Keeping the Promise : Inventing a New Long-Term Care

Nancy Fox, VIVAGE

An Ageist Society

- Daily, in America we are witness to, or even unwitting participants in, cruel imagery, jokes, language, and attitudes directed at older people

- Even old people are ageist

Declinist View of Aging

- Aging is bad

- <u>Elderly</u> – a bundle of negative stereotypes about older people

- Black balloons on your 40th birthday, coffins on your 50th.

- The only GOOD old person is an old person who…

3

Acts like a young person!
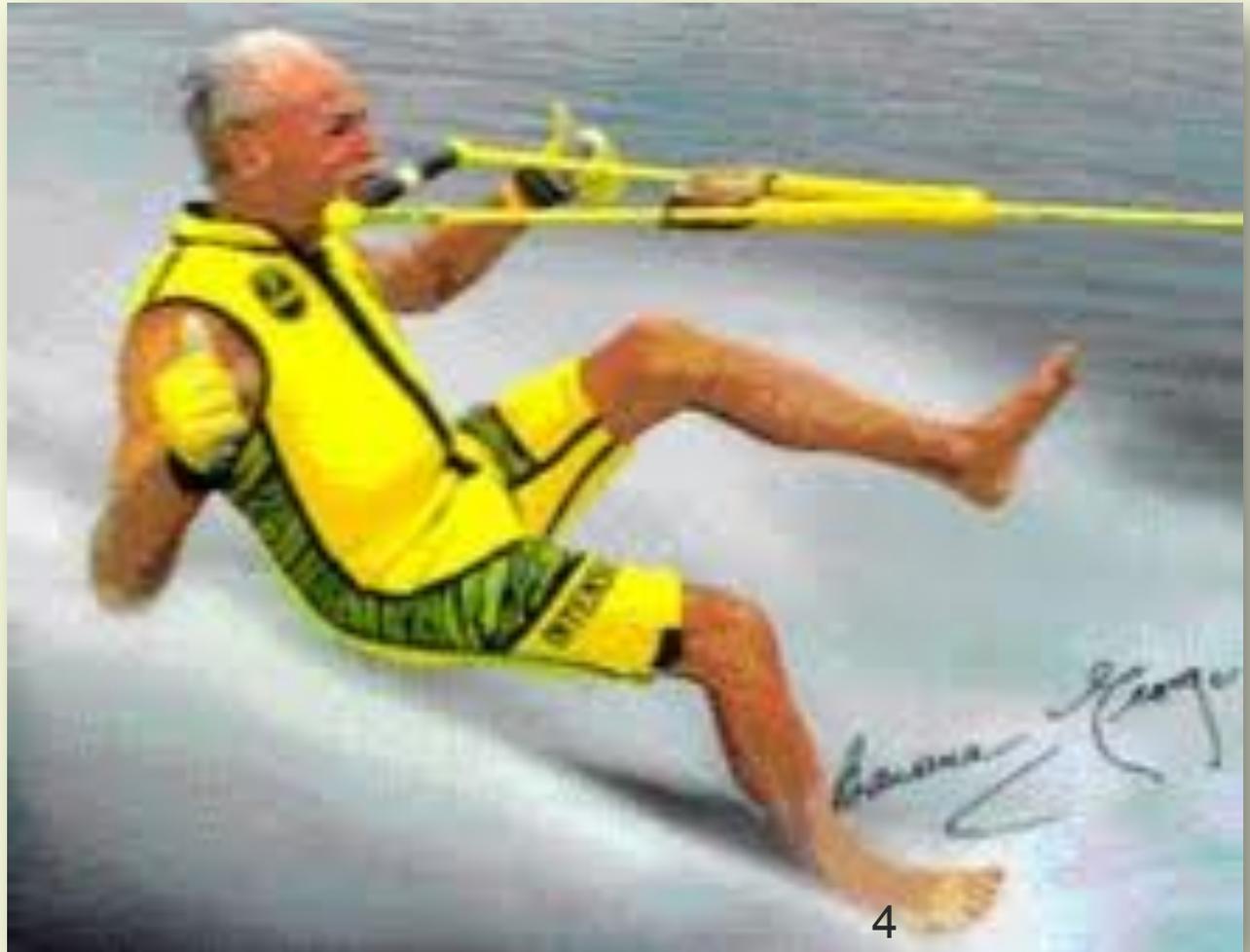
4

Anti-Aging: A Booming Market

- Americans spent >$30 billion on anti-aging products last year
- That is expected to rise to $70 billion in the next 30 months
- All in an effort to not have wrinkles

Aging "Remedies"

- Anti-aging creams don't work – they have been proven to reduce wrinkle depth by less than 10%

- Botox – a diluted form of a deadly toxin – 1 gram could kill 1 million people – temporary and paralyzing

- Surest method of wrinkle prevention is…

… Death at an early age

The Declinist's View

- Has led us to create and inhabit a constellation of programs, services, and facilities that attempt to mitigate aging by dealing with decline.

