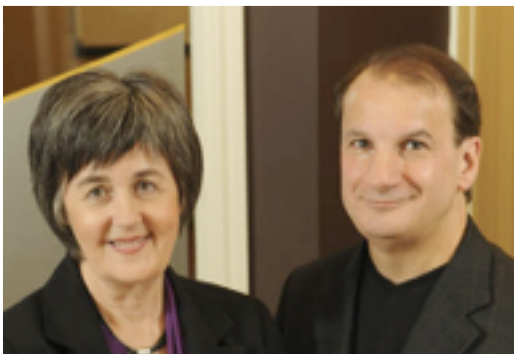




FAQs on Culture Change in Long Term Care



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1. Why move away from the Medical Model of Care?

From the early days of providing for frail, older individuals in facilities outside of their own homes, “nursing homes” were designed to look, feel and “be” much like a hospital. In recent years, a culture change movement has been building awareness that while people who live in Long Term Care homes may need varying assistance with the day-to-day, neither frailty or age are criteria for being institutionalized.

Instead, adopting a resident centered model of care recognizes that at every stage in life, human beings are meant to live in an environment that looks and feels like home – filled with choices, relationships, and opportunities for growth.

Many Long Term Care Homes value a resident centered model. Some are already well on the journey toward this goal and have allowed us at Change Management Professionals (CMP) to help them to customize a model for their own unique environment and culture. Depending on the Long Term Care Home you speak with, the new model of care may go by any number of names – Resident Centered, Resident Directed, The Eden Alternative, etc.

2. How do we help residents to feel more at home?

There are 3 key factors in creating a home-like environment for people who live in a Long Term Care Home:



★ **Being well known:** Everyone has a personal history – it is part of who we are today and is at the root of being well known. In our own homes, our story, our likes and dislikes, values, hobbies, simple pleasures are well known. Living in a LTC Home, meaningful relationships are also based on being well known. Nurturing an environment where employees and residents can easily build knowing relationship is essential. When we are well known, our likes, dislikes, interests, needs and wishes are played out in our activities and interactions of daily life.

★ **Meaningful Relationships** – Human beings were born to be in relationships. The basics of life: food, shelter and clothing are absolute necessities, but they fall short of providing a life worth living. A relationship based on providing care for a medical condition is only a part of it. There is a call for relationships at a deeper level. An environment that builds meaningful relationships based on “being well known” fosters a home-like environment.

★ **Having choices** - The ability to make choices over daily life is what we do every day in our own homes. When life for those who live in LTC is based on meaningful relationships and being well known, residents and their care partners are empowered to make choices and be full participants in the decision making process of their daily lives. Placing residents’ choices at the centre of daily life moves away from a traditional task orientated model of care to a place where residents can truly call home.

Being well known, building meaningful relationships, and enabling personal choices are what turns the “place where you live” into the “place you call home”.



3. How can the formal leaders in a Long Term Care home encourage staff to embrace and adapt to the changes that go along with a resident centered model of care?

At Change Management Professionals we know that change is a process. We also know that leading people through change is often the most challenging part of that process. That's why we work closely with the formal leaders (management team). We direct and support leadership to create their unique vision and foster an environment that mitigates resistance, helps employees to embrace the changes and reduces stress on the organization throughout the change process. Our "Change the RIGHT way" methodology captures how we guide and support formal leaders through a proactive, thoughtful and deliberate process designed to help them lead employees and other stakeholders to embrace and adopt the changes.

CMPs Change the **RIGHT** way.....

- ★ **Raise** understanding about "why" the change is necessary. This requires a communications strategy to meet employees both in group and with one-to-one communications.
- ★ **Inspire** employees to actively participate by clarifying the home's vision for the new model of care - what will change and how this will benefit residents, benefit them and all other stakeholders. By empowering employees with knowledge, they can be the all-important informal leaders who champion change.
- ★ **Grow** employee awareness and understanding about what skills they will need to be successful throughout and after the change.
- ★ **Hone** new skills in employees. Provide training and interactive learning opportunities to prepare them to make the changes with confidence
- ★ **Transform** the organization toward the vision through visible and active leadership that fully supports the change during and after implementation. Some examples:
 - Model the new behaviours. Coach and "show" the way to employees.
 - Reward employees for building relationships with residents– so that residents can be well known and have choices over their daily lives.
 - Foster an environment where employees know that time spent interacting with residents on a personal level is important and is as valued a part of their job as getting "tasks" completed.





4. How will we identify employees with the skill sets needed to support the growth of a resident centered culture?

Hiring for “fit” in a resident centered setting is essential. The employee characteristics that were valued and rewarded in the medical model are very different from the characteristics that support the creation of a homelike environment. Employees *in all disciplines* must:

- o be skillful at building relationships,
- o be flexible,
- o be service orientated,
- o see the positive in situations, and
- o be solution orientated

Yet, using tradition hiring methods, it is not an easy task to determine whether the people applying for jobs in your facility have these important characteristics you will need for success – no matter how experienced an interviewer you may be.

However, we, at CMP, can offer you a unique solution to finding staff members who can help make your facility feel like home to your residents. We assist Long Term Care facilities with hiring employees who do “fit”.

We know that every Home is unique in its work and living environment. We know the importance of hiring individuals that match your Home’s philosophy of care and culture. Our customized approach to hiring, gives the Hiring Manager the assurance necessary to engage people who are the best fit for your Home and for your residents. By using the hiring method Change Management Professionals offers, you will know with confidence how a candidate will approach their work and interact with your residents and other employees - even before you invest your valuable time in an interview!



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