

**EXHIBIT A(Sub-Exhibit A)-SCOPE OF WORK (SOW):  
CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS  
(CALWORKS)**

<b>Contractor Name</b>	Account Name Contractor Legal Name
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*See Applicable Exhibit A Documents. Any additional specifications or variations in contracted service requirements applicable to this Exhibit A-SOW shall be contained herein.*

**I. PROGRAM NAME**

California Work Opportunity and Responsibility to Kids (CalWORKs) Mental Health Program

<b>Additional Specifications</b> Program Name - Add Specs
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**II. CONTRACTED SERVICES**

CalWORKs Mental Health Services

Individual Placement Support (IPS) Supported Employment<sup>1</sup>

<b>Additional Specifications</b> Contracted Services - Add Specs
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**III. PROGRAM INFORMATION AND REQUIREMENTS**

**A. Program Goals**

Contractor shall provide services to help clients accomplish the following goals:

- i. Reduce and remove behavioral health barriers to employment;
- ii. Improve coping abilities, concentration, motivation, self-efficacy, and self-esteem;
- iii. Increase employment and self-sufficiency;
- iv. Understand and access community resources to support and maintain wellness;
- v. Attain their fullest potential in vocational, social, and emotional functioning; and
- vi. Diminish impairment and prevent serious deterioration in functioning.

<b>Additional Specifications</b> Program Goals - Add Specs
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**B. Target Population**

Contractor shall provide services to the following populations:

**1. Service Groups**

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<sup>1</sup> Contractor shall comply with standard ACBHD requirements for this service as described in Section VI.

Contractor shall provide services to CalWORKs Welfare to Work (WTW) recipients who are working toward establishing self-sufficiency and facing mental health and/or substance use issues that present a barrier to their employment.

**Additional Specifications**

Service Groups - Add Specs

**2. Referral Process to Program**

Contractor shall conduct outreach and engagement to assess the mental health needs of CalWORKs WTW clients referred by Alameda County Social Services Agency (ACSSA) and Alameda County Behavioral Health Department (ACBHD).

Should Contractor independently identify clients who may be eligible for CalWORKs supportive services, Contractor shall coordinate with the appropriate ACSSA and/or ACBHD staff to determine clients' CalWORKs WTW Mental Health supportive services eligibility.

Upon assessment of client needs, Contractor shall either:

- Link clients to community resources if they are not interested in or do not need this type of mental health supportive services; or
- Open clients to program services if they are interested and in need of ongoing support.

Contractor shall notify appropriate ACSSA staff of outreach and engagement outcomes for each referred client, including unsuccessful contacts.

**Additional Specifications**

Referral Process to Program - Add Specs

**3. Program Eligibility**

Contractor shall only serve individuals who:

- i. Are CalWORKs WTW recipients in Alameda County;
- ii. Are a parent or a child with mental health and/or substance use issues that present a barrier to the parent(s)' employment; and
- iii. Are eligible for CalWORKs WTW supportive services.

**Additional Specifications**

Program Eligibility - Add Specs

**4. Limitations of Service**

CalWORKs WTW mental health/substance use supportive services eligibility shall be determined by ACSSA. When ACSSA determines an individual is no longer eligible for these services (for any number of reasons), ACSSA shall inform the client directly through their existing protocol.

Upon Contractor's notification the client is no longer eligible for WTW Mental Health Supportive Services (directly via ACSSA, indirectly via ACBHD, the client, or other means), Contractor shall have 45 business days to terminate treatment with the client and/or refer the client out to ongoing services to maintain continuity of care as needed.

<b>Additional Specifications</b>
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Limitations of Service - Add Specs
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### **C. Program Description**

Contractor shall maintain programmatic services at or above the following minimum levels:

#### **1. Program Design**

Contractor shall communicate and collaborate with ACSSA and ACBHD Vocational Services staff to obtain referrals and authorization for services. Contractor shall communicate with ACSSA and ACBHD Vocational Services staff as needed to assure active client participation in the program.

