

Pathways to Excellence

Achieving System-Wide Strategic Goals

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NASDDDS

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Bob's Charge to me.....

“Demonstrate the importance and inter-related nature of the five major goals of NASDDDS' plan”

The Strategic Goals

- 1. System-wide Quality Assurance & Improvement i.e. Quality Management**
- 2. Build Infrastructure for Individualized Supports**
- 3. Build Capacity to Support People with Multiple and Complex Needs**
- 4. Develop a Skilled Workforce**
- 5. Develop a Responsive Financial System and Strategies**

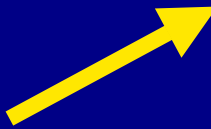
Pathways are Linear



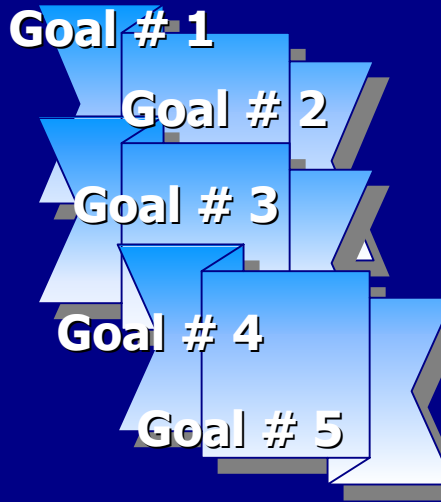
The Myth of Linear Thinking



Idea



Strategic Plan



Goal # 1

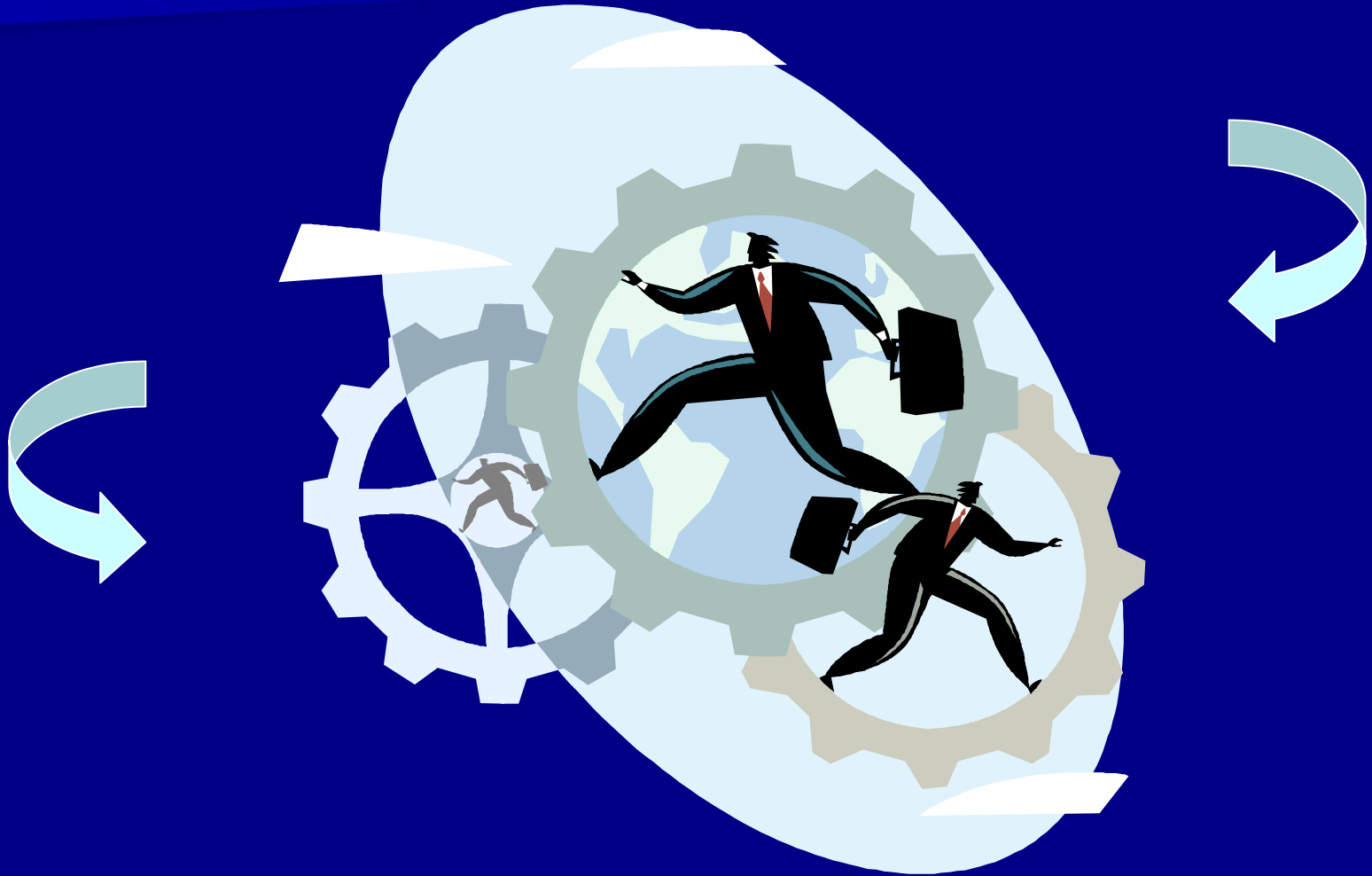
Goal # 2

Goal # 3

Goal # 4

Goal # 5

The Real World is more Complicated.....it's Non-Linear



Real World

Budget Cuts

**Goal #1
Quality Assurance & Improvement**

**Goal #4
Responsive to
People with Complex
Needs**

**Goal # 2
Build Infrastructure**

Lawsuits

Elections

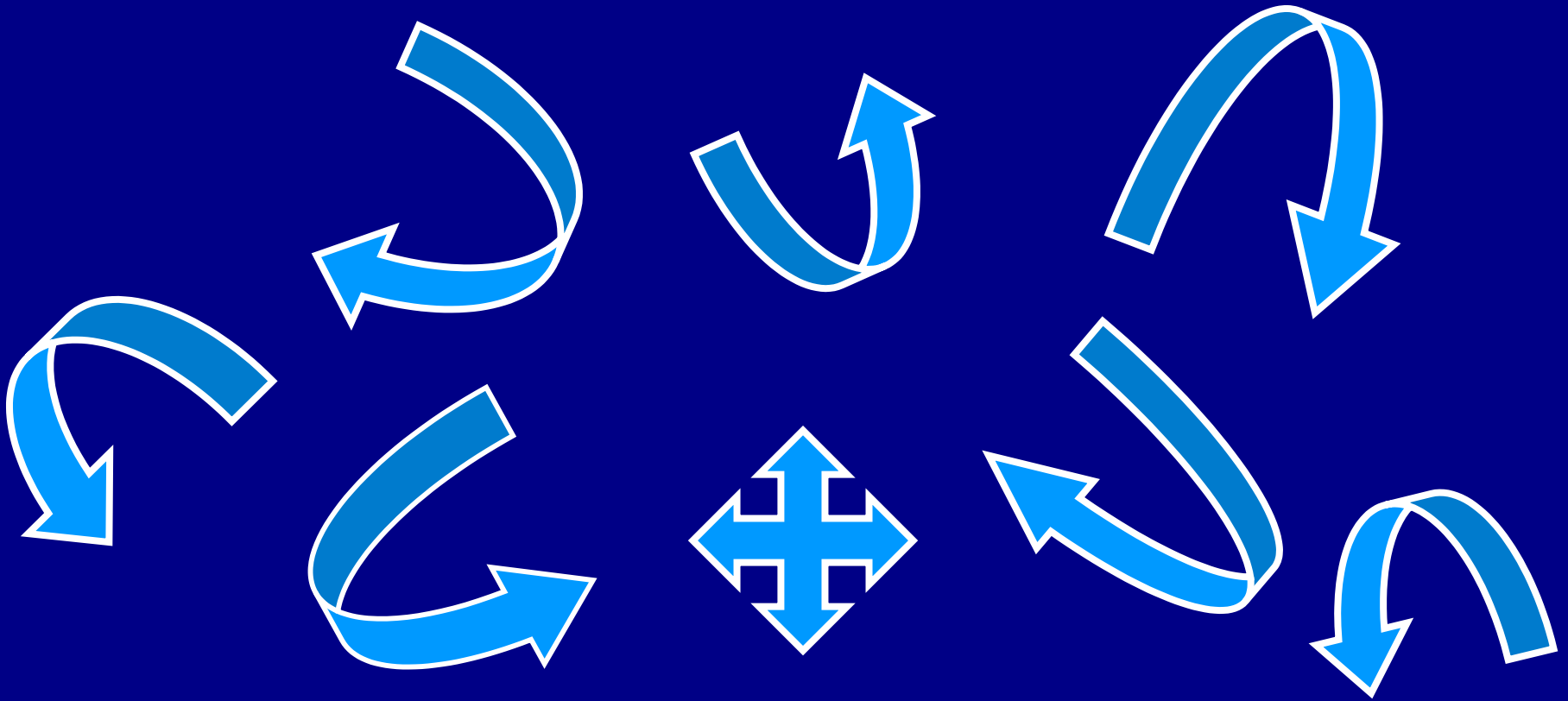
**Goal # 5
Financial Systems & Strategies**

