

**NORTH SOUND
MENTAL HEALTH ADMINISTRATION**

**AGREEMENT
FOR THE
PROVISION OF
MEDICAID COVERED
MENTAL HEALTH SERVICES**

WITH

**LAKE WHATCOM RESIDENTIAL AND TREATMENT
CENTER**

CONTRACT #NSMHA-LAKE WHATCOM-MEDICAID-09-11

OCTOBER 1, 2009 TO SEPTEMBER 30, 2011

TABLE OF CONTENTS

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49

- A. DEFINITIONS**7
- B. COVERED LIVES AND BENEFITS PACKAGE**
 - 1. Enrollment 18
 - 2. Benefit Package – Available to all citizens in the North Sound Region 18
 - 3. Contractor Shall Provide the Following Mental Health Services Pursuant to the Provision of This Agreement 19
- C. PERFORMANCE STANDARDS**
 - 1. General Operating Standards 20
 - 2. Outpatient Initial Authorization and Continued Service Authorization..... 21
 - 3. Outpatient Services and Medication Management..... 22
 - 4. Specialized Outpatient/Residential Continued Service Approval and Continued Service Authorization 22
 - 5. Intensive Outpatient and Treatment – Adult/Children’s Wraparound 22
 - 6. Medical Necessity and Second Opinion 23
 - 7. Quality Clinical Care, Timely Access, Intake Evaluations and Individualized Treatment Plans..... 23
 - 8. LOCUS/CALOCUS Level of Care Utilization System..... 25
 - 9. EPSDT Requirements 26
 - 10. Mental Health Care Providers (MHCP)..... 26
 - 11. Allied Systems Coordination 26
 - 12. Crisis Services Coordination and Cooperation 27
 - 13. Consumer and Family Voice 27
 - 14. Complaint, Grievance, Fair Hearing and Appeal Processes 27
 - 15. Local Responsiveness and Communications 27
 - 16. Critical Incidents..... 28
 - 17. Staff Competency and Training 28
 - 18. Psychiatric Inpatient Services – Community Hospitals and Evaluation and Treatment Centers (E&T)..... 29
 - 19. Psychiatric Inpatient Services – State Hospitals and Children’s Long-Term Inpatient Program (CLIP)..... 29
 - 20. Performance Indicators and Measures 30
 - 21. Quality Management..... 30
 - 22. Coordination of Care Requirements with Specialized/North Sound Service Providers..... 31
- D. CONTRACTOR RESPONSIBILITIES**
 - 1. Community Mental Health Agency (CMHA) 32
 - 2. Capacity..... 32
 - 3. Residential Services 33
 - 4. Geographic Accessibility and Travel Standards..... 33
 - 5. Resource and Utilization Management Activities..... 34
 - 6. Management Information System..... 34
 - 7. NSMHA and MHD Review Activities..... 35
 - 8. Deliverables, Plans and Reports..... 35
 - 9. Business Associates Agreement 35

1	TABLE OF CONTENTS, Continued	
2		
3	E. FINANCIAL TERMS AND CONDITIONS	
4	1. General Fiscal Assurances.....	36
5	2. Financial Accounting Requirements.....	36
6	3. Financial Reporting.....	36
7	4. County Funding.....	36
8	5. Rules Compliance.....	36
9	6. Liability for Payment and the Pursuit of Third Party Revenue.....	37
10	7. Financial Provisions – Reimbursement Requirements.....	37
11	8. Fraud and Abuse.....	38
12		
13	F. OVERSIGHT, REMEDIES AND TERMINATION	
14	1. Oversight Authority.....	39
15	2. Remedial Action.....	39
16	3. Additional Financial Penalties – MHD Imposed Sanctions.....	41
17	4. Termination Due to Change in Funding.....	41
18	5. Termination Due to Change in 1915(B) Mental Health Services Waiver.....	41
19	6. Termination for Convenience.....	41
20	7. Termination for Default.....	41
21	8. Termination Procedure.....	42
22		
23	G. GENERAL TERMS AND CONDITIONS FOR CONTRACTOR	
24	1. Background.....	44
25	2. Mutual Commitments.....	44
26	3. Assignment.....	44
27	4. Authority.....	44
28	5. Compliance with Applicable Laws, Regulations and Operational Policies.....	44
29	6. Compliance with NSMHA Operational Policies.....	46
30	7. Confidentiality of Client Information.....	47
31	8. Contract Performance/Enforcement.....	48
32	9. Cooperation.....	48
33	10. Debarment Certification.....	48
34	11. Declaration That Clients Under the Medicaid and Other Mental Health Programs are not Third-Party Beneficiaries Under This Contract.....	48
35		
36	12. Execution, Amendment, and Waiver.....	48
37	13. Headings and Captions.....	49
38	14. Indemnification.....	49
39	15. Independent Contractor for NSMHA.....	49
40	16. Insurance.....	49
41	17. Integration.....	49
42	18. Maintenance of Records.....	50
43	19. No Waiver of Rights.....	50
44	20. Ongoing Services.....	50
45	21. Order of Precedence.....	50
46	22. Overpayments.....	51
47	23. Ownership of Materials.....	51
48	24. Performance.....	51

1 **TABLE OF CONTENTS, Continued**

2

3 25. Resolution of Disputes 51

4 26. Severability and Conformity 52

5 27. Single Audit Act..... 52

6 28. Subcontracts..... 53

7 29. Survivability..... 54

8 30. Treatment of Client Property 54

9 31. Warranties..... 54

10 32. Contract Administration 54

11

EXHIBITS

- 1
- 2
- 3
- 4
- 5 Exhibit A – Access to Care Standards
- 6
- 7 Exhibit C – Data Security Requirements
- 8
- 9 Exhibit D – Mission Statement
- 10
- 11 Exhibit F –DSHS Admin Policy No. 7.21
- 12
- 13 Exhibit G –DSHS Admin Policy No. 7.01
- 14
- 15 Exhibit H –DSHS Admin Policy No. 7.20
- 16
- 17 Exhibit J – EPSDT Plan
- 18
- 19 Exhibit O - Outpatient Service Modalities
- 20
- 21

ATTACHMENTS

- 1
- 2
- 3
- 4
- 5 Attachment I – Core Values and Principles
- 6
- 7 Attachment II – 7.01 Policy, Provider P&P Grid, Regional Training Plan and Quality Management Plan –
- 8 links
- 9
- 10 Attachment III – MHD-NSMHA-PIHP-09-11
- 11
- 12 Attachment IV – CONTRACTOR Deliverables
- 13
- 14 Attachment V – CONTRACTOR-NSMHA Business Associate Agreement
- 15
- 16 Attachment VI – Revenue-Expenditure-Certification Report
- 17
- 18 Attachment VII – Ombuds and QRT Services
- 19
- 20 Attachment VIII –Budget
- 21

1
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3
4
5
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**AGREEMENT FOR THE PROVISION
OF
MEDICAID COVERED
MENTAL HEALTH SERVICES**

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THIS MENTAL HEALTH SERVICES AGREEMENT (the “Agreement”), pursuant to Chapter 71.24 RCW and all relevant and associated statutes, as amended, is made and entered into by and between the NORTH SOUND REGIONAL SUPPORT NETWORK, dba THE NORTH SOUND MENTAL HEALTH ADMINISTRATION (“NSMHA”), 117 North 1st Street, Suite 8, Mount Vernon, Washington 98273, and the LAKE WHATCOM RESIDENTIAL AND TREATMENT CENTER (“CONTRACTOR”) 609A North Shore Drive, Bellingham, WA 98226.

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This Agreement incorporates the Agreement’s Exhibits and Attachments to the Agreement and other documents incorporated by reference.

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The effective date of this Agreement is October 1, 2009, through September 30, 2011.

A. DEFINITIONS

7.01 Plan is the NSMHA Board approved plan, which outlines NSMHA’s commitment to planning and service delivery for American Indian governments and communities.

Abuse means a provider’s practices that are inconsistent with sound fiscal, business, or medical practices and result in an unnecessary cost to the Medicaid program, or in reimbursement for services that are not medically necessary or that fail to meet professionally recognized standards for health care (Medicaid Managed Care Fraud and Abuse Guidelines).

Access refers to the initial request for services and initial screening and the related response-time requirements (as defined in the Clinical Eligibility and Care Standards section of NSMHA contract).

Access to Care Standards means the (MHD) Minimum Eligibility Requirements for Medicaid Adults & Medicaid Older Adults Guidelines reflect the most restrictive eligibility criteria that can be applied. NSMHA may expand coverage based on availability of local resources.

Accessibility means the extent to which an eligible recipient can obtain available services. Accessibility includes both the ability to contact the organization and the availability of providers and services. For example, outreach may be available, but if a provider does not routinely provide active outreach, outreach is not accessible.

Accountability means responsibility of CONTRACTOR for achieving defined outcomes, goals, and contract obligations

Act means the Social Security Act.

Action means in the case of a PIHP:

- (1) the denial or limited authorization of a requested service, including the type or level of service;

- 1 (2) the reduction, suspension, or termination of a previously authorized service;
- 2 (3) the denial in whole or in part, of payment for a service;
- 3 (4) the failure to provide services in a timely manner, as defined by the state;
- 4 (5) the failure of a PIHP to act within the timeframes provided in section 42 CFR 438(b) or;
- 5 (6) for a resident of a rural area with only one MCO, the denial of an enrollee's request to exercise his
- 6 or her right, under section 42 CFR 438.52 (b)(2)(ii), to obtain services outside the network.

7
8 Administrative Costs means costs for the general operation of the public mental health system. These
9 activities can not be identified with a specific direct or direct services support function.

10
11 Advance Directive means a written document in which a principal makes a declaration of instructions or
12 preferences or appoints an agent to make decisions on behalf of the principal regarding the principal's
13 mental health treatment, or both, and that is consistent with the provisions of Washington's Mental Health
14 Advance Directive statute.

15
16 Allied Systems means state or local services which provide consumers with assistance to reduce the impact
17 of disabilities, functional impairments, or skill deficits, and which promote stable community living.

18
19 Annual Revenue means all revenue received by the PIHP pursuant to the Agreement for July of any year
20 through June of the next year.

21
22 Appeal means a request for review of an action as "action" is defined above.

23
24 Appropriate means the extent to which a particular procedure, treatment, or service is clearly indicated, not
25 excessive, adequate in quantity, and provided in the setting best suited to the needs of the recipient.

26
27 Arbitration means the process by which the parties to a dispute submit their differences to the judgment
28 of an impartial person or group appointed by mutual consent or statutory provision.

29
30 Assessment means a process which provides sufficient information to determine medical necessity for
31 mental health services covered under this Agreement.

32
33 Capitation Payment means a payment the Department of Social and Health Services (DSHS) makes
34 periodically to a PIHP on behalf of each recipient enrolled under a contract for the provision of medical
35 services under the State Plan. DSHS makes the payment regardless of whether the particular recipient
36 receives the services during the period covered by the payment.

37
38 Case Management means assistance to a recipient and family (or significant other) to obtain, maintain, or
39 develop appropriate resources. This involves obtaining or providing the full range of outreach and
40 support services to help recipients establish and maintain respected positions within their community,
41 including but not limited to: housing, income, employment, and other productive activities. Case
42 management provides community support and intervention, as well as, crisis services and resolution. A
43 range of activities to monitor, facilitate and, if necessary, intervene to improve access to and the continuity
44 and effectiveness of treatment. This may include service coordination and linking clients with other social
45 and economic resources, including mental health services, medical care, housing employment, education,
46 and other community services. Some of these activities may be performed without the client present and
47 may be conducted with other persons important to the client's treatment (i.e., collaterals). (HCPCS
48 procedure code)

1 Center for Medicare and Medicaid Services (CMS) was (Formerly known as Health Care Finance
2 Administration (HCFA))
3

4 Central Costs means another term for administrative costs.
5

6 CFR means the Code of Federal Regulations. All references in this Agreement to CFR chapters or
7 sections shall include any successor, amended, or replacement regulation.
8

9 Children’s Hospital Alternative Program (CHAP) is the acronym for, a cooperative program of NSMHA
10 and Division of Children and Family Services, to serve high-need children and their families. (Foster
11 home and in-home services)
12

13 Children’s Long Term Inpatient Program (CLIP) means the state appointed authority for policy and
14 clinical decision-making regarding admission to and discharge from state-funded beds in the Children’s
15 Long Term Inpatient Programs (Child Study and Treatment Center, Pearl Street Center, McGraw Center,
16 Tamarack Center and Martin Center).
17

18 Child Study and Treatment Center (CSTD) means the Department of Social and Health Services, Mental
19 Health Division (MHD) child psychiatric hospital.
20

21 Community Mental Health Agency (CMHA) means community mental health centers that are
22 subcontracted by the PIHP and licensed to provide mental health services covered under this Agreement.
23

24 Community Support Services is all community-based, outpatient services. As defined in RCW 71.24.025(8)
25 and WAC 388-865 – case management services; 388-865 – residential services; 388-865-0464 –
26 employment services; 388-865 – psychiatric and medical services; 388-865 – In-home services; and 388-
27 865 – Consumer or advocate-run services.
28

29 Complaint means a verbal or written statement by a consumer or enrollee that expresses dissatisfaction
30 with some aspect of services covered under this Agreement, the Primary Care Provider, or
31 CONTRACTOR.
32

33 Computer Information System (CIS)
34

35 Consultation is the review and recommendations regarding the task responsibilities, activities, and
36 decisions of administrative, clerical, and clinical staff, along with contracted employees, volunteers, and
37 interns, by persons with appropriate knowledge and experience, in the pursuit of quality services.
38

39 Consumer means a person who has applied for, is eligible for or who has received mental health services.
40 For a child, under the age of thirteen, or for a child age thirteen or older whose parents or legal guardians
41 are involved in the treatment plan, the definition of consumer includes parents or legal guardians.
42

43 Consumer Choice means the individual/child/family’s guaranteed opportunity to choose freely among
44 treatment options and support services (based on identified needs) and to be full partners in the treatment
45 process. “Choice” supports the notion that to the degree possible, individuals/child/families need to play
46 a key role in designing their own service/support “packages”, including involvement of natural supports
47 and culturally specific services.
48

1 Consumer Voice means indicators of ownership in and involvement with planning his/her own supports
2 and services. In Individualized Plans, voice is best indicated by the use of “quotations”.
3

4 Coordinated Quality Improvement Program (CQIP)

5
6 Corrective Action/Compliance Review is when findings from a NSMHA and/or MHD review or other
7 monitoring efforts or audits show that there are apparent violations of this Agreement, the
8 CONTRACTOR shall implement corrective action within specified timeframes determined by NSMHA
9 and/or MHD and/or Department’s other auditors.
10

11 Corrective Action Plan is a written plan specifying what the CONTRACTOR is required to do to be in
12 compliance. This includes required improvements and a time line for such action(s) to be accomplished.
13

14 Crisis: Crisis may be self-defined or a situation where an individual is acutely mentally ill, or experiencing
15 serious disruption in cognitive, volitional, psychosocial, and/or neurophysiological functioning.
16

17 Crisis Plan is a blueprint for action in the case of an individual (or child/family) who is experiencing
18 imminent or substantial risk of harm to self/others or who is at risk of decompensation that could lead to
19 future use of psychiatric inpatient services. Plans are developed in collaboration with the individual and
20 natural supports. An adequate crisis plan reflects a blend of formal and informal supports and is amended
21 as frequently as needed to be a meaningful resource. Crisis plans with updated information must be
22 documented as a consumer completes an episode of care and becomes “inactive” or “closed”.
23

24 Crisis Respite means support and stabilization services that may include, but are not limited to, Crisis
25 Residential Service Options. Crisis respite may include in-home support services and brief periods of
26 services by crisis aide staff to provide relief to a parent or primary in-home care provider.
27

28 Crisis Services means a face-to-face evaluation and treatment of mental health emergencies and crises to
29 non-enrolled, as well as, enrolled individuals experiencing a crisis as defined by the WAC. Crisis services
30 shall be available on a 24-hour basis with the goal of stabilizing the person in crisis and providing
31 immediate or short-term treatment and support in the least restrictive environment available. Crisis
32 services may be provided prior to an intake evaluation/assessment.
33

34 Cross-System Team meetings and consultations is participation and involvement with systems beyond the
35 mental health system, who are also providing services to a mental health consumer, i.e., DCFS, DDD,
36 JRA, DOC, Schools, etc., to assure communication, and integrated, coordinated treatment planning and
37 provision.
38

39 Cultural Competence means a set of congruent behaviors, attitudes, and policies that come together in a
40 system or agency and enable that system or agency to work effectively in cross-cultural situations. A
41 culturally competent system of care acknowledges and incorporates at all levels the importance of language
42 and culture, assessment of cross-cultural relations, knowledge and acceptance of dynamics of cultural
43 differences, expansion of cultural knowledge and adaptation of services to meet culturally unique needs.
44

45 “D” Coupons are medical assistance coupons for children in foster care.
46

47 Deliverable means any written information required for submission to NSMHA to satisfy the work
48 requirements of this Agreement and that are due by a particular date or on a regularly occurring schedule.

