

**MERIT Results Worksheet - SAMPLE**

Use this worksheet with your MERIT results to develop an action plan for greater model fidelity.

**MERIT Scales / Subscales / Alternate Scales / Best Life / Additional Questions**

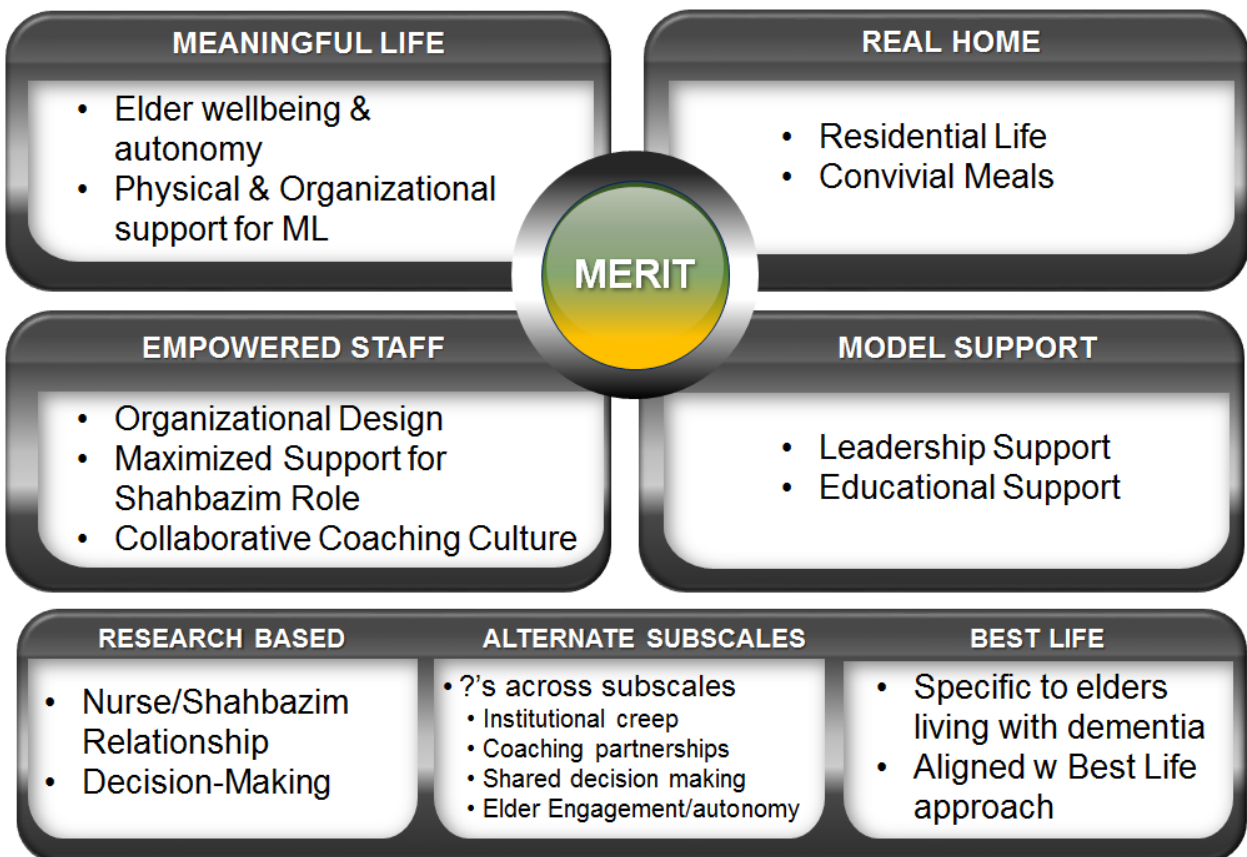
**The Model Enrichment Resource and Integrity Tool (MERIT)**

The MERIT Staff Assessment is an annual online multi-stakeholder assessment designed to evaluate the application of the core values of Real Home, Meaningful Life, and Empowered Staff in Green House homes. The MERIT Staff Assessment was developed through a collaborative process with Green House peers, utilizing relevant Green House research. It is administered annually. All those who work in Green House homes or support the operation of Green House homes participate. This includes Shahbazim, Nurses, Guides, Directors of Nursing, Administrative staff, C-Suite leaders, Clinical Support Team Members (therapists, social workers, life enrichment staff, dieticians, dietary managers, housekeeping supervisors), and Sages.

**Response options for each question are on a five-point scale using the following answer options:**

1. Definitely Untrue
2. Not Very True
3. Somewhat True
4. Mostly True
5. Definitely True

Participants may also select the option, "Can't Say". Generally, a "Can't Say" response is due to the respondent not knowing the answer or, for one reason or another, not feeling comfortable giving a response to the question.



**How to make the most of your MERIT Report – and develop a Plan of Action**

1. Listen to the MERIT webinar recording of how to make the most of your MERIT report. Read through sections 1-3 – note any areas of surprise/concern.

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2. Evaluate the participation numbers (N) over the last three years (page 7). **This year = 59**

From previous years, did the current year participation numbers:

improve / stay the same / or get worse?

