

**RFP-22-71589 – DCS Competency Attainment Services**



**Attachment F – Technical Proposal Template**

**Respondent:**

Syra Health Corp.

**Instructions:**

Request for Proposal (RFP) 22-71589 is a solicitation by the State of Indiana in which organizations are invited to compete for a contract amongst other respondents in a formal evaluation process. Please be aware that the evaluation of your organization's proposal will be completed by a team of State of Indiana employees and your organization's score will be reflective of that evaluation. The evaluation of a proposal can only be based upon the information provided by the Respondent in its proposal submission. Therefore, a competitive proposal will thoroughly answer the questions listed. The Respondent is expected to provide the complete details of its proposed operations, processes, and staffing for the Scope of Work detailed in the RFP document and supplemental attachments.

Please review the requirements in Attachment K, Scope of Work (SoW), carefully. Please describe your relevant experience and explain how you propose to perform the work. For all areas in which subcontractors will be performing a portion of the work, clearly describe their roles and responsibilities, related qualifications and experience, and how you will maintain oversight of the subcontractors' activities.

Please use the yellow shaded fields to indicate your answers to the following questions. The yellow fields will automatically expand to accommodate content. Every attempt should be made to preserve the original format of this form. **A completed Technical Proposal is a requirement for proposal submission. Failure to complete and submit this form may impact your proposal's responsiveness.** Diagrams, certificates, graphics and other exhibits should be referenced within the relevant answer field and included as legible attachments.

**1 General Requirements and Definitions**

Please respond to each question detailed below:

- List any additional terms and definitions used by your company or industry that you would like the State to consider incorporating in the contract. The State will not accept terms and definitions introduced after award during contract finalization and implementation.
- Confirm you have carefully reviewed all requirements listed in RFP Section 1.4 and the Scope of Work (Attachment K). Should your company have any exceptions, substitutions, or conditions for the State's consideration, please list them below. The State will not accept exceptions, substitutions, or conditions introduced after award, during contract finalization and implementation.

None. At this point of time, Syra Health has no exceptions, substitutions, or conditions for the State's consideration.

**2 SoW Sections 1, 2, and 3 – Introduction, Background and Objectives, and Minimum Contractor Qualifications**

Provide an overview of your proposal and describe how you currently meet and/or propose to meet the requirements in SoW Sections 1, 2, and 3, including, but not limited to, the specific elements highlighted below:

- Describe why you are best suited to provide these services to the State.
- Demonstrate your understanding of competency attainment, specifically in terms of competency attainment for children.

- Demonstrate your understanding of Indiana’s program goals and describe how your proposal will meet all program goals identified in SoW Section 2.4.
- Describe and demonstrate your familiarity and experience with Indiana DCS and/or other relevant populations.
- Describe your experience providing Competency Attainment Services or related services, including any experience specific to the provision of competency attainment services for children.

**About Us:** Syra Health is a minority and women-owned, scientific consulting and professional services company based in Carmel, Indiana. The leadership team has significant experience across multiple healthcare entities including government agencies. Syra Health offers patient-centric services and solutions in the areas of behavioral and mental health, health analytics and quality, medical education and outreach, and population health management with the goal of improving patient lives and health outcomes.

**Syra Health Leadership and Employee Demographics:** Syra Health is led and driven by distinguished intellectuals who possess advanced scientific and medical education backgrounds (PhD’s and PharmD’s) and bring in decades of professional healthcare experience. Syra Health core team also consists of applied econometricians, public health experts, behavioral and mental health - clinical professionals, data scientists, health analytics, survey and outreach experts, registered nurses, case managers and program management personnel.

Learn more about us at [www.syrahealth.com](http://www.syrahealth.com)

**Government Solutions Experience**

Syra Health brings in experience working with the State of Indiana/FSSA initiatives and projects.

Some of our most recent contracts with FSSA are listed below

- FSSA/HHW and HIP (Sub-contractor)-2022**
- FSSA/DMHA/State Epidemiology Workgroup Outcomes (Prime vendor)-2021**
- FSSA/DMHA/ Neuro Diagnostic Institute (Prime vendor)-2021**

Our team also has experience working on the following projects with State of Indiana as sub-contractors

**FSSA-DMHA:** For Indiana DMHA-FSSA we are providing Behavioral Health Gap Analysis along with KSMC program and providing the quality assurance services, technical documentation, and data analysis services.

