



State Survey Agencies Promoting Culture Change in Long-term Care

The following information was obtained from the contact persons for 21 state culture change coalitions and/or state survey agencies around the country in May and June 2009 and updates received from coalitions in March 2010.

Alabama

The Alabama Department of Public Health Bureau of Licensure and Certification (ADPH) recently joined forces with the Alabama Coalition for Culture Change, the Alabama Nursing Home Association, Alabama Medical Directors Association, Alabama State Long Term Care Ombudsman, AQAF (Alabama's QIO) and the University of Alabama Center for Mental Health and Aging to form the Local Network of Excellence (LANE) to promote the Advancing Excellence in America's Nursing Homes Campaign in Alabama. Rick Harris, Director of the Bureau of Health Provider Standards, sent a personal letter to all Alabama nursing homes encouraging enrollment in this national collaborative effort aligned with person-centered care strategies to improve clinical outcomes, promote consistent assignment, enhance quality of life for residents and build a stronger, more stable workforce. ADPH is also participating in special recognition events for nursing home participants.

Arkansas

The state survey agency (SSA) and the Arkansas Health Care Association worked on a bill that became law "to amend state law to permit access to civil monetary penalty (CMP) funds for construction of Green Houses (small free standing buildings housing 7-10 elders) to offset such costs as specialized staff training, architects with expertise in designing Green Houses, construction costs, etc. Three grants for a total of \$1,225,000 were awarded to one assisted living facility and two nursing homes in 2009. The first for-profit GREEN HOUSE® in the U. S. will open in August 2009, and the assisted living GREEN HOUSE® was licensed in January 2009. The SSA also worked on another bill that became law "to amend state law to permit 'universal workers' in Green Houses. They are currently working on re-writing Arkansas' regulations so that the regulations will not only permit Green Houses but will allow the development of "Home Style" or small house facilities and will encourage traditional facilities to adopt culture change practices. Using Civil Money Penalty (CMP) funds, the state survey agency sponsored two major Eden Alternative training opportunities with significant emphasis

placed upon GREEN HOUSE® development. The first of these two events in 2008 used trainers from both Eden and NCB Capital Impact to weave GREEN HOUSE® and small household development into the Eden Alternative curriculum. CMP funds were also used to fund a paid position to coordinate the Arkansas Advancing Excellence Campaign.

The Arkansas Accord, the culture change coalition, sponsors “culture change tip sheets” that are posted on the Arkansas Foundation for Medical Care’s website, the quality improvement organization (QIO) member of the Accord. The Accord also sponsors numerous culture change training opportunities.

California

The SSA has worked with the coalition from the beginning. Although they are not Board members of the coalition’s non-profit corporation, they send a representative to all Board and committee meetings and help design the coalition’s education programs. The director has provided all the welcome introductions at each of the coalition’s conferences. We list them as a “Partner” on all of our promotional materials. The state has a new surveyor Training Academy, and there is a module on culture change – particularly surveying to the CMS Artifacts of Culture Change tool. They were involved with the coalition’s Dining Pilot Project, answering regulatory questions that came up as providers moved from traditional tray service to other dining and dietary options. Finally, they serve on the Facility Design committee which is reviewing the architectural guidelines to promote building more homelike settings. In addition, they were very helpful interpreting the regulations to permit GREEN HOUSES® to operate in the state.

Florida

The state survey agency 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 home residents. The projects that have been funded so 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, Dementia Care and the Environment. The agency is considering how it will use CMP funds in FY 2009-2010. A representative from the SSA is a member of the Florida Pioneer Network Steering Committee. The agency also conducts a “Culture Change Roundtable” periodically to facilitate discussion between providers and the agency about culture change issues. In 2009, the SSA brought Carmen Bowman to Florida to present at their regional Joint Training Sessions for Providers and Surveyors.

