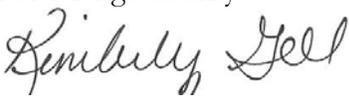


**Agenda Item 10**
July 6, 2016

DATE: June 28, 2016

TO: Children and Families Commission of Orange County

FROM: Kimberly Goll, Executive Director 

ACTION: Adopt resolutions authorizing agreements with Ersoylu Consulting and Abt Associates for the Bridges Maternal Child Health Network optimization project.

SUMMARY:

The Bridges Maternal Child Health Network supports children's healthy development by identifying concerns during the critical first years of life, and providing families with education, screening, and linkage to services including referrals for home visitation services by public health nurses and other professional staff. This report provides an update on the Bridges Network program optimization work in support of sustainability planning and requests authorization to contract with evaluation consultants to implement a continuous quality improvement program and to conduct a prospective evaluation study of Bridges using CalOptima data.

DISCUSSION:

Beginning in late 2015, the Children and Families Commission of Orange County staff and consultants conducted an optimization assessment of the Bridges Network with the goal of identifying strengths and opportunities for improvement in the Bridges Network. This program optimization assessment is aligned with the Commission's Pay for Success work in that the goal is to better position the Bridges Network for sustainability through increased efficiencies and strengthened outcomes measurement. Findings from this assessment were presented to the Commission in March and included recommendations related to the four key program functions: risk screening and assessment, client referral and engagement, service delivery, and data management/information technology. The follow-up on the program optimization recommendations consists of three work streams, described below.

Enhancement of Information Technology and Data

The program optimization assessment determined there is significant opportunity for enhanced use of the Commission's information technology systems to better guide programmatic decisions. For example, increasing the efficiency with which data can be extracted at the Commission and service provider levels could facilitate:

1. Implementation of continuous quality improvement activities at the provider and Network level;
2. Ability to identify service gaps in real time and tailor outreach and service deployment accordingly; and,
3. Improved measurement and evaluation of outcomes for children and families served by the Network, thus improving the business case to other potential payers.

Commission staff and consultants have begun working with a data scientist to conduct a comprehensive data and technology gap analysis for Bridges. The engagement is valued at \$30,000; however, recognizing the importance of this work to the Commission's Pay for Success efforts, Third Sector Capital Partners is underwriting 50 percent of the costs by applying a portion of the required Commission match for their technical assistance grant to the Commission. The data scientist will conduct an analysis of Bridges' data infrastructure to identify any gaps and or barriers to effective utilization of Bridges data for service delivery and outcomes measurement.

For a final deliverable, the data scientist will provide the Commission a set of recommendations for modifications to the Bridges Connect data system. As part of the Commission's approval of qualified consultants in May, the Commission approved a one-year amendment to the agreement with NetChemistry, Inc. to work with the data scientist on this gap analysis and perform the recommended modifications to Bridges Connect.

Implementing Continuous Quality Improvement

According to the U.S. Department of Health and Human Services, continuous quality improvement (CQI) consists of systematic and continuous actions that lead to measurable improvement in health care services and the health status of targeted patient groups. As the Commission works to position key funded programs for long-term sustainability, it is imperative to incorporate recognized best practices in quality improvement so that services remain dynamic and responsive to community needs. The Bridges program optimization recommendations provide an excellent starting point to apply CQI principles for program refinement.

To assist the Commission in implementing a CQI program for the Bridges Network, authorization is requested to engage Ersoylu Consulting, a Commission qualified consulting firm, for a period of 12 months in an amount not to exceed \$50,000. The firm will provide coaching for Bridges Network service providers to initiate and conduct rapid cycle process improvement projects informed by the Commission's program optimization assessment. An overarching goal of the Commission's CQI program is to enhance providers' skill sets with these methods in order to ensure that programs are systematically identifying and testing improvements to services, and increasing positive outcomes for the families they serve.

