

Thank you to WY State Survey Agency and CMS  
for funding this CMP Grant

Implementing Culture Change throughout  
Wyoming;  
Affecting Resident-Directed Living and  
Team Member Retention

*Webinar 5*

1

## Employee Councils and other ideas to impact Retention/Recruitment

Carmen Bowman  
*Regulator turned Educator*

EDU-CATERING: Catering Education  
for Compliance and Culture Change  
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2

Providence Mt. St. Vincent:

50 to 22% in 5 years

Big Fork Valley 52 to 13% in 2 years

Meadowlark Hills KS 80 to 30% in 7 yrs

Fairport Baptist and Jewish Home of  
Rochester NY - 25% ↓ turnover

**Early Pioneer nursing homes**  
**known for changing institutional**  
**culture – turnover rate ↓**  
**Turnover = \$2,200 – 5,000/emp**

3

#### Artifacts of Culture Change

Home Name \_\_\_\_\_ Date \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Current number of residents \_\_\_\_\_

Ownership: ☐ For Profit ☐ Non-Profit ☐ Government

Care Practice Artifacts	
1. Percentage of residents who are offered any of the following styles of dining: <ul style="list-style-type: none"><li>• restaurant style where staff take resident orders;</li><li>• buffet style where residents help themselves or tell staff what they want;</li><li>• family style where food is served in bowls on dining tables where residents help themselves or staff assist them;</li><li>• open dining where meal is available for at least 2 hour time period and residents can come when they choose; and</li><li>• 24 hour dining where residents can order food from the kitchen 24 hours a day.</li></ul>	<input type="checkbox"/> 100 – 81 % (5 points) <input type="checkbox"/> 80 – 61% (4 points) <input type="checkbox"/> 60 – 41% (3 points) <input type="checkbox"/> 40 – 21% (2 points) <input type="checkbox"/> 20 – 1% (1 point) <input type="checkbox"/> 0 (0 points)
2. Snacks/drinks available at all times to all residents at no additional cost, i.e., in a stocked pantry, refrigerator or snack bar.	<input type="checkbox"/> All residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
3. Baked goods are baked on resident living area.	<input type="checkbox"/> All days of the week (5 points) <input type="checkbox"/> 2-5 days/week (3 points) <input type="checkbox"/> <2 days/week (0 points)
4. Home celebrates residents' individual birthdays; rather than, or in addition to, celebrating resident birthdays in a group each month.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
5. Home offers aromatherapy to residents by staff or volunteers.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
6. Home offers massage to resident by staff or volunteers.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)



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2

7. Home has dog(s) and/or cat(s).	<input type="checkbox"/> At least one dog or one cat lives on premises (5 points) <input type="checkbox"/> The only animals in the building are when staff bring them during work hours (3 points) <input type="checkbox"/> The only animals in the building are those brought in for special activities or by families (1 point) <input type="checkbox"/> None (0 points)
8. Home permits residents to bring own dog and/or cat to live with them in the home.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
9. Walking times/bedtimes chosen by residents.	<input type="checkbox"/> All residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
10. <i>Bathing without a Bathe</i> techniques are used with residents.	<input type="checkbox"/> All (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
11. Resident can get a bath/shower as often as they would like.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
12. Home arranges for someone to be with a dying resident at all times (unless they prefer to be alone) - family, friends, volunteers or staff.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
13. Memorial/venerance are held for individual residents upon death.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
14. "I" format care plans, in the voice of the resident and in the first person, are used.	<input type="checkbox"/> All care plans (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)

Care Practice Artifacts Subtotal: Out of a total 70 points, you scored \_\_\_\_\_



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4

2

**ARTIFACTS OF CULTURE CHANGE 2.0**

HOME NAME \_\_\_\_\_ DATE \_\_\_\_\_

CITY/ \_\_\_\_\_ STATE/OTHER \_\_\_\_\_ CURRENT NUMBER OF RESIDENTS \_\_\_\_\_

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**RESIDENT-DIRECTED LIFE**  
*For each item, check the column that represents your home.*

