



March 2025

Quarterly Financial Review

Division of Disability and Rehabilitative Services(DDRS)

Presented May 2, 2025



Quarterly Financial Review Outline

1. Division Overview
2. Division-Wide Financial Summary
3. By Program
 - a. Bureau of Child Development Services (BCDS)
 - b. Bureau of Rehabilitation Services (BRS)
 - c. Bureau of Disabilities Services (BDS)
 - d. DDRS Admin
4. Division-Wide Metrics
 - a. Contracts
 - b. Initiative Updates

DDRS Overview

DDRS is made up of three bureaus with over 500 full time employees that cover the span of services DDRS provides.

Bureau of Disabilities Services (BDS)

- Provides services for **children** and **adults** that enable them to live as **independently** as possible in their **communities**.
- Offers Home and Community Based **waiver services** to support individuals with disabilities.
- Assists individuals in receiving **community supports** using a person-centered approach to determine needed services.
- Offers **Supervised Group Living (SGL)** to individuals with intellectual and developmental disabilities who seek structured residential supports.

Bureau of Rehabilitation Services (BRS)

- Assists job seekers with disabilities to achieve **competitive, integrated employment**.
- Provides **entrepreneurial opportunities** for individuals who are legally blind.
- Provides **technical assistance regarding disability-related accommodations** including for deaf and hard of hearing individuals.
- Centers for Independent Living provide services to persons with disabilities **promoting independent living** and **full inclusion**.

Bureau of Child Development Services (BCDS)

- Oversees **First Steps** which is Indiana's early intervention program that supports **infants** and **toddlers** from birth to their third birthday who have **developmental delays** or **disabilities**.
- First Steps supports families and caregivers by helping their children **learn and grow** through their family's everyday activities.
- Children learn to **build relationships** with other children and adults, **develop independence**, play and grow.

DDRS Financial Summary

Program	Current Month Expenditures March 2025	YTD Expenditures July-March 2025	Forecasted Expenditures Remainder of Year	Total Forecasted Expenditures	Funding Available	Forecasted Fund Balance
DDRS Admin	\$ 90,360	\$ 1,167,978	\$ 389,326	\$ 1,557,304	\$ 1,777,436	\$ 217,633
Bureau of Child Development Services	6,512,952	50,015,108	16,671,703	66,686,811	72,441,623	5,754,812
Bureau of Rehabilitation Services	9,977,014	88,726,797	28,141,506	116,868,303	116,910,290	41,987
Bureau of Disabilities Services	1,952,972	22,872,790	7,615,126	30,487,916	31,297,006	809,090
Turnstone	166,667	750,000	416,667	1,166,667	1,166,667	-
Totals	\$ 18,699,965	\$ 163,532,672	\$ 53,234,327	\$ 216,767,000	\$ 223,593,022	\$ 6,823,522
Funding						
Federal	\$ 12,480,010	\$ 150,195,899	\$ 40,369,344	\$ 190,565,243	\$ 190,776,123	\$ 210,881
State	6,164,425	11,488,515	12,248,898	23,737,414	30,352,555	6,612,640
Dedicated	55,529	1,848,258	616,085	2,464,343	2,464,344	-
Total Funding	\$ 18,699,965	\$ 163,532,672	\$ 53,234,327	\$ 216,767,000	\$ 223,593,022	\$ 6,823,522

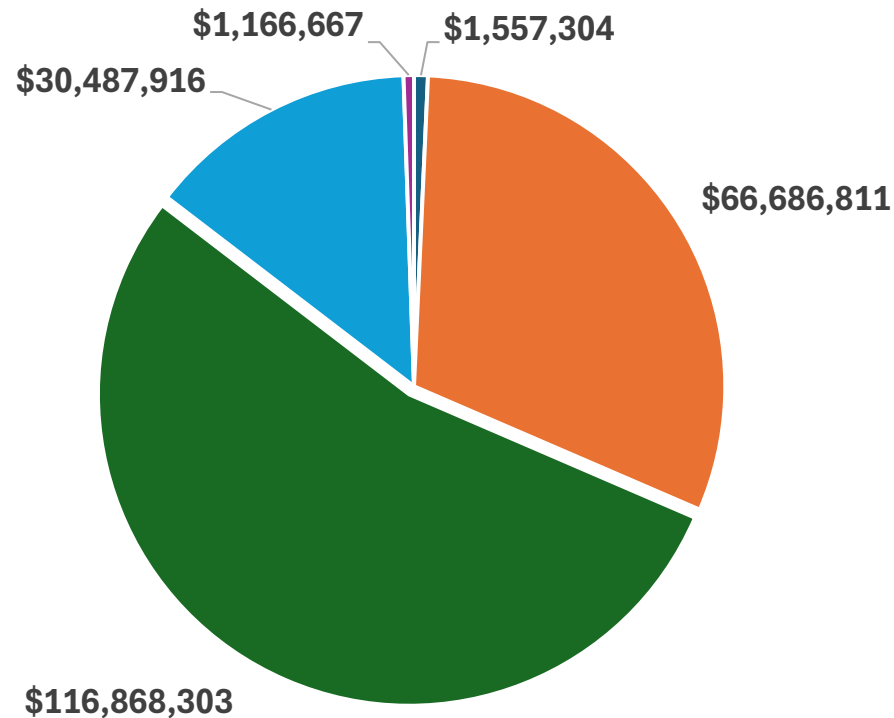
Full Time Employees Summary

DDRS Admin	7
BCDS	8
BDS	131
BRS	344
Total	490

Temp Contractor Resources 9.9
(Full Time Equivalent)



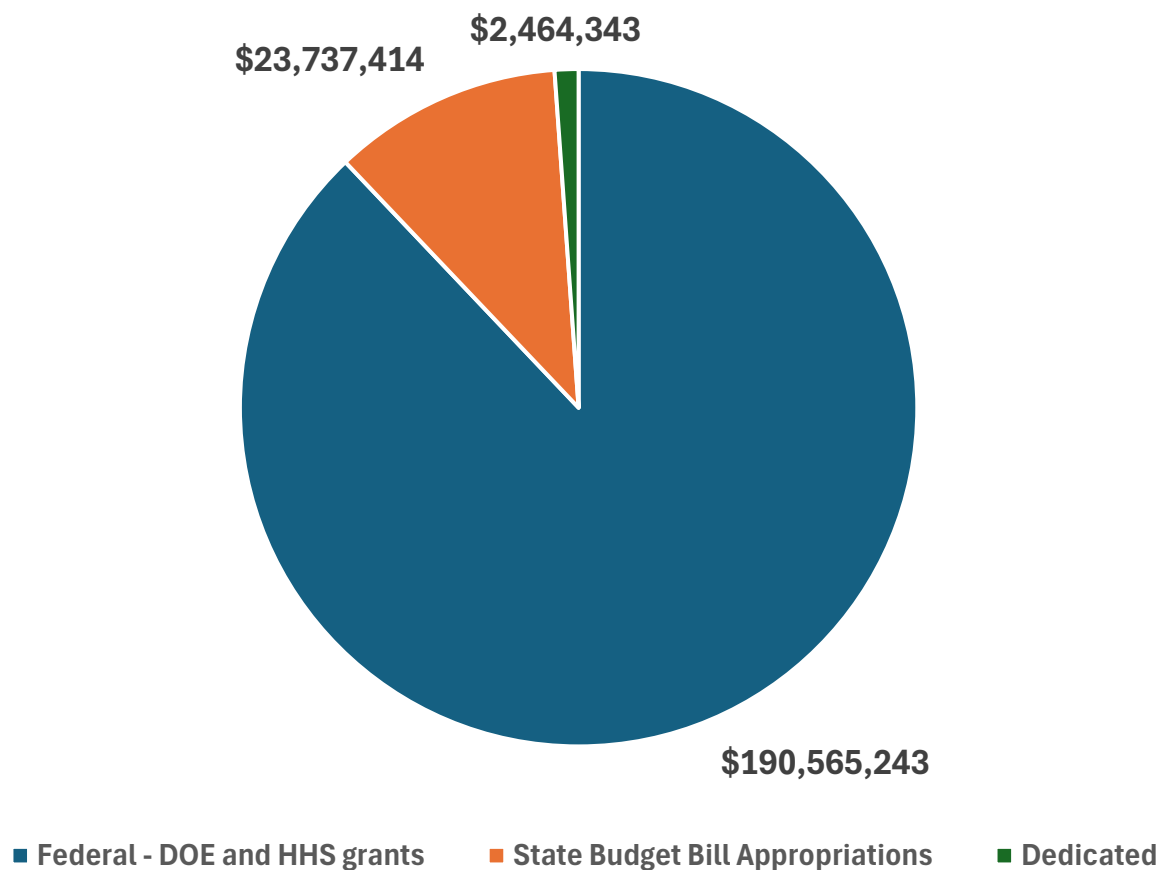
SFY2025 Non-Medicaid Forecasted Expenditures



