

**SAPC TREATMENT PROVIDER CAPACITY BUILDING INITIATIVE**  
**INFORMATION SHEET**

**BACKGROUND**

The System Transformation to Advance Recovery and Treatment (START IDS) – Los Angeles County's (SAPC) new substance use disorder (SUD) organized delivery system expands Drug Medi-Cal (DMC) reimbursable services and includes additional services (e.g. residential, case management, etc.) to create a fuller continuum of care. SAPCs treatment delivery system will be a single benefit package with DMC as the primary payer for most treatment services for most patients.

To help agencies make the transition to the new service design requirements and to ensure the success, growth, and retention of its provider network SAPC has provided several layers of capacity building:

- (1) In FY 15-16, SAPC increased the most commonly used treatment rates by 10 percent and increased funding for more contracted beds for eligible residential programs; and
- (2) Retained the services of the California Institute for Behavioral Health Solutions (CIBHS) to provide technical assistance through “hands on” clinics, webinars and other related activities.
- (3) Effective January 17, 2017 through June 30, 2017, SAPC will initiate a Capacity Building Initiative that earmarks funding specifically for agencies providing General Program Services treatment services to invest in capacity building activities.

**DESCRIPTION OF CAPACITY BUILDING INITIATIVE ACTIVITIES**

This Capacity Building Initiative (CBI) has been made available through an amendment to your General Program Services Statement of Work. There are two categories under which capacity building services can occur: Organizational Capacity and Strengthening Residential Facility Infrastructure.

- I. **ORGANIZATIONAL CAPACITY** includes any combination of the following five (5) types of activities intended to assist agencies in strengthening organizational sustainability under START ODS.
  1. **Organizational Leadership and Planning** – Enhance your agency's capacity to address organizational leadership and planning challenges. Allowable activities include, but are not limited to:
    - ✓ Mission/vision clarification/realignment
    - ✓ Board development
    - ✓ Employee development for advancement preparation
  2. **Strategic Relationships** – Enhance your agency's capacity to effectively develop and cultivate alliances and partnerships. Allowable Activities include, but are not limited to:
    - ✓ Marketing and communication to increase referrals and community awareness of services
    - ✓ Operationalizing partnerships with mental and physical health providers
    - ✓ Strategic restructuring to ensure continuance of services under a new mission administrative oversight, or organization; such as joint ventures, parent/subsidiary relationships, and mergers
    - ✓ Patient-related assessment systems such as satisfaction surveys or perceptions of care that engage customers and provide assessment of customer needs



# START-ODS

## SYSTEM TRANSFORMATION TO ADVANCE RECOVERY AND TREATMENT

Los Angeles County's Substance Use Disorder Organized Delivery System

3. **Internal Operations and Management** – Enhance your agency's capacity to manage operations and improve efficiencies and practices to enhance service delivery. Allowable activities include, but are not limited to:
  - ✓ Obtaining accreditation such as Commission on Accreditation of Rehabilitation Facility (CARF), The Joint Commission, etc.
  - ✓ Implementing National Culturally and Linguistically Appropriate Services (CLAS) policies
  - ✓ Creating sustainable financial and human resource management systems
  
4. **Technology Infrastructure Development/Improvement** – Enhance your agency's capacity to meet technological needs required under the START-ODS. Allowable activities include, but are not limited to:
  - ✓ Updating/replacing outdated computer, or computer hardware/software
  - ✓ Developing staff capacity to use new/updated information technology
  - ✓ Implementing web or other technological systems to improve engagement and retention
  - ✓ Improving website and social media capabilities
  - ✓ Technology infrastructure to support an electronic health records system.

