



## FROM THE NETWORK OFFICE DIRECTOR

Hello,

Welcome to the flagship issue of the Network Office Newsletter. Along with our recently developed web page and regular communication through Network Office Fiscal and Program Liaisons, I am hoping a quarterly newsletter can serve as a link for better communicating with the BHCS provider community on contracting developments.

As you know, the re-organization of BHCS contracting functions for direct services began about 18 months ago. It has been a busy time for us as we moved forward with the plan to integrate our program, fiscal and administrative staff in one office. We have spent that time heavily investing in building a terrific team, reviewing and revising our business processes for greater efficiency, upgrading our technology platform and building solid working relationships with our BHCS partners in Finance and Operations (Systems of Care).

As contracted providers, it may be entirely possible that you have not yet seen the results of that investment. I am daily reminded and humbled that the path of transition is slow and developmental. However, I do believe that the considerable investment BHCS leadership has made in the Network Office reflects the importance that our provider community represents in the delivery of services to many of the most vulnerable people in our community, and that you will see the results of that investment in our services to you over time.

Finally, I want to emphasize that the Network Office works closely with the BHCS Executive Team and System of Care Program Directors to implement their decisions, be they financial or programmatic. We deliberately work on our internal communication to ensure that you receive a consistent message from BHCS and you should hold us accountable for that. Since we are a large bureaucracy, I encourage you to see your Fiscal and Program Liaisons as your "system navigators" who can help you get answers or direct you to the right person within BHCS for assistance.

We in the Network Office, look forward to partnering with you in this time of budget uncertainty and the hope that health care reform brings.

*Fiona Branagh*

---

# NETWORK OFFICE NEWSLETTER FY 11/12

## 4<sup>th</sup> Quarter

# ABOUT THE NETWORK OFFICE

## BACKGROUND

In the last dozen years there have been a number of significant changes to the delivery of behavioral health care services, beginning locally with the merging of mental health and alcohol and other drug (AOD) services and continuing with Medi-Cal consolidation, expansion of early periodic screening, diagnosis and treatment (EPSDT) and the Mental Health Services Act (MHSA). These changes have all contributed to a growth in Alameda County Behavioral Health Care Services' (BHCS) contracting, resulting in a total current contract budget over \$245,000,000. This level of contracting reflects BHCS' growth into a large and complex service delivery system.

In 2007, BHCS began a systematic review of its contracting activities. The review was originally conceived to address the need for more timely and coordinated interaction with providers on contract issues. Planning revealed the need to restructure contracting functions and refine policy, procedures and information technology (IT) infrastructure in order to enhance efficiency and increase organizational accountability within a centralized Network Office office responsible for program and finance contract management.

The implementation of the Network Office includes a blueprint to align contract management with other crucial oversight functions such as quality improvement, quality assurance, compliance, clinical support, and data analysis under the direction of BHCS' System of Care (SOC) Directors.

## NETWORK OFFICE RESPONSIBILITIES

Currently, the Network Office is responsible for the following processes and products:

- Procurement of services
- Contract development, negotiations, renewal and amendments
  - Board letters
- Fiscal management:
  - Invoices
  - Tracking funds at reporting unit (RU) and purchase order (PO) levels
  - Cost reports
  - Community based organization (CBO) budget modification
- Contract monitoring.

