



PointClickCare®

# The Need for Standardization: PDPM & Beyond

Standardization Will Drive  
Your Quality Transformation  
Under PDPM



# Better Processes, Workflows, Content and Care Approaches are Fundamental to Successful Implementation of the New Model

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In this “how-to” guide, you’ll discover how building a culture of continuous improvement and quality transformation will provide a strong foundation for your business under PDPM.

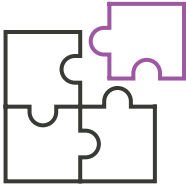


The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.

- Albert Einstein

## INTRODUCTION

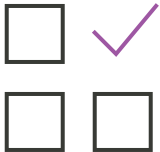
### What is Standardization?



Standardization aims to improve productivity, quality and morale by unifying the procedures organizations use to complete the same process. It requires rules—or standards—for every task in the process, defining the scope, quality, methods to be followed and task owners. Standardization is goal-driven, structured change management. But the change process can move forward only when all participants have bought into the need for standardization.

### Importance of Standardization

**Clarity** is at the center of all the benefits of standardization. Standardized processes eliminate guesswork and the potential for variability, the nemesis of quality. With a standard process, the operational bar has been set, staff know what needs to be done and how, and gaps are easier for management to identify and correct.



Once clarity is achieved, productivity increases, since staff can perform their duties to the levels expected by both customers and management. Consistency and predictability become operational mainstays.

In addition to boosting employee morale and perfecting customer service, standardization also quickly surfaces possible “people” problems, reducing unnecessary turnover.

**Best of all, with work done in a predefined, optimized manner, it's easier to identify and track metrics with reliability and validity, laying the groundwork for improved data insights. This, in turn, drives the best possible care delivery for residents.**



## Connection to Quality

While value-based care and the focus on quality are here to stay, skilled nursing is not receiving additional funding to improve quality. Instead, the industry is expected to do more with less. In an increasingly complex health care ecosystem with limited resources, a shrinking workforce, unpredictable censuses and constant regulatory changes, it's more difficult than ever to manage quality improvement. Under these less-than-ideal conditions, standardization is a primary coping mechanism.

Standardization is not new to skilled nursing. Despite the desire to be unique, skilled nursing organizations are constantly measured and

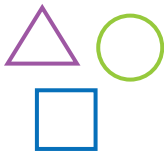
reimbursed against standard data sets. Standardized processes or frameworks such as Quality Assurance Performance Improvement (QAPI), have also been adopted in the industry, demonstrating that standardization is now synonymous with continuous improvement efforts.

A systematic approach to managing quality through standardization involves focusing on the components that make up the system: people, processes and tools.

**Let's take a look at the system components in detail.**

## SYSTEM COMPONENTS

### Overview



The components of a system—**processes**, **tools**, and **people**—can produce great things when they work together. There's no denying that an established system makes it easier to introduce changes, since it provides an organized state as a base. When dealing with changes in a system, however, it's important to recognize the connections between all the components. You must consider potential impacts to other parts that may disrupt the system when a single component is changed.



### Here's a recent example from NASA.

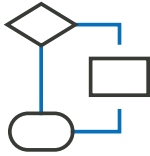
In March 2019, NASA planned to conduct its first all-female spacewalk. Unfortunately, by changing the crew to two female astronauts (people) for the spacewalk (process), NASA did not consider that it had only one medium-sized space suit (tool).

Therefore, the plan had to be delayed for nine months, since NASA had not accounted for all the impacts to each of the system components.



A bad system will beat a good person every time.

- W. Edwards Deming



## Processes

Processes are the way work gets done. Standardization in process ensures that work is broken down into pre-defined, optimized workflows. Embedded performance tracking metrics are included to consistently measure the same thing in the same way. Quality can be built into standardized processes by determining what must be accomplished and specifying the required level of performance.



## Tools

Tools are anything that will assist either the process or the people to accomplish their tasks, and they can range from equipment to information to monetary resources. Without tools, the system will fail, as noted earlier in the NASA example.

