



Board of Directors

Hybrid Meeting Agenda

June 9th, 2022

Board of Directors Members Present:

**North Sound Behavioral Health
Administrative Services Organization
(North Sound BH-ASO) Staff Present:**

Guests Present:

- 1. Call to Order and Introductions** – Chair
- 2. Revisions to the Agenda** – Chair
- 3. Approval of the February 10th, 2022, Minutes, Motion #22-26** – Chair....
Attachment
- 4. Comments & Announcements from the Chair**
- 5. Reports from Members**
- 6. Comments from the Public**
- 7. Report from the Advisory Board** (Available at Meeting) Attachment
- 8. Report from the Finance Officer** (Available at Meeting) Attachment
- 9. Report from the Governance Operations Committee**

All matters listed with the Consent Agenda have been distributed to each Member for reading and study, are considered to be routine, and will be enacted by one action of the Board of Directors with no separate discussion. If separate discussion is desired, the item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a Member.

Consent Agenda (Available at Meeting)Attachment

Motion #22-27

- To review and approve the North Sound Behavioral Health Administrative Services Organization claims paid from May 1st, 2022, through May 31st, 2022, in the amount of \$.
- Payroll for the month of May in the amount of \$ and associated employer benefits in the amount of \$.

10. Action Items

For Board Approval

Summary:

Homeless Outreach Stabilization and Transition Team (HOST)

Evergreen Recovery Centers was the successful bidder for the HOST Request for Qualifications (RFQ). The evaluation team met and reviewed the proposal and recommended the ASO move forward with a contract. The annual funding for this project is \$956,080 in GF-S funds.

Motion # 22-28

- North Sound BH-(AS)-ERC-ICN-19-23 Amendment 7 for the provision of a HOST services in Snohomish County. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract

Summary:

Health Care Authority

K-4949 is providing the GF-S funding for the period of July 1, 2022, through December 31, 2022, and Federal Block Grant funds for the period of July 1, 2022, through June 30, 2023.

New GF-S funding is expected for the period of July – December 2022, however the details have not been finalized by HCA to date.

Motion #22-29

- HCA-NS BH-ASO-K-4949-Amendment 5 providing the ASO GF-S funding and legislative provisos for the period of July 1, 2022, through December 31, 2022, and Federal Block Grant Funding for the period of July 1, 2022, through June 30, 2023.

Summary

Housing and Recovery through Peer Support Services

K-5390 Housing and Recovery through Peer Support Services (HARPS) team providing permanent supportive housing services for individuals exiting or at risk of entering a behavioral healthcare setting. Amendment #3 is one time funding for Housing Subsidies to be expended by June 30, 2022.

Motion #22-30

- HCA-NS BH-ASO-K5390-22-23 Amendment 1 for the purpose of funding an additional Peer on the HARPS team. The maximum amount on this amendment is \$80,000 effective upon execution through March 14, 2023.
- HCA-NS BH-ASO-K5390-22-23 Amendment 2 for the purpose of funding the HARPS team and HARPS subsidies. The maximum amount on this contract is \$616,440 with a term of July 1, 2022, through June 30, 2023.
- HCA-NS BH-ASO-K5390-22-23 Amendment 3 for the purpose of one-time funding for HARPS subsidies. The maximum amount on this contract is \$200,000 with a term of July 1, 2022, through June 30, 2023.

Summary:

Department of Commerce

Department of Commerce contract for Community Behavioral Health Rental Assistance (CBRA) is renewing our contract for fiscal year 2023 to support individuals with behavioral health disorders needing housing. These subsidies are intended to support individuals until a permanent housing option is found. The funding allocation is the same as FY 2022.

Motion #22-31

- Department of Commerce-North Sound BH-ASO-#23-46409-002 for the provision of housing subsidies in the North Sound Regional Service Area. The maximum consideration on this contract is \$1,366,830 for a term of July 1, 2022, through June 30, 2023.

Summary:

Bellingham School District

The legislature provided funding for Whatcom County Schools to establish a Trauma Informed Counseling program in schools eligible for high-poverty allocations from the learning assistance program. The Bellingham School District #501 will serve the Bellingham area and Compass Health will serve county-based schools.

The funding for this project is \$300,000 annually, because we have a reserve of funding due to the difficulty in finding providers, we are asking for approval at the June meeting. The total funding for fiscal year 2022 and 2023 is \$600,000. The funding was distributed based on proposals presented to Whatcom County Human Services by Bellingham School District and Compass Health. This funding is not renewable, the county is exploring ongoing funding post June 30, 2023.

Motion #22-32

North Sound BH-ASO-Bellingham School District-ICN-22-23 for the provision of trauma informed counseling in the identified high-poverty Bellingham Schools. The maximum consideration on this contract is \$265,338 with a term of July 1, 2022, through June 30, 2023.

North Sound BH-ASO-Compass Health-ICCN-19-23 Amendment 9 for the provision of trauma informed counseling in the identified high-poverty Whatcom County Schools. The maximum consideration on this contract is \$334,662 with a term of July 1, 2022, through June 30, 2023.

Summary:

GF-S Mandatory Services

The following contracts are providing mandatory behavioral health services.

- Compass Health
 - Mobile Crisis Outreach, ITA services, Program for Assertive Community Treatment (PACT), Evaluation and Treatment Services, E&T Discharge Planners, Whatcom Triage Diversion Pilot
- Snohomish County
 - Mobile Crisis Outreach, ITA services
 - Proviso Funding-Jail Transition Services, Designated Cannabis Account, Trueblood Funds
- Volunteers of America
 - Toll Free Crisis Hotline
- Telecare
 - Evaluation and Treatment Services, Discharge Planners
- American Behavioral Health Services (ABHS)
 - Secure Withdrawal Management
- Community Action of Skagit County (CASC)
 - Ombuds Services (services for July 1, 2022-October 1, 2022)
- Sea Mar
 - Assisted Outpatient Treatment
- Lifeline Connections
 - PACT
- Snohomish County Superior Court
 - Juvenile Treatment Services
- Island County
 - Proviso Funding-Jail Transition Services, Trueblood Funds, Designated Cannabis Account
- San Juan County
 - Proviso Funding-Jail Transition Services, Designated Cannabis Account
- Skagit County
 - Proviso Funding-Jail Transition Services, Designated Cannabis Account, Trueblood Funds
- Whatcom County
 - Proviso Funding-Jail Transition Services, Designated Cannabis Account, Trueblood Funds

Motion #22-33

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an

automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

- NS BH-ASO-Snohomish County-ICCN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-ICCN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-ABHS-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County Superior Court-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-San Juan County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Skagit County-Interlocal-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

