

# PROPOSED PROGRAM REQUIREMENTS

## DECISION METHOD

The Organization will develop a decision methodology for use by the Interdisciplinary Care Team for determining which services are necessary or more appropriate to meet the Participant's needs than are traditional Medicare or state plan Medicaid Services.

The State of Wisconsin in collaboration with the Wisconsin Partnership program has developed a "Resource Allocation Decision Method" (RAD). This Method was developed to clarify that consumer preference is not the only determinant of services, and to provide a methodology for organizations to balance outcomes with cost. The Organization can use the process developed in Wisconsin or elect to use an alternative method that has been approved by State. The Wisconsin RAD tool has been attached as a sample.

At a minimum, the decision methodology should include consideration of the following questions:

1. What is the need, goal, or problem for the Participant?
2. Does it relate to the Participant's assessment, service plan or desired outcomes?
3. How else could the need be met, goal achieved or problem solved?
4. Are there policy guidelines to guide the choice of option?
5. Which option does the member (and/or their family) prefer?
6. Which option(s) is/are the most effective and cost-effective in meeting the desired outcome(s)?
7. Have all the options been explained, discussed, and negotiated with the Participant?

In particular, this Decision Method is intended to:

- Instill person-centered values and consumer outcomes into daily case management practices.
- Identify circumstances in which an organization could decline to provide a service requested by a member.
- Maximize appropriate resource allocation decisions.
- Assure cost-efficiency in all resource expenditures, large and small.
- Assure consistency across sites, interdisciplinary teams, and time.
  - This ensures fairness or equity (i.e., like cases are treated alike).
- Facilitate team meetings with steps and questions to guide teams.
  - This increases teams' efficiency and reduces stress (by providing a clear structure focusing on outcomes).
- Train managers and staff.
- Educate consumers and families.
  - This demystifies decisions, and reduces power struggles and misunderstandings.
- Preserve the flexibility and creativity critical to quality and program success.
  - A standardized decision process can allow for greater flexibility than specific rules or criteria and is more outcomes-based.
- Provide guidelines for hearing officers in the state fair hearing appeal process.

# SAMPLE TOOL

## WISCONSIN RESOURCE ALLOCATION DECISION METHOD

1. *What is the need, goal, or problem?*
  - The member and team staff together identify the core issue. To do so, keep asking “Why?”
  - Whose problem is it? Does the member see it as a problem, or do (some) staff?
  - If the member/family is asking for an item or service, explore the reasons for the request.
2. *Does it relate to the person’s assessment, service plan and desired outcomes?*
  - “Desired outcomes” are those in the person’s assessment and service plan.
  - Is it essential to the person’s health or safety? (What would happen if the needs weren’t met?)
  - How does it relate to ADLs or IADLs, independence and other desired outcomes in the plan?
  - Whose responsibility is it to address this particular need or problem?
3. *How could the need be met?*
  - What’s been tried in the past? How do people usually address similar needs?
  - How could the member help solve this need/problem? What ideas does s/he have? Could adaptations in people, environment, or equipment help member meet this need? Can s/he afford to pay for this, or share cost if appropriate?
  - What informal resources (family, friends, volunteers) might be able to help?
  - What other community resources (e.g., thrift stores, senior center, organizations) could be sought?
  - What options could the organization consider (e.g., loaner program, rental vs. purchase, incremental goals)?
4. *Are there policy guidelines to guide the choice of option?*
  - If yes, those should be followed. If related policies seem to lead to unacceptable conclusions in a particular case, the policy needs to be corrected or amended with criteria to allow exceptions.
5. *Which option does the member (and/or family) prefer?*
6. *Which option(s) is/are the most effective and cost-effective in meeting the desired outcomes?*
  - “Effective” means it works to achieve a desired outcome. Consider both short-term and long-term outcomes.
  - “Cost effective” means “effectively achieving a desired outcome (meeting a need) at reasonable cost and effort.”
  - “Reasonable” alternatives are those that:
    - Would probably solve the problem, i.e., are effective in meeting the desired outcome for peers (with similar needs).
    - Would not have significant negative impact on desired outcomes.
  - Note that “cost effective” is always tied to outcomes, and that it does not always mean “least expensive” or “inexpensive.”
  - How will we measure success/outcomes in order to gauge cost-efficiency?
  - Is member committed to using the suggested service/product?
7. *Explain, Dialogue, Negotiate.* Consumer can appeal the Organization’s decision.