



*Honouring Voice
Respecting Choice*

PERSON DIRECTED LIVING AT RIVERVIEW HEALTH CENTRE

Our Journey and Intentions

Riverview Health Centre in Winnipeg, Manitoba has embarked on a whole organization culture transformation journey to embrace and sustain Person Directed Living. What makes this endeavor exceptional is the breadth of organizational change and adoption of Person Directed Living undertaken across a variety of living and clinical care and services.

Largely, Person Directed Living philosophies have been applied to long term care/personal care environments. However, Riverview Health Centre provides a range of living (e.g., personal care, dementia care, chronic care), transitional care (e.g., palliative, neurological rehabilitation), and community support and outreach services (e.g., day hospital, EMG diagnostic clinic services, and an adult day program). Our intent is to integrate these principles into the daily functioning, interactions and fabric of all programs and teams across the organization.

As a leader in long-term care, palliative care, and neurological rehabilitation excellence, Riverview aims to continually improve the quality of living and care services provided to the Winnipeg and Manitoba communities. By adopting and nurturing a Person Directed Living approach to care and services, we intend to act as a role model and inspiration to other organizations who wish to embark on a similar journey.

SELF-DIRECTED DECISION MAKING

Person Directed Living encompasses concepts similar to Person Centred Care but aims to deepen them further to support purposeful living and a meaningful life as well as meeting individual care needs. Person Directed Living is a relationship-focused approach that aims to support the people we serve to direct their own lives and care as much as possible. Decisions belong in the hands of the person, or, at the very least, in the hands of those closest to them. Staff and teams work collaboratively with each other and in partnership with the people we serve and their chosen supports/care partners to empower them and enhance their living and care experiences.

MEANINGFUL RELATIONSHIPS

Relationship-building and creating meaningful connections with the broader community is an integral part of Person Directed Living. For example, to promote this goal, Riverview has partnered with a neighborhood day care, middle school, and high school to link students and residents together to promote intergenerational connections and learning. With respect to visioning and integrating Person Directed Living across the organizations, Riverview has blended an evidence-informed and organic approach to culture transformation.

FRAMEWORK FOR CULTURE CHANGE

Supported by engaged board members, the CEO, and the senior leadership team, an overarching organizational vision for Person Directed Living was established, followed by the development of a 5-year plan that identified a purpose, priorities, goals, and operational steps to support the transformation. This plan was developed through identification of best practices in the Person Directed Living literature, learning from experts in the field, visiting exemplar organizations, and collaborating with stakeholders within and external to Riverview.

Riverview has taken an organic approach to the revisioning of a strategic framework that supports and integrates Person Directed Living into our core priorities. Instead of adopting a pre-existing Person Directed Living philosophy or set of principles, a comprehensive consultation process was undertaken with staff, teams, leaders/managers, residents, patients, families, and visitors to define what we wanted Person Directed Living *at Riverview* to represent. These consultations resulted in the development and refinement of 6 Person Directed Living Commitments (Respect, Relationships, Know Each Person, Individualized Living and Care, Autonomy, and Dignity of Risk) that are our foundational guide for integrating Person Directed Living across all Riverview programs, areas, and teams.

LEARNING AND RESEARCH

An organizational education plan for Person Directed Living has been developed using a similar organic and consultative approach. To begin, we piloted an education approach with the team from one living (personal care) community. A community 'influencer team' was formed to help guide and inform the implementation stages of preparation, knowledge development, and integration of Person Directed Living approaches. After evaluation and feedback gained from stakeholder groups, the education approach was expanded to the other living and care communities and teams. Small-group learning is underway and will continue through 2025.

Documenting our Person Directed Living journey and monitoring the impact and outcome of this change is a priority. To that end, Riverview established a Person Directed Living Research Chair position in partnership with the University of Manitoba College of Nursing. This Chair supports active research on evidence-based approaches to Person Directed Living changes and improvements, and identification of measurement options for key metrics such as individual wellbeing, quality of life, and staff work life.

IMPACT AND INTENTIONS

Person Directed Living is not a 'program' in the sense that once the attention is turned to other things or priorities, it fades away and people return to the 'usual' way of doing things. The intent of Person Directed Living is to create lasting change through replacement of an existing culture with a new one. Person Directed Living becomes part of the fabric of the organization and serves as the basis in how we think, act, problem-solve, make decisions, and treat each other.

A Person Directed Living culture has long-lasting impacts for both staff and the people we serve. Person Directed Living has been shown to improve the quality of life and well-being for the people served, as well as their care partners. Within this culture, staff satisfaction and well-being increase, along with the benefits of meaningful and fulfilling relationships for everyone involved.

A Person Directed Living approach represents the future of long-term living and care services. As individual, health and social systems, and regulatory expectations shift with respect to quality long-term care and living services in Manitoba, we need more responsive and flexible living and care approaches for seniors.

By embarking on Person Directed Living culture transformation now, Riverview Health Centre will be better prepared to meet these needs now and into the future.