

Connecting AHCA/NCAL National Quality Award Criteria (Bronze) with Person-Directed Care: A Crosswalk Perspective of the Eden Alternative Philosophy & Educational Offerings

The AHCA/NCAL National Quality Award Program provides a pathway for providers of long-term care services to journey towards performance excellence. The program is based on the core values and criteria of the Baldrige Performance Excellence Program.

Bronze – Commitment to Quality applicants begin their quality journey by developing an organizational profile including vision and mission statements, an awareness of their environment and customers' expectations, and a demonstration of their ability to improve a process.

(As stated on the AHCA/NCAL Website, www.ahcancal.org/quality_improvement/quality_award)

Quick Reference Guide

Elder: Someone who by virtue of life experience is here to teach us how to live.

Care Partner: A concept that implies a balance of care, an acknowledgment that opportunities to give as well as receive are abundant and experienced by everyone involved in the care relationship, including the Elder herself.

Concepts from the Ten Principles of The Eden Alternative are included below. The full text of each principle is here for reference:

1. **Principle One:** The three plagues of loneliness, helplessness and boredom account for the bulk of suffering among our Elders.
2. **Principle Two:** An Elder-centered community commits to creating a Human Habitat where life revolves around close and continuing contact with plants, animals and children. It is these relationships that provide the young and old alike with a pathway to a life worth living.
3. **Principle Three:** Loving companionship is the antidote to loneliness. Elders deserve easy access to human and animal companionship.
4. **Principle Four:** An Elder-centered community creates opportunity to give as well as receive care. This is the antidote to helplessness.
5. **Principle Five:** An Elder-centered community imbues daily life with variety and spontaneity by creating an environment in which unexpected and unpredictable interactions and happenings can take place. This is the antidote to boredom.
6. **Principle Six:** Meaningless activity corrodes the human spirit. The opportunity to do things that we find meaningful is essential to human health.
7. **Principle Seven:** Medical treatment should be the servant of genuine human caring, never its master.
8. **Principle Eight:** An Elder-centered community honors its Elders by de-emphasizing top-down bureaucratic authority, seeking instead to place the maximum possible decision-making authority into the hands of the Elders or into the hands of those closest to them.
9. **Principle Nine:** Creating an Elder-centered community is a never-ending process. Human growth must never be separated from human life.
10. **Principle Ten:** Wise leadership is the lifeblood of any struggle against the three plagues. For it, there can be no substitute.

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>ORGANIZATIONAL DESCRIPTION <i>What are your key organizational characteristics? Describe your organization's operating environments and your key relationships with residents, stakeholders, suppliers and partners.</i></p>	<p>Relationships are at the core of person-directed care. With strong relationships comes the desire to help others grow within their role. As organizations evolve on the culture change journey, the departmental structure is broken apart and decision-making is moved closer and closer to the Elders. This includes decisions related to suppliers and the organization's connection to the larger community.</p>	<p>Principle Three: <i>Strong, caring relationships are at the core of creating many opportunities for companionship for the Elders.</i></p> <p>Principle Six: <i>There must be meaning in relationships and connections between people, or relationships are superficial at best and do not serve the needs of those living and working in the care community.</i></p> <p>Principle Eight: <i>As formal leaders empower others throughout the organization, the relationships change, the organization structure and environment begin to shift, and the organization itself becomes more flexible to fit the needs of those living and working there.</i></p> <p>Principle Nine: <i>All phases of life are an opportunity for individuals to continue to grow and become. It takes the commitment of the whole care community to maximize individual growth opportunities.</i></p>	<ul style="list-style-type: none"> - In Path to Mastery Milestones 2 & 3, the organizational chart is becoming more Elder-centered, as roles begin to shift. - <i>Life Worth Living</i> and <i>Haleigh's Almanac</i> have organizational chart examples. - The Milestones have tools to teach and provide ideas related to relationship-building. - Eden Alternative Path to Mastery Guides can walk leadership teams through the process of change. - Milestone 2 has communication materials that include relationship-building concepts. - <i>Haleigh's Almanac</i> has a section on building a coalition of support within your community. - The formal leaders are role models for relationship development in Milestones 1 & 2 of the Path to Mastery.
<p>ORGANIZATIONAL ENVIRONMENT <i>(1) What is the organization's environment: urban, suburban, rural, etc.?</i></p>	<p>Regardless of where the physical structure is located, the internal culture and environment of the organization should reflect the outside community culture. The Elders should continue to have connections with people and organizations they have enjoyed throughout their life. The traditions and rituals they spent their life experiencing in their larger communities should be honored and replicated within their new home.</p>	<p>Principle Two: <i>In a Human Habitat, many opportunities exist to fulfill the needs of each person living and working there. The home should reflect the culture of the larger community, as lived by those now residing there. Home is experienced in the relationships, meaning found in daily life, rituals and routines, and the mealtime experience, as well as the physical appearance of the environment.</i></p> <p>Principle Eight: <i>The Elders and those closest to them should be the decision makers about the environment as they work together to create home.</i></p>	<ul style="list-style-type: none"> - <i>Haleigh's Almanac</i> has education materials and outlines for various community groups to capture their engagement in creating a meaningful environment. - The Path to Mastery Milestones 2 & 3 has accomplishments related to educating and offering opportunities for Elders to be a part of their larger community. - There are several tools available through the Path to Mastery to assess and plan for changes to the environment to create home.

