



Artifacts of Culture Change Benchmark Reports 04/01/2010 - 3/31/2011

(www.artifactsofculturechange.org)

EXECUTIVE SUMMARY

SURVEY DETAILS	
Number of Surveys	319
Geographic Range	47 States and Canada
Chain Affiliation	67% of Respondents
Respondent Org Type	For-Profit: 32%; Non-Profit: 23%; Government: 45%
Average Size	196 Beds
Average Number of Employees	336

*Only organizations with confirmed provider numbers are included in benchmark reports. For homes that completed multiple surveys, the most recent survey scores were utilized in compiling statistics

TOTALS

- Homes completing the Artifacts of Culture Change average 241 total points (42% implementation rate) - TABLE A.
- Care Practice and Family & Community measures represent the highest implementation rate at 50% - TABLE A.
Note: Outcome measures are not included in implementation and discussed below.
- The Environment section averages the lowest implementation rate (32%) due in large part to low completion rates of measures worth more points in this section including Measure #15 (Households), with an average score of 7 out of 100 points. This is further illustrated by the left hand distribution of scores in GRAPH C.

OUTCOMES

Homes completing the Artifacts of Culture Change report relatively stable outcome measures (74% in TABLE A). This is further illustrated by the right hand distribution of scores in GRAPH G. It is unclear whether stability is a predecessor to change or as a result of change. Scoring seems to indicate that homes completing the Artifacts have high scores prior to transformations.

- 83% of homes report no (zero) use of agency staff for Nurses or CNA positions
- 80% have had only 1 Administrator (zero turnover) in the past 12 months and 40% report that the Administrator has been with the home for 5+ years.
- 75% have had only 1 DON (zero turnover) in the past 12 months and 35% report that the DON has been with the home for 5+ years.

MEASURES

- What measures are homes FULLY implementing? Homes report 100% implementation of more minor environmental transformations such as an extra lighting source, policy supports (residents can decorate their own rooms), and some process changes such as activities led by other departments. - TABLE B
- What measures are homes PARTIALLY implementing? Core culture change elements included in The Centers for Medicare & Medicaid Services Interpretive Guidelines such as choice of waking time, and choice of bath/shower times are reported as occurring for SOME as opposed to all residents by the many homes. - TABLE C
Visit <http://www.pioneernetwork.net/Providers/PromisingPractices/> to read more about Interpretive Guidelines.
- What measures are homes NOT implementing? Most homes completing the Artifacts do not have Households and still utilize traditional nurses stations. Residents are not able to bring pets into the homes. Staff still wear uniforms and do not have career ladder opportunities. - TABLE D

TABLE A
Artifacts Average Totals by Section

SECTION	AVERAGE SCORE	MAXIMUM SCORE	PERCENT COMPLETE
Care Practice Artifacts	35	70	50.00%
Environment Artifacts	102	320	31.88%
Family & Community Artifacts	15	30	50.00%
Leadership Artifacts	9	25	36.00%
Workplace Practice Artifacts	32	70	45.71%
Staffing Outcomes & Occupancy	48	65	73.85%
Total Scores	241	580	41.55%

TABLE B
Top 15 Measures by Number of Surveys Reporting 100% Implementation (Maximum Points Awarded)

MEASURE NUMBER (DESCRIPTION)	SECTION	TOTAL SURVEYS
21 - Accessible Bathroom Sinks	Environment	268
25 - Decorate Rooms	Environment	260
2 - Snacks	Care Practice	259
57 - Outside Conferences	Workplace	255
38 - Walking/Wheeling Path	Environment	251
26 - Extra Lighting Source	Environment	250
46 - Special Dining Room	Family & Community	227
63 - Job Development	Workplace	222
43 - Community Groups Meet in Home	Family & Community	216
22 - Sinks Paddle Handles	Environment	207
60 - Activities led by other departments	Workplace	206
27 - Temp Controls in Room	Environment	195
4 - Birthdays	Care Practice	194
28 - Room Refrigerators	Environment	189
20 - Accessible Bathroom Mirrors	Environment	187

