

# Patient Facility Representative (PFR) Alliance Meeting

March 9, 2023

# Patient and Family Engagement Program Team



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# **TODAY IS**

# WORLD KIDNEY DAY



# KIDNEY HEALTH FOR ALL

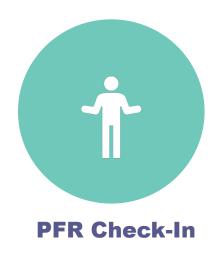
PREPARING FOR THE UNEXPECTED, SUPPORTING THE VULNERABLE!





# Today's Agenda















# **Meeting Reminders**

- All phone lines are muted upon entry to eliminate background noise/distractions
- We will be monitoring Chat throughout the meeting for questions or comments
- All slides will be shared within a week of completion of the meeting



# Welcome to Our March Meeting!



Danielle Andrews, MPH, MSW, GCPH Health Equities Specialist



# **IPRO ESRD Network Program**

- The IPRO End-Stage Renal Disease Network Program includes four ESRD Networks:
  - Network 1: ESRD Network of New England
  - Network 2: ESRD Network of New York
  - Network 6: ESRD Network of the South Atlantic
  - Network 9: ESRD Network of the Ohio River Valley
- The mission of the IPRO End-Stage Renal Disease
   Network Program is to promote healthcare for all ESRD patients that is safe, efficient, effective, patient-centered, timely, and equitable.





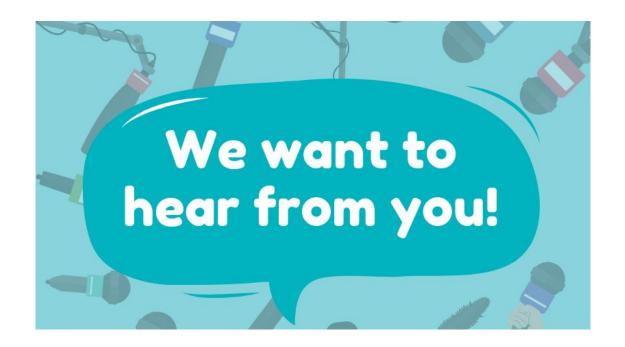
## Which Network are you from?

- Network 1 (Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont)
- Network 2 (New York)
- Network 6 (North Carolina, South Carolina, Georgia)
- Network 9 (Indiana, Kentucky, Ohio)





- Do you know what a grievance is?
  - Yes
  - $\circ$  Nc
  - Unsure



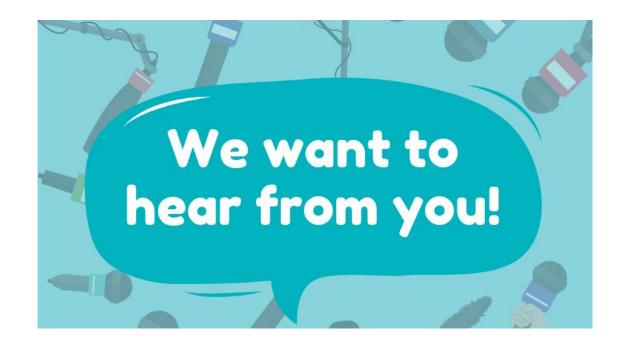


- Have you ever filed a grievance with your facility?
  - Yes
  - $\circ$  Nc
  - Unsure





- Have you been satisfied with how you facility has handled your concerns?
  - Yes
  - $\circ$  Nc
  - Unsure



# What is a Grievance?



**Shezenna Andiappen, MSW Patient Services Coordinator** 



# **Understanding Patient's Rights**

According to the Network's Statement of Work Patient's Right include:

- Being informed of the facility's internal grievance process
- Being informed of external grievance mechanisms and processes, including how to contact the ESRD Network and the State Survey Agency
- Being informed of his or her right to file internal grievances or external grievances or both without reprisal or denial of services
- Being informed that he or she may file internal or external grievances, personally, anonymously or through a representative of the patient's choosing