- DDRS Admin
- Bureau of Child Development Services
- Bureau of Rehabilitation Services
- Bureau of Disabilities Services
- Turnstone



Non-Medicaid Forecasted Funding

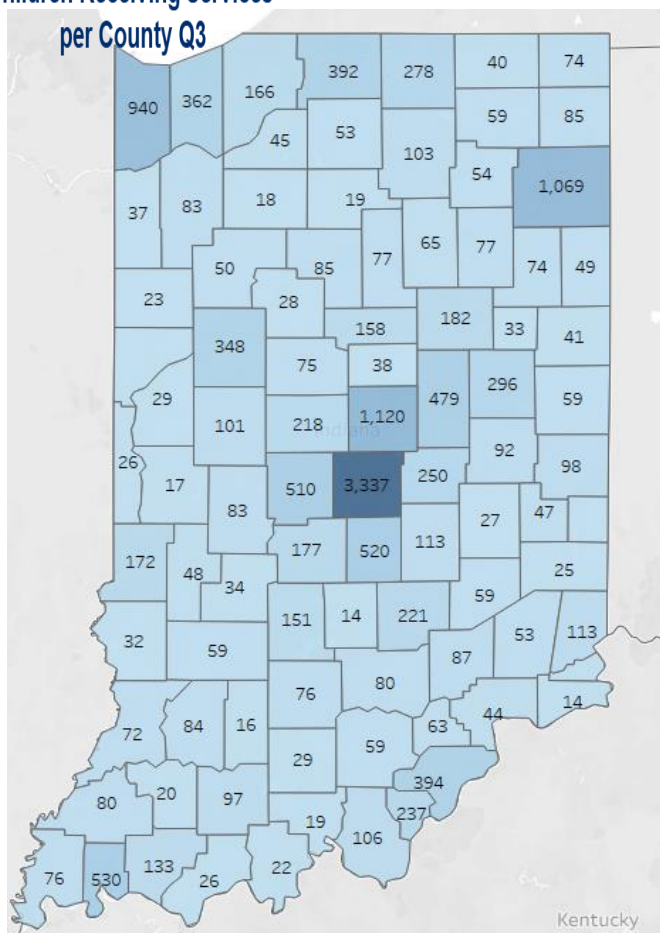




First Steps Service Delivery System

Children Receiving Services

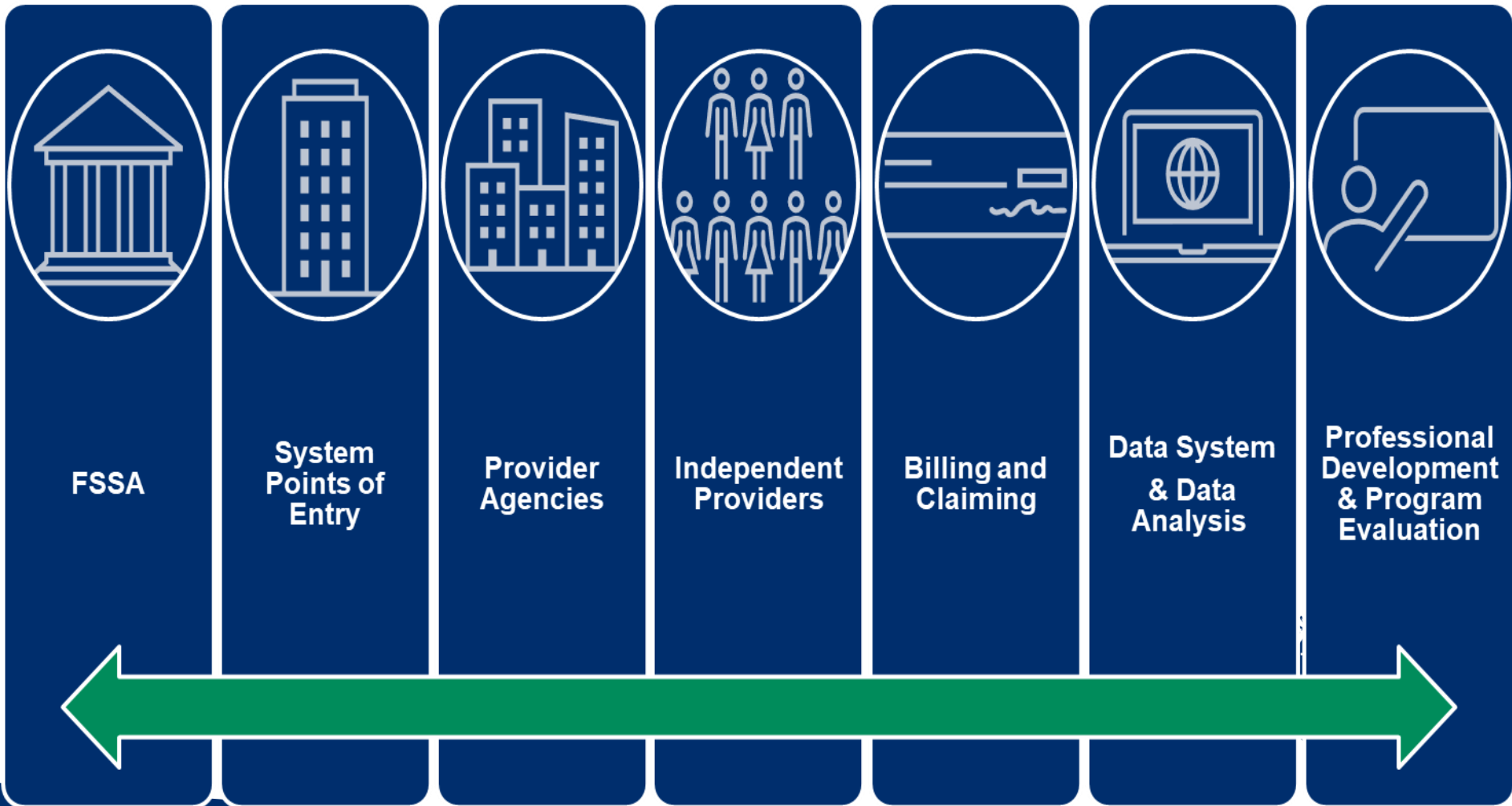
per County Q3



- **8 State Staff in Central Office**
- **Available in all 92 counties**
- **9 Local Regional Offices called System Points of Entry**
 - **250 Service Coordinators**
 - **Eligibility Determination Teams**
- **43 Provider Agencies Statewide**
 - **1800 providers – Developmental, Occupational, Physical, and Speech Therapists**
- **100 Independent Providers**
 - **Nutrition, Social Work, Psychology, Audiology, Ophthalmology, Interpretation**
- **30,000 Referrals Annually**

