California Behavioral Health Electronic Health Record (CA BH-EHR)

California Department of Mental Health Information Technology Division

Response to:
Request for Information

December 5, 2008

Submitted by:
Netsmart Technologies, Inc.
3500 Sunrise Highway, Suite D122
Great River, New York 11739
James H. Gargiulo
(800) 421-7503

Table of Contents

		Page
	Transmittal Letter	*3*
	Executive Summary	*5*
Section D.	***Company Background***	*14*
Section E.	***Partner and/or Reseller References***	*19*
Section F.	***Behavioral Health Solutions Experience***	*20*
Section G.	***Solution Product History***	*44*
Section H.	***Solution Product Technologies*** *Software Technologies* *Server Hardware Minimum Specifications* *Client Hardware Minimum Specifications* *Peripheral Hardware Minimum Specifications* *Minimum Network/Communication Specifications* *System Backup/Recovery Considerations* *Data Archiving Considerations* *System Interface Considerations* *Data Security Considerations* *Scalability Considerations*	*51*
Section I.	***Behavioral Health EHR Functional Requirements Survey*** *Company Info* *Infrastructure* *Practice Management* *Clinical Data* *Computerized Provider Order Entry (CPOE)* *Electronic Health Record (EHR)* *Personal Health Record (PHR)*	*61*
Section J.	***Implementation Planning***	*62*
Section K.	***Training and Documentation*** *Training* *Documentation*	*66*
Section L.	***Contractual Support***	*71*
Section M.	***Cost and Licensing***	*75*
Section N.	***Risks and Issues***	*76*
Section O.	***Project References***	*78*
Section P.	***Attachment Section***	*86*

Transmittal Letter

December 5, 2008

Attention: Ms. Toquyen Collier
California Department of Mental Health
Information Technology
1600 9th Street, Room 141
Sacramento, CA 95814

Dear Ms. Collier,

Thank you for your interest in Netsmart Technologies, Inc. and our suite of enterprise behavioral health software solutions. We are proud to be the technology partner chosen by more than 1,525 organizations, including 29 California County Health and Human Services agencies, as they improve the quality of life for more than 20 million consumers nationwide.

Our California county agencies include:

- San Diego County Public Health
- Fresno County Mental Health
- Fresno County Public Health
- Imperial County Behavioral Health
- Mendocino County Mental Health
- Placer County Health and Human Services Department
- Yolo County Mental Health
- Sonoma County Public Health
- Joint Powers Authority (JPA – 9 Northern CA counties)
- County of Lake Health Services Department
- County of Siskiyou Behavioral Health
- Siskiyou County Public Health
- Humboldt County Mental Health
- Tehama County Health Services Agency
- Tulare County Health & Hum Services
- El Dorado County Public Health Dept
- Shasta County Dept. of Public Health
- Kern County DOPH
- Placer County HHS/MIS
- Solano County H&SS Contracts Bureau
- Sutter County Health Dept.
- Yuba County Health Department
- San Francisco County Department of Mental Health
- San Mateo County Department of Mental Health
- Riverside County Department of Mental Health – in contract
- Ventura County Department of Mental Health – in contract

Netsmart Technologies Inc. submits this response to the California Department of Mental Health (hereinafter referred to as "California DMH") Request for Information (RFI) for an Electronic Health Record System.

We look forward to demonstrating Netsmart's value solutions to California DMH and participating in subsequent phases of DMH's Electronic Health Record certification process. Please feel free to contact me with any of your questions or comments:

James H. Gargiulo, Executive Vice President
Netsmart Technologies, Inc.
3500 Sunrise Highway, Suite D122, Great River, NY 11739
Phone: 800-421-7503 Fax: 631-968-2123
E-mail: jgargiulo@ntst.com and mmuller@ntst.com Michele Muller, RFP Manager

Sincerely,

James H. Gargiulo
Executive Vice President

Executive Summary

Understanding of Need

As the first behavioral health/substance abuse vendor to achieve CCHIT certification, Netsmart Technologies embraces the concept that unified standards hold the promise of improving quality of care, optimizing operational efficiency, and enhancing cost effectiveness. Further, unified standards ensure interoperability, support compliance, and provide relevant data for outcomes reporting.

