

**EXHIBIT A(x)-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 and Support (IPS) Supported Employment, as specified under Section VI. Additional Requirements

<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**

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.

<b>Additional Specifications</b> Service Groups - Add Specs
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**2. Referral Process to Program**

Contractor shall engage clients referred by Alameda County Behavioral Health Care Services (ACBH) Vocational Unit Support Services Specialists (SSS) embedded at the three main Social Services Agency (SSA) Self-Sufficiency Centers. Should Contractor identify additional clients that might be eligible for CalWORKs supportive services, they shall coordinate with the appropriate SSS or ACBH Vocational Unit staff for CalWORKs WTW supportive services eligibility determination.

<b>Additional Specifications</b> Referral Process to Program - Add Specs
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**3. Program Eligibility**

Contractor shall only serve individuals who:

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

<b>Additional Specifications</b> Program Eligibility - Add Specs
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**4. Limitations of Service**

CalWORKs WTW mental health/substance use supportive services eligibility shall be determined by SSA. When SSA determines an individual is no longer be eligible for these services (for any number of reasons), they shall inform ACBH and ACBH shall send notification to Contractor. Contractor shall then have 45 days to terminate treatment with the client and/or refer client for ongoing services.

<b>Additional Specifications</b> 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 provide 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>1</sup>

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

Contractor shall engage eligible clients and provide them the following mental health services: alcohol and other drug education, assessment, brokerage, case management, collateral, engagement, individual rehabilitation, peer engagement, plan development, psycho-education, short-term individual and group therapy, and Seeking Safety groups. Contractor shall also provide Individual Placement and Support (IPS), which includes supported employment and supported education.

Contractor shall develop an individualized treatment 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 the behavioral health services, long-term individual therapy is not appropriate. Contractor shall refer clients who appear to have moderate to severe behavioral health impairments or who need longer-term services to ACBH Acute Crisis Care and Evaluation for System-wide Services (ACCESS) program for assessment and treatment.

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

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<sup>1</sup> SAMHSA Case Management Principles p. 13 <https://store.samhsa.gov/sites/default/files/d7/priv/sma15-4215.pdf>

d. Travel training

Contractor's staff shall facilitate weekly clinical treatment meetings with CalWORKs WTW mental health program stakeholders (including Contractor's Multi-Disciplinary team, ACBH SSS, SSA Employment Counselor, and as needed, ACBH/SSA Operational Leads) to ensure oversight of program activation and service delivery.

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 ACBH Program Contract Manager by October 30th of each fiscal year.

**Additional Specifications**

Program Design - Add Specs

**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 from SSA that the client is no longer eligible for program services; and/or
- iv. When the client indicates they are no longer interested in obtaining employment.

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

**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 services in community settings where clients are located.

**D. Minimum Staffing Qualifications**

Contractor shall maintain the following minimum direct service positions:<sup>2</sup>

- 1.0 Full-Time Equivalent (FTE) Licensed Practitioner of the Healing Arts (LPHA)<sup>3</sup>
- 1.0 FTE IPS Staff (Supported Employment Staff)
- 1.0 FTE Peer Specialist or Case Manager

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

Process Objectives - Add Specs

In addition, Contractor shall provide services toward achieving the following process objective:

Process Measure	Process Objective
Percent of clients who respond to client satisfaction surveys	30%

Additional Specifications  
Process Measure - Add Specs

**B. Quality Objectives**

Contractor shall provide services toward achieving the following quality objectives:

Quality Measures	Quality Objectives
Percent of newly-referred clients who are contacted within one business day	95%
Percent of referred clients who are opened to the program	75%
Percent of clients who receive two or more visits within 30 days from their episode opening date	90%

<sup>2</sup> The positions shall be maintained at the specified level or higher of direct FTE staff.

<sup>3</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.

<b>Quality Measures</b>	<b>Quality Objectives</b>
Percent of clients who receive four or more visits within 60 days from their episode opening date	85%
Percent of clients who receive one or more face-to-face services per week	50%
Percent of clients who receive at least one face-to-face service per month	95%
Percent of services delivered in the community (i.e. a location other than the Program Office, such as a public setting, home, school, work, etc.	50%
Percent of clients engaged in multiple service modalities (i.e. Case Management, Counseling, SUD, IPS, etc.) and more than one staff member	75%

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

Contractor shall work collaboratively with ACBH and SSA to develop service satisfaction survey and performance improvement measures around impact of services.

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

Contractor shall input data into an electronic data collection and claiming system approved by ACBH Information Systems (IS) by the third business day of each month according to the written data entry procedures specified by ACBH IS, and complete any corrections based on the test claim by no later than the 20th of each month.

Contractor shall submit the following to the identified SSA liaison via secure email system:

- i. A signed copy of the ACBH Release of Information Form within five days of episode opening;
- ii. An Initial Assessment Report Form for each new client, within five working days of completing the intake assessment; and
- iii. 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.

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

### **IPS Supported Employment**

Contractor shall work with individuals who have expressed interest and motivation in pursuing competitive employment, regardless of their employment 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 Supported Employment in line with the eight Practice Principles and the 25 Fidelity Standards.<sup>4</sup> Contractor shall implement a model that fully integrates the roles of IPS Staff into the mental health treatment services team.

When a client is discharged by the mental health treatment 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 supports from the Employment Specialist.

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 treatment team.

### **Additional IPS Provisions for CalWORKs Programs**

Upon referral to the program, Contractor's IPS Staff shall work with the client to conduct intake, complete a career profile, and develop an Employment Plan. 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 help clients access additional support and benefits for which they may be eligible through the California Department of Rehabilitation. Employment Plans shall be updated as conditions change, but at least semi-annually. Employment 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 within 30 days of referral. Contractor's staff shall continue to provide job development, including face-to-face employer contacts, until job placement is achieved. After job placement, Contractor's staff 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.

Contractor shall provide services toward achieving the following impact objectives among clients participating in IPS:

- i. A 30 percent competitive employment placement rate, with an average of at least one job placement per month per Employment Specialist; and

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<sup>4</sup> <https://ipsworks.org/>  
IPS Fidelity Scale: <https://ipsworks.org/wp-content/uploads/2017/08/IPS-Fidelity-Scale-Eng1.pdf>

- ii. A 60 percent rate of employment retention for 45 days or longer among clients placed in competitive employment.

Contractor shall work collaboratively with ACBH to develop additional impact benchmarks in the area of employment status (e.g., percent of clients who were unemployed at initial assessment and then showed an improvement in their status<sup>5</sup> at the time of most recent assessment, etc.).

Contractor shall participate in fidelity review site visits at least annually as determined by the ACBH Vocational Unit. Following the baseline IPS fidelity review, Contractor shall submit quarterly IPS outcome data to the ACBH IPS Trainer and IPS Center at Rockville Institute (Westat).

Contractor shall complete an IPS Enrollment Worksheet with all program participants upon episode opening (if not immediately enrolled in IPS, every three months thereafter), and add to the “employment” section of the medical chart.

<b>Additional Specifications</b> Additional Requirements - Add Specs
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<sup>5</sup> Improvement in status may include enrollment in a vocational program/internship, found employment, etc.