

Intellectual/Developmental Disabilities (I/DD), Health and Human Services



1. How are you evaluating your current service continuum to support choice and sustainability?

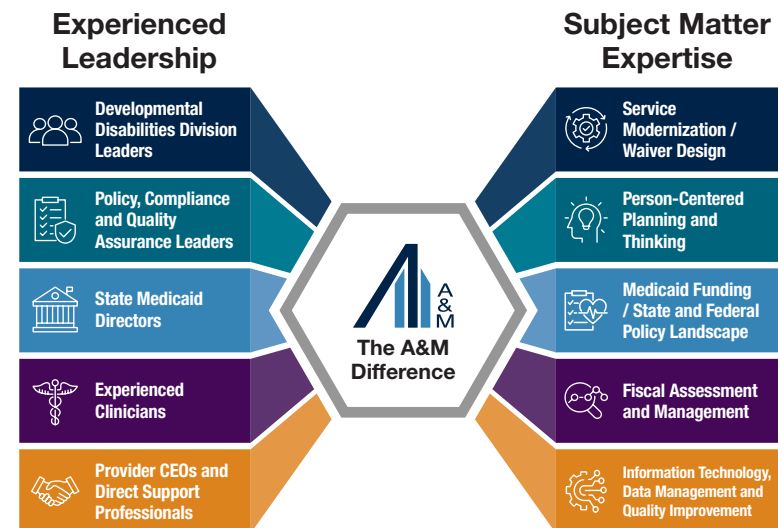
2. How are you modernizing services to reflect the changing federal landscape?

3. How are you supporting people with dual diagnosis and/or extraordinary support needs?

4. How are you preparing for an increased interest in self-directed services?

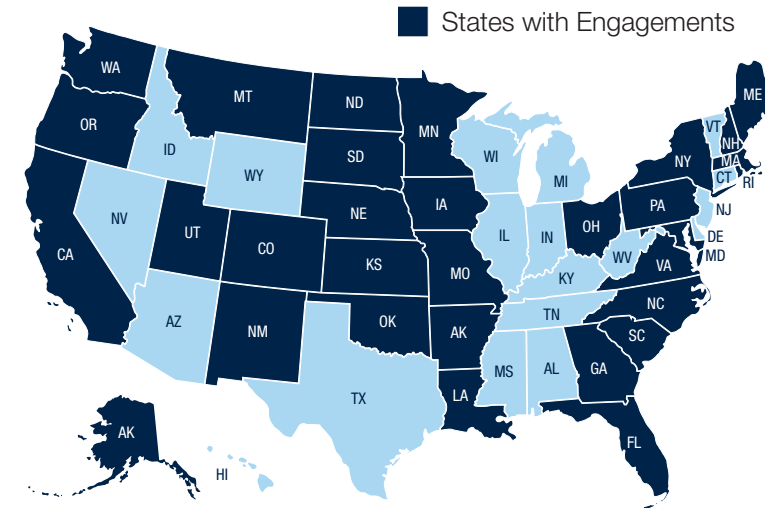
The A&M Difference:

Our leaders are recognized experts in person-centered and innovative practices and these values are instilled across our staff. A&M partners with state agencies to plan, implement, execute, evaluate and refine. We build a stronger, sustainable foundation to have a positive and meaningful impact on the lives of constituents.



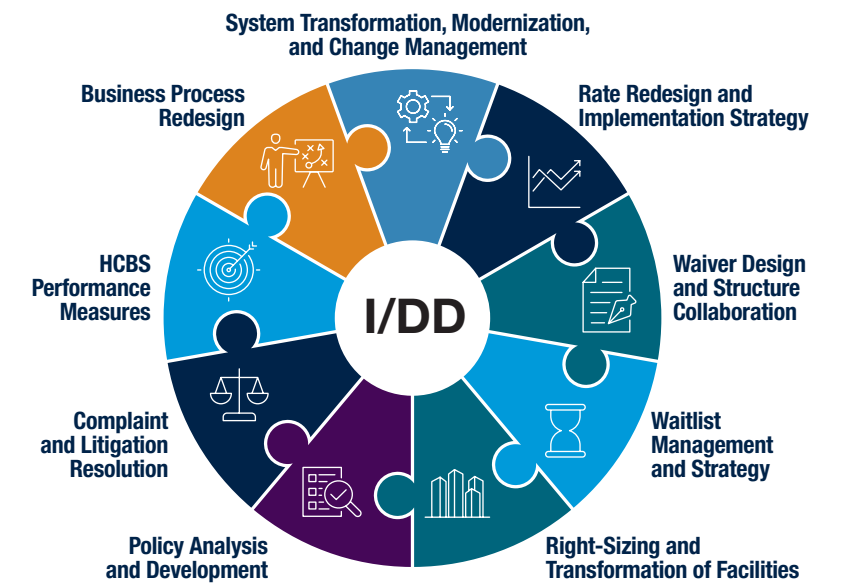
Our Impact: Recent Public Sector Engagement

Since 2003, A&M has partnered with 32 states and D.C. to improve supports for LTSS populations - leveraging our expertise in I/DD services to drive meaningful outcomes.