**NOTE:** Purchase of electronic health record system is not allowable
  
5. **Clinical Practices and Workforce Development** – Enhance your agency's capacity to meet the clinical standards under START ODS and implement systems which ensure a strong clinical workforce. Allowable activities include, but are not limited to:
  - ✓ Developing a plan to recruit and hire Licensed Practitioners of the Healing Arts
  - ✓ Hiring a clinician to serve as the Licensed Practitioner of the Healing Arts
  - ✓ Implementing evidence based practices that address needs of your patient population
  - ✓ Conducting training to counseling staff on required and elective Evidence-Based Practices

## **II. STRENGTHENING RESIDENTIAL FACILITY INFRASTRUCTURE (SRFI) – SRFI is ONLY allowed for current contracted providers of residential treatment services.**

SRFI allows eligible agencies to conduct repairs or improvements to their residential facilities in order develop the necessary infrastructure to expand services to provide ASAM 3.1, 3.3, and 3.5 levels of care under the START-ODS

Repairs or improvements can **only** be made at SAPC-contracted residential facilities, owned or leased by the agency, where direct services are provided. Repairs and improvements can include any combination of the following three (3) types:

1. **General Repair or Improvements** include, but are not limited to:
  - ✓ Repairing or replacing aging roofs
  - ✓ Installing heating, ventilation, and air conditioning (HVAC) systems
  - ✓ Purchasing equipment such as new refrigerators, commercial stoves and ventilation units
  - ✓ Replace worn or dilapidated furniture for bedrooms, group rooms, and shared living areas.



# START-ODS

## SYSTEM TRANSFORMATION TO ADVANCE RECOVERY AND TREATMENT

Los Angeles County's Substance Use Disorder Organized Delivery System

2. **Health and Safety Improvements** include, but are not limited to:

- ✓ Installing a security system
- ✓ Fixing a deteriorating façade that impacts safety of residents
- ✓ Installing devices designed to detect and provide notification in case of emergencies , such as fire and carbon monoxide detection, sprinkler or unauthorized entrance systems
- ✓ Addressing building code compliance issues such as upgrading and/or replacing electrical or plumbing systems

3. **Accessibility Improvements to comply with the Americans with Disabilities Act (ADA)** include, but are not limited to:

- ✓ Installing equipment to ensure properly sized facilities for wheelchair accessibility
- ✓ Installing ramps, elevators and/or lifts in a SAPC contracted residential facility in order to make them more accessible
- ✓ Restructuring parking lots to accommodate residents with disabilities

**Ineligible Repairs or Improvements include:**

- ✓ Purchasing new furniture for or renovating employee offices
- ✓ Ongoing or routine maintenance of existing accessibility components of a facility
- ✓ Projects/repairs that have already been started prior to this amendment
- ✓ Any repairs or improvements that cannot be completed within the term of this amendment
- ✓ Repairs or improvement to buildings used for religious worship
- ✓ New construction including additions or extensions that add square footage beyond the existing footprint of the building

### **REIMBURSEMENT**

The Capacity Building Initiative is cost reimbursable. Agencies contracted under this Scope of Work will be compensated for actual reimbursable costs incurred for approved activities, up to the dollar amounts in the Schedules(s) and/or detailed in the approved Budget(s). **NOTE:** Failure to properly obtain prior approval and submit timely invoices will result in activities not being reimbursed.

### **TIMEFRAME**

The term of this Capacity Building Initiative is from **January 17, 2017 to June 30, 2017**. This is a short timeframe, but SAPC will be working with your agency to help expedite processes while at the same time ensuring accountability.

### **SPECIFIC WORK AND PERFORMANCE REQUIREMENTS**

All agencies with a Capacity Building Initiative amendment are required to complete specific work and performance requirements. A few of these are described below, but for more detail you should refer to your Scope of Work, and any related Exhibits or other related documentation.

1. **Organizational Capacity Building Assessment** (ONLY for Organizational Capacity) - You may use the SAPC identified assessment or one that you have recently completed (in the last 12 months). Since this is a short term initiative, the need to have a clear idea of capacity building priority are as is essential.



# START-ODS

## SYSTEM TRANSFORMATION TO ADVANCE RECOVERY AND TREATMENT

Los Angeles County's Substance Use Disorder Organized Delivery System

The SAPC-identified assessment helps you to analyze your agency's strengths and weaknesses in operational and programmatic functioning, while providing a roadmap for prioritizing capacity building goals and efforts. The results of the assessment must be used to complete the agency's capacity building work plan. A completed and signed capacity building assessment **MUST** be submitted prior to beginning activities.

Submission Deadline: By February 15, 2017.

2. **Work Plans**—A detailed work plan must be submitted, using only the identified templates for each category: Strengthening Residential Facility Infrastructure and/or Organizational Capacity.

