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

Categories of Nursing Homes, by Extent of Culture Change Adoption

- **Culture Change Adopters**: 31%
- **Culture Change Strivers**: 25%
- **Traditional**: 43%

*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.

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

*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.

Residents able to determine their own daily schedules

Resident-centered bathing techniques, like “Bathing Without a Battle”

Residents are actively involved in decisions regarding their residence

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 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)

* 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.

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Enable residents to determine their own daily schedules: 29%

Actively involve residents in decisions regarding their household/neighborhood/unit: 38%

Fully implement “Bathing Without a Battle” techniques: 35%

Currently implementing ALL THREE resident-directed initiatives: 12%

^ 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.

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:

- **Residents able to determine their own daily schedules**
  - Culture Change Adopters: 58%
  - Culture Change Strivers: 28%
  - Traditional: 22%

- **Resident-centered bathing techniques, like “Bathing Without a Battle”**
  - Culture Change Adopters: 64%
  - Culture Change Strivers: 45%
  - Traditional: 37%

- **Residents are actively involved in decisions regarding their residence**
  - Culture Change Adopters: 70%
  - Culture Change Strivers: 39%
  - Traditional: 27%

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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:

- Creating schedule for meals
- Planning menus
- Decorating communal areas
- Creating calendar for social events
- Planning social events
- Developing resident’s care plan

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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:

- **Culture Change Adopters**
  - Decisions about personnel who provides their own hands-on care: 22%
  - Decisions about personnel: 22%

- **Culture Change Strivers**
  - Decisions about personnel who provides their own hands-on care: 14%
  - Decisions about personnel: 14%

- **Traditional**
  - Decisions about personnel who provides their own hands-on care: 8%
  - Decisions about personnel: 8%

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^ Includes decisions about personnel who will be or are working in the household, neighborhood, or unit.

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

Percent indicating that they are currently implementing the following initiatives:

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

^ 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:

- **Consistent assignment of certified nursing assistants to residents**
  - Culture Change Adopters: 86%
  - Culture Change Strivers: 80%
  - Traditional: 74%

- **Staff leadership training opportunities**
  - Culture Change Adopters: 74%
  - Culture Change Strivers: 54%
  - Traditional: 49%

- **Include direct care workers and residents on senior management team**
  - Culture Change Adopters: 59%
  - Culture Change Strivers: 40%
  - Traditional: 24%

- **Include certified nursing assistants in resident-centered care planning sessions^**
  - Culture Change Adopters: 69%
  - Culture Change Strivers: 49%
  - Traditional: 37%

- **Create self-managed work teams**
  - Culture Change Adopters: 32%
  - Culture Change Strivers: 16%
  - Traditional: 11%

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

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:

- **Planning social events**
  - Culture Change Adopters: 51
  - Culture Change Strivers: 38
  - Traditional: 23

- **Scheduling staff shifts**
  - Culture Change Adopters: 25
  - Culture Change Strivers: 19
  - Traditional: 11

- **Staff assignment to residents**
  - Culture Change Adopters: 35
  - Culture Change Strivers: 27
  - Traditional: 13

- **Performance evaluations**
  - Culture Change Adopters: 22
  - Culture Change Strivers: 17
  - Traditional: 9

- **Hiring and staff selection**
  - Culture Change Adopters: 9
  - Culture Change Strivers: 5
  - Traditional: 2

- **Budget and resource requests**
  - Culture Change Adopters: 5
  - Culture Change Strivers: 4
  - Traditional: 1

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Figure 9. Few Nursing Homes Have Changed Their Physical Environments

Percent indicating that they are currently implementing:

- **Culture Change Adopters**
- **Culture Change Strivers**
- **Traditional**

<table>
<thead>
<tr>
<th>Change dining experience</th>
<th>Break down large units into smaller operational units</th>
<th>Eliminate nurses stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>46%</td>
<td>16%</td>
<td>7%</td>
</tr>
<tr>
<td>34%</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td>22%</td>
<td>4%</td>
<td>1%</td>
</tr>
</tbody>
</table>

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

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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)

- Culture change improved competitive position in market area:
  - High Number of Initiatives: 78%
  - Medium Number of Initiatives: 54%
  - Low Number of Initiatives: 73%

- Culture change improved occupancy rate:
  - High Number of Initiatives: 60%
  - Medium Number of Initiatives: 57%
  - Low Number of Initiatives: 44%

- Culture change improved operational costs:
  - High Number of Initiatives: 60%
  - Medium Number of Initiatives: 35%
  - Low Number of Initiatives: 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.
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)

- Culture change improved staff retention: High = 59, Medium = 58, Low = 52
- Culture change improved staff absenteeism: High = 50, Medium = 40, Low = 33
- Culture change improved use of agency staff: High = 23, Medium = 16, Low = 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.

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:

- **Staff resistance**: 61% minor, 14% major
- **Cost**: 59% minor, 31% major
- **Regulations**: 56% minor, 23% major
- **Size of facility**: 49% minor, 27% major
- **Corporate/board support**: 27% minor, 16% major
- **Human resource policies**: 42% minor, 34% major
- **Family/resident resistance**: 38% minor, 35% major

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:

- **ADOPTERS**
  - Cost: 26%
  - Regulations: 22%
  - Size: 14%

- **STRIVERS**
  - Cost: 32%
  - Regulations: 23%
  - Size: 23%

- **TRADITIONAL**
  - Cost: 56%
  - Regulations: 34%
  - Size: 36%

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