Cultural Intervention Overview:

Fundamentals for Resident Safety

Cohort 5

Learning Session #1

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Objectives

1. Recognize how the culture of resident safety can influence the outcomes of infection prevention.

2. Discuss how your facility team will work to implement culture improvements in your facility.

3. Summarize the five components of the "T.E.A.M.S." intervention.

? Perceptions of Safety Culture

How do you and staff define

resident safety culture?

Culture

What makes up culture?

– Values

– Attitudes

– Beliefs

How is culture manifested?

– Practices

– Procedures

– Policies

– Routines of staff and leadership

– Behaviors expected; behaviors that get rewarded

Defining Culture

The set of shared attitudes, values, goals and practices that characterizes an institution, organization or group.

-- Merriam Webster

"The way we do things around here."

Hazards of Restraints   **What the Resident Sees…**

What is Safety Culture?

Workers at all levels of an organization:

- Commit to personal responsibility for safety

- Act to preserve, enhance and communicate safety concerns

- Strive to actively learn, adapt and modify behavior based on lessons learned from mistakes

- Be rewarded in a manner consistent with these values

Zang, et al, Safety Culture: A Concept in Chaos. 2002

Why is Culture Important?

- Culture has been linked to clinical and operational outcomes in health care.

- By creating a culture of safety, resident care and outcomes will improve.

- Implementing any change (e.g., the C.A.U.T.I. intervention) is influenced by culture.

Preparing to Change Culture

1. Build a Case for Change

   a. Awareness of the problem

   b. Scale, impact of the problem

2. Prepare to Implement Change

   a. Get to the root cause

   b. Team consensus (**a**greement) with resolution steps

   c. Adopt decision made

   d. Develop ways to measure impact of change

Steps to Changing Culture

3. Implement Change

   a. **A**dherence to new process

   b. Empower staff

      Meaning – "My work is significant."

      Impact – "I am making a difference"

      Autonomy – "I independently make crucial decisions."

      Competency – "I do my job well and to a high standard."

   c. Prepare for resistance.

Attitude Change = Behavior Change

4. Lead the Change and Make it Stick

   a. Validate feelings

   b. Communicate often, and openly

   c. Provide real-time feedback

      a. Reward behavior you want to see more of

      b. Notice staff doing it right and reward them immediately

      c. Set goals for team to attain, to help staff gauge progress and maintain motivation

      d. Be innovative in creating dashboards

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? Looking Back to Move Forward

Think of a time when a new change or procedure was rolled out at your facility.

What were the challenges faced in implementing this change?

What did the leaders at your facility do to set goals

and provide positive reinforcement?

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Cultural Intervention

Team formation to plan and implement program

Excellent communication skills learned

Assess what's working and plan to expand

Meet monthly to learn together

Sustain efforts and celebrate success

? Changing the Culture of Safety

What cultural changes did Spectrum Health

staff describe in the video?

Bonus Outcomes!

Enhancing culture will:

- Promote information exchange, build a high-functioning team

- Create a platform for future improvements

- Create the capacity to deliver better resident care[1]

- Improve clinical outcomes and resident satisfaction

[1]Anderson, R.A., et al. Local interaction strategies and capacity for better care in nursing homes: a multiple case study. *BMC Health Services Research* 2014, 14:244. Retrieved July 30, 2014, from http://www.biomedcentral.com/1472-6963/14/244.

Conclusions

- Implementing change is not easy and takes time
- Culture is local
- Couple culture with a clinical focus
  - No success in improving culture alone
  - Culture alone viewed as "soft"
  - Lubricant for clinical changes
- Ultimate goal is to ensure the safest and most effective care for residents is provided
- Preventing CAUTI is a team effort!