

July 26, 2019

Mr. Vincent Davis
State Survey Agency Director
665 Mainstream Drive, 2nd Floor
Nashville, TN 37243

Dear Mr. Davis,

On behalf of the Bureau of TennCare and The QuILTSS Institute, we submit this letter and the attached proposal, *Enhancing CNA Competencies for Improved Resident Outcomes through a Specialized Competency-Based Training Program*, for your consideration.

As you know, the Bureau of TennCare is Tennessee's Medicaid agency. Since 1994, Tennessee has operated its Medicaid program using a managed care delivery system. Three health plans operating statewide serve 1.4 million Medicaid eligible Tennesseans. Managed long-term services and supports (MLTSS) began in 2010 with the CHOICES program. This program covers older adults and adults with physical disabilities only. TennCare also administers three Section 1915(c) waivers and an Employment and Community First CHOICES MLTSS program for individuals with intellectual and developmental disabilities. The two MLTSS programs in particular have been widely recognized as national models, as has TennCare's value-based delivery system reform initiative called QuILTSS—Quality Improvement in Long-Term Services and Supports. QuILTSS encompasses a number of initiatives focused on promoting a person-centered approach to service planning and delivery, improving quality of care and quality of life, and shifting payment to outcomes and other value-based purchasing approaches, with a primary emphasis on improving the member's experience of care.

The QuILTSS Institute is a Tennessee non-profit organization whose mission is to build a more competent workforce, leading to an increase in the quality of care and quality of life for those receiving long-term services and supports. This organization serves as an intermediary between the Bureau of TennCare and the Tennessee Board of Regents (TBR) and the State's 40 community colleges and colleges of applied technology in the delivery of academic content for LTSS employees.

Based on longstanding feedback from stakeholders and reinforced by the findings from a recently administered National Research Corporation (NRC) survey of 100% of Tennessee's Medicaid nursing facilities (NFs), we believe a large percentage of the Certified Nursing Assistants (CNAs) working in NFs today as the primary deliverer of services and supports, are not fully trained for the complete requirements of the job. Though the vast majority know how to perform the technical components of the role, many lack the knowledge, skills and abilities, and intellectual behaviors needed to deliver the quality of care and ensure the quality of life residents deserve. However, we strongly believe that these same CNAs with additional competency-based training focused on the needs of older adults and those with disabilities can dramatically improve the quality of care and life of our NF residents. Further, we believe this project will prove the

need for a more specialized Certified Geriatric (or Long-Term Care) Nursing Assistant (CGNA) license, which the Department of Health may want to consider adding to the regulations in the future.

As you know, TennCare has implemented a value-based purchasing model for NF payment reimbursement. This model incentivizes NFs to meet clearly articulated quality dimensions in order to receive an increased payment based on their performance. Staff training is one of the measures for which NFs may be incentivized. Although all quality dimensions are impacted by the overall competence of the staff, only 5% of our reimbursement model is based solely on the staff training measure. In spite of the work that has been done by TennCare and the QuILTSS Institute to make enhanced training available, NFs and their advocates have told us that without greater incentive, NFs will not bear the cost of providing the additional training CNAs need for such a small increase in their reimbursement.

Therefore, we are requesting a CMP grant in the amount of \$1,000,000.00 over two years in order to pilot training for CNAs in approximately 50 of the State's 286 Medicaid NFs and to validate the results achieved with residents, families, and staff through data collection and analysis. In exchange for receiving training funded through this CMP grant, NFs will be required to pay each CNA at least \$1.00 more per hour for completing a set of courses and demonstrating a set of enhanced competencies that we believe would form the structure for a CBNA license. By tying wage increases to enhanced competence, NFs should experience reduced staff turnover and residents should receive higher quality of care. If this project is funded, TennCare is fully committed to aligning the QuILTSS value-based purchasing framework by awarding additional incentives based on the percentage of CNAs who complete these courses (and obtain the CBNA license, if applicable) in order to ensure the greatest success. We strongly believe by providing this targeted and transformative training, our State will address its plaguing service delivery challenges that earn Tennessee the 37th position in State NF quality of care and will, in turn, increase the percentage of CMS 4 or 5-star rated NF.

Thank you for the opportunity to submit this project proposal.

Sincerely,



Patti Killingsworth, Assistant Commissioner
Chief of Long-Term Services & Supports
Bureau of TennCare



Charla Long, J.D.
President
The QuILTSS Institute, Inc.

REQUEST

Date of Application: / /
MM / DD / YYYY

PART I: Background Information

Name of the Organization:

Address Line 1:

Address Line 2:

City, County, State, Zip Code:

Tax Identification Number:

CMS Certification Number, if applicable: -

Medicaid Provider Number, if applicable: -

Name of the Project Leader:

Address:

City, County, State, Zip Code:

Internet E-mail Address:

Telephone Number: - -

Mobile Number: - -

Have other funding sources been applied for and/or granted for this proposal? Yes No

If yes, please explain/identify sources and amount.

PART II: Applicable to Certified Nursing Home Applicants

Name of the Facility:

Address Line 1:

Address Line 2:

City, County, State, Zip Code:

Telephone Number: - -

CMS Certification Number: -

Medicaid Provider Number: -

Date of Last Recertification Survey: / /
MM DD YYYY

Highest Scope and Severity Determination: (A - L)

Date of Last Complaint Survey: / /
MM DD YYYY

Highest Scope and Severity Determination: (A - L)

Currently Enrolled in the Special Focus Facility (SFF) Initiative? Yes No

Previously Designated as a Special Focus Facility? Yes No

Participating in a Systems Improvement Agreement? Yes No

Administrator's Name:

Owner of the Nursing Home:

CEO Telephone Number: - -

CEO Email Address:



Name of the Management Company: _____

Chain Affiliation (please specify) Name and Address of Parent Organization: _____

Outstanding Civil Money Penalty? Yes No

Nursing Home Compare Star Rating: _____ (can be 1, 2, 3, 4 or 5 stars)

Date of Nursing Home Compare Rating: _____ / _____ / _____
MM DD YYYY

Is the Nursing Home in Bankruptcy or Receivership? Yes No

If an organization is represented by various partners and stakeholders, please attach a list of the stakeholders in the appendix.

NOTE: The entity or nursing home which requests CMP funding is accountable and responsible for all CMP funds entrusted to it. If a change in ownership occurs after CMP funds are granted or during the course of the project completion, the project leader shall notify CMS and the State Agency within five calendar days. The new ownership shall be disclosed as well as information regarding how the project shall be completed. A written letter regarding the change in ownership and its impact on the CMP Grant application award shall be sent to CMS and the State Agency.

**Part III:
Project Category**

Please place an "X" by the project category for which you are seeking CMP funding.