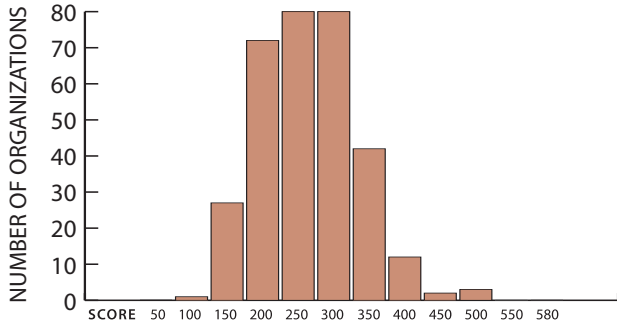
TABLE C**Top 15 Measures by Number of Survey Reporting Partial Implementation
(Partial Points Awarded)**

MEASURE NUMBER (DESCRIPTION)	SECTION	TOTAL SURVEYS
16 - Private Rooms (Possible 50)	Environment	286
7 - Dogs and Cats	Care Practice	213
42 - Intergenerational Program	Family & Community	181
19 - Direct Window View	Environment	174
9 - Waking Time Choice	Care Practice	172
55 - Consistent Assignment CNAs	Workplace	163
59 - % Cross-Trained	Workplace	147
54 - Consistent Assignment LPNs	Workplace	145
53 - Consistent Assignment RNs	Workplace	140
48 - CNAs Care Conferences	Leadership	126
32 - Computer/Internet Adaptations	Environment	126
29 - Seat Heights in Public Rooms	Environment	120
10 - Bathing without a Battle	Care Practice	118
11 - Bath/Shower Frequency	Care Practice	117
12 - Someone with Dying Resident	Care Practice	102

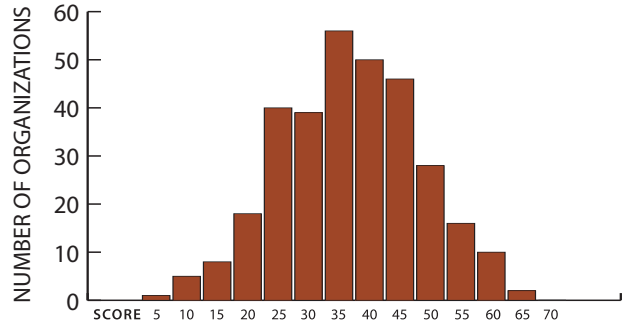
TABLE D**Top 15 Measures by Number of Surveys Reporting NO Implementation
(Zero Points Awarded)**

MEASURE NUMBER (DESCRIPTION)	SECTION	TOTAL SURVEYS
64 - Day Care Onsite	Workplace	287
15 - Households (Possible 100)	Environment	286
49 - Residents/Families on Quality Committees	Leadership	273
39 - Call System	Environment	269
8 - Resident's Pets	Care Practice	267
58 - No uniforms	Workplace	256
30 - Gliders	Environment	239
62 - Career Ladder	Workplace	235
18 - No Traditional Nurses Station (Possible 25)	Environment	228
6 - Massage	Care Practice	227
35 - Warm Towels for Bathing	Environment	225
5 - Aromatherapy	Care Practice	224
3 - Baked Goods	Care Practice	221
44 - Private Guestroom	Family & Community	216
56 - Self-scheduling	Workplace	210

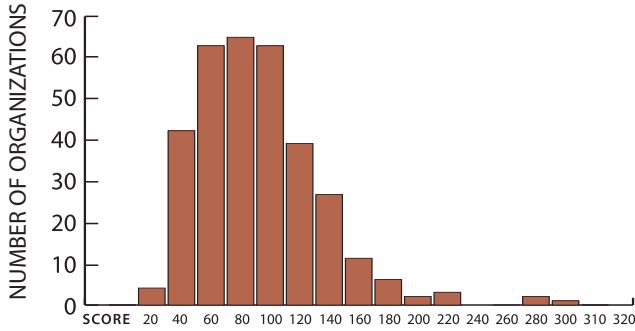
Graph A:
Distributions for Total Artifacts Score



