

**AGREEMENT
BETWEEN THE
OHIO DEPARTMENT OF MENTAL HEALTH AND ADDICTION SERVICES
AND
Berry Dunn McNeil & Parker LLC**

THIS AGREEMENT is between the Ohio Department of Mental Health and Addiction Services (hereinafter the “OhioMHAS”), 30 E. Broad St. Columbus, Ohio 43215, and Berry Dunn McNeil & Parker LLC (hereinafter “Contractor”), 2211 Congress Street, Portland, ME 04102-1955.

The parties agree as follows:

I. NATURE OF AGREEMENT

- A. Contractor shall be employed as an independent contractor, to fulfill the terms of this Agreement and to act as a contractor to OhioMHAS. It is specifically understood that the nature of the services to be rendered under this Agreement are of such a personal nature that OhioMHAS is the sole judge of the adequacy of such services.
- B. OhioMHAS enters into this Agreement in reliance upon Contractor’s representations that it has the necessary expertise and experience to perform its obligations hereunder, and Contractor warrants that it does possess the necessary expertise and experience.
- C. Contractor shall perform the services to be rendered under this Agreement and OhioMHAS shall not hire, supervise, or pay any assistants to Contractor in its performance of services under this Agreement.

II. SCOPE OF WORK

- A. Contractor shall perform the services (the “Work”) set forth in Exhibit 1, Scope of Work, attached hereto and made a part hereof.
- B. Contractor shall, prior to undertaking any work, complete the following (select all that apply):
 - ☒ Contractor who will be undertaking work at an OhioMHAS facility, or any personnel employed by the contractor who will be undertaking work at an OhioMHAS facility, shall, at the Contractor's expense, undergo a background investigation in the same manner as set forth in Ohio Administrative Code 5122-7-21(E)(1)(e). If the background investigation reveals a conviction or guilty plea that would disqualify an employment candidate according to Ohio Administrative Code 5122-7-21(D), the Contractor must immediately provide new personnel or OhioMHAS may unilaterally terminate this contract.
 - ☒ Contractor who will be undertaking work at an OhioMHAS facility, or any personnel employed by the contractor who will be undertaking work at an OhioMHAS facility, shall provide results of a negative tuberculosis test conducted within six months prior to the contractor or employee beginning work at the OhioMHAS facility.
 - ☒ Contractor who will be undertaking work at an OMHAS facility, or any personnel employed by Contractor who will be undertaking work at an OhioMHAS facility to provide care, treatment, or

other services for patients, shall provide proof of vaccination for COVID-19 in accordance with the facility policy before entering the OMHAS facility, as well as proof of receipt of immunization against any other disease specified in facility policy and in accordance with that policy. (Note: Some services and tasks performed in or for an OhioMHAS facility may be conducted so infrequently that COVID-19 vaccination is not required, such as ad hoc non-healthcare services (annual elevator inspection) or services that are performed exclusively off-site and not at or adjacent to any site of patient care (such as accounting services). However, OhioMHAS may choose to extend COVID-19 source control measures as appropriate. OhioMHAS facilities should consider the frequency of presence, services provided, and proximity to patients and staff.)

III. TIME OF PERFORMANCE

A. The Work shall be commenced on or after the date of an approved purchase order.

The Work shall be concluded on or before June 30, 2025, and this Agreement shall terminate on the earlier to occur of: (i) the date on which the Work is completed to the satisfaction of OhioMHAS or (ii) the date on which this Agreement is terminated as provided in Article VI, Termination of Contractor's Services.

B. The State Agency may renew this Agreement for an additional term of 1 year on the same terms and conditions by giving written notice prior to expiration.

C. It is expressly agreed by the parties that none of the rights, duties, and obligations herein shall be binding on either party if award of this Agreement would be contrary to the terms of Ohio Revised Code ("R.C.") 3517.13, 127.16 or Chapter 102.

IV. COMPENSATION

A. OhioMHAS shall pay Contractor no more than \$1,306,094.00 for the Work.

B. The total amount due shall be computed according to the following cost schedule (lump sum for work produced, installment payments on a schedule, hourly pay, etc):

With an approved and valid invoice for the appropriate tasks completed, total cost is based on the sum of the "not to exceed" fixed price for Tasks 1- 4, and for estimated cost of Task 6: Project Management; view the rate card breakdown below. Berry Dunn McNeil & Parker LLC will be paid upon review and acceptance of each formal Task 1 – 4 below and Task 6 will be paid on a time and material basis.

Task	Cost
Task 1: Project Planning and Assessment of <u>OhioMHAS'</u> Current EHR System	\$120,466
Task 2: Gap Analysis	\$74,306
Task 3: Recommendations on Potential Areas of Focus and Improvement	\$51,566
Task 4: Metrics for Improved Operations	\$32,206
Task 6: Project Management	\$1,027,550*
Total	\$1,306,094

Role	Hourly Rate	Estimated Hours	Projected Cost
Engagement Manager	\$400	75	\$30,000
Program Manager	\$325	374	\$121,550
Project Manager	\$260	948	\$246,480
EHR Analyst	\$240	1,200	\$288,000
Technical Analyst	\$240	300	\$72,000
Clinical Business Analyst	\$240	848	\$203,520
Business Analyst	\$200	330	\$66,000
Totals		4,075	\$1,027,550

C. Travel – (choose one)

☒ No Travel - Contractor shall not be separately reimbursed for travel, lodging or any other expenses incurred in the performance of the Work.

☐ Travel Reimbursement - Contractor shall be reimbursed for the Contractor's reasonable, actual and necessary travel, lodging, and other travel-related expenses incurred in the performance of the Work to the extent that such reimbursement is in the best interest of the state.

1. Only travel expenses which are pre-approved by OhioMHAS will be reimbursed.
2. Travel expenses shall be reimbursed under the same rules and conditions that apply to state employees under Ohio Adm.Code 126-1-02, pursuant to the Ohio Office of Budget and Management ("OBM") Travel Policy, attached as Exhibit 2.
3. If it is not possible to follow the OBM Travel Policy, with prior approval of OhioMHAS, Contractor shall be reimbursed pursuant to the federal rates for reimbursement in the Continental United States.
4. Meals shall not be reimbursed unless overnight travel is both critical and essential.

D. Contractor must receive a purchase order from OhioMHAS prior to filling an order or performing any of the Work.

E. After Contractor receives a purchase order, Contractor shall submit an invoice for the Work performed consistent with this Article IV, Compensation. Each invoice shall contain an itemization of the Work performed, including dates the Work was performed and total hours worked, if required by Paragraph B.1., above, the location or address where the Work was performed, and the sum due at that time pursuant to this Agreement. All invoices shall contain Contractor's name and address and shall reference OhioMHAS and list the billing address as 30 East Broad Street, 11th Floor, Columbus, OH 43215, Attn: Capital Planning and Management. All invoices must be submitted no later than sixty days after the Work performed. After receipt and approval by OhioMHAS of a proper invoice, as defined by Ohio Adm.Code 126-3-01(A)(5), payment will be made pursuant to Ohio Adm.Code

126-3-01. Unless otherwise directed by OhioMHAS, invoices should be directed via email to: Jeremy.Wertz@mha.ohio.gov, Sarah.Kunkler@mha.ohio.gov, and MHAS-Invoices@mha.ohio.gov.

F. In the event that any customer of Contractor negotiates a lower fee structure for the Work or comparable services, Contractor shall promptly notify OhioMHAS and shall extend the lower negotiated rate to OhioMHAS retroactively to the first date the lower rate was offered to another customer.

V. CERTIFICATION OF FUNDS

A. It is expressly understood and agreed by the parties that none of the rights, duties, and obligations described in this Agreement shall be binding on either party until all relevant statutory provisions of the Ohio Revised Code, including, but not limited to, R.C. 126.07, have been complied with, and until such time as all necessary funds are available or encumbered and, when required, such expenditure of funds is approved by the Controlling Board of the State of Ohio, or in the event that grant funds are used, until such time that OhioMHAS gives Contractor written notice that such funds have been made available to OhioMHAS by OhioMHAS's funding source.

VI. TERMINATION OF CONTRACTOR'S SERVICES

A. OhioMHAS may, at any time prior to completion of the Work, suspend or terminate this Agreement with or without cause by giving written notice to Contractor.

B. In the event that the Work includes divisible services, OhioMHAS may, at any time prior to completion of the Work, by giving written notice to Contractor, suspend or terminate any one or more such portions of the Work.

C. Contractor, upon receipt of notice of suspension or termination, shall cease work on the suspended or terminated activities under this Agreement, suspend or terminate all subcontracts relating to the suspended or terminated activities, take all necessary or appropriate steps to limit disbursements and minimize costs, and, if requested by OhioMHAS, furnish a report, as of the date Contractor receives notice of suspension or termination, describing the status of all Work, including, without limitation, results, conclusions resulting there from, and any other matters OhioMHAS requires.

D. Contractor shall be paid for services rendered up to the date Contractor received notice of suspension or termination, less any payments previously made, provided Contractor has supported such payments with detailed factual data containing Work performed and hours worked. In the event of suspension or termination, any payments made by OhioMHAS for which Contractor has not rendered services shall be refunded.

E. In the event this Agreement is terminated prior to completion of the Work, Contractor shall deliver to OhioMHAS all work products and documents which have been prepared by Contractor in the course of performing the Work. All such materials shall become, and remain the property of, OhioMHAS, to be used in such manner and for such purpose as OhioMHAS may choose.

F. Contractor agrees to waive any right to, and shall make no claim for, additional compensation against OhioMHAS by reason of any suspension or termination.

G. Contractor may terminate this Agreement upon sixty (60) days' prior written notice to OhioMHAS.

H. If the Contractor fails to perform any of the requirements of this contract or is in violation of a specific provision of this contract, OhioMHAS may provide the Contractor written notice of the failure to perform or the violation and may provide a specified period to cure any and all defaults under this contract. During the cure period, the Contractor shall incur only those obligations or expenditures which are necessary to enable the Contractor to continue its operation and achieve compliance as set forth in the notice. Should the Contractor fail to comply within OhioMHAS's cure period, the Contractor shall be held in default of this contract and the contract shall terminate at the end of the cure period.

VII. RELATIONSHIP OF PARTIES

A. Contractor shall be responsible for all of its own business expenses, including, but not limited to, computers, email and internet access, software, phone service and office space. Contractor will also be responsible for all licenses, permits, employees' wages and salaries, insurance of every type and description, and all business and personal taxes, including income and Social Security taxes and contributions for Workers' Compensation and Unemployment Compensation coverage, if any.