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>ORGANIZATIONAL ENVIRONMENT <i>What are your organization's main Health Care Service offerings? What is the relative importance of each to your organizational success (e.g., skilled nursing, sub-acute, assisted living, etc.)?</i></p>	<p>Many on the journey toward person-directed care have earned the privilege of moving from defining themselves as a skilled or assisted living "facility" to a "home" that provides differing support to those who live there. "Home" is a term that must be earned based on the type of environment being created. With support services in person-directed care, how the organization explains the service offerings should put the person first, and the treatment secondary. In fact, dropping the phrase "therapy" from service offerings is one way organizations are changing this focus. Organizations offer services to help Elders grow, accomplish personal goals, and meet preferences. The services offered reflect the needs of those living in the home first, before the regulations or best medical practices. This requires knowing the Elder well and understanding the right balance between safety and risk for that Elder.</p>	<p>Principle Seven: <i>Treatment is amazing and can be life saving. It is not the most important aspect of a person's life. In the medical model, people are known, categorized, and sometimes located within the home based on their diagnosis or medical service needs rather than their holistic needs. Seek to know the Elders first, understand their life patterns and goals, and design services to fit their unique needs.</i></p> <p>Principle Nine: <i>The services offered by the organization should be designed to enable each person to continue to grow to her fullest potential. This requires a shift in perspective; seeing aging as a time of ongoing growth and evolution, not a period of decline.</i></p> <p>Principle Ten: <i>The willingness to redefine your organization based on serving the person first, and not their disease process, requires some risk taking on the part of leaders. Separating yourself through language and approach from the traditional definitions of Eldercare takes courage and commitment.</i></p>	<p>- Milestones 2 & 3 in the Path to Mastery have accomplishments and tools related to the shifting role of healthcare professionals (including therapists) in the home.</p> <p>- <i>Creating a New Language for the Eden Alternative Journey</i> (found on the Eden Alternative website) and <i>Watch Your Language</i> (found on the Pioneer Network website) are two tools to help organizations find new ways to describe their offerings.</p>
<p>ORGANIZATIONAL ENVIRONMENT <i>What is the organization's Mission/Vision statement (verbatim) and the specific methods used to communicate it across the organization? What are your organization's Core Competencies and their relationship to your Mission?</i></p>	<p>Mission and vision development are foundational steps for leaders in implementing person-directed care. High involvement of all affected by the mission and vision is important in order to get people's hearts and minds engaged in the journey. A strong vision statement captures people's imaginations and enables leaders to lead upfront, rather than push from behind.</p>	<p>Principle Ten: <i>Leaders must inspire people to be a part of creating mission and vision statements that will guide their transformation process.</i></p> <p>Principle Eight: <i>Well-defined mission and vision statements inform and educate everyone about what needs to be done to help the organization be successful.</i></p>	<p>- The Path to Mastery Milestones 1 & 2 have steps and tools for developing mission and vision statements.</p> <p>- <i>Haleigh's Almanac</i> has information and tools for mission/ vision development.</p> <p>- The Path to Mastery Milestone 3 & 4 organizations have identified the areas of expertise (core competencies) they have gained from implementing person-directed care, and The Eden Alternative helps them become well-known for that expertise.</p>

