MassHealth MA DSRIP TA Program

Template and Guidance for TA Project Scope of Work

MassHealth's MA DSRIP Technical Assistance (TA) Program is a statewide initiative to provide an array of resources and supports to the MassHealth Accountable Care Organizations (ACOs) and Community Partners (CPs). Through this program, ACOs and CPs may access direct technical assistance from qualified TA Vendors that were selected to provide services categorized by ten TA Domains: actuarial & financial, care coordination/integration, community-based care and social determinants of health, consumer engagement, flexible services, health information technology/health information exchange, performance improvement, population health management, workforce, and telehealth.

This document provides guidance for setting up the Scope of Work (SOW) and budget for a TA Project once MassHealth has approved a TA Application[1] submitted by an ACO or CP. The instructions have been developed around the templates designed to structure the SOW and to develop the TA Project budget. This guidance has been updated to further clarify instructions as additional TA Vendors are being added to the MA DSRIP TA Program TA Vendor Catalog. Since the start of the TA Program in September 2018, TA Vendors have provided unique solutions to the TA needs of ACOs and CPs that have included creating marketing and other informational materials, providing access to restricted data sources and analytic algorithms, and managing projects with multiple ACOs or CPs. This guidance also includes:

- A section of policy decisions for TA Projects;
- Information specific to the setup of joint TA Projects with multiple ACOs or CPs; and
- Instructions for requesting a Task Order modification if a TA Project needs to update the scope, budget, or schedule.

As work continues through the MA DSRIP TA Program, if you have any questions about the TA Project review and approval process or any other aspect of developing a TA Project, please contact Abt Associates, the managing TA Vendor, by email at MA_DSRIP_TA@abtassoc.com or by phone at 617-520-3581.

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[1]   A SOW and budget for a TA Project is needed following MassHealth approval of all TA Applications, including TA Applications submitted by ACOs and CPs for a MA DSRIP TA Program Off the Shelf TA Project offering.

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Process to Setup a TA Project

The process to setup a TA Project is driven by the ACO/CP. It begins with the submission of a TA Application by the ACO/CP for a potential TA Project. Prior to submission of the TA Application, the ACO/CP is expected to have researched possible TA Vendors for the potential TA Project to be able to list their preferred TA Vendors for the project in the TA Application.

Below is a summary of the steps in the process to setup a TA Project:

- An ACO/CP will submit a TA Application through the MA DSRIP TA Marketplace (https://www.ma-dsrip-ta.com/). In the TA Application, the ACO/CP will specify and rank up to three TA Vendors with which it prefers to work with to implement the project.
- After the TA Application is submitted, MassHealth will review the TA Application for approval. The proposed TA Project should have realistic, time-bound, and measurable goals and deliverables and be consistent with priorities discussed with the MassHealth ACO/CP Contract Manager.
- As the TA Application is in review, the TA Managing Vendor (Abt) confirms availability of the preferred TA Vendor selected by the ACO/CP.
- Upon approval of the TA Application by MassHealth, the ACO/CP and TA Vendor are notified via email.
- The TA Vendor works with the ACO/CP to develop the Scope of Work (SOW) (utilizing the SOW template) for the TA Project. SOW and total cost must be agreed upon by both the TA Vendor and the ACO/CP. Funding available for the ACO/CP's project is limited to the funds allocated by MassHealth for each designated TA Program year.
- The ACO/CP and TA Vendor will complete a signature form acknowledging that the ACO/CP and the TA Vendor have agreed to the TA Project plan and total cost as presented in the SOW.
- The SOW and signature form will be submitted by the TA Vendor to Abt and MassHealth for review and approval
- The TA Vendor will also submit to Abt a TA Project budget (utilizing the budget template) aligning with the SOW that complies with the labor rates in the TA Vendor's Master Agreement.
- Once MassHealth approves the Scope of Work and budget for the TA Project, Abt Associates will issue a Task Order under the TA Vendor's Master Agreement. TA Vendors may not begin work until the Task Order is finalized and fully executed.

This document walks through the required content of the SOW and budget and provides the needed guidance for completing the SOW and budget templates.

Developing the Scope of Work and Budget

Following MassHealth approval of the TA Application, the selected TA Vendor is responsible for developing a Scope of Work and budget for the TA Project utilizing the required templates. TA Vendors should work closely with the ACO/CP to ensure that the SOW addresses the ACO's or CP's needs and the goals they hope to accomplish through the TA Project, as outlined in their TA Application. In developing the SOW and budget, the TA Vendor and ACO/CP are defining the tasks and timeline and negotiating the budget to implement and successfully complete the TA Project.