B. While Contractor shall be required to render services described hereunder for OhioMHAS during the term of this Agreement, nothing herein shall be construed to imply, by reason of Contractor's engagement hereunder as an independent contractor, that OhioMHAS shall have or may exercise any right of control over Contractor with regard to the manner or method of Contractor's performance of services hereunder.

C. Except as expressly provided herein, neither party shall have the right to bind or obligate the other party in any manner without the other party's prior written consent.

D. It is fully understood and agreed that Contractor is an independent contractor and neither Contractor nor its personnel shall at any time, or for any purpose, be considered agents, servants, or employees of OhioMHAS. Unless Contractor is another State of Ohio entity or a participant in the Ohio Public Employees Retirement System (OPERS), Contractor and its personnel shall not be considered agents, servants, or employees of the State of Ohio, or public employees for the purpose of OPERS benefits.

E. Unless Contractor is a "business entity" as that term is defined in R.C. 145.037 ("an entity with five or more employees that is a corporation, association, firm, limited liability company, partnership, sole proprietorship, or other entity engaged in business"), Contractor shall have any individual performing services under this Agreement complete and submit to OhioMHAS the Independent Contractor/Worker Acknowledgement form found at <https://www.opers.org/forms-archive/PEDACKN.pdf>. ~~This paragraph is not applicable to OPERS member employers.~~

F. Contractor's failure to complete and submit the Independent Contractor/Worker Acknowledgement form linked in Paragraph VII(E) at the time Contractor executes this Agreement shall serve as Contractor's certification that Contractor is a "business entity" as that term is defined in R.C. 145.037.

G. Contractor declares that it has complied with all applicable federal, state, and local laws regarding business permits and licenses of any kind, including but not limited to any insurance coverage that is required in the normal course of business.

H. Contractor agrees that it does not have any authority to sign agreements, notes, and/or obligations or to make purchases and/or dispose of property for, or on behalf of, the State of Ohio or OhioMHAS.

I. Contractor agrees that while operating in an OhioMHAS facility, the Contractor and/or any employee or subcontractor of the Contractor, shall follow all applicable rules and regulations for that facility.

VIII. RECORD KEEPING

A. The Contractor must keep all financial records in a manner consistent with generally accepted accounting principles. Additionally, the Contractor must keep separate business records for this project, including records of disbursements and obligations incurred that must be supported by contracts, invoices, vouchers and other data as appropriate.

B. During the period covered by this contract and until the expiration of three (3) years after final payment under this contract, the Contractor agrees to provide the State, its duly authorized representatives or any person, agency or instrumentality providing financial support to the work undertaken hereunder, with access to and the right to examine any books, documents, papers and records of the Contractor involving transactions related to this contract.

C. The Contractor shall, for each subcontract in excess of two thousand five hundred dollars (\$2,500), require its subcontractors to agree to the same provisions. The Contractor may not artificially divide contracts with its subcontractors to avoid requiring subcontractors to agree to this provision.

D. The Contractor must provide access to the requested records no later than five (5) business days after the request by the State or any party with audit rights. If an audit reveals any material deviation from the contract requirements, and misrepresentations or any overcharge to the State or any other provider of funds for the contract, the State or other party will be entitled to recover damages, as well as the cost of the audit.

E. If this contract or the combination of all other contracts with the Contractor exceeds ten-thousand dollars (\$10,000) over a twelve (12) month period, the Contractor agrees to allow federal government access to the contracts and books, documents, and records needed to verify the Contractor's and/or subcontractor's costs.

F. The Contractor must comply with any direction from OhioMHAS to preserve documents and information, in both electronic and paper form, and to suspend any scheduled destruction of such documents and information.

IX. RELATED AGREEMENTS

A. All Work is to be performed by Contractor, who may subcontract without OhioMHAS's approval for the purchase of articles, supplies, components, or special mechanical services that do not involve the type of work or services described in Exhibit 1, Scope of Work, but which are required for satisfactory completion of the Work.

1. Contractor shall not enter into subcontracts related to the Scope of Work without prior written approval by OhioMHAS. All work subcontracted shall be at Contractor's expense.

2. Contractor shall furnish to OhioMHAS a list of all subcontractors; their addresses; tax identification numbers; current licensure, certification, or accreditation, including any renewal or re-issuance thereof; and the dollar amount of each subcontract.

B. Contractor shall bind its subcontractors to the terms of this Agreement, so far as applicable to the work of the subcontractor, and shall not agree to any provision which seeks to bind OhioMHAS to terms inconsistent with, or at variance from, this Agreement.

C. Contractor warrants that it has not entered into, nor shall it enter into, other agreements, without prior written approval of OhioMHAS, to perform substantially identical work for the State of Ohio such that the Work duplicates the work called for by the other agreements.

X. RIGHTS IN DATA AND COPYRIGHTS/PUBLIC USE

A. OhioMHAS shall have unrestricted authority to reproduce, distribute and use (in whole or in part) any reports, data or materials prepared by Contractor pursuant to this Agreement. No such documents or other materials produced (in whole or in part) with funds provided to Contractor by OhioMHAS shall be subject to copyright by Contractor in the United States or any other country.

B. Contractor agrees that all original works created under this Agreement shall be made freely available to the general public to the extent permitted or required by law until and unless specified otherwise by OhioMHAS. Any requests for distribution received by Contractor shall be promptly referred to OhioMHAS.

XI. CONFIDENTIALITY

A. Contractor shall not discuss or disclose any information or material obtained pursuant to its obligations under this Agreement without the prior written consent of OhioMHAS.

B. If applicable, the Contractor agrees to execute the OhioMHAS business associate and/or qualified service organization agreement, or acknowledge receipt of HIPAA/42 CFR Part 2 training by executing the OhioMHAS Assurance of Preservation of the Confidentiality and Security of Protected Health Information prior to accessing any PHI or PII relating to services rendered under this contract.

C. The Contractor agrees not to use advertising, news releases, sales promotions, or other publicity matters relating to any product or service furnished by the Contractor wherein OhioMHAS's name is mentioned, or language used from which a connection with OhioMHAS may be reasonably inferred, without the prior, written consent of OhioMHAS.

XII. CONTRACT REMEDIES

A. The Contractor is liable to OhioMHAS for all actual and direct damages caused by Contractor's default. OhioMHAS may buy substitute services from a third party for those that were to be provided by the Contractor. OhioMHAS may recover from the Contractor the costs associated with acquiring substitute services, less any expenses or costs saved by the Contractor's default.

B. If actual or direct damages are uncertain or difficult to determine, OhioMHAS may recover liquidated damages in the amount of one (1) percent of the value of the deliverable that is the subject of the default, for every day that the default is not cured by the Contractor.

XIII. LIABILITY

A. To the extent permitted by law, Contractor agrees to indemnify and to hold OhioMHAS and the State of Ohio harmless and immune from any and all claims for injury or damages arising from this Agreement which are attributable to Contractor's own actions or omissions or those of its trustees, officers, employees, subcontractors, suppliers, third party agents or joint venturers while acting under this Agreement. Such claims shall include any claims made under the Fair Labor Standards Act or under any other federal or state law involving wages, overtime or employment matters and any claims involving patents, copyrights and trademarks.

B. OhioMHAS's liability for damages, whether in contract or in tort, shall not exceed the total amount of compensation payable to the Contractor under this contract. In addition, to the extent permitted by law, the Contractor agrees that OhioMHAS and the State of Ohio and any funding source for this contract are held harmless and immune from any and all claims for injury or damages arising from this contract which are attributable to the Contractor's own actions or omissions or those of its trustee, officers, employees, subcontractors, suppliers, and other third parties while acting under this contract. Such claims shall include any claims made under the Fair Labor Standards Act or under any other federal or state law involving wages, overtime, or employment matters and any claims involving patents, copyrights and trademarks. To the extent permitted by law, Contractor agrees to bear all costs associated with defending against any such claims or legal actions when requested by OhioMHAS or the State to do so.

C. To the extent permitted by law, Contractor shall bear all costs associated with defending OhioMHAS and the State of Ohio against any such claims.

D. In no event shall either party be liable to the other party for indirect, consequential, incidental, special or punitive damages, or lost profits.

XIV. ANTITRUST ASSIGNMENT

A. Contractor assigns to OhioMHAS all State and Federal antitrust claims and causes of action that relate to all goods and services provided for in this Agreement. Additionally, the State of Ohio will not pay excess charges resulting from antitrust violations by Contractor's suppliers and subcontractors.

XV. CONTRACTOR'S REPRESENTATIONS AND WARRANTIES

A. COMPLIANCE WITH LAWS. Contractor, in the execution of its duties and obligations under this Agreement, agrees to comply with all applicable federal, state and local laws, rules, regulations and ordinances.

B. DRUG FREE WORKPLACE. Contractor agrees to comply with all applicable federal, state and local laws regarding smoke-free and drug-free work places and shall make a good faith effort to ensure that none of its employees or permitted subcontractors engaged in the Work purchase, transfer, use or possess illegal drugs or alcohol, or abuse prescription drugs in any way.

C. DISTRACTED DRIVING. Contractor agrees to refrain from any activities that may result in distracted driving, either when operating a state owned vehicle or operating a personally-owned vehicle while conducting business pursuant to this agreement.

D. NONDISCRIMINATION OF EMPLOYMENT. Pursuant to R.C. 125.111, OhioMHAS policy, and applicable Executive Orders Contractor agrees that Contractor, any subcontractor, and any person acting on behalf of Contractor or a subcontractor, shall not discriminate, by reason of race, color, religion, gender, gender identity or expression, sexual orientation, age, disability, military status, national origin, or ancestry, status as a parent during pregnancy and immediately after the birth of a child, status

as a parent of a young child, status as a foster parent, or genetic information against any citizen of this state in the employment of any person qualified and available to perform the Work. Contractor further agrees that Contractor, any subcontractor, and any person acting on behalf of Contractor or a subcontractor shall not, in any manner, discriminate against, intimidate, or retaliate against any employee hired for the performance of the Work on account of race, color, religion, gender, gender identity or expression, sexual orientation, age, disability, military status, national origin, or ancestry, status as a parent during pregnancy and immediately after the birth of a child, status as a parent of a young child, status as a foster parent, or genetic information.

E. AFFIRMATIVE ACTION PROGRAM. Contractor represents that it has a written affirmative action program for the employment and effective utilization of economically disadvantaged persons pursuant to R.C. 125.111(B) and has filed an Affirmative Action Program Verification form with the Equal Employment Opportunity and Affirmative Action Unit of the Department of Administrative Services.

