



Bringing market intelligence, management advice, and strategic insights to the health and human service organizations serving consumers with chronic conditions and complex needs

The *OPEN MINDS Circle* Elite Membership Advantage

Market Intelligence + Management Best Practices + Strategic Advice



Who We Are

OPEN MINDS is a national market intelligence, management consulting, and marketing services firm specializing exclusively in the markets of the health and human service field that serve consumers with chronic conditions and complex support needs.

Our Mission

To provide the payers, service provider organizations, and technology and scientific firms that serve these consumers with the market and management knowledge needed to improve their organizational efficiency and effectiveness.

30+ years as the industry's trusted source of market and management information for executives of organizations serving consumers with chronic conditions and complex support needs.

Who Are *OPEN MINDS* Market Intelligence Members?

Our subscribers are the payers and provider organizations that lead the field.

95% of our readers are executives and managers — **48%** of our readers are C-suite senior leaders.



861,000+

OPEN MINDS Circle Members



3,500+

OPEN MINDS Circle Unique Member Organizations



57,700+

OPEN MINDS Monthly Website Visitors

71,200+

Opt-In Email Addresses

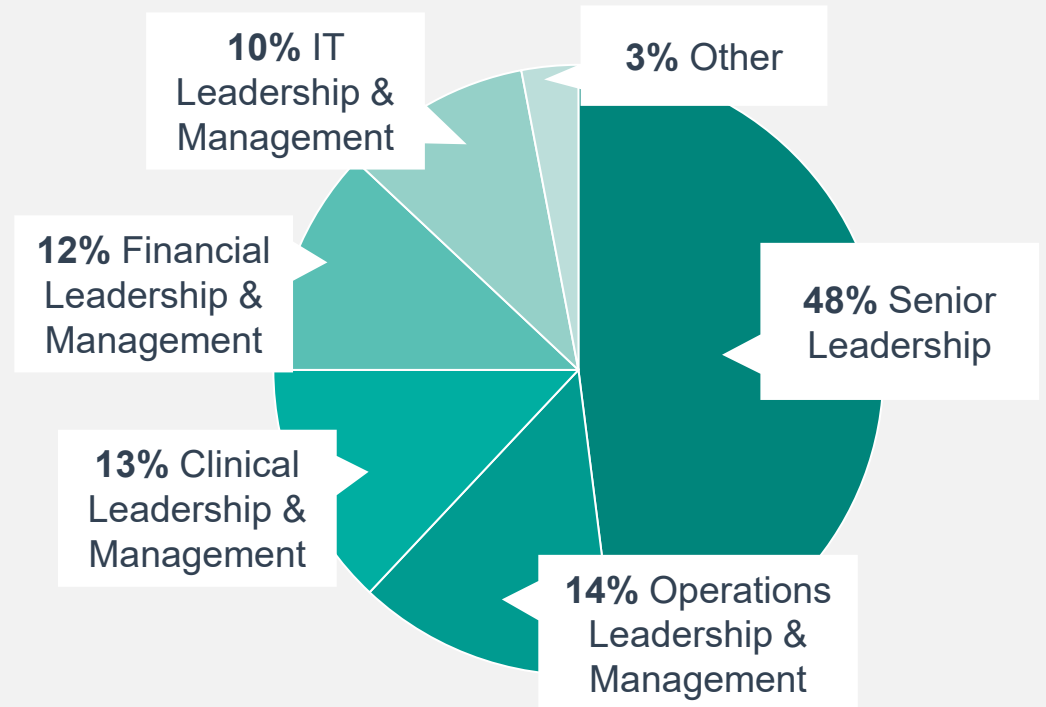
3.75x

Email Sharing / Forwarding Rate

176,680+

Monthly Page Views

OPEN MINDS Circle Audience



The *OPEN MINDS* Circle Elite Membership Advantage

OPEN MINDS is the go-to source for market information, best practice management education, and strategic insights and advice.

Powered by 33 years of experience, *OPEN MINDS* has the largest proprietary market intelligence database in the field, and a national team of over 200 senior advisors, analysts, and subject matter experts.

Our trusted brand, long-time relationships, and strategic expertise provide the most effective path to executive decision-making in the markets serving complex consumers.



861,000+ *OPEN MINDS* Circle Members
3,500+ *OPEN MINDS* Circle Member Organizations

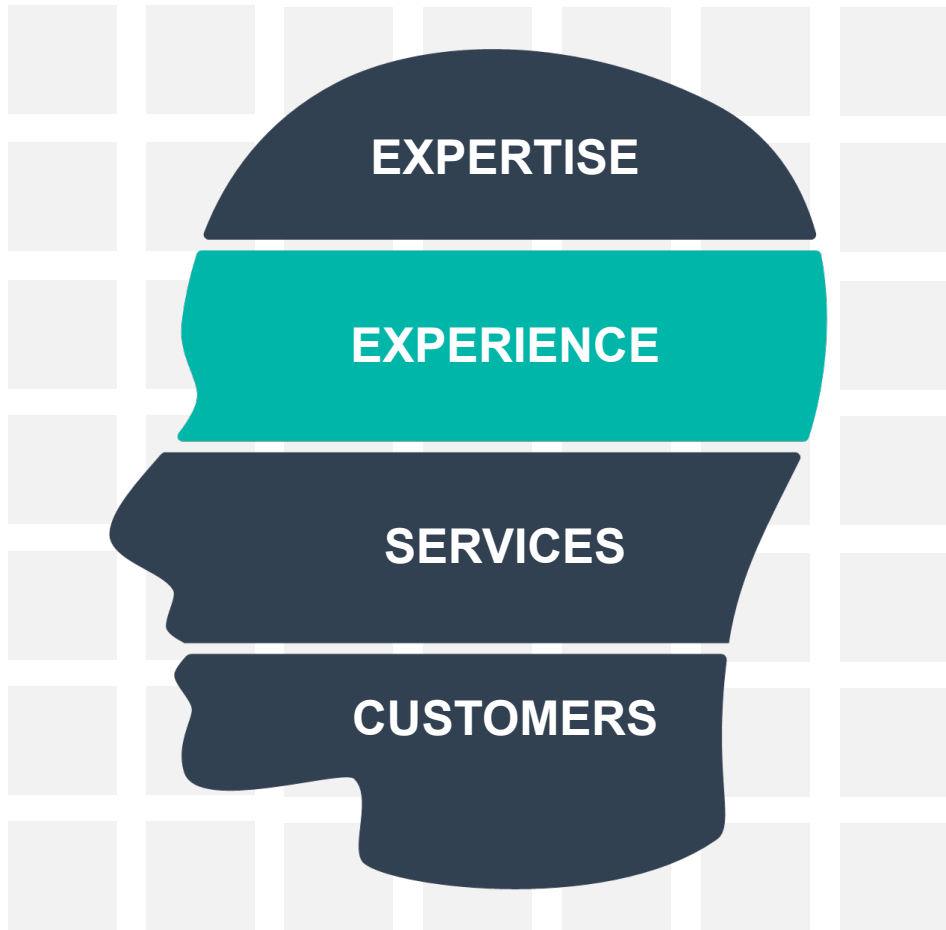
Focused On Deep Expertise



Deep expertise in the health and human service markets serving consumers with chronic conditions and/or complex support needs.

- Mental health services
- Addiction treatment
- Behavioral management
- Chronic condition management
- Long-term care services and supports
- Intellectual and developmental disabilities supports
- Autism services
- Alzheimer's and dementia support services
- Social services
- Special education
- Child welfare
- Juvenile justice
- Corrections health care

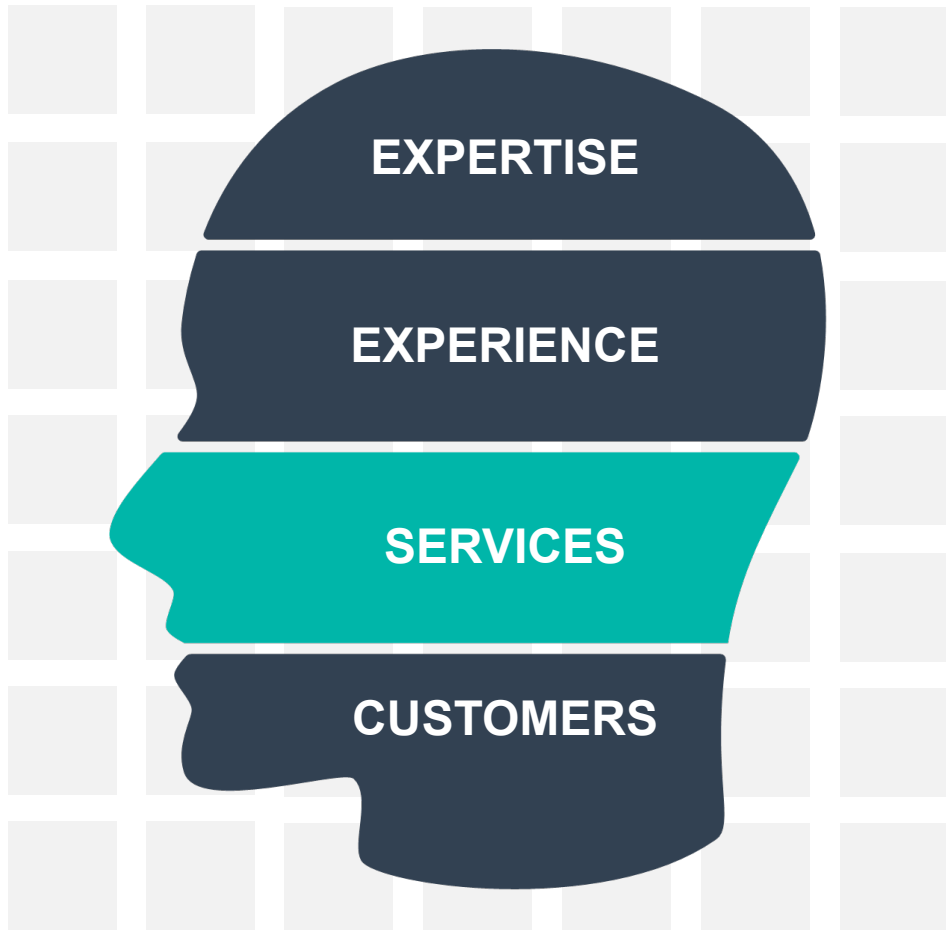
Powered By In-The-Field Experience



The *OPEN MINDS* team is powered by a unique national team of +200 senior advisors, subject matter experts, and analysts with hands-on management experience.

