



State of West Virginia  
 Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

# Request for Quotation

RFO NUMBER
BCF90050

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF
ROBERTA WAGNER
304-558-0067

RFQ COPY

Behavioral Health Industry News, Inc  
 DBA OPEN MINDS  
 163 York Street  
 Gettysburg, PA 17325

HEALTH AND HUMAN RESOURCES  
 BCF - COMMISSIONER'S OFFICE  
 350 CAPITOL STREET, ROOM 730  
 CHARLESTON, WV  
 25301-3711 304-558-4682

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
08/06/2008				
BID OPENING DATE: 09/04/2008		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		961-20		
OPEN-END BLANKET CONTRACT  PROFESSIONAL SERV. TO ASSIST IN DEVEL. OF STRATEGIC  TO PROVIDE PROFESSIONAL SERVICES TO ASSIST IN THE DEVELOPMENT OF A FIVE YEAR STRATEGIC PLAN AND THE ESTABLISHMENT OF AN EFFECTIVE ORGANIZATIONAL VISION FOR THE FUTURE FOR THE BUREAU FOR CHILDREN AND FAMILIES PER THE ATTACHED SPECIFICATIONS. TERM OF THE AGREEMENT SHALL BE UPON AWARD AND CONTINUE FOR A PERIOD OF ONE YEAR, WITH THE OPTIONS OF (2) TWO, (1) ONE YEAR RENEWALS.  EXHIBIT 3  LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON UPON AWARD AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL						

RECEIVED  
 2008 SEP -4 A 10: 12  
 PURCHASING DIVISION  
 STATE OF WV

SEE REVERSE SIDE FOR TERMS AND CONDITIONS			
SIGNATURE	TELEPHONE	DATE	
<i>[Signature]</i>	(717) 334-1329	August 30, 2008	
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE	
CEO	52-1540991		

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED VENDOR'

**GENERAL TERMS & CONDITIONS  
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
15. **West Virginia Alcohol & Drug-Free Workplace Act:** If this Contract constitutes a public improvement construction contract as set forth in Article 1D, Chapter 21 of the West Virginia Code ("The West Virginia Alcohol and Drug-Free Workplace Act"), then the following language shall hereby become part of this Contract: "The contractor and its subcontractors shall implement and maintain a written drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act, as set forth in Article 1D, Chapter 21 of the West Virginia Code. The contractor and its subcontractors shall provide a sworn statement in writing, under the penalties of perjury, that they maintain a valid drug-free work place policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act. It is understood and agreed that this Contract shall be cancelled by the awarding authority if the Contractor: 1) Fails to implement its drug-free workplace policy; 2) Fails to provide information regarding implementation of the contractor's drug-free workplace policy at the request of the public authority; or 3) Provides to the public authority false information regarding the contractor's drug-free workplace policy."

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**INSTRUCTIONS TO BIDDERS**

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications:  
Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130,  
Charleston, WV 25305-0130



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 Purchasing Division  
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<p>NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p> <p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: (717) 334-1329 DATE: August 30, 2008

TITLE: *[Signature]* FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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<p>THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 04/11/2001</p> <p>INQUIRIES:          WRITTEN QUESTIONS SHALL BE ACCEPTED THROUGH CLOSE OF BUSINESS ON 8/19/08. QUESTIONS MAY BE SENT VIA USPS, FAX, COURIER OR E-MAIL. IN ORDER TO ASSURE NO VENDOR RECEIVES AN UNFAIR ADVANTAGE, NO SUBSTANTIVE QUESTIONS WILL BE ANSWERED ORALLY. IF POSSIBLE, E-MAIL QUESTIONS ARE PREFERRED. ADDRESS INQUIRIES TO:</p> <p>ROBERTA WAGNER          DEPARTMENT OF ADMINISTRATION</p>						

SIGNATURE <i>Steve Cullen</i>		SEE REVERSE SIDE FOR TERMS AND CONDITIONS		TELEPHONE (717) 334-1329	DATE August 24, 2008
TITLE <i>CEO</i>	FEIN 52-1540991	ADDRESS CHANGES TO BE NOTED ABOVE			

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PURCHASING DIVISION 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25311 FAX: 304-558-4115 E-MAIL: ROBERTA.A.WAGNER@WV.GOV						
PURCHASING CARD ACCEPTANCE: THE STATE OF WEST VIRGINIA CURRENTLY UTILIZES A VISA PURCHASING CARD PROGRAM WHICH IS ISSUED THROUGH A BANK. THE SUCCESSFUL VENDOR MUST ACCEPT THE STATE OF WEST VIRGINIA VISA PURCHASING CARD FOR PAYMENT OF ALL ORDERS PLACED BY ANY STATE AGENCY AS A CONDITION OF AWARD.						
VENDOR PREFERENCE CERTIFICATE						
CERTIFICATION AND APPLICATION* IS HEREBY MADE FOR PREFERENCE IN ACCORDANCE WITH WEST VIRGINIA CODE, 5A-3-37 (DOES NOT APPLY TO CONSTRUCTION CONTRACTS).						
A. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:						
<input type="checkbox"/> BIDDER IS AN INDIVIDUAL RESIDENT VENDOR AND HAS RESIDED CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR						
<input type="checkbox"/> BIDDER IS A PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR AND HAS MAINTAINED ITS HEAD-QUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR 80% OF THE OWNERSHIP INTEREST OF BIDDER IS HELD BY ANOTHER INDIVIDUAL, PARTNERSHIP, ASSOCIATION OR CORPORATION RESIDENT VENDOR						

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 TITLE: *[Signature]* FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

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<p>WHO HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS CONTINUOUSLY IN WEST VIRGINIA FOR FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION; OR</p> <p>( ) BIDDER IS A CORPORATION NONRESIDENT VENDOR WHICH HAS AN AFFILIATE OR SUBSIDIARY WHICH EMPLOYS A MINIMUM OF ONE HUNDRED STATE RESIDENTS AND WHICH HAS MAINTAINED ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA CONTINUOUSLY FOR THE FOUR (4) YEARS IMMEDIATELY PRECEDING THE DATE OF THIS CERTIFICATION.</p> <p>B. APPLICATION IS MADE FOR 2.5% PREFERENCE FOR THE REASON CHECKED:</p> <p>( ) BIDDER IS A RESIDENT VENDOR WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES WORKING ON THE PROJECT BEING BID ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID;</p> <p>OR</p> <p>( ) BIDDER IS A NONRESIDENT VENDOR EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS OR IS A NONRESIDENT VENDOR WITH AN AFFILIATE OR SUBSIDIARY WHICH MAINTAINS ITS HEADQUARTERS OR PRINCIPAL PLACE OF BUSINESS WITHIN WEST VIRGINIA EMPLOYING A MINIMUM OF ONE HUNDRED STATE RESIDENTS WHO CERTIFIES THAT, DURING THE LIFE OF THE CONTRACT, ON AVERAGE AT LEAST 75% OF THE EMPLOYEES OR BIDDERS' AFFILIATE'S OR SUBSIDIARY'S EMPLOYEES ARE RESIDENTS OF WEST VIRGINIA WHO HAVE RESIDED IN THE STATE CONTINUOUSLY FOR THE TWO YEARS IMMEDIATELY PRECEDING SUBMISSION OF THIS BID.</p> <p>BIDDER UNDERSTANDS IF THE SECRETARY OF TAX &amp; REVENUE</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: (717) 334-1329 DATE: August 30, 2008  
 TITLE: CEO FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

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<p>DETERMINES THAT A BIDDER RECEIVING PREFERENCE HAS FAILED TO CONTINUE TO MEET THE REQUIREMENTS FOR SUCH PREFERENCE, THE SECRETARY MAY ORDER THE DIRECTOR OF PURCHASING TO: (A) RESCIND THE CONTRACT OR PURCHASE ORDER ISSUED; OR (B) ASSESS A PENALTY AGAINST SUCH BIDDER IN AN AMOUNT NOT TO EXCEED 5% OF THE BID AMOUNT AND THAT SUCH PENALTY WILL BE PAID TO THE CONTRACTING AGENCY OR DEDUCTED FROM ANY UNPAID BALANCE ON THE CONTRACT OR PURCHASE ORDER.</p> <p>BY SUBMISSION OF THIS CERTIFICATE, BIDDER AGREES TO DISCLOSE ANY REASONABLY REQUESTED INFORMATION TO THE PURCHASING DIVISION AND AUTHORIZES THE DEPARTMENT OF TAX AND REVENUE TO DISCLOSE TO THE DIRECTOR OF PURCHASING APPROPRIATE INFORMATION VERIFYING THAT BIDDER HAS PAID THE REQUIRED BUSINESS TAXES, PROVIDED THAT SUCH INFORMATION DOES NOT CONTAIN THE AMOUNTS OF TAXES PAID NOR ANY OTHER INFORMATION DEEMED BY THE TAX COMMISSIONER TO BE CONFIDENTIAL.</p> <p>UNDER PENALTY OF LAW FOR FALSE SWEARING (WEST VIRGINIA CODE 61-5-3), BIDDER HEREBY CERTIFIES THAT THIS CERTIFICATE IS TRUE AND ACCURATE IN ALL RESPECTS; AND THAT IF A CONTRACT IS ISSUED TO BIDDER AND IF ANYTHING CONTAINED WITHIN THIS CERTIFICATE CHANGES DURING THE TERM OF THE CONTRACT, BIDDER WILL NOTIFY THE PURCHASING DIVISION IN WRITING IMMEDIATELY.</p>						
<p><i>We are not a resident vendor</i></p> <p>BIDDER: Behavioral Health Industry News, Inc.            DBA OPEN MINDS</p> <p>DATE: August 30, 2008</p> <p>SIGNED: <i>[Signature]</i></p>						

SIGNATURE <i>[Signature]</i>		SEE REVERSE SIDE FOR TERMS AND CONDITIONS		TELEPHONE (717) 334-1329	DATE August 30, 2008
TITLE <i>ceo</i>	FEIN 52-1540991	ADDRESS CHANGES TO BE NOTED ABOVE			

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<p>TITLE: <i>Chief Executive Officer</i></p> <p>* CHECK ANY COMBINATION OF PREFERENCE CONSIDERATION(S) IN EITHER "A" OR "B", OR BOTH "A" AND "B" WHICH YOU ARE ENTITLED TO RECEIVE. YOU MAY REQUEST UP TO THE MAXIMUM 5% PREFERENCE FOR BOTH "A" AND "B". (REV. 12/00)</p> <p>NOTICE</p> <p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION          PURCHASING DIVISION          BUILDING 15          2019 WASHINGTON STREET, EAST          CHARLESTON, WV 25305-0130</p> <p>PLEASE NOTE: A CONVENIENCE COPY WOULD BE APPRECIATED.</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: ----- ROBERTA WAGNER/FILE 22-----</p> <p>RFQ NO : ----- BCF90050-----</p> <p>BID OPENING DATE: ----- 9/4/2008-----</p> <p>BID OPENING TIME: ----- 1:30 PM-----</p>						

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SIGNATURE: *[Signature]* TELEPHONE: (777) 334-1329 DATE: *August 30, 2008*

TITLE: *CEO* FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

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PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: (77) 334-0538 CONTACT PERSON (PLEASE PRINT CLEARLY): DAN M. AUNE ***** THIS IS THE END OF RFQ BCF90050 ***** TOTAL:						

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 TITLE: CEO FEIN: 52-1540991 ADDRESS CHANGES TO BE NOTED ABOVE

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STATE OF WEST VIRGINIA  
Purchasing Division**PURCHASING AFFIDAVIT****VENDOR OWING A DEBT TO THE STATE:**

*West Virginia Code* §5A-3-10a provides that: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate

**PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:**

*West Virginia Code* §21-1D-5 provides that: Any solicitation for a public improvement construction contract shall require each vendor that submits a bid for the work to submit at the same time an affidavit that the vendor has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the West Virginia Code. A public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the West Virginia Code and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the West Virginia Code may take place before their work on the public improvement is begun.

**ANTITRUST:**

In submitting a bid to any agency for the state of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the state of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the state of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the state of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership or person or entity submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

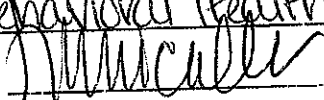
**LICENSING:**

Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

**CONFIDENTIALITY:**

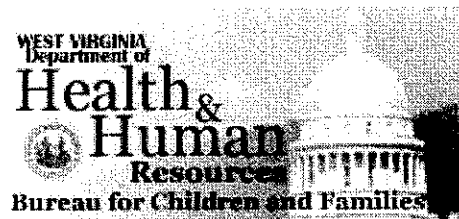
The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendors should visit [www.state.wv.us/admin/purchase/privacy](http://www.state.wv.us/admin/purchase/privacy) for the Notice of Agency Confidentiality Policies.

Under penalty of law for false swearing (West Virginia Code §61-5-3), it is hereby certified that the vendor acknowledges the information in this said affidavit and is in compliance with the requirements as stated.

Vendor's Name: Behavioral Health Industry News, Inc. DBA OPEN MINDS  
 Authorized Signature:  Date: August 30, 2008

# **Proposal to Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families**

**Prepared For**



**State of West Virginia,  
Department of Health and Human Resources,  
Bureau for Children and Families**

**Prepared By**



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Gettysburg, Pennsylvania 17325-1933  
717-334-1329  
<http://www.openminds.com>**

September 3, 2008

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## I. Executive Summary

The West Virginia Department of Health and Human Resources (DHHR), Bureau for Children and Families (BCF) provides a quality service system for the children and families of West Virginia to assist them in both achieving their highest potential and improving their overall quality of life. The BCF, within the DHHR of WV, is beginning the process of planning for and developing a revised five-year strategic plan. The Bureau for Children and Families' Strategic Planning Team has just begun the process of going through initial educational preparation to write a strategic plan. The BCF Strategic Planning Team, which is composed of the Commissioner, Deputy Commissioner and four Assistant Commissioners have begun to study and work through exercises found in John M. Bryson and Farnum K. Alstrom's publication Creating and Implementing Your Strategic Plan, 2<sup>nd</sup> Edition, 2005 John Wiley and Sons, Inc. The *OPEN MINDS* team will complement the approach presented in this publication by assisting BCF in the following activities:

- Refining organizational mission and values
- Assessing both the internal and external environment in which BCF operates
- Identifying and structuring strategic issues
- Preparing a strategy to help BCF manage the issues facing the organization
- Generating, reviewing, and implementing a strategic plan
- Assessing the strategic planning process

The Strategic Planning Team of BCF has identified the value of external technical assistance of a consulting firm with expertise in strategic planning with organizations (both public and private) in the behavioral health and social service industry. The intent of BCF in this strategic planning process is to engage the BCF full system of internal stakeholders to include DHHR and BCF leadership and staff, as well as external stakeholders. BCF is seeking a vendor to work closely with the Strategic Planning Team and identified sub-groups in this process to set a strategic future course for the Bureau for Children and Families in West Virginia.