Summary:

SABG and MHBG Mandatory Services

The following contracts are providing SABG priority Services:

- Brigid Collins
 - Pregnant and Parenting Women (PPW) Housing Support Services
- Evergreen Recovery Centers
 - PPW Housing Support Services
- Catholic Community Services
 - PPW Housing Support Services
- Compass Health
 - San Juan HARPS subsidies
 - Certified Peers on Mobile Crisis Teams
- Therapeutic Health Services
 - Medication Assisted Treatment
- Island County
 - Opiate Outreach, HARPS subsidies
- Community Action of Skagit County
 - Opiate Outreach
- Snohomish County
 - Opiate Outreach
- Whatcom County
 - Opiate Outreach
- Lifeline Connections
 - Peer Pathfinder Incarceration Transition Pilot,
- Telecare Corp.
 - Peer Bridger Program, Peer Bridger Participant Relief Funds

Motion #22-34

- NS BH-ASO-Brigid Collins-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-CCS NW-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-THS-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-MHBG-20-23 Amendment 4 to provide additional funding to the Peer Path Finder services under this contract. The contract term is July 1, 2019, through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-MHBG-19-22 Amendment 3 to provide additional funding to Peer Bridger services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

Summary:

GF-S/SABG/MHBG Services within Available Resources

- Compass Health
 - SUD outpatient services in San Juan County
 - Snohomish & Whatcom County Triage Services
- Consejo Counseling and Referral Services
 - Mental health outpatient services
 - Substance use outpatient services
- City of Mount Vernon
 - Integrated co-responder outreach project
- Evergreen Recovery Centers
 - Withdrawal Management Services
 - Mental Health Infant Specialist
- Island County
 - Co-Responder project
- Lifeline Connections
 - SUD Outpatient services
 - Recovery Housing
 - HARPS Team with Skagit & Whatcom subsidies
 - One-time HARPS subsidies expended prior to June 30, 2022
- Lake Whatcom Center
 - PACT
 - Mental Health outpatient services
 - Substance Use outpatient services

- Pioneer Human Services
 - Skagit & Whatcom withdrawal management services
 - SUD residential services
- Sea Mar
 - Mental health outpatient services
 - Substance use outpatient services
 - SUD residential services
- Sunrise Services
 - Mental health outpatient services
 - Substance use outpatient services
- Volunteers of America (VOA)
 - Emergency Response for Suicide Prevention (ERSP)
 - Peer Outreach follow up services

Motion #22-35

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Consejo-ICN-21-23 Amendment 1 to provide the funding to continue services under this contract. The contract term is July 1, 2021, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-City of Mount Vernon-Interlocal-23 to provide funding for the integrated co-responder team with the City of Mount Vernon Police Department. The contract term is June 1, 2022, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding for co-responder services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-LWC-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-PHS-ICN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

- NS BH-ASO-Sunrise Services-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding for emergency response suicide prevention follow up services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract

Summary:

Professional Service Agreement

- Hands Up Project is a non-profit in Snohomish County assisting individuals with a behavioral health concerns access housing. The priority population is individuals exiting inpatient and/or residential facilities. This contract adds one-time funding of \$100,000 of HARPS subsidies to be expended by June 30, 2022. It also continues funding the next 6-month period of federal block grant housing subsidies in the amount of \$200,000.

Motion #22-36

- North Sound BH-ASO-Hands Up-PSC-22 for the provision of housing subsidies to individuals in Snohomish County who are unhoused. The maximum consideration on this agreement is \$300,00, with \$100,00 expended by June 30, 2022. The term of this agreement is December 1, 2020, through December 31, 2022.

Summary:

Behavioral Health Needs Assessment

- Cumming Management Group will be providing Phase 0 of the Behavioral Health Needs Assessment: Project Mobilization, and Initial Work Plan.
- Phase 0 will consist of the following work:
 - Engagement management, team structure and coordination, project mobilization
 - Finalized scope, work plan, schedule, and deliverables (note this will be adjusted after the kickoff meeting)
 - Information request and list of data resources to be utilized
 - Key stakeholder interview list and associated discussion guide
 - Final proposed project fee

Motion #22-37

- NS BH-ASO-Cumming-Agreement-22 for the purpose of engaging Cumming Management Group in a North Sound Behavioral Health Needs Assessment. The maximum consideration for Phase 0 is \$12,000 with an effective date of July 1, 2022

11. Report from the Executive Director Attachment

12. Adjourn

Next Meeting: August 11th, 2022 (No July Meeting)

DRAFT



Board of Directors

Hybrid Meeting Minutes

May 12, 2022

Board of Directors Members Present:

- **Cindy Wolf**, Council Member, San Juan County; Vice Chair
- **Lynda Austin**, Human Services Director, Island County
- **Kathy Kershner**, Whatcom County Council
- **Cammy Hart-Anderson**, Snohomish County Human Services; designated alternate for Dave Somers, Snohomish County Executive
- **George Kosovich**, Skagit County Public Health; designated alternate for Peter Browning
- **Nicole Gorle**, Legislative Analyst, Snohomish County; designated alternate for Nate Nehring, Snohomish County Council
- **Heidi Beazizo**, Sr. Legislative Analyst, Snohomish County; designated alternate for Jared Mead, County Council
- **Pat O'Maley Lanphear**, North Sound BH-ASO Advisory Board, Vice Chair
- **Jackie Mitchell**, Behavioral Health Program Specialist, Whatcom County, designated alternate for Satpal Sidhu
- **Darcy Cheeseman**, Legislative Aid to Council Member, Sam Low
- **Lynda Austin**, Island County Human Services; designated alternate for Commissioner Jill Johnson

North Sound Behavioral Health Administrative Services Organization (North Sound BH-ASO) Staff Present:

- **Joe Valentine**, Executive Director, North Sound BH-ASO
- **Margaret Rojas**, Assistant Director, North Sound BH-ASO
- **Darrell Heiner**, Senior Accountant, North Sound BH-ASO
- **Charles DeElena**, Business Improvement Manager/Compliance Officer, North Sound BH-ASO
- **Lisa Hudspeth**, Program Specialist, North Sound BH-ASO (Minutes)

Guests Present:

1. Call to Order and Introductions – Chair

Vice Chair Wolf initiated introductions and called the meeting to order at 1:35 p.m. She asked Lisa Hudspeth to read the names of the attendees that were participating in person and via Zoom.

2. Revisions to the Agenda – Chair

The Chair asked if there were any revisions to the agenda. No revisions were noted.