**In terms of standardization, perhaps the most valuable tool is data. Having standardized data allows you to gain insights for continuous improvement.**



## People

The people component encompasses the staff who perform the processes with the available tools. Because humans are unique individuals, this is the component where variability often appears. For example, differences in skill sets can impede standardization adoption efforts.

The next sections look more specifically at how to bring standardization to each of these components using the PDPM example.



## Standardizing Your Processes

### Standardize Data Collection

With assessments reduced to one payment assessment under PDPM, there is a more pressing need to obtain a complete and comprehensive picture of the resident before the end of Day 8.

Standardizing the data collected can assist in achieving this goal.

There are four key steps to ensuring the success of standardizing your processes.

## 1

First, use pre-admission screening to collect as much data as possible, to get timely information on the record.

**Some guidelines to follow:**

- Determine how and when to get the information you need.
- Review content to ensure you've collected enough data points to make an appropriate admission decision.
- Implement tools and technology to assist with data collection and documentation.
- Update required policy and procedures with any changes. You may also need transitional policies if you're piloting a new process.



## 2

Implement interview tools to gain better insights from families and care givers.

The transfer record may not be enough to get the whole non-therapy ancillary (NTA) picture. Connecting with other sources of information via electronic communication, telephone or in person should feed the same process.

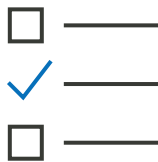
Remember to consider how the new tools will be integrated into existing systems and how your staff will be trained on the tools.





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Ensure that processes for selecting the most appropriate primary diagnosis are in place and that the interdisciplinary team (PT/OT/SLP/ Nursing and Medicine) understands the process to create alignment with required resources.

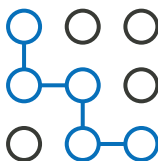


**This is where you may need to revise the current process to meet the team's requirements:**

- Confirm that the physician understands the need to align with clinical categories
- Determine who will decide the primary diagnosis and how they will make that decision
- Look at how this decision will optimize reimbursement across the disciplines so that revenue targets are achievable
- Decide how communication might need to change to ensure interdisciplinary alignment

4

Perform process mapping.



This data collection standardization step enables clarity and ensures that the collection process is sequenced effectively. Ideally, it is organized by the defined phases of data collection: pre-admission, admission, MDS completion and primary diagnosis identification.



# Standardize Protocols and Best Practice Workflows

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Standardized processes ensure the reliability and validity of the data being collected for analysis and improvements. We've increasingly seen how evidence-based and standards-based assessment, intervention, and documentation improve the resident experience, outcomes and satisfaction.

Research and best practices in care delivery and patient safety are constantly changing, and keeping up with those changes is daunting. Implementing the right technology, with evidence-based tools and content should help you adhere to standards. By adopting standards-based content and care processes outcomes are predictable and you can measure how staff is delivering against the standards.



## Standardizing Your Tools

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### The Value of Intelligent Technology

Your technology must be able to support a smooth transition to PDPM, with all the right MDS bells and whistles.

While PDPM began on October 1, 2019, it certainly doesn't end there. By continually evaluating the impact of PDPM and improving processes, you'll be able to eventually (and easily) retire RUGs III and IV, yet another milestone.

Your technology must be more than just a system of record; it must be a system of intelligence. It should transform standardized data into useful, actionable insights, driving continuous process improvement efforts across your organization. This will lead to better outcomes and reduced administrative overhead.

As you prepare for PDPM, here's how to go about reviewing your technical strengths and weaknesses.

## 1

Evaluate your technology for analytical capabilities.

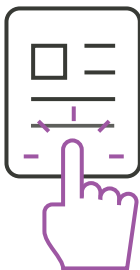
**You need to fully understand what data you can analyze, where it comes from, and why you're looking at it. From there, move on to more details:**



- Understand the outputs for reports, and consider how they are formatted
- Identify additional products or services that could deliver the data you may be missing
- Standardize the process and technologies
- Identify the policy and procedures that will need to change and when that will occur

## 2

Identify the sources of actionable insights (information, alerts and notifications, raw data) your technology provides, and when and to whom they are sent.