- Direct Improvement to Quality of Care
- Resident or Family Councils
- Culture Change/Quality of Life
- Consumer Information
- Transition Preparation

GRANT BUDGET

The QuILTSS Institute and Bureau of TennCare, "Enhancing CNA Competencies for Improved Resident Outcomes through a Specialized Competency-Based Training Program"				
APPLICABLE PERIOD: The grant budget line-item amounts below shall be applicable only to expense incurred during the period beginning February 1, 2020, and ending January 31, 2022.				
POLICY 03 Object Line-Item Reference	EXPENSE OBJECT LINE-ITEM CATEGORY ¹ (detail schedule(s) attached as applicable)	GRANT CONTRACT	GRANTEE PARTICIPATION	TOTAL PROJECT
1	Salaries ²	\$64,500.00	\$0.00	\$64,500.00
2	Benefits & Taxes	\$0.00	\$0.00	\$0.00
4, 15	Professional Fee/ Grant & Award ²	\$177,000.00	\$67,200.00	\$244,200.00
5	Supplies	\$0.00	\$2,400.00	\$2,400.00
6	Telephone	\$0.00	\$0.00	\$0.00
7	Postage & Shipping	\$0.00	\$0.00	\$0.00
8	Occupancy	\$0.00	\$0.00	\$0.00
9	Equipment Rental & Maintenance	\$0.00	\$0.00	\$0.00
10	Printing & Publications	\$0.00	\$0.00	\$0.00
11, 12	Travel/ Conferences & Meetings ²	\$8,500.00	\$0.00	\$8,500.00
13	Interest ²	\$0.00	\$0.00	\$0.00
14	Insurance	\$0.00	\$0.00	\$0.00
16	Specific Assistance To Individuals ²	\$0.00	\$0.00	\$0.00
17	Depreciation ²	\$0.00	\$0.00	\$0.00
18	Other Non-Personnel ²	\$750,000.00	\$400,000.00	\$1,150,000.00
20	Capital Purchase ²	\$0.00	\$0.00	\$0.00
22	Indirect Cost (% and method)	\$0.00	\$0.00	\$0.00
24	In-Kind Expense	\$0.00	\$0.00	\$0.00
25	GRAND TOTAL	\$1,000,000.00	\$469,600.00	\$1,469,600.00

¹ Each expense object line-item shall be defined by the Department of Finance and Administration Policy 03, Uniform Reporting Requirements and Cost Allocation Plans for Subrecipients of Federal and State Grant Monies, Appendix A. (posted on the Internet at: <http://www.tn.gov/finance/topic/fa-policyinfo>).

² Applicable detail follows this page if line-item is funded.

ATTACHMENT 3 (continued)
GRANT BUDGET LINE-ITEM DETAIL

SALARIES							AMOUNT
Tiffany Denton, Chief Assessment Officer - \$11,000 per year (equal to 10% of salary) x 2 years	11,000.00	x	2 years	x	+	(Longevity, if applicable)	\$22,000.00
Melissa Walker, Managing Director - \$21,250 per year (equal to 25% of salary) x 2 years	21,250	x	2 years	x	+	(Longevity, if applicable)	\$42,500.00
ROUNDED TOTAL							\$64,500.00

PROFESSIONAL FEE/ GRANT & AWARD		AMOUNT
National Research Corporation Health - Annual survey of 50 pilot facilities at \$770 per building per year for 2 years		\$77,000.00
6 Field Mentors (2 for each of the 3 regions) - Paid \$2,000 per NF supported x maximum of 50 facilities supported		\$100,000.00
ROUNDED TOTAL		\$177,000.00

TRAVEL/ CONFERENCES & MEETINGS		AMOUNT
Travel for Mentors to visit assigned nursing facilities four times over course of grant - Budgeted at \$170 per facility times 50 facilities. Estimate based on average of 50 miles round trip per facility x 4 trips x \$.58 mileage = \$116 + one meal per facility per trip between max of \$13-14 (breakfast) or \$14-16 (lunch) x 4 trips = approximately \$54 per facility		\$8,500.00
ROUNDED TOTAL		\$8,500.00

OTHER NON-PERSONNEL		AMOUNT
CNA Course Fees - Access to QuILTSS Learning Management System, which includes faculty, success coach, and other related supports - \$60 per course x 5 competency courses x 2,500 learners		\$750,000.00
ROUNDED TOTAL		\$750,000.00

TOTAL REQUEST	\$1,000,000.00
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IN-KIND CONTRIBUTION		AMOUNT
Charla Long, President - 8 hours per month x 24 months x \$350 per hour		\$67,200.00
Office Supplies - \$100 per month x 24 months		\$2,400.00
CNA Course Fee Discount - The standard non-credit bearing course fee is \$100 per course but has been reduced to \$60 per course for this grant. This captures the \$40 discount per course x 5 courses x 2500 learners		\$400,000.00
Total In Kind Contribution		\$469,600.00

Key Personnel Job Descriptions

President, The QuILTSS Institute

Dr. Charla Long, as the chief executive, is responsible for setting the overall vision of the organization and communicating this vision to key stakeholders, including employees, board members, government leader, long-term care providers and direct care workers. Charla facilitates meetings, speaks at conferences, and represents the organization in meetings and public forums.

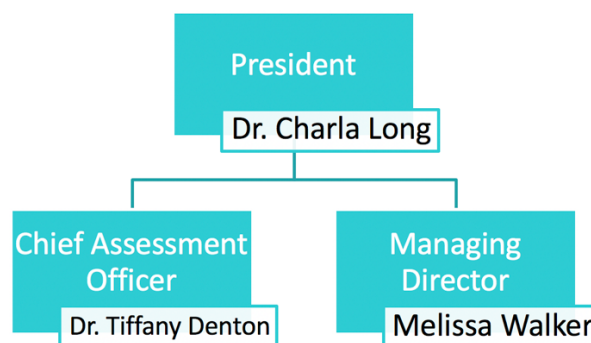
Chief Assessment Officer, The QuILTSS Institute

Dr. Tiffany Denton focuses on the design of behaviorally-based assessments and curriculum for competency-based education programs. Within this role, Tiffany facilitates the build of curriculum using the backward design process to promote learner performance change on the job. This curriculum design process includes with a curriculum team including subject matter experts (SME), curriculum designers, assessment designers, and instructional designers to create an engaging and competency-based learning experience. Specifically, Tiffany focuses her work on the design of behaviorally-based assessment exercises that require each learner to demonstrate knowledge, skills, abilities, and intellectual behaviors to validate learner competence across a pre-determined and defined set of competency areas. She manages a team of virtual assessors and consultant SMEs.

Managing Director, The QuILTSS Institute

Ms. Melissa Walker leads the daily operations for The QuILTSS Institute and drives forward all operational elements for The Institute, including the QuILTSS Workforce Development program. These duties include monitoring workflows and making timeline adjustments to achieve project milestones; implementing and maintaining developmental best practices; and working with multiple interdisciplinary teams to achieve stated objectives. Melissa collaborates with both internal and external partners including subject matter experts, the online learning platform team, assessment designers, instructional designers, and providers/MCOs in the field of long-term care. In addition, Melissa serves as the primary liaison between The QuILTSS Institute and its institutional partners.

The QuILTSS Institute organizational chart is depicted below:



Biographical Sketches Key Personnel

Charla Long, President – charla@quiltss.org, 615-517-1256

Long is President of Go Long Consulting, a firm focused on aging services and higher education innovation, and the Executive Director for the Competency-Based Education Network, a national consortium of higher education institutions and statewide systems seeking to design, develop, and scale new models of student learning, and serves in a part-time capacity leading The QuILTSS Institute. She has over 20 years of experience in the higher education setting. Long frequently facilitates workshops nationally and internationally on CBE and co-authored the book titled “*A Leader’s Guide to Competency-Based Education: From Inception to Implementation*” (Bushway, Dodge, & Long, 2018). In 2016, Long was recognized by *The Chronicle of Higher Education* as one of the Top 10 Most Influential People in Higher Education for her work in competency-based education. Long, as Creator and Founder of The School of TransformAging® at Lipscomb University, was selected by Tennessee Governor Bill Haslam to chair the Governor’s Task Force on Aging. As Chair, Long authored the Governor’s strategic plan, drawing from the public, private, and nonprofit sectors, to better meet the needs of older Tennesseans and their families. She has extensively supported Tennessee’s Bureau of TennCare on multiple stakeholder engagement and technical assistance projects, including on the Quality Improvement in Long Term Services and Supports (QuILTSS) value-based purchasing initiative. On the QuILTSS project, Long facilitated nearly two dozen stakeholder engagement sessions, planned and led all meetings between the State and key stakeholders, oversaw the research and production of Robert Wood Johnson Foundation funded technical assistance report, and assisted in the development of the State’s pay-for-performance quality framework. Additionally, Long oversaw the multi-year project to design the QuILTSS workforce development offerings. Over the years, Long has worked with multiple nursing facilities on Directed Plans of Correction and coordinated compliance efforts with CMS. Long has trained thousands of direct service professionals in countless facilities throughout the southeast United States.

