

Washington State Department of Social and Health Services

Transforming
Lives

Assisted Living Facility (ALF) Quality Measures Work Group

Foundational Information About
Assisted Living Facilities



PO Box 45050, Olympia, WA 98504 | www.dshs.wa.gov

Washington State Department of Social and Health Services

Webinar aired on December 27, 2018 and January 15, 2019

- Presented by
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3

Work Group Technical Assistance Staff

- DSHS Staff – ALTSA – Residential Care Services (RCS)
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 - ALF Outcome Improvement Program Manager
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 - Jeanette Childress, MBA
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4

Work Group Technical Assistance Staff [cont.]

- DSHS Staff – Facilities, Finance, and Analytics Administration, Research & Data Analysis (RDA)
 - Roger Gantz
 - Senior Research Manager
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 - Senior Research Manager



5

Training Objectives

- Assisted Living Facilities (ALF) in Washington state
- Overview of the regulatory system
 - RCW and WAC
 - and legislative process
 - Residential Care Services (RCS) processes
 - Licensing and inspections
 - Complaint Resolution Unit (CRU)

6

Training Objectives [cont.]

- Types of Medicaid contracts
- Partners in quality
 - Ombuds: Long-term care, Developmental Disabilities, and Behavioral Health
 - Associations
 - Argentum
 - LeadingAge of Washington
 - Washington Health Care Association

7

ALFS IN WASHINGTON STATE

8

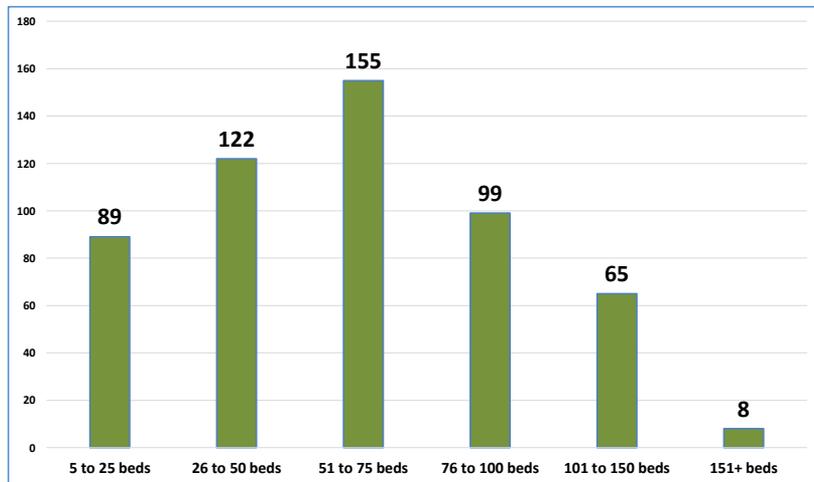
Capacity of Various Settings

Peak Facility & Bed Count by Provider Type		
Provider Type	Providers	Beds
Assisted Living Facilities	538	33,532
Adult Family Homes	2,905	16,377
Nursing Homes	218	20,663

