Fostering Culture Change in Long-Term Care Settings: The Partnerships in Dementia Care Alliance (PiDC)

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PiDC
Partnerships
in Dementia Care

Enhancing Dementia Care for Everyone

Purpose of Today's Presentation

▸ To describe a project that's exploring *how* culture change happens in long-term care (LTC) settings.

▸ To encourage you to think about how the culture of your workplace could be improved.

▸ To invite you to participate in this process – today and when you return to your workplace.

What is the PiDC Alliance?

- A collaborative research network involving:
  - Persons living with dementia
  - Family members
  - Professionals in dementia & LTC care
  - Researchers
  - Community partners & organizations

- Established to enhance dementia care by changing the culture within LTC homes and community settings to reflect a better relationship-centred care approach

What are the Goals of the PiDC Alliance?

- To explore and understand the culture change process

- To develop & share culture change resources

- To build capacity in dementia care settings

- To enhance the care experience for all involved

What is Culture Change?

▸ A transformation to a more relationship-centred approach to care where all voices are heard and respected

▸ May involve changes in:
  ◦ Practices and processes
  ◦ Physical environment
  ◦ Relationships

How Did We Get Started?

▸ Murray Alzheimer Research & Education Program (MAREP) was approached by a service provider for help in being more relationship-centred

▸ Lots of meetings…brought many partners on board

▸ 5-year funding from the Social Sciences and Humanities Research Council for a Community University Research Alliance (CURA)

Why is Culture Change Needed?

▸ Discussed this morning:

  ◦ Hierarchical structure of LTC

  ◦ Focus on a medical model of care

  ◦ Provider-as-expert approaches

  ◦ Program-centred rather than person-centred

  ◦ Reliance on irrelevant outcome measures

  ◦ Exclusion of all voices in decision-making

Guiding Frameworks

▶ Participatory Action Research

▶ Alzheimer's Disease and Related Dementias (ADRD) Planning Framework

▶ Relationship–Centred Care and Authentic Partnership Approaches

▶ Appreciative Inquiry

Participatory Action Research (PAR)

- Not a typical research approach

- Researchers work with stakeholders as <u>co-researchers</u> and determine how to proceed together

- Ensures the research is relevant & useful

ADRD Planning Framework

- Planning framework for any service or community to address the needs of those living with dementia

- Includes a number of mechanisms to help persons with dementia live meaningful lives by being engaged

http://www.marep.uwaterloo.ca/other/toolkit.html

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

Appreciative Inquiry

"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

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 (Destiny) – supporting and sustaining actions

How Does the PiDC Work?

- 4 research sites which have established Culture Change Coalitions (CCCs)
  - Huron County
  - Bloomington Cove
  - Yee Hong Centre
  - Village of Wentworth Heights

- Each CCC includes all partners

- Each site is unique, offering a unique culture change process to explore

Examples from the CCCs

» Dawning

Dawning: Laying the Foundation

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

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

Dawning: Yee Hong

- Yee Hong Ho Lai Oi Wan Centre is 1 of 4 Yee Hong Geriatric Care Centres in Ontario

- A 200-bed long-term care home in Markham

- Provides care for elders of both Chinese and South Asian descent

- Staff emphasize culturally and linguistically appropriate care that supports healthy, independent, dignified living

YEE HONG 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.

Dawning: Laying the Foundation

How do we accomplish our purpose?

▸ By educating one another about the Appreciative Inquiry process

▸ By challenging assumptions about the abilities of persons living with dementia
- Challenging assumptions about persons living with dementia

Dawning: Bloomington Cove

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

"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

"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

Examples from the CCCs

» Discovery

Discovery: 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 to capture their experiences

Discovery: Huron County

- Community care setting including:
  - Huron County Alzheimer Society
  - Community Care Access Centre
  - ONE CARE Home & Community Support Programs
  - Adult Day Away Program
  - St. Elizabeth Healthcare

Discovery: Huron County

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?

Your Agency or Home…

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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?

Discovery: Huron County

Key themes from Discovery activity:

- Working together as a team

- Resources (system)

- Making a difference (client fulfillment & growth)

- Personal satisfaction of making a difference

Examples from the CCCs

» Dream

Village of Wentworth Heights

- 120-bed LTC home in Hamilton, owned by Schlegel Villages

- CCC is called "Reaching For New Heights"

- Appreciative inquiry journey part of a larger corporate initiative at Schlegel Villages

Aspiration Statements @ WH

- ## Flexible Living
  - ◦ residents have choice about when to sleep, wake and participate in activities

- ## Flexible Dining
  - ◦ residents have more choice in when and what they eat

- ## Shared and Meaningful Activities
  - ◦ expanding the variety and scope of structured and unstructured leisure activities

Examples from the CCCs

» Design

Design

- Purpose:

  - To develop and commit to an action plan to realize the aspiration statements that have been developed

Design: Wentworth Heights

- Operational Planning Goals for 2011
  - Create opportunities for meaningful and shared activities
  - Offer flexible living
  - Offer flexible dining

Examples from the CCCs

>> Delivery (Destiny)

Delivery: Wentworth Heights

- Aspiration Education Day
  - Awareness and education
  - T-shirts for Aspiration Fridays!

Delivery: Wentworth Heights

Conversation Café

- 11 resident, 15 family member, and 38 team member conversations

- Residents are choosing when to wake up, and when and where to eat

- Need work on access to snacks at night

- There are more opportunities for spontaneous and self-initiated activities on the neighbourhoods

- Need to work on the "shared" and "meaningful" aspects of activities

Delivery: Wentworth Heights

▸ Working together to implement a new tool to enable staff to have a deeper understanding of residents and their preferences

Knowledge Translation

Knowledge Translation

Where do we go from here?

- CCCs continue along their culture change journeys

- Researchers continue to document and reflect on the processes

- We continue to develop tools and resources & share these with others

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http://www.pidc.uwaterloo.ca

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