**Indiana Supreme Courts:** For Indiana Supreme courts we have provided program evaluation services the program covered 52 counties of Indiana. Program Evaluated: Odyssey/ Case Management System. Scope of work: We collected data from various source, Conducted focus groups and analyzed the collected data and created Statewide program

**FSSA-OECOSL:** For Indiana FSSA Office of Early Childhood and Out-of- School Learning, we are providing program evaluation services. Program Evaluated: On My Way PreK and Child Care Development Fund

**Understanding of Competency Attainment for Children & Indiana’s Program Goals**

In Indiana, all individuals adjudicated incompetent to stand trial (ICST) are admitted to Division of Mental Health and Addiction (DMHA) state hospitals for inpatient restoration to competency (RTC). Indiana statute requires the superintendent of the state hospital that admits the ICST defendant for RTC to file a report with the criminal court within 90 days of admission regarding the probability of RTC and allows a total of six months for RTC. If an ICST defendant is not restored after six months in DMHA custody, Indiana law requires civil commitment, and it has been DMHA policy to request renewal of the commitment of these un-restored defendants from the probate courts until the charges are dropped or the defendant regains competence to stand trial.

Syra Health implementation team is aware of the Indiana Code § 31-37-26-6 - Competency determination made by the court, competency attainment services. We understand that the goal of the services requested by DCS is to aid the child in attaining competency and subsequently enabling the child to return to court and continue with their proceedings. Syra Health understands the comprehensive

nature of getting to this final state of competency and is well-positioned to support services in a combination of case management, behavioral and mental health services, and training and education to support the child in achieving competency.

Syra Health shall provide services according to the Indiana Practice Model and build trust-based relationships with families and partners by exhibiting empathy, professionalism, genuineness, and respect. With our experience in staffing, competency attainment services, education and training, behavioral and mental health services, and case-management experience, Syra Health is confident of providing seamless, complete, and holistic child competency services to DCS.

**Our Experience:**

**Clinical Staffing** – Currently, we hold the active contract with FSSA/DMHA for staffing adults, youth and children’s units at the State psychiatric hospital –Neuro Diagnostic Institute. We have multiple contract-based or program-level staffing contracts in the private healthcare sector as well. Currently, we are close to 90+ clinical staff in the State of Indiana.

**Education and Training** - Syra Health is at the forefront of education and training driven by medical and technical writers (PhD’s and PharmD’s), instructional designers, applied econometricians, publication and copy editors, and creative art directors coming together in a dynamic environment to provide narrative-driven, strategic, insightful, and engaging content to advance the core educational objectives of the program. We have experience in developing content across all areas in public health including substance abuse (alcohol, tobacco, marijuana, stimulants), mental health, suicide prevention. These special reports are published on the FSSA/State Epidemiology Outcomes Workgroup website (<https://www.in.gov/fssa/dmha/substance-misuse-prevention-and-mental-health-promotion/prevention-partners/state-epidemiological-outcomes-workgroup/>). We also have instructional designers as our employees who have experience developing content for a wide variety of audience. We have experience retrieving and conducting interviews and surveys across special and LGBTQ+ populations as well.

**Familiarity and Experience with Indiana DCS** - Our team has worked with DCS in the capacity as a subcontractor with Maximus as the prime vendor. Over the period of 5 years until 2018, our team was able to staff 100+ care coordinators across the State of Indiana for DCS to provide assessments and re-assessments for youth that may require services in a Qualified Residential Treatment Program.

**Experience providing Competency Attainment Services or Related Services** - With about 75 Syra Health employees working at the Indiana State Psychiatric Hospital, Neuro Diagnostic Institute, our company has an in-depth understanding of competency attainment services in Indiana. Our employees have first-hand experiences working with patients/inmates found ICST and the number of such admissions are tremendously increasing. Many of our staff includes registered nurses and mental health clinical personnel. Our staff is trained in trauma informed approach and trauma informed services to support children, youth, and families.

- 3 **SoW Sections 4 and 5 – Eligible Population and Geographic Coverage of Services**  
Describe how you propose to execute SoW Sections 4 and 5 in their entirety and in alignment with State laws, including but not limited to Indiana Code (IC) 31-37-26, and all other applicable Federal laws, updates, and guidance. Your response should include, but not be limited to, the specific elements highlighted below:
- Detail your plan for receiving DCS Competency Attainment Services referrals.
  - Describe the geographic coverage of your proposed services, including whether you plan to provide services statewide or to specific counties and/or regions within the State. If you are proposing to only provide services in specific counties and/or regions within the State, please outline these counties and/or regions.

