

**Community Care, Inc./Community Care Health Plan, Inc.
1555 South Layton Blvd.
Milwaukee, Wisconsin 53215**

**Response to RFP #1597-DDES-SM
Managed Care Organization for the Delivery of
Managed Long Term Care in
Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties**

Community Care, Inc. and its non-profit HMO, Community Care Health Plan, Inc. proposes to provide managed care services to financially and functionally eligible residents in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties. Community Care, Inc. would expand its Care Management Organization currently providing Family Care Service in Racine and Kenosha counties into Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties. Our Family Care program in these expanded counties would be for all three-target populations – frail elders, adults with physical disabilities and adults with developmental disabilities. Community Care, Inc. would expand its PACE Program currently operating in Milwaukee County into Sheboygan County. Community Care Health Plan, Inc. would expand its Family Care Partnership Program into Ozaukee, Washington and Waukesha Counties in 2008 for all three-target populations. CCHP would expand its Family Care Partnership program into Sheboygan County in 2009 for adults with physical and developmental disabilities and in Walworth County for all three-target populations.

2.1 PROPOSER INFORMATION

2.1.1 Organization authority to enter into a risk-based contract

Community Care Health Plan (CCHP) is a Health Maintenance Organization licensed by the State of Wisconsin's Office of the Commissioner of Insurance. Our Certificate number is 18768. The NAIC Company Code is 10756.

2.1.2 Description of Proposer Organization

2.1.2.1 Governance and Organizational Structure

Community Care Health Plan, Inc. is a wholly owned subsidiary of Community Care, Inc. Community Care, Inc. is a 501(c)3 incorporated in 1977 in the State of Wisconsin. **Community Care's mission is to develop and demonstrate innovative, flexible, community-based programs to care for at-risk adults in order to optimize the quality of life and optimize the allocation of community resources.** Community Care, Inc. has a 19 member volunteer Board of Directors. This Board has overall policy and fiduciary oversight responsibilities for all operations within Community Care, Inc, including Community Care Health Plan. A list of Community Care, Inc. Board members and their demographic profiles is provided in Attachment 2.1.2.1.

Community Care, Inc. has a 15 member Family Care Board in Racine and Kenosha Counties. The objectives of this Board are to:

- a. To provide public and consumer oversight of the Family Care Program through Community Care, Inc.
- b. To provide financial, quality and operational oversight on behalf of the Community Care, Inc. Board.

The composition of this Board and their demographics are provided in Attachment 2.1.2.1.

A review of this list indicates compliance with Wisconsin Statutes 46.284(6) including a Board that reflects the ethnic and economic diversity of the geographic area served, and at least 25% of the members being older adults or persons with physical or developmental disabilities or their family members, guardians or other advocates.

Community Care, Inc. will establish a Family Care Board for other counties in which we operate a Family Care program. These Boards will become active once Family Care becomes active in each county as outlined in this proposal and for which we have a managed care contract. The potential composition and the related demographics are provided in Attachment 2.1.2.1.

Our intention is to be in compliance with Wisconsin Statutes 46.284(6) including a Board that reflects the ethnic and economic diversity of the geographic area served, and at least 25% of the members being older adults or persons with physical or developmental disabilities or their family members, guardians or other advocates in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties.

The Community Care Health Plan, Inc. Board oversees our PACE and Family Care Partnership Programs through our licensed HMO. The composition and demographics of this Board is provided in Attachment 2.1.2.1.

A diagram depicting the relationship between Community Care Health Plan and Community Care, Inc. is also provided in Attachment 2.1.2.1.

As a member of the Family Partnership Care Management Coalition (FPCMC), Community Care, Inc./CCHP will participate in two oversight committees. The counties involved in the FPCMC (Columbia, Dodge, Green Lake, Jefferson, Marquette, Ozaukee, Sauk, Sheboygan, Walworth, Washington, Waukesha and Waushara) will form a regional Long Term Care Council. This council will have regional oversight of long-term care services throughout the region. Community Care Inc. along with Elder Care of Wisconsin, Inc. and Community Living

Alliance, inc. will be accountable to the regional Long Term Care Council for the services provided to residents of these new counties. The implementation of this Regional Long Term Care Council is dependent on the 2007 – 2009 state biennial budget passing in order to fully understand the requirements of such a body.

The FPCMC partners are also planning to form A Regional Operations Council. The objectives of this council are to:

1. Recommend improvements to how Aging and Disability Resource Centers are providing information and assistance, options counseling, level of care assessment, referral to economic support and enrollment consultant services, and enrollment in a CMO or other managed care program selected by an eligible individual. FPCMC members will share all information regarding best practices and share resources to operate effective local and multi-county Aging and Disability Resource Centers.
2. Recommend improvements to how economic support services are provided to make eligibility determinations and process enrollments for all individuals who choose managed long-term care services. FPCMC members will share all information regarding best practices to create effective economic support services and seek resources to create regional or multiple county-based economic services.
3. Recommend improvements to the coordination of other Social Services, Human Services, Public Assistance agencies operated by the county to continue operation in accordance with chapters 46 through 55 Wisconsin Statutes.
4. Recommend improvements to specific policies and procedures for coordination between CMOs and the counties for the following services:
 - Adult protective services
 - Mental health and substance abuse services
 - Children with disabilities reaching the age of 18
 - The provision of urgent services
 - Any remaining County-operated long-term care services outside long-term
5. Recommend improvements to care management services provided by partnering Care Management Organizations including those subcontracted with FPCMC designated county departments.
6. Recommend improvements based on the results of care management in the following areas:
 - a. Utilization of services
 - b. Quality of services
 - c. Access to services
 - d. Satisfaction of services
 - e. MetaStar reviews and reports
 - f. OCI audits, reviews and sanctions
 - g. Other as identified

7. Collaborate and communicate with the Regional Long Term Care Council about the recommendations and actions taken regarding care management services provided to residents in the FPCMC counties.

A Memorandum of Understanding will be finalized and implemented among all FPCMC partners to operationalize this council.

A diagram depicting how the regional Long-Term Care Council and Regional Operational Council fit together and function is provided in Attachment 2.1.2.1.

2.1.2.2 Contractual Relationships

Community Care Health Plan, Inc. contracts with Community Care, Inc. for administrative services including business systems management, claims management, quality management, care management medical direction and oversight, operations management, human resources, information technology including data encounter reporting, network development and marketing, intake and enrollment. Copies of current agreements between Community Care Health Plan, Inc. and Community Care, Inc. are available for review during the certification process as requested.

Community Care Health Plan, Inc, has a 7 member volunteer Board. This Board has overall policy and fiduciary oversight responsibilities for all operations within Community Care Health Plan including PACE and Family Care Partnership. A list of Community Care Health Plan, Inc. Board members and their demographic profiles is provided in Attachment 2.1.2.1.

A diagram depicting the relationship between Community Care Health Plan, Inc. and Community Care, Inc. is again provided in Attachment 2.1.2.1.

Community Care, Inc., CCHP have independence to operate the managed long-term care programs to be implemented in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties as has been demonstrated and were certified for Racine and Kenosha

2.1.3 Governing Board Requirements

Community Care, Inc. has a 19 member volunteer Board of Directors. This Board has overall policy and fiduciary oversight responsibilities for all operations within Community Care, Inc, including Community Care Health Plan as described in Section 2.1.2.1.

Community Care, Inc. has a 15 member Family Care Board in Racine and Kenosha Counties.

Community Care, Inc. will establish a Family Care Board for other counties in which we operate a Family Care program. These Boards will become active once Family Care becomes active in each county as outlined in this proposal and for which we have a managed care contract. The potential composition and the related demographics are provided in Attachment 2.1.2.1.

2.2 SCOPE OF THE PROPOSAL

2.2.1 Geographic Service Area

Community Care, Inc./CCHP proposes to provide care management services to all adult Sheboygan, Ozaukee, Washington, Waukesha and Walworth county residents eligible for Medicaid and meeting long-term care functional eligibility. Based on data provided **in the RFP**, the following indicates that at the end of a three-year period (2008, 2009 and 2010), Community Care, Inc./CCHP would serve approximately **3,533** enrollees in the proposed counties. We anticipate, therefore, meeting the expectation to serve at least 1500 members. ***In order to assure financial viability, if not awarded an adequate number of clients in each county, we will reconsider moving forward with this proposal.***

Note the following tables summarize enrollment projections for the first two years after each county sees managed care implemented. The total of enrollees in these first two years for each county where the wavier clients will be enrolled in managed care and all current wait listed people will begin receiving services is **3,271**.

Sheboygan County, beginning in January 2008 through December 2009

As a part of the FPCMC planning, we anticipate being the sole CMO in Sheboygan County and these projections reflect that assumption.