Data for Q3 2018, Facilities Management System DSHS-RCS

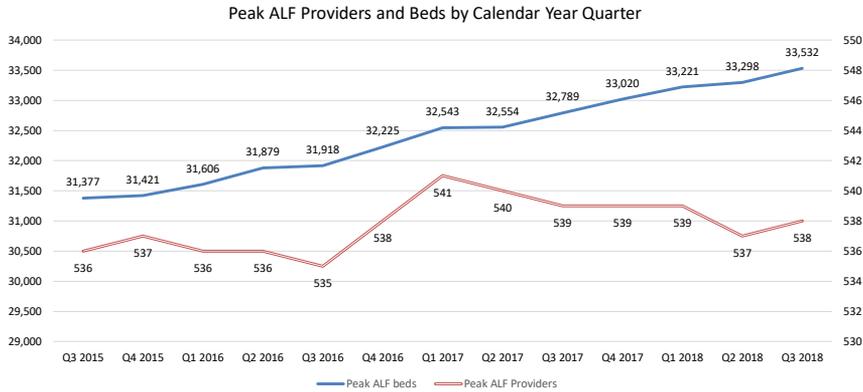
9

Assisted Living By Size



10

Number of Licensed ALFs and Beds



11

ALFs By County

County	ALTA Contracted ALFs			Non Contracted ALFs			Total		
	Providers	Beds	Average beds per Provider	Providers	Beds	Average beds per Provider	Providers	Beds	Average beds per Provider
Adams	2	81	40.5				2	81	40.5
Asotin	2	58	29				2	58	29
Benton	17	1,680	98.8	4	385	96.3	21	2,065	98
Chelan	9	851	94.2	1	95	95	10	946	94.6
Columbia	4	154	38.5	7	362	51.7	11	516	46.9
Cowlitz	18	1,228	68.2	13	1,145	88.1	31	2,373	76.2
Cummins	1	30	30				1	30	30
Conello	7	460	65.7	4	190	47.5	11	650	59.1
Douglas	3	135	45	1	140	140	4	275	68.8
Ferry	1	16	16	1	16	16	2	32	16
Franklin	1	96	96				1	96	96
Grant	5	309	61.8	1	41	41	6	350	58.3
Harford									
Grays Harbor	6	380	63.3	1	81	81	7	461	65.9
Island	4	122	30.5	1	81	81	5	203	40.6
Jefferson	2	122	61	1	39	39	3	161	53.7
King	60	5,294	88.2	206	9,157	44.5	266	14,451	54.3
Knapx	11	940	85.5	13	454	34.9	24	1,394	58.1
Lincoln	2	122	61	1	39	39	3	161	53.7
Linn	4	122	30.5				4	122	30.5
Lewis	4	122	30.5				4	122	30.5
Lincoln	2	28	14				2	28	14
Linn	1	60	60	2	119	59.5	3	179	59.7
Chambers	1	60	60				1	60	60
Mack	2	60	30				2	60	30
Franklin	1	40	40				1	40	40
Franklin	10	2,180	218	16	1,224	76.5	26	3,404	129.0
San Juan	10	194	19.4	1	36	36	11	230	20.9
Skamania	1	36	36				1	36	36
Wasco	12	1,560	130	13	2,582	198.6	25	4,142	165.7
Spokane	43	2,680	62.3	7	406	58.0	50	3,086	61.7
Thurston	4	118	29.5				4	118	29.5
Thurston	11	839	76.3	3	235	78.3	14	1,074	76.7
Wahkiakum									
Walla Walla	4	362	90.5	2	137	68.5	6	499	83.2
Wenatchee	12	650	54.2	4	401	100.3	16	1,051	65.1
Whitman	6	122	20.3				6	122	20.3
Yakima	12	678	56.5	5	277	55.4	17	955	55.6
Grand Total	333	18,273	54.9	214	13,754	64.3	547	32,027	58.5

*Data Source: PAC 1000 Community Licensed Adult Res. Care 1000 Community Licensed Res. Care reports take information from PAC
 **Counts do not include CP/CPD
 ***Counts include providers under enforcement

Document posted at: <https://www.dshs.wa.gov/altsa/residential-care-services/alf-quality-measures-resources>

12

TYPES OF CONTRACTS

13

Medicaid Contracts

- Medicaid contracts may include additional requirements for ALFs
- DSHS ALTSA contracts with providers and provides technical assistance and contract monitoring by its Home and Community Services staff

14

Assisted Living Facility

Includes a private apartment. Some type of nursing care must be provided occasionally and help is available for medication administration and personal care.

15

Adult Residential Care (ARC)

Includes helping a resident who is able to take his/her own medication but needs some help (e.g. a reminder to take it or the medication handed to him/her) and personal care (e.g. bathing, dressing, personal hygiene). Residents need to be monitored for their safety may get limited supervision.

16

Enhanced Adult Residential Care (EARC)

- Includes all of the services as listed in the Adult Residential Care (ARC) package and may include:
 - Help for a resident who can't take his/her own medication (medication administration)
 - Some type of nursing care must be provided occasionally
 - No more than two people will share a room

17

EARC Specialized Dementia Care (SDC)

Includes all services as outlined in the Enhanced Adult Residential Care package and additional services for a resident with dementia.

