



**Developmental
Pathways**

2021

End of Year RFP Report

Fiscal Year 2021

DENNIS ROY

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Overview

Requests for Proposals (RFPs) are one strategy for connecting individuals in need of service(s) to qualified Program Approved Service Agencies (PASAs). The RFP process is unique to Community Centered Boards (CCBs). It specifically relates to Home and Community Based Services (HCBS) Medicaid waiver services. This process is intended to help ensure the individual's choice in selecting a provider. These referrals can be for a newly enrolled individual, an enrolled individual that is looking to add a new service, or for an enrolled individual seeking to find a new provider for an existing service. The individual's Case Manager (CM) is responsible for ensuring accurate information is included in the RFP so that PASAs can decide whether they are interested and capable of serving the individual. This report captures data from the Fiscal Year (FY) 2021 which spans from July 1, 2020 to June 30, 2021.

The Intellectual and Developmental Disabilities (I/DD) HCBS waivers and programs involved in Developmental Pathways' RFP process include:

- **Children's Extensive Support Waiver** (CES Waiver)
- **Children's Habilitation Residential Program Waiver** (CHRP Waiver)
- **Developmental Disability Waiver** (DD Waiver)
- **State Supported Living Services** (State SLS) Program
- **Supported Living Services Waiver** (SLS Waiver)

For additional definitions and terms, please view the appendix at the end of the report.

New Process

Developmental Pathways is dedicated to finding efficient and meaningful ways to support the individuals we serve, our staff, and PASAs in our catchment area. We identified that our previous process for creating, processing, and tracking RFPs could be automated and improved with new technologies. The outcomes of our changes made it more efficient for CMs to complete the individual profiles, connect PASAs and individuals faster, and resulted in more robust tracking systems.

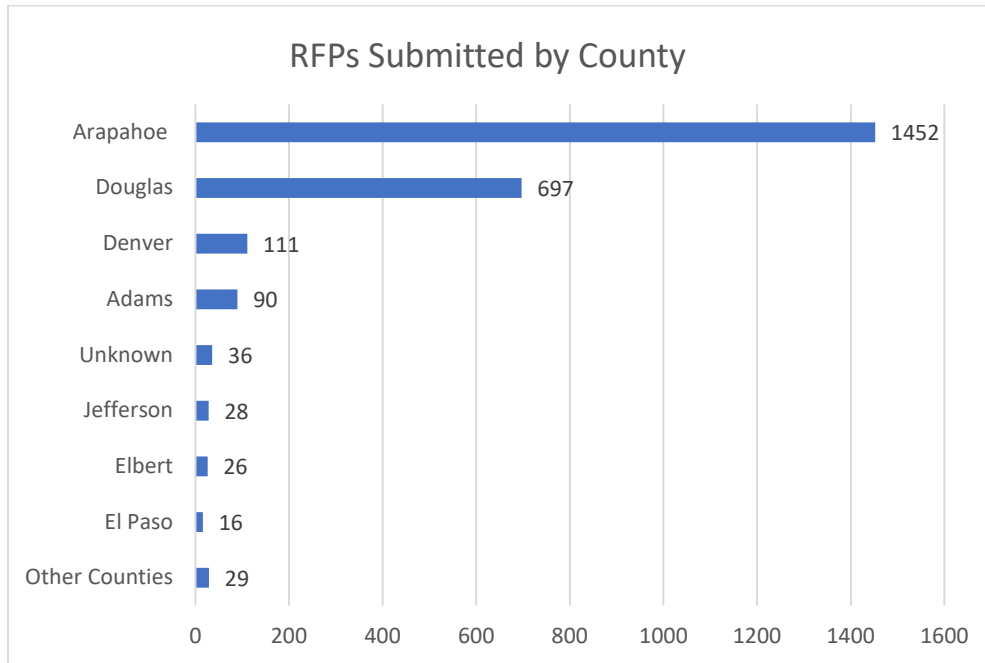
Beginning on July 1, 2020, Developmental Pathways implemented an innovative approach, leveraging Smartsheet and an App specifically designed to support the new process. The updated system notifies RFP team of any RFP status changes and tasks that need to be accomplished. In addition to drastically streamlining internal processes, this system has allowed the RFP team to gather data and pull reports more efficiently. On October 5, 2020, the *RFP Provider Response Form* was launched. This form allows interested PASAs to respond to any RFPs by simply filling out an online form. PASAs maintain the option to attach flyers/brochures that are then forwarded on to individuals/families.

We have identified several benefits related to updating the RFP process and the associated technology. Through the integrated technology, PASAs expressing interest in an RFP can relay their information directly to CMs. CMs have access to reports that facilitate a uniform and streamlined forwarding of PASA information to individuals/families. And the RFP team no longer needs to send the hundreds of emails to areas PASAs. Multiple PASAs have provided positive feedback indicating that they like the new process and the new systems we utilize. The RFP Team continues to identify areas of improvement by evaluating feedback provided by those directly impacted by the updated workflow.