Tiffany Denton, Chief Assessment Officer - Tiffany@quiltss.org, 615-584-2990

Prior to her current role, Tiffany served as Assistant Dean in the College of Professional Studies at Lipscomb University where she led the Curriculum and Academic Team to the launch of PACE, Lipscomb’s 126-credit hour competency-based program. She also served as an assistant professor, administrator of Lipscomb’s behaviorally-based CORE Assessment Center, as well as engaged multiple employer partnerships. Tiffany spent six years studying at The University of Memphis earning the Master of Arts and Education Specialist degrees in School Psychology, as well as the Doctor of Education degree in Applied Behavior Analysis. She is recognized as a Nationally Certified School Psychologist and a Board-Certified Behavior Analyst with doctoral designation.

Melissa Walker, Managing Director - Melissa@quiltss.org, 615-440-9050

Melissa has a background in finance, economics, and accounting, as well as having taught for the past 18 years at various community colleges and universities. Prior to that, she worked at GE Capital, the financial arm of General Electric, for seven years in various capacities including marketing, accounting, and project management. Melissa holds a Masters of Arts in Economics from Middle Tennessee State University, a Masters of Business Administration with an emphasis in Entrepreneurship from the University of Colorado-Denver, and a Bachelor of Science in Accounting from Elon University with a minor in Mathematics. She is currently working toward her PMP Certification.

GENERAL ASSURANCES

Assurance is hereby provided that:

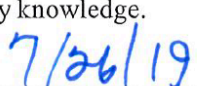
1. This program will be administered in accordance with all applicable statutes, regulations, program plans and applications:
 - a. The laws of the State of Tennessee;
 - b. Title VI of the federal Civil Rights Act of 1964;
 - c. The Equal Employment Opportunity Act and the regulations issued there under by the federal government;
 - d. The Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government;
 - e. The condition that the submitted application was independently arrived at, without collusion, under penalty of perjury; and,
 - f. The condition that no amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the Agency in connection with any grant resulting from this application.
2. Each agency receiving funds under any grant resulting from this application shall use these funds only to supplement, and not to supplant federal, state and local funds that, in the absence of such funds would otherwise be spent for activities under this section.
3. The grantee will file financial reports and claims for reimbursement in accordance with procedures prescribed by the State of Tennessee Department of Health.
4. Grantees awarded grants resulting from this application process will evaluate its program periodically to assess its progress toward achieving its goals and objectives and use its evaluation results to refine, improve and strengthen its program and to refine its goals and objectives as appropriate.
5. If applicable, the program will take place in a safe and easily accessible facility.

CERTIFICATION/SIGNATURE

I, THE UNDERSIGNED, CERTIFY that the information contained in the application is complete and accurate to the best of my knowledge; that the necessary assurances of compliance with applicable state/federal statutes, rules and regulations will be met; and, that the indicated agency designated in this application is authorized to administer this grant.

I FURTHER CERTIFY that the assurances listed above have been satisfied and that all facts, figures and representation in this application are correct to the best of my knowledge.


Signature of Applicant Agency Administrator


Date Signed (Month/Day/Year)

PART VII: EXPECTED OUTCOMES

Project Abstract - This project proposal is the result of discoveries made by the Bureau of TennCare through its Quality Improvement in Long Term Services and Support (QuILTSS) delivery system reform and value-based purchasing initiative and innovations developed by The QuILTSS Institute, a non-profit organization whose mission is to build a more competent workforce, leading to an increase in the quality of care and quality of life for those receiving long-term services and supports. Under TennCare's QuILTSS initiative, Nursing Facility (NF) payment is based in part on residents' assessed levels of need and adjusted based on quality metrics. Providers are rewarded with higher reimbursement payments when they improve the member's experience of care and promote a person-centered care delivery model.

In early 2019, TennCare contracted with the National Research Corporation Health (NRC) to conduct an initial satisfaction and cultural change survey, where 100% of the State's 286 Medicaid facilities participated. The results identified key strengths and opportunities of each nursing facility and aggregated the data statewide. NRC provided comparisons to national benchmarks and statewide benchmarks. The results clearly demonstrated the need to enhance the knowledge, skills and abilities, and intellectual behaviors of CNAs to deliver higher quality, more person-centered care by developing competencies beyond what is required for licensure, with higher quality training and increased competency among the top five opportunities identified by staff and residents.

Since "staffing and staff competency" is an important component in the QuILTSS payment framework, The QuILTSS Institute, with a contract from TennCare, has already designed and piloted a comprehensive competency-based workforce development program, based on the CMS Final Core Competency Set for Direct Service Workers. The four competencies of specific relevance to this proposed project are: Communication; Person-Centered Practices; Evaluation and Observation; and Professionalism and Ethics. Additionally, The QuILTSS Institute has a contract with TennCare, using State Innovation Model grant funding, to create a competency-based dementia specialization training program called Arm in Arm, which supplements CMS' Hand in Hand training curriculum. This is in development and will be piloted this fall.

Our project's objective is to offer these five specialized, competency-based training courses to a subset of eligible CNAs, allowing them to earn microcredentials worth college credit in each area. The goals or anticipated outcomes of our proposal are to: (1) Expand the skill set of a sampling of 2,500 CNAs by piloting with approximately 50 of the 286 TN Medicaid NF, with over 50% of the 2,500 pilot CNAs completing the courses after two years; (2) Improve NF performance on currently reported resident- and family-identified deficiencies, leading to higher quality of care and enhanced quality of life as measured by NF performance above baseline data collected by TennCare in early 2019 and 2020; (3) *Improve CMS 5-Star quality ratings of at least 33% of participating facilities*; (4) Increase the confidence and abilities of CNAs to properly perform all job tasks, resulting in enhanced resident outcomes, lower turnover rates, and increased job satisfaction; (5) Prove the viability of a specialized Certified Geriatric Nursing Assistant through all collected data metrics; (6) Share and connect data across multiple State agencies for the benefit of NF residents, families, and staff; (7) Recognize CNAs with this specialized training through increased wages and college pathways; and (8) *Improved performance each year as evidenced by NRC annual statewide survey.*

The success of this project will be assessed by NRC annually through a comprehensive statewide survey that leverages the baseline data collected in early 2019. Rich Kortum with NRC and Indrani Ray, Director of VBP at TennCare, will lead the project evaluation efforts.

Statement of Need - According to America’s Health Rankings Senior Report 2018, Tennessee ranks 37th for Nursing Home Quality of Care with only 44.8% being CMS 4 or 5-star rated facilities over a three-month period. In order to improve quality of care and life for Tennesseans and as described in the Project Abstract above, the Bureau of TennCare has created an effective value-based purchasing model, complete with increased reimbursement rates for quality providers. NRC conducted a statewide survey in early 2019 of all 286 Medicaid facilities and discovered the following performance deficiencies:

Primary Opportunities (Resident)	Primary Opportunities (Family)	Primary Opportunities (Staff)
Responsiveness of management	Adequate staff	Assistance with job stress
Learn about routines/preferences	Attention to resident grooming	Attentiveness of management
Choices/preferences	Can choose how, when and how often to bathe	Staff to staff communication
Quality of dining experience	Responsiveness of management	Quality of resident related training
Competency of staff	Learn routines/preferences	Quality of family related training
Accommodate routines/preferences	Staff take resident complaints seriously	
Staff respond with genuine concern	Opportunities to contribute/meaning to life	

NRC is scheduled to conduct another statewide survey in January of 2020 which will serve as additional baseline data across all 286 Medicaid facilities. Once pilot training begins with the approximate 50 pilot NFs and 2,500 CNAs respectively, The QuILTSS Institute and the Bureau of TennCare will contract with NRC to conduct annual surveys of the selected pilot NFs using the same survey tool used by NRC to collect baseline data (further described below). Pilot NFs and CNA participants will be identified through a competitive selection process. A selection committee will be formed as a group of impartial evaluators to identify an equally representative pool of CNAs from across the state of Tennessee, *comprised exclusively of 3-star & below NFs*. The selection committee will identify an equally representative sample of NFs from across the state and consider a variety of factors such as ownership structure.

