

The Bee Inspired Dementia Care Programme: creating a buzz in care homes

It is widely accepted that excellence in dementia care requires a truly person-centred approach and that the aim should be to support individuals with dementia to experience a state of well-being. Even so, we are uncomfortably aware that whilst we know this should happen, it often does not. Current media reports of poor care in Hospitals and Care Homes indicate that there is still an incongruence between what we know and understand (the theory) and what we do (the practice).

Most care workers want to make a positive difference to the experience and well-being of those they support and it is recognized that, when this is achieved, job satisfaction, morale and commitment rises considerably. The paper: Residential Care and the Workforce published by the Residential Forum highlighted this, identifying that the high staff turnover experienced by the care sector is mainly linked to the nature of the work, with the quality of leadership being the main factor cited for leaving the care organisation. Interestingly, most individuals do not leave the caring role but move to other care organisations, reinforcing the inference that care workers want to continue in the role but are seeking more from their leaders and managers.

This finding is further supported in the Options for Excellence report published in 2006 by the Department of Health which again stated that a key need of care workers is to feel supported in their work by excellent leadership and management

The Bee Inspired Dementia Care Programme was developed by Jackie Pool in response to this need. Over the years she has developed a range of tools that have been proven to enable managers of care services to lead their teams in delivering high quality dementia care.

When the Health & Social Care Partnership, which was part of the Department of Health Regional Presence in the South East, tendered for a provider to work with them on a project to improve the experience of individuals with dementia in care homes, Jackie saw an opportunity to implement her programme on a large scale and to potentially make a difference to the lives of a large cohort of individuals.

The context of the H&SC Partnership project was to respond to the need to address the projected increase in need for care home places that is looming in the next 20 years because of the rising numbers of over-85s in Britain. Even though a comprehensive survey of people in their late 80s showed that eight out of 10 of them happily live independently with no need for daily support from others, the remaining 20% is a large enough number to warrant a focus on the care home sector. Newcastle University's Institute for Ageing and Health predict a need for an 82% increase in the number of care home places - 630,000 extra places - between now and 2030 in order to cope.

But, in line with the objectives of the National Dementia Strategy (NDS), these care home places must provide a quality of experience for those who live there. Objective 11 recommends a number of steps be taken to improve quality of care in care homes by 'assessment of the

residential care provided and the potential for improvement to a more therapeutic environment'. The most recent All-Party Parliamentary Group report on improving lives through cost-effective dementia services supports this drive for improved quality of care across services, including care homes.

Another driver for the H&SC Partnership was the All Party Parliamentary Report on the concern over the high incidence of prescribing of antipsychotic medication and the cost to both the health of individuals and the finances of the NHS. This project was to take the opportunity to work in a creative way, utilising behavioural and social methods, including meaningful activity, as a viable alternative to antipsychotic medication.

The Bee Inspired Dementia Care Programme commenced with the project Homes in March 2011 and the key aims were:

- To improve the awareness and understanding of dementia amongst leaders and managers of 32 care homes in the south east of England
- To address objectives 10 and 13 of the NDS and to improve the experience of people living with dementia following the All Party Parliamentary Group report and the Anti Psychotics Review, on the actual experience of people in care settings:

This article describes the experiences of the first 6 months of the project. An independent evaluation was also commissioned by the H&SC Partnership from BCD Care Associates. Their findings will be available via the H&SC Partnership web site; papers will be published and learning will be shared in partnership with Skills for Care.

Why 'Bee Inspired'?

The aim is to 'create a buzz' and energise care settings making them fun and inspiring places to live and work.

The focus of the leadership programme is to establish a care team's aspiration for the place that they work in and their role in achieving that. Creating a shared vision is the first step to motivating and inspiring them to deliver care to the 3 Bee Inspired Dementia Care principles:

1. A Bee Inspired Dementia Care team is fully engaged in delivering excellent and ethical person-centred care
2. Care workers must receive person-centred care from their organisation in order to deliver it to others
3. Bee Inspired Dementia Care practitioners are buzzing with energy, positive and relationship-focused

What is in the Bee Inspired Toolbox?

