



October 29, 2020

# Needs Assessment for Adults with Intellectual / Developmental Disabilities

DAIL RFP# DDSD 306

**Redacted Copy**

**Vermont Department of Disabilities, Aging  
and Independent Living (DAIL)**

Aging and Independent Living Commissioner's Office  
280 State Drive/HC 2 South  
Waterbury, VT 05671-2020



## 4.2. Cover Letter

October 29, 2020

Dear Members of the Selection Committee,

By issuing this RFP, the Department of Disabilities, Aging and Independent Living/Developmental Disabilities Services Division (DAIL/DDSD) has taken an important step toward improving the quality of supports and services offered to individuals with disabilities who live in community settings. The transition to the Supports Intensity Scale - Adult Version™ (SIS-A™) will improve the validity and reliability of assessments, which in turn will support increased transparency and equity in the distribution of resources. The underlying values and purpose of this transition are best stated in the Division's mission of helping Vermonters with disabilities pursue their individual goals and preferences within their community of choice.

To successfully implement the transition to the SIS-A and manage this program, the Department will need a partner that brings to this program:

- Proven experience in training, deploying, and managing a mobile workforce of highly qualified assessors on a statewide basis.
- Demonstrable success working collaboratively with service recipients, participants, providers, and other stakeholders to promote a smooth transition to SIS-A.
- An understanding of the fundamental values and legal and regulatory principles that underpin Home and Community Based Services (HCBS).
- The ability to capture, analyze, and report on data through a web-based platform and translate that information into actionable intelligence.

As you will see in our proposal, Liberty Healthcare Corporation (Liberty) fulfills each of these requirements as a result of our 33+ years managing programs that support individuals with intellectual and developmental disabilities (I/DD). We have enjoyed helping state agencies successfully implement best practice standards to improve the eligibility determination and access to critical HCBS, and we would be honored to support DAIL/DDSD on this important program.

We believe the following factors make Liberty the ideal partner to lead the transition to SIS-A:

### Supporting Full Participation

A valid and reliable functional assessment is critically important in determining each individual's needs – not just what is important *for* them, but also what is important *to* them. Liberty's approach is based on the principles of person-centeredness and the fundamental values that drive ADA and Olmstead and nationally important frameworks like Charting the LifeCourse (CtLC). In preparation for this opportunity, we have already contacted provider groups and advocacy organizations in Vermont to solicit input on ways Liberty can deliver this program in a way that best advances your mission and supports your constituents.



### **Operational Readiness**

We believe that Liberty may be further prepared than most for this opportunity in several ways. For example, Liberty has held a contract with AAIDD since June 2017 and it is our understanding that we are the only private company that currently has a contract directly with the Association. We have also begun pre-recruitment activities, which have yielded several highly qualified candidates for the Executive Director and assessor positions. These efforts will enable Liberty to rapidly assemble and mobilize a statewide workforce to support the timelines included in your RFP.

### **Proactive Risk Mitigation**

DAIL/DDSD is likely to encounter several unforeseen challenges in the transition to the SIS-A. For example, concerns over the shift to an unfamiliar tool and the fairness of the new budgeting process could lead to pushback among providers, participants, and other stakeholders. This has been the case in several neighboring states and, if not properly managed, has the potential to adversely impact the program. Liberty understands these challenges because we've helped others successfully navigate them in the past. Drawing from our experience, we will help DAIL/DDSD proactively identify and mitigate risks to promote a smooth, successful transition.

### **Measurement Precision**

Liberty has a proven track record of designing and implementing tools, policies, and procedures to assess eligibility and level of care needs for people with I/DD, including statewide assessment services in four states and the District of Columbia. Our success in these programs is anchored in our ability to recruit, train, and deploy a highly qualified mobile workforce. For the SIS-A, our training will include additional Independent Practice Sessions outside of the training conducted by AAIDD. The result will be valid and reliable assessments, which will protect DAIL/DDSD during appeals and produce meaningful information for effective person-centered service planning.

### **Dynamic Performance Management**

Our approach to delivering a high-quality program will be governed by Liberty QualityCare®, our comprehensive performance management framework, which is designed to confirm compliance with contract and regulatory requirements and promote the delivery of high-quality services. With support from our Vice President of Performance, we will compile, analyze, and regularly report performance data in order to continually refine and improve our processes and deliver added value and positive outcomes.

Please contact me if you have any questions regarding our submission or if we can provide any additional information. Thank you for the opportunity to partner with the Department and Developmental Disabilities Services Division on this important program.

Sincerely,



Christopher Baglio, Ed.D., MS

Vice President, Program Development

O: (610) 668-8800, ext. 408 | M: (317) 677-6631 | [chris.baglio@libertyhealth.com](mailto:chris.baglio@libertyhealth.com)

## Conflict of Interest Statement (2.7.1.)

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

Liberty is not an organization that advocates on behalf of individuals with developmental disabilities in Vermont. We confirm that the organization has no direct relationship with Vermont DDS HCBS direct service providers and that we are free of conflicts of interest in performing DDS HCBS assessments.

### 4.2.1. and 4.2.2. Confidentiality

*4.2.1. To the extent your bid contains information you consider to be proprietary and confidential, you must comply with the following requirements concerning the contents of your cover letter and the submission of a redacted copy of your bid (or affected portions thereof).*

*4.2.2. The successful response will become part of the contract file and will become a matter of public record, as will all other responses received. If the response includes material that is considered by the bidder to be proprietary and confidential under the State's Public Records Act, 1 V.S.A. § 315 et seq., the bidder shall submit a cover letter that clearly identifies each page or section of the response that it believes is proprietary and confidential. The bidder shall also provide in their cover letter a written explanation for each marked section explaining why such material should be considered exempt from public disclosure in the event of a public records request bidder if the identified material were to be released. Additionally, the bidder must include a redacted copy of its response for portions that are considered proprietary and confidential.*

Liberty has identified the following sections/pages of its proposal that contain proprietary and confidential information; including work samples; information about our business practices, and identifying information about our staff, business contracts, and/or references/contacts. We respectfully request that the following information be redacted from any distribution of this proposal, as disclosure of this information would harm Liberty's competitive position.

Liberty has included a fully redacted version of its proposal and we ask that the Vermont Department of Disabilities, Aging, and Independent Living/Developmental Disabilities Services Division issue the redacted version in response to any Public Information Act requests.

### 4.3 BACKGROUND AND EXPERIENCE

Section	Page(s)	Description
<b>Description of Business Organization</b>		
b. Company Size and Resources	2-3	Confidential information regarding the size of Liberty's staff and location of our contracts.
c. Relevant Experience	13	Confidential information regarding a Liberty contract that is currently in negotiations.
D. Resumes of Core Contract Staff	14	Proprietary information regarding Liberty's approach to staffing this program.
<b>Organizational Expertise and Capacity (2.7.2.)</b>		
a. Experience Completing Assessments for People with Disabilities	19-20, 21-23	Confidential / proprietary information regarding Liberty's assessment contracts and approach to delivering those contracts.



<b>Section</b>	<b>Page(s)</b>	<b>Description</b>
c. Resumes of Proposed Staff	27-31	Confidential information regarding Liberty candidates for Vermont's program.
e. Organizational Chart	33	Proprietary information regarding Liberty's approach to staffing this program.
<b>Proposed Implementation &amp; Management Plan</b>		
b. Approach to Creating In-State Assessment Capacity	36-37	Proprietary information regarding Liberty's approach to staffing the program.
b. Approach to Creating In-State Assessment Capacity	38-39	Confidential/proprietary information regarding Liberty's recruitment approach and performance.
c. Training of Assessors	41, 43-44, 45-48	Proprietary information regarding Liberty's approach to delivering staff training for this program.
e. Management of Access to AAIDD SIS-A	51-52	Proprietary information regarding Liberty's approach to delivering the program.
f. Scheduling of Assessments	52-54, 56-61	Proprietary information regarding Liberty's approach to delivering the program.
g. Supervision and Management of Assessors	62-67	Proprietary information regarding Liberty's approach to delivering the program and confidential information regarding the company's business relationships and contacts.
h. Quality Assurance and Performance Management Process	69-70, 72-75	Proprietary information regarding Liberty's approach to quality control and staffing, and confidential information on our based contract performance.
Proposed Implementation Timeline (2.7.4.)	76-88	Proprietary approach to staffing and implementing the Vermont program.

#### 4.4. REFERENCES, 4.5 REPORTING REQUIREMENTS, 4.6 PRICING

<b>Section</b>	<b>Page(s)</b>	<b>Description</b>
<b>4.4. References</b>	89	Confidential business contacts.
<b>4.5 Reporting Requirements</b>	93, 96-97, 98-99	Confidential/proprietary work samples and approach to meeting reporting requirements.
<b>4.6 Pricing</b>	101-102	Proprietary information regarding our approach to pricing the Vermont contract.

#### APPENDICES

<b>Section</b>	<b>Page(s)</b>	<b>Description</b>
<b>Appendix 2: Resumes of Candidates</b>	125-137	Confidential information regarding our candidates for the Vermont contract.
<b>Appendix 3: Master Agreement with AAIDD</b>	138-186	Confidential contract held with AAIDD.
<b>Appendix 5: SIS Assessment Process Flow</b>	202	Proprietary workflow for delivering the Vermont program.
<b>Appendix 6: Letter of Support</b>	203	Confidential information regarding Liberty's business contact.
<b>Appendix 7: Draft Implementation Plan</b>	204-208	Confidential/proprietary draft timeline and approach for delivering Vermont's program.

### 4.2.3. Exceptions to Contract Terms and Conditions

*4.2.3. If the bidder wishes to propose an exception to any terms and conditions set forth in the Standard Contract Form and its attachments, such exceptions must be included in the cover letter to the RFP response. Failure to note exceptions when responding to the RFP will be deemed to be acceptance of the State contract terms and conditions. If exceptions are not noted in the response to this RFP but raised during contract negotiations, the State reserves the right to cancel the negotiation if deemed to be in the best interests of the State. Note that exceptions to contract terms may cause rejection of the proposal.*

Liberty respectfully requests the following modification to Attachment D: Information Technology Professional Services, presented below **in red**:

#### **2.2 Confidentiality of Contractor Information, Paragraph 2:**

The State shall immediately notify Contractor of any request made under the Access to Public Records Act, or any request or demand by any court, governmental agency or other person asserting a demand or request for Contractor information. Contractor may, in its discretion, seek an appropriate protective order, or otherwise defend any right it may have to maintain the confidentiality of such information under applicable State law within **three five** business days of the State's receipt of any such request.

Liberty respectfully requests clarification and negotiation of the following item:

#### **2.3 Confidentiality of State Information, Paragraph 4:**

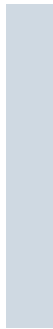
Contractor may not share State Data with its parent company or other affiliate without State's express written consent.

Should we be selected for this program, Liberty is confident that we can meet mutually agreeable contract terms with the Department of Disabilities, Aging and Independent Living (DAIL).

## Request for Proposal Checklist

Liberty's proposal response has been structured in accordance with Section 4. Content and Format of Responses in Request for Proposal (RFP) #DDSD 306. Our response to the additional mandatory requirements listed under RFP Section 2.7 (pages 7-8) are included within these tabs as follows:

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Tab 1  
Background and  
Experience

## 4.3. Background and Experience

### Description of Business Organization

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

#### a. Form of Business Organization

Liberty Healthcare Corporation (Liberty) is a health and human services management company with more than 33 years of experience designing and managing programs and services throughout the United States. Every day our staff blend clinical best practice with innovative, collaborative approaches to improve quality and performance. Liberty is distinguished by its national reputation, industry leadership, and experience serving specialized and vulnerable populations. We are also recognized as a leader in supports and services for people with intellectual and developmental disabilities (I/DD) that are informed by person-centered values and an unwavering focus on helping people achieve full participation in the life of the community. In addition, we operate behavioral health programs; clinically manage forensic and correctional populations; and support elderly people and people with disabilities through a range of person-centered programs.

#### LIBERTY BY THE NUMBERS

- **33+ years supporting people with I/DD** and other disabilities in community- and facility-based settings.
- **20+ years analyzing services** for and **assessing people with I/DD**.
- **20+ years creating quality audit tools** for HCBS services.
- **10+ years as a QIO-like Entity**, which enables us to potentially tap an enhanced federal match for some project activities related to Medicaid.
- **38 current contracts** in 14 states and the District of Columbia.
- **Over 81,600 annual assessments** conducted to determine level of need across three states and the District of Columbia.

Liberty provides a diverse array of programs and services across the country, which are categorized into three main lines of business:

- 1. Program Management:** We design, implement, and manage treatment programs for people with I/DD, mental illness, and co-occurring disorders; and long-term care and forensic populations. Our programs are widely varied and tailored to meet the specific objectives of our customers and the people they support. They include management of short-term treatment facilities, behavioral health units, community crisis homes, diversion and transitional services, correctional mental health programs, and community programs to manage sex offenders. We have established a reputation for programs that serve vulnerable and challenging populations. This perspective will help inform our work with the Department of Disabilities, Aging, and Independent Living/Developmental Disabilities Services Division, and facilitate our engagement with Vermont's provider community. Examples of this line of business include the operation of two state-owned ICF/IDs in Oklahoma and seven enhanced behavioral support homes for I/DD in California.

2. **Population Health Management:** We focus on enabling health and human service agencies, Medicaid, health systems, and managed care organizations to make care management decisions that lead to improved health and financial outcomes. We provide adult protective services, assess the quality of home and community-based services (HCBS) and supports, and conduct independent assessments to determine eligibility for Medicaid services and support the equitable distribution of resources based on assessed service needs. For these statewide programs, we deploy nurse assessors, I/DD assessors, quality reviewers, and other mobile personnel who travel to participant homes, residences, and provider sites to interview recipients and evaluate providers and compliance. Liberty also helps customers design and implement initiatives to improve the quality of overall service delivery. By combining our deep experience operating programs with our rigorous approach to measurement of quality, we can not only assess performance but support providers in doing so themselves while helping build community capacity. Examples of this line of business include four statewide quality oversight programs for I/DD services and four contracts for the provision of independent assessments of individuals with I/DD and other disabilities.
  
3. **Health Workforce Outsourcing:** Historically, Liberty began with a focus on securing and managing clinicians on behalf of public agencies and private customers. Today, we continue to provide a wide range of professionals who work in diverse treatment settings, including state hospitals, long-term care facilities, mental health centers, and forensic units. Liberty is certified by The Joint Commission for Health Care Staffing Services (HCSS) and known for the rigor of our credentialing process and our ability to recruit difficult-to-fill positions. Our experience and corporate resources in this area will be leveraged to recruit, credential, and retain exceptionally qualified staff to work as part of this program. Examples of this line of business include the provision of physicians, nurse practitioners, OT, PT, speech, and clinicians who specialize in I/DD in Massachusetts and Delaware.

## b. Company Size and Resources

These include dedicated on-site program leadership and staff, operational and administrative support, and subject matter experts (SMEs) who are available as needed to contribute their knowledge of clinical issues, understanding of applicable codes and regulations, and experience designing and implementing programs. Liberty administrative support services – such as recruiting, credentialing, human resources, and information technology – are typically managed from our company headquarters. The following map illustrates the geographic distribution of Liberty’s current contracts. *Note:*



### OPERATIONAL READINESS

| who are supported by an established ecosystem of technology and service providers to provide elastic capacity and specialized competencies, including support for mobile automated independent assessments using the SIS.

Liberty's programs fall under one of three core service lines:

- Program Management
- Population Health Management
- Health Workforce Outsourcing

### c. Relevant Experience

As shown in the diagram below, Liberty has established five areas of robust clinical expertise, which cross our three lines of business. For example, we apply our expertise in I/DD to all three lines, by providing health professionals to I/DD organizations, by operating residential and community integration programs for individuals with I/DD, and by delivering population health management programs that serve individuals with I/DD. Programs that support people with I/DD represent the largest segment of Liberty's business.

AREAS OF EXPERTISE	LIBERTY SOLUTIONS		
	Program Management	Population Health Management	Health Workforce Outsourcing
Intellectual and Developmental Disabilities	✓	✓	✓
Behavioral Health	✓	✓	✓
Correctional Mental Health Services	✓	✓	✓
Sex Offender Management Services	✓	✓	✓
Aging and Disability Support Services	✓	✓	✓

In addition to our experience directly providing and managing I/DD services and supports, Liberty has 20 years of experience performing functional assessments and analyzing home and community-based services delivered to individuals with I/DD. As an extension of this work, we also have over 20 years of experience creating quality audit tools for HCBS services. Liberty is a CMS-certified Quality Improvement Organization (QIO)-like Entity, and as such, has demonstrated to CMS, and our state customers, that we have the experience and resources to conduct Medicaid quality/utilization reviews and potentially tap an enhanced match.

The following pages include descriptions of eight current Liberty contracts and one recent award that are associated with programs that are similar in scope and size to the Vermont Needs Assessment for Adults with I/DD program.

Five contracts entail **statewide independent assessments** of individuals with disabilities, including I/DD.

1. Idaho – Independent Assessments of I/DD
2. Idaho – Independent Assessments of Youth with Behavioral Health Needs
3. District of Columbia – Independent Assessments for LTCSS
4. North Carolina – Independent Assessments of Personal Care Services
5. Pennsylvania – Adult Protective Services



#### SUPPORTING FULL PARTICIPATION

Liberty manages eight active contracts and one recent award that provide statewide independent assessments of individuals with disabilities or statewide quality oversight of I/DD services.

Three Liberty contracts and one recent award (Nebraska) are focused on **statewide quality oversight of I/DD services**:

1. District of Columbia – HCBS Quality Review Program
2. Indiana – Statewide Quality Oversight Services
3. Arizona – Quality Management Administrator Program
4. Nebraska – DDD Quality Management System

Additional details relative to our experience completing assessments for people with disabilities are included under **Section 2.7.3**.





## Idaho - Independent Assessments for I/DD Services

### Idaho Department of Health and Welfare

In 2016, Liberty was selected to complete independent assessments of adults and children with I/DD to determine level of care needs and eligibility for waiver services based on intellectual disability, cerebral palsy, epilepsy, autism, or other related condition. Liberty made an immediate person-centered enhancement to the Idaho DD system by introducing in-home assessments, which is more convenient for families than traveling to clinic locations. It also has the advantage of assessing individuals as they function in their natural home settings. Subsequently, Liberty was given responsibility for conducting Katie Beckett assessments to determine Medicaid eligibility based on the level of needs that align with institutional levels of support.

*“Liberty has been proactive in working with the Idaho Council on Developmental Disabilities to address questions and concerns. They have presented to our Council membership... to engage and learn from the Idaho disability community.”*

Christine Pisani  
Executive Director  
ID Council on Developmental  
Disabilities

Liberty completes about 12,000 independent assessments of I/DD Medicaid beneficiaries each year, including both initial assessments for eligibility and annual reassessments for continuation of benefits. Our assessors perform a review of pertinent records and complete an in-person interview with the client (and family as applicable) to collect up-to-date medical, behavioral, and social information. The onsite visit also includes an assessment of the safety of the home environment.

We maintain a call center that processes requests for services, answers questions, provides information, and schedules assessment appointments. **We are also in the process of assisting the state in their transition from an older assessment instrument and budget setting process to the Supports Intensity Scale (SIS-A). We are working alongside the Department, AAIDD, and the Human Services Research Institute (HSRI) in this effort.**

As licensed clinicians, our two regional managers train and supervise the assessors and conduct ongoing quality assurance checks of the assessments. Liberty’s regional nurse manager consults on cases that require specialized, clinical knowledge and/or deal with complex medical conditions. She has also been instrumental in making eligibility determinations for “other related conditions” under the DD waiver. At the same time, our executive director consults on cases with complex behavioral challenges.

### **T** Relevance to Vermont Program

- Management and deployment of mobile assessment staff across a rural state.
- Extensive coordination/collaboration with agencies and stakeholders.
- Actively support the transition from existing measures to the Supports Intensity Scale (SIS-A) by certifying interviewers and completing assessments.
- Liberty negotiated and maintains a contract directly with AAIDD to administer the SIS-A through use of SISOnline.

## Idaho - Youth Empowerment Services (YES) Independent Assessments Idaho Department of Health and Welfare

In 2017, Liberty was selected to implement a new statewide program to conduct independent diagnostic and level of care assessments of youth under age 18 to determine if they qualify as class members of the “Jeff D. Settlement” and are eligible to receive publicly-funded community-based mental health services for serious emotional disturbances. The goal of the Youth Empowerment Services (YES) Program is to facilitate access to needed services for youth from any referral source, including the Idaho Departments of Education, Juvenile Justice, and Health and Welfare.

Liberty’s licensed masters- and doctoral-level behavioral health clinicians conduct independent, in-home behavioral health diagnostic assessments of children and youth with serious emotional disorders and functional limitations. Assessors conduct a face-to-face interview with the youth and family in their home and administer the Child and Adolescent Needs and Strengths (CANS) assessment tool. Using mobile laptop computers, each YES assessor accurately completes the assessment and records the data in a timely manner for determination of recommended services.

*“The Council was impressed with the level of consistent stakeholder engagement with our organization in learning our unique perspective, as well as the nuances of Idaho ... Liberty has presented to our Council membership on at least two occasions in an effort to engage and learn from the Idaho disability community.”*

Christine Pisani - **Executive Director**  
ID Council on **Developmental Disabilities**

Liberty operates a call center that processes requests for services, answers questions, provides information, and schedules assessment appointments. We have the capacity to deliver up to 8,000 YES assessments per year. Based on our experience thus far, it is estimated that 35% to 50% of the youth are dually diagnosed with intellectual and developmental disabilities (I/DD).

### Relevance to Vermont Program

- Management and deployment of mobile assessment clinicians across a rural state.
- Focus on optimizing community access to services for youth with serious emotional disturbances, including more than a third with I/DD.
- Completion of level of care assessments to determine Medicaid eligibility.
- Extensive coordination/collaboration with agencies and stakeholders.



## North Carolina - Personal Care Services (PCS)

### NC Department of Health and Human Services, Division of Medical Assistance

Since 2013, Liberty has administered the independent assessment program for Medicaid beneficiaries who may be eligible for personal care services (PCS) in North Carolina. Our statewide workforce of about 90 nurse assessors and assessment managers perform an average of about 46,000 in-home and on-site clinical level of care assessments each year to determine if individuals meet the “needs-based” eligibility for home-based Medicaid PCS due to physical disability, cognitive impairment, or chronic medical condition. Our mobile nurses travel to private residences, licensed adult care homes, family care homes, and other residential settings across the state to conduct assessments.

*“The Liberty team has proven to be a resourceful and responsive partner... They managed the implementation of the contract extremely well, establishing from the outset, a collaborative and transparent relationship with my office and other DHHS executives.”*

Sabrena Lea, Associate Director  
DHHS, DMA

Services covered under the PCS program include paraprofessional hands-on assistance with activities of daily living, such as bathing, dressing, mobility, toileting, and eating. The most frequent beneficiaries of the program are seniors, but the program also serves a significant number of people with intellectual and developmental disabilities and mental illnesses, and we also perform about 725 EPSDT assessments and generate service plans for children with disabilities.

Our assessors use web-based technology to administer the state-required assessment tool to determine individual level of need, along with an algorithm to determine the number of PCS hours approved, and then develop an individualized plan of care. The assessment also includes a review of the home for safety and health hazards and evidence of abuse, neglect, exploitation, and other risk factors. Liberty also operates a customer support center to field calls from throughout the state, and we created and maintain an informational state program website for providers and consumers.

Administrative functions include the operation of a customer support center, which processes an average of about 1,600 calls per week, and 8,500 electronic and mail notifications monthly. In addition, we provide comprehensive in-person and web-based training to providers across the state related to PCS program requirements and best practices.

### **T** Relevance to Vermont Program

- Annual average of about 46,000 level of care assessments for personal care services.
- Train, manage, and deploy mobile nurse assessors across a large and rural state.
- Extensive coordination/collaboration with agencies and stakeholders.



## District of Columbia – Independent Assessments of LTCSS DC Department of Healthcare Finance (DHCF)

In 2018, the DHCF selected Liberty to deliver independent assessments for Home and Community Based Long-Term Care Supports and Services (HCB-LTCSS) for individuals with disabilities. Liberty delivers an efficient system of processing requests for LTCSS, scheduling appointments, determining eligibility, conducting assessments and reassessments to accurately determine individual level of care and need for services, and facilitating referrals to providers that are chosen by the beneficiaries.

Liberty processes intake requests and performs over 10,500 annual level of care assessments to determine eligibility for long-term care Medicaid benefits, including the HCBS waiver for the elderly and persons with physical disabilities, personal care aide services offered under the Medicaid state plan, nursing facility services, adult day health program services under the District’s 1915(i) option, and other services for people with disabilities. Liberty also captures the choice of provider and manages the provider referral process, including issuance of Service Authorization Requests based on the assessed level of need.

*“DHCF leadership had a meeting with the MedStar Washington Hospital Center executive team this afternoon to discuss some of their challenges. They mentioned [Liberty] by name and highlighted your responsiveness and support, and also commented on the much-improved timeliness of the assessment process, particularly given the inherited backlog.”*

Jeisha Gray  
Director - LTC Admin., DHCF

Additional responsibilities include re-assessments and person-centered service plan reviews; supporting the District’s quality improvement and program integrity efforts to improve HCBS-LTC services delivered by providers in response to authorizations for service delivery; and establishing/implementing a Medicaid beneficiary and provider customer support service to facilitate implementation and provide information relative to HCBS-LTC to interested parties.

Liberty also supports administrative duties, such as hearings and appeals; confirms the validity, reliability, and overall quality of the clinical assessments; and helps fulfill the District’s goal of enhancing program integrity while reducing potential fraud, waste, and abuse.

### **T** Relevance to Vermont Program

- Recruited, trained, deployed, and managed a District-wide workforce of mobile nurse assessors to determine LTCSS service and resource needs.
- Operation of a customer service support center that handles more than 45,000 calls per year and delivers periodic provider training.
- Program requires extensive coordination/collaboration with agencies and stakeholders.



## **Pennsylvania Adult Protective Services Program** **Pennsylvania Department of Human Services (DHS)**

In 2014, the Pennsylvania DHS selected Liberty to implement and manage a uniform statewide system of adult protective services for adults with intellectual and developmental disabilities, mental illness, and physical disabilities between the ages of 18 and 59. Part of this program scope is assessing individuals and the programs that are supporting them or, when in an unsafe or unsatisfactory environment, the programs best suited for them.

Liberty maintains a statewide workforce of over 65 caseworkers who conduct face-to-face investigations of reports of abuse, exploitation, and neglect across the state. We developed new policies and procedures for the program, innovated investigation tools, established an intake program for screening reports of abuse, and developed extensive local connections with community partners and resources in every part of the state. We believe that Liberty is the only private company in the United States to solely manage a statewide adult protective services contract.

Since program inception, Liberty conducted 99.9% of investigations within the required 15-day timeline, exceeding our contract deliverables.

In the most current contract year, Liberty performed over 11,000 face-to-face investigations. Liberty succeeded in making full determinations for 99.9% of the cases within the 15-day timeline. Our investigators also develop individualized service plans and work collaboratively with local providers and agencies in the community to coordinate the delivery of supports to meet the needs of vulnerable adults, mitigate risk, and protect against recurrence of abuse.

Our contractual responsibilities include promoting awareness of the APS program by making public presentations in each region. These educational meetings include information about where to call when abuse, neglect, exploitation, or abandonment may be occurring and education on steps to identify and prevent abuse/neglect.

### **Relevance to Vermont Program**

- Manage a statewide program using a large mobile workforce of assessors who conduct face-to-face interviews with individuals with I/DD and other disabilities.
- Development of initial plans designed to manage risk and reduce recurrence of events that impact a person's health and safety.
- Success requires extensive collaboration with multiple agencies and stakeholders.
- Extensive collaboration with multiple providers, agencies, and other stakeholders.



## District of Columbia – HCBS Quality Review Program DC Department on Disability Services (DDS)

The DC Quality Review Program is responsible for surveying and certifying 86 day and residential provider services in the federal Home and Community Based Services (HCBS) waiver programs for DDS. The program provides a reliable and valid method for meeting many of the quality performance measures identified in the District’s I/DD 1915 (c) HCBS waiver program.

Our team of mobile reviewers conducts an average of 350 on-site provider certification reviews and 660 consumer quality reviews each year for an HCBS waiver population of participants with I/DD. This contract requires the deployment of our mobile reviewers across DC and the states of VA, WV, MD, MA, and FL as well as IN. In addition, we report on providers’ ability to meet certification standards and HCBS settings requirements on a quarterly basis and prepare an annual report that includes provider certification activity and results, satisfaction surveys, and HCBS settings compliance. Until recently, our team also performed individual service plan utilization and conducted audits of DDS service coordination.

*“[Liberty] has been outstanding in the performance of the critical elements of our quality assurance and improvement system ... Liberty has maintained a 99% performance rate in completing provider reviews on time.”*

Laura Nuss  
Former Director - DDS

In partnership with the DDS, our team developed certification and quality improvement standards for each I/DD day and residential waiver service. Liberty verifies that all District providers are certified to these standards on an annual basis and developed a database that provides automated reporting of key information to our customer. Prior to 2010, this annual review process was not performed consistently.

Liberty also developed and refined many new quality assessment and auditing tools to cover the specifics of each type of I/DD service. These quality tool indicators are under continuous review and revision to affirm that they capture important new policies, waiver rules, and DDS initiatives that affect service provision in the HCBS waiver. DDS uses the results from provider certification reviews to provide data-based evidence to CMS and District agencies regarding various performance measures, including the HCBS settings requirements for 2021.

### **T** Relevance to Vermont Program

- District-wide program using mobile personnel to conduct face-to-face interviews and onsite reviews of providers and individuals with I/DD with a wide range of service and support needs.
- Requires the development, testing, and refinement of quality audit tools to measure performance/quality.
- Extensive collaboration with multiple providers, agencies, and other stakeholders.





