The Artifacts of Culture Change: More Than a Measurement Tool

2.0

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

Pioneer Network

WHY the Artifacts of Culture Change?

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

ARTIFACTS *of Culture Change* 2.0

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

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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

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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

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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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

Better together

The new central address for eldercare solutions.

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www.thegreenhouseproject.org
www.pioneernetwork.net

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?

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Get Involved

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