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**The Group Home Culture Scale:
Validation and use in predicting quality of staff support in
group homes**

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Background

- Researchers have identified organisational culture in group homes as an influence on staff performance (Felce et al., 2002; Hastings et al., 1995; Walsh et al., 2010), which in turn influences quality of life outcomes.
- Organisational theory: culture is shared; consists of collective norms, values, beliefs, and assumptions; influences how staff think, feel and act; and exists at multiple levels (Hartnell et al., 2011).
- In group homes, staff work in teams and teamwork is considered critical to providing consistent staff support (Clement & Bigby, 2010).
- The lens of organisational culture provides a way of examining teams with a focus on what is shared.

Development of the Group Home Culture Scale (GHCS)

1 Item Development: tap Bigby et al.'s dimensions. $n = 197$ items

2 Expert Review: 4 experts reviewed the items.
Acceptable content validity.

3 Cognitive Interviews: 16 interviews to test the items.
Acceptable face validity.

4 Exploratory Factor Analysis: 343 staff. 46 items, 7 dimensions.
 $\alpha = .81 - .92$

(Humphreys, 2018)

GHCS Dimensions

Supporting Well-Being

Description: The extent to which **staff practices are directed towards enhancing the well-being of each resident.**

Example item: Staff find ways to involve each resident in their local community.

Factional

Description: The extent to which **there are divisions within the staff team that have a detrimental influence on team dynamics.**

Example item: There are distinct groups of staff, rather than one staff team.

Effective Team Leadership

Description: The extent to which **the frontline supervisor engages in leadership practices that transmits and embeds the culture.**

Example item: The frontline supervisor regularly teaches staff better ways to support the residents.

Collaboration within the Organisation

Description: The extent to which **staff have a positive perception of organisational support and priorities.**

Social Distance from Residents

Description: The extent to which **there is social distance between staff and residents, where staff regard the residents to be fundamentally different from themselves.**

Valuing Residents and Relationships

Description: The extent to which **staff value the residents and the relationships they have with them.**

Alignment of Staff with Organisational Values

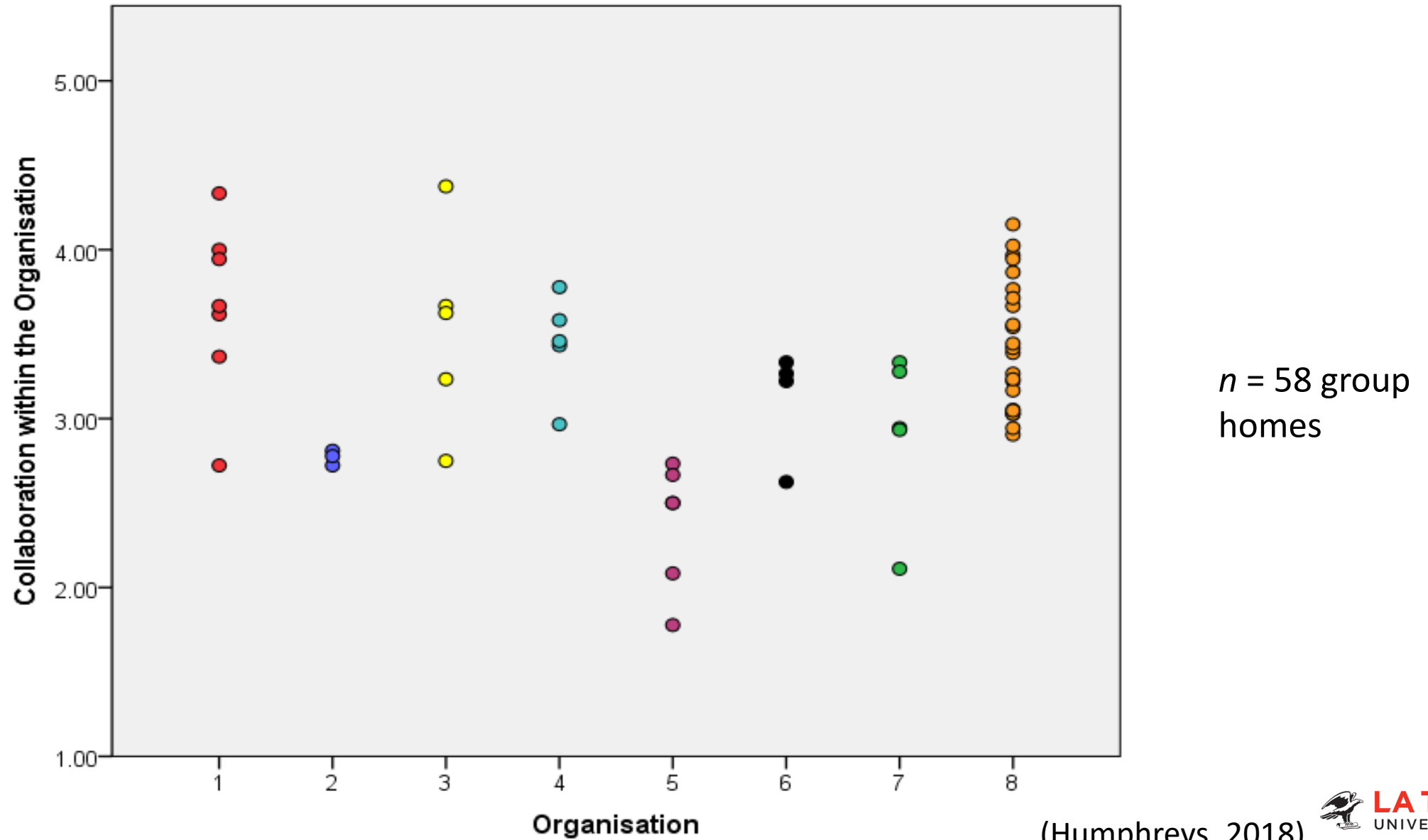
Description: The extent to which **staff members' values align with the espoused values of the organisation.**

