

Ohio Person Centered Care Coalition Conference 2012

Explore, Discover, and Change Workplace Practices for Successful Culture Change



Tara Sibert, LNHA, Executive Director, Briarwood Village
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Objectives

1. **Discover** and list 6 historically proven shifts in Leadership practices which are necessary for successful culture change.
2. **Explore** 3 important functions for which training must address in order to develop Competencies for Nursing Home Culture Change
3. **Change** workplace practices by developing an action plan.



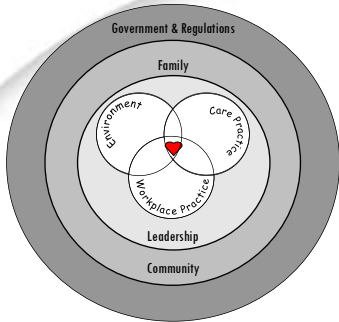
**“There are many vessels floating on the waters
Looking for a lighthouse, unable to see
They have no direction.
They’re beaten by the weathers of life.”**
Somebody Help Me by Kareen King

Objective 1



Discover and list 6 historically proven shifts in leadership and team member practices which are necessary for successful culture change.

Holistic Approach to Transformational Change
HATCH ©



Quality Partners of Rhode Island

Medical Model to Resident Directed Model

- Standardized Treatments _____
- Schedules and Routines _____
- Task Oriented _____
- Centralized Decision Making _____
- Hospital Environment _____
- Structured Activities _____
- Loneliness and Isolation _____

Developed from information from Pioneer Network

Workplace Practices

Medical/Hierarchical Model



Flattened Organizational Model

**“The current system betrays not only our elders,
but also the compassion and spirit of service
that call caregivers to their profession.”**

Pursuit of a Sunbeam by LaVrene Norton and Steve Shields

*Leadership moves from a traditional
hierarchical leader to a flattened
organizational structure.*

Controller → _____

Autocrat → _____

Disciplinarian → _____

*Team members move from a
traditional hierarchical model to a
shared leadership culture*

“not my job” → _____

Problem sharer → _____

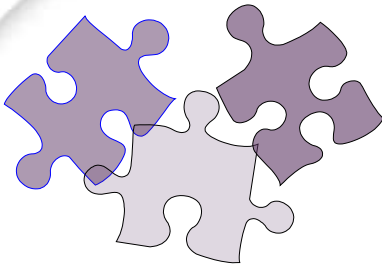
Structurally Rigid → _____

Objective 2



Explore 3 important functions training must address in order to develop Competencies for Nursing Home Culture Change

**Briarwood Village's Journey:
"Puzzled About Person Centered Care"**



First: Build Commitment

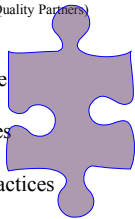
Invest in staff through education, time, and a commitment to the journey

Experiential Learning Design (Rhode Island Quality Partners)
Head, Heart, Gut, Feet

Introduce Person Centered Care

Recognize current PCC practices

Examine and recognize non-PCC practices



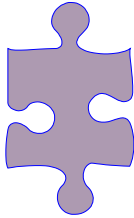
First: Build Commitment

Identify key staff that are "Influencers"

Steering Committee

Utilize outside resources

Visit early adopters

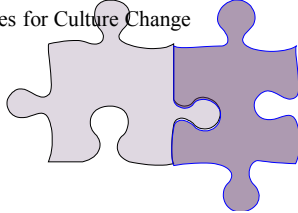


Second: Develop skills

Hard Skills vs. Soft Skills

Skills needed for changes in workplace practices

Competencies for Culture Change



HCF's experience includes...

Leadership Retreats

In-house training for all team members

Supervisory development

(12-15 month educational commitment)

"Profound, sustainable cultural change can take place within an organization only when the individuals change themselves from the inside out."

www.culturechangenow.com

Third: Empower workforce

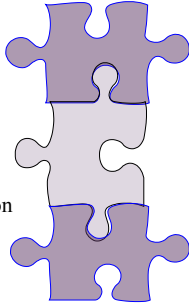
Team Approach to Change

Neighborhood Staff Design

Cross Trained Staff

Briarwood's Care Companion

Team Leaders



Results will follow...

- 1. Staff Satisfaction
- 2. Resident/Family Satisfaction
- 3. Outcomes
- 4. Survey

Objective 3



Change workplace practices by developing an action plan.



1. _____
2. _____
3. _____
4. _____
5. _____

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Program resources include:

1. Leading Self-Directed Work Teams by Kimball Fisher
2. HCF Management Journey to Home Curriculum
3. Pioneer Network www.pioneernetwork.net
4. Somebody Help Me by Karen King www.thegoldenexperience.com
5. Provider Magazine May 2010
6. Action Pact www.culturechangenow.com
7. In Pursuit of the Sunbeam by Norton and Shields

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