



Maximize Government
Healthcare Quality & Efficiency



Clinically
Driven



Focused on Quality
& Clinical Outcomes



Technology
Enabled Solutions



Established,
Agile & Flexible



Mission Driven to Improve Lives
Through Healthcare Quality and
Clinical Expertise

TECHNICAL PROPOSAL

Vermont Needs Assessments for Adults with Intellectual/Developmental Disabilities

SUBMITTED BY:

Susan Norris, Ph.D.
Vice President,
Growth & Development

777 East Park Drive
Harrisburg, Pennsylvania 17111
Phone: (717) 265-7012
snorris@kepro.com

RESPONSE DUE DATE
OCTOBER 29, 2020

TABLE OF CONTENTS

1.0 Cover Letter 1
Technical Response..... 7
2.0 Background and Experience 7
3.0 References 53
4.0 Reporting Requirements..... 55
Pricing Response 58
5.0 Pricing..... 58
Required Forms & Attachments..... 59
6.0 Certificate of Compliance 59
7.0 Worker Classification Compliance Requirement Form 60
8.0 Subcontractor Reporting Form..... 61
9.0 Attachments 62

LIST OF FIGURES

Figure 1. Kepro’s Experienced Team for Vermont..... 23
Figure 2. Implementation Approach 24
Figure 3. Workflow for Scheduling Assessments..... 34
Figure 4. Staff Planning Process..... 40
Figure 5. Expedited Assessment Report 56
Figure 6. Urgent Expedited Assessment Summary Report..... 57

LIST OF TABLES

Table 1. Kepro Assessment Experience 11
Table 2. Team Responsibilities and Qualifications..... 19
Table 3. Project Management Approach and Knowledge Areas..... 25
Table 4. Assessor Training Agenda 30
Table 5. Performance Compliance Framework 35
Table 6. Quality Assurance Processes..... 37
Table 7. Staffing Plan Approach and Features..... 39
Table 8. Implementation Timeline 43
Table 9. Kepro References for Similar Contracts..... 53

1.0 Cover Letter

October 29, 2020

Department of Disabilities, Aging, and Independent Living
Commissioner's Office
ATTN: Clare McFadden, Deputy Director of Payment Reform
280 State Drive/HC 2 South
Waterbury, VT 05671-2020

RE: Needs Assessments for Adults with Intellectual/ Developmental Disabilities,
RFP# DDSD 306

Dear Ms. McFadden:

Keystone Peer Review Organization, Inc. (Kepro) is pleased to submit for your consideration our response to your Request for Proposal (RFP) for Needs Assessments for Adults with Intellectual/ Developmental Disabilities (IDD). With this response, we offer you a partner who fully understand the services being sought by Developmental Disabilities Services Division's (DDSD) for the Needs Assessments for Adults with Intellectual/Developmental Disabilities RFP. This understanding is based on our decades of expertise and value as a consultative partner to Medicaid IDD programs, including our four AAIDD-certified Trainers.

Kepro's mission is to improve lives through healthcare quality and clinical expertise. We share DDSD's goal to enable Vermonters with developmental disabilities to live as they choose, pursuing their individual goals and preferences within their chosen communities. As your partner, we will help you carry out this goal through a seamless and expeditious implementation of the Needs Assessment program. As a URAC accredited company for Independent Review, Utilization, Case and Disease Management, we appreciate what the waiver enrollees and providers need, as well as how important it is to use standardized, proven processes for conducting SIS assessments.

Kepro is a leader in delivering objective assessments to individuals with IDD and/or Serious Mental Illness. Our experience in this area highlights our capabilities with similar contracts, including those we designate as corporate references in Attachment B to complete the current scope of work. Our experience providing the services detailed in the Statement of Work includes the implementation and operation of 12 highly relevant

**We currently perform
200,000 Standardized
Assessments annually,
including 70,000 face-to-
face assessments.**

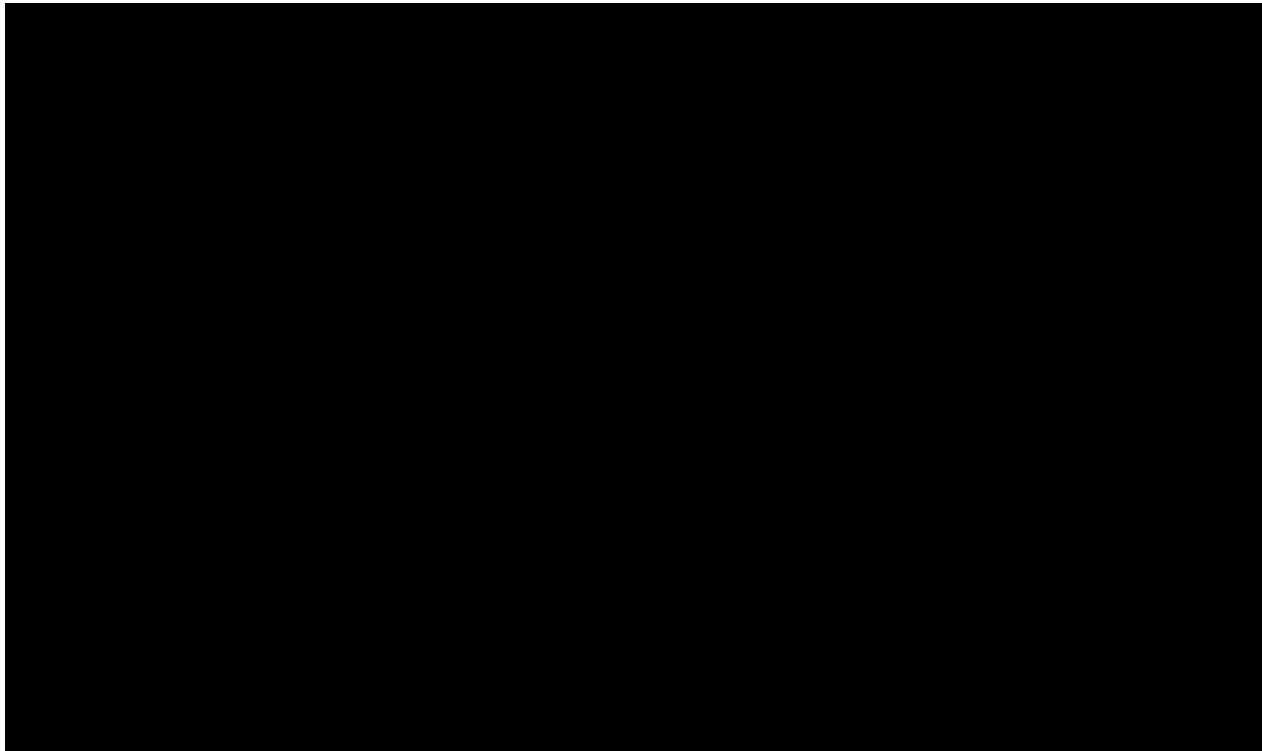


assessment projects in some of the most populated states such as Pennsylvania, Florida, West Virginia, California, Oregon and Ohio. We bring more than 20 years of significant background and experience with IDD programs that promote independence for individuals with behavioral health issues, Developmental Disabilities, and Autism Spectrum Disorders.

The Right Partner for Vermont

[Redacted content]

- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]
- [Redacted bullet point]



Confidential Information

The information included in the table below is considered to be proprietary and confidential. A redacted copy has been included with our bid.

Section / Page	Statutory Basis for Confidentiality	Description/Explanation
Cover Letter – Pages 2-3	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepro’s confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepro’s business processes are treated as confidential information within the organization. Kepro’s SIS Program Solution elements are not generally known to or readily ascertainable by others outside of Kepro and only disclosed to employees within Kepro on a “need to know” basis. Kepro derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.
Company Size & Resources – Page 10	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepro’s confidential business records and information, including any formulae, plan, pattern, process, tool, mechanism, compound, procedure,

Section / Page	Statutory Basis for Confidentiality	Description/Explanation
		production data, or compilation of information are exempt from public inspection and copying. Kepro is a privately held corporation therefore, Kepro's finances are treated as confidential information and are not generally known to or readily ascertainable by others outside of Kepro and only disclosed to employees within Kepro on a "need to know" basis.
Scheduling of Assessments - Page 34	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepro's confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepro's business processes are treated as confidential information within the organization. Kepro's processes for scheduling assessments are not generally known to or readily ascertainable by others outside of Kepro and only disclosed to employees within Kepro on a "need to know" basis. Kepro derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.
Figure 4 details our staff planning process - Page 40	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepro's confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepro's business processes are treated as confidential information within the organization. Kepro's Staffing Plan elements are not generally known to or readily ascertainable by others outside of Kepro and only disclosed to employees within Kepro on a "need to know" basis. Kepro derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.
Number and Location of Assessors - Pages 41- 42	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepro's confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepro's business processes are treated as confidential information within the organization. Kepro's staffing number and location of assessors are not generally known to or readily

Section / Page	Statutory Basis for Confidentiality	Description/Explanation
		ascertainable by others outside of Kepto and only disclosed to employees within Kepto on a “need to know” basis. Kepto derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.
Table 8. Implementation Timeline – Pages 43 – 49	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepto’s confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepto’s business processes are treated as confidential information within the organization. Kepto’s Implementation Timeline elements are not generally known to or readily ascertainable by others outside of Kepto and only disclosed to employees within Kepto on a “need to know” basis. Kepto derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.
Kepto’s Stakeholder Engagement Strategy – Pages 51-52	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepto’s confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepto’s business processes are treated as confidential information within the organization. Kepto’s Stakeholder Engagement Strategy elements are not generally known to or readily ascertainable by others outside of Kepto and only disclosed to employees within Kepto on a “need to know” basis. Kepto derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.
5.0 Pricing – Start up Page 58	Trade secrets exemption under 1 V.S.A. § 317(c)(9)	Under 1 V.S.A. § 317(c)(9), Kepto’s confidential business records and information, including any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information are exempt from public inspection and copying. Kepto’s business processes are treated as confidential information within the organization. Kepto’s Pricing strategy for contract startup elements are not generally known to or readily ascertainable by others outside of Kepto and only

Section / Page	Statutory Basis for Confidentiality	Description/Explanation
		disclosed to employees within Kepro on a “need to know” basis. Kepro derives independent economic value in keeping that knowledge away from its competitors, who would be able to use the information to gain an unfair advantage in bids for future contracts.

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

Kepro is delighted to respond to this opportunity for Needs Assessment Services. I also welcome the opportunity to provide a face-to-face presentation to describe our services. If you have any questions regarding our response, please contact me at (717) 265-7036 or via email at mharris@kepro.com.

Sincerely,



Meghan Harris
EVP, Chief Operations Officer

Technical Response

2.0 Background and Experience

Kepro's 35 years of healthcare management offers DDSD evidence of our proven capabilities, capacity, and relevant experience to successfully fulfill the requirements of the Supports Intensity Scale Assessments Program.

Kepro was founded by physicians from the Commonwealth of Pennsylvania Medical Society in 1985, at the request of the Centers for Medicare & Medicaid Services (CMS) to serve as the state's Quality Improvement Organization (QIO). This clinical leadership continues today and enhancing clinical outcomes for government healthcare programs remains at the core of our organization.

Today, we serve more than 300 clients including Federal, state, and local governments. Over the past 35 years Kepro has partnered with government sponsored healthcare programs across the county to support their mission of providing efficient, high quality and well-coordinated care to the populations they serve. Our health-focused solutions optimize care outcomes and reduce costs through the implementation of our proprietary, integrated platform, data analytics, and clinically driven services in the areas of quality oversight, care management, and assessments and eligibility.

We use our understanding to provide service offerings unique to the market with the ability to connect tailored services to the specific populations of our clients across a broad spectrum of healthcare management needs. Our capabilities provide program beneficiaries with access to vital services and positive health outcomes through our agile and innovative whole person-centered approach.

Creating health solutions for the population of our partners across the continuum of physical, behavior, social, and pharmacy health includes the following core services:

Assessments and Eligibility. Accessing services has traditionally been a time consuming, complicated and confusing process for waiver participants and their families or guardians. Kepro is proud to work with our state partners to make assessment and eligibility faster and easier for everyone involved, including the person receiving services. We have extensive experience conducting assessments and eligibility services for individuals with IDD and/or Serious and Persistent Mental Illness (California, Pennsylvania, Florida, Ohio, Maine, Oregon) as well as individuals with chronic medical conditions (West Virginia, California, Oregon). Through these contracts, we validate the services and supports being provided, evaluate service plans to ensure they meet regulatory requirements and show person centered planning went into their creation. Kepro works with the person and family

to make meaningful recommendations for home and community-based services and/or placement that will meet the needs of the person, improve quality of life and provide as much community access as is appropriate. We also provide guidance to providers for state and federal regulatory compliance.

Quality Oversight. Our team of medical experts provide independent, impartial evaluations on behalf of Medicaid patients to ensure they are receiving high-quality and appropriate care. Providers who work with and serve people with IDD diagnoses can often benefit from specific IDD training and education to help them better serve that population. Our expert staff perform program analysis, performance measure validations, ongoing training, and much more—all with a keen eye on the specific needs of the IDD population and the providers who serve them.

Care Coordination. We provide person-centered service coordination, case management, utilization management, and pharmacy management services for individuals with IDD throughout the country. Our expert clinicians all have extensive backgrounds in both physical and behavioral needs, as it relates to individuals with multiple, complex diagnoses. Our goal is to keep people safely integrated within their community of choice, decrease unnecessary inpatient and emergency room usage, and significantly improve coordination of services across the entire health spectrum.

Through this experience we have worked with every type of waiver population and have evidence of successful outcomes. Since 1992, we have helped 12 Medicaid agencies administer utilization review and HCBS waiver programs by making timely, evidence-based medical necessity determinations across all health care settings. Corporate-wide, we have performed more than 10 million prior authorizations and retrospective reviews, administrative reviews, HCBS waivers, and fair hearings in the past 10 years. Our highly qualified healthcare professionals conduct nearly **200,000 assessments for individuals each year, including 70,000 face-to-face assessments.**

Our proposed solution for Vermont is tailored to provide intelligent value by leveraging expert clinical resources, quality driven processes, technology and tools, and a thorough knowledge of Medicaid from start to finish.

Assessments Experience and Person-Centered Approach

Person centered planning increases the amount of positive control that people have over their lives, considering their hopes, wishes, desires and plans for the future rather than what someone else thought was “best for them”. Kepro is committed to enhancing choice-driven services, including providing resources that enhance individual empowerment and person-centered thinking.

The focus of person centeredness is specific to the person, where they want to live, who they want to provide services, what time of day they do specific activities, what time of the day they want to see a service provider, things that are important to the person, not to the management of their disability. A truly person-centered approach places the person at the center of decisions that relate to their life. Our highly experienced staff understand how important it is to listen, to coach, to discuss, and to seek feedback whether we are providing quality oversight, assessment and eligibility support, or care coordination services.

Kepro takes a person-centered and culturally competent approach to the individuals we support, empowering them and encouraging independence. For 20 years we have provided compassionate and knowledgeable services and support to individuals with IDD, their families, and their providers—a level of expertise and experience that will greatly enhance services and outcomes for individuals with developmental disabilities.

Kepro's person-centered approach to service reviews supports Vermont's mission to provide appropriate and efficient services to individuals based on their unique individual needs. We utilize this person-centered approach across all of our Assessment Programs -- which ultimately leads to positive quality of life outcomes.

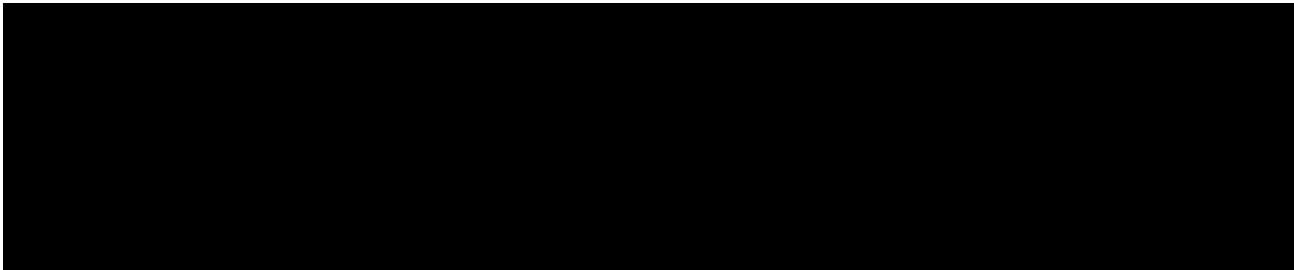
Form of business organization

Kepro is a privately owned, for-profit corporation based in Harrisburg, Pennsylvania.

Company size and resources

Kepro was founded in Pennsylvania in 1985. We currently operate offices in 14 states, with a team of more than 1,000 clinicians and other healthcare professionals. Kepro is a leading Care Management, Assessments, and Quality Improvement Organization for state and federal sponsored health plans. Founded as the Medicare Peer Review Organization for the Commonwealth of Pennsylvania, Kepro now provides Medicaid program services in 28 states. Kepro is URAC-accredited for Health Utilization Management, Case Management, Disease Management, and as an Independent Review Organization.

Our experience allows us to be both nationally experienced and locally customer focused. While Kepro has corporate offices in Nashville, TN and Harrisburg, PA, our partnerships with state and federal contracts positions us in 14 local offices across the country with more than 1000 clinicians and other healthcare professionals living and working in the communities we serve.



Describe particular experience relevant to the proposed project, and list relevant current or past State projects.

We have more than two decades of experience advising Medicaid programs in the areas of medical and behavioral healthcare, including care and services for individuals with IDD. The scope of these programs includes assessment of individuals with chronic conditions, individuals enrolled in home and community-based services (HCBS) waiver programs, and evaluation of those with IDD and/or Serious Mental Illnesses.

Our experience managing State Medicaid programs for individuals with IDD and/or Serious and Persistent Mental Illness, including the provision of standardized assessments, is demonstrated by work in the following states: California; Florida; Maine; Maryland; New Hampshire; Illinois; Ohio; Oregon; Pennsylvania, South Carolina, and West Virginia. Our background and current portfolio include programs with a holistic focus and responsibility for eligibility for services, level of care assessments, and service planning.