Waiting List

**Goal # 3
Stable Workforce**

**To Achieve Goals in Real Life
you need.....**

Non-Linear Thinking!



Goals are inter-related.

**Goals can be realized in parts,
as opportunities arise.**

**When you make progress on one,
it advances another.**

**Remember to Design
Quality in upfront!!!!!!**

The Goals

Goal #1
Quality Assurance & Improvement

Discovery
Remediation
Improvement

Goal # 5
Financial Systems & Strategies

Policies
Practices
Analysis
Planning

Goal # 2 Infrastructure

Fiscal Intermediary
State Over site roles
Casemanagement,
Provider monitoring
Etc.....

Empathy

Clinical
Competence

Relationships

Goal # 3 & 4

Stable Workforce
Responsive to
People with Complex
Needs

Quality

Goal #1

Quality Assurance & Improvement

**Discovery
Remediation
Improvement**

Information Technology

**It's important,
but later.....**

Think Design First

Quality in Design

Goal # 2 Infrastructure

**Fiscal Intermediary
Support Brokers
Sub-state entities
State Over site roles
Case management,
Provider monitoring
Planning processes**

**Design Quality In
Independence of monitors
Qualifications of providers
Process for qualifying providers
Independence of Case management
Caseload size
Authority & role of sub-state entities**

Information Technology

Quality in Design

Goal # 3 & 4

Goal # 4

**Recruitment strategies
Self directed services options
Training
Supervision improvements
New policies that support family
subsidies**

**Stable Workforce &
Responsive to
People with Complex
Needs**

Goal # 3

**Know the problem...and the solutions
Assume mental illness...depression, anxiety, PTS, Bi-Polar
Assume a history of abuse....physical and/or sexual
Physical Disability needs...positioning, movement, dysphagia**