3. Approval of the April 14, 2022, Minutes, Motion #22-23 – Chair..... Attachment

Kathy Kershner moved the motion for approval, Jackie Mitchell seconded, none opposed, no abstentions, motion #22-23 carried.

4. Comments & Announcements from the Chair

There were no announcements from Vice Chair Wolf.

5. Reports from Members

Vice Chair Wolf asked if there were reports from the counties. The following updates were provided:

- Island County
 - Two (2) new co-responders are now in place
 - Recovery Navigator Program (RNP) planning is underway
 - Low-income Housing Institute pursuing permanent supportive housing
- Skagit County
 - Consejo Counseling has identified a location in Skagit county to provide services
 - Skagit County undergoing a planning process around behavioral health and housing issues called *North Star Project*
- Snohomish County
 - Continuing to recruit for Designated Crisis Responders (DCRs); will be using a recruiter for assistance
 - Cammy expressed appreciation to Joe for presenting ASO Overview with Snohomish County Council members
 - Behavioral Health Group in process of creating “mini grants” with Dedicated Marijuana Account (DMA) funds
 - Creating forum with five (5) managed care organizations (MCOs) and North Sound BH-ASO to create a forum around youth services
- Whatcom County
 - Kathy expressed appreciation to Joe for presenting to the Whatcom County Council
 - Continued struggles around homelessness, lawlessness, mental health concerns, and substance abuse
 - Way Station will be a place for individuals with mental health or experiencing homelessness to receive services such as basic medical care and showers
 - Response Division is in the process of development
 - Alternative Response Plan is in the process of being developed

6. Comments from the Public

There were no comments from the public

7. Report from the Advisory BoardAttachment

Pat O’Maley Lanphear, Advisory Board Chair, gave the report from the Advisory Board, calling special attention to Advisory Board membership and the creation of “target” membership levels.

8. Annual Compliance Report (Charles DeElena).....Attachment

Charles DeElena presented on the 2021 Annual Compliance Report. Individuals may contact Charles if they have any questions.

9. Quality Management Plan (Charles DeElena)

- https://nsbhaso.org/for-providers/forms/20220218_QM%20Plan_ASO_FINAL.pdf

Charles DeElena presented on the 2022 Quality Management Plan. Individuals may contact Charles if they have any questions.

10. Report from the Finance Officer.....Attachment

Joe Valentine and Darrell Heiner gave the Report from the Finance Officer. They answered questions from the Board members.

11. Report from the Governance Operations Committee

All matters listed with the Consent Agenda have been distributed to each Member for reading and study, are considered to be routine, and will be enacted by one action of the Board of Directors with no separate discussion. If separate discussion is desired, the item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a

Consent AgendaAvailable at Meeting

Motion #22-24

- To review and approve the North Sound Behavioral Health Administrative Services Organization claims paid from April 1, 2022, through April 30, 2022, in the amount of \$3,218,218.67.
- Payroll for the month of April in the amount of \$164,422.14 and associated employer benefits in the amount of \$90,810.34.

Kathy Kershner moved the motion for, George Kosovich seconded, none opposed, no abstentions, motion #22-24 carried.

12. Action Items

For Board Approval

Summary:

Whatcom County Co-Responder Project

- Whatcom County was the only bidder for the Whatcom Co-Responder RFP. The evaluation team met and reviewed the proposal and recommended the ASO move forward with a contract. The team made some recommendations to the ASO to consider while standing up these programs, specifically on how to measure success and acquire feedback from individuals having contact with the teams. The funding for this project is \$223,563 in COVID Mental Health and Substance Abuse Block Grant funds.

Motion # 22-25

- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 8 to provide the funding co-responder services under this contract in the amount of \$223,563. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

Kathy Kershner moved the motion for approval, George Kosovich seconded, none opposed, no abstentions, motion #22-25 carried.

13. Introduction Items

The contracts being introduced this month fall into four distinct categories:

- Two Health Care Authority contracts: one providing ASO funding for all categories of funding listed below, and a HCA contract for COVID-19 Emergency Grant funding.
- Downstream contracts for General Fund-State (GF-S) Mandatory Services (Crisis Outreach, Involuntary Treatment Act (ITA) Services, ITA inpatient, Secure Withdrawal Management, Proviso Funding)
- Downstream contracts for Substance Abuse Block Grant (SABG) Priority Services (Pregnant & Parenting Women Housing Services (PPW), Individuals using Intravenous Drugs (IUID) Opiate Outreach)
- Downstream contracts for GF-S/SABG/Mental Health Block Grant (MHBG) Services within Available Resources (Mental Health & Substance Use Disorder Outpatient, SUD Residential, Triage Services.

The downstream contracts follow the HCA contract. The funding for the downstream contracts is included in the same amendment, which is why you will see the same numbered amendment under a different category of funding. The funding allocations for the downstream contracts will be developed over the next month.

Summary:

Health Care Authority

- K-4949 is providing the GF-S funding for the period of July 1, 2022, through December 31, 2022 and Federal Block Grant funds for the period of July 1, 2022, through June 30, 2023.
 - New GF-S funding is expected for the period of July – December 2022, however the details have not been provided by HCA to date.

Motion #22-XX

- HCA-NS BH-ASO-K-4949-Amendment 5 providing the ASO GF-S funding and legislative provisos for the period of July 1, 2022, through December 31, 2022 and Federal Block Grant Funding for the period of July 1, 2022 through June 30, 2023.

- K-5390 Housing and Recovery through Peer Support Services (HARPS) team providing permanent supportive housing services for individuals exiting or at risk of entering a behavioral healthcare setting.

Motion #22-XX

- HCA-NS BH-ASO-K5390-22-23 Amendment 1 for the purpose of funding an additional Peer on the HARPS team. The maximum amount on this amendment is \$80,000 effective upon execution through March 14, 2023.
- HCA-NS BH-ASO-K5390-22-23 Amendment 2 for the purpose of funding the HARPS team and HARPS subsidies. The maximum amount on this contract is \$616,440 with a term of July 1, 2022 through June 30, 2023.

- K5759 Homeless Outreach Stabilization and Transition Team (HOST) services serving individuals who are living with serious substance use or co-occurring disorders and behavioral health conditions experiencing homelessness.

Motion #22-XX

- HCA-NS BH-ASO-K5759-22-23 for the purpose of funding a HOST program in the North Sound Region. The maximum consideration on this contract is \$956,080 with a term of July 1, 2022, through June 30, 2023.

Summary:

GF-S Mandatory Services

The following contracts are providing mandatory behavioral health services.