Each ACO/CP has an allotment of funds from MassHealth that they may expend on TA Projects. The funding allocations are distributed to ACOs and CPs through TA Cards. Funds for TA Program Year 1 were referred to as the Year One TA Card, funds for TA Program Year 2 were referred to as the Year Two TA

Card, etc. If the active period for a TA Card has been extended beyond the TA Program year and multiple TA Cards are active, the available funds from any active TA Card[2] can be combined for a TA Project. The budgeted costs of the TA Project must be within the limits of the funds available to the ACO/CP, and an amount agreed upon by the ACO/CP. In developing the TA Project budget, TA Vendors are not expected to share detailed costing information (i.e. labor rates) with the ACO/CP; however, they may do so if they feel this is appropriate or helpful as they negotiate with ACOs/CPs. The SOW submitted to Abt Associates for approval must include summarized budget information presented in a delivery/milestone and payment schedule. TA Vendors must share applicable detailed costing information with Abt Associates which will be reviewed against the terms in the TA Vendor's Master Agreement with Abt Associates.

Once the ACO/CP and the TA Vendor agree on the SOW and budget, the ACO/CP and the TA Vendor will need to sign a document affirming the SOW is acceptable to their respective organizations.[3] Please see the signatory approval page (TA Project SOW and Budget, ACO/CP and TA Vendor Approval Form) later in this document. TA Vendors should submit the TA Project SOW, the signed approval page, and the budget to Abt by email to MA_DSRIP_TA@abtassoc.com.

SOW and Budget Template

Below is guidance for completing the TA Project SOW template. Each section should be brief and succinct. Use language and descriptions that would be clear and understandable to reviewers with varied backgrounds and experience with technical assistance projects. If it is necessary to include technical descriptions, include these in the References and Assumptions (Section 6). The goal of the SOW is to present a clear work plan for the TA Project with realistic, time-bound and measurable goals and deliverables as well as start and end dates. Most sections of the SOW are required, but some sections are marked as not required. Although not required, it is recommended that these sections be completed if the ACO/CP and TA Vendor feel the information is important to undertake and manage the TA Project.

A template is available in an MS Excel spreadsheet format to help create a detailed budget for the TA Project. The template allows TA Vendors to list labor categories or names for staff who will work on the project. The budget template may be edited by TA Vendors to better fit the tasks and subtasks defined for the TA Project. Summary costs from the budget spreadsheet must be included in the SOW in a delivery/milestone and payment schedule.

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[2]   The funds available through an ACO/CP TA Card is the amount not yet obligated to a Task Order contract for a TA Project before the TA Card expiration date. Once the TA Card expiration date has passed, funds that were not obligated to a Task Order contract are no longer available for use by the ACO/CP.

[3]   Starting in March 2020, TA Vendors may submit emailed approval from the ACO/CP in lieu of the signed approval form. The emailed approval needs to include the same information that would be included with a signed approval form. Additional guidance for emailed approvals and acceptance is included later in this SOW Guidance document. (See Guidance and Example Text for ACO/CP Emailed Approvals and Acceptances.)

Scope of Work Template

The following guidance describes the sections to include in the TA Project Scope of Work.

Technical Assistance (TA) Vendor:	*(TA Vendor Organization Name)*
TA Vendor Contact Information:	*(TA Vendor Contact Name)* NAME
	(TA Vendor Contact Email Address) EMAIL ADDRESS
	(TA Vendor Contact Phone Number) PHONE NUMBER
ACO/CP Name:	*(ACO/CP Organization Name)*
ACO/CP Address:	*(ACO/CP Mailing Address)*
TA Application ID:	*(ID for TA Application, for example, A1001, C2018)*
SOW Date:	*(Original date and if applicable, the date for the revised SOW)*
SOW Revision Number:	*(For the original SOW, list "NA," otherwise indicate a revision number.)*
TA Project Title:	*(Title given to the TA Project by the TA Vendor and the ACO/CP)*

TA Domain (Identify one): *(TA Domain was identified in the TA Application, Item 9)*

