

ASN Dialysis Advisory Group

ASN DIALYSIS CURRICULUM

The Role of Medical Directors

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- DaVita, Inc.

Disclosures

- **DaVita, Inc**
 - Employee and stockholder
- **Affymax**
 - Member of the Scientific Advisory Board

Sources

- **Conditions for Coverage**
 - Rules and standards governing end-stage renal disease (ESRD) facilities
- **Interpretative Guidance**
 - Point-by-point interpretation of each condition
- **Measures Assessment Tool**
 - Audit checklist for surveyors

Conditions for Coverage

- **Defines 16 conditions which must be met in order for ESRD facilities to receive Medicare coverage**
- **Failure to meet one or more of the conditions may lead to closure of a facility**
- **Medical Director accountability is defined in multiple conditions**
 - Conducting Quality Improvement
 - Infection Control
 - Governance
 - Medical Directors

Termination of Medicare Coverage

- (a) “...failure of a supplier of ESRD service to meet one or more conditions for coverage set forth in part 494 will result in the termination of Medicare coverage...”**
- (b) “... [can be] based solely on supplier’s failure to participate in network activities and pursue network goals as required at §494.180(i) of this chapter...”**

Conditions for Coverage , 488.604

You are Responsible for...

- **Quality**
- **Safety**
- **Policy and procedure**
- **Training and education**
- **Patient rights**

Your Roles as Medical Director

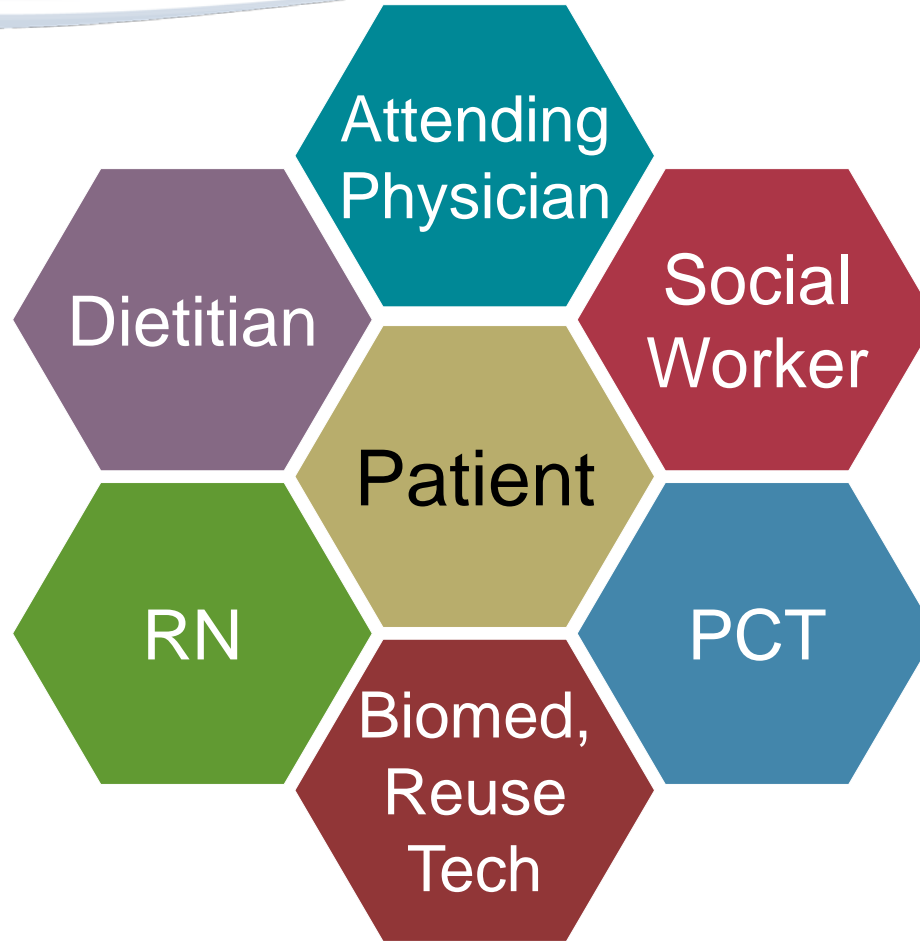
- **Coach to the Interdisciplinary Team (IDT)**
 - Patient assessments and care plans
 - Managing the disruptive patient
- **Clinical leader**
 - Quality Assessment and Process Improvement (QAPI) Team
 - Governing body
- **Member of facility governing body**
 - Medical Director, Facility Administrator (Chief Executive Officer [CEO]), and Corporate Representative



Teams

**Organization of Quality and
Safety In ESRD Facilities**

Care Team



PCT, patient care technician. RN, registered nurse.

