

Reinventing Quality 2010

*The Provider Challenge: Managing Quality across Multiple
and Complex Systems*

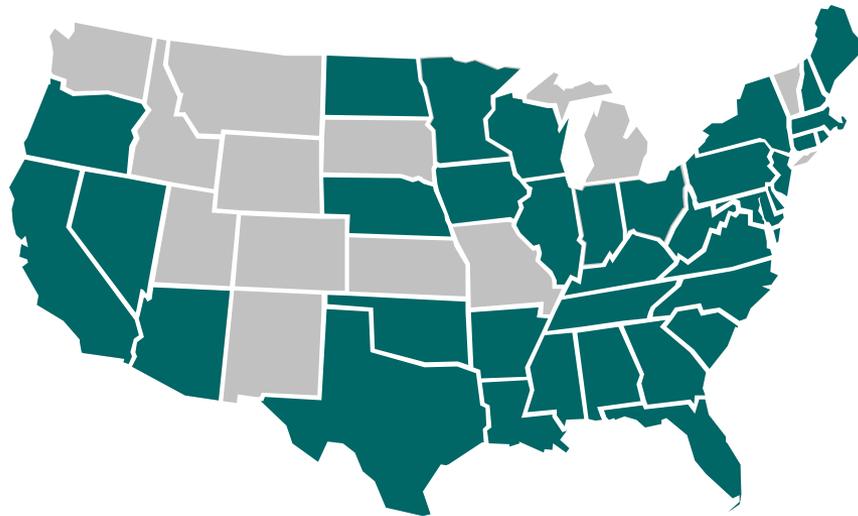
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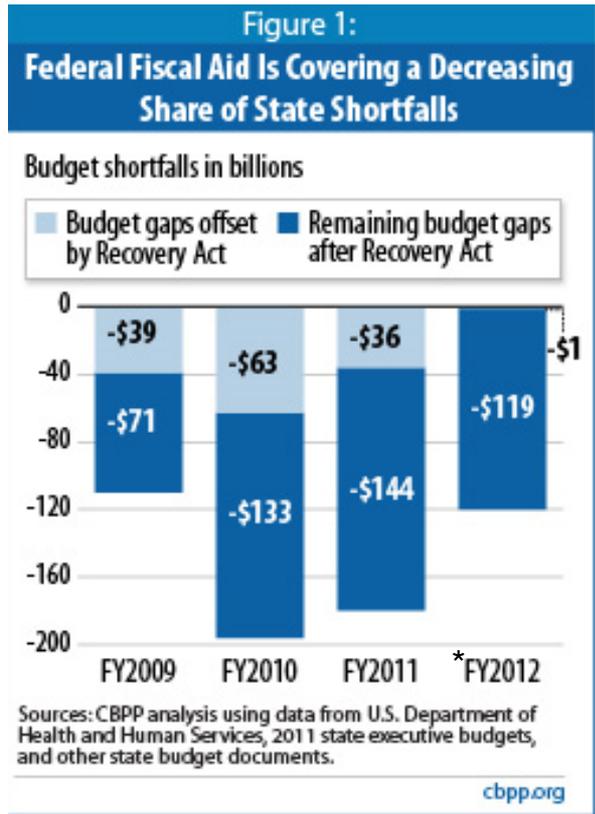
The MENTOR Network

- The MENTOR Network is a national network of local human services providers offering an array of quality, community-based services to adults and children adults and children with intellectual and developmental disabilities, brain and spinal cord injuries and other catastrophic injuries and illnesses, and to youth with emotional, behavioral and medically complex challenges as well as their families.
- We provide services and supports to individuals in 36 states.



www.thementornetwork.com

Challenges: Unprecedented State Budget Cuts



- State tax revenue, adjusted for inflation, is now at about the same level as 10 years ago
- Decline in state tax revenue is more than twice as deep as recession that began in 2001 – and that period saw the biggest decline in 50 years
- Nearly 40 states have estimated that their General Fund expenditures will be lower in FY11 than in FY08
- Rate cuts in more than 15 states, while costs of doing business (especially health care) continue to climb

*Assumes Medicaid stimulus expires 12/31/10

Challenges

- Recruitment and Retention
 - Direct support professionals (DSPs)
 - Nursing personnel
 - Temporary staff
- Healthcare Coordination
 - Access to care
 - Right time, right place
 - Prevention
 - Wellness
- Sustaining Quality
 - Orientation
 - Training
 - Monitoring and supervision
 - CQI

The Network's Response to Challenges

- Quality Mission
- Quality of Care Standards
- QA Leadership
- Network 5
- QA Processes
- Structure and Partnerships

QA Mission

- Developing systems and supports in the pursuit of excellence and partnering with operations in an active collaboration to ensure accountability to the individuals we serve, the integrity of program operations and the attainment of business goals.