The QuILTSS Institute has developed a turnkey training solution to meet the specific deficiencies identified above. Unfortunately, TennCare does not have the funding to pay for the delivery of the training or the ability to force employers to pay CNAs more per hour for completion of the training. Although TennCare’s QuILTSS payment framework dimensions are all impacted by the overall competence of the staff, only 5% of our reimbursement model is tied directly to this measure. NFs and their advocates have told us that without greater incentive, NFs will not bear the cost of providing this needed training for such a small increase in their reimbursement payment. Therefore, we are requesting to use CMP funds over two years to cover the cost of pilot training CNAs at approximately 50 of the State’s 286 Medicaid NFs and to validate the results

achieved with residents, families, and staff through data collection and analysis conducted primarily by NRC.

Through thoughtful planning, we are trying to eliminate or mitigate any problems that may arise. *Potential Issue #1:* Employer will not want to participate because they will be required to increase the hourly salary of CNAs who complete the training. *Solution:* TennCare will offer reimbursement framework bonus points to facilities who sign and honor their commitment to participate in this project or participate in other QuILTSS Workforce Development programs. This will increase reimbursement payments and provide enhanced incentives. TennCare will align its Staffing and Staff Competence measures to reflect this program. *In order to receive QuILTSS framework bonus points, facilities will be required provide to TennCare proof of staff pay increases. This information will then be shared with The QuILTSS Institute for tracking purposes.* *Potential Issue #2:* CNAs may not choose to participate or may not complete the curriculum and demonstrate competence. *Solution:* A website has been created, though it has not been publicly launched, to explain the benefits of this CNA training and includes testimonials from CNAs who have completed the program. Marketing pieces have been designed to encourage CNAs to pursue training and professional development, and feature the many benefits experienced by better trained CNAs including reduced job stress, increased on-the-job performance, and higher job satisfaction. Success coaches will be used to encourage enrolled CNAs throughout the course of the curriculum. Learning analytics will be used to identify learners at-risk of stopping or failing, and appropriate, pre-planned measures will be deployed.

Program Description - As described above, the QuILTSS Quality Framework for the period of July-December 2019 is the 12th submission period for Tennessee facilities. In this submission, NFs shall be awarded points on the “staff training” dimension if the leadership team and staff of NFs participate in an online orientation course from The QuILTSS Institute Workforce Development program. Completion of the orientation by all members of the facility’s leadership team is a threshold measure, meaning these leaders must complete the orientation if the NF wants to receive any points in this category. After the leadership team has completed the orientation, staff will be eligible to complete the orientation, using a sliding scale to award points based on the percentage of NF staff who complete the orientation. This orientation will establish a general understanding of The QuILTSS Institute offerings. *If this project is funded, TennCare will send to appropriate providers a notice of the opportunity to participate in this CMP-funded pilot project. A supplemental asynchronous webinar will be offered that includes an overview of this project, reviews the requirements of NFs to access the CMP-funded training as a pilot site, and shares the process for making written commitments to participate.* Subsequent cohorts will be identified *using this same process* on a rolling basis.

TennCare’s 13th QuILTSS Quality Framework will commence in January 2020 and incentivized participation in this program, as well as other QuILTSS Workforce Development programs, will be included. This should encourage pilot NFs to sign agreements to participate in the program. Committed pilot NFs will be evenly divided into three provider groups, preferably by region, so providers have only one cohort of pilot CNAs participating every six-month period and have predictability in scheduling. The anticipated schedule delivery is captured in the following table:

Provider Group	Cohort #	Max. # of NFs	Max. # of Total CNAs	Start Date	Completion Date
Middle TN	1	16	277	March 1, 2020	Aug. 31, 2020
East TN	2	17	280	May 1, 2020	Oct. 31, 2020
West TN	3	17	277	July 1, 2020	Dec. 31, 2021
Middle TN	4	16	277	Sept 1, 2020	Feb. 28, 2021
East TN	5	17	280	Nov 1, 2020	April 30, 2021
West TN	6	17	277	Jan. 1, 2021	June 30, 2021
Middle TN	7	16	276	March 1, 2021	Aug. 31, 2021
East TN	8	17	280	May 1, 2021	Oct. 31, 2021
West TN	9	17	276	July. 1, 2021	Dec. 31, 2022

By the conclusion of the two-year grant, The QuILTSS Institute will have trained approximately 2,500 CNAs from across the State, which equates to approximately 50 CNAs per pilot Medicaid facility.

All QuILTSS Institute training offerings incorporate the following features:

- Curriculum designed and written by **national subject matter experts**, who are considered to be the leading thinkers of their field and for their topic area.
- **Competency-based** pedagogy, meaning learners are expected to demonstrate their knowledge, skills, abilities, and intellectual behaviors before being certified as competent. It is not enough to merely complete the online content alone, as one must actually show performance at the desired level.
- Courses are offered through a mobile-ready, **online**, higher education-based learning management system platform.
- A **robust learning environment** that allows CNAs to practice newly learned competencies in **real-world application** through structured on-the-job activities.
- CNAs will **demonstrate mastery** in a virtual environment using virtual standardized patient (VSP) simulators, controlled by live, in real-time actors, who have been trained by assessment experts.
- CNAs will earn **micro-credential QuILTSS badges** for each competency, with earned badges being captured in a **portable and transferable training and learning record**. *These badges are the only micro-credentials which will be recognized by TennCare for points under its QuILTSS payment framework.*
- **Academically qualified faculty** teach the courses, with **success coaches** encouraging CNAs to complete the coursework through **wraparound support services**.
- Through partnerships with the Tennessee Board of Regents, multiple community colleges and colleges of applied technology, CNAs can **earn college credit** for completed competencies and awarded badges, allowing them to advance along **clearly articulated college and career pathways**.

For each cohort, The QuILTSS Institute will secure academically-qualified faculty and trained success coaches. The Institute will enroll new learners into the learning management system (LMS) and conduct a technology orientation course for each pilot cohort. The Institute will provide access to the LMS and provide technical support to pilot CNA learners. On the first day of the learning period, CNAs will be placed in their first competency course. Competencies will be offered one at a time, in the following

sequence: Person-Centered Practices, Communication, Evaluation and Observation, Professionalism and Ethics, and Arm-in-Arm (the dementia specialization). Since these courses have been designed as the equivalent of associates-level, college classes, CNAs should expect each course to take approximately one month to complete and will require approximately 10-15 hours of time outside of work. CNAs may move at their own pace, but CNAs must complete all coursework within the six-month learning period. *The Tennessee Board of Regents has added each of these competencies into their course library as new courses so CNAs will earn credit for the five competency courses, which equates to a total of six college credits. Tennessee's Colleges of Applied Technology and community colleges will apply those credits to a variety of academic programs, including the awarding of an 18-credit hour associates-level certificate in LTC.*

For each NF, The QuILTSS Institute will secure field qualified and trained mentors. *These mentors will have demonstrated experience leading culture change efforts in NFs and will be skilled in coaching others.* Mentors will be assigned by region to work alongside pilot facilities to promote culture change. Mentors will work with both leadership and CNAs to implement pilot training to its fullest potential, *including the review of on-the-job QuILTSS training activities. Mentors will encourage, observe, and coach NFs in the implementation of person-centered practices described in the training.* Mentors will make site visits four times over the two-year period *and will supplement these visits with calls and webinars.* Ultimately, mentorship should lead to culture change at the individual, facility, regional, and state levels.