F. CONFLICTS OF INTEREST.

No personnel of Contractor who exercise any functions or responsibilities in connection with the review or approval of this Agreement or carrying out of any of the Work shall, prior to the completion of the Work, voluntarily acquire any personal interest, direct or indirect, which is incompatible or in conflict with the discharge and fulfillment of his or her functions and responsibilities with respect to the carrying out of the Work. Any such person who acquires an incompatible or conflicting personal interest on or after the effective date of this Agreement, or who involuntarily acquires any such incompatible or conflicting personal interest, shall immediately disclose his or her interest to OhioMHAS in writing. Thereafter, he or she shall not participate in any action affecting the Work, unless OhioMHAS shall determine in its sole discretion that, in light of the personal interest disclosed, his or her participation in any such action would not be contrary to the public interest.

G. ETHICS COMPLIANCE. Contractor represents, warrants and certifies that it and its employees engaged in the administration or performance of this Agreement are knowledgeable of and understand the Ohio Ethics and Conflict of Interest laws [ORC Chapters 102 and 2921]. Contractor further represents, warrants, and certifies that neither Contractor nor any of its employees will do any act that is inconsistent with such laws.

H. QUALIFICATIONS TO DO BUSINESS. Contractor affirms that it has all of the approvals, licenses, or other qualifications needed to conduct business in Ohio and that all are current. If at any time during the term of this Agreement Contractor, for any reason, becomes disqualified from conducting business in the State of Ohio, Contractor will immediately notify OhioMHAS in writing and will immediately cease performance of the Work.

I. CAMPAIGN CONTRIBUTIONS. Contractor hereby certifies that neither Contractor nor any of Contractor's partners, officers, directors or shareholders, nor the spouse of any such person, has made contributions in excess of the limitations specified in R.C. 3517.13.

J. FINDINGS FOR RECOVERY. Contractor warrants that it is not subject to an "unresolved" finding for recovery under R.C. 9.24.

K. DEBARMENT. Contractor represents and warrants that it is not debarred from consideration for contract awards by the Director of the Department of Administrative Services, pursuant to either R.C. 153.02 or R.C. 125.25.

L. OFFSHORE SERVICES. Contractor affirms to have read and understands Executive Order 2019-12D and shall abide by those requirements in the performance of this Agreement. Notwithstanding any other terms of this Agreement, OhioMHAS reserves the right to recover any funds paid for services the Contractor performs outside of the United States for which it did not receive a waiver. OhioMHAS does not waive any other rights and remedies provided OhioMHAS in this Agreement. The Contractor agrees to complete the attached Exhibit 3, Executive Order 2019-12D Affirmation and Disclosure Form, which is incorporated and becomes a part of this Agreement.

M. REPAYMENT. If the representations and warranties in Paragraphs J or K of this Article XV are found to be false, this Agreement is void ab initio and Contractor shall immediately repay to OhioMHAS any funds paid under this Agreement.

N. BOYCOTTING. Pursuant to R.C. 9.76(B), Contractor warrants that Contractor is not boycotting any jurisdiction with whom the State of Ohio can enjoy open trade, including Israel, and will not do so during the term of this Agreement.

XVI. MISCELLANEOUS

A. CONTROLLING LAW. This Agreement and the rights of the parties hereunder shall be governed, construed, and interpreted in accordance with the laws of the State of Ohio, without regard to choice of law provisions.

B. WAIVER. A waiver by any party of any breach or default by the other party under this Agreement shall not constitute a continuing waiver by such party of any subsequent act in breach of or in default hereunder.

C. SURVIVAL. The provisions of Articles IV, VI, VII(G), VIII, X, XI, XIII, XIV and XV(M) hereof shall survive the termination or expiration of this Agreement.

D. SUCCESSORS AND ASSIGNS. Neither this Agreement nor any rights, duties or obligations hereunder may be assigned or transferred in whole or in part by Contractor, without the prior written consent of OhioMHAS.

E. NOTICES. Except to the extent expressly provided otherwise herein, all notices, consents and communications required hereunder (each, a "Notice") shall be in writing and shall be deemed to have been properly given when: 1) hand delivered with delivery acknowledged in writing; 2) sent by U.S. Certified mail, return receipt requested, postage prepaid; 3) sent by overnight delivery service (Fed Ex, UPS, etc.) with receipt; or 4) sent by fax or email. Notices shall be deemed given upon receipt thereof, and shall be sent to the addresses first set forth above. Notwithstanding the foregoing, notices sent by fax or email shall be effectively given only upon acknowledgement of receipt by the receiving party. Any party may change its address for receipt of Notices upon notice to the other party. If delivery cannot be made at any address designated for Notices, a Notice shall be deemed given on the date on which delivery at such address is attempted.

F. CONFLICT. In the event of any conflict between the terms and provisions of the body of this Agreement and any exhibit hereto, the terms and provisions of the body of this Agreement shall control.

G. HEADINGS. The headings in this Agreement have been inserted for convenient reference only and shall not be considered in any questions of interpretation or construction of this Agreement.

H. SEVERABILITY. The provisions of this Agreement are severable and independent, and if any such provision shall be determined to be unenforceable in whole or in part, the remaining provisions and any partially enforceable provision shall, to the extent enforceable in any jurisdiction, nevertheless be binding and enforceable.

I. ENTIRE AGREEMENT. This Agreement contains the entire agreement between the parties hereto as to the subject matter herein and shall not be modified, assigned or supplemented, or any rights herein waived, unless specifically agreed upon in writing by the parties hereto. This Agreement supersedes any and all previous agreements, whether written or oral, between the parties.

J. EXECUTION. This Agreement is not binding upon OhioMHAS unless executed in full, and is effective as of date/the last date of signature by OhioMHAS.

K. COUNTERPARTS. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

L. FACSIMILE SIGNATURES. Any party hereto may deliver a copy of its counterpart signature page to this Agreement via fax or e-mail. Each party hereto shall be entitled to rely upon a facsimile signature of any other party delivered in such a manner as if such signature were an original.

M. CONTRACT CONSTRUCTION: This contract will be construed in accordance with the plain meaning of its language and neither for nor against the drafting party.

N. ACCREDITATION STANDARDS: The services to be performed under this contract shall meet standards required by the Joint Commission, Centers for Medicaid & Medicare Services or other accrediting or certifying organizations, as appropriate.

O. PUBLICITY: The Contractor will not advertise that it is doing business with the State or use this contract as a marketing or sales tool without prior, written consent of the State.

P. FORCE MAJEURE: If OhioMHAS or the Contractor is unable to perform any part of its obligations under this contract by reason of force majeure, the party will be excused from its obligations, to the extent that its performance is prevented by force majeure for the duration of the event. The party must remedy with all reasonable dispatch the cause preventing it from carrying out its obligations under the contract. The term “force majeure” means without limitation: acts of God such as epidemics; lightning; earthquakes; fires; storms; hurricanes; tornadoes; floods; washouts; droughts; other severe weather; explosions; restraint of government and people; war; strikes; and other like events; or any cause that could not be reasonably foreseen in the exercise of ordinary care, and that is beyond the reasonable control of the party.

Q. STRICT PERFORMANCE: The failure of either party at any time to demand strict performance by the other party of any of the terms of this contract will not be construed as a waiver of any such term, and either party may at any time demand strict and complete performance by the other party.

R. TAXES: The Contractor affirms that it is not delinquent in the payment of any applicable federal, state, and local taxes and agrees to comply with all applicable federal, state and local laws in the performance of the work hereunder.

S. WORKERS' COMPENSATION: The Contractor must maintain workers' compensation insurance as required by Ohio law and the laws of any other state where work is performed under this contract. The Contractor must submit proof of workers' compensation insurance upon request.

T. The Contractor accepts full responsibility for payment of all taxes, including and without limitation, unemployment compensation, insurance premiums, all income tax deductions, social security deductions, and any and all other taxes or payroll deductions required for all employees engaged by the Contractor in the performance of the work authorized by this Contract. OhioMHAS and the State of Ohio shall not be liable for any taxes under this contract.

(remainder of page intentionally left blank)

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives.

CONTRACTOR

By: _____

Name: Charles K. Leadbetter

Title: Principal

Date: 2/10/2023

STATE OF OHIO

**Ohio Department of Mental Health and
Addiction Services**

Director/CEO:

Name: _____

Title: _____

Date: _____

PROCUREMENT OFFICER

By: _____

Name: _____

Title: _____

Date: _____

Approval as to form:

By: _____

Name: _____

Title: _____

Date: _____

EXHIBIT 1
Scope of Work

Please see attachment 1 for Scope of Work.

EXHIBIT 2
Ohio Office of Budget and Management Travel Policy

126-1-02 Rates and requirements for reimbursement of travel expenses of state agents.

(A) Definitions

- (1) "Compensation" means payment for services rendered, whether made on an hourly, per diem, salaried, or fee basis but does not include reimbursement of travel expenses.
- (2) "Headquarters" means the office address at which a state agent has his/her primary work assignment.
- (3) "Continental U.S. travel" means travel within the Continental United States, including the lower forty-eight states, excluding Hawaii and Alaska.
- (4) "International travel" means travel outside of the Continental United States, including Hawaii and Alaska.
- (5) "Reimbursable travel expenses" means those expenses which are actually incurred as a necessary part of approved travel. In addition to lodging, meals, per diem, and mileage, it includes:
 - (a) Miscellaneous transportation expenses such as parking charges, road tolls, and other reasonably incurred transportation expenses directly related to authorized travel, provided such expenses are listed separately on a state agent's travel expense reimbursement request;
 - (b) Commercial transportation expenses paid by the state agent such as taxi cabs, automobile rental , airfare, ferries, subways, bus, trains, and other commercial transportation providers;
 - (c) Registration fees paid by the state agent for professional events such as conferences, seminars, and meetings ;
 - (d) Miscellaneous business expenses such as telephone, facsimile, internet, and other similar charges paid by the state agent for official state business;
 - (e) Miscellaneous living expenses such as laundry, dry cleaning, personal telephone calls, and postage .
- (6) "State agency" means every organized body, office, or agency established by the laws of the state for the exercise of any function of state government which uses money that has been appropriated to it directly, but does not include the general assembly, supreme court, court of appeals, court of claims, any agency of these, or any state university or college as defined in division (A)(1) of section 3345.12 of the Revised Code .
- (7) "State agent" means any officer, member, or employee of a state agency whose compensation is paid, in whole or in part, from state funds but does not include any volunteer serving without compensation:

(8) "Travel at state expense" means travel expenses which are paid from moneys appropriated directly to a state agency by the general assembly, but does not include travel by a state agent where expenses are paid pursuant to rule 102-3-08 of the Administrative Code.

(9) "Receipt" means the original document provided by a service provider or merchant that indicates the merchant's name, date of purchase, transaction amount, and line item detail identifying the service or goods provided.

(10) "Supporting documentation" means documents that validate expense claims to include, but not limited to the following:

(a) Conference material provided by the conference organizer.

(b) Formal meeting agenda provided by the meeting organizer.