	<b>FULLY IMPLEMENTED</b> <small>Present on a consistent basis or established as available for all residents.</small>	<b>PARTIALLY IMPLEMENTED</b> <small>Present on a less than consistent basis or established for any number less than all residents.</small>	<b>NOT A CURRENT PRACTICE</b>
1. New residents and their families are welcomed* by team members/managers, introduced to the home, and educated about the home's culture change philosophy of enhancing residents' control over their lives, rights, amenities available, and choice of schedules.	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
2. The home offers at least one of the following styles of dining that provide for resident choice: Restaurant style where residents' orders are taken; Buffet style where residents help themselves or tell team members what they want; Family style where food is served in bowls on dining tables where residents help themselves or receive assistance.	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
3. Each meal is available for at least 2 hours, and residents can come and go when they choose. (Refer to CMS F809 Frequency of meals, Alternate dining times)	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
4. Residents are supported to prepare and/or serve food per their preferences and abilities (in addition to cooking groups).	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
5. Snacks/drinks are easily available for residents at all times without having to ask, i.e., in a stocked pantry, refrigerator or snack bar. (Refer to CMS F809 – Frequency of meals / snacks at bedtime)	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
6. In addition to snacks (described in #5), residents can order food from the kitchen 24 hours a day, and team members are empowered to provide food upon	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice

## Artifacts of Culture Change 2.0/AL

5

- Artifact 134. There is an employee council/forum or equivalent that meets routinely (to discuss issues, plan events, provide support).
- To plan events
- To identify needs
- To discuss issues
- Example: create a welcoming culture for employees' children
- Embrace and encourage developing relationships and friendships

## Employee Council

6

## Cheyenne VA Community Living Center

Experience with Employee Councils  
Desiree Bishop, RN Nurse Manager

7

- Increased staff engagement and job satisfaction
- Improved safety
- Staff driven change more readily accepted
- Shared leadership can change work culture
- Improved retention and surveys
- Improved staffing

**Why Councils?**

8

- Base your Council in the mission, vision and values of your organization
- Management is meant to guide, not lead decision-making
- Educate managers about councils/how to support staff ideas
- Have councils regularly report work and encourage them for sustainability
- Be enthusiastic! If you don't believe in it, neither will your team members

### Keys to Successful Councils

9

- With team members developed a Council in 1/2021
- Council meets monthly, projects on the side
- Council reports to management on ideas and how to implement
- Council also reports to Nurse Practice Council
- Increased staff engagement and empowerment

• Wessel, S. (2012). Impact of Unit Practice Councils on Culture and Outcomes. *Creative Nursing*, 18(4), 187–192. <https://doi.org/10.1891/1078-4535.18.4.187>

• Swihart, Diana. *Shared Governance : A Practical Approach to Transform Professional Nursing Practice*. Danvers, Ma, Hcpro, 2011.

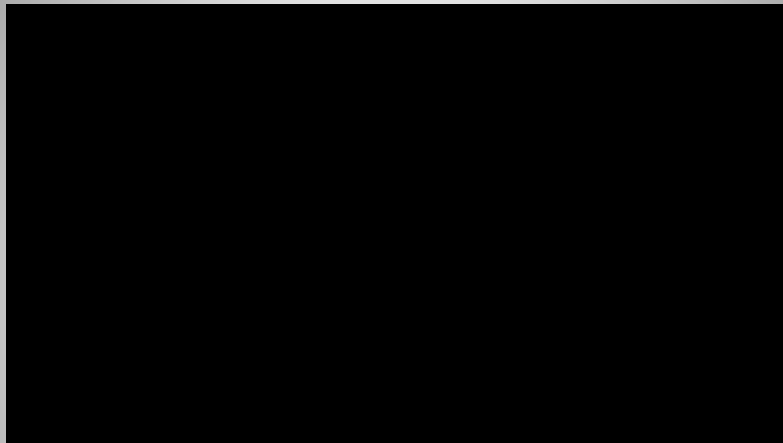
### My experience at the VA

10

- Regularly scheduled Employee Council meeting
- Ask employees often what they need
- Old med cart carries food and drink items
- Example: Backpacks at start of school
- Example: Bring your child to work day
- Example: Kudos comment board

**Cherry Creek Employee Council**

11



**Cherry Creek Employee Council**

12

- HIGH INVOLVEMENT
- Some communities don't have an employee council but go out of their way to involve employees in every area
- Daily Community Meetings
- Together instead of two-sided
- Which approach does your group prefer?
- A stepping-stone?

