From Discovery to Dream: Aspiring toward culture change in dementia care

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www.uwaterloo.ca/pidc

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Comparing Institutional, Medical and Community, Relational Models
Carson, Dupuis, and Whyte

<table>
<thead>
<tr>
<th><strong>INSTITUTIONAL, MEDICAL MODEL</strong></th>
<th><strong>COMMUNITY, RELATIONAL MODEL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level of Individual Experience</strong> <em>(including individual experience of recreation professionals, doctors, nurses, Mrs. Jones, Mr. Smith, etc.)</em></td>
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<tr>
<td>Staff provide traditional care and “treatments”</td>
<td>Individualized, person-centred care and support</td>
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<td>Separation of body and mind with primary focus on physical care</td>
<td>Focus on holistic wellness where the human spirit is nurtured</td>
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<tr>
<td>Patients/clients follow facility/organisation and staff routine</td>
<td>Staff follow the individual’s routine and life rhythms</td>
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<td>Staff have authority and make decisions for patients/clients</td>
<td>Individuals have meaningful choices and make their own decisions</td>
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<tr>
<td>Staff have rotating assignments</td>
<td>Individual supported by familiar staff</td>
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<tr>
<td>Staff provide structured activities to patients/clients</td>
<td>Spontaneous activities around the clock for all</td>
</tr>
<tr>
<td>Staff know patients/clients by diagnosis (e.g., bipolar, dementia, etc.)</td>
<td>Staff know the person</td>
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<tr>
<td>Staff encouraged to be emotionally neutral</td>
<td>Staff have personal relationships with the individual and their family</td>
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<tr>
<td><strong>Organizational or Institutional Level</strong></td>
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</tr>
<tr>
<td>Departmental focus</td>
<td>Team focus</td>
</tr>
<tr>
<td>Focus on care</td>
<td>Focus on living life</td>
</tr>
<tr>
<td>Scheduled routines</td>
<td>Flexible routines</td>
</tr>
<tr>
<td>Staff rotate among different floors, programs and patients/clients</td>
<td>Staff assist same individuals</td>
</tr>
<tr>
<td>Staff make decisions for patients/clients</td>
<td>Decisions are made with individuals</td>
</tr>
<tr>
<td>Environment=workplace</td>
<td>Environment = home</td>
</tr>
<tr>
<td>Structured activities</td>
<td>Planned, flexible and spontaneous activities</td>
</tr>
<tr>
<td>Hierarchical departments</td>
<td>Collaborative interdisciplinary teams formed from staff and individuals</td>
</tr>
<tr>
<td>Staff care for patients/clients</td>
<td>Staff work in partnership with individuals</td>
</tr>
<tr>
<td>Us and them, or us versus them</td>
<td>Mutual relationships</td>
</tr>
<tr>
<td>Individualism</td>
<td>Emphasis on community</td>
</tr>
</tbody>
</table>

(Table adapted from Fagan, 2003)
How does this happen?!!

- Top only - few involved
  Answers from experts

- Focus on what's wrong

- Searching for "root cause" of failure/decay
  "If you look for problems, you'll find more problems"

- "Fix" the past

- Obstacles treated as barriers

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APPRECIATIVE APPROACH

- VIBRANT
- ALIVE

- SEARCH AMPLIFY FOR WHAT GIVES LIFE WHAT WORKS

- TIME FLIES NEW POSSIBILITIES
- UNEXPECTED CREATIVITY

- ORGANIC, EMERGENT

- MORE ALIVE!

- IN-SYNC
- ENERGY CAN'T BE WHOLE GREATER THAN SUM OF PARTS STOPPED

HOW DOES THIS HAPPEN?!?

