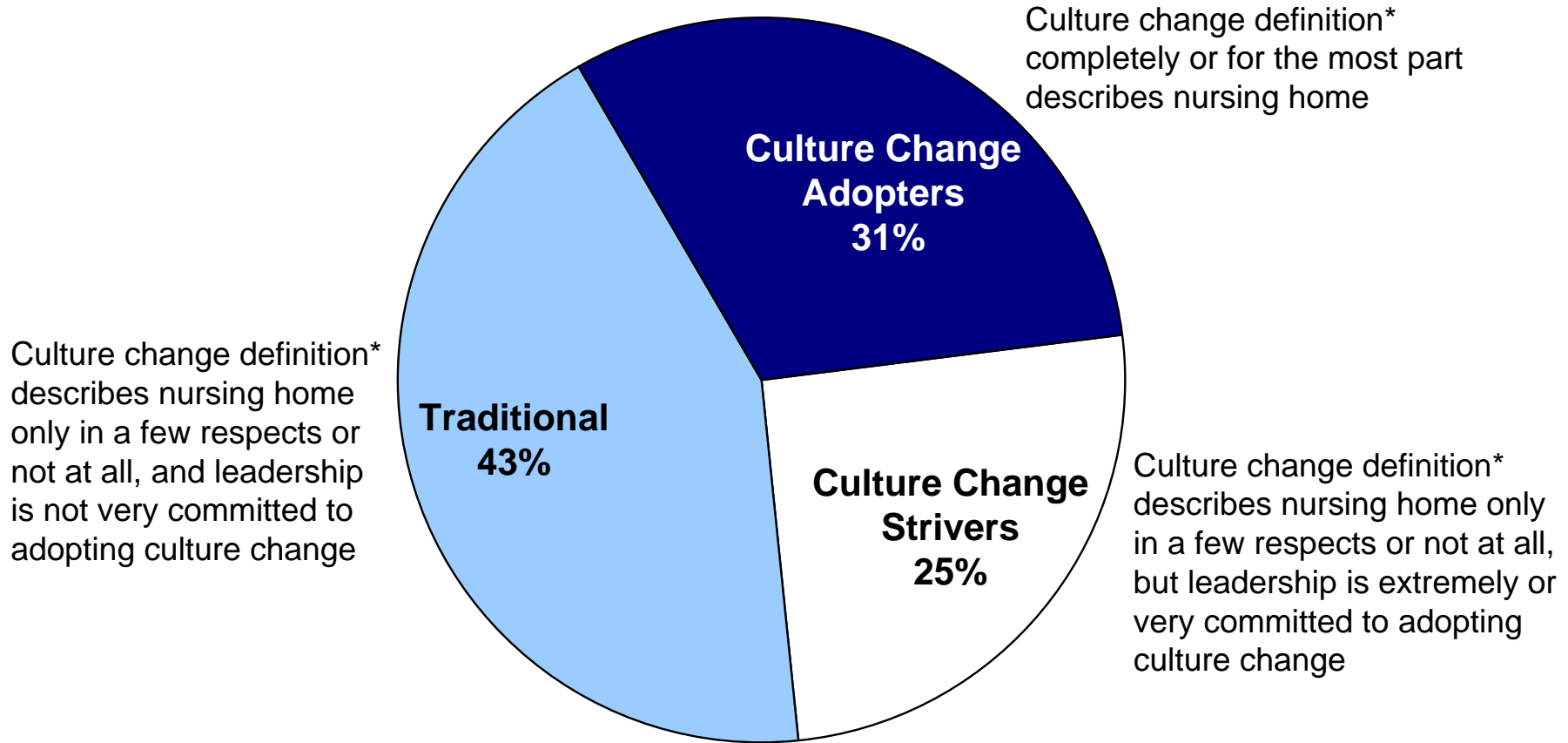# Figure ES-1. Adoption of Culture Change by Nursing Homes, 2007

Categories of Nursing Homes, by Extent of Culture Change Adoption
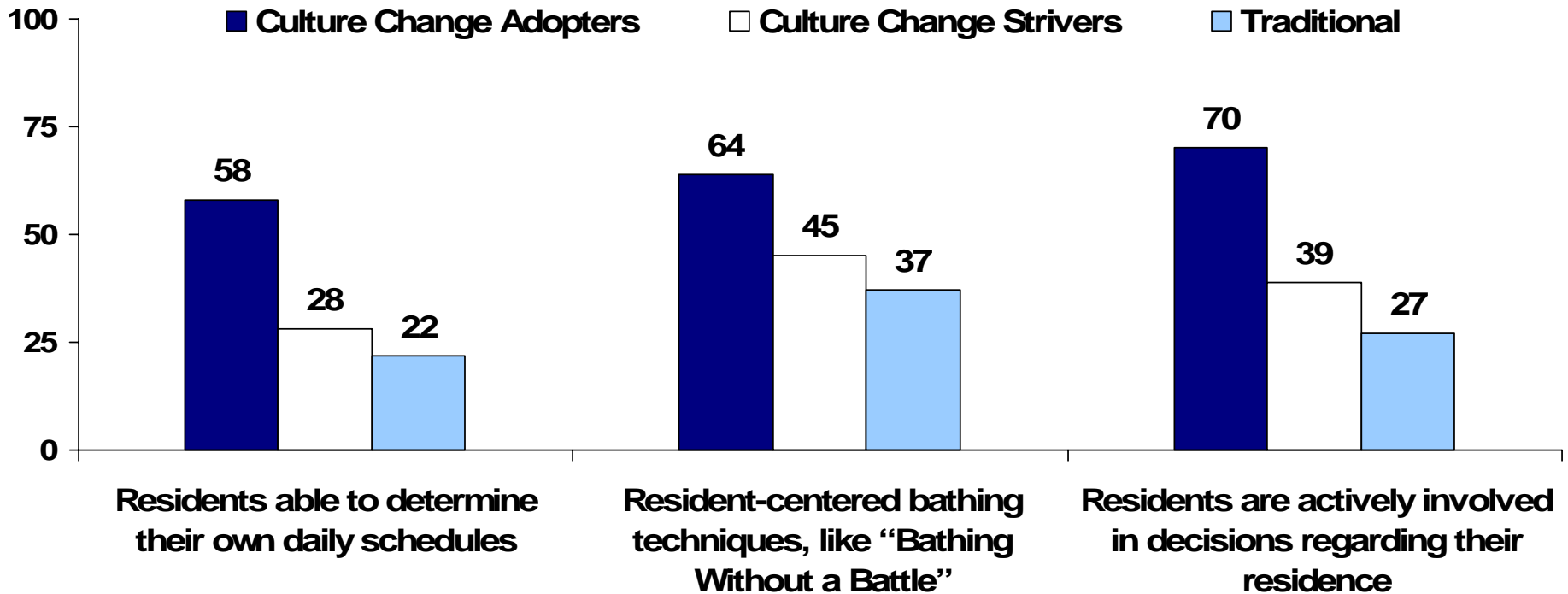

Culture change definition* completely or for the most part describes nursing home

Culture Change Adopters 31%

Culture change definition* describes nursing home only in a few respects or not at all, and leadership is not very committed to adopting culture change

Traditional 43%

Culture Change Strivers 25%

Culture change definition* describes nursing home only in a few respects or not at all, but leadership is extremely or very committed to adopting culture change

* Culture change or a resident-centered approach means an organization that has home and work environments in which: care and all resident-related activities are decided by the resident; living environment is designed to be a home rather than institution; close relationships exist between residents, family members, staff, and community; work is organized to support and allow all staff to respond to residents' needs and desires; management allows collaborative and group decision making; and processes/measures are used for continuous quality improvement.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure ES-2. Residents' Ability to Determine Daily Schedules and Make Decisions Varies Widely Between Culture Change Adopters and Traditional Nursing Homes

Percent of nursing homes indicating they are currently implementing:

Legend: ■ Culture Change Adopters □ Culture Change Strivers □ Traditional

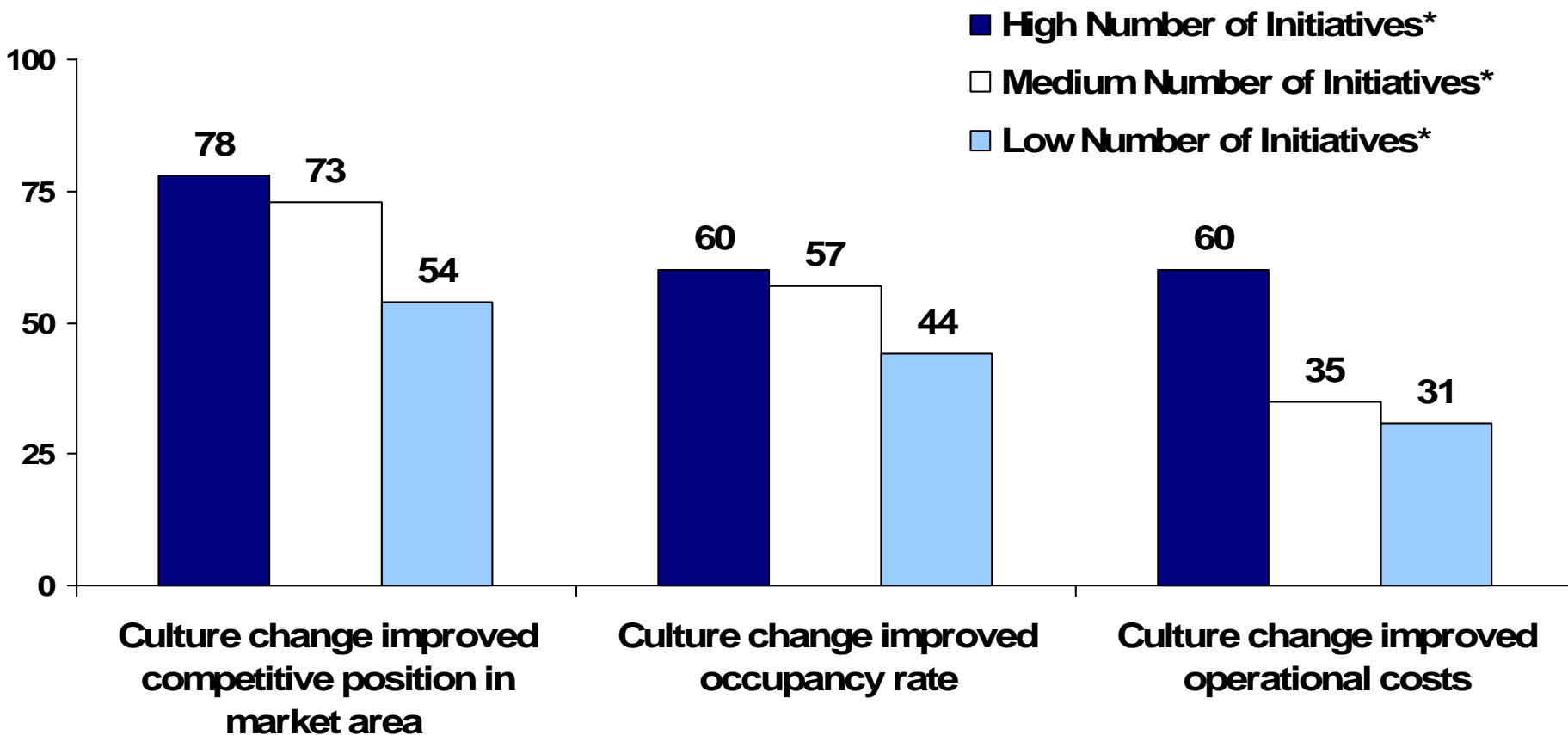|	Culture Change Adopters	Culture Change Strivers	Traditional
Residents able to determine their own daily schedules	58	28	22
Resident-centered bathing techniques, like "Bathing Without a Battle"	64	45	37
Residents are actively involved in decisions regarding their residence	70	39	27

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure ES-3. Improvements in Business and Operations Greatest in Homes with More Culture Change Initiatives Under Way

Percent of nursing homes indicating that culture change has had the following impact:
(Base: Definition of culture change describes this nursing home completely, for the most part, or in a few respects)

Legend:
- ■ High Number of Initiatives*
- □ Medium Number of Initiatives*
- ■ Low Number of Initiatives*

Culture change improved competitive position in market area: High 78, Medium 73, Low 54

Culture change improved occupancy rate: High 60, Medium 57, Low 44

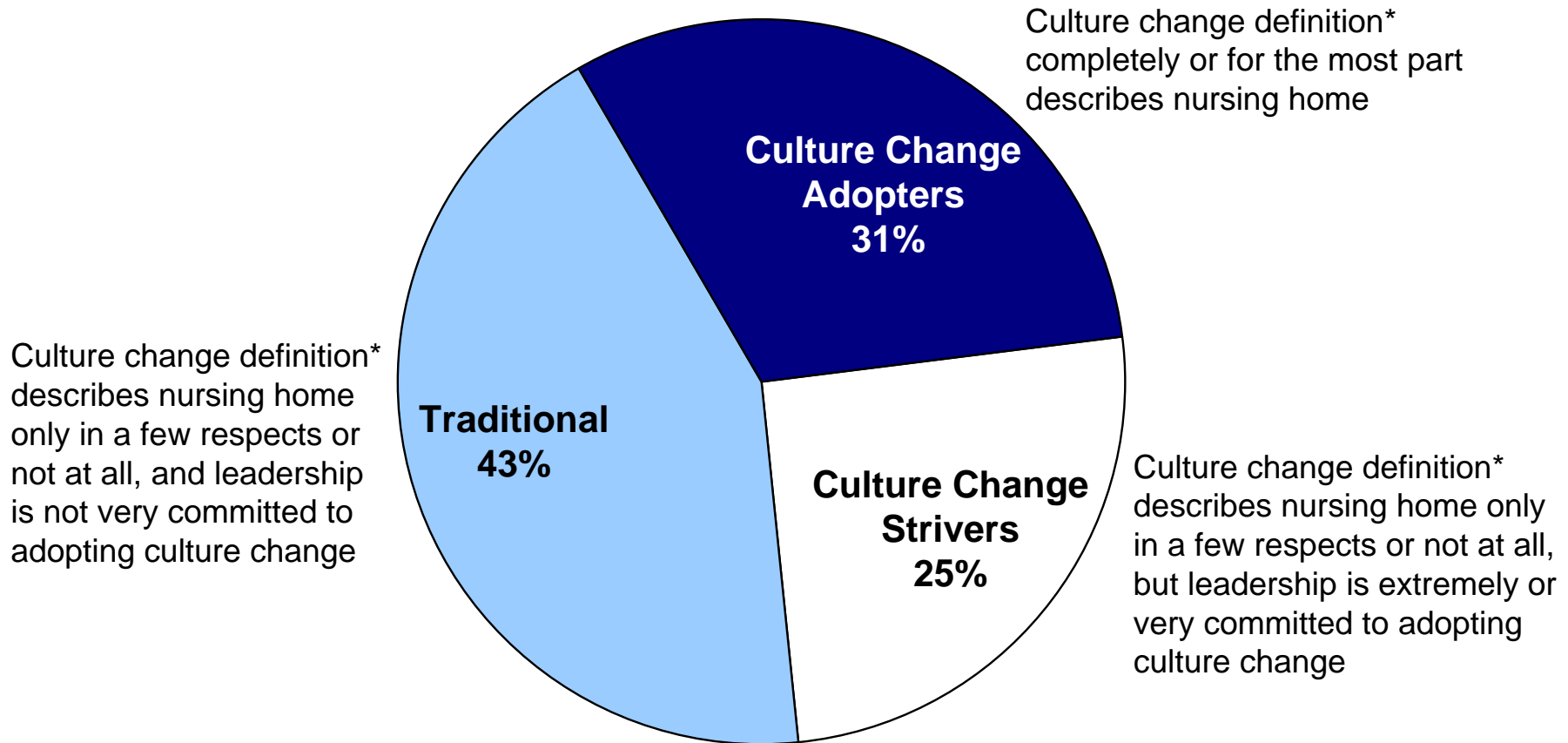Culture change improved operational costs: High 60, Medium 35, Low 31

