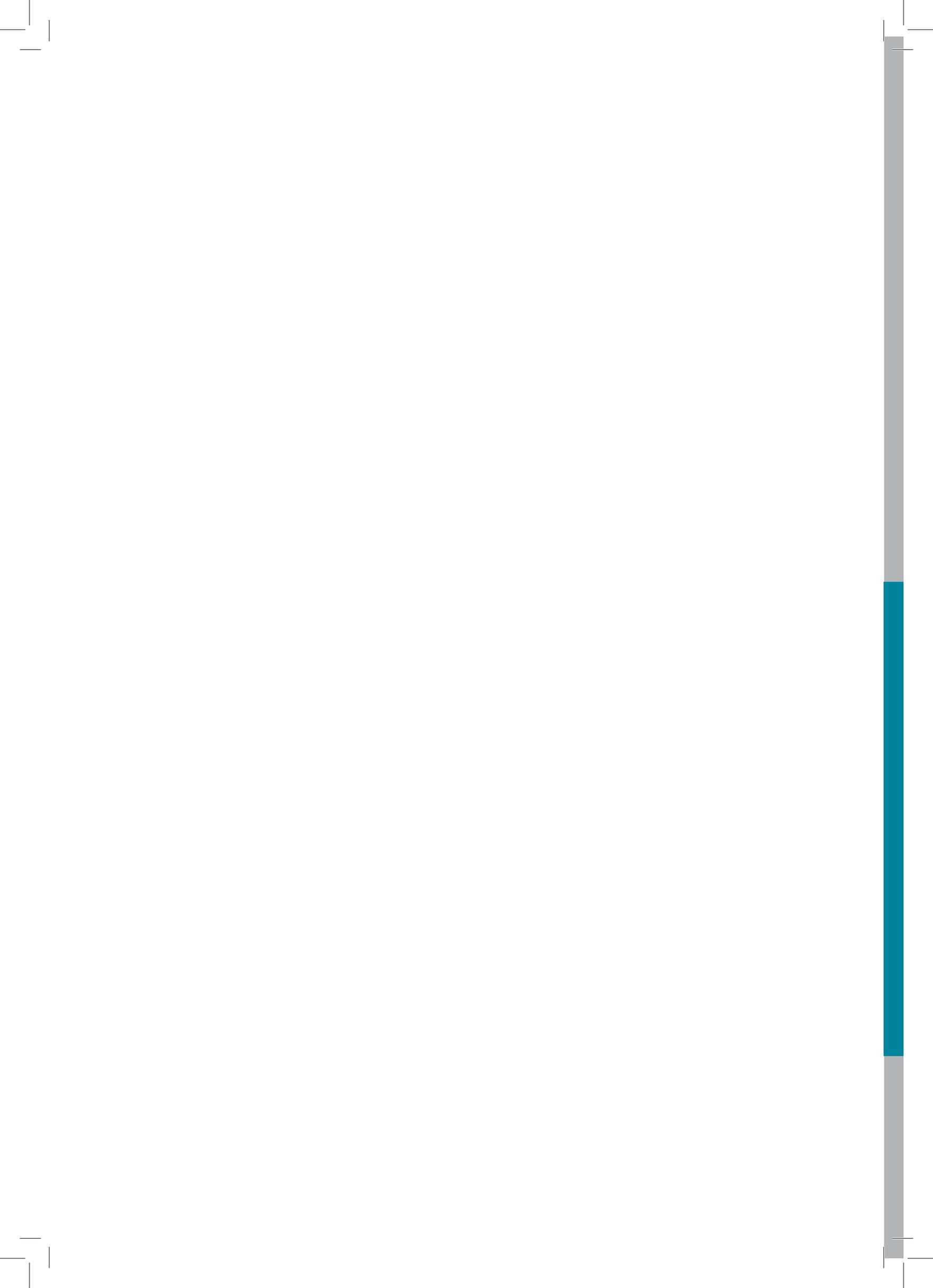




Places to Flourish

A pattern-based approach to foster change in residential care

Introduction



Introduction

“*The asking of a question with passionate concern for its answer, a concern that demands life investment, suggests a door which will sooner or later be found. . . If a new idea triggers a passionate enough pursuit to make suspension or abandonment of previous beliefs or current criteria worth the risk, the new idea can change the reality structure*”

Joseph Chilton Pearce. *The Crack in the Cosmic Egg: Challenging Constructs of Mind and Reality*

The question this resource sets out to address is 'how can we positively change the culture of caring and living in residential care settings so that life for residents and staff can continue to grow and flourish?'

