

SYMPOSIA SUCCESS!!

The PEAK regional symposia' goals were to familiarize nursing home staff with the education modules, review basic principles of culture change that are discussed in these resources, and learn about the process of change from PEAK award winners. The PEAK-ED modules are the result of funding over the last 5 years by KDOA who contracted with the K-State Center on Aging to develop education resources for a person-centered model of care.

Center on Aging staff including Director Gayle Doll and two research assistants, Stephanie Gfeller and Majka Jankowiak, have developed eight modules on various aspects of culture change. To encourage the use of these free educational materials the decision was made to take the modules "on the road" to six regions across Kansas in June 2007. Sites in each region were carefully selected to help nursing home administrators and their staff access the symposia without requiring lengthy travel time. Invitations to the symposia strongly encouraged attendance of front-line workers as part of a team. The low cost of \$15.00 enabled many staff members to participate in the training and CEU's were made available to participants. One symposium was cancelled due to a low number of registrations. However, all five remaining sites (Wichita, Topeka, Salina, Colby and Garden City) had great attendance and all the rooms were full with participants eager to learn or expand their knowledge about culture change. The total number of participants at all sites was 369, representing 74 nursing homes.



The symposia sessions consisted of two parts. The morning was dedicated to the review of the modules and the basic concepts of culture change. Classroom style presentations, group activities, and case studies were used to enhance the learning experience. Participants were encouraged to think about their homes to see what could be changed. In the afternoon attendees had the opportunity to learn about the processes involved in the implementation of a new model of care, and the struggles and successes of homes that had received a PEAK award. The PEAK team presenters included leaders and front-line workers and each talked about problems unique to their experience. At most of the symposia sites the PEAK home who presented was from the region where the symposia was held in order to enhance opportunities for staff to learn from their peers and remain in contact after the symposia. Both the morning and afternoon activities ended with a question and answer period. This format proved to be very successful. Many people commented that they learned a lot from listening to staff members who actually dealt with the process of implementation.

One facility liked the symposia so much that they delegated a staff member to attend again at another symposia site to tape it for staff members who could not attend the training. The Center on Aging staff received many positive comments about the symposia and a number of participants commented that they would like more workshops in this format. The Center's staff appreciated interacting with the attendees, listening to their feedback and discussing their concerns.

Many workshops, conferences and symposia motivate participants to make changes but soon after the meeting is over the fire that ignites change plans begins to die. In an effort to provide incentive to keep culture change efforts moving forward, the Center on Aging has proposed a contest. We have asked nursing homes that participated in the symposia to submit stories about the changes that have occurred in their homes since the workshops were offered. Homes submitting stories before the end of August will be entered into a drawing for one free in-service to be offered by Center on Aging staff. These stories will then be posted on the PEAK-ED web site.

The Center on Aging would like to thank KDOA for their funding and support. We would also like to acknowledge the enormous assistance received from KDOA, KHCA, KAHSA, KFMC, and other volunteers for their help with registration and other miscellaneous tasks which made things run more smoothly. Last but not least, the Center would like to thank the PEAK homes who presented, without whose contribution the PEAK regional symposia would not have been successful.

The Journey Toward Culture Change Continues

We are currently featuring a 2007 PEAK award winner. Minneola, the remaining 2006 winner will be featured in the next newsletter

Salina Presbyterian Manor

Fran Paxton, the Salina Presbyterian Manor administrator, met Steve Shields during KAHSA board meetings. It was around 2000 and Steve was excitedly telling the board members about the changes introduced at Meadowlark Hills. Fran liked the idea that the Manhattan elders lived in small groups, were surrounded by the same workers every day, and that their meals and activities reflected their likes and dislikes. Fran and all department directors went on a tour to the place that sounded like something they wanted to create in Salina. They all instantly bought into the concept of a person-centered model of care. Everybody believed that elders deserved to live in a nice environment where resident schedules reflected their preferences and routines.