**Involve employees everywhere**

13

- Artifact 107. **Community Meetings** are held on a routine basis, at least weekly, bringing residents, team members and families together as a community. The community decides together on content, such as inviting new residents and new team members to introduce themselves, celebrating life events, solving problems, planning future events, reviewing policies.
- Daily Community Meetings provide real time information and opportunity for action

**Community Meetings**

14

- Artifact 128. The home welcomes and encourages **team members to dine with residents.**

A core value of culture change movement...



Berkley Manor, Denver, CO

**Relationship is the fundamental building block of a transformed culture**

15



16



## Build Relationships/Free Food

Clear Creek  
Care Center  
Wednesday  
Buffet/Staff  
Dine with  
Residents



17



Can you hear the buzz of conversation?

Start small, a cup of coffee



18

- Artifact 129. There is a **career ladder** for CNAs to hold a position higher than base level who customarily mentors/supervises/coaches other CNAs.
- Artifact 130. The home promotes and supports team members who desire to **further their education**.\*

\*Home is flexible, accommodating to attend classes during normal work hours, scholarships, etc.

19

- Artifact 125. Team members wear **clothes that support a home environment** (as opposed to scrubs or uniforms).



**Option means a lot to some**

Nurse leaders Cherry Creek Care Denver - Traded in lab coats and scrubs

20

- Artifact 126. Team members other than CNAs are encouraged and supported to receive **cross-training\* as CNAs**, fostering a team approach to meeting resident care needs.

\*Cross training refers to team members intentionally becoming trained in other areas. This can be any area although it commonly refers to professionals becoming cross trained as CNAs in order to help with ADLs which represents the bulk of resident need.

21

- Artifact 104. Team meetings are held daily for team members from varying disciplines caring for residents, e.g., **huddles**.

- Shift huddle
- Morning team huddle
- Leadership comes to neighborhood huddle
- Post incident huddle/post fall huddle
- PIP huddle (increased infections on a certain neighborhood)
- Huddles for anything!
- Cost = nothing; value = priceless

**Huddles = real time communication**

22

- Artifact 106. **Learning Circles\*** are used routinely in team and resident meetings to give each person the opportunity to share their opinion/ideas.
- \*Learning Circles are group meetings in which a topic is posed, and each person speaks in turn with no crosstalk or discussion until the whole group has spoken. This process honors those who are reluctant to speak up and reins in those who can dominate a conversation.

Free Learning Circle resource [www.actionpact.com](http://www.actionpact.com)

## Learning Circles

23

- Team member mentors to other team members
- Elder mentors to team members ...

## Proactively promote relationships

24

- Interviewed 25 older adults in rural areas
- 20% lonely before COVID *and continued* after
- Most returned to pre-COVID levels of loneliness within 6-7 months from beginning of pandemic
- *When reflect on how coped with isolation in the past, growing up on farm, more successfully managed isolation...*

(Herron, R.V. et al. Conversations in Times of Isolation: Exploring Rural-Dwelling Older Adults' Experiences of Isolation and Loneliness during the COVID-19 Pandemic in Manitoba, Canada. Int. J. Environ. Res. Public Health 2021, 18, 3028. <https://doi.org/10.3390/ijerph18063028>)

## Resiliency of older adults

25

### The Full Circle of Relationship

"I want you to care for the staff just as much as they care for you."

In healthcare, we've been lied to.  
People care about people and its okay.



"Those who serve our national treasures  
are themselves treasures."

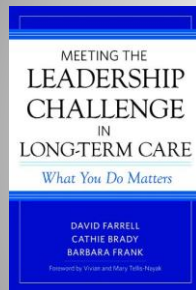
Karen Schoeneman

26

- Help with stress and burnout
  - Management cares about employees
  - Management listens to employees
  - Workplace is safe
  - Supervisor shows appreciation
  - Supervisor cares about you as a person
- My Innerview 2007

## What Matters Most to Employees

27



**Positive  
relationships  
= better care**

**"The quality of the relationships that we have with one another determines the quality of the care our residents receive.** We must be mindful that respect of one another is the foundation of healthy relationships. I care about the relationships here and will do what I can to enhance the quality of your work life here."

(David Farrell to the night shift team members)

\*Do you reward staff for dependability or for instability, i.e. bonuses to staff who fill in at the last minute?

28

## Positive relationships with co-workers = lower burnout risk

58 studies; 19,000 employed people; 15 countries:  
How strongly people identified with their work colleagues  
or organization was associated with  
better health and a lower risk of burnout.

