

**AMENDMENT NO. 1  
TO SERVICES AGREEMENT  
BETWEEN HURON CONSULTING SERVICES, LLC AND  
THE COUNTY OF MONTEREY ON BEHALF OF NATIVIDAD MEDICAL CENTER  
FOR  
ADVISORY CONSULTING SERVICES**

This Amendment No. 1 to the Services Agreement (“Agreement”) which was effective on June 10, 2021 is entered into by and between the County of Monterey, on behalf of Natividad Medical Center (“NMC”), and Huron Consulting Services, LLC (“CONTRACTOR”); **From this point forward, the party referenced previously as “NMC” shall be referenced as “COUNTY” and collectively, COUNTY and CONTRACTOR are referred to as the “Parties” to this Agreement, with respect to the following:**

**RECITALS**

**WHEREAS**, the Agreement was executed for advisory consulting services with a term June 1, 2021 through May 31, 2022 and a total Agreement amount not to exceed \$62,000; and

**WHEREAS**, COUNTY and CONTRACTOR currently wish to amend the Agreement to extend it for an additional one (1) year period (June 1, 2022 through May 31, 2023) for a revised full agreement term of June 1, 2021 through May 31, 2023 to allow for services to continue with additions to the original scope of work attached hereto as “Exhibit A-1 per Amendment No. 1” with a \$185,000 increase for the added services for a total Agreement amount of \$247,000.

**AGREEMENT**

**NOW, THEREFORE**, the Parties agree to amend the Agreement as follows:

The Agreement is hereby renewed on the terms and conditions as set forth in the Original Agreement incorporated herein by this reference, except as specifically set forth below.

1. Section 2 / Paragraph titled, “PAYMENTS BY COUNTY” shall be amended to the following:  
***“COUNTY shall pay the CONTRACTOR in accordance with the payment provisions set forth in EXHIBIT A plus EXHIBIT A-1 as per Amendment No. 1 attached hereto this Amendment No. 1. The total amount payable by COUNTY to CONTRACTOR under this Agreement shall not exceed the sum of \$247,000.”***
2. The first sentence of Section 3 /Paragraph titled, “TERM OF AGREEMENT” shall be amended to the following:  
***“The term of this Agreement is from June 1, 2021 through May 31, 2023 unless sooner terminated pursuant to the terms of this Agreement.”***
3. Section 4/ Paragraph titled, “SCOPE OF SERVICES AND ADDITIONAL PROVISIONS/EXHIBITS” shall be amended to the following:  
***“The following attached exhibits are incorporated herein by reference and constitute a part of this Agreement:  
Exhibit A: Scope of Services/Payment Provisions  
Exhibit A-1: Additional Scope of Services/Payment Provisions as per Amendment No. 1.”***
4. Except as provided herein, all remaining terms, conditions and provisions of the Agreement are unchanged and unaffected by this Amendment No. 1 and shall continue in full force and effect as set forth in the Agreement.

5. A copy of this Amendment No. 1 shall be attached to the Agreement.
6. This Amendment No. 1 shall be effective when both parties have signed.

*The remainder of this page was intentionally left blank.*

*~ Signature page to follow ~*

IN WITNESS WHEREOF, the Parties hereto are in agreement with this Amendment No. 1 on the basis set forth in this document and have executed this Amendment No. 1 on the day and year set forth herein.

**COUNTY OF MONTEREY on behalf of  
NATIVIDAD MEDICAL CENTER**

By: \_\_\_\_\_  
Charles R. Harris, CEO

Date: \_\_\_\_\_

**APPROVED AS TO LEGAL PROVISIONS**

By: *Jacy L. Saelle*  
Monterey County Deputy County Counsel

Date: Apr 5, 2022

**APPROVED AS TO FISCAL PROVISIONS**

By: *Burcu Mousa*  
Monterey County Deputy Auditor/Controller

Date: 4/5/2022

**CONTRACTOR**

Huron Consulting Services, LLC  
**CONTRACTOR's Business Name**  
\*\*\*See instructions below\*\*\*

DocuSigned by:  
*J. Ronald Dail*  
70C2F8D6663D4E0  
By: \_\_\_\_\_  
(Signature of: Chair, President, or Vice-President)

J. Ronald Dail                      Managing Director  
Name and Title

Date: 4/1/2022

By: \_\_\_\_\_  
(Signature of: Secretary, Asst. Secretary, CFO,  
Treasurer, or Asst. Treasurer)

\_\_\_\_\_  
Name and Title

Date: \_\_\_\_\_

**\*\*\*Instructions\*\*\***

If **CONTRACTOR** is a corporation; including limited liability and non-profit corporations, the full legal name of the corporation shall be set forth above together with the signatures of two specified officers (two signatures required).

If **CONTRACTOR** is a partnership; the name of the partnership shall be set forth above together with the signature of a partner who has authority to execute this Agreement on behalf of the partnership (two signatures required).