## Indiana - Statewide Quality Oversight Services IN Division of Disability and Rehabilitative Services (DDRS), Bureau of Quality Improvement Services (BQIS), and Division of Aging (DA)

From 2008 to 2014, Liberty managed quality oversight and risk management for multiple Indiana state agencies for four Medicaid Home and Community Based Services (HCBS) waivers. In addition to confirming that Indiana was meeting the assurances of the HCBS waiver program, Liberty developed targeted quality initiatives to improve the overall delivery of services to all elderly individuals and people with intellectual and developmental disabilities (I/DD) receiving HCBS.

*"I have had several compliments from BQIS and BDDS staff about [Liberty's] thoroughness and enthusiasm for the job you all are taking on. Thank you!"*

Jessica L. Harlan-York  
Director, BQIS-DA

During the initial two-year period of the contract, we developed an explicitly person-centered comprehensive survey tool in collaboration with the Council on Quality and Leadership (CQL). The tool integrated CQL's Basic Assurances<sup>®</sup> and Personal Outcome Measures<sup>®</sup>, the CMS's Quality Framework, and all applicable state regulations.

In November 2019, Liberty was re-selected to provide quality oversight services for the Division of Disability and Rehabilitative Services (DDRS) with a revised focus on the integration of the LifeCourse Framework into their overall quality oversight and support. Liberty leads the effort to reshape the conception and measurement of quality to emphasize the importance of supporting *families* along with their loved ones with I/DD and focusing more on the outcomes they desire, which often includes greater community integration and independence. Fifteen of our local and corporate staff are certified LifeCourse Ambassadors.

As part of our Quality On-Site Provider Reviews, Liberty now performs Person-Centered Reviews (PCRs) that target assessments of case management performance, including **case reviews** of individual service plans to verify compliance and Service Plan (SP) waiver assurances. In accordance with the state's Person-Centered Individualized Support Plan (PCISP), Liberty's case reviews emphasize person-centered principles of self-direction, choice, and personal outcomes that consider the individual's life trajectory. Liberty has also configured our information system to support the identification of patterns and trends that can be used to trigger quality initiatives in support of individual outcomes for those in service.

### **T** Relevance to Vermont Program

- Statewide program using mobile personnel to conduct face-to-face interviews and onsite reviews of providers and individuals with I/DD with a wide range of support needs.
- Requires the development, testing, and refinement of quality audit tools to measure performance/quality.
- Extensive collaboration with multiple providers, agencies, and other stakeholders.



## Arizona - Quality Management Administrator Program

### AZ Department on Economic Security, Division of Developmental Disabilities

The Arizona Department of Economic Security, Division of Developmental Disabilities (DES/DDD) engaged Liberty to assess and help manage its current services and to develop and implement policies, procedures, and tools to improve the quality of care provided to enrolled members with intellectual and developmental disabilities. This contract is the result of a notice to cure that was issued in response to a quality audit performed by the Arizona Health Care Cost Containment System (AHCCCS). As one of the only states to have fully moved to Managed Long Term Supports and Services (MLTSS, covered under an 1115 waiver), Liberty has the opportunity to assess performance deliverables and a system that has implemented value-based purchasing which is operated through the health plans.

Through this program, Liberty is helping the DES/DDD develop the workforce, policies, procedures, and tools that will form the foundation of a sustainable, long-term approach to quality management of its system of support for Arizonans with I/DD.

The contract is organized into three phases. Liberty recently completed Phase One, which focused on an extensive evaluation of existing practices, current provider capacity by region, and a systematic review and update of policies and procedures. Our quality leadership team completed the gap analysis to determine whether service requirements are being met and if not, the steps that should be taken to enable them to be met successfully. The team supports the existing operation with performance management and tracking and trending of the Division's existing and mandatory Provider Improvement Plans, strategic initiatives, and annual improvement priorities

During Phase 2, Liberty will work with the Division to develop detailed strategies to enhance Arizona's quality management system, supporting the transition to a best-in-class quality program. During this Phase, Liberty will also test new measures and review tools in collaboration with the Division and recruit, credential, train, and onboard a large staff of qualified personnel for the Division, who will be responsible for implementing and using the new tools and processes. These new clinical and administrative quality personnel will be employed by the state and enable Arizona to maintain a long-term, self-sufficient operation of the revamped state quality oversight program.

In addition, we will collaborate further with the Division to identify additional opportunities for mandatory and chosen Provider Improvement Plans to be discussed, designed, implemented, and measured. Where regulatory and/or clinical quality are not occurring at a desired level, we may require corrective action plans (CAP) by a provider. Our manager oversees this process and the state personnel who review the CAP for approval and monitor the CAP for the desired outcomes. During Phase 3, Liberty will oversee the Division's execution of the quality management processes, including reporting on the ability to effectively sustain and manage the processes following exit of the QM Administrator.

#### **A** Relevance to Vermont Program

- Entrusted with expert leadership for the analysis and reengineering of the state's I/DD service delivery system.
- Extensive collaboration with multiple providers, agencies, and other stakeholders.



## d. Resumes of Core Contract Staff

Liberty's core contract staff are comprised of two groups: (1) an experienced local team, and (2) strong corporate support.

**Experienced Local Team:** Liberty has identified a number of exceptional candidates for the onsite Executive Director and the core contract staff of the Vermont assessments program. The core contract staff will include the following:

### CORE CONTRACT STAFF

- Tenured Vermont team of I/DD professionals.
- Dedicated local program leadership supported by executive level contract management.
- Experienced operational staff who have helped deliver many similar assessment programs.
- Subject Matter Experts in clinical and operational issues from throughout our national business.

Complete resumes of our candidates for the core contract staff positions are included in **Appendix 1**. In addition, short biographical summaries are included under **Section 2.7.2.** that describe their qualifications for this program.

### Strong Corporate Support for the Vermont Assessments Team

Liberty's proactive contract management approach begins with our leadership structure. We assign an experienced corporate contract manager to personally direct the initial implementation and then oversee operations of each local program. In this case, Dr. Charlie Sproule, our Vice President of Operations (VPO) will be personally responsible for selecting, training, and overseeing the local Executive Director, who manages day-to-day operations. Charlie will actively monitor contract performance and customer satisfaction, while also guiding and mentoring the Executive Director to maintain effectiveness and outcomes.

Liberty is organized so that administrative support services, such as recruiting, credentialing, human resources, payroll, and information technology are managed *centrally* at our home office, which optimizes efficiency and frees our onsite Vermont team to concentrate on the delivery of services *locally*. In this regard, the VPO confirms that all company resources are activated and engaged to support the local Vermont program management. This process of integration begins during program implementation with support from our Director of New Business Implementation and becomes established as a seamless and efficient system of ongoing business and clinical operations.

The following pages describe the skilled corporate managers, operational support staff, and subject matter experts who will play a major role in program implementation and then continue to provide ongoing support of the project.

## Program Leadership

Member	Title	Role
Charlie Sproule	Vice President of Operations	Designated contract administrative manager



**Charlie Sproule, Ph.D., Vice President of Operations (VPO)**, has more than 33 years of healthcare experience, including leadership positions on multiple statewide programs.

Since joining Liberty in 2004, he has managed several major programs. He currently oversees three of our independent assessment contracts, including one in Idaho that uses the SIS-A, and several in New England.

As contract manager, Charlie is responsible for overseeing the onsite Executive Director, monitoring Liberty's performance against contract requirements and key performance indicators, regularly communicating program status to Vermont DAIL/DDSD officials, and assuring that corporate resources fully support ongoing local operations. He is a results-driven behavioral health executive with a strong clinical and fiscal/operations background and extensive experience managing complex, multi-site health care programs. Charlie builds collaborative, positive relationships with key stakeholders and serves as an executive-level contact throughout the program lifecycle.

### Key Role and Responsibilities:

- Serves as primary administrative authority over the Executive Director.
- Monitors Liberty's contract performance and represents Liberty in contract administrative matters.
- Oversees our project implementation team and serves as the ongoing corporate executive-level administrator of this contract, which includes regular onsite visits to the program and with DAIL/DDSD officials.

## Additional Operational Resources

The same Liberty operational support team that will implement this crucial program has already helped multiple states achieve their goals through effective and efficient management of I/DD services. As a QIO-like Entity with proven person-centered quality and risk management capabilities, this skilled team will help fulfill the goal of establishing a robust needs assessment program for Vermont.

Member	Title	Role
Sue Nayda	Chief Operating Officer	Oversight of all Contractual Relationships and Operational Support Functions (e.g. Recruitment, HR, IT, etc.)
Rashida Morris	Director of New Business Implementation	Project Management and Contract Implementation
Ian Castronuovo	Vice President of Recruitment	Staffing Requests and Requisitions, Recruitment Campaigns, Recruiting Performance Measurement

Member	Title	Role
Camille Tanner	Vice President of Human Resources	Human Resources, Onboarding, and Orientation
Judith Shields	Vice President of Performance	Credentialing, Quality Management/Improvement, Corporate Compliance
John Guda	Chief Information / Chief Technology Officer	Information Systems, Systems Redesign



**Sue Nayda, MS, Chief Operating Officer (COO)**, is a senior executive in healthcare and human services with a passion for helping high-performance organizations achieve demonstrable outcomes.

As Liberty's COO, Sue is responsible for growth and retention across the company's diverse product lines, championing innovative solutions, and driving operational excellence to yield successful results and high value for our customers. With a solid background in I/DD services, she serves as the senior administrator who oversees the implementation and management of all Liberty contracts.

**Key Role and Responsibilities:**

- Oversees implementation and management of the DAIL/DDSD contract.
- Confirms that corporate resources are available to support program implementation and ongoing operations.



**Rashida Morris, MS, Director of New Business Implementation**, has more than 13 years of experience in the project management of healthcare programs, a strong foundation and understanding of building and maintaining relational capital, and superior leadership and management skills. She specializes in effective communication, conflict resolution, and client and stakeholder management.

**Key Role and Responsibilities:**

- Coordinates corporate functions (i.e. finance, human resources, recruitment, etc.) in support of program implementation.
- Establishes and maintains routine communication with all program stakeholders.
- Confirms that services are delivered on time and budget and to DAIL/DDSD's satisfaction.



**Ian Castronuovo, Vice President of Recruiting** has more than 23 years of health care industry recruiting and management experience, all with Liberty. In this time, he has recruited or supervised the recruitment of hundreds of clinical professionals and health care leaders, including many of Liberty's program directors.

**Key Role and Responsibilities:**

- Establishes the recruitment strategy, providing oversight of the company's internal recruiting functions, and maintains responsibility for the successful fulfillment of all staffing requests and open requisitions.
- Measures Liberty's recruiting performance on an ongoing basis.





**Judith Shields, RN, MSN, Vice President of Performance**, is a dedicated, accomplished professional with exceptional leadership qualities and a passion for providing excellent technical support for clients through system enhancements and customization. Her healthcare experience includes information technology system design and analysis, with a primary focus on process improvement, standardization, quality control, design, and user support.

**Key Role and Responsibilities:**

- Oversees the credentialing of all program candidates.
- Provides oversight of Liberty's corporate/HIPAA compliance and risk management.
- Leads Liberty's internal quality oversight and quality improvement initiatives.



**Camille Tanner, M.Ed., SHRM-SCP, Vice President of Human Resources**, has more than 30 years of experience at Liberty, including the transition and onboarding of thousands of healthcare professionals. She oversees all corporate HR functions, including benefits administration, supervision of all corporate and field office human resource personnel, and employee relations.

**Key Role and Responsibilities:**

- Oversees the hiring, onboarding, and training of all program staff.
- Provides employee onboarding and initial/ongoing training.



**John Guda, Chief Information/Technology Officer**, is a senior information technology professional with a track record of supporting health care organizations. He designs and customizes IT systems and platforms, organizes and directs a wide array of IT-related projects, and selects and implements suitable technology to streamline and optimize corporate and program operations.

**Key Role and Responsibilities:**

- Works with Liberty's VPO and DAIL/DDSD to tailor and implement the IT system in support of the program.

 Subject Matter Experts

Member	Title	Area of Expertise
Christopher Baglio	Vice President, Program Development	Quality Design, Measurement, Analytics
Jennifer LaJeunesse	Executive Director, ID Independent Assessments	Operational Support, Clinical Quality Design, Supports Intensity Scale (SIS-A)



**Christopher Baglio, Ed.D., MS**, is a doctoral-level clinical manager with over 30 years of experience in measurement, quality improvement, positive behavioral supports, behavioral assessments, and behavioral psychopharmacology with children and adults with intellectual and developmental disabilities and co-occurring disorders.

Chris is a graduate of the National Leadership Consortium on Developmental Disabilities, has published dozens of articles and presented at 36 national conferences in the field of I/DD and home and community-based services, and has taught graduate-level courses in psychological measurement and assessment for over 15 years.

Chris will participate as part of the Liberty team that will meet with DAIL/DDSD officials to discuss the project during the initial stages of the contract and facilitate knowledge transfer in support of the successful operation of this program. In addition, he will provide technical support for the implementation plan and will be available as an expert for issues related to I/DD and the design of our platform's analytics and reporting modules.



**Jennifer LaJeunesse, LCSW, CMPE**, is a licensed clinical social worker with almost 25 total years of behavioral health experience as a program director, clinician/clinical lead, case manager, and counselor. Since joining Liberty in 2016, Jen has served as Executive Director of a statewide program of independent assessments and eligibility determinations for adults and children with I/DD in Idaho. Under this program, Liberty completes about 12,000 independent assessments of I/DD Medicaid beneficiaries each year, including both initial assessments for eligibility and annual reassessments for continuation of benefits. As Executive Director, Jen is responsible for promoting the program goals and protecting the Idaho Department of Health and Welfare's resources.

Jen spearheaded Liberty's efforts to transition to the Supports Intensity Scale (SIS-A) in Idaho and can contribute her expertise in developing, managing, and deploying a mobile assessment staff that uses the SIS-A across a rural state.

## Subcontractors

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*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.*

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Liberty will subcontract with the American Association on Intellectual and Developmental Disabilities (AAIDD) to successfully meet the requirements of this contract for administering the Supports Intensity Scale – Adult (SIS-A).

The AAIDD is the oldest professional association concerned with the equality, dignity, and human rights of people with I/DD and for their full inclusion and participation in society. The AAIDD is the publisher of the SIS-A assessment tool that measures support needs in the areas of home living, community living, lifelong learning, employment, health and safety, social activities, and protection and advocacy.

Liberty will be responsible for implementing and managing a contract with AAIDD for the use of its SIS-A platform (i.e., SISOnline), in compliance with prevailing state contract requirements (2.1.2.). AAIDD will be responsible for authorizing and enabling Liberty's assessors to use its product to administer the SIS-A using the SISOnline platform and providing any training, information, or technical support for ongoing use of its product.

## Organizational Expertise and Capacity (2.7.2.)

*2.7.2. Description of organizational expertise and capacity, including experience in completing SIS-A or similar assessments for people with disabilities. Describe specific experience or capacity in completing assessments for people with developmental and intellectual disabilities. Include resumes or CV of any existing staff who will manage activities under the Contract. Include job descriptions for assessors including minimum qualifications. Include an organizational chart that outlines staff participating on the project. Include references. Include a description of any component of the work that will be completed by sub-contractors beyond the contract with AAIDD for use of the SIS-A.*

Liberty has been conducting functional assessments for over 30 years. Beginning with our first contracts to provide medical, habilitative, and behavioral health staff and services to ICFs/IID in the 1980s, Liberty clinicians have performed functional assessments in all types of community and facility settings and have used a wide array of assessment tools. We not only possess a depth of expertise in assessments of seniors, adults, and children with I/DD, but we perform assessments for other specialized populations and circumstances.

### EXPERTISE AND CAPACITY

- 30+ years providing and managing I/DD services and supports.
- 81,600+ eligibility and level-of-care assessments per year.
- Operational bandwidth to develop a highly qualified local workforce.
- Cooperative relationships with Vermont provider and stakeholder organizations.

We will describe our organizational expertise and capacity for performing assessments for people with disabilities, including use of the SIS-A with people with I/DD in the following sequence:

- a. Experience completing assessments for people with disabilities, including the SIS-A
- b. Case study outlining Idaho's transition to the SIS-A
- c. Capacity to provide assessments in Vermont
- d. Resumes of proposed staff who will manage activities under this contract
- e. Job descriptions including minimum qualifications
- f. Organizational chart outlining staff participating in this project
- g. References (also see **Section 4.4. References**).
- h. Subcontractors other than AAIDD (none)

### a. Experience Completing Assessments for People with Disabilities

#### Current Statewide Independent Assessment Contracts

Liberty performs a broad spectrum of assessment services across facility and community settings. Liberty performs approximately 81,600 functional assessments per year for populations with intellectual and developmental disabilities. What follows is a breakdown of those assessments across our current assessment programs.

## **Current Functional Assessment Contracts with Disabilities**

In addition to the core assessment contracts listed above, Liberty operates a number of other programs where we carry responsibility for completing functional assessments for people with disabilities as part of the work we perform. In total, these contracts represent almost 148 cumulative years of current assessment work.

- CA Far Northern Regional Center, Community Crisis Homes
- CA Intensive Individualized Transition Services
- CA San Diego Regional Center, Enhanced Behavioral Support Homes
- CA San Gabriel/Pomona Regional Center, Community Crisis Homes
- DE Delaware Hospital for Chronological Illness
- DE Delaware Veteran's Home
- DE Governor Bacon Health Center
- DE Stockley Center
- MA Hogan Developmental Center
- OK Dester Center Short-Term Residential Treatment Program
- OK Robert M. Greer Center

## **Previous Functional Assessments Contracts with Disabilities**

Liberty has provided functional assessments across 21 states and the District of Columbia. The average duration of all of our contracts with I/DD authorities is 7.6 years, with over a dozen contracts exceeding 10 years of continuous service to the state. A selected list of these contracts is presented below. It reflects the wide range of states with whom Liberty has long-standing relations and also shows how our reliable performance has resulted in contract service relationships of extended duration. The total years of experience for this selection of previous I/DD contracts is 301 years of prior functional assessments.

- CO Wheat Ridge Regional Center
- CT Southbury Developmental Center
- DC DDS Clinical Therapies
- DE Emily P. Bissell Hospital
- FL Community of Landmark
- IN Fort Wayne Developmental Center & FAST
- IN Muscatatuck Developmental Center

- KS Winfield State Hosp & Training Center
- LA Northwest Louisiana Developmental Center
- LA Pinecrest Developmental Center
- MA Belchertown Developmental Center
- MA Fernald School
- MA Marquardt Skilled Nursing Facility for I/DD
- MA Monson Developmental Center
- NH Laconia State School
- NJ New Lisbon Developmental Center
- OH Fulton County Health Center
- OK Southern Oklahoma Resource Center
- OR Fairview Training Center
- PA Altoona Center
- PA Ebensburg Center
- PA Embreeville Center
- PA Polk Center
- PA Western Center
- TN Greene Valley Development Center
- TN West Tennessee Regional Center

**OPERATIONAL  
READINESS**

Vermont will benefit from the expediency of expanding Liberty's existing contract with AAIDD (while averting the delays that other vendors will incur in negotiating a new contract).

**PROACTIVE RISK  
MITIGATION**

Liberty has experience with SIS Venture, which will provide critical connectivity for administering the SISOnline in the rural and remote areas of Vermont where internet connectivity can be unreliable.



## b. Capacity to Provide Assessments in Vermont

Liberty has a strong capacity to provide needs assessments for the Vermont Department of Disabilities, Aging and Independent Living/Developmental Disabilities Services Division (DAIL/DDSD). We will describe our capacity in the following sequence:

- Stable management team with exceptional depth in I/DD
- Experience aligning assessor qualifications and assessment instruments
- Operational resources for delivering statewide assessments
- Plan for facilitating cooperative relationships with providers and stakeholders in support of the transition.

**Stable Management Team with Exceptional Depth in I/DD:** Liberty's corporate management team has remained stable and strong for many years, and it includes many clinicians with longstanding career specialization in the fields of I/DD and LTSS. We enjoy excellent connections with our I/DD colleagues, national thought leaders, and state I/DD authorities. We are active participants in national organizations for I/DD, including NASDDDS, AAIDD, NADD, ADvancing States (previously NASUAD), and the Alliance for Full Participation.

We have a strong command of aging and disabilities issues, familiarity with supports for people with I/DD, depth in behavioral health, and experience with an array of population health strategies that inform each project that we undertake. We understand many of the challenges that the

Department currently faces as you plan for a transition to a new functional assessment instrument and a new model for resource allocation that is both transparent and equitable. Our values and understanding of person-centered thinking will facilitate effective strategy, strong operations, and reduction of risk. We also have extensive experience with the regulatory, governmental, and advocacy environment on a national level and can transfer that knowledge to Vermont.

As detailed in Section 4.3.d., we bring an experienced team of senior managers and I/DD experts who have worked together on multiple successful projects for statewide assessments and LTSS supports and services for individuals with I/DD. In addition to establishing a strong local Vermont team, they will use their operational skill and a proven implementation methodology to implement this project in a smooth and timely manner.

**Experience Aligning Assessor Qualifications and Assessment Instruments:** In addition, Liberty has the national experience, resources, and methodologies to rapidly develop and establish a specialized assessment workforce to perform independent assessments of participants with I/DD and related disabilities for Vermont. Liberty possesses a depth and diversity of experience and capacity in I/DD and organizational agility that enables us to both rapidly stand up programs and mobilize an assessor workforce needed in any state.

Perhaps more importantly, we can flexibly hire and train assessors to utilize whatever assessment tool is required for a given state, such as the Supports Intensity Scale in Vermont. Depending on the project and the tool used, we have employed RNs, masters-level clinicians, or qualified professionals (i.e., QIDPs) with I/DD-specific training and experience. Our confidence and competency in meeting any challenge is built upon years of experience in I/DD and public-sector healthcare for our company and the management team. This, we assert, distinguishes us from other potential vendors.

We can readily apply our methods to establish use of the SIS-A in Vermont. Our experience with other instruments, such as the Scales of Independent Behavior Revised (SIB-R), Vineland Adaptive Behavior Scale 3<sup>rd</sup> Edition (VABS-3), and the interRAI-ID and HC enables us to provide our customers with increased flexibility in selecting the optimal assessment tool for their state and helps us to facilitate a smooth transition when changing tools. Our experience helping Idaho switch from the SIB-R to the SIS-A will be especially valuable to the Vermont DAIL/DDSD in planning and completing a similar transition.

It is our understanding that Liberty is the only private organization to have a direct contract with AAIDD. As such, we have already performed much of the work necessary to formalize an agreement to perform the SIS-A in Vermont. We can further leverage our experience working with the Human Services Research Institute (HSRI) in Idaho and with stakeholders to affect a smooth rollout, reducing anxiety and garnering support among diverse groups who will be impacted by this transition.

**Operational Resources for Delivering Statewide Assessments:** Effectiveness is achieved through a combination of systematic recruitment, effective deployment of assessors, proven training systems, ongoing supervision, and thorough prospective and retrospective quality review mechanisms. By focusing on these dimensions and producing timely and consistently accurate

results, we will build credibility and trust with people with disabilities, their families, providers, and the people who advocate for them. Liberty's unique blend of experience and capabilities enables it to excel in this work.

Beyond the completion of independent and objective assessments, a successful independent assessment program requires management of a mobile workforce, operation of customer-centric call centers, integration with information systems, a robust quality assurance overlay, and the external interfaces required to develop stakeholder relations and maintain an informed public.

Partnering with Liberty will bring these and other documented results:

- Annual completion of about 81,600 functional assessments across multiple states and the District of Columbia.
- Recruitment, hiring, and retention of over 150 highly qualified and fully trained functional assessors.
- Operation of call centers with redundant capabilities, processing an estimated 350,000 annual calls.
- Experience administering over 26 existing instruments, including 10 published functional assessment tools.
- Over 36 custom tools developed by Liberty and in use today.
- Experience negotiating an existing contract with the American Association on Intellectual and Developmental Disabilities, specific to the Supports Intensity Scale (SIS).
- Proprietary human resource allocation methodology, facilitating a right-sized approach to program staffing.
- Documented assessment expertise as evidenced by published articles, delivered presentations at national conferences, and scales published by Liberty team members.
- Database and information platform development providing workflow management, web-based assessments, and solid reporting and analytic capabilities.
- Process mapping informed by project management technologies.
- Extensive training program designed to produce highly trained and consistent functional assessors over a three-week period, utilizing in-person, online, and in-field training components.
- Proven ability to aggressively ramp up and implement a new statewide program rapidly.



The underpinning of all of our work is a strong commitment to quality and person-centered values – not just in concept, but in every aspect of our operations. It is the foundation of our effectiveness in stakeholder engagement. It is this focus that has repeatedly enabled us to build relationships of trust and effectiveness with advocates and providers. People in the world of I/DD are aware that Liberty knows how to foster everyday lives and that we understand how to translate those values into positive outcomes, cost-efficient programs, and real value for our customers. It is this reputation that we bring to Vermont.

**Values Based on 30 years of I/DD Experience:** With over 30 years of experience in I/DD, Liberty has been at the forefront of the revolutionary changes that have re-defined this field. We have played a major role in helping many states successfully transition hundreds of individuals with I/DD and disabilities from institutions to community life. Assessment of needs and functional ability has been absolutely crucial in these transitions in order to develop the individualized service plans and provide the services and supports that can enable individuals to integrate safely and happily in the community.

As an organization, Liberty has helped to shift the locus of service delivery from large, segregated facilities to community-based care. We have promoted greater awareness of the barriers preventing persons with I/DD and other disabilities from participating in the same activities as able-bodied persons. Liberty embraces the essentials of dignity and choice, and we emphasize the value of natural supports and person-centered planning rather than “fitting” people to pre-existing programs.

**Provider and Manager of All Types of I/DD Services:** Liberty has been both a provider and a manager of the full range of I/DD services and supports, and we have experience with assessments in just about every setting, including ICF/IIDs, acute care hospitals, long-term care facilities, skilled nursing facilities, community clinics, consumer homes, and forensic and correctional settings. That enables us to relate effectively with providers where many assessments need to take place and to whom assessment results are very important.

**Plan for Building Cooperative Relationships with Providers and Stakeholders:** Liberty has successfully worked with every component, aspect, and stakeholder in delivering every type of service and support to individuals with developmental disabilities, including facility-based and community-based programs, profit and non-profit providers, and public and private sector services. Liberty knows how to work collaboratively and effectively with community providers and has shown that accurate assessments gain the confidence and respect of providers, while minimizing conflicts and disputes. In support of these efforts, we have already communicated with a number of organizations, including Vermont Developmental Disabilities Council, Disability Rights Vermont, Green Mountain Self-Advocates, Rutland Mental Health Services, Vermont Care Partners, Upper Valley Services, and Transitions II.



#### SUPPORTING FULL PARTICIPATION

Liberty has contacted several provider groups and advocacy organizations in Vermont to build relationships and support for our approach to the program.

As we have seen in other states who have transitioned to the SIS-A, there may be significant concerns among stakeholders when rolling out the associated resource allocation (i.e., budgeting) process. We have seen the importance of early engagement, regular involvement, and clear

communication with stakeholders throughout this process. As a result of conversations, we have had with others in Maine and New Hampshire, we understand that poor communication and transparency as well as lack of transparency have derailed efforts to use the SIS-A for budget setting purposes. Along with early and regular engagement with stakeholders (at a level acceptable to DAIL/DDSD), we propose to have **AAIDD host two stakeholder meetings** in the second year of the contract when we anticipate the new resource allocation process to be introduced in Vermont.

### **c. Resumes of Proposed Staff**

Liberty has identified several highly qualified candidates for the Executive Director and Independent Assessor positions. Each of the following candidates is very interested in being part of Liberty's assessment team, should we be selected to lead the Vermont program. These candidates are representative of the level of knowledge and leadership skill of the top managers that we will hire to direct this project. We continue to recruit other candidates, and if awarded the contract, we will make final selections with DAIL/DDSD input.

Please refer to **Appendix 2** for copies of complete resumes for each of our current candidates listed below. A description of planned duties, roles, and responsibilities follows this section.










## d. Job Descriptions


In this section we provide summary descriptions of the qualifications and responsibilities of the three job positions of our proposed onsite Vermont program team.

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 **Executive Director:** The Executive Director is responsible for the initial development and ongoing success of the Vermont independent assessment program utilizing the Supports Intensity Scale (SIS). The Executive Director will provide oversight and support to a mobile team of assessors who will be distributed across the State of Vermont to conduct eligibility assessments using the SIS-A. This support will include evaluation of new referrals received, quality control activities, analytics, and reporting at the individual and state level to measure ongoing contract performance and to identify opportunities for quality improvement. In terms of qualifications, the Executive Director shall have:

- A strong understanding of individuals with intellectual and developmental disabilities (I/DD), familiarity with administering, scoring, and interpreting standardized educational or psychological assessments of this population.
- A bachelor's degree in psychology, social work, special education, behavioral health, public health, or a related field (graduate degree preferred), and a minimum of five years of experience performing similar work. Experience and current certification as a SIS trainer are preferable.
- Leadership or supervision provided as part of a large scale (preferably statewide) contract supporting individuals with disabilities. Similar experience managing an assessment project, particularly with individuals with disabilities, is preferred.
- A successful track record of supervising professionals performing standardized assessments or other reviews in home- and community-based settings.

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 **Independent Assessors:** The Independent Assessors are responsible for assessing adult applicants with intellectual and developmental disabilities (I/DD) to determine the level of Developmental Disabilities Service Division (DDSD) Home and Community-Based Service (HCBS) supports required. They will receive assessment and reassessment referrals for individuals who have been found eligible for a SIS-A assessment by an approved party, process the request, and conduct the interview. Assessors will be mobile and regionally based to perform scheduling and assessments using the Supports Intensity Scales (SIS-A) within designated regions of Vermont. Qualifications include:

- Current certification or meeting certification requirements as a Qualified Intellectual Disability Professional (QIDP).
- A minimum of a bachelor's degree in psychology, social work, education, or a related human services or healthcare field.
- At least one year of experience working directly with individuals with intellectual or other developmental disabilities.
- Preference will be given to those with experience performing standardized assessments with current certification as a SIS interviewer.

**Note:** Consistent with the RFP (2.2.4. Assessor Qualifications), Liberty will require all assessors to have a combination of education and experience that qualifies the person as a Qualified Intellectual Disability Professional as defined by CMS in 42 CFR 483.430 (a).