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>	Changing societal perceptions of aging requires a vision that stretches people and can make them uncomfortable. Leaders need to equip and educate others so they can find their role in making person-directed care a reality		- <i>Leadership Pathways to Culture Change in Long-Term Care</i> (a book) and the two-day training based on it helps leaders understand the importance of developing a shared vision.
ORGANIZATIONAL ENVIRONMENT <i>What is the organization's workforce profile? Identify your key workforce groups by position (e.g., professional nurse, nursing assistant, cook, dietary aide, housekeeper), the desired number in each position, and a general description of the education level and/or professional requirements for each position. Consider using a table to provide your response.</i>	Person-directed care calls for a different perspective on the workforce profile. Departmental barriers and silos are broken down as roles are blended through cross-training and empowerment. The new roles should reflect the needs of the Elders who live in the home. Everyone becomes a care partner with the Elder to create an environment where the Elders, and their preferences, form the core of the organization.	<p>Principle Eight: <i>To move decisions closer to the Elders everyone needs information, knowledge, skills/training, resources and a supportive environment. This often includes learning the roles of others on the team in order to meet the needs of the Elders in the moment. The need to hold onto departmental silos becomes less important when we center our work on the Elders' needs.</i></p> <p>Principle Six: <i>This focuses on a vision of an affirming Elderhood, a home with strong relationships, and teamwork that brings meaning to the lives of the employees. All grow stronger and healthier, when they know they are making a difference daily. Creating job roles that are as big as their hearts enhances employee commitment to the organization.</i></p>	<ul style="list-style-type: none"> - The Eden Alternative has created a packet of materials focused on <i>Care Partner Roles</i>, which rethink traditional job descriptions and performance evaluations. - The Path to Mastery Milestone 3 & 4 include steps where roles are transformed and blended and decision-making is happening in empowered teams that include the Elders and their families. - <i>Haleigh's Almanac</i> has tools that foster empowerment. - The Path to Mastery has tools from experts that have transformed their organizational structure. - <i>Life Worth Living</i> and <i>Haleigh's Almanac</i> have examples of transformed organizational charts.
ORGANIZATIONAL ENVIRONMENT <i>What are the organization's major equipment and technologies (e.g., computers, transfer equipment, automated dispensers, alarm devices, etc.)?</i>	Smart use of technology can enable the growth of person-directed care. The key is to make sure the technology supports the Elder's life first and is not used just for the convenience of the employees.	<p>Principle Two: <i>In our own homes, we bring in technology to support the lifestyle that we have adopted. The same is true in the Elders' home. Technology should be designed to look and feel like what we would use at home. If we would not post computer terminals in our own home's hallways, then they should not be hung in the Elders' home's hallways.</i></p>	- Eden Alternative Value-Added Partnerships: WellAWARE Systems, It's Never 2 Late computer system, Response Care, Coro Health, and LifeBio. These partners understand the intent of person-directed care and have adapted their products and services to support this transformation process.

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>	Technology should be able to incorporate person-driven language; having the voice of the Elder, and the culture of the home, expressed in how information is captured and shared.	<p><i>The data and information the technology captures should reflect the story and language of home.</i></p> <p>Principle Nine: <i>Technology can be an asset in helping people grow and become empowered to be good decision-makers in the organization. When they have easy access to the timely information they need, they are better able to meet the preferences and needs of the Elders daily.</i></p> <p>Principle Seven: <i>Technology that puts treatment ahead of relationships and the individual needs of the person stunts people's growth. For example, automatically applying a personal alarm because there is not time to get to know the Elder's needs is in opposition to the intent of this Principle.</i></p> <p>Principle Three: <i>Computer technology can be a powerful tool to assist Elders in maintaining contact with family and friends. It can promote growth by being a source of new learning. It can be a way for the Elders to reach out to others and share their wisdom and life experience. It can be a way to capture their legacy and share it with future generations.</i></p>	Their services are a benefit for organizations on the Eden Registry.
<p>ORGANIZATIONAL ENVIRONMENT <i>What is the regulatory environment under which the organization operates? What are the key bodies of regulation related to health care delivery, occupational health and safety, physical plant, payment and reimbursement regulations?</i></p>	The intent of OBRA '87 was to create a new approach to Eldercare in our country. Current guidance from CMS related to the federal regulations is person-directed in its language and focus. For example, new Quality of Life guidance includes ideas like removing adult sized "bibs," tray service and overhead paging from Elder homes.	<p>Principle Ten: <i>Wise leaders see that both the regulations and the surveyors that evaluate their organization support the common goal of creating Elder-driven care environments. They inform and invite feedback from surveyors as they implement new care approaches to insure they are in alignment with regulatory guidance.</i></p>	<p>- <i>The Eden Alternative Journey: Impacting the MDS 3.0 and the QIS Process paper.</i></p> <p>2009 Quality of Life Guidance and The Eden Alternative Principles paper.</p> <p>- The Eden Alternative is involved with Pioneer Network and CMS-funded projects related to regulations and culture change.</p>

