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24-27 MARCH 2019  
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## Highview Model: a journey beyond living well in a NSW multipurpose service

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Long term care facilities have traditionally been dominated by a medical model that focuses on illness, efficiency and hierarchical decision-making.<sup>1</sup> Older people moving into a residential care setting often have feelings of disempowerment, helplessness and loss of control during the transition to permanent care.

In 2014 the Australian Government implemented a significant Aged Care Reform program; moving towards consumer-directed or person-centred approaches to care that give older people greater choice, flexibility and autonomy over service delivery. The continuum to consumer directed care moves through 4 phases.<sup>2</sup>

- Provider directed: management makes decisions
- Staff centred: staff consult with residents to make decisions
- Person centred: resident preference is basis for decisions
- Person directed: residents make own decisions on daily basis.

Person centred care is not the same as person directed care. While person centred care has a whole of person focus it is the clinicians making decisions based on that person's preference. Person directed is the person themselves having decision-making autonomy; with the support of clinician skills and resources.<sup>3</sup>

Multipurpose Services exist in acute care settings where minimal staffing and competing priorities can reinforce an institutional task driven culture of aged care. Residents reported feelings of loneliness and boredom, with little opportunity to exercise choice or engage in life outside their clinical needs. The objective of the Highview Model was to change the culture of care and empower residents to take back control of their lives; make decisions, exercise choice, accept risk and create meaningful relationships between those receiving care and their care partners (staff).

Dorrigo MPS was privileged to be one of the 25 sites chosen to participate in the Agency for Clinical Innovation (ACI) Living Well in MPS Collaborative 2017. Key gaps included homelike environment, resident's role in their own care, cognitive impairment and leisure activities and lifestyle. It soon became evident that to improve quality of life for those that call MPS home, a broader whole of culture approach was needed.

Changing an established workplace culture and introducing a new model of care requires a multifactorial approach to successfully embed change. Strong relationships empower and grow people by engaging hearts and minds, which inspires cultural transformation.<sup>4</sup> Strategies used to engage the hearts and minds of residents, families, staff and the broader community included

- Education and workshops: ACI, Eden Alternative®, Alzheimer's Australia
- Bi-monthly staff, resident, family gatherings to co-design a new model of aged care
- Essentials of care methodology to feedback and action audit results
- Plan/Do/Study/Act improvement cycles
- Ideas board
- Resident directed environmental changes
- Daily facility-wide safety huddles
- Communication based on appreciative inquiry principles and practices
- Listening posts at community markets and the annual Show
- Random acts of kindness
- Aged care as specialty
- Devolved decision-making to residents and their care partners

Formal change partnerships and activities:

- ACI Living Well in MPS Collaborative 2017
- My Food, My Choice Hostess Dining model for point of service meal choice and resident input into menu planning.
- Alzheimer's Australia "Insights into the Hospital Dementia Experience", an experimental training package trial
- Eden Alternative® cultural change philosophy based on 10 principles<sup>5</sup>, empowering care partners to transform traditional institutional aged care setting into a human community where life is worth living and loneliness, helplessness and boredom are eliminated.
- Memories in Reflection Photography- a project capturing the younger image of each resident in a mirror reflection. Knowing a person's life story builds meaningful relationships between residents and their care partners
- Collaborative review of staffing model to create a dedicated and specialist workforce to enable relationship-based person directed values and practices.
- Mid North Coast Local Health District (MNCLHD) Positive and Productive Team workshops to build team capacity and enact CORE values

This retrospective review study merged data from multiple sources. Each of the contributing change partners provided baseline and evaluative data used in this study. Criteria measured the relationship between care partners and care recipient's and/or their family members on quality of life, mood, independence, relationship with staff, levels of optimism, trust and respect. The second source of

data in this study related to MPS staff; team effectiveness, receptiveness to change, quality of care, overall mood, relationship with others, quality of life and effectiveness of training. Survey instruments were both paper-based and electronic and collected retrospective and real-time data. The ACI Living Well in Multipurpose Services Collaborative data collection was baseline, 2 monthly for 12 months and an exit evaluation whereas other partners focused on pre and post testing. The ACI MPS self-assessment tool was completed at 6 monthly intervals.