## e. Organization Chart

The following project organizational chart outlines the key personnel for the project.

*\*Note: Liberty intends to increase the number of assessors as necessary to keep pace with the anticipated increase in volume and demand for services.*

## f. References

References from three public agencies with whom Liberty has transacted business within the past 12 months are included in **Section 4.4. References.**

## g. Subcontractors

Liberty does not intend to subcontract any component of the work beyond the contract with AAIDD for use of the SIS-A.

## Proposed Implementation & Management Plan (2.7.3.)

*Proposed implementation and management plan including proposed approaches to creating in-state assessment capacity, training of assessors, management of access to AAIDD SIS-A, scheduling of assessments, supervision and management of assessors, and performance management.*

Liberty has a proven implementation and management plan for establishing desired in-state assessment capacity, training of assessors, management of access to the SIS-A, scheduling of assessments, supervision and management of assessors, and performance management. We will complete the execution of three critical steps taken by the Department to improve the integrity of the needs assessments and resource allocation process in support of individuals with I/DD:

1. Complete the transition to the Supports Intensity Scale (SIS-A) as the primary tool for determining individual needs;
2. Implement an accurate, objective, and truly independent assessment process; and
3. Develop a revised model for resource allocation that will result in a transparent process and equitable distribution of resources.

### IMPLEMENTATION AND MANAGEMENT PLAN

- Vast experience recruiting, training, and managing assessors on a statewide basis.
- Direct contract with AAIDD to perform the SIS-A.
- Ability to schedule a high volume of assessments across a large geographic region.
- Rigorous QA/PI framework to confirm compliance and drive continuous improvements.

As an experienced independent assessment entity, Liberty will describe its proven methodology for program implementation including the recruitment, credentialing, competency training, and supervision of well-qualified assessors, as well as the activation of the operational processes to receive, schedule, conduct, and complete assessments in a uniform, objective, and accurate fashion.

Within this section, we will describe our approach to each of the following:

- a. Program implementation and management
- b. Approach to creating in-state assessment capacity
- c. Training of assessors
- d. Proposed training plan and schedule
- e. Management of access to AAIDD SIS-A
- f. Scheduling of assessments
- g. Supervision and management of assessors
- h. Performance management

### a. Program Implementation and Management

As an organization, Liberty has developed its own comprehensive “Implementation Management Plan Methodology” for new projects like this one. The methodology includes all phases of project startup, and implementation of operations. The methodology has been repeatedly tested and refined in the course of implementing many new projects over the past 20 years, including a half

dozen projects like this one that require the training and deployment of a mobile statewide workforce. Liberty's systematic methodology includes a standard list of essential items to be completed before the specific project items are entered and assigned to specific management team staff. This methodology has been used in the successful implementation contracts in as little as 45 days from contract execution.

Liberty's program management structure includes a dedicated **Contract Manager** who oversees contract implementation; hires, trains, and manages local program leadership; continually monitors contract performance; and serves as an executive-level contact to the customer. The Contract Manager is just one level removed from Liberty's Chief Operating Officer and President, and therefore holds the authority to act rapidly and decisively to address issues or concerns at the earliest point of identification. This structure helps to streamline communication and enables prompt decision-making and coordination across all organizational levels.

One of the Contract Manager's earliest tasks is to select, train, and oversee our **Executive Director** – the local leader who will manage Liberty's onsite Vermont assessment team and day-to-day program operations. Other responsibilities include coordination of Liberty's core **Operational Resources**, such as recruiting, human resources, payroll, and information technology, which will support the program.

Liberty may also draw upon the expertise of in-house **Subject Matter Experts (SMEs)** who have helped design, implement, or managed similar programs. SMEs are available as needed to contribute their knowledge of IDD clinical and assessment issues, understanding of applicable codes and regulations, and experience designing and implementing similar programs. They will also provide advice and support to Liberty's Contract Manager and the onsite Executive Director.

We believe this organizational management structure offers DAIL/DDSD the following benefits:

- **Proactive, Senior-Level Contract Management:** Liberty's Contract Manager is only one level removed from the company's President, and therefore holds the authority to act rapidly and decisively to address issues or concerns at the earliest point of identification.
- **Local Service Delivery, Centralized Administrative Support:** We are organized so that administrative support services are managed centrally at our corporate office so that our local Vermont team can focus solely on delivering quality assessment services.
- **24/7 Accountability and Responsiveness:** The local Executive Director will handle issues related to direct operations and service delivery, while our Contract Manager is ready to respond to any administrative or higher-level issues that may arise.

## **b. Approach to Creating In-State Assessment Capacity**

While contracting with an experienced and proven vendor to perform independent assessments is critical, we have found the long-term success of a program relies heavily on an organization's **ability to establish and retain a highly qualified team of mobile assessors**. Liberty's success in achieving or exceeding performance expectations can be directly linked to our organizational strengths in recruitment, credentialing, and retention as detailed below.

## Determination of Workforce Capacity

*“[Liberty will] retain and promote only those candidates who are highly motivated and can succeed in fulfilling the program’s mission. The company is dedicated to Joint Commission certification and incorporates that same sense of high standards into all areas of program operations and management.”*

Michael Bednarz, M.D.  
Medical Director  
IL Department of Human Services



**Leveraging Liberty’s Existing Assessment Resources:** As a result of the COVID-19 pandemic, Liberty has developed proven methods to conduct functional assessments using remote telecommunications, such as video and teleconferencing. While we anticipate a return to in-person assessments in the near future, Liberty is prepared to leverage its existing assessment resources to support a smooth Vermont implementation. To affect this outcome, we are prepared to obtain additional training from AAIDD to prepare a number of certified SIS-A interviewers in Idaho to conduct remote assessments in Vermont. It is important to clarify that these resources would only be available and used as a backup to our locally trained assessors distributed across Vermont, providing the Department assurances that Liberty will be able to successfully deliver all assessments in a timely manner.



#### PROACTIVE RISK MITIGATION

Certified SIS-A interviewers from Liberty’s Idaho program may serve as remote “backup” to our assessors in Vermont, providing an added assurance that we can deliver assessments in a timely manner.

## Recruitment

As a healthcare company with more than 30 years of experience, we have recruited thousands of health care professionals and personnel for our many customers in New England and across the country. Regardless of the program scope or size, we focus on the quality and retention of personnel through proactive staff recruitment and management.

Most firms that provide recruitment and staffing services claim to have a proprietary recruitment database and a unique process for sourcing and placing candidates. Liberty can demonstrate that our recruiting approach is authentically superior in several demonstrable ways:



#### OPERATIONAL READINESS

Liberty has already identified several strong candidates who are ready to onboard and enroll in the two-month training program managed by AAIDD.

**Organizational Alignment with Program Operations:** Liberty assigns our recruiters directly to our programs, enabling them to develop an understanding of the qualifications and skills best suited to the particular service, population, and work setting. By working closely with the Executive Director, our recruiters develop an in-depth understanding of the program and the local employment market, which continually improves their recruiting effectiveness and helps them find candidates who are more precisely matched to the specifications required. The result is a better selection of qualified candidates, improved job satisfaction, and long-term retention.

*“Throughout its tenure, Liberty has consistently recruited and maintained a highly credentialed and competent professional team to manage the program.”*

Marie Moore  
Former Deputy Director  
Oklahoma DHS-DDS

## Credentialing

At Liberty, credentialing is more than standard risk management; it is a fundamental **risk management process** that helps protect an organization from liability and a **key quality improvement process** that enhances the effectiveness of our clinical programs and services. Our credentialing process goes beyond the verification of staff credentials to include a thorough evaluation of professional competency. This approach optimizes the selection of candidates who possess the requisite skill, which fosters clinical teamwork, high job satisfaction and retention, while promoting continuity of care and better outcomes.

Key benefits of our credentialing service include:

**Joint Commission Certification:** Liberty's commitment to excellence is reflected in our Joint Commission certification in Health Care Staffing Services (HCSS), the industry Gold Seal of Approval®. Held by the organization since 2008, this certification attests to Liberty's high standards for evaluating the clinical competency of each candidate and the rigor of our processes for screening applicants, reviewing qualifications, verifying credentials, and affirming primary references. It provides further assurance that our candidates are free of disciplinary issues, malpractice, sanctions, fraud, criminal charges, or other problems.

**Expert Credentialing Leadership:** Liberty's corporate Credentialing Department is directly managed by Vice President of Performance Judith Shields, RN, MSN, Vice President of Performance and Corporate Compliance. Judith, an advanced practice nurse and Six Sigma Master Black Belt, is board certified by the American Board of Quality and Utilization Review Physicians as a professional in Healthcare Quality. She provides leadership and supervision of our credentialing specialists, administers Liberty's ongoing HCSS certification, and contributes to quality oversight and performance improvement efforts.

**Data-Driven Referencing Approach:** To advance our pre-hire evaluation process, Liberty began completing our referencing process through online service **SkillSurvey Reference**® in 2018. The service automates the referencing process via job-specific surveys that evaluate candidates on at

least 26 critical behaviors and skills. This data has been shown to correlate with work outcomes, which enables Liberty to identify the best-qualified candidates who are most likely to contribute to **long-term retention and continuity of expertise** in the Vermont assessment program.

### c. Training of Assessors

An effective and efficient staff training program is vitally important to program quality and performance. During program implementation, training accelerates the speed with which new staff are oriented to their roles and are able to contribute productively to a program. By continually refreshing and strengthening staff skills and knowledge, training contributes to professional development and career satisfaction, which are two leading contributors to long-term retention.

In an effort to support program quality and performance, Liberty has invested in a proprietary, web-based Learning Management System (LMS). This tool enables Liberty managers to design training modules and curriculums that are specific to program job positions and work settings. This promotes efficiency in staff training and supports a consistent philosophy and approach to service delivery.

*“Your Assessor was very personable and was clearly thinking about my family and cared about us.”*

- Idaho parent

All Liberty personnel are enrolled in Liberty LMS when approved to commence work and are required to complete a set of mandatory training modules including courses on Joint Commission patient safety goals, HIPAA compliance, and standard operating procedures. These courses are “self-paced” and available online on a 24/7 basis, enabling personnel to spend less time away from the work setting to complete their training. Most importantly, this tool for efficient initial onboarding will **expedite the orientation and training to be performed by AAIDD** in preparation for implementation of the SIS-A across the state.

Liberty LMS will be used as our primary tracking and compliance tool for documenting the individual completion of all training, including the SIS-A training and certification of our assessors through AAIDD. The LMS will provide automated notifications to facilitate subsequent SIS-A training and our Interrater Reliability Quality Review (IRQR) process, thus **assuring the Department that all SIS-A Interviewer certifications will remain current.**



#### DYNAMIC PERFORMANCE MANAGEMENT

Liberty’s LMS will be used to confirm that SIS-A interviewer credentials remain current throughout the contract.

LMS includes three main functions or components that support training and contract performance:

1. **Program-specific initial training and orientation** to facilitate rapid job competency.
2. **Ongoing and annual training** for expanding skills and knowledge.
3. **Automated compliance tracking database** that supports contract compliance, quality improvement activities, and program reporting specific to staff training.

**Program-Specific Initial Training and Orientation:** Every new employee is enrolled in Liberty's LMS, a comprehensive tool used to design and deploy job-specific training curricula. During onboarding and initial orientation training, Liberty LMS contains a set of online, self-paced training modules, including the following topics:

- Cultural Diversity/Competency
- Joint Commission National Patient Safety Goals
- Creating a High-Performance Culture
- Workers Compensation Training
- Liberty Corporate Compliance Program
- HIPAA Training
- Infection Control Principles
- Performance Management
- Standard Operating Procedures
- Patient Rights
- Sexual Harassment

Every new hire is responsible for completing this initial library of mandatory courses within 30 days of hire, as well as refresher training on an annual basis. Liberty proposes to have our Vermont staff complete this series of courses as part of their orientation, occurring during the first week of employment. This will expedite the scheduled delivery of orientation and training to be performed by AAIDD in preparation for implementation of the SIS-A across the state.

In addition to this set of mandatory coursework, Liberty managers often develop program-specific orientation training based on the program type, client population, and work setting. In many cases,

we draw upon existing modules from similar programs to accelerate development of new program-specific modules. Training often includes a combination of classroom-based instruction, video and live experiential instruction, self-paced online study courses, in-vivo applied training, and competency testing. Liberty LMS schedules the dates of classroom and training events and documents course completion.

Subsequently, program leadership use the results and feedback from the initial training experience, as well as actual field experience from ongoing operations, to inform revisions and improvements to the curriculum/program. Where possible, we enhance the efficiency of the training process by using LMS to automate modules of the training curriculum. In short, by videotaping training sessions and using our LMS capability, we can create enduring online training modules that can be accessed for personnel who are in remote locations, miss a scheduled training session, and/or for new personnel.

**Ongoing and Annual Training:** On an annual basis, all Liberty staff are required to re-complete courses in HIPAA and client confidentiality, sexual harassment, Liberty's code of ethical conduct, and corporate compliance. In addition, our professionals can continue to develop their skills and knowledge from the LMS library of online courses. The courses are categorized by topics ranging from specific clinical or professional areas to workplace skill development.

Courses can be completed for required or elective training, and many courses meet the Continuing Medical and Continuing Professional Education credits requirements of state and national licensing and regulatory bodies and professional organizations, as well as training requirements of accrediting bodies such as Joint Commission and CARF. Liberty LMS also offers access to a monthly newsletter for medical professionals, which has the latest information and updates about drug therapy and trends.

For this contract, we will use this LMS feature to track assessor training and SIS-A certification. This will facilitate tracking and support continuous certification.

**Compliance Tracking Database:** One of the most important program management tasks is monitoring and confirming the completion of all training and staff development activities that are required for operational, contractual, and/or regulatory purposes. Liberty LMS tracks staff training on an ongoing basis to confirm that training requirements have been met. The LMS issues "training alerts" to notify learners and supervisors when courses are due or overdue through email reminders, and to facilitate internal and external quality performance/quality improvement compliance audits of training requirements.

**Additional Capabilities with Liberty LMS:** In addition to the many advantages above, Liberty uses the LMS for other program management purposes, such as:

- **Rapid dissemination of important information and updates:** Since all personnel are enrolled in Liberty LMS, we are able to use the system to rapidly disseminate important updates and information to our staff in all locations across the country. Thus, Liberty LMS can be used to communicate new policies and procedures, recent regulatory changes, company news, changes in best practices, and other important information.

Announcements can be posted for view on the learner home page or managers can use email alerts to deliver important communications to targeted personnel.

- **Automated reporting:** The automated features of the Liberty LMS make it easy for Liberty to aggregate and report training activity data to our customers, regulatory agencies, and other authorities to verify compliance with contractual and regulatory requirements.
- **Evaluation of training:** It is always important to evaluate the effectiveness of training events and modules, as well as the satisfaction of the participants. Liberty LMS makes it easy to collect manager and trainee assessments of training courses.
- **Organization and delivery of external trainings:** Liberty is often responsible for organizing and delivering large group training events for customers and stakeholders. Such training may include webinars, conferences, and in-person presentations to community service providers, consumers and families, departmental personnel, agencies, advocates, and other stakeholders. Liberty LMS can be used as a platform for delivering these trainings and for gathering participation and evaluation data from the events.

#### d. Proposed Training Plan and Schedule

Liberty has designed a training plan and schedule that will establish a highly skilled team of assessors, who will meet the unique challenges of their mission and deliver a quality service with high stakeholder satisfaction. This draft Developmental Disabilities Services Division training plan includes a training schedule for certifying our assessors as SIS-A interviewers.



## Initial Training on the Supports Intensity Scale – Adult Version™

*“Our aim is simple: Train professionals to be excellent SIS interviewers. This means, training a professional to understand the unique, supports-oriented intent of the Scale, develop essential skills in interacting with individuals, and clearly understand each item measured by SIS. We anticipate that by doing this, SIS assessment results will be reliable and accurate, and that service decisions made for people with intellectual disabilities will be fair and equitable.”*

In accordance with the above goals of the AAIDD SIS-A training program, Liberty’s implementation plan calls for the completion of the following components of AAIDD’s training program.

**Pre-Planning Webinar – Facilitated by AAIDD Trainer:** This 2-hour webinar introduces the participants to the SIS-A assessment, the upcoming training schedule, and prepares them for full participation in all phases of the training. It includes a preliminary introduction to the assessment, as well as an overview of the materials needed for the training.

**Training of Interviewers (ToI):** Interviewer training for the SIS assessments includes three phases: orientation, practice sessions, and an Interviewer Reliability and Qualification Review (IRQR) process. The SIS-A ToI training provides a comprehensive approach to developing the

knowledge, skills, and competencies necessary for SIS-A interviewers to become qualified in the administration of the SIS-A interview. A brief description of the training phases follows below:

**Phase I Orientation:** The orientation introduces the SIS-A – its philosophy, history, and administration. The orientation session includes group instruction, activities, and self-study. The participant is introduced to the SIS-A concepts, values, item descriptions, and roles of interviewers and respondents. Classroom instruction covers an introduction and rationale for the SIS-A, conducting the SIS-A interview, tips for interviewing, and ways in which the SIS-A assessment is used. This phase exposes trainees to the important documents that contribute to a comprehensive understanding of the SIS-A to include the interview and profile form, the rating key, and the item descriptions.

Liberty will invite all local team members and Department staff to this orientation to facilitate an understanding of the SIS-A assessments and interview process.

**Phase II Practice:** Practicing a SIS-A assessment is vital to the ongoing understanding of the assessment. During the practice phase, a trainee applies the information learned during the orientation phase. The trainee can ask all items within the SIS-A assessment and applies the skills of individualizing the assessment for the person being assessed. The trainee facilitates assessments with respondents and learns how to conduct the assessment with a variety of respondents. In advance of our Guided Practice Sessions, AAIDD will hold a Pre-Guided Practice Webinar.

*Guided Practice Sessions:* Guided Practice Sessions occur when an AAIDD trainer is present and assists the trainee with their application of the concepts learned and discussed during the orientation phase. Guided Practice Sessions are facilitated with volunteers and are not considered valid assessments. AAIDD does not recommend using the assessment from the Guided Practice Session in any official capacity as the purpose of this practice is only to give the trainee an opportunity to facilitate the assessment, with feedback from an AAIDD trainer.

*Guided Practice Group Debrief:* This enables the group to further their knowledge based upon trends or concerns noted during all Guided Practice Sessions. It will increase candidates' knowledge and understanding of concepts and issues that arise during assessments - based upon several guided practice interviews.

*Independent Practices Sessions*): Independent Practice Sessions (IP) occur outside of the training conducted by the AAIDD trainer and are a vital component to the learning process of trainees. During the Independent Practice Sessions, which occur before and after the Guided Practice Sessions, the trainees practice what they have learned during AAIDD training sessions by facilitating at least four to five full SIS-A assessments with respondents. These Independent Practice Sessions enable the trainee to refine their voice when asking questions associated with SIS-A, describing concepts of the assessment, as well as to practice identifying accurate ratings. These sessions should be held with respondent groups and AAIDD does not recommend using the assessment from the Independent Practice Session in any official capacity.

*Pre-IRQR Webinar*: Designed to inform the trainees of the IRQR process as well as answer any questions they have based upon their practice interviews.

**Phase III Interviewer Reliability and Qualification Review (IRQR)**: The IRQR process is the final phase of the initial interviewer training. AAIDD requires SIS-A interviewers to participate in an IRQR session administered by an AAIDD SIS-A trainer, on an annual basis. An IRQR is the reflection of an interviewer's abilities to administer the SIS-A at one point in time. To say that a SIS-A interviewer is reliable means that the results obtained are consistent with the results obtained by the SIS-A authors, plus or minus an acceptable error rate. Interviewers are also responsible for orchestrating a positive experience for respondents.

Each trainee will conduct an interview in its entirety while the trainer observes. Scores are recorded and style issues are reviewed at the end of the session. Successful completion of an IRQR recognizes the trainee as a qualified SIS-A assessor, trained by an AAIDD approved SIS-A trainer. Trainees who fail to meet the standards have a second attempt to pass the IRQR.

*Post-IRQR Group Debrief*: The group will meet to discuss trends and information noted throughout all IRQRs. This is a group debrief and does not contain individual recommendations. This debrief will also prepare interviewers for future training sessions.

*Make-up Sessions:* Make up sessions are scheduled and used only if needed. Make up sessions are used if the participant is unable to pass the IRQR session (i.e. did not pass, respondents unable to participate, interview not completed, etc.) or scheduled assessment is cancelled.

## **Ongoing Training and Certification on the SIS-A**

As noted above, Liberty will use our Learning Management System to track each assessor's certification status and completion of requirements such as the annual re-certification (i.e., IRQR). The LMS tool will provide assurances that we complete an annual IRQR for each SIS-A interviewer and maintain active certification of an adequate number of assessors.

While we are taking steps to hire and retain assessors, there is a chance that we might lose individual assessors over the course of the contract. To avert the strain and delay of depending upon AAIDD to provide all SIS-A training, Liberty proposes to certify a quality lead and trainer in the second year of this project.

We have budgeted in year two for AAIDD to train and certify our Executive Director as a SIS quality lead and trainer. This will enable us to use our own staff to conduct the IRQR evaluations and recertification of SIS interviewers in years three through seven. This level of certification will also enable us to train new interviewers in order to keep pace with the project as volume and demand for these services increase.

## e. Management of Access to AAIDD SIS-A

It is Liberty's understanding that we are the only private organization that currently has a direct contract with AAIDD to perform the SIS-A. In all other cases, AAIDD contracts with governmental agencies and functions as a third-party vendor with the assessment entity. With Liberty's existing contract and business arrangement with AAIDD, the Department can be assured of our ability to leverage this relationship and achieve a comprehensive and binding contract with AAIDD for the work we will perform in Vermont.



Vermont will benefit from the expediency of expanding Liberty's existing contract with AAIDD

As evidence of our ability to meet this requirement, we provide a copy of our signed Master Agreement and the most recent Amendment with AAIDD in **Appendix 3**. This agreement includes most of the same services we are planning to utilize in Vermont, including:

- Contract Terms and Conditions.
- SISOnline Enterprise License and Assessment Fees (i.e., licensing fees).
- SISOnline Service Level Agreements.
- Business Associate Addendum.
- Certificate of Liability Insurance.

**SISOnline:** AAIDD provides SIS-A through annual SISOnline Enterprise Limited License fees for up to a maximum number of SISOnline users per year. During the early stages of the Vermont contract period (i.e., Years 1-5) we have determined we will need five SIS Interviewers to meet the volume projected during this time (Independent Assessors and Executive Director). Liberty proposes to certify and license a sixth part-time person in order to perform assessments based on demand. As noted in Section 2.7.3.g., we plan to add an additional SIS Interviewer during the

optional years of the contract (i.e., Years 6 and 7) to manage the projected escalation in assessment volume.

**SIS Venture:** The SIS Venture software, an extension of the web-based SISOnline system, will enable our assessors to enter SIS assessment data offline without being connected to the Internet. A convenient, alert system prompts a user to upload assessments once the system detects a connection to the Internet. After the data is uploaded to SISOnline, users can retrieve the scores and reports. Maintaining the same look and feel of SISOnline, SIS Venture works on laptops, Tablet PCs, or desktop computers. Users save time and errors associated with data entry and will not have to worry about slow Internet connections.

**SIS-A Customization:** Liberty will administer the required number of assessments using the AAIDD SIS-A. This will include arranging for up to six supplemental questions established by DAIL/DDSD to be integrated within SISOnline, which enables our assessors to complete these questions at the same time as the SIS-A interview (2.1.1. AAIDD SIS-A Assessment Instrument).

As part of this customization, we will contract to have data analysis and reporting features developed to align with requirements outlined by the Department in the RFP. In support of our quality assurance and performance management efforts, we will have AAIDD include the ability to capture interviewer reliability and a quality review to be used on a sample of completed assessments.

**Application Administration Responsibilities (2.1.3):** As part of our contract with AAIDD, we will arrange for Liberty to have administrator responsibilities for the SIS-A platform giving us the ability to manage licenses and permissions with support of A.J. Boggs & Company.

**SISOnline Maintenance:** Our contract with AAIDD will include resources and efforts to maintain the consistent operation of the system. This includes a 99% uptime, ensuring the system is available for data capture and reporting. We will also arrange for AAIDD and A.J. Boggs & Company to provide end-user training of Liberty and designated state users. The contract will also include provisions for maintenance and end-user support.

**Data Access Agreement (2.1.5):** Liberty will secure designated Departmental staff access to SISOnline in a manner that consistent with View Only Users. This will provide direct access to authorized DAIL/DDSD users to view individual assessments and will enable Departmental staff to run select reports on demand. We will work with AAIDD to design these reports around the metrics outlined within the RFP. For sample reports that include similar fields, please see Section 4.5.

Liberty will secure business associate agreements with all case management entities in order to allow sharing of assessment data with each individual's case manager. We will provide case management entities access to individual reports through providing read only access to their participant records through SISOnline. This will enable these organizations to obtain copies of assessments and metrics related to their completion. (2.1.6 Assessment Data Sharing).

Liberty will include a provision in our contract with AAIDD that, following expiration of the

contract, all assessment data will be transmitted to the State in a format and manner acceptable to DAIL/DDSD, or otherwise remain available to and accessible by the State in a manner agreeable to the State and AAIDD and pursuant to State standard Contract attachments (2.1.8 Data Transmission).

## Security

AAIDD subcontracts with A.J. Boggs & Company to provide technical support for their SISOnline product. As a supplier of health-related information services, A.J. Boggs protects the privacy and security of all clients' Protected Health Information (PHI), and protects that right to the extent necessary under current laws and regulations, including the Health Insurance Portability and Accountability Act (HIPAA) and the Health Information Technology for Economic and Clinical Health Act ("HITECH" Act), which protects electronic records of health-related information on an individual as it is created, gathered, transmitted and stored. SISOnline ensures security requirements are met, including administrative processes, physical (e.g., data center) security, patch management (to operating systems, network equipment, and other data application services), data backup and recovery processes, virtual private networks management, and firewall protection. These security measures are part of our processes to assure compliance with the US Government's Privacy Rule (45 CFR Parts 160 and 164) that implemented the HIPAA of 1996. We highlight some of the particularly relevant security features below.

**Security Risk Assessment Audit and Remediation:** The purpose of security audits is to perform web-specific application security scans, initially, prior to production, and annually thereafter. App scans are done whenever there are updates to the app. Any high and/or critical vulnerability identified in an application scan is remediated. Authenticated and unauthenticated scans will be run. A high-level summary of results – number of vulnerabilities identified and the rating for each—which typically are rated as: critical, high, medium, low; best practice and information will be provided. AJ Boggs adheres to best practices for security and privacy requirements and standards.

**Two (2) Factor Authentication:** Multi-factor authentication will be provided using users' cell or private phone numbers, where a verification code will be delivered to enable the SISOnline application. So, any time someone attempts to sign into their SISOnline account, they need two pieces of information for authentication – a user ID/password and a security code transmitted to their phone. While there is an additional cost associated with this level of security which we propose to apply to all users, this is a requirement of the National Institute of Standards and Technology (NIST) 800-53 compliance.

**Project Management and POAM:** AAIDD's technology vendor's (A.J. Boggs) project management staff assures the requirements are met and the system works as specified. Project management activities will include maintaining a Plan of Action and Milestones (POAM) document that addresses continuous improvement towards NIST 800-53 compliance. The POAM shall identify tasks needing to be accomplished, resources required to accomplish the elements of the plan, any milestones in meeting the tasks, and scheduled completion dates for the milestones. Remedial information security actions will be documented to adequately respond to risk to operations and assets, individuals, and other organizations. The plans of action and milestones



will be reviewed for consistency with the organizational risk management strategy and organization-wide priorities for risk response actions (2.1.7 Security).


### Managing the SIS-A Assessment Process

Liberty will apply our proven approach to implementing an independent assessment process that is both effective and efficient. While each assessment project brings unique aspects such as the instrument, timeline, and technology, they also bring core components such as the need to receive referrals, schedule assessments, conduct interviews, and distribute results. Within the sections below, we provide an overview of our recommended approach for completing this work in Vermont.



#### MEASUREMENT PRECISION

As part of the supervision and support we provide our assessment staff, we perform structured quality control measures that result in valid and reliable results and generate data for analytics used to improve the effectiveness of the work we perform.



*“I had the best experience scheduling for my son to date. Keep up the amazing customer service.”*

- Idaho parent





## SISOnline Interview Planning Screen

www2.sis-online.org/Results/Template?sectionId=504&partId=28#

AAIDD SIS-A assessment ID Page Section 1 Section 2 Section 3 Supplemental Questions Reports Other Logout AAA

SIS ID: 1004958 Current User: janderson Viewing ID/Tracking Number: Recipient Name: Test Tester Session Minutes Remaining: 15

Search Page  
**Interview Planning**  
 Post Interview  
 Help  
 Send Comments  
 Scheduled

### Interview Planning Information

Interview Date: 05/01/2016 Start Time: End Time: Scheduling Status: Scheduled

Date Request for Interview Received: Interview Due Date:

Interview Location Address: Map View Specific Instructions to Interviewer:

Interview Location Name, Local person's name and phone (at location):

Interviewer Login Name: Only select this UserID when the interview has been scheduled, as selecting it will cause this page to be downloaded to the interviewer's Venture. Email Message: Ad Hoc Send Email

Interviewer: Login: SISOnline (Demo User) Phone: (877)476-4747 Est. Email: ISG@email.com

Add New Scheduling Log Notes:

Scheduling Log (Read Only)

Interpreter needed?  Yes  No Language to be translated:

Respondent First Name	Respondent Last Name	Relationship	Agency	Email	Language	Phone
1.						
2.						
3.						

