

Moving Toward a Person-Centered HCBS Delivery System in CO

Summary of the Report and Findings Regarding Person-Centered Approaches in Colorado's Long Term Supports and Services System

Project Overview

- Delivery of a report to share with stakeholders concerning person-centered (PC) thinking and promising practices
- Report to look at the following:
 - A literature review with a summary of the common themes
 - A summary of person-centered planning requirements included in recently published Centers for Medicare & Medicaid Services (CMS) final regulations
 - A synthesis of the successes, lessons learned and challenges with implementing person-centered infrastructure
 - An assessment of the degree to which a person-centered approach is incorporated into Colorado's HCBS delivery systems
 - Recommendations for advancing person-centered approaches in Colorado

Trend 1: Person Centered Thinking

- Requires organization-wide commitment
- Reflected in business processes at the individual and organizational levels. For example:
 - Individuals direct plan development
 - The organization actively supports individuals to direct planning
- Person centered outcomes. For example:
 - Individual plans and services reflect a balance of “important to” and “important for” goals/services and changes are identified so that these goals are met
 - Staff and others working with the individual know what is important to the person and what he/she wants for the future
 - Organizational quality management strategies are built on outcomes that are defined in person-centered terms

Trend 2: Adapting PC Approaches for Population Groups

- Approaches developed primarily out of the ID world and may require adaptations for other population groups Examples:
 - **Older Adults**
 - “Futures planning” should reflect differences in life quality and expectancy as compared to younger individuals
 - Health issues may feel dominating to the person, so that other life dimensions tend to fade away – these dimensions should be included
 - Age related illnesses, such as dementia or other debilitating conditions, may call for special adaptations
 - Promising practices, such as adapted approaches and online tools, are available to help guide professionals and organizations
 - **Mental Health**
 - Recovery models vs. support models
 - Professional decision making vs. client directed planning
 - Promising practices included shared decision making models

Trend 3: Organizational Performance Measures

- Measuring organizational infrastructure through the lens of person-centered performance indicators
- Council on Quality and Leadership: *What Really Matters Initiative* contains 34 indicators within 8 key factor areas of organizational performance
 - Person-centered assessment and discovery
 - Person-centered planning
 - Supports and services
 - Community connection
 - Workforce
 - Governance
 - Quality and accountability
 - Emerging practices in individual budgets
- ACL also engaged in SEP/NWD enhancements with eight states for person-centered options counseling. National curriculum being developed through Boston University and University of Minnesota

Integration of PC Approaches into Program Operations

- Person-centered thinking is being incorporated in **system level** operational design (e.g., intake, assessment and support planning functions and standards)
- Reports by PC experts suggest that not all “best practice” approaches are system wide answers
- Reports recommend that practices that cannot be scaled up beyond 15% should not become expected practice (e.g., required practice, regulations or other standards applying broadly)
 - However, elements can inform expected practice
- Also need to look at the interaction of the expected practice with other parts of the system
 - May indicate the need for a broader system re-design
- System thinking involves evaluating proposed approaches:
 - How does it contribute to the desired outcomes for the system
 - What skills, actions, activities and/or structures are required for success?
 - What training and technical assistance is necessary?
 - Are there changes in system structures or practices needed?
 - How big an answer do we think this is – what percentage?
 - Is on-going support needed for those who are implementing?
 - What is the cost of using the approach at scale?

High Level Review of CO

- Reviewed Colorado's status on two scales
 - Status of overall LTSS approaches in comparison to best practices
 - Ability to comply with new federal regulations
- For each of the above, the report identified the performance measure expected and examples of practice looked for in the review
- The measure and examples are then compared against current practices in Colorado
- Recommendations for improvements toward meeting each measure are then provided
- Overall conclusions drawn from the review provide a general map for how Colorado might approach enhancements in person-centered approaches at a system level

Findings in Relation to Best Practice

- Reviewed the following system operational components
 - Strategic vision for person-centered system
 - Incorporating person-centeredness into access process
 - Making planning process more person-centered
 - Allowing services to be more person-centered
- Findings included
 - While CO is making considerable efforts to incorporate PC into operations, no strategic vision or plan has been developed to ensure common understanding of what should occur and how decisions in one component will effect another
 - Foundational pieces are being advanced through initiatives, but lack of common language and understanding about PC could make efforts uneven and ineffectual
 - There is wide variation in local agencies' understanding and practice of person-centered practices

Findings in Relation to Federal Requirements

- Reviewed the following
 - Colorado's status for compliance with each regulatory requirement
 - Areas where activities relating to the requirement occur and where they would be addressed for coming into compliance
 - Includes recommendations for meeting each regulatory requirement
- Findings included
 - Considerable change will be required to ensure clients direct and engage in plan development. This includes substantial changes to roles and functions of case managers
 - New requirements will substantially increase time required to be spent in plan development. Case management caseloads and reimbursement will need to be addressed
 - Service plan content will need adaptations to ensure the required content is present for all population groups
 - The new assessment process and tool is a critical factor for meeting the requirements for the plan development and content

General Recommendations

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- Recognize that person-centered thinking is an overall approach rather than a collection of initiatives
- Place person-centeredness on par with other major considerations that drive decisions (e.g. federal compliance, impact on costs, effects on health and welfare)
- Develop a clear statement of vision and a general understanding about what a person-centered system should be
 - Although “person-centered” was a term frequently used by State staff, local agencies, and other stakeholder, the meaning of the term and opinions about how it should impact the system varied widely
- Development of a strategic vision and plan is an essential and foundational piece for enhancing Colorado’s use of person-centered approaches

Recommendations for Creating a Strategic Vision and Plan

1. Develop a transitional plan for complying with federal regulations
 - Should include short term steps for basic compliance followed by longer term enhancements that are consistent with the strategic vision developed
2. Develop and provide ongoing support for changes to the assessment process and tool (already underway)
3. Develop a five year implementation plan that includes:
 - An assessment of system performance consistent with person-centered thinking
 - Identification of priorities for enhancement consistent with the strategic vision and goals.
 - Implementation plan for changes, including objectives, action steps, timelines, and responsible party
 - Quality management plan that establishes processes for discovery, remediation and improvement of the infrastructure in terms of meeting the vision and goals for a person-centered system

Recommendations of Creating a Strategic Vision and Plan (contd.)

4. Build capacity at State and local levels by increasing understanding and skills in person-centered thinking and approaches
 - Development of a public statement, consistent with the Legislative resolution, regarding the State agency's commitment to person-centered thinking, including placing this statement on websites or other materials issued from the State;
 - Identify "champions" to provide leadership on person-centered thinking and approaches at the State and local agency levels. Provide enhanced training or other access to information so that a network of informed individuals can be built and can provide assistance with the implementation plan;
 - Develop and/or use existing external advisory groups to help focus on person-centered thinking and approaches. Consider options for broadening consumer experience and insight into the shaping of reform efforts.

Review of Detailed Recommendations

- See table

Questions and discussion?