

Building On an Organization-Wide Culture Change Initiative: The Experience at the Village of Wentworth Heights

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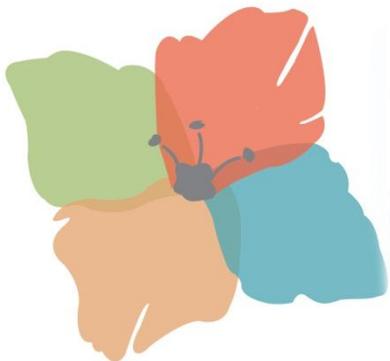
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Working Together to Put Living First: A Culture Change Initiative in a Long- Term Care Organization Guided by Critical Participatory Action Research

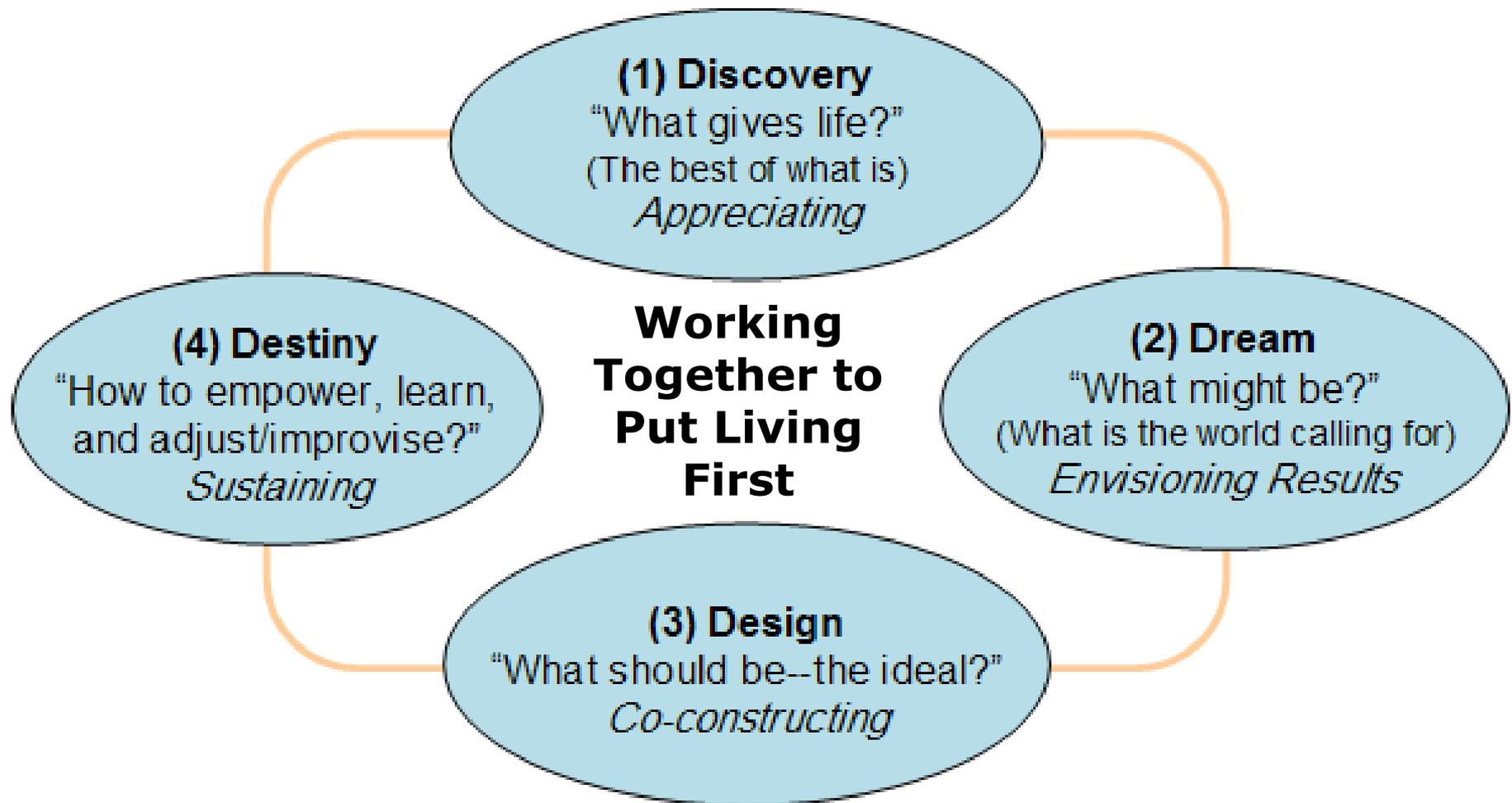
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APPRECIATIVE
INQUIRY
Schlegel-UW
RIA Transforming
Senior Living