Notes

show/hide more respondents

Save Data and Return to Custom Report Save Data and Continue to Post Interview

**Appointment Confirmation (2.4.2):** Liberty will confirm an appointment for the assessment within five business days for at least 90% of assessment appointments, unless we are unable to meet this requirement as a result of something that is beyond our control (e.g., unable to reach critical respondent). If unable to schedule an assessment within five business days due to inability

to contact a respondent (or for any other reason), Liberty will capture this reason within SISOnline – thus enabling us to track and report these reasons within our Monthly Report to the Department. **Accessibility (2.3.4):** When scheduling an assessment, the assigned assessor will work with the individual, their case manager, and respondents to determine a location that is both accessible and affords the individual privacy. While we perform the majority of our assessments at the individual's residential location, we average about 7% being conducted at an alternate location at any given time. In similar programs, we also have established arrangements for dozens of regionally convenient locations with private interview rooms at local agency offices, such as:

- County Area Agencies on Aging (AAA)
- Regional Department
- Targeted Service Coordinator Agency
- Supported Living
- Public Libraries
- Schools.

We propose to work with the Department, agencies, and other stakeholders to identify similar and accessible locations in Vermont.

Liberty will work with the provider agency to make arrangements for interpreter services.

**Cultural Diversity/Competency** will be a required training topic as part of our initial orientation and annual training of all staff. This will be performed through use of our Learning Management System providing us the ability to track completion and assess competency. In addition, as part of their training and subsequent monitoring by our Executive Director, Liberty's Independent Assessors will be sensitive to the potential intrusiveness and appropriate duration of face-to-face

interviews in the individual's home. The assessors will introduce themselves and take steps to build a rapport with the individual before starting the interview. Whenever possible, our reviewers will conduct interviews with the individual (and family as appropriate) in a quiet and private location where the person feels at ease and assures confidentiality. Our staff will be trained to respond to various issues and scenarios that may emerge while conducting interviews.

**Scheduling Reassessments:** Given the need for reassessments with the SIS-A every three years, we anticipate that updating contact information on a regular basis, as well as obtaining and maintaining contact information for authorized support entities (e.g., family, legal representative, friends, advocate, etc.), will be valuable. Liberty confirms our ability and willingness to schedule all initial assessments, change of condition assessments, and reassessments following receipt of a referral from **an approved party**. To enhance the process of scheduling reassessments, we recommend the following approach, which has fostered more timely notifications and easier scheduling in some of our current independent assessment projects.

Liberty will work with the approved party to confirm eligibility of those being scheduled for reassessments, starting with lists of individuals based on their date of last assessment. We propose the following steps to be completed 60 days in advance of each quarter:

### **Completion of Assessments**

Liberty performs thousands of valid and reliable assessments in a timely manner. We understand the populations and programs that will be part of the Vermont Needs Assessments Project and are well-positioned to expand the assessment work we currently perform across the country.



Liberty has the national experience, resources, and methodologies to rapidly recruit, train, and establish a specialized assessment workforce to perform various types of assessments. Liberty possesses a depth and diversity of experience and capacity in needs assessments and organizational agility that enables us to both rapidly stand up programs and mobilize an assessor workforce needed in a short period of time.



#### OPERATIONAL READINESS

Liberty has proven experience in quickly recruiting, training, and deploying highly qualified teams to deliver similar assessment contracts.

*“Liberty has been professional and timely in all aspects. Some of the topics we need to discuss were very tender. She was kind, patient, and compassionate. She’s great at what she does.*

- Idaho parent



## Notification and Assessment Distribution

Following completion of the assessment and any updates that result from a quality control check, each SIS-A is then finalized within SISOnline. With a target of completing assessments within 15 business days of receiving the referral and entry into SISOnline followed by distribution to the individual’s case management agency (or intake specialist) within 20 business days, this provides Liberty five business days to complete our quality control efforts and forward the completed report.

*“An overall excellent experience. Michelle was so helpful, sensitive, approachable and available after the interview.”*

- Idaho parent

Liberty will plan to have all assessment information captured in SISOnline with an electronic copy securely sent to the case management agency or intake specialist within 20 business days for 100% of SIS-A interviews. We will implement an upgrade within SISOnline that can capture reasons for exceeding this standard for any assessment, thus enabling us to maintain, aggregate, and report on the frequency of these reasons by type to the Department in our monthly reports. We anticipate that many of these exceptions will be outside of our control (e.g., respondent needing to reschedule). Further, we will report the number and percentage that are completed within 20 business days, as well as those completed within 35 business days, so that we can report our performance at the levels outlined in the RFP (2.4.4 Assessment Information Submissions).

**Electronic Transfer of Completed Assessments (2.3.6.):** Liberty will be prepared to electronically send copies of completed SIS-A interviews to case management agencies or intake specialists (if no case management agency has been assigned). We also propose to provide the agencies with “read-only” user access to SISOnline which will enable them to log into the platform to view, print, and export completed assessments. This will give them the ability to log into SISOnline to obtain an additional copy of the SIS-A assessment should the need arise.

## **g. Supervision and Management of Assessors**

Liberty’s local Executive Director will provide supervision and management of the Independent Assessors. Supervision will be provided through scheduled meetings with the group as well as individual sessions to occur each week. During individual supervision sessions, results from aggregated quality control reviews will be discussed. By aggregating data across all assessors, the Executive Director will be able to identify patterns and trends that can be utilized for quality initiatives in support of a more robust assessment program. This could include identification of additional training topics and updates to material such as guides. We provide a sample of strategies we propose to use in Vermont below.



### **DYNAMIC PERFORMANCE MANAGEMENT**

As an added quality assurance measure, Liberty will review every SIS-A completed by our Independent Assessors within the first two weeks of the contract “go live” date.

*“I have had nothing but positive experiences with Liberty. Every person who I’ve been in contact with has been extremely nice and helpful. Thank you!”*

- Idaho parent

**SISOnline Quality Mechanisms:** Within Vermont’s instance of SISOnline, Liberty proposes to include the platform’s Quality Pattern Check as well as the Quality Review Module.

A **Pattern Check** feature has been added to SISOnline, which will enable our Executive Director to check assessments for certain patterns of ratings (based on a set of 15 “quality rules”) to identify assessments that are inconsistent with designated patterns of responding. For example, if the level of communication needed in item f1 is full physical support (TOS=4), the responses to items b7, c1, d3, d4, and f2 assessment should also be reported at the same level. This pattern check functionality will assist our team in both affirming the internal consistency of completed interviews and fostering opportunities to correct identified inconsistencies during our quality control reviews.

Pattern Number	SIS ITEMS	Measurement	Response	Rationale
2	TO/FOR Total Flags	minimum 3 TO, minimum 3 FOR	QC (email to change # required.)	Uses "Important To" and "Important For" items as objectives and goals for person centered planning.
3	s1e_5, s1c_3, s1c_6-9	TYP is 4 then FRQ should =3, DST should >=3	Warning	Learning support pattern when full physical.
4	s1d_2	type is 4 then FRQ should be >=2, DST should be >=3	Warning	Learning and using specific job skills pattern when full physical.
5	s1d_2, s1e_5, s1c_3, s1c_6-9	TYP differential/spread should be <=1 pt among these section items	Warning	Several learning activities typically have similar intensity of supports.
6	s1f_1, s1b_7, s1c_1, s1d_3, s1d_4, s1f_2	TYP should have 1 point differential/spread	Warning	Supports for "interacting with others" have similar intensity of supports.
7	s1a_3	if TYP = 4, then s1a_4 TYP >0	Warning	Overlap in skill set (cutting)
8	s1b_1	TYP =4, then B4, C5 TYP should be >=3	Warning	Transportation supports when partial or full physical support type.
9	s1d_2	TYP = 4 then d5, d6 TYP =4	Warning	Full physical supports for comparable employment activities.
10	s1f_7	TYP >=3 then FRQ >=2	Warning	typical person standard
11	s1f_1	TYP = 4 then b7, c1, D3, D4, f2 TYP =4	Warning	communication
12	s2_1, s1f_5, s1d_8, s2_5, s2_8	TYP should have 1 point differential/spread	Warning	advocacy
13	s3b_7	SUP = 2 then B2, B3, B4, B5, B6, B7, B8, C1, C9, d2, d3, d4, f2, f3, f4, f5, f6, f7, f8, s2_4, s2_7 TYP >0	Warning	sexual aggression
14	s3b_1	SUP = 2 then C8, C9, 1f_6, s2_4, S2_7 TYP >0	Warning	aggression
15	Question5 (Propensity to Fall)	If = True then S1e_4 TYP >0	Warning	ambulating
16	s3a_14	>0 Y, then 1e_4 TYP >0	Warning	risk for falls

Liberty proposes to include **SISOnline’s Quality Review Module** within Vermont’s instance of this platform. This feature will enable our Executive Director to open an assessment to complete a quality control review within SISOnline, where a backup copy of the initial assessment data is archived. The review status will then change from “to be reviewed” to “under review,” and then to “approved” as it goes through the review process. While an assessment is under review, the assessor is prevented from opening the record for editing.


The **Post Interview Information Page** also provides a place for the interviewer to capture **Summary Notes**. Such notes are for internal use in identifying operational or procedural inconsistencies for process improvement and/or to identify idiosyncratic events or information that help explain why an assessment item was unanswered or rated in a particular way. These notes are flagged for internal review by the Executive Director but are not included in the clinical assessment report.

**Interviewer Reliability and Qualification Review (IRQR):** Following the initial training and

certification by AAIDD, each member of our team certified as a SIS-A interviewer will be required to conduct a minimum of two interviews per month with a lapse of no more than three months between interviews. This will prepare them to participate in annual training sessions and pass an annual IRQR conducted by a recognized AAIDD SIS trainer. Liberty proposes to certify a member of our team as a SIS trainer in year three of the contract. Until this time, we have budgeted for AAIDD to provide this level of support in order to maintain a full staff of certified SIS-A interviewers to keep up with demand.

Liberty will include the **IRQR module within our Vermont instance of SISOnline** to help maintain the consistency among SIS-A interviewers. The IRQR will help our program managers with scoring and saving, monitoring, and tracking interviewers' Inter-Rater Reliability (IRR) records. Our Executive Director will be able to access the IRQR records through the "training history" located within the User Admin page. This will provide access to the review date and show the last time the person had an IRQR. Clicking the record opens up and provides details about the instance.

### Sample IRQR Training History

 <b>Training History</b> (Click on an IRQRId or Review Date to view a record)				
IRQRId	Reviewed Date	Trainer/Administrator	Training Description	Sis_ Id
<a href="#">209</a>	<a href="#">11/10/2014</a>	joyce	Interview Training	181076
<a href="#">205</a>	<a href="#">11/5/2014</a>	Audrey	IRQR	170974
<a href="#">196</a>	<a href="#">11/3/2014</a>	Joyce		169704
<a href="#">197</a>	<a href="#">11/3/2014</a>	joyce	Iwr Training	170974

Page: **1** **2**

Click the above number(s) to view more IRQR records

[Create New IRQR](#)

## Stakeholder Relationships and Complaint Resolution (2.3.7)

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

With the SIS-A interviews and resulting reports being used to drive person-centered service planning and equitable budgets for those with I/DD, Liberty understands the importance of the work we will be tasked to perform. It has also been our experience that early and ongoing contact with key stakeholders can support a smooth transition, which will be particularly important in Vermont given the extent of the transition underway and the challenges other states have faced when moving to the SIS-A for resource allocation. As can be seen from the level of support we have received throughout the stakeholder community, we are ready to assist the Department in making this transition in a way that is transparent while minimizing complaints.

### Stakeholder Relationships

With over 33 years of experience working with individuals with I/DD and those who support them, Liberty has established strong relationships with thought leaders and stakeholders throughout the country, including leadership at NASDDDS, ADVancing States (previously NASUAD), NAMD, and many advocacy organizations. We will tap into national academic leadership at the Leadership Institute, UCEDDs in Pennsylvania, Missouri, and Indiana. We have reached out to multiple stakeholders in Vermont to seek input on our current plans to support DAIL/DDS and to build a formal and informal network of informed and involved people and organizations, including:

*“If Liberty Healthcare Corporation is awarded the contract to administer the SIS in Vermont, VTDDC would be happy to serve on a stakeholder group and/or to provide technical assistance to ensure that self-advocates and family members are well supported on such a group.”*

Kristen Murphy  
Executive Director – Vermont  
Developmental Disabilities Council

Liberty has gained commitments from all the above Vermont stakeholders to participate in our proposed **Collaborative Workgroup** for this project, if invited. A number have provided confirmation of the individual's and organizations' willingness to participate. As distinguished from an advisory group, the Collaborative Workgroup will be focused specifically on initial program design and launch, as well as troubleshooting and problem-solving the practical logistics of collecting, processing, and transmitting information among the DAIL/DDSD, Vermont providers, and the participants and their families. The focus of the workgroup will be to optimize communication and workflow processes to accelerate data entry and transmission and to reduce the delays, redundancies, errors, and omissions that can cause unnecessary complaints or unsupportable appeals.

**Satisfaction Surveys:** Another mechanism that we use to assess the quality of our services is to conduct satisfaction surveys, collecting impressions from participants and their families, providers, and the Department. Specific to reviews with participants and their families, we capture information to assure that our reviewers have been courteous and responsive, and satisfaction surveys of the providers to assure that we have been respectful, objective, accurate, and fair in our onsite reviews. In our similar programs, we routinely score above 90% across critical areas of satisfaction.

### **Resolution of Problems and Complaints**

For day-to-day complaints and concerns that come from specific individuals, family members, providers, and other stakeholders, we emphasize prompt and courteous resolution of customer complaints. We endeavor to handle the issue at the first point of contact with the complainant, which avoids delays that can frustrate the person, and hopefully averts the need to file a formal complaint. For this reason, our personnel receive extensive training in customer service values, managing questions and concerns, and effective communication strategies specific to members with physical or developmental disabilities or communication barriers.

We encourage those we come into contact with to provide feedback and strive to ensure that they feel their complaint has been heard and understood fully. If the problem cannot be resolved at this level, however, the staff person receiving the complaint will pass the issue to the Executive Director for management and resolution. If the complaint is about something outside of our scope of work (e.g., complaint about a provider), we propose to capture the complaint and then forward to the Department for resolution.

We capture all complaints received within a designated complaint database. This enables us to document each complaint and its resolution and also provides an opportunity to analyze the complaint data for negative trends and the identification of quality improvement initiatives.



## h. Quality Assurance and Performance Management Process

*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.*

Liberty will deliver a quality assurance and performance management process that will include methods to maintain the appropriate level of training of our assessors, manage our sole subcontract with AAIDD, meet the timelines for completion of assessments, and maintain supervision and the ongoing quality of assessment reports. We will describe our QA and performance management methods and program in the following sequence:

- Maintaining training and certification of assessors
- Managing sub-contract with AAIDD
- Meeting assessment timelines by:
  - Hiring and certifying an adequate number of assessors
  - Workflow management and monitoring
- Supervision and quality control reviews
- Evidence of Liberty's successful performance
- Value-added resources from Liberty QualityCare

### Maintaining Training and Certification of Assessors

Liberty will use a number of strategies to maintain training and certification of assessors. These will include, but not be limited to, the following:

- **Learning Management System:** The initial training and certification with AAIDD will be captured within our Learning Management System (LMS), thus enabling us to verify completion of required training and provide advance notification of expiration dates.
- **Advanced Scheduling of Training with AAIDD:** Similar to our approach in Idaho, we propose to coordinate annual training and the required IRQR and recertification of our assessors by scheduling future training sessions with AAIDD in the year preceding their delivery.

- **Establishing a Liberty SIS Trainer:** We propose to have AAIDD train our Executive Director as a quality lead and trainer in the second year of the contract. This will enable our Executive Director to expedite training of another Certified SIS-A interviewer if a replacement is needed.
- **Annual Re-Determination of Competency:** We propose to include the IRQR module within our Vermont instance of SISOnline to help maintain the consistency among SIS-A Interviewers and help assure competency. The IRQR will help our Executive Director monitor and track the reliability and validity of interviewers' assessments.

## Managing Sub-Contract with AAIDD

It is our understanding that Liberty is the only private entity who has a direct contract with AAIDD for the Supports Intensity Scale (SIS). With this experience, we expect contract negotiations with AAIDD to go smoothly. Our existing relationship with AAIDD will also support our efforts to manage the contract through regular meetings with their leadership.

Liberty has a knowledgeable team of attorneys and legal assistants who manage our current contract with AAIDD. This same team will be deployed to manage the new contract with AAIDD for the work we are planning to perform in Vermont should we be selected.

## Meeting Assessment Timelines

Liberty will take a multifaceted approach to meet or exceed our contract performance measures, including the following associated with assessment timelines:

- Liberty will confirm an appointment for the assessment for at least 90% of assessment appointments that is acceptable to assessment participants **within 5 working days** of receiving the approved referral.
- Liberty will schedule at least 85% of all assessment appointments to occur **within 15 working days** of receiving the approved referral, and 100% of all assessments within 30 days of receiving the approved referral.
- Liberty will complete and enter the assessment information into SISOnline and securely send an electronic copy of the assessment to the case management agency or intake specialist for at least 85% of all assessments **within 20 working days** of receiving the approved referral, and 100% of all assessments within 35 working days of receiving the referral.

As described below, specific strategies that we will use to meet these timelines include the following:

- Hiring and certifying an adequate number of assessors;
- Workflow management and monitoring; and
- Supervision and quality control reviews.

**Hiring and Certifying an Adequate Number of Assessors:** Liberty has applied our knowledge of the Supports Intensity Scale (SIS-A) and experience successfully performing statewide independent assessments across a wide geographic area to the approach used to calculate the

minimum number of assessors needed to perform the anticipated number of assessments (see Section 2.7.3.b.). By also training and certifying our Executive Director to perform assessments, he or she will be able to maintain our performance even during peak periods of assessment. Finally, we propose to have AAIDD certify our Executive Director as a quality lead and trainer. This will give us the ability to rapidly staff up if volume exceeds those outlined within this RFP.

**Workflow Management and Monitoring:** Through performance of a task analysis and establishment of business rules (e.g., days to schedule, to assess, etc.), Liberty develops a workflow that outlines the process used to meet performance expectations. As can be seen in **Appendix 5**, our proposed workflow used to complete the requisite SIS-A assessments includes expected timelines (i.e., 5 days, 15 days, and 20 days).

Our Executive Director will use the SISOnline *Assessor Monitoring and Activity History Report* and the *Vermont Vendor Performance Metrics Report* to monitor the performance of our Independent Assessors. Daily and weekly reports will provide information on dates that will be used to identify the status of assessments and flag those assessments that may be at risk for not meeting the performance expectations. When identified, the Executive Director will then review the case with the assigned Independent Assessor and make any necessary adjustments (including re-assigning the assessment) in support of the timeline requirements designated for this project.

### **Supervision and Quality Control Reviews**

## Evidence of Liberty's Successful Performance

Liberty has a history of strong contractual performance and, as a result, high customer satisfaction. As evidence of our consistent ability to meet assessment timelines, we provide metrics and performance from our existing independent assessment contracts.

## Value-Added Resources from Liberty QualityCare

Liberty's approach to delivering high-quality programs is governed by Liberty QualityCare<sup>®</sup>, our proprietary quality improvement framework. Liberty QualityCare standardizes the quality improvement requirements for every contract and provides a rich package of resources that can be brought to bear in Vermont through specialized interventions and technical consultative expertise. This confidential, internal framework offers Vermont an additional level of quality oversight and quality management resources that includes all of the following:

**Contract Compliance Audits:** Liberty develops a unique contract compliance audit tool for each contract, which includes a numbered list of requirements and deliverables specified in the contract.

At least once each year, a rigorous audit is conducted to confirm that every contractual requirement and deliverable, no matter how small, is being fulfilled.

**Key Performance Indicators (KPIs):** In addition to contract-specific performance measures that we will establish in collaboration with the DAIL/DDSD and continuously monitor throughout the lifecycle of this program, Liberty will measure our performance against our proprietary quality indicators and benchmarks, as an additional level of quality oversight for all Liberty contracts.

**Provider Credentialing and Competency Evaluation:** Liberty's approach to credentialing goes beyond verifying staff credentials to include confirmation that every clinical candidate possesses the specific experience and skills required to perform the job that is required by the job description. Our commitment to excellence is reflected in our Joint Commission certification in Health Care Staffing Services (HCSS), the industry Gold Seal of Approval®. Our goal is to hire excellent staff to promote teamwork, high job satisfaction, and better outcomes.



**24/7 Corporate Compliance Program:** Liberty's corporate compliance program requires all Liberty personnel to complete an initial and annual training module that explains the compliance program and details their rights and responsibility to report any fraud, criminal conduct, or other forms of misconduct by other employees or subcontractors. To encourage and facilitate the reporting of illegal and unethical behavior, we maintain a toll-free employee help line staffed with independent compliance risk specialists available to answer questions anonymously and track compliance issues and concerns on a 24/7/365 basis.

**Sentinel Event Reporting and Investigation:** The leaders, supervisors, and managers of all Liberty contracts are required to immediately identify, report, and respond to sentinel events and other critical incidents. Managers are responsible for completing investigations of critical incidents within 10 days and applying corrective actions and improvements, as needed. Liberty also aggregates and analyzes incidents on an ongoing basis, to identify trends and risk factors that could be addressed through systemic improvements and initiatives, both at the program level and on a company-wide basis.

**Annual Security Risk Analysis of HIPAA Safeguards:** In addition to providing basic and annual refresher training to all Liberty staff on HIPAA safeguards, Liberty has initiated a policy of conducting annual security risk analyses of many of our programs regarding HIPAA privacy regulations.

**Liberty QualityCare News:** Liberty publishes a quarterly newsletter about vital trends in the health care field, including best practices, regulatory updates, and quality improvement ideas and methods. For example, a recent issue included articles about HIPAA compliance and enforcement and business continuity/disaster planning.

## Staffing Plan

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*Describe proposed staffing plan including number and location(s) of assessors, and how this will meet the demand for statewide assessments. Describe the proposed availability of in-state staff who will complete the assessments, as well as availability of Contract staff for periodic meetings with the State to discuss performance and address any identified challenges. Describe the plan for completing assessments remotely if needed due to the continuation of the COVID-19 pandemic.*

---

Liberty has a strong staffing plan that will establish a statewide team of regionally based assessors that will promote local availability of needs assessments while fulfilling the demand for statewide assessments. Our Executive Director will facilitate ongoing communication with the Department, which will include periodic meetings with the State to discuss performance and address any identified challenges. We also have a plan for completing assessments remotely if needed due to the continuation of the COVID-19 pandemic. We will describe each element in the following sequence:

- Staffing plan
- Regional locations of assessors
- Availability of in-state staff to complete the assessments
- Communication and periodic meetings with the State
- Plan for remote assessments due to COVID-19

## Staffing Plan



### **Communication and Periodic Meetings with the State**

As a local and knowledgeable leader of the Vermont assessment program, the Executive Director will be located near the capital to facilitate the ease of communication and collaboration with the Department. The Executive Director will establish ongoing communication and reporting linkages and relationships to optimize responsiveness and keep the DAIL/DDSD informed and up to date on the program. This will include attending or hosting periodic meetings with the State to discuss contract performance, address any identified challenges, and plan for quality initiatives.

### **Plan for Remote Assessments Due to COVID-19**





## Proposed Implementation Timeline (2.7.4)

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

Liberty's Director of New Business Implementation (Rashida Morris) was instrumental in the development of the draft implementation plan and will be considered the point person, coordinating efforts of the Implementation Team. She will monitor the plan implementation and coordinate all communication among Liberty's VP of Operations (Charlie Sproule), the local program management team, and DAIL/DDSD. Gradually over the course of implementation, the Executive Director will take more active control of the local project obtaining assistance from Rashida and Charlie as needed.



Liberty's Director of New Program Implementation will help guide an organized contract implementation according to Project Management Institute (PMI) principles.

Our staffing and implementation plan will rely on the following crucial dates: Contract Award, Contract Execution, and Operational Start. As these dates shift, there may be a corollary shift in our plans. The resulting implementation plan will serve our "road map" to meeting the Department's expectations and achieving your goals on this program.

*"I just wanted to send you a quick note that it has been a pleasure working with you and your team during this implementation and transition process. This is not an easy time for any of us with the pandemic, and you guys have made it as smooth as possible. Thank you!"*

Jessica L. Harlan-York  
Director, Bureau of Quality  
Improvement Services, Indiana  
Division of Disability and  
Rehabilitative Services

**Strong Implementation Support from Liberty’s Corporate Team:** This project will receive strong support from our VP of Operations (Charlie Sproule) and assigned project implementation team. Our designated implementation team includes proven Liberty experts in every aspect of operating an effective independent assessment program, including information systems, administration, compliance, quality initiatives, training, and business operations. The VP of Operations and these local and corporate-based Liberty managers will be heavily engaged during the implementation period to augment the Executive Director (as they are on-boarded), to launch the implementation, and give guidance and training to the local team.

Once the program is established and underway, the implementation team will shift to a role of consultative support and quality oversight and provide assistance as needed for the ongoing operation of the program. All day-to-day operation of Vermont’s SIS-A Program will be executed through our local Vermont team.

**Implementation Timeline:** We propose to begin start-up activities directly following a contract award which is anticipated to occur on February 1, 2021. We have captured start-up activities in our implementation tables by shading those tasks red. The timeline presented below captures key activities and milestones that will occur during that time, including initial activities, development and approval of our policies and procedures, onboarding of staff including their training and certification through AAIDD, and implementation of SISOnline in preparation for an anticipated go-live (i.e., begin SIS-A) of July 1, 2021.

## Draft Implementation Plan

Liberty has extensive experience in the execution of both implementation and readiness review plans under a very brief timeframe (e.g., 2-4-month period). The following pages describe Liberty's phased approach to implementation and ongoing successful program operations. Should we be selected for this contract, Liberty will tailor this approach to the SIS-A Assessment Program in close collaboration with DAIL/DDSD. As our Draft Implementation Plan, we provide draft implementation steps and timeframes as they are associated with the undetermined effective date of the contract. While the plans are broken out by functional area, we include a copy of the complete Draft Implementation Plan in **Appendix 7**.

*Note: This plan should be considered a draft and for discussion with DAIL/DDSD in preparation for finalization of the plan to be executed following contract award.*

















### **Draft Phase-In Plan for Completing SIS-A Assessments**

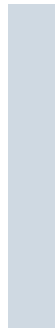
In collaboration with DAIL/DDSD and AAIDD, Liberty will perform a three-year phase-in of the SIS-A in Vermont. In an effort to not burden individual agencies and to attempt to smooth assessments across all 12 months of each year, we propose to take a planned approach to selection and initial referrals. This begins with a sampling methodology for selecting the initial 800 participants to receive SIS-A interviews during the first year of the contract followed by the selection of participants for years two and three.





## **Schedule of SIS-A Assessments Across Seven Years of the Project**

Based on the volumes included within the RFP, we anticipate performing an increasing number of assessments each year as a result of new enrollees. If we are not able to receive referral lists based on the above (or some variation of this worked out with the Department and AAIDD), we will be prepared to conduct assessments in response to receiving individual referrals from the party approved by the Department. However, if we are able to conduct assessments during the initial three years in a way that smooths the number being completed each month – Liberty will be better able to perform SIS-A interviews in a way that does not overwhelm the system. What follows is an example of how we might anticipate performing assessments over the course of the initial five-year term and two optional years of the contract. This schedule assumes a contract execution of February 1, 2021.



Tab 2  
References

## 4.4. References

---

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

---

Liberty is proud of the successful working relationships we have developed with our customers, and we encourage the Department to contact any of the following references. Details on each of these programs are included under Section 4.3 and additional references are available upon request.





Tab 3  
Reporting Requirements

## 4.5. Reporting Requirements

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

Liberty has included two samples of reporting documentation that are available through SISOnline and will be directly applicable to this project, the *Assessor Monitoring and Activity History Report* and the *Vermont Vendor Performance Metrics Report*.

Liberty excels in developing customized programs and analytic reports that meet the specific needs of each state agency. The Vermont DAIL/DDS D will benefit from our emphasis on practical utility and meaningfulness of data – “actionable information”. The data we report will be selected and organized to (1) promote easy understanding and monitoring of the most crucial parameters of the Vermont assessment project and (2) facilitate the identification of positive and negative patterns and opportunities for improvement in the statewide service system for targeted quality initiatives and risk management.

Liberty is skilled in the development of on-line databases (including shared databases with state agencies), automated data collection, aggregation of data, and analysis, both descriptive and statistical, and specially designed management systems. We also have experience working with state databases to create reports that are informative and formatted to be user-friendly. For this project we propose to use SISOnline for both data collection and reporting requirements outlined within this RFP.

**Leveraging SISOnline Reporting Capabilities:** For this project we propose to capture all information needed to deliver complete and quality assessments within SISOnline. This platform includes standard reporting and analytics that can be used to inform DAIL/DDS D and Liberty on different issues regarding interviewer ratings, comparisons between interviewer ratings, and analysis of the local and statewide data. Two such reports are the *Assessor Monitoring and Activity History Report* and the *Vermont Vendor Performance Metrics Report*. As can be seen from the included fields listed below, we will be able to use this report to capture and present performance reporting to the Department.

### Assessor Monitoring and Activity History Report

This report shows all the time/date stamps for the assessments (when request was received, when interview was scheduled, the interview date, the upload of data from Venture to SISOnline, the review date, the approval date, and dates of any post-approval edits.) This includes saving the data in the assessment record instead of activity logs, for easy access and faster reporting. The “Date Request Received” field is already in the system and available to use instead of using the “Created Date”, which can’t be edited. The report will also include the reasons an interview was scheduled beyond the required days allowed by the state, with a list of choices (to be provided by vendor.)

#### REPORTING REQUIREMENTS

- Standard program reporting and analytics through the SISOnline platform.
- Demonstrated compliance with contractual requirements and performance expectations.
- Well-established method for self-monitoring contract performance.