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>	The new MDS and QIS survey process focus on bringing forth the voice of the Elder in identifying and meeting their preferences and needs. Person-directed care works when the voice and choice of the Elder directs the development of organizational systems and processes.	Principle Eight: <i>Wise leaders understand that the knowledge of what is included in regulations cannot rest with them alone. Everyone in the organization needs to have this information and the knowledge to understand how to function within the regulations. Everyone should be prepared and feel comfortable addressing concerns and questions raised when surveyors are in the home.</i>	
<p>ORGANIZATIONAL RELATIONSHIPS</p> <p><i>(1) What are the organization's principal Stakeholder groups? Include Customers and other groups most affected by the organization's services, actions, and success. What are the differences in requirements and expectations among Stakeholder groups? In addition to Residents, identify up to three other principal Stakeholders in the first column of the table below. In the second column, identify the important requirements that each of these principal Stakeholder groups has of the organization. In the third column, identify the Processes that your organization uses to learn of these important Stakeholder requirements. Your responses should be complete and clear.</i></p>	To create a person-directed care environment, lots of relationships need to be built and many more need to be strengthened. The most important stakeholders, and assets, are the Elders and those closest to them (including employee and family care partners). It will take the whole organization and everyone who touches life in the organization to be successful. There are many perceptions about aging in our society that need to be shifted, if person-directed care will succeed. The goal is to build a care partner team with the Elder. Everyone needs to be educated about their role on that care partner team. Person-directed care is about consistency in the people that surround the Elders (consistent assignment). Education is experienced by everyone who touches the Elder's life. The process used to learn about the needs of the stakeholders, and share the needs and preferences of the Elders, includes Learning Circles, focus groups, and educational events.	<p>Principle Three: <i>It is through relationships that we are able to identify and come together as a community to meet the needs of the Elders. When we trust one another, we are willing to open up and be a part of creating a caring community. The use of Learning Circles, a communication tool that levels and balances everyone, facilitates the open sharing of information among all members of the care partner team.</i></p> <p>Principle Eight: <i>Trusting relationships grow when people have the information and knowledge they need to connect and collaborate in the evolution of a person-directed care environment. Decision-making skills need to be grown in those who most closely surround the Elders.</i></p>	<p>- The whole Path to Mastery contains steps related to building relationships and the care partner team. There are tools and resources to support the education of key stakeholders who are a part of life in the home.</p> <p>- Eden Alternative Warmth Surveys measure the levels of optimism, trust and generosity (characteristics of a warm organization) to help inform leaders about the depth of relationships across the community.</p> <p>- Information collected through the use of Learning Circles can help deepen relationships and generate creative ideas to guide teams toward person-directed care.</p> <p>- The five keys to empowerment, taught through the use of Decision Rings can equip all stakeholders to be effective participants in creating a person-directed care environment.</p>

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>ORGANIZATIONAL RELATIONSHIPS <i>What are the key types of suppliers of goods and services, including other health care providers? What are your key mechanisms for communicating with suppliers?</i></p>	<p>The key types of suppliers are those who provide services that are used daily to support the Elders' lives. In person-directed care environments, the decisions about vendors who provide supplies and services are driven by the Elders or those closest to them. For example, there are examples about food vendors providing a food sampling event for the Elders, so they can help choose the menu and recipes that will be used for their meals. Linen suppliers bring samples in for the Elders to decide what colors, size and textures they want. Vendors need to make their case to the Elders, not just the leaders. In some cases, empowered Elders do the research and decide which vendors to invite into their home.</p>	<p>Principle Eight: <i>Empowered members of the care partner team are prepared to be involved in the process of choosing and communicating with suppliers for the organization.</i></p> <p>Principle Seven: <i>Suppliers should be able to demonstrate how they meet the needs of the person before their diagnosis or physical challenge. They should also be able to explain how the method of service provision matches that which we would choose in our own homes.</i></p> <p>Principle Six: <i>Being involved with the simple daily decisions about life in the home brings meaning to the lives of everyone. When we know our decisions make a difference, we are much more likely to be wise in our choices.</i></p>	<p>- <i>Haleigh's Almanac, Seed Packets</i> and other resources from The Eden Alternative provide educational tools that can be used for vendor services.</p> <p>- Principle Eight tools from <i>Haleigh's Almanac</i> provide guidance in preparing Elders and those closest to them for taking on authority and responsibility for working with vendors and suppliers.</p> <p>- Value-Added Partners, available to support Eden Registry homes, understand how to provide their services in a manner that furthers the evolution of person-directed care.</p>
<p>ORGANIZATIONAL RELATIONSHIPS From the above, what are the most important types of suppliers of goods and services?</p>	<p>The most important types of suppliers of goods and services are those that impact the daily life of the Elders. Elders may not be as concerned about who provides copier paper, as they are about who provides the ingredients for their meals. In a person-directed care environment, the Elders and those closest to them are deeply involved in choosing the goods and services that meet the needs and preferences of the Elders.</p>	<p>Principle Eight: <i>Empowered members of the care partner team are prepared to be involved in the process of choosing and communicating with suppliers for the organization.</i></p>	<p>- Principle Eight tools from <i>Haleigh's Almanac</i> provide guidance in preparing Elders and those closest to them for taking on authority and responsibility for working with vendors and suppliers.</p> <p>- Value-Added Partners, available to support Eden Registry homes, understand how to provide their services in a manner that furthers the evolution of person-directed care.</p>
<p>ORGANIZATIONAL RELATIONSHIPS <i>What are the limitations, special business relationships, or special requirements that may exist with some or all suppliers and partners?</i></p>	<p>All products and services offered should meet the needs of the Elders who live in the home. They should be geared toward the Elders' preferences and needs and not just the convenience of the employees.</p>	<p>Principle Two: <i>Products and services should be delivered and used in the same manner they would be used in our own homes. To the best extent possible, they should not further promote the medical model of Eldercare.</i></p>	<p>- <i>Haleigh's Almanac, Seed Packets</i> and other resources from the Eden Alternative provide educational tools that can be used for vendor services.</p>

