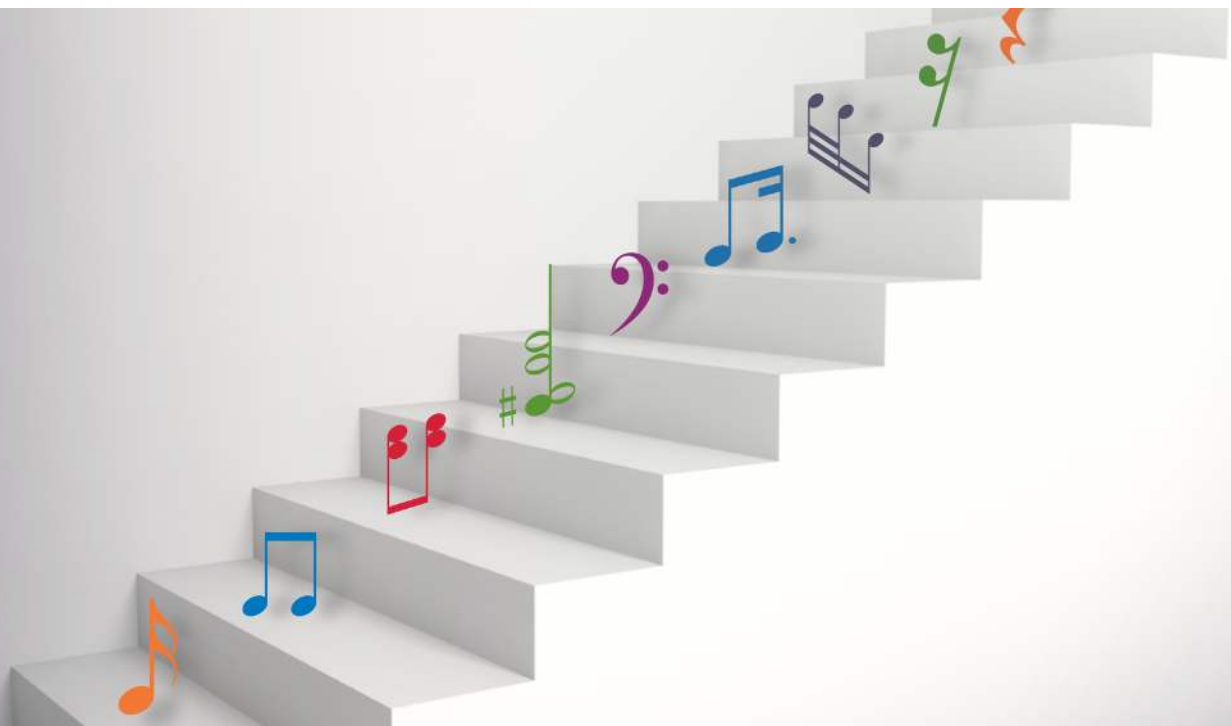




Get the **MUSIC & MEMORY**[®] **Advantage**

Steps to Implementation for Maximum Benefit

A Leadership Guide



ABOUT THIS GUIDE

This guide provides comprehensive instructions for launching and sustaining an organization-wide personalized music program that will bring joy and dignity to those in your care. For questions regarding this process, email info@musicandmemory.org.

Leadership: Get the MUSIC & MEMORY® Advantage

The MUSIC & MEMORY® program is a field-tested, proven method to enhance quality of care while meeting key strategic objectives:

- **Boost** quality ratings.
- **Strengthen** competitive edge.
- **Reduce** antipsychotic use.
- **Improve** regulatory compliance.
- **Foster** teamwork across all departments.
- **Improve** staff retention and morale.
- **Provide** high quality, person-centered care.

Take the Path to a Five-Star Rating

Align Music & Memory with your organization's strategic goals to gain a competitive edge.

- **Build Census:** Personalized music is an innovative program that attracts families and demonstrates commitment to person-centered care.
- **Strengthen Family Engagement:** Sharing favorite music and reminiscing enhances family visits and encourages referrals.
- **Use Personalized Music as an Effective Nursing Intervention:**
 - Increase residents' mobility, function and appetite.
 - Reduce falls, agitation and antipsychotic use.
 - Engage staff in critical thinking and problem solving, and improve staff morale.
 - Implement a performance improvement project.
- **Position Your Organization for Quality Awards and Competitive Partnerships.**



Watch the video, [Leadership: Get the MUSIC & MEMORY® Advantage](#) to learn more about the strategic benefits of adopting the Music & Memory program.

