



PERSON-CENTERED CARE DOMAINS OF PRACTICE
General Home and Community Based Services Attributes
and Assisted Living Indicators

Revised June 13, 2011

Background and Intent

In 2009, the Centers for Medicare & Medicaid Services (CMS), which administers the Medicaid program, announced its intention to define “community living” and to apply the definition across all of its Medicaid Home and Community Based (HCB) services and support programs. The Federal Register published CMS’ proposed HCB Medicaid rules on April 15, 2011. Some of the proposed rules to define aspects of “community living” were designed to address legitimate concerns but have the unintended potential to disadvantage assisted living residents who receive support from the Medicaid HCB waiver program.

Additionally, CMS aims to identify person-centered attributes and indicators for HCB services and support programs in order to be able to distinguish person-centered practices from institutional ones. In order to assist CMS in identifying assisted living person-centered attributes and indicators, board members from the Center for Excellence in Assisted Living (CEAL) have developed consensus recommendations to submit during the public comment period ending on June 14, 2011. To help inform discussions and recommendations, experts were invited to a one-day invitational meeting to assist the Board on: (1) developing assisted living person-centered attributes and indicators, and (2) responses to CMS’ proposed HCBS Medicaid rules.

Introduction

Person-centered care (PCC) is a critical underpinning of all aspects of successful home and community based services (HCBS). A service planning and delivery process that is focused on PCC is able to deliver on the core promises of HCBS; including maximizing privacy, autonomy and choice; meaningful access to the surrounding community, life engagement, and quality care.

While there is as yet no official definition of PCC, its supporters generally agree that PCC is defined as a comprehensive and on-going process of transforming an entity’s culture and operation into a nurturing, empowering one that promotes purpose and meaning and supports wellbeing for individuals in a relationship-based, home environment.

The framework for achieving PCC *outcomes* include: (1) the structural elements; (2) the *processes* to support the *structural elements*; and (3) the *outcomes*, which derive from the combination of the elements and processes.

The structural elements of PCC as outlined in this document are derived from the CEAL white paper, *Person-Centered Care in Assisted Living*, and include:

1. Core values and philosophy (personhood; respect & dignity; autonomy, choice & independence; and privacy)
2. Relationships and community
3. Governance / ownership
4. Leadership
5. Workforce practices
6. Meaningful life and engagement
7. Services
8. Environment
9. Accountability

About this Document

This document outlines person-centered attributes that should be found in all HCBS settings, as well as specific and measurable indicators of these attributes as found in assisted living residences. The general attributes and assisted living indicators were developed through a consensus process that was further informed by a diverse group of assisted living, HCBS, and long term quality experts at an invitational meeting convened by CEAL through the generous support of the Commonwealth Foundation. Representatives from the following agencies and organizations participated in a meeting held on June 3rd, 2011:

Center for Excellence in Assisted Living: The following organizations comprise the CEAL Board of Directors and were represented:

- AARP
- Alzheimer's Association

- American Assisted Living Nurses Association
- American Seniors Housing Association
- Assisted Living Federation of America
- Consumer Consortium for Advancing Person-Centered Living
- National Center for Assisted Living
- NCB Capital Impact
- LeadingAge
- Paralyzed Veterans of America
- Pioneer Network

Other organizations represented were as follows:

- BMA Management
- CMS, Division of Long-Term Services and Supports
- Concepts for Community Living
- Evergreen Estates Senior Living
- The Green House Project
- Long Term Quality Alliance
- Picker-Commonwealth Fund Long-Term Quality Improvement Program
- Planetree

Each attribute and indicator in the following matrix received unanimous approval among the eleven national organizations that comprise the CEAL Board of Directors.

It should be noted that the term “individual” is used throughout this matrix to describe “the person receiving HCB services and supports.”