Appreciative Inquiry Process: AI Summit



Summer 2010

Support Advisory Team

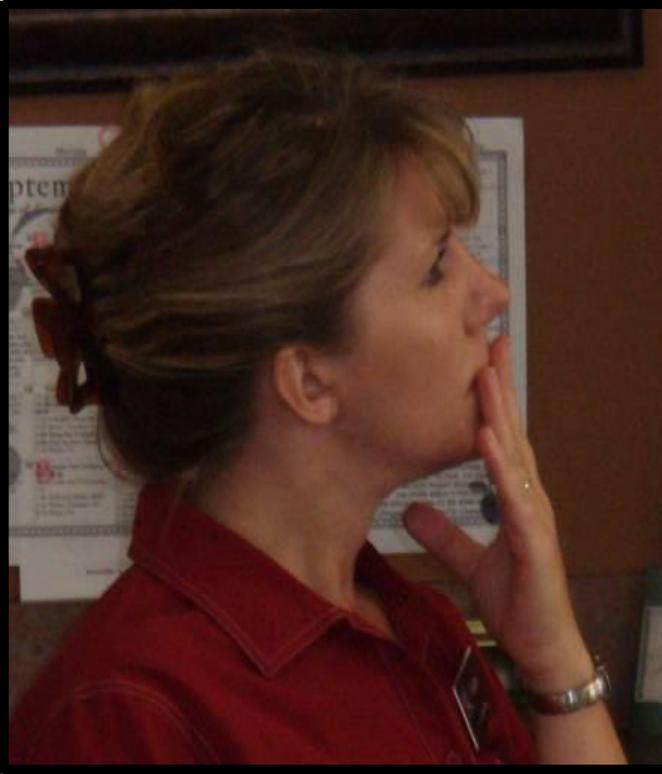


- 19 members including 3 residents and 3 family members
- Planned and facilitated AI Summit program content
- Provides support for 11 Village Advisory Teams
- Ongoing steering and evaluation of Schlegel Villages' culture change initiative

Summer 2010

Village Focus Groups

Discovery Questions



Fall 2010

Discovery

What gives life to the Villages when they are at their best?

Fall 2010

Team Member Interviews



Fall 2010

Resident Panel



Fall 2010

Family Panel



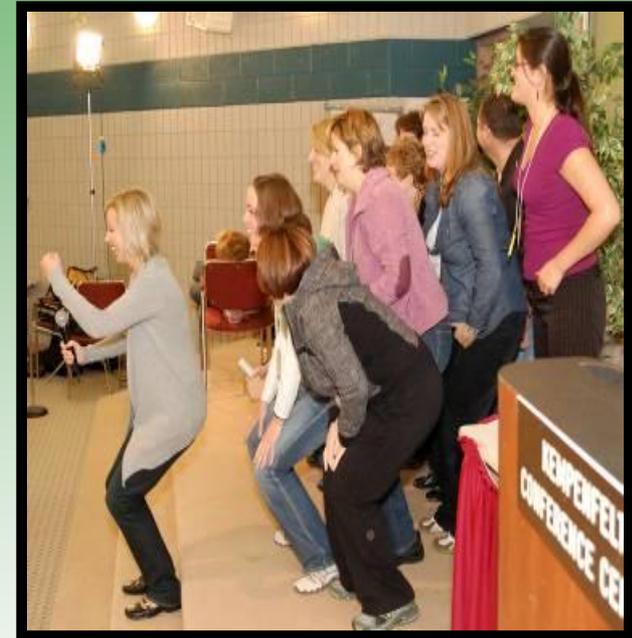
Fall 2010

Dream

Guided by our discoveries, what are our dreams for an ideal future?

