

Center for Medicaid and State Operations/Survey and Certification Group

Admin Info: 08-38

DATE: August 8, 2008

TO: State Survey Agency Directors

FROM: Director
Survey and Certification Group

SUBJECT: Second Solicitation of State Survey Agency Participation in Quality Indicator Survey (QIS) Implementation

ACTION REQUIRED BY SEPTEMBER 30, 2008

Memorandum Summary

We are expanding the implementation of QIS to additional States in Fiscal Year (FY) 2009. We invite all State survey agencies (SAs) not currently implementing the QIS to apply for selection for statewide implementation of the QIS. (Any State that had previously responded to the solicitation of December 21, 2006 (S&C-07-09) must update and resubmit its application in response to this solicitation for further consideration.)

This memo:

- Provides information to SAs regarding Centers for Medicare & Medicaid Services (CMS) support for QIS implementation so that SAs can make informed decisions about participation;
- Provides information so that SAs have an understanding of the resources required, time involved, and the equipment purchases necessary to implement the QIS statewide; and
- Requests detailed information from SAs so that the selection by CMS of States to implement QIS can be accomplished in the most successful manner.

All SA responses received by September 30, 2008 will be considered.

For more detailed information about QIS and the Federal process for QIS training in a State, please refer to the following:

S&C 08-21 or <http://www.cms.hhs.gov/surveycertificationgenInfo/downloads/SCLetter08-21.pdf>
S&C 08-14 or <http://www.cms.hhs.gov/surveycertificationgeninfo/downloads/SCLetter08-14.pdf>

During the last several years CMS developed, tested, and is now implementing a revised nursing home survey process, the Quality Indicator Survey (QIS), as one measure to improve the quality of care that our Nation's nursing home residents receive. The QIS is a Federally approved process used by State survey agencies (SAs) and CMS regional offices (ROs) for surveying nursing homes and it includes the use of computer technology that is not utilized in the traditional survey process. (For more information about the QIS, please refer to [S&C 08-21](#).)

National implementation of the QIS is progressing State-by-State as resources are available to conduct training of surveyors. Once a State is selected by CMS to implement the QIS, the timeframe for achieving Statewide QIS implementation may range from one to three years. The capacity of a State to implement QIS fully in the State will depend on several factors including the State's resources to purchase equipment, the number of nursing home surveyors in the State, and the number of staff that a State can devote to learning the QIS process while meeting their survey workload within statutory requirements.

By the end of FY 2008, the QIS will have been implemented or implementation will be in progress in nine States. States implementing the QIS are Connecticut, Florida, Louisiana, Kansas, Ohio, Minnesota, North Carolina, New Mexico, and West Virginia. Continued implementation in FY 2009 will begin with two States although it is anticipated that additional States may be selected later in the year.

CMS will select the additional States to implement QIS based on an evaluation of the State's response to this solicitation and discussion of the State's application with the State's CMS RO. **CMS will consider all SA responses to this solicitation that are received by September 30, 2008.** States interested in submitting an application are encouraged to submit a Notice of Intent to Apply (see Attachment 3) by September 1, 2008.

Specific information and instructions to assist States in responding to this request are contained in the attachments. Questions about this communication may be submitted to Katherine Lochary in the Division of Nursing Homes at Katherine.Lochary@cms.hhs.gov or by calling Kathy at (410) 786-6770.

/s/

Thomas E. Hamilton

Attachments:

- Attachment 1: CMS Commitment to Support QIS Implementation
- Attachment 2: Criteria for State Participation in QIS Implementation
- Attachment 3: Notice of Intent to Apply
- Attachment 4: Instructions for Completing the Application
- Attachment 5: Application Form

cc: Survey and Certification Regional Office Management

CMS Commitment to Support QIS Implementation

CMS has approved the training entity to conduct the initial QIS training of selected State agency and CMS regional office surveyors and the subsequent training of a State's designated QIS trainers. The federally approved process for QIS training of surveyors and trainers is described fully in [S&C 08-14](#). CMS will provide the following assistance to support States selected to participate in the expansion of the QIS process.