Today, our qualified clinical professionals conduct nearly 200,000 assessments for individuals on an annual basis - 70,000 of those assessments are conducted in person.

Kepro is a leader in delivering objective assessments to individuals and populations with diverse needs and backgrounds. **We share DDSD's goal to enable Vermonters with intellectual/developmental disabilities to live as they choose, pursuing their individual goals and preferences within their chosen communities, and we look forward to supporting the State in this effort through our assessment experience, AAIDD-certified Trainers, and our proven technical platform.**

We understand the importance of being conflict-free and stand ready to support DDSD in its effort to seamlessly implement a valid, reliable and standardized needs assessment tool that promotes equity and transparency in the distribution of resources to service recipients. Our experience utilizing both SISOnline and internal systems provides ready access to data for analytical and reporting purposes. With the experience of more than 34 years delivering person- centered and holistic healthcare management, Kepro delivers the peace of mind and confidence that only a company with our breadth and depth of assessment services can offer.

We have served the Centers for Medicare and Medicaid Services (CMS) for 30+ years and 27 state Medicaid agencies for 20+ years. From assessing level of care and medical necessity to managing costly conditions, Kepro’s unique holistic and customizable approach ensures our client’s members get the care they need. Our relevant services include:

- Independent Clinical Assessments, including Support Intensity Scale (SIS-A) Assessments
- Care Coordination
- Case Management
- Utilization Management
- Waiver Eligibility and Oversight
- Preadmission Screening and Resident Review
- Quality Oversight

Our team brings unmatched clinical expertise and meaningful experience working with individuals with Intellectual and Developmental Disabilities, autism spectrum disorders and/or Serious and Persistent Mental Illness. The clinical background Kepro brings means we are particularly sensitive to the unique and varied needs of these individuals. Our Assessment programs and highly trained assessors ensure individuals are receiving the most appropriate services in the most appropriate settings for optimal quality of life.

List of Relevant Projects

Table 1 details the breadth of Kepro’s current Assessment experience nationwide.

Table 1. Kepro Assessment Experience

State/Program	Description	Quantity
Pennsylvania Commonwealth of Pennsylvania, Department of Human Services 2018-Present Relevant Scope: Standardized Needs Assessments, Supports Intensity Scale-Adult version (SIS-A) Relevant Population: 55,000 individuals enrolled in IDD and Autism Waivers	Responsible for scheduling, tracking and conducting in-person and virtual SIS-A assessments for individuals under a statewide IDD or Autism Waiver services. Kepro conducts approximately 11,000 SIS assessments on an annual basis using SISOnline.	11,000
West Virginia Administrative Services Organization Waiver Management 2000-Present	Provide comprehensive management services for the IDD, TBI, and Aged/Disabled waivers. Services for IDD Waiver include assessments, statistical budgeting module, service plan	11,600

State/Program	Description	Quantity
Relevant Scope: Assessments Relevant Population: IDD Waiver Members Individuals with Dual Diagnosis not enrolled in Waiver	authorization, quality assurance audits, and assistance with CMS HCBS Quality Framework reporting. In-person assessments include state instruments; the SIS was used previously and replaced by the ICAP for IDD.	
Maryland IDD Waiver Management 2006-2014 Relevant Scope: Assessments Relevant Population: 13,000 individuals enrolled in IDD Waivers	Conduct initial and annual in-person assessments to support person-centered plan of service. Conduct on-site audits of providers for quality, compliance, and services. Instruments included the SIS (pilot) and a state tool.	15,000
Pennsylvania Southwest Pennsylvania Health Care Quality Unit (HCQU) 2005-Present Relevant Scope: Scheduling and logistics, technical assistance, training for individuals IDD, Autism, service providers and family members. Relevant Population: 18,000 individuals with IDD and Autism in 8-county HCQU	The HCQU provides training to individuals, family members, and direct service providers to improve the physical and behavioral health care and safety of individuals with intellectual and developmental disabilities and/or autism. The scope includes needs assessment, development of training, scheduling and delivery of in-person and on-line training, as well as maintenance of a website with training archives. *Hours of Training	9,000*
Florida Preadmission Screening and Resident Review (IDD/ORC) 2016-Present Relevant Scope: Assessments Relevant Population: Individuals with possible IDD diagnosis as part of total 2,000 referral population	Review Level I screen; identify Level II referrals; schedule evaluations; review records and materials; conduct face-to- face interviews of individuals with positive screens for IDD; determine nursing facility Level of Care and need for specialized services.	800
California Preadmission Screening and Resident Review (SMI) 2015-2018 2020-Present Relevant Scope: Assessments	Review Level I screen; identify Level II referrals; schedule evaluations; review records; conduct face-to-face interviews; determine nursing facility Level of Care and need for specialized services. Make recommendations for Plans of Care and	8,250

State/Program	Description	Quantity
Relevant Population: Individuals with Dual Diagnosis or SMI as part of total 16,000 annual referral population	evaluate potential for community-based services. 100% quality assurance for Level II evaluations.	
Florida Preadmission Screening & Resident Review (SMI) 2007-Present Relevant Scope: Assessments Relevant Population: Nursing Facility Level of Care Eligible – 5,400 referred population	Review Level I screen; identify Level II referrals; schedule evaluations; review records and materials; conduct face-to-face interviews of individuals with positive screens for SMI; determine nursing facility Level of Care and need for specialized services. Make recommendations for Plans of Care and evaluate potential for community-based services. Inter-rater review for Level II evaluations.	5,400
Oregon Care Coordination Program 2010-Present Relevant Scope: Assessments and care plan recommendations Relevant Population: Individuals with IDD as part of larger population of 130,000	Provide comprehensive care coordination for individuals not in managed care, including individuals with IDD. Conduct in-person assessments, develop care plans, follow-up coordination; call center services; disease management services for high-risk 5% of population.	12,000

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.

Kepro has direct and expansive experience conducting assessments for State Medicaid programs for individuals with Intellectual and Developmental Disabilities, autism spectrum disorders and/or Serious and Persistent Mental Illness (Pennsylvania, California, Florida, Ohio, Maine, Oregon) as well as individuals with chronic medical conditions (West Virginia, California, Oregon). We bring more than 20 years of significant background and experience with programs that promote self-direction and independence for individuals with IDD, autism spectrum disorders and/or behavioral health issues.

It is imperative that individuals with Intellectual or Developmental Disability and their families remain at the center of the decision-making process as it relates to the services they receive. To ensure this happens, Kepro takes a person-centered and culturally competent approach to the individuals we support, empowering them and encouraging self-sufficiency. For over 20 years we have provided compassionate and knowledgeable

care and support to individuals with IDD, their families, and their providers—a level of expertise and experience that will greatly enhance services and outcomes for individuals with developmental disabilities.

Kepro's person-centered approach to service reviews supports Vermont's mission to provide appropriate and efficient services to individuals based on their unique individual needs. We are fully prepared to provide critical and reliable data to the State in your efforts to create a new payment model through the completion of these SIS-A Assessments and the collection, maintenance, and reporting of encounters data. Having experience with states utilizing the SIS-A for resource allocation, Kepro understands the complexities of such a reform and is committed to providing DDSD with assessments of the highest quality as a framework for realizing its goal or payment reform.

Organizational Expertise and Capacity

Our experience with programs for people with IDD and autism began in 2005 with the Southwest Pennsylvania Health Care Quality Unit, which delivers over 9,000 hours per year of training to support and improve the physical and behavioral health of individuals with developmental disabilities and their support network. Through our multiple assessment contracts across the nation, we validate services and support needs for individuals with IDD, autism and/or behavioral health issues, evaluate care plans and make recommendations for nursing facility/home and community-based placement, and specialized services and supports. Through this combination of consulting and "hands-on" expertise, we stand ready to provide Standardized Needs Assessments for Adults with Intellectual/ Developmental Disabilities for DDSD.

Since 1992, we have helped 12 Medicaid agencies administer utilization review and HCBS waiver programs by making timely, evidence-based medical necessity determinations across all health care settings. Corporate-wide, we have performed more than 10 million prior authorizations and retrospective reviews, administrative reviews, HCBS waivers, and fair hearings in the past 10 years. Our highly qualified care coordination and case management professionals **conduct nearly 200,000 assessments for individuals with IDD, SMI and other diagnoses each year, including 70,000 face-to-face assessments.**

In 2008, we began administering a comprehensive IDD Waiver Program in West Virginia. The program initially involved administering the SIS-A Assessment, however the state later moved to the ICAP Assessment. We were awarded the statewide IDD Waiver Program in 2017 by the Commonwealth of Pennsylvania Department of Human Services (DHS) Office of Developmental Programs (ODP) and implemented the project in 2018. This program includes the administration of more than 900 SIS Assessments on a monthly basis.

In 2014, Kepro expanded the Medicare Beneficiary and Family Centered Care Quality Improvement Organization under contract to CMS for Areas 2, 3, and 4. In this role, we provide quality review and beneficiary protection services to almost 42 million Medicare beneficiaries, including individuals who are eligible for both Medicare and Medicaid. Kepro remains dedicated to IDD services across all our service offerings, ensuring access to care and quality of care, as well as providing support and training to family and providers.

Through our three decades of experience we have worked with every type of waiver population and have evidence of successful outcomes. The diversity of our waiver experience includes onsite and virtual reviews for IDD, medical, and behavioral health populations.

Examples of this experience:

- IDD, Autism, TBI, and Aged/Disabled waivers
- HCBS waivers
- Early and Periodic Screening Diagnostic and Treatment Waiver (EPSDT)
- Elderly or Disabled with Consumer Direction Waiver (EDCD)
- Individual and Family Developmental Disabilities Support Waiver (DD)
- Technology Assisted Waiver (TW)

Our 35 years of experience evaluating and assessing the medical needs for government program members and administering quality assurance and improvement in 40 out of 50 states enables us to benchmark best practices across programs and geographies.

Specific Experience with SIS-A or Similar Assessments

The Commonwealth of Pennsylvania has utilized the Supports Intensity Scale-Adult version (SIS-A) since 2008 as its standardized needs assessment tool. Kepro was awarded the contract in 2017, implemented in 2018, and was fortunate to retain several key operational staff, AAIDD qualified trainers, and seasoned interviewers who collectively have scheduled and completed thousands of assessments throughout the Commonwealth. Kepro currently contracts to administer over 11,000 SIS-A assessments annually to individuals in the IDD and Autism waivers. The program includes coordination with over 1500 Supports Coordinators and 1,000 service providers across 67 counties. Two levels of approval are required/obtained at both the regional and state level prior to scheduling change in need or first time SIS-A assessments. Individuals receive assessments upon enrollment into service or when there is a significant change in need and are reassessed every five years.

In addition, Kepro has completed assessments on several priority groups as identified by the Commonwealth. Our cadre of 35 SIS-A Assessors are all trained in accordance with AAIDD standards and maintain an Interviewer Reliability and Qualification Review (IRQR) status of "Qualified" or "Advanced" on a quarterly basis. Kepro also has four AAIDD

qualified trainers, one AAIDD Quality Lead, and two Quality Specialists that provide training and oversight as well as complete quality reviews on 100% of all completed assessments

“The interviewer was FANTASTIC. I felt very heard, validated, and like my son’s needs were well documented. The interviewer asked follow up questions and gained more details when necessary. She was friendly and super to work with!”

Additionally, in the State of West Virginia, we contract to administer multiple programs, including comprehensive management services for individuals with IDD through administering individualized assessments, statistical budgeting, service planning, quality assurance audits, and analytics and reporting. Originally, the Supports Intensity Scale – Adult version (SIS-A) was selected by the State of West Virginia and administered by Kepro for many years until the State recently elected to replace it with the ICAP assessment.

Since the COVID pandemic, Kepro has been able to successfully transition as needed from in-person assessments to virtual assessments utilizing a HIPAA compliant platform through Microsoft® Teams. In addition to completing hundreds of virtual assessments, Kepro coordinated with AAIDD to develop a virtual training model and IRQR platform used successfully over the past several months.

Kepro implemented Microsoft Teams as the technology foundation for telehealth services. From clinical assessments in the IDD population to tele-mental health sessions in Employee Assistance Programs, our clinical team members provide quality service. The Microsoft Teams solution is user-friendly, with no download requirements for the app. HIPAA compliance and securing PHI is ensured through multiple safeguards:

- **Access controls.** Provides users with unique login credentials, ensuring that PHI is only accessible to authorized users.
- **Single sign-on (SSO).** Enables users to access to related systems with one set of login credentials (i.e. Microsoft Teams, Office 365, etc.).
- **Multi-Factor Authentication (MFA).** Requires users to utilize multiple credentials to access data (i.e. username and password, biometrics, security questions, etc.). This ensures that the user is who they appear to be.
- **Audit logs.** Track access to PHI to ensure adherence to the minimum necessary standard.
- **Encryption.** Converts PHI into a format that can only be read with a decryption key, preventing unauthorized access to data at rest and data in transit.

Kepro will remain adaptive to the changing environment (seasonality, COVID-19, call volume changes, holidays etc.) while ensuring the best quality of service and cost efficiency and effectiveness at all times.

Provide resumes or curriculum vitae of core Contract staff who will be assigned to this Contract. Include resumes or CV of any existing staff who will manage activities under the Contract. Include job descriptions for assessors including minimum qualifications.

Kepro provides resumes for our core Contract staff in **Attachment 1**.

Utilizing our existing experienced team of clinicians to partner with and mentor newly assigned assessors will ensure a seamless, well trained, and oriented team at Go-Live. We propose the following individuals to provide direct program oversight and work with Kepro's seasoned and newly trained interviewers to ensure assessments are of the highest quality

Michelle Forrest, Project Manager. Ms. Forrest will serve as the Project Manager for the Department. She brings over 37 years of program management and human service experience working directly with individuals with IDD, their families, service providers, state agencies and other key stakeholders. She has been with Kepro since 2018 serving first as Quality Manager and then as Program Manager for the PA Needs SIS Assessment Contract. Ms. Forrest is an AAIDD-Qualified SIS-A trainer and assessor. In her role as Project Manager, Ms. Forrest is responsible for the oversight of all program-related activities, quality assurance, budgeting, analytics and reporting. Prior to her time at Kepro, Ms. Forrest served in a variety of roles including Senior Trainer and Consultant for Ascend-A Maximus Company as an AAIDD-Qualified Trainer assisting in the implementation and ongoing coordination of the PA SIS-A contract and also overseeing the implementation of SIS-A contracts in TN and VA. She also served as an independent contractor with AAIDD conducting SIS-C assessments in the State of North Carolina; as the CEO of Choice Enterprises, an agency that supported individuals with IDD; as a Nursing Home Assistant Administrator/Project Coordinator and as the Regional Director of Speech and Hearing Services for the State of TN. Ms. Forrest has conducted over 2,500 SIS-A and SIS-C assessments, conducted hundreds of IRQRs and trained numerous AAIDD-Qualified SIS Assessors. Ms. Forrest earned her Master of Arts degree in Audiology from the University of Memphis and her Bachelor of Science Degree in Speech Pathology from Clarion University of Pennsylvania.

Monica Yohannan, Quality Manager. Ms. Yohannan will serve as the Quality Manager for this project. She has been conducting SIS Assessments for more than 10 years as an AAIDD-Qualified interviewer. She currently is an AAIDD-Qualified trainer and serves as Quality Manager for Kepro, where she oversees independent contractor SIS assessors' activities to ensure compliance with regulatory, contractual, and quality standards. Ms. Yohannan interfaces regularly with constituents and stakeholders providing education and expertise on the SIS-A assessment tool. Prior to her time at Kepro, Ms. Yohannan was an AAIDD Quality Lead and qualified SIS Assessor for Ascend-A Maximus Company having completed over 3,500 assessments. She also assisted in the implementation phase of a

new SIS-A contract in VA. She earned her Master of Social Work degree from Widener University and a Bachelor of Arts in Psychology from Arcadia University.

Rebecca Lieb. Ms. Lieb has more than 27 years of invaluable experience serving individuals with IDD and their families. She has been with Kepro since 2018 serving as a SIS Regional Coordinator. In this role Ms. Lieb is responsible for training individuals and independent contractors to become AAIDD-Qualified SIS Assessors as well as providing mentoring and assessor oversight and completing quarterly assessor IRQRs. Prior to her time at Kepro Ms. Lieb served in a variety of additional roles including a Crisis Counselor, SIS Assessor and Trainer, Intake Coordinator CSPPPD Waivers, for United Disability Services, Transition Coordinator, Service Coordinator, and Residential Counselor. Ms. Lieb has completed over 3,700 SIS assessments and assisted in the implementation of the SIS-A project in VA. She has a Bachelor of Arts in Sociology from the Indiana University of Pennsylvania.

Nicole J. Lowry. Ms. Lowry brings more than two decades of experience in the IDD field, including 17 years performing assessments, including SIS assessments as an AAIDD-Qualified interviewer. As a Quality Specialist with Kepro, Ms. Lowry reviews SIS assessments to ensure we meet quality standards, provide expert feedback to assessors to ensure they continue to maintain quality standards, and provide individualized attention and feedback to new assessors. Prior to her tenure at Kepro, Ms. Lowry performed SIS Assessments for several years as an independent contractor. Early in her career Ms. Lowry spent several years at the Shadowfax Corporation in various roles including Activities Coordinator, Program Manager, and Associate Director, where she honed her expertise in serving individuals with IDD. She has a Bachelor of Arts in Psychology from Shippensburg University.

Suzann Savidge. Ms. Savidge has worked in the IDD field for over 30 years with more than 12 years of experience as an AAIDD qualified SIS Assessor. Prior to this, Ms. Savidge worked as a Family-Driven/Family Supports Coordinator before transitioning to a Program Specialist for Family-Driven/Family Support Services at a county level for several years. During this time, she also served on the FSS Advisory Board. She is currently a SIS Regional Coordinator for Kepro, where she is an AAIDD-Qualified Supports Intensity Scale-Adult version (SIS-A) Trainer, responsible for training independent contractors to become AAIDD-Qualified SIS Assessors, providing mentoring and assessor oversight, , completing quarterly assessor IRQRs, and conducting Assessments herself as needed. Prior to her time with Kepro Ms. Savidge was a SIS Assessor for Ascend-A Maximus Company, where she completed 4,000 SIS Assessments and trained as an AAIDD-Qualified Supports Intensity Scale (SIS) Trainer. During her tenure, Ms. Savidge was also instrumental in the start-up of the SIS-A project in VA. She has a Bachelor of Arts in Speech Communication from Rider University.

