

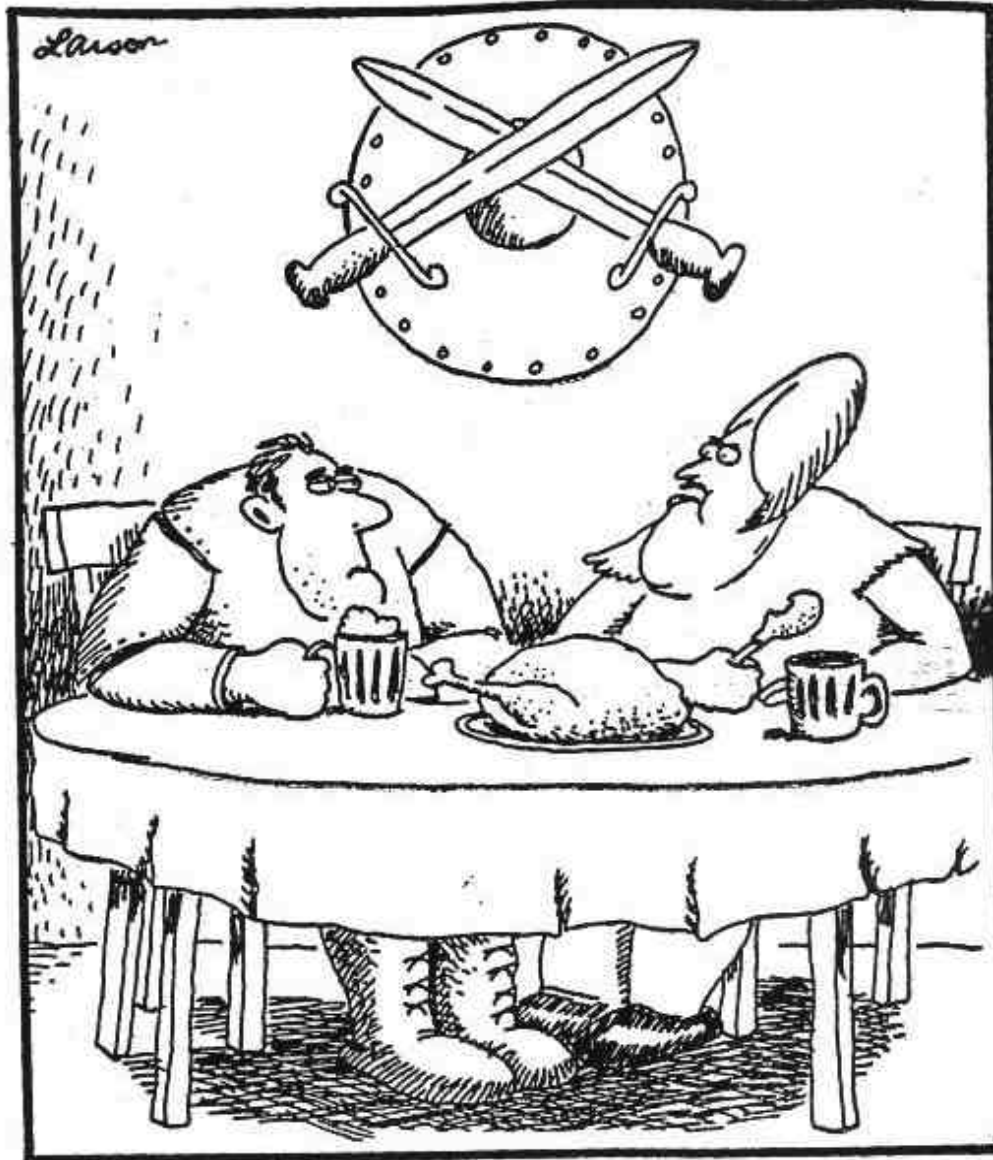
Quality Assurance and Improvement: CMS Quality Initiatives

Reinventing Quality Conference

Minneapolis, MN

July 31, 2003





“And another thing ... I want you to be more assertive! I'm tired of everyone calling you Alexander the Pretty-Good!”

National Contractor for Quality Improvement in HCBS Waivers

- Purpose: To provide training and technical assistance to CMS Central and Regional Offices and states in quality assurance and improvement in HCBS waiver services for individuals with developmental disabilities, the elderly and disabled.



