

## Artifacts of Culture Change

Home Name \_\_\_\_\_ Date \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Current number of residents \_\_\_\_\_

Ownership: \_\_\_\_\_ For Profit \_\_\_\_\_ Non-Profit \_\_\_\_\_ Government

<b>Care Practice Artifacts</b>	
<p><b>1. Percentage of residents who are offered any of the following styles of dining:</b></p> <ul style="list-style-type: none"> <li>▪ restaurant style where staff take resident orders;</li> <li>▪ buffet style where residents help themselves or tell staff what they want;</li> <li>▪ family style where food is served in bowls on dining tables where residents help themselves or staff assist them;</li> <li>▪ open dining where meal is available for at least 2 hour time period and residents can come when they choose; and</li> <li>▪ 24 hour dining where residents can order food from the kitchen 24 hours a day.</li> </ul>	<p>_____ 100 – 81 % (5 points)</p> <p>_____ 80 – 61% (4 points)</p> <p>_____ 60 – 41% (3 points)</p> <p>_____ 40 – 21% (2 points)</p> <p>_____ 20 – 1% (1 point)</p> <p>_____ 0 (0 points)</p>
<p><b>2. Snacks/drinks available at all times to all residents at no additional cost, i.e., in a stocked pantry, refrigerator or snack bar.</b></p>	<p>_____ All residents (5 points)</p> <p>_____ Some (3 points)</p> <p>_____ None (0 points)</p>
<p><b>3. Baked goods are baked on resident living areas.</b></p>	<p>_____ All days of the week (5 points)</p> <p>_____ 2-5 days/week (3 points)</p> <p>_____ &lt; 2 days/week (0 points)</p>
<p><b>4. Home celebrates residents' individual birthdays rather than, or in addition to, celebrating resident birthdays in a group each month.</b></p>	<p>_____ Yes (5 points)</p> <p>_____ No (0 points)</p>
<p><b>5. Home offers aromatherapy to residents by staff or volunteers.</b></p>	<p>_____ Yes (5 points)</p> <p>_____ No (0 points)</p>
<p><b>6. Home offers massage to residents by staff or volunteers.</b></p>	<p>_____ Yes (5 points)</p> <p>_____ No (0 points)</p>

7. Home has dog(s) and/or cat(s).	<input type="checkbox"/> At least one dog or one cat lives on premises (5 points) <input type="checkbox"/> The only animals in the building are when staff bring them during work hours (3 points) <input type="checkbox"/> The only animals in the building are those brought in for special activities or by families (1 point) <input type="checkbox"/> None (0 points)
8. Home permits residents to bring own dog and/or cat to live with them in the home.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
9. Waking times/bedtimes chosen by residents.	<input type="checkbox"/> All residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
10. <i>Bathing without a Battle</i> techniques are used with residents.	<input type="checkbox"/> All (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
11. Residents can get a bath/shower as often as they would like.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
12. Home arranges for someone to be with a dying resident at all times (unless they prefer to be alone) - family, friends, volunteers or staff.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
13. Memorials/remembrances are held for individual residents upon death.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
14. "I" format care plans, in the voice of the resident and in the first person, are used.	<input type="checkbox"/> All care plans (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)

**Care Practice Artifacts Subtotal:** Out of a total 70 points, you scored \_\_\_\_\_.

Environment Artifacts	
15. Percent of residents who live in households that are self-contained with full kitchen, living room and dining room.	<input type="checkbox"/> 100 – 81 % (100 points) <input type="checkbox"/> 80 – 61% (80 points) <input type="checkbox"/> 60 – 41% (60 points) <input type="checkbox"/> 40 – 21% (40 points) <input type="checkbox"/> 20 – 1% (20 points) <input type="checkbox"/> 0 (0 points)

