

**INTERAGENCY QUALITY COUNCIL**  
**JUNE 21-22, 2006**  
**Tampa, Florida**

Members Present:

Beverley DeStories, Conney Dahn, Pamela Wainwright, Becky Maguire, Linda Mabile, Ed DeBardeleben, Kim Barger, Susan Robertson, Charm Thometz, Lafashia Jackson, William Frets, Pam Kyllonen, Bob Wessesls

Advisory Members Present: Steve Dunaway, Ed Rousseau, Margaret Buono, Laurie Harlow, Martha Martinez, Jane Johnson, Pam Hinterlong

Members Absent: Idelio Valdes, Scott Barrish, Marsha Vollmar,

Guests: Bob Foley, Carol McDuff, Beth Townsend, Charmaine Pillay, Anne Buechner, Tammi Odom, Said Sanchez, Pam Romack, Carla Barges, Patty Conell, Sandra Bass, Danny Bass, Barbara Cook, Michelle Farmer, PJ McKay, Paula Paquette, Robin Mosemo

**Welcome and Introductions**

**Beverley DeStories**

Beverley began the meeting by passing out the minutes from the last meeting and asked for corrections. Beverly asked for corrections to the minutes and members provided several. A motion to accept the minutes as revised passed with corrections.

Beverley asked for additions or changes to the agenda. Eileen O'Brien asked to be included in the APD Update. Linda Mabile asked that the APD Update also include an update from Becky Maguire on an update to the Licensure Rule. Linda also mentioned that on day 2, PK Jameson, from APD, is to join the meeting to provide an update on legislative impact on APD.

Beverley proceeded with introductions. She then asked that the group look over the membership list and make corrections. A sign up sheet was passed around for sign-in.

**Delmarva Updates**

**Bob Foley**

Bob provided an update of general information, the year 5 production levels to date, a data review and an update of desk reviews. He noted the departure of staff from Delmarva. Carol McDuff noted that in August Delmarva will provide a week training to their staff (8/15-19). Among 26 agenda items will be a focus on choice sensitivity and technical/interpersonal expertise. There will also be time for open sessions for brainstorming important innovations and will be seeking and providing "cutting edge" to continue to push for best possible quality for the APD service system.

Charmaine Pillay noted that Delmarva has provided 39 training sessions across the state in this contract year and have a 40<sup>th</sup> planned before the end of June. She noted that Delmarva is continuing to broaden the training and education offerings, seeking to reach all stakeholders including people receiving services and family members in addition to service providers. She noted that they have provided several sessions at state, national and international conferences both providing and seeking information. A request made of Delmarva is to update “My Personal Compass” to focus on families.

Bob noted that 2 studies have been completed (Organizational Practices, Barriers Analysis) with 3 additional (Longitudinal Study of 150 people included in Person Centered Review, Supports that Best Predict Outcomes, and Case Load impact on WSCs ) These will be reported on at the next meeting.

The Public Reporting Website is being updated to be more user friendly (e.g., easier language and format). He noted that the Support Plan Stakeholder Group has also continued to meet and the new support planning process is being piloted and revised according. Linda Mabile pointed out that comments are being received by Lorena Fulcher, at APD, for continued revision and that the process is near completion for statewide rollout.

Bob provided an update of the production components of Delmarva’s review process. (See Notes in Handout) He pointed out that the WiSCC reviews are too many to complete in a contract year so now that process takes approximately 16 months to complete the cycle.

In a review of data components, Bob pointed out that the APD service system is beginning to see an increase of 5.5 percentage points compared to last year. This change was from 48% to 53.5% (an 11.5 increase). Similarly there has been an increase in the outcomes people are attaining. Both Bob and Linda Mabile noted this is THE critical measure we are focusing upon. Bob noted that Sue Kelly is studying to determine what particular elements seem to be driving up the outcomes and supports. Linda provided background that in the first few years of the Delmarva reviews that compliance percentage scores were rising while outcomes and supports for individuals were falling. Bob Wessels asked whether we are roughly at the same place now that we were 5 years ago given the changes in outcomes data. Bob and Linda answered no, that there has been a great deal of change in the infrastructure of the state system that is far more focused on supporting the achievement of outcomes and that efforts are showing that these efforts are reinforcing each other. Linda noted that 5 years ago there was no QI system and the efforts of the IQC is one of the ways in which we are getting stronger and no longer losing ground.