Keys to Success

Build a team approach that involves all departments and systems to increase program success, *with leadership in charge of implementation.*



- **Start a slow pilot program** and solicit staff feedback before launching further.
- **Improve quality with consistent assignments**, so staff know participants well.
- **Integrate music into care planning** for effective nursing interventions.
- **Encourage good communication and teamwork** among staff and between staff and management.
- **Adopt a high involvement approach to performance improvement**, by supporting staff working with participants, and encouraging them to use trial-and-error best practices for *each* individual.
- **Assess progress via frequent team check-ins** at morning stand-up, in rounding and through quick huddles to evaluate progress, troubleshoot and improve.
- **Measure and evaluate** to boost effectiveness.

The Five Steps to Maximize Program Success

The Music & Memory training program is built upon five key steps:

1. **Activate a High-Functioning Team** - Identify staff champions who love music, are comfortable with technology and eager to take assignments.
2. **Prepare** - Have everything in place before launching your pilot test program. Get the team off to a good start.
3. **Pilot Program** - By testing personalized music with a few well-chosen participants, you can figure out use and logistics on a small scale.
4. **Launch An Organization-Wide Program** - Announce your program and make it something that everyone can support.
5. **Sustain** - Keep your program going and growing in the long-term.

STEP ONE: Activate a High functioning Team

In our experience, **building a team approach** that maximizes results and helps to sustain a program in the long term involves a focus on three key roles:

- **Role 1 - Leadership** - Supports implementation team, helps to 'clear the runway' and get past challenges.
- **Role 2 - Coordinator** - Responsible for program implementation (purchasing equipment and music, storage and hygiene, tying data into care plans, etc.).
- **Role 3 - Aides/Support** - Provide assistance with equipment and offering the music to participants.

With the above foundational team members in place, you can move on to identifying other staff who may also provide support in key areas - look for staff champions who love music, are comfortable with technology and eager to take assignments. Members and roles may include:

- **Director of Nursing** oversees all personalized music nursing interventions for use 24/7 and documentation of use, linked to care planning and quality assurance.
- **Social services** identifies residents who would benefit and work with families. Activities complete individualized assessments for music, initially load the music and periodically add music to keep it fresh.
- **Maintenance** assists with storage and charging stations.
- **Tech-savvy staff** help with loading music and making playlists.
- **MDS coordinator** integrates personalized music into care planning.
- **QA coordinator** integrates Music & Memory into QAPI and QA activities.
- **Unit manager and champion CNAs** provide essential feedback about resident response to music and help to identify preferences. meetings, sets goals and action plans, assigns tasks, keeps on track.
- **OT, PT and SLP** integrates Music & Memory to enhance therapy sessions.
- **Marketing/Development** builds community awareness and support.
- **IT** advises on equipment, hardware and software decisions for the program.

NOTE: purchasing music and creating playlists typically takes the most time, so finding someone who is tech savvy will go a long way in helping to facilitate your program!

STEP TWO: Prepare

Have everything in place before launching your pilot test program. Get the team off to a good start:

- **Show the [Henry video](#).** Talk about the wide array of uses and benefits.
- **Outline the steps for preparation** that need to be addressed to launch.
- **Determine who will participate in MUSIC & MEMORY® Certification training.**
 - Areas your team will need to address that are covered in the training include the following:
 - Selecting the right equipment for your participants;
 - How to create a music library, create playlists and load the music;
 - Alternatives for storage and hygiene protocols;
 - Offering the music safely and tracking impact;
 - Tying results into care plans and electronic documentation;
 - Expanding the program to maximize impact;
 - Integrate Music & Memory to sustain in the long term.
- **NOTE:** Music & Memory offers a shorter on demand training for those less involved in implementation but who need to know how to offer the music.
- **Make preliminary plans.**
- **End your meeting with an action plan** for who will do what by when.
- **Give team members access to the Music & Memory Care Community website** to access resources related to their assignments.

