

T E N N E S S E E

 **DMRS**

All About People



**Tennessee Division of Mental Retardation Services
Using Data to Improve Outcomes**

**2007 Reinventing Quality Conference
Charleston, SC
March 2007**

Ensuring quality in the provision of services and supports is the responsibility of all partners in the service delivery system.

DMRS Provider Manual

Chapter 19

Quality Management

March 15, 2005

Development of the DMRS Quality Management System

In 2002, the Quality Assurance/Quality Improvement Interagency Group was established by TennCare and DMRS.

Purpose – To develop an integrated Quality Management System applicable to DMRS service recipients and providers

Group comprised of System Stakeholders

Family Members

Advocacy Group Representatives

Service Providers and Support Coordinators

TennCare and DMRS Staff

Development of the DMRS Quality Management System, cont.

The QA/QI Interagency Group –

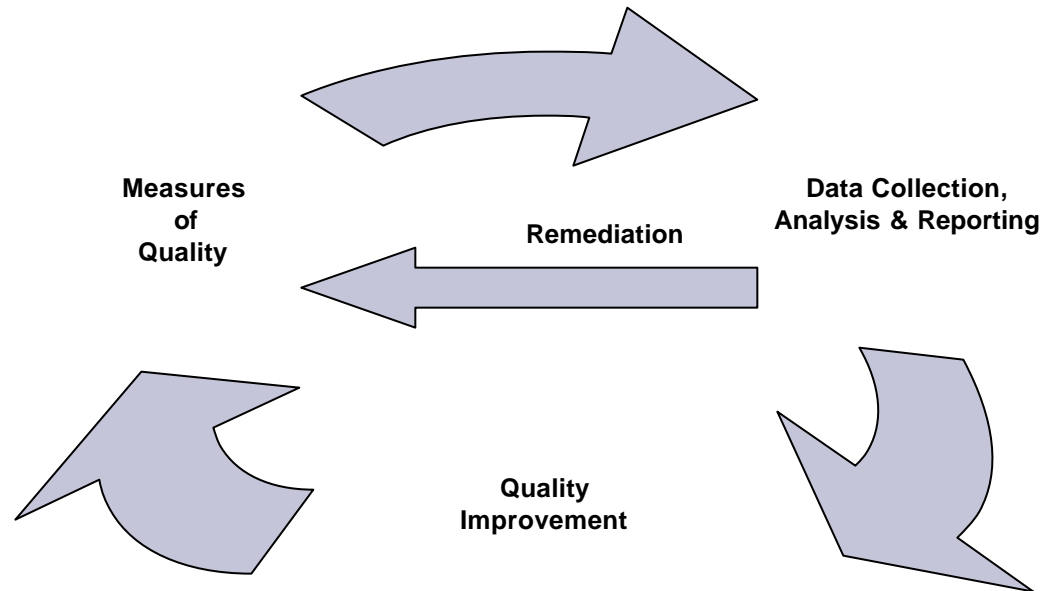
- **identified principles for the system**
- **analyzed all of the existing processes for determining quality of services**
- **considered the CMS Quality Framework and other CMS Tools**
- **identified domains, outcomes and indicators of quality for all services and supports provided**
- **developed tools for reviewing services**

Development of the DMRS Quality Management System, cont.

The QA/QI Interagency Group –

- **developed other processes that are important to the system –**
 - consumer satisfaction mechanism**
 - staff satisfaction mechanism for Direct Support Professionals and Support Coordinators**
 - risk assessment process**
 - refined Protection from Harm systems**
 - improved provider enrollment system**
 - process for monitoring personal funds**

Quality Management System Circle



Quality Management . . .

is an ongoing circle of --

Design of measurement tools - *Measurements* of quality are set.

***Discovery* through data collection, analysis and reporting**

Action/implementation through *Remediation*

Re-measurement to determine the effectiveness of strategies for *Quality Improvement*

It is not a static process; there is no beginning or end point.

Designing Measurements

The foundation for the Quality Management System is a set of ten Quality Domains. These form the basis for monitoring functions that produce the data used to measure success in achieving outcomes.

The Quality Domains are:

- 1. Access and Eligibility**
- 2. Individual Planning and Implementation**
- 3. Safety and Security**
- 4. Rights, Respect and Dignity**
- 5. Health**

Designing Measurements, cont.

The Quality Domains are:

- 6. Choice and Decision-Making**
- 7. Relationships and Community Membership**
- 8. Opportunities for Work**
- 9. Provider Capabilities and Qualifications**
- 10. Administrative Authority and Financial Accountability**

Note the similarities between these and the focus areas in the CMS Quality Framework that was mentioned earlier.

