

Discovering 'the best of what is' in dementia care:  
The second phase of the  
Partnerships in Dementia Care (PiDC) Alliance's  
Culture Change Process



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## **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



# 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



## Culture Change is...

- A movement from the medical/institutional model to an institution-specific relational/community model of care
- An organic on-going process
- A critical examination of the language, values, assumptions, attitudes, practices, approaches and policies embedded within an organization

## Culture Change is not...

- an end product or outcome
- solely a quality improvement initiative
- a specific program or model of care that is implemented
- a one-size fits all approach
- top-down mandate imposed by others





The only person who likes change is a baby  
with a wet diaper.

*Mark Twain*



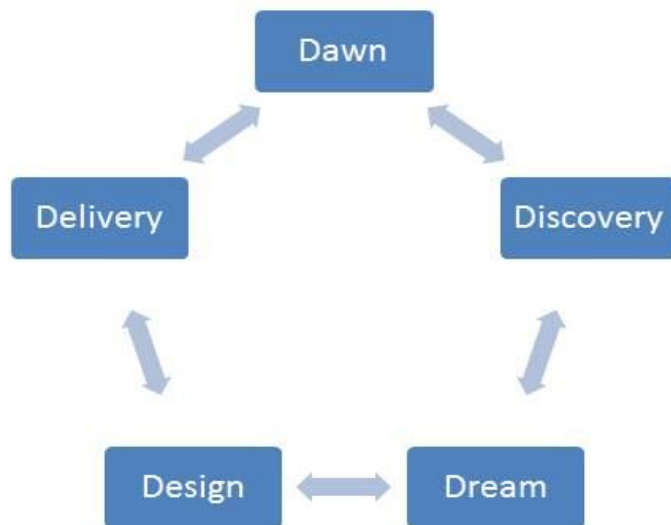
Traditional Problem Solving	Appreciative Inquiry
Identifying a Problem	Setting the context of appreciation
Analyzing Causes	Valuing the “best of what is”
Proposing Solutions	Envisioning “what might be”
Action Planning	Dialoguing about “what should be”
Action	Innovation

Adapted from Cooperrider & Whitney, 1999



# 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





## REVIEW OF PHASE 1: DAWN- LAYING THE FOUNDATION FOR CULTURE CHANGE

- The purpose of Dawn is:
  - To establish the coalition membership ensuring representation from diverse stakeholders
  - To learn about one another and build trusting relationships guided by the principles of Authentic Partnerships
  - To develop the knowledge and skills needed for the process



## PHASE 2: DISCOVERY- FINDING 'THE BEST OF WHAT IS'

### 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)



## DISCOVERY: FINDING 'THE BEST OF WHAT IS'

How do we accomplish our purpose?

- By identifying participants to share their stories
- By collecting information and stories about best care experiences from everyone involved
- By asking appreciative questions that elicit positive responses
- By analysing responses to learn about an ideal care future



## FINDING STRENGTHS BY ASKING APPRECIATIVE QUESTIONS:

- Questions to gather stories about strengths:
  - Describe a positive helping or caring experience that you have been a part of.
  - What do you value most or like best about your LTC home?
- Questions to learn from gathered stories:
  - What is working well?
  - What is happening when things are going well?
  - What do these stories tell us about what an ideal future might look like?



## AUTHENTIC PARTNERSHIPS, SPEEDBUMPS AND RAMPS TO OPPORTUNITY

**Authentic Partnerships** – relationships which focus on including and valuing the unique perspectives of everyone, including persons with dementia, their family partners in care, and staff.

**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.

**Light bulb moments** – critical events, actions or realizations that come from Culture Change participants, which shift the process and move culture change forward



# CASE STUDY #1: *DISCOVERY* AT BLOOMINGTON COVE

## About:

- 112 bed LTC home in Stouffville, Ontario
- One of few dementia-specific homes in Ontario

## Discovery Methods:

- Cove's Corner (staff)
- Attendance at Bloomington Cove's Lunch Club (family and residents)
- Family focus groups x 3
- Staff focus groups x 3
- Arts-based focus groups x 3



3 members of Partnering Together for Change Culture Change Coalition stand in front of analysis from Discovery stories



