Artifacts of Culture Change

Tips for High Involvement (By Peggy Bargmann, R.N., B.S.N)

Start by gathering the Culture Change Leadership Team. This team should consist of the administrator, the director of nursing, and representatives from each department in the organization. In order to have complete representation of the home, it is important that there be representatives from all levels of the organization. Be sure to include direct care staff members, and at least one family member and one resident. The team is usually comprised of 15 – 20 people.

Once the team is gathered, have them divide up into groups of 3 – 4 and ask each group to complete the tool ensuring that everyone has input. Once all the groups have completed the tool, a facilitator can bring the large group back together and start down through the tool enlisting input from all groups to form a final consensus score. For some questions, there will be common agreement on the score. For other questions, there will be a wide variance and the resulting discussion will be lively. By listening, there is much that can be learned during these discussions. The facilitator will need to be sure that all voices in the room have equal input – be sure to be listening to the input from direct care staff, residents, and families. As an example, question # 11 states, "Residents can get a bath/shower as often as they would like." The staff may feel that all residents have choice in their bathing times, until a resident informs them that when she moved in she was told what days she was "scheduled" for her shower, and didn't realize that she could ask for other days. This could lead to a discussion of how residents are informed and how choice is encouraged and what impact that has on the day-to-day operations.

The process for completing the tool and facilitating the robust discussion can take up to three hours. It is a great way for the Culture Change Leadership Team to assess where the home is on its culture change journey, celebrate their accomplishments and, as a result of the group discussion, generate goals and action plans for their culture change journey. The Team can decide how often they want to repeat this process (e.g., every 6 months or annually) in order to assess their progress, celebrate their successes and revise their goals and action plans, as necessary, to continue on their culture change journey.

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Artifacts of Culture Change

Home name _____ Date _____

City _____ State _____ Current number of residents _____

Care Practice Artifacts	
1. Percentage of residents who are offered any of the following styles of dining: • Restaurant style where staff take residents' orders; • Buffet style where residents help themselves or tell staff what they want; • Family style where food is served in bowls on dining tables where residents help themselves or staff assist them; • Open dining where meal is available for at least 2 hours time period and residents can come when they choose; • 24 hour dining where residents can order food from the kitchen 24 hours a day.	_____Enter the actual percentage % in your home Convert your home's figure based on the below scale: 100-81 % (5 points) 80-61 % (4 points) 60-41 % (3 points) 40-21 % (2 points) 20-1 % (1 point) 0% (0 points)
2. Snacks/drinks available at all times to all residents at no additional cost, i.e., in a stocked pantry, refrigerator or snack bar.	_____ All residents (5 points) _____ Some residents (3 points) _____ Not a current practice (0 points)
3. Baked goods are baked on resident living areas.	_____Enter the actual number of days in your home Convert your home's figure based on the below scale: All days of the week (5 points) 2-6 days/week (3 points) < 2 days/week (0 points)

Care Practice Artifacts (cont.)	
4. Home celebrates residents' individual birthdays rather than, or in addition to, celebrating resident birthdays in a group each month.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
5. Home offers aromatherapy to residents by staff or volunteers.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
6. Home offers massage to residents by staff or volunteers.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
7. Home has dog(s) and/or cats(s).	_____ At least one dog or one cat lives on premises (5 pts) _____ The only animals in the building are when staff bring them during work hours (3 pts) _____ The only animals in the building are those brought in for special activities or by families (1 pt) _____ None (0 pts)
8. Home permits residents to bring own dog and/or cat to live with them in the home.	_____ Yes (5 pts) _____ No (0 pts)
9. Waking time/bedtimes chosen by residents.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
10. *Bathing Without a Battle* techniques are used with residents.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current pratice (0 pts)

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Care Practice Artifacts (cont.)	
11. Residents can get a bath/shower as often as they would like.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
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.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
13. Memorials/remembrances are held for individual residents upon death.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
14. "I" format care plans, in the voice of the resident and in the first person, are used.	_____ All care plans (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)
Care Practice Artifacts Total (Out of 70 possible points)	