Domain 1a. Personhood; Respect and Dignity; Autonomy; Independence and Choice

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> Learn and find ways to support the ‘personhood’ of every individual - the personhood of the individual should not get lost in their disability or disease. 	<ul style="list-style-type: none"> Individuals respond affirmatively that staff know and honor their preferences. Staff can describe, when asked, personal information about individuals and their goals, history, and preferences; this expressed information—including the individual’s own words—is captured in the person-centered plan. The resident and individuals of the resident’s choosing are involved in the person-centered planning process. A resident lifestyle preferences tool is used in the person centered planning process. The person-centered care planning process addresses situations when resident’s decisions or preferences pose ethical, safety, or other concerns. The process addresses reasonable alternatives developed jointly between the individual and the provider. Staff is provided education on and demonstrates competency in balancing safety concerns with being supportive of resident respect, dignity, autonomy, independence, and choice.
<ul style="list-style-type: none"> Each individual is a unique person with inherent value and is worthy of being treated with respect, honor, and dignity. 	<ul style="list-style-type: none"> The organization, including leadership, staff and volunteers, can articulate the core values of personal worth, respect, honor and dignity and can describe where these values are evident in daily practices.

<ul style="list-style-type: none"> • Aging in place is a value of person-centeredness. Reasonable accommodations are made both by the provider and a state to accommodate aging in place. 	<ul style="list-style-type: none"> • A reasonable accommodations process by both the provider and the state is in place to facilitate aging in place.
<ul style="list-style-type: none"> • Each individual freely chooses and decides matters affecting them (e.g., health care decisions, schedules, what and when to eat, interesting and meaningful activities tailored to each individual's interests and preferences). 	<ul style="list-style-type: none"> • Residents when asked can, to the best of their abilities, describe their daily life in terms of control over decisions with personal preferences honored. • There are observable variations demonstrated in daily routines.

Domain 1b. Privacy	
General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> • Every individual has the opportunity for meaningful privacy in their lives at the times they choose. 	<ul style="list-style-type: none"> • Choice of a private room. (Foundational elements of person centeredness are privacy, autonomy, and choice. To fully realize these foundational elements, CEAL believes that the choice of a private bedroom should be required. However, most states restrict room and board payments to levels that are woefully insufficient to support private bedrooms. In addition, CEAL believes that residents should have ready access to bathing and cooking areas; however, private bathing and cooking areas should not be required.)

Domain 2. Relationships and Community (belonging)

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> • Build and nurture experiences and intentional relationships between individuals receiving services and individuals of their choosing and service providers. 	<ul style="list-style-type: none"> • When asked, residents and staff can describe how they are building and maintaining positive relationships with individuals of their choosing. • Organization can demonstrate, in writing, group practices used to foster community such as resident and family councils. • Organization can demonstrate how it supports and facilitates individual access to the greater community in other locations beyond the setting and through electronic means other communities of interest.
<ul style="list-style-type: none"> • Know each individual holistically (e.g., interests, history, preferences, values, and culture). 	
<ul style="list-style-type: none"> • Support individuals in participating in activities and communities that they choose whether those activities and communities are within the setting, accessed through transportation to other locations, or accessed through electronic communities of interest. 	

Domain 3. Governance / Ownership

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> Organization’s mission, vision, values, policies and practices incorporate and operationalize person-centered principles and practices as outlined in this document 	<ul style="list-style-type: none"> Organization can demonstrate how its mission, vision, values, policies and practices operationalize the person-centered principles and practices outlined in this document. Organization demonstrates proactive efforts to involve staff at all levels in decision making.
<ul style="list-style-type: none"> Services and the environment are designed to empower the individual to maximize their independence, choice, and control. 	<ul style="list-style-type: none"> When asked, residents respond affirmatively that the management ensures that services and the environment are designed to maximize their independence, choice, and control.
<ul style="list-style-type: none"> Processes exist and are followed for including meaningful input from the individual in organizational decisions affecting their lives in a positive and receptive environment. 	<ul style="list-style-type: none"> When asked, residents and family members can describe how they can provide meaningful input into organizational decisions affecting them.

Domain 4. Leadership

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> • Systems supports staff empowerment; interdisciplinary workforce is nurtured and supported 	<ul style="list-style-type: none"> • Leadership ensures that staff has the training, skills, and tools necessary to provide person-centered care. • Staff report opportunities for meaningful input in decision-making. • Staff report administration supports staff involvement in developing work schedules based on resident needs and preferences. • The workforce is stable as measured by items such as turnover, retention, absenteeism, and staff satisfaction. • Supervisors have received training in staff management techniques.
<ul style="list-style-type: none"> • Leadership has a demonstrated understanding of the person-centered principles and practices applicable to their role(s). 	<ul style="list-style-type: none"> • Leadership (e.g., administrator/executive director and department heads) can articulate person-centered principles and practices applicable to their role(s) when asked and can demonstrate their implementation.

