

**AMENDMENT No. 4 TO VENTURA COUNTY
CONTRACT No. 8929
To Provide Consulting Services**

The County of Ventura (County) and OConnor Healthcare Consulting, LLC hereby agree that the agreement identified as Ventura County Contract No. 8929 (Contract) previously entered into by the parties is amended, effective January 1, 2023, as follows:

1. The Contract is hereby extended through December 31, 2023.
2. The Contract not to exceed amount for fiscal year 2023-24 is set at \$210,120.
3. Exhibit "A" is replaced in its entirety with the attached Exhibit "A" dated January 1, 2023.

All other terms and conditions remain the same.

COUNTY OF VENTURA

OCONNOR HEALTHCARE CONSULTING, LLC

Signature

Authorized signature

Printed name

Patrick OConnor

Printed name

Title

Owner

Title

Date

Date

Exhibit "A" dated January 1, 2023

Project Objectives

Contractor understands County is in need of assistance managing the patient revenue cycle within the Health Care Agency (HCA), especially revenue integrity, charge master (CDM) updates, care coordination / utilization management (UM), health information management (HIM), patient access and vendor management. The revenue cycle director position remains unfilled in addition to a revenue integrity director position and CDM manager. Priorities of Contractor are subject to updates as directed by HCA Executive Leadership. HCA Operations Directors, to include patient access services, HIM, UM, and those in need of assistance with respective to CDM updates, will review, evaluate, and implement initiatives and measures to focus on improving revenue cycle workflows and processes, including staff education and training while maintaining a focus on the patient experience. HCA and Contractor will work together to implement improvements with specific emphasis as directed by County.

Contractor will assist HCA in meeting the following goals: year over year increase in cash collections (adjusted for volumes, payor mix and any withholds unrelated to patient financial services activities), maintaining discharged, not final billed accounts (DNFB) held for coding review at or below 4 day average, and maintaining the DNFB held for UM review over bill hold at or below an average of 5 days.

Scope of Work and Contractor Responsibilities

Contractor will provide operations assistance as described above. Contractor will provide diagnostic updates to identify process and net revenue improvement opportunities, with implementation of specific initiatives as directed by County to improve key processes and net revenue occurring concomitantly.

Additionally, as directed by County, Contractor will assist HCA Operations Directors to include those identified above in need of assistance with respective CDM updates, evaluate the current situation, provide recommended improvements, and oversee the implementation of the recommendations that may include, but are not limited to, the following areas:

- Patient access - includes pre-registration, insurance verification, registration, and eligibility.
- Pre-certification/pre-authorization
- Charge capture processes.
- Coding assignment process (including assignment of both hardcoded and soft coded codes).
- Clinical documentation review.
- Case management and utilization management.
- Denial management (denials for med necessity)
- Workflow improvements in the areas identified above.
- Reporting and metrics.

Diagnostic Assessment Approach

Contractor's approach during the diagnostic assessment utilizes Contractors' experience in identifying and implementing focused process and other improvements that yield measurable cash acceleration and additional annual net revenue. Contractors' focus will concentrate on HCA hospitals and ambulatory care clinics.

Implementation Approach

Contractor's approach to implementation is both structured and collaborative. We have found that both elements are critical to sustainable and long-term success.

The implementation approach is structured because the work and results are driven by specific and tangible project work plans, benefit measurement and tracking tools, communication vehicles, coaching and guidance sessions, and continual monitoring. It is also collaborative in that we view this work as a partnership, and we will work with County to achieve results and position HCA for long-term success and sustainability.

Managing change is a large component of facilitating success within a large transformation engagement. Our approach is to facilitate that change through preparation, communication, active listening, and being responsive to individuals and teams as we work through each individual initiative.

County Responsibilities and Project Assumptions

County will provide an executive stakeholder responsible for making management decisions related to this Contract, as may be assigned from time to time by the County. County is responsible for reviewing and accepting or modifying Contractor deliverables. County is responsible for all implementation decisions and for any future action with respect to the matters addressed by Contractor.

County is responsible for the following:

- Assigning an executive sponsor for this engagement.
- Providing HCA senior level leadership for key decisional and update meetings, as warranted.
- Communicating with Contractor about scope of services needed by County.
- Communicating engagement objectives to key stakeholders to encourage idea sharing and collaboration among all functional areas and with Contractor.
- Providing system access for the review of accounts and records.
- Providing a suitable, HIPAA compliant workspace with internet access.
- Coding, charging and billing of all patient claims to third-party payers, and making all determinations on the appropriate charging, coding, billing and rebilling of claims in accordance with all applicable rules and regulations, including but not limited to local, state, federal, and payer specific rules and regulations.
- Ensure Contractor personnel has access to the appropriate systems, staff, and resources to successfully execute the objectives of this Contract.

Engagement Assumptions

The services, fees and delivery schedule for this Contract are based upon the following assumptions, representations or information supplied by either party (Assumptions).

- HCA leadership will set priorities for Contractor based on HCA needs. Examples of areas of focus may include insuring compliance with the No Surprises Act and working with outside auditors to address revenue integrity questions.
- County will provide timely recommendations.
- Contractor will respond to questions and comments in a timely manner.

- Contractor will not be auditing any financial statements or performing attest procedures. Contractor's services are not designed, nor should they be relied upon, to disclose weaknesses in internal controls, financial statement errors, illegal acts or irregularities, or any disclosure deficiencies. It is understood and agreed that Contractor is not providing legal services or a legal opinion to County or any other person or entity on any matters encompassed by this, subsequent change orders from County, or otherwise.
- Implementation of new and revised processes, staff coaching and development, and education.
- It is the intention of both parties to have Contractor assist with implementation services and take the lead for some projects, as requested by HCA leadership.
- At all times, the parties will comply with Centers for Disease Control and Prevention COVID-19 prevention recommendations.

Staffing

Patrick OConnor will have overall responsibility for this Contract. Other staff anticipated to work directly on this project may include the following:

Richard Hibbott, William LaBahn, Marcus Padgett

Additional or replacement healthcare consultants may be assigned to the Contract. Onsite consultants will each be presented and approved or declined in advance by County. It is anticipated that one healthcare consultant will have an onsite presence two to three weeks per month and this schedule may change based on the projects underway and needs of County.

Compensation Schedule

County will pay Contractor an all-inclusive weekly fee of eight thousand four hundred one dollars and eighty cents (\$8,401.80) for services provided by Contractor. For any partial week, Contractor will be paid at the rate of one thousand six hundred eighty dollars and ninety-six cents (\$1680.96) per day. Compensation includes all fees for all services, including travel, meals, incidentals, etc. for all staff assigned. The Contract not-to-exceed amount is four hundred twenty thousand two hundred forty dollars (\$420,240) for fiscal year 2022-23, and two hundred ten thousand one hundred twenty dollars (\$210,120) for fiscal year 2023-24. Payment terms are net thirty (30) days, in arrears for services rendered and upon the receipt of valid and correct invoices. Invoices are to be sent to the following address:

VCMC.AccountsPayable@ventura.org

Or

VCMC Accounts Payable
800 South Victoria Ave., L #4610
Ventura, CA 93009