# **Definitions to Know**

- **ESRD Patient:** An individual receiving ESRD services from a Medicare-certified dialysis facility or transplant center
- **Grievant:** An ESRD patient or other individual representing an ESRD patient who files a grievance with a Medicare-certified ESRD provider or the ESRD Network.
- **ESRD Patient Services Coordinator:** Facilitates the grievance and acts in accordance with the Centers For Medicare & Medicaid Conditions for Coverage:
  - Fosters communication between patient/caregiver and a provider
  - Focuses on the problem identified in the specific grievance
  - Provides education and teachable moments from the patient's perspective to improve processes
  - Reviews the initial issue as well as the facility's improvements throughout the facility's
    quality improvement process to make sustainable changes to improve patient care
  - Advocates for individual rights and/or the rights of all patients at a facility, depending on the situation.

Please note: Representative or caregiver must provide the Network with written authorization to proceed with the grievance.



## What is a Grievance?

**Grievance:** A written or verbal communication from an ESRD patient, and/or an individual representing an ESRD patient, and/or another party, alleging that an ESRD services received from a Medicare-certified provider did not meet grievant expectations with respect to safety, civility, patient rights, and/or clinical standards of care.

- Anonymous grievance: Grievant identity is not known to the Network
- **Confidential grievance**: Identity is known to the Network but the grievant does not give permission for the identity to be disclosed to the provider



# What are Different Types of Grievances

- Immediate Advocacy (IA): a case that is not related to patient treatment or a not clinical in nature. These case do not require complex investigate. These cases can be resolved within 10 business days.
  - Ex: Problem with Chair Time
- **General Grievance:** Concerns that are not clinical in nature but requires a complex investigation and review of records. These cases are resolved in 60 days or less.
  - When working with the Network regarding a General Grievance please expect the following:
    - An Acknowledgement Letter
    - Ongoing Updates and Follow-ups
    - A meeting with the Network and Dialysis Facility (if needed)
    - A summary letter of the case's resolution



# What are Different Types of Grievances

- Clinical Quality of are (QoC) Grievances: Concerns that involve clinical or patient safety issues. These cases require a clinical review of records by a registered nurse or Medical Review Board. These cases are resolved in 60 days or less
  - When working with the Network regarding a Quality Case please expect the following:
    - An Acknowledgement letter regarding your grievance
    - Request the facility for medical records pertaining to their grievance
    - Once medical records are received they are provided to the registered nurse to be reviewed
    - Following the review a meeting is conducted between the Network, patient and dialysis facility to review findings and recommendation
    - A summary letter of the case's resolution

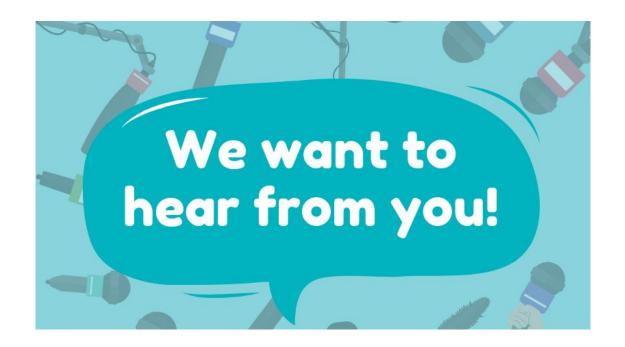


- Have you ever filed a grievance with the Network?
  - Yes
  - No
  - Unsure





- Do you understand the grievance process?
  - Yes
  - No
  - Unsure



# How to File a Grievance



Agata Roszkowski, LMSW Patient Services Director



# File with your Facility

## **OPTION I: FILING AT YOUR DIALYSIS FACILITY**

- Following federal regulations, all dialysis facilities are required to have a grievance process meant to address patient concerns. You may wish to speak with your dialysis Social Worker or your Facility Administrator if you would like to file a grievance.
- It is NOT mandatory that a patient follows the facility grievance process before contacting the Network; however, this can be a fast easy way to fix a problem at your dialysis facility and we encourage that you consider it first.

