

ARTIFACTS *of Culture Change*



CROSSWALK

Artifacts of Culture Change 2.0 Outcomes

The Original Artifacts of Culture Change included an Outcomes section with points allotted based on a variety of metrics including:

- Average longevity of CNAs.
[Add length of employment in years of permanent CNAs and divide by number of staff].
- Average longevity of LPNs (in any position).
[Add length of employment in years of permanent LPNs and divide by number of staff].
- Average longevity of RN/GNs (in any position).
[Add length of employment in years of permanent RN/GNs and divide by number of staff].
- Longevity of Director of Nursing (in any position).
- Longevity of Administrator (in any position).
- Turnover rate for CNAs
- Turnover rate for LPNs
- Turnover rate for RNs
- Turnover rate for DONs
- Turnover rate for Administrators.
- Percent of CNA shifts covered by agency staff over the last month.
- Percent of nurse shifts covered by agency staff over the last month.
- Current occupancy rate

With the removal of points and an enhanced focus on implementation, the Outcomes section was removed from the Artifacts of Culture Change 2.0. For homes that wish to continue to track outcomes, we suggest that you:

- a) record actual rates of these metrics overtime and look for correlations between implementation and outcomes (see Figure 1 for an example of a bi-yearly comparison) and/or
- b) use the worksheets on pages 3-5 if you prefer a format like the Artifacts of Culture Change 2.0.

Figure 1 – Example of bi-yearly tracking of outcomes

OUTCOME	QTR 1	QTR 4	PERCENT CHANGE	OVERALL CHANGE
Average longevity of CNAs.				
Average longevity of LPNs (in any position).				
Average longevity of RN/GN (in any position).				
Longevity of Director of Nursing (in any position).				
Longevity of Administrator (in any position).				
Turnover rate for CNAs.				
Turnover rate for LPNs.				
Turnover rate for RNs.				
Turnover rate for DONs.				
Turnover rate for Administrators.				
Percent of CNA shifts covered by agency staff over the last month.				
Percent of nurse shifts covered by agency staff over the last month.				
Current occupancy rate.				

The Artifacts of Culture Change 2.0 (Optional Outcomes Section)

OUTCOMES

For each item, check the column that represents your home.

	FULLY IMPLEMENTED	PARTIALLY IMPLEMENTED	NOT A CURRENT PRACTICE
Average longevity of CNAs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add length of employment in years of permanent CNAs and divide by number of staff.	Fully Implemented	Partially Implemented	Not a current practice
<ul style="list-style-type: none"> • Check Fully Implemented if your CNA average longevity is above 5 years. • Check Partially Implemented if your CNA longevity is 3 – 5 years. • Check Not a current outcome if your CNA longevity is below 3 years. 			
Average longevity of LPNs (in any position).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add length of employment in years of permanent LPNs and divide by number of staff.	Fully Implemented	Partially Implemented	Not a current practice
<ul style="list-style-type: none"> • Check Fully Implemented if your LPN average longevity is above 5 years. • Check Partially Implemented if your LPN longevity is 3 – 5 years. • Check Not a current outcome if your LPN longevity is below 3 years. 			
Longevity of Director of Nursing (in any position).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<ul style="list-style-type: none"> • Check Fully Implemented if your DON average longevity is above 5 years. • Check Partially Implemented if your DON longevity is 3 – 5 years. • Check Not a current outcome if your DON longevity is below 3 years. 	Fully Implemented	Partially Implemented	Not a current practice
Longevity of Administrator (in any position).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<ul style="list-style-type: none"> • Check Fully Implemented if your NHA average longevity is above 5 years. • Check Partially Implemented if your NHA longevity is 3 – 5 years. • Check Not a current outcome if your NHA longevity is below 3 years. 	Fully Implemented	Partially Implemented	Not a current practice

Turnover rate for CNAs.

Number of CNAs who left, voluntarily or involuntarily, in previous 12 months divided by number of total CNAs employed = turnover rate.

Fully Implemented

Partially Implemented

Not a current practice

- Check Fully Implemented if your home's figure is 0-19%.
- Check Partially Implemented if your home's figure is 20-99%.
- Check Not a current outcome if your home's figure is 100% or above.

Turnover rate for LPNs.

Number of LPNs who left, voluntary or involuntary, in previous 12 months divided by number of total LPNs employed = turnover rate

Fully Implemented

Partially Implemented

Not a current practice

- Check Fully Implemented if your home's figure is 0-12%.
- Check Partially Implemented if your home's figure is 13-65%.
- Check Not a current outcome if your home's figure is 66% or above.

Turnover rate for RNs.

Number of RNs who left, voluntary or involuntary, in previous 12 months divided by number of total RNs employed = turnover rate

Fully Implemented

Partially Implemented

Not a current practice

- Check Fully Implemented if your home's figure is 0-12%.
- Check Partially Implemented if your home's figure is 13-65%.
- Check Not a current outcome if your home's figure is 66% or above.

Turnover rate for DONs.

Number of DONs in the last 12 months

Fully Implemented

Partially Implemented

Not a current practice

- Check Fully Implemented if your home's figure is 1.
- Check Partially Implemented if your home's figure is 2.
- Check Not a current outcome if your home's figure is 3 or above.

Turnover rate for Administrators.

Number of NHA in the last 12 months

Fully Implemented

Partially Implemented

Not a current practice

- Check Fully Implemented if your home's figure is 1.
 - Check Partially Implemented if your home's figure is 2.
 - Check Not a current outcome if your home's figure is 3 or above.
-

Percent of CNA shifts covered by agency staff over the last month.

Fully Implemented

Partially Implemented

Not a current practice

Total number of CNA shifts in a 24-hour period (all shifts regardless of hours in a shift) _____
Multiplied by number of days in last full month X _____
Of this number, number of shifts covered by an agency CNA _____

Your percentage (agency shifts/total number X days X 100)

- Check Fully Implemented if your home's figure is 0%.
- Check Partially Implemented if your home's figure is 1-5%.
- Check Not a current outcome if your home's figure is above 5%.

Percent of nurse shifts covered by agency staff over the last month.

Fully Implemented

Partially Implemented

Not a current practice

Total number of nurse shifts in a 24-hour period (all shifts regardless of hours in a shift) _____
Multiplied by number of days in last full month X _____
Of this number, number of shifts covered by an agency nurse _____

Your percentage (agency shifts/total number X days X 100)

- Check Fully Implemented if your home's figure is 0%.
- Check Partially Implemented if your home's figure is 1-5%.
- Check Not a current outcome if your home's figure is above 5%.

Current occupancy rate _____ Your home figure

Fully Implemented

Partially Implemented

Not a current practice

- Check Fully Implemented if your home's figure is at average 86% or above.
- Check Partially Implemented if your home's figure is 83-85%.
- Check Not a current outcome if your home's figure is 83% or below.

OUTCOMES Total

1 Referenced benchmarks are from the original Artifacts of Culture Change Outcomes section.