(c) Currency exchange rate as evidenced by a foreign currency exchange receipt, bank or credit card statement, or the exchange rate issued by an authoritative source such as "OANDA" (<http://www.oanda.com/currency/historical-rates/>) for the travel period. Expenses shall be recorded on the travel expense report in U.S. dollars. Reimbursements authorized by this rule will be made in U.S. dollars. The original itemized receipt and the currency exchange rate documentation described in this rule is required.

(d) State agency authorizations.

(11) "Conference" means a prearranged gathering with a formal agenda, for consultation or exchange of information or discussion that benefits the state, such as seminars, meetings, and other professional events.

(12) "Paid travel status" means the designation given to a state agent who is traveling on behalf of the state and is in an active pay status.

(B) Authority for travel and reimbursement

(1) Authority for travel

All state agents traveling at state expense or on paid travel status must be authorized prior to travel by the head of a state agency or his/her designee. Travel may be authorized only for official state business and only if the state agency has the financial resources to reimburse the state agent for travel expenses. State agents who are traveling at state expense or who are on paid travel status must, at all times, use prudent judgment in the use of state resources, incurring only those expenses necessary to carry out the official business of the state.

(2) Reporting requirements

(a) A state agent who has traveled at state expense and is requesting reimbursement by a state agency of his/her travel expenses shall report his/her travel expenses as prescribed by the office of budget and management. A state agent shall submit the travel expense reimbursement request within sixty days of the last date of travel. This time frame may be extended by the head of the state agency or his/her designee if mitigating circumstances exist, but in no case may this time frame exceed one hundred twenty days from the last date of travel. A completed request for travel expense reimbursement may be denied by the office of budget and management for reasons including, but not limited to, a state agent's failure to submit the request in a timely, accurate, or truthful manner.

(b) A state agent shall obtain and provide all receipts and supporting documentation required by this rule.

(c) At no time shall a state agent claim or be reimbursed more than is allowable under this rule.

(3) Approval of travel

When the head of a state agency or his/her designee approves of a state agent's travel, such action constitutes certification of the propriety of the reimbursement of such state agent's travel expenses. The head of a state agency or his/her designee may require any reasonable form of verification of an expense if he/she determines that additional verification is necessary to his/her certification of the propriety of the reimbursement or if required receipts are not available.

(4) Reimbursement of expenses

A state agent shall be reimbursed for his/her travel expenses as authorized by this rule upon approval by the head of a state agency or his/her designee. Reimbursement for travel expenses shall be via electronic funds transfer to the same bank account that a state agent has established for receipt of his/her compensation in accordance with section 124.151 of the Revised Code.

(5) Submission of receipts

As specified by the office of budget and management, original or a legible electronic copy of receipts shall be submitted to the office of budget and management.

(6) Direct payment to vendor

Instead of reimbursing a state agent for his/her travel expenses, a state agency may make direct payment to a vendor who provides travel services for the state agent. A direct payment shall comply with the applicable rates and requirements specified in this rule.

(C) Transportation expenses

The head of a state agency or his/her designee shall, subject to the discretion of the office of budget and management, determine the appropriate mode or modes of transportation to be utilized by a state agent.

(1) Travel by state-owned automobile

Travel by state-owned automobile is authorized only for state agents and for other parties who are properly designated by a state agency and endorsed onto insurance coverage through the department of administrative services. Reimbursement is authorized for incurred service expenses necessary to the efficient and safe operation of a state-owned automobile. The names of all persons traveling in the same state-owned automobile and names of their respective state agencies shall be listed on any travel expense reimbursement request.

(2) Travel by privately owned automobile

Travel by privately owned automobile is authorized only if the owner thereof is insured under a policy of liability insurance complying with the requirements of section 4509.51 of the Revised Code. Reimbursement of mileage expenses incurred on state business is authorized at a rate up to the internal revenue service's business standard mileage rate, within the discretion of the

director of the office of budget and management. The reimbursement rate for mileage expenses incurred on state business may not fall below forty-five cents per mile, unless the internal revenue service's business standard mileage rate falls below forty-five cents per mile, in which case the director may lower the reimbursement rate below forty-five cents per mile. The director of the office of budget and management will review the appropriate mileage reimbursement rate on a quarterly basis.

A state agent shall not be reimbursed for mileage commuting from his/her residence to his/her headquarters nor from his/her headquarters to his/her residence. If a state agent is required to report to a location other than his/her headquarters, the state agent will only be reimbursed for the distance from his/her residence to the alternate location less the state agent's normal commute. For example, if a state agent's normal commute from his/her residence to his/her headquarters is ten miles, and a state agent's commute from his/her residence to his/her authorized destination is thirty miles, the state agent shall only be reimbursed for twenty miles.

Travel expense reports shall indicate all intermediate destinations (i.e., specify intermediate towns and cities but not stops within a town or city) between the commencement and termination of travel as well as all vicinity mileage after arrival at destination. Reimbursement shall be made to only one of two or more state agents traveling in the same privately owned automobile, and the names of their respective state agencies shall be listed on the travel expense reimbursement request.

(3) Travel by commercial transportation

(a) Travel by commercial transportation is authorized at the lowest available rate. When any segment of travel by commercial transportation exceeds eight hours, the head of the state agency may authorize business class travel for the state agent.

(b) State funds shall not be expended to pay for unused reservations with commercial transportation unless the state agency is satisfied that failure to cancel or use the reservation was unavoidable. State agency authorization shall be required as supporting documentation.

(c) Travel within the state of Ohio by common air carrier at the lowest available rate is authorized for elected officials, directors, assistant directors, deputy directors, board and commission members, and heads of state agencies. State employees not listed in this paragraph are authorized to travel within the state of Ohio by common air carrier at the lowest available rate only if flying is more economical than other modes of travel.

(d) Reimbursement is authorized for automobile rental if automobile rental is more economical than any other mode of transportation or if the state agent's destination is not easily accessible by any other mode of transportation. The state agent must purchase liability insurance and loss damage waiver for accidents arising out of the operation or use of the automobile and include that cost in determining whether the automobile rental is the most economical mode of transportation.

(4) Required receipts for transportation expenses

Except as otherwise provided, receipts are required for all service expenses incurred in connection with the operation of state-owned automobiles, all commercial transportation expenses, and all miscellaneous transportation expenses exceeding ten dollars.

(D) Meal, incidental, and miscellaneous expenses within the Continental U.S.

(1) Restrictions and reimbursement per diem

Meals and incidental per diem for state agents is authorized only when overnight lodging is required. State agents may receive per diem for meal and incidental expenses in accordance with the per diem rates established by the U.S. general services administration (www.gsa.gov), which is based on the lodging location. Per diem is designed to offset the additional cost of travel, not to entirely pay for the state agent's meal and incidental expenses. The amount of per diem shall be adjusted on departure and return days based upon the time of departure and return. The standard meal and incidental expenses allowance is based on a full day of official travel (twenty-four hours) within the continental U.S. Where overnight lodging is required and where a state agent is on travel status for less than a full day, the meal and incidental expenses rate for the departure and return days shall be pro-rated as follows:

(a) Twenty-five per cent of the standard meal and incidental expenses allowance if the state agent is on travel status for less than six hours;

(b) Fifty per cent of the standard meal and incidental expenses allowance if the state agent is on travel status for six hours but less than twelve hours;

(c) Seventy-five per cent of the standard meal and incidental expenses allowance if the state agent is on travel status for twelve hours but less than eighteen hours;

(d) One hundred per cent of the standard meal and incidental expenses allowance if the state agent is on travel status for eighteen hours but less than twenty-four hours.

(e) Notwithstanding the restrictions provided in paragraph (D)(1) of this rule, where a state agency elects to schedule a state agent to travel out of state by air travel and schedules a return flight for the same day, meals and incidental per diem is authorized; however, the meal and incidental expenses shall be pro-rated as provided in paragraphs (D)(1)(a) to (D)(1)(d) of this rule.

(2) Incidental expenses included in the per diem allowance are listed as follows and are thus not separately reimbursable:

(a) All gratuities given to porters, baggage carriers, bellhops, hotel maids, flight attendants, ship attendants, taxi drivers, wait staff and all other services related to the hospitality industry ;

(b) Any transportation between places of lodging or business and places where meals are taken, if suitable meals cannot be obtained at the temporary lodging or business site;

(c) Mailing costs associated with filing travel reimbursement requests.

(3) A receipt shall be required for any single miscellaneous business expenses charge over ten dollars. State agents shall first use any free internet or phone services prior to incurring these expenses.

(4) If the state agent is in overnight status in the continental U.S. for more than one week, including a weekend, miscellaneous living expenses will be reimbursed when such expense is reasonable as determined by the head of the state agency or his/her designee. Receipts shall be required for all miscellaneous living expenses.

(E) Meal, incidental, and miscellaneous expenses outside the continental U.S. (international)

(1) A state agent traveling outside the continental U.S., assigned to a foreign office, or otherwise on approved international travel status, including international conferences, shall be entitled to reimbursement of meals and meal gratuities up to twenty per cent of the cost of the meal at actual

cost when such cost is reasonable as determined by the head of the state agency or his/her designee.

(2) If the state agent is in overnight international travel status for more than one week, including a weekend, miscellaneous living expenses will be reimbursed when such expense is reasonable as determined by the head of the state agency or his/her designee.

(3) Receipts shall be required for international travel expenses, which include commercial transportation, lodging, meal, meal gratuities , and miscellaneous living expenses. Currency exchange rates shall be provided as supporting documentation.

(4) A receipt shall be required for any single miscellaneous business expense charge exceeding ten dollars. State agents shall first use any free internet or phone services prior to incurring these expenses. Currency exchange rates shall be provided as supporting documentation.

(F) Lodging

(1) Continental U.S.

In accordance with the per diem rates established by the U.S. general services administration, reimbursement of expenses incurred while on official travel status within the continental U.S. is authorized per state agent per calendar day for lodging in commercial establishments . at actual cost up to the maximum allowable lodging rate for that location, plus applicable taxes on the entire room.

(2) Outside the continental U.S. (international)

Reimbursement for lodging in commercial establishments is authorized per state agent per calendar day at actual cost when such cost is reasonable as determined by the head of a state agency or his/her designee. The currency exchange rate shall be provided as supporting documentation.

(3) Receipts are required for all lodging expenses.

(4) Overnight lodging may be reimbursed only when the state agent is traveling on official state business and is either:

(a) At a location greater than forty-five miles from both the state agent's residence and headquarters, or;

(b) At a location greater than thirty miles from both the state agent's residence and headquarters for conference purposes.