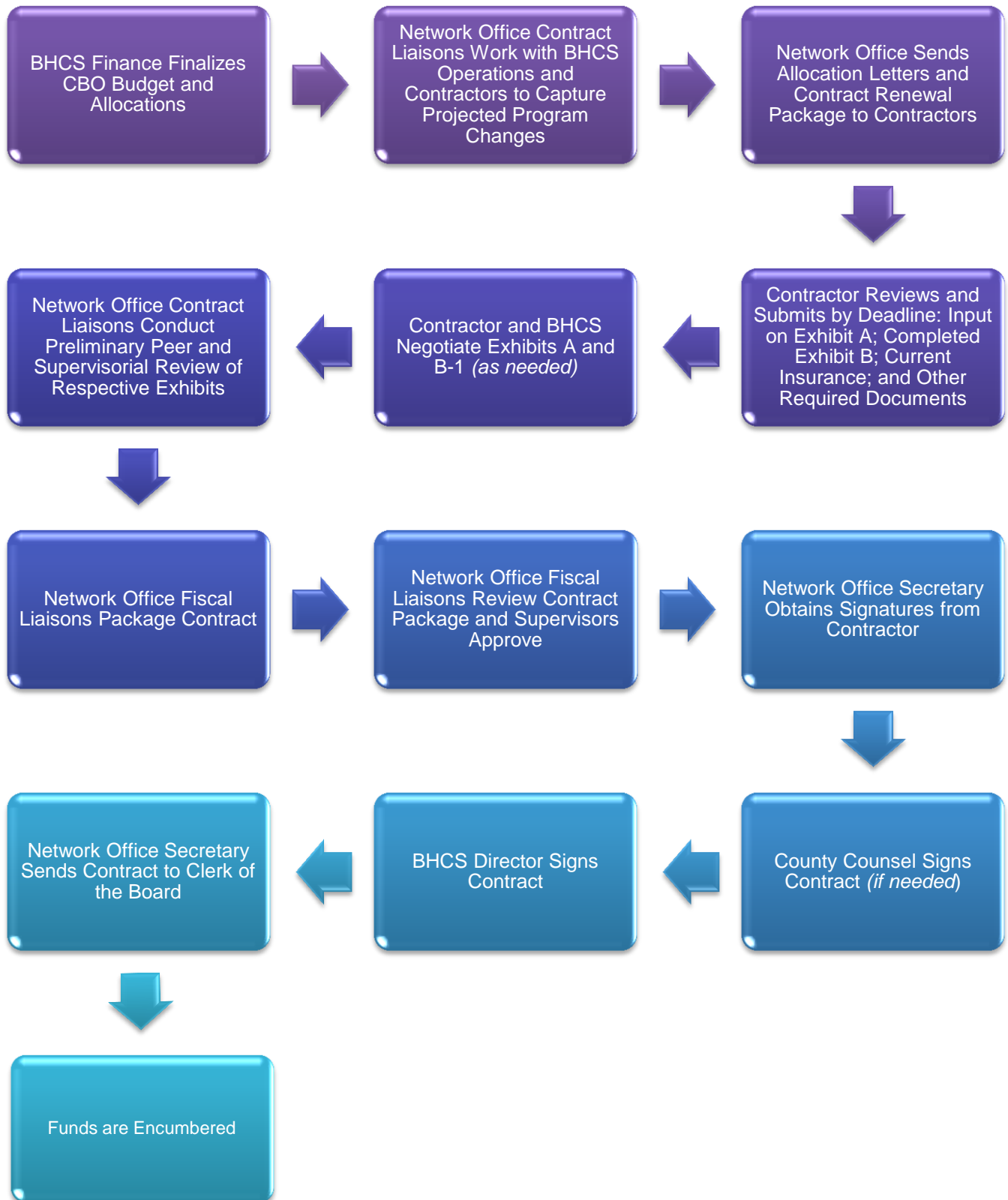
The Network Office anticipates increasing the type and number of responsibilities over time.

## NETWORK OFFICE GOALS

The goals of the Network Office are to:

- Be client-driven and provide support to operational staff in program oversight;
- Consolidate and unify contracting functions, integrating programmatic and fiscal staff;
- Be timely, efficient and responsive to the needs of clients, providers and the larger system;
- Use data to monitor and evaluate performance;
- Value transparent, responsive communication;
- Promote client choice of provider and services; and
- Have flexibility to meet immediate and long-term needs.

# CONTRACT RENEWAL PROCESS



# CONTRACTS DEMYSTIFIED

## WHAT IS A CONTRACT?

A contract is a legal agreement entered into between two or more parties to specify what each party will deliver and how. Think of it as a promise or set of promises.

## WHAT MAKES A GOOD CONTRACT?

- Unambiguous terms
- Consistent use of terms
- Specificity on who receives services
- Specificity on what services will be provided
- Specificity on how services will be provided

- Specificity on where services will be provided
- Clear relation of compensation to services performed

## WHAT CAN I EXPECT IN MY BHCS CONTRACT?

BHCS' contracts are comprised of many documents. Below is a list of potential documents that can be included in your contract. The items may change depending on whether BHCS contracts with your organization for alcohol and other drugs or for mental health services.

