

# Florida Health Care Association

## Culture Change 2013

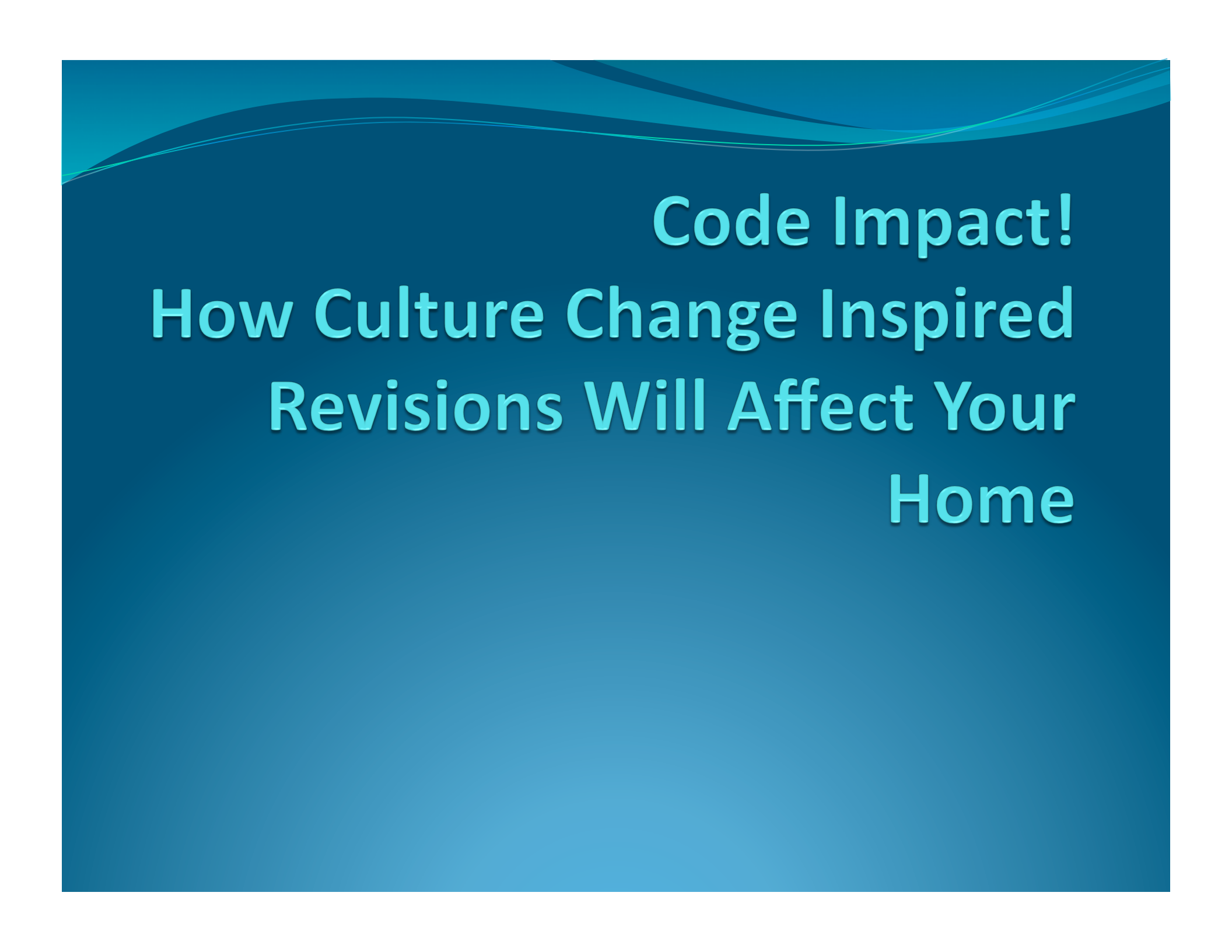
2013 Annual Conference & Trade Show

August 4-8, 2013

Hollywood, Florida

Skip Gregory, NCARB  
Health Facility Consulting  
Tallahassee, Florida

Jim Mikula, Ph.D., NHA  
Administrator  
Quiet Oaks Assisted Living  
Ocala, Florida