Syra Health’s goal for providing competency evaluations is to prevent the prosecution of mentally incompetent defendants.

**Plan for receiving DCS Competency Attainment Services Referrals** - Syra Health aims to integrate with the current adult evaluation service delivery system to obtain services referrals. We believe this is the most efficient way to get initiated with the process. Syra Health team aims to work with the State authorities to assess the current model in place for adults for identifying gaps, reducing costs and areas for improving efficiencies.

**Our Proposed Process at a Glance**

**Evaluation of Referral Orders** - All orders will be initially screened to ensure that they comply with relevant laws and rules and is clear in its request for a DCS competency attainment evaluation.

**Program Coordinator** - A trained program coordinator will assign the case to a specific evaluator and case-manager based on the referral order.

**Obtaining Collateral Records** - The program coordinator also manages the process of obtaining collateral records the examiner will need

to perform the evaluation. Syra Health along with state authorities will ensure that the referral process is set up to clearly identify who handles obtaining collateral records and how records will be obtained. Records include special education records and recent psychological testing reports, that will be of assistance in making a juvenile competency determination.

**Geographic Coverage of Proposed Services - Our proposed services include statewide coverage in Indiana.** Our model uses examiners in geographically diverse areas in Indiana and this can reduce travel distances to evaluations by families that may have limited mobility and are particularly stressed as a child faces adjudication. We are also a technologically innovative company and would like to consider exploring the use of telehealth to conduct evaluations to manage geographic diversity and reduce the need for large examiner pools.

- 4 **SoW Sections 6.1, 6.2, and 6.3 – Competency Evaluation, DCS Competency Attainment Services Overview, and Competency Attainment Curriculum**
- Describe how you propose to execute SoW Sections 6.1, 6.2, and 6.3 in their entirety and in alignment with State laws, including but not limited to IC 31-37-26, and all other applicable Federal laws, updates, and guidance. Your response should include, but not be limited to, the specific elements highlighted below:
- Demonstrate how service provision will differ for children residing in different placement settings.
  - Explain how you will ensure services are provided in the least restrictive setting that is consistent with the child's ability to attain competency, and the safety of both the child and the community.
  - Detail how you will ensure that services are individualized to meet each child's specific needs.
  - Describe how you will develop each child's Competency Attainment Plan and submit this plan to the court within 30 days of receipt of the Competency Assessment.
  - Provide an outline of an example individual Competency Attainment Plan, including, but not limited to the following topics: the specific needs of the child, how the Contractor plans to meet those needs, the specific services that will be provided, and a proposed timeline.
  - Describe how you will provide individualized, in-person services at a frequency and level of care that is consistent with the individualized needs of the child, including any information on tools and/or assessments that you will utilize to identify the necessary frequency and level of care for each child.
  - Detail your proposed juvenile competency attainment curriculum, including all topics and/or modules, evidence-based practices, and learning activities that may be utilized.
  - Describe how you will deliver your proposed juvenile competency attainment curriculum based on the individualized needs of the child, including how you will specialize service delivery for children that require different levels of care.

**Syra Health's Competency restoration team** is comprised of a psychiatrist, social worker/care coordinator, medical coordinator, and trainer who attempt to restore the defendant to competency using approaches such as medication management and education on the judicial process. Syra Health shall provide individualized, in-person services, unless a virtual meeting is required for health and safety.

#### **Service provision for children residing in different placement settings**

If the court order determines that the evaluation takes place in an inpatient setting (e.g. in one of the hospitals) or an outpatient setting. For a defendant in custody, outpatient evaluations will be conducted in the county jail where the defendant is being held. If the person is released on bail, and is no longer in custody, our evaluator will meet with the defendant in a community setting, such as an attorney's office. Our service delivery model will base our evaluators out of hubs locations across the State of Indiana, then have outpatient evaluators drive from these hubs to the county outpatient settings (residential, jail, or community).

**Please see our sample checklist for competency evaluations - Appendix A.**

#### **Core areas for Competency Attainment Services Curriculum**

- Preparation for Competency Attainment
- Competency Introduction and Purpose
- Courtroom Personnel, Proceedings, and Behavior
- Understanding Charges and Communicating with the Attorney
- Maintaining Competency
- Formal Competency Re-Evaluation and Opinion

Our instruction designer and technical writers will develop educational modules with a wide range of activities with the flexibility to adapt activities to fit the learning style and cognitive capacity of individual child. Worksheets, sample activities, handouts, and brochures will be

designed based on different levels of complexity.

