

Exhibit A
Scope of Work

Goal: To provide Critical Access Hospitals (CAHs) and eligible CAHs with resources and expert services; monitor and ensure the completion of sub-contracted FLEX/CAH technical assistance and services including Quality Improvement (QI) and Emergency Medical Services (EMS) training and projects; and support the network activities of the California Critical Access Hospital Network (CCAHN).

Grantee: California Health Foundation and Trust

Major Objectives	Major Functions, Tasks and Activities	Time Line	Performance Measures and/or Deliverables
<p>1. Conduct two teleconferences with CAH administrators and staff (and eligible CAHs) to disseminate information about FLEX Program goals, Centers for Medicare and Medicaid (CMS) reimbursement policies and changes, and Fiscal Year (FY) 2009-2010 State and Federal FLEX Program activities, legislation and updates; (teleconferences are in addition to those held exclusively for the Critical Access Hospital Network (CCAHN) development.</p>	<p>1.1 Schedule teleconference (call) with input from CalSORH staff and FLEX Program evaluator. 1.2 Notify teleconference participants 30 days prior to conference call. 1.3 Prepare agenda with input from CalSORH staff and FLEX Program evaluator. 1.4 Distribute final agenda to participants five days prior to teleconference. 1.5 Conduct teleconference. 1.6 Prepare meeting minutes and submit to CalSORH staff for review within 15 days after teleconference. 1.7 Disseminate minutes to attendees and CalSORH staff within 20 days of teleconference. 1.8 Post meeting minutes on Rural Health Care (RHC) website.</p>	<p>Host CAH teleconferences in September 2009 and May 2010.</p>	<p>1.1 Teleconference agendas and program announcements. 1.2 Teleconference meeting minutes. 1.3 Teleconference cost(s), invoices and receipts. 1.4 Website postings.</p>
<p>2. Conduct two CAH teleconferences on planning and preparation of FY 2010-2011 FLEX/CAH Program Grant activities.</p>	<p>2.1 Schedule conference call with input from CalSORH staff and FLEX Program evaluator. 2.2 Notify teleconference participants 30 days prior to conference call. 2.3 Prepare agenda with input from CalSORH staff and FLEX Program evaluator.</p>	<p>Complete one CAH teleconference in January 2010. Complete second CAH teleconference in February 2010.</p>	<p>2.1 Teleconference agendas and program announcements. 2.2 Teleconference meeting minutes. 2.3 Teleconference cost(s), invoices and receipts. 2.4 FLEX/CAH FY 2010-2011 grant activities identified and</p>

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<p>3. Distribute resources to Critical Access Hospitals and FLEX Program participants for FY 2009-2010 FLEX Program activities including: Emergency Medical Services training, implementation of the Quality Health Indicators (QHi) benchmarking project, strategic planning activities, survey & licensing certification TA, expert financial services, and CAHs' participation at Regional FLEX Meetings; and prepare and submit one Interim funding report of FLEX allocations.</p>	<p>2.4 Distribute final agenda to participants five days prior to teleconference. 2.5 Conduct teleconference. 2.6 Prepare meeting minutes and submit to CalSORH staff for review within 15 days of teleconference. 2.7 Disseminate minutes to attendees and CalSORH staff within 20 days after teleconference. 2.8 Post meeting minutes on RHC website.</p> <p>3.1 Develop FLEX allocation criteria with CalSORH staff. 3.2 Notify potential FLEX recipients of FLEX Program funds and allocation criteria and post to web. 3.3 Monitor the FLEX allocation requests and submit copies of proposals to CalSORH staff. 3.4 Meet with CalSORH staff to review funding requests and make a joint decision on allocation of FLEX funds. 3.5 Process allocations and record results. 3.6 Distribute FLEX Program funds. 3.7 Collect grantee progress reports. 3.8 Prepare payment invoice and Interim funding report of FLEX allocations and submit to CalSORH.</p>	<p>FLEX allocation criteria due March 15, 2010.</p> <p>FLEX funding announced on April 1, 2010.</p> <p>Review of FLEX allocation requests completed by May 1, 2010.</p> <p>FLEX allocations distributed by June 30, 2010.</p> <p>Interim funding report and invoice due July 31, 2010.</p>	<p>incorporated into grant application. 2.5 Website postings.</p> <p>3.1 FLEX Program announcement(s) and RHC website postings. 3.2 Written FLEX allocation criteria. 3.3 Written FLEX allocation requests. 3.4 Documentation of completed FLEX Program activities 3.5 List of FLEX funded projects, training and initiatives. 3.6 Meeting agenda with CalSORH staff. 3.7 Documentation of CalSORH written approval. 3.8 Report of FLEX allocations. 3.9 FLEX (participant) progress reports. 3.10 Payment invoice. 3.11 Interim funding report.</p>