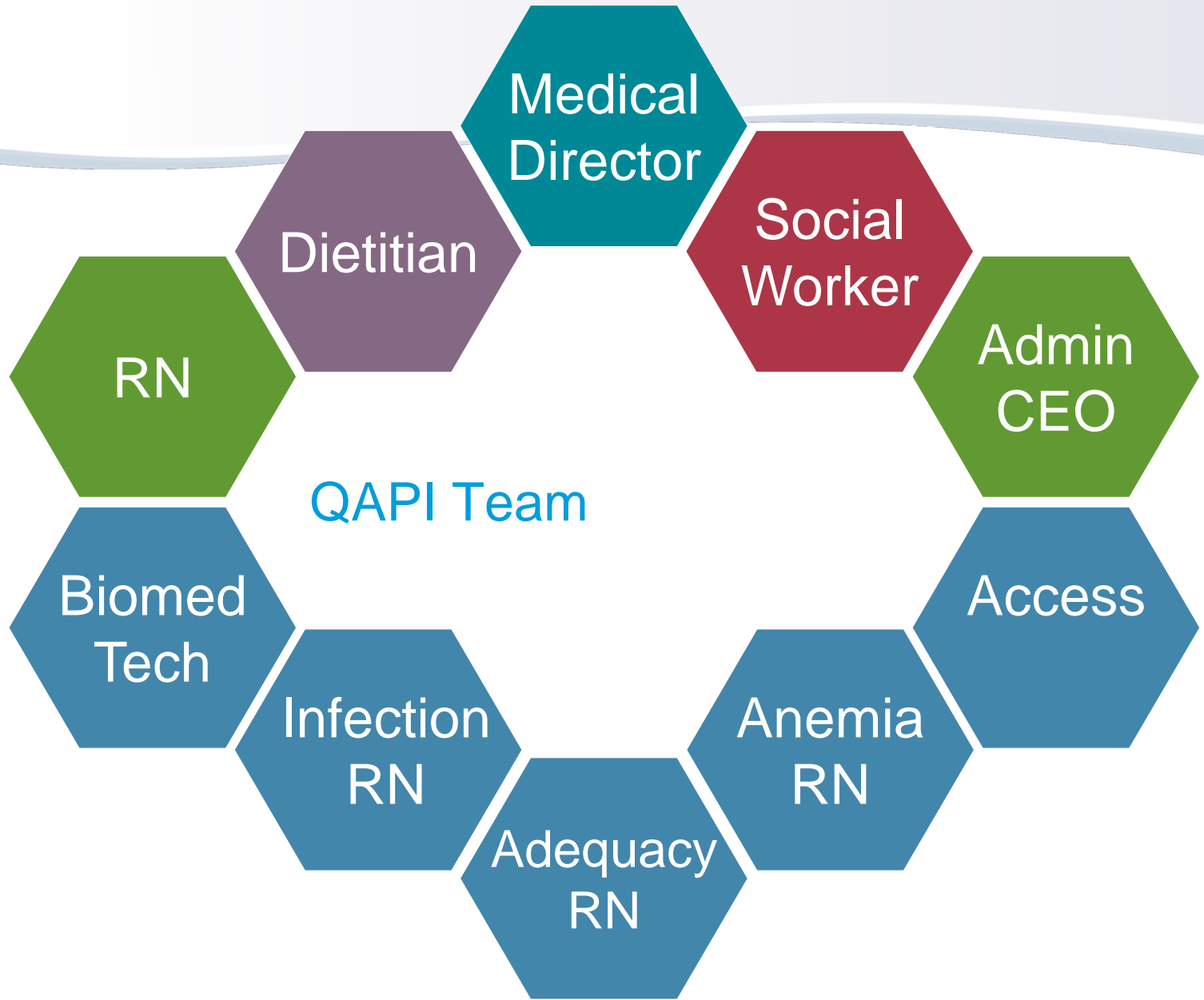
Interdisciplinary Core Team



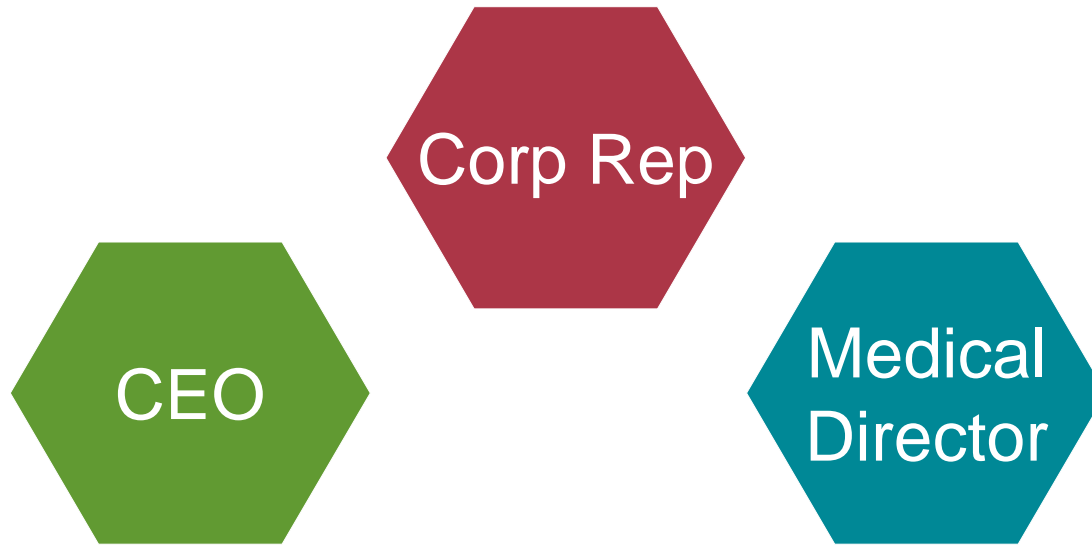
Interdisciplinary Core Team (IDT)



- **Includes attending physician and patient for assessment and care-planning process**



Governing Body



- **Problem-solving team**

The Medical Director is Accountable to the Governing Body

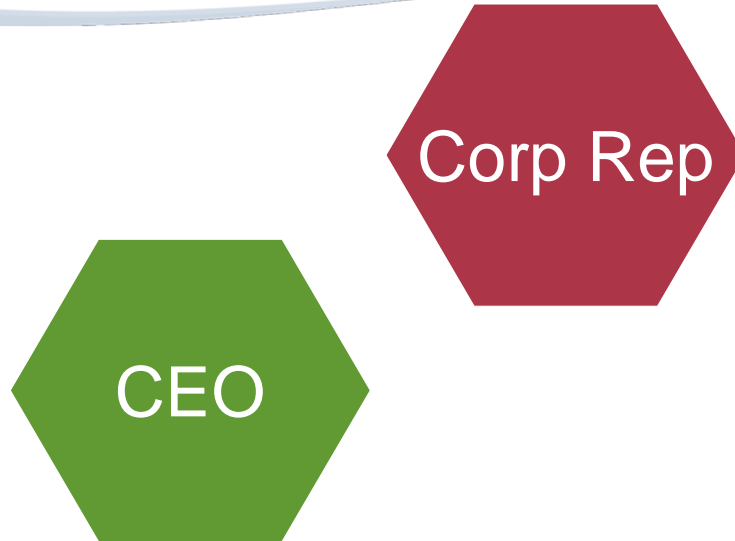
“The medical director is accountable to the governing body for the quality of medical care provided to patients.”

Conditions for Coverage , 494.150

Problem: Underperforming Medical Director

- **The Medical Director attends QAPI infrequently, prefers just to sign forms. The central venous catheter (CVC) rate is chronically high, as is Hb < 10 and Kt/V < 1.2.**
- **To whom is the Medical Director accountable?**
- **What are the options to address underperformance?**