- 1: Actuarial and Financial
- 2: Care Coordination/Integration
- 3: Community-Based Care and Social Determinants of Health
- 4: Consumer Engagement
- 5: Flexible Services
- 6: Health Information Exchange/Health Information Technology
- 7: Performance Improvement
- 8: Population Health Management
- 9: Workforce
- 10: Telehealth

ACO/CP Competency Area (Identify one or more): *(Competency Areas were identified in the TA Application, Item 3)*

1. Respect, understand, and engage MassHealth members
2. Honor, enlist, and develop provider and care team insights and capabilities
3. Access, apply, and exchange data across all entities involved in MassHealth member wellness and care
4. Develop and implement financial models that promote provider and staff buy-in and advance the achievement of quality benchmarks, appropriate utilization of care, and long-term organizational sustainability
5. Provide coordinated care and/or complex care management that is highly responsive to MassHealth member needs and preferences
6. Actively develop and maintain a foundation of, and disseminate up-to-date knowledge in, all areas relevant to building and running a high performing, sustainable MassHealth ACO or CP

The main body of the SOW includes the following sections:
1. Project Overview
2. Project Goals and Objectives
3. Tasks/Requirements
4. TA Project Staff
5. Project Schedule, Deliverables, and Payment Schedule
6. References and Assumptions
7. Communication Plan
8. Notes or Miscellaneous Information

A description of these sections is provided below. For sections that are not applicable, simply state that the section is not applicable. Information for some sections could be found in the approved TA Application. Please contact Abt Associates if you need a copy of the approved TA Application.

1. Project Overview

This section should provide summary information about the proposed TA Project using non-technical language and spelling out all acronyms. Descriptions should be clear and understandable to reviewers with varied backgrounds and expertise. Please briefly address how the project fits into the TA Domain and Competency Area(s) identified above. Please note that this project summary may be made publicly available for the purpose of sharing lessons learned from the MA DSRIP TA Program. (Maximum of 200 words)

2. Project Goals and Objectives

Provide a brief statement of what is expected to be accomplished through this TA Project. Include the TA Project goals, and how the results or end products will be used by the ACO/CP. The TA Project goals may be found in item 4 of the approved TA Application.

This section should not include specific work tasks or a description of deliverable products since this will be included in the "Tasks/Requirements" section described below. (Maximum of 200 words)

3. Tasks/Requirements

This section defines the tasks the TA Vendor must complete for the proposed TA Project. The tasks will be determined by the TA Vendor after collaboration with the ACO/CP and careful consideration of how to structure the TA Project. This section should specify requirements and tasks clearly, including milestones, and identify any deliverables that will result from the completion of a task.

Number the tasks and if applicable, the subtasks, to identify the different work requirements. Also state where the work will occur, including whether it is onsite at the TA Vendor's office or facility, at the ACO or CP location, or another offsite venue.[4] If performance will occur at multiple locations, this section should indicate which tasks will be completed where.

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[4] The TA Vendor's office or facility includes remote locations, such as at home, where TA Vendor staff may primarily work. Similarly, the ACO or CP location includes remote locations, such as at home, where ACO or CP staff may primarily work. Information on virtual locations can be included as an "Other" location.

Example: Task/Subtask Table with Milestones and Deliverables

Task/ Subtask Number	Task Name and Description	Location	Milestones/ Deliverables
1		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	
1.1		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	• Milestone 1 • Deliverable 1
1.2		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	• Deliverable 2
2		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	• Milestone 2 • Milestone 3
3		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	
3.1		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	• Deliverable 3
3.2		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	• Milestone 4 • Deliverable 4
3.3		☐ TA Vendor's office ☐ ACO/CP location ☐ Other (Please describe)	• Deliverable 5

4. TA Project Staff

** This section is not required. Although not required, it is recommended that information about project staffing be included if the ACO/CP and TA Vendor feel the information is important to undertake and manage the TA Project.

In this section, present the staff and the roles they will undertake in the TA Project. A brief, 1-2 sentence statement about each staff member would help present staff qualifications and their appropriateness for the roles, but the key information to convey are the roles and chief responsibilities for each staff member in the TA Project. Consider including an organization chart to show the structure and relationships of the TA Project team.

All TA Vendor project staff listed in this section should also be included in the budget spreadsheet. It follows that all listed project staff should be identifiable in the Domain-level labor rate sheet included in Attachment B of the TA Vendor's Master Agreement with Abt Associates. If project staff members are not listed by name in the labor rate sheets of the Master Agreement, identify the staff member's labor

category so that the appropriate labor rate can be determined. Do not include the actual labor rates in this section.

