

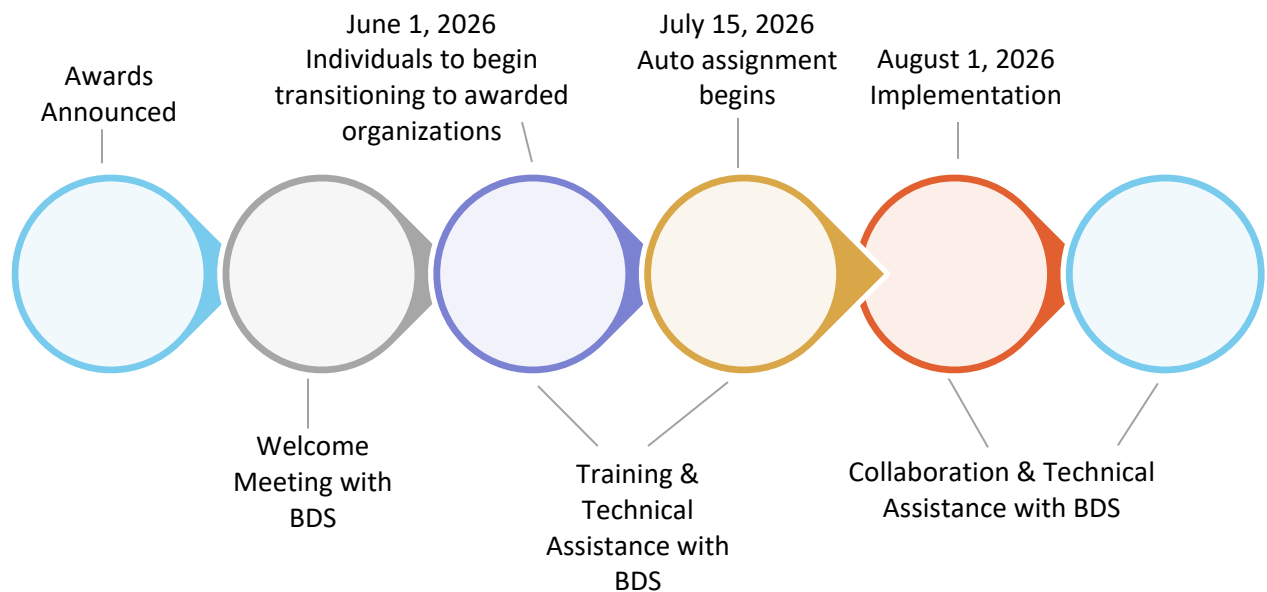
TRANSITION TOOLKIT – AWARDED CASE MANAGEMENT ORGANIZATIONS

Congratulations on being awarded a contract through the 1915(b)(4) selective contracting waiver for case management! The Bureau of Disabilities Services is excited to collaborate with you to provide high quality comprehensive case management services to individuals and families utilizing BDS HCBS waivers.

To prepare for implementation and ensure a smooth transition BDS is providing this transition toolkit with information and considerations moving forward.

IMPORTANT: As part of the required monthly contact with individuals and families **all case managers** of awarded Case Management Organizations **MUST** discuss and share the information and resources provided by BDS to ensure understanding of the transition and freedom of choice. This must be documented in case notes and is a requirement to bill for the May monthly contact. More detailed information is included later in this toolkit.

GENERAL TIMELINE



May 2026 through September 2026, BDS will host virtual monthly meetings with the awarded Case Management Organizations to provide information, resources, training and technical assistance through the transition. More information will be coming soon.

Individuals may begin transitioning to awarded organizations beginning June 1st, 2026.

Your organization will be on the statewide choice list for all waivers effective June 1st, 2026.

Individuals and their families may choose to receive case management from any of the awarded case management organizations. Therefore, you may experience individuals transitioning from your organization to another organization. In an effort to ensure a smooth transition and quality case management services across all case management organizations please complete the following activities.

INDIVIDUAL CASE FILES

Having up to date and correct information for each individual receiving BDS HCBS waivers is critical for the individual's health, safety and delivery of quality home and community-based services. This transition presents an opportune time to ensure that every individual's information and documentation is accurate.

Demographics

By June 30, 2026, Case Management Organizations must generate, review, and ensure case managers take necessary actions to verify, update, or correct demographics for all individuals served.