(G) Conferences

Reimbursement is authorized for conference registration fees and conference expenses as follows:

(1) Registration fees

Conference registration fees may be reimbursed to the state agent, or conference registration fees may be paid directly by a state agency in advance of the event. If the registration fee includes any meals, the state agent shall not be reimbursed for those same meals under paragraphs (D) and

(E) of this rule, and any amount reimbursed to the state agent under paragraphs (D) and (E) of this rule for meals shall be adjusted accordingly.

(2) Meal and incidental

If the event includes or provides a meal, the state agent shall not be reimbursed for that same meal under paragraphs (D) and (E) of this rule. State agents shall receive per diem for any meals not provided by the event and incidentals at the rate prescribed by the U.S. general services administration.

When meals are included with registration expense, the number and type of meals must be identified by the state agent. If a meal is offered as part of the event and the state agent has medical restrictions, the state agent should make every effort to have the conference facilitate his or her needs. If the event does not honor the request, the state agent is not required to deduct the applicable meal allowance from the per diem, but must include documentation explaining the situation.

(3) Lodging

Lodging at the event site or lodging at a hotel identified in the event registration materials as one of the event hotels may be reimbursed at actual cost, provided such cost is reasonable as determined by the head of a state agency or his/her designee.

(4) Required receipts for conference expenses

Receipts are required for expenses exceeding ten dollars. Any applicable conference materials such as agendas, brochures or otherwise shall be required as supporting documentation.

(5) Direct payment

Instead of reimbursing a state agent for his/her conference expenses, a state agency may make direct payment to a vendor who provides event services for the state agent.

(H) Agency contractors

State agencies desiring to reimburse travel, lodging, and meal expenses should negotiate such reimbursement with the contractor or vendor when negotiating the cost of the contract, but shall not negotiate rates higher than those authorized by this rule.

(I) Non-reimbursable travel expenses

"Non-reimbursable travel expense" include, but are not limited to, the following:

(1) Alcoholic beverages purchased by the state agent;

(2) Entertainment expenses paid by the state agent;

(3) Incidental expenses, which include personal expenses incurred during travel that are primarily for the benefit of the state agent and not directly related to the official purpose of the travel. Examples include, but are not limited to, the purchase of personal hygiene items, magazines or books, movie rentals, and other miscellaneous items;

(4) Political expenses paid by the state agent;

(5) Travel insurance expenses paid by the state agent; for purposes of this paragraph, the use of the term "travel insurance expense" does not mean liability coverage and loss damage waiver expenses incurred in renting an automobile pursuant to paragraph (C)(3)(d) of this rule.

(6) The cost of traffic fines and parking tickets.

(J) Exceptions may be requested by submitting a written request to the director of budget and management by the head of a state agency or his/her designee prior to the expense being incurred. The director of the office of budget and management may grant exceptions to this rule only for travel by law enforcement officials, insurance examiners, state agents on continuous travel status for two or more consecutive days, state agents requiring special travel arrangements due to a disability, and state agents whose workday is other than eight a.m. to five p.m. or if state agents whose in-state travel and lodging arrangements are economically advantageous to the state. Other exceptions may be granted upon a written request submitted to the director of budget and management by the head of a state agency or his/her designee prior to the expense being incurred or, at the director's discretion, after the expense has been incurred. No exception shall remain in effect for more than one fiscal year.

(K) Amendment to this rule

An amendment to this rule applies to travel on or after the effective date of the amendment.

EXHIBIT 3

STATE OF OHIO
DEPARTMENT OF ADMINISTRATIVE SERVICES

STANDARD AFFIRMATION AND DISCLOSURE FORM
EXECUTIVE ORDER 2019-12D

Banning the Expenditure of Public Funds on Offshore Services

CONTRACTOR/SUBCONTRACTOR AFFIRMATION AND DISCLOSURE:

By the signature affixed to this response, the CONTRACTOR/SUBCONTRACTOR affirms, understands and will abide by the requirements of Executive Order 2019-12D. If awarded a contract, the CONTRACTOR/SUBCONTRACTOR becomes the Contractor and affirms that both the Contractor and any of its subcontractors shall perform no services requested under this Contract outside of the United States.

The CONTRACTOR/SUBCONTRACTOR shall provide all the name(s) and location(s) where services under this Contract will be performed in the spaces provided below or by attachment. Failure to provide this information as part of the response will deem the CONTRACTOR/SUBCONTRACTOR not responsive the contract will not be executed. If the CONTRACTOR/SUBCONTRACTOR will not be using subcontractors, indicate "Not Applicable" in the appropriate spaces.

1. Principal location of business of Contractor:

2211 Congress Street	Portland, ME 04102
(Address)	(City, State, Zip)

Name/Principal location of business of subcontractor(s):

Long Term Care Innovation, Inc	P.O. Box 93 Jericho, VT 05465
(Name)	(Address, City, State, Zip)

Hanna Software, LLC	142 Mill Road North Hampton, NH 03862
(Name)	(Address, City, State, Zip)

2. Location where services will be performed by Contractor:

2211 Congress Street	Portland, ME 04102
(Address)	(City, State, Zip)

Name/Location where services will be performed by subcontractor(s):

Long Term Care Innovation, Inc (John Byer)	Jericho, VT 05465
(Name)	(Address, City, State, Zip)

Hanna Software, LLC (Leila Hanna)	142 Mill Road North Hampton, NH 03862
(Name)	(Address, City, State, Zip)

3. Location where state data will be stored, accessed, tested, maintained or backed-up, by Contractor:
2211 Congress Street Portland, ME 04102

(Address) (Address, City, State, Zip)

Name/Location(s) where state data will be stored, accessed, tested, maintained or backed-up by subcontractor(s):

Not applicable

(Name) (Address, City, State, Zip)

(Name) (Address, City, State, Zip)

4. Location where services to be performed will be changed or shifted by Contractor:

2211 Congress Street Portland, ME 04102

(Address) (Address, City, State, Zip)

Name/Location(s) where services will be changed or shifted to be performed by subcontractor(s):

Long Term Care Innovation, Inc Jericho, VT 05465

(Name) (Address, City, State, Zip)

Hanna Software, LLC 142 Mill Road North Hampton, NH 03862

(Name) (Address, City, State, Zip)

(Name) (Address, City, State, Zip)

EXHIBIT 4

**DEPARTMENT OF ADMINISTRATIVE SERVICES
STANDARD AFFIRMATION AND DISCLOSURE FORM
EXECUTIVE ORDER 2022-02D**

**State of Ohio's Response to Russia's Unjust War on the Country of Ukraine
March 2022**

Contractor affirms that Contractor has read and understands the applicable Executive Order regarding the prohibition on purchasing from Russian institutions or companies.

The Contractor shall provide all the name(s) and location(s) where services under this Contract will be performed and where data is located in the spaces provided below or by attachment. Failure to provide this information may result in no award. If the Contractor will not be using subcontractors, indicate "Not Applicable" in the appropriate spaces.

1. Principal location of business of Contractor:

2211 Congress Street	Portland, ME 04102
(Address)	(City, State, Zip)

Name/Principal location of business of subcontractor(s):

Long Term Care Innovation, Inc	P.O. Box 93 Jericho, VT 05465
(Name)	(Address, City, State, Zip)
Hanna Software, LLC	142 Mill Road North Hampton, NH 03862
(Name)	(Address, City, State, Zip)

2. Location where services will be performed by Contractor:

2211 Congress Street	Portland, ME 04102
(Address)	(City, State, Zip)

Name/Location where services will be performed by subcontractor(s):

Long Term Care Innovation, Inc (John Byer)	Jericho, VT 05465
(Name)	(Address, City, State, Zip)
Hanna Software, LLC (Leila Hanna)	142 Mill Road North Hampton, NH 03862
(Name)	(Address, City, State, Zip)

3. Location where state data will be stored, accessed, tested, maintained or backed-up, by Contractor:

2211 Congress Street	Portland, ME 04102
(Address)	(Address, City, State, Zip)

Name/Location(s) where state data will be stored, accessed, tested, maintained or backed-up by subcontractor(s):

Not applicable

(Name)

(Address, City, State, Zip)

(Name)

(Address, City, State, Zip)

Contractor also affirms, understands and agrees that Contractor and its subcontractors are under a duty to disclose to the State any change or shift in location of services performed by Contractor or its subcontractors before, during and after execution of any contract with the State. Contractor agrees it shall so notify the State immediately of any such change or shift in location of its services. The State has the right to immediately terminate the contract, unless a duly signed waiver from the State has been attained by the Contractor to perform the services outside the United States.

On behalf of the Contractor, I acknowledge that I am duly authorized to execute this Affirmation and Disclosure Form and have read and understand that this form is a part of any Contract that Contractor may enter into with the State and is incorporated therein.

By: _____
Contractor

Print Name: Charles K. Leadbetter

Title: Principal

Date: 2/10/2023

Attachment 1

3.0 Technical Approach

3.1 Project Approach and Work Plan

3.1.1 Project Approach

BerryDunn developed a customized approach for this project based on its team's collective experience performing similar projects for other state agencies and integrated healthcare delivery systems. BerryDunn's approach has been refined over the years through experience; however, it is this same experience that enables BerryDunn to be flexible and adapt to each client and situation rather than employing a generic approach to system implementation projects.

To successfully deliver on OhioMHAS' requested scope of work within the allotted time frame, as detailed in Figure 2 below and in alignment with RFP goals, BerryDunn will employ an approach that includes six tasks with associated deliverables. This approach supports iterative achievement of project goals and objectives, with tasks and deliverables building upon and reinforcing each other. The approach also allows for stakeholder touchpoints, offering several opportunities to gather feedback, garner consensus, and build buy-in.

Figure 2: BerryDunn's Approach

Task 1 Project Planning and Assessment of OhioMHAS Current EHR System	Task 2 Gap Analysis	Task 3 Recommendations on Potential Areas of Focus and Improvement	Task 4 Metrics for Improved Operations	Task 5 Readiness Assessment	Task 6 Project Management
› Deliverable 1: Current State Assessment	› Deliverable 2: Gap Analysis	› Deliverable 3: Opportunities for Improvement Summary	› Deliverable 4: Metrics for Improved Operations	› Deliverable 5: Readiness Assessment	› Deliverable 6: Project Governance Documents

The project tasks and associated subtasks, as well as deliverables, are described in greater detail below.

Task 1: Project Planning and Assessment of OhioMHAS' Current EHR System

1.1 Conduct initial planning meeting. BerryDunn will prepare for and conduct an initial project planning meeting with the OhioMHAS' project lead. Topics for this meeting will include introducing team members; clarifying OhioMHAS and BerryDunn team roles and responsibilities; reviewing project goals and objectives; and discussing communication protocols. BerryDunn will also use this meeting to identify key project stakeholders; determine high-level project milestones and activity dates; and perform a walkthrough of the draft project work plan and schedule. It will be important that BerryDunn establish a Core Team of OhioMHAS staff and confirm the expectations and participation the team will have in the project. BerryDunn commonly uses a small Core Team of leadership, clinicians, administration, and IT that will work with its staff throughout the project, help gather information, help make decisions, and provide recommendations. BerryDunn will begin the discussion about who will participate on the Core Team during the initial planning meeting.

