

Grant Agreement

Grant 6541-TAC

This grant agreement is made by and between the Mississippi Department of Mental Health ("DMH") (grantor) whose address is 239 North Lamar Street, Suite 1101, Robert E. Lee Building, Jackson, Mississippi 39201 and Technical Assistance Collaborative (TAC) ("Grantee"), whose address is 31 St. James Avenue, Suite 950, Boston, MA 02116 on the 1 day of October, 2014 under the following terms and conditions:

1. **Scope of Services** The grantee will perform the scope of services as detailed in Exhibit A.
2. **Grant Period** The period of performance of services under this Grant agreement shall begin on October 1, 2014 and end no later than June 30, 2015.
3. **Consideration** As consideration for the performance of this grant agreement, Grantee shall be paid a fee not to exceed \$300,000.00 in accordance with the terms of this grant. Grantee shall submit monthly DMH cash reimbursement requests for approval by the DMH on or before the 15th day of each month following the month in which the expenses were incurred. The final payment will be held until the scope of work agreed upon in Exhibit A is complete and the final summary of findings and recommendations has been submitted to DMH leadership. It is agreed that, in no event, the total compensation paid to the Grantee will exceed the specified amount contained in this paragraph.
4. **Ownership of Documents and Work Papers** The DMH shall own all documents, files, reports, work papers and working documentation, electronic or otherwise, whether completed or in progress, created in connection with the Project which is the subject of this grant, except for the Grantee's internal administrative and quality assurance files and internal project correspondence. The Grantee shall deliver such documents and work papers to the DMH upon termination or completion of the grant. Documents created for the use in the parties' negotiations, including reports provided by or to TAC, and statements made between the parties and/or TAC regarding this matter are not admissible as evidence because they are confidential and protected by Rule 408 of the Federal Rules of Evidence unless the State and the Department of Justice agree otherwise. The foregoing notwithstanding, the Grantee shall be entitled to retain a set of such work papers for its files. The Grantee shall be entitled to use such work papers only after receiving written permission from the DMH and subject to any copyright protections.
5. **E-Payment** The Grantee agrees to accept all payments in United States currency via the State of Mississippi's electronic payment and remittance vehicle. The Department of Finance and Administration (DFA) agrees to make payment in accordance with Mississippi law on "Timely Payments for Purchases by Public Bodies", Section 31-7-301, et seq. of the 1972 Mississippi Code Annotated, as amended, which generally provides for payment of undisputed amounts by the agency within forty-five (45) days of receipt of the invoice.
6. **Paymode** Payments by state agencies using Mississippi's Accountability System for Government Information and Collaboration (MAGIC) shall be made and remittance information provided electronically as directed by the State. These payments shall be deposited into the bank account of the Grantee's choice. The

State, may at its sole discretion, require the Grantee to submit invoices and supporting documentation electronically at any time during the term of this Agreement. The Grantee understands and agrees that the State is exempt from the payment of taxes. All payments shall be in United States currency.

7. **Availability of Funds** It is expressly understood and agreed that the obligation of the DMH to proceed under this Agreement is conditioned upon the appropriation of funds by the Mississippi State Legislature and the receipt of state and/or federal funds. If the funds anticipated for the continuing fulfillment of the agreement are, at any time, not forthcoming or insufficient, either through the failure of the federal government to provide funds or of the State of Mississippi to appropriate funds or the discontinuance or material alteration of the program under which funds were provided or if funds are not otherwise available to the DMH, the DMH shall have the right upon ten (10) working days written notice to the Grantee, to terminate this Agreement without damage, penalty, cost or expenses to the DMH of any kind whatsoever. The effective date of termination shall be as specified in the notice of termination. (MCA Section 27-104-25(3)). DMH shall have the sole right to determine whether funds are available for the payments or performances due under this grant agreement.

This Grant agreement has been entered into and executed by DMH and Technical Assistance Collaborative hereto as of the day and year first above written.



