



Needs Assessments for Adults with Intellectual/ Developmental Disabilities

Submitted:
October 29, 2020

Prepared for:
Vermont Department of Disabilities, Aging,
and Independent Living (DAIL)

Solicitation Number:
RFP # DDSD 306

Prepared by: Telligen
1776 West Lakes Parkway
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Redacted Proposal





Employee-Owned

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October 29, 2020

Clare McFadden
Deputy Director of Payment Reform
Clare.McFadden@vermont.gov

Subject: Needs Assessments for Adults with Intellectual/Developmental Disabilities

Dear Ms. McFadden,

Vermont has long been at the forefront of innovation and excellence in healthcare with successes such as the Blueprint for Health’s Hub and Spoke Model for Opioid Use Disorder Treatment, and Integrated Communities Care Management coordination programs. In fact, other states have both recognized and replicated multiple facets of these programs into their own healthcare initiatives.

Adults with intellectual and developmental disabilities have special needs and considerations and greatly benefit from supports that enable them to function at their highest capacity. The SIS assessment tool is a proven method to provide both baseline and continual review data to ensure the quality and composition of services.

Telligen brings experience implementing and operating the SIS assessment in Iowa, Maryland and Virginia. These states’ demographic and geographic compositions provide us with the knowledge and background to effectively implement Vermont’s program. In our proposal, we describe our experience, as well as define how we will support Vermonters serving Vermonters. Our status as a CMS-designated Quality Improvement Organization enables Vermont to achieve maximal federal matching funds for services provided.

We have included in the following table the information that is deemed proprietary and confidential within our response.

Table 1. Trade Secrets. *Includes the information to be treated as trade secrets.*

Section	Page Number	Explanation of Redaction	Redaction Reasoning
2.2.7	25	Personnel Names	Trade Secrets
2.3.2	27	Scheduling Process	Trade Secrets
2.7.2.2	42-45 & 47	Contract Statistics	Trade Secrets
2.7.2.4	51	Org Chart – Staff Names	Trade Secrets
2.7.2.4	51-57	Resumes	Trade Secrets





Section	Page Number	Explanation of Redaction	Redaction Reasoning
2.7.2.6	61	Contract Contact Information	Trade Secrets
2.7.2.7	62-64	System Reports	Trade Secrets
2.7.3.1	68-70	Personnel Names	Trade Secrets
2.7.4	73-75	Project Plan	Trade Secrets

We do not take exception to any terms and conditions set forth in the Standard Contract Form and its attachments. If you have any questions, please contact me, your authorized representative, at (515) 440-8519, jchungat@telligen.com or proposals@telligen.com.

Sincerely,

A handwritten signature in black ink that reads "Jeff Chungath".

Jeff Chungath
CEO



ACRONYMS LIST

Acronym	Definition
AAIDD	American Association on Intellectual and Developmental Disabilities
AHC	Accountable Health Communities
AIDS	Acquired Immune Deficiency Syndrome
BI	Brain Injury
CEO	Chief Executive Officer
CFR	Code of Federal Regulation
CMS	Centers for Medicare & Medicaid Services
CV	Curriculum Vitae
DAIL	Disabilities, Aging, and Independent Living
DDS	Disability Determination Services
DFR	Division of Family Resources
ESOP	Employee Stock Ownership Plan
HCBS	Home and Community Based Services
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HR	Human Resource
HRSN	Health-Related Social Needs
HWB	Health & Well-Being
I/DD	Intellectual and Developmental Disabilities
IA	Iowa
ICF	Intermediate Care Facility
ID	Intellectual Disability
IDD	Intellectual and Developmental Disabilities
IRQR	Interviewer Reliability and Qualification Review
IT	Information Technology
M-CAS	Multnomah Community Ability Scale
MD	Maryland
MPAI	Mayo-Portland Adaptability Inventory
NIST	National Institute of Standards and Technology
PASRR	Preadmission Screening and Resident Review

Acronym	Definition
PDF	Portable Document Format
PHQ-9	Patient Health Questionnaire-9
POAM	Plan of Action & Milestones
QA	Quality Assurance
QIN	Quality Improvement Network
QIN-QIO	Quality Innovation Network-Quality Improvement Organization
QIO	Quality Improvement Organization
RFP	Request for Proposal
SIS	Supports Intensity Scale®
SIS-C	Supports Intensity Scale – Child
UM	Utilization Management
URAC	Utilization Review Accreditation Commission
VT	Vermont



Compliance Matrix

RFP Section	Requirement	Proposal Section
1.1	Consistent with the Centers for Medicare and Medicaid Services (CMS) rules addressing conflict of interest in HCBS case management, the vendor must be an independent entity that is free of any relationship to Vermont DDSD services providers that would represent a conflict of interest.	2.7.1
1.1	The vendor must also not be an organization that advocates on behalf of individuals with developmental disabilities in this State.	2.7.1
1.1	It is expected that the vendor will have an in-state presence in order to conduct in person assessments, however, the state will allow for remote completion of assessments based upon the guidance from the State related to the COVID-19 pandemic.	2.2.1
2.0	Reassessments of each individual shall be performed every three years.	2.3
2.0	Reassessments shall also be performed upon significant changes in individual need or circumstances, as approved by DAIL.	2.3
2.1.1	The assessment instrument will be the AAIDD SIS-A, including narrative and up to six supplemental questions established by DAIL.	2.1
2.1.2	The Contractor will be responsible for implementing and managing a contract with AAIDD for the use of the AAIDD SIS-A platform, in compliance with prevailing State contract requirements.	2.1
2.1.2	This will include all AAIDD contract negotiation, execution, management, and licensing costs associated with the performance of this Contract.	2.1
2.1.2	The Contractor shall provide a copy the executed contract with AAIDD to DAIL.	2.1
2.1.3	The Contractor shall provide or arrange for application administrator responsibilities for the SIS-A platform including management of licenses and permissions, end user training, and end user support.	2.1
2.1.4	The Contractor shall load or enter all completed assessments and narrative into the AAIDD SIS-A platform.	2.1
2.1.5	The Contractor shall secure a data access agreement that allows access to individual assessments by DAIL including all available access, reporting and analysis features.	2.1
2.1.6	The Contractor shall secure business associate agreements with all case management entities that allow sharing of assessment data with each individual's case manager.	2.1
2.1.7	The Contractor shall require in its subcontract with AAIDD that AAIDD provide adequate security to the SIS-A platform.	2.1



RFP Section	Requirement	Proposal Section
2.1.7	This shall include a requirement that AAIDD maintain a Plan of Action and Milestones (POAM) document that addresses continuous improvement towards National Institute of Standards and Technology (NIST) 800-53 compliance.	2.1
2.1.7	The POAM shall identify tasks needing to be accomplished, resources required to accomplish the elements of the plan, any milestones in meeting the tasks, and scheduled completion dates for the milestones.	2.1
2.1.8	The Contractor shall secure a provision in its subcontract with AAIDD that requires that at the expiration of the resulting Contract all assessment data will be transmitted to the State in a format and manner acceptable to DAIL, or otherwise remain available to and accessible by the State in a manner agreeable to the State and AAIDD and pursuant to State standard Contract attachments.	2.1
2.2.1	The Contractor will employ or otherwise arrange for the availability of assessors to meet the scope of work and performance expectations of this Contract.	2.1
2.2.2	The Contractor will ensure that an adequate number of fully trained assessors are available to complete assessments throughout the State, and to meet contractual performance requirements in completing the assessments.	2.2.2
2.2.3	The Contractor will ensure that all assessors have passed the DAIL Background Check Policy before performing assessments.	2.2.2
2.2.4	The Contractor shall ensure that all assessors have a combination of education and experience that qualifies the person for Qualified Intellectual Disability Professional as defined by CMS in 42 CFR 483.430 (a).	2.2.2
2.2.5	The Contractor will ensure that all assessors have successfully completed AAIDD SIS-A orientation, initial training, and ongoing training as defined and recommended by AAIDD.	2.2.2
2.2.6	The Contractor shall manage, supervise and/or monitor the performance of assessors to ensure that assessments are completed properly and in a timely fashion, as defined in the contractual performance expectations.	2.2.2
2.2.7	Assessors must be supervised by an individual that has experience administering, scoring and interpreting standardized educational or psychological assessments.	2.2.2
2.3.1	All people who are referred for assessment or reassessment will have been found eligible for SIS-A assessments by an approved party before a referral is made to the Contractor for assessment.	2.3



RFP Section	Requirement	Proposal Section
2.3.2	The Contractor shall manage the scheduling and completion of assessments.	2.3
2.3.3	The Contractor shall schedule assessments based on dates, times and locations that accommodate the schedule and needs of the individual and also support the participation of guardians, family members, caregivers, case managers, and other assessment participants selected by the individual or her/his representative.	2.3
2.3.3	Minimally, there shall be at least two (2) respondents who know the person well, preferably individuals providing primary support to the individual in their daily life.	2.3
2.3.4	The Contractor is expected to conduct assessments in an accessible manner. This includes physical accessibility of the assessment location as well as accommodations for communication	2.3
2.3.5	The Contractor is expected to reschedule assessments as necessary in response to changes in individual circumstances, weather, and/or other events or circumstances that may result in a need to reschedule assessments.	2.3
2.3.6	The Contractor shall securely send an electronic copy of the completed assessment to the individual's case management agency or intake specialist, if no case management agency has been assigned.	2.3
2.3.7	The Contractor shall maintain positive, respectful working relationships with all parties involved including people being assessed, family members, providers and the State.	2.3
2.3.7	The Contractor will have a process for resolving complaints in a timely manner.	2.3
2.4.1	To support performance reporting, for each assessment referral the Contractor will track and maintain documentation as follows: the date that the approved assessment referral was received. the date that the assessment appointment was made. the date that the assessment appointment(s) occurred. the date that the assessment was fully completed and fully entered into the SIS-A platform. the date that the completed assessment is sent to the individual's case management agency or intake specialist.	2.4
2.4.2	The Contractor is expected to have confirmed an appointment for the assessment for at least 90% of assessment appointments that is acceptable to assessment participants within 5 working days of receiving the approved referral.	2.4



RFP Section	Requirement	Proposal Section
2.4.2	Reasons for failing to meet this standard for any referral will be maintained in writing by the Contractor and reported to the State.	2.4
2.4.3	The Contractor is expected to schedule at least 85% of all assessment appointments to occur within 15 working days of receiving the approved referral, and 100% of all assessments within 30 days of receiving the approved referral.	2.4
2.4.3	Reasons for exceeding the 15-day standard for any referral will be maintained in writing by the Contractor and reported to the State.	2.4
2.4.4	The Contractor is expected to complete and enter the assessment information into the SIS-A platform and securely send an electronic copy of the assessment to the case management agency or intake specialist for at least 85% of all assessments within 20 working days of receiving the approved referral, and 100% of all assessments within 35 working days of receiving the referral.	2.4
2.4.4	Reasons for exceeding the 20-working day standard for any assessment will be maintained in writing by the Contractor and reported to the State.	2.4
2.4.5	<p>The Contractor will submit a monthly report to the State by the 30th of the following month which includes:</p> <p>Total number of referrals for the month.</p> <p>Number (#) and percentage (%) of referrals processed within 5 working days of referral.</p> <p>Reasons for not meeting this timeline.</p> <p># and % of assessments scheduled within 15 working days of referral.</p> <p>Reasons for not meeting this timeline.</p> <p># and % of assessments scheduled beyond 30 days.</p> <p>Reasons for exceeding this timeline.</p> <p># and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral.</p> <p>Reasons for not meeting this timeline.</p> <p># and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral.</p> <p>Reasons for exceeding this timeline.</p>	2.4
2.4.7	The Contractor will submit a report 30 days after the end of every six months of the contract which summarizes their performance, identifies problems and barriers, and remediation activities planned or taken.	2.4



RFP Section	Requirement	Proposal Section
2.5.1	Contract payments shall be made to the Contractor in the form of a fixed reimbursement cost per completed assessment.	3
2.5.1	The Bidder must include a detailed description of use of start-up funds and how start-up funds will reduce fixed reimbursement costs.	3
2.5.2	Proposed payment must specify and include all subcontracted costs for AAIDD SIS-A Online including licenses, training, and use.	3
2.6.1	The State intends that the Contractor will successfully complete at least 800 assessments in the first Contract year.	2.6
2.7.1	Statement that the Bidder is not an organization that advocates on behalf of individuals with developmental disabilities in the State and has no direct relationship with any Vermont DDS HCBS direct service providers and is free of conflict of interest in performing DDS HCBS assessments.	2.7.1
2.7.2	Description of organizational expertise and capacity, including experience in completing SIS-A or similar assessments for people with disabilities.	2.7.2
2.7.2	Describe specific experience or capacity in completing assessments for people with developmental and intellectual disabilities.	2.7.2.2
2.7.2	Include resumes or CV of any existing staff who will manage activities under the Contract.	2.7.2.4
2.7.2	Include job descriptions for assessors including minimum qualifications.	2.7.2.4
2.7.2	Include an organizational chart that outlines staff participating on the project.	2.7.2.4
2.7.2	Include references.	2.7.2.6
2.7.2	Include a description of any component of the work that will be completed by sub-contractors beyond the contract with AAIDD for use of the SIS-A.	2.7.2.5
2.7.3	Proposed implementation and management plan including proposed approaches to creating in-state assessment capacity, training of assessors, management of access to AAIDD SIS-A, scheduling of assessments, supervision and management of assessors, and performance management.	2.7.3
2.7.3	The proposed quality assurance and performance management process should minimally include methods to ensure appropriate level of training of assessors is maintained, to manage any sub-contracts, and meet the timelines for completion of assessments.	2.7.3
2.7.3	Describe proposed staffing plan including number and location(s) of assessors, and how this will meet the demand for statewide assessments.	2.7.3.1



RFP Section	Requirement	Proposal Section
2.7.3	Describe the proposed availability of in-state staff who will complete the assessments, as well as availability of Contract staff for periodic meetings with the State to discuss performance and address any identified challenges.	2.7.3.1
2.7.3	Describe the plan for completing assessments remotely if needed due to the continuation of the COVID-19 pandemic.	2.7.3.1
2.7.4	Proposed implementation timeline, including any ramp-up or development period, leading in a timely manner to a three-year phase-in of all DDS HCBS participants by producing about 120-140 assessments per month.	2.7.4
2.7.4	Describe a plan to complete at least 800 assessments in the first Contract year.	2.7.4
2.7.5	Describe any request for start-up funds from the State.	3
2.7.5	Include a proposed total annual cost for completing the total number of assessments and reassessments described in Section 2 Detailed Requirements and Desired Outcomes.	3
3.1	Bidders must price the terms of this solicitation at their best pricing.	3
3.1	Any and all costs that Bidder wishes the State to consider must be submitted for consideration.	3
3.1.1	The Bidder shall propose pricing for the entire term of the contract.	3
3.1.1	Prices and/or rates shall remain firm for the initial term of the contract.	3
3.1.1	The pricing policy submitted by Bidder must (i) be clearly structured, accountable, and auditable and (ii) cover the full spectrum of materials and/or services required.	3
3.3.1	Self-Reporting: For bid amounts exceeding \$250,000.00, Bidder shall complete the appropriate section in the attached Certificate of Compliance for purposes of self-reporting information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification of workers.	4
3.4	EXECUTIVE ORDER 05-16: CLIMATE CHANGE CONSIDERATIONS IN STATE PROCUREMENTS: For bid amounts exceeding \$25,000.00 Bidders are requested to complete the Climate Change Considerations in State Procurements Certification, which is included in the Certificate of Compliance for this RFP.	4



RFP Section	Requirement	Proposal Section
4.2.2	If the response includes material that is considered by the bidder to be proprietary and confidential under the State's Public Records Act, 1 V.S.A. § 315 et seq., the bidder shall submit a cover letter that clearly identifies each page or section of the response that it believes is proprietary and confidential.	Cover
4.2.2	The bidder shall also provide in their cover letter a written explanation for each marked section explaining why such material should be considered exempt from public disclosure in the event of a public records request, pursuant to 1 V.S.A. § 317(c), including the prospective harm to the competitive position of the bidder if the identified material were to be released.	Cover
4.2.3	If the bidder wishes to propose an exception to any terms and conditions set forth in the Standard Contract Form and its attachments, such exceptions must be included in the cover letter to the RFP response.	Cover
4.3	Provide details concerning the form of business organization, company size and resources; describe particular experience relevant to the proposed project, and list relevant current or past State projects.	2.7.2
4.3	Provide resumes or curriculum vitae of core Contract staff who will be assigned to this Contract.	2.7.2.4
4.3	If a Bidder intends to use subcontractors, the Bidder must identify in the proposal the names of the subcontractors, the portions of the work the subcontractors will perform, and address the background and experience of the subcontractor(s), as above.	2.7.2.5
4.4	Provide the names, addresses, and phone numbers of at least three companies with whom you have transacted similar business in the last 12 months.	2.7.2.6
4.4	You must include contact names who can talk knowledgeably about performance.	2.7.2.6
4.5	REPORTING REQUIREMENTS: Provide a sample of any reporting documentation that may be applicable to the Detailed Requirements of this RFP.	2.7.2.7
4.6	PRICING: Bidders shall submit their pricing information in the Price Schedule (Attachment 6.6) attached to the RFP.	3
4.6	Bidders may be required to submit pricing information separate from their bid package if specifically required above.	N/A
4.7	CERTIFICATE OF COMPLIANCE: This form must be completed and submitted as part of the response for the proposal to be considered valid.	4



RFP Section	Requirement	Proposal Section
4.8	WORKER CLASSIFICATION COMPLIANCE REQUIREMENT FORM: This form must be completed and submitted as part of the response for the proposal to be considered valid.	5
4.9	SUBCONTRACTOR REPORTING FORM: This form must be completed and submitted as part of the response for the proposal to be considered valid.	6



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1. EXECUTIVE SUMMARY

The Vermont Department of Disabilities, Aging and Independent Living (DAIL) joins other states serving the intellectually and developmentally disabled community in selecting the SIS assessment tool. By doing so, it has furthered its commitment to ensuring that these individuals have access to appropriate home- and community-based services and supports.