* Respondents were asked whether their home was currently implementing any of 11 different resident-centered, staff, or physical environment initiatives associated with culture change. High = 7 or more initiatives; Medium = 4 to 6 initiatives; Low = 3 or less initiatives.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 1. Adoption of Culture Change by Nursing Homes, 2007

## Categories of Nursing Homes, by Extent of Culture Change Adoption

Culture change definition* completely or for the most part describes nursing home

Culture Change Adopters
31%

Culture change definition* describes nursing home only in a few respects or not at all, and leadership is not very committed to adopting culture change

Traditional
43%

Culture Change Strivers
25%

Culture change definition* describes nursing home only in a few respects or not at all, but leadership is extremely or very committed to adopting culture change

* Culture change or a resident-centered approach means an organization that has home and work environments in which: care and all resident-related activities are decided by the resident; living environment is designed to be a home rather than institution; close relationships exist between residents, family members, staff, and community; work is organized to support and allow all staff to respond to residents' needs and desires; management allows collaborative and group decision making; and processes/measures are used for continuous quality improvement.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 2. Resident-Directed Culture Change Principles Currently Under Way

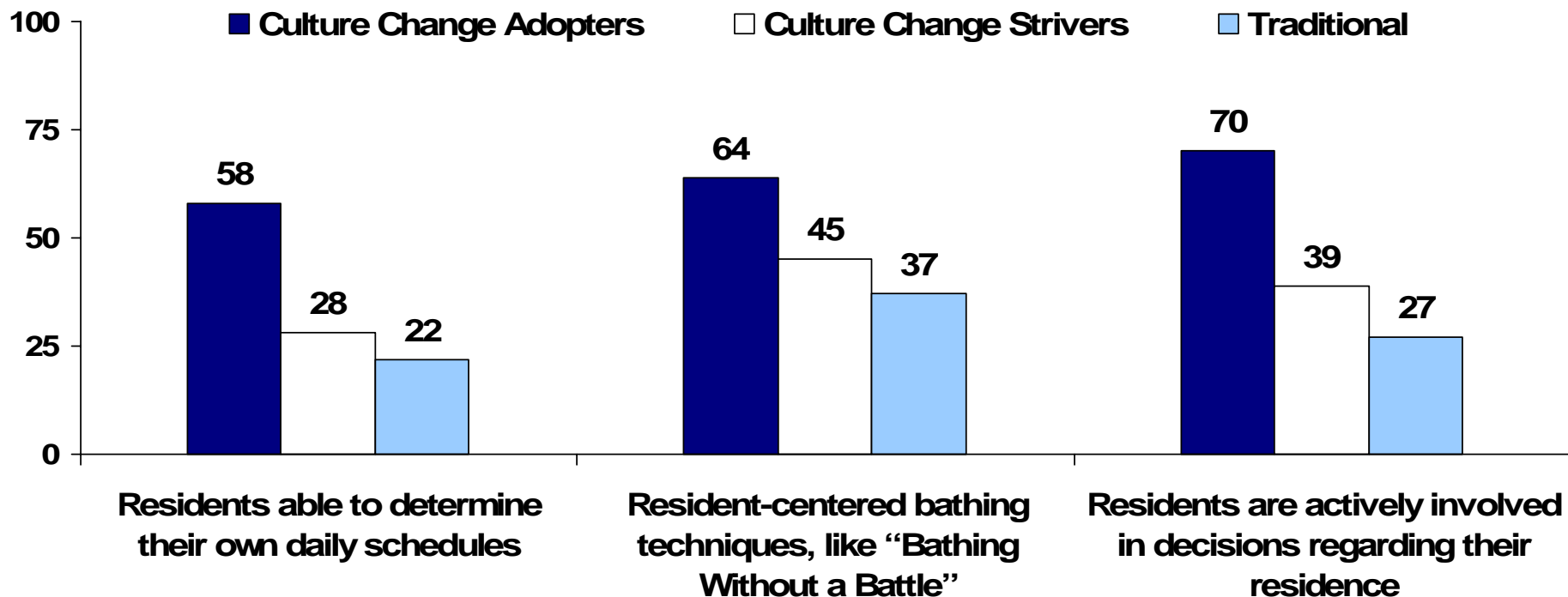**Percent indicating that they are currently implementing the following initiatives:**
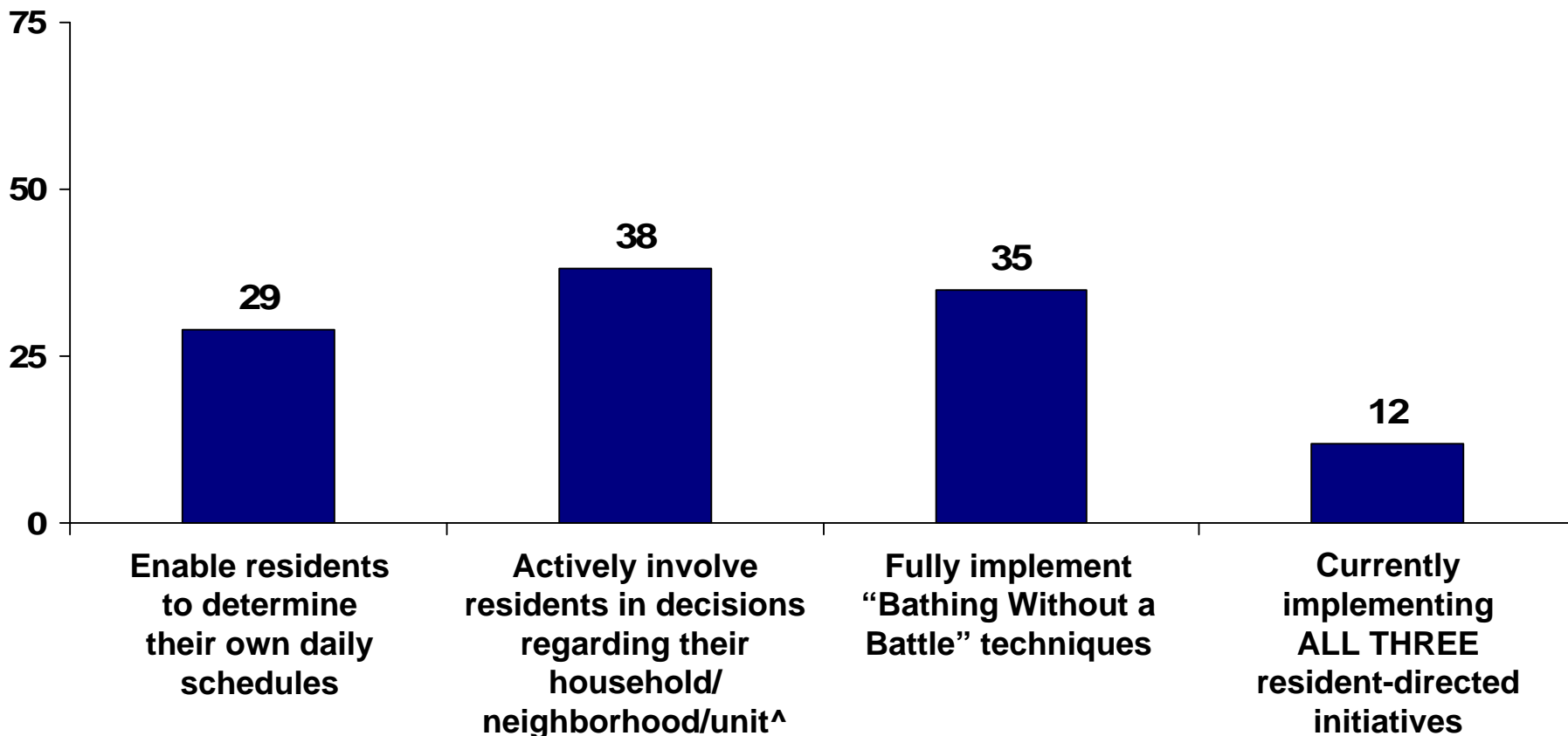
^ Neighborhoods: Areas in which traditional nursing unit is broken down into smaller functional units, in which ancillary services are shared with other neighborhoods; Households: Self-contained areas with a full kitchen, living room and dining room, with a relatively small number of residents per household.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 3. Residents' Ability to Determine Daily Schedules and Make Decisions Varies Widely Between Culture Change Adopters and Traditional Nursing Homes

