**State of Indiana RFS 22-67778**

**Attachment D – Technical Proposal Template**

*Instructions:*

*Respondents shall use this template Attachment D to prepare their Technical Proposals. In their Technical Proposals, Respondents shall describe their relevant experience and explain how they propose to perform the work, specifically answering the question prompts in the template below.*

*Please review the requirements in Attachment A (Scope of Work) carefully – the requirements in the SOW should inform how Respondents complete their Technical Proposals in this template as the “Sections” referenced below correspond to the sections in the SOW.*

*Respondents should insert their text in the provided boxes which appear below the question/prompts. Respondents are allowed to reference attachments or exhibits not included in the boxes provided for the responses, so long as those materials are clearly referenced in the boxes in the template. The boxes may be expanded to fit a response.*

*Respondents are strongly encouraged to submit inventive proposals for addressing the Program’s goals that go beyond the minimum requirements set forth in Attachment A of this RFS.*

***For all areas in which subcontractors will be performing a portion of the work (except where prohibited), clearly describe their roles and responsibilities, related qualifications and experience, and how Respondent will maintain oversight of the subcontractors’ activities.***

OVERVIEW

*Please provide an overview of your proposal in the boxes below.*

*Company Background*

* 1. *Describe your experience providing Case Management Services*
  2. *Provide specific examples of how you have worked collaboratively with individuals and families, as well as state and waiver provider partners to address day to day issues, as well as changing program needs and priorities*
  3. *Describe any notable accomplishments for your company you feel would be relevant to this proposal.*
  4. *Describe any lessons learned from any sanctions, corrective actions, or formal complaints that you have been subject to (including for non-case management services), both in Indiana or other states*

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| a. It has been IPMG's pleasure since September 1, 2006 to be a certified provider of Case Management services for participants in Indiana’s Home and Community-Based Services (HCBS) program. From September 1, 2006 through August 31, 2012, IPMG was the sole statewide case management provider, and assisted the Indiana Family and Social Services Department (FSSA) to transition from a system of over 400 service entities to a single, statewide operation. IPMG is proud to provide quality Case Management services as a waiver provider for the Family Supports Waiver (FS) and the Community integration and Habilitation Waiver (CIH). IPMG is Indiana’s largest provider of Case Management for the FS and CIH Waivers. Our professionals live in or near the Individual’s community and are able to link them to valuable local resources and to assist them with becoming a valued member of that community. IPMG’s leadership team includes a Board of Directors, a Chief Executive Officer, Department Directors and Assistant Directors who each bring to the table extensive experience in the delivery of services to individuals throughout Indiana. Their experience ensures that IPMG possesses the level of expertise required to respond to the needs of the Individuals we serve, and to deliver services to them in a person-centered and effective manner.  b.IPMG prides itself on our commitment to working collaboratively with Individuals, families, and state and waiver provider partners to address concerns and improve services. IPMG maintains a customer service and 24/7 crisis line that allows Individuals, families, and stakeholders to be connected with a live person who will put them in touch with the appropriate Case Management professional. IPMG encourages and solicits feedback from Individuals, families, and all stakeholders through surveys, satisfaction calls, and other forms of communication. All feedback is reviewed and addressed by IPMG’s leadership and management teams who implement policy and program revisions as needed to improve Case Management services. IPMG understands that waiver service providers play a key role in the day-to-day lives of Individuals that we mutually serve. IPMG has developed a formal outreach program to ensure that the lines of communication remain open, and that we work together to coordinate and problem solve as challenges occur. As an example, IPMG completed 267 provider outreach contacts in 2020. It is a priority of IPMG to partner and collaborate with multiple state, regional, and national workgroups and committees, including the following:   * DDRS Advisory Council * INARF Board of Directors * INARF Professional Development Committee * The Arc of Indiana * The Arc of Indiana’s Mission Circle * Self Advocates of Indiana * INAPSE Board of Directors * Charting The LifeCourse Ambassador Series * National Association of Case Management Board of Directors * Indiana State Guardianship Board * System Navigation Advisory Council * INARF Leadership Academy * INARF Governmental Affairs Committee   The following is a specific example of IPMG’s commitment to working collaboratively with Individuals, families, state agencies and waiver services providers in order to support the Vision of a Good Life of Individuals served. When an Individual served by IPMG notified her IPMG Case Manager of her dream and desire to move to Washington to be closer to her only known family, the IPMG Case Manager listened and then began collaborating with the Individual’s family, RHS provider, Indiana’s Bureau of Developmental Disabilities, The Arcs of Indiana and Washington, and Washington’s Developmental Disabilities Administration. Due to the support of the IPMG Case Manager and her skills in working collaboratively with individuals, families, state agencies and waiver provider partners, this Individual was able to realize her dream and is living happily in Washington with her family.  c. Since its inception, IPMG has been involved in a variety of initiatives designed to enhance the waiver experience and quality of life for the Individuals we serve. We continuously strive toward innovation in the way we approach this important task.   * IPMG’s Accessibility Plan was designed to reduce barriers that challenge and inhibit the ability of Individuals with disabilities to live a self-fulfilled life. One focus of the plan was the creation of accessible informational materials aimed at demystifying the waiver experience for Individuals served and their families. Those materials, including videos, handbooks, CDs, a Spanish language guide, and Easy Read documents are available at [www.gotoipmg.com](http://www.gotoipmg.com) and content on our website is available in over 100 different languages. * In response to a demonstrated need by Individuals and their families for additional supports, IPMG has on staff­ full-time Medicaid & Intake Coordinators, who are available to assist those who may be experiencing a delayed intake process due to Medicaid eligibility issues, or who may be in danger of losing services due to a lack of understanding of, or involvement in, the redetermination process. The IPMG Medicaid Coordinator is also available to assist with completing Social Security applications and educating families on Miller trusts, the ABLE Act, and Healthy Indiana Plan 2.0. * IPMG’s Registered Nurse Consultant provides support to individuals who experience risk issues that require specialized attention and planning by the team. Since beginning this project, IPMG has identified over 220 of the top risk issues that require such focus and has created risk planning templates for each issue that help to ensure that key points of needed services are not inadvertently overlooked in the planning process. * IPMG has grown a vast database of resources that enhance the ability of Individuals to connect to their communities. These resources are available to all IPMG case managers to use on behalf of the Individuals they serve, and many of them are posted on our web site for direct accessibility by Individuals served and their families. In addition, we continually update iConnect with Friends, which is a publicly accessible database containing activities and events that are conducive to building new friendships with others in local communities throughout the state. Members of the public are welcome to add events to this resource. * IPMG provides regular Informational Webinars (IW) available not only to IPMG employees, but also to other Case Management Companies, service providers, guardians, families, and Individuals. IPMG Informational Webinars are offered multiple times throughout the year, via online webinar, and are recorded and posted on our website and YouTube channel for later viewing. Our IWs in 2020 had a combined total of over 3,160 attendees, and topics included “Medicaid Eligibility: Understanding the Essential Concepts”, “Breast Cancer Awareness: With Considerations for Individuals with Intellectual and Developmental Disabilities and the Elderly”, “Medicaid Waiver Request for Approval (RFA) Process”, and many more. In 2020 IPMG was proud to support the Division of Disability and Rehabilitative Services/Bureau of Developmental Disabilities by sharing our GoToWebinar platform so that DDRS/BDDS leadership could provide weekly COVID-19 updates to Case Management and HCBS waiver providers. * In order to provide education and resources on the cultural and diversity needs of the Individuals that we support, IPMG created a Cultural Committee whose responsibilities include developing resources and trainings that are provided to all IPMG Employee Owners.   d. Since beginning business in 2006, IPMG has not been subject to any sanctions. IPMG takes adherence to all state and federal requirements seriously. IPMG employs a full-time Corporate Compliance Officer whose responsibilities include managing communications received from government agencies, remediation responses, State of Indiana Regulatory compliance, HIPAA Privacy and Security concerns, and creates and manages IPMG’s accreditation requirements. The IPMG Corporate Compliance Officer has developed a standardized reporting system and provides regular updates to the IPMG Executive Team, conducts regular reporting and trend analysis of quality regarding the company’s performance targets, and collaborates with Senior Leadership on policy changes and maintenance of policy manuals, ensuring conformance to all required regulations.  In the instance that IPMG would be cited with a corrective action, the IPMG Corporate Compliance Officer will work with IPMG’s Executive Team to ensure that a corrective action plan is developed, implemented, and successfully closed. In the past, this has included working with the IPMG Directors of Communications and Professional Development and Case Management Operations to develop and provide training to IPMG Case Management Professionals, change of policies and procedures, and an increase in the oversight of certain Case Management functions. For example, in response to a 2018 corrective action regarding Budget Modification and Review Requests (BMR/BRQ), IPMG updated policies and protocols to ensure the appropriate BMR and BRQ processes were in place and provided training on the updated policies and protocols to all IPMG Case Management professionals. |

