

**STATE OF INDIANA**

**Request for Proposal 22-67778**

**Respondent Clarifications 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 24th, 2021**

David Brandon-Friedman

Indiana Department of Administration

Procurement Division

402 W. Washington St., Room W468

Indianapolis, Indiana 46204

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

Inspire’s current and future compensation structure for Case Managers is that they are and will remain W-2, salaried employees, paid on a monthly basis. All Case Managers also receive both mileage reimbursement and healthcare reimbursement benefits.

1. **In your presentation, you mentioned a “Supervisor Binder” that was created to support supervisors in their work. You indicated that you believe the use of the binder ensures all Supervisors in your program are providing supervision consistently across the state. Can you share a copy of this binder with evaluators? How do you ensure Supervisors are following the processes and guidance in the binder?**

Inspire’s Supervisor Binder is attached (*See Attachment B*).

Please note further revisions are forthcoming to this document in preparation of statewide coverage, contract SOW, etc.

To further ensure Supervisors are following the processes and guidance in the binder, the Quality Compliance Officer ensures all Supervisors receive additional training through and oversight through shadowing/mentoring, weekly touch points with the Quality Compliance Officer, Supervisor Quarterly Audit Reviews, constant communication and in person meetings with Supervisors and management staff on a weekly and monthly basis.

* + 1. Shadowing/Mentor – New Supervisors are expected to shadow a mentor (typically an existing Supervisor within the organization for a period of 90 days.)
    2. Meetings held virtually on a weekly basis with all management personnel. These are full management weekly touch points to discuss new state information, client specific and case manager specific successes and concerns. These meetings typically occur on Fridays. This gives the supervisors the opportunity to share the highs and lows of the week. And then it also allows the management team to share information and/or timelines to prepare for the upcoming week.
    3. Meetings held in-person with all management personnel on a monthly basis. These meetings are typically to discuss internal and state processes, changes, updates needed, training needs for the organization, etc (a list of meeting topics included in the Supervisor Binder)
    4. We’ve also created an open environment where our Supervisors feel comfortable involving or calling upper management whenever they are struggling or need supported in a situation. Upper management does a great job at emphasizing the importance and satisfaction of involving upper management whenever doubtful. This philosophy has created an open, non-judgmental environment where our Supervisors feel comfortable and supported by their entire Inspire management team.

Both the supervisor’s and the case manager’s they directly oversee will also have audits ran by the Quality Compliance Officer on a weekly basis to ensure a smooth transition of Supervisors and to ensure timeliness of tasks with little to no effect on meeting required timelines.

New Supervisors will immediately start receiving a Quality Audit (Inspire’s internal quality audit form) from the Quality and Compliance Officer. This will also look at not only that the supervisor is completing required tasks but that they are producing quality work and providing necessary support to the case manager’s they directly oversee. The process for these Quality Audits is also a great tool used to facilitate that interaction and conversations between the new supervisor and their direct report/Quality Compliance Officer.

1. **In relation to your quality audit forms, what rubrics, guidance, templates are used to communicate expectations to CMs/Supervisors about how to provide and document a person-centered and strengths-based approach to service delivery? Can you provide examples of these tools/documents?**

Monthly Quality Audit Rubric used by Supervisors attached. (*See Attachment C*)

Supervisor Quarterly Audit Rubric used by the Quality Compliance Officer attached. (*See Attachment D*)

The attached Zip file contains all the additional training documents, tools, rubrics included in the “Supervisor Training Binder” and are implemented and utilized for training of all Inspire employees as well as to provide needed support to our Case Managers and Supervisors specifically as it relates to Inspire’s person-centered and strength-based approach to service delivery. (*See Attachment A*)

1. **Scaling to statewide coverage will require Inspire to hire many Case Managers and Supervisors that are at least new to Inspire. What plans and strategies do you have in place to ensure fidelity (degree of exactment/faithfulness to a cause/loyalty) to BDDS compliance/quality requirements beyond your standard evaluation/monitoring efforts for this influx of “new” CMs and Supervisors?**

Fidelity to BDDS compliance/quality compliance requirements are at the core of Inspire Case Management. Inspire was borne out what at least seemed to be an apparent need for quality case management. We have and will always seek to provide a level of service that far exceeds the State’s expectations.

After 15 years of field experience both in residential settings, and case management, the close-knit world becomes apparent. Within that, quality case managers shine bright. Inspire has sought to promote quality case management through deliberate growth projections. We have also thoroughly contemplated the thought of rapid expansion. We believe the foundation we have built is well-suited to stand up to the challenge of influx of “new” CMs and Supervisors. Our current Supervisors have bandwidth to hold more CMs. We are also prepared to train both CMs and Supervisors to reflect the current standards and expectations currently in place within the organization. We are confident in setting our expectations to all newly hired staff, both at the Case Manager and Supervisor levels.

Owners Kara Judson and Mandy Trimble are both fully committed to being and will remain hands-on with the daily training needs of all Inspire employees. Both owners meet with Supervisors, Case Managers, New Hires on a routine basis. It is not out of the norm for a Case Manager to invite an owner (Kara Judson or Mandy Trimble) to a client’s team meeting.

We plan to implement the following:

1. Owners Kara Judson and Mandy Trimble have already started the process of identifying “key” staff members and have started delegating managerial duties currently responsible for, in order to prepare for this possible influx of case managers and supervisors for the organization.
2. Inspire has already started the interview process for a Quality Compliance Officer. The goal is to have this position identified prior to the start of this contract. This will allow the new Quality Compliance Officer to shadow the current Quality Compliance Officer (also co-owner) through this entire transition process and possible hiring/supporting of many Case Managers and Supervisors. This will allow for the new Quality Compliance Officer to shadow the current Quality Compliance Officer through the majority of the processes and requirements of their role with the organization.
3. Inspire has already implemented a multi-level approach to monitoring timelines and quality of work by providing case managers with the tools and resources to run their own audits. Supervisors are also following up with their team and running weekly/monthly audit reports. And as an additional buffer, the Quality Compliance Officer is also providing the oversight to these same reports to ensure consistency and quality of work ongoing.
4. Working Test Period implemented for all new employees both Case Managers and Supervisors. All new employees to Inspire will automatically start in our process called “Working Test Period”. The length of this Working Test Period is six months. The working test period may be extended for the same amount of time as the original working test period. The purpose of the working test period is to determine whether the new employee (case manager or supervisor) has been satisfactory and whether or not Inspire will continue their employment. At least once during each working test period your appointing supervisor shall prepare an initial 90-day performance evaluation. If the employee does not successfully complete the Working Test Period, one or more of the following actions will be taken:
   1. Their Working Test Period maybe be extended an additional six months and employee is put on an Improvement Plan. (Sample copy provided).
   2. They may be demoted to another position within the organization.
   3. They could be dismissed from employment with Inspire Case Management.
5. When existing clients want to follow their same case manager to Inspire:
   1. Before that individual’s file is onboarded to their previous case manager, a member of the management team will complete an initial file audit, noting any outstanding work needing completed.
   2. The management member completing the review will then document in that individuals case notes the missing or incomplete items needing obtained and will add this as “a task” in that individuals file in the BDDS Portal. This will alert the ongoing Case Manager of the immediate action items needed to get the individual’s file in immediate compliance.
   3. At the case managers initial 30-days, 60-days, and 90-days of employment with Inspire, a full caseload audits will be completed to ensure compliance and timely follow up to any needed action items. If the case manager does not successfully complete necessary follow up action items, one or more of the following actions will be taken:
      1. They may be required to complete re-training in areas lacking quality work or are failing to meet required timelines.
      2. Their Working Test Period maybe be extended an additional six months and employee is put on an Improvement Plan.
      3. They may be demoted to another position within the organization.
      4. They could be dismissed from employment with Inspire Case Management.
   4. To monitor for person-centered and strengths-based approach service delivery, all new employees will receive Monthly Quality Audit reviews. These reviews are completed in-person with the case manager’s supervisor and at least one other member of the management team. These Monthly Quality Audit reviews are a tool used to determine person centered and strengths-based service delivery. It is a detailed audit of the actual content and service delivery being provided to that waiver participant. It also looks to ensure quality, congruency and that the case manager is supporting opportunities for integrated supports to the individuals receiving Case Management services through Inspire.
   5. A Quality Improvement Plan will be implemented for any case manager or supervisor who does not meet Inspire’s current expectations for quality service delivery of case management services. A copy of our Quality Improvement Plan form attached. (*See Attachment E*)

Owners Kara Judson and Mandy Trimble are also fully engaged in the training process and the management team meetings. We not only attend the weekly and monthly management meetings but also the companywide events and the individual supervisor’s team meetings. We are fully committed to their current roles within the organization and will continue in those roles at these meetings and feel that our in-person presence and commitment to Inspire and to the case managers and individuals we serve are paramount to our mission and vision for Inspire Case Management.