



REGULATORY SERVICES

Facility Services

&

Intermediate Care Facilities for Persons with Mental Retardation or Related Conditions (ICFMR/RC)

**Work Measurement Study for the Period
March – September, 2008**

**FINAL REPORT
November 2008**

Prepared by:

**Performance & Workload Measurement Unit
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ACKNOWLEDGMENTS

The Performance and Workload Measurement Unit (PWM) staff conducted the Facility Services 2008 work measurement study.

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Veronda Durden, Chris Adams, Linda Lothringer, Jennifer Waldo, Amos Hunter, and Catrell Wicker of the Regulatory Services program guided the design and implementation of the study.

Program Automation Coordinators (PAC's) Corinna McDowell, Tammy Smith, Jan Davis, Vicky Umberger, Maggie Magallanez, Ben May, Naela Saenz, and Cynthia Garcia provided invaluable regional assistance in issuing, installing, monitoring, and tracking study equipment and related software.

Pam Shaw, Sandy Smith, Lettie Cervantes, Selin Minarecioglu, Charlene Hartman, Angela Tamplin, Sam Manning, Rosemary Pinon, and Maria Escamilla provided regional assistance and backup support to the PAC's.

Brian Beeson, Brian Johnson, and Tim Kruse of the Regulatory Services Data Management Division provided product counts.

Leonor Johnston, Human Resources Specialist for HHSC, provided time and leave data.

Finally, thanks to the Regulatory Services field staff for their participation in the study.

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BACKGROUND

With the approval of DADS Assistant Commissioner for Regulatory Services, Veronda Durden, and DADS Chief Financial Officer, Gordon Taylor, this work measurement study (WMS) of Regulatory Services Facility Services surveyors was conducted by the Performance and Workload Measurement (PWM) unit.

The study provides valid and reliable standard time calculations for the completion of specific surveyor products and the percentages of time surveyors spend on survey-related activities. A special focus of this study provided percentages of time spent in specific state mandated survey activities.

Additionally, the study results provide program managers with data for evaluating the impact of program and policy changes and provide budget staff additional data for use in the development of the Legislative Appropriations Request (LAR), the Federal Budget Call Letter, and the determination of equitable distribution of agency resources.

STUDY DESIGN

Methodology

To develop standard times and percentages of time with a high degree of statistical reliability, PWM employed a simple random sampling methodology to conduct a Random Moment Time Study (RMTS) using Personal Digital Assistants (PDA's) for data collection.

A RMTS is a federally recognized statistical sampling technique where participants record work activities from pre-defined selections at random moments during the study period.

Sampling occurred in two stages:

- 1) random start dates were assigned to each participant to begin collecting data, and,
- 2) random time samples emitted by the PDA's were collected by participants.

Participation

The six month study period began March 1, 2008 and ended August 31, 2008. However, the study period was extended into September for a limited number of participants due to scheduling conflicts or delays in study completion.

All surveyors were included in the study population with a total of 290 surveyors completing the study. Unless fully trained or participating in survey activities, new hires were exempt.

- Facility Service Surveyors 204
- ICFMR/RC Facility Surveyors 46
- Life Safety Code Surveyors 40

Surveyors participated in the study until collecting a minimum of 240 completed time samples. The average number of work hours needed to achieve completion was 114.2 hours (Appendix A).

Data Collection

With the assistance of Regional Program Automation Coordinators, participants were provided a PDA loaded with study software to serve as a self-contained data collection instrument for study information.

PWM analysts conducted one-on-one telephone training to participants explaining the purpose of the study, and the use of the PDA for collecting, entering, and submitting collected study data. Basic identification and work information for each participant was confirmed during the training session. Prior to

the start of study telephone training, participants completed a PowerPoint orientation on the PDA as a data collection instrument (Appendix B).

The PDA study instrument used a menu-driven decision tree, with each selection determining the next level of choices. When the device signaled, participants recorded the corresponding activity they were performing at that moment (Appendix C). The PDA emitted random signals (time samples) at an average of 2.5 times per hour. Lunch, leave, and travel times were entered using special manual procedures.

Participants collected time samples whenever working, including work occurring outside normal assigned hours. At least once per week participants were required to submit collected data via the PDA “hot-sync” process to electronically transmit data to the PWM server (Appendix D).

Table 1: Study Instrument Level Descriptions

Level 1	Facility Type	Nursing Facility ¹ Assisted Living Facility Adult Day Care Facility Unlicensed Facility Intermediate Care Facilities for Persons with Mental Retardation (ICFMR) ² General Program Related ³ Non Work ⁴
Level 2	Compliance Review Type	Initial Resurvey/Recertification Licensing Inspection Complaint/Incident Follow-up Monitoring Visit Change in Status
Level 3	Activity Type	Pre-survey Preparation Entrance Record Review Information Gathering Observation Information Gathering Interview Information Gathering Information Analysis Providing Information Daily & Final Exit Report Generation Travel Trip Planning & Post State-only required activities⁵: Children in Facilities Civil Rights/Bed Class Forms Emergency Preparedness Emergency Procedures & Evacuation Difficulty Scores NAR/EMR Checks Special Nutrition Support Monitoring Specific Abuse/Neglect/Exploitation Requirements Standards of Participation Structural Review

¹ To differentiate between State and Federal-related activities and time requirements, Nursing Facilities were identified as either Licensed-only, Licensed & Certified, or Certified-only.

² ICFMR and Life Safety participants used data collection instruments (PDA's) programmed for their respective programs.

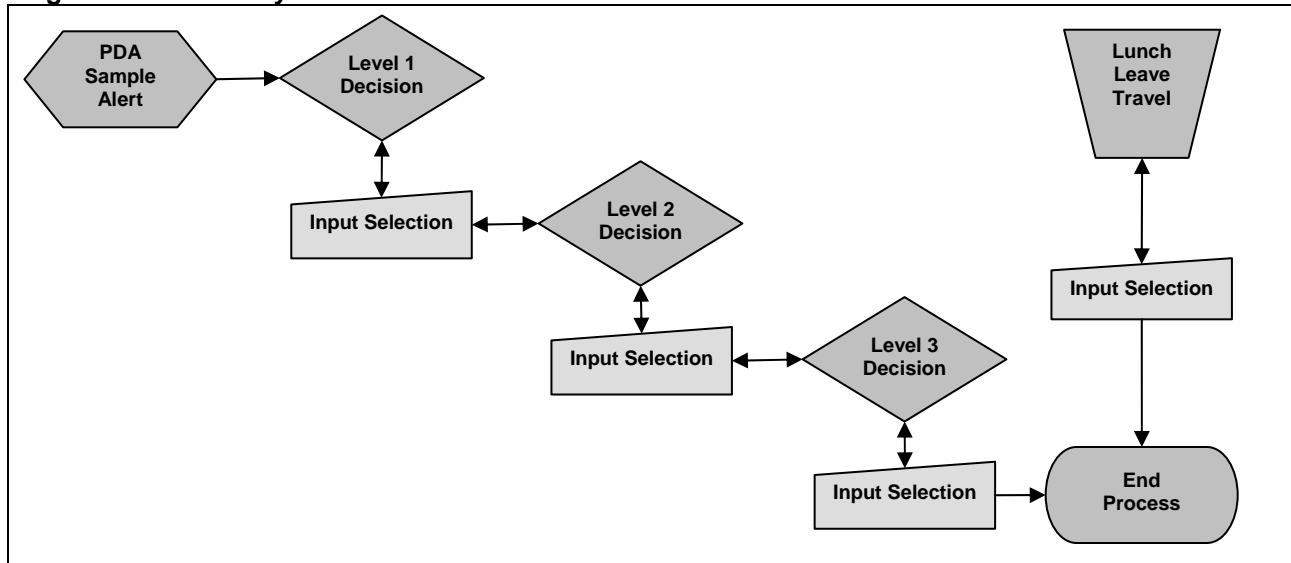
³ General Program Related provided recording of non-survey related work.

⁴ Non work provided recording of non-work time.

⁵ Specific state-only activity requirements.

Selections were entered into the PDA via a three-step entry process based upon the level definitions (Appendix C). Completing an entry took approximately 10 seconds. Figure 1 provides a flow chart of the entry process.

Figure 1: Study Instrument Decision Tree



Confidence Intervals

The study maintained a ninety-five (95.0%) percent confidence interval with a margin of error of +/- 1.0.

The confidence interval is a mathematical description of the estimated range of values in which collected results are expected to fall. The degree of confidence, or confidence level, is an index of certainty that the probability of that expected range is true.

Surveyors collected 74,261 time samples during the six (6) month study period. Because of the large number of samples collected during the study the calculated standard times and derived percentages of time spent in given activities are both precise and statistically reliable.

Data Integrity

To ensure data integrity, PWM staff employed the following quality assurance steps and techniques:

- participants completed a PowerPoint presentation on the PDA as a data collection instrument;
- participants received one-on-one phone training, with written instructions (Appendix C);
- the PDA data collection structure only allowed logical activity entry combinations;
- PWM analysts reviewed submitted data with the participant throughout the study period;
- PWM analysts used data-cleaning procedures to identify and correct data entry errors prior to analysis of the data;
- a random sample of participant-collected study data was cross checked with actual program data records.

Notes:

KEY FINDINGS

KEY FINDINGS

Standard Times

Of the twenty-seven possible standard time combinations (the average amount of time to perform a given compliance review within a given Facility Services Facility Type), twenty combinations had sufficient data to support standard times:

Nursing Facility	Initial	71 hours and 44 minutes
	Resurvey	237 hours and 49 minutes
	Licensing Inspection	NS
	Complaint/Incident	29 hours and 36 minutes
	Follow Up	3 hours and 05 minutes
	Change in Status	2 hours and 25 minutes
	Monitoring Visit	2 hours and 16 minutes
Assisted Living Facility	Initial	16 hours and 18 minutes
	Licensing Inspection	16 hours and 28 minutes
	Complaint/Incident	16 hours and 31 minutes
	Follow Up	4 hours and 20 minutes
	Change in Status	1 hours and 38 minutes
	Monitoring Visit	NS
Adult Day Care Facility	Initial	9 hours and 36 minutes
	Licensing Inspection	9 hours and 17 minutes
	Complaint/Incident	10 hours and 55 minutes
	Follow Up	1 hours and 59 minutes
	Change in Status	NS
	Monitoring Visit	NS
Unlicensed Facility	Complaint/Incident	11 hours and 59 minutes
	Follow Up	5 hours and 56 minutes
ICFMR/RC Facility	Initial	NS
	Recertification	42 hours and 23 minutes
	Complaint/Incident	27 hours and 58 minutes
	Follow Up	10 hours and 18 minutes
	Change in Status	NS
	Monitoring Visit	NS

Percentage of Time

Facility Type

Nursing Facility	59.3%
ICMR/RC Facility	14.9%
Assisted Living Facility	8.9%
Adult Day Care Facility	1.4%
Unlicensed Facility	0.6%
General Program Related	12.5%
Non Work	2.4%

Compliance Review Types

Resurvey/Recertification	55.7%
Complaint/Incident	31.1%
Licensing Inspection	6.6%
Follow Up	4.4%
Initial	2.0%
Change In Status	0.1%
Monitoring Visit	0.1%

Activity Types

Preparation & Reporting 34.6%	Pre-survey Prep	5.5%
	Report Generation	29.1%
Survey Related 54.0%	Entrance	2.2%
	Record Review Information Gathering*	19.0%
	Observation Information Gathering**	13.4%
	Interview Information Gathering	9.8%
	Information Analysis	7.1%
	Providing Information	0.0%
	Daily & Final Exit	2.5%
Travel Related 11.4%	Travel	10.8%
	Trip Planning & Post	0.6%

State Mandated Activities

State-only requirements comprise 0.7% of total time.

*Within Record Review Information Gathering:	3.3%
Nurse Aid Registry/Employee Misconduct Registry Checks	0.9%
Civil Rights/Bed Class Forms (Facility Services only)	0.3%
Emergency Preparedness (Facility Services only)	0.3%
Specific Abuse/Neglect/Exploitation Requirements (ICFMR/RC only)	0.7%
Structural Review (ICFMR/RC only)	0.4%
Emergency Procedures/Evacuation Difficulty Score (ICFMR/RC only)	0.4%
Standards of Participation (ICFMR/RC only)	0.2%
**Within Observation Information Gathering:	0.16%
Children in Facilities (Facility Services only)	0.1%
Special Nutrition Support Monitoring (ICFMR/RC only)	0.1%

STANDARD TIMES

Standard Time Defined

Results of a work measurement study are normally expressed in the output of a “standard time.”

A “standard time” is the average time to perform or complete a given Compliance Review Type, from start to finish, within a given Facility Type. The time samples collected, compliance reviews completed (as defined in Appendix C), and hours worked serve as the basis for developing standard times and for determining percentages of time devoted to work activities. Standard time calculations include all time spent by surveyors, whether individually or collectively.

*To ensure statistical reliability, this report presents standard times only where sufficient data is available. Where time samples reported or compliance reviews completed within a Facility/Compliance Review Type combination were too low for reliable calculation, **NS** (not sufficient) is listed. Unviable Facility/Compliance Review Type combinations are grayed out.*

Standard times are stated in hours and minutes (i.e., a standard time of 1:15 is equal to one hour and fifteen minutes).

Facility Types Defined

- **Nursing Facility (NF):** A facility licensed to provide organized and structured nursing care and services. The facility may be certified to participate in the Medicare/Medicaid program. If the facility is licensed-only, it is called a private pay facility. If the facility is certified, then it may be made up of a combination of Title 18, Title 19, and non-participating beds and/or a nursing facility that is located in a hospital and licensed by the Department of State Health Services (DSHS). The nursing facility is certified to participate in the Medicare program by Regulatory Services. With exceptions, license renewal occurs bi-annually.
- **Assisted Living Facility (ALF):** A facility that provides needed supervision or assistance with routine living activities. These licensed-only facilities provide food, shelter, and personal care services to four (4) or more residents in a residential setting. Though not certified, ALF's must receive annual license renewals.
- **Adult Day Care Facility (ADC):** A facility that provides services regularly, but not overnight, to elderly or disabled. These licensed-only facilities provide day services to four (4) or more adults through structured programs designed to meet the needs of the elderly or disabled. Though not certified, ADC's must receive annual license renewals.
- **Unlicensed Facility (UF):** An unlicensed facility of any kind except for ICFMR/RC, state schools, state centers, community centers and SNF's.
- **ICFMR/RC Facility:** An intermediate-care facility that provides services to persons with mental retardation or a related condition (ICFMR/RC). All private facilities are licensed by Regulatory Services. State operated facilities (state schools, state centers, and community centers) are not licensed by Regulatory Services; however, all ICFMR/RC facilities are certified to participate in the Medicaid (Title 19) program. With exceptions, license renewal occurs bi-annually.
- **General Program-Related:** Performance of Regulatory Services associated activities but the duties cannot be identified with a specific Facility Type. Examples include: attending seminars or training, performing State Agency Quality Improvement Program Reviews, filing handbooks, etc.
- **Non-Work:** Performance of Non-Work related activities during the paid workday. Examples include: personal phone calls, breaks, and speaking with PWM staff.

Compliance Review Types Defined

- **Initial:** A compliance review conducted to determine initial compliance with certification and/or state licensing.
- **Resurvey/Recertification:** A compliance review for resurvey or recertification of facilities.
- **Licensing Inspection:** A compliance review conducted to determine compliance with state licensing regulations (licensed only facilities).
- **Complaint/Incident:** Intake and investigation of a facility concerning allegations or incidents reported to Regulatory Services.
- **Follow Up:** A compliance review conducted to determine if corrective action has been met for deficiencies/violations cited during a previous compliance review.
- **Monitoring Visit:** Monitoring (on-site or telephone) for financial distress, emergency situation, adverse consequence, special situation, voluntary withdrawal, closure or enforcement action.
- **Change in Status:** Changes for a facility; such as, change in management, change in ownership, and change in number of clients/beds, change in bed classification or status verification.

Standard Times: Facility Type by Compliance Review Type

The study instrument gathered Facility Services-specific information on seven⁶ Facility Types, seven Compliance Review Types, and eleven Activity Types (Appendix C).

Of the twenty-seven possible standard time calculations combinations, twenty had sufficient data and product count to support standard times.

Table 2: Standard Times in Hours and Minutes

Facility Type	Initial	Resurvey/ Recertification	Licensing Inspection	Complaint /Incident	Follow Up	Monitoring Visit	Change in Status
Nursing Facility	71:44	237:49	NS	29:36	3:05	2:16	2:25
Assisted Living Facility	16:18		16:28	16:31	4:20	NS	1:38
Adult Day Care Facility	9:36		9:17	10:55	1:59	NS	NS
Unlicensed Facility				11:59	5:56		
ICFMR/RC Facility	NS	42:23		27:58	10:18	NS	NS

Standard times are published only when statistically reliable. Where time samples collected are insignificant and/or product counts (completed compliance reviews) are under thirty (30), standard times are not presented and denoted by NS.

⁶ Though listed as Facility Types for collection purposes, General Program Related and Non Work are not included in calculations.

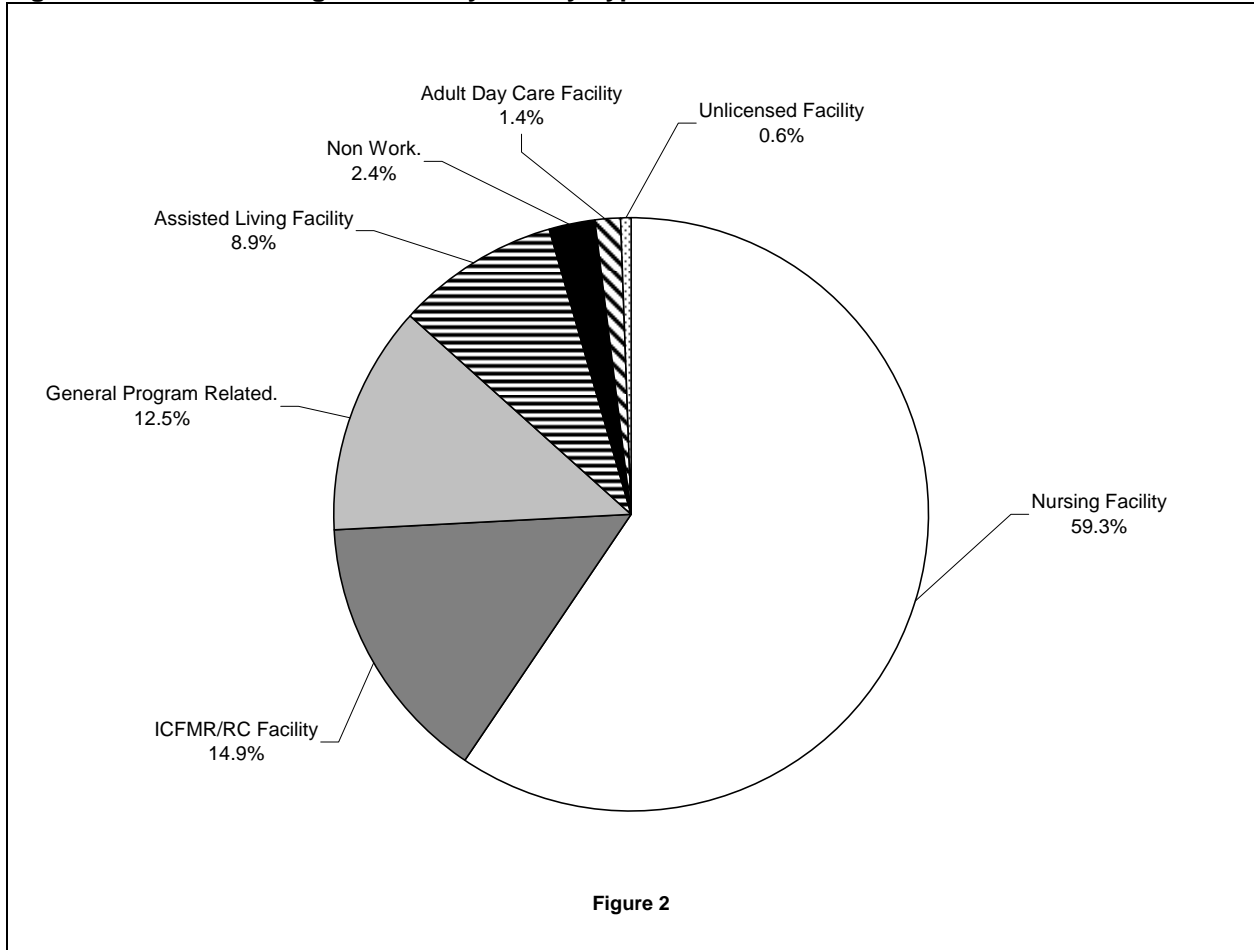
PERCENTAGE OF TIME

Percentage of Time: Facility Type

The first level of data collected by surveyors identified one of seven⁷ possible Facility Types in which the surveyor was engaged at the time the PDA emitted a signal.

Surveyors spent the greatest percentage of time working in Nursing Facility. The second largest percentage of time was spent in ICFMR/RC Facility.

Figure 2: Percentage of Time by Facility Type



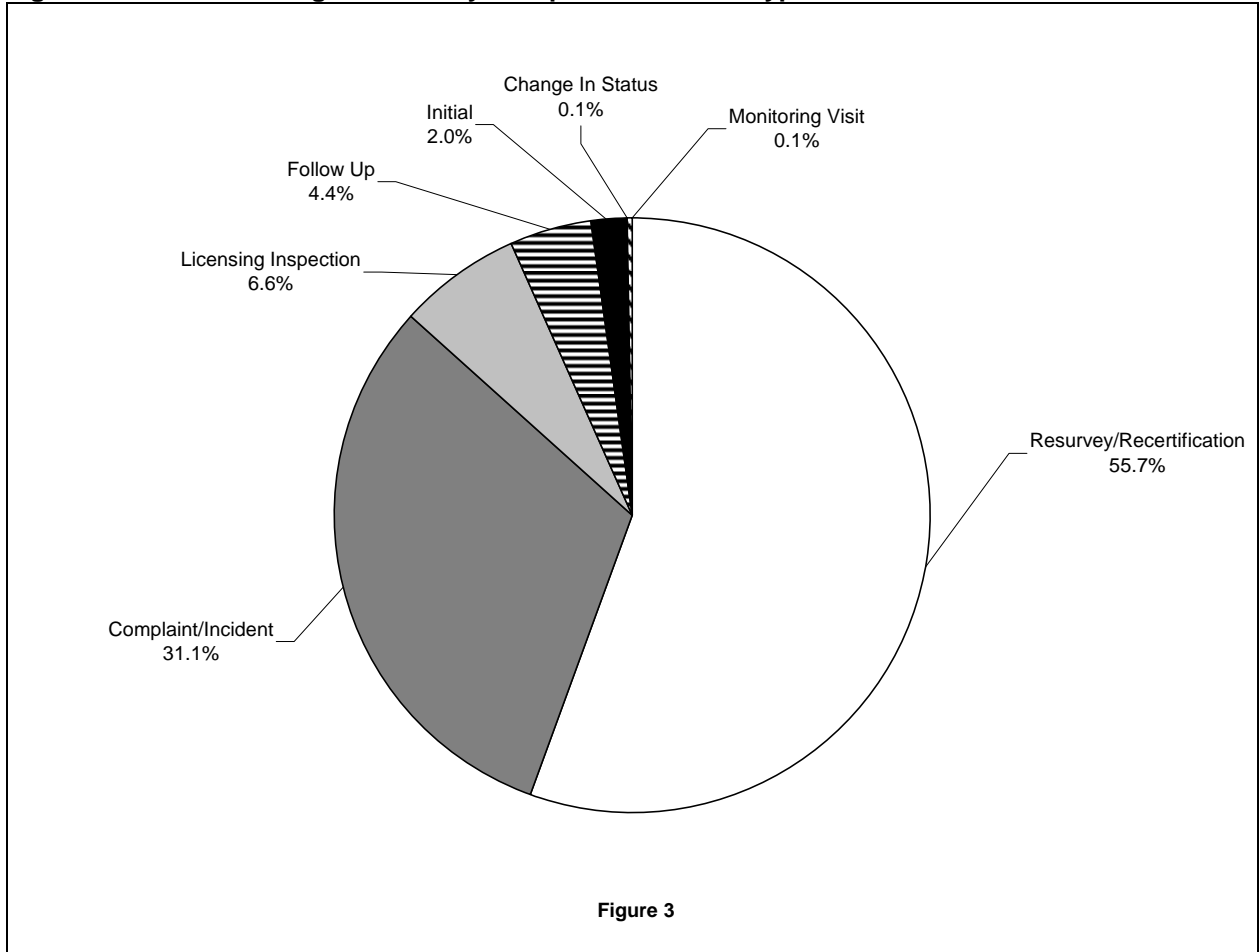
⁷ General Program Related and Non Work are listed as Facility Types for collection purposes only.

Percentage of Time: Compliance Review Type

The second level of data collected by surveyors identified one of seven⁸ possible Compliance Review Types predicated by the previous Facility Type selection.

Surveyors spent the greatest percentage of time in Resurvey/Recertification. The second largest percent of time was spent in Complaint/Incident.

Figure 3: Percentage of Time by Compliance Review Type

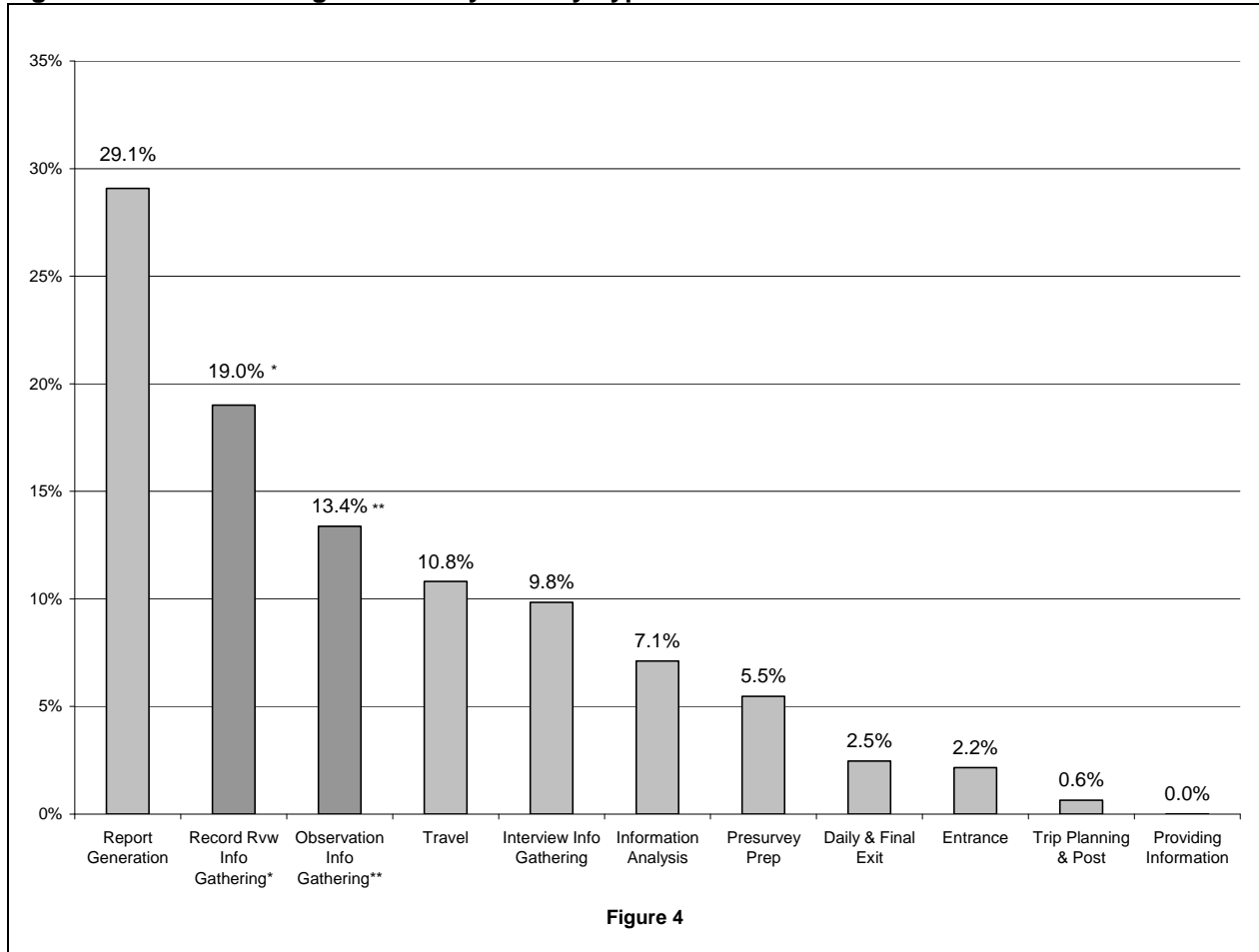


⁸ For reporting purposes, Resurvey (Facility Services) and Recertification (ICFMR/RC) were combined as Resurvey/Recertification.

Percentage of Time: Activity Type

The third level of data collected by surveyors identified one of twenty possible Activity Types predicated by the previous Facility and Compliance Review Type selections.

Figure 4: Percentage of Time by Activity Type



As previously stated, a special focus of this study was to provide percentages of time spent in specific state mandated survey activities. Results show:

Within all time samples gathered: State-only requirements comprise 0.7% of time.

*Within Record Review Information Gathering: State-only requirements comprise 3.3% of time.