Fall 2010

Dream Enactments



Fall 2010

Design

What would the Villages look like if they were designed perfectly to help us accomplish our dreams?

Fall 2010

Schlegel Villages' Aspirations

- Promote cross-functional teams
- Create opportunities for meaningful and shared activities
- Connect research and innovation to Village
- Foster authentic relationships life
- Honour diversity in Village life
- Promote resident empowerment
- Offer flexible living
- Offer flexible dining

Fall 2010

Example: Flexible Dining

Our Villages are celebrated as industry leaders for our flexible dining program. Our flexible dining honours the residents' abilities to make choices regarding all aspects of dining including mealtimes and food choices. Our flexible dining invites the broader community to the table, ensuring plenty of room for families, friends, visitors and team members to share in the ritual of eating together. Our homemade and fresh baked meals are tailored to honour individual preferences, and our dining services are offered with care and dignity, ensuring a comfortable and enjoyable experience for each person.

Winter 2011

Destiny

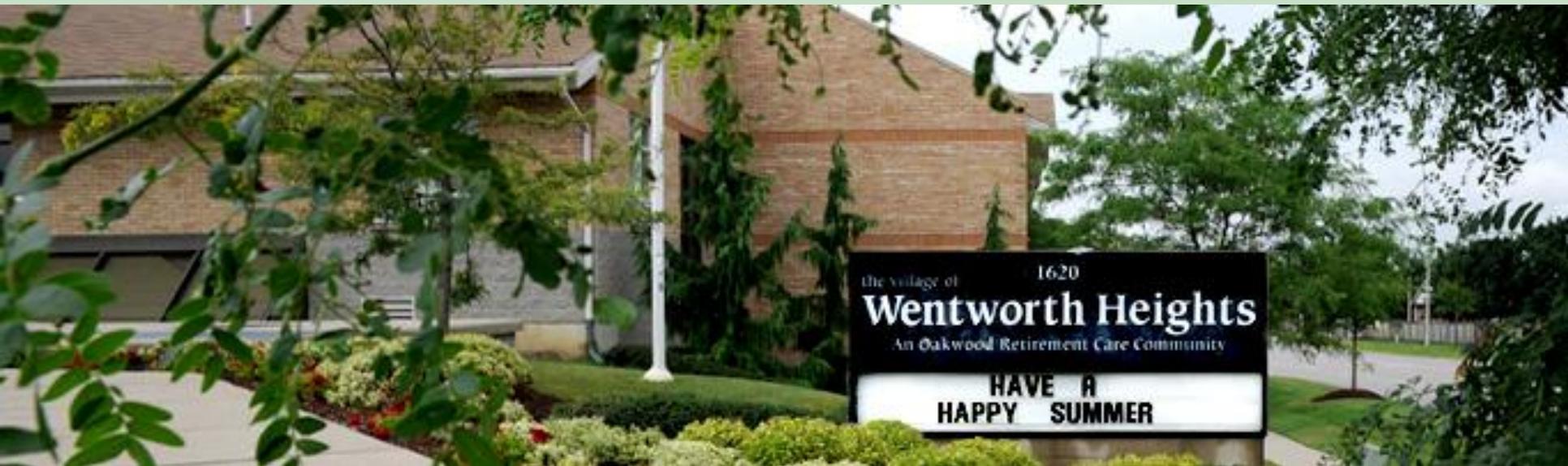
What specific activities, actions and processes will enable us to achieve our dreams?

