



**CommonAge**



residential  
forum



**CommonAge**

**residential  
forum**



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trowers & hamlins

**Leadership Seminar**

**Reframing Residential Care**

**Sharing experience from  
Australia**

**Jo Boylan**

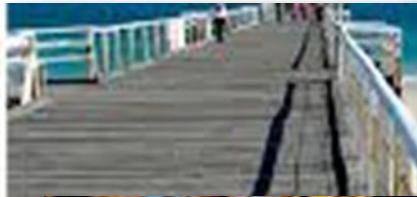
**Operations Director**

**Southern Cross Care**  
**(South Australia and Northern Territory)**



***‘Making Healthy  
Normal’ in the UK***









From ordinary to extraordinary

**Part 1**



**Why is Healthy Ageing and older people now an important conversation across the world?**



Because....

- More of the same in aged care will not be good enough
- Outdated stereotypes – no longer fit across the life course
- Retirement - Ageist – social construct that has little psychological basis



Because...

- The world is changing too – decrease in size of families, women have more opportunities to work & more people are living longer into older age
- The economic imperative will aim to minimise the expenditure with an ageing population

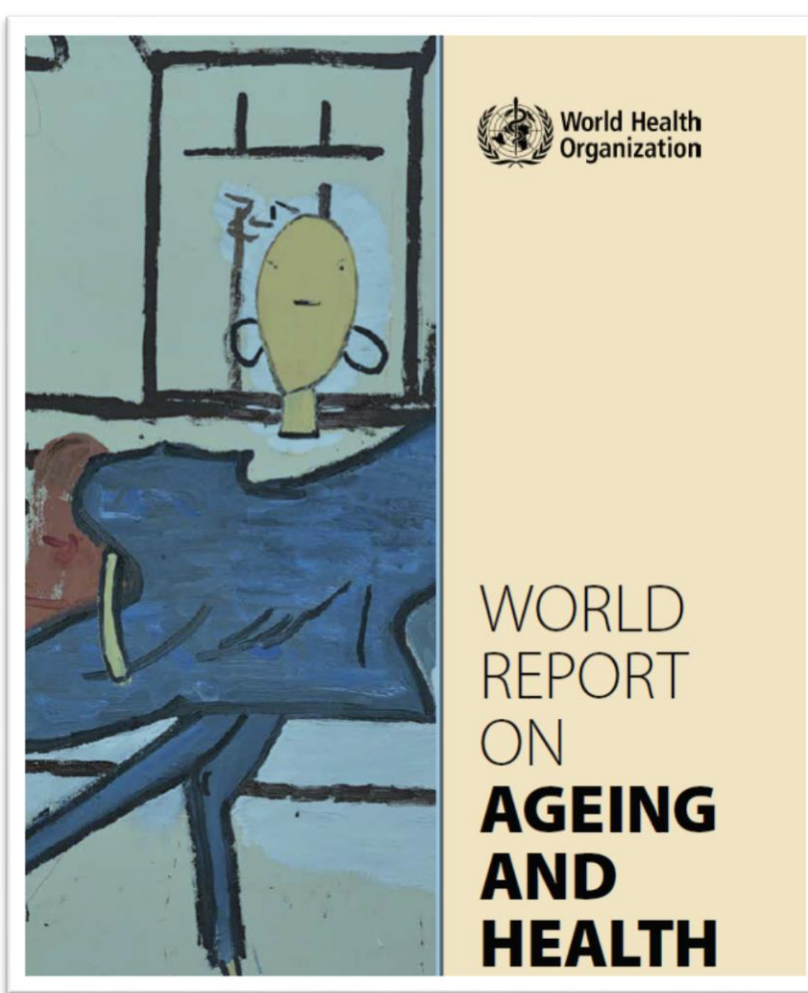


**These are the areas we will discuss in greater detail today, regarding**

- The rights of older people to access quality health promoting, goods and services
- Aged care settings and services designed to promote optimal physical and social engagement – combat more sedentary lifestyles

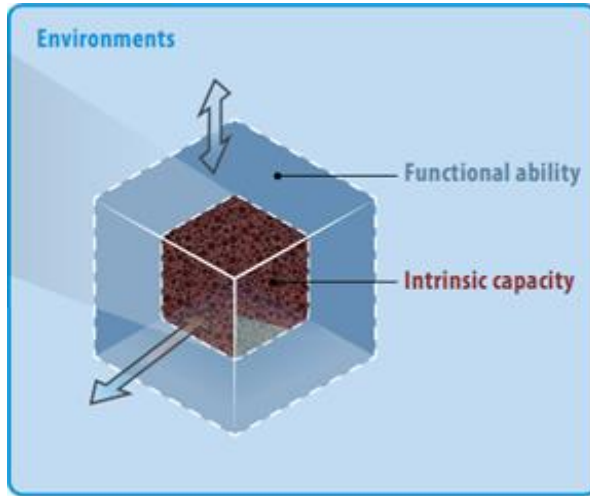


- Need for new systems for health care that are more in tune with the needs of older people.
- Must transcend outdated ways of thinking
- Foster a major shift in how we understand ageing & health
- Strengthen the abilities of older people to thrive in their environment.



World Health Organization

WORLD  
REPORT  
ON  
**AGEING  
AND  
HEALTH**



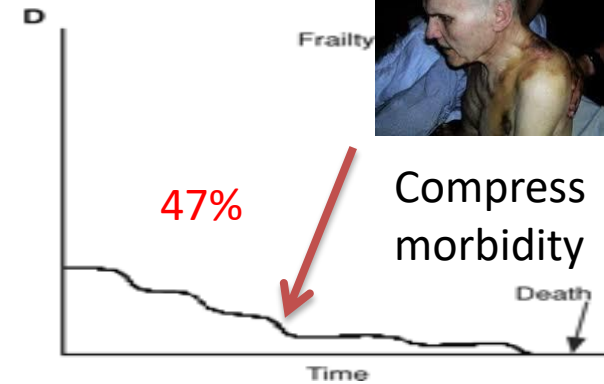
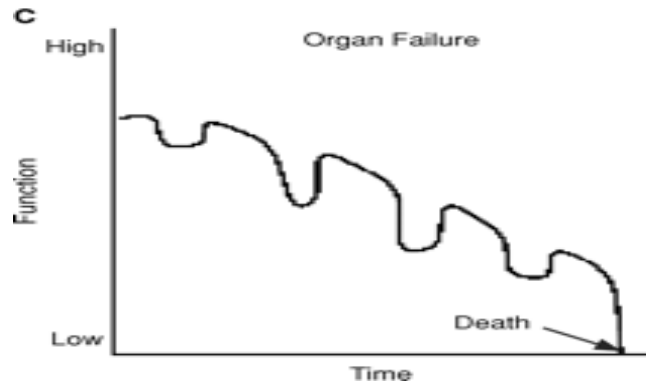
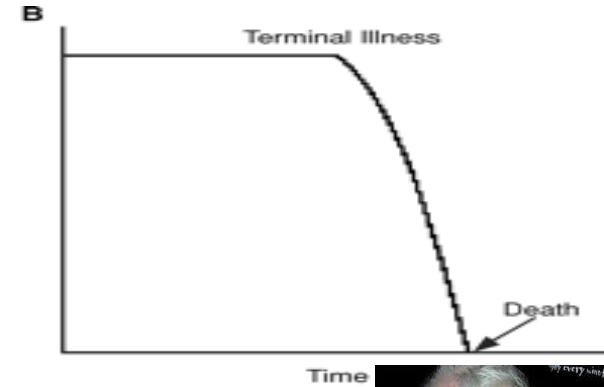
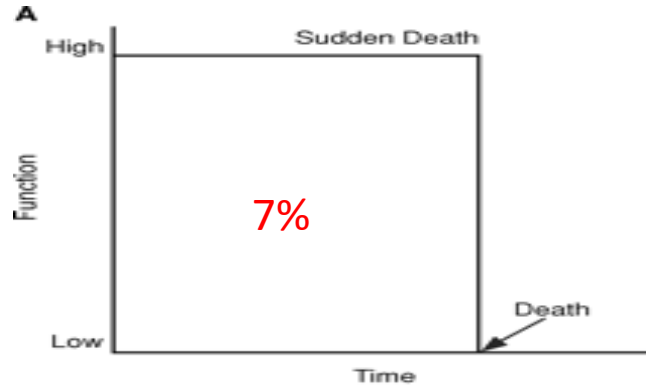
The World Report on Ageing and Health is asking health care providers to adopt 3 key strategies for creating Healthy Ageing

