1. The scope of work states, “Case Managers must be W-2 employees, not contractors. For the purposes of this work, the State considers an employee as someone who is guaranteed a regular wage amount for an hourly, weekly, or other period of time, even when supplemented by a commission or other incentive, and not a flat fee payment as defined by the Internal Revenue Service (https://www.irs.gov/newsroom/understanding-employee-vs-contractor-designation). This employee definition and pay structure is directly related to the ability of a case management contractor to be conflict free in the service provision of case management.” How does your current or future W-2 employees’ compensation structure align with the description above?

**A: In 2018, in response to the Safe Journey closure and subsequent CAP, all full-time Connections Case Managers began annual salary structure compensation. Currently, we have only one part-time case manager on staff. We have informed that case manager that beginning 1/1/2022 we will only employ full-time case managers. She is determining if she would like to proceed in employment as a full-time case manager.**

1. It appears from your application materials that Executive staff carry caseloads. Is this correct? If yes, please specify which executive staff members carry caseloads and the average caseload for those executive staff. If yes, please also explain your current processes for monitoring and assessing executive staff caseload quality and compliance with state and federal requirements.

**A: Our executive staff has carried small caseloads due to our small size and to mitigate costs. The average caseload size is under ten for the leadership team which includes the CEO, COO, CO, CM Operations Director, Quality Assurance Director, and Marketing Director. As we grow and continue to do so, we realize that this is not sustainable and plan to ensure that these individuals are moved to a dedicated case manager professional who does not have CMCO administrative responsibilities. However, when CMs leave or take leave, Connections Case Management operates as a team and provides team coverage. Executive staff may be expected to help and provide coverage. We believe that this makes us stronger in our capacity to monitor and assess quality, compliance, and workload ongoing.   
  
Executive/management coverage of interim cases allows Connections to provide continuity of services within our team structure for individuals that need an interim case manager. It is also fiscally responsible in providing quality CMGT within the current reimbursement rate for CMGT. Many of our individuals that we serve are acclimated with their case manager, their case manager’s supervisor, and perhaps other CMCO coordinators and/or directors based on our business model. When a case manager is unavailable, this also allows there to be an easy access to help for the individual.**

**Supervisors, Coordinators, and Case Managers all meet monthly to discuss information central to their job functions as well as to ascertain quality, compliance, and workflow. The entire supervisory team has a random file assessed monthly by QAD to review for quality and findings reported on their 1:1 to CMOD.**

1. What guidance, templates or rubrics do you rely on to help case managers understand expectations for documenting a strengths-based and person-centered approach in the PCISP? Please share any of these guidance, templates or rubrics you provide to staff and that your supervisors use when reviewing PCISPs using the PCISP Checklist.   
     
   **A: In addition to the BDDS guidelines, trainings, and rubrics listed below but not attached, we have created multiple internal templates and guidance documents in addition to our required trainings. The BDDS tools include: PCISP Rubric (still in pilot phase but will be widely utilized once final), PCISP Guidelines V 3.6, Using Person Centered Outcomes, Using LifeCourse to Create Strength Based Outcomes, Facilitating a pathway to a Good Life for Hoosiers with Disabilities, and Foundation of the LifeCourse Framework.   
     
   Connections internal tools include our PCISP trajectory, PCISP checklist, PCISP Domain Cheat Sheets, PCP ISS, PCISP Appendix, and PCISP Rubric Language Hints. Again, this is in addition to the BDDS required trainings completed annually, PCP training, and LifeCourse implementation.**