

The Background of Culture Change Network of Georgia

Even though there had been some culture change interest/activity through the years in Georgia, Aging Services of Georgia officially began a state-wide culture change coalition in February of 2008. It was the 31st state group and is called the Culture Change Network of Georgia (CCNG). We have housed the CCNG in our education division, The Georgia Institute on Aging for several reasons: it is a 501c3, so we can receive grants and donations; it is already successful in planning and implementing events; the Institute can provide events for non-members of the association, therefore welcoming any professional in our field, regulatory partners, consumers, etc.

We set up the CCNG with the mission *to promote and foster culture change to improve the quality of life for older Georgians in all settings where aging services are delivered*. We want to talk about culture change throughout the continuum of aging services. We came a long way in our first year by setting up a strong group of advisory partners; developing our website www.culturechangegea.org; having two major events: The First Annual Culture Change Summit with Carmen Bowman/Peter Notarstefano and a Person-Centered Dementia Care Conference with Karen Love/Richard Taylor; and we began our e-newsletter – *Transformations*.

In 2009 we have continued to develop the web site; we provided a Culture Change Workshop featuring *A Tale of Transformation: 4 Stages To Tell The Story* and other training events; held an expanded 2nd Annual Culture Change Summit with Steve Shields, Alice Truluck and Karen Stobbe with a Proclamation from the Governor declaring October 15th “Culture Change Day in Georgia.” Participating in the Pioneer Network pilot project to teach consumers about culture change (1 of 3 states); “Be With Me Today” Richard Taylor video series started; Continuing to expand national connections. We will be starting email blasts (*The Culture Change Connection*); in addition to continuing to include culture change in all of our educational sessions.

We have been featuring culture change in every training event through our Institute so members can begin to see themselves reflected in this significant movement. Kim McRae, our culture change consultant, has started working with communities individually in a variety of ways. One is using the **Artifacts of Culture Change Tool** to help organizations and staff evaluate where they are in their culture change journey and begin planning/implementing new ways of thinking using culture change and person-centered care as a foundation.

We are moving forward quickly. As you know, most culture change “literature” is focused on nursing homes. It has taken time for us to adapt and “translate” the nursing home focused language into more inclusive language that reflects the continuum. Other state coalitions have been very interested in our approach. We have been featured several times on the monthly state coalition calls sponsored by the Pioneer Network.

The Background of Artifacts of Culture Change Tool

(Summarized and synthesized from the “Development of the Artifacts of Culture Change Tool,” April 21, 2006)

The Artifacts of Culture Change Tool was developed by Karen Schoeneman (a founder of the Pioneer Network, then Senior Policy Analyst and Project Officer with the CMS Division of Nursing Homes) and Carmen Bowman (former Policy Analyst with CMS). It was released in 2006. It was first conceived in 2001 by Karen Schoeneman and Mary Pratt of CMS, who were co-project officers of the CMS Quality of Life study, “Measures, Indicators and Improvement of Quality of Life in Nursing Homes” led by Dr. Rosalie Kane of the University of Minnesota. The Artifacts of Culture Change Tool was conceived as an additional proxy for quality of life, which had no set of “indicators.”

In the world of long-term care, so much depends on studies to determine “proof of concept,” best and promising practices, and finding means and methods of measuring outcomes. There are many entities, including researchers, provider organizations, nursing home chains, and CMS, who desire to compare culture changing homes to all other homes on variables such as deficiencies, Quality Measures/Quality Indicators, turnover, etc. to determine if changing culture has any positive effects. But in order to make these comparisons, ***it is necessary to first measure the culture changes themselves, in order to array culture changing homes on a continuum of actual changes they have accomplished, rather than lumping together as “culture change homes” all homes that indicate they are on the journey of culture change.*** The Artifacts of Culture Change Tool was tested, refined, and tested again. Four focus facilities were involved in a “pilot” of sorts on the instrument. Five nationally-recognized researchers provided comments, feedback and input.

“Culture is comprised of beliefs and values, basic underlying assumptions, and behaviors and artifacts. In any culture, artifacts are the physical evidences that can be readily seen by an observer: structures for living and working, objects for daily use, rituals and activities, dress, and ways in which people interact (Shein, 1992). The presence of artifacts distinguishes facilities that have progressed in making changes from those that are still in the thinking stages and those that have not begun the culture change journey.”

The Artifacts of Culture Change Tool fills the purpose of collecting the major concrete changes homes have made to care and workplace practices, policies and schedules, increased resident autonomy, and improved environment. It results from study of what providers and researchers have deemed significant things that are changed and are different in culture changing homes compared to other homes.

It was developed as a tool to:

- * help nursing homes assess where they are on their journey (give them a “benchmark”);
- * create a means to continue to measure their growth over time;
- * compare their growth to other homes; and
- * for those not yet on the journey, provide ideas and goals to strive for.

The Need

We feel strongly there is a need in the field of aging services to “translate” the culture change language of “nursing home” into the appropriate language, vocabulary and setting-specific examples in order to accelerate the introduction and adoption of culture change into the entire continuum of long-term living. Karen Schoeneman is now the Deputy Director of the CMS Division of Nursing Homes. Both Karen and Carmen are excited about the possibility of tools like Artifacts being developed for other settings.

We strongly believe that using The Artifacts of Culture Change Tool as the *foundation* for the other “translational tools” for the rest of the continuum is key. This document was developed over several years, with the input of researchers, culture change experts, focus groups, QIOs, and the support and backing of CMS. It utilizes the HATCh model, which will be relevant with all other venues (see attached). In addition, it is already established in the field, so we will be building upon something ~ rather than creating something “from scratch.” Having a consistent framework and basis will maintain a unity that will speed and intensify the adoption.

