

Pennsylvania Department of Public Welfare
Office of Developmental Programs
Quality Management Strategy

Purpose

The Office of Developmental Programs' (ODP) Quality Management Strategy is developed and implemented to ensure program compliance with regulations, safeguard the health and safety of individuals receiving services, implement promising practices, and offer the highest quality services that promote choice and control in individuals' everyday lives.

Mission

The Office of Developmental Programs' mission is to support Pennsylvanians with developmental disabilities to achieve greater independence and enhanced quality of life.

Vision

Our vision is to continue refining a system of quality services and supports delivered in respectful, inclusive environments, to foster competent, evidence-based practice, and to extend our reach to all Pennsylvanians with developmental disabilities who need our services.

Scope

ODP serves individuals with developmental disabilities in Home and Community Based Services and institutional services.

Values

ODP continuously strives to improve the quality of services and supports through:

- Guidance from individuals receiving services and supports, their families, caregivers, and friends
- Recommendations from the Planning Advisory Committee (PAC) and Bureau of Autism Services Advisory Board (BASAB)
- Collaboration with all partners – advocates, providers, administrative entities, other governmental agencies, and the community
- Being aware of and disseminating evidence-based best practices.

The values articulated as principles in the *Everyday Lives* document (Attachment A) and the values articulated in the Autism Task Force Report (Attachment B) set the direction for the developmental disabilities service system. They provide context and guidance for policy development, service design and implementation, and decision-making.

In addition to the systemic values described above, the Office of Developmental Programs adopts the following principles to guide the daily work of the Office. ODP staff is expected to integrate these principles into the performance of their daily responsibilities.

Transparency—to continuously share information and talk with internal and external stakeholders; to listen to individuals with developmental disabilities and their families, caregivers, and friends;

Excellence—to embed best practices to consistently safeguard and support individuals, families and caregivers;

Accountability—to administer programs and allocate resources equitably; to be fiscally responsible for all stakeholders;

Collaboration—to work together with our partners to achieve our mission and vision on behalf of the citizens of Pennsylvania.

Quality Framework

ODP applies the Focus Areas of the Home and Community Based Services Quality Framework across its programs, with emphasis as follows:

Participant Access	Individuals have timely access to needed services and supports.
Participant-Centered Service Planning and Delivery	Services and supports are planned and effectively implemented in accordance with each participant's unique needs, expressed preferences and decisions concerning his/her life.
Provider Capacity and Capabilities	A network of qualified, competent providers is developed and maintained.
Participant Safeguards	Individuals are safe and secure in their homes and communities, taking into account their informed and expressed choices. Individuals are supported to achieve and maintain optimal health.
Participant Rights and Responsibilities	Individuals are supported to exercise their rights and accept personal responsibilities.
Participant Outcomes and Satisfaction	Individuals are satisfied with services and achieve desired outcomes.
<u>System Performance:</u> Quality Management	Organizational performance is continuously measured, evaluated, and improved.

Individuals and other stakeholders are engaged in designing and improving services.

Human Resources Management

A stable, knowledgeable, and effective workforce is developed and maintained.

