



## Improvement Intervention Charter

| <b>IMPROVEMENT NAME:</b> Strengthen Sustainable Long-Term Care In-Home & Community Support Services for Maine Citizens |                             |  |              |  |
|--|-----------------------------|--|--------------|--|
|  | <b>NAME</b>                 | <b>POSITION/ORG.</b>                             | <b>PHONE</b> | <b>E-MAIL ADDRESS</b>                  |
| S=State; C=Consumer/Surrogate; P=Provider; A=Advocate; W=Direct Care Worker; O=Other                                   |                             |  |              |  |
|  | <b>Sponsor:</b>             |  |              |  |
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## STATE OF MAINE

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**Process Description:** This process is intended for adults identified as having needs for long-term services and supports. The process begins with the department’s receipt of an individual’s need for long-term services and supports, the determination of eligibility, and the development and implementation of a plan of care.

This improvement project begins once eligibility has been determined (see boundaries below), given the LTC-Eligibility improvement project already underway.

**Product(s)/Service(s):** Plan of Care; Delivered Services.

**Customers/Clients:**

Adults with needs for long-term services and supports.

**Supplier: (upstream)**

Everybody: individuals themselves, families, agencies, hospitals, advocates, etc.



**Process Boundaries / Intervention Scope:**

First Step:

Adult found financially and medically eligible for long-term services & supports.

Last Step:

In-home & community support services delivered.

**Problem Statement:**

- A. In-home & community support services have not been sufficiently available to many adults with long-term care needs, as evidenced by the waiting lists for home-based services & supports;
- B. Many adults with long-term care needs are at risk of being or already have been placed in institutional settings, because in-home and community support services or funds to pay for these services have not been available to them;
- C. In some instances, placement of adults with long-term care needs in institutional settings can result in emotional and social problems for these adults and their families;
- D. For many adults with long-term care needs, it is less costly for the State to provide in-home and community support services than it is to provide care in institutional settings;
- E. The majority of adults with long-term care needs have indicated a preference to remain in their own homes and in community settings rather than having their needs met in institutional settings; and
- F. For many adults with long-term care needs and their families, the process to identify and secure appropriate services is confusing and difficult to navigate; and
- G. The agencies and programs that provide the needed services lack the resources to serve persons waiting for services.

**Ideal Situation:**

An effective, innovative, and cost-efficient system of long-term services that are consumer-driven, optimize individual choice and autonomy, and maximize physical health, mental health, functional well-being and independence for adults with long-term care needs through the provision of high-quality services and supports in settings that reflect the needs and choices of consumers and that are delivered in the most flexible, innovative, and cost-effective manner.

- A sustainable system of long-term care to meet the needs of citizens that emphasizes in-home and community support services that capitalize upon personal and family responsibility.
- A unified system for intake and eligibility determination, consumer assessment, and development of authorized plans of care for consumers.
- A unified system of in-home and community support services, including self-directed, for eligible adults with long-term care needs.

**Resources Available:**

Diana Scully, Support Staff as listed above, Office of Lean Management Practitioners & Lean Lab, All team members.

**Role Expectations:** *(Note expectations around decision-making and implementation)*

All team members actively participate in all scheduled sessions as appropriate and in accord with the role expectations as outlined.



| <b>Improvement Intervention &amp; Improvement Project Deliverables:</b>                       |  |                  |
|---|--|------------------|
| <b>Objectives</b>   | <b>Expected Deliverables</b>   | <b>Timeframe</b> |
| <b><u>Intervention</u></b>  |  |                  |
| 1. Facilitate team to analyze current process state.  | 1. Production of a Current State Map.                                  | First Day        |
| 2. Facilitate team analysis of current state to identify process improvements.                | 2. Production of Future State Map.                                     | Second Day       |
| 3. Facilitate team development of an action/change plan to implement identified improvements. | 3. Production of Implementation Plan                                   | Third Day        |
| 4. Facilitate one or more follow-up session(s) within 90 days                                 | 4. Status updates, reports. Identification of barriers to improvement. | 90 Days          |



## Improvement Intervention Charter – Definitions, Descriptions, and Examples

**Intervention/Process Name:** A brief name for the problem, challenge, or process for which the intervention is being conducted. The charter describes what the team is about to address.