- [Client Demographic Report](#)
- [Guardian Report](#)

While ongoing monitoring is expected, Case Management Organizations will repeat these activities as they transition individuals case files to ensure the accuracy of files and information as the individual transitions to their new Case Management Organization, when applicable.

Case managers should follow up with individuals and/or guardians who have expressed intent or interest in guardianship changes or relocating prior to June 30, 2026. Issues related to potential changes to setting, geographic location, guardianship or emancipation should be case noted with clarity on the potential changes and known timeframes.

As applicable, outstanding or pending issues related to relocation or guardianship changes that have not occurred by or at time of the individual is transitioned to their new Case Management Organization, must be case noted in the Portal.

Monitoring

By June 30, 2026, Case Management Organizations must generate, review, and take necessary actions to rectify discrepancies, deficiencies, and any incomplete or untimely monitoring activities required by BDS.

- [Monitoring Checklist/PCMT Expiring/Expired Checklist Report](#)

While ongoing monitoring is expected, Case Management Organizations will repeat these activities as they transition individuals case files to ensure the accuracy of files and information as the individual transitions to their new Case Management Organization, when applicable.

Any outstanding issues that cannot be rectified by (or at) the time of the individual is transitioned to their new Case Management Organization, must be case noted in the Portal.

Medicaid Issues

Case Management Organizations should be taking necessary actions to support individuals and families to rectify any issues or barriers that are preventing them from accessing or being approved for the Medicaid state health plan. These can be identified by the following report:

- [Medicaid Issues Report](#)

As applicable, outstanding issues that could not be rectified by (or at) the time of the individual is transitioned to their new Case Management Organization, must be case noted in the Portal.

Incident Reporting

By June 30, 2026, Case Management Organizations must generate, review, and ensure case managers take necessary actions toward timely follow-up and closure of all incident reports appearing on the following report:

- [Open IR Report](#)

While ongoing monitoring is expected, Case Management Organizations will repeat these activities as they transition individuals case files to ensure the accuracy of files and information as the individual transitions to their new Case Management Organization, when applicable.

Any outstanding issues related to IRs that cannot be closed or resolved by (or at) the time of the individual is transitioned to their new Case Management Organization will be case noted in the Portal.

Timely Completion

Case managers must ensure that all timelines and submissions of all required activities are being met. Outstanding or pending issues that have not been resolved at or by the time individuals' transition to new Case Management Organization, must be case noted in the Portal.

CMO Billing

As noted above, as part of the required May monthly contact by case managers with individuals and families **all case managers** from awarded CMO's MUST discuss and share the information and resources provided by BDS to ensure understanding of the transition and choice. This must

be documented in case notes and is a requirement to bill for the May monthly contact. Resources should be available and offered to individuals and families in electronic and paper formats using whatever tools necessary to effectively and efficiently communicate with each individual by whatever means is preferred by the individual. The required discussion points and resources are as follows:

Discussion Points	Related Resources
<p>What selective contracting waiver for case management means.</p> <p>Which Case Management Organizations were awarded.</p> <p>The impact to their services (quality and consistency should improve over time, no need to choose new case management if they want to stay with awarded organization).</p>	<p>Copy of letter that was mailed by BDS</p>
<p>How to find and obtain information and updates on case management</p>	<p>Webinar Opportunities for Individuals & Families Flyer</p>
<p>How to contact BDS district offices and how they can help to answer questions.</p>	<p>BDS District Map with contact information.</p>

ASSIGNMENT OF NEW INDIVIDUALS

Individuals moving to awarded Case Management Organization

Current processes and timelines in place for intakes will remain. Awarded Case Management Organizations should be prepared for managing these processes given the anticipated increase in cases as we move to implementation.

As a reminder, providers shall not engage in uninvited solicitation of potential clients, who are vulnerable to undue influence, manipulation, or coercion. If case managers share that they are leaving their current employer and are asked by an individual or family (uninvited) where they are going to work, this would not be viewed as solicitation in violation of 460 IAC 6-36-2. In addition, case managers are encouraged to follow up with their employers regarding any company policies on this issue.

Auto Assignment

Through consistent and ongoing efforts by all current case managers, Case Management Organizations and BDS district and central staff it is the desire and intent that all individuals who are currently utilizing a Case Management Organization that was not awarded a contract makes a choice of a new Case Management Organization that has been awarded no later than July 15, 2026. The ongoing efforts and communications include:

- Required discussion and sharing of resources by case managers to individuals and families in May, June, and July.
- BDS direct mailings in May, June, and July.
- BDS informational webinar for individuals and families in May and June.
- BDS district office maintaining and monitoring list of individuals who need to make a new choice of Case Management Organizations.
- BDS district office making direct contact with individuals and families beginning June 15th through July 15th who have not chosen a new Case Management Organization to advise of timeframe and assist in completing new choice list if needed.
- Ongoing and frequent reminders and information on BDS Facebook page, including Facebook live events.

