

Overcoming Barriers to Nursing Involvement in Culture Change

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Nursing Home Reform Law Establishes a Standard

- Nursing homes must provide care and services that provide quality of life (QoL) and quality of care (QoC) for each resident
- Elements of QoL: Autonomy of individual (ABT study for CMS, 1995)
 - Rosalie Kane's work on QoL included in the new 3.0 MDS
 - Education for surveyors: From Institutional to Individualized Care
 - Changes in environmental (F tags) to support autonomy

Nurses have always been leaders in the culture change movement

- Lois Evans and Neville Strumpf: Restraint reduction
- Joanne Rader: Restraints, Bathing without a Battle
- Sue Misiorski: Apple Health Care: “I Care Plan;” “Getting Started”
- Anna Ortigara: LEAP

Pressure for Change in NH Coincides with LTC Industry Quality Initiatives – Staffing Becomes the Priority

Advancing Excellence Campaign (AEC) national, voluntary, stakeholder run and initiated in 2006 choosing 3 of 8 goals

- Four clinical goals (restraints 70%, pressure ulcers 45%, long 54% and short stay 40% pain) with results reported using CMS QM data
- Four self reported organizational goals (setting targets 32%, Resident and family satisfaction 62%, staff retention 41%, consistent assignment 31%)

AEC new goals with data collection in January 2010 prioritize staff stability

- Staff Turnover
- Consistent Assignment of CNAs (a resident will have no more than 7 CNAs in a 21 day period)
- Data self reported
- Easy no-cost tool kits on www.nhqualitycampaign.org website
- Aligned with culture change

Expert Panel and its Charge

- Expert panel: nursing home nursing leaders, culture change nurses, and other stakeholders
- Charge: identify and overcome barriers and seize opportunities by and for nursing and culture change
- Two scenarios reflective of nursing issues in culture change framed a full-day discussion:
 - the medication cart in the dining room
 - flexible dining

Questions to which the Expert Panel Responded

- What nursing department organizational structures might change in culture change?
- How would nursing care standards be maintained with culture change practices?
- How would support staff take initiatives in culture change?
- How would care team decision making change in a culture change facility?

Key Observations and Challenges from Scenario Discussion

About/for Nursing:

- Residents and nurses both suffer from an “institutional” model of care –“catching residents in the dining room.”
- Nursing’s role needs to be considered within the framework of the scope of practice
 - at the end of the day, nurses need to be able to say “I really feel good about today.”
- Staff need skills, time and administrative support especially DON leadership - to implement change

Key Observations and Challenges from Scenario Discussion About/for Nursing, continued

Several aspects of culture change could ease RN time pressure:

- New CNA role
- Prepackaged medications in room
- Flexible dining hours

Key Observations and Challenges from Scenario Discussion About/for Residents

- Always start with resident input - individualize care –
 - Some meds cannot be taken with food
 - Some meds allow some choice as to time of administration
- Change requires talking with everyone involved – frustration costs money
- The culture change journey is easiest in “good” facilities with stable staff, and systems in place for quality care and life
- “I was so struck by the ‘weariness’ of nurses who must deal with so many things and carry the weight of so many responsibilities. Culture change has the capacity to be an antidote to the moral distress if the nurses can be involved in a meaningful way.” (Alice Hedt, the NCCNHR consumer representative to the Expert Panel)

Key Observations and Challenges from Scenario Discussion

About/for culture change

- Some culture change advocates do not understand the role and legal responsibilities of nurses and nursing
- Relationships are paramount
- Culture change is a process that takes time. It is not an end point
- Culture change reflects long-standing nursing values: patient-centered care

Opportunities for Nursing and Culture Change from these Observations

- The values of the Professional Nursing Practice model and culture change are highly congruent
- Nursing undergraduate and graduate education should include culture change principles and practices
- Nursing practice and leadership can be integrated into culture change discussions, educational meetings and materials, and on relevant websites
- Nursing and the culture change movement should enter into mutual/joint interest in research re process and outcomes

The Issue Paper: Process of Endorsement and Agreement to Distribute

- Expert Panel was actively involved in dissemination of the Issue Paper
- All Expert Panel members had the opportunity to comment on the paper; most recommendations accepted
- Each Expert Panel member representing an organization (e.g., AHSA, ASCP, AMDA, etc.) used their own process to obtain endorsement of the paper
- All Expert Panel members agreed to link or post the Issue Paper on their respective websites
- Issue Paper, Executive Summary, Participant/Contributor list, Supporting papers, and other comments all available at: www.hartfordign.org

Issue Paper: Dissemination successes

- A power point presentation developed with and for participants (and others) to use
- Posted/linked on all participant websites
- Feedback:
 - Nurse Executive Council: “This is the first culture change information that I have read that really addresses the inclusion of the nurse, the impact on clinical practice and the need for nursing education and competencies. It has become my most frequently referred to document when this subject is discussed.”
 - Use at the facility level: e.g. Sue Misiorski as part of Continuing Care Retirement \Facility education talks to facilities
 - Electronic Newsletters and Journals; e.g., “Geriatric Nursing” editorial this month-September/October, Geriatric Nursing: Vol 30, no. 5

Follow up activities/grants

- Identification of nursing culture change competencies by Pioneer Network in collaboration with the HIGN
- Educational module for Schools of Nursing in collaboration with the American Association for Colleges of Nursing GNEC program

Next speakers in three distinct areas:

- Bonnie Kantor: Culture Change Dissemination
- Cornelia Beck: Structures, Processes and Values of Nursing and the Tenets of Culture Change
- Chris Mueller: Research Recommendation for Nursing Home Culture Change