

**Dream 'what might be' in Dementia Care:**  
 The third phase of the  
 Partnerships in Dementia Care (PiDC) Alliance's  
 Culture Change Process



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## Acknowledging our Partners

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**Catherine Ward-Griffith**, Western

**Frances Westley**, UWaterloo

**Kristie Wiedenfeld**, Schlegel Villages

**Susan Brown**, Research Institute for Aging

**Culture Change Coalitions:**

- ▶ Partnering Together for Change at Bloomington Cove
- ▶ Yee Hong Culture Change Coalition
- ▶ Reaching for New Heights at The Village of Wentworth Heights
- ▶ The Huron County Culture Change Coalition

## What is the PiDC Alliance?

A collaborative research network and initiative focused on improving the care experience for persons with dementia, family partners in care 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

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## What are we changing from? And what are we changing to?

### Institutional/Medical Model of Care

- Hierarchical structure
- Provider-as-expert approaches
- Program-centred rather than person-centered
- Reliance on outcome measures
- Exclusive decision-making processes

### Social/Relational Model of Care

- Choice and self-determination
- Dignity and respect
- Close interdependent relationships
- Collaborative decision making
- Flexibility

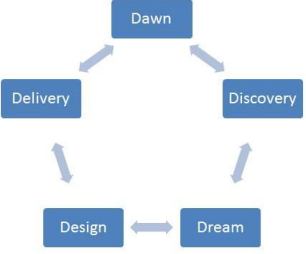
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Culture Change is...	Culture Change is not...
<ul style="list-style-type: none"> <li>▶ a movement from the medical/institutional model to an institution-specific relational/community model of care</li> <li>▶ an organic on-going process</li> <li>▶ a critical examination of the language, values, assumptions, attitudes, practices, approaches and policies embedded within an organization</li> </ul>	<ul style="list-style-type: none"> <li>▶ an end product or outcome</li> <li>▶ solely a quality improvement initiative</li> <li>▶ a specific program or model of care that is implemented</li> <li>▶ a one-size fits all approach</li> <li>▶ top-down mandate imposed by others</li> </ul>

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## Promoting culture change using Appreciative Inquiry (AI)

### 5 Phases of Appreciative Inquiry



**Dawn**- building relationships to lay the foundation for change

**Discovery**- finding the 'best of what is'

**Dream**- imagining an ideal future

**Design**- planning for and committing to collaborative change

**Delivery**- creating the future through innovation and action

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## Review of Phase 2: Discovery

### Laying the foundation for Culture Change

#### Purpose of the Discovery phase:

- ▶ To discover what is happening when dementia care is at its best
- ▶ To create motivation for change beyond the Culture Change Coalition(s)



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## Discovery at Bloomington Cove

- ▶ Data was collected through a number of avenues:
  - ▶ one-to-one interviews with 12 CCC members
  - ▶ 3 staff focus groups (including 12 PSWs, 8 Managers, and 9 Diet/Housekeeping staff)
  - ▶ 3 family focus groups (17 family members participated)
  - ▶ focus group with 8 residents
  - ▶ informal interviews with 7 residents and 3 family members
  - ▶ 2 art-based focus groups (12 residents participated)

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## Discovery at Bloomington Cove

### Bloomington Cove is strongest when:

- ▶ People feel a sense of community and have close relationships
- ▶ All partners in the care experience including residents, staff and family members feel informed about broad trends and daily happenings
- ▶ All members of the Bloomington Cove community feel valued and respected
- ▶ All members feel that they have a comfortable, safe and engaging space

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## Discovery at Huron County

- ▶ 93 questionnaires were returned from:
  - ▶ 44 staff from Saint Elizabeth
  - ▶ 18 family care partners
  - ▶ 11 staff from Alzheimer Society and One Care
  - ▶ 15 persons with dementia
  - ▶ 4 volunteers
  - ▶ 1 physician
- ▶ Data captured:
  - ▶ Descriptions of positive caring experiences
  - ▶ Helpful resources and information
  - ▶ Suggestions to improve care and support
  - ▶ How people take care of themselves

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## Discovery at Huron County

- ▶ 24 Saint Elizabeth staff participated in a mini AI Summit
- ▶ Questions included:
  - ▶ Tell me about a great moment you had while working at Saint Elizabeth?
  - ▶ What “gives life” to Saint Elizabeth when it is at its best?
  - ▶ If you had three wishes for Saint Elizabeth, what would they be?
- ▶ Focus groups were conducted with:
  - ▶ 7 participants of the Exeter Adult Day Away Program
  - ▶ 6 participants from the Grand Bend Adult Day Away Program
  - ▶ 5 family members who formed an informal social group
- ▶ Questions focused on:
  - ▶ What kinds of services help people stay in their homes
  - ▶ Positive care experiences
  - ▶ Support needed for family care partners

