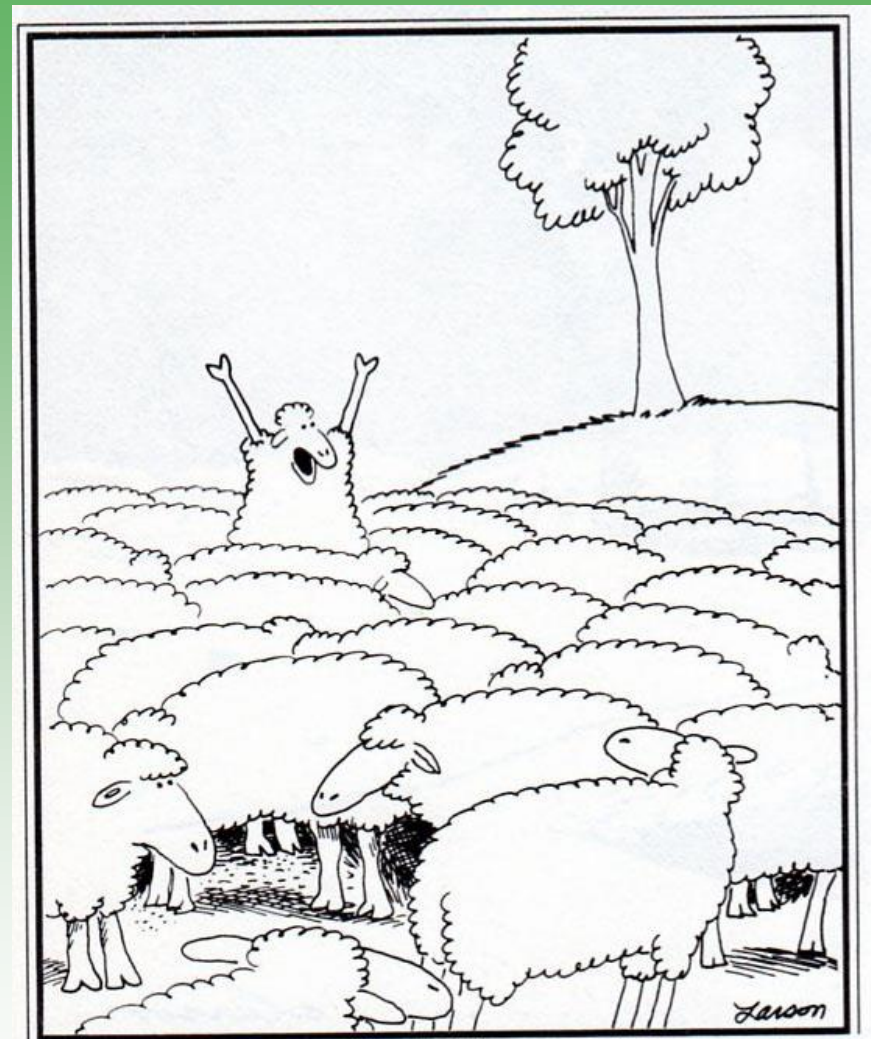# Making Culture Change Work: An Integrated Approach

Sherry Dupuis and *Carrie McAiney*
Partnerships in Dementia Care
Alliance

"Wait! Wait! Listen to me! . . . We don't HAVE to be just sheep!"

Objectives

- **<u>Review</u>** what culture change is and is not

- **<u>Explore</u>** the multiple relational layers involved in culture change

- **<u>Identify</u>** threats to creating a culture of LIVING

- **<u>Share</u>** specific strategies to support culture change at different relational layers

Culture Change...