Our team at *OPEN MINDS* is uniquely qualified to assist BCF with its strategic planning process. Founded in 1987, *OPEN MINDS* is the premier industry research and management consulting firm for the field. Our mission is to provide addiction treatment, mental health, and social service payers and service providers with the market and management knowledge needed to improve organizational efficiency and effectiveness. Our consulting team has significant experience working in the development of strategic plans and marketing strategies. Our unique qualifications in this area include the following:

1. Specific expertise in assisting child welfare and human service organizations in developing dynamic and successful strategic and operational plans
2. Extensive organizational and team member experience with the public health and human service systems, providing the *OPEN MINDS* team an in-depth understanding of BCF's strategic public sector environment
3. A knowledgeable team selected specifically for this project engagement based on their extensive experience in strategic and operational planning in the behavioral health and social service field

The team at *OPEN MINDS* is pleased to submit this proposal to the Bureau for Children and Families and have the opportunity to work with BCF on their strategic planning process. This proposal outlines our organizational and team knowledge and experience, as well as our proposed approach to this initiative. The entire *OPEN MINDS* team looks forward to working with the Bureau for Children and Families on this important project.



## II. *OPEN MINDS* Related Professional Experience

Our team at *OPEN MINDS* is uniquely qualified to assist BCF with its strategic planning process. This section of the proposal is intended to address the “mandatory qualification of the *OPEN MINDS* team including references and resumes of the project team.” Our consulting team has significant experience working in the development of strategic plans and marketing strategies. The intended outcome will provide for the West Virginia Bureau for Children and Families a strategic plan to carry the organization through the next five years. Our unique qualifications in this area include the following:

1. Specific expertise in assisting public and private child welfare and human service organizations in developing dynamic and successful strategic and operational plans
2. Extensive organizational and team member experience with the public health and human service systems, providing the *OPEN MINDS* team an in-depth understanding of BCF’s strategic public sector environment
3. A knowledgeable team selected specifically for this project based on their extensive experience in strategic and operational planning in the behavioral health and social service field

Listed below is a description of our qualifications in these three areas, including a few selected descriptions of similar consulting engagements.

### Specific expertise in assisting public and private behavioral health and human service organizations in developing dynamic and successful strategic and operational plans.

The *OPEN MINDS* team has worked with a variety of public sector child welfare agencies on the development of strategic and operational plans and processes. We have provided numerous evaluations and analyses of operational planning issues and developed accompanying recommendations, and we have assisted in the implementation of those recommendations through strategic planning initiatives. This extensive experience gives the *OPEN MINDS* team knowledge of a wealth of models and approaches to provide technical assistance to strategic planning initiatives.

In addition to extensive field experience, *OPEN MINDS* team members have written a number of books and articles on strategic planning-related topics. A few of these include:

- *“Strategic Positioning & Strategic Planning: Integrating Critical Marketing, Operations, and Finance Functions For Success”*; *OPEN MINDS* Advisor





- *"In Search of a Useful Strategic Plan: Identifying & Operationalizing Meaningful Objectives"*, OPEN MINDS Advisor
- *"Foster Care: Status of the District of Columbia's Child Welfare System Reform Efforts"*, OPEN MINDS On-Line News Archive May 22, 2000
- *"Future Directions in the Delivery of Child Welfare Services: Reimbursement, System Design, and Managed Care Demonstrations"*, OPEN MINDS On-Line News Archive August 12, 2002

In addition to these publications related to strategic planning, the *OPEN MINDS* team has conducted literally dozens of consulting engagements related to the design, development, and implementation of strategic plans. A selected few of these initiatives are described in brief below.

#### Commonwealth State of Pennsylvania - Pennsylvania Office of Medical Assistance Programs

The Pennsylvania Office of Medical Assistance Programs engaged Navigant Consulting Inc and *OPEN MINDS* to convene a strategic planning retreat in the fall of 2008. The retreat is one-day for 15 to 20 participants in the retreat (excluding facilitators). The objective of the retreat is to develop a vision of a 'legacy' for the OMAP team and an action plan to achieve this legacy vision over the next 1.5 years. Within this objective, it would be to answer the questions:

- What are the achievements of the current OMAP team that need to be institutionalized for the future?
- What does the OMAP team want to accomplish in the next 1.5 years?
- With regard to these achievements and accomplishments, what are the priorities for the OMAP team?
- What tactical plan is needed?

A secondary objective of the retreat was to increase the level of teamwork and collaboration within the OMAP team.



Our Kids of Miami-Dade/Monroe, Inc. In 2008, *OPEN MINDS* was engaged by Our Kids leadership to develop a strategic plan that addressed both the larger issues of mission/vision and strategic priorities, and the development of focused and measurable strategies and tactics to achieve that mission within the context of Our Kids guiding principles. This initiative included:

- A review of national trends and implications for organizations similar to Our Kids
- A summary of the work of the Board to review and clarify as needed the mission; vision guiding principles, and discussion of strategic implications
- Identifying competencies needed to achieve the mission and vision, a review of Our Kids strengths and weaknesses related to those competencies
- Development of strategies and tactics

*OPEN MINDS* work with Our Kids is ongoing.

Children's Behavioral Health Network Children's Behavioral Health Network (CBHN), formed in 1988, is a network of organizations providing behavioral health and community-based services to children and families in the greater Hartford, Connecticut area. It consists of the following member agencies: Catholic Charities/Catholic Family Services Hartford, Community Child Guidance Clinic, Community Mental Health Affiliates, Eastern Connecticut Health Network, the Institute of Living/Hartford Hospital's Mental Health Network, Klingberg Family Centers, Saint Francis Care Behavioral Health and the Village for Families & Children, Inc. These member agencies have hundreds of years of combined experience in delivering behavioral health and community-based services to children and families. In 2002, *OPEN MINDS* was engaged by CBHN to provide assistance in determining future directions for the network. The specific objectives for the consultation included: determining whether there is a market for CBHN as it currently exists; and determining potential future directions required by CBHN to tap future market needs. *OPEN MINDS* completed a Strategic Marketing Plan that included development of recommendations for strategic product opportunities and their related marketing objectives and tactics.

Macomb-Oakland Regional Center Macomb-Oakland Regional Center (MORC) is a recently privatized \$160 million former state institution that provides a broad range of services for persons with disabilities. MORC serves as a comprehensive system of group home, vocational rehabilitation, and community support services. The agency provides these services both directly and through contracts with a network of community-based providers. MORC has been a leader in moving persons with disabilities from institutional to community-based care. The organization is dedicated to self-determination and choice for persons with disabilities.



In 2002, *OPEN MINDS* was engaged by MORC to provide on-going management consultation and technical assistance in three areas: strategic planning, information systems, and operational management. We assisted them in the development of a system for service delivery under a capitated contractual arrangement. This consultation included the development of a service-planning model that is consistent with a person-centered planning philosophy and approach. In order to assist with financial and resource management, *OPEN MINDS* consulted in information systems modifications; financial analysis and reporting; restructuring clinical operations; and provider network contracting.

South Florida Provider Coalition The South Florida Provider Coalition (SFPC) is an organization comprised of nineteen service providers, which support and/or provide prevention and treatment services to individuals and families with behavioral healthcare problems in Dade, Broward, and Monroe Counties, Florida. Between 2004 and 2005, *OPEN MINDS* was retained by SFPC in a number of initiatives, which included:

- Evaluation and contract negotiation with other care management entities in the Dade County market
- Market research for state mental health and substance abuse managed care
- Market research for Medicaid HMO organizations
- Strategy development for improving the delivery of Medicaid services through HMO contracts
- Strategy development for management of Medicaid mental health funds
- Research, analysis and the development of a plan to expand SFPC membership to other counties
- Agreement management
- Strategic planning
- Management development

Extensive organizational and team member experience with the public health and human service systems, providing the *OPEN MINDS* team an in-depth understanding of BCF's strategic public sector environment

The *OPEN MINDS* team has extensive experience in the public health and human services market. The team is a diverse group of professionals with hands-on work experience in managing public and private organizations in executive, financial officer, and operational officer roles; team members have also been involved in providing clinical delivery systems. Our team members have experience in conducting strategic planning initiatives and providing financial and functional analysis to clients. The team consists of experts in leadership, finance and operations who blend their experience to



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create a thorough analytical approach. Demand for strategic planning, functional and operational analysis of organizations has increased with the tightening of funding requirements, increased exposure of organizations to managed care operational demands and recognition from organizations that they need to diversify and understand their surrounding financial landscape. The *OPEN MINDS* consulting team includes a project leader, subject matter expert, and researcher who receive high-level supervision from a Senior Associate peer reviewer.

In addition, *OPEN MINDS* team members have written a number of books and articles on public sector operations and trends - related topics. A few of these include:

- *"The Next Generation of Managed Care: Blending Public/Private Sector Services for Quality of Life Enhancement"; OPEN MINDS, The Behavioral Health & Social Service Industry Analyst*
- *"The Sarbanes-Oxley Non-Profit Effect: Understanding Short-Term Impacts and Long-Term Planning Needs"; OPEN MINDS, The Behavioral Health & Social Service Industry Analyst*
- *"City Of Philadelphia Behavioral Health System"; OPEN MINDS, The Behavioral Health & Social Service Industry Analysis*
- *"Readings on Child Welfare Outcomes & Performance Standards" – An OPEN MINDS Publication*
- *"The Changing Landscape of Child Welfare Management and Financing – Public Policy Questions and Delivery System Challenges: OPEN MINDS 1999 Child Welfare Management and Financing Institute Chartbook" – An OPEN MINDS Publication*

In addition to these publications related to public strategic planning, financial and functional analysis of management functionality, the *OPEN MINDS* team has conducted a number of consulting engagements related to the assessment, gap analysis, and operational design development of public managed behavioral health and human service systems. A selected few of these initiatives are described in brief below.

State Of Arizona, Department Of Juvenile Corrections *OPEN MINDS* was engaged by the State of Arizona in 2006 to assist with the development of policies, procedures, and practices to improve psychiatric service supervision within the State's Department of Juvenile Corrections. The initiative was meant to assist Department staff in responding

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to previous audit findings which pointed to the need for improvement of psychiatric and psychological services in the State's facilities.

*OPEN MINDS* assembled a consulting team with both psychiatric and clinical management expertise. The team reviewed all relevant documentation (Department of Justice memoranda; agency policies, procedures, and forms; agency quality assurance and critical incident debriefing procedures); conducted chart reviews at the facility; attended critical team meetings at the facilities; and conducted a survey of clinical personnel and key stakeholders.

Based on the information gathered in this analysis, *OPEN MINDS* developed a summary of barriers to quality psychiatric and psychological services in the facilities; identified opportunities for improvement to services; and recommendations for system improvement.

State of Texas, Department of Mental Health & Mental Retardation The *OPEN MINDS* team was engaged by TDMHMR to assist their management team by recommending a single state cost accounting methodology that could be used by the Mental Health/Mental Retardation Authorities in the State of Texas to report both service utilization and service costs. At the time, the authorities in Texas were responsible for both managing and providing behavioral healthcare. However, every authority reported their administrative expenses – for both care management and service provision – using a different set of cost allocation assumptions. This situation made comparison of treatment costs and medical loss ratios between authorities very difficult. In this engagement, the *OPEN MINDS* team conducted a national survey of state cost allocation models and allowable administrative expenses and recommended a cost allocation methodology for use in authority reporting to the State.

South Carolina Children's Continuum Of Care for Emotionally Disturbed Children South Carolina's Continuum of Care (COC) Division of the Office of the Governor is the state agency responsible for coordinating, providing and paying for care for children suffering from serious emotional disturbances within the State. The COC program was established to provide a minimum threshold of services for children, regardless of payer source or their ability to pay. *OPEN MINDS* was engaged by the COC director to assess its management systems infrastructure, managerial and front-line staffing, historical reimbursement data, and information systems capabilities with the goal of improving the effectiveness of the agency. The *OPEN MINDS* team conducted a nine-month assessment and data analysis initiative that resulted in specific recommendations for system improvements in the area of utilization and process data collection activities (including new information system specifications); staff and managerial training; stakeholder education; and a new reimbursement structure (with recommendations for required legislative and regulatory changes).



Commonwealth of Pennsylvania In 2005, *OPEN MINDS* served as the behavioral health subject matter expert in the State of Pennsylvania's Medical Assistance Restructuring process. In the process, *OPEN MINDS* conducted research on challenges to health service delivery in Pennsylvania and completed an analysis of the options available to the State to address these challenges. The findings were presented in an October 21, 2005 special session in the Governor's Public Hearings on Medical Assistance.

Commonwealth of Pennsylvania Department of Public Welfare, Office of Mental Health and Substance Abuse Pennsylvania's Office of Mental Health and Substance Abuse is in the process of developing, refining, and implementing Centers of Innovation for testing and disseminating evidence-based practices that support recovery and resilience. To assist OMHSA in that effort, *OPEN MINDS* conducted a literature review and on-line search to develop an inventory of all Centers of Excellence in the United States focused on recovery and resilience. From this national inventory, eleven Centers of Excellence were selected for an in-depth profile of focus, governance, models, and financing. In addition, state mental health officials in a number of states were interviewed to gain insight into their experiences with the design and implementation of Centers of Excellence. The resulting study report (still in final review) is being used to advise the State on the process.

State of Indiana, Family & Social Services Administration *OPEN MINDS* chief executive officer, Monica E. Oss, serves as the chair of the Behavioral Health Subcommittee of the Indiana Medicaid Quality Improvement Program. In that role, Ms. Oss has assisted the state in creating benchmarks for stakeholder performance-based on national data; developing a performance based evaluation and payment system for system managers; and facilitating a process for collaboration between the Medicaid-financed delivery system and other mental health service providers. The Behavioral Health Subcommittee is also tracking utilization of mental health services by Indiana counties in an on-going effort to identify community-specific barriers to access.

As Indiana Medicaid moved its behavioral health delivery system to a managed care model, each participating program was required to meet geographic distribution standards for all types of facilities, programs and professionals. As chair of the Behavioral Health Subcommittee of the Indiana Medicaid Quality Improvement Program, *OPEN MINDS* Chief Executive Officer Monica Oss assisted the State Medicaid program in establishing delivery system access standards and conducting a pre-implementation review of each delivery system to assure that those standards were met.



A knowledgeable team selected specifically for this project based on their extensive experience in strategic and operational planning in the behavioral health and social service field

Please see Section III for more detailed information on the *OPEN MINDS* team members.