Eden Alternative® instruments measure cultural warmth and readiness for change using a garden analogy. Terms such as planting the seeds, tending the garden, reaping the harvest describe the journey of cultural change. A Cultural Assessment Survey completed at key milestones indicated level of personal and organisation transformation, as well as physical and environmental changes.

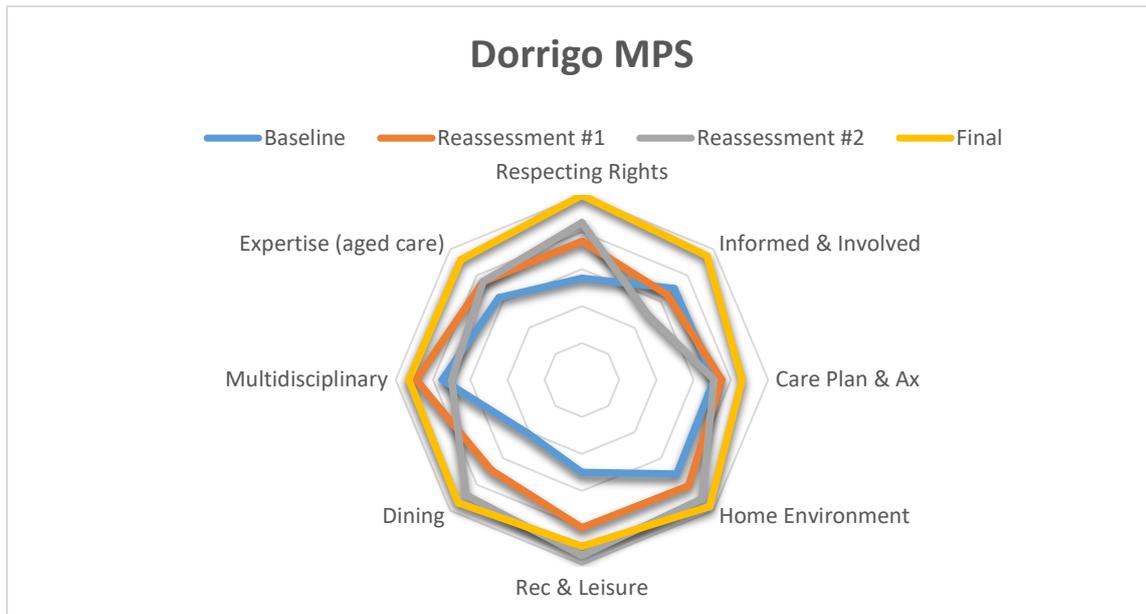
All 8 Living Well in MPS Principles of Care were implemented during the ACI collaborative. Three (3) learning sets facilitated by the ACI Collaborative over 2017 provided staff with skills in change management, data collection/interpretation, Plan / Do / Study / Act (PDSA) methodology and team dynamics. Resident and staff were surveyed bimonthly with a response rate of 57.1% and 39.3% respectively. Additional survey at baseline and evaluation included family / carer. Resident reported outcomes:

- 30% increase in respect of their rights,
- 47% increase in positive dining experience,
- 45% increase in satisfaction of recreation and leisure program
- 9% improvement in home environment
- 100% felt staff listened, respected and cared about them
- 100% indicated they were enabled to participate in decision-making about their care and resident related activities and that they felt content and satisfied living at Highview

