

STANDARD AGREEMENT - AMENDMENT

STD 213A (Rev. 4/2020)

☐ CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED _____ PAGES

AGREEMENT NUMBER

20-10505

AMENDMENT NUMBER

A06

Purchasing Authority Number

1. This Agreement is entered into between the Contracting Agency and the Contractor named below:

CONTRACTING AGENCY NAME

California Department of Public Health

CONTRACTOR NAME

McKinsey & Company, Inc. Washington D.C.

2. The term of this Agreement is:

START DATE

7/1/2020

THROUGH END DATE

3/31/2021

3. The maximum amount of this Agreement after this Amendment is:

\$12,000,000.00

Twelve Million Dollars and Zero Cents

4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

I. The purpose of this amendment is to add \$5,000,000.00 to the agreement making the new agreement total \$12,000,000.00 and to extend term end date from 12/31/2020 to new term end date of 3/31/2021.

II. The amounts payable as listed in the original agreement Exhibit B., Paragraph 1. E., shall be revised and replaced to read as follows:
The amounts payable under this agreement shall not exceed \$12,000,000.00

III. Add Exhibit A Attachment 3 Additional COVID-19 Support to the Testing Task Force - Q1 2021, attached hereto.

All other terms and conditions shall remain the same.

IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.

CONTRACTOR

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership, etc.)

McKinsey & Company, Inc. Washington D.C.

CONTRACTOR BUSINESS ADDRESS

1200 19th Street NW STE 1000

CITY

Washington

STATE

D.C.

ZIP

20036

PRINTED NAME OF PERSON SIGNING

Tony D'Emidio

TITLE

Partner

CONTRACTOR AUTHORIZED SIGNATURE

DATE SIGNED

December 22, 2020

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Purchasing Authority Number

STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

California Department of Public Health

CONTRACTING AGENCY ADDRESS

1615 Capitol Ave

CITY

Sacramento

STATE

CA

ZIP

95814

PRINTED NAME OF PERSON SIGNING

Tim Bow

TITLE

Procurement Officer

CONTRACTING AGENCY AUTHORIZED SIGNATURE

Timothy Bow

Digitally signed by Timothy Bow
Date: 2020.12.22 12:44:41 -08'00'

DATE SIGNED

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL

EXEMPTION (If Applicable)

PCC 1102

Executive Order N-25-20-COVID19

Additional COVID-19 Support to the Testing Task Force – Q1 2021

Context

California continues to face the ongoing COVID-19 pandemic. Since April, the California COVID-19 Testing Task Force has worked tirelessly to significantly increase the state's COVID-19 testing capacity in a way that supports the state's public health goals to improve access, equity, timeliness, and sustainability of testing.

We have been privileged to partner with CDPH and the Testing Task Force to advance these goals. Through our partnership together we have dramatically increased the daily testing volume across the state, enabled the effective setup of a new state processing lab, and advance targeted outreach to the most affected communities in the spirit of the State's equity goals.

Updated Scope

The intention of the proposal outlined below is to provide the necessary support to enable the Testing Task Force (TTF) to advance its goals, while building the capabilities of the TTF to enable the ramp-down of external support in appropriate ways.

Based on our discussions, there are four workstreams where support could most accelerate CDPH's efforts:

1. **Control Tower:** Continue the ongoing deployment of state-sponsored sites, support Local Health Jurisdictions (LHJ) programs, track progress and establish effective dashboards, and continue ongoing project management functions for VBL
2. **Testing Task Force (TTF) support:** Provide problem solving, and data and analytics support, and ensure equity integrated into ongoing processes
3. **Lab Business Process:** Support standup of VBL transportation network, support development of billing processes, and map communications
4. **Cohorts (2 selected cohorts):** Support ongoing site outreach, ongoing, and resolution of cross-cohort issues for 2 selected cohorts.

At the State's discretion, an optional additional stream could be added to cover 2 additional cohorts.

