SAN FRANCISCO HUMAN SERVICES AGENCY

Department of Benefits
and Family Support

Department of Disability
and Aging Services

Office of Early Care
and Education

P.O. Box 7988
San Francisco, CA
94120-7988
www.SFHSA.org

London Breed
Mayor

Trent Rhorer
Executive Director

MEMORANDUM

TO:	HUMAN SERVICES COMMISSION
THROUGH:	TRENT RHORER, EXECUTIVE DIRECTOR
FROM:	NOELLE SIMMONS, DEPUTY DIRECTOR
	ESPERANZA ZAPIEN, ACTING DIRECTOR OF CONTRACTS
DATE:	JANUARY 28, 2021
SUBJECT:	NEW CONTRACT: **RESOURCE DEVELOPMENT ASSOCIATES (FOR PROFIT)** TO PROVIDE CASE MANAGEMENT SYSTEM ASSESSMENT FOR CAAP
CONTRACT TERM:	2/01/2021 – 10/31/2021

Contract Amount	2/1/21-10/31/21	Contingency	Total Contract Amount
	$64,925	$6,492	$71,417

Funding Source	County	State	Federal	Contingency	Total
FUNDING:	$48,694	$7,791	$8,440	$6,492	$71,417
PERCENTAGE:	75%	12%	13%		100%

The Department of Benefits and Family Support requests authorization to enter into new contract with the agencies below for the period of February 1, 2021 to October 31, 2021 in an amount of $64,925 plus a 10% contingency for a total amount not to exceed $71,417. The purpose of this contract is for the provision of consulting services for the assessment of current case management system and the development of new performance measures and quality assurances to better serve the target population.

Background

The San Francisco Human Services Agency's County Adult Assistance Programs (CAAP) provide cash assistance and other resources to low-income adults without dependent children and qualifying immigrants. Within CAAP is the multidisciplinary Health Services Team (HST) made up of case managers, psychologists, physicians, and administrative staff. The HST's chief function is to manage and package Social Security Insurance (SSI) applications, which includes conducting physical and psychological assessments and evaluations of applicants and supports applicants through the appeal process. Given the volume of clients, complexity of multi-disciplinary case management practices and workflows, and lack of nuanced performance measures, the HST sees the need for process improvements to bolster productivity, efficiency, team functionality, and quality of services.

The CAAP HST seeks the services of consultant to lead a performance management planning process that will result in the following:

- New qualitative and quantitative performance measures and refinement of existing measures
- Processes to track case load sizes and redistribute workloads more equitably among case workers
- Practices to leverage business intelligence to better understand and measure performance
- Identification of promising quality assurance (QA) practices that could bolster productivity and efficiency as well as better understand client experience, accessibility, and no-show factors
- Increased team functionality, communication, and capacity for long term planning

Services to be provided

Resource Development Associates (RDA) will work closely with CAAP Health Services Team (HST) to:

- Assess HST workflow processes and measures, data and data systems, and client characteristics;
- Identify promising quality assurance practices to better measure and understand productivity, leverage existing data systems, and improve overall team functionality; and
- Develop a set of recommendations for HST to consider to enhance QA and data capacity and streamline workflows.

Selection

Contractor was selected through the Citywide Request for Qualification CON#RFQ2019-02 through, which was competitively bid in April 2019.

Funding

Funding for this contract is provided by a combination of Federal, State, and Local funds.

ATTACHMENTS

Resource Development Associates Appendix A – Services to be Provided
Resource Development Associates Appendix B – Budget

Appendix A – Services to be Provided
Resource Development Associates
CAAP Case Management Performance Measure Planning
2/1/2021-10/31/2021

I.   Purpose of Purpose and Background

The San Francisco Human Services Agency's County Adult Assistance Programs (CAAP) provide cash assistance and other resources to low-income adults without dependent children and qualifying immigrants. Within CAAP is the multidisciplinary Health Services Team (HST) made up of case managers, psychologists, physicians, and administrative staff. The HST's chief function is to manage and package Social Security Insurance (SSI) applications, which includes conducting physical and psychological assessments and evaluations of applicants and supports applicants through the appeal process. Given the volume of clients, complexity of multi-disciplinary case management practices and workflows, and lack of nuanced performance measures, the HST sees the need for process improvements to bolster productivity, efficiency, team functionality, and quality of services.