<b>16. Percent of residents in private rooms.</b>	<input type="checkbox"/> 100 – 81 % (50 points) <input type="checkbox"/> 80 – 61% (40 points) <input type="checkbox"/> 60 – 41% (30 points) <input type="checkbox"/> 40 – 21% (20 points) <input type="checkbox"/> 20 – 1% (10 points) <input type="checkbox"/> 0 (0 points)
<b>17. Percent of residents in privacy enhanced shared rooms where residents can access their own space without trespassing through the other resident’s space. This does not include the traditional privacy curtain.</b>	<input type="checkbox"/> 100 – 81 % (25 points) <input type="checkbox"/> 80 – 61% (20 points) <input type="checkbox"/> 60 – 41% (15 points) <input type="checkbox"/> 40 – 21% (10 points) <input type="checkbox"/> 20 – 1% (5 points) <input type="checkbox"/> 0 (0 points)
<b>18. No traditional nurses’ stations or traditional nurses’ stations have been removed.</b>	<input type="checkbox"/> No traditional nurses stations (25 points) <input type="checkbox"/> Some traditional nurses’ stations have been removed (15 points) <input type="checkbox"/> Traditional nurses’ stations remain in place (0 points)
<b>19. Percent of residents who have a direct window view not past another resident’s bed.</b>	<input type="checkbox"/> 100 – 51% (5 points) <input type="checkbox"/> 50 – 0 % (0 points)
<b>20. Resident bathroom mirrors are wheelchair accessible and/or adjustable in order to be visible to a seated or standing resident.</b>	<input type="checkbox"/> All resident bathroom mirrors (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>21. Sinks in resident bathrooms are wheelchair accessible with clearance below sink for wheelchair.</b>	<input type="checkbox"/> All resident bathroom sinks (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>22. Sinks used by residents have adaptive/easy-to-use lever or paddle handles.</b>	<input type="checkbox"/> All sinks (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>23. Adaptive handles, enhanced for easy use, for doors used by residents (rooms, bathrooms and public areas).</b>	<input type="checkbox"/> All resident-used doors (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)

24. Closets have moveable rods that can be set to different heights.	<input type="checkbox"/> All closets (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
25. Home has no rule prohibiting, and residents are welcome, to decorate their rooms any way they wish including using nails, tape, screws, etc.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
26. Home makes available extra lighting source in resident room if requested by resident such as floor lamps, reading lamps.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
27. Heat/air conditioning controls can be adjusted in resident rooms.	<input type="checkbox"/> All resident rooms (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
28. Home provides or invites residents to have their own refrigerators.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
29. Chairs and sofas in public areas have seat heights that vary to comfortably accommodate people of different heights.	<input type="checkbox"/> Chair seat heights vary by 3” or more (5 points) <input type="checkbox"/> Chair seat heights vary by 1 3” (3 points) <input type="checkbox"/> Chair seat heights do not vary in height (0 points)
30. Gliders which lock into place when person rises are available inside the home and/or outside.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
31. Home has store/gift shop/cart available where residents and visitors can purchase gifts, toiletries, snacks, etc.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
32. Residents have regular access to computer/Internet and adaptations are available for independent computer use such as large keyboard or touch screen.	<input type="checkbox"/> Both Internet access and adaptations (10 points) <input type="checkbox"/> Access without adaptations (5 points) <input type="checkbox"/> Neither (0 points)
33. Workout room available to residents.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
34. Bathing rooms have functional and properly installed heat lamps, radiant heat panels or equivalent.	<input type="checkbox"/> All bathing rooms (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
35. Home warms towels for resident bathing.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)

<b>36. Protected outdoor garden/patio accessible for independent use by residents.</b> Residents can go in and out independently, including those who use wheelchairs, e.g. residents do not need assistance from staff to open doors or overcome obstacles in traveling to patio.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>37. Home has outdoor, raised gardens available for resident use.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>38. Home has an outdoor walking/wheeling path which is not a city sidewalk or path.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>39. Pager/radio/telephone call system is used where resident calls register on staff's pagers/radios/telephones and staff can use it to communicate with fellow staff.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>40. Overhead paging system has been turned off or is only used in case of emergency.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>41. Personal clothing is laundered on resident household/neighborhood/unit instead of in a general all-home laundry, and residents/families have access to washer and dryer for own use.</b>	<input type="checkbox"/> Available to all residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)