The RFP team created an infographic to provide a broad overview of our RFP process that is available on Developmental Pathways' website and is linked here: [RFP Workflow Chart](#).

RFP Overall Numbers

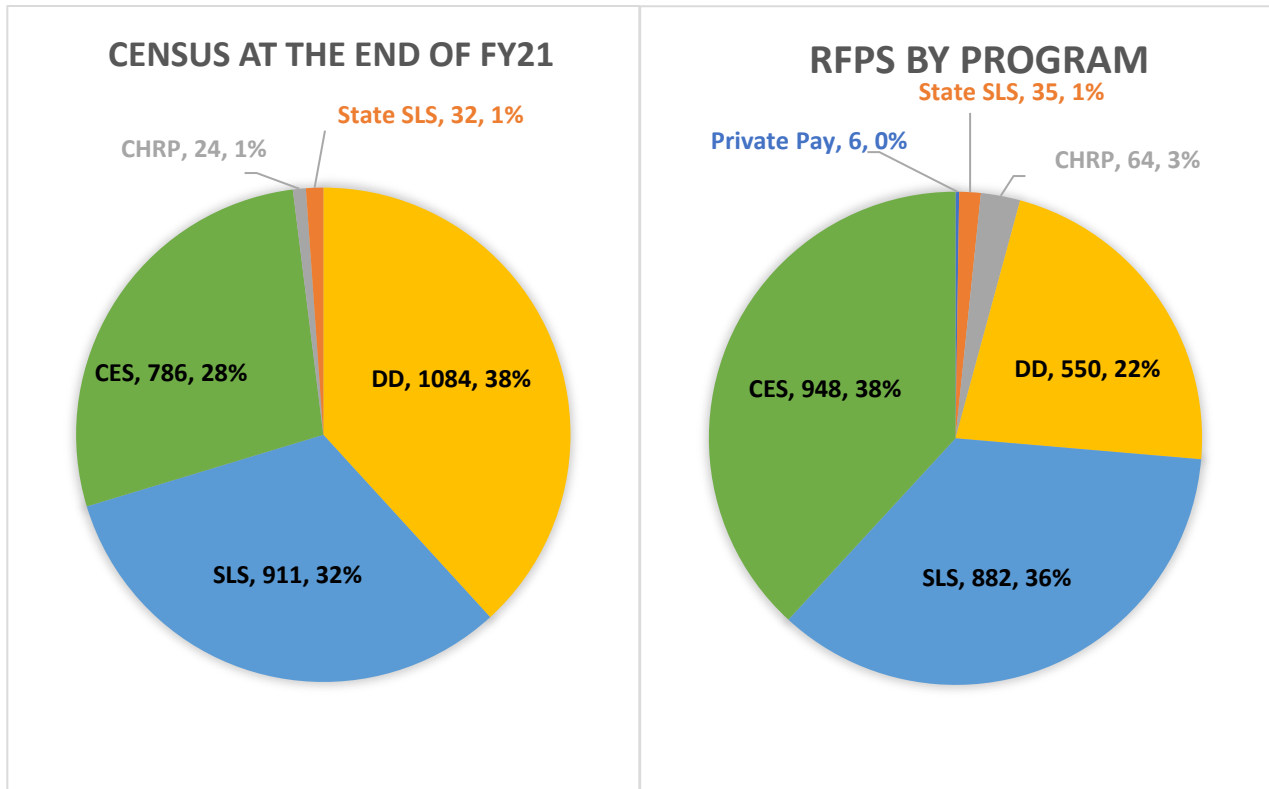
Developmental Pathways provides case management services for Arapahoe, Douglas, and Elbert Counties as well as the City of Aurora (some of which is in Adams County). This chart reflects the number of RFPs submitted on behalf of the individuals that Developmental Pathways serves.



Data Reflections:

- Please note, this data indicates where the individual lived at the time this report was generated, not when the RFP was sent.
- Counties outside of Developmental Pathways' main geographic area reflected in the data. This could be attributed to a variety of factors, such as:
 - Individuals may have moved to be in or out of Developmental Pathways' catchment area over the past year. Similarly, RFPs may have been sent out during transfers to Developmental Pathways or in anticipation of transferring to another CCB.
 - Note: there was a significant increase in individuals enrolled in waivers who transferred to Developmental Pathways (60 in FY21 compared to 19 in FY20).
 - Individuals and families have the choice to select the CCB they receive case management services from. For example, a family could move to a different Denver Metro CCB's catchment area and request to retain Developmental Pathways as their Case Management Agency.
- There is also a category of "Unknown." This may reflect new enrollments whose addresses may not have been entered into our internal system at the point in time of when we pulled this data, or for some other reason their address data was unavailable for the report.