Christine Watts. Ms. Watts brings more than 19 years of experience in the IDD field with experience as a Supports Coordinator, AAIDD-Qualified SIS Assessor, and Quality Specialist. Since late 2018 she has been performing as a SIS Assessor and Quality Specialist for Kepro where she reviews SIS-A assessments to ensure quality standards are met, provides feedback and mentors new interviewers. Ms. Watts also completes assessments as needed. Prior to her tenure at Kepro she was a SIS Assessor for Ascend-A Maximus Company. Ms. Watts has a Bachelor of Arts in Psychology from Slippery Rock University.

Job Descriptions

Table 2 includes job descriptions for our proposed team, including minimum qualifications for each role.

Table 2. Team Responsibilities and Qualifications

Position	Responsibilities	Minimum Qualifications
<p>Project Manager (Michelle Forrest)</p>	<ul style="list-style-type: none"> • Meets regularly with DDSD during program implementation and on a periodic basis thereafter. • Directs program through objectives and goals assigned for contract compliance. Monitors metrics and daily operations to ensure success. • Participates in stakeholder meetings and collaborates with DDSD and AAIDD. • Manages AAIDD subcontract • Establishes action plans, critical indicators, timetables, and performance measures to guarantee high quality services and timely deliverables. • Ensures that contractual service standards and customer expectations are satisfied. • Works with the management team to develop and enhance the operational structure. • Selects and manages retention of staff compatible with Kepro's mission, vision, and values and Vermont contract requirements. • Provides leadership and supervision to staff assigned to the program. • Oversees budget review and analysis. 	<ul style="list-style-type: none"> • Master's degree in human services field (such as psychology, social work, or special education). • Five plus years of experience working directly with individuals with IDD and/or Autism • Knowledge of IDD / Autism waivers. • Knowledge of and proficiency in SIS-A- assessments. • Knowledge of best practice in IDD field. • Knowledge of government policy and structure. • 5 years AAIDD-Qualified SIS Interviewer experience; AAIDD-Qualified Trainer experience highly preferred. • 3-5 years of management experience in IDD field that included quality management or compliance responsibilities preferred.

Position	Responsibilities	Minimum Qualifications
	<ul style="list-style-type: none"> Assesses all systems—including contract, policies and procedures, workflows, etc.—to ensure the highest level of customer and stakeholder satisfaction. 	
Quality Manager (Monica Yohannan)	<ul style="list-style-type: none"> Oversees design, development and oversight of quality monitoring activities. Maintains current information on IDD best practices and related assessments. Maintains a policy library. Assists client/customer with issues relating to policy implementation, processes and appeals and appeals decisions. Ongoing planning, development, and maintenance of internal monitoring program for review activities performed by quality review team. Develops, coordinates and implements testing and quality assurance measures and activities, including: <ul style="list-style-type: none"> Oversight of IRQR process (Interviewer Reliability and Qualification Review) Oversight of ongoing training (beyond initial AAIDD) Conducting monthly quality calls/training Participates in developing, monitoring testing, quality assurance policies, and plans. Assesses potential problems and recommends corrective actions to resolve or mitigate associated risks. Monitors the implementation of testing and quality assurance policies, processes and procedures to ensure uniform application across the board. Prepares and submits reports and/or deliverables timely as required. 	<ul style="list-style-type: none"> Bachelor’s Degree in human service field (such as psychology, rehabilitative science, special education, etc.) Master’s degree preferred. Five years working directly in the field of IDD and/or Autism Three to five years AAIDD-qualified SIS-A interviewer experience Current AAIDD-qualified trainer or ability to become qualified trainer Understanding of best practices in IDD field, person-centered philosophy Ability to analyze and interpret quality metrics and statistical reporting Previous training, mentoring and/or quality review experience preferred.
Coordinator, Operations	<ul style="list-style-type: none"> Oversee all assessor activities 	<ul style="list-style-type: none"> Bachelor’s Degree in human service field (such as

Position	Responsibilities	Minimum Qualifications
	<ul style="list-style-type: none"> • Conducts time studies for staffing recommendations. • Assures accuracy and timeliness of all assessments within contract requirements • Assesses, evaluates and addresses daily workload and queues; adjusts work schedules daily to meet the workload demands • Analyzes productivity of assessors • Responsible for the quality monitoring activities including identifying areas of improvement and implementation of improvement plans • Conducts assessments. • Prepares and/or submits reports and/or deliverables as required. 	<p>psychology, rehabilitative science, special education, etc.)</p> <ul style="list-style-type: none"> • Three years working directly in the field of IDD and/or Autism. • Knowledge of IDD / Autism Waivers. • Ability to become qualified as an AAIDD assessor • Knowledge of current trends, research and appropriate interventions in the field of supporting individuals with intellectual or developmental disabilities and/or autism surrounding medical, psychosocial, behavioral issues. • Knowledge of best practice in IDD field. • Excellent communication and organizational skills • Ability to plan and prioritize multiple assignments/contracts
SIS Assessors	<ul style="list-style-type: none"> • Completes SIS-A assessments as assigned in accordance with AAIDD training and contract protocols. • Ensures compliance with contractual requirements and Service Level Agreements specific to turn-around-times. • Enters SIS-A data and assessment information with a high degree of accuracy and reliability • Completes assessments in settings which accommodate the schedule and location preferences of the individual and family. • Ensures any special accommodations are in place that may be required for the individual being assessed. 	<ul style="list-style-type: none"> • All assessors have passed the DAIL Background Check Policy before performing assessments. • 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). • All assessors have successfully completed AAIDD SIS-A orientation, initial training, and ongoing training as defined and recommended by AAIDD.

Position	Responsibilities	Minimum Qualifications
	<ul style="list-style-type: none"> • Is culturally sensitive to individuals whose support needs are being assessed. • Practices good time management and organizational skills. • Addresses difficult questions and problematic situations utilizing effective communication skills, problem solving skills, and adult learning strategies. • Remains proficient in all required trainings by AAIDD and/or Kepro and maintains an IRQR status of qualified or higher. 	<ul style="list-style-type: none"> • Bachelor’s degree in a related human services field or equivalent with five years relevant experience working in the field of intellectual and developmental disability and autism spectrum disorders • Knowledge of the Person/Family Directed Support Community and Consolidated waivers. • Knowledge of and proficiency in SISTM assessments. • Knowledge of current trends, research and appropriate interventions in the field of supporting individuals with intellectual or developmental disabilities and/or autism surrounding medical, psychosocial, behavioral issues.

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.

Per RFP requirements, Kepro will partner with AAIDD, for initial implementation and annual required trainings and negotiate its own subcontract with AAIDD. Kepro understands that all subcontracts must comply with state contracting requirements that are described in the RFP. For staffing support, we work with a staffing vendor, Astyra Corporation, an award-winning staffing, outsourcing, and technology integration firm. Astyra finds highly skilled people and is expert in successfully matching associates to solutions. Astyra supports placement of Kepro SIS assessors in Pennsylvania as an ongoing Assessor partner with vast knowledge of the clinical qualifications and role requirements for these assessments.

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.

Our staffing plan is based on providing staff members who exemplify knowledge of federal and state regulatory environments, providing services for the IDD population, and meeting all RFP requirements, as well as a keen understanding of member and provider needs.

Figure 1 on the following page details the proposed project team for Vermont.

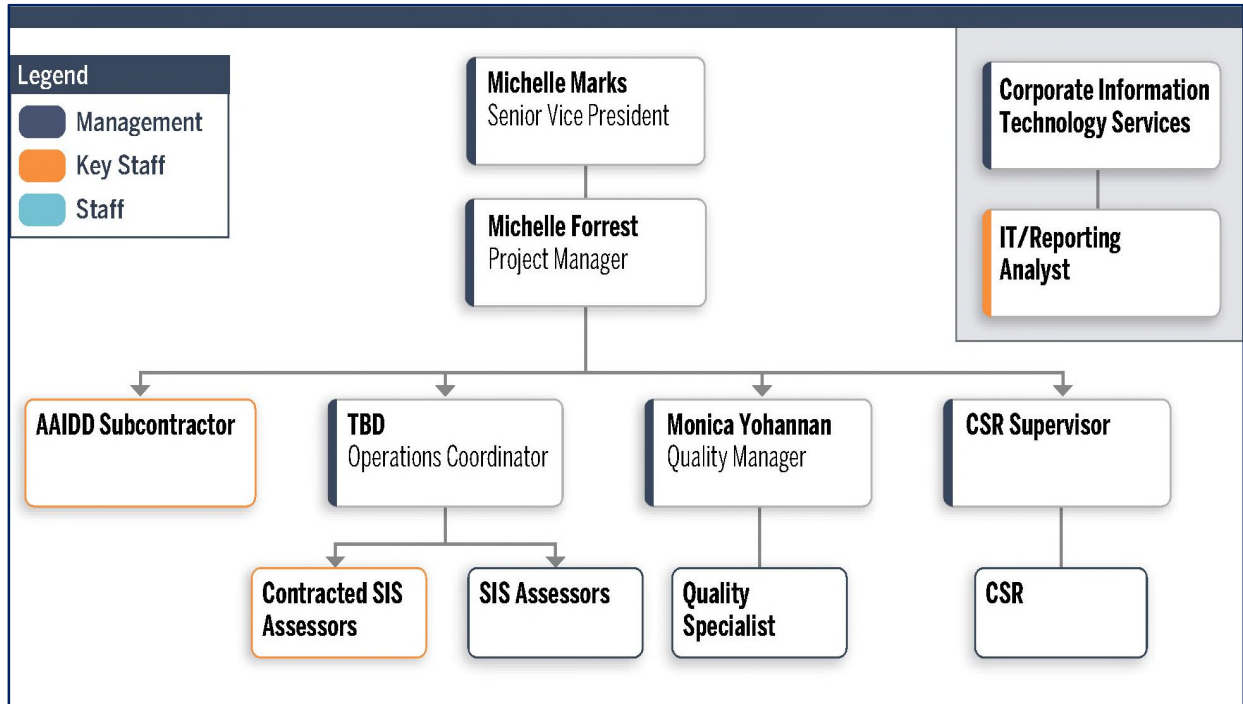


Figure 1. Kepro’s Experienced Team for Vermont

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 Scope of Work for DDSD requires the integration of clinical expertise, complex information, and program management skills into a cohesive operational solution. DDSD expects a level of effort that delivers high quality services. Kepro’s high quality, efficient assessment solution meets requirements and delivers on our promise to provide the right care in the right setting for every person, every time. This starts with thorough and independent assessments. Our qualifications encompass the complete Scope of Work detailed in the RFP. With our experience administering in-person assessments to IDD individuals, specifically the SIS-A assessment, combined with our experienced staff to support Vermont, we are prepared and poised to successfully implement and perform this program. The following narrative details our implementation and management plan for the project.

Implementation Plan

Our implementation process is based on the Project Management Institute’s, “A Guide to the Project Management Body of Knowledge (PMBOK®).” We tailor the PMBOK® framework, while continuing to integrate the core components necessary for effective project management.

We believe a project’s implementation phase is crucial to supporting sustained operations. Without a thorough and efficient implementation, any operation will struggle to succeed. Our implementation approach includes supporting the implementation initially with seasoned and trained company experts until dedicated operational leadership staff and key personnel are on-boarded and acclimated.

Kepro uses a phased implementation approach where each phase builds on previous activity achieving clear, measurable goals and culminating in a successful delivery of services for Vermont. Implementation work is iterative by nature; therefore, phases will overlap to accommodate the complexity of the work required. We find this approach to be an efficient and effective method for deliverable timelines. Our approach and implementation methodology are shown in **Figure 2**.



Figure 2. Implementation Approach

To execute the Implementation Work Plan, our Implementation Team works closely with our leadership and State staff. We use the proven project management approach during implementation.

Planning: Prior to kickoff and project initiation, we offer a reasonable plan to accomplish all project tasks. We develop estimates for work, establish the necessary commitments and define the plan to perform the work.

Initiation: We define the project goals, boundaries and relationships with other ongoing projects. We conduct a project kick-off meeting with the State and our own teams to set schedules, and make sure each team member understands the plan and their role and responsibilities. We begin tracking actual work in the approved Project Management Plan.

Discovery and Development: We work with the Department to gain an in-depth knowledge of the overall project scope during our Discovery Phase. Kepro’s implementation team will then utilize knowledge gained to develop business processes,

project plans, and systems that are aligned and within scope. Business Analysts elicit requirements to develop overall and in-depth project workflows allowing for supplementary visual depictions of work.

Readiness Evaluation and Go-Live: Kepro’s Project Implementation Manager develops and conducts multiple readiness evaluations during implementation. Data is used to gauge readiness and identify areas requiring additional to be ready for Go-Live

The Core Implementation team supports operations through project Go-Live to verify adherence to the contract’s scope and Kepro quality and compliance expectations

Project Monitoring and Control: We define clear processes, controls and responsibilities that lead to a successful implementation and ongoing operations. We define and collect project metrics, manage the scope of project change, provide feedback on quality management and control project risks through metrics. We use industry standard control methods to monitor compliance and automate these methods with Compliance 360 (C360). Our monitoring and control methods through C360 include the following:

- Contract management oversight of budget, tasks, and deliverables through supervision of staff, reporting, and quality assurance and control
- Executive oversight of contract management through supervision of staff and monitoring of report dashboards and deliverables
- Executive oversight of contract performance standards and requirements as documented in C360
- Human Resource Department management of credentials, licensure, and certification
- Formal vendor monitoring and collaboration, including reports and ongoing status meetings
- Quality assurance and improvement audits
- Training and ongoing monitoring of staff

Throughout all phases of the implementation, we incorporate PMBOK® knowledge areas (**Table 3**) to continually monitor and control the implementation, resulting in better outcomes for Vermont.

Table 3. Project Management Approach and Knowledge Areas

Knowledge Area	Kepro Approach
Integration Management	<ul style="list-style-type: none"> • During Initiation, we submit a draft Implementation Project Plan for review • Our Project Implementation Manager supports operational leadership in directing and managing project work for adherence

Knowledge Area	Kepto Approach
	<ul style="list-style-type: none"> Throughout the implementation, we continually evaluate the health of the project, overall project performance and provide status updates weekly We document necessary changes and decisions related to all project knowledge areas The Project Implementation Manager develops and conducts multiple readiness evaluations during implementation. Data are used to gauge readiness and identify areas requiring additional to be ready for Go-Live The Core Implementation team supports operations through project Go-Live to verify adherence to the contract's scope and Kepto quality and compliance expectations
Schedule Management	<ul style="list-style-type: none"> We define project activities, sequence and estimate durations of activities during the implementation, and receive final sign-off on project timelines, expected deliverables and deliverable acceptance criteria We provide weekly schedule status updates throughout the life of the implementation to continually gauge schedule adherence
Quality Management	<ul style="list-style-type: none"> We incorporate all operations into the quality management plan We identify quality standards and evaluation criteria for all areas of operation We utilize Verint Quality Management module technology to incorporate our quality scorecards and gather and analyze quality data Our core implementation team supports operations by providing internal feedback on the quality of deliverables prior to submission
Communication Management	<ul style="list-style-type: none"> We plan communication strategies for State, external stakeholders and our staff We utilize a knowledge repository to manage staff access to stored approved policies and procedures, workflows and operational business processes We utilize Contract Management Portal to manage and maintain all contract reports, approved plans and the overall implementation project plan; we archive documents We work with the State to determine necessary meeting cadence, preferred methods of communication and dissemination
Risk Management	<ul style="list-style-type: none"> We develop and maintain a Risk Management Log We identify risks early and evaluate their impact and probability We propose a resolution, response, contingency plan and/or mitigation, as applicable to the identified risk
Scope Management	<ul style="list-style-type: none"> We work with the State to gain an in-depth knowledge of the overall project scope during our Discovery Phase

Knowledge Area	Kepro Approach
	<ul style="list-style-type: none"> • We utilize knowledge gained to develop business processes, project plans, and our Information Technology systems that are aligned and within scope • We utilize Business Analysts to elicit requirements and to develop overall and in-depth project workflows allowing for supplementary visual depictions of work. • We document and gain approval on any changes to scope.

Management Plan

Our approach to project management is customer-focused, performance-oriented, and risk-managed for a smooth transition. Aligned with PMBOK guidelines, we use a proven set of project management “critical success factors” that are built on a foundation of open, frequent collaboration and communication. Our critical success factors employ best practices in governance that monitor and address requirements, priorities, budget, infrastructure, staffing and scheduling. We manage these factors at the task and program level to identify and mitigate operational risks. This approach ensures project success based on premium transition. Our best practices provide consistent, disciplined, agile, and predictable contract management from resource allocation, to cost, schedule, and performance.

Creating In-State Assessment Capacity

Accurate and reliable assessments for the Vermont DDSD program require clinical and human services expertise in intellectual/developmental disabilities, behavioral health and medical care.

Beyond our clinical expertise is our exceptional person-centered approach. Our assessors are experienced in the field of intellectual disabilities and know how to relate to individuals with IDD and/or autism and make them comfortable with being interviewed about their support needs, including information about medical and/or behavioral health issues.

This ability improves the reliability and accuracy of our assessments. We hire assessors locally – not just in the State, but in the local region where Assessors will work. Our teams know the area, the people, and the providers – all of which make our plans of care person-centered, practical, and effective.

Flexibility is an essential characteristic of our interviewers. They quickly adapt to situations as they arise and can accommodate their presentation style and approach to meet the needs of the individual and respondent team. They also have the flexibility to adjust to scheduling, rescheduling, and scheduling again to accommodate the needs and concerns of people served, their families, and providers. With support from the Schedulers, they

make logistic adjustments in the field to manage workloads and maintain timeliness. Our programmatic and clinical qualifications include:

- Certifications for Kepro Clinical Staff
 - AAIDD qualified Assessors perform all SIS assessments
 - AAIDD qualified Trainers conduct training (yr. 2 and beyond) and complete IRQRs
 - Internal e-learning center for continuing education
 - Qualified Intellectual Disabilities Professional (QIDP) certified staff
- Rigorous Quality Assurance training, including quarterly IRQRs, ongoing training, monitoring and feedback – 100% QR of all completed assessments
- URAC for Case Management, Disease Management, Health Utilization Management and as an Independent Review Organization

Our 20+ years of experience speaks to our capabilities in evaluating and improving medical and behavioral health care for people with disabilities.