- Lead Practitioner Manual
- Measures of staff behaviours as evidence of their well-being
- Measures of the dementia friendly physical environment
- The Pool Activity Level (PAL) Instrument for occupational profiling
- The Alzheimer's Society guide to the dementia care environment
- The Facilitation Skills Supervision Tool
- Training and development programmes

Outcomes that can be used as evidence of good care

The Bee Inspired Dementia Care Toolbox Measures assess the therapeutic level of the care setting.

Beginning with the Bee Inspired Dementia Care principle that care workers must receive person-centred care from their organisation in order to deliver it to others, the **Workforce Well-being Measure** identifies the self-confidence, self esteem, motivation and purposefulness of staff by identifying and measuring their person-centred behaviours.

The Workforce Well-being Measure can be used as individual staff appraisals and also as a whole team measure - these can even be used as a performance indicator for supervisors.

The **Physical Environment Measure** audits a care setting against 40 features for a helpful environment for individuals with dementia, creating less bewildering places to live in and reducing distress related behaviours.

Both measures automatically create a '**Total Therapeutic Environment**' report that can be used to plan further developments and show as comparisons over time, giving useful evidence to support in-house development, management and also for commissioners and inspectors

The Bee Inspired Dementia Care Toolbox is packed with practical tools, resources, and sources of inspiration that empower individuals and teams to initiate and maintain effective change. In addition to the baseline and outcome measures, Bee Inspired Dementia Care Inspired Leaders are guided to introduce reflective practice approaches and effective **supervision tools**, training tools, plans and supporting books.

The **Pool Activity Level (PAL) Instrument** for occupational profiling is included in the Toolbox. This Instrument enables care workers to use a strengths based approach to understanding the abilities of individuals with dementia and to plan how to facilitate individuals to use these abilities. Care workers achieve a sense of job satisfaction from being able to make a difference to the quality of experience of those they are supporting. This is reflected in subsequent Workforce Well-being measures which identify the rise in this fulfillment of care workers.

On successful implementation the Bee Inspired Dementia Care Leader will have evidence to support their application to become a Dignity in Care Champion.

The Bee Inspired Programme

The programme consists of a 3 day Leadership course and the provision of a Toolbox to enable the Lead for Dementia Care and the senior team members of a dementia care setting to work with their teams to deliver excellent and ethical dementia care.

The Bee Inspired Dementia Care Tools are mapped to the 10 Dignity in Care challenges, providing the successful Bee Inspired Dementia Care Leader with evidence to become a Dignity Champion.

Mentoring

The programme includes a mentoring service with the Bee Inspired Trainer keeping contact and offering advice and support to the Lead Practitioner in the care setting. Ongoing support ensures that the Lead Practitioner is not on their own when implementing the tools. Using a blend of remote email, telephone and Skype sessions plus onsite meetings, the Bee Inspired Dementia Care Leader will be supported to lead the team in:

- Implementation of the tools in the Bee Inspired Dementia Care Toolbox.
- Creating an inspiring care setting using a range of approaches and events
- Developing the physical environment to be 'dementia friendly'

Workforce development

The role of the Leader is to support an excellent and ethical care workforce. This is achieved through role modeling, demonstration, training and positive work reinforcement. The Bee Inspired Dementia Care Leadership programme includes learning about the national dementia qualifications and resources.

Project Results

The initial invitation to care homes in the South East were sent via Local Authorities and Skills for Care workforce development leads. Two participants from each Home were invited to attend the 3 day course which was run at a central London venue on four occasions. The response was staggering and the 64 places, which were offered on a 'first come' basis were filled in the first day.

Of the 32 care homes that applied to participate in the project, 28 actually participated as some were unable to attend. Of the 64 participants invited, 55 attended.

The size of the Homes had a range of registered places with the highest number (35%) having between 31-50 places. All of the participating Homes had individuals with dementia receiving their services with the majority (54%) having over 90% of residents with some form of the condition.