The adoption of the concept was preceded by numerous discussions with staff members, residents and their families. The Salina Presbyterian Home leaders worked very hard to incorporate community representatives in meetings. They believed that the community is an important part of the life of a home and valued their participation and support for the new vision. The involvement of local representatives was instrumental in their success. The home held an Open House, luncheons, and took advantage of every opportunity to explain the goal of the projected renovation and encourage the community to financially contribute to the campaign. Their efforts paid off as they raised \$2 million for the renovations.

The principal goal of the architectural design was to make the environment more comfortable for the residents and to appear less industrial. A few wings were extended and a new one was added to create private rooms for all the residents. Living in a private room has enhanced elders' quality of life and care. All the rooms look different, as they reflect the residents' personalities. With the renovation they have gained a

very attractive and home-like atmosphere. By removing the nurse's station they created new living areas. A wireless paging system eliminated much of the noise and wide hallways and carpeting made it more inviting.

In the beginning of implementing the person-centered model of care the maintenance and dietary departments were most resistant to the changes. It took many one-on-one meetings with staff members and additional training to change their minds and also help them see the obvious benefits for elders and overall improvement of their quality of life and care. Some staff were skeptical at first, as they did not believe that a person-centered model would work. When they saw that the elders were happier their doubts evaporated.

Now, everybody sees the positive outcomes of the new model of care themselves: continuity of care, increased job satisfaction among staff and pride in working in a place that takes excellent care of elders. Staff members state that it is easier to work in a room occupied by just one person which is more spacious. The privacy gained by having private rooms enhances building close relationships between a caregiver and an elder. Staff empowerment is reflected in having a choice in which neighborhood they wish to work, staff participation in hiring and firing, and having the freedom to make simple quality of life decisions for residents. Most staff members are cross-trained in dietary and housekeeping to enhance their ability to efficiently care for residents.

Fran and her team are very proud of their accomplishments. They hope that the physical changes of the home and the new model of care will change the negative image of a nursing home held by many people. The team would like nurse and nurse aide positions to be seen as what they truly are: a specialty that is attained with appropriate education and training, skill building and job experience. They want to promote person-centered care where each person is seen as an individual. It is particularly satisfying for staff to see those residents who have

experienced financial hardship living in private rooms and enjoying the beauty and comfort of the entire home.

Fran states that dividing the home into neighborhoods has created some new challenges. The efficiency of food service for each neighborhood is not yet what

they want to achieve. There is still work to be done, new information to learn and skills to master to make the Salina Presbyterian Manor an outstanding home for the elders and a great place to work for the staff. Their recent accomplishments were recognized with a 2007 PEAK award.

Resources

Book Reviews

Building the Bridge As You Walk On It: A Guide for Leading Change
by Robert E. Quinn

Quinn shows how anyone can enter the fundamental state of leadership by engaging in the eight practices that center on the theme of ever-increasing integrity – reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached inter-dependence, responsible freedom, and tough love. After each chapter, Quinn challenges you to assess yourself with respect to each practice and to formulate a strategy for personal growth.

Now Discover Your Strengths

by Marcus Buckingham and Donald Clifton

Buckingham and Clifton have created a revolutionary program to help readers identify their talents, build them into strengths, and enjoy consistent performance. At the heart of the book is the internet-based Strengths Finder profile, the product of a 25-year, multi-million dollar effort to identify the most prevalent human strengths. The program introduces 34 dominant themes with thousands of possible combinations and reveals how they can best be translated into personal and career success.

MOVIE REVIEW

A Day in the Life of Joe: The Impact of Design on the Older Person

This film is an interactive educational seminar offering a fresh perspective on design for the aging population. Jane Rohde, former IIDA Vice President of Forums, presents recent developments in designing for seniors, from residential and commercial design to healthcare and hospitality. This program addresses design, operations, regulations, and trends in the eldercare marketplace.

The boss drives people; the leader coaches them. The boss depends on authority; the leader on good will. The boss inspires fear; the leader inspires enthusiasm. The boss says "I"; The leader says "WE".....The boss says, "GO"; the leader says" LET'S GO!"

~ H. Gordon Selfridge ~