Training of Assessors

Kepro will partner with AAIDD, for initial implementation and annual required trainings and IRQRs. In subsequent years, Kepro plans to use AAIDD qualified trainers to conduct new assessor trainings and complete IRQRs. Kepro's training model follows a similar trajectory to that of AAIDD. The initial orientation focuses on an overview of the assessment, explaining the philosophy of the SIS and basic information that the State wishes us to review with assessors regarding the assessment and how it will be used within the state. Next logistics and the technology requirements for the assessment are reviewed. With the advent of virtual assessments during the COVID pandemic, we have found that addressing the logistics and technology issues early on allows the assessor to be a more focused learner as we move on to the assessment tool itself.

Kepro's new assessor training is generally conducted over a two-week period and is a combination of "classroom" learning, observation of actual assessments and mentored assessments or guided practice all of which culminates in a successful IRQR and the qualification of the assessor. Core concepts focus on what constitutes a valid respondent, roles of the assessor and respondents, item intent, and scoring methodology. Soft skills are also taught, which include:

- Observational skills and interpreting behavior
- Identifying and responding to non-verbal communication
- Identifying the role that medical and/or behavioral health factors in an individual's support needs

- Engaging family members and individuals in the assessments
- Review of the interrelationship among items and how that fosters querying and probing skills
- Time management

Beyond fulfilling these requirements, Assessors are taught the relationship-building skills that are crucial to conducting an assessment that is person-centered.

Allowing trainees to have incremental segments of classroom learning followed by observation of a skilled trainer conducting an actual assessment, helps trainees solidify what they are learning through practical application. This also provides an opportunity for trainees to shadow score in SIS Venture and become comfortable with the platform and entering data. Classroom and observation assessments generally range over the first four days of training. The remaining 6 days are devoted to practice or mentored assessments followed by debriefing opportunities where the trainee has an opportunity to ask questions and receive focused feedback in real-time.

Towards the end of the 2nd week an Interviewer Reliability and Qualification Review opportunity is arranged. This constitutes the final phase of training wherein the trainee is given an opportunity to conduct an assessment while the AAIDD qualified trainer shadow scores. If the interview is determined to be reliable, the scores are within an acceptable plus or minus error rate. If the scores fall outside of the acceptable error rate, an opportunity for additional training is provided and another IRQR is conducted at a later time. In all instances, the trainer debriefs with the trainee.

Kepro currently employs four AAIDD qualified trainers and one AAIDD qualified Quality Lead. Once we complete hiring and the assessors receive corporate orientation and training, they will receive the required AAIDD Assessor Training. This training component fully incorporates the internal quality review standards and skills necessary to become competent SIS Assessors. Each trainee will spend approximately 5 days in classroom training. AAIDD designed the training in three phases (Orientation, Individual Guided Practice, and Interviewer Reliability Qualification Review) to allow for adequate practice and self-study time.

The Orientation Session usually takes 3-4 days, depending on the size of the class, and covers basic introduction and rationale for the SIS, administering and scoring, conducting the interview and tips for interviewing, and using SIS to inform Individualized Support Plans. The Orientation session also offers an opportunity for participants to observe and conduct a live interview as part of a group.

The Individual Guided Practices are designed to prepare the trainees to conduct actual assessments and successfully demonstrate the skills necessary to receive AAIDD recognition as a qualified interviewer through the IRQR process.

Through live interview practices, the AAIDD SIS Trainer demonstrates the SIS interview process, including:

1. Interview set up
2. Information gathering processes
3. Information interpretation
4. Item determination and scoring
5. Information on how to accurately enter information, document or change data in SISOnline

“The interviewer did an absolutely exceptional and lovely job! His gentle, knowledgeable and skillful ability to instruct the Team made for a delightful experience. We all know SIS assessments can be tedious. This however, was not the case at all under the direction and conduct of this interviewer. He was very thorough in explaining the assessment, providing examples for understanding, interactive and personable. He was very attentive to the Team and engaged individual one-on-one making sure he was right alongside the Team and a direct participant of his own assessment. The scheduler went well beyond to make sure the meeting was conducive to all participants, even re-coordinating the evening prior at 5pm within minutes of the submitted request. The Kepto Team does a wonderful job in their representation and conduct.”

In **Table 4**, we provide the agenda items for days 3 to 5 of our Assessor training, which focus on the delivery of the SIS assessment.

Table 4. Assessor Training Agenda

Functional Training and Individual Learning Plans			
Days 3-5			
Time/Attendees	Topic	Facilitator(s)	Process
8:00am – 4:00pm Assessors	<u>Clinical Training</u> <ul style="list-style-type: none"> • SIS Assessment Tool • AAIDD • Timeline and process 	1. AAIDD Certified Trainer 2. Program Director	ILT SDT
	<u>Data entry</u> <ul style="list-style-type: none"> • Entry requirements • Validation requirements 		

Functional Training and Individual Learning Plans			
	<p>Timelines</p> <p><u>Provider and stakeholder engagement</u></p> <ul style="list-style-type: none"> • Requirements • Process • Templates and updating templates • Scheduling meetings <p>Deploying family, advocate, individual, and provider satisfaction surveys</p> <p><u>Performance standards requirements (including quality program)</u></p> <ul style="list-style-type: none"> • Frequency • Immediate need response time • Timeliness • Copy requests • Accuracy • Independent data analysis <p>IRQR processes and reports</p> <p><u>Corrective action plans</u></p> <ul style="list-style-type: none"> • Required data or information identifying deficiency • Process and tools • Corrective action timeframes 		

Management of Access to AAIDD SIS-A

We acknowledge that the assessment instrument will be the AAIDD SIS-A, including narrative and up to six supplemental questions established by DAIL. Kepro will implement and manage 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. We will provide a copy of the executed contract with AAIDD to DAIL. Additionally, Kepro will arrange for application administrator responsibilities for the SIS-A platform including management of licenses and permissions, end user training, and end user support. We will load or enter all completed assessments and narrative into the AAIDD SIS-A platform and secure a data access agreement that allows access to individual assessments by DAIL including reporting and analysis features. Lastly, we will secure business associate agreements with all case management entities that allow sharing of assessment data with each individual's case manager.

We will require in our subcontract with AAIDD that AAIDD provide adequate security to the SIS-A platform. This will 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. The POAM will 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. We will also 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.

Our 30+ Assessors are AAIDD trained and supervised by 4 AAIDD-certified Trainers.

Scheduling of Assessments

For Initial SIS assessments, Regular cycle SIS assessments, and In Need SIS assessments, the Scheduler follow the process as shown in **Figure 3**. The Scheduling Supervisor will oversee and assist in the process, ensuring assessments receive timely handling as outlined by DAIL as outlined in the steps below.

1. Obtain and document demographic information for individuals, providers, and/or representatives, such as address, language, location, or time preferences and identify with the team who should be in attendance including their contact information and relationship to individual and document in SISOnline.
2. We pay close attention to communication. Schedulers discuss individual needs and Ensure arrangements have been made for resources to accommodate:
 - a. Foreign language translators if English is not preferred
 - b. Sign language interpreters for individuals who are deaf, hard-of-hearing, or have other hearing loss
 - c. Assistive devices for non-verbal individuals if appropriate
 - d. Assistance from those who know the person best for non-verbal individuals who cannot use assistive devices
3. Contact respondents with information about schedules and timeframes for assessments to coordinate meeting. For virtual meetings, Kepro will assess available technology and offer an opportunity to test the Microsoft Teams functionality with them if needed. Schedulers will then enter contact notes in SISOnline.
4. If special accommodations and/or interpreters are needed, coordinate with provider. Document in SISOnline.

5. Automated email notifications with appointment details are sent to respondents upon completion of scheduled appointment. When emails are not available, assessors make reminder calls 1-3 days prior to the assessment. If virtual, a Microsoft Teams email invitation is sent. If the respondent does not have email or video capability, a hard copy of the invitation (conference line and call ID) is sent to them for telephonic participation.
6. Update assessor calendar with date/time/location of scheduled assessment. Move assigned assessment in SISOnline to assessor queue and update scheduling information in SISOnline as well.
7. If special accommodations were required, follow up with provider to ensure they are in place prior to meeting date.
8. The availability of qualified Assessors is the most critical aspect of ensuring timeliness. We will develop a county staffing model based on the number of assessments and assign primary and back-up Assessors on a regional basis. The assignment list will be available to the Schedulers. Assessors will maintain their availability on their Kepro Outlook calendars.
9. Reminder calls to all participants of the appointment date, time, and location are completed at least 1-3 business days in advance of the appointment to help minimize cancellations.

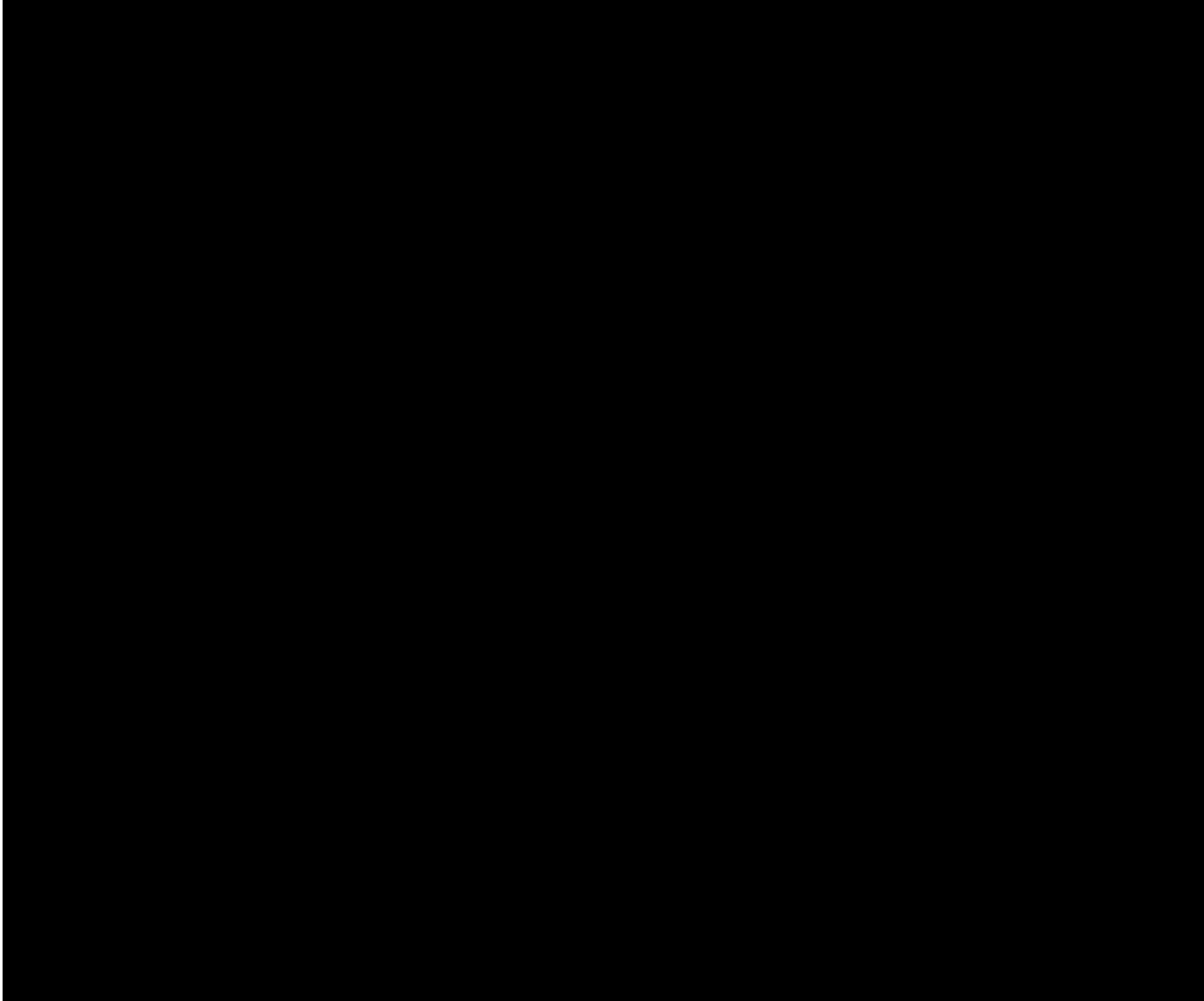


Figure 3. Workflow for Scheduling Assessments

Scheduling the SIS Assessment is quality checked and at every step in the process is documented in SISOnline where Department staff can inquire and see the status of the assessment. Reports can be generated to track timeliness of responses to requests for updates, turnaround time from request to completion, and compliance with the metrics set forth in this RFP.

Through integration of data between Kepro SAM and SISOnline, we have developed automated daily reports to show the status of each assessment from date scheduled through completion, including cancellations and rescheduled assessments, as well as by Assessor, region, quality review date and date of upload into SISOnline. Our advanced Dashboard tool is also built around the same data integration of these systems.

Oversight and Management of Assessors

The Kepro leadership team will manage, oversee 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 and in accordance with AAIDD and Kepro protocol. AAIDD-qualified trainers oversee all assessors and assessment activities and work directly with assessors in administering, scoring and interpreting the SIS-A™ assessment.

Performance Management

Our proven approach delivers timely and accurate assessments based on our 20+ years of experience, with a 99% enterprise compliance rate and on-time quality guarantee. Compliance is the foundation of exceptional customer service, underlying every aspect of policies, procedures, and performance. Through this process, Kepro aligns operations with contract requirements. Our capable management team, local service center model, and transparent communications all contribute to full alignment of operations and compliance with customer expectations. **Table 5** provides an overview on our Performance Compliance Framework.

Table 5. Performance Compliance Framework

Area	Quality Assurance	Quality Control	Continuous Improvement	External Feedback
Management	<ul style="list-style-type: none"> Kepro Exec Leaders VP, Operations Corporate Compliance Officer 	<ul style="list-style-type: none"> Quality Manager Corporate Quality Director Corporate Compliance Officer 	<ul style="list-style-type: none"> Local Quality Manager Kepro Corporate Quality 	<ul style="list-style-type: none"> DDSD Other agencies (e.g., AAA) Providers
Procedures	<ul style="list-style-type: none"> Contract review ID corp. flow-downs (policies, SOPs, CI Projects for URAC) Risk ID & analysis Performance standards review 	<ul style="list-style-type: none"> Key indicators and internal thresholds set at contract and task level based on risk (more risk, more frequent monitoring) Auditing (technical, fiscal, regulatory) 	<ul style="list-style-type: none"> Training program-level analysis (initial, ongoing) Functional and cross-functional improvement teams Statistical sampling Data analysis 	<ul style="list-style-type: none"> Client acceptance of reports, other deliverables Manage accreditation and certifications (URAC, NIST, other IT/vulnerability)

Area	Quality Assurance	Quality Control	Continuous Improvement	External Feedback
	<ul style="list-style-type: none"> Recruit/hire/credential including subs Beta testing internal, and with stakeholders Business Continuity design; NIST, NDAs, other security 	<ul style="list-style-type: none"> Internal reporting Contact records, events Problem ID, Escalate, Resolution Complaints review, response Sampling, analysis 	<ul style="list-style-type: none"> Employee suggestions Periodic compliance reviews 	<ul style="list-style-type: none"> Financial audits annually

Compliance 360® (C360) is the Kepro comprehensive compliance monitoring/reporting system that helps to ensure that we remain compliant with all contract, URAC, and other regulatory requirements. Kepro uploads contract, vendor, and employee data into C360 to provide an instant "state of compliance" for the entire organization. Through a series of highly configurable security levels and reporting dashboards, users can drill down to the contract level to monitor the status of deliverables and other critical contract components. Not only does C360 track compliance, policies, and other contract data, it gives us the additional benefits of working in tandem with our analytics processes/systems to identify trends and quality improvement opportunities. We define and collect project metrics, manage the scope through change control tactics, provide feedback on quality management, and control project risks. We apply our QA processes and project management controls to oversee all the tasks associated with the performance and delivery of services of Kepro contracts to meet performance metrics:

- Communication and stakeholder management
- Quality assurance and control (auditing)
- Risk management
- Change management
- Budget management
- Schedule management
- Deliverables management
- Corporate capability and reach-back

Our experience and approach for Vermont will be delivered with efficiency through Kepro's quality management and sophisticated technology - elements that have generated 98% customer satisfaction and >99% timely performance over our 30 years of experience.

The C360 system captures all performance standards for each contract. The responsible **management team updates C360 to document submission of and achievement of** performance standards. Our team will use this system to manage performance and assure achievement of DDSD standards for this contract.

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.

Kepro brings an unmatched wealth of experience and expertise to the delivery of quality - IDD assessments to DDSD, as well as a deep commitment to ensuring individuals assessed receive the level of support they need. Our dedication to quality grows out of our awareness that an accurate and complete assessment is a crucial component of home and community-based service plans, assuring the delivery of necessary services to promote independence for the individuals and communities we serve.

Quality Assurance Process

Critical to the success of the Vermont Needs Assessment Program is Kepro's quality assurance expertise and ability to ensure a level of high quality for each assessment. We review 100% of all assessments for accuracy and completeness prior to approval. **Table 6** details our quality assurance approach to the SIS Assessors.

