

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 3.37
(ID # 25198)

MEETING DATE:
Tuesday, November 05, 2024

FROM : PUBLIC SOCIAL SERVICES

SUBJECT: DEPARTMENT OF PUBLIC SOCIAL SERVICES (DPSS): Ratify and Approve Amendment No. 4 to the First Amended and Restated Professional Services Agreement DPSS-0004398 with Simpler North America, LLC for Lean Leadership and Delivery Support for Integrated Services Delivery Model to increase the FY 24/25 budget amount from \$1,000,000 to \$1,650,908 effective July 1, 2024; All Districts. [Total Increase \$650,908; up to \$330,182 in additional compensation; 5% State, 95% County (Dept. Budget)]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Ratify and Approve Amendment No. 4 to the First Amended and Restated Professional Services Agreement DPSS-0004398 with Simpler North America, LLC. for Lean Leadership and Delivery Support for Integrated Services Delivery Model to increase the FY 24/25 budget amount by \$650,908 from \$1,000,000 to \$1,650,908 effective July 1, 2024; and authorize the Chair of the Board to sign the Amendment on behalf of the County; and
2. Authorize the Purchasing Agent, in accordance with Ordinance 459, based on the availability of fiscal funding and as approved as to form by County Counsel to: (a) to issue a Purchase Order for any goods and/or services rendered. (b) sign amendments that exercise the options of the Agreement DPSS-0004398 including modifications of the statement of work that stay within the intent of the agreement; and (c) sign amendments to the compensation provisions that do not exceed the sum total of twenty percent (20%) of the total aggregate cost of the agreement.

ACTION:Policy


Charity Douglas, DPSS Director 10/10/2024

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Jeffries, seconded by Supervisor Gutierrez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Gutierrez
Nays: None
Absent: None
Date: November 5, 2024
xc: DPSS

Kimberly A. Rector
Clerk of the Board

By: 
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$650,908	\$0	\$650,908	\$0
NET COUNTY COST	\$0	\$0	\$0	\$0
SOURCE OF FUNDS: FY 24/25 - State 5%, County (Dept. Budget) 95%			Budget Adjustment:	No
			For Fiscal Year: 24/25	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

Simpler North America, LLC (Simpler) has provided Lean Leadership and Delivery Support services to the Integrated Service Delivery (ISD) effort since December 2022, including the following: coaching and facilitating for the multi-departmental ISD workgroups on how to use consistent lean thinking, tools, methods, and principles; guiding ISD to apply lean-management measures in the development of a methodology to continually improve and sustain ISD goals and outcomes during the pilot and align approaches for efficiency and effectiveness; coaching multi-departmental design processes as well as staff implementing new or improved processes. Simpler has also coordinated the ISD process improvement efforts with other county departments and Inland Empire Health Plan (IEHP). Simpler has provided critical strategic guidance to the Office of Service Integration and executive leadership across participating departments.

Simpler services are tracked by ISD in collaboration with DPSS to oversee all services and billing reconciliations for services. Memorandums of Understanding (MOUs) with County agencies provide additional tracking mechanisms.

The Agreement #DPSS-0004398 was procured through an active United States General Services Administration (GSA) Federal contract (GS-10F-0359S) and approved by the Board of Supervisors, Agenda Item 3.31 on December 13, 2022. The First Amended and Restated Agreement was approved by the Board of Supervisors, Agenda Item 3.26 on September 26, 2023, and replaced the original agreement in its entirety. The Amendment No. 1 to the First Amended and Restated Agreement was executed under Purchasing Agent authority on February 29, 2024 and incorporated the maximum allowable twenty-percent additional compensation approved by the Board of Supervisors in the amount of \$828,748 for FY 23/24. The Amendment No. 2 to the First Amended and Restated Agreement was approved by the Board of Supervisors, Agenda Item 3.23 on April 9, 2024 and incorporated increased spending of \$495,252 for FY23/24. The Amendment No. 3 to the First Amended and Restated Agreement was executed under Purchasing Agent authority on June 5, 2024 to increase spending in the amount of \$1,068,000 under the allowable additional compensation approved.

