



The National **Long-Term Care**  
**Ombudsman** Resource Center



# Person-Directed Care and Culture Change

August 27, 2025

# Today's Topic

**Culture Change** – The common name given to the national movement based on person-directed values and practices to ensure long-term services and supports are “directed by and centered on” the person receiving care.

<https://www.pioneernetwork.org/>

# Person-Centered Care

## ► Person-Centered Care Based in Law

- Awareness of, and requirements to, provide person-centered care or planning are growing. Federal regulations for nursing facilities and for Medicaid-funded long-term services and supports require person-centered care and planning.
- **Omnibus Budget Reconciliation Act of 1987** - The first federal law to refer to person-centered care is the Omnibus Budget Reconciliation Act of 1987 (OBRA '87), also known as the Nursing Home Reform Act.
- **Federal Requirements for States and Long-Term Care Facilities** – Person-centered care is a requirement of the federal nursing facility regulations. The regulations define resident-centered care as follows:
  - *“...person-centered care means to focus on the resident as the locus of control and support the resident in making their own choices and having control over their daily lives.”*

## EXAMPLES OF TRADITIONAL VS. PERSON-CENTERED CARE MODELS<sup>[1]</sup>

Figure 1

Traditional Care	Person-Centered Care
Residents are told when to wake up, go to bed, eat, and bathe based upon facility schedules and set routines.	Residents wake up, go to bed, eat, and bathe when they choose. Staff alters their work routines to honor residents' preferences.
Residents frequently have different care staff. Therefore, the staff do not know the residents well and are not familiar with their preferences or routines. Residents often feel unknown, insecure, scared, and they don't always get their needs met.	The same staff takes care of the same residents. They know each other, and caring relationships develop. Research indicates that consistent staffing results in better care and can help residents feel more secure, content, and happy.
There is a structured activity schedule with little input from residents.	There are daily activities, whether individual or in a group, planned or spontaneous, which consider residents' interests.
Residents may feel as if they have reached the end of the road and see the facility as a place to die.	Rituals and celebrations acknowledge life and establish an environment where everyone is recognized.

<sup>[1]</sup> The information in the Figure 1 and the paragraph introducing the chart was adapted from The Pioneer Network, *Moving to Person-Directed Care*, <https://www.pioneernetwork.net/elders-families/care-changing/>.

# Speakers

## Illinois

- Lee Moriarty, Deputy State Long-Term Care Ombudsman
- Lisa Light, Regional Ombudsman, Senior Services Ombudsman Program/ECCOA, Effingham

## Maryland

- Karrie Craig, State Long-Term Care Ombudsman

## Wyoming

- Patty Hall, State Long-Term Care Ombudsman



# Culture Change and the CFI Conference

**Patty Hall, Wyoming State Long-Term Care  
Ombudsman**

# Wyoming Culture Change Board



Carmen Bowman- a 3 year CMP project on Culture Change (WCCC Steering Committee) ended March 2024

Continuing the Culture Change Movement we developed the WCCB

What we've done?

Center for Innovation Conference in St. Louis.

# Center For Innovation Conference

A collaboration between The Pioneer network and the Green House Project. This years theme was Mobilize the Movement.

Pre and post conference activities.

A variety of presentations and sponsored activities.



# Center for Innovation Conference



Day one–

Morning: were two classes that were an add on charge, didn't go.

Afternoon: was Age Tech Summit. Very interesting.

## Day Two



The Concurrent Session A – Implementing the Validation Method was good but I thought it skimmed over the basics of what Validation was to sell his line of courses.

Concurrent Session B– Christopher Mulrooney, Pathways to Culture Change Implementation– very good. It went into obstacles and overcoming them.

# Conference continued Day 3



Concurrent session C- Laura Deprez, Nursing Home Culture Change: Evidence, Challenges and Mobilizing the Movement. Very good. A published paper.

Concurrent session D-Roosevelt Smith, Steve Tiezzi and Matt Beamer, From Yuck to Yum- Our Green House Odyssey. Plan A failed, Plan B failed and finally with Lunch and Dinner the Meal Kit Way the food went to Yummy.

# Questions





# Open Discussion

# Resources

- ▶ [Consumer Voice Culture Change in Nursing Homes Fact Sheet](#)
- ▶ [NORC Issues Person Centered Care](#)

## Culture Change in Nursing Homes

Quality of care in nursing homes must be addressed from all angles: regulatory, legal, advocacy, and within the nursing home itself. An emerging effort to promote a new way of living and working in nursing homes is known as “culture change.” Culture change involves rethinking values and practices of a nursing home from top to bottom, inside and out. It is not about change for its own sake. It is about change that brings all who are involved in the nursing home culture – staff, management, residents, and families – to a new way of working that creates a humane environment supporting each resident’s life, dignity, rights, and freedom. Culture change is centered around deinstitutionalizing services and individualizing care.

Providers report that a true commitment to fundamental culture change improves the quality of care and quality of life for nursing home residents and the quality of work experience for staff. From a consumer perspective, it is important to support and advocate for creative approaches with this focus and to learn from them.

It is also important to keep in mind that simply stating an organization is pursuing culture change is not enough to ensure high quality care, and that often working towards a new culture can be disruptive in its own way, as organizations seek to redefine work roles in order to put person before task. Consumers must be active partners in this process. We must educate ourselves about all that is involved in this transformation, just as providers and other stakeholders are educating themselves. The Pioneer Network is an organization working with the Consumer Voice and others around the country to foster the spread of culture change principles and practices. Pioneer principles are used to guide their work.

### PIONEER PRINCIPLES

- Know each person
- Each person can and does make a difference
- Relationship is the fundamental building block of transformed culture
- Respond to spirit, as well as mind and body
- Risk taking is a normal part of life
- Put the person before the task
- All elders are entitled to self-determination, wherever they live
- Community is the antidote to institutionalization
- Do unto others as you would have them do unto you – yes, the Golden Rule
- Promote the growth and development of all
- Shape and use the potential of the environment in all its aspects: physical, organizational, psycho/social/spiritual
- Practice self-examination, searching for new creativity and opportunities for doing better
- Recognize that culture change and transformation are not destinations, but a journey, always a work in progress

## Person-Centered Care Video Series and Teaching Guide



## **Person-Centered Care Video Series**

### **Teaching Guide**







**Office of the Long-Term Care Ombudsman**

**May 2020**

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# Connect with us!

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