Please Note: File grievance with your facility before filing with the Network



## What the Network Can/Cannot Do

## The Network CAN:

- Advocate for patients' rights, depending on the situation
- Provide information and educational resources
- Investigate concerns about issues related to quality of care
- Help patients understand their rights and help them navigate the ESRD delivery system

## The IPRO ESRD Network Program can help resolve many concerns you may have about the care you receive as a dialysis patient.



The mission of the IPRO End Stage Renal Disease (ESRD) Network Program is to promote health care for all ESRD natients that is safe effective efficient natient-centered timely and equitable

Network staff CAN		
Advocate for patients' rights, depending on the situation.	<ul> <li>Example: "My unit is too cold"</li> <li>With your permission, a Network staff member can contact your facility to find out if the temperature can be controlled.</li> </ul>	
Provide information and educational resources.	<ul> <li>Example: "I need a fourth shift, and my facility does not offer one"</li> <li>The Network can provide you with a list of facilities in your area that offer a fourth shift (Dialysis Facility Compare tool available on www.medicare.gov)</li> </ul>	
Investigate concerns about issues related to quality of care.	<ul> <li>Example: "I am upset about the care I am receiving at my facility"</li> <li>The Network can conduct a review of your medical record to evaluate the quality of care you are receiving.</li> </ul>	
Help patients understand their rights and help them navigate the ESRD care delivery system.	<ul> <li>Example: "I don't agree with a policy at my facility"         The Network can advocate on your behalf and could help you work with facility staff to find a compromise that would work for you and the facility.     </li> </ul>	

#### lowever, some concerns may be beyond the Network's scope. Network staff CANNOT...

- Force a facility to accept a patient.
- \* Close a dialysis facility.
- # Go onsite to investigate a facility's clinical procedures, witness interactions between staff and patients, or view a videotape of incidents (HIPAA violation).
- \* Add a patient to the transplant list.
- \* Recommend a lawyer and assist with a lawsuit.
- # Get staff members fired or arrange for staff to have their pay docked.
- \* Force a facility to change its admissions policy regarding catheters.
- X Verify Medicare coverage or give out Medicare
- \* Interfere with facility surveys.
- \* Hide a patient's involuntary discharge (IVD)

The Network collaborates with the State Department of Health to advocate for individuals and help resolve concerns about care received at dialysis facilities.



To file a grievance, please contact us:

IPRO End-Stage Renal Disease Network Program Corporate Office: 1979 Marcus Avenue, Lake Success, NY 11042-1072

Patient Services: (516) 231-9767 • Toll-Free: (800) 238-3773 E-mail: esrdnetworkprogram@ipro.us • Web: esrd.ipro.org



# File with your ESRD Network

## **OPTION II: FILING WITH THE ESRD NETWORK**

The Network processes grievances from patients, their representatives, family members, care partners, professionals, advocates, and state survey agencies, related to the quality and safety of care in ESRD certified facilities. Concerns can be filed with the Network by phone, fax, or postal mail.

When the Network is contacted regarding a concern, staff will attempt to resolve the issue in one of the following ways:

- Assist the patient to organize his or her thoughts about a situation and provide feedback so that he or she can address the issue on his or her own if desired;
- With permission from the patient, the Network may contact the facility directly to gather information and attempt to resolve the matter;
- The facility may be required to complete an Improvement Plan to correct problems;
- More serious issues may be referred to the Network's Medical Review Board (MRB) for review;
- Life-threatening situations will be referred to the State Survey Agency: The Department of Public Health



# File with your State's Department of Health

## **OPTION II: FILING WITH State's Department of Health**

• Some concerns do not fall under the jurisdiction of the Network or would be more appropriately handled by another agency, such as the Department of Public Health. The Network can refer patients to those identified agencies. In more serious circumstances, the Network will contact the agency directly.