Goal # 3 & 4

Develop Clinical and Direct Care Staff with knowledge & skills

Quality in Design

Goal # 5

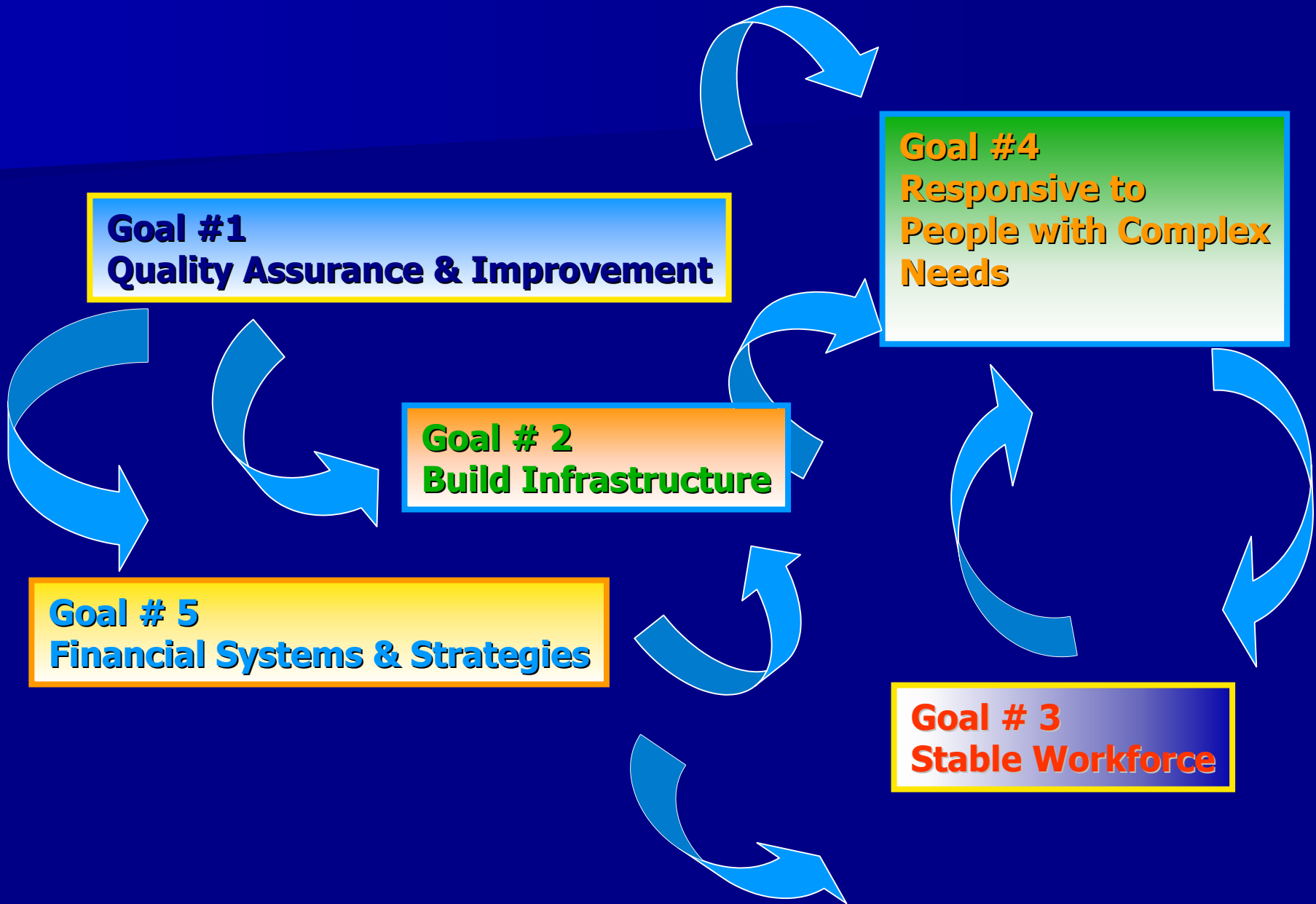
Financial Systems & Strategies

Policies
Practices
Analysis
Planning

Information Technology

Design Quality In
Reimbursement Rules
Payment process
Budgeting rules
Locus of fiscal control
Incentives
Financial Modeling

One Goal Supports Another



One Goal Supports Another

- A responsive Fiscal Intermediary can facilitate more people hiring their own staff...helping with the workforce shortage
- Recognition of the impact of abuse can lead to better treatment & outcomes and reduced costs
- An Information System designed to support essential functions can lead to more reliable performance and less training costs
- Public reports on provider performance allow choice to influence quality