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Kenneth Leggett, Director of the Bureau of Administration
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EXHIBIT A
SCOPE OF SERVICES
Grant 6541-TAC

Mississippi Children's Behavioral Health System
Scope of Work for System Assessment, Recommendations for Improvement, and
Technical Assistance

As detailed in the August 29, 2014 letter between Mississippi and DOJ, the Technical Assistance Collaborative (TAC) will assess the State's existing service array, including quality, and availability, and make recommendations for necessary improvements in order to address the issues raised in the *Troupe* litigation. Per the letter, it is our understanding that any final settlement between DOJ and Mississippi will contain provisions that address at least the following issues:

1. Wraparound facilitation implemented in fidelity to the national model;
2. Flexible, intensive home and community-based services per national models;
3. Mobile crisis intervention and stabilization for all children who are at serious risk of institutionalization, including those who are receiving intensive home and community-based services;
4. A process through which the State will identify all children who are institutionalized or at serious risk of institutionalization and ensure the availability of these services for the children who need them; and
5. Provisions to expand and improve provider capacity.

Team Members

Suzanne Fields, University of Maryland
Kim Estep, University of Maryland
Ryan Shanahan, University of Maryland
Sheila Pires, University of Maryland
Kelly English, Senior Associate, TAC
Kevin Martone, Executive Director, TAC
Sherry Snyder, Senior Consultant, TAC
Marti Knisley, TAC

Tasks

TAC will engage in the following Tasks in order to assess key elements of Mississippi's children's system and make recommendations for system improvements consistent with the issues identified in the August 29, 2014 letter:

1. Task One: Assessment and Environmental Scan of Mississippi's Service Delivery System for Children with Significant Mental Health Conditions;
2. Task Two: Intensive Planning and Technical Assistance with the Department of Mental Health and the Division of Medicaid;
3. Task Three: Report of Recommendations

Suzanne Fields will serve as the lead expert for TAC for the children's system component of this contract. As part of this engagement, TAC anticipates a combination of on-site and off-site work. On-site work will likely involve two trips per month between October and December, with others added as needed after December. TAC expects to produce a final report of recommendations by January 9, 2015.

It is important to note that our ability to conduct the system and services assessment, make recommendations to inform settlement negotiations between DOJ and the State, and provide technical assistance within these timeframes and consistent with the August 29, 2014 are contingent on the ability of the Mississippi Department of Mental Health and other state agencies to be responsive to requests for information and to produce information that is sufficient to inform our work, and to assist in our gaining access to providers, as well as access to residential treatment facilities.

Task One: Assessment and Environmental Scan of Mississippi's Service Delivery System for Children with Mental Health Conditions

TAC will review all available documents, literature and information related to Mississippi's service delivery and financing system for children with significant mental health conditions. This will include documents from various sources, including the Department of Mental Health, Division of Medicaid, Department of Human Services, Department of Health and the Department of Education. This will also include a record review in order to perform a sample analysis of individuals served in the system through MYPAC and other services to evaluate the appropriateness of services and of admissions and/or rejections to programs in order to assess the overall effectiveness of the system.

TAC will also engage stakeholders in discussions to inform the assessment and recommendations that will be made. With assistance from Mississippi and DOJ, TAC will identify potential stakeholders to be interviewed. Stakeholders may include, but not be limited to, State agency staff (DMH, Medicaid, child welfare, juvenile justice, and education), providers, service recipients and families, law enforcement and the justice system. In order to ensure timeliness, TAC expects that Mississippi DMH will produce requested information and data from various sources, and we will submit a list of information we will need to inform our work. TAC will reach out to stakeholders to regarding stakeholders interviews, but expects that DMH will coordinate and make available appropriate meeting/interview space. TAC expects that State staff will not be present during stakeholder interviews and meetings. Stakeholder interviews will be in group and individual format, and will take place in October and November.

Task Two: Intensive Planning and Technical Assistance with the Department of Mental Health and the Division of Medicaid

TAC plans to engage the Department of Mental Health and the Division of Medicaid (DOM) in a series of intensive planning discussions in order to identify specific areas of strengths and weaknesses in the system. TAC will utilize information learned during the Environmental Scan, knowledge of national best practices and discussions with DMH and DOM to inform this planning. As part of this process, TAC will work with DMH and DOM leadership to devise

strategies needed to effectuate the necessary system reforms. This process will occur simultaneously to the environmental scan and stakeholder interviews.

Task Three: Report of Recommendations

TAC will utilize information learned during the Environmental Scan, knowledge of national best practices and discussions with DMH and DOM to develop a list of actionable, short and long-term recommendations for Mississippi to implement. During this process, TAC will explore the potential opportunities and barriers to implementing these recommendations and will provide technical assistance and consultation to the State about ways to implement these recommendations. TAC will prepare a report that details the recommendations and implementation steps it believes are necessary to achieve the objectives set forth in the August 29 letter. It is our understanding that these recommendations will inform settlement discussions between DOJ and Mississippi.