### III. Proposed Team for the BCF Strategic Planning Steering Committee

The *OPEN MINDS* team will meet the minimum qualifications of:

- A project lead with five or more years of experience in facilitation, training and leadership coaching and at least two years with strategic planning.
- In addition the *OPEN MINDS* team will consist of consultants with a minimum of two years of facilitation, training and leadership coaching to simultaneously facilitate multiple groups and subgroups and work on the project as required.

*OPEN MINDS* proposes a select group of specific members of our team to work with BCF in this engagement with specific expertise in public system management and uniquely qualified to deliver strategic planning consultation to the West Virginia Bureau for Children and Families. The following team will provide their expertise for this engagement:

- Project Lead – Colleen Elmer, M.B.A., M.S.W., Executive Vice President & Senior Associate
- Consultant – January Scott, Senior Consultant
- Senior Subject Matter Expert & Peer Review – Monica E. Oss, Senior Associate & Chief Executive Officer
- Research Analyst – Laura Morgan

Colleen Elmer will serve as the Project Lead and meets the project lead mandatory qualifications. Ms. Elmer is the lead on *OPEN MINDS* work with the Our Kids child welfare management collaborative in the greater Miami area; has significant professional experience with child-service delivery systems; and is leading the Center of Excellence Initiative with the State of Pennsylvania's Department of Mental Health. For the past three years, she has provided training for manager member of the Foster Family Treatment Association.

Ms. Scott will serve a project consultant and has long been considered a thought leader in the child welfare field. She was the CEO of Kansas Innovations, a division of the Child Welfare League of Kansas and has led two *OPEN MINDS* consultation engagements with Virginia county-based child welfare systems.



Ms. Oss was the project lead on *OPEN MINDS* work with the State of South Carolina Continuum for Children and New York's Integrated Children's Services Collaborative. She was involved with the Child Welfare League's Managed Care Institute, is currently a consultant to the Alliance for Families & Children; and is working with State of Pennsylvania's OMAP on strategy issues.



**M. Colleen Elmer, M.S.W., M.B.A., LCSW, Executive Vice President & Senior Associate**, brings twenty years of experience as an administrator, educator, and clinician. She has worked with a myriad of organizations including: state and local governments, pharmaceutical companies, managed care organizations, neurotechnology companies, and behavioral health and social services providers. Her projects have included strategic planning, clinical and operations reviews, marketing and business

development, process reengineering, human resource management and succession planning, as well as a variety of large research projects.

Ms. Elmer served in senior management positions within the long-term care industry including Administrator and Director of Assisted Living Services at Messiah Village, Inc. in Pennsylvania. During her tenure as

Professional Highlights

- Served in senior management positions in the long-term care field, including director of assisted living services
- Experience with long-term care system management, clinical team management and clinical program design
- Expertise in strategic planning and health care market analysis
- Extensive experience with mental health treatment issues in the juvenile justice system

Administrator, the facility was deficiency-free on all inspections and received JCAHO accreditation. Ms. Elmer also created specialties in assisted living, including two levels of dementia care, respite, and hospice and redesigned all nursing care units into home-like neighborhoods. Ms. Elmer is certified as a Retirement Housing Professional at the Fellow level. She also served on a PANPHA subcommittee that helped define Assisted Living in Pennsylvania and recommended changes to the state on Assisted Living regulations.

Areas of Expertise

- Strategic planning and management
- Health care administration
- Clinical program design and evaluation
- Long-term care system management

Ms. Elmer served on faculty of Eastern University in both the Masters of Health Care Administration and MBA programs. She was involved in the re-design of the Health Care Administration program, including writing the curricula for managed care, long-term care/aging, issues in management, and health

care informatics courses. She has also been a guest lecturer at Messiah College, Temple University, and Shippensburg University. Ms. Elmer has been a featured speaker for the Pennsylvania Adult Day Care Association, the Pennsylvania Association for Non-Profit Homes for the Aged, the American Association of Homes and Services for the Aged, the



National Council for Community Behavioral Health Care and the National Association of Addiction Treatment Providers.

Her volunteer work includes serving on the board of directors of a local MR/DD group home, and the Cumberland County drug and alcohol commission. Ms. Elmer obtained her Bachelor's degree in Social Work from Messiah College, her Master's degree in Social Work from Temple University, and her Master's in Business Administration from Eastern University. She is also a Licensed Clinical Social Worker.



**January H. Scott, Senior Consultant**, has over twenty-five years of experience in the management of child welfare, behavioral health, and prevention services. Ms. Scott previously served as chief executive officer of Kansas Innovations, a subsidiary of Kansas

Children's Service League (KCSL). Her responsibilities with the subsidiary included the development and market management of a software application developed by KCSL to support the privatization of child welfare services in Kansas. Prior to serving in this position, Ms. Scott was the director of programs and services for KCSL, managing more than 40 different programs serving families and children throughout the state. In this position she provided leadership in the development of the KCSL Quality Management Center, an operating unit that provided KCSL's intake and assessment, utilization review/service authorization, cost/expenditure management, reporting, and evaluation research services.

#### Professional Highlights

- Previously Director of Programs and Services for the Kansas Children's Service League and Chief Executive Officer of its subsidiary, Kansas Innovations, Inc.
- Served in management positions with the Massachusetts Society for the Prevention of Cruelty to Children; Prevent Child Abuse America, and the Kansas Committee to Prevent Child Abuse
- Expertise in executive and managerial coaching and mentoring
- Experience with child welfare system privatization, risk-based contracting, and outcomes/performance measurement

#### Areas of Expertise

- Child welfare agency outcomes/performance measurement and management
- Privatization and risk-based contracting
- Clinical process improvement
- Management team development

Previously, Ms. Scott served in management positions with the Massachusetts Society for the Prevention of Cruelty to Children; the National Committee to Prevent Child Abuse (now known as Prevent Child Abuse America),

and the Kansas Committee to Prevent Child Abuse.





**Monica E. Oss, M.S., Chief Executive Officer and Senior Associate**, is the founder of *OPEN MINDS*. Ms. Oss is a featured speaker on and author of numerous books and articles on industry trends and strategic marketing and management issues. She leads the *OPEN MINDS* consulting practice and serves as executive editor of its three information services. Ms. Oss has a broad range of executive experience in both the private and public sectors of the

behavioral health and social service fields. Prior to *OPEN MINDS*, she was founder of a managed behavioral health program, vice president of a U.S. health risk management and underwriting division of an international insurance company, and head of account management for an occupational health services firm.

- Professional Highlights
- Founder of *OPEN MINDS*, leader of *OPEN MINDS* consulting practice, and executive editor of its industry publications
  - Featured speaker at industry conferences and author of numerous books and articles on industry trends
  - Prior experience includes founding a managed behavioral health organization and serving as vice president of an international insurance company
  - Expertise in strategic planning and market strategy, positioning, and branding

Ms. Oss has addressed dozens of national associations and affinity groups in the field including: the National Association of Addiction Treatment Providers; the American Psychological Association; the Child Welfare League of America; the National Community Behavioral Healthcare Council; and the National Alliance of the Mentally Ill. She has also served as the chairperson of the behavioral health track of the National Managed Health Care Congress and chaired the judging committee of the Eli Lilly Behavioral Healthcare Leadership Award.

- Areas of Expertise
- Strategic planning and management
  - Market strategy, positioning, and branding
  - Return-on-investment analysis
  - Board development and organizational governance

Ms. Oss has led a range of industry research and management consultation initiatives, serving as principal investigator on research projects that included examination of managed behavioral health enrollment, employee assistance program

models, rural mental health delivery models, and HMO behavioral health benefits plans. In addition, she has provided strategic consultation to provider and professional organizations, advocacy initiatives, state and county government agencies, pharmaceutical companies, technology companies, and venture capital firms.

Ms. Oss is a graduate of the University of Minnesota and has completed her doctoral course work in marketing and health care policy at George Washington University. She serves on the advisory boards of the Shippensburg University Health & Human Service

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Management Program, the Institute for Behavioral Health Informatics, and DrugRisk Solutions. She has previously served on numerous boards and advisory committees, including that of her local county's mental health/mental retardation oversight board and a regional Head Start program



**Laura L. Morgan, Researcher**, brings superior research and project management skills to *OPEN MINDS* clients. Ms. Morgan began her career as a civilian research intelligence analyst for the Air Force with responsibility for

tracking developments in the Soviet economy and their impact on Soviet defense spending. She worked with the Department of Defense for over seven years in a variety of research capacities. Her research skills were further honed as a librarian in an education institution responsible for guiding student

research efforts. In that position, she served as the project manager of the school's reaccreditation process and was responsible for establishing and managing the related accreditation committees. The work of these committees, facilitated by Ms. Morgan, defined the future objectives for the institution and developed the action plans and timetables to achieve these objectives.

#### Professional Highlights

- Project manager and analyst for health and human service funding research initiative
- Managed the reaccreditation process for an educational institution
- Served as the Air Force representative to the intelligence community workgroup preparing analysis of economic topics
- Spearheaded interview project on Soviet technology transfer initiative

Since joining *OPEN MINDS* in 2006, Ms. Morgan headed an initiative to identify and report on sources of federal, state, and local government funding for health and human services.

#### Areas of Expertise

- U.S. public funding of health and human services
- Research and statistical analysis
- Proposal and grant writing analysis
- Project and program management

In addition to the research on funding sources, Ms. Morgan developed new operating procedures for tracking public funding and enhanced the research database for this project. In her work with *OPEN MINDS*, Ms. Morgan has also conducted analysis of

industry statistics reports and is coordinated advisory board meetings for *OPEN MINDS* customers. Ms. Morgan received her Masters degree in Economics from Indiana University, and her Bachelor's degree in Political Science from Ohio State University. She served on the Board of Education for the Fairfield (Pennsylvania) Area School Board.



Résumés for each team member can be found in Appendix A to this proposal.



## **IV. OPEN MINDS Understanding of the Needs of BCF**

The West Virginia Department of Health and Human Resources (DHHR), Bureau for Children and Families (BCF) provides a quality service system for the children and families of West Virginia to assist them in both achieving their highest potential and improving their overall quality of life. The BCF, within the DHHR of WV, is beginning the process of planning for and developing a revised five-year strategic plan. The Bureau for Children and Families' Strategic Planning Team has just begun the process of going through initial educational preparation to write a strategic plan. The BCF Strategic Planning Team, which is composed of the Commissioner, Deputy Commissioner and four Assistant Commissioners have begun to study and work through exercises found in John M. Bryson and Farnum K. Alstrom's publication Creating and Implementing Your Strategic Plan, 2<sup>nd</sup> Edition, 2005 John Wiley and Sons, Inc. The *OPEN MINDS* team will complement the approach presented in this publication by assisting BCF in the following activities:

- Refining organizational mission and values
- Assessing both the internal and external environment in which BCF operates
- Identifying and structuring strategic issues
- Preparing a strategy to help BCF manage the issues facing the organization
- Generating, reviewing, and implementing a strategic plan
- Assessing the strategic planning process

The Strategic Planning Team of BCF has identified the value of external technical assistance of a consulting firm with expertise in strategic planning with organizations (both public and private) in the behavioral health and social service industry. The intent of BCF in this strategic planning work and development is to engage the BCF full system of internal stakeholders to include DHHR and BCF leadership and staff, as well as external stakeholders. BCF is seeking a vendor to work closely with the Strategic Planning Team and identified sub-groups in this process to set a strategic future course for the Bureau for Children and Families in West Virginia.

The Bureau for Children and Family Services directory includes:

### Children and Adult Services

- Adoption
- Adult Protective
- Adult Residential
- Child Protective
- Domestic Violence
- Foster/Adoptive Care
- Homeless





### Early Care and Education

- Child Care
- Early Care and Education Community Portal
- Locate Child Care Centers
- PIECES Advisory Council
- WV Pre-k Technical Assistance

### Family Assistance

- Burial Assistance
- Disaster Programs
- Emergency Assistance
- Employer Incentive Program
- Electronic Benefit Transfer
- Food Stamps
- Medicaid
- Medicaid for Long Term Care
- Medicare Premium Assistance Programs
- Policy
- Refugee Resettlement
- Transportation Assistance
- Utility Assistance
- WV WORKS

### Socially Necessary Services

- The ASO Process
- The ASO and CAPS Project
- The Enrollment Forms
- How Are Providers Being Notified?
- The Services Matrix
- The Support Forum

BCF is operating in a health and human service market environment that is changing on both the national and local levels. At a national level some of the issues for consideration by BCF include:

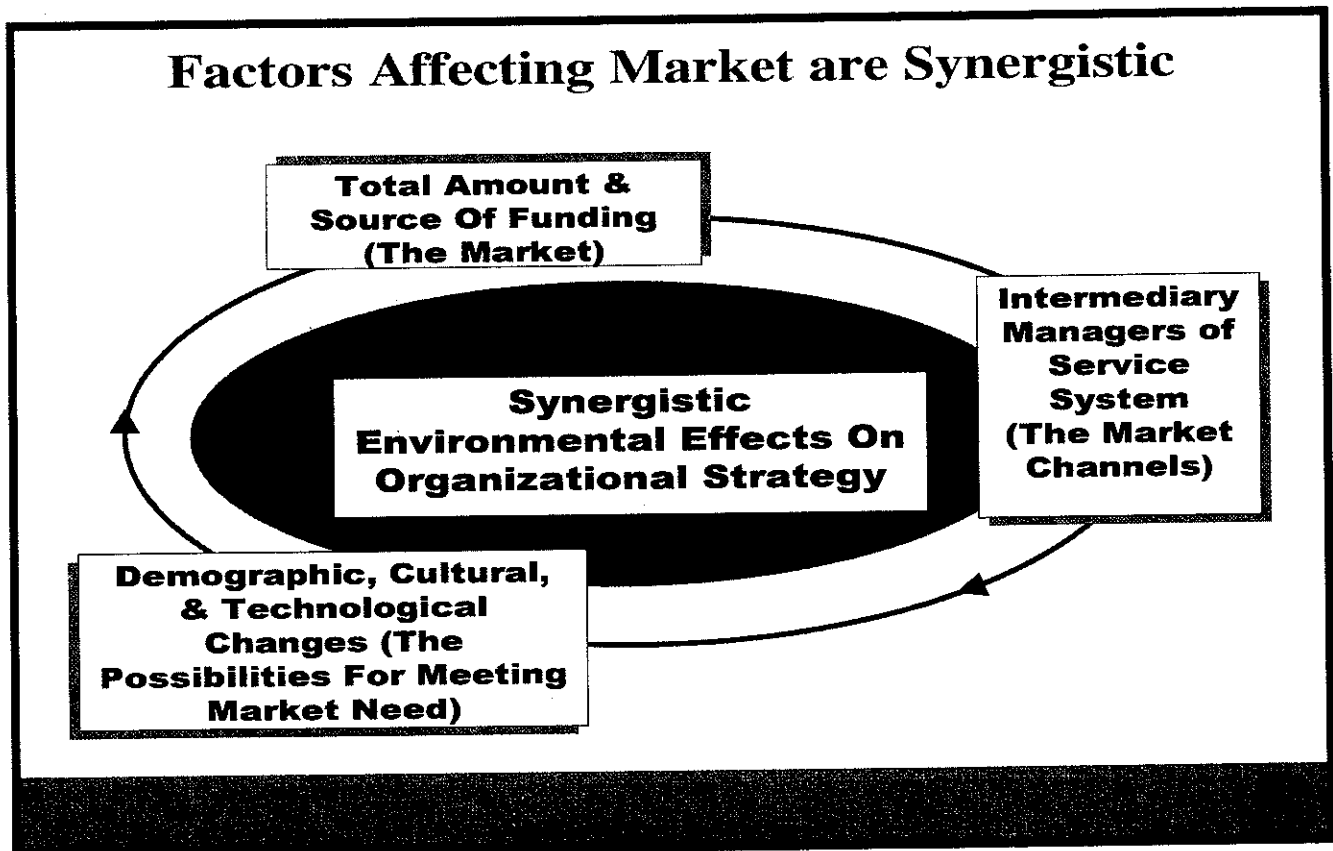
- Changing federal rules regarding the use of Medicaid
- Expanding program models for Medicaid-eligible beneficiaries
- Integration of funding streams – with primary care and within the behavioral health and social service environment
- A new wave of innovative clinical methodologies and technologies for delivering and managing services, changing the competitive landscape



At the state level, there are also significant developments:

- Increased use of privatization, competitive bidding, and managed care in its service delivery
- Consumer driven class action law suits against State child and family serving divisions related to child maltreatment and state supervision of those at risk children
- Changing state rules for child protective services
- Merger and consolidation among traditional service providers in West Virginia
- Increasing pressure to provide services that enhance quality of life indicators such as the Healthier People 2010 movement by the state of West Virginia

Each of these developments in isolation would not appear to require a significant change in strategy for BCF. But the market factors are synergistic, as shown in the chart below.