Domain 5. Workforce Practices

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> The organization supports consistent staffing assignments. 	<ul style="list-style-type: none"> The organization can demonstrate that direct care staff are consistently assigned to the same resident(s) The workforce is stable as measured by items such as turnover, retention, absenteeism, and staff satisfaction.
<ul style="list-style-type: none"> All staff and volunteers have a demonstrated understanding of the person-centered principles and practices applicable to their role(s). 	<ul style="list-style-type: none"> All staff and volunteers can articulate person-centered principles and practices applicable to their role(s) when asked and can demonstrate their implementation.
<ul style="list-style-type: none"> Staff annual performance evaluations include person-centered outcomes. 	<ul style="list-style-type: none"> The organization can demonstrate in writing on each staff's annual performance evaluation how they are operationalizing person-centered practices in their role(s).
<ul style="list-style-type: none"> Self-direction of services is encouraged and individuals are given choices regarding who provides services. 	<ul style="list-style-type: none"> The individual's preferences regarding who provides services are reflected in the person centered plan.

Domain 6. Meaningful Life and Engagement

General HCB Person-Centered Attributes

Assisted Living PC Indicators

- Meaningful choices exist for every individual on a regular basis that reflect their preferences and interests.

- Any staff member when asked can articulate what things residents for whom they are consistently assigned find interesting and engaging, which are reflected in the person centered plan.
- When asked, residents can describe things they do that make their life at the assisted living residence feel meaningful and engaging.

- Processes exist to collect and implement these choices.

- Organization can provide documentation of the residents' preferences and interests.
- Any staff member, when asked, can show the questioner how this information is collected and implemented, as applicable to their role.

Domain 7. Services

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> Organization's policies and practices allow individual preferences to determine service schedules. 	<ul style="list-style-type: none"> The person centered plan reflects individual preferences related to service schedules and such preferences are implemented.
<ul style="list-style-type: none"> Services are designed to empower the individual receiving services to maximize independence, choice, and control. 	<ul style="list-style-type: none"> Any staff member, when asked, can articulate the strengths and capabilities of individuals for whom they are assigned. Any staff member, when asked, can articulate how they utilize a individual's strengths and capabilities for whom they are assigned to help maximize their independence, choice, and control.
<ul style="list-style-type: none"> Services are delivered in a person-centered relationship-based manner. 	<ul style="list-style-type: none"> When asked, individuals respond affirmatively that staff providing services take the time to get to know them. When asked, individuals respond affirmatively that staff providing services do so at a time and in a manner that the resident prefers.

Domain 8. Environment

General HCB Person-Centered Attributes	Assisted Living PC Indicators
<ul style="list-style-type: none"> The setting looks and feels like home with private living space that individuals can furnish and decorate with their own belongings; home-style furniture, furnishings, and lighting are also used in community spaces (personal, warm, and comfortable) 	<ul style="list-style-type: none"> Choice of a private room. (Foundational elements of person centeredness are privacy, autonomy, and choice. To fully realize these foundational elements, CEAL believes that the choice of a private bedroom should be required. However, most states restrict room and board payments to levels that are woefully insufficient to support private bedrooms. In addition, CEAL believes that residents should have ready access to bathing and cooking areas; however, private bathing and cooking areas should not be required.) When asked, the resident reports that the environment looks and feels like home.
<ul style="list-style-type: none"> An accessible, usable environment is designed to empower the individual receiving services to maximize independence. 	<ul style="list-style-type: none"> The resident reports the environment is free of obstacles to their independence.
<ul style="list-style-type: none"> Visitors of the individual's choosing may visit 24 hours a day. 	<ul style="list-style-type: none"> Residents report being able to receive visitors at times of their choosing.

Domain 9. Accountability

General HCB Person-Centered Attributes

- There is a continuous quality improvement process in place that relies on the individual receiving services' and staff's feedback to facilitate favorable person-centered outcomes in a positive, receptive environment

Assisted Living PC Indicators

There is a continuous quality improvement process in place that is followed that relies on the individual receiving services' and staff's feedback to facilitate favorable person-centered outcomes in a positive, receptive environment