Percent of nursing homes indicating they are currently implementing:
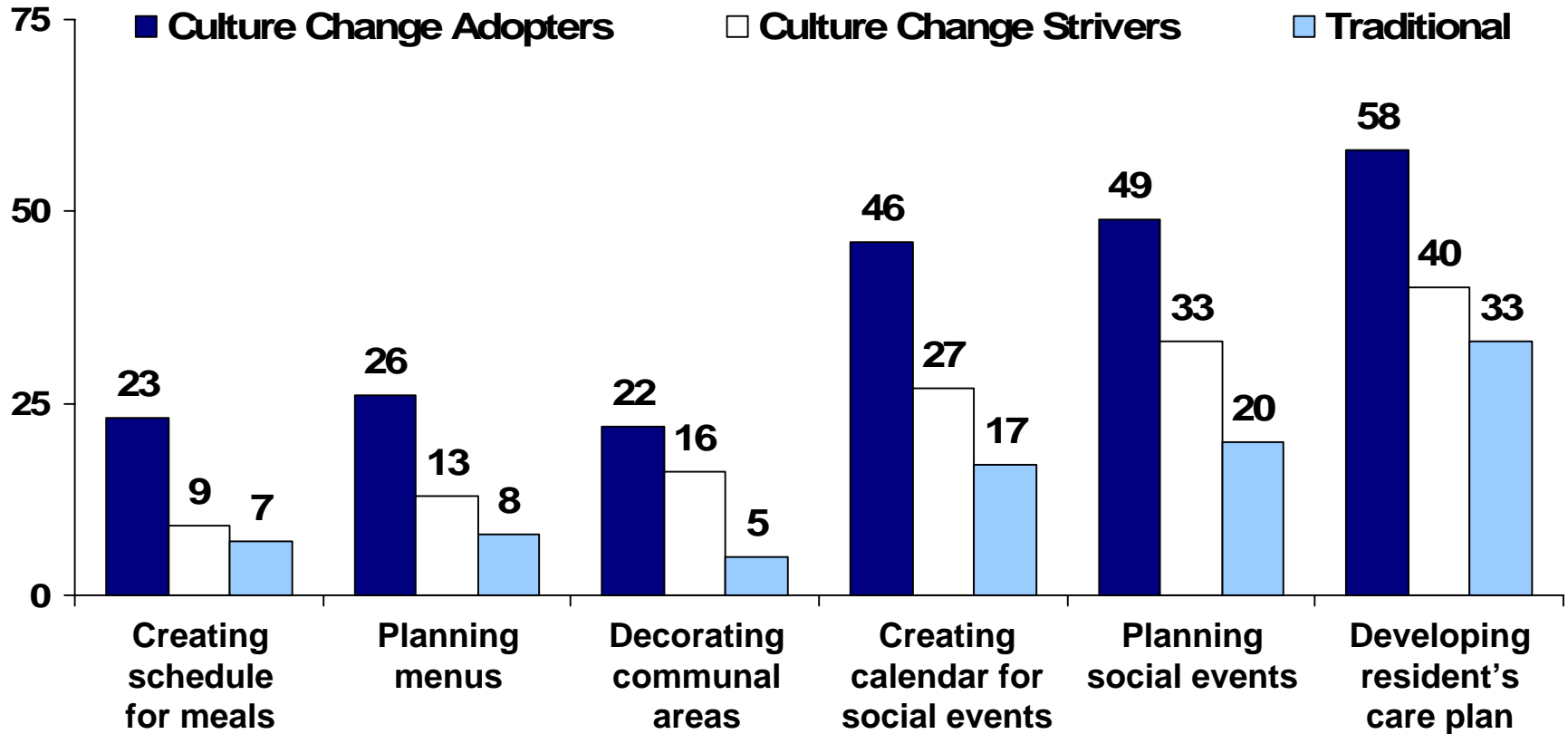

Legend: ■ Culture Change Adopters □ Culture Change Strivers ■ Traditional

Residents able to determine their own daily schedules: 58, 28, 22

Resident-centered bathing techniques, like "Bathing Without a Battle": 64, 45, 37

Residents are actively involved in decisions regarding their residence: 70, 39, 27

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 4. Culture Change Adopters Report Residents Are More Involved in Decisions About Their Home

Percent indicating that decisions are usually made by residents and staff jointly for the following:
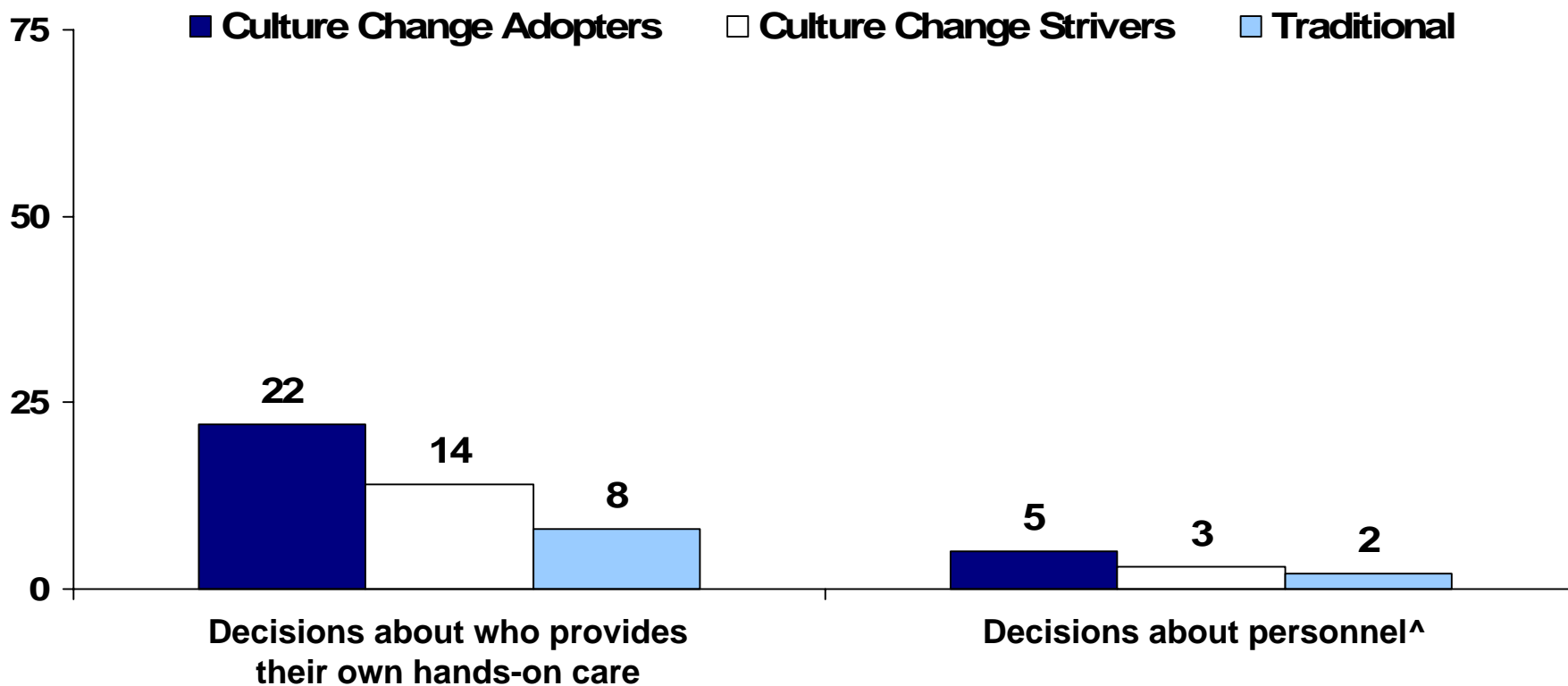

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 5. Culture Change Adopters More Likely to Include Residents in Personnel and Staffing Decisions, But Overall Few Do

Percent indicating that decisions are usually made by residents and staff for the following:

Legend: ■ **Culture Change Adopters** □ **Culture Change Strivers** ■ **Traditional**