Proposal to Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families

Prepared for Bureau For Children and Families, Department of Health & Human Resources, State of West Virginia

Prepared by OPEN MINDS//September 3, 2008

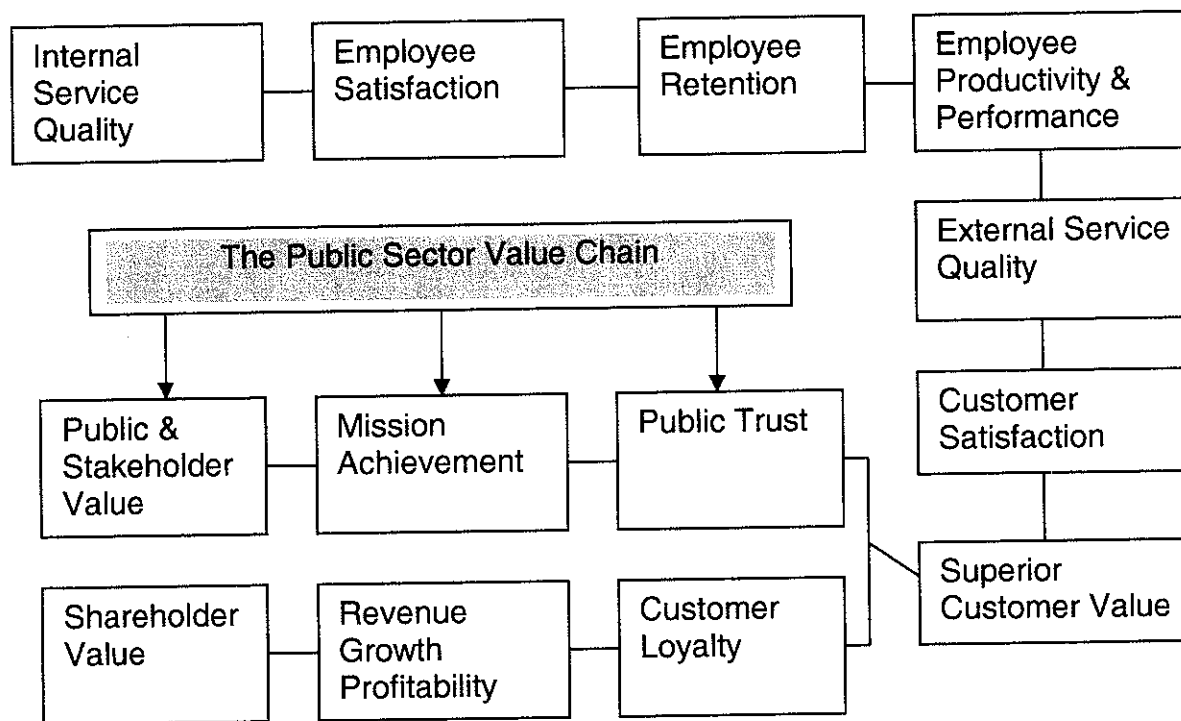
BCF's leadership team needs a strategic planning process that carefully considers these environmental changes and can facilitate strategy development that addresses their implications for BCF and its stakeholders. *OPEN MINDS* is uniquely qualified to assist the BCF in this strategic planning initiative. Our approach, proposed team and experience are described in the other sections of this proposal.



## V. OPEN MINDS Proposed Approach and Methodology

The *OPEN MINDS* team has developed an approach and methodology for facilitating the development of a five year strategic plan and establishing an effective organizational vision for the future of BCF that is based on both nationally-recognized best management practices and our public/private sector experience in the field. This approach is described in detail within this section of the proposal. While our team has proposed timelines for the engagement, these timelines may be modified to meet the specific needs of the BCF leadership team and Strategic Planning Team.

*OPEN MINDS* believes that organizations in the child welfare and social service field need to adopt demonstrated best practices in strategy development, planning and strategic management. The history of strategic planning in the public sector has been to adopt practices that have worked in the private sector such as Total Quality Management (TQM), Zero Based Budgeting (ZBB), Balanced Scorecard and Intangible Assets Monitor (IAM). In most current environments, strategic plans need to reflect the current mission, as well as the operating and financial environments of the organization, demonstrating the Value Chain.



The prototypical best practice planning model involves a structured review of internal and external data, the development and review of options for action, the development of appropriate strategies and tactics, and the development of internal operating plans and

key performance indicators to assure successful implementation of the strategy. The prototypical process (which will be modified to meet the specific needs of BCF) is outlined in the diagram below.



This best practice model will be modified based on our specific knowledge of BCF and of the market dynamics in the state of West Virginia. The seven phases in the proposed approach of the *OPEN MINDS* team to provide the stated RFP deliverables are:

- Phase One: Strategic Planning and Work Plan Development
  - ✓ Approved BCF Strategic Planning Workplan
  - \*(anticipated completion 30 days post award)
- Phase Two: Meeting Facilitation
  - ✓ Facilitate strategic planning meetings of designated groups by BCF and complete documentation of meetings facilitated. A number of the meetings will be for the scope of Task Four - Organizational Assessment
- Phase Three: Progress Report
  - ✓ Monthly reports illustrating progress and task completion
  - ✓ List of reporting meetings by groups; agendas; dates of meetings; meeting attendees; and minutes and outcomes for each meeting
  - \*(reports due by 5<sup>th</sup> day of each month)

- Phase Four: Conduct Organizational Assessment
  - ✓ Final approved organizational assessment
  - ✓ An inclusive list of external and internal stakeholders
  - ✓ Copies of assessment tools, processes and analysis of outcomes
  - ✓ Summary of research conducted and analysis of performed
  - ✓ Lists of critical success factors and organizational competencies and an analysis of their relevance to the Strategic Planning process
  - \*(anticipate completion of deliverables approximately four months post award)
  
- Phase Five: Formulation of Strategic Goals and Objectives
  - ✓ Final approved BCF Goals and Objectives
  - ✓ List of operational issues and recommendations on how to proceed
  - ✓ Documentation of work performed and evidence of information used in the Strategic Goal formulation
  - \*(anticipate completion of deliverables approximately nine months post award)
  
- Phase Six: Implementation Plan
  - ✓ Final approved BCF Implementation Plan
  - ✓ Final approved communication and information process
  - \*(anticipate completion of deliverables approximately twelve months post award)
  
- Phase Seven: Evaluation Methodology
  - ✓ Five-year Evaluation and Methodology Plan
  - \*(anticipate completion of deliverables approximately four months post award)

Based on the information sent by BCF in the RFP, we recommend that the final report will be comprised of the following sections:

- I. Executive Summary
- II. External Analysis – Macro-environmental Industry Trends, both National & in West Virginia
- III. External Analysis – Specific West Virginia Stakeholder Trends
- IV. Internal Analysis – BCF Service Line Descriptions, Service Line Performance Metrics & Portfolio Analysis
- V. Internal Analysis – Service Line-Specific Market Analysis
- VI. SWOT Analysis With Strategy & Opportunity Prioritization
- VII. Statement of Strategic Direction – 5-year Period
- VIII. Statement of Annual Goals & Objectives – 3-year Period
- IX. Organizational Strategies and Tactics for Most Likely Strategic Scenario
- X. Marketing and Development Implications of Organizational Strategies

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- XI. Operational and Technological Implications of Organizational Strategies
- XII. Financial Management Implications of Organization
- XIII. Recommendations Regarding BCF Organizational Structure
- XIV. Strategic Action Plan with High-Level Implementation Plan

Each of the seven phases of the initiative is described in detail below. At the conclusion of this section, the phases are displayed in an estimated timeline for financial analysis. While our team has proposed this timeline for the engagement, the timeline will be modified during the project planning phase of the initiative to meet the specific needs of the BCF Strategic Planning Team.

#### Phase One: Strategic Planning and Work Plan Development

In this initial phase of the engagement, the *OPEN MINDS* team will create a project workplan, which will be utilized throughout the term of the engagement. The team will also create drafts of all templates to be used during the project. These materials will be distributed to the West Virginia Bureau for Children and Families for review, and a conference call will be held with the BCF Leadership and Steering Committee to review the materials. The *OPEN MINDS* team will conclude Phase One by creating the BCF deliverable of:

1. An Approved Strategic Planning Work Plan
2. Anticipated completion of deliverable 30 days post award

#### Phase Two: Meeting Facilitation

The meeting facilitation phase involves the initiation of a strategic planning facilitation schedule with BCF, the Strategic Planning Team, planning sub-groups, and internal and external stakeholders for the *OPEN MINDS* team and the BCF Strategic Planning Steering Committee. The facilitation of these meetings involves the deliverables of:

1. Scheduling the strategic planning stakeholder meetings
2. Initiating the meeting agenda
3. Inviting the stakeholders
4. Convening and facilitating the meeting
5. Documentation of the meeting through professionally prepared minutes
6. Preparing materials and minutes for distribution

It is anticipated that one *OPEN MINDS* senior consultant will spend week a month for ten months in Charlottesville to conduct Steering Committee, BCF leadership, and stakeholder meetings and presentations.

#### Phase Three: Progress Report

In Phase Three, the *OPEN MINDS* team will plan, facilitate and distribute monthly progress reports to the BCF Leadership and Strategic Planning Team. This process will





illustrate in a dynamic fashion to BCF the progress that is being made throughout the engagement and provide the deliverables of:

1. Monthly reports utilizing agreed upon charts and tools to illustrating progress and task completion
2. List of reporting meetings by groups; agendas; dates of meetings; meeting attendees; and minutes and outcomes for each meeting
3. Reports due by 5<sup>th</sup> day of each month

#### Phase Four: Conduct Organizational Assessment

For three days a month over the course of five months, on-site meetings and interviews will be conducted with BCF-designated groups, including: planning subgroups, internal and external stakeholders, BCF administrators, DHHR administrators, consumer and advocacy stakeholders, and others identified in the initial planning meeting. After the completion of the interviews, each will be summarized and added, as an appendix, to the strategic plan. Activities of the *OPEN MINDS* team in this phase of the initiative will include:

1. Conduct on-site meetings with BCF designated groups to include: planning subgroups
  - a. Internal stakeholders
  - b. External stakeholders
  - c. BCF administrators
  - d. DHHR administrators
  - e. Consumer and Advocacy stakeholders
  - f. Others identified through initial planning meeting
2. Complete write-up of interviews
3. Conduct monthly progress meetings to review results of interviews with BCF leadership, stakeholders, and strategic planning team
4. Conduct high-level research and interviews with SMEs on best best-practices for similar kinds of organizations, and issues to be addressed now and in the future
5. Develop summaries of subject matter interviews and a presentation of national industry trends

The deliverables in Phase Four of this engagement will be:

1. Final approved organizational assessment
2. An inclusive list of external and internal stakeholders
3. Copies of assessment tools, processes and analysis of outcomes
4. Summary of research conducted and analysis of performed



5. Lists of critical success factors and organizational competencies and an analysis of their relevance to the Strategic Planning process
6. Anticipate completion of deliverables approximately four months post award

#### Phase Five: Formulation of Strategic Goals and Objectives

This phase is critical to the development and implementation of the strategic plan initiative. The *OPEN MINDS* team will begin Phase Five of the engagement by conducting a full-day on-site meeting with BCF leadership and Steering Committee members followed by research of national and best practice implications for public organizations. Activities of the *OPEN MINDS* team in this phase of the initiative will include:

1. Conduct a full-day on-site meeting with BCF leadership and Steering Committee members to:
  - ✓ Review national trends and implications for organizations similar to BCF
  - ✓ Discuss national best practice models
  - ✓ Review and clarify as needed the BCF mission and vision guiding principles
  - ✓ Identify scenarios in West Virginia (political, financial, etc.) that may change BCF Division strategy
  - ✓ Discuss strategic implications of the national trends and organizational factors
2. Write up results of the meeting with the BCF Division leaders and Steering Committee
3. Final edits to the summary of the meeting with the BCF -- add to appendix of strategic plan document
4. Conduct teleconference to review results with BCF leadership and prepare for the meeting with BCF Steering Committee
5. Write a first draft of the Strategic Plan, with the following outline:
  - I. Executive Summary
  - II. External Analysis – Macro-environmental Industry Trends, both National & in West Virginia
  - III. External Analysis – Specific West Virginia Stakeholder Trends
  - IV. Internal Analysis – BCF Service Line Descriptions, Service Line Performance Metrics & Portfolio Analysis
  - V. Internal Analysis – Service Line-Specific Market Analysis
  - VI. SWOT Analysis With Strategy & Opportunity Prioritization
  - VII. Statement of Strategic Direction – 5-year Period
  - VIII. Statement of Annual Goals & Objectives – 3-year Period



