

Transformative Culture Change

It is time for Ontario to reform its long-term care home system by undergoing a transformative culture change that improves quality care.

Innovative models, using the guiding principles of transformative culture change have been implemented in some long-term care homes both in Canada and internationally.

What is it?

Transformative culture change means:

- Using a relationship-based approach to care where residents, staff and families feel part of a community and are treated with dignity and respect;
- Setting up small home-like environments;
- Providing more hours of direct care for residents;
- Employing full time, well-paid staff, who are trained in empathy and culture change;
- Recognizing families and caregivers as integral members of the team;
- Engaging volunteers who are trained in empathy and culture change.

Key Messages:

All the key messages need to be operationalized within a transformative culture change approach in which quality care is understood as a relationship where residents, staff, volunteers, and families are treated with dignity and respect.

Staff and Volunteers

Working Conditions

- Value, support, recognize and respect all staff and volunteers for their work.
- Provide fair compensation with fitting salaries and benefits including sick leave.
- Ensure staff positions are full-time wherever possible with staff dedicated to working only in one long-term care home and with realistic workloads.
- Provide more hours for direct care.

Recruitment and Retention

- Recruit staff and volunteers who exhibit emotional intelligence, empathy, compassion, have a willingness and ability to learn new approaches, and work as a team.
- Actively involve staff and volunteers in decision-making that is integral to better resident care.

Education / Training

- Educate staff and volunteers on relationship-based approaches.
- Strengthen staff and volunteer skills in empathy, social interaction and team work.

- Provide timely, on-the-job continuing education for staff and volunteers that is responsive to changing residents' needs.

Infrastructure

Many LTC homes in Ontario are old and outdated with some residents living four to a room and sharing one bathroom.

- Support shift from institutional to home-like environments.
- Require facilities (existing and new) to create an environment that supports a culture of person-centred care, shared living spaces, and private bedrooms.
- Shorten provincial timelines for requirement of homes to meet most recent standards for LTC building design.

Inspections

- Use cumulative reports of LTC home inspections and data to guide timely improvements in Ontario's provincial LTC system. Engage family councils, residents, families and front-line staff in this process.
- Evolve the role of LTC inspectors to that of compliance advisors or resource persons who foster a partnership between government funders and providers of care.

Families/caregivers

- Value, support, recognize and respect families and caregivers as part of the community in the home.
- Activate timely and up-to-date communication protocols between families and LTC homes when a crisis occurs.
- Support and help maintain family-resident relationships when a crisis occurs.

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