Developmental Pathways provides case management services for the Colorado Home and Community Based Services (HCBS) Medicaid waivers – CES, CHRP, DD, SLS, and State SLS. The *Census at the end of FY21* diagram reflects the number of individuals Developmental Pathways was serving in June of 2021, delineated by waiver/program. The *RFP by Program* diagram depicts the number of RFPs sent out per each waiver/program.

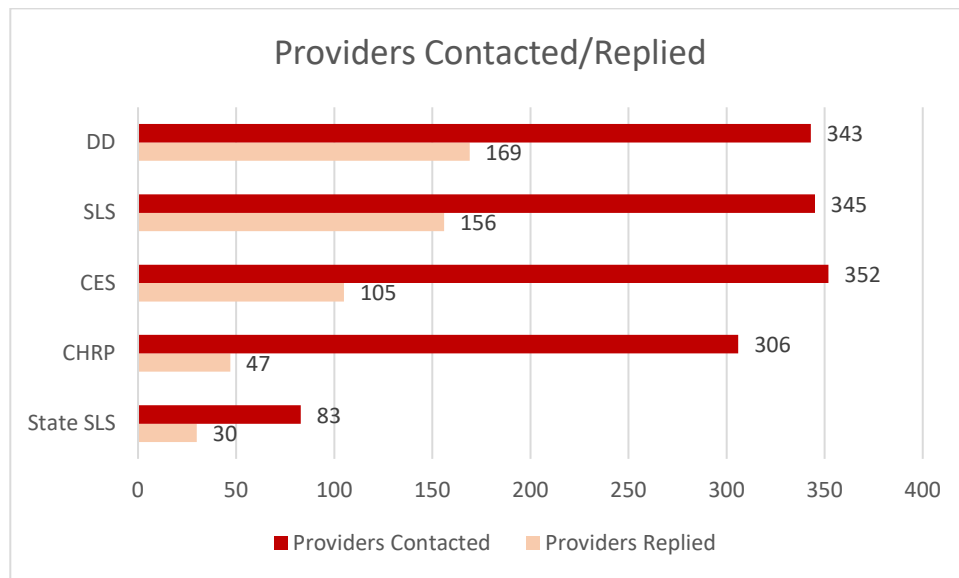


Data Reflections:

- A single individual may request multiple services either at one time or throughout the year.
- In July 2019, the CHRP waiver was expanded to support children at home rather than residential treatment settings. More services were added to support this change. When exploring or enrolling into CHRP, teams may request RFPs for multiple services to try to best meet the complex needs of the child/family.
- It is not uncommon for individuals/families in services who are exploring another waiver (i.e. someone in SLS being offered enrollment onto the DD waiver) to submit an RFP for a service in the new waiver as part of their decision-making, service-planning process.
- On rare occasions, individuals/families in services may wish to utilize Private Pay as a funding source for a particular service and use the RFP process to connect with PASAs.
 - Please note: PASAs cannot require an individual to private pay for a Medicaid service the individual is eligible for.

