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**Strengthening Resident and Family Councils Initiative  
  
December 21, 2017  
Stakeholder Presentation**

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**Project Team**

Mass. Coalition for the Prevention of Medical Errors

* Paula Griswold, MS; Amelia DeFelice, MS
* Susanne Salem-Schatz, ScD Collaborative Director
* Maureen Connor, RN, MPH, Person and Family-Centered Care Consultant
* Sharon Benjamin, PhD Organizational Behavior Consultant
* Mass Senior Care: Carolyn Blanks, Helen Magliozzi, RN

Experience

* QI Collaboratives with nursing homes, other settings
* Patient/Family Engagement
* Adaptive learning and change

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**Our Guests Today**

Samantha Bennett, ADC, CDP, Activity Director at Wingate at Norton

Shannon Looney, Activities Director at Woodbriar Health Center

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**Goals for Today**

* Overview of the process and findings of the Initiative.
* Review of innovative strategies to increase engagement of Resident and Family Councils.
* Guidance on the use of tools to support the engagement of residents and families in nursing home facilities.

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**Initiative Aim**

Increase the engagement of residents and families in Massachusetts nursing homes to:

* create an environment that is responsive to resident needs and preferences; and
* build a sustainable partnership between residents, families, staff, and facility leadership.

Improve the quality of residential life and person-centered care.

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**Plan of Action**

Dual focus on basics and increased partnership 🡪Data gathering: Resource scan, interviews, & site visits🡪Identify Best Practices🡪Learning Collaborative: spread & support

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**Supporting Learning & Improvement through Content and Action**

* 51 total participating facilities at the start
* 45 total participating facilities at the completion of the Initiative

2 workshops 🡪 4 webinars 🡪4 Participatory activities 🡪 Monthly Learning & Sharing Calls 🡪 35 Site Visits 🡪 Limited 1:1 Coaching

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**Early Activities**

* Recruited 51 skilled nursing facilities
* Asked participants to create teams with residents/families
* Met with Ombudsman Program Directors Group
* Conferred with partners at Massachusetts Senior Care Association & Culture Change Coalition
* Met with Advisory Council
* Found Resident/Family Council “Guides” & other resources
* Fielded an online survey to assess current practice
* Began site visits and conversations with residents & family members

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**Two Different Paths for Resident and Family Council**

Image of two roads

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**An Emerging Perspective on Resident Engagement**

* Facilities are doing a good job with the Resident Council “basics.”
* There are a limited range of concerns and topics raised in Resident Council meetings.
* There is a wide range of levels of resident engagement across the facilities.

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Image: How to organize and direct an effective resident council to person-centered care

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**Working Hypothesis**

* Expanding engagement and opening up conversations about changes would improve quality of life.
* Shifting focus from a “deficit-based” orientation to looking for and identifying what is possible, available and desired, could profoundly enhance meaning and engagement for residents.

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**Content Development**

Image of table summarizing content development

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**Learning Approach**

* Baseline and follow-up online surveys
* Monthly written reports
* Coaching conversations
* Resident Council survey
* Weekly sensemaking conversations
* What are we seeing, hearing?
* How does that impact our view of reality?

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**Learning In Relationship to Create Meaningful Conversations in Resident and Family Councils**

Small Changes and New Questions Can Produce Astonishing Outcomes

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**Resident Council Changes Tested: Hospitality and Meeting Design**

* How agendas were used (61%)
* Seating arrangement (50%)

*“The circular seating arrangement is more conducive for sharing since everyone can engage face to face.”*

* How minutes are shared (44%)
* Accommodations and adaptations (40%)

*“Using the whiteboard and microphone resulted in residents referencing the board and staying on topic. Less repeating was needed.”*

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**Resident Engagement Outside of the Council: Changes Tested**

* New or increase in informal or scheduled 1:1 staff/resident conversations (91%)
* New conversations between leadership/staff and residents between meetings (49%)
* Added Town Hall or unit-based meetings in addition to Resident Council (24%)

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**First Activity: Gratitude and Discovery**

**The Theory**

* Research from positive psychology approaches suggests: If you don’t like the outcome you are getting, change the question.
* When we use a gratitude practice a curious thing happens, it grows naturally and it opens the space for other possibilities to emerge.

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**Gratitude and Discovery Questions**

Shifts the question from: *Who has a complaint about....*

To:

* *What are you grateful for about living here?*
* *What would make living here even better?*

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**Gratitude and Discovery Activity Results**

Better meeting

* Positive tone
* Residents are more engaged in Resident Council

Residents more likely to raise concerns and express desires

Joy!

