

Connecting AHCA/NCAL National Quality Award Criteria (Silver) 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.

Silver – Achievement in Quality applicants demonstrate a level of achievement in their quality journey through good performance outcomes that have evolved from how they embrace the core values and concepts of visionary leadership, focus on the future, resident-focused excellence, management by innovation, and focus on results and creating value.

(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.

Concepts from the Ten Principles of The Eden Alternative are included in the table 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	Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<p>The following criteria builds on and assumes ongoing mastery of the Bronze Award criteria, as detailed in, <i>“Connecting AHCA/NCAL National Quality Award Criteria (Bronze) with Person-Directed Care: A Crosswalk Perspective of the Eden Alternative Philosophy & Educational Offerings.”</i> To gain a full appreciation of Silver Award criteria, please make sure you are acquainted with the Bronze Award criteria before proceeding to read this document.</p>			
<p>1 LEADERSHIP The <i>Leadership</i> category examines how your organization's senior leaders' personal actions guide and sustain your organization. Also examined are your organization's governance system and how your organization fulfills its legal, ethical, and societal responsibilities and supports its key communities.</p>	<p>Leadership is the lifeblood for organizations committed to person-directed care. Without leadership, organizations will flounder and fail. The leadership has to be grown in formal and informal roles of authority. The greater the leadership capacity the more successful the organization will be in initiating and sustaining change.</p>	<p>Principle Ten: <i>Wise leaders understand that leadership is not just defined by a job title. It is defined by relationships and the ability to influence others to move in a positive direction. Leaders grow by recognizing and growing other leaders. Wise leaders also realize that they must “show people, not just tell them” what person-directed care is all about.</i></p> <p>Principle Nine: <i>Growing the capacity of all care partners to serve in leadership roles is important so an emphasis on leadership skill development across the organization is important. Wise investments in ongoing education and creating a learning organization are important aspects of growing leadership capacity.</i></p> <p>Principle Eight: <i>Care partners (Elders, employees, family members, and volunteers) cannot step up and lead, if they do not have the information, knowledge, skills/training, resources, and support they need to be successful.</i></p>	<ul style="list-style-type: none"> - The Path to Mastery Milestone 1 is all about formal leaders preparing themselves to lead the person-directed care journey. In Milestone 2, the formal leaders reach out and start role modeling for others and preparing them to be involved. In Milestone 3, they are recognizing and growing other leaders. By Milestone 4, the leaders have become the servants and the Elders are the decision-makers. - The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it help grow leaders. - <i>Facilitative Leadership: A Proven Approach to Improving Collaboration</i> is a five-part web-based training that teaches you how to be a facilitative leader. - Several tools from the Path to Mastery present stories and ideas of how the role of leaders and managers transform through the person-directed care journey. - <i>Haleigh's Almanac</i> and <i>Seed Packets</i> have individual and team education materials related to leadership growth.

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<p>1.1 SENIOR LEADERSHIP: <i>How do your senior leaders lead? Describe how senior leaders' actions guide and sustain your organization. Describe how senior leaders communicate with your workforce and encourage high performance.</i></p>	<p>Leadership is the lifeblood for organizations committed to person-directed care. Without leadership, organizations will flounder and fail. The leadership has to be grown in formal and informal roles of authority. Leaders have the ability to set the climate of the organization based on their style, language, attitude and priorities. Warm and open organizations do not happen by accident. They are a result of how the leaders behave, communicate with and engage those around them. Leaders of culture change organizations realize that any change they are initiating involves changing systems, policies and procedures, so that the change can be sustained whether they remain with the organization or not. Person-directed care needs to become the 'way we do things now' and going back to the old ways needs to be <u>very</u> difficult. Leadership, including corporate or governing body leaders, needs to have an understanding of and commitment to the changes that will occur in personal, organizational, and physical transformation.</p>	<p>Principle Ten: <i>Wise leaders understand that others are always watching them. They are always "on stage" showing others, not just telling them. If you want people engaging with the Elders daily, then senior leaders need to be out of their offices engaging with Elders too.</i></p> <p>Principle Nine: <i>Leaders are on a personal quest to continue to grow and evolve in their skills, demonstrating this commitment to others. If others are being asked to change, leaders change first. As they share what they are learning, they encourage others to do the same, creating a learning environment for all.</i></p> <p>Principle Eight: <i>Communicating effectively is important as empowerment is grown throughout the organization. As leaders listen and people see that what they have to say matters, they will become more engaged.</i></p> <p>Principle Six: <i>The work of all care partners (Elders, employees, volunteers, and family members) needs to have meaning. The more passionate the leaders are about the vision they are sharing, the more they inspire others to reach for a higher calling and exceed expectations.</i></p>	<ul style="list-style-type: none"> - The Path to Mastery Milestones address the ways that formal leaders grow and model for others. Conflict resolution, Learning Circles, and other communication tool education and use are included in the steps. Peer involvement in human resource practices, and setting expectations of each other, are woven into Milestones 3 and 4. - The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it help grow leaders. - <i>Facilitative Leadership: A Proven Approach to Improving Collaboration</i> is a five-part web-based training that teaches you how to be a facilitative leader. - Several tools from the Path to Mastery present stories and ideas of how the role of leaders and managers transform through the person-directed care journey. - <i>Haleigh's Almanac</i> and <i>Seed Packets</i> have individual and team education materials related to leadership growth. - Eden Alternative Path to Mastery Guides support senior leaders in their culture change efforts. - Tools in the Path to Mastery and other resources support organizations in transforming their language.