Contractor shall utilize an integrated approach that incorporates principles from the following evidence-based and best practice models, such as but not limited to:

- i. Case management models, including:
  - a. Strengths-based approach
  - b. Assertive Community Treatment Model
  - c. Clinical/Rehabilitation Model
- ii. Brief-therapy models, including:
  - a. Cognitive Behavioral Therapy
  - b. Emotional Freedom Technique
  - c. Assertive Community Treatment
  - d. Narrative work
  - e. Eye Movement Desensitization and Reprocessing
- iii. Therapeutic skill building, including:
  - a. Mindfulness
  - b. Boundary setting
  - c. Self-care
- iv. Life skill building, including:
  - a. Organization
  - b. Prioritization
  - c. Budgeting
  - d. Travel training

Contractor shall provide case management and clinical services to reduce and remove behavioral health barriers to employment among clients. Case management services shall be based on Substance Abuse and Mental Health Services Administration

(SAMHSA) case management principles (2012)<sup>2</sup> and shall include the following activities:

- i. Conduct outreach, case finding, and engagement - Conducts assertive outreach and engagement to new referrals;
- ii. Provides assessment and ongoing reassessment - Broad-based and part of a comprehensive (biopsychosocial) assessment;
- iii. Assists in goal planning - Comprehensive planning that may include any of a participant's life areas that present as barriers to employment;
- iv. Makes referrals and conducts linkage to needed resources - Multiple resources (e.g. housing, substance use disorder, domestic violence, transportation, childcare, education/training, children's school/Individualized Education Plan, etc.), as needed, are integrated into a broad package of case management services;
- v. Monitors resource linkage - Closely involved in ongoing relationship between participant and the resources they have been linked to;
- vi. Provides therapeutic services beyond resource acquisition (e.g. therapy, skills teaching) - Provides many services within a package of treatment/case management services;
- vii. Helps develop informal support systems - Through the use of wellness centers, family, and mutual help support (peer groups);
- viii. Responds to crises - Responds to crises-related mental health and resource needs, stabilizes situation, provides further therapeutic interventions;<sup>3</sup>
- ix. Engages in advocacy on behalf of the individual participant - Assertively advocates for participant's needs with multiple systems, including agencies, families, legal/justice systems;
- x. Engages in advocacy in support of resource development - Advocates for needed resources; and
- xi. Provides direct services related to resource acquisition (e.g. wellness center. Employment services) - Provides many direct services within a unified package of treatment/case management.

Contractor shall engage eligible clients and provide them the following mental health services: alcohol and other drug education, assessment, brokerage/resource linkage, case management, collateral, outreach/engagement, individual rehabilitation, peer engagement, plan development, psycho-education, short-term individual and group therapy.

Contractor shall develop an individualized care plan with clear goals for each client. Contractor shall refer clients for other services such as higher level of mental health treatment, medication evaluation, treatment for substance use disorders, and/or Supplemental Security Income evaluation, if indicated. Because of the time-limited nature of CalWORKS WTW behavioral health services, long-term individual therapy as a stand-alone service is not appropriate. Contractor shall refer clients who appear to have severe behavioral health impairments or who need longer-term services to

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<sup>2</sup> SAMHSA Case Management Principles p. 13 [TIP 27: Comprehensive Case Management for Substance Abuse Treatment \(samhsa.gov\)](https://www.samhsa.gov)

<sup>3</sup> Contractor shall be available to ACSSA staff upon request for client crisis intervention as necessary.

ACBHD Acute Crisis Care and Evaluation for Systemwide Services (ACCESS) program for assessment and treatment.

Contractor's staff shall facilitate weekly clinical treatment meetings where the multi-disciplinary team discusses client needs, coordinates care for all clients open to services and discusses outreach and engagement to referred clients. ACBHD Vocational Services staff should be included in the clinical treatment team meetings for support to ensure oversight of service delivery.