Table 6. Quality Assurance Processes

Role	Quality Assurance Processes
New Assessors	<ul style="list-style-type: none"> • Upon successful initial IRQR, each assessor receives an IRQR once monthly for the first quarter. We then pair the assessor with a Quality Specialist for tailored feedback and mentorship. • Once they reach three consecutive months of successful IRQRs, the new assessor transitions to quarterly IRQRs, like current assessors.
Current Assessors	<ul style="list-style-type: none"> • Receive IRQRs quarterly followed by debriefing with their trainer (Note: AAIDD requires one annual IRQR; however, to prevent procedural drift, Kepro has found quarterly IRQRs ensure the highest degree of reliability and consistency amongst interviewers). • Should an assessor have an unsuccessful IRQR, the trainer will debrief with the assessor and provide a learning plan. In addition to strategies for improvement, the plan may include observation of trainer assessment(s), conducting mentored assessments and, if needed, a retraining on identified areas requiring improvement. Following this we conduct a subsequent IRQR. Assessors who have had three (3) consecutive unsuccessful IRQRs will be terminated. (Note: Assessors who have not qualified during the IRQR process are not permitted to conduct SIS assessments independently. All assessments must be under the direction of an AAIDD qualified trainer or lead until such time as the assessor has received qualified status through the IRQR process). • We provide a monthly quality call or training opportunity to all interviewers to allow for continued learning and discussion. This also provides a mechanism to quickly address any issues noted before trends form.

Role	Quality Assurance Processes
AAIDD Qualified Trainers and AAIDD Quality Leads	<ul style="list-style-type: none"> • Kepro conducts IRQRs semiannually for Quality Specialists by an AAIDD Qualified Trainer • We conduct IRQRs biannually – once by a Kepro AAIDD-Qualified Trainer and another by AAIDD as part of the Trainer or Quality Lead requalification process • Annual AAIDD requalification also includes: <ul style="list-style-type: none"> ○ Observation of an IRQR by Trainer or Quality Lead ○ Observation of Trainer conducting training

Our conscientious oversight and quality assurance approach helps to ensure that insufficiencies are rare in our projects. Even so, we ensure proactive readiness to resolve any performance issue by having a detailed plan to ensure that we meet contract requirements.

Performance Management Process

With regards to project monitoring and ongoing performance management, Kepro defines clear processes, controls and responsibilities that help us ensure the appropriate level of training of assessors is maintained, that we appropriately manage any sub-contracts, and that our Assessors meet the timelines for completion of assessments. We define and collect project metrics, manage the scope of project change, provide feedback on quality management and control project risks through metrics. We use industry standard control methods to monitor compliance and automate these methods with Compliance 360 (C360). Our monitoring and control methods through C360 include the following:

- Contract management oversight of budget, tasks, and deliverables through supervision of staff, reporting, and quality assurance and control
- Executive oversight of contract management through supervision of staff and monitoring of report dashboards and deliverables
- Executive oversight of contract performance standards and requirements as documented in C360
- Human Resource Department management of credentials, licensure, and certification
- Formal vendor monitoring and collaboration, including reports and ongoing status meetings
- Quality assurance and improvement audits
- Training and ongoing monitoring of staff

Describe proposed staffing plan including number and location(s) of assessors, and how this will meet the demand for statewide assessments.

Our staffing plan approach shown in **Table 7**, starts with careful review of the

procurement to identify the type of assessment, volumes, and timeframes for completion.

Table 7. Staffing Plan Approach and Features

Approach and Features	Best Practices
<ul style="list-style-type: none"> ✓ QIPDs experts (Trainers) ✓ Training ✓ Administration and staffing plan 	<ul style="list-style-type: none"> ✓ Certified staff, endorsed by AAIDD ✓ QA training ✓ Person-centered approach

We first define basic roles – Project Manager, Coordinator of Operations, Assessor, and Quality Manager for the local service center. Based on the assessment type and required qualifications of staff, we define the operational roles and credentials.

Once we have defined the basic roles for the assessment administration portion of the project and determined the appropriate staffing level, we then determine corporate support needed for other scope of work areas, e.g., reporting and training. For assessors, the staffing plan utilizes the number of assessments per geographical area (county), the SLA TAT, and the average assessment length. For virtual assessments, 3 hours per assessment is allocated to assess staffing needs. For face-to-face assessments, another factor to consider is travel time. **Figure 4** details our staff planning process.

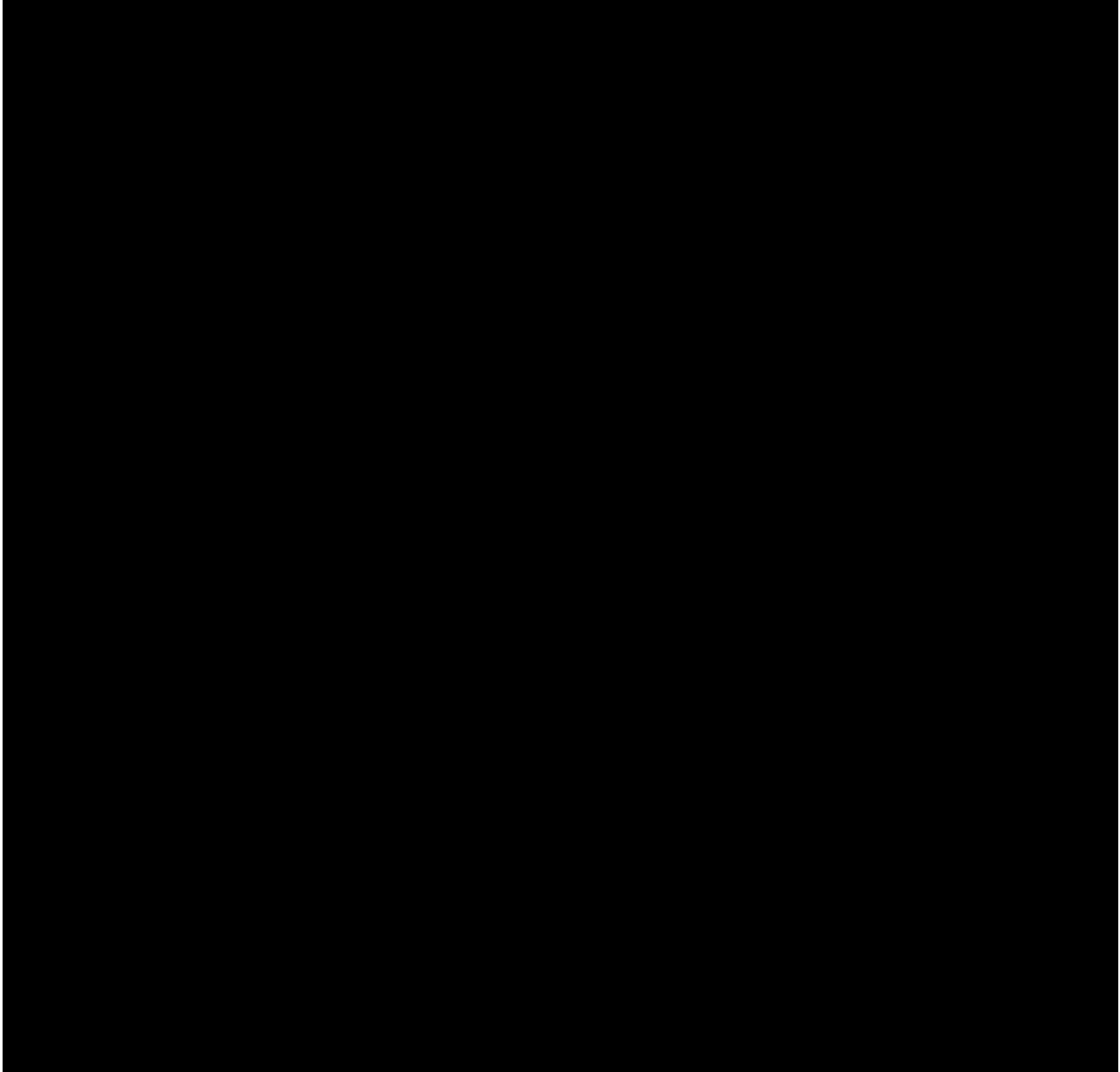
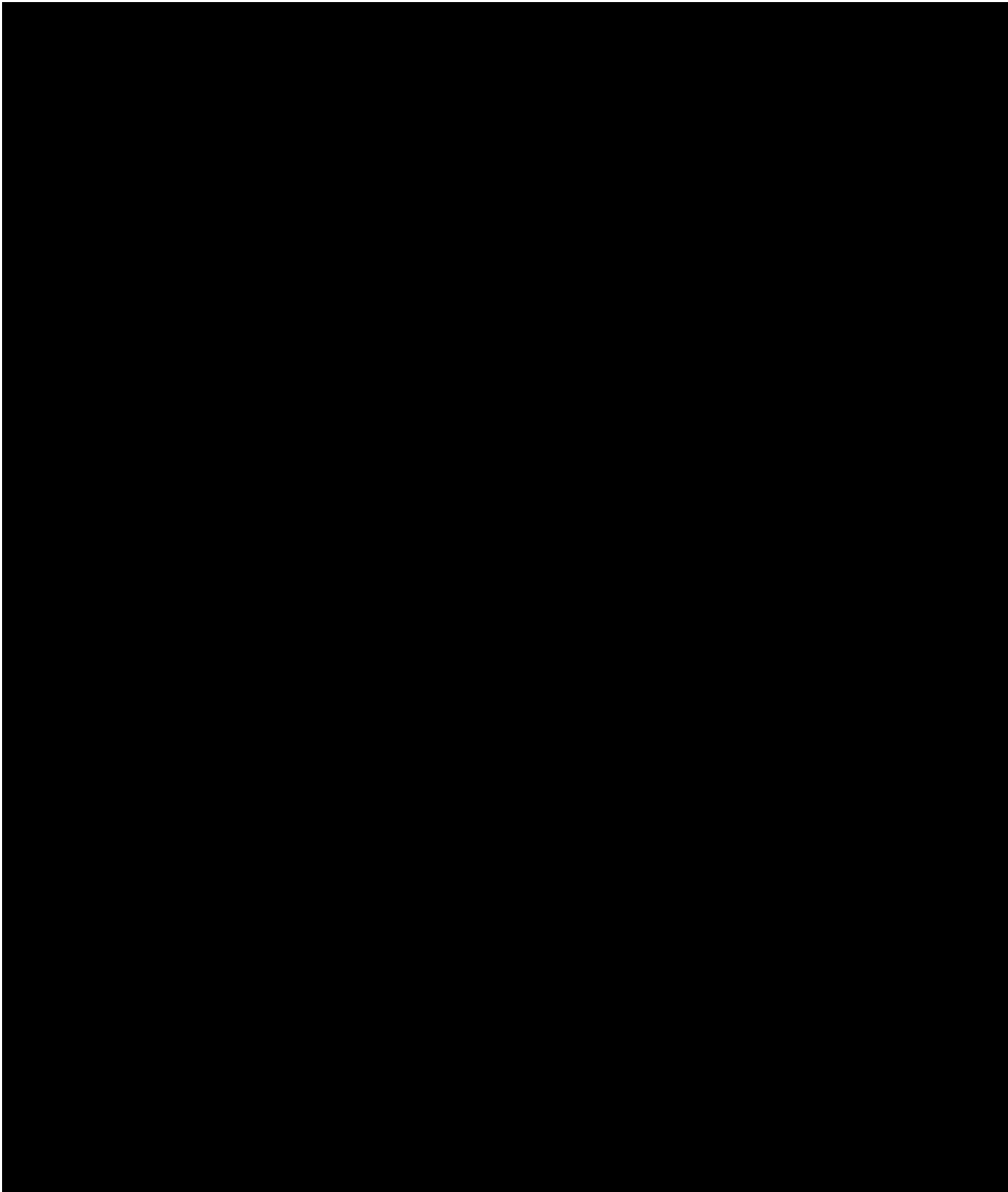


Figure 4. Staff Planning Process

Using this process enables us to develop very precise estimates of the staffing needed to assure achievement of the timeframes for completing assessments and meeting of performance levels. The most significant benefit is our efficiency, which routinely enables us to achieve much lower turnaround times for assessments. This approach generates flexibility to account for variation in travel, volumes, and schedules and still meet the performance measures DDSD requires.

Number and Location of Assessors



Kepro's proposed Assessor FTE numbers are based upon the State's provided assessment volumes. With responsibility for over 200,000 face-to-face assessments on an annual basis, we have a proven staffing model that ensures we have sufficient staff to maintain performance regardless of fluctuations in volume or other variables that affect the staffing approach. Flexible staffing arrangements, disciplined scheduling processes, and a comprehensive system for monitoring assessments will enable us to quickly adjust ratios for any volume fluctuation and maintain the timeliness of assessments and ensure reliability.

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.

Since the onset of the COVID pandemic, Kepro has conducted 1,855 SIS-A assessments remotely. Our Assessors understand the additional challenges that can be brought on by virtual assessments, such as ensuring everyone stays engaged in the assessment and skillfully navigating technological issues that inevitably come up from time to time. Kepro ensures that assessors have the necessary equipment and are provided access to a secure, HIPAA compliant platform through Microsoft Teams to conduct assessments.

Additionally, Kepro works with assessors to ensure that they have a private work area within their home or office from which to conduct assessments to further ensure that PHI is protected. Assessors can quickly access the SISOnline scheduling system through their devices and provide supplemental documentation for timely reporting of activities.

Scheduling protocol for remote assessments follows state and local reopening guidelines. For example, scheduling and assessment activities can occur for counties that are in reopening phases. Should a county revert to a lockdown status, all face-to-face assessment activity, including scheduling, will cease until the county returns to a reopening phase.

As assessments are done virtually, we do not restrict Assessors to completing assessments in their local geographical area and assign them assessments throughout the State. During scheduling, we review the technology requirements with meeting participants. We also offer them the opportunity to test their technology when needed to ensure participation. For those respondents who do not have an email or ability to print materials, we mail information to them in advance of the meeting. Having accurate home addresses, email addresses and phone numbers is critical to this process.

“This was my first SIS via video conference. I was concerned that it was going to be harder due to not being able to see everyone at one time, who wanted to speak, etc. However, I was pleased that it went smoothly and everyone had an opportunity to give input, including the individual, without feeling rushed.”

Virtual assessments can take longer to complete. We suggest allotting three (3) hours to ensure enough time. In addition, the Assessor will be available on Teams 15 minutes prior to the start of the assessment to help with any technology issues that may arise.

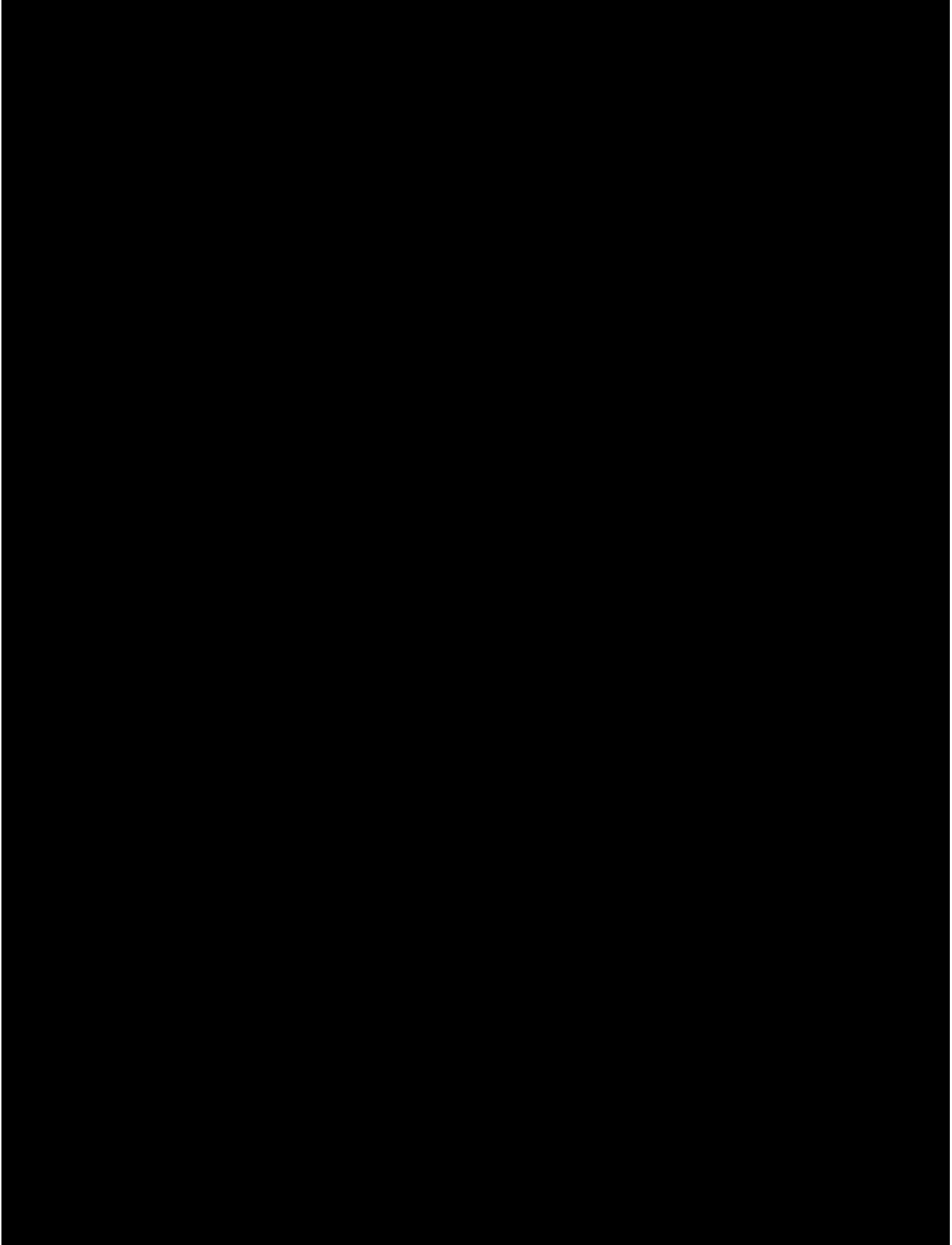
As indicated on page 6, Microsoft Teams is our platform for virtual assessments. All assessors, through their Microsoft account with Kepro, are set up with licenses to use Teams with video and audio capability to conduct assessments.

