

MICHIGAN -- 2001 Real Choice Systems Change Grant

Identified Problems with the States' Long-Term Care System

- Michigan's LTC services lag behind the state's other HCBS systems in developing and implementing performance monitoring, evaluation, and quality improvement structures and processes.
- Provider-driven service delivery system based on medical model/acute treatment needs.
- Lack of availability of new technologies for evaluation and coordination of service system and supports or use.
- Bureaucratic system that is difficult to navigate because of the complexity and fragmented nature of service delivery.
- Shortage of adequately trained direct care workers.
- Too little affordable, accessible housing for persons with disabilities.

Perceived Strengths

- Use of waivers and other program funding to promote expansion of HCBS.
- Well-established system of local and regional Community Mental Health Service Programs that are better funded and connected to local government.
- Person-centered planning is already the required method for developing service plans for the developmentally disabled and those with serious mental illness.
- Extensive efforts to minimize bureaucracy in service delivery system has already begun; most health and human service program agencies are under the management of Michigan Department of Community Health.
- Move toward deinstitutionalization of persons with long-term disabilities.

Primary Focus of Grant Activities

Grant activities focus on three distinct initiatives, the Long-Term Care Outcomes and Evaluation System Initiative (LTC OES), the Virtual Organization Initiative (VO) and the Consumer Cooperative Initiative (Co-op), to support enduring LTC system infrastructure changes. These initiatives will be accomplished through:

- Development of quality indicators for use across all long-term care settings.
- Inclusion of consumers on HCBS site monitoring teams.
- Development of web-based options for determining eligibility, and obtaining and managing services.
- Develop a model for consumers' and families' collective control of resources for community living.

Goals, Objectives, and Activities

Overall Goal. To provide enhancements to the long-term care services and supports that encourage a consumer driven approach to service delivery.

Goal. To reengineer the current system for performance improvement so that it is more consumer-directed, outcome oriented, and integrated horizontally across the continuum of LTC services and vertically between state and local agencies.

Objectives/Activities

- Establish a Subcommittee of the Consumer Task Force to ensure active consumer input into design and implementation issues.
- Develop a model for quality management that involves both state and local agencies.
- Develop effective quality indicators for an integrated system of care for use across long-term care settings.
- Design quality improvement and data systems for HCBS.

Goal. To develop a model for administering an integrated long-term care system in which access and service delivery is made easier through the use of technology.

Objectives/Activities

- Develop a tool kit and create an interface between a new LTC technology-based access system and the Virtual Organization user process.
- Provide consumers opportunities to use the assistive technology by providing consumer training and implementing consumer feedback processes.

Goal. To develop and implement a consumer cooperative model to continually ensure that consumer preferences and needs are being met.

Objectives/Activities

- Develop organizational governance that ensures consumer control of the cooperative.
- Establish processes that ensure consumer control over service and supports.
- Develop additional or alternative services and supports as determine by consumer preferences.
- Conduct a participatory evaluation of the consumer cooperative.

Key Activities and Products

- Quality indicator set.
- Quality Improvement (QI) reports and tools.
- Toolkits used by consumers to access the virtual organization.
- Model descriptions for the Virtual Organization and Consumer Cooperative models.
- Annual evaluation reports.

Consumer Partners and Consumer Involvement in Planning Activities

A Consumer Task Force includes consumers and consumer representatives, some of whom were involved in past state initiatives, and who are familiar with the Long-Term Care Workgroup Report and Recommendations. This report was used as the basis for developing the Real Choice Grant proposal. The Consumer Task Force met during the proposal development period, reviewed key elements of the proposal, and provided input to the final proposal.

Consumer Partners and Consumer Involvement in Implementation Activities

- The Consumer Task Force will be involved in key decision making for each planned initiative, as well as the analysis of successes and barriers to accomplishments. In addition, the task force will provide input into the selection of community sites for implementation of grant activities and send representatives to CMS' annual grantee meetings.
- Consumers with disabilities who have experience with services will be hired to participate on site review teams.
- A Consumer Advisory Board will be identified to direct project staff for the Consumer Cooperative Initiative.
- Consumers will have input into the design of instruments and methods of data collection, identification of outcomes and quality indicators, and report specifications for the consumer co-op initiative.

Public Partners

- Medical Services Administration.
- Office of Services to the Aging.
- Community Mental Health Agency.

Private Partners and Subcontractors

- Lifeways Community Mental Health Board.
- Michigan Disability Rights Coalition.

Other private partnerships will be developed as the grant project is implemented.

Public and Private Partnership Development/Involvement in the Planning Phase

The Department of Community Health used private consultants to refine the plans for the Virtual Organization model.

Public and Private Partnership Development/Involvement in Implementation

- Lifeways Community Mental Health Board will develop the Consumer Cooperative model and replicate it with 3-4 other community mental health agencies.
- The Michigan Disability Rights Coalition will recruit and support consumer members for waiver site monitoring teams.
- Private entities (yet to be named) will develop consumer satisfaction and quality of life surveys, develop quality indicators, and participate in various activities related to the VO and OES initiatives.
- The Office of Services to the Aging has worked with Michigan's long-term care services on the development of web-based access to information and services, which is fundamental to the VO model, and will continue to do so.
- Medical Services Administration staff are, and will continue to be, involved in developing the policy changes needed to realize some of the grant's objectives.
- A community mental health agency will develop the Consumer Cooperative model, which will be replicated in 3-4 additional community mental health agencies.

Existing Partnerships That Will Be Utilized to Leverage or Support Project Activities

Relationships with advocacy groups and provider agencies will be used to leverage support for project activities, especially through the Consumer Task Force membership, which represents many community groups. The Department awarded 53 LTC Innovation grants to local organizations, many of which are also doing work that will contribute directly to the achievement of the Systems Change grant's goals.

Oversight/Advisory Committee

- A Consumer Advisory Board will be responsible for directing project staff for the Consumer Cooperative Initiative.
- The Consumer Task Force consisting of 17 individuals, including primary and secondary consumers and consumer representatives from 25 different advocacy organizations and agencies, will serve in an advisory capacity and be involved in key decisions of each initiative.

Formative Learning and Evaluation Activities

- Reports from program evaluations (both formative and summative).
- Semi-annual reports which track activities and outcomes, and barriers to accomplishments.
- Newsletter distributed to key stakeholder groups, such as the Consumer Task Force members' respective organizations.

Evidence of Enduring Change/Sustainability

- LTC Outcome and Evaluation System will produce a system infrastructure that that will assist state and local entities in achieving outcomes that reflect consumer preferences.
- Virtual Organization Initiative will develop a model suitable for adaptation by agencies committed to consumer empowerment.
- Consumer Co-op will change the role of consumers in relation to their communities. It places consumers in the role of collective/owner member of the cooperative with full control over resources and services available to them. The co-op model is one that can be replicated in various sites/communities.
- Position descriptions, protocols, and resource materials will be written to ensure continued consumer involvement and reflect consumer preference.

Geographic Focus

Statewide. In addition, the consumer co-op will be piloted in one community and replicated in 3-4 others.