- IX. Organizational Strategies and Tactics for Most Likely Strategic Scenario
- X. Marketing and Development Implications of Organizational Strategies
- XI. Operational and Technological Implications of Organizational Strategies
- XII. Financial Management Implications of Organization
- XIII. Recommendations Regarding BCF Organizational Structure
- XIV. Strategic Action Plan with High-Level Implementation Plan

6. Final edits and sign-off to the summary of the first draft of the strategic plan
7. Conduct a teleconference with BCF Division leadership and Steering Committee to:
  - ✓ Discuss the first draft of the strategic plan
  - ✓ Review results of the meeting with BCF Division staff
  - ✓ Clarify assignments by BCF Division staff and Steering Committee that need to be completed prior to the next BCF/DHHR strategic administration meeting
8. Conduct a half-day on-site meeting with the Steering Committee to:
  - ✓ Review the required competencies identified by the Division staff, and corresponding strategies
  - ✓ Obtain input from Steering Committee on the draft of the Strategic Plan
  - ✓ Review communications from Strategic Planning website
9. Modify the draft of the strategic plan, based upon input from BCF Division
10. Final edits and sign-off to the summary of the modified draft of the strategic plan

The deliverables in Phase Five of this engagement will be:

1. Final approved BCF Goals and Objectives
2. List of operational issues and recommendations on how to proceed
3. Documentation of work performed and evidence of information used in the Strategic Goal formulation
4. Anticipated completion of deliverables approximately four months post award



### Phase Six: Implementation Plan

The *OPEN MINDS* team will work with BCF leadership and the Steering Committee to develop the implementation plan for the strategic planning initiative. This will be a highly involving process so all members understand the plan, the implementation activities and the lead in to the evaluation phase. Activities of the *OPEN MINDS* team in this phase of the initiative will include:

1. Conduct a teleconference to review results of the Steering Committee meeting with BCF Division leadership; develop implementation strategies; and prepare for meeting with the BCF leadership
2. Conduct a half-day on-site meeting with the BCF Division leadership and Steering Committee to review and approve the final Strategic Plan and implementation strategies
3. Complete edits and modifications to the final Strategic Plan document, based upon input from the Board of Directors, and transmit final Strategic Plan to BCF leadership
4. Final edits and sign-off to the final strategic planning document
5. Transmit the final strategic planning document to the BCF leadership and Steering Committee

The deliverables in Phase Six of this engagement will be:

1. Final approved BCF Implementation Plan
2. Final approved communication and information process
3. Anticipated completion of deliverables approximately nine months post award

### Phase Seven: Evaluation Methodology

In the final phase of the engagement, the *OPEN MINDS* team will conduct a half-day on-site meeting to discuss the metrics for measuring the success of the strategic plan (at the Board, management team, and departmental levels). The team will develop a Key Performance Indicators (KPI) reporting template and instructions for preparation. After edits and final modifications have been made, a conference call will be conducted with BCF leadership to review the KPI template and instructions. At the conclusion of Phase Seven, the *OPEN MINDS* team will conduct a half-day on-site meeting with the management team to walk through the use of the KPI template and distribute the final version of the template and instructions.

1. Develop agenda for the half day on-site planning meeting
2. Review and approve agenda for the half day on-site planning meeting



3. Conduct a half-day on-site meeting to discuss the metrics for measuring success of strategic plan (board, management team, departmental level)
4. Develop key performance indicators reporting template and instructions for preparation
5. Edits and layout revision to KPI template and instructions
6. Internal meeting to review the KPI template and instructions
7. Incorporate edits from planning meeting and final sign-off on KPI template and instructions
8. Final modifications; transmissions to client
9. Conference call with client to review the KPI template and instructions
10. Final revisions to KPI template and instructions; transmit to client
11. Conduct a half-day on-site meeting with management team to walk through use of KPI template and turn over final template and instructions)

The deliverables for Phase Seven of this engagement will be:

1. Five-year Evaluation and Methodology Plan
2. Anticipate completion of deliverables approximately four months post award

A proposed timeline for the seven phases of the initiative is outlined in the following pages.



**Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families**

**Phase One: Strategic Planning Work Plan Development**

<b>Activity</b>	<b>Timeline</b>
1. Finalize WV Bureau for Children and Families (BCF) project implementation checklist and create project workplan	Week One
2. Create drafts of all project templates: a. information request list b. agendas for meetings with stakeholders and on-site meetings with BCF c. template of summaries of stakeholder meetings d. final report deliverable	Week One
3. Coordinate dates for all scheduled conference calls and meetings for the project (assumes 3 conf calls and 2 meetings, with exp reports)	Week One
4. Conference call with BCF leadership and strategic plan steering committee to review/approve all materials	Week One
5. Develop an overall proposed project work plan, list of materials to be reviewed; draft agendas and schedules for all conference calls and meetings for this project and transmit to the Steering Committee for review	Week Two
6. Gather and review all materials received from BCF prior to stakeholder meeting to include review of the any previous strategic or business plans conducted by BCF	Week Two
7. Convene a conference call with BCF Leadership and Steering Committee members about requested materials; current work products from the Steering Committee; determine points of access to information that would benefit the project; define responsible parties, work plan timelines; defined project tools (Gantt Chart, etc...); estimated resources from BCF; progress meetings; final report outline; and an approved BCF Strategic Planning Work Plan.	Week Three
8. Write BCF approved Strategic Planning Work Plan – Task One deliverable	Week Four



**Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families**

**Phase Two: Meeting Facilitation**

<b>Activity</b>	<b>Timeline</b>
1. Scheduling the strategic planning stakeholder meetings	Week Four
2. Develop meeting agendas for various stakeholder groups	Month Two
3. Conduct strategic planning stakeholder meetings. Anticipate one <i>OPEN MINDS</i> senior consultant spending one day a month for 10 months in Charlottesville to conduct steering committee meetings and BCF Division leadership meetings/presentations.	On-going throughout the next Ten Months
4. Documentation of the meeting through professionally prepared minutes	On-going throughout the next Ten Months
5. Preparing materials and minutes for distribution	On-going throughout the next Ten Months
6. Distribute materials and minutes through regular BCF leadership and Strategic Planning Team meetings	On-going throughout the next Ten Months



<b>Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families</b>	
<b>Phase Three: Progress Report</b>	
<b>Activity</b>	<b>Timeline</b>
1. Provide monthly progress reports utilizing agreed upon charts and tools to illustrating progress and task completion to BCF Division leadership and Steering Committee	On-going throughout the next Ten Months
2. Provide a list of reporting meetings by groups; agendas; dates of meetings; meeting attendees; and minutes and outcomes for each meeting	On-going throughout the next Ten Months





<b>Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families</b>	
<b>Phase Four: Conduct Organizational Assessment</b>	
<b>Activity</b>	<b>Timeline</b>
1. Conduct on-site meetings with BCF designated groups to include: planning subgroups <ul style="list-style-type: none"> <li>a. Internal stakeholders</li> <li>b. External stakeholders</li> <li>c. BCF administrators</li> <li>d. DHHR administrators</li> <li>e. Consumer and Advocacy stakeholders</li> <li>f. Others identified through initial planning meeting</li> </ul>	On-going throughout the next Ten Months
2. Complete write-up of interviews	On-going throughout the next Ten Months
3. Conduct monthly progress meetings to review results of interviews with BCF leadership, stakeholders, and strategic planning team	On-going throughout the next Ten Months
4. Conduct high-level research and interviews with SMEs on best best-practices for similar kinds of organizations, and issues to be addressed now and in the future	On-going throughout the next Ten Months
5. Develop summaries of subject matter interviews and a presentation of national industry trends	On-going throughout the next Ten Months
6. The deliverables in phase four of this engagement will include: <ul style="list-style-type: none"> <li>a. Final approved organizational assessment</li> <li>b. An inclusive list of external and internal stakeholders</li> <li>c. Copies of assessment tools, processes and analysis of outcomes</li> <li>d. Summary of research conducted and analysis of performed</li> <li>e. Lists of critical success factors and organizational competencies and an analysis of their relevance to the Strategic Planning process</li> <li>f. Anticipate completion of deliverables approximately four months post award</li> </ul>	On-going throughout the next Ten Months



<b>Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families</b>	
<b>Phase Five: Formulation of Strategic Goals and Objectives</b>	
<b>Activity</b>	<b>Timeline</b>
1. Conduct a full-day, on-site meeting with BCF leadership and Steering Committee members to: <ul style="list-style-type: none"> <li>a. Review national trends and implications for organizations similar to BCF</li> <li>b. Discuss national best-practice models</li> <li>c. Review and clarify as needed the BCF mission and vision guiding principles</li> <li>d. Identify scenarios in West Virginia (political, financial, etc.) that may change BCF Division strategy</li> <li>e. Discuss strategic implications of the national trends and organizational factors</li> </ul>	Month Ten
2. Write up results of the meeting with the BCF Division leaders and Steering Committee	Month Ten
3. Final edits to the summary of the meeting with the BCF -- add to appendix of strategic plan document	Month Ten
4. Conduct teleconference to review results with BCF leadership and prepare for the meeting with BCF Steering Committee	Month Ten
5. Write a first draft of the Strategic Plan with the following outline: <ul style="list-style-type: none"> <li>I. Executive Summary</li> <li>II. External Analysis – Macro-environmental Industry Trends, both National &amp; in West Virginia</li> <li>III. External Analysis – Specific West Virginia Stakeholder Trends</li> <li>IV. Internal Analysis – BCF Service Line Descriptions, Service Line Performance Metrics &amp; Portfolio Analysis</li> <li>V. Internal Analysis – Service Line-Specific Market Analysis</li> <li>VI. SWOT Analysis With Strategy &amp; Opportunity Prioritization</li> </ul>	Month Ten



<p>VII. Statement of Strategic Direction – 5-year Period</p> <p>VIII. Statement of Annual Goals &amp; Objectives – 3-year Period</p> <p>IX. Organizational Strategies and Tactics for Most Likely Strategic Scenario</p> <p>X. Marketing and Development Implications of Organizational Strategies</p> <p>XI. Operational and Technological Implications of Organizational Strategies</p> <p>XII. Financial Management Implications of Organization</p> <p>XIII. Recommendations Regarding BCF Organizational Structure</p> <p>XIV. Strategic Action Plan with High-Level Implementation Plan</p>	
6. Final edits and sign-off to the summary of the first draft of the strategic plan	Month Ten
7. Conduct a teleconference with BCF Division leadership and Steering Committee to: <ul style="list-style-type: none"> <li>a. Discuss the first draft of the strategic plan</li> <li>b. Review results of the meeting with BCF Division staff</li> <li>c. Clarify assignments by BCF Division staff and Steering Committee that need to be completed prior to the next BCF/DHHR strategic administration meeting</li> </ul>	Month Ten
8. Conduct a half-day on-site meeting with the Steering Committee to: <ul style="list-style-type: none"> <li>a. Review the required competencies identified by the Division staff, and corresponding strategies</li> <li>b. Obtain input from Steering Committee on the draft of the Strategic Plan</li> <li>c. Review communications from Strategic Planning website</li> </ul>	Month Ten
9. Modify the draft of the strategic plan, based upon input from BCF Division	Month Ten
10. Final edits and sign-off to the summary of the modified draft of the strategic plan	Month Ten
11. The deliverables in phase five of this engagement will include: <ul style="list-style-type: none"> <li>a. Final approved BCF Goals and Objectives</li> <li>b. List of operational issues and</li> </ul>	Month Ten



<p>recommendations on how to proceed</p> <ul style="list-style-type: none"> <li>c. Documentation of work performed and evidence of information used in the Strategic Goal formulation</li> <li>d. Anticipated completion of deliverables approximately four months post award</li> </ul>	
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**Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families**

**Phase Six: Implementation Plan**

<b>Activity</b>	<b>Timeline</b>
1. Conduct a teleconference to review results of the Steering Committee meeting with BCF Division leadership; develop implementation strategies; and prepare for meeting with the BCF leadership	Month Eleven
2. Conduct a half-day on-site meeting with the BCF Division leadership and Steering Committee to review and approve the final Strategic Plan and implementation strategies	Month Eleven
3. Complete edits and modifications to the final Strategic Plan document, based upon input from the Board of Directors, and transmit final Strategic Plan to BCF leadership	Month Eleven
4. Final edits and sign-off to the final strategic planning document	Month Eleven
5. Complete edits and modifications to the final Strategic Plan document, based upon input from the Board of Directors, and transmit final Strategic Plan to BCF leadership	Month Eleven
6. Transmit the final strategic planning document to the BCF leadership and Steering Committee	Month Eleven
7. The deliverables in phase six of this engagement will be: <ul style="list-style-type: none"> <li>a. Final approved BCF Implementation Plan</li> <li>b. Final approved communication and information process</li> <li>c. Anticipated completion of deliverables approximately nine months post award</li> </ul>	Month Eleven



**Initiative: Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families**

**Phase Seven: Evaluation Methodology**

<b>Activity</b>	<b>Timeline</b>
1. Conduct a teleconference to review results of the Steering Committee meeting with BCF Division leadership; develop implementation strategies; and prepare for meeting with the BCF leadership	Month Twelve
2. Conduct a half-day on-site meeting with the BCF Division leadership and Steering Committee to review and approve the final Strategic Plan and implementation strategies	Month Twelve
3. Complete edits and modifications to the final Strategic Plan document, based upon input from the Board of Directors, and transmit final Strategic Plan to BCF leadership	Month Twelve
4. Final edits and sign-off to the final strategic planning document	Month Twelve
5. Transmit the final strategic planning document to the BCF leadership and Steering Committee	Month Twelve
6. The deliverables in phase six of this engagement will be: <ul style="list-style-type: none"> <li>a. Final approved BCF Implementation Plan</li> <li>b. Final approved communication and information process</li> <li>c. Anticipated completion of deliverables approximately nine months post award</li> </ul>	Month Twelve



## VI. Overview of *OPEN MINDS*

Founded in 1987, *OPEN MINDS* is the premier industry research and management consulting firm for the behavioral health and social service field. Our mission is to provide addiction treatment, mental health and social service payers and service providers, and the vendors that serve them, with the market and management knowledge needed to improve their organizational efficiency and effectiveness. *OPEN MINDS* services include consultation, technical assistance, workforce development, executive education, and subscription information services. The areas of expertise of our national consulting team include financial management, information technology, leadership and governance, marketing and development, and strategic management.

Ultimately, what is *OPEN MINDS* all about? We provide the information that leads to better payer decisions and better provider delivery systems that, ultimately, lead to better behavioral health and social services for consumers.

