

Sustaining Excellence—Making Progress

Quality Management In The Field of Human Services

A Discussion with the New York Office of Persons with Developmental Disabilities

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Delmarva Foundation
A subsidiary of Quality Health Strategies

Today's Discussion Points

- Who is Delmarva?
- What is our Quality Management experience in the Human Services field?
- What is being done in the field that might be of value to the State of New York?
 - Person Centered Review Process (w/ NCI and POM)
 - Provider Review Process (w/ TA and Provider Response)
 - Evolution of a System
 - Department of Justice Resolution
 - Information Technology Support
 - Data Analysis for Decision Making
 - Quality Improvement Councils
 - Training and Education Activities



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Who is Delmarva?

- A Division of Quality Health Strategies, a National Not-for-Profit Organization
- 35+ Year History, 400+ Employees, \$75 Million Revenue
- Associates: Reviewers, Consultants, Social Workers, Physicians, Nurses, Scientists, Analysts
- CMS Recognized Quality Improvement Organization
 - Third Party Credibility, Singular Focus, and 75% Match Value
- Provider of: Resources, Training and Education, Data Analysis, Clinical Review, Best Practice Sharing, External Quality Review, etc.

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Delmarva's Disability-Related Quality Management Experience

- Over 17 years of experience including current contracts in: Florida, Georgia, and South Carolina
- Partner with states to meet CMS quality requirements relative to Medicaid Waiver funding and to generate statewide system improvements
- Design and implement the following contract activities based upon State needs:
 - Quality Assurance/Improvement
 - Consultation and Technical Assistance
 - Research and Analysis
 - Facilitation of System-Enhancement Projects
 - IT Development and Web-Based Initiatives
 - Training and Education
 - Facilitation of Quality Improvement Councils

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State Priorities/Drivers

- Individual Outcomes
- Provider Performance in Service Enhancement
- System Evolution/Transformation
- Response to Department of Justice Inquiries
- Data Driven System Improvement
- Stakeholder/Legislative Priorities
- Budget/Time Constraints

Note: The quality management system needs to measure what the State wants to impact.

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Person Centered Review Process

- Individual Interviews (NCI, POM, I-Cubed-Delmarva Tool)
 - Determine if person is driving services and supports
 - Determine presence of Health and Safety
 - Sample size and selection is based upon reporting desires
- Review of Support/Service Plan and Individual Records
 - Addressing Goals and Achieving Outcomes
- Interviews with Service Provider Staff
 - Knowledge of people being served and person-driven approach
- Observation of Service Delivery
 - Application of knowledge and environmental scan
- Comprehensive Review of Entire Team of Supports
- Reports Depict Individual Level Recommendations

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National Core Indicators (HSRI) vs. Personal Outcome Measures (CQL)

- Data Capture
 - NCI: Individual interview and family surveys used to capture information critical to the evaluation of service delivery systems
 - POM: Individual interview used to capture information about each individual, to be used at the individual level and beyond
- Sample Size
 - NCI: Individual interviews are conducted with a minimum of 400+ randomly selected adults receiving services statewide
 - POM: Based on PCR sample size and/or desired comparisons
- Data Use
 - NCI: Service delivery system evaluation and national comparison
 - POM: Individual assessment, statewide and some national comparisons
- Interview questions cover such life areas as: Home, Family, Health and Safety, Employment, Choice, Rights, Community Life, etc.
- Delmarva has analyzed both types of data and provided results for local and statewide quality improvement initiatives

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Provider Review Process

- Provider Sample (Case Management, Care Coordination, Service Types, Review Frequency, Sample Size and Location, Statewide Initiatives, Provider Size)
- Administrative Review
 - Personnel Files, Training, Organizational Practices
- Record Review
 - Regulatory Compliance, Addressing Service Needs and Desired Outcomes, Documentation for Billing, Rights, Offering Choice
- Site Observations (Unannounced)

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Follow Up with Technical Assistance

- Ensure Compliance Component is Met
 - Plan of Corrective Action
- Identify Need for Additional Support
 - Formal Training and Education
 - Generation of Outcomes for People Served
- Provide On Site Expertise to Improve Organizational Practices
- Share Best Practices
- Make Referrals for Additional Support
- Technical Assistance can be provide in a proactive manner for new providers entering the system

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Provider Response to QA/QI Activity

- If Audit Approach (Establish a baseline):
 - Closed
 - Intimidated
 - Gotcha
- If Review Approach (Discovery purposes):
 - Participatory
 - Know where they stand
 - Not sure where to go next
- If Consultation Approach (Discovery/Remediation purposes):
 - Interactive
 - Sharing
 - Learn next steps and how to improve

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Evolution of a System

- **Establish a minimum foundation of performance**
 - Based upon regulations/statutes and reflected in standards
- **Analyze performance and intervene at the provider and system levels**
- **Introduce a new Vision and initiatives**
 - Expectation setting through education and training
 - Supported in new waivers, regulations, and statutes
- **Modify review standards to reflect new expectations**
- **Analyze performance relative to the generation of outcomes for individuals and intervene at the provider and system levels**
- **Cycle of Continuous Quality Improvement**

NOTE: Involving individuals, families, providers, and other stakeholders in all stages of the evolution process assists with buy-in and implementation of the new Vision and initiatives.

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Department of Justice Resolution

- Identify Key Areas Requiring Resolution
- Develop Protocols for Addressing Key Areas
- Track Movement of Individuals Into Community due to Developmental Center Downsizing/Closure
- Interview Individuals to Assess Support Structure
- Provide Follow-Along on Key Indicators
- Report on Progress at Individual and Systemic Levels

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Information Technology Support

- Use of Portal Technology
 - Secure Sharing of Information and Reports
 - Coordinated Two-Way Information Exchange
 - Joint Development of Documents
- Use of Websites
 - Sharing of Private or Public Information
 - Dissemination of Review Tools and Protocols
 - Training and Education Calendars and Modules
 - Public Reporting of Provider Performance
- Staff Support
 - Laptops, Web-based Applications, Broadband Cards

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Data Analysis for Decision Making

- Utilize Qualified Staff to Analyze Data
- Report Content to Match State's Strategic Planning Priorities and Preferred Format to Review Findings
 - Recommendations to Improve the Service Delivery System
 - CMS Reporting
- Reporting Frequency to Match State Needs
 - Annually, Quarterly, Monthly, Real Time
- Access Delmarva Gathered Data and Blend with Other Data Sources
 - Demographics, Medicaid Claims, Incident Reporting
- Special Studies and Ad Hoc Reports

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Quality Improvement Councils

- Local and/or Statewide Levels
- Comprised of:
 - Self Advocates and Family Members
 - Providers including Case Management
 - State Staff (Programmatic, Medicaid, Local and State)
 - Representatives of State Associations, etc.
- Evaluate and Oversee Quality Management Process
- Utilize Data to Drive Quality Improvement Initiatives

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Training and Education Activities

- Orientation and Updates to the Review Processes
 - Provide Visual of Quality Management Partnership
- Roll-Out of New Statewide Initiatives and Philosophies
- Staff Development
 - Based Upon Review Findings and Greatest Needs
- Outreach-Individual and Family Education
- Conference Level Presentations-State and National

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Sample Websites

- Public Reporting Sites
 - www.flddresources.org
 - www.georgiaddproviders.org
- Florida Statewide Quality Assurance Program
 - www.dfmc-florida.org
- Georgia Quality Management System
 - www.dfmc-georgia.org



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Questions?



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