Netsmart understands the California Department of Mental Health's motivation and goals related to issuing this Request for Information and evolving certification process, and shares the vision of ensuring County and system compliance with State standards for data collection, reporting, interoperability, and consumer empowerment.

Realistically, participation in any certification process – e.g., CCHIT – is costly and resource-intensive for a vendor and it is Netsmart's hope that the State's certification process will minimize redundancy with the forthcoming CCHIT behavioral health certification set of standards/requirements.

Netsmart's Commitment to California County Health and Human Services

Netsmart's experience in the California County Health and Human services community spans 20 years. California has been a business focus of Netsmart since the company's first engagement in 1985. Currently the company has more project/implementation staff in California than any other state, including New York, where the company is headquartered.

The company's success in growing its California customer base has been driven by a combination of factors: the Avatar suite of solutions' ability to meet evolving California DMH standards and requirements; the Avatar solutions' robust functionality, configurability and reliability; and Netsmart implementation staff with County-based work background and corresponding detailed knowledge of the intricacies of California State requirements.

Key aspects of Netsmart's California experience and focus include:

- Netsmart's products are deployed or in the implementation process in 29 of the 58 counties in California, including: San Francisco, San Mateo, Sacramento, Fresno, Placer, Imperial, Mendocino, Butte, San Diego, Yolo and Sonoma. We also have 44 behavioral health provider agencies in California using our systems.

- Netsmart understands and has kept pace with the business dynamics of California County Mental Health agencies.

- Netsmart values and understands the important roles of county and fee-for-service providers.

- Netsmart's products have evolved over 40 years of proven, real-world experience. The most current version of Cal-Avatar is a product that is specifically designed, developed and supported to address the unique set of California billing, data collection and reporting requirement, including UMDAP calculations and algorithms,

- Netsmart's products support and are in production with all California-specific capabilities, including the following:

    - Short-Doyle Medi-Cal billing
    - CADDS Admissions Report
    - CADDS Discharges Report
    - CADDS Error Report
    - CalOMS
    - CSI File Report
    - CSI Error Report
    - OSHPD Error Report
    - OSHPD File Report
    - MEDS File Access – Netsmart offers both batch and real-time integration with MEDS file data
    - Mental Health Services Act (MHSA) Data collection and Reporting (DCR)

- Netsmart actively participates in the State CMHDA IT Committee monthly meetings including, but not limited to, the sub-work groups such as the Short Doyle/Medi-Cal Billing Workgroup, the Short Doyle Medi-Cal Phase II Workgroup, and the DCR MHSA IT Workgroup.

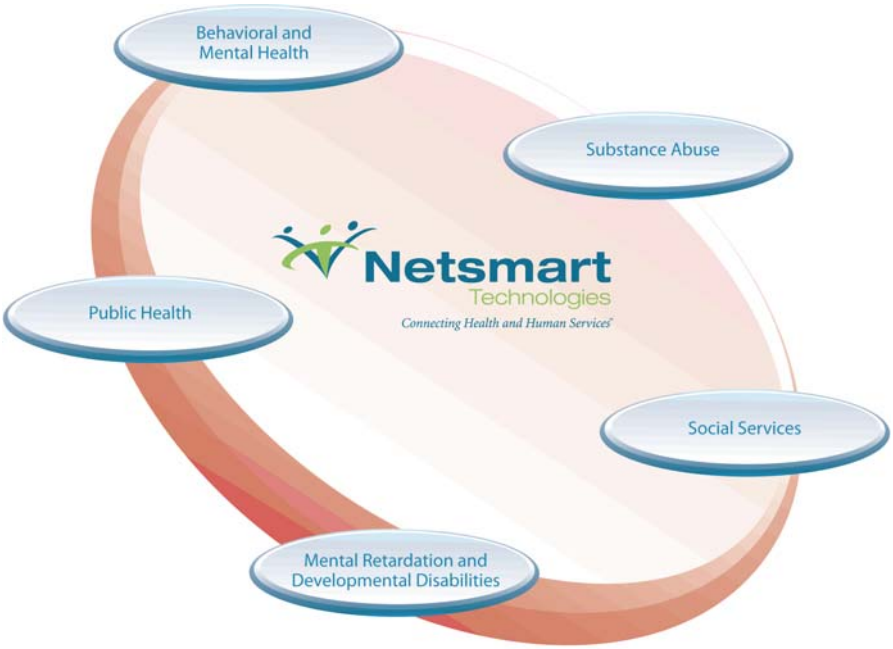
- Netsmart provides system updates to ensure MHSA requirements are met and has committed contractually to numerous California county customers that the company will continue to enhance the Avatar suite of solutions to meet both California DMH and MHSA requirements.