### **Sample Curriculum**

Module 1: Why Am I Here? Understanding Attainment for Trial Competency

Module 2: Lawyers, Defense Attorneys, and Prosecutors

Module 3: The Juvenile Justice System

Module 4: What am I charged with? (allegations)

Module 5: What could happen to me?

Module 6: My Side of the Story

Module 7: Telling My Side of the Story

Module 8: How Do I Defend Myself

Module 9: Testifying

Module 10: How Do I Act in Court?

Research indicates that younger juveniles are more likely to be found incompetent than older juveniles due to developmental immaturity. Syra Health's instructional designers will ensure that curriculum is targeted based on the age of the child.

### **Factors taken into consideration when developing competency attainment plan:**

Our services will be provided in a manner that is age and developmentally appropriate, and consistent with the child's academic and learning style, interpersonal characteristics, and special needs.

**Trauma-informed Care Training** - Our trainers will ensure that trauma-informed care training is provided

- Impact of trauma and understand paths for recovery
- Signs and symptoms of trauma in patients, families, and staff
- Trauma-based insights into policies, procedures, and practices
- Avoidance of re-traumatization
- Social Determinants of Health

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### **SoW Section 6.4 – Additional Supporting Services**

Describe how you propose to execute SoW Section 6.4 in its entirety and in alignment with State laws, including but not limited to IC 31-37-26, and all other applicable Federal laws, updates, and guidance. Your response should include, but not be limited to, the specific elements highlighted below:

- Describe the case management services that will be provided for children enrolled in DCS Competency Attainment Services, including information on the frequency and intensity of service provision.
- Demonstrate how case management service provision will be individualized to the needs of each child, including if additional services are available for children with high acuity needs.
- Detail how you will coordinate, or provide, medical and therapeutic care based on the individualized needs of each child. If you plan to coordinate these services with external entities, please identify these entities and the services they are able to provide.
- Describe how you will coordinate, or provide, medication management services based on the individualized needs of each child.
- Detail your plan for supporting a child during a medical or mental health emergency, including but not limited to, crisis response practices and access to transportation.

### **Case Management Services**

Syra Health will provide comprehensive case management services and staff based on the volume and geographic location of cases.

We will appoint advanced care coordinators/medical coordinator/psychologist/trainer/supervisor who are typically have the majority of the qualifications listed below

- located in Indiana and Licensed as applicable
- advanced degrees (MD, PhD, MS, RNs, LPNs, LSW, BS) or relevant experience
- culturally competent and bilingual/multilingual
- trained on social determinants of health

- experience in providing case management services to individuals who are older adults and/or individuals with physical or developmental disabilities and/or individuals determined to have a serious mental illness (SMI)
- experienced in providing services to children
- experience in behavioral health

Syra Health's care coordinator will supervise all activities and services for the children receiving the DCS Competency Attainment Services. The Medical Coordinator will work in conjunction with the necessary personnel to ensure medical services are delivered appropriately to children under Syra Health's care.

The frequency and intensity of care coordination will be driven by the needs of the child and the competency assessment requirements.

**Behavioral and Mental Health Services** Syra Health strongly believes in behavioral health equity and strives to provide quality health care to all populations, regardless of race, ethnicity, gender, socioeconomic status, sexual orientation, or geographic location. Prevention, specialized clinical workforce, and recovery services (telemedicine) for mental and substance use disorders are among our services. Please visit our website for further details on our services: <https://www.syrahealth.com/behavioral-and-mental-health/>

**Medication Management Services** Syra Health will engage with Carmel Prescription Shop, our MBE partner, to provide medication management services that are individualized and catered to the need of the child. Please visit <https://www.carmelprescriptionshop.com/> for comprehensive information on the medication management services.

**Implementation Plan** Syra Health believes that all children awaiting juvenile competency attainment services are entitled to continuity of care, effective case management, and longitudinal treatment planning.

- All children will be screened and monitored for emotional and/or behavioral disorders. Children with emotional disturbances should have a comprehensive psychiatric evaluation. Based on evaluation, a biopsychosocial treatment plan will be developed
- Effective medication management will ensure identification of target symptoms at baseline, monitoring response to treatment, and screening for adverse effects.
- Syra Health will work to ensure that children and adolescents in state custody get the pharmacological treatment they need promptly

**Medical or mental health emergency/Crisis Management** All Syra Health personnel, trainers, caregivers will be trained and educated on Indiana 988 and crisis management resources and services to attend to any emergencies.