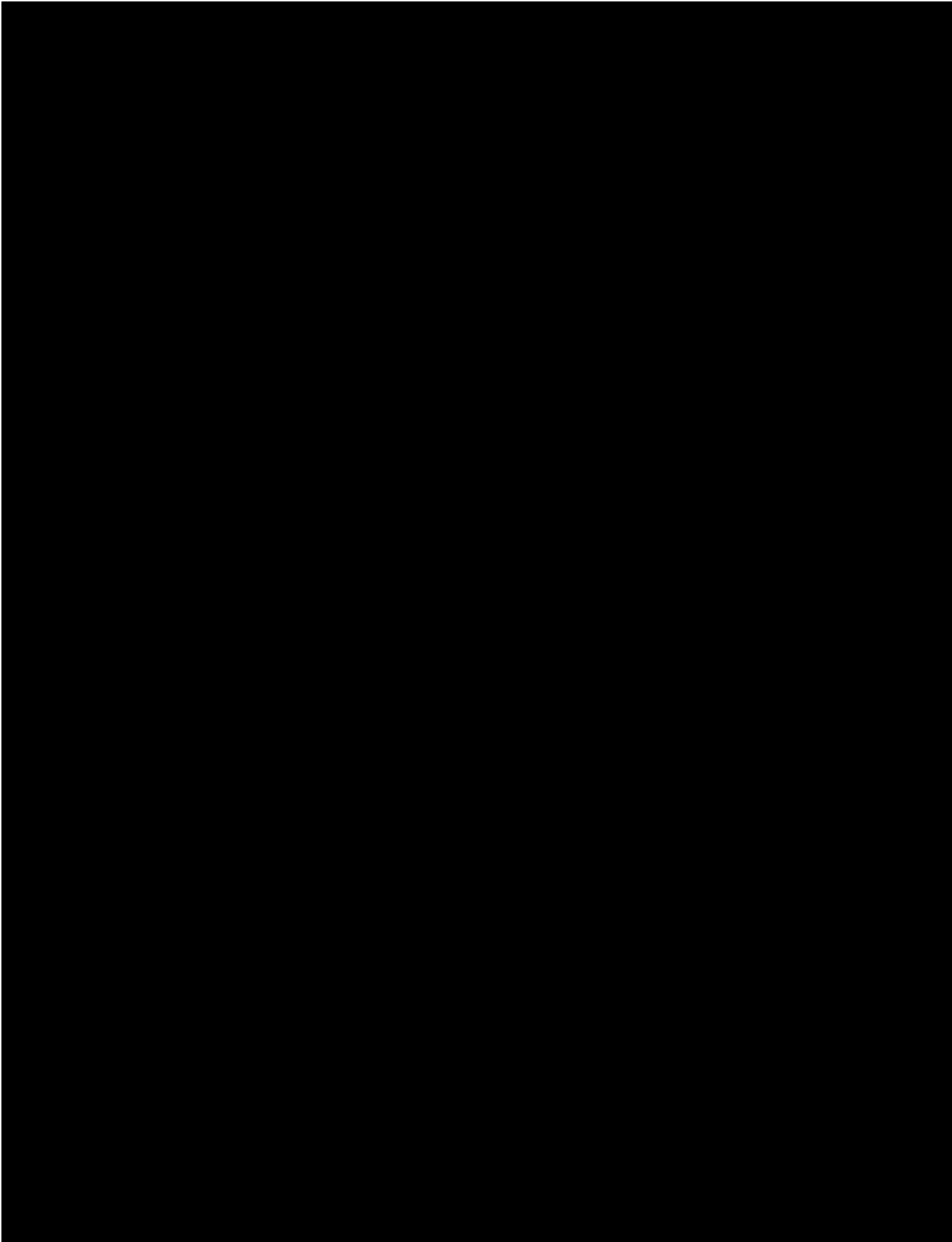
Proposed implementation timeline, including any ramp-up or development period, leading in a timely manner to a three-year phase-in of all DDS HCBS participants by producing about 120-140 assessments per month.

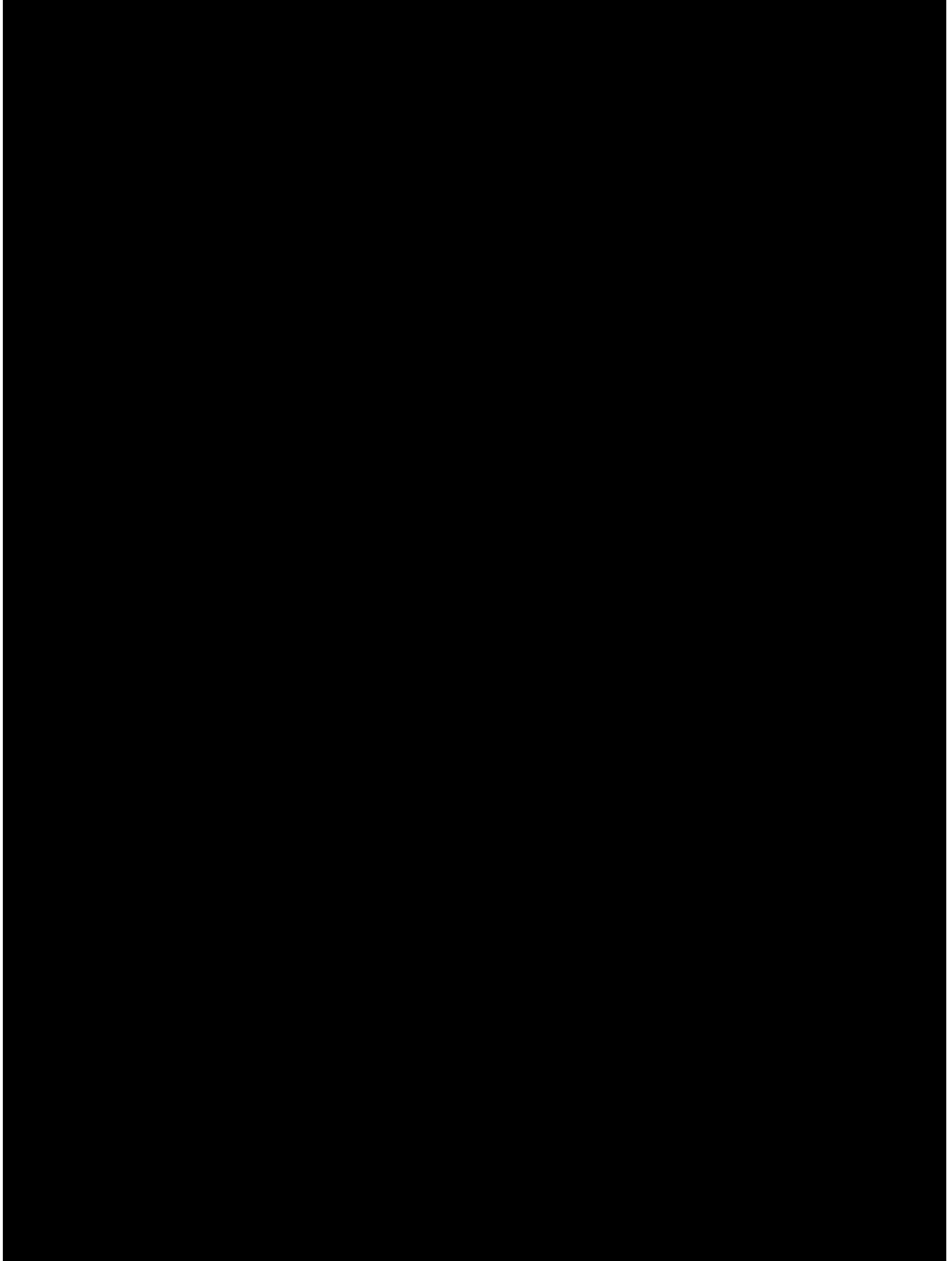
Kepro is pleased to bring our track record of 100% on-time implementations to Vermont. We propose the following implementation plan in **Table 8** and welcome the opportunity to partner with the State to ensure all key dates and tasks meet the needs of DAIL and the individuals and families we will serve.

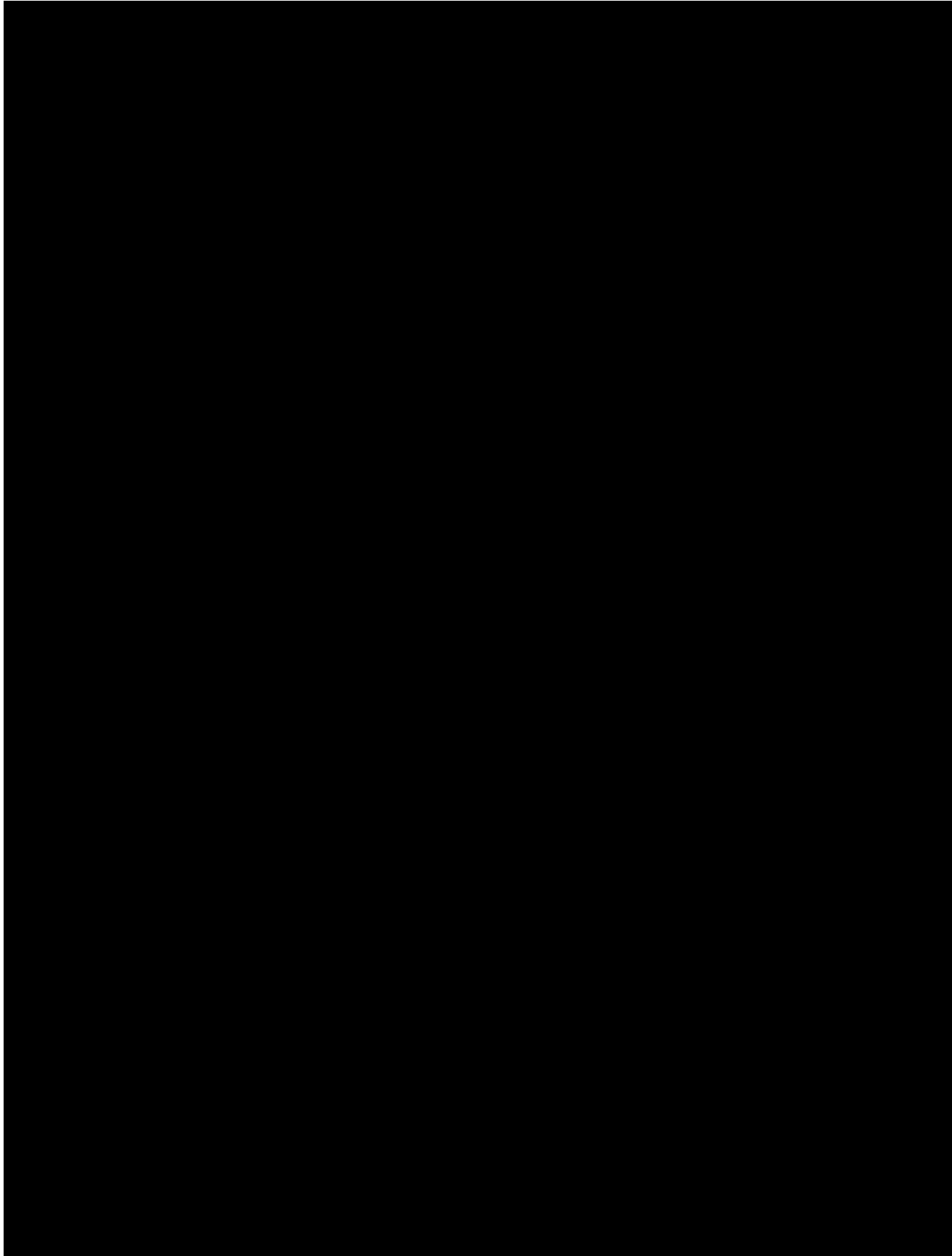
Table 8. Implementation Timeline

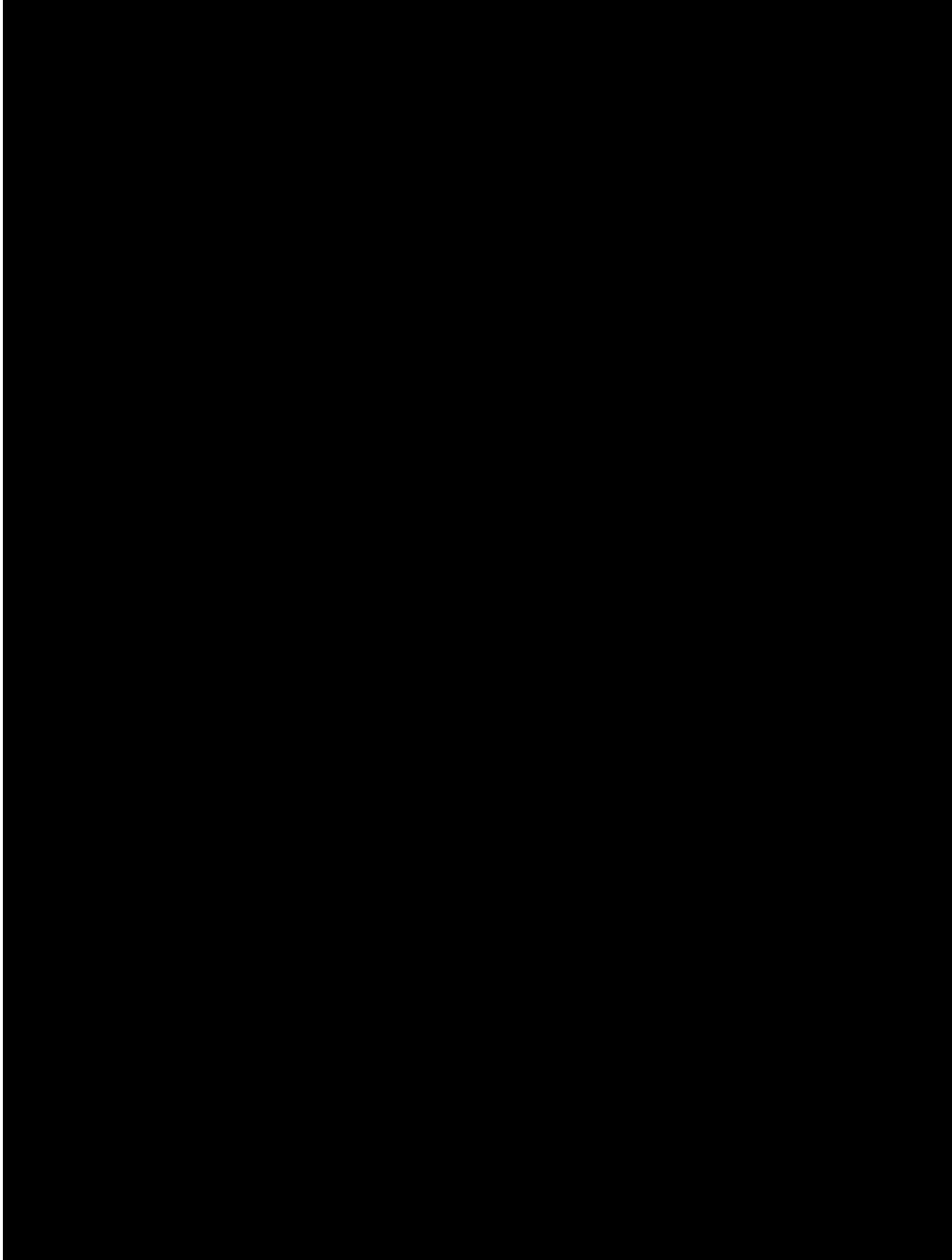












Describe a plan to complete at least 800 assessments in the first Contract year

During the implementation period, Kepro will work with the State on a detailed plan to complete at least 800 SIS Assessments in the first year of the contract. Kepro has extensive experience in completing SIS Assessments with other states and will build upon that experience to provide Vermont with guidance on proven ways to complete this important work. We utilize proprietary systems and algorithms to determine a workflow for assigning assessors to assessments requiring completion. These systems and the use of predictive analytics take into consideration multiple points to help predict fluctuations in volume. This help Kepro to determine weekly staffing needs to accurately and effectively complete at least 800 assessments in the first contract year.

During the implementation period, which we anticipate will involve working remotely due to COVID restrictions, we will hire and on-board staff.

1. We will hire and on-board the Operations Coordinator for the project. The Operations Coordinator will complete assessments, ensure staffing availability, and become an AAIDD-certified trainer by the second contract year.
2. Working closely with the Operations Coordinator, Kepro will hire and on-board our assessors.

We will utilize our experienced and AAIDD-certified assessors from the Commonwealth of Pennsylvania to build a well-trained staff of assessors in the State of Vermont. These AAIDD-certified assessors will be trained and certified in Vermont and leverage their knowledge and experience as they work with newly hired, trained, and certified assessors from the State. By utilizing our experienced assessors during implementation, we can create a community of best practices to better serve those needing assessments in Vermont. The initial cadre of assessors, from both Pennsylvania and Vermont, will be trained and certified before the go-live date.

Collaborating closely with the State, we look forward to hearing the State's needs and goals while offering effective, potential solutions based on industry standards and our own experience. If the State and its citizens need for more than 800 assessments in the first

year, we have the requisite experience and look forward to the opportunity to complete all necessary assessments.

During the go-live period, Kepro will use schedulers who are familiar with SIS Assessments to match assessors with assessment needs. We are aware that several options exist for how the go-live period may look. If all assessments need to be remote due to a pandemic, we will assign assessors who are certified and available to complete the assessments. We will ensure that assessors have the necessary equipment and are provided access to a secure, HIPAA compliant platform through Microsoft Teams to conduct assessments.

If some assessments can be completed face-to-face and some remote, we will assign face-to-face assessments to Vermont-based assessors and assign remote assessments to available certified assessors in either Vermont or Pennsylvania. The decision to have face-to-face assessments will be based on CDC guidelines, directives from the State, and the needs of participants.