Another data review item is the need to identify potential factors that are reinforcing positive change. Some of the factors include the Area Quality Leadership/Steering Committee efforts, Core and WiSCC efforts, and Technical Assistance. An outcome that appears to have the greatest impact from the CORE tool has been identified through Sue Kelly’s analysis as item #10, “The individual is developing desired social roles that are of

value to the individual.” This means that when this element is met there is a higher percentage of overall outcomes being achieved in their lives. It was noted that this is generally a difficult item to achieve. Anne Buechner reinforced that from the perspective of CQL that the development of social roles in people’s lives is a key factor in higher levels of achievement of overall outcomes.

A review of the Desk Review process was presented by Bob noting that the process is simply looking at compliance through a paper work review. There is a portion of the review that contacts people receiving services and family members, but generally is fairly minimal. He noted that the scores have floated year-to-year from around 73-78%, and finding the same results, typically noting problems in the areas of Background Screening as well as Training incomplete for provider staff. Bob noted that initiatives are being implemented by APD to correct these issues. Charm Thometz noted that the background screening is of significant concern and suggested that families be informed that this is an issue they should require in their hiring process. Linda Mabile stated that she would be providing an update on what APD is doing to correct these results. Beverley DeStories suggested that greater consequences need to be enforced and that civil rights of individuals receiving services are being violated. Linda pointed out that new procedures deal with such consequences and that recently providers have been decertified as a result of the new process being enforced. She also asked that if and when people are aware that peoples’ rights are being violated that the Area Offices be notified. Eileen O’Brien voiced the concern that many providers not in compliance with background screening. She reinforced that there needs to be accountability in ensuring provider staff compliance in this area on several levels. Bob noted that Delmarva will be looking for suggestions later on how to improve the Desk Review process such that it will generate better overall compliance and quality.

The last item Bob presented was an accolade to a provider, Pyramid. He noted that the organization is showing high rates of achievement in their reviews consistently throughout the state.

***AOL Presentation (Suncoast Region)***

***Marcia DiGrazia***

Marcia DiGrazia presented an overview of the Suncoast Region Quality Improvement activities. Marcia noted that their Steering Committee began from ‘the basics,’ not knowing what all would be needed as techniques to produce good progress. She noted that the membership of their Steering Committee has been well represented across stakeholders, including guests and individuals receiving services. In understanding ‘the basics’ the group had a hard time understanding the data, what it says and how to analyze it. She noted that they have gotten great assistance from Delmarva through training and conference calls. The group recommended to they learn how to interpret data and use it. These efforts have been successful, including a computer program to use in this process. APD local program staff came and provided assistance to the steering committee.

Marcia noted that one of the lowest outcomes in the Suncoast Region was in the area of Rights. In further analysis they determined that this seemed to be due to a lack of

education and exposure to principles of self-determination. The Steering Committee is planning to recommend several ways in which this could be improved. Concerns include how Support Coordinators are trained, how communications are carried out and accessible. A participant noted that Support Coordinators seem to have too large a case load, too much paperwork and therefore not enough time to spend with people they serve. Marcia noted that their Steering Committee tends to be in agreement. Beverly DeStories noted that there are frequent conflicts between training requirements and time needed to provide services. Marcia noted that their committee is looking at both training and timeliness of services. Another issue their committee is addressing is that of employment and improving outcomes in this area. Brenda Clark, the Suncoast Employment Liaison, is going to be meeting with their steering committee tomorrow to help educate the group on employment related issues. A comment from a participant noted that there is a huge time spent in waiting for supports to get employment. Marcia noted that she has moved from the training unit to full-time AQL activities. She pointed out that part of her job is to work with providers seeking improvement, with providers at varying levels of embracing the idea of quality improvement. Some come independently in their own desire to change while others are referred due to the perceived need by others for quality improvement.