Environment Artifacts	
15. Percent of residents who live in households that are self-contained with full kitchen, living room and dining room.	_____Enter the actual percentage % in your home Convert your home's figure based on the below scale: 100-81 % (100 points) 80-61 % (80 points) 60-41 % (60 points) 40-21 % (40 points) 20-1 % (20 points) 0 % (0 points)

Environment Artifacts (cont.)	
16. Percent of residents in private rooms.	_____Enter the actual percentage % in your home Convert your home's figure based on the below scale: 100-81 % (50 points) 80-61 % (40 points) 60-41 % (30 points) 40-21 % (20 points) 20-1 % (10 points) 0 % (0 points)
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.)	_____Enter the actual percentage % in your home Convert your home's figure based on the below scale: 100-81 % (25 points) 80-61 % (20 points) 60-41 % (15 points) 40-21 % (10 points) 20-1 % (5 points) 0 % (0 points)
18. No traditional nurses' stations or traditional nurses' stations have been removed.	_____ No traditional nurses' stations (25 pts) _____ Some traditional nurses' stations have been removed (15 pts) _____ Traditional nurses' stations remain in place (0 pts)
19. Percent of residents who have a direct window view not past another resident's bed.	_____Enter the actual percentage % in your home Convert your home's figure based on the below scale: _____ 100 – 68% (5 pts) _____ 67 – 34% (3 pts) _____ 33 – 0 % (0 pts)

Environment Artifacts (cont.)	
20. Resident bathroom mirrors are wheelchair accessible and/or adjustable in order to be visible to a seated or standing resident.	_____ All resident bathroom mirrors (5 pts) _____ Some (3 pts) _____ None (0 pts)
21. Sinks in resident bathrooms are wheelchair accessible with clearance below sink for wheelchair.	_____ All resident bathroom sinks (5 pts) _____ Some (3 pts) _____ None (0 pts)
22. Sinks used by residents have adaptive/easy-to-use lever or paddle handles.	_____ All sinks (5 pts) _____ Some (3 pts) _____ None (0 pts)
23. Adaptive handles, enhanced for easy use, for doors used by residents (rooms, bathrooms and public areas).	_____ All resident-used doors (5 pts) _____ Some (3 pts) _____ None (0 pts)
24. Closets have moveable rods that can be set to different heights.	_____ All closets (5 pts) _____ Some (3 pts) _____ None (0 pts)
25. Home has no rule prohibiting, and residents are welcome, to decorate their rooms any way they wish including using nails, tape, screws, etc.	_____ Yes (5 pts) _____ No (0 pts)
26. Home makes available extra lighting source in resident room if requested by resident such as floor lamps, reading lamps.	_____ Yes (5 pts) _____ No (0 pts)

Environment Artifacts (cont.)	
27. Heat/air conditioning controls can be adjusted in resident rooms.	_____ All resident rooms (5 pts) _____ Some (3 pts) _____ None (0 pts)
28. Home provides or invites residents to have their own refrigerators.	_____ Yes (5 pts) _____ No (0 pts)
29. Chairs and sofas in public areas have seat heights that vary to comfortably accommodate people of different heights.	_____ Chair seat heights vary by 3" or more (5 pts) _____ Chair seat heights vary by less than 3"(3 pts) _____ Chair seat heights do not vary (0 pts)
30. Gliders which lock into place when person rises are available inside the home and/or outside.	_____ Yes (5 pts) _____ No (0 pts)
31. Home has store/gift shop/cart available where residents and visitors can purchase gifts, toiletries, snacks, etc.	_____ Yes (5 pts) _____ No (0 pts)
32. Residents have regular access to computer/Internet and adaptations are available for independent computer use such as large keyboard or touch screen.	_____ Both Internet access & adaptations (10 pts) _____ Access without adaptations (5 pts) _____ Neither (0 pts)
33. Workout room available to residents.	_____ Yes (5 pts) _____ No (0 pts)
34. Bathing rooms have functional and properly installed heat lamps, radiant heat panels or equivalent.	_____ All bathing rooms (5 pts) _____ Some (3 pts) _____ None (0 pts)