Georgia

In the beginning of FY 2010, the Office of Regulatory Services moved to the Department of Community Health with some new leadership and the Culture Change Network of Georgia (CCNG) is developing relationships with them. State survey agency representatives are participating on the CCNG Advisory Group and they will be conducting culture change training for all of their staff this spring.

Illinois

The Illinois Pioneer Coalition has been successful in securing 4-two year grants through CMP funds from the Illinois Department of Public Health (IDPH). The coalition is currently receiving the second of two grants of CMP funds that were awarded directly to the IPC. 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. With these funds, the Illinois Pioneer Coalition has also contracted with a full time Executive Director. The IPC also plays an active role in culture change education with surveyors and their supervisors by providing ongoing training at regional meetings and other IDPH sponsored educational events

Iowa

Iowa's state survey agency, the Iowa Department of Inspections and Appeals, Health Facilities Division, was a founding member of the Iowa Person Directed Care Coalition formed following the 2005 St. Louis Accord. 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. These rules passed the administrative rules committee and became effective January 1, 2007. In 2008, DIA began hosting the Iowa Person Directed Care Coalition's website and remains an active participant in bi-monthly coalition meetings and work groups.

Louisiana

The state survey agency, the Louisiana Department of Health and Hospitals (DHH), Health Standards Section (HSS), has championed culture change efforts since 2004 in a variety of ways. In 2004, the state agency partnered with the Long-Term Care Ombudsman Program (LTCOP) to send survey staff, ombudsmen and nursing home staff to tour a Missouri home with a strong national reputation for advancing culture change concepts. In 2005, HSS and the LTCOP sponsored a culture change conference to which an estimated 75% of nursing homes sent staff. The conference was paid for with the civil money penalty funds administered by DHH. Also in 2005, the HSS Manager, in conjunction with the Quality Improvement Organization and the LTCOP began hosting

meetings with providers who had indicated strong interest in culture change. These meetings gave rise to LEADER (Louisiana Enhancing Aging with Dignity Through Empowerment and Respect), the state's current culture change coalition (incorporated as a 501(c)(3) in February 2008). The HSS Manager currently serves as a non-voting Board member for the Coalition as does the State Ombudsman. Most recently, the HSS has 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, DHH funded a coalition-led 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: (1) a DVD and facilitator's guide that focuses on the lessons learned in Hurricane Katrina; and (2) a detailed instruction guide to the exercises and methods used in the Lake Charles learning sessions. This project was funded with civil money penalties.

Maine

Key members of Maine's state survey agency (DHHS) are active members of the Maine LANE and Culture Change Coalition. The DHHS staff regularly attends meetings and have provided opportunities for coalition representatives to train surveyors on the topics of Culture Change and Green Houses. These same DHHS 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 with DHHS about updating Maine NF/SNF Licensing regulations to be more consistent with culture change initiatives.

Massachusetts

The director of the state survey agency is an active member of the Massachusetts Culture Change Coalition, regularly attending meetings, and serving as the chairperson of the Coalition's Regulatory review sub-committee. The Coalition conducted a statewide educational session that drew well over 500 people – including all state surveyors. In addition, the state survey agency has been holding 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 of residents. QLP will provide mentor services and up to \$10,000 grants to up to 10 nursing homes to implement consistent staffing and build an infrastructure in which continuous quality improvement can occur.

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. Registration had to be closed after the venue's 300 person limit was reached. The survey agency director is an active member of the Coalition's steering committee. In addition to support from the survey agency director, Minnesota survey supervisors regularly attend national training on culture change, and the past three all-surveyor annual training sessions have included culture change sessions. Surveyors have expressed being impressed by presentations from Directors of Nursing Minnesota care centers identified as "pioneers" in the culture change movement.