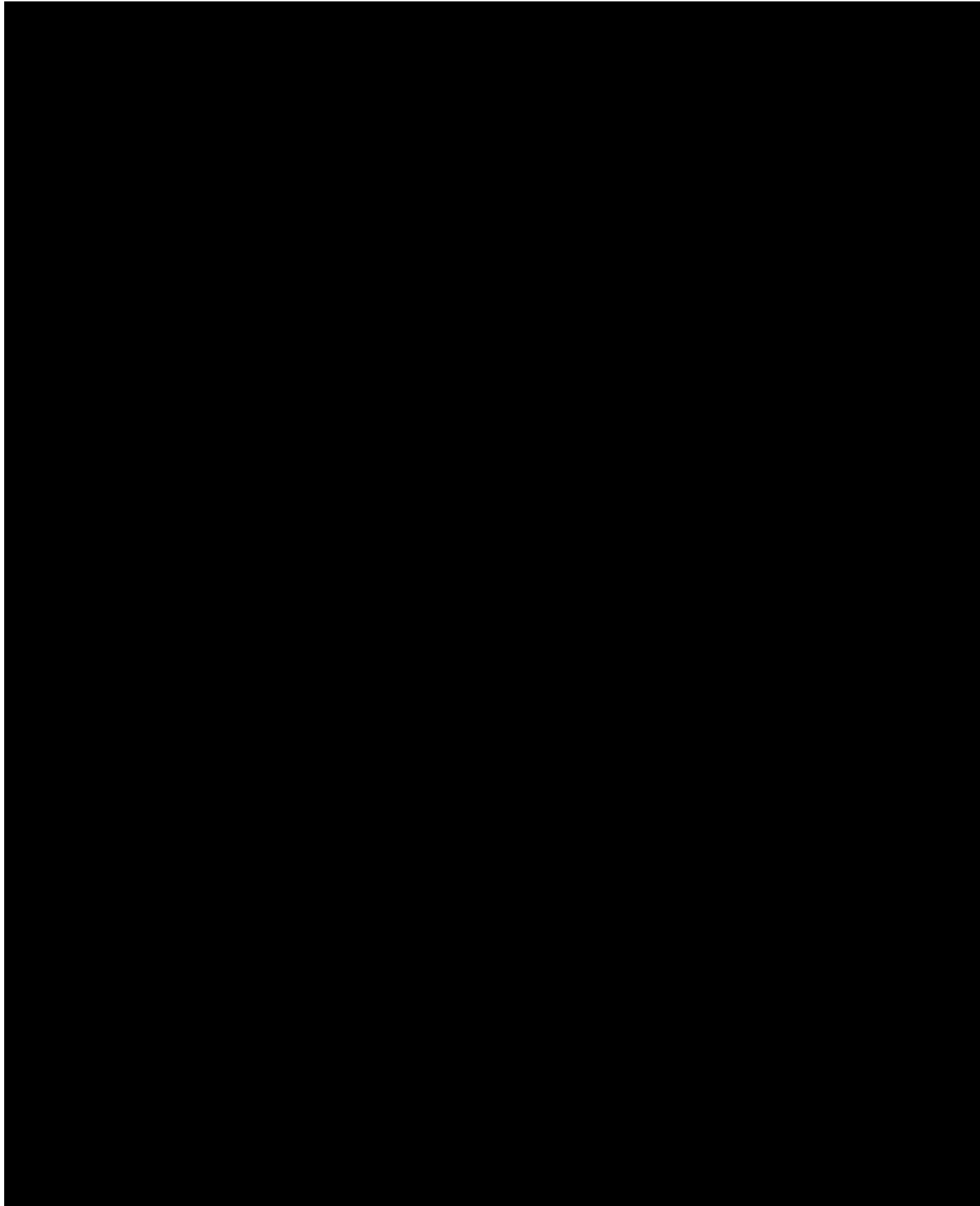
If we can complete all assessments face-to-face, Kepro suggests the following staffing model to meet the need. We will hire one full-time Operations Coordinator and one full-time SIS Assessor located in the Burlington area, who will be the first assessors assigned assessments. Asytra, our current staffing partner, will provide part-time and per diem assessors based on the needs of the State. We will assign part-time assessor assessments after the full-time staff, and per diem assessors will be called upon as needed. If we need more certified staff to meet volume demands, we will use assessors from Pennsylvania who are AAIDD-certified in Vermont. The Operations Coordinator and the Project Manager will monitor performance reporting and analytics modeling to ensure certified staff is available to meet the fluctuating needs of the State.

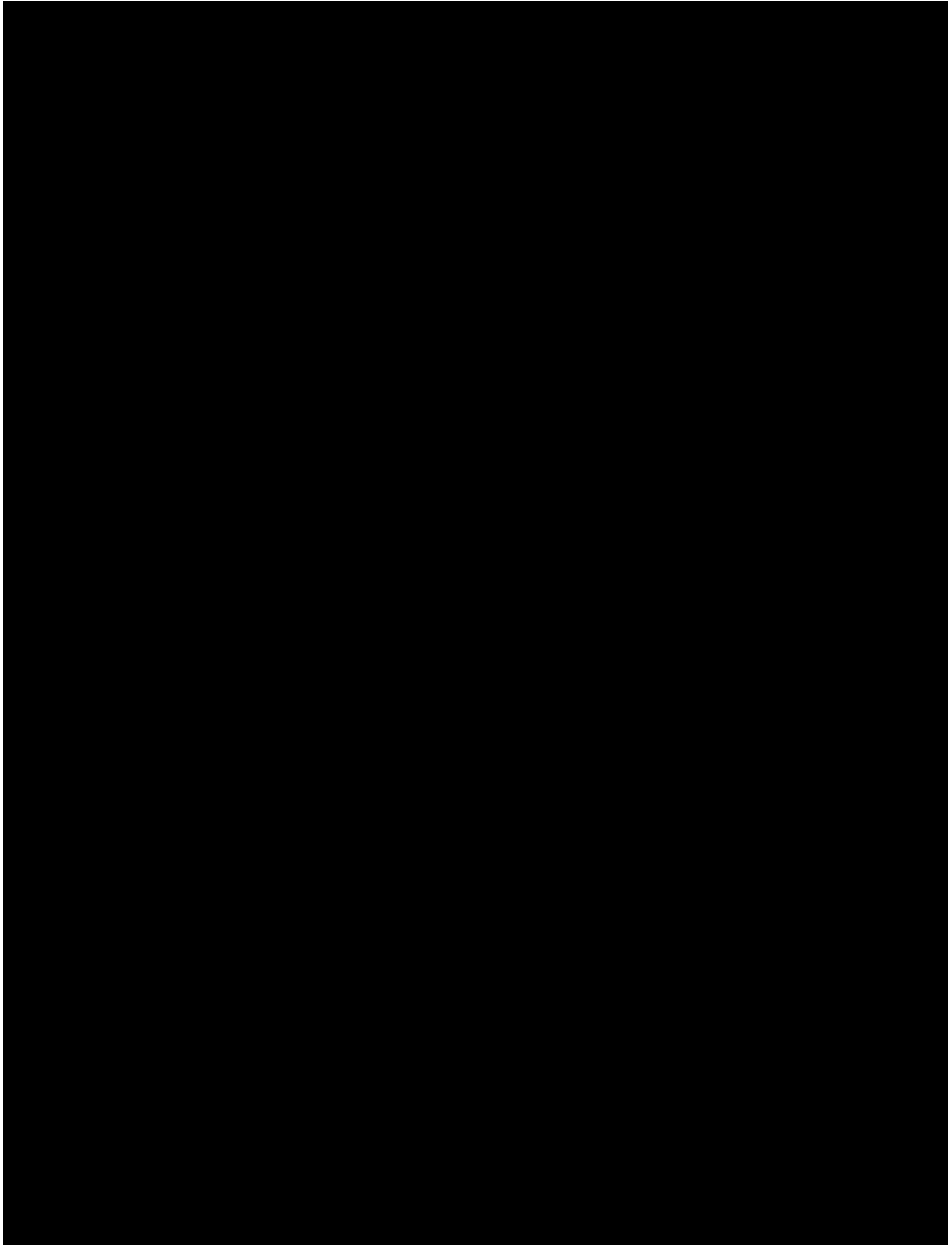
Additionally, we recognize the importance to the State of having the results of these several hundred SIS-A assessments and at least six months of solid encounter data to facilitate your ongoing payment reform process. Not only does the Kepro approach ensure this amount of assessments is completed in year one, but our technical platform will provide you with an easy to use, comprehensive report out on encounter data that will aid the State in this important reform area.

Kepro's Stakeholder Engagement Strategy

Organizations and individuals that advocate on behalf of individuals with developmental disabilities are key stakeholders in the success of this program. Our goal is to empower a broad array of stakeholders with needed information and resources, while leveraging their unique capabilities and experiences in the pursuit of common goals.

We have a four-step approach to promoting meaningful relationships with stakeholders.





3.0 References

We pride ourselves in the strong partnerships that we develop with our state clients. Kepro will bring more than 20 years of significant background and experience with IDD programs that promote recovery and independence for individuals with behavioral health issues, Developmental Disabilities, and Autism Spectrum Disorders.

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.

In **Table 9**, we provide the names, addresses, and phone numbers of three companies with whom Kepro has transacted similar business in the last 12 months. Reference information is included for the following clients:

- Commonwealth of Pennsylvania, Department of Human Services, Office of Disabled Persons
- State of West Virginia Department of Health and Human Resources, Bureau of Medical Services
- Commonwealth of Pennsylvania Health Care Quality Unit (HCQU)

Table 9. Kepro References for Similar Contracts

Commonwealth of Pennsylvania, Department of Human Services, Office of Disabled Persons	
Contract description	Supports Intensity Scale (SIS®) for IDD Waiver Members Kepro supports the Office of Disable Persons (ODP) statewide IDD Waiver. The scope includes scheduling, tracking and conducting in-person Supports Intensity Scale (SIS) assessments. Kepro developed a client portal, the Submission, Approval and Monitoring (SAM) system to provide ODP and its 2000 Support Coordinators with a more efficient and effective system to refer, approve and manage individuals in need assessment. With a team of 4 Schedulers, 3 Quality Specialists, 4 AAIDD certified trainers, and 34 Assessors, we conduct approximately 11,000 SIS assessments based on the individual's expedited, urgent, annual and 5-year reassessment need. Our 30+ Assessors are AAIDD trained and supervised by 4 AAIDD certified Trainers.
Client reference, including telephone	Jennifer Fraker, Quality Oversight and Supports Coordination Director 625 Forster Street Harrisburg, PA 17120 United States Phone: 717-787-2771
Time period in which services were provided	10/1/2018 – present

West Virginia Department of Health and Human Resources Bureau for Medical Services (BMS), Bureau for Children and Families (BCF), Bureau for Behavioral Health and Health Facilities (BHBF)	
Contract description	Utilization Management of medical and behavioral health services and Management of IDD, Traumatic Brain Injury (TBI), and Aged/Disabled (AD) Waivers. The IDD waiver includes services for 6,000 individuals. Services include assessments, authorization of service plans; provider audits; individual/family and provider education; and a statistical budgeting model to establish individual budgets.
Client references, including telephone	Cynthia E. Beane, Commissioner Bureau of Medical Services WV DHHR 250 Capitol St. Charleston, WV 25301 Phone: 304-356-4844
Time period in which services were provided	2000-Present; Most recent competitive renewal in 2015
Commonwealth of Pennsylvania - Southwest Pennsylvania Health Care Quality	
Contract description	Provide training, technical assistance (TA), capacity building, and informational materials pertaining to physical and behavioral health topics as well as effective strategies to support the health and well-being of people with IDD. The HCQU provides training to direct service and healthcare providers to improve the safety and effectiveness of care for people with IDD. The scope includes needs assessment, development of training, scheduling and delivery of in-person and on-line training, as well as maintenance of a website with training archives. Our HCQU has provided these services to eight counties for more than 17 years. Over this period, the HCQU has provided training to over 200,000 persons, including direct support professional, family caregivers, self-advocates, and other professional staff who support the IDD service delivery system in the state
Client references, including telephone	Dirk Matson, Administrator 2 N. Main Street Greensburg, PA 15601 Phone: 724-830-3629
Time period in which services were provided	2005-Present

4.0 Reporting Requirements

Kepro will provide the Department with timely and accurate program reporting that not only provides aggregate data but also provides insights that will drive innovation and program efficiency to better serve Vermont's program.

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

Our expertise in data analysis includes our capacity for evidence-based operational analysis by our project leadership team. Kepro will utilize our proprietary web-based platform/system, Atrezzo, to fulfill the requirements detailed in the RFP for the SIS-A Assessments project. Our Atrezzo system and Analytics and Health Intelligence teams provide a technology-enabled approach to evaluating operations in real-time. Our clients depend on us for actionable information – reports and analyses they can use to make informed decisions about programs and policies.

Health Intelligence Team

The Kepro Health Intelligence Team uses data we collect through our activities to report on clinical results, timeliness, variations, trends and patterns in utilization. With user-friendly, customized reports for staff and the Department featuring real-time performance measure results, we collaborate with our clients for successful contract management, promoting compliance, performance, and results.

We routinely customize reports for our IDD and behavioral health contracts. Our team of analysts and statisticians will work with the Department on data format, content, and layouts to make custom reports efficient and effective.

Our qualifications in analysis and reporting include these features:

- 17 FTEs support our Health Intelligence unit
 - PhD researchers, public health scientists, senior level informaticians, health data analysts, and report programmers to support our analytic staff
 - Expertise in population health, predictive modeling, and profiling
- Health Intelligence Center for performance measure reports
 - Online Dashboard of program metrics customized to generate results
 - Updated in real-time and accessible through a secure web portal.
- Library of algorithms and analytics for client-specific Analyses
 - Population analysis, provider profiles, and evaluation of plans of care including already-programmed HEDIS and other population health measures.
 - Timeliness, completion, and accuracy measures for staff performance.

Examples of reporting documentation applicable to the detailed requirements of this RFP are provided in **Figures 5-6**.

Completed Expedited Assessment Detail Report



Recipient ID	SIS ID	Category	Date Received in Portal	Date Submitted to SIS Lead	Date SIS Lead Approval	TAT for Approval Process	Interview Date	Date Uploaded To SIS	Quality Review Approval Date	7-Day SIS Upload TAT	14-Day Quality Review TAT
		Base	8/5/2020	8/5/2020	8/12/2020	7	9/15/2020	9/18/2020	9/27/2020	3	9
		P/FDS Waiver	3/16/2020	3/18/2020	5/7/2020	52	8/28/2020	8/30/2020	9/9/2020	2	10
		SC Services Only	1/17/2020	2/20/2020	2/26/2020	40	9/8/2020	9/8/2020	9/17/2020	0	9
		Consolidated Waiver	8/6/2020	8/12/2020	8/12/2020	6	9/3/2020	9/4/2020	9/15/2020	1	11
		Base	7/14/2020	7/15/2020	9/2/2020	50	9/17/2020	9/18/2020	9/30/2020	1	12
		Base	8/12/2020	8/12/2020	8/18/2020	6	9/18/2020	9/18/2020	9/29/2020	0	11
		Consolidated Waiver	3/13/2020	7/23/2020	8/12/2020	152	8/31/2020	8/31/2020	9/1/2020	0	1
		SC Services Only	5/6/2020	5/12/2020	5/18/2020	12	9/17/2020	9/17/2020	9/29/2020	0	12
		P/FDS Waiver	4/30/2020	7/23/2020	8/12/2020	104	9/1/2020	9/2/2020	9/16/2020	1	14
		P/FDS Waiver	5/1/2020	5/1/2020	5/18/2020	17	9/4/2020	9/9/2020	9/17/2020	5	8
		Base	7/1/2020	7/1/2020	7/6/2020	5	8/27/2020	8/30/2020	9/7/2020	3	8
		SC Services Only	8/14/2020	8/17/2020	8/18/2020	4	9/18/2020	9/18/2020	9/29/2020	0	11
		Consolidated Waiver	3/2/2020	3/2/2020	3/3/2020	1	9/11/2020	9/15/2020	9/16/2020	4	1
		Consolidated Waiver	3/10/2020	3/10/2020	3/12/2020	2	8/26/2020	8/30/2020	9/7/2020	4	8
		Base	5/21/2020	5/22/2020	5/22/2020	1	9/9/2020	9/14/2020	9/18/2020	5	4
		Base	5/1/2020	5/4/2020	5/5/2020	4	8/27/2020	9/1/2020	9/4/2020	5	3
		SC Services Only	5/26/2020	5/26/2020	5/27/2020	1	9/11/2020	9/11/2020	9/23/2020	0	12
										100%	100%

Figure 5. Expedited Assessment Report

Urgent Expedited Assessment Timeliness Summary



Assessment Type	Month	Region	Approved Assessments	Data Entry TAT	7-Day Data Entry Timeliness	Data Validation TAT	14-Day Data Validation Timeliness	Overall TAT	30-Day Overall Timeliness
Expedited	Oct 2020	Central	30	17.6	6.7%	6.37	100.00%	23.93	100.00%
		Northeast	20	14.5	30.0%	7.60	100.00%	22.10	100.00%
		Southeast	30	16.5	10.0%	7.40	100.00%	23.87	100.00%
		West	40	13.5	22.5%	8.60	100.00%	22.05	100.00%
		Total	120	15.8	15.4%	7.27	100.00%	23.04	100.00%
	Sep 2020	Central	37	28.9	2.8%	9.57	100.00%	38.53	25.00%
		Northeast	26	28.7	0.0%	10.23	92.31%	38.96	23.08%
		Southeast	32	26.5	3.2%	9.31	93.75%	35.55	25.81%
		West	43	24.3	2.4%	9.49	100.00%	33.81	42.86%
		Total	138	26.1	3.1%	9.69	96.91%	35.79	32.70%
	Aug 2020	Central	72	37.4	0.0%	11.26	93.06%	48.65	13.04%
		Northeast	48	43.4	0.0%	10.19	95.83%	53.63	10.42%
		Southeast	54	32.9	0.0%	10.20	96.30%	43.11	11.11%
		West	73	24.0	2.7%	11.90	79.45%	35.93	30.14%
		Total	247	33.3	0.7%	10.95	90.58%	44.07	17.38%
	Jul 2020	Central	51	32.7	2.0%	11.59	78.43%	44.40	18.00%
		Northeast	45	45.8	2.2%	10.09	93.33%	55.91	11.11%
		Southeast	57	32.8	0.0%	9.93	89.47%	42.64	25.00%
		West	73	34.4	1.4%	11.38	86.30%	45.79	10.96%
		Total	226	34.9	1.4%	10.41	86.81%	45.28	20.35%

Figure 6. Urgent Expedited Assessment Summary Report

Pricing Response

5.0 Pricing

Bidders shall submit their pricing information in the Price Schedule (Attachment 6.6) attached to the RFP. Bidders may be required to submit pricing information separate from their bid package if specifically required above.