II.   Definitions

CAAP		County Adult Assistance Program
CARBON		Contracts Administration, Reporting and Billing Online System
City		City and County of San Francisco, a municipal corporation
Contractor		Resource Development Associates (RDA)
HSA		Human Services Agency of the City and County of San Francisco
HST		Health Services Team
QA		Quality Assurance
SSI		Social Security Insurance

III.   Target Population

This contractor will provide an assessment for CAAP which serves low-income adults without dependent children and qualifying immigrants living in the City and County of San Francisco.

IV.   Description of Services

Phase I Project Launch and Discovery

Phase I: Project Launch and Discovery will serve to officially start the project with HST project leads and the HST workgroup, and conduct initial discovery activities to inform the design of our assessment approach in Phase II. This phase is expected to last two weeks from the project start date and includes the following activities:

- **Project Launch Meeting:** RDA will meet with the HST project leads and any other designated team members. This meeting will serve to both launch the project and ensure all involved have a shared understanding of the project goals, roles and responsibilities, timeline, activities, commitments, and deliverables.

- **Data and Document Review:** Following the launch meeting, RDA will request and review HST documents that may include organizational documents, policy and procedures, evaluation reports, staff roster, workflow or business process maps, and other relevant documents. This review will provide the team with background on the CAAP and HST programs, build our understanding of readily available data, and identify information gaps

- **Initial Meeting with the HST Workgroup:** At the start of the project, RDA will meet with the HST workgroup. This meeting will serve to introduce them to the project and provide an opportunity to learn more about the HST's process improvement and quality assurance needs.

- **Finalize Assessment Plan:** RDA will develop an assessment plan that serves as a blue print for activities conducted in phase II. The plan will include research questions, data elements and collection activities, and analytic approaches.

Phase I Deliverables: Project Launch Meeting, HST Workgroup Meeting, Assessment Plan

Phase II: HST Case Management System Assessment

In Phase II, RDA will conduct a comprehensive assessment of the current HST case management workflows, processes, performance measures, and quality assurance mechanisms. Our approach will aim to understand challenges in the current workflows and barriers to comprehensive performance measurement and quality assurance, as well as to identify what is working well and what can be leveraged. We expect Phase II to last from January to March and include the following activities:

- **Tool Design:** At the start of Phase II, RDA will develop data collections tools for the assessment and subsequent phases. These include interview guides, staff

surveys, data requests, and benchmarking interview guides. Where possible, we will draw on validated instruments and constructs to inform their design.

- **Staff Interviews:** RDA will conduct up to twelve interviews with HST staff to discuss issues related to case management practices, productivity, and quality assurance. We also expect to discuss issues related to participant no-shows, case load sizes and equity, and their recommendations for improvements. We expect the interviews to include representatives from management, case managers, practitioners, and data leads.
- **Staff Survey:** RDA will conduct a survey off all HST staff members. The survey will ask participants to provide information about various aspects of case management workflows and case load size, and to identify barriers and facilitators to productivity and team effectiveness.
- **Data System Review:** RDA's data system subject matter expert will meet with HST's data lead to review the COSTS data system and data elements to understand how data is collected, managed, what data fields can be accessed, and what reporting capability exists. This review will help us to assess how the current data system can be leveraged to better understand productivity and implement a more robust QA process.
- **Case Management Secondary Data Review:** RDA will send a data request for specific types of secondary client data related to productivity and quality assurance measures. This may include case load assignments, case duration, referral/non-referral frequency, and other identified data fields.

In the latter part of Phase II, RDA will also conduct an external assessment of performance management and quality assurance practices from the field to inform the development of a performance measurement framework for the HST. These activities will include:

- **Literature Review:** We will conduct a review of literature that includes case studies, evaluations, academic and applied research studies of evidence-based and/or promising practices related to managing performance of multi-disciplinary, integrated case management teams.
- **Benchmarking Interviews:** RDA will conduct up to four benchmarking interviews with similar organizations from other jurisdictions to understand how they developed their performance measurement or QA systems to identify any practices, insights, or lessons learned from their own experiences that HST should consider. We will also aim to understand how their system works including the metrics used for defining productivity, performance, and quality. We also expect to discuss how they use QA to refine and adjust their case management systems and workflows

