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The LeadingAge Center for Aging Services Technologies (CAST) is focused on accelerating the development, evaluation and adoption of emerging technologies that will transform the aging experience. As an international coalition of more than 400 technology companies, aging-services organizations, businesses, research universities and government representatives, CAST works under the auspices of LeadingAge, an association of 6,000 not-for-profit organizations dedicated to expanding the world of possibilities for aging.

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PointClickCare®

Leveraging EHR Platform to Improve Resident Assessment, Consistency, Care Quality and Increase Revenue in Assisted Living

Categories

Quality of Care

ROI

Staff Efficiency

Organization Name

Welcov Assisted Living

Organization Type

Assisted Living facilities

Organization Description

Welcov Healthcare has 18 facilities within its Assisted Living division with a total of 516 suites. Its Assisted Living facilities are spread across seven states including, South Dakota, Iowa, Nebraska, Kansas, Wyoming, Montana, and Minnesota.

Project Description

Welcov Healthcare implemented PointClickCare's Senior Living technology platform across all of their Assisted Living facilities with a goal of re-evaluating their pricing and service model. Welcov's new pricing and service model took effect on December 1, 2015 with over 500 resident assessments completed across its Assisted Living division. With these assessments, Welcov saw an increase in pricing and service levels for 227 residents, a decrease in pricing and service levels for 79 residents, and no change in pricing and service levels for 194 residents.

Implementation Approach

Welcov used their experience implementing PointClickCare across their Skilled Nursing division to implement PointClickCare's Senior Living technology platform across their Assisted Living facilities in a three-stage approach. The first step was to pull together a core project team

that would be responsible for rolling out the new system across 18 facilities in 120 days. The core project team worked together to develop an implementation plan that was most efficient for their organization.

Stage 1 – Planning

Welcov put together a core team of senior management, regional managers and subject matter experts. Working alongside PointClickCare, this team developed a rapid implementation plan that was presented to each facility. Each facility was responsible for implementing the program, with the core planning team acting as consultants and trainers to assist throughout the process.

Stage 2 – Training

The subject matter experts on the core planning team were responsible for training the executive directors of each facility using a train the trainer approach. Training took place both on-site and via teleconference call with each facilities executive directors and Super User teams.

Once the trainers had been trained, they were responsible for training their teams within a 30 day window, leveraging PointClickCare and subject matter experts where needed to help all users at the facility become comfortable with using the system.

Stage 3 – Implementing System

To ensure that Welcov could roll out their 120 day plan, they divided their 18 facilities into regional territories and grouped them into implementation windows of three facilities at a time. This approach allowed Welcov to ensure that each group of facilities could implement their training system in a phased approach and be able to handle any challenges that were faced in each implementation window.

The regional managers and executive directors of each facility took ownership of the training and 30 day implementation window and acted as the point person for their team throughout the process. This team then leveraged the core project team to stick to their implementation window and ensure they were resourced to succeed.

Outcomes

Welcov experienced considerable financial and quality of care outcomes through the implementation of PointClickCare's Senior Living technology including:

- A revenue increase of 12% annually, representing \$749,829 for Welcov's Assisted Living division.
- An improvement in forecasting service levels for the operations team, as services levels are now tied directly to resident's acuity.
- No resident turnover was experienced as a result of the new pricing and service model implemented across Welcov's Assisted Living division.
- Consistent and accurate documentation across all Assisted Living communities.
- Improved customer satisfaction.
- Anywhere, anytime access for all team members across Welcov's Assisted Living division.
- Better communication with the residents and their families with regards to changes in services delivered and billing changes as a result of the enhanced personalized care for residents.

Challenges and Pitfalls to Avoid

Implementing a considerable EHR implementation project in a short time frame is a significant undertaking, where it is expected that you'll encounter a few challenges along the way. Welcov quickly discovered that an undertaking of this size has a lot of moving parts and requires input from a lot of different people. Dealing with the change management of having their staff quickly learn and adapt their workflow and workday to using the new electronic system was the biggest challenge Welcov faced.

Welcov was able to meet this challenge by having a commitment to training and developing a team of internal stakeholders, empowering them to be the champions of the technology and driving the change at their facility, who then used a combination of in person and teleconference-based training to train their individual teams. By establishing a train the trainer approach, each facility was able to be trained by a face they recognized, leading to thoughtful and meaningful conversations and a higher degree of buy-in from the facilities users. This system also allowed Welcov to identify users who needed a more hands on approach to learning the software and implement one-on-one training with these individuals.

Moving from multiple systems to one system requires an alignment of priorities and a detailed project plan with deliverables and timelines that can be followed. Welcov used this approach to deal with the challenges of time management and resource allocation of undertaking a large project while still maintaining the level of care that their residents depend on. The core project team was able to develop a timeline and roll-out schedule that was tailored to their facilities, and establishing local stakeholders ensured that these timelines could be audited and met.

Lessons Learned/Advice to Share with Others

Implementing PointClickCare's Senior Living technology platform has allowed Welcov to see significant and measureable results that have allowed them to improve the care being offered to their residents. Rolling out a large implementation across 18 facilities is a significant organizational and cultural change that requires a partner to execute successfully.

Welcov stresses the importance of choosing your technology partner wisely. The amount of work needed to undertake a project like this can't be understated and it requires a complete commitment from the entire team. Working with PointClickCare, Welcov had a consultative partner that acted as support throughout the implementation to make sure the system was rolled out efficiently and on time.