

Fallon Health Weinberg PACE Managing Patient Care

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I. Overview of Fallon Health Weinberg PACE

Fallon Health Weinberg PACE (Program of All Inclusive Care for the Elderly) is a program that provides community-based services to frail elderly people who reside in Erie County.

To be eligible to enroll as a Fallon Health Weinberg PACE participant, an individual must be:

1. 55 years of age or older;
2. New York resident of Erie County
3. eligible for nursing facility level of care as determined by the State of New York
4. Able to be safely cared for in a community setting.
5. Requires community based long term care services for more than 120 days

Upon enrolling in Fallon Health Weinberg PACE, participants agree to receive all health care services, primary, acute and long-term care, through a capitated, community-based program. The Program assures a coordinated, comprehensive approach to all medical care. In exchange, Fallon Health Weinberg PACE assumes full financial responsibility for all medical needs of its participants.

Participant needs are assessed, planned, and directed by an interdisciplinary team that includes a physician, registered nurse, activities coordinator, Physical Therapist, Occupational Therapist, a dietitian, social worker, pharmacist, home care coordinator, transportation coordinator, and others trained in geriatric care. Our work focuses on preventive services and functional maintenance as well as ongoing medical care. The interdisciplinary team periodically revisits each participant care plans to ensure optimal care.

Fallon Health Weinberg PACE offers a full range of services, either directly or through contract with local institutions and healthcare providers. Services include, but are not limited to: adult day care, meals and socialization, primary and specialty medical care, lab tests, x-rays, medications, home health care (skilled nursing, homemaker, personal care, respite services), inpatient care, nursing home care, restorative therapies, and durable medical equipment.

II. Surgical Consultation

Because Fallon Health Weinberg PACE is unique, it is helpful to establish formal guidelines for surgical consultation. These are outlined below. The guidelines may be used for other procedural consultations as well.

GUIDELINES FOR MANAGEMENT OF FALLON HEALTH WEINBERG PACE PARTICIPANTS REQUIRING SURGICAL CONSULTATION

PURPOSE:

It is the purpose of this document to delineate some basic procedures that will help ensure patient-centered care for our enrollees and will utilize effectively both the resources of Fallon Health Weinberg PACE and the expertise of our surgical consultants. Further, recognizing that

medicine is as much art as science and best answers are not always evident, guidelines are provided for resolving any disagreements that may arise.

POLICY:

It is the policy of Fallon Health Weinberg PACE to establish and maintain effective working relationships with our consultants, thereby promoting appropriate, quality care for program participants. A few principles form the foundation for consultative management of Fallon Health Weinberg PACE patients and guide the management of care. These principles are as follows:

- primary concern for patient welfare
- mutual respect
- open communication
- open-mindedness

PROCEDURES:

Admission and Consultation

When Fallon Health Weinberg PACE patients are hospitalized, they will be admitted by and to the Fallon Health Weinberg PACE attending physician and appropriate consultation will be obtained based on the patient's condition. Every reasonable effort will be made to contact the consultant directly in an effort to establish and maintain effective communication.

Communicating with the Family

With the resources available to Fallon Health Weinberg PACE for out-of-hospital management, Fallon Health Weinberg PACE is generally able to discharge patients with enhanced outpatient support or to transitional care earlier than is typical and we are able to do so without compromising their care. Because of this, it is important to discuss care in terms of types of services rather than length of stay. We ask our consultants to inform patients and their families that they will be working with the Fallon Health Weinberg PACE physician(s) to determine when discharge is appropriate rather than providing information on typical lengths of stay for the patient's condition or procedure.

Surgery

When surgical intervention is recommended, the consulting physician and Fallon Health Weinberg PACE attending physician will discuss the risks and benefits and agree on the proposed treatment plan.

1. The surgeon will have primary responsibility for presenting the proposed intervention to the patient and family, obtaining informed consent, and answering their questions.
2. The Fallon Health Weinberg PACE attending will coordinate all preoperative care and evaluation, obtaining any additional consultation required.