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>	They should support the mission and vision of the organization. The suppliers and partners should be invited to be a part of community life as well, not separated from it or only welcome at the back door.	Principle Ten: <i>Wise leaders choose suppliers and partners for the journey that will enable the accomplishment of the vision.</i>	- Mission/Vision related accomplishments and development tools are a part of the Path to Mastery and <i>Haleigh's Almanac</i> .
ORGANIZATIONAL RELATIONSHIPS <i>What are the organizational structures and key management links to the parent company, if the applicant organization is owned by a parent organization? Respond "NA" if the applicant is not owned by a parent organization.</i>	Those that govern Eldercare organizations have an important responsibility for person-directed care to be created and sustained. Relationships need to be strong between the organization's leaders and those that serve on the governing body. Education needs to be provided so they understand their role in creating and sustaining change. Their support and ongoing commitment is critical. They have the political clout to access needed resources, adjust budgetary needs and bring in key leaders that will drive change forward. Without their commitment and involvement, person-directed care can fail, and fail quickly. A governing organization with leaders who do not model person-directed care practices can quickly undo the hard work of those within the organization.	Principle Ten: <i>Those that govern Eldercare organizations need to be wise leaders and be able to identify and grow other leaders across the organization. They need to ensure, as formal leaders come and go, that new leaders will move the organization forward. Governing bodies also ensure that policies, procedures, human resources, practices, and rewards support the evolving person-directed care environment.</i> Principle Eight: <i>Leaders need to be empowered by those governing their organization to set their own course, take risks to overcome the status quo, access needed resources and identify partners that will help them grow in their efforts. Members of the governing body often have access to resources that can be valuable to initiating new ideas and approaches in the home.</i> Principle Nine: <i>Those that govern Eldercare organizations should support ongoing education and growth of formal and informal leaders.</i> Principle Seven: <i>Traditionally, governing bodies of Eldercare organizations provide support to meet treatment needs for the Elders. Governing bodies need to educate these consultants to drive person-directed treatment practices within their organizations.</i>	- The Path to Mastery Milestones 2 through 4 have steps and tools that guide the organization through a restructuring of their organizational relationships (and organizational chart). - There are steps in Milestones 1 through 4 in the Path to Mastery about gaining and maintaining the support of the governing body along with tools to help them grow in their role. - Education tools in <i>Haleigh's Almanac</i> , the <i>Eden Alternative Handbook</i> and <i>Seed Packets</i> help to educate governing members and consultants. - The International Eden Alternative Research Team has data to support culture change efforts and explain the business case for making these organizational changes.

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>ORGANIZATIONAL SITUATION: <i>What is your organization's strategic situation? Describe your organization's competitive environment, key strategic challenges and advantages, and your system for performance improvement.</i></p>	<p>Consumers are searching for a home for their loved one, not a hospital or institutional environment. The culture change movement is reaching out to consumers to raise their expectations about what a home for their loved one can be like. As consumer expectations increase, the typical medical model approach to caring for Elders will no longer be acceptable. By implementing person-directed care, organizations create a different "feel" that is noticed when visitors come in the home. Welcoming rituals become richer, setting the stage for meaningful relationships. Those organizations that are able to make the leap to person-directed care are preferred and will survive in a competitive environment.</p>	<p>Principle Ten: <i>Wise leaders see beyond the fear of change and potential risks of trying a new approach to care. They see that the old way of caring for Elders is quickly disappearing and those that can transform will be able to thrive in the future. They also understand that the departmentalized approach to care does not meet anyone's needs, nor is it efficient. It is actually wasteful. When systems and processes are centered on the needs of Elders, and people are empowered to bring forth their creativity, there is no end to the possibilities of what the future can hold.</i></p>	<ul style="list-style-type: none"> - The GROWTH model is a tool to help guide organizations through the process of change. There is a two-day workshop and a workbook to teach this model and how to apply it to organizational change. - Membership in the Eden Registry creates visibility and attracts consumers searching for a home for themselves or their loved one. - Research and data collected by The Eden Alternative and Pioneer Network demonstrates the financial reasons to support the implementation of person-directed care.
<p>COMPETITIVE ENVIRONMENT <i>(1) What is the organization's position (relative size) within the local market environment? Include numbers and types of competitors.</i></p>	<p>The language of person-directed care sets the organization apart from those using an institutional model of care. The language speaks to a vision of aging as an ongoing phase of growth in people's lives. The new language enables consumers and family members to recognize that the organization sees aging and care for Elders differently. No matter what the size of the organization, person-directed care makes a difference. Its ease of implementation is largely supported by the priorities, skills and styles of the formal leaders within the home.</p>	<p>Principle Ten: <i>Wise leaders are able to grow an environment that is different from others in their market. Using a servant leadership style, they drive decision-making deep within the organization, build trust, model relationship-building and nurture a warm organization that "feels" different to those that interact with it.</i></p>	<ul style="list-style-type: none"> - <i>What Are Old People For?</i> by Dr. William Thomas provides a new perspective on aging and Elderhood. - A Path to Mastery tool, <i>Creating a New Language for the Eden Alternative Journey</i> and <i>Watch Your Language</i> on the Pioneer Network website offer guidance on how to express the organization's different approach to Eldercare to the larger world.