Train Core Teams

The starting point for training in each selected State will be the training of two core survey teams of four surveyors each. CMS, through its contractor, will provide training in the State to two core survey teams, a systems/technical person, and one or more supervisors/managers at one time. If a State chooses to have their State Training Coordinator become a QIS trainer, the State Training Coordinator would need to be selected as one of the eight core survey team members at the outset. The training of two core teams of surveyors in the QIS process takes a minimum of four weeks and the training includes the following components:

- **Web-based Lessons** - Surveyors will initially complete a short series of Web-based learning modules prior to participation in the classroom training. The designated Web-based modules provide background information, a general overview of the QIS process, and an introduction to the software.
- **Classroom Training** - The one-week classroom training component uses the CMS-approved QIS surveyor training course manual, which incorporates various media presentations, lectures, exercises, computer tutorials, and discussions. Generally, each class will be comprised of eight surveyors (two teams of four surveyors each). In the case that a SA wishes to have more than eight surveyors in one class at a time, consideration should be given to constructing teams of four surveyors each to assure there are a sufficient number of instructors to accompany each team on its mock survey and surveys of record. Class size will be determined by the State in consultation with the CMS training entity. If the State wishes to train additional survey teams, the State is expected to bear the expense and to make arrangements with the CMS training entity.
- **Mock Training Survey** - Immediately upon completion of the QIS classroom training component, surveyors will be organized into two survey teams (of about four surveyors each) and each team will participate in a mock, or simulated, survey in a nursing home using the QIS process. The mock training survey is a learning opportunity and not a survey of record. During the mock training survey, two trainers are present and working with the survey teams to assure that the surveyors understand and implement the QIS process correctly. The trainers will identify problems, if any, in the surveyors' adherence to the procedures and correct any problems identified. If there is a concern with the implementation of the QIS process by the surveyors, an additional mock survey would be conducted. A surveyor would not conduct surveys of record until the trainer is satisfied that the surveyor can independently conduct survey activities using the QIS. If necessary, additional classroom training or mock surveys would be conducted as a remediation activity before conducting surveys of record using the QIS process. The SA bears the expense of any further remediation activities required beyond the one remediation visit provided through the CMS training contractor.

- Surveys of Record with Compliance Assessments - Surveys of record will be conducted following the successful completion of the mock survey(s). During the first survey of record, two trainers are present to assess the surveyors' compliance with the QIS process and evaluate the extent to which surveyors are adhering to QIS procedures. The first compliance assessment will be conducted during each surveyor's first survey of record. The second compliance assessment will be conducted usually during the second survey of record or, after one intervening survey (that is, during the third survey of record). There should be no more than one intervening survey of record between the first and second compliance assessment. Surveyors must have two consecutive successes on their compliance assessments to become Registered QIS Surveyors. If a surveyor fails either of the two compliance assessments, additional compliance assessments will be conducted until there are two successful consecutive assessments. If additional compliance assessments are conducted by the CMS contractor, the State will bear the additional expense of this activity.

QIS – Information Technology (IT) Training

CMS, through its contractor, will provide one-day specialized QIS-IT training to the State's designated QIS-IT Lead and any other systems technical person(s) in the State who will be providing support to the QIS process. This training will provide an overview of the QIS specific software, the Data Collection Tool, (DCT), and the training will include instruction on installing the QIS-DCT, creating and exporting surveys in ACO, importing surveys and assessment data, uploading, trouble shooting, and other helpful tips and tools.

