

- MENTAL HEALTH
- DEVELOPMENTAL DISABILITIES &
- SUBSTANCE ABUSE

NORTH CAROLINA COUNCIL OF COMMUNITY PROGRAMS

Status of Council Action

Developed by QI Forum under the direction of Clinical Services and Support Workgroup

6/15/07: Endorsed by Area Directors Forum

11/16/07: Approved by Council Board of Directors

12/12/07: Adopted by Council Membership

Position Statement: Quality Management

I. Position

The NC Council of Community Programs believes that a strong, well-defined Quality Management system is an essential component of an effective and efficient system of services. The result of a strong QM system is the improvement of services and outcomes for consumers. Principles that under gird this include the following:

- QM applies to providers, the Local Management Entity (LME) and the system as a whole. All participants share accountability and responsibility
- All participants (consumers, LMEs, the DHHS, providers and stakeholders) in our system should have input into the system and be responsible for system improvement.
- QM requires clear long-term goals, an honest and objective assessment of performance, and measurable efforts to improve performance.
- Objective verifiable data must be the basis for QM decision making.

II. Background and Statement of the Issue

Quality Management is an LME function that requires the execution of 3 processes: Planning, Quality Assurance, and Quality Improvement. These elements are interdependent and mutually influenced. They are summarized below:

- Planning Long-term strategic goals (3-5 years) and the short-term tactics (1 year) that address those goals.
 - Implementation of a strategic plan and local business plan that outlines the long-term goals and a strategic vision.
 - Development of a series of short-term prioritized tactics to achieve those long-term goals.
 - Consumers, the Division, LMEs and Providers should have mutually agreed upon long range goals that define where our system is headed.

From those goals each party should have shorter term tactics that promote growth towards those goals.

- Any initiative that does not tie directly to a long range goals should be evaluated to determine if it is actually a necessary initiative.
- Quality Assurance (QA) Constant performance monitoring against external standards.
 - LMEs monitor providers to assure compliance with federal, state and local standards.
 - The Division monitors LME functions and performance.
 - Representatives of all parties monitor the performance of the system as a whole.
 - This includes the activities of Endorsement, Monitoring, Consumer Rights, Corporate Compliance Programs, audits (financial and performance)
 - QA activities should contribute to a limited number of key indicators (at the levels of the State, LMEs and Providers) that provides real time information about the functioning of providers, LMEs and the system.
- Quality Improvement (QI) Actions and activities taken to improve performance and correct problems.
 - Providing education, training and technical assistance to LMEs and providers.
 - Requiring providers and LMEs to correct their performance, through plans of correction, when they do not meet standards.
 - LMEs developing and implementing initiatives to improve local system performance
 - QI activities include Plans of Correction, QI Projects and mid-course corrections based on the data feedback from QA activities.

III. Recommendations

- The Council and the DHHS will partner to support trainings for providers, LMEs, and DMH related to the 3 elements of Quality Management, consistent with the state plan. Council workgroups and forums will coordinate efforts to address Planning (articulation of the vision), QA (provider monitoring , consistency of practice across LMEs) , and QI (analysis of QA data, development of projects to improve performance), and will establish subcommittees as needed.
- The Council will advocate for clear guidance from the DHHS regarding the strategic vision for Quality Management in our system.
- The Council will advocate for rule development and change that strengthens the system's capacity to support QM in congruence with the state plan.