5. Project Schedule, Deliverables, and Payment Schedule

This section should present the project schedule and a table of milestones, deliverables, and the payment schedule. Start by listing the planned or assumed project start and end dates, and state the length of the project in terms of weeks or months. Task Order contracts cannot be backdated to have a retroactive start date. Please use a future date as the start date. Once a SOW and budget receive all the required approvals, it may be necessary to revisit the project schedule to determine a valid project start date and milestone/deliverable due dates. The project end date can be as late as the latest expiration date of the currently active TA Cards.[5]

A table of milestones and deliverables should reflect information presented in the section of Tasks/Requirements (Section 3). The table should identify the task in which each milestone or deliverable is to be completed. List the planned milestone dates and deliverable due dates. This may be stated using actual dates, days or weeks after final approval of the TA Project, or using some other method that clearly marks the required delivery dates. Identify to whom or where the TA Vendor will submit each deliverable. Document the criteria for inspection and acceptance of the deliverable items or service. A representative from the ACO/CP will need to confirm acceptance of each TA Project milestone or deliverable.

This section should include the payment schedule. Identify the ordering period for the TA Project:

- Period 1: September 21, 2018 – December 31, 2019
- Period 2: January 1, 2019 – December 31, 2019 (this overlaps with period 1)
- Period 3: January 1, 2020 – December 31, 2020
- Period 4: January 1, 2021 – December 31, 2021
- Period 5: January 1, 2022 – June 30, 2022

Approved TA Projects will become fixed price Task Orders to the TA Vendor's Master Agreement with Abt Associates. The payment schedule summarizes the budget for the TA Project. The payment schedule may be presented as a list or in tabular format. For the payment schedule, identify the milestones and deliverables that trigger invoicing and payment, listing the total cost for each milestone or deliverable. All items in the payment schedule should also be included in the table of milestones and deliverables presented above. However, all items in the table of milestones and deliverables will not necessarily be in the payment schedule. Present the sum total of planned payments.

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[5]   For example, during 2020, the Year Two TA Card expiration date was September 30, 2020, and the Year Three TA Card expiration date was December 31, 2020. New TA Projects could be designed to end as late as December 31, 2020. When the Year Three TA Cards were extended to June 30, 2021, new TA Projects could be designed to end as late as June 30, 2021.

Example: Payment Schedule with Milestones/Deliverables and Due Dates

Task/Subtask Number	Milestones/Deliverables	Due Date	Payment
1.1	Milestone 1		$
	Deliverable 1		$
1.2	Deliverable 2		$
2	Milestone 2		$
	Milestone 3		$
3.1	Deliverable 3		$
3.2	Milestone 4		$
	Deliverable 4		$
3.3	Deliverable 5		$
Total Payments			$

Budget Information

Detailed budget information does not need to be presented in the payment schedule. Detailed budget information must be submitted to Abt Associates and should be presented using the TA Vendor budget spreadsheet template. The template allows TA Vendors to build up the total TA Project budget at the task or subtask level using hourly staff labor rates. The hourly labor rates should come from the Domain-level labor rate sheets included in Attachment B of the TA Vendor's Master Agreement with Abt Associates. TA Vendors should use the discounted labor rates to develop the project budget. Each amount listed in the payment schedule should correspond exactly to a task or subtask total in the budget spreadsheet. The spreadsheet will be used by Abt Associates to review compliance of costing against the Master Agreement. Additional information and instructions are presented in the *Budget Development* section of this guidance document.

Because the detailed budget spreadsheet does not need to be part of the SOW that will be reviewed by the ACO/CP and by MassHealth, please send the completed budget spreadsheet in an email addressed only to Abt Associates (MA_DSRIP_TA@abtassoc.com).

6. References and Assumptions

If applicable, this section must include or reference applicable specifications, illustrations, diagrams, tables, charts, and similar elements in the SOW if they assist in describing the planned work or related requirements. This section also must express any assumptions upon which any aspect of this work is to be performed. Identify whether any work is predicated upon another. For example, if a work product cannot be delivered until another element of the work is approved, then state that. As appropriate, state any coordination requirements with other entities or suppliers.