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4. Submit monthly invoices and one written Progress Report.	4.1 Prepare and submit monthly invoices. 4.2 Prepare and submit Progress Report on status of FY 2009-2010 FLEX Program Scope of Work activities.	Progress Report due June 15, 2010.	4.1 Monthly invoices. 4.2 Written Progress Report.
5. Host a CAH financial workshop in conjunction with the annual Rural Health Care Symposium.	5.1 Prepare and distribute financial workshop announcement in Symposium agenda. 5.2 Coordinate trainer(s) and training or educational materials. 5.3 Conduct one workshop. 5.4 Conduct participant evaluations. 5.5 Incorporate evaluation outcomes in Progress Report and Final Report.	Complete workshop in March 2010.	5.1 Symposium agenda. 5.2 Educational/training materials. 5.3 Participant evaluations. 5.4 Meeting cost(s) invoices and receipts. 5.5 Progress and Final Reports.
6. Collaborate with CalSORH staff to oversee the subcontractor's FY 2009-2010 evaluation and CCAHN strategic planning activities including: completion of one CAH case study, and assistance on FLEX grant application; plan and conduct two one-day CCAHN meetings for strategic planning and organization development purposes; and respond to requests for information, data and follow up.	6.1 Provide subcontractor(s) with information and input. 6.2 Collaborate with CalSORH and subcontractor(s) to plan and set agendas for meetings with the CCAHN on strategic planning and development of the network. 6.3 Conduct meeting evaluations. 6.4 Post follow-up information on website. 6.5 Provide updates of evaluation and CCAHN network activities in Progress and Final Reports.	Complete all grant activities by August 31, 2010.	6.1 Subcontractor(s) contracts, invoices and receipts. 6.2 Meeting(s) agendas, notifications, and website postings. 6.3 List of meeting(s) participants. 6.4 Documentation in Progress Report. 6.5 Documentation in Final Report. 6.6 Travel receipts and meeting(s) cost(s) receipts. 6.7 CAH case study.

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<p>7. Supervise the work performed by subcontractors to accomplish FLEX Program objectives described in CalSORH's FY 2009-2010 FLEX grant application including: coordinate the emergency medical services (EMS) training for CAH(s) and first responders/paramedic staff; support the development and maintenance of the CCAHN website and online community; and collaborate with CalSORH staff to meet FLEX Program needs.</p>	<p>7.1 Monitor work performed by subcontractors. 7.2 Meet with subcontractors, clients (CAH and hospital staff), and CalSORH staff. 7.3 Modify or revise subcontractor workplans, as needed. 7.4 Collect and organize data completed by contractor and subcontractors.</p>	<p>Complete all grant activities by August 31, 2010.</p>	<p>7.1 Subcontractor contracts. 7.2 Subcontractor receipts and invoices. 7.3 Training syllabuses. 7.4 Participant evaluations. 7.5 Meeting minutes and progress reports. 7.6 Written input for FLEX grant application.</p>
<p>8. Submit both a draft version and a Final Report for the period of 09/01/09 through 08/31/10, which includes: 1) names of personnel and subcontractors; 2) summaries from the CAH meetings, teleconferences, and the Rural Health Symposium (list of attendees, meeting dates, agendas, and minutes, FLEX Program topics, and meeting evaluations); 3) data on the QHi implementation; 4) report of projects funded through the FLEX Program grant; 5) status reports of subcontractors; and 6) general technical assistance contacts.</p>	<p>8.1 Write and submit draft report to CalSORH. 8.2 Complete and submit Final Report to CalSORH.</p>	<p>Draft report due by October 15, 2010. Final Report due October 31, 2010.</p>	<p>8.1 Contractors' and subcontractors' written documentation. 8.2 Meeting agendas and minutes. 8.3 Website postings and program announcements. 8.4 Invoices, travel receipts, and personnel timesheets. 8.5 Training syllabuses. 8.6 Meeting, conference and workshop post-evaluations. 8.7 Draft report. 8.8 Final Report.</p>