The Need for Change

There is an urgent need to bring new ideas into the culture and design of residential care for older people in Ireland in order to meet the rights and expectations of our ageing population and their families. Creating a person-centred and client-empowered culture, supported by facilities appropriate to the needs of current and future generations of older people requires setting aside older institutional 'command and control' approaches to make space to shape a more desirable place in which everyone can flourish.

To achieve smooth holistic change while working through smaller incremental and piecemeal steps and sequencing, action needs to be couched within a programme of continuous quality improvement in a way that is resilient to internal and external pressures and which is economically sustainable.

The vision in the HSE Innovation Fund Award is – ‘to create a framework for changing the culture of Irish residential care settings for older people which respects their right to home and a meaningful life connected to their families and friends’.

It’s a cultural shift from a task-oriented institutional model to one which supports older people to continue to direct their own lives ‘at home’ supported by consistent and valued teams of healthcare staff.

Background and Rationale for ‘Places to Flourish’

‘Places to Flourish’ has been prepared to support organisations embarking on change programmes in residential care settings. It comprises a rich knowledge resource providing guidelines, case-studies, scenarios, patterns and developmental tools and techniques that can be used in-situ to support residential care organisations on their change journeys.

The resource is set within the context of a HSE-led service innovation programme shaping a framework for cultural change in residential services for older people. The programme addresses an integrated approach to innovation and leadership, person-centred practice, resident empowerment, and spatial reconfiguration. Together these interwoven strands can provide a healthier and life-enhancing place for older people and their carers to live and to work – to flourish.

The need for the programme and the supporting resource, has grown from several parallel and reinforcing seams of activity which include:

- the HIQA National Standards for Residential Care
- the MNPDU sponsored ‘person-centred practice’ project
- training and practice development for allied health workers
- community models such as the Nestling Project in Dundalk
- Teaghlach and related household-oriented initiatives
- the Hospice Friendly Hospitals programme
- The National Advocacy Programme

'Places to Flourish' provides a unifying entry point to approach, connect and engage with these related initiatives through pattern-oriented action and growth.

Inputs to the Resource

Several of HIQAs standards enshrine basic rights and expectations that form a foundation to enable the lives of residents and staff in long term care to continue to grow and develop. They include:

- Each resident's right to privacy and dignity is respected (S.4)
- Each resident can exercise choice and control over his/her life and is encouraged and enabled to maximise independence in accordance with his/her wishes. (S.17)
- Each resident has a lifestyle in the residential care setting that is consistent with his/her previous routines, expectations and preferences and satisfies his/her social, cultural, language, religious and recreational interests and needs(S.18)
- Each resident maintains contact with his/her family, friends and representatives and the local community according to their wishes.(S.20)

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Along with vital learning from the NMPDU's person-centred practice development project and informed by examples of international practice focussed on household transformation, 'Places to Flourish' is also informed by on-going cultural change activity in both the public and private sectors in the Northeast (Ardee) and in West Cork (Clonakilty). In these locations, many of the following key challenges have emerged:

- How to achieve adequate leadership capacity to provide sustainable change agency for cultural transformation?
- How to maintain momentum in a climate of significant resource constraints?
- How to achieve and maintain a holistic perspective that harmonises environmental, cultural and organisational dimensions?
- How to reduce fear and scepticism by demonstrating that new approaches can be successful for the most vulnerable and highest dependency residents?
- How to develop a culture of continuous improvement and shared responsibility?

Together, standards, national practice development projects, international practices, and pilot project feedback have provided an evidence-informed platform and set of principles to underpin the development of this resource.