(WHO 2015, p28)

1. Reduce the fitness gap,
2. Help individuals reach their potential
3. Prevent disability



# Fries. J. (1980) hypothesis on how we function and die



Often frailty will ↑ service need – this is where we can make a difference – treat & reverse symptoms

## 2 – symptoms

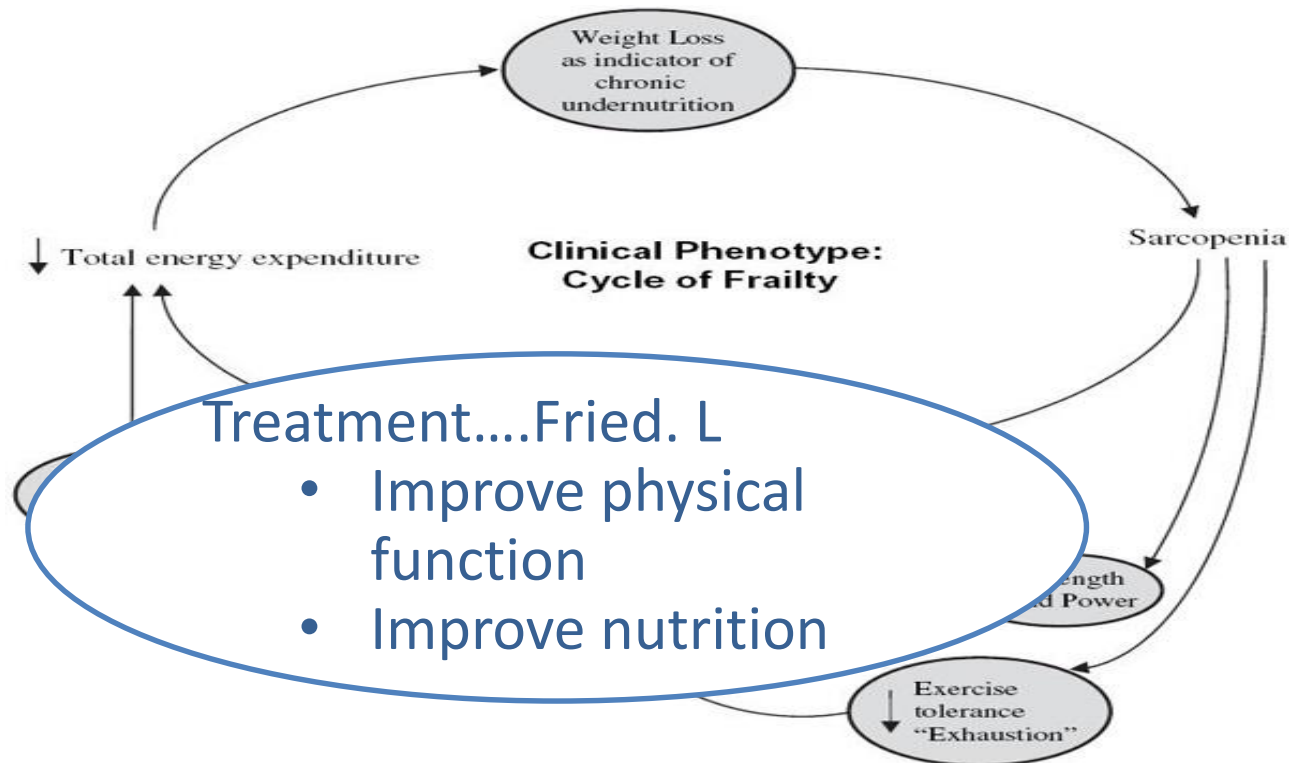
- pre frail

## 3 – symptoms

- frail

## 4 – 5 symptoms

- advanced frailty





# *‘Making Healthy Normal’*

## *Moving from an old mindset.....to a new mindset*

Customers are passive

Customers are active

Inactivity reduces risk

Inactivity increases risk

Here to help

Here to enable

Decline is inevitable

Decline is preventable

Weakness is the focus

Maintaining strength is the focus

Care promoting

Health promoting

Medical model

Quality of life model

Dependency model

Aspirational model

Managing ill being

Promoting well being



## Part 2

# The Healthy Ageing approach



## Learnings from Southern Cross Care

Today, I will share with you how we addressed our service delivery gaps in relation to;

- access to health promoting activities
- early intervention
- critical thinking/case management
- health literacy and working with an individuals intrinsic values to assist with their recovery



## Background: our customers were at risk of:

- not moving much
- weight loss (no appetite)
- increased social isolation
- receiving traditional 'comfort care' services
- not being offered opportunities for improved health outcomes – regardless of their age/health conditions

*Our settings were at risk of unintentionally creating ill-being instead of wellbeing*



# Status Quo

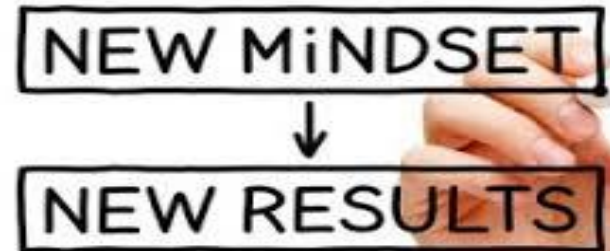




# SCC has made a commitment to;

(WHO, 2015)

- better understand the implications of an ageing population and meeting older peoples needs
- healthy ageing across the life course
- empowering *all people* in the improvement of their health-related physical, mental, social well-being – focus on developing intrinsic capabilities
- health education, disease prevention and rehabilitation services







## 'Making healthy normal' at SCC

*We now have a comprehensive, theoretical, health promoting approach to help 'make healthy normal' for our customers....*



**"The handle on your recliner does not qualify as an exercise machine."**



# The Quality of Life domains, The 5 standards for Health Promotion & a healthy settings approach now guide our thinking (WHO, 2003, 2004)



5 Standards for Health Promotion

Healthy settings approach





# WHO (2015) definition for healthy ageing underpin our vision:

## Healthy Ageing

*“Healthy Ageing as the process of developing and maintaining the functional ability that enables well-being in older age”* WHO 2015





	Assessment for Health Promotion	Healthy Ageing Interventions and Information	Staff/customer/community partnerships
How	Appreciative inquiry and positive emotion Goal setting Assessment Strengthen valued roles and relationships Care plans Self-efficacy strategies Early intervention	Wellness and active living Reablement & recovery Health literacy promotion Keep learning Exercise expertise Frailty prevention focus Equity of access Best practice interventions	Self-care and shared responsibility Partners for Healthy Ageing Co design / Co produce Healthy communities Community action Integrated care across the continuum of services Communication
Outcomes	Quality indicators	Quality of Life indicators	Engaging partnerships



We created the position of a Health and Wellness Promoter to specifically support and promote each individuals function and overall quality of life.