- "Long-Term Care" - dreadful hopelessness

A question for you…

- What are old people for?

The Declinist's View

- Created "God's Waiting Room"
- Followed an Institutional Model of Care for our infirm and elderly.
- Last 20 years – tremendous improvements in quality of care
- Those are becoming harder and harder to sustain
- The "Perfect Storm" of Long-Term Care
- Even though care of the human body has improved, the human spirit is till suffering
- A place where no one wants to live and few want to work

A question for all of us…

- Why don't people like us?

Daniel Pink – Drive: The Surprising Truth About What Motivates Us

- "The course of human freedom has always moved in the direction of <u>more freedom</u>. And there is a reason for that – because it is in our nature to push for it."

- "The secret to high performance and satisfaction - at work, at school, and at home – is the deeply human need to direct our own lives."

- "We are born to be Players, not Pawns."

The reason people don't like us

- Under the institutional model we remove every ounce of autonomy and freedom from their lives

- We engage in Surplus Safety at the high cost of stripping meaning and joy out of their lives

- We tell our staff to leave their hearts and their brains at the door

- Then a few very courageous and tireless people rush madly about trying to keep everyone in line

Culture Change - A New View

- Developmental Aging
- Aging is a continued stage of growth and development
- Elders are not less or more than adults
- They are different
- Just as adults are different from children

Culture Change Movement

- A Social Movement to change the way we think about and care for our Elders and those with disabilities.

- Developmental Aging – that restores relationships, autonomy, meaning, purpose & joy

- Engages & empowers the residents, staff and families in effort to unleash the creative energy and spark of life of the community

- Began in nursing homes

- Now spreading to all care settings and around the world

Person-Directed Care

- A world in which Residents truly direct their own care and make their own choices about how they spend their time.

- A world in which Caregivers are highly involved in decisions that are relevant to their jobs and the people they care for.

- The Residents, their families, and the staff are a part of a thriving, interdependent community where relationships matter.

Does this speak to your natural drive for autonomy?

Person-Centered Care

- A world in which the Resident's natural need for autonomy is recognized and honored in an environment where maximum choice is balanced with the need for support, and risk is recognized and honored as a means to creating dignity.

- A world in which Caregivers know each resident well and create a supportive, yet empowering environment offering choices and balancing risk with autonomy for each individual resident on each day for each decision.

Dispelling the Myths

- Culture Change costs too much
- I can't "do" Culture Change because I have an old building
- Culture Change is only for old people
- The regulations won't allow it
- Culture change doesn't work in subacute
- My residents are not able to make decisions
- My residents are sicker than yours
- We are assisted living, we already do culture change
- We tried that and it doesn't work
- We don't have time for Culture Change

A little about VIVAGE

- Merger of Pinon Management and QLM in JAN 2012

- Manage 25 SNFs & 2 ALS serving 2200 residents in 3 states

- Also do temporary management and consulting nationally

- 6 of our managed homes serve younger populations including people living with chronic mental illness, MS, Huntington's, TBI

- Many of our buildings were built in the 1960's and 70's

- Known for turnarounds of troubled homes

Customer Satisfaction Surveys

Scale (1 – 5)	VIVAGE	National	Range
Overall Quality	4.3	4.2	4.08 – 4.66
Individual Needs	4.4	4.3	4.10 – 4.68
Dignity	4.6	4.5	4.39 – 4.8

Average scores across all homes were above the national averages in 14 of the 15 categories

Source: Pinnacle Quality Insight 2012

Survey Outcomes & 5-Star Ratings

- VIVAGE average # of deficiencies = 6.6

- Statewide average # of deficiencies = 15.7

- VIVAGE has the largest number of Colorado facilities ranked at 4 or 5 stars by CMS

- Of the 55 homes in the US attaining 5 stars in 2012, VIVAGE manages 10 of those homes.