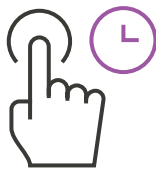
Know which standard EHR reports give you useful insights. Identify where those reports are located and who can access them.

Standardize access by position or function, ensuring that the right people can see the appropriate modules, reports, notifications and dashboards.

Again, standardize the process and technologies, and determine if and when policy and procedures will have to change.

3

For new technologies, understand the implementation timelines.



- Determine workback schedules
- Consider discovery, configuration, and training
- Understand which device will work for which process, role and person, and if you'll need to change any devices
- Look at bandwidth variation for potential changes in network support
- Update your IT governance plan with new requirements as necessary



The technology you use impresses no one.  
The experience you create with it is everything.

- Sean Gerety



## Standardizing Your People

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**Timing** is an important factor as you look at the “people” component of your system.

Right now, you may not be changing processes facility-wide or company-wide; perhaps you’re testing them in a pilot area or group.

To achieve your milestones, take the time to understand what should be changed now and later, and who needs what training and when.

## Understanding the “What” and “Why” of PDPM

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Your staff members must thoroughly understand PDPM and why it's necessary for some processes to change. You'll have to train them for these new and changed processes, so factor that into your time and budget considerations.

Be sure to educate them about the **value** the changes will bring along with the changes themselves.

## Train Your Care Team

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Your PDPM training program should include skills, documentation requirements, presumption of care changes, new technology or content and any other items identified in your plan.



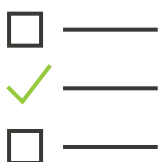
An organization's ability to learn and translate that learning into action rapidly is the ultimate competitive advantage.

- Jack Welch

## 1

### Implement standardized workflows and care content

This will make it much easier for you to evaluate care management competencies (ROP), and will also help you identify your staff's ongoing learning needs.



#### Keep these additional factors in mind:

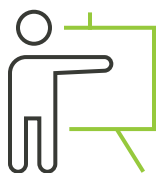
- Consistency makes scale possible
- Predictability ensures resident outcomes can be measured
- Technology should be a partner here – let technology take care of the science, so nurses can practice their art
- Don't forget personnel in the process who aren't "staff"

## 2

### Train staff on all aspects of PDPM and your new processes

#### If you haven't done this already, here are the basics:

- Set up a training schedule and understand what can be done in advance and what may be done "just in time"
- Build in competency reviews and demonstrations where necessary





3



### Provide education for upskilling

You may need to seek external resources to provide skill-specific training, e.g., IV, Central lines, or Dialysis. It's important that you understand any dependencies and the availability of this training.

## The Keys to Standardization Success

For each new process to succeed, you must establish both measurement criteria and data collection points.

**There are specific benchmarks to keep in mind when measuring your success:**

- Know what you are measuring
- Decide how long you will measure
- Determine what you'll do with the results

**The same holds true when you're establishing data collection points:**

- Find the data points that must be monitored
- Clearly state how the data will be collected
- Identify who will need the data

# Conclusion

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We created this white paper to help you understand the standards—workflow, training, data capture, reporting—that must be in place for your organization to excel under PDPM.

**You should now be prepared to:**

- Recognize the importance of standardization to your quality transformation
- Identify processes that must be standardized and how to align them to people, processes and tools
- Implement standardized processes across your organization in a considered approach and with the required supports

Solidifying standardized processes that drive change and quality improvement is the foundation of your PDPM journey. The combined power of standards-based assessments and advanced resident care insights will be critical to your success in this new value-based payment model.

**LEARN MORE**

About the technology that helps you standardize your processes and care teams.

**PointClickCare®**

[www.pointclickcare.com](http://www.pointclickcare.com)