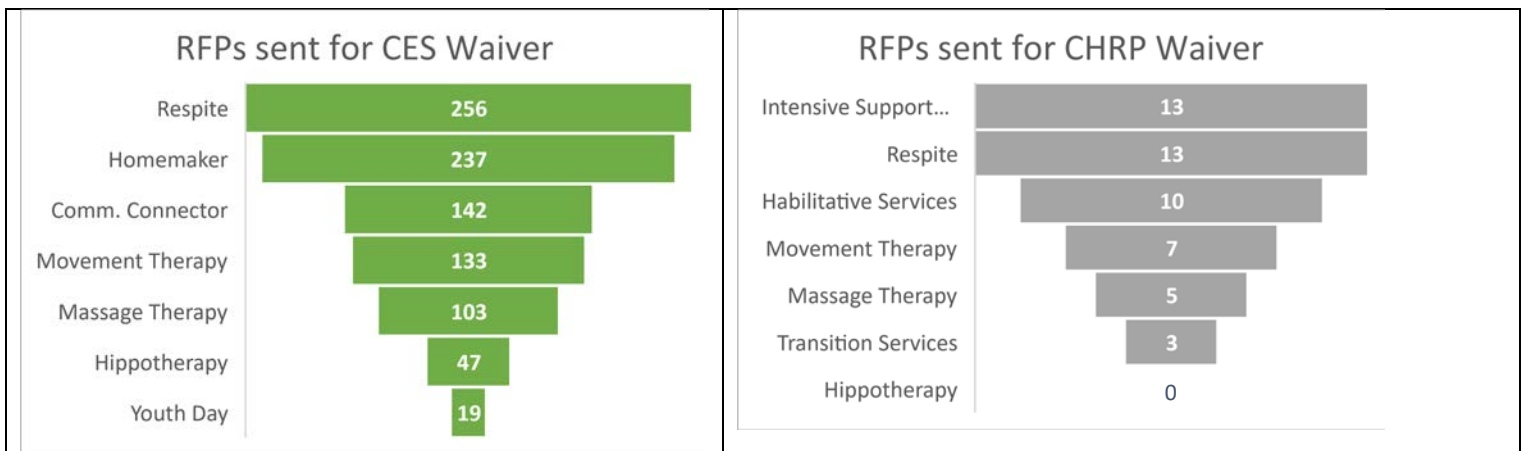
Replies Overview

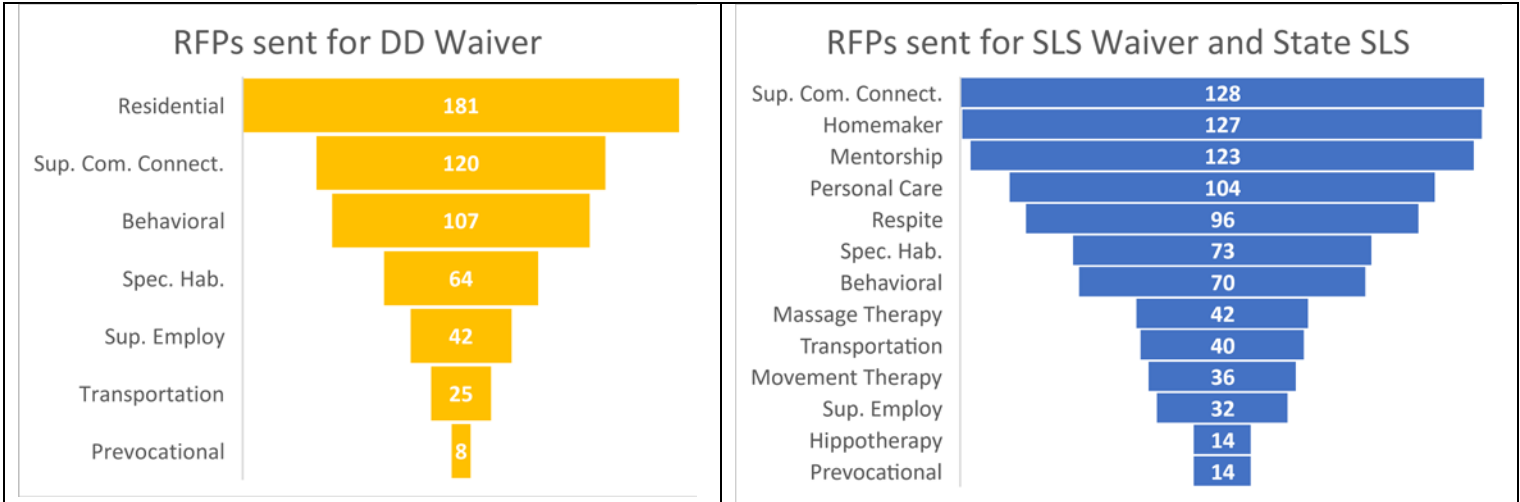
There are over 400 PASAs connected to Developmental Pathways. If a PASA is interested in serving additional people, they will be added to our RFP email distribution list(s) in accordance with the services for which they are approved. The RFP email distribution lists are separated by service category. The chart below represents the total number of PASAs contacted per waiver/program and the replies from those interested in providing services. Please note, that some PASAs often provide services that are offered in multiple waivers/programs so there is overlap within the 'Providers Contacted' totals.