# BLOOMINGTON COVE IN DISCOVERY

## **Speedbumps:**

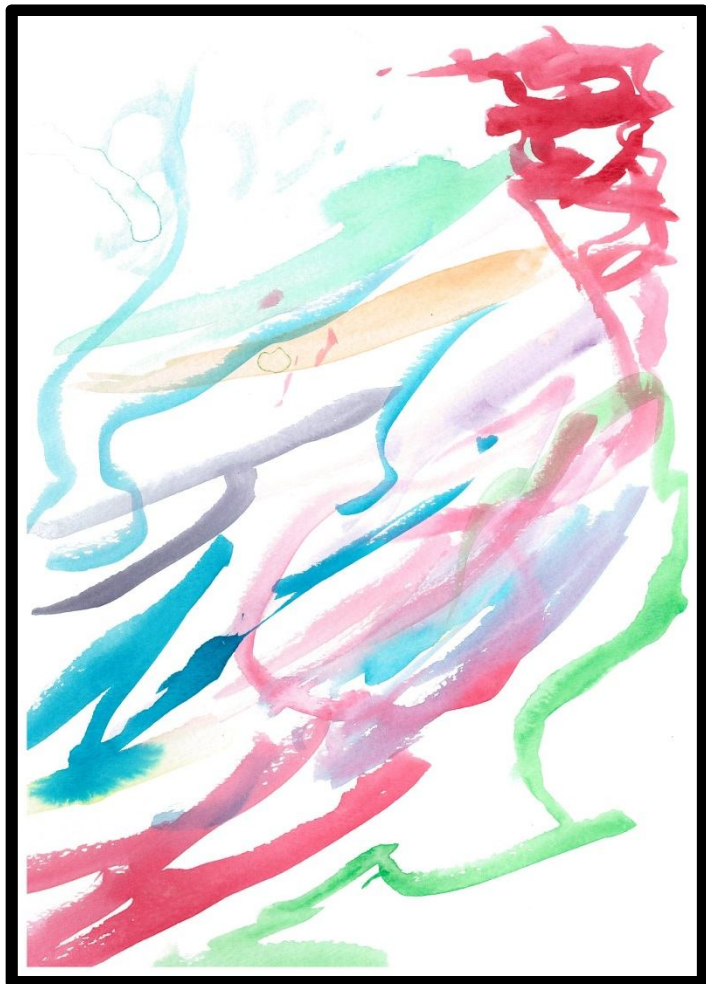
- Misinterpreting Appreciative Inquiry
- Protecting Confidentiality and privacy
- Capturing resident experiences

## **Ramps to Opportunity:**

- Working together to re-frame questions based on Appreciative Inquiry principles
- Developing shared principles for protecting individual identities
- Adopting creative, arts-based approaches



# ARTS-BASED FOCUS GROUPS AT BLOOMINGTON COVE





## DISCOVERY AT BLOOMINGTON COVE: WHAT STRENGTHS DID WE DISCOVER?

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 member, 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.



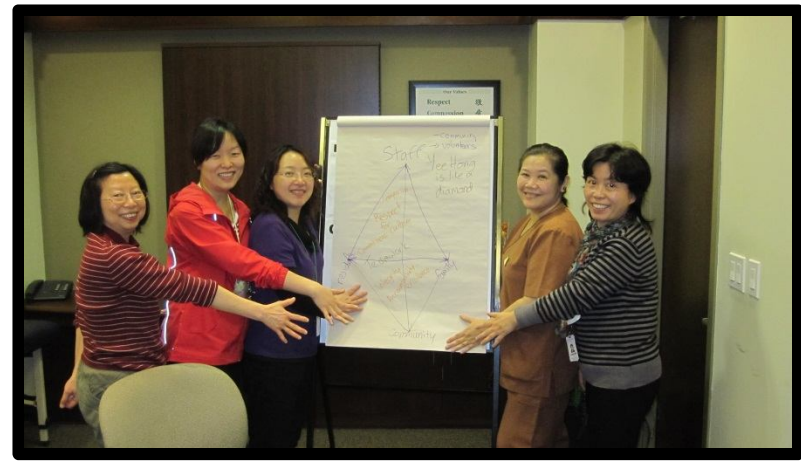
## CASE STUDY #2: *DISCOVERY* AT YEE HONG CENTRE FOR GERIATRIC CARE

### About:

- LTC home in Markham, Ontario serving nearly 200 adults, primarily of Chinese and South Asian descent.

### Discovery Methods:

- Targeting staff, family, residents and 'community' including Yee Hong's active volunteer corps
- One-on-one interviews
- Paper and online questionnaires



Members of the Yee Hong Culture Change Coalition share plans for the Discovery phase at a monthly meeting



# YEE HONG IN DISCOVERY

## **Speedbumps:**

- Participants less comfortable with sharing experiences in 'group' Discovery activities
- ESL participants' less comfortable participating in Discovery in English.