Decisions about who provides their own hands-on care: 22, 14, 8

Decisions about personnel^: 5, 3, 2

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.
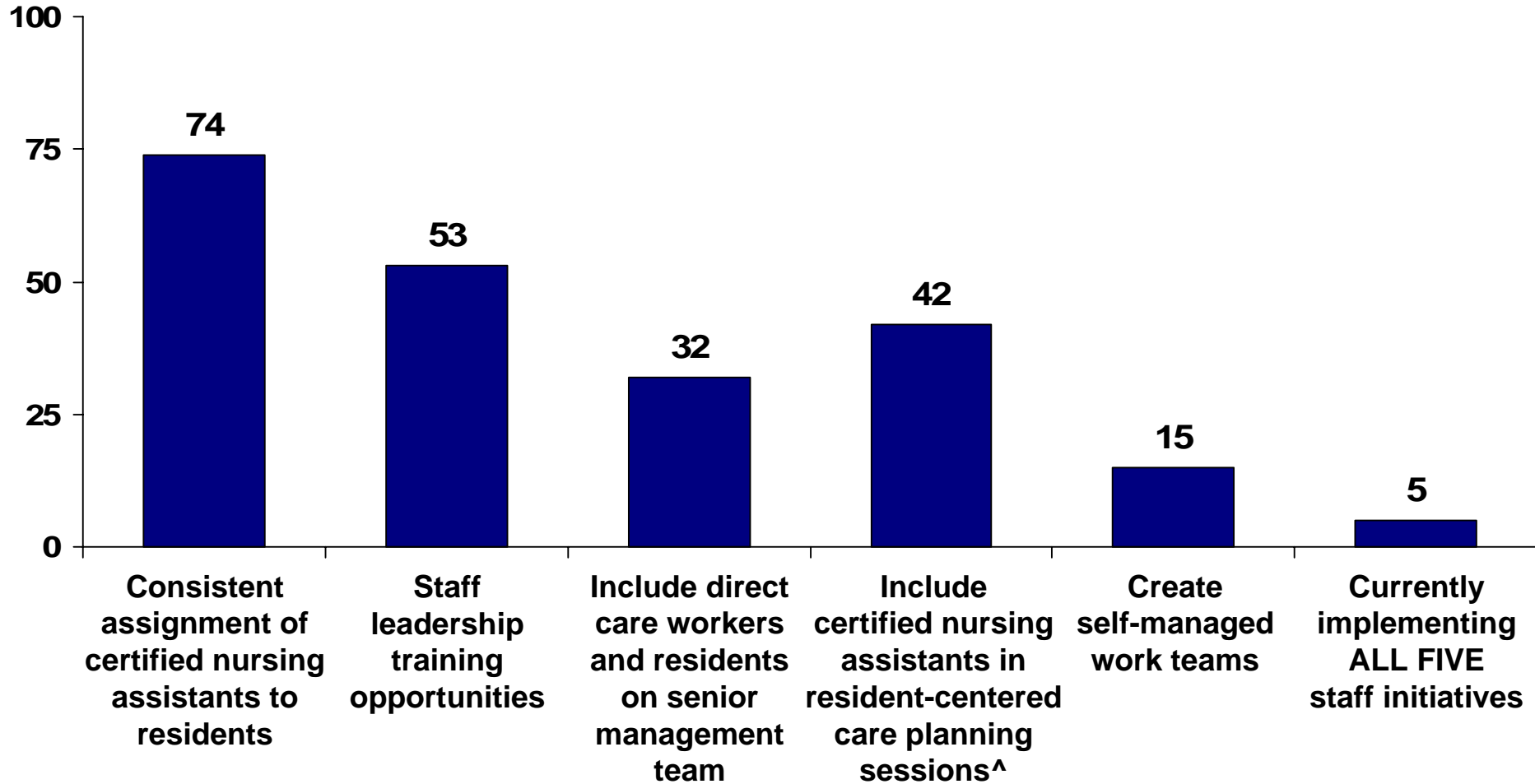
^ Includes decisions about personnel who will be or are working in the household, neighborhood, or unit.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

# Figure 6. Staff-Related Culture Change Principles Currently Under Way

Percent indicating that they are currently implementing the following initiatives:

74	Consistent assignment of certified nursing assistants to residents
53	Staff leadership training opportunities
32	Include direct care workers and residents on senior management team
42	Include certified nursing assistants in resident-centered care planning sessions^
15	Create self-managed work teams
5	Currently implementing ALL FIVE staff initiatives

^ For instance, utilizing the "I Care" or "First Person" approach.

Figure 7. Traditional Nursing Homes Lag Behind Culture Change Adopters in Staff Leadership, Empowerment, and Autonomy

Percent indicating that they are currently implementing the following:
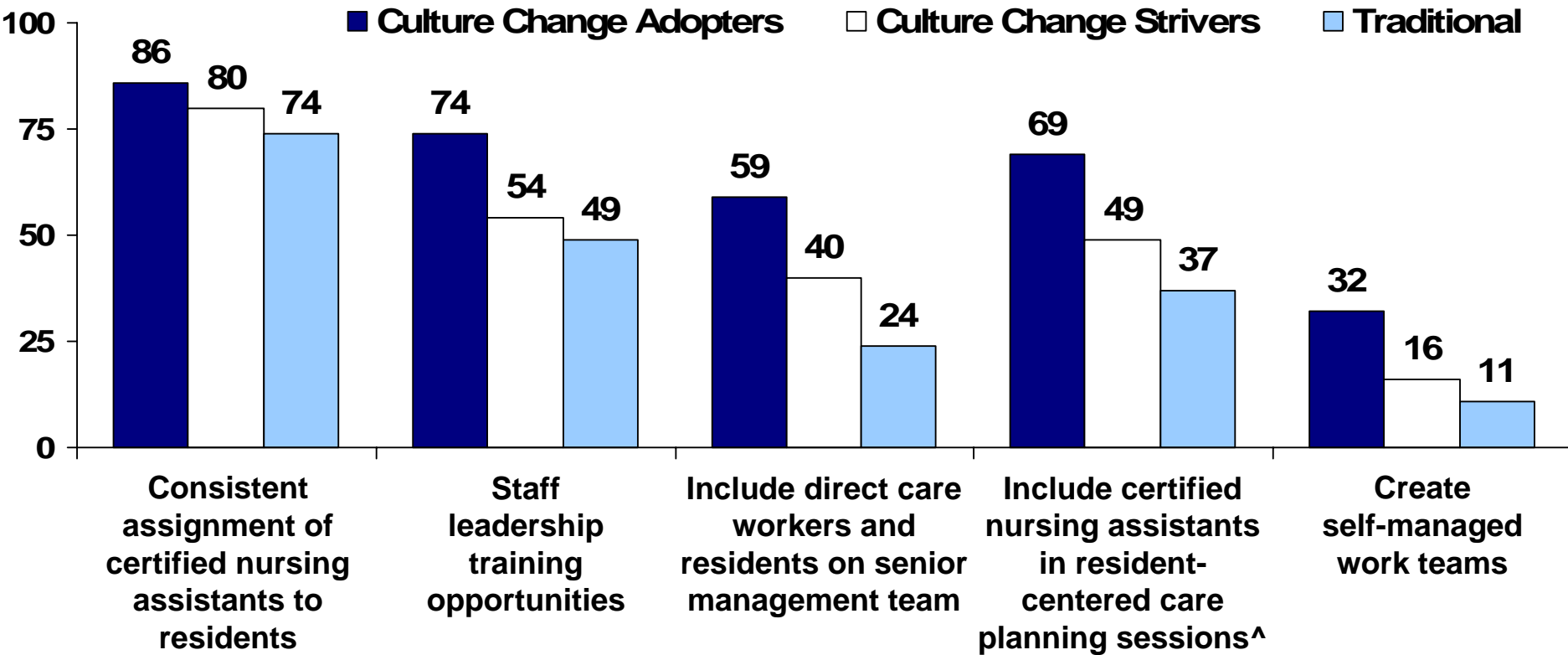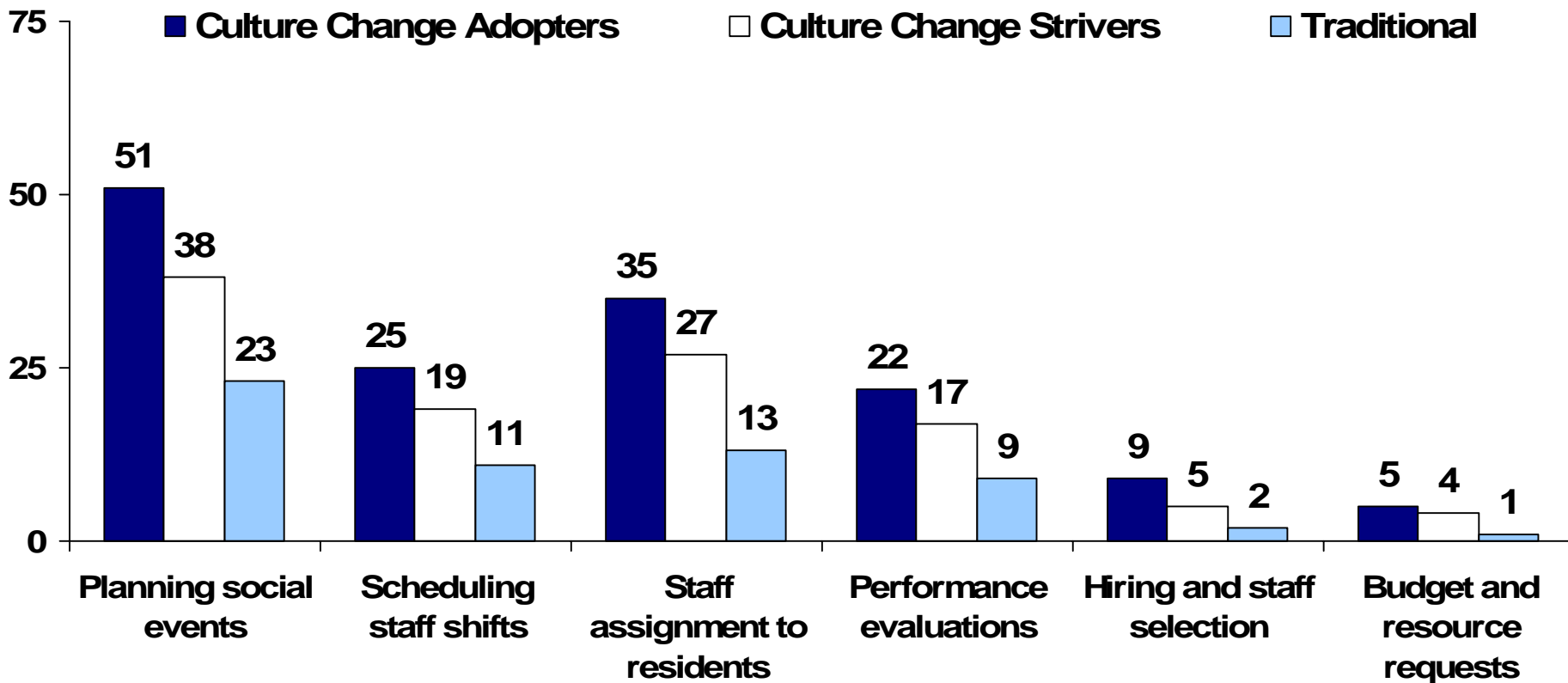

