

## 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>



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<b>7. Home has dog(s) and/or cat(s).</b>	<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)
<b>8. Home permits residents to bring own dog and/or cat to live with them in the home.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>9. Waking times/bedtimes chosen by residents.</b>	<input type="checkbox"/> All residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>10. <i>Bathing without a Battle</i> techniques are used with residents.</b>	<input type="checkbox"/> All (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)
<b>11. Residents can get a bath/shower as often as they would like.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>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.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>13. Memorials/remembrances are held for individual residents upon death.</b>	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
<b>14. "T" format care plans, in the voice of the resident and in the first person, are used.</b>	<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 \_\_\_\_\_.



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<b>Environment Artifacts</b>	
<b>15. Percent of residents who live in households that are self-contained with full kitchen, living room and dining room.</b>	<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)



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<p><b>21. Sinks in resident bathrooms are wheelchair accessible with clearance below sink for wheelchair.</b></p>	<p>_____ All resident bathroom sinks (5 points)          _____ Some (3 points)          _____ None (0 points)</p>
<p><b>22. Sinks used by residents have adaptive/easy-to-use lever or paddle handles.</b></p>	<p>_____ All sinks (5 points)          _____ Some (3 points)          _____ None (0 points)</p>
<p><b>23. Adaptive handles, enhanced for easy use, for doors used by residents (rooms, bathrooms and public areas).</b></p>	<p>_____ All resident-used doors (5 points)          _____ Some (3 points)          _____ None (0 points)</p>
<p><b>24. Closets have moveable rods that can be set to different heights.</b></p>	<p>_____ All closets (5 points)          _____ Some (3 points)          _____ None (0 points)</p>
<p><b>25. Home has no rule prohibiting, and residents are welcome, to decorate their rooms any way they wish including using nails, tape, screws, etc.</b></p>	<p>_____ Yes (5 points)          _____ No (0 points)</p>
<p><b>26. Home makes available extra lighting source in resident room if requested by resident such as floor lamps, reading lamps.</b></p>	<p>_____ Yes (5 points)          _____ No (0 points)</p>
<p><b>27. Heat/air conditioning controls can be adjusted in resident rooms.</b></p>	<p>_____ All resident rooms (5 points)          _____ Some (3 points)          _____ None (0 points)</p>
<p><b>28. Home provides or invites residents to have their own refrigerators.</b></p>	<p>_____ Yes (5 points)          _____ No (0 points)</p>
<p><b>29. Chairs and sofas in public areas have seat heights that vary to comfortably accommodate people of different heights.</b></p>	<p>_____ Chair seat heights vary by 3” or more (5 points)          _____ Chair seat heights vary by 1 3” (3 points)          _____ Chair seat heights do not vary in height (0 points)</p>



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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)
36. Protected outdoor garden/patio accessible for independent use by residents. 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)
37. Home has outdoor, raised gardens available for resident use.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
38. Home has an outdoor walking/wheeling path which is not a city sidewalk or path.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
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.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
40. Overhead paging system has been turned off or is only used in case of emergency.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
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.	<input type="checkbox"/> Available to all residents (5 points) <input type="checkbox"/> Some (3 points) <input type="checkbox"/> None (0 points)



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

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

**Family and Community Artifacts Subtotal:** Out of a 30 possible points, you scored \_\_\_\_\_.

<b>Leadership Artifacts</b>	
48. CNAs attend resident care conferences.	____ All care conferences (5 points) ____ Some (3 points) ____ None (0 points)
49. Residents or family members serve on home quality assessment and assurance (QAA) (QI, CQI, QA) committee.	____ Yes (5 points) ____ No (0 points)
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.	____ All new residents (5 points) ____ Some (3 points) ____ None (0 points)



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<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 wear 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)



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61. Awards given to staff to recognize commitment to person-directed care, e.g. Culture Change award, Champion of Change award. This does not include Employee of the Month.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
62. Career ladder positions for CNAs, e.g. CNA II, CNA III, team leader, etc. 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)
63. Job development program, e.g. CNA to LPN to RN to NP.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
64. Day care onsite available to staff.	<input type="checkbox"/> Yes (5 points) <input type="checkbox"/> No (0 points)
65. Home has on staff a paid volunteer coordinator in addition to activity director.	<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)
66. Employee evaluations include observable measures of employee support of individual resident choices, control and preferred routines in all aspects of daily living.	<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 \_\_\_\_\_.

Outcomes	
67. Average longevity of CNAs. Add length of employment in years of permanent CNAs and divide by number of staff.	<input type="checkbox"/> Your CNA average longevity Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)
68. Average longevity of LPNs (in any position). Add length of employment in years of permanent staff LPNs and divide by number of staff.	<input type="checkbox"/> Your LPN average longevity Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)
69. Average longevity of RN/GNs (in any position). Add length of employment in years of all permanent RNs/GNs and divide by number of staff.	<input type="checkbox"/> Your RN/GN average longevity Above 5 years (5 points) 3-5 years (3 points) Below average (0 points)



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<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)



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	66 % and above (0 points)
<b>75. Turnover rate for DONs.</b>	<p>_____ Number of DONs in the last 12 months</p> <p>1 (5 points) 2 (3 points) 3 (0 points)</p>
<b>76. Turnover rate for Administrators.</b>	<p>_____ Number of NHAs in the last 12 months</p> <p>1 (5 points) 2 (3 points) 3 (0 points)</p>
<b>77. Percent of CNA shifts covered by agency staff over the last month.</b>	<p>Total number of CNA shifts in a 24 hour period (all shifts no regardless of hours in a shift) _____</p> <p>Multiplied by number of days in last the last full month _____</p> <p>Of this number, number of shifts covered by an agency CNA _____</p> <p>_____ Your percentage (agency shifts/total number X days X 100)</p> <p>0 % (5 points) 1-5% (3 points) Over 5% (0 points)</p>
<b>78. Percent of nurse shifts covered by agency staff over the last month.</b>	<p>Total number of nurse shifts in a 24 hour period (all shifts no regardless of hours in a shift) _____</p> <p>Multiplied by number of days in last the last full month _____</p> <p>Of this number, number of shifts covered by an agency nurse _____</p> <p>_____ Your percentage (agency shifts/total number X days X 100)</p> <p>0 % (5 points) 1-5% (3 points) Over 5% (0 points)</p>
<b>79. Current occupancy rate.</b>	<p>_____ Your home figure</p> <p>Above 86 % (5 points) At average 83-85 % (3 points) Below 83 % (0 points)</p> <p>(Using the national 2004 average of 84.2% from CMS)</p>



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**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).



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