Expanding Culture Change to All Nursing Homes: Challenges and Policy Approaches

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CULTURE CHANGE: MOVEMENT OR MODEL?
Multiple meanings of culture change

- A philosophy or movement
  “[T]he national movement for the transformation of older adult services, based on person-directed values and practices…”
  --[Pioneer Network (2014)]
- A model of nursing home care delivery
  - Artifacts of culture change [Bowman and Schoeneman (2006)]
  - Essential attributes [Colorado Foundation (2006)]
  - Intent to optimize quality of life [Shier et al. (2014)]
- Movement and delivery model both important

General agreement on model attributes

<table>
<thead>
<tr>
<th>Essential Attributes</th>
<th>Artifacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident direction</td>
<td>Care practice</td>
</tr>
<tr>
<td>Homelike atmosphere</td>
<td>Environment</td>
</tr>
<tr>
<td>Close relationships</td>
<td>Family and community</td>
</tr>
<tr>
<td>Staff empowerment</td>
<td>Workplace practice</td>
</tr>
<tr>
<td>Collaborative decision making</td>
<td>Leadership</td>
</tr>
<tr>
<td>Quality improvement processes</td>
<td>Outcomes</td>
</tr>
</tbody>
</table>

--Colorado Foundation (2006)
--Koren (2010)
--Bowen and Schoeneman (2006)
NURSING HOMES HAVE TO SURVIVE IN A MARKET

“Follow the money” in assessing approaches to expanding adoption of culture change.

Most nursing homes have a bottom line

Nursing Home Ownership

Source Harris-Kojetin et al. (2013)
Survival depends on mix of payers

Nursing Facility Residents by Primary Payer

KFF (2013), Fig. 3.

Nursing homes compete with other settings

<table>
<thead>
<tr>
<th>Type of Facility</th>
<th>Number of Facilities</th>
<th>Number of Residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Homes</td>
<td>15,682</td>
<td>1,396,448</td>
</tr>
<tr>
<td>Residential Care</td>
<td>31,000</td>
<td>733,300</td>
</tr>
</tbody>
</table>

Source: Kemper (2013)
FRAMEWORK: HIGH-PERFORMANCE WORKPLACE

High-performance workplace framework

• Development of theory
  – Management and economics fields
  – In study of other industries

• Culture change
  – Developed largely independently
  – Has some similarities

• Framework is useful in analyzing expansion

Source: Bishop (2014)
Basics of high performance workplace framework

- Distinguishes two types of management
  - Low-road: Jobs are standardized, routinized, heavily supervised, and require limited skill
  - High-road: Jobs with responsibility for quality, less supervision, and require greater skill

- Benefits of high-road in other industries
  - Greater productivity
  - Product with higher quality, higher value

- Greater quality → better able to compete in market

Source: Bishop (2014)

High performance work practices

In Common with Culture Change
- Training in general and specific skills
- Cross-training, expanded jobs
- Flexibility in how job is done
- Self-managed teams
- Frontline worker participation in decision making
- Job-specific information sharing

Less Emphasized or Missing
- Flattened supervisory hierarchy
- Training in enterprise goals
- Enterprise-wide information sharing
- Incentive pay for performance and increased skills acquired on the job
- Employment security
- Recruitment for skills, attitudes

Source: Adapted from Bishop (2014), Table 1.
Implications of high-performance workplace theory

- Expansion of culture change requires that nursing homes benefit from higher quality in the market
- Work practices missing from culture change model
  - Selective recruiting
  - Job security and increased pay for skills and abilities

“Ideally, the nursing home culture change work force could move from high turnover, low wage, low skilled work to selective, higher wage, high retention work, with respected skills and knowledge of residents developed on the job.”


CULTURE CHANGE ADOPTION

Partial adoption of practices is prevalent; total adoption is not
Practices adopted are driven by market
Partial adoption of culture change is prevalent, but total adoption is not.

Adopters total NH: 13%
Adopters part NH: 20%
Partial adoption: 52%

Culture change adopters are more often CCRCs and non-profits than traditional nursing homes.

Source: Adapted from Miller et al. (2014), Fig. 1.

Source: Adapted from Grabowski (2014), Table 2.
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Peter Kemper, PhD

Staff empowerment practices appear unrelated to percent Medicare residents

Adoption of culture change practices (based on survey scores)

Source: Lepore (2011)

Adoption of environment and resident practices increase with percent Medicare residents

Adoption of culture change practices (based on survey scores)

Source: Lepore (2011)
### Challenge of Culture Change Implementation

Survey of clinical managers about implementing Better Jobs Better Care

To what extent have the following helped or hindered efforts to implement BJBC?

