

# Research Recommendations for Nursing Home Culture Change

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# Questions

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- ❑ How far has NHCC penetrated current U.S. nursing homes?
- ❑ Are there valid and reliable measures of NHCC?
- ❑ What evidence is there that NHCC models improve resident, staff and organizational outcomes?
- ❑ What is the extent of research on nursing/nurses and nursing home culture change?



# NHCC in U.S. Nursing Homes

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- Commonwealth survey (Doty, Koren & Sturla, 2008)
  - 1,453 directors of nursing
- Majority of nursing home providers are familiar with the concept of culture change
  - ~1/3 “culture change adopters”
  - ~1/4 “culture change strivers”
  - Resident directed practices increasing
  - Fewer have environmental changes
- Study is an important benchmark for evaluating the progress of transforming U.S. nursing homes.



# Measuring NHCC

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- ❑ Commonwealth survey
- ❑ Artifacts of Culture Change (Shoeneman & Bowman, 2006)
- ❑ Culture Change Staging Tool (Grant, 2008)
- ❑ Culture Change Scale (Grant, 2008)
- ❑ Culture Change Assessment Tool (Colorado Foundation for Medical Care, 2006)
- ❑ Person Directed Care (White, Newton-Curtis & Lyons, 2008)
- ❑ Components of NHCC Survey (Mueller, 2007)



# Evaluation of NHCC Models

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- 15 Studies
  - 9—Eden Alternative model
  - 2—Greenhouse house-hold model
  - 1—Wellspring model
  - 3—Resident directed practices implemented in nursing homes
  - Journals (7), dissertations (6), foundation reports (2)



# Eden Alternative Model

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- Most researched culture change model
- Types of studies
  - Compared two facilities (Eden and traditional)
  - Evaluated one facility
- Evidence supporting the impact that the EA model of care has on staff, resident, family and organizational outcomes is weak
- No rigorous, large sample, control studies



# Green House Model

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- Longitudinal, quasi-experimental study (Kane, et al, 2007)
  - Greenhouses and control facilities
  - Resident QOL, emotional well-being, satisfaction, self reported health and functional status
  - Residents living in GHs reported greater QOL on 7 of 11 domains; higher satisfaction
  - Quality indicators equal to or better for 19 of 20 QIs
  - No difference on health and function measures
- Limitations in evaluating household models



# Wellspring Model

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- Wellspring facilities and control facilities
  - Nursing home surveys, turnover, retention, quality indicators, financial data
  - Observational and interview data
- Many study limitations acknowledged
- Wellspring facilities had lower staff turnover rates; improved performance on state surveys, lower costs.
- Quality of life for residents and interaction with staff improved for Wellspring facilities

# Other studies focusing on Resident Directed Models of Care

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- ❑ Compared 7 resident centered care (RCC) facilities with 10 non-RCC facilities (Grant, 2008)
- ❑ Same corporation in two states; baseline and post test design
- ❑ 812 staff; 950 residents
- ❑ Culture Change Assessment Tool and Culture Change Scale (CCS)
- ❑ RCC facilities improved over time: system-wide culture change, resident choice, organizational design, and overall CCS
- ❑ Resident choice/autonomy higher





# Summary

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- Impact of NHCC models—weak evidence
- Studies with larger sample sizes and quasi-experimental designs demonstrated positive improvements in resident, staff, and organizational outcomes.

# Nurses and NHCC

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## □ Wellspring Model

- Commitment of staff nurses to work with and mentor nursing assistants was one of the most important determinants of success in implementing and sustaining quality clinical practices (Stone et al, 2002)
- 1) Confusion over role of RN; 2) conflict over the integration of a traditional care model to a resident-centered care model; 3) reconciling individualized care with quality nursing care (Bellot, 2007)

## □ Greenhouse Model

- Organizational structure for non-licensed and licensed nursing staff initially problematic (Rabig et al, 2006)





# Nurses and NHCC

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- Roles and responsibilities of directors of nursing and NHCC (Mueller, 2007)
  - Effectively communicating information
  - Assisting staff with decision making
  - Enabling care teams to make decisions
  - Building consensus
  - Fostering a culture of respect and team behaviors



# Recommendations

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- Need some basics:
  - Consistent operational definitions
  - Further psychometric evaluation of culture change measures
  - Framework for culture change research

# Research questions

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- ❑ How have RNs in various roles (director of nursing, MDS coordinator, nurse manager) in culture change organizations modified/adapted their role?
- ❑ What are the skills, knowledge and abilities needed by professional nurses for nursing home culture change?
- ❑ What impact does nursing home culture change have on nurses' job satisfaction and retention?
- ❑ What methods of assessment and care planning are used by nurses in nursing homes with resident-directed care in comparison to “standard practice” nursing homes, and what is the impact of each method?
- ❑ How do nurse-sensitive resident, nursing home, and costs of care outcomes in culture change nursing homes compare to non-culture change homes?



# Thank you

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- ❑ Questions?
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