Winter 2011

The Village of Wentworth Heights

Operational Planning Goals for 2011

- Create opportunities for meaningful and shared activities
- Offer flexible living
- Offer flexible dining

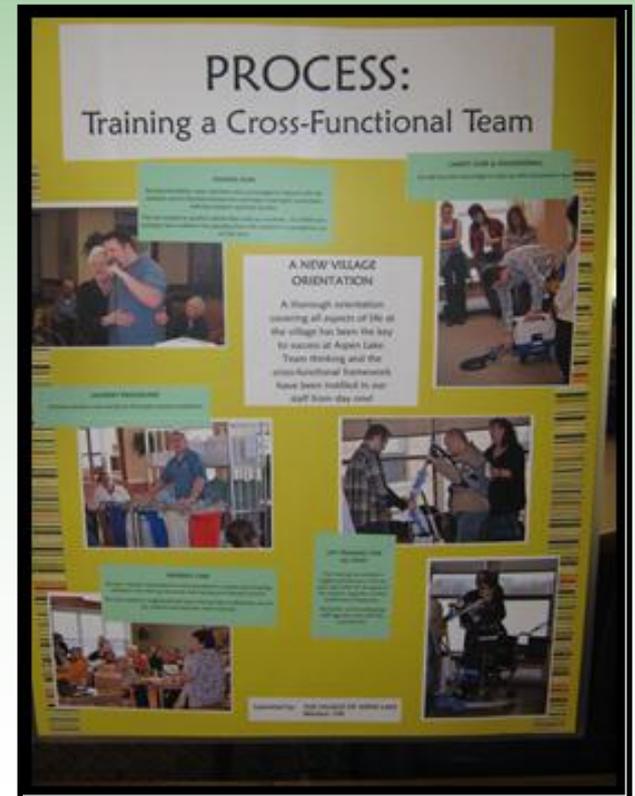


Spring 2011

The Village of Wentworth Heights

Changing the Culture of Aging Road Show

- Presentation and discussions about culture change movement
- Posters about early success stories related to aspirations from all Villages



Summer 2011

The Village of Wentworth Heights

Conversation Café

- Discussions and feedback about culture change, aspirations and decision-making within the Village
- 6 resident, 6 family member, and 94 team member conversations
- About 50% knew about Wentworth Heights' chosen aspirations
- Everyone provided feedback and ideas

Need to include more residents and family members in decision-making



Fall 2011

Schlegel Villages' Operational Planning Retreat 2011

- Success stories and ideas related to our aspirations
- Transforming dementia care
- Authentic partnerships
- ***Formation of Village Advisory Teams in 2012***



Winter 2012

The Village of Wentworth Heights

Reaching for New Heights

(Village Advisory Team/PiDC Culture Change Coalition)

- Began working with the PiDC Alliance in January 2012
- Comprised of 2 residents, 1 family member, 3 PSWs (Co-Chair), 1 dietary aid, 1 nurse, 1 recreation team member, Director of Food Services (Co-Chair), General Manager, Director of Program Development and Education (also on PiDC research team), PiDC Co-PI, and PiDC Knowledge Translation Specialist
- Meets monthly for 1 hour; ongoing communication in between
- Purpose: to collaboratively promote and advance Wentworth Heights' aspirations



Summer 2012

Reaching for New Heights

Aspiration Education Day

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



Conversation Café

- 11 resident, 15 family member, and 38 team member conversations (vs. 6, 6, and 94 in 2011)
- 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

Fall 2012

Schlegel Villages' Operational Planning Retreat 2012

- New QI Framework, data and operational goals by neighbourhood
- **Success stories and ideas related to our aspirations ('Marketplace of Ideas')**
- Collaborative, interdisciplinary, daily shift huddles



Fall 2012

Reaching for New Heights

Collaboratively developed a new social history tool to better enable a deep knowing of each resident

- Ready for pilot testing

Reviewed quality of life survey data with RFNH team

- Resident self-report (6 weeks and annually; n=41)
- QOL domains aligned with aspirations
- Scores by Village and by neighbourhood with organizational and provincial comparisons
- Discussed how findings relate to our aspirations
- Ideas for continued culture change work

2013

Reaching for New Heights

Working together...



to put living first!