A recent development may also potentially inform the Commission's CQI program for Bridges. In June 2016, the Hospital Association of Southern California (HASC) was contacted by Dr. Jennifer Hahn-Holbrook from Chapman University regarding an opportunity to collaborate on a "big data" analysis project for purposes of service improvement. Given Dr. Hahn-Holbrook's interest in maternal child health, HASC facilitated a discussion with Commission staff, which led to a proposed collaboration around the Bridges program optimization work. In follow-up, Dr. Hahn-Holbrook has submitted a request for funding from the Kay Foundation to use predictive analytics to assess and enhance the accuracy of the Bridges hospital automated pre-screen algorithm, potentially reducing costs associated with the lengthier, staff-administered bedside screen. Dr. Hahn-Holbrook will also use diagnostic data analytics to identify factors that influence acceptance rates among mothers offered Bridges home visitation services. These insights can be used to implement programmatic changes and track planned improvements in screening efficiency and service utilization. Contingent

on funding from the Kay Foundation, Ersoylu Consulting's scope will include working with Chapman University to implement quality improvement projects based on Dr. Hahn-Holbrook's data-informed recommendations for Bridges Network program optimization. A funding decision is anticipated by August 2016.

Prospective Bridges Evaluation

An important aspect of the Pay for Success model is the ability to measure and report on outcomes of interest to an end payer. Under the Commission's Pay for Success grant from the James Irvine Foundation and the Nonprofit Finance Fund (NFF), the Commission engaged an evaluation firm to measure the impact of Network services on at-risk children and pregnant women with respect to utilization of preventive and emergency health care. This work was conducted in partnership with CalOptima, Orange County's Medi-Cal managed care plan, since a high percentage of Bridges clients are enrolled in the plan. With data provided by CalOptima, Health Management Associates (HMA) compared CalOptima members who received Bridges services to members who did not receive services, with respect to several important maternal and child healthcare quality indicators derived from the national Healthcare Effectiveness Data and Information Set (HEDIS). The California Department of Health Care Services also uses HEDIS data to rank Medi-Cal managed care plans throughout the state. Health Management Associates analysis concluded there were significantly more prenatal and postpartum visits for Bridges participants during the study period (2013), relative to the non-Bridges comparison group. Health Management Associates also observed a lower emergency department utilization rate among children in the program.

Although HMA's results are promising, they are subject to important caveats due to limitations of the retrospective study design and modest budget. Third Sector advised the Commission to expand on this line of inquiry and recommended a firm, Abt Associates, with Pay for Success expertise to review HMA's work and make recommendations for continued evaluation work. Abt Associates worked with the Commission's Pay for Success team to design a more rigorous prospective evaluation using CalOptima data, and NFF has indicated willingness to allow the Commission to apply remaining award funds toward an engagement with Abt Associates to conduct the study. Abt Associates' work would consist of implementing two types of quasi-experimental design methodologies (regression discontinuity and propensity score matching) to evaluate Bridges outcomes as relate to utilization of preventive health services and healthcare cost avoidance. Abt Associates is not on the Commission's qualified consultant list; however, the firm is recommended by Third Sector due to their unique expertise in evaluation within the context of Pay for Success. Authorization is requested to enter into a \$75,000 consulting agreement with Abt Associates to conduct the evaluation work described above. The agreement would be contingent on NFF formal approval that the Commission may use remaining grant funds to support this evaluation, and confirmation that Cal Optima will participate.

STRATEGIC PLAN & FISCAL SUMMARY:

The proposed actions have been specifically reviewed in relation to the Commission's Strategic Plan and are consistent with the Commission's Healthy Children and Capacity Building goals. The total funding amount of up to \$50,000 for Ersoylu is included in the fiscal year 2016/17 budget within the Bridges program support category. Funding of up to \$75,000 for Abt Associates will be

reimbursed by Nonprofit Finance Fund and will be included in the amended fiscal year 2016/17 Budget.

PRIOR COMMISSION ACTIONS:

- May 2016 – Adopted resolution authorizing agreements or amendments to agreements with designated individuals and organizations to provide project management, evaluation, operational support and on-call/special projects consulting services for the specified terms, amounts and conditions.
- March 2015 – Received report on Bridges Maternal Child Health Network.
- December 2015 – Received Bridges Maternal Child Health Network project update and authorized amendments to agreements with designated individuals to provide Program Optimization Technical Services.

RECOMMENDED ACTIONS:

1. Adopt resolution (Attachment 1) authorizing the Executive Director, or designee, and Commission Counsel to prepare and negotiate agreement PS-140 with Ersoylu Consulting for a total amount not to exceed \$50,000 for a term of 12 months to provide coaching for bridges network providers on their rapid cycle process improvement projects.
2. Adopt resolution (Attachment 2) authorizing the Executive Director, or designee, and Commission Counsel to prepare and negotiate agreement PS-141 with Abt Associates for a total amount not to exceed \$75,000 for a term of 12 months to conduct prospective evaluation to measure the impact of bridges network services.