- Executives with in-the-field experience to go beyond the market developments to market insights
- A team with the collective tradecraft to translate market insights into successful strategies
- Executives with hands-on experience to make strategy a reality

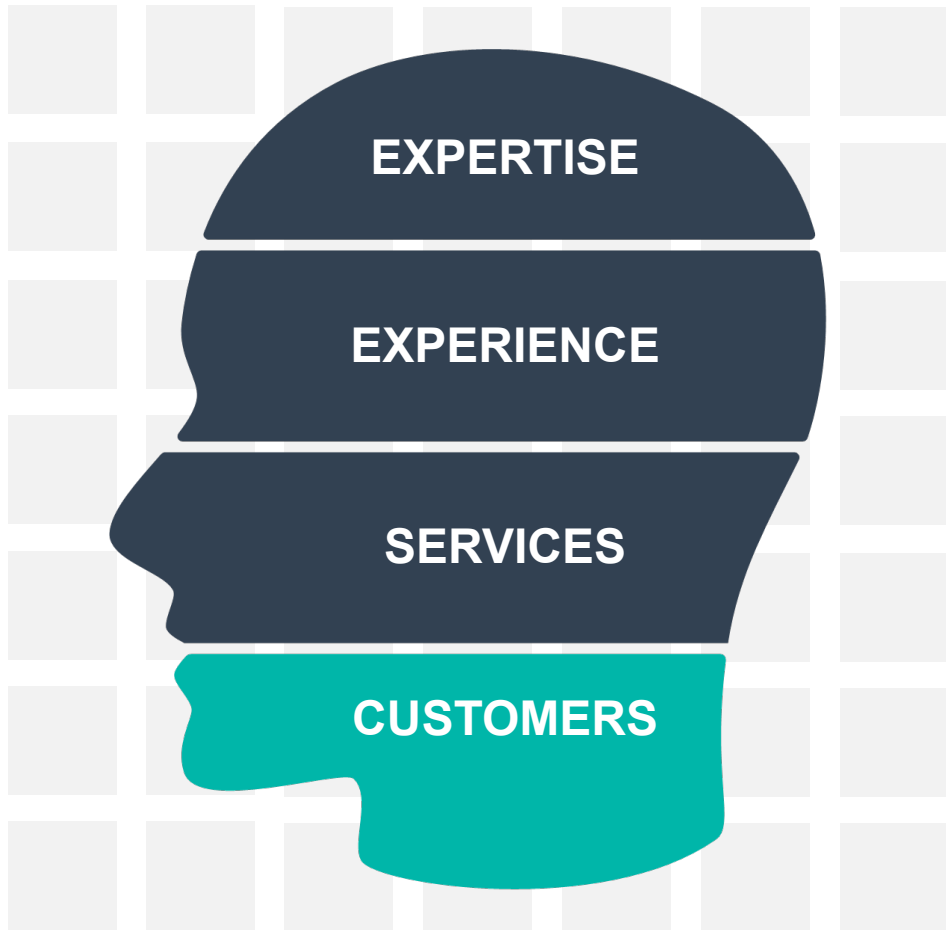
A Full-Service Firm



A full-service firm providing comprehensive business solutions to organizations serving consumers with chronic conditions and/or complex support needs.

- Market intelligence — market monitoring, market analysis, and reference databases
- Executive and management education programs and events
- Management consultation and technical assistance
- Market research, strategic insights, and marketing and business development strategy
- Marketing and business development support and execution — communications, promotions, media buys, and business development support

Reaching Across The Service Continuum



The *OPEN MINDS* team delivers transformational business solutions to our customers and partner organizations.

- Provider organizations
- Health systems
- Health plans
- Accountable care organizations
- State and county government health/human service agencies
- Investors and acquisition-focused organizations
- Pharmaceutical and biotechnology firms
- Technology companies
- Software and tech-solution organizations

Why Invest In An *OPEN MINDS* Elite Membership?

Get the edge on your strategic planning, sustainability, and business development efforts. An Elite-level membership is organization-wide! It provides every team member in your organization **unlimited access to *OPEN MINDS* 500,000+ on-demand resources, tools, and datasets**, as well as **registrations for all five national *OPEN MINDS* Executive Institutes**.

Your entire team can get the Elite advantage for just \$834 a month! To learn more and sign up now, visit: www.openminds.com/elite

Contact us for a meeting or a private demonstration of the full suite of Elite market intelligence benefits.

Send us an email: openminds@openminds.com

Give us a call: 855-559-6827

“Thanks for what you and your team do every day to help our industry manage through crisis, recovery and beyond — by informing our perspectives for both short-term and long-term view. I can’t imagine trying to think strategically in the midst of so many moving parts without your market intel.”



Luanne Welch, President & Chief Executive Officer, Easter Seals UCP NC & VA

“We saw your strategic advice on cash-paying customers and we’re trying to think about how to do that. You help us stay tuned to new market opportunities and business development possibilities.”



Patrick Maynard, President & Chief Executive Officer, I Am Boundless

The *OPEN MINDS* Circle Market Intelligence Service

Market Information	Industry Databases	Best Practice Management Information	Management Assessments & Learning Communities	Strategic Advice & Strategic Insights	Executive Education & Workforce Development
<ul style="list-style-type: none"> ▪ <u>The OPEN MINDS News Wire</u> – daily coverage of the new developments that affect strategy ▪ <u>OPEN MINDS Market Intelligence Reports</u> – statistics and data needed for strategy and planning ▪ <u>The OPEN MINDS State Profile Series</u> – deep dive, in-depth information for every state ▪ <u>OPEN MINDS Profiles From The Field</u> – quick reference organizational and program profiles 	<ul style="list-style-type: none"> ▪ <u>OPEN MINDS Intelligence Explorer Database</u> – Health plans, ACOs, provider organizations, care coordination organizations, government health and human service agencies ▪ <u>Health Tech Navigator</u> – database of health and human service technology solution vendors ▪ <u>The OPEN MINDS Government Contracts Database</u> – health and human service RFPs and contract awards ▪ <u>The OPEN MINDS Winning Proposal Library</u> ▪ <u>The OPEN MINDS Industry Resource Library</u> – a searchable library of 500,000 proprietary resources 	<ul style="list-style-type: none"> ▪ Deep-dive <u>how-to seminars and toolkits</u> – available virtually and on-site ▪ The monthly <u>OPEN MINDS Management Newsletter</u> – bringing hands-on, how-to perspectives on key management issues from OPEN MINDS senior advisors ▪ <u>OPEN MINDS Circle Elite Executive Roundtables</u> – a weekly small group live discussions with industry thought leaders 	<ul style="list-style-type: none"> ▪ <u>The OPEN MINDS Financial Strength Assessment</u> ▪ <u>The OPEN MINDS Strategic Technology Assessment</u> ▪ <u>The OPEN MINDS Value-Based Reimbursement Readiness Assessment</u> ▪ <u>The OPEN MINDS Managed Care Competencies Assessment</u> ▪ <u>The OPEN MINDS CFO Consortium</u> 	<ul style="list-style-type: none"> ▪ Annual senior team members <u>Virtual Briefing On Health & Human Service Industry Trends</u> ▪ <u>Quarterly Quick Consult</u> with one of our senior advisors ▪ <u>OPEN MINDS Circle Elite VIP Networking Group</u> ▪ <u>OPEN MINDS Circle Executive Briefing</u> – providing perspectives on strategic implications of the changing landscape ▪ <u>Monthly executive digest service</u> – customized information for each team member 	<ul style="list-style-type: none"> ▪ <u>OPEN MINDS Leadership & Management Certificate</u> ▪ <u>Five annual executive institutes</u> – performance management, strategy and innovation, management best practice, technology and analytics, and leadership ▪ <u>Seven annual summits</u> – mergers and acquisitions, I/DD, children's services, whole person care... ▪ <u>Ten deep-dive how-to management seminars</u> – strategy, marketing, technology, value-based contracting, mergers and acquisitions...

1. News Wire

Keep on top of the news and developments needed for cutting-edge strategy. News of the field — accessible to members only — is published on the *OPEN MINDS Circle* website every day and a weekly digest is sent to our subscribers by email on Sunday nights, just in time for the week ahead. Our team covers all the developments in seven key domains:

- Mental health and addiction services
- Child and family services
- Cognitive disability services
- Social services
- Disability support and long-term care services
- Chronic disease management services
- Strategic health care news

We cover developments in mergers and acquisitions; regulatory changes; lawsuits and court decisions; reimbursement changes; new compliance requirements; new programs and clinical tools; and important market studies.

Mental Health & Addiction Services

Addiction Treatment Best Practices Should Include Pharmacotherapy Plus CBT

Average Signing Bonus For...

Behavioral Health Homes De...

Health Care Costs By 26%

FDA Approves MagVenture T...

Compulsive Disorder

Child & Family Services

Youth Villages Intercept Pro...

Mental Health Follow-Up Wit...

Linked To Lower Suicide Ris...

Oregon Child Welfare To Mal...

Effectively Use Family Servi...

Cognitive Disability Services

Massachusetts I/DD Organiz...

Half Of Community-Dwelling...

Prescriptions For Medication...

Social Services

Seattle To Invest In 599 Apartments For Homeless

Disability Support & Long-Term Care Services

Nursing Home CNA Average Hourly Rate Rises

Chronic Disease Management Services

COVID-19 May Trigger Onset Of Diabetes

OPEN MINDS WEEKLY NEWS WIRE | August 16, 2020

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CMS Expands Medicaid HCBS Retainer Payment From 30-Day To 90-Day Limit

On June 30, 2020, the Centers for Medicare & Medicaid Services (CMS) expanded the duration of Medicaid retainer payments from the usual 30-day limit to up to three 30-day periods during the coronavirus disease 2019 (COVID-19) emergency. In ordinary times, such payments are intended to preserve staff capacity at home- and community-based services (HCBS)... [Full Article](#)

carelogic
EHR TECHNOLOGY & SERVICES
Uniquely flexible
Highly configurable

NEWS REPORT | August 11, 2020

CMS Expands Medicaid HCBS Retainer Payment From 30-Day To 90-Day Limit

On June 30, 2020, the Centers for Medicare & Medicaid Services (CMS) expanded the duration of Medicaid retainer payments from the usual 30-day limit to up to three 30-day periods during the coronavirus disease 2019 (COVID-19) emergency. In ordinary times, such payments are intended to preserve staff capacity at home- and community-based services (HCBS) provider organizations when a participant is hospitalized or otherwise absent and not receiving services from the provider organization. States have also paid retainer payments during emergencies and natural disasters when individuals are unable to receive services. States can request that retainer payments cover both personal care and habilitation provider organizations by completing the Appendix K template, assuming the habilitation service includes assistance with activities of daily living or incidental activities of daily living.