- Netsmart's California User Group has become an integral partner in the company's development process and it is Netsmart's hope that there will be ongoing opportunity to work collaboratively both with the State Department of Mental Health and the User Group to ensure an efficient, effective and rational process for establishing and meeting evolving requirements. The User Group meets three times a year and has monthly conference calls to maintain communications between meetings on an ongoing basis. The group also has billing and clinical sub-groups which have separate calls on a monthly basis as well as semi-annual meetings.

Overview of the Netsmart Solution

Netsmart's Avatar solution is aligned with the California DMH's stated goals and objectives and comprehensively addresses the Functional Requirements categories outlined in this RFI: Infrastructure, Practice Management, Clinical Data, Computerized Provider Order Entry, full Electronic Health Record and Personal Health Records. The Avatar suite is presented in detail on the following pages. The Avatar suite of solutions serves as the foundation for the clinical, management and financial processes for health and human services organizations nationwide in the illustration below:

Health and Human Services Areas Served by Netsmart



"Technology and the way it is being used is transforming behavioral healthcare…there is no way we can ignore how we've improved in the seven years we have had an agency-wide electronic health record."

Robert Cartia, M.B.A, M.A., L.I.S.A.C.; CEO, Verde Valley (AZ) Guidance Clinic

Netsmart's Products: Nationwide Presence

While Netsmart's California presence and focus is important, it should be noted that the company's products are deployed across a variety of health and human service modalities nationwide, including:

- A total of 35 state-operated mental health and substance abuse agencies, with a total of 210 facilities
- More than 200 county-based mental health and substance abuse programs nationwide

- More than 500 community programs nationwide
- More than 200 Public Health programs
- Approximately 450 opiate management programs
- Approximately 18,000 private practitioners, including 3,000 in California

The Netsmart Value Proposition

Netsmart's clients realize many benefits of being part of the Netsmart family. More than 1,300 provider and payer organizations use Netsmart as their trusted technology partner to help them fulfill their mission of improving the quality of life for 20 million citizens each day. This means Counties – and certifying agencies such as the California DMH – have the opportunity to work with a technology partner that has experience with successfully serving organizations that face the same issues and challenges as Counties and providers in California.

- **Broadest Community.** As a Netsmart customer, County clients have instant access to the knowledge and expertise of the community's largest user community. This includes state and community mental health agencies, behavioral health units integrated with acute care facilities, and community-based substance abuse and public health organizations. This diversity and customer experience is unmatched by any other software vendor serving this field, and is a key benefit to our clients as the community continues to evolve into new models of care.
- **Expert Staff.** Netsmart's 400 staff members have more behavioral healthcare community experience and software expertise than all other vendors combined.
- **Broad Product Set.** Netsmart offers a broad variety of software options to meet the platform, hardware, and functional requirements of all sizes and types of behavioral health organizations. The company provides financial, clinical, management and training solutions to automate a County's or private provider's entire organization and give Netsmart's current and future customers the foundation to improve their quality of care while operating more efficiently.
- **CCHIT-Certified software.** Netsmart's Avatar product was the first behavioral healthcare software to achieve CCHIT certification. Avatar 2006 meets CCHIT ambulatory electronic health record (EHR) criteria for 2006. This designation by the Certification Commission for Healthcare Information Technology means Avatar 2006 has been tested and passed inspection of 100 percent of a set of independent criteria for EHR functionality, interoperability and security. The CCHIT certification process was extensive, and represented a significant commitment by Netsmart to clinical excellence and future thinking on behalf of our clients.
- **User Groups and Annual Customer Conference.** Netsmart clients share knowledge with peers through product-specific user group conference calls and meetings, and receive the very latest product updates at CONNECTIONS, Netsmart's annual national customer conference.