**Code Impact!**  
**How Culture Change Inspired**  
**Revisions Will Affect Your**  
**Home**

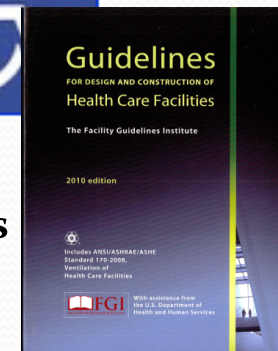
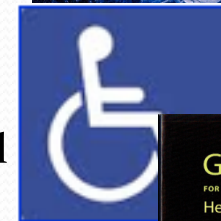
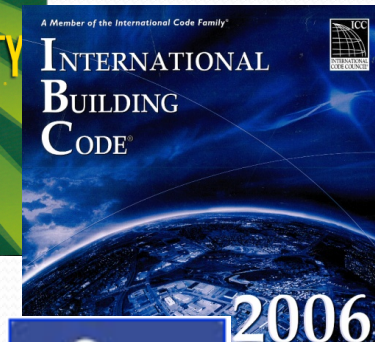
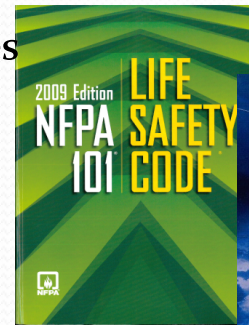


## Codes for Everyone and Everything

- Municipal Codes: Zoning, Drainage, Water, Sewage
- Local Codes: Building and Fire Regulations
- State Codes: Building, Fire and Design Codes for Licensure
- Federal Codes: Fire Codes for Certification

# Some of the Major Codes that Influence Design

- **State Operations Manual**  
CMS - Center for Medicare and Medicaid Services
- **Life Safety Code (LSC)**  
NFPA - National Fire Protection Association
- **Building Codes**  
ICC - International Code Council
- **ADAAG - ADA Accessibility Guidelines**  
ADA - Americans with Disabilities Act
- **Food Code & Infection Control Guidelines**  
Food and Drug Administration & Center for Disease Control  
U.S. Department of Health and Human Services
- **State & Local Health Department Regulations**
- **Guidelines for Design & Construction of Health Care Facilities**







# Many State Codes Based on Old Institutional Design Models

## Minimums Often Designed for Care Giver, not Resident

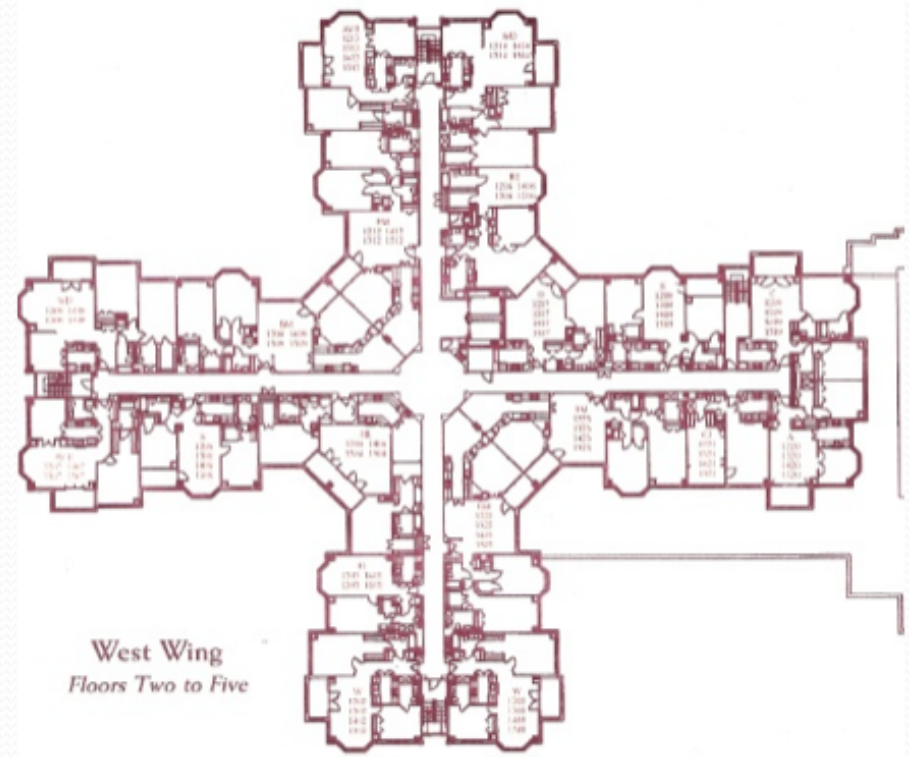
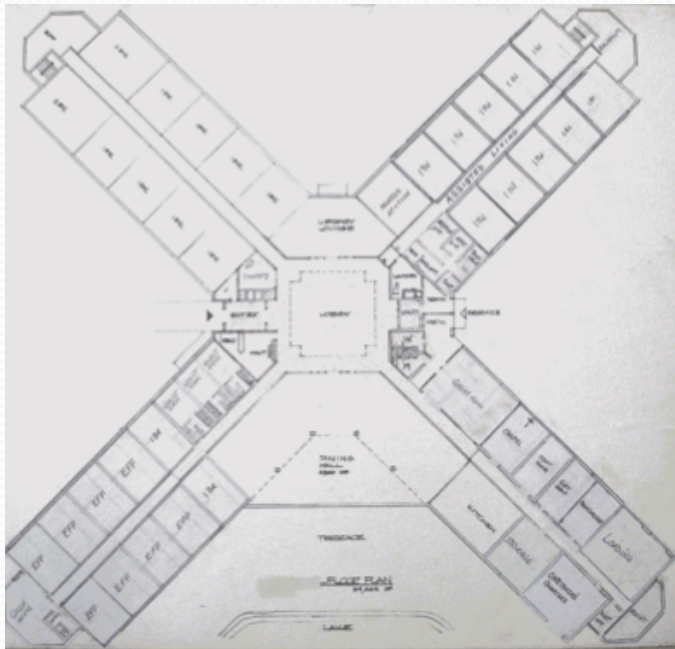
- Centralized nurse station
- Semi-private rooms (even hospital model is all private)
- Maximum corridor length (150' to soiled utility)
- Minimum space between beds (3'.0" typical)
- Utility equipment and services
- Kitchen design requirements
- Laundry requirements
- Furniture requirements
- Nurse call requirements