If through these efforts individuals remain who have not chosen an awarded Case Management Organization by **July 15, 2026**, BDS will begin the auto assignment process. This is to ensure no disruption and a continuation of case management services, which is a required service through our state and federal regulations. BDS will randomly provide distribution of cases among the awarded Case Management Organizations. To ensure required activities are completed and there is no gap in case management services, the auto-assigned Case Management Organization must accept the referral with **two (2) business days**.

Initial contact with the individual and guardian, if one exists, must take place within **seven (7) days** of acceptance of the referral. Initial contact may include in person, virtual, or telephone. If after 3 failed attempts to reach the individual and guardian through any of these means, the case manager may make the initial contact through mail. The initial contact must:

- introduce the case manager and Case Management Organization
- explain why they are the new Case Management Organization
- provide information on freedom of choice, including a choice list
- obtain signed choice list, if possible

An intake meeting with the individual and guardian, if one exists, must take place within **fourteen (14) days** of initial contact. If one does not already exist, a signed choice list must be obtained at or before this meeting and uploaded into the BDS portal within **three (3) days** of intake meeting.

An updated Service Authorization/Notice of Action with the change of Case Management Organization must be completed by the new Case Management Organization. The auto

assignment process should not interfere with any outstanding ICAPs or LOCs as these processes are linked to the individual.

Case managers and Case Management Organizations must monitor and track the auto assigned individuals to ensure all required activities are completed within the identified timeframes.

Choice List

The choice list will be updated in June to reflect which Case Management Organizations have been awarded a contract and which will no longer be available to provide case management effective August 1, 2026. An update will occur again in August 2026 to reflect only the awarded and contracted Case Management Organizations.

Individuals new to waiver services will have the freedom to choose from the choice list provided during the time they begin waiver services.

A new choice list is not required for individuals who choose to retain their current Case Management Organization when that Case Management Organization has been awarded a contract through the selective contracting waiver.

Allowable Case Load Size

To ensure *average case load* counts by case manager do not exceed the recommended *average* of up to 47 cases per case manager, beginning August 1, 2026. Case Management Organizations will identify case managers whose caseloads impact the average of 47 cases and develop a plan to meet the requirement by October 31, 2026. This plan should be ready to be shared and discussed no later than September 1, 2026.

- [Case Manager Report](#)

The allowable caseload size across all active, full-time case managers of a Case Management Organization shall not exceed forty-seven (47). This average is calculated based on the total number of individuals a Case Management Organization supports, divided by the total number of full-time case managers. Full-time case managers are defined as a provider of case management services who support 22 or more individuals on the date of calculation. This includes case management supervisors who do not normally carry a caseload but temporarily support 22 or more individuals on the date of calculation.

Example of Compliance:

In this example, Case Management Organization A employs a total of 10 case managers, nine of whom are full-time in that they have caseloads of 22 or more individuals. The total number of individuals supported by this Case Management Organization on the date of calculation is 396. The total number of individuals (396), divided by the number of full-time case managers (9),

equals an average caseload size of 44. While some case managers have caseloads that exceed 47, this Case Management Organization is compliant with the allowable caseload requirement.

CMCO	Case Manager	Case Load Total	Full Time
Case Management Organization A	CM 1	39	Yes
Case Management Organization A	CM 2	41	Yes
Case Management Organization A	CM 3	43	Yes
Case Management Organization A	CM 4	29	Yes
Case Management Organization A	CM 5	52	Yes
Case Management Organization A	CM 6	49	Yes
Case Management Organization A	CM 7	50	Yes
Case Management Organization A	CM 8	32	Yes
Case Management Organization A	CM 9	45	Yes
Case Management Organization A	CM 10	16	No
Total Individuals Supported		396	
Total Full-Time Providers of Case Management			9
Average Caseload Size (396 / 9 = 44)		44	

CASE MANAGER CAPACITY

Through the transition process it will be necessary for awarded Case Management Organizations to recruit, hire, and train new case managers. This may include qualified professionals who have experience working as a BDS case manager or qualified professionals new to BDS waiver services.