The set of principles underpinning this resource are:

- Privacy
- Choice / freedom
- Autonomy & independence
- Person-centred & individual
- Safety & protection
- Social & therapeutic relationships
- Dignity
- Quality of place & environment

Quality of Place unfolds to:

- Character
- Sensory experience
- Flexibility/adaptability
- Orientation/way-finding

If the resource is to embrace managers and strategic players then it needs to be seen as 'helpful' to facilitate

“ meaningful critically reflective conversations that lead to support for, and engagement with, the changes that teams initiate as a result of the learning ”

Spanning all of the supporting frameworks and models are a range of core principles that underpin their approaches to quality and action. Through alignment and comparative analysis, 'Places to Flourish' has identified and converged on a small, but inclusive set of principles that can be applied across the range of patterns – as a focus for their observation, analysis, critical reflection, and overall improvement. This convergence to an inclusive set of principles ensures compatibility, integration and traceability across the supporting frameworks.

To provide greater richness for the physical characteristics of 'places', the principle of 'quality of place & physical environment' can be augmented, or further sub-divided to include:

- Character – harmony between people and purpose (homeliness)
- Sensory experience (light, colour, sound, scent, taste, touch, feel, warmth/air)
- Flexibility/adaptability
- Orientation/way-finding

Shaping the Resource: Approach to Learning

There are a myriad of issues that enable or hinder culture change in residential care settings. For transformational change to occur learning needs to be:

- Meaningful to the practice context of the learner
- Challenging of taken-for-granted assumptions
- Adult oriented
- Soulful - learning that engages the learner emotionally
- Creative and engaging
- Targeted on key issues that inspire personal change

Whilst these issues are essential to changing practice, learners need to be helped to **'see them through their own eyes'** and not through the judgemental eyes of others. To this end, 'Places to Flourish' uses a framework derived from the work of McCormack, Walsh and Manley (2008) The unique approach is that of **'patterns'** in workplaces. It is these patterns that have the greatest impact on workplace cultures and practice effectiveness.

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What are Patterns

Patterns describe problems which occur over and over again in an environment or operational context and they describe the core of a solution to that problem in such a way that it can be used a million times over – without ever doing it the same way twice. As such, patterns can be very generalised at a conceptual level while they are absolutely unique at a local implementation level.

The place-sensitive activity patterns are:

- The dining experience
- Entering and leaving
- Getting up and settling down
- Social milieu
- Personal and therapeutic care
- Personal and secret spaces and places
- Dying, death and after death care

'Places to Flourish' has used a 'pattern based' approach to describe a connected and self-reinforcing web of repeating place-sensitive experiences that are at the heart of everyday life in long term care settings.

These patterns are tied to each other in the form of a language, where the bonds between them help to complete the patterns, to fill them out. Together the patterns form an initial, yet coherent picture of life in a long term care setting, capable of generating solutions for unique contexts in an infinite number of forms, with infinite variety.

Workplace Organisational Patterns

Over-lapping these place-sensitive and activity-oriented patterns is the interplay of a set of workplace and organisational development patterns. Patterns emerging from practice development and leadership include:

- **Decision-making:** resident/family participation in decision making, how decisions are made in teams including self-managed teams, use of evidence in practice, collaborative and cooperative working, effective meetings, facilitation of engagement, high challenge and high support, effective communication, roles and role clarification, role sharing competencies needed in residential care and interdisciplinary working.
- **Relationships:** the meaning of community, 'hope enhancing' relationships, human flourishing, family connections, family dynamics and friendships, managing conflict and dealing with challenging relationships in and among teams.
- **Conflict:** ways in which teams embrace innovation, new ideas and culture development, the power and influence of 'harmonious teams', cliques and factions, hierarchical decision-making and control, horizontal violence and environments that are 'psychologically unsafe'.
- **Power use:** the concepts of collaboration, inclusion and participation in and among teams and with residents, friends and families. Approaches to equalise power such as residents' councils, community engagement, feedback and working with emotional intelligence.
- **Learning:** creating learning cultures in workplaces, providing strategies, processes and tools for facilitating work-based learning, reflective learning, action learning, clinical supervision and 1:1 mentorship and coaching.
- **Environment:** looking critically at the practice environment including both the 'built environment' (the physical structure) and the 'metaphorical environment' (the meaning of space and place), how the environment enables and/or hinders effective person-centred practice and resident empowerment, the meaning of spaces and places for teams and residents and how these meanings relate to individual behaviours, responses and emotions.
- **Leadership:** Transformational leadership is increasingly internationally recognised as the most effective form of leadership for facilitating sustained culture change in workplaces/homes. In addition there is a need for strategic leadership to embrace transformational change and facilitate its location in strategic developments in order to sustain culture change.