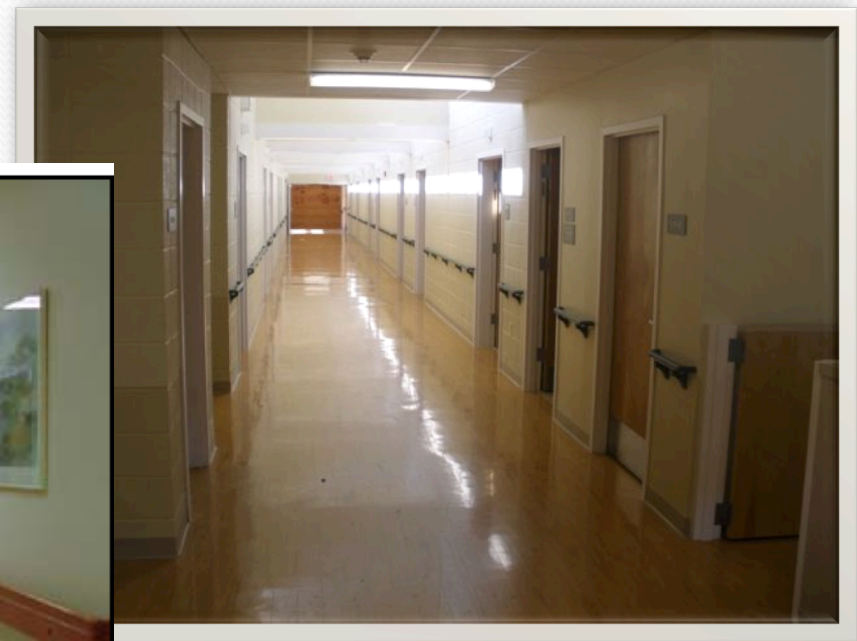
## Fire Safety Codes Often Lead Designers to Predictable Designs

- Requirement: Bedrooms must exit through a corridor  
Result: Double-loaded corridors lined by bedrooms
- Requirement: Minimum 8 feet clear corridor width  
Result: Straight undifferentiated 8'-0" wide corridors
- Requirement: Cooking facilities considered as hazardous  
Result: Hide the residential center of "home" from daily experience
- Requirement: Eliminate combustible materials  
Result: Limits decoration and individual character

