



Ohio Department of Aging

Kaizen Event Report Out

Nursing Home Quick Response Team Process

October 28 - November 1, 2013

TEAM MEMBERS

- Bev Laubert, SLTCO
- Erin Pettegrew, SLTCO
- Felicia Sherman, ODA
- Rob Feldmann, ODA
- Julie Evers, ODM
- Jane Black, ODM
- Jacki Dickinson, DAS
- Adam Anderson, Ohio MHAS
- Tamara Malkoff, ODH
- Melissa Gilligan, ODH
- Mike Schroeder, Ohio MHAS
- George Pelletier, Ohio MHAS
- Jeff Ryan, Ohio MHAS



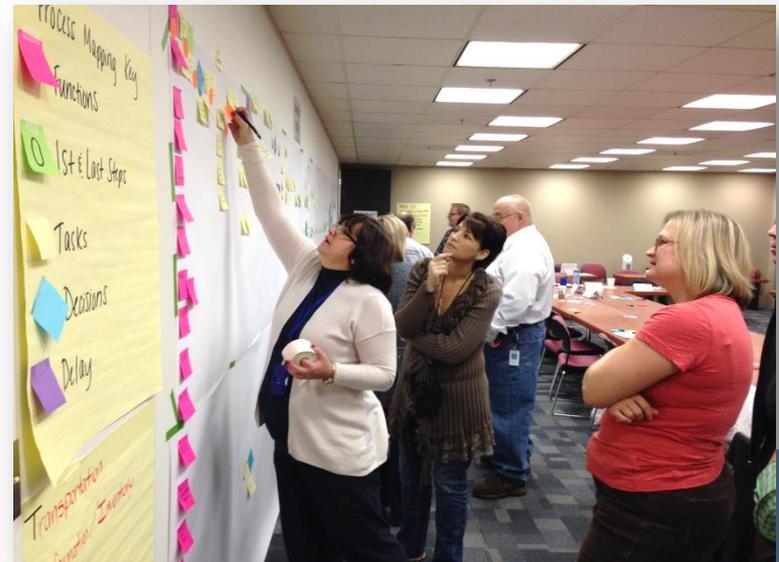
STAKEHOLDERS

- Ohio Department of Aging (ODA)
- State Long Term Care Ombudsman (independent of ODA)
- Ohio Department of Medicaid (ODM)
- Ohio Department of Health (ODH)
- Ohio Mental Health and Addiction Services (MHAS)
- Ohio Department of Developmental Disabilities (DODD)
- Nursing Facilities
- Family / Caregivers
- Non-Family Legal Guardians
- Centers for Medicare and Medicaid Services (CMS)
- Residential State Supplement Program
- Local Agencies
 - Regional Long Term Care Ombudsman Programs
 - County Departments of Jobs and Family Services
 - ODH District Offices
 - MHAS Local Boards
 - MHAS Provider Agencies
 - DD Local Boards
 - Area Agencies on Aging (AAA)
 - CMS
 - Managed Care Organizations
 - Nursing Home Provider Associations
- Attorney General's Office (AG)– AAGs for Medicaid, Health & ODA
- AG Medicaid Fraud Unit
- Social Security Administration



BACKGROUND

- To work with the departments of Health, Mental Health, JFS, OMA, AAAs and various local entities to develop a standardized, well-documented process to relocate nursing home residents affected by an unexpected closure or termination.



SCOPE OF EVENT

- **First Step in the Process:**
 - SLTCO receives notification that a nursing facility will be terminated, effective in 30 days.
- **Final Step in the Process**
 - SLTCO staff work with various partners to find homes for every resident affected by the facility closure.



OUT OF SCOPE

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

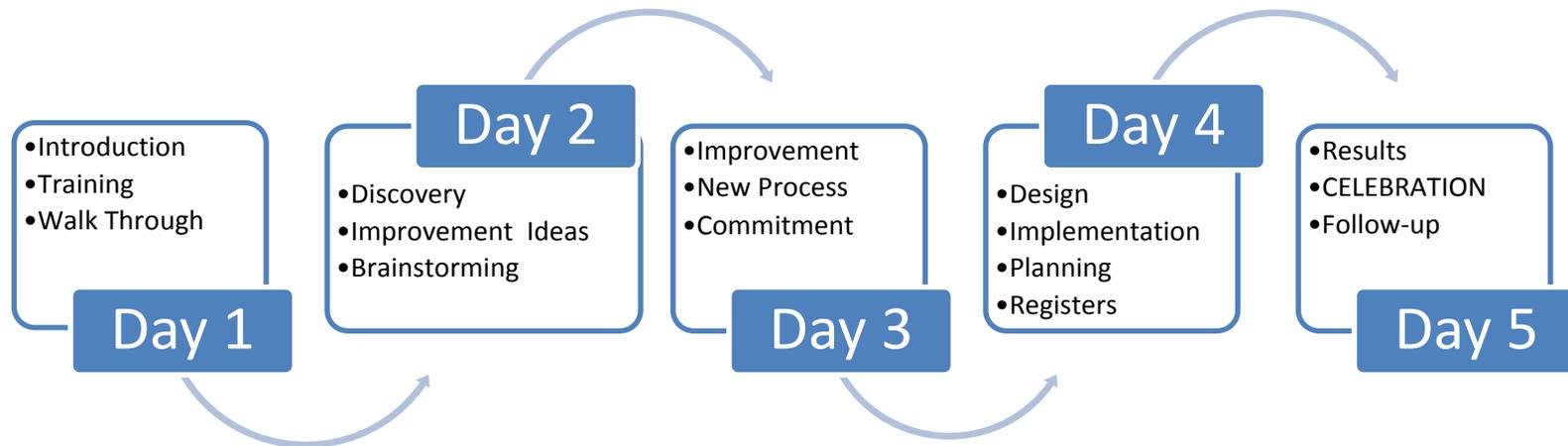


TO BREAK FOR THE BETTER

- Customer focused
- Work level team
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available right away
- Immediate results (new process functioning by end of week)