Finally, Marcia presented a discussion of the Quality Symposium held last week and the presentation the AQLs did re: Rights. She noted that looking at basic human rights is not a disability issue, but a fundamental condition that applies to all human beings. A participant raised the issue that she should have the right to basic equipment she needs but that the 3-Bid Rule seems in conflict with this right. She and others pointed out that there is inconsistency in the 3-bids a person may get, particularly with customization of wheelchairs. Marcia pointed out that all people should expect that services are delivered without an attitude and lack of specific equipment often is the difference between being able to participate in their community, have a job, make medical appointments, etc. The local Steering Committee is recommending the development of greater communication and education to accessing such services and that there are several parts of the service system working together effectively to have a coherent system that is effective. Eileen O'Brien underscored her thanks that the Steering Committee is listening to people who have disabilities. Marcia noted that people with disabilities and families are an integral part of ongoing activities and workgroups.

### ***APD Discussion on Desk Reviews***

***Linda Mabile***

Linda led a discussion of the current Desk Review process used by Delmarva. She described discussions held between APD, AHCA and Delmarva recognizing the short comings of the Desk Review process and that all parties are open to making changes that would create greater opportunity for quality improvement among the group of providers who have quality assurance reviews only through this method. The IQC participants generated the following suggestions and questions:

- 1) Is it possible to make it more person friendly? Phone contacts are frequently not completed during the desk review process.

- 2) "Exempt" licensed people, i.e., OT, PT, ST, etc., or put them on an every 2-3 year cycle. Discussion also seemed to indicate the behavioral folks would not fall into this exemption. Discussion was more for having an onsite for behavioral.
- 3) Anyone with a score of 80% or better would get a waived year.
- 4) Should we only conduct desk reviews every other year for all eligible providers?
- 5) Is the Notification Letter and other info DF is mailing to desk review providers self-explanatory?
- 6) Should Area offices boost their provider orientation efforts to include a better overview of Desk Reviews?
- 7) Can the Areas provide a liaison for desk reviewed providers to support them and answer questions?
- 8) Could on-sites be generated based on complaints received pertaining to desk reviewed providers?
- 9) Should Companions be given an onsite?
- 10) How can we get Desk Review best practices out to everyone? Desk Reviewed providers typically do not attend Area meetings and training.

#### **AHCA Updates**

#### **Pamela Kyllonen & Pamela Wainwright**

Pamela Kyllonen stated that a contract amendment is being draft between AHCA and Delmarva Foundation to add \$575,614 to the contract. The increase in funds will be devoted to Personal Outcome Measures training for CORE consultants, Organizational Practices training for all Delmarva staff, and to provide QA and QI for FSL Waiver providers. Pam asked to any ideas for QA/QI issues for upcoming Legislative Budget Requests for the 2007 legislative session for 2007-08 funding. Pam talked about handbook changes being in process for the DD Waiver and the FSL Waiver. The FSL Waiver handbook is in final draft and the DD Waiver handbook should be in final draft by the end of the calendar year. Pam gave the members an update on the Durable Medical Equipment RFP for incontinent supplies. Pam said that RFP was stopped and all submittals rejected. IQC members should continue to monitor the Florida Administrative Weekly for issue that are advertised that may be of interest to the IQC. Pam also announced that Karen Huber has left the Agency for Health Care Administration and has taken a position with the Department of Elder Affairs as their Director of the Consumer Directed Care Plus Program.

#### **APD Updates**

#### **Linda Mabile, Lorena Fulcher, Becky Maguire**

An update was presented on enrollment efforts to date. Over 6,000 individuals were enrolled during the fiscal year. Individuals were enrolled onto both the FSL or the DD waiver based on the priority criteria established by the legislature. Other updates included the One time spending (IFSs) project and provider fairs that had been held around the state.

Linda reviewed the Quality Management Policy and asked that any recommendations or changes be sent to her. The policy is routing in the Central APD office for final approval. A review of the new background procedures being implemented at the Area office level

was also discussed. The follow-up by the Areas is a quality improvement response to Delmarva findings which indicate a high level of screenings are not completed and on file.