- Nurse Aid Registry/Employee Misconduct Registry Checks 0.9%
- Civil Rights/Bed Class Forms (Facility Services only) 0.3%
- Emergency Preparedness (Facility Services only) 0.3%
- Specific Abuse/Neglect/Exploitation Requirements (ICFMR/RC only) 0.7%
- Structural Review (ICFMR/RC only) 0.4%
- Emergency Procedures/Evacuation Difficulty Score (ICFMR/RC only) 0.4%
- Standards of Participation (ICFMR/RC only) 0.2%

**Within Observation Information Gathering: State-only requirements comprise 0.16% of time.

- Children in Facilities (Facility Services only) 0.1%
- Special Nutrition Support Monitoring (ICFMR/RC only) 0.1%

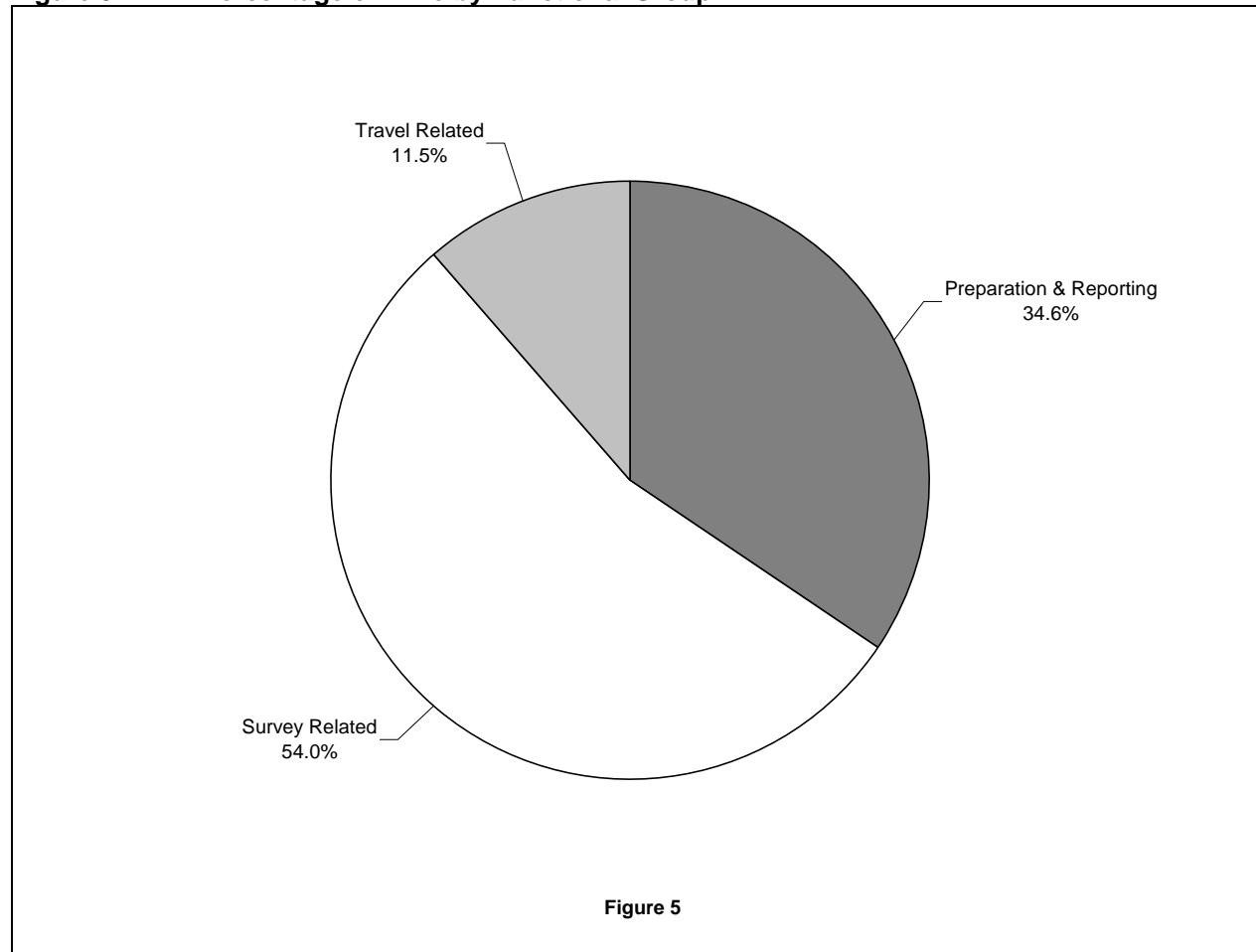
Percentage of Time: Functional Group

Related Activity Types are presented within the broader functional groups of Preparation and Reporting, Survey Related, and Travel Related.

Table 3: Functional Groups

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	5.5%	34.6%
	Report Generation	29.1%	
Survey Related	Entrance	2.2%	54.0%
	Record Review Information Gathering	19.0%	
	Observation Information Gathering	13.4%	
	Interview Information Gathering	9.8%	
	Information Analysis	7.1%	
	Providing Information	0.0%	
Daily & Final Exit	2.5%		
Travel Related	Travel	10.8%	11.5%
	Trip Planning & Post	0.6%	

Figure 5: Percentage of Time by Functional Group



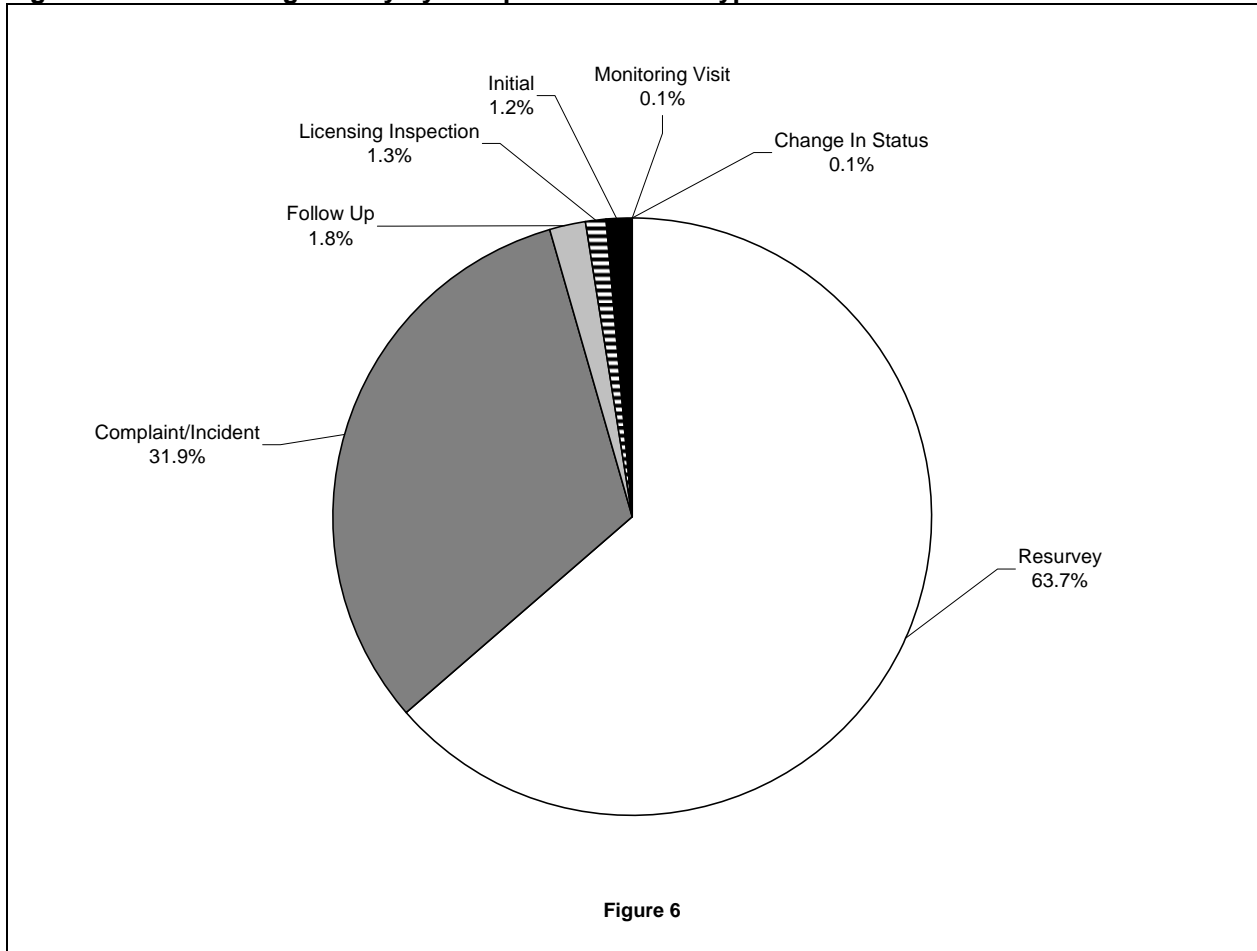
NURSING FACILITY

Nursing Facility: Compliance Review Type

Nursing Facility accounted for 59.3% of time samples collected (Figure 2, page 9).

Surveyors spent the greatest percentage of time working in Resurvey. The second largest percentage of time was spent in Complaint/Incident.

Figure 6: Nursing Facility by Compliance Review Type



Time spent within Nursing Facility was divided between the following:

- Nursing Facility (Licensed & Certified) 95.0%
- Nursing Facility (Certified Only) 3.0%
- Nursing Facility (Licensed Only) 2.0%

The following pages provide analysis within the time samples collected in Nursing Facility

Nursing Facility: Functional Group

Table 4 provides a point of comparison for Nursing Facility Activity Types presented by Compliance Review Type. For context, the percentage of total time spent within Nursing Facility is shown in the header for each Compliance Review Type.

Table 4: Nursing Facility Activity Types by Compliance Review Type

Functional Group	Activity Type	Initial (1.2%)	Resurvey (63.7%)	Licensing Inspection (1.3%)	Complaint/ Incident (31.9%)	Follow Up (1.8%)	Monitor Visit (0.1%)	Change in Status (0.1%)
Preparation & Reporting	Pre-survey Preparation	18.7%	4.8%	9.6%	4.9%	6.5%	2.9%	0.0%
	Report Generation	17.0%	23.4%	17.2%	38.1%	40.0%	22.9%	12.5%
Survey Related	Entrance	3.1%	1.8%	3.8%	1.9%	2.0%	0.0%	4.2%
	Record Review Information Gathering*	10.2%	22.0%	23.3%	18.2%	19.1%	0.0%	8.3%
	Observation Information Gathering**	16.4%	16.5%	13.4%	8.0%	7.3%	11.4%	20.8%
	Interview Information Gathering	6.4%	8.9%	8.2%	12.4%	5.5%	51.4%	45.8%
	Information Analysis	11.9%	9.2%	10.1%	5.0%	7.4%	0.0%	4.2%
	Daily & Final Exit	3.5%	2.3%	2.8%	1.9%	2.8%	0.0%	4.2%
Travel Related	Travel	11.8%	10.5%	10.3%	9.1%	8.9%	5.7%	0.0%
	Trip Planning & Post	1.2%	0.6%	1.4%	0.5%	0.4%	5.7%	0.0%

Across all Compliance Review Types, state-only requirements account for less than 0.5% of the total time spent.

*Within Record Review Information Gathering

**Within Observation Information Gathering

<u>Activity Type</u>	<u>Resurvey</u>	<u>Complaint/Incident</u>	<u>Follow Up</u>
*Civil Rights/Bed Class Forms	0.1%	0.1%	0.1%
*Emergency Preparedness	0.1%	0.0%	0.0%
*NAR/EMR Checks	0.2%	0.0%	0.1%
**Children in Facilities	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>
	0.4%	0.1%	0.2%

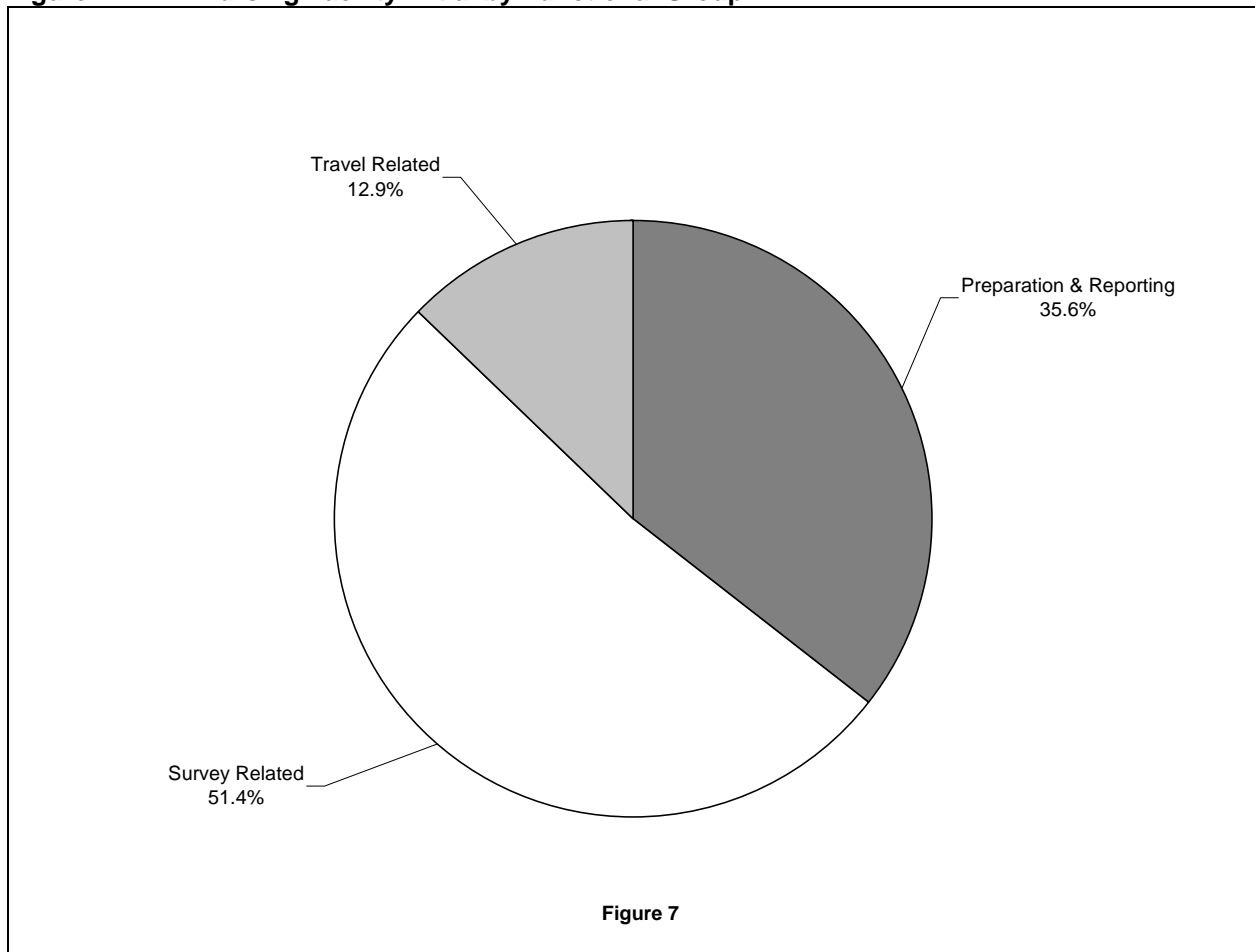
Nursing Facility: Initial

Nursing Facility Initial constituted 1.2% of surveyor time (Figure 6, page 13).

Table 5: Nursing Facility Initial by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	18.7%	35.6%
	Report Generation	17.0%	
Survey Related	Entrance	3.1%	51.4%
	Record Review Information Gathering	10.2%	
	Observation Information Gathering	16.4%	
	Interview Information Gathering	6.4%	
	Information Analysis	11.9%	
	Daily & Final Exit	3.5%	
Travel Related	Travel	11.8%	12.9%
	Trip Planning & Post	1.2%	

Figure 7: Nursing Facility Initial by Functional Group



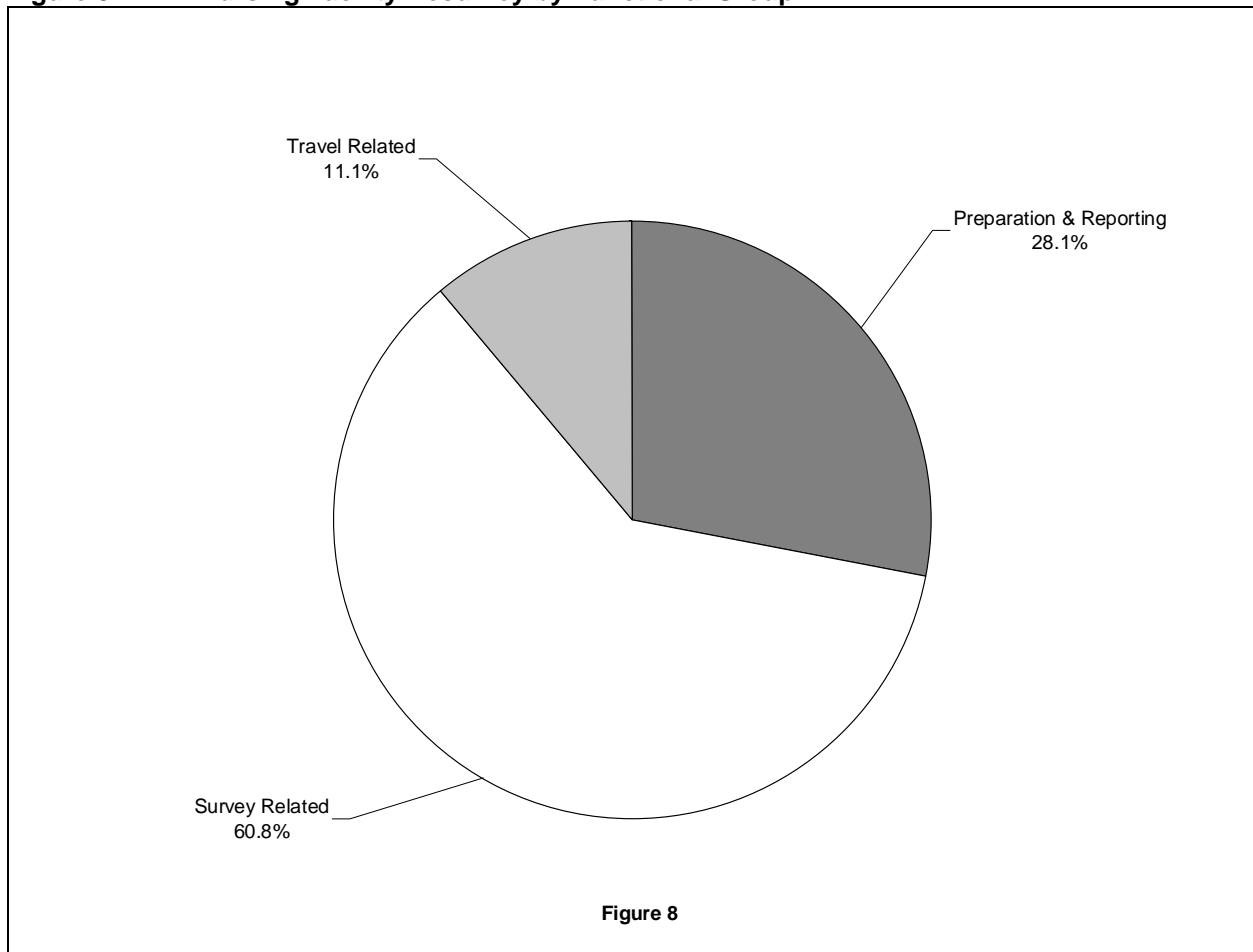
Nursing Facility: Resurvey

Nursing Facility Resurvey constituted 63.7% of surveyor time (Figure 6, page 13).

Table 6: Nursing Facility Resurvey by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	4.8%	28.1%
	Report Generation	23.4%	
Survey Related	Entrance	1.8%	60.8%
	Record Review Information Gathering	22.0%	
	Observation Information Gathering	16.5%	
	Interview Information Gathering	8.9%	
	Information Analysis	9.2%	
	Daily & Final Exit	2.3%	
Travel Related	Travel	10.5%	11.1%
	Trip Planning & Post	0.6%	

Figure 8: Nursing Facility Resurvey by Functional Group



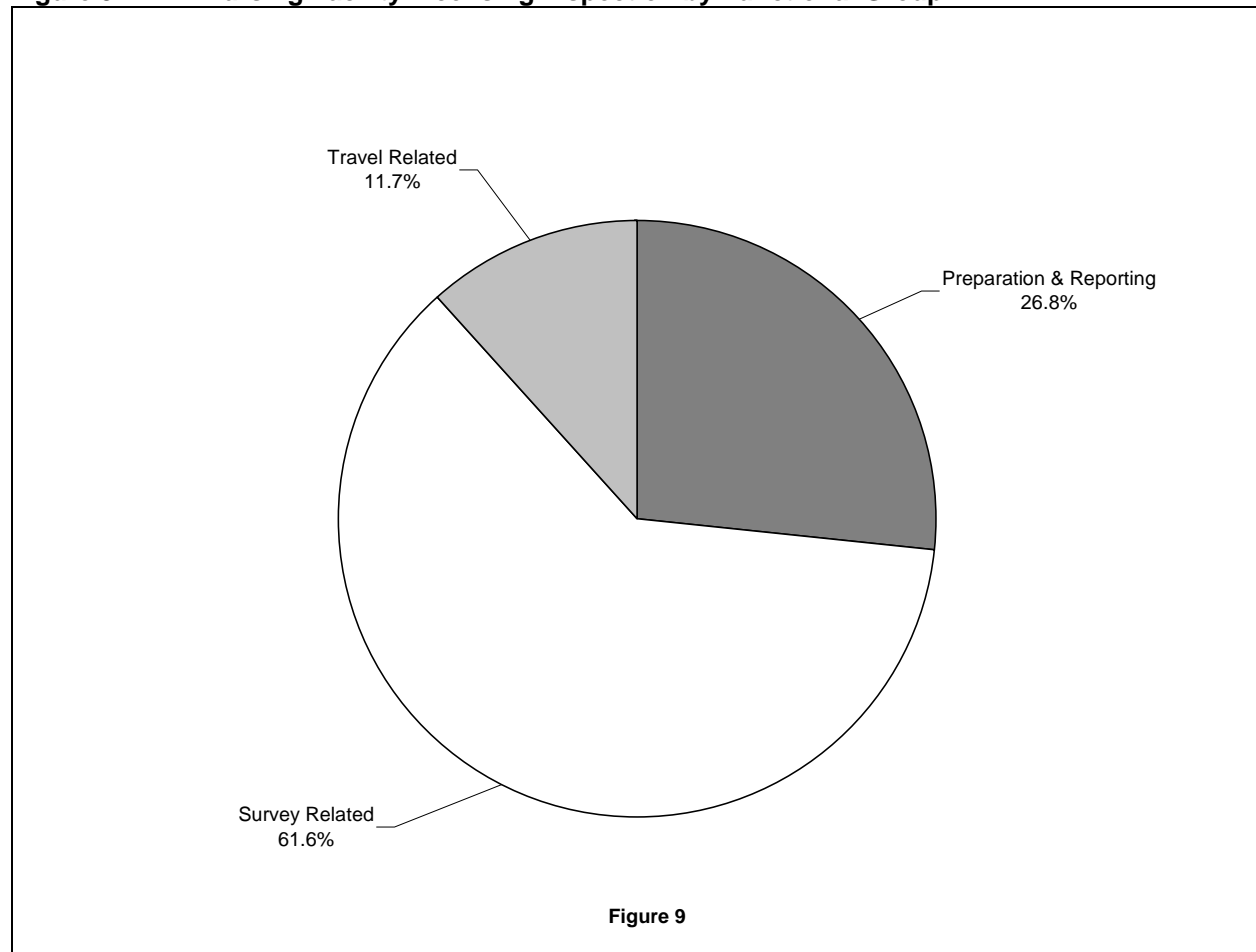
Nursing Facility: Licensing Inspection

Nursing Facility Licensing Inspection comprised 1.3% of surveyor time (Figure 6, page 13).

Table 7: Nursing Facility Licensing Inspection by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	9.6%	26.8%
	Report Generation	17.2%	
Survey Related	Entrance	3.8%	61.6%
	Record Review Information Gathering	23.3%	
	Observation Information Gathering	13.4%	
	Interview Information Gathering	8.2%	
	Information Analysis	10.1%	
	Daily & Final Exit	2.8%	
Travel Related	Travel	10.3%	11.7%
	Trip Planning & Post	1.4%	

Figure 9: Nursing Facility Licensing Inspection by Functional Group



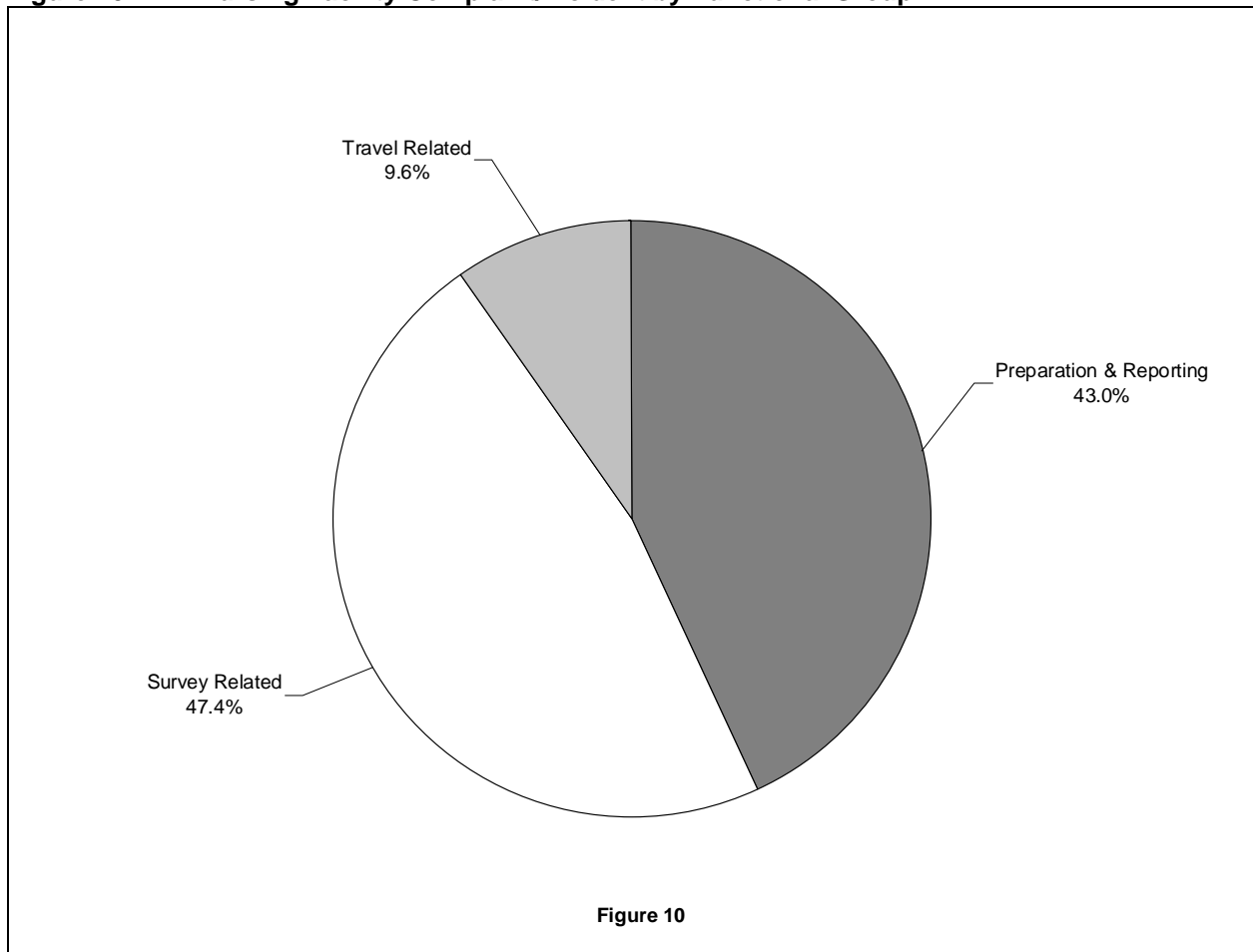
Nursing Facility: Complaint/Incident

Nursing Facility Complaint/Incident constituted 31.9% of surveyor time (Figure 6, page 13).

Table 8: Nursing Facility Complaint/Incident by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	4.9%	43.0%
	Report Generation	38.1%	
Survey Related	Entrance	1.9%	47.4%
	Record Review Information Gathering	18.2%	
	Observation Information Gathering	8.0%	
	Interview Information Gathering	12.4%	
	Information Analysis	5.0%	
	Daily & Final Exit	1.9%	
Travel Related	Travel	9.1%	9.6%
	Trip Planning & Post	0.5%	

Figure 10: Nursing Facility Complaint/Incident by Functional Group



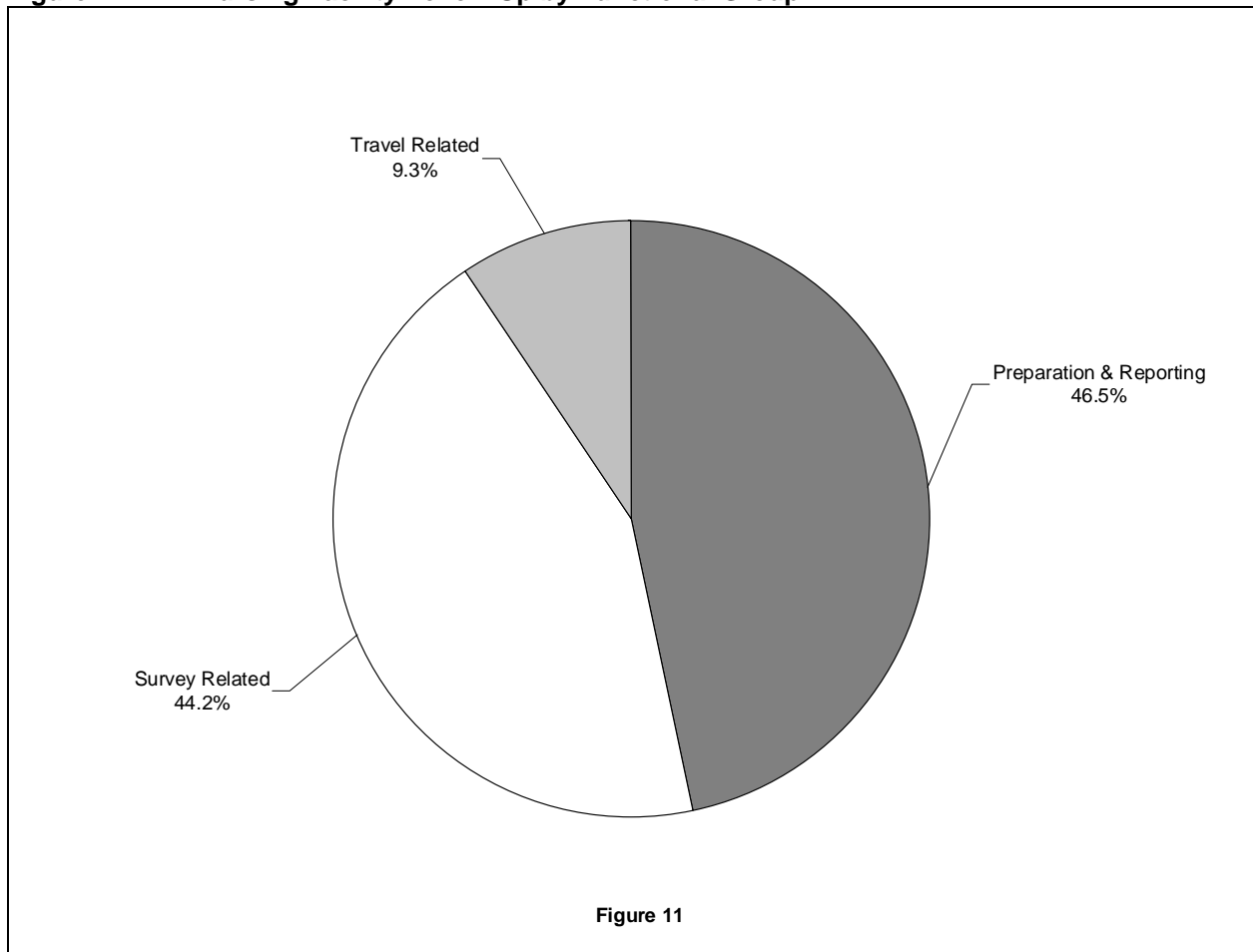
Nursing Facility: Follow Up

Nursing Facility Follow Up constituted 1.8% of surveyor time (Figure 6, page 13).

