**­­State of Indiana RFS 26-84994**

**Attachment F– Technical Proposal Template**

Instructions:

Respondents shall use this template Attachment F 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 K (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 K of this RFS.

OVERVIEW

Please provide an overview of your proposal in the boxes below.

Company Background

In responses to the items below, describe the geographies served and the pertinent dates.

* 1. Describe your experience providing Case Management Services. Describe the communities served, individuals supported, etc., highlighting experience serving programs, communities and individuals similar to those that will be served under a Contract resulting from this RFS.

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| [insert text here] |

* 1. Describe your experience providing functional assessment services. Highlight experience of your company and your Case Managers with the use of assessment tools that will be used for Indiana’s HCBS waivers during the course of any contract resulting from this RFS.

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| [insert text here] |

* 1. 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.

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| [insert text here] |

* 1. Describe your experience serving individuals during program transitions including experience conducting outreach and education to make individuals and their families aware of the upcoming transition, steps they need to take, and impacts of the transition.

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| [insert text here] |

* 1. If you are proposing to use subcontractors, describe each subcontractors’ pertinent experience, highlighting such experience serving programs, communities and individuals similar to those that will be served under a Contract resulting from this RFS and performing a scope similar to that for which your organization will be subcontracting with them.

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| [insert text here] |

* 1. Describe any notable accomplishments for your company you feel would be relevant to this proposal.

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| [insert text here] |

* 1. Describe any circumstances in which the Respondent has been subject to any sanctions, corrective actions, contract terminations or formal complaints (including for non-case management services), both in Indiana or other states. Also describe any resulting lessons learned, changes in company operations and the like. Provide the same information for all subcontractors included in your proposal.

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| [insert text here] |

Compliance and Approach to Correction

1. Provide an overview of your approach to assuring contract compliance. If you are proposing to use subcontractors, describe your approach to managing your subcontractors and assuring their contract compliance.

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| [insert text here] |

1. What measures or steps will you take to address AND prevent corrective actions or findings issued by BDS?

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| [insert text here] |

1. How will you comply with the conflict-of-interest requirements as set forth in Section 5 and in the 1915(c)Waiver Service Definition?

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| [insert text here] |

1. Describe your company’s consideration of compliance requirements AND quality services in the delivery of case management.

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| [insert text here] |

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

1. Describe how you plan to comply with Medicaid provider enrollment requirements. Address the following aspects:
   1. Estimated timing
   2. Any structural changes for your company

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| [insert text here] |

1. If you are not an enrolled Medicaid provider, include in your proposal a draft application for enrollment (see Bidder’s Library for application information). If you are an enrolled Medicaid provider, include in your proposal proof of your Medicaid provider status and your Medicaid provider identification number.

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| [insert text here] |

Section– Commitment to Coverage

1. Describe the geographic area(s) you propose to serve:
   1. District 1, 2 & 3
   2. District 5
   3. District 4, 6, 7, & 8
   4. Statewide
   5. Combination of two regions (specify regions)

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| [insert text here] |

1. Describe how you will ensure coverage of case management services. Address the following aspects:
   1. Your company’s approach to staffing that ensures adequate geographic coverage and considers:
      1. How you will comply with the travel time and distance requirements set forth in Section 5.1 of the SOW, as well as your proposed exception process.
      2. How you consider geographic coverage with regard to assignment of Case Managers to Individuals.
      3. How you evaluate your case management capacity by geography to assure you will have capacity to serve Individuals currently served by your CMO, as well as any new Individuals who might select or be assigned to your CMO.

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| [insert text here] |

1. Describe your office locations and how you will assure management and supervision across the region(s) you propose to serve.

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| [insert text here] |

1. Describe your approach to understanding local community resources and any databases and/or tools you will use to track these resources.

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| [insert text here] |

1. Provide an overview of your current case management team, including number of employees, geographic coverage, and caseload.
   1. Please share any timing concerns you may have with assuming and delivering case management services in the proposed geographies within the stated timelines

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| [insert text here] |

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

1. 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 that is in compliance and within the intent of home and community based services.

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| [insert text here] |

1. 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 BDS waiver services, as well as individuals transitioning into waiver services and how you plan to monitor these activities for effectiveness.

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| [insert text here] |

1. 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.

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| [insert text here] |

1. Describe how you will ensure conflict free case management services.

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| [insert text here] |

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

1. 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-seven (47) cases across full-time Case Managers who actively provide case management services to Individuals receiving waiver services across all four waivers. Describe how you will ensure the recruitment and hiring of Case Managers will be facilitated in a manner that ensures coverage and maintains delivery of at least the minimum requirements of the case management service and maintains qualified case managers.