Our proposed report will include the following, with alignment to program requirements identified after select fields:

- First Name [sis\_cl\_first\_nm]
- Last Name [sis\_cl\_last\_nm]
- DOB [sis\_cl\_dob\_dt]
- SIS ID [formResultId]
- Interview Login ID [sis\_int\_id]
- Interviewer Name [sis\_int\_full\_nm]
- Tracking Number [sis\_track\_num]
- Why Assessment being done [sis\_why]
- Date Assessment Request Received [planning\_date\_request] – **2.4.1.1.**
- Date of Assessment [sis\_completed\_date] – **2.4.1.3.**
- Date Assessment uploaded to SISOnline from Venture [upload\_from\_venture\_date]
- Date Quality Review Completed [Review\_approved\_date]
- ODP Requested Change [edit\_approved\_date]
- The date that the assessment was assigned to an assessor [assigned\_to\_user\_date]
- Review Status field [ReviewStatus (text)]
- Form Status field currently [formstatus (text)]
- The Date the assessment was last edited or approved. [dateUpdated] – **2.4.1.4**
- Medicaid ID [sis\_cl\_medicaidNum]
- Interview Date [sis\_completed\_dt]
- Created DateTime Format: {mm/dd/yyyy HH:mm:ss }
- Several other items can be added per Vendor’s requirements, including: The Date that the Assessment Appointment was Made [**2.4.1.2.**]; The Date the Completed Assessment is Sent to the Individual’s Case Management Agency or Intake Specialist [**2.4.1.5.**].

### **Vermont Vendor Performance Metrics Report**

This report aggregates the individual assessment data and will be generated through SISOnline. This will enable Liberty to demonstrate compliance with performance expectations outlined within this RFP. The report will include:

- Total number of referrals for the month.
- Number (#) and percentage (%) of referrals processed within 5 working days of referral. Reasons for not meeting this timeline.
- Number (#) and % of assessments scheduled within 15 working days of referral. Reasons for not meeting this timeline.
- Number (#) and % of assessments scheduled beyond 30 days. Reasons for exceeding this timeline.
- Number (#) and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral. Reasons for not meeting this timeline.
- Number (#) and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral. Reasons for exceeding this timeline.

## Contract Deliverables and Performance Expectations (2.4)

We believe that our experience and well-established methods for self-monitoring our own contract performance, including the processes we use to confirm compliance with internal quality standards, will be a good fit for this project. What follows is a description of our approach to meeting the contract deliverables and performance expectations of this program.

### Performance Reporting (2.4.1.)

---

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

- 2.4.1.1. the date that the approved assessment referral was received.*
  - 2.4.1.2. the date that the assessment appointment was made.*
  - 2.4.1.3. the date that the assessment appointment(s) occurred.*
  - 2.4.1.4. the date that the assessment was fully completed and fully entered into the SIS-A platform.*
  - 2.4.1.5. the date that the completed assessment is sent to the individual's case management agency or intake specialist.*
- 

We confirm that Liberty will track and maintain documentation to support performance reporting specific to each assessment referral we receive. This will include gathering all required information to include the dates for each of the following: (1) the date that the approved assessment referral was received; (2) the date that the assessment appointment was made; (3) the date that the assessment appointment(s) occurred; (4) the date that the assessment was fully completed and fully entered into SISOnline; and (5) the date that the completed assessment is sent to the individual's case management agency or intake specialist.

### Draft Monthly Performance Report

By having ongoing access to the *Assessor Monitoring and Activity History Report*, we will be able to generate a monthly report that lists all referrals for assessments that we receive. This information will also provide us the necessary information to demonstrate our performance relative to the contract deliverables outlined below. We provide a draft format of a performance report for review by the Department.

### **Sample Monthly Performance Report**

We also provide a copy of a report from one of our existing assessment projects as a sample of our capabilities. This sample is a subset of all assessments completed within the month of August 2020. Key metrics include date of the request, assessment date, date assessment was uploaded, date the electronic file was completed, and the date the notice with assessment results was distributed. As can be seen, we have included the assessor which can then be used to aggregate and report on individual assessor performance – helping to identify staff who may need additional training, oversight, or other support.

## Appointment Confirmation (2.4.2.)

---

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

---

Liberty will confirm at least 90% of assessment appointments within five working days of receiving the approved referral, as required by DAIL/DDSD. If we are unable to confirm an appointment within the five working days, we will document the reason within the exception section of our Monthly Performance Report.

## Appointment Scheduling (2.4.3.)

---

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

---

Liberty will schedule at least 85% of assessment appointments to occur within 15 working days of receiving the approved referral and 100% of all assessments within 30 days of receiving the approved referral, as required by DAIL/DDSD. If we are unable to conduct the assessment within the expected 15 working days, we will document the reason “in writing” by entering the information in the exception section of our Monthly Performance Report.

## Appointment Completion (2.4.4.)

---

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

---

Liberty will complete and enter assessment information into the SIS-A platform and securely send an electronic copy of the assessment to the case management agency or intake specialist for at least 85% of all assessments within 20 working days of receiving the approved referral, and 100% of all assessments within 35 working days of receiving the referral, as required by DAIL/DDSD. If we are unable to enter the completed assessment information into SISOnline and send an electronic copy to the designated agency or intake specialist within the 20 working days, we will document the reason within the exception section of our Monthly Performance Report.

## Monthly Reporting (2.4.5.)

---

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

- *2.4.5.1. Total number of referrals for the month.*
  - *2.4.5.2. Number (#) and percentage (%) of referrals processed within 5 working days of referral. Reasons for not meeting this timeline.*
  - *2.4.5.3. # and % of assessments scheduled within 15 working days of referral. Reasons for not meeting this timeline.*
  - *2.4.5.4. # and % of assessments scheduled beyond 30 days. Reasons for exceeding this timeline.*
  - *2.4.5.5. # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral. Reasons for not meeting this timeline.*
  - *2.4.5.6. # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral. Reasons for exceeding this timeline.*
-

Liberty will submit a monthly report to the State by the 30<sup>th</sup> of the following month to include all required components, including: (1) Total number of referrals for the month; (2) Number (#) and percentage (%) of referrals processed within 5 working days of referral. Reasons for not meeting this timeline; (3) # and % of assessments scheduled within 15 working days of referral. Reasons for not meeting this timeline; (4) # and % of assessments scheduled beyond 30 days. Reasons for exceeding this timeline; (5) # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral. Reasons for not meeting this timeline; and (6) # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral. Reasons for exceeding this timeline.

We propose to submit the Monthly Performance Report (showing outcomes at the individual level) and the Monthly Deliverables Report (showing outcomes as the aggregate level) at the same time. This will enable Liberty to aggregate exceptions within the Deliverables Report, while still providing the details at the individual level as part of the Performance Report.

### **Draft Monthly Deliverables Report**

Liberty will use the *Vermont Vendor Performance Metrics Report* outlined above to produce the necessary information to report on performance to DAIL/DDS. We will also use the data captured in the *Assessor Monitoring and Activity History Report* to validate the report and examine discrepancies at the individual case level. Both reports will be generated out of SISOnline, we will capture all required data to produce our Monthly Deliverables Report. Where the Performance Report includes data at the individual level, the Deliverables Report will aggregate referral, scheduling and assessment information across all individuals over a monthly period.





## **Performance Incentives/Disincentives (2.4.6.)**

---

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

---

Liberty understands the State's intention and agrees to negotiate performance incentives and/or disincentives during Contract negotiations.

## **Bi-Annual Reporting (2.4.7.)**

---

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

---

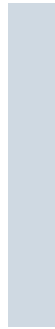
Liberty commits to submit a report 30 days after the end of every six months of the Contract which summarizes our performance, identifies problems and barriers, and remediation activities planned

or taken. While we will work with the Department on the format and content of this report, we will provide a draft report outline for consideration below as well as a sample comprehensive performance report that demonstrates our capabilities to produce this report for DAIL/DDSD.

### **Draft Bi-Annual Report Outline**

1. Overview of the Project
2. Executive Summary of Bi-Annual Performance
  - 2.1. Narrative Summary of 6-Month Period
  - 2.2. Section I (Table) of the Monthly Deliverables Report (completed for 6 months)
3. Overall Patterns and Trends of Bi-Annual Performance
4. Referral Processing and Scheduling
  - 4.1. Performance Tables
  - 4.2. Problems and Performance Exceptions
  - 4.3. Barriers and Recommended Strategies
5. Supports Intensity Scale (SIS-A) Assessments
  - 5.1. Performance Tables
  - 5.2. Problems and Performance Exceptions
  - 5.3. Barriers and Recommended Strategies
6. SISOnline Data Capture and Assessment Distribution
  - 6.1. Performance Tables
  - 6.2. Problems and Performance Exceptions
  - 6.3. Barriers and Recommended Strategies
  - 6.4. Recommended SISOnline System Enhancements
7. Quality Control
  - 7.1. Performance Tables
  - 7.2. Barriers and Recommended Strategies
  - 7.3. Review of Existing Corrective Action Plans (CAPs)
  - 7.4. Recommended Quality Initiatives (Systems)
8. Appendices





Tab 4  
Pricing

## 4.6. Pricing

4.6. Bidders shall submit their pricing information in the Price Schedule (Attachment 6.6).

### Attachment 6.6

#### Price Schedule/Response: Bidder's Proposed Pricing

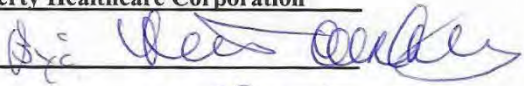
##### 1. Proposed start-up funding and payments:

Contract Year	Proposed first year start-up funding if requesting	Proposed payment per completed assessment
1	\$195,000	\$499.46
2	NA	\$499.46
3	NA	\$499.46
4	NA	\$499.46
5	NA	\$499.46
6 Optional extension	NA	\$513.03
7 Optional extension	NA	\$513.03

##### 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	\$195,000	800	\$499.46	\$594,568.00
2	NA	1500	\$499.46	\$749,190.00
3	NA	1550	\$499.46	\$774,163.00
4	NA	1600	\$499.46	\$799,136.00
5	NA	1650	\$499.46	\$824,109.00
6 Optional extension	NA	1700	\$513.03	\$872,151.00
7 Optional extension	NA	1750	\$513.03	\$897,802.50

Name of Bidder: Liberty Healthcare Corporation

Signature of Bidder: 

Date: 10-28-20

## Start Up and Ongoing Operational Costs (2.7.5.)

---

*2.7.5. 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.*

---

## Payment Provisions (2.5.1.)

---

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

---

## Subcontracted Costs (2.5.2.)

---

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

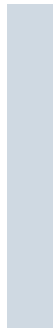
---

As a direct contractor with AAIDD, Liberty is familiar with the pricing model and costs of operating a SIS-A program. These costs can be roughly broken down into specific categories which we used to create the table below. While we present the estimated costs for each year of the program, the process of negotiating a contract with AAIDD could result in some slight adjustments to what is presented.

SIS Component	Year 1	Year 2	Year 3	Year 4	Year 5	Optional Year 1	Optional Year 2
SIS-A Interviewer Training	\$ 28,600	\$ -	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Trainer Training (1-Person)	\$ -	\$ 19,500	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Recognition Training		\$ 5,200	\$ 8,600	\$ 8,600	\$ 8,600	\$ 8,850	\$ 8,850
Stakeholder Training	\$ -	\$ 2,600	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL TRAINING</b>	<b>\$ 28,600</b>	<b>\$ 27,300</b>	<b>\$ 9,800</b>	<b>\$ 9,800</b>	<b>\$ 9,800</b>	<b>\$ 10,050</b>	<b>\$ 10,050</b>
SIS-A Paper Products	\$ 65	\$ 90	\$ 65	\$ 65	\$ 65	\$ 75	\$ 75
SISOnline Licensing	\$ 16,530	\$ 29,970	\$ 31,622	\$ 32,604	\$ 33,585	\$ 34,401	\$ 36,509
SIS-A Integration	\$ 12,900	\$ 10,308	\$ 10,356	\$ 10,530	\$ 10,707	\$ 13,904	\$ 14,139
SIS-A Customization	\$ 49,662	\$ 17,111	\$ 24,048	\$ 17,853	\$ 18,274	\$ 18,606	\$ 19,041
SISOnline Maintenance	\$ 4,596	\$ 4,677	\$ 4,780	\$ 4,885	\$ 4,992	\$ 4,161	\$ 4,252
<b>TOTAL SISONLINE</b>	<b>\$ 83,753</b>	<b>\$ 62,156</b>	<b>\$ 70,871</b>	<b>\$ 65,936</b>	<b>\$ 67,623</b>	<b>\$ 71,146</b>	<b>\$ 74,015</b>
<b>TOTAL</b>	<b>\$ 112,353</b>	<b>\$ 89,456</b>	<b>\$ 80,671</b>	<b>\$ 75,736</b>	<b>\$ 77,423</b>	<b>\$ 81,196</b>	<b>\$ 84,065</b>

\*For a complete breakdown of all AAIDD expenses, please see proposal in **Appendix 9**.





Tab 5  
Certificate of Compliance

## 4.7. Certificate of Compliance

DAIL RFP# DDSD 306

### 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
Not Applicable		

**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# DDSD 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.

DAIL RFP# DDSD 306

**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 Challenge<sup>SM</sup> Certification
  - Other internationally recognized building certification:

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

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

---



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

---

DAIL RFP# DDSD 306

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**F. Acknowledge receipt of the following Addenda:**

Addendum No.: Bidder's Conference Notes Dated: October 1, 2020

Addendum No.: Response to Bidders Questions Dated: October 16, 2020

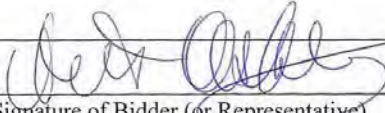
Addendum No.: \_\_\_\_\_ Dated: \_\_\_\_\_

Bidder Name: Liberty Healthcare Corporation Contact Name: Christopher Baglio, Ed.D., MS

Address: 401 E. City Avenue, Ste. 820 Fax Number: 484.434.1546

Bala Cynwyd, PA 19004 Telephone: Office: (610) 668-8800, Ext. 408  
Mobile: (317) 677-6631

E-Mail: christopher.baglio@libertyhealth.com

By:  Name: Herbert T. Caskey, M.D. - President  
Signature of Bidder (or Representative) (Type or Print)

**END OF CERTIFICATE OF COMPLIANCE**



Tab 7  
Worker Classification  
and Compliance  
Requirement Form

## 4.8. Worker Classification and Compliance Requirement Form

DAIL RFP# DDSD 306

### 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
Not Applicable		

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

Date: 10/28/20Name of Company: Liberty Healthcare CorporationContact Name: Christopher Baglio, Ed.D., MSAddress: 401 E. City Avenue, Ste. 820Title: Vice President, Program DevelopmentBala Cynwyd, PA 19004Office: (610) 668-8800, Ext 408  
Phone Number: Mobile: (317) 677-6631E-mail: christopher.baglio@libertyhealth.comFax Number: (484) 434-1546By:   
Signature (Bid Not Valid Unless Signed)\*Name: Herbert T. Caskey, M.D. - President  
(Type or Print)

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



## Appendices





## Appendix 1

### Resumes of Current Staff

# Charlie Sproule Ph.D., MA

## Vice President of Operations / Contract Manager



### KEY ROLE AND RESPONSIBILITIES

Dr. Charlie Sproule is responsible for staffing and resource allocation, budget preparation and financial oversight, and confirming that the program achieves the client's goals while meeting all contractual, legal, and regulatory requirements. He builds collaborative, positive relationships with key stakeholders and serves as an executive-level contact throughout the program lifecycle.

### PROFESSIONAL SUMMARY

Charlie has more than 33 years of healthcare experience, including leadership positions on multiple statewide programs. Since joining Liberty in 2004, he has managed several major ongoing programs. He currently oversees three of our independent assessment contracts, including one in Idaho that uses the SIS-A and several in New England.

As contract manager, Charlie is responsible for overseeing the onsite Executive Director, monitoring Liberty's performance against contract requirements and key performance indicators, regularly communicating program status to Vermont DAIL/DDSD officials, and assuring that corporate resources fully support ongoing local operations. He is a results-driven behavioral health executive with a strong clinical and fiscal/operations background and extensive experience managing complex, multi-site health care programs. Charlie builds collaborative, positive relationships with key stakeholders and serves as an executive-level contact throughout the program lifecycle.

### PROFESSIONAL EXPERIENCE

#### Liberty Healthcare Corporation, Bala Cynwyd, PA, 2004-Present

##### Vice President of Operations, 2009-Present

Responsible for management and oversight of public sector contracts, including three Liberty assessment contracts, one of which (Idaho Independent Assessments) uses this SIS-A, and statewide medical staffing services at various locations throughout Maine.

Oversees customer satisfaction to confirm that all contract deliverables are met. Develops and manages budgets, supervises the recruiting process, monitors performance indicators, and facilitates product development.

##### Director of Operations, 2006-2009

Provided administrative oversight for various programs within the behavioral health division. Involved in program development, implementation, and contract monitoring. Specialties include juvenile, mental health, and forensic services. Assisted in all facets of clinical and administrative programming.

##### PA Sexual Responsibility & Treatment Program, 2004-2006

Provided clinical, administrative, and direct care leadership for the country's first sex offense civil commitment program for individuals aging out of the juvenile justice system in Pennsylvania. Responsibilities included complete oversight of the 60-resident capacity program. Position duties included monitoring and directing daily operations,

### RELEVANT EXPERTISE

More than 33 years of healthcare experience, including oversight of the Pennsylvania Adult Protective Services program, among other statewide contracts.

### EDUCATION

- Indiana University of Pennsylvania  
Ph.D., Administration and Leadership  
MA, Sociology (concentration in drug and alcohol studies)
- Shippensburg University of Pennsylvania  
BSBA, Finance

### PROFESSIONAL AFFILIATIONS

- Pennsylvania Certified Addiction Counselor, Diplomat & Licensed Counselor
- Pennsylvania State Board to Assess Sexually Violent Predators, Member
- Association for Treatment of Sexual Abusers, Clinical Member

budgeting and fiscal planning, serving as program liaison with the State of Pennsylvania and other stakeholders, strategic planning, developing and implementing program policies and procedures, and supervising human resources and quality improvement initiatives.

**Adelphoi Village, Inc., Latrobe, PA, 1985-2004**

**Director of Research and Residential Services, 2001-2004**

Oversaw the operation of residential programs and research. Responsibilities included oversight of 17 residential programs, as well as directing research on outcomes and evidence-based programming. Programs supervised included mental health, sex offense, drug and alcohol, diagnostic, secure, intensive supervision, transitional living, and shelter care. Supervision and accountability for over 250 staff members and all facets of programming including treatment, budgeting, and staff development for an agency with an annual budget of \$36 million.

**Associate Director, 1991-2001**

Responsible for administration and supervision of seven programs for delinquent/dependent court ordered adolescents. Programs included two substance abuse residential treatment programs, two sex offense residential treatment programs, two maximum-security treatment facilities, and the statistical/outcomes division of the agency with approximately 100 staff members at a Joint Commission on Accreditation of Healthcare Organizations accredited agency. Additional duties included program management including budget development and monitoring, staff development, and clinical oversight. Additional tasks involved managing the agency's outcome and statistical analysis division, as well as strategic planning of a yearly operating budget of \$30 million.

# Sue Nayda MS

## Chief Operating Officer

### KEY ROLE AND RESPONSIBILITIES

Chief Operating Officer Sue Nayda is responsible for growth and retention across the company's diverse product lines, championing innovative solutions and driving operational excellence to yield successful results and high value for our customers. She serves as the senior administrator who oversees the implementation and management of all Liberty contracts.

### PROFESSIONAL SUMMARY

Sue is a senior executive in healthcare and human services with a passion for helping high-performance organizations achieve demonstrable outcomes for persons with serious mental illness and/or intellectual and developmental disabilities (I/DD). From her earliest days as a job placement specialist for individuals with I/DD, Sue has been a proponent of, and has consulted nationally on, the transformation from traditional service systems to community-based models, with a particular emphasis on supported employment.

Prior to joining Liberty in 1999, Sue was an executive with a rapidly growing manager of behavioral health services in partnership with hospitals, community mental health centers, and managed behavioral health organizations throughout the nation.

### PROFESSIONAL EXPERIENCE

#### Liberty Healthcare Corporation, Bala Cynwyd, PA, 1999-Present

##### Senior Vice President and Chief Operating Officer, 2010-Present

As Senior Vice President and Chief Operating Officer, Sue is responsible for leading and managing operations across all company product lines serving public sector and commercial customers.

##### Vice President of Operations, 1999-2009

Sue maintained overall responsibility for the company's contracts with public sector customers serving challenging populations with mental illness and/or intellectual disabilities in institutional, community, and criminal justice settings.

#### PMR Corporation, Nashville, TN, President - Mid-America Group, 1996-1999

Sue established the Nashville-based region for the company and led the group through a period of rapid expansion; developed and managed contractual relationships with Columbia/HCA hospitals and community mental health centers; and provided management services to two organizations responsible for case management of over 5,000 persons with serious mental illness in a Medicaid managed care environment.

#### PMR Corporation, San Diego, CA, 1990-1996

##### Senior Vice President of Operations, 1993-1996

Responsible for operation of outpatient psychiatric division, with over 25 locations throughout the United States. Managed contracts with hospitals and community mental health centers, and ensured successful

### RELEVANT EXPERTISE

Senior executive with a passion for leading high-performance organizations, helping achieve demonstrable outcomes for persons with serious mental illness and/or intellectual/developmental disabilities.

### EDUCATION

- Springfield College, MS, Rehabilitation Counseling and Administration
- SUNY Geneseo, BS, Special Education

clinical and financial performance of programs. Led process to reengineer program operations, resulting in improved staff productivity, reduced expenses, and increased client retention.

**Regional Vice President, 1990-1993**

Hired to manage first Bay Area unit for company and expanded to five additional Northern California locations within a year. Responsible for timely opening of new programs, oversight of referral development and program operations, and client hospital satisfaction with contract management services.

**University of San Francisco, McLaren School of Business, Regional Training Coordinator, 1989-1990**

Provided consultation, training, and technical assistance to mental health authorities and providers throughout the Western United States to enable them to transition traditional service systems to psychiatric rehabilitation models, with a particular emphasis on supported employment. Presented on system change and service delivery technologies at major conferences throughout the country.

**Community Enterprises, Vice President of Employment and Training, Northampton, MA, 1986-1989**

Directed all facets of industry-based employment and training services for persons with psychiatric and developmental disabilities. Successfully closed sheltered workshop programs in favor of supported and competitive placement approaches. Had full profit and loss responsibility for supported employment, supported education, and small businesses in multiple New England locations.

**Community Enterprises, Senior Placement Specialist / Area Manager, Northampton, MA, 1986**

# Rashida Morris MS

## Director of New Business Implementation



### KEY ROLE AND RESPONSIBILITIES

Rashida Morris oversees the development of project plans for new contract implementation. Her responsibilities include coordinating corporate functions (i.e. finance, human resources, recruitment, etc.), communicating with all stakeholders on a routine basis, and confirming that programs are delivered on time and budget, and to the satisfaction of Liberty clients.

### PROFESSIONAL SUMMARY

Rashida has more than 12 years of experience in the project management of healthcare, information technology, facilities, renovation programs, and new business implementation. She has a strong foundation and understanding of building and maintaining relational capital, and superior leadership and management skills, including offering nurturing opportunities for employees.

Rashida is a leader and planner of cross-organizational and vendor-supported projects and implementations. She has led and managed all types of projects and initiatives through the project management lifecycle for both business and technical needs. She specializes in effective communication, conflict resolution, and client and stakeholder management.

### PROFESSIONAL EXPERIENCE

#### **Liberty Healthcare Corporation, Bala Cynwyd, PA, Director of New Business Implementation, 2018-Present**

Rashida is responsible for the development of detailed project plans for new contract implementations. She develops and maintains regular communication with stakeholders regarding project status, issues, risks, delays, and change requests; and facilitates the processes of project discovery, documentation development, effective communication, implementation plans, risk registers, and test plans.

#### **Health Partner Plans, Philadelphia, PA, Project Manager, 2014-2017**

As project manager, Rashida documented project needs and supporting documentation, in collaboration with executive and team leadership. She facilitated team sessions in order to produce project documentation; developed and maintained productive working relationships with management, external clients/vendors, team members and other groups; and organized meetings and prepared reports to involve and update project stakeholders.

#### **Drexel University, Philadelphia, PA, 2006-2014**

##### **Director - Technology and Facilities Management, 2007-2014**

Rashida managed the collaboration of division and university-wide efforts to improve results for current and prospective students; and served as manager of an array of projects.

##### **Asst. Director - Technology and Facilities Management, 2006-2007**

### RELEVANT EXPERTISE

More than 12 years of project management experience, with a focus on new program implementation and process improvement strategies.

### EDUCATION

- Wilmington University, MS, Health Care Administration
- Wilmington University, MS, Organizational Leadership
- Wilmington University, MS, Public Administration
- Drexel University, MS, Project Management
- Drexel University, BS, Communication and Applied Technology

### CERTIFICATIONS AND TRAINING

- Project Management Institute, Project Management Professional (PMP) - In Progress
- Bullet Proof Manager (12 months)
- Enrollment Manager, Leadership Development Program (12 months)

# John Guda

## Chief Information / Technology Officer



### KEY ROLE AND RESPONSIBILITIES

John Guda is responsible for all aspects of Liberty's information technology (IT) development. He designs and customizes IT systems and platforms, organizes and directs a wide array of IT-related projects, and selects and implements suitable technology to streamline and optimize corporate and program operations. John works with the Vice Presidents of Operations and the customer to mutually select the IT platform that will be used to manage and support each new Liberty program. This may involve adopting an existing IT platform, development of a bespoke platform, or engaging a vendor to provide a third-party solution.

### PROFESSIONAL SUMMARY

John is a senior executive with a high-tech entrepreneurial track record as a change agent, early adopter, and solution champion at the intersection of healthcare and technology. He is recognized for leading domestic and international healthcare organizations through periods of significant change and driving executive-level alignment with business owners and IT. His experience includes business operations and leadership, new product development, security and regulatory compliance, solution delivery, customer engagement, mission-critical business plans, organizational restructuring, and leading profitable growth.

### PROFESSIONAL EXPERIENCE

#### **Liberty Healthcare Corporation, Bala Cynwyd, PA, Chief Information/Technology Officer, 2018-Present**

John oversees the use of information technology at Liberty, confirming that the IT systems in place support program operations and corporate objectives, and that the company maintains best practices in the areas of information access and security. He selects and implements technology to streamline and optimize internal operations and oversees technology infrastructure to confirm optimal performance.

#### **J. Guda & Associates, Downingtown, PA, Principal, 2017-2018**

John provided advisory, planning, design, and program execution consulting services to healthcare providers and insurance organizations, and to the technology service and product organizations that focus on these markets.

#### **ICF, Fairfax, VA, Senior Vice President - General Manager, 2014-2016**

John held executive-level positions with this global provider of deep domain-centric consulting, marketing communications, and technology services, with \$12 million and \$70 million in annual revenue, respectively.

#### **Computer Sciences Corporation, Falls Church, VA, Senior Managing Partner-Vice President-General Manager, 2007-2014**

#### **First Consulting Group, Long Beach, CA, President Global Delivery- Chief Technology Officer, 2007**

#### **Eclipsys Corporation, Malvern, PA, Vice President - Solutions Development, 2003-2006**

### RELEVANT EXPERTISE

- Senior information technology professional with a track record of supporting health care organizations.

### EDUCATION

- Ohio State University, BS, Computer and Information Science
- Cornell University, Certificate - Executive Leadership
- Harvard School of Public Health, Certificate - Information Systems Manager

### PROFESSIONAL AFFILIATIONS

- Health Information and Management Systems Society
- Healthcare Financial Management Association
- America's Health Insurance Plans
- Institute of Electrical and Electronics Engineers
- Association for Computing Machinery



# Judith Shields RN, MSN, CPHQ

## Vice President of Performance



### KEY ROLE AND RESPONSIBILITIES

As Vice President of Performance, Judith Shields fulfills a number of key corporate functions for Liberty. She provides leadership and supervision to our in-house team of credentialing specialists and personally reviews the resume and qualifications of every candidate for completeness, accuracy, and competency before giving final approval to hire. Judith is responsible for oversight of Liberty's corporate compliance, HIPAA compliance, and risk management programs, and maintenance of the firm's Health Care Staffing Services certification with The Joint Commission. Finally, she oversees Liberty QualityCare®, a framework that governs performance standards and a package of quality improvement resources available to support every Liberty program.

### PROFESSIONAL SUMMARY

Judith is a dedicated, accomplished professional with exceptional leadership qualities and a passion for providing excellent technological support for clients through system enhancements and customization. Her professional experience in healthcare includes information technology system design and analysis, with a primary focus on process improvement, standardization, quality control, design, and user support.

Positions held include nursing, quality control, and healthcare administration. Proven strengths in client support, logistical analysis, research, application development, analytical assessment, installation, programming, and documentation.

### PROFESSIONAL EXPERIENCE

#### **Liberty Healthcare Corporation, Bala Cynwyd, PA, Vice President of Performance, 2001-Present**

Functions as the Corporate Director of Quality Improvement for programs that include mental/behavioral health, intellectual and developmental disability, forensic treatment, acute medical care, and population health. Provides third level customer support for accreditation preparation. Contributes vision and leadership to the customer quality improvement programs. Prioritizes assignments and coordinates the efforts of two quality specialist registered nurses and two credential/re-credential administrative staff. Interacts closely with nursing staff, hospital administration, medical staff offices, and site personnel to facilitate the delivery of quality services in accordance with the outsourcing contract. Provides assistance and education to all corporate and site personnel on quality improvement assessment, planning, tools development, and information management.

#### **Siemens Medical Solutions Health Service Corporation, Malvern, PA, Senior Systems Analyst, 1998-2001**

Functioned as a senior analyst responsible for providing on-site support for INVISION (clinical, patient management, order processing, physician view, and pharmacy) and HDX (third party payers) systems to the Crozer Keystone Health System. Provided third level customer support for daily problem resolution and 24/7 on-call support on a biweekly basis. Coordinated the execution of enhancement and customization projects,

### RELEVANT EXPERTISE

Dedicated quality performance executive, responsible for credentialing and Liberty's quality improvement and corporate compliance programs.

### EDUCATION

- Villanova University, Masters Black Belt in Lean Six Sigma
- The Catholic University of America, MS, Nursing
- Villanova University, BS, Nursing

### PROFESSIONAL CERTIFICATIONS AND MEMBERSHIPS

- Montgomery County Nurses Association
- PA Nurses Association, Cabinet Member on Professional Development
- National Association Medical Staff Services, Certified Professional Credential Specialist
- American Institute of Healthcare Quality, Fellow
- American Board of Quality Assurance and Utilization Review Physicians, Inc., Diplomate and Fellow
- American Nurses Association, Board Certified in Nursing Administration, Advanced
- Healthcare Quality Board, Certified Professional in Healthcare Quality
- PA Delegation for Health Care Reform, Washington, D.C., Representative



from project planning through peer review, building, internal quality assurance, client test, installation, and production phases. Prioritized assignments and coordinated the efforts of six junior analysts to deliver high caliber information systems consulting services to over 500 clinical and administrative users in four facilities.

