

**STATE OF INDIANA**

**Request for Services 22-67778**

**Respondent Clarifications and Oral Presentation Request**

**INDIANA DEPARTMENT OF ADMINISTRATION**

***On Behalf Of***

**The Bureau of Developmental Disabilities Services (BDDS) of the Division of Disability and Rehabilitative Services (DDRS) of the Family and Social Services Agency (FSSA)**

***Request for Proposal Regarding:***

**Case Management Services**

**Inspire Case Management**

**Clarification Response Due Date: September 9th, 2021**

**Oral Presentation Date: September 16th, 2021 at 10:30 AM Eastern Time**

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Indiana Department of Administration

Procurement Division

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The follow items are requested of you:

**Clarification Questions:**

The State requests responses to the following questions. All clarifications must be answered in writing and submitted by no later than the due date listed on page 1. Written responses should be submitted via email to dbrandonfriedman@idoa.in.gov.

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.** 
   1. For 2019, all Satisfaction Surveys were handed out manually to each individual by their Case Manager. All surveys included a return envelope with postage. Approximately 284 surveys were distributed. 17 surveys were received back. A total of 6% returned.
   2. For 2020, the majority of the surveys were sent out electronically and either via email/text in which ever format the individual/family requested. Some were provided via hard copy per request. Adjusting from the previous year and making the survey available electronically and more easily accessible, increased our overall feedback up to 10.5%. A total of 504 surveys were sent out to individuals and/or their families. 53 total surveys were received back.
   3. For 2021, we now have our survey available year-round on our website at inspirecm.com. We typically request feedback from individuals and families the last quarter of each year. So, in addition to the surveys being available year-round through our website, we also plan to send them out directly to individuals and/or families starting in October. Data for 2021 surveys will start being collected and analyzed January 2022.
2. **How do you utilize the Plan-Do-Check-Act cycle?**
   1. The Plan-Do-Check-Act cycle is incorporated in all policy updates/decision making efforts made by the leadership team. As a newer corporation, our leadership team is constantly looking for systemic issues/areas of concern and ways to pro-actively address those issues and concerns in a manner that can be easily incorporated agency wide. Over the first 3 years in operation, we have tried and tested many things. Some are successful and some just are not quite producing the results we were looking for. Some of our processes have evolved over the years after analyzing and comparing to previous years for effectiveness. Our goal as a leadership team is to not only continue to provide quality support to our Case Managers but to also “Work Smarter, Not Harder” and by using the Plan-Do-Check-Act cycle, our goal is always to implement only the best solutions for our Case Managers.
      1. Specific Example of this:
         * PLAN – We realized we not only needed to run audits on our Case Managers to ensure timely submission of required documentation, but we were seeing a lack of actual “quality” oversight and monitoring for person-centeredness occurring across most Case Managers. We realized we needed a new system for tracking the actual “quality of work” being provided to the individuals we serve.
         * DO – So we started exploring various ways to implement a quality audit and not only how these audits would be completed but what could the Case Manager gain from these audits. We also worked with BQIS during the development of these new Quality monthly audits.
         * CHECK - As our supervisors started accessing the Monthly Quality Audits and implementing them with Case Managers, the leadership team continued to review progress as well as having discussions with both Case Managers and Supervisors regarding the effectiveness and impact these Quality audits were having. As a result of these conversations and review of current Monthly Quality audits completed thus far, the leadership team made some adjustments and changes to the quality audit.
         * ACT – As of today, we have revised the monthly quality audit a handful of times and now believe that we have a solid Monthly Quality audit that not only achieves our original goals but also provides Case Managers with quality feedback and promotes increased communications between the Case Manager and their direct Supervisor.
3. **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.** Pending any specific follow up instructions provided by BDDS, our plan will be to ensure that all individuals are contacted and have access to a CMCO picklist whether that be sending them another copy via email, text, postal mail, or in-person. Since the introduction of the Case Management Innovation, Inspire leadership has had multiple open and in-person conversations with all Case Managers regarding expectations. Case Managers have all been instructed to keep individuals and parents up to date on information regarding the Case Management Innovation and what to expect and when. Our Case Managers will continue to have these conversations with Individuals, families, and teams to ensure a smooth transition of CMCO if needed.

Supervisors will also be communicating with Case Managers and tracking this information on excel grids that will be updated routinely.

Supervisors will be responsible for providing weekly updates to the leadership team during weekly management meetings. Leadership team will then help develop specific action steps for those specific individuals who are having difficulties meeting the required timeframe to choose a new CMCO. This could mean having the Supervisor and/or another member of the management team, contact the individual/family directly to confirm choice, delivering a hard copy of the pick list to the home, asking the Individual’s other service providers to assist the Individual/family with choice of CMCO or even reaching out to BDDS for additional guidance.

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?** At the submission of our original response to this RFS request, our Case Managers averaged a caseload size of 39. So we know that if we lose Case Managers prior to their caseload fully transitioning, that we will have sufficient coverage to serve their individuals on a short-term basis. Our hope is that if we do not get awarded, that all of our Case Managers will have the opportunity to transition to an approved CMCO. For the majority of our individuals served, they will want to stay with their current Case Manager. Our intent is that as soon as we know where one of our Case Managers is transitioning to, we can notify their individuals/families as soon as possible and offer them choice to follow their Case Manager. This would be the most ideal situation in the event that we are not awarded the contract. As a back up plan to this, we are already looking at hiring temporary Case Manager(s) that could stay with us through the final days of the transition.
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?** Absolutely we will share this information with individuals served. Our experience in the past has always been that the individual/family chooses to stay with their same Case Manager over the CMCO they work with. We have and will always respect individual choice of Case Manager and if that means sharing the name of the CMCO to which their Case Managermoved to, we will do whatever we can to keep them (individual/Case Manager) together if that is what the individual requests. **Will you share that information with the State**? Yes, we can share this information with the State.
3. **Please identify and detail any familial relationships within your company’s supervisory employees and officers.** There are no familial relationships between Inspire’s supervisory/officer staff.
4. **What would happen if no case manager at your organization agrees to take a particularly challenging case?** Then we will ask a supervisor to interview with the Individual with the understanding that the Supervisor will work with them until they are stable enough to interview with an ongoing Case Manager either with Inspire or with another CMCO, which ever they choose**. Under what circumstance would your company refuse to accept a challenging case?** It is rare that we would ever refuse to accept a challenging case from BDDS. Only recently we just refused a challenging case referred to by BDDS. It was an individual that filed a complaint on their Inspire Case Manager (which was unsubstantiated), then they voluntarily signed out of waiver services, only to later come back to waiver and request the same case manager with Inspire whom they previously complained about to BDDS. This Case Manager did not want to take this individual back and the individual was not open to interviewing with any other Inspire Case Manager. At Inspire, we offer choice to both the individual served as well as Case Manager choice for who they want to work with. So because this individual would not accept to interview with any other Case Manager with Inspire, we had referred her back to BDDS. Other than this specific situation, we have not really had any other experiences with this. We believe we have a number of Case Managers that welcome and actually enjoy the challenges that some of those individuals bring. We’ve had some “challenging” individuals that we’ve accepted in the past and typically when we are made aware of their situation, we can quickly determine that the Case Manager will need additional support and so we will ask that their supervisor assist the Case Manager until the individual is stable.
5. **How will the case manager to supervisor ratio scale during rapid growth?** Ideally, we are looking at one Supervisor for every 5-8 Case Managers. Currently, our supervisors are not at their max level for Supervision and have room to add Case Managers.This should also give us increased time to interview and train additional Supervisors in preparation for the possible rapid growth.
6. **What resources will be demonstrated at the Resource Fair mentioned?** The original plan was to host the Resource Fair in Marion County however due to Marion County having tighter restrictions on gatherings (due to covid), it was decided to look at Johnson County as they offered more flexibility with what we were trying to achieve. Currently, there are around 35 vendors (both waiver and nonwaiver) signed up to participate. There will also be presentations given throughout the duration of the fair from the following organizations: BDDS, INDATA, IN\*Source, Arc of Indiana, and Self Advocates of Indiana. Typically, a lot of these types of fairs target children aging out of school and into adulthood but we wanted to offer something that was open to all age groups and not just individuals finishing high school and/or are only receiving waiver services. This event will be open to the public. **Will the Resource Fair be hosted in multiple communities?** This current Resource Fair is open to Marion and Johnson counties as well as all the surrounding counties. If a success, we will be looking at expanding this across the state.
7. **What happens to intake coordinators when they reach the threshold of 25-30 cases?** Once an intake coordinator has reached their max or near their max ideal caseload size, Inspire will identify Case Managers in that geographical area for those “completed intakes” to interview with for their ongoing Case Manager. **Are they transitioned to be normal Case Managers?** The simple answer is “no” however we do offer Case Manager choice and if an Intake Coordinator (in agreement with the individual/family) decide they want that Intake Coordinator to remain their Case Manager, then we honor those choices to the best of our ability. **How does this interact with the assurance that you never “assign” cases?** When families are first contacted by Inspire, it is by an Intake Coordinator in their geographical area. The Intake Coordinator presents themselves as the Intake Coordinator and that they are there to help the family start the process of getting all the initial paperwork started, introduces the family to LifeCourse and Person Focused planning through the initial PCISP process. Intake Coordinators start the process of exploring services and resources currently available in those geographical areas. It is made clear from that initial phone call that at any point throughout the process, an individual has the right to change Intake Coordinators or ongoing Case Managers. Also, immediately after the initial phone call with the Intake Coordinator, individuals and/or their families are emailed a copy of our Inspire Handbook for the Individuals we serve which also explains individual’s rights and choice of Case Manager.

As a Case Management agency that continues to grow geographically, we have had incidents where there have only been one or two choices of Case Managers to interview in a specific area. Our typical process for this is to allow the family to interview with a Supervisor in the area to act as their ongoing Case Manager or to offer choice from another CMCO by providing the family with a CMCO pick list. We have also had Individuals move out of our current service area and instead of requiring our current Case Managers to travel to an area unfamiliar, we have encouraged families to choose a new CMCO to hopefully find a Case Manager that is more geographically located to their new location because we truly feel that our Case Managers are more of a resource to Individuals and families if they actually reside in those same communities.

1. **What is included in the Quality Audits?** To see an actual copy of the Monthly Quality Audit tool, please refer to Attachment D Technical ProposalPage 6-10. I’ve also provided a PDF copy with this response.

Supervisors completed and forward caseload audits at least bi-weekly to all Case Managers that directly supervise. These caseload audits include the following: BDDS Incident Reports, BDDS Transition Plans, Service Plans, PCISPs, LOCSIs, Unannounced Visits, Case Notes and Monitoring Checklists. Supervisors are also responsible for completing a detailed Monthly Quality Audit for each of its Case Managers. Case Manager Monthly Quality Audits are completed for every Case Manager on a monthly basis. These Monthly Quality Audits are completed by the Case Manager’s Supervisor and are reviewed “in person” to discuss the findings and to help identify any systemic issues that need addressed or require additional monitoring. These Monthly Quality Audits are also looking at Person Centered Individual Support Plans and ensuring strength-based, person-centered, and that it offers opportunities for integrated supports to the individuals receiving Case Management services through Inspire.

Supervisor Quality Audits are completed for every Case Management Supervisor on a Quarterly basis. These Quarterly Quality Audits are completed by the Quality Compliance Officer and are reviewed “in person” to discuss the findings and to help identify any systemic issues that need addressed or require additional monitoring.

In addition to completing quality audits, The Quality Compliance Officer and the entire management staff meet in-person on a monthly basis to discuss the results the of the Quality Audits. During these meetings, management staff look to identify any trends or systemic issues that can be addressed or improved upon. The management team is also looking to improve strategies using available data to anticipate system vulnerabilities, respond to data trends and increase our capabilities of balancing risk and quality of life with the health and safety assurances.

1. **What satisfaction survey information is being shared on the website, at vendor fairs, in brochures, in the handbook, and to individuals?** Information shared through these methods are a direct result of the satisfaction surveys. For example, many individuals/families expressed a lack of knowledge of community resources and lack of available waiver services in their area. So, Inspire took this information gathered from the surveys and decided to increase our individual’s access to available resources. We recently redesigned our website to increase our resource page. Also, as a result of the survey feedback, we added a monthly Newsletter that is not only accessible to the individuals we serve but it is also shared on our social media platforms. Also, information gathered from the Satisfaction surveys is used to assist the management team to see what assistance and improvements are needed across all internal processes and to help identify specific geographic constraints. The surveys have helped to identify systemic issues and information to better support our Case Managers. This has been reflected through our internal trainings and through our internal staff website where they can quickly access BDDS guidelines, current policy changes, helpful documents, etc.
2. **Is the Compliance Officer an open position or has it been collapsed into the Vice President role?** Currently, Inspire’s President has assumed the majority of the administrative duties for the organization where the Vice President has always had the focus of Quality and Compliance. With our stable growth rate over the past 3 years, this has been sustainable and has allowed both owners to continue to be involved in the day-to-day operations of the agency. **What is the long-term plan for the Compliance Officer role?** Even prior to this RFS, it was Inspire’s plan to add a new Quality Compliance Officer starting 2022 with this being a transitional role where the new Quality Compliance Officer will work side by side with Inspire’s current Quality Compliance Officer for at least a period of 12 months to ensure a smooth transition of duties and to ensure continued quality and compliance for the agency as it continues to grow.