THE KAIZEN APPROACH



BASELINE DATA (MOST RECENT CLOSURES)

	Russell (Abrupt voluntary closure)	Liberty Nursing Center of Toledo (terminated)	MeadowWood (terminated)
Residents affected	16	70 – at time of notice	59
Staff to handle facility	8+	15+	18+
Staff hours	Over 150 hours	Hundreds of hours	Over 150 hours
Community transitions	1	1-2	6
Consumer satisfaction	Multiple complaints	Multiple complaints	Limited complaints



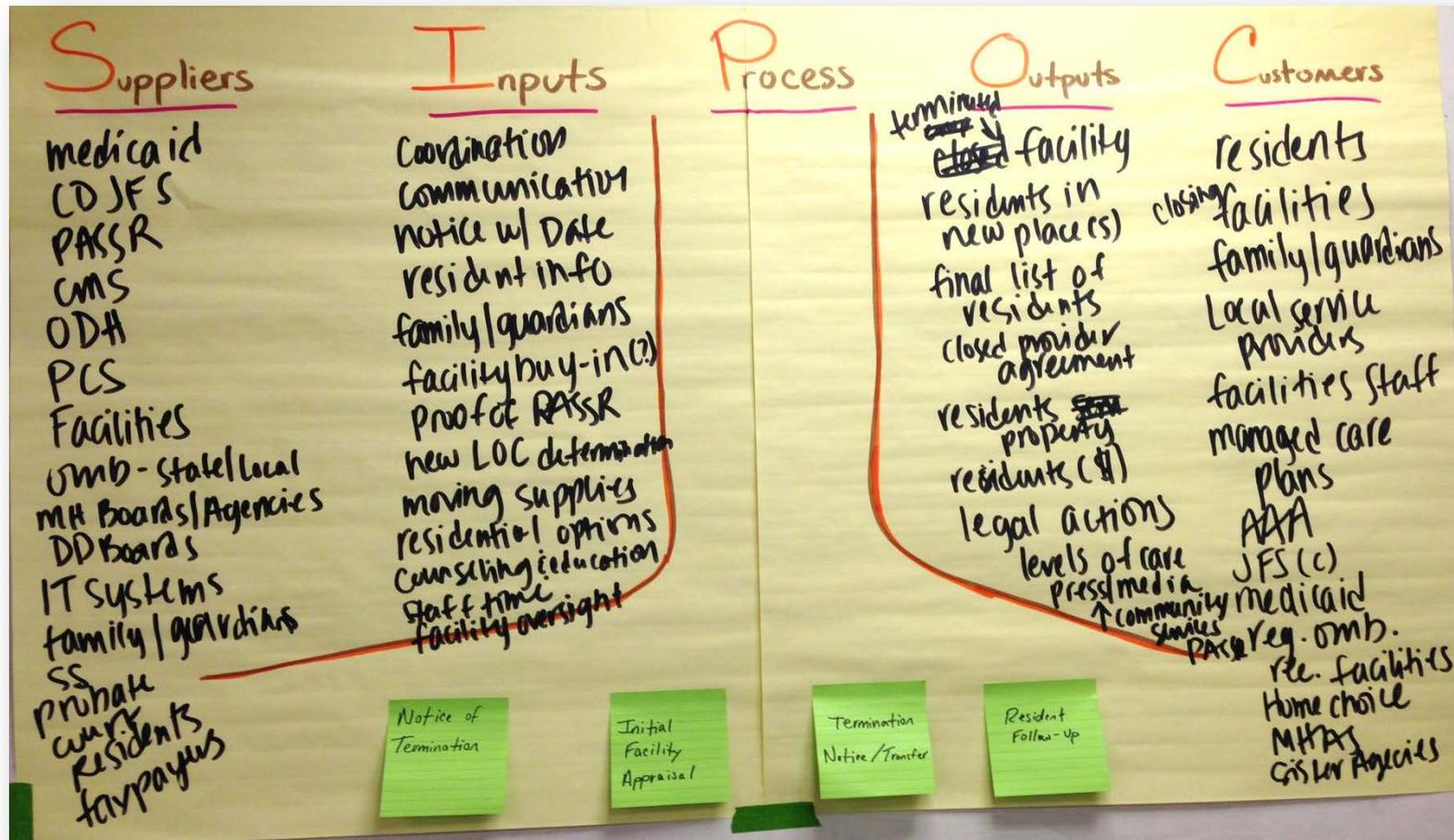
CUSTOMER FOCUS GROUP

<u>WORKS</u>	Does <u>NOT</u> WORK
<p>Good Involvement Advocacy for Residents Ability to Access Info Responsive Conference Calls Communication</p>	<p>ISSUES w/ Level of care (TIME) PASER - Enforcement TOO much SILO ing Family communication All- Too m Need don't</p>