7 March 2025 QFR

First Steps Early Intervention System





First Steps Services Delivered

IFSP Service	Number of Children Receiving Service SFY 2025 Quarter 3 Total Number of Children = 16,246	Number of Children Receiving Service SFY 2025 YTD Total Number of Children = 23,659
Speech Therapy	7,130	10,914
Developmental Therapy	6,585	9,921
Occupational Therapy	6,613	9,755
Physical Therapy	4,793	7,128
Nutrition	168	264
Social Work	13	25
Psychological Services	10	17



First Steps Service Claiming Process

Provider
submits
Service Log
after providing
service to child
and family

Agency
submits claim
to State for
payment

Central
Reimbursement
Office pays
agency claims

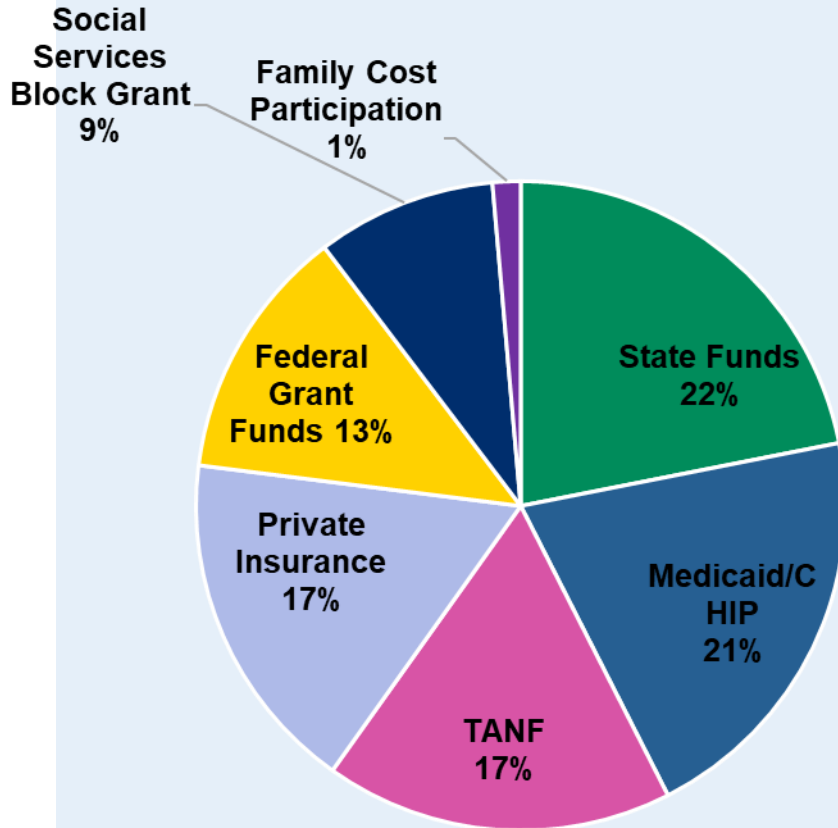
Central
Reimbursement
Office submits
claims to
private
insurance and
Medicaid

State generates
report for the
use of TANF
funds

Family Cost
Participation is
requested from
family if
applicable

Central Finance System
Fee for Service
Pay and Chase Model

First Steps Service Funding by Source SFY 2024



Private Insurance Recoupment





First Steps Program Metrics

	Q3 2025	SFY25 YTD
New Referrals	8,976	22,436
Initial IFSPs	3,651	10,414
Number of Children Receiving IFSP Services	16,246	22,415
Number of Children who Exited the Program	6,929	23,921
Number of Children who Transitioned to Public School Special Education	1,274	4,725
Number of Children who Exited with Outcomes Met Before Age 3	622	2,396

BCDS Program Funding Summary

Expense Category	Current Month Expenditures March 2025	YTD Expenditures July-March 2025	Forecasted Expenditures Remainder of Year	Total Forecasted Expenditures	Funding Available	Forecasted Fund Balance
Salary and Benefits	\$ 68,197	\$ 685,294	\$ 228,431	\$ 913,725	\$ 913,725	\$ -
Utilities	-	-	-	-	-	-
Contracts	2,439,110	21,774,628	7,258,209	29,032,838	29,032,838	-
Supplies Materials	22,067	157,726	52,575	210,302	210,302	-
Capital	-	-	-	-	-	-
Grants	-	2	1	3	3	0
Social Services Payments: CPT-based therapy services and evaluation/assessment	3,981,165	27,363,125	9,121,042	36,484,167	42,238,979	5,754,812
Admin and Operating	479	18,944	6,315	25,258	25,258	-
Other Admin Cost	1,934	15,389	5,130	20,518	20,518	-
Totals	\$ 6,512,952	\$ 50,015,108	\$ 16,671,703	\$ 66,686,811	\$ 72,441,623	\$ 5,754,812
Sources of Funding	Current Month Funding March 2025	YTD Funding July-March 2025	Forecasted Funding Remainder of Year	Total Forecasted Funding	Funding Available	Forecasted Fund Balance
Federal	\$ 1,764,744	\$ 42,315,718	\$ 5,905,716	\$ 48,221,434	\$ 48,221,434	\$ -
State	4,748,208	7,699,390	10,765,986	18,465,376	24,220,188	5,754,812
Dedicated	-	-	-	-	-	-
Total Funding	\$ 6,512,952	\$ 50,015,108	\$ 16,671,703	\$ 66,686,811	\$ 72,441,623	\$ 5,754,812