Network Quality of Care Standards

The Quality of Care Standards support our ability *to translate vision into action* and to deliver on the promises made to our customers.

The Standards:

- **Communicate a clear vision and set of expectations across The Network**
 - Demonstrate alignment with national standards: FFTA, CARF, COA, JCAHO, NASDDDS (NCI), The Council
 - Serve as a blueprint for translating mission into action
- **Focus on results**
 - Establish performance expectations
 - Create a framework of performance indicators
 - Measure results
- **Support growth and diversification**
 - Ensuring alignment across The Network in the development of new programs, service models and in the integration of acquisitions
- **Foster both internal and external partnerships**

To Accomplish Our Goals, We Focus On the Network 5

1. Environment

- Living and working environments are clean, attractive and appropriate for the individuals served, and they meet all community health and safety standards

2. Health and Safety

- Each individual receives the comprehensive mental and physical health and dental care necessary to maintain his/her optimal health

3. Individual Service Plan (ISP)

- Each individual receives services that reflect his/her preferences, goals and unique needs that maximize opportunities for success
- Individual is involved in service planning

4. Positive Behavioral Supports

- The individual receives aid in developing interactional skills for effective communication of desires and needs
- Documented strategies are in place

5. Community Life

- Each individual is supported in developing and maintaining family connections, friendships, use of community resources and facilities and other aspects of full participation in the community

How Does QA Work: Core QA Functions

- **Client record audits** – monitoring program compliance with both internal and external requirements and standards as well as contractual obligations
- **Clinical consultation** – accessing the Medical Directors and Network clinical/risk team to provide case reviews, clinical consultation and to advise on behavioral supports, medical conditions, case management and best practices
- **Risk management and incident reporting** procedures – identifying, evaluating, and investigating events to reduce the risks to which the individuals in care are exposed
- **Systems analysis, design and improvement** – assessing programmatic needs, identifying areas for improvement, providing technical assistance and support, and assessing effectiveness of interventions
- **Licensing and accreditation** – providing survey preparation, reviews, best practice protocols, and the monitoring and implementation of improvement plans
- **Quality of care reviews** – health and safety assessments, best practice and preferred procedures
- **Management reporting** – on Network Management Indicators (NMI), outcomes and performance
- **Orientation and training** – resources provided through the Training Resource Library, monthly safety newsletter, intranet materials and the technical assistance and consultation of Network expertise
- **Customer assessment** – producing employee, payor, consumer and family satisfaction surveys to meet the needs of The Network, accreditation organizations and funding agencies

Surveys

- Standard surveys are used across The Network
 - Child/Youth
 - Adult
 - Parent/Guardians
 - Mentors
 - Case managers
 - Employee
- Customized surveys are available upon request

Survey Purpose

- Captures family, consumer and payor satisfaction levels with Network services and provides comparative data regarding other service providers
- Year-over-year reporting on quantitative and qualitative data
- Critical component for accreditation, licensing and state contracting requirements
- Provides early warning for problem areas to allow operations to preemptively address issues

Structure & Partnerships

- Network framework for quality
- Network-wide standards
- Network-wide reporting
- QA network

Network Indicators

- Context
- Conversation
- Review / Purpose
- Implementation Plan

Network Management Indicator Report

- Quarterly management report for Network leaders on key performance indicators
- Results reported to senior management quarterly
- Critical indicators for health, safety and compliance
- Identification of key service outcomes
- Engage field managers in a conversation about their specific results

Results & Successes

- Leadership commitment to quality across the organization
- Commitment to use data to improve performance
- Capacity to collect data and info from states
 - Integrate data and info into one national report
- Robust survey function
 - Seek feedback from families, guardians, individuals served, employees and independent contractors
- Home and community-based waiver supports and services

Lessons Learned

- Everyone owns quality
- Listen to your customers
- Supervision of services / supports
- Alignment with state DD partners
 - Mission
 - Services
 - Supports
- Maximize community resources on behalf of the individuals we support and their families