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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The requested Board action will ratify and approve Amendment No. 4 to the First Amended and Restated Professional Services Agreement DPSS-0004398 with Simpler North America, LLC for establishment of a consistent cross-departmental Lean Leadership and Delivery Support for Integrated Services Delivery Model. The total amended cost for FY 24/25 is \$1,650,908, which is an increase of \$650,908 from \$1,000,000. This Amendment will extend services for the ISD initiative to include minor scope of service changes and will increase the ISD budget by \$500,000. This amendment will also extend the services for Office on Aging and will increase the budget by \$150,908.

Impact on Residents and Businesses

Counties support and maintain an array of services such as public infrastructure, transportation, economic development, keeping residents healthy, ensuring public safety to protect our citizens and implementing a broad array of federal, state and local programs in a cost-effective and efficient manner. These services are designed to improve the efficiency and effectiveness of services for residents in the County of Riverside. All residents and businesses will benefit from improving and connecting those resources to create a healthy, vibrant, and safe community.

In addition, on December 7, 2021 (agenda item 3.34), the Board approved Resolution No. 2021-180 to develop an “integrated and comprehensive county health and human services system” per California Welfare and Institutions Code (WIC) § 18991 - 18991.4. This initiative, known as ISD, aims to incorporate the work, service provision, and data of multiple County departments and various community-based organizations into an integrated system aimed at serving vulnerable, high-need residents. An integrated system will provide a streamlined approach to accessing services, providing referrals, engaging with clients, and will increase service coordination and reduce service duplication.

Additional Fiscal Information

The total payments to Simpler North America, LLC for Lean Leadership and Delivery Support for Integrated Services Delivery Model for a total aggregate amount of \$8,186,470 shall not exceed:

FISCAL YEAR PERIOD	TOTAL PAYMENT
December 15, 2022 through June 30, 2023	Actual expenditures: \$999,822
July 1, 2023 through June 30, 2024	Not to Exceed \$4,785,740
*July 1, 2024 through June 30, 2025 (Amendment No. 4)	Not to Exceed \$1,650,908
July 1, 2025 through June 30, 2026	Not to Exceed \$750,000
Total	Not to Exceed \$8,186,470

These services were budgeted through the Countywide budget process; therefore, no budget adjustment is needed.

Contract History and Price Reasonableness

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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The agreement with Simpler is based on utilizing the pricing from the United States General Services Administration, also known as piggybacking, which was awarded through a publicized competitive bid process (Solicitation #47QSMD20R0001) for a contract period of August 1, 2006 through July 31, 2026. Simpler North America, LLC is providing the same pricing and terms as awarded through the United States General Services Administration.

ATTACHMENTS:

Attachment A: Ratification and Amendment No. 4 to the First Amended and Restated Agreement#DPSS-0004398

Melissa Curtis

Melissa Curtis, Deputy Director of Purchasing and Fleet

10/25/2024

Brianne Lontajo

Brianne Lontajo, Principal Management Analyst

10/29/2024

Gregg Gu

Gregg Gu, Chief of Deputy County Counsel

10/25/2024

**COUNTY OF RIVERSIDE DEPARTMENT OF PUBLIC SOCIAL SERVICES
RATIFICATION AND AMENDMENT No. 4 to the First Amended and Restated
PROFESSIONAL SERVICES AGREEMENT
SIMPLER NORTH AMERICA, LLC.**

PROFESSIONAL SERVICES
AGREEMENT: DPSS-0004398

PERIOD OF
PERFORMANCE: December 15, 2022 – June 30, 2026

EFFECTIVE DATE
OF AMENDMENT: July 1, 2024

AMENDED MAXIMUM
REIMBURSABLE AMOUNT
FOR FY 24/25: \$1,650,908

This Ratification and Amendment No. 4 to the First Amended and Restated Agreement #DPSS-0004398, for the Lean Leadership and Delivery Support for Integrated Services Delivery Model is made by and entered between SIMPLER NORTH AMERICA, LLC, a Delaware Corporation (herein referred to as "CONTRACTOR"), and the County of Riverside, a political subdivision of the State of California, on behalf of its Department of Public Social Services (herein referred to as "COUNTY").