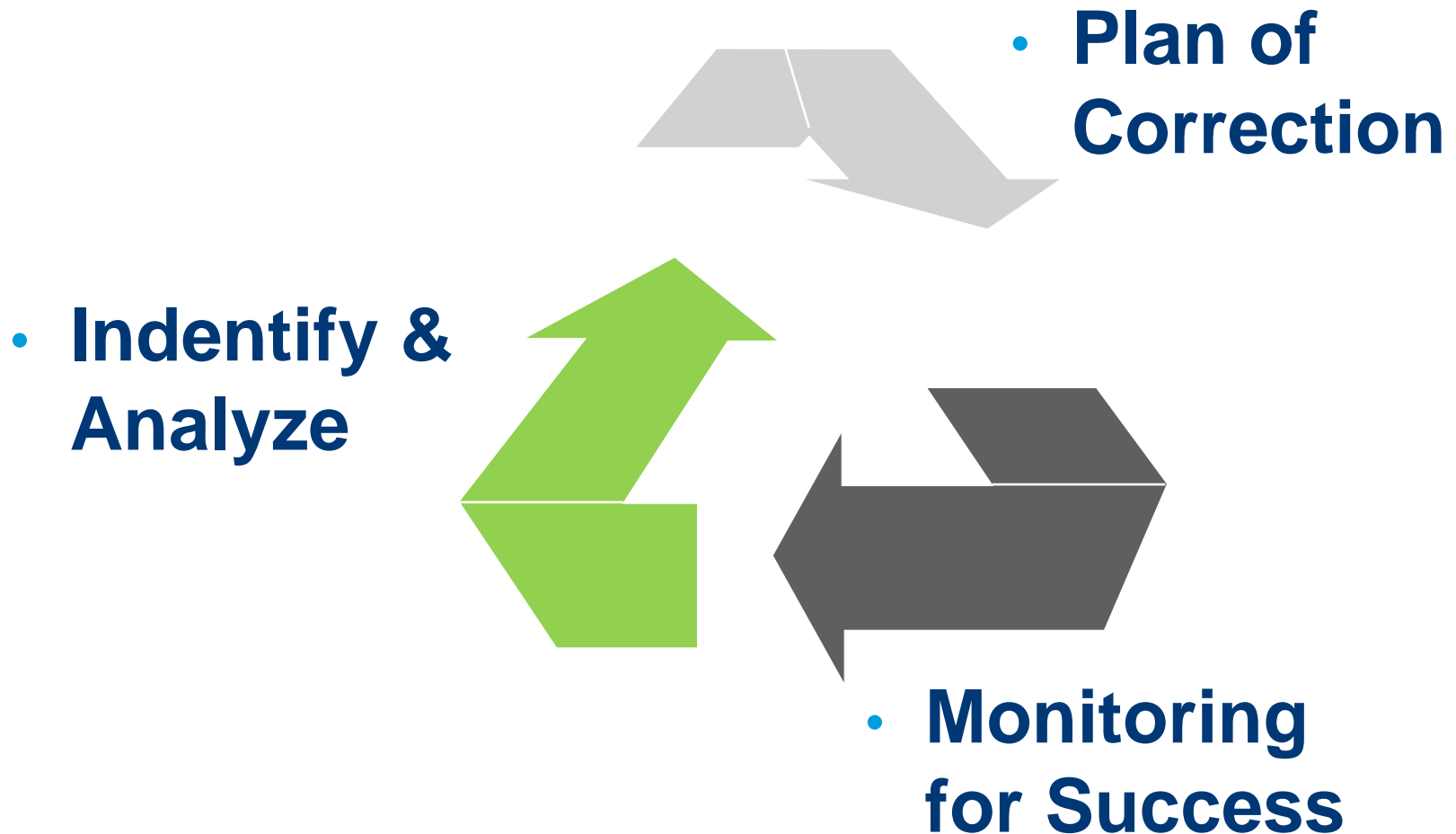
Governing Body



“The medical director is accountable to the governing body for the quality and safety of care provided...”