1 Detention is (Juvenile) Pursuant to RCW 13.16, a staffed, locked detention room, or house of detention
2 for dependent, wayward, and delinquent children, separate and apart from the detention facilities for
3 adults.
4

5 Disaster Outreach means persons contacted in their place of residence or in non-traditional settings for
6 the purpose of:
7

- 8 (1) Assessing their mental health, or social functioning following a disaster; or
- 9 (2) Increasing their utilization of human services and resources.
- 10 (3) There are two basic approaches to outreach:
 - 11 (a) Mobile (ongoing to person to person);
 - 12 (b) Community settings (e.g. temporary shelters, disaster assistance sites, disaster information
13 forums).
14
- 15 (4) Regardless of the approach, the outreach process has five important components:
 - 16 (a) Locating persons in need of disaster relief services;
 - 17 (b) Assessing their needs;
 - 18 (c) Engaging or linking persons to an appropriate level of support or disaster relief services; and
 - 19 (d) Providing follow-up mental health services when clinically indicated.
 - 20 (e) Disaster outreach can be performed by trained volunteers, peers, and/or persons hired under a
21 Federal Crisis Counseling Grant. These persons should be trained in disaster outreach, which
22 is different than traditional mental health crisis intervention.
23
24
25

26 Discharge Planning (Services) is the process of developing a care regimen and community integration plan
27 for a mental health recipient leaving clinical care including appropriate residential treatment/housing
28 supports and community support services prior to the recipient leaving outpatient care.
29

30 Discharge Planning (Hospital) is the processes of developing a care regimen for a patient leaving inpatient
31 care, including appropriate timing and follow-up examinations and treatment. A collaborative event,
32 focusing on the development of a regimen of care, designed to support treatment success through the
33 utilization of natural supports and community resources. This planning phase is critical to success, in both
34 the inpatient and outpatient arenas and needs to begin immediately following intake.
35

36 Discharge is (1) related to end of consumer's inpatient psychiatric hospital stay; (2) occurs when an eligible
37 consumer has completed an episode of care (or active service) and is no longer receiving services (i.e.,
38 closed).
39

40 Diversion means to redirect an individual from being placed in a restrictive setting (i.e., Jail, inpatient
41 services) to clinically appropriate less restrictive alternative(s).
42

43 Emergent Care means services provided for a person, that, if not provided, would likely result in the need
44 for crisis intervention or hospital evaluation due to concerns of potential danger to self, others, or grave
45 disability according to RCW 71.05.
46

47 Enrollee means a Medicaid recipient who is currently enrolled in a PIHP.
48

1 EPSDT means the Early Periodic Screening Diagnosis and Treatment program under Title XIX of the
2 Social Security Act as amended.

3
4 Evaluation and Treatment Facility (E&T) These are not-for-profit organizations. At a minimum, services
5 include evaluation, stabilization and treatment provided by or under the direction of licensed psychiatrists,
6 nurses and other Mental Health Professionals, and discharge planning involving the individual, Family,
7 significant others so as to ensure continuity of mental health care. Nursing care includes but is not limited
8 to performing routine blood draws, monitoring vital signs, providing injections, administering medications,
9 observing behaviors and presentation of symptoms of mental illness.

10
11 Fair Hearing means a grievance hearing before the Washington State Office of Administrative Hearings.

12
13 Family means those the consumer defines as family or those appointed/assigned (e.g. parents, foster
14 parents, guardians, siblings, caregivers, and significant others).

15
16 Fraud means “an intentional deception or misrepresentation made by a person with the knowledge that
17 the deception could result in some unauthorized benefit to himself or some other person. It includes any
18 act that constitutes fraud under applicable Federal or State law”. (Medicaid Managed Care Fraud and
19 Abuse Guidelines).

20
21 Full-Time Equivalent (FTE) is the term used to define number of full-time staff. One FTE shall be
22 defined as 40 hours work per week.

23
24 Geographic Area is the NSMHA Service Area consisting of the following geographic areas:

- 25
26 (1) Island County
27 (2) San Juan County
28 (3) Skagit County
29 (4) Snohomish County
30 (5) Whatcom County

31
32 Grievance means an expression of dissatisfaction about any matter other than an action. Possible subjects
33 for Grievances include, but are not limited to, the quality of care or services provided, and aspects of
34 interpersonal relationships such as rudeness of a provider or employee, or failure to respect the Enrollee’s
35 rights (42 CFR 438.400(b)).

36
37 Group Treatment Services means a set of face-to-face activities provided by one or more provider staff to
38 two or more attending members that are designed to help an individual attain goals as prescribed in the
39 individual’s treatment plan. These group activities shall be consistent with the age and cultural framework
40 of the individuals participating, and may include family members or others who play necessary roles in the
41 lives of the group members.

42
43 HIPAA means Health Insurance Portability and Accountability Act of 1996.

44
45 Involuntary Treatment means treatment provided under the Involuntary Treatment Act (WAC 388-865
46 for individuals age 13 and older, who do not agree to treatment/hospitalization and are detained against
47 their will after having been evaluated by a DMHP (Designated Mental Health Professional) and court

1 hearing and found to need treatment/hospitalization by meeting one of the following criteria (danger to
2 self, others, or gravely disabled) and therefore ordered or remanded to treatment by court decision.

3
4 JRA means the Department of Social and Health Services (DSHS) Juvenile Rehabilitation Administration.

5
6 Local Funds Eligible for Match means sources of revenue that are eligible to be used as federal match are
7 broad based taxes at the county or other local taxing authority level that are spent and have been certified
8 by the local authority as public funds for mental health services allowable under this Agreement. Funds
9 used for federal match under this Agreement may not be used as match for any other federal program. It
10 can be local funds that have not been previously matched with federal funds at any point. Local funds do
11 not include donations.

12
13 Medicaid Funds means funds provided by CMS Authority under the Title XIX program.

14
15 Medicaid Waiver is a waiver granted by the Secretary of DSHS to requirements of 42 USC 1396a for the
16 purpose of permitting the DSHS Mental Health Division to operate a capitated managed care system to
17 provide services to enrolled recipients of the Medicaid program. Under 42 USC 1396n, the Secretary is
18 authorized to grant such waivers to the extent he/she finds proposed improvements or specified practices
19 in the provision of services under Medicaid to be cost-effective, efficient, and consistent with objectives of
20 the Medicaid program.

21
22 Medical Necessity or Medically Necessary means a term for describing a requested service which is
23 reasonably calculated to prevent, diagnose, correct, cure, alleviate or prevent the worsening of conditions
24 in the recipient that endanger life, or cause suffering or pain, or result in illness or infirmity, or threaten to
25 cause or aggravate a handicap, or cause physical deformity or malfunction, and there is no other equally
26 effective, more conservative or substantially less costly course of treatment available or suitable for the
27 person requesting service. "Course of treatment" may include mere observation or, where appropriate no
28 treatment at all.

29
30 Additionally, the individual must be determined to have a mental illness covered by Washington State for
31 public mental health services. The individual's impairment(s) and corresponding need(s) must be the result
32 of a mental illness. The intervention is deemed to be reasonably necessary to improve, stabilize or prevent
33 deterioration of functioning resulting from the presence of a mental illness. The individual is expected to
34 benefit from the intervention. Any other formal or informal system or support cannot address the
35 individual's unmet need.

36
37 Mental Disorder as defined in RCW 71.34.020(12) for children and RCW 71.05.020(2) for adults.

38
39 Mental Health Care Provider (MHCP) means the individual with primary responsibility for implementing
40 an individualized plan for mental health rehabilitation services. Minimum qualifications are B.A. level in a
41 related field or A.A. level with two years experience in the mental health or related fields.

42
43 OMB Circular A-133 means audits of States, Local Governments and Non-Profit Organizations.

44
45 Operating Reserve means funds designated from mental health revenue sources that are set aside into an
46 operating reserve account by official action of the RSN/PIHP governing body. Operating reserve funds
47 may only be set aside to maintain adequate cash flow for the provision of mental health services.

48

1 Outcome means the results of a service period of treatment. The extents to which services are provided to
2 individuals experiencing emotional and behavioral disorders have a positive or negative effect on their
3 well-being, circumstances, and capacity for self-management and recovery.
4

5 Outreach means a mental health service where consumers with severe and persistent mental illness or
6 serious emotional disturbance are contacted in their place of residence or in non-traditional settings for the
7 purpose of:
8

- 9 (1) Improving their mental health, health, or social functioning; or
- 10 (2) Increasing their utilization of human services and resources.
- 11 (3) There are two basic approaches to outreach:
 - 12 (a) Mobile (going to consumer); and
 - 13 (b) Drop-in centers (e.g. shelters, clubhouses, kitchens, clothing banks).
- 14 (4) Regardless of the approach, the outreach process has five important components:
 - 15 (a) Locating individuals in need of services;
 - 16 (b) Engaging individuals into service;
 - 17 (c) Assessing their needs;
 - 18 (d) Linking individuals to an appropriate level of support services; and
 - 19 (e) Providing follow-up services.

20 Performance Indicator(s) means system level information on the types of service to consumers, the
21 duration and intensity of services, staffing patterns, and fiscal viability.
22

23 Pre-Admission Screening and Resident Review (PASARR)
24

25 Premium Payment means the prepaid monthly capitation rate the Department pays a PIHP for each
26 enrollee under this Agreement for the provision of mental health services under the Medicaid State Plan,
27 whether or not the enrollee receives the services during the Agreement.
28

29 Prepaid Inpatient Health Plan (PIHP) means an entity that provides or arranges for:
30
31 (1) Mental health services to enrollees under contract with the state on the basis of prepaid capitation
32 payments, or other payment arrangements that don't use state plan payment rates;
33 (2) Provides, arranges for, or otherwise has responsibility for the provision of any inpatient hospital or
34 institutional services for its enrollees; or
35 (3) Does not have a comprehensive risk contract.
36

37 Psychological Assessment means all psychometric services provided for evaluation, diagnostic, or
38 therapeutic purposes by, or under the supervision of, a licensed psychologist.
39

40 Quality Assurance means a focus on compliance to minimum requirements (e.g. rules, regulations, and
41 contract terms) as well as reasonably expected levels of performance, quality, and practice.
42

43 Quality Improvement means a focus on activities to improve performance above minimum standards/
44 reasonably expected levels of performance, quality, and practice.
45

1 Quality Management/Strategy means an overarching system and/or process whereby quality assurance and
2 quality improvement activities are incorporated and infused into all aspects of an organization's or system's
3 operations.
4

5 Recovery means the process by which people are able to live, work, learn, and participate fully in their
6 communities.
7

8 Rehabilitation means to restore to customary activity through education, skill building and therapy.
9 Increase independence and ability to participate in life meaning activities.
10

11 Request for Services means a point in time when services are sought or applied for. This can be through a
12 telephone call, referral, walk-in, or written request for service.
13

14 Reserve Accounts means an allocation of fund balance at the RSN set aside for a specific purpose by the
15 RSN governing board or local legislative authority.
16

- 17 • Operating Reserve - Funds designated from mental health revenue sources that are set aside into an
18 operating reserve account by official action of the RSN's governing body. Operating reserve funds
19 may only be set aside to maintain adequate cash flow for the provision of mental health services.
- 20 • Risk Reserve – Funds designated from mental health revenue sources that are set aside into a risk
21 reserve account by official action of the RSN's governing body. Risk reserve funds may only be set
22 aside for use in the event costs of providing service exceed the revenue the RSN receives.
- 23 • Inpatient Reserve – Funds designated from mental health revenue sources to pay for future inpatient
24 hospital claims.
25

26 Residential Services are defined in WAC 388-865, NSMHA Standards of Care and Clinical Eligibility
27 Manual and NSMHA Policies and Procedures.
28

29 Resilience means the personal and community qualities that enable individuals to rebound from adversity,
30 trauma, tragedy, threats, or other stresses, and to live productive lives.
31

32 Risk means the possibility that the CONTRACTOR may incur a loss because the cost of providing
33 services may exceed the premium payments made by NSMHA to CONTRACTOR for services covered
34 under this Agreement. (42 CFR 434.2)
35

36 Routine Care means a setting where evaluation and mental health services are provided to consumers on a
37 regular basis. These services are intended to stabilize, sustain, and facilitate consumer recovery within his
38 or her living situation and they do not meet the definition of urgent or emergent care.
39

40 Routine Services means non-emergent and non-urgent services are offered within fourteen (14) calendar
41 days to individuals authorized to receive services as defined in the access to care standards. Routine
42 services are designed to alleviate symptoms, to stabilize, sustain and facilitate progress toward mental
43 health.
44

45 Screening means initial face-to-face or telephonic interview to assess immediate mental health needs of a
46 client for referral and/or treatment (per HCPCS procedure code). Depending upon level of need, a full
47 multi-axial assessment frequently follows screening.

1 Service Area means the geographic area covered by this Agreement for which the PIHP is responsible.

2
3 Severely Emotional Disturbed Child means a child who has been determined by the Regional Support
4 Network to be experiencing a mental disorder as defined in Chapter 71.34 RCW, including those mental
5 disorders that result in a behavioral or conduct disorder, that is clearly interfering with the child's
6 functioning in family or school or with peers and who meets at least one of the following criteria:

- 7
8 (1) Has undergone inpatient treatment or placement outside of the home related to a mental disorder
9 within the last two years;
10 (2) Has undergone involuntary treatment under Chapter 71.34 RCW within the last two years;
11 (3) Is currently served by at least one of the following child-serving systems:
12 (a) Chronic family dysfunction involving a mentally ill or inadequate caretaker;
13 (b) Changes in custodial adults;
14 (c) Going to, residing in, or returning from any placement outside of the home, for example,
15 psychiatric hospital, short-term inpatient, residential treatment, group or foster home, or a
16 correctional facility;
17 (d) Subject to repeated physical abuse or neglect;
18 (e) Drug or alcohol abuse; or,
19 (f) Homelessness

20
21 Special Population Evaluation means an evaluation by a specialist as defined by WAC 388-865-0425,
22 which considers age and cultural variables specific to the individual being evaluated and other culturally
23 and age competent evaluation methods. This evaluation shall provide information relevant to a
24 consumer's continuation in appropriate treatment and assist in treatment planning.

25
26 Subcontract means any written agreement between CONTRACTOR and subcontractor or between
27 CONTRACTOR, subcontractor, and another subcontractor to provide services or activities otherwise
28 performed under this Agreement.

29
30 Subcontractor means an individual or entity performing all or part of the services under this Agreement
31 under a separate contract with the CONTRACTOR or its subcontractors.

32
33 Title 42 is the CFR Public Health Service.

34
35 Title XIX is grants with states for Medical Assistance Program.

36
37 Title XIX Eligible Month means a calendar month in which an individual is eligible for the Title XIX
38 program for any part of the month.

39
40 Title XXI is the State Children's Health Insurance Program.

41
42 Transition Youth means anyone age 17-21.

43
44 Underserved means persons who are minorities, children, elderly, disabled, and low-income. See WAC
45 388-865-0150.