Waiver Overview

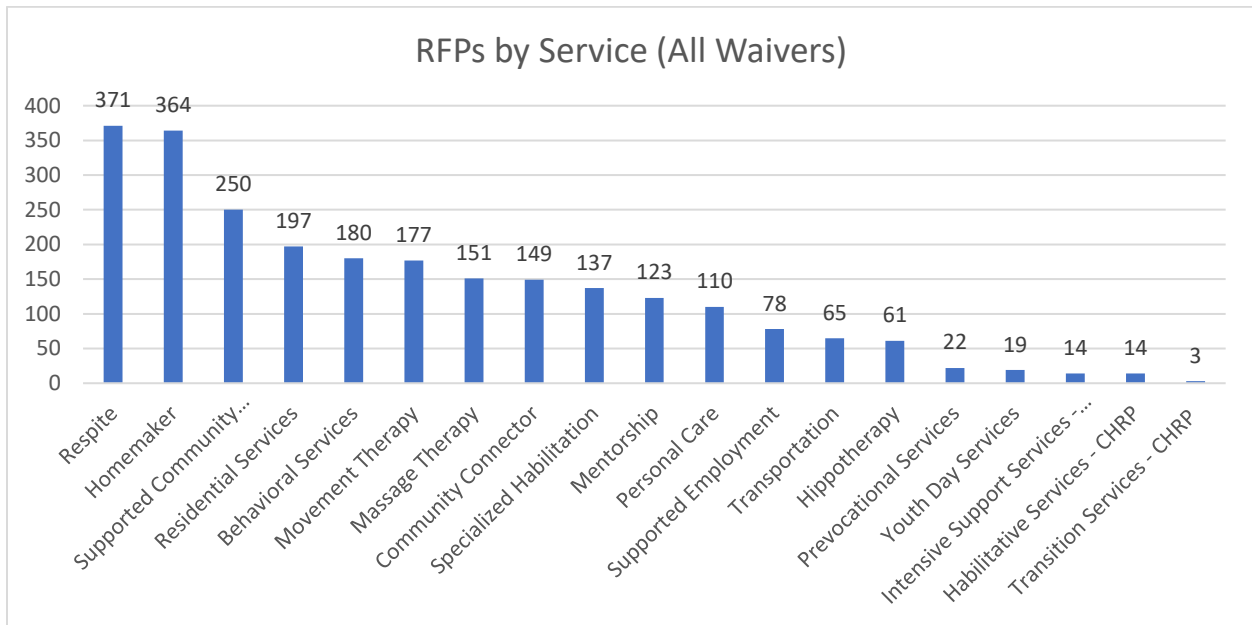
The diagrams below depict the number of RFPs sent per service category for each waiver. The most sought-after services, through the RFP process, are at the top of each list.



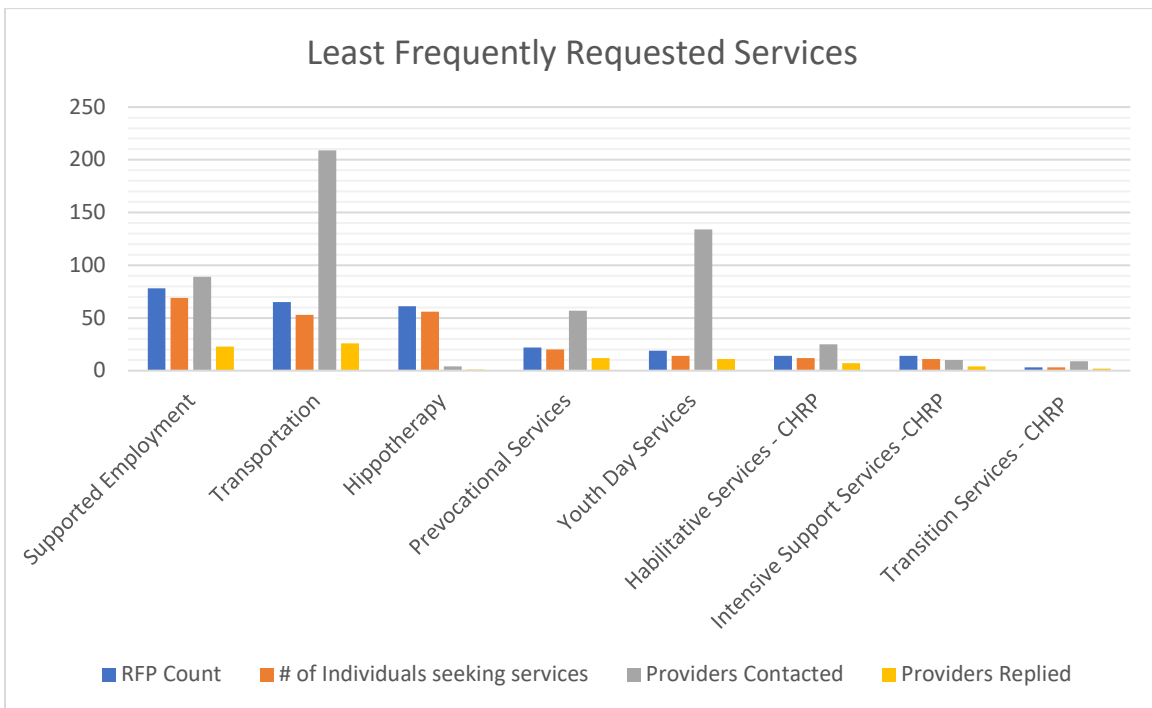
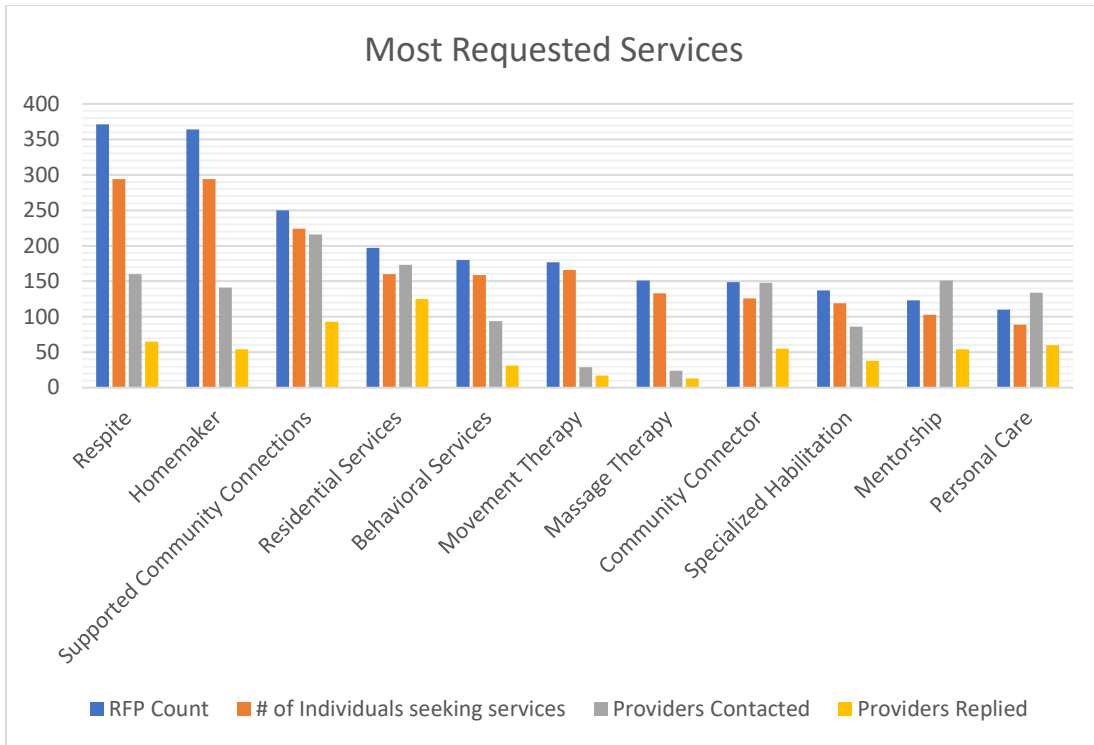