Conditions for Coverage , 494.150

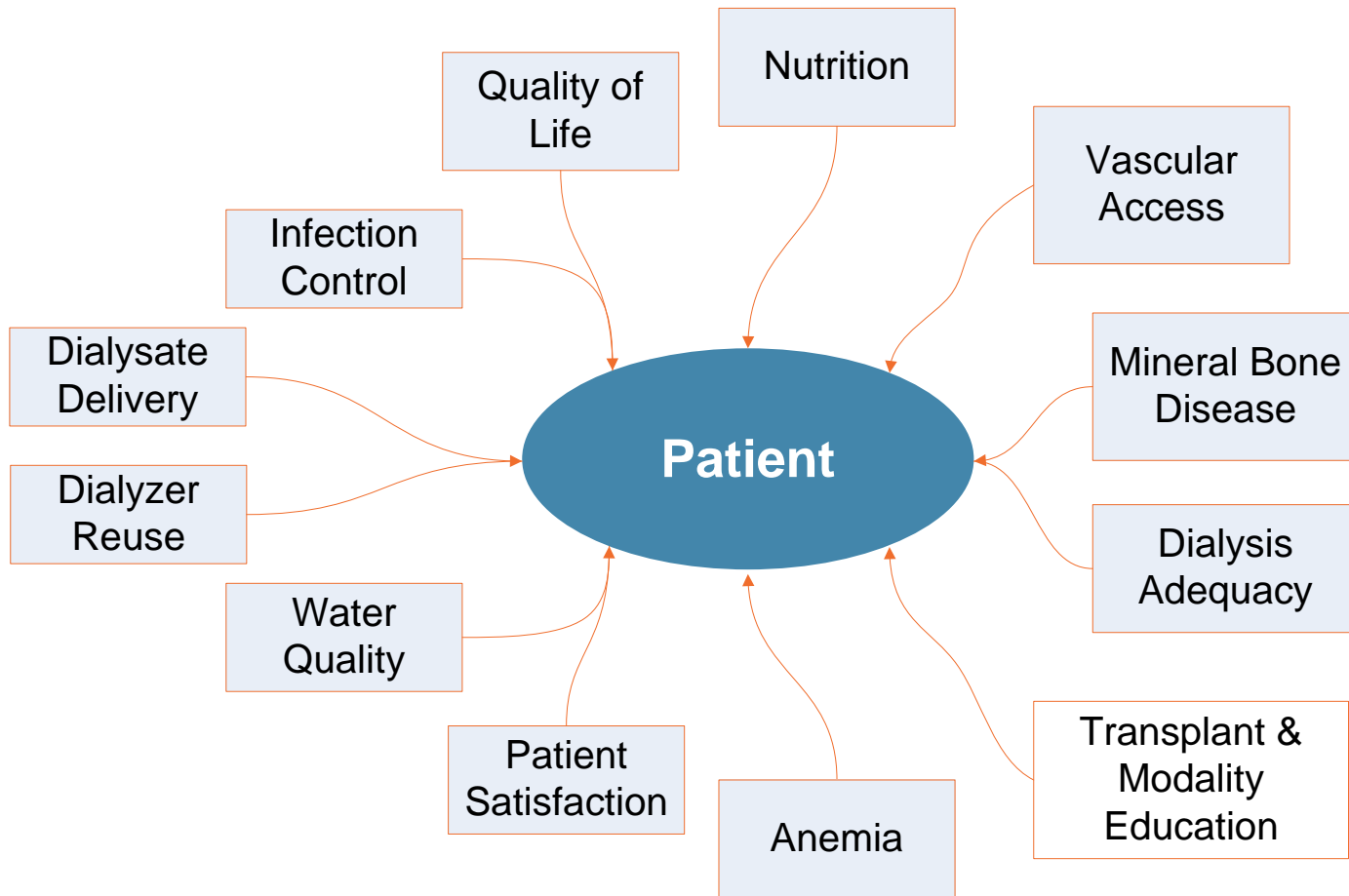
Response to Underperformance



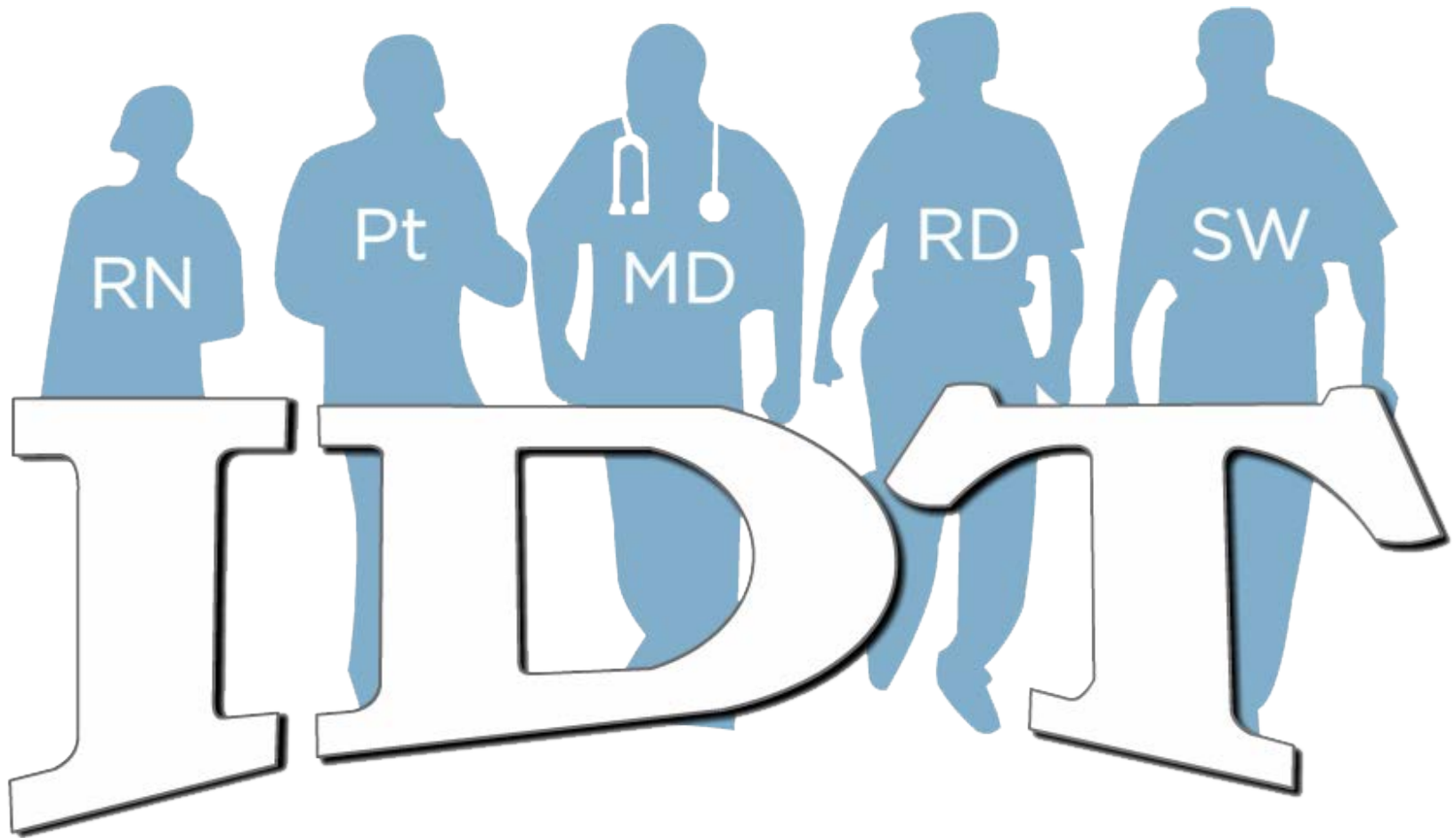
Underperformance: First Principles

- **Address**
 - Early
 - Directly
 - Specifically