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<p>1.2 GOVERNANCE AND SOCIETAL RESPONSIBILITIES: <i>How do you govern and fulfill your societal responsibilities? Describe your organization's governance system and approach to leadership improvement. Describe how your organization ensures legal and ethical behavior, fulfills its societal responsibilities, supports its key communities, and contributes to community health.</i></p>	<p>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 can better understand their role in creating and sustaining change. Their initial support and ongoing commitment is critical. Educating new governing body members is important for them to understand how best to serve the organization. Members of the governing body have the political clout to access needed resources, adjust budgetary needs and bring in key leaders that will drive change forward. Without the 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. An organization that embraces person-directed care becomes a beacon of hope in their community, raising the level of expectations of future consumers. The Elders living in long-term care settings should remain deeply connected to the larger community that surround them through volunteerism and hospitality.</p>	<p>Principle Ten: <i>Wise leaders understand that those who govern the organization need to be prepared to challenge the status quo and drive the organization in a new direction. Wise leaders understand that there are many resources and benefits to being closely connected to their larger community. They strive to keep their parking lots full and have the Elders maintain community relationships. As they improve the well-being of those who live and work in the home, they are also improving the well-being of the larger community.</i></p> <p>Principle Eight: <i>Through empowerment, leaders set the expectations and provide the information and knowledge all care partners need in order to act in a manner that is both legal and ethical.</i></p> <p>Principle Three: <i>When relationships are strong within and outside the organization, the impulse to be legal and ethical take on new meaning.</i></p> <p>Principle Six: <i>Meaningful engagement fills a human life. Elders have strong community ties when they enter a long-term organization and those relationships do not end once they move in.</i></p> <p>Principle Four: <i>All care partners need a balance of care giving and receiving in their lives. By including the larger community in your journey, those opportunities expand greatly.</i></p>	<ul style="list-style-type: none"> - Milestones 2 through 4 in the Path to Mastery have steps and tools that guide an organization through a restructuring of their organizational relationships (and chart). - There are steps in Milestones 1 through 4 of 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> and <i>Seed Packets</i> can be used to inform and prepare those governing the organization. - The Eden Alternative International Research Team has data to support culture change efforts. - Milestone 1 contains the foundation steps that the governing body can use to screen, hire and prepare new formal leaders for their role in continuing the transformation process. - Eden Alternative Path to Mastery Guides support senior leaders in their culture change efforts. - Tools in the Path to Mastery and other resources support organizations in transforming their language.

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<p>2 STRATEGIC PLANNING <i>The Strategic Planning category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are implemented and changed if circumstances require, and how progress is measured.</i></p>	<p>In a person-directed care environment, the needs of the Elders and those closest to them really drives the strategic plan of the organization. If ideas being contemplated will not improve the well-being of those who live and work there, they can become a distraction and may actually drive the organization back toward the medical model of care. Learning Circles are an important tool in keeping the lines of communication open and ideas and feedback flowing throughout the organization. Deepening relationships helps uncover people's simple pleasures and passions in order to inform future organizational goal setting. Formal and informal leaders work together to design action plans for change which include measures of success and the gathering of stories to determine if the action being taken is making a difference.</p>	<p>Principle Eight: <i>All decisions belong to the Elders or those closest to them. Leaders understand that in order to drive person-directed care forward, all strategic planning needs to focus on improving the lives of those who live and work there.</i></p> <p>Principle Nine: <i>Promoting human growth requires some planning. It also requires a good deal of flexibility as needs change from day to day.</i></p> <p>Principle Three: <i>When we know each other well, it becomes easier to know if a new idea being proposed will better the lives of the care partners. Close relationships promote the willingness to ensure that new initiatives meet the needs of the care partners.</i></p>	<p>- GROWTH: Six Steps to Implementing Change two-day training and self-study workbook.</p> <p>- The Path to Mastery is a strategic planning tool to help organizations plot out their path toward person-directed care. It comes with defined accomplishments and tools to support their implementation.</p> <p>- Eden Alternative Path to Mastery Guides help grow the leadership team for the journey through any of the Path to Mastery Milestones.</p> <p>- The Eden Alternative teaches three stages to implementing change: Vision, Education, and Implementation. Tools are found in <i>Haleigh's Almanac</i> and in the Path to Mastery toolkits.</p>
<p>2.1 STRATEGY DEVELOPMENT: <i>How do you develop your strategy? Describe how your organization establishes its strategy to address its strategic challenges and leverage its strategic advantages. Summarize your organization's key strategic objectives and their related goals.</i></p>	<p>Person-directed care changes happen by using the same types of tools used for other strategic initiatives. That can include PDSA cycles, Fishbone diagrams, SWOT analysis, and action plans. The conversation should include how the change being explored meets the needs of all the care partners that live and work in the organization.</p>	<p>Principle Nine: <i>Promoting growth involves planning and preparation. Organizations need to grow just as much as the individuals within them.</i></p>	<p>- GROWTH: <i>Six Steps to Implementing Change</i>, a 2-day training and workbook teaches about action planning and following through to hardwire change in place.</p> <p>- The Path to Mastery is a strategic planning tool to help organizations plot out their path toward person-directed care. It comes with defined accomplishments and tools to support their implementation.</p>

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<p>2.2 STRATEGY IMPLEMENTATION: <i>How do you implement your strategy? Describe how your organization converts its strategic objectives into action plans. Summarize your organization's action plans, how they are deployed, and key action plan performance measures or indicators. Project your organization's future performance relative to key comparisons on these performance measures or indicators.</i></p>	<p>In a person-directed care environment, developing and implementing action plans focuses on the strengths of the team members. By becoming well-known, each team member knows what skills, talents, and passions can be accessed to help accomplish the goals set by the team. The idea is to make sure that every member of the team has a role to fulfill in implementing the plan. The more people involved, the better the plan and the easier the implementation becomes. High involvement also increases the commitment to success. Objective and subjective measures of success will be important internally, as well as externally, to support ongoing implementation.</p>	<p>Principle Ten: <i>Wise leaders have grown leadership capacity and skills throughout the organization so all are comfortable stepping up and volunteering to take on action steps when needed.</i></p> <p>Principle Nine: <i>Promoting growth involves planning and preparation. Without a plan, it is difficult to move forward in a collaborative manner, playing to the strengths and talents of everyone on the team.</i></p> <p>Principle Eight: <i>People are more likely to be engaged in developing and implementing action plans, when they have the information, knowledge, skills/training, resources and support they need to be successful.</i></p> <p>Principle Two: <i>Creating home is partially about the feeling we get from the environment and partially about the outcomes being seen for those who live and work there. Measures of success are important to inform organizations about how well they are doing at creating home.</i></p> <p>Principle One: <i>The ultimate measure of success is the elimination of loneliness, helplessness and boredom.</i></p>	<p>- <i>GROWTH: Six Steps to Implementing Change</i>, a 2-day training and workbook teaches about action planning and following through to hardwire change in place.</p> <p>- The Eden Alternative teaches three stages to implementing change: Vision, Education, and Implementation. Tools are found in <i>Haleigh's Almanac</i> and in the Path to Mastery toolkits.</p> <p>- The Path to Mastery is a strategic planning tool to help organizations plot out their path toward person-directed care. It comes with defined accomplishments and tools to support their implementation. As steps are completed, they are marked off demonstrating ongoing progress.</p> <p>- Eden Registry Members collect and submit data annually to demonstrate success.</p>
<p>3 CUSTOMER FOCUS <i>The Customer Focus category examines how your organization engages its patients and stakeholders for long-term marketplace success. This engagement strategy includes how your organization listens to the voice of its customers (your patients and stakeholders)</i></p>	<p>Person-directed care environments hear the voice of the Elder of today and tomorrow through a tool called Learning Circles. Leaders use this tool to provide space for each person to be fully heard. Person-directed care organizations want to tell the world about how they are different.</p>	<p>Principle Two: <i>Home is where the needs of the individual are heard and honored. The closer an organization gets to creating home for everyone, the more comfortable the external community becomes in sharing their ideas of what else can be done and helping the organization be even more successful.</i></p>	<p>- Tools in the Path to Mastery Milestones address the use of Learning Circles.</p> <p>- <i>Haleigh's Almanac</i> has outlines of presentations and exercises that can be used to educate the community. There are resources related to reaching out and getting community involvement in the journey.</p>