CMS designed Appendix K more than a decade ago to help states accelerate changes to their Medicaid 1915(c) HCBS waiver operations during emergencies or to request emergency amendments. To support the specific types of flexibilities that states are asking for during the COVID-19 pandemic, CMS designed an Appendix K template addendum that has been pre-populated with commonly requested and relevant program changes. To date, 47 states and the District of Columbia have filed Appendix K templates. Another six states, which operate their HCBS under 1115 demonstration waivers have filed an 1115 amendment to make changes that could affect retainer payments.

In guidance to its members, the National Association of State Directors of Developmental Disabilities Services (NASDDDS) emphasized that CMS counts consecutive program days toward the duration limit, not 30 calendar days. The count to 30 days pauses if there is an interruption in the days for which a retainer payment is rendered

[Click Here For Daily News Updates](#)

2. Curated Monthly Digests

Want just our coverage on a particular state, market segment, or a management topic? That's why we offer our curated monthly digests. Select from:

- All 50 states and The District Of Columbia
- **The complex consumer market domains:** mental health and addiction services; child and family services; social services; disability support; and long-term care chronic disease management
- **Strategic topics:** care coordination/integration programs; technology and information management; treatment technology; value-based reimbursement, performance, and financial management; strategy and strategic planning; managed care financing and service delivery; marketing planning and business development; Medicaid, and Medicare

In a single email summary, get a list of everything recently posted by the *OPEN MINDS* team.



[Click Here To Manage Your Account Preferences](#)

3. Market Intelligence Reports

The organizations with the best information are more likely to have the winning strategies. We provide the market intelligence on the field that fuels the strategy development process.

Our market intelligence service provides a broad range of critical information. Most notable is our series of reports on market size in the complex consumer domains — including total spending on mental health, addiction services, child welfare and foster care services, children's services, juvenile justice, autism, I/DD services, long-term care, corrections health care, and more.

We survey all 4,000+ U.S. health plans every year on their programs and models for managing consumers with behavioral disorders and chronic conditions. We also survey specialty provider organizations each year on the critical topics — revenue from value-based payment, innovation adoption, executive salaries and retention, and technology investments.

At the request of our Elite members, we produce a range of deep dive reports on topics ranging from telehealth regulation changes in Medicaid, Medicare, and commercial insurance to Medicaid managed long-term care models; to behavioral health carve-out models.

The U.S. Mental Health Market: \$225.1 Billion In Spending In 2019

An *OPEN MINDS* Market Intelligence Report

OPEN MINDS
Turning Market Intelligence Into Business Advantage

April 2020

OPEN MINDS
15 Lincoln Square, Gettysburg, Pennsylvania 17325-1550
717.334.1329 • Fax: 717.334.0328 • www.openminds.com

Executive Summary

The layers of overlapping stakeholders and delivery systems in the U.S. mental health market—and their implications for access and unmet mental health needs—result in systems that are difficult to describe, much less measure.

In 2019, national spending on mental health services totaled \$225.1 billion and accounted for 5.5% of all health spending.

From 2005 to 2019, spending for the U.S. mental health market has increased by 52.1%. During the same time period, the U.S. population increased by 7% from 306.8 million in 2005 to 328.2 million in 2019. The U.S. inflation rate was -0.36% in 2005 and rose to 2.3% in 2019. U.S. medical inflation rate was 381.1 in 2005 and increased by 34% to 510.7 in 2019.

From 2016 to 2019, mental health spending grew 5.5%. The U.S. population grew by 0.3% from 322.2 million in 2016 to 328.2 million in 2019.

Year	Spending (in billions)
1986	\$31.8
1988	\$36.2
1990	\$39.3
1992	\$47.4
1994	\$50.9
1996	\$53.0
1998	\$58.5
2000	\$59.4
2002	\$63.6
2004	\$63.6
2006	\$70.3
2008	\$70.3
2010	\$70.3
2012	\$70.3
2014	\$70.3
2016	\$70.3
2018	\$70.3
2019	\$225.1

Spending By Payer: Over time, public spending on mental health services has increased, while private spending on mental health services has decreased—likely because of the increase in number of individuals with serious mental illness. In 2019, public payers accounted for the majority (62.7%) of mental health spending at \$140.5 billion, while private payers accounted for the remaining \$84.6 billion (37.3%). In 2009, public payers accounted for the majority (60%) of \$88 billion, while private payers accounted for the remaining \$28 billion (40%).

In 2019, Medicaid was the largest payer with 30% of total spending, followed by private insurance with 25% of spending. In 2009, Medicaid was the largest payer with 27% of spending followed by private insurance with 26% of spending. From 2009 to 2019, Medicaid expanded

State-By-State Changes In Telehealth Rules During The Pandemic Crisis

On March 13, 2020, President Donald Trump declared a national emergency in response to the coronavirus disease 2019 (COVID-19). The national emergency gives public health programs the authorization to modify health care coverage to serve the general population. In response, the Centers for Medicare & Medicaid Services (CMS) has begun issuing section 1135 waivers. Section 1135 of the Social Security Act (SSA) allows public health programs, such as Medicare, Medicaid, and Children's Health Insurance Program (CHIP), to temporarily modify or waive certain health care program requirements. CMS has already issued a number of blanket waivers that modify Medicare provisions (see [Medicare COVID-19 Telehealth Rules, Regulations & Rates](#)).

To provide more comprehensive services to Medicaid beneficiaries, states have the opportunity to submit 1135 waivers. Since the declaration of the national emergency, many states have submitted waiver requests to implement section 1135 waivers. The first section 1135 waiver was approved for Florida on March 16, 2020. From March 17 to March 26, CMS approved waivers for 22 additional states: Alabama, Arizona, California, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Mississippi, Missouri, New Hampshire, New Jersey, New Mexico, North Carolina, North Dakota, Oklahoma, Oregon, Rhode Island, South Dakota, Virginia, and Washington. Afterwards, 11 additional states—Connecticut, Colorado, Delaware, Hawaii, Idaho, Maryland, Massachusetts, Minnesota, New York, Pennsylvania, and Wyoming—were approved for waivers on March 27, 2020. As of May 14, 2020, all 50 states and the District of Columbia have approved 1135 waivers.

Under the 1135 waiver, there are a series of waiver provisions related to provider organization enrollment, prior authorization requirements, appeals, long-term services and supports, and "a plan amendment flexibilities. Each waiver provision category is broken down into specific categories that are not available in all states. For more information, see the following sections:

- Provider Enrollment
- Prior Authorizations
- Appeals
- Long-Term Services & Supports (LTSS)
- State Plan Amendment Flexibilities

MARKET INTELLIGENCE REPORT | January 16, 2020

The 2020 *OPEN MINDS* Medicaid Managed Care Update: A State-By-State Analysis

OPEN MINDS

The most-trusted source of information in the health and human service market focused on consumers with chronic conditions and complex needs

The Tech-Enabled Provider Organization: The 2020 *OPEN MINDS* Health & Human Services Technology Survey

The 2020 *OPEN MINDS* Technology & Analytics Institute

March 10, 2021, 11:30 AM – 12:00 PM ET
Monica E. Oss, Chief Executive Officer, *OPEN MINDS*

www.openminds.com | 15 Lincoln Square, Gettysburg, Pennsylvania 17325 | 717.334.1329 | info@openminds.com | @openmindsdc

qualifacts + CREDIBLE

Top 10 Technologies Most Frequently Adopted By Specialty Provider Organizations, %, 2020

Technology	Adoption % (2020)	Change (2019-2020)
Electronic health record (EHR)	88%	
Telehealth/remote therapy	87%	31% Increase*
Referral tracking/database	65%	
ePrescribing tools and technologies	64%	
Clinical decision support technology	58%	
Practice management technologies and services	57%	
Health information exchange (HIE)	57%	
Fundraising tools and technologies	53%	
Population segmentation/analytics/risk stratification	53%	
Consumer tech-enabled outreach/engagement tools	51%	41% Increase*

*Among organizations responding to the survey in 2019 and 2020.

OPEN MINDS

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Click Here To Access The Market Intelligence Reports

4. State Profile Series

Need a deep dive on the health system in a particular state? We have the resource — our state profile series. Each profile has up-to-date, state-specific market data. There are four profiles on all 50 states and the District of Columbia:

- Behavioral Health System Profiles
- Health Care System Landscape Profiles
- State Medicaid System Profiles
- Dual Eligible System Profiles

Each profile is a wealth of information — the market landscape; health plans and their enrollment; accountable care organizations; state demographics; Medicaid system care coordination initiatives; state government health and human service executives; safety net services; budgets and spending trends; and much more.

California Health & Human Services System Market Profile

B.1. Population Demographics

Total California Population: 39,512,223
Estimated SMI Population: 1,936,099

Population Distribution By Income To Poverty Threshold Ratio

Population Distribution By Age

California & U.S. Racial Composition

New York Behavioral Health System: An OPEN MINDS State Profile

Health & Human Services Market Profile Overview

B.2. Population Centers

MSA	Residents	Percentage
Total MSA	20,201,097	-
New York-Newark-Jersey City, NY-NJ-PA	14,668,376	73%
Buffalo-Cheektowaga, NY	1,127,983	6%
Rochester, NY	1,069,644	5%
Albany-Schenectady-Troy, NY	860,381	4%
Poughkeepsie-Newburgh-Middletown, NY	679,158	3%
Syracuse, NY	648,593	3%
Utica-Rome, NY	289,090	1%
Binghamton, NY	238,691	1%
Kingston, NY	177,573	1%
Other MSA Areas	420,618	2%

New York Health & Human Services System State Profile Report

New York Behavioral Health System: An OPEN MINDS State Profile

New York Long-Term Services & Supports System: An OPEN MINDS State Profile

New York Medicaid System: An OPEN MINDS State Profile

[Click Here To Access The State Profiles](#)

5. Profiles From The Field

To keep our subscribers up-to-date on their key competition, our market intelligence team develops profiles of the leading organizations in the field and their innovative programs.

The organizational profiles are focused on “the biggest, the best, and the most unusual” organizations that are shaping the field. We provide an overview of their service lines, customer base, service areas, and more.

The organizational/program profiles are a compendium of innovative approaches to serving consumers with chronic conditions and complex needs. They are the “next generation” models, and we outline the models, the payers and consumers, and their approach to measuring outcomes.