ATTACHMENTS:

1. Resolution with Ersoylu Consulting
2. Resolution with Abt Associates

Contact: Ilia Rolon

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

July 6, 2016

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE AGREEMENT PS-140 WITH ERSOYLU CONSULTING TO PROVIDE COACHING FOR BRIDGES NETWORK PROVIDERS ON THEIR RAPID CYCLE PROCESS IMPROVEMENT PROJECTS AND AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENT ON BEHALF OF THE COMMISSION

WHEREAS, in order to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, the legislature adopted legislation set forth in the California Children and Families Act of 1998, Health and Safety Code Section 130100, *et seq.* (as amended, the “Act”) implementing the Children and Families First Initiative passed by the California electorate in November, 1998 and establishing the California Children and Families Commission and County Children and Families Commissions, including this Children and Families Commission of Orange County (“Commission”); and

WHEREAS, Commission adopted its Strategic Plan to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County’s children prenatal to five years of age as codified in the Act; and

WHEREAS, the Executive Director and Commission Counsel have prepared a standard Professional Services Agreement, which was approved by the Commission; and

WHEREAS, the Commission desires to enter Agreement PS-140 (“Agreement”) with Ersoylu Consulting, hereinafter referred to as “Contractor”, to provide coaching for bridges network providers on their rapid cycle process improvement projects for the terms and in the amounts as specified in the July 6, 2016 staff report; and

WHEREAS, Contractor desires to enter into the Agreement with Commission in furtherance of the purposes of the Act and the Strategic Plan on the terms and conditions set forth in the applicable Agreement; and

WHEREAS, Commission has reviewed the staff report for the July 6, 2016 Commission meeting relating to the scopes of services to be provided and hereby finds and determines that the proposed Agreement is in furtherance of and consistent with the Commission’s Strategic Plan; and

WHEREAS, Commission desires to authorize the Commission Chair and Commission Clerk to execute the Agreement with the Contractor in the amount and for the terms as specified in the July 6, 2016 staff report for this Agenda Item;

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 Commission authorizes the Executive Director, or designee, and Commission Counsel to prepare and negotiate the Agreement with the Contractor as described in the July 6, 2016 staff report for this Agenda Item to provide coaching for bridges network providers on their rapid cycle process improvement projects in the amounts and for the terms consistent with the July 6, 2016 staff report and scope of services referenced therein.

Section 3 The form of the Agreement with the Contractor, in the amounts and for the terms as specified in the July 6, 2016 staff report for this Agenda Item, shall be substantially similar to the form of the standard Professional Services Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director, or designee, and Commission Counsel. The approval by the Executive Director, or designee, of the Agreement shall be conclusively evidenced by the execution of such Agreement by the Commission Chair and delivery thereof to the Commission Clerk.

Section 4 Commission hereby approves the Agreement with Contractor as described in the July 6, 2016 staff report for this Agenda Item to provide coaching for bridges network providers in their rapid cycle process improvement projects in the amounts and for the terms as specified in the July 6, 2016 staff report for this Agenda Item.

Section 5 The Commission Chair and the Clerk of the Commission are hereby authorized to execute and attest, respectively, the Agreement on behalf of the Commission.

Section 6 A copy of the Agreement when executed by the Commission Chair and attested by the Clerk of the Commission shall be appended hereto as a part of Exhibit A to this Resolution. Exhibit A is hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. The final executed Agreement shall be placed on file in the office of the Clerk of the Commission.

Section 7 In addition to the authorization of Section 2 above, the Executive Director, or designee, is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Agreement(s), (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement(s), and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement(s) in the furtherance thereof.

Section 8 The Clerk of the Commission shall certify to the adoption of this Resolution.

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on July 6, 2016 to wit:

AYES Commissioners: _____

NOES Commissioner(s): _____

EXCUSED Commissioner(s): _____

ABSTAINED Commissioner(s): _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, ROBIN STIELER, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chair of the Commission and that the above and foregoing Resolution was duly and regularly adopted by the Children and Families Commission of Orange County.

IN WITNESS WHEREOF, I have hereto set my hand and seal.

