

Optimal Data Set

Purpose/Background

Pinellas County (County) engaged KPMG in December 2019 to undergo a three-month project to scan the behavioral health system, interview stakeholders, review leading practices, and deliver to the County a new vision to improve the system of care around behavioral health in Pinellas. This led to the strategic report, “Elevate Behavioral Health,” which outlined recommendations to move the County in a new direction in patient-centric services, enhanced governance, funding, and performance management aimed at improved outcomes for the County’s residents.

KPMG’s report provided two foundational recommendations to transform Behavioral Health Services in Pinellas County:

1. Establish a systemic performance management approach collectively with all funders and contractual Optimal Data Set (ODS) requirement for all providers
2. Establish a robust Coordinated Access Model with a 1-800 number, standardized screening, triage, and scheduling practices, and evaluation of current provider systems

After the delivery of the report, KPMG worked with Pinellas County to develop a deeper understanding of the required activities to successfully define and implement an Optimal Data Set (ODS). This collaboration has included benchmarking, leading practice research, cost and needs analysis, and workshops with Human Services and KPMG staff. Based on the outputs of these workshops KPMG has developed the following year one Statement of Work for establishing an Optimal Data Set and building a Coordinated Access Model of behavioral health care.

The Benefits of an Optimal Data Set (ODS)

Recommendation 1: Establish a **systemic performance management approach** in terms of access, quality, capacity, productivity, and outcomes—grounded on an **Optimal Data Set (ODS)** across all providers—allowing for benchmarking comparison and trend analysis. This requires establishing a contractual ODS requirement for all providers arising from collective development of an ODS with behavioral health funders within the County.

The ODS is a performance management tool that defines the most important indicators for tracking and reporting. The ODS defines required indicators, establishes common definitions for data elements and terms, and specifies the methodology for data collection (e.g. data sources) and reporting (e.g. frequency). In doing so, the ODS promotes evidence-based decision-making and future state system planning. Specifically, the ODS is designed to enable:

- **A comprehensive view of the client journey across the Behavioral Health System:** With this high-quality data, the County can conduct organizational or national comparisons, trend analysis, or data-driven decision-making and future state planning.
- **High quality data and better outcomes:** By better tracking and understanding capacity, access, and quality challenges, Pinellas County can better allocate the right number of resources to address pressures across the Behavioral Health System.
- **Continuous improvement:** The ODS is not intended to be a point-in-time approach to data collection, but rather drive intelligent continuous improvement through prioritization and implementation of change initiatives.

ODS overview

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The project will involve the following four interwoven work streams:

1. *Project Mobilization*
2. *ODS Development*
3. *Performance Based Contracting*
4. *Data Warehouse Development and Launch*

Activities and Deliverables

1. *Project Mobilization*

Objective: — Formally open the project, build buy-in and momentum, and mobilize the key stakeholders.
Activities: Work with County and Central Florida Behavioral Health Network (CFBHN) to — Establish working groups & project charter — Initiate development of communications strategy
Deliverables: — Comprehensive project plan approved by client
Timing: 3 weeks

2. *ODS Development*

Objectives: — Facilitation and assistance, led by Vivian Demian, to the Pinellas County Data Collaborative and the Central Florida Behavioral Health Network with ODS development — Provide the foundational components for successful implementation of ODS

Activities:

- 6-8 Workshops with providers and other relevant data source organizations to develop ODS (workshops to be detailed in Project Plan deliverable referenced above). Workshop outputs to include:
 - Defined priority indicators
 - Development of indicator description, calculation, and inclusion/exclusion criteria for the Optimal data set
 - Identification of data elements required for indicator calculations
 - Development of a data model to define the categories of data elements as well as their relationships.
 - Defined data elements by reviewing current standards of care defined by the county and its providers to agree upon common reporting structures and outcome measurements.
 - Identification of technology/reporting gaps and requirements needed to address gaps in reporting at the provider level

Deliverables:

- A draft Optimal Data set [with process, quality, and capacity indicators] ready for County approval and pilot testing phase
- ODS communication and change management plan (for front line staff, physicians, providers, and external partners)
- A jurisdictional & leading practice scan identifying metrics, published Standards of Care in use by comparable jurisdictions, and performance requirements for County consideration

Timing: 16 weeks

3. Performance Based Contracting:

Objective:

- Support the County and its counsel in coordination with CFBHN in identifying performance targets and other commercial parameters as needed to enable a more robust performance-based contracting structure.