Prior Service Authorization: Lorena Fulcher provided an update with screen shots of the revised support plan and web based system. Currently, revisions are being incorporated based on feedback from the pilot participants. Text changes are being made based on recommendations of the Family Care Council and area staff. The web-based system will be rolled out by region beginning in August 2006. This will include face to face training for WSCs on person centered planning and a web cast training on how to use the web based support plan. Beverly inquired about whether the criteria was changing for which PSA contractor would review particular cost plans. A change to the current Selection Criteria is not planned at this time.

### **Work Groups**

**Beverly DeStories & Linda Mabile**

Work group purpose and membership was reviewed. Groups were scheduled to meet after the meeting.

### **Day 2 – June 22, 2006**

#### **AM Housekeeping & Welcome Back**

**Beverly DeStories**

Beverley opened the meeting by thanking Linda Mabile for writing the letter voted upon at the last meeting, addressed to AHCA asking for involvement of the IQC and other stakeholders on issues such as incontinence supplies. Jane Johnson provided some update on the incontinence supplies contracting process noting that there will likely come up again. Beverly urged IQC members to be vigilant.

Beverly passed out reimbursement forms for IQC members needing them.

#### **APD Report on Quality Symposiums**

**Ed Rousseau**

Ed Rousseau provided an overview of the Quality Symposiums held last week. Unfortunately, the session for Ocala had to be cancelled due to Tropical Storm Alberto. Over 220 people had pre-registered for the session in Ocala. However, the session was held in Ft. Lauderdale which combined a provider fair with the Quality Symposiums and had approximately 175 persons attending. Martha Martinez that the combination likely had about 300 people in attendance. The evaluations were shared from the symposium, noting very high appreciation for usefulness and effectiveness of the sessions, which sessions were most effective and ideas for the coming year for conducting sessions in the coming year.

#### **Provider Quality Improvement Presentation Mary Van Buren and Michelle Lawrence**

Linda Mabile introduced Mary Van Buren from Primrose noting the technical assistance and cultural change that Primrose Center in Orlando is undertaking.

Mary Van Buren introduced Michelle Lawrence who was with her as part of the Primrose presentation. Mary opened noting the nature and size of the Primrose programs and offerings that has been a traditional “care taker” program, doing that very well. She noted that adopting the philosophy of achieving outcomes for people served really was a cultural change. She noted that Primrose has had technical assistance from the Council on Quality and Leadership (CQL). They began by doing a swat analysis, identifying approximately 350 items that they were either doing well and wanted to continue or were in need of major change to improve the achievement of people being served. The 350 items were collapsed in eight categories to make the job of changing day-to-day practices and organizational policy manageable. From those eight areas the Primrose staff and Board developed a tactical plan for change and it served as a common ideal for staff to rally around and communicate desired change.

Since that initial TA visit CQL has visited periodically for additional help in the change process. Mary noted that it has been difficult periodically to keep morale high because it became evident to staff that there was no end in sight, but was becoming an ongoing change culture. As issues come up the staff refers back to their strategic plan to see how it either fits in or needs to be addressed to fit. Staff are trained in groups of six in a week long Personal Outcome Measures training during which they each work with an individual receiving services to continually ask questions, observe and understand what the person wants their life to entail and who they want involved. The end product is that the staff develop an individual program plan for the individual that is directed by what they learned about the person and describes what staff and the overall organization need to do to make the outcome attainable for the person. Staff going through the training then select someone to attend the next session and to mentor that person through the process.

Michelle provided examples of how the individual planning process works. She noted that they use something called a discovery sheet on which they keep a running list of things that people served want to have happen in their life and then as a check list to keep track of things accomplished. Mary noted that another one of the cultural changes has been more person-centered and respectful language among the staff. She also noted the organization is collecting data differently and able to show progress that meet the review standards used by Delmarva. She pointed out that the organization has demonstrated a 45% increase in the Delmarva review scores as Primrose has adopted the radical changes needed to become more person-centered and services are directed by people served. CQL will be providing the next TA visit to Primrose in helping bridging to the community and on achieving employment outcomes as the organizations next step in supporting outcomes for people. Primrose has been selected to receive the Community Capacity Initiative Grant along with two other agencies in Orlando as part of an employment initiative. Mary also stressed the importance of getting all stakeholders involved in the process, including other providers, people receiving services, family members and support coordinators.