[Click Here To Access The Organizational/Program Profiles](#)

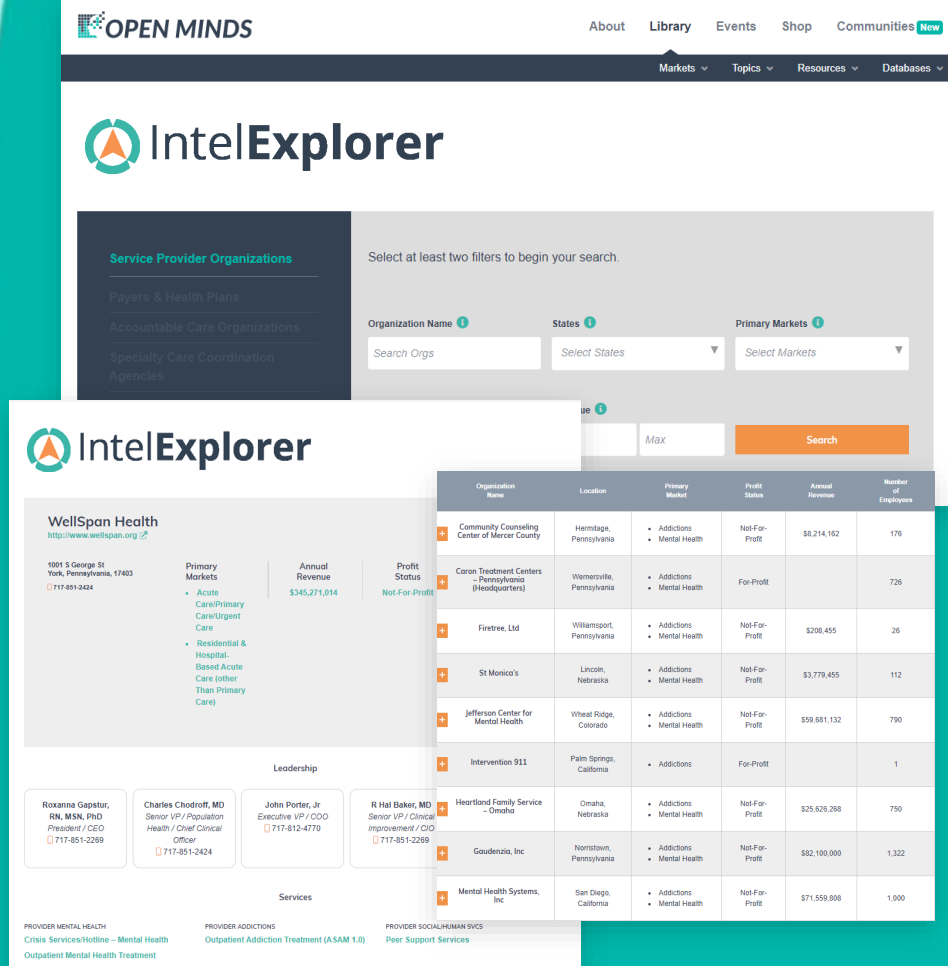
6. Intelligence Explorer

Intelligence Explorer is the go-to, searchable database for information on health and human service organizations serving consumers with chronic conditions and complex needs. Datasets are customizable, downloadable, and available at the click of a button.

Intelligence Explorer was developed to save executives and decisionmakers time while providing the vital information needed to develop a strategy to gain competitive advantage and make better business decisions. Whether you are looking to identify new customers, considering launching a new service line, or trying to find a candidate for a merger or acquisition, Intelligence Explorer is the ideal tool.

Currently, users can search service provider organizations, payers and health plans, with the ability to download an excel file or view a specific organization's profile. Later this year, *OPEN MINDS* plans to release data on accountable care organizations, specialty care coordination agencies, government agencies, and technology vendors.

The tool provides access to key organizational contact information including: organization name, location, contact information (phone number, fax number, website, and address), primary market(s), annual revenue, profit status, number of employees, leadership (name, title, and phone number), and services.



The screenshot displays the Intel Explorer web application. At the top, the 'OPEN MINDS' logo is on the left, and navigation links for 'About', 'Library', 'Events', 'Shop', and 'Communities' are on the right. Below this, a secondary navigation bar includes 'Markets', 'Topics', 'Resources', and 'Databases'. The main header features the 'Intel Explorer' logo and a search prompt: 'Select at least two filters to begin your search.' Below the prompt are three dropdown menus for 'Organization Name', 'States', and 'Primary Markets', each with a search input field. A 'Search' button is located to the right of these filters. The main content area shows a detailed profile for 'WellSpan Health' on the left, including its address, primary markets, annual revenue, and profit status. On the right, a table lists various organizations with columns for Organization Name, Location, Primary Market, Profit Status, Annual Revenue, and Number of Employees. The table includes entries for 'Community Counseling Center of Mercer County', 'Caron Treatment Centers - Pennsylvania (Headquarters)', 'Firetree, Ltd', 'St Monica's', 'Jefferson Center for Mental Health', 'Intervention 911', 'Heartland Family Service - Omaha', 'Gaudenzia, Inc', and 'Mental Health Systems, Inc'.

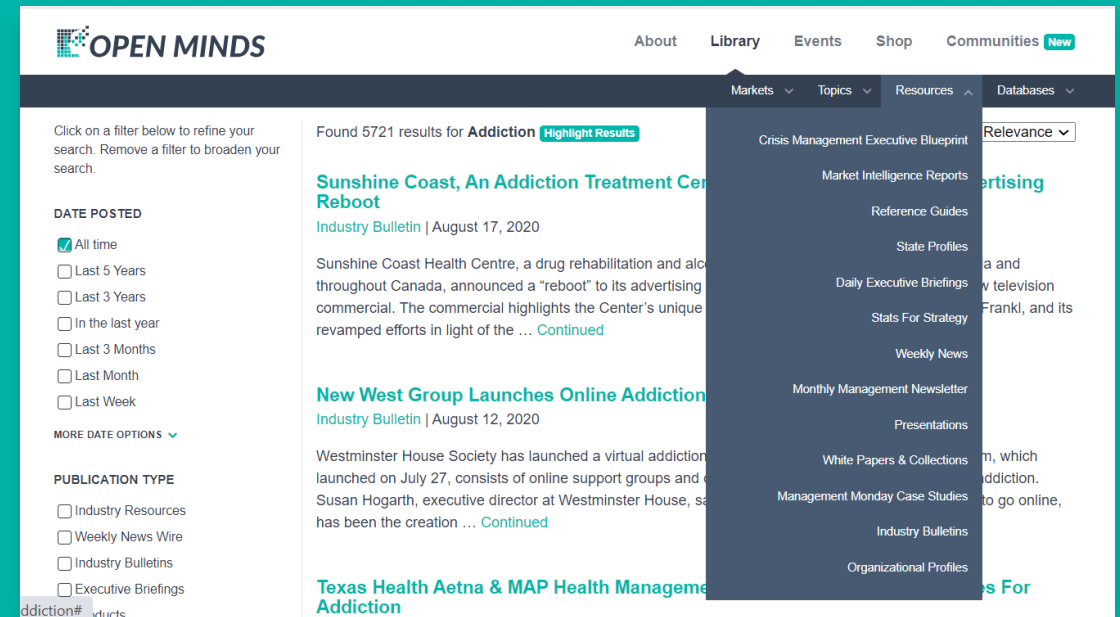
Organization Name	Location	Primary Market	Profit Status	Annual Revenue	Number of Employees
Community Counseling Center of Mercer County	Hemlock, Pennsylvania	Addictions Mental Health	Not For-Profit	\$8,214,162	176
Caron Treatment Centers - Pennsylvania (Headquarters)	Wernersville, Pennsylvania	Addictions Mental Health	For-Profit		726
Firetree, Ltd	Williamsport, Pennsylvania	Addictions Mental Health	Not For-Profit	\$208,455	26
St Monica's	Lincoln, Nebraska	Addictions Mental Health	Not For-Profit	\$3,779,455	112
Jefferson Center for Mental Health	Wheat Ridge, Colorado	Addictions Mental Health	Not For-Profit	\$59,081,132	790
Intervention 911	Palm Springs, California	Addictions	For-Profit		1
Heartland Family Service - Omaha	Omaha, Nebraska	Addictions Mental Health	Not For-Profit	\$25,626,268	750
Gaudenzia, Inc	Norristown, Pennsylvania	Addictions Mental Health	Not For-Profit	\$82,100,000	1,322
Mental Health Systems, Inc	San Diego, California	Addictions Mental Health	Not For-Profit	\$71,559,808	1,000

[Click Here To Access IntelExplorer](#)

7. Industry Resource Library

Looking for a source document for market research or a presentation? The *OPEN MINDS Circle* Industry Library may be the answer. Over the past thirty years, we built a searchable library with 500,000+ resources on the sectors of the field serving consumers with chronic conditions and complex needs. How can you use our library?

- Create competitor (or customer) profiles — their organizational profiles, their new services, their contract awards (and their actual proposals), their organizational metrics, and more.
- Build market profiles for new services — our market size reports, market intelligence profiles with state-by-state detail on waivers, carve-outs, and more.
- Develop a best practice management model based on our thirty years of management newsletters, access to all our seminar and institute briefing decks, and more.
- Understand the payer landscape in any geography — our health plan datasets with enrollment data, our health plan survey data, news on health plan coverage, and more.



[Click Here To Access The Industry Resource Library](#)

8. Government RFP Alerts

The *OPEN MINDS* team tracks every new health and human service opportunity with federal, state, and local new governments. We send you a list of all new Request For Proposals (RFPs) at the end of each business day.

You can then access the full text of each RFP, along with summary contact information and proposal deadlines. Our coverage is focused on six markets:

- Child and family services
- Disability support services and long-term care
- Mental health and addiction services
- Social services
- Health-related and medical services
- Technology, consultation, and training services

This is the most comprehensive RFP database on the market — with 500+ current bidding opportunities and a library of more than 156,000 prior RFPs. There were 10,000+ RFPs in 2021 alone!

OPEN MINDS Update Your Account Preferences
View In Browser | Forward To A Friend

Government RFP

OPEN MINDS MARKET INTELLIGENCE ALERT

August 18, 2020

Child & Family Services

GOVERNMENT RFP (REQUIRES PREMIUM OR ELITE SUBSCRIPTION)
Wisconsin Seeks Quality Care Congregate Care System Consultant Services
AUGUST 18, 2020

GOVERNMENT RFP (REQUIRES PREMIUM OR ELITE SUBSCRIPTION)
Colorado Seeks English Language Training Services
AUGUST 18, 2020

CALIFORNIA CORRECTIONAL HEALTH CARE SERVICES

REQUEST FOR QUOTATION (RFQ) #SD19-00020

Digital Radiography System, Installation, and Maintenance Solution

QUOTE DUE DATE:
Wednesday, December 23, 2019 By 2:00 P.M.

Submit your quote to the following RFQ Contact Person by the Quote Due Date:
RFQ CONTACT PERSON
Jamal Hassan
Email: Jamal.Hassan@cdcr.ca.gov

Quotes must be delivered to 8260 Longleaf Drive, Building C, 3rd Floor, Elk Grove, CA 95758, before 2:00PM on the due date

RFP | January 13, 2020

Kentucky Seeks Medicaid Managed Care Organization Services

RFP Announcement Contract Award Information

Summary

Kentucky Cabinet for Health and Family Services, Department for Medicaid Services seeks a contractor to provide managed care services for Kentucky Medicaid recipients.