Financial Management

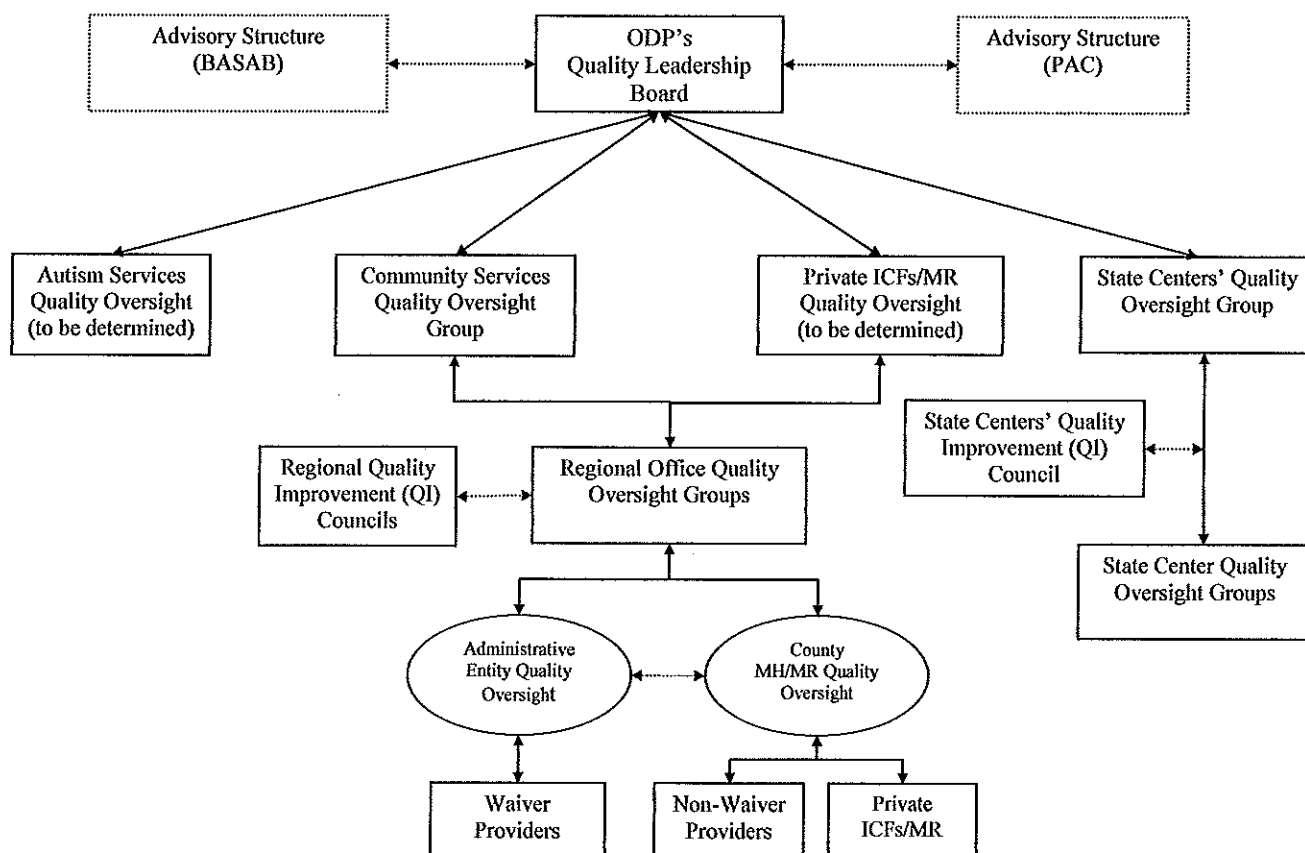
Fiscal practices are state-of-the-art, accurate, and efficient.

Information Management

Information systems are state-of-the-art, cost-effective, efficient, and support data-based management.

Responsibility

Ultimate responsibility for the Quality Management Strategy of the Office of Developmental Programs rests with the Deputy Secretary. Responsibility is delegated to the Quality Leadership Board, Program Oversight Groups, and local oversight groups as appropriate to each Bureau and/or program.