# File with your State's Department of Health

Network 1	Connecticut State Department of Public Health:	Massachusetts State Department of Health:	Maine Department of Health and Human Services:	New Hampshire Department of Health and Human Services:	Rhode Island Department of Health:	Vermont Department of Health:
Network 2	New York Department of Health					
Network 6	Georgia Department of Community Health:	North Carolina Department of Health and Human Services:	South Carolina Department of Health and Environmental Control:			
Network 9	Indiana State Department of Health:	Kentucky Cabinet for Health and Family Services:	Ohio Department of Health:			

# **Grievance Resources**



**Shezenna Andiappen, MSW Patient Services Coordinator** 



# **Grievance Process Guide: A Guide For Patients and Families**

Provides each patient/caregivers with step by step instructions on how to file a grievance while also explaining the grievance process.

Network 1: <u>Trifold Link</u>

Network 2: <u>Trifold Link</u>

Network 6: Trifold Link

Network 9: <u>Trifold Link</u>

## Are there restrictions to what the Network can do?

- We <u>cannot</u> require a dialysis facility, doctor, or transplant center to accept a patient.
- We <u>cannot</u> organize the firing, transfer, or hiring of facility staff, doctors, or other medical workers.
- We <u>cannot</u> change, remove, or become involved in policies or procedures of the facility's operations.
- We <u>cannot</u> assist you in pursing outside legal counsel.
- We <u>cannot</u> overrule or become involved in disputes of state, federal, or professional licensing or certification requirements.
- In addition, the Network <u>does not</u> provide direct funds for transportation, bill payment, or insurance.



## To file a grievance, please contact us: IPRO End-Stage Renal Disease

Network of New England Corporate Office: 1979 Marcus Avenue, Lake Success, NY 11042-1072 Patient Services: (516) 231-9767 Toll-Free Patient Line: (800) 238-3773 E-mail: esrdnetworkprogram@ipro.us Web: http://esrd.ipro.org/

### Details for filing a grievance with your State Surveyor Agency.

## Connecticut Department of Public Health Facility Licensing Investigation Section

410 Capital Avenue, MS#12FLIS Hartford, CT 06134-0308 Local: (860) 509-7400

Massachusetts Department of Public Health Division of Health Care Quality, Complaint Unit 99 Chauncy Street, 3rd Floor Boston, Massachusetts 02111 Local: (617) 753-8150

#### Maine Department of Human Services Licensing and Regulatory Services 41 Anthony Avenue

Augusta, Maine 04333-0011 Local: (207) 287-9308

#### New Hampshire Department of Health & Human Services

129 Pleasant Street Concord, New Hampshire 03301 Local: (603) 271-9049

### Rhode Island Department of Health

3 Capitol Hill Providence, Rhode Island 02908-5097 Local: (401) 222-5200

#### Vermont Department of Aging and Disabilities

Division of Licensing and Protection 103 South Main Street Ladd Hall, Waterbury, VT 05671 Local: (802) 878-7986



End-Stage Renal Disease Network of New England

Developed by the IPRO ESRD Network Program while under contract with the Centers for Medicare & Medicaid Services. Contract # 75FCMC19D0029

8/23/20 Version 2



# GRIEVANCE PROCESS GUIDE: A GUIDE FOR PATIENTS AND FAMILIES



## **Grievance Process Guide**

Provides a step-by-step guide to help patients/caregivers get their grievance handled in a direct and successful manner.

https://esrd.ipro.org/wp-content/uploads/2022/01/NWP-Grievance-Process-Guide-Flyer\_2022\_v1\_12292021.pdf





esrd.ipro.org

### **Grievance Process Guide**

Use this step-by-step guide to help you get your grievance handled in a direct and successful manner. After taking each suggested step, ask yourself whether or not the step helped. Then follow the arrows. Please note that it is not mandatory to follow the flow chart, patients may contact any of the three reporting agencies at any time.

#### Step 1: Talk to Someone at Your Facility

Ask to speak to someone at your facility with whom you feel comfortable sharing your concern.

This might be your social worker, kidney doctor or the facility manager.

(Talk to the staff about how a grievance can be filed anonymously at your facility.)



#### Step 2: Call Your Network

Your Network can work with you and your facility to help resolve your grievance.

The Network can be reached via this toll free number: (800) 238-3773.

