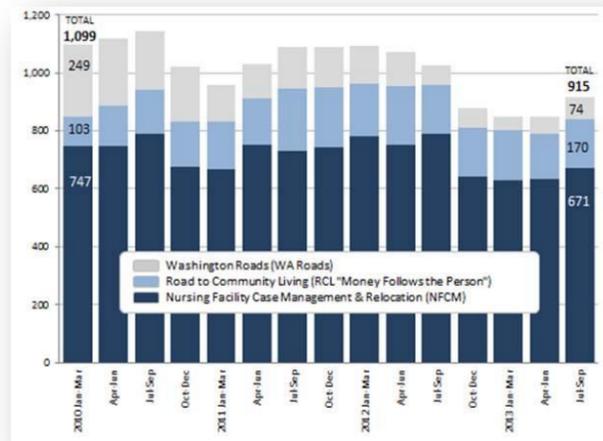
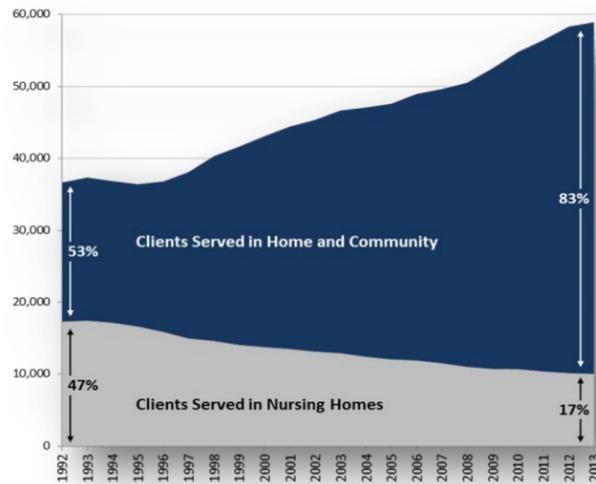


Clarify the Problem

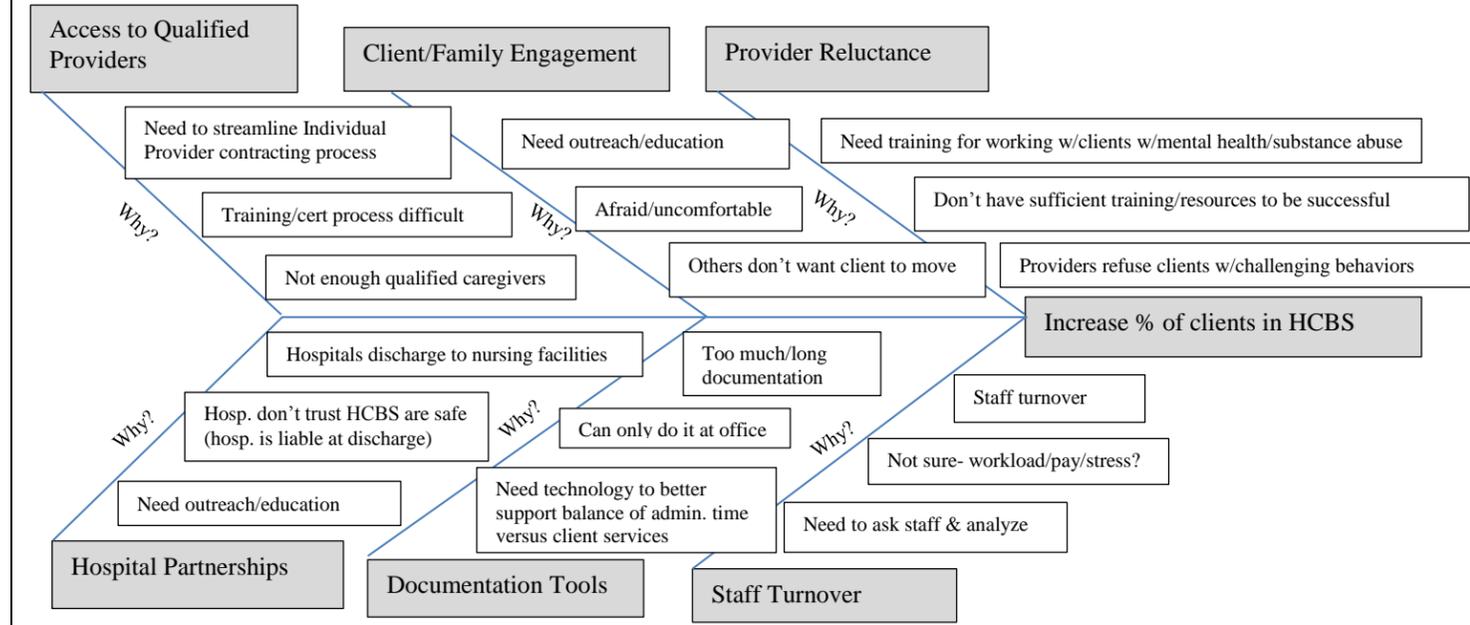
- The number of people age 65 and older will double in Washington over the next twenty years.
- Many of these seniors will need long-term care, such as assistance with (and paying for) dressing, bathing, shopping, cooking, toileting and getting around.
- Most people want to stay at home or live in a home-like, community-based setting, rather than be in a nursing facility. Home and community-based services (HCBS) is also the most cost-effective way to serve seniors and individuals with disabilities.
- By responding to client preferences, we can meet their needs and sustain our ability to provide long-term support. All units within AL TSA contribute toward the goal of a responsive, high quality, and safe HCBS system.

Breakdown the Problem

- As of September 2013 82.9% of AL TSA clients were served in community-based settings compared to 53% in 1992.
- In 2013 HCS staff relocated an average of 300 Medicaid clients per month from nursing facilities to community based settings.
- 1/3 of clients residing in nursing homes are considered low acuity and many could be served in HCBS.
- Legislation changed training requirements for Individual Providers (IPs) from 35 hours to 72 hours and now requires testing and certification from DOH. The complicated process has resulted in a reduction of available, qualified providers.



Identify Root Cause



Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
Access to qualified providers	Conduct Lean VSM to simplify /make it easier for providers to navigate application, training and certification process	Easy	Neutral	Low	High
Client/ Family Engagement	Develop strategies to give information to clients/families earlier	Easy	Neutral	Low	High
Provider Resistance	Develop resources for serving clients with challenging behavioral needs	Challenging	Neutral	Low	High
Hospital Partnerships	Focus on developing partnerships with hospitals at local level	Challenging	Neutral	Low	High
Documentation Tools	Investigate current technology vs. staff need	Easy	Neutral	Low	High
Staff Turnover	Investigate why staff leave	Easy	Neutral	Low	High

Action Plan

ID#	Problem to be solved	Action Item	Lead	Due	Status
1	Access to qualified providers	Schedule VSM for Provider Onboarding (apply, train, certify, contract)	Amy/Bill	30 days	
2	Documentation Tools	Meet with IT to discuss options for off-site documenting in current system	Shreya/Bill	30 days	
3	Hospital Partnerships	Meet with HCS nurses statewide to develop engagement plan with hospitals	Christine	30 days	
4	Staff Turnover	Draft staff survey. Coordinate with HRD to better utilize current exit interview tool and gather quarterly reports to be analyzed.	Kristin/Amy	30 days	

Evaluate Results Standardize then Repeat

Target Condition

Increase % of long-term service and supports clients served in HCBS from 82.9% to 83.7% by 06/30/2015