Telligen's approach to implementing and operating this program is based on our 28 years of experience performing individual assessments (six with the SIS). With the COVID-19 pandemic, we expanded our approach

to effectively perform these interviews via remote and video format. This experience is relevant for DAIL (both during and after the pandemic) because it gives our team the ability to effectively perform these activities continuously in all the regions of the state during all seasons.

To achieve DAIL's goals, we will:

- **Enhance individuals' and providers understanding of the SIS to facilitate continued buy-in.** In 2018, the state's Standardized Assessment Workgroup evaluated and determined that SIS was the best standardized tool to replace its needs assessment tool. Because COVID-19 delayed this initiative, we will provide education to explain the value of the SIS to fully engage all stakeholders.

In Maryland, we experienced a similar delay in introducing the SIS to the ID/DD community. Partnering with the American Association on Intellectual and Developmental Disabilities (AAIDD), as well as the Maryland Developmental Disabilities Administration (DDA), we connected with regional representatives and case managers to reiterate the purpose and foundation of the SIS. These presentations resulted in a higher level of collaboration between the case managers and our schedulers to ensure prompt assessment scheduling and completion.

- **Effectively provide remote and in-person services.** Because of the pandemic, we know that we will be conducting the initial set of assessments remotely. When the health crisis lifts, we will complete face-to-face assessments.

Advantages for Vermont

- Effective implementations based on 28 years of conducting relevant assessments
- Smooth transition for providers and members as a result of more than 22,000 SIS assessments over past six years
- Guaranteed accuracy – quality assurance on 100% of assessments
- Appropriate application of SIS with long-term partner AAIDD, which praises Telligen's training program
- Low-risk transition for Vermont because of experience with SIS-A, SIS-C, SISOnline, SIS Venture and integrated scheduling tool

However, areas such as the Northeast Region may benefit from us continuing to conduct the SIS assessments remotely, particularly to mitigate weather-related situations and delays that occur each year. We have discussed this approach with AAIDD, which supports the recommendation pending us receiving DAIL's implementation approval. This will allow us to reduce cancellations and ensure timely completion of assessments as long as it is clinically appropriate.

Telligen's communication tools and systems, both for internal staff and our clients, facilitate continual communication and task performance. This year, we have leveraged video technology to lead regular meetings with our SIS assessors in our three states to share best practices and promote innovation. With the addition of a community liaison in the state, we will be able to easily pivot from remote to in-person assessment while maintaining continuity.

- ***Foster collaboration and success with DAIL, AAIDD and Telligen.*** As Telligen has been chosen by 3 other states to perform the SIS as a new assessment, we bring experience and best practices to Vermont. This experience, and our knowledge and understanding of the ID/ DD community will mitigate concerns and facilitate prompt implementation and program administration. AAIDD has praised us routinely for our "strong cadre of interviewers" and our ability to "incorporate best practices that AAIDD has found to be beneficial in ensuring scores are reliable."

AAIDD has also praised us for developing an internal AAIDD best practices-based and AAIDD-certified, Telligen-staff-led training program. This certified program ensures that we most effectively train new assessors, certify/recertify assessors and provide quality assurance (QA) reviews. As a result, we consistently and accurately deliver and administer assessments producing the outcomes our state clients want to achieve by using the SIS-A.

- ***Implement coordinated reporting with SISOnline.*** We will grant DAIL user access to SISOnline to facilitate its access to all available reporting. In addition, we will provide reporting through our Qualitrac scheduling module to validate activities and depict the steps and timing from initial outreach to assessment completion.

Our proposal details our experience, our approach and our team – all of which will help DAIL successfully implement and operate this program.

2. TECHNICAL APPROACH

2.1. AAIDD SIS-A ASSESSMENT INSTRUMENT AND PLATFORM

2.1.1. The assessment instrument will be the AAIDD SIS-A, including narrative and up to six supplemental questions established by DAIL.

Telligen has completed more than 22,000 SIS assessments, with the majority of those being the SIS-A. We also administer state specific, supplemental questions for our Virginia client and recognize the importance of state specific questions in Vermont given the needs and demographics of the population. Our AAIDD and internal certified trainer will review protocol and best practices for narratives and document review specific to Vermont.

In addition, as part of the overall training, we will work with our partner agencies to have a comprehensive agency and benefit review so that all assessors are familiar with the population and the regions in Vermont. Because we will perform the initial assessments remotely, we strive to have the remote administration as transparent as possible with assessors who fully understand the environment. This objective will be complimented by our in-state community liaison who will provide coordination and communication.

Telligen was the first in the nation to implement the newest version of the SIS for adults (SIS-A) in the State of Iowa.

We employ the three “Cs” approach – Consistency, Capacity and Communication – as core tenets of work in this I/DD space. The keys to this approach include:

- **Consistency** – Implement assessment services that follow the core guidelines and objectives that are specific to the regions served. We will achieve consistency through regionalized scheduling and internal coordination that will enable individuals to achieve their assessment goals and quality care.
- **Capacity** – By effectively leveraging telehealth platforms (pre- and post-pandemic) and distributing regional staff members who are supported by centralized operations and management, we will be responsive and proactive in distributing resources that account for regional and demographic considerations.
- **Communication** – The core of the SIS process is communication and coordination of information between the individual, family/guardian, and providers and stakeholders. We will conduct and facilitate outreach and communication necessary to engage advocacy groups and key stakeholders. We will enable and optimize communication to ensure that each assessment is a positive experience for the individual, and that we effectively explain and support the program’s effort and mission.

2.1.2. The Contractor will be responsible for implementing and managing a contract with AAIDD for the use of the AAIDD SIS-A platform, in compliance with prevailing State contract requirements. This will include all AAIDD contract negotiation, execution, management, and licensing costs associated with the performance of this Contract. The Contractor shall provide a copy the executed contract with AAIDD to DAIL.

AAIDD and Telligen have a three-state working relationship. This longevity is strengthened by our established processes and communication already in place in our contracts, finance, operations and security areas. Therefore, we can provide DAIL with assurance that we will promptly execute the necessary contracts to provide the SIS. Another benefit to DAIL is the coordination and communication that already exists between Telligen key leaders and SMEs, and AAIDD staff.

2.1.3. The Contractor shall provide or arrange for application administrator responsibilities for the SIS-A platform including management of licenses and permissions, end user training, and end user support.

Currently, Telligen has this arrangement with AAIDD and holds a licensure agreement for other SIS contracts. We will work closely with AAIDD to finalize the details. This will include end user training and support to ensure that all Vermont assessors, Telligen management and quality assurance staff have access and understand entry into SISOnline, as well as the relationship between SISOnline and SIS Venture.

Our AAIDD contract will also include managing licenses and permission, end user training and end user support for stakeholders involved in the assessment process, such as case managers and DAIL employees.

2.1.4. The Contractor shall load or enter all completed assessments and narrative into the AAIDD SIS-A platform.

Telligen is familiar and experienced with the SIS-A tool and the on-line platform. For our current clients, we use this for the entry of completed assessments and provide documentation and reporting either through our systems or SISOnline. Telligen will load or enter all completed assessments and narrative into the AAIDD SIS-A platform for the Vermont SIS-A assessments.

2.1.5. The Contractor shall secure a data access agreement that allows access to individual assessments by DAIL including all available access, reporting and analysis features.

Telligen will secure a data access agreement that enables DAIL to access individual assessments, as well as reports and analysis features available in SISOnline. We are including this requirement in Telligen's contract with AAIDD and will have 10 licenses available for DAIL team members.

2.1.6. The Contractor shall secure business associate agreements with all case management entities that allow sharing of assessment data with each individual's case manager.

Telligen will follow DAIL's guidance and initiate business associate agreements with all case management entities. As we note in our implementation plan, this will occur during the

implementation period. This will facilitate information sharing upon initiating the assessment activity and ensure continuity of care. As part of our readiness review, Telligen will present DAIL with all executed agreements with the case management entities.

Telligen will share the assessment with the individual's case manager in a secure way through SISOnline. The case manager will have a 2 Factor Authentication to log into SISOnline enabling him/her to securely access and view the individual's assessment.

2.1.7. The Contractor shall require in its subcontract with AAIDD that AAIDD provide adequate security to the SIS-A platform. This shall include a requirement that AAIDD maintain a Plan of Action and Milestones (Follow OAM) document that addresses continuous improvement towards National Institute of Standards and Technology (NIST) 800-53 compliance. The POAM shall identify tasks needing to be accomplished, resources required to accomplish the elements of the plan, any milestones in meeting the tasks, and scheduled completion dates for the milestones.

Telligen has more than 25 years of experience designing and managing information security for many thousands of users, including hosting systems for CMS. We understand the importance of keeping individual information confidential while managing, transferring and storing the information.

Our information security team has deep knowledge and experience of implementing NIST 800-53 requirements as well as being audited against them for FISMA compliance. A key part of this process is developing and maintaining a Plan of Action and Milestones (POAM). The POAM identifies gaps in NIST 800-53 compliance and details the remediation steps, resources and dates required for closing them. Using our own experience with creating and maintaining POAMs with CMS, we will ensure that AAIDD has created and maintains a POAM of their system.

We understand that the POAM process is not a one-time process but should be ongoing through the lifecycle of the contract. We will keep AAIDD accountable to this and ensure they are meeting agreed upon deadlines for remediation.

2.1.8. The Contractor shall secure a provision in its subcontract with AAIDD that requires that at the expiration of the resulting Contract all assessment data will be transmitted to the State in a format and manner acceptable to DAIL, or otherwise remain available to and accessible by the State in a manner agreeable to the State and AAIDD and pursuant to State standard Contract attachments.

Per the proposal that AAIDD presented for this work with DAIL, the provisions already exist for data retention, as SISOnline will hold and store all data. We will ensure that we have a specific provision that communicates to post-contractual and transition guidance.

2.2. ASSESSORS

2.2.1 The Contractor will employ or otherwise arrange for the availability of assessors to meet the scope of work and performance expectations of this Contract.

Telligen will hire and make available the appropriate number of assessors to meet the expectations of the contract. With AAIDD's assessor staffing recommendation and our history of successfully creating staffing plans and maintaining productivity metrics, we will determine the number of assessors based upon the following:

- Number of assessments for completion.
- Individuals per region/area to ensure coverage.
- Surge staffing availability (remote) for additional assistance due to weather or other factors.

2.2.1. Hiring Assessment Staff

Given our performance history and staff recruiting, our HR team employs key characteristics to screen and select candidates. Given the needs of individuals with ID/DD, we find that our best assessors are experienced and passionate about the population, understand the challenges and opportunities and preferably have previous experience in the field.

For the initial assessments that we will perform remotely, these staff will participate in a thorough orientation and training to DAAIL policies and specifics on the Vermont ID/DD community and providers. We will conduct a competency test for all remote staff on this training and make the results available to DAAIL during the readiness review.

As conditions permit related to the pandemic, Telligen will recruit personnel in Vermont for performance of the SIS assessments. Our Trainer and Assessor trainings will follow AAIDD requirements and will also include proctoring and experience that remote assessors will provide. These assessors will reside in Vermont and conduct assessments virtually or in person. We will strive to hire local team members and working with our client partners to leverage recommendations they may have. We will leverage local educational institutions such as the University of Vermont, Castleton University, Champlain College and Northern Vermont University, as well as other job-seeking websites, and seek recommendations from DAAIL.

2.2.2. Managing Availability to Meet Need

We have successfully completed the SIS assessment virtually throughout the pandemic in three other states, which has been an interactive process according to client requirements. As a result of this experience, we will likely continue to perform assessments for current clients virtually in regions or areas where travel is challenging, as weather could remain a factor that could delay assessments or limit access to individuals.

In terms of an efficient schedule for a virtual assessor, Figure 1 shows how we will ensure availability for up to eight SIS-A assessment blocks per week per assessor, including planned



time for shared quality assurance activities and weekly team meetings. This sample is consistent with how we currently ensure availability on our three state SIS contracts. We have found that having the availability on each assessor's schedule for both three- and four-hour time blocks is important for meeting the needs of assessments that may require extra time for language needs or other accommodations. Our assessor schedules also include dedicated time each day for preparing prior to the assessment blocks and wrap-up for final touches on paperwork.

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00 AM	Daily Prep	Daily Prep	Daily Prep	Daily Prep	Daily Prep
9:00 AM	3 hour SIS-A block	4 hour SIS-A block	3 hour SIS-A block	Weekly Team Meeting	4 hour SIS-A block
10:00 AM				QA	
11:00 AM				Prep	
12:00 PM	Lunch	Lunch	Lunch	Lunch	Lunch
1:00 PM	3 hour SIS-A block	Wrap-Up	3 hour SIS-A block	3 hour SIS-A block	3 hour SIS-A block
2:00 PM		QA			
3:00 PM		QA			
4:00 PM	Wrap-Up	Wrap-Up	Wrap-Up	Wrap-Up	Wrap-Up
5:00 PM					

Figure 1. Assessor Availability. Our scheduling system can show availability for up to nine SIS-A assessment blocks per week per assessor, including planned time for shared quality assurance activities.

2.2.2 The Contractor will ensure that an adequate number of fully trained assessors are available to complete assessments throughout the State, and to meet contractual performance requirements in completing the assessments. (see Section 2.4 below).

As we described in Section 2.2.1, Telligen will ensure that an adequate number of assessors are available for performance of assessments and requirements with the contract. Regarding

performance and quality requirements, assessors will undergo yearly IRQR from AAIDD and or the AAIDD certified trainer, as well as annual refreshers on Telligen quality parameters.

Excellent training coupled with consistent and accurate quality assurance are pillars to managing a successful assessment contract. We partnered with AAIDD to develop a training plan that complies with DAIL's requirements and expectations to have AAIDD train and certify our Vermont SIS-A Trainer and assessors.