Practice development and leadership patterns include:

- Decision-making
- Relationships
- Conflict
- Power use
- Learning
- Environment
- Leadership

Using the Patterns

When exploring any or all of the seven place-sensitive patterns within the context of local change in individual settings, staff and residents will challenge, and be challenged by, some or all of the leadership patterns identified.

Each of the seven patterns is set out in a similar format and provides:

- A brief introduction to the problem addressed by the pattern:
- A description of a typical good example of the pattern in a real-world situation.
- A marker to participants about the challenges and difficulties that may be encountered
- A pointer to some reflective activity that will help gain greater insight
- A deeper narrative and exploration about the issues behind the pattern and how they relate to the core principles that have been outlined
- Some suggested areas for place and practice improvement.

Because of the interconnectedness between the patterns, and the unique contexts within which different care settings will be situated, change teams can start with any pattern that addresses their most pressing challenge. As a group work their way through, they will touch connecting patterns that can guide further incremental growth along a holistic pathway forward.

The difference between poetry and prose is not that different languages are used, but that the same language is used, but differently. The same will be true for 'pattern languages'. It will be possible to shape residential care settings by stringing together patterns in a loose or additive way – an assembly of patterns that is neither dense nor profound. But it will also be possible to put together patterns in such a way that many patterns overlap in the same activity and space. Here the place becomes dense, it has many meanings, and through its density, it becomes profound. This rich set of interlocking connections can enrich the lives of those living in the place, creating the opportunity for everyone to flourish.