7. Management and Communication Plan

This section should briefly and clearly describe a management and communication plan for the TA Project, stating how the TA Vendor will project manage and maintain communication with the ACO/CP on progress and status of the TA Project. Elements of a management and communication plan could include but are not limited to:

▪ Weekly Status Report

- Weekly Meetings
- Monthly Progress Report
- Project Management Team Meetings

If not addressed earlier in the SOW in Section 3: Tasks/Requirements or Section 4: TA Project Staff, this section should also describe the agreed upon division of labor between the ACO/CP and the TA Vendor.

8. Notes or Miscellaneous Information

Include in this section any notes or miscellaneous information that is deemed important to the TA Project but not included in any section above.

Budget Development

The budget for the TA Project may be created and developed using the budget template spreadsheet, **TA Project budget template Dec2020v2.xlsx**. This template provides a basic format to use in creating the TA Project budget. TA Vendors may modify the template, adding rows for additional staff and other direct costs (ODCs) and adding columns for additional tasks and subtasks as needed.

There are four sheets in the budget template spreadsheet:

1. **TA Project info** – Enter information to identify the proposed TA Project. The information requested is the same as in the table of identifying information at the beginning of the SOW.
2. **task budget** – This sheet is the main template for the TA Project budget. Identify the TA Domain, the Period,[6] and project staff members and their associated discounted hourly labor rates. Under "Labor Category," enter information to help identify the labor rate by labor category, labor subcategory and/or position in the labor rates sheets of the TA Vendor's Master Agreement.
3. **addl budget info** – This sheet allows TA Vendors to identify and summarize any other direct costs that are necessary for the TA Project.
4. **Instructions** – This includes summary budget development information from this section of the SOW guidance.

Domain-based Discounted Labor Rates

Each TA Project will be identified as falling under one of ten TA Domains. Depending on the TA Vendor, the labor rate sheets in Attachment B of each TA Vendor's Master Agreement with Abt Associates present discounted labor rates by labor category, labor subcategory, other category/position, and staff name. Budgets should be built using the Domain-specific, discounted labor rates. Staff and the labor rates presented in this project budget should match the information in the appropriate Domain-based labor rate sheet in the Master Agreement. Note that TA Vendors may further discount labor rates in the budget by using the "Labor Discount" row of the budget template. If the TA Vendor intends to use individual labor rates that are further discounted and do not match rates listed in the Master Agreement, please indicate that when submitting the detailed project budget information to Abt Associates.

The fully loaded discounted labor rates from the TA Vendor's Master Agreement are intended to cover all costs to be incurred to complete the TA Project. However, the budget shell does include rows for other direct costs that have been determined are necessary for the TA Project. Please include details and justification for any other direct costs included in the TA Project budget. These details may be entered into the additional budget information sheet ("addl budget info") of the budget spreadsheet.

Budget Totals and the Payment Schedule

When developing the project budget, TA Vendors should determine the costs for each milestone or deliverable associated with a payment in the payment schedule presented in Section 5 (Project Schedule, Deliverables, and Payment Schedule) in the SOW. Use the column structure of the budget template to build up the labor hours and any other direct costs for each milestone or deliverable. TA

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[6] The Period refers to the time period of the labor rates used in creating the budget. Discounted labor rates for the current period are the allowable ceiling rates a TA Vendor may use in determining a TA Project budget. TA Vendors may create the TA Project budget using the discounted labor rates from an earlier Period.

Vendors may choose to include additional discounts for budgeted tasks.[7] In addition to reviewing the detailed budget spreadsheet to confirm the discounted labor rates are in the Domain-based labor rates in the TA Vendor's Master Agreement, the budget spreadsheet will also be compared with the payment schedule to confirm that budget totals match for milestones and deliverables.

Approved TA Project budgets will become fixed price Task Orders under the TA Vendor's Master Agreement with Abt Associates. Detailed budget information should not be provided in the SOW. Instead, summary costs that represent the price for selected milestones and deliverables should be included in the payment schedule of the SOW (Section 5). As described above, the prices presented in the payment schedule should be easily identified in the TA Project budget spreadsheet.

TA Vendors may use their own spreadsheet templates to create and develop the TA Project budget and payment schedule as long as the tasks, staff and labor rates, and any other pricing information are clearly presented and the spreadsheet provides the same information that would be shown by using the TA Project budget template file. The completed TA Project budget spreadsheet will need to be submitted to Abt Associates for review and approval.