- **Plan of correction**
- **Monitor**
- **Escalate if unsuccessful**

Patient Assessments: Performance Starts Here



Patient Assessments: Many Eyes

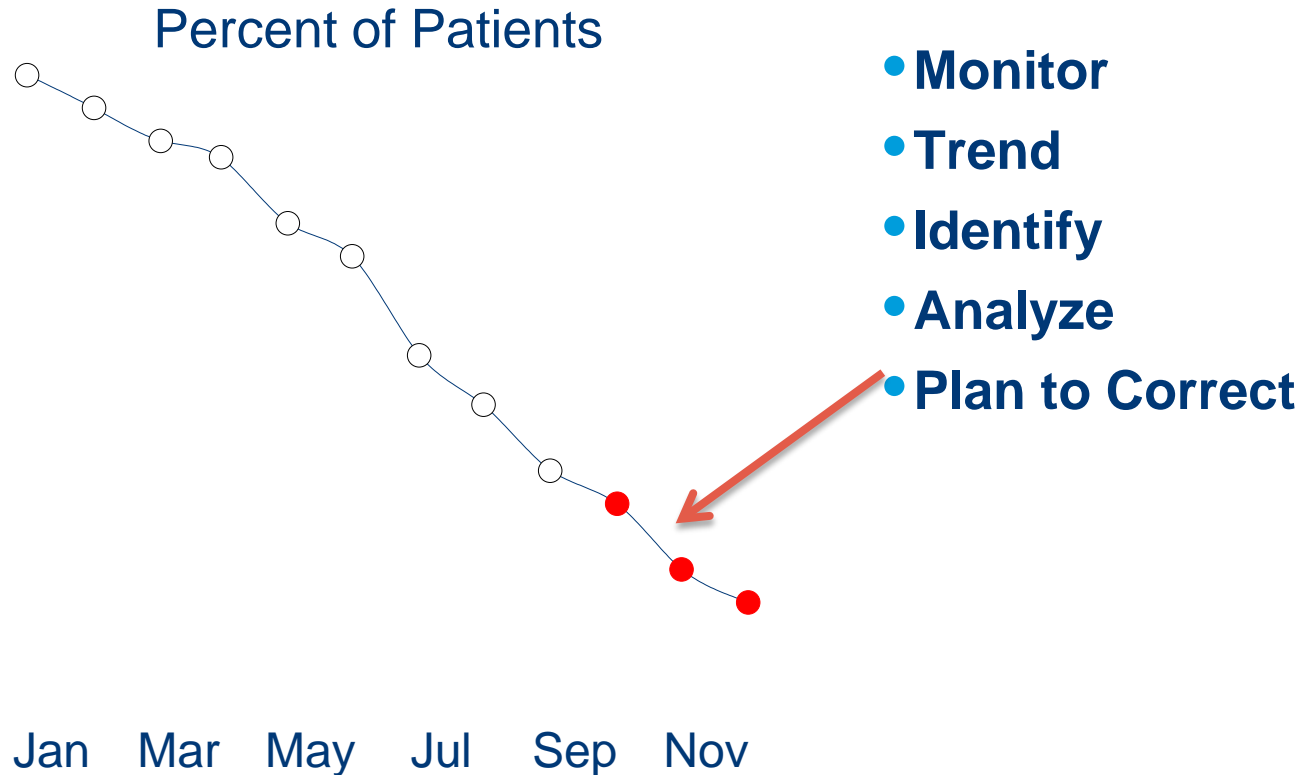


RD, registered dietician. SW, social worker.