During surgery and the immediate post-operative period (first 24 hours), the surgeon will be the attending physician with primary responsibility for management of the patient. This period may be lengthened or shortened based on circumstances and by mutual consent between the surgeon and the Fallon Health Weinberg PACE physician.

Following the immediate post-operative period, the Fallon Health Weinberg PACE physician will assume primary responsibility for patient management with the advice and consultation of the surgeon related to management of the surgical condition. If there is concern that the surgical condition remains unstable, either physician may request additional consultation to clarify the appropriateness of this transfer of responsibility.

The surgeon and Fallon Health Weinberg PACE physician will work together to delineate the care needs during the post-operative period. When Fallon Health Weinberg PACE resources can effectively meet those needs in a non-hospital setting, discharge will be arranged. When the surgeon and Fallon Health Weinberg PACE physician cannot agree on the appropriateness of discharge, the patient will be maintained at the higher level of care for an additional 24 hours during which time further evaluation, consultation, and/or mediation may be pursued to clarify the care needs and the suitability of the proposed environment.

Post-hospitalization Follow-up

Because of the close follow-up of Fallon Health Weinberg PACE patients through the Fallon Health Weinberg PACE center with physician, nursing, and rehabilitation evaluation and treatment available five days a week, standard post-hospital follow-up is often not required. We request our consultants to work with the Fallon Health Weinberg PACE physicians to maximize the effectiveness of our PACE center monitoring, including educating our physicians about special concerns or frequently encountered problems. At the same time, Fallon Health Weinberg PACE physicians will work to ensure that the consultant is aware of and has the opportunity to see and evaluate those problems directly related to the care they have provided.

III. Quality Assessment and Performance Improvement Outline and Procedures

The following section applies to the general relationship between Fallon Health Weinberg PACE and contract providers in providing quality care to program participants.

Overview

Fallon Health Weinberg PACE maintains overall responsibility for the quality of care delivered to its participants, including services provided by contract providers, and is committed to the goal of providing the highest quality of care. Fallon Health Weinberg PACE achieves this goal by building effective relationships with contract providers and collaborating on a comprehensive Quality Assessment and Performance Improvement (QAPI) Program.

Following is a description of Fallon Health Weinberg PACE's quality assessment and performance improvement program as it relates to contract providers along with specific quality assessment and performance improvement requirements that contract providers must agree to fulfill.

Definitions

Fallon Health Weinberg PACE. The Program of All-inclusive Care for the Elderly (PACE) program referred to in this document. Fallon Health Weinberg PACE covers the full spectrum of health, rehabilitative, and social services required by frail elderly persons: primary medical care, medical specialty care, adult day health care, home health services, in-home support services,

acute hospital care, physical and occupational rehabilitation and psychiatric facilities, and custodial nursing home care.

Fallon Health Weinberg PACE Management Team. The Fallon Health Weinberg PACE management team serves as the Quality Assessment and Performance Improvement Committee and reports issues related to quality assessment and performance improvement to the Medical Advisory Committee.

Fallon Health Weinberg PACE Medical Director. The Fallon Health Weinberg PACE medical director is responsible for the QAPI Program and reports directly to the Fallon Health Weinberg PACE program director. The Fallon Health Weinberg PACE medical director confers and collaborates with the program director and/or center manager on all matters related to the operations of Fallon Health Weinberg PACE. The Fallon Health Weinberg PACE medical director oversees the implementation, evaluation, supervision, maintenance, and reporting of program compliance and achievements related to quality of health care and participant safety.

Fallon Health Weinberg PACE Program Director. The Fallon Health Weinberg PACE program director is responsible for Fallon Health Weinberg PACE operations, including managing contracts with service providers, ensuring administrative compliance with licenses, and acting as a liaison with regulatory agencies. The Fallon Health Weinberg PACE program director is a participant of the Fallon Health Weinberg PACE management team and participates in the ongoing review and revision of the QAPI Program.