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

^ For instance, utilizing the "I Care" or "First Person" approach.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 8. Direct Care Workers More Empowered to Make Operational Decisions in Homes That Are Culture Change Adopters

Percent indicating that decisions are usually made by direct care workers independently or jointly with department head for:
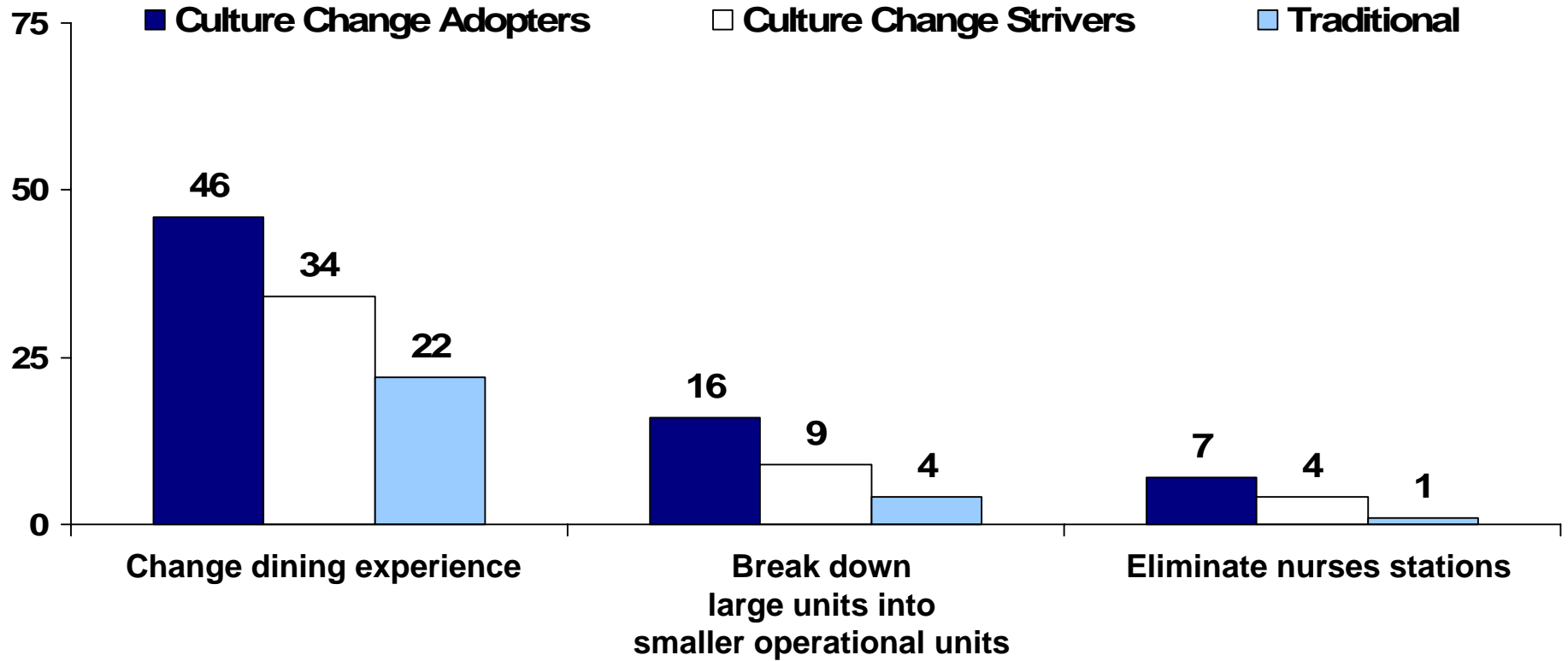

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 9. Few Nursing Homes Have Changed Their Physical Environments

Percent indicating that they are currently implementing:

