

In June 2011, I visited Jackson Manor. Jackson Manor is Medicare/Medicaid certified skilled nursing home located in Jackson, which is in Cape Girardeau County in southeastern Missouri. They are licensed for 90 residents; however, they have converted 18 semi-private rooms to private rooms, so their current capacity is 72 residents.

Jackson Manor has been on the culture change journey for a while. Administrator Andrea Bloyd has only been there for a short while; however, Former Administrator Dave Walker is one of Missouri's culture change leaders. He has been involved with MC5 (Missouri's Culture Change Coalition) for a number of years. He has served as the MC5 Southeast Regional Coordinator and on the Board of Directors.

They have converted their halls to neighborhoods, which the residents named. Siding, shutters, mailboxes, and porch lights have been added to the corridors to give a neighborhood appearance. Each neighborhood has a unique color scheme. The cement-fiber siding wears well and the paint has only had to be touched up once in the past five years.



*Neighborhood*

The large central nursing station was removed and replaced with a small work area. The vacant area was then converted to a living area, which has an electric fireplace that produces heat. They also added small nurses' work areas to each neighborhood. They have consistent staffing assignments and a team leader on each neighborhood. They still have audible alarms, but it is rare to hear one. With consistent staffing assignments, the caregivers know the residents so well that they typically can anticipate their needs before a call for assistance is necessary. Overhead paging has been pretty much eliminated.



*Nurses work area that replaced large central nursing station*



*Living area where central nursing station used to be*



*Neighborhood nurses' work area*

Residents' bathing preferences are documented upon admission. However, they try to accommodate bathing on demand. Medication passes have been liberalized to three times per day.

There are activities scheduled on day and evening shifts, seven days per week. They have 72 active volunteers. The residents have chosen not to have dogs or cats that live there. However, the evening Charge Nurse brings her dog to work with her every evening. They also have pet therapy once per week.

Residents can furnish and decorate their rooms as they wish. They have couples who share beds. Many residents have their own refrigerators. They converted the over the bed lighting from the institutional type to a nicer home type.

Residents go to bed and wake up when they wish. They have had open dining since 2004. Each day, residents are provided with the next day's menus and they circle their choices. Family members help residents who aren't able to make choices. They have instituted liberalized diets.

There is a kitchenette available for residents and their families. There is a coffee pot that residents can use to make a pot of coffee if they wish. There is an oven available for residents and families to use. There is also a resident use refrigerator. Residents choose what snacks they like and they are available at all times. There is also a resident cooking club.



*Kitchenette*

They have implemented the Highway to Heaven program that was developed by Alexian Brothers. When a resident passes away, they play special music and make an announcement. The body is taken to the front door where residents and staff member gather to say their goodbyes and recite a prayer before being loaded into the hearse.

They have an intergenerational program that has been active for the past 20 years. The local middle school has a Service Learning Class. The Activity director goes to school and teaches students about aging. Two students per week come to the home and are provided with a list of tasks they can choose from to perform, such as helping with an activity or passing water. The students then write a report and present their experience on a radio show that is broadcasted throughout the school. Many participants have chosen to return as volunteers.

They also have a High School Job Training Program for challenged students. The school has a full-time Learning Coach with the Learning Disabilities Program. Positions have been created in the laundry, dietary, and housekeeping departments. Students come to the home three hours per day and rotate through each of the positions. The residents love the students. They have a dietary aide who has worked at the home for two years, who previously went through the program. One of last year's students now has a job working at a hotel.

During my visit, I met short-term therapy resident Patsy Colvin. Ms. Colvin was born and raised in St. Louis but moved to Cape Girardeau in 1962. She worked at Jackson Manor for 13 years. She worked in the laundry and said she was very particular with the residents' clothes. She liked working there but got sick and had to quit in 1998. Her mother had also been a resident there.

I asked her about changes that have occurred since she worked there. She particularly liked the nurses' work areas that have been added to the neighborhoods. She said they have good aides and nurses. She also said they do a good job with entertainment and activities. She told me about a friend of hers who also lives there who is 107-years-old and how she loved to play Rummikub with her. Unfortunately, her friend is no longer able.



*Resident Patsy Colvin*