With the idea that culture change needs to be reflected throughout the continuum of aging services, we want to develop Artifacts-like documents for all of the other areas of aging services. We acknowledge that it will take a long time to take on one area at the time (i.e., starting with affordable housing). However, the key to culture change is collaboration and learning from each other.

The Goal and Benefits

Our goal is to pull together leaders in the area of affordable housing who are interested in how to “translate” culture change into the world of affordable housing, and who want to work together on visioning and creating an Artifacts-like document. By looking nationally (and internationally) for creative examples from organizations that are creating unique ideas, quality of life examples, community building experiences and positive results along their journey.

This is a great way to engage and connect with AAHSA members and really highlight culture change and the not-for-profit difference, etc. This is a project that would receive national attention as these tools would resonate with many throughout the US. We already know organizations like Pioneer Network are interested in this and would help promote these tools.

We see that this project will continue to develop and grow, and provide an excellent network for connecting leaders in affordable housing with one another around the topic of culture change and excellent person-centered services.

Not to mention that it can inspire additional future projects. For example, after an evaluation tool is developed, it could be tied to a research component (like the Artifacts), where policy issues would emerge, etc. It could also establish a data base of culture change in affordable housing.

PLUS, developing a common vision for the language, vocabulary and framework of how to “translate” culture change into affordable housing.

The Future

“Innovative providers who have heard of the Artifacts of Culture Change Tool have been asking when they can use it stating they are “hungry” for tools to capture culture change features in their homes. Assisted living providers have also expressed interest in the tool and the idea of possibly working with the authors to modify it to capture items unique to assisted living.” (from the “Development of the Artifacts of Culture Change Tool,” April 21, 2006)

Creating an “Artifacts-Like” Tool for Affordable Housing is ahead of the curve!

“It would add value to the tool if it is computerized and made available on a website for any facility to complete easily with programmed computations. It is also recommended that a data base be built on a website so a home can compare itself to a normative group of peers who have completed the tool. It would assist researchers, providers and CMS to be able to compare facilities on the same items, features, artifacts, evidences of culture change. And with a data base, it could be seen which homes are scoring above their peers.” (from the “Development of the Artifacts of Culture Change Tool,” April 21, 2006)

Pioneer Network will start a PILOT in early 2010 to start computerizing the Tool and making it available on the web. This is the start of building a data base. HOWEVER, this is just for the “world” of nursing homes!

Each of the “venues” of long-term living need to be represented in the culture change conversation. The first step is creating the “language” and “vocabulary” of culture change in affordable housing. Then building a concrete starting point to help introduce and guide the conversation.

(ADAPTED from the “Development of the Artifacts of Culture Change Tool,” April 21, 2006)

“I loved sharing the HOPE that we are in a position to make life in a nursing home (AFFORDABLE HOUSING) a wonderful experience... I learned that I can make an impact... I also learned a humble experience - as much as I had always prided myself on being an accomplished nurse and DON (SERVICE COORDINATOR), I had not fully let go of the institutional style of managing resident care... But after learning so much from collaborative work and Pioneer conferences, I realized how very much more there is to do.... One of the things that I felt was a very proud moment was when I entered one of the homes that had been in the RCC [Resident Centered Care] collaborative. The change in the atmosphere was so tangible and so different from when I had first been there almost two years before. A resident met me at the door and asked me if I wanted to buy any crafts. Her 'street' was going to have a cookout for their 'care assistants' (STAFF) and she and her 'neighbors' were helping to raise money for the food by selling crafts. At the same time, I heard laughing off in the distance; I noticed one of the residents delivering newspapers - knocking at each doorway and waiting to be given permission to enter. I saw a group of three or four residents conversing in the lounge area; and every resident and staff member that I saw was smiling. Overhead paging had vanished. It was a quiet, calm, but very

warm feeling that took hold. I found myself smiling and I could not believe this was the same place that I had first seen. What a long way they came without one structural change! It was all the mindset of the staff and the residents that made the difference (QIO, p. 190).

These honest thoughts from a seasoned long term care professional who admitted to “institutional” thinking, beautifully express that a change in mindset can result in tangible changes that truly improve the lives of those who both live and work in institutional nursing homes (AFFORDABLE HOUSING).

GETTING STARTED

- * Culture Change is...
 - Do we all have a common understanding and definition of culture change?
 - Culture Change Network of Georgia (www.CultureChangeGA.org)
 - Pioneer Network (www.PioneerNetwork.net)
- * Read the “Development of the Artifacts of Culture Change Tool”
<http://www.culturechange.org/current%20items/artifacts.pdf>
(NOTE the Source Information for Line Items starting on page 33)
- * Look at the HATCh Model (below/attached)
- * Note that Artifacts has assigned a “point system.” For our purposes starting out, we will ignore all points. We have to first determine what are the important “artifacts” of affordable housing to include. What does culture change in affordable housing look like? We can work on assigning “weight” in the future.
- * What is OUR word for “Artifacts?” What is a word that can better reflect the world of affordable housing? We need to make this truly resonate with affordable housing.
- * Artifacts is divided into different subject areas or CATEGORIES, based on the HATCh model. Take a look at them below:
 1. Care Practice Artifacts
 2. Environment Artifacts
 3. Family and Community Artifacts
 4. Leadership Artifacts
 5. Workplace Practice Artifacts
 6. Outcomes
- * Determine which category you are most connected to. In which “area” do you feel most comfortable? We will start this work by having each person focus on a specific area.
- * After this “homework” is done, we will be ready to move on to the next step...

| YOU READY?

Deleted: ¶

¶
¶

Holistic Approach to Transformational Change

HATCh ☺

