**RFS 24-77045 BUSINESS PROPOSAL**

**ATTACHMENT C**

**Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.**

***Business Proposal***

* + 1. **Respondent’s Organizational Structure** - Please include in this section the legal form of the Respondent’s organization, the state in which it is formed (accompanied by a certificate of authority), the types of ventures in which the organization is involved, and a chart of the organization. Please enter your response below and indicate if any attachments are included.

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| Oaklawn Psychiatric Center Inc (OPC), is a private, not for profit 501 (c)(3) organization that treats mental health and substance use needs, is headquartered in Goshen, Indiana and has a mission to, “join with individuals, families, and our community on the journey towards health and wholeness.” Oaklawn is the designated Community Mental Health Center for both Elkhart and St Joseph Counties and provides the nine core services in their 3 outpatient offices: Crisis Services; Screening, Assessment, and Diagnosis;  Person-Centered and Family-Centered Treatment Planning; Outpatient Mental Health and Substance Use Services; Primary Care Screening and Monitoring; Targeted Case Management Services;  Psychiatric Rehabilitation Services; Peer Supports and Family/Caregiver Supports; Community Care for Uniformed Service Members and Veterans. Oaklawn does not currently have any DCOs and does not anticipate adding any at this time.  In addition, Oaklawn operates a licensed, 16-bed psychiatric inpatient hospitalized facility and a licensed, residential youth facility with the capacity to provide long term care for up to 100 children and adolescents.  Oaklawn’s President and CEO is Laurie Nafziger, MSW and the Medical Director is Dr Daniel Kinsey, M.D. Corporate level decisions are made by the Board of Directors, that is comprised of 51% of individuals with lived experience and Oaklawn’s Psychiatric Senior Executive Council that is made up of the CEO, CFO, CCO, Vice President of Human Resources, Vice President of Intensive Services, and the Vice President of Medical Services. As stated in the attached OPC Bylaws, “the affairs of the corporation shall be managed by or under the direction of the Board of Directors.”  Please find a certificate of authority (“Business Registration”) and an organizational chart in the folder titled “Attachment C- Supporting Documents.” |

* + 1. **Respondent’s Diversity, Equity and Inclusion Information -** With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic composition of Respondents’ Executive Staff and Board Members, if applicable.

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| Oaklawn has elevated the Diversity, Equity, and Inclusion (DEI) approach and focus throughout the organization through the following initiatives:   * Created and hired a director level position for DEI. This individual reports directly to the CEO and is a member of Oaklawn’s Executive Council. * Convened a DEI Steering committee, comprised of diverse representation to be more culturally responsive to help address the unique needs and challenges of Oaklawn's diverse staff and client's population. This group is co-chaired Oaklawn’s CEO and the Director of DEI, demonstrating Oaklawn’s commitment to DEI initiatives from the top down through all levels of the organization. * Consulted with a DEI expert to help establish a best practice framework to initiate DEI engagement for Oaklawn. * Launched a DEI Climate Assessment created by the National Council, called the TI-ROC * Provided Cross-Cultural Communication training to all Oaklawn leaders to equip them to discuss DEI issues with their teams. * Consulted with DEI experts to provide DEI Marketing training to DEI Steering Committee. * Created Oaklawn’s first DEI specific policy. * Initiated organization-wide DEI emails to honor holidays, celebrations, diversity and provide DEI regular education opportunities to all employees. * Repeated TI-ROC Climate Assessment to measure DEI progress. * Contracted and worked with Dr. Sutherland, a recognized leader in DEI initiatives, to provide DEI focus groups to Oaklawn staff from the executive level to front line staff to better understand their perceptions around DEI. * Launched Diversity Dialogue Groups with Dr. Sutherland & Legacy Changers for all Oaklawn staff. * Launched DEI book reading clubs with Dr. Sutherland for all Oaklawn staff. * Provided DEI Clinical Supervision training with Dr. Sutherland for Oaklawn supervisors to help provide a model of DEI Cross-Cultural Responsiveness during supervision with staff. * Began BIPOC & LGBTQ+ leadership development opportunities by providing specific funding for BIPOC and LGBTQIA+ staff to develop their leadership skills. * Collaborated with DMHA, Indiana Council, and HMA to develop an Indiana Statewide CLAS assessment for all CCBHC's and CMHC's to participate in helping to establish a baseline of cultural competency. This initiative will help bring Oaklawn to phase 4 of the DEI 4 phase framework, DEI sustainability! * The Director of DEI, actively participates on and tracks outcomes related to Oaklawn’s Outpatient Assessment of Risk Team, a team focused on providing clinical support, supervision and resources to individuals in services who have known high-risk behaviors. The Director of DEI provides ongoing education, support, and research to ensure clinical teams are aware of racial and other biases when requesting OAR support for clients.   In the folder titled “Attachment C- Supporting Documents” please find an outline of “Oaklawn’s DEI Committee’s Purposes and Goals FY22” and “CO 160 DEI Policy”. In addition, please find a map of Oaklawn’s long term DEI plan (“Equity 4 Phase Process”) and a copy of the assessment used to gather information and monitor progress, “TI-ROC Equity Climate Assessment.”  Below please see a breakdown of the racial make up of Oaklawn’s Staff, Leaders and Board:   |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | | Category | Ethnicity of Employees | | Race of Employees | | | | | | |  | Hispanic | Not Hispanic | White | Black/African American | Native Hawaiian | Asian | Native American | Two or more races | | Board | 0 | 100% | 80% | 20% | 0 | 0 | 0 | 0 | | Executive Staff |  | 100% | 82% | 18% | 0 | 0 | 0 | 0 | | All Staff | 10.5% | 89.5% | 67.4% | 17.2% | .13% | 1.63% | .38% | 2.76% | |