# This Leads to Institutional Environments That Do Not Resemble Home



# These Environments Are Often More Prison Like, Than Home Like



# Fire Codes Require Separated Commercial Kitchens Instead of Small Household Kitchens





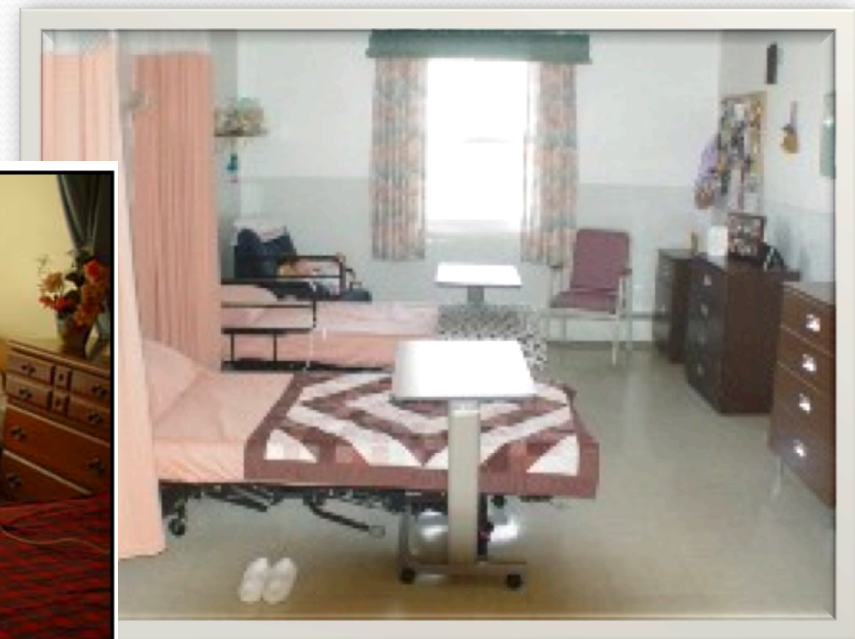
# Even Architecturally Pleasing Designs Are Often Not Inviting for Elders

Unending Corridors Do Not Encourage Walking





# In Fact, these Codes Have Helped to Create Institutional Environments



And Often Create Nursing Home Floor Plans  
That Need Lots of...



...Before They Can Be Called HOME



## Codes and Standards Are Enforced by Many Authorities Having Jurisdiction (AHJ)

- Building Official
- Fire Inspector
- State Licensing Surveyor
- Federal Certification Surveyor
- Design and Building Professionals
- Insurance Carrier
- Certifying Agencies
- Manufacturers and Suppliers




## How Can These Codes Be Changed?

- Work State By State for Culture Change
- Identify how state codes can be changed
- Educate the Powers in Charge
- Learn the code revision cycles
- Work with state officials to change codes
- Work with State Associations
- Develop Talking Points
- Make the Economic Case
- Involve the public, newspapers, television



## Significant Milestones in Revising the Florida Building Code to Support Culture Change

- 1987 - Nursing Home Reform Act (OBRA)
- April 2008 - Pioneer Network with NFPA Symposium “Creating Home in the Nursing Home”
- June 2008 Attempted to Revise 2009 Edition of the Florida Building Code
- 2010-2012 Florida Nursing Home Rule Revised for 2010 Edition of FBC...Adopted March 2012



## Florida Building Code 2010 Edition Has Defined Household Model as Code Language

- Maximum of 20 Persons per Household
- Single or Split Room
- Each Person Has a Window
- Two Bed Positions Designed
- Medicine Dispensing in Rooms
- Small Kitchens and Social Areas
- No Nurse Stations
- Bathing Spa





## Household Sleeping Rooms Provide Private Space for Every Person

Each sleeping room has private and individual space instead of the institutional side by side bed arrangement

An exterior window is provided for each individual

At least two choices of bed locations are pre designed

# Household Example: Creekview at Evergreen, David Green, Early Pioneer

- Small scale environment
- Ease of access
- All activities of daily living in one setting



Nelson • Tremain Partnership  
ARCHITECTURE AND DESIGN FOR AGING

Household Plan

# Household Model: Creekview at Evergreen

Small Social Spaces Enhance  
Living Experience

Nelson-Tremain Partnership  
ARCHITECTURE AND DESIGN FOR AGING





# Household Model: Creekview at Evergreen

- No Nurse Station
- No Medicine Carts
- No “Tub” Room

Nelson • Tremain Partnership  
ARCHITECTURE AND DESIGN FOR AGING



# Room Examples with Indirect Lighting, Sliding Doors, Personal Furnishings



Lorraine G. Hiatt, Ph.D. *Design  
for Aging & Health*

**RLF** Architecture  
Engineering  
Interior Design



## Significant Milestones in Revising The Life Safety Code to Support Culture Change

- 1987 - Nursing Home Reform Act (OBRA)
- 2009 Pioneer Network with Coalition of Associations supported by the Rothschild Foundation created a National Life Safety Task Force to Change the Code
- 2009 Life Safety Task Force Met and Identified 4 major revisions to the 2012 Edition of the LSC