Fund Cost and Certify QIS State Trainers

Those selected from the two core teams to become CMS-Certified QIS Trainers must be Registered QIS Surveyors, have participated in at least six QIS surveys of record; and developed sufficient mastery of the QIS process to serve as an instructor/trainer. CMS expects that each State will have a minimum of four CMS-Certified QIS Trainers and CMS will pay for the training of four trainers in a selected State. If the State decides to have additional QIS trainers the State will be expected to bear all additional costs associated with the contractor's workload of training the additional trainers. The manner in which the training of trainers is structured makes it most efficient to train the trainers in groups of two. An estimated cost per each additional pair of trainers is approximately \$33,500 for the entire course, including all contractor costs of travel and training materials and the "train the trainer" modules. The training of four Registered QIS Surveyors to become certified trainers in the QIS process, begins after the surveyors have completed four additional QIS surveys, and includes the following training components:

- Train-the-Trainer Workshop - Trainer-candidates will participate in a four-day train-the-trainer workshop, which will be held in a classroom setting in the State. Led by the CMS-approved training entity, this workshop will provide trainer-candidates specialized background information and knowledge of the QIS, including in-depth training on the QIS Data Collection Tool (DCT), classroom and onsite facilitation techniques, optimal use of the QIS process, protocols for assessing onsite compliance with the QIS process, and preparation for questions frequently asked by surveyors.
- Classroom Instruction of Surveyor-Students - Generally, four trainer-candidates will provide classroom training to a class of approximately eight surveyor-students with CMS training entity staff observer(s) participating at the classroom session. The class size may vary; however, the number of surveyors trained in the QIS is dependent on the trainers' ability to perform all of the training steps in a timely manner. The trainer-candidates rotate the presentation and instruction to provide the CMS training entity staff multiple opportunities

for observation and evaluation of the trainer-candidates' delivery of the QIS training to surveyor-students. The CMS training entity staff will rate each trainer-candidate's performance during the classroom training on knowledge of the QIS, QIS computer skills, ability to articulate QIS concepts and ability to respond to questions from the class. Also, the surveyor-students will evaluate the trainer-candidates.

- **Mock Surveys** - There will be two trainer-candidates and four surveyor-students (generally), accompanied by the CMS training entity staff at each mock survey. (A mock survey is a simulated survey in a nursing home that is not a survey of record.) Each trainer candidate will be evaluated by the CMS training entity on QIS knowledge, QIS computer skills, ability to answer individual questions, and organizational skills.
- **Oversight of First Survey of Record with Compliance Assessment** - There will be two trainer-candidates, usually four surveyor-students, accompanied by the CMS training entity staff at the first survey of record. Each trainer-candidate will be evaluated by the CMS training entity based on individual QIS knowledge, QIS computer skills, and ability to apply the CMS-approved compliance assessment and use of forms to conduct the first compliance assessment of surveyor-students.

The core group of surveyors who successfully completed the QIS training to become Registered QIS Surveyors, complete the additional four QIS surveys to gain expertise, and then successfully complete the four components to be trainers will become CMS-Certified QIS Trainers and will then be qualified to conduct all QIS training activities in their respective States.

The State will be provided written guidance, including a compliance process, to be used as each State takes over responsibility for surveyor training. The purpose of the compliance process is to assist in assuring consistency in implementation and aid the State in assuring surveyor competence in conducting the QIS.

Provide Hardware for Two Survey Teams of Four Members Each

CMS will provide nine (9) tablet PCs and two (2) portable printers to each State selected to fully implement the QIS process in their State. This will equip the core group of surveyors (initial 8 surveyors) with a tablet PC with one backup, and one printer per team. (Regarding hardware specifications and requirements, refer to the most recent Survey and Certification-Mission and Priority Document.)

Provide Information Technology (IT) Support

CMS provides ongoing IT support through a Helpline created by a CMS contractor.

