



State Culture Change Coalitions Networking Call Summary  
December 16, 2008

Topic: How Coalitions are Identifying and Working with Homes on their Culture Change Journey”

Present: Bonnie Darwin (California); Beth Mann (California); Lynette McKowen (Colorado), Laura Capp (Florida) Kim McCrae (Georgia), KaraLe Causey (Louisiana), Arlene Germain (Massachusetts), Mary Powell (Nebraska), Kaye Brown (North Carolina); Beth Cecil (South Carolina); Bill Kubat (South Dakota); Staff: Cathy Lieblich (Florida), Amy Elliott (Ohio).

Bonnie Darwin, Coordinator for the California Culture Change Coalition, discussed the coalition’s Regional Collaboratives. Due to the belief that educational conferences are often not enough to get homes going on their culture change journey (i.e., conference learning is difficult to translate into action), the coalition established four Regional Collaboratives. In 2008, 57 nursing homes participated in the collaboratives. Each collaborative had a volunteer facilitator which include ombudsmen, providers, and others that are culture change champions. Each collaborative conducted Quarterly Learning Sessions (4 hours) and Monthly Support Meetings (2 hours). The Monthly Support Meetings will become Action Plan Meetings in 2009. Each nursing home was charged \$300 for the year in 2008 which entitled them to send a team to the learning sessions and support meetings. The Quarterly Learning Sessions consisted of four modules:

1. How to make and sustain change/managing change; 2. Clinical issues including care conferences including CNAs, I Care Plans; eliminating medication carts, etc.; 3. Environmental Practices (mostly focused on dining); and 4. End of Life Care.

For #3, a provider said that they wanted to hear from the state dietician that the practices discussed can be done within the state and federal regulations which was done and helped a lot.

In between the Quarterly Learning Sessions are the Monthly Support Meetings for homes to share what they are doing related to culture change. Homes share what worked and what didn’t work. The meetings addressed the myths that you cannot do culture change within the regulations and that you have to extensively remodel to achieve culture change. Learning circles and action plans were used. The meetings open up with a “one minute brag” from any homes that wants to brag about something they are doing that is working as an icebreaker. This gets people talking with each other and is a very popular part of the meeting. Homes are asked to bring a team of 4-6 people to the meetings but in 2008 it was often different people from the home each time which wasn’t conducive to action planning so in 2009 the coalition will be a little more prescriptive as to who to bring to the meetings. Also, in 2009, the fee for each home will be \$1,000 for the year and participants will get CEUs.

A question was asked about what the participating homes are doing as a result of their participation in a regional collaborative. Bonnie responded that the coalition has a grant proposal into a foundation that includes an evaluation component.

Cathy Lieblich shared how the Florida Pioneer Network (FPN) has worked with homes during the past few years. FPN (actually, Senior Resource Alliance, which houses FPN and whose 501 C-3 status is used by FPN) secured a contract in 2006-07 from The Teaching Nursing Home to work with 16 nursing homes around the state. FPN provided culture change coaching which included the establishment by each home of a Culture Change Leadership Team (CCLT) consisting of the Administrator, Director of Nursing and other Department Directors and at least one front line staff person including CNAs, dietary aides, housekeepers, etc. The coach visited each home three times providing training and coaching to the CCLT and a Workforce Retention Task Force established by each CCLT. Most of the homes made progress on their culture change journey and some did not due to turnover of an administrator or director of nursing and lack of buy in by some administrators and DoNs.

In 2008, FPN was awarded two grants: one from the Retirement Research Foundation and one from the Winter Park Health Foundation (see attached project summaries). FPN is developing a culture change coaching service called, “The Building Blocks of Culture Change.”

The next Coalitions Networking Call is scheduled for January 13, 2008 at 1 p.m. EST. The topic for the call will be “Coalition web sites, e-newsletters and the Pioneer Network’s new web site.”