Population	Waivers	Wait List	Total
Elders	246	133	379
Adults with physical disabilities	114	28	142
Adults with developmental disabilities	280	70	350
Total	640	231	871

Ozaukee County beginning in January 2008 through December 2009

As a part of the FPCMC planning, we anticipate being the sole CMO in Ozaukee County and these projections reflect that assumption.

Population	Waivers	Wait List	Total
Elders	98	88	186
Adults with physical disabilities	27	5	32
Adults with developmental disabilities	170	34	204
Total	295	127	422

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Washington County beginning in January 2008 through December 2009

As a part of the FPCMC planning, we anticipate being one of two CMOs in Washington County and these projections reflect that assumption. We are open to serving as the sole CMO and would adjust our projections and budget accordingly if awarded such a contract.

Population	Waivers	Wait List	Total
Elders	130	45	175
Adults with physical disabilities	38	8	46
Adults with developmental disabilities	142	56	198
Total	310	109	419

Waukesha County beginning in July 2008 through June 2010

As a part of the FPCMC planning, we anticipate being one of two CMOs in Waukesha County and these projections reflect that assumption. We are open to serving as the sole CMO and would adjust our projections and budget accordingly if awarded such a contract.

Population	Waivers	Wait List	Total
Elders	302	377	679
Adults with physical disabilities	77	91	168
Adults with developmental disabilities	358	89	447
Total	737	557	1294

Walworth County beginning in July 2009 through June 2011

As a part of the FPCMC planning, we anticipate being one of two CMOs in Walworth County and these projections reflect that assumption. We are open to serving as the sole CMO and would adjust our projections and budget accordingly if awarded such a contract. These numbers coincide with the three-year budget submitted as a part of the RFP, through December 2010.

Population	Waivers	Wait List	Total
Elders	56	34	90
Adults with physical disabilities	52	15	67
Adults with developmental disabilities	92	16	108
Total	200	65	265

Total for all counties:

Population	Waivers	Wait List	Total
Elders	832	677	1,590
Adults with physical disabilities	308	147	455
Adults with developmental disabilities	1,042	265	1,307
Total	2,182	1,089	3,271

2.2.2 Target Populations

Community Care, Inc./CCHP will serve three target populations: frail elders, adults with physical disabilities and adults with developmental disabilities. Within the first six months of implementation, Community Care, Inc./CCHP will enroll all existing waiver clients referred to our CMO by the county ADRC. Within the first twenty-four months after implementation, Community Care, Inc./CCHP will enroll all elders and adults with physical and developmental disabilities on the existing wait list referred to our CMO by the ADRC. Any additions to the wait list in each county after implementation of care management will be enrolled as referred to our care management organization after entitlement has been achieved, expected to be within twenty-four months after initial implementation of managed care in the county involved. The following tables summarize the care management enrollment plan and time lines for each county.

Sheboygan County:

Population	Begin	End
Elders currently served via waivers	1/08	6/08
Elders waiting for services	1/08	12/09
Adults with physical disabilities served via waivers	1/08	6/08
Adults with physical disabilities waiting for services	1/08	12/09
Adults with developmental disabilities served via waivers	1/08	6/09
Adults with developmental disabilities waiting for services	1/08	12/09

Ozaukee County:

Population	Begin	End
Elders currently served via waivers	1/08	6/08
Elders waiting for services	1/08	12/09
Adults with physical disabilities served via waivers	1/08	6/08
Adults with physical disabilities waiting for services	1/08	12/09
Adults with developmental disabilities served via waivers	1/08	6/08
Adults with developmental disabilities waiting for services	1/08	12/09

Washington County:

Population	Begin	End
Elders currently served via waivers	1/08	6/08
Elders waiting for services	1/08	12/09
Adults with physical disabilities served via waivers	1/08	6/08
Adults with physical disabilities waiting for services	1/08	12/09
Adults with developmental disabilities served via waivers	1/08	6/09
Adults with developmental disabilities waiting for services	1/08	12/09

Waukesha County:

Population	Begin	End
Elders currently served via waivers	7/08	12/08
Elders waiting for services	7/08	6/10
Adults with physical disabilities served via waivers	7/08	12/08
Adults with physical disabilities waiting for services	7/08	6/10
Adults with developmental disabilities served via waivers	7/08	12/08
Adults with developmental disabilities waiting for services	7/08	6/10

Walworth County:

Population	Begin	End
Elders currently served via waivers	7/09	12/09
Elders waiting for services	7/09	6/11
Adults with physical disabilities served via waivers	7/09	12/09
Adults with physical disabilities waiting for services	7/09	6/11
Adults with developmental disabilities served via waivers	7/09	12/09
Adults with developmental disabilities waiting for services	7/09	6/11

Community Care, Inc./CCHP has been part of the Family Care Partnership Care Management Coalition (FPCMC) planning process. Paul F. Soczynski from Community Care, Inc./CCHP has served as the Project Manager. In this capacity, he has contributed to the Coalition's readiness to proceed with managed care implementation in the entire FPCMC region including Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties.

This RFP response is related to proposals submitted by Elder Care of Wisconsin, Inc./Elder Care Health Plan, Inc. and Community Living Alliance, Inc. (CLA)/Health Plan for Community Living, Inc.

In total these three existing managed care organizations fully cover the entire FPCMC region and all three target populations involved. A summary of our coverage of individual counties is provided in Attachment 2.2.1.

Community Care, Inc./CCHP is aware of the potential that we could be the only CMO in Sheboygan and Ozaukee Counties according to the FPCMC plan. We understand that in order to comply with CMS requirements, a self-directed support waiver may be made available to insure adequate choice for consumers. We look forward to working with Sheboygan and Ozaukee County ADRCs and the state-wide agency contracted to provide Self Directed Support services to insure adequate choice should this occur.

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

2.2.3 Managed Long-Term Care Benefit Package

Community Care, Inc./Community Care Health Plan intends to provide the following benefit packages to the target populations as described in the following table:

Population by County	PACE	Family Care Partnership	Family Care
Frail Elders in Sheboygan	April 2008	N/A	Implement in January 2008
Adults with physical disabilities in Sheboygan	N/A	Implement in January 2009	Implement in January 2008
Adults with developmental disabilities in Sheboygan	N/A	Implement in January 2009	Implement in January 2008
Frail Elders in Ozaukee	N/A	Implement in January 2008	Implement in January 2008
Adults with physical disabilities in Ozaukee	N/A	Implement in January 2008	Implement in January 2008
Adults with developmental disabilities in Ozaukee	N/A.	Implement in January 2008	Implement in January 2008
Frail Elders in Washington	N/A	Implement in January 2008	Implement in January 2008
Adults with physical disabilities in Washington	N/A	Implement in January 2008	Implement in January 2008
Adults with developmental disabilities in Washington	N/A	Implement in January 2008	Implement in January 2008
Frail Elders in Waukesha	N/A	Implement in July 2008	Implement in July 2008
Adults with physical disabilities in Waukesha	N/A	Implement in July 2008	Implement in July 2008
Adults with developmental disabilities in Waukesha	N/A	Implement in July 2008	Implement in July 2008
Frail Elders in Walworth	N/A	Implement in July 2009	Implement in July 2009
Adults with physical disabilities in Walworth	N/A	Implement in July 2009	Implement in July 2009
Adults with developmental disabilities in Walworth	N/A	Implement in July 2009	Implement in July 2009

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Although not a part of this RFP, Community Care, Inc./CCHP also has been given the authority via a Special Needs Plan expansion to offer these programs to the following target populations:

Population by County	Family Care Partnership
Adults with physical disabilities in Racine	Consider implementation in 2008
Adults with physical disabilities in Kenosha	Consider implementation in 2008
Adults with developmental disabilities in Racine	Consider implementation in 2008
Adults with developmental disabilities in Kenosha	Consider implementation in 2008
Adults with physical disabilities in Milwaukee	Consider as RFP is released
Adults with developmental disabilities in Milwaukee	Consider as RFP is released

2.2.4 Other Services or Benefits Provided by the Proposer

Community Care, Inc./Community Care Health Plan currently offers the following and/or is considering offering the following managed care services starting in 2008:

- Community Care, Inc./Community Care Health Plan is a Medicare Part D provider in conjunction with our existing PACE and Family Care Partnership Programs in Milwaukee County and the Family Care Partnership Program in Racine and Kenosha Counties. Our 2008 Part D bids have been submitted for Milwaukee, Racine, Kenosha, Sheboygan, Ozaukee, Washington and Waukesha counties to CMS and we are awaiting the response from CMS.
- Community Care, Inc./Community Care Health Plan has CMS approval to continue and expand its Special Needs Plan (SNP) as a part of our Family Care Partnership Program in Racine, Kenosha, Ozaukee, Washington, Waukesha and Walworth counties.
- Community Care, Inc. operates a PACE program in Milwaukee County. We will be submitting an expansion application for expanding our PACE program into Sheboygan County pending DHFS approval to proceed.
- Community Care, Inc./Community Care Health Plan carefully considered the value added of becoming an SSI Managed Care provider in Wisconsin counties. This discernment involved the evaluation of whether or not we could add value to the marketplace with other SSI providers already providing services. We also carefully tried to determine how being an SSI provider would contribute to or distract from our ability to serve existing populations in our managed care programs. At this point, we have opted to **not** pursue becoming an SSI managed care organization and, of course, are open to further discussion with DHFS about this matter in the future.