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>COMPETITIVE ENVIRONMENT <i>What are the principal factors that determine competitive success in the local market?</i></p>	<p>Research and anecdotal data has shown that deep transformation with person-directed care leads to:</p> <ul style="list-style-type: none"> - Lower turnover of employees - Increased census - A waiting list of employees and Elders - Reduced absenteeism - An environment that “feels” different to visitors - Lower risk of pressure ulcers - Lower use of psychoactive medications - Increased well-being of those living and working in the home 	<p>Principle Nine: <i>The implementation of person-directed care should be measured and tracked. Based on the organization’s vision, measures need to be identified and followed, as the organization gets closer to accomplishing its vision.</i></p>	<ul style="list-style-type: none"> - Eden Alternative Warmth Surveys - Well-Being Assessment Tools - Path to Mastery data collection from Registered Homes - Pioneer Network research posted on their website - International Eden Alternative Research Team and data posted on the Eden Alternative website
<p>COMPETITIVE ENVIRONMENT <i>What are your key available sources of competitive and Comparative Data from within the long term care profession? What limitations, if any, are there in your ability to obtain this data?</i></p>	<p>Nursing Home Compare data and the Five Star System is a starting point that continues to measure the measurable (quality of treatment) more than the daily quality of life experience for the Elders. The MDS 3.0 format provides more information about quality of life issues and at this time it is unknown whether that will be for internal use or pulled into national level data. Other sources for person-directed care data include:</p> <ul style="list-style-type: none"> - Path to Mastery data collection from Eden Registry Members - Pioneer Network research posted on their website - International Eden Alternative Research Team and data posted on the Eden Alternative website. 	<p>Principle Nine: <i>The implementation of person-directed care should be measured and tracked. Based on the organization’s vision, measures need to be identified and followed, as the organization gets closer to accomplishing its vision.</i></p> <p>Principle Ten: <i>In order to inspire other organizations to begin implementing person-directed care, organizations should be leaders and contribute their data related to their success to The Eden Alternative and/or Pioneer Network to grow this database.</i></p>	<ul style="list-style-type: none"> - Path to Mastery data collection from Eden Registry Members - Pioneer Network research posted on their website - International Eden Alternative Research Team and data posted on the Eden Alternative website - Nursing Home Compare website

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>STRATEGIC CONTEXT <i>(1) What are at least two major Strategic Challenges or Advantages for the organization (e.g., entry into new markets or Segments, human resource recruitment and retention, new alliances with suppliers, physicians, or other partners, introduction of new technologies, changes in the health care environment that impact the organization's delivery of services, changes in strategy, or other challenges or advantages)?</i></p>	<p>One challenge is consistency in prioritization of person-directed care when there is high leadership turnover within long-term care organizations. Every departure and replacement of a key leader creates uncertainty that can slow down, stagnate or undo progress in implementing change. Another challenge is comfort with the status quo. Those who like focusing on tasks more than people, who believe aging is about decline, who see the Elders as "sick" and focus their attention on treatment tend to become barriers to the success of implementing person-directed care changes. The advantages for organizations that are successful with person-directed care include: (1) They become a place that people want to live and work; (2) The creativity they inspire from those within the organization enable them to meet challenges that previously seemed insurmountable; (3)The financial success of the organization is proportional to the depth and breadth to which they drive decision-making and culture change within the organization. These advantages are not related to capital construction expenses, although this is nice too. These advantages are related to trust, caring relationships, and the redesigning of systems and processes to be more flexible in supporting the individualized needs of the Elders.</p>	<p>Principle Ten: <i>Wise leadership is held among all formal leaders connected to the organization from within and without. Thoughtful replacement of leaders, alignment of priorities, and moving forward with person-directed care, despite resistance, are important leadership qualities for success.</i></p> <p>Principle Nine: <i>Education, empowerment, and growth of those within and outside the organization are important to overcome doubt and resistance to new ideas.</i></p> <p>Principle Six: <i>Coming together to create a caring community brings meaning to the lives of everyone connected with the organization. We want to be a part of something bigger than ourselves, to truly make a difference in the world. Weave meaning into every moment of the day.</i></p> <p>Principle Seven: <i>Placing genuine human caring ahead of treatment keeps the focus centered on the whole person enabling a rich and vibrant Elderhood to emerge.</i></p>	<ul style="list-style-type: none"> - The Eden Registry provides a community of support when implementing person-directed care. - The Path to Mastery Milestone steps lead an organization to leverage its advantages and provide tools to overcome the challenges. - Registry Members Only pages on the Eden Alternative website contain tools and resources to support the journey of person-directed care from those who are leaders in the culture change movement. - Value-Added Partners bring resources to the journey for Eden Registry Members.