*Personality and Social Psychology Review*  
Oct. 3, 2016

29

- **Work friendships keep people** in their present position for longer periods of time"  
(Kathy Brown, RN, CSP)
- It is estimated it takes 30% additional salary to move to a different nursing home **when the person is happy** in present position.
- **Workplace relationships impact the ability of a person to succeed** in his or her job.  
(Natalie Davis, MA, ACC)
- Quantum Workplace survey:  
**being valued and having trusting relationships links to high engagement** defined as **favorable attitude, intention to stay and desire to advocate for** the organization.

**Friendship at work = stay, success**

30

- Appealing to 50+
  - **Prioritize employees' views** toward continuing to work versus retiring
  - Workplace **wellness** programming to support a healthy workforce, and
  - Fostering **ALL ages-friendly workplaces** so that age is not viewed as a liability at work

**Mather Institute: Baby Boomers at Work (7/21)**

31

- 21% unsatisfied with opportunities for advancement, 29% of those respondents were likely to leave their jobs in the next year, compared to just 6% satisfied with advancement opportunities
- Consider **elevate existing opportunities for advancement** and **innovate new ones**

**Direct care worker survey in Arizona by PHInational.org 2020**

32



- Inadequate supervision associated with higher intent to leave
  - 19% of those who said supervisors rarely provided positive reinforcement on the job, had higher intent to leave than for those who received positive feedback frequently
- Consider adopting **more supportive supervisory practices**
- ***People don't leave their job they leave their supervisor.***

33

- 61% report needing additional training in at least one topic.
- Consider leveraging partnerships with training providers to **widely disseminate online and in-person training**
- Consider **surveying your team members to discover training topics** needed

34

**What data are you  
seeing?**

35

**What are employees  
telling you?**

36

- Warm or cold culture?
- How do “shifts” and “departments” treat each other? (Teams instead)
- With, not against
- **Mitzvahs – the best way to warm up a culture, we can each do it, from Eden**

❖ What is a mitzvah you could give this week?

**Relationships warm a culture**

37

Next Webinar  
 Fri. Mar. 24, 2023 2 pm  
**Year 2 Culture Change  
 Homes' Journeys:**  
 Life Care of Casper  
 Wy Retirement Center  
 Westward Heights

**Webinars are recorded and available after-the-fact**

**All info is sent out from Jill Hult  
 of Mountain Pacific – Thank you Jill!**

38

**Wyoming  
Culture Change  
Coalition  
BIG GOALS for  
WYOMING  
NURSING  
HOMES**

**BIG GOAL #1**

Every person working in a WY nursing home receives culture change training. PLEASE PASS ON THE LINKS TO LIVE AND RECORDED WEBINARS TO YOUR TEAMMATES, AND ANY RESIDENTS AND FAMILIES INTERESTED.

**BIG GOAL #2**

Every resident of a WY nursing home sleeps until they wake up. Natural awakening is a gift; uninterrupted, restorative sleep improves physical health, psychosocial wellbeing, quality of life.

JOIN the WY culture change movement.

JOIN the WY culture change coalition.

JOIN the WY Working Committee.

JOIN the planning team for each annual culture change conference.

Contact Carmen Bowman, Project Coordinator

[carmen@edu-catering.com](mailto:carmen@edu-catering.com) 303-981-7228

39

**Institutional words**

- Staff
- Inservice, "The staff were inserviced..."

**Normal words to consider**

- Team, team members
- Care partner
- People who work here
- Education

Just start talking about the words used in the institution compared to in a home, in normal life outside an institution... see what you think, what you realize, etc.

**Consider a Word of the Week/Month**

40

### **Institutional words**

- Facility
- Patient/resident
- Feeder
- Intervention

### **Normal words to consider**

- Home, community, name of the nursing home
- Person/NEIGHBOR
- No label. "Label jars not people." The only label one needs is the one their parents gave them."
- Approach, individualized approaches

Just start talking about the words used in the institution compared to in a home, in normal life outside an institution... see what you think, what you realize, etc.

### **Consider a Word of the Week/Month**

41

**Questions? Ideas?  
Thoughts?**

42

## Take Aways

- Go to your employees, what do they need
- Discuss the pros and cons of an Employee Council
- Talk about ideas for building relationships/high involvement
- Consider a survey of needs and ideas
- Consider a Word of the Month/Week – talk about it
- Get the word out. (Could be a play on words.)
- Emphasize **LIFE** more than CARE and choose words that reflect life/living/normal/home.

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