ROBIN STIELER
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: __-16-C&FC

Agenda Date: July 6, 2016

Item No. __



I certify that the foregoing is a true and correct copy of the Resolution adopted by the

ROBIN STIELER, Clerk of the Commission

By: _____
Deputy

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy(ies) of final executed Agreement)

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

July 6, 2016

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE AGREEMENT PS-141 WITH ABT ASSOCIATES TO CONDUCT PROSPECTIVE EVALUATION TO MEASURE THE IMPACT OF BRIDGES NETWORK SERVICES AND AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENT ON BEHALF OF THE COMMISSION

WHEREAS, in order to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, the legislature adopted legislation set forth in the California Children and Families Act of 1998, Health and Safety Code Section 130100, *et seq.* (as amended, the “Act”) implementing the Children and Families First Initiative passed by the California electorate in November, 1998 and establishing the California Children and Families Commission and County Children and Families Commissions, including this Children and Families Commission of Orange County (“Commission”); and

WHEREAS, Commission adopted its Strategic Plan to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County’s children prenatal to five years of age as codified in the Act; and

WHEREAS, the Executive Director and Commission Counsel have prepared a standard Professional Services Agreement, which was approved by the Commission; and

WHEREAS, the Commission desires to enter Agreement PS-141 (“Agreement”) with Abt Associates, hereinafter referred to as “Contractor,” to conduct prospective evaluation to measure the impact of bridges network services for the terms and in the amounts as specified in the July 6, 2016 staff report; and

WHEREAS, Contractor desires to enter into the Agreement with Commission in furtherance of the purposes of the Act and the Strategic Plan on the terms and conditions set forth in the applicable Agreement; and

WHEREAS, Commission has reviewed the staff report for the July 6, 2016 Commission meeting relating to the scopes of services to be provided and hereby finds and determines that the proposed Agreement is in furtherance of and consistent with the Commission’s Strategic Plan; and

WHEREAS, Commission desires to authorize the Commission Chair and Commission Clerk to execute the Agreement with the Contractor in the amount and for the terms as specified in the July 6, 2016 staff report for this Agenda Item;

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 Commission authorizes the Executive Director, or designee, and Commission Counsel to prepare and negotiate the Agreement with the Contractor as described in the July 6, 2016 staff report for this Agenda Item to conduct prospective evaluation to measure the impact of bridges network services in the amounts and for the terms consistent with the July 6, 2016 staff report and scope of services referenced therein.

Section 3 The form of the Agreement with the Contractor, in the amounts and for the terms as specified in the July 6, 2016 staff report for this Agenda Item, shall be substantially similar to the form of the standard Professional Services Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director, or designee, and Commission Counsel. The approval by the Executive Director, or designee, of the Agreement shall be conclusively evidenced by the execution of such Agreement by the Commission Chair and delivery thereof to the Commission Clerk.

Section 4 Commission hereby approves the Agreement with Contractor as described in the July 6, 2016 staff report for this Agenda Item to conduct prospective evaluation to measure the impact of bridges network services in the amounts and for the terms as specified in the July 6, 2016 staff report for this Agenda Item.

Section 5 The Commission Chair and the Clerk of the Commission are hereby authorized to execute and attest, respectively, the Agreement on behalf of the Commission.

Section 6 A copy of the Agreement when executed by the Commission Chair and attested by the Clerk of the Commission shall be appended hereto as a part of Exhibit A to this Resolution. Exhibit A is hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. The final executed Agreement shall be placed on file in the office of the Clerk of the Commission.

Section 7 In addition to the authorization of Section 2 above, the Executive Director, or designee, is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Agreement(s), (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement(s), and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement(s) in the furtherance thereof.

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The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on July 6, 2016 to wit:

AYES Commissioners: _____

NOES Commissioner(s): _____

EXCUSED Commissioner(s): _____

ABSTAINED Commissioner(s): _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, ROBIN STIELER, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chair of the Commission and that the above and foregoing Resolution was duly and regularly adopted by the Children and Families Commission of Orange County.

IN WITNESS WHEREOF, I have hereto set my hand and seal.

ROBIN STIELER
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: __-16-C&FC

Agenda Date: July 6, 2016

Item No. __



I certify that the foregoing is a true and correct copy of the Resolution adopted by the

ROBIN STIELER, Clerk of the Commission

By: _____
Deputy

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy(ies) of final executed Agreement)