# Health & Wellness Centres

Better  
for life

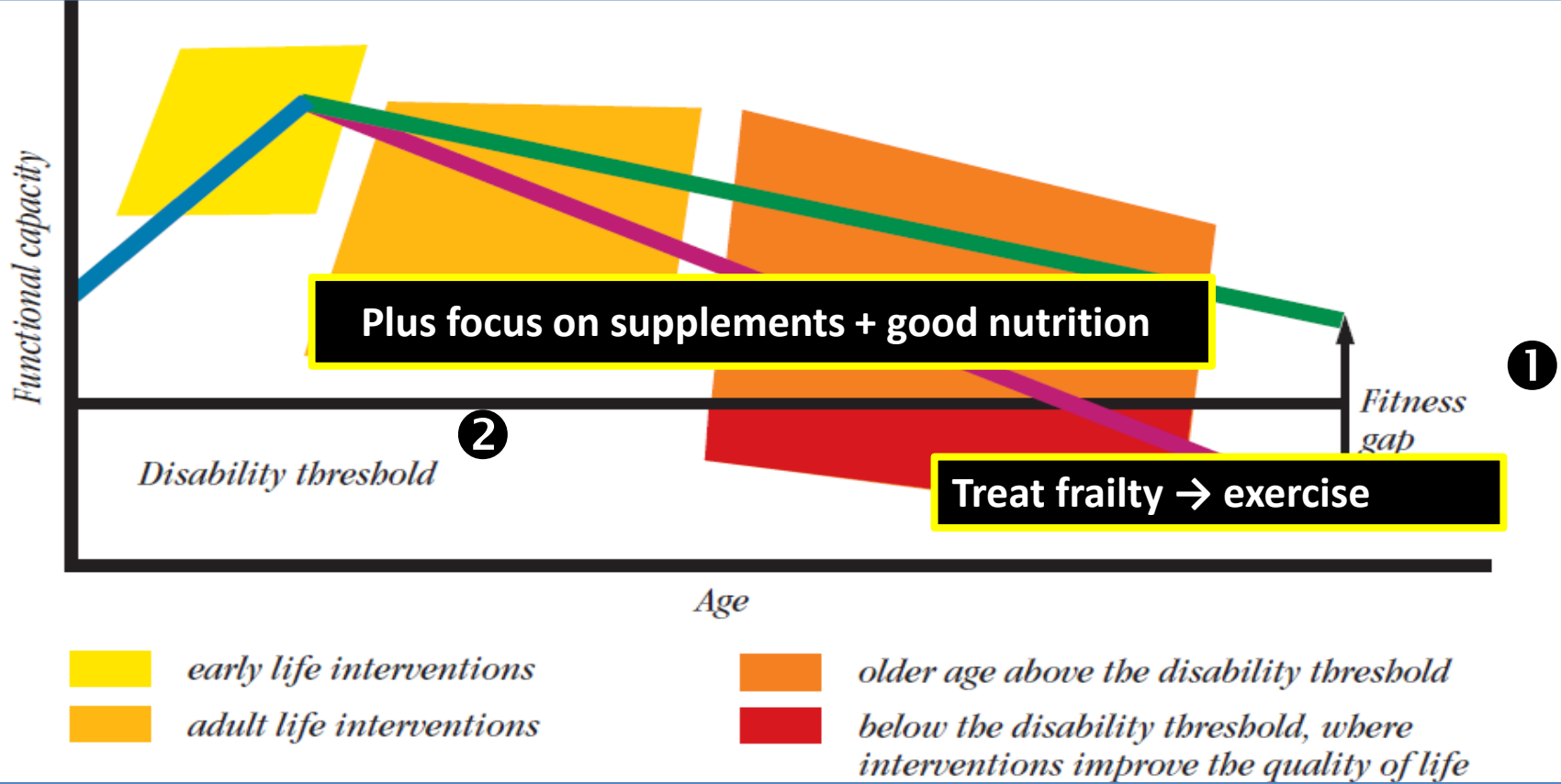


- Resistance
- Balance
- Function



Steep decline in health, due to factors such as inactivity, can be reversed at any age. Our aim is to address the fitness gap of older people (see ❶ below) by encouraging and supporting them to participate in exercise based activity.

Source: Kalache and Kickbusch, 1997.



Exercise based activity can assist older people to remain above the disability threshold (see ❷ ).



From wheelchair to walking the parallel bars! Oh wow!!





A photograph of an elderly woman, Rodney, sitting on a piece of gym equipment. She is wearing a teal t-shirt and glasses, and she is smiling. A staff member in a dark blue and white uniform is standing next to her, holding a clipboard. In the background, another person in a teal shirt is also on a gym machine. The scene is set in a well-lit gym.

# Better for life

Rodney

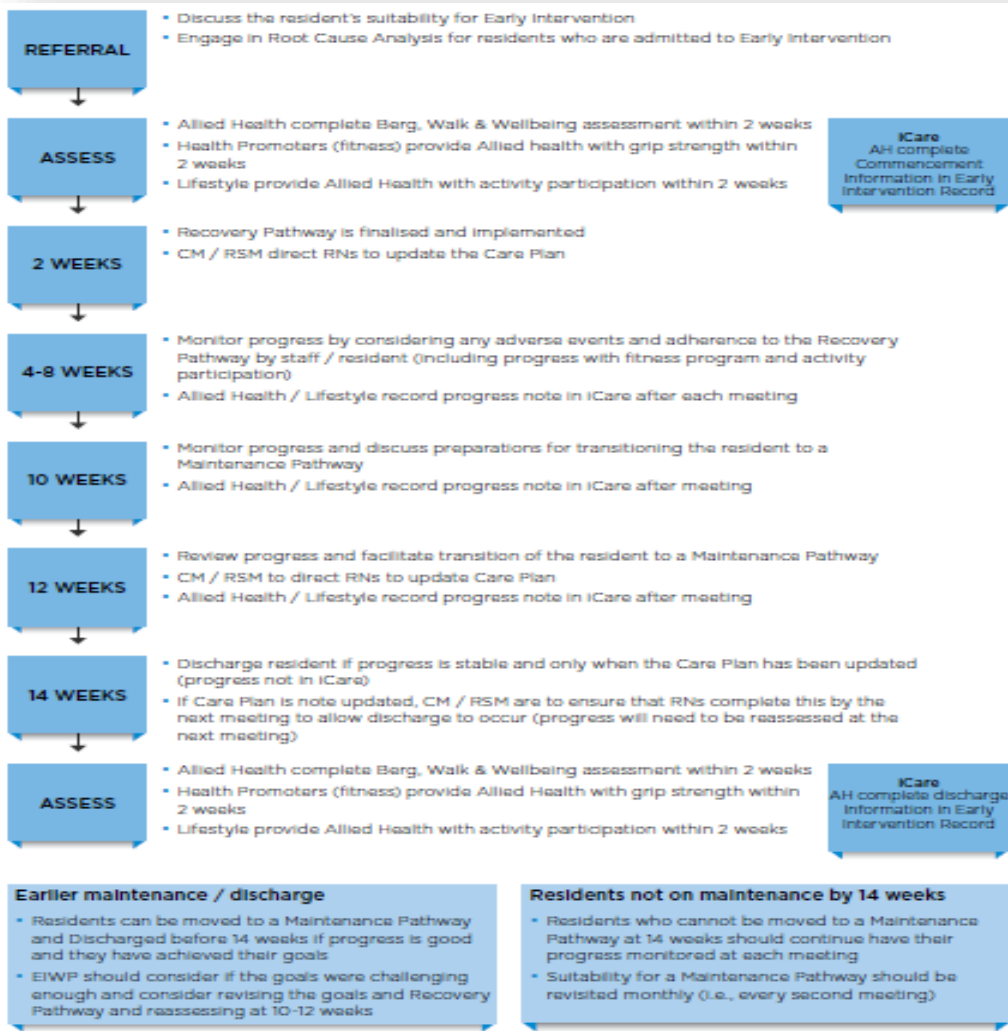
*“I might have a few miles  
on the clock, but there’s still  
plenty of gas in my tank!”*



**Health & Wellness  
Promoter**

# Never confuse a single defeat with a **final** defeat.

- *SCC implements Recovery Pathways for any customers that are identified as being at risk of decline either physically, emotionally, psychologically or socially.*
- *Multidisciplinary, EIP meetings are held fortnightly, to identify enablers and barriers to individuals recovery.*