In Vermont, our state-based assessor supervisor will assume a dual role as the team lead and will be certified as the designated SIS-A Trainer in year one, assuming responsibility for quality assurance validation. The SIS-A Trainer implements inter-rater reliability mechanisms and completes ongoing quality assurance checks to ensure assessment results are valid and reliable. This is a best practice in SIS contracts and fundamental to conducting quality assessments. The SIS-A Trainer also initiates any needed remediation, participates in joint assessment activities and leads ongoing training.

We will submit all training programs and materials to DAIL during implementation. Training materials for each program typically include information on the applicable clinical policies, compliance measures and assessment specific training.

We develop training programs for each position that meets all client requirements – one that ensures that staff members are qualified and competent in completing all services. Figure 2 describes a sample four-stage training plan that we developed in collaboration with AAIDD for the SIS assessment.

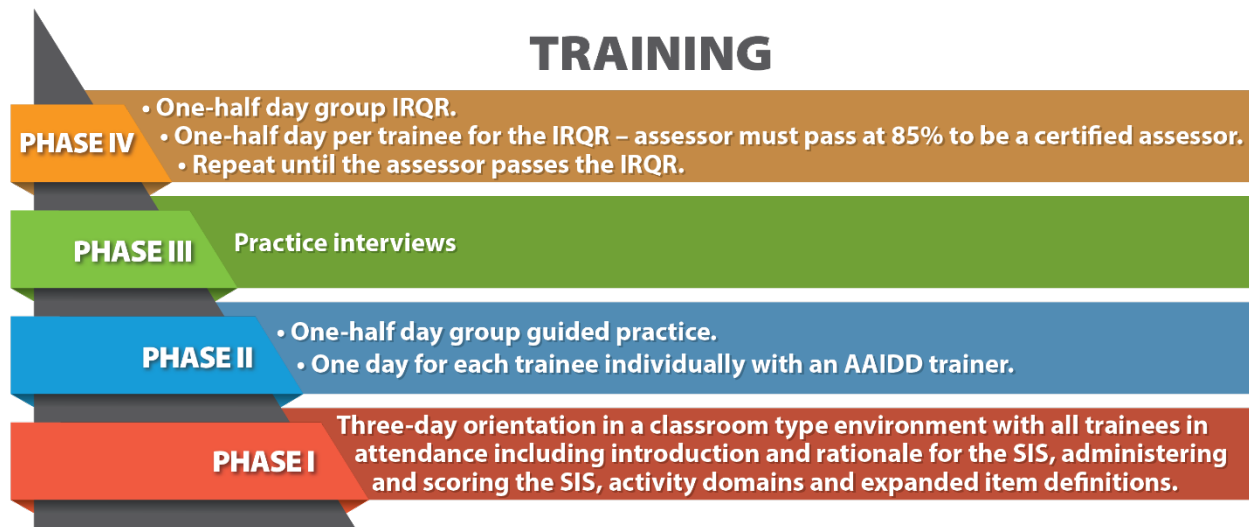


Figure 2. Training. We use a four-phase training approach for our assessors so that they receive the tools for success at the onset of the contract

Our SIS assessor candidates must complete a minimum of four practice interviews after guided practice and before completing the interviewer reliability review. Participants must obtain an

interviewer reliability coefficient of 0.85 or higher. The AAIDD certified SIS-A Trainer will observe the participant completing an interview without making comments. Then the interviewer and the SIS-A Trainer will score the interview separately. The participant's total sub-scores for each area on the SIS must agree with our SIS-A Trainers score at least 85 percent of the time.

AAIDD protocol requires ongoing quality assurance training of eight to 10 trainer days annually for the team of assessors. With our AAIDD certified SIS-A Trainer, we will complete the annual quality assurance requirement independently.

As part of AAIDD requirements, we obtain annual training from AAIDD for our trainers as a refresher and with focus on quality assurance review. This annual training for our trainers takes place approximately three days each year.

Our training and quality assurance plans have garnered praise from AAIDD because of our:

- Timeliness in completing assessments
- Track record for complete (fully documented) assessments
- Thorough QA process
- Assessors' quality work – and resultant positive feedback
- Ability to engage members

Our assessment model is based on the person-centered approach. The individuals we serve are involved from the very beginning – identifying the list of services needed to help them achieve their goals. This is especially necessary for the I/DD population, because although most individuals require a support system to live independently or make daily decisions, they are still entitled to have a say in their care and drive the services they need. As collaboratively as possible, we aim to help them carve out opportunities to live productive lives based on their strengths.

As further evidence of our recognition that a person-centered approach is crucial to the success of the SIS-A assessment, we have comprehensive training for our scheduling team as well that is grounded in the evidenced-based principles and tenets of motivational interviewing.

Key principles of our training include expressing empathy, supporting self-efficacy and adjusting to resistance, and maintaining a collaborative and compassionate presence. The principles and spirit of motivational interviewing are well-aligned to the person-centered approach that AAIDD has indicated for the SIS-A. We believe that being person-centered in actions over words begins during the scheduling process and how we present ourselves on those first calls.

2.2.3 The Contractor will ensure that all assessors have passed the DAIL Background Check Policy before performing assessments.

https://dail.vermont.gov/sites/dail/files//documents/BackgroundCheckPolicy_v2_0.pdf

The health and well-being of Medicaid individuals is our primary concern, and we will comply with DAIL's background check requirement (effective July 7, 2017), as well as our own internal policy. These policies will apply to all assessors, Telligen and subcontractor staff. Telligen will

not allow anyone to begin work on this contract until we receive notification that individuals have passed all checks.

Once we confirm employment, we will ensure that our assessors wear their photo ID and clearly identify themselves. In addition, all Telligen employees will sign a confidentiality statement attesting they will adhere to our Confidentiality Policy.

2.2.4 The Contractor shall ensure that all assessors have a combination of education and experience that qualifies the person for Qualified Intellectual Disability Professional as defined by CMS in 42 CFR 483.430 (a).

By tailoring assessor job requirements, as well as thoroughly screening qualifications against both AAIDD- and CMS- defined requirements [(42 CFR 483.430 (a))], we will recruit and hire assessors that meet Qualified Intellectual Disability Professional guidelines.

Under 42 CFR 483.430 (a), assessors must have a combination of education and experience:

- A minimum of one year of experience working directly with persons with intellectual disabilities or other developmental disability.
- The designation of either a Doctor of Medicine or osteopathy, or a registered nurse.
- At least a bachelor's degree in a professional category specified in 483.430 (b)(5), e.g., social worker or, psychologist as well as associated Vermont licensure and certifications.

AAIDD requirements align with the CMS-defined experience and degree for these assessments. Our assessors will also need to demonstrate that they have worked in the field of human services with individuals who have I/DD via Vermont certifications, e.g., psychologist, special education teacher, case manager, social worker, speech and language therapist.

2.2.5 The Contractor will ensure that all assessors have successfully completed AAIDD SIS-A orientation, initial training, and ongoing training as defined and recommended by AAIDD. <https://www.aidd.org/sis/training>

To protect the integrity of the SIS, AAIDD has implemented strict standards around assessor training, as well as ongoing quality assurance requirements. For all SIS contracts, we follow a four-stage standard training plan that we developed in collaboration with AAIDD. This will ensure all Telligen and subcontractor staff comply with AAIDD standards. (See [2.2.2](#)). We will apply the same process to DAIL's contract and continually refine it to meet contract needs.

All assessor candidates who go through our training must complete a minimum of four practice interviews after a guided practice and before completing the interviewer reliability review. If they successfully pass those practices and achieve an interviewer reliability coefficient of 0.85 or higher, they will then be allowed to lead an interview – with our AAIDD certified SIS-A trainer observing. The trainer will then compare the assessor scores with his/her own – and they must agree at least 85 percent of the time.

2.2.6 The Contractor shall manage, supervise and/or monitor the performance of assessors to ensure that assessments are completed properly and in a timely fashion, as defined in the contractual performance expectations.

We recognize the need for timely completion of SIS assessments for individuals seeking services. We will accomplish this in two ways:

- **Run daily reports** – To ensure our compliance with the state's turnaround time on scheduling assessment within five days, it is imperative that we use data to prove our adherence and support our operational processes to state requirements. Our project assistant will run these reports, which will show the date we received the assessment referral, the date we received respondent information from case managers in our scheduling queue, as well as when our team has connected with respondents, and successfully scheduled the assessment.
- **Complete and submit the assessment within 20 working days.** Our team will set an internal goal of scheduling the majority of assessments so that we can complete them within 15 working days from the referral receipt date. This approach will allow us to conduct our standard first-round QA on 100 percent of assessments, follow up with the assessor on any required revisions, and then conduct QA again before submitting the assessment via SISOnline.

We have used similar processes on our three SIS contracts and will refine them as needed to ensure on-time performance on DAIL's contract.

Our robust quality program will also help us ensure that we are completing assessments in a timely manner. Telligen's SIS trainers will complete IRQR (using the SISOnline training module) on each assessor every six months post the initial IRQR in the certification process. This means that we rate the assessor on interviewing techniques: introduction, effective use of ratings, core concepts, facilitation skills, mechanics and the decision-making process.

Trainers will maintain a tracking log of when the IRQR is due and will notify the schedulers that an IRQR is necessary so they can coordinate their schedules with the assessor. IRQR entails completing a SIS interview with a SIS trainer to become a certified SIS assessor. The assessor must meet at the Qualified rating to be able to independently conduct SIS assessments and maintain this proficiency.

If the assessor does not initially meet the Qualified rating, the assessor will have more guided practice interviews with trainer and more IRQRs until the assessor achieves the Qualified rating to complete assessments independently. If the assessor does not meet the ongoing IRQR, they will have remedial training and guidance and then repeat the IRQR.

2.2.7 Assessors must be supervised by an individual that has experience administering, scoring and interpreting standardized educational or psychological assessments.

The SIS tool requires that the individual administering the assessment should be certified as a social worker, nurse or other related field, and have experience working with individuals who have ID or DD. Having this base knowledge, as well as hands-on experience conducting the assessment itself, helps supervisors ensure that assessors are following best practices, fully capturing member-centric information, and scoring the assessment consistently.

Our proposed assessment supervisor/SIS-A trainer, [REDACTED], LBSW, has more than 20 years' experience in human services. She has worked with diverse populations that include persons with developmental or physical disability, chronic mental illness and the elderly. She has eight years of experience conducting, scoring and interpreting SIS, interRAI and Mayo-Portland assessments, leading QA activities and training others to conduct consistent and accurate face-to-face and virtual assessments.

[REDACTED], who is SIS-A-certified as a trainer and Quality Lead in two states (Iowa and Maryland) and conducts QA for our Virginia contract, will secure the same certification in Vermont. She works collaboratively with our clients to better understand state and contract requirements and then uses this information to better inform her training of assessors and leading other related assessment activities, such as QA.

She will lead the initial training efforts through Year 1 and be part of the hiring process for our ultimate Vermont-based SIS trainer, who will be AAIDD certified. [REDACTED] will also serve as a mentor going forward, which will include coaching assessors to ensure they are following AAIDD best practices and conducting high quality assessments in a timely manner.

2.3. ASSESSMENT PROCESS

2.3.1. All people who are referred for assessment or reassessment will have been found eligible for SIS-A assessments by an approved party before a referral is made to the Contractor for assessment.

Telligen will assume that all referrals for assessments and reassessments have been found eligible by an approved party for SIS-A assessments prior to receipt.

2.3.2. The Contractor shall manage the scheduling and completion of assessments.

Our proprietary Qualitrac scheduling module allows scheduling staff to work efficiently, foster collaboration and provide consistent coverage to meet our clients' needs. At the same time, it enables assessors to solely focus on the individuals in their area and providing a quality conflict-free interview.

With one click, we can prioritize, document, track and report each assessment request, as well as pull customizable and status reports for our clients as needed. We have tested each step of our scheduling process in multiple states and adapted them to suit each client and specific differences.

When an assessment referral arrives, we import individuals' information into Qualitrac, creating a record that includes details such as the type of assessment and the date the assessment is to be completed. The system then assigns the individual's record to a member of our scheduling team.

To begin the scheduling process, a scheduler will send a Respondent Identification Form to the case manager to validate the information Telligen received in the referral and to gather preferred ways to best communicate with the individual in need of an assessment. This formal, yet easy-to-use, electronic form is used to obtain information from case managers during the initial scheduling process. It allows the case manager to quickly tab through each item and identify respondents at his or her convenience. This form, which we are continually refining, captures essential information needed to initiate the scheduler of the assessment interview such as:

- Respondent identification and contact information.
- Respondent relationship to the individual.
- Preferred approaches for interaction with the individual.
- Safety concerns or special directions.
- Needs for any specialized resources, such as an interpreter.
- Confirmation that the individual will be available for at least part of the assessment or available for observation prior to the assessment.
- The individual and case manager's preferred times to schedule the assessment.

Qualitrac Scheduling Module Features

- Integrated with SISOnline to eliminate manual entry of preliminary data assessment information and decrease errors
- Tracks all communication between assessors and schedulers
- Adds appointments directly to assessors' calendars
- Stores SIS form for future reference – serves as a backup if SISOnline experiences downtime
- Has built-in reporting capabilities
- Facilitates quality checks

While scheduling the assessment, the scheduler can record all interactions with the individual, individual's representative, case manager and respondents within our system. Each record of these interactions will include the form of communication (phone, email or letter), the individual's name and a summary including scheduling details like respondent availability or preferred location. *We also track requests for rescheduling an assessment, or if an individual or respondent does not show up for the scheduled SIS assessment. Tracking and recording each of these details allows our team to provide a detailed status of scheduling efforts at any time.*

We will perform reassessments of each individual every three years or upon significant changes in the individual need or circumstances, as approved by DAIL.

Figure 3 displays some of the data elements included in one of our scheduling management reports.

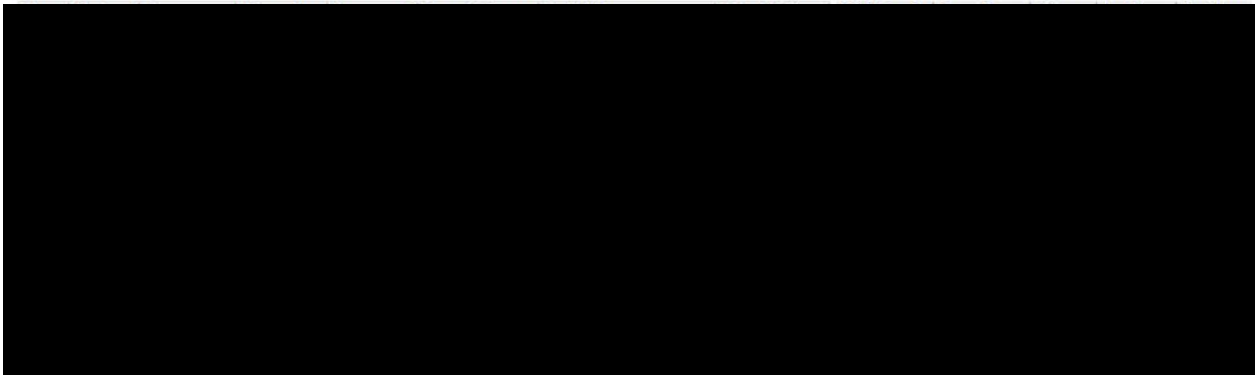


Figure 3. Tracking and recording interactions allows our team to provide a detailed status of scheduling efforts at any time to the manager and our clients.

2.3.3. The Contractor shall schedule assessments based on dates, times and locations that accommodate the schedule and needs of the individual and also support the participation of guardians, family members, caregivers, case managers, and other assessment participants selected by the individual or her/his representative. Minimally, there shall be at least two (2) respondents who know the person well, preferably individuals providing primary support to the individual in their daily life.

Scheduling is the key factor to our team successfully performing SIS assessments. Our process and system identify the key participants and from that group we begin the scheduling process to ensure a time that will work for all. Proactive identification of availability and or conflicts mitigates cancellations or other issues. Our goal is to achieve 100 percent compliance with the initial scheduled appointment so that all the participants are present, and to reduce undue stress to the individual who is the subject of the interview.