## Significant Milestones in Revising the Life Safety Code

- Reviewed current (2009) NFPA LSC for impact on *Quality of Life* issues
- Recommended changes that would remove unintended barriers and support creation of home in the nursing home
- Identified research needed to support potential changes to the NFPA to support *Culture Change*
- Developed proposed code change language enabling creation of culture change environments
- 2009-2011 Life Safety Task Force submitted revisions to NFPA, Met with NFPA Life Safety Committee, revised the revisions and resubmitted



## Significant Milestones in Revising the Life Safety Code

- 2012 NFPA Life Safety Code Revised with all Revisions Accepted
- 2012 CMS Published Culture Change S&C Letter
- 2013 Task Force working on 2015 Edition of LSC and on IBC and IFC to accept same revisions
- 2013 Task Force Working With All States to Adopt the 2012 Edition or to Accept Equivalencies



## New Code Changes

The New Revisions in the 2012 Edition focuses on 4 items:

- Increased amounts of decorations to enrich life's moments with memory
- Seating allowed in the exit access corridors for respite time to encourage ambulation
- Kitchens open to the corridor inside small households to encourage eating well
- Direct Vent Fireplaces permitted inside the sleeping compartment to enhance social spaces

## Combustible Decorations



Rationale – Support personalization of room and expression of resident identity



## Seating within the 8' Corridor Width



Rationale – Supports resident mobility and socialization

# Cooking Equipment Open to Corridors



Rationale - Experience normal activities of home



# Small Kitchen and Dining Areas



# Household Small Open Kitchen





# Direct Vent Gas fireplaces within Sleeping Compartments



Rationale - Socialization around the hearth



# Where and When will Culture Change Really Happen?

## Impediments to Change

- Cost too much to build
- ~~Regulations prevent it from happening~~
- We can't change our corporate operations
- We have buildings designed as institutional models so we can't change to household modes.



## Changing the Culture...

### What does it Really Mean?

- **Changing the Delivery of Care Model**  
From Staff Centered to Person Centered
- **Changing the Organizational Model**  
From Centralized to Decentralized
- **Changing the Management Model**  
From Silos to Teams
- **Changing the Environmental Model**  
From Institution to Home

**(Architecture is ONLY a Supporting Element)**



## Design Principles for Households

From: *In Pursuit of the Sunbeam*

### **Seek Normalcy in all Things**

- What does the resident want?
- How did the resident do it at home?
- How do we do it at home?
- How should we do it here?
- It must look, feel, smell, function as a true home





## Design Principles for Households

From: *In Pursuit of the Sunbeam*

### **Home is our Sanctuary**

- Home reflects who we are
- Personalized for the individual and the family and friends who come to Home
- Household members decide what “Home” will look like and how it will be.



## Design Principles for Households

From: *In Pursuit of the Sunbeam*

### **Home is where we host our visitors**

- Receiving of guests should be factored into the design...separation of public from private spaces
- Several smaller spaces should be available for use instead of one giant multi-use space
- The over all scale must feel like home
- The spaces should encourage multiple and normal social interactions



## Design Principles for Households From: *In Pursuit of the Sunbeam*

### **All Homes have a front door**

- Feature that welcomes
- Feature that delineates public/private

### **All Homes have a Kitchen**

- Sensory stimulation
- Natural place for personal interaction
- Participation in preparation of meals
- Place for gathering & socializing



Design Principles for Households  
From: *In Pursuit of the Sunbeam*

**All Homes have zones of privacy**

- Public/Semi-public/Semi-private Private

**Scale and Spatial Relationships**

- Common or shared rooms and spaces
- Private rooms and spaces
- Scale should be similar to home



## Household Models Pay Attention to Private Space

- Interiors of private spaces are made more residential
- Residents are encouraged to personalize their own rooms with their own furniture and decorations
- Lighting is designed to be homelike instead of the institutional over the bed light or harsh ceiling fixtures



## Are Household Models Different From Institutional Models?

- The household nursing home is representative of the iconography of *home* with a hierarchy of spaces from public to private.
- It can be designed around social areas or designed with the traditional double loaded corridors that are part of the private space and limited in length to encourage resident mobility.
- It could be designed to be broken up with alcoves for resident sitting or resting and other administrative functions.