RECITALS

WHEREAS, COUNTY and CONTRACTOR previously entered into that certain Agreement, DPSS-0004398, approved December 13, 2022, Agenda Item 3.31, for Lean Leadership and Delivery Support for Integrated Services Delivery Model (herein referred to as "Original Agreement");

WHEREAS, COUNTY and CONTRACTOR then entered into that Amended and Restated Agreement, superseding the Original Agreement, approved September 26, 2023, Agenda Item 3.26, for Lean Leadership and Delivery Support for Integrated Services Delivery Model (herein referred to as "Agreement"),

WHEREAS, COUNTY and CONTRACTOR executed Amendment No. 1 to that Agreement on February 29, 2024 to increase spending which used the full amount of allowable contingency for additional compensation per the approved Board of Supervisors Agenda Item 3.26; and

WHEREAS, COUNTY and CONTRACTOR executed Amendment No. 2 to that Agreement approved on April 10, 2024, to increase spending by \$495,252 per the approved Board of Supervisors Agenda Item 3.26; and

WHEREAS, COUNTY and CONTRACTOR executed Amendment No. 3 to that Agreement approved on June 5, 2024 to increase spending by \$1,068,000 for the fiscal year period July 1, 2023 through June 30, 2024; and

WHEREAS, notwithstanding the terms of the Agreement, on July 1, 2024, the parties acknowledge and agree that they increased spending due to the participation of other County Partners, without a written amendment; and

WHEREAS, as of the Effective Date provided herein, the parties agree that the increase in spending shall be deemed to have been in effect from the effective date of July 1, 2024; and,

WHEREAS, COUNTY and CONTRACTOR now desire to ratify and amend the Agreement to make minor changes to the scope components and increase the spending by \$650,908 for the fiscal year period July 1, 2024 through June 30, 2025. The increase in spending is for the additional funding received in the amount of \$500,000 for ISD and funding received in the amount of \$150,908 for Office on Aging.

WHEREAS, Section 39 of the Agreement allows for modifications by written amendment signed by both parties.

NOW THEREFORE, in consideration of their mutual covenants, COUNTY and CONTRACTOR agree to ratify and amend the Agreement according to the terms and in the manner set forth herein:

1. Recitals. The above recitals are true and correct and incorporated by this reference.
2. Ratification. All actions taken by both COUNTY and CONTRACTOR prior to the date hereof were in compliance with, and pursuant to the terms and conditions of the Agreement and are hereby confirmed and ratified.
3. Delete and replace Schedule A, Section A.1, "Maximum Amounts – Annual and Aggregate Totals," to read:

A.1 **MAXIMUM AMOUNTS –ANNUAL AND AGGREGATE TOTALS**
 The total aggregate ANNUAL payments to CONTRACTOR shall not exceed:

FISCAL YEAR PERIOD December 15, 2022, through June 30, 2023	TOTAL PAYMENT: FIRST AMENDED AND RESTATED
This budget includes the following funding: ISD funding from County General Funds.	\$863,337
Office on Aging funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0004870.	\$136,485
TOTAL	Actual expenditures: \$999,822

FISCAL YEAR PERIOD July 1, 2023, through June 30, 2024	TOTAL PAYMENT: FIRST AMENDED AND RESTATED	TOTAL PAYMENT: AMENDMENT NO. 1	TOTAL PAYMENT: AMENDMENT NO. 2	TOTAL PAYMENT: AMENDMENT NO. 3
This budget includes the following funding: Office on Aging funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0004870	\$393,740	\$393,740	\$393,740	\$393,740