Financial Outcomes

	Net Operating Income	Net Income
December 2008	($27,955)	($240,879)
December 2009	$309,998	($31,353)
December 2010	$503,509	$407,178

As an example of financial impact of culture change, year-to-date figures from one home are given. These numbers reflect the financial changes that occurred after Piñon took over management of this home and brought in a knowledgeable administrator in March 2009 who implemented culture change practices.

Staff Retention
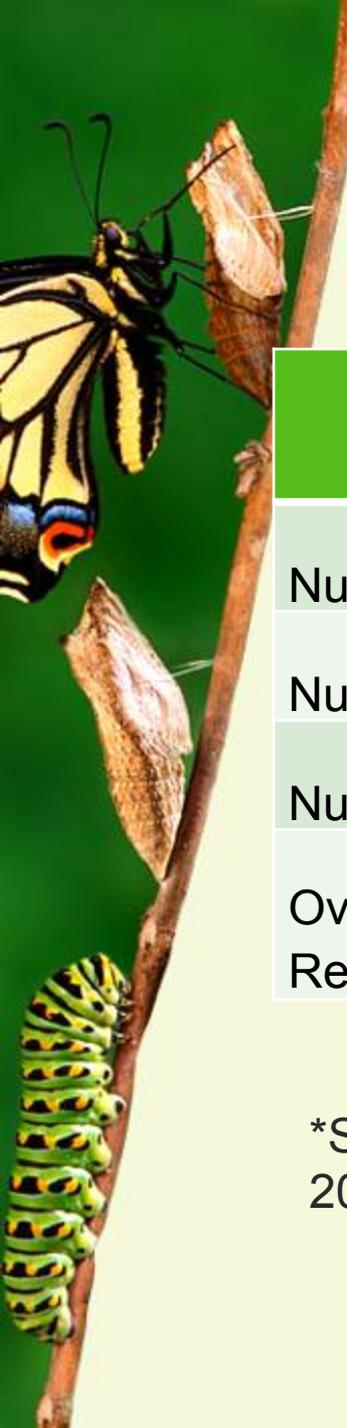
	VIVAGE	Colorado*	United States*
Nursing - RN	64%	37%	49.5%
Nursing - LPN	63%	50.5%	56%
Nursing - CNA	70%	43.6%	49%
Overall Staff Retention	68%	48.2%	55.1%

*Source: American health Care Association
2010 AHCA Survey Facility Staffing

Clinical Outcomes

|	VIVAGE Average	National Average	Colorado Average
Falls w/ Injury	.6%	.5%	.8%
Residents with a UTI	6.1%	7.8%	7.2%
Residents Who Lose Weight	5.2%	5.7%	6.6%
Residents Who Were Physically Restrained	.4%	1.9%	1.8%

Source: Point Right Quality Insights 1/13

Colorado's Pay for Performance

- In 2012, all but 2 Vivage homes attained enough points to receive the additional $4/day to their Medicaid rates. The other two scored $3/day.

- This equated to an additional $1.6 million for our communities

- 50% of Colorado's P4P is based on person-centered care practices.