Contractor shall facilitate client-specific clinical case conferences or individual treatment team meetings that include CalWORKs WTW mental health multi-disciplinary team staff, ACBHD/ACSSA staff (Employment Counselors, Social Workers, Operational Leads, etc.), and other partners as needed.

Contractor's staff shall present, upon request, a service overview for ACSSA staff during in-service training to program participants during CalWORKs WTW orientations.

Contractor's staff shall facilitate mental health workshops and coordinate activities with ACSSA Career and Employment Center (CEC) providers upon request as part of ACSSA WTW Job Club activities.

Contractor shall develop and maintain a Subcontract or Memorandum of Understanding (MOU) with the purpose of outlining roles and responsibilities for this subcontractor and with any partner that forms a formal collaboration with another entity in relation to this program. Any Subcontract or MOU will be designed to ensure communication and the coordination of services that are being provided. Any Subcontract or MOU shall be renewed each fiscal year and be amended as needed. Contractor shall provide a copy of the executed Subcontract(s) or MOU(s) to the ACBHD Vocational Services designee by October 31<sup>st</sup> of each fiscal year.

<b>Additional Specifications</b>
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Program Design - Add Specs
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## **2. Discharge Criteria and Process**

Contractor shall discharge clients:

- i. Upon completion of the client's identified goals within the program;
- ii. When the client has disengaged from services for 90 days or longer despite documented assertive attempts by Contractor to reengage the client;
- iii. Upon notification that the client is no longer eligible for WTW program services from ACSSA, the client, or other sources;
- iv. When the client indicates they are no longer interested in obtaining employment; and/or
- v. When the client is able to step-down to a lower level of care or able engage in community resources (e.g. Therapy Services, Wellness Centers, Support Groups, Housing Resource Centers, etc.).

Contractor shall document assertive outreach attempts to reengage the client prior to administrative discharge. Contractor shall engage and include the client in discharge planning and make referrals to other service providers as appropriate to ensure continuity of care.

**Additional Specifications**

Discharge Criteria and Proc - Add Specs

**3. Hours of Operation**

Contractor shall maintain the following hours of operation:

Hours of Operation - Add Specs

Alternative arrangements may be made outside of Contractor's regular hours of operation depending upon client need.

**4. Service Delivery Sites**

Contractor shall provide services at the following location(s):

Service Delivery Sites - Add Specs

Contractor shall also provide field-based services (i.e. home, work, community) to connect with clients in their natural setting.

**D. Minimum Staffing Qualifications**

Contractor shall maintain the following minimum direct service positions:<sup>4</sup>

- 1.00 Full-Time Equivalent (FTE) Licensed Practitioner of the Healing Arts (LPHA)<sup>5</sup>
- 1.00 FTE IPS Staff/Employment Specialist
- 1.00 FTE Peer Specialist or Case Manager
- 1.00 FTE any combination of LPHA, IPS Staff, Peer Specialist or Case Manager, or other Direct Service Staff

Contractor's IPS Staff shall have experience in implementing the IPS program.

**Additional Specifications**

Minimum Staffing Qual - Add Specs

**IV. CONTRACT DELIVERABLES AND REQUIREMENTS**

**A. Process Objectives**

On an annual basis, Contractor shall deliver the following services/deliverables:

<sup>4</sup> The positions shall be maintained at the specified level or higher of direct FTE staff.

<sup>5</sup> LPHA includes staff who are registered with the California Board of Behavioral Sciences, usually registered MFT/ASW interns, Professional Clinical Counselors (unlicensed), psychologists and psychiatrists who are waived by the State to provide services.