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

2.3 ORGANIZATIONAL CAPACITY TO IMPLEMENT LONG-TERM CARE

2.3.1 Stability and public accountability

2.3.1.1 Stability

Organized in 1977, Community Care, Inc. is a 501(c)(3) non-profit organization focusing on case management and capitated care management programs. Community Care, Inc. has operated and managed more than a dozen programs during its 30-year history in southeastern Wisconsin.

Community Care's mission is to develop and demonstrate innovative, flexible, community-based programs to care for at-risk adults in order to optimize the quality of life and optimize the allocation of community resources.

Under the direction of Kirby Shoaf, CEO, for the past 30 years, Community Care, Inc. has demonstrated its ongoing and continuous service in southeastern Wisconsin to older and disabled adults. We have retained our commitment to the long-term care needs of the community during times of waiting lists, funding limitations and budget deficits. We've been here for 30 years and we're here for the long-term.

The Board and staff of Community Care, Inc. believe that operating a Care Management Organization in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties expands our mission to serve a larger population in southeastern Wisconsin. Our managed care experience with PACE and the Family Care Partnership Program, our COP, CIP and waiver case management experience in Manitowoc and Kenosha counties and care management experience in Family Care in Milwaukee, Racine and Kenosha counties will bring our proven integration of member-centered care and managed care experience.

The following programs are still active at Community Care, Inc. demonstrating thirty years of community-based, long-term care, managed care experience:

Grandfathered Community Care Organization Demonstration Program (GCCO): The original and longest running program within Community Care, Inc., GCCO provides direct care management, coordinates brokered in-home and community-based services to elderly and adult disabled persons living within Milwaukee County. **The program's objective is to improve the client's quality of life in a more cost effective setting than traditional institutional living.** The Department of Health and Family Services, via a per diem capitation, provides funding. The program eventually became the model for the COP-Waiver program adopted throughout the State of Wisconsin. Originally serving 789 elderly and physically disabled clients, there are currently 6 clients enrolled in the program. Rich Merwin, the original case manager since 1977 remains the case manager for the 6 clients currently enrolled today. **We believe this**

demonstrates the heart and soul of Community Care: dedicated staff involved in solid care management.

Comprehensive Care Coordination Program: This program is similar to GCCO. The program objective is to enable elderly and disabled adults to be physically independent through case management, the provision of affordable in-home and community-based services. The target population served is low income and minority adults for whom such care is either unaffordable or not readily available. This program is often used to provide interim care for individuals until they are eligible for public funded services. Funding is provided through United Way allocations and client co-pay based on a sliding fee schedule. In May 2007 there were 27 active cases with a total of 31 clients served in 2007. The program continues to positively impacting the waiting list for services for physically disabled residents of Milwaukee County.

Manitowoc Case Management Program: Under contract to the Manitowoc County Human Services Department since 1991, Community Care, Inc. professional staff provides case management and coordination/monitoring of community services for about 330 elderly and adult disabled persons living in Manitowoc County. Referral and funding are provided through Manitowoc County Human Services Department.

Family Care Unit: Under contract to the Milwaukee County Department on Aging since 1993, our Family Care Unit is now a Care Management Unit of the Milwaukee County Family Care, Care Management Organization. Currently, Community Care care manages about 360 Family Care enrollees. Prior to being a Care Management Unit, Community Care was one of the case management units contracted by Milwaukee County Department of Aging for COP Waiver clients.

Kenosha Case Management: Under contract to the Kenosha Human Services Department since 2002, Community Care professional staff provides case management and coordination/monitoring of community services for about 372 elderly and adult disabled persons living in Kenosha County. Referral and funding are provided through the Kenosha County Human Services Department. This program will sunset at the end of 2007 as we work with Kenosha County to transition all existing waiver clients to our Care Management Organization.

From April 2002 to October 2005, Community Care also staffed the Falls Management Program in Kenosha County and, since January 2004, the Chronic Disease Self Management Program in Kenosha County.

Technical Assistance Center: Community Care, Inc. provides services authorized by the National PACE Association to assist in the implementation of PACE and other integrated care models of long-term care. Current clients include state agencies and providers in Michigan, Pennsylvania, Arkansas, New York, West Virginia, Iowa, Minnesota, Missouri, Hawaii and Vermont.

Over the last ten years we have worked in more than 25 states and in Canada.

Managed care experience: Program of All-inclusive Care for the Elderly (PACE), Wisconsin Family Care Partnership and Family Care:

PACE started in San Francisco in the 1970's. **The PACE model offers an alternative to nursing home care for those who require long-term care but wish to remain living in their own community.** The program helps people who reside in Milwaukee County to live at home by providing services they would otherwise receive in a nursing home. Services consist of a continuum of care including day care, home care, homemaking, rehab, medications, inpatient, outpatient, specialty, primary and long-term care. All services are coordinated through an interdisciplinary team and often through Community Care, Inc. adult health day centers.

PACE participants enroll under the care of a Community Care staff physician. Funding is provided through dual monthly capitation from Medicare and Medicaid. The program has been in operation since 1990. As of July 1, 2007, the Community Care PACE Program serves **785** participants who reside in Milwaukee County.

Community Care, Inc., as the fourth PACE program established in the country, operates the only PACE program in the State of Wisconsin. There are about 47 Pre-PACE and PACE programs operating in 23 states. In 1999, HCFA (now CMS) approved regulations making PACE a Medicare provider type. The Community Care, Inc. PACE Program achieved and has maintained Medicare PACE provider status effective November 1, 2003.

In 2003, Community Care, Inc. partnered with Total Longterm Care, a PACE program in Denver, Colorado, to form Total Community Care, LLC (TCC). TCC was established to co-sponsor a PACE program in Albuquerque, New Mexico. This pre-PACE program had been in existence for six years and was looking for a new sponsor after Catholic Health Initiatives decided to leave the Albuquerque market place. TCC's July 1, 2007 census was **312**. Full PACE provider status was achieved effective June 1, 2004, which was within an unprecedented record nine months of September 1, 2003 when TCC began its operation of the program. Community Care, Inc. has benefited greatly from learning best

practices from two other PACE programs and has furthered relationships with another State Administrative agency and CMS as a result.

Family Care Partnership Program is a modified version of the PACE model created within the State of Wisconsin in 1996. The Family Care Partnership model is similar to the PACE model except there is less dependence on adult care centers and participants may elect to use a community-based physician contracted by Community Care Health Plan, Inc. As of July 1, 2007 the Community Care Family Care Partnership Program serves **160** participants in Milwaukee County.

Community Care, Inc./CCHP operates one of four of the Family Care Partnership programs in Wisconsin. In 2002, Community Care, Inc. expanded into Racine County. As of July 1, 2007 the Racine Family Care Partnership Program serves **113** participants in Racine County.

Community Care, Inc./CCHP opened its Family Care Partnership program in Kenosha in April 2007. As of July 1, 2007 the Kenosha Family Care Partnership Program serves **7** participants in Kenosha County.

Family Care Experience, including Quality Monitoring:

Community Care, Inc. has been a Care Management Unit for Family Care contracted by Milwaukee County Department on Aging (MCDA) since July 2000 when the program started. Since October 2002, Community Care has held a contract with Milwaukee County Department of Aging and their CMO to monitor the quality of services provided by the Care Management Units. This Best Practice Team assists MCDA in improving the quality of services provided.

Community Care, Inc. began a Family Care program as a Care Management Organization in January 2007 in Racine County. As of July 1, 2007, there are **557** enrollees in Family Care in Racine County through Community Care, Inc.

Community Care, Inc. began a Family Care program as a Care Management Organization in February 2007 in Kenosha County. As of July 1, 2007, there are **417** members in Family Care in Kenosha County through Community Care, Inc.

Three Community Care Programs NOT currently active:

Kenosha County CMO: Under contract with Kenosha County from April 2000 to August 31, 2001, Community Care assisted in the evaluation of the financial and operational feasibility for Kenosha County to become the sixth Family Care pilot county. Since the 2001 – 2003 State budget did not provide support for Kenosha County to implement Family Care, the contract with Community Care was suspended before objectives could be realized.