■ **Culture Change Adopters** □ **Culture Change Strivers** ■ **Traditional**

Change dining experience: 46, 34, 22

Break down large units into smaller operational units: 16, 9, 4

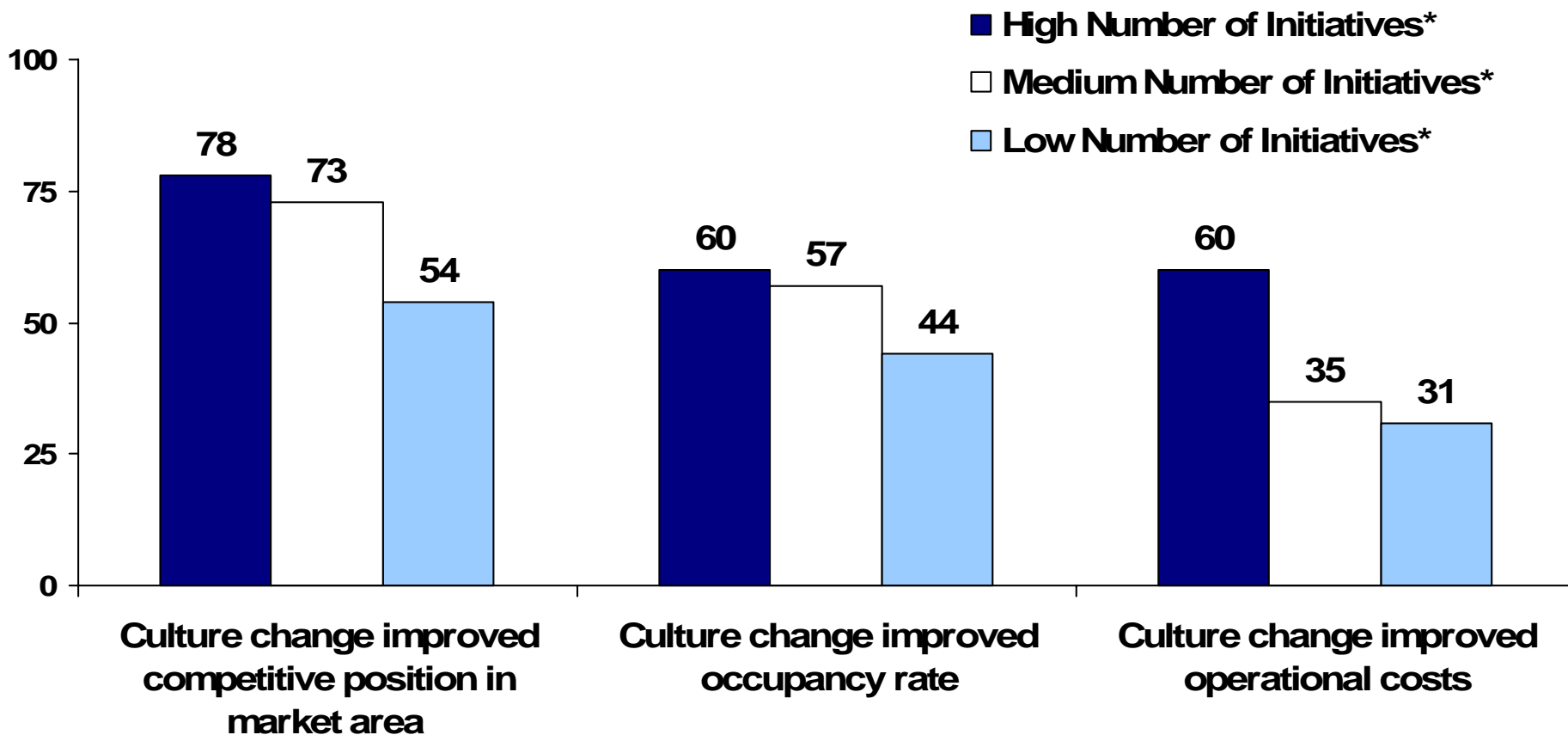Eliminate nurses stations: 7, 4, 1

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Figure 10. Improvements in Business and Operations Greatest in Homes with More Culture Change Initiatives Under Way
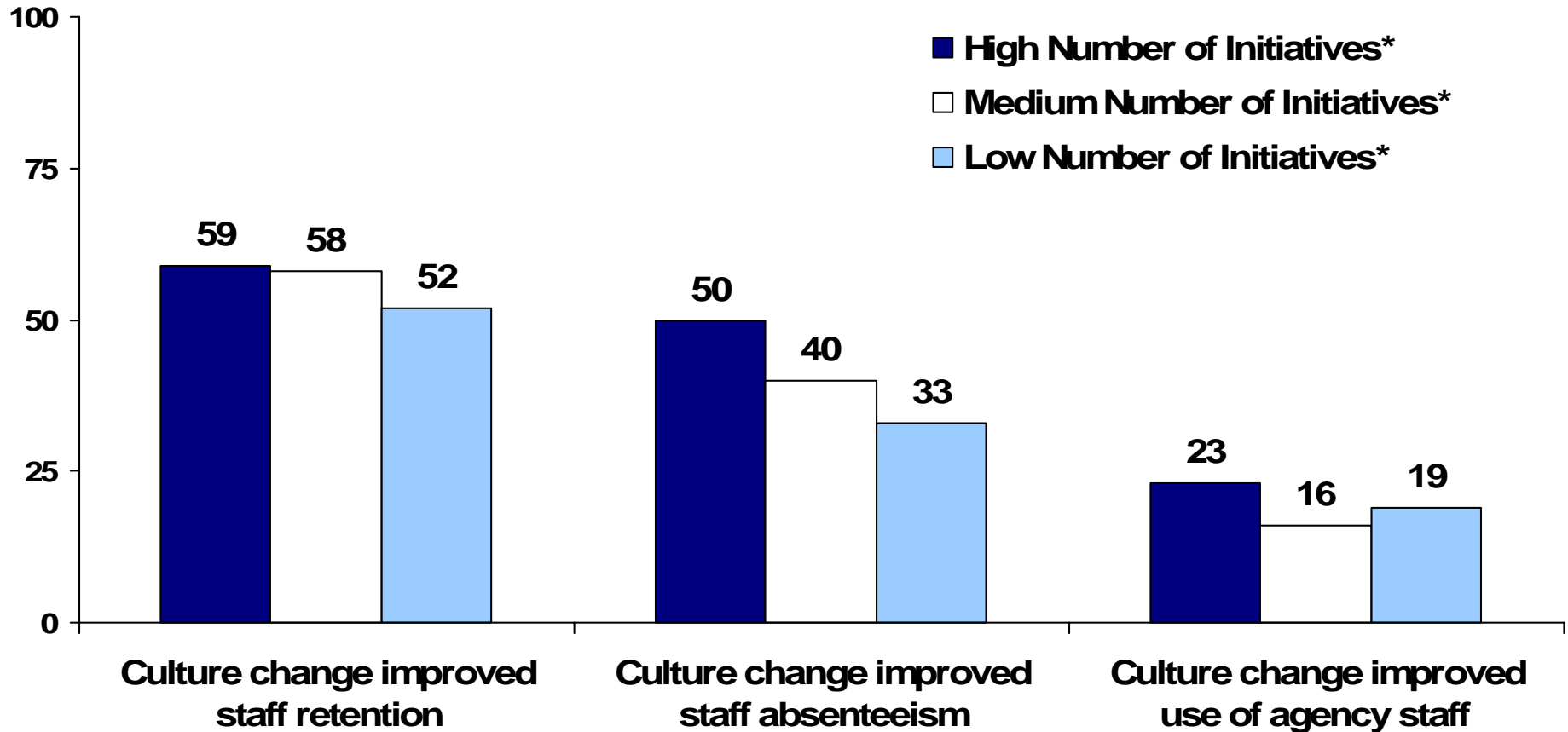
Percent of nursing homes indicating that culture change has had the following impact:
(Base: Definition of culture change describes this nursing home completely, for the most part, or in a few respects)

Legend:
- ■ High Number of Initiatives*
- □ Medium Number of Initiatives*
- ■ Low Number of Initiatives*

Culture change improved competitive position in market area: 78, 73, 54

Culture change improved occupancy rate: 60, 57, 44

Culture change improved operational costs: 60, 35, 31

* Respondents were asked whether their home was currently implementing any of 11 different resident-centered, staff, or physical environment initiatives associated with culture change. High = 7 or more initiatives; Medium = 4 to 6 initiatives; Low = 3 or less initiatives.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 11. Staffing Improvements Are Greatest in Homes with More Culture Change Initiatives Currently Under Way

Percent of nursing homes indicating that culture change has had the following impact:
(Base: Definition of culture change describes this nursing home completely, for the most part, or in a few respects)

Legend:
- ■ High Number of Initiatives*
- □ Medium Number of Initiatives*
- ■ Low Number of Initiatives*