(If you wish to remain anonymous, ask the Network how to file a grievance anonymously.)



#### Step 3: Call Your State Agency

Your state agency contact number should be posted in your dialysis facility lobby or you can ask the Network for the number to call.

(The state can address your grievance anonymously. Please let them know if that is what you prefer.)

#### To file a grievance, please contact us:

#### IPRO End-Stage Renal Disease Network Program

Corporate Office: 1979 Marcus Avenue, Lake Success, NY 11042-1072
Patient Services: (516) 231-9767 | Toll-Free: (800) 238-3773
Email: esrdnetworkprogram@ipro.us • Web: esrd.ipro.org

Developed by the IPRO ESRD Network Program while under contract with the Centers for Medicare & Medicaid Services. Contract # 75FCMC19D0029 Publication # ESRD.IPRO-GA-NW-2011228-110

12/29/202



## **Grievance Poster**

Poster that should be on display in your facility's common area or lobby. This poster explains the patient's rights to have treatment that meets the clinical standards of care and the process to take if your treatment is not meeting these standards.

## **ESRD Network of New England (Network 1)**

- Connecticut: English|Spanish
- Maine: English|Spanish
- Massachusetts: English|Spanish
- New Hampshire: English|Spanish
- Rhode Island: English|Spanish
- Vermont: English|Spanish

## **ESRD** Network of New York (Network 2)

New York: English|Spanish

## **ESRD Network of the South Atlantic (Network 6)**

- Georgia: English|Spanish
- North Carolina: English|Spanish
- South Carolina: English|Spanish

# ESRD Network of the Ohio River Valley (Network 9)

- Indiana: English|Spanish
- Kentucky: English|Spanish
- Ohio: English|Spanish

The treatment you receive should meet your need for safety, your rights as a patient, clinical standards of care, and be provided by staff who treat you fairly and respectfully.

If you feel your treatment does not meet these standards...



## First...

Ask a staff member for a copy of your facility's grievance policy to find out how you can file a grievance.

## However...

If you are still unsatisfied or do not feel comfortable filing a grievance with your facility...

## Contact ——

#### IPRO End-Stage Renal Disease Network Program

Corporate Office: 1979 Marcus Avenue, Lake Success, NY 11042-1072
Patient Services: (516) 231-9767 • Toll-Free Patient Line: (800) 238-3773
E-mail: esrdnetworkprogram@ipro.us

#### New York State Department of Health Centralized Hospital Intake Department

Mail Stop: CA/DCS, Empire State Plaza, Albany, New York 12237 Toll-Free: (800) 804-5447



End-Stage Renal Disease Network Program http://esrd.ipro.org

Developed by the IPRO ESRD Network Program while under contract with the Centers for Medicare & Medicaid Services. Contract # 75FCMC1900029

El tratamiento que usted recibe debería satisfacer su necesidad de seguridad, sus derechos como paciente, cuidados clínicos estándar y proveer un personal que lo trate de manera justa y respetuosamente.

Si usted siente que su tratamiento no cumple con estos estándares...

# Hable

A continuación le explicamos cómo hacerlo.

## Primero...

Pídale al personal una copia de la política de quejas de la facilidad para saber cómo puede presentar una queja.

## Sin embargo...

Si aún no está satisfecho o no se siente cómodo presentando una queja formal en la facilidad a la que usted asiste...

## - Comuníquese al -

#### IPRO End-Stage Renal Disease Network Program

Oficina corporativa: 1979 Marcus Avenue, Lake Success, NY 11042-1072 Teléfono: (516) 231-9767 • Línea directa para el paciente: (800) 238-3773 Correo electrónico: esrdnetworkprogram@ipro.us

### New York State Department of Health Centralized Hospital Intake Department

Mail Stop: CA/DCS, Empire State Plaza, Albany, New York 12237 Línea del paciente libre de costo: (800) 804-5447



End-Stage Renal Disease Network Program http://esrd.ipro.org

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# Can you Ever Be Discharged From Your

**Dialysis Facility?** 

Provides patient/caregivers with an understanding of the potential reasons why a patient can be discharge from their facility.