Activities:

- Hold 3 workshops with County and CFBHN that will inform implementation plan for performance-based contracting. Workshops will:
 - *Define* parameters for performance-based structure that County and CFBHN can work with their counsel to incorporate in future contracts
 - *Identify options* to tie in ODS' enhanced reporting and performance-based measures and incentivize innovation and effectiveness by service providers.
 - *Identify options to enable the County* to react to underperformance, inefficiency, or success in a timely manner with the right levers, including both penalties and incentives.

Deliverables:

- Summary of performance-based metrics, incentive and penalty structures, and enhanced reporting parameters for consideration by County and its counsel in future performance-based contracting

Timing: 12 weeks

4. Data Warehouse Development and Pilot

Objectives:

- Develop a data warehouse designed to allow the County to access a consolidated view of performance-based data to facilitate data-driven decision-making going forward beyond the Contractor's involvement

Activities:

- Prior to beginning work the consultant will develop the specific technical requirements to be developed and signed off by the client – this will include but is not limited to establishing specifically the number of reports, number of users, security criteria and underlying technical system requirements and limitations. The framework will also establish the specific requirements of the client.
- Develop data warehouse framework to input multi-agency data templates
- Develop Dashboard reports, dashboards, and apps to be read from data warehouse
- Develop interface dashboard for data views and manipulation for drill-down, filtering, export, and sharing by leveraging the Dashboard platform.
- Identify key data systems and develop extract-transform-load (ETL) programs to extract data.
- Develop a data warehouse schema to represent multiple data sources
- Prepare data warehouse schema to client's Data storage environment
- Develop and deploy Dashboard reports, dashboards, and apps to client environment; provide access to necessary users
- KPMG will support county in its deployment and testing of the dashboard for a period not to exceed 60 days once the client has signed off on its functionality per the agreement at the outset of the workstream starting

Assumptions

- Client will provide access to Data storage and Dashboard environments to be access by KPMG personnel. KPMG will provide a list of personnel who will need access to the environment. KPMG will also provide documentation needed to support access according to client policies and procedures.
- Client will provide KPMG with operational guidelines and policies for operating within their cloud environment. Client will also provide the list of necessary software, requirements, and limitations to access their environment.
- Client will furnish KPMG with applicable policies and procedures on data security and data privacy for data anticipated to be used within the data warehouse and Dashboard.
- Client will be responsible for the accuracy and quality for the data provided to KPMG. The client will be responsible to review the data quality for the data warehouse and Dashboard reporting and will provide sign-off for acceptance.
- Client will conduct testing of Dashboard reports, dashboards, and apps and will provide sign-off for acceptance.
- Client will review planned data warehouse schema and provide sign-off for acceptance.

— Client will provide access to metadata that provides information on naming conventions, data schema, and descriptions of data fields.
Deliverables:
— Data warehouse built on Data storage platform with interface to dashboard dashboard.
— Data warehouse database and supporting schematics
— ETL scripts to extract data from key systems and load to data warehouse database
— Dashboard report files
Timing: 20 weeks

Work Stream	Projected Hours	Timeframe (*work streams overlap)	Projected cost estimate based on \$368.47 hourly rate
Project Mobilization	140	3 weeks	\$51,585
ODS Development	450	16 weeks*	\$165,811
Plan for implementing performance-based contracting	300	12 weeks*	\$110,541
Data Warehouse Development & Pilot Launch	602	20 weeks	\$221,818
Projected Total	1492	32 weeks	\$549,755

ODS Period of Performance & Projected Timeline

The KPMG team will support the County’s ODS Year One Project for a period of 8 months, 32 weeks.