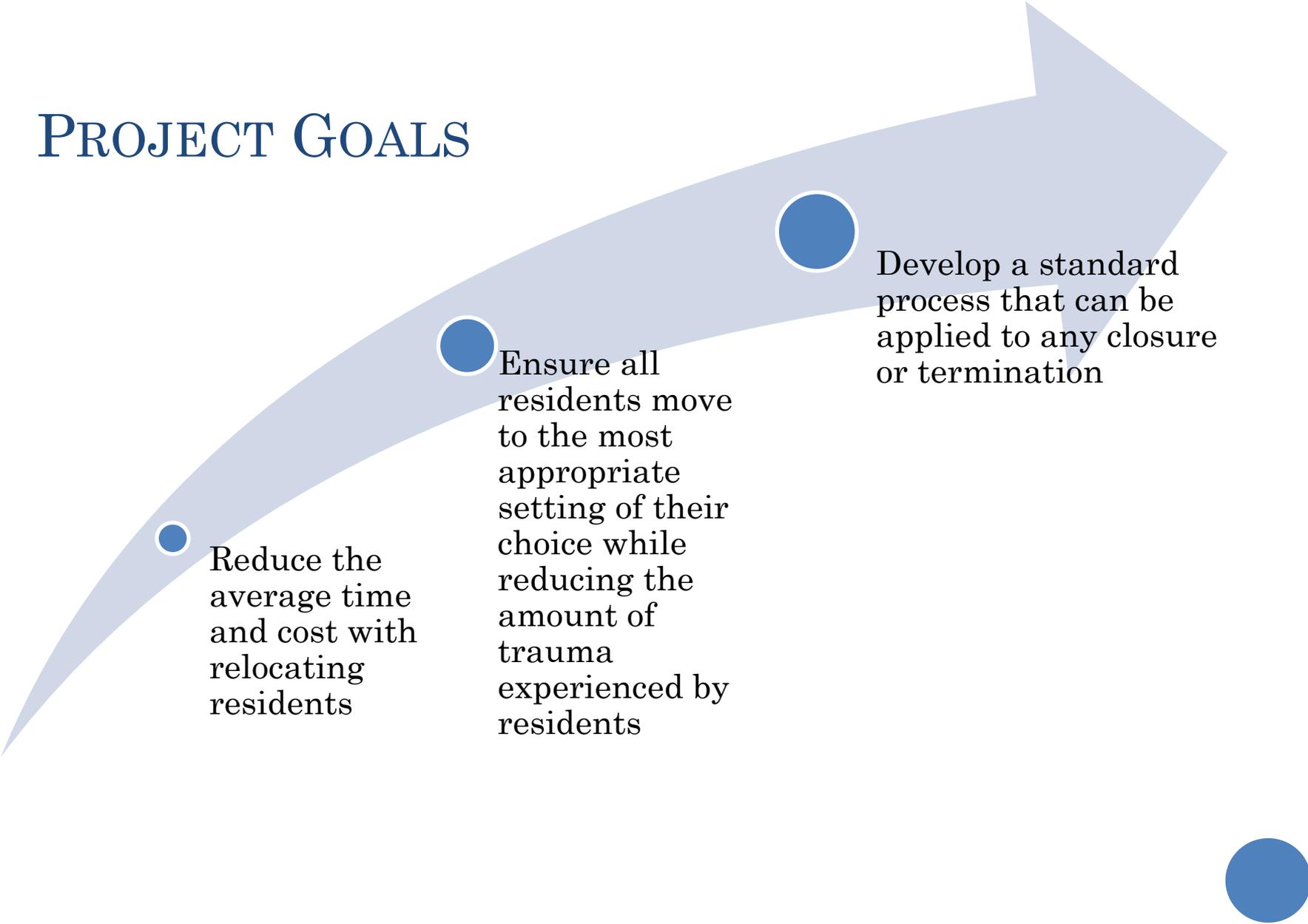
CDJFS
Regional LTC
Ombudsmen
AAA's

① Pain Points	② Concept AND Information ISSUES
<ul style="list-style-type: none"> - Lack of avail. Resources <ul style="list-style-type: none"> • mental health • Abuse • Income • Appearance of sp. needs - Ex. Vermont - Consumes Local Resources - Time - Facility Locations - Dealing w/ Criminal Records - Lack of mental health services in facilities - Double dipping - Lack of Informal Support - ↳ Family, Attorneys, Subsidians - Facility Appeal Process - Closures - Media handling 	<p>SHARING INFORMATION MAKING SURE ALL PARTIES ARE KEPT IN LOOP Pre Planning - for future closures</p>

HIGH LEVEL PROCESS - SIPOC



PROJECT GOALS

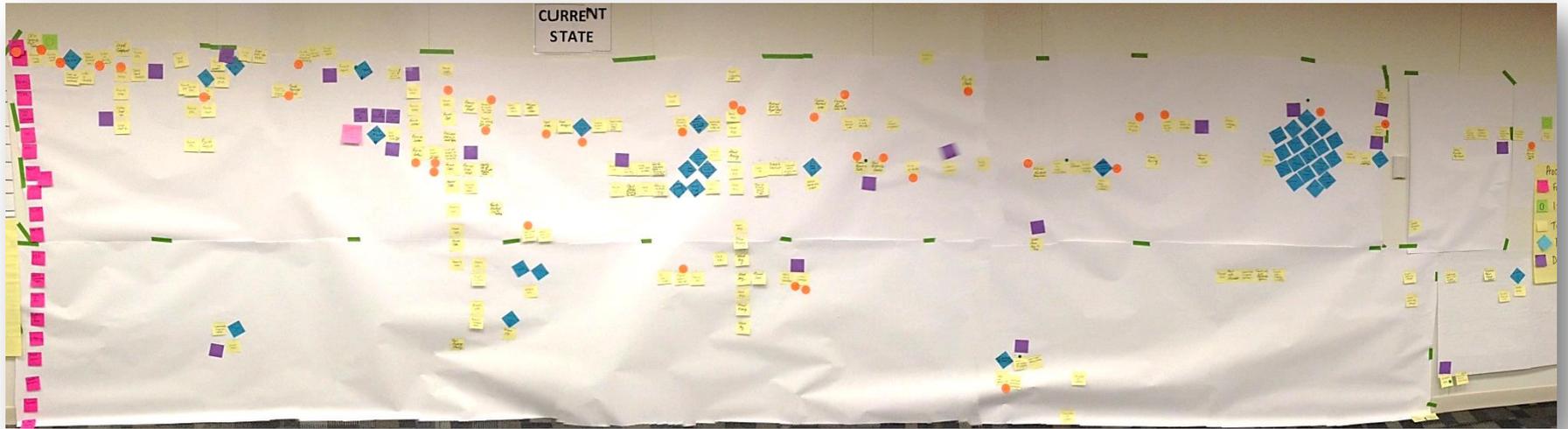


Reduce the average time and cost with relocating residents

Ensure all residents move to the most appropriate setting of their choice while reducing the amount of trauma experienced by residents