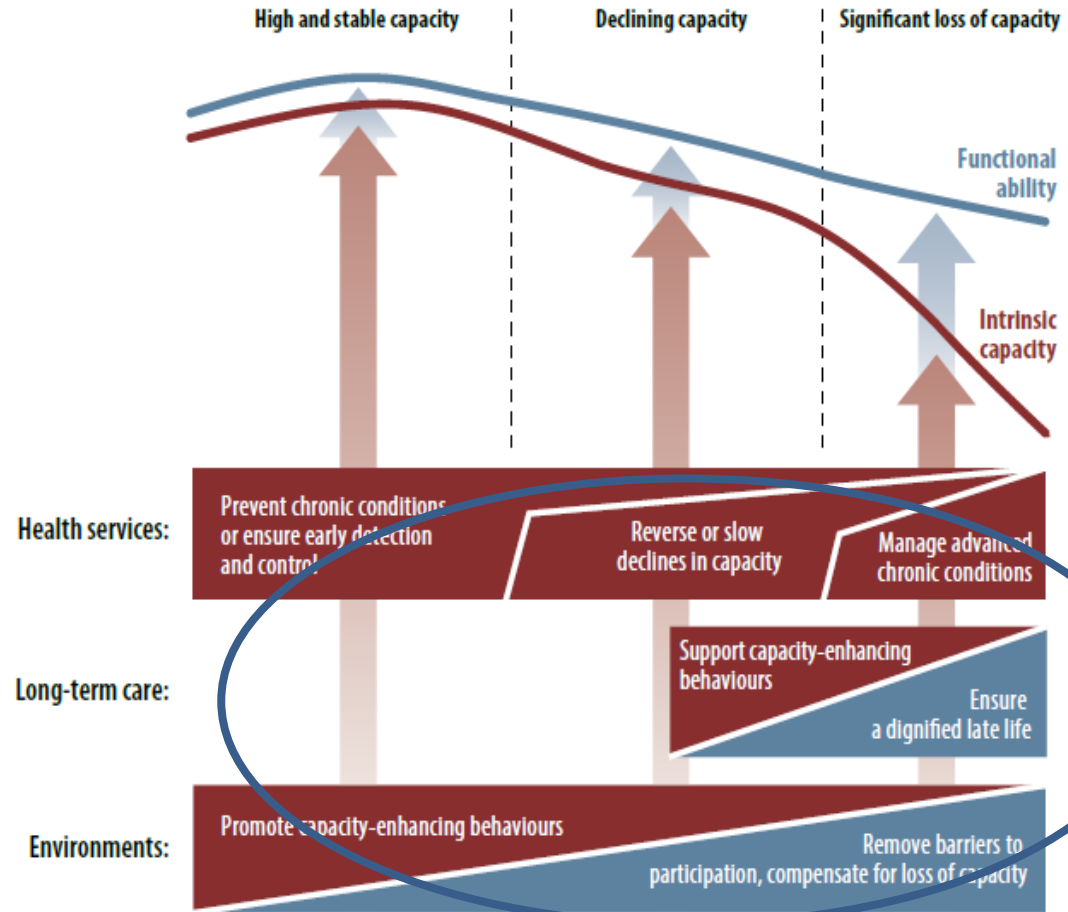
# Recovery Pathway

Goal/s																					
Aim / Goal	Monday __/__/2014			Tuesday __/__/2014			Wednesday __/__/2014			Thursday __/__/2014			Friday __/__/2014			Saturday __/__/2014			Sunday __/__/2014		
<b>Walking Program</b> - Completed by PCWs <b>xxx</b> needs to go for <b>x</b> purposeful walks daily—in addition to toileting/ walking to dining room	Shift AM AM AM PM PM PM	Time	Sign	Shift AM AM AM PM PM PM	Time	Sign	Shift AM AM AM PM PM PM	Time	Sign	Shift AM AM AM PM PM PM	Time	Sign	Shift AM AM AM PM PM PM	Time	Sign	Shift AM AM AM PM PM PM	Time	Sign	Shift AM AM AM PM PM PM	Time	Sign
<b>Daily Exercises</b> - Completed by PCWs <b>xxx</b> needs to do <b>x</b> sit to stands and <b>x</b> ROM (PROM/AAROM/AROM/SOOB) exercises each day	Sit to Stands Yes No ROM Yes No Comment:			Sit to Stands Yes No ROM Yes No Comment:			Sit to Stands Yes No ROM Yes No Comment:			Sit to Stands Yes No ROM Yes No Comment:			Sit to Stands Yes No ROM Yes No Comment:			Sit to Stands Yes No ROM Yes No Comment:			Sit to Stands Yes No ROM Yes No Comment:		
<b>Fitness Program</b> - PCWs record when residents are taken to fitness activities - Fitness staff record in-room visits <b>xxx</b> will actively participate in <b>x</b> weekly group or 1:1 exercise in gym or own room	Yes No Comment:			Yes No Comment:			Yes No Comment:			Yes No Comment:			Yes No Comment:			Yes No Comment:			Yes No Comment:		
<b>Daily Verification (EN / RN)</b> - Walking, daily exercises and fitness only	Shift AM PM	EN / RN sign		Shift AM PM	EN / RN sign		Shift AM PM	EN / RN sign		Shift AM PM	EN / RN sign		Shift AM PM	EN / RN sign		Shift AM PM	EN / RN sign		Shift AM PM	EN / RN sign	
<b>Lifestyle Activities</b> Activities to promote social engagement <b>x</b> times per week	Number of Activities:			Number of Activities:			Number of Activities:			Number of Activities:			Number of Activities:			Number of Activities:			Number of Activities:		
<b>Sensory Activities (OT/Lifestyle)</b> Activities to promote sensory engagement <b>x</b> times per week	Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:		
<b>Other Allied Health Sessions</b> <b>xxx</b> is to have <b>x</b> sessions each week (in addition to sensory activities)	Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:			Number of Sessions:		
<b>Weekly Evaluation of Recovery Interventions</b>																					



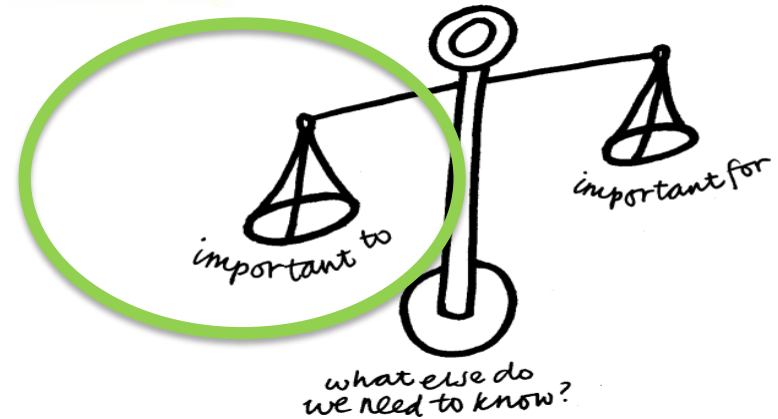
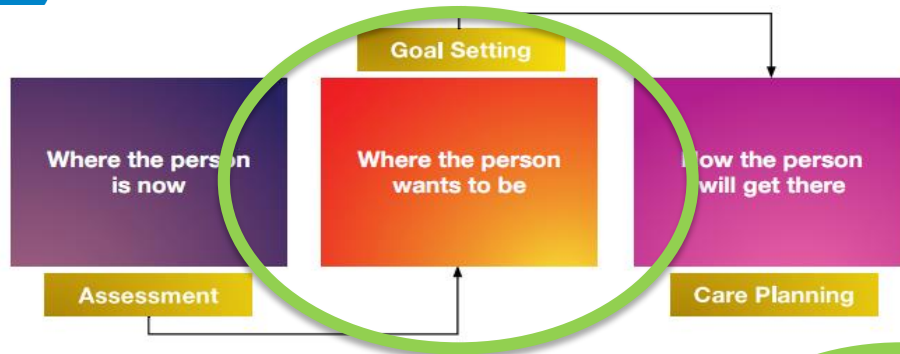
The Health and Wellness Promoter work with each person to optimise their intrinsic capacity;  
*‘enabling them to do more of the things that give meaning, purpose & wellbeing’*

Fig. 2. A public-health framework for *Healthy Ageing*: opportunities for public-health action across the life course