Support to Meet Survey Frequency Workload

The purpose of the comprehensive training process is to develop survey proficiency using the QIS process and complete the additional required training activities so that States will have CMS-Certified QIS trainers to continue the QIS training in a consistent manner. The necessary supervisory classroom and field work are resource intensive and must be accomplished while the State still meets the standard survey frequency requirements for nursing homes. As such, it may be difficult for a State to meet the QIS training requirements and the statutory and regulatory requirements related to the frequency of standard surveys of nursing home. Therefore, States should make the decision to apply for QIS implementation selection based on the assumptions that (a) no special Federal help will be available to meet statutorily-required survey frequencies, but that (b) statewide phase-in of the QIS may be spread over three (3) fiscal years.

Learning from Other QIS States

CMS will facilitate a process that provides opportunities for the States selected to participate in implementation of QIS process to discuss issues and concerns with other QIS States.

Quality Improvement and Oversight

The QIS structure and process supports data collection and analysis. This will provide the opportunity for an enriched approach to quality improvement and oversight for both States and for CMS.

Criteria for State Participation in QIS Implementation

This section explains the specific responsibilities and criteria States must address regarding selecting initial core group of surveyors and trainers, understanding the management/supervisory expertise and oversight required to facilitate the process; assuring that the technical staff selected recognize the surveyor support necessary using the specific QIS software, the timely equipment purchases required; and, the information to be included in the State's implementation plan to assist CMS in the selection of States for QIS implementation.

Eight Core Surveyors (Two teams of four each)

The initial group of eight surveyors selected by the State must:

- Have a minimum of two years of recent long term care (LTC) survey experience;
- Have received a passing score on the SMQT;
- Possess strong leadership ability and/or prior experience as a trainer or teacher;
- Understand that the State's QIS trainers will be selected from the eight core surveyors recognizing that training involves leading classroom sessions and providing feedback and oversight to other surveyors;

(Note: In selecting the individuals to comprise this initial group of eight surveyors, we hope States will consider those surveyors who may have prior experience as a trainer or teacher, preferably with respect to the LTC survey process. After the initial QIS training some of the core team member surveyors will be selected to participate in a Train-the-Trainer program. The goal of the Train-the-Trainer program will be to equip the selected surveyors with the necessary skills and knowledge to become the QIS trainers in their State. The Train-the-Trainer instruction will target the optimal use of the QIS process, using the QIS software and hardware, and effective classroom and onsite facilitation techniques for adult learners.

- Possess intermediate computer skills (e.g., file management and use of a flash drive) and be comfortable learning how to use new technology. (The QIS process involves the extensive use of tablet PCs to collect interview and observation data using handwriting recognition technology and to execute other survey tasks. Currently, tablet PCs are not commonly used by most surveyors; achieving proficiency using tablet PCs during the survey process will likely require time, patience, and practice.);
- Agree to participate in periodic calls with CMS and/or its contractor(s);
- Remain with the project during the implementation; and
- Be willing to travel within the State as needed to complete QIS surveys recognizing that travel will depend on the location of selected surveyors and survey sites.

NOTE: If a State plans that their State Training Coordinator would be a QIS trainer, to be able to train surveyors on QIS, the State Training Coordinator would need to participate as a student in the initial core group of surveyors to receive QIS training conducted by the CMS training entity.

State QIS Trainers (Two teams of two trainers each)

A State's QIS trainers will be selected from the State's core team members. If the State decides that additional QIS trainers will be CMS-certified at this time, beyond the four (4) paid for by CMS, the State will be expected to bear all additional costs associated with the training contractor's workload of training the additional trainers. The manner in which the training of trainers is structured makes it most efficient to train the trainers in groups of two. An estimated cost per each additional pair of trainers is approximately \$33,500.

State QIS trainers are expected to participate in a Train-the-Trainer Workshop, lead and facilitate classroom sessions, monitor and instruct students during a mock survey, provide feedback and oversight to other surveyors during surveys of record, and complete an evaluation of each surveyor. CMS training entity observes, instructs, monitors, and evaluates trainers-in-training delivering classroom training, observing, monitoring and evaluating the mock survey, and conducting the first compliance assessment of surveyor students.

