

Administrator Alert

Policy updates & rule clarifications for Assisted Living, Residential Care & Nursing Facilities

Office of Licensing & Quality — Oregon Department of Human Services

DATE: *May 10, 2010*

**Nursing Facilities
Invitation for Applications
SPD Nursing Facility Culture Change Initiative**

**Department of Human Services
Seniors and People with Disabilities
May 2010**

Introduction

The Department of Human Services, Seniors and People with Disabilities (SPD) is inviting nursing home providers to apply for participation in the Client Care Monitoring Unit (CCMU) Culture Change Initiative.

Background

Culture change can be described as a movement in long term care which focuses on improving quality of life and quality of care for both residents and staff. Providers across Oregon and the country that have taken on the culture change challenge have gradually moved from the old institutional approaches of care for residents to one of providing care and support in a manner which recognizes the uniqueness of every person through such practice and policy changes as redesign of systems of service delivery, e.g., dining, bathing, medication, recreation, etc., more individualized resident assessments and care plans which are directed by the resident, and which use out of the box thinking innovative approaches, and greater resident choice to design and deliver care. Staff take a more active role in day to day operational decisions and planning for change. As a result, these homes are reporting positive outcomes such as increased resident satisfaction and less staff turnover. These outcomes have been found to contribute to cost savings and improved census.

SPD launched the Culture Change Initiative in 2005 with six Oregon nursing homes and six surveyors, and added six additional teams in 2008. At this time a



For more information, contact the DHS Office of Licensing and Quality of Care, 1-800-232-3020. Visit the DHS Web site at www.oregon.gov/DHS/

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new group of six teams will be added. The model is built around collaborative culture change teams composed of a nursing facility surveyor and nursing facility staff who are together committed to effecting change in policy and practice. The aim is to create and maintain a more person directed life for those living and working in the nursing home. SPD does not prescribe nor require any particular change process or focus of activity but does have the expectation of regular and planful activity aimed at change. The surveyor on the team will not lead the team, but rather will participate as a team member assisting with ideas and plan development and serve as a resource regarding regulatory issues that may arise. The surveyor on the team will NOT be assigned to survey the building.

Benefits of being a part of the Initiative:

- Meetings of all the teams at least twice annually for training and sharing of successes, process and ideas.
- Culture change resources.
- Opportunity for informal networking telephone calls and internet exchanges between the teams to assist with practice and policy change.
- A surveyor as a part of the culture change team.
- SPD central office staff to coordinate the Initiative activity and provide coaching and resource assistance.
- Opportunity to apply for a \$2,500. matching grant (matched by the nursing home for a total of \$5,000) to support an approved culture change practice or policy submitted by the team. These funds are the state portion of the federal civil penalty monies which CMS has instructed should be used for improving care in nursing homes.
- One paid conference registration, travel and lodging to the Pioneer Network annual conference in August 16-18, 2010 in Indianapolis, contingent on the nursing facility paying for an additional individual to attend.

Expectations of facilities participating in the Initiative:

- Commitment to develop a culture change team which includes representation from all disciplines/staff positions, residents and family.
- Schedule meetings on a routine basis with frequency not less than monthly. More frequent meetings are recommended.
- Participation in the Initiative for three years.
- Utilize evaluation tools, to include at a minimum the Artifacts of Culture Change.



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- Commitment that at least several team members will attend day-long gatherings of all nursing facility teams involved in the Initiative at least twice/year.
- Commitment that staff attendance at Making Oregon Vital for Elders (Oregon's culture change coalition) quarterly trainings will be a priority.

Selection Process

Applications will be reviewed by a selection committee comprised of SPD staff, representatives of past culture change Initiative teams and an ombudsman.

Applications will be rated using the following criteria:

1. Organization readiness
 - Philosophy and goals
 - Tenure of formal leadership
 - Signatures on application face sheet of administrator and director of nursing indicating commitment to the Initiative
 - Letter of support from corporate office, board of directors or owner
2. Regulatory record
 - Review of past regulatory compliance
3. Responses to application questions

If you are interested, please submit an application by mail or fax to SPD, attention Lynda Crandall. **Applications are due by 5:00 p.m. on May 28, 2010.**

Mailing address: Lynda Crandall
Dept of Human Services, SPD
500 Summer St NE, E-13
Salem, OR 97301

FAX: 503-378-8966

If you have questions or need additional information, please contact Lynda Crandall at 503-945-5918.



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Timeline

May 7, 2010 Application announcement

May 28, 2010 5:00 p.m. applications due

June 11, 2010 Selection decision announced

Application

The completed application should include the following:

1. Completed cover sheet (see last page of this document).
2. Letter of support from board of directors, CEO of corporation or owner of nursing facility. The letter must include the following elements at a minimum:
 - Amount of dedicated staff time which will be approved.
 - Commitment for staff participation in regular culture change team meetings at facility, including CNAs.
 - Commitment for staff participation in meetings with all participating Oregon culture change teams (at least twice/year) and in MOVE trainings.
3. Completed responses to the following questions:
 1. Describe how you will fulfill the expectations of participation listed on the application.
 2. Explain your philosophy and approach to the provision of long term care and support. Please include how this aligns with your understanding of culture change.
 3. What change/s do you wish to effect in practice and policy?
 4. Describe why you believe your nursing facility is a good candidate to participate in this Culture Change Initiative.



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5. Who will comprise your culture change team?
6. Describe how you will put into operation or expand your culture change activity and process.
7. Describe what type of evaluation process and tools you will use to measure your successes.
8. Describe one of the challenges to effecting change in your nursing facility.

Cover sheet next page



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**Cover Sheet
SPD Nursing Facility Culture Change Initiative Application**

**Department of Human Services
Seniors and People with Disabilities**

Name of nursing home _____

Address _____

Administrator _____

Length of time in administrator position at this NH _____

Director of Nursing _____

Length of time in DON position at this NH _____

Contact person _____

E-mail address of contact person _____

Phone _____

FAX _____

The signatures below indicate commitment to participation in the SPD Nursing



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Facility Culture Change Initiative:

Administrator

Director of Nursing