# All Homes Have a Front Door



  
*Three Crowns Park*



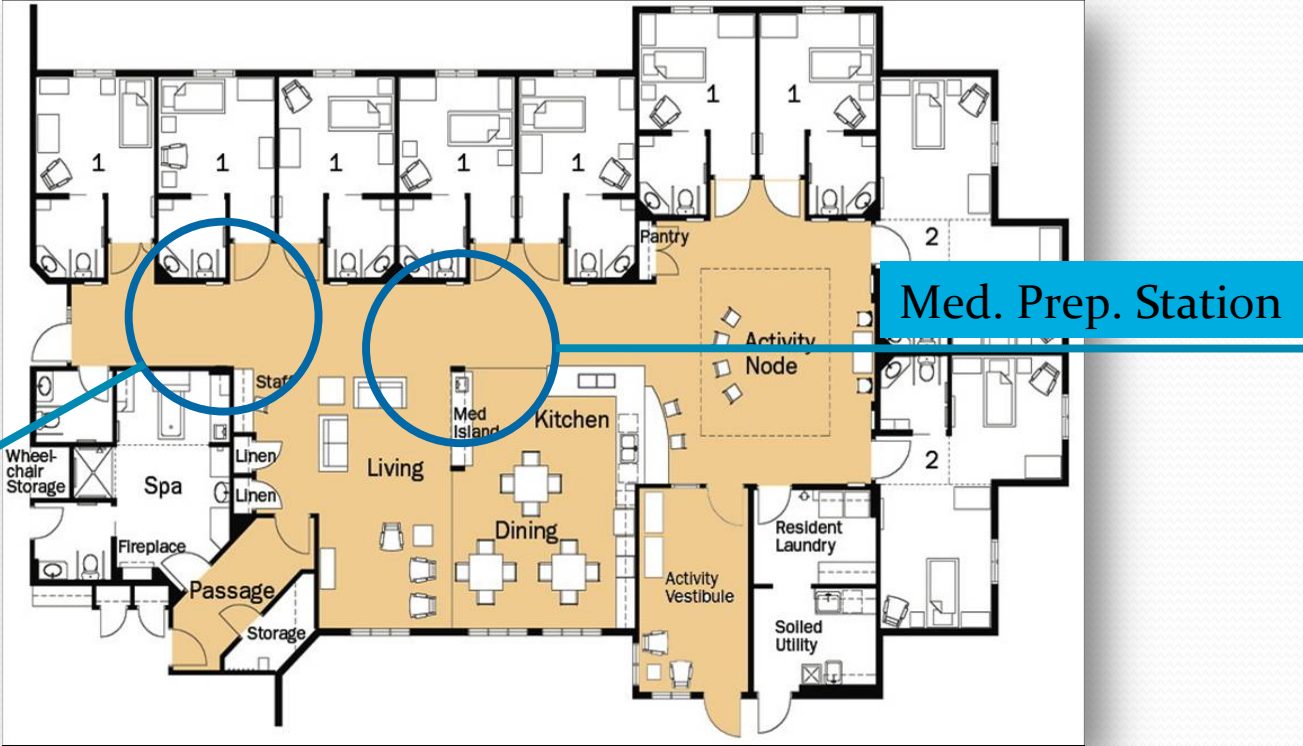


## Households, like Homes, are Grouped Around Social Areas

- Household can be grouped into relatively small social areas to encourage interaction of staff and elders
- The NURSING STATION disappears
- Charting is done in the open
- Medicine dispensing is not conducted as in a hospital but rather like a home.