Mary pointed out that her belief is that until all front line, direct care staff are trained and accepted the philosophy of achieving personal outcomes that real change within the service system will be incomplete. Mary was asked what they have found necessary to

make real change in the organizational culture. She responded that they have recognized the need to keep the message of change communicated and have come up with fun ways to keep the message and philosophy present in the everyday life of staff and throughout management. She pointed out that the organization tends to dwell on strengths and positives to celebrate change, not negatives and saying, “We celebrate – a lot!” Mary and Michele noted that there is ongoing work to continually have small groups of family members, even one family at a time, to work on outcomes desired by the person. Ongoing communication is also a central theme and use teams to look at issues and dilemmas to change the ways in which to change. They have found that this form of communications has cut way down on complaints following change and has now become part of their philosophy that everybody has a voice.

Primrose has begun bartering services. They are helping train staff from other organization in the philosophy of working to identify and achieve individual outcome expectations. Other organizations are then providing in-kind assistance to Primrose. Mary noted that they are not pushing outcomes as a measurement tool or a simple interview, but are sharing the philosophy behind it and noting the kind of organizational change needed to achieve outcomes for people served. Mary was asked about what change they have seen in their organization. She pointed out that the progress noted by the organization has been demonstrated through achievement of short-term objectives toward larger goals, the number of people achieve employment outcomes. Michelle gave examples of how individuals achieving goals such as employment is driving the desire throughout other people served. Mary also discussed how Primrose is ensuring that the organization is meeting medical necessity requirements at the same time they are taking a proactive approach to addressing improvements to quality of life outcomes.

### *APD Legislative Updates*

*PK Jamerson*

PK Jameson is the APD General Council. She began her presentation with a discussion of major budget issues out of this year’s legislature. (See handout) There is a rate increase for both general providers (2.8%) and for support coordinators (8%). This year there is no new funding for utilization growth that would keep pace with increased need by the overall population served by APD. She noted that the growth trend is approximately 7%, but that no funding is available for that kind expansion. There is also no set aside for individuals in crisis. However, Shelly Brantley plans to continue at the rate we have in the past few years to ensure people in crisis. There is \$24 million allocated for general expansion. The legislature has allowed that clients in crisis could be served through the FSL waiver.

A new priority is placed on children coming out of CMS programs. PK noted that proviso language that people with a diagnosis of autism must be served under the capped waiver, however, that proviso was vetoed by Governor Bush. This will ensure people will be able to be served under either of the available waivers depending on individual needs. PK was asked if there were any items that may adversely affect people with developmental disabilities. PK provided a handout and answered specific points of how APD has been given more flexibility to stay within the budget, but she did not believe it

would impact people receiving services. She also pointed out that this year's budget appears to be very close to being spent within available budget rather than having a large deficit or surplus.

PK handed out an overview and synopsis of legislative bills that have any impact on the APD service system. She did not present specific information on this packet. A second handout provided legislation overviews of bills that affect the APD program directly, in Chapter 393. She provided highlights of changes to this bill. Many of the changes have to do with 'clean up' activities following separation of APD from the Department of Children and Families (See Handout). PK provided a handout on changes to statute 916 to ensure that courts could not confuse forensic procedures with F.S. 393.11.

### **APD Employment Updates**

**JB Black**

JB provided an update of APD's employment related programs. He began by discussing the Florida Freedom Initiative and hopes for continuation. He also mentioned that Florida has been making progress through the Medicaid Infrastructure Grant. The purpose of the grant is to expand opportunities for people to participate in employment. JB was asked whether people will be able to work only a few hours a week. He noted that APD is working to expand this so that people do not have their hours of work and overall income expanded without infringing on other benefits such as health and eligibility to remain on the Medicaid Waiver. JB noted that Tom Nerney, from the Center for Self-Determination, has referred to this as enforced poverty.