*“I don't know if anyone had ever asked my seniors what they were grateful for. Just asking the question changes the thought process. Instead of a litany of complaints, we start our meeting with laughter and joy...we're seeing great results throughout the month. It's empowering to all!”*

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**Gratitude and Discovery   
Gets to the Heart of What Matters**

The question *“What could be better?”*

*“ has been such an important issue for us. Before I’d ask generally and people weren’t responding. So I’d go through the list of departments. Which was really asking leading questions. It's beneficial to not do the list.* ***Because now we are getting the real issues. More things that are shared experience rather than an individual problem are coming up.”***

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**Resident Engagement Creates Meaning at Woodbriar**

Image of nursing home

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**Moving from Gratitude and Discovery to Action**

Activity 2: Discovery and Action

* Encouraged engaging residents in change
* Reinforced QI approach – PDSA/Small Tests of Change

Gratitude and Discovery naturally led to change

*“Residents were delighted to be invited to become a part of planning their own lives!!!! The energy and enthusiasm displayed by these residents are both wonderful and amazing! There has been a great deal of interest in joining committees and an overall sense of optimism that their interests and ideas will bear fruit and their voices will be heard.”*

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**Shaking Things Up at Wingate Norton**

Images of residents and staff

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**Resident Council Results: Positive Impact on Individuals & Community**

* Increased participation & leadership in activities
* Enhanced relationships among residents
* Enhanced resident/staff relationships
* Volunteering in facility and greater community

*“Residents are more interested in volunteering and helping inside our community as well as helping those outside of the community as they are able. It has been a great experience to watch the domino effect of the changes we have been making.”*

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**Resident Council Results: Involvement & Leadership**

* *“More residents have participated in the council and* ***it has grown****. The residents are definitely* ***more engaged.*** *They seem* ***more interested*** *in resident council.”*
* *“Residents more* ***freely offer their ideas, suggestions and concerns,*** *and* ***want to be a part of improving the quality of life*** *at the facility.”*
* *“Residents are* ***more outspoken*** *with more* ***self-initiation.*** *Residents appear to feel more* ***empowered to suggest changes****.”*
* ***“Getting more involvement and having them talk*** *about it as opposed to the facility running the meetings and events.”*
* *“President and Vice President demonstrate more empowerment and leadership .”*

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**Moving Toward Person-Centered Care**

* “Person-centered care” not familiar part of the dialogue
* Activity 3 & Webinar raised awareness

*“Once we learned more about Person-Centered Care the residents had more insight to things and wanted/needed more; so many more issues/complaints.”*

* Evidence emerging

*“Overwhelmingly positive feedback from the residents and their family members have made it clear that this is a big step for us in the right direction towards improving their lives and making them feel needed, heard, and involved.”*

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**Measure for Improvement: Voice of the Resident**

Image of Resident Council Survey Results

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**Resident Council Recommendations**

* Use the power of gratitude and other positive psychology approaches.
  + Better questions lead to better outcomes
* Include residents in making changes to increase person-centered care through action and meaning.
* Use the Activity Guide to assist the facility’s work.
* Create a learning community among residents, family and staff.

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**A Different Road for Family Council and Engagement**

Image of two roads

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**Family Council: Engagement**

Nine (9) started with Family Council or Family meeting.

* 3 of these were currently family-led.

Ten (10) launched a Family Council or meeting over the course of the project.

* 2 of these are currently family-led.
* Both had staff support to get up and running.

Seven (7) are in the process of starting or trying to start a Family Council or Family meeting.

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**Family Council: Experience**

* Person-centered care /culture change was reported as most frequently discussed topic (71%).
* Some surprises with Gratitude & Discovery questions.
* Engaging the ombudsman.
* One-to-one conversations with facility staff.
* Encouraging participation in joint resident/family activities.

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**Family Council: Challenges**

* Attendance – multiple reasons
* Don’t perceive value/clear purpose of the meeting
* Need a common purpose as part of invitation
* Group dynamics – requires strong facilitation
* Confusion about regulations

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**Family Council: Recommendations**

* Invite families to talk to one another and have individual conversations with staff.
* Inform families of their right to form a Family Council and provide the necessary support if families choose.
* Create partnership/shared leadership between facility leaders and families, with the families’ permission.
* Employ strategies to enhance communication for families unable to attend in-person meetings. These may include email, Skype, etc.

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**Family Engagement: Recommendations**

* Provide training in active listening to staff and families (see educational materials).
* Offer a webinar on meeting facilitation skills for families and staff.
* Engage the ombudsman in this effort.
* Share successful strategies broadly within and across facilities.

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**Next Steps**

DPH will be distributing key materials in early 2018 to assist all facilities with this work.

* Activity Modules
* Workshop Content
* Webinars