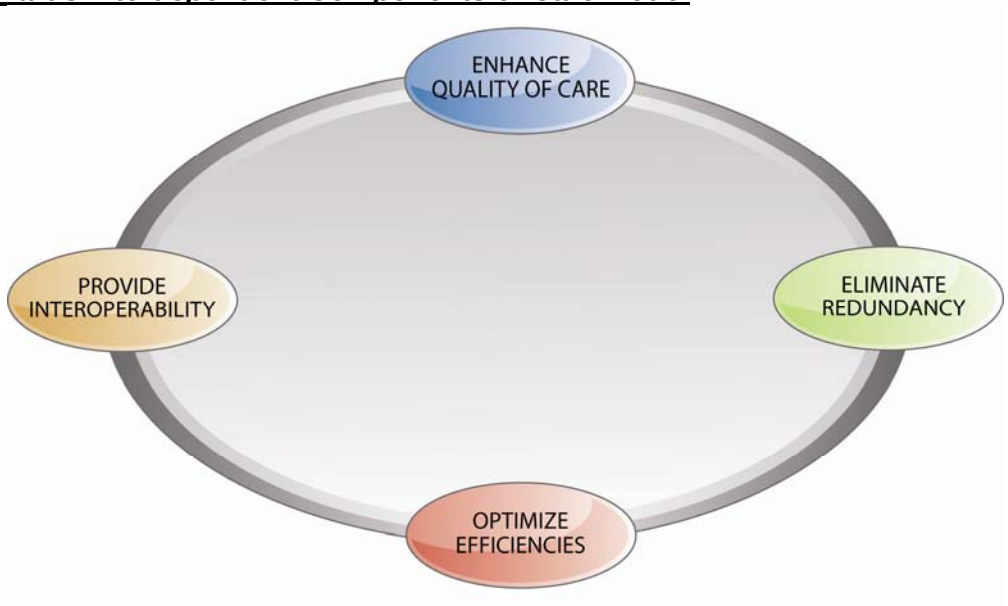
- **Community involvement.** Netsmart is engaged in ongoing requirements and regulatory discussions at both the state and federal levels. Netsmart staff also participate in community organizations that formulate community standards and best practices. This involvement enables the company to represent the interests of the company's clients in policy-level dialogue at the formative level, and provides Netsmart with early indications of changes needed in the Avatar product line to comply with emerging requirements.

Netsmart's Connected Care Methodology

Perhaps nowhere in the country do health and human service organizations see the level of mobility among clients as they do in California -- from county to county, from county to provider (and vice versa) as well as from provider to provider. This requires a technological foundation that can facilitate interoperability between healthcare organizations.

While Netsmart realizes that California DMH interoperability standards are in the process of being defined, the company is beta testing its **CareConnect** product – an integration module which will make possible the sharing of data across multiple organizations. CareConnect was developed with CCHIT interoperability standards in mind and the company anticipates that it will be a key building block as our customers – both in California and across the nation – move toward the sharing of information with the aim of improving the quality of care.

Netsmart's Interdependent Components of Care Model



Netsmart provides solutions and integration tools that help interoperability become a reality across our customer base -- and ultimately across provider organizations using disparate solutions as well.

Historically, behavioral healthcare providers have been challenged to provide optimal levels of care in the midst of paper-based, fragmented medical/health records. Netsmart's **CareConnect** streamlines this process. Netsmart is the **only** provider to take this "inside out" approach and provide an EHR solution that enables Connected Care.