46

1 Urgent Care means a service to be provided to persons approaching a mental health crisis. If services are
2 not received within 24 hours of the request, the person's situation is likely to deteriorate to the point that
3 emergent care is necessary.
4

5 Utilization Management Services means to provide independent utilization management process that
6 monitors provider network to ensure services provided are sufficient, but not excessive, which are
7 predicated on the individual needs of the recipient with respect to that person's age, culture, language, and
8 abilities.
9

10 Youth means anyone age 13-17 (13-20 if Medicaid).
11
12

1 **B. COVERED LIVES AND BENEFITS PACKAGE**

2 CONTRACTOR shall provide or purchase age, linguistic and culturally competent community mental
3 health services for enrollees for whom services are medically necessary and clinically appropriate in
4 accordance with the standards established herein.
5

6 **1. ENROLLMENT**

- 7 a. The following enrollees who reside within the Contractor’s service area are eligible for
8 medically necessary mental health services provided under this contract:
9
- 10 i. Persons of all ages enrolled in any of the following programs or members of any of the
11 following groups.
12
- 13 a) Children and Related Poverty Level Populations (TANF/AFDC);
 - 14 b) Adults and Related Poverty Level Populations, including pregnant women
15 (TANF/AFDC) *except for those women who have a pregnancy-only Medicaid coupon;*
 - 16 c) Blind/Disabled Children or Adults and Related Populations (who qualify for
17 SSI);
 - 18 d) Aged and Related Populations;
 - 19 e) Foster Care Children;
 - 20 f) Title XXI SCHIP Children, targeted low income children who are eligible to
21 participate in Medicaid;
 - 22 g) Individuals with serious and persistent mental illness; and
 - 23 h) Enrolled children with “D” coupons or other evidence of placement by DSHS,
24 who currently reside in the Contractor’s service area without regard to the child’s
25 original residence.
26

27 **2. BENEFIT PACKAGE – Available to all citizens in the North Sound Region**

28 From the time mental health services are authorized, CONTRACTOR is responsible for providing
29 uninterrupted linkage through a range of activities identified in the Medicaid State Plan that move
30 an enrollee toward Resiliency and Recovery.
31

- 32 a. Enrollees have access to the following benefits based on the Medicaid State Plan prior to an
33 intake evaluation:
34
- 35 i. Crisis Services.
 - 36 ii. Freestanding Evaluation and Treatment.
 - 37 iii. Stabilization.
 - 38 iv. Rehabilitation Case Management as defined in the Medicaid State Plan:
39
- 40 a) For enrollees in inpatient settings that meet the definition of an Institution for
41 Mental Disease, (IMD) this service is available only to the following populations:
42
- 43 1) Enrollees under the age of 22 residing in a CLIP facility.
 - 44 2) Enrollees aged 65 or older.
45

46 All Medicaid enrollees with a mental health benefit requesting covered mental health services,
47 who do not require urgent or emergent mental health services, must be offered an intake
48 evaluation as defined in the Medicaid State Plan within ten business days of the request for

1 service. Authorization for further services will be performed in accordance with NSMHA
2 policies and procedures.

- 3 b. A request for mental health services is defined as a point in time when mental health services
4 are sought or applied for through a telephone call, EPSDT referral, walk-in, or written request
5 for mental health services.
6 c. Services must be provided based on the definitions in the Medicaid State Plan and the 1915(b)
7 Waiver. In addition to the services available prior to an intake evaluation, the following
8 modalities must be provided if medically necessary and meets Access to Care Standards:
9

- 10 i. Brief Intervention Treatment
11 ii. Day Support
12 iii. Family Treatment
13 iv. Group Treatment
14 v. High Intensity Treatment
15 vi. Individual Treatment Services
16 vii. Intake Evaluation
17 viii. Medication Management
18 ix. Medication Monitoring
19 x. Mental Health Clubhouse (B-3 Service)
20 xi. Peer Support.
21 xii. Psychological Assessment.
22 xiii. Respite Care (B-3 Service)
23 xiv. Special Population Evaluation
24 xv. Supported Employment (B-3 Service)
25 xvi. Therapeutic Psychoeducation.
26
27

28 **3. CONTRACTOR SHALL PROVIDE the FOLLOWING MENTAL HEALTH SERVICES**
29 **PURSUANT to the PROVISION of this AGREEMENT:**

30 CONTRACTOR shall provide for Adult Outpatient and Medication Management as required in
31 the provision of this agreement in compliance with Attachment VIII and NSMHA Policy and
32 Procedures.
33

34 CONTRACTOR shall provide for Adult Intensive Outpatient Services as required in the
35 provision of this agreement in compliance with Attachment VIII and NSMHA Policy and
36 Procedures.
37

38 CONTRACTOR guarantees that NSMHA enrollees will have access to mental health and/or
39 residential services provided throughout the term of the contract and/or within allowable
40 resources.
41
42

1 **C. PERFORMANCE STANDARDS**

2 The CONTRACTOR must ensure the provision or the purchase of medically necessary mental health
3 services for all enrollees in accordance with CONTRACTOR’s obligations under this Agreement.
4 Implementation of changes in the Medicaid State Plan must be completed no later than 30 days
5 following CMS approval of the plan.
6

7 **1. GENERAL OPERATING STANDARDS**

- 8 a. CONTRACTOR must provide medically necessary mental health services as defined in the
9 Medicaid State Plan and as defined in the 1915(b) Waiver in Exhibit O, Outpatient Service
10 Modalities, or its successor. If the CONTRACTOR is unable to provide the services
11 covered under this Agreement, the services must be purchased in a timely manner. The
12 CONTRACTOR must continue to pay for medically necessary mental health services
13 outside the Service Area until CONTRACTOR is able to provide them within the Service
14 Area.
- 15 b. CONTRACTOR must ensure that enrollees and enrollees’ families participate in planning
16 activities and participate in the implementation and evaluation of the CONTRACTOR’s
17 clinical functions. CONTRACTOR must be able to demonstrate how this requirement is
18 implemented.
- 19 c. CONTRACTOR must ensure Healthy Options enrollees are not referred to a Healthy
20 Options managed care plan if the enrollee is determined to be eligible for services based on
21 medical necessity and the Access to Care Standards.
- 22 d. CONTRACTOR must maintain a written Advance Directive policy and procedure that
23 respects enrollees' advance directives for psychiatric care. Policy and procedures must
24 comply with NSMHA’s Advance Directive policy and procedure.
- 25 e. CONTRACTOR must ensure plans or reports required by this Agreement, including those
26 outlined in Attachment IV, Deliverables, are provided to the NSMHA in compliance with
27 the timelines and/or formats indicated.
- 28 f. CONTRACTOR must participate in NSMHA/MHD offered training when requested,
29 including training on the implementation of Evidence Based Practices, Emerging and
30 Promising Practices.
- 31 g. CONTRACTOR shall participate on a region-wide Dignity and Respect workgroup, when
32 requested.
- 33 h. The CONTRACTOR shall provide customer service that is customer-friendly, flexible,
34 proactive, and responsive to consumers, families, and stakeholders. The Contractor shall
35 provide a toll free number for consumers. A local telephone number may also be provided
36 for those consumers within the local calling area.
- 37 i. CONTRACTOR shall make best efforts to provide written or oral notification within 15
38 working days of termination of a MHCP to enrollees currently open for services who had
39 received a service from the affected MHCP in the previous 60 days. Notification must be
40 verifiable in the client medical record at the CMHA.
- 41 j. CONTRACTOR must ensure benefits are provided in accordance with NSMHA’s policies
42 and procedures and are not arbitrarily denied or reduced (i.e., the amount, duration, or
43 scope of a required service) based solely upon the diagnosis, type of mental illness, or the
44 enrollee’s mental health condition.
- 45 k. CONTRACTOR shall consult with NSMHA on the review of a minimum of two practice
46 guidelines during the contract period and shall adopt and implement the practice
47 guidelines, including training impacted staff on the use of the guidelines.

- 1 l. CONTRACTOR shall collaborate with NSMHA on development and implementation of
- 2 Performance Improvement Projects during the term of this Agreement.
- 3 m. CONTRACTOR shall monitor enrollees discharged from inpatient hospitalizations on
- 4 Less Restrictive Alternatives (LRA) under RCW 71.05.320. CONTRACTOR shall offer
- 5 covered mental health services to assist with compliance to the LRA conditions for
- 6 individuals who meet medical necessity and access to care standards
- 7 n. CONTRACTOR shall respond to requests for participation, implementation and
- 8 monitoring of enrollees on Conditional Releases (CR) consistent under 71.05.340
- 9 CONTRACTOR shall provide covered mental health services for individuals who meet
- 10 medical necessity and access to care standards.
- 11 o. CONTRACTOR must ensure provision of services to enrollees on a Conditional Release
- 12 under RCW 10.77.150 for enrollees that meet medically necessity and the Access to Care
- 13 Standards.
- 14 p. CONTRACTOR shall notify consumers in writing of changes in service, MHCP denials
- 15 and/or changes, or termination in services in accordance with NSMHA policies and
- 16 procedures.
- 17 q. CONTRACTOR shall ensure representative payee services are available for those who
- 18 need them. When the CONTRACTOR performs representative payee services, it shall
- 19 charge no more than the maximum fee allowed by Social Security regulation and shall
- 20 ensure that payee functions are independent from and do not have conflicts of interest
- 21 with clinical service functions. CONTRACTOR shall maintain a list of the names and
- 22 addresses of all known payee services available in the North Sound region, and shall ensure
- 23 that before initiation of payee services, CONTRACTOR will provide consumer with the
- 24 list. The form used by the CONTRACTOR to enroll the consumer in payee services shall
- 25 require the consumer to acknowledge receipt of the list and the form will offer the
- 26 assistance of North Sound Regional Ombuds Services.
- 27 r. CONTRACTOR shall collaboratively participate in NSMHA's regional coordination
- 28 meetings, which currently include the NSMHA Ad Hoc Regional Management Council,
- 29 the NSMHA Quality Management Oversight Committee, Regional Integrated Crisis
- 30 Response System Committee, Regional Medical Directors, subcommittees and work
- 31 groups of these committees as necessary.
- 32 m. CONTRACTOR shall obtain written consent from the Consumer, in the event a
- 33 Consumer's picture or personal story will be used.

34

35 **2. OUTPATIENT INITIAL AUTHORIZATION and CONTINUED SERVICE**

36 **AUTHORIZATION**

37 In accordance with NSMHA's operating policies, CONTRACTOR shall:

- 38
- 39 a. CONTRACTOR shall implement operational policies, procedures, and protocols that are
- 40 consistent with NSMHA's operating policies and assure that they are consistently
- 41 implemented.
- 42 b. When a consumer meets the access to care standards, Exhibit A, they are authorized for
- 43 outpatient services by NSMHA.
- 44 c. NSMHA shall notify CONTRACTOR in writing of those authorized to receive
- 45 CONTRACTOR services and will provide a contact person(s) for purposes of NSMHA
- 46 service authorization. The CONTRACTOR shall appoint a contact person to receive
- 47 authorization notification.

- 1 d. If an expedited assessment is needed it will be provided as rapidly as is medically necessary,
2 in accordance with NSMHA's Authorization and Assessments for Ongoing Services
3 Policy and Procedure.
- 4 e. If the CONTRACTOR believes medical necessity and Access to Care Standards are not
5 met, the CONTRACTOR will send NSMHA clinical information necessary to allow
6 NSMHA to make a determination of clinical eligibility.
- 7 f. If a consumer is determined by NSMHA to not meet clinical eligibility requirements,
8 NSMHA shall notify the consumer of the decision with a Notice of Determination and/or
9 Notice of Action and his/her rights to file and complaint or grievance.

10
11 **3. OUTPATIENT SERVICES and MEDICATION MANAGEMENT**

12 In accordance with NSMHA's operating policies, CONTRACTOR shall:

13
14 Provide the full range of outpatient mental health services described in Exhibit O, Outpatient
15 Service Modalities, services must be available and provided based on the access to care standards,
16 the individual's needs, and medical necessity, per the policies and procedures developed as outlined
17 at the beginning of this section.

18
19 CONTRACTOR shall utilize Flex Funding as specified in Attachment VIII as a service to
20 Medicaid enrollees that is not included in the Medicaid State Plan or the 1915(b) Waiver and is a
21 service also available to non-Medicaid consumers. Flex funds shall be expended in accordance
22 with NSMHA policy and procedure.

23
24 CONTRACTOR shall submit a utilization plan for the use of flex funds, said plan shall be
25 submitted on or before November 1, 2009.

26
27 **4. SPECIALIZED OUTPATIENT/RESIDENTIAL CONTINUED SERVICE APPROVAL
28 AND CONTINUED SERVICE AUTHORIZATION**

29 In accordance with NSMHA's operating policies, CONTRACTOR shall:

- 30
31 a. Authorization for Program for Assertive Community Treatment (PACT) shall be the
32 responsibility of the Team Leader and NSMHA, any dispute will be mediated by the
33 NSMHA Medical Director;
- 34 b. Authorization for specialty out of network services will be authorized and paid for by the
35 CONTRACTOR, with the exception of services outside the State of Washington which
36 shall be authorized and paid for by NSMHA, arrangement and monitoring of all said
37 services will be the responsibility of the CONTRACTOR

38
39 **5. INTENSIVE OUTPATIENT TREATMENT-ADULT/CHILDREN'S WRAPAROUND**

40 CONTRACTOR shall comply with the NSMHA policy and procedure on Intensive Outpatient
41 Services.

42
43 CONTRACTOR shall ensure consumer's requiring Intensive Outpatient services receive said
44 services when medically necessary and LOCUS and/or CALOCUS determine individual level of
45 need.

1 CONTRACTOR shall demonstrate its performance of this function by the maintenance of written
2 records that show routine review and discussion of service intensity.
3

4 **6. MEDICAL NECESSITY AND SECOND OPINION**

5 The CONTRACTOR shall make the determination of medical necessity. The CONTRACTOR
6 shall ensure enrolled consumers have the right to a second opinion in accordance with NSMHA's
7 Second Opinion Policy and Procedure. CONTRACTOR shall develop specific written
8 procedures consistent with NSMHA's Second Opinion policy and notify NSMHA of any
9 consumer seeking a second opinion. CONTRACTOR shall be responsible for arranging and
10 monitoring all second opinion services under this agreement.
11

12 **7. QUALITY CLINICAL CARE, TIMELY ACCESS, INTAKE EVALUATIONS AND**
13 **INDIVIDUALIZED TREATMENT PLANS**

14 In addition to requirements listed elsewhere in the contract and in NSMHA Policy and
15 Procedures, CONTRACTOR shall:
16

- 17 a. Provide Medicaid consumers access to services upon request and ensure they are not
18 placed on waiting lists nor refused any authorized services provided under this agreement.
- 19 b. Ensure medically necessary services are not contingent upon full completion of intake
20 evaluations.
- 21 c. Ensure:
 - 22
 - 23 i. A face-to-face Intake Assessment by a Mental Health Professional is offered within
24 ten (10) working days of the completed request for services.
 - 25 ii. Co-Occurring Screening and Assessment initiated completed in compliance with
26 NSMHA Co-occurring Screening and Assessment policy and procedure.
 - 27 iii. Routine mental health services are offered to occur within 14 calendar days of a
28 determination of medical necessity. The time from request for services to first
29 routine appointment must not exceed 28 calendar days unless the CMHA
30 documents a reason for the delay.
 - 31 iv. Emergent care occurs within two (2) hours.
 - 32 v. Urgent care occurs within 24 hours from the request for services.
 - 33 vi. When services occur in the CMHA's office, wait time does not exceed one (1) hour
34 beyond the time of the scheduled appointment.
 - 35 vii. An appointment is offered to each consumer for a face-to-face contact within
36 seven (7) days of discharge from community inpatient care.
 - 37 viii. Data and/or reports will be available to substantiate compliance with the above
38 requirements as requested by NSMHA.
 - 39
- 40 d. Ensure that each Medicaid consumer (including parents/foster parents,
41 assigned/appointed guardians of children, and youth) is able to choose a participating
42 CMHA and MHCP to comply with WAC 388-865-0345, or any successor, and in
43 accordance with the approved Medicaid waiver or any successor. If the consumer does not
44 make a choice Volunteers of America shall assign the CONTRACTOR and the
45 CONTRACTOR shall assign the MHCP no later than 14 working days following the
46 request for mental health services. CONTRACTOR shall allow a service recipient to
47 change MHCP in the first 90 days of enrollment and once during a 12-month period for

1 any reason. Any additional change of MHCP during the 12-month period may be made at
2 the enrollee's request with justification that is documented by CONTRACTOR.