Based on our experience, recommendations will likely address, at least, the following issues:

1. the development of processes and infrastructure to ensure a System of Care approach, with emphasis on the wraparound model, including well-functioning Child and Family Teams, care coordination, and the provision of flexible and intensive home and community-based services;
2. strategies for family engagement and youth support, including Peers and mentors;
3. application of EPSDT, including specific strategies to improve the screening, assessment and evaluation process for individuals who are already engaged in or may be eligible for services to ensure that they receive services in a timely manner and in the most integrated setting appropriate ;
4. possible modifications to eligibility criteria for various programs and services;
5. modifications to policies, procedures and programs at the state and provider level to ensure provision of needed flexible, intensive home and community-based services;
6. use of evidence-based approaches, including trauma informed care strategies;
7. process to ensure transition of children from institutional to more integrated settings with necessary supports;
8. mechanisms to improve the ability of crisis, mobile crisis and other services to divert individuals from inpatient and other institutional settings;
9. implementation of specific quality improvement and data collection processes with specific data/performance indicators;
10. modification of funding approaches, including to Medicaid state plan and waiver services or the allocation of non-Medicaid resources;
11. provider training and capacity building, including credentialing and credentialing standards, use of tele-health and consultation models, and provider availability and access;
12. outreach and communication strategies for how Medicaid/DMH will “get the word out”; and
13. mechanisms for ongoing collaboration and communication with stakeholders and state agency partners, especially for multi-system involved youth.

Schedule of Activities

ACTIVITY	TIMEFRAME	TASKS
Update Calls with DMH leadership	Weekly	Schedule of day/time TBD
Planning and Coordination Calls with Mississippi and DOJ	Bi-weekly between October 1, 2014 and January 9, 2015. Additional calls to be determined.	DOJ to schedule and host calls. DOJ, MS and TAC to participate.
Document and related background review, including record review and analysis	September 22, 2014 – October 24, 2014	<input type="checkbox"/> TAC to submit initial request for information by October 3 <input type="checkbox"/> TAC to submit additional requests for information as needed. <input type="checkbox"/> MS DMH to coordinate process to send requested information to TAC.
Stakeholder Interviews	Week of October 13th Week of October 27th	<input type="checkbox"/> TAC consultants on-site. <input type="checkbox"/> Exact schedule TBD.
Intensive Planning and TA	Possible On-site: <input type="checkbox"/> Week of October 13th <input type="checkbox"/> Week of October 27th <input type="checkbox"/> Week of November 10th <input type="checkbox"/> Week of November 17th	<input type="checkbox"/> TAC consultants on-site. <input type="checkbox"/> Off-site work to continue upon completion of report, as needed.
Development of Recommendations Report	November 14, 2014 – December 12, 2014	<ul style="list-style-type: none"> • Draft shared by December 12, 2014 • Final report to parties by January 9, 2015

**Scope of Work for Permanent Supported Housing, Adult Mental Health Services and Intellectual and Developmental Disabilities
For the State of Mississippi**

Adult Mental Health and Intellectual and Developmental Disabilities (ID/DD):

As detailed in the August 29, 2014 letter between USDOJ and Mississippi, TAC will provide technical assistance that will address the following areas for persons with serious mental illness:

1. The development of permanent supported housing and the dedicated permanent supported housing fund;
2. The transition of individuals with serious mental illness from institutions to the community using permanent supported housing; and
3. The implementation of intensive supports for individuals with serious mental illness in permanent supported housing, including Assertive Community Treatment.

TAC will also evaluate the State's ID/DD waiver program, make recommendations to improve transitions from institutional to integrated settings and provide recommendations regarding cost effective strategies to achieve the parties goals.

Tasks

TAC will engage in the following Tasks in order to provide technical assistance and recommendations consistent with the areas listed above. As part of this engagement, TAC anticipates a combination of on-site and off-site work. On-site work will occur between October and January. Mississippi will need to identify a point of contact for Supported Housing at DMH and MHC and a point of contact for adult mental health services at the Department of Mental Health (DMH) and Division of Medicaid (DOM). We request that DMH assist TAC in working with MHC and DOM to identify those respective contacts.

It is important to note that our ability to conduct the adult mental health system and services assessment, make recommendations to inform settlement negotiations between USDOJ and the State, and provide technical assistance within these timeframes and consistent with the August 29, 2014 letter are contingent on the ability of the Mississippi Department of Mental Health and other state agencies to be responsive to requests for information and to produce information that is sufficient to inform our work.