Assessments and Care Plans: Your Role

- **Teach**
- **Hold team accountable**
- **Help team coordinate with attendings**
- **Address underperformance**
- **Recognize excellence**

QAPI is a Data-Driven Search for Problems

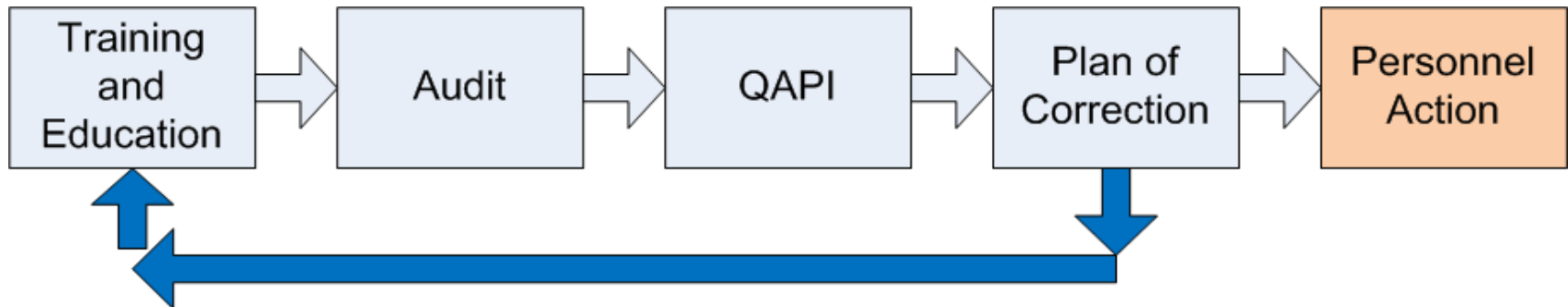


Case Study: Underperforming Team Member

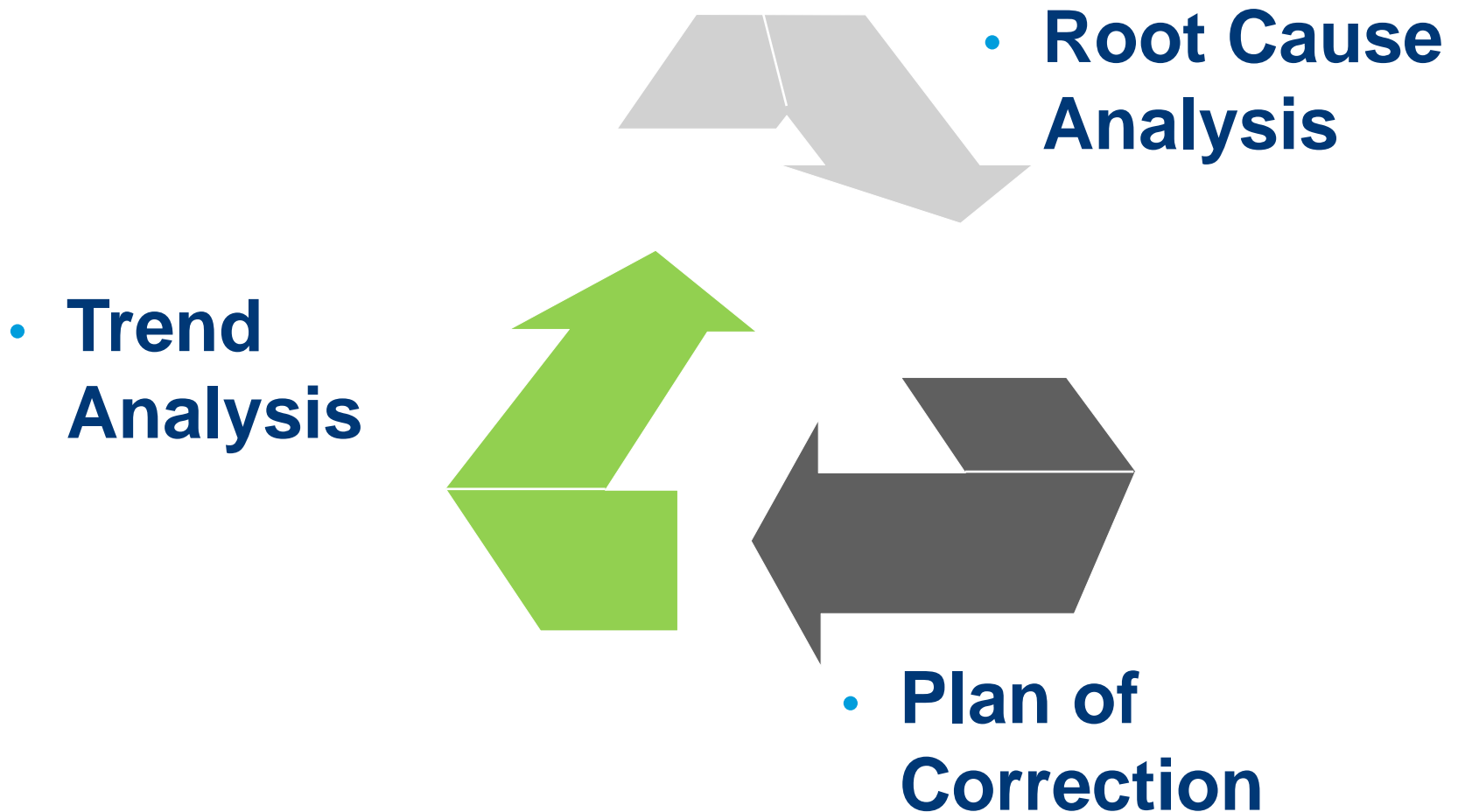
- **Problem: Kt/V blood draws are incorrect**
- **Questions:**
 - Who is accountable?
 - How is this problem identified?
 - How addressed?

