**Written reply – 9/9/2021**

1. **For any of the satisfaction surveys cited in your proposal, please detail how many surveys were distributed and how many surveys you received back.**

A: CMs are asked to distribute surveys at each annual meeting, so the number distributed is dependent on the current number of individuals being served, approximately 1700. We have historically had close to a 25% return annually but for 2020 (largely due to COVID) we had less than a 10% return of surveys. Therefore, in 2021, we implemented an electronic version as an option for completion and feedback and have increased participation significantly. We have had 163 electronic surveys completed in 2021 thus far.

1. **How do you utilize the Plan-Do-Check-Act cycle?**

A: Our CMCO utilizes PDCA in our processes, case management process and HR process. The case management cycle consists of monthly case management duties policy (plan), CMs complete monthly activities and documentation (do), monthly QA reports are pulled and distributed (check), and then management team assesses for continuous improvement or needed adjustments to meet CMCO quality expectations (act). The HR process consists of recruiting qualified candidates per job requirements (plan), screening/interviewing/identifying qualified candidates to extend employment offer (do), completing comprehensive training program during probationary phase including training evaluation (check), and then management team assesses for continuous improvement opportunities, changes in process or needed adjustments.

1. **In the event that you are not awarded a contract, how are you going to address situations where individuals are having difficulties meeting the required timeframe to choose a new CMCO.**

A: Our CMCO has a strong infrastructure and many of our individuals know not only their case manager, but also their supervisor and possibly coordinators and management from Connections. As we have grown, we have been deliberate in shadowing meetings, providing assistance and coverage, and engaging other case managers to brainstorm ideas or learn about resources. As such, when an individual chooses Connections Case Management, they get much more than just a singular case manager! They have a team. This same team approach has been very effective when it is necessary to initiate communication – we would be sure to use this to assist individuals to know what options are available and help them to take the steps necessary to make a choice that will best fit their needs for a smooth transition.

1. **In the event that you are not awarded a contract, how would you ensure that there are sufficient staff to serve individuals throughout the transition process?**   
     
   A: Our management team is dedicated to see through the transition – regardless of what it may mean. Should we receive the awarded contract, we will hire, train, and assimilate new case managers and waiver individuals into services with Connections Case Management. If we do not receive the contract award, we will communicate with our individuals and inform them of the choices they have available to them. In the event their current CM moves to another agency, we will let them know of the opportunity to follow them should that be their desire.
2. **If a case manager leaves your organization for another CMCO, will you share the name of the CMCO to which they moved with the individuals served by the departing case manager? Will you share that information with the State?**  
     
   A: We will continue to follow our process for when case managers have moved to another CMCO in the past. If that case manager lets us know where they are going, we will in turn, make the individual and/or their guardian aware. Case Management and waiver supports and services are about building relationships through communication. We will continue our process to honor those relationships and offer informed choice when we have the information to do so.
3. **Please identify and detail any familial relationships within your company’s supervisory employees and officers.**   
     
   A: We do not have any familial relationships between our owners and/or our entire management team.
4. **What would happen if no case manager at your organization agrees to take a particularly challenging case? Under what circumstance would your company refuse to accept a challenging case?**  
     
   A: We have not refused any cases. We have; however, given notice in the past when we, as a case management entity, feel that we can no longer support the individual effectively. In the past, we have had an instance where the guardian would not allow the individual to experience natural consequences and in turn, this would exacerbate communication and interactions with the individual and their team. With BDDS support to explain HCBS waiver supports and guardian responsibilities, it is possible for teams to better function as a whole to support an individual. We are hopeful that the climate change that is presently taking place will enable more teams to work together as they should. Many times the guardian can have unrealistic expectations of waiver supports. They may expect that the waiver POCOS home might be able to enforce additional rules and guidelines to ensure their individual’s safety.   
     
   We have also given notice in the past to individuals and/or families that have behaved inappropriately with our case managers. It is inappropriate for a parent to provide a CM with unsolicited advice, bias, hate or feedback. We have had guardians/parents that have unwelcomingly given our case manager a diet book, insulted our case manager due to their appearance or sexual orientation, and/or threatened harm. This will not be tolerated.
5. **How will the case manager to supervisor ratio scale during rapid growth?**

We have recently promoted additional **supervisors** that have availability to mentor new and incoming case managers. We also employ **coordinators,** or individuals that have specialized knowledge that can assist with various processes that a case manager may need assistance with too. We continue to meet regularly to determine what is needed ongoing to best support our case managers to fulfill their responsibilities, provide training and hands-on assistance, and also allow our case managers to fully vacation and “check out” from their essential caregiving role.

We maintain small teams at Connections and will be keeping the ratio of 1 supervisor/manager per 5-6 CMs throughout the transition phase of the contract process.