Management/Supervisory Support and Oversight

A strong and supportive first-line manager/supervisor is a key element of success. In addition, States are required to identify a QIS State Lead. The QIS manager/supervisor must:

- Be in a position to make management decisions for the eight selected surveyors comprising the two core teams (four surveyors per team);
- Demonstrate a strong commitment to supporting the QIS process and assume an active role in overseeing QIS implementation in the State;
- Be able to devote the time to participate directly in both classroom training and onsite QIS training alongside the State's surveyors in the field, including the mock survey, compliance assessment during two surveys of record, and accompanying the QIS teams on a periodic basis;
- Achieve mastery of the QIS in order to review survey data at the State, provide oversight of survey teams, and manage potential challenges from nursing homes;
- Serve as a point of contact for the SA and generally consolidate information regarding the QIS implementation activities to discuss with CMS and/or its contractor(s) through periodic calls and other communications;
- Coordinate with the CMS and/or its contractor(s) on the resolution of questions/issues regarding the QIS; and
- Develop and participate in general presentations for stakeholders (provider and consumer organizations) explaining the QIS process and the manner in which the implementation will be conducted.

QIS IT Support and Expertise

States are required to select and identify a dedicated QIS IT lead who meets the following criteria:

- Possesses the required skill to function as the first line of contact for surveyors to address and resolve any software issues using the QIS process, specifically the QIS Data Collection Tool (DCT);
- Successfully completes ASPEN Technical Training;
- Has experience and proficiency with the ASPEN suite of products, specifically ASE and ACO including;
 - Creating survey shells in ACO;
 - Assisting staff with uploading surveys from ASE to ACO;
- Participates directly in both classroom and onsite QIS training; and
- Is capable of training additional specialists in the technical aspects of the QIS process.

NOTE: The QIS utilizes the QIS Data Collection Tool (DCT) software. Therefore, it is essential that the SA's IT staff be available immediately either onsite at the nursing home or by telephone to support the QIS training activities conducted in the field.

Equipment Purchases

The SA agrees to equip, in a timely manner, all remaining surveyors with tablet PCs, portable printers, and any PC tablet accessories consistent with equipment specifications contained in the current Survey and Certification Mission and Priority Document. At the time training begins for

the State's QIS trainers, the State will need to have purchased the tablet PCs, portable printers, and tablet accessories for use by the first class of new surveyors receiving QIS training. The SA is responsible for providing supplies for the printer and maintenance for the equipment. The SA agrees to outline the specific plans for acquiring the equipment including the anticipated dates of budget submissions.

CMS Regional Office (RO) Participation in State's QIS Training

Each State selected for QIS implementation should plan for the participation of two RO SMQT-qualified long term care surveyors as students in a State's QIS training; however, the two RO surveyors need not participate at the same QIS training session. The selected RO surveyor(s) will travel to the State to participate in the State's QIS training. The RO participation during the first cycle of QIS training that is conducted by the State's trainer-candidates is an opportune time as this first cycle of QIS training will be observed by the CMS-approved training contractor. The RO surveyors are students in this learning experience and the State's QIS trainer-candidates are the instructors. The RO surveyors participate as a member of the State's survey teams in all aspects of the QIS training including classroom, mock survey, compliance assessments, and six surveys of record (conducted consecutively if possible, to maximize learning and minimize disruption). The two compliance assessments of the RO surveyors will be conducted by the State's QIS trainer-candidates. It is expected that the two RO surveyors will each be embedded with a different State survey team (one RO surveyor per State QIS team). By being embedded, the RO surveyor will participate as a member of the team, receiving survey assignments and carrying out the same survey functions as other members of the team. The RO surveyor who is learning the QIS process will also need to become proficient performing some of the team coordinator functions such as, using the primary laptop. The RO surveyors will receive the same QIS training as SA surveyors to become Registered QIS Surveyors.