The work plan needs to be informed by the results of your capacity building assessment. These work plans will be reviewed by the Capacity Building Initiative team and a response sent to your agency contact within 5-7 business days from receipt. A work plan **MUST** be submitted prior to beginning activities.

Submission Deadline: By February 28, 2017.

3. **Project Manager**— A Project Manager **MUST** be identified who is responsible and accountable for supervising, coordinating and ensuring timely completion of the activities outlined in the work plan, the Scope of Work and Contract. The name and position of the Project Manager must be submitted to SAPC prior to beginning activities for approval and should be included on the work plan.
4. **Monthly Reports**— Monthly reports will be required and submitted on the 10<sup>th</sup> of each month, beginning the month after amendment execution. The monthly report must be submitted before funds will be released. A template for the monthly reports will be provided.
5. **Invoices**— Agencies participating in the Capacity Building Initiative will be required to submit invoices on the 10<sup>th</sup> of each month. The invoice must be approved before any funds will be released. A template and instructions for submitting invoices will be provided.
6. **Subcontracts and Consultants**— Subcontracts and consultants can be used under this Scope of Work and require the following:
  - ✓ Approval from SAPC **in advance** of hiring consultants or executing subcontract agreements
  - ✓ Detailed scope outlining the consultant/subcontract product or services to be provided, estimated time on the project, description of fees and an estimate or detailing of exact costs
  - ✓ Resume or other document outlining consultant/subcontract experience

The following requirements are **ONLY** for category II Strengthening Residential Facility Infrastructure (SRFI):

7. **Primary Benefit to Contractor**: Repairs and improvements to leased property will be reviewed to ensure that the landlord or property owner is not the primary beneficiary of the SRFI activities.

An example of primary benefit to the landlord or property owner is installing a new HVAC system into an entire building that contains other businesses besides your agency.



## SYSTEM TRANSFORMATION TO ADVANCE RECOVERY AND TREATMENT

Los Angeles County's Substance Use Disorder Organized Delivery System

8. **Site Control:** Prior to approval to begin SRFI activities, you must provide evidence of site control which demonstrates authorization and control to undertake the project. This **MUST** be in the form of a copy of the deed (if owned), lease (if leased/rented), or other approved evidence of site control.

If the project will take place on leased property, you must include a written acknowledgement indicating support of the property owner for any improvements AND the term of the lease must extend to at least the year 2020 (three [3] years from the date of this Scope of Work).

Submission Deadline: February 28, 2017

9. **Subcontracts with Contractor:** All subcontracts or agreements between your agency and another company or individual performing work under the SRFI must be reviewed and approved by SAPC in advance of any work being conducted. Any repairs or improvement conducted under SRFI that has not been approved, in writing, by SAPC in advance is subject to not being reimbursed.

### **SUPPORT**

In effort to support agencies in their capacity building goals under this Scope of Work:

- ❖ You will be assigned a dedicated capacity building Contract Program Auditor who will work with you to ensure you are able to meet your work plan goals, meet your deadlines, provide resources, and technical assistance on navigating the Capacity Building Initiative.
- ❖ CIBHS consultants will be accessible to provide relevant business practices technical assistance.
- ❖ A dedicated page on the SAPC website with resources, forms, and templates. Go to <http://publichealth.lacounty.gov/sapc/HealthCare/CapacityBuilding.htm>

### **INELIGIBLE EXPENSES:**

- ✓ Hiring new permanent personnel other than as outlined above for clinical staff
- ✓ Costs related to other SAPC-funded programs
- ✓ Utilities
- ✓ Facility/Lease payments
- ✓ Acquisition of real property
- ✓ Repairs or upgrades to publicly –owned buildings
- ✓ Development of a new or maintenance of an existing electronic health record system
- ✓ Software maintenance fees
- ✓ Any accounting and legal costs potentially applicable to a capital improvement
- ✓ Leasehold improvements to homes rented under an operating lease
- ✓ Deductibles on insurable events
- ✓ Other non-capital costs as determined by County

**For any questions or more information regarding the Capacity Building Initiative, please contact Michelle Palmer (626) 299-4598.**