Table 9: Nursing Facility Follow Up by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	6.5%	46.5%
	Report Generation	40.0%	
Survey Related	Entrance	2.0%	44.2%
	Record Review Information Gathering	19.1%	
	Observation Information Gathering	7.3%	
	Interview Information Gathering	5.5%	
	Information Analysis	7.4%	
	Daily & Final Exit	2.8%	
Travel Related	Travel	8.9%	9.3%
	Trip Planning & Post	0.4%	

Figure 11: Nursing Facility Follow Up by Functional Group



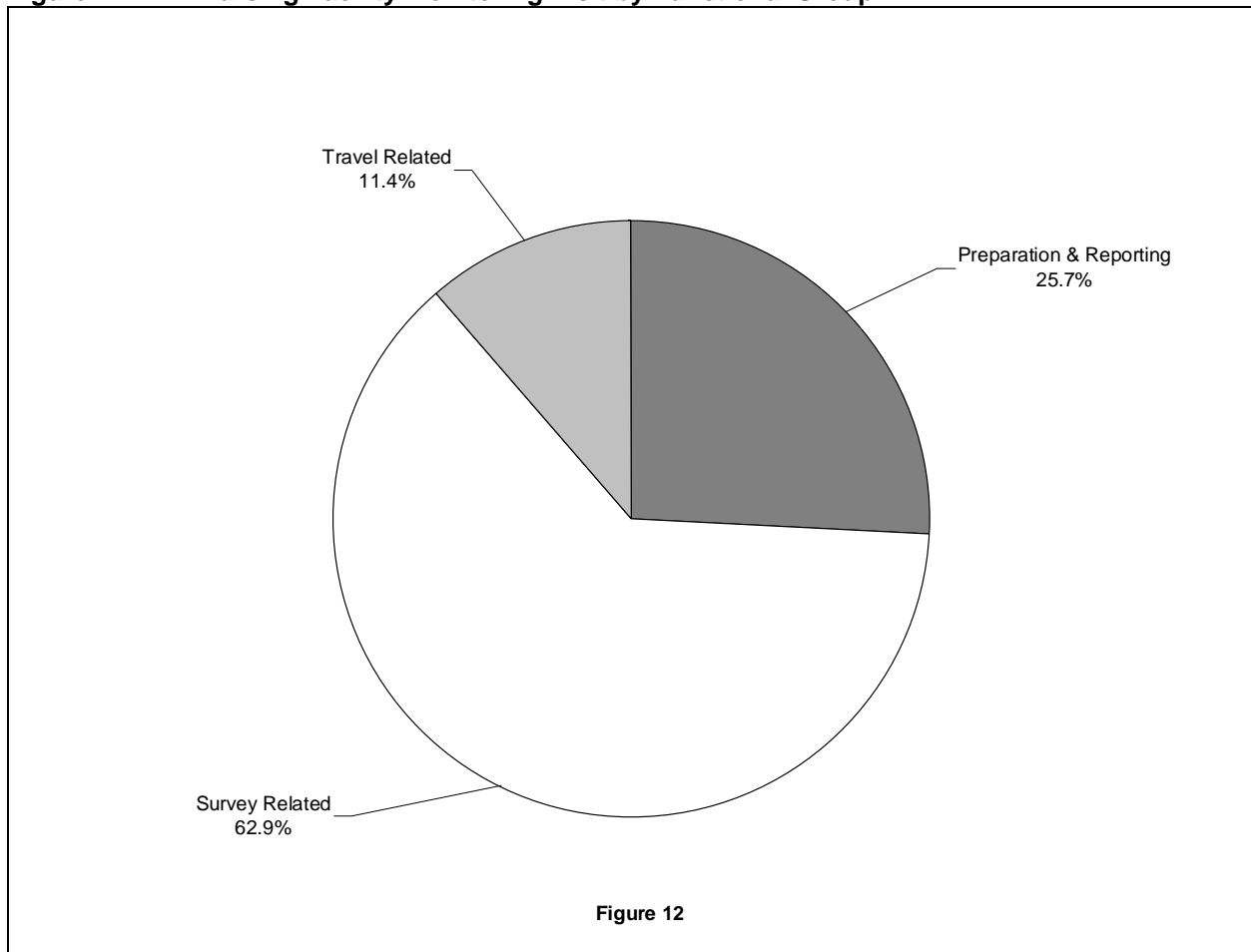
Nursing Facility: Monitoring Visit

Nursing Facility Monitoring Visit comprised 0.1% of surveyor time (Figure 6, page 13).

Table 10: Nursing Facility Monitoring Visit by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	2.9%	25.7%
	Report Generation	22.9%	
Survey Related	Entrance	0.0%	62.9%
	Record Review Information Gathering	0.0%	
	Observation Information Gathering	11.4%	
	Interview Information Gathering	51.4%	
	Information Analysis	0.0%	
	Daily & Final Exit	0.0%	
Travel Related	Travel	5.7%	11.4%
	Trip Planning & Post	5.7%	

Figure 12: Nursing Facility Monitoring Visit by Functional Group



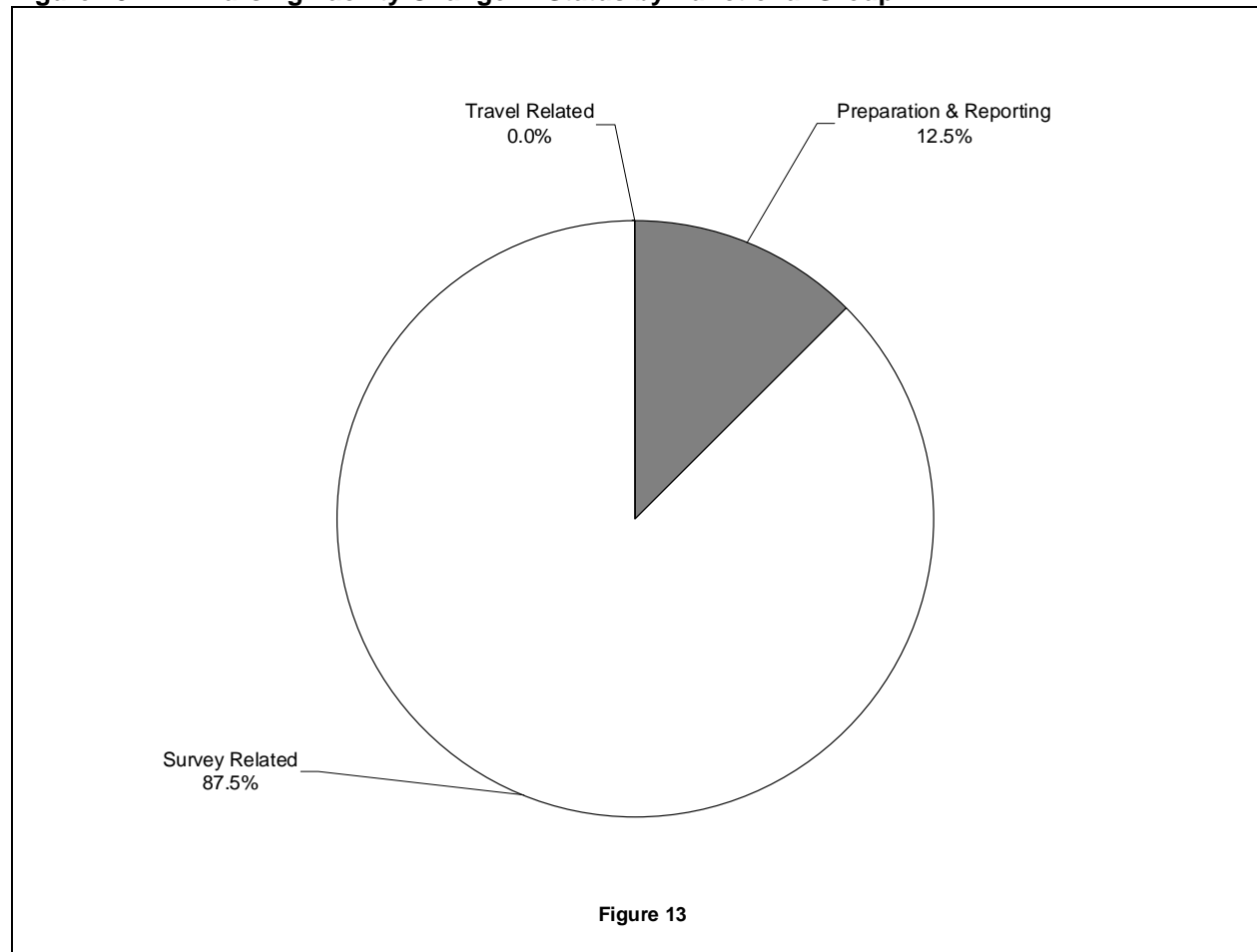
Nursing Facility: Change in Status

Nursing Facility Change in Status constituted 0.1% of surveyor time (Figure 6, page 13).

Table 11: Nursing Facility Change in Status by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	0.0%	12.5%
	Report Generation	12.5%	
Survey Related	Entrance	4.2%	87.5%
	Record Review Information Gathering	8.3%	
	Observation Information Gathering	20.8%	
	Interview Information Gathering	45.8%	
	Information Analysis	4.2%	
	Daily & Final Exit	4.2%	
Travel Related	Travel	0.0%	0.0%
	Trip Planning & Post	0.0%	

Figure 13: Nursing Facility Change in Status by Functional Group



Notes:

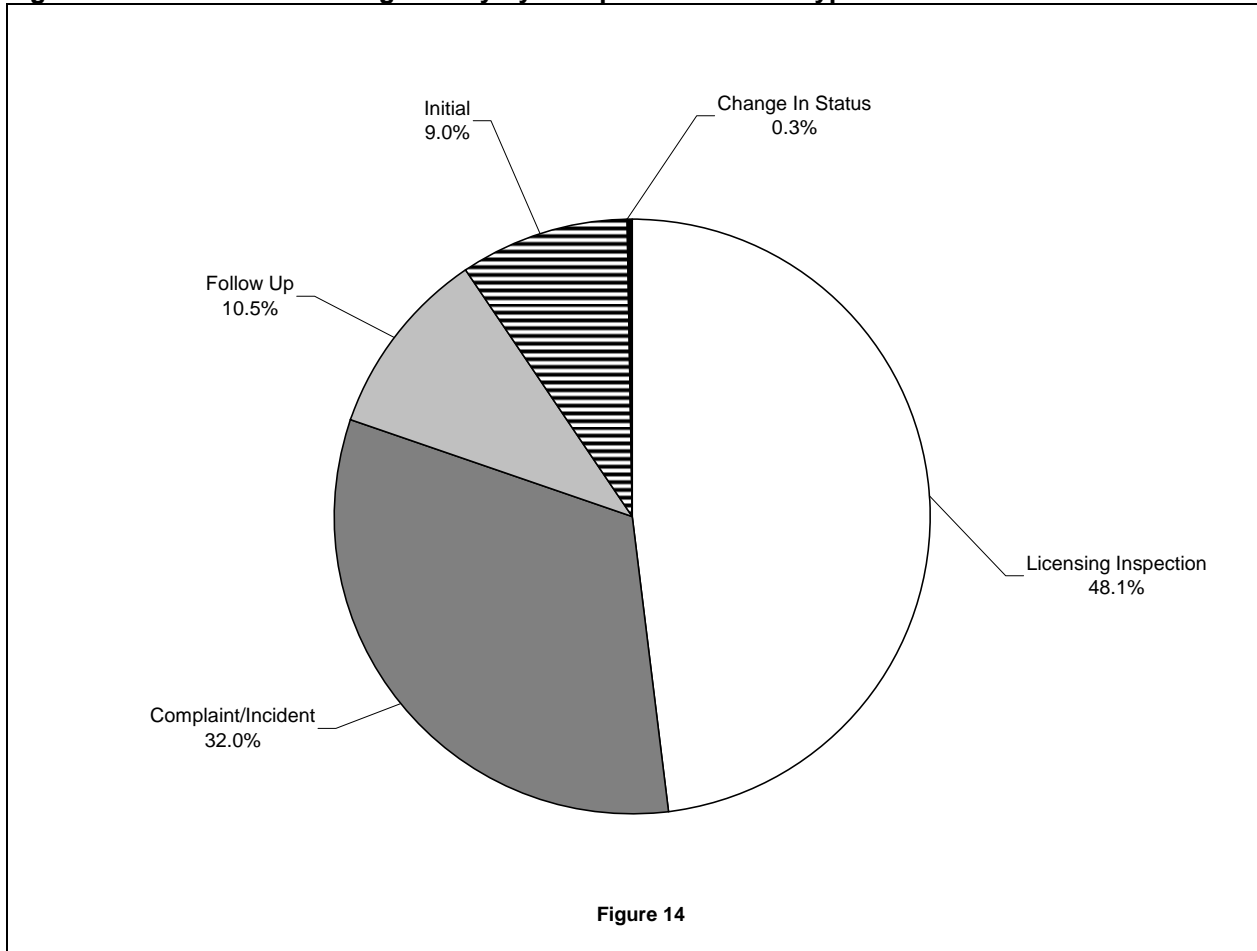
ASSISTED LIVING FACILITY

Assisted Living Facility: Compliance Review Type

Assisted Living Facility accounted for 8.9% of time samples collected (Figure 2, page 9).

Surveyors spent the greatest percentage of time working in Licensing Inspection. The second largest percentage of time was spent in Complaint/Incident.

Figure 14: Assisted Living Facility by Compliance Review Type



Monitoring Visit was not selected by any participants.

The following pages provide analysis within the time samples collected for Assisted Living Facility.

Assisted Living Facility: Functional Group

Table 12 provides a point of comparison for Assisted Living Facility Activity Types presented by Compliance Review Type. For context, the percentage of total time spent within Assisted Living Facility is depicted in the header for each Compliance Review Type.

Table 12: Assisted Living Facility Activity Types by Compliance Review Type

Functional Group	Activity Type	Initial (9.0%)	Licensing Inspection (48.1%)	Complaint/ Incident (32.0%)	Follow Up (10.5%)	Change in Status (0.3%)
Preparation & Reporting	Pre-survey Preparation	7.2%	7.4%	5.4%	10.8%	17.4%
	Report Generation	35.6%	31.9%	38.1%	37.7%	4.3%
Survey Related	Entrance	2.3%	2.7%	2.5%	4.5%	4.3%
	Record Review Information Gathering	7.8%	14.1%	13.2%	5.9%	17.4%
	Observation Information Gathering	20.7%	13.8%	5.7%	10.8%	26.1%
	Interview Information Gathering	6.0%	8.0%	16.1%	4.5%	13.0%
	Information Analysis	3.5%	4.1%	4.4%	7.4%	13.0%
	Daily & final Exit	4.8%	4.7%	3.1%	4.6%	0.0%
Travel Related	Travel	11.4%	12.7%	11.4%	13.0%	4.3%
	Trip Planning & Post	0.7%	0.6%	0.0%	0.9%	0.0%

Monitoring Visit was not selected by any participants.

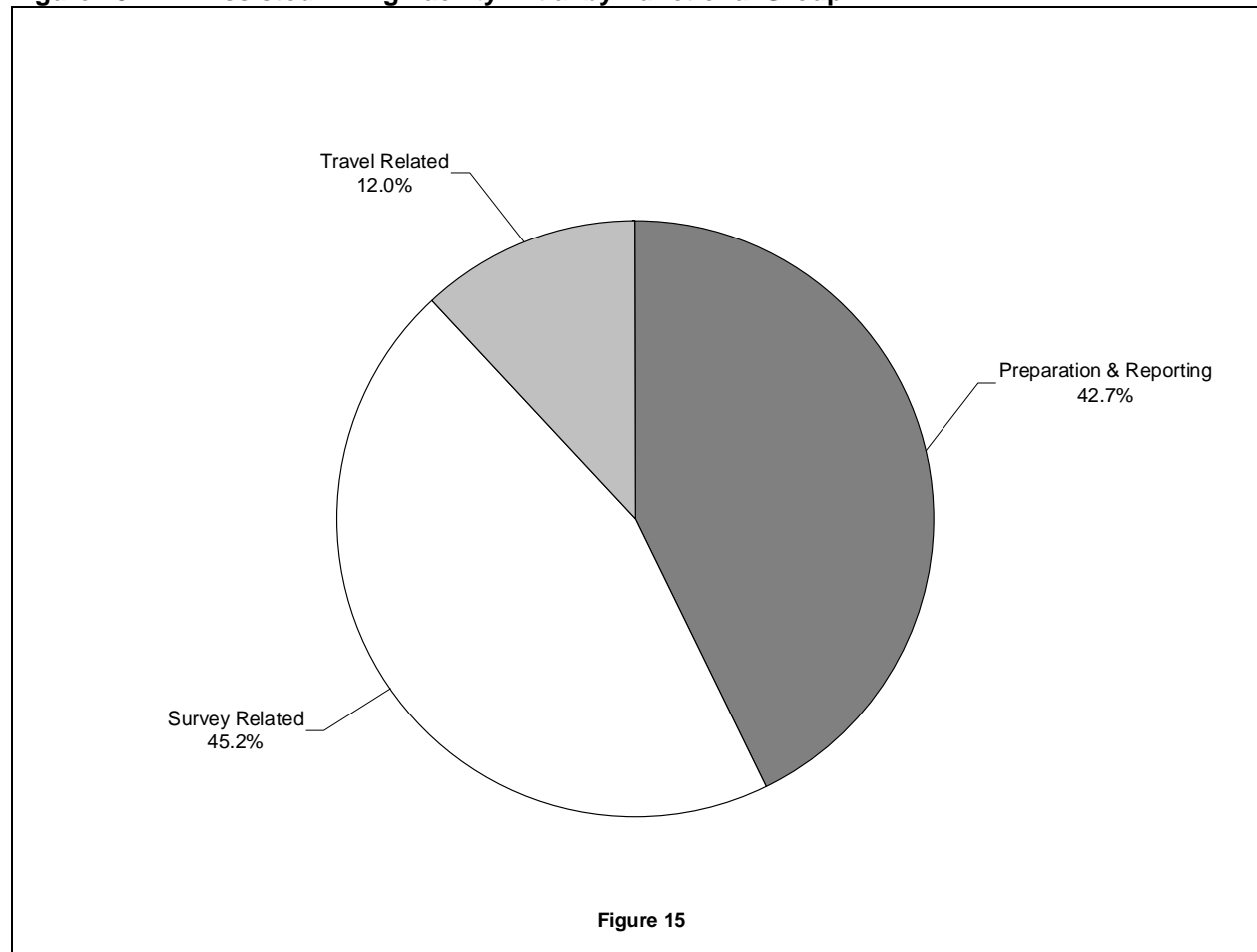
Assisted Living Facility: Initial

Assisted Living Facility Initial constituted 9.0% of surveyor time (Figure 14, page 23).

Table 13: Assisted Living Facility Initial by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	7.2%	42.7%
	Report Generation	35.6%	
Survey Related	Entrance	2.3%	45.2%
	Record Review Information Gathering	7.8%	
	Observation Information Gathering	20.7%	
	Interview Information Gathering	6.0%	
	Information Analysis	3.5%	
	Daily & Final Exit	4.8%	
Travel Related	Travel	11.4%	12.0%
	Trip Planning & Post	0.7%	

Figure 15: Assisted Living Facility Initial by Functional Group



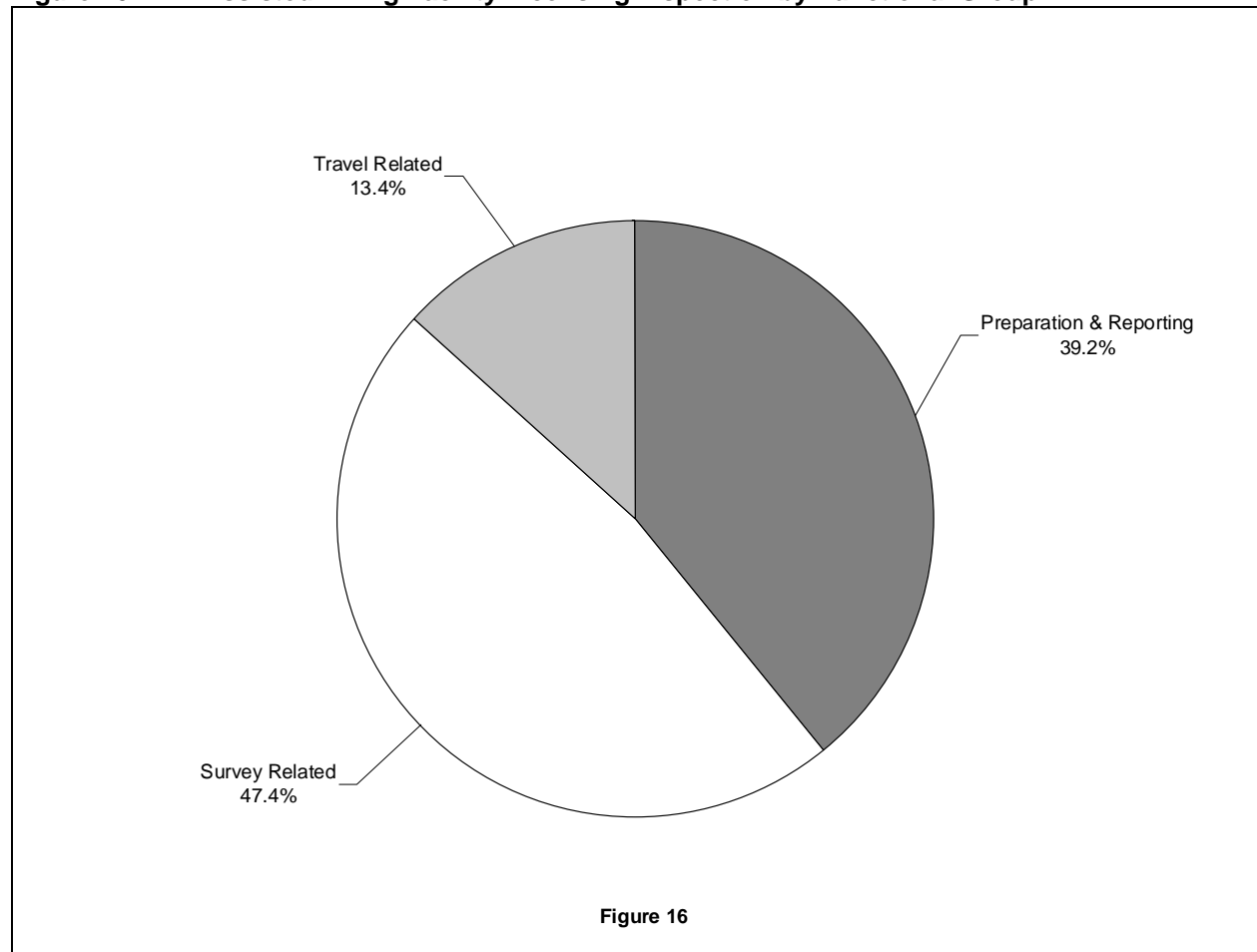
Assisted Living Facility: Licensing Inspection

Assisted Living Facility Licensing Inspection constituted 48.1% of surveyor time (Figure 14, page 23).

Table 14: Assisted Living Facility Licensing Inspection by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	7.4%	39.2%
	Report Generation	31.9%	
Survey Related	Entrance	2.7%	47.4%
	Record Review Information Gathering	14.1%	
	Observation Information Gathering	13.8%	
	Interview Information Gathering	8.0%	
	Information Analysis	4.1%	
	Daily & Final Exit	4.7%	
Travel Related	Travel	12.7%	13.4%
	Trip Planning & Post	0.6%	

Figure 16: Assisted Living Facility Licensing Inspection by Functional Group



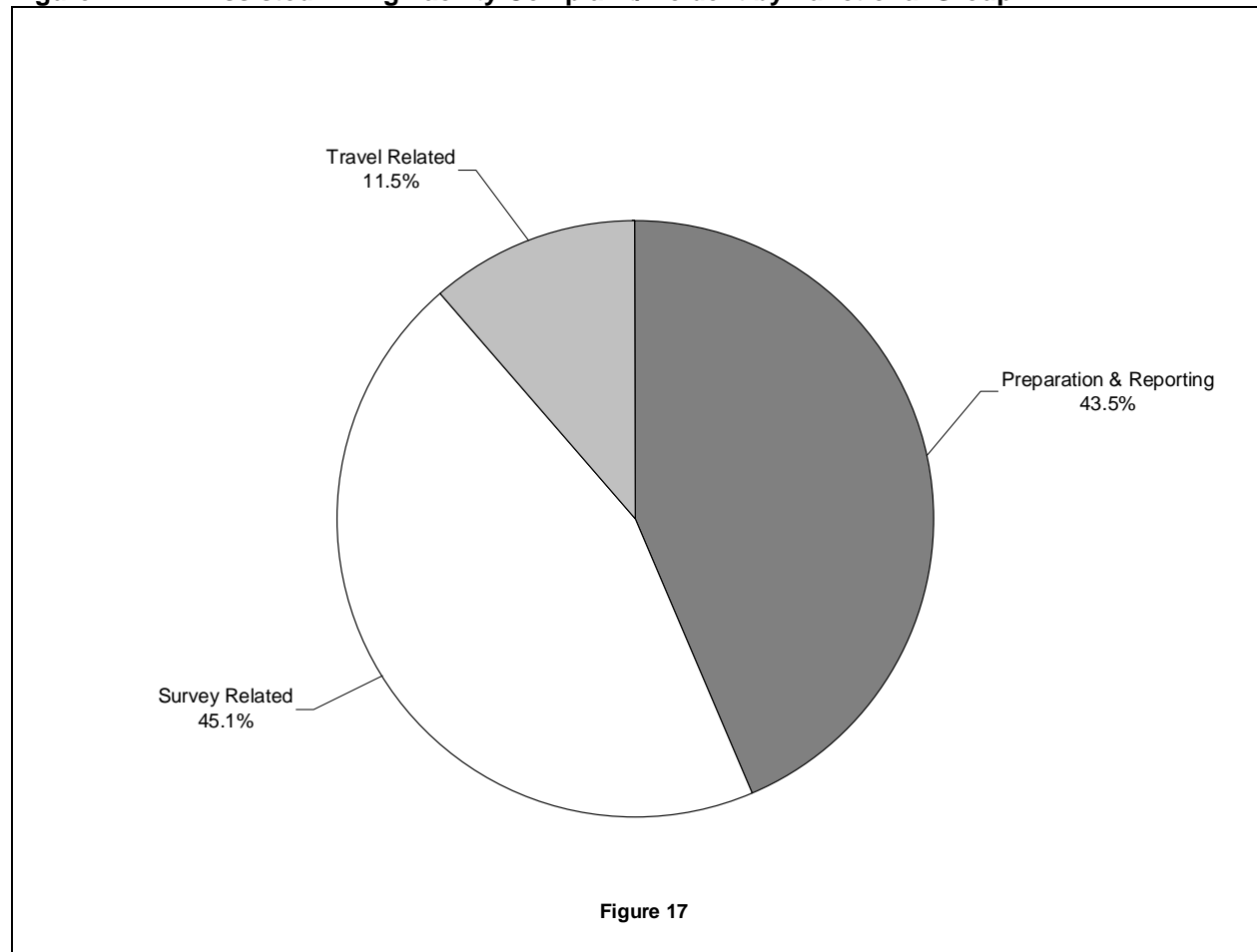
Assisted Living Facility: Complaint/Incident

Assisted Living Facility Complaint/Incident constituted 32.0% of surveyor time (Figure 14, page 23).