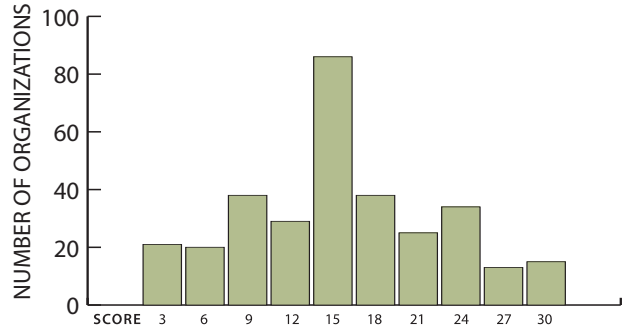
Graph B:
Score Distributions for Care Practice



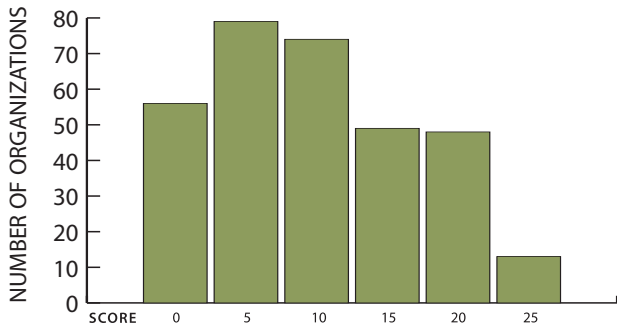
Graph C:
Score Distributions for Environment



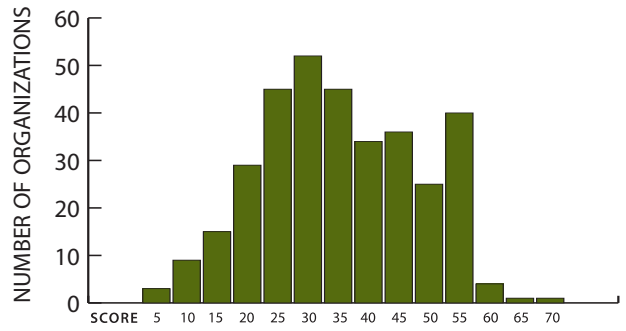
Graph D:
Score Distributions for Family & Community