**6 SoW Sections 6.5 and 6.6 – DCS Competency Attainment Service Settings and Duration and Contractor Collaboration**

Describe how you propose to execute SoW Sections 6.5 and 6.6 in their entirety and in alignment with State laws, including but not limited to IC 31-37-26, and all other applicable Federal laws, updates, and guidance. Your response should include, but not be limited to, the specific elements highlighted below:

- Describe your plan to provide competency attainment services within the statutory time frames outlined in SoW Section 6.5, including how your plan may change based on the child's service setting.
- Demonstrate your ability to collaborate with other State contractors, including but not limited to, other DCS Competency Attainment Services providers, community-based service providers, and residential providers.

Syra Health team proposes to provide DCS competency attainment services preferably in a non-residential setting. However, based on the award and further discussions, Syra Health is willing to provide services in residential setting as well. Syra Health will comply to the requirements for DCS competency attainment in non-residential setting.

As per the requirement, the child in non-residential setting is not required to participate in DCS Competency Attainment Services for more than:

- 90 days if charged with an act not considered a felony if committed by an adult
- 180 days if the child is charged with an act considered a felony if committed by an adult

In a residential, detention, or secured setting where the child has been placed for reasons other than to only participate in Competency Attainment Services, but where the child is participating in Competency Attainment Services, the child may not be ordered to participate for more than:

- 90 days if charged with an act not considered a felony if committed by an adult
- 180 days if the child is charged with an act considered a felony if committed by an adult

In a residential setting operated solely or in part for Competency Attainment service provision, the child may not be ordered to participate for more than:

- 45 days if charged with an act not considered a felony if committed by an adult
- 90 days if the child is charged with an act considered a Level 4, Level 5, or Level 6 felony if committed by an adult
- 180 days if the child is charged with an act that would be murder or a Level 1, Level 2, or Level 3 felony if committed by an adult

Syra Health has worked with the State Psychiatric Hospitals in Indiana and is well connected to other CMHCs operating in different locations in the State. We are confident that our team will successfully collaborate with other State contractors in the provision of DCS Competency Attainment Services. These contractors will include but not limited to community-based service providers, and residential providers.

**Contractor Collaboration** - Syra Health has a contractor collaboration with **Advocating Children to Succeed** who will work alongside Syra Health team to further support the competency attainment services across the State of Indiana. Please see letter of support as **Appendix B**.

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#### **SoW Sections 7 and 8 – Project Management and Staffing**

Describe how you propose to execute SoW Sections 7 and 8 in their entirety and in alignment with State laws, including but not limited to IC 31-37-26, and all other applicable Federal laws, updates, and guidance. Your response should include, but not be limited to, the specific elements highlighted below:

- Provide an outline of your proposed Service Delivery Plan, including how you will adhere to all reporting, meeting, and communication requirements.
- Describe how you will meet all court notification requirements outlined in SoW Section 7.3, including the information that will be included in each report.
- Provide an outline of your proposed Individual Monthly Progress Report, including at a minimum, all information outlined in SoW Section 7.4.2.
- Detail how you will collect, track, and report client and service data, including all minimum information outlined in SoW Sections 7.4.1, 7.4.2, and 7.4.3.
- Provide a detailed Staffing Plan containing the Full-Time Equivalents (FTEs) for all proposed staff positions and an organizational chart. Describe which staff position(s) will be responsible for each requirement in the Scope of Work. Provide a table outlining all staff positions and FTEs, including identification of which staff positions and/or FTEs will be provided by subcontractors (if any).
- Provide names and resumes for the individuals you propose to fulfill each required staff position in SoW Section 8.1 and describe how these individuals meet or exceed all experience requirements. If any individuals have not been identified yet, provide a job description at minimum.
- Describe your plan to monitor proposed subcontractors (if any) to ensure all services provided adhere to contract requirements.

**Service Delivery Plan** Syra Health will develop a comprehensive service delivery plan and will work with the State authorities for alignment and finalization. Syra Health has done similar delivery plans for FSSA/DMHA on multiple projects and is adept with the expectations from State officers.

Our DCS Competency Attainment Services delivery plan will outline the strategy, processes, milestones and timelines, risk factors, RACI charts, and other areas of project management. Upon award, Syra Health will submit a full service delivery plan within 10 business days after the initial project kickoff meeting to ensure that all implementation activities are completed before the operations go-live date (12/31/22). As a best practice, Syra Health's project management team will periodically meet with State authorities to review and update the delivery plan based on goals, challenges and State feedback.