Interacted closely with nursing staff, hospital administration, medical staff offices, and SMS personnel to facilitate the delivery of services in accordance with outsourcing contract. Provided assistance and education to other system analysts and help desk personnel. Served as Y2K project leader for pharmacy, credentialing resource scheduling, and online application systems. Formulated internal procedures for the system building and change control processes and associated documentation protocol to maximize customer satisfaction and ensure quality control. Researched, planned, and presented the proposed adaptation of the INVISION system to accommodate clinical research processing data requirements at the SMS quarterly staff meeting. Collaborated on the installation of three component systems to update the Medical Staff Line Physician Credentialing System for Y2K compliance.

#### **St. Christopher's Hospital for Children, Philadelphia, PA, Director of Quality Management/Case Management, 1994-1998**

Reported to president and chief operating officer on all quality management, case management, medical staff credentialing, performance improvement, and infection control programs.

#### **Crozer Keystone Health System, Chester, PA, Assistant Vice President of Quality Services, 1991-1994**

Reported to president and chief operating officer, and provided leadership in planning, directing, and organizing program functions for the Departments of Quality Management, Utilization Management, Case Management, Risk Management, Infection Control, Social Service, Employee Health, Medical Staff Office, Physician Relations, and Medical Records. Developed and administered departmental operating budgets, and directed a staff of 54 professional and clerical employees. Implemented numerous operational and quality programs to secure Joint Commission on Accreditation of Healthcare Organizations (JCAHO) accreditation after a precarious history of citations under former management. Created and optimized a systematic approach involving the integration of financial data with utilization review and case management services to simultaneously enhance patient care and financial performance. Significantly improved the manual credentialing system. Interacted with clients and families to resolve complaints with potential liability.

#### **Quality Management, Inc., Flourtown, PA, President, 1989-1991**

Established and managed a successful consulting practice, functioning as an independent nurse contractor in the areas of utilization management, quality management, case management, disease management, and performance improvement. Contracts included the Commonwealth of Pennsylvania Adolescent Prison System, Crozer Keystone Health System, Albert Einstein Medical Center, and the Commonwealth of Pennsylvania Mental Health System. Functioned as clinical specialist to provide training and consulted on the resolution of quality issues to achieve JCAHO accreditation.

#### **Howard University Hospital, Washington, D.C., Patient Care Coordinator, 1986-1989**

Coordinated the delivery of clinical care for the divisions of psychiatry, neurology, surgery, and oncology. Directed a staff of over 50 nursing professionals and psychiatric technicians.

### **SELECT PUBLICATIONS AND PRESENTATIONS**

#### **Presentations**

Shields, J. (2011). Using the Malcolm Baldrige criteria for performance excellence for organizational self-assessment to improve performance and achieve best practices. WCBF's Lean Six Sigma and Process Improvement in Healthcare Summit, New Orleans, LA, May 2011.

Shields, J. (2011). Framework development for quality performance measurement systems. Panel discussion at the National Joint Commission Health Care Staffing Services (HCSS) Certification Conference, Oakbrook Terrace, IL, May 2011.

#### **Publications**

Shields, J. and Jennings, J. (2013). Using the Malcolm Baldrige "Are We Making Progress?" survey for organizational self-assessment and performance improvement. *Journal for Healthcare Quality*, 35, 5-15.

Shields, J., Sage, H., Stillman, A., Bryant, S., Sonntag, N., Carabello, K., and Nayda, S. (2015). Client satisfaction surveys to improve outcome management in mental and behavioral health. *Patient Safety and Quality Healthcare*, 12, 26-32.

# Ian Castronuovo BA

## Vice President of Recruitment



### KEY ROLE AND RESPONSIBILITIES

As Liberty's Vice President of Recruitment, Ian Castronuovo is responsible for leading Liberty's strategy to attract top talent to the organization. This involves providing oversight of the company's internal recruiting function and ultimately maintaining responsibility for the successful fulfillment of all the organization's staffing requests and open requisitions.

Ian establishes short- and long-term goals for Liberty's recruiting department, provides leadership and direction to a team of recruiters, and develops and monitors outcome and performance measures regarding the recruitment of staff. This includes measuring Liberty's recruiting performance against key performance indicators, recruiting plans, turnover reports, and our service level agreements.

### PROFESSIONAL SUMMARY

Ian has more than 20 years of health care industry recruiting experience and progressive employment with Liberty. He has a proven ability to successfully recruit a wide array of highly-specialized executive-level, medical, and ancillary clinical professionals. Ian is a results-oriented and customer-focused professional with outstanding problem resolution skills; as well as an effective leader, influencer, and motivator.

Ian collaborates with our program managers and provides consultation and intervention as necessary in sensitive and challenging recruitment campaigns. He develops, continuously monitors, and enhances standard operating recruiting procedures using best practices in the industry. Ian maintains close working relationships with internal and external clients, and promotes a partnership between these stakeholders and the recruiting department.

### PROFESSIONAL EXPERIENCE

#### **Liberty Healthcare Corporation, Bala Cynwyd, PA, 1995-Present**

##### **Vice President of Recruitment, 2013-Present**

Ian provides day-to-day leadership and management of Liberty's recruitment function in a manner that results in a high level of customer service and satisfaction. He recruits, retains, and leads an in-house team of recruiters, and develops and manages recruitment strategies and processes in support of Liberty programs. Ian also keeps abreast of best practices and trends in the field and develops, refines, and confirms compliance with recruitment work processes.

##### **Regional Program Manager, 2009-2013**

Ian served as a liaison between Liberty corporate, its clients, and Liberty contracted human resources. In this role, Ian facilitated regular communication with Liberty human resources, client end users, and client stakeholders.

##### **Senior Recruiter, 1996-2008**

##### **Associate Recruiter, 1995-1996**

##### **Intern, 1995**

### RELEVANT EXPERTISE

More than 20 years of experience, all with Liberty, including a track record of recruiting staff to support large-scale programs that serve persons with intellectual and developmental disabilities.

### EDUCATION

- University of Delaware, BA, Business Administration

# Camille Tanner M.Ed., SHRM-SCP

## Vice President of Human Resources



### KEY ROLE AND RESPONSIBILITIES

As Vice President of Human Resources, Camille Tanner works with Liberty Vice Presidents of Operations and program directors to oversee the hiring, onboarding, and training of program staff. She monitors performance appraisals, creates and updates employee and supervisory manuals, and manages initial employee training for program start-ups and ongoing supervisory training for Liberty's corporate office and program leadership.

### PROFESSIONAL SUMMARY

Camille is an experienced human resources manager with more than 30 years of experience at Liberty. During that time, she formed the company's human resource department using a centralized system to maintain the well-being of both the company and its employees and now oversees all corporate HR functions, including benefits administration, supervision of all corporate and field office human resource personnel, and employee relations.

During her tenure with Liberty, Camille has been instrumental in ensuring a smooth transition from state to private employment for hundreds of employees. Drawing on her human resource and organizational development background, she has helped to design, implement, and monitor this process to confirm that a public-private partnership is the best decision for the state, the employees, and the populations served.

Camille's experience includes completing a statewide personnel "rollover" process in which Liberty interviewed, credentialed, and hired more than 200 staff for the Commonwealth of Pennsylvania; managing the transition of over 1,000 government employees to the private sector for an ICF/DD in Fort Wayne, Indiana; and managing the transition of 130 state employees to the private sector at a state-owned mental health facility in Oklahoma.

### PROFESSIONAL EXPERIENCE

#### **Liberty Healthcare Corporation, Bala Cynwyd, PA, 1983-Present**

##### **Vice President of Human Resources, 1988-Present**

Camille is responsible for onboarding new Liberty employees, implementing and overseeing human resources policies, and managing all personnel functions, including benefits and employee relations.

##### **Office Administrator, 1983-1988**

Managed all office personnel. Implemented and supervised all office projects, including the creation of a procedures manual and implementation of a computer system. Assisted general counsel with all risk management and medical malpractice issues.

##### **Administrative Assistant, 1981-1983**

#### **Meranze, Katz, Spear & Wilderman, Philadelphia, PA**

##### **Legal Assistant, 1977-1981**

Assisted junior partner in labor law, workers' compensation, and personal injury cases for major labor law firm.

### RELEVANT EXPERTISE

More than 30 years of experience at Liberty, including the transition and onboarding of thousands of healthcare professionals.

### EDUCATION

- Shippensburg University, BS, Office Administration
- Temple University, M.Ed.
- Society for Human Resource Management - Senior Certified Professional (SHRM-SCP)

# Christopher Baglio Ed.D, MS

## Subject Matter Expert: Quality Design, Measurement, and Analytics



### KEY ROLE AND RESPONSIBILITIES

Dr. Christopher Baglio will provide his quality program design, measurement, and analytics expertise to the Liberty team based on his experience directing a statewide quality program and contributing to the design of other programs that support people with intellectual and developmental disabilities (I/DD).

### PROFESSIONAL SUMMARY

Dr. Baglio is a doctoral level clinical manager with 30 years of experience in the field of I/DD and aging. Chris is a graduate of the National Leadership Consortium on Developmental Disabilities. He has advanced graduate level training and knowledge in psychology, applied behavior analysis, behavioral pharmacology, measurement, statistics, and research design and methodology.

Dr. Baglio has published 36 articles, book chapters and scales, and has presented at 34 national conferences relative to the field of I/DD. He has held faculty positions, teaching learning and behavior, assessment, and graduate level research methodology, and reviews manuscripts submitted for publication to the Journal of Autism and Developmental Disorders.

Dr. Baglio has more than four years of experience directing Liberty's quality project in Indiana, which provided support for the Division of Disability and Rehabilitative Services, as well as the Division of Aging. Prior to joining Liberty, he provided psychology/behavior analysis for ICF/IID centers in Louisiana and Illinois, and worked with community provider agencies in educational, residential, and day program settings.

### PROFESSIONAL EXPERIENCE

#### Liberty Healthcare Corporation, Bala Cynwyd, PA, 2010-Present

##### Vice President, Program Development, 2020-Present

##### Director of Program Development, 2014-2020

Plans and executes the growth strategy for the company including, facility management, case management, quality programs, and staffing service lines, resulting in the acquisition of significant new business. Oversees and coordinates business development efforts of developmental disabilities and behavioral health. Provides coaching and direction on identifying and qualifying prospects, preparing proposals, negotiating, and closing new business. Develops strategic relationships with key government administration, elected officials, and community organizations. Defines and designs new products/services to remain competitive in the market. Assists in the development and implementation of program startup plans.

##### Project Director, Indianapolis, IN, 2010-2014

Provided direction/support to the quality improvement project affiliated with the Division of Disability and Rehabilitation Services and the Division of Aging. In addition to directing quality services throughout the State of Indiana, other aspects of the project pertained to complaint investigations, incident reviews, mortality reviews, and risk management. Notable outcomes included creation of a standard provider review profile

### RELEVANT EXPERTISE

- Doctoral level clinical manager with 30 years of experience in the field of intellectual and developmental disabilities.

### EDUCATION

- Olivet Nazarene University, Ed.D., Program in Ethical Leadership
- Louisiana State University, Doctor of Philosophy Program in Clinical Psychology, (A.B.D.), Minor: Behavioral Neurology
- University of North Carolina, Division TEACCH, Department of Psychiatry
- University of California-Davis, MS - Child Development
- University of California-Santa Barbara, BA Psychology

### PROFESSIONAL AFFILIATIONS

- American Association of Intellectual and Developmental Disabilities (AAIDD), Member
- National Association for the Dually Diagnosed (NADD), Member

with use of local norms that were central to the new process the State of Indiana follows to re-approve HCBS Waiver Providers, orchestration of a statewide survey and review process of behavioral services, development and piloting of new assessment instruments, direction of setting sampling parameters used in review activities and in the state's response to CMS through their Evidenced Based Reporting, and adaptation of processes during implementation of the state's initiative pertaining to "Deemed Status" for accredited agencies and the consistent achievement of performance measures while coming in under budget.

#### **Shapiro Developmental Center, Director of Behavioral Health, 1999-2010**

Served and directed Departments of Psychology, Applied Behavior Analysis, Psychiatry, Dentistry, Quality Assurance, and the Clinical Laboratory. Developed and implemented training material such as executive leadership skills and learning and behavior. Chair of the Behavior Intervention, Research, and Quality Assurance/Improvement Committees. Built participants from stakeholders such as parents, individuals, employees, government oversight agencies, and advocacy groups.

### **CLINICAL ACTIVITIES**

#### **Pinecrest Developmental Center, Pineville, LA, 1995-1998**

**Associate to a Psychologist, 1995-1998**

**Behavioral Pharmacologist, 1996-1998**

**Psychological Services Center, Baton Rouge, LA, Child Clinical Practicum, 1995-1997**

**Earl K. Long Hospital, Baton Rouge, LA, Pediatric Psychology Intern, 1996-1997**

**Greenwell Springs Hospital, Baton Rouge, LA, Neuropsychological Practicum, 1994-1995**

**Department of Veterans Affairs Medical Center 1994**

**Department of Pediatrics, University of Iowa Hospitals & Clinics, Psychology Intern**

### **TEACHING ACTIVITIES**

#### **Olivet Nazarene University, Bourbonnais, IL, Adjunct Professor, 1999-2017**

Undergraduate courses included Learning and Behavior and Psychological Testing (ended 2010). Graduate courses include Psychological Assessment (MAPC Program, ended 2010); Research Methodology (Ed.D. Program, ended 2017).

#### **Louisiana State University, Baton Rouge, LA, Instructor, 1994-1995**

Undergraduate courses included child and personality psychology.

#### **University of California-Davis, Davis, CA, Teaching Assistant, 1991-1993**

Undergraduate courses included psychological testing and research methodology.

#### **Guest Lecturer, 1992-2007**

Chris has been a guest lecturer on a variety of topics, including autism spectrum disorder, developmental disabilities, structured teaching, behavioral programming, and systems improvement.

### **CONSULTANTSHIPS**

#### **Developing Trends, Herscher, IL, Executive Director / Owner, 2000-2010**

Organizational development and consultant to community, residential, and educational agencies. Services for persons with autism and other forms of developmental disabilities, which include applied behavior analysis, structured teaching, parent, and teacher training.

#### **Various Locations, Clinical Consultant, 1996-1999**

##### **Clinical Consultant**

Chris trained staff on database and graphing systems designed to drive quality services across ICF/MR and community settings. Worked with contract psychiatrists to restructure psychiatric consultation process to (a) increase input from interdisciplinary team, (b) facilitate integration with other disciplines and clinical strategies, and (c) reduce organizational dependency on pharmacological agents. Locations included Beatrice State Development Center in Beatrice, Nebraska.

#### **University of North Carolina, Chapel Hill, NC, Inpatient Child Psychiatry, 1999**



Activities included environmental modifications and staff training to better address the needs of children that had either an intellectual disability or a pervasive developmental disorder.

## **HONORS AND AWARDS**

- Graduate, National Leadership Institute on Developmental Disabilities – University of Delaware, 2011
- Ralph E. Perry Student Award of Excellence – Olivet Nazarene University, 2010
- Top Dissertation Award – Olivet Nazarene University, 2010
- Member of the statewide steering committee for psychology/behavior analytic services in Illinois, Psychology Task Force, 1999 to 2010
- Executive Committee of Behavior Analysis Society of Illinois, 2000 to 2008
- Ad Hoc Committee for Improving Behavioral Services in Illinois, 2005 to 2007
- Outstanding Teachers Award - Louisiana State University, 1995
- Bachelor’s degree with honors - University of California, Santa Barbara, 1991

## **SELECT PUBLICATIONS**

Coe, D. A., Matson, J. L., Russell, D. W., Slifer, K. J., Capone, G. T., Baglio, C. S., & Stallings, S. (1999). Behavior problems of children with Down syndrome and life events. *Journal of Autism and Developmental Disorders*, 29, 149-156.

Matson, J. L., Bielecki, J., Mayville, E. A., Smalls, Y., Bamburg, J. W., & Baglio, C. S. (1999). The development of a reinforcer choice assessment for persons with severe and profound mental retardation. *Research in Developmental Disabilities*, 20, 379-384.

Matson, J. L., Rush, K. S., Hamilton, M., Anderson, S. J., Bamburg, J. W., & Baglio, C. S. (1999). Characteristics of depression as assessed by the Diagnostic Assessment for the Severely Handicapped-II (DASH-II). *Research in Developmental Disabilities*, 20, 305-313.

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## **SELECT PRESENTATIONS**

Baglio, C.S. (2015). Expanding the toolbox: Translating alternate interventions into behavioral strategies (Keynote Address). Indiana Association of Behavioral Consultants 2015 Annual Conference, Indianapolis, IN.

Baglio, C.S., Nuss, L., Stachowiak, B., & Peret, K. (2015). Profiling HCBS: Painting a picture of provider performance in the District of Columbia. 2015 National Home and Community Based Services Conference, Washington, DC.

Baglio, C.S. (2014). Functional strategies to address problematic behaviors. Indiana Association of Behavioral Consultants 2014 Annual Conference, Indianapolis, IN.

Baglio, C. S. (2011). Psychotropic medication reductions and expectancy effects. National Association for the Dually Diagnosed 28th Annual Conference and Exhibit Show, Nashville, TN.

Baglio, C. S. (2007). Picture cues: Utilization in communication, daily living activities, and treatment planning. 4th International Conference on Positive Behavior Supports, Boston, MA.

# Jennifer LaJeunesse LCSW, CMPE

## Subject Matter Expert: Operational Support, Clinical Quality Design, Supports Intensity Scale



### KEY ROLE AND RESPONSIBILITIES

As Project Lead, Jennifer LaJeunesse, LCSW, CMPE, will be primarily responsible for executing Liberty's implementation plan, hiring and training the local CFH Project Director, and directing all needed corporate resources to support our local CFH Residential Habilitation Program Coordination team. Other responsibilities will include resource allocation, budget preparation, financial oversight, and confirming that the program achieves the customer's goals while meeting all contractual, legal, and regulatory requirements.

### PROFESSIONAL SUMMARY

Jen currently serves as Liberty's Executive Director in Idaho, where she directs program operations and oversees contract performance and outcomes for two contracts with the Idaho Department of Health and Welfare (IDHW): (1) independent assessment services for children and adults with I/DD and (2) independent assessment services for youth affiliated with the Youth Empowerment Services (YES). Both IDHW contracts involved management and deployment of mobile assessment clinicians across a rural state. Under the assessment program for adults and children, Liberty also actively supported IDHW in the transition from existing measures to the Supports Intensity Scale (SIS-A) by certifying interviewers and completing assessments. Jen will leverage her existing knowledge of and experience with statewide assessment contracts and the SIS to inform the Vermont program.

Jen has many years of experience supporting adults, adolescents, and children with I/DD and co-occurring mental health and other disabilities in Idaho. Prior to joining Liberty, she spent six years as both a clinician and Director of Operations for Northwest Neurobehavioral Health, where she provided and managed the delivery of clinical assessments and treatment services to individuals with various mental health, developmental, and adjustment issues. Jen has an extensive history of working with individuals with I/DD and co-occurring disorders for a wide range of services, including intake assessments, biopsychosocial assessments, treatment services, skills training, and therapy. She is familiar with the provision of program coordination planning functions, including developing ISPs, program coordination plans, and PIPs, and has often delivered skills training to providers and caregivers.

Jen has served as the President of the Idaho chapter of the National Association of Social Workers, the largest membership organization of professional social workers in the world, with more than 120,000 members. Jen is also the only social worker in Idaho to have completed the training to achieve certification as a Certified Medical Practice Executive.

### PROFESSIONAL EXPERIENCE

#### Liberty Healthcare Corporation, Executive Director, 2016-Present

As Executive Director, Jen monitors contract performance and outcomes to confirm that all assessment services and functions are delivered in a

### RELEVANT EXPERTISE

- Almost almost 25 total years of behavioral health experience in Idaho as a program director, clinician/clinical lead, case manager, and counselor.

### EDUCATION

- Northwest Nazarene University, Masters of Social Work (MSW)
- University of Idaho, Bachelor of Arts - Psychology (minor in Sociology)

### LICENSES AND CERTIFICATIONS

- CANS – Idaho Children's Mental Health, The Praed Foundation, September 2017
- CANS – Idaho Child and Family Services, The Praed Foundation, May 2017
- Certified Medical Practice Executive, American College of Medical Practice Executives, 2015
- Registered Clinical Supervisor, State of Idaho, 2009
- Licensed Clinical Social Worker, State of Idaho, 2007

### PROFESSIONAL AFFILIATIONS

- Former President, National Association of Social Workers, Idaho Chapter

timely, cost-effective, and high-quality fashion that is in full compliance with the standards and requirements of federal Medicaid, IDHW policies and regulations, health care standards, and Liberty's own internal quality improvement/quality performance indicators.

As Executive Director, Jen also:

- Assesses, plans, and directs resources and initiatives to consistently promote the goals of the Department, protect the resources of Idaho, and fulfill the program's stated mission, vision, and objectives – within budget and with high customer satisfaction.
- Confirms contract compliance by delivering quality services and meeting all contractual, legal, and regulatory requirements.
- Proactively anticipates and prevents problems that could result in customer dissatisfaction or failure to deliver contracted services.
- Implements and maintains systems to ensure employee productivity and satisfaction.
- Maintains responsibility for the management and performance of personnel in a manner consistent with company personnel policies and federal employment laws.
- Ensures quality performance/quality improvement indicators are established, measured, reported, and problem-solved.
- Maintains responsibility for recognizing risk and implementing plans to control and avoid such risk in coordination with corporate resources.

### **Northwest Neurobehavioral Health, LLC, 2010-2016**

#### **Owner and Director of Operations**

Developed and implemented multidisciplinary treatment services for children and adults. Managed day-to-day operations of clinical practice, including insurance and Medicaid compliance, human resources, and various practice management related issues. Developed and maintained all policies and procedures. Provided oversight of all contract performance compliance. Planned and directed practices that met the mission of NNH. Led and created an environment of support for providers and staff to meet the needs of clients. Problem-solved all situations as related to the operations of NNH. Conducted employee and contractor evaluations. Participated in and ensured quality improvement measures, maintained budget, and managed conflicts in a respectful and satisfying manner.

#### **Clinician**

Provided individual and family therapy to children, adolescents, and adults who presented with a variety of mental health, developmental, and adjustment issues. Conducted comprehensive diagnostic assessments and collaborated with multidisciplinary team around treatment planning and best practice care.

### **Warm Springs Counseling Center (WSCC), 2008-2010**

#### **Administrative Supervisor/Clinical Lead, 2009-2010**

Provided direct supervision, including daily management tasks and performance reviews for several clinicians. Collaborated with multidisciplinary team on issues of quality assurance and organizational needs. Led general counseling program for WSCC.

#### **Clinician, 2008-2010**

Completed intake assessments for children, adolescents, and adults and made appropriate treatment referrals for individual needs. Delivered therapy to individuals and families with a variety of mental health needs. Worked collaboratively with other service providers, including multidisciplinary team within WSCC.

### **St. Luke's Idaho Elk's Rehabilitation Services, Counselor, 2005-2008**

Completed biopsychosocial assessments for adolescents and adults and developed treatment plans to utilize in individual and family therapy. Delivered counseling services to the above populations who have a variety of developmental, rehabilitation, and mental health needs. Regularly participated in multi-disciplinary team meetings and worked collaboratively with other professionals in the care of clients

### **Mountain States Group, 1999-2001**

#### **Psychosocial Rehabilitation Specialist**



Provided services to aid clients in work, school, or other areas related to their mental illness. Taught individuals the skills needed to live independently or in the least restrictive living situation.

#### **Case Manager**

Assisted eligible individuals in gaining access to needed medical, social, educational, mental health, and other services through linking and coordinating services. Provided advocacy and support to the adult mentally ill population of Region IV.

#### **St. Luke's Regional Medical Center, 2004-2005, 2001**

##### **Emergency Department/Inpatient, 2004-2005**

Provided specialized focused assessments (i.e. suicide risk, mental health issues, chemical dependency, and abuse). Determined treatment needs based on assessment. Provided crisis intervention services to patients, families, and staff. Gave supportive counseling.

##### **Social Work Intern, 2001**

Provided social work services in the hospital, including the Emergency Department, CCU, ICU, medical/surgical floors, and Transitional Care Unit; also offered social services to home care patients. Attended staffing meetings and worked collaboratively with other professionals.

#### **Ada County Sheriff's Department, Counselor, 2001-2004**

Conducted assessments for substance abuse treatment. Facilitated education and process groups and provided individual counseling and discharge planning for adult males and females while incarcerated.

#### **Mercy Centers for Recovery, 1996-1999**

##### **Program Coordinator, 1998-1999**

Managed the day-to-day operations of the Adult, Adolescent, and Dual Recovery inpatient and outpatient programs, ensuring the maintenance of program standards. Tasks included scheduling staff, supervising the client assessment and intake processes, performing utilization reviews, facilitating chemical dependency education and therapeutic groups, networking with community resources, and representing the unit on Mercy Hospital Committees.

##### **Adolescent Discharge Planner, 1998**

Performed discharge planning and aftercare monitoring of adolescent inpatient clients.

##### **Chemical Dependency Screener and Psychiatric Technician, 1996-1997**

Conducted drug/alcohol screenings for placement recommendation. Facilitated education and problem-solving groups. Conducted bio/psycho/social assessments.

##### **Port of Hope, Chemical Dependency Counselor, 1996**

Case managed adult and adolescent clients with addiction or dual diagnoses. Conducted client assessments, taught alcohol/drug education, and facilitated process groups.

##### **Violence Prevention Program, Director of Women's Services, 1997**

Performed risk assessments, provided safety planning and monitoring, facilitated education and support groups, coordinated volunteer services, prepared financial reports, and networked with community resources to address client's differing needs.

##### **University of Idaho Women's Center, Peer Educator, 1995-1996**

Educated campus living groups about causes and effects of acquaintance rape.

##### **Alternatives to Violence of the Palouse, Volunteer, 1994-1996**

Volunteered 900 hours working with survivors of domestic violence and sexual assault in crisis.



## Appendix 2

### Resumes of Candidates



Appendix 3  
Master Agreement with  
AAIDD



## Appendix 4 Proposed Customizations to SISOnline

## SISOnline® Proposal

**Date:** 10/6/2020

**For:** Provide SISOnline IT Support for Liberty Health's SIS Proposal for Liberty Health's SIS Program RFP in Vermont

**STATE CONTACT:** Clare McFadden, Deputy Director of Payment Reform  
(802) 802-585-5396  
Clare.McFadden@vermont.gov

**Vendor:** Christopher S. Baglio, Ed.D., M.S.  
Director of Program Development  
O: 610.668.8800, Ext 408  
M: 317.677.6631  
F: 484.434.1546  
[cbaglio@libertyhealth.com](mailto:cbaglio@libertyhealth.com)

**AAIDD Contact:** **Ajith Mathew, AAIDD Contracts Manager**  
American Association on Intellectual and Developmental Disabilities  
8403 Colesville Road, Suite 900  
Silver Spring, MD 20910  
Ph: 202-387-1968 Fax: 202-387-2193  
[www.aaid.org](http://www.aaid.org)

**Submitted by** **James Anderson, SISOnline Technical Manager**  
A.J. Boggs & Company  
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## Introduction

AAIDD has extensive experience managing SIS records and collecting assessment data from interviewers, with over 900K records collected to date. This document introduces the SISOnline system, and describes the types of features and services that can be provided for Vermont's "RFP\_DDSD-306\_SIS\_Assessment" due October 29<sup>th</sup>. We typically customize the system to meet your needs, so please contact AAIDD to arrange a call. The system can be accessed remotely from your IT solution via the "Interface one Information Management system to SISOnline Web Services" (includes the SISOnline web service API) as described on page 5 below. Note about ½ of SISOnline customers use it stand alone, meaning they don't need to integrate it with other system. This is done with uploading spreadsheets of new clients' data, and reports can be pulled directly by State of Vermont managers, or by Vendor's can be used Summary of services:

### Summary of the Available Reports

- Family-Friendly Report: Access to the family friendly assessment report. (See page 27 of SISOnline User Guide)
- CSV Exports: Access to admin reports. (See page 27 of SISOnline User Guide)
- IRQR Reports (Item #3 on page 7 below.)
- Pattern Check (Item #4 on page 9 below.)
- Assessor Monitoring and Activity History Report (See details on Page 7 below.)
- Master Scheduler's Report (See details in Item #10 on page 15 below.)
- Geographic Search Radius by Zip code (See details in Item #11 on page 15 below.)
- Interview Activity Report (average time per assessment by interviewer) (See details in SISOnline Users' Guide)

Here are the two types of SISOnline users:

- i. regular user and
- ii. view only (no charge, except if 2-factor authentication is needed).

Within SISOnline there are many access controls options and permissions that limit users' access to records by their agency, region, or by which records are assigned to them. Here are typical roles:

1. Super user (SIS Program Manager and/or User Administrator)
2. Interviewer
3. Quality Assurance
4. Data Analyst (View Only)
5. Case Manager or Intake Specialist (View Only)

SISOnline can provide the following items that Vermont has requested, though these are customizations to SISOnline, and the details will need to be confirmed with "Interviewing Vendor" before finalizing the cost:

### Sharing SIS Report with Case Management Agencies:

Add the following groups to SISOnline, so Intake Specialists and / or Case managers can view the SIS record:

The interviewer would confirm during the interview who is the individual's case manager, capturing their name and email, and they will receive an email notifying them that the SIS assessment has been completed and they can log into SISOnline to download it, or it can be made available through a web service interface to either the Vendor's case management system or the State's system.

