

## Exhibit B - Scope of Work for Central Health's Participation in Homelessness Comprehensive Review and Central Health Deliverables

### Objective

The objective of this comprehensive review is to collaboratively assess the scope and effectiveness of the strategies, programs, and services provided by the City of Austin and other partners, which may include Central Health, Travis County, Integral Care, and The University of Texas at Austin Dell Medical School ("Healthier Austin Partners" or "Partners") to make homelessness rare, brief, and nonrecurring. The Partners intend to work together in a collaborative and cooperative manner, through joint decision making and communication with McKinsey & Company, Inc. ("McKinsey" or "Consultant") throughout the process of completing this review. The Partners intend to use the report generated by this review as the basis for understanding the work of each entity, leveraging opportunities to work together more effectively in serving this population and creating an action plan to further work together. The Partners will create a workgroup to achieve this purpose and guide the work of Consultant.

The primary focus areas of the comprehensive review include:

- a. ~~Assessing the effectiveness~~Developing an understanding of the scope of current public sector strategies for the purpose of creating an inventory of each Partner's services and programs that serve people experiencing homelessness.
- b. ~~Evaluating the use of~~Understanding how funds are allocated for homelessness services and homelessness prevention, including to the extent relevant to each Partner's services, contracts with third-party entities ~~executed by the Healthier Austin Partners~~ for services related to homelessness or that serve people experiencing homelessness.
- c. Examining the extent to which the Healthier Austin Partners align strategies, programs, and services to address homelessness.

### Part 1: Inventory of Plans and Preliminary Needs Assessment

- a. ~~McKinsey will R~~review the Partners' homelessness strategies, policies, and programs to gain a thorough understanding of their objectives and implementation mechanisms. This includes outlining each organization's service lanes related to homelessness (e.g., prevention, jail and shelter diversion, physical, behavioral, and mental health, emergency shelter, rapid rehousing, supportive services attached to housing, public space management, wrap-around services, case management, permanent supportive housing, and other key elements of a holistic approach). As this review relates to Central Health, Central Health will provide McKinsey with a summary of Central Health's homelessness strategies, policies, and programs. As a special purpose hospital district, almost all of Central Health's direct provision of medical services and coordination of contracted services include providing medical and hospital services to people experiencing homelessness. These services span the continuum of medical, mental and behavioral, and hospital services, eligibility and enrollment services and transitions of care services.
- b. ~~Assess the degree to which Partners' strategies align~~McKinsey will review alignment of Partners' strategies with best practices for similar entities, including successful approaches from other municipalities and public sector entities. As this review relates to Central Health, Central Health will provide information regarding strategies and practices of other large, urban hospital districts in Texas and a review of how Central Health's practices align with the practices of these entities.
- c. Central Health will share Key Performance Indicators related to its services for individuals experiencing homelessness including process-based measures. This will contribute to the overall evaluation by McKinsey of Evaluatethe effectiveness of other Partner strategies, including budget allocation and expenditures, to analyze the effectiveness in achieving their intended outcomes and long-term solutions, ~~including root causes.~~ Central Health is currently developing evaluation measures for its board adopted Healthcare Equity Implementation Plan which includes expansion of direct and contracted services for people experiencing homelessness.
- d. Central Health will share areas in which it coordinates with Partners to ensure the provision of comprehensive services for people experiencing homelessness. Central Health will collaborate with

McKinsey and the Partners on identification of areas in which further alignment and coordination will better serve the population currently experiencing homelessness and support the reduction of homelessness. Evaluate the extent to which Partners collaborate and coordinate their efforts to provide comprehensive services to the homeless population. This includes analyzing the degree of alignment and synergy in their strategies and analyzing data to measure the impact of coordination on reducing homelessness.

- e. Central Health will compare Central Health's the Partners' coordination efforts with best practices in the field of homelessness response and reduction and will share this review with McKinsey.
- f. Central Health will share its equity focused, systems-based service delivery strategic and operational implementation plans related to homelessness with McKinsey. Central Health will also share the underlying reports and analysis that served as the basis for those plans for the provision of medical and healthcare services which include but are not limited to the provision of services to people experiencing homelessness. Central Health will collaborate with McKinsey and the Partners to consider ways in which Assess the extent to which the Partners' homeless strategies can better alignare aligned with the broader regional systems-approach. A systems-approachsystems approach involves a coordinated and integrated response involving various stakeholders (e.g., government agencies, nonprofits, shelters, healthcare providers, community members, etc.) to address homelessness comprehensively.