Covenant Care Management Unit: Community Care, Inc. and Covenant Healthcare (now Wheaton Franciscan Healthcare) partnered under contract with the Milwaukee County Department on Aging to provide Family Care care management services. In 2002 the Covenant Care Management Unit became an independent Care Management Unit.

Elder Abuse monitoring and reporting: Community Care, Inc. developed and implemented a nationally recognized elder abuse monitoring and reporting system for Milwaukee County. Community Care, Inc. transitioned the program to the Milwaukee County Department on Aging in 1998.

2.3.1.2 Accountability

Community Care, Inc./CCHP has communicated our organizational performance to oversight bodies such as local long-term care councils or ADRC boards and other local advocacy organizations as a part of regular reporting in Racine and Kenosha counties. We intend to provide the same reporting in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties.

Representatives from the Human Services Departments of Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties will be appointed to the Family Care Boards. Twenty-five percent of each Board will be comprised of consumers, family members or advocates. See Attachment 2.1.2.1 for details. As a private, non-profit organization, the Community Care, Inc./CCHP Boards already oversee our quality outcomes, financial performance and results. We believe our plan for reporting to existing public bodies gives us the opportunity to demonstrate our effectiveness and our commitment and openness to public scrutiny and oversight.

As a member of the Family Partnership Care Management Coalition (FPCMC), Community Care, Inc./CCHP will participate in two oversight committees. The counties involved in the FPCMC (Columbia, Dodge, Green Lake, Jefferson, Marquette, Ozaukee, Sauk, Sheboygan, Walworth, Washington, Waukesha and Waushara) will form A Regional Long Term Care Council. This council will have regional oversight of long-term care services throughout the region. Community Care Inc. along with Elder Care of Wisconsin, Inc. and Community Living Alliance, Inc. will be accountable to the regional Long Term Care Council for the services provided to residents of these counties. The implementation of this Regional Long Term Care Council is dependent on the 2007 – 2009 state biennial budget passing in order to fully understand the requirements of such a body.

The FPCMC partners are also planning to form a regional operations council. The objectives of this council are to:

1. Recommend improvements to how Aging and Disability Resource Centers are providing information and assistance, options counseling, level of care assessment, referral to economic support and enrollment consultant services, and enrollment in a CMO or other managed care program selected by an eligible individual. FPCMC members will share all information regarding best practices and share resources to operate effective local and multi-county Aging and Disability Resource Centers.
2. Recommend improvements to how economic support services are provided to make eligibility determinations and process enrollments for all individuals who choose managed long-term care services. FPCMC members will share all information regarding best practices to create effective economic support services and seek resources to create regional or multiple county-based economic services.
3. Recommend improvements to the coordination of other Social Services, Human Services, Public Assistance agencies operated by the county to continue operation in accordance with chapters 46 through 55 Wisconsin Statutes.
4. Recommend improvements to specific policies and procedures for coordination between CMOs and the counties for the following services:
 - Adult protective services
 - Mental health and substance abuse services
 - Children with disabilities reaching the age of 18
 - The provision of urgent services
 - Any remaining County-operated long-term care services outside long-term
5. Recommend improvements to care management services provided by partnering Care Management Organizations including those subcontracted with FPCMC designated county departments.
6. Recommend improvements based on the results of care management in the following areas:
 - a. Utilization of services
 - b. Quality of services
 - c. Access to services
 - d. Satisfaction of services
 - e. MetaStar reviews and reports
 - f. OCI audits, reviews and sanctions
 - g. Other as identified
7. Collaborate and communicate with the Regional Long Term Care Council about the recommendations and actions taken regarding care management services provided to residents in the FPCMC counties.

A Memorandum of Understanding will be finalized and implemented among all FPCMC partners to operationalize this council.

A diagram depicting how the regional Long-Term Care Council and Regional Operational Council fit together and function is provided in Attachment 2.1.2.1.

In our PACE and Family Care Partnership Program, our active Consumer Advisory Committee meets regularly and provides thorough feedback on our programs, policies, practices and outcomes. A member of the Consumer Advisory Committee is a member of the Community Care, Inc. Board and the Community Care Health Plan, Inc. Board.

Community Care, Inc./CCHP provides easy access to our organization for potential members and the general public through marketing brochures and our web site. The content of these items has been approved by DHFS and CMS.

We have assured effective communication and interactions with other systems that may serve our members, such as Adult Protective Services, mental health and substance abuse services, school systems, vocational services and primary and acute health care systems mainly through our interaction with ADRCs in Racine and Kenosha. We plan to do the same in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties.

A Memorandum of Understanding between Community Care, Inc./CCHP and Racine County and Kenosha County also outlines the manner in which these relationships work. Similar MOUs will be established with Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties for this purpose.

Community Care, Inc./CCHP is willing to be responsive to and be responsible for the needs of potential future enrollees who are eligible for Family Care but are currently receiving inpatient treatment for mental health or substance abuse, or currently residing in nursing homes or ICFs-MR. We will coordinate the care of these individuals through the ADRC in each county.

Community Care, Inc./CCHP is willing to include in its MOU or another written agreement with the resource centers in each county to serve individuals who are functionally eligible and at imminent risk of harm, hospitalization or institutionalization without the services of our care management organization but whose financial eligibility is pending. Per the contents of our MOU, we will work with each county and their respective ADRC to address emergency situations and collaboratively care plan to meet the needs for such individuals.

2.3.2 Experience in delivery of community-based long-term care services PROPRIETARY

2.3.2.1 Organizational expertise
 PROPRIETARY

2.3.2.2 Organizational experience in individualized services in managed care

As referenced and documented in sections 2.3.2 and 2.3.2.1, Community Care, Inc./CCHP has built its programs over the last 30 years and continues today to work with members keeping them in the center both of the Family Care and Family Care Partnership care management models and team to develop an individualized care plan and provide services that maintain independence and choice. Our most recent MetaStar evaluation in August of 2006 for PACE and Family Care Partnership revealed effective individualized member centered care planning and service execution as depicted in Section 2.3.2.

2.3.2.3 Acquiring qualified interdisciplinary care management team staff

Community Care, Inc./CCHP has developed a staffing plan that will provide the care management and interdisciplinary team staff necessary to deliver services to the number of members outlined in our business plan and enrollment plan. We have the advantage of having planned for care management implementation with our county partners in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties and Lutheran Social Services of Wisconsin and Upper Michigan (LSS) and other private agencies. We plan to subcontract for a significant portion of the care management staff through the Human Services Department staff in each of the counties for Family Care. We will also contract with LSS and other private agencies to meet capacity demands in this region for Family Care. Although we will not formally contract for this staff until we are awarded a contract, we have begun discussions with the counties.

The staffing plan for Family Care is as follows:

Sheboygan:

Year	2008		2009		2010	
12/31 Census	705		779		865	
Ratio	1:80	1:40	1:80	1:40	1:80	1:40
	RN	SW	RN	SW	RN	SW
Staffing	8.8	17.6	9.7	19.5	10.8	21.6

Ozaukee:

Year	2008		2009		2010	
12/31 Census	325		373		402	
Ratio	1:80	1:40	1:80	1:40	1:80	1:40
	RN	SW	RN	SW	RN	SW
Staffing	4.1	8.1	4.7	9.3	5.0	10.0

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Washington:

Year	2008		2009		2010	
12/31 Census	308		356		382	
Ratio	1:80	1:40	1:80	1:40	1:80	1:40
	RN	SW	RN	SW	RN	SW
Staffing	3.9	7.7	4.5	9.0	4.8	9.6

Waukesha:

Year	2008		2009		2010	
12/31 Census	711		924		1110	
Ratio	1:80	1:40	1:80	1:40	1:80	1:40
	RN	SW	RN	SW	RN	SW
Staffing	8.9	17.8	11.6	23.0	13.9	27.8

Walworth:

Year	2008		2009		2010	
12/31 Census	0		204		238	
Ratio	1:80	1:40	1:80	1:40	1:80	1:40
	RN	SW	RN	SW	RN	SW
Staffing	0	0	2.6	5.1	3.0	6.0

We plan to hire our own interdisciplinary team members for our PACE Program in Sheboygan County and Family Care Partnership Program in Ozaukee, Washington, Waukesha and Walworth counties. We continue to evaluate the best method for organizing these teams around target populations based on the volume and geography we will cover. Once we are clear about the contract and the volume we can anticipate within each county, we will finalize our team configurations. In order to be operational for PACE and Family Care Partnership in January 2008 for Sheboygan, Ozaukee and Washington counties, we plan to begin recruitment for interdisciplinary team members in September 2007.

