

Changing the Culture of Care for Persons Living with Dementia: The Partnerships in Dementia Care (PiDC) Alliance's Step One-Dawning



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 - Bloomington Cove Speciality Care
 - Yee Hong Centre for Geriatric Care
 - The Village of Wentworth Heights
 - The Huron County Culture Change Coalition

Agenda

What is the PiDC Alliance?

- What are our goals?
- What is culture change and why is it needed in dementia care?

How does the PiDC Alliance engage in culture change?

- Overview of the Authentic Partnership Approach and the five enablers
- Overview of Appreciative Inquiry and the five stages
- Speedbumps and Ramps to Opportunity discovered through the process

Dawning: Laying the foundation for Culture Change

- What is the purpose of Dawning?
- How do we accomplish our purpose?

Case Studies

- How did our Culture Change Coalitions experience Dawning?

How to get involved

What is the PiDC Alliance?

A collaborative research network and initiative focused on improving the care experience for persons with dementia, family members and staff in long-term care and in the community

GOALS



To understand the culture change process



To develop and share culture change resources



To build capacity in dementia care settings



To enhance the care experience for all

What is culture change?

Changing the culture in dementia care...

- involves a shift in the way care is provided to incorporate person-directed and relationship centred values where the voices of all are considered and respected
- means older adults and their formal and informal care partners express choice and practice self-determination in meaningful ways at every level of daily life
- often requires changes in organization practices, physical environments, relationships

(Pioneer Network: www.pioneernetwork.net/CultureChange/Whatis/)

Why change the culture in Dementia Care?

- Current care delivery systems are guided by:
 - Hierarchical structures
 - The Biomedical model of care
 - Provider-as-expert approaches
- Care approaches continue to exclude those directly involved in care and support in decision-making

Authentic partnerships Video 2



Authentic Partnership Approach

Five enablers of Authentic Partnerships:

1. Connecting and committing
2. Creating a safe space
3. Valuing diverse perspectives
4. Establishing and maintaining open communication
5. Conducting regular critical reflection and dialogue

Building Authentic Partnerships

"I think teamwork is the key. You can't make changes or you can't have influence in isolation. You need to work with the team and obviously that involves staff members at all levels, PSWs right to the physicians, and family members and residents. You have to have that total team approach if you're really going to make and sustain any changes."

- Culture Change Coalition Member

Introduction to Appreciative Inquiry Video

<http://www.youtube.com/watch?v=BqHeujLHPkw>



Appreciative Inquiry

A five stage, evolving process:

Dawning – laying the foundation

Discovery – appreciating the best of what is

Dream – envisioning new possibilities

Design – creating and committing to actions

Delivery – supporting and sustaining actions

Engaging with a new way of thinking

"I quite like the approach of the positive. It is so refreshing in our industry to be working on a project that concentrates on the positive because you don't get a lot of that. Everything is always looking at what you're not doing. So this is so enjoyable."

- Culture Change Coalition Member

Speedbumps and Ramps to Opportunity

Speedbumps - situations, issues, or experiences that remind us to slow down and critically reflect on the process

Ramps to opportunity - experiences, supports, and occasions that nurture relationships and open up new possibilities

Slowing down

"I think at the very beginning when we first started it took a while to kind of understand what we were doing. For the first little while it wasn't clear what we were working towards. That finally came down the road."

- Culture Change Coalition Member

Dawning: Laying the foundation for Culture Change

- Purpose of 'Dawning':
 - To establish the coalition membership ensuring representation from diverse stakeholders
 - To learn about one another and build trusting relationships using Authentic Partnerships
 - To develop the knowledge and skills needed for the process

Dawning: Laying the Foundation for Culture Change

How do we accomplish our purpose?

- By working together to determine personal and organizational expectations for the process
- By developing Guiding Principals for the Culture Change Coalition

YEEHONG CULTURE CHANGE COALITION

GUIDING PRINCIPLES

1. We will be inclusive in our work together. We will respect one another and our ideas. We will respect different cultures, backgrounds, and perspectives.
2. When we collaborate, we will be open-minded and non-judgmental. We will be open to change.
3. We will put our heart into our work and be truly committed to change.
4. We will be creative and courageous. We will be open to taking risks together.
5. We will encourage each other to stay positive, have fun, and celebrate.

CCAC/SEHC Culture Change Coalition - Guidelines and Expectations

The following personal objectives, guiding principles and values will help to guide the work of the Bloomington Cove Specialty Care Culture Change Coalition

A Safe and Secure Environment

Refers to what the group needs to feel comfortable participating in the partnership.

- We commit to being honest, building trust, and ensuring integrity
- We keep information shared at our meeting confidential
- We are safe to share opinions, or ask questions, without being judged or put-down
- We accept, value, and include all perspectives and opinions into decision making - we will be accountable to ensure perspectives are included.
- We see the different backgrounds and experiences of our members as an asset
- We are open to new possibilities and think 'outside the box' - no idea is too small or too big.
- We commit to non-adversarial discussions
- We support others in creating a safe and secure environment
 - We consider each individual's needs

Our Guiding Principles

Refers to the way that we guide our culture change process and our interactions with one another.

- We respect confidentiality
- We commit to the group
- We ensure representation from all groups
 - We value all perspectives
- We create avenues for participation (particularly with important decisions)
- We ensure open communication (minutes returned within a week)

Personal Objectives

Refers to the achievements that members hope to accomplish during their time participating in the Culture Change Coalition.

- To enhance the care experience for Bloomington Cove members
 - To enhance participation and involvement
- To collectively improve quality of life for anyone with Alzheimer's disease or a related dementia



Dawning: Laying the Foundation for Culture Change

How do we accomplish our purpose?