*Compliance and Approach to Correction*

1. *What measures or steps would you take to address AND prevent corrective actions or findings issued by BQIS?*
2. *What quality assurance approaches would you employ to identify systemic issues? Please include supervision strategies as well as technical approaches*
3. *What quality assurance approaches would you put into place to timely address specific, limited situations as they arise?*
4. *Describe your company’s consideration of compliance requirements AND quality services in the delivery of case management.*
5. *Describe how you plan to provide ongoing comprehensive quality assurance. Please include how you will apply culture of quality concepts and data analysis as part of the quality assurance approach.*
6. *Provide a description of a proposed quality assurance plan, addressing the points outlined in Section 5.3.1, or provide a preliminary draft of your quality assurance plan.*
7. *Provide a narrative about your proposed Compliance Officer and the potential activities this role would oversee and/or conduct. Please also attach a resume or CV.*

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| a. When a Corrective Action is received from BQIS, IPMG leadership begins addressing the issue by first gathering all of the details of an event to determine the root cause. Measures are taken to correct the issue, whether it is quality improvement, policy addition or modification, or disciplinary action for the responsible staff member. All staff members receive training on changes to service delivery. IPMG maintains a robust ongoing education and training program for staff members as well as conducts ongoing monitoring of quality to prevent any potential corrective actions or findings issued by BQIS.  b. IPMG completes random monthly reviews of Case Manager documentation. IPMG has set quality performance goals for the entire company. This includes, but is not limited to, quality case notes, timely submission of CCB and Monitoring Checklists, and review of the document library to ensure it is current. Assistant Directors and the Director of Case Management Operations look at these performance goals monthly and analyze them on a quarterly basis. Based on the analysis, trends are identified. Assistant Directors and the Director of Development plan to enhance performance through methods such as: company-wide retraining, targeted training for specific case managers, development of additional resources and tools, or Corrective Action. IPMG is also currently accredited by CARF and follows all CARF accreditation guidelines for ensuring quality.  c. To ensure consistent and timely communication regarding any specific situation, IPMG utilizes an electronic announcement board to deliver information to all staff. The Director of Case Management Operations works with the Assistant Directors to communicate required timelines to the Supervisors so they can work with their Case Managers to ensure they are met. IPMG routinely monitors documentation reports and can create additional reports as needed or requested. When there is a time sensitive requirement, IPMG sets deadlines for Supervisors to report on the progress of the Case Managers on their team. The Assistant Directors combine the reports and provide them to the Director.  d. All applicable Federal, State, or Contractual rules and regulations, standards, and agreements are reviewed by the Executive team and the Compliance Officer. All corresponding policies and procedures are applied to the Case Managers and other staff members to meet quality standards. Regular education and training are given to all staff members to ensure the requirements are met.  e. IPMG has a strong quality assurance plan in place. Reviews of Case Manager documentation are completed randomly for all Case Managers. In addition, Supervisors complete satisfaction surveys with Individuals/guardians and shadow meetings conducted by each Case Manager on their team. IPMG has a written set of criteria that outlines the frequency of each review type, based on Case Manager proficiency. All reviews are discussed with Case Managers during a 1:1 Coaching call with their Supervisor. IPMG has written quality expectations for all tasks so that Case Managers can easily reference the requirements when completing any work. Staff completing quality reviews have a template to follow to ensure that review criteria are consistently implemented.  f. IPMG has a strong quality assurance plan in place. Please see attached Compliance and Approach to Correction Quality Assurance Plan.  g. IPMG has a designated full-time Corporate Compliance Manager who serves as the Compliance Officer and Privacy Officer. The Compliance Manager has a Bachelor of Science degree in Health Sciences and a Master of Business Administration degree. The Compliance Manager comes with 6 years of previous combined experience as a Quality Data Analyst and Compliance Coordinator. The Compliance Manager oversees communications received from government agencies, remediation responses, State of Indiana Regulatory compliance, HIPAA Privacy and Security concerns, and creates and manages IPMG’s accreditation requirements. The Compliance Manager conducts regular reporting and trend analysis of quality regarding the company’s performance targets, following the established guidelines and procedures. The Compliance Manager created a standardized reporting system and provides regular updates to the Executive Team. As Privacy Officer, the position identifies and tracks issues, analyzes trends and patterns, and provides necessary training and process inputs to ensure compliance with applicable standards. The Compliance Manager oversees IPMG’s Corporate Corporate Compliance Plan and collaborates with Senior Leadership on policy changes and maintenance of policy manuals, ensuring conformance to all required regulations.  Attachment:  Compliance and Approach to Correction Quality Assurance Plan  Compliance and Approach to Correction - Michael Wagoner Corporate Compliance Manager resume |

SECTION 4. – Plan and Program Information

*Please explain how you propose to respond to Section 4 by answering the question prompts in the box below, if applicable.*

*Section 4.2.1 – Enrolled Medicaid Provider*

1. *Describe how you plan to comply with Medicaid provider enrollment requirements. Address the following aspects:*
   1. *Estimated timing*
   2. *Any structural changes for your company*
2. *Include a draft application for enrollment (see Bidder’s Library for application information).*

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| IPMG is an enrolled Medicaid provider. IPMG is not planning to implement company structural changes. Please see the following attachments:  Attachment:  4.2.1 Enrolled Medicaid Provider - Profile-6-4-21 |

*Section 4.2.2 – Commitment to Statewide Coverage*

1. *Describe how you will ensure statewide coverage of case management services. Address the following aspects:*
   1. *Your company’s approach to staffing that ensures adequate geographic statewide coverage and considers:*
      1. *How you assign Case Managers to Individuals. Be sure to address:*
         1. *What factors are considered*
         2. *How you plan to balance the varying complexities of individual cases for Case Manager caseload*
         3. *Process for Individuals to request specific Case Managers*
2. *If you currently do not provide statewide coverage, describe your plan to transition to do so.*
3. *Provide an overview of how you plan to fulfill your responsibilities overseeing your Case Managers and ensuring quality case management services.*
4. *Describe how your Case Managers will provide services and support with a person-centered approach and how you plan to encourage and ensure this, and monitor or measure for effectiveness.*
5. *Provide an overview of your current case management team, including number of employees, geographic coverage, and caseload.* 
   1. *Please share any timing concerns you may have with assuming and delivering case management services statewide within the stated timelines*