The activities and details associated with each of the deliverables are described below. The due dates are estimated based on information available to date.

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(1) Control Tower

- **Ensure ongoing deployment and evaluation of state-sponsored sites (i.e. OptumServe)** (*Associated deliverable: 1a*)
 - Finalize Optum utilization dashboard to enable LHJ and site-based decision making and train & transition maintenance of dashboard to TTF team member (*Due date: Jan 29*)
- **Develop and deploy marketing/communication strategies** to increase demand for testing (*Associated deliverable: 1b*)
 - Develop partnerships target 'connector' organizations/associations with whom to partner to access communities (e.g. CPCA) (*Due date: Jan 30*)
 - Update VBL digital content (e.g. website updates, video on how to engage with program, etc.) (*Due date: Jan 30*)
 - Deploy LHJ and Local Response Team engagement model to expedite engagement with communities (*Due date: Jan 30*)
- **Ensure tracking of critical metrics to enable decision making and demand signaling** (*Associated deliverable: 1c*)
 - Develop dashboard to provide demand signaling to lab (i.e. requests received, approved, gone live) (*Due date: Feb 26*)
 - Track per test financial metrics to determine overall cost of effort & support TTF cost sustainability goals (e.g. cost per test for collection, collection kit, transport, processing, and % of costs recouped via reimbursement or direct bill) (*Due date: Feb 26*)
 - Build quality control dashboard with leading indicators to mitigate observed issues (e.g. tests resulted but not released, poor transportation and packing resulting in invalid test results, misutilization of collection kits, etc.) (*Due date: Feb 26*)
- **Continue ongoing project management functions for VBL** including facilitation of daily huddles, maintenance of issue logs, troubleshooting ad-hoc issues. (*Associated deliverable: 1d*)
 - Circulate regular status reports on pipeline & critical blockers (*Due through March 26*)
 - Trouble shoot ad-hoc issues in collaboration with State team (*Due through March 26*)

(2) TTF support

- **Evolve data & analytics to align with current epidemic and focus areas as well as enable greater data transparency with TTF stakeholders and general public** (*Associated deliverables: 2a, 2b*)
 - Host integrated dashboard on public site to enable greater transparency of operational data to the public (*Due date: Jan 30*)

- Continue executing current dashboards, build automation features for easy updating, and transition current data & analytics efforts to TTF owner (e.g. OS utilization, integrated dashboard) (*Due date: Feb 26*)
- **Support real-time problem solving on strategy and guidance** (*Associated deliverable: 2c*)
 - Support drafting of a testing strategy for the 2021 new normal (e.g., re-opening of workplaces & schools, post-vaccination testing guidance) (*Due date: March 26*)
 - Define TTF's role in the new normal for the remainder of 2021 (*Due date: March 26*)

(3) Lab Business Processes

- **Support the standing up of VBL transportation network offering** (*Associated deliverables: 3a, 3b, 3c, 3d*) *Support for this stream ends March 19*
 - Codify back-end process to manage and onboard entities to network (e.g. business processes, intake tools and evaluation criteria) (*Due date: Jan 30*)
 - Develop onboarding plan for new & existing sites to onboard to courier network, including communication and change plan (*Due date: Jan 30*)
 - Evaluate utilization of existing drop-points (i.e. red boxes) (*Due date: Feb 26*)
 - Evolve courier network to address selected use cases (e.g. rural counties) (*Due date: March 19*)

(4) Cohort support for two priority cohorts (applies to two selected cohorts (e.g. schools and hospitals); if more are needed, it will come from optional deliverables) *Support for this stream ends Feb. 28*

