PUTTING LIVING FIRST: CREATING A CULTURE WHERE EVERYONE THRIVES

PRESENTED BY: BARB SUTCLIFFE
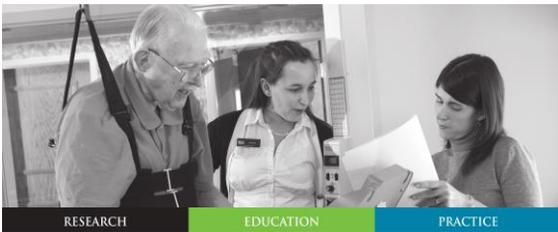SCHLEGEL-UW RESEARCH INSTITUTE FOR AGING (RIA)
MARCH 28, 2019

ACKNOWLEDGEMENT

This webinar is supported in part with funding from the Government of Ontario through the Ontario CLRI at the RIA. The views expressed herein do not necessarily reflect the views of the Province.

2 | CLRI-LTC.CA

RESEARCH   EDUCATION   PRACTICE

Putting LIVING First: Creating a Culture Where Everyone Thrives

Barb Sutcliffe, RN, BA
Senior Manager of Sales and Marketing
Schlegel-UW Research Institute for Aging (RIA)

Agenda

1. Introduction to the Schlegel-UW Research Institute for Aging
2. What is Culture Change?
3. Introduction to *Working Together to Put Living First* Guidebook
4. Starting your Culture Change Journey
5. Culture Change Resources

WWW.THE-RIA.CA

Schlegel-UW
Research Institute for Aging

The Schlegel-UW Research Institute for Aging (RIA) is a charitable foundation dedicated to enhancing care and quality of life for older adults.

We drive innovation to tackle the biggest issues facing an aging population.

WWW.THE-RIA.CA

Centre of Excellence for Innovation in Aging
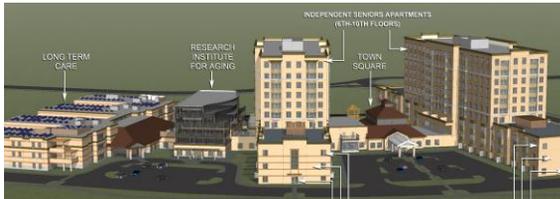
By creating a vibrant community where older adults live, students learn and researchers explore, the RIA is transforming the way we age in Canada.

WWW.THE-RIA.CA

Canadian definition of culture change

"Culture change is an ongoing, holistic journey that includes re-examining values, beliefs, attitudes, language, practices and policies and exploring the full range of efforts needed to transform the culture into a community where everyone thrives."

- Walk With Me, 2014

What is culture change?

- Institutional model of care → social, relational, humane, and life-affirming approaches

- Providing care → supporting living

- Biomedical → social/relational view of aging

- Tragedy → possibilities narrative

- Ageism and ableism → positive attitudes toward aging, people of all abilities, and a culture of inclusion

Requirements for resilient change

| Personal transformation |
| Operational transformation |
| Environmental transformation |
| Societal transformation |

Culture change requires ownership and empowerment

OLD CULTURE	NEW CULTURE
"I need to get the buy-in of my staff."	"We **all** have ownership and an important role to play."

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

WWW.THE-RIA.CA

Culture change is...	Culture change is not...
• Championed by collaborative leaders	• A top-down mandate implemented or imposed by others
• Mobilized through partnerships and collaboration	• An end product or outcome
• Open to new possibilities	• Solely a quality improvement initiative
• An evolving process	• A specific program or model of care
• Builds upon strengths by reflecting on the best of *what currently is* and by working towards *what could be*	• A one-size fits-all approach

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

WWW.THE-RIA.CA

Working Together to Put LIVING First

Appreciative Inquiry

Traditional problem solving	Appreciative inquiry
Focus on "**what's wrong**"	Focus on "**what works**"
Identification of **problems**	**Appreciating and valuing** the best of "what is"
Search for root causes of **failure/decay**	Search for root causes of **success**
Fix the past	**Create** the future
Obstacles treated as **barriers**	Obstacles treated as **ramps into new territory**

WWW.THE-RIA.CA

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

Working Together To Put LIVING First
A Guidebook to Change

• Designed for anyone interested in embarking on a culture change journey within their community