Missouri

The Department of Health and Senior Services (DHSS), the state survey agency, has been very involved with the Missouri Coalition Celebrating Care Continuum Change (MC5) since its inception in 2004. DHSS has appointed a regulatory representative that sits on the Board of the coalition. This representative attends MC5 meetings and he has spoken about culture change and the regulations at Regional MC5 meetings and various educational events across the state. The DHSS Regulatory Representative and other surveyor management staff have been speakers at the Coalition's Culture Change Conference in 2007, 2008 and will again be presenters in 2009. The state survey agency has also 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 survey agency held a joint surveyor/provider training at which Carmen Bowman presented. This training was held on the final day of the statewide surveyor conference, a forum where all Missouri surveyors are trained, and which was opened to all providers. DHSS has been open to the possibility of changing state regulations that may be seen as barriers to culture change, collecting specific comments and proposed language changes from providers, consumers and other interested parties across the state. We anticipate these changes to be reflected in future rule revisions.

New Mexico

The State Survey Agency was a founding member of the New Mexico culture change coalition which began in late 2004. They have since been represented on the board of directors and have 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

homes had with moving forward with implementing culture change ideas. The SSA has supported the attendance of surveyors at several culture change trainings throughout the past five years and they continue to be involved with planning future events.

North Carolina

The North Carolina Coalition for Long-Term Care Enhancement (NCCLTCE) grew out of the North Carolina Eden Alternative Coalition, which formed in 1996 to advocate for change in the state's nursing homes. From its inception, the Coalition represented both state agencies and reformers' interests in moving long-term care toward more homelike environments. A staff person from the state survey agency serves as the "Coalition Secretary" and the agency helps edit the coalition's newsletter which is sent out to all skilled nursing facilities in the state and is posted on the state agency's website. NCCLTCE, 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 assist skilled nursing homes transform their cultures of care. To date, this program has distributed over \$1.2 million to help move 69 homes along their unique enhancement journeys.

Ohio

The state survey agency 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 state survey agency 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 state survey agency has also continued to work with the provider associations by participating in association conferences and/or sessions focusing on person-centered care and culture change.

Oregon

The manager of the state survey agency and another staff person serve on the steering committee of M.O.V.E. (Making Oregon Vital for Elders), the state culture change coalition. Since 2005, the agency has been using CMP funds to support culture change using a partnership model of pairing surveyors with providers using an application process to select 6 providers and 6 surveyors. 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 which the team has concerns about relative to regulation. The surveyors are not assigned to survey the buildings where they serve on the culture change teams. CMP funds have been used to contract with a consultant to coach/coordinate the activities of the teams. The surveyors have participated in the conference calls and face to face meetings that the agency has had with the teams. This year, 6 additional providers and 6 surveyors will have the opportunity to apply to be paired up to work on a culture change team.

Rhode Island

The state survey agency is an active member of the state culture change coalition which conducted successful symposiums in 2007 and 2008 and which will be an annual event. The state agency completed an “Individualized Care Pilot” (ICP) as part of the standard federal and state survey at Rhode Island nursing homes which began on November 1, 2007 and ended April 30, 2008. A direct result of the Pilot will be a state survey agency Tool-box and training manual that is being circulated to every SSA.

The current Chair of RI Generations, Inc. is a Department of Health employee, and Chief of Licensure operations in the state survey agency office and the previous Chair was the survey agency Director. The survey agency continues to support coalition activities, including a series of Coffee Exchange sessions that highlight facilities engaged in specific culture change initiatives, such as, noise reduction, waking/sleeping and bathing alternatives. Each Coffee Exchange precedes the monthly RI Generations members meeting.

South Dakota

The state survey agency, its leadership and staff, have been very active in the South Dakota Culture Change Coalition. Because of the rural nature of the state, most of the coalition’s activities have been conducted using the state DDN system (Dakota Digital Network) that provides audio/visual conferencing capability statewide using sites located in virtually every school in the state. The Coalition has conducted four DDN broadcasts on culture change that were attended by both providers and state survey agency representatives have served as presenters for two of the four broadcasts. The state agency has worked to identify nursing homes that are on their "culture change journey" and have established goals and timelines for South Dakota nursing homes to be “culture change” facilities.