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<p><i>(Continued from previous page)</i></p> <p><i>... builds customer relationships, and uses customer information to improve and identify opportunities for innovation.</i></p>	<p>They weave culture change language into their brochures, advertisements, and website.</p> <p>Culture change education is often included as a part of introductory tours. Teams from the organization are often out in the community speaking and listening to people who may be future customers of their services.</p>	<p>Principle Six: <i>Filling life with meaning includes understanding the needs of current and future Elders and bringing in the external resources needed to meet those needs.</i></p> <p>Principle Eight: <i>Organizations are empowered when they have a pulse on what potential customers are looking for in their care environments.</i></p> <p>Principle Three: <i>Reaching outside the organization and building relationships can help identify what others are doing in related fields and spur new ideas.</i></p>	<ul style="list-style-type: none"> - Consumers (Elders) receive free invitations to attend all Eden Alternative workshops and trainings. - Eden Alternative collaborates with organizations that conduct satisfaction surveys to weave in the Eden Alternative Warmth Survey items that measure trust, generosity and optimism.
<p>3.1 VOICE OF THE CUSTOMER:</p> <p><i>How do you obtain information from your patients and stakeholders? Describe how your organization listens to your patients and stakeholders and gains satisfaction and dissatisfaction information.</i></p>	<p>Person-directed care environments hear the voice of the Elder through a tool called Learning Circles. Leaders use this tool to provide space for each person to be fully heard. The MDS 3.0 is designed to bring forth the voice and choice of the Elder to shape future planning for the organization. The QIS survey process provides feedback to leaders about how they are doing in truly hearing and responding to the needs of the Elders. Strong, caring relationships grown through consistency of contact between Elder and employee care partners enable the needs of the Elder to be acted on more quickly. Person-directed care environments are focused on recognizing the person first, and this includes how care plans are developed and worded.</p>	<p>Principle Two: <i>Home is where the needs of the individual are heard and honored. The closer an organization gets to creating home for everyone, the more comfortable the Elders become in expressing their needs.</i></p> <p>Principle Six: <i>Life is filled with meaning when my voice and choice are heard and honored.</i></p> <p>Principle Seven: <i>We have to set aside preconceived notions about the capacity of an Elder to express their desires. When we are open to really hearing and sensing their needs we can respond to those unmet needs before we add medications and treatments.</i></p> <p>Principle Eight: <i>Empowered Elders have a voice and use it often and well. Recognizing and celebrating their life experiences facilitates their contributions to helping the organization create home.</i></p>	<ul style="list-style-type: none"> - Eden Alternative Warmth Surveys - Well-Being Assessment Tools - Tools in the Path to Mastery Milestones address the use of Learning Circles to bring forth the voice of the Elders. - <i>The Eden Alternative Journey: Impacting the MDS 3.0 and the QIS Process</i> paper. 2009 Quality of Life Guidance and the Eden Alternative Principles paper. - The Eden Alternative collaborates with organizations that conduct satisfaction surveys to weave in the Eden Alternative Warmth Survey items that measure trust, generosity and optimism.

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<i>(Continued from previous page)</i>	First-person care plans bring forth the voice of the Elder first and assure their goals, preferences and needs are met.		
<p>3.2 CUSTOMER ENGAGEMENT: <i>How do you engage patients and stakeholders to serve their needs and build relationships? Describe how your organization determines health care service offerings and patient and stakeholder communication mechanisms to support patients and stakeholders. Describe how your organization builds patient and stakeholder relationships.</i></p>	<p>Engaging and really listening to the needs of care partners grows out of smallness. Many organizations serve large numbers of individuals. Trying to meet all those needs across a whole organization seems insurmountable until the organization is broken down into smaller neighborhoods, households or families. Person-directed care environments create smallness through close and continuing contact between care partners enabling the preferences of the Elder to drive the rhythm of daily life. In these smaller groupings, it becomes easier to set a daily rhythm of life that meets their needs and to weave the gifts and talents of everyone into the fabric of daily life. Welcoming and good-bye rituals set the tone for the types of relationships that will be nurtured between those who live and work in the home.</p>	<p>Principle Three: <i>Nurturing companionship is important in order to facilitate communication, design support systems to meet individual needs. These close relationships go beyond customer service models and the promotion of friendliness.</i></p> <p>Principle Eight: <i>When the organization is designed around the Elders as the decision-makers, there are systems and processes in place to ensure that they feel empowered to share what need and know their voice will be heard. When the Elders' voices cannot be heard, their care partners are equipped with skills to identify and address needs.</i></p> <p>Principle Ten: <i>Wise leaders design care environments that bring forth the needs of the Elders. They recognize that they are the servants of the Elders and those closest to them.</i></p>	<ul style="list-style-type: none"> - <i>Haleigh's Almanac</i> and <i>Seed Packets</i> contain educational resources for Elders, families and employees. - Eden Alternative Warmth Surveys - Well-Being Assessment Tools - The Path to Mastery Milestone steps and toolkit provide guidance on creating smaller living environments within the larger organization. Milestone 3 is about moving decisions into the hands of the Elders and those closest to them through the development of empowered teams. - Tools in the Path to Mastery Milestones address the use of Learning Circles to bring forth the voice of the Elders. - LifeBio, a value-added partner of The Eden Alternative, provides tools to gather Elder life stories. - Care plans turn into growth plans that emphasize how the individual contributes to the community (strengths-focused instead of dis-ability-focused).

