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DEPARTMENT OF MENTAL HEALTH

http://dmh.lacounty.gov

August 13, 2009

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **REQUEST TO AMEND INFORMATION TECHNOLOGY SUPPORT SERVICES MASTER AGREEMENT (ITSSMA) WORK ORDER NO. 7D-1262 WITH OUTLOOK ASSOCIATES, LLC, FOR CONSULTING SERVICES TO THE ACCESS CALL CENTER TRANSFORMATION PROJECT**

This is to advise your Board of my intent to request the Internal Services Department (ISD) to amend the current Information Technology Support Services Master Agreement (ITSSMA) Work Order No. 7D-1262 with Outlook Associates, LLC (Outlook), to extend the term and increase the total maximum dollar amount. The Department of Mental Health (DMH) is requesting to extend this Work Order through October 31, 2011, and increase the total maximum amount by $65,592 from $688,883 to $754,475. In accordance with ITSSMA guidelines, prior Board notice is required for projects that will exceed $300,000. Your Board was previously notified on October 25, 2007, that this Work Order would exceed $300,000.

BACKGROUND

DMH received Mental Health Services Act (MHSA) funds to engage a consultant with expertise in human services, call center processes and information technology to recommend strategies to transform the DMH ACCESS Center into a state-of-the-art mental health call center. Goals for the ACCESS Call Center Transformation Project (ACCTP) include improved response time to telephone calls, requests for services and dispatch of mobile teams; capacity to record and audit calls to ensure quality customer service; capacity to track clients navigating the mental health system of care; up-to-date resource information through electronic database applications; 24/7 response to MHSA Full Service Partnership (FSP) programs; improved management of Field Response Operations (FRO); and enhanced utilization management of institutional and residential resources available under Countywide Resource Management.

ACCTP was originally forecast to be completed by October 2009. However, in March 2008 the Chief Executive Office (CEO) indicated that renegotiation of the existing lease was improbable and advised DMH to relocate its ACCESS Center to a new site. A collaborative search ensued, though a suitable new site was not found. Several Tasks that required assistance from multiple parties were delayed as a result, and this has caused a delay in completion of the overall project. In December 2008, an architect was engaged to create a conceptual floor plan for improvements to the current site. Completed plans that will allow completion of the project have been reviewed and agreed upon by CEO and the owner of the current site.

SCOPE OF WORK

This fixed price ITSSMA Work Order originally provided consultant services, based on accomplishment of specific deliverables, to DMH in the following areas:

- Specify, select and procure a new Call Center System with Interactive Voice Response (IVR) capability;
- Specify and select a new Telephone System that will be procured through ISD's Telecommunications Section;
- Redesign the ACCESS Center physical space layout and workflow processes to facilitate employee effectiveness and efficiency;
- Perform a gap analysis of automated systems and information resources, and recommend changes and additions necessary to fill gaps and streamline functionality and improve integration;
- Develop performance metrics for workflow processes designed to improve accountability and enhance coordinated countywide service delivery; and
- Perform Independent Verification and Validation for implementation of the new Telephone System and new Call Center System.

This amendment adds an additional deliverable that provides extended project status reporting and work plan updates for this extended period.

JUSTIFICATION

ACCESS Center processes are not well documented, nor particularly well adapted to the current scope and volume of operations. Its information systems are not well integrated, which is an obstacle to improving current processes. ACCESS Center currently handles more than 265,000 calls per year. The existing telephone system and Call Center System are unable to handle this call volume and are missing features that are common in state-of-the-art systems. The average abandoned call rate in the past year was an unacceptable ten (10%) percent. DMH's emerging MHSA-driven system of care is anticipated to require a communication, crisis intervention and referral system beyond the capacity of the existing ACCESS Center.

DMH does not have enough staff with the level of knowledge and skills necessary to complete this project. The contractor brings expertise in telephone software and hardware including IVR, Computer/Telephone Integration (CTI) and Customer Relationship Management (CRM), Digital Recording, Workforce Management, contact center information systems, risk mitigation strategies, business continuity planning and work process improvement.

DMH's request to extend the term of the Work Order by an additional 24 months will enable Outlook to continue delivering unfinished tasks, some of which have been revised as the result of the delay in resolving the Access Center location issue, and provide ongoing project status updates in the form of reports, schedules and meetings as needed.

FINANCIAL IMPACT

This Work Order was competitively bid and awarded in November 15, 2007, in the amount of $688,883. In December 2007, Amendment No. 1 to the Work Order was executed to change the personnel performing services and to replace Exhibit 1, Statement of Work, which revised Task No. 1 and Deliverables Nos. 1, 2, and 14 to include payment milestones and payment withholds. In March 2009, Amendment No. 2 to the Work Order was executed to replace Exhibit 1, Statement of Work, which revised Deliverables Nos. 11 and 12 to include a comparative analysis report of the choices, benefits, disadvantages, and costs for the new call center system and telephony.

This Amendment No. 3 will increase the maximum amount of the Work Order by $65,592, making the total cost of the Work Order $754,475, fully funded by MHSA funds. Amendment No. 3 will also extend this Work Order through October 31, 2011 and add Deliverable No. 15 to continue to provide the status reporting and project updates. We anticipate Amendment No. 3 to provide both the necessary funding and time to allow for final acceptance of the Call Center completion by October 2011.

NOTIFICATION TIMELINE

In accordance with ITSSMA policies and procedures, if we do not receive a response from your Board within ten (10) working days from the date of this notification with any concerns you may have, DMH will instruct ISD to proceed with this Work Order.

If you have any questions or need additional information, please contact me at (213) 738-4601 or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

MJS:RK:RG

c: Executive Officer, Board of Supervisors
County Counsel
Chief Executive Officer
Director, Internal Services Department
Robert Greenless, Ph.D.
Margo Morales

NOTED AND APPROVED:

8-18-09

Richard Sanchez
Chief Information Officer

Date

NoticeInt/Amnd No. 3/Outlook/v11
(08/13/09)