BRS Overview

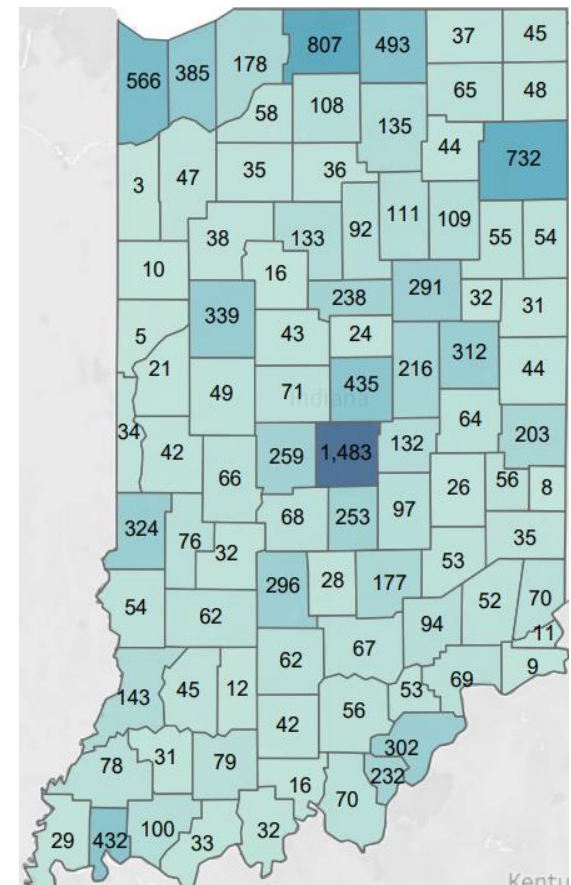


BRS maintains a central office & 19 Field Offices

Four specialized units

- **Vocational Rehabilitation** services assist eligible individuals with all types of physical or mental impairments, to prepare for, obtain, maintain, regain, or advance in employment. VR team members perform eligibility, service plan development, case management activities, service authorization and payments, vocational guidance, and purchase services from variety of vendors. [VR Office Locations](#)
- **Blind & Visual Impairment Services** supports entrepreneurial opportunities for blind Hoosiers as well as services to improve independent living skills of older blind (age 55+) population.
- **Deaf and Hard of Hearing Services** certifies Indiana interpreters and provides case management services aimed at improving independent living skills of deaf and hard of hearing Hoosiers.
- BRS also serves as the designated state entity for the **Centers for Independent Living** (pass through funds)

Active VR participants by county





BRS Program Metrics

	SFY25 Q3	SFY25 YTD
Enrollment		
# of VR Applicants	1,659	4,677
Open VR Cases/Individuals Served	14,082	16,866
# of VR Cases Closed	1,321	4,105
% of VR Closures Exiting with Employment	552/1,321 (42%)	1,384/4,105 (34%)
	SFY25 Q3	SFY2024
Outcomes		
BEP sites operated by blind vendors	82%	82%
Indiana Interpreter Certifications issued by DHHS	4	299
Annual VR Spend per Case	---	\$2,579
Total VR Exits in Competitive, Integrated Employment	552	1,384
VR Waiting List	0	473 (reduced to 0 in October 2024)

SFY24 aggregate annual earnings: VR participants exiting with employment & retaining employment
1-year after exit:
\$23,963,352

In CY24, 267 VR participants receiving SSI/SSDI achieved employment earnings meeting SSA thresholds for reduction/elimination of cash benefits



VR Participants

•Level of Severity

Significance of Disability	Count of VR participants (n)	Percent of VR participants (%)
Most Significant Disability	25,592	78.8%
Significant Disability	5,442	16.7%
Non-Severe Disability	1,457	4.5%

•Primary Impairment

Primary Disability	Percent
Intellectual and Developmental Disability	36.3%
Behavioral/Mental Health Disability	29.5%
Physical Disability	20.7%
Sensory Disability	13.6%

•Secondary Impairment

Secondary Disability	Percent
Intellectual and Developmental Disability	28.0%
Behavioral/Mental Health Disability	46.3%
Physical Disability	21.5%
Sensory Disability	4.3%

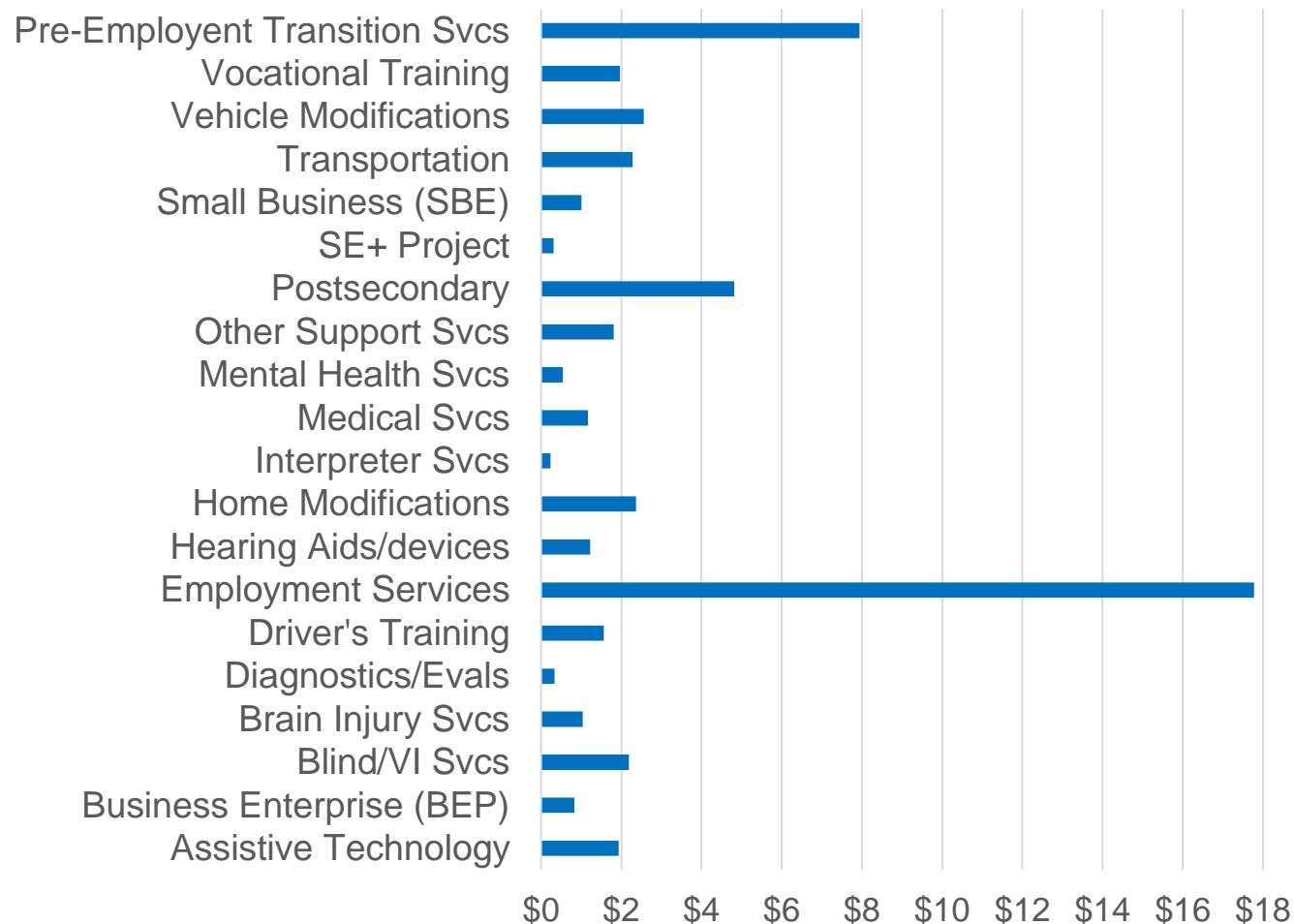
- Almost 4/5 eligible individuals have a most significant disability
- > 1/3 have a primary impairment of Intellectual /Developmental disability
- Mental health is most common type of disability when factoring primary and secondary impairment

Data source: FFY25 VR Comprehensive Statewide Needs Assessment, VR cases SFY22-SFY24