18

EARC and Expanded Community Services (ECS)

Includes all services as outlined in the Enhanced Adult Residential Care package and additional services for a resident with behavioral health needs.

19

Medicaid Contracted ALFs

Assisted Living Facility (ALF) Providers and Beds by Contract Status					
Contract Status	Facilities	% of Facilities	Beds	% of Beds	Average Beds per Provider
Contracted ALFs	315	59%	19,748	59%	62.7
Non-Contracted ALFs	223	41%	13,840	41%	62.1
Total	538	100%	33,588	100%	62.4

*Data Source: FAC 2018 currently licensed AFH BH

20

ALF by Contract Type

Contract Type	Facilities	% of Contracted Facilities
Assisted Living Facility (ALF)	140	44%
Assisted Living Statement Of Work	60	19%
Adult Residential Care	121	38%
Enhanced Adult Residential Care	131	42%
Enhanced Adult Res Care & Expanded Comm Svcs	61	19%
Specialized Dementia Care	68	22%
Total Contracted Facilities	315	100%

*Data Source: FAC 2018 currently licensed AFH BH

21

Medicaid Clients – August 2018

Service Name	Clients	% of Total
AL	3,890	62%
ARC	395	6%
EARC	1,213	19%
SDC	812	13%
Total	6,310	100%

Source: CARE authorizations as of 8/1/2018, pulled 10/9/2018. Created by DSHS/ALISA/Office of Rates Management 10/24/2018

22

Washington State Department of Social and Health Services

RESIDENTIAL CARE SERVICES: REGULATORY FRAMEWORK

23

Washington State Department of Social and Health Services

RCW AND WAC

24

Definition of Terms

Revised Code of Washington (RCW): A codification of current statutes as enacted and amended.

25

Definition of Terms

[Washington Administrative Code](#) (WAC) — Regulations of executive branch agencies are issued by authority of statutes. Like legislation and the Constitution, regulations are a source of primary law in Washington State. The WAC codifies the regulations and arranges them by subject or agency. The online version of the WAC is updated twice a month.

26

Regulatory Structure

- RCW
 - Statutes
 - Laws
- WAC
 - Regulations
 - Rules
- DSHS response
 - Reporting requirements
- Regulatory inspections:
 - DSHS completes to verify that rules are being followed

27

ALF RCW Chapters:

- Chapter **18.20** contains the licensing statute
- Chapter **70.129** contains the LTC resident rights statute
- Chapter **74.34** contains abuse of vulnerable adults statute

28

Where to Locate RCW

Website for RCW: <http://app.leg.wa.gov/rcw/default.aspx>

The screenshot shows the Washington State Legislature website. The main content area is titled "RCWs > Title 18" and "RCW Dispositions". It lists "Title 18 RCW" under the heading "BUSINESSES AND PROFESSIONS". Below this, it lists "Chapters" with corresponding RCW numbers and descriptions:

Chapter	Description
18.04	Accountancy.
18.06	East Asian medicine practitioners.
18.08	Architects.
18.09	Attorneys-at-law.
18.11	Auctioneers.
18.16	Cosmetologists, hair designers, barbers, manicurists, and estheticians.
18.19	Counselors.
18.20	Assisted living facilities.
18.22	Podiatric medicine and surgery.
18.25	Chiropractic.
18.27	Registration of contractors.
18.28	Debt adjusting.
18.29	Dental hygienists.

29

ALF Washington Administrative Code (WAC)

- Chapter **388-78A** contains the licensing rules
- Chapter **388-110** contains contracted residential care services
- Chapter **388-112** contains residential long-term care services

30

ALF Washington Administrative Code (WAC) [cont.]