### Intervention Improvement Team:

**Sponsor:** The person (the “owner”) with overall responsibility for the intervention and its implementation.

**Manager:** The person responsible for managing the implementation of the plan and with the authority to implement it.

**Other Staff Team Members:** Other staff Team members – the staff who actually do the work.

**Data Manager:** The person who will be responsible for assisting the other team members to calculate and track the measurements.

**Caucus Group Members:** The resource staff who can be called on for specific expertise or other support as needed.

**CI-P:** The *Bend the Curve* Continuous Improvement Practitioners designated to work with and mentor the Sponsor, Manager, and team in planning, conducting, and following up on the requested intervention.

**Process/Problem Description:** A brief description of the problem/process being proposed for improvement, including its purpose/mission.

**Product/Service:** the material, information, item, service, etc. demanded/wanted by the customer and produced/transformed by this specific work/process.

**Customer(s):** Identifies the customer(s) of this work/process, both internal and external to the work/process itself. Be clear about who the end user of the product/service is.

**Supplier:** The internal and/or external persons/entities that provide information, documents, supplies, people, etc. for the work/process.

**Boundaries of this Process – or - Intervention Scope:** Defines specifically where this work/process begins and ends for the purposes of this intervention. The first & last steps in a process and/or a specific description of the scope of the work to be addressed.

**Problem Statement:** The reason(s) -- with the relevant data analyzed to provide needed information -- you want to change/improve/create this work/process. And what you want to change, improve, or design/create.



**Ideal Situation:** A brief description of what the ideal situation would be for the improved process/problem/design. Identify in the measurements below how you will know if you are successful in achieving this state or in making progress toward it.

**Measurements:** (See examples below.)

| Target Objectives   | Specific Measurements   | Timeframe |
|---|---|-----------|
| <b><u>Intervention</u></b>  |   |           |
| 1. Reduce the time its takes for the whole process.   | 1. Reduce the lead time by ____%.   | 90 Days   |
| 2. Simplify the process flow.   | 2. Reduce the number of process steps by _____%.  | 30 Days   |
| 3. Reduce errors and re-work, improving the quality of the work.                                    | 3. Increase the first-past-yield % by ____%.  | 60 Days   |
| 4. Reduce the staff time required in order to free up resources for other work.                     | 4. Staff time reduced by ____%.   | 30 Days   |
| 5. Reduce associated costs, increasing savings available for improving services.                    | 5. Decrease changeover time by _____%.  | 30 Days   |
| <b><u>Project Process/Problem/Design</u></b>  |   |           |
| 1. Increase the number of customers served in a timely way.   | 1.a Increase the number of customers served within one week of request by _____%.   | 90 Days   |
|   | 1.b Over time, consistently continue to increase the number of customers served in a timely way by at least _____%.                     | Monthly   |
|   | 1.c Over time, consistently continue to decrease the actual amount of time spent waiting by customers after request by at least _____%. | Monthly   |
| 2. Improve the collection and availability of project implementation/ measurement data/information. | 2.a All project data is updated and current on a daily basis.   | 60 Days   |
|   | 2.b   |           |

**Resources/Budget:** Identifies human, fiscal, and other resources available to the project team and project process.



**Role Expectations:** Describes expectations about authority and responsibility in relation to decision-making and implementation.

**Intervention/Process Deliverables:** Concise description of deliverables expected. (See examples below.)

| Objectives  | Expected Deliverables  | Timeframe  |
|---|--|------------|
| <b><u>Intervention</u></b>  |  |            |
| 1. Facilitate team to analyze current process state.  | 1. Production of a Current State Map.  | First Day  |
| 2. Facilitate team analysis of current state to identify process improvements.  | 2. Production of Future State Map.   | Second Day |
| 3. Facilitate team development of an action/change plan to implement identified improvements.                           | 3. Production of Implementation Plan   | Third Day  |
| 4. Facilitate one or more follow-up session(s) within 90 days   | 4. Status updates, reports. Identification of barriers to improvement.   | 90 Days    |
| <b><u>Project Process/Problem/Design</u></b>  |  |            |
| 1. Assure implementation of the intervention plan.  | 1.a. Project Plan developed.<br>1.b. Future State fully implemented.   |            |
| 2. Evaluate effectiveness of changes for efficiency, effectiveness, & quality & to identify needed areas of improvement | 2. Regular and ongoing tracking, analysis, and reporting of customer & program / process outcomes established. |            |