Table 15: Assisted Living Facility Complaint/Incident by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	5.4%	43.5%
	Report Generation	38.1%	
Survey Related	Entrance	2.5%	45.1%
	Record Review Information Gathering	13.2%	
	Observation Information Gathering	5.7%	
	Interview Information Gathering	16.1%	
	Information Analysis	4.4%	
	Daily & Final Exit	3.1%	
Travel Related	Travel	11.4%	11.5%
	Trip Planning & Post	0.0%	

Figure 17: Assisted Living Facility Complaint/Incident by Functional Group



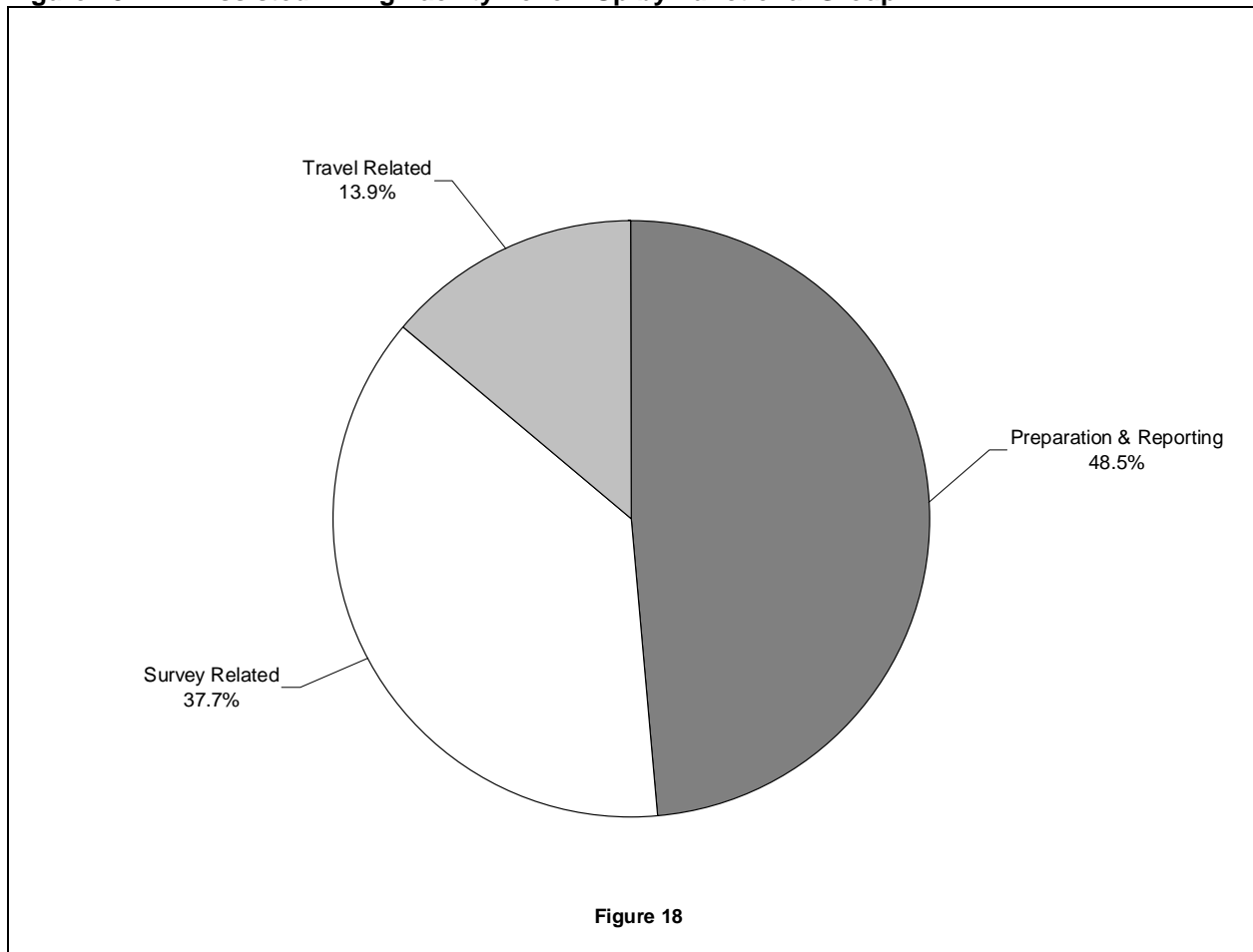
Assisted Living Facility: Follow Up

Assisted Living Facility Follow Up constituted 10.5% of surveyor time (Figure 14, page 23).

Table 16: Assisted Living Facility Follow Up by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	10.8%	48.5%
	Report Generation	37.7%	
Survey Related	Entrance	4.5%	37.7%
	Record Review Information Gathering	5.9%	
	Observation Information Gathering	10.8%	
	Interview Information Gathering	4.5%	
	Information Analysis	7.4%	
	Daily & Final Exit	4.6%	
Travel Related	Travel	13.0%	13.9%
	Trip Planning & Post	0.9%	

Figure 18: Assisted Living Facility Follow Up by Functional Group



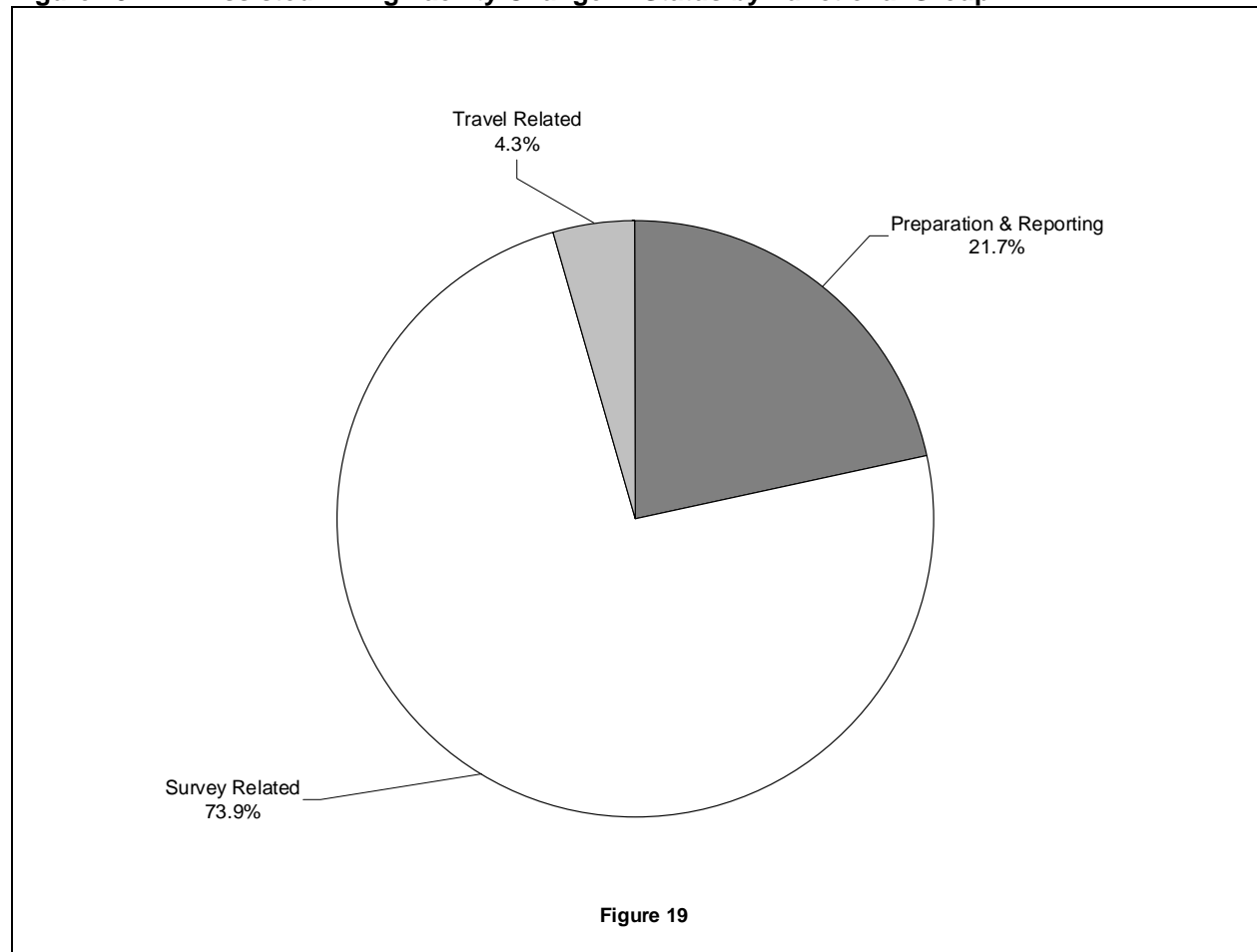
Assisted Living Facility: Change in Status

Assisted Living Facility Change in Status constituted 0.3% of surveyor time (Figure 14, page 23).

Table 17: Assisted Living Facility Licensing Inspection by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	17.4%	21.7%
	Report Generation	4.3%	
Survey Related	Entrance	4.3%	73.9%
	Record Review Information Gathering	17.4%	
	Observation Information Gathering	26.1%	
	Interview Information Gathering	13.0%	
	Information Analysis	13.0%	
	Daily & Final Exit	0.0%	
Travel Related	Travel	4.3%	4.3%
	Trip Planning & Post	0.0%	

Figure 19: Assisted Living Facility Change in Status by Functional Group



Notes:

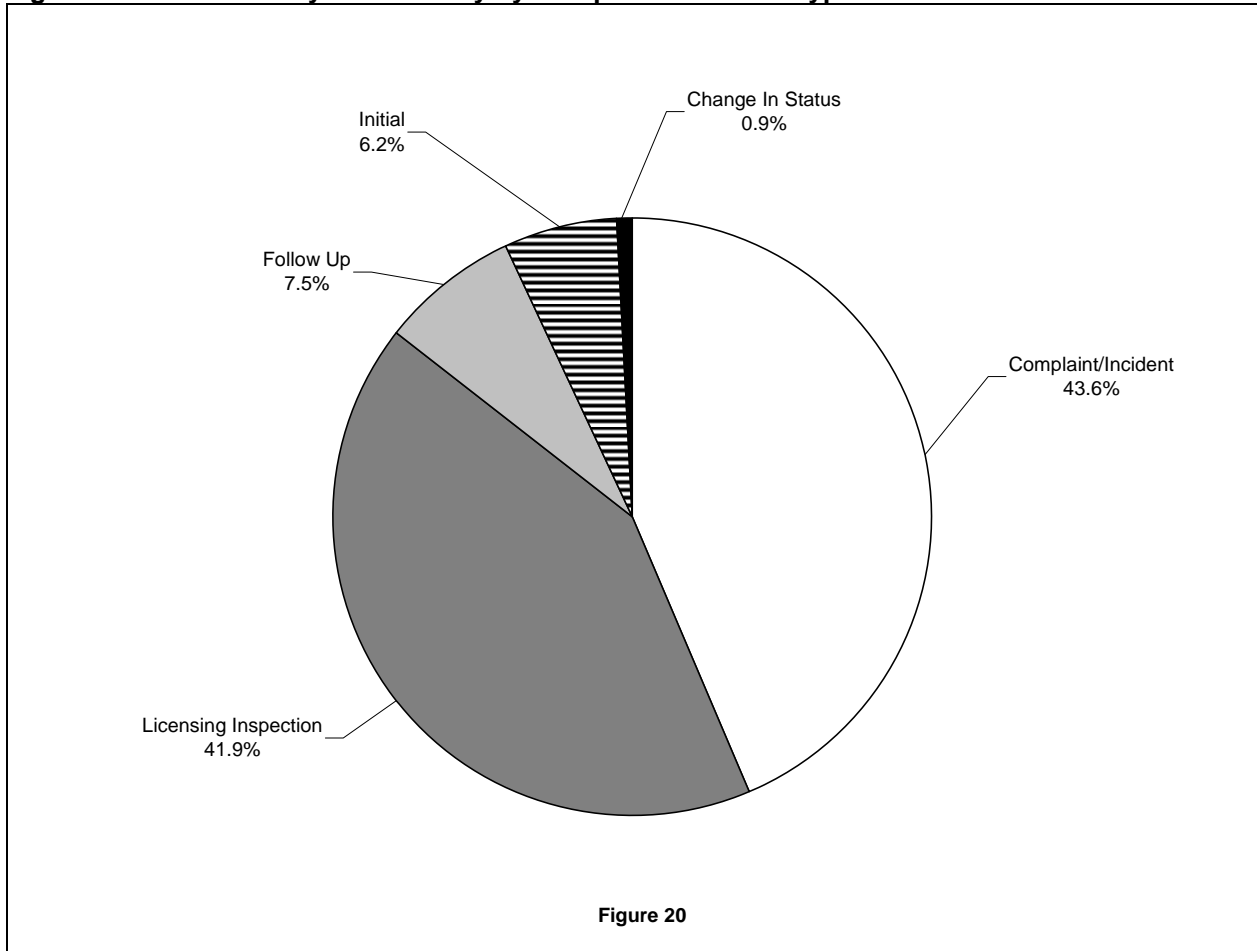
ADULT DAY CARE FACILITY

Adult Day Care Facility: Compliance Review Type

Adult Day Care Facility accounted for 1.4% of time samples collected (Figure 2, page 9).

Surveyors spent the greatest percentage of time working in Complaint/Incident. The second largest percentage of time was spent in Licensing Inspection.

Figure 20: Adult Day Care Facility by Compliance Review Type



Monitoring Visit was not selected by any participants.

The following pages provide analysis within the time samples collected for Adult Day Care Facility.

Adult Day Care Facility: Functional Group

Table 18 provides a point of comparison for Adult Day Care Facility Activity Types presented by Compliance Review Type. For context, the percentage of total time spent within Adult Day Care Facility is depicted in the header for each Compliance Review Type.

Table 18: Adult Day Care Facility Activity Types by Compliance Review Type

Functional Group	Activity Type	Initial (6.2%)	Licensing Inspection (41.9%)	Complaint/ Incident (43.6%)	Follow-Up (7.5%)	Change in Status (0.9%)
Preparation & Reporting	Pre-survey Preparation	0.0%	10.1%	5.1%	2.6%	33.3%
	Report Generation	37.5%	33.1%	43.3%	39.7%	22.2%
Survey Related	Entrance	3.1%	4.8%	0.9%	5.1%	0.0%
	Record Review Information Gathering	12.5%	14.7%	13.5%	10.3%	0.0%
	Observation Information Gathering	14.1%	10.6%	3.5%	0.0%	11.1%
	Interview Information Gathering	6.3%	6.7%	17.0%	5.1%	0.0%
	Information Analysis	4.7%	1.4%	2.2%	3.8%	0.0%
	Daily & final Exit	1.6%	4.8%	2.4%	7.7%	11.1%
Travel Related	Travel	20.3%	12.6%	11.3%	25.6%	22.2%
	Trip Planning & Post	0.0%	1.1%	0.9%	0.0%	0.0%

Monitoring Visit was not selected by any participants.

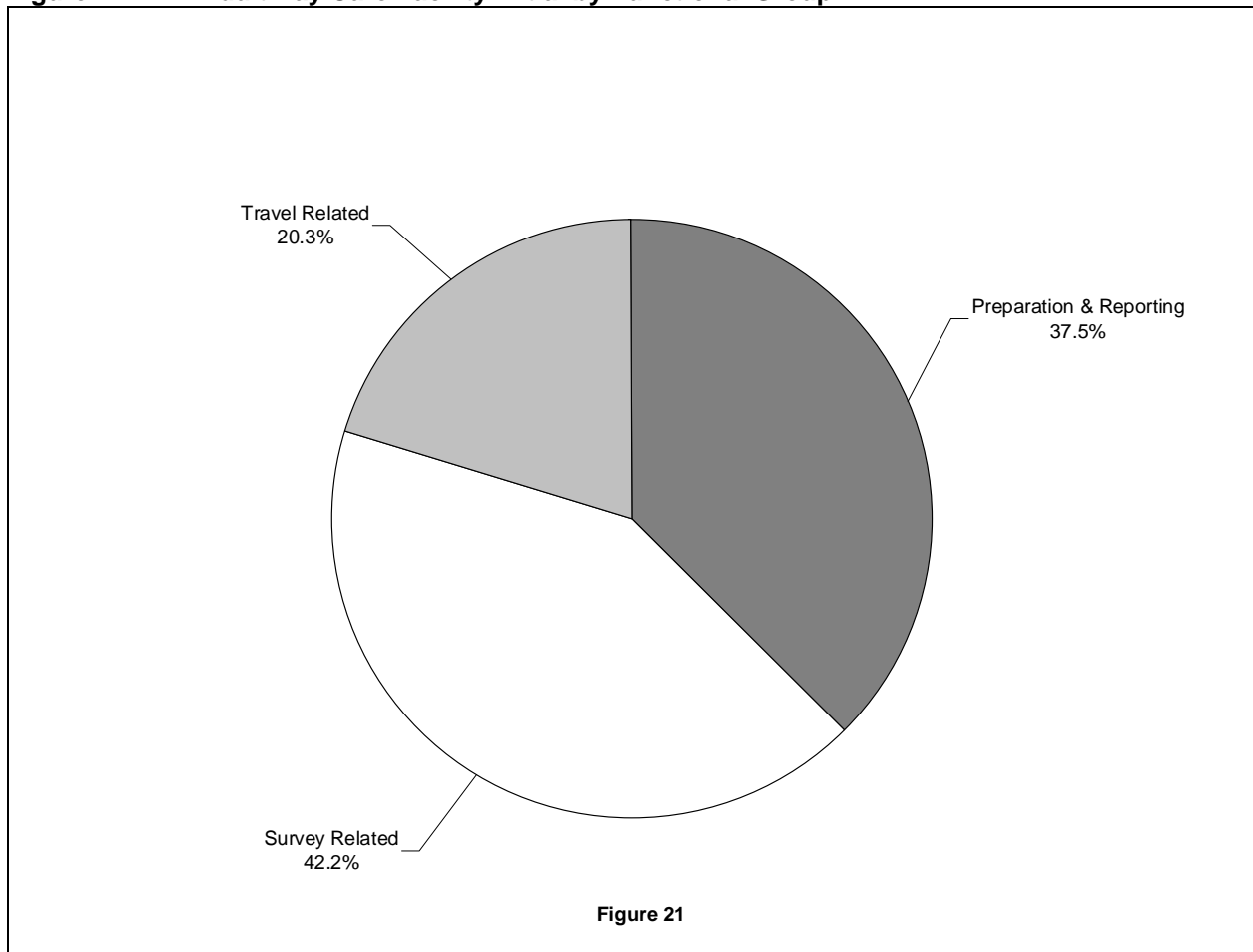
Adult Day Care Facility: Initial

Adult Day Care Facility Initial constituted 6.2% of surveyor time (Figure 20, page 31).

Table 19: Adult Day Care Facility Initial by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	0.0%	37.5%
	Report Generation	37.5%	
Survey Related	Entrance	3.1%	42.2%
	Record Review Information Gathering	12.5%	
	Observation Information Gathering	14.1%	
	Interview Information Gathering	6.3%	
	Information Analysis	4.7%	
	Daily & Final Exit	1.6%	
Travel Related	Travel	20.3%	20.3%
	Trip Planning & Post	0.0%	

Figure 21: Adult Day Care Facility Initial by Functional Group



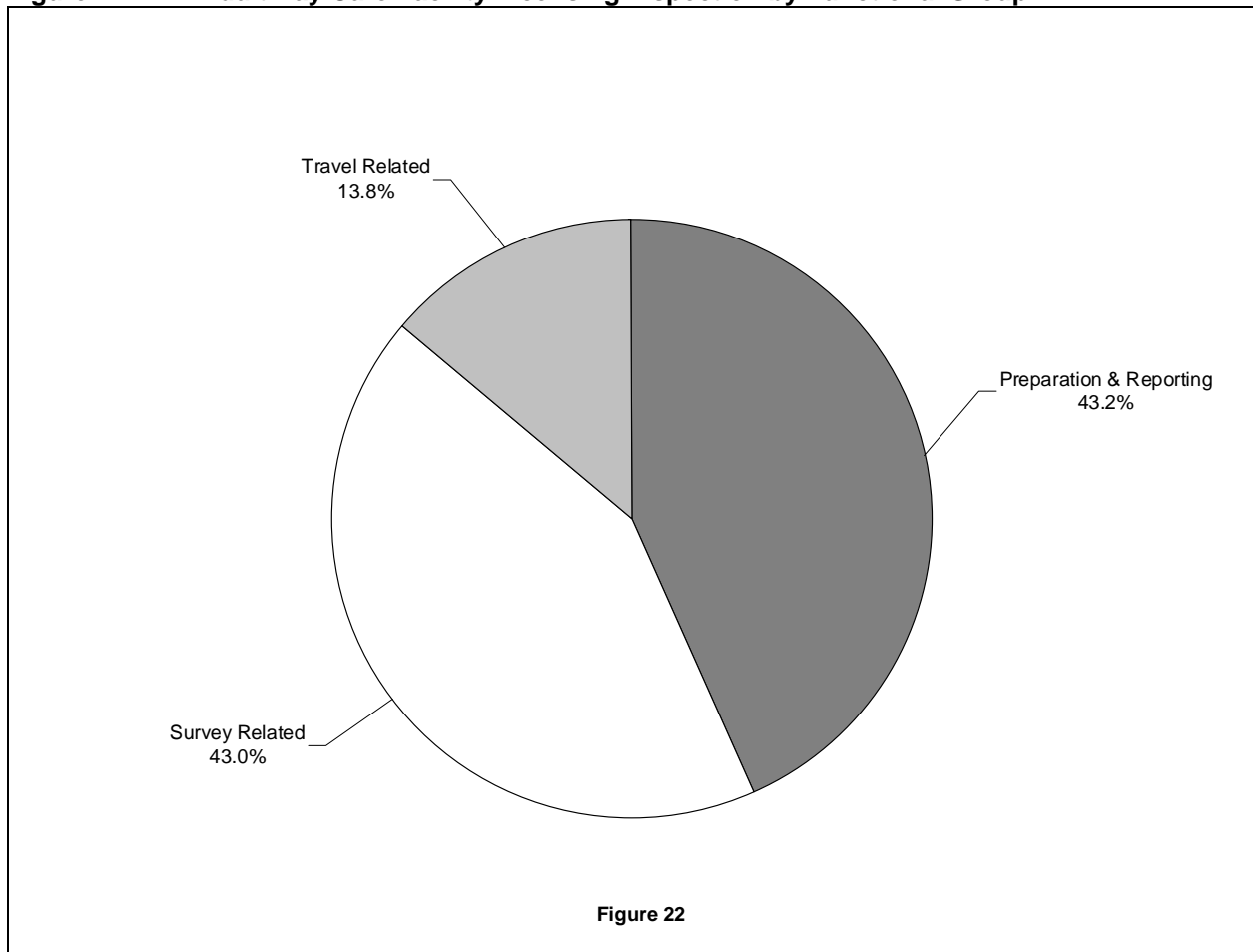
Adult Day Care Facility: Licensing Inspection

Assisted Living Facility Licensing Inspection constituted 41.9% of surveyor time (Figure 20, page 31).

Table 20: Adult Day Care Facility Licensing Inspection by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	10.1%	43.2%
	Report Generation	33.1%	
Survey Related	Entrance	4.8%	43.0%
	Record Review Information Gathering	14.7%	
	Observation Information Gathering	10.6%	
	Interview Information Gathering	6.7%	
	Information Analysis	1.4%	
	Daily & Final Exit	4.8%	
Travel Related	Travel	12.6%	13.8%
	Trip Planning & Post	1.1%	

Figure 22: Adult Day Care Facility Licensing Inspection by Functional Group



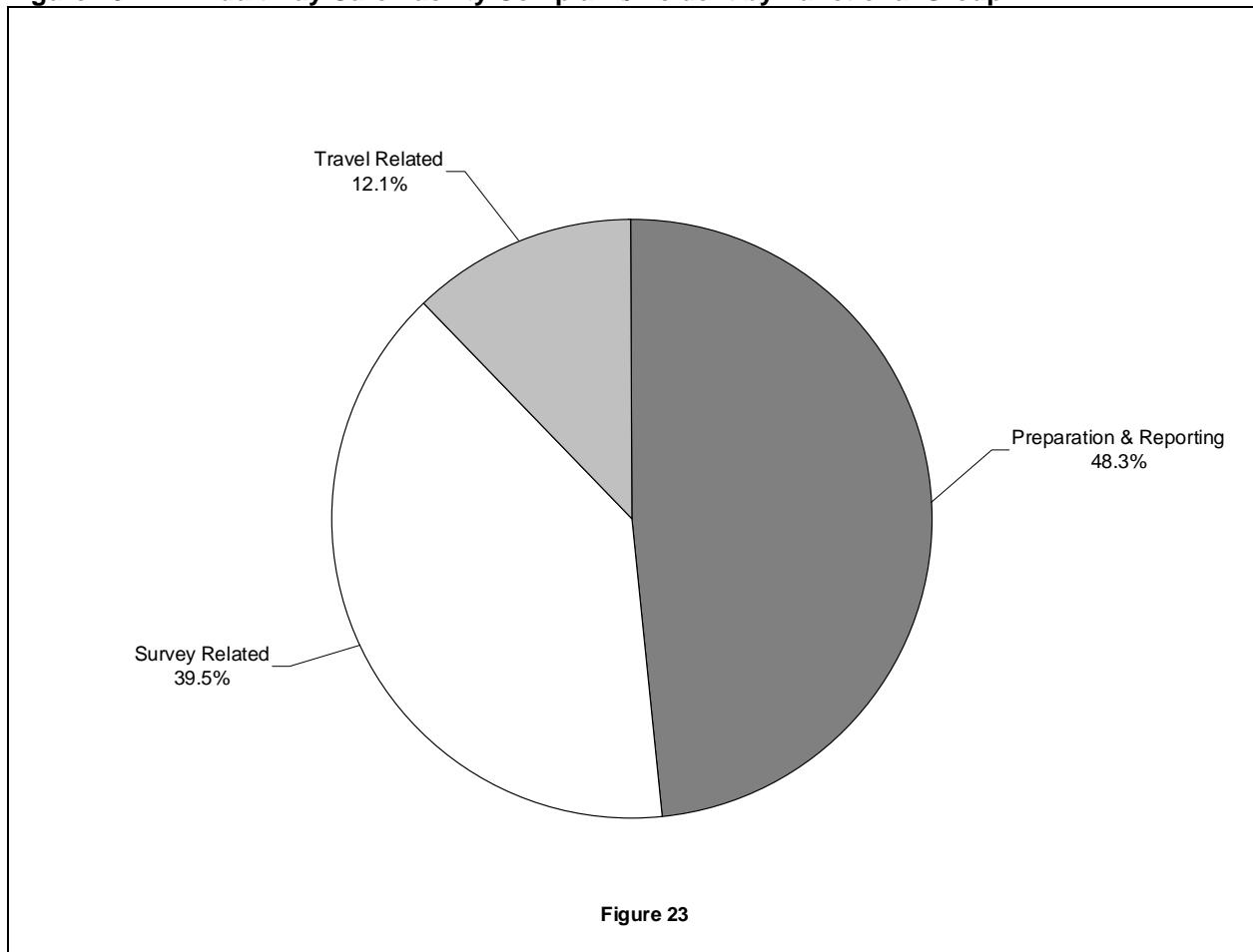
Adult Day Care Facility: Complaint/Incident

Assisted Living Facility Complaint/Incident constituted 43.6% of surveyor time (Figure 20, page 31).

Table 21: Adult Day Care Facility Complaint/Incident by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	5.1%	48.3%
	Report Generation	43.3%	
Survey Related	Entrance	0.9%	39.5%
	Record Review Information Gathering	13.5%	
	Observation Information Gathering	3.5%	
	Interview Information Gathering	17.0%	
	Information Analysis	2.2%	
	Daily & Final Exit	2.4%	
Travel Related	Travel	11.3%	12.1%
	Trip Planning & Post	0.9%	

Figure 23: Adult Day Care Facility Complaint/Incident by Functional Group



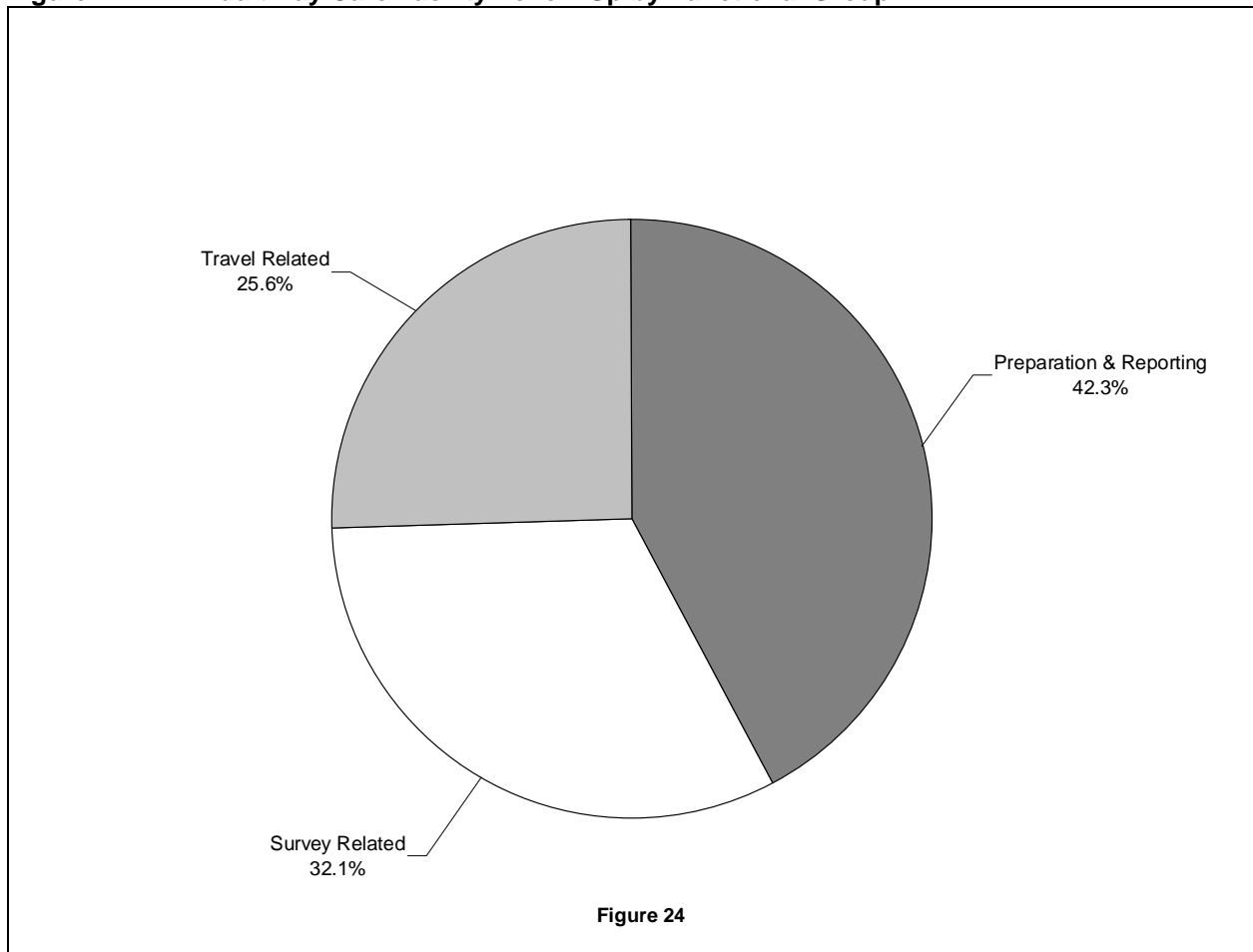
Adult Day Care Facility: Follow Up

Assisted Living Facility Follow Up constituted 7.5% of surveyor time (Figure 20, page 31).