Discovery

Data Sources for Analysis and Reporting

- QA Survey
- ISC Monitoring
- Individual Satisfaction Surveys
- Utilization Review
- Level of Care
- Protection from Harm
- TennCare Quality Monitoring
- ICAP and Risk Analysis

Discovery, cont.

Data Sources, cont.

- **Real Time Reports**
- **Provider Performance Reports**
- **Monthly Quality Management Reports**

Taking Action

- **Service Providers**
- **Support Coordinators**
- **DMRS Regional Agency Teams**
- **Technical Assistance Teams**
- **Regional Quality Management Committees**
- **State Quality Management Committee**
- **TennCare (Medicaid State Agency)**

Taking Action, cont.

Regional Quality Management Committee

- **Clearinghouse for all information concerning provider performance within the region.**
- **Linchpin that holds all of the regional activities and decision making together.**
- **Makes provider specific decisions after reviewing trends within the agency utilizing the **Provider Compliance Report** that is generated by DMRS.**

Provider Compliance Report **(PCR)**

- ? The purpose of the PCR is to provide a comprehensive picture of provider performance.
- ? Each Residential and Day Services Provider and each Independent Support Coordination (ISC) Agency has a PCR.
- ? The PCR is completed by the DMRS Regional Compliance Units.
- ? The PCR is updated monthly.

Provider Performance

- ? One stop shopping for Provider data
- ? Reference document for Provider managers to use in quality improvement planning
- ? Captures Provider Performance based on DMRS Provider expectations (Provider contract and the Provider Manual)
- ? Reference document for the Regional Quality Management Committees

PCR Information Sources

- ? **CS Tracking**
- ? **Incident & Investigations Database**
- ? **Complaint Resolution**
- ? **Reportable Staff Misconduct**
- ? **Administrator On Duty (AOD)**
- ? **Regional Clinical Unit**
- ? **Operations/Agency Teams**
- ? **Quality Assurance**
- ? **Regional Quality Management Committee**
- ? **External Reviews**

Stakeholder Applications

- ? The PCR offers information to families to assist in Provider selection.**
- ? The PCR offers information to advocates about Provider performance.**
- ? The PCR provides an overview of Provider characteristics to external reviewers.**
 - ✓ TennCare**
 - ✓ CMS**
 - ✓ Consultants**
 - ✓ Court Monitors**
 - ✓ Lawsuit Parties**

Provider Applications

The PCR offers Providers a data resource for measuring service delivery performance. This information should lead to:

- ? Trending and analysis of performance
 - ? **Self-assessment**
 - ? **Quality improvement planning**
 - ? **Prevention planning**
 - ? **Further refinement of the required management plan**

DMRS Applications

- ? Emphasis on Broad Service Improvement
- ? Distinctive Sections Addressing Major Areas of Concern
- ? Action Steps Leading Progressively to Desired Outcomes
- ? Benchmark Provider Internal and External Performance

Taking Action, cont.

Regional Quality Management Committee, cont.

Actions may include:

- **Recommendation or mandate for Technical Assistance**
- **Recommendations that Regional Director consider sanctions.**
- **Recommendations to Statewide Quality Management Committee for:**
 - **Moratorium**
 - **Contract termination**
 - **Technical Assistance continuation or termination in the case of Mandated Technical Assistance**

Taking Action, cont.

State Quality Management Committee

- **Review of monthly data and compilation of Quality Management Report**
 - **Census**
 - **Waiting List**
 - **TennCare Assurance of Waiver Effectiveness**
 - **Implementation of Individual Service Needs**
 - **Support Plan Management and Review**
 - **Protection from Harm**
 - **TennCare Utilization Review**
 - **Due Process/Freedom of Choice**
 - **Provider Qualifications/Monitoring**

Taking Action, cont.

State Quality Management Committee

- **Oversight of Regional Quality Management Committee**
 - **Review of RQMC activities**
 - **Approval of Actions**
 - **Technical Assistance continuation or termination**
 - **Moratorium**
 - **Contract Termination**

Taking Action, cont.

State Quality Management Committee

- **Distribution of monthly Quality Management Reports to stakeholders**
 - **TennCare**
 - **CMS**
 - **DMRS Advisory Council**
 - **Lawsuit Parties and Court Monitors**
 - **Regional and Central Offices**
 - **Provider Agencies**
 - **F&A Commissioner's Office**

Taking Action, cont.