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>STRATEGIC CONTEXT <i>What is the reason(s) why it is important that the organization address these Strategic Challenges or Advantages?</i></p>	<p>We have to change our approach to Eldercare. The Elders of tomorrow will not accept the status quo, medical model approach to Eldercare established in the past. Changing the culture of Eldercare is a fragile process. The pull of the status quo and those practices we have become accustomed to are easy to bring back to life when times are stressful and we are challenged. Implementation plans should include ideas to overcome potential challenges and leverage advantages in order to hardwire person-directed care practices in place.</p>	<p>Principle Nine: <i>An Elderhood of ongoing growth is worth fighting for and worth overcoming the challenges and resistance that can drive us back to our old habits.</i></p> <p>Principle Ten: <i>Wise leaders understand that creating a person-directed environment requires more than initiating a list of new programs. It requires deep personal and organizational transformation. All implementation plans include ideas to overcome potential barriers and build on organizational strengths.</i></p> <p>Principle Two: <i>Home is what we are all seeking. A caring community surrounding us creates meaning. A home filled with opportunities to overcome loneliness, helplessness, and boredom strengthens our spirit.</i></p> <p>Principle One: <i>The Eden Alternative believes the plagues of loneliness, helpless, and boredom are preventable and treatable and speak to people's hearts. When their hearts are engaged, the barriers and resistance tend to drop.</i></p> <p>Principle Five: <i>People are demanding to live in a place where life can take place including unexpected and unpredictable interactions and happenings.</i></p>	<p>- The Ten Principles create an approach to Eldercare that can be uniquely designed for each organization.</p> <p>- <i>What are Old People For?</i> and <i>Life Worth Living</i> books have stories and examples of how to diminish barriers and build on strengths.</p> <p>- The Eden Registry holds quarterly conversations with Dr. Thomas to discuss forward thinking ideas to guide further growth.</p> <p>- Tools and resources from organizations implementing person-directed care using the Eden Alternative are a part of the Path to Mastery. They contain ideas and practices that help organizations address challenges.</p>
<p>PERFORMANCE IMPROVEMENT SYSTEM <i>(1) What are the Key elements of your Performance improvement System?</i></p>	<p>The key elements of improving an organization using person-directed care are the same as those taught about creating change. (1) Strong leadership commitment and support is essential. (2) Relationships need to be strong, and people need to be well-known to one another.</p>	<p>Principle Ten: <i>Strong leadership.</i></p> <p>Principle Three: <i>Strong and caring relationships.</i></p> <p>Principle Nine: <i>A plan for success.</i></p> <p>Principle Eight: <i>Equipped, empowered participants in the journey.</i></p>	<p>- GROWTH: <i>Six Steps to Implementing Change</i>, a 2-day training and workbook.</p> <p>- The Path to Mastery Milestones provides a series of steps to guide organizations through the culture change process.</p>