Phase II Deliverables: Data Collection Tools, Staff Interview, Staff Surveys, and Benchmarking Interviews

Phase III: Performance Management System Design

In Phase III, RDA will work with the HST workgroup to develop, present, and refine an initial performance measurement framework. This framework will serve as the blue print for the final performance measurement plan. This phase is expected to last from March to June 2021 and includes the following activities:

- **Performance Measurement Framework Development:** Using the information collected, RDA will develop a framework that outlines a process for ongoing data collection and review to measure case management productivity and quality of services across a wide range of metrics. First, we will identify what metrics should be included in HST's revamped performance management process. Next, we look at various data points to assess the validity and accuracy of current and potential measures and their alignment to HST's ideal metrics. We will also include strategies and recommendations for overall program improvement including strategies focused on the equitable distribution of cases, reducing no-shows and decreasing wait lists, and improving overall workflow and communication while reducing duplication and waste.

- **Framework Refinement Workshops:** RDA will hold two workshops with the HST workgroup aimed at validating and refining the performance measurement framework. In the first meeting, RDA will present the framework to the workgroup to vet and validate the framework. We will lead a work session aimed at collecting their input on the various recommendations and strategies we are presenting to identify which they would like to include, remove, or refine. We will end the meeting with a series of next steps to present a more refined and near final version at the next meeting. The second meeting will be a design process where the group works to adjust and refine the recommendations and strategies to ensure they will fully meet the HST's QA needs. We will also ask participants to consider implementation and operational steps and guidance for each recommendation to support a smooth integration with HST's staff and workflows.

- **Performance Measurement Plan Development:** Following the second workgroup meeting, RDA will develop a draft and final Performance Measurement Plan for HST. This plan will articulate the recommendations and strategies refined through the workgroups and include implementation guidance and recommended timelines. Given that this plan will largely reflect a change management process, we also expect to provide guidance in this plan for integrating Plan, Do, See, Act (PDSA) cycles into implementation as a mechanism to support continuous improvement. RDA will provide HST with a draft version of the plan for review and edits. Once edits are addressed, RDA will submit a finalized version of this plan.

Phase III: Deliverables: Performance Management Framework, Framework Refinement Workgroups, Draft and Final Performance Measurement Plan

Phase IV: Client Meetings, Communication, and Project Management

Phase IV is an ongoing phase that includes RDA's practices for healthy communication and project management to ensure a successful assessment and planning process. Phase IV's timeline is from January to June 2021 and includes the following activities:

- **Monthly HST Workgroup Meetings:** RDA will meet monthly (with the exception of the two months that the framework refinement workshops take place in Phase III) with the HST workgroup. The workgroup meetings will serve to discuss project activities; provide input on RDA's approach, tools, and methods; discuss emerging findings and other project relevant topic process; and review and validate findings and recommendations.

- **Client Planning Meetings and Communications:** RDA is committed to consistent communication with the HST throughout the project. In addition to ad hoc communications, RDA will facilitate a one-hour monthly call with the HST project lead. This call will serve as a platform for continuous monitoring of the various project tasks and for addressing any concerns that may arise. During each call, RDA will provide HST with updates on the project's status, discuss particular issues that are causing challenges for the project, and address any other topics of concern/interest. Both RDA and HST will end each call with clear next steps for the project.

- **Project Management:** Throughout the project, RDA will provide continuous project management coordination and support as well as stay in ongoing communication with the HST project lead. RDA will work closely with the HST project lead to ensure the project's progress is closely monitored and its activities meet the needs of the HST. RDA will serve as the main coordinator of all project activities and ensure that all project activities progress as planned.

- *Phase IV Deliverables: Monthly HST Workgroup Meetings, Monthly Project Meetings, and Project Management*

V.   Location and Time of Services
The bulk of Contractor's work shall be done at 2333 Harrison Street, Oakland, CA 94612. When necessary, Contractor will work directly with staff, such as attending face-to-face meetings, at locations to be determined.

VI.   Service Objectives
1) Assess HST workflow processes and measures, data and data systems, and client characteristics;

2) Identify promising quality assurance practices to better measure and understand productivity, leverage existing data systems, and improve overall team functionality; and
3) Develop a set of recommendations for HST to consider to enhance QA and data capacity and streamline workflows.