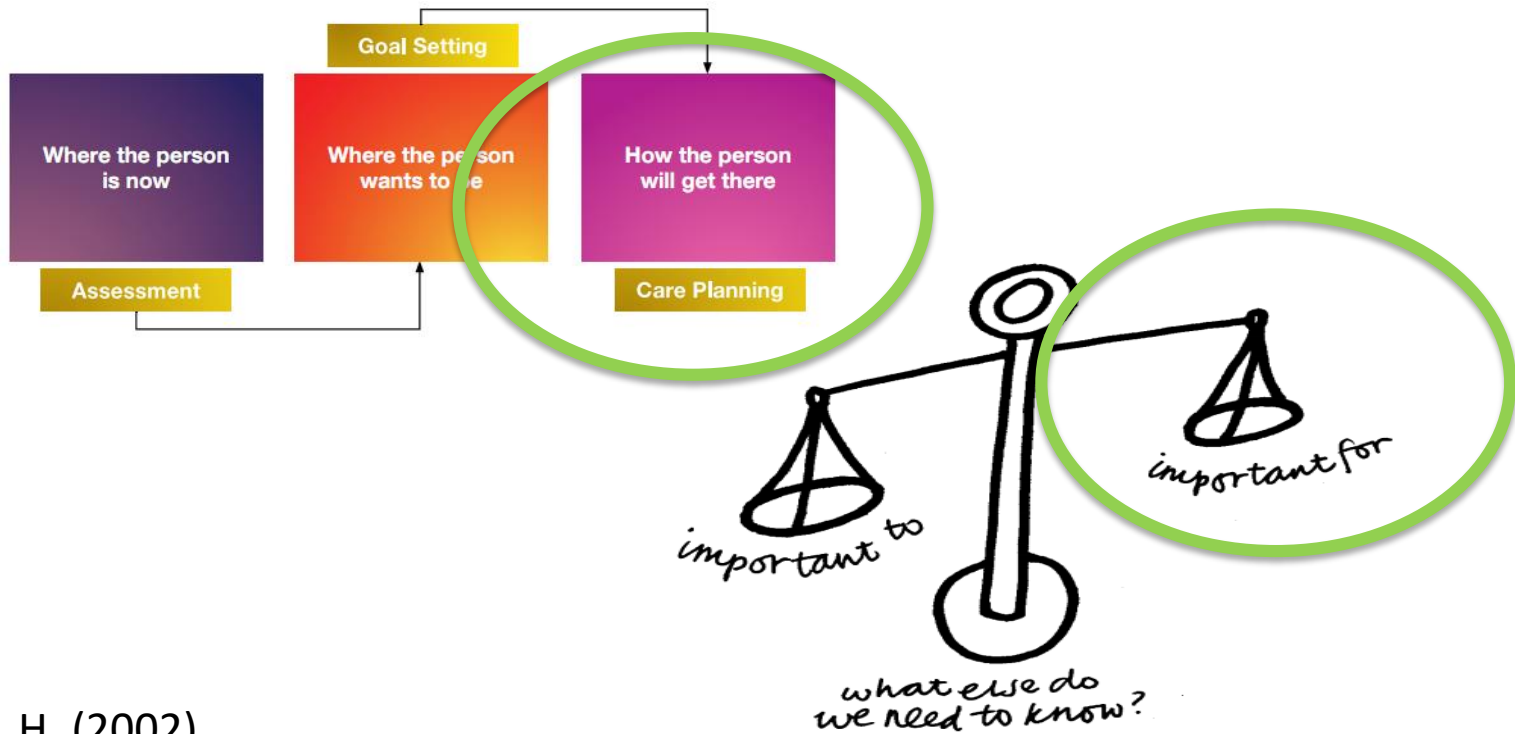




# What's important to you



# What's important for you





# Quality of Life Database

## Wellbeing Plan and Resident's Goals

# Martin Chris ( Coldplay )

### Resident's Goal

What's important to me? (172/256)

I would like to be more independent and feel confident when walking around the home.

My Goal (205/256)

To walk to and from the activity room twice a week.

What actions I will take? (180/256)

I will ask staff to walk with me to the activity room so I can attend bingo.

What others will do to support me? (162/256)

Staff will walk with me to begin with and encourage me to keep up my walking so I can improve.

When and how often? (227/256)

Wednesday and Saturday at 3pm

### Current Goals / Due Date

Current Goals / Due Date

### Achieved Goals / Completion on

Achieved Goals / Completion on

### Goal Type

Ongoing (reviewed every 6 months)

Timed To be achieved by:

### Goal within Domain

Physical Health

Social Relationship

Psychological & Spiritual

Environment

### Goal Achieved

Goal Achieved

Notes (optional) (512/512)

--

Edit

Print Current Plan

New Goal

Save to PDF

Submit

Close



## Quality of life



We also evaluated (measured) the overall quality of life of each resident across their social relationships, psychological wellbeing, physical health and within their environment.



To understand the QoL outcomes for each individual, Health and Wellness Promoters could obtain;



- \*Personalised activity reports which provides information about the activities each resident is engaged in
- \*Attendance alerts to identify residents who are at risk of disengaging from activities that support their QoL
- \*Overall percentage of residents engaged in QoL activities

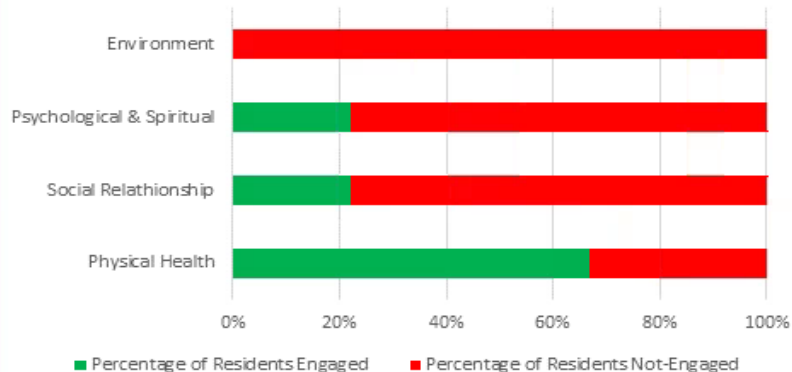
# Quality of Life Database

## Activity Engagement

Site Name: **Lourdes Valley**

Number of Residents: **9**

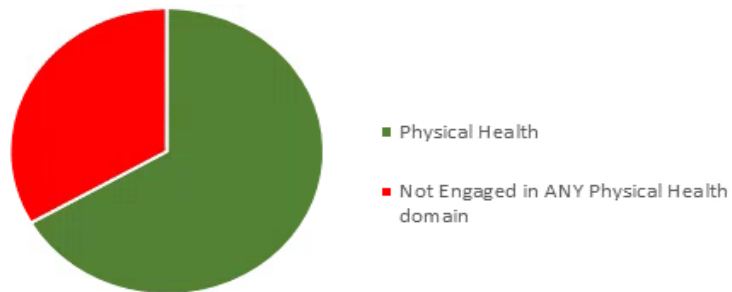
### Residents Engaged in any Quality of Life Domain



The percentage of residents engaged in ANY activity

Activity Category	Number of Residents	Percentage of engaged
Social Relationship	2	22.22%
Physical Health	6	66.67%
Psychological & Spiritual	2	22.22%

### Percentage of Residents Engaged in ANY Physical Health Domain Activity



The percentage of residents engaged in ANY Exercise program

Category	Number of Residents	Percentage of engaged
Physical Health Domain	6	66.67%
Not Engaged in ANY activity in Physical Health Domain	3	33.33%

Report Range Selection

From

17/10/2016

To

23/10/2016

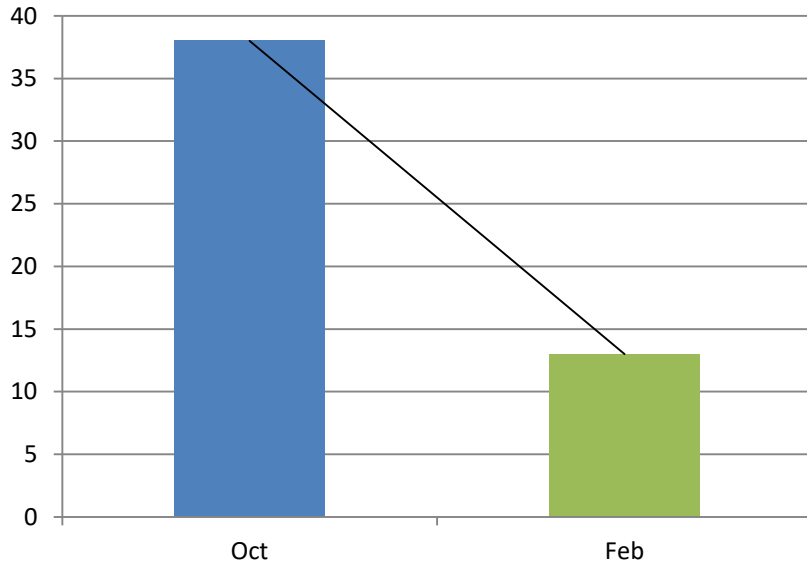
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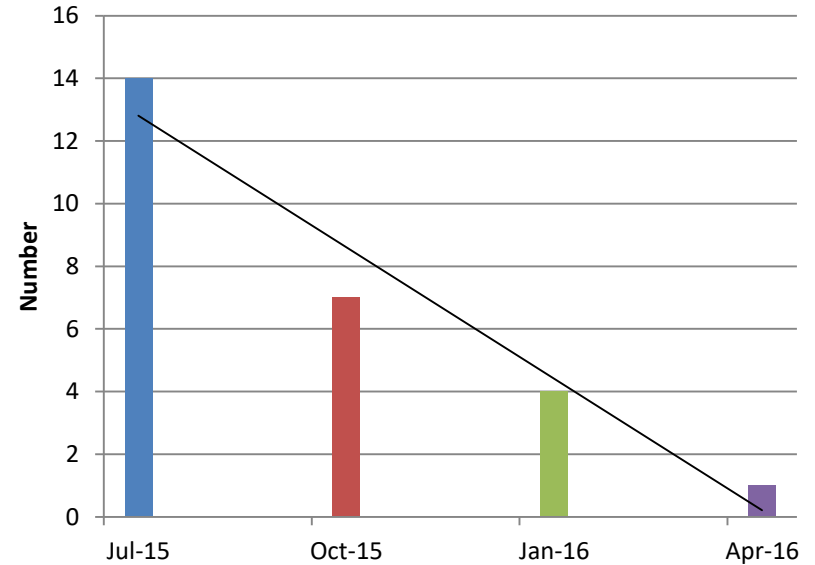