To begin the scheduling process, a scheduler will send a Respondent Identification Form to the case manager. This will assist in gathering respondent information and additional information about the individual in need of an assessment. Case managers are a vital and critical part of a successful assessment process because they have long-term relationships with, and an understanding of, the member, their support needs and their caregivers. Our collaboration with case managers ensures that our SIS assessment process is timely and understands the individual's situation and needs.

As we complete SIS assessments in a collaborative interview format, we ensure active engagement from the interview participants, which begins during scheduling. AAIDD protocols require that SIS assessment respondents must know the individual for at least three months and have direct knowledge about the individual. (A respondent is a person who provides information about the individual we are assessing). The individual has a choice as to whether he or she wishes to participate in the assessment interview.

However, the assessor must meet the individual at some point during the assessment. Other respondents usually include the individual's case manager, guardians, family members, care givers, case managers and others selected by the individual or his/her representative. There must be at least two respondents participating in the assessment interview, and the choice of the respondents must be a joint decision with the individual. The assessor will reiterate at the beginning of the assessment that the respondents must be present throughout the entire assessment.

We will strive to include one respondent that has knowledge of the individual's supports required in the home and one respondent that has knowledge of the member's daytime/employment or school supports needs. Additional respondents (more than two) can participate to ensure that we present a full picture of the individual representing all life activities. When administering the SIS, our assessors follow exact SIS protocols and complete the required validation of respondent answers to questions by asking for examples. To promote respondent confidence in the validation process, we reiterate that it is necessary to explore their answers further to ensure a valid assessment in accordance with AAIDD protocols.

Using telehealth will also enable us to complete the interview allows flexibility in scheduling and ensures that the quality, customer satisfaction, and efficiency of the information that we gather to complete an appropriate assessment. Ensuring active engagement from as many relevant assessment participants as possible begins by accommodating various schedules efficiently with high-quality customer service.

2.3.4. The Contractor is expected to conduct assessments in an accessible manner. This includes physical accessibility of the assessment location as well as accommodations for communication including language

interpreters, deaf and hard of hearing interpreters, facilitated or augmentative communication, and cultural competence.

Telligen assessors conduct person-centered, quality assessments (virtually or in person). Our core orientation has a separate track and focus on cultural competence. Because our process involves the case manager at the onset, we use the opportunity to determine the need for accommodations for communication and any other issues, including a thorough screening for all referrals to ensure that if a telehealth interview is considered, it is clinically appropriate and in the members' best interests.

In some situations for in-person interviews, we meet with the individual and respondents at a location other than his/her home – one that is physically accessible. We will coordinate and arrange any needed community resources such as interpreters to ensure that we have the most accurate and up-to-date information about the individual being assessed.

To ensure we are completing the assessment in a way that enables choice and freedom, we strive to make sure communication is free and open. Language barriers can cost valuable time and create opportunities for error. If an interpreter is needed, including foreign language or American Sign Language, we contract individually with each interpreter that either the case manager or family has recommended.

Our person-centered process includes:

- Taking appropriate steps to ensure persons with limited English proficiency are aware they may request an interpreter or have access to other communication aids.
- Ensuring that the individual has physical access to the assessment location.
- Contracting with qualified community and telephone interpreter services such as Boostlingo or Language Line.

2.3.5. The Contractor is expected to reschedule assessments as necessary in response to changes in individual circumstances, weather, and/or other events or circumstances that may result in a need to reschedule assessments.

Some rescheduling is unavoidable, such as those related to weather or other issues with the individual. As we described in [2.3.3](#), we strive to make sure that members keep their initial scheduled appointment. Our attention and continual focus on our scheduling will help mitigate rescheduling because of internal staff issues. In all instances, we track all rescheduling instances regardless of reason in our system.

Given that weather and geography in Vermont can be challenging at certain times of year, such as in the Northeast Kingdom, we would recommend that telehealth where appropriate be the primary interview format during inclement weather situations.

2.3.6. The Contractor shall securely send an electronic copy of the completed assessment to the individual's case management agency or intake specialist, if no case management agency has been assigned.

Telligen's contract with AAIDD will allow for many access control options and permissions that limit users' access to records by their agency and region – or those records they are assigned within SISOnline. One of those roles is a case manager or intake specialist, which has view-only access.

After each assessment, Telligen's certified SIS-A assessor will ensure the case manager or intake specialist is able to view the completed assessment in SISOnline. The case manager will then receive an email notifying them that the SIS assessment can be viewed in SISOnline and downloaded.

2.3.7. The Contractor shall maintain positive, respectful working relationships with all parties involved including people being assessed, family members, providers and the State. The Contractor will have a process for resolving complaints in a timely manner.

We will maintain a positive, respectful working relationship with all parties involving any Vermont health care consumer, their families, providers, stakeholders, and the state. Our assessors are professional during our non-biased assessments. We understand the power of motivational interviewing as an engagement style and infuse this into our trainings for both schedulers and assessors.

Conducting satisfaction surveys early in a contract are part of Telligen's culture. Our assessment program satisfaction survey has been deployed in Iowa, Maryland and Virginia. ***During our most recent assessment contract in Virginia, our overall satisfaction rate for the SIS assessments was 97.6 percent.*** We have found survey feedback to be very helpful in identifying any needed changes in our process as part of our continuous quality improvement model. We will provide individual feedback to each assessor based on Consumer Satisfaction Interview survey results.

Complaint Resolution

Telligen understands that the very detailed and intricate nature of the SIS, as well as the individuals' and caregivers' situations, may result in complaints. We have found in other states that many of these complaints stem from a misunderstanding of the question or questions. We take all complaints seriously and as part of our resolution perform a root cause analysis to understand the basis of the complaint. We resolve the complaint and evaluate it to determine what we could do better, why it happened and what can we do to make the experience more positive in the future.

Monthly, the operations manager will analyze the individual complaints that we received and resolved. We will produce and review trending reports from our complaint tracking efforts. Team meeting discussions will occur to discuss the report results, if applicable to team or process performance. The operations manager will work with individual staff members to

address performance areas needing improvement based on the analysis of complaint data focused on an individual.

We have an established hierarchy for escalation of complaints. Table 2 includes a general description of the types of complaints and escalation levels.

Table 2. Complaints Information. *We have developed responsibilities along with escalation levels based on proven experience based on stakeholder feedback.*

Responsible Party	Type of Issue/Complaint
Complaint Intake/Scheduler	Scheduling issues Referrals to other resources not affiliated with Telligen (e.g. member services, provider services)
Team Assessor	Assessment interview process Explanation purpose
Contract manager/director	Processes or procedures Contract responsibilities Staffing/assessor complaints Unresolved at assessor level Potential life-threatening situations
Telligen Vice President	Serious complaint that cannot be addressed at manager/director level
Contract Monitor / Telligen Vice President / Compliance	Service areas other than SIS assessments Serious complaint that contractor cannot resolved Potential life-threatening situation

2.4. CONTRACT DELIVERABLES AND PERFORMANCE EXPECTATIONS

2.4.1. To support performance reporting, for each assessment referral the Contractor will track and maintain documentation as follows:

2.4.1.1. the date that the approved assessment referral was received.

2.4.1.2. the date that the assessment appointment was made.

2.4.1.3. the date that the assessment appointment(s) occurred.

2.4.1.4. the date that the assessment was fully completed and fully entered into the SIS-A platform.

2.4.1.5. the date that the completed assessment is sent to the individual's case management agency or intake specialist.

Reporting assessment activities will be a key component in DAIL's ability to manage the new implementation of SIS assessments in Vermont and monitor Telligen's performance. Within our subcontract with AAIDD, we will ensure that DAIL and Telligen have adequate reporting such as we describe here.

Our system produces a report describing details of each assessment referral. We capture and track detailed information in our scheduling application during the life cycle of a SIS-A assessment that enables us to report the following through the Master Scheduler's Report in SISOnline:

- Date of receipt of assessment referral.
- Date assessment appointment was confirmed.
- Date of assessment interview.
- Date assessment was completed and entered into SISOnline following the quality review.
- Date assessment was sent to the case management agency or intake specialist.

We will provide a monthly reporting package that includes clear and concise data tables regarding productivity data points of interest to the state, as well as graphic representations of the data to display trend over time. We believe in transparent data reporting regarding our productivity and quality performance. Telligen has roots as a QIO, and this focus on continuous quality improvement underlies all other work we do. For this reason, we believe in the power of data to tell a story, and the power of that data directly depends on the methods by which we gather, track and maintain it. We routinely QA all tracked data at statistically relevant samples to ensure accuracy.

2.4.2. The Contractor is expected to have confirmed an appointment for the assessment for at least 90% of assessment appointments that is acceptable to assessment participants within 5 working days of receiving the approved referral. Reasons for failing to meet this standard for any referral will be maintained in writing by the Contractor and reported to the State.

Telligen understands the performance expectation of confirming 90 percent of assessment appointments within five working days of receiving the referral. Because we will be closely monitoring our performance measures, we will have leading and lagging indicators to show if we are on track for meeting all performance measures. If we are ever off track, we will create a risk mitigation plan to course correct prior to missing a performance measure. If we do not meet this standard, Telligen will document reasons for not meeting the performance measure and report them to the state. In addition to reporting these to the state, we would create a performance improvement plan to identify opportunities and ensure we are able to comply with the requirements.

2.4.3. The Contractor is expected to schedule at least 85% of all assessment appointments to occur within 15 working days of receiving the approved referral, and 100% of all assessments within 30 days of receiving the approved referral. Reasons for exceeding the 15-day standard for any referral will be maintained in writing by the Contractor and reported to the State.

Telligen understands the performance expectation to schedule 85 percent of the assessment appointment within 15 working days of receipt of the referral and 100 percent of the assessment appointments within 30 days. Telligen will document reasons for not meeting the performance measure and report them to the state. We follow a quality improvement approach to monitor the performance of the scheduling process and will follow the same steps as described in section [2.4.2](#).

2.4.4. The Contractor is expected to complete and enter the assessment information into the SIS-A platform and securely send an electronic copy of the assessment to the case management agency or intake specialist for at least 85% of all assessments within 20 working days of receiving the approved referral, and 100% of all assessments within 35 working days of receiving the referral. Reasons for exceeding the 20-working day standard for any assessment will be maintained in writing by the Contractor and reported to the State.

Telligen understands the performance expectations set forth by DAIL. These include the completing and entering the assessment information into SISOnline and sending a copy of the assessment to the case management agency or intake specialist for at least 85 percent of all assessment within 20 working days of receipt of the referral and 100 percent of all assessment within 35 working days. Telligen will document reasons for not meeting the performance measure and report them to the state.

We follow a quality improvement approach to monitor the completion of assessments in SISOnline and completion of all final distribution steps or the assessment results to the case management agency.

On all our current SIS contracts, we have timeliness requirements that we track, measure, improve upon where possible, and report. In Iowa, we have a 98 percent timeliness for all our assessments completed year to date for reasons within our control. Our timeliness requirements for our contract in Iowa include completing and submitting the assessments to our client within the specified time frames (30 days from date of referral for admissions and within 14 days of the Continued Stay Review date for the annual reassessments).

We upload our assessments to the state portal within five business days following completion of the assessment and the case managers can access them from that portal. For assessments that we do not complete timely due to reasons that are out of our control, we provide an “exceptions” report to the client monthly. The report includes the untimely reason and additional details specific to the assessment and outreach.

Some of these untimely reasons that are out of our control include: member or case manager requested the assessment date, we were unable to get ahold of the member, and we had to reschedule the assessment because the member had a conflict with the scheduled appointment.

Our success in meeting timeliness requirements can be attributed to emphasizing timelines from the very start with the scheduling process and through submitting the assessment timely following completion:

- Using Qualitrac Scheduling module software and reporting, which enables us to monitor when our team completed assessments, as well as delivered them to DAIL.
- Having a continuous view of all assessor schedules to quickly identify and reassign assessments in the event of unforeseen circumstances.
- Sending a confirmation letter and reminder calls two business days prior to the interview.
- Following the assessment, the assessor inputs the assessment to the state portal and supplemental questions and any additional notes within five business days.

2.4.5. The Contractor will submit a monthly report to the State by the 30th of the following month which includes:

2.4.5.1. Total number of referrals for the month.

2.4.5.2. Number (#) and percentage (%) of referrals processed within 5 working days of referral. Reasons for not meeting this timeline.

2.4.5.3. # and % of assessments scheduled within 15 working days of referral. Reasons for not meeting this timeline.

2.4.5.4. # and % of assessments scheduled beyond 30 days. Reasons for exceeding this timeline.

2.4.5.5. # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral. Reasons for not meeting this timeline.

2.4.5.6. # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral. Reasons for exceeding this timeline.

Through our contract with AAIDD, we will have access to SISOnline's automated report generator that can deliver a monthly report to DAAIL by the 30th of the following month. This report will include, at a minimum, the following details:

- Total number of referrals each month.
- Number and percentage of referrals that we processed within five working days of referral, as well as any reasons for not meeting this timeline.
- Number and percentage of assessments scheduled within 15 working days of referral, as well as reasons for not meeting this timeline.
- Number and percentage of assessments scheduled beyond 30 days, as well as reasons for exceeding this timeline.
- Number and percentage of assessments completed and entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral, as well as any reasons for not meeting this timeline.
- Number and percentage of assessments completed and entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral, as well as reasons for exceeding this timeline.

As we noted in our response to Section [2.4.1](#), we maintain a robust data tracking system of the key points in the lifecycle of the referral which allows us to present data in a timely fashion that is representative of the key performance indicators for the state. The metrics required represent best practices and standards for any assessment contract and are established metrics that Telligen reports on for our other assessment contracts.

2.4.6. The State intends to negotiate performance incentives and/or disincentives during Contract negotiations.

Telligen looks forward to discussing performance incentives/disincentives during negotiation. This is standard practice for Telligen, and our experience provides us with the confidence and knowledge to negotiate in good faith for meaningful incentives that meet DAIL's requirements.

2.4.7. The Contractor will submit a report 30 days after the end of every six months of the contract which summarizes their performance, identifies problems and barriers, and remediation activities planned or taken.

A bi-annual report further enhances DAIL's ability to track the success of the SIS-A program from an extended period. Our operations manager will create and submit a bi-annual report 30 days after the end of every six-month period of performance. The report will summarize the results from the individual monthly performance reports and include any recommendations for improving the efficiency and quality of the services provided that were identified through the previous six months.

Tracking trends is important to improving quality. Our bi-annual reports follow the same look and feel as our monthly reports allowing for ease of use by our client audience. We focus on providing clear and well-organized data tables and graphic depictions of data over the six months as well as compared to previous reports. We include narrative descriptions of our findings from the data we present using user-friendly language to enhance the efficient readability. We work with our customers to determine the preferred layout and means of data delivery as each client audience is different, and we are always transparent and flexible.

2.5. PROPOSED PAYMENT

2.5.1. Contract payments shall be made to the Contractor in the form of a fixed reimbursement cost per completed assessment. Additionally, bidders may propose alternative payment provisions. Bidders may request start-up funds for initial costs during the first year of the Contract. The Bidder must include a detailed description of use of start-up funds and how start-up funds will reduce fixed reimbursement costs. Start-up funds may include one-time costs such as initial cost of acquiring use of the SIS-A and initial training of assessors, but not ongoing operational costs.

2.5.2. Proposed payment must specify and include all subcontracted costs for AAIDD SIS-A Online including licenses, training, and use.

We will use start-up funds to cover the cost of integrating and testing the AAIDD SIS tool to make sure it is ready on the "go live" date. We will ensure all licensing with this tool is in place by the "go live" date. Also, training on the AAIDD SIS tool takes about three weeks. We will hire and train staff for them to be fully prepared to begin work on the anticipated July 1st "go live" date.

Please refer to [Section 3](#). Pricing Response for our proposed payment.

2.6. PROPOSED TIMELINE

2.6.1. The State intends that the Contractor will successfully complete at least 800 assessments in the first Contract year. This will support use of assessment results by the State in informing the development of a new payment model for DDS HCBS.

