

The Artifacts of Culture Change: More Than a Measurement Tool





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.



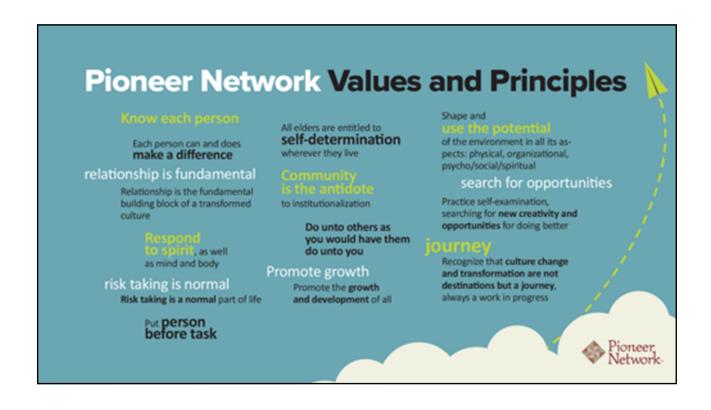


Person-Centered Care

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







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 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

- ACC Original:
 - · Care practice
 - Environment
 - Family and Community
 - Leadership
 - Workplace Practices
 - Outcomes
- 79 items

- ACC 2.0
 - 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	Y/ STATE/OTHER	CURRENT	NUMBER OF RESID	ENTS	
or	SIDENT-DIRECTED LIFE each item, check the column trepresents your community.	FULLY IMPLEMENTED Present on a constituent basis or established as swafable for all residents.	PARTIALLY IMPLEMENTED Present on a less than consistent basis or established for any number less than all residents.	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.	Fully Implemented	Partially Implemented	Not a current practice	
2.	The community offers at least one of the following styles of diring that provide for resident choice. Restaurant style where residents orders are idente. 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.	Fully Implemented	Partially Partially Implemented	Not a current practice	
3.	Each meal is available for at least 2 hours, and residents can come and go when they choose.	Fully Implemented	Partially Implemented	Not a current practice	
4.	Residents are supported to prepare and/or serve food per their preferences and abilities (in addition to cooking groups).	Fully Implemented	Partially Implemented	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.	Fully Implemented	Partially Implemented	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.	Fully Implemented	Partially Implemented	Not a current practice	

of Culture Change



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

 ARTIFACTS





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









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