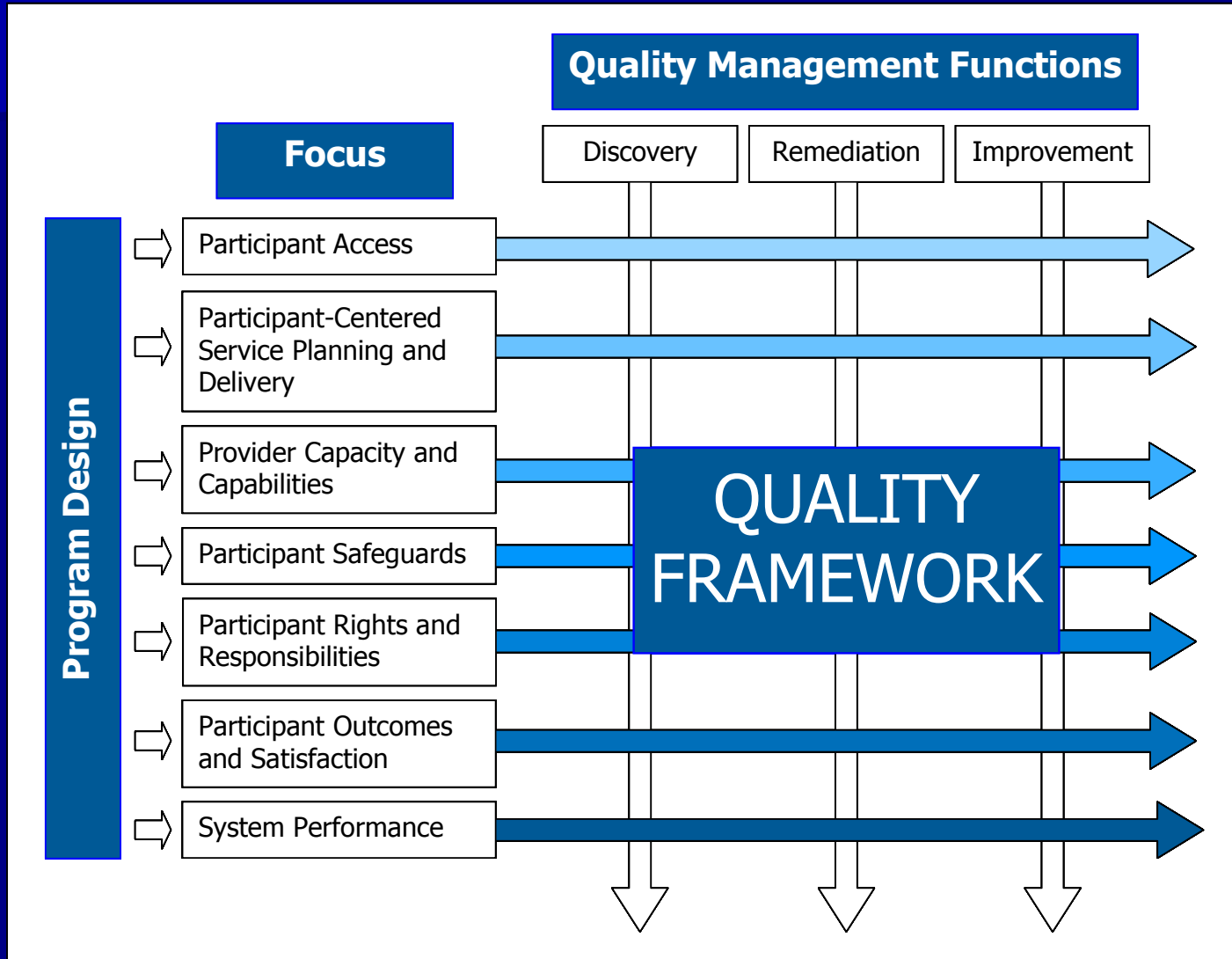
Quality Management

Goal #1

Quality Assurance & Improvement



Quality Framework



Information Technology

**Goal #1
Quality Assurance & Improvement**

**Discovery
Remediation
Improvement**

Information Technology

**Goal # 5
Financial Systems & Strategies**

**Policies
Practices
Analysis
Planning**

Information Technology

Goal # 2 Infrastructure

**Fiscal Intermediary
State Over site roles
Casemanagement,
Provider monitoring
Etc.....**

Information Technology

Empathy

**Clinical
Competence**

Relationships

Goal # 3 & 4 Workforce

**Stable and
Responsive to
People with Complex
Needs**

Information Technology & Quality

- More than data
- More than financial management
- A tool to build quality into daily program functions