FISCAL YEAR PERIOD July 1, 2023, through June 30, 2024	TOTAL PAYMENT: FIRST AMENDED AND RESTATED	TOTAL PAYMENT: AMENDMENT NO. 1	TOTAL PAYMENT: AMENDMENT NO. 2	TOTAL PAYMENT: AMENDMENT NO. 3
State grant funding from Housing Disability and Advocacy Program (HDAP) for ISD	\$500,000	\$500,000	\$500,000	\$1,104,000
ISD funding from County General Funds.	\$1,500,000	\$1,500,000	\$1,784,000	\$1,614,000
DPSS funding for extra coaches				\$284,000
Riverside University Health System – Public Health (“RUHS-PH”) funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0005073.		\$828,748	\$1,000,000	\$1,000,000
Riverside County Department of Veteran’s Services (“VS”) funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0005092.			\$40,000	\$40,000
Riverside County Community Action Partnership (“CAP”) funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0005177.				\$150,000
Riverside County Department of Child Support Services (“DCSS”) funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0005119.				\$200,000
TOTAL	Not to Exceed \$2,393,740	Not to Exceed \$3,222,488	Not to Exceed \$3,717,740	Not to Exceed \$4,785,740

FISCAL YEAR PERIOD July 1, 2024, through June 30, 2025	TOTAL PAYMENT: FIRST AMENDED AND RESTATED	TOTAL PAYMENT: AMENDMENT NO. 2	TOTAL PAYMENT: AMENDMENT NO. 4
This budget includes the following funding: ISD funding from County General Funds.	\$1,000,000	\$1,000,000	\$1,500,000
Office on Aging funding for use of this agreement through Memorandum of Understanding (MOU) #DPSS-0004870			\$150,908
TOTAL	Not to Exceed \$1,000,000	Not to Exceed \$1,000,000	Not to Exceed \$1,650,908

FISCAL YEAR PERIOD July 1, 2025 through June 30, 2026	TOTAL PAYMENT: FIRST AMENDED AND RESTATED THROUGH AMENDMENT NO. 2
This budget includes the following funding:	
ISD funding from County General Funds.	\$750,000
TOTAL	Not to Exceed \$750,000

4. Amend Schedule A, Section A.2, "UNIT OF SERVICE," to read:

A.2 UNIT OF SERVICE

The total fixed price for this Statement of Work is Not To Exceed the MAXIMUM AMOUNTS-ANNUAL AND AGGREGATE TOTALS for the scope components as identified in Schedule B: Scope of Services and listed below:

Line	Description	Tasks	# Of days	Daily Rate
1	Lean Human Services/Clinical Subject Matter Expert (SME)- Leadership Coaching	Value stream analysis (per task)	1 to 5	\$3,259.00 (original rate above)
		Strategy (Lean) Deployment (per task)		\$3,400.00 (effective July 1, 2024)
		Lean Transformation Support (LTS)		
2	Primary Ongoing Support	Rapid Improvement Events (per task)	1 to 5	\$2,636.00 (original rate above)
		Lean Master Sensei (daily rate)		\$2,750.00 (effective July 1, 2024)
3	Consultant (Lean Engineer)	Lean Maturity Assessment and Alignment Reviews (per task) is included at no extra charge.	1 to 5	\$1,650.00 (original rate above)
				\$1,721.00 (effective July 1, 2024)

The schedule for days of services shall be reduced to writing and agreed upon by both COUNTY AND CONTRACTOR. Travel expenses are allowable for in-person services.

5. Delete and replace Schedule B, Section B.1, "COUNTY RESPONSIBILITIES," to read:

COUNTY shall:

- A. Provide designated personnel to coordinate leadership coaching and ongoing support, make decisions on behalf of the COUNTY, review, and accept the CONTRACTOR invoice and other administrative activities.
 - B. Designate personnel that will be trained to lead all improvement event activities such as Rapid Improvement Event preparation, Implementation, and sustainment; Steering team facilitation and coaching; Value Stream Analysis implementation, and Daily Management coaching.
 - C. Adopt recommendations as needed for the COUNTY for a Lean governance and management system designed to enhance communication, problems solving at the appropriate level, performance transparency, accountability and efficient issue escalation. COUNTY and CONTRACTOR will discuss and explore appropriate deviations from the recommended lean management system approach, if needed.
 - D. Pilot sites and/or pilot areas must have designated personnel and leadership engagement in conjunction with Items "A" and "C" above". The ISD sites and/or pilot areas must have resources in place for both Knowledge Transfer and Lean Governance and Management System.
6. Delete and replace Schedule B, Section B.2, "CONTRACTOR RESPONSIBILITIES," to read:

CONTRACTOR shall:

- A. Provide designated personnel to coordinate leadership coaching and ongoing support, make decisions on behalf of the CONTRACTOR, and submit the CONTRACTOR invoice and other administrative activities.
- B. Provide Lean Human Services/Clinical Subject Matter Expert (SME) Leadership Coaching as follows:
 - (1) Coach and facilitate ISD pilot workgroup and engage, as needed, with other ISD workgroups, on how to use lean thinking, tools, methods, and principles in the Jurupa Valley Community Health Center or alternative pilot site ("Pilot").
 - (2) Help develop a method to continually improve and sustain ISD outcomes in agreed upon Pilots.
 - (3) Coach and develop Pilot leaders and the internal Process Improvement team to become self-sufficient in terms of implementing lean principles such as value stream analysis, strategy deployment, kaizen events, daily management, sustainment, and A3 Coaching.
 - (4) Deliver, coach, and manage lean training and certification for ISD pilot areas, to the Process Improvement team, ISD leaders, workgroup, and staff.
 - (5) Co-develop virtual improvement delivery methods for ISD pilot areas to accommodate the hybrid (onsite and remote) work environment, as needed.

- (6) Identification, quantification, and prioritization of improvement opportunities suitable for immediate corrective actions or Kaizen Events to positively impact key performance metrics such as Whole Person Health score.

C. Pilot Integrated Service Delivery in various Human Services & Safety environments targeting the following departments:

- (1) Blythe campus project
- (2) Fire/EMS/Safety
- (3) Department of Probation Day Centers
- (4) Community Based Organizations

Other COUNTY Services Support:

- (1) Office on Aging:
 - a. Major focus on establishing Daily Management
 - b. Limited VSA/RIE activities
- (2) Other County Agencies – as agreed upon in writing and within the Scope of Services in this agreement.

Plan for ISD pilot areas in item C above:

- Four (4) Quarterly Executive review sessions regarding Pilot.
- Coach Executive Steering Team on required adjustments to ensure progress towards performance targets.
- Executive Coach/Sr. Sensei level support as required.
- Human Services/Clinical SME support for Value Stream Improvement coaching and RIE execution.
- Ongoing weekly (Gemba Coaching) Support for Daily Management, RIE prep and sustainment.

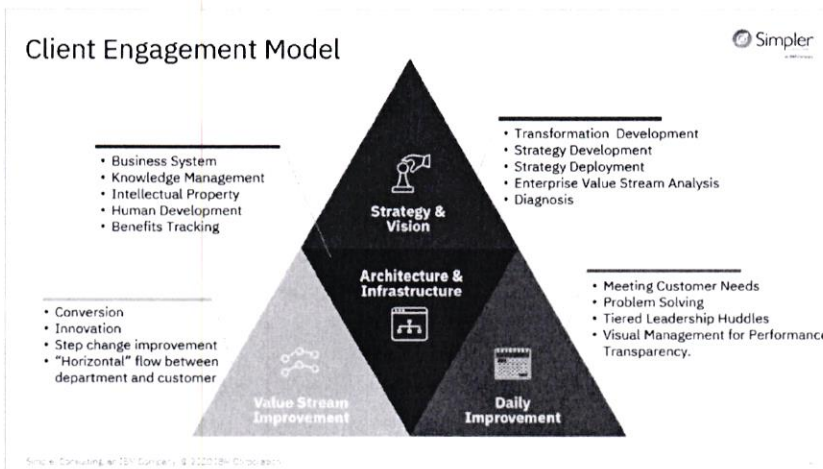
D. Work with designated personnel within ISD pilot areas listed above to implement Value Stream Improvement and a Lean Daily Management System (DMS) including Tiered leadership Huddles with the objective of improving performance. This work shall include, but not be limited to, the following:

- (1) Coaching delivered either on-site or remotely as appropriate, on the principles and methods of Lean DMS.
- (2) Co-development of DMS artifacts such as DMS boards, issue trackers, process control tools, and A3 problem-solving worksheets.
- (3) Co-implementation of a tiered huddle system for the purpose of identifying and communicating variances to daily performance criteria and/or customer service issues, improvement opportunities, and other elements of the DMS approach.
- (4) Identification, quantification, and prioritization of improvement opportunities suitable for immediate corrective actions or Rapid Improvement Events (RIEs) as appropriate to drive operational stability within the epidemiology and corresponding customers.
- (5) Coaching delivered either on-site or remotely to ISD personnel on the implementation of the above DMS elements for the purpose of rapidly integrating feedback and improvements in DMS methods and technique.