Keys to Success

Use all of the resources made available on the Music & Memory members-only website: No need to recreate the wheel! Resources include:

- Additional on demand training;
- Program guides and other key documents;
- Marketing and fundraising materials;
- Equipment discounts and a free music library.

All team members should be given [access to this website](#). Email info@musicandmemory.org if you were not given access after the training. Members can also invite additional staff via the website. You can also track staff training progress via the My Team page on the website.

STEP THREE: Pilot Test

By testing personalized music with a few residents at a time, you can figure out use and logistics on a small scale.

Identify Participants

- **Select participants who will have the greatest likelihood of success**, with potential for significant benefits and few downsides.
- **Choose the unit where you have the best chance of success** because staff work well together and are open to new ideas.
- **Choose participants who are consistently cared for** by staff who know just how to approach them.
- **Identify staff who are enthusiastic** about using Music & Memory for their residents.

Use the Pilot to Test Key Aspects of the Program

- **Best times and uses of music for each participant.** Ask the unit manager and CNA to identify tough times of day in caring for this person—morning care, showers, meals, shift change, range of motion, family visits, settling down at night—and experiment with the music at each of these times.
- **How best to relieve agitation.** Observe and track when and for how long to use the music. Look for a window of time before agitation becomes too severe for personalized music to have a positive impact.
- **Efficient documentation.** Make this as easy as possible. Figure out what you want to capture, as well as how. What goes on the CNA assignment sheet or the nurses' notes? Capture the optimal uses of playlists. Use simple language that doesn't box you in, e.g. "Offer music as needed to help prevent or relieve distress with morning care."
- **Integration into care planning.** How will best uses of personalized playlists be captured in the care plan? How will music be considered as an intervention when addressing goals of care? Offer playlists for residents reviewed during at-risk meetings on distressed behaviors, weight loss, pain or falls. Consider using the music during medical procedures such as dialysis or trips to the hospital, when the playlist can be calming for them. Offer the music to residents who are dying, and for their families.
- **Easy storage and access.** To maximize use, equipment should be readily accessible in a location where staff do not have to leave the participant. Consider pouches or bags attached to the wheelchair, or hung on a hook in the day room

or resident's room. Charge devices when the resident is sleeping. Add the music to the end-of-shift check

- **Respecting the listener's need for privacy.** Create a sign, such as a musical note, indicating when a person is listening to their favorite music. Place on the resident's door, in their room, on the bag holding the equipment, on the CNA assignment sheet and/or on the EMR kiosk that CNAs use for charting.

Expand

- **Slowly increase** the number of participants and staff engaged in the pilot program to collect necessary feedback in order to finalize decisions about participation, equipment storage, accessibility, and documentation.
- **Expand to other times of day,** shifts and care needs.

Communicate Using Regular Team Check-ins

- **Among staff:** Make sure the charge nurse and certified nursing assistant discuss playlist uses during the shift. Pass information along at shift change so that the incoming shift knows how long the resident has been listening, any benefits, and warning signs that listening time may have reached its limit.
- **Between management and staff:** Meet with the unit and staff in the pilot to see how it's going. How are the participants enjoying the music? Is the storage and accessibility working? Are they running into any issues with use? How's the documentation?
- **Just-in-time teaching:** Staff who are unfamiliar with the music devices may hesitate to use them. Show them how. Talk through the range of uses, and help staff sort out good times for use.

Develop Policies

- **Essentials include** use, storage, sanitation, documentation and care planning.
- **Draw from the [Music & Memory members-only website](#) resources.** There are a wealth of sample forms and policies that you can adapt.

Keys to Success

- **Playlist must be individualized for each participant.** For people with dementia who have lost short term memory, make a playlist based on their years from age 12-26. Music & Memory training provides information and resources for determining musical preferences even when the participant cannot tell you.
- **Splitters are helpful!** Listen along and gauge a participant's response to the music by using a headphone splitter.

STEP FOUR: Launch An Organization-Wide Program

This step is all about expanding awareness for the program to maximize impact and make it something that everyone can support.



