PREPARING NEW ORGANIZATIONS-START-UP OF A RENAL DIALYSIS FACILITY

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DIALYSIS FACILITY STARTUP

Step I: Staff Requirements for Medicare Certification:

1. Nephrologist to assume the role of Medical Director
2. Nurse Manager with a minimum of 12 months clinical nursing experience and six months providing nursing care to patients on maintenance dialysis
3. Home training nurse must be a RN and have at least 12 months experience in providing nursing care and an additional 3 months of experience in the specific modality for which the nurse will provide training
4. Registered dietitian with a minimum of 1-year professional work experience in clinical nutrition
5. Social worker – holds a master’s degree with a specialization in clinical practice and has served at least 2 years as a social worker, 1 year of which was in a dialysis unit or transplantation program
6. Certified Hemodialysis Technician if starting an incenter hemodialysis unit
GETTING STARTED

- **Step II: Market Analysis**

- **Patient referral base:**
  - Are there competitive dialysis units in the target market?
  - Who would be the primary referral source for dialysis patients?
  - What is the projected number of patients at the end of year 1

- **Identification of physical space available to support number of hemodialysis stations—approximately 400 to 425 square feet per hemodialysis station:**
  - Have you identified the number of dialysis stations needed?
BUSINESS DEVELOPMENT

• Step III: Proforma Data Needed
A. Projected number of patients
   • At initiation
   • End of year 1, year 2, year 3, year 4 and year 5
B. Dialysis Facility
   • Square footage needed
   • Cost of leasehold improvements
   • Lease rate
C. Equipment
   • Dialysis
   • Water treatment system
   • Clinical Information system
   • Ancillary equipment
   • Office furniture
BUSINESS DEVELOPMENT

- **Step III: Proforma Data Needed**

D. Staffing
   - Hourly wage for:
     - RN
     - Dietitian
     - MSW
     - Hemodialysis technician
     - Cost of Benefits

A. Payer Mix
   - Medicare
   - Medicaid
   - Commercial/PPO
   - Charity/No pay
DIALYSIS START UP PHASE

- **Step IV: Start Up Phase**
  - Dialysis Facility Design: Preliminary review of the dialysis facility architectural plans to include comments/recommendations on:
    - Maximizing staff efficiencies and patient flow
    - Compliance with federal regulations
      - Secure work areas
      - Patient safety
      - Infection control
      - Water treatment and concentrate mixing systems
      - Equipment maintenance
      - Storage
  - Present findings and recommendations to the project review team
    - Discuss pre-opening requirements for water testing and staff preparedness
    - Review a copy of the CMS Life Safety 2000 Survey Tool
    - Final review of design plans
DIALYSIS START UP PHASE

- Establish a facility checklist to track milestones and timelines of the startup process to include:
  - Define staff requirements, provide sample job descriptions, assist in staff selection
    - Use Patient Staff Schedule Template to calculate required number of staff FTEs by class type for years one through five based on patient projections
  - Dialysis/water treatment equipment selection and negotiation
    - Prepare and submit equipment comparison spreadsheet
    - Participate in equipment selection process
  - Clinical software selection and negotiation
    - Prepare and submit software comparison spreadsheet
    - Participate in software selection process
The following administrative, clinical, and technical manuals are required for Medicare certification which include:

- Nursing Policy and Procedure
- Patient Care Manual
- Infection Prevention
- Governing Body
- Job Descriptions
- Technical Manual
- Hazardous Communication Manual
- Staff Education
- Quality Assurance and Performance Improvement Program
- Emergency Preparedness Policies and Procedures
- Master Forms Manual
DIALYSIS START UP PHASE

- The following agreements must be executed before opening the facility:
  - Dietary if contracted
  - Social Services if contracted
  - Waste Disposal
  - Housekeeping
  - Medical Director
  - Laboratory services
  - Hospital Back-up
  - Hemodialysis unit backup if a home only program
DIALYSIS START UP PHASE

- Four weeks prior to target opening file: CMS 855a and CMS 3427 ESRD Program Application
- Within two weeks of opening conduct Mock ESRD survey and an 8-hour dialysis workshop and initiate skills competency verification checklist on dialysis staff
- Six to eight weeks after dialyzing first patient, audit staff performance to include:
  - Review patient comprehensive assessment and plan of care documentation
  - Audit patient treatment records
  - Audit technical logs
  - Audit QAPI minutes
  - Observe infection prevention practice
  - Review findings with staff and management
QUESTIONS?
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