- 3 e. Ensure that children/foster children receive continuity of care (i.e., same case manager
4 and/or therapist) including transition planning when changes in residential placements
5 occur (i.e., in and out of home care, community placements including outside of Service
6 Area) as requested by and negotiated with a Children's Administration social worker. In
7 situations where the consumer has been placed outside of the Service Area, the CMHA is
8 not required to take services to the new community and any necessary transportation of the
9 consumer is not the responsibility of the CMHA. Transportation and service delivery may
10 be negotiated with the Children's Administration social worker.
- 11 f. Ensure that services are available to eligible consumers within seven (7) days of receiving a
12 copy of a PASARR evaluation, which indicates a need for mental health services.
- 13 g. Ensure emergency requirements are met in accordance with 42 CFR.
- 14 h. Ensure prior authorization is not required for emergency services.
- 15 i. Ensure payment for up to two (2) hours of emergency mental health services when/if
16 Medicaid eligible individuals residing within the Service Area receives said service outside
17 of the Service Area.
- 18 j. Access Services – In accordance with WAC 388-865-0415, CONTRACTOR must
19 document and otherwise ensure that eligible consumers have access to age and culturally
20 competent services when and where those services are needed. They must:
 - 21 i. Identify and reduce barriers to people getting the services where and when they
22 need them.
 - 23 ii. Comply with the Americans with Disabilities Act and the Washington State Anti-
24 discrimination Act, chapter 49.60 RCW.
 - 25 iii. Assure that services are timely, appropriate and sensitive to the age, culture,
26 language, gender and physical condition of the consumer.
 - 27 iv. Provide alternative service delivery models to make services available to
28 underserved persons as defined in WAC 388-865-0150.
 - 29 v. Provide access to telecommunication devices or services and certified interpreters
30 for deaf or hearing-impaired consumers and limited English proficient consumers.
 - 31 vi. Bring services to the consumer or locate services at sites where transportation is
32 available to consumers.
 - 33 vii. Ensure compliance with all state and federal nondiscrimination laws, rules and
34 plans.
- 35 k. Individual Service Plan – In accordance with WAC 388-865-0425, CONTRACTOR must
36 provide consumers with an individual service plan that meets his or her unique needs.
37 Individualized and tailored care is a planning process that may be used to develop a
38 consumer-driven, strength-based, individual service plan. The individual service plan must:
 - 39 i. Be developed collaboratively with the consumer and other people identified by the
40 consumer within 30 days of starting community support services. The service plan
41 should be in language and terminology that is understandable to consumers and
42 their family, and include goals that are measurable.
 - 43 ii. Address age, cultural, or disability issues of the consumer.

- 1 iii. Include measurable goals for progress toward rehabilitation, recovery and
- 2 reintegration into the mainstream of social, employment and educational choices,
- 3 involving other systems when appropriate.
- 4 iv. Demonstrate that the provider has worked with the consumer and others at the
- 5 consumer's request to determine his/her needs in the following life domains:
- 6
- 7 a) Housing.
- 8 b) Food.
- 9 c) Income.
- 10 d) Health and dental care.
- 11 e) Transportation.
- 12 f) Work, school or other daily activities.
- 13 g) Social life.
- 14 h) Referral services and assistance in obtaining supportive services appropriate
- 15 to treatment, such as substance abuse treatment.
- 16
- 17 l. Document review by the person developing the plan and the consumer. If the person
- 18 developing the plan is not a mental health professional, the plan must also document
- 19 review by a mental health professional. If the person developing the plan is not a mental
- 20 health specialist required per WAC 388-865-405(5) there must also be documented
- 21 consultation with the appropriate mental health specialist(s).
- 22 m. Document review and update at least every 180 days or more often at the request of the
- 23 consumer.
- 24 n. In the case of children:
- 25
- 26 i. The Individual Service Plan must be integrated with the individual education plan
- 27 from the education system whenever possible, when not possible, documentation
- 28 must demonstrate attempts of integration and communication with the education
- 29 system.
- 30 ii. If the child is under three, the plan must be integrated with the individualized
- 31 family service plan (IFSP) if this exists, consistent with Title 20, Section 1436.
- 32

33 **8. LOCUS/CALOCUS LEVEL OF CARE UTILIZATION SYSTEM**

34 CONTRACTOR shall comply with the NSMHA policy and procedure on LOCUS/CALOCUS
35 Level of Care Utilization System.

36
37 CONTRACTOR shall ensure all children-adolescent and adult consumers eligible for services are
38 given a complete clinical assessment using the CALOCUS and LOCUS tool for
39 children/adolescent and adult consumers.

40
41 CONTRACTOR shall comply with their NSMHA approved LOCUS/CALOCUS Training Plan
42 and the strategies identified in efforts toward Inter-rater reliability. Data on Inter-rater reliability
43 shall be submitted to NSMHA on a quarterly basis. CONTRACTOR shall participate on efforts
44 toward regional Inter-rater reliability standards, when requested.

45
46 CONTRACTOR shall complete a LOCUS/CALOCUS on levels 1 and 2 annually and for levels 3
47 and above every six (6) months and/or when there is a significant life change.

1 **9. EPSDT REQUIREMENTS**

2 CONTRACTOR shall comply with NSMHA policy and procedure and Exhibit J on EPSDT
3 requirements.

4
5 CONTRACTOR shall ensure children with multiple service needs who meet the requirements of
6 EPSDT shall receive services that comply with NSMHA EPSDT policy and procedure.

7
8 CONTRACTOR must respond to referrals from primary medical care providers in accordance
9 with NSMHA Policy and Procedure.

10
11 **10. MENTAL HEALTH CARE PROVIDERS (MHCP)**

12 CONTRACTOR shall ensure that mental health professionals and MHCP's have an effective
13 method of communication with enrollees who have sensory impairments.

14
15 CONTRACTOR shall ensure that mental health professionals and MHCPs, acting within the
16 lawful scope of mental health practice, are not prohibited or restricted from advising or advocating
17 on behalf of an enrollee with respect to:

- 18
19 a. The enrollee's mental health status.
20 b. Receiving all information regarding mental health treatment options including any
21 alternative or self-administered treatment, in a culturally competent manner.
22 c. Any information the enrollee needs in order to decide among all relevant mental health
23 treatment options.
24 d. The risks, benefits and consequences of mental health treatment (including the option of
25 no mental health treatment).
26 e. The enrollee's right to participate in decisions regarding his or her mental health care,
27 including the right to refuse mental health treatment and to express preferences about
28 future treatment decisions.
29 f. The enrollee's right to be treated with respect and with due consideration for his or her
30 dignity and privacy.
31 g. The enrollee's right to be free from any form of restraint or seclusion used as a means of
32 coercion, discipline, convenience, or retaliation.
33 h. The enrollee's right to request and receive a copy of his or her medical records and to
34 request that they be amended or corrected, as specified in 45 CFR part 164.
35 i. The enrollee's right to be free to exercise his or her rights and to ensure that to do so does
36 not adversely affect the way NSMHA, CONTRACTOR, or MHCP treats the enrollee.

37
38 **11. ALLIED SYSTEM COORDINATION**

39 CONTRACTOR must comply with and at the request of NSMHA participate in the identification
40 and development of Allied System Coordination plans. NSMHA's coordination plans with allied
41 systems, includes but is not limited to, Western State Hospital, Children's Administration, Aging
42 and Disability Services Administration, Department of Alcohol and Substance Abuse, Criminal
43 Justice System, Juvenile Rehabilitation Administration, Community Integration Assistance
44 Program (CIAP), Healthy Options Plans, Community Health Centers, and Department of
45 Vocational Rehabilitation. The coordination plans are intended to enable coordination of services
46 and appropriate management of care for consumers.

1 CONTRACTOR shall comply with published directives from MHD when the NSMHA,
2 CONTRACTOR or its subcontractors are unable to resolve local disputes with other service
3 systems (Healthy Options, other DSHS administrations as provided by the MHD) regarding
4 service or cost responsibilities.
5

6 **12. CRISIS SERVICES COORDINATION AND COOPERATION**

7 CONTRACTOR shall coordinate and cooperate with providers in the NSMHA crisis service
8 network to ensure the continuity of care.
9

10 **13. CONSUMER AND FAMILY VOICE**

11 CONTRACTOR must ensure all enrollees have voice in developing individualized service plans,
12 advance directives and crisis plans. This shall include, but not be limited to, children and families
13 (i.e., caregivers and significant others, parents, foster parents, assigned/appointed guardians,
14 siblings). At a minimum, treatment goals must be written in the words of the enrollee and
15 documentation must be included in the clinical record describing how the enrollee sees their
16 progress. CONTRACTOR must be able to demonstrate how this requirement is implemented
17 and monitored.
18

19 **14. COMPLAINT, GRIEVANCE, FAIR HEARING AND APPEAL PROCESSES**

20 CONTRACTOR must implement complaint, grievance, fair hearing and appeal processes that are
21 in conformance with NSMHA policies and procedures.
22

23 CONTRACTOR and its subcontractors shall abide by NSMHA complaint, grievance, fair hearing
24 and appeal determinations. CONTRACTOR shall be responsible for paying 100% of all Medical
25 Director and/or Attorney fees incurred by NSMHA when a consumer goes directly to a fair
26 hearing without utilizing NSMHA's grievance processes and when the ruling favors the consumer,
27 in accordance with NSMHA policies and procedures.
28

29 In addition CONTRACTOR shall:

- 30 a. Implement a Grievance process that complies with 42 CFR §438.400 or any successors
- 31 b. Coordinate with NSMHA grievance process and Ombuds Services.
- 32 c. Provide assistance to clients filing a grievance.
- 33 d. Incorporate concerns from grievances into CMHA services without identifying individual
- 34 clients.
35

36 **15. LOCAL RESPONSIVENESS AND COMMUNICATIONS**

37 CONTRACTOR shall cooperate with NSMHA and the Counties in the Service Area to provide a
38 locally responsive delivery system.
39

40
41 CONTRACTOR shall provide enrollees with referral sources information and education about the
42 referral process, service availability, service population, common symptoms of mental illness and
43 shall post and make known consumer rights and responsibilities including complaint, grievance,
44 fair hearing and appeal procedures and the availability of Ombuds services in a conspicuous
45 manner with accessible placement.
46

47 CONTRACTOR will maintain written policies and procedures in accordance with NSMHA
48 policies on enrollee communications and ensure that the provision of enrollee information

1 complies with all requirements of 42 CFR §438.100, §438.6 (i)(30), or any successors and is
2 provided in the following prevalent languages: Cambodian, Chinese, Korean, Laotian, Russian,
3 Somali, Spanish and Vietnamese. Information on how to access the translated information must
4 be provided prior to conducting the intake evaluation.
5

6 CONTRACTOR shall be able to demonstrate that its notification mechanisms are effective.
7

8 The Contractor shall post, in a conspicuous place, a translated copy of the consumer rights as
9 listed in the Mental Health Benefits Booklet in each of the DSHS prevalent languages. Access to
10 translated copies may be downloaded at <http://www1.dshs.wa.gov/Mentalhealth/benefits.shtml>.
11

12 CONTRACTOR will post the MHD Benefits Booklet for Medicaid Enrollees and will distribute
13 copies at first request for services. CONTRACTOR will ensure that enrollees are informed of
14 their right to request oral interpretation in any language and will provide oral interpretation in any
15 language when requested by an enrollee.
16

17 Additionally, CONTRACTOR will provide:
18

- 19 a. General rights to the enrollee as specified in WAC 388-865-0410 and 42 CFR §438.100 or
20 their successors.
- 21 b. Information about benefits and authorization requirements.
- 22 c. Information to enrollees, which clearly explains how the enrollee can request and be
23 provided written materials in alternate formats. Information explaining to the enrollee how
24 to access these materials must be provided prior to an intake evaluation.
- 25 d. Upon an enrollee's request:
 - 26 i. Identification of individual MHCP who are not accepting new enrollees.
 - 27 ii. CMHA licensure, certification and accreditation status.
 - 28 iii. Information that includes, but is not limited to: education, licensure and Board
29 certification and/or re-certification of mental health professionals and MHCPs.
30
31

32 **16. CRITICAL INCIDENTS**

33 CONTRACTOR and its subcontractors shall comply with NSMHA's Critical Incident Reporting
34 Policy and Procedure and any successor regarding critical incidents.
35

36 **17. STAFF COMPETENCY AND TRAINING**

37 CONTRACTOR and its subcontractors shall comply with NSMHA credentialing policies and
38 procedures and shall ensure that all staff are qualified for the position they hold and have at a
39 minimum, the education, experience and skills to perform their job requirements, per WAC 388-
40 865, including any required licenses or certifications.
41

42 CONTRACTOR shall collaborate with NSMHA to implement, maintain and revise the Regional
43 Training Plan or any successor, incorporated as Attachment II.
44

45 CONTRACTOR must participate in training when requested by NSMHA/MHD. Requests for
46 NSMHA/MHD to allow an exception to participation in required training must be in writing and
47 include a plan for how the required information will be provided to appropriate
48 CONTRACTOR/Subcontractor staff.

1 **18. PSYCHIATRIC INPATIENT SERVICES – COMMUNITY HOSPITALS AND**
2 **EVALUATION AND TREATMENT CENTERS (E&T)**

3 CONTRACTOR shall adhere to the requirements set forth in NSMHA clinical policies and
4 procedures and Community Psychiatric Inpatient Process, or any successors and:
5

- 6 a. Ensure when CONTRACTOR is notified of the hospitalization of their client that contact
7 with the community hospital or E&T staff occurs within three (3) working days of an
8 enrollee’s admission to a community hospital or E&T, If the CONTRACTOR is not
9 notified of admission at the time the consumer is admitted, they should attempt to make
10 contact as soon as they are notified, in accordance with NSMHA’s Clinical Eligibility and
11 Care Standards and/or NSMHA clinical policies and procedures.
- 12 b. Upon notification of the admission, the designated CONTRACTOR shall offer a non-
13 crisis service to eligible individuals within 5 business days/7 calendar days post-discharge.
14 The designated CONTRACTOR participates in treatment and discharge planning with the
15 community hospital or E&T inpatient treatment team. If there is a dispute regarding the
16 intake location, it will be brought by the NSMHA Inpatient Certification designee to the
17 NSMHA Quality Management Department for review and resolution.
- 18 c. A contracted network CMHA shall be designated prior to discharge for enrollees and their
19 families seeking community support services.
- 20 d. In IMD settings, treatment and discharge planning is restricted to the following:
21
 - 22 i. Enrollees under 22
 - 23 ii. Enrollees who are 65 or older.
- 24 e. Ensure the continued provision of community psychiatric inpatient services should a
25 community hospital become insolvent.
26
27

28 **19. PSYCHIATRIC INPATIENT SERVICES – STATE HOSPITALS AND CHILDREN’S**
29 **LONG-TERM INPATIENT PROGRAM (CLIP)**

30 CONTRACTOR shall:

- 31 a. Respond to state hospital census alert notifications by:
32
 - 33 i. Demonstrating best efforts to divert state psychiatric hospital admissions.
 - 34 ii. Expediting individual discharges from the state psychiatric hospital using
35 alternative community resources and mental health services. Western State
36 Hospital (WSH) Liaison will continue to consider resources on a region-wide basis
37 when expediting discharges.
- 38 b. Actively work with NSMHA’s WSH liaisons and implement mechanisms that promote
39 rapid and successful reintegration of consumers to the community from state psychiatric
40 hospitals and CLIP programs.
- 41 c. Comply with NSMHA WSH policies and procedures including those implementing the
42 NSMHA-WSH Working Agreement.
- 43 d. Ensure a provision of an admission packet to the state hospital at the time of admission or
44 at the time of transfer from community hospitals and/or evaluation and treatment facilities.
45 Information provided as part of involuntary detention services need not be duplicated.
46 CONTRACTOR must provide all available information related to payment resources and
47 coverage.
48
49

- e. For enrollees under age 22 being served through the CLIP facility or adults over age 65:
 - i. Implement mechanisms that promote rapid and successful reintegration of enrollees back into the community from state psychiatric hospitals and CLIP placements.
 - ii. Designate a MHCP, which has primary responsibility for coordination of the mental health aftercare services that are provided to the enrollee based on medical necessity. Services must be provided in collaboration with the state hospital treatment teams and in accordance with the Access to Care Standards.

20. PERFORMANCE INDICATORS AND MEASURES

It is NSMHA's expectation that we will meet or exceed all appropriate statewide performance indicators in the annual MHD report. Each of the indicators will be addressed in the 2009 -10 NSMHA Quality Management Plan, which is developed through a process that includes provider input. In addition, the CONTRACTOR shall develop a plan and submit it to NSMHA for approval by thirty days following execution of this Agreement that addresses the action steps to be taken by the CONTRACTOR that will assist in achieving the goals of the performance indicator priorities identified by NSMHA's Quality Management Oversight Committee and addressed in the Regional Quality Management plan.