- **Compass Health**
 - Mobile Crisis Outreach, ITA services, Program for Assertive Community Treatment (PACT), Evaluation and Treatment Services, E&T Discharge Planners, Whatcom Triage Diversion Pilot
- Snohomish County
 - Mobile Crisis Outreach, ITA services
 - Proviso Funding-Jail Transition Services, Designated Marijuana Account, Trueblood Funds
- Volunteers of America
 - Toll Free Crisis Hotline

- Telecare
 - Evaluation and Treatment Services, Discharge Planners
- American Behavioral Health Services (ABHS)
 - Secure Withdrawal Management
- Community Action of Skagit County (CASC)
 - Ombuds Services (services for July 1, 2022-October 1, 2022)
- Sea Mar
 - Assisted Outpatient Treatment
- Lifeline Connections
 - PACT
- Snohomish County Superior Court
 - Juvenile Treatment Services
- Island County
 - Proviso Funding-Jail Transition Services, Trueblood Funds, Designated Marijuana Account
- San Juan County
 - Proviso Funding-Jail Transition Services, Designated Marijuana Account
- Skagit County
 - Proviso Funding-Jail Transition Services, Designated Marijuana Account, Trueblood Funds
- Whatcom County
 - Proviso Funding-Jail Transition Services, Designated Marijuana Account, Trueblood Funds

Motion #22-XX

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICCN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-ICCN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-ABHS-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County Superior Court-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-San Juan County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Skagit County-Interlocal-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

Summary:

GF-S Mandatory Services

The following contracts are providing SABG priority Services:

- Brigid Collins
 - Pregnant and Parenting Women (PPW) Housing Support Services
- Evergreen Recovery Centers
 - PPW Housing Support Services
- Catholic Community Services
 - PPW Housing Support Services
- Compass Health
 - San Juan HARPS subsidies
 - Certified Peers on Mobile Crisis Teams
- Therapeutic Health Services
 - Medication Assisted Treatment
- Island County
 - Opiate Outreach, HARPS subsidies
- Community Action of Skagit County
 - Opiate Outreach
- Snohomish County
 - Opiate Outreach
- Whatcom County
 - Opiate Outreach
- Lifeline Connections
 - Peer Pathfinder Incarceration Transition Pilot, HARPS Team with Skagit & Whatcom subsidies
- Telecare Corp.
 - Peer Bridger Program, Peer Bridger Participant Relief Funds

Motion #22-XX

- NS BH-ASO-Brigid Collins-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

- NS BH-ASO-CCS NW-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-THS-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-MHBG-20-23 Amendment 4 to provide additional funding to the Peer Path Finder services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-MHBG-19-22 Amendment 3 to provide additional funding to Peer Bridger services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

Summary:

GF-S/SABG/MHBG Services within Available Resources

- Compass Health
 - SUD outpatient services in San Juan County
 - Snohomish & Whatcom County Triage Services
- Consejo Counseling and Referral Services
 - Mental health outpatient services
 - Substance use outpatient services
- City of Mount Vernon
 - Integrated co-responder outreach project
- Evergreen Recovery Centers
 - Withdrawal Management Services
 - Mental Health Infant Specialist
- Island County
 - Co-Responder project
- Lifeline Connections
 - SUD Outpatient services
 - Recovery Housing
- Lake Whatcom Center
 - PACT

- Mental Health outpatient services
 - Substance Use outpatient services
- Pioneer Human Services
 - Skagit & Whatcom withdrawal management services
 - SUD residential services
- Sea Mar
 - Mental health outpatient services
 - Substance use outpatient services
 - SUD residential services
- Sunrise Services
 - Mental health outpatient services
 - Substance use outpatient services
- Volunteers of America (VOA)
 - Emergency Response for Suicide Prevention (ERSP)
 - Peer Outreach follow up services

Motion #22-XX

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Consejo-ICN-21-23 Amendment 1 to provide the funding to continue services under this contract. The contract term is July 1, 2021 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-City of Mount Vernon-Interlocal-23 to provide funding for the integrated co-responder team with the City of Mount Vernon Police Department. The contract term is June 1, 2022 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding for co-responder services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-LWC-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-PHS-ICN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Sunrise Services-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding for emergency response suicide prevention follow up services under this contract. The contract term is July 1, 2019

through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract

Summary:

Behavioral Health Needs Assessment

- Cumming Management Group will be providing Phase 0 of the Behavioral Health Needs Assessment: Project Mobilization, and Initial Work Plan.
- Phase 0 will consist of the following work:
 - Engagement management, team structure and coordination, project mobilization
 - Finalized scope, work plan, schedule, and deliverables (note this will be adjusted after the kickoff meeting)
 - Information request and list of data resources to be utilized
 - Key stakeholder interview list and associated discussion guide
 - Final proposed project fee

Motion #22-XX

- NS BH-ASO-Cumming-Agreement-22 for the purpose of engaging Cumming Management Group in a North Sound Behavioral Health Needs Assessment. The maximum consideration for Phase 0 is \$12,000 with an effective date of July 1, 2022

Homeless Outreach Stabilization and Treatment (HOST) Program

- Evergreen Recovery Centers was the only bidder for the HOST Request for Qualifications (RFQ). The evaluation team met and reviewed the proposal and recommended the ASO move forward with a contract. The funding for this project is \$956,080 in GF-S funds. The contract will be on the June 9, 2022 Board of Directors agenda for approval.
- Elements of the HOST program project are as follows:
 - Serves people who are living with serious substance use disorders (SUD) or co-occurring SUD and behavioral health conditions, are experiencing homelessness, and whose severity of behavioral health symptom acuity level creates a barrier to accessing and receiving conventional behavioral health services and outreach models
 - Outreach and engage the most vulnerable individuals into services with the ultimate goals of addressing their behavioral and physical health needs, increasing stability, obtaining housing, and transitioning them into long-term services for their substance use disorders or co-occurring substance use disorders and behavioral health conditions
 - Utilize the principles consistent with a modified Assertive Community Treatment (ACT) model that will best serve targeted populations

The following discussion ensued regarding the HOST Program:

- Geographic footprint will likely be focused in urban areas; more specifics will be determined during contracting

Child, Youth and Family Mobile Crisis

- Our July 2022 HCA contract amendment requires the ASOs to establish new or expand mobile crisis teams for adults, youth and children by July 1st, 2022. The team models are to include Mental Health Professionals (MHPs) and Peers trained in crisis services. We will also be required to incorporate the standards of the Mobile Response and Stabilization Service (MRSS) model. The goals of this model include: supporting individuals, children and families in their current living situation, provide trauma informed care, promote and support safe behaviors in school/community, reduce the use of emergency department and criminal justice systems and assist in linkages to ongoing age-appropriate support and services as needed. All services are required to be submitted under the new transaction code for Mobile Crisis Response transaction by July 1, 2022.