**Environment Artifacts:** Out of a total 320 points, you scored \_\_\_\_\_.

<b>Family and Community Artifacts</b>	
<b>42. Regularly scheduled intergenerational program in which children customarily interact with residents at least once a week.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>43. Home makes space available for community groups to meet in home with residents welcome to attend.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>44. Private guestroom available for visitors at no, or minimal, cost for overnight stays.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>45. Home has café/restaurant/tavern/canteen available to residents, families, and visitors at which residents and family can purchase food and drinks daily.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>46. Home has special dining room available for family use/gatherings which excludes regular dining areas.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>47. Kitchenette or kitchen area with at least a refrigerator and stove is available to families, residents, and staff where cooking and baking are welcomed.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)

**Family and Community Artifacts Subtotal:**

Out of a 30 possible points, you scored \_\_\_\_\_ points.

<b>Leadership Artifacts</b>	
<b>48. CNAs attend resident care conferences.</b>	<input type="checkbox"/> All care conferences (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>49. Residents or family members serve on home quality assessment and assurance (QAA) (QI, CQI, QA) committee.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>50. Residents have an assigned staff member who serves as a “buddy,” case coordinator, Guardian Angel, etc. to check with the resident regularly and follow up on any concerns. This is in addition to any assigned social service staff.</b>	<input type="checkbox"/> All new residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>51. Learning Circles or equivalent are used regularly in staff and resident meetings in order to give each person the opportunity to share their opinion/ideas.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>52. Community Meetings are held on a regular basis bringing staff, residents and families together as a community.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)

**Leadership Artifacts Subtotal:** Out of a total 25 points, you scored \_\_\_\_\_.

<b>Workplace Practice Artifacts</b>	
<b>53. RNs consistently work with the residents of the same neighborhood/household/unit (with no rotation).</b>	<input type="checkbox"/> All RNs (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None = 0 points.
<b>54. LPNs consistently work with the residents of the same neighborhood/household/unit (with no rotation).</b>	<input type="checkbox"/> All LPNs (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>55. CNAs consistently work with the residents of the same neighborhood/household/unit (with no rotation).</b>	<input type="checkbox"/> All CNAs (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>56. Self-scheduling of work shifts.</b> CNAs develop their own schedule and fill in for absent CNAs. CNAs independently handle the task of scheduling, trading shifts/days, and covering for each other instead of a staffing coordinator	<input type="checkbox"/> All CNAs (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)

<b>57. Home pays expenses for non-managerial staff to attend outside conferences/workshops, e.g. CNAs, direct care nurses.</b> Check yes if at least one non-managerial staff member attended an outside conference/workshop paid by home in past year.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>58. Staff is not required to uniforms or “scrubs.”</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>59. Percent of other staff cross-trained and certified as CNAs in addition to CNAs in the nursing department.</b>	<input type="checkbox"/> 100 – 81 % (5 points) <input type="checkbox"/> 80 – 61% (4 points) <input type="checkbox"/> 60 – 41% (3 points) <input type="checkbox"/> 40 – 21% (2 points) <input type="checkbox"/> 20 – 1% (1 point) <input type="checkbox"/> 0 (0 points)
<b>60. Activities, informal or formal, are led by staff in other departments such as nursing, housekeeping or any departments.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>61. Awards given to staff to recognize commitment to person-directed care, e.g. Culture Change award, Champion of Change award.</b> This does not include Employee of the Month.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>62. Career ladder positions for CNAs, e.g. CNA II, CNA III, team leader, etc.</b> There is a career ladder for CNAs to hold a position higher than base level.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>63. Job development program, e.g. CNA to LPN to RN to NP.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>64. Day care onsite available to staff.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>65. Home has on staff a paid volunteer coordinator in addition to activity director.</b>	<input type="checkbox"/> Full time (30 hours/week or more) (5 points) <input type="checkbox"/> Part time (15-30 hours/week) (3 points) <input type="checkbox"/> No paid volunteer coordinator (0 points)
<b>66. Employee evaluations include observable measures of employee support of individual resident choices, control and preferred routines in all aspects of daily living.</b>	<input type="checkbox"/> All employee evaluations (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)

