdated, overly prescriptive, and viewed as barriers to culture change.

The coalition piloted a presentation titled "Changing the Way We Care" that was delivered to five different nursing facilities within one region of the state.

*Source: The Pioneer Network, collected between May and June 2009, with updates received from coalitions in March 2010. Compiled by Cathy Lieblich, Pioneer Network special projects and coalitions coordinator.*