The following discussion ensued regarding the Child, Youth and Family Mobile Crisis

- Board members will be invited to sit on the Review Committee for the Request for Qualifications (RFQ), which is being released May 13, 2022

14. Report from the Executive Director Attachments

Joe Valentine gave the report from the Executive Director. It included the following topics:

- Update on Homeless Outreach Stabilization and Transition (HOST) Program
- Update on the RFQ for Children and Youth Mobile Crisis Teams
- Presentation of three-year BH-ASO Update for North Sound County Councils and Commissions
- Update on Plan to improve coordination between BH-ASO funded programs and county funded Behavioral
- Behavioral Health System Coordination Committee
 - Discussion will occur in June regarding Network Adequacy
 - Joe noted that HCA will be doing a re-procurement for MCO networks in 2024

15. Adjourn

Vice Chair Wolf adjourned the meeting at 2:30 p.m.

Next Meeting: June 9, 2022

Important: North Sound BH-ASO Board of Directors will NOT meet in July due to summer recess.

1. UPDATE ON RFP FOR CHILDREN AND YOUTH MOBILE CRISIS TEAMS

- The RFQ for the “Children, Youth and Family Crisis Teams” was released on May 13.
- A bidders’ informational meeting was held on May 20 and we subsequently received 3 letters of intent. June 10 is the deadline for final proposals.
- The Review committee will meet on June 16. As with other RFP/Q Reviews, invitations have been extended to include 2 representatives from the Board of Directors and 2 representatives from the Advisory Board.
- The goal is for the Leadership Team to review the recommendations from the Review Committee on June 21 and send preliminary notifications to the successful bidders.
- Because the Board of Directors will not be meeting until August, we are hoping to be able to provisionally approve the contracts and submit them for Board ratification on August 11.
- HCA has provided enough funding for two teams, and our hope is to be able to award two contracts to cover different parts of the region.

2. NEWLY RELEASED INTEGRATED MANAGED CARE REPORT

- The DSHS Research and Data Analysis Division [RDA] has released a new report presenting Medicaid Behavioral Health Performance Measures for three years ending in the 3d quarter of 2021. [Attachment #1].
- The measures are categorized by both ethnicity and region [North Sound is designated as “North Sound ACH”].
- A few highlights are:
 - Mental health treatment rates have for both adults and youth remained relatively unchanged from 2019-2021. North Sound rates are comparable with the state average.
 - Substance Use Disorder Treatment rates for adults have also remained unchanged but are lower than mental health rates, averaging around 38%. North Sound rates are similar to state rates.
 - *Substance Use Disorder Treatment rates for youth, ages 12-17, are not only low but have declined by about 10% in the last 3 years to about 20%. North Sound rates are generally lower than the state average.*

3. TEAMonitor Review

- We will be able to meet the June 6 deadline to submit documents to address the annual TEAMonitor review of our compliance with the HCA-ASO contract.
- As in previous year, we’re providing hundreds of pages of documents to address over 70 separate contract requirements.

4. PRESENTATION OF THREE YEAR BH-ASO UPDATE FOR NORTH SOUND COUNTY COUNCILS AND COMMISSIONS

- A presentation to update North Sound County Councils and Commissions on the current scope of activities for the North Sound BH-ASO has been provided to 4 of the 5 county councils/commissions.
- The final presentation is scheduled for the Skagit County Commissioners on June 28.

5. UPDATE ON PLAN TO IMPROVE COORDINATION BETWEEN BH-ASO FUNDED PROGRAMS AND COUNTY FUNDED BEHAVIORAL HEALTH PROGRAMS

- We are continuing to work with the County Coordinators to develop a plan to better coordinate County funded programs with ASO funded programs that appear to be serving similar populations and have similar goals.
- Work continued at the June 3 County Coordinators meeting.

6. CRISIS SERVICES UPDATE

- Weekly Crisis Capacity Indicator snapshot through May 28 [Attachment #2].
- Crisis service calls and mobile crisis outreach services have remained relatively stable for the last couple of months, with weekly fluctuations.
- However, requests for crisis services from youth have been steadily increasing.

7. RECOVERY NAVIGATOR PROGRAM UPDATE

To be provided.

8. SUCCESSION PLANNING

- The ASO Leadership Team has held the first of 3 work sessions to develop a comprehensive Succession plan.
- The first session focused on succession planning for: Executive Director, Medical Director, Data Analyst, and IS/IT Provider Support Liaison.
- The next two sessions will focus on succession planning for the other Leadership Team members, and organizational structure changes to better accommodate the growth in ASO program scope.

9. FACILITY NEEDS ASSESSMENT

- We have received a revised proposal from the “Cumming” organization to update the 2016 Behavioral Health Needs Assessment which they had provided us. (Attachment #3)
- Based on our request, they have divided their proposed scope of work into four phases:
 - 1) Phase 0 – Project Mobilization
 - 2) Phase 1 – Market and Strategic Priorities
 - 3) Phase 2 – Demographics, Volume Projections & Gap Analysis
 - 4) Phase 3 – Final Report

- We are seeking approval for the Phase 0 scope of work first. This will give us the opportunity to better negotiate, and bring to the Board of Directors for review and approval, the contract for the remaining work.

DRAFT

Proposal Agreement for:

Behavioral Health Needs Assessment

Presented to:



Joe Valentine

2021 E. College Way, Suite 101
Mount Vernon, WA 98273

May, 2022

Revised May 31, 2022

Joe Valentine
2021 E. College Way, Suite 101
Mount Vernon, WA 98273

Via e-mail: joe_valentine@nsbhaso.org

RE: Behavioral Health Needs Assessment

Dear Mr. Valentine:

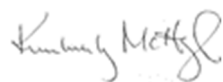
The Cumming team appreciates the opportunity to provide North Sound Behavioral Health Administrative Services Organization ("North Sound BH-ASO") with this Behavioral Health Needs Assessment scope document and services proposal agreement (the "Agreement").

The following document outlines our recommended approach for North Sound BH-ASO's Behavioral Health Needs Assessment. Evolved from our conversations to date, and our understanding of the successes you'd like to replicate from the previous needs assessment work, our goal is to tailor a project approach that directly meets your specific objectives. We have revised this proposal based on our May 17 conversation.