- 1. Not paying for treatment when coverage is available
- 2. A medical need that the clinic cannot manage
- Ongoing disruptive and abusive behavior in the clinic
- 4. Immediate Severe Threat

https://esrd.ipro.org/wp-content/uploads/2023/03/ES RD\_Can-You-Ever-BeDischarged\_5-508c-Final-V1-03012023.pdf

## Can You Ever Be Discharged from Your Dialysis Clinic?

Every person with End-Stage Renal disease (ESRD) has a right to life-sustaining dialysis treatments. However, Medicare outlines four situations that can cause a clinic to discharge someone.

#### 1. Not paying for treatment when coverage is available

 This is when someone qualifies for insurance, like Medicare or Medicaid, but chooses not to make the appropriate arrangements.

#### 2. A medical need that the clinic cannot manage

 On rare occasions, a patient's medical needs may be beyond the capabilities of the clinic—for example, a patient who needs a tracheostomy tube or a ventilator.
 If the dialysis clinic cannot meet a patient's medical needs, a member of the care team will contact the patient to discuss the issue and help find the right care setting.

#### 3. Ongoing disruptive and abusive behavior in the clinic

- This is ongoing behavior that interferes with the clinic's ability to care for patients, despite repeat interventions and support from the clinical team.
- If a patient displays ongoing disruptive behavior, the clinic is required to notify the
  patient of the risk for discharge and will work with the patient to resolve the issue.
- If discharge is the only option, the clinic must contact the Network and give the patient a written and verbal notice 30 days prior to their last treatment. The clinic is responsible for helping the patient find another outpatient clinic.

#### 4. Immediate severe threat

 If a patient makes a severe threat and/or acts on that threat by hurting anyone, the patient will be assessed, the police may be contacted, and the Network will be notified so an action plan can be created.

It's important you know your rights and your responsibilities as a patient.

If you have any questions or concerns about your care,
please reach out to the Network at 800-238-3773. We're here to help!

Please be aware that if you are involuntarily discharged from a dialysis clinic, it can be very difficult for your current facility to find you placement elsewhere.

Other facilities have the right to review medical records and decide if they will accept or deny admission into their clinic.



End-Stage Renal Disease Network Program

#### To file a grievance, please contact us:

## IPRO End-Stage Renal Disease Network Program Corporate Office: 1979 Marcus Avenue, Lake Success, NY 11042-1072

Patient Services: (516) 231-9767 • Toll-Free: (800) 238-3773

Developed by the IPRO ESRD Network Program while under contract with the Centers for Medicare & Medicaid Services.

Contract # 75FCMC19D0029 Publication # ESRD.IPRO-G3-NW-20221030-150 v.5 2/28/2023

This material was prepared by HSAG: ESRD Network 15, and adapted by IPRO, the End-Stage Renal Disease Organization for the Network of New England, Network of New York, Network of the South Atlantic, and Network of the Obin River Valley, prepared this material under contract with the Centers for Medicare & Medicard Services (CMS), an agency of the U.S. Department of Health and Human Services. CMS Contract Number: 75FCMC19D0029. CMS Task Order Numbers: 75FCMC21F0001 (Network 1), 75FCMC21F0003 (Network 6), 75FCMC21F0004 (Network 9).



# **Questions? Comments?**





# Let's Talk: Open Forum Discussion



# **Next Steps**



Danielle Andrews, MPH, MSW, GCPH Health Equities Specialist



# **Patient Virtual Support Group**

## Join the Network in our virtual monthly patient support group!

- We want to understand your thoughts and experiences as an ESRD patient or caregiver
- Let us know what could have been done better, and what is working for you
- Use our <u>Support Group Tips Resource!</u>

## **Every 4th Wednesday of the month at 5:00pm ET**

 Meeting Link: <a href="https://ipro.webex.com/ipro/j.php?MTID=m6de0a2dc11398746344a8dc525b9e7eb">https://ipro.webex.com/ipro/j.php?MTID=m6de0a2dc11398746344a8dc525b9e7eb</a>