DOCUMENT	DESCRIPTION	WHAT CONTRACTOR NEEDS TO DO
Master Contract Boilerplate	<i>General terms and conditions, currently being reviewed for FY12/13.</i>	1. Review and sign this when you come in to sign your contract package.
Exhibit A: Program Description and Performance Requirements	<i>Draft program description, deliverables and required reports.</i>	1. Review the entire document. 2. Note the comment boxes with information and/or questions. 3. Submit answers regarding the program.
Exhibit A-1: Additional Terms and Conditions	<i>Terms and conditions that apply across programs.</i>	1. Review, if this is included as part of your contract.
Exhibit A-2, A-3, A-4: Additional Provisions	<i>Additional terms and conditions, as appropriate, for specific programs.</i>	1. Review, if this is included as part of your contract.
Exhibit B Terms and Conditions of Payment	<i>New template for payment terms for funded programs, fiscal related definitions and processes.</i>	1. Read and refer to this document.
Exhibit B-1: Funded Program Budget	<i>Program specific budget form.</i>	1. Complete and submit this form according to Exhibit B Instructions
Exhibit B-2: Agency Composite Budget	<i>Contains your agency's entire budget.</i>	1. Complete and submit this form, according to Exhibit B instructions.
Exhibit C: County of Alameda Minimum Insurance Requirements	<i>These are the minimum insurance requirements for your organization.</i>	1. Visit <a href="http://www.acbhcs.org/providers/network/network.htm">http://www.acbhcs.org/providers/network/network.htm</a> 2. Submit the appropriate insurance documents.
Exhibit E: Business Associate Provisions Relating to HIPAA	<i>Verifies that you have read and understand this Exhibit.</i>	1. Sign this form when you come in to sign your contract package.
Exhibit F: Debarment and Suspension	<i>Verifies that your agency has not been barred or suspended from doing business.</i>	1. Sign this form when you come in to sign your contract package.

### Don't see something listed here?

Visit the Network Office website for access to forms related to the contract process:

<http://www.acbhcs.org/providers/network/work/docs.htm>

# CONTRACTOR RESPONSIBILITIES



**R**ead and know your contract.

- Exhibits A and B serve as great roadmaps for program planning, implementation and evaluation.



**P**lan for the fiscal year; Schedule time for important events, such as:

MONTHLY	QUARTERLY	ANNUALLY
<ul style="list-style-type: none"> <li>• Input data, as specified in your Exhibit A</li> <li>• Submit invoices with appropriate documentation as specified in your Exhibit B</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and submit any Quarterly Financial Reports, if specified in your Exhibits A and B</li> <li>• Complete and submit any Program Reports, if specified in your Exhibits A and B</li> </ul>	<ul style="list-style-type: none"> <li>• Review and provide input on Exhibit A</li> <li>• Complete and Submit Exhibit B</li> <li>• Submit your most recent insurance documents</li> <li>• Complete and submit Annual Assessment for Housing/Living Situation and Co-Occurring Conditions</li> <li>• Complete and submit your Annual Cost Report and/or Annual Program Reports, if specified in your Exhibits A and B</li> </ul>



**A**ll Contractors are required to acquire and maintain insurance during the duration of the contract.

- Ensure insurance documents are updated with BHCS by sending the documents to your BHCS Fiscal Liaison.



**S**ubmit all program and financial reports as specified in your Exhibits A and B.



**C**ontact your Program and Fiscal Liaisons via phone or email with updates and/or projections about your program(s).



**P**rovide accurate information:

- When creating and submitting the Exhibit B, ensure that your budget predicts actual program costs.
- Provide a detailed explanation of any potential differences in service statistics from the previous fiscal years.
- Ensure that any requested modifications to service units are clearly and consistently reflected in both your input on your draft Exhibit A and in your submitted Exhibit B-1.

# WHEN SHOULD I CONTACT MY PROGRAM & FISCAL LIAISONS?

***BHCS and contracted providers are partners in delivering services to our community. BHCS encourages open and regular communication between you and your Fiscal and Program Liaisons to nurture that partnership. See below for instances when you must immediately contact your BHCS Fiscal and Program Liaisons.***



## ***WHEN YOU ARE PLANNING A MOVE OR A CHANGE TO SERVICE HOURS...***

It is important that BHCS knows where programs are located, as BHCS contracts with providers to ensure geographic equity and as current site-specific certification is required for many programs.



## ***WHEN YOU PLAN TO CHANGE THE NAME OF A PROGRAM AND/OR ORGANIZATION...***

With all the acronyms and similarly named programs in our system, it is important for BHCS to know when name changes occur so that we can keep our information updated. In some cases, BHCS will need to process a legal name change to prevent interruption of payment.



## ***WHEN YOU ARE PLANNING TO MERGE PROGRAMS...***

Efficiency is great and we encourage it. Since BHCS contracts for specific program activities, it is important to discuss your ideas with and receive approval from BHCS prior to making any decisions. There may also be budgetary issues that require examination and next steps.



## ***WHEN YOU HAVE STAFFING CHANGES...***

Let us know when your staff levels change, especially when you are understaffed in any one program. This information helps us to understand potential fluctuations in expenditures.