Contact

For more information on this opportunity, contact:

Amy Monroe, Buyer, Kentucky Finance and Administration
Office of Procurement Services, 702 Capitol Avenue, Room 095
Phone: 502-564-8625
Fax: 502-564-6013
Email: Amy.Monroe@ky.gov

BIDDING INFORMATION

Bidding for this RFP is currently closed.

Reference Number: 2000000202

Document ID: RFP 758 2000000202

Commonwealth of Kentucky SOLICITATION

Addenda #: No Addenda #:

TITLE: Medicaid Managed Care Organization (MCO) - All Regions

Date Issued: 1/10/20
Record Date: 2020-01-10

Solicitation Closes
Date: 2/7/20
Time: 13:30

Solicitation No: RFP 758 2000000202

Online Bidding Prohibited: Yes

For Information Call:
Amy Monroe
502-564-4310

Bid Receiving Location:
Finance - Office of Procurement Services
Bid Clerk
702 Capitol Ave, Capitol Annex Room 095
Frankfort KY 40601

Vendor Customer Number:

[Click Here To Search The RFP Database](#)

9. Government Contract Awards

Not only do we track the RFPs, we research and publish the contract awards as well. This allows our subscribers to keep track of competitors — and plan potential partnerships with new contract award winners.

Our government contract awards include “the full rundown” on:

- The contract award amount(s)
- Winning organization(s)
- Winning organizations’ contact information
- A list of other RFP bidders

There are more than 632 bidding opportunities, with more added every day. The *OPEN MINDS* database has information on 20,000+ government contracts awarded and 74,000+ winning proposals.

RFP | January 21, 2021

Kentucky Awards External Quality Review Organization Services Contract to Island Peer Review Organization, Inc.

RFP Announcement

Contract Award Information

Award Brief

Kentucky Cabinet for Health and Family Services, Department for Medicaid Services awarded a contract to Island Peer Review Organization, Inc. to evaluate the Kentucky Managed Care Program.

Additional Responses:
None reported

Winning Organization	Contact Info	Award Amount
Island Peer Review Organization, Inc.		

WINNING PROPOSAL

The winning proposal for this RFP is not currently available. The OPEN MINDS team is always working to add new winning proposals to the Government RFP & Contracts Database – to make a special request for this winning proposal, click here to

New Contract Awards & Updates

District Of Columbia Medicaid Program Selects Three MCOs

On July 16, 2020, the District of Columbia Department of Health Care Finance announced it intended to award Medicaid managed care organization contracts to AmeriHealth Caritas District of Columbia, Inc., MedStar Family Choice, and CareFirst BlueCross BlueShield Community Health Plan District of Columbia (formerly known as Trusted Health Plan). The new contracts are slated to go live on October 1, 2020.

North Carolina Selects Provider Organizations For COVID-19 Testing & Contact Tracing

On July 17, 2020, the North Carolina Department of Health and Human Services announced it has selected 39 vendors, among them health and human service provider organizations, to conduct testing and contact tracing for COVID-19. These organizations represent the state’s initial pool of qualified vendors to support the state’s response to COVID-19.

Pennsylvania Medicaid Managed Selections On Hold Due To Challenge

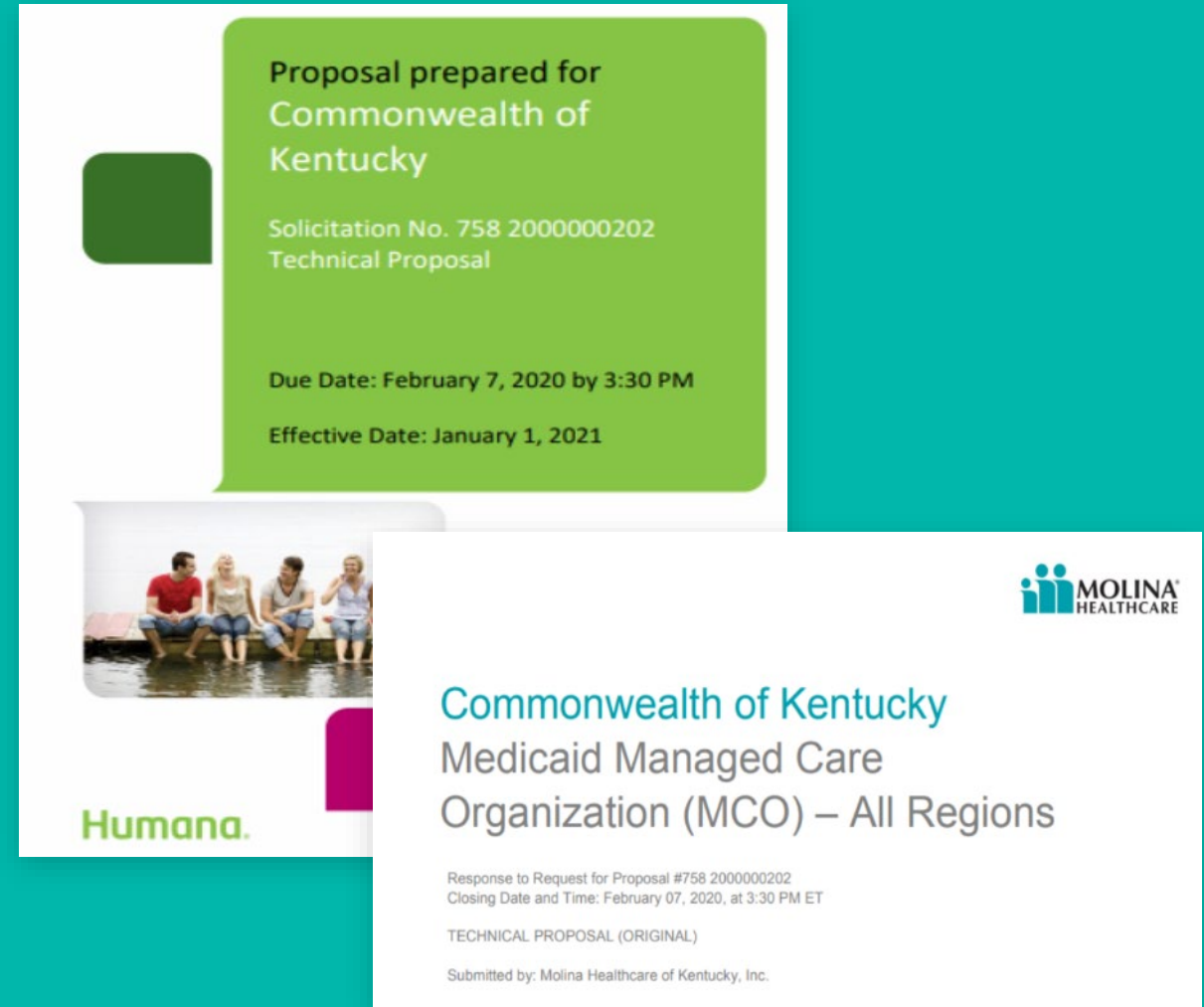
On July 8, 2020, the Pennsylvania Department of Human Services announced its selection for negotiations for the next round of Medicaid managed care organization agreements for the \$13 billion physical health HealthChoices program. However, DHS said protests had been filed, preventing it from conducting Readiness Review and agreement negotiations.

Click Here To Search The Contract Database

10. Government Winning Proposals & Contracts Library

We take tracking government opportunities one step further — we request copies of the winning proposals and contracts! These documents are a treasure trove of competitive information — and can be a guide for your next proposal or contract negotiation. And all of them are available to our subscribers in a searchable database.

The *OPEN MINDS* government contracts library currently has more than 74,000 winning proposals and contracts that you can search by region and market.



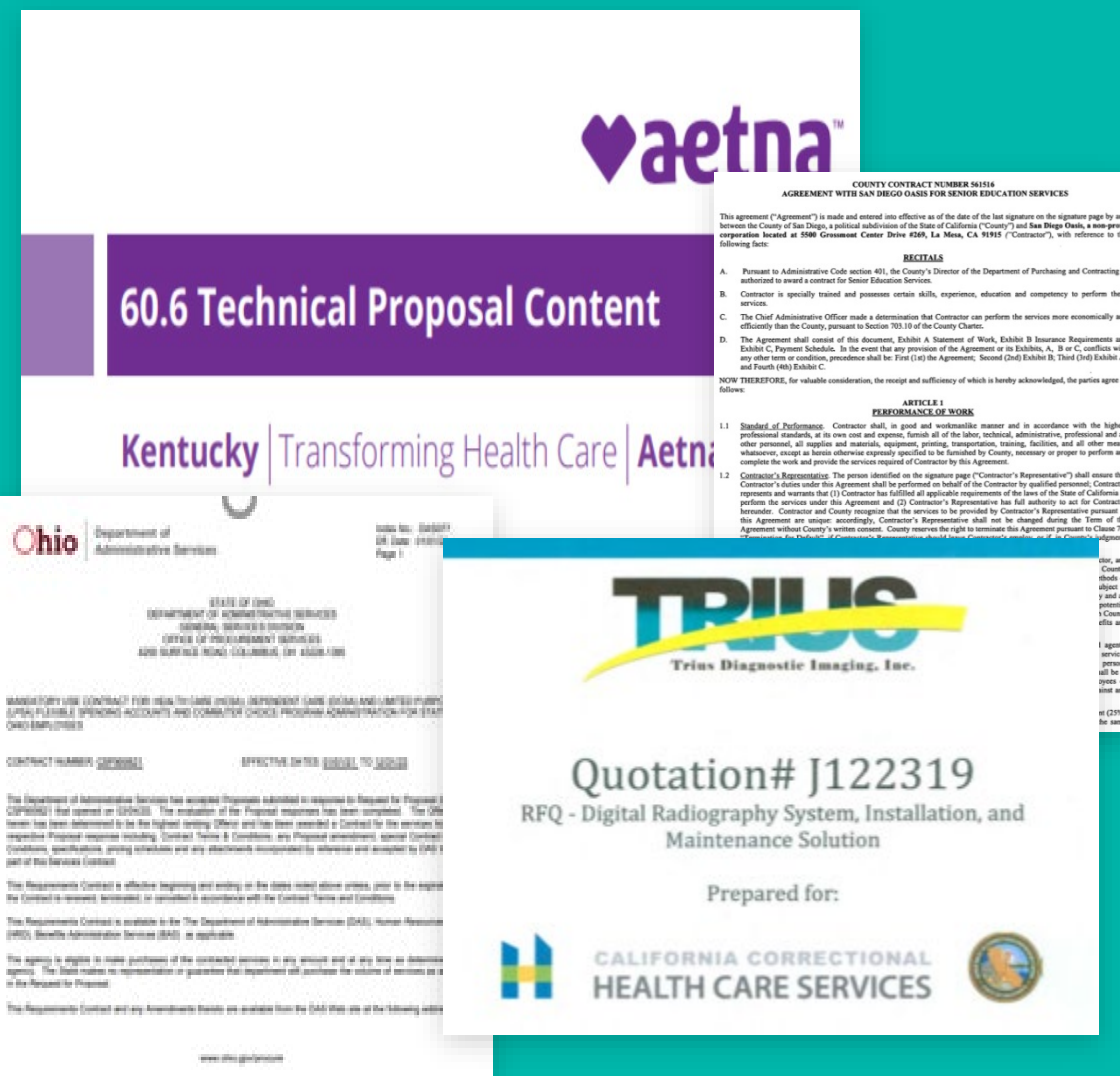
[Click Here To Search Awarded & Winning Proposals](#)

11. Government Proposals & Contracts On Demand

Looking for a particular government RFP, contract award, winning proposal, or contract? We'll track it down for you!