The Bureau of TennCare will engage NRC to conduct an annual survey in January 2021 and 2022 to measure resident, family, and staff outcomes on key measures which is discussed in greater detail in the next section.

PART VIII: RESULTS MEASUREMENT

TennCare will contract with the National Research Corporation Health (NRC) to conduct an annual satisfaction and cultural change survey, similar to the one administered in 2019 and repeated just before the start of this project in January 2020. We would require 100% of participating pilot NFs to complete the survey process. The Resident, Family, and Staff Satisfaction Survey instruments include the CoreQ survey questions that were developed by Nicholas Caste, Ph.D. and the American Health Care Association/National Centers for Assisted Living. A separate set of questions for each of TennCare's four other quality dimensions, such as Culture Change/Quality of Life measures, will also be included. This includes specific questions designed to measure progress on the deficiencies revealed in the Statement of Need section on Page 13. *Through annual written reports,* the Bureau of TennCare will share the aggregate results of this survey with the Department of Health and CMS in case the results can help inform future regulatory and/or funding priorities.

In addition to the annual NRC surveys, all pilot learners will be encouraged to complete course evaluations administered at the conclusion of each competency, and an overall program evaluation after completion of their final summative assessment. This evaluation solicits feedback on a range of topics including instructor and success coach professionalism and performance, course rigor and relevance, and the quality and immediate applicability of the competency content in the CNAs work environment. Formative assessments and activities conducted during each course will solicit feedback on how newly acquired knowledge, skills, abilities, and intellectual behaviors are leading to improved resident outcomes. These activities and assessments will include opportunities for CNAs to practice their competencies and to teach peers new strategies, too. These evaluations will be shared quarterly and summarized annually

for trends, and competency courses and the administration thereof will be modified based on CNA feedback. All data will be shared with the Tennessee Department of Health and CMS on a quarterly basis. *The outcomes achieved through the pilot will be shared with NFs and the field-at-large in a final report and webinar, released just prior to the conclusion of the grant.*

PART IX: BENEFITS TO NURSING HOME RESIDENTS

Using the baseline data collected by NRC in early 2019 as our guide, current NF residents, families, and staff of Tennessee’s Medicaid facilities indicated the need to improve the quality of life and care for residents in several significant areas. The selected competency development courses address the vast majority of the areas of opportunity identified by Tennessee stakeholders.

Opportunity for Improvement:	Identified by:	Covered in Competency Course:
Responsiveness of management	Resident, Family	Professionalism and Ethics, Communication, Person-Centered Practices
Can make choices/preferences	Resident	Person-Centered Practices, Dementia
Competency of staff	Resident	All Five Competency Courses
Accommodate routines/preferences	Resident	Person-Centered Practices
Staff respond with genuine concern	Resident	Professionalism and Ethics, Communication
Attention to resident grooming	Family	Person-Centered Practices, Dementia
Choose how, when, and how often to bathe	Family	Person-Centered Practices
Learn routines/preferences	Resident, Family	Person-Centered Practices, Evaluation and Observation
Staff take resident complaints seriously	Family	Communication, Professionalism and Ethics
Opportunities to contribute/meaningful life	Family	Person-Centered Practices
Assistance with job stress	Staff	Professionalism and Ethics, Dementia, Communication
Attentiveness of management	Staff	Communication, Evaluation and Observation
Staff to staff communication	Staff	Communication

After completing the five competency development training modules, CNAs will perform better in these key areas, leading to an enhanced quality of life and quality of care for Tennessee's Medicaid nursing home residents. With CNAs performing better in all of these areas, the facilities should see significant improvements and their CMS Five-Star ratings should increase.

PART X: CONSUMER/STAKEHOLDER INVOLVEMENT

Since the first inception of the value-based purchasing model, residents and their families have been at the center of the entire initiative and this project would be no different. To illustrate, TennCare leaders and now QuILTSS Institute leaders traveled over 2,000 miles in 10 days to nine different locations around Tennessee, holding two public forums per day designed to solicit answers to the question: *“What does quality of care and quality of life look like from the residents' perspective?”* In each city, two public forums were held with one being open to consumers and their families and the other for providers. The answers were analyzed, individually and collectively, and served as the basis for today's QuILTSS payment framework. When collecting data for NF performance payment, staff, residents and families are asked to provide performance feedback.

For this project, staff will be directly involved in the pilot training offerings. Throughout the pilot training program, pilot CNAs will be provided with access to academically qualified faculty and to mentors, who will ensure pilot CNAs are taking full advantage of the learning experience and will be sufficiently prepared to demonstrate competence on the final virtual simulation. Course evaluations will be used to measure the effectiveness of the pilot training program. This information will be used to make any needed modifications to the curriculum and assessments before the next cohort of learners begin the pilot training program.

NRC will conduct an annual survey to solicit feedback directly from staff, residents, and families, separately, on a range of measures tied directly to the outcomes of this project. Facility-specific data collected from NRC will be shared with the governing board and/or NF leadership team, as this data should be leveraged to enhance its quality and to increase its QuILTSS payment framework point total.

In order to access the CMP-funded training through this pilot project, a member of the governing body and/or NF leadership team will need to participate in a pre-application webinar. If the selection committee (as described in Statement of Need) identifies the NF as a pilot location and the governing body and leadership team agree to the conditions of pilot participation, the governing board will increase the hourly wage of pilot CNAs as they successfully earn competency badges, in exchange for access to the CMP-funded training content. By participating in this program, the pilot NF increases its likelihood of earning higher points on the QuILTSS payment framework, resulting in an increased reimbursement amount. *See Appendix A for letters of interest from nearly four dozen NFs who would be willing to participate and pay the additional wage incentives to CNAs upon successful completion.*

PART XI: FUNDING

The Excel Grant Budget Spreadsheet and the Line Item Budget Details can be found on pages 7 and 8 of this proposal. This project requests \$1,000,000.00 in CMP funds and The QuILTSS Institute will provide an additional \$469,600.00 through in-kind contributions. The vast majority of the expense is for the actual delivery of competency courses to CNAs. The costs for the grant by year, are as follows:

	Year One	Year Two
Salaries		
Tiffany Denton	\$ 11,000.00	\$ 11,000.00
Melissa Walker	\$ 21,250.00	\$ 21,250.00
Professional Fees		
NRC Survey	\$ 38,500.00	\$ 38,500.00
Field Mentors	\$ 50,000.00	\$ 50,000.00
Travel		
Mentor trips to Facility	\$ 4,250.00	\$ 4,250.00
Other Non-Personnel Costs		
CNA Course Fees – <i>A maximum of</i> 1,391 CNAs will be taught 5 courses each in year one; 1,109 CNAs will be taught 5 courses in year two	\$ 417,300.00	\$ 332,700.00
TOTALS	\$ 542,300.00	\$ 457,700.00

Since CNAs will be enrolled in only one course at a time, course fees will be charged as the learner enrolls and signs into his/her first (or next) course. This means that if the learner quits after course two, only two course fees will be charged. The grant will not charge for courses if a learner did not actually enroll in the course. If a learner drops out of the program, a NF may substitute a different CNA into the program, but the facility would be required to pay for the new CNA to complete courses already paid by the grant for the original employee. This allows for the maximum number of CNAs to complete the program.