VR Client Service Spend Breakout

SFY 2025 YTD (in millions)



Employment Services and Pre-ETS account for almost half of client service spend



BRS Funding Sources

***VR** formula grant authorized through U.S. Dept. Of Education, Rehabilitation Act as amended by WIOA (78.7% fed/21.3% state)

*Supported Employment A & B federal grants (SE-A 100% federal; SE-B youth 90% fed/10% state)

*SSA revenue

*5-year SE+ Disability Innovation Fund discretionary grant FFY22-27 (100% federal)

***BVIS** Business Enterprise program generated revenue

*State funds (leveraged for VR match)

*Older Blind Independent Living federal formula grant issued by Administration for Community Living, Rehabilitation Act (90% fed/10% state)

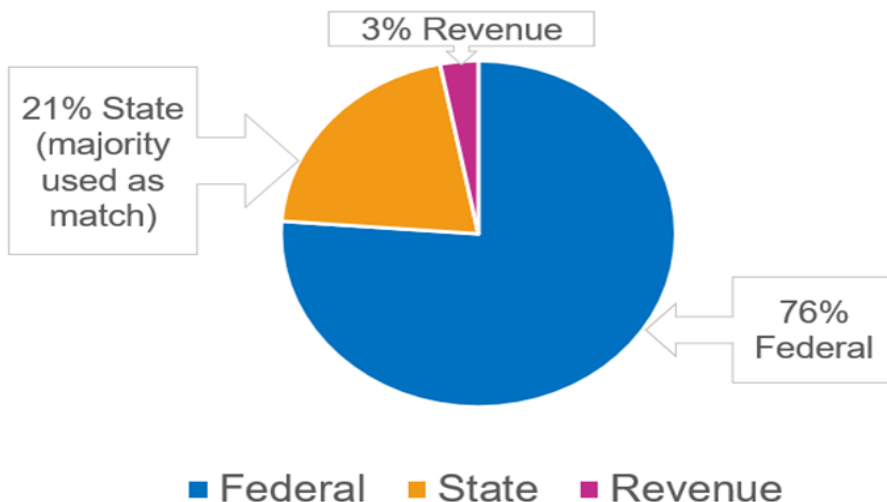
***DHHS** state funds (will be leveraged as match starting SFY26)

*SSBG 100% federal

***CIL** Federal formula Part B grant issued by ACL (90% fed / 10% state) – pass through

*State allocation – pass through

*SSA VR revenue - discretionary



BRS Program Summary



Expense Category	Current Month Expenditures March 2025	YTD Expenditures July-March 2025	Forecasted Expenditures Remainder of Year	Total Forecasted Expenditures	Funding Available	Forecasted Fund Balance
Salary and Benefits	\$ 2,248,380	\$ 23,277,988	\$ 6,169,545	\$ 29,447,534	\$ 29,447,534	\$ -
Utilities	-	-	-	-	-	-
Contracts	1,683,489	15,616,443	5,173,956	20,790,399	20,832,385	41,987
Supplies Materials	7,445	70,838	23,613	94,450	94,450	-
Capital	49,434	497,375	165,833	663,208	663,208	-
Grants	182,211	3,571,704	1,377,496	4,949,200	4,949,200	-
Social Services Payments: VR Client Services, Supported Employment Services	5,557,919	43,437,780	14,479,260	57,917,040	57,917,040	-
Admin and Operating	155,558	1,396,846	465,615	1,862,462	1,862,462	-
Other Admin Cost	92,579	857,823	286,188	1,144,011	1,144,011	-
Totals	\$ 9,977,014	\$ 88,726,797	\$ 28,141,506	\$ 116,868,303	\$ 116,910,290	\$ 41,987

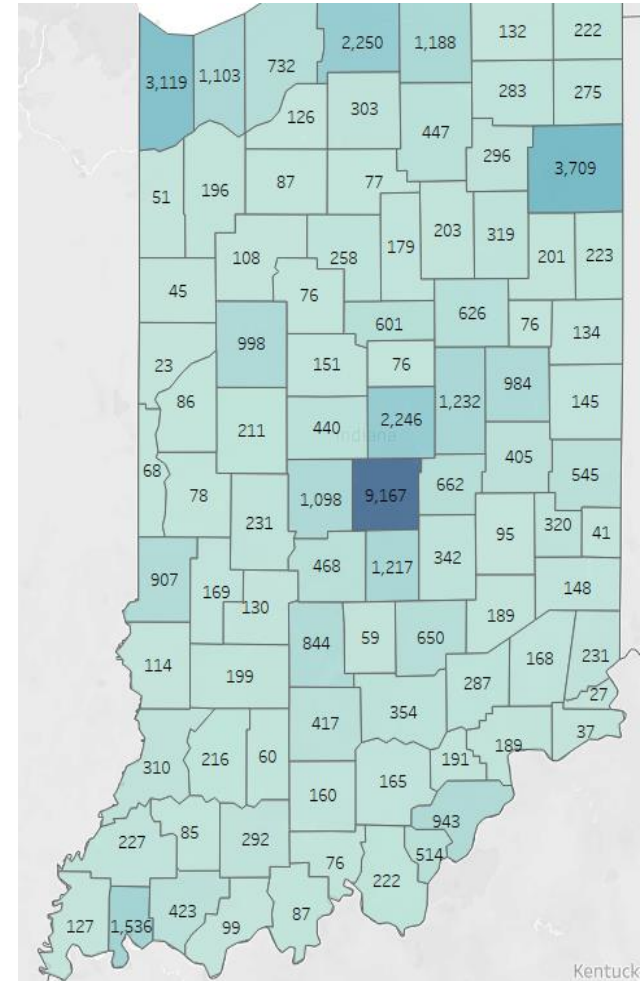
Sources of Funding	Current Month Funding March 2025	YTD Funding July- March 2025	Forecasted Funding Remainder of Year	Total Forecasted Funding	Funding Available	Forecasted Fund Balance
Federal	\$ 9,773,814	\$ 30,959,385	\$ 21,414,998	\$ 52,374,383	\$ 52,374,383	\$ 0
Federal Carry-forward	22,573	54,105,841	5,540,333	59,646,174	59,646,174	-
State	125,097	1,813,312	570,090	2,383,403	2,425,390	41,987
Dedicated	55,529	1,848,259	616,086	2,464,344	2,464,344	-
Total Funding	\$ 9,977,014	\$ 88,726,797	\$ 28,141,506	\$ 116,868,303	\$ 116,910,290	\$ 41,987

BDS Overview

BDS maintains a centralized office and 8 Field Offices

- Operates four Home & Community-Based Services (HCBS) Waivers
- Serves as the Intake/Eligibility entity for individuals with Intellectual/Developmental Disabilities
- Licenses provider-owned & operated Supervised Group Living (SGL) facilities
- Field Staff provide case management for individuals not supported through HCBS
- Field Staff monitor SGLs and State Line Services
- BDS Central Office enrolls HCBS Providers
- BDS Central Office Team monitor HCBS Waiver provider compliance and contract with Liberty of IN for quality assurance
- BDS contracts with 6 entities to provide case management for the Family Supports Waiver (FSW) and Community Integration & Habilitation Waiver (CIH) via selective contracting waiver

Participants Served
per County – SFY25
Q3 (1/1/25-3/31/25)