Our team is looking forward to continuing to support North Sound BH-ASO with this effort. Should you have any further questions or wish to further refine the scope of work, please let me know. I can be reached at 253.579.6050 or via email at kmchugh@cumming-group.com. Thank you for the opportunity to propose our scope of services.

We understand that state requirements and points of emphasis have changed relative to our 2016 report, including a need to focus on more outpatient-based services, and because of this we utilized a phased approach that included the initial meeting with you on May 17 to refine this proposal. At that meeting we reviewed available data sources and discussed changes in both reimbursement, providers, and services in the market and how that impacts this project. Based on that meeting and our current understanding of the work to be completed, we are proposing a total final fee of \$75,000 (this includes fee for the initial May meeting and aspects of Phase 0 in the scope approach outlined below).

Sincerely,



Kimberly McHugh
Sr. Vice President
Cumming Management Group

Confidential and Proprietary

Section 1 Our Understanding of Your Needs

North Sound Behavioral Health - Administrative Service Organization has requested the Cumming Corporation team to update the projections included in the original Needs Assessment developed in 2016 with adjustments to account for the changing landscape in services and reimbursement. These changes include a greater emphasis on community based treatment, transition of State Hospitals to more forensic focused services, and greater integration between physical care services and behavioral healthcare.

The former report was utilized to successfully procure over \$40 million in capital funds from the Washington State legislature. North Sound BH-ASO is now at the end of the 5-year horizon used in the report and finds it necessary to update their efforts for capacity building going forward.

This assessment should provide an update to the prior report in addition to developing an analysis to evaluate the current inventory and projected need for the types of facilities listed in the Department of Commerce Notice of Funding for 2021-2023 Competitive Grants. This includes evaluating the needs for:

- Child and Minor Youth (inpatient and outpatient services)
- Intensive Behavioral Health Facilities (need based assessment only)
- Withdrawal Management
- Comprehensive Mental Health and SUD Outpatient services (to include an assessment of options to address gaps in providers and services)

The report should outline:

1. Behavioral Health Needs in the region based on state data
2. How needs line up with the category of funding

Considerations in this analysis should include how to address the needs of the community more creatively with limited staff resources. This could include options for telehealth solutions (including telehealth resources outside of the service area that could be utilized), operational improvements, alternative resources, etc.

The intent of this analysis would be to substantiate the need for North Sound BH-ASO in the application of grants in 2022 and beyond across the facility categories (outlined above) and other funding opportunities that may be available where this data would further demonstrate need.

On the following pages, the Cumming Team (Project Team) has outlined a proposed engagement scope, approach, and timing for review. We look forward to working with your team.

Section 2 Engagement Scope, Approach, and Term

ENGAGEMENT SCOPE OF SERVICES

Early phases of the project are about clearly understanding organizational goals, work completed to-date, and changes since the 2016 report. The next phase is the integration of various factors and inputs to develop our recommendations, updating demand and community need model from our previous analysis. We will work together to explore opportunities to best meet your goals with the lowest risks and within your constraints, financial or otherwise. We strongly believe in including key stakeholders in the process to create an understanding of the context and assumptions, and secure buy-in to the planning direction.

PROCESS OVERVIEW

Our team envisions an 8-10 week process (dependent on timeliness of data receipt and can be adjusted based on any NSBH-ASO schedule needs or other project schedule needs) containing 4 meeting milestones based on our experience with similar efforts and our understanding of the scope of work:



DETAILED WORK STEPS

Phase 0: Project Mobilization and Initial Work Plan

A. Objective

Upon agreement, the Project Team will work with North Sound BH-ASO leadership to finalize scope and deliverables, confirm the engagement schedule and structure, confirm participants' roles and responsibilities, and agree on appropriate communications protocols. This phase was largely completed by May 17 and was approved by the NSBH-ASO Board of Directors. One of the next steps is to issue our data request(s) and work closely with you to refine as needed.

B. Key Work Tasks

We will work with you to define an appropriate engagement structure custom-tailored to North Sound BH-ASO's needs, goals, and objectives. As a preliminary step, we propose to have a Sponsor Individual or Team consisting of North Sound BH-ASO's engagement leader(s) that will guide the planning work presented to broader audiences (e.g., Board of Directors, etc.) if applicable. We will have weekly calls with the Sponsor(s) to coordinate project logistics, review progress of our work product and analyses, discuss results / findings, preview documents, identify and frame strategic issues, and preview strategic recommendations. We will coordinate closely with you to manage the stakeholder discussions to confirm the appropriate people are included and the scope of topics is relevant.

Project Initiation Kickoff Meeting (May 17). At the initial kickoff meeting we discussed project mobilization, scope of services, and available data resources. Changes were made to this proposal accordingly.

One of the key data discussion points that is different from 2016 is the need to engage the Medicaid Managed Care Organizations (“MCO”) in the state, who have an interest in the outcome of the analysis assessment in the final report from this engagement. We understand that analyzing the relevant information for this engagement will require knitting data together from multiple sources. These data sources are expected to include the following (note this list can change or evolve during the process):

- **Encounter Data/Patient Volumes**
 - Available data for non-Medicaid portion of the patient volume will be provided by North Sound
 - Medicaid data will be requested from the contracted Medicaid MCO organizations in the state (United, Molina, Anthem, Centene, Community Health Plan) and analyzed as available
 - Any other data as available from North Sound regarding patient volumes
- **Service Inventory**
 - Detail on Inpatient Services/Programs, program types, bed complements already provided by North Sound at 5/17 meeting
 - Will compile additional data from county-level and state level departments of health
 - It will be important to compile the data and compare services and need on a county-by-county basis
 - County need assessments and County level health indicators from 3rd party sources
 - Behavioral health provider inventory – from multiple sources – Definitive HC, local research
 - Any local workforce studies regarding behavioral healthcare
- **Service Demand**
 - Utilization-based models that our team has developed for specific services (for estimating patient volume)
 - Provider-demand models (for estimating provider need)
 - State of Washington population forecasts
 - Interviews with local stakeholders as needed
 - Existing Community Needs Assessments
- **Funding**
 - List of funded projects (provided by NSBH-ASO)
 - New funding opportunities (provided by NSBH-ASO)

C. Deliverables

- Engagement management, team structure and coordination, project mobilization
- Finalized scope, work plan, schedule, and deliverables
- Information request and list of data resources to be utilized
- Key stakeholder interview list as needed and associated discussion guide
- Final proposed project fee

D. Timeline: 1 Week

Phase 1: Market & Strategic Priorities

A. Objective

Develop a shared understanding of the current and future market based on community needs, demographics and socioeconomics, relevant service supply and demand, and role for North Sound BH-ASO.