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| a. IPMG has a plan and process in place to provide statewide coverage. IPMG employs case managers that can provide case management services in all 92 Indiana counties.  *i.*  IPMG has a process in place to provide Individuals with choice in their selection of a Case Manager while also balancing caseloads to address varying complexities of support needs.  1. During initial caseload development, IPMG considers: geographic location, rotation of documentation deadlines (annual service plan and quarterly Monitoring Checklists), Algo level for the Individual, and the Case Manager’s experience. IPMG Case Managers are not linked to an Individual with an Algo 6 during their first year of employment, are not linked to an Individual with an Algo 5 during the first month of employment, and are not linked to individuals who are experiencing transitional phases of life until completion of the initial training period of 90 to 120 days.  IPMG takes into consideration Individual and guardian requests when developing caseloads. This includes requests for a specific Case Manager, or a stated gender preference of the Case Manager. IPMG’s internal platform includes a database that tracks Case Manager requests in the event the requested Case Manager does not have immediate availability, which ensures a timely linkage once the Case Manager does have availability to support the Individual on their caseload. IPMG makes all possible attempts to reconnect Individuals to their previous Case Manager if the Individual is re-entering Waiver Services.  a. IPMG evaluates the following factors when determining hiring needs for specific geographic areas: upcoming Case Manager departures, intakes in process, Individuals requesting a change in Case Manager, Case Manager requests to decrease their caseload size, position changes within the company and Case Manager relocation. IPMG hires Case Managers to serve Individuals that live less than one hour from the Case Manager’s home office. This ensures that Individuals have case management support from someone who lives in their community.    b. During initial caseload development, IPMG uses the following factors to develop balanced caseloads: geographic location, rotation of documentation deadlines (annual CCB and quarterly Monitoring Checklists), Algo level for the individual, and the Case Manager’s experience level. IPMG Case Managers are not linked to an Individual with an Algo 6 during their first year, are not linked to an Individual with an Algo 5 during the first month of caseload development, and while in training are not linked to Individuals who are experiencing transitional phases of life that require a more seasoned level of case management support.  IPMG has a process in place for Case Managers to request a balancing of their caseload. This includes balancing needs based on geography, documentation deadlines, and individual or team complexity.  c. An Individual’s right to choice, including that of their Case Manager, is reviewed quarterly, at a minimum. IPMG conducts quality documentation reviews and satisfaction calls to ensure choice is offered.  IPMG maintains a database to coordinate caseload development. Individual and guardian requests are documented in the database to ensure they are linked with their desired case manager. The database also tracks the requests in instances when the requested Case Manager is not immediately available to ensure the linkage is able to occur as soon as possible. When an Individual or guardian requests a change in Case Manager, but does not request a specific Case Manager, IPMG generates an internal choice list. Individuals and guardians can then interview available Case Managers prior to making a decision.  Any Individual, guardian, or support person can contact IPMG’s Customer Service via phone, e-mail, or website. Requests can also be made directly to the Case Manager or their Supervisor.    b. IPMG currently provides statewide case management services. We provide service and support to Individuals in all 92 Indiana counties.  *c.*  Supervisors lead a team of Case Managers based on their geographical location. Supervisors provide monthly in person office hours which allows Case Managers to receive additional support and coaching, to ask questions and to discuss specific issues. Additionally, IPMG Supervisors hold individualized coaching calls with the Case Managers they supervise. The coaching calls are held monthly, bimonthly, or quarterly, based on a written set of criteria that outlines the frequency of coaching calls based on Case Manager proficiency. Criteria standards include: responses received on satisfaction surveys, meeting facilitation proficiency, documentation entry completed within expectations and requirements, timely and quality submission of service plans, Person Centered Individualized Support Plans, and all other required documentation. IPMG Supervisors notify IPMG Assistant Directors when a Case Manager has met the requirements for each review level and IPMG Assistant Directors approve the review level change. The review level can, and has been changed, if the Case Manager fails to meet review level requirements. IPMG’s Intake and Coverage Coordinators are able to provide support to IPMG Case Managers if additional resources are needed to address unique or challenging situations. IPMG’s Training Supervisors provide a more intense level of support for Case Managers in training until they have demonstrated abilities and proficiencies. After successful completion of IPMG’s training program, IPMG Case Managers work with a Peer Mentor, who is able to provide support in addition to the IPMG Supervisor. In addition to the support provided by IPMG Supervisors, IPMG has a robust database that imports reports from the BDDS Case Management Portal to ensure IPMG Case Managers are meeting timeline expectations. Within the internal IPMG database, IPMG Case Managers have access to reports specific to their caseload which can be used for organization and planning purposes. The internal database systems allow IPMG Case Managers to receive emailed notifications of upcoming due dates and allows IPMG Supervisors to determine upcoming deadlines for the Case Managers they support.IPMG Supervisors remain current on all policies and procedures in order to ensure Case Managers are meeting all standards and expectations. IPMG Supervisors participate in biweekly meetings where updates are given regarding policies, procedures and training specific to supervision of Case Managers.  d. IPMG is committed to utilizing a Person-Centered approach in all services and supports provided to Individuals served. IPMG provides initial and ongoing training and resources to all IPMG Case Management professionals to support the professional growth in Person Centered approaches. This training includes collaboration with DDRS and BDDS staff, Gwen Chesterfield, LifeCourse Nexus, and other experts. IPMG is actively involved with the LifeCourse Framework program and currently has nine employees that have successfully completed the LifeCourse Ambassador program. IPMG is committed to utilizing the LifeCourse Framework in supporting Individuals in achieving their vision of a good life and completes reviews of Person Centered Individualized Support Plans(PCISP) to ensure the plans are written in a person centered format. IPMG will update our internal PCISP review process to match the PCISP rubric once the rubric is finalized by DDRS/BDDS.  e. IPMG provides case management services and support in all 92 Indiana counties. IPMG currently employs the following (see attachment):  -277 Case Managers: current average caseload size is 48  -4 Senior Case Managers: current caseload size is 30 with the ability to provide interim coverage for an additional 30 individuals  -17 Intake & Coverage Coordinators: caseload sizes vary  i. IPMG provides Case Management services in all 92 counties and does not have any concerns in continuing to provide statewide services.    Attachments:  4.2.2 Commitment to Statewide Coverage - Caseload Assignments  4.2.2 Commitment to Statewide Coverage -Caseload Balancing Process  4.2.2 Commitment to Statewide Coverage - New Hire Assessment  4.2.2 Commitment to Statewide Coverage - Overview of Case Management Team |
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SECTION 5. – Description of the Contractor’s Responsibilities

*Please explain how you propose to execute Section 5 by answering the question prompts in the boxes below. In answering these questions, please provide any relevant experience you may have.*

*Section 5 – Description of the Contractor’s Responsibilities - Overview*

1. *Describe how you will support case managers to ensure functional, effective and positive Individualized Support Team dynamics (facilitation, coordination with other providers, collaboration with guardians, etc.) with a focus on working toward shared outcomes for the team in support of individuals’ wants and needs.*
2. *Describe how you will support case managers to deliver case management to be strength-based, person-centered, and offer opportunities for integrated supports to individuals in BDDS waiver services, as well as individuals transitioning into waiver services and how you plan to monitor these activities for effectiveness.*
3. *Provide specific examples of your proposed incorporation of all life domains and life stages within the context of a person, their family, and community in the delivery of person-centered case management, and the outcomes you believe your approach will have on individuals receiving services.*
4. *Provide a summary of how you will ensure complete, accurate and timely data entry into the state’s case management system and your approach for monitoring this.*