• Call-In: 1-855-797-9485

Access Code: 616 535 334





# **Next Steps**

- Follow us on social media!
- Join the PFR Alliance Facebook Group <a href="https://www.facebook.com/groups/ipropfralliance">https://www.facebook.com/groups/ipropfralliance</a>
- Create your IPRO Learn Account <a href="https://esrd.iprolearn.org/login/index.php/">https://esrd.iprolearn.org/login/index.php/</a>
- Save the Date: April 6, 2022
- Participate in a call with Network staff and CMS to share your experience as a PFR, address issues impacting your facility and peers, and offer recommendations on how to improve patient care - volunteers needed each month!
- Become a Peer Mentor:
  - Understand the steps <a href="https://esrd.ipro.org/patients-family/pfe/peer-mentoring/">https://esrd.ipro.org/patients-family/pfe/peer-mentoring/</a>
  - Register online: <a href="https://redcap.ipro.org/surveys/?s=CJMXNF9DNR">https://redcap.ipro.org/surveys/?s=CJMXNF9DNR</a>
  - Have questions?
    - Review the Frequently Asked Questions resource
       <a href="https://esrdncc.org/globalassets/peer-mentoring-operational-toolkit/14pmlmsfaq508">https://esrdncc.org/globalassets/peer-mentoring-operational-toolkit/14pmlmsfaq508</a>
       <a href="mailto:podf">.pdf</a>
    - Contact Danielle Andrews at 516-209-5549



Register

In partnership with the Centers for Medicare & Medicaid Services (CMS), the End Stage Renal Disease National Coordinating Center invites you to join us for the

2023 National Patient and Family Engagement (NPFE)-Learning and Action Network (LAN) Summit:

## Creating a Thriving Community

#### Agenda:

#### April 18, 2023

- Ask the Experts- Home Dialysis, Transplant, and Vaccinations
- · Setting the Table for Food Equity
- · Expanding Opportunities for Improving Healthcare
- · Improving Your Mental Health

#### April 19, 2023

- · Kidney Transplant, Referral, Assessment, and the Waitlist
- · Self-care in the Dialysis Unit

## **Meeting Dates:**

## April 18 & 19, 2023

This FREE WebEx event will take place from 11:00 am - 12:55 pm, then 3:00 pm - 5:00 pm ET on Tuesday, April 18th and 12:00 pm - 2:00 pm ET on Wednesday, April 19th.

Healthcare professionals can earn up to 6 Continuing Education Credits

## Register today!

Register for Day 1: click here Register for Day 2: click here

1.844.472.4250 | NCCInfo@hsag.com | www.esrdncc.org | Facebook: ESRD.NCC | Twitter: @ESRDNCC

This material was prepared the End Stage Renal Disease National Coordinating Center (ESRD NCC) contractor, under contract with the Centers for Medicare & Medicare &

Register for Day 1

Register for Day 2



## **2023 NPFE-LAN Summit** – National Patient and Family Engagement Learning and Action Network - *Creating a Thriving Community*

### April 18 & 19, 2023

### Day 1



#### Day 2

12:00 a.m 12:10 p.m. ET	Welcome and Introductions
12:10 p.m. – 12:55 p.m. ET	Kidney Transplant- Referral, Assessment, and the Waitlist
1:00 p.m 1:55 p.m. ET	Self-care in the Dialysis Unit Discussion about how quality of care in dialysis patients can improve when patients are fully involved and educated about their treatment and the dialysis process.
1:55 p.m 2:00 p.m. ET	Closing Remarks



## Follow Us on Social Media



- IPRO ESRD Network Program's Facebook Page
- IPRO ESRD Patient Facility Representative (PFR) Alliance Group



IPRO ESRD Network Program's Twitter Page



IPRO ESRD Network Program's Linkedin Page



• IPRO ESRD Network Program's Instagram



# **Questions? Comments?**



# Thank you for your ongoing commitment to the ESRD community!

# For more information, contact:

Danielle Andrews, MPH, MSW, GCPH

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http://ipro.org