*OPEN MINDS* is located at 163 York Street, Gettysburg, Pennsylvania, 17325-1933. *OPEN MINDS* has a team of fifty professionals with specific research and management experience in addiction treatment, mental health and social service fields. Most team members are based in Gettysburg, with satellite offices in North Carolina, Florida, Washington, Colorado, Texas, California, Maryland, Kansas, New Jersey, and New York. All team members can be reached via telephone, 717-334-1329; via electronic mail, [openminds@openminds.com](mailto:openminds@openminds.com); and via facsimile, 717-334-0538. The firm's web site may be accessed at <http://www.openminds.com>.

### A. *OPEN MINDS* Research & Management Consulting for the Behavioral Health & Social Service Field

*OPEN MINDS* has provided research and management consulting support to over 200 organizations in the addiction treatment, mental health, and social service fields over the past decade. Our customer organizations include an array of addiction treatment, mental health and social service professional service organizations; care management organizations; HMOs and insurance organizations; professional associations; and state/county/municipal government entities. The majority of our practice is in the continental United States, in addition to client organizations in Canada and Israel. Our consulting practice is focused on five key core competency areas:

- Strategic Management
- Financial Management & Financial Risk Management
- Technology & Information Systems
- Leadership & Governance

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Prepared for Bureau For Children and Families, Department of Health & Human Resources, State of West Virginia

Prepared by *OPEN MINDS*//September 3, 2008



- Marketing, Sales & Development

Strategic Management *OPEN MINDS* approach to strategic management sets the foundation for critical planning and decision making throughout the organization. Our strategic planning consulting engagements have included internal and external situation analysis; strategic options; policy development; acquisition analysis, valuation, and negotiation; and structuring and negotiating alliances and joint ventures. We provide consultation services in three key areas:

#### Operations & Business Process Management

- Business process mapping, design, and re-engineering
- Development of managed care capabilities (utilization management, clinical delivery system, quality improvement, provider network management, intake/access, reporting, and performance measurement)
- Project management (implementation plans, timelines, and quality/performance measurement)
- Assistance with accreditation and licensure issues

#### Human Resource Management

- Identify “best practices” in recruitment, retention, compensation planning, performance measurement, management, and supervision
- Conducting salary surveys; developing performance-based and incentive-based compensation plans; and change management
- Supervisory training programs designed to develop managers and supervisors who hire, motivate, develop, lead, and retain qualified employees

#### Public Agency Program Design & Operations Management

- Facilitation of policy development
- Development of requests for proposals
- Evaluation of managed care vendor proposals
- Analysis of managed care vendor data and performance
- Contract evaluation





- Development of performance indicators and performance-based contracting models
- Developing customized educational programs on managed care readiness for agency personnel and contracting providers

Financial Management & Financial Risk Management *OPEN MINDS* financial management and financial risk management consulting is designed to apply cutting-edge financial management models and techniques to behavioral health and social service organizations. In addition to offering technical expertise, *OPEN MINDS* is adept at applying these principles within the unique culture and construct of mission driven organizations. Our financial management and financial risk management consulting engagements have included:

- Case rate and capitation rate analysis and development
- Financial risk management systems
- Budget and pro forma development
- Cost accounting system assessments
- Development of performance-based compensation models
- Compliance assessments

Technology & Information Systems Behavioral health and social service organizations increasingly require and rely upon practice management, managed care, accounting, human resources, and consumer assessment and outcomes software. Increasingly, these organizations find that their systems implementations fall well short of needs. *OPEN MINDS* specializes in assisting behavioral health and social service organizations to fully benefit from technology investments by choosing the technology applications and vendors best suited to the organization's business requirements; overcoming cultural resistance to adopting technology; re-engineering program operations; and automating routine functions. Our technology and information systems consulting engagements have included:

- Management information system specification design and development
- Conducting return-on-investment (ROI) analysis
- Evaluation and selection of information system vendors
- Technology-related project management
- Business-process re-engineering
- Claims and practice management system audits
- Web site design and maintenance



Leadership & Governance The behavioral health and social service landscape is changing and with it, the role of the board of directors. Boards of for-profit, not-for-profit, and governmental agencies all find their needs for information and their responsibilities shifting. The *OPEN MINDS* team has a wealth of experience with:

- Developing board briefing sessions
- Facilitating board planning initiatives
- Assisting in organizational and board development

Marketing, Sales & Development Privatization, consolidation, and competitive bidding of behavioral health, MR/DD, and children's services have resulted in serious threats, as well as tremendous opportunities, for behavioral health and social services organizations. Many businesses find themselves in competition with national for-profit companies, former colleagues, out-of-area providers, and in some cases current funding agents, such as county mental health agencies. *OPEN MINDS* marketing, sales, and development consulting are designed to assist behavioral health and social service organizations to rapidly analyze and to successfully respond to changing market conditions. Our marketing strategy and marketing management consulting engagements have included:

- Marketing research and marketing plan development
- Product development, product pricing and competitive pricing analysis
- Sales strategies and sales management
- Grant and proposal writing and management
- Sales presentations
- Conducting focus groups
- Contract negotiation
- Publicity and press relations

#### B. *OPEN MINDS* Management Education Programs for the Behavioral Health & Social Service Field

*OPEN MINDS* provides premier management education services for the behavioral health and social service fields focused on our five key core competency areas. These work force development activities include our executive institute series as well as customized executive development curriculum and programs, and on-line training and workforce development program management.

The *OPEN MINDS* Executive Institute *OPEN MINDS* Institutes are two-day intensive educational experiences that offer in-depth information on industry trends, as well as the training required for behavioral health, MR/DD, and children's services executives to successfully manage their organizations. *OPEN MINDS* Institute attendees include

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CEOs, Executive Directors, Chief Marketing Officers, Chief Financial Officers, Chief Clinical Directors, Chief Operating Officers, Business Development Directors, and Board Members. *OPEN MINDS* Management Institutes offer unique benefits for industry executives because they:

- Are the only two-day management training programs designed exclusively for the behavioral health and social services fields
- Include in-depth information on "how to" models
- Provide case studies on how management principles have been applied successfully in behavioral health and social services organizations
- Have faculty that includes nationally recognized experts, policy-makers and industry executives

In 2008 and 2009, *OPEN MINDS* is producing five executive management institutes:

- The 2008 Innovation Institute: Preparing Executives for the Next Generation of Behavioral Health and Social Services, *April 28-29, 2008 - Boston, Massachusetts*
- The 2008 *OPEN MINDS* Strategic Planning Institute: Moving Your Organizational Strategies From Theory to Practice, May 16-17, 2008 - Indian Wells, California
- The 2008 *OPEN MINDS* Executive Leadership Institute: Building Your Executive Leadership Team, *Summer, 2008 - Gettysburg, Pennsylvania*
- The 2008 Institute for Behavioral Health Informatics: The 4th Annual Conference on the Future of Technology in Behavioral Health, October 30-31, 2008 - *Location to be determined*
- The 2009 *OPEN MINDS* Best Management Practices Institute: Strategic Models for the Management of Finance, Information Technology, and Human Capital, *Winter 2009 - Location to be determined*



Customized Executive Development Curriculum & Programs *OPEN MINDS* has a long history and extensive experience in providing customized and “private label” executive-level, management focused educational curriculum and programs for individual agencies and associations. *OPEN MINDS* works with organizations to design educational programs that meet the unique needs of the organization, in topics ranging from strategic planning, marketing, technology and information systems planning, leadership and supervision, and financial and performance management. Organizations may mix and match topics from our acclaimed Institute series, or have highly customized curriculum developed and delivered for either a half-day board briefing, one or two-day sessions, or an ongoing training series

*OPEN MINDS* has great depth of experience with field-tested methodologies for researching, developing, and customizing educational curricula. For the past seventeen years, we have worked with hundreds of organizations in the development of customized educational programs. The curricula development department at *OPEN MINDS* combines the best of administrative and managerial oversight for curriculum development with content experts on our research and consulting team. For every client organization, we create an ad hoc team of appropriate administrative staff and subject matter experts to facilitate development and delivery. The strengths of the department and its approach are:

- Well-tested curriculum development process
- Experienced team of subject matter experts to develop curriculum
- Administrative and managerial infrastructure in place to support curriculum development and delivery
- Track record of long-term relationships with client organizations
- Experienced presenters and trainers who not only have a high level of subject matter expertise, but can also deliver the material in a manner that meets *OPEN MINDS* quality standards and addresses the unique needs of adult learners
- Provision of on-going information to trainers on subject-matter content and adult educational techniques
- On-going evaluation and feedback for trainers

*OPEN MINDS* strongly believes that for the adult learner, learning by doing, being actively engaged during a training program, and learning by example are part of the active approach to training. If there is little activity, participants will forget or fail to apply what they are taught and will be bored by the material presented.

On-line Training and Workforce Development Program Management *OPEN MINDS* provides a unique service to help organizations today balance the increasing need for identifying and developing needed competencies in staff with the rising costs of staff training and management development. By providing a comprehensive training set, we reduce the risk of non-compliance with the increasing training and licensure



requirements and greatly improve organizational performance. We provide a storehouse of knowledge for an organization that can be accessed and managed as required and will ensure that precious dollars are wisely spent.

*OPEN MINDS* successfully utilizes a broad spectrum of learning modalities for our clients, in addition to face-to-face classroom, workshop, and seminar models. The *OPEN MINDS* team produces computer-based training programs (using CD-ROM, on-line courses, etc.) listserv discussion groups, and print-package self study material. We have customized a web-based learning management system (LMS) for the use of our clients. The *OPEN MINDS* LMS, which is customized for each client to link to standard websites or intranets, has a range of capabilities such as on-line instruction, knowledge management tools, certification and credentialing management, and training administration and reporting.

*OPEN MINDS* has a field-tested model for optimizing the management of training and workforce development. In our work with employers in the behavioral health and social service fields, the *OPEN MINDS* team shapes these seven elements into integrated workforce development program:

1. Organizational training and staff development needs assessment and budgeting
2. Selection and development of training and staff development curricula needs based on organization performance needs and compliance mandates
3. Creation of staff training mandates and an organizational career/learning path plan
4. Tracking of staff training compliance requirement
5. An on-line education function to reduce training costs
6. High quality cost-effective classroom training experiences
7. An organizational communications plan for staff development and training

In our work with employers in the behavioral health and social service field, the *OPEN MINDS* team shapes these seven elements into an integrated workforce development program.



### C. OPEN MINDS Information Services for the Behavioral Health & Social Service Field

*OPEN MINDS* information products are its oldest and most widely known. The company commenced its information service operations in April 1988 with the publication of the first issue of its flagship monthly newsletter, *OPEN MINDS, The Behavioral Health & Social Service Industry Analyst*. Presently, *OPEN MINDS* publishes three of the field's leading executive management periodicals, which are read by thousands of professionals and executives in the behavioral health and social service field:

- *The OPEN MINDS Circle*
- *OPEN MINDS, The Behavioral Health & Social Service Industry Analyst*
- *OPEN MINDS On-Line News*
- *OPEN MINDS RFP HotLine Service*

*The OPEN MINDS Circle* is the national on-line community for executives, policy makers, and clinical professionals responsible for the management and delivery of behavioral health and social services. It is the "go to" place for market intelligence and best practices management solutions. In addition to weekly news headlines and "hot topic" management articles, the *OPEN MINDS Circle* contains an interactive "Ask the Expert" information exchange with on-line advice straight from the *OPEN MINDS* consulting team and executives from across the country.

*OPEN MINDS, The Behavioral Health & Social Service Industry Analyst* is your one stop for management best practices for behavioral health and social services. Your subscription provides readers with both our monthly newsletter and 24/7 access to our password-protected on-line subscriber archive of past issues and industry resource documents. Each month, our team provides thought-provoking predictions and analysis on trends that are potential threats and that offer new opportunities; in-depth industry analysis of innovative and cutting-edge developments in the field; industry profiles of leading organizations; as well as statistical data, including information on market share, utilization, pricing, outcomes, and spending. For twenty years, the *OPEN MINDS* newsletter has been the industry standard for high quality information that behavioral health and social service executives use in their strategic decision-making.

*OPEN MINDS On-Line News* is the only market monitoring service available to the busy executive in the behavioral health and social service field. Each week brings you the breaking news stories in the field, and your subscription gives you unlimited 24/7 access to our news archive, a database of market information searchable by key word. *OPEN MINDS On-Line News* helps subscribers keep on top of the very latest developments in the field. Delivered direct to e-mail inboxes every Monday morning, our team covers new market developments in: children's services; mental health & chemical



dependency services; senior support services; mental retardation/developmental disability services; social services; and strategic health care trends.

*OPEN MINDS RFP HotLine Service* allows subscribers to keep tabs on new revenue opportunities and contract awards across the country. Every day, our team researches new RFPs and grant announcements in all 50 states and the District of Columbia, the federal government (both national and regional), as well as large counties and municipalities. And, as the contracts are awarded, we file FOIA requests to get crucial contract award information. Subscribers receive a daily notice of all the new market opportunities and weekly receive a notice of contracts awarded. Last year alone, *OPEN MINDS* identified over \$4 billion of opportunities in the behavioral health and social service fields. RFP search categories include: Behavioral Health Services; Children & Family Services; Disability Support & Social Services; Health-Related & Medical Services; and Technology, Consultation, & Training Services.



## VII. Vendor Bid Summary Sheet

Task	Estimated Hours	Vendor's Bid Per Hour (inclusive of all travel and expenses)	Extended Cost Per Task (Estimated Hours x Vendor's Bid Per Hour)
#1 Work Plan Development	57	\$242.93	\$13,847.24
#2 Meeting Facilitation	296	\$242.93	\$71,908.46
#3 Monthly Progress Reporting	78	\$242.93	\$18,948.85
#4 Organizational Assessment	211	\$242.93	\$51,259.07
#5 Strategic Goals and Objectives	84	\$242.93	\$20,406.45
#6 Implementation Plan	33	\$242.93	\$ 8,016.82
#7 Evaluation Methodology	59	\$242.93	\$14,333.11
Total Est. Hours ->	818	Grand Total ->	\$198,720.00

Vendor must bid all tasks listed above. Vendor must provide documentation supporting the meeting of all Mandatory Qualifications as listed.

Vendor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

“NOTE: The hours are estimates only. Vendor will be paid actual hours worked, whether they be greater or less than estimate.”





## Appendix A – References

References for the proposed *OPEN MINDS* team for this engagement are below.

Estelle Richman  
Secretary of Public Welfare, State of Pennsylvania  
P.O. Box 2675  
Harrisburg PA 17105-2675  
(717) 787-4592

Hank Milius  
President & Chief Executive Officer  
Meridian Services Corporation  
240 N. Tillotson Avenue  
Muncie, IN 47304  
[miliush@meridiansc.org](mailto:miliush@meridiansc.org)  
(765) 254-5101 Office  
(765) 741-0310 Fax

Ronald Hunsicker  
Executive Director  
National Association of Addiction Treatment Providers  
313 W. Liberty Street, Suite 129  
Lancaster, PA 17603-2748  
[rhunsicker@naatp.org](mailto:rhunsicker@naatp.org)  
(717) 392-8480 Office  
(717) 392-8481 Fax



## Appendix B – Résumés

Résumés for the proposed *OPEN MINDS* team for this engagement are below.

**M. Colleen Elmer, M.S.W., M.B.A., LCSW**  
*OPEN MINDS* Executive Vice President & Senior Associate  
163 York Street, Gettysburg, Pennsylvania 17325-1933  
717-334-1329; Fax: 717-334-0538; E-mail: celmer@openminds.com



## EXPERIENCE

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**Executive Vice President & Senior Associate, *OPEN MINDS*, 2004 - Present.** *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health

- Leads the *OPEN MINDS* industry research and management consulting practice
- Responsible for the oversight and quality of all consulting projects and a 75-member consulting team
- Leads a range of industry research and management consultation initiatives, serving as principal investigator on research projects
- Provides strategic consultation to provider and professional organizations, advocacy initiatives, state and county government agencies, pharmaceutical companies, technology companies, and venture capital firms
- Leads faculty member for *OPEN MINDS* Management Institutes and Keynote speaker, and moderator at industry events through *OPEN MINDS* speaker bureau, including addresses to national associations and affinity groups, such as the National Association of Addiction Treatment Providers and the National Council for Community Behavioral Healthcare
- Serves as *OPEN MINDS* subject matter expert in: strategic planning and management, health care administration, program design and evaluation, organizational analysis and leadership development, and long-term care system management

**Entrepreneur, Self-Employed, 1998 - 2005.**

- Provided consultation and training to long term care, sub-acute, and residential housing facilities serving the needs of the elderly and disabled



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- Provided small business consultation assisting with all facets of operational management and marketing
- Operated an outpatient counseling practice providing services to all age cohorts with a primary focus on relational and systems development
- Provided in home counseling to at-risk youth and their families
- Provided geriatric care management including assessment, case management, community referrals, placement assistance, advocacy, and counseling

**Adjunct Professor, Advisor, Module Manager, Eastern University, 1999 - Present.**

- Average of 4.76/5.00 on student evaluations, recognized as an educational leader and given the responsibility to mentor new faculty and serve as a preceptor to students
- Taught the following courses in the MBA program: Management Communication, Issues in Management, Statistics, Research Design, Strategic Thinking, Strategic Marketing, Quantitative Decision Making, Business Ethics, Leadership, Economics, and Business Policy Capstone
- Taught the following courses in the Health Administration Program: Health Care Policies, Managed Care, Medical Ethics, Health Care Economics, Marketing Healthcare Services, and Aging/Long Term Care
- Guest instructor in Management of Information Systems and Organizational Management programs
- New Venture Project (business plan) Advisor to MBA students and Thesis Advisor to MHA students

**Administrator & Director of Assisted Living Services, Messiah Village, 1992 - 1998.**

- Deficiency Free Administrator, maintained a 96.5% occupancy rate, developed three tier service offering with six separate Assisted Living Products
- Responsible for the administration and general management of Assisted Living including a 78 bed facility and a 130 unit facility
- Budget planning and monthly reconciliation of budgets at the departmental, project, and functional levels
- Develop new lines of business and programs and ensure at least 90% occupancy rate
- Long term strategic planning



**Administrative Specialist, International Business Machine Corporation (IBM),  
1989 - 1992.**

### **CERTIFICATIONS/SIGNIFICANT PROFESSIONAL ACHIEVEMENTS**

Delta Mu Delta, Business Honor Society

Phi Alpha Honor Society, Social Work Honor Society

Retirement Housing Professional Fellow (RHPPF), November 1998.

Certified Remotivation Therapist, August 1997.

Certified Assisted Living Administrator (CALA), July 1996.

### **EDUCATION**

**M.B.A.**, Eastern University, St. David's, Pennsylvania

**M.S.W.**, Temple University, Harrisburg, Pennsylvania

**B.S.W.**, Messiah College, Grantham, Pennsylvania

**Licensed Social Worker (LSW)**, May 1996



**January H. Scott**  
*OPEN MINDS* Senior Consultant  
163 York Street  
Gettysburg, Pennsylvania 17325-1933  
717-334-1329; Fax: 717-334-0538; E-mail: jscott@openminds.com



## **EXPERIENCE**

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**Senior Consultant, *OPEN MINDS*, 2004 - Present.** *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health.

**President & CEO, Kansas Innovations, Inc., Topeka, Kansas, 2000 - 2004.** Kansas Innovations, Inc. develops, provides, markets and sells innovative products and solutions that enhance and enrich the delivery of quality services to children and families.

- Position serves as Chief Executive Officer for the company and is responsible for providing leadership in meeting the objectives of the business and marketing plans
- Serves as the primary staff liaison with the parent company, Kansas Children's Service League

**Vice President – Business Development, Kansas Children's Service League, 1996 - 2000.** The Kansas Children's Service League is a not-for-profit agency responsible for finding families for Kansas kids through a statewide contract with the Kansas Department of Social and Rehabilitation Services; in addition to preparing and supporting adoptive families, The Kansas Children's Service League sponsors a statewide network of family foster homes.

- Responsible for establishing a for-profit subsidiary with a business plan directed toward marketing the business methods developed by Kansas Children's Service League in managing risk-based contracts under the SRS Private/Public Partnership
- Established Kansas Innovations, Inc.
- Marketing activities included four presentations at national/state conferences, and four CWLA agencies came to KCSL for a site visit to view ChildPro and learn about the business processes
- Negotiated terms of a contract with Children's Home Society of Florida and

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began discussion to move the KCSL Quality Management Center under Kansas Innovations, Inc

**Regional Administrator, Massachusetts Society for the Prevention of Cruelty to Children, 1992 - 1996.**

- Position was responsible for overall direction and administration of the MSPCC services and resources of the region.
- Established the first MSPCC Early Intervention Program, which provided intensive services to families with children who were physically and/or developmentally delayed
- Accomplished a million-dollar expansion in one year with behavioral health services
- Prepared staff and implemented changes necessary to position the mental health clinic for managed care
- Designed and established the GoodStart Home Visiting Program including the funding

**Director of Training and Technical Assistance Department, National Committee For Prevention Of Child Abuse (Prevent Child Abuse America), 1989 - 1992.**

- Position was responsible for the establishment of the NCPA Training and Technical Assistance Department and the design and provision of all training and technical assistance activities as directed by NCPA goals and objectives
- Supervised six national staff members, a variety of national consultants, and student interns

**PUBLICATIONS AND PRESENTATIONS**

Scott, J: "First Children's Trust Fund Legislation Passed" Prevention Focus, Vol. 1, No. 1, National Committee for Prevention of Child Abuse, Summer 1980.

Martin, M.J.; Scott, J; Pierron, J.; Bauerle, B.: "The Kansas Family and Children's Trust Fund: Funding Prevention Programs into the 80's" Presented at the International Congress on Child Abuse and Neglect, Paris, France. September 1982. Accepted for publication in the International Child Abuse and Neglect Journal.

A Summary of Children's Trust Funds, NCPA Working Paper #20, 1986.

Chapter Public Awareness Manual, NCPA National Media Campaign, NCPA, 1986.

The Children's Trust Fund Resource Handbook, NCPA Working Paper #36, 1987.



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1987 Annual Report, Children's Trust and Prevention Funds, NCPA, Working Paper #841.

1988 Annual Report, Children's Trust and Prevention Funds, NCPA, Working Paper, 1989.

Numerous workshop and keynote presentations at local, state and national conferences

## **COMMUNITY INVOLVEMENT**

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Member, Board of Directors, Advocacy Center for Children, 1995 - 1997.

President, United Service Executive Association (43 United Way agencies), 1995 - 1996.

Member, Worcester Community Corrections Coalition, 1995 - 1996.

Member, Fitchburg Community Corrections Coalition, 1995 - 1996.

Member, Subcommittee on Monitoring and Evaluation, United Way of Central Massachusetts Board of Directors, 1994 - 1996.

Transition Committee – negotiating a merger, Daybreak Resources, 1996.

Secretary of Board of Directors, Daybreak Resources for Women and Children, 1994 - 1995.

Member, Board of Directors, Daybreak Resources for Women and Children, 1993 - 1995.

Member, Healthy Families Massachusetts, Training Team, 1992 - 1996.

## **EDUCATION**

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**Washburn University**, Topeka, Kansas, 1978.

**Barnes School of Business**, Denver, Colorado, 1968.

**Kansas State University**, Manhattan, Kansas, 1959.



**Monica E. Oss, M.S.**  
*OPEN MINDS* Chief Executive Officer and Senior Associate  
163 York Street, Gettysburg, Pennsylvania 17325-1933  
717-334-1329; Fax: 717-334-0538; E-mail: monicaoss@openminds.com



## EXPERIENCE

---

**Chief Executive Officer and Senior Associate, *OPEN MINDS***, November 1987 - Present.  
*OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health

- Executive editor of the *OPEN MINDS* periodical and survey publications:
  - ◆ *OPEN MINDS, The Behavioral Health & Social Service Industry Analyst Newsletter*
  - ◆ *OPEN MINDS On-Line Industry News*
  - ◆ *OPEN MINDS RFP HotLine Service*
  - ◆ *OPEN MINDS* Yearbook of Managed Behavioral Health Market Share in the United States
  - ◆ *OPEN MINDS* Directory of Technology Vendors & Products in the Behavioral Health & Social Service Fields
  - ◆ *OPEN MINDS* Report on Technology Applications in the Behavioral Health & Social Service Fields
- Lead faculty member for *OPEN MINDS* Management Institutes and Keynote speaker, and moderator at industry events through *OPEN MINDS* speaker bureau
- Leads the *OPEN MINDS* industry research and management consulting practice

**Vice President, Marketing, American PsychManagement, Inc.**, July 1985 - October 1986.  
American PsychManagement (now ValueOptions) was a privately held company providing managed behavioral health and employee assistance programs.

- Responsible for all aspects of marketing including strategic planning, product development, sales, client relations, advertising and public relations
- Worked as part of the team that brought annual sales from \$400,000 to \$7,000,000, during the first twelve months as Vice President, Marketing
- Provided monthly marketing budgets and revenue forecasts to representatives of venture capital firms for cash planning purposes
- Worked directly with clients including Fortune 1000 companies, major insurance carriers, national HMO companies, and union health funds

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**Vice President, Marketing, United Health Maintenance, Subsidiary of Crown Life & Health Insurance Company**, November 1982 - July 1985. United Health Maintenance was a wholly-owned subsidiary of Crown Life & Health Insurance Company of Toronto that provides a wide range of epidemiological, risk management, and preventive health services for insurance companies, corporations, and union health funds. The company's programs include risk assessment service, health screening programs, health risk appraisals, wellness programs, disease management programs, and occupational health risk management programs.

- Designed and implemented a product development plan updating the company's traditional service line with new technical and clinical developments, includes supervising the development of the new service lines and a clinical database/information system supporting all service lines
- Developed marketing program for the company's new service lines, including product name and logo design, printed and audiovisual sales aids, and sales product manual
- Designed and implemented a sales support program for the company's service lines for Blue Cross plans and brokerage firms that included marketing and pricing strategies, incentive sales compensation, sales training program and a computerized proposal system

**Marketing Director & Account Manager, Mediscreen, Inc.**, April 1978 - November 1982. Mediscreen was a company that provided occupational health programs for corporations involved with manufacturing processes using toxic agents, analyzing medical data to detect statistically significant incidence of occupational illnesses.

## **RELATED EXPERIENCE**

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**Executive Editor**, *Behavioral Health Management Magazine*, Cleveland, OH, 1995 - Present.

**Advisory Board Member**, Shippensburg University Masters Certificate In Health & Human Service Management, 2005 - Present.

**Chairman of the Board**, Adams County Arts Council, 1999 - Present.

**Chair**, Judging Committee Eli Lilly & Company Behavioral Healthcare Leadership Award, 1995 - 2002.

**Chair**, Behavioral Health Track, National Managed Health Care Congress, 1988 - 2001.

**Board Member**, Access, Inc./Adams County Head Start, Gettysburg, PA, 1994 - 1998.

**Board Member**, York-Adams Mental Health/Mental Retardation Board, Gettysburg, PA, 1994 - 1997.

**Planning Group for Best Practices in Rural Behavioral Managed Care Sponsored by the Federal Office of Rural Health Policy**, 1997.



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**Member**, Behavioral Health Care Standards, Advisory Panel of the Council on Accreditation of Service For Family & Children, Inc., New York, NY, 1994 - 1996.

**Senior Consultant**, 1994 - 1996, Managed Care Technical Advisory Group, National Council of Community Mental Health Centers, Rockville, MD.

**National Dialogue Advisory Board Member & National Conference Lecturer**, 1994 - 1996, Institute For Behavioral Healthcare, San Francisco, CA.

**Executive Editor**, 1992 - 1994, *AAPH News*, American Association for Partial Hospitalization, Alexandria, VA.

**Chair**, 1992 - 1994, Managed Behavioral Health Program, Annual Conference of The National Council of Community Mental Health Centers.

**Testifier**, 5/18/94, Presented testimony to members of the Pennsylvania General Assembly on mental health benefit policy.

**Panelist**, 1991, 'Managed Mental Healthcare' Videotape, National Council of Community Mental Health Centers, Rockville, MD.

**Instructor**, 1989 - 1991, 'Marketing Of Services' and 'Marketing of Health Services', Johns Hopkins University, School Of Continuing Studies, Baltimore, MD.

**Visiting Instructor**, 1990, Marketing Research, Shippensburg University, Shippensburg, PA.

**Served on the Child Welfare League Committee on Managed Care for Children in Foster Care**, which produced Making Managed Health Care Guide For Kids In Foster Care: A Guide To Purchasing Services and Managed Health Care Guide For Caseworkers and Foster Parents, 1996.

## **SELECTED PUBLICATIONS**

---

"The Effects of Behavioral Health Policy on County Government: Implications for County Health, Human Service, & Workforce Programs", *OPEN MINDS* Newsletter, July, 2004, Volume 16, Issue 4, p.2.

"Is Outsourcing in Our Future in Behavioral Health & Social Services?" *OPEN MINDS* Newsletter, May 2004, Volume 16, Issue 2, p.1.

"The Evolving Role of Customer Expectations: New Role Created For Marketing In Behavioral Health & Social Services", *OPEN MINDS* Newsletter, April 2004, Volume 16, Issue 1, p.1.

"Eight Strategies For Human Resources Development", Behavioral Health Management Magazine, March/April 2004, Volume 24, Number 2, p.22.