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Environment Artifacts (cont.)	
35. Home warms towels for resident bathing.	_____ All residents (5 pts) _____ Some residents (3 pts) _____ Not a current practice (0 pts)
36. Accessible, protected outdoor garden/patio provided 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.	____ Available to all residents (5 pts) ____ Available for some residents (3 pts) ____ Not available (0 pts)
37. Home has outdoor, raised gardens available for resident use.	____ Available to all residents (5 pts) ____ Available for some residents (3 pts) ____ Not available (0 pts)
38. Home has outdoor walking/wheeling path which is not a city sidewalk or path.	____ Available to all residents (5 pts) ____ Available for some residents (3 pts) ____ Not available (0 pts)
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.	_____ Yes (5 pts) _____ No (0 pts)
40. Overhead paging system has been turned off or is only used in case of emergency.	_____ Yes (5 pts) _____ No (0 pts)
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.	_____ Available to all residents (5 pts) _____ Available to some residents (3 pts) _____ None (0 pts)

Environment Artifacts Total (Out of 320 possible points)	

Family & Community Artifacts	
42. Regularly scheduled intergenerational program in which children customarily interact with residents.	_____ Weekly (5 pts) _____ Monthly or less frequently (3 pts) _____ No (0 pts)
43. Home makes space available for community groups to meet in home with residents welcome to attend.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
44. Private guestroom available for visitors at no, or minimal cost for overnight stays.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
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 pts) _____ No (0 pts)
46. Home has special dining room available for family use/gatherings which excludes regular dining areas.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
47. Kitchenette or kitchen area with at least a refrigerator and stove is available to families, residents, and staff where cooling and baking are welcomed.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
Family and Community Artifacts Total (Out of 30 possible points)	

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Leadership Artifacts	
48. CNAs attend resident care conferences.	_____ All care conferences (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)
49. Residents or family members serve on home quality assessment and assurance (QAA, QI, CQI, QA) committee.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
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 an assigned social service staff.)	_____ All new residents (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)
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.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
52. Community Meetings are held on a regular basis bringing staff, residents and families together as a community.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
Leadership Artifacts Total (Out of 25 possible points)	

Workplace Practice Artifacts	
53. RNs consistently work with the residents of the same neighborhood/household/unit (with no rotation).	_____ All RNs (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)

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Workplace Practice Artifacts (cont.)	
54. LPNs consistently work with the residents of the same neighborhood/household/unit (with no rotation).	_____ All LPNs (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)
55. CNAs consistently work with the residents of the same neighborhood/household/unit (with no rotation).	_____ All CNAs (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)
56. Self-scheduling of work shifts. 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.	_____ All CNAs (5 pts) _____ Some (3 pts) _____ Not a current practice (0 pts)
57. Home pays expenses for non-managerial staff to attend outside conferences/workshops, e.g. CNAs, direct care nurses. Check yes if at least one non-managerial staff member attended an outside conference or workshop paid by home in past year.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
58. Staff is not required to wear uniforms or "scrubs".	_____ Yes (5 pts) _____ Not a current practice (0 pts)
59. Percent of other staff cross-trained and certified as CNAs in addition to CNAs in the nursing department.	_____Enter the actual percentage % in your home Convert your home's figure based on the below scale: _____100–81 % (5 pts) _____ 80 – 61% (4 pts) _____ 60 – 41% (3 pts) _____ 40 – 21% (2 pts) _____ 20 – 1% (1 point) _____ 0 (0 pts)

Workplace Practice Artifacts (cont.)	
60. Activities, informal or formal, are led by staff in other departments such as nursing, housekeeping or any departments.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
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.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
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.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
63. Job development programs, e.g. CNA to LPN to RN to NP.	_____ Yes (5 pts) _____ Not a current practice (0 pts)
64. Day care onsite available to staff	_____ Yes (5 points) _____ Not a current practice (0 points)
65. Home has on staff a paid volunteer coordinator in addition to activity director.	_____ Full time *(30 hours/week or more)* (5 pts) _____ Part time *(15-30 hrs/week)* (3 pts) _____ No paid volunteer coordinator (0 pts)
66. Employee evaluations include observable measures of employee support of individual resident choices, control and preferred routines in all aspects of daily living.	_____ All employee evaluations (5 points) _____ Some (3 points) _____ Not a current practice (0 points)
Workplace Practice Artifacts Total (Out of 70 possible points)	