- Chapter **388-112A** contains Residential LTC Services Training
- Chapter **388-113** contains disqualifying crimes and negative actions
- Chapter **388-246-215** contains retail food code

31

Where to Locate WAC

Website for WAC: <http://app.leg.wa.gov/wac/>

WASHINGTON STATE LEGISLATURE
WAC

Washington Administrative Code (WAC)
Regulations of executive branch agencies are issued by authority of statutes. Like legislation and the Constitution, regulations are a source of primary law arranged them by subject or agency. The online version of the WAC is updated twice a month. Copies of the WAC as they existed each year since 2004 are available.

There are several ways to find WACs. Please see the links and information below:

Search WACs
If you know the full or partial citation, type it in the field below or choose from the generated list and click the Go button.

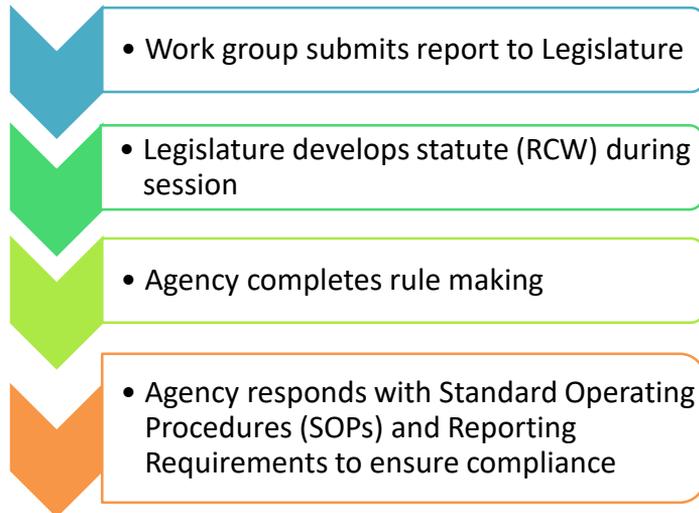
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WACs By Title

Title 1	Code Revisor, Office of the
Title 3	Academic Achievement and Accountability Commission
Title 4	Accountancy, Board of
Title 10	Administrative Hearings, Office of
Title 12	Transportation, Department of (Aeronautics Commission)
Title 14	Advanced Tuition Payment, Committee on
Title 16	Agriculture, Department of (See also Titles 24, 60, and 142)
Title 18	Air Pollution (See Titles 173, 371, and 372)
Title 24	Apple Commission
Title 25	Archaeology and Historic Preservation, Department of
Title 30	Arts Commission
Title 34	Asian Pacific American Affairs, Commission on
Title 36	Licensing, Department of (Professional Athletics)
Title 44	Attorney General's Office
Title 48	Auditor, Office of State

32

Legislative Process



33

DSHS Services and Enterprise Support Administration (SESA) Website



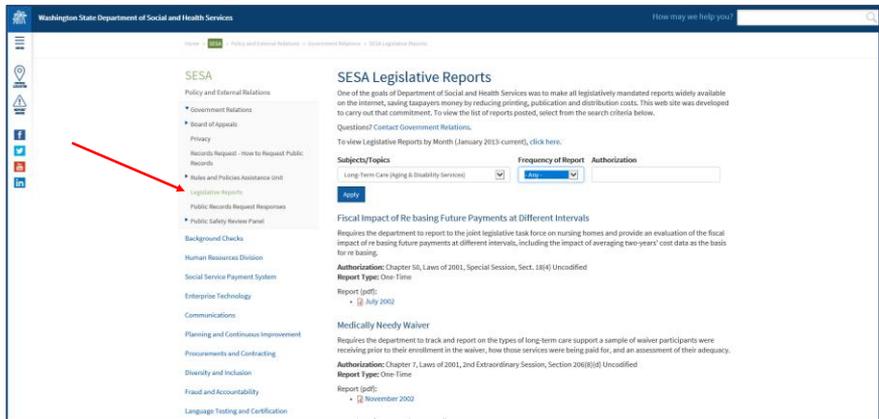
Office of Policy and External Relations (OPER) will submit our reports to the legislature