1.2 Conduct project kickoff meeting. Before engaging stakeholders, BerryDunn will facilitate a kickoff meeting with the broader group of stakeholders who will be involved in project activities to make introductions, review the project goals, timeline, and expectations for stakeholder involvement. The kickoff meeting will also provide an opportunity for OhioMHAS leadership to communicate the importance of the project and build trust and buy-in from stakeholders early on. In addition, it will provide staff an opportunity to ask questions of the BerryDunn and OhioMHAS leadership teams, allowing BerryDunn to address concerns early in the project.

1.3 Request background documentation. BerryDunn will assemble a list of preliminary information and documentation for its team to review prior to conducting fact-finding activities with project stakeholders. Documentation that may be requested include:

- Information regarding existing system(s) including policies and procedures
- Any assessments or documentation completed regarding current workflow and challenges
- Goals OhioMHAS has set for the new EHR system
- Organizational charts
- Strategic plan and roadmaps
- Information regarding OhioMHAS' existing technology environment (e.g., network, servers, data center, etc.)
- Depictions and information regarding existing interfaces with internal or external systems

1.4 Perform fact-finding activities. Utilizing the information gained from the review of existing documentation, BerryDunn will recommend a plan for conducting interviews, assessments, and fact-finding activities. The purpose will be for BerryDunn's team to gain a deeper understanding of where OhioMHAS currently stands with technology, information policies, clinical models of care, and documentation workflows to establish the starting point for OhioMHAS' planned EHR project.

It is expected that these fact-finding activities will use a mix of one-on-one interviews, group work sessions, and observation of operations and workflows. BerryDunn's fact-finding process will also include a discussion of OhioMHAS' current computer systems and network infrastructure. The purpose of this work will be to understand how OhioMHAS currently operates, determine what OhioMHAS' needs are for the new EHR and associated software, and identify both obstacles and opportunities for the EHR implementation.

BerryDunn will plan to meet with representatives that will govern, manage, and use the new EHR system across the service areas identified for implementation. It is critical that all service areas participate to ensure the vision of improving patient continuity of care will be actualized. BerryDunn also understands that there may be unique patient workflows that need to be highlighted in the assessment and planning phases of the work to ensure all clinical services transition successfully during the EHR implementation. The following are examples of staff roles BerryDunn will engage.

- Clinical end-users
- Non-clinical end-users

- Operational leadership
- Clinical leadership
- Clinical educators
- Policy and compliance
- Revenue cycle
- Information services
- Information technology

During these meetings, BerryDunn will objectively assess usage of current systems, clinical documentation workflows by service area, barriers to patient continuity, documentation needs, as well as the desired future state and goals that have contributed to the decision to implement a comprehensive EHR system.

Assumption: BerryDunn plans for a total of up to 60 hours of fact-finding meetings to be conducted by up to three BerryDunn team members, with at least two team members on-site. The actual number of hours spent in each meeting may vary based on complexity of the topic.

1.5 Develop Deliverable Expectations Document (DED) for Deliverable 1: Current State Assessment Report. Parallel to performing fact-finding activities, BerryDunn will develop a DED for Deliverable 1: Current Assessment Report using templates BerryDunn has developed performing similar work for other clients. The DED will outline the format of the report and major sections with a description of what information the section will include. BerryDunn will review the DED with OhioMHAS, incorporating feedback into the DED accordingly to help ensure it aligns with OhioMHAS' expectations.

1.6 Develop Deliverable 1: Current State Assessment Report. Using information gathered in previous activities, BerryDunn will develop an initial draft of a Current State Assessment Report. The report will describe the system and processes currently in place as well as the strengths and challenges in the current environment. The report will include, at a minimum, the following components:

- Overview of the system and the service areas it supports
- Overview of how the system was implemented
- Description of the problems, challenges, deficiencies, and limitations with the system

BerryDunn will walk through the draft report with the Core Team and then submit the draft deliverable for OhioMHAS' review. After receiving feedback, BerryDunn will update the draft deliverable and submit a final draft for approval.

Task 2: Gap Analysis

2.1 Develop DED for Deliverable 2: Gap Analysis Report. At the beginning of Task 2, BerryDunn will develop a DED using templates BerryDunn has developed performing similar work for other clients. BerryDunn will review the DED with the Core Team, incorporating feedback into the DED accordingly to help ensure it aligns with OhioMHAS' expectations.

2.2 Perform gap analysis. Leveraging information gathered in Task 1, BerryDunn will perform a gap analysis between the current state and OhioMHAS' desired future state. As part of BerryDunn's analysis, will assess the following modules/areas of functionality, as outlined in the scope of work section in the RFP:

- Compliance
- Nursing
- Medical
- Pharmacy
- Dietary
- Therapy
- Durable Medical Equipment
- Medical Records
- Data Reporting
- Admissions/Discharge/Transfer (ADT)
- Minimum Data Set (MDS)
- Fiscal/Billing/Trust Fund

The gap analysis will provide OhioMHAS leadership with an independent perspective on the full spectrum of multi-disciplinary EHR needs and requirements. BerryDunn will identify the project factors that could inhibit progress and work to establish buy-in early in the effort to inform OhioMHAS' overall implementation strategy.

2.3 Develop Deliverable 2: Gap Analysis Report. With a solid grasp on the challenges and opportunities for improvement in the current state and the desired future state, BerryDunn will document the gaps in a Gap Analysis Report. BerryDunn will meet with the Core Team to walk through the report, discuss and validate findings, and answer any questions. Once the deliverable has been fully vetted and approved, BerryDunn will work with the Core Team to leverage the findings to promote understanding and buy-in.

Task 3: Recommendations on Potential Areas of Focus and Improvement

3.1 Develop DED for Deliverable 3: Recommendations for Improvement. At the beginning of Task 3, BerryDunn will develop a DED, review it with the Core Team, and incorporate feedback to help ensure it aligns with OhioMHAS' expectations.

3.2 Develop Deliverable 3: Recommendations for Improvement. Based on the current state assessment and gap analysis, BerryDunn will work with OhioMHAS to establish potential areas of focus for implementation and improvement. BerryDunn anticipates that potential areas will include:

- Implementation and testing approach

- Approach to service and end-user adoption of the EHR software
- Clinical service area workflows
- Timeliness of charting at or near the point of care
- Knowledge, training, and approaches to employee readiness
- System design customizations
- Methods for fostering buy-in to the new system and the implementation
- Improved operational, clinical, quality, and financial outcomes

BerryDunn will meet with the Core Team and to walk through the recommendations and answer questions. With these recommendations, BerryDunn can help OhioMHAS establish early factors of success that align with the established goals that OhioMHAS is driving towards with the new system.

Task 4: Metrics for Improved Operations

4.1 Develop DED for Deliverable 4: Metrics for Improved Operations. At the beginning of Task 4, BerryDunn will develop a DED, review it with the Core Team, and incorporate feedback to help ensure it aligns with OhioMHAS' expectations.

4.2 Develop Deliverable 4: Metrics for Improved Operations. Based on the approved recommendations BerryDunn will work with Core Team to establish the metrics by which OhioMHAS can assess improvement. BerryDunn anticipates this will include operational, clinical, financial, and other metrics. BerryDunn will work to understand both existing and proposed metrics to evaluate the comprehensiveness and quality of metrics according to industry best practice.

In BerryDunn's experience, it is most successful to focus on a small number of metrics that aligns with strategic, and performance based organizational goals. This drives the organization to develop specific tasks and development plans that are manageable and realistic. BerryDunn will advise OhioMHAS on metric tracking, reporting, and staff communications.

Task 6: Project Management

6.1 Establish project governance documents. BerryDunn's team will collaborate with OhioMHAS to review and finalize implementation project governance documents. These documents are important to establishing an effective structure of accountability and mechanisms for managing the project. Project governance documents might include, but are not limited to, the following:

- Project Charter and Plan
- Project Escalation Process
- Project Schedule
- Project Budget
- Communication Plan
- Change Order Plan
- Status Report
- Risk, Issue, and Decision Point Log
- Change Order Control Log

BerryDunn will support OhioMHAS in the development of the project governance documents and work with the Core Team and EHR implementation team to discuss the documents and formalize the structure and plan.

BerryDunn's team will work with key stakeholders and project groups, including the project sponsor and implementation team, to provide advice on roles and responsibilities and help prepare the respective stakeholder groups to be effective in their assigned roles.

6.2 Provide ongoing project management and oversight services. BerryDunn's team will serve in a project management capacity during the system implementation, supporting and advising the OhioMHAS team, and partnering with the selected vendor. BerryDunn's approach provides structure and proactively identifies risks and issues to establish mitigation activities before they can affect the project's success. A focus of this assistance will be to monitor, manage, and report on vendor implementation and delivery. BerryDunn's focus would also monitor OhioMHAS' project activities in comparison with project needs and overall goals.

OhioMHAS will have overall responsibility for the implementation, make all management decisions, and conduct testing, training, and any data conversion activities. The BerryDunn project team will oversee, monitor, and advise on these activities.

Assumption: BerryDunn's program manager and/or project manager will be on-site for up to five business days each month during Task 6 activities. Other on-site expectations for Task 6 activities are dependent on the EHR implementation approach and project schedule and will be finalized with OhioMHAS.

Based on experience with other implementations, Table 4 below describes the services that BerryDunn find most beneficial to successful implementation.