The expected work products and activities detailed above will be delivered across an 8-month (32 week) timeframe. This work plan is dependent on the County client availability, data availability and support in coordinating engagement with relevant stakeholders. (Dates subject to contract process and County contract acceptance for start date).

Project	Key Activities	Timeline by Month*							
		1	2	3	4	5	6	7	8
Optimal Data Set	✓ Develop Optimal Data Set (e.g. indicators, common definitions, methodology)	█	█	█	█				
	✓ Plan for implementing performance-based contracting				█	█	█		
	✓ Develop and pilot data warehouse and analytical dashboards				█	█	█	█	█

*Schedule will pause on December 18, 2020 and resume on January 4, 2021 to adjust for holiday closures.

ODS Staffing and Fees

For successful implementation of the Optimal Data Set, KPMG will provide a dedicated team with specialized capabilities, including but not limited to:

- Jurisdictional behavioral health experience
- National leading practices alignment
- Data storage, analytics, governance and management experience
- Project management

Resource*	Role	Projected Hours
Bill Zizic, Managing Director	KPMG Project Executive	75
Brendan Davis	Engagement Director	100
Vivian Demian	ODS Technical & Facilitation Lead	213
Tom Schenk	Data Science & Analytics Director	150
KPMG Manager	Project Manager	320
Senior Associate	Data Analyst	334
Associate	Project Support	300
Total Billable Fees	\$549,755	1492

KPMG pricing is competitive and consistent with the high-quality service you would expect from our professionals. Further, we believe long-term business relationships are based on strong professional association, mutual professional respect, and reasonable fees for professional services. The rates include all overhead costs. The total rate is significantly discounted from our published, standard rates.

The overall fee structure for the Optimal Data Set engagement is \$555,000 flat fee for the work described herein for work contemplated in the first year of support. We reserve the right to flex the hours above across all workstreams to accomplish the aforementioned work.

* Client expressly authorizes staffing from KPMG Canada

Other Matters:

KPMG's services as outlined in this proposal constitute an advisory engagement conducted under the American Institute of Certified Public Accountants ("AICPA") Standards for Consulting Services. Such services are not intended to be an audit, examination, attestation, special report or agreed-upon procedures engagements as those services are defined in AICPA literature applicable to such engagements conducted by independent auditors. Accordingly, these services shall not result in the issuance of a written communication to third parties by KPMG directly reporting on financial data or internal control or expressing a conclusion or any other form of assurance. In providing these services, KPMG will undertake no role or view that could be considered public policy advocacy or lobbying.

The Department understands and acknowledges that KPMG is prohibited from giving legal advice or performing legal services of any kind or nature and that any services to be provided by KPMG hereunder shall not include or be construed to include the provision by KPMG of legal advice or legal services. KPMG personnel will work under the direction of the Department and its legal counsel regarding the specific legal and regulatory requirements under which the Department operates.

KPMG Canada will have no contact with government officials in the United States external to the client in providing services related to this engagement. KPMG Canada agrees to comply with all ethics and gift laws in Canada and in the United States, including but not limited to the Foreign Corrupt Practices Act.

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**Systems Implementation Addendum for
State and Local Government Engagements**

This Systems Implementation Addendum (“**SI Addendum**”) amends the appended agreement (“**Contract**”) by and between the County and KPMG LLP (“**KPMG**”). In the event of a conflict between the provisions of this SI Addendum (on the one hand) and the provisions of the Contract (on the other hand), this SI Addendum will govern. Any capitalized term not defined in this SI Addendum will have the meaning ascribed to it in the Contract (as applicable).