Telligen will implement strategies to complete a minimum of 800 assessments in the first year of the contract. Upon recommendation from AAIDD and validation using our staffing performance metrics, we will hire four Vermont-based assessors, who will receive AAIDD training and certification during the first contract year.

Our primary strategy will be to ensure we complete a minimum of 150 assessments in the first three months of the contract. Because the SIS is new to Vermont, initial impressions and interviews will flavor experience and opinion. By promptly completing these assessments throughout the five regions of the state, we will enable familiarity with the assessment tool and the process.

At the same time, when questions or concerns arise, we will be able to address these in concert with DAAL and AAIDD, with help from our local community liaisons. By establishing a strong initial assessment completion, we are facilitating ongoing scheduling and the pathway for success by completing the entire 800 in the first contract year.

2.7. REQUIRED ELEMENTS

2.7.1. Bidder Statement

Statement that the Bidder is not an organization that advocates on behalf of individuals with developmental disabilities in the State and has no direct relationship with any Vermont DDS HCBS direct service providers and is free of conflict of interest in performing DDS HCBS assessments.

Telligen does not advocate on behalf of individuals with developmental disabilities in the state. We have no direct relationship with any Vermont DDS HCBS direct service providers and are free from any conflicts of interest in performing DDS HCBS assessments.

2.7.2. Organizational Expertise and Capacity

Description of organizational expertise and capacity, including experience in completing SIS-A or similar assessments for people with disabilities. Describe specific experience or capacity in completing assessments for people with developmental and intellectual disabilities. Include resumes or CV of any existing staff who will manage activities under the Contract. Include job descriptions for assessors including minimum qualifications. Include an organizational chart that outlines staff participating on the project. Include references. Include a

description of any component of the work that will be completed by sub-contractors beyond the contract with AAIDD for use of the SIS-A.

Provide details concerning the form of business organization, company size and resources; describe particular experience relevant to the proposed project, and list relevant current or past State projects. Provide resumes or curriculum vitae of core Contract staff who will be assigned to this Contract.

Telligen is a national population health management company that has become a trusted partner to CMS, state Medicaid programs, managed care organizations and self-funded employer insurance plans. We seek to improve quality and access, achieve better outcomes, and create more predictable and sustainable healthcare budgets. Simply put, we improve the quality and cost effectiveness of healthcare for the Medicaid population and provide meaningful data to our clients to understand the impact of these efforts to inform future initiatives.

We serve three primary markets:



State. Our first Medicaid contract in 1979 involved utilization and care management solutions for Iowa Medicaid. Since then, we continue to partner with Iowa Medicaid, and have expanded our Medicaid client portfolio to include 10 other states: Colorado, Idaho, Maryland, Massachusetts, Minnesota, Montana, Nebraska, Oklahoma, Pennsylvania and Virginia.

Our executive sponsor **Jeff Chungath** (Telligen's chief executive officer) guides our state teams in consulting with Medicaid agencies on all aspects of improving quality, using data for improved decision making and methods of transforming the healthcare operating environment. Figure 4 illustrates our diverse experience with public sector health and human services programs.





















<p>-1972- Company Founded As the Professional Review Standards Organization for Iowa Medicare</p> 	<p>-1974- Quality Improvement Organization Begins 45-year run as Iowa's Medicare QIO</p> 	<p>-1979- Iowa Medicaid Provide utilization & care management solutions to Iowa's Medicaid program</p> 
<p>-1985- Care Management Begins offering Care Management solutions to private companies</p> 	<p>-1992- URAC Accreditation Care Management Utilization Review processes accredited by URAC City of Chicago Awarded Care Management contract for City of Chicago</p> 	<p>-1996- Illinois QIO Begins 23-year run as Illinois' Medicare QIO</p> 
<p>-2008- Oklahoma Medicaid Provides Health Management Program for Oklahoma Medicaid</p> 	<p>-2013- Nebraska Medicaid Awarded utilization and quality management contract</p> 	<p>-2014- Massachusetts Medicaid Awarded clinical performance management contract</p> 
<p>-2014- Core Standardized Assessments Provides CSAs for Iowa's Medicaid agency (and later Managed Care)</p> 	<p>-2015- Maryland Medicaid Awarded utilization review & care management contract</p> 	<p>-2016- Idaho Medicaid Awarded utilization review & care management contract</p> 
<p>-2017- Maryland Level-of-Need Awarded Level-of-Need services for Maryland Medicaid</p> 	<p>-2018- Colorado Medicaid Awarded Long Term Care Utilization Services for Colorado Department of Health Care Policy & Financing</p> 	<p>-2018- Oklahoma Medicaid Re-Awarded contract for Health Management Program for Oklahoma Medicaid</p> 
<p>-2019- Iowa Assessments Re-Awarded contract for CSAs for Iowa Medicaid and Managed Care</p> 	<p>-2019- Virginia Medicaid Assessments Awarded contract for SIS assessments of both adult and children with disabilities</p> 	<p>-2019- Montana Utilization Review Awarded utilization review and PASRR Level II evaluation services as subcontractor to Mountain-Pacific Quality Health</p> 
<p>-2019- Oklahoma QIO Begins work as Oklahoma's Medicare QIO</p> 	<p>-2020- Pennsylvania MMS Awarded contract to provide a modular prior authorization solution</p> 	

Figure 4. Telligen Experience. We have more than 45 years' experience supporting the Medicaid population, which includes care management and QIO services.



Federal. Our federal government work history includes 45 years with CMS as a QIN-QIO. We are currently the QIN-QIO in Colorado, Illinois, Iowa and Oklahoma. We provide quality improvement, beneficiary education, data analytics and IT solutions for national programs measuring the quality and cost-effectiveness of healthcare. We improve healthcare services through education, outreach and by sharing evidence-based best practices. In addition to our QIO activities, our work/designations as a Network of Quality Improvement and Innovation Contractors (NQIIC) Hospital Quality Improvement Contractor (HQIC) and a Data Validation Auditor (DVA) means that we impact beneficiaries across care settings in a variety of ways.



Commercial. In our Health & Well-Being (HWB) division, we provide resources that help employers and employees understand their healthcare options, reduce costs and obtain better outcomes. Our commercial programs include:

- Case management
- At-risk coaching
- Disease management
- Maternity management
- Employee assistance program
- Wellness
- Diabetes prevention
- Specialty (such as oncology and transplant management)
- Utilization management
- Telehealth
- Behavioral health assessments

2.7.2.1. Business Organization

Founded in 1972 to improve healthcare quality and cost-effectiveness for state, federal and commercial clients, Telligen has been a 100-percent employee-owned company since 2014 – having transitioned to the employee stock ownership plan (ESOP) model after finding that ownership drives staff commitment and retention.

We have more than 600 employee owners who are based in one of our eight office locations – West Des Moines, Iowa (headquarters); Des Moines (co-located with Iowa Medicaid); Boise, Idaho; St. Louis Park, Minn.; Greenwood Village, Colo.; Oklahoma City, Okla.; Columbia, Md.; Glen Allen, Va.; and Waltham, Mass. – or are working from their home offices across the country.

For this contract, we will rely on our internal resources to lead DAIL's program of Vermont-based assessors and AAIDD-certified trainers.



2.7.2.2. SIS-A and Other Assessment Experience

In 1992, we began conducting assessments in our home state of Iowa for members in both urban and rural communities, beginning with the elderly and disabled, brain injury (BI) and HIV/AIDS waiver populations.



For each of these populations, as well as the I/DD and mental health disability, we actively engage statewide stakeholders and advocacy groups to gain feedback on the appropriate assessment tool for each population.

Our state assessment work (Figure 5) has since expanded to include:

STATE	SIS-A	SIS-C	Other
Colorado			✓
Iowa	✓	✓	
Maryland	✓		
Montana			✓
Oklahoma			✓
Pennsylvania			✓
Virginia	✓	✓	

Figure 5. Trusted Assessment Partner. Telligen conducts independent, conflict-free SIS assessments for three state Medicaid clients.

- Iowa (since 2014) – Conducting SIS (A and C), interRAI and MPAI-4 assessments for the fee-for-service and managed care populations (the latter since 2016).
- Maryland (since 2016 and 2017) – Conducting SIS-A and matrix (2017), as well as interRAI (2017), assessments for the I/DD waiver population.
- Virginia (since 2019) – Conducting SIS assessments for both adults and children with disabilities in three regions of the Commonwealth.
- Oklahoma (since 2008) – Assessing members face-to-face (in provider offices or member homes) or telephonically using motivational interviewing to understand health issues, build trust, set realistic and achievable goals, and learn self-management skills within a patient-centered model.
- Colorado (since 2018) – Conducting MPAI-4 assessments for the BI waiver population and conducting assessments for members applying for and using the Hospital Back-up program.
- Montana (since 2019) – Conducting utilization review services as a subcontractor, which includes Preadmission Screening and Resident Review (PASRR) Level II evaluations.

Our assessments are person-centered, meaning they focus on respect, individual input and personal goals to ensure that members' preferences and choices are the priority in all activities.



are actively engaged in the assessment process. This approach aligns with CMS' HCBS Settings Final Rule, which states that "person-centered planning" allows members to have a say in their care – in their words and based on their goals, preferences, interests and abilities.

Here, we profile our three SIS assessment states, as well as other related experience.

Table 3. Contract Experience. *Virginia SIS Assessments.*

A. Project title	Support Intensity Scale Assessments
B. Project role	Prime contractor
C. Name of client agency or business	Commonwealth of Virginia, Department of Behavioral Health and Developmental Services
D. General description of the scope of work	
<p>Contract Overview We are conducting SIS-A assessments for all individuals receiving (or those who will receive) one of three Virginia Developmental Disabilities HCBS waivers.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Conducting face-to-face and virtual SIS assessments in three regions. ▪ Closely collaborating with service agencies, advocacy groups and other providers who engage with the individuals we assess. ▪ Have completed █████ SIS assessments between Dec. 12, 2019 and Oct. 8, 2020. ▪ Currently training on best practices to conduct SIS-C assessments. 	
E. Start and end dates of contract	Dec. 12, 2019-May 31, 2021



Table 4. Contract Experience. Maryland SIS and Matrix Assessments.

A. Project title	SIS and Matrix Assessments
B. Project role	Prime contractor
C. Name of client agency or business	Maryland Department of Health
<p>D. General description of the scope of work</p> <p>Contract Overview We are conducting level of need determinations for Medicaid members seeking services under one of the state's waiver programs, which includes face-to-face SIS-A assessments to determine individuals' eligibility for services, and the appropriate level of care needed.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Conducting SIS assessments for adult individuals (18 and older) on the DD waiver every five years ▪ Have completed █████ SIS assessments and █████ matrix assessments between May 15, 2017, and Oct. 7, 2020. ▪ Currently piloting a method to increase the volume of SIS assessments completed. This pilot involves the assessor traveling to a central location (such as a provider agency office or day program location) to conduct the assessment for multiple individuals on a given day. ▪ Collaborating and communicating with the provider and stakeholder community. ▪ To increase assessment completion and to eliminate barriers, we have initiated additional communication and education forums in concert with Maryland DDA and AAIDD. 	
E. Start and end dates of contract	May 1, 2017-May 14, 2021

Table 5. Contract Experience. Iowa SIS, interRAI and MPAI-4 Assessments.

A. Project title	SIS, interRAI and MPAI-4 Assessments for Community Long-term Services and Supports
B. Project role	Prime contractor
C. Name of client agency or business	Iowa Medicaid Enterprise, Department of Human Services
D. General description of the scope of work	
<p>Contract Overview</p> <p>Iowa Medicaid Enterprise (IME) has worked steadily toward carrying out the state's Olmstead Plan, "A Life in the Community," to ensure Medicaid members can make choices about where they live and their activities of work and leisure. As the next step in this effort, IME carried out its work plan for the Balancing Incentive Program (BIP) and its assurances to the Centers for Medicare & Medicaid Services (CMS) that Iowa would have in place (1) core standardized assessments (CSAs), (2) conflict-free case management and (3) single entry point (no wrong door) access.</p> <p>Since 2014, we have provided many diverse services in the implementation of CSAs for the BIP, including design of processes, training, communications, stakeholder engagement and valid independent assessments. We also complete CSAs for community long-term services and support (LTSS) waivers, which serve persons with developmental and physical disabilities.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Use SIS, interRAI and MPAI-4 assessment tools to conduct assessments; also use alternative Case Management Comprehensive Assessments for individuals who fall outside the age ranges for SIS/interRAI. ▪ Use SIS assessments for the ID and intermediate care facility/ID (ICF/ID) population statewide (child and adult). ▪ Initiate the SIS when we identify a significant change in at least three of five CMS-designated domains [(1) functional status; (2) cognitive function and mental status; (3) special services, treatments and interventions; (4) medical conditions and co-morbidities; and (5) impairments]. ▪ Rotate through a single waiver population every three years. ▪ Conduct telephonic off-year (years two and three) assessment reviews according to a federal mandate, which requires that two-thirds of the population (HCBS ID and ICF/ID) must receive an annual assessment. ▪ Have completed more than [REDACTED] assessments for waiver populations between September 2014 and June 30, 2020 – with more than [REDACTED] of those for the I/DD and elderly & disabled. ▪ Hired network of strategically located assessors experienced in working with people who have disabilities. ▪ Developed and implemented algorithm to identify appropriate tier assignments. 	
E. Start and end dates of contract	May 1, 2014-Sept. 30, 2019 Oct. 1, 2019-June 30, 2022

Other Assessment Experience

Table 6. Contract Experience. *Maryland interRAI Assessments.*

A. Project title	interRAI Assessments
B. Project role	Prime contractor
C. Name of client agency or business	Maryland Department of Health
D. General description of the scope of work	
<p>Contract Overview</p> <p>The Maryland Department of Health (MDH) has contracted with Telligen to provide a utilization control program that ensures medical services are authorized only when medically necessary, are effectively and efficiently provided in the most appropriate clinical setting, meets professional standards of quality, and identifies abusive practices in service utilization or payment. As part of this contract, we conduct in-home and virtual comprehensive interRAI assessments for both adults and children.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Conduct annual assessments for model waiver services and for those who are to be qualified for model waiver or special services. These are in-person and virtual independent assessments of the recipients' conditions and needs, which we provide to the state for waiver program eligibility determinations. ▪ Receive referrals directly from MDH; those assessed are primarily senior citizens or those with physical or health disabilities. ▪ Assessments either take place in the home, virtually or at another location convenient to the member, such as an adult day program. ▪ Assessors schedule assessments, and coordinate with external service coordinators, who may attend the assessment if there are interpretation or other needs. ▪ Conduct [REDACTED] or more in-home or virtual assessments per month. 	
E. Start and end dates of contract	Feb. 1, 2016-June 30, 2021

Table 7. Contract Experience. Oklahoma SoonerCare Health Management Program.

A. Project title	SoonerCare Health Management Program
B. Project role	Prime contractor
C. Name of client agency or business	Oklahoma Health Care Authority
D. General description of the scope of work	
<p>Contract Overview Since February 2008, we have partnered with the Oklahoma Health Care Authority (OHCA) as part of two contracts to develop, implement and operate the SoonerCare Health Management Program (HMP). Using a combination of person-centered health coaching and practice facilitation, this state-wide program ensures its enrolled Medicaid members are receiving preventive care, evidence-based disease management, motivational support, care coordination and education to manage their conditions.</p> <p>During SFY 2014, our HMP contract was amended to expand operations starting in SFY 2015. The amendment provided additional funding to expand the number of staff members supporting the program and add an operational component: chronic pain and opioid drug use.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Assess members face-to-face (in provider offices or member homes) or telephonically using motivational interviewing to understand health issues, build trust, set realistic and achievable goals, and learn self-management skills within a patient-centered model. ▪ Use two screening tools: (1) AHC – performed on all members upon entry to the HMP; provides information on the member’s unmet needs that are directly impacting their healthcare needs; (2) PHQ-9 – behavioral health screening to identify high-risk members for behavioral health outreach. ▪ Lead care coordination of services provided to the member across all practice settings, as well as facilitate member access to community resources that are relevant to their needs. ▪ Provide educational materials to coached members at appropriate literacy levels, and in quantities that are easily digestible. 	
E. Start and end dates of contract	Generation One HMP: Sept. 27, 2007-June 30, 2013 Generation Two HMP: July 1, 2013-June 30, 2019 Generation Three HMP: July 1, 2019-June 30, 2026

Table 8. Contract Experience. Colorado MPAI Assessments and Long-term Care Utilization Management Services.

