



ANNUAL QUALITY ASSURANCE AND
PERFORMANCE IMPROVEMENT PLAN
2014

Lutheran Social Services of Michigan

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2014 LSSM Annual QAPI Plan 1

Introduction

Lutheran Social Services of Michigan has established a Quality Assurance and Performance Improvement (QAPI) program to comply with Centers for Medicare and Medicaid Services and to further data driven performance improvement in all programs.

The Annual QAPI Plan describes the organizational structure for LSSM's administration of the QAPI program, the components and activities of the QAPI program, the role of stakeholders, and the mechanisms for adopting and communicating process and outcome improvements. More information related to the QAPI program is available in the policy titled: 11 Quality Assurance and Performance Improvement and within individual program QAPI plans.

The Annual QAPI Plan is approved annually by the Operations Council. The authority of the Quality Steering Team to develop and implement all QAPI activities is granted by the Administrative Council of LSSM.

Purpose

The QAPI program serves to promote the dignity of our customers in their natural setting by continuously improving customer service and outcomes. This is done through systematic monitoring of key performance indicators.

In 2014, the QAPI Program spans across program service delivery. In 2015, the QAPI plan will expand to include Central Support Services. The QAPI Program addresses access, quality and all costs for services delivered. The QAPI Program is guided by LSSM's Strategic Plan and works to:

- Monitor, evaluate, and improve systems and processes for LSSM.
- Provide oversight of data and data integrity.
- Develop and implement efficient and effective organization wide and program specific processes to monitor and evaluate service deliver, quality of care, and customer satisfaction.
- Promote and support best practice operations and systems that promote optimal benefits in service areas of service accessibility, acceptability, value, impact and risk management for *all* stakeholders.
- Conduct and report the results of ongoing performance monitoring and structure accountabilities for meeting performance standards and requirements.
- Promote best practice evaluation design and methodology in performance monitoring and outcomes research and push process improvement techniques throughout the system.
- Conduct performance monitoring and improvement activities that result in going beyond compliance, and moving toward better value and well-being for stakeholders.

The purpose of LSSM's QAPI Program is to provide sound performance data that will drive decision making and will result in higher value and satisfaction for all stakeholders. The LSSM QAPI Program combines traditional aspects of

quality assurance with quality improvement using a variety of process and improvement strategies, including but not limited to:

- ✓ Developing measures that are reliable, and meet related compliance standards
- ✓ Establishing thresholds/benchmarks
- ✓ Achieving target performance levels
- ✓ Identifying and analyzing statistical outliers
- ✓ Implementing root cause analyses and performance improvement projects.
- ✓ Evaluating effectiveness
- ✓ Developing replicable and adaptable systems
- ✓ Implementing strategies to improve performance

Values

LSSM promotes the dignity of those we serve by helping them feel that they are engaged in lifelong relationships and by providing opportunities to contribute to the world around them. To do this, LSSM will begin to create a comprehensive continuum of services that meet the needs of individuals at all stages of the life cycle and will provide these service in the individual's home or natural setting. LSSM will serve the whole person and is moving toward being a place where:

- We serve more children in their natural home than in a foster care home.
- For the few who enter foster care—every child either returns to family or quickly finds a forever-family, and no child languishes in multiple foster homes.
- Every senior adult, until they quit breathing—finds a way to contribute and believe they are worthwhile, valued by the community around them.
- Every person, no matter their level of ability or where they live—believes they are integrated as a contributing member of a community.
- All persons with a disability are assisted in achieving their hopes and dreams—no one tells them their hopes and dreams are impossible or unattainable.

LSSM is working toward becoming a generative organization. To make a lasting impact on families and communities today, human services organizations must be innovative, responsive and adaptive to the changing environment. As such, their business models must evolve to drive new efficiency and effectiveness. The QAPI Program utilizes data, and outcome and process evaluation to help programs deliver broader and more valuable outcomes, increasing our ability to continue to deliver new and sustained programs and outcomes and moving us to become a generative organization.

Review Activities

The QAPI Program is responsible for a wide range of activities and monitoring contract/compliance requirements. Quality assessment consists of a variety of strategically planned activities that help to identify the actual practices, attitudes, performance and conformance to standards. Reviews could be at a systematic, programmatic, or individual level. Some of the review activities include:

1. Dashboards and other Outcome Data/Reports

Programs are monitoring regulatory compliance and performance outcomes regularly. These are typically identified on each Annual Program QAPI Plan. See Attachment A for a sample of some trends in program goals and objectives for 2014.

2. Stakeholder Feedback

This includes satisfaction surveys, customer grievances, and other consumer related feedback. This feedback is incorporated into each Program Annual QAPI Plan is addressed/discussed monthly or quarterly, depending on how often surveys are done or there is a grievance. Issues are reported to the QST.

3. Utilization Management and Chart Audits

The expectation is that most programs will audit charts quarterly; however, this is indicated on each Program Annual QAPI Plan. Results are reported to the QST through QAPI Minutes.

4. Critical Incidents/Sentinel Events/Risk Events

These are monitored by the QST through the Incident Reporting System and through reports by staff members to Administrative Council or to the Privacy and Compliance Office (also the LSSM Director of Quality). Trends and concerns are reported quarterly to the Operations Council and to the Risk Management Committee.

5. Data Management

In conjunction with Information Technology, the QST monitors and improves data integrity to ensure that data is consistent, correct and timely. Information Technology and Quality are partnering to bring data integration and business intelligence to direct line staff and leaders to drive daily decision making.

6. Communication

Disseminating quality-related to information and improvement endeavors to all stakeholders is important. Each Program QAPI Plan must identify a plan for regular communication to stakeholders, including customers, staff and contractors.