The CONTRACTOR shall show improvement on the following three (3) State-wide Performance Measures:

- a. Outpatient Services must be provided within 7 days following a hospital discharge.
- b. Time from request for service shall not exceed 14 days;
- b. Time from request for services to first routine service shall not exceed 28 days.

21. QUALITY MANAGEMENT

CONTRACTOR shall participate with the NSMHA in the implementation, updates and evaluation of the MHD Quality Strategy located on the MHD website that is hereby incorporated by reference.

CONTRACTOR shall comply with the NSMHA Quality Management Plan, or any successor, incorporated herein as Attachment II.

- a. CONTRACTOR shall ensure its Quality Management (QM) activities comply with all applicable law and standards including, but not limited to: WAC 388-865-0280, -0425 and the NSMHA QM Plan, NSMHA policies and procedures; or their successors. In addition:
 - i. CONTRACTOR shall maintain an ongoing, planned, systematic, organization-wide quality management process to design, measure, analyze and improve its performance, including identification of innovations or best practice.
 - ii. CONTRACTOR quality management plan and process, which shall be reviewed and updated by provider as needed but at a minimum of every six-months, will be audited annually by NSMHA.
 - iii. CONTRACTOR shall ensure Quality Assurance and Quality Improvement data is analyzed, reported and acted upon. This shall be demonstrated by written records maintained by CONTRACTOR.

1 CONTRACTOR shall present to NSMHA every six (6) months (March 31st and September 30th),
2 a Quality Management report integrating all quality management program activities and data, in
3 order to facilitate NSMHA's determination of the effectiveness of the overall regional system of
4 care. This report shall be in a mutually agreed format and document the results of the
5 CONTRACTOR's Quality Management plan activities and:
6

- 7 a. Identify areas of efficiency and effectiveness of system operations and the quality of care
8 for consumers.
- 9 b. Identify areas of deficiency with plans to achieve expected improvement.
- 10 c. Status of implementation of all NSMHA approved corrective action plans.

11
12 **22. COORDINATION OF CARE REQUIREMENTS WITH SPECIALIZED/NORTH**
13 **SOUND SERVICE PROVIDERS**

14 NSMHA shall require the CONTRACTOR to procure and maintain written Memorandums of
15 Understanding (MOU), when necessary, with a North Sound provider(s) when an outpatient
16 modality is not provided by CONTRACTOR, to ensure the consumer receives medically necessary
17 services. NSMHA, at the request of the CONTRACTOR, shall facilitate a meeting or meetings
18 between CONTRACTOR and provider(s) to discuss the content of the MOUs.
19

20 CONTRACTOR agrees to maintain written MOUs with North Sound provider(s) that ensure the
21 CONTRACTOR will accept enrollees who are receiving outpatient services from a North Sound
22 provider when an outpatient modality that is not provided by CONTRACTOR is medically
23 necessary. At a minimum the MOU must state the primary agency and methods of communiqué
24 between agencies to ensure consumer is receiving coordinated care and monitoring.
25

26 The MOU will clarify that if CONTRACTOR and the provider disagree about the medical
27 necessity of the outpatient modality, the matter will be brought to NSMHA for resolution by
28 NSMHA's utilization management department who will make the final decision.
29

1 **D. CONTRACTOR RESPONSIBILITIES**

2 CONTRACTOR shall have responsibility for the performance of the following duties and
3 responsibilities. CONTRACTOR shall include community and county input into planning and access
4 to services. CONTRACTOR shall be held fully responsible for the contractual obligations and
5 performance of its subcontractors. In the performance of these functions, CONTRACTOR shall
6 maintain written documentation that verifies that each specific responsibility under this section has
7 been performed.
8

9 **1. COMMUNITY MENTAL HEALTH AGENCY (CMHA)**

- 10 a. CONTRACTOR ensures it is an effective, efficient, adequate and accessible CMHA that is
11 licensed/certified, monitored and capable of providing contracted services and able to
12 demonstrate its ability to carry out the functions required by this Agreement.
13 b. CONTRACTOR shall cooperate with NSMHA's strategic plan and efforts to ensure a
14 sufficient number, mix and geographic distribution of community mental health services,
15 including MHCPs to meet the needs of the anticipated number of enrollees in the Service
16 Area and provide:
17
18 i. Access to an intake evaluation by a Mental Health Professional.
19 ii. An age-appropriate range of medically necessary mental health services as identified
20 in the Medicaid state plan and the 1915(b) Medicaid Waiver.
21 iii. A geographic distribution and mix that allows for the access and travel standards,
22 described below, to be met.
23

24 **2. CAPACITY**

- 25 a. The CONTRACTOR must notify the NSMHA in writing of any proposed change in
26 capacity. The NSMHA must approve any change that results in reduced capacity.
27
28 i. A reduction in capacity is defined as the point in time when CONTRACTOR is
29 not able to meet all the access standards as defined in this Agreement. Events that
30 may affect capacity include: closing of a facility in any geographic area, a decrease
31 in the state plan services currently available, or any change that may result in the
32 CONTRACTOR being unable to provide services for those enrollees who are
33 covered by this Agreement.
34
35 b. Submit a report to NSMHA by October 15, 2009 with current capacity and submission
36 quarterly thereafter. CONTRACTOR shall notify NSMHA 30 days prior to
37 implementation and/or public notice when the CONTRACTOR add, change location, or
38 close a facility, and when the number of staff type/specialty changes at any CMHA facility
39 by 5 staff or more. The report shall identify each CONTRACTOR facility
40 location/address and the number and F.T.E. of individuals providing direct services that
41 are employed or contracted at each location by type/ WAC specialty and staff with
42 specialized training/expertise in NSMHA identified treatments.
43
44 i. The termination or addition of a subcontract that provides mental health services is
45 considered a significant change. The CONTRACTOR must notify NSMHA 30
46 days in advance of public written notice to enrollees before CONTRACTOR
47 terminates any of its subcontracts with entities that provide direct service, including
48 Clubhouse Services.

- ii. The CONTRACTOR must ensure the provision of written notification within 15 days to enrollees receiving services from the subcontractor upon written notification of termination by either party.
- iii. If either party must terminate a subcontract in less than 30 days, the CONTRACTOR must notify NSMHA as soon as there is a determination to terminate the subcontract and in advance of public notice.
- iv. If a CMHA contract is terminated, the CONTRACTOR must submit a transition plan for enrollees and services in a format requested by NSMHA.

c. CONTRACTOR shall demonstrate its performance of this function by the maintenance of written records that show routine review and discussion of capacity issues by CONTRACTOR members and staff.

3. RESIDENTIAL SERVICES

In accordance with NSMHA Policies and Procedures CONTRACTOR shall ensure the following:

CONTRACTOR shall provide timely access to Mental Health Outpatient Services or Intensive Outpatient Treatment when it is determined to be medically necessary to meet a consumer's individual needs. Mental health outpatient services are provided principally under this agreement and/or with state funding, if resources allow. NSMHA purchases the residential service with State Mental Health Contract funds.

CONTRACTOR shall actively promote consumer access and choice in safe and affordable independent housing.

CONTRACTOR guarantees that NSMHA enrollees will have access to residential services and outpatient treatment throughout the term of this agreement.

CONTRACTOR shall collaborate with NSMHA to develop additional capacity when resource and utilization processes indicate.

CONTRACTOR shall demonstrate its performance of this function by the maintenance of written records that show routine review and discussion of residential service capacity issues by CONTRACTOR staff.

4. GEOGRAPHIC ACCESSIBILITY AND TRAVEL STANDARDS

Ensure that when enrollees must travel to service sites, the sites are accessible per the following standards:

- a. In rural areas, service sites are within a 30-minute commute time.
- b. In large rural geographic areas, service sites are accessible within a 90-minute commute time.
- c. In urban areas, service sites are accessible by public transportation with the total trip, including transfers, scheduled not to exceed 90-minutes each way.
- d. Travel standards do not apply: 1) when the enrollee chooses to use service sites that require travel beyond the travel standards, 2) to psychiatric inpatient services, 3) under exceptional circumstances (i.e., inclement weather, hazardous road conditions due to accidents or road construction, public transportation shortages, or delayed ferry service).
- e. Ensure enrollees can access medically necessary mental health services upon request that do not exceed the access standards below. A request for mental health services is defined

1 as a point in time in which mental health services are sought or applied for through a
2 telephone call, EPSDT referral, walk-in, or written request for mental health services.

- 3 f. Urgent and emergent medically necessary mental health services (i.e., crisis mental health
4 services, stabilization mental health services) may be accessed without full completion of
5 intake evaluations and/or other screening and assessment processes. The
6 CONTRACTOR must ensure:
7
- 8 i. Urgent care occurs within 24 hours of the request for mental health services from
9 any source.
 - 10 ii. Emergent mental health care occurs within two (2) hours of the request for mental
11 health services from any source.
- 12
- 13 g. CONTRACTOR shall demonstrate its performance of this function by the maintenance of
14 written records that show routine review and discussion of geographic accessibility issues
15 by CONTRACTOR staff.
16

17 **5. RESOURCE AND UTILIZATION MANAGEMENT ACTIVITIES**

18 CONTRACTOR shall conduct resource and utilization management activities as requested by
19 NSMHA to support NSMHA's resource and utilization management programs, after review and
20 discussion between CONTRACTOR and NSMHA to ensure that such activities are reasonable
21 and cost-effective. Such activities will include planning and reporting in a manner that will allow
22 NSMHA to ensure that its resource and utilization management obligations are met.
23

24 **6. MANAGEMENT INFORMATION SYSTEM**

25 CONTRACTOR shall:
26

- 27 a. Ensure the existence and operation of an information system. It shall have the ability to
28 collect, use internally and report data as required by NSMHA in order to provide a
29 centralized, seamless system of mental health services and to provide timely monitoring.
30 This data shall be useable as management data for audit purposes and contain sufficient
31 information to track termination from services. NSMHA shall be notified of changes to
32 the information system, at the time planning begins for implementation that have an effect
33 on the data submitted to or otherwise required to be collected for NSMHA.
- 34 b. Comply with NSMHA policies and procedures regarding quality, accuracy and data
35 reporting.
- 36 c. Comply with HIPAA implementation requirements and standards (i.e., data collection,
37 submission, privacy and security).
- 38 d. Provide the NSMHA all data described in the NSMHA data dictionary or any successor,
39 incorporated herein by reference. Encounters must be reported by the 10th day of the close
40 of each calendar month, i.e., services rendered in January must be submitted by February
41 10th. Transmission will retain the CONTRACTOR's location identifiers. Upon receipt of
42 the data, the NSMHA will generate an error report and make available to the
43 CONTRACTOR. Upon receipt of the error report, the CONTRACTOR must remedy all
44 data errors within 20 calendar days of the error report being generated and made available.
45 Additional Data Cleanup reports shall be routinely generated. Upon receipt of the Data
46 Cleanup reports, the CONTRACTOR must remedy the Data Cleanup reports within 20
47 calendar days of the receipt of the Data Cleanup report.
- 48 e. Participate in NSMHA decisions to add or delete data elements that will include projected
49 cost analysis.

- f. Implement changes made to the NSMHA data dictionary within 90 days from the date of published changes. The intention of NSMHA is to make NSMHA changes to the data dictionary at six-month intervals.
- g. Ensure that requested information is received in a manner that will allow NSMHA to make a timely response to inquiries from CMS, the legislature, MHD, and other parties about system operations. Such data must be provided in a timeframe that NSMHA has developed with the MHD at the time of the request and will take into consideration the needs of the inquiring party.
- h. Submit all data into CMHA database indicating the provision of any emergency service component within three (3) working days from the completion of that service.
- i. CONTRACTOR shall participate in NSMHA Consumer Information System (CIS) Workgroup and information systems policy groups when requested by NSMHA.
- j. CONTRACTOR shall transmit data to NSMHA CIS, at a minimum, once per week.
- k. Once transactions are final at NSMHA, CONTRACTOR shall be liable for any costs associated with additional data processing if MHD charges NSMHA.
- l. The Contractor shall ensure that confidential information provided through or obtained by way of this Agreement or services provided, is protected in accordance with the Data Security Requirements contained in Exhibit C.
- m. The Contractor shall take appropriate action if a Subcontractor or Contractor employee wrongly releases confidential information.

NSMHA will require CONTRACTOR to provide a business continuity and disaster recovery plan that insures timely reinstatement of the consumer information system following total loss of the primary system or a substantial loss of functionality. The plan must be in written format, have an identified update process (at least annually) within thirty days of execution of this agreement that insures timely reinstatement of the consumer information system following total loss of the primary system or a substantial loss of functionality.

The business continuity and disaster recovery plan is required and must be submitted by NSMHA to the MHD upon request.

7. NSMHA AND MHD REVIEW ACTIVITIES

CONTRACTOR shall ensure that remedial actions required as a result of NSMHA and/or MHD review activities, as discussed in the Oversight, Remedies and Termination section, are reported to CONTRACTOR and acted upon by its members. This shall be demonstrated by written records maintained by CONTRACTOR.

8. DELIVERABLES, PLANS AND REPORTS

CONTRACTOR must ensure plans or reports required by this Agreement, including those outlined in Attachment IV, Deliverables, are provided to the NSMHA in compliance with the timelines and/or formats indicated.

If this Agreement requires a report or other Deliverable that contains information that is duplicative or overlaps a requirement of another Agreement between the parties the Contractor may provide one report or Deliverable that contains the information required by both Agreements.

9. BUSINESS ASSOCIATES AGREEMENT

CONTRACTOR shall abide by the provisions of the NSMHA and CONTRACTOR Business Associates Agreement, Attachment V.

1 **E. FINANCIAL TERMS AND CONDITIONS**

2
3 **1. GENERAL FISCAL ASSURANCES**

4 The CONTRACTOR shall comply with all applicable laws and standards, including Generally
5 Accepted Accounting Principles and maintain, at a minimum, a financial management system that
6 is a viable, single, integrated system with sufficient sophistication and capability to effectively and
7 efficiently process, track and manage all fiscal matters and transactions.
8

9 **2. FINANCIAL ACCOUNTING REQUIREMENTS**

10 The CONTRACTOR shall:

- 11 a. Establish and maintain operating reserves at prudent levels sufficient to ensure that
12 CONTRACTOR have the ability to pay for all expenses incurred during this Agreement
13 period, including those whose disposition occurs after the Agreement has been terminated,
14 and to cover the risk of financial loss resulting in the event that the cost of providing
15 services pursuant to this Agreement exceeds the revenues derived therefrom.
- 16 b. Ensure that all NSMHA funds, including interest earned provided pursuant to this
17 Agreement are used to support the public mental health system within the Service Area.
- 18 c. Reimburse within 60 calendar days subcontractors and any crisis service providers accessed
19 by consumers while out of the state. The CONTRACTOR shall ensure that under no
20 circumstances are enrollees charged for any covered services, including those out of
21 network services purchased on their behalf.
- 22 d. CONTRACTOR shall produce annual audited financial statements within 180 days of
23 fiscal year end and make such reports available to NSMHA upon request.
24
25

26 **3. FINANCIAL REPORTING**

27 CONTRACTOR shall provide the following reports to NSMHA:

- 28 a. Report CONTRACTOR's revenue and expenditure information to NSMHA on a biennial
29 quarter basis. Reports must comply with the provisions in the BARS Supplemental
30 Instructions for Mental Health Services promulgated by the Washington State Auditor's
31 Office. Reports are due within 35 days of the biennial quarter end (December, March,
32 June and September of each year). A report for October, November and December is due
33 in February.
- 34 b. CONTRACTOR shall participate in NSMHA/MHD Unit Cost Surveys and actuarial
35 studies, when required by NSMAH/MHD.
36
37

38 **4. COUNTY FUNDING**

39 Funds received by CONTRACTOR from any one or more of the Service Area's counties may not
40 be used to provide Medicaid covered services to Medicaid enrollees
41

42 **5. RULES COMPLIANCE**

43 The CONTRACTOR shall:

- 44 a. Ensure that Medicaid enrollees are not held liable for any of the following:
45
46
 - 47 i. Insolvent community psychiatric hospitals with which the PIHP has directly
48 contracted. The PIHPs are specifically exempt from the requirements of 42 CFR
49 §438 regarding solvency.