Quality Management Structure

Quality Leadership Board	<p>Establishes Office of Developmental Programs' mission, vision, values and quality framework</p> <p>Oversees and monitors all processes related to the Office's Quality Management Strategy</p> <p>Identifies persons responsible for overall management of the Quality Management function</p> <p>Fosters development of a comprehensive inventory of performance measures</p> <p>Approves performance measures that will be assessed in the system</p> <p>Based on review of statewide performance trends, patterns, and outcomes, establishes the Office's quality improvement priorities</p> <p>Determines overall quality management structure and process</p> <p>Reviews and approves Annual Quality Management (QM) Plans</p> <p>Reviews and evaluates the effectiveness of the Office's Quality Management Strategy</p> <p>Ensures quality management information is communicated internally and externally</p>
Program Quality Oversight Group (Community Services, State Centers, etc.)	<p>Ensures program alignment with the Office's mission, vision, values and quality framework</p> <p>Oversees and monitors all processes related to the program's Quality Management Strategy</p> <p>Identifies persons responsible for overall management of the program's QM function</p> <p>Ensures development of the program's inventory of performance measures</p> <p>Analyzes aggregate data, reviews statewide trends, patterns and outcomes</p> <p>Identifies and/or recommends responsible parties for remediation and improvement activities</p> <p>Identifies practices to be adopted, modified or eliminated</p> <p>Recommends training and technical assistance that will embed desired policies and practices</p> <p>Recommends changes/revisions/additions to policies, procedures and practices, waivers, and regulations</p> <p>Ensures waiver assurances and requirements are met</p> <p>Ensures remediation activities are completed and evaluates their effectiveness</p>

Isolates opportunities for improvement system-wide
Evaluates the usefulness of data sources used to measure system performance and recommends enhancements
With input from internal and external stakeholders, determines priorities for Annual QM Plan
Reviews and makes recommendations regarding the Annual QM Plan to the Quality Leadership Board
Reports progress and recommendations to the Quality Leadership Board

Regional Quality Oversight Group

Ensures regional alignment with the Office's mission, vision, values and quality framework
Oversees and monitors all processes related to Quality Management Strategy at the regional level
Reviews measures reflecting regional performance, analyzes aggregate data, identifies trends, remediation and improvement opportunities
Identifies responsible parties for remediation and ensures interventions are completed
Identifies opportunities for improvement
With input from internal and external stakeholders determines priorities for Annual QM Plan
Reports progress and recommendations to the Community Services Quality Oversight Group

State Center Quality Oversight Group

Ensures State Center alignment with the Office's mission, vision, values and quality framework
Oversees and monitors all processes related to Quality Management Strategy in the State Center
Reviews measures reflecting State Center performance, analyzes aggregate data, identifies trends, remediation and improvement opportunities
Identifies responsible parties for remediation and ensures interventions are completed
Identifies opportunities for improvement
With input from internal and external stakeholders determines priorities for Annual QM Plan
Reports progress and recommendations to the State Centers' Quality Oversight Group

County MH/MR/
Administrative Entity
(AE) Quality Oversight

Ensures County/AE alignment with the Office's mission, vision, values and quality framework
Reviews data to determine compliance with waiver assurances where applicable
Reviews County/AE performance trends, patterns and outcomes

Oversees and monitors all processes related to Quality Management Strategy at the County/AE level
 Reviews measures reflecting County/AE performance, analyzes aggregate data, identifies trends, remediation and improvement opportunities
 Identifies and/or recommends responsible parties for remediation and improvement activities
 Identifies opportunities for improvement
 Recommends practices to be adopted, modified or eliminated
 Ensures remediation activities are completed and evaluates their effectiveness
 Approves local remediation plans
 Monitors progress and impact of remediation plans
 Conducts provider monitoring
 With input from internal and external stakeholders, determines priorities for Annual QM Plan
 Prepares semiannual Incident Management Report
 Develops Annual QM Plan
 Submits semiannual Incident Management Report and Annual QM Plan to regional office
 Reports progress and recommendations to the Regional Office Quality Oversight Group

Waiver and Non-Waiver Providers

Support ODP's mission, vision, values and quality framework
 Access and review available provider performance trends, patterns and outcomes
 Support ODP's Provider Monitoring processes
 Prepare semiannual Incident Management Reports
 Develop Annual QM Plans
 Submit semiannual Incident Management Report to Counties/AEs
 Recommend priorities for ODP's Annual QM Plan
 Collaborate with system partners in improving local services and supports
 Share quality information with partners and stakeholders

Planning Advisory Committee (PAC);
 Bureau of Autism Services Advisory Board (BASAB)