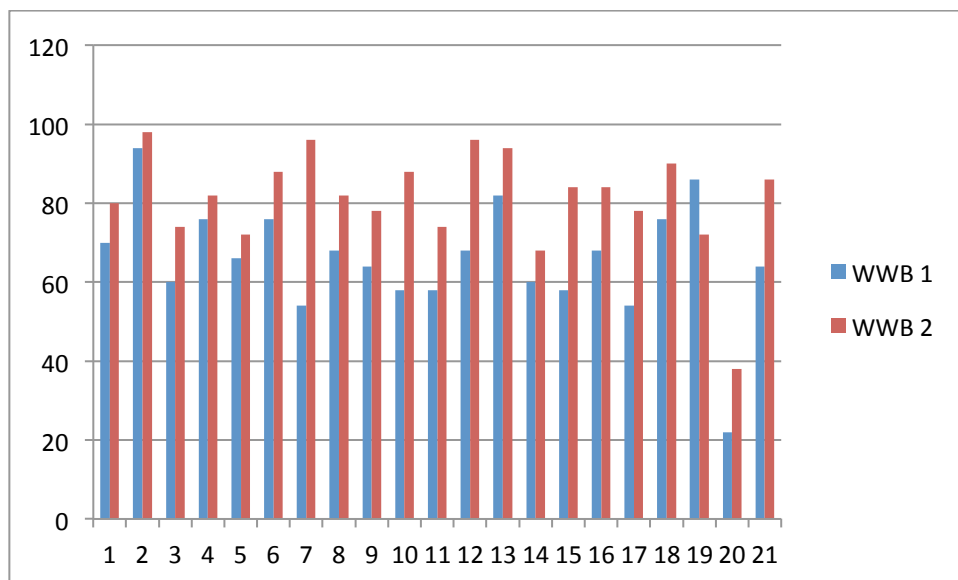
The 28 homes in attendance have a total of 1,165 registered places between them – so the programme had the immediate potential of benefiting that number of residents (and an unknown

number of family and friends who might also experience the impact of any changes in staff behaviour). The programme had potential for reaching 1,335 staff (total in all homes) of these, 970 are care staff.

Workforce Well-being

This is measured by scoring against 25 indicators of person-centred behaviours in the team, with the belief that being person-centred is a reflection of a state of well-being in an individual. The measures can be completed for each individual within the team, as a form of appraisal and also can be completed as a team score to indicate the team status. The initial average Workforce Well-being, completed as a baseline measure by the senior management teams, within each of the 25 Homes who returned this information was 65.76%. At 3 months, following implementation of the tools in the Toolbox to improve staff facilitation skills, and to develop the physical environment, the average Workforce Well-being had risen to 81.05%. This average was taken from the 21 Homes who returned their second sets of measures.

Workforce Well-being Baseline (1) and Outcome measures (2) at 3 months



Therapeutic Physical Environments

This is measured by scoring against 40 design features that will be enabling to an individual with dementia. The measures are completed by walking round the home and auditing how many of these features there are. The baseline measure within each of the 26 Homes who returned this information was 49.58%.

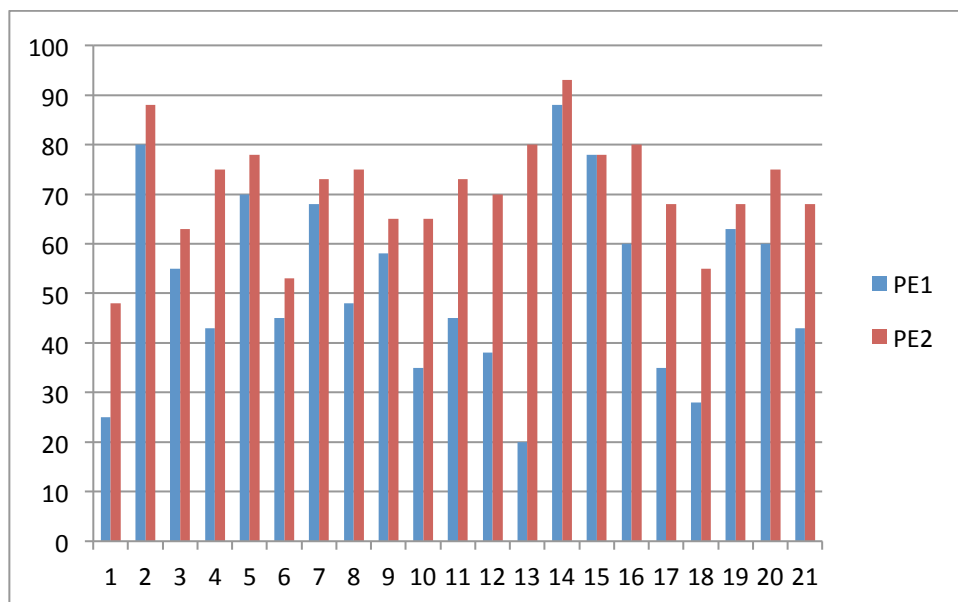
The baseline measure was then used by each Home as a catalyst for the development and implementation of plans to improve the physical environment by addressing any lack of enabling features. The provision of the Alzheimer’s Society Guide to the dementia care environment

