

Cultural Intervention Overview: Fundamentals for Resident Safety

Dheeraj Mahajan, MD, CMD
Clinical Assistant Professor of Medicine
University of Illinois at Chicago
President, CIMPAR

Learning Objectives

1. Learn 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.” bundle

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

Definition of 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”

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

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. Bundle) is influenced by culture

4 A's to Motivate Change

What is the path to staff action?

- **Awareness** of problem (sense of urgency)
- **Agree with** problem's resolution steps (shared values)
- **Adoption decision** made = change care provided
- **Adherence** to new process

Attitude change = Behavior change

Staff Buy-In To Support Change

Psychological Empowerment:


- **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”

Making the Change Stick

- Validate feelings: Change is challenging!
- Provide feedback
 - Reward behavior you want to see more of
 - Notice staff doing it right and reward them immediately
 - Consider an employee reward system
 - Set goals for team to attain, to help staff gauge progress and maintain motivation
 - Discuss clinical data collected, training activities and best practices/policies from this project
 - Team Communication Guide will assist with this

Challenges to Implementing Changes

- Prioritization
- Lack of Champions
- Tailoring
- Workload and Workflow
- Lack of Leadership
- Poor communication



Explain risks, involve team, find champions, tailor project to your facility, incorporate changes into daily workflow, and engage leaders at all levels

STRATEGIES FOR IMPLEMENTATION

Strategy: Explain Risks, Involve Team

- General perception in the field that CAUTIs do not cause many complications and deaths
- *C diff*, multi-drug resistant organisms (MDROs) such as MRSA and VRE, and other infections/harms tend to be higher priorities for nursing homes



Strategy: Find Champions

Staff Leadership

WHO

Facility Team Lead, Administrative Champion, Nurse Champion, Physician Champion

RESPONSIBILITIES

Promote project goals, including securing resources and staff time for training and QI efforts

Core Team

Infection Preventionist, Frontline Staff Champion, Nurse Manager Staff Educator, Staff Leadership

Support & mentor direct care staff, educate residents/families, provide training, communicate with clinicians, collect & report data

Ad Hoc Team

Housekeeping, Maintenance, Social Services, Nutritionists, Pharmacy Staff, IT, Residents, Family Member Advocate

Understand goals of project, attend meetings, implement discipline-specific protocols

Strategy: Tailor to your own facility

- Assess current status, then modify your approach to CAUTI based on context & circumstances
- Solutions at each facility may be different
- Examples:
 - Educating nurses and aides about urinary catheters
 - Identifying who assesses for catheter appropriateness
 - Focusing on infection prevention skills training

Strategy: Incorporate changes into daily workflow

- The intervention(s) should become part of the workflow
- Implement new processes into a routine and have it be a team effort

Strategy: Engage leaders at all levels

- Leadership at various levels is important, especially at the Director of Nursing and Nursing Home Administrator levels
- Invite leadership at the front lines too (buy-in and involvement from CNAs, nurses, etc.)
- Identify line staff or an administrator that already is or can be that champion
 - Excellent communication skills
 - Willing to try new things
 - Interested in resident safety
 - Well respected
- Facility Team Lead to help manage the process can be very useful



T.E.A.M.S. Bundle

CULTURAL INTERVENTION

T.E.A.M.S. Bundle

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

Team formation

Identify and form a team to:

- Plan, champion and implement this program
- Participate in *Onboarding Webinar #1: “Building Your Team”* on Tuesday, September 23 from **3:30-4:15pm EST/2:30-3:15pm CST/1:30-2:15pm MT/12:30-1:15pm PT**

Excellent communication

- High functioning teams have great communication
- Project will provide:

What	Project-specific examples
Ways to identify potential communication gaps	Safety culture survey, Staff Safety Assessment
Communication tools & strategies to use	Debrief, CUS, SBAR, Check-back, Learn From Defects
Examples of excellent communication	Video vignettes from toolkit, stories from you!
Opportunities to practice skills, talk through difficult conversations and share ideas	Coaching webinars

Assess what's working

- Evaluate current culture
- Attend and participate in webinars and meetings
- Use and try tools
- Re-evaluate culture
- Assess lessons learned and opportunities for their application

Meet monthly

- Review your data
- Decide what safety issue team wants to tackle
- Identify questions to ask faculty/coach
- Assess how team is doing on action plan
- Consider attending webinars together
- Talk about which topics/tools from the webinars you can apply in your nursing home

Sustain efforts

- Start small
- Monitor and check team progress
- Evaluate effectiveness
- Celebrate your wins!
- Consider opportunities for wider or broader implementation

Review: What is the T.E.A.M.S. Bundle?

Team formation to plan and implement program

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TRAINING

Onboarding 4: Enhancing Your Resident Safety Culture

Tuesday, October 23

1:30-2:15pm EST/12:30-1:15pm CST/11:30am-12:15pm MT/10:30-11:15am PT

Bonus Outcomes!

Enhancing culture will:

- Promote information exchange
- Create the capacity to deliver better resident care¹
- Improve clinical outcomes and resident satisfaction

¹Anderson, 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 (every facility is different)
- Couple culture with a clinical focus, like CAUTI
 - No success in improving culture alone
 - Culture alone viewed as ‘soft’
 - Lubricant for clinical changes
- Ultimate goal is to ensure we provide the safest and most effective care for residents
- Preventing CAUTI is a team effort!

Questions?

Any questions or comments from your discussion worksheet?