1. **Definitions.** “**Deliverables**” means, for purposes of this SI Addendum, items identified in the Contract for delivery in connection with the systems implementation services described in the Contract (“**SI Services**”). “**KPMG Property**” includes, without limitation, (i) any connectors or tools created by KPMG to move data; (ii) as between KPMG and the County, any modifications, enhancements, improvements, or derivative works made to, and ideas, concepts, methodologies, tools, or techniques relating to, any Third-Party Materials that result from the SI Services, subject to the rights of the provider of such Third-Party Materials; (iii) components, programs, systems, analysis, frameworks, documentation, drawings, configuration techniques and specifications, owned by or licensed or leased to KPMG or KPMG’s affiliates or related entities, and any modifications, enhancements, improvements, or derivative works made to, and ideas, concepts, methodologies, tools, or techniques relating to, the same. “**County Materials**” means any and all materials, facilities, network, hardware, systems, software, data, and other equipment and information, that in each case is owned by or licensed or leased to the County (including any Third-Party Materials), to which KPMG is provided with access in connection with the SI Services and that may be used by KPMG in providing the SI Services and Deliverables pursuant to the Contract. “**System Configuration**” means Third-Party Materials as configured by the SI Services. “**Third-Party Materials**” means third-party hardware, software, and other third-party items used by or provided to KPMG in connection with the SI Services.
2. **Use of County Materials and Acceptance.**
 - a. With respect to any County Materials to which KPMG is provided with access in connection with the SI Services, the County hereby grants to KPMG a non-exclusive, transferable, sub-licensable, paid-up, royalty-free right and license to use, copy, modify, make derivative works of, and transmit such County Materials to the extent necessary for KPMG to provide the SI Services to the County.
 - b. Upon delivery of a Deliverable or System Configuration to the County, the County shall review the Deliverable or System Configuration in accordance with any acceptance procedure and within any acceptance period specified in the Contract, unless no such acceptance procedure or acceptance period is specified, in which case the acceptance procedure therefor shall be as set forth in this SI Addendum and the acceptance period shall be within ten (10) business days of delivery. The County may reject the Deliverable or System Configuration within the applicable acceptance period by providing to KPMG a notice of rejection (“**Rejection Notice**”) specifying a list of material non-conformities with the specifications set forth in the Contract (the “**Specifications**”). To be effective, the Rejection Notice shall be in writing (email being acceptable) and sent to the KPMG point of contact specified in the Contract or otherwise identified to the County in writing by KPMG. KPMG shall then conform the Deliverable or System Configuration to the Specifications and resubmit it to the County for review and acceptance in accordance with this Section 2(b) (“**Work-Out Period**”). This process shall continue until the Deliverable or System Configuration is accepted; provided that, in the unlikely event the Deliverable or System Configuration has not met the Specifications after three Work-out Periods, then (unless the Parties otherwise mutually agree in writing),
 - (i) the Contract will automatically terminate upon the expiration of the final Work-Out Period, (ii) KPMG will promptly provide the County with a refund of any amounts paid by the County for the System Configuration or Deliverables that, at the time of termination, have not met the Specifications, and (iii) the County will promptly return such Deliverables or System Configuration to KPMG. The Deliverable or System Configuration will be deemed accepted when the applicable acceptance period has expired without KPMG receiving an effective Rejection Notice, or when the County uses such Deliverable or System Configuration (notwithstanding any rejection of such Deliverable or System Configuration) in a production environment, whichever occurs first.
 - c. This Section 2(c) shall only apply, and in lieu of Section 2(b), if the Contract specifies that the engagement will employ an agile development methodology. Upon delivery of a Deliverable or System Configuration to the County for each sprint, the County shall review the Deliverable or System Configuration in accordance with the stakeholder feedback and work stream alignment detailed in the Contract or in writing by the parties at the sprint planning