Team Composition

Sherry Snyder, Senior Consultant, will serve as Project Coordinator for this project. On behalf of TAC's team, she will be responsible for coordinating project activities, facilitating communication between TAC, State agencies, and USDOJ, and direct technical assistance and system assessment.

Kevin Martone, Executive Director, will be responsible for technical assistance and consultation to leadership at DMH, Medicaid, and other State agencies as needed, as well as direct technical assistance on activities identified in this scope of work.

Marti Knisley, Director National Community Support Initiative, will be responsible for expert consultation on for adult mental health services and supported housing development.

Kelly English, Senior Associate, will provide technical assistance and consultation on Medicaid related activities.

Marie Herb, Managing Director, and Jim Yates, Senior Associate, will provide technical assistance and consultation to the MHC and DMH supported housing staff on supported housing activities, including development of the supported housing bridge rental assistance program.

TAC will engage an expert on ACT to assist in the development of ACT implementation, protocols for fidelity measures, and provider training.

TAC will also retain expertise to assist with the Task associated with evaluation of the ID/DD waiver and services.

Task One: Technical Assistance in the development of permanent supported housing

TAC will utilize the report, *A Statewide Strategy for Integrated Supportive Housing for Mississippi*, and its experience assisting states with the implementation of supported housing as a guide for technical assistance. TAC will address the following areas in its technical assistance:

1. Serve as a resource to the Mississippi Home Corporation in establishing any policies and procedures necessary to function as the central housing organization to meet the affordable housing needs for persons with disabilities;
2. Recommend the organizational processes to manage housing assistance, identify referrals, facilitate the leasing process, and work with landlords and providers;
3. Assist the State with the development of criteria for identifying and prioritizing those eligible for integrated supported housing with the goal of avoiding unnecessary institutionalization and transitioning individuals from institutions. TAC will assist the State to develop a process for it to determine the number of individuals who are in need of supported housing;
4. Provide technical assistance and consultation to help design and make operational a state funded bridge rental assistance program, including recommendations for growth of the program;
5. Assist the State with developing the role of an ISH Coordinator and Housing Support Specialist positions identified in the *A Statewide Strategy for Integrated Supportive Housing for Mississippi* report;
6. Consult with the statewide, ISH Planning Committee on its scope of activities, including the development of a three-year strategic housing plan (e.g. who will write the plan; information to be included in plan; who should be involved in providing input to the plan; and processes for ongoing stakeholder engagement);
7. Assist the State in preparing to apply for the HUD Section 811 program, should federal funds become available;
8. Provide recommendations to the MHC and other agencies to maximize the use of the Low Income Housing Tax Credit Program and other affordable housing programs to create integrated supported housing opportunities for the target population;

9. Assist the State in developing a strategy to work with Public Housing Authorities, including establishing preferences at PHAs in order to target Section 8 and Public housing resources to help meet its community integration objectives;
10. Assist DMH in educating key decision makers about funding for supported housing and related support services, including the Governor's Office, legislative staff, the Mental Health Board and others;
11. Guidance to DMH and MHC to ensure that the supported housing that the State creates or facilitates the availability of and access to as a result of its efforts is consistent with integrated settings as defined in the August 29th letter.

Task Two: Environmental Scan of services and funding to support individuals in integrated community settings

TAC will review the current services and financing to understand the ability of the system to serve people in integrated settings as defined in the August 29th letter. TAC will review available documents, literature and information related to Mississippi's service delivery and financing system for adults with serious mental illness. This will include documents from various sources, including the DMH, DOM, and any other state and national sources. In order to ensure timeliness, TAC expects that Mississippi DMH and other State agencies will produce requested information and data from various sources, and we will submit a list of information we will need to inform our work. As part of this Task, TAC will conduct a limited analysis of aggregate Medicaid and non-Medicaid data regarding the number of individuals served in programs and settings such as Assertive Community Treatment (ACT), case management, residential services, adult mental health crisis services, and inpatient treatment. As a component of this Task, TAC will review the service definitions and operational standards for adult mental health treatment. Further, TAC will review the processes in place to ensure quality services and positive outcomes for individuals transitioning out of institutions.