BDS Medicaid Home & Community Based Waivers

	Family Supports	Community Integration & Habilitation	Health & Wellness	Traumatic Brain Injury
Participants	24,316	9,235	13,628	180
Level of Care	Intermediate Care Facility for Individuals with Intellectual Disabilities	Intermediate Care Facility for Individuals with Intellectual Disabilities	Nursing Facility	Nursing Facility <u>or</u> Intermediate Care Facility for Individuals with Intellectual Disabilities
Population	Children and Adults	Children and Adults	Under 60 yrs of age	Children and Adults
Additional Information	Capped waiver	Comprehensive waiver Objective Based Allocation		

BDS – Supervised Group Living Program Metrics



	SFY2025Q3 (1.1.25-3.31.25)	SFY25 YTD (7.1.25-3.31.25)
Enrollment		
New Enrollments	78	207
Number of Applications/Referrals for Supervised Group Living (SGL) Placement	223	634
Average Cost Per Individual Supported in SGL	\$122,400	\$123,876
# of Individuals Supported in SGL	2,598	N/A
SGL caseload per BDS Service Coordinator	167	N/A
HCBS\waiver caseload per BDS Svc Coord	2,338	N/A
Provider Data		
# of SGLs	414	N/A
# of Beds	2,945	N/A
Vacancy Rate	11%	11%

BDS – HCBS Waiver Program Metrics

	SFY2025 YTD (7.1.24-3.31.25)	SFY 2025 Q3 (1.1.25-3.31.25)
Average Waiver Authorized Budget per Individual		
Community Integration & Habilitation Waiver	\$131,871	\$131,920
Health & Wellness Waiver	\$68,952	\$69,612
Traumatic Brain Injury Waiver	\$93,450	\$94,128

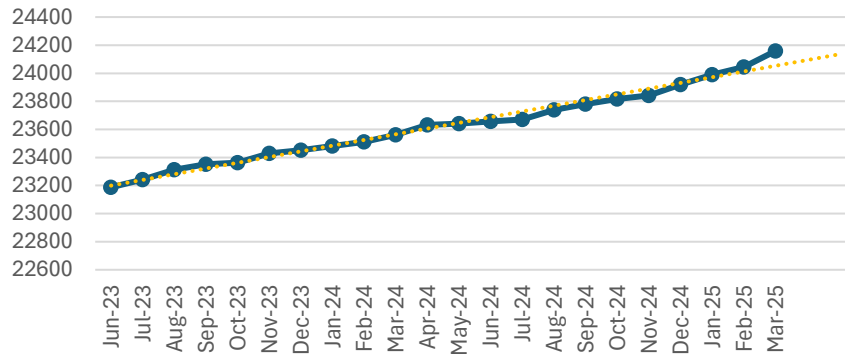
	SFY 2025 Q3	SFY25TD
Invitation Process for Waivers with Waiting Lists		
Number of Invitations to H&W	1,291	3,186
Number of Invitations to FSW	784	2,309



BDS – HCBS Waiver Program Metrics

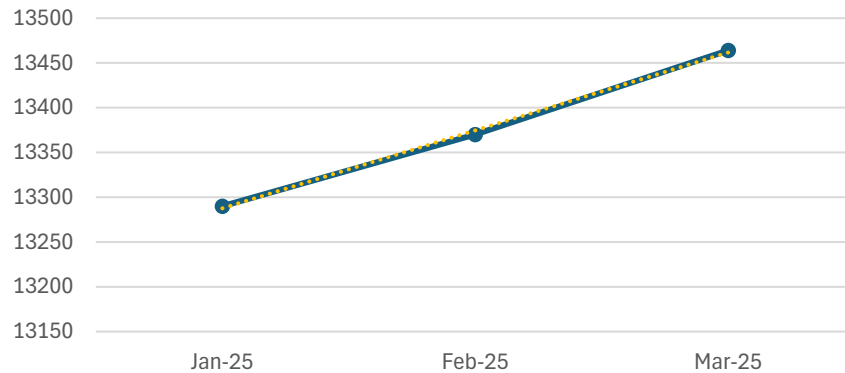
Family Supports Waiver (FSW)

FSW Active Individuals

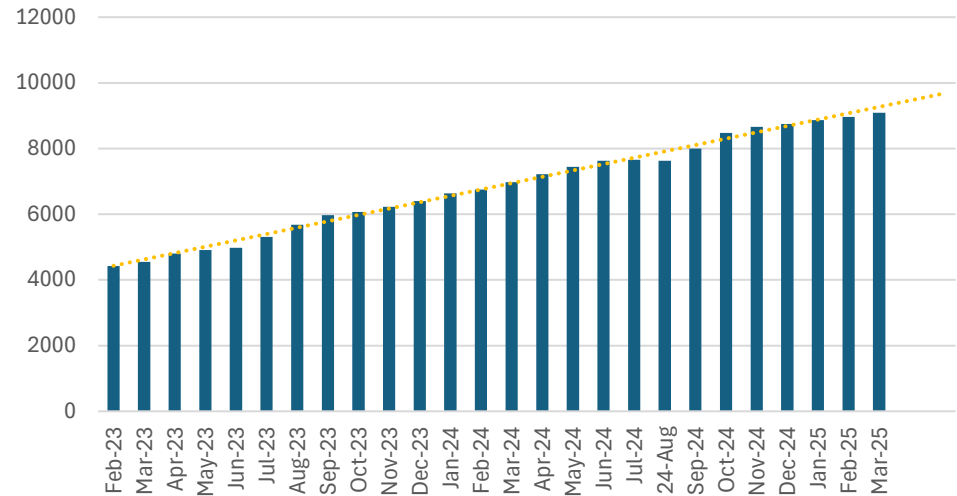


Health & Wellness Waiver (H&W)