Process Measure	Process Objective
Number of unduplicated clients	120
Number of clients at any given time	60
Number of outpatient units for opened/enrolled clients (direct & indirect)	2,256
Number of outpatient units for short-term screening, triage, and outreach & engagement (indirect)	1,344
Percent of clients who respond to the client satisfaction survey	30%
Percent of services in field/community based	50%
Number of face-to-face or in-person contacts per client each month	2

<b>Additional Specifications</b> Process Objectives – Add Specs
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### B. Quality Objectives

Contractor shall provide services toward achieving the following quality objectives:

Quality Measures	Quality Objectives
Percent of clients who are working at anytime	30%
Percent of client’s score satisfactory on the client satisfaction survey	75%

<b>Additional Specifications</b> Quality Objectives - Add Specs
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### C. Impact Objectives

Contractor shall provide services toward achieving the following impact objectives:

Impact Measures	Impact Objectives
Percent of clients that either met their goals or partially met their goals before being discharged	40%
Number of clients with at least one job placement each year per 1.00 FTE Employment Specialist	12

<b>Additional Specifications</b> Impact Objectives - Add Specs
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## V. REPORTING AND EVALUATION REQUIREMENTS

Contractor shall input and edit client referral and episode data daily into Microsoft SharePoint application for tracking and reporting purposes.

Contractor shall submit an annual report on an ACBHD- provided template that describes the Contractor’s progress meeting the Contract Deliverables and Requirements. Reports shall be

labeled in accordance with an established naming convention and shall be uploaded to the ACBHD ShareFile within 30 days from the end of each fiscal year.

<b>Additional Specifications</b> Reporting And Eval Req - Add Specs
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## VI. ADDITIONAL REQUIREMENTS

<b>Additional Specifications</b> Additional Requirements - Add Specs
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Contractor shall submit the following to the identified ACSSA liaison or their designee via secure email or other secure system:

- i. **C**ommunication indicating referral outcome for each client;
- ii. A signed copy of the ACBHD Release of Information Form within five days of episode opening;
- iii. An Initial Assessment Report Form for each new client, within five working days of completing the intake assessment; and
- iv. A Monthly Attendance and Progress Report for every client with an open case within five days of the beginning of the month for the previous month.

### **IPS Supported Employment**

Contractor shall implement the evidenced based practice, IPS, for individuals who have expressed interest in pursuing competitive employment and/or education, regardless of their employment or educational readiness, diagnoses, symptoms, substance use history, psychiatric hospitalizations, homelessness, level of disability, or legal system involvement.

Contractor's designated IPS Staff shall provide the evidence-based practice of IPS and Supported Employment in line with the eight IPS Practice Principles and the 25 Fidelity Standards.<sup>6</sup> IPS Supported Employment includes educational and/or vocational training components only when coupled with a concurrent or future employment goal or career aspiration. Contractor shall assign one of the following three distinct IPS Service enrollment statuses to each participant enrolled in IPS:

1. Employment Only
2. Employment and Education
3. Education Only

Contractor shall participate in fidelity review site visits at least annually as determined by the ACBHD Vocational Services Division, and develop and implement a Fidelity Action Plan.

Contractor's IPS Employment Specialist(s) shall attend and actively participate in monthly IPS Learning Collaborative workshops facilitated by ACBHD Vocational Services.

Contractor shall implement a program structure that fully integrates the roles of IPS Staff into the mental health treatment services team.

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<sup>6</sup> <https://ipsworks.org/>  
IPS Fidelity Scale: <https://ipsworks.org/wp-content/uploads/2017/08/IPS-Fidelity-Scale-Eng1.pdf>

Upon referral to the IPS service, Contractor's IPS Staff shall conduct all phases of supported employment and/or support with educational or vocational training services. The phases of supported employment include intake, engagement, assessment (i.e., career profile, job search plan), job development, job placement, job shadowing/follow-along support, and step down to less intensive support as needed.

Support with educational or vocational training services shall include educational needs assessment, selection of school/training programs related to the client's interests and academic aptitudes, enrollment support, liaison with academic staff, help with access to financial support, access to internships and apprenticeships.

A qualified Educational Training Program shall assist the client in achieving a milestone such as a High School Diploma, a High School Equivalency certificate (GED/HiSET), or a certificate, degree or credential.