Elite members have unlimited access to our Freedom-Of-Information-Act (FOIA) request service. Just let us know what you need, and we'll file the appropriate FOIA paperwork.

Members can request FOIA request services via our Elite member hotline (855-559-6827) or by sending an email to Elite member customer service at openminds@openminds.com.



12. *OPEN MINDS* Leadership & Management Certificate Program

Designed to enhance the knowledge and competencies of health and human services executives, managers, and supervisors for success in the changing landscape.

- Curriculum developed from 30+ years of industry expertise and executive education experience
- Courses led by industry experts with in-the-field know-how
- Industry-specific courses focused on the latest innovations and challenges
- Unlimited enrollment for staff

This certificate program is focused on skill building in five key competency areas:

- Leadership, Strategy & Governance
- Marketing, Innovation & Service Line Development
- Technology & Analytics
- Financial Management
- Leadership, Strategy & Governance

[Click Here To Learn More](#)

OPEN MINDS Leadership & Management Certificate

Designed to enhance the knowledge and competencies of health and human service executives, managers, and supervisors for success in the changing landscape.

[Enroll Today](#)

Building The Team You Need For Success!

Our team at *OPEN MINDS* has launched The *OPEN MINDS* Leadership & Management Certificate Program to help our member organizations build the dream team they need for success and sustainability.

The certificate program is structured to give current and emerging managers and leaders the range of knowledge they need to thrive in the changing market. This educational program is focused on five key domains for competency building: leadership, strategy, and governance; organizational performance optimization; financial management; innovation, marketing, and service line development; and technology and analytics.

The program features expert content design and faculty – the *OPEN MINDS* team includes executives with real-world experience facing today's challenges. The program is launching June 1, 2023.

[Enroll today to receive program updates and notifications!](#)

Why Your Supervisors, Managers & Executives Should Participate

- Build the knowledge base and understanding of management best practices that are key for success in a changing health and human service market.
- Develop a community for new supervisors and managers.
- Create a career path for emerging talent.

The Current Workforce Situation In The Health & Human Service Field

- The U.S. health and human service system has experienced unprecedented growth – and change.
- Since 2020, health care spending has increased an average of 4% per year – due to a population with more chronic conditions, increasing life expectancy, and emerging new treatment and disease management technologies.
- And the market landscape is changing – a focus on whole-person integrated care, more value-based reimbursement, emphasis on consumer experience, and shrinking margins. Recent research found that 79% of CEOs in the health and human service sector think that "within the next three years all aspects of care delivery models will be transformed"; 69% of CEOs "identify the risks associated with technological change as their top barrier to innovation"; and 84% of CEOs "believe transformation won't happen without real change, including reforming the way care providers are incentivized."
- As a result, there are over 50,000 new openings for health care managers each year – due to workers transferring to a new field and/or exiting the workforce. And the number of managerial positions in health services is projected to grow 28%.
- A key issue for health and human service organizations – where to find the leadership and management talent needed to navigate these changing times – the supervisors, the managers, and the executive team members.

What Makes This Program Unique

- A management and leadership program created for the health and human service field
- Expert content design and faculty – the *OPEN MINDS* team includes executives with real-world experience facing these challenges
- The management content included in the curriculum is field-tested – based on our team's 30+ years of experience in the field
- A program model that has flexibility for working participants

Growing Your Own Team To Navigate An Unstable Market & Find Financial Sustainability

- Recruiting managerial talent is difficult...
- Competing with other health and human service organizations – and other industries – for managerial talent
- Lack of in-depth knowledge of the health and human service market space can hamper the effectiveness of talent from outside the space

13. Executive Education Institutes

How do you develop your management “dream team” for the future?
With the *OPEN MINDS* Executive Institute series.

Elite member organization executives get unlimited all-access passes to five annual *OPEN MINDS* institutes:

- [The Performance Management Institute](#)
- [The Strategy & Innovation Institute](#)
- [The Management Best Practices Institute](#)
- [The Executive Leadership Retreat](#)
- [The Technology & Analytics Institute](#)

What differentiates our institutes from other educational events?
They are the “crash course MBA” for busy executives. The focus is on C-suite executive development by providing cutting-edge market updates and best practice management models using a combination of educational sessions, case study presentations, expert panel discussions, and networking with executive peers from across the country.



Check out the agenda and logistics for upcoming events and register unlimited executive team members (no fee for Elite members).

[Click Here To View Our Upcoming Events](#)

The *OPEN MINDS* Executive Institute Series

				
June 13-15, 2023	August 15-17, 2023	September 19-21, 2023	October 25-27, 2023	February 13-15, 2024
New Orleans, LA	Long Beach, California	Gettysburg, PA	Philadelphia, PA	Clearwater Beach, FL
<p>The only executive gathering focused on the competitive strategy and program innovation for organizations serving the most complex consumers.</p> <p><i>Build the plan your organization needs for success and sustainability.</i></p>	<p>The executive conference on management excellence for organizations serving complex consumers.</p> <p><i>Learn the management best practices that make a good organization great.</i></p>	<p>The event for building the leaders of tomorrow for organizations serving consumers with the most complex needs.</p> <p><i>Build your leadership team for tomorrow.</i></p>	<p>The event for connecting technology to the needs of consumers with most complex needs.</p> <p><i>Be the leader of your digital future.</i></p>	<p>The only executive event focused on improving the performance of organizations serving consumers with complex needs.</p> <p><i>Get the tricks of the trade for improving the performance of your organization.</i></p>
<p>Summits:</p> <ul style="list-style-type: none"> • The Mergers, Acquisitions & Affiliations Summit • Children's Services Exec Summit 	<p>Summits:</p> <ul style="list-style-type: none"> • The Home-Based Services Summit • The I/DD Executive Summit 	<p>Summit:</p> <ul style="list-style-type: none"> • The Health & Human Services Workforce Summit 	<p>Summit:</p> <ul style="list-style-type: none"> • The CEO Technology Summit 	<p>Summit:</p> <ul style="list-style-type: none"> • The CFO Summit
<p>Seminars:</p> <ul style="list-style-type: none"> • Creating Growth Strategies To Maximize Revenue & Scale: The <i>OPEN MINDS</i> Best Practice Marketing Seminar • Building A Stronger Brand & Reputation – Best Practice Brand Management: An <i>OPEN MINDS</i> Seminar 	<p>Seminars:</p> <ul style="list-style-type: none"> • Clinical Talent Management Best Practices – Models For Workforce Recruiting, Retention & Talent Optimization: An <i>OPEN MINDS</i> Seminar • How To Develop A New Service Line: An <i>OPEN MINDS</i> Seminar On Building A Diversification Strategy & Conducting A Feasibility Analysis 	<p>Seminars:</p> <ul style="list-style-type: none"> • How To Develop a Strategic Plan: An <i>OPEN MINDS</i> Executive Seminar On Best Practices in Strategy, Portfolio Management & Scenario-Based Planning • Building A Digital Transformation Roadmap – Aligning Technology, Team & Processes For Superior Consumer Experience: An <i>OPEN MINDS</i> Seminar 	<p>Seminars:</p> <ul style="list-style-type: none"> • Finding An Electronic Health Record System For Your Future: The <i>OPEN MINDS</i> Seminar On Best Practices In EHR Selection, Contracting & Optimization • Becoming A Data-Driven Organization – Using Metrics To Drive Performance & Success: An <i>OPEN MINDS</i> Seminar 	<p>Seminars:</p> <ul style="list-style-type: none"> • Getting To The Right Scale: The <i>OPEN MINDS</i> Guide To Successful Mergers, Acquisitions & Affiliations • How To Build (& Succeed With) Value-Based Payer Partnerships: An <i>OPEN MINDS</i> Executive Seminar On Best Practices In Marketing, Negotiating & Contracting With Health Plans
strategy.openminds.com	management.openminds.com	leadership.openminds.com	technology.openminds.com	performance.openminds.com

14. Executive Summits

Each *OPEN MINDS* Executive Summit takes a deep dive into a current area of market growth. Summits on the schedule include:

- [The 2024 *OPEN MINDS* CFO Summit](#)
- [The 2023 *OPEN MINDS* Mergers, Acquisitions & Affiliations Summit](#)
- [The 2023 *OPEN MINDS* Children's Services Executive Summit](#)
- [The 2023 I/DD Executive Summit](#)
- [The 2023 *OPEN MINDS* Home-Based Support Services Summit](#)
- [The 2023 *OPEN MINDS* Health & Human Services Workforce Best Practices Summit](#)
- [The 2023 *OPEN MINDS* CEO Technology Summit: Leading & Competing In A Digital World](#)

The summits provide a day-long intensive and immersive format — bringing together payers, provider organization executives, and subject matter experts.



**Get an unlimited number of “seats”
at our upcoming summits during
the institutes.**

[Click Here To View Our Upcoming Summits](#)

15. Best Practice Seminars

Elite members have access for their entire team to all our best practice management seminars for critical competencies. Seminars on the schedule:

- [How To Build \(& Succeed With\) Value-Based Payer Partnerships: An OPEN MINDS Executive Seminar On Best Practices In Marketing, Negotiating & Contracting With Health Plans](#)
- [Getting To The Right Scale: The OPEN MINDS Seminar On Successful Mergers, Acquisitions & Affiliations](#)
- [Creating Growth Strategies To Maximize Revenue & Scale: The OPEN MINDS Best Practice Marketing Seminar](#)
- [Building A Stronger Brand & Reputation – Best Practice Brand Management: An OPEN MINDS Seminar](#)
- [Clinical Talent Management Best Practices – Models For Workforce Recruiting, Retention & Talent Optimization: An OPEN MINDS Seminar](#)
- [How To Develop A New Service Line: An OPEN MINDS Seminar On Building A Diversification Strategy & Conducting A Feasibility Analysis](#)
- [How To Develop A Strategic Plan: An OPEN MINDS Seminar On Best Practices In Strategy, Portfolio Management & Scenario-Based Planning](#)
- [Building A Digital Transformation Roadmap – Aligning Technology, Team & Processes For Superior Consumer Experience: An OPEN MINDS Seminar](#)
- Finding An Electronic Health Record System For Your Future: The OPEN MINDS Seminar On Best Practices In EHR Selection, Contracting & Optimization
- Becoming A Data-Driven Organization – Using Metrics To Drive Performance & Success: An OPEN MINDS Seminar



[Click Here To View Our Upcoming Seminars](#)

16. On-Demand Executive Education


Don't always have the time to attend live and in-person? Our on-demand executive education resources are the answer for a busy executive team. Elite members have access to every executive educational event — the presentation decks, handout materials, toolkits, and recordings. These include all materials from every *OPEN MINDS* institute, summit, seminar, web forum, and partner webinar.

All resources are available on-demand, and searchable by topic, event, or speaker. Get years of executive planning roadmaps and management best practices — and offer any time training for your management team.

INDUSTRY RESOURCE | June 1, 2020

Innovation By Design: Capturing Value In Health Care

This presentation was delivered by Carl Clark, M.D., President & Chief Executive Officer, Mental Health Center of Denver, on June 1, 2020 at The 2020 *OPEN MINDS* Strategy & Innovation Institute. In the presentation, Dr. Clark discussed insights necessary to apply the principles of *Innovation by Design* in your organization, business, or network.



46:52

[Download Resource](#)

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17. Executive Roundtables

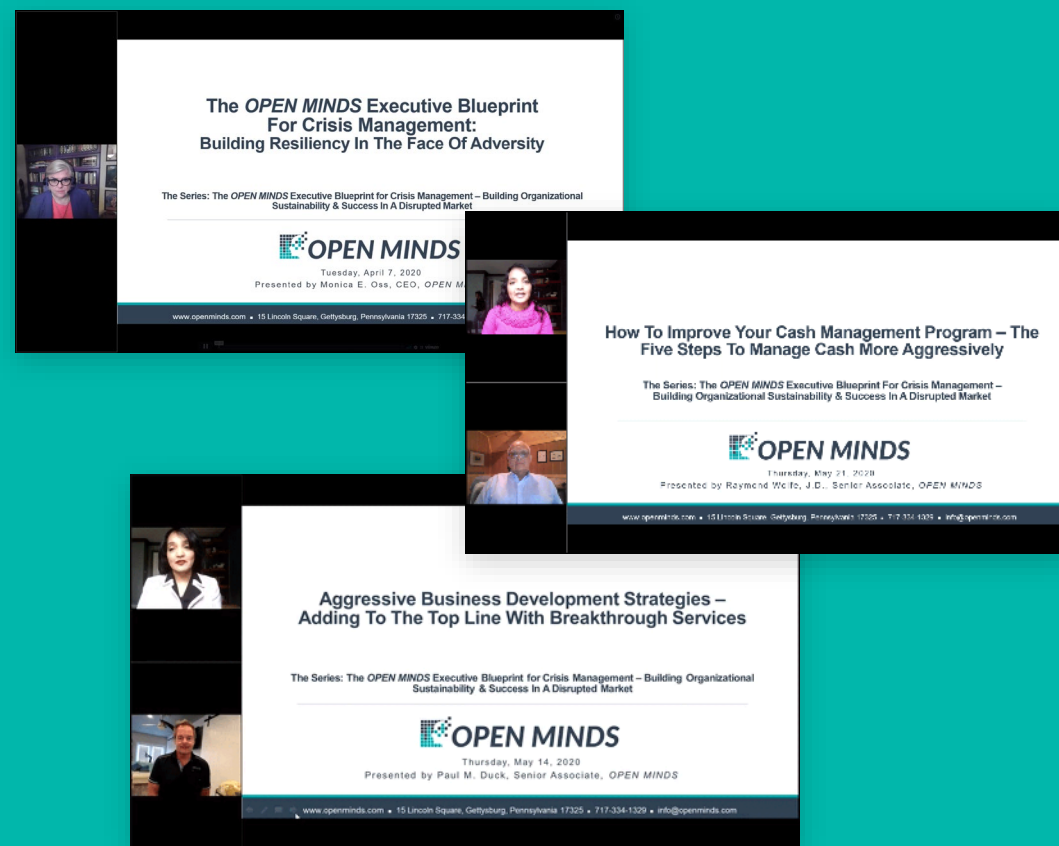
Innovation and strategy are key to the success of our Elite member organizations. And each week, we highlight these experiences in our virtual Executive Roundtable series.

Featuring a different Elite organization and topic weekly, an *OPEN MINDS* senior advisor leads the one-hour discussion including an opportunity for audience questions.

The Executive Roundtables include:

1. How-to deep dive management sessions led by an *OPEN MINDS* senior advisor
2. Case study sessions that focus on a peer executive presentation of strategic problem solving
3. Executive roundtables — three or four Elite executives — providing their perspectives and their advice on “hot topics”

Attendees can also share questions and challenges and receive top-notch executive insights, as well as an action plan for continued growth and development.



[Click Here To Sign Up For Upcoming Roundtables](#)

18. Management & Organizational Competency Assessments

How do you know how your organization stacks up? An *OPEN MINDS* organizational assessment can provide you with a gap analysis of what you need, where you're at, and what you need to do.

Current online assessments include:

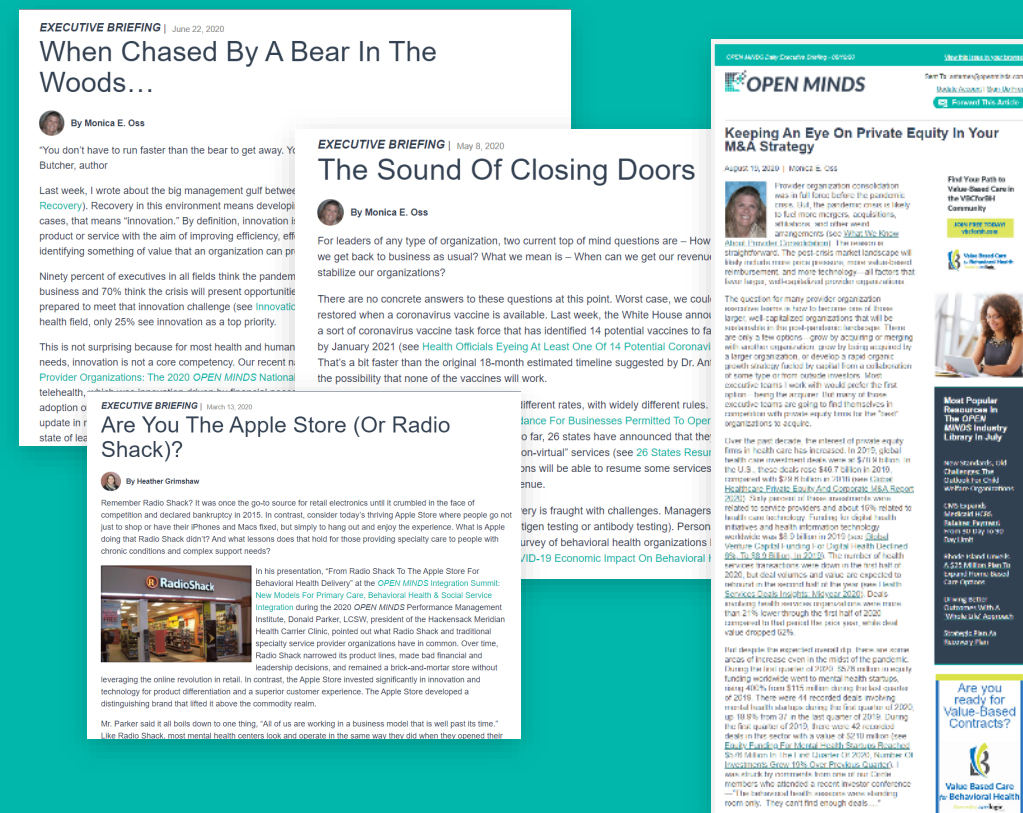
- [Managed Care Competencies Assessment](#)
- [Value-Based Reimbursement Readiness Assessment](#)
- [Strategic Technology Assessment](#)
- [Financial Strength Expansion Compatibility Calculator](#)
- [Competitor Financial Analysis Tool](#)
- [Financial Sustainability Tool](#)
- [Financial Strength Calculator](#)

[Click Here To Access The Assessments](#)

19. Daily Executive Briefings

So much is happening, there is so much new data. What does it all mean for your strategy and future success? That is the focus of the daily *OPEN MINDS* Executive Briefing — what is happening that matters, why it matters, and what you should be thinking about.

Written by *OPEN MINDS* Chief Executive Officer Monica E. Oss, this is the only daily blog with incisive strategic perspectives for executives of organizations serving consumers with chronic conditions and complex support needs. You can opt to receive them by email each evening or find them every morning on the *OPEN MINDS* Circle website.