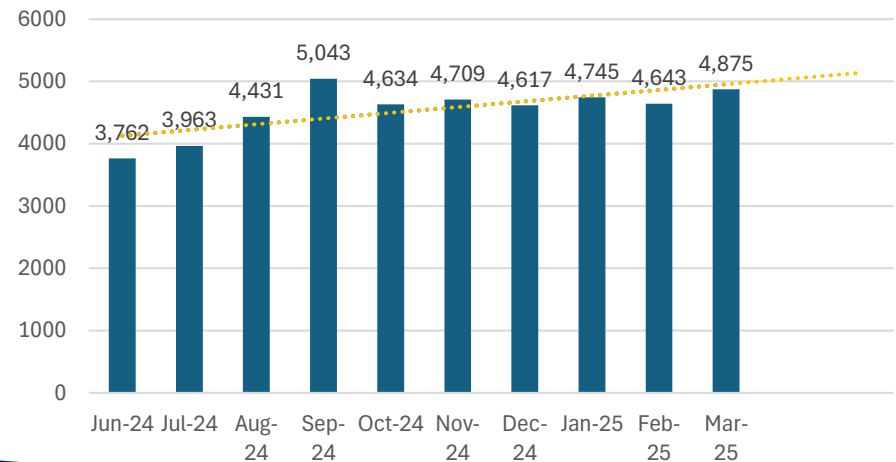
H&W Active Individuals



Individuals on FSW Waitlist



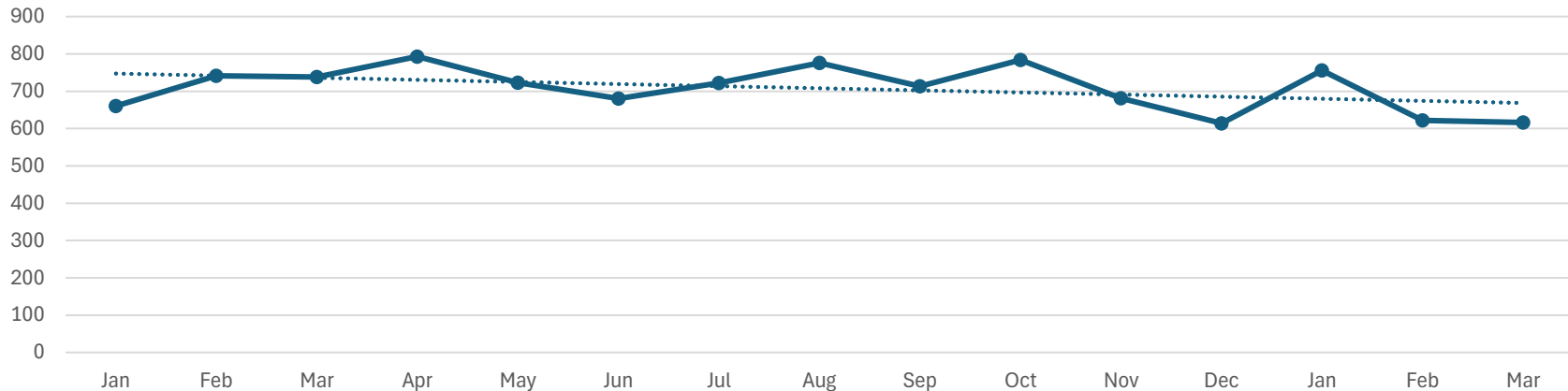
Individuals on H&W Waitlist



BDS Program Metrics



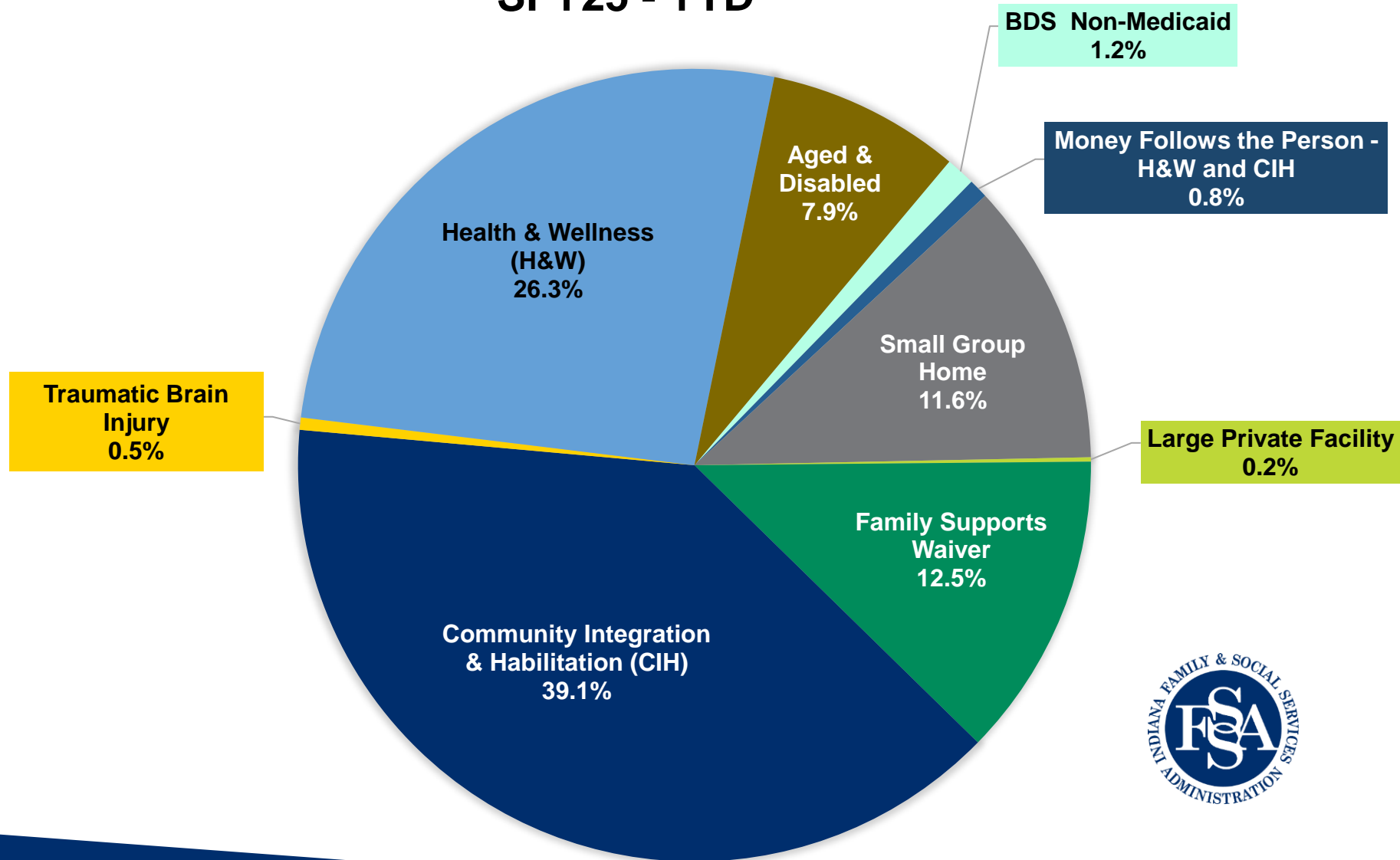
BDS Applications Received Jan 2024 – March 2025



ICF/IID Level of Care Completed SFY 2025 Q3 (1.1.2025-3.31.2025)	ICF/IID Level of Care Completed SFY 2025 YTD (7.1.2024-3.31.2025)
10,314	32,531

Nursing Facility Level of Care Completed SFY 2025 Q3 (1.1.2025-3.31.2025)	Nursing Facility Level of Care Completed SFY 2025 YTD (7.1.2024-3.31.2025)
21,129	53,188

BDS MEDICAID & NON-MEDICAID EXPENDITURES SFY25 - YTD





Bureau of Disabilities Services (BDS)

Program Summary

Expense Category	Current Month Expenditures March 2025	YTD Expenditures July-March 2025	Forecasted Expenditures Remainder of Year	Total Forecasted Expenditures	Funding Available	Forecasted Fund Balance
Salary and Benefits	\$ 841,756.92	\$ 8,439,437.92	\$ 2,813,145.97	\$ 11,252,583.89	\$ 11,252,583.89	\$ -
Utilities	-	-	-	-	-	-
Contracts	625,157	9,629,415	3,210,599	12,840,014	12,840,014	-
Supplies Materials	594	9,696	3,232	12,929	12,929	-
Capital	0	316	105	421	421	-
Grants	276,993	2,339,577	779,859	3,119,436	3,119,436	-
Social Services Payments: SEFA ~20%; OBRA ~80%	88,752	839,794	270,000	1,109,794	1,918,884	809,090
Admin and Operating	26,118	675,639	225,213	900,853	900,853	-
Other Admin Cost	93,601	938,915	312,972	1,251,887	1,251,887	-
Totals	\$ 1,952,972	\$ 22,872,790	\$ 7,615,126	\$ 30,487,916	\$ 31,297,006	\$ 809,090