How many total stakeholders are eligible to participate in MERIT (remember, it is all those who work in the Green House homes or support the homes).

68 = total stakeholders who should participate in MERIT. Set a goal to increase participation rates for the following year.

**SECTION 1 – THE EXECUTIVE SUMMARY**

3. What is your overall MERIT result in this year? 4.25? (page 7 of MERIT report)

From previous years, did the results: improve / stay the same / or get worse?

How does your overall result compare to GHP peers? better than peers

MERIT SCALES			
REAL HOME	MEANINGFUL LIFE ★	<u>EMPOWERED STAFF</u>	MODEL SUPPORT
MERIT SUBSCALES			
Residential Life	Physical & Organizational Support for ML	Organizational Design for Empowerment	Leadership Support
Convivial Meals	Elder Wellbeing & Autonomy ★	Maximized Support for Shahbazim	Educational Support
		<u>Collaborative Coaching Culture</u>	

4. In the above table ★ the highest MERIT Scale (page 8) and highest MERIT Subscale (page 10).

- In the above table circle the lowest MERIT Scale (page 8) and lowest MERIT Subscale (page 10).
- Review page 11 to see the three-year trends for your organization at the MERIT Subscale level. What do you notice? Is the organization trending up/trending down/staying the same? Make note of opportunities in the three-years' trends:


*our results are trending down for the past three years. The biggest decline has been in collaborative coaching culture (a decline of .53 since 2017) and model support - educational support (a decline of .59) and leadership support (a decline of .45)*

- Review the Additional Model Fidelity questions (pages 12-15). Identify areas of strength and opportunity related to each category. In which areas are you similar to GHP peers (blue bars), which areas are strengths (green or orange bars), and which areas are opportunities (green or orange bars)? Circle strength/opportunity and make comments below.

CATEGORY	Identify strength/ opportunity (circle)	Comments
REAL HOME	STRENGTH	
	OPPORTUNITY	
MEANINGFUL LIFE	STRENGTH	
	OPPORTUNITY	
EMPOWERED STAFF – SAGE ROLE	STRENGTH	<i>our sages primarily serve Elders and/or families. Their ideal role is to support the Shahbazim.</i>
	OPPORTUNITY	
EMPOWERED STAFF	STRENGTH	<i>For empowered staff we are pretty consistent with GHP peers. 89% of our team responded that Empowered Staff is an improvement over a traditional environment.</i>
	OPPORTUNITY	
MODEL SUPPORT – EDUCATION – NEW HIRE	STRENGTH	<i>22% of responses said they haven't received GH training. Most of training occurs on the job only - although 86% feel equipped to work in GHHs.</i>
	OPPORTUNITY	
MODEL SUPPORT – EDUCATION – ONGOING	STRENGTH	<i>Coaching education is not happening - for leaders or cstm, initial or ongoing coaching support.</i>
	OPPORTUNITY	
Majority vote.		<u>45</u> %
A single strong personality in the SMWT makes the decision.		<u>5</u> %
A small group in the SMWT makes the decision.		<u>18</u> %
An external leader (Guide, Administrator, etc.) makes the decision.		<u>27</u> %

**SECTION 2 – ALTERNATE SUBSCALES & RESEARCH-BASED QUESTIONS**

The Alternate Subscales – identify key areas of opportunity across more than one subscale

Alternate Subscales	
<p><b>Prevention of Institutional Creep</b></p> <p><u>4.34</u></p> <p>GHP peer = 3.77</p>	<p> <b>Elder Autonomy/Engagement</b></p> <p><u>4.50</u></p> <p>GHP peer = 4.07</p>
<p><b>Shared Decision Making</b></p> <p><u>4.39</u></p> <p>GHP peer = 3.93</p>	<p><b>Coaching Partnerships</b></p> <p><u>4.03</u></p> <p>GHP peer = 3.88</p>

8. In the above table fill in the results for each and circle the two lowest **Alternate Subscales** and ☆ the highest MERIT Alternate Subscale (page 17). Review how your results compare to GHP peers.

**RESEARCH-BASED QUESTIONS**

9. **Nurse/Shahbazim relationships.** Fill in the blanks below with the current year results (page 18). The goal is INTEGRATED. Regarding the INTEGRATED response, note if you are:

increasing, staying the same, or decreasing

INTEGRATED	VISITOR	PARALLEL	TRADITIONAL
<u>47</u> %	<u>15</u> %	<u>27</u> %	<u>23</u> %

Review the results for each Green House home. Which homes have greatest % of INTEGRATED. How might you build on and share their successes with the other homes? Write notes below.

*Traditional has more than doubled since last year.*

*House X has 90% of responses as either integrated or parallel (the second-best choice), only 10% as traditional and no visitor.*

*House Z has 50% as Integrated.*

*Multiple-home staff see things very differently as house-specific staff do 70% of multi-house staff say it is integrated. That is much higher than the others.*

10. **Problem Solving Patterns.** Fill in the blanks below with the current year results (page 19). The goal is for COACHED COLLABORATIVE decision making. Regarding the Coached Collaborative, note if you are:

increasing,

staying the same,

or decreasing

COACHED COLLABORATIVE	MANAGEMENT LED	HIERARCHICAL
<u>65</u> %	<u>29</u> %	<u>6</u> %

Review the results for each Green House home. Which homes have greatest % of COACHED COLLABORATIVE. How might you build on and share their successes with the other homes? Write notes below.