Findings from Previous Research

- Since developing the GHCS, it has been used to determine whether culture predicts certain quality of life outcomes.
- Dimensions that predicted quality of life outcomes in Australian group homes:
 - **Effective Team Leadership** and **Alignment of Staff with Organisational Values** associated with engagement in meaningful activities.
 - **Supporting Well-Being** associated with engagement in meaningful activities.
 - **Supporting Well-Being** associated with community participation.

(Humphreys, 2018)

Comparing culture within and across organisations for one dimension



Aims

- Test the factor structure of the GHCS.
- Identify dimensions of group home culture that predict the quality of staff support.

Methods: Recruitment

- Participants were recruited from a longitudinal study being conducted in Australia.
- Disability support workers, frontline supervisors and people with intellectual disabilities from 13 organisations.

Measures: GHCS Refinement

- Revised 15 items of the GHCS to strengthen them and improve clarity.

Original Item	Revised Item
Staff support residents to meet people in the community and to make friends.	Staff support each resident to meet people in the community and to make friends.
The organisation's mission and core values are clearly understood by staff.	All staff clearly understand the organisation's mission and core values.

- Added 2 new items to enhance content validity of two dimensions:
 - Staff regularly spend time with each resident to find out how they are really feeling.
 - The frontline supervisor regularly helps staff to learn from their experiences and mistakes.

Measures: Predictor and Outcome Variables

Predictor variables:

- Short Adaptive Behavior Scale (Hatton et al., 2001): level of adaptive behaviour.
- Observed Measure of Practice Leadership (Beadle-Brown et al., 2015): extent to which frontline supervisors provide practice leadership.
- 48-item Group Home Culture Scale.

Outcome variable:

- Active Support Measure (Mansell et al., 2005): quality of staff support.