Sources of Funding	Current Month Funding March 2025	YTD Funding July-March 2025	Forecasted Funding Remainder of Year	Total Forecasted Funding	Funding Available	Forecasted Fund Balance
Federal	\$ 918,879	\$ 21,649,782	\$ 7,119,906	\$ 28,769,688	\$ 28,980,569	\$ 210,881
State	1,034,093	1,223,008	495,220	1,718,228	2,316,437	598,209
Dedicated	-	-	-	-	-	-
Total Funding	\$ 1,952,972	\$ 22,872,790	\$ 7,615,126	\$ 30,487,916	\$ 31,297,006	\$ 809,090



BDS Medicaid Service Financial Summary

Medicaid Program	YTD Actual Spent Jul-Mar 2025	YTD December 2024 Forecast Jul- Mar 2025	Variance Actuals YTD to Forecast	SFY2024 Actual Spent YTD Jul- Mar 2024	Variance SFY 2024 to SFY 2025 YTD	SFY 2025 December 2024 Forecast	SFY 2025 Budget
ICF/ID - Small Group Homes	\$ 224,180,935	\$ 228,962,010	\$ 4,781,075	\$ 225,144,523	\$ 963,588	\$ 308,164,036	\$ 312,177,442
ICF/ID - Large Private Facilities	3,722,594	3,708,766	(13,828)	6,161,163	2,438,569	4,974,818	13,780,442
(Retired) HCBS Waiver Services - Aged and Disabled Waiver	153,951,115	148,289,078	(5,662,037)	1,609,278,087	1,455,326,972	148,289,078	33,345,963
HCBS Waiver Services - MFP Demo Grant	15,972,261	15,135,371	(836,889)	24,606,377	8,634,116	18,418,196	18,034,431
HCBS Waiver Services - Traumatic Brain Injury Waiver	9,718,594	10,121,882	403,288	9,207,227	(511,367)	13,522,209	10,178,838
HCBS Waiver Services - Family Supports Waiver	241,863,505	246,771,749	4,908,244	218,089,517	(23,773,988)	331,646,569	292,763,393
HCBS Waiver Services - CIH Waiver	758,177,982	746,684,074	(11,493,908)	703,865,964	(54,312,019)	996,712,261	990,281,593
HCBS Waiver Services - Health and Wellness Waiver	509,975,937	537,543,362	27,567,425	-	(509,975,937)	739,938,561	563,795,849
Totals	\$ 1,917,562,923	\$ 1,937,216,293	\$ 19,653,370	\$ 2,796,352,858	\$ 878,789,935	\$2,561,665,727	\$ 2,234,357,951

	Field Staff & Service Coordinators	Central Office Staff
Staffing Full Time Equivalents (FTE)	Waiver – 14 FTE Intake\Inviting – 34.5 FTE Supervised Group Living – 15.5 FTE State Line Services – 8 FTE	Waiver – 4 FTE Appeals- 3 FTE Supervised Group Living – 2 FTE Provider Services – 4 FTE Budget Reviews – 8 FTE Eligibility Oversight – 5 FTE



DDRS Admin Program Summary

Expense Category	Current Month Expenditures March 2025	YTD Expenditures July-March 2025	Forecasted Expenditures Remainder of Year	Total Forecasted Expenditures	Funding Available	Forecasted Fund Balance
Salary and Benefits	\$ 52,008	\$ 450,232	\$ 150,077	\$ 600,309	\$ 672,309	\$ 72,000
Utilities	-	-	-	-	-	-
Contracts	-	321,335	107,112	428,447	576,580	145,633
Supplies Materials	117	979	326	1,305	1,305	-
Capital	-	75	25	99	99	-
Grants	-	26,024	8,675	34,698	34,698	-
Social Services Payments	-	-	-	-	-	-
Admin and Operating	394	36,926	12,309	49,235	49,235	-
Other Admin Cost	37,841	332,407	110,802	443,209	443,209	-
Totals	\$ 90,360	\$ 1,167,978	\$ 389,326	\$ 1,557,304	\$ 1,777,436	\$ 217,633

Sources of Funding	Current Month Funding March 2025	YTD Funding July-March 2025	Forecasted Funding Remainder of Year	Total Forecasted Funding	Funding Available	Forecasted Fund Balance
Federal	\$ -	\$ 1,165,173	\$ 388,391	\$ 1,553,564	\$ 1,553,563	\$ -
State	90,360	2,805	935	3,740	223,873	217,633
Dedicated	-	-	-	-	-	-
Total Funding	\$ 90,360	\$ 1,167,978	\$ 389,326	\$ 1,557,304	\$ 1,777,436	\$ 217,633

DDRS Contracts Summary



Contractor	Contract Period		Total Contract Value	Annual Contact Amount	State Funding	Federal Funding	YTD Expenditures Thru 03/25	Current Balance
System Point of Entry (SPOE) Vendors (4)	7/1/2023	6/30/2025	48,380,887	29,617,688	14,211,535	15,406,153	18,768,272	10,849,416
Pre-Employment Transition Services (Pre-ETS) Vendors (13)	10/1/2024	9/30/2026	27,407,714	9,901,671	-	9,901,671	3,769,728	6,131,944
Liberty of Indiana Corporation	6/1/2020	6/30/2026	24,371,398	5,494,461	1,603,554	3,890,907	3,907,101	1,587,360
Public Consulting Group, Inc.	9/1/2019	8/31/2025	8,734,803	1,166,852	1,166,852	-	1,085,790	81,062
Public Consulting Group, Inc.	11/1/2024	10/31/2028	4,910,694	2,412,844	-	2,412,844	692,117	1,720,727
Arc of Indiana	7/1/2019	6/30/2025	4,658,012	1,160,477	271,232	889,245	737,533	422,944
Human Services Research Institute Policy	2/1/2023	6/30/2027	9,698,181	3,268,181	1,634,091	1,634,091	3,110,681	157,500
Centers for Independent Living Vendors (10)	10/1/2024	9/30/2026	3,262,045	4,285,784	3,613,720	672,064	3,020,935	1,264,849
Fahrenheit, Inc	7/1/2021	12/31/2026	2,837,843	1,126,699	-	1,126,699	449,433	677,267
Alliance Enterprises, Inc	7/1/2021	6/30/2025	2,681,829	984,580	-	984,580	739,897	244,683
Total			136,943,408	59,419,237	22,500,983	36,918,254	36,281,485	23,137,752



DDRS Major Initiatives

- Identification of operational efficiencies and cost containment opportunities across DDRS to support sustainable service delivery systems
- VR Systems Consolidation
- VR Documentation Streamlining
- Implement establishment projects to improve VR provider capacity and improve employment outcomes
- BDS System Consolidation (CaMSS)
- BDS Supervised Group Living (SGL) Modernization/Comprehensive Rehabilitative Management Needs Facility (CRMNF)
- Waiver Reset
- Level of Care (LOC) Modernization
- Employment Services Transformation
- Care/Case Management Restructure
- Level of Care Assessment Representative (LCAR) Implementation
- Direct Support Professionals (DSP) Training & Registry
- First Steps Data Quality



Thank You!