Table 4: BerryDunn Ongoing Project Management and Oversight Services

Activity/Deliverable	Description
Lead Weekly Project Team Meetings	BerryDunn will establish, manage, and facilitate the weekly project management meetings with OhioMHAS, the EHR vendor, and other implementation parties via teleconference and in person. Following meetings, BerryDunn will provide meeting notes and action items to share with the teams. BerryDunn anticipates that the frequency of these meetings may vary by phase of the project, but anticipates that weekly meetings would be required for a significant part of the implementation timeline.
Review of Vendor Deliverables and Project Milestones	BerryDunn will provide both initial and ongoing assessment of the EHR vendor's deliverables and milestones. Assessments will include prioritized findings for the implementation team to address with the EHR vendor prior to accepting the deliverable or milestone. This would help OhioMHAS to manage the contract expectations, and quality and payment of work performed.
Weekly and Monthly Project Status Reports and On-Site Project Management Activities	<p>The Weekly and Monthly Project Status Reports will describe the activities that the BerryDunn team performed during the previous reporting period, planned activities for the upcoming reporting period, risks and issues associated with the implementation, and recommendations for addressing risks, issues, and decision points.</p> <p>BerryDunn will consider change order actions as part of these recommendations. Additionally, the reports will describe the activities/mitigation techniques being employed by OhioMHAS and the EHR vendor to resolve previously identified risks and issues that were still being monitored by BerryDunn's team.</p>

Activity/Deliverable	Description
Testing	BerryDunn will oversee OhioMHAS' EHR testing process, including advising and assisting the vendor and implementation team, in the development of a test plan and scripts. In addition, BerryDunn will facilitate OhioMHAS' decision-making related to resolving identified defects or needs for business process redesign or customization. BerryDunn will include all service areas, modules, and clinical workflows in the testing plan to ensure successful implementation.
Training	BerryDunn will advise and assist OhioMHAS in training planning and the development of training materials, conduct spot checks of the training activities, provide recommendations for modifications to the training delivery, and provide feedback on training documentation. BerryDunn's approach to training will take into consideration the service area hours of operation, staff size, facilities, technology, unique compliance considerations, and existing and new staff needs.
Go-Live Readiness, Preparation, and Support	Making an informed and structured decision whether to proceed to a go-live milestone is an important process. Assessing the organizational readiness for go-live and the known risks will be important for OhioMHAS' project and management teams to conduct. BerryDunn will propose the go-live process, oversee, assist and advise OhioMHAS throughout the project.
Post Activation Assessment, Project Closeout and Lessons Learned	<p>Following go-live, BerryDunn will assist the OhioMHAS team through the process of formally conducting a post-go live assessment(s). This can include contract review, management of any outstanding implementation items, reviewing post- go live performance, recommending approaches to successfully transition to the support/operations phases, and facilitating a Lessons-Learned analysis.</p> <p>BerryDunn will also help OhioMHAS identify areas where further training and/or coaching is needed by service area and staff role.</p>

3.1.2 Project Work Plan

Table 5 and Table 6 presents BerryDunn's high-level project plan and schedule to accomplish project activities and achieve project goals and outcomes.

Table 5: Project Work Plan for Tasks 1 – 4 and Task 6

Task Number	Task Description	Number Of Days
1	Task 1: Project Planning and Assess OhioMHAS Current EHR System	43
1.1	Prepare for and conduct initial planning meeting	5
1.2	Prepare for and conduct project kickoff meeting	10
1.3	Request and review background documentation	10
1.4	Perform fact-finding activities	15
1.5	Develop DED for Deliverable 1: Current State Assessment Report	5
1.6	Develop and submit Deliverable 1: Current State Assessment Report (Draft)	29
<i>Deliverable 1: Current State Assessment Report</i>		
2	Task 2: Gap Analysis	25
2.1	Develop DED for Deliverable 2: Gap Analysis Report	5
2.2	Perform gap analysis	15
2.3	Develop and submit Deliverable 2: Gap Analysis Report (Draft)	20
<i>Deliverable 2: Gap Analysis Report</i>		
3	Task 3: Recommendations on Potential Areas of Focus and Improvement	38
3.1	Develop DED for Deliverable 3: Recommendations for Improvement	5
3.2	Develop and submit Deliverable 3: Recommendations for Improvement (Draft)	38
<i>Deliverable 3: Recommendations for Improvement</i>		

Task Number	Task Description	Number Of Days
4	Task 4: Metrics for Improved Operations	36
4.1	Develop DED for Deliverable 4: Metrics for Improved Operations	5
4.2	Develop and submit Deliverable 4: Metrics for Improved Operations (Draft)	31
<i>Deliverable 4: Metrics for Improved Operations</i>		
6	Task 6: Project Management and Oversight Services	551
6.1	Establish project governance documents	66
6.2	Provide ongoing project management and oversight services	494
<i>Deliverable 6: Project Governance Documents</i>		

3.1.3 Assumptions

BerryDunn has made the following assumptions:

- Completion of project tasks within the timeline established is dependent upon OhioMHAS making key resources available in the requested time frame and the timely review of project deliverables.
The end dates provided for each deliverable are the dates BerryDunn will submit a first draft for review. BerryDunn assumes that OhioMHAS will complete deliverable review and provide feedback within five business days. BerryDunn will then make updates and submit a final version within five business days.
- BerryDunn will include a minimum of two BerryDunn team members in each meeting—one to facilitate, and another to provide support, such as take meeting notes; documenting action items, decisions, and recommendations; and monitoring videoconferencing chat functionality.
- The OhioMHAS lead will assist BerryDunn's team with scheduling meetings with stakeholders throughout Tasks 1 through 5, based on the mutually agreed-upon project plan and schedule.
- The contract with the EHR vendor will be fully executed by March 1, 2023.

3.2 Project Status Reporting

BerryDunn will keep OhioMHAS informed of the activities through regularly planned project status meetings, project status reports, and informal updates. This include giving OhioMHAS a one-page status report describing project progress, next steps, issues, and risks that could impact the project. In Figure 3, BerryDunn has provided a sample one-page project status report template that BerryDunn has successfully used in many similar engagements.

Figure 3: Sample Status Report

Key Activities Accomplished This Period	Project Metrics	Current Status	Previous Status
• Add Here	Scope	On Track	On Track
	Schedule	On Track	On Track
	Budget	On Track	On Track
	Quality	On Track	On Track
	Overall Status	On Track	On Track
Overall Project Status			
Key Activities Planned for the Next Period	Based on the project metrics outlined above, the overall project status is On Track.		
• Add Here	Upcoming Project Deliverables		Baselined Approval Date
	Dx. Deliverable Name		mm/dd/yy
Risks/Issues			
Risk/Issue #x: Risk/Issue Title: Description: Add here			
• mm/dd/yy Update: Add here			
Decisions			
Decision #x: Decision Title: Description: Add here			
• mm/dd/yy Update: Add here			

Project status reports provide a snapshot of project health and measure actual progress against expected outcomes. They identify:

- Overall project status, including a dashboard of key project metrics
- Activities completed in the reporting period
- Planned activities for the upcoming reporting period
- Upcoming project deliverables
- Risks or issues that might need to be addressed to keep the project on track

BerryDunn will also monitor project risks and issues closely, identifying any areas that might affect the project schedule, scope, budget, or quality. BerryDunn will track these in their project risk and issue register, along with any mitigation or resolution strategies. BerryDunn will immediately communicate critical project risks through the established channels, as agreed upon with OhioMHAS. BerryDunn's project manager and key project team members will make themselves readily available to clients, responding to questions and requests within one business day or less.

BerryDunn will work with OhioMHAS to define project status reporting plans to external stakeholders.

3.3 Coordination with OhioMHAS

Strong coordination of activities and clear and well-timed information sharing is vital to the success of any project. Because BerryDunn believes in keeping clients informed early and often, BerryDunn's approach will support frequent communications and debriefs on task progress and feedback BerryDunn receives from stakeholders with OhioMHAS to avoid surprises. As part of the project work plan, BerryDunn will hold weekly project status meetings and issue reports (as described in [Section 3.2](#)) and provide additional informal updates throughout the project as needed.

During project initiation, BerryDunn will coordinate project activities with OhioMHAS through refinement of the draft project work plan, clearly describing project tasks and subtasks, time frames, and State and other resources needed so that OhioMHAS and stakeholders can plan ahead and be prepared to fully support the project. BerryDunn will also update and review the project work plan regularly throughout the project (a minimum of weekly before the project status meeting) to communicate and gain agreement on any changes that are needed and to clarify any assistance BerryDunn needs from OhioMHAS to help ensure that the project remains on track.

The primary lines of communication for this project will be between the BerryDunn project manager and the OhioMHAS project manager/lead. Through telephone/videoconference discussions and emails, BerryDunn will provide an open, ongoing dialogue that is critical to project performance and to

BerryDunn will balance providing regular communications to OhioMHAS leaders and staff with an awareness of their time and other constraints.

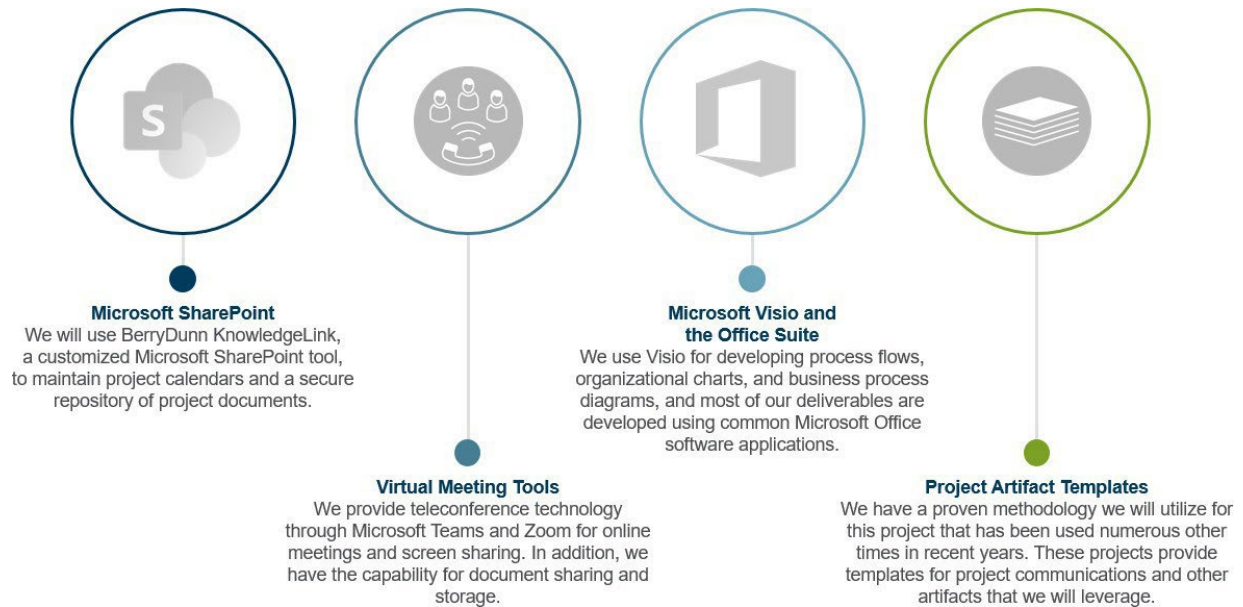
OhioMHAS' satisfaction. During project initiation, BerryDunn's project manager will work with OhioMHAS' project manager/lead to define agreed-upon methods of communication between BerryDunn and OhioMHAS and the frequency of each method.