## Part 2: Homelessness-Related Services and Contracts

- a. McKinsey will Examine the terms of a representative sample of relevant homelessness contracts to ensure clarity and alignment with each Healthier Austin Partners' goals and purpose. As this review relates to Central Health, Central Health will provide a list of key contracted providers that provide services for people experiencing homelessness on behalf of Central Health. Central Health will also provide information regarding its approach to tracking services and ensuring accountability for providing services.
- b. Review contracts to ensure they include SMART (specific, measurable, achievable, relevant, and time-bound) goals and performance metrics that are useful for determining progress towards achieving outcomes.
- c. Central Health is developing Key Performance Indicators related to its Operational and Financial Sustainability Plan (aka Healthcare Equity Implementation Plan) and will share KIPs and other measures related to its implementation of services related to people experiencing homelessness. Assess the effectiveness of contracted services in achieving their intended outcomes.
- d. Evaluate the cost-effectiveness of services and programs compared to industry benchmarks to identify areas for potential cost savings or efficiency improvements.

## Part 3: Assess Knowledge Gaps Related to Need

- a. Central Health will provide summaries of Identify existing studies, reports, and other data collected by Central Health that contribute to an understanding of unmet needs for the unhoused population. This work will support McKinsey's broader assessment of community databases, etc. that outline unmet needs relative to the current state of met needs in the continuum of services. Central Health will share the safety-net focused Community Health Needs Assessment, Voice of the Community Report, and Capabilities and Gaps Analysis that underlie the Equity-focused, Systems-based, Service Delivery Strategic Plan (aka Healthcare Equity Plan).
- b. McKinsey will Identify sources to supplement knowledge-baseknowledge base for planning and coordination. As this relates to Central Health, Central Health will identify key staff and ongoing work in support of alignment, planning, and coordination.

## Part 4: Report & Implementation Plan (Practicable Actionable Solutions)

- a. McKinsey will Compile comprehensive review findings into a comprehensive report, which will include:
  - a. A summary of the comprehensive review, objectives, and scope of the review.
  - b. Detailed findings from the comprehensive review.
  - c. Recommendations for improvements in collaboration and alignment of community strategy design and implementation.

- b. Central Health staff and as necessary and appropriate, current Central Health contracted consultants will contribute ideas for development of collaborative strategies and recommendations and participate with all of the Partners in the review of the final report.
- c. Central Health will identify any inaccuracies in the final report related to Central Health services, strategies, processes, and any other matters, which will be corrected by McKinsey prior to publishing and distributing the final report.
- ~~b-d.~~ McKinsey will support Partners, if requested by the Partners, in communicating findings to elected representatives, officials, and other stakeholders as appropriate. Central Health will collaborate on and participate in developing an approach and materials to communicate findings to stakeholders as appropriate. Findings related to Central Health will not be shared in a public setting without Central Health's approval.
- ~~c-e.~~ McKinsey will maintain detailed documentation of all procedures, findings, and evidence for future reference.

#### Timeline

- Part 1: Completed by mid-March 2024
- Part 2: Completed by mid-March 2024
- Part 3: Completed by end of March 2024
- Part 4: Completed by end of April 2024

#### McKinsey Final Deliverable/Milestones

- Deliverable 1: Kickoff meeting with Partners in January 2024.
- Deliverable 2: Mid-project update meeting with Partners in early March 2024.
- Deliverable 3: Final project meeting with Partners in April 2024, including report of comprehensive findings and opportunity to review and submit comments on draft reports and findings.
- Deliverable 4: Final report submission that includes incorporation of feedback from Central Health and Partners on findings, conclusions, and recommendations as well as recommendations for improvements in overall community strategy design and implementation, as well as synthesis of facts collected during the review.
- Deliverable 5: Assistance with presenting relevant findings to key stakeholders (e.g., City and County leaders, Boards of Directors for partner organizations).