Table 22: Adult Day Care Facility Follow Up by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	2.6%	42.3%
	Report Generation	39.7%	
Survey Related	Entrance	5.1%	32.1%
	Record Review Information Gathering	10.3%	
	Observation Information Gathering	0.0%	
	Interview Information Gathering	5.1%	
	Information Analysis	3.8%	
	Daily & Final Exit	7.7%	
Travel Related	Travel	25.6%	25.6%
	Trip Planning & Post	0.0%	

Figure 24: Adult Day Care Facility Follow Up by Functional Group



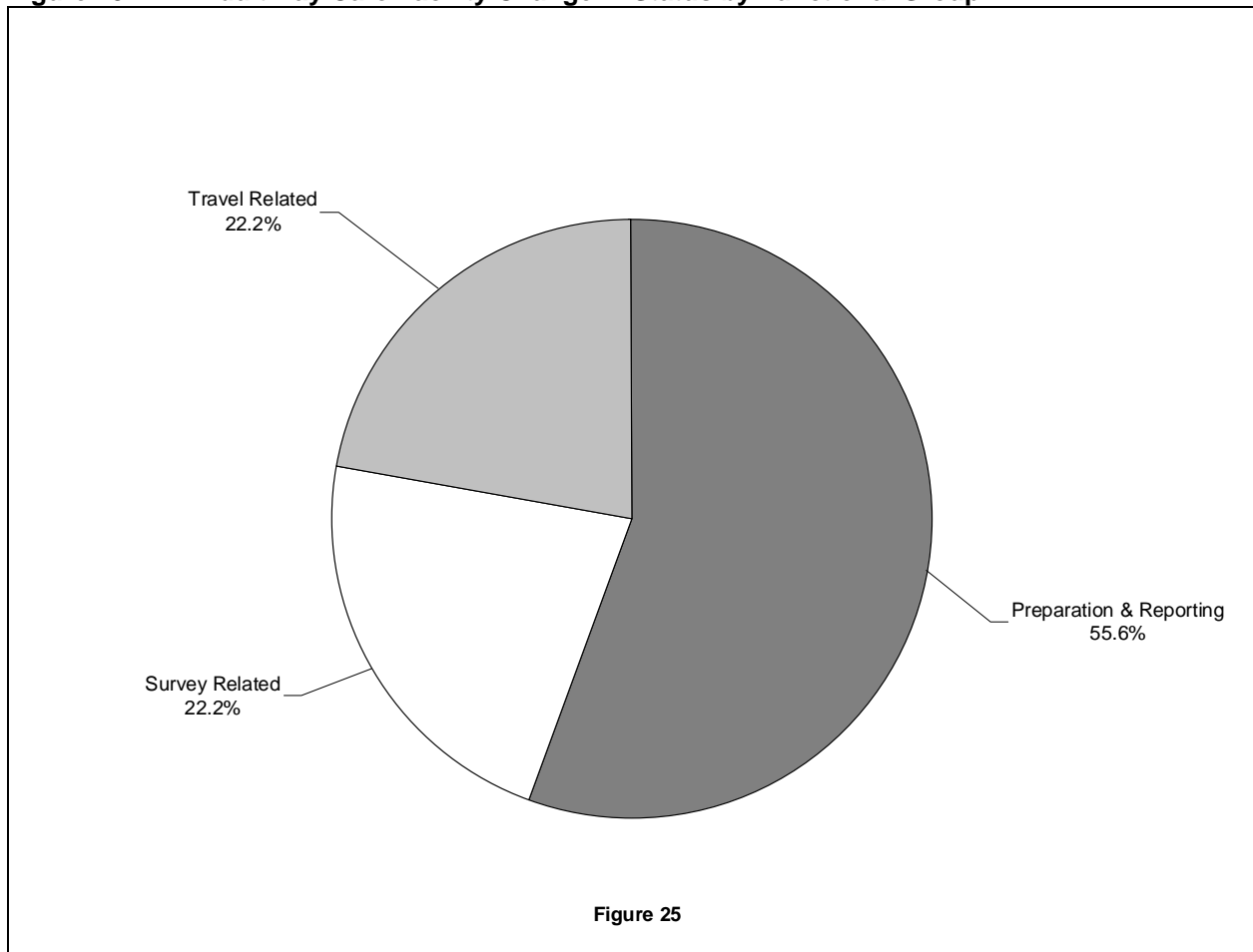
Adult Day Care Facility: Change in Status

Adult Day Care Facility Change in Status constituted 0.9% of surveyor time (Figure 20, page 31).

Table 23: Adult Day Care Facility Change in Status by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	33.3%	55.6%
	Report Generation	22.2%	
Survey Related	Entrance	0.0%	22.2%
	Record Review Information Gathering	0.0%	
	Observation Information Gathering	11.1%	
	Interview Information Gathering	0.0%	
	Information Analysis	0.0%	
	Daily & Final Exit	11.1%	
Travel Related	Travel	22.2%	22.2%
	Trip Planning & Post	0.0%	

Figure 25: Adult Day Care Facility Change in Status by Functional Group



Notes:

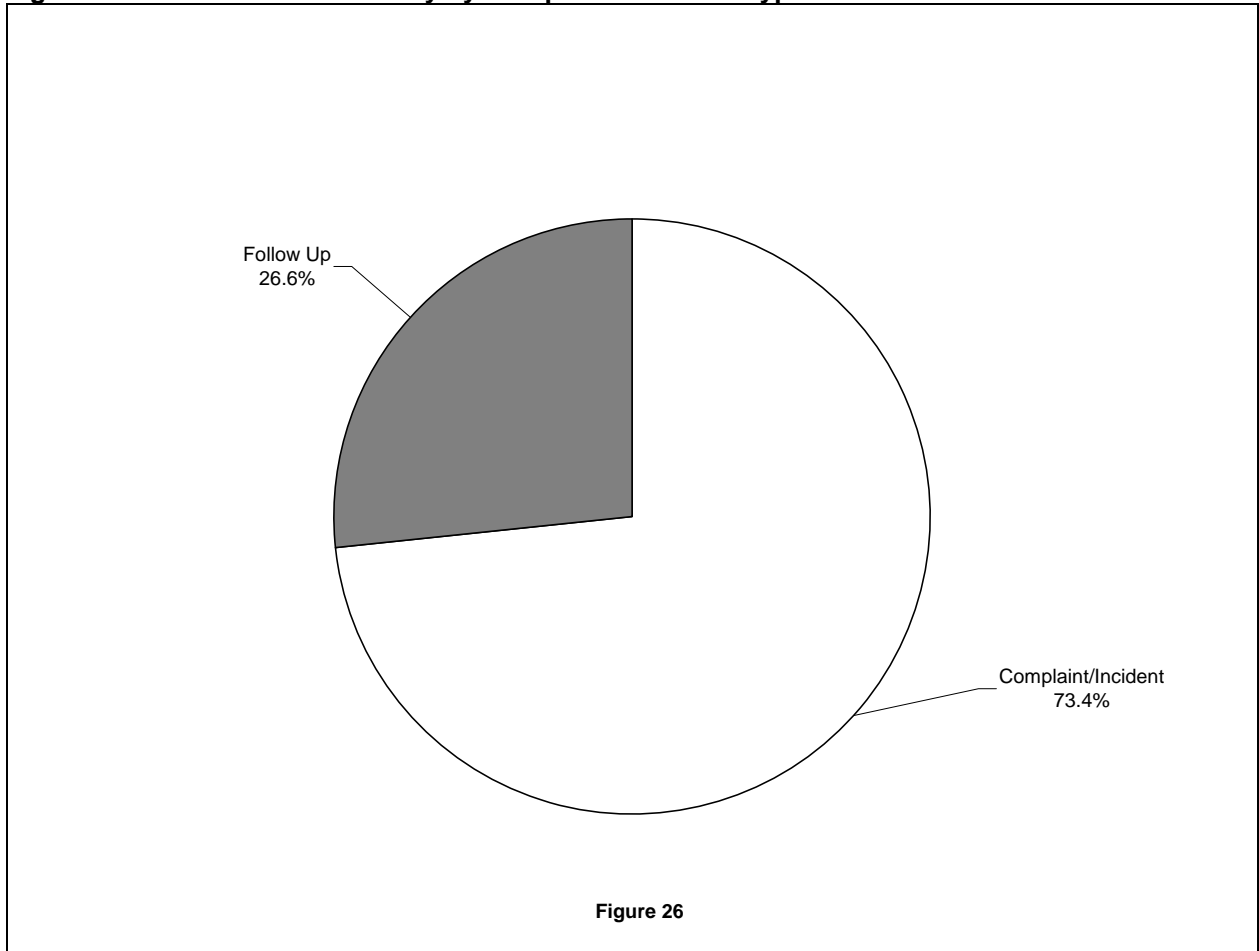
UNLICENSED FACILITY

Unlicensed Facility: Compliance Review Type

Unlicensed Facility accounted for 0.6% of time samples collected (Figure 2, page 9).

Surveyors spent the greatest percentage of time working in Complaint/Incident. The only other category available was Follow Up.

Figure 26: Unlicensed Facility by Compliance Review Type



The following pages provide analysis within the time samples collected for Unlicensed Facility.

Unlicensed Facility: Functional Group

Table 24 provides a point of comparison for Unlicensed Facility Activity Types presented by Compliance Review Type. For context, the percentage of total time spent within Unlicensed Facility is depicted in the header for each Compliance Review Type.

Table 24: Unlicensed Facility Activity Types by Compliance Review Type

Functional Group	Activity Type	Complaint/ Incident (73.4%)	Follow Up (26.6%)
Preparation & Reporting	Pre-survey Preparation	7.3%	17.5%
	Report Generation	42.9%	39.5%
Survey Related	Entrance	3.5%	5.3%
	Record Review Information Gathering	3.5%	2.6%
	Observation Information Gathering	11.1%	7.0%
	Interview Information Gathering	0.6%	0.0%
	Information Analysis	6.7%	3.5%
	Providing Information	1.3%	0.0%
	Daily & Final Exit	4.1%	2.6%
Travel Related	Travel	19.0%	21.9%
	Trip Planning & Post	0.0%	0.0%

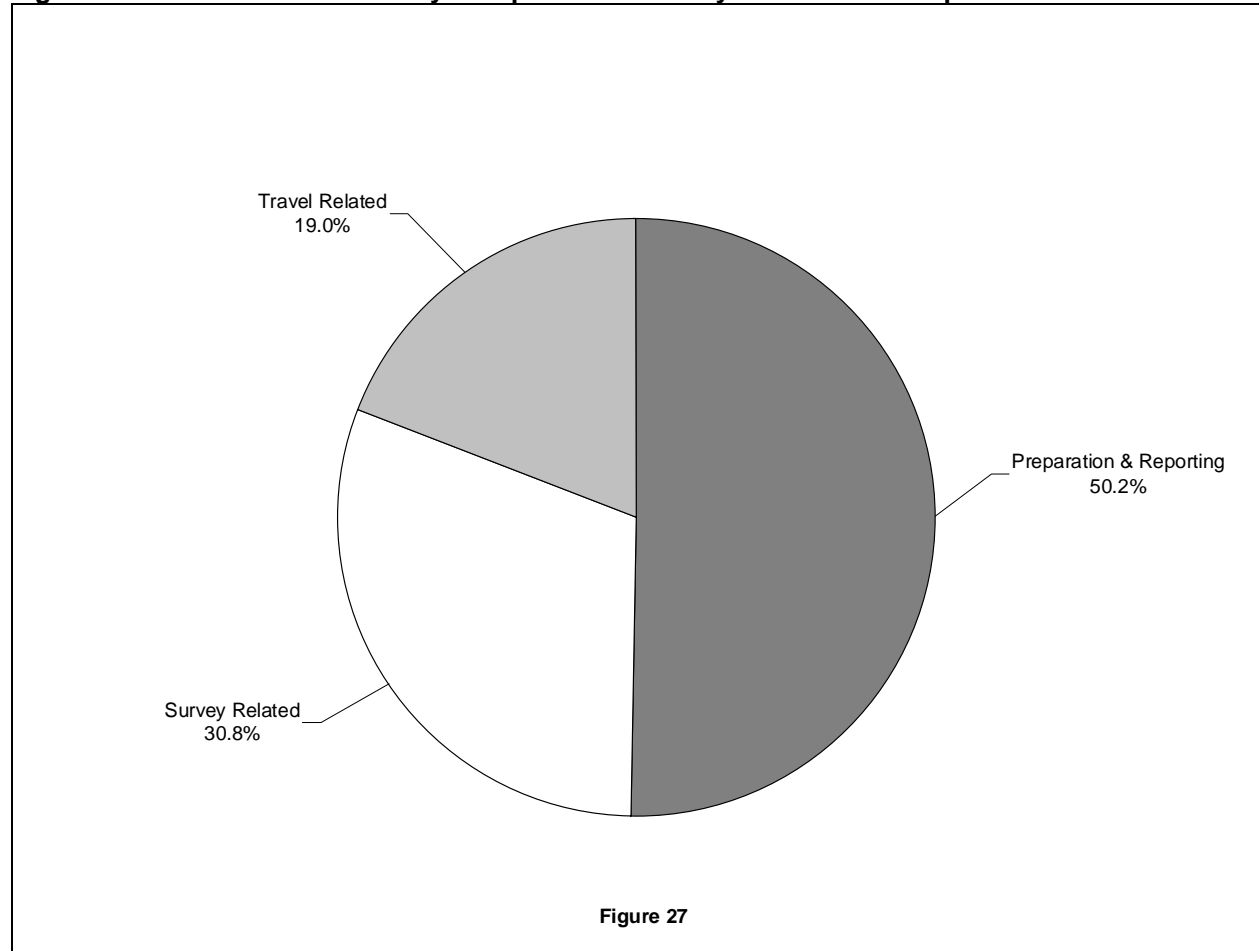
Unlicensed Facility: Complaint/Incident

Complaint/Incident constituted 73.4% of surveyor time (Figure 26, page 39).

Table 25: Unlicensed Facility Complaint/Incident by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	7.3%	50.2%
	Report Generation	42.9%	
Survey Related	Entrance	3.5%	30.8%
	Record Review Information Gathering	3.5%	
	Observation Information Gathering	11.1%	
	Interview Information Gathering	0.6%	
	Information Analysis	6.7%	
	Providing Information	1.3%	
Travel Related	Daily & Final Exit	4.1%	19.0%
	Travel	19.0%	
	Trip Planning & Post	0.0%	

Figure 27: Unlicensed Facility Complaint/Incident by Functional Group



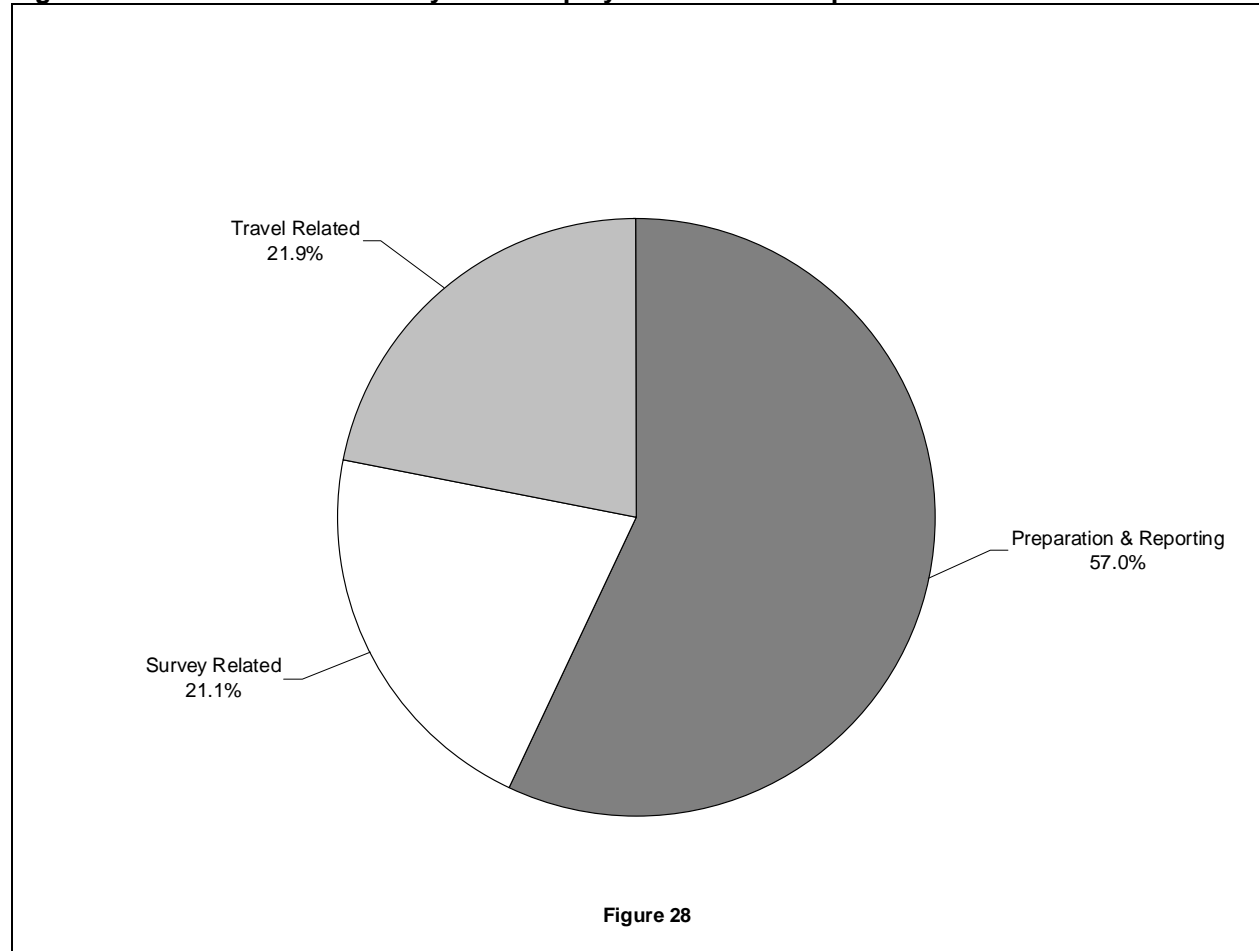
Unlicensed Facility: Follow Up

Follow Up constituted 26.6% of surveyor time (Figure 26, page 39).

Table 26: Unlicensed Facility Follow Up by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	17.5%	57.0%
	Report Generation	39.5%	
Survey Related	Entrance	5.3%	21.1%
	Record Review Information Gathering	2.6%	
	Observation Information Gathering	7.0%	
	Interview Information Gathering	0.0%	
	Information Analysis	3.5%	
	Providing Information	0.0%	
	Daily & Final Exit	2.6%	
Travel Related	Travel	21.9%	21.9%
	Trip Planning & Post	0.0%	

Figure 28: Unlicensed Facility Follow Up by Functional Group



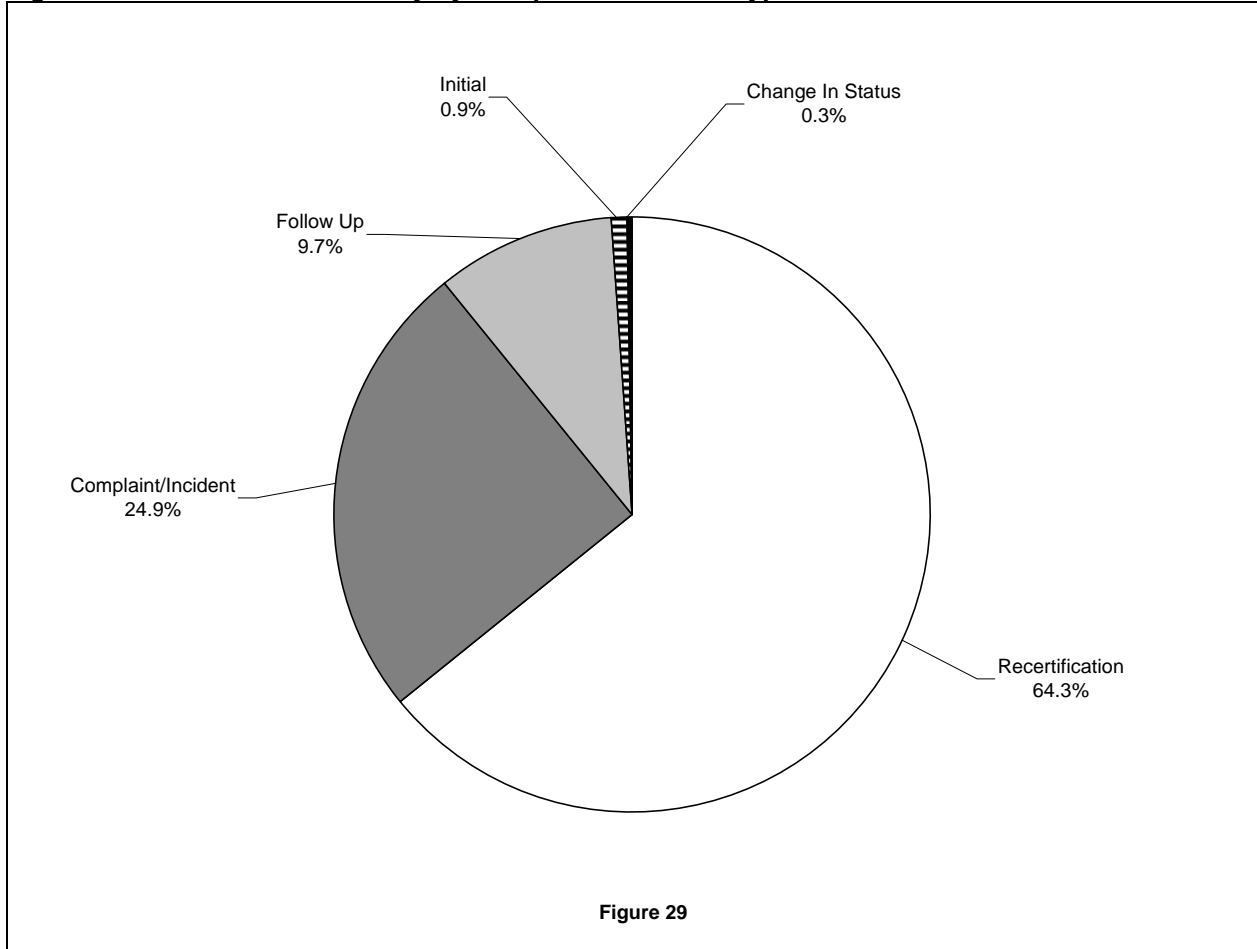
ICFMR/RC FACILITY

ICFMR/RC Facility: Compliance Review Type

ICFMR/RC Facility accounted for 14.9% of time samples collected (Figure 2, page 9).

Surveyors spent the greatest percentage of time working in Recertification. The second largest percent of time was spent in Complaint/Incident.

Figure 29: ICFMR/RC Facility by Compliance Review Type



The following pages provide analysis within the time samples collected for ICFMR/RC Facility.

ICFMR/RC Facility: Functional Group

Table 24 provides a point of comparison for ICFMR/RC Facility Activity Types presented by Compliance Review Type. For context, the percentage of total time spent within ICFMR/RC Facility is depicted in the header for each Compliance Review Type.

Table 27: ICFMR/RC Facility Activity Types by Compliance Review Type

Functional Group	Activity Type	Initial (0.9%)	Recertification (64.3%)	Complaint/ Incident (24.9%)	Follow Up (9.7%)	Change in Status (0.3%)
Preparation & Reporting	Pre-survey Prep	28.7%	5.5%	5.0%	8.2%	9.4%
	Report Generation	13.8%	27.1%	33.8%	20.2%	6.3%
Survey Related	Entrance	6.4%	2.6%	2.5%	3.8%	9.4%
	Record Review Information Gathering*	8.5%	15.9%	20.6%	18.2%	9.4%
	Observation Information Gathering**	11.7%	19.4%	4.6%	12.0%	9.4%
	Interview Information Gathering	7.4%	6.5%	17.4%	8.4%	3.1%
	Information Analysis	2.1%	7.2%	4.8%	4.0%	12.5%
	Daily & final Exit	2.1%	1.9%	2.1%	4.7%	0.0%
Travel Related	Travel	19.1%	12.9%	8.7%	18.9%	37.5%
	Trip Planning & Post	0.0%	1.0%	0.4%	1.7%	3.1%

State-only requirements account for 2.4% of the total time spent in ICFMR/RC Facility.

*Within Record Review Information Gathering

**Within Observation Information Gathering

	<u>Recertification</u>	<u>Complaint/Incident</u>	<u>Follow Up</u>	<u>Change in Status</u>
*Emergency Procedure/ Evacuation Difficulty Score	0.6%	0.1%	0.1%	3.1%
*NAR/EMR Checks	0.7%	0.3%	0.0%	0.0%
*Specific A/N/E Req's	0.5%	1.2%	1.0%	0.0%
*Standards of Participation	0.2%	0.1%	0.2%	3.1%
**Structural Review	0.6%	0.2%	0.3%	0.0%
**Children in Facilities	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>3.1%</u>
	2.7%	1.8%	1.6%	9.4%

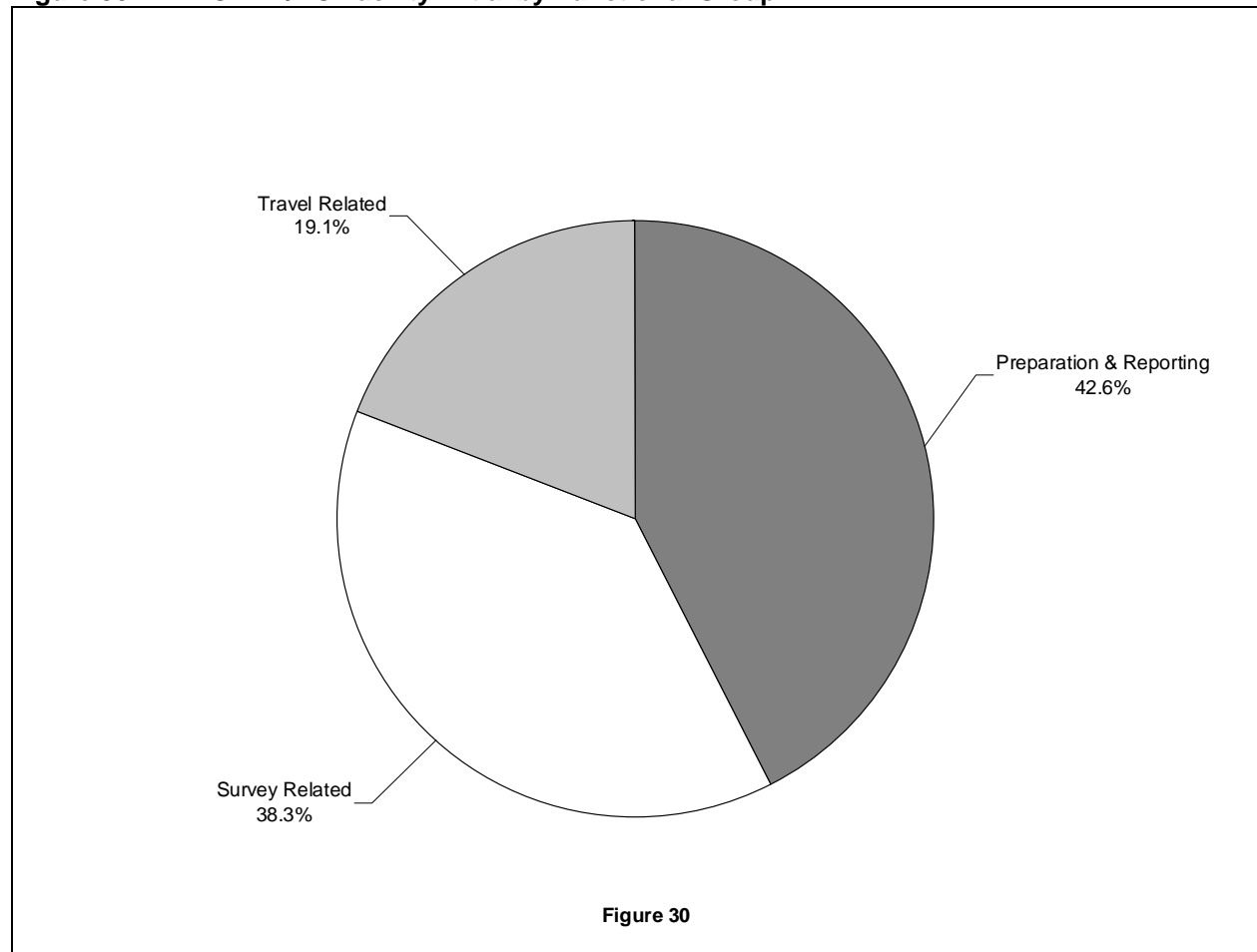
ICFMR/RC Facility: Initial

Initial constituted 0.9% of surveyor time (Figure 29, page 43).

Table 28: ICFMR/RC Facility Initial by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	28.7%	42.6%
	Report Generation	13.8%	
Survey Related	Entrance	6.4%	38.3%
	Record Review Information Gathering	8.5%	
	Observation Information Gathering	11.7%	
	Interview Information Gathering	7.4%	
	Information Analysis	2.1%	
	Daily & Final Exit	2.1%	
Travel Related	Travel	19.1%	19.1%
	Trip Planning & Post	0.0%	

Figure 30: ICFMR/RC Facility Initial by Functional Group



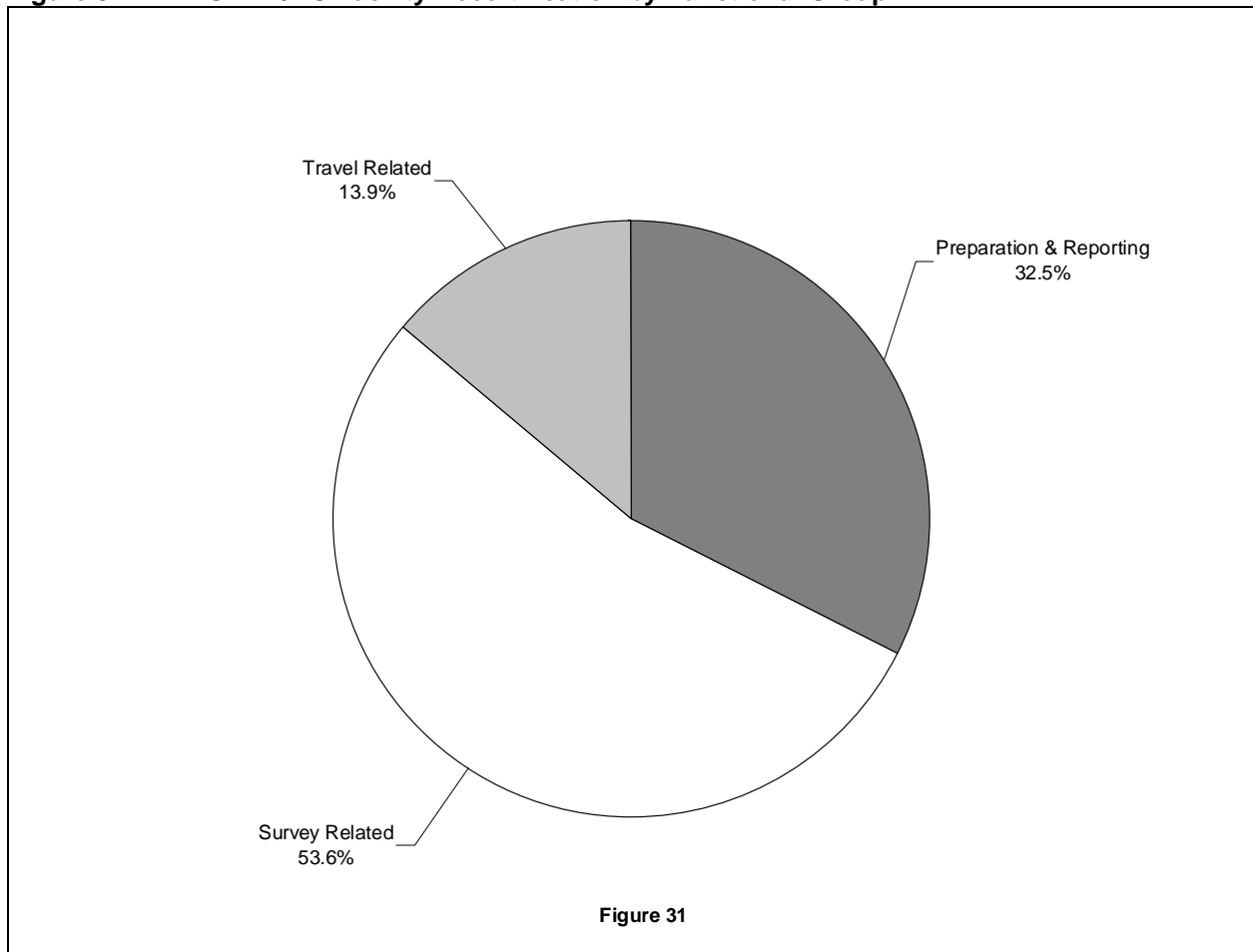
ICFMR/RC Facility: Recertification

Recertification constituted 64.3% of surveyor time (Figure 29, page 43).