## .....Some further impact

**Number of residents at risk of social isolation**

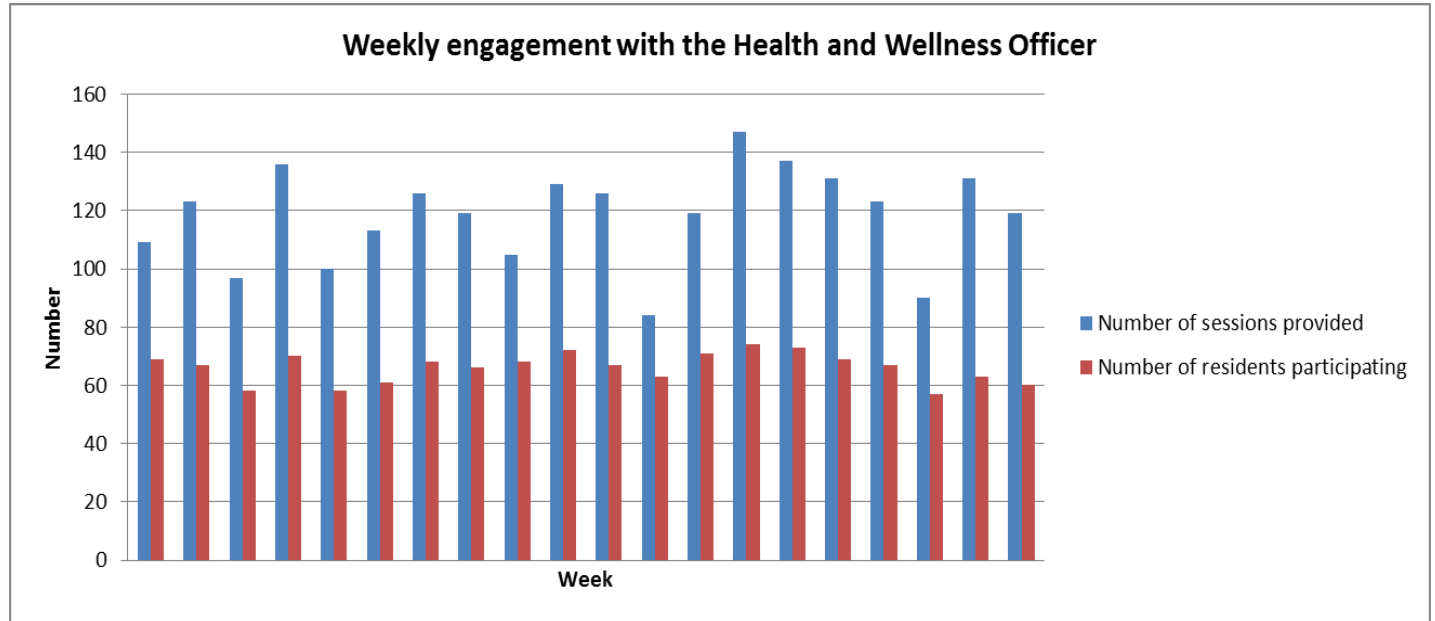


**Behaviour incidents since opening of the Wellness Centre**



# Residents want and can participate in exercise

90 residents access the Health and Wellness service, over 60% of residents. 120 exercise sessions a week are provided for 66 individuals.

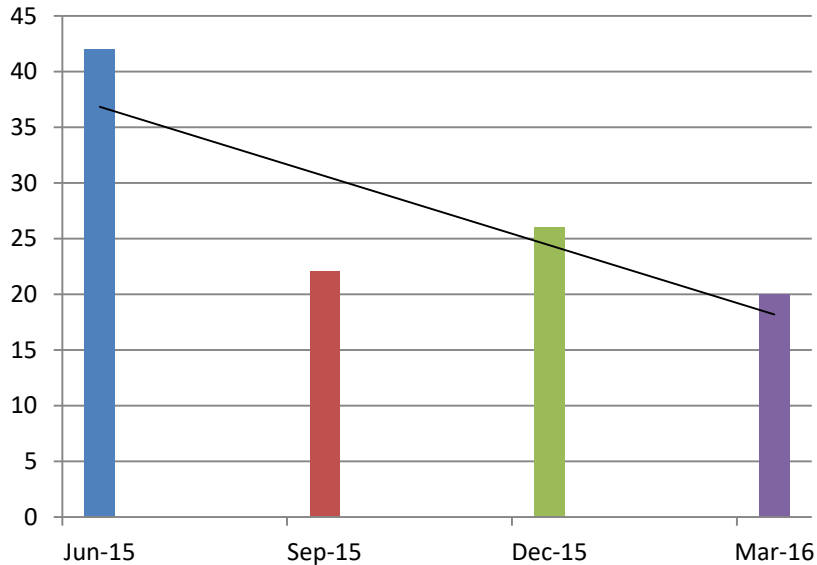




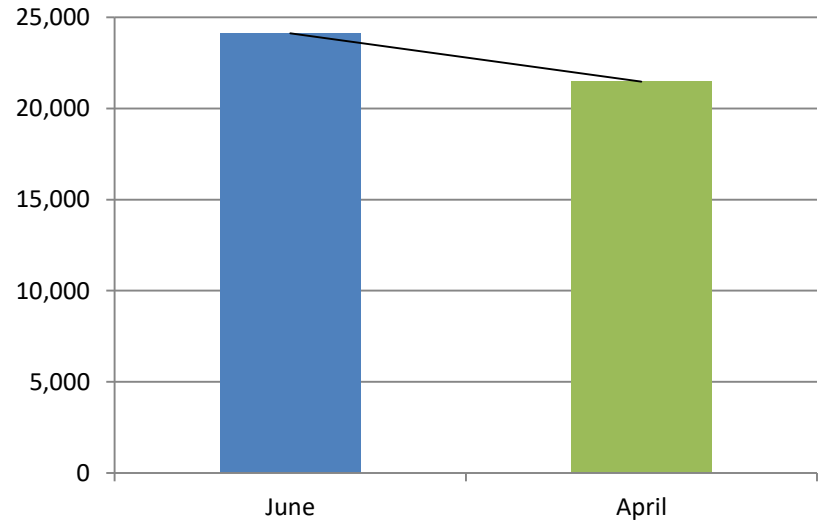


## .....Some further impact

**Falls incidents since opening of the Wellness Centre**



**In June 15-April 2016 - Decrease in all call bells since introduction of Health and Wellness service**





# Southern Cross Care story – The healthy Ageing Model 15 Health and Wellness Centres have commenced



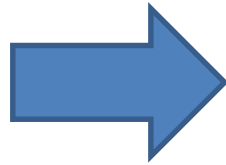
Over 50% plus  
reduction in fractures





# Personal story 1

“the best thing since sliced bread”



- Past state rowing & bowls champion
- 23 falls in 7 months
- Low confidence, depression, increase in pain



**Important to:** Family

**Important for:** Strong legs to walk, balance & get in car

- ✓ Attends gym 5 days per week
- ✓ Walks every day
- ✓ Improved mood
- ✓ His outlook on life is positive now

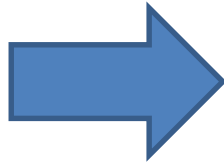




## Personal Story 2

*“Life is what you make it”*

- 19 falls in 5 months
- Low confidence
- Kept to herself in her room
- Feeling socially isolated.