The staffing plan for Family Care Partnership is as follows:

Sheboygan PACE:

Year	2008			2009			2010		
12/31 Census	48			60			66		
Ratio	1:70	1:30	1:40	1:70	1:30	1:40	1:70	1:30	1:40

	NP	RN	SW	NP	RN	SW	NP	RN	SW
Staffing	.7	1.6	1.2	.9	2.0	1.5	.9	2.2	1.7

Sheboygan Family Care Partnership:

Year	2008			2009			2010		
12/31 Census	0			32			36		
Ratio	1:70	1:30	1:40	1:70	1:30	1:40	1:70	1:30	1:40
	NP	RN	SW	NP	RN	SW	NP	RN	SW
Staffing	0	0	0	.5	1.0	.8	.5	1.2	1.0

Ozaukee and Washington Family Care Partnership:

Year	2008			2009			2010		
12/31 Census	41			49			53		
Ratio	1:70	1:30	1:40	1:70	1:30	1:40	1:70	1:30	1:40
	NP	RN	SW	NP	RN	SW	NP	RN	SW
Staffing	.6	1.4	1.0	.7	1.6	1.2	.8	1.9	1.3

Waukesha Family Care Partnership:

Year	2008			2009			2010		
12/31 Census	55			230			282		
Ratio	1:70	1:30	1:40	1:70	1:30	1:40	1:70	1:30	1:40
	NP	RN	SW	NP	RN	SW	NP	RN	SW
Staffing	.8	1.8	1.4	3.3	7.7	5.8	4.0	9.4	7.0

Walworth Family Care Partnership:

Year	2008			2009			2010		
12/31 Census	0			21			27		
Ratio	1:70	1:30	1:40	1:70	1:30	1:40	1:70	1:30	1:40
	NP	RN	SW	NP	RN	SW	NP	RN	SW
Staffing	0	0	0	.3	.7	.5	.4	.9	.7

Community Care, Inc./CCHP will staff the Sheboygan PACE Program, Family Care and Family Care Partnership models in the following fashion:

Population by County	Family Care	Family Care Partnership
Elders and adults with physical and developmental disabilities in Sheboygan	Employees of Sheboygan County and/or LSS and/or other private agencies	(PACE) Employees of Community Care, Inc./CCHP
Elders and adults with	Employees of Ozaukee	Employees of Community

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Population by County	Family Care	Family Care Partnership
physical and developmental disabilities in Ozaukee	County and/or LSS and/or other private agencies	Care, Inc./CCHP
Elders and adults with physical and developmental disabilities in Washington	Employees of Washington County and/or LSS and/or other private agencies	Employees of Community Care, Inc./CCHP
Elders and adults with physical and developmental disabilities in Waukesha	Employees of Waukesha County and/or LSS and/or other private agencies	Employees of Community Care, Inc./CCHP
Elders and adults with physical and developmental disabilities in Walworth	Employees of LSS and/or other private agencies	Employees of Community Care, Inc./CCHP

Behavioral Health and AODA

From our managed care experience through PACE, Family Care Partnership and Family Care, and our case management experience in COP, CIP and waivers, we are very well aware of the issues facing our clients in the area of mental health and substance abuse. Within our PACE and Family Care Partnership Programs, in 2004, we formed a Behavioral Health Team. This team is now comprised of a Clinical Nurse Specialist and four Behavioral Health Specialists assigned to cover our interdisciplinary teams. Each of these specially trained professionals has a caseload of the most complicated behavioral health cases and also serves as a team resource to assist the teams in effectively addressing the cycles of the mental health circumstances of our participants. A harm reduction model is followed. We continue to evaluate this program with evidence-based methods with the support of Dr. Tim Howell from the University of Wisconsin-Madison. We intend to continue to expand this team to assist in providing services in the Family Care Partnership and Family Care Programs in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties.

2.3.2.4 Interdisciplinary care management team staff training

Community Care, Inc./CCHP has included its approved interdisciplinary care management team staff-training plan. This plan was approved as part of our CMO certification in December 2006. An outline is provided in attachment 2.3.2.4 and it includes the following topics as described in the RFP:

- ✓ Identifying outcomes
- ✓ Person-centered planning

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

- ✓ Use of the Resource Allocation Decision (RAD) Method
- ✓ Self Directed Support
- ✓ Behavioral Health
- ✓ Being a functional team member
- ✓ Service Authorization systems
- ✓ Care planning

All Community Care, Inc. CMO employed and contracted staff will participate in this orientation and training. Program specific training for Family Care Partnership and for Family Care will also be provided within each interdisciplinary team. Community Care, Inc. believes in on going staff education.

2.3.3 Organizational capacity for managed care

2.3.3.1 Organizational experience in managed care

In reviewing the readiness template, Community Care, Inc./CCHP offers the following information as demonstration of its compliance with the certification requirements:

Strategic Planning

Certification Requirement	Community Care, Inc./CCHP Response
The 3-year MCO business plan approved prior to contract effective date, including: <ul style="list-style-type: none"> – Timeline for providing required risk reserve, solvency requirements, and working capital (if not licensed as an HMO). 	PROPRIETARY
Organizational design and governance: Existence of legal (contracting) entity that will carry the financial risk and be responsible for quality, including: <ul style="list-style-type: none"> – Governance board with membership able to provide appropriate oversight. – Organization chart with qualified and full-time CEO, CFO, and Quality Manager. 	PROPRIETARY
Documentation of how MCO will coordinate with adult protective service and counties' 51/55 systems.	PROPRIETARY
Evidence of consumer and other stakeholder involvement in strategic planning.	PROPRIETARY

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Information/Knowledge Management

Certification Requirement	Community Care, Inc./CCHP Response
An information management plan that supports each business process's specific information management and information technology (IT) needs.	PROPRIETARY
.	
An information management plan that supports each business process's specific information management and information technology (IT) needs.	PROPRIETARY
	PROPRIETARY

Budgeting and Projections

Certification Requirements	Community Care, Inc./CCHP Response
Initial 3-year budget approved as part of business plan	PROPRIETARY

Managing Enrollment

Certification Requirement	Community Care, Inc./CCHP Response
Approved Access Plan	PROPRIETARY
ADRC and ES readiness requirements are documented separately.	PROPRIETARY

Managing Enrollment and Capitation

Certification Requirement	Community Care, Inc./CCHP Response
Policies and procedures to manage enrollment and capitation developed prior to implementation.	PROPRIETARY

Care Management and Care Planning – Service Authorization – Utilization Management

Certification Requirement	Community Care, Inc./CCHP Response
Adequate and trained care management teams in place.	PROPRIETARY
Approved Service Authorization Policy (RAD) in place (dif. for FC/WPP).	PROPRIETARY
Policies and procedures for SDS in place.	PROPRIETARY
Appropriate interdisciplinary plans for benefit package provided are in place.	PROPRIETARY

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Member Grievance and Appeal Processes

Certification Requirement	Community Care, Inc./CCHP Response
Policies and procedures and MCO structure in place.	PROPRIETARY

Service Provision – Provider Network – Contract Management – Provider Relations

Certification Requirement	Community Care, Inc./CCHP Response
State review and certification of adequacy of service capacity prior to implementation.	PROPRIETARY
Process for determining future provider network needs is in place.	PROPRIETARY
Have negotiated and executed cost-effective provider contracts.	PROPRIETARY

Claims Processing

Certification Requirement	Community Care, Inc./CCHP Response
Demonstrated ability to submit acceptable encounter data.	PROPRIETARY
Policies and procedures to handle provider appeals.	PROPRIETARY

Financial Management and Reporting

Certification Requirement	Community Care, Inc./CCHP Response
Full-time, qualified fiscal manager with appropriate certification such as a CPA	PROPRIETARY
Ability to manage and effectively utilize sophisticated information systems.	PROPRIETARY
Accounting policies and procedures in place, including for use of GAAP accrual accounting practices.	PROPRIETARY
Cost allocation plan.	PROPRIETARY
Ability to implement an IBNR model	PROPRIETARY
Ability to produce financial statements that tie out to claims.	PROPRIETARY

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Utilization Review

Certification Requirement	Community Care, Inc./CCHP Response
Demonstrated ability to produce reports that clearly communicate utilization information and trends to all levels of the MCO.	PROPRIETARY
Process by which utilization information will be shared with IDTs and other parts of the MCO, and how IDTs and others will be given help in analyzing that information.	PROPRIETARY

Quality Management

Certification Requirement	Community Care, Inc./CCHP Response
QM organizational structure, including: A senior manager with resource-deployment authority is designated as responsible for QM program.	PROPRIETARY
A full time qualified professional is in place to coordinate the quality program.	PROPRIETARY
-QM activities have individuals or units with clearly assigned responsibility for them.	PROPRIETARY
-Mechanisms for active participation from consumers, staff, and others.	PROPRIETARY
-Must have clear operational links to and support from other functional areas.	PROPRIETARY
DHFS- approved Quality Program/ or Plan, adopted by governing board, including: -Includes annual goals based on findings from previous QM activities;	PROPRIETARY
Describes quality-monitoring processes and activities;	PROPRIETARY
-Describes at least one performance improvement project.	PROPRIETARY

2.3.3.2 Acquiring business management staff

The following CCHP staff is employed to successfully oversee and/or conduct the following organizational functions:

- **Strategic Planning** is coordinated by Paul F. Soczynski, MBA, Chief Operating Officer. Our 2207 – 2009 plan was approved by the Board of Directors on May 22, 2007.

