

**MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND
JANICE HAHN**

MARCH 8, 2017

**Expediting the Recruitment, Hiring and Retention of Whole Person Care Program
Delivery Teams**

On November 1, 2016, the Los Angeles County Health Agency (Health Agency) was awarded the Whole Person Care (WPC) grant of approximately \$450 million over 5 years, as part of the Medi-Cal 2020 Demonstration. WPC provides Los Angeles County (County) with an unprecedented opportunity to provide comprehensive and coordinated services to the sickest and most vulnerable County residents. WPC provides critical, targeted services, through eleven WPC programs, to high-risk individuals in five target populations: 1) individuals who are homeless; 2) justice-involved; 3) or have serious mental illness; 4) or severe and/or persistent substance use disorder; 5) or medical issues.

WPC provides a unique opportunity to better integrate care on a large scale. It also creates jobs and opportunities for community health workers (CHWs) who have shared lived experiences with WPC clients, including those with a history of homelessness, justice involvement, mental illness or substance use disorder. These community members take on roles as patient advocates, health care and service navigators, and as peer supports to the clients they serve. Through shared lived experience and cultural and language concordance, CHWs create trust and help ensure

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that barriers to care, recovery, health, and wellness are overcome. CHWs' interactions with County providers will help the provider to better tailor the care to the clients. The use of CHWs in health care and social service settings is a powerful model that can help the County improve the effectiveness of care delivery and achieve improved client outcomes and experience at a reduced cost.

The Health Agency has an opportunity to apply for another round of WPC funding (Round II) in March of 2017 to expand the reach of these innovative programs.

The complexity, scale, and condensed timeframe under which WPC will roll out services over this year and in subsequent years create administrative challenges. Delays would lead to the loss of significant funds to the County from the Federal grant. It is critical that the County makes the most of this federal funding opportunity to create jobs and valuable programs in a timely and effective manner. This type of streamlining will also be critical to implement other major initiatives such as Measure H, should the voters approve it on March 7, 2017.

WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

- 1) Support the Health Agency in its bid to apply for Round II Whole Person Care (WPC) funding to expand current programs and develop new ones to improve the County's safety net for providing coordinated health care and social service supports to the County's most vulnerable populations;
- 2) Direct the Director of the Health Agency and the Directors of the Departments of Health Services (DHS), Mental Health (DMH) and Public Health (DPH), or their designees, to identify all necessary supervisory and direct program staff to be hired on County items who are needed to address the continuity of care concerns or business needs of the WPC program. Additionally, these Department Directors should immediately work with the Chief Executive Officer (CEO) to swiftly develop and post examinations and to promptly approve the allocation of appropriate items to allow for the expedited hiring of qualified staff onto these County items;

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- 3) Instruct the CEO, in collaboration with the directors of DHS, DMH, DPH and Sheriff to work collaboratively to expedite the contracting of staff, where it is feasible and within acceptable clinical care standards to do so, or the hiring of key supervisory, clinical, and staff support positions for WPC. Direct the named Departments, in collaboration with the CEO, to respectively develop and submit coordinated budget packages within 45 days inclusive of positions to be hired along with contracted costs and incorporate into the budget process for fiscal year 2017-18;
- 4) Direct the CEO to allocate additional ordinance items for WPC, subject to the review and approval of the positions by the CEO and at least two weeks advance notice to the Board of Supervisors;
- 5) Delegate authority to Director of DHS, or his designee, to execute amendments to the Health Management Associates (HMA) consulting services agreement to amend the statement of work, extend the agreement term and/or increase the contract sum to provide additional consulting services related to WPC, provided such actions do not exceed Board approved funding, as described in directive 11 below, subject to the prior review and approval as to form by County Counsel, with prior notice to the Board and CEO;
- 6) Delegate authority to the Director of DHS, or his designee, to: (a) execute Training Services Master Agreements with contractors selected through an ongoing qualifications process; (b) execute work orders for work order based services; and (c) execute amendments to the Master Agreements and/or work orders to revise statements of work, incorporate new County and Board contracting requirements, provided such actions do not exceed Board approved funding, as described in directive 11 below, subject to the prior review and approval as to form by County Counsel, with at least two weeks advance notice to the Board and CEO;

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- 7) Delegate authority to the Director of DHS, or his designee, to execute competitively solicited Master Agreement Work Orders (MAWO) under the Master Agreements for as-needed Temporary Personnel Services that was approved by the Board on April 5, 2016 when such MAWOs exceed \$400,000 annually, and provided such actions do not exceed Board approved funding, as described in directive 11 below, subject to the prior review and approval as to form by County Counsel, and with at least two weeks advance notice to the Board and CEO;
- 8) Delegate authority to the Director of DHS, or his designee, to execute and/or amend agreements with WPC participating entities (governmental, non-profit, and private organizations) to facilitate the exchange of participant and program information and, if appropriate, access to the WPC IT platform, with modifications to, or waivers of, the County's contracting requirements for insurance, standard indemnification and other standard County contract terms not mandated by County ordinance, on a case-by-case basis, with all actions subject to prior review and approval as to form by County Counsel of all agreements and amendments, and with at least two week advance notification to the Board and CEO;
- 9) Delegate authority to the Director of DHS, or his designee to: (a) accept \$5 million in funding annually from the University of California (UC) through 2020, and to execute a funding agreement with UC, with modifications to, or waivers of, the County's contracting requirements for insurance, standard indemnification and other standard County contract terms not mandated by County ordinance; and (b) amend the funding agreement with the UC, with all actions subject to prior review and approval as to form by County Counsel and with two weeks advance notification to the Board and CEO; and
- 10) Delegate authority to the Director of DHS, or his designee, to amend any existing IT agreements to: (a) revise statements of work, program deliverables, and/or

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services; and (b) allow for changes in payment structures and increase contract sums to facilitate the deployment of IT platforms in support of WPC and to advance the objectives of WPC, provided such actions do not exceed Board approved funding, as described in directive 11 below, with all amendments subject to the prior review and approval as to form by County Counsel, with at least two weeks advance notice to the Board and CEO.

- 11) Report back to the Board on a quarterly basis on levels of WPC funding of approximately \$90M per year as approved/budgeted by the Board and as increased with Federally matched funds and any additional increased funding resulting from Round II, and less any obligations and expenditures of DHS and its contractors performing services and/or procurements for the WPC program.

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(YV/JH)