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| [insert text here] |

1. Describe your company’s approach to credentialing Case Managers to assure they have met all job requirements including but not limited to background checks, certification and education requirements, conflict of interest, training, and the like. Describe how this process works during recruitment and hiring, as well as ongoing.

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| [insert text here] |

Section 5.2 – Management of Case Managers

1. Provide an overview of how you plan to manage Case Managers in accordance with the responsibilities outlined in Section 5.2 in the SOW, including any relevant experience and expertise.

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| [insert text here] |

1. Describe how you will assign Case Managers to Individuals in accordance with the responsibilities outlined in Section 5.2.1. Be sure to address:
   1. What factors are considered
   2. How you plan to balance the varying complexities of individual cases for Case Manager caseload
   3. Process for Individuals to request specific Case Managers
   4. Process for assigning Case Managers responsibility for conducting Individuals’ functional assessments, in cases where the CMO will be responsible for their conduct

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| [insert text here] |

1. Describe how you will assign supervisors to Case Managers in accordance with the responsibilities outlined in Section 5.2.2. The response to this question should include but not be limited to a description of:
   1. A description of your supervisory structure
   2. Supervisor to Case Manager ratios and the basis for establishing those
   3. Approach to consideration of geographic area served by supervisors and case managers
   4. Agendas for supervisors’ monthly meetings with Case Managers and tools and information the CMO will provide for use in those meetings

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| [insert text here] |

1. Describe how you plan to ensure adequate support for Case Managers, and their ability to collaborate and be responsive to BDS inquiries and support efforts.

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| [insert text here] |

1. 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.

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| [insert text here] |

1. Provide an overview of how you plan to fulfill your responsibilities overseeing your Case Managers and ensuring quality case management services.

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| [insert text here] |

1. 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. In this response, describe your approach to training, as well as supervision, oversight and performance management.

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| [insert text here] |

1. Describe your approach to providing 24/7 phone availability and to handling emergencies outside of regular business hours.

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| [insert text here] |

1. Describe how you will support Case Managers in their documentation and reporting duties as outlined in Section 5.2.2.2 of the SOW, including how you will track and collate their reported information.

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| [insert text here] |

1. Describe how you will conduct performance evaluation activities as outlined in Section 5.2.3 of the SOW.

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| [insert text here] |

1. Describe your approach to managing retention and turnover of Case Managers as outlined in Section 5.2.4 of the SOW. This description should include but not be limited to a description of the approach to transition Individuals to a new Case Manager in cases of attrition.

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| [insert text here] |

1. Describe whether and how supervisors will be involved in providing backup coverage during case manager absences or transitions resulting from turnover as addressed in Section 5.2.2 of the SOW.

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| [insert text here] |

Section 5.3 – Quality Assurance

1. Provide an overview of your proposed approach to quality assurance. If you are proposing to use subcontractors, describe your approach to engaging your subcontractors in your quality assurance activities.

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| [insert text here] |

1. Provide a description of your proposed quality assurance plan, addressing the points outlined in Section 5.3.1. Also, describe your proposed approach to developing or finalizing your quality assurance plan within fifteen (15) days after execution of any Contract resulting from this RFS.

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| [insert text here] |

1. What quality assurance approaches would you employ to identify systemic issues? Address supervision strategies as well as technical approaches.

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| [insert text here] |

1. What quality assurance approaches would you put into place to timely address specific, limited situations as they arise?

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| [insert text here] |

1. 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.

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| [insert text here] |

1. Describe the data you will use and how you will use that data to execute your quality strategy.

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| [insert text here] |

1. Describe the information systems and other data sources upon which you will rely to execute your quality strategy. Describe which of these information systems and data sources are functioning today and which require development.

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| [insert text here] |

1. Describe the staff who will develop the quality strategy, as well as those who will be responsible for its execution. Include a description of those who will perform or support data analysis and reporting activities.

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| [insert text here] |

1. Describe how you will conduct and support complaint investigations and handle incident reporting in accordance with Section 5.3.2 of the SOW.

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| [insert text here] |

1. Describe how you will conduct and support mortality reviews in accordance with Section 5.3.3 of the SOW.

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| [insert text here] |

Section 5.4 – Training of Case Managers

1. 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.

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| [insert text here] |

1. 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, access to non-Medicaid services, and cultural competency concepts.

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| [insert text here] |

1. 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.

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| [insert text here] |

1. 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.
   * 1. Describe your familiarity with the LifeCourse framework and how you may incorporate its principles and tools in your trainings.