- is an organic on-going and evolving **process**

- involves **critical examination** of the language, values, assumptions, attitudes, ways of relating, practices, approaches, and policies embedded within an organisation

- requires specific **plans and actions targeted at transforming the culture** from the current medical/institutional model of care to a relational/community model of LIVING
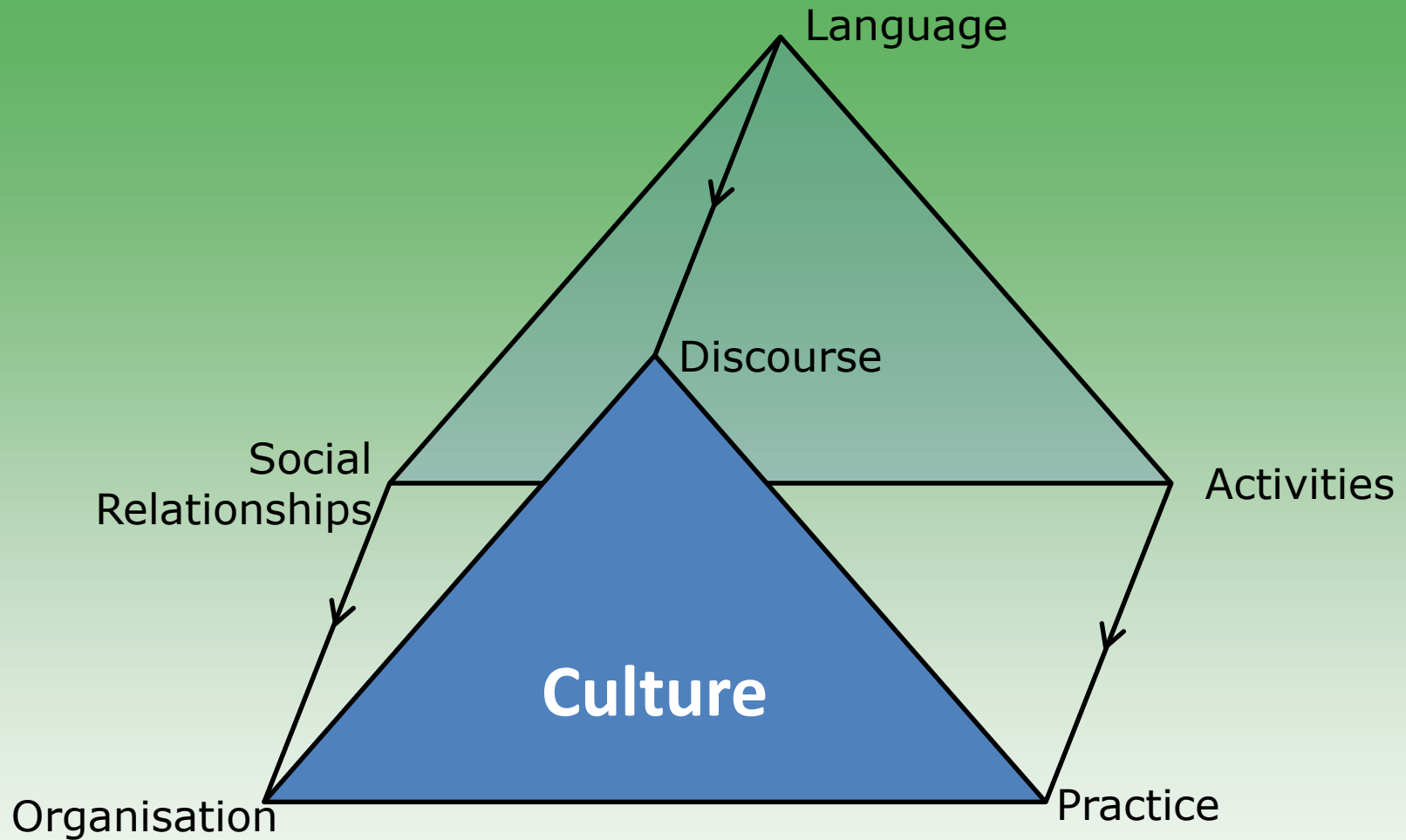
Figure 1: Interdependencies Between Words, Activities and Relationships
(Kemmis & McTaggart, 1988)

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

- easy

In nursing homes, assisted living facilities and adult day programs we supply our elders with the necessities of survival, but they are too often deprived of the necessities of LIVING

(Fagan, 2003, p. 127)

Being Me

Being With

Seeking Freedom

Finding Balance

Making a Difference

Having Fun

Growing and Developing

Culture Change Values...