Develop a standard process that can be applied to any closure or termination

CURRENT STATE

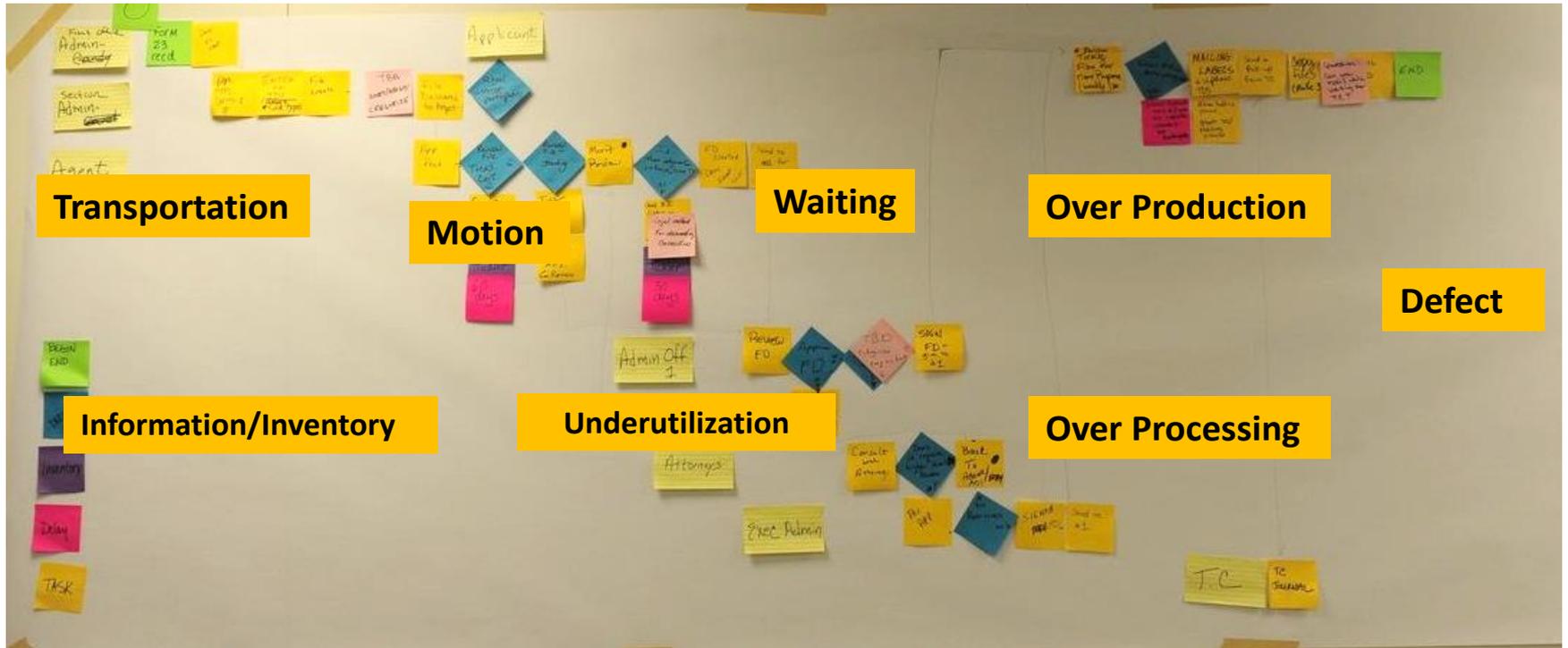


CURRENT STATE PROCESS MAP

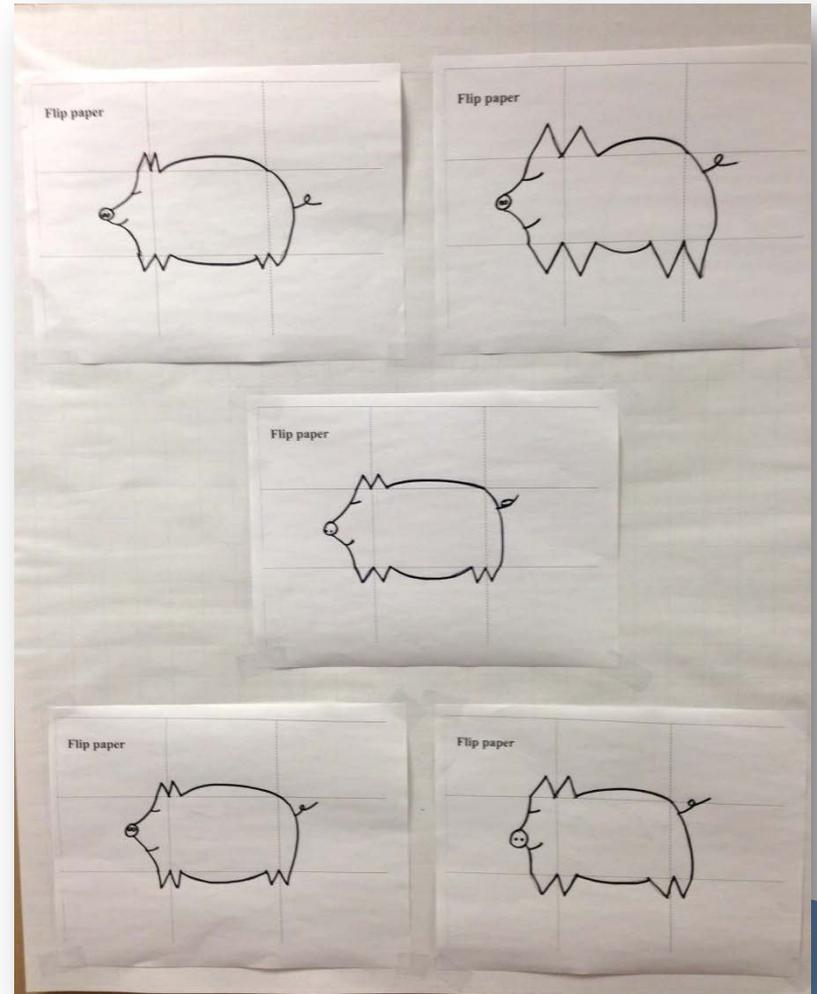
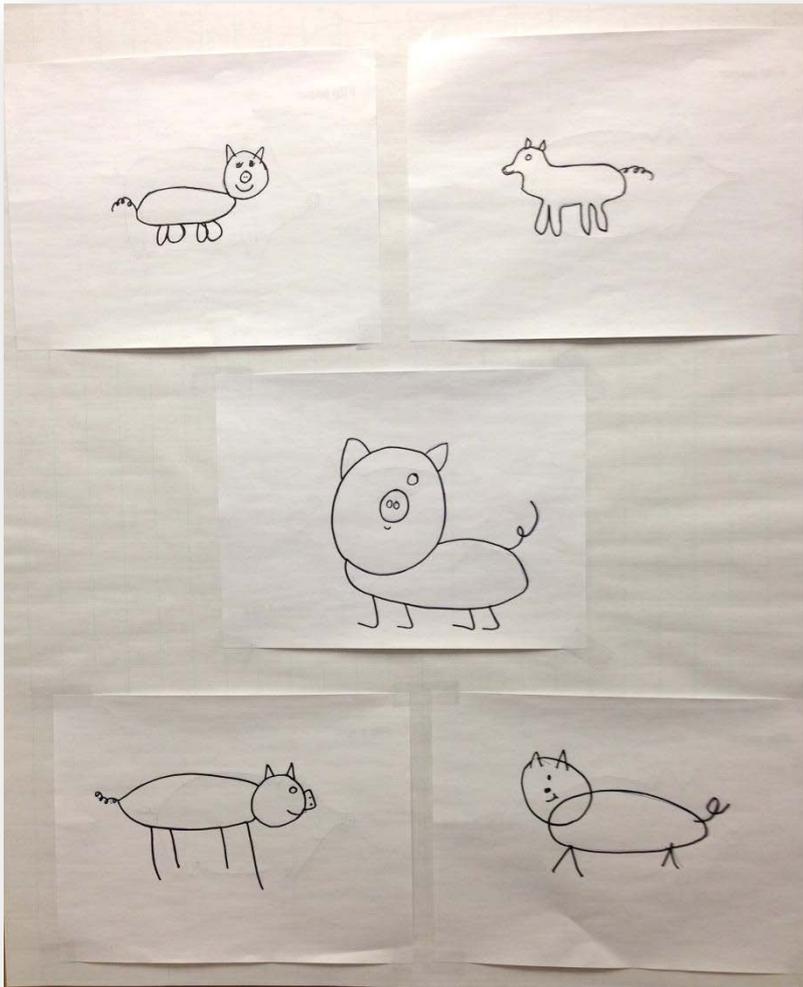
- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- TIMUWOOD
- Lack of Standardization



TIM U WOOD



STANDARDIZATION



BRAINSTORM – 82 IDEAS!

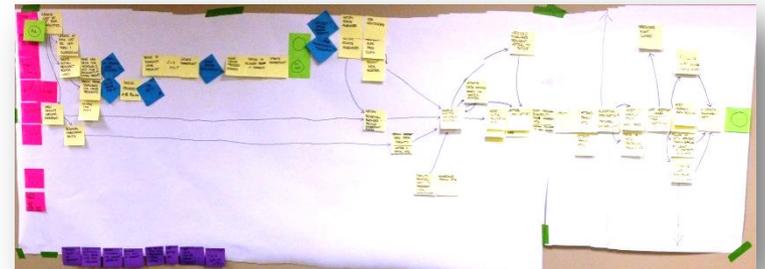
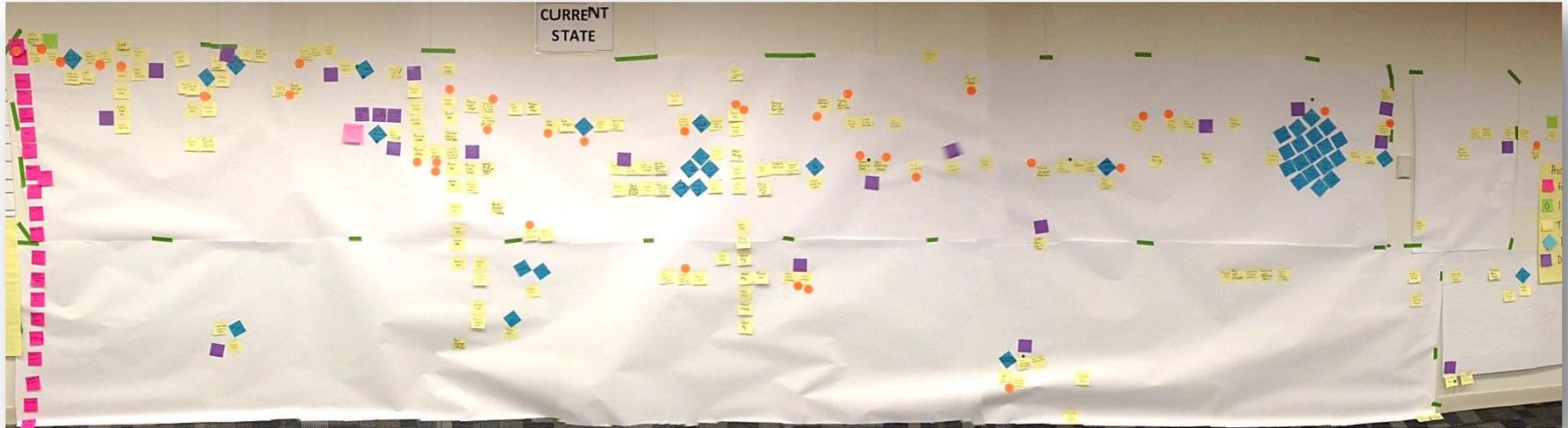


THE TEAM ANALYZED AND EVALUATED ALL OF THE IDEAS

- Utilize SharePoint to share information
- Standardized communication
- Move HomeChoice to earlier in process
- One liaison per agency
- Always conduct a family meeting



CURRENT STATE VS. FUTURE STATE



SCORECARD

Measure	Current Level	NEW	Change
Process Steps	400	112	-72%
Decision Points	22	6	-73%
Handoffs	21	9	-57%
Loopbacks	4	1	-75%
Delays	23	0	-100%
Aging Staff Resources Lead Time	12 Days	5 Days	-58%

COST SAVINGS



COST AND TIME SAVINGS

① OUR CUSTOMERS - PARTNERS

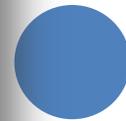
TRAVEL Hours Redirected
CJFS 1 day redirected per closing
Redirected time for Regional Ombuds w/community resident transitions.