Participant Advisory Committee. The Medical Advisory Committee comprises participants of the medical or dental profession and non-physicians with expertise in the care of the frail elderly. The Fallon Health Weinberg PACE medical director serves as an ex officio participant of the committee. The Medical Advisory Committee meets quarterly and convenes additional meetings as necessary at the call of its chairperson. Its QAPI responsibilities include:

1. Assessing the continuity and effectiveness of the QAPI Program, providing guidance on recommendations for improvement as needed, and reporting findings and recommendations to the Fallon Health Weinberg PACE Board of Directors.
2. Advising the Fallon Health Weinberg PACE Board of Directors regarding comprehensive care for the frail elderly including medical policies and procedures.
3. Acting as the liaison with the local medical community.
4. Advising on and promoting the maintenance of standards of quality in comprehensive, integrated care including medical care.
5. Periodically reviewing Fallon Health Weinberg PACE's contract providers.

General Procedures for All Contract Providers

Types of Contract Providers

The Fallon Health Weinberg PACE medical director is responsible for monitoring and maintaining the quality of care provided by contract providers. Fallon Health Weinberg PACE provides for the separation of medical services from fiscal and administrative management to assure that medical decisions are not unduly influenced by fiscal and administrative

management. Fallon Health Weinberg PACE maintains the following types of contractual arrangements:

1. Contracts with individual providers, including physicians as well as health professionals who are not delegated responsibility for quality assurance activities.
2. Contracts with provider organizations, including organized medical groups, hospitals, skilled nursing facilities, and ancillary service providers with established quality assurance programs.

Fallon Health Weinberg PACE retains overall responsibility for the provision of quality care to its participants and as such establishes specific requirements for each type of arrangement, which are delineated in the specific contract. In cases where providers have active quality assurance programs, Fallon Health Weinberg PACE assesses the provider's ability to effectively perform quality assurance activities and, as appropriate, delegates specific requirements for quality assurance to the provider.

General Procedures

The following procedures apply to all contract providers regarding periodic communication, implementation of corrective action plans, and dispute resolution.

- a. Fallon Health Weinberg PACE's Communication with Contract Providers
- b. Fallon Health Weinberg PACE is responsible for timely communications with all contract providers with regards to quality assurance and performance improvement activities.
- c. Significant changes or updates to Fallon Health Weinberg PACE's QAPI program will be sent to each provider.
- d. The Fallon Health Weinberg PACE center manager and other delegated staff who are participants of the interdisciplinary team may serve as liaisons with contract providers.
- e. The Fallon Health Weinberg PACE center manager may communicate on a periodic basis with contract providers, by phone and in writing, to notify contract providers of policy changes, follow-up on complaints and incidents reported and ensure compliance with contract requirements.
- f. On an annual basis, the Fallon Health Weinberg PACE medical director reviews the QAPI plan. Any significant changes will be reviewed and approved by the Fallon Health Weinberg PACE Board of Directors. A description of those changes will be sent to each contract provider.
- g. Feedback from contract providers should be directed to the Fallon Health Weinberg PACE medical director or the center manager who informs the Fallon Health Weinberg PACE management team.

Contract Provider Quality Assurance Responsibilities

Fallon Health Weinberg PACE enters into contracts with providers for specific services outlined in each contract. These contracts delineate specific requirements for providers to adhere to Fallon Health Weinberg PACE's QAPI program, grievance and appeals procedures, and credentialing procedures as well as record keeping and other requirements related to assuring quality care. The

quality of care delivered by these providers is evaluated as part of Fallon Health Weinberg PACE's QAPI program.