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| **a**. IPMG Supervisors, Training Supervisors and Intake and Coverage Coordinators are required to routinely complete outreach with area providers to discuss the positives that are occurring as well as any issues that should arise within any team. Supervisors reach out to Case Managers prior to meetings to gather any needed information to be discussed with the providers. During these provider contacts, the Management Team member talks with the provider about: person-centered planning, Case Manager encouragement of person-centered planning in all team discussions, and Case Manager coordination of services and supports that align with the Individual’s identified outcomes in their PCISP.  Supervisors shadow Case Managers during at least one team meeting each year. The Supervisor is able to gather information regarding the team dynamics as well as strengths and areas of needed growth for the Case Manager. The Supervisor provides coaching to the Case Manager on both areas of needed growth and how to further foster incorporation of shared team outcomes on behalf of the Individual.  **b.** Supervisors provide direct support to Case Manager when specific situations or issues arise. Additional support is provided during 1:1 coaching calls. Supervisors coach Case Managers to work with providers to understand the need for shared outcomes and focusing on the Individual’s wants and needs.  IPMG is enhancing the PCISP quality review to further align with the BDDS PCISP Rubric. The enhanced PCISP quality review will support Supervisors in their discussions with Case Manager on the various aspects of the rubric, including: integrated supports, strength based language and person-centered planning. Currently all quality reviews are discussed with a Case Manager during a 1:1 Coaching call with their Supervisor, any areas of improvement are noted by the Supervisors who can then provide additional guidance and support to the Case Manager.  IPMG fully embraces the use of Strength based language, Integrated Supports and Person Centeredness. IPMG has provided training on these areas to all Case Management professionals in various formats. Training formats include small group meetings, on-demand recorded trainings, and all company webinars. The Director of Case Management Operations has created a strength-based activity and exercise that Case Managers will utilize to hone their writing skills. The activity includes commonly used words and an area for the Case Managers to write how the support need would be better described using strength-based language. These activities are also used in the orientation and training of new Case Managers, so that all CMs working for IPMG have been trained on using strength-based language to write their documentation. The trainings were first completed with the Supervisors, Intake and Coverage Coordinators and Training Supervisors to ensure they had a strong understanding and were able to coach their Case Managers when needed.  The Director of Case Management Operations has worked collaboratively with the State to improve knowledge on strength-based writing by sharing resources found.  As documentation is completed or updated for Individuals currently served, as well as Individuals transferring into IPMG’s support, Case Managers will utilize Strength-based language in all documentation.  IPMG has created an Intake Supervisor position. This position monitors the intake process for all new referrals to ensure quality standards are met. IPMG monitors quality through both the Intake reviews, as well as ongoing PCISP reviews. During the intake process, Intake and Coverage complete at least one LifeCourse tool with the Individual/family to aid in the development of the plan that focuses on achieving their vision of a good life. The Initial PCISP Quality Review includes the use of LifeCourse tools in the quality metrics.  IPMG has a resource database and an application available to the public (iConnect with Friends) to support Individuals and Case Managers with locating community resources, services, and supports outside of waiver and eligibility specific funding. IPMG is also participating in the Alzheimer's Disease Programs Initiative (ADPI)with Indiana University. IPMG’s role in the Initiative focuses on providing support, outside of the FSW/CIH waivers, for Individuals with an I/DD diagnosis who are experiencing dementia or dementia symptoms. The initiative provides support for caregivers. At this time, only individuals with an IDD diagnosis, who are also supported by IPMG, can participate in the initiative.  **c.** IPMG is committed to LifeCourse and the use of the specific life domains and life stages. IPMG has completed initial training with all Case Managers and has processes in place to provide ongoing training and support so that Case Managers remain proficient in both areas. IPMG has nine LifeCourse Ambassadors, including the Director of Case Management Operations, with plans for additional staff to become LifeCourse Ambassadors. IPMG has demonstrated a commitment to LifeCourse by investing in the Ambassador training series for multiple staff at all levels within the company. Each ambassador brings back their increased knowledge and is able to share it with the Case Managers, Supervisors, Training Supervisors, and Intake and Coverage Coordinators. IPMG has a dedicated LifeCourse resource library in the ipmgLEARN application. This application includes resources and tools for all life domains and life stages. The Director of Case Management Operations completed Trajectories and Stars for Case Manager to use as a reference during the COVID pandemic. The Director worked collaboratively with the State personnel to create a Star focusing on the re-opening of in-person supports and services. IPMG will continue to collaborate with State personnel and other stakeholders. During the company-wide monthly webinar, the Director of Case Management Operations presents a LifeCourse minute that highlights the database storage location and use of tools, resources, life domains guides, etc. IPMG conducted breakout learning sessions during our company events and Case Managers who successfully utilized LifeCourse tools shared their experiences in panel discussions. There is a PCISP and/or LifeCourse topic on each monthly small group meeting/call. IPMG has received positive feedback on the LifeCourse trainings completed to date and will continue to provide LifeCourse learning opportunities. IPMG has collaborated with Gwen Chesterfield in creating LifeCourse framework and PCISP trainings. Gwen was the featured keynote speaker at our April 2021 virtual company-wide event with her presentation focusing on Person Centered Planning and the PCISP. In addition, Gwen Chesterfield created small group learning activities focusing on the About Me section of the PCISP.  **d**. IPMG has quality documentation reviews to ensure the accuracy and timeliness of data being entered. Quality documentation reviews are discussed directly with the completing Case Manager during their 1:1 coaching call with their supervisor. Supervisors use the Coaching Calls to discuss performance enhancements with Case Managers while also acknowledging the areas in which they excel. IPMG has a structure in place to guide Supervisors in proactively supporting Case Managers who are struggling in specific areas. The proactive support is implemented in an effort to prevent the need to move to a Corrective Action process. Supervisors and Training Supervisors utilize LifeCourse tools, such as the trajectory, to work with Case Managers who are struggling with any aspect of their role. LifeCourse tools utilized in performance enhancement support have had positive results in the Case Manager’s performance.  Attachment -IPMG utilized an Integrated Star for the RFS  Section 5 – Description of the Contractor’s Responsibilities- RFS Integrated Star |

*Section 5.1 – Recruitment and Hiring of Case Managers and Average Caseloads*

1. *Describe your plan for maintaining an average caseload per Case Manager that is manageable and ensuring an average caseload size of no more than forty-five (45) cases across full-time Case Managers who actively provide case management services to Individuals receiving waiver services. Describe how you will ensure the recruitment and hiring of Case Managers will be facilitated in a manner that ensures statewide coverage and maintains delivery of at least the minimum requirements of the case management service and maintains qualified case managers.*

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| 1. IPMG currently requires a minimum caseload of 41 individuals for all Case Management staff with a current caseload size average of 48. Given a transition period, IPMG will reduce the average caseload to 45 by doing the following:    1. Reducing the maximum caseload size    2. Reducing the caseload size of experienced and high performing Case Managers    3. Allocating caseload size among Case Managers based on predicted level of time commitment required for each individual.   IPMG will continue to recruit talent based on the areas within the state in which we have Individuals needing case management support. IPMG continues to hire talent that meets the following minimum qualifications: BA/BS degree in psychology, sociology, social work, special education, nursing, gerontology, counseling, rehabilitation, or other human services field as well as a minimum of 1 year of direct experience working with the developmentally/intellectually disabled population (see attachment). IPMG utilizes a wide range of recruiting sources including social media, job fairs, and paid advertisements. The majority of candidates come to IPMG because they work in the field and are familiar with IPMG or because of employee referrals. We also offer the opportunity for ownership to our employees through our ESOP which aids in recruiting additional Case Managers.  Attachment:  5.1 Recruitment and Hiring of Case Managers and Average Caseloads - Case Manager job description |

*Section 5.2 – Management of Case Managers*

1. *Provide an overview for how you plan to manage Case Managers in accordance with the responsibilities outlined in Section 5.2.1 in the SOW, including any relevant experience and expertise.*
2. *Describe your support and supervision structure and how you plan to ensure adequate support for Case Managers, and their ability to collaborate and be responsive to BDDS/BQIS inquiries and support efforts.*
3. *Describe your management plan for ensuring that Case Managers are providing case management services in alignment with the Waiver Service Definition, and that services are delivered in accordance with conflict-free requirements for case management.*
4. *Describe how you will support Case Managers in their reporting duties as outlined in Section 5.2.2.2, including how you will track and collate their reported information.*

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| **a.**IPMG is committed to providing support, guidance and feedback to IPMG Case Management Professionals serving Individuals with intensive needs. IPMG employs a full time Intensive Services Coordinator whose responsibilities include supporting and collaborating with IPMG Case Managers on intensive situations, completing reviews of complex situations and ensuring Algo 6 requirements are completed per State expectations.  IPMG has effective processes in place to provide Individuals with choice in their selection of a Case Manager while also balancing caseloads to address varying complexities of support needs. The processes include: addressing the needs of Individuals that request a change in Case Manager and/or a specific Case Manager, Case Managers that request or need to modify the size of the caseload they support, Individuals that would like a new Case Manager, or Case Managers who request to balance their caseload for various reasons. IPMG will continue utilizing this process as it has proven effective. During initial caseload development, IPMG considers: geographic location, rotation of documentation deadlines (annual CCB and quarterly Monitoring Checklists), Algo level for the Individual, and the Case Manager’s experience.  In the event that a requested IPMG Case Manager does not have immediate availability, IPMG’s internal platform includes a database that tracks Case Manager requests to ensure a timely linkage once the Case Manager does have availability to support the Individual on their caseload. IPMG makes all possible attempts to reconnect Individuals to their previous Case Manager if the Individual is re-entering Waiver Services.  IPMG’s full-time Engagement Lead and Engagement Specialist are responsible for developing caseloads that balance CCB/Monitoring Checklist rotations, consolidating geographic areas and addressing Case Manager balancing requests. During initial caseload development, IPMG uses the following factors to develop balanced caseloads: geographic location, rotation of documentation deadlines (annual CCB and quarterly Monitoring Checklists), Algo level for the individual, and the Case Manager’s experience level. IPMG Case Managers are not linked to an Individual with an Algo 6 during their first year, are not linked to an Individual with an Algo 5 during the first month of caseload development, and while in training are not linked to Individuals who are experiencing transitional phases of life that require a more seasoned level of case management support.  **b.** IPMG’s Supervisory structure provides ample support toCase Managers, allowing for their ability to collaborate and be responsive to BDDS/BQIS inquiries and support efforts*.* IPMG Supervisors lead a team of Case Managers based on their geographical location. Supervisors provide monthly in person office hours which allows Case Managers to receive additional support and coaching, to ask questions and to discuss specific issues. Additionally, IPMG Supervisors hold individualized coaching calls with the Case Managers they supervise. The coaching calls are held monthly, bimonthly, or quarterly, based on a written set of criteria that outlines the frequency of coaching calls based on Case Manager proficiency. Criteria standards include: responses received on satisfaction surveys, meeting facilitation proficiency, documentation entry completed within expectations and requirements, timely and quality submission of service plans, Person Centered Individualized Support Plans, and all other required documentation. IPMG Supervisors notify IPMG Assistant Directors when a Case Manager has met the requirements for each review level and the IPMG Assistant Directors approve the review level change. The review level can, and has been changed, if the Case Manager fails to meet review level requirements. IPMG’s Intake and Coverage Coordinators are able to provide support to IPMG Case Managers if additional resources are needed to address unique or challenging situations. IPMG’s Training Supervisors provide a more intense level of support for Case Managers in training until they have demonstrated abilities and proficiencies. After successful completion of IPMG’s training program, IPMG Case Managers work with a Peer Mentor, who is able to provide support in addition to the IPMG Supervisor.  c. IPMG Supervisors remain current on all policies and procedures in order to ensure Case Managers are meeting all standards and expectations. IPMG Supervisors participate in biweekly meetings where updates are given regarding policies, procedures (including conflict-free requirements), and receive training specific to supervision of Case Managers.  d.In addition to the support provided by IPMG Supervisors, IPMG has a robust database that imports reports from the BDDS Case Management Portal to ensure IPMG Case Managers are meeting timeline expectations. Within the internal IPMG database, IPMG Case Managers have access to reports specific to their caseload which can be used for organization and planning purposes. The internal database systems allow IPMG Case Managers to receive emailed notifications of upcoming due dates and allows IPMG Supervisors to determine upcoming deadlines for the Case Managers they support. The ipmgLearn training system tracks training requirements, including the completion of BDDS Case Management training in the Canvas system. Multiple reports are available to the Director of Communications and Professional Development, Assistant Directors, Supervisors and Case Management professionals to determine the training status.  Attachment:  5.2.1 Management of Case Managers - Caseload Balancing Process |

*Section 5.4 – Training of Case Managers*

1. *Provide an overview of how you plan to organize and deliver your training operations, including but not limited to in-person training, on-demand web training, user manuals, and your proposed training schedule.*
2. *Describe how you plan to incorporate best practices into the training program and provide examples, specifically addressing team collaboration in working toward shared outcomes, fostering individuals’ independence, overall system navigation, and cultural competency concepts.*
3. *Describe how you will coordinate training for Case Managers on additional non-waiver Medicaid services to support Individuals, such as resources to access broader employment supports, housing accommodation needs, and transition services and resources to support successful transition from institutional settings to HCBS settings.*
4. *Describe how you will train Case Managers on researching and accessing available community services in their geographic region to support Individuals across life domains and across their lifespan.*
   * 1. *Describe your familiarity with the LifeCourse framework and how you may incorporate the principles and tools in your trainings*
5. *Describe your plan to keep training curriculum materials up to date, especially in coordination with BDDS and BQIS, as BDDS and BQIS continually updates resource materials.*
6. *Describe your approach to validating that the training operations are yielding desired outcomes associated with principles and concepts associated with and aligned with BDDS’ philosophical approaches to HCBS services.*

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| a. IPMG’s commitment to training Case Management professionals is at the core of our Mission to develop case managers who are experts in their field and who empower Individuals to better understand and access services. IPMG provides to its Employee Owners a virtual, yet structured environment, in which to learn and grow as professionals in their field. Our impetus is to continually improve our ability to ensure that employees feel connected, supported, and confident in their ability to support the individuals and families they serve. In response to our ongoing commitment to providing the best and most relevant training for our Employee Owners, IPMG has continuously expanded and improved our Training and Development program. This program, overseen by the IPMG Director of Communications and Professional Development, includes an orientation and training for all new Case Managers consisting of a two day in person orientation at IPMG’s corporate office, a robust 3-to-4-month training curriculum, and hands on support that includes both virtual and in person coaching. IPMG’s Training Supervisors facilitate and supervise the training of new Case Managers and provide the support they need to become confident in their ability to provide excellent case management services. In order to provide current and consistent training, IPMG utilizes a customized training system. This system, known as ipmgLearn, is a customized learning management application that houses all of IPMG’s internal trainings and assessments. The ipmgLearn system imports the current training status of case management employees in Canvas and allows case managers to see their completed and to-do list of trainings. The system also provides reporting tools so that direct supervisors, Directors, Assistant Directors, and others in leadership positions can see training status of those they supervise. IPMG is proud to have met DDRS/BDDS and 460 requirements for all case management employees since implementation of those requirements.  b. In 2020, through ipmgLearn, IPMG provided a total of 47 interactive on-demand or recorded trainings and over 200 live training opportunities that resulted in over 250 training credit hours. ipmgLearn houses the training (interactive videos, check on learning quizzes, links to resources) curriculum for both IPMG case managers in training and experienced case managers. This curriculum is supplemental to and compatible with the training provided by BDDS in the Canvas system and includes detailed instruction on Case Management responsibilities and processes such as: case notes, monitoring checklists, incident reporting, service plans, transitions, PCISP, LOCSI, and changes in waiver status. Additionally, ipmgLearn houses trainings on specific diagnosis, documentation integrity, professionalism, trauma informed care, HIPAA, Cyber Security, emergency planning, and infection control. IPMG’s Culture and Diversity Committee maintains a large library of cultural resources to assist Case Management professionals in their ability to understand, appreciate and interact with people from a multitude of cultures or belief systems.  c.IPMG has had a long-standing commitment to providing training and resources to IPMG Case Management professionals on non-Waiver Medicaid services in order to best support Individuals. IPMG coordinates with outside partners and stakeholders such as The Arc of Indiana, Family Voices Indiana, Indiana FINDER, Indiana Disability Rights, Indiana APSE, IN\*SOURCE, INARF, Medicaid PA programs such as home health care and hospice, and state programs such as Vocational Rehabilitation to cross share training and resources. Resources from these partners, as well as other Medicaid and community resources are maintained in an internal database, which is available to all IPMG employees. IPMG has continued to grow a vast database of resources that enhances the ability of Individuals served to connect to their communities. These resources are available to all IPMG Case Managers to use on behalf of the Individuals they serve, and many of them are posted on our website for direct accessibility by Individuals served and their families. Resources and information from the database are shared regularly during IPMG Case Management team meetings, IPMG internal company webinars/trainings and on IPMG’s social media platforms and newsletters. Many representatives from these organizations have served as guest speakers on IPMG’s Informational Webinars and those recordings are available on IPMG’s website. In addition, we continually update iConnect with Friends, which is a publicly accessible database containing activities and events that are conducive to building new friendships with others in local communities throughout the state. Members of the public are welcome to add events to this resource.  d. IPMG maintains a vast database of resources that enhances the ability of Individuals served to connect to their communities. These resources are organized by city, county, and state geographical regions and are available to all IPMG Case Managers to use on behalf of the Individuals they serve. Many of the resources are posted on our web site for direct accessibility by Individuals served and their families. Resources and information from the database are shared regularly during IPMG Case Management team meetings, IPMG internal company webinars/trainings and on IPMG’s social media platforms and newsletters. Representatives from these organizations have served as guest speakers on IPMG’s Informational Webinars and those recordings are available on IPMG’s website. Additionally, IPMG maintains a large LifeCourse Framework resource library in the ipmgLearn training management system and has created multiple committees who focus on researching community services and resources that support Individuals across life domains and the life span. Those committees/workgroups include the IPMG Aging workgroup, Cultural Diversity workgroup, Health and Safety of Individuals Served committee, and Outreach committees. These committees regularly create and share resources and training materials that are available in the IPMG employee system and on the IPMG website.  i. IPMG feels it is vital that a Person-Centered approach, including the use of the LifeCourse framework, is utilized in designing meaningful plans that allow Individuals to achieve their vision of a good life. IPMG is committed to this initiative and has worked in partnership with DDRS/BDDS on the focus of person-centered planning, including hosting DDRS/BDDS employees on IPMG Informational Webinar trainings for both IPMG staff and stakeholders. IPMG has collaborated with DDRS/BDDS, Gwen Chesterfield, and the LifeCourse Nexus Team in creating and providing training to IPMG Case Management professionals on person-centered planning and the LifeCourse framework. IPMG provides regular and on-going training to continue to develop and enhance these skills. The ipmgLearn training management system includes a specific section on Person-Centered Planning/LifeCourse Framework training in the form of on-demand videos, materials, and resources that are easily accessible to all IPMG employees. IPMG is actively involved with Charting the LifeCourse and to date nine IPMG Case Management professionals have successfully completed the Charting the LifeCourse Ambassador series program, with additional Case Management professionals scheduled to complete this program in the near future.  e. The Director of Communications and Professional development is responsible for ensuring that all trainings are current and that all IPMG Case Management professionals have completed trainings within BDDS designated timeframes. The Director of Communications and Professional Development collaborates with the Director and Assistant Directors of Case Management Operations in reviewing training curriculum materials on a regular schedule, and as needed, to ensure that all training materials, resources, and expectations are current and in line with BDDS and BQIS requirements and expectations. As revisions are made to existing training materials and resources, or new materials and resources are created, IPMG Case Management professionals are notified and information and status are entered into ipmgLearn, IPMG’s employee learning system.  f. The ipmgLearn training management system includes on-demand trainings on processes, policies and concepts that are designed to be aligned with BDDS’ approach to HCBS services as well as specific requirements and expectations. The trainings includes “check on learning” quizzes, practice entry of documentation, and entry of questions used for additional training and discussion, in order to validate that the training is yielding desired outcomes, proficiency and competence of IPMG Case Management professionals. The Director of Communications and Professional Development, along with IPMG Supervisors, is responsible for ensuring that IPMG Case Management professionals are successfully completing/passing all trainings within designated time frames.The ipmgLearn training management system allows for multiple reporting features that support ensuring desired learning outcomes and deadlines are met. |

*Section 5.5 – Satisfaction Surveys*

1. *Describe your plan for soliciting Individual satisfaction surveys and for utilizing those findings. Address the following:*
   1. *How you will distribute this survey to all Individuals*
   2. *Topics to be covered by the survey*
   3. *How survey findings and feedback from Individuals and families will inform decision-making*

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| 1. IPMG strongly believes that the way we operate should be consistent with the perspectives of the Individuals and families we are privileged to support and whose lives we touch in the regular performance of our responsibilities. IPMG utilizes three survey formats to assess how satisfied Individuals and families are with different aspects of the Case Management service delivery. The various survey formats and topics provide IPMG with insights so that we can focus on fulfilling and exceeding expectations of those we support.     i. Since its inception in 2006 IPMG has continuously enhanced our methods for collection and utilization of input from all stakeholders to help shape and refine our way of doing business and requests input from Individuals served, and their guardians (if applicable) in the format of a confidential electronic survey. Beginning in 2017, IPMG began utilizing an NPS survey format with emojis for clarity on our annual satisfaction survey. This format allowed us to immediately reach out to survey respondents who requested follow-up. IPMG also realized an improved response rate with the NPS format. For HIPAA compliance, the data received through our annual survey for Individuals served is stored in our internal system. The surveys are sent electronically to the list of individuals currently served by IPMG per the report from the BDDS Portal.  As part of ongoing efforts to ensure Individuals/Guardians/Families are receiving quality services, satisfaction surveys are completed on each Case Manager throughout the year. In order to evaluate the intake experience a survey is sent electronically, if available, or postal mail , at the completion of the intake process to all Individuals new to receiving services with IPMG,  ii. Annual Confidential Survey: The annual confidential survey is sent electronically to individuals served by IPMG, per the report in the BDDS portal, and utilizes a Net Promoter Score(NPS) format. The Net Promoter Score (NPS) is a widely used market research metric that typically takes the form of a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague. The format and questions on the annual confidential survey is attached to the RFS submission.  Satisfaction Surveys: Each Case Manager has satisfaction surveys, based on their quality review frequency, completed to ensure Individuals/families/guardians are receiving quality services that they are happy with. Results of the satisfaction surveys are shared with the Case Managers during 1:1 coaching calls with their Supervisors. Supervisors have coaching discussions with the Case Managers based on the feedback received. If issues are noted through these satisfaction calls, complaints are opened and an investigation is completed. Supervisors work with the respondents to ensure their needs are met and the complaint is satisfactorily resolved. A copy of the satisfaction survey that can be emailed out is attached to this RFS submission.  Intake Surveys: In order to best evaluate the experience of Individuals and families during the IPMG intake process, a survey is sent electronically, if available, or postal mail , at the completion of the intake process to all individuals new to receiving services with IPMG. A copy of the intake survey is attached to this RFS submission.  iii. Individuals that request follow up in the annual confidential survey are contacted by an IPMG Case Management Supervisor within 48 hours to discuss and address their concerns. This contact is documented, and this information and the annual survey results are summarized and compared with previous years. After completion of summary reports, results are reviewed and analyzed by IPMG’s leadership and IPMG’s Employee Advisory Committee and recommendations are generated to improve IPMG’s Case Management service delivery, including the development of additional training and resources. The summary results are also shared with all employees in the Case Management Operations Department.  Attachments:  5.5 Satisfaction Surveys.docx  5.5 Satisfaction Surveys - Annual NPS Survey  5.5 Satisfaction Surveys - Intake Survey |

*Section 5.6 – Complaint Process*

1. *Describe the open feedback channel you plan to make available.*
2. *Describe your plan for investigating complaints or concerns that you may receive from Individuals regarding their case management services. Address the following:*
   1. *Case-specific process for addressing Individual’s concern*
   2. *Company-wide process for sharing learnings from complaints or concerns*

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| **a**.IPMG has a complaint process in place for Individuals/guardians/families if they are not satisfied with the services they are receiving. Complaints can be made via satisfaction surveys, customer services calls, provider discussions with Supervisors, etc.  **b.**IPMG thoroughly investigates all complaints that are made and documents the investigation and complaint. During an investigation, the staff completing the investigation works with their Assistant Director to determine if the allegation is substantiated. Once the complaint status is determined, if found to be substantiated the Case Manager receives: retraining, a formal discussion with their Supervisor, and/or the Corrective Action process is implemented. The Supervisor ensures the complaint issue has been resolved. As an example, if the complaint was regarding a delay in a CCB submission, the Supervisor would ensure the CCB was updated and submitted immediately.  *i.* Once a complaint is received, the Supervisor for the staff named begins an investigation. The Supervisor contacts the Individual/families/providers and obtains clear details on the complaint. The Supervisor will discuss the issue/situation/concern brought forward directly with the Case Manager. Once facts are gathered from all parties, the investigation is reviewed by the Assistant Director and Director of Case Management Operations. When a complaint is substantiated, the Case Manager receives: retraining, a formal discussion with their Supervisor, and/or the Corrective Action process is implemented.  *ii.* During company-wide webinars or small group meetings, Senior Leadership reviews company-wide any trends that emerge through complaint investigations and methods to prevent further occurrence. |

*Section 5.7 – Mortality Reviews*

1. *Please confirm your understanding of the Contractor’s role in the mortality review process and your willingness to conduct those activities when required.*

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| 1. IPMG understands the Contractor’s role in the mortality review process and is willing to conduct those activities when required.   IPMG’s Registered Nurse, in conjunction with the IPMG Case Manager, conducts and completes mortality reviews for Individuals supported by IPMG in the event of their death. IPMG’s Registered Nurse completes a review that includes discussion with the Case Manager and completion of a file review which includes confirmation of risk plans and history of incident reports. The completed review is provided to the Director of Case Management Operations for verification. In September 2020, IPMG’s Director of Case Management Operations met with BQIS and Liberty representatives to discuss IPMG’s Mortality Review process as Liberty had not yet established a process and was not aware that Case Management could provide information. BQIS/Liberty now requests some IPMG Mortality Reviews and IPMG’s Director of Case Management Operations provides the requested information and completed reviews to the requestor. |

SECTION 6. – Contractor Administrative Duties

*Please explain how you propose to execute Section 6 by answering the question prompts in the boxes below. In answering these questions, please provide any relevant experience you may have.*

*Section 6.1 – Contractor Staff*

1. *Provide an overview of your organizational leadership. Include relevant qualifications and experience.*
2. *Describe your proposed supervisory staff.*
3. *Please describe how your supervisory staff is equipped to provide supervision and subject matter-specific guidance to Case Managers. Please include their relevant experience.*
4. *Provide a narrative describing the Staff contemplated by Section 6.1. In your narrative, please describe whether they are a W-2 or IC / 1099 employee. Also in your narrative, please describe whether they are full-time or part-time and provide proof of certification. As applicable, please attach resumes of any specific proposed candidates.*

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| 1. IPMG’s leadership consists of the following (see attachments):    1. Executive Team       1. Karen Brummet, CEO: 25+ years of case management/service delivery oversight experience; Bachelor’s degree in Child Development & Family Studies       2. Carolyn Underwood, Director of Case Management Operations: 15+ years of case management/service delivery oversight experience; Bachelor’s degree in Sociology       3. Jennifer Ewalt-Johnson, Director of Human Resources: 15+ years of human resources and leadership experience; SHRM Senior Certified Professional credential; Master’s degree in Organizational Development       4. Lana Hunt, Director of Communications and Professional Development: 20+ years of case management/service delivery oversight experience; Bachelor’s degree in Social Work       5. Jennifer Lantz, Director of Development: 25+ years of service case management/service delivery oversight experience; Bachelor’s degree in Sociology       6. Rick Fraley, Director of Finance: 30+ years of experience in financial management and auditing; Certified Public Accountant credential; Bachelor’s degree in Accounting    2. Corporate Compliance       1. Michael Wagoner, Corporate Compliance Manager & Privacy Officer: 6+ years of compliance and data analysis experience; Master’s degree in Business Administration    3. Registered Nurse       1. Laura Dieter, RN Consultant: 15+ years of nursing experience; Registered Nurse credentials; Bachelor’s degree in Child Development and Family Studies and Diploma of Nursing 2. IPMG’s Management Team (supervisory staff) consists of 17 Supervisors overseeing case management delivery by Case Managers and 3 Training Supervisors overseeing the delivery of case management services of newly hired Case Managers. 3. Supervisors and Training Supervisors are required to have a Bachelor’s degree and at least 1 year of experience working with the developmentally/intellectually disabled population. Supervisors also must have previous supervisory experience. Training Supervisors must have previous supervisory experience as well as experience training adult learners (see attachments) 4. All employees of IPMG are W2 employees. We do not employ contractors or anyone receiving pay via 1099. All members of the IPMG Leadership and Management Team are full-time employees. Refer to the attached job descriptions. Resumes of all leadership and management employees are also attached. 5. The employees of IPMG, including the leadership team, own the company under our 100% ESOP formed in 2017.   Attachments:  6.1 Contractor Staff - 2021 Organizational Chart  6.1 Contractor Staff - Carolyn Underwood Director of Case Management Operations resume  6.1 Contractor Staff - CEO job description  6.1 Contractor Staff - Corporate Compliance Manager job description  6.1 Contractor Staff - Director Case Management Operations job description  6.1 Contractor Staff - Director Communications and Professional Development job description  6.1 Contractor Staff - Director Development job description  6.1 Contractor Staff - Director Finance job description  6.1 Contractor Staff - Jennifer Ewalt-Johnson Director Human Resources resume  6.1 Contractor Staff - Jennifer Lantz Director of Development resume  6.1 Contractor Staff - Karen Brummet CEO resume  6.1 Contractor Staff - Lana Hunt Director of Outreach and Professional Development resume  6.1 Contractor Staff - Laura Dieter RN resume  6.1 Contractor Staff - Michael Wagoner Corporate Compliance Manager resume  6.1 Contractor Staff - Nurse Consultant job description  6.1 Contractor Staff - Rick Fraley resume  6.1 Contractor Staff - Supervisor job description  6.1 Contractor Staff - Training Supervisor job description  6.1 Contractor Staff - Director of Human Resources job description |