② OUR OFFICE

TRAVEL - PRINTING - MAILING - Hours Redirected
COORD. - Redirect 7 days (→ more productive)
STATE EMPLOYEES 3 days per closing +
travel costs (\$100 per trip per person)

③ STATE OHIO TAXPAYERS

People moving into community Medicaid #'s
35,000 per person (annual) saved
when relocating from NF → Cmty
regardless of closure



MORE RESULTS

- Improved quality of life for residents
- More accountability at state and local levels
- Increase utilization of technology
- More effective utilization of staff
- Uniform process
- Only involve local entities that need to be involved
- Ensure “right home-first time” resident relocation
- Reduced stress for our customers



IMPROVEMENT SUMMARY

Current Key Issues

No standard process that can be applied to any closure or termination

No data tools for sharing information between agencies

Decision-making process causes rework and delays in current process

How We Improved

Process redesigned to ensure jobs are in the right hands (e.g., HOME Choice, Recovery using expertise rather than nursing home staff)

Utilize SharePoint to share all documents throughout process with all connecting agencies and everyone has access to same information real time

HOME Choice and appropriate assessments conducted before termination and will more likely dictate that residents in at-risk nursing homes will have opportunity to move to community



IMPLEMENTATION PLANS

- Communication
- Training
- IT / SharePoint
- Relocation Manual
- Dashboard
- Timeline



COMMUNICATION & TRAINING PLAN

Communications		
WHAT	WHO	WHEN
Inform Agency Mgmt. (Report-out ppt)	ODM - Tamara ODA - Bev MHAS - Mike ODM - Julie E. DODD -	Due by 11/15 (2 weeks)
Get on LTCO mtg. agenda for update	Erin	Next mtg.
Contact LTC & Assocs.	ODM - Tamara	Next provider mtg.
Develop "media script" to use during event.	Adam	- Form team: 11/15 - Deliverable: 12/31
Develop resident/fam. info. packet	Sara	- Start: 11/15 - Due: ?

TRAINING		
WHEN	WHAT	WHO
1/31/14	Develop training for local providers (web-based?)	Erin
↳ Deliverable	- on process - SharePoint	
11/30	↳ Start	
Due Dec. 2015	Identify who needs training based on process.	Erin
11/30	Develop LTCO-specific trainings	Erin
- Start		
1/31/14		
- end		

IT / SHAREPOINT PLAN

Sharepoint READY

WHAT	WHO	WHEN
Who will own Share-Point Server?	ERIN or Bev	11/15/13
Data Sharing legal issues?	ERIN	End of November
Review & Edit Agency Data Use Agreements	Julie	November - December
Ident. fication of user and their role in Sharepoint	Erin or Bev	11/15/13
What needs to go in Sharepoints?	Erin or Bev	↓

SHARE Point Ready (cont.)

WHAT	WHO	WHEN
Create Consent form for NF Closure Process (data point identification)	STLTCO	11/15/13
- Maintenance & support of Sharepoint site	OIT	Erin-ongoing