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## Discovery at Huron County

### Care experiences in Huron County are at their best when:

- ▶ Support and care experiences are relationship-centred
- ▶ There are opportunities for active, meaningful engagement
- ▶ Staff are knowledgeable, dedicated, and satisfied

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## Discovery at the Village of Wentworth Heights

- ▶ An Advisory Team was formed (3 residents, 3 family members, 12 team members from every level of the organization, and a researcher).
- ▶ The Advisory Team planned a three day AI summit.
- ▶ Focus groups with residents, family members, and team members at each Village prior to summit
- ▶ These focus groups explored questions to better understand:
  - ▶ the positive core of the organization (those qualities, attributes, strengths, and assets that already exist within the organization)
  - ▶ individual and collective strengths and contributions
  - ▶ images for an ideal future

## Discovery at the Village of Wentworth Heights

- ▶ Representatives from each Village attended the AI Summit. The Summit began with team members interviewing each other in pairs using questions from the focus groups
- ▶ Then there was then an opportunity to ask questions and learn from a panel of 5 residents and a panel of 6 family members
- ▶ Themes from all the information gathered were organized around the positive core, strengths and contributions, and the ideal future

## Phase 2: Dream 'What might be'

### The purpose of Dream

- ▶ To imagine an ideal future that is rooted in the current strengths of your organization
- ▶ To create 'Aspiration Statements' which help to visualize what positive change might look like



*To engage in dreaming and envisioning is to invite organization stakeholders to go beyond what they thought was possible*

Cooperider, D. (2002). *Constructing Provocative Propositions*. In *Provocative Propositions*.

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## Aspiration Statements

- ▶ Aspiration Statements describe some aspect of the group or organization in the future, after the Appreciative Inquiry process is completed
- ▶ It is important that the Aspiration Statements created in Dream are based on the positive stories and experiences shared during Discovery, represent a shared vision for the ideal future and can serve as a guide for your group or organization
- ▶ Example themes
  - ▶ being informed
  - ▶ feeling a sense of community/having close relationships
  - ▶ feeling valued and respected
  - ▶ having a comfortable, safe and engaging space

### Questions to Ask

Is your aspiration statement

- ▶ **provocative?**
- ▶ **grounded?**
- ▶ **desired?**
- ▶ **affirmative**
- ▶ **unconditionally positive?**

[Cooperider, D. (2002). *Constructing provocative propositions*. Retrieved from the Appreciative Inquiry Commons]

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## Dream at Bloomington Cove

### Aspiration Statement # 1

**Bloomington Cove is a place where people come to live freely.**

Living freely is living with the dignity that comes with feeling “at home” in every part of our lives. Bloomington Cove supports living freely by being responsive to the needs and choices of its residents, family members, and staff.

When we are living freely, there are opportunities for everyone to learn and contribute to the life of the home. Mealtimes have a pleasing family atmosphere. There are ongoing and multiple meaningful activities—both structured and unstructured – that residents can join in whenever and however they like. Residents, family members, and staff have fun, laugh, and socialize together. Everyone feels relaxed and safe because personal spaces are private and secure and social spaces are safe, comfortable, and include access to the outdoors.



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## Dream at Bloomington Cove

### Aspiration Statement #2

**Bloomington Cove demonstrates respect and supports dignity for all residents, family and staff, who are all valued.**

Feeling respected and valued is more than words. Bloomington Cove shows how everyone (residents, family members, and staff at all levels) is valued and respected through clear actions. Bloomington Cove has created a home where everyone feels appreciated and has opportunities to make contributions that are recognized and supported. There is a strong sense of pride and satisfaction felt at Bloomington Cove. Bloomington Cove embraces and recognizes diversity and supports individual needs and abilities with patience, compassion, respect, and fairness. Residents, family members, staff and volunteers all have a voice and are included in decision-making. Feeling valued and respected stems from nurturing close, trusting, emotionally engaged and consistent relationships based on teamwork and support.



Picture courtesy of  
Cathy Greenblat ©2011

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## ***Dream in Huron County***

### **Aspiration Statement #1**

#### **Relationships are at the heart of dementia care in Huron County.**

In Huron County the dementia care experience happens in collaboration rather than in isolation.



Everyone, including people living with dementia, engage in strong reciprocal relationships in which people feel valued, loved, respected and heard. Individuals and organizations work cooperatively. Everyone involved in the dementia care process knows that they have support and the time to have fun, enjoy time spent together and find joy and humour in the everyday. Valued relationships are sustained and supported as persons with dementia transition between and within care experiences. People living with dementia are equal members of our community whose humanity and personhood are valued.