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>	<p>(3) There needs to be a vision, education, and a plan for implementation. (4) Those within the organization need to be equipped to be a part of the change process. (5) The person has to come before the treatment or medical needs. (6) Meaning has to be woven into all aspects of life. The Eden Alternative's six step model for guiding change is a tool to guide performance improvement as well.</p> <p>(GROWTH):</p> <ol style="list-style-type: none"> 1. Get Real 2. Reach Out 3. Open Up and Dream 4. Work Up a Plan 5. Take Action 6. Hold Steady and Reach Further 	<p>Principle Seven: <i>Putting the person first.</i></p> <p>Principle Six: <i>Meaning at the core of everything that happens in daily life.</i></p>	<p>- <i>Haleigh's Almanac</i> and <i>The Eden Alternative Handbook</i> are filled with ideas, tools and self-reflection questions to guide individuals and organizations through change.</p> <p>- Comparative data from <i>The Eden Alternative</i> and <i>Pioneer Network</i> can help gauge the success of improvements.</p> <p>- <i>Eden Alternative Warmth Surveys</i>.</p> <p>- <i>Well-Being Assessment Tools</i>.</p>
<p>PERFORMANCE IMPROVEMENT SYSTEM</p> <p><i>(2) What one Clinical Quality Indicator did the organization improve by applying the key elements of your performance improvement system? The indicator should be clearly clinical in nature, not merely a Process measure that impacts a clinical indicator. Using the key steps and/or tools of your Performance improvement system, describe the Process by which this indicator was improved, including what specific changes were made. Include data illustrating the improvement.</i></p>	<p>Person-directed care has been shown, anecdotally, to improve clinical outcomes such as:</p> <ul style="list-style-type: none"> - Lower infection rates - Reduced psychoactive medication use - Restraint reduction - Decreased pressure ulcers - Reduced skin tears <p>There are factors that influence this success such as:</p> <ul style="list-style-type: none"> - Empowerment of hands-on care partners - Focus on Elder preferences and needs - Depth of relationships among those that surround the Elders daily - Commitment of formal leaders to prioritize person-directed care approaches 	<p>Principle Ten: <i>The commitment of wise leaders to seek out and replace medical model practices with person-directed processes ensures positive clinical outcomes.</i></p> <p>Principle Eight: <i>The Elders and those closest to them need information, knowledge, skills/training, resources, and support to implement practices and routines that support wellness for the Elders and meet their personal goals.</i></p> <p>Principle Seven: <i>The person must come before the task. Treatment is in place to support the lifestyle and choices of the individual Elders.</i></p>	<p>- <i>The Eden Alternative Journey: Impacting the MDS 3.0 and the QIS Process</i> paper.</p> <p>- 2009 <i>Quality of Life Guidance</i> and the <i>Eden Alternative Principles</i> paper.</p> <p>- The Eden Alternative is involved in <i>Pioneer Network</i> and <i>CMS</i> funded projects related to regulations and culture change.</p> <p>- Educational resources in <i>Haleigh's Almanac</i> and the <i>Path to Mastery</i> to help healthcare professionals redefine their role in a person-directed care environment.</p>

Award Criteria	Connection to Person-Centered/Directed Care	The Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>PERFORMANCE IMPROVEMENT SYSTEM <i>Assisted Living Facilities (ALFs) and Developmental Disability (DD) residential services providers only: Because you are unable to report survey data, please report briefly on a second quality improvement effort. This effort need not necessarily be clinical in nature. Describe the Process by which improvement was attained, including what specific changes were made. Include data illustrating the improvement.</i></p>	<p>The ageist attitudes about Elders and those living with different abilities (disabilities) exist throughout society regardless of where people live. All Eldercare organizations need to bring person-directed care to life. As they create their vision of home, they should use the required indicators they measure and track them over time as they implement person-directed care. The indicators will show improvement as the environment transforms to more closely meet the needs of those who live there.</p>	<p>Principle Ten: <i>The commitment of wise leaders to seek out and replace medical model practices with person-directed processes assures positive clinical outcomes.</i></p> <p>Principle Eight: <i>The Elders and those closest to them need information, knowledge, skills/training, resources and support to implement practices and routines that support wellness for the Elders and meet their personal goals.</i></p> <p>Principle Seven: <i>The person must come before the task. Treatment is in place to support the lifestyle and choices of the individual Elders.</i></p>	<p>- The Path to Mastery provides many steps that can be used to guide assisted living and developmental disability communities to find ways to create their own approaches to person-directed care. - <i>Haleigh's Almanac</i> and <i>The Eden Alternative Handbook</i> have tools and ideas to promote change. - Expertise from Eden Registry Members can be networking sources for identifying appropriate measures of success. - Eden Alternative Warmth Surveys - Well-Being Assessment Tools - Path to Mastery data from Eden Registry Members (includes assisted living and homes for those with different abilities)</p>
<p>PERFORMANCE IMPROVEMENT SYSTEM <i>What are the organization's Key Organizational Performance Measures?</i></p>	<p>These key measures are related to the three types of transformations that organizations make as they implement person-directed care:</p> <ol style="list-style-type: none"> 1. Personal Transformation 2. Organizational Transformation 3. Physical Transformation <p>Organizations identify and track measures that indicate all three transformations as they are occurring and measure them against the vision of what the organization intends to become.</p>	<p>Principle Ten: <i>Wise leaders put opportunities in place that support all three types of transformation. They transform themselves, their organizational systems and processes and make physical transformations that strengthen the creation of home.</i></p> <p>Principle Nine: <i>Leaders understand that they are not seeking a destination. They are working on creating a new way of life that supports the individuality of the Elders.</i></p>	<p>- Eden Alternative Warmth Surveys - Well-Being Assessment Tools - Path to Mastery data from Eden Registry Members - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - <i>Haleigh's Almanac</i> and <i>The Eden Alternative Handbook</i> have tools and ideas to support all three types of transformation.</p>

To learn more about Eden Alternative Educational Offerings referenced in this document, [click here](#).

To learn more about public resources from The Eden Alternative referenced in this document, [click here](#).