Medical Director Oversight of Facility Staff

- **Medical Director oversight of facility staff derives from process, evidence, policy & procedure, training**



QAPI Identifies Low Kt/V Problem



Tools for Root Cause Analysis

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Audits

**Disease Management
Reports**

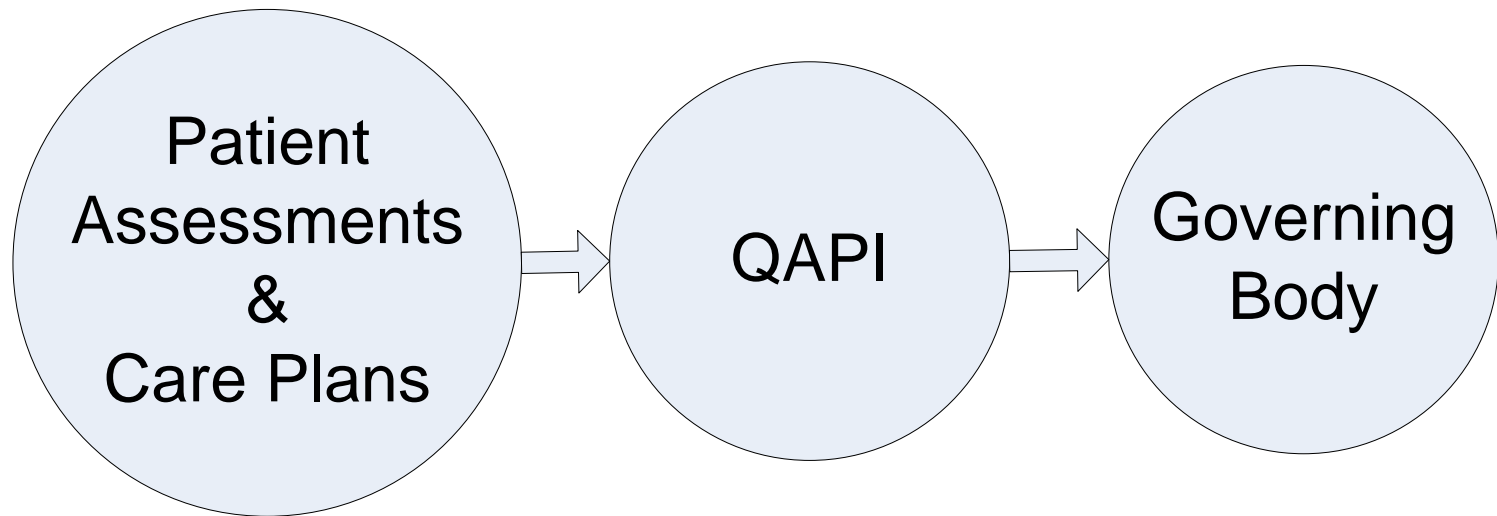
Tools for Root Cause Analysis

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**Policies &
Procedures**

Training Manuals

Escalate Unsolved Problems to the Governing Body



Plan of Correction Unsuccessful?

- **Escalate to Governing Body**

Keep Your Team Ready

- **Fire**
- **Pyrogen reaction**
- **Acute cluster reactions**
- **Water alarms**
- **Seroconversions**
- **Disruptive patient**

Final Must-Dos

- **Become an expert in water treatment for your facility**
- **Ask for an orientation to your roles and responsibilities as Medical Director**
- **Understand your role in managing physician underperformance or physician disruptive behavior**
- **Learn the Networks-specified approach to the disruptive patient**