Services Overview

As indicated in the previous section, some services are available through multiple waivers. The chart below reflects the total number of RFPs sent separated by service category.



The following charts show the breakdown of the most requested services and the least requested. The most requested services were determined as those that had more than 100 RFP requests.



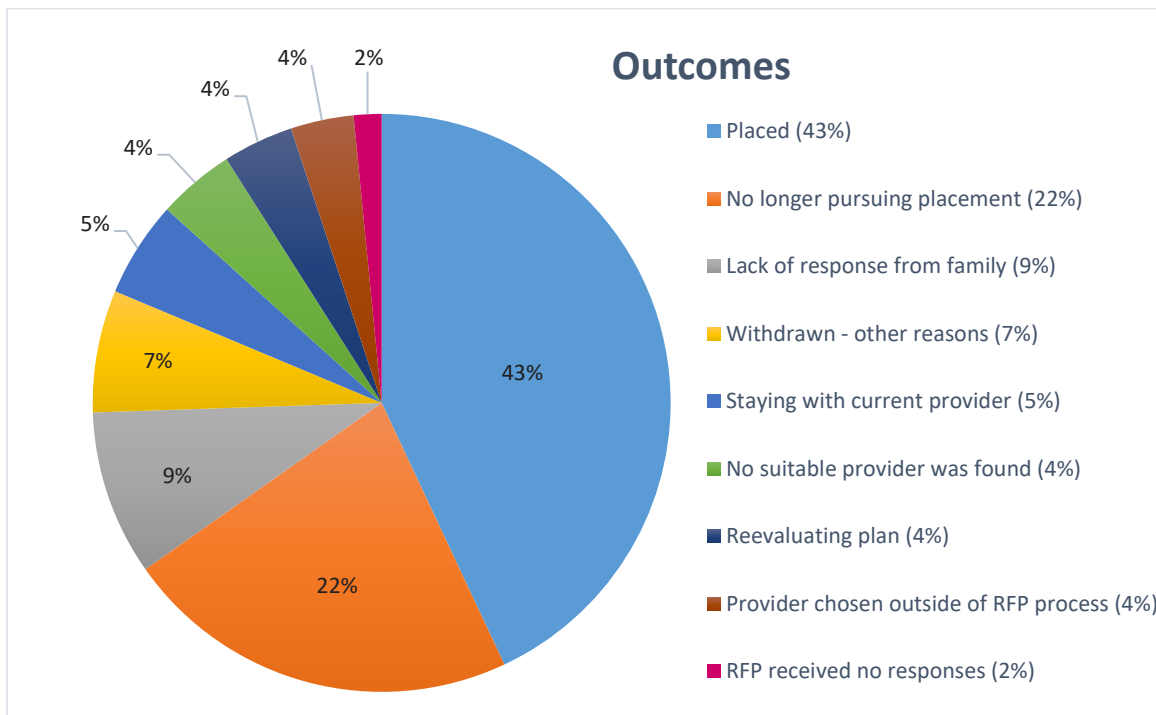
Data Reflections:

- In instances where the RFP count is greater than the number of individuals seeking services, this may be due to various reasons including:
 - Some RFPs may have been resent (the same request was redistributed to PASAs).

- Some RFPs may have been closed out and then new RFPs were sent out for the same individual/service.
- Respite and Homemaker services are highly requested. The number of Respite/Homemaker PASAs is less than half the amount of RFP requests. The response rate for both services is under 18%.
- The other services that had a response rate below 20% were: Behavioral Services, Movement Therapy, Massage Therapy, and Hippotherapy.
- The data reflects Transportation as a least requested service and that there are many more PASAs than requests. It is not uncommon for individuals requesting Day Program services (Specialized Habilitation or Supported Community Connections) to also need Transportation services. The Case Manager can indicate on the Day Program RFP that Transportation services are also needed. Transportation is likely to be provided by the same agency and thus a separate RFP may not be created solely for Transportation services.

Placement Outcomes

As part of the changes made to the RFP process in FY21, more robust data was collected regarding the outcomes of the RFPs. The outcome “Placed” indicates that the individual chose a PASA through the RFP process.



Data Reflections:

Once CMs collect and share the list of interested PASAs, it is up to the individual/family to decide which provider would be the best fit for them. It is their prerogative to decide how many PASAs to contact,

how to assess/compare them, etc. The reason they wished to send an RFP could also be varied. This highly individualized approach results in a variety of outcomes.

RFPs are considered open, or available to receive PASA responses, for up to 90 days. This timeframe allows individuals/families time to review provider responses, set up meetings with any PASAs they wish to consider, and make a decision. This also allows the provider to ensure they have staff capacity in that timeframe. Individuals, families, and/or CMs may request the RFP to be resent to generate additional PASA interest. By resending the RFP the 90-day response window renews.

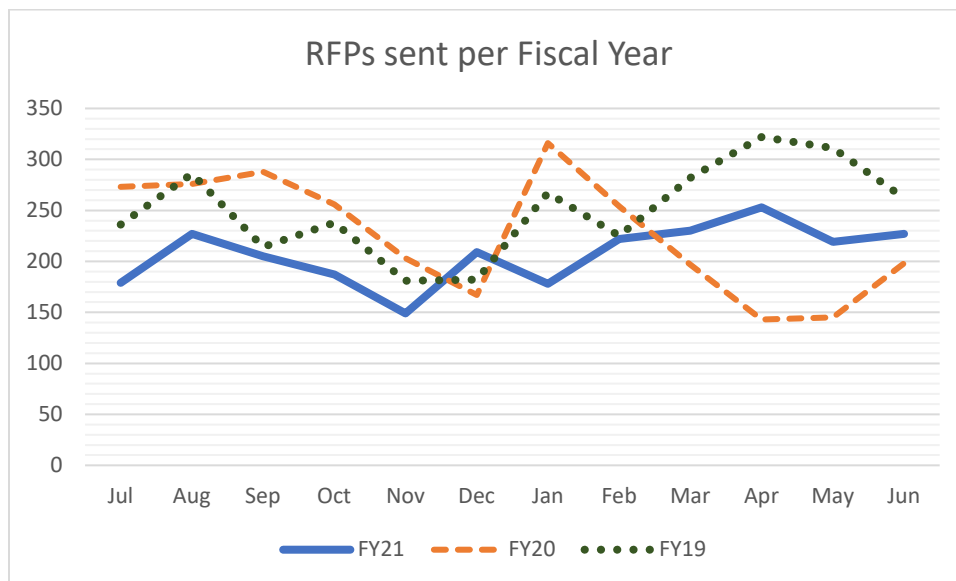
The information shown in the chart does not include the RFPs that have lapsed. Lapsed RFPs are those that after 90 days have not been updated by the CM with a status category. Since this is a new system, some RFPs may not have been updated due to a variety of factors including CM transitions or lack of communication by the individual/family.