<table>
<thead>
<tr>
<th></th>
<th>Helped a great deal</th>
<th>Helped somewhat</th>
<th>Neither</th>
<th>Hindered somewhat</th>
<th>Hindered a great deal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover of direct care workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover of other staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The level of engagement of direct care workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Kemper et al. (2010)
### Factors that disproportionately helped

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percent</th>
<th>Helped</th>
<th>Hindered</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average for reference</strong></td>
<td></td>
<td>43</td>
<td>12</td>
</tr>
<tr>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head</td>
<td></td>
<td>66</td>
<td>6</td>
</tr>
<tr>
<td>Supervisors</td>
<td></td>
<td>68</td>
<td>7</td>
</tr>
<tr>
<td>Direct care workers</td>
<td></td>
<td>53</td>
<td>16</td>
</tr>
<tr>
<td>Organizational</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td></td>
<td>61</td>
<td>15</td>
</tr>
<tr>
<td>Policies</td>
<td></td>
<td>60</td>
<td>7</td>
</tr>
</tbody>
</table>

- Above average: 21

### Factors that disproportionately hindered

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percent</th>
<th>Helped</th>
<th>Hindered</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resources</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct care worker time</td>
<td></td>
<td>38</td>
<td>28</td>
</tr>
<tr>
<td>Other staff time</td>
<td></td>
<td>39</td>
<td>31</td>
</tr>
<tr>
<td>Resources</td>
<td></td>
<td>35</td>
<td>27</td>
</tr>
<tr>
<td><strong>Competition</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providers</td>
<td></td>
<td>21</td>
<td>15</td>
</tr>
<tr>
<td>Labor market</td>
<td></td>
<td>25</td>
<td>17</td>
</tr>
<tr>
<td><strong>Turnover</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td>19</td>
<td>3</td>
</tr>
<tr>
<td>Direct care worker</td>
<td></td>
<td>26</td>
<td>16</td>
</tr>
</tbody>
</table>

- Above average: 22
Implementation conclusions

• Management change faces major barriers
  • Limited staff time and resources
  • Labor market and provider competition
  • Turnover itself
• To overcome the barriers managers need:
  • Engagement of staff at all levels
  • A positive culture
  • Resources---both staff time and money

Source: Kemper et al. (2010)

APPROACHES TO EXPANDING CULTURE CHANGE

Advocacy and collective action
State and federal policy
Adoption home by home
Advocacy and collective action for system-wide change

- Advocacy: Pioneer Network, many earlier
- Lessons from NC and AR coalitions
  - Recognize importance of strong leadership
  - Include state agencies, other key stakeholders
  - Respect for the role of structure and process
  - Develop shared vision—but incrementally
  - Develop relationships for sustainability

NC source: Brannon (2009); AR source: Beck (2014)

State and federal policy

- Policy tools are blunt instruments
- States have been most active in policy
- Large number, variety of (modest) efforts
- But indicative of strong policy interest
- Specific policies target different culture change practices
Culture change elements affected by policies

<table>
<thead>
<tr>
<th>Policy</th>
<th>Essential Elements of Culture Change Affected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Leadership &amp; Empowerment</td>
</tr>
<tr>
<td>Payment &amp; tax policy</td>
<td></td>
</tr>
<tr>
<td>Pay for performance</td>
<td>✓</td>
</tr>
<tr>
<td>Investment incentives</td>
<td></td>
</tr>
<tr>
<td>Regulatory policy</td>
<td></td>
</tr>
<tr>
<td>Supportive survey process</td>
<td></td>
</tr>
<tr>
<td>Staffing and certification</td>
<td>✓</td>
</tr>
<tr>
<td>Other policy</td>
<td></td>
</tr>
<tr>
<td>Public reporting, recognition</td>
<td></td>
</tr>
<tr>
<td>Training &amp; career advancement</td>
<td></td>
</tr>
</tbody>
</table>

Key: Essential elements ✓ most affected; ✓ sometimes affected

Source: Stone (2014)

Implementing culture change home by home

- Management practice change requires resources and sustained organizational commitment
- Leaders should adopt high-performance workforce
  - Selective recruiting for skills and attitudes
  - Job security and increased pay for skills and abilities
- Leaders should:
  - Plan to pay for staff time for training and team work
  - Anticipate staff turnover
SUMMARY AND CONCLUSIONS

Summary

- Movement and delivery model lens, both relevant
- Key work practices often missing
  - Selective recruiting
  - Job security and increased pay for skills and abilities
- Culture change adoption:
  - Partial adoption is prevalent
  - Total adoption is not
- Market drives culture change practices adopted
Summary (cont.)

- Seek to expand culture change? Follow the money
- Culture change implementation
  - Implementers face many barriers
  - Overcoming them requires staff time and engagement, resources, and a positive culture
- Multiple approaches to expanding culture change
  - Advocacy and collective action
  - State and federal policy
  - Implementing home by home

Conclusions

- Add high-road work practices to culture change
  - Recruiting for skills and attitudes
  - Job security and pay for performance and acquiring skills
- Reward culture change on earth as well as in heaven
- Beware of amenities in culture change clothing
- Beware of 2 tiers in markets & within nursing homes
  - Culture change for the rich; traditional institutions for the poor
  - Culture change for the post-acute; traditional care for the long-term
- Pursue multiple incremental approaches to expansion
REFERENCES


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