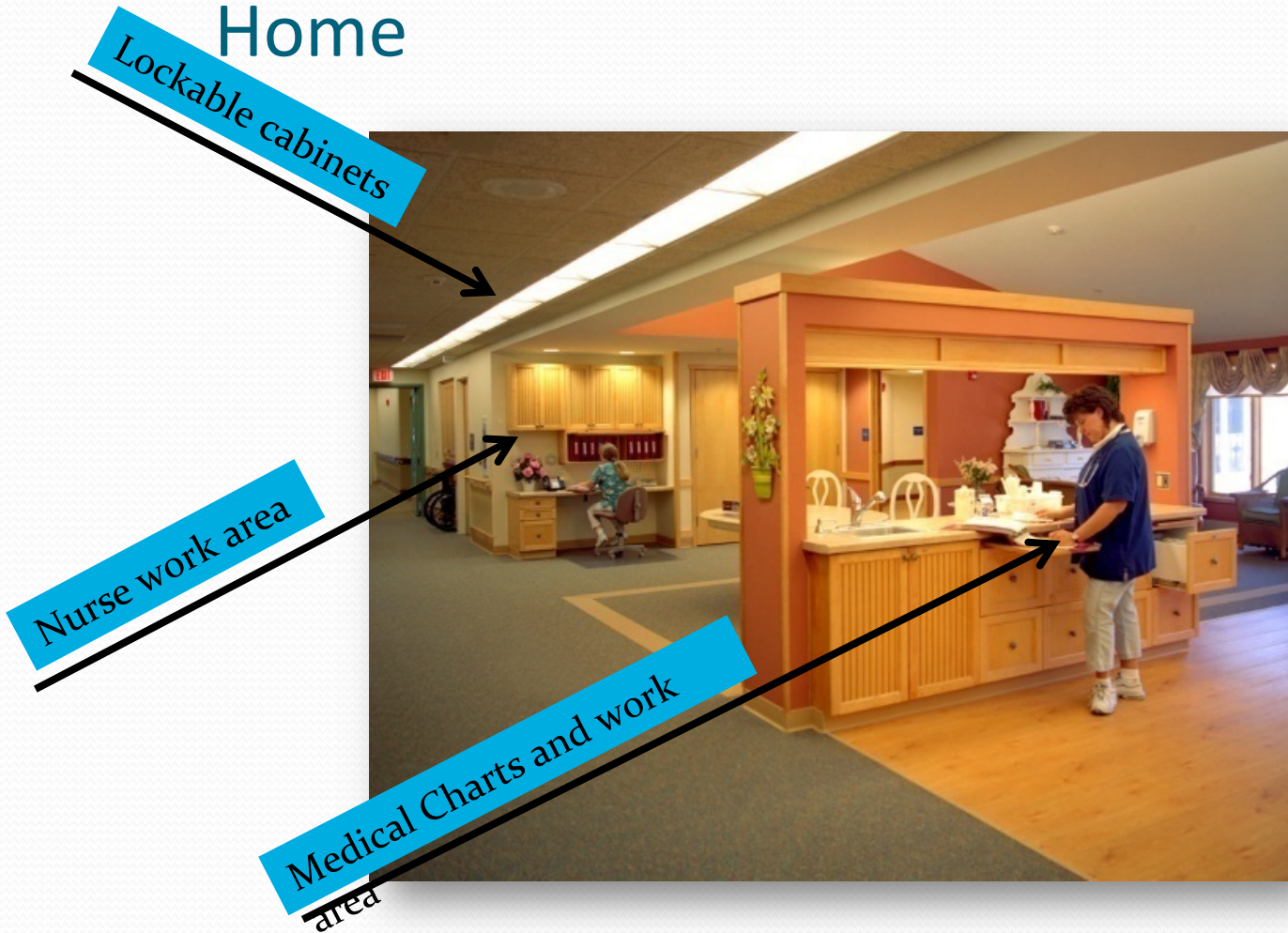
# Social Areas Grouped Around Open Space

