



The Artifacts of Culture Change: More Than a Measurement Tool



ARTIFACTS
of Culture Change



What is Culture?

Culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid

The Business Dictionary

Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits

Needle, 2004



Change vs Transformation

Change is concrete and defined

Transformation is more loosely defined and overarching.

Change looks to shift specific functions within the business

Transformation aims to change the company.



Person-Centered Care

To focus on the **resident as the locus of control** and support the resident in making their own **choices** and having **control** of their daily lives.

CMS



Pioneer Network Values and Principles

Know each person

Each person can and does **make a difference**

relationship is fundamental

Relationship is the fundamental building block of a transformed culture

Respond to spirit, as well as mind and body

risk taking is normal

Risk taking is a normal part of life

Put **person before task**

All elders are entitled to **self-determination** wherever they live

Community is the antidote to institutionalization

Do unto others as you would have them do unto you

Promote growth

Promote the growth and development of all


Shape and **use the potential** of the environment in all its aspects: physical, organizational, psycho/social/spiritual

search for opportunities

Practice self-examination, searching for **new creativity and opportunities** for doing better

journey

Recognize that **culture change and transformation are not destinations but a journey**, always a work in progress




WHY the Artifacts of Culture Change?





Why Artifacts?

- Anthropologists use artifacts as markers of a culture
- Concrete reminders of philosophy and practice
- Artifacts of culture change are markers of changes from institution to home / Institutional practices to resident directed life



The Original Development Project

- When: 2006
- Who: Carmen Bowman and Karen Schoeneman
- What: A 79-item questionnaire
 - self-assessment tool
- How: designed to collect the concrete changes
 - care and workplace practices,
 - policies and schedules,
 - increased resident autonomy,
 - improved environment





Goals of the Artifacts Tool

- Notify nursing home providers of **specific innovations taking place in culture changing homes**
- In completing the tool, encourage a home's **review of current practices** and what different shifts and departments and residents and families think is in place or not
- Encourage **selection of Artifacts items to upgrade**
- **Review progress over time**, selection of new items, determine if implementation was successful, etc.



Artifacts Inspired Change





Artifacts of Culture Change → Artifacts 2.0

- Over a 12-year period, things changed, and revisions needed to be made
- The state of Maryland was interested in supporting the project
- Application made for CMP funds
- Funded for a 2-year project that included revisions, a pilot phase and dissemination



The Artifacts Tool Sections - Compared

- | | |
|--|--|
| <ul style="list-style-type: none"> • ACC Original: <ul style="list-style-type: none"> • Care practice • Environment • Family and Community • Leadership • Workplace Practices • Outcomes • 79 items | <ul style="list-style-type: none"> • ACC 2.0 <ul style="list-style-type: none"> • Resident-directed Life • Being Well Known • Home Environment and Accommodation of Needs and Preferences • Family and Community • Leadership and Engagement • Currently 138 items |
|--|--|





Relationship Between ACC 2.0 Items and CMS Interpretive Guidelines

- ACC 2.0 items have related language within specific CMS guidelines
 - noted with the related Tag number
 - For example, ACC 2.0 item on considering normal diet before using medical diets has a notation that diet liberalization is discussed at Tag 692



Scoring Changed

- Artifacts Original had numeric scores for subcategories and total
 - Most items score a maximum of 5
 - some major changes scored more points
- 2.0 eliminates numeric scores
 - 3 categories
 - Fully Implemented
 - Partially Implemented
 - Not a Current Practice





How Artifacts Items Enhance Infection Prevention



Introducing Artifacts of Culture Change Assisted Living

- Assisted Living needed its own tool
- Considers differences between assisted living and nursing homes
- Some differences:
 - Removed some nursing home specific practices
 - Removed CMS references
 - Added language such as room/apartment, service/care plan



ARTIFACTS OF CULTURE CHANGE – ASSISTED LIVING (ACC – AL)

HOME NAME _____ DATE _____

CITY: _____ STATE/OTHER _____ CURRENT NUMBER OF RESIDENTS _____

RESIDENT-DIRECTED LIFE <i>For each item, check the column that represents your community.</i>	FULLY IMPLEMENTED <small>Present on a consistent basis or established as available for all residents.</small>	PARTIALLY IMPLEMENTED <small>Present on a less than consistent basis or established for any number less than all residents.</small>	NOT A CURRENT PRACTICE
1. New residents and their families are welcomed* by team members/managers, introduced to the community, and educated about the community's culture change philosophy of enhancing residents' control over their lives, rights, amenities available, and choice of schedules.	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
2. The community offers at least one of the following styles of dining that provide for resident choice: Restaurant style where residents' orders are taken; Buffet style where residents help themselves or tell team members what they want; Family style where food is served in bowls on dining tables where residents help themselves or receive assistance	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
3. Each meal is available for at least 2 hours, and residents can come and go when they choose.	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
4. Residents are supported to prepare and/or serve food per their preferences and abilities (in addition to cooking groups).	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
5. Snacks/drinks are easily available for residents at all times without having to ask, i.e., in a stocked pantry, refrigerator or snack bar.	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice
6. In addition to snacks (described in #5), residents can order food from the kitchen 24 hours a day, and team members are empowered to provide food upon resident request.	<input type="checkbox"/> Fully implemented	<input type="checkbox"/> Partially implemented	<input type="checkbox"/> Not a current practice



Completing the Artifacts Tool

- Completed by each Community – set a goal
- Interdisciplinary team
 - Residents
 - family members
 - Staff from various disciplines/shifts
 - Leadership
- Facilitated group discussion in formulating responses
- Encouraged a “real” look – what is happening vs what we think is happening
- Using the data
 - Action plan created by each community and as needed, organizationally
 - Teams will define performance improvement plans with measurable goals - quantifiable through improvement in score



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Artifacts of Culture Change ▾

- For Assisted Living Communities
- For Nursing Homes
- Video Tutorials
- ACC Resources
- Resource Library
- On-Demand Videos

Artifacts of Culture Change 2.0

Purpose

Artifacts of Culture Change 2.0 (ACC) is an internal implementation, inspiration, and self-assessment tool. It is a tool that a nursing home or assisted living community on a culture change journey can use to become aware of concrete changes that leading homes have made to their policies, practices, and environment due to their commitment to the principles of culture change. The ACC can show a home a variety of beneficial changes they can make to increase resident autonomy, rights, and choices and eliminate institutional practices. A home can also use the ACC to note their progress toward changing institutional culture over time. ACC practices are grouped into five broad headings: 1) RESIDENT-DIRECTED LIFE, 2) BEING WELL KNOWN, 3) HOME ENVIRONMENT AND ACCOMMODATION OF NEEDS AND PREFERENCES, 4) FAMILY AND COMMUNITY, and 5) LEADERSHIP AND ENGAGEMENT. The groupings of practices are intended to help



Integrating the artifacts of Culture Change into QAPI

- Complete the Artifacts tool
- Document on a score card
- Identify opportunities for improvement
 - Make it a PIP
 - Don't be afraid of the "quick win"
 - Define time frame for completion
- Re-assess
 - Entire Tool
 - Individual item(s)
- Celebrate success
- Choose another item



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PEOPLE TALK ABOUT CATERPILLARS BECOMING BUTTERFLIES as though they just go into a cocoon, slap on wings, and are good to go. Caterpillars have to dissolve into a disgusting pile of goo to become butterflies. So if you're a mess wrapped up in blankets right now, keep going. - *Jennifer Wright*



Questions?



Learn more
Get Involved

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