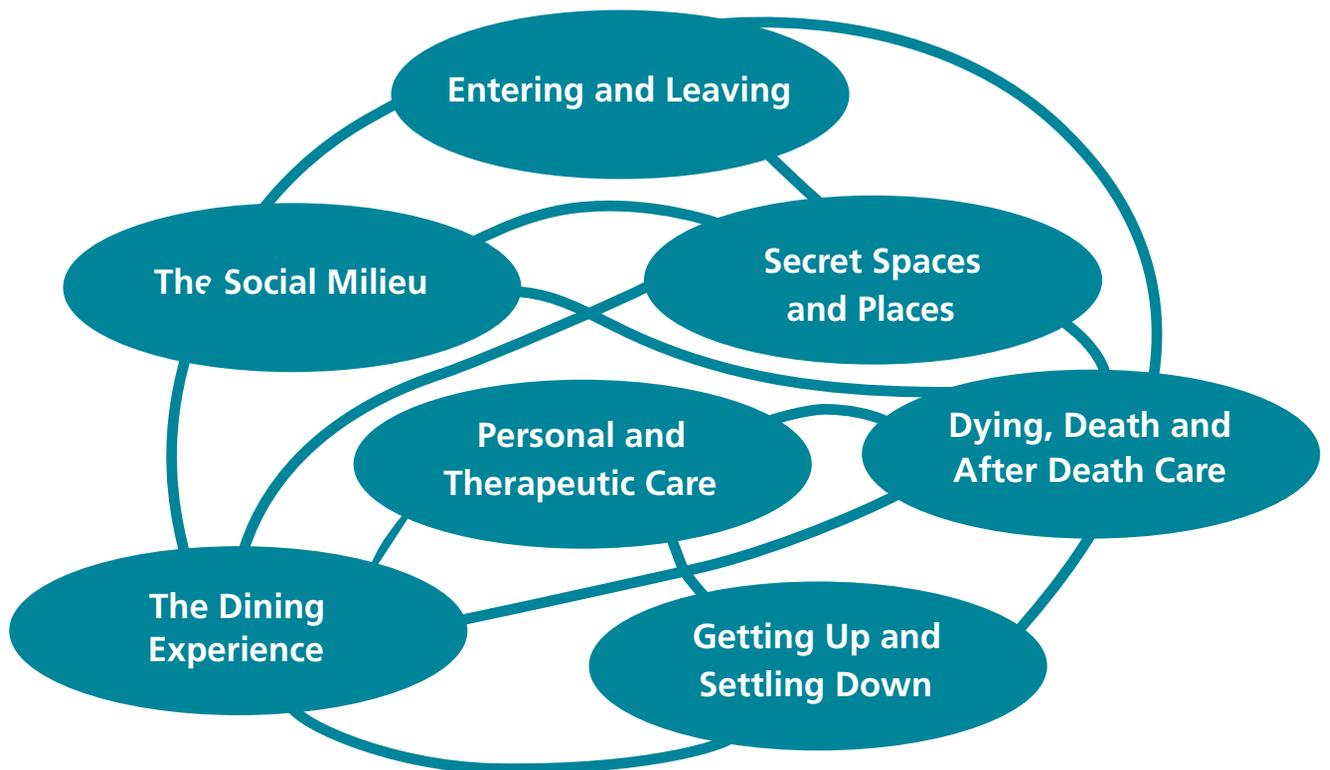


Fig 1 A Pattern Language – Ties Between the Patterns

The pattern approach in 'Places to Flourish' should help groups to observe, analyse, reflect and envisage improvements to the culture of care in their own setting. Patterns point to a broader set of complementary tools and techniques that can be used to support the detailed planning, action, adaptation and evaluation of subsequent change initiatives. A range of these action tools and techniques will be aggregated on a forth-coming web-site, and several of them are directly referenced within the pattern descriptions.

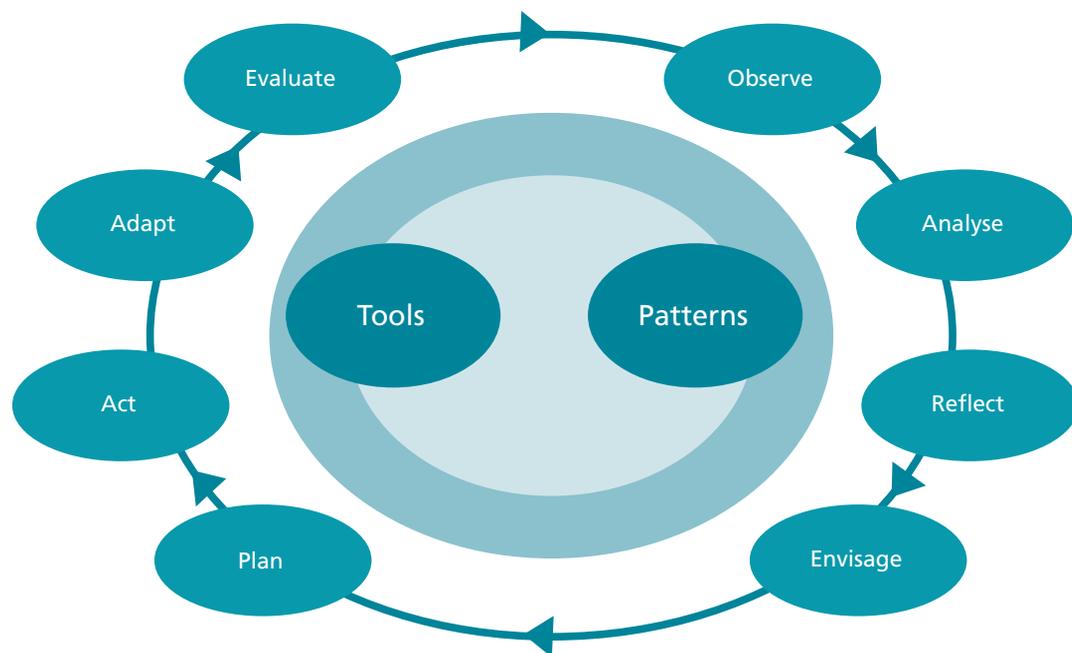


Fig 2 Patterns and Tools

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