- ✓ 0 falls since
- ✓ Participates in lots of activities
- ✓ Promotes the benefits of exercise to anybody who will listen





## Personal story 3

- Gait speed - Unable to walk
- Grip Strength – Poor
- Mobility – Full sling lifter and wheelchair only





# NOW

Walking with a frame

Gait Speed 4m

Exercise Bike level 7

NuStep level 7

Grip strength R) 22kg  
L) 19kg





Biggest drivers for improved Qol are associated with intrinsic and functional capacity

Weights Say **Fit** Raises **Standing** Increased  
Stronger Place **Mobility** Feet **Getting**  
Completing **Able** Fitter **Walking** Little  
Improved Breathing **Exercise** Enjoy **Bike**  
Progressing **NuStep** Fun **Going** Think **Body Energy**





## ‘Take home messages’

***Making healthy normal*** in aged care is now a priority for the world.

Your positive action will

- prevent or delay avoidable decline, regardless of age or illness
- give access to interventions that promote health and wellbeing, with every interaction
- identify frailty early and reverse it through a dedicated recovery plan
- support people to ***‘walk until they die’***
- enable people to ***‘do the things they love most’***

**‘A healthy life brings with it opportunities, not only for older people and their families, but also for society as a whole’**

(World Health Organisation, Health and Ageing Report, 2015)



# Building our leadership capabilities for healthy ageing

## Part 3



**Our operating context ...**



# Leading the paradigm shift

- big goals, big aspirations, clear plan
- relentless in pursuing those goals
- high level of accountability & self-discipline
- ownership of continuous self development
- proactive, not reactive

***Focus x Expertise x Passion***

# “Operational Manual for healthy ageing” Key Performance Areas

## ***For each Key Performance Area:***

- ACTIONS needed
- CAPABILITY to deliver
  - skills
  - tools
- Priorities [*pareto*]
- Enablers





# Care Worker Healthy Ageing Capability Assessment Tool

## Introduction

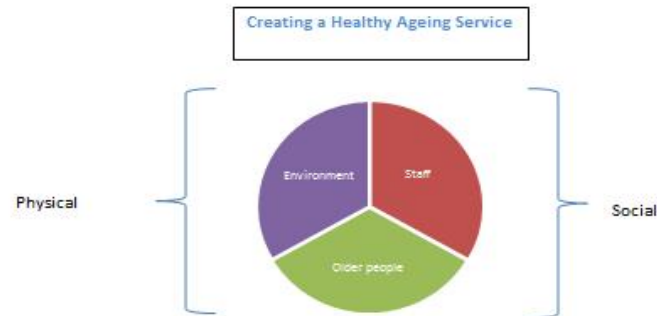
### A Healthy Ageing approach at Southern Cross Care

At Southern Cross Care (SCC) we believe that older people can **flourish** while living in their home or in one of our residential homes. SCC have an integrated health promotion approach to help our customers and staff live **active, engaged** and **connected** lives.

The concept of Healthy Ageing may seem like a contradiction for people who are already frail and receiving support; however our SCC aged care settings and services have significant potential to improve the wellbeing and quality of life of adults in their later years, by focusing on keeping them as functional and engaged in life as possible.

Understanding this potential to improve wellbeing and quality of life, SCC is reorienting their services away from traditional care models, towards holistic, inclusive approaches that promote healthy ageing. This includes embedding health promotion as our core business.

Rather than accepting older people as passive recipients of aged care services, we view older adults, their families or representatives as active partners who can make informed decisions about services to improve their health and wellbeing. This shift in thinking is vital in the delivery of a person-centred and healthy ageing approach. To support a healthy ageing approach we have developed a service delivery model that aims to create a health promoting environment for SCC customers, staff and volunteers. This is how we create a healthy ageing service:



This booklet is one education strategy to support our staff to understand and practise healthy ageing and person centred care at SCC.

Staff Member's Name: .....  Probation  Annual  Other

**Manager/Supervisor's assessment of staff member's work performance:**
*[Staff performance is assessed using outcomes from audits / observations / training records / feedback from staff / customer.]*

Key Performance Areas ➔	Healthy Ageing focus	Interaction with peers	Interaction with residents	Healthy workplace	Professional development	Ability to follow direction	Support best practice	Overall work performance	Score:
	Support each individuals overall holistic & health promotion needs	Ensure respect/ team work/ optimistic outlook/ adherence to code of conduct	Be respectful/ supportive, promote and enable healthy lifestyle choices	Contribute to own health and wellbeing outcomes, and promote healthy community	Attend mandatory training and ensure transfer of Healthy ageing knowledge into practice	Work in responsible and accountable manner with customers/ families as central focus	Contribute to continuous improvement/ OHS/Infection Control and follow policies and procedures		...../32
1☐ = does not meet requirements 2☐ = minimal requirements met 3☐ = meets requirements 4☐ = exceeds requirements	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	<input type="checkbox"/> Needs to undertake competency program / reflective practice

**Manager / Supervisor's Comments:**

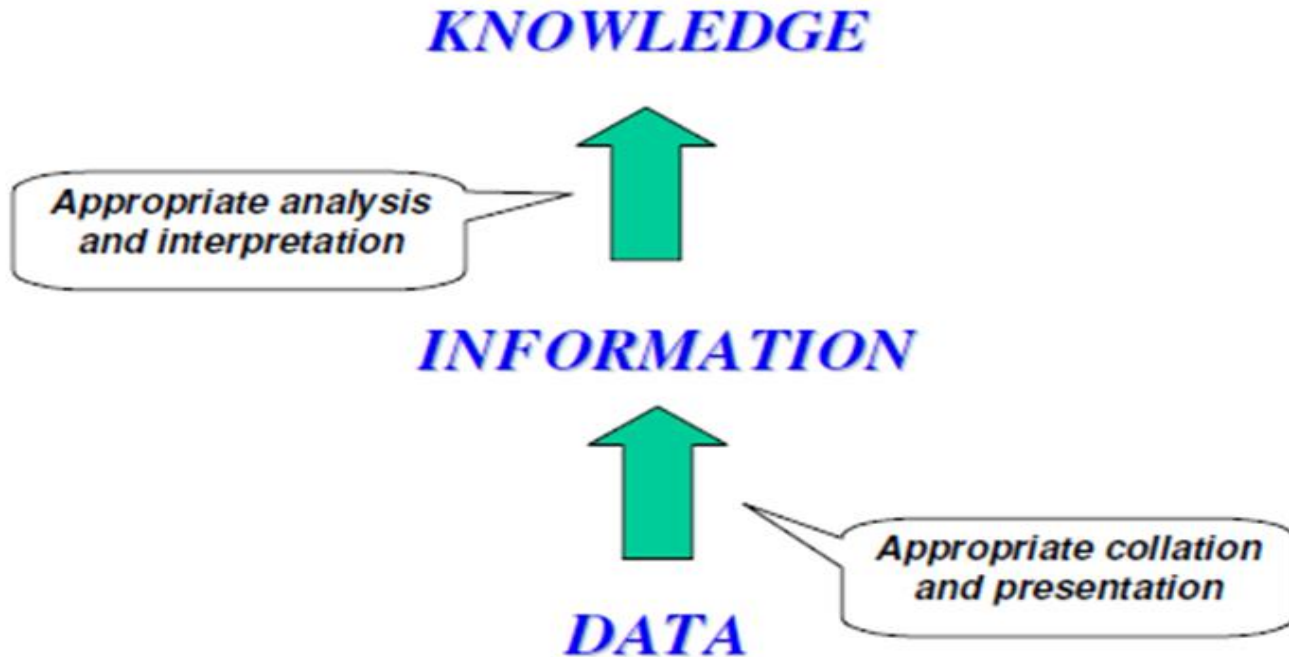
## + Staff Assessment of own work performance (optional):

Key Performance Areas ➔	Healthy Ageing focus	Interaction with peers	Interaction with residents	Healthy workplace	Professional development	Ability to follow direction	Support best practice	Overall work performance	Score:
	Support each individuals overall holistic & health promotion needs	Ensure respect/ team work/ optimistic outlook/ adherence to code of conduct	Be respectful/ supportive, promote and enable healthy lifestyle choices	Contribute to own health and wellbeing outcomes, and promote healthy community	Attend mandatory training and ensure transfer of Healthy ageing knowledge into practice	Work in responsible and accountable manner with customers/ families as central focus	Contribute to continuous improvement/ OHS/Infection Control and follow policies and procedures		...../32
1☐ = does not meet requirements 2☐ = minimal requirements met 3☐ = meets requirements 4☐ = exceeds requirements	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	1☐ 2☐ 3☐ 4☐	

 If the Manager / Supervisor's score is below '24' please make an appointment to discuss performance areas with the Site Manager.