TA Project SOW and Budget Submission

Submission of the TA Project SOW and budget should be sent to Abt Associates in two separate emails. The SOW will be reviewed for approval by MassHealth and Abt, while the budget will only be reviewed by Abt. MassHealth may review the budget to clarify staff level of effort for the TA Project.

Both emails should be sent to Abt Associates at MA_DSRIP_TA@abtassoc.com.

Email #1

*** This email should be cc'd to ACO/CP and TA Vendor staff.*

1. TA Project SOW
2. Signed Accountable Care Organizations (ACOs)/Community Partners (CPs) and TA Vendor Approval Form or copy of emailed approval

Email #2:

*** This email need not be cc'd to ACO/CP staff.*

1. TA Project budget spreadsheet for the TA Project SOW in Email #1.

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[7]   These Additional Discounts are optional and can be presented as a percentage discount, a lump sum discount, or calculated by rounding down the calculated total budget for the task. Calculated totals may not be adjusted with lump sum amounts or by rounding that would increase the task costs.

Technical Assistance (TA) Project Scope of Work and Budget:
Accountable Care Organizations (ACOs) /Community Partners (CPs) and TA Vendor Approval Form

TA Application ID	*(ID for TA Application, for example, A1002, C2018)*
TA Project Title:	*(Title given to the TA project by the TA Vendor and the ACO/CP)*
SOW Date:	*(Original date, and if applicable, the date for the revised SOW)*
SOW Revision Number:*	*(For the original SOW, list "NA," otherwise indicate a revision number)*
TA Vendor Organization Name:	*(TA Vendor Firm Name)*
TA Vendor Contact Information:	*(TA Vendor Contact Name)* NAME
	(TA Vendor Contact Email Address) EMAIL ADDRESS
	(TA Vendor Contact Phone Number) PHONE NUMBER
ACO/CP Organization Name:	*(ACO/CP Name)*
ACO/CP Contact Information:	*(ACO/CP Contact Name)* NAME
	(ACO/CP Contact Email Address) EMAIL ADDRESS
	(ACO/CP Contact Phone Number) PHONE NUMBER

*For the original SOW, list "NA," otherwise indicate a revision number.

By signing below, we confirm that the SOW and budget for the above referenced TA project has been reviewed by and is acceptable to our respective organizations. We are submitting the SOW and budget to MassHealth and Abt Associates for next steps in the TA Project approval process.

(Please submit this form with the SOW by email to MA_DSRIP_TA@abtassoc.com.)

ACO/CP Representative Signature: _____

ACO/CP Representative Name: _____

Date: _____

TA Vendor Representative Signature: _____

TA Vendor Representative Name: _____

Date: _____

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Guidance and Example Text for ACO/CP Emailed Approvals and Acceptances

Starting in March 2020, we have accepted emailed approvals from ACOs and CPs. ACO and CP approval or acceptance is still needed at these points in the MA DSRIP TA Program processes:

- With submission of the SOW and budget after approval of the TA Application;
- With submission of a request for modification to a Task Order for a TA project; and
- With the TA Vendor submission of an Invoice to Abt Associates for payment for specified and accepted milestones and deliverables.

Emailed approval needs to come from a representative at the ACO or CP with authority to give approval. Emailed approvals should clearly indicate what is being approved, whether for a SOW and budget, a request for modification, or the acceptance of a milestone or deliverable. We cannot accept an email that simply states, "Approved."

Below are sample text TA Vendors may use when guiding ACOs and CPs to provide emailed approval. We suggest filling in the information requested in the brackets, then working with the ACO or CP to copy and paste the information to an email to the TA Vendor.

Emailed approvals and acceptances from ACOs and CPs take the place of the signed forms. SOW and budget approval emails should be submitted as a PDF with the relevant SOW and budget. Milestone/Deliverable acceptance emails should be submitted as a PDF with the relevant TA Vendor Invoice to Abt Associates. Emailed approvals and acceptances may additionally be forwarded to Abt Associates at MA_DSRIP_TA@abtassoc.com. As shown below, the ACO/CP approver's name, title, and organization name should also be included in the email. If this information is in the email signature, that is sufficient.

Approval of Original SOW Submitted after TA Application Approval

TA Application ID: [INSERT TA APPLICATION ID]

I approve the SOW and budget dated [INSERT DATE] for the TA project with [INSERT TA VENDOR FIRM NAME].

