Amendment #4
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 May 1, 2025 as follows:

    1. The contract is extended through December 31, 2025.

    2. The contract not-to-exceed amount is set at $375,000 from May 1, 2025 to December 31, 2025.

    3. Exhibit A –is replaced in its entirety with the attached Exhibit A – May 1, 2025.

All other terms and conditions remain the same.

County of Ventura

**Executive Consulting Group, LLC
DBA ECG Management Consultants**

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Signature

_____
Authorized Signature

_____
Printed Name

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Printed Name

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Title

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Title

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Date

_____
Date

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:

• Advise active template management activities and communications associated with the template management reconfiguration, supporting the template management clerical supervisor.

• Advise on best practice workflows and processes for ambulatory referral management and support additional configuration and cleanup efforts for enhancement.

• Provide comprehensive operational knowledge and technical expertise on Oracle Health solutions and associated integrated products and platforms.

• 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 executive officer and 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.

In addition to the above, ECG will conduct a rapid process improvement event using Lean and Six Signa methodologies (including A3 problem-solving and communication tools) to assess targeted initiatives and offer strategic design enhancements and recommendations for:

• Integrating prior authorization platforms (including Experian Prior Authorization) and prior authorization workflows within ambulatory care and assessing the impact of these on referral management.

• Optimizing diagnostic and radiology procedure workflows.

Component A: Template Management Advisory Extension

Time Frame	ECG Key Deliverables
May – June 2025	• Provide targeted guidance to the template management clerical supervisor for the template management team's day-to-day activities. • Advise on scheduling template management workflows and ensure progress in accordance with approved ambulatory care standards. • Advise on template change requests in coordination with VCHCA leadership. • Advise on clinic manager communication strategies. • Advise on scheduling build gap assessments and check that new template management standards are enforced and adopted. • Educate the template management clerical supervisor on technical build functions in partnership with Information Technology Services, reporting, and auditing opportunities to track future success measures.

ECG will not be responsible for the day-to-day management of county employees or team members (e.g., for time and attendance, requests for time off, disciplinary actions, performance evaluations). ECG will support these individuals, as needed, but will not be responsible for the day-to-day management of these individuals and teams.

Component B: Referral Management Support Extension

Time Frame	ECG Key Deliverables
May- July 2025	• Provide subject matter expertise on operational and technical configuration, reporting, and success measures for the referral center. • Support updates to specialty guidelines and governance in collaboration with ambulatory care leadership. • Develop an aged referrals work plan for workable referrals. • In collaboration with VCHCA Information Technology Services, execute the referral management cleanup script to close nonworkable referrals. • Recalibrate and design referral management worklists. • Provide standard worklist training to targeted referral coordinators. • Capture an initial dataset of internal-to-external referrals to assess the accuracy of the leakage rate for external referrals. • Integrate eReferrals data into a Power BI report to track referral leakage.
August- December 2025	• Analyze referral management analytics data with a dependency on provider cleanup, and provide recommendations and education on accurately capturing these types of referral leakage rates. • In collaboration with VCHCA Information Technology Services, configure updates to specialty guidelines into order sets in Oracle Health.

Component C: Prior Authorization

Time Frame	ECG Key Deliverables
May - July 2025	• Assess and evaluate current prior authorization challenges and workflows across ambulatory care. • Recommend best practice authorization workflows and integration platform opportunities for prior authorization, including exploring Experian Prior Authorization and alternative platforms, with a focus on retrieving authorizations for ambulatory care high-volume payers. • Collaborating with ambulatory care leadership and VCHCA Information Technology Services, evaluate prior authorization platform vendor options that would enhance best practices, and offer a formal recommendation for platform selection.
August-September 2025	• Support the handoff for implementing the selected prior authorization platform, including providing ambulatory care design and recommendations to VCHCA Information Technology Services. • Advise and support formal training opportunities on best practices for prior authorization workflows in Oracle Health, including how to integrate authorization points with referrals and diagnostics and radiology procedures.

Component D: Diagnostics and Radiology Procedures

Time Frame	ECG Key Deliverables
June – December 2025	• Assess diagnostic and radiology order workflows, scheduling, and departmental work queues. • Recommend improvements to operational and technical design of diagnostic and radiology order workflows, scheduling, prior authorization, and departmental work queues. • Support technical design and advise on operational improvements to the existing IUR form workflow, enabling digitized orders to scheduling.

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.

The parties will communicate frequently 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 and Andrew Vu will be responsible for overseeing all project activities related to work supported by ECG resources.

- Andrew will participate in monthly Information Technology Steering Committee meetings and any ambulatory care operational committees, as needed and requested by ambulatory care executive leadership, to provide progress updates or discuss and address barriers.

- Andrew will provide subject matter expertise, project management oversight, and strategic advisory services that include Lean and Six Sigma methodologies to assist Information Technology Services, the Project Management Office, and ambulatory care in advisory decisions related to template management, referral management, and operational recommendations. Andrew will partner with the director of clinical informatics to advise project planning, oversight, and handoffs of the Oracle Health and ambulatory care initiatives.

- Jacob Eisler will provide subject matter expertise, support, and recommendations for extension and expansion project components within Oracle Health and third-party solutions. Jacob will support project plan development and tracking and provide updates, risks, or issues to Information Technology Services and ambulatory care leadership. Jacob will assist Andrew and the director of clinical informatics with project planning, oversight, and execution of the Oracle Health and ambulatory care initiatives.

- Additional ECG team members may be assigned to support the work as appropriate.

Under Andrew's direction, Jacob will execute the work that 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 the HCA Director.

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.

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

	Average Hours per Month	Average Monthly Budget
Average Monthly Budget	Andrew Vu: 40 Jacob Eisler: 40	$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 $375,000.