- 1 ii. Covered mental health services, including those purchased on behalf of the
- 2 enrollee.
- 3 iii. Covered mental health services provided to the enrollee for which:
- 4
- 5 a) The state does not pay the CONTRACTOR.
- 6 b) The CONTRACTOR does not pay the MHCP or CMHA that furnishes
- 7 the services under a contract, referral, or other arrangement, to the extent
- 8 that those payments are in excess of the amount the enrollee would owe if
- 9 the CONTRACTOR provided the services directly.
- 10
- 11 b. Submit the amount spent throughout the Service Area on specific items at the request of
- 12 NSMHA, CMS, the legislature, or DSHS in the timeframe specified.
- 13 c. Account for public mental health expenditures under this Agreement in accordance with
- 14 federal circular A-133 and A-87, and state requirements in accordance with the BARS
- 15 Manual and BARS Supplemental Instructions.
- 16 d. Limit administration costs incurred by the CONTRACTOR and all subcontractors to no
- 17 more than 15% of the consideration provided under this contract in any state fiscal year.
- 18 Administration costs must be measured on a state fiscal year basis according to the
- 19 reported information submitted by the CONTRACTOR in its Revenue and Expenditure
- 20 reports (Attachment VI) and reviewed by NSMHA.
- 21 e. CONTRACTOR shall ensure that funds provided under this agreement will not be used
- 22 for Supported Employment Services when a consumer is receiving federally funded
- 23 vocational services such as those available through the Division of Vocational
- 24 Rehabilitation (DVR). Additionally, funds provided under this agreement may not be used
- 25 for job marketing or non-specific job development.
- 26 f. CONTRACTOR shall ensure that funds provided under this Agreement are not used to
- 27 provide or subsidize the cost of care provided to Washington Medicaid Integration Project
- 28 enrollees. CONTRACTOR shall maintain documentation that demonstrates that this term
- 29 is met.
- 30

31 **6. LIABILITY FOR PAYMENT AND THE PURSUIT OF THIRD PARTY REVENUE**

32 CONTRACTOR shall be responsible for developing financial processes that enable them to

33 reasonably ensure that all third-party resources available to enrollees are identified and pursued in

34 accordance with the reasonable collection practices, which the CONTRACTOR apply to all other

35 payers for services covered under this Agreement. Ensure a process is in place to demonstrate

36 that all third-party resources are identified and pursued in accordance with Medicaid being the

37 payer of last resort. NSMHA shall actively provide CONTRACTOR support in the pursuit of

38 third-party payments for all services including crisis services.

39

40 CONTRACTOR shall maintain necessary records to document that all third-party resources and

41 report to NSMHA on a biennial quarterly basis or upon the reasonable request of NSMHA, the

42 amount of such third-party resources collected for all service recipients during the quarter, by

43 source of payment.

44

45 **7. FINANCIAL PROVISIONS - REIMBURSEMENT REQUIREMENTS**

46 The consideration to be paid by NSMHA for the work to be provided by CONTRACTOR

47 pursuant to this Agreement shall consist of the available amount from primary funding sources as

48 described in Attachment VIII of this Agreement.

- 1 a. CONTRACTOR shall submit an invoice for capacity funded and/or cost reimbursement
- 2 portions of this agreement on a monthly basis.
- 3 b. CONTRACTOR shall submit an invoice to NSMHA 15 days after the end of the month.
- 4 c. CONTRACTOR shall submit encounter data per the MIS section on a fee for service
- 5 basis.
- 6

7 The consideration by NSMHA to CONTRACTOR pursuant to this Agreement shall be paid
8 monthly within fifteen (15) working days of NSMHA's receipt of payment by DSHS/MHD.
9

10 Funds for July 1, 2011 through September 30, 2011, following the end of the annual legislative
11 session, NSMHA shall offer an Amendment with the proposed funds for the next fiscal year. If
12 for any reason the Contractor does not agree to continue to provide services using the proposed
13 funds, the Contractor must provide the appropriate notice to NSMHA under the termination
14 requirements of Section F.
15

16 **8. FRAUD AND ABUSE**

17 The CONTRACTOR shall develop and implement administrative and management procedures
18 that are designed to guard against fraud and abuse including:
19

- 20 a. A mandatory compliance plan.
- 21 b. Designation of a compliance officer or a compliance committee that is accountable to the
- 22 CONTRACTOR.
- 23 c. Effective ongoing training and education for the compliance officer and the
- 24 CONTRACTOR staff.
- 25 d. Effective lines of communication between the compliance officer and employees and
- 26 subcontractors.
- 27 e. Enforcement of standards through well-publicized disciplinary guidelines.
- 28 f. Provision of internal monitoring and auditing.
- 29 g. Provision for prompt response to detected offenses and for development of corrective
- 30 action initiatives.
- 31 h. Participation by the CONTRACTOR and any subcontractors in Medicaid fraud and abuse
- 32 training conducted by the Washington State Attorney General's Medicaid Fraud Unit.
- 33 i. Written policies, procedures and standards of conduct that articulates the
- 34 CONTRACTOR's commitment to comply with all applicable Federal and State standards.
35

36 Report fraud and/or abuse information to NSMHA as soon as it is discovered including the
37 source of the complaint, the party complained against, nature of fraud or abuse complaint,
38 approximate dollars involved, and the legal and administrative disposition of the case.
39

40 Complaints and reports should be directed the NSMHA Compliance Officer listed below.

41
42 Charles R Benjamin
43 Executive Director
44 117 N First St., Ste. 8
45 Mt. Vernon, WA. 98273
46 360.416.7013
47 1.800.684.3555
48 charles_benjamin@nsmha.org

1 **F. OVERSIGHT, REMEDIES AND TERMINATION**

2
3 **1. OVERSIGHT AUTHORITY**

4 NSMHA, the Department of Social and Health Services (DSHS), Office of the State Auditor, the
5 Department of Health and Human Services, Centers for Medicare and Medicaid Services, the
6 Comptroller General, or any of their duly-authorized representatives (i.e., External Quality Review
7 Organizations), have the authority to conduct announced and unannounced: a) surveys, b) audits,
8 c) reviews of compliance with licensing and certification requirements and compliance with this
9 Agreement, d) audits regarding the quality, appropriateness and timeliness of mental health services
10 of the CONTRACTOR and subcontractors and e) audits and inspections of financial records of
11 the CONTRACTOR and subcontractors.

12
13 CONTRACTOR shall notify NSMHA when an entity other than NSMHA performs any audit
14 described above related to any activity contained in this Agreement.

15
16 In addition, NSMHA will conduct reviews in accordance with its oversight of resource, utilization
17 and quality management, as well as to ensure that CONTRACTOR have the clinical,
18 administrative and fiscal structures to enable them to perform in accordance with the terms of the
19 contract. Such reviews may include, but are not limited to, encounter data validation, utilization
20 reviews, clinical record reviews, review of administrative structures, fiscal management and
21 contract compliance. Reviews may include desk reviews, requiring CONTRACTOR to submit
22 requested information. NSMHA will also review activities delegated under this contract to
23 CONTRACTOR.

24
25 CONTRACTOR shall cooperate with and allow access to North Sound Regional Ombuds and
26 Quality Review Team (“QRT”) in order to conduct surveys and review activities in accordance
27 with the terms of this contract, in accordance with Attachment VII. CONTRACTOR shall
28 cooperate with Skagit County Community Action Agency in resolving any disputes that arise in the
29 provision of North Sound Regional Ombuds and QRT services.

30
31 Findings as a result of NSMHA conducted reviews may result in remedial action as outlined below.
32 Federal and State agencies may impose remedial action or financial penalties either directly upon
33 CONTRACTOR or through NSMHA. CONTRACTOR shall comply with the terms of such
34 remedial action and be responsible for the payment of financial penalties.

35
36 **2. REMEDIAL ACTION**

37 NSMHA may require the CONTRACTOR to plan and execute corrective action. Corrective
38 action plans developed by the CONTRACTOR must be submitted for approval to the NSMHA
39 within 30 calendar days of notification. Corrective action plans must be provided in a format
40 acceptable to NSMHA. The NSMHA may extend or reduce the time allowed for corrective action
41 depending upon the nature of the situation as determined by the NSMHA.

42
43 a. Corrective action plans must include:

- 44
45 i. A brief description of the finding.
46 ii. Specific actions to be taken, a timetable, a description of the monitoring to be
47 performed, the steps taken and responsible individuals that will reflect the
48 resolution of the situation.

1 b. Corrective action plans may:
2

3 Require modification of any policies or procedures by the CONTRACTOR relating to the
4 fulfillment of its obligations pursuant to this Agreement.
5

6 c. Corrective action plans are subject to approval by the NSMHA, which may:
7

- 8 i. Accept the plan as submitted.
- 9 ii. Accept the plan with specified modifications.
- 10 iii. Request a modified plan.
- 11 iv. Reject the plan.

12
13 d. The CONTRACTOR agrees that NSMHA may initiate remedial action as outlined in
14 subsection (e) below if the NSMHA determines any of the following situations exist and,
15 except for instances described in subsection (d) (i), if corrective actions have not been
16 completed within the timetable acceptable to NSMHA:
17

- 18 i. A problem exists that poses a threat to the health or safety of any person or that
19 poses a threat of property damage and/or an incident has occurred that resulted in
20 injury or death to any person and/or that resulted in damage to property.
- 21 ii. The CONTRACTOR have failed to perform any of the mental health services
22 required in this Agreement, which includes the failure to maintain the required
23 capacity as specified by NSMHA to ensure that enrollees receive medically
24 necessary services, including delegated functions; *except*, that no remedial action
25 pursuant to subsection (e) hereof shall be taken if such failure to maintain required
26 capacity is due to any interruption in, or depletion of, the available amount of
27 money to CONTRACTOR as described in Attachment VIII of this contract for
28 purposes of performing services to enrollees as described in Section B of this
29 contract; however, in such an instance, NSMHA may terminate all or part of this
30 contract on as little as thirty (30) days written notice.
- 31 iii. The CONTRACTOR have failed to develop, produce, and/or deliver to the
32 NSMHA any of the statements, reports, data, data corrections, accountings, claims,
33 and/or documentation described herein, in compliance with all the provisions of
34 this Agreement.
- 35 iv. The CONTRACTOR has failed to perform any administrative function required
36 under this Agreement, including delegated functions. For the purposes of this
37 section, “administrative function” is defined as any obligation other than the actual
38 provision of mental health services.
- 39 v. The CONTRACTOR has failed to implement corrective action required by the
40 state and within NSMHA prescribed timeframes.

41
42 e. The NSMHA may impose any of the following remedial actions in response to findings of
43 situations as outlined above.
44

- 45 i. Withhold one percent of the next monthly payment and each monthly payment
46 thereafter until the corrective action has achieved resolution. The NSMHA, at its
47 sole discretion, may return a portion or all of any payments withheld once
48 satisfactory resolution has been achieved.

- ii. Compound withholdings identified above by an additional one-half of one percent for each successive month during which the remedial situation has not been resolved.
- iii. Revoke delegation of any function delegated under this contract.
- iv. Deny any incentive payment to which the CONTRACTOR might otherwise have been entitled under this Agreement or any other arrangement by which the MHD provides incentives.
- v. Termination for Default, as outlined in this Agreement.

3. ADDITIONAL FINANCIAL PENALTIES – MHD IMPOSED SANCTIONS

Financial penalties imposed by MHD or other regulatory agency due to the action or inaction of CONTRACTOR a may be paid by NSMHA on behalf of the CONTRACTOR and the amount will be withheld from NSMHA’s payments to CONTRACTOR.

4. TERMINATION DUE TO CHANGE IN FUNDING

In the event funding from State, Federal, or other sources is withdrawn, reduced, or limited in any way after the effective date of this Agreement and prior to its normal completion, either party may terminate this Agreement, subject to re-negotiations.

5. TERMINATION DUE TO CHANGE IN 1915(B) MENTAL HEALTH SERVICES WAIVER

In the event that changes to the terms of the 1915(b) (Medicaid) Mental Health Services Waiver render this Agreement invalid in any way after the effective date of this Agreement and prior to its normal completion, either party may terminate this Agreement, subject to re-negotiation, if applicable, under those new special terms and conditions.

6. TERMINATION FOR CONVENIENCE

Except as otherwise provided in this Agreement, a party may terminate their portion of this Agreement upon 180 days written notification by certified mail to the other party. The effective date of termination shall be on the last day of the month the last day of which is at least 180 days from the date notice of termination is received.

7. TERMINATION FOR DEFAULT

NSMHA’s Program Manager may terminate this Agreement for default, in whole or in part, by written notice to the CONTRACTOR if NSMHA or DSHS has a reasonable basis to believe that the CONTRACTOR has or have:

- a. Failed to meet or maintain any requirement for contracting with DSHS.
- b. Failed to perform under any provision of this Agreement.
- c. Violated any law, regulation, rule, or ordinance applicable to the services provided under this Agreement.
- d. Otherwise breached any provision or condition of this Agreement.

Before NSMHA’s Program Manager may terminate this Agreement for default, in whole or in part, NSMHA shall provide the CONTRACTOR with written notice of the CONTRACTOR’s noncompliance with this Agreement which notice shall provide the CONTRACTOR a reasonable time period to correct its noncompliance. If the CONTRACTOR has or has not corrected its noncompliance within the period of time specified in the written notice of noncompliance,

1 NSMHA Program Manager may then terminate this Agreement, provided, that the NSMHA
2 Program Manager may terminate this Agreement in whole or in part for default without such
3 written notice and without opportunity for correction if NSMHA and/or DSHS has a reasonable
4 basis to believe that:

- 5
- 6 a. CONTRACTOR has violated any law, regulation, rule, or ordinance applicable to services
7 provided under this agreement.
- 8 b. Continuance of this Agreement with CONTRACTOR poses a material risk of injury or
9 harm to any person.
 - 10
 - 11 i. The CONTRACTOR may terminate this Agreement in whole or in part, by written
12 notice to NSMHA in accordance with Section 6 above, if the CONTRACTOR has
13 a reasonable basis to believe that NSMHA has:
 - 14
 - 15 a) Failed to meet or maintain any requirement for contracting with the
16 CONTRACTOR.
 - 17 b) Failed to perform under any provision of this Agreement.
 - 18 c) Violated any law, regulation, rule, or ordinance applicable to work
19 performed under this Agreement.
 - 20 d) Otherwise breached any provision or condition of this Agreement.

21 **8. TERMINATION PROCEDURE**

22 The following provisions shall survive and be binding on the parties in the event this Agreement is
23 terminated:
24

- 25
- 26 a. The CONTRACTOR and any applicable subcontractors shall cease to perform any
27 services required by this Agreement as of the effective date of termination and shall
28 comply with all reasonable instructions contained in the notice of termination which are
29 related to the transfer of clients, distribution of property, and termination of services.
30 Each party shall be responsible only for its performance in accordance with the terms of
31 this Agreement rendered prior to the effective date of termination. The CONTRACTOR
32 and any applicable subcontractors shall assist in the orderly transfer/transition of the
33 consumers served under this Agreement. The CONTRACTOR and any applicable
34 subcontractors shall promptly supply all information necessary for the reimbursement of
35 any outstanding Medicaid claims.
- 36 b. The CONTRACTOR and any applicable subcontractors shall immediately deliver to
37 NSMHA Program Manager or to his/her successor, all DSHS and NSMHA assets
38 (property) in the CONTRACTOR and any applicable subcontractor's possession and any
39 property produced under this Agreement. The CONTRACTOR and any applicable
40 subcontractors grants NSMHA and DSHS the right to enter upon the CONTRACTOR
41 and any applicable subcontractors premises for the sole purpose of recovering any
42 NSMHA or DSHS property that the CONTRACTOR and any applicable subcontractors
43 fails to return within ten (10) working days of termination of this Agreement. Upon failure
44 to return NSMHA and/or DSHS property within ten (10) working days of the termination
45 of this Agreement, the CONTRACTOR and any applicable subcontractors shall be
46 charged with all reasonable costs of recovery, including transportation and attorney's fees.
47 The CONTRACTOR and any applicable subcontractors shall protect and preserve any

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property of NSMHA and/or DSHS that is in the possession of the CONTRACTOR and any applicable subcontractors pending return to NSMHA and/or DSHS.

- c. NSMHA shall be liable for and shall pay for only those services authorized and provided through the date of termination. NSMHA may pay an amount agreed to by the parties for partially completed work and services, if work products are useful to or usable by NSMHA.
- d. Should the contract be terminated by either party, NSMHA will require the spend-down of all remaining reserves and fund balances within the termination period. Funds will be deducted from the final months' payments until reserves and fund balances are spent. Should the contract be terminated by either party, the CONTRACTOR shall be responsible to provide all mental health services through the end of the month for which they have received payment.

