

AMENDMENT #3
To Ventura County Contract
HCA-ECG-AC2023

The County of Ventura (County) and Executive Consulting Group, LLC dba ECG Management Consultants ("Contractor" or "ECG") hereby agree that the agreement identified as Ventura County Contract No. HCA-ECG-AC2023 previously entered into by the parties is amended, effective January 1, 2025 as follows:

1. The contract is extended through April 30, 2025.
2. The contract not-to-exceed amount is decreased by \$1,876,000, from \$2,075,000 to \$199,999.
3. Exhibit A –is replaced in its entirety with the attached Exhibit A – January 1, 2025.

All other terms and conditions remain the same.

COUNTY OF VENTURA

Executive Consulting Group, LLC
DBA ECG Management Consultants



Theresa Cho, M.D., M.H.A.
HCA Director

12/16/2024

Date



Authorized Signature

John N. Fink

Printed Name

Partner

Title

12/16/2024

Date

Exhibit A- January 1, 2025

Overview

ECG will provide subject matter expertise to support VCHCA's Information Technology Services, Project Management and Ambulatory Care teams. To drive VCHCA's success, ECG will continue to:

- Coordinate and guide the template management post-go-live activities and communications associated with the template management reconfiguration.
- Support a cross-functional team collaboration with team members and stakeholders to execute on the vision, objectives, and strategy driven by Access to Care work, in partnership with the ambulatory care chief operations officer.
- Partner with Information Technology Services and translate ambulatory care operational processes to address key workflows and technology implications and ensure patient access best practices for education, training, and adoption.

Component A: Template Management Governance and Sustainability

Time Frame	ECG Key Deliverables
January–April 2025	<ul style="list-style-type: none">• Provide guidance to the template management clerical supervisor in the management of the template management team's day-to-day activities.• Oversee the scheduling template management workflows and ensure progress in accordance with approved ambulatory care standards.• Review and approve template change requests in coordination with VCHCA leadership.• Create and distribute all clinic manager communications.• Conduct all clinic leadership (in partnership with regional administrative directors) communications.• Provide implementation leadership and set expectations regarding in-person go-live readiness and support for any ongoing changes.• Perform gap assessments and monitor that new template management standards are enforced and adopted.• Support ambulatory care leadership with the onboarding of leadership hires and/or backfills related to Access to Care.

Component B: Referral Management Infrastructure

Time Frame	ECG Key Deliverables
January–April 2025	<ul style="list-style-type: none">• Support the referral system program administrator in the management of the referral center team's day-to-day activities.• Oversee the ambulatory care system's referral management processes and ensure progress in accordance with approved ambulatory care standards.• Ensure the referral management worklists are being managed and processed in accordance to approved workflow design and technical configuration.• Reset and provide targeted reeducation on approved referral management workflows.

Component C: Management Staff Onboarding

Time Frame	ECG Key Deliverables
January–April 2025	<ul style="list-style-type: none">• Onboard the template management clerical supervisor to ambulatory care.• Onboard the patient access center manager to ambulatory care.• Onboard the referral system program administrator to ambulatory care.• Educate the patient access center manager and referral system program administrator on Oracle Health's functionality related to the VCHCA referral build, orders, and patient access workflows.• Provide subject matter expertise on technical configuration, reporting, and success measures for the call center, referral center, and template management.• Provide oversight of the education and training delivery to produce KPI reporting for Access to Care outcomes.

- VCHCA will need to name the template management clerical supervisor, patient access center manager, and referral system program administrator. ECG will support these individuals, as needed, but will not be responsible for the day-to-day management of these individuals and teams.
- ECG will not be responsible for the day-to-day management of county employees (e.g., for time and attendance, requests for time off, disciplinary actions, performance evaluations).

Over the course of the engagement, coordinating these activities will be paramount to success. To facilitate timely communication and track results, ECG will formally report progress biweekly to the HCA Director or designee.

In addition, we anticipate frequent communication with providers, practice managers, and operational leaders through weekly and ad hoc meetings to ensure that any operational challenges are being addressed in a timely fashion.

Support Roles and Assumptions

The roles and assumptions outlined below will help clearly define roles and responsibilities throughout the engagement. Revisions will be discussed and agreed upon by VCHCA leaders as appropriate.

- Jen Wing will be responsible for overseeing all project activities related to work supported by ECG resources.
- Andrew Vu will provide subject matter expertise and interim access to care leadership, governance, and advisory services to the components identified above. Andrew will continue to partner with the director of clinical informatics to support oversight and execution of applicable Oracle Health and ambulatory care initiatives.
- Additional ECG team members may be assigned to support the work as appropriate.
- ECG resources may shift to provide coverage for the work Andrew was providing in our original scope of work. Changes to roles and responsibilities within the scope of the engagement will be reviewed and discussed with Dr. Cho.

Schedule and Budget

Jen Wing and Andrew Vu will be assigned to this initiative. We will align our project team's support with the needs of the project and expectations of VCHCA leadership. As we anticipate most work to be conducted remotely, we do not expect to travel more than once a month to be on site. ECG will not be expected to work weekends and we will be available for remote office hours and support as needed. Additional ECG team members may be assigned to support the work under Jen's direction. Upon mutual agreement, we can extend the engagement for the remainder of calendar year 2025.

Any changes will be reviewed and discussed with the HCA Director.

	Average Hours per Month	Average Monthly Budget
Average Monthly Budget	80–90	\$40,000–\$50,000

Compensation Schedule

The professional fees charged will be determined by the actual hours worked on the engagement at the hourly rates listed below.

Title	Hourly Rate
Partner	\$715–\$840
Principal	\$630
Associate Principal	\$610
Senior Manager	\$590
Manager	\$475
Senior Consultant	\$390
Consultant	\$340
Senior Analyst/Intern	\$250
Analyst/Project Coordinator	\$170

ECG's hourly rates are subject to adjustment annually on October 1 and upon a particular consultant's promotion in rank.

We charge for our services based on the professional fees and project-related expenses incurred. Our professional fees will be determined by the actual hours worked on the engagement at our standard hourly rates. We will require 30 days' notice from VCHCA to terminate this engagement. Project-related expenses will include travel, phone, document production, administrative expenses, and other out-of-pocket expenses and are estimated to be between 12% and 15% of professional fees. ECG does not collect receipts for project-related expenses that are \$25 or less. Based on our understanding of your needs and experience with similar engagements, the professional fees and expenses will not exceed \$199,999.