Occupancy Rates Comparison

Mean Occupancy Rate By Implementation Years
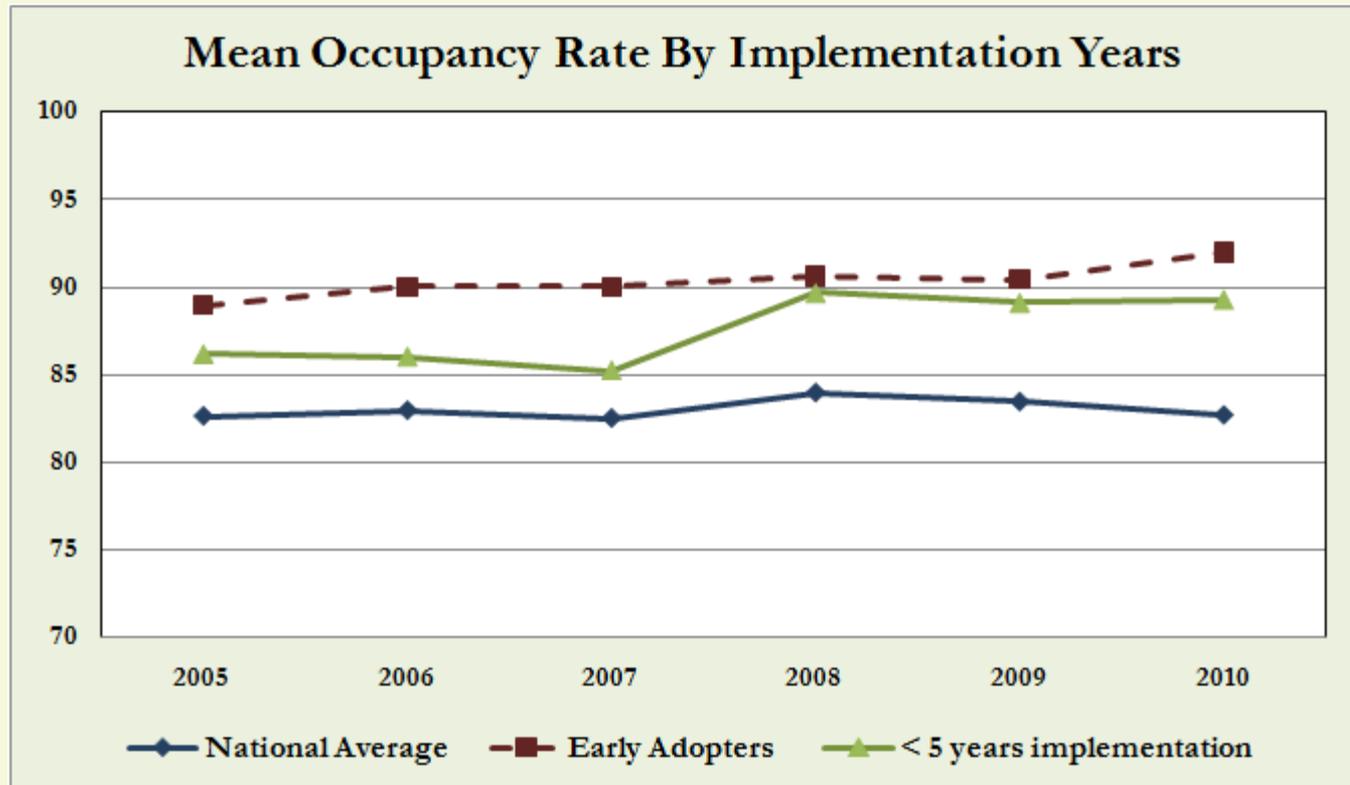
Denver Occupancy Rates
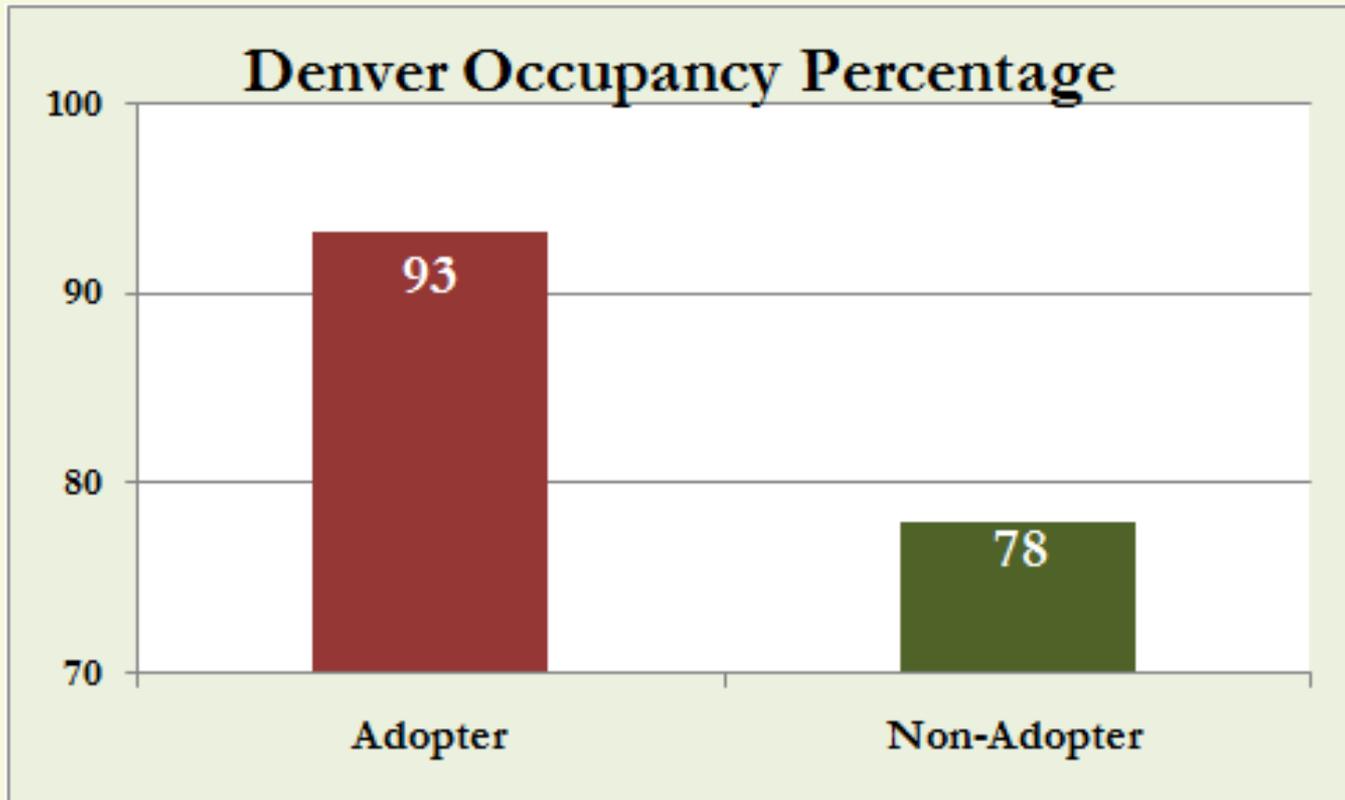
Based on cost report data 2010