* + 1. **Organization Financial Information** - This section must include documents to demonstrate the Respondent’s financial stability. Examples of acceptable documents include the Respondent’s most recent Single Audit (if applicable) or other audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFS. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFS.**

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| Please see the attached audits for fiscal years 2021, 2022, and 2023 that demonstrate Oaklawn’s financial stability. They are located in the folder titles “Attachment C-Supporting Documents.”  The attached audits are consolidated audits, which include the accounts of Oaklawn Psychiatric Center (OPC), Oaklawn Community Mental Health Center (OCMHC), Oaklawn Foundation for Mental Health, Inc (the Foundation), and five Housing and Urban Development (HUD) projects. As noted on page 7 of attachment FY 2021 Audit (located in the folder titled “Attachment C-Supporting Documents”, “OCMHC is an affiliated entity, as the officers and directors of OPC serve in the same capacity for OCMHC and all operations are conducted by OPC. However, OCMHC is a dormant organization and has no continuing business activities. The Foundation and HUD projects are included within OPC’s consolidated financial statements.” |

* + 1. **Integrity of Organizational Structure and Financial Reporting** - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

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| Joseph T. Barkman CPA, Chief Financial Officer has taken personal responsibility for the thoroughness and correctness of all financial information in this proposal.  The Board is responsible for overall governance and has two committees, the Finance Committee, and the Governance Committee, who provide oversight, expertise, and direction in their respective areas of focus. Financial integrity is upheld through internal practices where OPC management prepares and provides audit papers to a third-party consultant group (Blue and Co), who completes the audit and reports findings to the Finance Committee. This separation of roles, with oversight from the Finance Committee, assures separation of audit functions and the assures the integrity of the process.  The Governance Committee provides oversight of board integrity by managing the composition of the board, ensuring that all members understand their roles, and ensuring that there are established processes to review board performance. The Governance Committee ensures that the board is comprised of individuals with the expertise required and that it is representative of the needs of the community. The Governance board annually reviews board performance and interviews all potential board candidates, prior to making a recommendation to the board. The full board must review and approve any new members. |

* + 1. **Contract Terms/Clauses** - Please provide the requested information in RFS Section 2.3.5.

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| Oaklawn does not wish to add any terms or clauses to the provided contract. |

**2.3.6 Registration to do Business** – Per RFS 2.3.6,Respondents providing the services required by this RFS must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFS. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent’s responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

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| Oaklawn Psychiatric Center, Inc is registered with the Indiana Secretary of State to do business. |

**2.3.7 Authorizing Document -** Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of organization bylaws or an organizational resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

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| Laurie Nafziger, CEO is legally authorized to sign the Executive Summary and committee the organization contractually. As outlined in Article VII 7.1 in the Bylaws of Oaklawn Psychiatric Center, Inc in Oaklawn’s “Organizational Bylaws” (located in the folder titled “Attachment C- Supporting Documents)- “The Chief Executive Officer shall be given all necessary authority for, and shall be held responsible for, the administration for the Corporation in all its activities and throughout its organization….The CEO shall act as the ‘duly authorized representative’ of the Board of Directors in all matters which the Board has not designated another member for that purpose.” |

**2.3.8 General Information -** Each Respondent must enter your organization’s general information including contact information.

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| **Organizational Information** |  |
| Legal Name of Organization | Oaklawn Psychiatric Inc. |
| Contact Name | Laurie Nafziger |
| Contact Title | President and CEO |
| Contact E-mail Address | Laurie.nafziger@oaklawn.org |
| Company Mailing Address | 330 Lakeview Drive |
| Company City, State, Zip | Goshen Indiana, 46527 |
| Company Telephone Number | (574) 533-1234 |
| Company Fax Number | (574) 537-2673 |
| Company Website Address | www.oaklawn.org |
| Employer Identification Number (EIN) or Federal Tax Identification Number (FTIN) (please specify which) | 35-1070041 |
| Number of Employees (company) | 818 |
| Years of Experience | 61 |
| Year Indiana Office Established (if applicable) | N/A |
| Parent Company (if applicable) | Oaklawn Psychiatric Center, Inc |
| Revenues ($MM, previous year) | $59,269,673 |
| Revenues ($MM, 2 years prior) | $61,366,467 |
| % Of Revenue from Indiana | 100% |