TAC will also engage stakeholders in discussions to inform the assessment and recommendations that will be made. With assistance from Mississippi and DOJ, TAC will identify potential stakeholders to be interviewed. Stakeholders may include, but not be limited to, State agency staff, providers, service recipients and families, law enforcement and the justice system. TAC will reach out to stakeholders regarding stakeholders interviews, but expects that DMH will coordinate and make available appropriate meeting/interview space. TAC expects that State staff will not be present during stakeholder interviews and meetings. Stakeholder interviews will be in group and individual format, and will take place in November and December.

Task Three: Technical Assistance on Services and Financing

TAC will engage the DMH, DOM and MHC in a series of intensive planning discussions to devise strategies to make system changes to better support adults with serious mental illness in integrated settings. TAC will utilize information learned during the Environmental Scan, knowledge of national best practices and discussions with DMH and DOM to inform this planning. TAC will provide the following technical assistance activities:

1. Assist DMH to ensure the success of the ACT model;
2. Recommend possible modifications to eligibility criteria for various programs and services, including ACT and supported housing;

3. Assist DMH with developing a process to determine the need for ACT and supported housing;
4. Consult with DMH and DOM on budget development, including how resources should be allocated to services and recommend possible modifications to Medicaid state plan services;
5. Recommend modifications to policies, procedures and programs to ensure efficient referral, linkages and lease up in supported housing arrangements and that these are consistent with the strategies being identified in Task One to develop integrated supported housing;
6. Recommend modifications to policies, procedures and programs at the State and provider level to ensure improved access to flexible, intensive home and community-based services, including during the transition planning process for individuals in institutional settings;
7. Recommend mechanisms to improve the ability of crisis, mobile crisis and other services to divert individuals from inpatient and other institutional settings;
8. Consultation on implementation of specific quality improvement and data collection processes including making recommendation about specific data/performance indicators;
9. Guidance on provider training and capacity building, including credentialing and credentialing standards, use of tele-health and consultation models, and provider availability and access;
10. Consultation on ongoing collaboration and communication strategies with stakeholders and state agency partners.

Task Four: Review of State Waiver Program and Services for Individuals with Intellectual and Developmental Disabilities

TAC will conduct a limited evaluation of the State's ID/DD waiver program and provider capacity and make recommendations to improve transitions from institutional to integrated settings and cost effective strategies to achieve the parties' goals.

Task Five: Summary of Technical Assistance Activities

TAC will prepare a summary report of technical assistance activities provided between October 1, 2014 and March 31, 2015. The report will describe the types of technical assistance and consultation provided, as well as, a summary of the initial accomplishments and key recommendations made to the State regarding:

1. The development of permanent supported housing and the dedicated permanent supported housing fund;
2. The transition of individuals with serious mental illness from institutions to the community using permanent supported housing;
3. The implementation of intensive supports for individuals with serious mental illness in permanent supported housing, including Assertive Community Treatment; and
4. Cost effective strategies regarding the transition of individuals with intellectual and developmental disabilities from institutional to integrated community settings.

Schedule of Activities

ACTIVITY	TIMEFRAME	TASKS
Update Calls with DMH leadership	Weekly	Schedule of day/time TBD
Planning and Coordination Calls with Mississippi and DOJ	Bi-weekly between October 6, 2014 and January 9, 2015. Additional calls to be determined.	DOJ to schedule and host calls. DOJ, MS and TAC to participate.
Document and related background review for adult mental health services	September 22, 2014 – October 17, 2014	<input type="checkbox"/> TAC to submit initial request for information by October 10 <input type="checkbox"/> TAC to submit additional requests for information as needed. <input type="checkbox"/> MS DMH to coordinate process to send requested information to TAC.
Stakeholder Interviews for adult mental health services	Week of October TBDth Week of November TBDth	<input type="checkbox"/> TAC consultants on-site. <input type="checkbox"/> Exact schedule TBD.
Technical Assistance for Supported Housing	November – January consultation with DMH and MHC (Weeks TBD)	<input type="checkbox"/> TAC consultants on-site. <input type="checkbox"/> Exact schedule TBD. <input type="checkbox"/> Telephone TA and Consultation TBD
Technical Assistance for Adult Mental Health Services and Intellectual and Developmental Disabilities	Weeks TBD in consultation with DMH	<input type="checkbox"/> TAC consultants on-site. <input type="checkbox"/> Exact schedule TBD. <input type="checkbox"/> Telephone TA and Consultation TBD
Development of Summary Report	January 2, 2015 – February 27, 2015	<ul style="list-style-type: none"> ● Draft shared by February 27, 2015 ● Final to parties by March 31, 2015