- **Ensure ongoing access to and support for testing among cohort groups** (*Associated deliverables: 4a, 4c, 4d*)
 - Engage and onboard new sites (e.g., strategy, pipeline development and management, marketing, collateral development site outreach); build pipeline management dashboard and handover to state stakeholders for ongoing management (*Due date: Feb 26*)
 - Complete first and second round of pilots and site onboard (*Due Date: Jan 29*)
 - Build reference materials (e.g., FAQs) to enable cohorts leads to effective support site leaders resolve issues and engage with the communities they serve (*Due date: Feb 26*)
 - Support site leaders to scale testing within institutions (both through access to VRL and other options) (*Due date: Feb 26*)
- **Advance cross-cohort topics** (*Associated deliverables: 4b, 4e*)

- Finalize playbook; define process and build capability for ongoing updates and maintenance of the playbook (*Due date: Jan 30*)
- Codify end-to-end onboarding process to get sites operational faster and process for updates to the process (*Due date: Feb 26*)
- Build dashboard to enable ongoing monitoring to ensure that VRL capacity is meeting the state's health equity goals (*Due date: Feb 26*)

The table below shows the deliverables associated with these 4 workstreams.

Jan	Feb	Mar
1. Control Tower		
1a. Enhanced Optum workflow tool and utilization dashboard	1c. Dashboard with financial metrics, demand signaling, and quality indicators	1d. Ongoing project management functions (e.g. huddles, issue logs, etc.)
1b. Deploy community engagement and communication strategies		
2. TTF		
2a. Integrated dashboard 3.0	2b. Automate integrated dashboard	2c. Testing strategic plan for the 2021 new normal including TTFs go-forward role
3. Lab Business Process		
3a. Business process to manage and onboard entities to transport network (including intake tool, tracking mechanism, and evaluation criteria)	3c. Utilization analysis of transportation network	3d. Recommendations for how to evolve transport network for new use cases (e.g. rural counties)
3b. Ramp-up plan for transport network		
4. Cohorts: Hospitals, Schools		
4a. Complete first and second round of pilots	4d. Engage onboard next wave of sites	
4b. Strategic plan and pipeline for next wave of sites	4e. Dashboard and management materials to enable cohort leads to drive engagement	
4c. Entity outreach and engagement materials		

Arrangements

Our total professional fees for the engagement (the 4 core workstreams) are outlined in Figure 1 below. This fee reflects all the resources required to deliver the impact and scope of work, inclusive of all expenses incurred and all required resources (e.g., administrative support, production, proprietary tools, benchmarks, data researchers) as well as COVID-specific resources.

Figure 1: Deliverable pricing by month

	Jan	Feb	Mar	Total
Core deliverables	\$ 1,800,000	\$ 1,800,000	\$ 1,400,000	\$ 5,000,000

The total price for the Core deliverables would therefore be \$5,000,000.

Adding the optional deliverables (i.e. including support for more than 2 cohorts) would be priced at \$584,388 per month.

Pre-requisites

The scope of the activities and deliverables outlined above, and associated pricing assumes the following requirements for success:

- McKinsey and CDPH maintain a process to jointly re-prioritize focus areas to ensure on an ongoing basis that resources are deployed against the highest priority activities. Major changes to the prioritization in this document will be communicated by CDPH to McKinsey as soon as possible and will be captured in an email from McKinsey to CDPH to confirm such changes.
- CDPH will onboard the necessary resources to enable the effective handover of responsibilities to CDPH ownership over time
- CDPH will continue to provide clarity on circumstances that may change the scope or expectations of the engagement.

Assumptions

In consideration for the services, the State agrees not to use McKinsey's name or trademark, without McKinsey's prior written permission and understands that McKinsey will not advocate, present findings, or speak on the State's behalf in any public forum without specific written authorization and agreement. Notwithstanding, McKinsey understands and acknowledges that the State may have legal obligations to disclose such information (e.g., as required under Public Disclosure or Freedom of Information Laws), but requests that the State provide prior notification to McKinsey in such a circumstance.

McKinsey will provide fact-based, independent analysis that the client can use to develop its own work and recommendations; McKinsey is not registered as a lobbyist and will not provide advice, opinions or recommendations on policy or political matters nor will it be involved in, or support, any advocacy, policy, or lobbying efforts. McKinsey's services cannot be for the principal purpose of supporting, promoting, influencing, modifying, opposing, delaying, or advancing any legislative or administrative action.