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<p>4 MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT <i>The Measurement, Analysis and Knowledge Management category examines how your organization selects, gathers, analyzes, manages and improves its data, information and knowledge assets and how it manages its information technology. The category also examines how your organization uses review findings to improve its performance.</i></p>	<p>Although person-directed care “feels” more subjective than objective, there are valid business reasons to use this model of care. These include human resource measures, organizational measures, and quality measures. Data is being collected nationally to support the implementation of person-directed care and similar measures should be done internally to benchmark improvement efforts. Information technology should be able to support both the objective and subjective data collection process.</p>	<p>Principle Nine: <i>Growth needs to be measured both in the stories told and the data collected and shared. Any journey toward a destination should have checkpoints established along the way.</i></p> <p>Principle Eight: <i>Part of empowerment is giving people the information they need to be successful. This includes human resource, organizational and quality measure data.</i></p> <p>Principle Ten: <i>Wise leaders use data to grow themselves and others. Data drives resource allocation and it motivates the engagement of care partners.</i></p>	<ul style="list-style-type: none"> - GROWTH: Six Steps to Implementing Change, a 2-day training and workbook. - Path to Mastery data collection from Eden Registry Members. - The Eden Alternative International Research Team has data to support culture change efforts. - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative teaches three stages to implementing change: Vision, Education, and Implementation. Tools are found in <i>Haleigh's Almanac</i> and in the Path to Mastery toolkits.
<p>4.1 MEASUREMENT, ANALYSIS, AND IMPROVEMENT OF ORGANIZATIONAL PERFORMANCE: <i>How do you measure, analyze, and then improve organizational performance? Describe how your organization measures, analyzes, reviews, and improves its performance through the use of data and information at all levels and in all parts of your organization.</i></p>	<p>Person-directed care organizations utilize the same measurement tools and resources as any other organization. For example, they review MDS 3.0 data, look at Nursing Home Compare, and collect data on infections, pressure ulcers, medication use, turnover and absenteeism. In person-directed care, this data is shared widely to empower care partners to support continuous improvement efforts. Person-directed care environments also look at social measures of success, such as well-being, companionship, and meaningful life pursuits. Success is also measured in the ability to “be” as much as it is in the ability to “do.” New standards are created in assessing organizational growth that go beyond what Elders can “still do.”</p>	<p>Principle Four: <i>Balancing the giving and receiving of care is important for all care partners.</i></p> <p>Principle Seven: <i>Success is measured by more than just what medical treatment can provide.</i></p> <p>Principle Eight: <i>Empowered care teams need to be heavily engaged in measuring, analyzing, reviewing and acting on data that is collected specific to their area of responsibility.</i></p> <p>Principle Nine: <i>Human growth and human life are on equal footing. Both need to be equally attended to and measured.</i></p> <p>Principle Ten: <i>Wise leaders equip all individuals with the skills needed to assess and act on data that is gathered and shared. Only then will they become a part of the solution and part of the celebration!</i></p>	<ul style="list-style-type: none"> - GROWTH: Six Steps to Implementing Change, a 2-day training and workbook. - The Path to Mastery Milestone 3 has steps and tools related to growing empowered teams of care partners and equipping them for success. - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements.

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<p>4.2 MANAGEMENT OF INFORMATION, KNOWLEDGE, AND INFORMATION TECHNOLOGY: <i>How do you manage your information, organizational knowledge, and information technology? Describe how your organization builds and manages its knowledge assets. Describe how your organization ensures the quality and availability of needed data, information, software, and hardware for your workforce, suppliers, partners, collaborators, and patients and stakeholders.</i></p>	<p>Person-directed organizations are successful because they have put systems and processes in place to assure that learning is happening across the organization. Information is freely shared and not a source of personal power. Learning Circles are designed to help people learn from one another. Access to technology is a part of the empowerment process. The use of technology to share information across 24 hours and different departments or neighborhoods is important but does not fully replace the relational aspect of face-to-face sharing. Through empowerment and consistency, creative ways are found to share legacies, personal stories, preferences and simple daily pleasures to assure Elders' needs are met.</p>	<p>Principle Eight: <i>Decisions cannot be moved into the hands of the Elders or those closest to them without providing people with the information, knowledge, skills/training, resources and support they need to be successful. Information systems must be designed so that they promote empowerment.</i></p> <p>Principle Nine: <i>Creating a person-directed environment happens when people learn from one another freely and easily. That includes people inside and outside the organization.</i></p> <p>Principle Ten: <i>Leaders know that a good information system is important. Each time someone leaves, their knowledge leaves with them. A welcoming ritual and strong, caring relationships keep people with the organization, retaining their knowledge for the betterment of all care partners.</i></p>	<p>- The Path to Mastery Assessment Tools are designed to capture the story of how change was implemented and each step was accomplished.</p> <p>- Learning Circles</p> <p>- Milestone 2 in the Path to Mastery introduces a step that promotes learning across neighborhoods and the whole community.</p>
<p>5 WORKFORCE FOCUS <i>The Workforce Focus category examines your ability to assess workforce capability and capacity needs and build a workforce environment conducive to high performance. The category also examines how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization's overall mission, strategy, and action plans.</i></p>	<p>Person-directed care environments grow out of relationships which are fostered through consistency in the daily connections between Elder and employee care partners. Teams of care partners are empowered to identify and address the daily changing needs of the Elders. Care partners are equipped with skills to hold each other accountable to bring the best of themselves into the Elders' home each day.</p>	<p>Principle Eight: <i>Employee care partners are at their best when they have the information, knowledge, skills/training, resources, and support they need to be successful. Empowered teams perform well when relationships are strong and the team members play to the strengths of the individuals on the team.</i></p> <p>Principle Nine: <i>Empowering organizations prepare people for their new role in a person-directed environment, enabling them to bring their full capacity into helping accomplish the mission and vision of the organization.</i></p>	<p>- The Path to Mastery has Milestone steps addressing the growth of formal and informal leaders, blending roles, empowerment of teams, ongoing education and skill development and the engagement of all care partners. There are tools and other resources to support organizations in accomplishing these steps.</p> <p>- Care Partner Roles is a resource that redefines how to describe the role of employee care partners in a person-directed environment and how to help them grow.</p>