## ***WHEN YOUR CONTACT INFORMATION HAS CHANGED...***

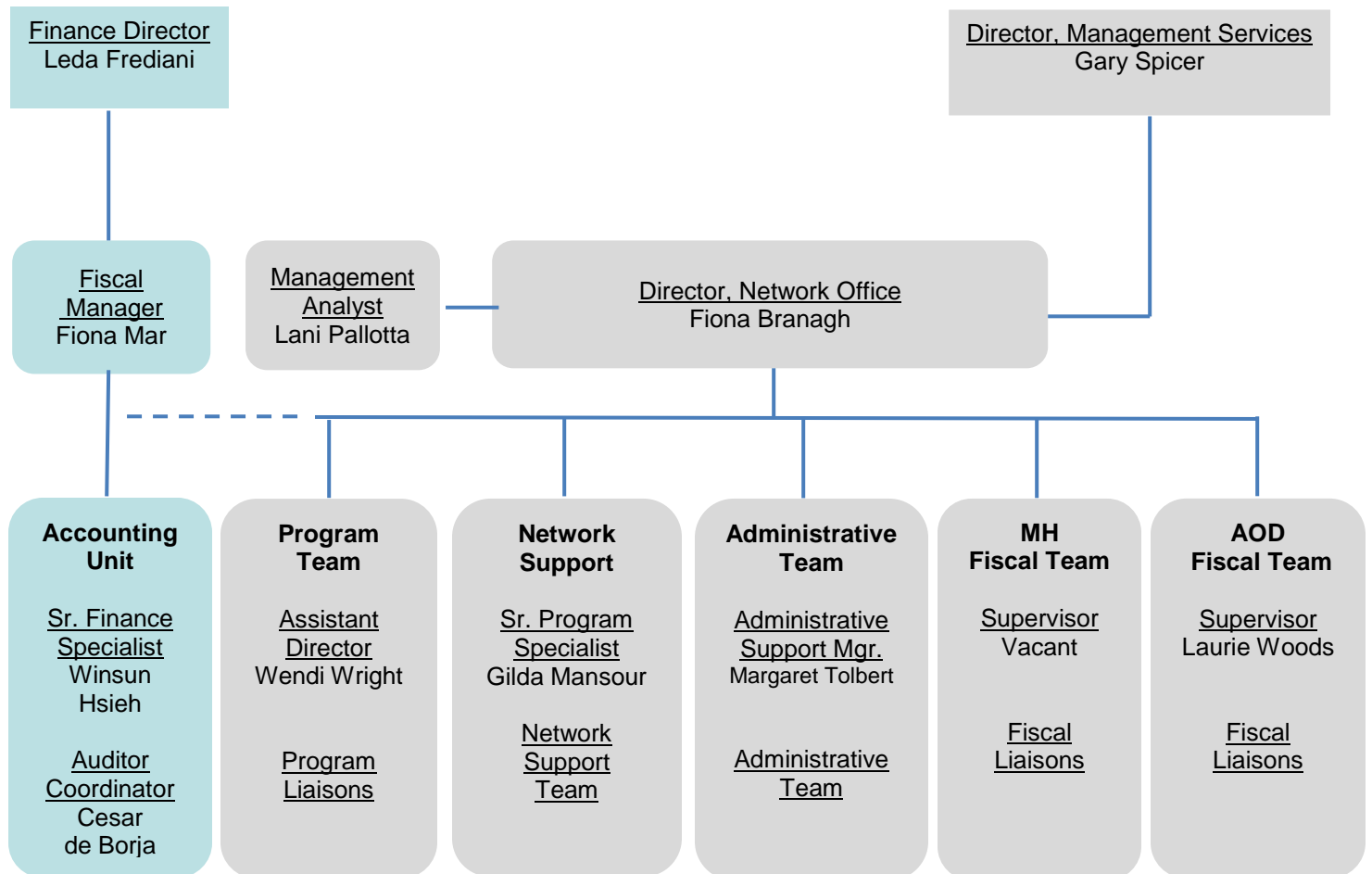
In order to keep our records updated and provide you with updates, provide BHCS with any new contact information immediately.



## ***WHEN YOU HAVE WAIT LISTS FOR SERVICES...***

Please keep us updated. This information helps BHCS monitor demand for services and keeps BHCS stakeholders informed.

# MEET THE NETWORK OFFICE



Visit <http://www.acbhcs.org/providers/network/network.htm> for more information about the Network Office and to view important notices, letters and forms.