OPER Webpage: <https://www.dshs.wa.gov/sesa>

34

Washington State Department of Social and Health Services

DSHS Reports Website



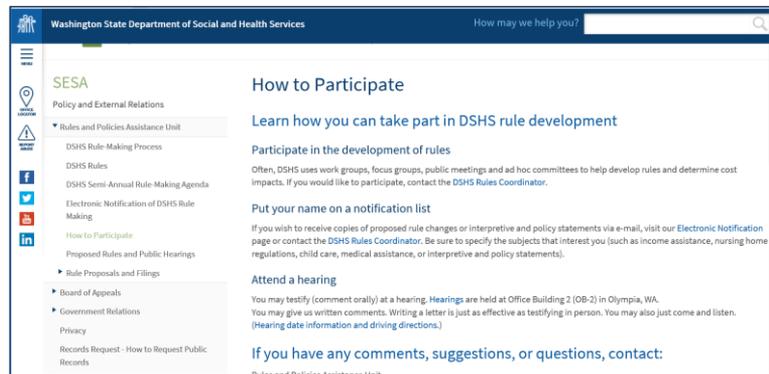
Office of Policy and External Relations (OPER) must have our report 45 days before it is due to the Legislature

Washington State Department of Social and Health Services

Another Location of Reports



Services and Enterprise Support Administration (SESA) Also Contains the DSHS Rules Website



Web address: <https://www.dshs.wa.gov/sesa/rules-and-policies-assistance-unit>

37

Rules and Policies Assistance Unit (RPAU)

- RPAU offers the following information and services:
 - [How to participate](#) in DSHS rule making;
 - Information about the [DSHS rule-making process](#).
 - Rules under development ([CR-101](#));
 - Where and when to comment on a proposed rule using our public hearing schedule ([CR-102](#));
 - Expedited rule making ([CR-105](#));
 - Final and emergency rules ([CR-103](#)); and
 - [Electronic notification](#) of DSHS rule making.
 - Sign up at this webpage to receive notifications of DSHS rule making

38

ALF LICENSING AND OVERSIGHT

39

ALF Licensing Process

- Initial application:
 - owner submits to RCS Headquarters (HQ) in Lacey
 - Chapter 13 of the RCS SOP Manual is located at:
<https://www.dshs.wa.gov/altsa/residential-care-services/rcs-standard-operating-procedures-manual>
- Construction plans:
 - owner submits to Department of Health (DOH) Construction Review Services
- DOH completes an approval packet and sends to RCS licensing unit at RCS HQ

40

ALF Licensing Process [cont.]

- Owner submits a license application to RCS Headquarters Office
 - RCS Business Analysis and Applications Unit checks financials, criminal backgrounds, enforcement history, and complaint history
 - RCS initial licensing unit receives the paperwork and completes the first inspection of the physical plant

41

ALF Licensing Process [cont.]

- Once approved, application goes back to the RCS Licensing Application Unit to issue an initial license
- Application sent to local RCS field office
- Within six months the field licensor completes the first annual inspection

42

Oversight

- Re-inspections
 - At least every 18 months
 - Averages about every 15 months
 - Are completed by two or more licensers

43

Oversight [cont.]

- RCS licensers:
 - Inspect the building, the staff, the care, the resident rights, and everything in the requirements
 - Complete an exit conference with the staff
 - Provide a consult or a formal Statement of Deficiencies (SOD)
- Facility must submit a Plan of Correction (POC) in response to the SOD

44

Oversight [cont.]

- Summary of visit types:
 - Initial at time of application for license
 - Full re-inspections
 - Complaint investigations
 - Monitoring inspections
 - Follow-up inspections

45

Compliance Activities

- Enforcement actions:
 - Statement of Deficiencies  Plan of Correction submitted by the owner
 - Impose conditions on a license
 - Impose a civil penalty
 - Stop placement or limited stop placement
 - Summarily suspend a license

46

Compliance Activities Appeals

- Informal Dispute Resolution (IDR):
 - Owner requests a review of findings to resolve issues before proceeding to a formal administrative hearing request
- Administrative Hearings:
 - Formal hearing requested by owner heard by an administrative law judge

47

Our Focus

- Again, the work group will limit our scope to ALFs as defined by RCW and WAC as a result of [Engrossed House Bill 2750](#)