Click Here To View Our Daily Executive Briefings

20. Management Newsletter

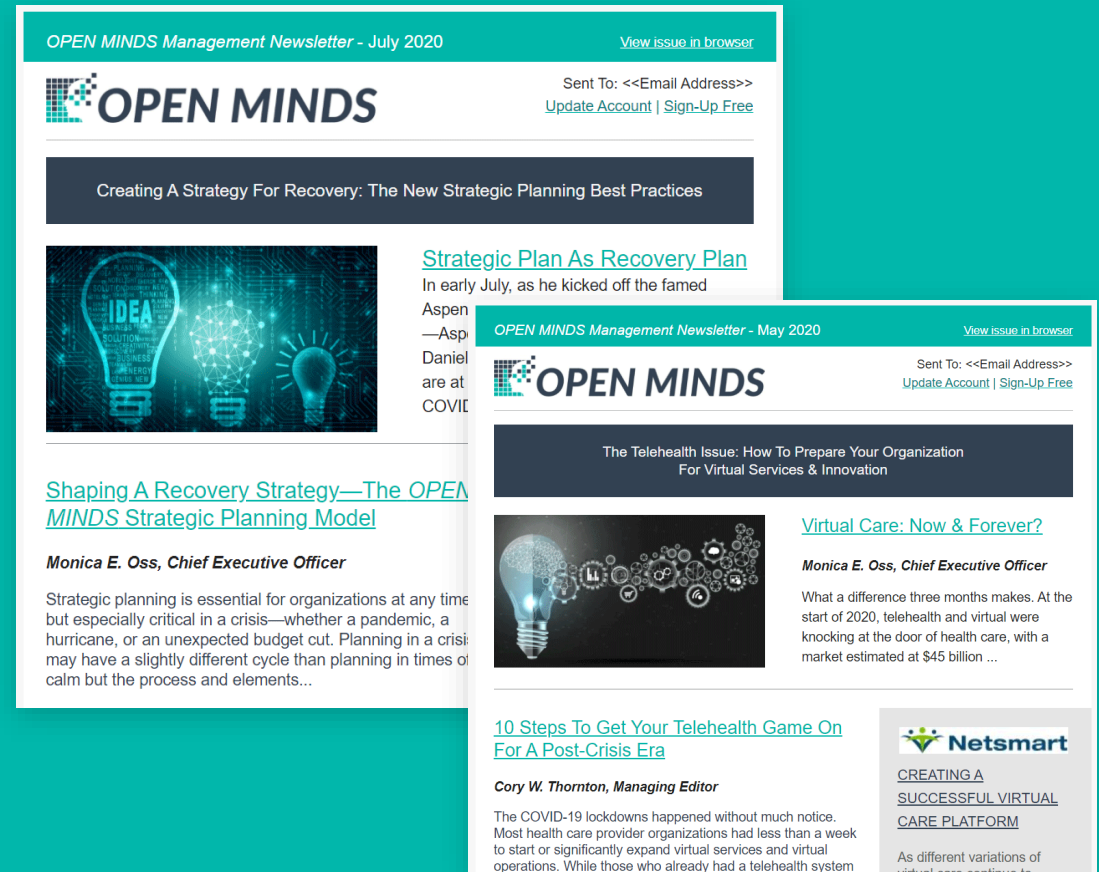
Knowing the market — and knowing how to manage your way to success in that market — are two different issues. That's where the *OPEN MINDS* Management Newsletter comes in.

For thirty years, we have written “how to” guides on management practices — guides with our field-tested models developed by our senior advisors and case studies that illustrate the challenges and tips for success.

Our best practices cover dozens of topics including:

- Strategic planning
- Technology planning, budgeting, and selection
- New service line development
- Marketing planning
- Best practice virtual marketing
- Health plan partnership development
- Developing value-based reimbursement arrangements
- Service line analysis and portfolio management

All the “how to” information is available 24/7 in our searchable Industry Library.



[Click Here To View The Management Newsletter](#)

21. Executive Member Concierge Hotline

Having trouble finding the resource you're looking for in our 500,000+ document library?

Want to submit a request for new market research to our market intelligence team?

Want our team to request a winning government proposal or contract for you?

Want to schedule a private Quick Consult with one of our senior advisors — or schedule your annual private virtual trends briefing for your executive team?

Use our Elite member toll-free number, 855-559-6827, or send us an email at openminds@openminds.com

[Click Here To Email Our Team](#)

22. Quick Consults

Have an issue and need to “bounce a few ideas around”? That is the purpose of our Private Quick Consult sessions. These are private, one-on-one, scheduled sessions with an *OPEN MINDS* senior advisor to review a particular management issue and get some initial problem-solving advice.

From financial management to clinical management to payer contracting, the breadth of expertise of our senior team can provide a framework for solutions.

[Click Here To Email Our Team](#)

23. Virtual Briefing On Industry Trends

Want to help your team go “beyond the numbers” and get a handle on the trends shaping the field? Each year, our senior advisors are available to provide a private virtual online industry trends briefing for each Elite member organization.

Our trends briefings are perfect for a board meeting, an executive team strategy session, an all-staff meeting, a meeting of your sales team, or any other stakeholder group that is interested in getting a snapshot of where the field is at and where it is heading.

The briefings are customized for your audience, the markets your organization serves, and by service geography. The one-hour briefing is followed by a one-hour interactive discussion session.

[Click Here To Email Our Team](#)



24. VIP Networking Group

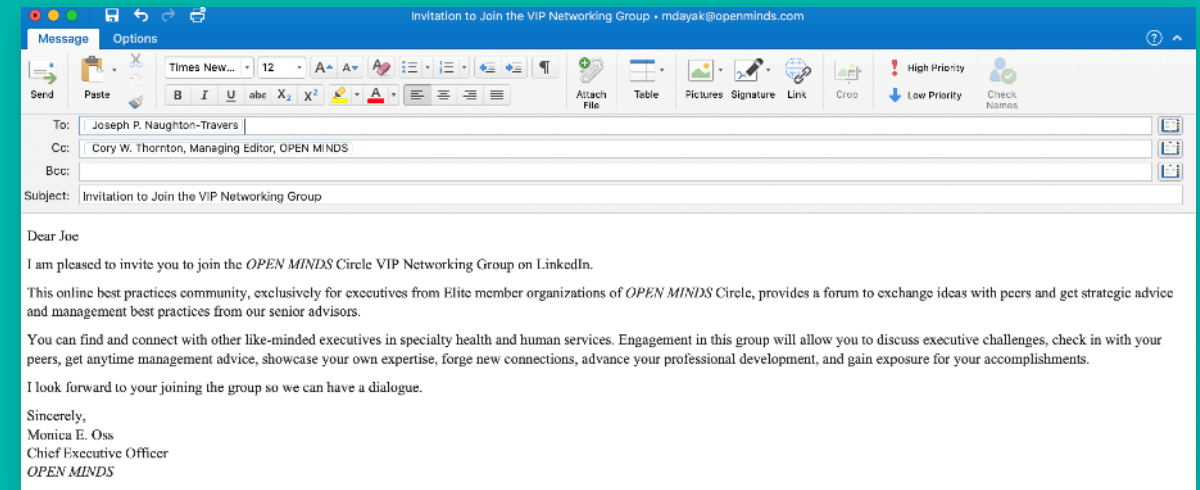
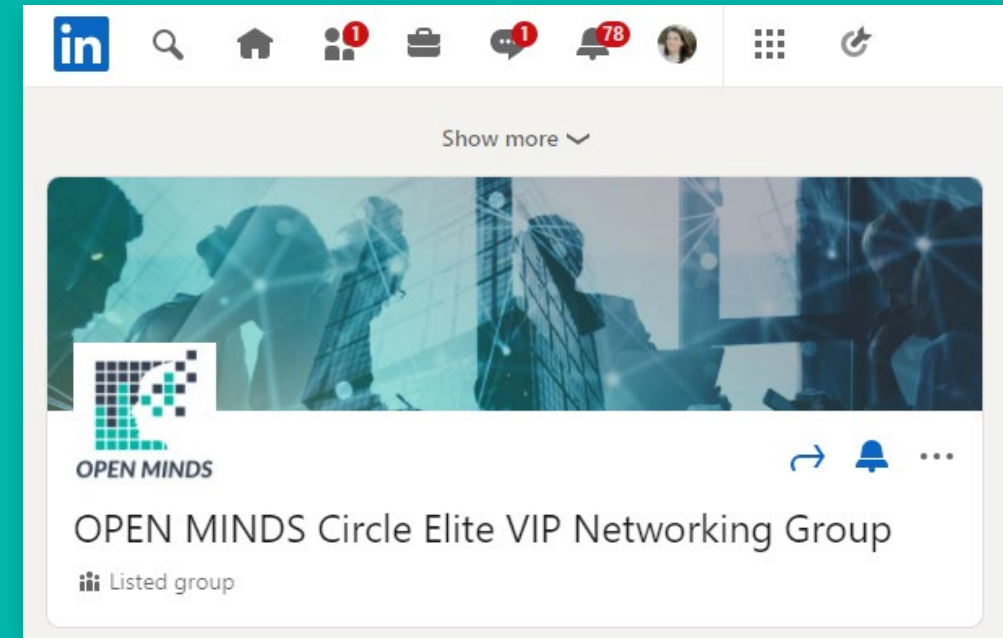
Looking for advice or information from other *OPEN MINDS Circle* Elite member executives? To make that easy, we have created an Elite-member-only VIP Networking Group.

The VIP Networking Group is an opportunity for peer-to-peer communication as well as interaction with the entire team of *OPEN MINDS* senior advisors.

We also share exclusive Elite membership announcements and upcoming event information.

You can access the group here:

<https://www.linkedin.com/groups/12397801/>



25. The *OPEN MINDS* CFO Consortium

CFOs, aspiring CFOs, and executives who want to build their financial management skills can join The *OPEN MINDS* CFO Consortium.

The consortium provides financial management guidance through:

- An annual summit meeting of financial executives, The 2024 *OPEN MINDS* CFO Summit.
- Four on-site/face-to-face financial executive networking sessions each year.
- A financial executives online technical assistance group, including assistance in using the *OPEN MINDS* Financial Strength Calculator.
- A series of online financial management roundtable discussions throughout the year.

PRODUCT | September 13, 2021

The *OPEN MINDS* Non-Profit Financial Assessment

The *OPEN MINDS* Non-profit Financial Assessment uses financial data from your financial statements or IRS Form 990 to calculate key financial ratios and a Credit Strength Indicator.

After you input the financial data requested, the tool will produce summary results containing areas of financial vulnerability that need to be strengthened and/or areas of financial strength that can be used to build sustainability and support growth.

You can then use the liquidity, performance leverage, efficiency and risk tolerance output to identify areas of financial vulnerability that need to be strengthened, or areas of financial strength that can be used to build sustainability and support growth.

The Credit Strength Indicator assesses if you have too much debt, or room

Borrow, Build, Or Buy—Financing Your Hybrid Service Model

January 27, 2022

An effective strategic plan includes evaluation and growth of service lines based on emerging opportunities, consumer needs, and capital growth. But what is the funding plan for a new model of hybrid services? During this Circle Elite Executive Roundtable, featuring *OPEN MINDS* Senior Associate Raymond Wolfe, will identify necessary talent and capital investment needs to attain growth goals, outline funding options, and present a brief overview of how mergers, acquisitions, & affiliations (MA&A) could provide the elements needed to execute a strategic growth strategy.

Executive attendees will learn about:

- Identifying talent & capital investment to attain revenue and growth goals
- Funding to support growth
- MA&A as a solution for talent and technology

Featured Speakers



Raymond Wolfe, J.D., Senior Associate, *OPEN MINDS*

Raymond "Ray" Wolfe, J.D. brings over 40 years of experience in the health and human services sector to the *OPEN MINDS* team. His areas of expertise include managed care and value-based reimbursement models, financial analysis and management, mergers and

Turning Market Intelligence Into Business Advantage

OPEN MINDS market intelligence and technical assistance helps over 550,000+ industry executives tackle business challenges, improve decision-making, and maximize organizational performance every day.

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