- Supporting choice and self-determination

- Maintaining dignity and respect

- Nurturing body, mind and spirit

- Knowing and focusing on the person

- Living life to the fullest

- Supporting continuing abilities, gifts, talents, aspirations

- Creating enabling, normalizing environments

- Building close interdependent relationships

- Prioritizing collaborative decision-making

- Offering flexibility
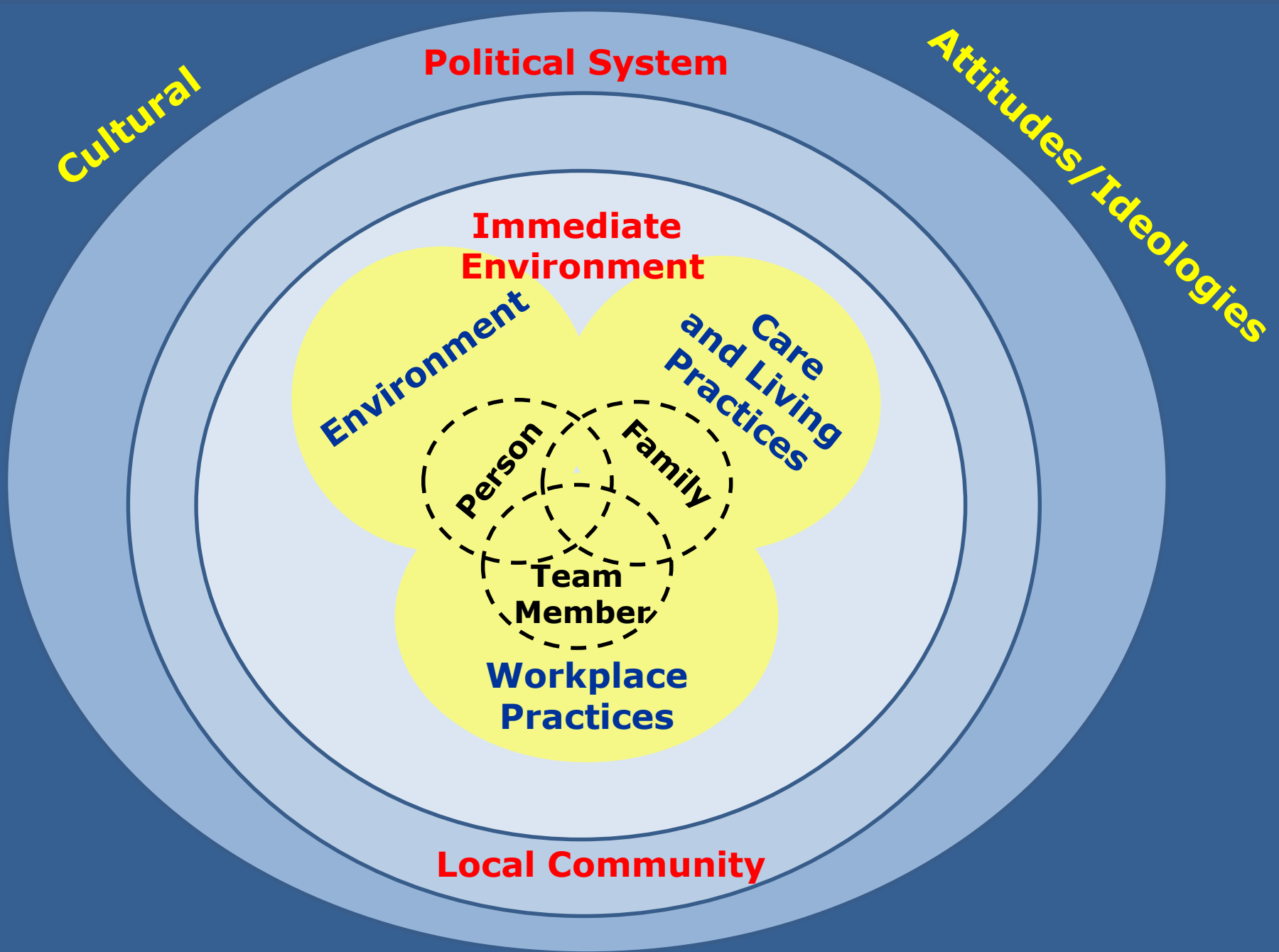
Adapted HATCh Model, Quality Partners of Rhode Island (2006)