**Workplace Practice Artifacts Subtotal:** Out of a total 70 points, you scored \_\_\_\_\_.

<b>Outcomes</b>	
<b>67. Average longevity of CNAs.</b> Add length of employment in years of permanent CNAs and divide by number of staff.	_____ Your home figure Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)
<b>68. Average longevity of LPNs (in any position).</b> Add length of employment in years of permanent staff LPNs and divide by number of staff.	_____ Your home figure Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)
<b>69. Average longevity of RN/GNs (in any position).</b> Add length of employment in years of all permanent RNs/GNs and divide by number of staff.	_____ Your home figure Above 5 years (5 points) 3-5 years (3 points) Below average (0 points)
<b>70. Longevity of the Director of Nursing (in any position).</b>	_____ Longevity as DON _____ Longevity at home Above 5 years (5 points) 3-5 years (3 points) Below average (0 points)
<b>71. Longevity of the Administrator (in any position).</b>	_____ Longevity as NHA _____ Longevity at home Above 5 years (5 points) 3-5 years (3 points) Below average (0 points)
<b>72. Turnover rate for CNAs.</b>	Number of CNAs who left, voluntary or involuntary, in previous 12 months divided by number of total CNAs employed = turnover rate Your home's figure _____ 0 percent (5 points) 20-39 % (4 points) 40-59 % (3 points) 60-79 % (2 points) 80-99 % (1 point) 100% and above (0 points)
<b>73. Turnover rate for LPNs.</b>	Number of LPNs who left, voluntary or involuntary, in previous 12 months divided by number of total LPNs employed = turnover rate Your home's figure _____ 0 – 12 % (5 points) 13-25 % (4 points) 26-38 % (3 points) 39-51 % (2 points) 52-65 % (1 point) 66 % and above (0 points)



<b>74. Turnover rate for RNs.</b>	Number of RNs who left, voluntary or involuntary, in previous 12 months divided by number of total RNs employed = turnover rate Your home's figure _____ 0 – 12 % (5 points) 13-25 % (4 points) 26-38 % (3 points) 39-51 % (2 points) 52-65 % (1 point) 66 % and above (0 points)
<b>75. Turnover rate for DONs.</b>	_____ Number of DONs in the last 12 months 1 (5 points) 2 (3 points) 3 (0 points)
<b>76. Turnover rate for Administrators.</b>	_____ Number of NHAs in the last 12 months 1 (5 points) 2 (3 points) 3 (0 points)
<b>77. Percent of CNA shifts covered by agency staff over the last month.</b>	Total number of CNA shifts in a 24 hour period (all shifts no regardless of hours in a shift) _____ Multiplied by number of days in last the last full month _____ Of this number, number of shifts covered by an agency CNA _____ _____ Your percentage (agency shifts/total number X days X 100) 0 % (5 points) 1-5% (3 points) Over 5% (0 points)
<b>78. Percent of nurse shifts covered by agency staff over the last month.</b>	Total number of nurse shifts in a 24 hour period (all shifts no regardless of hours in a shift) _____ Multiplied by number of days in last the last full month _____ Of this number, number of shifts covered by an agency nurse _____ _____ Your percentage (agency shifts/total number X days X 100) 0 % (5 points) 1-5% (3 points) Over 5% (0 points)

<b>79. Current occupancy rate.</b>	_____ Your home figure
	Above 86 % (5 points)
	At average 83-85 % (3 points)
	Below 83 % (0 points)
	(Using the national 2004 average of 84.2% from CMS)

**Outcomes Subtotal:** Out of a total 65 points, you scored \_\_\_\_\_.

<b>Artifacts Sections</b>	<b>Potential Points</b>	<b>Your Subtotal Scores</b>
Care Practices	70	
Environment	320	
Family and Community	30	
Leadership	25	
Workplace Practice	70	
Outcomes	65	
<b>Artifacts of Culture Change</b>	<b>580</b>	<b>Grand Total</b>

Developed by the Centers for Medicare and Medicare Services and Edu-Catering, LLP. For more information contact Karen Schoeneman at [karen.schoeneman@cms.hhs.gov](mailto:karen.schoeneman@cms.hhs.gov) or Carmen S. Bowman at [carmen@edu-catering.com](mailto:carmen@edu-catering.com).