Graph E:
Score Distributions for Leadership



Graph F:
Score Distributions for Workplace Practices



Graph G:
Score Distributions for Staffing and
Occupancy Outcomes

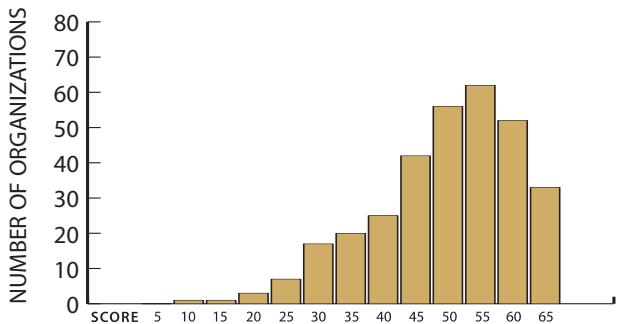


TABLE E
Average Per Question Score

MEASURE	SECTION	AVERAGE SCORE
1 - Expanded Dining	Care Practice	2.4
2 - Snacks	Care Practice	4.4
3 - Baked Goods	Care Practice	1.0
4 - Birthdays	Care Practice	3.7
5 - Aromatherapy	Care Practice	1.2
6 - Massage	Care Practice	1.1
7 - Dogs and Cats	Care Practice	2.5
8 - Resident's Pets	Care Practice	0.9
9 - Waking Time Choice	Care Practice	3.4
10 - Bathing without a Battle	Care Practice	2.4
11 - Bath/Shower Frequency	Care Practice	3.4
12 - Someone with Dying Resident	Care Practice	3.1
13 - Memorial for Individual Resident	Care Practice	2.9
14 - "I" Care Plans	Care Practice	2.4
15 - Households (Possible 100)	Environment	6.9
16 - Private Rooms (Possible 50)	Environment	17.6
17 - Privacy Enhanced Rooms (Possible 25)	Environment	5.7
18 - No Traditional Nurses Station (Possible 25)	Environment	5.3
19 - Direct Window View	Environment	3.3
20 - Accessible Bathroom Mirrors	Environment	3.6
21 - Accessible Bathroom Sinks	Environment	4.6
22 - Sinks Paddle Handles	Environment	3.8
23 - Adaptive Handles Doors	Environment	3.6
24 - Closets Moveable Rods	Environment	1.5
25 - Decorate Rooms	Environment	4.0
26 - Extra Lighting Source	Environment	3.9
27 - Temp Controls in Room	Environment	3.6
28 - Room Refrigerators	Environment	2.9
29 - Seat Heights in Public Rooms	Environment	2.5
30 - Gliders	Environment	1.3
31 - Store/Gift Shop/Cart	Environment	2.9
32 - Computer/Internet Adaptations (Possible 10)	Environment	4.4
33 - Workout Room	Environment	2.1
34 - Bathing Rooms with Radiant Heat	Environment	2.0
35 - Warm Towels for Bathing	Environment	1.3
36 - Protected Outdoor Garden/patio	Environment	3.4
37 - Raised Gardens	Environment	3.3
38 - Walking/Wheeling Path	Environment	3.9
39 - Call System	Environment	0.9
40 - Overhead Paging Turned Off	Environment	2.3
41 - Laundry by Household/Neighborhood	Environment	2.0
42 - Intergenerational Program	Family & Community	2.4
43 - Community Groups Meet in Home	Family & Community	3.3
44 - Private Guestroom	Family & Community	1.7
45 - Café/Restaurant/Tavern/Canteen	Family & Community	1.9
46 - Special Dining Room Family & Community	Family & Community	3.5

TABLE E (continued)
Average Per Question Score

MEASURE	SECTION	AVERAGE SCORE
47 - Common Kitchen Area	Family & Community	1.8
48 - CNAs Care Conferences	Leadership	2.1
49 - Residents/Families on Quality Committees	Leadership	0.8
50 - Staff Guardian Angel for Residents	Leadership	1.6
51 - Learning Circles	Leadership	2.2
52 - Community Meetings	Leadership	2.0
53 - Consistent Assignment RNs	Workplace	3.4
54 - Consistent Assignment LPNs	Workplace	3.5
55 - Consistent Assignment CNAs	Workplace	3.3
56 - Self-scheduling	Workplace	1.2
57 - Outside Conferences	Workplace	3.9
58 - No uniforms	Workplace	1.1
59 - % Cross-Trained	Workplace	0.7
60 - Activities led by other departments	Workplace	3.2
61 - Awards to Staff	Workplace	2.0
62 - Career Ladder	Workplace	1.4
63 - Job Development	Workplace	3.4
64 - Day Care Onsite	Workplace	0.6
65 - Paid Volunteer Coordinator	Workplace	1.9
66 - Employee Evaluations	Workplace	2.2
67 - Longevity CNAs	Outcomes	3.2
68 - Longevity LPNs	Outcomes	3.5
69 - Longevity RNs	Outcomes	3.2
70 - Longevity DON	Outcomes	2.6
71 - Longevity Administrator	Outcomes	2.9
72 - Turnover CNAs	Outcomes	4.0
73 - Turnover LPNs	Outcomes	4.0
74 - Turnover RNs	Outcomes	4.0
75 - Turnover DONs	Outcomes	4.2
76 - Turnover Administrator	Outcomes	4.3
77 - % CNAs Agency	Outcomes	4.5
78 - % Nurse Agency	Outcomes	4.5
79 - Occupancy Rate	Outcomes	3.1



Made Possible with Support from The Commonwealth Fund



Pioneer Network in Culture Change
 230 E. Ohio Street
 Suite 400
 Chicago, IL 60611
 Phone: 312-224-2574
 Fax: 312-644-8557
info@PioneerNetwork.net
www.PioneerNetwork.net