Individual Layer Threats to Creating a Culture of LIVING

- Assumptions and misunderstandings
  - about the abilities of older adults
  - that achieving quality care is at odds with supporting LIVING
- Task focus
- Focus on disease, symptoms and bodies
- Attitudes ➡ "its not my job"
- Sense of powerlessness

Organisational Layer Threats

- A risk averse culture

- Focus on routines and structured activities

- Care practices that prioritise physical care

- No opportunities for relationship building

- Institutional physical environments

- Traditional organisational structures

- Inadequate or inappropriate leadership

- Staffing levels

Community Threats

- Ageism, stigma and fear
- Lack of meaningful activities and opportunities in the community
- Lack of access to community programs and services
- Unwelcoming environments

Systemic/Political Layer Threats

- Reliance on measurement tools/indicators that focus on deficit, disease and physical care

- Policies misaligned with supporting LIVING

- Compliance officers/regulators with a focus on physical care and clinical treatments

- Lack of incentives for organisations to change

- Funding models that privilege managing bodies over supporting LIVING

Working Towards Culture Change

Specific Strategies to Support Culture Change

What **strategies** do you know of or have used to facilitate culture change?

Individual Relational Strategies

- Relevant and accessible interdisciplinary training on person-centred and relational caring for all

- Provide safe space for reflection on CC values and on personal assumptions, language, practices, and ways of relating misaligned with CC values

- Develop and implement a staff-centred and family-centred wellness programs

Organisational Layer Strategies

- Make relationship building the #1 priority
- Provide regular opportunities to build relationships between all (shared meals, community mourning and celebrations, etc.)
- Implement dedicated staff assignment
- Implement a staff-resident buddy program
- Include **all** in the development of a clear shared vision and plan for moving forward
- Identify CC champions who can lead the process
- Build on existing strengths

Organisational Layer Strategies *cont'd*

- Enable and empower decisions as the neighbourhood/community level and by strong teams

- Develop a culture where CC seen as part of everyone's job

- Recognize and celebrate actions that reflect the desired culture

- Develop multiple communication strategies for sharing the culture change successes and story

- Implement simple practices before more complex ones

Community Layer Strategies

- Develop strong partnerships with individuals and organisations in the community

- Invite the community to come in and use space when not in use/engage in the space

- Be a culture change advocate and champion in your community

- Support staff in sharing their culture change stories in the wider community

Systemic/Political Layer Strategies

- Critically reflect on current policies and regulations and ensure policies support LIVING

- Develop indicators and measurements aligned with the culture change values

- Invite compliance officers/regulators to join you on your culture change work

- Provide financial and resource incentives to support change initiatives focused on LIVING

What **strategies** do you know of or have used to facilitate culture change?

Possibilities of Transformational Change

- Better clinical/medical outcomes
  - Decreased use of antipsychotic and antidepressant medications
  - Decreased pressure ulcer development
  - Improved psychosocial outcomes
- Enhanced care experiences/increased satisfaction for residents, family and staff
- Better workplace outcomes
  - Decreased staff absenteeism
  - Decreased staff turnover/improved staff retention

What **supports** would you need to make your ideal culture a reality?