Throughout the project, BerryDunn will manage project communications with consideration for:

- Team member roles, responsibilities, and information needs
- Method(s) of communication (e.g., project status reports and status meetings, other presentations)
- Communication tools (e.g., emails, teleconferences, web conferences, collaborative project management tools such as Microsoft [MS] SharePoint)
- Meeting standards and guidelines, including providing meeting agendas a minimum of 24 hours in advance

For the daily management and undertaking of project tasks, BerryDunn will strive to avoid unnecessary delays, enhance productivity, promote collaboration, and minimize barriers to participation. To that end, BerryDunn will utilize technology that is familiar or intuitive to most users, as detailed in Figure 4.

Figure 4: BerryDunn's Tools and Technology



As noted in Figure 4 above, BerryDunn will provide a project repository for document sharing in a customized version of MS SharePoint, known as BerryDunn KnowledgeLink. BerryDunn KnowledgeLink will feature document repositories to store deliverables and lists to collect project data, along with a calendar view to capture on-site visits and major project milestones.

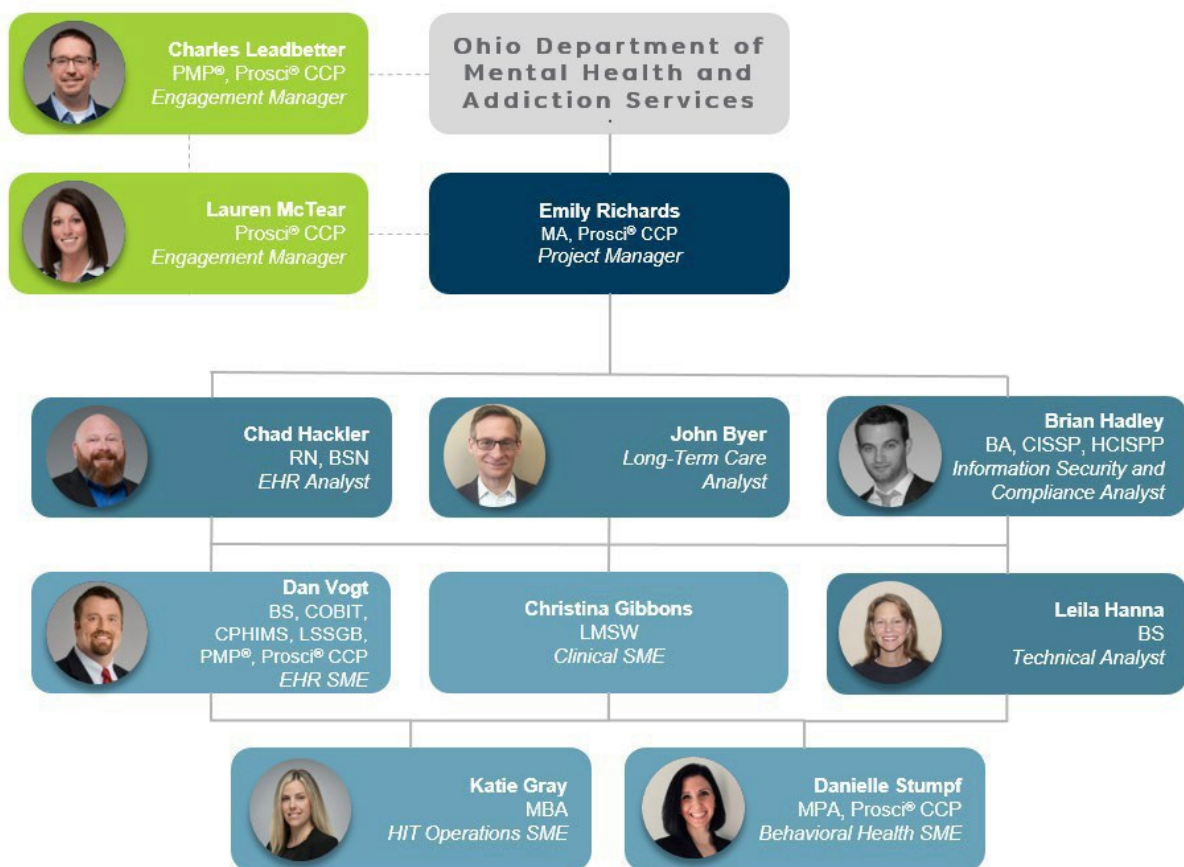
If desired by OhioMHAS, for this project BerryDunn will use BerryDunn KnowledgeLink to manage project decisions, risks, issues, and action items related to the services, as well as to maintain project documents and deliverables. During and after the project, OhioMHAS will maintain ownership of the materials stored on BerryDunn KnowledgeLink

3.4 Project Team Roles and Responsibilities

BerryDunn prides itself on project team cohesiveness and BerryDunn's culture fosters clear communication, an understanding of team members' responsibilities, and the expectation that team members will support each other throughout the project. While each of BerryDunn's project team members individually brings expertise to this project, as a group they will provide OhioMHAS with a strong, objective project team that establishes credibility, professional trust, and cooperative working relationships with the State project manager/lead, staff, key agency stakeholders, and vendors. BerryDunn is accustomed to employing various onboarding, training, project management, and internal team communication strategies and tools (such as MS SharePoint and Teams) to help ensure everyone on the BerryDunn project team remains informed, aware, organized, and coordinated across subject matter areas throughout the duration of the project

Figure 5 below illustrates the project team's organizational structure, designed to promote the success of this project and provide the expertise and high-quality deliverables requested by OhioMHAS.

Figure 5: Organizational Chart



BerryDunn has structured its project team to consist of key staff to provide oversight and support project efforts, including our engagement managers, Charlie Leadbetter and Lauren McTear. Together with project manager, Emily Richards, they will help to ensure OhioMHAS and BerryDunn complete the project on time and within scope and budget, and will leverage the right team members for the

right tasks based on each individual's experience and expertise. They will establish clear roles and responsibilities so that each team member is focused on what they need to accomplish within the context of the broader project goals. They will also communicate these roles and responsibilities to the State team, minimizing confusion and helping to ensure a clear, coordinated approach to project execution.

Charlie, Lauren, and Emily will be supported by senior team members with extensive technical, information security and compliance, and EHR analysis skills and experience, as well as relevant subject matter knowledge. Additionally, BerryDunn's project manager will call upon the SMEs as needed to provide specialized insight and expertise pertaining to behavioral health systems, programs and services, as well as EHR systems, on an ad hoc basis to support the OhioMHAS and core BerryDunn project team.

Table 7 below and on the following pages outlines the roles, estimated number of hours for Tasks 1 through 5, and responsibilities for each of our proposed project team members.

Table 7: Project Team Roles and Responsibilities

Role and Hours	Responsibilities
Charlie Leadbetter Lauren McTear <i>Engagement Managers</i> Charlie: 16 hours Lauren: 135 hours	<ul style="list-style-type: none"> • Provide oversight for all services, maintain overall responsibility for the quality of work, and help ensure the firm's commitment to OhioMHAS and this engagement • Serve as primary point of contact for activities related to contract management and dispute resolution, participate in meetings and presentations with leadership as appropriate • Provide subject matter expertise related to IT current and future state assessments; gap analysis; and systems implementation • Lead and/or participate in meetings with OhioMHAS leadership and stakeholders, as requested and appropriate • Provide guidance and direction to the BerryDunn team for development of all project deliverables • Facilitate State discussion, development, and decision-making related to the vision, goals, and objectives for an EHR and related infrastructure • Provide technical and programmatic subject matter expertise
Emily Richards <i>Project Manager</i> 271 hours	<ul style="list-style-type: none"> • Serve as primary point of contact with the State project manager/lead • Plan and allocate resources, perform daily project and staff oversight • Ensure effective communication and coordination of BerryDunn team members • Proactively identify project risks and issues and propose recommended courses of action to address them • Prepare weekly status reports and conduct status meetings with OhioMHAS • Ensure adherence to industry standards and best practices

Role and Hours	Responsibilities
Leila Hanna <i>Technical Analyst</i> 92 hours	<ul style="list-style-type: none"> Establish project templates and DEDs and perform quality reviews of BerryDunn deliverables Oversee and coordinate development of project deliverables Provide inputs into State discussion, development, and decision-making related to the vision, goals, and objectives for an EHR and related infrastructure Provide organizational management and HIT subject matter expertise Lead technical fact-finding activities Conduct technical gap analysis activities Provide guidance for State discussion, development, and decision-making related to the technical aspects of the new EHR and related infrastructure Assist with deliverable development
Brian Hadley <i>Information Security and Compliance Analyst</i> 58 hours	<ul style="list-style-type: none"> Participate in technical fact-finding activities Provide inputs into State discussion, development, and decision-making related to the information security and regulatory compliance aspects of the new EHR and related infrastructure Analyze and provide recommendations regarding the information security needs for the new EHR Assist with deliverable development
Chad Hackler <i>EHR Analyst</i> 204 hours	<ul style="list-style-type: none"> Provide inputs into State discussion, development, and decision-making related to the vision, goals, and objectives for an EHR and related infrastructure based on knowledge of the EHR landscape Facilitate fact-finding meetings organizational change management targeted meetings Analyze and provide recommendations related to OhioMHAS' business needs, existing system functionality, and new EHR capabilities Provide EHR system and clinical operations subject matter expertise Contribute to project deliverables Participate in status meetings
Christina Gibbons <i>Clinical SME</i> 186 hours	<ul style="list-style-type: none"> Conduct analysis and assessment of change readiness including performing background research, assisting with web survey development, and supporting fact-finding meetings Provide EHR system and clinical operations subject matter expertise Assist with deliverable development
John Byer <i>Long Term Care Analyst</i>	<ul style="list-style-type: none"> Provide long term care subject matter expertise, as needed, throughout the project Participate in fact-finding activities with long term care stakeholders Contribute to project deliverables as needed

Role and Hours	Responsibilities
44 hours	
Katie Gray <i>HIT Operations SME</i> 261 hours	<ul style="list-style-type: none"> • Provide healthcare operations subject matter expertise as needed throughout the project • Conduct fact-finding activities • Analyze potential regulatory compliance changes • Support development of weekly project status reports and participate in status meetings • Manage project documentation and project logs • Help lead the development of project deliverables
Danielle Stumpf <i>Behavioral Health SME</i> 66 hours	<ul style="list-style-type: none"> • Provide behavioral health subject matter expertise as needed throughout the project related to behavioral health programs, policies, and technologies • Participate in targeted fact-finding meetings with behavioral health stakeholders • Contribute to project deliverables as needed
Dan Vogt <i>EHR SME</i> 14 hours	<ul style="list-style-type: none"> • Provide EHR subject matter expertise as needed throughout the project, including standards and requirements from federal partners and other oversight and accrediting entities • Contribute to project deliverables as needed