"The Synergies of Integration: Only Time Will Tell If New Administrative Models Deliver On Their Proposal to Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families" 60  
Prepared for Bureau For Children and Families, Department of Health & Human Resources, State of West Virginia  
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Promise”, *OPEN MINDS* Newsletter, March 2004, Volume 15, Issue 12, p.1.

“Government Budget Woes Bring a Changing Financing Landscape to Behavioral Health Field in 2004”, *OPEN MINDS* Newsletter, February 2004, Volume 15, Issue 11, p.1.

“Keeping the Board of Directors on Track”, Behavioral Health Management Magazine, November/December 2003, Volume 23, Number 6.

“*OPEN MINDS* Yearbook of Managed Behavioral Health & Employee Assistance Program Market Share in the United States, 2002-2003”, September, 2002.

“Technology Applications In The Behavioral Health & Social Service Fields: The 2002 *OPEN MINDS* Survey Addition”, November, 2001.

“*OPEN MINDS* Directory of Technology Vendors & Products in the Behavioral Health & Social Service Fields, 2001-2002 Edition”, June 2001.

“*OPEN MINDS* Directory of HMO Behavioral Health Benefit Management, 2000 - 2001”.

“Behavioral Health Cost Study Conflicts With HCFA Actuarial Estimates”, *OPEN MINDS Newsletter*, March, 1994, Volume 7, Issue 12, p.10.

“What Performance Standards are Used to Evaluate Managed Behavioral Health Plans?”, *OPEN MINDS Newsletter*, March, 1994, Volume 7, Issue 12, p. 4.

“Marketing Guidelines For Providers of Mental Health And Chemical Dependency Services -- Responding To Changes In The Packaging And Purchase of Behavioral Health Benefits,” *Health Marketing Quarterly*, Volume 10, Issue Number 3/4, 1993, pp. 129-136.

“Managed Behavioral Health Market Share In The United States,” 1992, Behavioral Health Industry News, Inc., Gettysburg, Pennsylvania, 1992.

“How Is Quantitative Data Used To Design, Select, And Evaluate Managed Behavioral Health Programs,” with John Krizay, *OPEN MINDS Newsletter*, January, 1992 Volume 4, Number 10, p. 4-5.

*Readings In Marketing of Services* (for Johns Hopkins University, Course #762 436), Editor, Kinko's Copies Professor Publishing, 1990.

*Readings In Marketing of Health Care Services* (for Johns Hopkins University, Course #762.436), Editor, Kinko's Copies Professor Publishing, 1990.

“Developing Marketing Strategies For Charitable Behavioral Health Organizations - Marketing Planning, Marketing Consultants, And Unique Considerations.” *Journal of Marketing For Mental Health*, Winter, 1990.

*How To Succeed In A Turbulent Market: Practice Enhancement And Marketing For Mental Health Practitioners, Marketing Workbook*, with Michael Freeman, M.D., and Gary Lang, MPH,



Proposal to Provide Assistance in the Development of a Five Year Strategic Plan and the Establishment of an Effective Organizational Vision for the Future of the Bureau for Children and Families  
Prepared for Bureau For Children and Families, Department of Health & Human Resources, State of West Virginia  
Prepared by *OPEN MINDS*//September 3, 2008

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Trends In Inpatient Behavioral Health Utilization-- An Analysis of NIMH Data From 1980 and 1986, with John Krizay, Behavioral Health Industry News, Inc., Gettysburg, Pennsylvania, 1989.

## **EDUCATION**

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**Doctoral Program**, George Washington University, School of Business & Public Administration, Washington, D.C., 1988 - 1996.

Primary Field: Marketing/Business Administration. Supporting Field: Health Policy. Doctoral coursework completed.

**M.S. Program**, University of Minnesota, Graduate School, Agriculture, 1979.

**B.S.**, University of Minnesota, College of Agriculture, Graduated With High Distinction, Soil Science\Agriculture, 1977.

**Undergraduate Studies**, Music, Macalester College, St. Paul, Minnesota, 1974-1976.

**Regional Finalist**, White House Fellowship Program, 1988.

**Recipient**, University of Minnesota, Mulvehill-Gregor Scholarship for Academic Excellence, 1976.

**National Merit Scholar**, 1974.



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## **EXPERIENCE**

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**Research Analyst, *OPEN MINDS***, July 2008 - Present. *OPEN MINDS* is a national market research and management consulting firm specializing in behavioral health, social services, long-term care, and public health.

- Conducts research projects from various sources (library, database searches, on-line resources, telephonic and fax surveys, etc.)
- Collects and analyzes information and data to be used in preparing appropriate documents, graphs, and charts to present data as needed with consulting projects
- Writes and edits project deliverables and assists consultants in writing and editing special reports, document sections as required
- Assists with writing and/or editing proposals and reports

**RFP Hotline Editor, *OPEN MINDS***, December 2005 – July 2008

- Responsible for production of a daily listing of funding opportunities available nationwide in the fields of behavioral health and social services
- Duties required:
  - Web searches of federal, state, county, and municipal procurement sites and newspaper classifieds for Requests for Proposals (RFPs)
  - Entry of information into Access database
  - Generation of reports
  - Editing and e-mailing report to subscribers
- Additional responsibilities included the filing and managing of FOIA requests with agencies issuing RFPs to gather contract information

**Bulk Sales Coordinator, *Discount Fabrics USA***, Thurmont, MD, January 2005 – October 2005.

- Responsible for managing and facilitating sales to wholesale clients
- Additional duties included: database maintenance, shipping, inventory management, and customer service



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**Library Media Specialist/Administrative Assistant, Mother Seton School, Emmitsburg, MD, 1998 – December 2004.**

- Responsible for oversight of library functions and meeting the reading and curriculum needs of students, Grades K-8
- Automated the library card catalog using Microsoft Access
- Raised funds, made selections, and accessioned all library materials
- Organized and supervised library volunteers
- Administrative duties included grant writing and facilitation of the school's reaccreditation process

**Library Clerk, Children's Room, Adams County Library System, Gettysburg, PA, 1996 – 1998.**

- Responsible for matching books to patron needs, preschool-Grade 8
- Presented bi-weekly storytimes for Headstart group
- Trained in use of library's computerized catalog systems

**Intelligence Research Specialist, Soviet Studies Division, Air Force Intelligence, USAF, Washington, D.C., 1982-1989.**

- Responsible for tracking and reporting developments in the Soviet economy, particularly with regard to its impact on Soviet defense
- Represented the Air Force on Intelligence Community papers at Community-wide meetings on topics related to the Soviet economy

**Research Analyst, Advanced International Studies Institute, Washington, D.C., 1981-1982.**

- Responsible for maintaining a content survey of Soviet publications and reporting on Soviet economic issues

## **EDUCATION**

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**MS Access I and II Certification, Harrisburg Area Community College, Gettysburg, Pennsylvania, 2000.**

**M.A., Economics, Indiana University, 1980.**

**B.A., Political Science, Ohio State University, 1978.**



## Appendix C – Example of Strategic Plan Key Performance Indicators

Key performance indicators (KPIs) are financial and non-financial measures used by the management team to ensure that the agency is moving forward in achieving its strategic objectives. Driven by structured data from the information system, the KPIs represent those data points that measure the “health” of the agency in five major categories:

**Financial** – These measures reflect the overall financial status of the Bureau for Children and Families (BCF).

**Customer** – These measures reflect customer satisfaction (both consumer and network provider) with the Bureau for Children and Families’ products and services.

**Innovation** – These measures reflect the Bureau for Children and Families’ commitment to acquiring and implementing new knowledge.

**Internal** – These measures reflect the overall health of the Bureau for Children and Families’ internal processes.

**Progress Toward Strategic Actions** - This is a methodology for capturing and reporting the progress of critical tasks and strategic actions.

Key performance indicator measures are reported for the current month as well as the previous 12 months to assist the Bureau for Children and Families in identifying trends and instituting corrective actions or special studies.

## **Recommended Sample Key Performance Indicators for The Bureau for Children and Families**

### **Financial Measures**

These Key Performance Indicators reflect the overall financial status of the Bureau for Children and Families.

#### **Current Month's Revenue, Budgeted Revenue, and Variance by Product Line**

The Bureau for Children and Families would extrapolate this information from its routine monthly financial reporting.

#### **Number of Consumers Served by Product Line**

This is the unique count of consumers served by the Bureau for Children and Families in total and in each Product Line during the given month.

#### **Lag Days by Product Line**

Lag days are a calculation used to determine financial liability for payment of network providers. It is the average number of days from date of service to provider payment for the service for all claims paid in the given month. Thus, if the Lag Days measure for Mental Health Services is 45 days, this means that, on average, there is a 45 day lag between when services are rendered and when the Bureau for Children and Families pays the network provider.

#### **Preliminary IBNR (Incurred But Not Received)**

This is the contingent liability of the Bureau for Children and Families for the cost of services that have been authorized and received by consumers but for which no claims for payment has been received from network providers. One critical aspect of financial risk management is the on-going estimation and set-aside of sufficient financial reserves to cover the costs of care under the proposed managed care model. Thus, if the amount is \$200,000, this means that the Bureau for Children and Families has authorized \$200,000 in provider payments for which it has not yet received claims. This preliminary IBNR is very conservative because it assumes that 100% of the authorized services will be rendered. As the Bureau for Children and Families collects authorization and payment information over time, it can fine-tune the IBNR calculation to reflect historical trends in actual service delivery.





*OPEN MINDS* recommends that a fifth financial measure be added as soon as the Bureau for Children and Families develops more accurate unit cost reporting capabilities:

### **Average Payment and Cost per Unit of Service**

The Bureau for Children and Families would generate average payment per unit information for the previous month's services from its MIS and calculate the cost per unit using the new cost-finding methodology.

### **Customer Measures**

These Key Performance Indicators reflect consumer and network provider satisfaction with the Bureau for Children and Families.

#### ***Number of Consumer Inquiries***

**Number of Consumer Complaints**

#### ***Number of Authorization Appeals***

**Number of Grievances**

**Appeal Overturn Rate**

**Grievance Overturn Rate**

These are a collection of measures reflecting consumer inquiries, complaints, and service authorization appeals. An inquiry is defined as any phone contact inquiring about the Bureau for Children and Families or its services. A complaint is defined as a verbal or written complaint about the Bureau for Children and Families or its services. Appeals are verbal or written complaints about the denial or reduction in service authorizations by the Bureau for Children and Families for a specific consumer. Grievances are written complaints about denied appeals. (Appeals and grievances can be filed by the consumer, advocates, or providers.) The total number in each category are gathered by the Bureau for Children and Families and reported for the given month.

The two Overturn Rate measures are the percentage of appeals or grievances that were reversed (that is, additional services were authorized after initial denial or reduction) over the past three months. (The three month figure can be changed over time based upon the volume of appeals and grievances.)

#### **Number of Network Provider Inquiries**

#### **Number of Network Provider Complaints**

These network provider inquiry and complaint measures are gathered by the Bureau for Children and Families and reported using the same methodology as



with the Consumer Inquiries and Complaints. (Appeals and complaints measures are captured above.)

### ***Average Number of Days to Care Access by Product Line***

This measure reflects the how rapidly potential clients are seen by the Bureau for Children and Families. The Bureau for Children and Families would use its MIS to calculate the average number of days between initial referral to the first service for clients who have an initial face-to-face contact during the given month.

Once the Bureau for Children and Families has selected performance measurements for both internal and external providers, additional KPI measures should be added to this section to report performance.

### **Innovation Measures**

These key performance indicators measure the Bureau for Children and Families' commitment to educating the community and staff.

#### **Number of Community Trainings / Workshops / Education Services**

This measure is used to reflect the Bureau for Children and Families' efforts to educate the community and providers about behavioral health, disease management, and prevention. The number of contacts (defined as a training, workshop, or educational session) and attendees is reported for the given month.

#### ***Number of Staff Training Days***

This measure reflects the Bureau for Children and Families' commitment to continually educating its internal and external clinical and non-clinical staff. The Bureau for Children and Families reports the number of days in the given month that staff attended continuing education training related to their job functions.

### **Internal Measures**

These key performance indicators reflect the overall health of the Bureau for Children and Families' internal operations.

#### ***Internal Provider Yield***

Yield is a calculation reflecting the Bureau for Children and Families' usage of the total available clinical staff time for its internal staff. Assuming that the Bureau for Children and Families has already established productivity standards for internal clinical staff, the Yield is the percentage of actual billable hours to the potential

billable hours for internal clinical staff. For example, if there are 1000 potential billable hours in a given month, and the Bureau for Children and Families' internal clinical staff renders 950 hours, the yield for the month would be 95%. Ideally, an agency uses 100% of its potential billable hours.

**Beginning Claims Inventory**  
**New Claim Receipts**  
**Claims Processed**  
**Ending Claims Inventory**  
**Days on Hand**

These calculations reflect the Bureau for Children and Families' internal processing of provider claims for payment. The Beginning Claims Inventory is the number of claims (carried over from the previous month) that have not yet been entered into the MIS for processing. The New Claims Receipts is the number of new claims received during the given month. The Claims Processed is the number of claims processed for payment during the given month, and the Ending Claims Inventory is the remaining number of claims in-house at the end of the month that have not yet been processed. (The Ending Claims Inventory becomes the next months Beginning Claims Inventory.)

The Days on Hand calculation reflects the number of days of provider claims that have been received in-house but have not yet been entered into the MIS and thus are not reflected in current reporting or financial statements. As claims for provider payment come into the Bureau for Children and Families, they should be batched by receipt date. The Days on Hand is calculated at the end of the month by simply counting the number of days from the earliest batch of unprocessed claims to the end of the month. The standard for this measure in the insurance industry is roughly ten Days on Hand.

### ***Data Entry Procedural Accuracy***

*OPEN MINDS* recommends that the Bureau for Children and Families do a weekly audit of 5% of the client registrations and claims entered. This KPI measure is the percentage of records where there were no data entry errors for the entire month.

### ***Dollar Accuracy***

As with the above measure, this KPI measure reflects the accuracy of the dollar amount paid to network providers and should be based upon an audit of 5% of the claims paid in the given month.



## **Progress Toward Strategic Actions**

After the Bureau for Children and Families has reviewed the Strategic Development Plan and recommended actions, the next step will be to detail the tasks and staff assignments in order to accomplish the objectives in the given time lines. *OPEN MINDS* recommends that the Bureau for Children and Families establish critical tasks and milestones as part of this process (most commonly by using project management software to track tasks and assignments). Once this has been completed, the KPI report can have the following additional measure:

### ***Number of Overdue Tasks***

For this measure, the Bureau for Children and Families reports the number of critical tasks toward the strategic actions that are behind schedule at the end of the given month.