48

Other types of residential care that will **not** be considered in our deliberations:

- Retirement Communities/Independent Living Communities
- Continuous Care Retirement Communities (CCRC)
- Developmental Disabilities Administration (DDA) facilities (e.g. Residential Habilitation Centers)
- DDA group training homes
- Adult Family Homes (AFH)
- Enhanced Services Facilities (ESF)

49

OUR PARTNERS

50

Ombuds Programs

- Long-Term Care Ombuds
 - State and county offices
- Developmental Disabilities Ombuds
 - State and county offices
- Behavioral Health Organization (BHO)
Behavioral Health Ombuds

51

Associations

- Argentum
- LeadingAge Washington
 - Leading Age National Chapter
- Washington Health Care Association (WHCA)
 - National Center for Assisted Living
 - American Health Care Association

52

Argentum

- Represents 21 corporate members which operate 132 communities in Washington State

53

LeadingAge of Washington

- Represents 57 assisted living members, some of those are part of a Life Plan Community
- Share membership with 5 to 10 facilities also represented by WHCA.

54

Washington Health Care Association (WHCA)

- Represents 350 individual communities with over 22,000 units.
 - Again, share 5 to 10 facilities represented by LeadingAge

55

Transforming
Lives

Data Sources



Facility Management System (FMS)

- Provides a secure method for tracking ALF data:
 - Three states of license application: license application, initial inspection, and final re-inspection
 - Contains extensive information about facility ownership
 - Manages and records staff visits by type
 - Tracks enforcement, hearings, and Informal Dispute Resolution (IDRs)
 - Tracks documents: SODs, cover letters, follow-up letters, and other correspondence

57

FMS Data Fields

- Address
- Ownership
- Management
- Site/contact information
- Landlord information
- Facility features
- Financial data
- Capacity: beds and units
- Contract types

58

FMS Data Fields [cont.]

- Application Tracking
- Visit details
- Complaint log
- Enforcement
- Informal Dispute Resolution Hearing
- History
- Does not contain any client specific information

59

TIVA System

- **TIVA** is the acronym for **T**Tracking **I**ncidents for **V**vulnerable **A**adults
- Serves two purposes
 1. Complaint Resolution Unit (RCS)
 2. Adult Protective Services (HCS)

Contains demographic information about the alleged victim and alleged perpetrator

60

Complaint Resolution Unit (CRU)

- The CRU hotline receives and prioritizes complaints regarding provider practice, including suspected abuse or neglect in long-term care settings including ALFs.
- The hotline is available 24 hours a day, seven days a week.
 - Public callers may choose to speak to a live representative during standard business hours and may remain anonymous
 - Public callers may also choose to leave a detailed voice message
- Complaints may also be submitted online

61

Complaint Resolution Unit (CRU) [cont.]

- Reports are documented in the CRU intake system, triaged, and may be assigned to the regional field office for investigation.
- Depending on the nature and severity of the reported issue, reports may be referred to law enforcement, state professional licensing boards, Medicaid Fraud, Adult Protective Services, or other state agencies.

62

Research and Data Analysis (RDA) Resources

- Can access information for Medicaid residents:
 - PRISM:
 - Medicare and Medicaid paid claims
 - ProviderOne:
 - Medicaid claims only
 - Managed by the Health Care Authority and can be accessed by authorized DSHS staff

63

CARE Assessment

- Home and Community Services and Developmental Disabilities staff complete the**CARE* assessment for all *Medicaid* clients requesting placement in an ALF
 - Reports can be created from CARE

* Client Assessment Reporting Evaluation

64

CARE Assessment Details

- CARE sections:
 - Client details
 - Environment
 - Medical
 - Indicators
 - Personal elements
 - Communication
 - Psychological/Social
 - Activities of Daily Living (ADLs)
 - Independent Activities of Daily Living (IADLs)

65

Information on Licensed ALFs is Available to the Public

ALF Locator:

<https://fortress.wa.gov/dshs/adsaapps/lookup/BHAdvLookup.aspx>

The screenshot shows the 'Assisted Living Facility Locator for Professionals & Providers' web application. The page header includes the Washington State Department of Social and Health Services logo and the text 'Aging and Long-Term Support Administration'. Below the header, there is a navigation breadcrumb: 'Home > ALFA > Professionals & Providers > ALF > AL Locator'. The main heading is 'Assisted Living Facility Locator for Professionals & Providers'. A notice states: 'Notice: If you are a member of the general public, please use this Assisted Living Facility Locator. This page was designed to help you search for licensed Assisted Living Facilities by geographic location.' Below the notice is a 'Search Criteria' section with a search bar and a grid of checkboxes for selecting counties. The search bar has options for 'County', 'City', 'Zipcode', and 'License'. The county grid includes: All Counties, Adams, Franklin, Kitsap, San Juan, Whatcom, Whitman, Benton, Garfield, Lewis, Skamania, Yakima, Chelan, Grant, Lincoln, Stevens, Clallam, Mason, Snohomish, Clark, Grays Harbor, Mason, Spokane, Columbia, Jefferson, Pacific, Thurston, Cowlitz, King, Pend Oreille, Wahkiakum, Douglas, Kitsap, Pierce, and Walla Walla.

66

ALF Locator Searches By County, Zip, Contract Type, and Bed Count

Washington State Department of Social and Health Services
Aging and Long-Term Support Administration

Home > ALTA > Professionals & Providers > ALF > ALF Locator > **ALF Search Results**

Assisted Living Facility Search Results

Facilities Matching These Search Criteria:

Located in these zip codes: 98116
Specialties: All
Contracts: All

Facility Info	Contracts & Specialties	Beds	Reports
98116			
Anglo Living of West Seattle License#: 2454 Contact: Haarcus, Patrick District: 2D 4700 Sw Admiral Way Seattle, WA 98116 (206) 436-0500 Directions	Contract(s): No Contract <i>Can NOT accept Medicaid</i>	100	No Reports

67

Sample of ALF Reports

Washington State Department of Social and Health Services
Aging and Long-Term Support Administration

Home > ALTA > Professionals & Providers > RCS > ALF > ALF Locator > **ALF Reports**

ALF Reports for:

[Understanding these Reports](#)

Fire Inspections

- 02/2018 - Fire Inspection
- 02/2018 - Fire Inspection

Inspections

- 04/2016 - Inspection

68

Disclosure of Services Form

- ALFs are required to provide this information to residents
- RCS requests a copy but does not post on the ALF Locator website

Home / Provider

ASSISTED-LIVING FACILITIES (ALF)
Disclosure of Services Required by RCW 19.20.030

The assisted living facility licensee shall disclose to the residents, the residents' legal representative if any, and if not, the residents' representative if any, and to interested consumers upon request, the scope of care and services offered, using the form developed and provided to the department, in addition to any supplemental information that may be provided by the licensee.

This disclosure form provides initial general information about our assisted living facility, and allows you to compare care services of different assisted living facilities. Prior to moving in, you should visit an assisted living facility to ask how they will assist you with your unique needs and preferences.

Assisted living facilities may charge the services that are available and the charges for these services, by providing thirty days advance notice to residents. However, an assisted living facility must give you ninety days advance notice of any voluntary decrease in services that would affect your decision as to whether you would want to move to a different location or require you to move out.

Who may live in an assisted living facility?

- No assisted living facility is permitted to provide continuing services to you if you need to have a registered nurse frequently evaluate your condition. However, if you require frequent nursing evaluation and we can meet your needs, you may be allowed to remain in the assisted living facility, when:
 - You have a short term illness that is expected to last less than fourteen days, or
 - You are receiving hospice services.
- The assisted living facility may not be able to serve you if you need services beyond those disclosed on this form. You may need to move out when we cannot meet your needs and moving out is necessary for your welfare. However, each assisted living facility must attempt to "reasonably accommodate" your needs before it can require you to move out.