Culture Change: A Way of Life

- NOT a Program

3 initiatives of deep, sustainable culture change…

- **Physical transformation**
- **Organizational transformation**
- **Personal transformation**

Physical transformation

- Removes the institutional trappings
- Reflects those who live and work there
- Creates a sense of identity and meaning and belonging – "lived space"
- Creates levels of privacy
- Encourages socialization
- Creates opportunity for normalcy
- Creates opportunity for relationship with the larger, living world
- Creates ease of access to companionship, a balancing of care, and opportunities for variety and spontaneity in the rhythm of daily life
- Feels like home, not homelike

Old Nurses Station

Christopher House

New Nurses Station

Christopher House

Welcome to
Santa Fe Neighborhood

Old Dining Room

North Star

Remodeled Dining Room

Our dining room has new arch entry and mosaic tile counter

North Star

Organizational transformation

- Pushes decision-making and resources closer to the Elder
- Consistent assignment of staff into Neighborhood or Household
- Team instead of department and shift/ management and staff
- Cross training-blending of roles
- Shifting accountability
- Division of labor based on skills and likes not job descriptions
- Creates a sense of belonging

The Residents deciding on Dining Room Décor

Flattening the Hierarchy

Daily Community Meeting

A Neighborhood Team in Learning Circle

Personal transformation

- Awakening to a new way of seeing the world – Eden Eyes
- Growing self and others – new skills
- New language
- Creating a new ethos
- New way of communicating
- Higher accountability
- Redefining CARE
- Caring for the whole person
- Leadership is the Key!

Administrators!

- You are the key!

- Eden Alternative Principle 10:

- "Wise Leadership is the lifeblood of any struggle against the plagues of the human spirit."

- Leadership is the single determining factor of whether an organization can make the leap to deep, sustainable culture change or falls short.

What you do Matters!!!

You Grow First! – 10 Steps

1. Become Self-Aware
2. Know Each Person
3. Grow a Strong Definition of Self
4. Use Only Conditioned Power
5. Create a Just Culture
6. Expect the Best
7. Model & Teach Accountability
8. Ask Questions. Don't Give Answers
9. Use Learning Circles & Huddles
10. Join the Colorado Culture Change Coalition

Colorado Accord

- June 25th & 26
- at Mile Hi Church in Lakewood

- SAVE THE DATE!!!!!

Stop Saying "If Only"

And start asking "What if?"

Downhill Skiing

Join the local swim club

Put childcare in your home

Adult Enrichment Programs at Local College

Have a Resident Sales Team!

They come here to live

And continue to enjoy their simple pleasures..

We have a promise to keep…

- For our grandmothers and grandfathers, our mothers and fathers, our children and grandchildren, and for ourselves…

- We must restore Elders and the disabled to their proper place of honor and respect in our society.

- That begins with inventing a new long-term care.

- And that begins with each of you.