The Project Team will utilize a wide range of data sources (see list above) to update inputs for models developed in our prior analysis and create new inputs for different services as needed. These were discussed and identified in Phase 0. The data tools will allow us to profile your market with similarly positioned peer groups both across the nation and regionally. We will collaborate with North Sound BH-ASO in obtaining internal, 3rd party, and applicable state data.

B. Key Work Tasks

- Review the results of the information request, request additional data and further interpretation of the data as necessary
- Conduct a round of initial stakeholder interviews with 5 – 10 identified stakeholder leaders from North Sound BH-ASO (may be in a group format) to understand the current situation and perspectives on future strategic options and associated challenges related to the North Sound BH-ASO current and potentially new future offerings
 - Note that some of these options and challenges were discussed at the kickoff meeting and we agreed to schedule a virtual meeting to discuss these issues further with the internal NSBH-ASO group
 - Interviews will largely focus on the 5 counties and 5 MCOs
 - Electronic surveys sent to providers, which have been utilized before, is another tool we can use during the project to solicit relevant information
- Through these additional interviews and working sessions, clarify North Sound BH-ASO vision and strategic imperatives for the organization. Specific areas of focus will address:
 - Patient experience – should North Sound BH-ASO provide a differentiated patient experience relative to regional and national providers?
 - Service offerings – what services should be offered through the organization?
 - What locations are perceived to be most attractive and effective for the services provided? Are new or different locations needed? What considerations are most

important?

- Partnerships – what guiding principles and criteria should North Sound BH-ASO emphasize in the development of service offerings for the organization?

Strategic Review and Market Assessment

Compile demographic information and other data and strategies used to update the demand and community need model used in the previous project. The Project Team will work closely with the North Sound BH-ASO team to understand work completed to-date and align on market dynamics including the following:

- The market opportunity / community need confronting North Sound BH-ASO. Components include:
 - Service area definition and demographic and economic trends
 - Understanding of community need
 - Market size and demand by type of service (current and future)
 - Inventory of providers and services in the market (e.g., hospital-based and other behavioral health providers including emerging non-traditional / on demand competitors that provide relevant related services to the communities; note this may include providers that more traditionally service the commercial insurance population if those are candidates to meet public community need)
 - Note that a number of new facilities have opened since 2016, some have closed (including some Compass Behavioral Health beds, Fairfax adolescent beds, etc.), and some have shifted services, which have impacted the availability of services in the area
- **Internal:** North Sound BH-ASO positioning versus market opportunities and local provider dynamics to understand how NSBH-ASO is aligned and positioned to meet market need. Component analytics to include:
 - Review / incorporate as applicable existing strategic plans, financial and capital plans, business planning documents, growth models, and volume forecasts (overall and site specific, as applicable)

Note, we will be considering new market factors such as impact of COVID-19 and further development of virtual health models
 - Unique or new organizational challenges
 - Understand North Sound BH-ASO access strategy, including physical locations, on-demand, and virtual care programs, technology capabilities to support on-demand / virtual care, and market demand for virtual care

C. Deliverables

- Key findings from interviews
- Guiding principles
- Service and location overview, including market positioning, need, and opportunities

D. Timeline: 2-3 Weeks

Meeting #1. Review Market & Strategic Priorities for North Sound BH-ASO

Phase 2: Demographics, Volume Projections & Gap Analysis

A. Objective

The Project Team will analyze demographics including socio-economics, Medicaid, and payer mix analysis by service area as well as analyze area use rates for behavioral health and substance abuse disorders. This may potentially include new or alternative data sources identified in Phase 0 that were not utilized in the 2016 project. Provide an updated and thorough demand and community need model. The data outputs from the model will be used in developing letters of support for funding requests.

B. Key Work Tasks

- The Project Team will review market share as well as understand the provider need, provided appropriate data is available. Special attention will be given to ensure care coordination as well as services offered through the Medicaid plan, which involves different payer organizations than in 2016.
- Analyze the current and projected inpatient / residential and outpatient behavioral health volume for both the market and North Sound BH-ASO. This should include (as data is available) areas listed in the Department of Commerce Notice of Funding for 2021-2023 Competitive Grants that includes:
 - Child and Minor Youth (inpatient and outpatient)
 - Intensive Behavioral Health Facilities (need analysis only)
 - Withdrawal Management
 - Outpatient
- There are sub-categories to the list above (e.g., youth crisis management, gender specific programs, residential treatment, enhanced service facilities, acute and sub-acute detox, secure detox, telehealth, etc.) that may or will be evaluated
- The Project Team will evaluate in partnership with North Sound BH-ASO if there are additional grants and / or funding sources applicable to the organization that should be included in the demographic and volume analysis.
- Based on this analysis, the Project Team will model the inpatient need, including bed need, as well as any integrated approaches as applicable.
- A Gap Analysis of services will be developed with an emphasis on where there is a need to increase capacity for behavioral health services.

C. Deliverables

- Demographic Analysis
- Market & Competitive Analysis
- Projected Inpatient / Residential and Outpatient Behavioral Health Volume
- Identification of additional grants and / or funding sources applicable to the organization

- Need modeling
- Gap Analysis

D. Timeline: 4-5 weeks

Meeting #2. Review Demographics, Volume Projections and Gap Analysis for North Sound BH-ASO. Review grants and/or funding sources applicable to the organization for consideration.

Phase 3: Final Report

A. Objective

Using the processes and methodologies outlined above, the Project Team will develop a final report for North Sound BH-ASO.

B. Key Work Tasks

This final submittal will include the following components:

- Executive Summary
- Demographics & Volume Projections
- Service Gap Identification

The Project Team will coordinate directly with North Sound BH-ASO to develop a strategy for presenting the overall Needs Assessment to appropriate stakeholders.

B. Deliverables

- Final Report

D. Timeline: 1 week

Meeting #3. Final review of findings and recommendations.



Lindsley Withey, FACHE

Director

Lindsley leads strategic advisory engagements with hospitals, health systems, and industry partners. With 20 years of consulting, project management, and health administration experience, she has extensive experience in working with health systems to grow market share by evaluating their campuses and networks for growth opportunities including feasibility studies, master planning and ambulatory network planning efforts. While Lindsley has worked extensively across the country with systems such as Ascension, CommonSpirit (formerly CHI), HCA, SCLHealth, Yale New Haven Health, UCHealth and Centura, she has also worked with rural and community health and behavioral health systems throughout the country. Lindsley served as the ACHE Regent for Colorado and serves on the Colorado Association of Healthcare Executives Board.