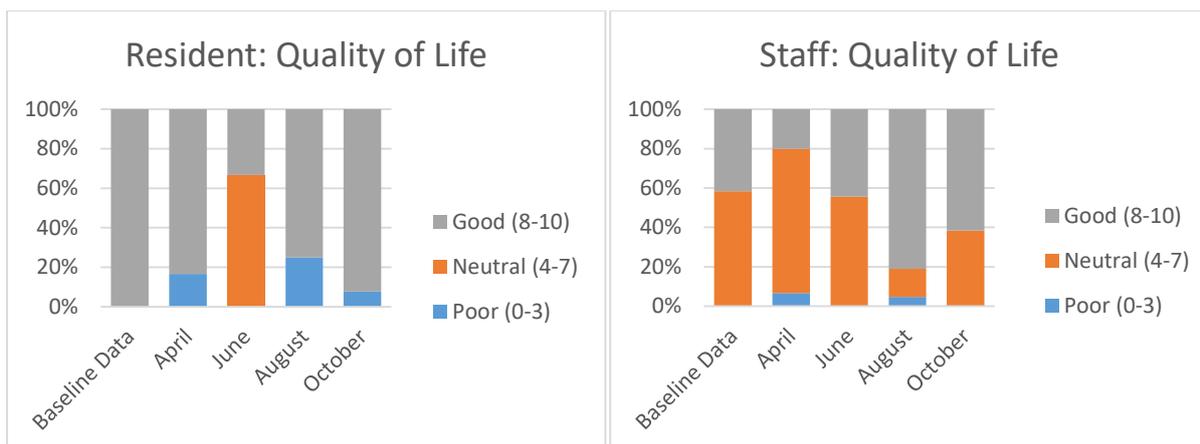
Staff reported outcomes:

- 35% improvement in the resident's level of wellbeing
- 58% improvement in relationships between residents, families and staff
- 42% increase in customising care for the individual
- 92% indicated their work has meaning and purpose
- 92% feel they contribute to the quality of life of residents daily
- 77% believe their work contributes to the vision/mission of Highview
- 85% staff felt valued
- 32% improvement in cooperation between work team

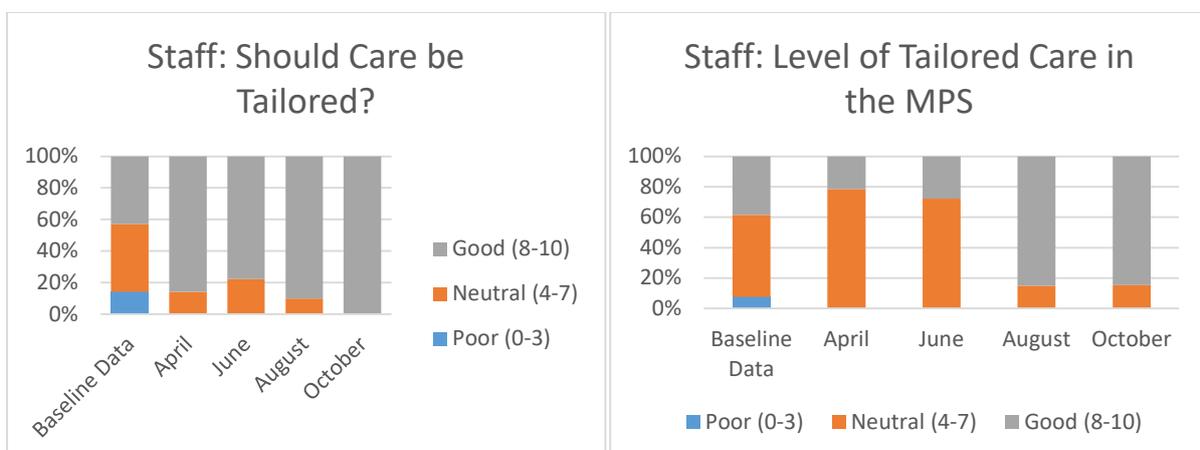
**Table 1 Living Well in MPS—Self-Assessment**



**Table 2 Quality of Life- ACI**



**Table 3 Resident Centered Care—ACI**



**Table 4 Improvement on baseline by Principle of Care type—ACI**

Principle of Care	Change %
Respecting rights	81% ↑
Informed and Involved	35% ↑
Care Planning/Assessment	21% ↑
Home Environment	34% ↑
Recreation and Leisure	80% ↑
Positive Dining Experience	129% ↑
Access to multidisciplinary services	24% ↑
Expertise in Aged Care	46% ↑

In 2018 Dorrigo MPS became the first facility in the public sector nationally to gain registration as an Eden Home. Eden Alternative facilitated a change in the language and culture of care by creating a human community where daily life revolves around the care of people, plants and pets. Care of the human spirit is as important as care of physical needs and a life-time of emotions, experiences, achievements and loss shape each person. It is sharing this life journey that builds meaningful relationships between those receiving care and their care partners. The Reflections in the Mirror project helped change mindsets through connection with the younger image and their life journey to the person they see today. The photograph below won the People’s Choice Award at 2018 Essentials of Care Showcase.