Table 29: ICFMR/RC Facility Recertification by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	5.5%	32.5%
	Report Generation	27.1%	
Survey Related	Entrance	2.6%	53.6%
	Record Review Information Gathering	15.9%	
	Observation Information Gathering	19.4%	
	Interview Information Gathering	6.5%	
	Information Analysis	7.2%	
	Daily & Final Exit	1.9%	
Travel Related	Travel	12.9%	13.9%
	Trip Planning & Post	1.0%	

Figure 31: ICFMR/RC Facility Recertification by Functional Group



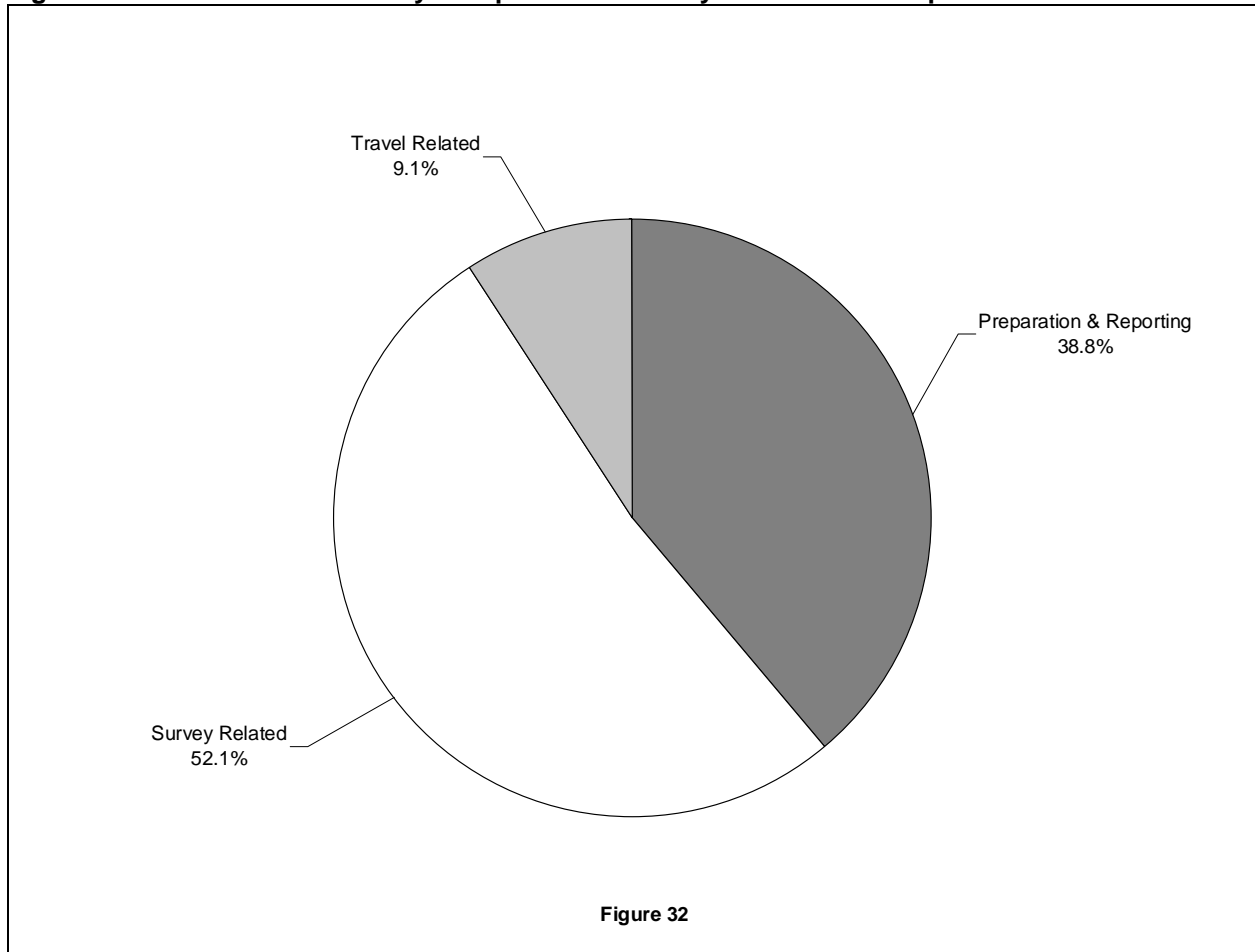
ICFMR/RC Facility: Complaint Incident

Complaint/Incident constituted 24.9% of surveyor time (Figure 29, page 43).

Table 30: ICFMR/RC Facility Complaint/Incident by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	5.0%	38.8%
	Report Generation	33.8%	
Survey Related	Entrance	2.5%	52.1%
	Record Review Information Gathering	20.6%	
	Observation Information Gathering	4.6%	
	Interview Information Gathering	17.4%	
	Information Analysis	4.8%	
	Daily & Final Exit	2.1%	
Travel Related	Travel	8.7%	9.1%
	Trip Planning & Post	0.4%	

Figure 32: ICFMR/RC Facility Complaint/Incident by Functional Group



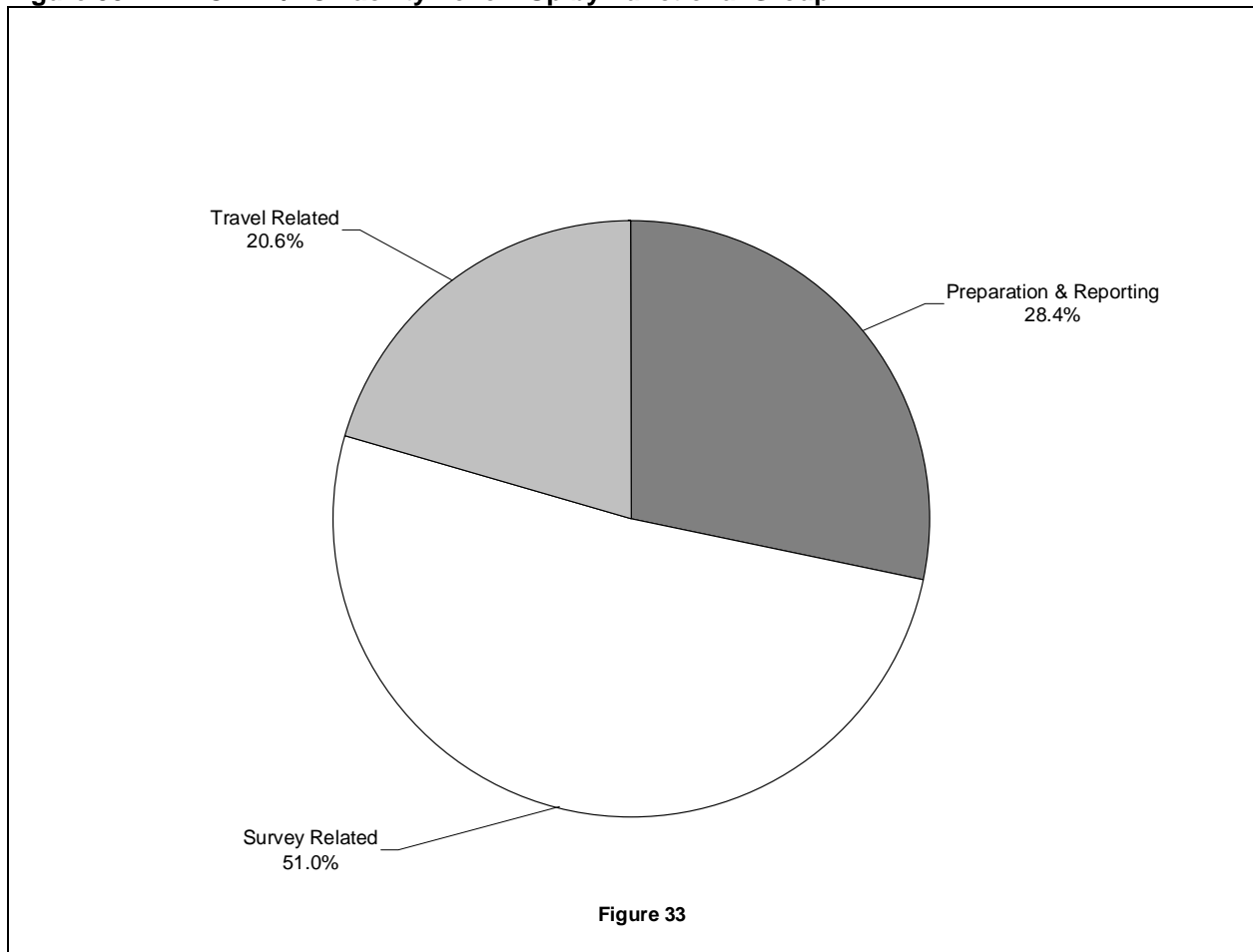
ICFMR/RC Facility: Follow Up

Follow Up constituted 9.7% of surveyor time (Figure 29, page 43).

Table 31: ICFMR/RC Facility Follow Up by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	8.2%	28.4%
	Report Generation	20.2%	
Survey Related	Entrance	3.8%	51.0%
	Record Review Information Gathering	18.2%	
	Observation Information Gathering	12.0%	
	Interview Information Gathering	8.4%	
	Information Analysis	4.0%	
	Daily & Final Exit	4.7%	
Travel Related	Travel	18.9%	20.6%
	Trip Planning & Post	1.7%	

Figure 33: ICFMR/RC Facility Follow Up by Functional Group



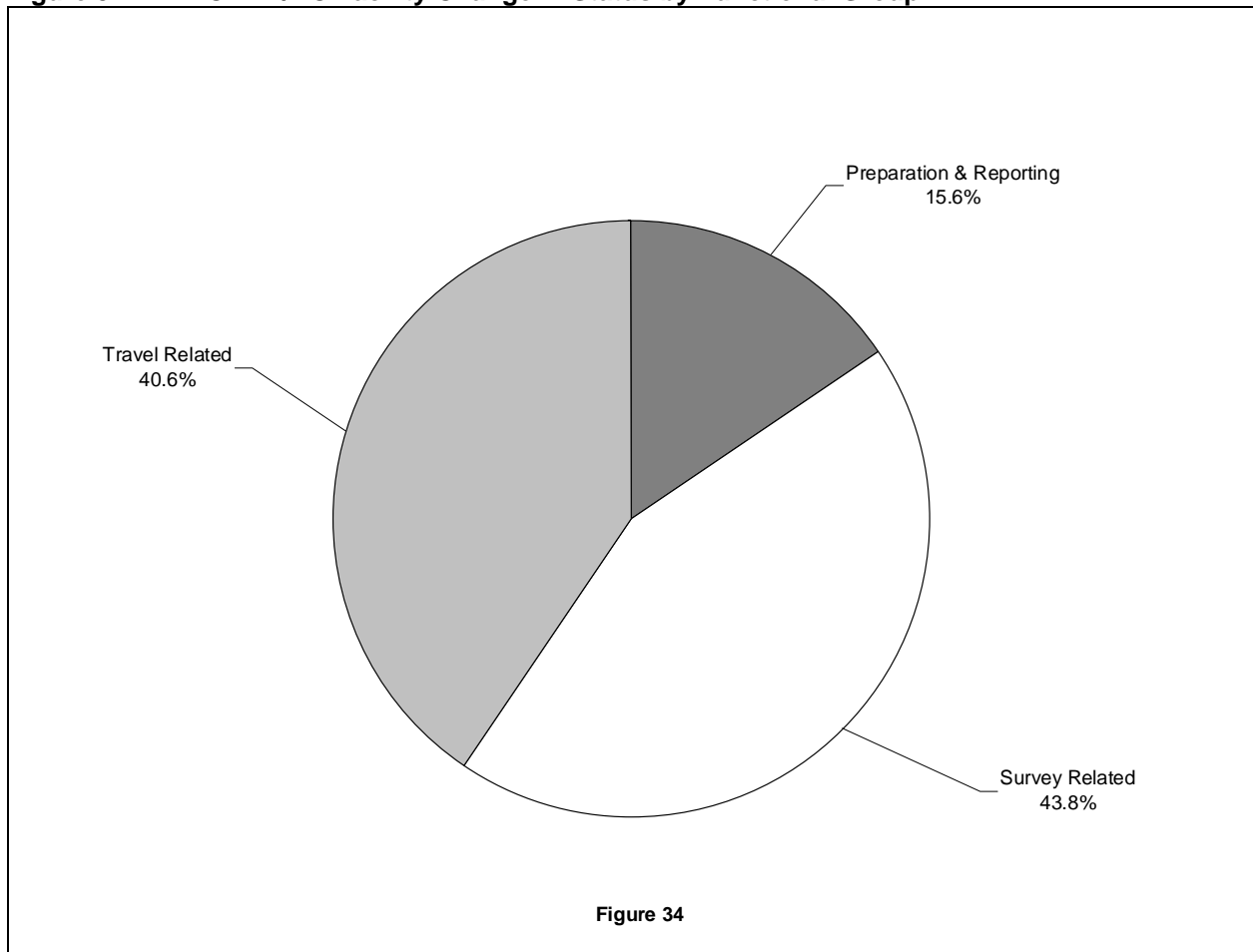
ICFMR/RC Facility: Change in Status

Change in Status constituted 0.3% of surveyor time (Figure 29, page 43).

Table 32: ICFMR/RC Facility Change in Status by Functional Group

Functional Group	Activity Type	Percent	Total
Preparation & Reporting	Pre-survey Preparation	9.4%	15.6%
	Report Generation	6.3%	
Survey Related	Entrance	9.4%	43.8%
	Record Review Information Gathering	9.4%	
	Observation Information Gathering	9.4%	
	Interview Information Gathering	3.1%	
	Information Analysis	12.5%	
	Daily & Final Exit	0.0%	
Travel Related	Travel	37.5%	40.6%
	Trip Planning & Post	3.1%	

Figure 34: ICFMR/RC Facility Change in Status by Functional Group



Notes:

LIMITATIONS

Standard times were reported only for Facility/Compliance Review Type combinations where sufficient data was available with statistical reliability. Where time samples reported or compliance reviews completed within a Facility/Compliance Review Type combination were insufficient for a reliable calculation a standard time was not listed.

PWM calculates standard times on Facility/Compliance Review Type combinations with a product count (completed compliance reviews) of thirty (30) or more.⁹ Standard times for unreported combinations can be provided, but without the level of statistical reliability as standard times presented within the report.

As used in this report, standard times indicate the average amount of time surveyors spent to complete a particular compliance review, not how much time the compliance review *should* have taken to complete.

Because this study was conducted for the period March through September 2008 instead of a full year, the impact of seasonality that the workload might have had on this study is unknown. Additionally, four natural disasters (Hurricanes Dolly, Eduardo, Gustav, and Ike) created widespread disruptions to normal business practices in effected regions during the months of July, August, and September.

RECOMMENDATIONS

To better inform agency leadership of the effects of major initiatives and address seasonal concerns, it is recommended that work measurement studies be conducted on a continuous basis.

⁹ Statistical research has demonstrated that as the sample size approaches or exceeds thirty (30) the distribution of the means moves closer to the norm. Accordingly, in order to report the most statistically reliable standard times, PWM has established a product count of thirty (30) as the threshold for publishing the calculation.

Notes:

Appendix A: Basic Study Statistics

A-1. Basic Study Statistics

Average number of hours on study	114.2
Average number of beeps per hour	2.4
Length of study in weeks	3
Population	341
Number of participants *	290
Participation rate	85.0%
*The total number of participants at the beginning of the study was 357, but only 341 were eligible (employed, fully trained, etc.) by the time of their randomly selected participation date. Sixteen employees were new hires who were excluded.	
Facility Services	Population = 241, Complete = 204 Rate = 84.6%
ICFMR	Population = 58, Complete = 46, Rate = 79.3%
Life Safety Code	Population = 42, Complete = 40, Rate = 95.2%

Notes:

Appendix B: PDA PowerPoint Demo

Each group of participants,


**Facility Services,
ICFMR/RC, and
Life Safety Code,**

**received the same PDA PowerPoint Demo, except
accompanying screen shots were related to their
specific job duties and data collection
requirements.**

**In the interest of space, the report only presents
the Facility Services PDA PowerPoint Demo.**

Copies of each are available upon request.

Slide 1



TEXAS
Department of Aging
and Disability Services

Facility Services
Work Measurement Study
2008
“PDA Orientation”

Performance & Workload Measurement
Office of Budget & Data Management Services

GO →

Slide 2

WMS Purpose

The Work Measurement Study (WMS) determines the amount of time spent on various Regulatory Services activities.

WMS results are used by program management and budget staff to:

- assess the amount of time spent in various activities,
- evaluate the impact of program and policy changes on activities,
- develop the Legislative Appropriations Request (LAR),
- and, equitably distribute agency resources.

GO →

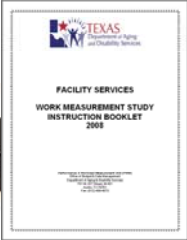
Slide 3

PDA Orientation

You have been scheduled for a WMS telephone training session with a PWM analyst.

You should have received:

- Personal Digital Assistant (PDA),
- PDA Cradle Charger, and
- Study Instruction Booklet.



The PDA is the device you will use to collect all of your WMS study data. Completing the following presentation prior to your training session will provide you with a basic understanding of the WMS data collection process.

GO →


Slide 4

PDA Orientation

The following demo provides a "real-time" example of how to make entries for the WMS.

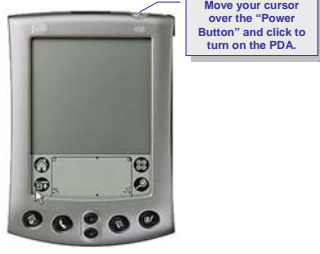
The demo has pre-set selections; clicking on selection choices other than what the example requests will not alter the following screens.

Use your mouse cursor to make the selections.



Slide 5

Turning on the PDA

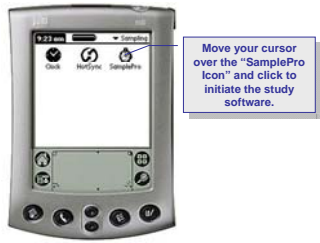


Move your cursor over the "Power Button" and click to turn on the PDA.

NOTE: The demo has pre-set selection entries and will only produce responses matching the examples.

Slide 6


Starting the Study



Move your cursor over the "SamplePro Icon" and click to initiate the study software.

Slide 7


Entering Your User ID



Move your cursor over the "Keyboard icon" and click to bring up the PDA keyboard.

Slide 8

Entering Your User ID




In this example, the User ID is "abcd"
Move your cursor over the keyboard and click the keys to enter your "User ID"
"a"

Your study instruction booklet will provide your "User ID."

Slide 9


Entering Your User ID



Move your cursor over the keyboard and click the keys to enter your "User ID"
"b"

Slide 10

Entering Your User ID



Work Measurements
Keyboard


Move your cursor over the keyboard and click the keys to enter your "User ID"

"c"

The image shows a handheld device with a screen displaying a virtual keyboard. A blue callout box points to the letter 'c' on the keyboard, indicating it should be selected. The screen also shows a 'Done' button and a numeric keypad.

Slide 11

Entering Your User ID



Work Measurements
Keyboard


Move your cursor over the keyboard and click the keys to enter your "User ID"

"d"

The image shows the same handheld device as in Slide 10, but now the letter 'd' is highlighted on the keyboard. The 'Done' button and numeric keypad are still visible.

Slide 12

Entering Your User ID




Work Measurements
Keyboard

Move your cursor over the "Done" button and click to enter your "User ID."

The image shows the handheld device with the 'Done' button highlighted. The keyboard and numeric keypad are still visible on the screen.

Slide 13

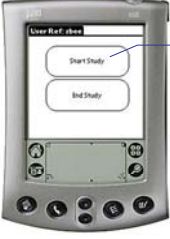
Signing on to the Study



Move your cursor over the "Continue" button and click to complete sign on.

Slide 14

Starting the Study

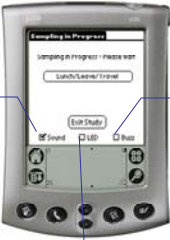


Move your cursor over the "Start Study" button and click to begin the study.

Slide 15

Sound and/or Buzz

There are three options on how you want the PDA to signal. You may choose a combination of these options.




"Sound" is the default setting that emits a beep for sample alerts. This is the default setting.

"Buzz" causes the PDA to silently vibrate for sample alerts.

"LED" is not recommended since it is silent and you will miss sample alerts.

Slide 16

Sampling in Progress




The "Sampling in Progress" screen is the primary screen where you wait for sample alerts.

Once you are on this screen you have started the study. Resume your work duties and wait to respond to sample alerts.

To simulate a "Sample Alert" click anywhere on the screen.

Slide 17

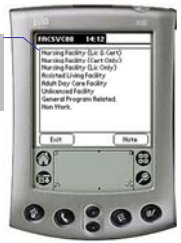
Sample Alert



Click "OK" to respond to the sample alert and go to the Level 1 menu choices.

Slide 18

Level 1 Menu Choices



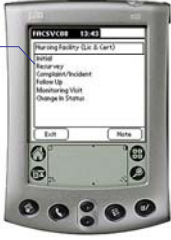
For this example, click "Nursing Facility (Lic & Cert)" to make your Level 1 study entry.

Your training instruction booklet provides the level menu definitions.

NOTE: The demo has pre-set selection entries and will only produce responses matching the examples.

Slide 19


**Level 2
Menu Choices**



For this example, click "Resurvey" for your Level 2 selection.

Slide 20

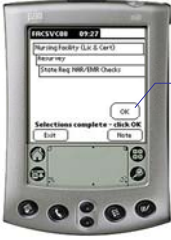
**Level 3
Menu Choices**



For this example, click "State Req: NAR/EMR Checks" for your Level 3 selection.

Slide 21

Selection Summary

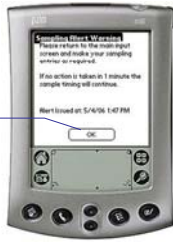


Click "OK" to enter your selections.
Review your entries before clicking "OK."
Corrections are made by clicking the first entry to re-display the selections.

Clicking "OK" returns you to the "Sampling in Progress" screen to wait for your next sample alert.

Slide 22

One Minute Warning



You have 6 minutes to respond to an alert.

If you do not respond to the alert within 5 minutes, you get a "one-minute warning" signal.

Click "OK" to continue.

If you fail to respond after the "one minute warning" you will receive one final series of beeps to let you know you missed a sample alert.

Slide 23

Sampling in Progress



Once you've entered your selections, you will return to the "Sampling in Progress" screen to await the next sample alert.

Repeat these steps with each sample alert.

GO →

Slide 24

Lunch/Leave/Travel

There are three instances where you will ignore the sample alerts you receive:

- when you are on your lunch break;
- when you are on leave during the day (but will return); and,
- when you are traveling in a car or plane.

You will enter Lunch/Leave/Travel time through the entry screens discussed in the following pages.

GO →


Slide 25

Lunch/Leave/Travel

The following screens provide examples of how you will make your lunch, leave, and travel entries for the work measurement study.


The demo has pre-set selections; clicking on selection choices other than what the example requests will not alter the following screens.



GO 

Slide 26


Lunch/Leave/Travel



Click on the "Lunch/Leave/Travel" button to make these entries.

Slide 27

Activity Log



If this is the first entry of the day, the "Activity Log" will be blank.

Click on the "New" button to access the selection menu.

Slide 28

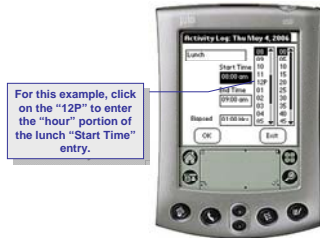
Lunch/Leave/Travel Menu



Click on the "Lunch" selection to make a lunch entry.

Slide 29

Lunch Entry
12:30 PM until 1:30 PM

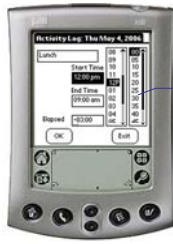


For this example, click on the "12P" to enter the "hour" portion of the lunch "Start Time" entry.

The highlighted sections indicates where the cursor selection will make the entry.

Slide 30


Lunch Entry
12:30 PM until 1:30 PM



For this example, click on the "30" to enter the "minutes" portion of lunch "Start Time."

Slide 31

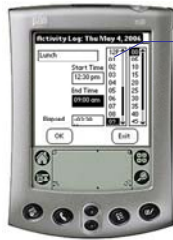
Lunch Entry
12:30 PM until 1:30 PM



Click on the "End Time" box to make the entries for the end of lunch.

Slide 32

Lunch Entry
12:30 PM until 1:30 PM




For this example, click on the "1" to enter the "hour" portion of lunch "End Time."

The highlighted sections indicates where the cursor selection will make the entry.

Slide 33


Lunch Entry
12:30 PM until 1:30 PM



Click on the "30" to enter the "minutes" portion of lunch "End Time."

Slide 34


Lunch Entry
12:30 PM until 1:30 PM



After checking that selections are correct, click the "OK" button to submit the entries.

Slide 35

Lunch Entry
12:30 PM until 1:30 PM

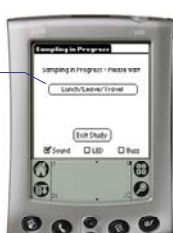


The "Activity Log" is now updated to include the entry.

Click the "Save" button to conclude the "Lunch" entry.

Slide 36

Sampling in Progress



Once you've entered your selections, you will return to the "Sampling in Progress" screen to await the next sample alert.

Additional Lunch, Leave or Travel entries are made by repeating the preceding steps.

That is all there is to it. With a little practice, making the study entries will be quick and easy.


For accuracy, it is recommended that Lunch/Leave/Travel entries be made as soon as the activity ends.

GO →

Slide 37

Signing Off of the Study

You should be signed on to the study as long as you are on "state time" and working.
End your study at the end of your work day.




Click the "Exit Study" button to initiate the end of the study day.

The image shows a PDA screen with the title "Sampling in Progress". Below the title, it says "Sampling in Progress - Please wait". There are two buttons: "Launch/Leave/Travel/Quit" and "Exit Study". A blue callout box points to the "Exit Study" button.

Slide 38

Signing Off of the Study




Click the "End Study" button to exit the study.
This is a critical step.

The image shows a PDA screen with the title "Liver Not Above". There are two buttons: "Start Study" and "End Study". A blue callout box points to the "End Study" button.

Slide 39

Signing Off of the Study




Click the "Power" button to turn off the PDA.

The image shows a PDA screen with the title "Completed". There are three buttons: "Quit", "Resync", and "Sample/Print". A blue callout box points to the "Power" button, which is located on the physical device below the screen.

Slide 40

Be Sure to Recharge



Be sure to recharge the PDA each night using the charger cradle or the sync cable.

GO →

Slide 41


Thanks!

You will get a chance to perform actual “hands on” practice with the PDA during your training session with the PWM analyst.

The training session will take approximately one (1) hour to complete.