- **Host a festive launch celebration** to give the program visibility. Play music. Have food. Share testimonials from your own pilot experience.
- **Announce news of the program at all staff meetings:** Show the [Henry video](#). Talk about your pilot experience, and discuss the range of uses and benefits. Explore the logistics of storage, charging and documentation. Let everyone handle the devices so they are comfortable with it.
- **Add Music & Memory new employee orientation.**
- **Introduce Music & Memory to families and residents:** Write a letter to families, discuss in care plan meetings, and include them in your admissions process. Discuss at Resident and Family Council meetings.
- **Add Music & Memory to your website:** Let people know you offer this as a service and a tool you value for improving quality of life. Logos are available.

Measure and Evaluate

As you continue to expand your program, **determine what program information you want to track and how you want it to relate to your other data.** For example:

- **Look at residents triggering for off-label use of antipsychotics** to see if any would benefit from Music & Memory. Make this part of your overall Quality Assurance/Performance Improvement meetings and your work on any performance improvement projects or at-risk/Quality Assurance meetings.
- **For residents with weight loss,** would personalized music help before meals?
- **For those living with chronic pain,** would music help ease their distress?
- **Use Music & Memory to enhance therapy sessions.** Music helps the time go by and supports focus on tasks and cues from the therapist.
- **Improve accuracy of documenting distress episodes.** Rejection of care and distressed episodes often go undocumented. When you track to identify uses of the playlist, you can improve your documentation as you note how often these episodes occur and then how the music decreases incidences of distress. This can be an opportunity to track how Music & Memory benefits your organization.

STEP FIVE: Sustain

Step Five offers best practices for sustaining and growing your Music & Memory program in the long-term.

Make the Most of “Unlimited Team Training”

- For many nursing homes and other organizations, staff turnover is a reality. It really takes a dedicated implementation team to keep programs going. Music & Memory supports that by offering unlimited team training for all certified organizations. Ongoing training—both for existing staff and new employees—is essential for long-term stability and expansion.

Work with Volunteers

- Many Music & Memory certified organizations benefit from talented, committed student interns and volunteers. Volunteers of all ages with musical backgrounds, organizational skills or a gift for talking with elders can play a key role in program set-up and ongoing implementation.

Fundraise to Expand Your Program

- At some point, you may find it beneficial to fundraise for your Music & Memory program. If that’s the case, there are as many ways to raise funds to expand your program as your imagination allows. Draw from the [Music & Memory members-only website](#) resources.

Engage Community Support

- **Share your successes.** Local media love positive human interest stories. This is a great vehicle for good community relations.
- **Make an ask.** As more residents and families see the benefits of Music & Memory, they will request personalized music, which will increase demand for new music for your music library and more devices. At community events and presentations to service clubs, show videos and talk about the wide array of uses and benefits you have seen. Share stories from your organization and enlist the help you need. Everyone loves to help with something this positive.
- **Get more devices.** Solicit from community service organizations, families and others looking to give gifts. Many older devices are sitting in drawers. Schools, scouts, civic organizations, and employees may have used ones to donate.

Use Music & Memory as a Springboard for Meeting Organizational Goals

- **Individualize care.** As staff track-and-trend to zero-in on best times to use personalized music, they will get to know each participant better. Using knowledge of how music can help, individualize care in other ways, such as changing the approach or timing of care.
- **Foster critical thinking and collaborative problem-solving.** Music & Memory is an uplifting way to engage staff in performance improvement processes. Build on the energy it unleashes, to engage staff in new improvement efforts.
- **Enhance monthly data review.** Review minute usage at monthly leadership meetings; report quarterly to medical staff meetings.
- **Celebrate success.** Using data gathered, share success (reduced antipsychotic usage, fewer falls, fewer incidents of agitation, improved family satisfaction surveys) across your organization.



Keys to Success

- **Implement Music & Memory in a way that engages everyone** and you will reap the benefits for your participants and your entire community.
- Remember, it's not the number of devices in use, it's how often they are used that makes the difference.
- Contact Music & Memory when you need assistance:
 - Visit musicandmemory.org/support
 - Email: info@musicandmemory.org



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Bayberry Commons, Pascoag, RI

Chestelm Health & Rehabilitation Center, East Haddam, CT

Fall River Jewish Home, Fall River, MA

Laurel Ridge Health Care Center, Ridgefield, CT

Saint Elizabeth Manor, Bristol, RI

Southington Care Center, Southington, CT

For more information, visit musicandmemory.org