For chapter 38B-75A-2020, "Reasonable accommodation" and "Reasonably accommodates" have the meaning given in federal and state antidiscrimination laws and regulations which include, but are not limited to, the following:

- (1) Reasonable accommodation means that the assisted living facility must:
 - (a) Not impose admission criteria that excludes individuals unless the criteria is necessary for the provision of assisted living facility services;
 - (b) Make reasonable modification to its policies, practices or procedures if the modifications are necessary to accommodate the needs of the resident;
 - (c) Provide additional aids and services to the resident.
- (2) Reasonable accommodations are not required if:
 - (a) The resident or individual applying for admission presents a significant risk to the health or safety of others that cannot be eliminated by the reasonable accommodation;
 - (b) The reasonable accommodations would fundamentally alter the nature of the services provided by the assisted living facility; or
 - (c) The reasonable accommodations would cause an undue burden, meaning a significant financial or administrative burden.

Modification of increased services which requires a 30 day notice, is waived in the event a resident has an occupational, operational, and substantial condition that requires an immediate change in care services that cannot meet the 30-day notification requirement under RCW 70.128.000(4).

DISCLOSURE OF SERVICES REQUIRED BY RCW 19.20.030 Page 1 of 9

69

Cost of Care

According to AARP in 2017 the cost for assisted living vary but can average over \$40,000 a year.

Picking Up the Pace of Change: A State Scorecard on Long-Term Services and Supports for Older Adults, People with Physical Disabilities, and Family Caregivers, AARP Public Policy Institute, Long-Term Services and Supports State Scorecard 2017 Edition, p. 25, 2017.

70

Washington Ranks #1 Overall

- Long Term Services and Supports System performance was rated across five dimensions which included:
 - Affordability and Access
 - Choice of Setting and Provider
 - Quality of Life and Quality of Care: Washington ranks #15
 - Consumers are treated with respect and preferences are honored when possible, with services maximizing positive outcomes
 - Support for Family Caregivers
 - Effective Transitions

Picking Up the Pace of Change: A State Scorecard on Long-Term Services and Supports for Older Adults, People with Physical Disabilities, and Family Caregivers, AARP Public Policy Institute, Long-Term Services and Supports State Scorecard 2017 Edition, p. 6 & 8, 2017.

71

Work Group Website

The screenshot shows the website for the Assisted Living Quality Measures Project. The header includes the Washington State Department of Social and Health Services logo and navigation links. The main content area is titled 'Assisted Living Quality Measures Project' and includes the following text:

AL TSA
Stakeholders
Long-Term Care Services & Information
Long-Term Care Professionals & Providers
Office of the Deaf and Hard of Hearing
Contact Information
About AL TSA
Report Adult Abuse
Register to Vote

Assisted Living Quality Measures Project
During the 2018 legislative session, Engrossed House Bill 2716 passed. This bill adds Section 3 to chapter 89.29 RCW, which relates to quality in Washington State's assisted living facilities (ALF). This new section requires that the Washington State Department of Social and Health Services (DHS) facilitate a work group process to recommend quality metrics for ALFs. The work group will:

- Submit recommendations for a quality metric system,
- Propose a process for monitoring and tracking performance, and
- Recommend a process to inform consumers.

Activities the work group will complete include:

- Submission of an initial report to the Legislature by September 1, 2019.
- Submission of a final report to the Legislature by September 1, 2020 to include recommendations from the work group.

The first meeting for the work group was held on October 12, 2018. The workgroup is currently scheduled to meet monthly. Meeting minutes will be posted here.

To request or submit information related to this project, email ALFQualityMeasuresProject@dshs.wa.gov or contact Cathy McAvoy, Project Manager, at Cathy.McAvoy@dshs.wa.gov

ALF Definition of Terms
Project Timeline
RCN & MAC References
Related Resources
Work Group Roster
Meeting Minutes

Website: <https://www.dshs.wa.gov/altsa/stakeholders/assisted-living-quality-measures-project>

72

Contact Information

- **Cathy McAvoy**, ALF Quality Measures Program Manager
 - Cathy.McAvoy@DSHS.WA.Gov
 - 360 725-3439
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73

We Appreciate Your Commitment

Thank you for serving on the
ALF Quality Measures Work Group!



74