- STAR (OR ALL LEVELS) INVOLVED SOLUTIONS FROM WITHIN

- FOCUS WORKS ON WHAT

- SEARCH FOR ROOT CAUSES OF SUCCESS
  "If you look for successes, you’ll find more successes"

- CREATE THE FUTURE

- OBSTACLES TREATED AS RANKS INTO NEW TERRITORY

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Appreciative Inquiry

**What is Appreciative Inquiry?**

- Appreciative Inquiry (AI) is based on the assumption that every organization has something that works right. The process seeks to discover what it is that gives life to an organization when it is most successful and connected to its members and community.
- AI is different from other problem solving approaches because it focuses on strengths, rather than on what is wrong.
- AI begins by identifying what is positive about an organization and then uses these strengths to envision possibilities for the future.

**The Eight Assumptions of Appreciative Inquiry**

1. In every society, organization or group, something works.
2. What we focus on becomes our reality.
3. Reality is created in the moment, and there are multiple realities.
4. The act of asking questions of an organization or a group influences the group in some way.
5. People have more confidence and comfort to journey to the future (the unknown) when they carry forward parts of the past (the known).
6. If we carry parts of the past forward, they should be what is best about the past.
7. It is important to value differences.
8. The language we use creates our reality.

**What is the Appreciative Inquiry Process?**

**DAWN**

The purpose of **Dawn** is to build trusting, supportive relationships within the culture change team. Group members develop skills and knowledge related to the philosophies guiding their work. The work of the Dawning phase prepares groups to move forward to Discovery.

**DISCOVERY**

The purpose of **Discovery** is to identify and appreciate the best of what is about a community or organization. This is done by gathering as many positive stories as possible from all key stakeholders. These positive stories reveal what gives life to the organization or community when it is at its best.

**DREAM**

The purpose of **Dream** is to identify what could be and envision new possibilities for the future. Using information from Discovery, participants create a set of aspiration statements which help drive the design of future actions.

**DESIGN**

The purpose of **Design** is to identify actions that will support the new possibilities identified in the Dream phase. Participants create and commit to actions that will help make the aspiration statements a reality.

**DELIVERY**

The purpose of **Delivery** is to identify ways to support and sustain the actions planned in the Design phase. Participants identify the supports needed to implement and uphold the positive changes and work together to make changes.

Reframing Problems into Possibilities
Guiding Principles for Engaging in Appreciative Conversations

Background

Why re-frame problems into possibilities? When we only focus on problems we tend to keep responding to crisis after crisis and we are constantly "putting out fires" or implementing one isolated strategy after another. This approach can sometimes lead to the "blame-game." Instead of looking at what is not working, if we ask questions and encourage stories that highlight and explore "what works", the answers can point the way to greater success and growth. By focusing on what is right rather than what is wrong, Appreciative Inquiry generates enthusiasm and energy. It can help us find the confidence and commitment we need to achieve our best.

Principles for Responding to Problem-based and Focused Responses

- Focus on what the issue is, not the person.
- Never dismiss the person or their ideas; instead validate what the person has said by letting them know that you heard them and understand their concerns.
- Listen. If a person has intensity about an issue let them get it out as you may not get any appreciative feedback until this has happened.
- Postpone. Make note of what the person has said and tell them that will we come back to it later.
- Respond with an appreciative question (e.g., a ‘what if’ question) (see below).
- Redirect. Find a way to guide them back to the positive.
- Use the negative and re-frame it. Everything that people find wrong with an organization represents an absence of something that they hold in their minds as ideal.
- Stay positive.
- Affirm common goals.
- Establish a safe and open space for dialogue.
Appreciative Questions to Problem Based and Focused Responses

- What does that tell us about how things could be better?
- What changes do you recommend to make things better?
- How could we make this better?
- What would make this situation good?
- What would turn this situation around for you?
- What if we could do that? What if we could do better? What would need to be in place for that to happen?
- Based on what you just told me, what would an ideal situation look like for you?
- What do you need from me to make things better? How might you contribute to making things better?
- What can we learn from that experience?
- Our common goal is to X. How can we work together to reach this goal?

Examples

I hear what you are saying. That is a very legitimate concern. What do we need to do to make things better?

Thank you, I think I understand a little bit about your problem and now I would like to guide us back to looking at what was happening when things were working at their best.

When you say X is not good, it means you have an image in your mind about what good X would look like. Can you describe that for me?

References:
