

## **EXHIBIT A**

### **STATEMENT OF WORK AND ATTACHMENTS**

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### **SOW ATTACHMENTS**

- I TPA - Work Order Discrepancy Report
- II TPA - CBO Services

## **STATEMENT OF WORK (SOW)**

### **1.0 SCOPE OF WORK**

The Contractor will serve as a Third-Party Administrator (TPA) on behalf of Los Angeles County (County or LAC) Department of Mental Health (DMH) to: 1) develop and release a solicitation to Community-Based Organizations (CBOs) selected by the LACDMH Mental Health Services Act (MHSA) Community Stakeholders; 2) contract directly with 10 CBOs resulting from the solicitation; 3) administer the day-to-day contracted services provided by CBOs; 4) evaluate and report on the contracted CBOs performance and services outcomes; and 5) perform as the fiscal intermediary and pay CBOs directly for contracted services.

#### **1.1 CBOs**

- A. CBOs will be selected across LAC Supervisorial Districts (SD).
- B. The CBOs will provide program services in their distinct LAC Service Area (SA).

#### **1.2 CBO Program Services**

- A. CBOs shall serve individuals across the age spectrum, families, and members of historically unserved and underserved cultural groups or large community groups that have mental health needs.
- B. The programs must be designed to achieve the following goals: 1) increase an individual's sense of wellbeing and self-worth; 2) address individual's needs 3) reduce internal and external barriers to receiving temporary and permanent housing; 4) increase the communities awareness of the programs and referrals to various networks; and 5) engage and connect individuals with their community.

### **2.0 ADDITION AND/OR DELETION OF FACILITIES, SPECIFIC TASKS AND/OR WORK HOURS**

- 2.1 All changes must be made in accordance with Paragraph 8.1 (Amendments) of the Contract.

### **3.0 QUALITY CONTROL**

The Contractor must establish and utilize a comprehensive Quality Control Plan QCP to ensure the County receives a consistently high level of service throughout the term of the Contract. The QCP must be submitted to the County's Project Monitor for review. The QCP must include, but is not limited to, the following:

- 3.1 Method of monitoring to ensure that Work Order requirements are being met;
- 3.2 A record of all inspections conducted by the Contractor for this Work Order and a record of inspections for services provided by each contracted CBO (see section 10.0). The QCP shall include:
  - 3.2.1 A clear description of all participant- or non-participant-related complaints or problems with compliance;

- 3.2.2 Time and date issue was first identified;
- 3.2.3 Any corrective action taken;
- 3.2.4 Time elapsed between identification and completed corrective action;
- 3.2.5 Appropriateness and accuracy of referrals to participants; and
- 3.2.6 Client satisfaction surveys (provided by LACDMH) on the services provided.

### **3.3 Reporting**

Upon request by DMH, Contractor must provide specialized ad hoc reports and any other documents providing metrics related to the work described in this Exhibit 1 (SOW).

## **4.0 QUALITY ASSURANCE PLAN**

The County will evaluate the Contractor's performance under this Contract using the quality assurance procedures as defined in the Contract, Paragraph 8.15 (County's Quality Assurance Plan).

### **4.1 Meetings**

- 4.1.1 Contractor shall attend any MHSA and ad-hoc meetings as requested by LACDMH. LACDMH will make every effort to provide reasonable prior notice.

### **4.2 Work Order Discrepancy Report – SOW Attachment 1**

- 4.2.1 Verbal notification of a Work Order discrepancy will be made to the Contractor as soon as possible whenever a discrepancy is identified. The problem must be resolved within a time period mutually agreed upon by LACDMH and the Contractor.
- 4.2.2 LACDMH will determine whether a formal Work Order Discrepancy Report will be issued. Upon receipt of this document, the Contractor is required to respond in writing to LACDMH within five (5) business days, acknowledging the reported discrepancies or presenting contrary evidence.
- 4.2.3 Contractor will submit a plan for correction of all deficiencies identified in the Work Order Discrepancy Report to LACDMH with ten (10) business days of Contractor acknowledging the reported discrepancies.

### **4.3 County Observations**

In addition to departmental contracting staff, other County personnel may observe performance, activities, and review documents relevant to this Contract at any time during normal business hours. However, these personnel may not unreasonably interfere with the Contractor's performance.

## **5.0 DEFINITIONS**

- 5.1 Case Management/Linkage: Services that are consistent with the Medicaid definition for Targeted Case Management: services that assist an individual's access to crisis

support, medical, education, social, pre-vocational, rehabilitative, and/or other community services. Multidisciplinary staff provide linkage and transition to necessary community supports, based on assessments conducted at the time of admission to the program.

- 5.2 Catchment Areas: Physical locations in LAC that present opportunities for program staff to co-locate and provide services due to a significant presence of potential clients or family members (e.g. library, community college, county social services office, etc).
- 5.3 Client: The recipient of services from contracted CBOs. The term “client” is used interchangeably with “consumer” and “individual” in this SOW.
- 5.4 Community Based Organizations (CBOs): Non-governmental agencies that provide social services and support to individuals.
- 5.5 Community Outreach Services (COS): Outreach and engagement services that enable the mental health system to reach the community at large, especially populations at , and provide a proactive way for the County mental health system to address the needs of those who do not, will not, or are not utilizing direct specialty mental health services.
- 5.6 Community Partnerships: Local organizations, individuals and/or other community entities that partner with and collaborate with CBOs to deliver the services described in this SOW.
- 5.7 Community Reintegration: Services specific to assisting formerly homeless individuals who have been recently housed feel connected to their new community, improve social comfort, and increase confidence in social interactions.
- 5.8 Cultural Congruence: The provision of services that are aligned with and respectful of a client's cultural beliefs, values, and practices, ensuring that care is delivered in a way that considers their unique cultural background and needs, rather than applying a one-size-fits-all approach.
- 5.9 Family Member: A spouse, partner, sibling, parent, and children.
- 5.10 Follow-up Care: Contact made within 72 hours after each referral or linkage to ensure each client has the required resources for ongoing services. These resources must be near each client’s residence/location and culturally and linguistically appropriate CBOs will ensure a warm handoff to the service provider to assist clients with access to care and connection to support.
- 5.11 Housing Navigation: Assistance provided specifically to overcome housing barriers for individuals to attain permanent housing.
- 5.12 Mental Health Services Act (MHSA): California's voters passed Proposition 63 in the November 2004 General Election. Proposition 63 promised to greatly improve the delivery of mental health services and treatment across the State of California.
- 5.13 Partner Organizations: Community partners that have a collaborative relationship with LAC to work toward a shared goal.

- 5.14 Peer Support / Peer Navigation: A service that can only be provided by someone who has been successful in recovering from a similar experience to that of the client. Through shared understanding, respect, and mutual empowerment, peer support workers help clients become and stay engaged in the recovery and reintegration process, and reduce the likelihood of relapsing into homelessness, hospitalization, or incarceration. Navigation refers to helping someone navigate the maze of necessary resources and the barriers to accessing those resources.
- 5.15 Prevention (MHSA): Focus on services, education, support, and outreach to help inform and identify individuals and their families who may be affected by some level of mental health issue. Providing mental health education, outreach and early identification (prior to diagnosis) can mitigate costly negative long-term outcomes for mental health consumers and their families.
- 5.16 Thirteen Threshold Languages: In LAC, the thirteen threshold languages are Arabic, Armenian, Cantonese, Cambodian, Other Chinese, English, Farsi, Korean, Mandarin, Russian, Spanish, Tagalog and Vietnamese.

## **6.0 RESPONSIBILITIES**

The County's and the Contractor's responsibilities are as follows:

### **LACDMH**

#### **6.1 Personnel**

LACDMH will administer the Work Order according to Exhibit D (County's Administration) of Appendix A (Sample Work Order). Specific duties will include:

- 6.1.1** Monitoring the Contractor's performance in the daily operation of this Work Order.
- 6.1.2** Providing direction to the Contractor in areas relating to policy, information, and procedural requirements.
- 6.1.3** Facilitating meetings as needed to provide technical assistance to Contractor regarding data collection and invoicing.
- 6.1.4** Preparing Amendments in accordance with Paragraph 8.1 (Amendments) of the MHSA MA.

#### **6.2 Intentionally Omitted**

### **CONTRACTOR**

#### **6.3 Project Manager**

- 6.3.1** Contractor must provide a full-time Project Manager and designated alternate. Contractor will provide a telephone number and e-mail where the Project Manager and/or alternate may be reached between the hours of 8:00 a.m. and 5:00 p.m. PST, Monday through Friday. The Project Manager or

designated alternate will respond to all work order-related inquiries within 24-hours or the next business day.

**6.3.2** Project Manager will act as a central point of contact with DMH. Contractor will notify DMH in writing within five (5) days of any change in name, contact information (e.g., phone number and email address), of the Contractor's Project Manager.

**6.3.3** Contractor's Project Manager and alternate must have full authority to act for Contractor on all matters relating to the daily operation of the Work Order. Project Manager and alternate must be able to effectively communicate, in English, both orally and in writing.

#### **6.4 Personnel**

**6.4.1** Contractor will assign a sufficient number of staff to perform the required work.

**6.4.2** Contractor will be required to background check their staff as set forth in Paragraph 7.5 (Background and Security Investigations), of the MHSA MA.

#### **6.5 Identification Badges**

Contractor must ensure their staff are appropriately identified as set forth in Paragraph 7.4 (Contractor's Staff Identification), of the MHSA MA.

#### **6.6 Materials and Equipment**

The purchase of all materials/equipment to provide the needed services is the responsibility of the Contractor. Contractor must use materials and equipment that are safe for the environment and safe for use by the employee.

#### **6.7 Training**

**6.7.1** Contractor must provide training programs for all new employees and continuing in-service training for all staff that provide services through this Work Order.

**6.7.2** All staff must be trained in their assigned tasks and in the safe handling of equipment, if applicable. All equipment must be checked daily for safety. All staff must wear safety and protective gear according to OSHA standards.

#### **6.8 Contractor's Office**

Contractor must maintain an administrative office in the County with a telephone in the company's name where Contractor conducts business. The phone must be answered from 9 a.m. through 5 p.m. PST, Monday through Friday, by at least one (1) staff member who can respond to inquiries which may be received about the Contractor's performance of the Work Order. When the office is closed, an answering service must be provided to receive calls and take messages. **The Contractor must answer calls received by the answering service within 24 hours of receipt of the call.**

## **7.0 HOURS/DAY OF WORK**

- 7.1 Contractor will be open Monday through Friday from 9 a.m. through 5 p.m. PST.
- 7.2 **The Contractor is not required to provide services on County-recognized holidays.**

## **8.0 WORK SCHEDULES**

- 8.1 Contractor will submit staff work schedules to LACDMH upon request. Work schedules will be set on an annual calendar identifying all the required and on-going tasks and task frequencies. The schedules will list the time frames by day of the week the tasks will be performed.
- 8.2 Contractor must submit revised schedules when actual performance differs substantially from planned performance. Said revisions must be submitted to LACDMH for review and approval within ten (10) working days prior to changes.

## **9.0 INTENTIONALLY OMITTED**

## **10.0 SPECIFIC WORK REQUIREMENTS**

- 10.1 Contractor shall contract directly with CBOs selected through the solicitation process. The contract between the TPA and CBOs shall include:
  - 10.1.1 Services and activities that align with the Los Angeles County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative and address issues of disparity impacting family stability, health and wellbeing, education, employment, economic development, public safety, criminal justice and housing. <https://ceo.lacounty.gov/ardi/>.
  - 10.1.2 Services that incorporate the languages and cultures of the clients in their LAC SA to yield the most effective outcomes.
  - 10.1.3 All applicable insurance items naming County and its Agents as an indemnified party and any and all insurance provisions naming County and its Agents as an additional insured.
  - 10.1.4 All CBO services in SOW Attachment II (TPA – CBO Services) of Exhibit A (SOW and Attachments).
- 10.2 Contractor will administer the day-to-day contracted services provided by CBOs.
  - 10.2.1 Within two (2) days of contract execution, Contractor shall provide to LACDMH: 1) the names of the 10 contracted CBOs; 2) addresses of each CBO; and 3) SA of each CBO.
  - 10.2.2 Contractor shall consult with LACDMH prior to contract termination.
  - 10.2.3 Contractor shall maintain a roster of all CBOs with phone numbers and email for key staff where CBO conducts administrative business.



- 10.2.4 Contractor shall maintain work schedules for all CBOs. The schedules must list the timeframes by day of the week, morning and afternoon, inclusive of after-hours, and the tasks to be performed by CBOs.
- 10.2.5 Contractor shall notify LACDMH immediately upon being notified that CBO(s) plans to relocate administrative office/service site/service area, etc.
- 10.2.4 Contractor shall coordinate with LACDMH to train current and new CBO staff. Training items may include Health Insurance Portability and Accountability Act (HIPAA) and ARDI topics.
- 10.3** Contractor will evaluate and report to LACDMH on the contracted CBOs performance and services outcomes.
  - 10.3.1 Contractor shall conduct administrative and programmatic reviews quarterly to ensure CBOs remain in compliance with contract requirements, and formally document administrative and programmatic deficiencies. Contractor will provide a copy of their findings to LACDMH within 30 days of review.
  - 10.3.2 Contractor will produce quarterly and annual reports that indicate the level and type of services provided by each CBO. The report format and content are subject to final LACDMH review and approval one month prior to report finalization.
  - 10.3.3 Contractor shall track, monitor, collect data, and report on the following outcomes and measures:
    - 10.3.3.1 Sociodemographic characteristics of participants served by CBOs including ethnicity, gender, age, and zip code of residence;
    - 10.3.3.2 Participation in services characterized by the level of service intensity, such as frequency that participants are seen, or duplicated and unduplicated participant served counts;
    - 10.3.3.3 Participant satisfaction, which may be measured through satisfaction surveys;
    - 10.3.3.4 Relevant participant outcomes, based on the goal of the program and participant. Outcomes may be selected by program staff and participant such as personal well-being, life skills, or housing.
- 10.4** Contractor will perform as the fiscal intermediary and pay CBOs directly for contracted services.
  - 10.4.1 Contractor shall accept monthly invoices from contracted CBOs and pay these when complete, accurate and appropriate.

## **11.0 GREEN INITIATIVES**

- 11.1** Contractor must use reasonable efforts to initiate “green” practices for environmental and energy conservation benefits.
- 11.2** Contractor must notify County’s Project Manager of Contractor’s new green initiatives prior to Contract commencement.

## WORK ORDER DISCREPANCY REPORT

<b>Date:</b> <a href="#">Click or tap here to enter text.</a>		<b>Contractor Response Received:</b> <a href="#">Click or tap here to enter text.</a>			
<b>Contractor:</b> <a href="#">Click or tap here to enter text.</a>	<b>Contract No.</b> <a href="#">Click or tap here to enter text.</a>	<b>County's Project Manager:</b>			
<b>Contact Person:</b> <a href="#">Click or tap here to enter text.</a>	<b>Telephone:</b> <a href="#">Click or tap here to enter text.</a>				
<b>Email:</b> <a href="#">Click or tap here to enter text.</a>		<b>County's Project Manager Signature:</b>			
<b>Email:</b> <a href="#">Click or tap here to enter text.</a>					
A contract discrepancy(s) is specified below. The Contractor will take corrective action and respond back to the <b>County personnel</b> identified above by the date required. Failure to take corrective action or respond to this Contract Discrepancy Report by the date specified may result in the deduction of damages.					
No.	Work Order Discrepancy	Contractor's Response*	County Use Only		
			Date Correction Due	Date Completed	Approved
1	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>
2	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>
3	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>

\*Use additional sheets if necessary

<b>Contractor's Representative Signature</b>	<a href="#">Click or tap here to enter text.</a> <b>Date Signed</b>
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### **Third Party Administrator Services Community Based Organizations Services**

1. Community Based Organizations (CBOs) will provide the following services five (5) days a week between 9:00 AM and 5:00 PM (PST). Services must be easily accessible throughout LAC and delivered in the established communities that are pre-approved by LACDMH:
  - A. Develop and coordinate ways to increase access to mental health treatment for individuals and families from underserved populations (as defined in Title 9 California Code of Regulations Section 3200.300 [California Code of Regulations](#)) across the recovery spectrum, and as close to the initial onset of mental illness as practicable, to medically necessary care and treatment, including, but not limited to, care provided by County mental health programs.
  - B. Develop and coordinate ways to reduce and circumvent stigma, including self-stigma, and discrimination related to being diagnosed with a mental illness, having a mental illness or seeking mental health services.
  - C. Educate individuals on ways to recognize and respond effectively to early signs of potentially severe and disabling mental illness. This includes reaching out to individuals with signs and symptoms of a mental illness, which can assist the individual with recognizing and responding to their own symptoms.
  - D. Educate individuals, agencies and communities on mental health service programs to assist prevention of the onset of mental health related problems.
  - E. Emphasize strategies to reduce the following negative outcomes that may result from an untreated or delayed treatment of mental illness, including but not limited to:
    - i. Hospitalization;
    - ii. Suicide;
    - iii. Incarcerations;
    - iv. School failure or dropout;
    - v. Unemployment;
    - vi. Prolonged suffering;
    - vii. Homelessness; and
    - viii. Removal of children from their homes
  - F. Conduct weekly staff meetings and weekly individual supervision of all staff by CBO program manager.
  - G. Coordinate with LACDMH directly-operated teams to ensure staff and services are available and easily accessible throughout the County.
  - H. Upon receiving referrals, utilize available resources and provide LACDMH approved outreach/linkage services to individuals and families.
  - I. Provide ride-hailing transportation services (e.g. Lyft, Uber, etc.) and a safe place for pick-up to clients who require transportation to and from their appropriate services.
  - J. Referrals should be tailored to the individuals needs and ensure a warm handoff for any referred service provided. Follow-up within 72 hours of any referral to ensure individuals have the needed resources.

2. CBOs shall also provide outreach linkage and other services. CBOs shall coordinate services, when possible and necessary, with LACDMH [Service Area Navigators](#), [Housing Specialists](#), [Full-Service Partnership providers](#), community peer support programs, [mental health clinics](#), and other agencies to ensure the provision of services that support wellness and recovery. The services include, but are not limited to:
- A. Linkage, to physical health care and preventive services to insured and uninsured clients and/or referrals and access to physical health care, including preventative care, in a timely manner.
  - B. Linkage to Substance Abuse Services: to assist the individuals by identifying and referring them to appropriate substance abuse treatment services in close proximity to their home.
  - C. Linkage to homeless resources to assess the housing needs of the individual during initial screening and assist with finding appropriate housing services through the County's Coordinated Entry System (CES) or any other appropriate resources.
  - D. Linkage to agencies to assist both insured and uninsured clients with benefit establishment and/or benefit resources.
  - E. Linkage to housing navigation services with the goal of attaining permanent housing.
  - F. Provide specialized outreach and case management services in an effort to decrease stigma and increase access to services and coordination of care for individuals and family members. These services include:
    - i. Placing trained staff capable of helping individuals and families get connected to resources to address their socioeconomic needs (i.e. housing, food, benefits establishment, etc.).
    - ii. Referring to employment training opportunities; and
    - iii. Developing and coordinating programs specifically designed to assist female consumers.
  - G. Provide peer support programs to encourage building a social network to lessen isolation and provide welcoming and enjoyable interactions with others. These services include providing:
    - i. One-on-one support, peer support groups and classes, and peer-run events;
    - ii. Information regarding employment, housing, health benefits, therapy services, new programs, family resources, caregiver support, etc.
    - iii. Structured and informal support groups and classes for sharing encouragement among consumers with lived experience; and
    - iv. Classes for daily life-task skills, self-advocacy, illness management, problem-solving, and communication, etc.
  - H. Collaborate with the LACDMH to develop evaluation and screening methods for the CBOs that will determine a consumer's psychosocial needs (e.g. substance abuse education or treatment, housing, benefits, employment).
  - I. Provide Crisis Management Services if an individual is experiencing a mental health crisis requiring an intensive level of intervention. Each CBO will ensure that an appropriate crisis protocol is established to include:

- i. A clear plan on how to handle, for example, psychiatric emergencies, urgent crisis situations, and emergent crises.
    - ii. A clear outline when (1) an issue requires an immediate 911 call and (2) when the CBO Program Manager will consult with the LACDMH Access Line.
  - J. Establish a Community Reintegration team where Case managers focus on helping recently housed individuals feel connected to their new community, improve social comfort, and increase confidence in social interactions.
3. CBOs shall also be required to:
- A. Attend ad hoc/scheduled meetings as requested by the TPA.
  - B. Attend monthly meetings with the TPA to review outcome data.
  - C. Attend other monthly community meetings that may be called by the TPA and/or LACDMH.
  - D. Purchase all materials/equipment to provide the needed services. Compensation for items purchased is not permitted under this Work Order.