- By working together to determine personal and organizational expectations for the process
- By developing Guiding Principals
- By educating one another about the Appreciative Inquiry process
- By challenging assumptions about the abilities of persons living with dementia

Case Study #1: *Dawning* at Bloomington Cove

- 112 bed Long term care home in Whitchurch-Stouffville, Ontario.
- One of few dementia-specific homes in Ontario
- Uses art-based programs with residents for to capture their experiences



An art project created in the Discovery phase

Bloomington Cove's Experiences in Dawning

Speedbumps:

- Limiting assumptions about the abilities of persons living with dementia
- Lack of commitment to ensure persons with dementia were included in the process

Ramps to Opportunity:

- External staff member and a family member support residents in attending meetings
- Brain-stormed ways to include residents: use of resident council, series of arts-based activities, lunch program etc.
- Use of the 'Investigating Inclusion Exercise'

Investigating Inclusion Exercise: Challenging Assumptions about Persons Living with Dementia

"We are told we must now resign ourselves to allowing others to take care of us... We are told by many professionals, and even our own loved ones, sign away all our rights... We are expected to trust professionals who have not experienced our cognitive environment, and who were trained by others who have not experienced our cognitive environment...They believe they know not only what is best, but that they know all there is to know about how best to take care of us..."
(Taylor, 2008, pp. 30-31)

Investigating Inclusion Exercise: Challenging Assumptions about Persons Living with Dementia

“The more I know, the more empowered I feel...The more information that I have, the more confidence [I have]. It reduces the anxiety that I might feel.” (Person with Dementia, A Changing Melody Toolkit)

Case Study #2: *Dawning* at Yee Hong Centre for Geriatric Care

- A long-term care home for nearly 200 adults, primarily of Chinese and South Asian descent.
- Most residents and staff speak English as a second language.
- Strong reverence for Chinese and South Asian cultural practices.



Members of the Yee Hong Culture Change Coalition share experiences at a monthly meeting.

Yee Hong's Experiences in Dawning

Speedbumps:

- Differences in language and culture
- Particular understandings of social hierarchies and other cultural norms.

Ramps to Opportunity:

- Focus on Asian traditions of celebration
- Extra focus on reinforcing process and communication skills that are most successful in Appreciative Inquiry
- 'Talking Stick' exercise

Case Study #3: *Dawning* in Huron County Ontario

- A coalition of community-based health care groups such as Alzheimer Society, Community Care Access Centre, OneCare, Adult Day Away Program, Saint Elizabeth Healthcare.
- Goal is to improve care for individuals and family partners in care living at home in a rural setting.

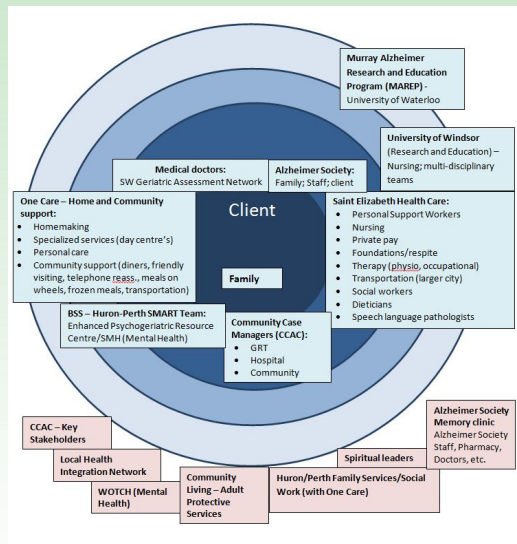


Huron County CCC Members analyze data together at a monthly meeting.

Huron County's Experiences in *Dawning*

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| <p>Speedbumps</p> <ul style="list-style-type: none"> • Ensuring all voices included in the process | <p>Ramps to Opportunity</p> <ul style="list-style-type: none"> • "Mapping" the area exercise |
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IDENTIFYING KEY STAKEHOLDERS IN HURON COUNTY



Huron County's Experiences in *Dawning*

Speedbumps

- Absence of key voices at the table
- Countering/challenging traditional 'problem focused' approaches

Ramps to Opportunity

- "Mapping" the area exercise
- Appreciative Interviews

Working together as a team

- Dedicated staff
- Enthusiasm
- Common goals
- Team work
- Camaraderie
- Supported by a team
- Communication
- Empowered family
- High morale
- Good leadership

Resources (system)

- Properly allocated funding
- Adequate staff
- Coordination of services (communication between services)

Making a difference (Client fulfillment and growth)

- Equal opportunities for all clients
- Satisfied clients and stakeholders
- Meeting all needs of clients (Physical and emotional)
- Engaged when client moves on
- Best interest in clients
- Attending and responding to the needs of clients, listening and giving time
- Courage to continue client focus
- Best interest of the client: Life, laughter and love
- Not letting other objectives get in the way of enriching people's lives

Personal satisfaction of making a difference (Personal fulfillment and growth)

- Looking after someone else
- Making a difference
- Bring out the best in you
- Opportunities for continued education
- Working with people with needs/being part of their life
- Involved
- Helping people through crisis - happy to be part of the process
- Engagement/recognition

What was valued and shared in common.

The Dawning phase of Culture Change using Appreciative Inquiry—in a nutshell

- A critical first step in ensuring that all voices are heard and, that everyone is 'on the same page'.
- Laying the foundation for strong, inclusive process that is tailored to the individual group or organization.
- Democratic visioning-not 'top-down' organizational change
- Next step: Discovery—learning to find 'the best of what is'.

How can we get involved?

- Join the PiDC Alliance
- Visit the PiDC Alliance website and use the tools and resources
- www.pidc.uwaterloo.ca for information about our project and access to our Culture Change Living Toolkit
- www.livingwithdementia.uwaterloo.ca for information and resources for persons living with dementia and their family partners in care

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