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## ***Dream in Huron County***

### **Aspiration Statement #2**

#### **In Huron County, people involved in Dementia care are actively and meaningfully engaged in their care experiences and in the life of their communities.**



In Huron County persons with dementia have choices both within their home and community. All programs for persons with dementia and their family partners are fully funded and accessible. As a person progresses through the dementia journey their individuality is respected and their changing interests and abilities are valued. Family care partners are active and welcome advocates and are supported through access to sufficient relief including respite and social opportunities. Family members and persons with dementia feel comfortable and heard in their interactions with their medical staff and they know that care providers collaborate to provide integrated care that respects their confidentiality. All community members interact comfortably with persons with dementia and actively work to break down the barriers of stigma around dementia. Persons with dementia are valued members of the community wherever they make their home.

## Dream at the Village of Wentworth Heights

### Aspiration Statement # 1

#### The Village of Wentworth Heights creates opportunities for meaningful and shared activities

Life purpose is achieved in each of our Villages through daily life filled with meaningful and shared activities. Our residents, family members, team members, volunteers and community partners engage in a vibrant Village life through mutual experiences and learning. We recognize that the most natural activity can provide fulfillment and growth. We create opportunities for meaningful and shared activities by giving permission to each other to explore new activities with our residents. We also educate everyone on the importance of community living and support residents in defining what activities are meaningful to them.



Picture courtesy of Schlegel Villages

## Dream at the Village of Wentworth Heights

### Aspiration # 2

#### The Village of Wentworth Heights offers flexible living

At our Villages we offer flexible living for each resident. Flexible living means the freedom for residents to choose what they want, when they want it, and how they want it, whether it is a bath, a recreational program or any other aspect of daily life. Our commitment to flexible living is made possible through educating all staff about the importance of promoting and respecting individuality. Residents are supported to make self-directed decisions regarding all aspects of daily life. As such, our systems and practices literally flex to support residents in achieving their individual preferences.



Picture courtesy of Schlegel Villages

## Gathering Feedback on our Aspiration Statements

- ▶ Aspiration Posters
- ▶ Newsletters
- ▶ Online and paper feedback forms
- ▶ Family focus groups
- ▶ Attending staff huddles
- ▶ Attending family/resident councils
- ▶ Arts-based therapy sessions with persons with Dementia
- ▶ Conversation Cafes
- ▶ Persons living with dementia Advisory Group
- ▶ Videos, T. Shirts etc.



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## Next Steps: Designing the way forward

This phase can begin by asking questions such as:

- 1) What specific elements of the aspiration statement do you find important or exciting?
- 2) What actions would make this possibility a reality?
- 3) What needs to happen or change in order for this new possibility to be realised?
- 4) What supports or resources would we need to put the new possibility into action?

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### PARTNERSHIPS IN DEMENTIA CARE ALLIANCE

- Partnerships in Dementia Care home
- About Partnerships in Dementia Care
- Our people
- Our philosophy
- Culture Change Coalitions
- Culture Change Living Toolkit**
  - Phase 1: Dawn
  - Phase 2: Discovery
  - Phase 3: Dream
  - Phase 4: Design
  - Phase 5: Delivery
- Tools and resources
- News and Events
- Aligning Leisure Practices with Culture Change
- Re-imagining Dementia through the Arts
- iPod Donation Drive

#### Culture Change Living Toolkit

**Introducing the Partnerships in Dementia Care (PiDC) Alliance Living Culture Change Toolkit**

- [What is culture change?](#)
  - [Culture Change is a process](#)
  - [Culture Change uses Appreciative Inquiry](#)
  - [Culture Change is collaborative](#)
  - [Culture Change requires empowerment, dedication and leadership](#)
  - [Culture Change does not end](#)
  - [Culture Change in a Long Term Care \(LTC\) context](#)
- [What is the toolkit?](#)
  - [Two major components to the toolkit](#)
- [Who is the toolkit for?](#)
- [How should the toolkit be used?](#)
- [What are the exercises and activities for?](#)

**What is Culture Change?**

**Culture change is a process**

The process is based on re-examining values, beliefs, attitudes, behaviors and approaches that are embedded within an organization and to work on improving them for everyone involved.

#### Interested in Joining the PiDC Alliance?

We'll add you to our mailing list and you'll receive regular newsletters about our progress and be the first to hear about opportunities to become more involved in our Culture Change process!

[Click to send us a quick email to let us know you'd like to join!](#)

We'll never share your personal information.

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## How can we get involved?

- ▶ Join the PiDC Mailing list  
[sian.lockwood@uwaterloo.ca](mailto:sian.lockwood@uwaterloo.ca)
- ▶ Visit the PiDC Website to find tools and resources

[www.uwaterloo.ca](http://www.uwaterloo.ca)



[@pidcalliance](https://twitter.com/pidcalliance)

[PartnershipsInDementiaCareAlliance](https://www.facebook.com/PartnershipsInDementiaCareAlliance)

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