National Contractor Basics

- Funded by CMS
- Started in 2001 with TA for Mental Retardation/Developmental Disabilities Waiver Services
- Now provides TA for Elderly/Disabled Waiver Services
- In-house expertise and over 50 experienced consultants

Major Tasks

- To identify trends in state quality issues arising from Regional Office HCBS waiver reviews
- To provide both on-site and short-term technical assistance to the states to address specific quality and health and welfare concerns
- To provide technical assistance to Regional Offices (VTC series, regional conferences speakers & TA to states)

Major Tasks

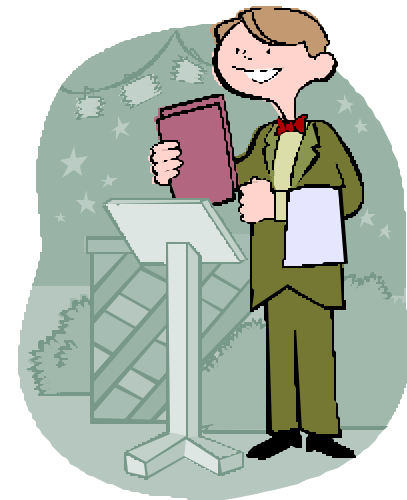
- To *respond to crisis situations* at the request of CMS to provide Regional Offices and/or states with rapid access to potential remedies and resources
- To provide *national consultation* and technical assistance regarding quality assurance and improvement in the implementation in HCBS waivers for people with developmental disabilities



"Well, there it goes again. ... And we just sit here without opposable thumbs."

Types of Technical Assistance

- On-site and off-site individualized TA to state agencies administering HCB services to persons with mental retardation/developmental disabilities/elderly/disabled
- Creating resources and products for all states
- State to state linkages & sharing of resources
- Presenting at state and national conferences



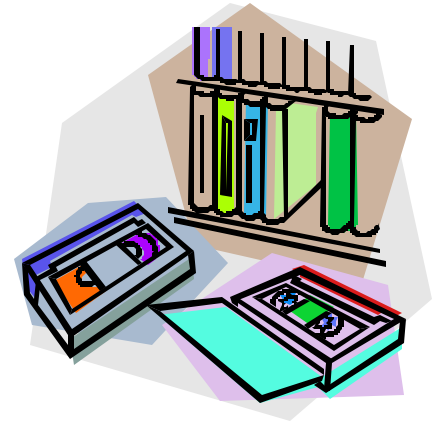
Referrals to National Contractor

- Referral initiated when the state calls the National Contractor or initiates a referral through their CMS Regional Office
- Conference calls with state to define need for TA and match consultants. CMS CO clearance for TA delivery
- Approximately 15 days available per state
- TA is provided at no cost to the state



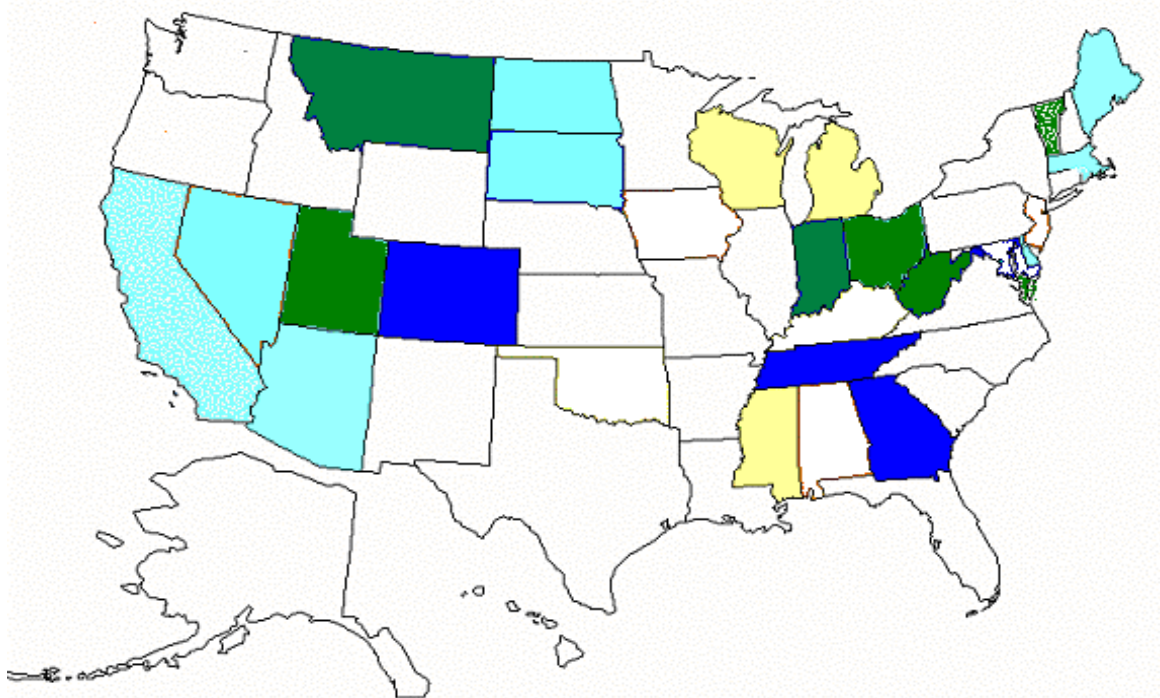
National Technical Assistance Resources

- Resources available on HCBS.org:
 - CMS Waiver Review Trend Analysis
 - Five State Monitoring Review
 - Root Cause Analysis
 - Quality Framework
 - Future: Lessons learned, state examples, etc.
- Toolkits (e.g., risk assessment, sampling etc.)
- Web-based conferences
- “Match making” between and among states
- Facilitated conference calls