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<i>(Continued from previous page)</i>		<p>Principle Ten: <i>Wise leaders not only talk about empowerment, they live it. They build relationships and trust with all care partners. They ask more questions and provide fewer and fewer answers. They celebrate the small and large accomplishments of individuals and teams.</i></p>	<p>- The Path to Mastery has Milestone tools about 360 degree feedback and growth plan development for employee care partners.</p>
<p>5.1 WORKFORCE ENVIRONMENT: <i>How do you build an effective and supportive workforce environment? Describe how your organization manages workforce capability and capacity to accomplish the work of the organization. Describe how your organization maintains a safe, secure, and supportive work climate.</i></p>	<p>An effective and supportive work environment grows out of relationships which are fostered through consistent daily connections between Elder and employee care partners. Teams of care partners need to be empowered to identify and address the shifting daily needs of the Elders. Care partners are equipped with skills to hold each other accountable to bring the best of themselves into the Elders' home each day. Involving Elder employee care partners in the interviewing and hiring of new care partners ensures a commitment to their success once they are welcomed onto the team.</p>	<p>Principle Six: <i>Meaning is brought into relationships when people have the skills to create a caring ethos. The deeper and more caring the relationships, the warmer the environment becomes. People come to work because they feel at home and truly care about one another.</i></p> <p>Principle Ten: <i>Wise leaders model the way by demonstrating skills in relationship-building, resolving conflict positively, providing meaningful, timely feedback and celebrating the unique talents of each individual.</i></p>	<p>- There are Path to Mastery Milestone steps and tools about growing empowered teams of care partners, creating a caring community, helping teams develop their own code of conduct, teaching conflict resolution skills.</p> <p>- <i>Haleigh's Almanac</i> has a section on active kindness, trust, and conflict resolution.</p> <p>- Eden Alternative Warmth Surveys measure trust, optimism, and generosity, indicators of a supportive work environment.</p> <p>- The Eden Alternative provides guidance on working person-directed ideas and language into mandatory in-services.</p>
<p>5.2 WORKFORCE ENGAGEMENT: <i>How do you engage your workforce to achieve organizational and personal success? Describe how your organization engages, compensates, and rewards your workforce to achieve high performance.</i></p>	<p>People achieve high levels of success, because they are given the information, knowledge, skills/training, resources, and support they need to be successful. Ongoing education is important to ensure they have the skills needed to create and sustain a person-directed care environment. In this environment, leaders are constantly assessing what the employee care partners need and remove any barriers to their success.</p>	<p>Principle Seven: <i>Care is defined as helping another to grow. Everyone needs care and an environment based on that value promotes high engagement and positive outcomes.</i></p> <p>Principle Three: <i>It is through relationships that we gain trust in one another. When we trust we are at our best and commit to helping one another through good and bad times.</i></p>	<p>- Milestones 2 through 4 in the Path to Mastery outline steps and provide tools for formal and informal leaders to create engaged and high performing employee care partner teams.</p> <p>- <i>GROWTH: Six Steps to Implementing Change</i>, a 2-day training and workbook provides a conversation framework to teach all care partners how to effectively engage in the change process.</p>

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<p><i>(Continued from previous page)</i></p> <p>Describe how you assess workforce engagement and use the results to achieve higher performance. Describe how members of your workforce, including leaders, are developed to achieve high performance.</p>	<p>They are also focused more on helping people to grow from their strengths rather than focusing on their weaknesses. Learning Circles are a powerful tool used regularly by leaders to stay in touch with what care partners need on a daily basis. Being out and about, nurturing relationships are another key attribute of leaders that foster a high level of care partner engagement.</p>	<p>Principle Eight: <i>Empowered care partners understand the mission and vision of the home and have the data they need to assess their success and hold one another accountable to helping achieve team goals.</i></p> <p>Principle Ten: <i>You have to be present to be able to assess what is happening and what is needed. Wise leaders are visible and engaged throughout the day, demonstrating the commitment they ask of others.</i></p>	<p>- The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it, offers tools for leaders to help them grow other leaders.</p>
<p>6 OPERATIONS FOCUS <i>The Operations Focus category examines how your organization designs, manages, and improves its work systems and processes to deliver patient and stakeholder value and achieve organizational success and sustainability. Also examined is your readiness for emergencies.</i></p>	<p>In order for person-directed care to take root, systems policies and procedures that were developed to fit the medical model have to be replaced or changed to fit the new care model. By engaging all care partners (Elders, employees, families, and other stakeholders) the newly designed systems will be more responsive and add value to daily life in the organization.</p>	<p>Principle Ten: <i>Alignment between the organization's mission and vision and its systems and processes is important if person-directed care is to be successful.</i></p> <p>Principle Eight: <i>Engaging the Elders and those closest to them in designing new systems and processes ensures they make sense and meet the needs of all care partners.</i></p> <p>Principle Three: <i>When relationships are strong, we look out for each other when emergencies arise.</i></p>	<p>- GROWTH: <i>Six Steps to Implementing Change</i>, a 2-day training and workbook.</p> <p>-Paradigm Buster Packet, <i>The Role of Policy and Procedures in Person-Directed Care</i> offers templates, tools, and tips for transforming policies and procedures.</p> <p>- The Path to Mastery is a strategic planning tool to help organizations plot out their path toward person-directed care. It comes with defined accomplishments and tools to support their implementation.</p> <p>- The Eden Alternative provides guidance on weaving person-directed ideas and language into mandatory in-services.</p> <p>- The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it help leaders evaluate and assess organizational systems.</p> <p>- Eden Alternative Path to Mastery Guides assist leaders in examining organizational systems that can help and</p>

