

Facilitating Change Flywheel—Part 2

Goals:

- Participants will learn the elements of a successful participatory process through an experience of working together.
- Participants will be able to apply the concepts from the previous Learning Sessions to change ideas.
- Participants will be able to synthesize the Sessions' teachings with their knowledge of quality improvement and nursing home care to learn how they can assist their respective facilities through the change process.

Description:

Each table is a workgroup. Think through *one* of the following change areas together:

1. Dining and Diets
2. Care Planning
3. Activities
4. Communities/Neighborhoods
5. Waking and Sleeping
6. Death and Dying
7. Assignments and Schedules
8. Welcoming In New Residents and Staff

Apply the concepts from the previous Learning Sessions and integrate them with your knowledge of quality improvement and nursing home care. Each workgroup will work on *one* assigned change area for 20–30 minutes, completing the Change Ideas chart on Page 3. Keep in mind the following for discussion:

1. What would it be like if it were “person-centered?” How would you need it to be if you lived here?
2. What are the clinical considerations? What would make it clinically sound to achieve the “highest practicable physical, mental, and psychosocial well-being of each resident?”
3. What are the regulatory considerations?
4. How would you apply quality improvement practices? What are good building blocks, starting points, PDSA cycles?
5. Who would you involve and how would you involve them? What are the parameters and permissions for a group empowered to design and implement changes?

Within the allotted time, design a creative learning experience. The learning experience should be:

1. Two to three minutes in length
2. Creative, entertaining and fun. You can use any combination of the following:
 - a. A skit
 - b. A song
 - c. A story-board
3. Show the culture change from the old institutionally directed way to the new individually directed way of approaching your topic area. Capture the essence of the change.

Each workgroup will present to the group as a whole and turn in their Change Ideas chart. The carts will be typed up and distributed to the entire group to help create charts that everyone in the pilot can use.

Explore as a whole group the “how” of change.

1. What was this group process like?
2. How can your nursing homes engage in an inclusive participatory process for making change?

Discussion:

Improving nursing home culture is about individualizing care using basic clinical and quality improvement principles on an individual and a systemic level.

Residents’ and staffs’ experiences are intrinsically connected. Having both be involved in determining how their shared day will go will result in the best outcomes for both in terms of quality and workforce measures. Their experience is best when they are free to work in tandem—unimpeded by institutional systems.

There is not a set of universally applicable answers for how to implement person-directed care. Each home will need to find its own answers. ***The best way to find these answers is to have an inclusive process involving everyone who is affected by the change. If there is such a thing as the magic formula for culture change, this is it!*** Having our own experience of the teamwork, open sharing, and collective examination process helps us support the direct care workers in this collaborative, inclusive way. This is the *Hao (good)* of change and is an improvement to the nursing home culture in and of itself. Each success builds the foundation for further work toward person-centered care. This is the flywheel.

Time needed:

60-90 minutes depending on depth and breadth of discussion.

Change Ideas for

Typical issues and evidence of discordance:
(Asks: "What is the difficulty with the current process?")

Barriers:
(Asks: "What could be causing the difficulty?")

Goal:
(Asks: "What are we trying to accomplish toward person centeredness?")

Infrastructure helpful to support the change:
(Asks: "What do we need to put in place to make these changes happen?")

Measurement possibilities:
(Asks: "What can we measure to show a change?")

PDSA Cycles:
(Provides ideas for using the Model for Improvement with this topic.)

Questions to consider:
(Asks: "What questions can we ask ourselves to open a dialogue on this subject?")

Change Ideas:
(Asks: "What new ideas, systems or procedures can we implement to bring this topic into PCC?")

Resources: (Asks: "What other literature, videos, and books can help us learn more about PCC?")
