



In April 2014, University of Missouri Nursing Home Leadership Coach Dave Walker and I led a staff, resident, and family team in completing the Artifacts of Culture Change assessment at Parc Provence. Parc is a 140-resident skilled nursing home that specializes in dementia care, located in St. Louis suburb Creve Coeur.

I visited Parc again in March 2015 to see what progress they had made as a result of the assessment. I first learned that Angela Keeven, who formerly served as Social Services Director, is now Director of Quality Improvement. In her new role, she is responsible for leading culture change at Parc. As we toured the home, she shared many changes with me. Plans were in the works to gather a team to conduct their second annual Artifacts of Culture Change assessment in April. She also planned to create a standing Culture Change team to guide future changes.

In addition to Angie's role changes, they are undergoing significant leadership restructuring. They have added three new positions, an assistant administrator, an assistant social services director, and an additional resident care director. The former nursing department is now the resident care department. The new resident care director, a social worker, brings a new perspective to the resident care director team, which is otherwise made up of nurses.

Consistent staffing has been improved through the use of online scheduling software. The former staffing coordinator now manages the online software and serves as staff recruiter. The system provides position specific assignments and rolling text notifications to staff members who work closest to the residents when there is an open assignment that needs to be filled.

Each household now has resident care specialists that serve as team leaders. The assignments are made through an application process.

The primary physical change that occurred since my last visit was the new full kitchen in the Rose Garden household. The Rose Garden serves residents with the most advanced dementia and was previously the only household that didn't have a full kitchen. In addition to other activities, they bake muffins every morning and cookies every evening in the household kitchen.



*Rose Garden Kitchen*

Even though they have a workout room, they weren't satisfied with their Artifacts score because it wasn't easily accessible to all residents. They planned to improve their score by turning a room that wasn't being utilized into a new more easily accessible workout room. However, the residents decided that they would prefer a billiard room, so that is what they got.



*New Billiard Room*

There is a massage therapist on staff. But again, they were not satisfied with their score because massages weren't readily available at all times to all residents. They now have massage kits that include lotions and back massagers. All resident care specialists have been trained and are able to offer hand and back massages anytime throughout the home.

The bistro has been expanded and a new juke box added. The residents wanted to be able to watch the Cardinals games during happy hour so they added a new TV as well.

Other changes include implementing household huddles every shift, a skills program that focuses on a specific skill each month, incorporating the Alzheimer's Association CARES program, and an in-house CNA training program.

Natural awakening has been improved through additional training for care specialists, to ensure they only help get residents up who are awake and ready. They have also adjusted staff scheduling to accommodate when residents awaken naturally. Since implementing the changes and providing the additional training, residents with advanced stages of dementia are now more receptive to morning care.

During the Artifacts meeting, there was some confusion regarding whether or not residents in all households could have personal pets living with them. They have now clarified that residents in all neighborhoods may have personal pets, based on individual assessment of each animal.



*Director of Quality Improvement Angela Keeven with sensory stimulation lap blankets made and donated by a volunteer.*

In addition to her role at Parc, Angela also serves on the Board of Directors for Missouri's Culture Change Coalition, [MC5](#) (Missouri Coalition Celebrating Care Continuum Change) and is co-leader of the [St. Louis regional MC5 group](#).

Since my visit, Parc held their second Artifacts of Culture Change assessment meeting and Angie co-presented a session on the Artifacts of Culture Change at the 2015 MC5 Annual Culture Change Conference that was held in Columbia May 5-7.



*Angie Keeven speaking at the 2015 MC5 Culture Change Conference*

I also visited Parc back in May 2012. Click [here](#) to view details from that visit.