1 **G. GENERAL TERMS AND CONDITIONS FOR CONTRACTOR**

2
3 **1. BACKGROUND**

4 NSMHA is an entity formed by inter-local agreement between Island, San Juan, Skagit, Snohomish
5 and Whatcom Counties, each a county authority recognized by the Secretary of Department of
6 Social and Health Services (“Secretary”). These counties entered into an inter-local agreement to
7 allow NSMHA to contract with the Secretary pursuant to RCW 71.24.025(13), to operate a single
8 managed system of services for persons with mental illness living in the service area covered by
9 Island, San Juan, Skagit, Snohomish and Whatcom Counties (“Service Area”). NSMHA is party to
10 an interagency agreement with the Secretary, pursuant to which NSMHA has agreed to provide
11 integrated community support, crisis response, and inpatient management services to people
12 needing such services in its Service Area. NSMHA, through this Agreement, is subcontracting
13 with CONTRACTOR for the provision of specific mental health services as required by the
14 agreement with the Secretary. CONTRACTOR, by signing this Agreement, attests that it is willing
15 and able to provide such services in the Service Area.
16

17 **2. MUTUAL COMMITMENTS**

18 The parties to this Agreement are mutually committed to the development of an efficient, cost
19 effective, integrated, consumer-driven, age specific recovery and resilience model approach to the
20 delivery of quality community mental health services. To that end, the parties are mutually
21 committed to maximizing the availability of resources to provide needed mental health services in
22 the Service Area, maximizing the portion of those resources used for the provision of direct
23 services and minimizing duplication of effort.
24

25 **3. ASSIGNMENT**

26 Except as otherwise provided within this Agreement, this Agreement may not be assigned,
27 delegated, or transferred by CONTRACTOR without the express written consent of NSMHA,
28 and any attempt to transfer or assign this Agreement without such consent shall be void. The
29 terms “assigned”, “delegated”, or “transferred” shall include change of business structure to a
30 limited liability company, of any CONTRACTOR Member or Affiliate Agency.
31

32 **4. AUTHORITY**

33 Concurrent with the execution of this Agreement, CONTRACTOR shall furnish NSMHA with a
34 copy of the explicit written authorization of its governing body to enter into this Agreement and
35 accept the financial risk and responsibility to carry out all terms of this Agreement including the
36 ability to pay for all expenses incurred during the contract period. Likewise, concurrent with the
37 execution of this Agreement, NSMHA shall furnish CONTRACTOR with a written copy of the
38 motion, resolution, or ordinance passed by NSMHA Board of Directors (NSMHA Board)
39 authorizing NSMHA to execute this Agreement.
40

41 **5. COMPLIANCE WITH APPLICABLE LAWS, REGULATIONS AND OPERATIONAL**
42 **POLICIES**

43 The CONTRACTOR and its subcontractors shall comply with all applicable federal and state
44 statutes, regulations, and operational policies whether or not a specific citation is identified in
45 various sections of this Agreement, and all amendments thereto that are in effect when the
46 Agreement is signed, or that come into effect during the term of the Agreement, which may
47 include but are not limited to, the following (“Federal and/or State Law”):

- 1 a. Title XIX and Title XXI of the Social Security Act and Title 42 of the Code of Federal
2 Regulations.
- 3 b. All applicable Office of the Insurance Commissioner (OIC) statutes and regulations.
- 4 c. All local, State, and Federal professional and facility licensing and certification
5 requirements/standards that apply to services performed under the terms of this
6 Agreement.
- 7 d. All applicable standards, orders, or requirements issued under Section 306 of the Clean Air
8 Act (42 US 1857(h)), Section 508 of the Clean Water Act (33 US 1368), Executive Order
9 11738, and Environmental Protection Agency (EPA) regulations (40 CFR Part 15), which
10 prohibit the use of facilities included on the EPA List of Violating Facilities. Any
11 violations shall be reported to Department of Social and Health Services (DSHS),
12 Department of Health and Human Service (DHHS), and the EPA.
- 13 e. Any applicable mandatory standards and policies relating to energy efficiency, which are
14 contained in the State Energy Conservation Plan, issued in compliance with the federal
15 Energy Policy and Conservation Act.
- 16 f. Those specified for laboratory services in the Clinical Laboratory Improvement
17 Amendments (CLIA).
- 18 g. Those specified in Title 18 RCW for professional licensing.
- 19 h. Reporting of abuse as required by RCW 26.44.030.
- 20 i. Industrial insurance coverage as required by Title 51 RCW.
- 21 j. RCW 38.52, 70.02, 71.05, 71.24, and 71.34.
- 22 k. WAC 388-865.
- 23 l. 42 CFR 438, including 42 CFR 438.58 (conflict of interest) and 42 CFR 438.106 (physician
24 incentive plans).
- 25 m. The State of Washington Medicaid State Plan and the 1915(b) Medicaid Mental Health
26 Waiver or their successors, which documents are incorporated by reference.
- 27 n. MHD Quality Strategy.
- 28 o. The State of Washington mental health system mission statement, value statement, and the
29 guiding principles for the system, attached hereto as Exhibit D.
- 30 p. The State Medicaid Manual (SMM), Office of Management and Budget (OMB) Circulars,
31 the Budgeting, Accounting, and Reporting System (BARS) Manual, and BARS
32 Supplemental Mental Health Instructions.
- 33 q. Any applicable federal and state laws that pertain to Medicaid enrollee or consumer rights.
34 CONTRACTOR shall ensure that its staff takes those rights into account when furnishing
35 services to consumers.
- 36 r. DSHS Administrative policies, to the extent that they are applicable to this contract, which
37 are attached as Exhibit F, Exhibit G and Exhibit H.
- 38 s. 42 U.S.C. 1320a-7 and 1320a-7b (Section 1128 and 1128 (b) of the Social Security Act),
39 which prohibits making payments directly or indirectly to physicians or other providers as
40 an inducement to reduce or limit mental health services provided to consumers.
- 41 t. Any policies and procedures developed by Medical Assistance Administration for
42 compliance with WAC 388-519-0110, which governs the spend-down of client assets.
- 43 u. The CONTRACTOR and any subcontractors must comply with 42-USC 1396u-2 and
44 must not knowingly have a director, officer, partner, or person with a beneficial ownership
45 of more than 5% of the CONTRACTOR, CMHA or subcontractor's equity, or an
46 employee, contractor, or consultant who is significant or material to the provision of
47 services under this Agreement, who has been, or is affiliated with someone who has been,
48 debarred, suspended, or otherwise excluded by any federal agency.

- v. Federal and State non-discrimination laws and regulations.
- w. The Health Insurance Portability and Accountability Act (HIPAA), 45 CFR parts 160-164.
- x. MHD-CIS Data Dictionary and its successors.
- y. Federal funds must not be used for any lobbying activities.

If the CONTRACTOR is in violation of a federal law or regulation, and Federal Financial Participation is recouped from NSMHA, the CONTRACTOR shall reimburse the federal amount to the NSMHA within 20 days of such recoupment.

Upon notification from DSHS, NSMHA shall notify CONTRACTOR in writing of changes/modifications in Center for Medicare and Medicaid Services (CMS) policies and DSHS/MHD contract (Attachment III) requirement changes.

6. COMPLIANCE WITH NSMHA OPERATIONAL POLICIES

CONTRACTOR shall comply with all NSMHA operational policies that pertain to the delivery of services under this Agreement that are in effect when the Agreement is signed or that come into effect during the term of the Agreement. NSMHA policies shall not exceed that required to implement Federal and state requirements or to implement continuous quality improvement efforts determined by the Integrated Quality Management Process as approved by the NSMHA Board. All proposed new policies shall specifically reference the Federal or state requirements they implement and shall be limited to such requirements. NSMHA shall notify CONTRACTOR of any proposed change in Federal or state requirements affecting this agreement immediately upon NSMHA receiving knowledge of such change. Such policies shall include, but not limited to:

- a. NSMHA Core Values and Principles, attached hereto as Attachment I provide a framework of principles for the regional system and CONTRACTOR shall take these principles into account when providing services under this Agreement.
- b. The CONTRACTOR and its subcontractors must recognize the unique social/legal status of Indian nations as required by both the Supremacy and the Indian Commerce Clauses of the United States Constitution; federal treaties; executive orders; Indian Citizens Act of 1924 statutes; and state and federal court decisions; or any Memorandum of Agreement or Understanding signed by the State of Washington and a federally recognized tribe of recognized organization; shall maintain compliance with Exhibit G, DSHS Admin. Policy No. 7.01 American Indian Policy, or any successor, pursuant to the Centennial Accord between the Washington State government and the Washington Tribes; and maintain compliance with NSHMA 7.01 Plan, or any successor (Attachment II).
- c. NSMHA's Strategic Plan.
- d. NSMHA clinical policies and procedures, including crisis services policies.
- e. NSMHA medical records documentation and data reporting policies and procedures.
- f. NSMHA quality management policies and procedures.
- g. NSMHA consumer rights policies and procedures, including complaint, grievance, fair hearing and appeal policies.
- h. Any other policies designated by NSMHA as applicable to CONTRACTOR.

Along with all NSMHA stakeholders, CONTRACTOR will be included in the process for developing relevant operational policies and procedures. NSMHA's Provider Policy & Procedure Grid and successors contain a list of NSMHA's policies and their applicability to CONTRACTOR in accordance with Attachment II. The Grid and NSMHA's policies and procedures are posted on

1 NSMHA’s website. NSMHA shall notify CONTRACTOR of new and revised policies through its
2 NSMHA Policy Numbered Memoranda. Training will be provided on policies that impact
3 providers.
4

5 In the event there is disagreement between NSMHA and CONTRACTOR in an operational
6 committee regarding a proposed new policy or modification to a current policy, the following
7 process will apply. NSMHA will provide a summary of the regulatory requirement or other
8 rationale for the proposed policy or policy modification. CONTRACTOR will provide an analysis
9 of its objection to the proposed policy or policy modification within 30 days from the receipt of
10 the NSMHA summary. If the objection is primarily due to increased cost, CONTRACTOR will
11 provide substantiation of the additional costs and, if possible, an alternative to achieving the policy
12 goal in a less costly manner. The proposed policy or policy modification will be discussed at the
13 next Regional Management Council. If resolution is not obtained, the proposed policy or policy
14 modification will be discussed at the next Quality Management Oversight Committee meeting. If
15 resolution is not obtained, the proposed policy or policy modification will be discussed at the next
16 NSMHA Board meeting. On a quarterly basis CONTRACTOR will calculate the cumulative fiscal
17 impact of resource reallocation due to new policies or policy modifications since the inception of
18 the contract, and present that information for review and discussion at the next Regional
19 Management Council.
20

21 NSMHA will make best efforts to maintain currency of policies with applicable Federal or State
22 Law, regulation or policy. In the event of a conflict, Federal or State Laws or policies supersede
23 NSMHA policies and procedures and requirements of this contract.
24

25 **7. CONFIDENTIALITY OF CLIENT INFORMATION**

26 Pursuant to 42 CFR 431.301 and 431.302, information concerning applicants and recipients may
27 be disclosed for purposes directly concerning the administration of this Agreement. Purposes
28 include, but are not limited to:

- 29
- 30 a. Establishing eligibility.
- 31 b. Determining the amount of medical assistance.
- 32 c. Providing services for recipients.
- 33 d. Conducting or assisting in investigation, prosecution, or civil or criminal proceeding related
34 to the administration of the plan.
- 35 e. Assuring compliance with Federal and State laws, regulations, with terms and requirements
36 of this Agreement.
- 37 f. Improving quality.
38

39 CONTRACTOR shall protect all information, records and data collected from unauthorized
40 disclosure in accordance with 42 CFR 431.300 through 431.307, RCW’s 70.02, 71.05, and 71.34,
41 HIPAA, and for service recipients receiving alcohol and drug abuse services, in accordance with 42
42 CFR Part 2. CONTRACTOR shall have a process in place to ensure that all components of its
43 Community Mental Health Agency (CMHA) and system understand and comply with
44 confidentiality requirements for publicly funded mental health services.
45

46 CONTRACTOR shall ensure that access to the information is restricted to persons or agency
47 representatives who are subject to standards of confidentiality that are comparable to those of
48 NSMHA and DSHS.

1 The parties acknowledge that coordination, planning, screening, and referral require the sharing of
2 information among the various treatment providers. Disclosure of information to verify eligibility,
3 determine the amount of assistance, and to provide medically necessary mental health services are
4 all “purposes directly connected with the administration of the Agreement”, and are all
5 appropriate justifications for sharing information.
6

7 CONTRACTOR shall assure that all staff and subcontractors providing services under this
8 Agreement receive annual training on confidentiality policies and procedures. In addition,
9 CONTRACTOR shall assure that all staff and subcontractors providing services under this
10 Agreement sign an annual Oath of Confidentiality statement. Signed copies of the Oath of
11 Confidentiality shall be kept in CONTRACTOR’s personnel files.
12

13 **8. CONTRACT PERFORMANCE/ENFORCEMENT**

14 NSMHA shall be vested with the rights of a third party beneficiary, including the "cut through"
15 right to enforce performance should CONTRACTOR be unwilling or unable to enforce action on
16 the part of its subcontractor(s). In the event that CONTRACTOR dissolves or otherwise
17 discontinues operations, NSMHA may, at its sole option, assume the right to enforce the terms
18 and conditions of this Agreement directly with CONTRACTOR’s subcontractors; provided, that
19 NSMHA shall keep CONTRACTOR reasonably informed concerning such enforcement.
20 CONTRACTOR shall include this clause in its contracts with its subcontractors. In the event of
21 the dissolution of CONTRACTOR, NSMHA’s rights in indemnification shall survive.
22

23 **9. COOPERATION**

24 The parties to this Agreement shall cooperate in good faith to effectuate the terms and conditions
25 of this Agreement.
26

27 **10. DEBARMENT CERTIFICATION**

28 The CONTRACTOR certifies that it is not presently debarred, suspended, proposed for
29 debarment, declared ineligible, or voluntarily excluded from participating in this Agreement by any
30 federal or state department or agency. If requested by DSHS or NSMHA, the CONTRACTOR
31 shall complete a Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary
32 Exclusion. Any Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary
33 Exclusion pertaining to this Agreement shall be incorporated into this Agreement by reference.
34

35 **11. DECLARATION THAT CLIENTS UNDER THE MEDICAID AND OTHER**
36 **MENTAL HEALTH PROGRAMS ARE NOT THIRD-PARTY BENEFICIARIES**
37 **UNDER THIS CONTRACT**

38 Although NSMHA, CONTRACTOR, and subcontractors mutually recognize that services under
39 this Agreement may be provided by the CONTRACTOR and subcontractors to clients under the
40 Medicaid program, RCW 71.05 and 71.34, and the Community Mental Health Services Act, RCW
41 71.24, it is not the intention of either NSMHA, the CONTRACTOR, that such individuals, or any
42 other persons, occupy the position of intended third-party beneficiaries of the obligations assumed
43 by either party to this Agreement. Such third parties shall have no right to enforce this agreement.
44

45 **12. EXECUTION, AMENDMENT, AND WAIVER**

46 This Agreement shall be binding on all parties only upon signature by authorized representatives
47 of each party. This Agreement, or any provision, may be amended during the contract period, if
48 circumstances warrant, by a written amendment executed by all parties. Only the NSMHA
49 Program Manager or the NSMHA Program Manager’s designee has authority to waive any
50 provision of this Agreement on behalf of NSMHA.