A. Project title	MPAI Assessments and Long-term Care Utilization Management Services
B. Project role	Prime contractor
C. Name of client agency or business	Colorado Department of Health Care Policy & Financing
<p>D. General description of the scope of work</p> <p>Contract Overview Included in this contract are assessments for individuals on the BI waiver, a newly implemented process in the state of Colorado, and assessments of individuals applying for and using the Hospital Back-up program for individuals with higher than standard nursing home level of care.</p> <p>Colorado is one of the first states to implement the Mayo-Portland Adaptability Inventory (MPAI) tool for its BI waiver population, which will give the state more ability to manage costs while ensuring that members on the BI waiver and the programs that serve them are appropriately assessed for the level of service needed by each individual. The Hospital Back-up program assessments are specialized clinical assessments completed at application and for continued stays to ensure the member meets criteria for this care intensive program.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Using the MPAI tool to conduct in-person assessments for the BI waiver population for utilization management. ▪ Complete MPAI assessments every six months or annually for individuals on the BI waiver depending on individuals' needs/healthcare stability. ▪ Conduct admission, 90-day and annual assessments for the hospital backup program (the latter if individuals remain in the program). ▪ Since contract startup in July 2018, we have completed [REDACTED] assessments and reviews for the Hospital Backup program. We will also have completed approximately [REDACTED] MPAI assessments by the end of November 2020. ▪ Future assessments will include those for individuals with developmental disabilities, specifically for those individuals applying for entry into an intermediate care facility, and initial assessments for applicants to the BI waiver. 	
E. Start and end dates of contract	July 1, 2018-June 30, 2021

Table 9. Contract Experience. Montana PASRR Level II Assessments, Utilization Management and Review Services.

A. Project title	PASRR Level II Assessments, Utilization Management and Review Services
B. Project role	Subcontractor (to Mountain-Pacific Quality Health)
C. Name of client agency or business	State of Montana Department of Public Health and Human Services
<p>D. General description of the scope of work</p> <p>Contract Overview Telligen is serving as a subcontractor to Mountain-Pacific Quality Health to conduct PASRR Level II reviews, behavioral health evaluations and utilization management.</p> <p>Relevant Features</p> <ul style="list-style-type: none"> ▪ Recruiting and training providers throughout the state to help Telligen conduct the Level II evaluations via telehealth and on-site in nursing facilities. ▪ Evaluated the state's initial PASRR Level II forms and processes against federal requirements and other state's Level II processes, after which we created a line-item crosswalk to share with the state. This led to improvements on Montana's form, such as data elements that meet best practice standards. We provided education to the state about the improvements, which the state deemed as taking it "into the modern era" and using a form that "is much more informative and comprehensive, while giving us discrete data." ▪ Introduced more oversight and quality checks into the Level II review process, which enables Telligen to submit complete and consistent review packets to the state. This has also led to reductions in provider burden, as providers previously submitted their own reviews. ▪ Providing education to nursing homes about the necessity of PASRR evaluations to encouraging them to feel like a partner in the recommendations that we develop, which they will have to implement. ▪ Leading a recruiting strategy to engage "boots on the ground" providers who can complete the Level II evaluations in their regions. Once providers sign on, they participate in required small group trainings prior to conducting a PASRR (and yearly afterward to continue receiving referrals). ▪ Coordinates closely with nursing facilities when a referral comes through by inquiring about the possibilities of using telehealth (if clinically appropriate). When telehealth is not a viable option, providers go on-site to conduct the evaluation. 	
E. Start and end dates of contract	Oct. 1, 2019-Sept. 30, 2022 plus 3 1-year extensions

2.7.2.3. Assessment Tools

Telligen brings six years of experience using the SIS assessment tools for state Medicaid programs and waiver populations in Iowa, Maryland and Virginia. Equally important, we understand the needs of this population and effectively partner with our clients and local support coordinators to ensure a positive experience for the individuals while we are conducting this extensive assessment.

In addition to the SIS, we also have demonstrated experience successfully using other standardized tools (Table 10).

Table 10. Assessment Tools.

Assessment Tools	Telligen Experience	Year Initiated
SIS-A and SIS-C	Using the SIS-A and SIS-C in Iowa and Virginia, as well as the SIS-A in Maryland	Iowa: May 2014 Maryland: May 2017 Virginia: September 2019
interRAI-Home Care	Using in both Iowa and Maryland to assess adults with physical limitations. Telligen found this tool to be a best fit for Iowa's other waiver populations because of its complete and quantifiable assessment of domains for the individual, ease of use and diverse application.	Iowa: December 2015 Maryland: May 2016
interRAI-Home Care Pediatrics	Implemented the child's version of this assessment.	Iowa: April 2016 Maryland: May 2017
interRAI-Community Mental Health	Implemented this standardized assessment for persons with chronic mental illness.	Iowa: July 2016
interRAI-Child and Youth Mental Health	Implemented this standardized assessment for children with serious emotional disturbance.	Iowa: July 2016
Multnomah Community Ability Scale	Used the M-CAS to assess persons with chronic mental illness and develop person-centered service plans as part of face-to-face assessments in member homes in Iowa.	Iowa: 2005-2006
Targeted Case Management Comprehensive Assessment	Use for children ages zero to three in the AIDS, Health & Disability, BI and Children's Mental Health waiver populations.	Iowa: 2016
Mayo-Portland Adaptability Inventory	Use the Mayo-Portland tool to conduct assessments for the BI waiver population. Colorado is one of the first	Colorado: 2018



states to implement this tool for the BI waiver population.

Accountable Health Communities (AHC) Health-Related Social Needs (HRSN) Screening Tool	Use for high-risk and at-risk populations to screen for social determinants; has proven invaluable in helping us identify resource needs, such as food, utilities and dental care.	Oklahoma: 2017
Patient Health Questionnaire-9 (PHQ-9)	Use this behavioral health screening to identify high-risk members for behavioral health outreach.	Oklahoma: 2008 Commercial clients: 2004
PASRR Level II	Conducting PASRR Level II evaluations as part of our subcontracting efforts on the state’s utilization management program. Telligen updated the state’s PASRR tool to align with other states, as well as federal Level II requirements and best practices for biopsychosocial assessments.	Montana: 2019

Our experience also goes beyond just using the standardized assessment tools. For the SIS, we worked closely with A.J. Boggs (AAIDD’s SIS software vendor) to integrate our Qualitrac scheduling module with SISOnline. This allows us to send a daily file from our system to SISOnline via secure file transfer protocol, which populates the assessment with assessor demographic information, eliminates manual entry and decreases errors.

Telligen was also the first in the nation to implement the newest version of the SIS for adults, SIS-A. Along with one other state, we were the first in the nation to implement the child version, SIS-C. *Because we were the first, we have had the opportunity to learn from our experience and share this with AAIDD and Vermont to continually improve the process and outcomes.*

2.7.2.4. Resumes – Key Personnel and Organization Chart

Vermont’s contract requires key personnel with:

- In-depth experience leading person-centered assessments with intellectually disabled individuals.
- Familiarity with Medicaid waivers, as well as the state’s robust HCBS program offerings.
- Established and collaborative relationship with AAIDD.
- Community connections – ones that help individuals better understand the SIS process, as well as services and supports available to individuals under the ID waiver.

We highlight our proposed team members in our organizational chart (Figure 6), as well as their resumes here, while brief bios for each are located in [Section 2.7.3.1](#).



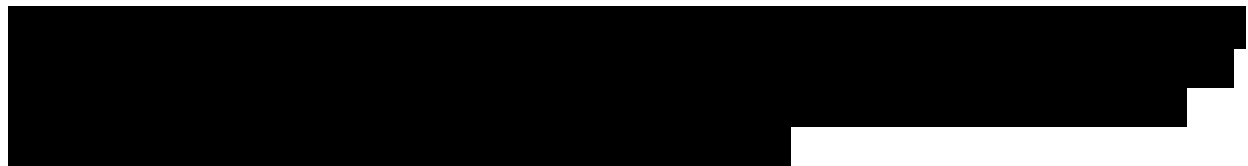
Figure 6. Organizational Structure. *We offer an experienced team ready to perform the SIS Assessments contract on day one.*

Key Personnel Resumes

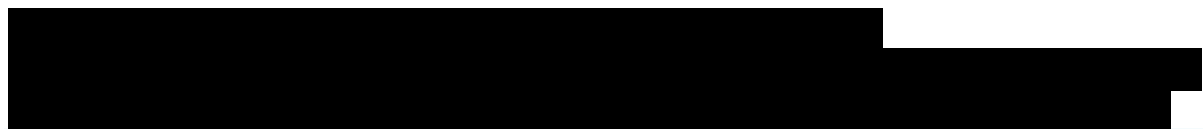
We provide resumes here for all key personnel.



Qualifications



Employment History





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Education, Training and Certifications

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Telligen

Qualifications

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Employment History

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- [Redacted]

Education, Training and Certifications

[Redacted]

[Redacted]

[Redacted] Telligen

Qualifications

[Redacted]

[Redacted]

[Redacted]

Employment History

[Redacted]

- [Redacted]
- [Redacted]



[Redacted text block]

[Redacted text block]

- | [Redacted list item]
- | [Redacted list item]
- | [Redacted list item]
- | [Redacted list item]
- | [Redacted list item]
- | [Redacted list item]
- | [Redacted list item]
- | [Redacted list item]

Other Professional Accomplishments

- [Redacted list item]
- | [Redacted list item]

Education, Training and Certifications

[Redacted text block]



[Redacted] Telligen

Qualifications

[Redacted]

Employment History

[Redacted]

- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]
- [Redacted]

Education, Training and Certifications

[Redacted]

Job Description – Assessors

We provide the job description that we will use to recruit and select our Vermont-based assessors.

Position: Assessor Reviewer II

Job Grade: 12 Exempt

Position Summary:

This position is responsible for face-to-face and virtual assessments of individuals with I/DD. Persons being assessed reside in the community or in facilities. The incumbent may also complete review decisions regarding services needed for the person(s) to be successful in the community. This position will also conduct training of new assessors and quality assurance competency reviews as assigned.

Essential Functions:

1. 60 percent: Perform face-to-face or virtual assessments of Vermonters with I/DD. Collaborate with healthcare providers and ancillary service providers to create or validate the appropriate treatment plan. Documents assessment results for the individual member status or negotiates service plans as needed.
2. 20 percent: Complete quality assurance competency reviews and other tasks/projects as assigned such as new assessor training.
3. 15 percent: Provide ongoing education; may communicate with all healthcare providers to ensure appropriateness of care.
4. 5 percent: Perform miscellaneous duties as assigned.

Requirements:

The candidate assessor must have a combination of education and experience that qualifies the person for Qualified Intellectual Disability Professional as defined by CMS in 42 CFR 483.430 (a). Each individual's active treatment program must be integrated, coordinated and monitored by a QIDP professional who:

1. Has at least one year of experience working directly with persons with intellectual disability or other developmental disabilities; and
2. Is one of the following:
 - I. A doctor of medicine or osteopathy.
 - II. A registered nurse.

- III. An individual who holds at least a bachelor's degree in a professional category specified in paragraph (b)(5) of 42 CFR 483.430, such as social worker.

Professional program staff must be licensed, certified, or registered as applicable, to provide professional services in Vermont. Those professional program staff who do not fall under the jurisdiction of State licensure, certification, or registration requirements, specified in § 483.410(b), must meet the following qualifications:

- I. To be designated as an occupational therapist, an individual must be eligible for certification as an occupational therapist by the American Occupational Therapy Association or another comparable body.
 - II. To be designated as an occupational therapy assistant, an individual must be eligible for certification as a certified occupational therapy assistant by the American Occupational Therapy Association or another comparable body.
 - III. To be designated as a physical therapist, an individual must be eligible for certification as a physical therapist by the American Physical Therapy Association or another comparable body.
 - IV. To be designated as a physical therapy assistant, an individual must be eligible for registration by the American Physical Therapy Association or be a graduate of a two year college-level program approved by the American Physical Therapy Association or another comparable body.
 - V. To be designated as a psychologist, an individual must have at least a master's degree in psychology from an accredited school.
 - VI. To be designated as a social worker, an individual must:
 - A. Hold a graduate degree from a school of social work accredited or approved by the Council on Social Work Education or another comparable body; or
 - B. Hold a Bachelor of Social Work degree from a college or university accredited or approved by the Council on Social Work Education or another comparable body.
 - VII. To be designated as a speech-language pathologist or audiologist, an individual must:
 - A. Be eligible for a Certificate of Clinical Competence in Speech-Language Pathology or Audiology granted by the American Speech-Language-Hearing Association or another comparable body.
 - B. Meet the educational requirements for certification and be in the process of accumulating the supervised experience required for certification.
 - VIII. To be designated as a professional recreation staff member, an individual must have a bachelor's degree in recreation or in a specialty area such as art, dance, music or physical education.
 - IX. To be designated as a professional dietitian, an individual must be eligible for registration by the American Dietetics Association.
 - X. To be designated as a human services professional an individual must have at least a bachelor's degree in a human services field (including, but not limited to: sociology, special education, rehabilitation counseling and psychology).
-

- XI. If the client's individual program plan is being successfully implemented by facility staff, professional program staff meeting the qualifications of paragraph (b)(5) (i) through (x) of this section are not required:
- A. Except for qualified intellectual disability professionals.
 - B. Except for the requirements of paragraph (b)(2) of this section concerning the facility's provision of enough qualified professional program staff.
 - C. Unless otherwise specified by State licensure and certification requirements.

Additional Comments:

This may be a home-based position that will primarily travel to cover a geographic area. As business needs and assessment volumes vary, additional travel outside of the primary geographic area may be required.

Experience in human services and with working with individuals who have disabilities is strongly preferred.

Positions working on specific contracts may require valid driver's license, first aid/CPR certification, and up to 95% local and overnight travel.

Physical Demands

- Talking. Expressing or exchanging ideas by means of the spoken word. Those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
- Hearing. Perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discriminations in sound.
- Repetitive motion. Substantial movements (motions) of the wrists, hands, and/or fingers.
- Light work. Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects.
- Ability to travel daily and spend prolonged periods in a vehicle.
- The worker is required to have close visual acuity to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; extensive reading.
- The worker is not substantially exposed to adverse environmental conditions.

This position description covers the major purpose and essential functions of the position. It is not intended to give all the details or a step by step account of the way each task is to be performed. Employees may receive other job-related instructions and be required to perform other job related functions requested by management. All requirements are subject to possible modification to provide reasonable accommodation to qualified individuals with disabilities. This job description is subject to change at any time. Telligen and its affiliates are Affirmative Action and Equal Opportunity Employers.



2.7.2.5. Subcontractors

If a Bidder intends to use subcontractors, the Bidder must identify in the proposal the names of the subcontractors, the portions of the work the subcontractors will perform, and address the background and experience of the subcontractor(s), as above.

Telligen is subcontracting with Health System Transformation, LLC, which is based in Vermont. The company has principals with 58 years of combined experience working with Vermont Medicaid and in healthcare. Our subcontractor will help with community liaison efforts and coordination between Telligen and key stakeholders.

The community liaison functionality will serve as a resource for Telligen. They will participate in stakeholder events, help initiate community resource referrals and monitor advocacy group discussions.

Given the multi-faceted nature of the SIS assessment, we believe this role and relationship brings value to Telligen's team and also to DAIL.

2.7.2.6. References

Provide the names, addresses, and phone numbers of at least three companies with whom you have transacted similar business in the last 12 months. You must include contact names who can talk knowledgeably about performance.