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sessions and any acceptance procedure and within any acceptance period specified in the Contract, unless no such acceptance procedure or acceptance period is specified, in which case the acceptance procedure therefor shall be as set forth in this SI Addendum and the acceptance period shall be within ten (10) business days of delivery. The County will participate in sprint planning sessions at the start of each sprint to agree upon priorities of tasks in the backlog to be completed in the next sprint. The County will participate in sprint retrospective sessions at the end of each sprint to review the work that was completed and may reject the Deliverable or System Configuration within the applicable acceptance period by providing to KPMG a notice of rejection (“**Rejection Notice**”) specifying a list of material non-conformities with the specifications set forth in the Contract or as requirements agreed at the sprint planning sessions and work stream alignment (the “**Specifications**”). To be effective, the Rejection Notice shall be in writing (email being acceptable) and sent to the KPMG point of contact specified in the Contract or otherwise identified to the County in writing by KPMG. KPMG shall then conform the Deliverable or System Configuration to the Specifications before the next sprint, or during the next sprint as mutually agreed, and resubmit it to the County for review and acceptance in accordance with this Section 2(c) (the “**Work-Out Period**”) either before the next sprint, or after the next sprint as mutually agreed. This process shall continue until the Deliverable or System Configuration is accepted; provided that, in the unlikely event the Deliverable or System Configuration has not met the Specifications after three Work-out Periods, then (unless the Parties otherwise mutually agree in writing), (i) the Contract will automatically terminate upon the expiration of the final Work-Out Period, (ii) KPMG will promptly provide the County with a refund of any amounts paid by the County for the System Configuration or Deliverables that, at the time of termination, have not met the Specifications, and (iii) the County will promptly return such Deliverables or System Configuration to KPMG. The Deliverable or System Configuration will be deemed accepted when the applicable acceptance period has expired, or the next sprint begins, without KPMG receiving an effective Rejection Notice; or when the County uses such Deliverable or System Configuration (notwithstanding any rejection of such Deliverable or System Configuration) in a production environment, whichever occurs first.

3. Warranties and Disclaimers.

- a. KPMG warrants to the County that, for a period of ninety (90) days after acceptance thereof, the System Configuration as delivered by KPMG will conform to its Specifications in all material respects; provided that KPMG’s warranties and obligations under this Section 3(a) shall not apply to the extent the non-conformity arises out of (i) use of the System Configuration other than in accordance with applicable documentation or instructions, (ii) any alteration, modification, or revision of the System Configuration not expressly authorized in writing by KPMG, or (iii) the underlying County Materials (including any updates and upgrades thereto). Any claim for breach of KPMG’s warranties set forth in this section or any other claims for breach of warranty with respect to the System Configuration’s failure to conform to its Specifications in all material respects must be made by written notice to KPMG within ninety (90) days after acceptance of the System Configuration. With respect to any circumstances alleged to give rise to such a breach of warranty, the County’s exclusive remedies, and KPMG’s entire liability, shall be, at KPMG’s option, (i) the repair and replacement of the System Configuration or (ii) the refund to the County of the amount paid to KPMG for the non-conforming System Configuration; provided that the County shall promptly return to KPMG all Deliverables to which the refunded amounts relate and shall have no further right to use the System Configuration or any such Deliverables in the System Configuration or otherwise.
- b. The County represents, warrants and covenants to KPMG that (i) the County has obtained all consents, permits, licenses, and other approvals required (if any) for KPMG to perform the SI Services and to use the County Materials in accordance with the license granted in Section 2(a), (ii) KPMG’s exercise of its rights under Section 2(a) with respect to County Materials, excluding Third-Party Materials, will not infringe, misappropriate, or otherwise violate the rights of any third party, or violate any applicable law, rule, regulation, or other official government release, and (iii) the County will use the System Configuration in accordance with applicable law.
- c. **EXCEPT AS EXPRESSLY STATED IN THIS SECTION 3, KPMG EXPRESSLY DISCLAIMS AND MAKES NO WARRANTIES OF ANY KIND OR NATURE WITH RESPECT TO THE SI SERVICES, COUNTY MATERIALS (INCLUDING THIRD-PARTY MATERIALS), DELIVERABLES, SYSTEM CONFIGURATION, OR OTHERWISE, EXPRESS OR IMPLIED, INCLUDING WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR USE, OR NON-INFRINGEMENT, OR THE APPROPRIATENESS OF COUNTY OR THIRD-PARTY SPECIFICATIONS.**