If **CONTRACTOR** is contracting in an individual capacity, the individual shall set forth the name of the business, if any and shall personally sign the Agreement (one signature required).

# Exhibit A-1 per Amendment No. 1: Additional Scope of Services and Payment Provisions

## Natividad

As a follow-up to our initial discussions, Huron understands that Natividad is seeking support to identify and implement workforce management improvements within its Radiology department. The goals of these improvement efforts are to enhance and optimize workflows, drive greater operational performance, and improve employee experience while continuing to meet the needs of patients and the organizational strategic priorities including the Level 2 Trauma status. This document contains a proposed collaborative approach, timeline and other details associated with Huron providing support for these improvement efforts in the Radiology Department. This work will assist in setting the foundation for broader workforce management improvement efforts across the organization over time.

## Approach

The engagement is designed to accelerate efforts to optimize Natividad Radiology operations and to balance and synchronize its capacity and resource utilization across all modalities and locations. To achieve this optimal state, Huron will utilize a holistic, collaborative approach that includes data analysis and metric tracking, workflow and process improvement, leadership education and change management techniques. The workstreams will include department assessment and opportunity identification, recommendation finalization and implementation, and engagement transition and sustainment.

## Workstreams Overview

The key activities to be conducted during the workstreams are outlined below:

### **Workstream 1 (Department Assessment and Opportunity Identification)**

This workstream will focus on understanding current operations and performance and determining potential improvement opportunities to move forward with.

- Review current FTEs and volume trends by modality and complexity including time of day and day of week trends.
- Evaluate staff schedules, skill mix, premium pay (OT and Agency), on-call and call back utilization and other relevant staffing complement and utilization information.
- Compare staff productivity performance and other available Key Performance Indicators (KPIs) such as No-Show Rates, Appointment Slot Utilization, IP to OP volume mix to leading practice benchmarks and industry standards.
- Conduct informational interviews with various stakeholders including Radiology Leadership, Physicians, Front-Line staff, and key representatives from other departments impacting or

impacted by Radiology operations to understand current practices, staff scheduling approaches, areas of strength, pain points and other key insights to inform potential recommendations.

- Perform observations on targeted workflows to understand current processes, operational barriers and other factors (e.g. technology, reporting) that can be improved upon to improve overall efficiency and effectiveness of the Radiology Department.
- Review key current department policies and procedures including union contracts to understand potential limitations to recommendations and/or additional improvement opportunities.
- Based on data analysis, industry comparative standards and best practices and information learned, develop operational improvement recommendations for prioritization.

### **Workstream 2 (Recommendation Finalization and Implementation)**

This workstream will focus on Huron supporting Natividad to finalize initiatives to move forward with, developing implementation plans for those initiatives and following through on implementation. Huron will also provide general training and coaching to Radiology leadership on workforce management and techniques to enhance staffing efficiency.

- Facilitate decision making with key Natividad leaders on recommendations to move forward.
- Develop workplans for each finalized recommendation including timeline, tactics, key actions, accountable owners, potential risks and mitigation strategies.
- Establish baseline performance and tracking process for key KPIs related to implementation initiatives to measure effectiveness. Leverage industry comparative standards for goal setting as appropriate.
- Develop revised staff productivity goals and incorporate into existing Natividad productivity reporting
- Implement Staff Management tools as appropriate to assist front line leaders in proactively adjusting staffing to workload needs.
- Provide training, feedback and support to Radiology leadership on workforce management techniques and principles such as flexing, cross training, workload forecasting based on patient schedules and complexity, etc.

### **Workstream 3 (Engagement Transition & Sustainability)**

Following Workstream 2, Huron will work with Natividad Leadership to transition day to day support and any on-going efforts to the appropriate Natividad owner. Additionally, Huron will provide transition documentation for any on-going process and metric reporting efforts. Lastly, Huron will provide a summary of any additional opportunities identified during Workstreams 1 & 2 that were not implemented during the engagement.

## **Project Timeline and Considerations**

Based on the planned scope and activities, we estimate the timeline for this engagement to be 14 to 16 weeks. This timeline factors in the need to have intentional dialogue and communications with key stakeholders to both introduce the partnership with Huron and gain buy-in for the change to ensure long term sustainability for the work. If Natividad did partner with Huron for similar scopes of work in the future, we would expect more efficient timelines given the existing partnership for this type of work.

To help maximize the value of the engagement to Natividad and to keep the engagement moving on schedule, Huron will look to Natividad to assist with requests related to conducting the engagement and to provide timely access to information, individuals, and locations reasonably necessary to the performance of the engagement.

Huron intends to delivery this work through a blend of both on-site and remote work. Huron will work with Natividad to confirm on exact approach upon commencement of the engagement.

## **Project Fees**

Given the proposed scope, anticipated timeline and approach outlined above, professional fees for this engagement will be \$185,000.