# A stronger focus on:

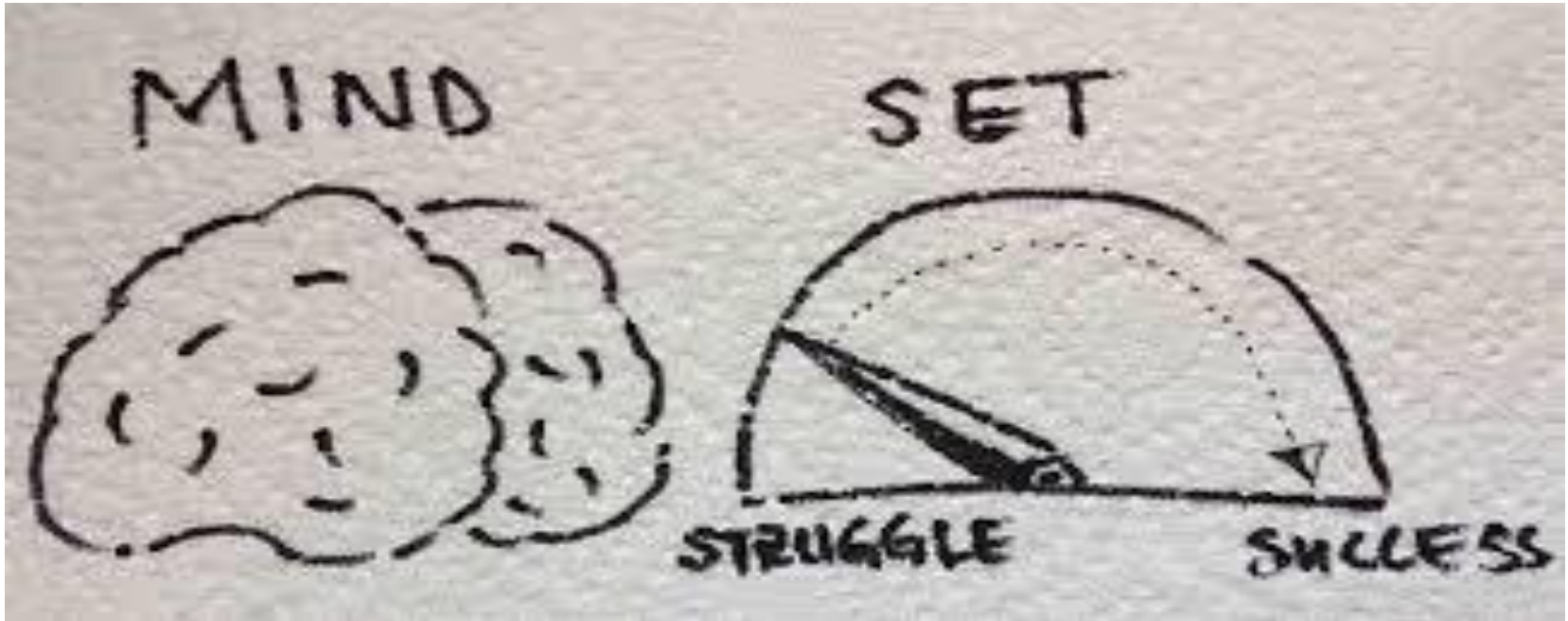
Turning data into useful information and knowledge





# CREATING THE NEW NORMAL

New mindset = New results



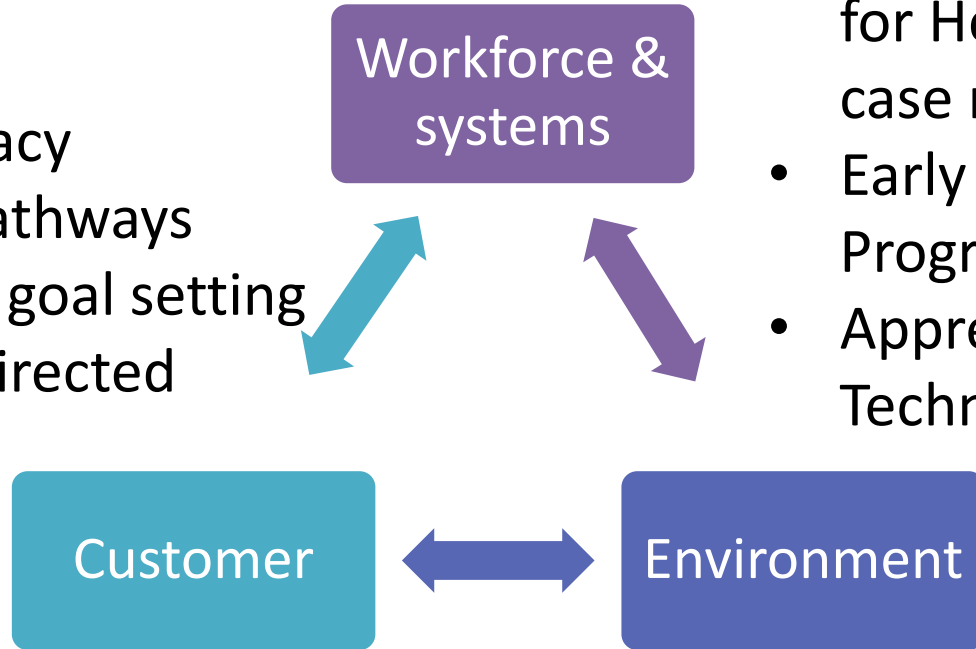
# Moving toward a Growth Mindset

Fixed Mindset		Growth Mindset
<ul style="list-style-type: none"> <li>Innate</li> <li>Unchanging</li> </ul>	SKILLS	<ul style="list-style-type: none"> <li>Result of hard work</li> <li>Can always improve</li> </ul>
<ul style="list-style-type: none"> <li>Something to avoid</li> <li>Will reveal lack of skill</li> <li>Overwhelm</li> </ul>	CHALLENGES	<ul style="list-style-type: none"> <li>Embrace</li> <li>Opportunity to change</li> <li>Calls for perseverance</li> </ul>
<ul style="list-style-type: none"> <li>Not necessary</li> <li>Linked to being not good enough</li> </ul>	EFFORT	<ul style="list-style-type: none"> <li>Essential</li> <li>Leads to mastery</li> </ul>
<ul style="list-style-type: none"> <li>Produces defensiveness</li> <li>Personalized</li> </ul>	FEEDBACK	<ul style="list-style-type: none"> <li>Useful and positive</li> <li>Welcomed</li> <li>Identify areas to improve</li> </ul>
<ul style="list-style-type: none"> <li>Blame others, not my fault</li> <li>Easily discouraging</li> </ul>	SETBACKS	<ul style="list-style-type: none"> <li>Opportunities to learn from</li> <li>Focus on making changes</li> </ul>



## Progress of our Healthy ageing work

- Health literacy
- Recovery pathways
- Meaningful goal setting
- Customer directed approach



- Education & Training for Healthy ageing / case management
- Early Intervention Program
- Appreciative Inquiry Techniques

- Access to fitness - gyms, exercise classes, walking trails



- 04 Module One  
Overview of Healthy Ageing
- 21 Module Two  
Health Promoting Environment
- 47 Module Three  
Mindset for Healthy Ageing
- 69 Module Four  
Self Management of Health
- 90 Module Five  
Customer Focused Planning & Early Intervention
- 103 Module Six  
Communication for Healthy Ageing
- 129 Appendix 1  
Health Literacy
- 129 Appendix 2  
Facilitator's Guide

# Health Literacy

## High health literacy

The key to wellbeing;

Being informed helps prevent future health conditions

- Health literacy empowers consumers -  
↑ capacity to process & understand information
- to make decisions and take action to manage their health and health care

# Self-efficacy

*“People’s beliefs about their abilities have a profound effect on those abilities. Ability is not a fixed property; there is a huge variability in how you perform. People who have a sense of self-efficacy bounce back from failures; they approach things in terms of how to handle them rather than worrying about what can go wrong.”*

*-Albert Bandura*

# Appreciative Inquiry – Cooperrider, D. (1999)

## A positive revolution in change

### Appreciate:

- valuing
- the a
- peop
- affirm
- streng
- poten
- to pe
- give **life** (health, vitality, excellence) to living systems.

### Inquiry:

person  
centred  
thinking

of **exploration**  
discovery.  
questions;  
open to seeing new  
possibilities and  
abilities.

Appreciate + Inquiry



“is the study and **exploration** of what gives **life** to human systems when they function at their best.

# This half of the year we have many students to come and help embed our healthy ageing approach

- 26 Registered Nurse Students
- 17 Health Promotion Physiotherapy Students
- 15 Exercise Physiology Students
- 15 Human Movement Students
- 1 Physiotherapy final year Student
- 5 OT final year Students
- 8 Social Work Students
- 3 Health Science Students
- 25 Personal Care Work Students
- 17 Enrolled Nurses



Better  
for life







“I really am enjoying this role and seeing the residents so happy and achieving so much more than I ever thought they would be capable of”



A scenic waterfall in a lush forest. The water flows over mossy rocks, creating a series of small cascades. The surrounding area is covered in green moss and ferns, with some autumn leaves scattered on the rocks. The background shows a dense forest with a larger waterfall in the distance.

**Wrap up...**



**CommonAge**