Contact the Performance and Workload Measurement Unit for questions.

workmeasurement@dads.state.tx.us



Appendix C: Work Measurement Study Definitions

FACILITY SERVICES CODE DESCRIPTIONS

Facility Type	Description
Nursing Facility (Lic & Cert)	<ul style="list-style-type: none"> Nursing Home (licensed & certified) Hospital
Nursing Facility (Lic Only)	<ul style="list-style-type: none"> Nursing Home (licensed only) Hospital
Nursing Facility (Cert Only)	<ul style="list-style-type: none"> Nursing Home (certified only) Hospital
Assisted Living Facility	Assisted Living Facility types: <ul style="list-style-type: none"> A, B, C & E
Adult Day Care Facility	A facility that provides day services to four or more adults on a daily basis but not overnight.
Unlicensed Facility	A facility operating without a license which is subject to licensure under Health and Safety Code, Chapter 242 or 247, or Human Resources Code, Chapter 103.
General Program-Related	<p>Performance of associated activities but the duties cannot be identified with a specific facility type.</p> <p>Examples of General Program-Related activities include:</p> <ul style="list-style-type: none"> Attending professional seminars for continuing education credit Attending investigation techniques training Reviewing survey and certification clarification (S&CC) memos Filing handbook revisions, etc. Reviewing and/or responding to non-survey related emails and questions. <p>Examples which would NOT be recorded as General Program-Related activities include: receiving a complaint intake, typing deficiencies, filing a 2567 and plan of correction (PoC), responding to case-related emails and questions etc., as these should be identified with a specific facility type</p>
Non-Work	<p>Performance of Non-Work related activities during the paid workday. Lunch time is outside of the paid workday, so lunch is NOT a Non-Work activity. Non-Work examples include:</p> <ul style="list-style-type: none"> Personal phone calls Breaks Working on this study (e.g., communication with a work measurement analyst)

Compliance Review Type	Description
Initial	<p>A compliance review conducted to determine initial compliance with certification and/or state licensing.</p> <p>Examples include:</p> <ul style="list-style-type: none"> Initial licensing inspection of new facility Initial certification survey of new facility Initial Alzheimer's certification Licensing inspection Alzheimer's resurvey Relocation survey (LSC) Final construction inspection approval (LSC) Initial certification after termination
Resurvey	<p>A compliance review for resurvey of facilities. Examples are:</p> <ul style="list-style-type: none"> Standard survey/resurvey Look behind survey Fundamental survey Extended survey
Licensing Inspection	<ul style="list-style-type: none"> Recertification of ALF, ADC, Unlicensed, or NF (Licensed-only)
Complaint/Incident	<p>Intake and investigation of a facility concerning allegations or incidents reported to Regulatory Services.</p> <ul style="list-style-type: none"> Complaint investigation and/or incident investigation <p>Includes Chapter 242 complaints</p>
Follow-up	<p>A compliance review conducted to determine if corrective action has been met for deficiencies/violations cited during a previous compliance review. Examples include:</p> <ul style="list-style-type: none"> Follow-up to complaint investigation Follow-up to incident investigation Follow-up to licensure inspection Follow-up to survey (e.g. credible allegation 23-day, 90-day term, resurvey) Follow-up to 90-day term (45-day visit) Follow-up to look behind survey Follow-up to denial of certification Follow-up to federal direct survey Follow-up to invoke ACC Telephone contact Follow-up to amelioration Follow-up to compliance letter
Monitoring Visit	<p>Monitoring of a facility (on-site or telephone contact) for:</p> <ul style="list-style-type: none"> Financial distress Emergency situation Adverse consequence Special situation Voluntary withdrawal Closure Enforcement action
Change In Status	<p>Changes for a facility such as:</p> <ul style="list-style-type: none"> Change in management Change in ownership (CHOW) Change in number of clients/beds Change in bed classification Status verification

Activity Type	Description
State Requirement: Civil Rights/Bed Class Forms	Review of facility documents related to resident civil rights & review of facility floor plan or other documents regarding bed classification funding source.
State Requirement: Emergency Preparedness	State protocol evaluation of Disaster Plan Review Guideline.
State Requirement: NAR/EMR Checks	Personnel File Sampling Guide for Nurse Aide Registry & Employees Misconduct Registry checks (i.e. Abuse Protocol).
State Requirement: Children in Facilities	Delivery of Services review for residents under the age of 22.
Pre-survey Preparation	Any activity (except trip planning & travel) related to a specific compliance review that occurs prior to the entrance conference.
Entrance	A conference with facility staff to state purpose of the compliance review and to request information necessary to conduct the compliance review. This also includes staff introductions.
Record Review Information Gathering	Information gathered through review of documented sources, such as records, reports, electronic records, etc.
Observation Information Gathering	Information gathered about the residents, environment, and physical plant (using the five senses). This could be a formal environmental compliance review and/or an impromptu discovery.
Interview Information Gathering	Information gathered through conversations with staff, residents, family members, etc.
Information Analysis	Evaluating information gathered to determine compliance with certification and state licensing requirements. Would include team meetings, contact with PM regarding findings or discussion with other surveyors.
Daily & Final Exit	Conveying findings and recommendations of the compliance review to facility staff.
Report Generation	Completion of forms, reports, notes, narratives, referrals, statement of deficiencies or citations of the compliance review. Also includes attending an enforcement meeting.
Travel	Travel related to compliance review. Actual travel as well as walking to and from mode of transportation. Wait time at the airport.
Trip Planning & Post	Planning trip (making hotel, car, plane reservations, printing map, etc.). Compiling trip receipts and submission for reimbursement.

ICFMR/RC CODE DESCRIPTIONS

Facility Type	Description
ICFMR/RC Facility	<ul style="list-style-type: none"> • ICF-MR/RC • State Schools • State Centers • Community Centers
General Program-Related	<p>Performance of Regulatory Services associated activities but the duties cannot be identified with a specific facility type (i.e. activities not related to a survey).</p> <p>Examples of General Program-Related activities include:</p> <ul style="list-style-type: none"> • Attending professional seminars for continuing education credit • Attending investigation techniques training • Reviewing survey and certification clarification (S&CC) memos • Filing handbook revisions, etc. • Reviewing and/or responding to non-survey related emails and questions. <p>Examples which would NOT be recorded as General Program-Related activities include: receiving a complaint intake, typing deficiencies, filing a 2567 and plan of correction (PoC), responding to survey-related emails and questions, etc., as these should be identified with the ICF-MR/RC facility.</p>
Non-Work	<p>Performance of Non-Work related activities during the paid workday. Lunch time is outside of the paid workday, so lunch is NOT a Non-Work activity.</p> <p>Non-Work examples include:</p> <ul style="list-style-type: none"> • Personal phone calls • Breaks • Working on this study (e.g., communication with a work measurement analyst)

Compliance Review Type	Description
Initial	<p>A compliance review conducted to determine initial compliance with certification and state licensing. Examples include:</p> <ul style="list-style-type: none"> • Initial licensing & inspection of new facility • Relocation survey (LSC) • Final construction inspection approval (LSC) • Initial certification after termination
Recertification	<p>A compliance review for recertification of facilities. Examples are:</p> <ul style="list-style-type: none"> • Standard recertification • Partnership survey • Licensing Inspection (If Initial Licensure, select Initial) • Fundamental survey • Extended survey • Full Survey
Complaint/Incident	<p>Intake and investigation of a facility concerning allegations or incidents reported to Regulatory Services.</p> <ul style="list-style-type: none"> • Complaint investigation and/or incident investigation
Follow-up	<p>A compliance review conducted to determine if corrective action has been met for deficiencies/violations cited during a previous compliance review. Examples include:</p> <ul style="list-style-type: none"> • Follow-up to complaint investigation • Follow-up to incident investigation • Follow-up to licensure inspection • Follow-up to survey (e.g. credible allegation 23-day, 90-day term, resurvey) • Follow-up to 90-day term (45-day visit) • Follow-up to denial of certification • Follow-up to federal direct survey • Follow-up to invoke ACC • Telephone contact • Follow-up to amelioration • Follow-up to compliance letter
Monitoring Visit	<p>Monitoring of a facility (on-site or telephone contact) for:</p> <ul style="list-style-type: none"> • Financial distress • Emergency situation • Adverse consequence • Special situation • Voluntary withdrawal • Closure • Enforcement action
Change In Status	<p>Changes for a facility such as:</p> <ul style="list-style-type: none"> • Change in management • Change in ownership (CHOW) • Change in number of clients/beds • Change in bed classification • Status verification

Activity Type	Description
State Requirement: Specific A/N/E Requirements	Review of Abuse/Neglect/Exploitation information, including DADS and/or DFPS required reporting.
State Requirement: NAR/EMR Criminal History Checks	Personnel file reviews related to Nurse Aide Registry, Employee Misconduct Registry and/or criminal history checks.
State Requirement: Structural Review	Observation of structural integrity of the facility and documentation of repair needs.
State Requirement: State Standards of Participation	Record review of state standards of participation enumerated in 40TAC.
State Requirement: Special Nutrition Support Monitoring	Record review and observation as they pertain to the delivery of special nutrition services, such as a feeding tube.
State Requirement: Emergency Procedures and Evacuation Difficulty Scores	Review of emergency evacuation procedures documentation with follow-up interviews for verification or clarification.
Pre-survey Preparation	Any activity (except trip planning & travel) related to a specific compliance review that occurs prior to the entrance conference.
Entrance	A conference with facility staff to state purpose of the compliance review and to request information necessary to conduct the compliance review. This also includes staff introductions.
Record Review Information Gathering	Information gathered through review of documented sources, such as records, reports, electronic records, etc.
Observation Information Gathering	Information gathered about the residents, environment, and physical plant (using the five senses). This could be a formal environmental compliance review and/or an impromptu discovery.
Interview Information Gathering	Information gathered through conversations with staff, residents, family members, etc.
Information Analysis	Evaluating information gathered to determine compliance with certification and state licensing requirements. Would include team meetings, contact with PM regarding findings or discussion with other surveyors.
Daily & Final Exit	Conveying findings and recommendations of the compliance review to facility staff.
Report Generation	Completion of forms, reports, notes, narratives, referrals, statement of deficiencies or citations of the compliance review. Also includes attending an enforcement meeting.
Travel	Travel related to compliance review. Actual travel as well as walking to and from mode of transportation. Wait time at the airport.
Trip Planning & Post	Planning trip (making hotel, car, plane reservations, printing map, etc.). Compiling trip receipts and submission for reimbursement.

LIFE SAFETY CODE DESCRIPTIONS

Facility Type	Description
Nursing Facility (Lic & Cert)	<ul style="list-style-type: none"> Nursing Home (licensed & certified) Hospital
Nursing Facility (Lic Only)	<ul style="list-style-type: none"> Nursing Home (licensed only) Hospital
Nursing Facility (Cert Only)	<ul style="list-style-type: none"> Nursing Home (certified only) Hospital
ICFMR/RC Facility	<ul style="list-style-type: none"> ICF-MR/RC State Schools State Centers Community Centers
Assisted Living Facility	Assisted Living Facility types: <ul style="list-style-type: none"> A, B, C & E
Adult Day Care Facility	A facility that provides day services to four or more adults on a daily basis but not overnight.
Unlicensed Facility	A facility operating without a license which is subject to licensure under Health and Safety Code, Chapter 242 or 247, or Human Resources Code, Chapter 103.
General Program-Related	<p>Performance of associated activities but the duties cannot be identified with a specific facility type. Examples of General Program-Related activities include:</p> <ul style="list-style-type: none"> Attending professional seminars for continuing education credit Attending investigation techniques training Reviewing survey and certification clarification (S&CC) memos Filing handbook revisions, etc. Reviewing and/or responding to non-survey related emails and questions. <p>Examples which would NOT be recorded as General Program-Related activities include: receiving a complaint intake, typing deficiencies, filing a 2567 and plan of correction (PoC), responding to case-related emails and questions etc., as these should be identified with a specific facility type</p>
Non-Work	<p>Performance of Non-Work related activities during the paid workday. Lunch time is outside of the paid workday, so lunch is NOT a Non-Work activity. Non-Work examples include:</p> <ul style="list-style-type: none"> Personal phone calls Breaks Working on this study (e.g., communication with a work measurement analyst)

Compliance Review Type	Description
Initial	<p>A compliance review conducted to determine initial compliance with certification and/or state licensing. Examples include:</p> <ul style="list-style-type: none"> Initial licensing inspection of new facility Initial certification survey of new facility Initial Alzheimer's certification Licensing inspection Alzheimer's resurvey Relocation survey (LSC) Final construction inspection approval (LSC) Initial certification after termination
Resurvey	<p>A compliance review for resurvey of facilities. Examples are:</p> <ul style="list-style-type: none"> Standard survey/resurvey Look behind survey Fundamental survey Extended survey
Licensing Inspection	<ul style="list-style-type: none"> Recertification of ALF, ADC, Unlicensed, or NF (Licensed-only)
Recertification	<p>A compliance review for recertification of facilities. Examples are:</p> <ul style="list-style-type: none"> Standard recertification Partnership survey Licensing Inspection (If Initial Licensure, select Initial) Fundamental survey Extended survey Full Survey
Complaint/Incident	<p>Intake and investigation of a facility concerning allegations or incidents reported to Regulatory Services. Includes Chapter 242 complaints</p> <ul style="list-style-type: none"> Complaint investigation and/or incident investigation
Follow-up	<p>A compliance review conducted to determine if corrective action has been met for deficiencies/violations cited during a previous compliance review. Examples include:</p> <ul style="list-style-type: none"> Follow-up to complaint investigation Follow-up to incident investigation Follow-up to licensure inspection Follow-up to survey (e.g. credible allegation 23-day, 90-day term, resurvey) Follow-up to 90-day term (45-day visit) Follow-up to look behind survey Follow-up to denial of certification Follow-up to federal direct survey Follow-up to invoke ACC Telephone contact Follow-up to amelioration Follow-up to compliance letter
Monitoring Visit	<p>Monitoring of a facility (on-site or telephone contact) for:</p> <ul style="list-style-type: none"> Financial distress Emergency situation Adverse consequence Special situation Voluntary withdrawal Closure Enforcement action
Change In Status	<p>Changes for a facility such as:</p> <ul style="list-style-type: none"> Change in management Change in ownership (CHOW) Change in number of clients/beds Change in bed classification Status verification

Activity Type	Description
State Requirement: Emergency Preparedness	State protocol evaluation of Disaster Plan Review Guideline.
State Requirement: Structural Review	Observation of structural integrity of the facility and documentation of repair needs.
State Requirement: Emergency Procedures and Evacuation Difficulty Scores	Review of emergency evacuation procedures documentation with follow-up interviews for verification or clarification.
Pre-survey Preparation	Any activity (except trip planning & travel) related to a specific compliance review that occurs prior to the entrance conference.
Entrance	A conference with facility staff to state purpose of the compliance review and to request information necessary to conduct the compliance review. This also includes staff introductions.
Record Review Information Gathering	Information gathered through review of documented sources, such as records, reports, electronic records, etc.
Observation Information Gathering	Information gathered about the residents, environment, and physical plant (using the five senses). This could be a formal environmental compliance review and/or an impromptu discovery.
Interview Information Gathering	Information gathered through conversations with staff, residents, family members, etc.
Information Analysis	Evaluating information gathered to determine compliance with certification and state licensing requirements. Would include team meetings, contact with PM regarding findings or discussion with other surveyors.
Daily & Final Exit	Conveying findings and recommendations of the compliance review to facility staff.
Report Generation	Completion of forms, reports, notes, narratives, referrals, statement of deficiencies or citations of the compliance review. Also includes attending an enforcement meeting.
Travel	Travel related to compliance review. Actual travel as well as walking to and from mode of transportation. Wait time at the airport.
Trip Planning & Post	Planning trip (making hotel, car, plane reservations, printing map, etc.). Compiling trip receipts and submission for reimbursement.

Appendix D: Facility Services Study Instruction Booklet

Each group of participants,

**Facility Services,
ICFMR/RC, and
Life Safety Code,**

**received the same Study Instruction Booklet,
except that code sheets and accompanying
screen shots were related to their specific job
duties and data collection requirements.**

**In the interest of space, the report only presents
the Facility Services Study Instruction Booklet.**

Copies of each are available upon request.



FACILITY SERVICES

WORK MEASUREMENT STUDY INSTRUCTION BOOKLET 2008

Performance & Workload Measurement Unit (PWM)
Office of Budget & Data Management
Department of Aging & Disability Services
701 W. 51st Street, W-421
Austin, TX 78751
Fax: (512) 438-4370

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PURPOSE AND OVERVIEW

The Performance and Workload Measurement (PWM) unit of the Office of Budget and Data Management is conducting the Regulatory Services work measurement study (WMS) at the request of the Chief Financial Officer and the Assistant Commissioner for Regulatory Services.

The purpose of a study is to provide statistically valid and reliable Information about the amount of time Facility Services surveyors spend performing various activities. The purpose of this study is to collect valuable program management Information regarding time spent in various regulatory services activities with a targeted focus at the time spent in specific licensure activities.

Study results are used by managers to determine the impact of program and policy changes on Facility Services activities and budget analysts use the results in the development of the Legislative Appropriations Request and in determining the equitable distribution of agency resources.

What is a work measurement study?

A WMS is a systematic, statistically valid method of gathering Information about the amount of time spent by staff on key functions and activities within the Facility Services program. The study employs a random moment time study methodology.

Why conduct a work measurement study?

The results of the study yield an accurate picture of how time within the Facility Services Program is spent for the period of the study. Budget staff can use the Information to determine workload demands and to determine the level of staff needed.

What results are produced by work measurement studies?

The primary output of a study is the calculation of a "Standard Time." A standard time is the average time it takes to complete a specific process resulting in a quantifiable product or unit of work. For example, the product may be the number of resurveys or complaints completed during the study.

CONTACTS AND TROUBLESHOOTING ASSISTANCE

Performance & Workload Measurement Unit (PWM)
Office of Budget & Data Management
Department of Aging & Disability Services
701 W. 51st Street, W-421
Austin, TX 78751

Fax: (512) 438-4370

Contacts for:

- General Study Questions
- PDA Equipment
- PDA Use

Jan Amazeen, Manager (512) 438-3785
Rick Ash, Senior Analyst (512) 438-5743
Brad Wood, Technical Analyst (512) 438-4608

Or E-mail: workmeasurement@dads.state.tx.us

Please contact a Performance and Workload Measurement unit analyst for any hardware or software problems and questions.

WORK MEASUREMENT EQUIPMENT

- PDA HARDWARE

PALM m500 PDA

You will be using a Palm M500 for the study, your study package should include the following items:



Palm PDA



**Palm Power Cord
(AC Charger)**

**Palm Synchronization
Cradle**



Palm Sync/Charger Cable

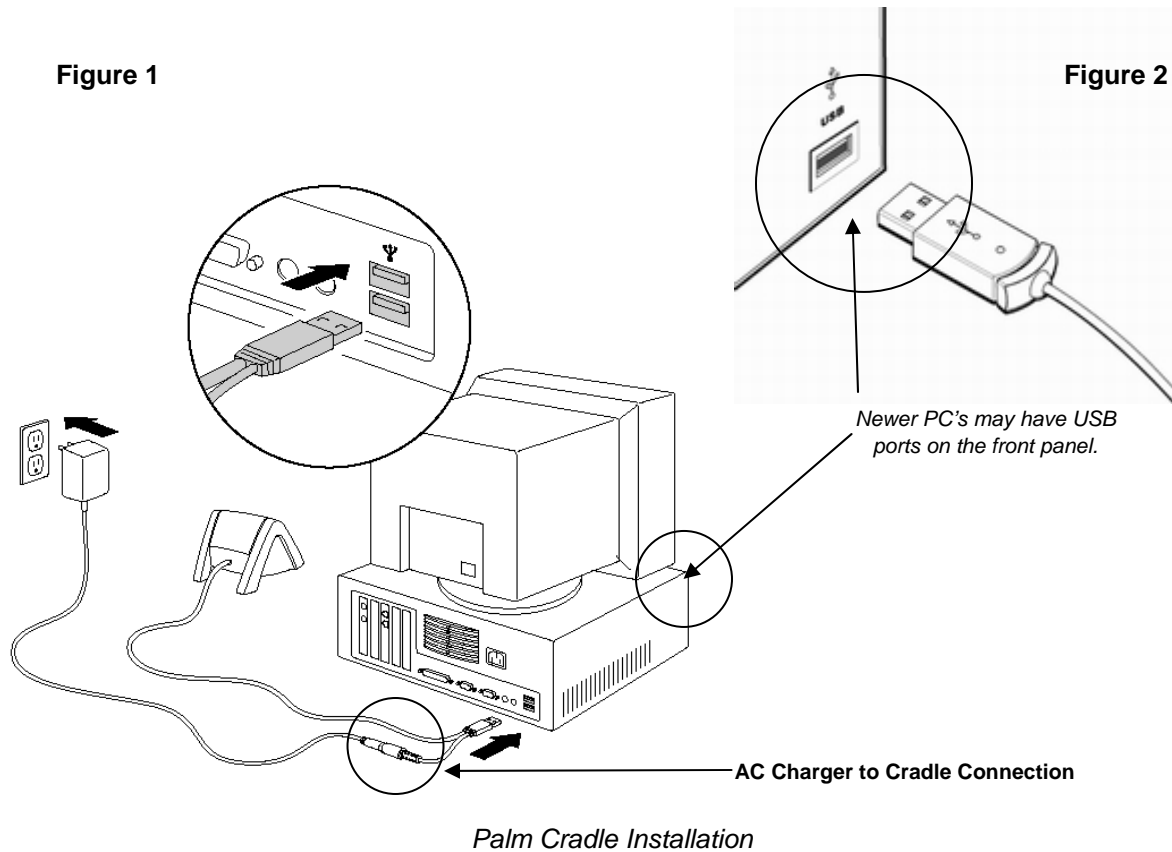
- The power cord for the Palm should be attached to the cradle's USB cord.
- You also receive a sync/charger cable for use in the car or with your PC.
- It allows you to charge the PDA while in the car and to sync the PDA without use of the cradle.

PDA HARDWARE SETUP

1. Shut down your PC. It is important that your PC be off when you make the connections.
2. Plug the PDA synchronization cradle/cable into the USB port on the back of the PC as shown below (Figure 1). Newer PC models may have the USB port located on the front panel (Figure 2).

The AC adapter connects directly to the cradle cable. Be sure to plug the AC adapter into an AC current outlet after connecting the cradle to the PDA.

3. Power up the PC.



Note: The Palm Sync/Charger Cable connects to your desktop PC in the same manner as the Palm Cradle (Figures 1 & 2).

PDA MAINTENANCE

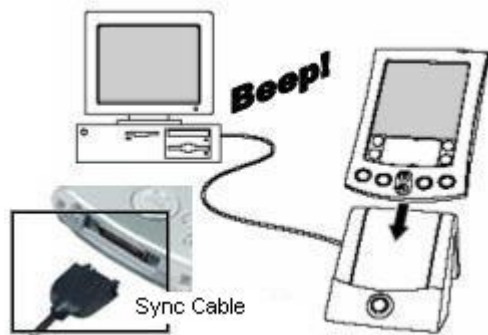
Charge the Palm PDA in the synchronization cradle or using the sync/charger cable as shown below:



Be sure the AC Charger cable is connected to the Cradle Cable and the AC Charger is plugged into a wall outlet.

The stand-alone Sync/Charger Cable can be used in your car with the Car Adapter or plugged to the USB port of your PC.

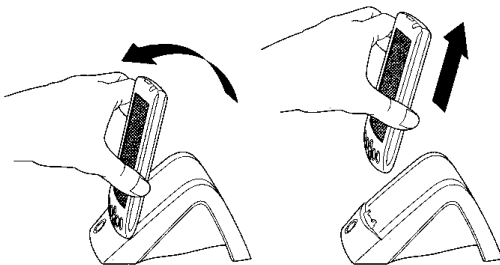
Note: When charging the PDA with the Cradle, it does not have to be connected to your computer.



Insert the PDA into the PDA Cradle as shown.

The stand-alone Sync/Charger connects to the PDA as shown.

Note: If you have inserted the PDA correctly, you will hear a short beep and see the On/Off button light up.



Remove the PDA from the PDA Cradle as shown.

The PDA removes from the Sync/Charger by squeezing the plug.

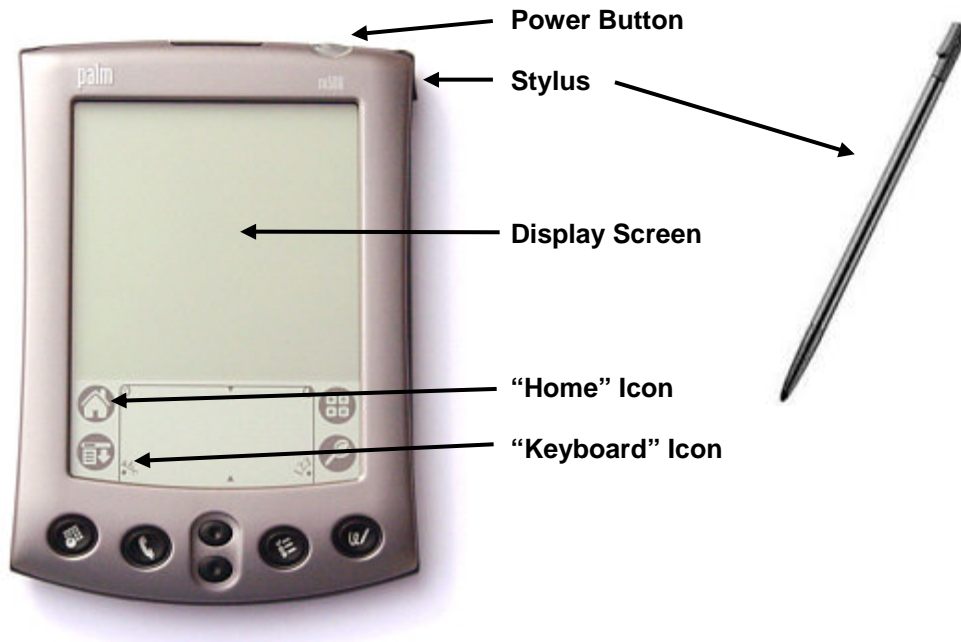
General Maintenance:

- Use the stylus supplied with the PDA. **Never use a pen, pencil, or other sharp object on the surface of the PDA screen.**
- The PDA is not waterproof. Do not expose it to rain or other moisture.
- To clean the PDA, dampen a soft cloth with a diluted window-cleaning solution and gently wipe the PDA screen.
- Do not drop the PDA or expose it to strong bumps or impacts.
- Keep the PDA away from heaters and other heat sources. Do not leave the PDA on the dashboard or the seat of a car on a hot day.

FAQ

Where is the stylus?

The stylus is located on the right side of the PDA in a designated slot. The following figure shows other important features you will use.



What if I lose my stylus?

If you lose the stylus, contact the Performance & Workload Measurement unit (p.2) for replacement.

Why does my PDA keep turning itself off?

The PDA has an automatic “sleep” feature after two minutes of inactivity to conserve battery power. Pressing the power button will restore the PDA. Sample alerts continue while in “sleep” mode.

Why won't my PDA turn on?

The PDA's battery may be low. Follow the instructions for charging the PDA (p. 5).

Why can't I “Sync” my data?

If you incur a problem syncing data, contact the Performance & Workload Measurement unit.

Why won't my PDA charge?

Ensure all connections are secure (i.e. plugs, charger, cables, etc.). The power button should show green if you have a good connection. If you still have problems contact the Performance & Workload Measurement unit for instructions (p. 2).

For additional problems or questions, contact the Performance & Workload Measurement unit. See Contacts and Troubleshooting Assistance (p. 2).

STUDY INSTRUCTIONS OVERVIEW

General Instructions

When you begin each work day, turn on the PDA, log on to the work measurement study, and remain logged on until your work day ends. It is critical that you are properly logged on to the study and remain so throughout the day. Stopping and starting the PDA throughout the day can alter the reliability of your collected data. You will receive and respond to random work study “sample alerts” throughout the day.

NOTE: Your “work day” is not just when you are working your normal office hours, but is defined as *any time you are “on the clock” for state pay*. If your day begins with work-related travel, you should log on to the study before traveling, or if you work after hours, do not end the study until your work day ends. Your normal commute to the office does not count as work-related travel.

During your lunch time you will not respond to sample alerts; just ignore the alerts. Similarly, if you are temporarily off duty during the middle of the work day for sick or annual leave, ignore sample alerts until you return to work. However, since your 15-minute break is paid state time, you should respond to sample alerts using the appropriate program code (Non-work).

You should receive about twenty (20) sample alerts during the course of an average eight (8) hour work day (approximately 2.5 sample alerts per hour). For each sample alert you receive, you will have a total of six (6) minutes to respond. If you do not make an entry, the PDA will provide a reminder alert after five (5) minutes have elapsed. Following the reminder alert, you have one (1) minute to make your entry. If you fail to make an entry you will receive a final “missed sample alert” beep.

Your participation in the study continues until you have successfully responded to at least 240 “good” sample alerts (approximately 12 work days). The more diligently you respond to your sample alerts, the quicker the study will end.

If you miss responding to a sample alert, make a note of the time and activity and provide this information to your PWM Analyst for credit.

PLEASE REMEMBER TO CHARGE YOUR PDA EACH DAY.

NOTE: You are responsible for maintaining the proper functioning of your PDA by keeping it fully charged using the cradle or charger cable. If your PDA does not emit a sample alert within two hours, check to make sure you are logged on to the study. Contact PWM for assistance.

You are required to transmit or “Sync” your collected data at least once per week (See PDA Synchronization Procedures on p. 23).

When you “Sync” your data, please call your PWM analyst to verify the data was received, confirm the accuracy of the data, and/or provide information on any missed sample alerts you noted.

Your PWM analyst will provide an update on your study progress and let you know when you have met the required number of sample alerts. When you have completed the study, your PWM analyst will provide you with equipment return instructions.

FACILITY SERVICES CODE DESCRIPTIONS

Facility Type	Description
Nursing Facility (Lic & Cert)	<ul style="list-style-type: none"> Nursing Home (licensed & certified) Hospital
Nursing Facility (Lic Only)	<ul style="list-style-type: none"> Nursing Home (licensed only) Hospital
Nursing Facility (Cert Only)	<ul style="list-style-type: none"> Nursing Home (certified only) Hospital
Assisted Living Facility	Assisted Living Facility types: <ul style="list-style-type: none"> A, B, C & E
Adult Day Care Facility	A facility that provides day services to four or more adults on a daily basis but not overnight.
Unlicensed Facility	A facility operating without a license which is subject to licensure under Health and Safety Code, Chapter 242 or 247, or Human Resources Code, Chapter 103.
General Program-Related	<p>Performance of associated activities but the duties cannot be identified with a specific facility type.</p> <p>Examples of General Program-Related activities include:</p> <ul style="list-style-type: none"> Attending professional seminars for continuing education credit Attending investigation techniques training Reviewing survey and certification clarification (S&CC) memos Filing handbook revisions, etc. Reviewing and/or responding to non-survey related emails and questions. <p>Examples which would NOT be recorded as General Program-Related activities include: receiving a complaint intake, typing deficiencies, filing a 2567 and plan of correction (PoC), responding to case-related emails and questions etc., as these should be identified with a specific facility type</p>
Non-Work	<p>Performance of Non-Work related activities during the paid workday. Lunch time is outside of the paid workday, so lunch is NOT a Non-Work activity. Non-Work examples include:</p> <ul style="list-style-type: none"> Personal phone calls Breaks Working on this study (e.g., communication with a work measurement analyst)

Compliance Review Type	Description
Initial	<p>A compliance review conducted to determine initial compliance with certification and/or state licensing. Examples include:</p> <ul style="list-style-type: none"> Initial licensing inspection of new facility Initial certification survey of new facility Initial Alzheimer's certification Licensing inspection Alzheimer's resurvey Relocation survey (LSC) Final construction inspection approval (LSC) Initial certification after termination
Resurvey	<p>A compliance review for resurvey of facilities. Examples are:</p> <ul style="list-style-type: none"> Standard survey/resurvey Look behind survey Fundamental survey Extended survey
Licensing Inspection	<ul style="list-style-type: none"> Recertification of ALF, ADC, Unlicensed, or NF (Licensed-only)
Complaint/Incident	<p>Intake and investigation of a facility concerning allegations or incidents reported to Regulatory Services.</p> <ul style="list-style-type: none"> Complaint investigation and/or incident investigation <p>Includes Chapter 242 complaints</p>
Follow-up	<p>A compliance review conducted to determine if corrective action has been met for deficiencies/violations cited during a previous compliance review. Examples include:</p> <ul style="list-style-type: none"> Follow-up to complaint investigation Follow-up to incident investigation Follow-up to licensure inspection Follow-up to survey (e.g. credible allegation 23-day, 90-day term, resurvey) Follow-up to 90-day term (45-day visit) Follow-up to look behind survey Follow-up to denial of certification Follow-up to federal direct survey Follow-up to invoke ACC Telephone contact Follow-up to amelioration Follow-up to compliance letter
Monitoring Visit	<p>Monitoring of a facility (on-site or telephone contact) for:</p> <ul style="list-style-type: none"> Financial distress Emergency situation Adverse consequence Special situation Voluntary withdrawal Closure Enforcement action
Change In Status	<p>Changes for a facility such as:</p> <ul style="list-style-type: none"> Change in management Change in ownership (CHOW) Change in number of clients/beds Change in bed classification Status verification

Activity Type	Description
State Requirement: Civil Rights/Bed Class Forms	Review of facility documents related to resident civil rights & review of facility floor plan or other documents regarding bed classification funding source.
State Requirement: Emergency Preparedness	State protocol evaluation of Disaster Plan Review Guideline.
State Requirement: NAR/EMR Checks	Personnel File Sampling Guide for Nurse Aide Registry & Employees Misconduct Registry checks (i.e. Abuse Protocol).
State Requirement: Children in Facilities	Delivery of Services review for residents under the age of 22.
Pre-survey Preparation	Any activity (except trip planning & travel) related to a specific compliance review that occurs prior to the entrance conference.
Entrance	A conference with facility staff to state purpose of the compliance review and to request information necessary to conduct the compliance review. This also includes staff introductions.
Record Review Information Gathering	Information gathered through review of documented sources, such as records, reports, electronic records, etc.
Observation Information Gathering	Information gathered about the residents, environment, and physical plant (using the five senses). This could be a formal environmental compliance review and/or an impromptu discovery.
Interview Information Gathering	Information gathered through conversations with staff, residents, family members, etc.
Information Analysis	Evaluating information gathered to determine compliance with certification and state licensing requirements. Would include team meetings, contact with PM regarding findings or discussion with other surveyors.
Daily & Final Exit	Conveying findings and recommendations of the compliance review to facility staff.
Report Generation	Completion of forms, reports, notes, narratives, referrals, statement of deficiencies or citations of the compliance review. Also includes attending an enforcement meeting.
Travel	Travel related to compliance review. Actual travel as well as walking to and from mode of transportation. Wait time at the airport.
Trip Planning & Post	Planning trip (making hotel, car, plane reservations, printing map, etc.). Compiling trip receipts and submission for reimbursement.