7. Delete and replace Schedule B, Section B.3, "SCOPE ELEMENTS," to read:

1. Core engagement will focus on coaching and teaching leadership and staff to apply Lean methodology and tools within the Integrated Service Delivery Transformation Initiative (ISD) workgroup. The focus is to bring together processes to provide better care integration for members, patients, and clients. The Jurupa Valley Clinic has been identified as the initial site of practice.

The 4 elements below are components of the Simpler Business System that will be used as a guide for change:



- Plan for ISD pilot:
 - Strategic Alignment
 - New Process Design
 - Value Stream Improvement
 - Rapid Improvement Event (Prep, Execution, and Sustainment)
 - Daily Management System Coaching
 - Executive/Leadership Coaching, Strategy Sessions, or work requiring an additional Executive Coach/Sr. Sensei.

8. Delete and replace Schedule B, Section B.4, "ISD PROJECT GOALS" to read:

ISD PROJECT GOALS:

CONTRACTOR and COUNTY agree to work together towards the following to ensure the expected goals, including the target timelines and tasks from planning events (VSA, RIE, etc.), are completed timely throughout the course of the project.

- A. CONTRACTOR and COUNTY will identify performance goals and (notional) schedules for the upcoming duration of the contract no later than September 30, 2023.
 - B. CONTRACTOR and COUNTY will arrange a tracking and sign-off method with approvals by both parties to confirm completion of each performance task.
9. Effective Date. This Amendment No. 4 shall be effective July 1, 2024.
10. SIGNED IN COUNTERPARTS: This Amendment may be executed in any number of counterparts, each of which when executed shall constitute a duplicate original, but all counterparts together shall constitute a single agreement.
11. ELECTRONIC SIGNATURE: Each party of this Amendment agrees to the use of electronic signatures, such as digital signatures that meet the requirements of the California Uniform Electronic Transactions Act ("CUETA") Cal. Civ. Code §§ 1633.1 to 1633.17), for executing this Amendment. The parties further agree that the electronic signature(s) included herein are intended to authenticate this writing and to have the same force and effect as manual signatures. Electronic signature means an electronic sound, symbol, or process attached to or logically associated with an electronic record and executed or adopted by a person with the intent to sign the electronic record pursuant to the CUETA as amended from time to time. Digital signature means an electronic identifier, created by computer, intended by the party using it to have the same force and effect as the use of a manual signature, and shall be reasonably relied upon by the parties. For purposes of this section, a digital signature is a type of "electronic signature" as defined in subdivision (i) of Section 1633.2 of the Civil Code.
12. Miscellaneous. All other terms and conditions of the Agreement not modified herein shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, the undersigned authorized representatives of the parties have executed this Ratification and Amendment No. 4 to the First Amended and Restated Agreement #DPSS-0004398 as of the date last written below.

Authorized Signature for SIMPLER NORTH AMERICA, LLC. <i>M Chamberlain</i>	Authorized Signature for County <i>Chuck Washington</i>
Printed Name of Person Signing: Michael Chamberlain	Printed Name of Person Signing: Chuck Washington
Title: President, Simpler North America, LLC	Title: Chair, Board of Supervisors
Date Signed: Oct 23, 2024	Date Signed: Nov 6, 2024

Authorized Signature for SIMPLER NORTH AMERICA, LLC <i>Siri Kittikoune</i>
Printed Name of Person Signing: Siri Kittikoune
Title: Chief Financial Officer, Simpler North America, LLC.
Date Signed: Oct 23, 2024

ATTEST:
Clerk of the Board
By: *Naomy Sierra, Deputy*



Approval as to Form for DPSS
Minh C. Tran
County Counsel
By: *Katherine Wilkins*
Katherine Wilkins
Deputy County Counsel
Date: Oct 23, 2024