## Creekview Nursing Home, Wisconsin



- Gaius G. Nelson: Nelson-Tremain Partnership

# Staff Areas work areas Creekevview Nursing Home



- Gaius G. Nelson: Nelson-Tremain Partnership



# Social Areas at Creekview Nursing Home



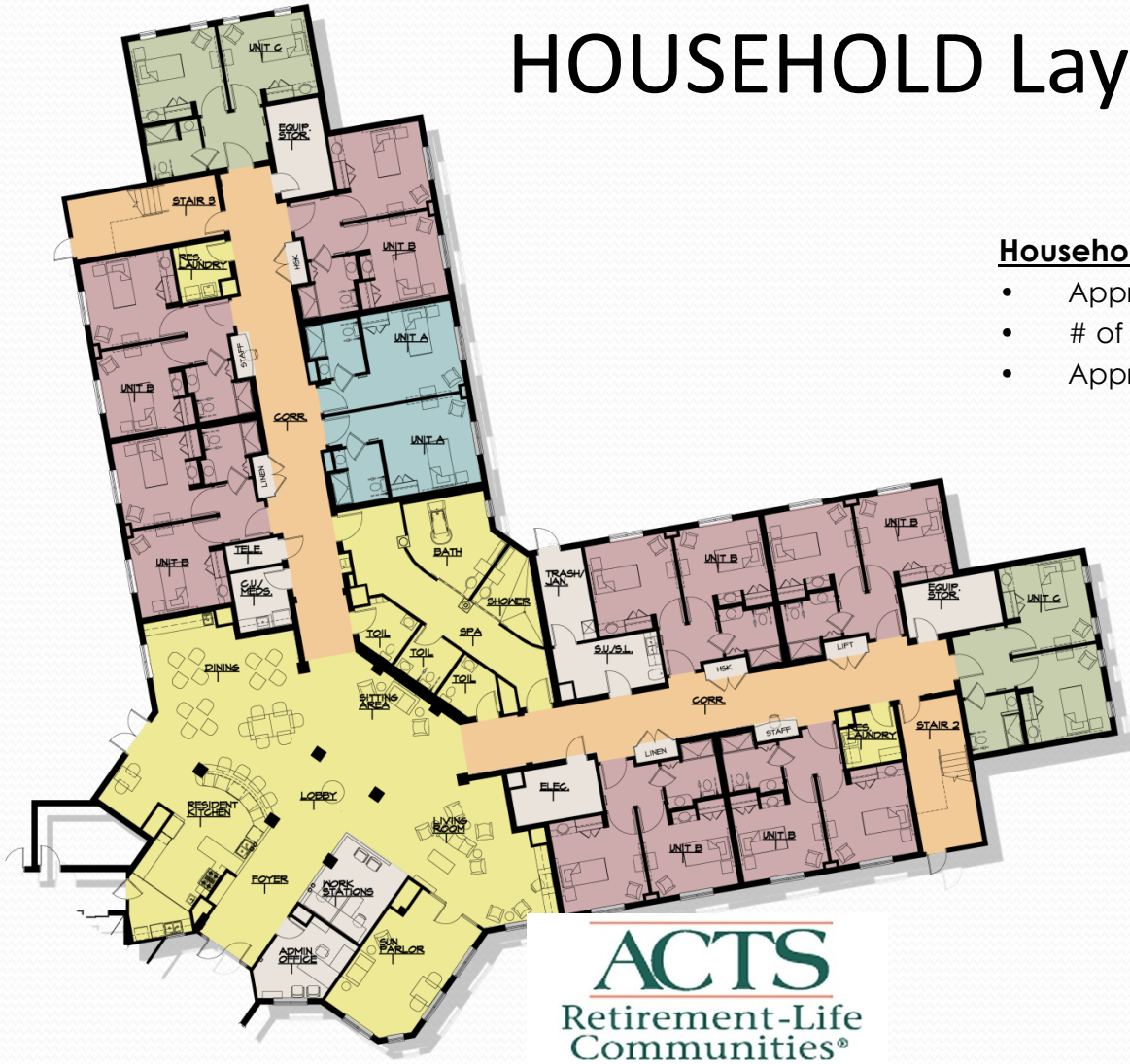
- Gaius G. Nelson: Nelson-Tremain Partnership



## Households Can be Designed Around Corridors Too

- Social and Public Spaces are arranged much like entry into a home
- The kitchen and dining areas are designed to encourage social interaction
- The sleeping rooms are separated from the public areas

# HOUSEHOLD Layout



### Household statistics

- Approximate Household SF ~ 12,440 sf
- # of Beds ~ 20; 18 semi-private, 2 private
- Approximate SF / bed ~ 622 sf

**ACTS**  
Retirement-Life  
Communities®





# Social Areas Grouped Around Corridor



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Communities®

**SFC**S  
Architecture  
Engineering  
Planning  
Interiors





## THE NEXT STEPS HAPPEN BEFORE DESIGN (BD)

- Analyze Your Environment (Both Built and Organizational)
- Pre-program with SAGE “PLACE” or Other Guided Process of Analysis
- Develop Conceptual Ideas Based on Data You Have Generated
- Only Then (and not before) Contact a Designer To Hand Off exactly What **Your Household** Will Be



Thank You For All You Do!

Questions?

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