[Redacted text block]

[Redacted text block]

[Redacted text block]

2.7.2.7. Reporting Requirements

Provide a sample of any reporting documentation that may be applicable to the Detailed Requirements of this RFP.

As part of the SISOnline features, we will meet the detailed requirements with the automated reports generator and the ability to produce other reports, including: a Family-Friendly assessment report, pattern/trend reports, assessor monitoring and history reports, IRQR and others. Analytical reports are available on an aggregate or individual basis will provide critical information on interviewer ratings, comparisons between interviewer ratings, analysis of data that can compare scores across locations or other areas. For example, reports may include the number completed and percentage on referrals, assessment scheduling or assessments completed. We can also fulfill other ad-hoc reports or analytic requests. We include samples of certain reports in Figures 7-9. We can discuss with DAIL any additional reports or analysis during negotiation and/or implementation.

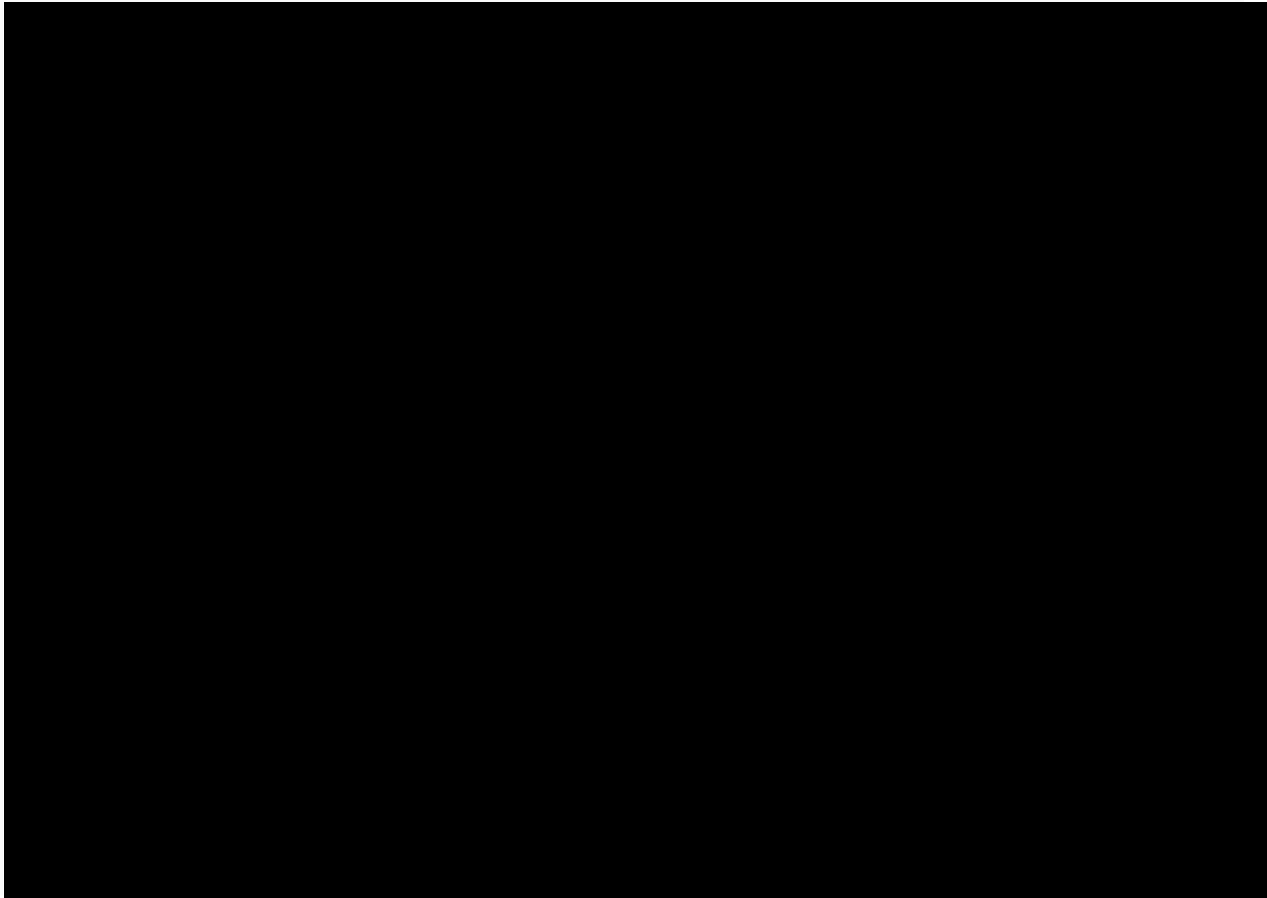


Figure 7. Sample One. Distribution of SIS Scores.

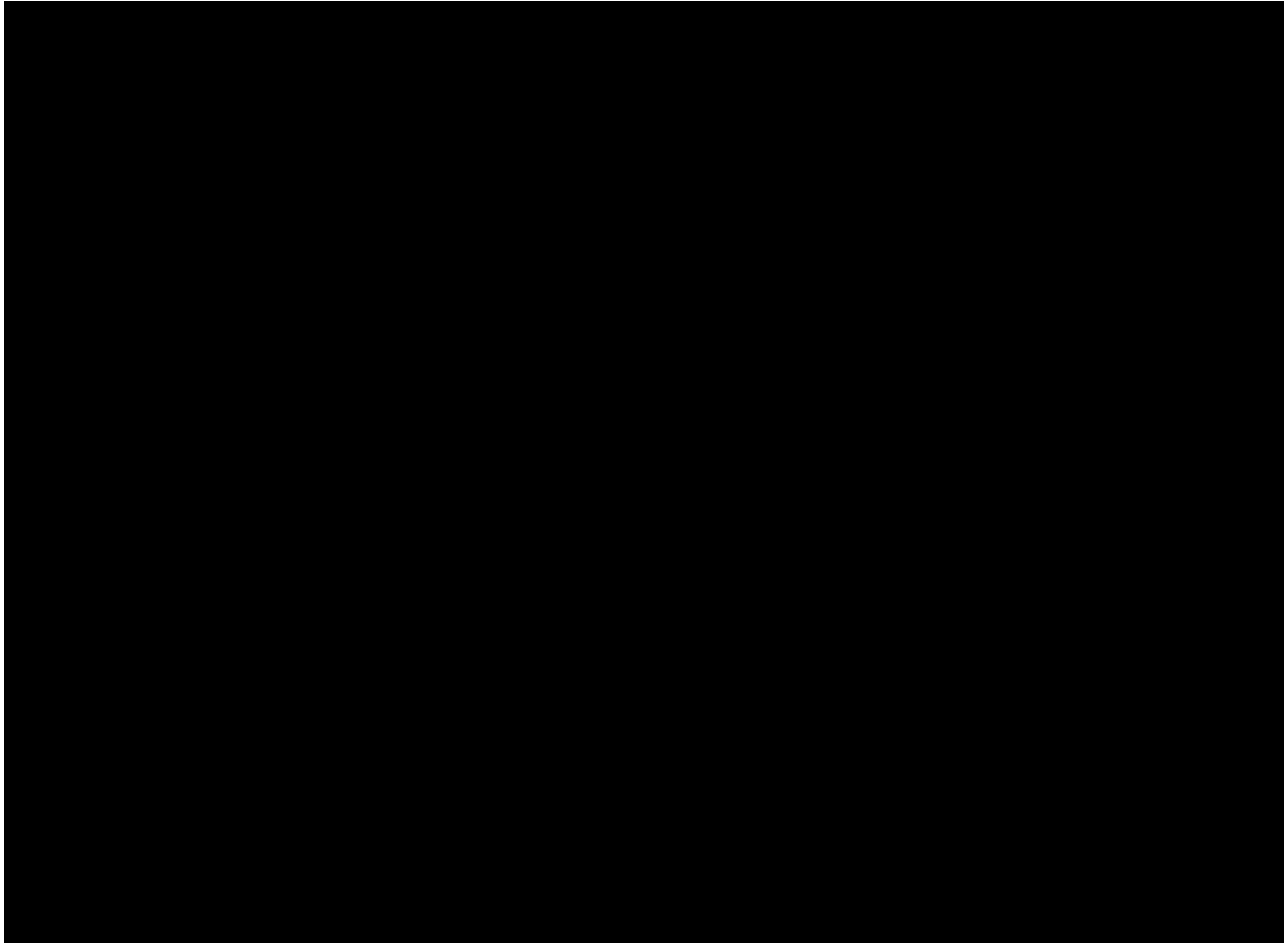


Figure 8. Sample 2. Average SIS Score (Total Needs index).



Figure 9. Sample Three. Distribution of SIS Scores across Supports Percentiles for State.

2.7.3. Proposed Implementation and Management Plan

Proposed implementation and management plan including proposed approaches to creating in-state assessment capacity, training of assessors, management of access to AAIDD SIS-A, scheduling of assessments, supervision and management of assessors, and performance management. The proposed quality assurance and performance management process should minimally include methods to ensure appropriate level of training of assessors is maintained, to manage any sub-contracts, and meet the timelines for completion of assessments. Describe proposed staffing plan including number and location(s) of assessors, and how this will meet the demand for statewide assessments. Describe the proposed availability of in-state staff who will complete the assessments, as well as availability of Contract staff for periodic meetings with the State to discuss performance and address any identified challenges. Describe the plan for completing assessments remotely if needed due to the continuation of the COVID-19 pandemic.

Turning plans into reality is not always easy, but our organization has spent time evaluating our company's implementation performance, capabilities, and practices to ensure success. And we have proven this success on our last three implementations.

One of the greatest impacts on the outcome of a major change or implementation comes from ownership and commitment to change. As discussed in our staffing plan and review of key personnel, this contract will have commitment at every level. Telligen has a clear, organization-wide ownership of and commitment to change across the entire organization. In addition to the

support of the larger organization, we will have a strong and experienced leadership team including our relationship and partnership with Health System Transformation, LLC with clear accountability, sufficient resourcing, and ability to focus on a successful implementation.

Transition Planning: Successful transition planning is effective when teams are well prepared by using our proven project management strategy for planning, scheduling, administrating, and coordinating activities while making sure that our teams are following best practices, as well as controls to fully manage each project through the entire lifecycle. This strategy is highly responsive, standardized approach that provides structure and flexibility to ensure success.

Telligen's recent state Medicaid contract implementations required transitions from long-term incumbents.

In Virginia, Telligen was awarded the SIS contract for three of the five state regions with a significant backlog. Prior to our award, the incumbent had all five regions. Our implementation and management plan allowed for us to hire and train schedulers and assessors quickly so that we were able to begin accurately conducting SIS-A assessments and successfully working down the backlog and exceeding client expectations. Also, through this prompt mobilization of resources, we mitigated service interruption and related concerns for the individuals in the program.

In Maryland, Telligen was awarded the contract for SIS assessments roughly one year after the submission of the RFP response. As part of the scope of work, Telligen was and is still responsible for review of the Matrix assessment form, which will ultimately be replaced by the SIS.

To ensure a smooth implementation, Telligen representatives visited each of the five regions in Maryland to introduce ourselves and explain the matrix process and the upcoming SIS assessment. This in-person introduction to the key staff was helpful in the transition. We also established regional mailboxes for submission of the matrix and for direct contact to our staff.

Simultaneous to this, we were recruiting, training and certifying the SIS assessors for the Maryland assessment. We deployed a combined operational approach that met the needs of Maryland DDA while implementing the Telligen solution.

Telligen and the Maryland provider community worked together to minimize patient delays, creating a respectful and communicative relationship that continues to this day.

In Colorado, we implemented the first use of the Mayo-Portland Adaptability-4 (MPA) Index in a state Medicaid program for assessing the acuity of members with brain injuries. Through completion of a demographic survey, we were able to advise and collaborate with our counterparts at the state to adjust the planned assessment program to maximize the ability to gain information while reducing the cost and administrative burden of the assessment program. The state has revamped their reimbursement system for the Supported Living Program and Transitional Living Program for people with brain injuries based on the program developed in this partnership. This system has ensured that the providers are appropriately reimbursed for the service level of the members. We have since gone on to implement use of

the MPAL in Iowa. We were able to meet the client's immediate needs by employing a rapid, customized deployment for immediate startup. These tasks have developed into highly reliable processes which has resulted in ongoing contract awards.

For all of these contracts that we described, our transition plan included these representative tasks:

- Outlining new contract requirements and creating standard operating procedures for them.
- Updating programming and other system-related changes.
- Meeting with state personnel to develop state specific trainings.
- Reviewing state Administrative Code regarding the new scope of work.
- Submitting project work plans to the state.
- Identifying issues and preparing realized risk and remediation plans.
- Initiating a hiring process to ensure that we had appropriate resources to complete the scope of work.

We also prepared documents to help each client understand what to expect from us as we moved from one contract to the next. These included:

- Transition plan review checklist.
- QA plan.
- Operations plan.
- Reporting plan.
- Change management plan.
- Risk management plan.
- Communications plan.
- Training plan.
- Human resources plan.

These examples speak to Telligen's ability when confronted with unexpected circumstances that require an agile implementation and contingency planning, and we would use the same tools for this Vermont implementation.

Training:

Continuous improvement is not isolated to team actions taken based on contract performance but is also used in building our strong workforce. In supporting our values of ownership, community, ingenuity and integrity, we support our individual employees by providing vast

opportunities to learn and expand their knowledge to better serve our clients and health care consumers.

For some contracts, we have participated in AAIDD Train the Trainer programs and retain this certification in the respective states where we conduct SIS assessments. Our AAIDD-certified trainer is the supervisor for the assessors on our team. That individual is the Telligen liaison to AAIDD when technical assistance is requested. This person is also the single point of contact with AAIDD, enabling us to maintain consistent AAIDD messaging, education and clarification to our assessors.

This has evolved into a cost-effective structure for training staff and allows us to customize our employee owner training within our timeframes. Our trainer will complete all initial and applicable IRQR trainings at the end of year one, and in year two, we will have a Vermont based assessor be trained and certified by AAIDD as a SIS-A trainer.

Quality Assurance and Performance Management:

Telligen is extremely familiar with the reports from SISOnline and use pattern checks within the application to support validity of assessments during our internal quality control process.

Our internal quality control (IQC)/QA Plan is used to support and foster an environment of continuous quality improvement at the contract level. This environment helps ensure Telligen's success in performing each contract responsibility through ongoing assessment of the contract team and employee performance and identifying opportunities for improvement in our processes and procedures. The following principles drive our contract performance monitoring program:

- Promote, support and foster an environment of continuous quality improvement.
- Ensure consistent application and compliance with policies and procedures that meet state and federal guidelines.
- Use data to improve decision making and drive action and improvements.
- Identify focus training and educational topics.
- Maintain a strong internal and external customer focus.

Currently, our QA/Trainer checks 100 percent of the assessments each month. We will not upload an assessment until it goes through a QA check. Through our Qualitrac application and SISOnline, we collect types of errors identified during this QA process. We have established QA reports from Qualitrac that we use to identify trends and hone assessor education efforts.

We create an internal performance scorecard for each contract that shows each assessors productivity and quality performance. If an assessor is not meeting quality expectations, we implement performance improvement efforts.

Completing Assessments Remotely and Staffing:

Our most recent transition occurred in March 2020 with the advent and impact of COVID-19. This created the need to transition and implement remote assessments. Due to our experience from conducting SIS assessments remotely for the last eight months and other assessments remotely for longer than that where clinically appropriate, we are confident that we can successfully conduct SIS-A assessments in Vermont.

Through our work with AAIDD and our state partners, we have identified best practices and updated our training guidance to continue conducting quality, consistent, reliable, and valid assessments. And even after COVID-19, according to our conversations with AAIDD, we believe that remote assessments have a place to stay in the assessment space to mitigate cancellations and prevent weather related regional delays. We will work with DAIL to create a policy and procedure around the specifics of remote assessments.