Our Core I/DD Offerings:

Customized, client-focused solutions to support I/DD services and related state agencies through cross-system collaboration to execute critical initiatives and modernize, transform, and enhance delivery. Our work supports quality, compliance, operations, and strategy for service recipients to live active, meaningful lives, using qualitative and quantitative data analysis to inform decision-making.



Case Study | NEW HAMPSHIRE

PROBLEM

During the COVID 19 pandemic, the New Hampshire Department of Health and Human Services (DHHS) faced potential financial instability in program budgets. A&M assessed DHHS programs as part of the Systems Strengthening Initiative to identify areas for programmatic and/or fiscal improvement as well as any associated cost savings. As part of this, within its review of the Bureau of Developmental Services (BDS) A&M identified:

- Delays resolving a longstanding federal corrective action plan to meet CMS requirements for conflict-free case management and direct provider payments.
- Outdated rate methodology has not kept pace with provider expenses nor anchored around level of need.
- Providers' ability to support those with the most complex needs in-state was limited.
- Antiquated data management systems reducing visibility into systemic, programmatic operations.

APPROACH

A&M partnered with BDS to drive the implementation of key programmatic and operational improvements across critical areas:

- HCBS Waiver Structure
- Rate Setting
- IT Modernization
- Intensive Treatment Services

To support this effort, the team conducted listening sessions, surveys, and both in-person and virtual meetings to gather comprehensive feedback, identify strengths, and pinpoint areas for improvement. A&M analyzed the collected input to establish shared priorities, guide system enhancements, and inform strategic planning for targeted initiatives and training. Furthermore, A&M assessed associated costs, projected potential savings, and delivered actionable recommendations to strengthen the BDS service delivery system.

SOLUTION

A&M supported NH BDS to achieve:

- Successful implementation of system changes to achieve compliance with CMS Corrective Action Plan (CAP) requirements for conflict-free case management and direct billing and payments to service providers
- Enhanced transparency and communication with external interest holders to effectively guide and inform strategic planning
- CMS approval for administrative claiming for delegated administrative tasks and oversights within an Organized Health Care Delivery System (OHCDs)
- Development of a needs-informed reimbursement methodology for I/DD services
- Expansion of in-state capacity to serve those with complex support needs
- Improved data management and analysis to guide strategic decision-making and resource allocation

Alvarez & Marsal (A&M) helps Intellectual and Developmental Disabilities (I/DD) state agencies assess, stabilize, and transform service offerings provided in long-term services and supports through Home and Community Based Services (HCBS) and facilities, while engaging with individuals receiving services, their families, advocates and the provider community.

INTELLECTUAL/DEVELOPMENTAL DISABILITIES (I/DD), HEALTH AND HUMAN SERVICES CONTACTS



DANIEL HARLAN
MANAGING DIRECTOR
Washington, DC
dharlan@alvarezandmarsal.com



CHRISTOPHER BAGLIO
MANAGING DIRECTOR
Chicago, IL
cbaglio@alvarezandmarsal.com



ERIN LEVETON
MANAGING DIRECTOR
Washington, DC
eleveton@alvarezandmarsal.com



DREW SMITH
SENIOR DIRECTOR
Seattle, WA
drew.smith@alvarezandmarsal.com



KERRI ZANCHI
SENIOR DIRECTOR
Boston, MA
kzanchi@alvarezandmarsal.com






CORY NOURIE
DIRECTOR
Philadelphia, PA
cnourie@alvarezandmarsal.com

ABOUT ALVAREZ & MARSAL

Founded in 1983, Alvarez & Marsal is a leading global professional services firm. Renowned for its leadership, action and results, Alvarez & Marsal provides advisory, business performance improvement and turnaround management services, delivering practical solutions to address clients' unique challenges. With a worldwide network of experienced operators, world-class consultants, former regulators and industry authorities, Alvarez & Marsal helps corporates, boards, private equity firms, law firms and government agencies drive transformation, mitigate risk and unlock value at every stage of growth.

To learn more, visit: [AlvarezandMarsal.com](https://www.alvarezandmarsal.com)

Follow A&M on:   

© Copyright 2025 Alvarez & Marsal Holdings, LLC.
All Rights Reserved.
470891-52128-WDC520/August25

ALVAREZ & MARSAL
LEADERSHIP. ACTION. RESULTS.™