Culture change improved staff retention: 59, 58, 52

Culture change improved staff absenteeism: 50, 40, 33
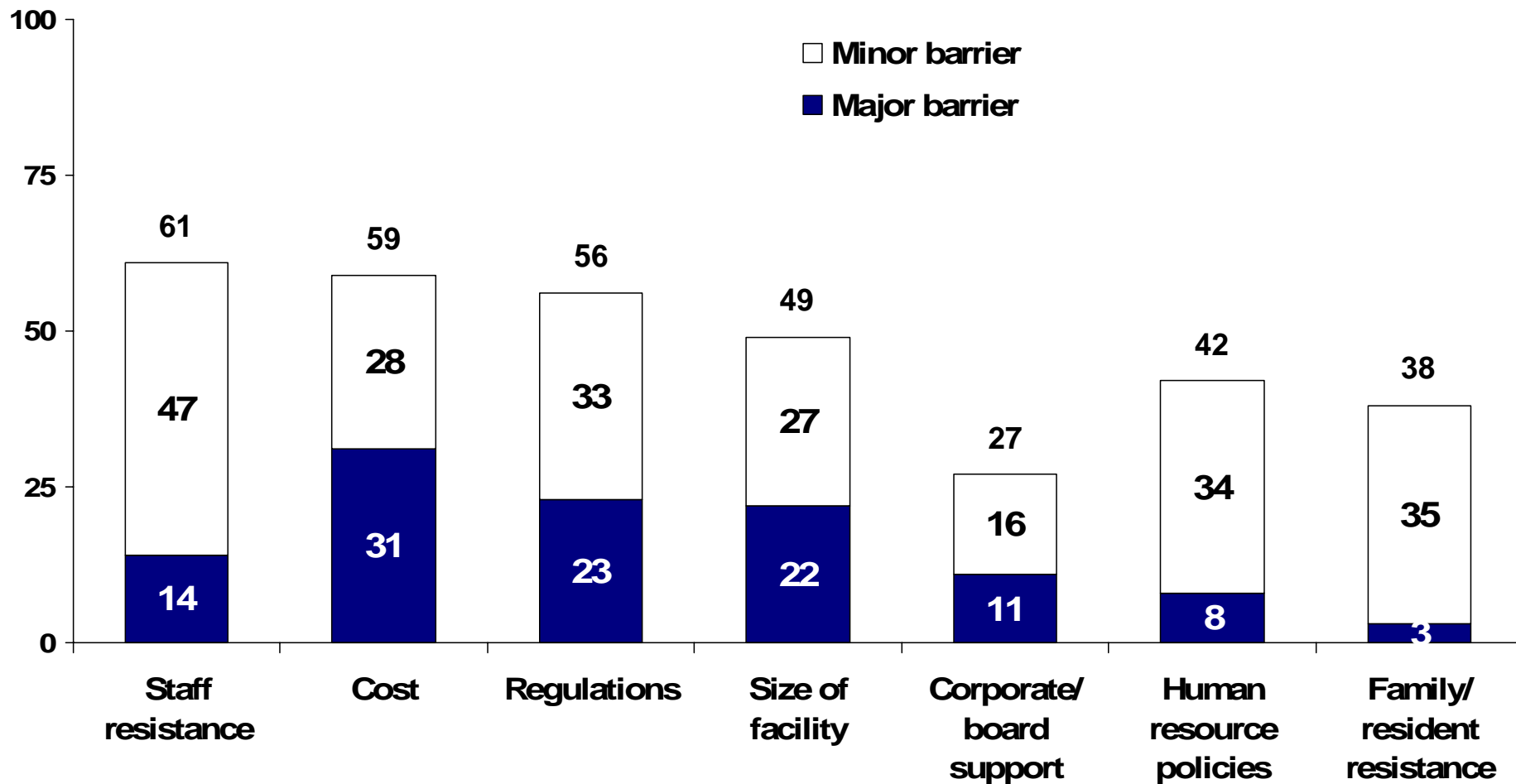
Culture change improved use of agency staff: 23, 16, 19

* Respondents were asked whether their home was currently implementing any of 11 different resident-centered, staff, or physical environment initiatives associated with culture change. High = 7 or more initiatives; Medium = 4 to 6 initiatives; Low = 3 or less initiatives.

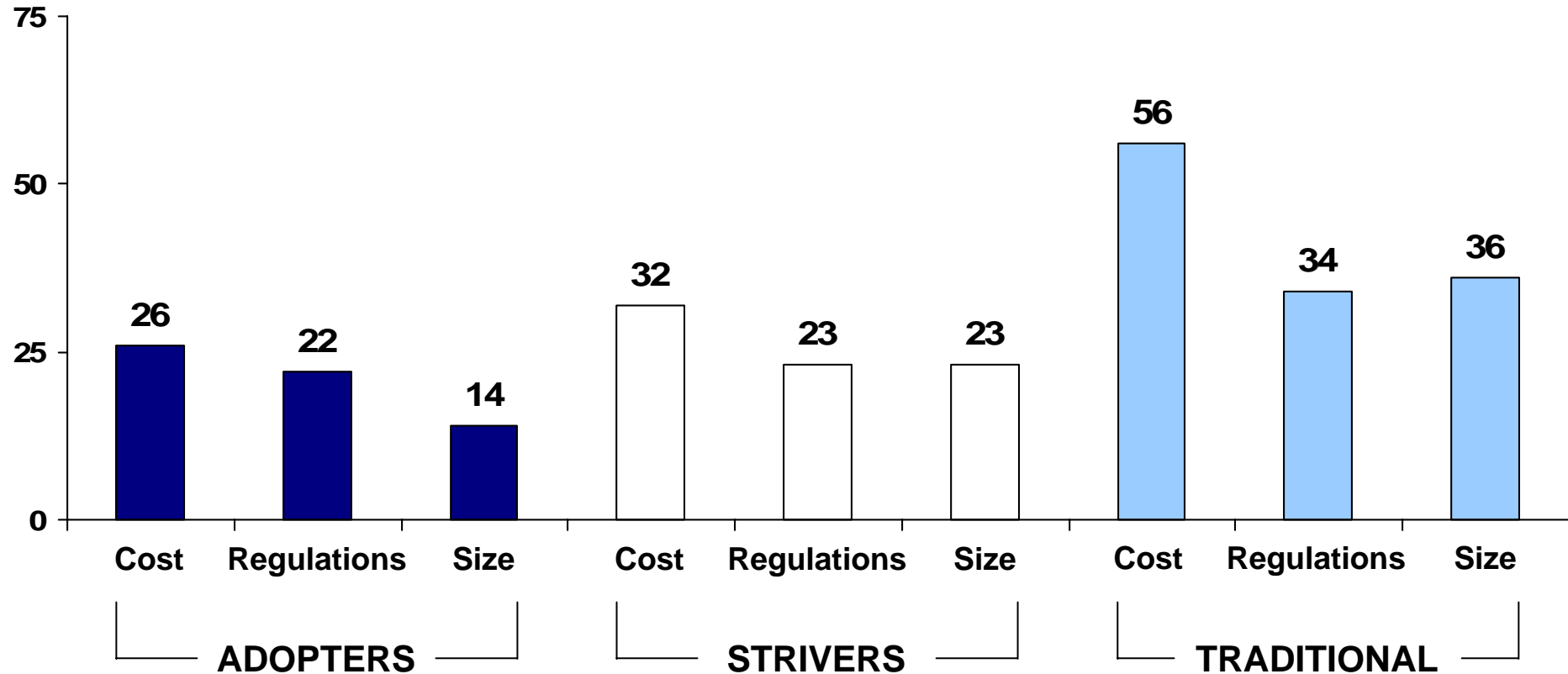Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.

Figure 12. Nursing Homes Cite Staff Resistance, Cost, Regulations, and Facility Size as the Greatest Barriers to Culture Change Adoption

Percent indicating the following items as major or minor barriers to implementing culture change:

☐ Minor barrier
■ Major barrier

	Staff resistance	Cost	Regulations	Size of facility	Corporate/ board support	Human resource policies	Family/ resident resistance
Total	61	59	56	49	27	42	38
Minor	47	28	33	27	16	34	35
Major	14	31	23	22	11	8	3

Figure 13. Cost Greatest Barrier for Traditional Nursing Homes in Implementing Culture Change

Percent indicating the following areas as major barriers to implementing culture change:

Culture Change Adopters = culture change definition completely or for most part describes nursing home. Culture Change Strivers = culture change definition describes nursing home only in a few respects or not at all but leadership is very/extremely committed to the adoption of culture change. Traditional = culture change definition describes nursing home only in a few respects or not at all AND leadership is less than very/extremely committed to the adoption of culture change.

Source: The Commonwealth Fund 2007 National Survey of Nursing Homes.