FACILITY SERVICES STUDY INSTRUCTIONS

To turn on the PDA device, press the “On/Off” button located at the top right portion of the device. The following screen should appear:

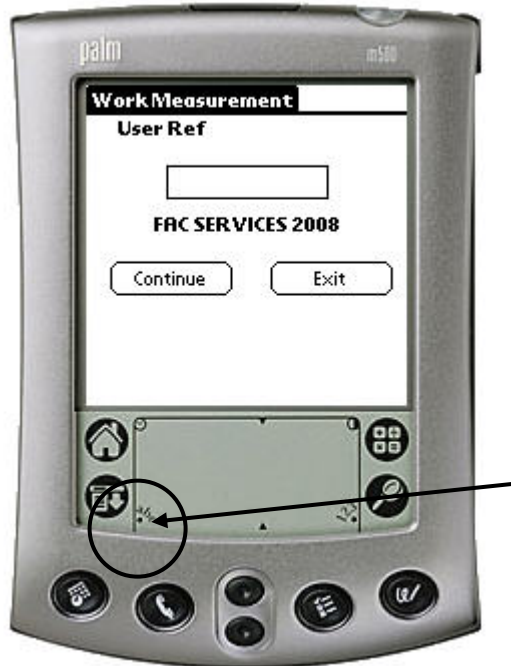


Important items on this screen:

- “On/Off” Button
- Digital Time
- Battery Charge Indicator
- “Clock” Icon
- “Hot Sync” Icon
- “SamplePro” Icon
- “Home” Button

Note: If this screen does not appear, use your stylus to tap the “Home” button until you see this screen.


Remove the stylus located on the top right side of the PDA and tap on the “SamplePro” icon to start the program. The following sign-on screen will appear.



Important items on this screen:

- “User ID” Entry Box (User Ref)
- Study Name “FAC SERVICES 2008”
- “Continue” Button
- “Exit” Button
- “Keyboard” Icon

Note: Alert your PWM analyst if the study name reads anything other than “**FAC SERVICES 2008.**”

Use your stylus to tap the “Keyboard” Icon () to bring up the PDA keyboard.

Use the PDA keyboard to enter your “User ID” (located on the front of your study booklet). Tap in your “User ID” with the stylus and tap the “Done” Button when finished. If you make an error, use the backspace key in the upper right hand corner to make corrections.



Important items on this screen:

- PDA Keyboard
- “Backspace” Key
- “Done” Button

After tapping the “Done” Button, your “User ID” should now appear in the “User Ref” box.

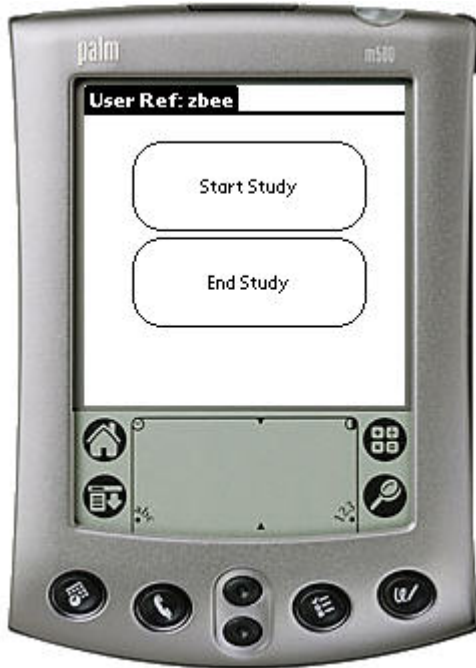


Important items on this screen:

- “User Ref” User ID Entry Box
- Study Name
- “Continue” Button
- “Exit” Button

Tap the “Continue” Button to move to the “Start/End Study” entry screen.

This is a critical entry screen from which you begin and end the study each day. Using your stylus, tap the “Start Study” button. This begins the study and starts the PDA’s sampling alerts.



Important items on this screen:

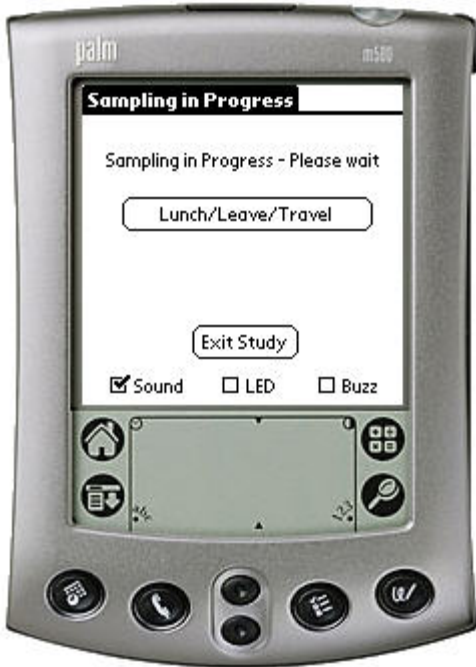
- “Start Study” Button
- “End Study” Button

Note: The PDA device is internally set up to randomly send sample alerts. You may or may not receive a sample alert during the training session.

The following screen shots will illustrate what your PDA would display when you receive a sample alert.

If you receive a sample alert during the training, be sure to let your PWM Analyst know.

After you tap on the “Start Study” button the “Sampling in Progress” screen appears as shown below. The bottom of the screen displays three (3) prompting modes: Sound, LED or Buzz. To activate these options tap the square in front of your selection(s). You may have 1 or more selected simultaneously.



Important items on this screen:

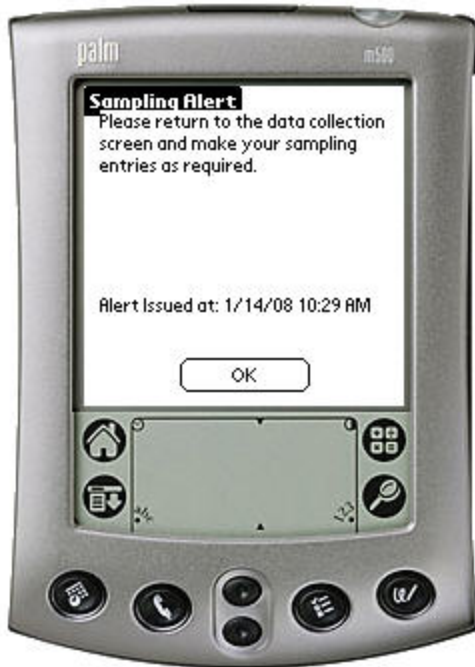
- “Sampling in Progress” Notice
- “Lunch/Leave/Travel” Button
- “Exit Study” Button
- Sound/LED/Buzz Indicators

Note: If your PDA fails to send a sample alert for over two hours and/or you do not see the “Sampling in Progress” screen when exiting “sleep” mode, you may need to re-sign on to the study. Tap the “Home” Button to repeat the sign on process (p.11).

The study is now in progress and this screen is where you will wait for all sample alerts. The “Lunch/Leave/Travel” button options will be discussed later (p. 18).

The “Exit Study” button will be discussed later (p.23).

When you receive a sampling alert signal, you are prompted for an entry by the device according to your selected Sound/LED/Buzz options. The sampling alert screen is shown below.

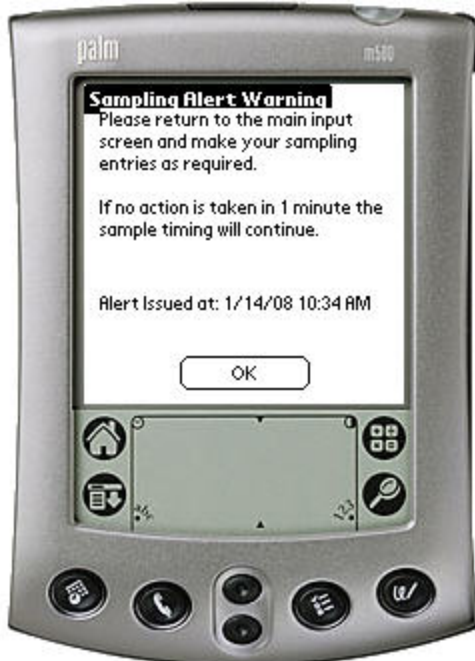


Important items on this screen:

- Sampling Alert Notice
- Time Stamp
- “OK” Button

Note: You have six (6) minutes in which to respond to a sample alert.

The one-minute warning screen is shown below.



Important items on this screen:

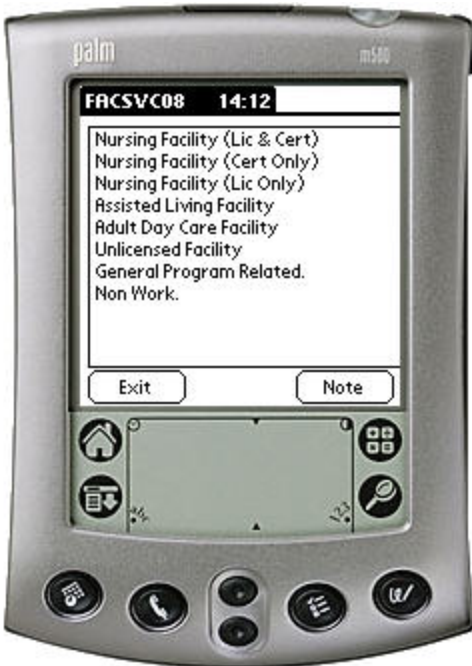
- Sampling Alert Warning Notice
- Time Stamp
- “OK” Button

Note: If you fail to enter a selection within five (5) minutes you will receive a warning “beep.” You will then have one (1) minute after the warning signal to make an entry.

If you have not entered a selection after one (1) minute you will receive a series of beeps indicating you have missed an alert.

To enter data, tap the “OK” button to proceed to the data collection screen.

Use your stylus to tap on your 1st Level entry selection. In this example, select “Nursing Facility (Lic & Cert).”



Important items on this screen:

- 1st Level Menu for Selection

Tapping the 1st Level entry displays the 2nd Level Activity menu. The choices of the 2nd Level Activity menu are based upon your first selection.

Your 1st Level selection is shown in a box and the 2nd Level activities are shown below it. In this example, tap “Resurvey.”



Important items on this screen:

- 1st Level Selection (highlighted)
- 2nd Level Menu for Selection

When you tap on your 2nd Level Activity selection, the 3rd Level Menu is displayed.

Your 1st and 2nd Level selections are shown in boxes and the 3rd Level activities are shown below it. In this example, tap “State Req: NAR/EMR Checks.”



NOTE

The study seeks data regarding specific time spent in the following licensure-only activities listed first on the menu:

1. State Req: Civil Rights/Bed Class Forms
2. State Req: Emergency Preparedness
3. State Req: NAR/EMR Checks
4. State Req: Children in Facilities

If you are performing one of these activities, it is very important that you select it from the menu.

If you are not working on one of these activities, tap from the appropriate activity selections remaining.

In this example, tap “State Req: NAR/EMR Checks”

This is where the current WMS differs from the prior study.

Once your selections are complete, review the entries for errors from the summary screen below. To correct an entry, tap on the 1st Level entry to re-display the menu choices.



Important items on this screen:

- 1st Level Selection (highlighted)
- 2nd Level Selection (highlighted)
- 3rd Level Selection (highlighted)
- “OK” Button

Note: If corrections are required, tap the 1st Level selection to re-display the menus and then make corrections.

If your entries are correct tap “OK” to return to the “Sampling in Progress” screen (p. 13) to wait for the next sample alert.

Clicking “OK” returns you to the “Sampling in Progress” screen to await your next sample alert.

From this screen you will initiate the next lesson in your training: Lunch/Leave/Travel



Important items on this screen:

- “Sampling in Progress” Notice
- “Lunch/Leave/Travel” Button
- “Exit Study” Button
- Sound/LED/Buzz Indicators

Note:

There are three (3) instances where you ignore the sample alerts you receive:

- when at **lunch**;
- when you take **leave** during the day (but will return); and
- when you **travel** in a car or plane.

Any time you are engaged in one of these activities you will not respond to PDA sample alerts.

You will enter time for lunch, leave and travel through the “Lunch/Leave/Travel” entry screens discussed in the following pages.

LUNCH/LEAVE/TRAVEL

The “Lunch/Leave/Travel” function is to account for time during the study day in which you will not respond to sample alerts. Tap on the “Lunch/Leave/Travel” button with your stylus.

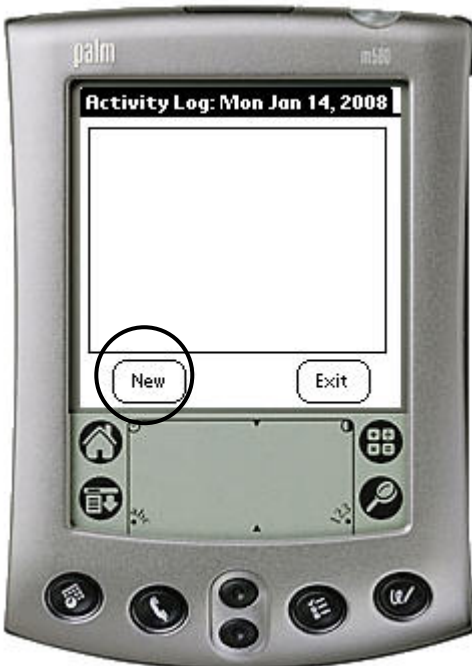


Important items on this screen:

- “Sampling in Progress” Notice
- “Lunch/Leave/Travel” Button
- “Exit Study” Button
- Sound/LED/Buzz Indicators

Note: Record these entries after you have taken lunch, leave, or travel, so that your entry reflects the accurate time taken.

If this is the first “Lunch/Leave/Travel” entry of the day, the screen will be blank. Otherwise, “Lunch/Leave/Travel” entries for the day will appear summarized. Tap on the “New” button.



Important items on this screen:

- Activity Log Summary
- “New” Button
- “Exit” Button

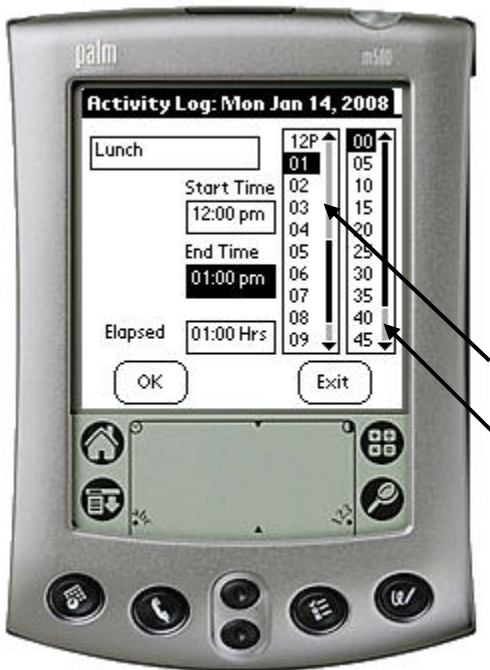
The menu displays a list for lunch, leave, and travel. Use your stylus to tap on the appropriate selection. In this example, tap “Lunch” to enter the practice times for the training.



Important items on this screen:

- “Lunch/Leave/Travel” Menu

The “Activity Log” screen appears. You will need to enter your “Start Time” AND “End Time” for your selection. The “Start Time” box is already highlighted. Tap the hour (1st vertical box) and minute (2nd vertical box) start time, in this example, 12:00 PM. Tap the “End Time” box to highlight it. Select the hour and minute end time; in this example, 1:00 PM.



Important items on this screen:

- Item Description
- Start time Box
- End Time Box
- Hours Scroll Bar
- Minutes Scroll Bar
- Elapsed Time
- “OK” Button

The system will calculate the total elapsed time and present it for confirmation purposes. When you have entered the appropriate times, tap the “OK” button to confirm the entry.

The entry will appear in the Activity Log summary window. Tap the “Save” button to complete your entry.



Important items on this screen:

- Activity Log Summary
- “New” Button
- “Save” Button

Repeat the entry steps to record additional “Lunch/Leave/Travel” times as necessary (p. 21). The following illustrations show a Leave entry and a Travel entry in the Activity Log summary window.

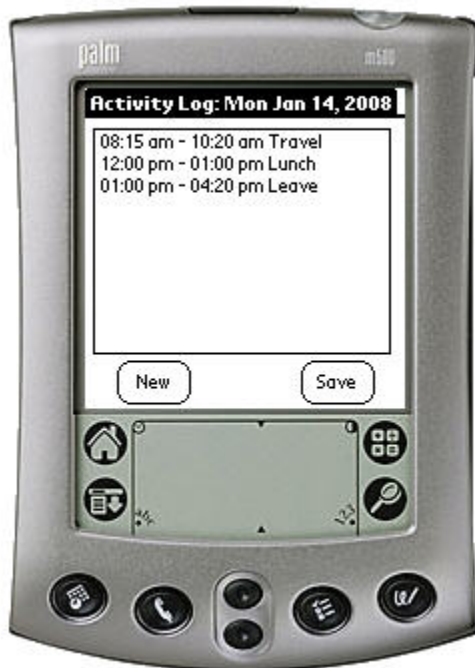
Leave Entry



Important items on this screen:

- Activity Log Summary
- “New” Button
- “Save” Button

Travel Entry



Important items on this screen:

- Activity Log Summary
- “New” Button
- “Save” Button

Note:

If you receive a sample alert signal prior to saving your “Lunch/Leave/Travel” time, the “Sampling Alert” screen appears and require a response. Sample alert signals take priority.

In this instance, your entry would be “Non Work” because you are working on the study.

Upon completion of entering sampling data, you must start the “Lunch/Leave/Travel” entry process over (p. 18).

ENDING THE STUDY DAY

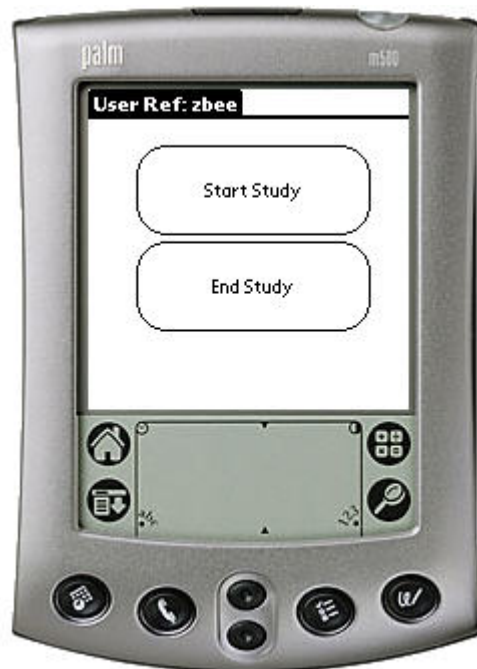
To end your study day, tap the “Exit Study” button.



Important items on this screen:

- “Sampling in Progress” Notice
- “Lunch/Leave/Travel” Button
- “Exit Study” Button
- Sound/LED/Buzz Indicators

From the Main Input screen tap the “End Study” button to completely exit the study.



Important items on this screen:

- “Start Study” Button
- “End Study” Button

Note: It is important that you log completely off the study each day.

You will return to the icon screen (p. 14) where you will turn off the device.

Please remember to charge the PDA whenever it is not in use.

PDA SYNCHRONIZATION PROCEDURES

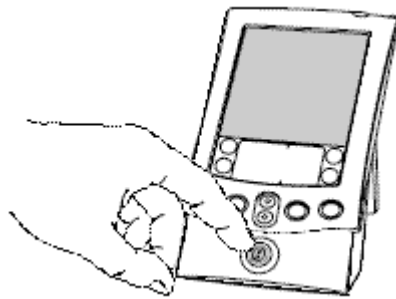
The synchronization process, called “Hot Sync” or “Sync,” is the transferring of Information between a computer and a PDA. The PDA transfers data to your computer, which then transfers the data to a Performance & Workload Measurement server.

Palm PDA Sync Procedures

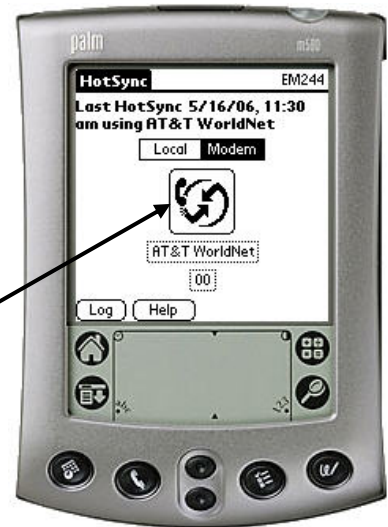
1. Place the PDA in the cradle
2. Press the “Hot Sync” button on the cradle as shown below. If you are using a sync/charger cable, you will tap the “Hot Sync” icon located on the PDA screen (use the Home button to navigate):



Note: To successfully “sync” the cradle *must* be plugged in to the USB port of your computer.

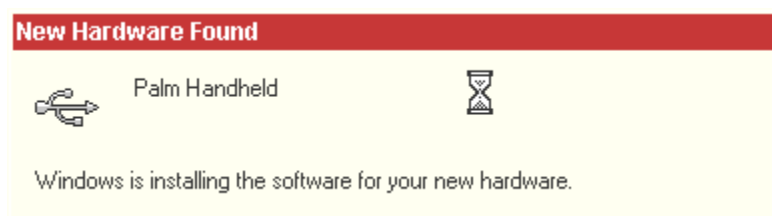


“Hot Sync” Icon



Hot Sync Button

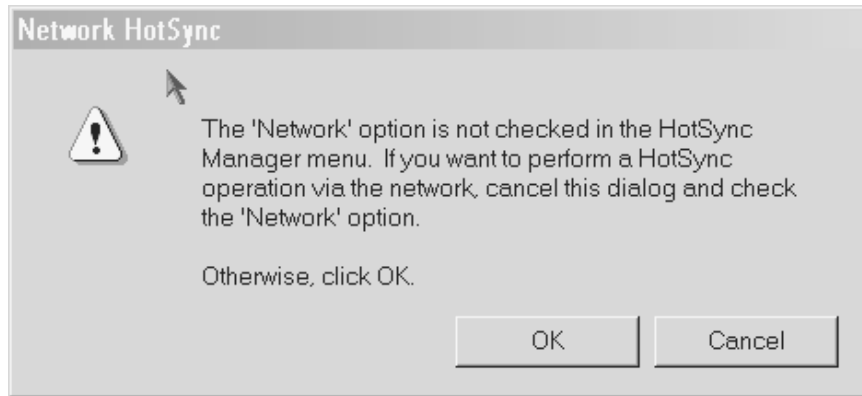
3. The first time you sync the PDA, the following message may appear:



The above message will disappear when the following message comes up:

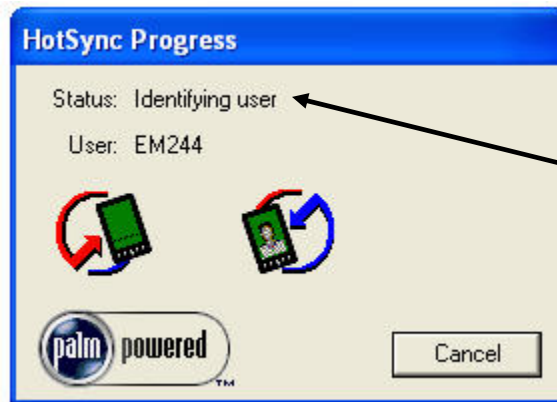


When you tap on the “OK” button, the following message may appear.



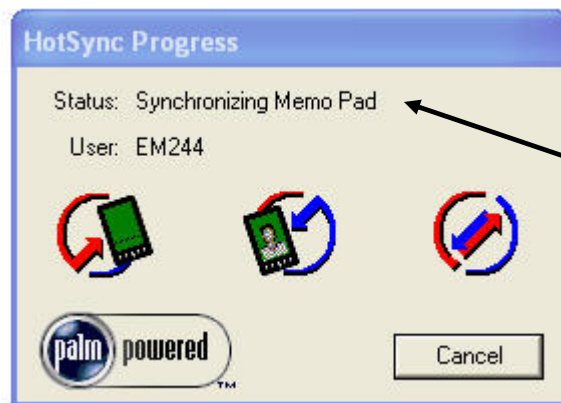
Tap on the “OK” button.

4. When synchronization begins, the following screen appears:



Note: The status will rapidly scroll through numerous headings.

5. While synchronization is in progress, a screen similar to the following will be displayed:



Note: The status will rapidly scroll through numerous headings.

When synchronization has completed, the message below will appear:

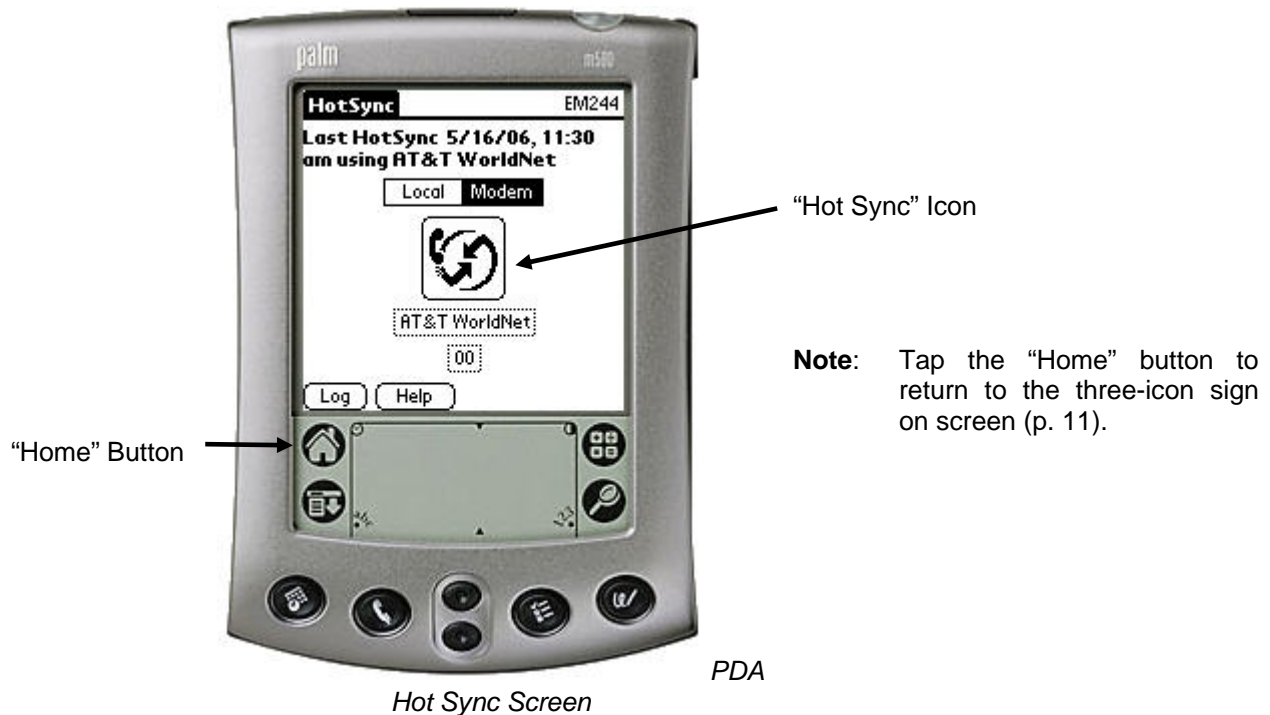


Leave the message on the screen. (For Windows 98 users it will appear minimized on the task bar).

6. When the PDA has finished synchronizing, repeat step 2.

This is a critical step: YOU MUST SYNC TWICE.

7. You should then have a second successful message as shown above.
8. Tap "OK" on the two messages to clear them from your screen.
9. Remove the PDA from the cradle.
10. If synchronization is unsuccessful, contact your PWM (see Contacts and Troubleshooting Assistance, p. 2).
11. You will return to the "Hot Sync Screen" upon completion, tap the "Home" button to return to the three-icon sign on screen (p. 11).



12. Once you have completed syncing the PDA and returned to the three-icon sign on screen, you can restart the study, or turn off the PDA as necessary.



Important items on this screen:

- “On/Off” Button
- Digital Time
- Battery Charge Indicator
- “Clock” Icon
- “Hot Sync” Icon
- “SamplePro” Icon
- “Home” Button

Notes: