

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

- a. *Describe your experience providing Case Management Services*
 - b. *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*
 - c. *Describe any notable accomplishments for your company you feel would be relevant to this proposal.*
 - d. *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*
- a. Inspire Case Management is a women-owned and operated company that was started in 2018. Co-Owners Kara Judson and Mandy Trimble have a combined 30+ years experience working hands on with individuals with intellectual disabilities. From full time Case Managers working with not only FSW and CIH individuals but also previously serving individuals also on the TBI and A&D waiver, to Supervision of Case Managers and Directors of Case Management. After years of working under various other Case Management agencies, Inspire Case Management Inc started because there was an obvious disconnect between what the role of a Case Manager actually is and how a Case Manager supports the individuals they serve. Inspire Case Management was created to provide Waiver Case Managers with support to not only to meet state requirements but to also provide them a platform to access all available community resources to the individuals they serve. Case Managers are strategically chosen based on their previous experience in the field and their willingness to think outside the box and look for alternative solutions/resources within their local communities.
 - b. Specific Examples include: Identifying barriers to resources for the targeted population served. Inspire meets ongoing with other stakeholders through one-on-one meetings, guardian round table discussions, participation in Vendor/Transition Fairs. In the three full years Inspire has been in business, we have also continued to collaborate one-on-one with various school systems across the state to make sure that our educators are also educated on resources for families and individuals with intellectual disabilities. Inspire recently started working with the Excel Centers (Operated by Goodwill of Central and Southern Indiana) across the state. Inspire's role with this is to bring in support to individuals with intellectual disabilities already enrolled in the Excel Center and to help connect them with appropriate resources to help further their future goals and increase their overall independence. Inspire has collaborated and participated in CMCO calls monthly for updates during the COVID pandemic and other systemic policy changes. Inspire Case Management is currently working with community stakeholders (both

waiver/nonwaiver) service providers to host a Resource Fair this upcoming Fall 2021.

c. Notable Accomplishments:

- Inspire Case Management received their initial 3-year CARF accreditation within the first year of operation.
- Inspire is often asked/recommended to be interviewed for other Stakeholder's CARF surveys.
- Since Inspire has been in operation (2018), we have never had a Service Plan go into an ANN-Plan.
- We build on the individual strengths of all our Case Managers. Each Case Manager with Inspire offers a unique background in the field (special education teacher, Group Home, Residential, Behavioral, DCS, etc.)
- Being invited to join other Stakeholder meetings.
- Inspire offers benefits to all employees including reimbursement of ALL mileage. Inspire also offers health benefits and personal time off with full pay.
- All Inspire Management staff provides ongoing one-on-one support and training to staff at least on a monthly basis and as needed.
- In the first three years of business, we were able to maintain a 90% retention rate of individuals served by Inspire Case Managers.

d. We have revised many of our QA audits over the past 3 years we have been doing business and for CMs to maintain and monitor quality of work.

Example: Inspire received correspondence regarding a corrective action plan and sanction from BDDS and BQIS related to incomplete case manager 2020 training. Within 24 hours of receiving notice of this, Inspire was able to reach out to State staff in order to have a conversation and walk through the proper process related to the specifics of the corrective action plan. State staff was very helpful and schedule a meeting with Inspire staff immediately to assist and help clarify the process.

Example: CARF accreditation process – This was very informative and helpful for Inspire at the start of business. This allowed Inspire to implement all necessary policies and procedures needed to commit to quality of services to the individuals we serve as well as to our employees. During our initial CARF Survey, CARF found that Inspire Case Management demonstrated the following strengths:

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Inspire Case Management demonstrated the following strengths:

- Inspire Case Management is engaged in the communities it serves. Leadership attends and participates in provider meetings throughout its catchment area, making evident its sincere interest in understanding provider offerings and issues that can best meet the needs of persons served.
- As a new startup, Inspire Case Management is aware of some of the administrative skills it needs help with and has sought out those who can provide them. For instance the owners have contracted to meet regularly with a local CPA to assist them with business planning and monitoring and managing the organization's financial resources and obligations in order to maintain fiscal solvency.
- The co-owners have divided administrative and operations responsibilities between them according to skill sets and it is apparent this arrangement is effective and quite beneficial for the organization.
- Persons served and family members consistently reported a high degree of satisfaction with Inspire Case Management. A common theme of report from these stakeholders was the prompt attention Inspire Case Management staff members give to issues or questions raised. One family member said responses from staff are not in three to five days but within 24 hours. Another parent shared that the respite provider had made an error in logging hours, creating an issue for the family. Inspire Case Management staff intervened immediately, working with the provider and the state agency to resolve the issue to the family's satisfaction. Persons served and families also reported that staff members go above and beyond to help them any time of day or night.
- Stakeholders also reported that staff members have excellent communication skills. For instance, persons and families served shared that staff members are good listeners, respectful, and patient and never talk down to them. Emails to providers or others involved with a question or issue the family has raised include the family on the distribution list. Families say this consideration keeps them in the loop to know where things stand with an issue so they are not blindsided or made to feel they are unimportant to the process.
- Families also reported that staff members are good at being proactive, looking ahead at what might be needed and providing pertinent information about the "what if, then what" situations. Families said this makes them feel they are in good hands for dealing with what sometimes seems like an uncertain future.
- Community providers of services report a high degree of satisfaction with Inspire Case Management services, indicating the feedback received from staff and the families mutually served by their organizations and Inspire Case Management was all positive. One source indicated that Inspire Case Management staff members are easy to contact and are prompt with return calls or follow-through action. For instance the director called Inspire Case Management about a young child with aggressive behavior needing case management. Inspire Case Management responded the same day for follow-up.
- Another community provider reported that Inspire Case Management staff members are really good at breaking down and interpreting to families state agency documents and information that can be difficult for some families to understand. This source also indicated that, if Inspire Case Management staff members don't know the answer to a question, they look it up and get back to the source.

Compliance and Approach to Correction

- a. *What measures or steps would you take to address AND prevent corrective actions or findings issued by BQIS?*
- b. *What quality assurance approaches would you employ to identify systemic issues? Please include supervision strategies as well as technical approaches*
- c. *What quality assurance approaches would you put into place to timely address specific, limited situations as they arise?*

- d. *Describe your company's consideration of compliance requirements AND quality services in the delivery of case management.*
- e. *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.*
- f. *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.*
- g. *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.*

(a.) In the event that Corrective Action is needed, the Case Manager and the designated CMCO administrator are notified via the state's secure email. This email contains the following information regarding the CAP:

- Responsible party
- The corrective action
- Steps to resolve
- Due dates

Inspire's Policy for addressing CAPs:

- Within 24 hours of receiving a CAP, all necessary team members must be forwarded a copy. This includes but is not limited to the following: Case Manager, Case Management Supervisor and Quality Compliance Officer.
- Within 48 hours, a meeting is held to discuss CAP and requested action items. A plan is developed, and level of support needed to complete CAP is identified.
- The Case Manager is responsible for the action items needing completed.
- The Case Management Supervisor provides the needed management support to assist the Case Manager with completing the requested CAP and documenting all steps appropriately.
- The Quality Compliance Officer monitors timelines and quality of services being delivered during the CAP process. The Quality Compliance Officer provides that additional layer of management to ensure the timely submissions of all CAP due dates.
- The Quality Compliance Officer also addresses the following:
 - The root cause of the deficiency and whether or not this is an isolated occurrence or a systemic issue.
 - The impacts and measures being taken and/or recommended to remedy the deficiency.
 - Whether the solution is permanent or temporary.
 - Determine if as a result of the CAP, a change or update is needed to policies and/or retraining.

Upon full implementation of the CAP, BQIS notifies the Case Manager and designated CMCO administrator, via secure email, of compliance and case closure.

(b.) Inspire will create an environment in which its employees not only follow quality guidelines, but also consistently see each other taking quality-focused actions, hears talking about quality and feels quality all around them. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality. Inspire uses the following Quality Assurance methods to prevent, detect fraud, waste, abuse, fiscal mismanagement, and misappropriation of funds:

Case Manager 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.



Monthly Quality Audit

Case Manager Name: _____

Date Completed: _____

Reviewer Name: _____

CM Annual Goals: (Enter CM Annual goals here and review at least quarterly. Progress on goals needs noted at least quarterly.)

CM Progress on Annual Goals: (This can be completed during face-to-face with CM. Progress must also include date discussion held with CM.)

Client #1 HIPAA Name: _____

Case Note Quality (Use of SMART, minimum of 1 case note per month, entered within 7 days of activity). *Is the case note of good quality and is there follow along until completion?*

____ YES ____ NO

Document Library current (All required documents uploaded in consumer file within 30 days of CM receipt, ex: BSP, Risk Plans, and PCISP agreement, pick lists, HIPAA forms):

____ YES ____ NO

If NO, what is missing:

Unannounced Visit (if applicable, at minimum 1 per year):

____ YES ____ NO ____ NA

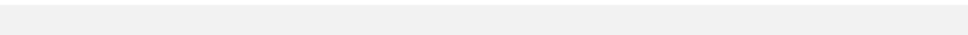
Monitoring Checklist (case note, meeting signature form, checklist completed, PCISP updates as needed). Checklists are to be completed and entered from the 15th of month in which the Service Plan quarter ends through the 15th of the month following the end of the Service Plan quarter. *Actual review of most recent Monitoring Checklist to ensure congruency across all consumer documents (current BSP, CCB, Risk Plans and PCISP are up to date and reflect the most accurate information on behalf of the individual served.)*

☐ YES ☐ NO

PCISP Review: Current PCISP must support the individual and provide a clear picture of the individual's vision for their future and their current circumstances. Reviewed at least semi-annually and updated at least annually for the same 365 day cycle as the CCB. BDDS Signature Page with the Freedom of Choice section signed by the individual/guardian with the corresponding CCB Serial Number associated with the Annual PCISP.

☐ YES ☐ NO

Congruency: All the documents PCISPs, BSPs, Risk Plans, CCBs, etc. need to be reviewed and compared to one another to make sure that supervision levels, restrictions, risk mitigation, and any special instructions are congruent/addressed in all documents.



☐ YES ☐ NO

Client #2 HIPAA Name: _____

Case Note Quality (Use of SMART, minimum of 1 case note per month, entered within 7 days of activity). *Is the case note of good quality and is there follow along until completion?*

☐ YES ☐ NO

Document Library current (All required documents uploaded in consumer file within 30 days of CM receipt, ex: BSP, Risk Plans, and PCISP agreement, HIPAA forms):

☐ YES ☐ NO

Unannounced Visit (if applicable, at minimum 1 per year):

☐ YES ☐ NO ☐ NA

Monitoring Checklist (case note, meeting signature form, checklist completed, PCISP updates as needed). Checklists are to be completed and entered from the 15th of month in which the Service Plan quarter ends through the 15th of the month following the end of the Service Plan quarter. *Actual review of most recent Monitoring Checklist to ensure congruency across all consumer documents (current BSP, CCB, Risk Plans and PCISP are up to date and reflect the most accurate information on behalf of the individual served.)*

☐ YES ☐ NO

PCISP Review: Current PCISP must support the individual and provide a clear picture of the individual's vision for their future and their current circumstances. Reviewed at least semi-annually and updated at least annually for the same 365 day cycle as the CCB. BDDS Signature Page with the Freedom of Choice section signed by the individual/guardian with the corresponding CCB Serial Number associated with the Annual PCISP.

___ YES ___ NO

Congruency: All the documents PCISPs, BSPs, Risk Plans, CCBs, etc. need to be reviewed and compared to one another to make sure that supervision levels, restrictions, risk mitigation, and any special instructions are congruent/addressed in all documents.

___ YES ___ NO

ACTION ITEMS/FOLLOW UP REQUIRED:

Plan To Address:

Previous QA Closed: ___ YES ___ NO



Case Manager Signature _____ Date: _____

Reviewer Signature _____

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.



Supervisor Quarterly Quality Audit

CM Supervisor Name: _____

Date Completed: _____

Reviewer Name: _____

Supervisor Annual Goals: (Enter CM Annual goals here and review at least quarterly. Progress on goals needs noted at least quarterly.)

Supervisor Progress on Annual Goals: (This can be completed during face-to-face with CM. Progress must also include date discussion held with CM.)

Additional Management Duties: (Ex. Any extra projects, tasks Supervisor is working on, etc.).

Client #1 HIPAA Name: _____

Case Note Quality (Use of SMART, minimum of 1 case note per month, entered within 7 days of activity). Is the case note of good quality and is there follow along until completion?

____ YES ____ NO

Document Library current (All required documents uploaded in consumer file within 30 days of CM receipt, ex: BSP, Risk Plans, and PCISP agreement, HIPAA forms):

____ YES ____ NO

If NO, what is missing:

Unannounced Visit (if applicable, at minimum 1 per year):

____ YES ____ NO ____ NA

Monitoring Checklist (case note, meeting signature form, checklist completed, PCISP updates as needed). Checklists are to be completed and entered from the 15th of month in which the Service Plan quarter ends through the 15th of the month following the end of the Service Plan quarter. *Actual review of most recent Monitoring Checklist to ensure congruency across all consumer documents (current BSP, CCB, Risk Plans and PCISP are up to date and reflect the most accurate information on behalf of the individual served.)*

____ YES ____ NO

PCISP Review: Current PCISP must support the individual and provide a clear picture of the individual's vision for their future and their current circumstances. Reviewed at least semi-annually and updated at least annually for the same 365 day cycle as the CCB. BDDS Signature Page with the Freedom of Choice section signed by the individual/guardian with the corresponding CCB Serial Number associated with the Annual PCISP.



☐ YES ☐ NO

Congruency: All the documents PCISPs, BSPs, Risk Plans, CCBs, etc. need to be reviewed and compared to one another to make sure that supervision levels, restrictions, risk mitigation, and any special instructions are congruent/addressed in all documents.

☐ YES ☐ NO

SUPERVISOR RESPONSIBILITIES

CM Quality Audits: Monthly Audits uploaded for each month and for each CM. Feedback provided to CM via one-on-one conversation, trends identified and CM progress on goals documented.

☐ YES ☐ NO

Initial 90 Day and Annual Evaluations: Submitted timely, quality feedback provided and uploaded to HR files.

☐ YES ☐ NO

Oversight Provided: Audits completed ongoing to ensure timeliness of CM required tasks. This includes Portal caseload audit (LOCSI), Monitoring Checklists, Unannounced, PCISPs, Service Plans), BDDS IRs, BDDS Transition Plans and Case Notes.

☐ YES ☐ NO

Clients w/o services: This includes clients we cannot reach, clients who have lost Medicaid, Clients in facility (DEW actions/communication). Confirming Supervisor aware and providing necessary support to CM.

☐ YES ☐ NO

ACTION ITEMS/FOLLOW UP REQUIRED:

Plan To Address:

Previous QA Closed: ☐ YES ☐ NO

CM Supervisor Signature _____ Date: _____

Reviewer Signature _____

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 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.

(c.) When specific, limited situations arise, it is Inspire's policy that the following steps are taken:

- Quality Compliance Officer be notified within 24 hours of knowledge of the situation.
- When required, review of the specific situation is completed with the Inspire Management team. A plan is discussed, developed and review of requirements, timelines and any Corrective Action Plans confirmed.
- Inspire Supervisors monitor progress and report up to the Quality Compliance Officer once all follow up steps confirmed completed.
- Quality Compliance Officer will submit any and all ad hoc report requests within requested timeframe(s) provided by the State regarding the specific situation.

(d.) Inspire Case Management is committed to the delivery of case management services in an environment characterized by strict conformance with the highest standards of accountability. Inspire will provide services with quality by being committed to the prevention and detection of fraud, waste, abuse, fiscal mismanagement, and other wrongdoing. Inspire Case Management has a multi-level approach to providing and monitoring quality assurance and the detection of systemic issues.

(e.) Inspire Case Management uses a data-driven approach to decision making and ensuring sufficient statewide coverage of individual's served through comprehensive quality assurance procedures completed at least monthly with all Case Managers. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality.

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. Inspire strives to create an environment in which its employees not only follow quality guidelines, but also consistently see each other taking quality-focused actions, hears talking about quality and feels quality all around them. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire

management team is absolutely necessary for the ongoing improvement of systemic culture of quality in the workplace.

These reviews and discussions are then incorporated into Inspire's ongoing training curriculum used to train all staff across all areas of the state. Inspire Case Management provides each Case Manager with comprehensive and competency-based training to ensure a consistently high standard of quality service.

(f) Please see **Appendix D Quality Assurance Plan** attached.

(g.) Inspire Case Management's Quality Compliance Officer reports directly to the CEO.

- Narrative/Overview:
 - o Inspire Case Management is committed to the delivery of case management services in an environment characterized by strict conformance with the highest standards of accountability. Inspire strives to provide services with quality. Our Quality Compliance Officer uses a multi-level approach to providing and monitoring quality assurance and the detection of systemic issues. The Quality Compliance Officer will be responsible for enhancing the internal organization processes and infrastructure. The Quality Compliance Officer ensures the company's everyday activities run smoothly. The Quality Compliance Officer sets parameters to judge how efficiently and effectively the organization is operating. The Quality Compliance Officer participates in the development and administration of policies and business operations. Duties include development of professional training conducive to learning, screen and hire quality monitors, monitoring of incident reports, BQIS audits, and maintenance of an annual audit calendar designed to meet the objectives of Inspire Case Management. The Quality Compliance Officer acts as a channel of communication to receive and direct compliance issues to appropriate resources for investigation and resolution, and as a final internal resource with which concerned parties may communicate after other formal channels and resources have been exhausted.
- Responsibilities and Duties:
 - o Develops initiates, maintains, and revises policies and procedures for the general operation of the Compliance Program and its related activities to prevent illegal, unethical, or improper conduct. Manages day-to-day operation of the Program.
 - o Develops and periodically reviews and updates Standards of Conduct to ensure continuing currency and relevance in providing guidance to

management and employees.

- Collaborates with Case Managers and Management to direct compliance issues to appropriate existing channels for investigation and resolution. Consults with the Corporate attorney as needed to resolve difficult legal compliance issues.
- Responds to alleged violations of rules, regulations, policies, procedures, and Standards of Conduct by evaluating or recommending the initiation of investigative procedures. Develops and oversees a system for uniform handling of such violation.
- Acts as an independent review and evaluation body to ensure that compliance Issues/concerns within the organization are being appropriately evaluated, investigated, and resolved.
- Monitors, and as necessary, coordinates compliance activities of other departments to remain abreast of the status of all compliance activities and to identify trends.
- Identifies potential areas of compliance vulnerability and risk; develops/implements corrective action plans for resolution of problematic issues and provides general guidance on how to avoid or deal with similar situations in the future.
- Provides reports on a regular basis, and as directed or requested, to keep the Corporate Compliance Committee of the Board and senior management informed of the operation and progress of compliance efforts.
- Ensures proper reporting of violations or potential violations to duly authorized enforcement agencies as appropriate and/or required.
- Institutes and maintains an effective compliance communication program for the organization, including promoting (a) use of the Compliance Hotline; (b) heightened awareness of Standards of Conduct, and (c) understanding of new and existing compliance issues and related policies and procedures.
- Works with the Human Resources Department and others as appropriate to develop an effective compliance training program, including appropriate introductory training for new employees as well as ongoing training for all employees and case managers.
- Monitors the performance of the Compliance Program and relates activities on a continuing basis, taking appropriate steps to improve its effectiveness.

- Please see **Appendix E Quality Compliance Officer Resume** attached.

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

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

- a. Inspire Case Management has been enrolled as a Medicaid Provider since January 24, 2018. Inspire Case Management will continue to comply with Medicaid as it has since January 2018. No structural changes needed.

Provider Profile Details			
Provider ID	300010346	Provider Type	32-Waiver Provider
NPI	..		
Provider Name	INSPIRE CASE MANAGEMENT		

Organization Information	
Organization	Individual/Sole Proprietor
Disregarded Entity	..
Revalidation Date	01/24/2023
Recertification Date	..

Contract Information			
Program	Effective Date	End Date	Status
CIH Waiver	01/24/2018	..	Active
Family Support Waivr	01/24/2018	..	Active
Package C	01/24/2018	..	Active

Identifiers			
Identifier	Type	Effective Date	End Date
300010346	Provider ID	01/24/2018	..

Address Information	
Service Location INSPIRE CASE MANAGEMENT 7862 W 950 N FAIRLAND, IN 46126-9659 1-317-652-6928 County SHELBY	Legal INSPIRE CASE MANAGEMENT, INC. 7862 W 950 N FAIRLAND, IN 46126-9659 1-317-652-6928 Pay To INSPIRE CASE MANAGEMENT 7862 W 950 N FAIRLAND, IN 46126-9659 1-317-652-6928

Specialty Information			
Specialty	Effective Date	End Date	Primary
<input checked="" type="checkbox"/> 360-Family Supports Waiver (FS)	01/24/2018	..	No

Secondary Specialties		
Specialty	Effective Date	End Date
D22-FS-Case Management	01/24/2018	..
<input checked="" type="checkbox"/> 359-Waiver-Community Integration and Habilitation (CIH)	01/24/2018	..

Secondary Specialties					
Specialty	Effective Date	End Date			
https://portal.indianamedicaid.com/hcp/provider/MyHome/ProviderProfileDetails/ProviderProfilePrint/tabid/16071/Default.aspx?p17=440xmrgbhotskn5... 1/2					
<div> <div>5/12/2021</div> <div>Provider Profile Print</div> </div> <table border="1"> <tr> <td>C28-CIH-Case Management</td> <td>01/24/2018</td> <td>...</td> </tr> </table>			C28-CIH-Case Management	01/24/2018	...
C28-CIH-Case Management	01/24/2018	...			
R4.2 © 2021 Indiana Medicaid. All rights reserved. Privacy Notice					

Section 4.2.2 – Commitment to Statewide Coverage

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

- a. Inspire Case Management currently (and for statewide coverage) has designated specific quality case managers that have a minimum 10 years' experience working in the field, are geographically located in each quadrant of the state and currently 66% of Inspire's Intake Coordinators also have children currently receiving services through the waiver program. We feel that our Intake Coordinators not only have the professional experience but also the personal, firsthand experience of being parents of children on waiver services. This has been found to be extremely valuable to individuals and families new

to waiver services. These expert Case Managers are also known as our Intake Coordinators.

Intake Coordinators are responsible for the initial contact and initial meetings with the individual/family. They complete various Life Course related activities with the individual and/or their family to help them determine hopes, wants and dreams. From there, the Intake Coordinator provides the individual and/or their family with specific resources (this may be waiver provider pick lists, local nonprofit agencies in their local community, upcoming events or even additional training opportunities for families and nonpaid caregivers). A packet is emailed or mailed to the family or consumer to enhance discussion at the intake meeting (BDDS Helpful Hints, DDRS waiver manual, HIPAA forms, LifeCourse tools, PCISP resources, and the Inspire Consumer Handbook).

- i.* In order to maintain an average caseload size for our Case Managers, Inspire utilizes Intake Coordinator Case Managers who are paid salary vs per case/per month. This allows their caseloads to fluctuate without any financial burden or concerns. Inspire Case Management has strategically chosen these Coordinators based on their geographical areas they currently reside in. This allows for greater access to resources and a better understanding of the economic factors for that individual to gain services and supports in their areas. As these Intake Coordinators develop and grow the start of a full-time caseload (typically around 20 - 25 cases in a specific area), Inspire will recruit and hire in those identified needed areas.

- 1. Inspire Case Management never “assigns” cases and believes when an Individual is paired with a Case Manager, that this is a mutually agreed upon arrangement. Inspire believes in offering both choice of Case Manager, and Case Manager choice to serve individuals. It is important for individuals served and their families, to feel comfortable, supported and that their Case Manager is there to listen to their wants, needs and struggles. Inspire recognizes that Case Managers often build bonds with the individuals they serve and their families. Interview process allowing for consumers and families to interview and choose the Case Manager that they can build a report with. Giving the individuals and their families the knowledge and understanding that they are able to choose a new Case Manager within the organization or to receive a picklist for another CMCO agency.

- o Intake Coordinators and Case Managers have the flexibility and knowledge of services in order to research and assist individuals and families with

choosing appropriate and meaningful services throughout the state. They will serve individuals in this capacity in different demographic areas until an ongoing Case Manager is located or hired, professionally trained, and interviewed by the individual and families.

- Inspire Case Management will always give choice to individuals but will also give choice to the Case Managers who serve them. Communication with Case Managers is constant with the balancing and complex situations that may arise. Supervisors are in place to assist with difficult cases or situation by attending meeting, coming up with strategies of support, and seeking out resources.
- Individuals always have a choice of Case Manager within the Inspire organization. In the event they are not getting proper feedback or services or if they do not connect with their chosen Case Manager they can reach out to a supervisor or any of the management team to request and interview. If they do not feel that Inspire can appropriately fulfill their need of service a pick list can be requested and provided to them by either a Case Manager from Inspire or from a BDDS Service Coordinator.

- b.** Inspire Case Management has always had the intent of serving statewide however our focus has been on quality, not quantity. Inspire does not currently serve the entire state however has already started the development for a plan to ensure statewide coverage in the future. Inspire currently (and for statewide coverage) has designated specific quality case managers that have a minimum 10 years' experience working in the field, are geographically located in each quadrant of the state and currently 66% of Inspire's Intake Coordinators also have children currently receiving services through the waiver program. We feel that our Intake Coordinators not only have the professional experience but also the personal, firsthand experience pf being parents of children on waiver services. This has been found to be extremely valuable to individuals and families new to waiver services. These expert Case Managers are also known as our Intake Coordinators. In order to maintain an average caseload size for our Case Managers, Inspire utilizes Intake Coordinator Case Managers who are paid salary vs per case/per month. This allows their caseloads to fluctuate without any

financial burden or concerns. Inspire Case Management has strategically chosen these Coordinators based on their geographical areas they currently reside in. This allows for greater access to resources and a better understanding of the economic factors for that individual to gain services and supports in their areas. As these Intake Coordinators develop and grow the start of a full-time caseload (typically around 20 - 25 cases in a specific area), Inspire will recruit and hire in those identified needed areas.

- *“On balance, Inspire Case Management demonstrated substantial conformance to the standards. Inspire Case Management has been started on the solid foundation of the excellent professional reputation of each of its owners for honest, prompt, respectful, and person-centered interaction with persons served and providers. It has positioned itself well for expansion and appears to understand the importance of controlled growth to preserve the continued confidence of the community.” – CARF accreditation response - 2018*

- c. Inspire Case Managers are tasked with getting to know an individual and their family and supporting them to navigate complex systems and build integrated supports. Inspire will provide services with quality by being committed to the prevention and detection of fraud. Inspire Case Management has a multi-level approach to providing and monitoring quality assurance and the detection of systemic issues. Inspire Case Management uses a data-driven approach to decision making and ensuring sufficient statewide coverage of individual’s served through comprehensive quality assurance procedures completed at least monthly with all Case Managers. 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. Inspire strives to create an environment in which its employees not only follow quality guidelines, but also consistently see each other taking quality-focused actions, hears talking about quality and feels quality all around them. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality in the workplace. Inspire Case Management uses the following principles to help monitor quality control and quality assurance.

- i. Provides Person Centered approach training and supports to Case Managers.

1. Clearly identify Case Manager requirements and ensure quality.

2. Identify and provide resources to Case Managers beyond just Waiver Services.
 3. Research and provide new resources and services that specifically meet the needs of the individuals served and their geographical location.
 - ii. Ensures objective and transparent quality assurance.
 1. System in place that enables a prompt response to a specific, limited situation(s).
 2. Discussed with entire management team to improve service quality in all geographies of the state.
 3. Give priority to compliance with laws and regulations over the pursuit of any profit.
 - iii. Put in place a framework that allows for consistent delivery of quality case management services to individuals served.
 1. Ensure quality assurance through ongoing Quality Audits completed with all Inspire staff.
 2. Adhere strictly to this Quality Assurance Plan, 1915 (c) Waiver Service Definition, any applicable FSSA/BDDS/DDRS/BDDS service standards, guidelines, policies and/or manuals, including written agreements and the FSSA/DDRS HCBS Waivers Provider Reference Module
 - iv. Create a more open corporate culture.
 1. Shared responsibility amongst the entire management team is necessary for the ongoing improvement of systemic culture of quality.
 2. Adhere strictly to a policy of “report, contact, and consult;” to promote the sharing of information statewide.
 3. Undertake the exchange and horizontal deployment of quality assurance information and techniques statewide
- d.** Inspire Case Management focuses on being a resource to individuals and families with intellectual and developmental disabilities. When identifying key staff that not only can fulfill Inspire’s mission, we are also looking for eligible Case Managers who also bring their own expertise in the field and can also be a resource to other Case Managers/coworkers. All Inspire Case Managers have previous experience in the field, serving similar clients. Specific backgrounds/previous experience of current employed Inspire Case Managers consist of:
- BDDS Group Home
 - Waiver Residential
 - Waiver Behavior Management

- Department of Child Services
- Arc of Indiana
- Special Education Teachers
- 21% of Inspire Case Managers with their own children in waiver services.
- ABA
- Children's Residential Facility
- Nursing Facility

In order to continue to monitor and measure for effectiveness, Inspire Case Managers are collaborating with individuals and their families/support teams to create a Person-Centered plan that represents the individual's good life. By thinking holistically through the life domains and providing opportunities for integrated supports, case managers can create a plan that will support the individual to achieve his or her vision of a preferred life. Inspire's management team is constantly evaluating the results achieved and outcomes observed for persons served. This is currently being completed by implementing the following:

- Continuously monitor Case Manager performance.
- Identify any needs for Corrective Action.
- Determine methods to improve services.
- Identify actions to take to improve services.
- Evaluate the effectiveness of actions taken.

e. Inspire Case Management currently employs 16 Case Management professionals. Current Geographic coverage – Inspire currently serves 36 counties across central Indiana, stretching from the Illinois state line to the Ohio state line. Current counties served: Bartholomew, Blackford, Boone, Brown, Clay, Clinton, Decatur, Delaware, Fayette, Fountain, Grant, Hamilton, Hancock, Hendricks, Henry, Jackson, Jay, Jennings, Johnson, Madison, Marion, Monroe, Montgomery, Morgan, Owen, Parke, Putnam, Randolph, Rush, Scott, Shelby, Tippecanoe, Tipton, Union, Vigo, and Wayne.

i. Inspire Case Management has always had the intent of serving statewide however our focus has been on quality, not quantity. Inspire does not currently serve the entire state however has already started the development for a plan to ensure statewide coverage in the future. With the structure that we have in place currently we do not have concerns with the possible timelines of going statewide however, Inspire has worked very hard to maintain its quality to Case Management services. We have been able to work closely with all Case

Managers to ensure they are delivering meaningful services to all individuals they serve. We have seen over the years working for other organizations how rapid growth can diminish that quality of service that is delivered. It will be the management team's number one objective to continue to work as a team to share resources, be available to Case Managers, and be cooperative and transparent with the state.

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

- a. *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.*
- b. *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.*
- c. *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.*
- d. *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.*

- a. All Inspire Case Management employees and Case Managers are trained and supported with a "team approach" attitude and that is also reflected internally as well. Our Case Managers are encouraged to reach out to anyone on the management team for any reason and when simply asked for additional support, any member of the management team (no matter who your direct support is), will jump in and assist where needed. Whether this be to just help the Case Manager explore additional resources, to attending the individual's next team meeting, etc. Case Managers are trained and observed for effective team meeting dynamics and a focus on shared outcomes amongst the support team. This is achieved through the following:
 - Being "Person-Centered" – ensuring the Individual is present for all team meetings.

- Assisting the Individual with identifying their “good life”.
- Ensuring the team recognizes the strengths and assets of the individual and their family (if one exists).
- Foster skill building
- Set Agenda and emphasize the importance of pre-meeting prep
- Ensure that the Individual’s desires, cultural beliefs, and values are recognized, respected and embraced by all team members.
- Utilizing LifeCourse tools that encourage high expectations and having life experiences to move the trajectory in the desired direction.
- Assisting Individuals and their family’s plan for the present and future life outcomes that consider all facets of life and have opportunities for life experiences that build self-determination, social capital, economic sufficiency, and community inclusion.

Case Managers receive ongoing training and support through the following methods:

- Orientation training for all new hires
- On the job Shadowing
- Multi-level PCISP Training program
- Quality Assurance process for evaluating PCISPs
 - Strengths Based
 - Person Centered
 - Integrated Supports
 - Important To/Important For
 - Outcomes are “I want, I need, I will”
 - Risk Identified (assessment, identify, currently happening and what would happen if nothing was done)
 - Associated LifeCourse Tool(s)
- Intake Coordinator Case Managers are responsible for introducing new Individuals and their families to LifeCourse.
- Weekly calls/Monthly meetings with the management team to review outcomes and identify areas of need.
- Canvas training on the following:
 - Facilitation 101
 - Running Effective Meetings
 - Working with Individuals who are non-verbal
 - Generating conversations
 - Building relationships through face-to-face visits
- Five hours of mandated external training in resources outside of waiver services.

b. Inspire Case Managers receive ongoing training and support to ensure that every PCISP they write is strength-based, person-centered and offers opportunities for integrated supports. We achieve this by ensuring the PCISP addresses the :

- Is driven by the Individual served.
- Balances the individual's vision and the guardian's vision.
- Reflects cultural considerations, desires and traditions.
- Uses language familiar to the individual.
- Offers opportunities for experiences using integrated supports
- Identifies the Individual's strengths.
- Foster skill building and opportunities for learning
- Identifies needed supports
- Uses respectful language throughout
- Outcomes should be relevant, meaningful, achievable, and driven by the Individual.

How we support our Case Managers with this is through the following methods:

- Annual Satisfaction Surveys from stakeholders, Individuals served, their families and our Case Managers.
- Internal monthly PCISP audits (currently, each Case Manager has 2 randomly chosen PCISPs reviewed each month).
- QA Auditing process including addressing identified issues/needs, reviewed with Case Manager In-Person on at least a monthly basis.
- Mandated use of Life Course or other mapping tool within the PCISP development process
- Ongoing Shadowing Process
- Weekly and Monthly In-Person Management Team Meetings to measure progress and conduct reviews to determine results and achievements in order to measure the overall level of effectiveness for persons receiving services.
- Canvas Trainings provided by BDDS/Coordinating Life Course Tools:
 - What does it mean to be person-centered?
 - What does it mean to be strengths-based?
 - What are integrated supports?
- Internal training on LifeCourse tools, implementation of the PCISP and access to Resources. These trainings with all Case Managers of Inspire will focus on assuring they have a good understanding of:
 - Adapting person-centered practices,
 - Ensuring adequate health and safety,
 - Ensuring compliance with waiver requirements,
 - Ensuring adequate and well-trained employees
 - Verifying quality of life satisfaction of individuals served
 - Introduction to the PCISP (training video)
 - Full BDDS PCISP Guide training (in-person)
 - PCISP Rubric training
 - Addressing Risks in the PCISP

- Introduction to LifeCourse
 - Using LifeCourse Reference Tools Training
 - Integrated Supports Star training
 - Exploring Life Domains training
 - Exploring Life Stages
- A variety of external resource trainings from the following institutes (5 hours required annually).
 - IN*SOURCE
 - Family Voices
 - NCAPPS
 - Hands in Autism
 - Arc of Indiana
 - FUSE
 - Autism Community Connection
- c. Specific examples of 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.
 - Life Course Tools/Resources provided to individuals/families/team members
 - Life Course Experiences and Questions Booklet
 - Life Course Exploring Life's Possibilities
 - Variety of Life Course Tools
 - Mandated in the person-center planning process
 - Introduce Life Course/Person-Centered Planning approach at Intake Meeting
 - Review of BDDS Interview Guide
 - QA Auditing Process:
 - Case Manager 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.
 - Inspire's PCISP Trainer currently being certified in Life Course Ambassador Series
 - Continue to encourage Case Managers to complete the Enhancing Outcomes 3-part PCISP training offered by BDDS.
 - Require ongoing Case Manager training opportunities through lifecoursetools.com

○ Current training goals in progress:

- Life Course team member to speak at an Inspire event.
- Host a Life Course workshop.
- Inspire join a Life Course Nexus Chapter.
- Inspire participation in Charting the Life Course Showcase

Outcomes we believe our approach will have on the individuals receiving services from Inspire Case Management:

- Individuals will be the focus and center of the team planning process and meetings “should only occur only when the individual is present”.
- Individuals’ strengths will be recognized and built upon “based on their input along with the input of the entire team”.
- Individuals will have supports that are specific to their personal wants and needs.
- Individuals will have opportunities to receive a wide variety of “paid/eligibility specific/natural/technology/community-based integrated supports”.
- Individuals will be supported to achieve their good life in their community by “building upon strengths, desires, and needs leading to the development of comprehensive and integrated solutions which support them”.
- Individuals will have PCISP’s that use strengths-based thinking that “values the capacity, skills, knowledge, connections, and potential” in themselves using “language that encourages rather than discourages”.
- Individuals “desires, cultural beliefs, and values are recognized, respected, embraced, and reflective in outcomes, formal services, and community activities”.
- Individuals will have “informed choice” through the person-centered planning process.

- d.** Inspire Case Management is committed to the delivery of case management services in an environment characterized by strict conformance with the highest standards of accountability. Every Case Manager has a direct Supervisor who is responsible for monitoring a Case Manager’s compliance requirements and ensuring the delivery of quality services to the individuals served. Inspire’s Quality Compliance Officer directly oversees the Supervisors and also provides support with compliance requirements and ensuring quality service delivery to individuals served through Inspire Case Management. Case Management activities and documentation are reviewed at multiple levels of the management team and on at least a weekly basis to ensure quality and consistent statewide coverage.

- Case Managers are encouraged to run their own caseloads audits and utilize the functions available to them in the Portal to monitor due dates and timelines.
- 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. This Monthly Quality Audit is reviewed with the Case Manager In-Person and is uploaded to their HR file to be referenced during their annual evaluation if needed.
- Quality Compliance Officer also completes weekly audits agency wide for all individuals served, to ensure not only Case Manager conformance but also to ensure quality Supervision and oversight is being provided to the Case Managers. Quality Compliance Officer is also responsible for completing a detailed Quarterly Quality Audit for each Inspire Supervisor. This Quarterly Quality Audit is reviewed with the Case Management Supervisor In-Person and is uploaded to their HR file to be referenced during their annual evaluation if needed.
- 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. Inspire strives to create an environment in which its employees not only follow quality guidelines, but also consistently see each other taking quality-focused actions, hears talking about quality and feels quality all around them. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality in the workplace.
- These reviews and discussions are then incorporated into Inspire's ongoing training curriculum used to train all staff across all areas of the state. Inspire Case Management provides each Case Manager with

comprehensive and competency-based training to ensure a consistently high standard of quality service.

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

- a. *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.*

- a. In order to maintain an average caseload size for our Case Managers, Inspire utilizes Intake Coordinator Case Managers who are paid salary vs per case/per month. This allows their caseloads to fluctuate without any financial burden or concerns. Inspire Case Management has strategically chosen these Coordinators based on their geographical areas they currently reside in. This allows for greater access to resources and a better understanding of the economic factors for that individual to gain services and supports in their areas. As these Intake Coordinators develop and grow the start of a full-time caseload (typically around 25 -30 cases in a specific area), Inspire will recruit and hire in those identified needed areas.

Inspire's current average case load size is 39 clients per CM and Inspire is dedicated to seeing that average continue over the growth of the organization.

Inspire's Intake Coordinators are also Case Managers and report to their direct Supervisor the same as all Case Managers with Inspire. All Intake Coordinators and Case Managers meet live (either in-person or virtually) on a monthly basis both one-on-one with their direct Supervisor as well as a team.

Section 5.2 – Management of Case Managers

- a. *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.*
- b. *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.*
- c. *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.*
- d. *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.*

a. Inspire Case Management is committed to the delivery of case management services in an environment characterized by strict conformance with the highest standards of accountability. Inspire will provide services with quality by being committed to the prevention and detection of fraud, waste, abuse, fiscal mismanagement, and other wrongdoing. Inspire Case Management has a multi-level approach to providing and monitoring quality assurance and the detection of systemic issues. Inspire Case Management uses a data-driven approach to decision making and ensuring sufficient statewide coverage of individual's served through comprehensive quality assurance procedures completed at least monthly with all Case Managers. Inspire Case Management uses the following principles to help monitor quality control and quality assurance.

- Assignment of Case Managers.
 - o Inspire Case Management never "assigns" cases and believes when an Individual is paired with a Case Manager, that this is a mutually agreed upon arrangement. Inspire believes in offering both choice of Case Manager and also Case Manager choice to serve individuals. It is important for individuals served and their families, to feel comfortable, supported and that their Case Manager is there to listen to their wants, needs and struggles. Inspire recognizes that Case Managers often build bonds with the individuals they serve and their families. Interview process allowing for consumers and families to interview and choose the CM that they can build a report with. Giving the consumers and families the knowledge and understanding that they are able to choose a new CM within the organization or to receive a picklist for another CMCO agency.
- Provides Person Centered approach training and supports to Case Managers.
 - o Clearly identify Case Manager requirements and ensure quality.
 - o Identify and provide resources to Case Managers beyond just Waiver Services.

- Research and provide new resources and services that specifically meet the needs of the individuals served and their geographical location.
- Ensures objective and transparent quality assurance.
 - System in place that enables a prompt response to a specific, limited situation(s).
 - Discussed with entire management team to improve service quality in all geographies of the state.
 - Give priority to compliance with laws and regulations over the pursuit of any profit.
- Put in place a framework that allows for consistent delivery of quality case management services to individuals served.
 - Ensure quality assurance through ongoing Quality Audits completed with all Inspire staff.
 - Adhere strictly to this Quality Assurance Plan, 1915 (c) Waiver Service Definition, any applicable FSSA/BDDS/DDRS/BDDS service standards, guidelines, policies and/or manuals, including written agreements and the FSSA/DDRS HCBS Waivers Provider Reference Module.
- Create a more open corporate culture.
 - Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality.
 - Adhere strictly to a policy of “report, contact, and consult;” to promote the sharing of information statewide.
 - Undertake the exchange and horizontal deployment of quality assurance information and techniques statewide.

Inspire Case Management focuses on being a resource to individuals and families with intellectual and developmental disabilities. When identifying key staff that not only can fulfill Inspire’s mission, we are also looking for eligible Case Managers who also bring their own expertise in the field and can also be a resource to other Case Managers/coworkers. All Inspire Case Managers have previous experience in the field, serving similar clients. Specific backgrounds/previous experience of current employed Inspire Case Managers consist of:

- BDDS Group Home
- Waiver Residential
- Waiver Behavior Management
- Department of Child Services
- Arc of Indiana
- Special Education Teachers
- 21% of Inspire Case Managers with their own children in waiver services.

- ABA
- Children's Residential Facility
- Nursing Home

Inspire feels that this has provided us a solid foundation to be able to provide support to all individuals served through the FSW and CIH waivers. We pride ourselves on being able to provide our Case Managers an environment where they always have access to supports and resources for most any situation an individual is facing. Inspire's management team is not only monitoring quality of work but also helping facilitate, research, and explore additional needed supports both through waiver services as well as through community outreach and natural supports building.

b. Inspire will create an environment in which its employees not only follow quality guidelines, but also consistently see each other taking quality-focused actions, hears talking about quality and feels quality all around them. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality.

c. Every Case Manager has a direct Supervisor who is responsible for monitoring a Case Manager's compliance requirements and ensuring the delivery of quality services to the individuals served. Inspire's Quality Compliance Officer directly oversees the Supervisors and also provides support with compliance requirements and ensuring quality service delivery to individuals served through Inspire Case Management. Case Management activities and documentation are reviewed at multiple levels of the management team and on at least a weekly basis to ensure quality and consistent statewide coverage.

- Case Managers are encouraged to run their own caseloads audits and utilize the functions available to them in the Portal to monitor due dates and timelines.
- 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. This Monthly Quality Audit is reviewed with the Case Manager In-Person and is uploaded to their HR file to be referenced during their annual evaluation if needed.
- Quality Compliance Officer also completes weekly audits agency wide for all individuals served, to ensure not only Case Manager conformance but also to ensure quality Supervision and oversight is being provided to

the Case Managers. Quality Compliance Officer is also responsible for completing a detailed Quarterly Quality Audit for each Inspire Supervisor. This Quarterly Quality Audit is reviewed with the Case Management Supervisor In-Person and is uploaded to their HR file to be referenced during their annual evaluation if needed.

- 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. Inspire strives to create an environment in which its employees not only follow quality guidelines, but also consistently see each other taking quality-focused actions, hears talking about quality and feels quality all around them. A systemic culture of quality includes a shared understanding of trust and learning. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality in the workplace.
- These reviews and discussions are then incorporated into Inspire's ongoing training curriculum used to train all staff across all areas of the state. Inspire Case Management provides each Case Manager with comprehensive and competency-based training to ensure a consistently high standard of quality service.

d. Inspire Case Management Supervisors are responsible for reviewing and verifying the timely and accurate completion of required documentation of their Case Managers. Inspire Case Managers are required to comply with all administrative requirements, including case documentation and reporting, as outlined in the 1915(c) Waiver Service Definition and any applicable FSSA/DDRS/BDDS/BQIS service standards, guidelines, policies and/or manuals, including written agreements and the FSSA/DDRS HCBS Waivers Provider Reference Module on the IHCP Provider Reference Materials webpage.

- Inspire Case Management Supervisors are responsible for reviewing and verifying the timely and accurate completion of required Case Manager duties and responsibilities.
- Inspire Case Management Supervisors complete Monthly Quality Audits which involves a detailed audit of at least "2" random selections of individuals on the Case Manager's caseload. This audit report is then reviewed in person with the Case Manager. Any Corrective Action or

retraining needs are addressed and implemented immediately with the Case Manager.

- Ongoing review of these Monthly Quality Audit Reports are reviewed with Inspire's Quality Compliance Officer in order to identify trends and/or unique situations requiring additional follow up needs.
- All summaries and key findings from these monthly reviews shall be incorporated in the quarterly status reports provided to the State for the purpose of assuring that work is progressing in line with the schedule, and that completion can be reasonably assured on the schedule dates.

Section 5.4 – Training of Case Managers

- a. *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.*
- b. *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.*
- c. *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.*
- d. *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.*
 - i. *Describe your familiarity with the LifeCourse framework and how you may incorporate the principles and tools in your trainings*
- e. *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.*
- f. *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.*

- a. Inspire's plan to train effective and meaningful Case Management is through mentoring and leadership skill of Supervisors and cross training from seasoned Case Managers within the organization. All Case Managers new to the organization undergo at least a 90-day extensive Orientation training curriculum. Case Managers will meet with their supervisor at least weekly in person for ongoing on the job training needs and development. Case managers

will shadow seasoned Case Managers to individual and team meetings to get firsthand understanding of facilitating meetings and the proper use of Life course tools provided and used during these team meetings. This is used to develop an outstanding plan for persons served. All Case managers are provided a training binder for helpful tools, resources, and important day to day documents.

INSPIRE CASE MANAGEMENT ANNUAL TRAINING CURRICULUM

<u>Training Title</u>	<u>To Whom</u>	<u>Upon Hire</u>	<u>Annually</u>	<u>Delivery Method</u>
LEADERSHIP				
Education on Ethical Codes of Conduct	Personnel/Stakeholders	x	x	In-Person
Training on Corporate Compliance	Personnel	x	x	In-Person
Education to stay current in the field	Personnel	x	x	In-Person
All BDDS/CMCO Leadership /Meetings and Webinars	Appropriate Personnel		x	Combination
SCORE Webinars/Trainings	Appropriate Personnel		x	Combination
FINANCIAL PLANNING AND MANAGEMENT				
Training related to fiscal policies and written procedures	Appropriate personnel	x	x	In-Person
HEALTH AND SAFETY				
Training in health and safety practices	Personnel	x	x	
Training in identification of unsafe environmental factors	Personnel	x	x	In-Person
Training in Emergency Procedures	Personnel	x	x	In-Person
Training in identification of critical incidents	Personnel	x	x	In-Person
Training in identification of critical incidents	Personnel	x	x	In-Person

Training in reducing physical risks	Personnel	x	x	In-Person
Training regarding workplace violence	Personnel	x	x	In-Person
Necessary education and training of personnel regarding emergency procedures	Personnel	x		In-Person
Necessary education and training of personnel regarding critical incidents	Personnel	x		In-Person
Training regarding infections and communicable diseases	Personnel, persons served, stakeholders	x		Combination
WORKFORCE DEVELOPMENT AND MANAGEMENT				
On the job training included in onboarding and engagement activities	Personnel	x		in-person
Education and training included in workforce development activities	Personnel	x		in-person
All BDDS required Webinars for Case Managers	Personnel	x	x	Combination
1.J. TECHNOLOGY				
Training in equipment features, set up, use, maintenance, safety considerations, infection control and troubleshooting	Personnel	x		in-person
Instruction and training in equipment features, set up, use, maintenance, safety considerations, infection control, and troubleshooting	Persons served, families/support systems and others.	x		Combination
All required SAP Success Factors Trainings (BDDS required)	Personnel	x	x	
BDDS Portal Training 1: Navigating the Portal	Personnel	x		On demand
BDDS Portal Training 2: Dashboard	Personnel	x		On demand
BDDS Portal Training 3: Basic Information & Diagnosis	Personnel	x		On demand
BDDS Portal Training 4: Living Arrangements	Personnel	x		On demand
BDDS Portal Training 5: Relationships	Personnel	x		On demand
BDDS Portal Training 6: Profile: Waiver, Medicaid and Audit	Personnel	x		On demand
BDDS Portal Training 7: Case Notes	Personnel	x		On demand
BDDS Portal Training 8: Transitions	Personnel	x		On demand
BDDS Portal Training 9: Onboarding - CMCO	Personnel	x		On demand
BDDS Portal Training 10: Document Library	Personnel	x		On demand
BDDS Portal Training 11: PCISP	Personnel	x		On demand
QUALITY INDIVIDUALIZED SERVICES & SUPPORTS				
Training in use of positive interventions	Personnel	x	x	in-person
Training in the use of restrictive procedures	Personnel	x	x	in-person
IU CANVAS (BDDS REQUIRED)				
Empowering and Supporting Self-Advocates in Person-Centered Planning	Personnel	x	x	On demand
Developing Natural Supports	Personnel	x	x	On demand
Incident Reporting Process	Personnel	x	x	On demand
Generating Conversations	Personnel	x	x	On demand
Cultural & Linguistic Competence in Developmental Disabilities	Personnel	x	x	On demand
Facilitation 101	Personnel	x	x	On demand
Abuse, Neglect, & Exploitation	Personnel	x	x	On demand
Running Effective Meetings	Personnel	x	x	On demand
Working with Individuals who are Non-Verbal	Personnel	x	x	On demand
Critical Event Process	Personnel	x	x	On demand
Building Relationships through Face-to-Face Visits	Personnel	x	x	On demand
BMR & BRQ Processes	Personnel	x	x	On demand
Human Rights	Personnel	x	x	On demand

PCISP				
What are Integrated Supports? (IU Canvas)	Personnel	x	x	On demand
What does it mean to be Person-Centered? (IU Canvas)	Personnel	x	x	On demand
What does it mean to be Strength-based? (IU Canvas)	Personnel	x	x	On demand
Introduction to the PCISP (Video Training)	Personnel	x		On demand
Full BDDS PCISP Guide Training (In-Person)	Personnel	x		in-person
PCISP Rubric Training	Personnel	x	x	in-person
Addressing Risks in the PCISP	Personnel	x		in-person
LIFECOURSE FRAMEWORK				
Introduction to LifeCourse Framework (Video)	Personnel	x		On demand
Using LifeCourse Reference Tool Training	Personnel	x	x	Combination
Integrated Supports Star	Personnel	x	x	On demand
Exploring Life Domains	Personnel	x	x	in-person
Exploring Life Stages	Personnel	x	x	in-person
EXTERNAL RESOURCE TRAINING (minimum 5 hours/annually)				
**These are sent out at least monthly and through the following accredited community resource organizations:				
IN*SOURCE	Personnel		x	Combination
Family Voices	Personnel		x	Combination
NCAPPS	Personnel		x	Combination
Hands in Autism	Personnel		x	Combination
Arc of Indiana	Personnel		x	Combination
FUSE	Personnel		x	Combination
Autism Community Connection	Personnel		x	Combination
MANUALS				
DDRS Waiver Manual	Personnel	x	x	On demand
Inspire Employee Handbook	Personnel	x	x	On demand
Inspire Consumer/Family Handbook	Personnel	x	x	On demand

b. All Inspire Case Management employees and Case Managers are trained and supported with a “team approach” attitude and that is also reflected internally as well. Our Case Managers are encouraged to reach out to anyone on the management team for any reason and when simply asked for additional support, any member of the management team (no matter who your direct support is), will jump in and assist where needed. Whether this be to just help the Case Manager explore additional resources, to attending the individual’s next team meeting, etc. Case Managers are trained and observed for effective team meeting dynamics and a focus on shared outcomes amongst the support team. This is achieved through the following:

- Being “Person-Centered” – ensuring the Individual is present for all team meetings.
- Assisting the Individual with identifying their “good life”.
- Ensuring the team recognizes the strengths and assets of the individual and their family (if one exists).
- Foster skill building
- Set Agenda and emphasize the importance of pre-meeting prep
- Ensure that the Individual’s desires, cultural beliefs, and values are recognized, respected, and embraced by all team members.

- Utilizing LifeCourse tools that encourage high expectations and having life experiences to move the trajectory in the desired direction.
 - Assisting Individuals and their family's plan for the present and future life outcomes that consider all facets of life and have opportunities for life experiences that build self-determination, social capital, economic sufficiency and community inclusion.
- c.** Inspire Case Management will ensure and continue to provide resources and education for all employees to stay current in the field of Case Management. Leadership will assist with tools and training access for a total of 20 hours per year through:
- The staff website.
 - On-line training.
 - Onsite training (through guest speakers, sponsoring educational events, in-service programs, collaborative resources, or education efforts with other area organizations.
 - State provided and required trainings yearly (a total of 20 hours). IU Training portal provided by BDDS.
 - Monthly Team Collaboration and Brainstorming sessions.
 - CMCO bi-weekly webinar touchpoints and collaboration of documentation standards and COVID updates.
 - Shadowing and Cross training with seasoned Case Managers when needed.
 - Examples of further resources are available on evidence-based practices, clinical practice guidelines, accepted practices and peer-reviewed publications. Inspire has an ongoing working relationship with providers inside and outside of waiver services. It is our mission to continue this partnership to be able to support each individual's needs in a person-centered approach.
 - Family Voices <http://www.fvindiana.org/training/>
 - About Special Kids <https://www.aboutspecialkids.org/training/ask-webinars/>
 - American Association on Intellectual and Developmental Disabilities https://aaidd.org/publications/newsletters/fyi_subscribe
 - IN*Source <http://insource.org/training/>
 - ARC of Indiana: <https://www.arcind.org/events/>
 - Life Course Tools: www.lifecoursetools.com
 - Score trainings: indyscore@gmail.com
- d.** Inspire Case Management requires a minimum of 5 hours of external training specifically geared towards nonwaiver resources available in the Case Manager's geographical area. Inspire will share resources through monthly newsletters, social media, Website, and email systems provided. Case Managers are encouraged to ask questions and share resources with the entire team to assist and improve the supports for the individuals served.

- i.* Inspire will have ongoing trainings for all employees in the proper use of LifeCourse. These trainings and tools will be accessible to all staff through a variety of methods (in-person, on-demand, web-based). Case Managers will also be encouraged to join workshops that are provided by BDDS. These trainings with all Case Managers of Inspire will focus on assuring they have a good understanding of LifeCourse Framework by utilizing a core set of practical tools to use for planning, problem-solving, or just thinking about what the individual wants and do not want now or in the future. Internal training on LifeCourse tools, implementation of the PCISP and access to Resources. These trainings with all Case Managers of Inspire will focus on assuring they have a good understanding of:

 - Adapting person-centered practices,
 - Ensuring adequate health and safety,
 - Ensuring compliance with waiver requirements,
 - Ensuring adequate and well-trained employees
 - Verifying quality of life satisfaction of individuals served
 - Introduction to the PCISP (training video)
 - Full BDDS PCISP Guide training (in-person)
 - PCISP Rubric training
 - Addressing Risks in the PCISP
 - Introduction to LifeCourse
 - Using LifeCourse Reference Tools Training
 - Integrated Supports Star training
 - Exploring Life Domains training
 - Exploring Life Stages
- e.* Inspire Management team reviews Policies and Procedures on both a monthly and quarterly basis. Any new information, guidance, policy updates, etc. are reviewed by the Inspire Management team monthly to determine what guidance needs to be released to all employees. It is up to the management team to determine what internal policies changes are needed (if any) and what required training needs should be implemented as a result. All updated resource materials are updated and maintained and made available to all Inspire employees through a variety of methods (staff webpage, BDDS Portal and employee's email). All policies required will be reviewed with all staff on initial employment and annually with the entire organization. Inspire is CARF accredited to ensure compliance to ensure the best standards are addressed and reviewed for individual and employee policies. These policies will continue to support and train on the company's values and mission.
- f.* Data is collected and information is developed relative to Inspire's training standards in order to analyze from all of these sources to provide decision-making information that will be used to identify specific training needs Inspire

wishes to address. Inspire’s training program is designed to deliver services/supports that result in the achievement of outcomes for the individuals served. Inspire Case Management has established its own framework for performance measurement and management, including the identification of objectives, performance indicators and performance targets related to its training operations. Analyzing each performance indicator in relation to the training need, including consideration of extenuating or influencing factors that may impact performance, provides Inspire with information on areas meeting or exceeding goals and areas in need of improvement. An action plan for improvement can then be developed in accordance with Inspire’s priorities, resources and other training considerations.

Section 5.5 – Satisfaction Surveys

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

- a. Inspire Case Management utilizes a variety of methods to obtain feedback from it’s Case Managers, from the individuals’ served and from all stakeholders.
 - All Inspire employees are encouraged to complete an Annual Satisfaction Survey. This is typically made available via a web-based survey system.
 - All Individuals/Persons Served by Inspire Case Management are also encouraged to complete Annual Satisfaction Survey’s.
 - Understanding that the needs and supports for our Individuals can vary widely, Inspire offers Individuals’ various methods for providing this feedback.
 - Each Individual and/or guardian is emailed a link to complete an online survey. This is done annually.
 - Any Individual Served, family member or other Stakeholder has access to Inspire’s website which also has availability to complete a Satisfaction Survey or simply leave a comment. All comments submitted through the website are reviewed by a member of the management team within 24 hours.
 - Upon request, these Satisfaction Surveys can also be sent via postal mail with return envelope/stamp provided by Inspire to ensure easy submission for the individual.
- i. Inspire also uses the following methods to share this information with Individuals Served:
 - Our Website, inspirecm.com
 - Brochures/Folder Packets

- Individual and Family Handbook provided initially to families when they begin services with Inspire.
- Transition and Vendor Fairs throughout the State and counties served.
- Our Monthly Newsletter (**See “5.5 Appendix J-June Newsletter”**)
- Social Media platforms

ii. Topics covered by the survey include:

- Satisfaction
- Access to Case Manager and Management
- Access to Resources/tools
- Training needs
- Communication
- Individual Choice and Rights
- Reason for seeking services
- Achievement of Outcomes

iii. Feedback collected from Surveys are used to better understand the needs and goals of Persons being served by Inspire. This includes but is not limited to the following; the reasons they are seeking services, goals they want to achieve, activities in which they want to engage and roles and participation in their communities of choice.

Inspire strives to design and deliver services/supports that result in the achievement of outcomes and helping individuals served live their best lives. The feedback provided through our Annual satisfaction surveys are used to address the following needs:

- Measures the satisfaction of individuals served
- Timelines of services/supports
- Increased use and identification of community resources
- Participation by the individual in the community
- Increased independent living skills
- Ability for the individual to make informed choices
- Obtain employment
- Identifies any critical issues/training needs

Section 5.6 – Complaint Process

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

- a.** Inspire Case Management has a 24 hour response protocol. Inspire also has on-call management staff available 24/7 for Case Management Emergencies. Inspire also offers an open feedback channels through both their website and social media platforms. This information is provided to each individual starting services with Inspire, provided to them in their Intake Packet.
- b.** All employees have their supervisor and emergency contact information provided on their voice mail in the case of an emergency or feedback on their services. Inspire's website also has a "feedback and survey" tab and a "contact us" tab listed for additional feedback available at all times that is sent directly to management's email.

Provider Complaint Procedure

NON-DISCRIMINATION / GRIEVANCE AND APPEAL PROCESS

NON-DISCRIMINATION

It is the policy of Inspire Case Management to provide services to all individuals regardless of age, race, color, national origin, religion, ancestry, marital status, physical or mental impairment, or military discharge status, or any other discriminating factor.

GRIEVANCE AND APPEAL PROCESS

It is the policy of Inspire Case Management to ensure eligible individuals may utilize either the Complaint Procedure or the Due Process to resolve issues or problems with services from Inspire Case Management. Initially and at least annually, Inspire Case Management will inform individuals and guardians in writing and in their preferred method of communication of the complaint procedure.

COMPLAINT RESOLUTION POLICY

Inspire takes conflict and complaints from individuals, family members, Case Managers and stakeholders very seriously. Inspire's process ensures the protections of the rights of individuals currently receiving services or if there is a disagreement with the admission process. Inspire Case Management will assist individuals with the administrative resolution of complaints or any other applicable appeal procedures and processes. Inspire will investigate internally any concerns and complaints and address these if found substantial. Action will be taken with all staff on client specific issues by additional training, corrective action plans through verbal and written reports and possible termination.

i. TIMELINES FOR RESOLVING INDIVIDUAL COMPLAINTS

- Immediately upon receiving a complaint, Inspire's Quality Compliance Officer (QCO) determines if any immediate action needs taken. Example (temporary staff suspension, contact with APS/DCS, policy, BDDS/BQIS).
- The CEO/QCO has 5 calendar days to investigate.
- A written report is discussed with the complainant within 10 calendar days to include next step.
- The complainant has 10 calendar days to request a review.
- The CEO/QCO or designated representative meets with the complainant within 5 days of the review. A written report is then sent to the complainant.

- An appeal to the CEO/QCO must be made within 10 days of the report.
- A meeting will be held no earlier than 10 days and no later than 15 days. The participants for the meeting will be: the Individual, Advocate, Case Manager, and CEO/QCO.
- Within 5 days of the meeting, a written report of the meeting and final decision is issued based on the finding and request of the complainant.
- Action will be taken with all staff on client specific issues by additional training, corrective action plans through verbal and written reports and possible termination.
- If a complaint results in a request by an individual to change Case Managers or CMCOs, Inspire will always offer choice to the individual. Inspire Case Management never “assigns” cases and believes when an Individual is paired with a Case Manager, that this is a mutually agreed upon arrangement. Inspire believes in offering choice of Case Manager to all individuals served. It is important for individuals served and their families, to feel comfortable, supported and that their Case Manager is there to listen to their wants, needs and struggles.
 - As with any CMCO transition of Individual’s files, Inspire implements the following policy: Within 24 hours of receiving a current CMCO pick list change request, Inspire Case Management (CMCO Site Coordinator) notifies (typically via email) the new CMCO designated representative that the individual has selected their agency.
 - CMCO Site Coordinator ensures that a new CMCO picklist and Freedom of Choice forms are signed, uploaded and copies provided to necessary team members. A complete file audit will also be completed to ensure no late and/or outstanding follow up is needed prior to this transition occurring. This includes but is not limited to the following; the Service Plan and PCISP updated to include the new case management company, a case note summarizing the transition to the new CMCO and closing out any open BDDS Incident Reports or coordinating follow up with the new CMCO as needed.
 - Once all follow up items are completed, Inspire schedules a transition meeting with individual, their team, and new CMCO. This meeting can be in person or via telephone, taking into consideration what is most appropriate for the waiver participant. Inspire Case Management takes Individual’s choice of providers very seriously. This complete transition process for a new CMCO typically occurs within 72 hours, but no later than 7 days (unless the individual has requested additional time/specific date for this to occur).

ii. PROCESS FOR IDENTIFYING AND ADDRESSING SYSTEMIC ISSUES

- During Quarterly Management Reviews, all complaints for the agency are reviewed to not only discuss individual complaints but also to identify and discuss any identified systemic issues or needed changes company wide.
- Review and revising any needed internal policies and distribute to appropriate staff.

- Education and retraining provided to appropriate staff on key health and safety issues impacting individuals with intellectual disabilities.
- Revising the information required to report an incident, and collaborating with provider groups to obtain better training for direct care staff.
- In collaboration with the Office of Medicaid Policy and Planning (OMPP), Inspire Case Management will share the data reviewed and remediation actions taken with BDDS/BQIS in the annual and requested reports and in periodic evidence-based reports.

DUE PROCESS

- Inspire Case Management will notify in writing of any denial, reduction, or termination of service(s) 15 days before any service action occurs (the effective date of action).
- Inspire Case Management must provide documentation to the individual the reason(s) for the action and provide information on how to request an appeal process.

460 IAC 6-8-3 Promoting the exercise of rights

Authority: IC 12-9-2-3; IC 12-11-1.1-9; IC 12-11-2.1-12

Affected: IC 12-11-1.1; IC 12-11-2.1

Sec. 3. To protect an individual's rights and enable an individual to exercise the individual's rights, a provider shall do the following:

- Provide an individual with humane care and protection from harm.
- Provide services that: Indiana Administrative Code Page 33 SUPPORTED LIVING SERVICES AND SUPPORTS (A) are meaningful and appropriate; and (B) comply with:
 - Standards of professional practice;
 - Guidelines established by accredited professional organizations if applicable;
 - Budgetary constraints; in a safe, secure, and supportive environment.
- Obtain written consent from an individual, or the individual's legal representative, if applicable, before releasing information from the individual's records unless the person requesting release of the records is authorized by law to receive the records without consent.
- Process and make decisions regarding complaints filed by an individual within two (2) weeks after the provider receives the complaint.
- Inform an individual, in writing and in the individual's usual mode of communication, of:
 - the individual's constitutional and statutory rights using a form approved by the BDDS; and
 - the complaint procedure established by the provider for processing complaints.

Section 5.7 – Mortality Reviews

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

a. It is the policy of Inspire Case Management Inc that the death of any waiver participant receiving services by Inspire undergo review for the purpose of identifying trends, developing recommendations, and affecting improvement in both provider specific and system wide service delivery.

- Upon discovery of death, the Case Manager shall immediately notify the individual's waiver team, including the Case Manager's Supervisor, Quality Compliance Officer and BDDS.
- Ensure a BDDS Incident Report is filed within 24 hours of knowledge of death.
- Notify Adult Protective Services or Child Protective Services within 24 hours of knowledge of death.
- Complete Inspire's Internal Investigation Review.
- Complete all requests from DDRS' representatives for specific data information in the format requested and within submission timeframes as indicated.
- Upon review of any mortality review committee findings:
 - Inspire shall implement the recommendations; and
 - Submit documentation confirming implementation of the recommendations; to BQIS within the time frames provided.

Inspire utilizes the following template for our internal investigations of:

- Allegations of Abuse, Neglect and Exploitation
- Significant Injuries of Unknown Origins, and
- Mortality Reviews

I. Victim(s)/Alleged Victim's Background Information

Victim(s)/Alleged victim's name(s):	1. 2. 3.
Victim(s)/Alleged victim's information: - Funding Source - Medical Diagnosis - Intellectual Level - Method of Communication (verbal, gestures)	

II. Background Information

DDRS incident number:		Provider at time incident occurred:	
Date/time event/alleged event occurred:		Staffing ratio at time of event/alleged event:	
Date/time incident report was filed:		Required staffing ratio for date/time of event/alleged event :	
Immediate safety measures put into place following event/alleged event:			

III. Name and title of all involved parties/ alleged involved parties: (Add additional lines as necessary)

All staff assigned to the victim/s or alleged victim/s at the time of the incident:	1. 2. 3.
All perpetrators/alleged perpetrators:	1. 2. 3.
All other people present at time of the event/alleged event: Include person's relationship to the victim/alleged victim: Family member Neighbor Other	1. 2. 3.

IV. Nature of the event/alleged event (e.g., abuse, neglect, etc.):

What happened/is alleged to have happened: If applicable, include type of injury and location of injury on body.	
Where it happened/is alleged to have happened. As appropriate indicate: Family home or group home Home's address Room (bathroom, kitchen, bedroom, etc) Community (specific place) Day program (name, address)	

V. Evidence:

- A. Interviews/Witness Statements.** List all of the people interviewed as part of this incident investigation. Whenever possible obtain signed and dated statements from all parties including but not limited to the following. Include signed statements as attachments to this report.

	Names/Titles/Contact Information	Interview Date/Time How interview took place: Face-to-face, on the phone	Written Statement Obtained. Yes/No	Interviews: - Support event as described/allegations. - Do not support event as described/allegations. - Partially support event as described/allegations. Indicate where discrepancy occurs when interview either does not support events as described/allegations or partially support events as described/allegations.
Person who identified event/allegation that generated the IR:				
Actual and potential witnesses to the event/alleged event:	1.			
	2.			
	3.			
Consumer(s) present at time of	1.			

incident:	2.			
	3.			
Staff present at time of incident:	1.			
	2.			
	3.			
Others present at time of incident: Family members Neighbors Others	1.			
	2.			
	3.			

- B. Documentation reviewed.** List all documents reviewed as part of this incident investigation and include copies as attachments to this report. Potential documents include but are not limited to the following:

	Dates of notes/records reviewed. Also, when applicable include any identifying information of documents reviewed.	Statement as to how document/record/photograph reviewed: - Supports event as described/allegation. - Does not support event as described/allegation. - Partially supports event as described/allegation. Indicate where discrepancy occurs when document/record reviewed either does not support events as described/allegations, or partially supports events as described/allegations.
Staff daily notes.		
Medication administration records.		
Emergency room or hospital reports		
Behavior tracking sheets		

Other Police reports Billing statements/receipts Guardian letters		
Pictures or any other evidence May include pictures of: Injury Physical condition of environment		

VI. Findings. Based on all of the information reviewed for this incident investigation, I have determined that incident number _____ is:

☐ Substantiated, the findings support the event as described/allegation,
☐ Not substantiated, the findings do not support the event as described/allegations, or
☐ Partially substantiated, the findings support part of how the event/allegation was described but not entirely.

Include a brief summary that includes a determination if rights have been violated, if services were not provided or not provided appropriately, if agency policies/procedures were not followed; and/or if any Federal or State regulations were not followed. If there is a discrepancy between the event as described/allegation and the final decision of this investigation explain why.

VII. Completion. Signature of investigator indicates completion of investigation.

Name and Title of Person Completing Investigation:	
Date incident investigation was completed:	
Investigator's signature:	

The following section should be completed by a manager, administrator, or other position with the authority to make management and personnel decisions. This section should not be completed by the investigator. Responsibility for monitoring implementation of corrective action can be delegated.

Resulting Corrective Action. Describe all corrective actions developed and implemented and/or to be implemented as a result of the investigation. Include person responsible for implementation of each corrective action item and completion dates.

Corrective Actions Resulting from Investigation	Person Responsible for Implementing Corrective Action	Implementation Date
1.		
2.		
3.		
4.		
5.		

Name and Title of Person Completing Corrective Action:	
Date corrective action was completed:	
Signature:	

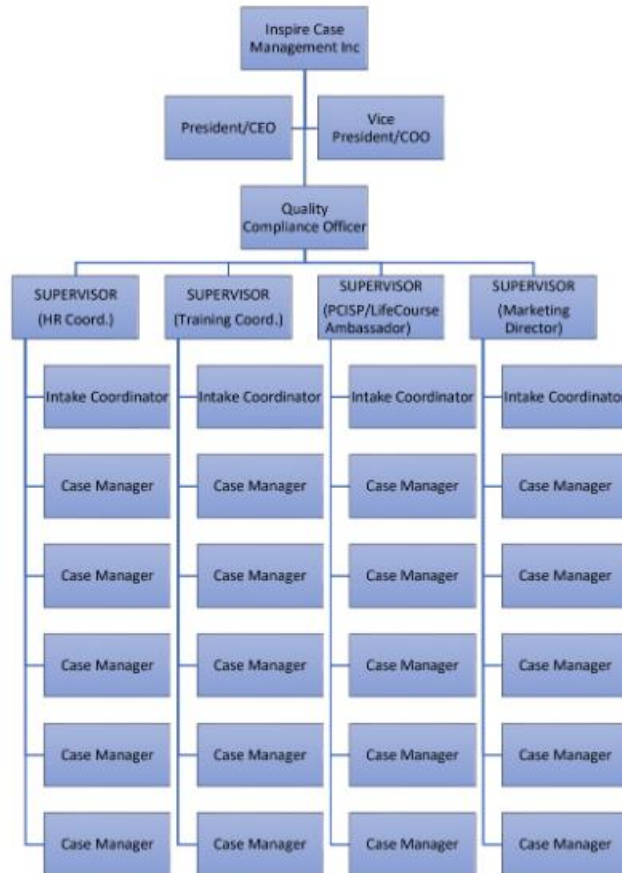
SECTION 6. – Contractor Administrative Duties

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

- Provide an overview of your organizational leadership. Include relevant qualifications and experience.*
- Describe your proposed supervisory staff.*
- Please describe how your supervisory staff is equipped to provide supervision and subject matter-specific guidance to Case Managers. Please include their relevant experience.*
- 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.*

ORGANIZATION CHART OF THE CORPORATION



- a.** Inspire Case Management is committed to the delivery of case management services in an environment characterized by strict conformance with the highest standards of accountability. Inspire encourages and promotes feedback from all staff and provides a platform for Case Managers to have access to any member of the management team and not just their direct supervisor. Shared responsibility amongst the entire management team is absolutely necessary for the ongoing improvement of systemic culture of quality. Inspire Case Management will provide a work environment that is collegial, respectful, and productive. Rules for the conduct of personal relationships between employees, including supervisory personnel, in an attempt to prevent conflicts and maintain a productive and a friendly work environment. Inspire will have a Quality Compliance Officer in place to ensure the company's everyday activities run smoothly. The Quality Compliance Officer sets parameters to judge how efficiently and effectively the organization is operating. The Quality Compliance Officer participates in the development and administration of policies and business operations. Duties include development of professional training conducive to learning, screen and hire quality monitors, monitoring of incident reports, BQIS audits, and maintenance of an annual audit

calendar designed to meet the objectives of Inspire Case Management. The Quality Compliance Officer acts as a channel of communication to receive and direct compliance issues to appropriate resources for investigation and resolution, and as a final internal resource with which concerned parties may communicate after other formal channels and resources have been exhausted.

- b.** Case Management Supervisors are also an integral part of the organization to provide direct supervision and support for our Case Managers. Supervisors will be responsible for assessment, planning, coordination, implementation, and evaluation of the Case Managers they directly supervise. The ideal candidate will be a competent individual who will be able to guide and train employees. He/She will be well-versed in processes under the role's responsibility and will be results-driven and focused.
- c.** All of Inspire Case Managements current supervisory staff each have over 10 years of experience in the waiver field and experience in a manager role. Additionally, all Inspire Case Management employees including supervisory staff, are trained and supported with a "team approach" attitude and that is also reflected internally as well. Our Case Managers are encouraged to reach out to anyone on the management team for any reason and when simply asked for additional support, any member of the management team (no matter who your direct support is), will jump in and assist where needed. Whether this be to just help the Case Manager explore additional resources, to attending the individual's next team meeting, etc.

Additional relevant past experience of our Supervisory staff consists of;

- Licensed Special Education teacher
- Compliance Officer
- Strategic Planning Director for statewide CMCO
- Previous Case Management Supervisors
- Previous Fulltime Case Managers
- Direct Support Professionals
- Wellness and Discovery Manager for individuals with intellectual disabilities
- Teacher Assistant for Special needs classroom
- Mentor for individuals with Intellectual Disabilities
- Behavior Consultant
- Program Director for waiver provider
- Best Buddies
- Service Coordinator for waiver provider

- d.** All Inspire supervisory staff are currently W-2 employees and are employed fulltime.

Please see the following attachments for resumes of proposed management candidates.

- **6.1.d Appendix F – Cunningham Resume**
- **6.1.d Appendix G – Judson Resume**
- **6.1.d Appendix H – Robinson Resume**
- **6.1.d Appendix I – Trimble Resume**

Section 6.2 – Reporting

- a. Describe how you will meet the reporting requirements outlined in Section 6.2 of the SOW.*
- b. 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.*
- c. 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.*
- d. Describe your process for ad hoc report requests.*
- e. Provide any relevant example reports.*

- a.** Quality Compliance Officer will be responsible for submitting all Quarterly, semi-annual, and annual status update reports to BDDS/BQIS upon request. The reports shall be written and/or oral, unless the State, upon receipt of the oral report, should deem it necessary to have it in written form. Quality Compliance Officer is responsible for responding to all requests for information from the State by providing the appropriate information within the requested timeframe(s) or no later than 30 calendar days.

All reports shall serve the purpose of assuring the State that work is progressing in line with the schedule, and that completion can be reasonably assured on the scheduled date. Inspire Case Management Inc shall make such reports available at all reasonable times for inspection by the State and to assure compliance with all applicable statutes and regulations. Such reports and records shall include, without being limited to, the following:

- medical records as specified by Section 1902(a)(27) of Title XIX of the Social Security Act and any amendments thereto;
- records of all treatments, drugs, services and/or supplies for which vendor payments have been made, or are to be made under the Title XIX Program, including the

authority for and the date of administration of such treatment, drug, services and/or supplies;

- any records determined by FSSA and its fiscal agent, DDRS, BDDS, and BQIS to be necessary to fully disclose and document the extent of services provided to Individuals receiving assistance under the provisions of the Indiana Medicaid program;
- documentation in each Individual's record that will enable the FSSA and its fiscal agent, DDRS, BDDS, and BQIS to verify that each charge is due and proper;
- financial records maintained in the standard, specified form; and
- all other records as may be found necessary by the FSSA and its fiscal agent, DDRS, BDDS, and BQIS in determining compliance with any Federal or State law, rule, or regulation promulgated by the United States Department of Health and Human Services or by the FSSA.

- b.** Inspire Case Management Inc shall maintain all books, documents, papers, accounting records, and other evidence pertaining to all services rendered. Inspire Case Management Inc shall create, receive, maintain, and/or transmit Protected Health Information ("PHI") and other Personally Identifiable Information on the State's behalf pursuant to and consistent with the Services performed by Inspire.
- c.** Inspire Case Managers are required to comply with all administrative requirements, including case documentation and reporting, as outlined in the 1915(c) Waiver Service Definition and any applicable FSSA/DDRIS/BDDS/BQIS service standards, guidelines, policies and/or manuals, including written agreements and the FSSA/DDRIS HCBS Waivers Provider Reference Module on the IHCP Provider Reference Materials webpage.
- Inspire Case Management Supervisors are responsible for reviewing and verifying the timely and accurate completion of required Case Manager duties and responsibilities.
 - Inspire Case Management Supervisors complete Monthly Quality Audits which involves a detailed audit of at least "2" random selections of individuals on the Case Manager's caseload. This audit report is then reviewed in person with the Case Manager. Any Corrective Action or retraining needs are addressed and implemented immediately with the Case Manager. (should we provide a sample QA audit here?)
 - Ongoing review of these Monthly Quality Audit Reports are reviewed with Inspire's Quality Compliance Officer in order to identify trends and/or unique situations requiring additional follow up needs.

- All summaries and key findings from these monthly reviews shall be incorporated in the quarterly status reports provided to the State for the purpose of assuring that work is progressing in line with the schedule, and that completion can be reasonably assured on the schedule dates.
- d.** Quality Compliance Officer will also be responsible for any one-time reporting or new, ongoing reporting, at the request of the State that may be necessary to address any concerning service delivery trends or quality assurance issues.
- Upon request of such ad hoc request(s), Quality Compliance Officer reviews the request within 24 hours.
 - When required, review of request is completed with the Inspire Management team. A plan is discussed, developed and review of requirements/timelines confirmed.
 - Implementation goes out to all Inspire Case Managers/staff within 48 hours/72 hours (depending on the urgency of the request).
 - Inspire Supervisors monitor progress and report up to the Quality Compliance Officer once confirmed completed.
 - Quality Compliance Officer will submit any and all ad hoc report requests within requested timeframe(s) provided by the State.
- e.** Relevant Example Reports include, without being limited to, the following:
- Data collected;
 - Financial information
 - Accessibility information
 - Resource allocation
 - Surveys
 - Risk Management
 - Governance reports
 - Human resource activities
 - Technology
 - Health and safety reports
 - Strategic planning information.
 - Field trends, including research findings
 - Service Delivery
 - Address:
 - The needs of persons served
 - The needs of other stakeholders
 - The business needs of the organization
 - Allow for cooperative analysis
 - Are used to set:
 - Written Business Function:

- Objectives
- Performance indicators
- Performance targets
- Written Service Delivery:
 - Objectives
 - Performance indicators
 - Performance targets

Section 6.3 – Meeting Requirements

- a. 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.*

- a.** Inspire has always been present for BDDS directed and scheduled meetings. It is our goal to continue to have at least 2 Inspire representatives at any and all state staff requested meetings.

We have and will remain flexible to either in person or virtual meetings and trainings as requested by state staff. Inspire has always felt comfortable reaching out to State staff when help and/or clarification is needed. Inspire has had at least two representatives attend all PCISP and waiver redesign meeting and trainings.

Section 6.4 – Corrective Action & Sanctions

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

- a.** In the event that Corrective Action is needed, the Case Manager and the designated CMCO administrator are notified via the state's secure email. This email contains the following information regarding the CAP:

- Responsible party
- The corrective action
- Steps to resolve
- Due dates

Inspire's Policy for addressing CAPs:

- Within 24 hours of receiving a CAP, all necessary team members must be forwarded a copy. This includes but is not limited to the following; Case Manager, Case Management Supervisor and Quality Compliance Officer.
- Within 48 hours, a meeting is held to discuss CAP and requested action items. A plan is developed, and level of support needed to complete CAP is identified.
- The Case Manager is responsible for the action items needing completed.
- The Case Management Supervisor provides the needed management support to assist the Case Manager with completing the requested CAP and documenting all steps appropriately.
- The Quality Compliance Officer monitors timelines and quality of services being delivered during the CAP process. The Quality Compliance Officer provides that additional layer of management to ensure the timely submissions of all CAP due dates.

Upon full implementation of the CAP, BQIS notifies the Case Manager and designated CMCO administrator, via secure email, of compliance and case closure.

Section 6.5 – Ethical Service Delivery & Billing

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

- Case Management services means services that enable an individual to receive a full range of appropriate services coordinated, efficient, and effective manner. It is the responsibility of the Case Manager to monitor and document the quality, timeliness and appropriateness of the care, services and products delivered to an individual. The case manager is required to enter a case note for each encounter (at least one per month) with the individual indicating the progress and implementation of the service plan. The case manager also maintains regular contact with the individual, family/guardian, and the providers of services through home and community visits or by phone to coordinate care, monitor progress, and address any immediate needs. During each of these contacts, the case manager assesses the service plan implementation and monitors the individual's needs.

Inspire Code of Ethics Policy

It is the policy of Inspire Case Management that all Case Managers shall abide by, at a minimum, this Code of Ethics when serving individuals with developmental disabilities.

Inspire Case Managers shall abide by the following code of ethics:

- Provide professional services with objectivity and with respect for the unique needs

and values of the individual being provided services.

- Avoid discrimination on the basis of factors that are irrelevant to the provision of services.
- Provide sufficient objective information to enable an Individual, or the Individual's Legal representative, to make informed decisions.
- Require all owners, directors, officers, employees, contractors, subcontractors or agents to:
 - Accurately present professional qualifications;
 - Assume responsibility and accountability for personal competence in the practice of the person's profession and in the provision of supported living services;
 - Maintain the professional's licensure or accreditation;
 - Adhere to acceptable standards for the owner, director, officer, employee, contractor, subcontractor or agent's area of professional practice;
 - Comply with all laws and regulations governing a licensed or accredited person's profession;
 - Maintain the confidentiality of Individual information consistent with the standards of this article and all other state and federal laws and regulations governing confidentiality of Individual information;
 - Conduct all practice with honesty, integrity, and fairness; and
 - Fulfill professional commitments in good faith;
 - Inform the public and colleagues of services by use of factual information.
 - Not advertise or market services in a misleading manner. Inspire will not advertise or market services to consumers or potential staff in a misleading manner. Inspire provides consumers information on choosing a case manager without influence and provides education on the choice process.
 - Inspire will not directly or indirectly solicit potential staff by providing false business practice information. Inspire conducts all practice with honesty, integrity, and fairness by fulfilling professional commitments in good faith; and informing the public and colleagues of services by use of factual information.
 - All Case Managers choosing to change CMCO employers are required to provide current CMCO a resignation letter which includes a minimum of two (2) weeks notice and the new CMCO name. Exiting Case Managers would continue providing services during notice period and ensure compliance in all service areas. Inspire Management Staff will notify all affected consumers of change and offer choice. Exiting Case Manager will not notify consumers of change to avoid undue influence. Failure to follow process will result in Ethical Violation report to DDRS/BDDS Bureau of Quality Services.