Status of State TA

- Extended
- Abbrev
- Referred
- Completed



Other CMS Initiatives

- Participant Experience Survey
- Systems Change/Real Choice Grants
- Development of Protocol guidelines and Quality Framework
- Identification of best practice
- Independence Plus template
- Support for individuals moving out of institutions
- TA for elderly and disabled waiver services



This week's lesson is about targets of opportunity

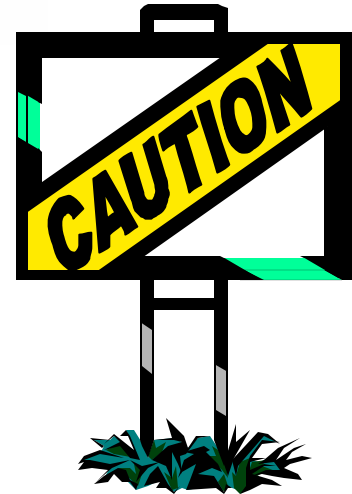
QA/QI for Individual Providers

■ Why now?

- ✓ Increased self-direction
- ✓ Services more individualized

■ Vulnerabilities

- ✓ Isolation of both the provider and individual
- ✓ Who is responsible for the skills and competencies of the provider?
- ✓ Oversight for provider quality left largely in the hands of the individual/family



Challenges to Our Notions of Quality

■ Preventive, person-centered QA is key

- ✓ Basic qualifications, skills and competencies
- ✓ Identifying the person's needs for support, risks, and degree of monitoring in the planning process
- ✓ Individual and family competencies to effectively manage individual providers

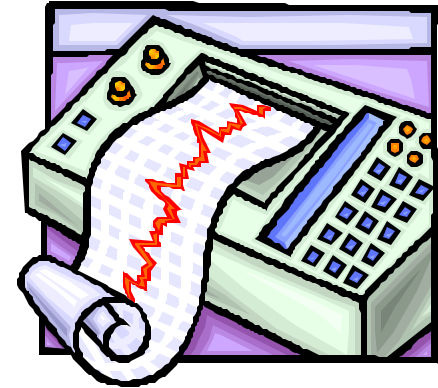


Individual Providers = More Person-Centered QA

- Self-monitoring by educated individuals and families
- Ongoing monitoring by the case manager/support coordinator is critical for early detection of problems

Monitoring the Quality of Individual Providers

- Consumer affairs or ombudsman office
- Published report cards on independent providers
- Person-centered review processes
- Citizen/peer networking and quality councils
- Consumer/family surveys



Improving the Sustainability of Person-Centered Monitoring

- Improve the effectiveness and efficiency of current processes
- Integrate information
- Develop internal QA systems
- Integrate quality assurance responsibilities across the system



Improve Sustainability

- Involve families and people with disabilities
- Improve up-front quality expectations upfront
- Increase transparency of QA systems and development of a demand for information
- Explore quality assurance for individual providers

Critical Next Steps... and Dilemmas

■ Safeguarding:

- ✓ Develop uniform reporting of critical health and safety events
- ✓ Determine where individuals are most vulnerable (risk planning, behavior supports, health)

■ Staff Competencies:

- ✓ Develop staff (and case manager) credentialing and expand training options



Next Steps...

- Ongoing person-centered monitoring:
 - ✓ Continue to develop person-centered QA processes... but build in contingencies for an economic downturn
 - ✓ Reassess roles and responsibilities of case managers...but make sure their roles stay focused on the person

Next Steps

- ✓ Recognize the importance of the planning process in the QA/QI system, by...
 - Identifying only “doable” support strategies that are easily monitored or
 - Making it merely a system for service authorization

Next Steps...

- Increasing role of individuals and families:
 - ✓ Place individual outcomes at the center of the system
 - ✓ Enlist assistance of consumers and families – figure out what they want to know!
 - ✓ Make results available and accessible – especially to individuals and families

And finally...

- Systemic quality assurance and improvement

- ✓ Set the expectations of quality upfront
- ✓ Identify key areas of performance
- ✓ Create an “integrated” quality management entity
- ✓ Analyze current QA processes for effectiveness and efficiency

For More Information:

- www.Hcbs.org
- www.hsri.org
- www.qualitymall.org