McKinsey will provide the deliverables in the State's name and format, or as designated by the client, but with no reference to McKinsey or use of McKinsey's brand.

The State agrees not to use McKinsey's name externally in relation to the work without McKinsey's prior written permission.

The services shall not be deemed medical, investment, legal, tax, accounting or other regulated advice, such as professional advice normally provided by licensed or certified practitioners, and do not constitute policy advice. McKinsey does not supplant the client's management or other decision-making bodies and does not guarantee results. McKinsey's services under this engagement are an extension of and supplement to the government functions performed by the client. The State remains solely responsible for its decisions (including policy decisions), actions, use of the deliverables and compliance with applicable laws, rules and regulations.

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These services are being provided as covered countermeasures to the COVID-19 epidemic pursuant to the U.S. Department of Health and Human Services' February 4, 2020 Declaration pursuant to the Public Readiness and Emergency Preparedness Act and are to be used as authorized by the public agency to which they ultimately are provided.

The following activities and deliverables were removed by CDPH and will not be supported

Control tower – activities/deliverables removed:

- ***Manage and evolve data model based on current epidemic (e.g. including ICU admissions, case rate, etc.) (Due date: Feb 26)***
- ***Develop and support LHJ programs (i.e. LHJ Surge):***

- *Standardize and deploy LHJ communication plan including articulating ‘spokes’, outlining how to engage with the lab and sharing LHJs based KPIs (e.g. number of sites in each LHJ)*
- *Evolve LHJ focused programs (e.g. LHJ Outbreak/Surge) including communications, allocation updates, etc. (Due date: Feb 26)*

TTF support – activities/deliverables removed:

- **Support real-time problem solving on strategy and guidance**
 - *Support identification of roles & strategies for new testing modalities (e.g., Rapid antigen testing at scale, sample pooling strategy) (Due date: March 30)*
 - *Designing enabling tool to allow quick & dynamic sizing of cohort testing needs as per strategy & guidance recommendations (e.g., antigen tests required for at scale weekly testing in schools) (Due date: May 28)*
- **Evolve data & analytics to align with current epidemic and focus areas as well as enable greater data transparency with TTF stakeholders and general public**
 - *Develop version 4.0 of integrated dashboard to reflect current epidemic and testing operations (e.g. testing in areas with vaccine usage) (Due date: May 28)*
- **Providing market insights, best practice inputs & research as needed to support existing innovation efforts** (e.g., antigen testing use cases, SNF antigen test reporting survey) (Due date: May 28)
- **Support equity efforts by assisting in identifying and operationalizing non-structural barriers to testing**
 - *Augment qualitative research from KP with quantitative refresh of customer research survey from August to identify and size greatest barriers to accessing testing for at risk populations (Due date: June 30)*
 - *Outline solutions to address non-structural barriers to testing and roadmap to deploy (Due date: June 30)*

Lab Operations – activities/deliverables removed:

- **Support the development of processes to enable direct bill and insurance bill for tests**
 - *Codify, optimize, and hand-off back-end process to manage and onboard entities to direct billing (e.g. business process, intake tools and evaluation criteria) (Due date: Mar 26)*
 - *Assess current drivers inhibiting cost recoupment (e.g. necessary fields inconsistently collected, data quality issues) (Due date: April 30)*
- **Ensure necessary data & specimen transfer for critical public health response efforts** (e.g. genomic sequencing)

- *Outline data flow from PE, to Color, to COVIDNet (CA's genomic sequencing effort) and flag fields needed for effective sequencing (Due date: April 30)*
- *Update COVIDNet databased to receive data from Color (Due date: April 30)*
- *Outline operating procedures for positive residual sample or RNA transfer to VRDL for sequencing (Due date: April 30)*