The initial step toward a connected care environment is to link and automate **internal** clinical processes with scheduling, billing/finance and other internal processes and systems. Automating key clinical functions and sharing the data with other departments can provide enhanced process improvements to a provider organization. CareConnect does this seamlessly via Netsmart enterprise product suites.

Reaching **externally,** beyond the walls of a provider organization, CareConnect supports connections and the secure exchange of health information with other agencies using any of Netsmart's enterprise software solutions. This reflects the fact that care is no longer provided just in the office or even just by a single agency. For example, if a consumer needs to be referred to an inpatient facility, how long does it take to create the referral? Are you able to send medication information and other important clinical data to that facility quickly and efficiently? And, when the consumer is discharged and referred back to an outpatient program, do they arrive before the discharge summary? CareConnect streamlines and standardizes this often confusing and redundant process. In addition, many clinicians spend the majority of their time out of the office meeting with consumers at locations and times most convenient for them. With CareConnect, clinicians and case managers can work disconnected in the field and then synchronize their case record upon returning to the office, eliminating the need for error-prone and inefficient re-keying of data.

Finally, Netsmart has introduced a **ConsumerConnect Portal** component for CareConnect. This portal, which can be branded with a County or provider organization's name and logo and offered as a service to consumers and their families, is a Web-based application that allows consumers to log on to view and update relevant account information, view and record medications, fill out journals and view other clinical information related to the consumer's care.

What is important to note is that Netsmart has developed our Connected Care portal according to the MHSA client involvement provision to ensure use by consumers of computer systems to access and manage their health records.

Comprehensive, Flexible Software Solutions

Netsmart offers a broad choice of software solutions, strong customer support and the backing of a solid, stable, strong technology partner. Netsmart has a clear technology vision based upon strong community knowledge and a demonstrated commitment to grow the product based on customer needs.

Netsmart's flagship Avatar software suite is the software of choice for behavioral healthcare providers in all 50 states. Avatar's capabilities reflect Netsmart's nearly 40 years of experience in behavioral health, combined with today's software development

technology. The comprehensive Avatar suite provides a full range of clinical, financial and operational capabilities.

- The CCHIT-certified Avatar solution provides state-of-the-art, open technology that ensures data integrity, security, and the ability to grow with future needs and requirements.
- All Avatar products are completely configurable by authorized users.
- Avatar includes RADplus configuration management tools, which allow users to manage, control and access the data without programmer intervention and without affecting the software warranty and support.

Product Offerings

Netsmart's solutions address and help hundreds of agencies nationwide manage their critical clinical, financial and management processes. Netsmart's suite of solutions includes the following components:

FINANCIAL	
Cal Practice Management (Cal-PM)	Consumer Management/Census Practitioner Management Services/Scheduling Billing
Managed Services Organization (MSO)	Case Management Authorization Credentialing Claim Adjustment
CLINICAL	
Avatar Clinician Workstation (CWS)	Assessments Treatment Plans Progress Notes Workflow Management
Avatar Document Management	Point-of-Service and Batch Document Imaging/scanning
Avatar Incident Tracking	Module to address Incident Tracking/Reporting Needs
Avatar eMAR	Electronic Medication Administration Record

TECHNOLOGY	
RADplus	Data Collection Screen/Tool Configuration Security Crystal Reports integration
MANAGEMENT	
Avatar ERS	Executive Reporting System for financial and operational performance
INTEROPERABILITY	
HL7	HL7 Version 2.3 Bi-directional laboratory interface Bi-directional pharmacy interface
ConsumerConnect	Personal Health Record for consumers
Web Services	Tools for allowing portal-based data exchange