**Photograph 1 A farmer and his dog, Reflections in the Mirror project 2018**



Photographer: Sherrie Tompkins

Dorrigo Hostess Dining model is showcased as a service of excellence by HealthShare, attracting LHD visitors from across NSW to view meal services and experience the interdepartmental collaboration that ensures a positive dining experience for residents.

A staffing and skill mix restructure within operational budget / Full Time Equivalent (FTE) parameters, combined with a targeted aged care education program promoted aged care as a specialty. Highview dedicated care partners are highly skilled and focus on enablement, wellbeing and relationship-based care delivered in equal partnership with Elders. Employee engagement ensures greater productivity.<sup>6</sup> A dedicated specialised workforce has deepened relationships with residents and empowered care partners to respond flexibly to resident directed outcomes on a daily basis.

Observations of care demonstrate flexible shower times, unscheduled spa treatments, spontaneous social activities/outings, regular continental breakfasts, impromptu resident and community afternoon teas, increased family/community visitation and inclusion of home produce on the menu as residents directed their own lives with the support of their care partners. Residents have named their home Highview and demonstrate pride in their surroundings. They have become more participatory in decisions affecting their home leading to greater engagement in the ebb and flow of daily life.

2018 People Matter survey results indicated 92% staff engagement with work. Reduction in sick leave has resulted in a \$79,300 savings over three years. Introduction of intentional rounding, dignity of risk and daily facility wide safety huddles has increased morale 22% and mitigated risk, supporting the assertion that happy employees equate to greater productivity and improved patient care.<sup>7</sup>

Community listening posts and media releases by the community based MPS Advisory Committee is changing public perception of aged care, evidenced by increased interest in future placement, increased community engagement and Highview specified donations.

The Highview Model has evolved beyond Living Well in an MPS, as care giving based on resident directed values and practices established relationships. It is these relationships that changed the language and culture of care. A human community that embraces the elements of companionship, giving and receiving of care (balanced care) and variety and spontaneity on a daily basis is eliminating loneliness, helplessness and boredom<sup>8</sup> and creating a life worth living for residents calling Highview home.

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## Presenters

**Lynn Forsyth**, Nurse Manager at Dorrigo Multipurpose Service in the Mid North Coast Local Health District in NSW, has 18 years' experience managing residential aged care services, both in the private and public sectors. She is passionate about improving the lives of older people and has successfully re-designed environments and models of care using innovative approaches. Lynn's long-held dream is to eliminate institutional aged care as it leads to loneliness, helplessness and boredom among older people living in a long-term residential setting. She believes that the older generation hold the collective wisdom of a bygone era, with their memories of a life lived, achievements, challenges, loss and grief moulding each individual into a unique person and it is their stories that have inspired her approach to service delivery focused on wellbeing, not clinical need. In recognition that care of the human spirit is as important as care of physical needs, Dorrigo MPS has partnered with Eden Alternative in Australia/New Zealand to create a human community where daily life revolves around pets, plants and people. In 2018 Dorrigo MPS became the first MPS in NSW to achieve Eden registration and the first in a public health setting nationally.

**Fiona Flynn** is the Clinical Nurse Specialist for aged care at Dorrigo Multipurpose Service. She has lived and worked in this small community for 30 years. In the last few years she has been involved in the exciting and innovative changes being made at Dorrigo through the ACI Living Well in MPS Collaborative, Eden Alternative cultural change journey and new Highview Model of care. She has a passion for aged care and relishes the engagement, the importance of meaningful relationships and the beauty found in sharing simple daily pleasures.