*We are doing well with problem solving in the hands of the Shahbazim. House Y reports no hierarchical decision making.*

*House Z has the least coached collaborative and also had the least integrated responses for nurses and Shahbazim. There seems to be opportunity in that home.*

11. Look for patterns related to coaching, shared decision-making, strong relationships between nurses and Shahbazim, and organizational commitment to education (review subscales, alternate subscales, nurse/Shahbazim relationships, problem-solving patterns, stakeholder feedback regarding education on coaching and GH model and consensus. Do any patterns emerge? Write notes below.

For example, a high percentage of MANAGEMENT LED or HIERARCHICAL decision making AND a consensus response above of “an external leader makes the decision,” indicates an opportunity to impact decision making in Green House homes.

*Coaching is an opportunity for us. From the results, we aren't providing coaching education to cstm - not at hire or on an ongoing basis. Coaching Partnerships was our lowest alternate subscale.*

*Overall our scores are higher than GHP peers, but we have been steadily declining since 2018. If we keep this up, it won't be long until we are lagging behind.*

### **SECTION 3 – MERIT QUESTIONS BY SUBSCALE**

In Section 3 of the MERIT report (pages 21-37) ☆ all the questions throughout the report that have a response of 4.0 or HIGHER in the current year.

Do any patterns emerge? What are your top areas of **strength** to be celebrated (this might be specific questions or patterns you see from the results):

- 1) prevention of institutional creep - improvements in eliminating alarms (except for bibs)*
- 2) deep knowing of elders, personalization of space, elder choice in rhythm of the day, engagement in house councils (improved)*
- 3) for many areas we've stayed consistent in results*

In the MERIT report - circle all the questions throughout the report (pages 21-37) that have a response of 3.3 or LOWER in the current year. (if you are a high performing site, look for any responses lower than 4.0)

Identify the 5-10 questions with the lowest score:

- 1) Elders take part in the planning and preparation of meals
- 2) Activities staff do NOT lead activities directly
- 3) Nurses routinely dine at the table with Elders
- 4) Shahbazim work in one and only one GHH except for emergencies
- 5) Shahbazim participate in peer evaluations of co-workers
- 6) Shahbazim are involved in interviewing and hiring new Shahbazim
- 7) Nurses teach and mentor Shahbazim in clinical care issues
- 8) Nurses work as "coaching partners" with the Shahbazim SMWT
- 9) CSTM work as "coaching partners" with the Shahbazim SMWT
- 10) Elders can visit other GHHs (or the legacy home) without supervision

Do any patterns emerge? Based on the information above, which is your greatest area of opportunity?

Coaching education, greater engagement of Shahbazim in developing one another, greater elder autonomy and engagement - having purpose and meaning

#### **SECTION 4 – BEST LIFE RESULTS**

12. Review the Best Life results (pages 39-40). What opportunities emerge related to supporting elders living with dementia. Identify areas of strength and opportunity related to each category. In which areas are you similar to GHP peers (blue bars), which areas are strengths (green or orange bars), and which areas are opportunities (green or orange bars)? Write notes below.

Our score is 3.05 - below the GHP average of 3.27. Our highest score was Elders not being in wheelchairs the majority of the day.  
Our opportunities related to elders living with dementia - full-time pets (1.45), Elders participating in cultural programs (2.48) and not having access to children's toys (3.13).  
60% said Elders do not engage in physical activity on a regular basis.

13. Review the comments document. Identify key takeaways from this additional stakeholder feedback.

14. Based on the review of the MERIT report (questions 1-12 above), identify target areas to address as a team:

ISSUES RELATED TO...			
Preventing Institutional Creep	Elder Autonomy/ Engagement	Shared Decision making & problem solving in the homes	Coaching Partnerships & the Nurse/ Shahbazim relationship
Bibs	Ability to access outdoors  Pets in GHHS	Differences in different homes – research why this might be.  Evaluate the reason for decline each year – how do we reverse course?	Education on coaching for CSTM members  Traditional nurse/Shahbazim relationship has doubled in last year – learning circles to understand opportunities.

Identify opportunities	
<b>Low hanging fruit</b> (opportunities for quick solutions that can impact life in the Green House homes) in the next 1-6 months.	<ol style="list-style-type: none"> <li>1. Guide meeting – to review the results</li> <li>2. Each Guide is to share results at next team meeting</li> <li>3. Each team gets to identify up to three areas for improvement</li> <li>4. Write thank you and share high level results in our next all-staff bulletin</li> </ol>
<b>Key areas to address as an organization – in the next 6-12 months</b>	<ol style="list-style-type: none"> <li>1. Coaching education for CSTM</li> <li>2. Review of educational process for new hires and ongoing education of current team</li> <li>3. Look at specific opportunities related to elders living with dementia – how can we address their needs?</li> </ol>

15. Next steps (include action steps and how you will share this info with MERIT stakeholders):

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