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

- **Provider Network Management** is administered by Janet Conti, BSBM Network Management Administrator. A Contracts Council (CEO, CFO, CCO, Chief Medical Officer, Compliance Officer, Directors of Program Operations, Director of Clinical Services and Utilization Management RN) oversees provider quality and monitors filling gaps in the network.
- **Budgeting, Accounting and financial management** is overseen by Lawrence J. Paplham, MBA, CPA, the CFO for Community Care, Inc./CCHP including the financial functions of all managed care programs in Milwaukee, Racine, Kenosha, Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties. Lori Janny, CPA, the Controller for Community Care/CCHP directs the financial functions of all managed care programs in all counties. Kyle Raeder, MBA, the Financial Planning Analyst for Community Care, Inc./CCHP assists in the development and maintenance of the budgets for managed care programs in southeastern Wisconsin. Dedicated staff accountants have been hired to oversee the financial systems related to specific programs.
- **Information Management** is directed by Scott Johnson, MS our Chief Information Officer.
- **Claims processing** through Community Care, Inc./CCHP currently involves receiving more than 95% of all claims electronically. Claims are matched electronically to the service authorizations from our interdisciplinary teams. When possible, this process is done electronically. If providers cannot submit electronic claims, Community Care, Inc./CCHP enters the information into our claims systems and match claims with service authorizations. The Medical Claims Processing Department staff has been and will be increased to reflect the increased volume due to the CMO but also that many Family Care claims are not or cannot be submitted electronically and will need to be keyed in manually. Provider accessible web portals are being investigated to minimize this aspect, but probably will not be available until later in 2007.
- **Quality Management** is directed by Christine Corcoran, MS, RN our full-time Community Care, Inc./CCHP Director of QI. QI support staff are also involved in this function.
- **Executive and supervisory staff to support the care management function**, In addition to Kirby Shoaf, MBA our CEO, Community Care/CCHP includes the following resources to support interdisciplinary teams and business operations:
 - Paul F. Soczynski, MBA serves as Chief Operating Officer
 - Mary Parish Gavinski, MD serves as our Chief Medical Officer
 - Jeanne Prochnow, MS, RN serves as our Director of Program Development
 - Stephanie Wright Griggs, MHA serves as our Associate Operating Officer

- Barbara S. Moore, MHA, serves as our Director of Operations – Racine and Kenosha Region. Once a contract for these expansion counties is awarded, Barb will be appointed Director of Operations – North Region, which will include Sheboygan, Ozaukee and Washington Counties. At that time Joann Kuehl, who is currently the Kenosha Administrator, will be promoted to Director of Operations – South Region, which will include Racine, Kenosha and eventually Walworth Counties. A new Kenosha Administrator will subsequently be hired to replace Joann.
- Catherine Moe, MSW, serves as one of our Director of Operations for Milwaukee County including our Layton Site, Prospect Group Home, Assisi site and Behavioral Health Team.
- Kelly Carter, MSN, serves as one of our Director of Operations – Milwaukee County including our Fond du Lac and Vliet sites, Notre Dame site and Transportation.
- Karen Janicek, RN, serves as our Director of Clinical Services and serves as our nursing executive.
- Joann Kuehl, MS – Rehabilitation Counseling, serves as our Administrator for Family Care and Family Care Partnership in Kenosha County. As noted above, Joann will likely become the South Region Operations Director when Barb Moore moves into a new role for our Northern Region (Sheboygan, Ozaukee and Washington counties) and subsequently a new Kenosha Administrator will be hired.
- Kathryn Vite-Hazelton, BS – Psychology, serves as our Administrator for Family Care and Family Care Partnership in Racine County.
- Michael Garlie, BS is our Compliance Officer
- Chris Hess, BA serves as Administrator for our Family Care Quality Review Program in Milwaukee County.
- Janet Conti, BSBM serves as Network Management Administrator
- Mary McCann, BSN, Family Care Quality Manager/Grievance and Appeals Coordinator/Consumer Advocate
- Perry Mueller, Masters in Educational Psychology serves as our Disabilities Specialist
- Jo-Anne Ropiak, BS serves as our Claims Manager
- Holly Onsager, CNS serves as Behavioral Health Manager
- Julie Erdmann, MA serves as Enrollment and Marketing Administrator
- Lore Borth serves as Human Resources Director
- Steve Allison, MBA, RN serves as our Utilization Management Specialist
- Community Care/CCHP is in the process of hiring a Family Care Specialist who will serve as the primary trainer for all Family Care

teams and staff and will support the team in use of the Resource Allocation Decision method.

- o Family Care Administrators will be hired for Sheboygan County, Ozaukee/Washington Counties and Waukesha County.

2.3.3.3 Provider network

After we are formally notified by DHFS of the intent to contract for managed care in Sheboygan, Ozaukee, Washington, Waukesha and Walworth Counties, Community Care, Inc./CCHP will contact in writing, all current providers under contract with the Human Services Departments in these counties. We have participated in multiple provider meetings to introduce ourselves and discuss how contracting will work in a managed care environment. We will hold formal meetings as soon as we have been selected by DHFS for managed long-term care in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties according to the implementation schedule proposed here in this response.

As much as possible, Community Care, Inc./CCHP will have one contract with providers who are interested in serving Family Care, PACE and Family Care Partnership enrollees.

We will continue to apply a gap analysis system to assure geographic reach, access, convenience and workforce development issue and cultural competence. This will be the same successful system as applied in Racine and Kenosha counties.

2.3.3.4 Solvency and risk

Community Care, Inc./CCHP has maintained an amount in excess of the OCI required Compulsory and Security deposits and the NAIC Risk Based Capital requirements. Those amounts will be adjusted as required to account for increased volume and the additional book of business. We are currently in compliance with OCI and DHFS requirements.

The Statement of Revenue and Expense, Balance Sheet and the Statement of Cash Flow for the twelve months ended December 31, 2006 are provided as Attachment 2.3.3.4. Notwithstanding that over 90% of these are covered expenses, Community Care, Inc./CCHP has sufficient reserves to meet enrollee need for a minimum of three months.

We believe that our 17 year history of managed care demonstrates our ability to manage the fluctuation in enrollment, capitation payments, fluctuation in costs and utilization and other intangibles that are inherent in a health and social service care management operation.

As a licensed HMO, we are prepared to serve the acute and primary care needs of enrollees within our PACE and Family Care Partnership Program in Sheboygan (PACE), Ozaukee, Washington, Waukesha and Walworth Counties.

DHFS approved our risk reserve and solvency plan for Racine and Kenosha counties on June 25, 2007 and we believe we will have a similar outcome for Sheboygan, Ozaukee, Washington, Waukesha, and Walworth counties.

2.3.3.5 Business Plan PROPRIETARY

2.4 COORDINATION WITH OUTREACH AND ACCESS SERVICES

2.4.1 Aging and disability resource centers

Sheboygan County currently has an Aging and Disability Resource Center (ADRC) and Washington, Ozaukee, Waukesha and Walworth counties are developing ADRCs through the State application process. As part of the Family Partnership Care Management Coalition planning grant, the Human Services Department and Aging and Disability Resource Center of Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties are very well informed of and involved in response by Community Care, Inc./CCHP to this RFP. We have planned together for the implementation of a CMO through Community Care, Inc./CCHP and an ADRC in each county.

The Long Term Care Council and/or Aging and Disability Resource Center Board in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties have been asked to review Community Care, Inc./CCHP as a care management organization and provide written endorsement prior to implementation of managed care in each county. These reviews and endorsements are pending.

2.4.2 Eligibility and enrollment

As part of the Family Partnership Care Management Coalition planning grant, the Human Services Department and Income Maintenance Units of Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties are very well informed of Community Care, Inc./CCHP's response to this RFP.

FPCMC partners have planned together for the implementation of a CMO through Community Care, Inc./CCHP and understand need for adequate Income Maintenance staff to support eligibility determination and enrollment into the CMO in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties. The issue of economic support has been of great concern to the counties as a

part of the FPCMC planning and will be addressed directly between each county and DHFS.