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d. The SI Services may include providing assistance to the County with the County's procurement of Third-Party Materials. Unless otherwise expressly stated in the Contract, the County will license or purchase such Third-Party Materials directly from the vendor or reseller (which may be an affiliate of KPMG). The County retains sole responsibility for compliance with the license terms governing such Third-Party Materials, the selection of such Third-Party Materials, and, unless the Contract expressly specifies otherwise, the payment therefor. If KPMG agrees in the Contract to provide any Third-Party Materials, such THIRD-PARTY MATERIALS ARE PROVIDED ON AN "AS IS" "AS AVAILABLE" BASIS WITHOUT WARRANTY FROM KPMG, with the exception of any manufacturers' or licensors' warranties which KPMG is able to arrange for the County's benefit. KPMG and its subcontractors reserve the right to retain ancillary benefits, including credits, rebates, or referral fees, they may receive relating to such Third-Party Materials, regardless of whether the County pays for such Third-Party Materials directly, on a pass-through basis, or otherwise. The County agrees that the retention of such benefits shall not constitute a conflict of interest.

4. Deliverables.

- a. KPMG shall own all right, title and interest in and to any Deliverables or System Configuration produced under this SI Addendum, including any modifications, enhancements, improvements, or derivative works of any County Materials, whether developed by or on behalf of KPMG solely or both parties jointly, but not any County Materials as they exist prior to the performance of the SI Services (subject to the license to KPMG granted under Section 2(a) above). Upon full and final payment by the County of all amounts due under the Contract, KPMG hereby grants to the County a perpetual, non-exclusive, non-transferable, paid-up, royalty-free right and license to use, copy, modify, make derivative works of, distribute, display, and perform the Deliverables or System Configuration, solely for the County's own internal business purposes and subject to any other restrictions specifically set forth in the Contract. Except as expressly provided in this Section 4, the County may not sell or license, sublicense, assign, or transfer, in whole or in part, the Deliverables or System Configuration, including any KPMG Property contained therein.
- b. Notwithstanding anything herein or in the Contract which may be construed to the contrary, the County agrees that nothing in this SI Addendum or the Contract shall prevent KPMG from using any generalized knowledge, experience, know-how, or any of the ideas, concepts, methodologies, tools or techniques derived from or discovered during the provision of the SI Services performed under the Contract that are not unique to the County (collectively, "**Residual Knowledge**") to perform similar services and develop similar work product, results, or technology as that performed and developed under the Contract. KPMG reserves the right to use, disclose, reproduce, sublicense, modify, prepare derivative works from, perform, and display its Residual Knowledge, subject to the obligations of confidentiality set forth in the Contract.

5. Changes and Adjustment Events.

- a. The parties acknowledge and agree that the occurrence of any of the following events (each, an "**Adjustment Event**") may require an extension in the schedule, modification of the scope of the SI Services, and/or increase in the fees and expenses set forth in the Contract: (i) a failure by any of the County Parties and/or their vendors to perform any of their respective responsibilities in a timely manner, including the supply to KPMG of Third-Party Materials or adequate resources and information; (ii) any assumption in the Contract not being fully realized; or (iii) the County's failure to timely obtain pursuant to Section 3(b) or (c) (as applicable) all of the consents, permits, licenses, and other approvals necessary for KPMG to provide the SI Services. In the event an Adjustment Event occurs or the parties agree to change the scope of SI Services, the parties agree to amend the Contract to reflect such change.
- b. Notwithstanding Section 5(a) above, if any delays or deficiencies in the SI Services, or with respect to the Deliverables or System Configuration, occur as a result of an Adjustment Event, the scheduled completion date under the Contract for the affected SI Services, Deliverables, and/or System Configuration shall be extended to the extent of any such delays or deficiencies, and KPMG shall not incur any liability to the County as a result of such delays or deficiencies.