*Section 6.2 – Reporting*

1. *Describe how you will meet the reporting requirements outlined in Section 6.2 of the SOW.*
2. *Please detail any additional reports to the ones mentioned in Section 6.2 of the SOW that you propose to provide as part of this Contract.*
3. *Describe how you will report up the information that Case Managers are expected to track in accordance with Section 5.2.2.2 of the SOW.*
4. *Describe your process for ad hoc report requests.*
5. *Provide any relevant example reports.*

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| 1. The IPMG Director of Case Management Operations and the IPMG Corporate Compliance Officer will be responsible for sending the required reports to DDRS. IPMG will utilize the BDDS Portal report information and reports that IPMG currently creates in IPMGs data systems to have the most current data. IPMG will create reports that have been requested by DDRS and will send them as requested. IPMG’s Assistant Directors create a quarterly performance analysis and objectives report to determine company wide trends. The report and associated recommendations are reviewed with the IPMG Leadership and Management teams and provided to IPMG’s Board of Directors. 2. IPMG will provide any reports that are deemed necessary by the State of Indiana, if data is available for the report topic. 3. IPMG completes random reviews on a monthly, bi monthly, and quarterly schedule. IPMG tracks the quality and timeliness of work and analyzes this quarterly. IPMG will continue to do this and will send reports as required and outlined in the contract to DDRS. 4. The IPMG Director of Case Management Operations would be responsible for addressing additional ad hoc report requests and would send the requested report to the requestor. 5. IPMG will provide reports as required by the State of Indiana. |

*Section 6.3 – Meeting Requirements*

1. *Describe your commitment and ability to attend and actively participate in coordination, planning and collaborative administrative meetings with State staff. Describe any other proposed meetings, their purpose, and desired attendees for State consideration. Please describe your preferred approach to coordination with BDDS leadership, providers, individuals and families, and other stakeholders in these collaboration meetings, and other proposed meetings.*

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| a. IPMG believes and practices open communication, collaboration and coordination with BDDS leadership, State staff, providers, Individuals and families are critical components in the provision of quality Case Management services and values our partnership with FSSA/DDRS/BDDS, including the collaborative meetings, planning sessions and work groups that we have been involved with to date. During the COVID-19 pandemic IPMG has appreciated the regular communication, including the ongoing CMCO touch point discussions, which allows all CMCOs to receive consistent information and updates from BDDS/BQIS leadership at the same time. IPMG also appreciates the opportunity to add items to the meeting agendas for these meetings. As needed IPMG Leadership initiates contact with BDDS Leadership to address any issues that arise. |

*Section 6.4 – Corrective Action & Sanctions*

1. *Describe your process for preparing Corrective Action Plans (CAPs) and how you will ensure they are timely.*

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| a. When a Corrective Action Plan is received, IPMG investigates the matter to determine what occurred and the root cause of the event. Based on the investigation and the information received on the Corrective Action Plan, IPMG implements policy and procedural changes, provides training and/or re-training to Case Management staff and, if applicable, and will deliver disciplinary action to responsible staff members.  IPMG has a robust database system to track the timely completion of any CAP requirement. The IPMG Assistant Directors are responsible for monitoring the reports, receiving status reports from IPMG Supervisors and sending summaries of progress to the IPMG Director of Case Management operations who ensures the timelines are met per the CAP requirements. |

*Section 6.5 – Ethical Service Delivery & Billing*

1. *Describe your commitment to providing ethical service delivery and how you plan to ensure ethical billing practices.*

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| a. IPMG is committed to ethical service delivery and billing. To ensure ethical service delivery and billing, IPMG conducts random audits of case notes to confirm there is a billable activity occurring each month. In the event that billable activity is not documented in case notes and IPMG has billed services for that month, IPMG completes a payback of the billed amount of service. IPMG takes documentation/Medicaid fraud very seriously and has conducted thorough investigations when these instances have occurred. If it is determined that documentation fraud has been committed, IPMG sends the completed internal investigation to BQIS and BDDS. In addition, IPMG works with CMCO Liaison to remove any inaccurate documentation in the BDDS Portal. IPMG completes a payback if the fraudulent documentation was the only billable activity for the month.  IPMG follows the 460 Indiana Administrative Code 6-11-2 Disclosure of financial information. |

*Section 6.6 – Transition of Case Managers*

1. *Describe your commitment and ability to transition Case Managers at Contract start, if necessary.*
2. *Describe your commitment and ability to ensure smooth outgoing transition of activities and responsibilities to succeeding contractors (at the end of the Contract term), if this becomes necessary.*
   1. *Describe how you will ensure all Individual cases are current.*
   2. *In particular, describe how you plan to ensure a smooth transition of case management services (either at the end of the Contract term or if an Individual opts to change their Case Manager) for the Individuals you serve* 
      1. *Describe your approach to cases where there exists a strong relationship between Case Manager and the Individual.*

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| a. IPMG is committed to the Individuals we are fortunate to support and will work to ensure a smooth transition of Case Management to prevent any service disruption. IPMG, to the best of our ability, will ensure clients have current files at time of transfer.  b. IPMG has a process in place to ensure an Individual has a current file prior to the Individual being transitioning to another Case Manager within IPMG or to another CMCO.  *i.*IPMG will continue implementation of the Maintaining a Complete Record Process within our database. The Maintaining a Complete record indicates what documentation is required for an individual’s file, within the BDDS Portal, to be current. In the event a Case Manager ends employment with IPMG, a thorough caseload review is completed. The IPMG Case Manager Specialist is then responsible for completion of any outstanding documentation.  *ii* If an Individual requests to change Case Managers or Case Management Company, the current Case Manager will ensure the Individual’s file is up to date and a case note is entered documenting outstanding items or needs the team is working on.  *i.*IPMG recognizes that a relationship between a Case Manager and an Individual should be strong and in many instances the Case Managers have worked with the same Individuals for many years. IPMG supports and honors the choice of Individuals to remain working with their desired Case Manager. IPMG reviews solicitation at the time of hire with all new employees and determines any additional hiring needs based on the needs of Individuals currently supported by IPMG. |

SECTION 8. – Service Levels and Non-Financial Incentives

*Please explain how you propose to execute Section 8 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.*

*Section 8 – Non-Financial Incentive Structure*

1. *Affirm your commitment to and understanding of the Non-Financial Incentive Structure stated in Section 8.*

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| 1. IPMG is committed to understanding the Non-Financial Incentive Structure and looks forward to further guidance from the State. |