The Long Term Care Council and/or Aging and Disability Resource Center Board in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties have been asked to review Community Care, Inc./CCHP as a care management organization and provide written endorsement prior to implementation of managed care in each county. These reviews and endorsements are pending.

2.5 COORDINATION WITH RELATED PROGRAMS AND SERVICES

2.5.1 Existing community-based service programs

As part of the Family Partnership Care Management Coalition Planning grant, the Human Services Departments and/or Social Services Departments of Sheboygan, Ozaukee, Washington Waukesha and Walworth counties, who currently operate the COP/Waiver programs are very well informed and involved in Community Care, Inc./CCHP’s response to this RFP. We have planned together for the implementation of a CMO through Community Care, Inc./CCHP and the transition of waiver recipients to our managed care organization in a smooth, orderly, successful and member-oriented fashion.

The Long Term Care Council and/or Aging and Disability Resource Center Board in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties have been asked to review Community Care, Inc./CCHP as a care management organization and provide written endorsement prior to implementation of managed care in each county. These reviews and endorsements are pending.

Other care management organizations involved in FPCMC planning, Elder Care of Wisconsin, Inc./Elder Care Health Plan, Inc. and Community Living Alliance, Inc./Health Plan for Community Living, Inc are also planning to bid on managed care business in the FPCMC counties. They are well aware of our plans to submit this RFP response.

2.5.2 Existing managed long-term care organizations

Community Care, Inc./CCHP has sent letters to the following existing managed long-term care organizations in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties to inform them about our response to this RFP. Copies of these letters are available upon request.

Sheboygan County:

SSI	Special Needs Plans
Managed Health Services	Independent Health Plan, Inc
Network Health Plan	United Health Care of Wisconsin, Inc. Evercare Plan

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

United Health Plan of Wisconsin, Inc.	
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Sheboygan County Medicare Advantage Plans:

Parent Company	Plan Name	CMS Contract # and Plan ID
Humana	Humana Gold Choice PFFS	H1804-001
	Humana Choice PPO	R5826-023
	Humana Gold Choice PFFS	H1804-239
	Humana Choice PPO	R5826-009
Anthem Blue Cross/ Blue Shield	Smart Value Plus	H0540-023
	Smart Value Classic	H0540-017
	Smart Value Enhanced	H0540-054
	Smart Value Enhanced Plus	H0540-056
Heritage Health Systems	Today's Options Value	H5421-038
	Today's Options Premier	H5421-039
	Today's Options Value Plus	H5421-044
	Today's Options Premier Plus	H5421-045
United Healthcare	Secure Horizons Medicare Complete Plus Plan 1	H5253-011
United Healthcare	Secure Horizons Medicare Direct Rx Plan 50	H2408-001
	Secure Horizons Medicare Direct Plan 1	H5435-001
	Secure Horizons Medicare Direct Plan 2	H5435-002
	Secure Horizons Medicare Complete Plus Plan 2	H5253-022
	Secure Horizons Medicare Direct Premier 300	H5435-008
WellCare	Concert	H4577-013
	Summit	H4577-008
	Duet	H4577-003
Coventry	(Advantra) Freedom 1	H0846-004
	(Advantra) Freedom 2	H0846-005
Affinity Health Systems	Network Platinum Premier	H5215-006
	Network Platinum Premier Pharmacy	H5215-005
	Network Platinum Plus	H5215-001

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	Network Platinum Plus – Pharmacy	H5215-002
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Ozaukee County:

SSI	Special Needs Plans
Abri Health Plan, Inc.	Independent Health Plan, Inc
Managed Health Services	United Health Care of Wisconsin, Inc. Evercare Plan
Network Health Plan	
United Health Plan of Wisconsin, Inc.	

Ozaukee County Medicare Advantage Plans

Parent Company	Plan Name	CMS Contract # and Plan ID
Humana	Humana Gold Choice PFFS	H1804-023
	Humana Choice PPO	R5826-023
	Humana Gold Choice PFFS	H1804-240
	Humana Choice PPO	H5216-001
	Humana Choice PPO	R5826-009
Anthem Blue Cross/ Blue Shield	Smart Value Plus	H0540-023
	Smart Value Classic	H0540-017
	Smart Value Enhanced	H0540-054
	Smart Value Enhanced Plus	H0540-056
Heritage Health Systems	Today's Options Value	H5421-038
	Today's Options Premier	H5421-039
	Today's Options Value Plus	H5421-044
	Today's Options Premier Plus	H5421-045
	Today's Health	H8742-003
	Today's Health	H8742-001
United Healthcare	Secure Horizons Medicare Complete Plus Plan 1	H5253-004
	Secure Horizons Medicare Direct Premier 300	H5435-008
	Secure Horizons Medicare Direct Plan 2	H5435-002
	Secure Horizons Medicare Complete Plus Plan 2	H5253-021
Coventry	(Advantra) Freedom 1	H0846-004
	(Advantra) Freedom 2	H0846-005

Washington County:

SSI	Special Needs Plans
Abri Health Plan, Inc.	Independent Health Plan, Inc
Managed Health Services	United Health Care of Wisconsin, Inc. Evercare Plan
Network Health Plan	
United Health Plan of Wisconsin, Inc.	

Washington County Medicare Advantage Plans

Parent Company	Plan Name	CMS Contract # and Plan ID
Humana	Humana Gold Choice PFFS	H1804-001
	Humana Gold Choice PFFS	H1804-239
	Humana Choice PPO	R5826-023
	Humana Choice PPO	R5826-009
Anthem Blue Cross/ Blue Shield	Smart Value Plus	H0540-023
	Smart Value Classic	H0540-017
	Smart Value Enhanced	H0540-054
	Smart Value Enhanced Plus	H0540-056
Heritage Health Systems	Today's Options Value	H5421-038
	Today's Options Premier	H5421-039
	Today's Options Value Plus	H5421-044
	Today's Options Premier Plus	H5421-045
United Healthcare	Secure Horizons Medicare Complete Plus Plan 1	H5253-004
	Secure Horizons Medicare Direct Plan 3	H5435-003
	Secure Horizons Medicare Complete Plus Plan 2	H5253-021
Coventry	(Advantra) Freedom 1	H0846-004
	(Advantra) Freedom 2	H0846-005

Waukesha County:

SSI	Special Needs Plans
Abri Health Plan, Inc.	Independent Health Plan, Inc
Managed Health Services	United Health Care of Wisconsin, Inc. Evercare Plan
Network Health Plan	
United Health Plan of Wisconsin, Inc.	

Community Care, Inc. and CCHP, Inc. request that the information contained in this proposal be considered confidential and proprietary and not be shared outside of DHFS without the written consent of Community Care, Inc./ CCHP, Inc. management or other authorized representatives.

Waukesha County Medicare Advantage Plans

Parent Company	Plan Name	CMS Contract # and Plan ID
Humana	Humana Gold Choice PFFS	H1804-023
	Humana Choice PPO	R5216-001
	Humana Gold Choice PFFS	H1804-240
	Humana Choice PPO	R5826-023
	Humana Choice PPO	R5826-009
Anthem Blue Cross/ Blue Shield	Smart Value Plus	H0540-023
	Smart Value Classic	H0540-017
	Smart Value Enhanced	H0540-054
	Smart Value Enhanced Plus	H0540-056
Heritage Health Systems	Today's Options Value	H5421-035
	Today's Options Premier	H5421-037
	Today's Options Value Plus	H5421-042
	Today's Options Premier Plus	H5421-043
	Today's Health	H8742-003
	Today's Health	H8742-001
United Healthcare	Secure Horizons Medicare Complete Plus Plan 1	H5253-004
	Secure Horizons Medicare Direct Plan 10	H5435-010
	Secure Horizons Medicare Complete Plus Plan 2	H5253-021
WellCare	Concert	H4577-015
	Duet	H4577-003
Coventry	(Advantra) Freedom 1	H0846-004
	(Advantra) Freedom 2	H0846-005

Walworth County:

SSI	Special Needs Plans
None	None

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Walworth County Medicare Advantage Plans

Parent Company	Plan Name	CMS Contract # and Plan ID
Humana	Humana Gold Choice PFFS	H1804-023
	Humana Gold Choice PFFS	H1804-240
	Humana Choice PPO	R5826-023
	Humana Choice PPO	R5826-009
Heritage Health Systems	Today's Options Value	H5421-032
	Today's Options Premier	H5421-034
	Today's Options Value Plus	H5421-040
	Today's Options Premier Plus	H5421-041
Coventry	(Advantra) Freedom 3	H0846-006
WellCare	Duet	H4577-003

2.5.3 Other related county-operated programs and services

As part of the Family Partnership Care Management Coalition Planning grant, the Human Services Departments and/or Social Services Departments in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties, who currently operate Adult Protective Services; Public Health Services; county aging units and agencies providing services to elders including congregate or home delivered meals or other nutrition services, senior companionship and transportation services; alcohol and other drug abuse services; mental health services; children's long-term care services; emergency food, shelter and energy assistance services and services to children and families in each county are very well informed of and involved in Community Care, Inc./CCHP's response to this RFP. We have planned together for the implementation of a CMO through Community Care, Inc./CCHP. A Memorandum of Understanding is in the process of negotiation regarding how these services will interface with Community Care, Inc./CCHP as the Care Management Organization in each county.