VII. Outcome Objectives

- New qualitative and quantitative performance measures and refinement of existing measures
- Processes to track case load sizes and redistribute workloads more equitably among case workers
- Practices to leverage business intelligence to better understand and measure performance
- Identification of promising quality assurance (QA) practices that could bolster productivity and efficiency as well as better understand client experience, accessibility, and no-show factors
- Increased team functionality, communication, and capacity for long term planning

VIII. Reporting Requirements

A. Contractor will provide a monthly report of activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. Contractor will enter the monthly metrics in the CARBON database by the 15th of the following month.

B. Contractor will provide an annual report summarizing the contract activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the Contractor. Contractor will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.

C. Contractor will provide Ad Hoc reports as required by the Department.

D. Quarterly and Annual Reports will be entered into the Contracts Administration, Reporting, and Billing Online (CARBON) system.

For assistance with reporting requirements or submission of reports, contact:

Leslie.Lau1@sfgov.org
Contract Manager, Office of Contract Management

Or

Jason.Adamek@sfgov.org
Director, County Adult Assistance Programs

IX.   Monitoring Activities

A. <u>Program Monitoring</u>: Program monitoring will include review of client eligibility, and back-up documentation for reporting progress towards meeting service and outcome objectives.

B. <u>Fiscal Compliance and Contract Monitoring</u>: Fiscal monitoring will include review of the Contractor's organizational budget, the general ledger, quarterly balance sheet, cost allocation procedures and plan, State and Federal tax forms, audited financial statement, fiscal policy manual, supporting documentation for selected invoices, cash receipts and disbursement journals. The compliance monitoring will include review of Personnel Manual, Emergency Operations Plan, Compliance with the Americans with Disabilities Act, subcontracts, and MOUs, and the current board roster and selected board minutes for compliance with the Sunshine Ordinance.

Appendix B – Calculation of Charges
Resource Development Associates
2/1/2021-10/31/2021

Project Phases and Activities	Practice Director ($225/hr)	IT SME ($200/hr)	Sr. Program Associate ($175/hr)	Program Associate ($150/hr)	Project Support Assistant ($100/hr)	Total Hours	Total Cost
Phase 1: Project Launch & Discovery							
Project Launch Meeting	2		2	2	2	8	$ 1,300
Document and Data Review	2	2	2	2	2	10	$ 1,700
Initial Meeting with the HST Workgroup	2		2	2		6	$ 1,100
Finalize Assessment Plan	2	1	4			7	$ 1,350
Phase 1 Subtotal	**8**	**3**	**10**	**6**	**4**	**31**	**$ 5,450**
Phase 2: Case Management System Assessment							
Tool Design	2		3	8		13	$ 2,175
Staff Interviews (Up to 12)	2	2	6	8	6	24	$ 3,700
Staff Survey			2		4	6	$ 750
Data System Review	2	6	4			12	$ 2,350
Case Management Data Collection and Analysis	4		8	24		36	$ 5,900
Literature Review	2		4	4	20	30	$ 3,750
Bench Marking Interviews (up to 4)			8	8		16	$ 2,600
Phase 2 Subtotal	**12**	**8**	**35**	**52**	**30**	**137**	**$ 21,225**
Phase 3: Performance Measurement System Design							
Performance Measure Framework Development	6	2	20	28	12	68	$ 10,650
Framework Refinement Workshops (2)	8		12	12	12	44	$ 6,900
Performance Measurement Plan Development	9		30	40	10	89	$ 14,275
Phase 3 Subtotal	**17**	**0**	**42**	**52**	**22**	**201**	**$ 31,825**
Phase 4: Client Meetings, Communication, and Project Management							
HST Workgroup Meetings	8		8			16	$ 3,200
Client Planning Meetings and Communications	3		6			9	$ 1,725
Project Management	2		6			8	$ 1,500
Phase 4 Subtotal	**5**	**0**	**12**	**0**	**0**	**33**	**$ 6,425**
Grand Total*	**42**	**11**	**99**	**110**	**56**	**402**	**$ 64,925**

*Payment is contingent on completion of each phase.