"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

Working Towards Culture Change

Dawning…

…relationships and capacity

Members work together to:

• establish a Culture Change Coalition inclusive of all key stakeholders

• develop trusting relationships from which to make collaborative decisions

• prepare for the culture change journey by building skills and knowledge necessary for the process

Working Towards Culture Change

Discovering...

...the best of what is

Members work to:

- gather stories about what gives life to a community when it is at its best

- discover what the information is telling them about an ideal future

Working Towards Culture Change

Dreaming…

…*what could be*

Based on what they discover, members work to:

- imagine an ideal future for their group or organization

- dream without being obstructed by concerns over finances, bureaucracy or current policy.

Bloomington Cove is a place where people come to live freely.
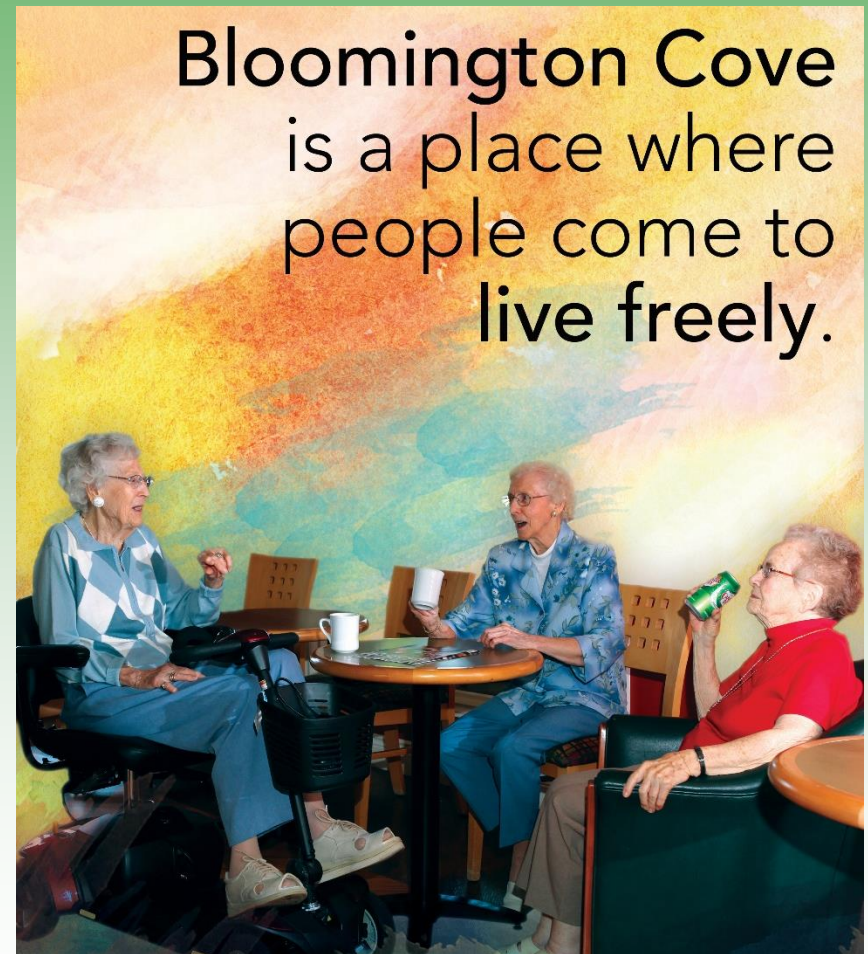
Working Towards Culture Change

Designing…
…an ideal future

Members work together to:

• identify specific strategies and actions – a clear action plan – that describe how dreams will be realized

When making decisions, ask:

- Is this decision/plan/practice/proposed action aligned with community/relational approaches and the culture change values?

- Which culture change value(s) are supported by this decision/plan/practice/proposed action?

- How does this decision/plan/practice/action support relational approaches and the culture change values?

- What could we do differently to support relational approaches and culture change even more?

Working Towards Culture Change

Delivering…

…our shared destiny

Members work together to:

• put the plan into action to make the dream a reality!

Thank You!

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 PartnershipsInDementiaCareAlliance

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