Additional State Responsibilities

Adequate and timely preparation of surveyors for QIS training is essential. Through our experiences with QIS training, we know surveyors' abilities using tablet PCs varies considerably. We strongly encourage States to plan for and conduct their own four to eight hours of computer training for their surveyors about one to two weeks prior to the QIS classroom training. Depending on the State specific processes and experiences the topics covered during training could vary. However, some suggested topics for the State-specific computer training might include – creating and naming folders consistent with the State's naming conventions, locating files stored on the tablet PC, understanding the tablet PC functions, using a flash drive, importing and exporting files between the tablet PC and the flash drive, connecting and using the printer, completing QIS forms on the tablet PC, and restoring the QIS tool.

In addition, States should plan time to complete other preparatory activities beginning about four months prior to the classroom training. While the CMS training contractor will support the State, it is helpful for planning purposes to recognize the nature of these tasks. In general, these activities will include: selecting surveyors, trainers, points of contact; scheduling all training activities; making all logistical (space, equipment, materials) arrangements for training activities; identifying a location on the State's Web site for QIS information; informing stakeholders about QIS through a conference call with CMS and the training contractor; selecting nursing homes for the mock surveys and surveys of record; loading the QIS software and testing the tablet PCs; completing some QIS Web-based lessons prior to training; determining how the electronic QIS information will be stored in the State; and, entering all surveyor data upon the surveyors' completion of the QIS training into the CMS Learning Management System (LMS).

Detailed Plan and Timeline Expectations

Implementation of the QIS process will occur over a period of time and include contractor support as outlined in Attachment 1 during the initial phases of QIS implementation. States are requested to submit a descriptive plan documenting the major steps and the expected duration of each step of QIS implementation beginning with the contractor training of the two core teams and ending with the projected date of completion of the training of all nursing home surveyors in the State by the State's CMS-Certified QIS Trainers. After all of the State's surveyors are trained in the QIS process, all subsequent surveys of nursing homes will be conducted using the QIS process.

Determining the rate at which the training of all nursing home surveyors in the State can occur will depend on several factors including: the number of CMS-Certified QIS Trainers available to conduct training; the total number of nursing home surveyors to be trained in the State; and, the availability of hardware to equip the surveyors. A State considers all of the relevant factors and duration of the training activities, including preparation time and participation in additional QIS surveys, in determining its implementation plan. The State's proposed process would be consistent with the process described in [S&C 08-14](#).

At a minimum, the State survey agency's plan should include a timeline describing the key activities and the projected timeframe for the specific activity leading to statewide QIS implementation. The timeline should include dates and participants and/or responsible persons for key activities, including the following activities:

- Soliciting surveyor nominees
- Selecting surveyors
- Purchasing equipment
- Scheduling a call for all stakeholders
- Conducting State specific computer training
- Selecting nursing homes
- Training two core teams
 - Classroom training
 - Mock survey
 - Compliance assessments conducted during two surveys of record
- Selecting trainers
- Selected trainers complete four additional QIS surveys
- Training of trainers
 - Train-the-trainer workshop
 - Classroom training
 - Assisting surveyors in a mock survey
 - Assessing compliance of a survey team during a survey of record
- CMS-Certified QIS Trainers train first group of additional surveyors
 - State provides computer training for surveyors
 - Classroom training
 - Mock survey
 - Compliance assessment conducted during two surveys of record
- CMS-Certified QIS Trainers train second group of additional surveyors
 - State provides computer training for surveyors
 - Classroom training
 - Mock survey
 - Compliance assessments conducted during two surveys of record
- CMS-certified QIS State Trainers train third group of additional surveyors
 - State provides computer training for surveyors
 - Classroom training

- Mock survey
 - Compliance assessments conducted during two surveys of record
- (Training cycle would continue until all State surveyors completed the QIS training.)

CMS expects that each State will provide in its response a discussion of how it will manage the survey workload responsibilities during the transition process to assure that standard surveys of nursing homes are conducted in accordance with statutory and regulatory requirements. Each State is expected to provide a description of possible contingency efforts it will consider to manage unplanned events, such as staff shortages, remedial training, provider resistance, etc.