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| [insert text here] |

1. Describe how you will train Case Managers regarding the conduct of functional assessments for cases where the CMO will be responsible for such conduct.

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| [insert text here] |

1. Describe your plan to keep training curriculum materials up to date, especially in coordination with BDS, as BDS continually updates resource materials.

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| [insert text here] |

1. Describe your approach to validating that the training operations are yielding desired outcomes associated with principles and concepts associated with and aligned with BDS’ philosophical approaches to HCBS services.

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| [insert text here] |

Section 5.5 – Communication

1. Describe your approach to assessing the communication needs of the Individuals you serve.

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| [insert text here] |

1. Describe your approach to providing interpretation services for Individuals and their families.

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| [insert text here] |

1. Describe your approach to providing translation services for print and online communications.

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| [insert text here] |

1. Describe your approach to developing plain language communications and materials for Individuals, their families and CMO staff.

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| [insert text here] |

1. If available, provide examples of communication materials you have prepared for Individuals.

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| [insert text here] |

Section 5.6 – Complaint Process

1. Describe the open feedback channel you plan to make available and your approach to educating Individuals and their families about this feedback channel.

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| [insert text here] |

1. Describe the process and information systems you will use to track complaints to assure that they are resolved timely, to categorize them using the rubric to be stipulated by the state, and to analyze complaint data in accordance with Section 5.6 of the SOW.

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| [insert text here] |

1. Describe your plan for investigating complaints or concerns that you may receive from Individuals regarding their case management services. Address the following:
   1. Case-specific process for addressing Individual’s concern
   2. Company-wide process for sharing learnings from complaints or concerns

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| [insert text here] |

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

1. Provide an overview of your organizational leadership. Include relevant qualifications and experience.

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| [insert text here] |

1. Provide a narrative about your proposed Compliance Officer and the potential activities this role would oversee and/or conduct. Please attach a resume or job description.

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| [insert text here] |

1. Please describe how your supervisory staff is equipped to provide supervision and subject matter-specific guidance to Case Managers. Please include their relevant experience and the minimum qualifications you have established for supervisors.

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| [insert text here] |

1. Describe your approach to ensuring Case Managers meet qualifications outlined in the 1915(c) service definition for case management.

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| [insert text here] |

Section 6.2 – Records Management, Information Sharing, Monitoring, & Reporting

1. Describe how you will meet the reporting requirements outlined in Section 6.2 of the SOW.

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| [insert text here] |

1. Detail any reports that you propose to provide as part of this Contract in addition to those mentioned in Section 6.2 of the SOW.

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| [insert text here] |

1. Describe your process for analyzing and acting upon report findings in accordance with Section 6.2 of the SOW.

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| [insert text here] |

1. Provide any relevant example reports.

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| [insert text here] |

1. Describe your approach to collaboration with the state as a result of quarterly status updates as well as your approach to using that information for increased quality of case management services.

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| [insert text here] |

Section 6.3 – Meeting Requirements

1. Describe your commitment and ability to attend and actively participate in coordination, planning and collaborative administrative meetings with State staff.

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| [insert text here] |

Section 6.4 – Corrective Action & Sanctions

1. Describe your process for preparing Corrective Action Plans (CAPs).

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| [insert text here] |

1. Describe your process for managing the implementation of CAPs, including how you will ensure they are implemented timely.

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| [insert text here] |

Section 6.5 – Ethical Service Delivery & Billing

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

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| [insert text here] |

Section 6.6 – Transition of Contractors

1. Describe your commitment and ability to transition Case Managers at Contract start, if necessary.

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| [insert text here] |

1. Describe your approach to conducting program transition activities in accordance with Section 6.6.2 of the SOW, including the process you will use to develop and manage against your implementation plan. Describe the risks that threaten a successful transition and the strategies you will use to mitigate those risks.

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| [insert text here] |

1. Describe the process you will use to assure Case Managers are prepared for their first meeting or interaction with each Individual. For example, how will they become familiar with each Individual’s service plan? How will Case Managers access service plans, assessments and other documentation when needed to respond to an unscheduled meeting or interaction with an Individual assigned to them?

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| [insert text here] |

1. 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.
   1. Describe how you will ensure all Individual cases are current and documentation is complete.
   2. 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
      * 1. Describe your approach to cases where there exists a strong relationship between Case Manager and the Individual.

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| [insert text here] |

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

1. Affirm your commitment to and understanding of the use of Service Level Agreements and the Non-Financial Incentive Structure set forth in Section 8 and the related Exhibit.

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| [insert text here] |