1 **13. HEADINGS AND CAPTIONS**

2 The headings and captions used in this Agreement are for reference and convenience only, and in
3 no way define, limit, or decide the scope or intent of any provisions or sections of this Agreement.
4

5 **14. INDEMNIFICATION**

6 CONTRACTOR shall be responsible for and shall indemnify and hold NSMHA harmless
7 (including all costs and attorney fees) from all claims for personal injury, property damage and/or
8 disclosure of confidential information and/or from the imposition of governmental fines or
9 penalties resulting from the acts or omissions of CONTRACTOR and its subcontractors related to
10 the performance of this contract. NSMHA shall be responsible and shall indemnify and hold
11 CONTRACTOR harmless (including all costs and attorney fees) from all claims for personal
12 injury, property damage and disclosure of confidential information and from the imposition of
13 governmental fines or penalties resulting from the acts or omissions of NSMHA. For the
14 purposes of these indemnifications, the Parties specifically and expressly waive any immunity
15 granted under the Washington Industrial Insurance Act, Title 51 RCW. This waiver has been
16 mutually negotiated and agreed to by the Parties. The provision of this section shall survive the
17 expiration or termination of the Agreement.
18

19 **15. INDEPENDENT CONTRACTOR FOR NSMHA**

20 The parties intend that an independent contractor relationship be created by this contract. The
21 CONTRACTOR acknowledges that neither the CONTRACTOR nor its employees or
22 subcontractors are not officers, employees, or agents of NSMHA. The CONTRACTOR shall not
23 hold the CONTRACTOR or any of the CONTRACTOR's employees and subcontractors out as,
24 nor claim status as, officers, employees, or agents of NSMHA. The CONTRACTOR shall not
25 claim for the CONTRACTOR or the CONTRACTOR's employees or subcontractors any rights,
26 privileges, or benefits which would accrue to an employee of NSMHA. The CONTRACTOR
27 shall indemnify and hold NSMHA harmless from all obligations to pay or withhold Federal or
28 State taxes or contributions on behalf of the CONTRACTOR or the CONTRACTOR's
29 employees and subcontractors unless specified in this Agreement.
30

31 **16. INSURANCE**

32 NSMHA certifies it is a member of Washington Governmental Entity Pool for all exposure to tort
33 liability, general liability, property damage liability, and vehicle liability, if applicable, as provided by
34 RCW 43.19.
35

36 CONTRACTOR shall maintain a Commercial General Liability Insurance (CGL). If the
37 Contractor is not a member of a risk pool, the Contractor shall carry CGL to include coverage for
38 bodily injury, property damage, and contractual liability, with the following minimum limits: Each
39 Occurrence - \$1,000,000; General Aggregate - \$2,000,000; shall include liability arising out of
40 premises, operations, independent contractors, personal injury, advertising injury, and liability
41 assumed under an insured contract. Contractor shall provide evidence of such insurance to
42 NSMHA within 15 days of execution of this Agreement and 15 days post renewal date thereafter.
43 All non-risk pool policies shall name NSMHA as a covered entity under said policy(s).
44

45 **17. INTEGRATION**

46 This Agreement, including Exhibits and Attachments contains all the terms and conditions agreed
47 upon by the parties. No other understandings, oral or otherwise, regarding the subject matter of
48 this Agreement shall be deemed to exist or to bind any of the parties hereto.

1 **18. MAINTENANCE OF RECORDS**

2 During the term of this Agreement and for six (6) years following termination or expiration of this
3 Agreement, or if any audit, claim, litigation, or other legal action involving the records set forth
4 below is started before expiration of the six year period, the records shall be maintained until
5 completion and resolution of all issues arising there from or until the end of the six year period,
6 whichever is later. The CONTRACTOR shall maintain records sufficient to:
7

- 8 a. Maintain the content of all Medical Records in a manner consistent with utilization control
9 requirements of 42 CFR 456, 42 CFR 434.34 (a), 42 CFR 456.111, and 42 CFR 456.211.
- 10 b. Document performance of all acts required by law, regulation, or this Agreement.
- 11 c. Substantiate the CONTRACTOR statement of its organizations' structures, tax status,
12 capabilities, and performance.
- 13 d. Demonstrate accounting procedures, practices, and records, which sufficiently and
14 properly document the CONTRACTOR invoices to NSMHA and all expenditures made
15 by the CONTRACTOR to perform as required by this Agreement.
- 16 e. The CONTRACTOR and its subcontractors shall cooperate in all reviews, including but
17 not limited to, surveys, and research conducted by NSMHA, DSHS or other Washington
18 State Departments.
- 19 f. Evaluations shall be done by inspection or other means to measure quality,
20 appropriateness, and timeliness of services performed under this Agreement, and to
21 determine whether the CONTRACTOR and its subcontractors are providing service to
22 individuals in accordance with the requirements set forth in this Agreement and applicable
23 state and federal regulations as existing or hereafter amended.
24

25 **19. NO WAIVER OF RIGHTS**

26 A failure by either party to exercise its rights under this Agreement shall not preclude that party
27 from subsequent exercise of such rights and shall not constitute a waiver of any other rights under
28 this Agreement unless stated to be such in a writing signed by an authorized representative of the
29 party and attached to the original Agreement.
30

31 Waiver of any breach of any provision of this Agreement shall not be deemed to be a waiver of
32 any subsequent breach and shall not be construed to be a modification of the terms and conditions
33 of this Agreement.
34

35 **20. ONGOING SERVICES**

36 CONTRACTOR and its subcontractors shall ensure that in the event of labor disputes or job
37 actions, including work slowdowns, so called "sick outs", or other activities, within its service
38 CMHA network, uninterrupted services shall be available as required by the terms of this
39 Agreement
40

41 **21. ORDER OF PRECEDENCE**

42 In the event of an inconsistency in the terms of this Agreement, or any inconsistency between the
43 terms of this Agreement and any applicable statute, rule or contract, unless otherwise provided
44 herein, the conflict shall be resolved by giving precedence in the following order, to:
45

- 46 a. The applicable Medicaid 1915(b) Waiver, Provisions of Title XIX of the Social Security Act
47 and Federal regulations concerning the operations of Prepaid Inpatient Health Plans.

- b. State statutes and regulations concerning the operation of the community mental health programs.
- c. Federal and State Law.
- d. The NSMHA-DSHS agreement, or its successors, that covers the provision of the mental health services covered under this Agreement, which shall include any exhibit, document, or material incorporated by reference. NSMHA shall promptly notify CONTRACTOR of any amendment to the NSMHA-DSHS agreement which affects any term or condition herein.
- e. This Agreement.

22. OVERPAYMENTS

In the event CONTRACTOR fails to comply with any of the terms and conditions of this Agreement and that failure results in an overpayment, NSMHA may recover the amount due DSHS, CMS or other federal or state agency, subject to dispute resolution as set forth in the contract. In the case of overpayment, CONTRACTOR shall cooperate in the recoupment process and return to NSMHA the amount due upon demand.

23. OWNERSHIP OF MATERIALS

Materials created by the CONTRACTOR and its subcontractors and paid for by NSMHA as a part of this Agreement shall be owned by NSMHA and shall be, "works for hire" as defined by the U.S. Copyright Act of 1976. This material includes but is not limited to: books, computer programs, documents, films, pamphlets, reports, sound reproductions, studies, surveys, tapes, and/or training materials. Material which the CONTRACTOR and its subcontractors use to perform this Agreement, but which is not created for or paid for by NSMHA, is owned by the CONTRACTOR or relevant subcontractors; however, NSMHA and DSHS shall have a perpetual license to use this material for DSHS internal purposes at no charge to DSHS.

24. PERFORMANCE

CONTRACTOR shall furnish the necessary personnel, materials, and/or mental health services and otherwise do all things for, or incidental to, the performance of the work set forth here and as attached. Unless specifically stated, the CONTRACTOR is responsible for performing or ensuring all fiscal and program responsibilities required in this contract. No subcontract will terminate the legal responsibility of the CONTRACTOR to perform the terms of this Agreement.

25. RESOLUTION OF DISPUTES

The parties wish to provide for prompt, efficient, final, and binding resolution of disputes and controversies that may arise under this Agreement and therefore establish this dispute resolution procedure. All claims, disputes, and other matters in question between the parties arising out of, or relating to, this Agreement shall be resolved exclusively by the following dispute resolution procedure unless the parties mutually agree in writing otherwise:

- a. The parties shall use their best efforts to resolve issues prior to giving written Notice of Dispute.
- b. Within ten (10) working days of receipt of the written Notice of Dispute, the parties (or a designated representative) shall together or, if both parties agree, with a mediator meet, confer, and attempt to resolve the claim.
- c. The terms of the resolution of all claims concluded in meetings shall be memorialized in writing and signed by each party.

1 **Arbitration:** If the claim is not resolved within thirty (30) days, the parties shall proceed to
2 arbitration as follows:
3

- 4 a. Demand for arbitration shall be made in writing to the other party. The parties shall select
5 one person as arbitrator.
- 6 b. If there is a delay of more than ten (10) days in the naming of the arbitrator, either party
7 can ask the presiding judge of Skagit County to name the arbitrator.
- 8 c. The prevailing party shall be entitled to recover from the other party all costs and expenses,
9 including reasonable attorney fees. The arbitrators shall determine which party, if any, is
10 the prevailing party.
- 11 d. The parties agree that the arbitrators' decision shall be binding, final and appealable to
12 Skagit County Superior Court only as provided in Chapter 7.04A RCW.
- 13 e. Unless the parties agree in writing otherwise, the unresolved claims in each notice of
14 dispute shall be considered at an arbitration session which shall occur in Skagit County no
15 later than 30 days after the close of the meeting described in paragraph (b) above.
- 16 f. The Provisions of this section shall, with respect to any controversy or claim, survive the
17 termination or expiration of this Agreement.
- 18 g. Nothing contained in this Agreement shall be deemed to give the arbitrator the power to
19 change any of the terms and conditions of this Agreement in any way.
- 20 h. The prevailing party in any action to compel arbitration or to enforce an arbitration award
21 shall be awarded its costs, including attorney fees. Venue for any such action is exclusively
22 Skagit County Superior Court.
- 23 i. This Agreement shall be governed by laws of the State of Washington, both as to
24 interpretation and performance.
25

26 **26. SEVERABILITY AND CONFORMITY**

27 The provisions of this Agreement are severable. If any provision of this Agreement, including any
28 provision of any document incorporated by reference, is held invalid by any court, that invalidity
29 shall not affect the other provisions of this Agreement and the invalid provision shall be
30 considered modified to conform to existing law.
31

32 **27. SINGLE AUDIT ACT**

33 If the CONTRACTOR or its subcontractor is a sub recipient of Federal awards as defined by
34 OMB Circular A-133, the CONTRACTOR and its subcontractors shall maintain records that
35 identify all Federal funds received and expended. Such funds shall be identified by the appropriate
36 OMB Catalog of Federal Domestic Assistance titles and numbers, award names and numbers,
37 award years, if awards are for research and development, as well as names of the Federal agencies.
38 The CONTRACTOR and its subcontractors shall make the CONTRACTOR and its
39 subcontractors records available for review or audit by officials of the Federal awarding agency, the
40 General Accounting Office, and DSHS. The CONTRACTOR and its subcontractors shall
41 incorporate OMB Circular A-133 audit requirements into all contracts between the
42 CONTRACTOR and its subcontractors who are sub recipients. The CONTRACTOR and its
43 subcontractors shall comply with any future amendments to OMB Circular A-133 and any
44 successor or replacement Circular or regulation.
45

46 If the CONTRACTOR and/or its subcontractors are a sub recipient and expends \$500,000 or
47 more in Federal awards from any and/or all sources in any fiscal year, the CONTRACTOR and
48 applicable subcontractors shall procure and pay for a single or program-specific audit for that fiscal

1 year. Upon completion of each audit, the CONTRACTOR and applicable subcontractors shall
2 submit to NSMHA Program Manager the data collection form and reporting package specified in
3 OMB Circular A-133, reports required by the program-specific audit guide, if applicable, and a
4 copy of any management letters issued by the auditor.
5

6 For purposes of “sub recipient” status under the rules of OMB Circular A-133 205(i) Medicaid
7 payments to a sub recipient for providing patient care services to Medicaid eligible individuals are
8 not considered Federal awards expended under this part of the rule unless a State requires the fund
9 to be treated as Federal awards expended because reimbursement is on a cost-reimbursement
10 basis.
11

12 **28. SUBCONTRACTS**

13 The CONTRACTOR may subcontract services to be provided under this Agreement subject to
14 the following requirements.
15

- 16 a. The CONTRACTOR shall be responsible for the acts and omissions of any subcontractor.
- 17 b. The CONTRACTOR must ensure that the subcontractor neither employs any person nor
18 contracts with any person or Community Mental Health Agency (CMHA) excluded from
19 participation in federal health care programs under either 42 U.S.C. 1320a-7 (§§1128 or
20 1128A Social Security Act) or debarred or suspended per this Agreement’s General Terms
21 and Conditions.
- 22 c. The CONTRACTOR shall require subcontractors to comply with all applicable federal and
23 state laws, regulations, and operational policies as specified in this Agreement.
- 24 d. The CONTRACTOR shall require subcontractors to comply with all applicable NSMHA
25 operational policies as specified in this Agreement, including Access to Care, Exhibit A,
26 standards, travel standards, and access standards.
- 27 e. The CONTRACTOR shall ensure a process is in place to demonstrate that all third-party
28 resources are identified and pursued.
- 29 f. The CONTRACTOR shall oversee, be accountable for, and monitor all functions and
30 responsibilities delegated to a subcontractor for conformance with any applicable statement
31 of work in this agreement on an ongoing basis including written reviews.
- 32 g. CONTRACTOR will monitor performance of the subcontractors on an annual basis and
33 notify NSMHA of any identified deficiencies or areas for improvement requiring corrective
34 action by CONTRACTOR.
- 35 h. The CONTRACTOR shall ensure that all subcontracts are in writing and that subcontracts
36 specify all duties, reports, and responsibilities delegated under this Agreement. Those
37 written subcontracts shall:
 - 38 i. Require subcontractors to hold all necessary licenses, certifications, and/or permits
39 as required by law for the performance of the services to be performed under this
40 Agreement.
 - 41 ii. Include clear means to revoke delegation, impose corrective action, or take other
42 remedial actions if the subcontractor fails to comply with the terms of the
43 subcontract.
 - 44 iii. Require that the subcontractor correct any areas of deficiencies in the
45 subcontractor’s performance that are identified by the CONTRACTOR, NSMHA,
46 and/or MHD.
47

- 1 iv. Require best efforts to provide written or oral notification within 15 working days
2 of termination of a Mental Health Care Provider (MHCP) to consumers currently
3 open for services who had received a service from the affected MHCP in the
4 previous 60 days. Notification must be verifiable in the client medical record at the
5 subcontractor.
6

7 **29. SURVIVABILITY**

8 The terms and conditions contained in this Agreement that by their sense and context are intended
9 to survive the expiration of this Agreement shall so survive. Surviving terms include, but are not
10 limited to: Order of Precedence, Contract Performance and Enforcement, Confidentiality of
11 Client Information, Resolution of Disputes, Indemnification, Oversight Authority, Maintenance of
12 Records and Ownership of Materials.
13

14 **30. TREATMENT OF CLIENT PROPERTY**

15 Unless otherwise provided in this Agreement, CONTRACTOR shall ensure that any adult
16 individual receiving services from the CONTRACTOR under this Agreement has unrestricted
17 access to the individual's personal property. The CONTRACTOR shall not interfere with any
18 adult individual's ownership, possession, or use of the individual's property unless clinically
19 indicated. The CONTRACTOR shall provide individuals under age eighteen (18) with reasonable
20 access to their personal property that is appropriate to the individual's age, development, and
21 needs. Upon termination of this Agreement, the CONTRACTOR shall immediately release to the
22 individual and/or the individual's guardian or custodian all of the individual's personal property.
23

24 **31. WARRANTIES**

25 The parties' obligations are warranted and represented by each to be individually binding, for the
26 benefit of the other party. CONTRACTOR warrants and represents that it is able to perform its
27 obligations set forth in this Agreement and that such obligations are binding upon
28 CONTRACTOR and other subcontractors for the benefit of NSMHA.
29

30 **32. CONTRACT ADMINISTRATION**

31 The Program Manager for each of the parties shall be responsible for and shall be the contact
32 person for all communications and billings regarding the performance of this Agreement.
33

34 The Program Manager for NSMHA is:

35 Charles R. Benjamin
36 Executive Director
37 North Sound Regional Support Network
38 117 North First Street, Suite 8
39 Mount Vernon, WA 98273
40

41 The Program Manager for CONTRACTOR is:

42 Gerric Dudley
43 Executive Director
44 609A North Shore Drive
45 Bellingham, WA 98226.
46

47 Changes shall be provided to the other party in writing within ten (10) working days.
48

1 **THIS AGREEMENT**, consisting of 55 Pages, plus Exhibits and Attachments, is executed by the
2 persons signing below who warrant that they have the authority to execute this Agreement.

3
4 NORTH SOUND MENTAL HEALTH
5 ADMINISTRATION

CONTRACTOR

6
7 _____
8 Signature Date

Signature Date

9
10 Greg C. Long Deputy Director
11 Name/Title

Gerric Dudley, Executive Director
Name/Title