Tennessee

State survey agency representatives regularly attend Tennessee Eden Alternative Coalition meetings. The agency conducts regular training of surveyors as to what to expect in an Edenizing or Culture Change facility. There used to be a Culture Change Task Force hosted by the Assistant Commissioner, but the entire management team from the Commissioner down has turned over so it is unknown at this time as to whether this will continue. The Coalition has a \$50,000 grant from the State CMP money that funds 10 grants of \$5k each for the implementation of culture change and the Eden Alternative at Tennessee nursing homes.

Virginia

The state survey survey agency has been active in supporting the development of the Virginia Culture Change Coalition. The Coalition which was created in 2008 has conducted planning sessions for stakeholders and developed goals and objectives. An educational session has been developed for providers on the subject of Workforce Stability. Future topics may include regulatory reform, organizational development, public relations and outreach. The group has diverse membership and utilizes outside resources to help make transitional changes with all stakeholders.

Wisconsin

The state survey agency, the Wisconsin Department of Health Services, Division of Quality Assurance (DQA) has formally promoted culture change and person-directed care since 2005. Key members of the DQA are active members of the Wisconsin Coalition for Person-Directed Care which was founded in 2005. These same staff regularly attends meetings, and serve on the Coalition's Board of Directors, Steering Committee and provide ongoing consultation to the Coalition's Education Committee.

In 2005, the DQA developed and distributed a memo to all nursing homes in support of the Coalition. The DQA held its annual educational conference for both providers and surveyors. The conference planning committee includes nursing home providers, DQA staff as well as a representative from the State Ombudsman Program. The keynote speaker and two breakout sessions were dedicated to culture change and person-directed care. Even though Thomas Hamilton and Karen Schoeneman of CMS were unable to speak in-person at the annual conference, they provided a prerecorded presentation that was played at the conference that articulated CMS' position regarding culture change. Well over 500 participants attended the conference, including all long-term care surveyors. The DQA's new employee education program was updated to incorporate the principles of culture change and person-directed care and emphasize how the OBRA regulations are being actualized by this effort.

In 2006, the DQA held its annual educational conference for providers and surveyors. Thomas Hamilton of CMS provided opening remarks on the culture change movement. The keynote speaker and 9 of 27 sessions were dedicated to culture change and person-directed care. Numerous organizations that promote culture change and person-directed care exhibited at the conference.

In 2007, the DQA revised its state nursing home regulations to eliminate rules that were outdated, overly prescriptive and viewed as barriers to culture change. The draft rule was discussed and input was provided during a meeting of the WI Coalition for Person-Directed Care. The DQA held its annual conference for providers and surveyors. The keynote speaker and 8 of 27 sessions were dedicated to culture change and person-directed care. Attendance exceeded 600 participants to include providers and all long-term care surveyors. The Coalition also piloted a presentation titled "Changing the Way We Care" that was delivered to 5 different nursing homes within one region of the state. Representatives from the Coalition and DQA delivered these presentations from the provider and regulatory perspectives.

In 2008, the DQA held its annual conference for providers and surveyors and 5 of the 27 sessions were related to culture change. Attendance exceeded 750 participants including providers and all long-term care surveyors. Numerous organizations that promote culture change and person-directed care exhibited at the conference.

In 2009, the WI Coalition for Person Directed Care delivered via DQA webcast equipment, a series of three presentations on Consistent Assignment from the perspective of provider management, staff and the consumer. Opening remarks for the first webcast were provided by the DQA Division Administrator. These webcasts are available for viewing through the WI Coalition for Person Directed Care's website located at <http://www.wisconsinpdc.org/>. The Discussion Forum of the Coalition website was paid for with State CMP funds. DQA's 2009 annual conference included Carmen Bowman presenting two breakout sessions on person-centered activity programming in nursing homes. Members of the Coalition presented a breakout session on culture change from the perspective of providers, family and regulators.