Award Criteria	Connection to Person-Centered/Directed Care	Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>			<p>hinder their journey.</p> <ul style="list-style-type: none"> - Pre-design consultant from The Eden Alternative helps organizations examine their physical designs. - Eden Registry Networking Groups provide peer-to-peer support.
<p>6.1 WORK SYSTEMS: <i>How do you design, manage, and improve your work systems? Describe how your organization designs, manages, and improves its work systems to deliver patient and stakeholder value, prepare for potential emergencies, and achieve organizational success and sustainability.</i></p>	<p>Organizational or operational transformation looks deeply at how the human resource capacity of the organization is designed to respond to the unique needs of each Elder. Creating person-directed care environments means that the way the organization operates and organizes itself has to change. For example, expanding the availability of food 24/7 gives care partners the authority to act on Elder needs in the moment. Learning Circles and the development of special project teams help bring new people and their ideas into the planning and change process.</p>	<p>Principle Eight: <i>Decisions, along with the accompanying authority and responsibility, have to be moved to those closest to the Elders. They know best how to design organizational systems and operations to ensure that the Elders experience a life worth living.</i></p> <p>Principle Ten: <i>Those who were in management roles understand that they need to share what they know and bring new ideas to the table in order to create systems that make sense and work for those who have to use them. Old ways and old ideas must be set aside in favor of new creativity and possibilities.</i></p>	<ul style="list-style-type: none"> - Path to Mastery Milestones 2-4 contain steps, and provide tools, that assist with organizational redesign. - <i>Haleigh's Almanac</i> has resources to redesign organizational systems. - <i>GROWTH: Six Steps to Implementing Change</i>, a 2-day training and workbook. - The Paradigm Buster packet, "<i>The Role of Job Descriptions & Evaluations in Person-Directed Care</i>" offer templates and tools for transforming job descriptions and employee evaluations. - The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it help leaders evaluate and assess organizational systems. - Eden Alternative Path to Mastery Guides assist leaders in examining organizational systems. - Pre-design consultants from The Eden Alternative helps organizations examine their physical designs. - Eden Registry Networking Groups provide peer-to-peer support.

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<p>6.2 WORK PROCESSES: <i>How do you design, manage, and improve your key work processes? Describe how your organization designs, manages, and improves its key work processes to deliver patient and stakeholder value and achieve organizational success and sustainability.</i></p>	<p>Organizational or operational transformation looks deeply at how the human resource capacity of the organization is designed to respond to the unique needs of each Elder. Creating person-directed care environments means that the way the organization operates and organizes itself has to change. Service hours (e.g. meals) will be expanded and care partners are given the authority to act on Elder needs. Learning Circles and the development of special project teams help bring new people and their ideas into the planning and change process.</p>	<p>Principle Eight: <i>Decisions, along with the accompanying authority and responsibility, have to be moved to those closest to the Elders. They know best how to design organizational systems and operations to assure that the Elders experience a life worth living.</i></p> <p>Principle Ten: <i>Those who were in management roles understand that they need to share what they know and bring new ideas to the table in order to create systems that make sense and work for those who have to use them. Old ways and old ideas must be set aside in favor of new creativity and possibilities.</i></p>	<ul style="list-style-type: none"> - Path to Mastery Milestones 2-4 contain steps, and provide tools, that assist with organizational redesign. - <i>Haleigh's Almanac</i> has resources to redesign organizational systems. - <i>GROWTH: Six Steps to Implementing Change</i>, a 2-day training and workbook. - The Eden Alternative provides guidance on working person-directed ideas and language into mandatory in-services. -The Paradigm Buster packet, <i>"The Role of Job Descriptions & Evaluations in Person-Directed Care"</i> offer templates and tools for transforming job descriptions and employee evaluations. - The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it help leaders evaluate and assess organizational systems. - Eden Alternative Path to Mastery Guides assist leaders in examining organizational systems. - Pre-design consultants from The Eden Alternative helps organizations examine their physical designs. - Eden Registry Networking Groups provide peer-to-peer support.

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<p>7 RESULTS The <i>Results</i> category examines your organization's performance and improvement in all key areas.</p> <p>These areas include health care and process outcomes, customer-focused outcomes, workforce focused outcomes, leadership and governance outcomes, and financial and market outcomes. Performance levels are examined relative to those of competitors and other organizations with similar health care service offerings.</p>	<p>Organizations implementing person-directed care need to measure their success. There will be doubters who will need to see data in order to believe this approach really makes a difference.</p> <p>Research and anecdotal data have 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 there <p>Person-directed care has been shown, anecdotally, to improve clinical outcomes such as:</p> <ul style="list-style-type: none"> - 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 - Depth of relationships among those surrounding the Elders - Commitment of formal leaders to prioritize person-directed care approaches 	<p>Principle Ten: <i>Wise leaders know that there will be those who embrace person-directed care because it speaks to their own values and emotions. There will also be those who need to be shown data that demonstrates the value of person-directed care.</i></p> <p><i>This is especially true for those stakeholders that provide access to needed resources. Collecting, monitoring, benchmarking, and sharing data are important steps for leadership to take.</i></p> <p>Principle Two: <i>When we focus on creating home, sometimes the things that truly matter do become measurable in ways that could not be imagined before.</i></p> <p>Principle Seven: <i>Measurements have to move beyond treatment and include measures that reflect genuine human caring.</i></p>	<ul style="list-style-type: none"> - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative International Research Team has data to support culture change efforts. - Path to Mastery data collection from Eden Registry Members provides benchmarks with other organizations on the Eden Alternative journey.

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<p>7.1 HEALTH CARE AND PROCESS OUTCOMES: What are your health care and process effectiveness results? Summarize your organization's key health care results and its key performance and process effectiveness and efficiency results. Include processes that directly serve patients and stakeholders, strategy and operations. Segment your results by health care service offerings, by patient and stakeholder groups and market segments, and by process types and locations, as appropriate. Include and indicate your results for KEY measures that are publicly reported and/or mandated by regulatory, accreditor, or payor requirements. Include appropriate comparative data. Provide at least three (3) key clinical outcome results over appropriate time frames. At least one of the outcomes should clearly show improvement over time across at least three data points. Identify the strategies and specific changes used to improve this outcome. Assisted Living Facilities (ALFs) and Developmental Disability Residential Services providers (DD) may choose to substitute non-clinical process outcome results.</p>	<p>For each change implemented to move an organization toward person-directed care, key measures of success should be identified and tracked. Some will be very objective, such as weight loss or gain, incidence of pressure ulcers and employee retention. Other may be more subjective, such as well-being, organizational warmth, meaning and purpose in a person's life. Some will be solid data points and others will be stories. Whatever methods and tools work best, identify measures of success and track them. Use the data to assess if progress toward the vision is happening. Use the data to tell the story about what change is being made, why it is happening and the outcomes being seen for all care partners. The stories will inspire new engagement and attract new resources to aid in your success.</p>	<p>Principle Ten: <i>Wise leaders know that for every change idea being implemented there will be those who embrace and champion the idea because it speaks to their own values and motivations. There will also be those who need to be shown data that demonstrates the value of the change. The sooner data can be identified, tracked and reported, the sooner people can make their personal decisions about supporting the change.</i></p> <p>Principle Two: <i>When we focus on creating home, sometimes the things that truly matter do become measurable in ways that could not be imagined before.</i></p> <p>Principle Seven: <i>Measurements have to move beyond treatment and include measures that reflect genuine human caring.</i></p> <p>Principle Nine: <i>Growth can be measured, just not always in the quantifiable way we expect.</i></p>	<ul style="list-style-type: none"> - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative International Research Team has data to support culture change efforts. - Path to Mastery data collection from Eden Registry Members. - Eden Alternative Warmth Surveys - Well-Being Assessment Tools