supports the care teams with ideas for improving their care setting. Many of the teams went far beyond what is in the book, with imaginative approaches to improving the settings.

The team spirit and sense of fulfilment in working together to improve the physical setting contributed to the sense of Workforce Well-being, with anecdotal reports of the positive effect of team building during the creation of more helpful environments and the reduction of falls.

At 3 months, the average level of therapeutic physical environments had risen to 69.95%. This average was taken from the 21 Homes who returned their second sets of measures.

Therapeutic Physical Environment Baseline (1) and Outcome measures (2) at 3 months



Total Therapeutic Environments

The belief that a Total Therapeutic Environment for individuals with dementia should pay equal attention to the physical and the social environments is reflected in this outcome measure which combines the Workforce Well-being score with the Therapeutic Physical Environment score.

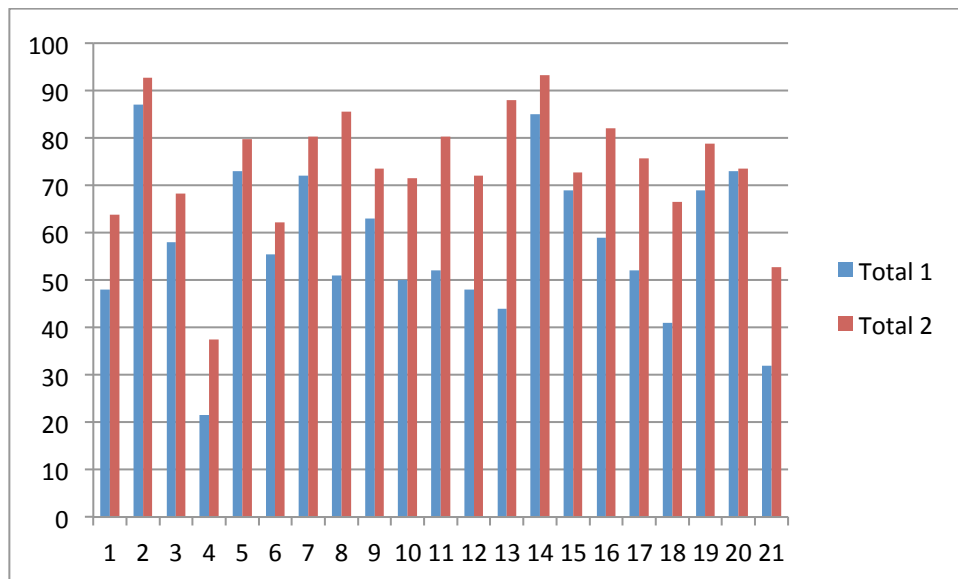
Whilst the two measures that make up this combined score offer detailed information that can be used to identify the current situation and what needs to be developed, this Total Therapeutic Environment score can be used as evidence for the whole care service. This is particularly helpful to the team in providing them with positive feedback and the motivation to continue with their Bee Inspired Dementia Care approaches. It is also helpful for commissioners and regulators of their services.

To encourage a progression towards a Total Therapeutic Environment, Jackie Pool Associates offers an endorsement visit when the total score reaches 70% or above. The first Endorsement was

awarded in October to Sunrise of Esher. The two members of their team (Anita Wales and Hilary Hooper), who participated in this Bee Inspired Leadership programme, worked hard to overcome some obstacles to implementing the Bee Inspired Dementia Care Tools and their ideas for improving their care setting, saying: ‘we recognize that there is a lot we do well, but we want to be the best!’.