RELOCATION MANUAL

APPENDIX

- RESIDENT RIGHTS
- ORC/OAC
- APPENDIX FORMS : TEMPLATES
- FREQUENTLY USED CONTACT INFO

GENERAL ISSUES

ROLE OF MC PLANS/IMPACT OF ICDS
AGENCY NAMES

MANUAL

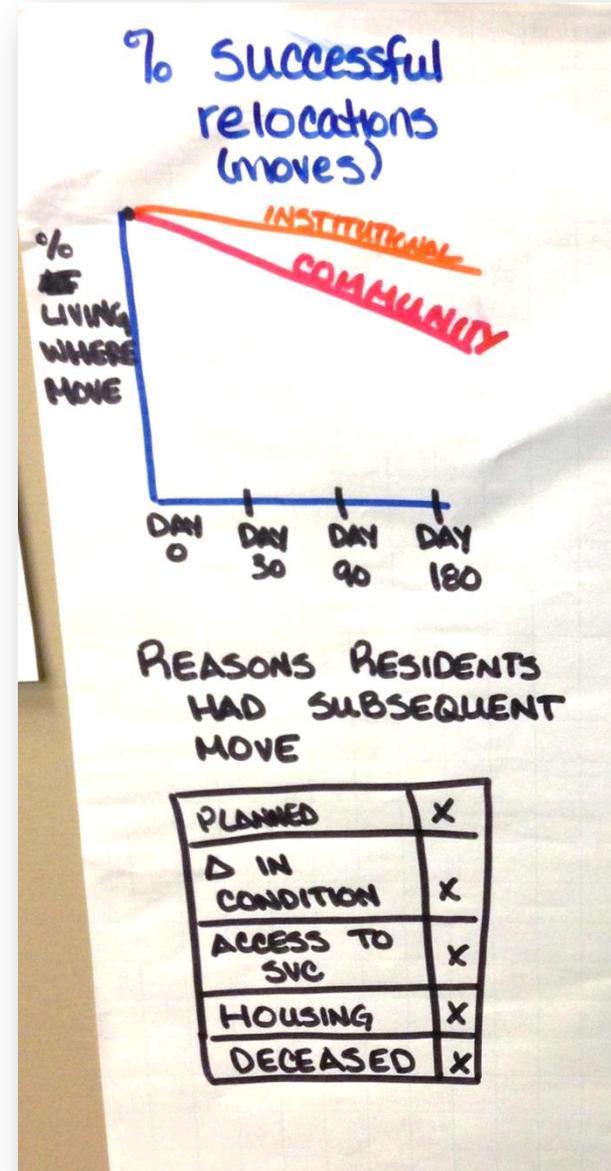
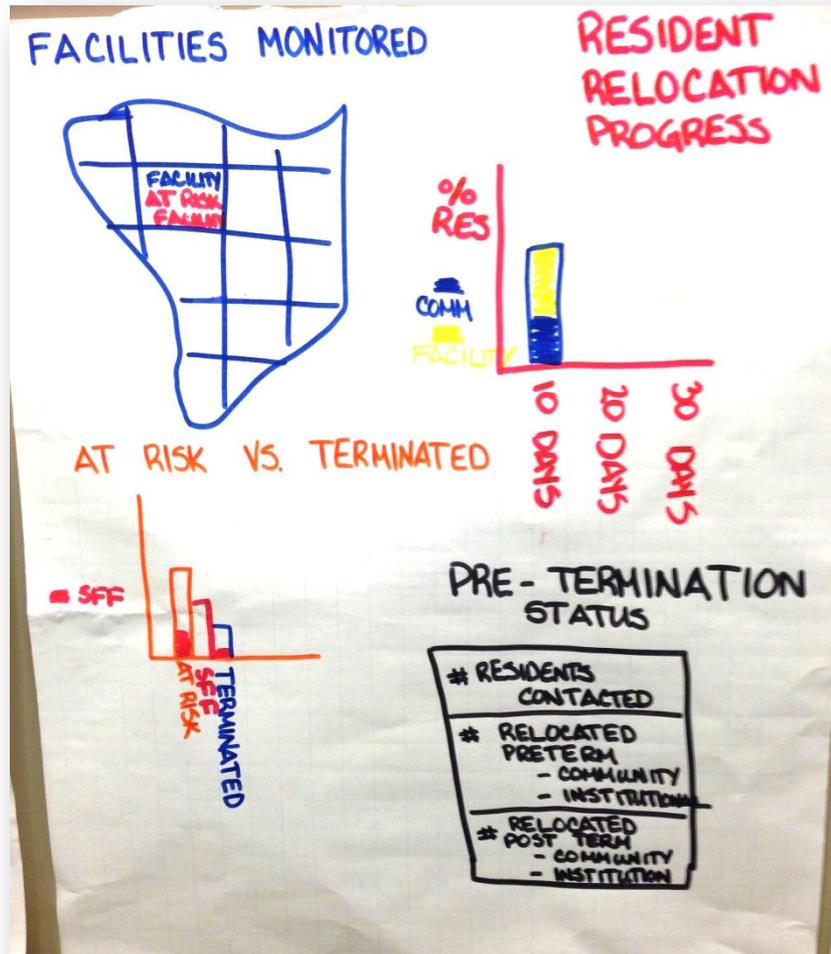
WHEN	WHAT (MANUAL SECTION)	WHO
11/30/13	PRE TERMINATION RELOCATION ACTIVITIES (NEW SECTION)	JANE ADAM/GEORGE
11/22/13	SHAREPOINT <small>HOW TO WEB ADDRESS WHEN/WHO SITE ADMIN</small>	FELICIA
11/30/13	PRE-RELOCATION <small>NOTIFICATION ID AVAIL CAPACITY</small>	ERIN
11/15/13	ROLES AND RESPONSIBILITIES <small>AGENCIES PROGRAMS FACILITY</small>	MIKE JULIE
11/30/13	RELOCATION ACTIVITIES <small>RED FLAGS REC FACILITIES</small>	ERIN
11/30/13	RELOCATION FOLLOW UP <small>DATA TIMING CUTCHES</small>	ERIN, JANE
11/15/13	HIGH LEVEL PROCESS MAP	GEORGE
11/22/13	VOLUNTARY WITHDRAWAL AND CLOSURE	BEV

RELOCATION MANUAL (CONT.)

WHEN	WHAT	WHO	WHEN	WHAT	WHO
	FORMS AND TEMPLATES			FREQUENTLY ASKED QUESTIONS	ERIN JULIE
11/15/13	- MASTER TRACKING SHEET - MC PLAN ASSIGN.	ERIN	12/15/13	COMPILE/EDIT	JULIE
	- RESIDENT LETTER (MEDICAID/MEDICARE)	JULIE		MEDIA : LEGIS. INQUIRIES	JULIE ERIN
	- RESIDENT LETTER (NON MEDICARE/MCO)	ERIN	12/15/13	APPENDICES?	Julie, Erin
11/22/13	- CONSENT FORM	BEV ERIN	11/22/13	RPF - GUIDELINES CC HOW	Julie
	- INITIAL EMAIL	JULIE		Exceptions - Emergencies Immediate Suspensions	Julie
11/15/13	- AT RISK FACILITY REPORT	ERIN			
	- KICK OFF MTG	JULIE			
	- INITIAL LETTER TO FACILITY RE RELOCATION RESP.	ERIN			
	- INITIAL RESIDENT INTERVIEW	BEV			
	- SUMMARY OF # CURRENTLY AVAILABLE CAPACITY • MILES • QUALITY (LOCAL DMB. TRK)	ERIN			
	- SS CHANGE FORM				