EDUCATION

Master of Health Administration, Saint Louis University

Bachelor of Science, Health Information Management, Saint Louis University

CERTIFICATIONS, MEMBERSHIPS, AND AWARDS

Fellow of American College of Healthcare Executives (FACHE)
Colorado Regent for American College of Health Care Executives (ACHE): 2018 – 2020

Advisory Board Member for Cornell Institute for Healthy Futures (CIHF)
Executive Board Member of Colorado Association of Healthcare Executives (CAHE)

Board Member: 2008 – Current

- Diversity Chair: 2014 – 2017
- Past President: 2012 – 2013
- President: 2010 – 2012
- President Elect: 2010 – 2011
- Secretary: 2009
- Sponsorship Chair: 2008

Society for Health Strategy & Market Development (SHSMD) Annual Conference Planning Committee and New Member Engagement Task Force
National Association of Health Services Executives (NAHSE): Greater Denver

Example Professional Experience

- Project Director for Master Facility Planning, Ambulatory Network Planning and market analysis for JPS to plan for the \$1.2 billion bond program implementation (2018, 2021-current).
- Master Facility Planning, Ambulatory Network Planning and market analysis for Spectrum Health that included over 11 Mil Sq Ft across the integrated health system comprising 14 hospitals and 230 ambulatory sites (2019-2020).
- Master Facility Planning, Ambulatory Network Planning and market analysis for Parkview Medical Center, a 326-bed Level-II Trauma Center in Pueblo, Colorado (2019, 2020, current).
- Master Facility Planning, Ambulatory Network Planning and market analysis for Skagit Regional Health in Northwest Washington- Mt. Vernon, WA (2018, 2020).
- Project Lead for micro-hospital feasibility study for one of the northeast's leading healthcare system's; output of our study to be a model for deployment across the entire system network (2018).
- Project Lead for Integrated Delivery Network Planning including Ambulatory Network Planning, Master Facility Planning and Micro-hospital feasibility for a national health system in the mid-west resulting in a well-defined strategy and path for future growth initiatives (2015, 2016, 2017, 2018).

Chapter Board Member; Executive Board Member/Secretary: 2016
Colorado Healthcare Strategy and Management (CHSM)
Registered Health Information Administrator (RHIA: 1999 – 2005)
ACHE Distinguished Service Award: 2018
ACHE Regent's Award: 2012
ACHE Chapter Service Award: 2011
ACHE Congress on Healthcare Leadership Speaker & Faculty

EXPERTISE

Strategic Plan Development
Market Analysis
Ambulatory Network Planning
Business Plan Development
Capital Planning
Service Line Analysis
Facilitation and Project Management
Physician Alignment / Recruitment Strategies
Capital Allocation Process and Strategies
Facility Planning

WORK HISTORY

Guidehouse (2018 – Current)
Principal, Percival Health Advisors (2016 – 2018)
Director, Hammes Company (2012 – 2016)
Vice President of Strategy and Physician Services (2012)
Senior Planner and Business Development Executive, Hammes Company (2005 – 2012)
Senior Consultant, Cap Gemini Ernst and Young (2001 – 2005)
Healthcare, Benefit, and Human Resource Consultant, CBIZ (1999 – 2001)
Strategic Planning Internship, Mercy Hospital Springfield (2000)

- Master Facility and Network Planning Project Lead for a behavioral health network in the northwest, allowing the system to secure state and national funds for future expansion projects (2018-2019).
- Project Lead for the strategic plan development of a rural health system in the mid-west resulting in a five-year growth plan for the system including strategic alignment, physician recruitment, tele-health and market-share growth strategies (2018, 2021).
- Developed and implemented system-wide market planning processes, strategic planning standards, and capitol allocation methodologies for three major national health systems, allowing greater consistency in the evaluation of results and financial requests across the systems.
- Executed market and business planning in Dubai, UAE for a proposed 100-bed Centers of Excellence facility in conjunction with concierge executive health and wellness services which focused on a western-style delivery model staffed with U.S. Board Certified physicians.
- Advisory Board Member for Cornell Institute for Healthy Futures, bringing together hospital leadership, design thinking and health policy to advance service excellence in healthcare, wellness, senior living, and other health-retail related areas.



SAM SEARS

PRINCIPAL

Sam has over 20 years of experience in leading strategic, financial, and facility planning engagements with specific expertise and interest in ambulatory network planning and both regional and site-specific ambulatory deployment strategies. His primary responsibilities include leading the development of strategic and business plans and feasibility studies, ambulatory network plans, and master facility plans that evaluate service distribution across the entire continuum. He has conducted regional and local webinars and authored a whitepaper and other articles related to ambulatory topics while providing value-added work relationships with some of the most prominent healthcare organizations in the country. Recently his project work has increasingly focused on ambulatory and continuum of care strategies, ambulatory service and asset optimization, ambulatory surgery centers, and facility portfolio analyses driven by considerations of increased alignment and affiliations. Prior to Percival Health Advisors, he spent five years at Brigham & Women's Hospital as director of Clinical Research in Cardiac Surgery and 15 years as a consultant, first at Noblis and more recently as Vice President at Hammes Company.

EDUCATION

Master of Business Administration (MBA), Washington University in St. Louis
Bachelor of Arts in History, University of Wisconsin

EXPERTISE

Strategic Master Facility Planning
Facility Feasibility Planning
Market Demand, Need, Throughput, and Volume Projections
Business Plan Development
Ambulatory Network Planning
Business Plan Development
Physician Alignment / Recruitment Strategies
Service and Space Programming

WORK HISTORY

Percival Health Advisors, Principal, 2016-Present
Remedy Medical Properties, Executive Vice President, 2020-Present
Hammes Company, Vice President, 2006-2016
Noblis/Jennings, Ryan, & Kolb, Senior Consultant, 2001-2006
Brigham & Women's Hospital, Director Clinical Research Cardiac Surgery, 1996-1999

Example Professional Experience

- Ambulatory Center of the Future Planning and service programming for BayCare Health in Clearwater, Florida
- Master Facility Planning, Ambulatory Network Planning and market analysis for Skagit Regional Health in Mt. Vernon, Washington
- Network Strategy Planning, New Site Feasibility, volume modeling, sizing and service programming for Northwest Orthopedic Specialists in Spokane Washington
- Ambulatory Consolidation Planning, Real Estate Asset Optimization, and Facility Disposition for Yale New Haven Health in Westerly, Rhode Island
- Ambulatory Network Planning. market analysis, and 2nd opinion behavioral health need analysis for JPS in Fort Worth, Texas
- Behavioral Health Need, site feasibility, program planning, bed need assessment for West Suburban Hospital in Oak Park, IL