PART XII: INVOLVED ORGANIZATIONS

Below is the contact information for all currently anticipated organizations that will receive funds through this project:

Contact Name	Address	Email	Phone number
Dr. Charla Long, President, The QuILTSS Institute	1417 Hanson Drive, Franklin, TN 37067	charla@quiltss.org	(615) 517-1256
Patti Killingsworth, Assistant Commissioner and Chief of Long-Term Services and Supports, Bureau of TennCare	310 Great Circle Road, Nashville, TN 37243	patti.killingsworth@tn.gov	(615) 507-6468
Rick Kortum, Director of Strategic Partnerships, National Research Corporation	1245 Q Street, Lincoln, NE 68508	rkortum@nrchealth.com	(800) 601-3884

July 25, 2019

Re: CMP Grant Application, "*Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based, Long-Term Care Training Program*"

To Whom It May Concern:

National Research Corporation is delighted to partner with the Bureau of TennCare and The QuILTSS Institute as a subcontractor on this grant application for "*Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based, Long-Term Care Training Program.*" National Research is one of the largest elder, family, and employee satisfaction firms in the U.S. and is unique to cover the entire healthcare continuum.

For this project, National Research will provide TennCare and The QuILTSS Institute with data survey administration, data extraction, analysis, and reporting. National Research has been providing these types of services for more than 35 years and has an expert team focused exclusively on healthcare analytics.

Please feel free to contact me if you have any questions or concerns.

Sincerely,



Steph Kolbo

VP of Sales, Post-Acute

skolbo@nrchealth.com

402.475.2525

Appendix A – NF Letters of Support



201 Jordan Road
Franklin, TN 37067

Phone: 615-905-5200
Fax: 615-905-5202

October 9, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, *“Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program”*

Dear Mr. Davis,

Please accept this letter as a sign of interest for American Health Communities, Inc. 28 Tennessee nursing facilities in participating in the above referenced project, which was submitted for CMP funding by TennCare and The QuILTSS Institute. This project will offer up to 50 Tennessee nursing facilities access to five specialized, competency-based training courses, allowing up to 50 CNAs per building to enhance their competencies while earning micro-credentials in the form of QuILTSS badges that may be transcribed for college credit. These courses include development of the following competencies: Person-Centered Practices, Evaluation & Observation, Professionalism & Ethics, Communication, and Dementia Care.

Please see the attached list for facility specific information.

If our facilities are selected to participate in the pilot project, I understand:

My facilities will receive:

1. Access to five different competency-based courses *at no cost* for up to 50 CNAs;
2. Support from an outside mentor who will coach CNAs on how to apply their new learnings to the work environment; and
3. Recognition for being one of the 50 pilot facilities through the QuILTSS quality framework with additional points.

My facilities will be required to:

1. Provide access to 50 CNAs willing to fully participate in the training courses;
2. Encourage participating CNAs to complete all of the courses and to implement new strategies at work; and
3. Pay CNAs who complete *all* five courses and demonstrate competencies at the desired level \$1.00 per hour more.

I recognize additional training can increase the confidence and abilities of CNAs to perform all job tasks, enhance resident outcomes, lower turnover rates, and increase employee, resident, and family satisfaction. Additionally, Tennessee nursing facility payment is based in part on residents’ assessed levels of need and adjusted based on quality metrics. I recognize that my participation in this program may result in higher reimbursement payments resulting from improved quality performance, which can help offset the additional wages paid to CNAs who fully complete the training program.

Thank you for considering this program for CMP funding.

Sincerely,

Heather Lansaw

Heather Lansaw
American Health Communities, Inc.
VP of Senior Care Services

October 2019

American Health Partners/TN Health Mgt.
1971 Tennessee Avenue North
P.O. Box 10
Parsons, TN 38363

731-847-6343
Fax: 731-847-4200

FRANKLIN OFFICE
201 Jordan Road
Franklin, TN 37067

615-905-5200
Fax: 615-905-5202

MANAGED NURSING FACILITIES	DATE OPENED/ ACQUIRED	# OF BEDS
Stacey Wallace AHC Applingwood 1536 Appling Care Lane Cordova, TN 38016	901-385-1803 FAX: 385-1817 BOC: Marci Jackson DON: Ruby Mosby ADON: Robin Clark FSS: CJ Alexander MDS: Kathy Broughton	April 1998 78
Mark Hill AHC Bethesda 444 One Eleven Place Cookeville, TN 38506	931-525-6655 FAX: 525-3581 BOC: Shelene Clover DON: Tamara Brown ADON: Kim Watts FSS: Louise Wade MDS: Billie Koon, Gail Morgan	June 2001 120
Hannah Davis AHC Bright Glade Center, Inc. 5070 Sanderlin Avenue Memphis, TN 38117-4397	901-682-5677 FAX: 682-5678 BOC: Donna Losue DON: Tiffany Ford ADON: Mechelle Richardson MDS: Ronda Freeman	June 1984 77
Cindy Bruton AHC Clarksville 900 Professional Park Dr. Clarksville, TN 37040	931-552-3002 FAX: 647-8246 BOC: Cynthia Galbreath DON: James Milliken ADON: Faith Clatterbuck MDS: Erica Martin, Dawn Sturkie, Rosheil Brewer(pt)	March 1978 113
Debra Johnson AHC Covington Care 765 Bert Johnston Avenue P.O. Box 544 Covington, TN 38019	901-475-0027 FAX: 475-0081 BOC: Laura Schneider DON: Deborah Cherry ADON: Sherl Shands FSS: Julie Williams MDS: Carolyn Cox, Natalie Tucker	June 1994 98
Chris Childress AHC Crestview 704 DuPree Avenue North Brownsville, TN 38012-1798	731-772-3356 FAX: 772-1653 BOC: Jennifer Fry DON: Latosha Taylor ADON: Marilyn Feltz FSS: Linda Petty MDS: Tracey Haywood, Vickie Fears	Aug. 1981 115

Mecole Springer AHC Cumberland 4343 Ashland City Hwy. Nashville, TN 37218-2401	615-726-0492 FAX: 742-3100 BOC: Joy Fletcher DON: ADON: Myriam Ismar FSS: Kimberly Jarrett	June 1988	124
Kyle Smith AHC Decatur County 726 Kentucky Ave. Parsons, TN 38363-9798	731-847-6371 FAX: 847-2671 BOC: Leigh Ann Collett (3.1.19) DON: Kelly Watson ADON: Terri Bowman FSS: Terri Tuten MDS: Tina Qualls, Nicole Montgomery	Nov. 1976	125
Bob Collins AHC Dyersburg 1900 Parr Avenue Dyersburg, TN 38024-2066	731-286-1221 FAX: 285-3886 BOC: Susan Kellough DON: Lisa Eison ADON: Heather Richardson, Donna Sowell FSS: Julie Hill MDS: Terri Kilpatrick, Michelle Kolwyck, Julie Enoch	Sept. 1984	130
Wayne Stevens AHC Forest Cove 45 Forest Cove Jackson, TN 38301-4396	731-424-4200 FAX: 424-7588 BOC: Stephanie Holman DON: Brenda Owens ADON: Brandy Hopper FSS: Shatinie Jeffries MDS: Jonathan Brooks, Ramona Dryer	Sept. 1984	170
George Munchow AHC Harbor View 1513 North Second Street Memphis, TN 38107	901-272-2494 FAX: 272-6976 BOC: Josephine Watson DON: Angie Boyce ADON: Angela Wilson FSS: Jessica Banks MDS: Greg Bowden, Patricia Quinley	Sept. 1984	103
Clayton Craig AHC Humboldt 2031 Avondale Rd P. O. Box 446 Humboldt, TN 38343-0446	731-784-3655 FAX: 784-3651 BOC: Amy Bass DON: Kim Taylor ADON: Tera Gant FSS: Vonda Allen MDS: Angela Brown	Jan. 1990	89
Celeste Blocker AHC Lewis County 119 Kittrell St. Hohenwald, TN 38462-0147	931-796-3233 FAX: 796-4338 BOC: Shirley Davis DON: Jana Touton (interim) ADON: Mary Hensley FSS: Alisa Pulley MDS: Sabrina Brown, Jana Touton	March 1977	131
Allan Maness AHC Lexington 727 E. Church St. Lexington, TN 38351	731-968-2004 FAX: 968-9755 BOC: Leslie Sanders DON: Brian Reeves ADON: April Hamilton Kit Sup: Terri Al-chokhacki MDS: Regina Melton, Donna Hamilton	July 1978	118
Shawn Wall AHC McKenzie 175 Hospital Drive McKenzie, TN 38201	731-352-3908 FAX: 352-4579 BOC: Alesia Barger DON: Kim Davis ADON: Deborah Fuller FSS: Sheila Toombs	Feb. 1995	99