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<p><i>(Continued from previous page)</i></p> <p>If available, show your outcomes in comparison to competitors or to state or national averages, whichever seems most appropriate.</p>			
<p>7.2 Survey and Government Outcomes What are your survey results over time? Provide government/state survey (deficiency) results over time (minimum of the last 3 surveys, but preferably 4 or 5 surveys). This requirement applies only to skilled nursing, ICF/MR, and others for which compliance with routine government compliance inspections is required. If available, show your outcomes in comparison to competitors or to state or national averages, whichever seems most appropriate</p>	<p>The QIS survey process from CMS is designed to assess how well an organization is doing at listening and responding to the voice and choice of the Elder. The MDS 3.0 is designed to provide more immediate feedback on how organizations are meeting the preferences of the Elders. New regulatory guidance is promoting person-directed care approaches as well. OBRA '87 was intended to make person-directed care happen. Organizations that deeply embrace and sustain person-directed care are finding overall that they have fewer deficiencies. Engaging the surveyors as person-directed approaches are being implemented helps ensure that the changes will also meet regulatory requirements.</p>	<p>Principle Ten: <i>Wise leaders understand that success with person-directed care is not just about meeting the Minimum Standards of Participation. They are important, but not as important as the well-being of the Elders and their care partners. The surveyors provide an important perspective on life in the home, but the core of the home is the Elders.</i></p> <p>Principle Eight: <i>When all care partners understand the regulations, they can work together daily to assure that all they are doing not only meets those standards, but exceeds them.</i></p>	<ul style="list-style-type: none"> - <i>The Eden Alternative Journey: Impacting the MDS 3.0 and the QIS Process paper.</i> - 2009 Quality of Life Guidance and the Eden Alternative Principles paper. - The Eden Alternative is involved with Pioneer Network and CMS funded projects related to regulations and culture change. - Eden Registry Networking Groups are an opportunity to discuss how to implement new change ideas and meet regulations.
<p>7.3 Other Outcomes Provide government/state survey (deficiency) results over time (minimum of last 3 surveys, but preferably 4 or 5 surveys). This requirement applies only to skilled nursing, ICF/MR, and others for which compliance with routine government compliance inspections is required.</p>	<p>The QIS survey process from CMS is designed to assess how well an organization is doing at listening and responding to the voice and choice of the Elder. The MDS 3.0 is designed to provide more immediate feedback on how organizations are doing at meeting the preferences of the Elders.</p>	<p>Principle Ten: <i>Wise leaders understand that success with person-directed care is not just about meeting the Minimum Standards of Participation. They are important, but not as important as the well-being of the Elders and their care partners. The surveyors provide an important perspective on life in the home, but the core of the home is the Elders.</i></p>	<ul style="list-style-type: none"> - <i>The Eden Alternative Journey: Impacting the MDS 3.0 and the QIS Process paper.</i> - 2009 Quality of Life Guidance and the Eden Alternative Principles paper. - The Eden Alternative is involved with Pioneer Network and CMS-funded projects related to regulations and culture change.

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<p><i>(Continued from previous page)</i></p> <p>If available, show your outcomes in comparison to competitors or to state or national averages, whichever seems most appropriate</p>	<p>New regulatory guidance is promoting person-directed care approaches as well. OBRA '87 was intended to make person-directed care happen. Organizations that deeply embrace and sustain person-directed care are finding overall that they have fewer deficiencies. Engaging the surveyors as person-directed approaches are being implemented helps ensure that the changes will also meet regulatory requirements.</p>	<p><i>When regulations are a barrier to person-directed care ideas, leaders are willing to engage with the surveyors to identify ways the idea can be implemented and/or the regulation altered to better serve the Elders' needs.</i></p> <p>Principle Eight: <i>When all care partners understand the regulations, they can work together daily to assure that all they are doing not only meets those standards, but exceeds them.</i></p>	<p>- Eden Registry Networking Groups are an opportunity to discuss how to implement new change ideas and meet regulations.</p>
<p><i>Customer-Focused Outcomes:</i></p> <p>What are your patient- and stakeholder-focused performance results? Summarize your organization's key patient- and stakeholder-focused results for patient and stakeholder satisfaction, dissatisfaction, and engagement. Segment your results by health care service offerings, patient and stakeholder groups, and market segments, as appropriate. Include appropriate comparative data.</p>	<p>The ultimate benefactor of person-directed care is the Elder. If their needs, goals, and preferences are not being met, then the organization has more work to do. Satisfaction is one measure of success but it is based on a person's expectations. Person-directed care organizations seek to raise the level of expectations so that they can continue to grow and not stagnate. Other outcome measures to consider include:</p> <ul style="list-style-type: none"> - An environment that "feels" different to visitors - Increased well-being of those living and working in the home - A community calendar that is unique to those living in the home - An active and engaged Elder (Resident) Council - How full the parking lot is - Meaningful events happening spontaneously - Development of neighborhood event calendars driven by the Elders 	<p>Principle Nine: <i>Creating opportunities for the Elders to define how they will grow while living in the home.</i></p> <p>Principle Eight: <i>Creating empowered Elders that drive daily decisions in the organization.</i></p> <p>Principle Six: <i>Weaving meaning into every daily event and ritual from awakening, through meals to bedtime.</i></p> <p>Principle Five: <i>Creating space for variety and spontaneity to flourish.</i></p> <p>Principle Four: <i>Creating opportunities for all care partners to balance their care giving and receiving.</i></p> <p>Principle Three: <i>Providing easy access to the companionship the Elders need and desire.</i></p> <p>Principle Two: <i>Elders are home and their home reflects the unique aspects of those who live and work there. As people come and go, the environment changes.</i></p>	<ul style="list-style-type: none"> - Certified Eden Associate Training - Educational resources in <i>Haleigh's Almanac</i> and <i>Seed Packets</i>. - Eden Alternative Warmth Surveys - Well-Being Assessment Tools - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative International Research Team has data to support culture change efforts. - Path to Mastery data collection from Eden Registry Members. - GROWTH: <i>Six Steps to Implementing Change</i>, a 2-day training and workbook. - The Path to Mastery steps and tools for Milestone 2 through 4 address Elder engagement.