The baseline measure within each of the 26 Homes who returned this information was 57.67%. At 3 months, the average level of Total Therapeutic Environments had risen to 75.50%. This average was taken from the 21 Homes who returned their second sets of measures.

**Total Therapeutic Environment (WWB and Physical Environment combined)
Baseline (1) and Outcome measures (2) at 3 months**



Areas to be addressed

Immediately after the first two days of the course, some participants reported difficulties using the technology involved in completing the Microsoft Excel Spreadsheet and required some individual coaching. The availability of the Bee Inspired Dementia Care Trainer to provide ongoing support for this and any other issue was beneficial and has been built into the programme as a Mentoring service.

Day 3 of the course was held three months after the initial two days. Only two homes reported an issue with lack of time to implement the assignments they were given to complete prior to this day, which is a reflective day to explore experiences from implementing the tools and ideas.

Only two homes were doubtful about the usefulness of the tools, saying that their residents are ‘end stage dementia’ and therefore not appropriate. This certainly instigated some debate amongst the participants during the course. Interestingly both of the homes who expressed

these doubts, have since made significant improvements in both their workforce well-being and in their physical environment measures.

Some Homes have advised that they have found it difficult to change the attitudes and practices of long-standing staff whereas other Homes report the opposite, that their core team of loyal staff are working in a person-centred way, but it is taking time to develop the same skills and attitudes in new staff. This highlights the need to support each member of the team in order to make a difference to the culture within the entire team. The use of the Workforce Well-being measure as an individual appraisal as well as a team measure enables a view of the impact of individuals and of workforce turnover. This information can then be used to identify solutions to improving the team spirit and a consistent culture of care.

The future is 'Buzzing'

During the 3 day leadership course, there were excellent responses to the concepts of driving up the energy in the care setting; team building and, sharing aspirations and visions with the team. The idea of aiming to be inspirational as a Leader was embraced as a positive role.

There have been ongoing anecdotal reports, received from participants in the project, of increased activity engagement and the reduction of falls. Several homes have reported that their CQC Inspection reports have been highly positive following the implementation of the Bee Inspired Dementia Care programme. Zipporah Mbugua of Coxwell Hall and Mews said 'Our home has had an inspection and they were really impressed. No requirements and they were really pleased by the interaction level between resident and staffs and also the positive changes in the home. The course was a real benefit.'

Personal reflections from the participants in the project reported the following benefits:

- Getting the Directors to adapt the environment to be 'dementia friendly'.
- Staff collecting life history of residents, creating a Therapeutic environment for dementia clients
- Identify training needs for staff, supporting staff, allowing staff to self assess themselves and make changes to practices
- Better activities – residents and staff enjoying these
- The Pool Activity Level (PAL) Instrument was amazing in really engaged well with the residents. Setting up activity according to individuals (abilities and needs) was fantastic and quite an emotional journey as the evident achievements and fulfillment shown in the residents.
- All staff are enthusiastic about the programme – staff are asking families for ideas for personalizing rooms.
- It was an awakening for the Home – we targeted issues and found solutions
- We discovered lots of things when we used the PAL and it fostered good relationships with the families

- We completed the Facilitation Skills Supervision Tool with all team members – excellent assessment tool, discovered quite a few things about my colleagues who responded positively
- We were able to recognize areas that needed to be improved upon – colleagues and staff were keen to adapt and reform their ideas
- The staff supervision tool is a really useful tool for staff development and understanding
- Staff creativity has been inspired
- We now understand why you put 'buzz' on everything (admittedly we thought, oh... yeah... ok), but really the place is buzzing!

The learning from this programme is to be shared widely with key partners including Health and Social Care at local levels and through National networks.

Bee Inspired Dementia Care programmes are being used successfully in care homes, day care, community care and hospital settings around the UK.

The demand for the programme is rising as the evidence grows to show how a systematic programme with a set of tools to support the dementia care team, really can make a difference to the experience of individuals with dementia and those who provide care and support. The recent partnership with Dementia UK to deliver the leadership course and mentoring to Bee Inspired Lead Practitioners will enable the programme to deliver effective and sustainable truly person-centred dementia care.

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