MDS: Kim Baskin, Frances Snider

Chris Spence AHC McNairy County 835 E. Poplar Ave. Selmer, TN 38375-0349	731-645-3201 FAX: 645-4912 BOC: Stephanie Williams DON: Pollyanna Justice ADON: Dorothy Goodrum FSS: Dennis Smith MDS: Julee Hollomon, Sonya Jackson	March 1985	126
Nikki Raymer AHC Meadowbrook 1245 East College Street Pulaski, TN 38478-0677	931-363-7548 FAX: 424-9875 BOC: Teresa Ballentine DON: Maudessa Faulkner ADON: Emily Walls FSS: Candise Covey MDS: Jennifer Kinlaw	Jan. 1979	83
Rachel Asermily AHC Mt. Juliet 2650 N. Mt. Juliet Road Mt. Juliet, TN 37122	615-758-4100 FAX: 758-5450 BOC: Lori Grace Hargrove DON: Waylon Maynard ADON: Chere Hughlett FSS: Tina Mullins MDS: Connie Harggis, Betty Dees	Feb. 1994	106
Erin Livingston AHC Northbrooke 121 Physicians Drive Jackson, TN 38305	731-664-5050 FAX: 668-4890 BOC: Renee Mathes DON: Lisa Watkins ADON: Autumn Pirtle FSS: Gloria Bond MDS: Debbie Yeates, Pamela Brown	August 1997	120
849-8748 AHC Northside 202 East MTCS Road Murfreesboro, TN 37129	FAX: 849-3985 BOC: Jennifer Bowman DON: Jessica Nance ADON: Courtney Fuller FSS: Gina Broyles MDS: Donna Hajos	May 1996	68
Stephanie Warbritton AHC Paris 800 Volunteer Drive Paris, TN 38242-1408	731-642-2535 FAX: 641-8713 BOC: Amy Reed DON: Lindsey Gallimore ADON: Bridgette Deaton, Tammy Adams FSS: Jackie Robertson MDS: Pat Terrell, Elaine Maples	June 1980	127
Adam Camper AHC Savannah 1645 Florence Rd. Savannah, TN 38372	731-926-4200 FAX: 926-4205 BOC: Cristal Nowlin DON: Casey Pinson ADON: Amy Griggs FSS: Bonnie Moore MDS: Amanda Stricklin, Ashley Brown	March 1997	120
Amy Chadwick AHC Union City 1630 E. Reelfoot Avenue Union City, TN 38261-0509	731-885-8095 FAX: 885-5042 BOC: Leshia Craig DON: Rachael Richmond ADON: Brittany Burnette FSS: Rhonda Ivy MDS: Brittany Armstrong, Michelle Hayes	Sept. 1981	115
Betty Swindell AHC VanAyer 460 Hannings Lane Martin, TN 38237	731-587-3193 FAX: 588-2732 BOC: Tamara Taylor DON: Jayda Craig ADON: Elizabeth Robinson	June 1977	91

Erika Cable 615-

	FSS: Clerisia Ivie			
	MDS: Deborah Worrell			
<hr/>				
Savannah Choate	615-859-6600	FAX: 859-6608	June 1979	90
AHC Vanco	BOC: Leah Ellsworth			
813 South Dickerson Road	DON: Linda Smith			
Goodlettsville, TN 37072-1707	ADON:			
	FSS: Wendy Keys			
	MDS: Dana Bullard, Jordan Beasley			
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Marty Shoemake	931-296-7552	Fax: 296-1209	June 2003	100
AHC Waverly	BOC: Valerie Strome			
895 Powers Blvd.	DON: Jane Hicks			
Waverly, TN 37185-1018	ADON: Jennifer Sims			
	FSS: Betty Thorne			
	MDS: Megan Tomlin			
<hr/>				
Melinda Wade	731-852-3591	FAX: 852-2200	June 1992	90
AHC Westwood	BOC: Sharon Reeves			
524 W. Main St.	DON: Amy Wyatt			
Decaturville, TN 38329	ADON: Jenni Keen			
	FSS: Laura Alexander			
	MDS: Janice Hansel			
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Justin Broadway	731-300-4800	FAX: 731-300-4862	March 2009	67
AHC West Tennessee Transitional Care	BOC: Christy Hall			
597 W. Forest	DON: Sasha Ketron			
Jackson, TN 38301	ADON: Shari Peterson			
	FSS: Mary Ammons			
	MDS: Beverly Stewart, Kimberly Thompson, Kim			



October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, *"Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program"*

Dear Mr. Davis,

Please accept this letter as a sign of interest in participating in the above referenced project, which was submitted for CMP funding by TennCare and The QuILTSS Institute. This project will offer up to 50 Tennessee nursing facilities access to five specialized, competency-based training courses, allowing up to 50 CNAs per building to enhance their competencies while earning micro-credentials in the form of QuILTSS badges that may be transcribed for college credit. These courses include development of the following competencies: Person-Centered Practices, Evaluation & Observation, Professionalism & Ethics, Communication, and Dementia Care.

If my facility is selected to participate in the pilot project, I understand:

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3. Recognition for being one of the 50 pilot facilities through the QuILTSS quality framework with additional points.

My facility will be required to:

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3. Pay CNAs who complete *all* five courses and demonstrate competencies at the desired level \$1.00 per hour more.

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Thank you for considering this program for CMP funding.

Sincerely,

Gina Harris, RN, BSN
Administrator

701 West Main Boulevard / Church Hill, TN 37642
Phone: 423-357-7178 / Fax: 423-357-0419

www.vanguardhc.com

Bells Nursing and Rehabilitation Center
P.O. Box 717 - 213 Herndon Rd.
Bells, TN 38006
Ph. 731-663-2335
Fax 731-663-2399

October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Thank you for considering this program for CMP funding.

Sincerely,



Seleena Park
Administrator



Midtown Center

October 8, 2019

FOR HEALTH AND REHABILITATION

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, *“Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program”*

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If my facility is selected to participate in the pilot project, I understand:

My facility will receive:

1. Access to five different competency-based courses *at no cost* for up to 50 CNAs;
2. Support from an outside mentor who will coach CNAs on how to apply their new learnings to the work environment; and
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I recognize additional training can increase the confidence and abilities of CNAs to perform all job tasks, enhance resident outcomes, lower turnover rates, and increase employee, resident, and family satisfaction. Additionally, Tennessee nursing facility payment is based in part on residents’ assessed levels of need and adjusted based on quality metrics. I recognize that my participation in this program may result in higher reimbursement payments resulting from improved quality performance, which can help offset the additional wages paid to CNAs who fully complete the training program.

Thank you for considering this program for CMP funding.

Respectfully,

P. Elayne Poston
Administrator

☎ (901) 276- 2021

📍 141 N McLean Boulevard, Memphis, TN 38104

The Waters of Winchester

October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, "Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program"

Dear Mr. Davis,

Please accept this letter as a sign of interest in participating in the above referenced project, which was submitted for CMP funding by TennCare and The QuILTSS Institute. This project will offer up to 50 Tennessee nursing facilities access to five specialized, competency-based training courses, allowing up to 50 CNAs per building to enhance their competencies while earning micro-credentials in the form of QuILTSS badges that may be transcribed for college credit. These courses include development of the following competencies: Person-Centered Practices, Evaluation & Observation, Professionalism & Ethics, Communication, and Dementia Care.