Counseling Services of Addison County  
Howard Center  
Health Care and Rehabilitation Services of SE Vermont  
Lamoille County Mental Health Services  
Northwestern Counseling and Support Services  
Northeast Kingdom Human Services  
Rutland Mental Health Services  
United Counseling Services  
Upper Valley Services  
Washington County Mental Health Services  
Champlain Community Services  
Families First  
Green Mountain Support Services  
Lincoln Street Incorporated  
Specialized Community Care  
Transition II (self/family-managed)

### Performance Tracking on SISOnline Banner:

We might add the following metrics to the SISOnline screen header to show ongoing measure (the past 30-day average) of what percentage of assessments have been delivered to the case management agencies as follows:

- i. % received by the case management agencies in less than 20 working days from the approved referral, and
- ii. % received by the case management agencies in less than 35 days of receiving the referral.

### Automated Report Generator

SISOnline has an automated report generator that can deliver a monthly report to the State of Vermont.

The document is divided into 3 categories: *Integration, Customization and Maintenance*. The Integration section provides support for using the SISOnline Web Services (i.e. test environment, code debugging, data customization.) Under the heading of *Customization* are custom items to meet specific needs such as scheduling, reports, workflow, search features. Finally, *Maintenance* is one of the most important categories to assure that your system is maintained and secure. The goal of providing these options is to assure that the SISOnline product meets your needs. The descriptions included herein are meant to clarify budget items, though feel free to request a conference call to help clarify or better meet your needs.

## Integration

### 1) Security Risk Assessment Audit and Remediation

The purpose of security audits is to perform web specific application security scans, initially, prior to production, and annually thereafter. App scans are done whenever there are updates to the app. Any high and/or critical vulnerability identified in an application scan is remediated. Authenticated and unauthenticated scans will be run. A high-level summary of results – number of vulnerabilities identified and the rating for each—which typically are rated as: critical, high, medium, low; best practice and information will be provided. We will adhere to best practices for security and privacy requirements and standards.

### 2) Data Analysis, Quality and Technical Support

This funding supports assistance with quality management or various customizations to the Profile Page, Supplemental Questions\* or Reports. The funding is only used as requested by the Enterprise. For example, it may be that the enterprise requires reports and analysis to inform state program and quality managers on different issues regarding interviewer ratings, comparisons between interviewer ratings, and analysis of the local research and state data. Aggregate reports are available to show comparisons of scores across offices, or by interviewer. Assistance includes help importing data from other systems and ensuring integrity of the assessment data. Any other available tech support can be provided, too.

Assistance in Quality management by providing reports and analysis to inform state program and quality managers on different issues regarding interviewer ratings, comparisons between interviewer ratings, and analysis of the local research and state data. Aggregate reports are available to show comparisons of scores across offices, or by interviewer. Assistance includes help importing data from other systems, and ensuring integrity of the assessment data. Reports can be customized for VA specific language, and features.





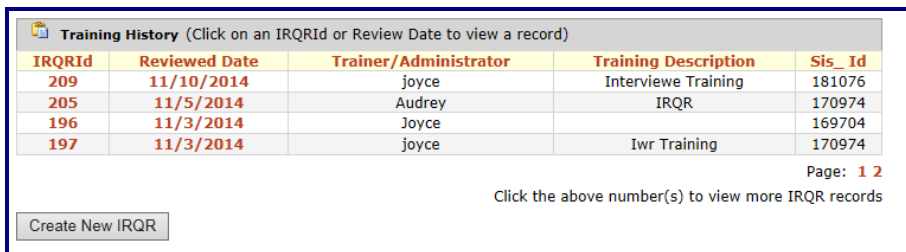
Average scores by interviewer, plus or minus one standard deviation to see how interviewers compare. And assessment counts by interviewer.

Assistance includes help importing data from other systems, and ensuring integrity of the assessment data. Reports and forms can be customized on request, and billed only for service used. Each request will have requirements determined upfront as needed.

## Customization

- 1) Supplemental Questions Customization (up to 20 items):  
Additional supplemental questions can be added to the system, provided with a customization fee. Depending on the requirements, the new items can be added to the data entry pages, and can be included in the PDF reports, CSV exports and integrated data streams. Customization items are optional, and costing is listed so the customer knows what to expect. An hourly estimate is provided to allow the customer to develop what is needed. SIS-A Online users have the benefit of using other state or province assessment tools and forms to capture and integrate data into the system.
- 2) 2 Factor Authentication (Annual fees, per user cost, plus initial setup fee):  
Multi-factor authentication will be provided using users' cell or private phone numbers, where a verification code will be delivered to enable the SISOnline application. So, any time someone attempts to sign into their SISOnline account, they need two pieces of information for authentication – a userId/password and a security code transmitted to their phone.
- 3) Interviewer Reliability and Qualification Review (IRQR)

Maintaining the consistency of the SIS interviewers' ratings is one of the most challenging areas to manage. The Interviewer Reliability and Qualification Review (IRQR) helps SIS program managers with scoring and saving, monitoring, and tracking interviewers' IRR records. Users would access the IRQR records by opening up the User Admin page and clicking on the Training History in the top menu. After opening the Training history, the "Reviewed Date" shows the last time the person had an IRQR. Clicking on a record opens and you see the list of IRQR's as below. Click on it to get more details.



IRQRId	Reviewed Date	Trainer/Administrator	Training Description	Sis_Id
209	11/10/2014	joyce	Interview Training	181076
205	11/5/2014	Audrey	IRQR	170974
196	11/3/2014	Joyce		169704
197	11/3/2014	joyce	Iwr Training	170974

Page: 1 2

Click the above number(s) to view more IRQR records

Create New IRQR

(Open record with details shown below).

**Training Type**   
**Training Description**   
**User Id of Interviewer**   
**Name of Interviewer** Joyce Erickson  
**Date Reviewed**   
**SIS ID of the assessment Reviewed**   
**Trainer/Administrator Name**

**Attachments** To add a new attachment click Add Attachment

Attachments to be uploaded when the record is saved *No attachments currently specified for upload, use the Add Attachment button*

**IRQR**  
**Comments:**

**Training Needed:**

**Training Plan:**

- Attachment Button:**  
 After completing the form, Excel or Word documents may be added as an attachment to the record. These are easily uploaded and downloaded.

Example of detailed information that can be captured: type of training received: (one-day, train-the-trainer, or training for Interviewers/administrators), date of course/training, number of hours, outcomes/comprehension measures, and comments. The IRQR form itself is available electronically, to collect each rating. An offline version allows users to collect the data directly into an electronic record.

Interviewer Technique	Score	Comments
<b>Interview Introduction</b>		
1. Introduction (Philosophy & background, overview & purpose, regionally specific information)	N B Q A	
2. Explains Rating Key, Section 3 Introduction (current, exceptions)	N B Q A	
Explains each rating option completely		
3. Type of Support (Dominant support)	N B Q A	
4. Frequency of Support (Opportunity)	N B Q A	
5. Daily Support Time (Cumulative)	N B Q A	
<b>Effective Use of Ratings</b>		
6. Effective use of rating key throughout	N B Q A	
7. Dominant/typical support (e.g. not current/convenient)	N B Q A	
8. Frequency of support (e.g. not frequency of activity)	N B Q A	
9. Time of support (e.g. not length of activity)	N B Q A	
10. Understands interaction of three dimensions of scoring	N B Q A	
11. Demonstrates consistency across TS, F, DST	N B Q A	
12. Explains ratings	N B Q A	
13. Read back answers	N B Q A	
<b>Core Concepts</b>		
14. Understands/explains "to be successful" for each item	N B Q A	
15. Extraordinary supports	N B Q A	
16. Focuses on supports (not abilities/deficits)	N B Q A	
17. Understands/explains dominant/essential support	N B Q A	
18. Community integration (e.g. congregates/segregated services)	N B Q A	
19. Conveys typical/day/activity	N B Q A	
20. Considers factors that affect support	N B Q A	
21. Presents intent of items	N B Q A	
22. Focus on item verbs	N B Q A	
<b>Facilitation Skills</b>		
23. Processes information	N B Q A	
24. Probing for answers vs. leading	N B Q A	
25. Command of interview	N B Q A	
26. Explain difficult terms/items effectively	N B Q A	
27. Use of plain language	N B Q A	
28. Use of examples	N B Q A	
29. Manages respondent/group dynamics	N B Q A	
30. Engagement (includes all respondents)	N B Q A	
31. Avoids yes/no questions or off topic discussions	N B Q A	
<b>Mechanics</b>		
32. Organization and use of materials	N B Q A	
33. Smooth, effective rhythm of interview items	N B Q A	

An overall assessment of the interviewer’s IRQR is provided, with ratings of different aspects of the interviewer’s technique. A full extract of the data into an Excel CSV report will be provided. Demo of this feature can be arranged. This IRQR feature requires customization that is scheduled for delivering between 30 and 120 days from receipt of initial payment.

Interviewer Techniques		Decision Making	
Novice	5 or more items in Novice	Novice	Not scored
Beginner	Majority of items in Beginner Maximum of 7 of 25 items in the Novice	Beginner	7 domains or less in agreement (scoring all domains optional)
Qualified	Majority of items in Qualified Maximum of 11 of 25 items in Beginner No items in Novice	Qualified	8 or 9 domains in agreement
Advanced	Majority of items in Advanced Maximum of 7 of 25 items in Qualified	Advanced	All domains in agreement

Qualification Scoring			
Novice	Score	Novice in Interviewer Technique	
	Score	Novice decision making	
Beginner	Score	Beginner in Interviewer Technique	
	Score	Beginner in Decision-making	
	Score	Qualified in Interviewer Technique	
	Score	Beginner in Decision-making	
Qualified	Score	Beginner in Interviewer Technique	
	Score	Qualified in Decision-making	
	Score	Qualified in Interviewer Technique	
	Score	Advanced in Decision-making	
Advanced	Score	Advanced in Interviewer Techniques	
	Score	Advanced in Decision Making	

Qualified Status: Demonstration of Proficiency (progressive rubric)				
	Techniques		Decision Making	
Sufficient	8 to 11 out of 38 in Beginner		Sufficient	1 domain +4 than 3 domains
Satisfactory	4 to 7 out of 38 in Beginner		Satisfactory	1 domain w/ to -3 domains
Excellent	0 - 3 in beginner; or majority in qualified and some in advanced; or majority in advanced		Excellent	only 1 domain other domains

#### 4) Quality Pattern Check and Quality Review

##### Quality Pattern Check

A “Pattern Check” feature is being added to the SIS-A platform, to allow a quality assurance staff to check of assessments for certain patterns of ratings, based on a set of quality rules (currently 15 rules.) This can be turned on for any enterprise. The search page has search criteria that show which assessments don’t match the patterns. For example, if the level of communication needed in items f1 is full physical support (TOS=4), typically these items should also be that, too: b7,c1, D3, D4, and f2. It is an option to consider if anything was overlooked during the interview and opportunity to fix the issue.

Pattern Number	SIS ITEMS	Measurement	Response	Rationale
2	TO/FOR Total Flags	minimum 3 TO, minimum 3 FOR	QC (email to change # required.)	Uses "Important To" and "Important For" items as objectives and goals for person centered planning.
3	s1e_5, s1c_3, s1c_6-9	TYP is 4 then FRQ should =3, DST should >=3	Warning	Learning support pattern when full physical.
4	s1d_2	type is 4 then FRQ should be >=2, DST should be >=3	Warning	Learning and using specific job skills pattern when full physical.
5	s1d_2, s1e_5, s1c_3, s1c_6-9	TYP differential/spread should be <=1 pt among these section items	Warning	Several learning activities typically have similar intensity of supports.
6	s1f_1, s1b_7, s1c_1, s1d_3, s1d_4, s1f_2	TYP should have 1 point differential/spread	Warning	Supports for "interacting with others" have similar intensity of supports.
7	s1a_3	if TYP = 4, then s1a_4 TYP >0	Warning	Overlap in skill set (cutting)
8	s1b_1	TYP = 4, then B4, C5 TYP should be >=3	Warning	Transportation supports when partial or full physical support type.
9	s1d_2	TYP = 4 then d5, d6 TYP =4	Warning	Full physical supports for comparable employment activities.
10	s1f_7	TYP >=3 then FRQ >=2	Warning	typical person standard
11	s1f_1	TYP = 4 then b7, c1, D3, D4, f2 TYP =4	Warning	communication
12	s2_1, s1f_5, s1d_8, s2_5, s2_8	TYP should have 1 point differential/spread	Warning	advocacy
13	s3b_7	SUP = 2 then B2, B3, B4, B5, B6, B7, B8, C1, C9, d2, d3, d4, f2, f3, f4, f5, f6, f7, f8, s2_4, s2_7 TYP >0	Warning	sexual aggression
14	s3b_1	SUP = 2 then C8, C9, 1f_6, s2_4, S2_7 TYP >0	Warning	aggression
15	Question5 (Propensity to Fall)	If = True then S1e_4 TYP >0	Warning	ambulating
16	s3a_14	>0 Y, then 1e_4 TYP >0	Warning	risk for falls

A quality manager or trainer can be provided with a notice that an item or items on this record should be checked. An Enterprise can choose to use all or just some of the quality rules and the rules can be turned on and off. The pattern check feature is accessed on the search page:

**Pattern Recognition:**  Pattern Check

QCAudit SIS Line Item #3 s1e\_5, s1c\_3, s1c\_6-9 TYP is 4 then f  
QCAudit SIS Line Item #4 s1d\_2 type is 4 then FRQ should be >  
QCAudit SIS Line Item #5 s1d\_2, s1e\_5, s1c\_3, s1c\_6-9 TYP dif  
QCAudit SIS Line Item #6 s1f\_1, s1b\_7, s1c\_1, s1d\_3, s1d\_4, s1f

An export of the data identifies records that are out of compliance. The pattern check is both a quality tool and a training tool.

### Quality Review

This feature allows the QA staff to do a quality review before approving each assessment. The QA staff opens would open an assessment for reviewing, where a backup copy of the initial assessment data is archived. The QA review status will change from "to be reviewed" to "Under Review", and then to "Approved" as it goes through the review process. Assessments must have all required fields completed before the it is reviewed, and the assessor is prevented from opening a record for editing (i.e. locked) once it is under review.

The **Post Interview Information** page provides a place for the interviewer to capture **Summary Notes**. These are available for operations feedback from the Interviewer and allow Interviewers to flag certain notes for managers' review, though are not included in the clinical assessment report (Family Friendly Report.)

**SIS-A**

- Return to Previous
- Save
- Search for Report(s)
- Help with SIS
- FAQs
- Interviewing Guidelines
- Cancel without Save
- Logout

**Post Interview Information**

Was the SIS checklist given to the individual or their guardian?  
 Yes  No

**Interview Summary Notes** (Operation results to supervisors for quality reviews)  Request Review of these notes

2400 characters maximum allowed for section notes field. 2400 remain.

Did the individual attend the interview?  All Of  Part Of  Did Not

Interview Duration: [ ] [ ] [ ] [ ]  
 Start Time End Time

**Followup Data:**

Date SIS Report Package Mailed: [ ]

Level of Care [ ]  
 This option will be locked once selected.

Billing Date [ ] SIS Provider [ ]

**Save Data and Return to Interview Planning**

## 5) Project Management

IT project management staff assures the requirements are met and the system works as specified. Project management activities will include 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 shall identify tasks needing to be accomplished, resources required to accomplish the elements of the plan, any milestones in meeting the tasks, and scheduled completion dates for the milestones. Remedial information security actions will be documented to adequately respond to risk to operations and assets, individuals, and other organizations. The plans of action and milestones will be reviewed for consistency with the organizational risk management strategy and organization-wide priorities for risk response actions.

## 6) Scheduling System Support

An Interview Planning provides one screen for the schedulers to work on an interview, and also provides interviewers with detailed information for the interview.

The screenshot shows the 'Interview Planning Information' form in the AAIDD SIS-A assessment system. The form is divided into several sections for data entry:

- Header:** AAIDD SIS-A assessment, ID Page, Section 1, Section 2, Section 3, Supplemental Questions, Reports, Other, Logout. Session ID: 1328721, Current User: janderson1, Viewing ID/Tracking Number: Recipient Name: NewVenture Test, Session Minutes Remaining: 45.
- Navigation:** Return to Previous, Proceed to Next, Save, Search for Report(s), Help with SIS, FAQs, Interviewing Guidelines, Cancel without Save, Logout.
- Interview Planning Information:**
  - Interview Date: 11/13/2016, Start Time: 11:27AM, End Time: 12:28AM, Scheduling Status: Blank.
  - Date Request Received, Interview Due Date, Reason Beyond 90 Days.
  - Interview Location Address: Map View, Interview Location Name, Local person's name and Phone (at location):, Email Message: Ad Hoc, Send Email.
  - Specific Instructions to Interviewer, Interviewer's Contact Information (Login Name: wrsisdemo, Name: William Richards, Phone: 517 655-1212).
  - Supports Coordinator's Contact Information (Name, Phone, Email, Organization), Interview Scheduled By.
  - Supports Coordinator's Supervisor's Contact Information (Name, Phone, Email).
  - Add New Scheduling Log Notes, Scheduling Log (Read Only) showing a log entry from 11/27/2018.
  - Interpreter needed? (Yes/No), Language to be translated.
  - Respondents Table:**

	Respondent First Name	Respondent Last Name	Relationship	Agency	Email	Language	Phone
1.							
2.							
3.							
- Footer:** Save Data and Return to Custom Report, Save Data and Continue to Post Interview.

We can configure the system to automatic the following:

- Assessor’s access to the record and when it is pushed to SIS Venture.
- The system can upload a spreadsheet of data into SISOnline, to either create new assessment records, or to update or correct existing records. When the uploaded data doesn’t include a sis\_id, then a new assessment is created. If the sis\_id is included, existing records are updated with the uploaded information. If a record is locked, the user would need to have the “edit-locked” permission to change the record with the upload template. Reminder emails can be sent to all respondents, and the interviewer on specific days before the interview, such as 1 week before and the day before.

## 7) Integrate with assessors' Outlook calendars, with changes and updates

Email Interviewer’ button sends Interview Planning appointments to Outlook calendars. The calendar function will also delete or update an existing calendar event if an interview changes (e.g. the date or time of the interview), though this requires the vendor provide SISOnline an enterprise Outlook email account.

## 8) Assessor Monitoring and Activity History Report

this report shows all the Time/Date stamps for the assessments (when request was received, when interview was scheduled, the interview date, the upload of data from Venture to SISOnline, the review date, the approval date, and dates of any post approval edits.) This includes saving the data in the assessment record instead of activity logs, for easy access and faster reporting. The “Date Request Received” field is already in the system and available to use instead of using the “Created Date”, which can’t be edited. The report will also include the reasons an interview was scheduled beyond the required days allowed by the state, with a list of choices (to be provided by vendor.)

Proposed report would include the following:

- a. First Name [sis\_cl\_first\_nm]
- b. Last Name [sis\_cl\_last\_nm]
- c. DOB [sis\_cl\_dob\_dt]
- d. SIS ID [formResultId]
- e. Interview Login ID [sis\_int\_id]
- f. Interviewer Name [sis\_int\_full\_nm]
- g. Tracking Number [sis\_track\_num]
- h. Why Assessment being done [sis\_why]
- i. Date Assessment Request Received [planning\_date\_request]
- j. Date of Assessment [sis\_completed\_date]
- k. Date Assessment uploaded to SISOnline from Venture [ upload\_from\_venture\_date]



- l. Date Quality Review Completed [Review\_approved\_date]
- m. ODP Requested Change [edit\_approved\_date]
- n. The date that the assessment was assigned to an assessor [assigned\_to\_user\_date]
- o. Review Status field [ReviewStatus (text)]
- p. Form Status field currently [formstatus (text)]
- q. The Date the assessment was last edited or approved. [dateUpdated]
- r. Medicaid ID [sis\_cl\_medicaidNum]
- s. Interview Date [sis\_completed\_dt]
- t. Created DateTime Format: {mm/dd/yyyy HH:mm:ss }
- u. Several other items can be added per Vendor's requirements.

## 9) Vermont Vendor Performance Metrics Report

A report on SISOnline showing the metrics the State of Vermont RFP requires vendors track:

1. Total number of referrals for the month.
2. Number (#) and percentage (%) of referrals processed within 5 working days of referral. Reasons for not meeting this timeline.
3. # and % of assessments scheduled within 15 working days of referral. Reasons for not meeting this timeline.
4. # and % of assessments scheduled beyond 30 days. Reasons for exceeding this timeline. DAIL RFP#
5. # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist within 20 working days of referral. Reasons for not meeting this timeline.
6. # and % of assessments completed, entered into SIS-A platform and sent to case management agency or intake specialist beyond 35 working days of referral. Reasons for exceeding this timeline.

This will be done on a range based on the dates the assessment interview was completed, though any range can be used. Users would need to enter the report criteria.

## 9) Master Scheduler's Report (Lists all upcoming interviews)

This Master Interview Schedule Report provides managers with an overview of the workload and interviews to be done. The details of the report will be defined before it is created, but would typically include the following columns:

- Last Name
- First Name
- MI
- DOB

- ISP Begin
- ISP End
- Date Request was received
- Target Interview Date
- Start Scheduling Date
- Years since last interview
- Age Today
- County
- Region
- Assigned Assessor

The Master Scheduler's Report would include the following metrics in SISOnline:

- i. the date that the approved assessment referral was received.
- ii. the date that the assessment appointment was made.
- iii. the date that the assessment appointment(s) occurred.
- iv. the date that the assessment was fully completed and fully entered into the SIS-A platform.
- v. the date that the completed assessment is sent to the individual's case management agency or intake specialist.

## **10) Geographic Search Radius by Zip code**

Add Geographic Search Criteria where a target Zip Code and search radius (in miles) allow schedulers to find interviews near interviewer's residence. This provides the distance between zip codes, though travel via roads will be longer distances, and in rural areas the center of a zip code may be a significant distance away from the actual interview location. This will provide an approximate distance they will use the zip code of the residential address of the individuals getting assessed. Uses latitude and longitude data for each zip code.

## Maintenance

Maintenance for Integration includes ongoing support for the system security compliance and coding standards, corrections to bugs or faults, deletion of obsolete capabilities, improve system performance, reduce the complexity, and support upgrades to new database versions, operating systems, and new browser versions.

The following items are included in the maintenance, only if the associated customization services were completed:

- Customization for Supplemental Questions Customization
- Annual Venture User Operating Technical Support (based on 1500 assessments.)\*
- Assessor Monitoring and Activity History Report
- Master Scheduler's Report (Lists all upcoming interviews)
- Geographic Search Radius by Zip code

### Annual Venture User Operating Technical Support:

Provided is technical support for user implementation and operating support of the Venture software. This is separate from the technical support for software updates to the Venture module to fix bugs, improve user performance and add features.

Maintenance items are related to the integration and customization items as listed in the cost proposal.



## Appendix 5

### SIS Assessments Process Work Flow



## Appendix 6

### Letter of Support



Appendix 7  
Draft Implementation  
Plan



Appendix 8  
AAIDD Training Schedule

# May 2021

April '21							June '21						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
				1	2	3			1	2	3	4	5
4	5	6	7	8	9	10	6	7	8	9	10	11	12
11	12	13	14	15	16	17	13	14	15	16	17	18	19
18	19	20	21	22	23	24	20	21	22	23	24	25	26
25	26	27	28	29	30		27	28	29	30			

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
25	26	27	28	29	30	1
2	3 Pre-Orientation Virtual Training	4	5 Orientation Session 1  Orientation Session 2	6 Orientation Session 3  Orientation Session 4	7 Orientation Session 5	8
9	10 Orientation Session 6  Orientation Session 7	11 Orientation Session 8  Orientation Session 9	12	13 Orientation Session 10  Orientation Session 11	14 Orientation Session 12	15
16	17	18	19	20	21	22
Independent Practices for each interviewer Trainee up to 3-4 practice assessments each						
23	24	25	26 Pre-Guided Practice Virtual Training	27	28	29
Independent Practices for each interviewer Trainee up to 3-4 practice assessments each						
30	31 HOLIDAY	Notes				

Calendar Templates by Vertex42

<https://www.vertex42.com/calendars/>



# June 2021

May '21							July '21							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	
						1						1	2	3
2	3	4	5	6	7	8	4	5	6	7	8	9	10	
9	10	11	12	13	14	15	11	12	13	14	15	16	17	
16	17	18	19	20	21	22	18	19	20	21	22	23	24	
23	24	25	26	27	28	29	25	26	27	28	29	30	31	
30	31													

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	<b>1</b>  Guided Practice Assessment 2 Trainees Morning Session  Guided Practice Assessment 2 Trainees Afternoon Session	<b>2</b>  Guided Practice Assessment 2 Trainees Morning Session  Guided Practice Assessment 2 Trainees Afternoon Session	<b>3</b>  Guided Practice Assessment 2 Trainees Morning Session  Guided Practice Assessment 2 Trainees Morning Session	<b>4</b>  Post Guided Practice Group Debrief Session 1  Post Guided Practice Debrief Session 2	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	Notes				



## Appendix 9

### Breakdown of AAIDD Expenses

\* This Cost Proposal and its contents are confidential and proprietary, and may not be released or shared with other parties\*

**SIS-A Interviewer Training recommended to completed by AAIDD**

					Year 02/01/2021 - 1/31/2022		
					Recommended training - 6 Assessors - 800 Assessments		
	Virtual only	Virtual or In-person	Per-Person	Group Training		Costs- Virtual Training	Costs - In-Person Training
<b>Phase I: Pre-Orientation Virtual Training</b>							
Orientation	x			x	2 Hrs.	\$525.00	NA
Pre-Guided Practice Virtual Training		x		x	3 TDs	\$6,300.00	\$7,800.00
Phase II: Guided Practice Sessions	x			x	2 Hrs.	\$525.00	\$0.00
Post Guided Practice Group Debrief		x	x		3 TDs	\$6,300.00	\$7,800.00
Pre-IRQR Virtual Training	x	x		x	0.5 TD	\$1,050.00	\$1,300.00
Phase III: Interviewer Reliability and Qualification Review		x	x		2 Hrs.	\$525.00	\$0.00
Make-up IRQR (Invoice only if used)		x	x		3 TDs	\$6,300.00	\$7,800.00
Post IRQR Group Debrief		x	x		1.0 TD	\$2,100.00	\$2,600.00
Phase IV: Post Interviewer Follow-up Virtual Training	x			x	0.5 TD	\$1,050.00	\$1,300.00
Technical Assistance - (Invoice as used)	x			x	8 Hrs.	\$2,100.00	\$0.00
	x			x	12 Hrs.	\$1,200.00	\$0.00
<b>Trainer Training (1- person)</b>							
IRQR Theory/Module		x		x			
IRQR		x	x				
Guided IRQR/Mentoring		x	x				
Observed IRQR		x	x				
Preparation training for Trainer		x		x			
Co-Facilitation of New Interviewer Orientation		x		x			
Ongoing Quality Assurance Virtual Training	x			x			
Make-up IRQR (Invoice only if used)							
<b>Ongoing/Annual Recognition Training</b>							
Annual Recognition for Trainer		x		x			
Ongoing Quality Assurance/Refresher Training	x						
Refresher Training--Post VT Orientation*		x (in-person only)					
Make-up IRQR (Invoice only if used)							
<b>Optional Training</b>							
Stakeholder Training							
<b>Total</b>						<b>\$27,975.00</b>	<b>\$28,600.00</b>

Virtual Training is invoiced at \$262.50 per hour  
 Trainer Days (TD's) are invoiced at \$2,100 per 8 - hour day (Virtual Training)  
 \$2,600 per 8-hour day (in-person Training)  
 Technical Assistance per Hour \$100  
 Ongoing Quality Assurance Training \$ 262.50  
 Optional Year Trainer days are invoiced at \$ 2,700



Signatures: *Ravita Maharaj*

**Ravita Maharaj, PhD**  
 Director, SIS Program      Date **October 7, 2020**

	Year 02/01/2022 - 1/31/2023		Year 02/01/2023 - 1/31/2024		Year 02/01/2024 - 1/31/2025		Year 02/01/2025 - 1/31/2026	
	Recommended Training - 1 Trainer -- 1500 Assessments		Recommended Training - 1550 Assessments		Recommended Training - 1600 Assessments		Recommended Training - 1650 Assessments	
	Costs - Virtual Training	Costs - In-Person Training		Costs - In-Person Training		Costs - In-Person Training		Costs - In-Person Training
12 Hrs.	\$1,200.00	\$0.00	12 Hrs.	\$1,200.00	12 Hrs.	\$1,200.00	12 Hrs.	\$1,200.00
0.5 TD	\$1,050.00	\$1,300.00						
0.5 TD	\$1,050.00	\$1,300.00						
0.5 TD	\$1,050.00	\$1,300.00						
0.5 TD	\$1,050.00	\$1,300.00						
2 TDs	\$4,200.00	\$5,200.00						
3 TDs	\$6,300.00	\$7,800.00						
8 Hrs.	\$2,100.00	\$0.00						
0.5 TD	\$1,050.00	\$1,300.00						
			2 TDs	\$5,200.00	2 TDs	\$5,200.00	2 TDs	\$5,200.00
			8 Hrs.	\$2,100.00	8 Hrs.	\$2,100.00	8 Hrs.	\$2,100.00
2 TDs	Not available	\$5,200.00						
			0.5 TD	\$1,300.00	0.5 TD	\$1,300.00	0.5 TD	\$1,300.00
1TD		\$2,600.00						
	\$19,050.00	\$27,300.00		\$9,800.00		\$9,800.00		\$9,800.00





**Supports Intensity Scale-Adult Version® (SIS -A®) Cost Proposal**

\* This Cost Proposal and its contents are confidential and proprietary, and may not be released or shared with other parties\*

**October 2020**

In reference to Vermont Dept. of Disabilities, Aging & Independent Living RFP 306 SIS Assessment

**Contacts:**

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A.J. Boggs & Company, SISOnline Technical Assistance Provider

**License Period:** February 1, 2021 through January 31, 2026

This document provides pricing and options for access and use of the AAIDD Supports Intensity Scale-Adult, SIS-A, for a Five-year period. The proposal includes pricing for SISOnline, a web-based system for completing, viewing and aggregating results for SIS-A assessments. In addition, it includes SIS Venture, a Windows® application that allows your users to capture SIS-A assessment data electronically during the interview while not needing to be connected to the Internet. This pricing information is valid for 120 days, and changes may be made in pricing levels and structures in subsequent years.