Individuals placed with a Developmental Pathways Affiliated Entity

Developmental Pathways is committed to Conflict Free Case Management. Continuum of Colorado, an affiliated entity, had the potential to respond to 2,383 RFP requests throughout Fiscal Year 2021. Of those RFP requests, 333 had a positive response from Continuum of Colorado. Nine of those RFPs resulted in the individual/family choosing Continuum of Colorado. These nine placements are 1.5% of the 610 RFP placements in FY21.

COVID-19 Impact

The RFP process was affected by the COVID-19 pandemic. In March of 2020, the Colorado Department of Health Care Policy & Financing (HCPF) began issuing memos restricting any congregate settings. Many of these memos limited the number of people in spaces, including in vehicles, outlined health protocols, as well as offered retainer payments. The chart depicts the volume of RFP requests per month, prior to the pandemic (FY19: July 2018-June 2019), the onset of the pandemic (FY20: July 2019-June 2020) and the past year (FY21: July 2020-June 2021).



Data Reflections:

- As reflected in the FY20 data, January 2020 had the highest RFP submissions, followed by a significant downturn in requests February – May.
- While the COVID-19 pandemic continued through FY21, RFP numbers have remained stable throughout the fiscal year (averaging around 205 a month).
- In comparing the FY19 and FY21 data, FY21 RFPs numbers are more in-line with the ebb and flow of pre-pandemic RFPs.
 - For all of the Fiscal Years depicted, there is a rise during the summer months, followed by a decline through autumn, culminating in lower numbers in November and December.
 - For FY19 and FY21 the most RFPs were sent in the month of April.

Glossary:

Acronym:	Terms:	Definition:
CCBs	Community Center Boards	A locally based non-profit entity contracting with the State to coordinate services for individuals with intellectual/developmental disabilities.
CES	Children’s Extensive Support Services Waiver	Provides home and community-based Medicaid benefits as an alternative to hospital or specialized nursing facility care for children with developmental disabilities and delays that are most in need due to the severity of their disability. Available for children from birth to age 18. CES services include: Community Connector, Homemaker, CES Respite, Massage Therapy, Movement Therapy, Hippotherapy and Youth Day.
CHRP	Children’s Habilitative Residential Program Waiver	Provides home and community-based Medicaid benefits as an alternative to hospital or specialized nursing facility care for children with developmental disabilities and high needs who are at risk of out of home placement or are in foster care. Available for children from birth to age 21. CHRP services include: Community Connector, Habilitative Services, Hippotherapy, Intensive Support Services, Massage Therapy, Movement Therapy, Respite, and Transition Services
CM	Case Manager	Coordinates and monitors services for individuals enrolled in the Home and Community Based Services Medicaid Waivers with Developmental Pathways.
DD	Developmental Disabilities Waiver	Also referred to as the comprehensive waiver, the DD waiver provides home and community-based Medicaid benefits as an alternative to hospital or specialized nursing facility care for adults with developmental disabilities requiring 24-hour supervision and support. It includes residential services to support individuals to live safely and participate in the community. DD services include: Residential, Behavioral, Specialized Habilitation, Supported Community Connections, Prevocational Services, Supported Employment, and Transportation.
FY	Fiscal Year	Fiscal Year spans from July to June.
FY21	Fiscal Year 2021	Fiscal Year 2021 spans from July 1, 2020 to June 30, 2021.
HCBS	Home and Community Based Services	Services and supports provided in community settings to an individual who requires a level of institutional care that would otherwise be provided in a hospital, nursing facility, or Intermediate Care Facility for the Intellectually and Developmentally Disabled (ICF-IDD). These services are funded through Medicaid waivers.
PASA	Program Approved Service Agency	An agency contracted to provide Medicaid Waiver services to individuals as outlined in their Service Plan.
RFP	Request for Proposal	A request that is sent out to PASAs asking for proposals to serve specific individuals who are looking for a new service or service provider.

SLS	Supported Living Services	Provides services for adults with developmental or intellectual disabilities who live with unpaid caretakers, or who live independently in the community. SLS services include: Personal Care, Mentorship, Homemaker, Respite, Massage Therapy, Movement Therapy, Hippotherapy, Behavioral, Specialized Habilitation, Supported Community Connections, Prevocational, Supported Employment, and Transportation
State SLS	State Funded Supported Living Services	Provides supports to individuals with an intellectual or developmental disability to remain in their community; the program is fully state-funded (not waiver-funded); ongoing State SLS supports mirror the services approved under the HCBS-SLS wavier.
	Statewide RFPs:	These are RFPs that DP has received from another CCB to be sent out on their behalf to the PASAs in our catchment area (most often for out of area placement); Developmental Pathways does not track responses or outcomes for statewide RFPs.