JB provided a handout showing the changes occurring in employment since June of 2004 when employment performance measures were implemented by APD. He provided data on the number of people who have come into APD services. The data indicates that people who have come into services in the last 2 years include over 10,000 people. Of those 1,549 are working, meaning only about 15% moved into employment in their communities rather than into alternative segregated programs. Data presented also points out that although APD is only in its second year of a five year initiative we have already achieved over 76% of the five year goal.

Linda asked for a clarification from the Vocational Rehabilitation (VR) representative, Pamela Hinterlong, on whether VR can pay for transportation. The answer was that VR can pay for transportation as long as the case is open with VR. There are circumstances in which VR may decide not to provide transportation, but policy does allow for this service. There was discussion over transportation issues and employment to clarify how the barriers surrounding transportation to and from work. Beverley DeStories suggested that IQC look at barriers and conflicts related to transportation and bring resources to people who need them in order to participate in employment.

JB provided information on a variety of sources that are assisting APD in the employment of people with developmental disabilities. Some resources include the DD Council, Business Leadership Networks (BLN), University of South Florida at the Center for Excellence (source for projects and grants) currently providing training in several

sites around the state as well as promoting self-employment opportunities, Community Infrastructure Grants through VR, and the Agency for Workforce Innovation (AWI) in applying for a grant that would expand benefits planners, APD staff and other resources to help people access competitive employment opportunities.

### **APD Supported Living**

**Ed Rousseau**

Ed provided a summary of a presentation that he did at the Family CAFÉ' earlier this month. Ed provided a slide presentation pointing out that the Personal Outcome Measures and existing philosophy includes the outcome of people choosing where and with whom they live. The presentation demonstrated the specific outcome areas broken out by various residential settings (Family home, Supported/Independent Living, Small and Large Group Homes). Consistently the data show that overall outcomes are much higher when people are in either family homes or support living.

The group noted several issues that makes supported living so good. Some of the ideas included exercising their rights, making their own choices but the idea of someone having control and decision-making power in their own life seems to be the key to ensuring a higher level of outcomes. Ed provided a general background of supported living components, demonstrating the rules and expectations behind how the program supports the construct of people receiving supported living services have the decision making power and personal control over various issues in their lives. Ed also outlined the kind of supports and services that are built into the supported living model, making it very flexible to meet the needs of a wide range of individual needs and expectations.

Ed mentioned that he would like to do further analysis of the available data (as well as Delmarva and AQLs) such that we could take some of the items that make supported living successful and spread those to other residential services where they fit and can be successful. Ed was asked about affordable housing and pointed out some of the ways in which APD is working to address this issue. Beverly said that it would be beneficial to have data similar to that of supported employment and pointing out that its worth capturing to promote growth in the number of people who are in supported living. Other options were discussed on supporting the growth in this area.

### **IQC Election of New Members**

**Beverly DeStories**

Ed and Beverly outlined the vacancies on the IQC. Ed noted that there are three people who have expressed an interest. The election of new members will be taken up at the next IQC meeting. Ed asked for people to contact him or be referred to him for possible openings on the IQC.

### **Meeting Wrap Up**

**Beverly DeStories**

Ed asked that agenda items be forwarded to him to ensure the IQC meetings are focused on issues members and advisory group participants feel are of importance. Some of the issues proposed are: (a) hurricane preparedness; (b) Pyramid examples of what is making

them become a 'high performer' in quality activities and best practices; (c) election of new members.

The next meeting will be in the Jacksonville area on September 20 – 21. It was requested that APD and DD Council work together to collaborate on meeting dates that will not be in conflict with one another. Come prepared to set a year's worth of dates for upcoming IQC meetings.

Linda noted the work group for Education and Training is to meet by telephone conference call on 7/14 at 4:30. The Therapeutic Equipment group elected Laurie Harlow as its team leader and will meet by conference call (TBA).