**About AAIDD**

AAIDD is the world's oldest and largest interdisciplinary organization of professionals concerned with intellectual and related disabilities. Founded in 1876, AAIDD is a professional organization that promotes progressive policies, sound research, effective practices, and universal rights for people with intellectual and developmental disabilities.

**About the Supports Intensity Scale-Adult Version**

The Supports Intensity Scale® (SIS®) is published exclusively by AAIDD, and is a standardized assessment designed to measure the pattern and intensity of supports an adult with intellectual and developmental disabilities requires in order to be successful in community settings. SIS was developed by AAIDD over 5 year period from 1998 to 2003 in response to changes in how society views and relates to people with disabilities, and released in 2004. The SIS-A (2015) is a refreshed version of the original SIS, and its new name more clearly identifies that it is intended to be used with adults. The SIS-A Annual Review Protocol (2020) is published exclusively by AAIDD, and is a screening tool used in conjunction with the Supports Intensity Scale-Adult Version® (SIS-A®). The tool provides a yearly review of key items that reflect major life activities areas as well as other influences on support needs.

**NOTE:** AAIDD is currently in the renorming process (analysis of the standardized scores) of the SIS-A, and projects an updated SIS-A Interview and Profile Form will be published and available early 2022.

**About SISOnline**

SISOnline is a web-based application that states can use to collect data from any location with internet access. Those without internet access can collect data on a laptop and synchronize the data using the SIS Venture application. SISOnline can be customized to add additional features, questions and modules, and integrated with existing legacy systems. Once data has been collected, it is available for review, as well as analysis on an aggregate basis, using built-in reporting and analysis tools. Additional customized tools and features can be developed upon request.

**1. SIS-A Paper Products and Shipping Fees**

For SISOnline Users, 14 manuals and 30% assessment forms are provided at no additional charge, except for custom forms. Some users may want to only use the paper forms offered by AAIDD. Reasonable Shipping charges apply.

	Year: 02/01/ 2021 - 1/31/2022			Year: 02/01/2022 - 1/31/2023			Year: 02/01/2023 - 1/31/2024			Year: 02/01/2024 - 1/31/2025			Year: 02/01/2025 - 1/31/2026		
	Qty.	Rate	Total	Qty.	Rate	Total	Qty.	Rate	Total	Qty.	Rate	Total	Qty.	Rate	Total
<b>SIS-A Paper Products:</b>															
User Manuals	6	\$0.00	\$0.00	6	\$0.00	\$0.00		\$0.00	\$0.00		\$0.00	\$0.00		\$0.00	\$0.00
Paper Interview Forms	250	\$0.00	\$0.00	500	\$0.00	\$0.00	500	\$0.00	\$0.00	500	\$0.00	\$0.00	500	\$0.00	\$0.00
Other Products: N/A	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
Shipping Charges:	0	\$0.00	\$65.00	0	\$0.00	\$90.00	0	\$0.00	\$65.00	0	\$0.00	\$65.00	0	\$0.00	\$65.00
Sub-Total:			\$65.00			\$90.00			\$65.00			\$65.00			\$65.00

**2. SISOnline**

AAIDD provides SIS-A through an annual SISOnline Enterprise Limited License fees for up to a maximum number of SISOnline users per year and a maximum number of assessments per year, to be paid concurrent with the signing of the Agreement, based on the SISOnline Enterprise License. Discounts are provided based on volume, with more discounts given for higher levels of up front use. These rates are similar across all locations and they are also identical to the charges for states who decide to incorporate SIS-A into their own systems. Additional users and assessments beyond the license limit may be added and will be charged per additional user and/or assessment at the end of the license year in which the additions were made. For multiyear contracts, reductions in the license limits in the contract (i.e. lowering maximum number of users and assessments) may be made only before the beginning of each subsequent year. Pricing per user and assessment may increase based upon the level of reduction requested.

SISOnline Users:	Unit	Year: 2021		Unit	Year: 2022		Unit	Year: 2023		Unit	Year: 2024		Unit	Year: 2025	
Regular Users SIS-A	6	\$195.00	\$1,170.00	6	\$195.00	\$1,170.00	6	\$199.29	\$1,195.74	6	\$199.29	\$1,195.74	6	\$199.29	\$1,195.74
View Only Users	32	No Charge		32	No Charge		32	No Charge		32	No Charge		32	No Charge	
Sub-Total			\$1,170.00			\$1,170.00			\$1,195.74			\$1,195.74			\$1,195.74
<b>SISOnline Assessments:</b>															
SIS-A	800	\$19.20	\$15,360.00	1500	\$19.20	\$28,800.00	1550	\$19.63	\$30,426.50	1600	\$19.63	\$31,408.00	1650	\$19.63	\$32,389.50
Sub-Total			\$15,360.00			\$28,800.00			\$30,426.50			\$31,408.00			\$32,389.50
<b>SIS-A Assessments by AAIDD:</b>															
AAIDD Assessments	0	\$0.00	\$0.00			\$0.00			\$0.00			\$0.00			\$0.00
Sub-Total			\$0.00			\$0.00			\$0.00			\$0.00			\$0.00

**3. SIS Venture**

This product is a piece of software that enables users to complete SIS-A assessments on a laptop not connected to the internet, which then uploads the assessment data to SISOnline once the laptop is connected to the internet.

SIS Venture:	Unit	Year: 2021		Unit	Year: 2022		Unit	Year: 2023		Unit	Year: 2024		Unit	Year: 2025	
Number of Users	6	\$0.00	\$0.00	6	\$0.00	\$0.00	6	\$0.00	\$0.00	6	\$0.00	\$0.00	6	\$0.00	\$0.00
Venture Assessments	800	\$0.00	\$0.00	1500	\$0.00	\$0.00	1550	\$0.00	\$0.00	1600	\$0.00	\$0.00	1650	\$0.00	\$0.00
Sub-Total			\$0.00			\$0.00			\$0.00			\$0.00			\$0.00

Note: SIS Venture Cost is included in SISOnline Subscription Cost.



**4. SIS-A Integration**

Integration services are available to interface SISOnline with case management systems. Services available for immediate integration are Single Login, Pre-population of assessment data, as well as report linking and data sharing between systems.

SIS-A Integration:	Unit	Year: 2021			Year: 2022			Year:2023			Year: 2024			Year:2025		
		Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total
1.Security Risk Assessment Audit and Remediation*	Each	1	\$6,300.00	\$6,300.00	1	\$6,300.00	\$6,300.00	1	\$6,300.00	\$6,300.00	1	\$6,426.00	\$6,426.00	1	\$6,555.00	\$6,555.00
2.Data Quality and Technical Support** :	Hours	40	\$165.00	\$6,600.00	24	\$167.00	\$4,008.00	24	\$169.00	\$4,056.00	24	\$171.00	\$4,104.00	24	\$173.00	\$4,152.00
<b>Sub-Total</b>				\$12,900.00			\$10,308.00			\$10,356.00			\$10,530.00			\$10,707.00

\* Fixed One Time Costs  
 \*\* Optional

**5. SIS-A Customization**

SISOnline users have the benefit of using other state or province assessment tools and forms to capture supplemental interview questions and integrating them into the system. Such additional modules are provided with an up front set-up and customization fee, with no additional annual fees added.

SIS-A Customization:	Unit	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total
1. Supplemental Questions Customization	Each	1	\$6,862.50	\$6,862.50				1	\$6,600.00	\$6,600.00						
2. *2 Factor Authentication (Annual fees, per user cost)*Incl.Case Mgrs - 2 Factor Initial Setup Work*	Users	32	\$92.73	\$2,967.36	32	\$92.73	\$2,967.36	32	\$92.73	\$2,967.36	32	\$94.50	\$3,024.00	32	\$96.50	\$3,088.00
3. Interviewer Reliability and Quality Review (IRQR) (Annual fee)*	Each	1	\$3,825.00	\$3,825.00	1	\$3,921.00	\$3,921.00	1	\$4,018.50	\$4,018.50	1	\$4,119.00	\$4,119.00	1	\$4,222.50	\$4,222.50
4. Quality Pattern Check and Quality Review (Annual fee)*	Each	1	\$3,150.00	\$3,150.00	1	\$3,230.00	\$3,230.00	1	\$3,309.00	\$3,309.00	1	\$3,392.00	\$3,392.00	1	\$3,477.00	\$3,477.00
5. Project Management	Each	1	\$6,300.00	\$6,300.00	1	\$4,725.00	\$4,725.00	1	\$4,828.50	\$4,828.50	1	\$4,935.00	\$4,935.00	1	\$5,044.00	\$5,044.00
<b>Optional Items: **</b>																
6. Scheduling System Support (Vendor define workflow rules to change status.) - Includes Set up Reminder Emails sent to contact in SISOnline	Each	1	\$1,425.00	\$1,425.00	1	\$1,460.63	\$1,460.63	1	\$1,497.14	\$1,497.14	1	\$1,534.56	\$1,534.56	1	\$1,572.93	\$1,572.93
7. Integrate with assessors' Outlook calendars, with changes and updates. (Requires vendor provide SISOnline an enterprise Outlook email account.)	Each	1	\$787.00	\$787.00	1	\$807.18	\$807.18	1	\$827.37	\$827.37	1	\$848.06	\$848.06	1	\$869.25	\$869.25
8. Assessor Monitoring and Activity History Report	Each	1	\$3,862.50	\$3,862.50												
9. Vermont Vendor Performance Metrics Report	Each		\$5,520.00	\$5,520.00												
10. Master Scheduler's Report (Lists all upcoming interviews)	Each	1	\$3,863.00	\$3,863.00												
11. Geographic Search Radius by Zip code (Interviews in certain radius.)	Each	1	\$4,800.00	\$4,800.00												
<b>Sub-Total</b>				\$49,662.36			\$17,111.17			\$24,047.87			\$17,852.62			\$18,273.68

\* Fixed Price , \*\* Optional

**6. SISOnline Maintenance:**

Customers who choose SISOnline are not charged for regular maintenance and technical support. Some customers, however, have asked for enhanced levels of customer services, in a variety of ways. For example, one customer pays an annual fee for free customization throughout the year. Please let us know if you have any special needs in these areas.

SISOnline Maintenance:		Year: 2021			Year: 2022			Year: 2023			Year: 2024			Year: 2025		
		Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total
1. Customization for Supplemental Questions Customization	- Month	12	\$86.00	\$1,032.00	12	\$87.68	\$1,052.10	12	\$89.61	\$1,075.32	12	\$91.58	\$1,098.90	12	\$93.59	\$1,123.02
2. Annual Venture User Operating Tech. Support	- Month	12	\$90.00	\$1,080.00	12	\$91.98	\$1,103.76	12	\$94.01	\$1,128.06	12	\$96.08	\$1,152.90	12	\$98.19	\$1,178.28
3. Assessor Monitoring and Activity History Report	- Month	12	\$49.00	\$588.00	12	\$49.35	\$592.20	12	\$50.43	\$605.16	12	\$51.54	\$618.48	12	\$52.68	\$632.16
4. Vermont Vendor Performance Metrics Report	- Month	12	\$69.00	\$828.00	12	\$70.52	\$846.24	12	\$72.06	\$864.72	12	\$73.65	\$883.80	12	\$75.27	\$903.24
5. Master Scheduler's Report (Lists all upcoming interviews)	- Month	12	\$49.00	\$588.00	12	\$49.35	\$592.20	12	\$50.43	\$605.16	12	\$51.54	\$618.48	12	\$52.68	\$632.16
6. Geographic Search Radius by Zip code	- Month	12	\$40.00	\$480.00	12	\$40.88	\$490.50	12	\$41.78	\$501.30	12	\$42.69	\$512.28	12	\$43.64	\$523.62
<b>Sub-Total</b>				\$4,596.00			\$4,677.00			\$4,779.72			\$4,884.84			\$4,992.48

\* These maintenance fees above only apply for customization services completed.  
**7. SIS-A Training, Quality Assurance, and Reliability Module**

AAIDD is the sole source for SIS-A Trainer training, and offers a wide range of training services to include orientation training, interviewer training, trainer training, and standard or customized Quality Assurance (QA) that includes observation, reliability testing, coaching, retraining, and evaluating the internal QA program you are using. **AAIDD highly recommends that all customers align their SIS assessment practices with AAIDD training protocols and standards, and only recognizes SIS assessors and trainers who have received training from AAIDD and/or other approved, identified training sources.** Once your trainers complete the trainer training, they are able to train interviewers within your agency and/or throughout your state. Training Customers who use SISOnline also have the option of purchasing the SISOnline Reliability Module, which captures interviewer training history and Interviewer Reliability and Qualifications Review (IRQR) scores through an easy-to-use interface, with reports for trend analysis. The system is secure, permission-based and can be customized based on the customer's needs. **It is important to maintain the agreed upon training schedule. Should the client decide to cancel a contracted and scheduled training, the notice must be given to AAIDD at least 10 business days in advance to the scheduled training. No charges will be incurred should cancellation notice occur prior to the 10 business day-notice. Should the notice be made within 10 business days of the scheduled training, AAIDD will charge the client 50% of the training fees for the scheduled training activity to cover for costs incurred related to the trainer's fees and expenses.**

SIS-A Training:	Unit	Year: 2021		Year: 2022		Year: 2023		Year: 2024		Year: 2025	
**Separate cost proposal											
Sub-Total			\$0.00		\$0.00		\$0.00		\$0.00		\$0.00

*Training Comments: Daily rate includes: training fees and trainers' travel expenses, such as airfare, local transportation, lodging and meals.*

**8. Pilot Project Interviewing: N/A**

When customers first start using SIS/SIS-A, they have often requested that an initial sample of around 500-800 SIS/SIS-A assessments be completed by AAIDD trained interviewers. This ensures that the sample used to do state planning is done by experienced assessors who have strong interviewer reliability, and allows for SIS data to be collected in an objective manner. AAIDD provides project coordination and logistical assistance to states to help the planning and scheduling process run more smoothly.

	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Total Per year:	\$83,753.36	\$82,156.17	\$70,870.83	\$65,936.20	\$67,623.40

**Standard Cost with Optional IT Grand Total: \$350,339.95**  
**License Period: February 1, 2021 through January 31, 2026**

**Payment Terms & Taxes**

**Taxes**

All applicable taxes will be added to invoices, as needed. Taxes are not included in pricing. Additional users and assessments may be added and will be charged at the user and/or assessment cost for the year in which the additions are requested. Reductions in the number of users and assessments may be made after the initial year prior to each subsequent year. Pricing per user and assessment may increase based upon the level of reduction requested. This pricing is valid during 2020. Pricing levels and structures may change in subsequent years.

**Payment Terms:**

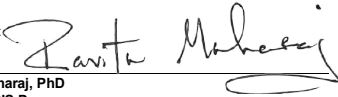
SISOnline Enterprise Limited License provides for a maximum number of SISOnline users per year and a maximum number of assessments per year, to be paid concurrent with the signing of the Agreement, based on the SISOnline Enterprise License. Discounts are provided based on volume, with more discounts given for higher levels of up front use. These rates are similar across all locations for 2020 and they are also identical to the charges for states who decide to incorporate SIS into their own systems. Additional users and assessments beyond the license limit may be added and will be charged per additional user and/or assessment at the end of the license year in which the additions were made. For multiyear contracts, reductions in the license limits in the contract (i.e. lowering maximum number of users and assessments) may be made only before the beginning of each subsequent year. Pricing per user and assessment may increase based upon the level of reduction requested. Data integration payment requirements: AAIDD requires 50% payment to begin custom integration work; 50% at completion of work. These services can be contracted on an hourly Time and Expense Basis. If contracted on an hourly basis, 50% of the "estimated hours" would be due at the beginning of the work, and the balance would be billed either monthly or on completion of the work. SISOnline prices are based on current liability insurance coverage, and any request in increasing the coverage limit may be accommodated with additional increase in the SISOnline base pricing. Certificate of Liability Insurance will be provided upon request.

**Late Payment Fees:**

AAIDD will invoice Licensee for any other amount owed as accrued, which will be overdue if not paid within thirty (30) days from the date of invoice. Any overdue balances will accrue interest at one percent (1%) per month.

**Successful contract execution is required before work may begin.**

**Price Quote is good for 120 days from submission.**

Signatures:   
Ravita Maharaj, PhD  
Director, SIS Program

10/7/2020  
Date



Supports Intensity Scale-Adult Version® (SIS-A®) Cost Proposal Template

\* This Cost Proposal and its contents are confidential and proprietary, and may not be released or shared with other parties\*

October 2020

In reference to Vermont Dept. of Disabilities, Aging & Independent Living RFP 306 SIS Assessment

**Contacts:**

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Gary Slattery, AAIDD Government Relations Partner  
EI, Inc. 615-972-1856 gslattery@gitii.com

Corinne Carpenter, AAIDD Data Coordinator  
Office Contact Information Above, Extension 202; CCarpenter@aaidd.org

A.J. Boggs & Company, SISOnline Technical Assistance Provider

**License Period:** Optional Years : February 1, 2026 through January 31, 2028

This document provides pricing and options for access and use of the AAIDD Supports Intensity Scale-Adult Version (SIS-A) for two optional years. The proposal includes pricing for SISOnline, a web-based system for completing, viewing and aggregating results for SIS-A assessments. In addition, it includes SIS Venture, a Windows® application that allows your users to capture SIS-A assessment data electronically during the interview while not needing to be connected to the Internet. This pricing information is valid for 120 days, and changes may be made in pricing levels and structures in subsequent years.

**About AAIDD**

AAIDD is the world’s oldest and largest interdisciplinary organization of professionals concerned with intellectual and related disabilities. Founded in 1876, AAIDD is a professional organization that promotes progressive policies, sound research, effective practices, and universal rights for people with intellectual and developmental disabilities.

**About the Supports Intensity Scale-Adult Version**

The Supports Intensity Scale® (SIS®) is published exclusively by AAIDD, and is a standardized assessment designed to measure the pattern and intensity of supports an adult with intellectual and developmental disabilities requires in order to be successful in community settings. SIS was developed by AAIDD over 5 year period from 1998 to 2003 in response to changes in how society views and relates to people with disabilities, and released in 2004. The SIS-A (2015) is a refreshed version of the original SIS, and its new name more clearly identifies that it is intended to be used with adults. The SIS-A Annual Review Protocol (2020) is published exclusively by AAIDD, and is a screening tool used in conjunction with the Supports Intensity Scale-Adult Version® (SIS-A®). The tool provides a yearly review of key items that reflect major life activities areas as well as other influences on support needs.

**NOTE:** AAIDD is currently in the renaming process (analysis of the standardized scores) of the SIS-A, and projects an updated SIS-A Interview and Profile Form will be published and available early 2022.

**About SISOnline**

SISOnline is a web-based application that states can use to collect data from any location with internet access. Those without internet access can collect data on a laptop and synchronize the data using the SIS Venture application. SISOnline can be customized to add additional features, questions and modules, and integrated with existing legacy systems. Once data has been collected, it is available for review, as well as analysis on an aggregate basis, using built-in reporting and analysis tools. Additional customized tools and features can be developed upon request.

**1. SIS-A Paper Products and Shipping Fees**

*For SISOnline Users, 0 manuals and 30% assessment forms are provided at no additional charge, except for custom forms. Some users may want to only use the paper forms offered by AAIDD. Reasonable Shipping charges apply.*

	Year: 02/01/2026 - 1/31/2027			Year: 02/01/2027 - 1/31/2028			Year:		
	Qty.	Rate	Total	Qty.	Rate	Total	Qty.	Rate	Total
<b>SIS-A Paper Products:</b>									
User Manuals	0	\$0.00	\$0.00		\$0.00	\$0.00	0	\$0.00	\$0.00
Paper Interview Forms	500	\$0.00	\$0.00	500	\$0.00	\$0.00	0	\$0.00	\$0.00
Other Products: N/A	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
Shipping Charges:	0	\$0.00	\$75.00	0	\$0.00	\$75.00	0	\$0.00	\$0.00
Sub-Total:			\$75.00			\$75.00			\$0.00

**2. SISOnline**

AAIDD provides SIS-A through an annual SISOnline Enterprise Limited License fees for up to a maximum number of SISOnline users per year and a maximum number of assessments per year, to be paid concurrent with the signing of the Agreement, based on the SISOnline Enterprise License. Discounts are provided based on volume, with more discounts given for higher levels of up front use. These rates are similar across all locations and they are also identical to the charges for states who decide to incorporate SIS-A into their own systems. Additional users and assessments beyond the license limit may be added and will be charged per additional user and/or assessment at the end of the license year in which the additions were made. For multiyear contracts, reductions in the license limits in the contract (i.e. lowering maximum number of users and assessments) may be made only before the beginning of each subsequent year. Pricing per user and assessment may increase based upon the level of reduction requested.

<b>SISOnline Users:</b>	<b>Unit</b>	<b>Year: 2026</b>		<b>Unit</b>	<b>Year: 2027</b>		<b>Unit</b>	<b>Year:</b>	
Regular Users SIS-A	6	\$204.75	\$1,228.50	6	\$204.75	\$1,228.50	0	\$0.00	\$0.00
View Only Users	26	No Charge		26	No Charge		0	No Charge	
Sub-Total			\$1,228.50			\$1,228.50			\$0.00
<b>SISOnline Assessments:</b>									
SIS-A Assessments	1,700	\$20.16	\$34,272.00	1,750	\$20.16	\$35,280.00	0	\$0.00	\$0.00
Sub-Total			\$34,272.00			\$35,280.00			\$0.00
<b>SIS-A Assessments by AAIDD:</b>									
AAIDD Assessments	0	\$0.00	\$0.00			\$0.00			\$0.00
Sub-Total			\$0.00			\$0.00			\$0.00

**3. SIS Venture**

*This product is a piece of software that enables users to complete SIS assessments on a laptop not connected to the internet, which then uploads the assessment data to SISOnline once the laptop is connected to the internet.*

<b>SIS Venture:</b>	<b>Unit</b>	<b>Year: 2026</b>		<b>Unit</b>	<b>Year: 2027</b>		<b>Unit</b>	<b>Year:</b>	
Number of Users	6	\$0.00	\$0.00	6	\$0.00	\$0.00	0	\$0.00	\$0.00
Venture Assessments	1700	\$0.00	\$0.00	1750	\$0.00	\$0.00	0	\$0.00	\$0.00
Sub-Total			\$0.00			\$0.00			\$0.00

**Note: SIS Venture Cost is included in SISOnline Subscription Cost.**

**4. SIS-A Integration**

Integration services are available to interface SISOnline with case management systems. Services available for immediate integration are Single Login, Pre-population of assessment data, as well as report linking and data sharing between systems.

SIS-A Integration:	Year: 2026			Year: 2027			Year:			
	Unit	Qty	Rate	Total	Unit	Rate	Total	Unit	Rate	Total
1. Security Risk Assessment Audit and Remediation*	Year	1	\$7,024.16	\$7,024.16	1	\$7,178.69	\$7,178.69			
2. Data Quality and Technical Support** :	hours	40	\$172.00	\$6,880.00	40	\$174.00	\$6,960.00			
Sub-Total				\$13,904.16			\$14,138.69			\$0.00

\* Fixed One Time Costs  
\*\* Optional

**5. SIS-A Customization**

SISOnline users have the benefit of using other state or province assessment tools and forms to capture supplemental interview questions and integrating them into the system. Such additional modules are provided with an up front set-up and customization fee, with no additional annual fees added.

SIS-A Customization:	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total
1. '2 Factor Authentication (Annual fees, per user cost)*Incl. Case Mgrs	32	\$95.50	\$3,056.00	32	\$97.45	\$3,118.40			
2. Interviewer Reliability and Quality Review (IRQR) (Annual fee)*	1	\$4,327.64	\$4,327.64	1	\$4,435.50	\$4,435.50			
3. Quality Pattern Check and Quality Review (Annual fee)*	1	\$3,563.94	\$3,563.94	1	\$3,653.04	\$3,653.04			
4. Project Management * - hours	1	\$5,154.72	\$5,154.72	1	\$5,268.14	\$5,268.14			
<b>Optional Items**</b>									
5. Scheduling System Support (Vendor define workflow rules to change status.)	1	\$1,612.26	\$1,612.26	1	\$1,652.57	\$1,652.57			
- Includes Set up Reminder Emails sent to contact in SISOnline									
6. Integrate with assessors' Outlook calendars, with changes and updates. (Requires vendor provide SISOnline an enterprise Outlook email account.)	1	\$890.99	\$890.99	1	\$913.26	\$913.26			
Sub-Total			\$18,605.54			\$19,040.90			

\* Fixed Cost, \*\* Optional

**6. SISOnline Maintenance:**

Customers who choose SISOnline are not charged for regular maintenance and technical support. Some customers, however, have asked for enhanced levels of customer services, in a variety of ways. For example, one customer pays an annual fee for free customization throughout the year. Please let us know if you have any special needs in these areas.

SISOnline Maintenance:	Year: 2026			Year: 2027			Year:		
	Qty	Rate	Total	Qty	Rate	Total	Qty	Rate	Total
1. Customization for Supplemental Questions Customization - Month	12	\$95.64	\$1,147.68	12	\$97.74	\$1,172.88			\$0.00
2. Integration Maintenance Fee - Month	12	\$93.05	\$1,116.54	12	\$95.09	\$1,141.02			
3. Assessor Monitoring and Activity History Report - Month	12	\$59.60	\$715.14	12	\$60.90	\$730.80			
4. Master Scheduler's Report (Lists all upcoming interviews) - Month	12	\$53.84	\$646.02	12	\$55.02	\$660.24			
5. Geographic Search Radius by Zip code - Month	12	\$44.60	\$535.14	12	\$45.57	\$546.84			
Sub-Total			\$4,160.52			\$4,251.78			\$0.00

**7. SIS-A Training, Quality Assurance, and Reliability Module**

AAIDD is the sole source for SIS-A Trainer training, and offers a wide range of training services to include orientation training, interviewer training, trainer training, and standard or customized Quality Assurance (QA) that includes observation, reliability testing, coaching, retraining, and evaluating the internal QA program you are using. **AAIDD highly recommends that all customers align their SIS assessment practices with AAIDD training protocols and standards, and only recognizes SIS assessors and trainers who have received training from AAIDD and/or other approved, identified training sources.** Once your trainers complete the trainer training, they are able to train interviewers within your agency and/or throughout your state. Training Customers who use SISOnline also have the option of purchasing the SISOnline Reliability Module, which captures interviewer training history and Interviewer Reliability and Qualifications Review (IRQR) scores through an easy-to-use interface, with reports for trend analysis. The system is secure, permission-based and can be customized based on the customer's needs. **It is important to maintain the agreed upon training schedule. Should the client decide to cancel a contracted and scheduled training, the notice must be given to AAIDD at least 10 business days in advance to the scheduled training. No charges will be incurred should cancellation notice occur prior to the 10 business day-notice. Should the notice be made within 10 business days of the scheduled training, AAIDD will charge the client 50% of the training fees for the scheduled training activity to cover for costs incurred related to the trainer's fees and expenses.**

SIS-A Training:	Unit	Year: 2026			Year: 2027			Year:		
**Separate cost proposal										
Sub-Total			\$0.00			\$0.00				\$0.00

*Training Comments: Daily rate Includes: training fees and trainers' travel expenses, such as airfare, local transportation, lodging and meals.*

**8. Pilot Project Interviewing: N/A**

When customers first start using SIS/SIS-A, they have often requested that an initial sample of around 500-800 SIS/SIS-A assessments be completed by AAIDD trained interviewers. This ensures that the sample used to do state planning is done by experienced assessors who have strong interviewer reliability, and allows for SIS data to be collected in an objective manner. AAIDD provides project coordination and logistical assistance to states to help the planning and scheduling process run more smoothly.

	Year 2026	Year 2027	N/A
Total Per year:	\$72,245.72	\$74,014.87	\$0.00

<b>Two Optional Years Standard Cost Grand Total</b>	<b>\$146,260.58</b>
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License Period: Optional Years : February 1, 2026 through January 31, 2028



**Payment Terms & Taxes**

**Taxes**

All applicable taxes will be added to invoices, as needed. Taxes are not included in pricing. Additional users and assessments may be added and will be charged at the user and/or assessment cost for the year in which the additions are requested. Reductions in the number of users and assessments may be made after the initial year prior to each subsequent year. Pricing per user and assessment may increase based upon the level of reduction requested. This pricing is valid during 2020. Pricing levels and structures may change in subsequent years.

**Payment Terms:**

SISOnline Enterprise Limited License provides for a maximum number of SISOnline users per year and a maximum number of assessments per year, to be paid concurrent with the signing of the Agreement, based on the SISOnline Enterprise License. All prices are quoted in US dollars. Discounts are provided based on volume, with more discounts given for higher levels of up front use. These rates are similar across all locations for 2020 and they are also identical to the charges for states who decide to incorporate SIS into their own systems. Additional users and assessments beyond the license limit may be added and will be charged per additional user and/or assessment at the end of the license year in which the additions were made. For multiyear contracts, reductions in the license limits in the contract (i.e. lowering maximum number of users and assessments) may be made only before the beginning of each subsequent year. Pricing per user and assessment may increase based upon the level of reduction requested. Data integration payment requirements: AAIDD requires 50% payment to begin custom integration work; 50% at completion of work. These services can be contracted on an hourly Time and Expense Basis. If contracted on an hourly basis, 50% of the "estimated hours" would be due at the beginning of the work, and the balance would be billed either monthly or on completion of the work. SISOnline prices are based on current liability insurance coverage, and any request in increasing the coverage limit may be accommodated with additional increase in the SISOnline base pricing. Certificate of Liability Insurance will be provided upon request.

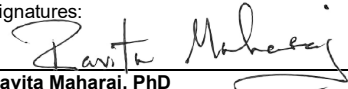
**Late Payment Fees:**

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**Successful contract execution is required before work may begin.**

**Price Quote is good for 120 days from submission.**

Signatures:

  
\_\_\_\_\_  
Ravita Maharaj, PhD  
Director, SIS Program

10/7/2020  
\_\_\_\_\_  
Date



**Christopher Baglio, Ed.D., MS**  
Vice President, Program Development

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