

# Staff Perceptions of Culture Change

UNIVERSITY OF MARYLAND, BALTIMORE COUNTY, DEPARTMENT OF SOCIAL WORK



## THE PURPOSE

To understand more about the ways that changing the culture in elder care impacts direct care workers. Communities such as Integrate are changing their policies to make their care more person-centered for residents but we know very little about how staff are affected by these changes.

**Name of Investigator** | Nancy Kusmaul, PhD, SCSW-C

**Name of Project** | Direct Caregiver Experience of Culture Change in Elder Care

**Study Sponsor** | University of Maryland, Baltimore County

**Total number of participants to-date** | 12

**Timeline of the project** | 3 years

**Funder** | Original Funding provided by UMBC's Summer Faculty Fellowship. No Current Funding

**Target population** | Direct Care and Management Staff

## WHAT DID PEOPLE DO IF THEY WERE INVOLVED WITH THE PROJECT?

Direct care staff who participated in the project completed a written survey and took part in a focus group with other staff members. Managers who participated took part in an individual interview.

## WHAT DID PARTICIPANTS TAKE AWAY FROM THEIR INVOLVEMENT?

Direct care staff who participated in the project completed a written survey and took part in a focus group with other staff members. Managers who participated took part in an individual interview.

## WHAT ISSUES OR FINDINGS WERE DISCOVERED DURING THE PROJECT?

**Finding:** Direct care staff members are not always clear about what changes are taking place and why.

**Application for senior living professionals:** When implementing changes, it is important to make sure everyone is on the same page and has had the opportunity to ask questions and give feedback.

**Finding:** Implementing change is an iterative process. For every step forward, there are steps that need to be re-approached or reevaluated.

**Application for senior living professionals:** Lay out clear steps for implementation before starting. While not every situation can be anticipated, many challenges can be addressed in advance through thoughtful implementation planning.

## WHAT ARE FUTURE DIRECTIONS AND OPPORTUNITIES FOR PARTNERSHIPS?

This project and data collection are ongoing and there will be continued ways to get involved over time. This project will be expanded across Integrate as Pathways, Integrate's model of person-centered living, is implemented.



For more information please visit [integrateinstitute.org/research](https://integrateinstitute.org/research)