Award Criteria	Connection to Person-Centered/Directed Care	Eden Alternative's Principle-Based Foundation for Success	Resources, Education, Tools and Support from The Eden Alternative
<i>(Continued from previous page)</i>		Principle One: <i>Loneliness, helplessness and boredom are quickly recognized and eliminated for all.</i>	
<p><i>Workforce-Focused Outcomes:</i> What are your workforce-focused performance results? Summarize your organization's key workforce-focused results for your workforce environment and for workforce engagement. Segment your results to address the diversity of your workforce and to address your workforce groups and segments, as appropriate. Include appropriate comparative data.</p>	<p>The benefits of person-directed care spill over to the employee care partners. 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 - A waiting list of employees - Reduced absenteeism <p>Person-directed organizations are focused on growing the skills of all employee care partners. This can include creating growth opportunities within their chosen profession, such as advanced nursing assistant roles and team leaders. The more empowering the organization, the more employees step-up to take on these new skills.</p>	<p>Principle Ten: <i>Wise leaders understand the importance of recognizing, growing and empowering all care partners in order to drive change deep within the organization.</i></p> <p>Principle Nine: <i>The focus of conversation between employee care partners becomes about strengths and growth opportunities.</i></p> <p>Principle Eight: <i>Empowered care partners will meet and exceed expectations because they have what they need to be successful and make good decisions.</i></p> <p>Principle Seven: <i>Care means helping others to grow and this includes the employee care partners.</i></p> <p>Principle Six: <i>People fulfill their roles well when it means something to them. Bringing meaning into even the smallest of tasks is important in order to be fully engaged.</i></p> <p>Principle Three: <i>Caring relationships breed trust. Care partners do better and are happier when they can trust those around them.</i></p> <p>Principle One: <i>Loneliness, helplessness and boredom are not just plagues of the Elders. Employee care partners can experience them as well.</i></p>	<ul style="list-style-type: none"> - Certified Eden Associate Training - Educational resources in <i>Haleigh's Almanac</i> and <i>Seed Packets</i>. - Eden Alternative Warmth Surveys - Well-Being Assessment Tools - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative International Research Team has data to support culture change efforts. - Path to Mastery data collection from Eden Registry Members. - <i>GROWTH: Six Steps to Implementing Change</i>, a 2-day training and workbook. - The Path to Mastery steps and tools for Milestone 2 through 4 address empowering and engaging employee care partners.

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<p><i>Leadership and Governance Outcomes:</i> What are your senior leadership and governance results? Summarize your organization's key senior leadership and governance results, including those for fiscal accountability, legal compliance, ethical behavior, societal responsibility, and support of key communities and community health. Segment your results by organizational units, as appropriate. Include appropriate comparative data.</p>	<p>Leaders and those who govern person-directed care environments can measure their impact by looking at key measures of personal and organizational success.</p> <p>Examples of personal success include:</p> <ul style="list-style-type: none"> - Retention of formal leaders - Being well-known in the organization - Organizational warmth - Ability to influence others to move in a positive direction - Ability to attract new resources to support the organization's journey - Accomplishing and sustaining person-directed goals - High engagement of care partners in the organization <p>Examples of organizational success would include:</p> <ul style="list-style-type: none"> - High employee retention - Waiting list of people who want to live and work there - No use of agency personnel - Strong, positive image in the larger community 	<p>Principle Ten: <i>Wise leaders lead the way so others will follow. You know you are leading when you turn around and see others behind you.</i></p> <p>Principle Nine: <i>Leaders grow first and then reach out and grow others leaders, equipping them to make good decisions and behave in a manner that aligns with the organization's mission, vision, and values.</i></p> <p>Principle Eight: <i>Organizational leaders lead best when those who govern the organization empower them to be successful.</i></p> <p>Principle Four: <i>Too often the formal leaders separate themselves from the care they want others to receive. Care must be balanced for all. It is through the building of relationships that the leaders are cared for too.</i></p>	<ul style="list-style-type: none"> - The book, <i>Journey of a Lifetime: Leadership Pathways to Culture Change in Long-Term Care</i> and the two-day training based on it help grow leaders. - <i>Facilitative Leadership: A Proven Approach to Improving Collaboration</i> is a five-part web-based training that teaches you how to be a facilitative leader. - Several tools from the Path to Mastery present stories and ideas of how the role of leaders and managers transform through the person-directed care journey. - Path to Mastery tools emphasize the importance of developing codes of ethics, staying true to the mission and vision statement and a strong understanding of agreed upon values. - <i>Haleigh's Almanac</i> and <i>Seed Packets</i> have individual and team education materials related to leadership growth. - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative International Research Team has data to support culture change efforts. - Path to Mastery data collection from Eden Registry Members.
<p><i>Financial and Market Outcomes:</i> What are your financial and marketplace performance results?</p>	<p>Implementing person-directed care makes good business sense. Some of the financial and market outcomes seen by organizations embracing this change include:</p> <ul style="list-style-type: none"> - Increased levels of occupancy - Increased percentage of private pay census 	<p>Principle Two: <i>When you create home, it attracts and keeps people connected with the organization. This attraction draws in new Elders and helps retain employees. Those connected to the home spread the word and others want to come to stay, to work, to volunteer and to provide supportive services.</i></p>	<ul style="list-style-type: none"> - Comparative data from The Eden Alternative and Pioneer Network can help gauge the success of improvements. - The Eden Alternative International Research Team has data to support culture change efforts.

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<p><i>(Continued from previous page)</i></p> <p>Summarize your organization's key financial and marketplace performance results by market segments or patient and stakeholder groups, as appropriate. Include appropriate comparative data.</p>	<ul style="list-style-type: none"> - Reduction in the use of agency staff - Increases to operating margins - Improved market position - Waitlists for Elders - Strengthening of outside community support (donations) and volunteers 		<ul style="list-style-type: none"> - Path to Mastery data collection from Eden Registry Members.

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](#).