Provide input on priorities to be included in the Office's Annual QM Plan
 Review ODP's Annual Report and provide recommendations to address identified deficiency areas and opportunities for improvement
 Establish workgroups, as needed, to evaluate particular areas of concern, recommend plans of action and review follow-up information regarding implementation of plans

Quality Councils

Provide stakeholder input on priorities to be included in the Office's Annual QM Plan
Review ODP's Annual Report and provide recommendations to address identified deficiency areas and opportunities for improvement

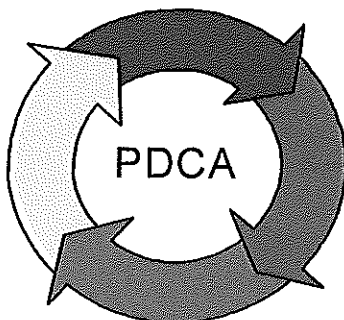
Performance Measurement and Improvement

ODP's Quality Management Strategy involves a planned, systemic and organization-wide approach to data collection and analysis, performance measurement, and continuous improvement. Quality is built into the processes of daily work, and has four interrelated aspects:

- Complying with regulation and ODP policy;
- Systemically collecting, analyzing, and using data to make management decisions;
- Designing and implementing initiatives; and
- Monitoring results for sustainability or need for improvement.

ODP uses the Plan-Do-Check-Act Model to implement system improvement.

Plan-Do-Check-Act Model



Plan how improvement will be accomplished. Write an action/work plan that specifies goals, measurable objectives, action steps, responsible person(s), and evaluation for the targets met.

Do Implement the improvement plan, including education about the process change.

Check the effect of improvement steps by collecting data; analyze data and summarize lessons learned. Determine the success or failure of the plan.

Act to hold the gains or to continue the improvement process. Incorporate the plan and/or solution into practice. Inform and educate all involved. Continue to monitor and evaluate progress.

Annual Planning

The Annual QM Plan is ODP's method for measuring and influencing quality through the achievement of performance outcomes. Methodology for the Annual QM Plan includes a continuous improvement process, a cycle of assessment, analysis and action for improvement.

ODP Leadership sets priorities for the Annual QM Plan by considering its mission, vision, and values, input from stakeholders, regulatory requirements, and areas that are high-risk, problem-prone, and/or high-volume.

All information management processes in ODP follow the same seven steps:

- Step 1 Plan and organize for data collection, interpretation and use
- Step 2 Verify data and ensure corrections are made as needed
- Step 3 Identify and present potentially important findings
 - What is the trend over time?
 - How are the data likely to be interpreted or misinterpreted?
 - Is there an opportunity for improvement?
 - Who should receive the data and for what purpose?
- Step 4 Study and analyze the data further to develop recommendations for change
 - Variation analysis
 - Review of additional data
 - Process analysis
 - Focused review
- Step 5 Take action to improve care and/or services
 - Training
 - Change in policies/practices
- Step 6 Monitor performance for the impact and effectiveness of the quality improvement actions that were implemented
- Step 7 Communicate results

Technical Assistance and Support

To ensure success in applying quality management principles and practices, ODP maintains a Quality Management Division and qualified staff. QM staff provides technical assistance, standardizes QM processes and tools, facilitates meetings and workgroups, and serves as a resource center for all programs and operational entities.

Communication

The Planning Advisory Committee (PAC), Bureau of Autism Services Advisory Board (BASAB) and Quality Improvement (QI) Councils are groups incorporating stakeholders, including consumers, families, advocates, providers and administrative entities. ODP solicits recommendations from the PAC, BASAB and QI Councils for improvement opportunities to be included in the Annual QM Plan. On a yearly basis, the results of the Annual QM Plan are presented to the PAC, BASAB and QI Councils.

Evaluation

On an annual basis, the ODP Quality Leadership Board assesses program and operational performance. Results of this review may demonstrate a need to revise ODP's Quality Management Strategy, including changing priorities, using different approaches to ensure progress, modifying roles and responsibilities of key entities, and modifying data sources in order to retrieve the information needed for measurement.