Access to Systems

If a case manager transitions from one Case Management Organization to an awarded Case Management Organization, they must go through termination with their prior Case Management Organization and then the new hire process with the awarded Case Management Organization. When completing the “Case Management Access Request Form” please note which Case Management Organization the staff was previously employed by.

Considerations for recruitment and retention

As an awarded Case Management Organization, you will be working to ensure equitable availability of case managers. Case Management Organizations are expected to be able to show and provide case management services for their identified area beginning June 1, 2026. Following are some considerations for recruitment and retention of case managers. **These are simply ideas and there is not an expectation that every Case Management Organization will complete any of the following activities.**

When developing your recruitment strategy, understanding what's currently working and identifying areas for improvement may be helpful. To do that, you need to look at your recruitment metrics. Some of those metrics may include time to hire, quality of hire, retention, cost per hire, source per hire, and experience of candidates. This will allow you to set attainable goals and determine which strategies will help you reach them.

The following are some tips that may be helpful in your recruitment venture.

Finding new case managers:

- Have an accurate job post.
- Make the application as easy as possible.
- Reach out to great applicants from the past.
- Host a meet-up. If you're looking for a way to involve your current employees in the recruiting process, meet-ups are one of the best ways to increase your employee engagement and find new talent.
- Companies can use their own employees as brand ambassadors to lure talent their way.
- Employee referral programs.
- New job board platforms or host a hiring event.
- Recruitment events are still an essential part of the recruiting process, and in our overwhelmingly digital age, they may be more important than ever. In-person events provide recruiters with a chance to get to know candidates' personalities and backgrounds beyond their resumes.
- Have a well-crafted careers page. It's a great resource to promote open roles, share content and provide information on the company's mission, culture and benefits.
- Employee testimonials in the form of 10–20 minute podcast episodes.
- Share company culture on social media.
- Google's Job Search tool is a great way to get your job posting in front of candidates before they click through to a website or job board.
- Recent college graduates.

Retaining case managers:

- Make sure employees know what you expect from them.
- Provide quality supervision and management.
- Provide a platform for employees to speak their minds freely within the organization.
- Allow employees to use their talents and skills.
- Provide an environment of fairness and equitable treatment.
- Tools, time, and training will be your best friend.
- Remember that exemplary employees want to learn and grow.
- Make sure senior management knows that an employee exists.
- Make staff members feel appreciated.

Staffing Statewide:

- Consider case manager's caseloads who already serve the county where your company has a need.
- Identify counties and regions that need additional case managers then recruit heavily in those areas.
- Plan for the ability to accept new referrals in all identified counties.

ROLE AS A STATE CONTRACTOR

The role of your organization as a state contractor brings about opportunities to bolster and strengthen the relationship between the contractor and the state. This collaboration will in turn facilitate an increase in quality, comprehensive case management services across the state.

Contractors are responsible for planning, leading, executing, and supervising case management services as outlined in the contract, provider agreements, service definition, DDARS policies, Indiana Administrative Code, Indiana Code, and federal requirements. It is the responsibility of the case management entity to ensure that their case managers have the information and skills necessary to perform their duties as a professional in the field. The leadership, training, quality assurance, and supervisory level staff within each Case Management Organization should be monitoring and modeling excellence to ensure the necessary requirements are met and that the individual and family experiences are strength based, person centered and provide opportunities to access integrated supports.

The BDS teams are here to support you now and for the years to come. Through our collaborative touchpoint meetings and quality status updates we will partner to review data, identify trends, explore solutions to outstanding issues and determine any necessary actions to increase quality service delivery. In addition, the following avenues remain available for specific questions or needs that cannot be addressed through other avenues (quality guide, policy, guidance, etc.):

- BDS Helpline (BDS.Help@fssa.IN.gov): BDS helpline is to provide general information regarding BDS programs and services. All inquiries are assigned to the appropriate staff to be address, including suggestions and concerns.
- JIRA Helpdesk Web Portal (<https://dmha.fssa.in.gov/helpdesk/?div=ddrs>): For system issues related to general log in and navigation; monitoring checklist/PCMT; PCISP; transition; provider web tool; Citrix; claims and billing; document library; IFUR; and requests to move from RHS daily rate to hourly rate.
- Lisa Davis (Lisa.Davis@fssa.in.gov): The case management liaison is available to provide guidance and direction when other means have not been successful or available.

We look forward to working with you!