Quarterly reports and annual comprehensive reports with data analytics, insights, and recommendations will be shared with State authorities.

**Notifications Requirements** Syra Health understands the requirements set-forth by DCS in order to meet all court notification requirements. Syra Health care coordinators and supervisors will ensure the development of Individual Monthly Progress Report which details

- Child's progress every 30 days and upon service termination
- Determination of whether the child could receive services in a less-restrictive setting, which will be reported to the court within 3 days of determination
- Achievement of the goals of the Competency Attainment plan and understands the nature and objectives of the proceedings and can assist in their own defense, which will be reported to the court within 3 days of determination
- Non-achievement of the goals of the plan within the applicable time, will be reported to the court within 3 days of determination. This report will additionally include recommendations for services for the child that support the safety of the child and community.

### **Outline of Individual Monthly Progress Report**

#### **Basic Details**

- Child name, age, and demographic information
- Placement setting and notes on appropriateness of placement setting, if applicable
- Description of activities
- Description of Additional Supporting Services provided, if applicable
- Barriers to competency attainment, if applicable
- Monthly progress towards competency

#### **Advanced Details**

- List of all the relevant sources of information used in completing the report
- Information about past psychiatric contact, relevant diagnoses and medications, and past educational testing
- Direct quotes pertaining to the youth's capacity to work with her or his attorney and understand court procedure
- Relevance of each psychological testing
- Formal psychiatric diagnosis
- List of areas/topics/information that was lacking at the time of the assessment
- Thoughtful opinion addressing the child's specific abilities as they pertain to the legal standard for competency
- Recommendations related to remediation if determined incompetent
- Practical needs of the child

**Collecting, tracking, and reporting client and service data** Syra Health has a team of data scientists and analysts who are adept in data collection, tracking, and reporting client and service data. Our active contracts with DMHA deals with working on Statewide epidemiology data including drug abuse as in alcohol, tobacco, marijuana, stimulant use and other mental health issues. We will use quantitative and qualitative - mixed methods, to obtain the necessary information for data mining and analysis,

Syra Health will develop quarterly performance report to update DCS on DCS Competency Attainment Service provision. Quarterly reports should include at a minimum: Number of referrals, What region/county each referral came from, Number of individuals served per quarter, Successes/accomplishments, Challenges, Goals for the next quarter, report metrics on performance measures. Syra Health will also provide other ad-hoc reports to the State in the format and frequency as prescribed by the State officers.

#### **Staffing Plan containing the Full-Time Equivalent (FTEs)**

**Care Coordinators: 16**

**Supervisor: 2**

**Skills Development Trainer: 2**

**Psychologist/Psychiatrist:1**

**Medical Coordinator: 2**

Syra Health will provide the resumes of the above positions during contract negotiations/or upon award.

### **8 SoW Sections 9, 10, 11, and 12 – Implementation and Transition Requirements, Billing and Invoicing, Performance Measures, Corrective Actions and Payment Withholds**

Describe how you propose to execute SoW Sections 9, 10, 11, and 12 in their entirety, including, but not limited to, the

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specific elements highlighted below:

- Please demonstrate your understanding of and indicate that you agree to comply with the implementation and transition requirements described in SoW Section 9, including affirming that services will begin by the operational start date of December 31<sup>st</sup>, 2022. Please provide a draft implementation work plan.
- Please demonstrate your understanding of and indicate that you agree to comply with the billing and invoicing requirements described in SoW Section 10.
- Please demonstrate your understanding of and indicate that you agree to comply with the performance measurement requirements listed in SoW Section 11. Outline your data collection practices, including any software utilized for data collection, cleaning, and analysis. Please propose any additional performance measures you believe the State should consider.
- Please demonstrate your understanding of and indicate that you agree to comply with the corrective action and payment withhold requirements described in SoW Section 12. List any corrective actions that you have been subject to in the past five (5) years for services similar to those described in this RFP. Additionally, please describe what measures you will take to avoid corrective action throughout the life of the contract.

Syra Health affirms a complete understanding and agrees to comply with the implementation and transition requirements described in SoW Section 9, including affirming that services will begin by the operational start date of December 31<sup>st</sup>, 2022.

Syra Health affirms a complete understanding of and agrees to comply with the billing and invoicing requirements described in SoW Section 10.

Syra Health affirms a complete understanding of and agrees to comply with the performance measurement requirements described in SoW Section 11.

Syra Health affirms a complete understanding of and agrees to comply with the corrective action and payment requirements described in SoW Section 12.