Staffing Outcomes and Occupancy	
67. Average longevity of CNAs (in any position). Add length of employment in years of permanent CNAs and divide by number of CNA staff. _____ Enter your home's average years.	Convert your home's figure based on the below scale: 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 the number of LPN staff. _____ Enter your home's average years.	Convert your home's figure based on the below scale: 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 permanent staff RNs/GNs and divide by the number of RN/GN staff. _____ Enter your home's average years.	Convert your home's figure based on the below scale: Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)
70. Longevity of the Director of Nursing (in any position). _____ Enter your home's figure in years.	Convert your home's figure based on the below scale: Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)

Staffing Outcomes and Occupancy (cont.)	
71. Longevity of the Administrator (in any position). _____ Enter your home's figure in years.	Convert your home's figure based on the below scale: Above 5 years (5 points) 3-5 years (3 points) Below 3 years (0 points)
72. Turnover rate for CNAs. Number of CNAs who left, voluntary or involuntary, in previous 12 months divided by the total number of CNA's employed in the previous 12 months. _____ Enter your home's percentage.	Convert your home's figure based on the below scale: 0-19 % (5 points) 20-39 % (4 points) 40-59 % (3 points) 60-79 % (2 points) 80-99 % (1 point) 100% and above (0 points)
73. Turnover rate for LPNs. Number of LPNs who left, voluntary or involuntary, in previous 12 months divided by the total number of LPNs employed in the previous 12 months. _____ Enter your home's percentage.	Convert your home's figure based on the below scale: 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)
74. Turnover rate for RNs. Number of RNs who left, voluntary or involuntary, in previous 12 months divided by the total number of RNs employed in the previous 12 months. _____ Enter your home's percentage.	Convert your home's figure based on the below scale: 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)

Staffing Outcomes and Occupancy (cont.)	
75. Turnover rate for DONs. _____ Enter number of DONs in the last 12 months	Convert your home's figure based on the below scale: 1 (5 points) 2 (3 points) 3 or more (0 points)
76. Turnover rate for Administrators. _____ Enter number of NHAs in the last 12 months	Convert your home's figure based on the below scale: 1 (5 points) 2 (3 points) 3 or more (0 points)
77. Percent of CNA shifts covered by agency staff over the last month. Total number of CNA shifts (all shifts regardless of hours in a shift) in a 24 hour period; Multiplied by the number of days in the last full month; Of this number, number of shifts covered by an agency CNA _____Enter your percentage (agency shifts divided by total number multiplied by days multiplied by 100)	Convert your home's figure based on the below scale: 0 % (5 points) 1-5% (3 points) Over 5% (0 points)
78. Percent of nurse shifts covered by agency staff over the last month. Total number of nurse shifts (all shifts regardless of hours in a shift) in a 24 hour period; Multiplied by the number of days in the last full month; Of this number, number of shifts covered by an agency nurse. _____Enter your percentage (agency shifts divided by total number multiplied by days multiplied by 100)	Convert your home's figure based on the below scale: 0 % (5 points) 1-5% (3 points) Over 5% (0 points)

Staffing Outcomes and Occupancy (cont.)	
79. Current occupancy rate. _____ Enter your home's occupancy rate	Convert your home's figure based on the below scale: Above average 86-100 % (5 points) Average 83-85 % (3 points) Below average 0-82 % (0 points)
Staffing Outcomes and Occupancy Total (Out of 65 possible points)	

Artifacts Sections	Potential Points	Score
Care Practices	70	
Environment	320	
Family and Community	30	
Leadership	25	
Workplace Practice	70	
Staffing Outcomes and Occupancy	65	
Artifacts of Culture Change	**580**	

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