- Not engage in uninvited solicitation of potential Individuals, who are vulnerable to undue influence, manipulation, or coercion.
- Make reasonable efforts to avoid bias in any kind of professional evaluation.
- Not allow for nepotism during the conducting, directing, reviewing or other managerial activity of an investigation into an allegation of Abuse or Neglect, by prohibiting friends and relatives of an alleged perpetrator from engaging in these managerial activities.
- Not subject its directors, officers, employees, contractors, subcontractors or agents to negative consequences as outlined in IC 22-5-3-3 following the director, officer employee, contractor, subcontractor or agent reporting:
- or other managerial activity of an investigation into an allegation of Abuse or Neglect, by prohibiting friends and relatives of an alleged perpetrator from engaging in these managerial activities.
 - The alleged abuse or neglect of an Individual;
 - Violation of Provider's policies and procedures;
 - Violation of Division of Disability and Rehabilitative Services (DDRS) policies and procedures; and
 - Violation of state and federal laws.
- Notify the appropriate party of any unprofessional conduct that may jeopardize an individual's safety or influence the individual or individual's representative in any decision-making process, which may include:
 - the Division of Disability and Rehabilitative Services;
 - the Indiana State Department of Health;
 - a licensing authority;
 - an accrediting agency;
 - an employer; and
 - the office of the Indiana Attorney General, Consumer Protection Division;
 - the individual's guardian.
- State that situations involving conflicts of interest by an owner, director, agent, employee, contractor, subcontractor or officer performing any management, administrative or direct service to an individual shall be avoided. DDRS Policy: Provider Conflict of Interest, eff. 2-28-11
- Require disclosure of possible conflicts of interest by all of the provider's owners, directors, officers, employees, contractors, subcontractors or agents. DDRS Policy: Provider Conflict of Interest, eff. 2-28-11

DEFINITIONS

"Abuse" means:

- Intentional or willful infliction of physical injury.
- Unnecessary physical or chemical restraints or isolation.
- Punishment with resulting physical harm or pain.
- Sexual molestation, rape, sexual misconduct, sexual coercion, and sexual exploitation.

- Verbal or demonstrative harm caused by oral or written language, or gestures with disparaging or derogatory implications.
- Psychological, mental, or emotional harm caused by unreasonable confinement, intimidation, humiliation, harassment, threats of punishment, or deprivation.

“BDDS” means bureau of developmental disabilities services as created under IC 12-11-1.1-1.

“DDRS” means the division of disability and rehabilitative services as established by IC 12-9-1-1. “Individual” means an individual with a developmental disability who has been determined eligible for services by a service coordinator pursuant to IC 12-11-2.1-1. If the term is used in the context indicating that the individual is to receive information, the term also includes the individual’s legal representative.

“Legal representative” has the meaning set forth in IC 12-10-13-3.3.

Corporate Compliance Notice

Inspire Case Management is committed to the delivery of case management services in an environment characterized by strict conformance with the highest standards of accountability. Inspire strives to provide services with quality by being committed to the prevention and detection of fraud, waste, abuse, fiscal mismanagement, and other wrongdoing.

In order to reach the goal, Inspire Case Management emphasizes:

- The prevention of wrongdoing- whether intentional or unintentional through training, accountability, and ethical service-oriented leadership.
- Immediate reporting and investigation of questionable activities and practices without consequences to the reporting party.
- Appropriate and timely correction of any situation which could potentially put its consumers, Inspire its leadership, or employees at risk. Any person wishing to submit a report of any suspected case of waste, fraud, abuse, or other wrongdoing can do so confidentially and without fear or retaliation. Reports can be submitted in person or by mail, telephone, fax, or email to Inspire Case Manager’s Compliance Officer: Kara Judson

Ethical Codes of Conduct Policy on Waste, Fraud, Abuse, and Other Wrongdoing:

Inspire Case Management includes an Ethical Code of Conduct within the Employee Handbook. The document clearly defines repercussions of any violation of ethical code. Inspire Case Management is committed to being in accordance with the accepted principles of right and wrong that govern the conduct of case management. The DDRS Policy is strictly adhered to and is included in the Inspire Employee Handbook.

The Inspire Case Management Compliance clearly addresses the following areas:

- The prevention of wrongdoing- whether intentional or unintentional through training, accountability, and ethical service-oriented leadership.
- Immediate reporting and investigation of questionable activities and practices without consequences to the reporting party.
- Appropriate and timely correction of any situation which could potentially put its consumers, Inspire, its leadership, or employees at risk.

Inspire Case Management is dedicated to the delivery of services in an environment characterized by strict conformance with the highest standards of accountability for administration, service delivery, business, marketing, human resources, and financial management. The leadership of Inspire is fully committed to the need to prevent and detect fraud, fiscal mismanagement, and other wrongdoing. Inspire is committed to the establishment, implementation, and maintenance of a corporate compliance program to ensure ongoing monitoring and compliance with all legal and regulatory requirements. The program will emphasize:

All new staff receive training on these ethics policies during New Staff Orientation and annually thereafter.

ETHICS/GIFTS: Inspire Case Managers will be held to the highest level of professional, ethical behavior. As such, they are prohibited from giving or accepting any money or gifts valued over \$5.00 from individuals or their relatives, or from firms with which Inspire Case Management has actual or potential relationships. Individuals and family members are requested to refrain from placing case managers in this position. Furthermore, the individual will not be forced to participate in any work or chores which benefit others without pay, unless there is a certificate from the United States Department of Labor authorizing the employment of workers with disabilities at special minimum wage rates, or the services are being performed by an individual in their own residence as a normal and customary part of housekeeping and maintenance, or the person desires to perform volunteer work in the community.

Personal fundraising

Inspire Case Management will not condone employees selling or soliciting to consumers served. Inspire is not involved or receives any of its funding through fundraising practices.

Personal property

Inspire Case Management's management team will review any and all employee's property that may be damaged. If damages occur than an incident report will be filled out and kept in the employees document library. Employees who are involved in a personal incident while on the job, (such as a car accident, a fall while at a consumer's home, an altercation with a consumer served which causes harm or damage to Case Manager or their personal property) should file an internal Incident Report and submit to their Quality Compliance Officer, Kara Judson within 24 hours. The Inspire

management team will review each incident and make necessary suggestions/recommendations for follow up within 72 hours of receiving the initial report from personnel. These suggestions/recommendations may or may not include the following: additional staff training, Internal policy changes and/or reimbursement for personal property.

Boundaries:

Inspire Case Managers will set the expectation that all staff will maintain healthy and appropriate boundaries with the consumers they serve. Case Managers will not service individuals that they are related to. Any unethical behavior on behalf of staff should immediately be reported to management and a complaint report will be reviewed and filed. Extra follow up training may be a result in any boundary incidents reported and or termination.

Personal Relationships with Leadership

Inspire Case Management strives to provide a work environment that is collegial, respectful, and productive. This policy establishes rules for the conduct of personal relationships between employees, including supervisory personnel, in an attempt to prevent conflicts and maintain a productive and friendly work environment. Personal Relationships (family members, significant other, etc.) will NOT be permitted to directly supervise one another. Inspire requires at least 2 levels of Leadership separating the Personal Relationship within the agency in order to attempt to prevent conflicts and maintain a productive and friendly work environment.

Legal documents

Inspire Case Managers should consult with their immediate supervisor before signing anything on behalf of a consumer served. This also includes but is not limited to signing as a Witness on any documents on behalf of the individual served.

Code of Ethics Regarding Conflict of Interest: All persons connected with Inspire Case Management shall:

- Refrain from using the organization's resources for personal gain. In other words, no person shall use employee time, mailing lists, equipment, money, or any other Inspire Case Management resource for private gain.
- Disclose any real or potential conflict of interest.
- Refrain from taking unilateral actions with the intent to bind the organization legally or ethically, where such actions should be taken by a group of people collectively. For example, individual board members do not have the right to enter into contracts on behalf of Inspire Case Management.
- Avoid personal relationships outside of providing billable services to clients to prevent a real or perceived conflict of interest.
- Make all decisions based on the best interests of the organization as a whole.

Section 6.6 – Transition of Case Managers

- a. Describe your commitment and ability to transition Case Managers at Contract start, if necessary.*
- b. 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.*
 - i. Describe how you will ensure all Individual cases are current.*
 - ii. 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*
 - i. Describe your approach to cases where there exists a strong relationship between Case Manager and the Individual.*

- a.** Inspire Case Management is committed to participating in all required transition activities as outlined by the State. Case Managers will be provided choice of employment if a plan is needed to transition Case Managers from Inspire. Inspire will prioritize continuous service delivery to individual's served in the event of such transition is needed. Inspire is committed to both Individual choice but also Case Manager choice.
- b.** As with any CMCO transition of Individual's files currently, Inspire implements the following policy and is committed to maintaining our ability to ensure smooth transitions of any outgoing activities and responsibilities. Within 24 hours of receiving a CMCO pick list change request, Inspire Case Management (CMCO Site Coordinator) notifies (typically via email) the new CMCO designated representative that the individual has selected their agency.
 - i.** CMCO Site Coordinator ensures that a new CMCO picklist and Freedom of Choice forms are signed, uploaded and copies provided to necessary team members. A complete file audit will also be completed to ensure no late and/or outstanding follow up is needed prior to this transition occurring. This includes but is not limited to the following; the Service Plan, PCISP, LOCSI, and a case note summarizing the transition to the new CMCO and closing out any open BDDS Incident Reports or coordinating follow up with the new CMCO as needed.
 - ii.** Once all follow up items are completed, Inspire schedules a transition meeting with individual, their team, and new CMCO. This meeting can be in person or via telephone, taking into consideration what is most appropriate for the waiver individual. Inspire Case Management takes Individual's choice of providers very seriously. This complete transition process for a new CMCO typically occurs within 72 hours, but no later than 7 days (unless

the individual has requested additional time/specific date for this to occur).

- i.* Inspire Case Management never “assigns” cases and believes when an Individual is paired with a Case Manager, that this is a mutually agreed upon arrangement. Inspire believes in offering both choice of Case Manager and also Case Manager choice to serve individuals. It is important for individuals served and their families, to feel comfortable, supported and that their Case Manager is there to listen to their wants, needs and struggles. Inspire recognizes that Case Managers often build bonds with the individuals they serve and their families.

Example 1: Inspire hired a previous Case Manager from another CMCO. Both CMCOs discussed this specific Case Manager and determined that all current individuals on her caseload would be offered choice to (1) follow this Case Manager (whom most individuals had been with this specific Case Manager for more than 10 years) to new CMCO or (2) stay with current CMCO and interview with a new Case Manager. This was a coordinated effort on both CMCOs part and the full transition of Case Manager and Individual’s served by this Case Manger went smoothly for everyone involved.

Example 2: Inspire had a Case Manager leave Inspire but did not return to Case Management and left the field completely. While notifying families of their Case Manager’s departure, Inspire Management team utilized this opportunity to speak with previous Case Manager’s individuals served and their families to determine if they would like a “similar style” Case Manager or if they had issues/complaints, identifying a Case Manager with a different style than previous Case Manager. All families were offered choice to interview multiple Case Manager’s with Inspire and/or provided a provider pick list for Case Management.

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

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

Inspire Case Management is committed to conform and adhere to the highest level of excellence for the training of Case Managers, ability to provide individuals with access to non-waiver services, and adherence to the PCISP Quality Guide and PCISP Rubric. Reports and data will be provided to the request of the state to confirm our dedication to quality Case Management.

Inspire Case Management Inc affirms our commitment to and understanding of the Non-Financial Incentive Structure stated in this section/Section 8.