2.5.4 Other related regional programs and services

The Southeastern Wisconsin Area Agency on Aging (SEWAAA) has been involved in the proceedings of the Family Partnership Care Management Coalition and is aware of our response to the RFP.

A presentation by Paul F. Soczynski to the SEWAAA Board and Advisory Council was provided on May 24, 2007 to update the SEWAAA membership on the progress of long-term care reform in Racine and Kenosha counties and to inform them of the plans for Ozaukee, Washington, Waukesha and Walworth counties. As conflicts of interest are resolved, the SEWAAA Board is reconsidering Community Care Inc./CCHP's offer to participate in the membership of our Family Care Boards. Please, see the information regarding this in attachment 2.1.2.1.

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Independent Living Centers, hospitals, clinics and other regional health care providers have been informed through the process of network development and county-sponsored presentations described in 2.6.1.

Community Care, Inc./CCHP intends to expand its existing behavioral health and AODA staff for the provision of these services and will work with county resources as appropriate and indicated. Section 2.3.2.3 describes our behavioral health and AODA services and staff.

Paul F. Soczynski and a panel of county staff presented Lessons Learned from Family Care Implementation to the Wisconsin County Human Services Association at their annual meeting on May 10, 2007.

Paul F. Soczynski from Community Care, Inc./CCHP, Robert Haupt from Ozaukee County Human Services and Sue Torum from Jefferson County Human Services presented an update on long-term care reform at the Consumer Corps Training sponsored by CWAG on Tuesday, June 26, 2007 in Beaver Dam. This training was sponsored for consumers impacted by the planning for managed care in the FPCMC region.

2.6 STAKEHOLDER INVOLVEMENT

2.6.1 Efforts to involve stakeholder in proposal development

As encouraged by the FPCMC Planning Grant, Community Care, Inc./CCHP has been actively involved in several county sponsored and organized public forums regarding the development of this proposal. These forums have introduced and provided answers to questions about the development of both the Care Management Organization and the Aging and Disability Resource Center. The following serves to summarize these events. By invitation from each county, Community Care, Inc./CCHP staff has been present at some of these forums as indicated by “(CCHP)” behind the date.

Sheboygan County:

- May 8, 2007: Long Term Support Resource Committee **(CCHP)**
- May 8, 2007: Sheboygan County Interagency Long Term Support Committee **(CCHP)**
- May 8, 2007: Sheboygan County Provider Forum **(CCHP)**
- May 8, 2007: Sheboygan County Advocate Meeting **(CCHP)**
- May 31, 2007: Disabilities Rights Wisconsin/ARC Wisconsin Family Care Q&A Session **(CCHP)**
- June 25, 2007: Health and Human Services Board Presentation on Long Term Care Reform **(CCHP)**

Ozaukee County:

- February 13, 2006: Ozaukee County Human Services Board **(CCHP)**
- March 20, 2007: Ozaukee County Human Services Board **(CCHP)**
- March 20, 2007: Provider Forum – Q&A on Family Care expansion **(CCHP)**
- April 24, 2007: Consumer/Family Member/Advocate informational session on Family Care expansion **(CCHP)**
- May 1, 2007: Consumer/Family Member/Advocate informational session on Family Care expansion **(CCHP)**
- May 16, 2007: County Board presentation regarding Family Care expansion. **(CCHP)**
- May 19, 2007: Consumer/Family Member/Advocate informational session on Family Care expansion **(CCHP)**
- June 6, 2007: County Board presentation with resolution to proceed with Family Care expansion **(CCHP)**

Washington County:

- November 15, 2006: COP/Long Term Support Committee
- January 16, 2007: Geriatric Task Force
- January 23, 2007: Long Term Care Steering Committee
- February 13, 2007: Aging Concerns Network
- February 19, 2007: Liaison Committee of the Washington County Board of Supervisors for Comprehensive Community Services Agency, Department of Social Services, Office on Aging and Samaritan Health Center
- February 26, 2007: Long Term Care Steering Committee
- March 26, 2007: Long Term Care Steering Committee
- April 16, 2007: Developmental Disabilities Task Force
- April 23, 2007: Long Term Care Steering Committee
- May 23, 2007: Provider Meeting
- June 6, 2007: Health and Aging Committee
- June 7, 2007: Public Hearings **(CCHP)**
- June 12, 2007: County Board (Annual Reports by CCSA and DSS)
- June 19, 2007: Public Forums on Family Care Expansion (Presentation by ARC Wisconsin) **(CCHP)**
- June 23, 2007: Public Forums on Family Care Expansion (Presentation by ARC Wisconsin) **(CCHP)**
- July 23, 2007: Long Term Care Steering Committee **(CCHP)**

Waukesha County:

Regular updates have been provided since November 2005 to:

- Long Term Care Planning Committee
- Aging Commission
- Health and Human Services Board (**CCHP presented on February 22, 2007**)
- Health and Human Services Committee
- County Executive
- Provider Agency forums
- April 24, 2007: County Board

Walworth County:

- September 11, 2006: Commission on Aging
- October 18, 2006: Health and Human Services Department Board
- October 23, 2006: B3/FDP Advisory Committee
- November 6, 2006: LTC Aging Division
- November 6, 2006: Commission on Aging
- January 8, 2007: Commission on Aging
- March 5, 2007: Commission on Aging
- April 26, 2007: VIP Services
- May 7, 2007: Commission on Aging
- May 21, 2007: Kiwanis Club
- May 24, 2007: Walworth County Aging Network Economic Support Staff
- July 10, 2007: Walworth County Board

FPCMC meetings have been open to the public. As a result, many stakeholders have witnessed and participated in our meeting, proceedings and decisions as planning have progressed.

2.6.2 Plans for future efforts to involve stakeholders

Community Care, Inc./CCHP will create a Consumer Advisory Committee in each county with a representation of enrollees and their caregivers. All three target populations will be represented, as well as, representation from Family Care and Family Care Partnership membership.

Community Care, Inc./CCHP will expand its Disabilities Advisory Council, in order to continue the development of a solid managed care programs for adults with physical and developmental disabilities and to smoothly transition them into managed care. This advisory council has already been employed to guide the initial and on-going care management process in Racine and Kenosha counties.

Community Care, Inc./CCHP will create a Provider Advisory Forum for the new counties as we have done in Racine and Kenosha counties. A charter for this council is available upon request. The goal is to utilize a forum where providers can discuss general issues. Specific provider relations with individual subcontractors will occur with the Network Development staff at Community Care, Inc./CCHP.

Community Care, Inc. will establish a Family Care Board for counties in which we operate a Family Care program. These Boards will become active once Family Care becomes active in each county as outlined in this proposal and for which we have a managed care contract. The potential composition and the related demographics are provided in Attachment 2.1.2.1. Our intention is to be in compliance with Wisconsin Statutes 46.284(6) including a Board that reflects the ethnic and economic diversity of the geographic area served, and at least 25% of the members being older adults or persons with physical or developmental disabilities or their family members, guardians or other advocates in Sheboygan, Ozaukee, Washington, Waukesha and Walworth counties.

The following is a summary of attachments referenced within this response:

2.1.2.1.

Community Care, Inc. Board of Directors Membership Roster and Demographic Profiles
Community Care Health Plan, Inc. Relationship to Community Care, Inc. Diagram
FPCMC County Roll Out
FPCMC Regional Operations Council and Regional Long Term Care Council Diagram

2.3.2.1

CCHP Interdisciplinary Team Policy

2.3.2.4

CCHP Employed and Contracted Staff and Provider Training Outline

2.3.3.1

CCHP Service Authorization Policy
CCHP Family Care SDS Utilization Policy

2.3.3.4

December 31, 2006 CCHP Statement of Revenue and Expense – Statutory Basis

December 31, 2006 CCHP Statement of Assts, Liabilities and Surplus – Statutory Basis

December 31, 2006 CCHP Statement of Cash Flow – Statutory Basis (1=)

2.3.3.5

Three-Year (2008, 2009 & 2010) Projected Budget for Family Care Partnership and Family Care (Profit/Loss Statement; Balance Sheet and Cash Flow)

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