State support and commitment to QIS implementation

CMS expects that the appointed official of the State agency in which the survey agency is located, (such as, the State Department of Health or the Department of Social Services) will sign a written agreement of support and commitment to full implementation of the QIS process. CMS would consider a written endorsement from the Governor's Office and/or the State legislature as further evidence of the State's commitment to the QIS process. CMS would consider a written endorsement from the provider and advocate organizations, including the State's ombudsman program as further evidence of the State's commitment to the QIS process.

Notice of Intent to Apply

Please complete and return this notice by September 1, 2008 to Kathy Lochary at Katherine.Lochary@cms.hhs.gov

Name of State:
Name of State Survey Agency:
Contact Name and Title:
Street:
City:
State:
Zip:
Telephone Number:
Fax:
E-mail address:

Instructions for Completing the Application

Format of the application:

Please submit your application using the following formats:

- The electronic copy must be in Microsoft Word format - Times New Roman, 12 point font, double spaced, with one-inch margins on all sides.
- The hard copy must be on white paper that is 8 ½ by 11 inches in Times New Roman, 12 point font, double spaced.
- Total hard copy application package should not exceed 20 pages.

How to Submit the Application:

Please submit the application in two forms:

- An electronic copy should be submitted to Kathy Lochary at Katherine.Lochary@cms.hhs.gov
- A hard paper copy of the application, including signed letters of support, as described in the attached memo should be submitted to:

Katherine Lochary
Centers for Medicare & Medicaid Services
7500 Security Boulevard
Mail Stop S2-12-25
Baltimore, Maryland 21244-1850

Deadline:

All hard copy applications postmarked by **September 30, 2008** will be considered in the selection of States to implement the QIS process.

Application Form

SECTION I - IDENTIFYING INFORMATION

State:		
Name of State agency in which the survey agency is located:		
Name of State survey agency:		
Address of State survey agency		
Street:		
City:	State:	Zip:
State survey agency director contact information		
Name:		
Street:		
City:	State:	Zip:
Telephone:	FAX:	
E-mail:		
Point of contact for QIS implementation		
Name:		
Street:		
City:	State:	Zip:
Telephone:	FAX:	
E-mail:		

SECTION II – PERSONNEL QUALIFICATIONS

Describe the qualifications or include the resume for each member of the core team, supervisor(s), and technical staff selected by the State for initial participation in QIS implementation.

SECTION III – EQUIPMENT PURCHASE

Provide documentation outlining the State’s plan to purchase all necessary hardware to implement the QIS process in accordance with the proposed implementation plan and timeline schedule or provide an attestation of hardware purchases. If necessary, please include the anticipated dates of budget submissions. The documentation must include a commitment to provide all nursing home surveyors with an appropriate tablet PC by the end of the statewide QIS phase-in period.

SECTION IV – IMPLEMENTATION PLAN

Describe the State’s plan to implement the QIS process statewide. Include descriptions of the:

- implementation plan,
- the number of nursing homes in the State,
- the number of nursing home surveyors in the State - in total,
- the phase-in period to achieve statewide QIS implementation (1-3 years),

- how the survey workload will be managed during the transition process to statewide implementation,
- any contingency efforts to manage unplanned events,
- an understanding of the intensity, duration, and sequence of training activities to assure timely QIS implementation in relation to the number of State surveyors, and
- an internal ongoing review or evaluation system to obtain valid information about progress.

SECTION V – PROJECT PLAN

Provide a timeline documenting the critical activities from start of QIS implementation to full statewide implementation.

SECTION VI – SIGNATURES

The undersigned have reviewed, approved and commit to support the State survey agency in full implementation of the QIS (Quality Indicator Survey) process.

Appointed official of the agency in which the State survey agency is located:

Name	Title	Date
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State survey agency director:

Name	Title	Date
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