



OUR STORY OF SUSTAINING CULTURE CHANGE

12 YEARS AND STILL GOING STRONG AT PERHAM LIVING

OUR KEYS TO SUCCESS AND CHALLENGES:

1. **Board and formal leaders supported the initial concept and project**
 - a. Their unwavering support continues in our never ending journey.
2. **Formal leader turnover did not occur**
 - a. Succession planning at the formal leader level is vital.
3. **Community came together**
 - a. Involving all persons is crucial.
 - b. Community spent time together defining “home” in Perham, MN. This was one of the single most important things we did.
 - c. We are all in this together!
4. **This was not just a project or the building of a new nursing home; this was a work of love!**
 - a. Developing a model of care for older adults came from the heart.
 - b. Today, supporting persons to live the life they choose comes from the hearts and souls of all involved.
 - c. This is home.
5. **Shared vision**
 - a. Keeps us focused.
 - b. It is simple and easy to understand.
 - c. It is the path to home.
6. **Creativity and doing it our way builds ownership and success**
 - a. Flattened organizational chart, created by residents, staff, and families, is a visual reminder that it is all about the resident, living life the way he or she chooses.
 - b. Staff and residents are empowered to make daily life decisions together.
 - c. Open breakfast times encourage persons to awaken naturally.
7. **Flexible, in-room medication system works so well!**
 - a. Designed by those who administered medications.
 - b. Allows for individual choice and privacy.
8. **The building is a physical reminder to keep us moving forward**
 - a. Built a new structure.
 - b. Remodeling the existing building - then and now.

9. Planning and learning together creates pride and ownership

- a. Several things were happening at once, so it was important that all were involved: staff, families, residents, community members.
- b. Challenges along the way to present:
 - i. Generation gap
 - ii. Conflict
 - iii. Do not want to change
 - iv. Routines rule!
 - v. Staffing shortage

10. Teams and teamwork are essential

- a. Training, training, training never ends.
 - i. Absence of formal education sessions leads to friction and instability in the households.
- b. Equal say, shared leadership, commitment, accountability, permanent assignments, communication, problem solving, and conflict management are never-ending struggles.
- c. To this day, balance between quality of care and quality of life poses challenges.
- d. Use of institutional language still pops into our vocabulary.
- e. Tours and visitors take time but cement our values.

11. Universal worker

- a. Cross training was key for us.
- b. More flexible the staff, the better the household operates.
- c. Just-in-time response saves minutes, which adds up to time spent with residents.
- d. Challenge to get the cleaning done when the household is busy.
- e. Training new staff takes more time, so need to consider entry level position in the household.
- f. Staff becomes impatient when new employees don't learn quickly.
- g. There is more to learn!

12. Never go back!

- a. Change was required. If the new approach or system did not work, going back was never an option. Instead, adjustments were made until it worked.
- b. Survey results have been positive.
- c. We still have challenges and issues, but we know this is home.
- d. We keep challenging ourselves to forge ahead.
- e. To this day, we would never go back!

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