If The Waters of Winchester is selected to participate in the pilot project, I understand:

My facility will receive:

1. Access to five different competency-based courses *at no cost* for up to 50 CNAs;
2. Support from an outside mentor who will coach CNAs on how to apply their new learnings to the work environment; and
3. Recognition for being one of the 50 pilot facilities through the QuILTSS quality framework with additional points.

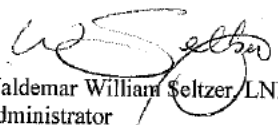
My facility will be required to:

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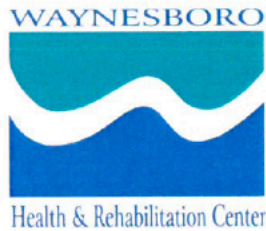
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Thank you for considering this program for CMP funding.

Sincerely,


Waldemar William Seltzer, LNHA
Administrator

1360 Bypass Road, Winchester, Tennessee 37398
931.967.7082



Waynesboro Health & Rehabilitation Center
104 JV Mangubat Drive P.O. Box 510
Waynesboro, TN 38485
(931) 722-3641

October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, *"Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program"*

Dear Mr. Davis,

Please accept this letter as a sign of interest in participating in the above referenced project, which was submitted for CMP funding by TennCare and The QuILTSS Institute. This project will offer up to 50 Tennessee nursing facilities access to five specialized, competency-based training courses, allowing up to 50 CNAs per building to enhance their competencies while earning micro-credentials in the form of QuILTSS badges that may be transcribed for college credit. These courses include development of the following competencies: Person-Centered Practices, Evaluation & Observation, Professionalism & Ethics, Communication, and Dementia Care.

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Thank you for considering this program for CMP funding.

Sincerely,

A handwritten signature in blue ink that reads "Pamela S. Reed". The signature is written in a cursive style with a long horizontal flourish at the end.

Pamela S. Reed
Administrator



October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Thank you for considering this program for CMP funding.

Sincerely,

Felix Strickland, CEO

6025 Primacy Parkway
Memphis, TN 38119
PHONE 901.818.5911
FAX 901.685.7362

SHCofPrimacy.com





October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Sincerely,


ADMINISTRATOR

Tennova Newport Convalescent Center • 450 College Street • Newport, TN 37821
TennovaHealthcare.com



October 8, 2019

Mr. Vincent Davis
 State Survey Agency Director
 655 Mainstream Drive, 2nd Floor
 Nashville, TN 37243

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Thank you for considering this program for CMP funding.

Sincerely,

 Sherry Norve, Administrator

200 BIRCH STREET. JACKSON, TN. 38301 P: 731-422-5641 F: 731-422-9909

October 8, 2019

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State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Ray Allen
Adminiatrator

October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Sincerely,



Steven Totty
Administrator
Diversicare of Martin
Martin, TN 38237

Alamo Nursing and Rehabilitation Center

580 W. Main Street * PO Box 367 * Alamo, Tn. 38001 731-696-4541 (T) 731-696-4948 (F)

October 8, 2019

Mr. Vincent Davis

State Survey Agency Director

655 Mainstream Drive, 2nd Floor

Nashville, TN 37243

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Thank you for considering this program for CMP funding.

Sincerely,



Barbara Park, Administrator



A Place for "Living"



October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Thank you for considering this program for CMP funding.

Sincerely,

Linda Austin
Administrator

405 Times Avenue
Lafayette, TN 37083
Phone (615) 666-3170 • Fax (615) 666-9146

www.knollwoodtn.com

405 Red Boiling Springs Road
Lafayette, TN 37083
Phone (615) 666-5566 • Fax (615) 666-6565



Lakebridge A Waters Community

A REHABILITATION & SKILLED NURSING CENTER

October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, "Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program"

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Thank you for considering this program for CMP funding.

Sincerely,

Cody S. Clark, LNHA

115 WOODLAWN DRIVE | JOHNSON CITY, TN 37604 | T. 423-975-0095 | F. 423-928-0358

Recuperate. Rejuvenate. Rehabilitate.



October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Sincerely,

Brian Vermillion, NHA, CNA, CDP
Administrator

309 Main Street / Red Boiling Springs, TN 37150-2149
Phone: 615-699-2238 / Fax: 615-699-3530
www.vanguardhcc.com



October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Sincerely,

Ann B. Dies
Administrator



SERENE MANOR MEDICAL CENTER

970 WRAY STREET

KNOXVILLE, TN 37917 Tax#62 0628157 NPI 1497740211

Rita Griffin, Administrator

October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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October 8, 2019

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655 Mainstream Drive, 2nd Floor
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Chris Heeren
Administrator

Dyer Nursing and Rehabilitation Center
1124 North Main, P. O. Box 160
Dyer, Tennessee 38330

Telephone: 731-692-4545
October 8, 2019

Fax: 731-692-4447

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
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HeF

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I recognize additional training can increase the confidence and abilities of CNAs to perform all job tasks, enhance resident outcomes, lower turnover rates, and increase employee, resident, and family satisfaction. Additionally, Tennessee nursing facility payment is based in part on residents' assessed levels of need and adjusted based on quality metrics. I recognize that my participation in this program may result in higher reimbursement payments resulting from improved quality performance, which can help offset the additional wages paid to CNAs who fully complete the training program.

Thank you for considering this program for CMP funding.

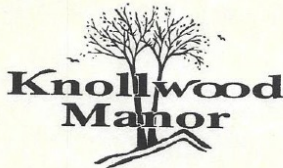
Sincerely,


Jerry Park, Administrator

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OCT 09 2019

HEALTH CARE FACILITIES



A Place for "Living"



October 8, 2019

Mr. Vincent Davis
State Survey Agency Director
655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

RE: CMP Application, "Enhancing CNA Competencies for Improved Resident Outcomes through a Competency-Based Training Program"

Dear Mr. Davis,

Please accept this letter as a sign of interest in participating in the above referenced project, which was submitted for CMP funding by TennCare and The QuILTSS Institute. This project will offer up to 50 Tennessee nursing facilities access to five specialized, competency-based training courses, allowing up to 50 CNAs per building to enhance their competencies while earning micro-credentials in the form of QuILTSS badges that may be transcribed for college credit. These courses include development of the following competencies: Person-Centered Practices, Evaluation & Observation, Professionalism & Ethics, Communication, and Dementia Care.

If my facility is selected to participate in the pilot project, I understand:

My facility will receive:

1. Access to five different competency-based courses *at no cost* for up to 50 CNAs;
2. Support from an outside mentor who will coach CNAs on how to apply their new learnings to the work environment; and
3. Recognition for being one of the 50 pilot facilities through the QuILTSS quality framework with additional points.

My facility will be required to:

1. Provide access to 50 CNAs willing to fully participate in the training courses;
2. Encourage participating CNAs to complete all of the courses and to implement new strategies at work; and
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Thank you for considering this program for CMP funding.

Sincerely,

Linda Austin
Administrator

405 Times Avenue
Lafayette, TN 37083
Phone (615) 666-3170 • Fax (615) 666-9146

www.knollwoodtn.com

405 Red Boiling Springs Road
Lafayette, TN 37083
Phone (615) 666-5566 • Fax (615) 666-6565



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655 Mainstream Drive, 2nd Floor
Nashville, TN 37243

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Thank you for considering this program for CMP funding.

Sincerely,

P. René Sharp
NHA

ASBURY PLACE Maryville

Celebrate Life ~ Every day, through every circumstance, with every person, in every way.



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