Contracted Community Providers

Self-Assessment and Quality Improvement Activities

- **Regular assessment of the quality of services and the satisfaction of service recipients**
- **Development and implementation of an ongoing internal quality improvement plan that will ensure the delivery of quality services and compliance with requirements**
- **Validation by DMRS that process is working and effective**

Recent Example

Using Data to Improve Outcomes

DMRS Philosophy

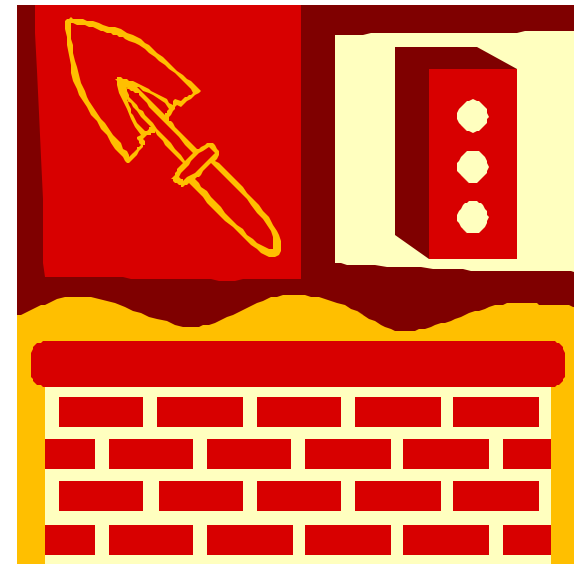
Quality Individual Support

Planning

and

Quality Implementation

is the cornerstone of effective, and responsive service delivery systems.



Recent Example

Guiding Principles Behind Philosophy

- Individuals receiving services drive the planning and implementation process.
- Individual Support Plans are based on each individual's needs and expressed preferences.
- Individual Support Planning and Implementation promotes community inclusion, personal independence and productivity.

Recent Example

Guiding Principles Behind Philosophy

- Individual Support Planning and Implementation integrates all aspects of the person's life.
- The service system is responsive to individual needs and preferences by building services around the person.

Recent Example

Guiding Principles Behind Philosophy

- The Individual Planning and Implementation process is fluid.
- All those involved in supporting the person accept responsibility for the development and implementation of quality Individual Support Plans.
- Internal Quality Management Systems must be in place to ensure ongoing quality planning and implementation.

Recent Example

What the Data Said

The DMRS QA survey process has yielded the following data concerning the quality of support plans and their implementation.

FY 04-05 Substantial Compliance

? ISP Quality – 32%

? ISP Implementation – 27.6%

- FY 05-06 Substantial Compliance**

? ISP Quality – 26%

? ISP Implementation – 37.6%

Quality Improvement Strategies

Refinement of the DMRS Quality Management System (QMS)

- Revision of the tools designed to measure the quality of ISPs and Implementation
- Revision of data collection

Quality Improvement Strategies, cont.

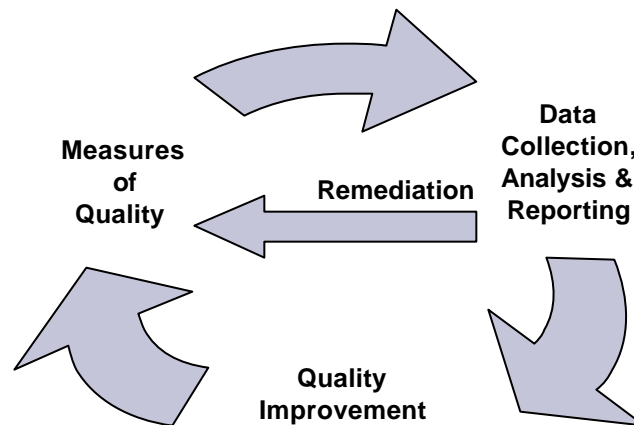
- Changes in the policies and business practices of DMRS and its contracted providers.
- Technical Assistance (TA) system specific to problem areas and data driven.
- Commitment to Communication and Training

How does this effect the providers?

- Data gathered will be used by DMRS to improve the quality of both the ISPs and their implementation.
- Assistance from DMRS to assist providers in developing the capacity to meet those expectations through systemic modifications and internal self-assessment and improvement.
- Receive clear, honest and continuous communication between all involved providers and DMRS staff throughout pilot.³

Quality Improvement

The goal of the Quality Management System is to achieve improvement by continuously examining and assessing all parts of the service system and working to make each of them more effective.



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