Contractor shall discontinue IPS supported education services if the educational or vocational program also provides Career/Vocational Counseling, Career Exploration services, or other supportive services that duplicate components of IPS services. Clients shall step down from IPS services and transitioned to the Contractor's Multi-Disciplinary team to maintain enrollment in these programs as needed. Requests for exceptions shall be submitted to the ACBHD Vocational Services for review and approval.

A qualified Vocational Training Program must be delivered by a provider that is approved by the Federal, State or a Local workforce agency<sup>7</sup>, and shall:

- Demonstrate a clear link to competitive jobs in the respective field of training;
- Provide industry-recognized credentials;
- Have a structured curriculum with measurable outcomes; and
- Be aligned with local workforce needs.

Vocational Training Programs shall assist the client in achieving a milestone through a recognized postsecondary credential such as an industry-recognized certification, certificate of completion, a license, or successfully completed phase of certification.

Contractor shall offer specialized benefits planning to clients upon referral to the program, when starting a new job, and thereafter when there are changes to work hours and/or pay. Contractor shall provide clients with guidance, training and/or support with wage reporting as needed to the relative agencies administering means-tested benefits or entitlements. Contractor shall help clients access additional support and benefits for which they may be eligible through the California Department of Rehabilitation.

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<sup>7</sup> See California Eligible Training Provider List (ETPL) for examples:  
<https://www.caljobs.ca.gov/vosnet/drills/program/ApprovedPrograms.aspx>

Contractor shall update Employment and/or Educational search plans as conditions change, but at least semi-annually. Employment search plans shall also be updated should the client not have attained employment within 90 days of intake.

Contractor’s IPS Staff and/or clients shall engage in their first face-to-face contact with an employer and/or academic staff within 30 days of referral. Contractor’s staff shall provide job development, face-to-face employer contacts and collaborative employment search planning until a job placement is made. Upon placement, Contractor shall provide follow-along supports on an ongoing basis, as determined by individual client needs. Contractor’s staff shall provide reassessment when a client ends a job and periodically as needed.

When a client is discharged by the mental health team, they shall also be discharged from IPS services. Otherwise, discharge from IPS Services shall occur when the client reports stability and/or satisfaction with their job, and/or when there no longer appears to be a need for regular follow-along support from the Contractor IPS Staff.

Contractor shall also discharge a client from IPS services when the client indicates they are no longer interested in obtaining employment or have disengaged from services for 90 days or longer. For these situations, Contractor shall document assertive outreach attempts to reengage the client prior to discharge. When possible, discharge planning shall involve collaboration between the IPS Staff, the client, and the client’s mental health team.

Contractor shall provide IPS services toward achieving the following process, quality and impact objectives:

<b>Process Measures</b>	<b>Process Objectives</b>
Number of clients enrolled in IPS services at any given time per 1.00 FTE Employment Specialist	15-20 clients
Number of IPS clients served annually per 1.00 FTE Employment Specialist	30-40 clients
Minimum percentage of IPS enrollments are Employment Only or Employment and Education	75%
Maximum percentage of IPS enrollments that are Education Only	25%
Percentage of the Employment Specialist workday that is field based	65%
Number of weekly qualifying job development contacts per 1.00 FTE Employment Specialist	6

<b>Quality Measures</b>	<b>Quality Objectives</b>
Minimum fidelity score which is equivalent to “good” on the Supported Employment Fidelity Scale	80%

<b>Impact Measures</b>	<b>Impact Objectives</b>
Percentage of clients enrolled in IPS Employment Only or Employment and Education services who are employed at any given time	30%

<b>Impact Measures</b>	<b>Impact Objectives</b>
Number of Job Placements per 1.00 FTE Employment Specialist annually	12%
Percentage of clients participating in IPS Education Only or Education and Employment services that are enrolled in and regularly attending Educational or Vocational training programs at any given time	80%
Percentage of clients participating in IPS Education Only or Education and Employment services that complete a significant Educational or Vocational Training program milestone	50%

Contractor shall document IPS outcome data on a quarterly basis using Microsoft SharePoint provided by the ACBHD IPS Trainer.