[ACO/CP REPRESENTATIVE NAME]
[ACO/CP REPRESENTATIVE TITLE]
[ACO/CP ORGANIZATION NAME]

Acceptance of Milestone/Deliverable

TA Application: [INSERT TA APPLICATION ID]
Master Agreement and Task Order Number: [INSERT VENDOR MASTER AGREEMENT NUMBER]-[INSERT TASK ORDER NUMBER]

I accept the following milestone/deliverable:

[INSERT BRIEF DESCRIPTION OF MILESTONE/DELIVERABLE]

Based on the payment schedule, the amount due to [INSERT TA VENDOR FIRM NAME] is [INSERT PAYMENT AMOUNT FOR ACCEPTED MILESTONE/DELIVERABLE].

[ACO/CP REPRESENTATIVE NAME]
[ACO/CP REPRESENTATIVE TITLE]
[ACO/CP ORGANIZATION NAME]

Acceptance of SOW Revisions for Task Order Modification Request

TA Application: [INSERT TA APPLICATION ID]
Task Order Number: [INSERT TASK ORDER NUMBER]

I approve the revised SOW and budget dated [INSERT DATE] for the TA project with [INSERT TA VENDOR FIRM NAME].

[ACO/CP REPRESENTATIVE NAME]
[ACO/CP REPRESENTATIVE TITLE]
[ACO/CP ORGANIZATION NAME]

As long as the relevant SOW and budget or Invoice is sent to Abt Associates by the TA Vendor's firm, TA Vendors also do not need to complete the SOW and Budget Approval Form or the Deliverable/Milestone Acceptance Form.

TA Project Policy Issues and Additional Guidance

As TA Applications and SOWs and budgets have been submitted to MassHealth for review and approval, certain TA Project design elements have needed further review to make sure that activities and purchases are allowable under DSRIP TA Program rules. Additional guidance on the TA Project issues that have come up in proposed TA Projects are summarized below. Please email MA_DSRIP_TA@abtassoc.com if there are any questions.

Member-facing Materials

All member-facing materials, including surveys and interview guides to members, need to be approved by MassHealth.

Purchasing Software

Using TA funds to purchase software, licensing fees, the use of algorithms, and access to data storage is only permissible if the purchase is a necessary component of a TA Project (i.e. an ACO/CP would be unable to pursue the project without such a purchase). If this is the case, the associated fee must be either less than $10,000.00 or less than 10 percent of the overall budget, whichever is larger. The ACO/CP must also answer a question regarding the sustainability of such purchase (e.g. if the fee is to store data for a year, what is the organization's plan for paying for this in the future?).

Note that once a software data tool is purchased, TA funds can be used to better understand how to use the tool and to adapt the tool to meet the ACO's or CP's needs.

Focus Group Incentives

Focus group incentives should be $30 or less, to mimic the wellness benefit limitation in the ACO contracts. While cash incentives are not explicitly prohibited, a policy decision has been made to not allow cash incentives. Instead, the incentives should be in the form of gift cards, etc.

Media Buys

Media buys for Facebook, radio, newspaper, TV, etc. are not a permissible use of TA funds.

ACO/CP Outreach Strategies

The tables below summarize outreach strategies that are permissible with TA Funds and outreach strategies with limitations or are not permissible.

ACO Outreach Strategies

Permissible Uses of TA Funds (ACO)	
Develop marketing and outreach strategies	- Strategy can include boots-on-the-ground engagement. - Strategy can include mailers (mailers must be approved by MassHealth).
Develop flyers/mailers	- The content and timing of all mailers must be approved by MassHealth.
Earned media (i.e. press releases and interviews)	- The ACO staff should be the person/people interviewed, etc. - TA Vendor can set up the interviews and/or help draft a press release. - Press releases must be approved by MassHealth.
Marketing to the general public	- Outreach to the general public including ads, etc.
Limitations/Prohibited Strategies (ACO)	
Any media buy	- Using TA funds for media buys is not permitted.