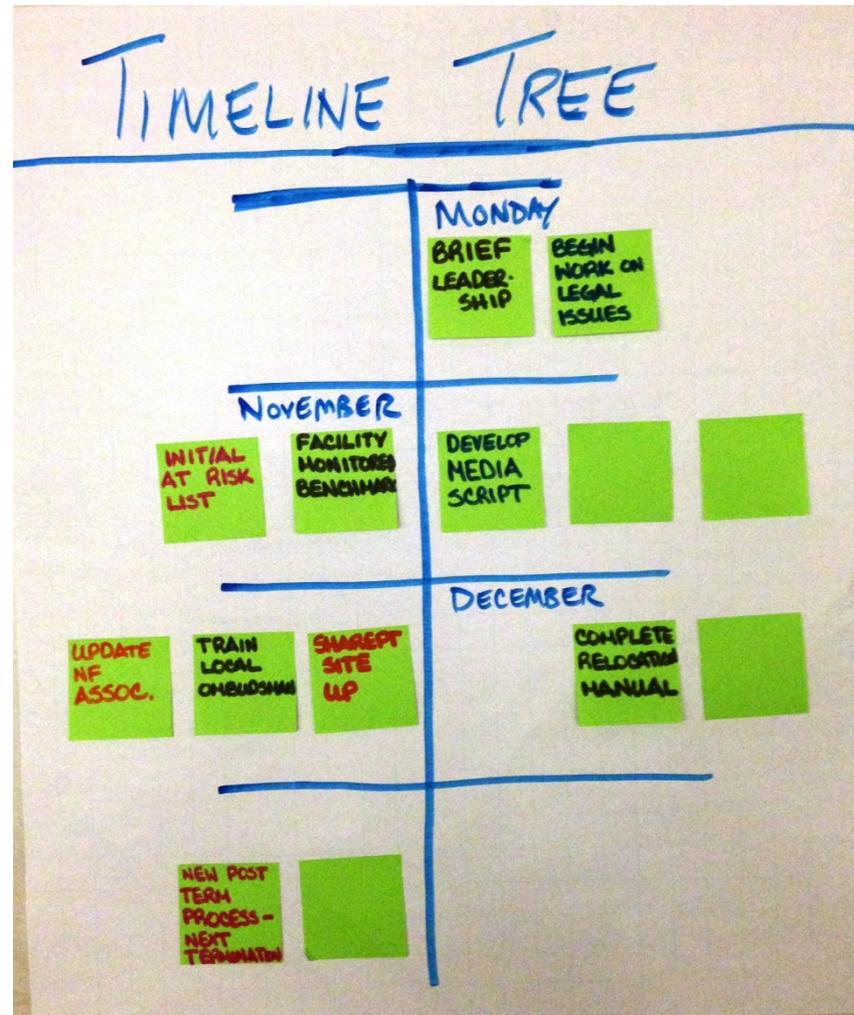


DASHBOARD

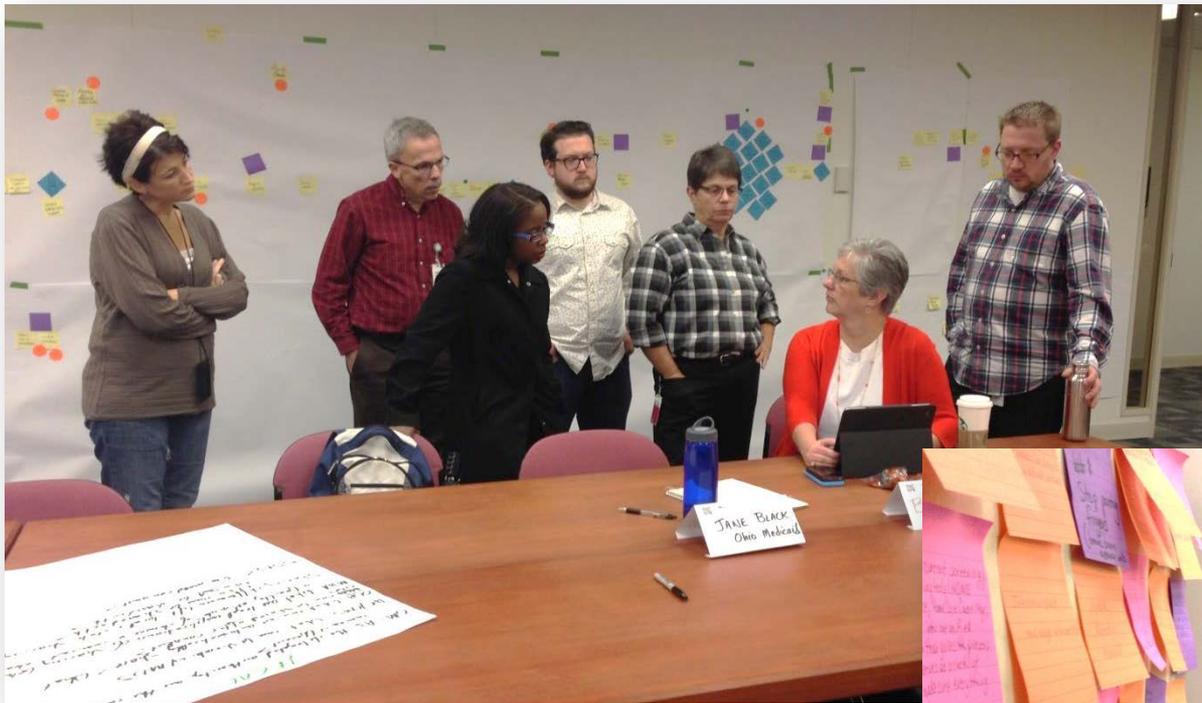


WHAT BEGINS MONDAY?

- Inform leadership
- Begin work on legal issues



LIFE AS A MEMBER OF A KAIZEN EVENT...



SPECIAL *THANKS* TO...

Senior Leadership:

- Director Bonnie K. Burman, Aging

Sponsor:

- Bev Laubert, SLTCO

Team Leader:

- Erin Pettegrew, SLTCO

Subject Matter

Experts (SME):

- Debbie Jenkins, DODD
- Mike Laubert, Aging
- Sonequa Arnett, ODMHAS

Customers:

- Kaye Mason-Inoshita, Regional LTC
- Jamie Danles, Regional LTC
- Sam McCoy, Regional LTC
- Kirk Davis, LTC
- Stacey Premo, Regional LTC
- Tammy Dempsey, CDJFS
- Jackie Corn, AAA7
- Joan Myers, AAA4