- a. Any incident or unusual occurrence occurring at or in the contract provider's office pertaining to Fallon Health Weinberg PACE participants shall be communicated to the PACE center manager by phone or in writing within 24 hours. The Center Manager discusses the incident with the Fallon Health Weinberg PACE medical director to determine follow-up.
- b. Each provider agrees to comply with Fallon Health Weinberg PACE's grievance procedures and abide by Fallon Health Weinberg PACE's adjudication process.
- c. On an ongoing basis, Fallon Health Weinberg PACE's primary care physician reviews timeliness and appropriateness of consultation reports and reports concerns to the medical director for follow-up.
- d. Fallon Health Weinberg PACE conducts on-site inspections, unannounced or scheduled, by the Fallon Health Weinberg PACE medical director, Fallon Health Weinberg PACE center manager, or assigned Fallon Health Weinberg PACE staff to ascertain compliance with Fallon Health Weinberg PACE's QAPI policies.

Implementation of Corrective Actions

The Fallon Health Weinberg PACE management team is responsible for documenting that quality of participant care is reviewed, problems are identified, and appropriate corrective actions are instituted. Problems or deficiencies in care may be uncovered during the course of routine or unscheduled audits or reviews and interdisciplinary care planning, or may be raised through the grievance and appeals process. Each problem or deficiency will be addressed; for serious problems, a corrective action plan will be instituted that is specific to the problem identified. The procedure is as follows:

- a. The need for a corrective action plan will be determined by the Fallon Health Weinberg PACE medical director or center manager.
- b. The corrective action plan must identify the parties, providers, facilities, programs, or operations that have fallen below the QAPI standards.
- c. The deficiency must be defined.
- d. The Fallon Health Weinberg PACE medical director or Fallon Health Weinberg PACE center manager contacts or meets with the parties involved to discuss the corrective action plan.
- e. The Fallon Health Weinberg PACE medical director or Fallon Health Weinberg PACE center manager reports the deficiency and the plan of correction to the Medical Advisory Committee.
- f. The Medical Advisory Committee reviews and approves the plan, indicating a time frame for compliance.
- g. Follow-up audits may be conducted by the QAPI staff or assigned staff to verify implementation of the corrective action plan.
- h. All corrective action plans are logged by the center manager.

Dispute Resolution

Fallon Health Weinberg PACE maintains procedures for resolving disputes between Fallon Health Weinberg PACE and contract providers regarding administrative, operational, contract or payment issues. The Fallon Health Weinberg PACE program director is responsible for facilitating resolution of disputes and for arranging for negotiation between appropriate PACE personnel and representatives of contracted providers.

Skilled Nursing Facilities (SNF)

Fallon Health Weinberg PACE delegates some responsibilities for quality care review to individual nursing facilities. The facilities must agree to comply with Fallon Health Weinberg PACE's QAPI program, including the Fallon Health Weinberg PACE grievance and Fallon Health Weinberg PACE appeals process. Fallon Health Weinberg PACE retains responsibility for investigating grievances regarding services rendered.

Fallon Health Weinberg PACE's primary care physicians are attending physicians for all participants residing in skilled nursing facilities. Each participant in a SNF is visited by Fallon Health Weinberg PACE's primary care physician or nurse practitioner and other designated Fallon Health Weinberg PACE staff as deemed appropriate by the interdisciplinary team. Fallon Health Weinberg PACE's medical staff report quality of care problems observed in the facility or identified upon review of participant records to the Fallon Health Weinberg PACE medical director or Fallon Health Weinberg PACE center manager for follow-up as part of the grievance process.

Each contracted SNF is responsible for reporting to the Fallon Health Weinberg PACE medical director within 24 hours the following systemic problems that may impact on the quality of care provided to Fallon Health Weinberg PACE participants. Such problems include:

- a. outbreak of infectious disease reportable to the county health department
- b. strike involving health care personnel.
- c. licensing or certification contingency.
- d. changes in key staff positions, including administrator and director of nursing.

Appendix A: Addresses and Telephone Numbers of Fallon Health Weinberg PACE Center

**Fallon Health Weinberg PACE
461 John James Audubon Pkwy.
Amherst, NY 14228**

**1-855-665-1113
TTY users dial 711**