## **Ramps to Opportunity:**

- Use of anonymous surveys and one-on-one interviews in a multi-lingual, low pressure setting.
- Use the strong, multi-lingual volunteer corps to aid collection of Discovery Stories.
- Allowing for participation in Discovery in the language of the participant's choice



## CASE STUDY #3: *DISCOVERY* IN HURON COUNTY ONTARIO

- **About:** Coalition of community-based health care groups:
- Based in largely rural Huron County Ontario
- **Discovery Methods:**
  - Mail in questionnaires to persons with dementia, family partners and staff at various agencies
  - Focus groups with persons with dementia participating in a day program
  - Focus group with family members forming an informal social group
  - Mini-AI summit with Personal Support Workers



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



# HURON COUNTY IN *DISCOVERY*

## **Speedbumps**

- Staff reluctance to have researchers conduct Discovery collection
- Members apprehensive at handling/analysing 'data'

## **Ramps to Opportunity**

- Supporting CCC members to collect Discovery information.
- Working with a shared template and guidelines for analysis



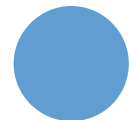
## LEARNING TO ANALYSE DISCOVERY DATA AT HURON COUNTY

### Questions we asked staff:

1. If you had three wishes for your agency, what would they be?
2. What do you value most about your agency?
3. Tell me about a time when you were really engaged in, or excited about working at your agency.
4. What is the core factor that gives life to your agency when it is at its best?

### Questions to analyse staff responses:

1. What does this information tell us about what an **ideal care experience** would look like for **clients/family/staff**?
2. What does this tell us about **what is working well**? What do people feel most proud of?
3. What is going on when things are working well?
4. What recommendations would you make? What should happen more? Change?
5. What else would you like to share? Key ideas? Personal experience that informs your analysis?



## DISCOVERY IN HURON COUNTY: WHAT STRENGTHS DID WE DISCOVER?

Experience of care in Huron County is best when:

1. Care is relationship centred.
2. There are opportunities for meaningful engagement in care and in community.
3. Staff have job knowledge and satisfaction.



## THE DISCOVERY PHASE OF CULTURE CHANGE USING APPRECIATIVE INQUIRY —IN A NUTSHELL

- A critical step in ensuring that all voices are heard and strengths of the organization are identified and celebrated.
- Discovery is also a chance to spread the word about culture change through gathering information from a wide variety of group members.





## THE IMPORTANCE OF DISCOVERY TO THE CULTURE CHANGE PROCESS: MORE LIGHT BULB MOMENTS

“The process showed me that people living with dementia really need to be listened to. When they spoke in focus groups about wanting to do more journal writing to tell their children things that they remember from the past, that really hit home for me”  
(point of care staff member in Huron County).



## THE IMPORTANCE OF DISCOVERY TO THE CULTURE CHANGE PROCESS: MORE LIGHT BULB MOMENTS

“It’s humbling to listen to families’ journeys and hear about the challenges that they deal with day-to-day. It’s also rewarding to hear these stories and try to make a change for the positive” (Manager at Huron County Health Care provider).




THE IMPORTANCE OF DISCOVERY TO THE CULTURE CHANGE  
PROCESS: MORE LIGHT BULB MOMENTS

“After hearing from staff in Long Term Care, I’ve really come to understand their challenges. They are compassionate, caring people who want to care in a different way, and are not always supported by policies to reward that desire”. PiDC Alliance  
Researcher



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SEARCH 

## PARTNERSHIPS IN DEMENTIA CARE ALLIANCE

- Partnerships in Dementia Care home
- About Partnerships in Dementia Care
- Our people
- Our philosophy
- Alliance partners
- Culture Change Living Toolkit**
  - Ideas behind our process
  - Phase 1: Dawn
  - Phase 2: Discovery
  - Phase 3: Dream
  - Phase 4: Design
  - Phase 5: Delivery
- Tools and resources
- Events
- Newsletters
- Blog
- Aligning Leisure Practices with Culture Change

Partnerships in Dementia Care »

### 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.

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##### Culture change uses Appreciative Inquiry

The PiDC Alliance Culture Change process centers on *Appreciative Inquiry*. The Appreciative Inquiry process works by:

- focusing on what is working well in your group or organization



# HOW CAN WE GET INVOLVED?

- Join the PiDC Alliance
- Visit the PiDC Alliance website and use the tools and resources
- [uwaterloo.ca/pidc](http://uwaterloo.ca/pidc)
- @pidcalliance on Twitter
- [www.facebook.com/partnershipsindementiacarealliance](http://www.facebook.com/partnershipsindementiacarealliance)



## Contact the Partnerships in Dementia Care Alliance:

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