- I.T. can assure consistent performance
 - Intake...alerts, edits, pre-populated files
 - Assessment & Planning... alerts, edits, required fields
 - Monitoring...alerts, supervisions, electronic record
 - Reporting...real time incidents, track investigations and Follow up

The Value of Information Technology in Design and QM

- Design good practices
- Develop Technology to support the staff who carry out practices or transactions
- The practices/transactions are consistently performed in accordance with policy and good design
- The technology, in supporting the work, generates data.....useful for knowing what is happening in the program

Information Technology

**Goal #1
Quality Assurance & Improvement**

**Discovery
Remediation
Improvement**

Information Technology

**Goal # 5
Financial Systems & Strategies**

**Policies
Practices
Analysis
Planning**

Information Technology

Goal # 2 Infrastructure

**Fiscal Intermediary
State Over site roles
Casemanagement,
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Etc.....**

Information Technology

Empathy

**Clinical
Competence**

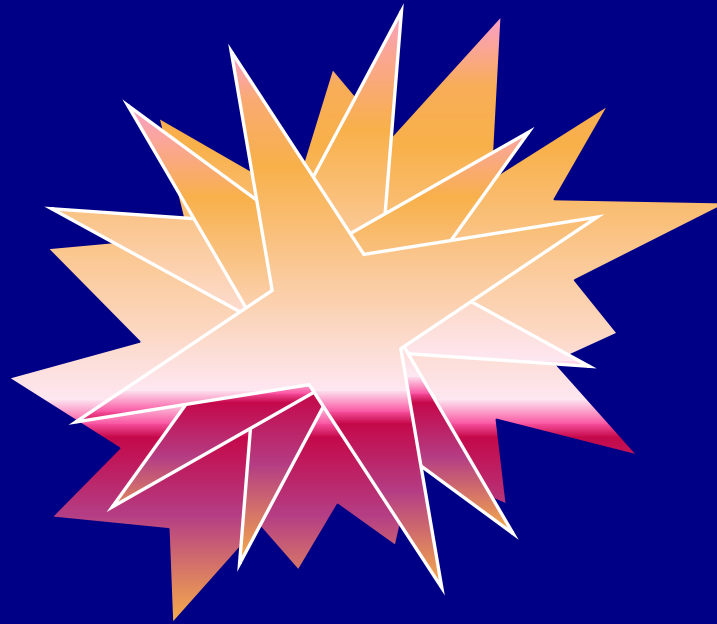
Relationships

Goal # 3 & 4 Workforce

**Stable and
Responsive to
People with Complex
Needs**

To Achieve Goals....

Have a Clear Vision



Know the Goals

**Goal #1
Quality Assurance & Improvement**

**Discovery
Remediation
Improvement**

**Goal # 5
Financial Systems & Strategies**

**Policies
Practices
Analysis
Planning**

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**Clinical
Competence**

Relationships

Goal # 3 & 4

**Stable Workforce
Responsive to
People with Complex
Needs**

See how they are inter-related



Focus on Design

**Goal #1
Quality Assurance & Improvement**

**Discovery
Remediation
Improvement**

**Goal # 5
Financial Systems & Strategies**

**Policies
Practices
Analysis
Planning**

Information Technology

Goal # 2 Infrastructure

**Fiscal Intermediary
State Over site roles
Casemanagement
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Planning processes**

Information Technology

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Goal # 3 & 4 Workforce

**Stable and
Responsive to
People with Complex
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The Advantages of Non-Linear Thinking

Non-linear Thinking Allows you to Respond to Opportunities

- **Criticism**
- **Fiscal Crisis**
- **Grants**
- **Found Money**
- **Leadership Change**
- **Leadership Vacuum**
- **Stakeholder Dissatisfaction**
- **Chaos**
- **Other people's good fortune**