Kepro submits all pricing information in the Price Schedule (Attachment 6.6) as attached to the RFP.

Proposed reimbursement per completed assessment.

Please see Attachment 6.6.

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 see Attachment 6.6.

Attachment 6.6

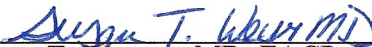
Price Schedule/Response: Bidder's Proposed Pricing

1. Proposed start-up funding and payments:

Contract Year	Proposed first year start-up funding if requesting	Proposed payment per completed assessment
1	\$ 163,925.64	\$ 496.71
2	NA	\$ 496.71
3	NA	\$ 493.99
4	NA	\$ 494.57
5	NA	\$ 494.57
6 Optional extension	NA	\$ 494.57
7 Optional extension	NA	\$ 494.57

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	\$ 163,925.64	800	\$ 496.71	\$ 561,290.90
2	NA	1500	\$ 496.71	\$ 745,059.86
3	NA	1550	\$ 493.99	\$ 765,691.51
4	NA	1600	\$ 494.57	\$ 791,313.26
5	NA	1650	\$ 494.57	\$ 816,041.80
6 Optional extension	NA	1700	\$ 494.57	\$ 840,770.34
7 Optional extension	NA	1750	\$ 494.57	\$ 865,498.88

Name of Bidder: Keystone Peer Review Organization, Inc. (Kepro)Signature of Bidder: 
Susan T. Weaver, MD, FACP, President & CEODate: October 28, 2020

Required Forms & Attachments

6.0 Certificate of Compliance

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

Kepro submits a completed Certificate of Compliance form on the following page.

**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
No violations within the past 12 months.		

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

DAIL RFP# DDS D 306

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:

N/A

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:

No

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:

Kepro services utilize proprietary technology that allows Kepro to collect, manage, store and report data in a digital environment. This technology-enabled approach reduces reliance on paper thereby reducing waste.

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

DAIL RFP# DDSD 306

N/A

F. Acknowledge receipt of the following Addenda:

Addendum No.: _____ Dated: _____

Addendum No.: _____ Dated: _____

Addendum No.: _____ Dated: _____

Bidder Name: Keystone Peer Review Organization, Inc. (Kepro) Contact Name: Susan Norris, Ph.D., Senior Vice President

Address: 777 East Park Drive, Harrisburg, PA, 17111 Fax Number: (717) 564-3862

Telephone: (717) 265-7012

E-Mail: snorris@kepro.com

By: *Susan T. Weaver, MD* Name: Susan T. Weaver, MD, FACP, President & CEO
Signature of Bidder (or Representative) (Type or Print)

END OF CERTIFICATE OF COMPLIANCE

7.0 Worker Classification Compliance Requirement Form

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

Kepro submits a completed Worker Classification Compliance Requirement Form on the following page.

Attachment 6.7

WORKER CLASSIFICATION COMPLIANCE REQUIREMENT

RFP/PROJECT:

DATE:

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
No violations 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: October 28, 2020

Name of Company: Keystone Peer Review Organization, Inc. (Kepro)

Contact Name: Susan T. Weaver, MD, FACP

Address: 777 East Park Drive


Title: President & CEO

Harrisburg, PA, 17111

Phone Number: (919) 264-3513

E-mail: sweaver@kepro.com

Fax Number: (717) 564-3862

By: 
Signature (Bid Not Valid Unless Signed)*

Name: Susan T. Weaver, MD, FACP, President & CEO
(Type or Print)

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

8.0 Subcontractor Reporting Form

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

Kepro is not proposing the use of a subcontractor for any labor tasks. Per the requirement of the RFP, upon contract award Kepro will execute a subcontract with AAIDD to provide systems in compliance with DAIL requirements. As required, Kepro will submit an updated subcontractor reporting form, Attachment 6.8, upon contract execution and will also update and provide to the State as additional subcontractors are hired. Attachment 6.8 is on the following page.

**ATTACHMENT 6.8
SUBCONTRACTOR REPORTING FORM**

This form must be completed in its entirety and submitted prior to contract execution and updated as necessary and provided to the State as additional subcontractors are hired.

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

Contractor is required to provide a list of subcontractors on the job along with lists of subcontractor's subcontractors and by whom those subcontractors are insured for workers' compensation purposes. Include additional pages if necessary. This is not a requirement for subcontractor's providing supplies only and no labor to the overall contract or project.

Subcontractor	Insured By		Subcontractor's Sub	Insured By
None	None		None	None

Date: 10/29/2020

Name of Company: Keystone Peer Review Organization, Inc. Contact Name: Susan T. Weaver, MD, FACP

Address: 777 East Park Drive Title: President & CEO

Harrisburg, PA 17111 Phone Number: (919) 264-3513

E-mail: sweaver@kepro.com Fax Number: (717) 564-8288

By: *Susan T. Weaver MD* Name: Susan T. Weaver, MD, FACP, President & CEO

Failure to adhere to Act 54, Section 32 of the Acts of 2009 and submit Subcontractor Reporting: Worker Classification Compliance Requirement will constitute non-compliance and may result in cancellation of contract and/or forfeiture of future bidding privileges until resolved.

Send Completed Form to: DAIL Business Office
280 State Drive
Waterbury, VT 05671

DAIL RFP# DDS D 306

Attention: Contract Administration

9.0 Attachments

Attachment 1. Kepro Resumes on the following page.

RESUME

Michelle Forrest

PROFESSIONAL WORK HISTORY

2018 – Present; Program Manager

Kepro

- Oversee assigned assessors to ensure assessments are completed within quality and metric standards for the PA Needs Assessment Program
- Schedule and complete assessments
- Complete quality checks and inter-rater qualification reviews
- Train and mentor new and experienced assessors to improve overall quality of assessments

2015 – 2018; Consultant

Michelle Forrest Consulting LLC

- Scheduled, completed and submitted Supports Intensity Scale assessments for those with IDD and/or Autism
- Trained and mentored assessors
- Completed inter-rater qualification reviews

2008 – 2015; Senior Trainer and Consultant for SIS Contracts

Ascend-A Maximus Company

- Scheduled, completed and submitted Supports Intensity Scale assessments for those with IDD and/or Autism
- Trained and mentored assessors
- Completed inter-rater qualification reviews

1998 – 2008; AAIDD-Qualified Trainer

Choices Enterprises, Inc

- Initiated and coordinated services for those with traumatic brain injuries to live independently in the community and receive needed supports to maintain independence
- Completed Service Plans and annual budgets in HCSIS for Office of Long-Term Living
- Determined need for DME and home adaptations, secured bids and submitted proposals to OLTL

1995-1998; Assistant Nursing Home Administrator

UPMC-Sugarcreek Station

- Communicated with NF staff/nurses/social workers to ensure individual received proper care/therapies to regain strength and ensured DME was in place to aid in recovery

- Provided skills training on areas determined essential for the individual to return to the community
- Transported and supported individuals in the community to gain skills and community integration
- Developed Service Plans and budget and submitted in HCSIS for approval.

EDUCATION

Master of Arts; Audiology, University of Memphis

Bachelor of Science; Speech Pathology, Clarion University of Pennsylvania

RESUME

Monica Yohannan

PROFESSIONAL WORK HISTORY

2018 – Present; Quality Manager

Kepro

- Oversees, coordinates, and monitors all assessment team activities.
- Ensures adequate coverage and contractual service levels are adhered to by implementing and monitoring teams' productivity and performance indicators. Maintains effective team member relations.
- Leads team members in improving assessment skills, creativity, and problem solving.
- Works with management team to develop and enhance the operational structure including skill set requirements, gap analysis, and training using workforce planning.
- Manages and completes assigned work plan objectives and projects on a timely basis.
- Represents the operational leadership team by participating on committees, task forces, work groups, and multidisciplinary teams as needed. Maintains professional relationships with provider community and external customers and identifies opportunities for improvement.
- Participates in the development of policies and oversees assessment independent contract SISTM assessors' activities to ensure compliance with regulatory, contractual, and certification standards.
- Supports quality improvement procedures, including approving reports to be submitted to ODP.
- Train new assessors, including classroom training and field training to adhere to AAIDD qualifications.
- Complete routine Interviewer Reliability and Qualification Reviews (IRQR).
- Manage assessments that have been identified for quality by providers and conducting re-reviews to satisfy the quality of the assessments
- Schedule assessments as needed

2010 – 2018; AAIDD Quality Lead and qualified SIS Assessor [Title]

Ascend-A Maximus Company

- Conduct Supports Intensity Scale™ Assessments to fulfill Medicaid requirements for the Office of Developmental Programs for Waiver recipients.
- This includes interviewing individuals, families and providers to assess the needs of individuals with intellectual and developmental disabilities using the standardized SISTM tool. This collects both qualitative and quantitative data, using a semi-structured interview process.
- Write reports with highly professional content in a timely manner to submit to ODP.

- Completed Interviewer Reliability and Qualification Reviews (IRQR) among all eastern region assessors.
- Conduct classroom and field training for new assessors.
- Also worked the Virginia contract, which included training Virginia assessors for the new contract. Conducted assessments to close the Northern Virginia Training Center.
- Scheduled assessments on a short-term basis

2005-2010; Therapeutic Staff Support, Director of Summer Therapeutic Activities Program

The MENTOR Network

- Supervised a site of 40 children with Autism and 20 staff members. Responsibilities included tending to the fiscal aspects of the program, overseeing staff members, managing the functioning of the program, program development and implementation of all activities.
- Worked one-on-one with children (aged 3-21) with Autism spectrum disorders using Applied Behavioral Analysis to implement treatment goals
- Worked with clients in the home, school and community settings. This included collaborating with teachers, school administrators, therapists and families

EDUCATION

Bachelor of Arts; Psychology, Arcadia University

RESUME

Rebecca Lieb

PROFESSIONAL WORK HISTORY

2018 – Present; SIS Regional Coordinator

Kepro

- AAIDD Certified Supports Intensity Scale (SIS) Trainer responsible for training and independent contractors to become Qualified SIS Assessors.
- Assist Program Manager with development and implementation for Policies and Procedures by providing oversight to assessors to maintain and improve their interview, communication and writing skills.
- Compare daily reports with SISOnline.
- Provide oversight to mentors who are coaching assessors through the training process.
- Assist with teaching self-scheduling methods to assessors and experienced with scheduling both in person and virtual assessments. Assist with onboarding process of new assessors.
- Extensive experience using and training assessors to use SIS Venture and SISOnline.
- Provide first line support technical support to assessors before escalating issue.
- Ensure assessors meet required deadlines and completing Quality Reviews to ensure each assessment meets rigorous quality standards.
- Participates in monthly quality calls to improve assessor skills.
- Ensure assessors follow procedures related to documentation and mentor, training and complete regular IRQRs of assessors.
- Complete SIS Assessments as needed, traveling when necessary to complete assessments. Experienced with foreign language interpreters and ASL/CDI interpreters.
- Current with child abuse and criminal history clearances and compliant with HIPAA regulations and requirements.

2018; Crisis Counselor

UPMC Altoona

- Provided those seeking psychiatric and mental health treatment in an emergency hospital setting and in the community through welfare checks.
- Aided local police departments in crisis care and management.
- Completed the process for those seeking voluntary mental health treatment, as well as, those needing involuntary commitment for proper treatment.
- Assisted with interviews of prospective assessors.

2016 – 2018; Independent contractor for PA SIS Assessment

2008 – 2015; SIS Assessor and Trainer

Ascend-A Maximus Company

- AAIDD Certified Supports Intensity Scale (SIS) Assessor and Trainer with over 4000

standardized SIS assessments completed. Responsible for scheduling, completing and submitting SIS assessments for those having IDD and Autism for the Office of Developmental Programs.

- As a trained AAIDD Certified SIS Trainer trained new IC assessors providing mentoring and routinely reviewing assessor skills and abilities through the IRQR process and providing additional training and mentoring as needed. Extensive experience using and training others in SIS booklets and computerized systems. Frequently traveling in State to complete assessments.
- Served as a mentor for assessors in Virginia with developing a new contract in that State. Traveled to and completed SIS assessments in Virginia.
- Maintained child abuse and criminal history clearances and compliance with HIPAA regulations and requirements.

2004 – 2008; CommCare and Intake Coordinator

CSPPPD Waivers, United Disability Services for Lancaster, PA

2000 – 2004; CSPPPD Service Coordinator and Nursing Home Transition Coordinator

UCP of the Southern Alleghenies Region

1999 – 2000; Program Manager

Community Living and Learning

1996 – 1999; Residential Counselor

Community Resources

1993 – 1996; House Supervisor / Team Leader

Skills of Central Pa

EDUCATION

Bachelor of Arts; Sociology, Indiana University of Philadelphia

RESUME

Nicole J. Lowry

PROFESSIONAL WORK HISTORY

2019 – Present; Quality Specialist

Kepro

- Review SIS assessments to ensure quality standards are met
- Provide feedback to assessors to ensure quality standards are maintained
- Provide individualized attention and feedback to new assessors
- Meet all deadlines as outlined by ODP
- Meet and exceed all quality goals as set by Program Manager
- Participate in continuing to improve quality by attending weekly and monthly meetings
- Schedule assessments as needed

2015 – 2019; SIS Assessor

Independent Contractor

- Assessed support needs for individuals as required by PA Office of Developmental Programs
- Met with stakeholders and facilitate assessment process
- Conducted SIS-A assessment per specific AAIDD guidelines
- Completed supplemental reporting information using the SIS Online database
- Complied with confidentiality standards and HIPAA regulations
- Worked independently and met all deadlines
- Maintained professional reputation with providers, Supports Coordination Organizations, stakeholders, etc.
- Traveled across multiple counties including York, Adams, Franklin, and Cumberland
- Maintained current PA State Police, Child Abuse, and FBI Clearances

2005 – 2008; Associate Director

Shadowfax Corporation

- Performed intake interviews and initial assessments for individuals
- Assessed individuals annually
- Developed, implemented, and monitored goals and support plans
- Coordinated quarterly meetings with individuals, family, caseworkers, and other professionals
- Worked cooperatively with community agencies such as York-Adams MH/IDD and OVR
- Facilitated a Person-Centered Approach
- Ensured licensure compliance for site and programming per state regulations
- Supervised and evaluated program managers and staff

- Interviewed and trained new staff
- Encouraged growth by assisting in development of management and team goals

2003 – 2005; PROGRAM MANAGER

The Shadowfax Corporation

- Developed, implemented, and monitored goal plans, quarterly reviews, and assessments
- Supervised staff

2000 – 2003; ACTIVITIES COORDINATOR

The Shadowfax Corporation

- Provided direct care and implemented goal plans for people with disabilities
- Worked throughout all program areas as a floater

EDUCATION

Bachelor of Arts; Psychology, Shippensburg University

RESUME

Suzann Savidge

PROFESSIONAL WORK HISTORY

2019 – Present; SIS Regional Coordinator

Kepro

- Review SIS assessments to ensure quality standards are met
- Provide feedback to assessors to ensure quality standards are maintained
- Provide individualized attention and feedback to new assessors
- Meet all deadlines as outlined by ODP
- Meet and exceed all quality goals as set by Program Manager
- Participate in continuing to improve quality by attending weekly and monthly meetings
- Schedule assessments as needed

2015 – 2019; SIS Assessor

Independent Contractor

- Assessed support needs for individuals as required by PA Office of Developmental Programs
- Met with stakeholders and facilitate assessment process
- Conducted SIS-A assessment per specific AAIDD guidelines
- Completed supplemental reporting information using the SIS Online database
- Complied with confidentiality standards and HIPAA regulations
- Worked independently and met all deadlines
- Maintained professional reputation with providers, Supports Coordination Organizations, stakeholders, etc.
- Traveled across multiple counties including York, Adams, Franklin, and Cumberland
- Maintained current PA State Police, Child Abuse, and FBI Clearances

2005 – 2008; Associate Director

The Shadowfax Corporation

- Performed intake interviews and initial assessments for individuals
- Assessed individuals annually
- Developed, implemented, and monitored goals and support plans
- Coordinated quarterly meetings with individuals, family, caseworkers, and other professionals
- Worked cooperatively with community agencies such as York-Adams MH/IDD and OVR
- Facilitated a Person-Centered Approach
- Ensured licensure compliance for site and programming per state regulations
- Supervised and evaluated program managers and staff
- Interviewed and trained new staff
- Encouraged growth by assisting in development of management and team goals

2003 – 2005; Program Manager

The Shadowfax Corporation

- Developed, implemented, and monitored goal plans, quarterly reviews, and assessments
- Supervised staff

2000 – 2003; Activities Coordinator

The Shadowfax Corporation

- Provided direct care and implemented goal plans for people with disabilities
- Worked throughout all program areas as a floater

EDUCATION

Bachelor of Arts; Speech Communication, Rider University

RESUME

Christine Watts

PROFESSIONAL WORK HISTORY

2018 – Present; Supports Coordinator and Quality Specialist

Kepro

- Reviews submitted Supports Intensity Scale (SIS) assessments to ensure that quality standards are consistent.
- Provides feedback to assessors to maintain accuracy of information and ratings. Maintain deadline standards as outlines by the Office of Developmental Programs (ODP).
- Participates in monthly quality calls to maintain quality standards.
- Receives IRQR reviews quarterly to continue qualifications to administer SIS assessments.
- Due to COVID-19, additional responsibilities include scheduling assessments, mentoring new assessors, and complete assessments as needed to prevent cancellations.
- Due to COVID-19, from April 2020 to June 2020 assisted with the Kepro Oregon contract and responsibilities included clerical assistance to Oregon team by reviewing mental health documents and providing written report based on information gathered from documentation.

2017 – 2018; SIS Assessor

Ascend – A Maximus Company

- Administered the SIS-A assessment to individuals being enrolled into or currently receiving waiver services.
- Ensured deadlines were met and quality feedback addressed within the required time.
- Participated in monthly quality calls in order to maintain high quality standards.
- Participated in quarterly IRQR reviews to retain qualification to administer the SIS-A assessment.

EDUCATION

Bachelor of Arts; Psychology, Slippery Rock University