WWW.THE-RIA.CA

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

Institutional vs. Social

INSTITUTIONAL MODEL OF CARE	SOCIAL MODEL OF LIVING
Focus on care	**Focus on living (and care)**
Scheduled routines	Flexible routines
Team members rotate	**Team members assist same residents**
Decisions *for* residents	Decisions *with* residents
Environment = workplace	**Environment = home**
Structured activities	Planned, flexible, and spontaneous activities
Hierarchical departments	**Collaborative teams**
Team members care for residents	Mutual relationships
Us and them	**Community**

WWW.THE-RIA.CA

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

Institutional language	Resident-centered language
Suffering from . . .	Is living with . . .
Allow	Encourage, welcome, support
Diaper	Brief
The elderly	Elders; older adults, people, or individuals
Patient	Resident, individual, or elder
Admit	Move in
Discharge	Move out
Ambulation, wandering	Walking
Staff	Team members

Table adapted from Schoeneman's article at: http://www.pioneernetwork.org/CultureChange/Language/

WWW.THE-RIA.CA

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

Collaborative Organizational Assessment

Institutional model of care	<---------------------------------->	Social model of living
Focus on care	1 2 3 4 5 6 7 8 9 10	Focus on living
Scheduled routines	1 2 3 4 5 6 7 8 9 10	Flexible routines
Staff rotate	1 2 3 4 5 6 7 8 9 10	Staff assist same residents
Decisions for residents	1 2 3 4 5 6 7 8 9 10	Decisions with residents
Environment = workplace	1 2 3 4 5 6 7 8 9 10	Environment = home
Structured activities	1 2 3 4 5 6 7 8 9 10	Planned, flexible and spontaneous activities
Hierarchical departments	1 2 3 4 5 6 7 8 9 10	Collaborative teams
Staff care for residents	1 2 3 4 5 6 7 8 9 10	Mutual relationships
Us and them	1 2 3 4 5 6 7 8 9 10	Community
OVERALL AVERAGE: (total score/9)		

First, please score (1 = institutional and 10 = social) where you think your organization falls on the following 2 domains:

- Focus on Care vs. Focus on Living
- Decisions for Residents vs. Decisions with Resident

WWW.THE-RIA.CA

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

Question:

1. Who scored 2 or less on Focus on Care vs Focus on Living?

2. Why did you score that and what do you think would have to happen to move that to a focus on Living?

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

WWW.THE-RIA.CA

Question:

3. Who scored 4 or more for Decision for Resident vs Decision with Residents?

4. Why did you score this and what are you doing to work in a more social model of living?

RIA RESEARCH INSTITUTE for AGING
Schlegel • UWaterloo • Conestoga
Enhancing Life

WWW.THE-RIA.CA

Culture Change Resources

- Working Together to Put LIVING First Culture Change Guidebook

- LIVING the Dementia Journey

RIA RESEARCH INSTITUTE for AGING
Schlegel • UWaterloo • Conestoga
Enhancing Life

WWW.THE-RIA.CA

Culture Change Resources

CONESTOGA
Connect Life and Learning

RIA RESEARCH INSTITUTE for AGING
Schlegel • UWaterloo • Conestoga
Enhancing Life

- Excellence in Resident-Centred Care
- Leadership Program for Long-Term Care and Retirement Living

WWW.THE-RIA.CA

Questions?

To order guidebooks or to inquire about coaching support, please contact:

Barb Sutcliffe RN, BA
Senior Manager of Sales and Marketing
519.904.0660 ext. 4115
barb.sutcliffe@uwaterloo.ca

RIA RESEARCH INSTITUTE for AGING
Schlegel · UWaterloo · Conestoga
Enhancing Life

WWW.THE-RIA.CA

CONNECT WITH US

info@clri-ltc.ca
1-877-789-0614
clri-ltc.ca
@CLRI_LTC
Ontario CLRI

ONTARIO **CLRI** Centres for Learning, Research & Innovation in Long-Term Care
BAYCREST · BRUYÈRE · RIA

23 | CLRI-LTC.CA

ONTARIO **CLRI** Centres for Learning, Research & Innovation in Long-Term Care