Analysis

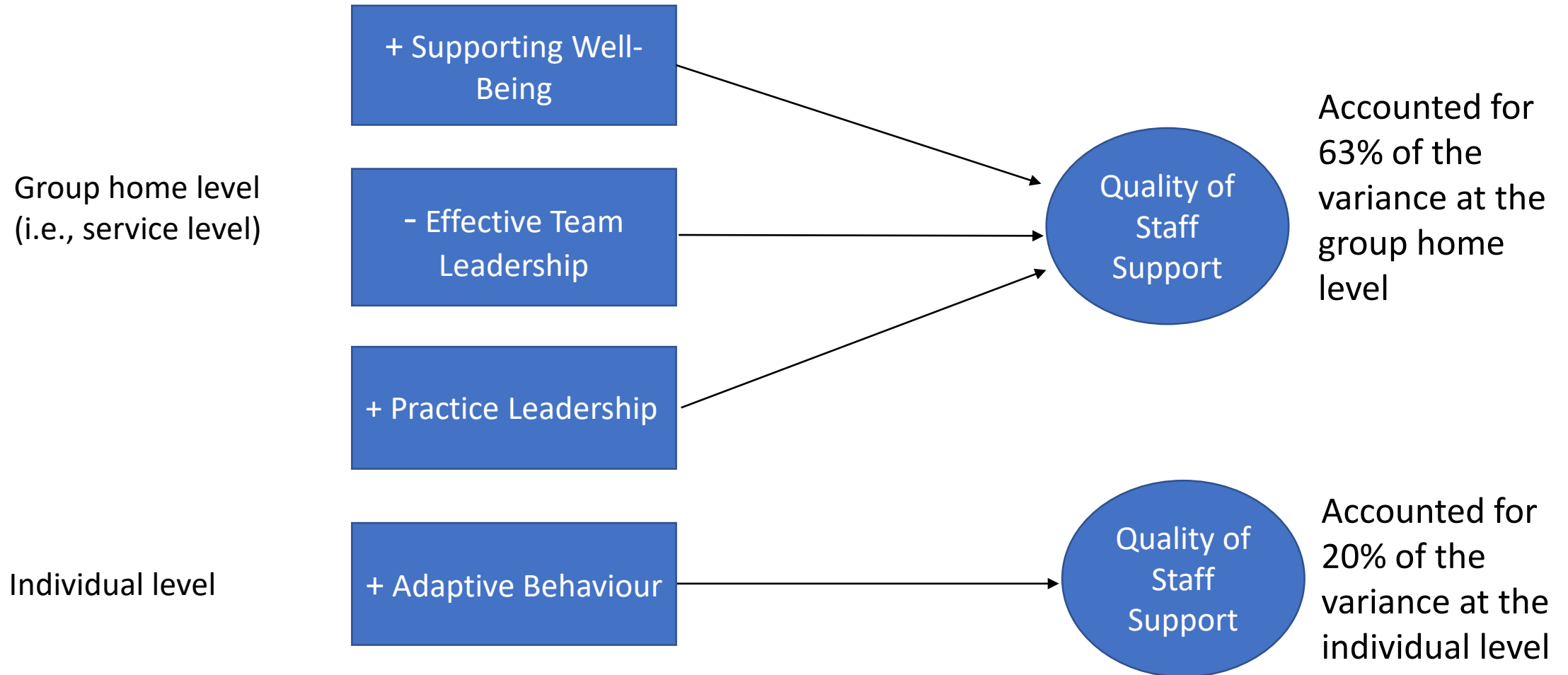
- **Confirmatory factor analysis** conducted to test the factor structure of the GHCS.
 - Data from 534 staff usable for confirmatory factor analysis.
- **Multilevel modelling** was used to examine the associations between dimensions of culture and the quality of staff support.
 - Subsample of data.
 - 86 frontline staff who worked in 20 group homes. Minimum of 3 staff respondents per group home.
 - 76 people with intellectual disabilities. Average level of adaptive behaviour = 145, range = 24 - 249.
Average number of residents per group home = 5, range = 2 - 10.

Results: Confirmatory Factor Analysis

Model Fit Index	Result	Recommended Value	Interpretation of Result
Chi-square test of model fit	2870.786, $df = 1059$, $p < .000$	Non-significant	Undesirable, but sensitive to sample size
Comparative fit index	.913	$\geq .95$	Below cut-off
Root mean square error of approximation	.057 (90% C.I. = 0.054 to 0.059)	$\leq .06$ to $.08$	Acceptable
Standardized root mean square residual	.052	$\leq .08$	Acceptable
Item loadings	75% of items $> .7$ Range = .309 to .915	$\geq .5$	Overall acceptable. 1 item $< .5$

(Hair et al., 2014; Schreiber et al., 2006)

Results: Dimensions that predicted quality of staff support



Implications

- The GHCS has acceptable psychometric properties, though potentially could be improved.
- In teams higher on Supporting Well-Being, staff provide better quality support.
- In some services, Supporting Well-Being compensates for frontline supervisors that are lower in providing Effective Team Leadership.
- The findings suggest that there is value in establishing a team culture where staff norms and patterns of behaviour are directed towards enhancing the well-being of each resident.
- Interventions that improve culture in terms of Supporting Well-Being can potentially contribute to better quality staff support.

Further Research

- Examine dimensions of group home culture that predict quality of staff support and quality of life outcomes, using data from a larger sample to increase predictive power.
- Examine whether dimensions of group home culture predict staff satisfaction.
- Examine the applicability of the GHCS in countries other than Australia. Based on these studies, identify ways the GHCS can be refined and enhanced.

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