# THE NETWORK OFFICE DIRECTORY

## NETWORK OFFICE DIRECTOR

Fiona Branagh, 510.567.8126 [fbranagh@acbhcs.org](mailto:fbranagh@acbhcs.org)

### ADMINISTRATIVE SUPPORT

#### Administrative Support Manager

Margaret Tolbert 510.383.1743 [mtolbert@acbhcs.org](mailto:mtolbert@acbhcs.org)

#### Administrative Assistants:

Michiko Ronne 510.383.1742 [mronne@acbhcs.org](mailto:mronne@acbhcs.org)  
Nicole Mallari 510.639.1385 [nmallari@acbhcs.org](mailto:nmallari@acbhcs.org)  
Sharon Moore 510.383.1759 [smoore@acbhcs.org](mailto:smoore@acbhcs.org)

#### Secretary:

Mary Goldsby 510.383.1592 [mgoldsby@acbhcs.org](mailto:mgoldsby@acbhcs.org)

### ALCOHOL AND OTHER DRUG - FISCAL

#### Fiscal Specialist Supervisor

Laurie Woods 510.777.2143 [lwoods@acbhcs.org](mailto:lwoods@acbhcs.org)

#### Fiscal Liaisons:

Barbara Cummings 510.639.1219 [bcummings@acbhcs.org](mailto:bcummings@acbhcs.org)  
Belinda Gunther 510.639.1393 [bgunther@acbhcs.org](mailto:bgunther@acbhcs.org)  
Lorna Kata 510.383.1219 [lkata@acbhcs.org](mailto:lkata@acbhcs.org)  
Malwinder Mand 510.639.1332 [mmand@acbhcs.org](mailto:mmand@acbhcs.org)

#### Accounting Specialist:

Valdena Jennings 510.383.1586 [vjenning@acbhcs.org](mailto:vjenning@acbhcs.org)

### ANALYST/SPECIALIST

#### Management Analyst

Lani Pallotta 510.639.1383 [lpallotta@acbhcs.org](mailto:lpallotta@acbhcs.org)

#### Senior Program Specialist

Gilda Mansour 510.567.8189 [gmansour@acbhcs.org](mailto:gmansour@acbhcs.org)

### FINANCE

#### Audit Coordinator

Cesar de Borja 510.777.2114 [cdeborja@acbhcs.org](mailto:cdeborja@acbhcs.org)

### MENTAL HEALTH - FISCAL

#### Fiscal Specialist Supervisor, Vacant

#### Fiscal Liaisons:

Fred Zhang 510.567.6869 [fzhang@acbhcs.org](mailto:fzhang@acbhcs.org)  
Jian Wang 510.693.1376 [jwang@acbhcs.org](mailto:jwang@acbhcs.org)  
Karen Wong 510.639.1334 [kwong@acbhcs.org](mailto:kwong@acbhcs.org)  
Paula Snyder 510.567.6811 [psnyder@acbhcs.org](mailto:psnyder@acbhcs.org)  
Rickie Lopez 510.777.2111 [rlopez@acbhcs.org](mailto:rlopez@acbhcs.org)  
Sona Basra 510.383.2763 [sbasra@acbhcs.org](mailto:sbasra@acbhcs.org)  
Steve Wong 510.383.1587 [swong@acbhcs.org](mailto:swong@acbhcs.org)  
Wilbur Kelly 510.383.1590 [wkelly@acbhcs.org](mailto:wkelly@acbhcs.org)

### PROGRAM - MH & AOD

#### Assistant Director

Wendi Wright 510.567.8179 [wwright@acbhcs.org](mailto:wwright@acbhcs.org)

#### Program Liaisons:

Alexandra Arroyo 510.383.2764 [aarroyo@acbhcs.org](mailto:aarroyo@acbhcs.org)  
Edilyn Dumapias 510.567.8184 [edumapias@acbhcs.org](mailto:edumapias@acbhcs.org)  
Kelly Robinson 510.383.1744 [krobinson@acbhcs.org](mailto:krobinson@acbhcs.org)  
Mary Ann Steedman 510.777.2146 [msteedman@acbhcs.org](mailto:msteedman@acbhcs.org)  
Michael Kessler 510.383.2765 [mkessler@acbhcs.org](mailto:mkessler@acbhcs.org)  
Nermina Terovic, 510.383.2766 [nterovic@acbhcs.org](mailto:nterovic@acbhcs.org)  
Shannon Singleton-Banks 510.639.1331 [sbanks@acbhcs.org](mailto:sbanks@acbhcs.org)



### WE'RE ON THE MOVE!

**NETWORK OFFICE**  
**2000 EMBARCADERO COVE,**  
**SUITE 302**  
**OAKLAND, CA 94606**  
**510.567.8296, FAX 510.567.8290**



**NETWORK OFFICE**  
**1900 EMBARCADERO COVE,**  
**SUITE 205**  
**OAKLAND, CA 94606**  
**510.567.8296, FAX 510.567.8290**

**TENTATIVE MOVE DATE 6/1/12**