Regardless if we are conducting assessments remotely or in person, our assessment team will be Vermont based. We believe that having Vermonters serve Vermonters is a best practice. Depending on travel time, we will try to schedule each assessor with nine assessments a week which will create capacity for completing the expected annual volume. During the first year, we will have four Vermont based assessors with one assessor in each region complete a minimum of 800 assessments.

A part of our contract performance monitors to ensure we have the right allocation of resources to complete the work. Managers monitor the employee's workload for any potential backlogs or impediments to meeting contract expectations and deliverables. Productivity monitoring gives us insight into individual performance and sets benchmarks for quality and best practices.

2.7.3.1. Proposed Staffing and Partnerships

We crafted our proposed staffing (Table 11) based on key components of the program. **Jeff Chungath** will serve as our executive sponsor. In this role, he will confirm implementation and planning activities for contract kickoff and ensure that our team is capturing lessons learned throughout implementation and the contract so that we can continue to deploy best practices in Vermont. Other key personnel include:

- [REDACTED], a lean six sigma black belt and a project management professional, is our director of Telligen's center of excellence for assessments, and our proposed implementation manager for Vermont's program. Since 2019, she has successfully overseen the implementation and ongoing operations for our Virginia SIS assessment contract.

For this contract, she will meet with DAIL to confirm implementation and planning activities for contract kickoff. As the contract progresses, [REDACTED] will work closely with our program manager, assessment and scheduling supervisors to:

- Improve processes and outcomes, which includes making sure our team meets performance measures.
- Ensure we are meeting DAIL's staffing expectations.
- Minimize and remove barriers to scheduling.
- Help increase efficiency of the SIS assessment process.
- Work closely with AAIDD on the certification program for assessors and trainers.
- [REDACTED] has more than five years' experience of management and supervisory experience. She is currently overseeing the day-to-day operations of our Maryland Level of Need (LON) program, which includes SIS assessments that determine scope and intensity of support needs for individuals receiving long-term HCBS services via Medicaid waiver programs. She is also instrumental in maintaining Telligen's positive working relationship with the Maryland Developmental Disabilities Administration – an effort she would mimic in Vermont.

For this contract, she will ensure that our team is accurately completing all deliverables and reports, and meeting DAIL performance and cost standards.

- [REDACTED] has 25 years of experience in human services and has worked with diverse populations including individuals with developmental or physical disability and chronic mental illness, as well as the elderly. She has significant experience conducting SIS, interRAI and Mayo-Portland assessments, leading QA activities and training others to conduct consistent and accurate face-to-face assessments.

[REDACTED] became a certified SIS-A trainer in 2015, as an interRAI trainer in March 2016 and a SIS-C trainer in June 2018. Over the years, she has received praise from AAIDD for her training approach because of her ability to maintain the integrity of the SIS tool by precisely following AAIDD's training guidelines.

For this contract, she will train and subsequently supervise all Vermont-based assessors.

- [REDACTED] has seven years of experience in the healthcare field, supervising administrative and operations staff to support state health programs, including SIS-A and SIS-C assessments. She is part of Telligen's assessments center of excellence management team, which focuses on staff performance, process improvement and productivity monitoring. Her supervisory experience includes managing a 10-person assessment scheduling team that covers three contracts: Iowa, Virginia and Maryland.

For this contract, [REDACTED] will oversee her team's timely assessment scheduling, as well as distribution of all pre- and post-interview communications to individuals.

In addition to this team, Telligen will be working in partnership with **Health System Transformation, LLC** to assist with community liaison and communications. The principal of Health Systems Innovation is [REDACTED], the former Vermont Medicaid Director and [REDACTED] MSA, associate consultant. [REDACTED] dac



██████ has 28 years of experience working directly for and with state governments. He is a nationally known health policy expert responsible for designing and implementing state-wide health system improvements, including transformational population health interventions and federally approved Medicaid waivers.

██████ is a native Vermonter who brings nearly 30 years of experience in public and private sector health and human service program development, care management, quality assurance and improvement, and healthcare administration. She has worked for three departments within the Vermont Agency of Human Services, including DAIL, Department for Children and Families and Department of Vermont Health Access. She has been a leader and team contributor to many healthcare initiatives, including the Vermont Chronic Care Initiative and several Medicare-Medicaid integration efforts, as well as many facets of general Medicaid operations.

These experienced professionals will provide both DAIL and Telligen with expertise and community knowledge to facilitate a smooth transition and ongoing operations.

Table 11. Staffing Plan.

Position	Number of Positions	FTE	Location
Executive Sponsor	1.0	0	Iowa
Implementation Manager/Sr Director	1.0	0.15	Virginia
Program Manager	1.0	0.33	Maryland
Project Assistant/Community Liaison Partnership	0.50	0.50	Vermont-based
Project Assistant	0.50	0.50	Vermont-based
Assessment Supervisor/SIS Lead Trainer	1.0	0.65	Iowa
Scheduling Supervisor	1.0	0.10	Florida
Assessors	4.0	4.25	Vermont-based
Schedulers	1.75	1.75	Vermont based

2.7.4. Proposed Implementation Timeline

Proposed implementation timeline, including any ramp-up or development period, leading in a timely manner to a three-year phase-in of all DDS HCBS participants by producing about 120-140 assessments per month. Describe a plan to complete at least 800 assessments in the first Contract year.

Planning is essential to contract success. Telligen's project management strategy accounts for all stages of the project lifecycle. The results from planning include an inventory of tools, plans, and project artifacts that are used to monitor and control all aspects of the project.

Key objectives of our project management approach include:

- Providing consistency and standardization, while being flexible to allow us to best meet our customer's needs.
- Communicating effectively within the team and with our clients.
- Ensuring that we are meeting or exceeding expectations consistently.
- Identifying and analyzing risks early and following a pre-defined risk management plan to address each risk before it becomes an issue.
- Monitoring contract and project performance.

Proven Implementation Approach

- Structured transition process
- Best practice implementation approach based on past transitions
- Dedicated resources to ensure minimal disruption to all stakeholders

At Telligen, our mission is to improve the quality and cost-effectiveness of healthcare. Our Project Portfolio Management Office (PPMO) contributes to this goal by increasing the effectiveness of our projects both internally and externally. Our trained, experienced, and certified project managers guide projects through the project lifecycle phases of initiation, planning, execution, monitoring and controlling, and closure. By implementing best practices for project management, including risk, defect, schedule, scope and resources, the PPMO provides cost-effective and value-driven projects to the customer.

Our PPMO integrates the disciplines of senior functional managers, Project Management Professionals (PMP), Project Management Institute-Agile Certified Practitioners (PMI-ACP), and value-driven portfolio and project managers. This approach ensures proper oversight and delivery of each of the clients' deliverables. As an added benefit, the PPMO is responsible for prioritizing projects, ensuring adequate resources are allocated to support project efforts, and regularly audits project compliance to ensure we are meeting expected project outcomes.

Our PPMO also supports compliance by providing regular project status reports, based upon contract, client, and team requirements. This reporting includes project, program, and portfolio level assessments and ensures we are properly managing all projects and delivering on customer expectations. Status reports indicate progress on schedule, resources, quality, risks, and budget. Our change management strategies ensure that we are monitoring and












understanding the full impact of a change request, as it relates to scope, schedule, resources, and budget.

Upon intake of new projects or task orders, the PPMO identifies the project management strategy that will be used to ensure successful management of the requested project or task order. The PPMO is also equipped to train those who are not familiar with agile best practices and can provide a smooth transition to our methodology.

Our program manager will use the best practices of the PPMO to deploy project implementation plan as we have successfully done in our last three assessment implementations.

In Table 12, we outline both our proposed transition and implementation activities. We will revise this plan based on DAIL's feedback following contract award.

Table 12. Proposed Implementation Plan. We will use a project work plan to successfully implement and deliver contract deliverables.

RFP	Category	Implementation Activities	Start	Finish/ Frequency	Resources
 = Activity  = Deliverable  = Milestone					
			11/12/2020	11/26/2020	
					
					
					
					
					
					
					
					

[REDACTED]	◆	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	●	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
act	●	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	●	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	◆	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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act		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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	◆	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

2.7.5. Proposed reimbursement

Proposed reimbursement per completed assessment. Describe any request for start-up funds from the State. Start-up funds may include one-time costs such as initial cost of acquiring use of SIS-A and initial training of assessors, but not ongoing operational costs. Include a proposed total annual cost for completing the total number of assessments and reassessments described in Section 2 Detailed Requirements and Desired Outcomes.

Please refer to [Section 2.5](#) Proposed Payment and [Section 3](#) Pricing Response for our proposed reimbursement.



3. PRICING RESPONSE

1. Proposed start-up funding and payments:

Contract Year	Proposed first year start-up funding if requesting	Proposed payment per completed assessment
1	\$ 380,000	\$ 625.00
2	NA	\$ 815.00
3	NA	\$ 835.00
4	NA	\$ 835.00
5	NA	\$ 855.00
6 Optional extension	NA	\$ 870.00
7 Optional extension	NA	\$ 895.00

2. Proposed total payments for estimated number of completed assessments by contract year:

Contract Year	(A) Proposed first year start-up funding if requesting	(B) Estimated number of completed assessments	(C) Proposed payment per completed assessment	Proposed total payments =A+(B*C)
1	\$ 380,000	800	\$ 625,000	\$ 880,000
2	NA	1,500	\$ 815,000	\$ 1,222,500
3	NA	1,550	\$ 835,000	\$ 1,294,250
4	NA	1,600	\$ 835,000	\$ 1,336,000
5	NA	1,650	\$ 855,000	\$ 1,410,750
6 (optional extension)	NA	1,700	\$ 870,000	\$ 1,479,000
7 (optional extension)	NA	1,750	\$ 895,000	\$ 1,566,250

Name of Bidder: Telligen, Inc.

Signature of Bidder: *Denise Sturm*

Date: 10/27/20



4. CERTIFICATE OF COMPLIANCE

This form must be completed and submitted as part of the response for the proposal to be considered valid.

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**Attachment 6.5
 CERTIFICATE OF COMPLIANCE**

For a bid to be considered valid, this form must be completed in its entirety, executed by a duly authorized representative of the bidder, and submitted as part of the response to the proposal.

- A. **NON-COLLUSION:** Bidder hereby certifies that the prices quoted have been arrived at without collusion and that no prior information concerning these prices has been received from or given to a competitive company. If there is sufficient evidence to warrant investigation of the bid/contract process by the Office of the Attorney General, bidder understands that this paragraph might be used as a basis for litigation.
- B. **CONTRACT TERMS:** Bidder hereby acknowledges that is has read, understands and agrees to the terms of this RFP, including Attachment C: Standard State Contract Provisions, and any other contract attachments included with this RFP.
- C. **FORM OF PAYMENT:** Does Bidder accept the Visa Purchasing Card as a form of payment?
 Yes No
- D. **WORKER CLASSIFICATION COMPLIANCE REQUIREMENT:** In accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), the following provisions and requirements apply to Bidder when the amount of its bid exceeds \$250,000.00.

Self-Reporting. Bidder hereby self-reports the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification of workers, that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
Nothing to report.		

Subcontractor Reporting. Bidder hereby acknowledges and agrees that if it is a successful bidder, prior to execution of any contract resulting from this RFP, Bidder will provide to the State a list of all proposed subcontractors and subcontractors' subcontractors, together with the identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), and Bidder will provide any update of such list to the State as additional subcontractors are hired. Bidder further acknowledges and agrees that the failure to submit subcontractor reporting in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54) will constitute non-compliance and may result in cancellation of contract and/or restriction from bidding on future state contracts.

E. Executive Order 05 – 16: Climate Change Considerations in State Procurements Certification

Bidder certifies to the following (Bidder may attach any desired explanation or substantiation. Please also note that Bidder may be asked to provide documentation for any applicable claims):

1. Bidder owns, leases or utilizes, for business purposes, space that has received:
- Energy Star® Certification
 - LEED®, Green Globes®, or Living Buildings ChallengeSM Certification
 - Other internationally recognized building certification:

-
2. Bidder has received incentives or rebates from an Energy Efficiency Utility or Energy Efficiency Program in the last five years for energy efficient improvements made at bidder's place of business. Please explain:

-
3. Please Check all that apply:
- Bidder can claim on-site renewable power or anaerobic-digester power ("cow-power"). Or bidder consumes renewable electricity through voluntary purchase or offset, provided no such claimed power can be double-claimed by another party.
 - Bidder uses renewable biomass or bio-fuel for the purposes of thermal (heat) energy at its place of business.
 - Bidder's heating system has modern, high-efficiency units (boilers, furnaces, stoves, etc.), having reduced emissions of particulate matter and other air pollutants.
 - Bidder tracks its energy consumption and harmful greenhouse gas emissions. What tool is used to do this? _____
 - Bidder promotes the use of plug-in electric vehicles by providing electric vehicle charging, electric fleet vehicles, preferred parking, designated parking, purchase or lease incentives, etc..
 - Bidder offers employees an option for a fossil fuel divestment retirement account.
 - Bidder offers products or services that reduce waste, conserve water, or promote energy efficiency and conservation. Please explain:

By utilizing electronic signatures, Telligen has saved 1,259 lbs of wood, 3,708 gallons of water, 2,956 lb of CO2 and 205lb of waste.

-
4. Please list any additional practices that promote clean energy and take action to address climate change:



F. Acknowledge receipt of the following Addenda:

Addendum No.: _____ Dated: _____

Addendum No.: _____ Dated: _____

Addendum No.: _____ Dated: _____

Bidder Name: Telligen, Inc. Contact Name: Patrick Rogers

Address: 1776 West Lakes Pkwy. Fax Number: 515-222-2407
West Des Moines, IA 50266 Telephone: 515-223-2866

E-Mail: proposals@telligen.com

By: *Denise Sturm* Name: Denise Sturm, CFO
Signature of Bidder (or Representative) (Type or Print)

END OF CERTIFICATE OF COMPLIANCE



5. WORKER CLASSIFICATION COMPLIANCE REQUIREMENT FORM

This form must be completed and submitted as part of the response for the proposal to be considered valid.

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Attachment 6.7

WORKER CLASSIFICATION COMPLIANCE REQUIREMENT

RFP/PROJECT: Needs Assessments For Adults With Intellectual/ Developmental Disabilities; DAIL
 RFP # DDSD 306

DATE: 10/29/20

Self-Reporting Form

This form must be completed in its entirety and submitted as part of the bid response for the proposal to be considered valid.

The State of Vermont in accordance with Act 54, Section 32 of the Acts of 2009 and for total projects costs exceeding \$250,000.00, requires bidders comply with the following provisions and requirements.

Bidder is required to self-report the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification for worker's compensation. The state requires information on any violations that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
Nothing to Report		

WORKER CLASSIFICATION COMPLIANCE REQUIREMENT: Bidder hereby certifies that the company/individual is in compliance with the requirements as detailed in Act 54, Section 32 of the Acts of 2009.

Date: 10/29/20

Name of Company: Telligen, Inc.

Contact Name: Patrick Rogers

Address: 1776 West Lakes Pkwy.
West Des Moines, IA 50266

Title: Proposal Manager

Phone Number: 515-223-2866

E-mail: proposals@telligen.com

Fax Number: 515-222-2407

By: Denise Sturm
 Signature (Bid Not Valid Unless Signed)*

Name: Denise Sturm, CFO
 (Type or Print)

*Form must be signed by individual authorized to sign on the bidder's behalf.

6. SUBCONTRACTOR REPORTING

Subcontractor Reporting: For bid amounts exceeding \$250,000.00, Bidders are hereby notified that upon award of contract, and prior to contract execution, the State shall be provided with a list of all proposed subcontractors and subcontractors' subcontractors, together with the identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54). This requirement does not apply to subcontractors providing supplies only and no labor to the overall contract or project. This list MUST be updated and provided to the State as additional subcontractors are hired. A sample form is available online at <http://bgs.vermont.gov/purchasing-contracting/forms>. The subcontractor reporting form is not required to be submitted with the bid response.

Telligen will provide a completed subcontractor reporting form upon award of contract and prior to contract execution.



www.Telligen.com