CP Outreach Strategies

Permissible Uses of TA Funds (CP)	
Develop marketing and outreach strategies for CP	- Strategy should focus on CP assigned members, not the general public. - Strategy can include boots-on-the-ground engagement to CP assigned members so long as the engagement is conducted by CP employees, or the TA Vendor in some cases, and is not work billed under a Qualifying Activity. - Strategy can include mailers to CP assigned members (mailers must be approved by MassHealth).
Develop flyers/mailers for CP assigned members	- The content and timing of all mailers must be approved by MassHealth. - The flyers should not be distributed widely, they should be targeted to CP assigned members.
Earned media (i.e. press releases and interviews)	- The CP lead/staff should be the person/people interviewed, etc. - TA Vendor can set up the interviews and/or help draft a press release. - Press releases must be approved by MassHealth. - Please highlight for readers/listeners that some MassHealth members can receive this benefit, but that it is not an entitlement program. Please refer to the CP website for more information on which members LTSS/BH CPs support and how MassHealth describes the CP program (https://www.mass.gov/guides/masshealth-community-partners-cp-program).
Limitations/Prohibited Strategies (CP)	
Marketing to the general public	- Should not market CP services to the general public (i.e. through TV ads, radio, flyers around community centers, etc.) to avoid confusion about the CP Program.
Any media buy	- Using TA funds for media buys is not permitted.

Data Entry

The inclusion of data entry in a TA project is only permissible if it does not account for the preponderance of the funding and is deemed a necessary component of the TA project (i.e. an ACO/CP would be unable to pursue the project without the inclusion of such activity). The ACO/CP needs to provide detailed justification for including this activity within the scope of a TA project.

Joint TA Projects

It is permissible for more than one ACO or CP to collaborate on a TA Project. Working with one TA Vendor, the multiple ACOs or CPs pool their TA funds and undertake a joint TA Project. In general, the process for a joint TA Project to go from TA Application to Task Order is the same as when there is one ACO or CP and one TA Vendor. Listed below are specific requirements to setup and process a joint TA Project.

TA Applications

- For joint TA Projects, each ACO or CP involved and contributing TA funds needs to submit a separate TA Application. Each TA Application identifies the specific ACO or CP contributing TA Card funds for the joint TA Project.
- The TA Application should indicate that it is for a joint TA Project. If possible, the TA Applications should list the other ACOs or CPs that will be part of the joint TA Project.
- All TA Applications for a joint TA Project need to be submitted before the applications are sent to MassHealth for review and approval.

Scope of Work and Budget

- Once the TA Applications for a joint TA Project are approved by MassHealth, the ACOs and CPs and the TA Vendor may work on and negotiate a SOW and budget. Only one SOW needs to be created for a joint TA Project.
- The SOW should clearly list all of the ACOs or CPs of the joint TA Project. If ACOs or CPs have different or distinct goals for undertaking the project or different competency areas the project is intended to address, these should be included in the SOW, clearly identifying the relevant ACO or CP.
- Using the budget template, TA Vendors may create one budget spreadsheet to document the budget for each ACO or CP. Alternatively, TA Vendors may create separate budget spreadsheets, one for each ACO or CP.
- In the payment schedule, each milestone or deliverable should clearly show the payment amount due and the ACO or CP providing the funding for the payment. More than one ACO or CP may provide funds for a specified milestone or deliverable. The payment schedule should also show the total amount each ACO/CP is contributing to the joint TA Project and the total budget of the joint TA Project.

Task Order Contract

- Once the SOW and budget have been approved by MassHealth, one Task Order contract will be issued to the TA Vendor for the joint TA Project.

Task Order Modification Process

Once a Task Order has been fully executed, if needed, TA Vendors may request a Task Order modification to revise the SOW and/or the budget. Acceptable modifications could include tweaks to the existing TA Project, modifying the scope, adding or reducing scope, adding or reducing budget, or changing the project schedule, including no cost extensions. If an ACO/CP is considering adding scope and budget that could be setup and designed as a separate TA Project, the preference is that the ACO/CP submit a new TA Application for a new, separate TA Project.

The modification process is similar to the process to get the original SOW and budget reviewed and approved.

TA Vendors are responsible for making the request to modify their Task Order contract for a TA Project. The TA Vendor should email to MA_DSRIP_TA@abtassoc.com:

- The request to modify the Task Order and the reasons for requesting the modification. The reasons can be 1-3 sentences in the body of the email.
- The requested changes in the SOW. The preferred way to show the requested changes is to take the current SOW and show the edits in Track Changes.
- The SOW and budget approval form, signed by the ACO/CP and TA Vendor.
- *If there are changes to the budget*, an updated budget spreadsheet file.

The request for Task Order modification will be sent to MassHealth for review and approval. Once approved, Abt Associates with issue a Task Order modification document for the TA Vendor to review, sign, and return to Abt to fully execute.