OPTIONAL PRODUCTS/SERVICES	
Avatar Order Entry	Orders for laboratory and pharmacy
Avatar e-prescribing (InfoScriber)	Web-based medication management system
Avatar Document Management	Point-of-Service and Batch Document Imaging/scanning
Avatar Incident Tracking	Module to address Incident Tracking/Reporting needs
Netsmart University	Online courses (many with CEUs) Learning Management System Classroom training Reference libraries Policy databases for HR professionals
Geneva	Accounts Payable Fixed Assets and Depreciation General Ledger Statistics Payroll HR/payroll Purchasing Inventory Management
MediWare	WORx Pharmacy Management

OTHER NETSMART CLINICAL SOLUTIONS
• Netsmart Mobile Care Manager • Avatar AM (Addictions Management - automated methadone dispensing system) • Addiction Severity Index (ASI) • John Wiley Treatment Plan Libraries • LDAP – common network credentialing

In Summary

Netsmart looks forward to continue working with the California DMH and our customers in California to ensure that development efforts are consistent with defined standards, with the preferred goal of working collaboratively on the evolution of such standards.

Netsmart's focus on its current and future customers in the State of California is profound and the company envisions numerous long-term and highly successful business partnerships here. We understand that successful participation in this initial DMH BH EHR certification process is a stepping stone on the path to ongoing success for both Netsmart as an organization and our customers as providers of care that need to meet State data collection, billing reports, and interoperability standards.

Section D. Company Background

RR-D-01 Please provide the following information regarding the makeup of your company.

CORPORATE INFORMATION	
Company Name	Netsmart New York, Inc.
Company Type (C-Corp, S-Corp, LLC, LLP, Sole Proprietorship, Etc.)	C-Corp
Location of Corporate Headquarters	3500 Sunrise Highway, Suite D122 Great River, New York 11739
Location of Field Support Offices	**California** 5095 Murphy Canyon Road, Suite 200 San Diego California 92123 **Ohio** 570 Metro Place North Dublin, OH 43017 **Michigan** 117 North First Street, Suite 80 Ann Arbor, MI 48104 **Florida** 146 2nd Street North, Suite 306 St. Petersburg, Florida 33701 **South Carolina** Piedmont Center East 37 Villa Road, Suite 508 Greenville, SC 29615 **Massachusetts** 600 W. Cummings Park, Suite 3450 Woburn, MA 01801
Location of Programming/Technical Support Personnel	Netsmart's support personnel are located in our New York and California offices.
PRIMARY CONTACT INFORMATION FOR THIS RFI	
Name	James H. Gargiulo
Title	Executive Vice President
Office/Location Address	3500 Sunrise Highway, Suite D-122 Great River, NY 11739
Phone Number	800-421-7503
E-Mail Address	jgargiulo@ntst.com
Internet Home Page	www.ntst.com

RR-D-02 Provide an overview of your firm and its history. Describe the strength of your firm and its ability to meet the needs of California's behavioral health recipients and providers. (2 pages maximum)

NETSMART RESPONSE:

Netsmart is an established, leading supplier of enterprise-wide software solutions for health and human services providers. Our clients include the full spectrum of health and human services organizations: state and county operated services, public health agencies, mental health and substance abuse clinics, psychiatric hospitals, and managed care organizations. Netsmart's products are full-featured information systems that operate on a variety of operating systems, hardware platforms, mobile devices, and offer unlimited scalability.

Our Mission Statement
Empower our clients to deliver a higher quality of care by providing the most comprehensive set of financial, clinical and management solutions to create an integrated record of the consumer across processes, programs and agencies.

Netsmart has an experienced, dedicated, long-tenured executive management team and staff. With 400 employees and offices located in California, Florida, Michigan, Ohio, New York, South Carolina, and virtual offices across the country, Netsmart has the capacity and expertise to provide enterprise-level software and services, and ability to address each client's unique needs.

Please refer to the Executive Summary of this response for Netsmart's California experience.

RR-D-03 List the number of employees (Full-time equivalents) in your organization by category for the last 3 years:

NETSMART RESPONSE:

Category	2006	2007	2008
Total Employees	340	338	401
Installation / Setup	120	118	137
Research and Development	37	38	46
Application / Technology Support	Included in Installation/ Setup	Included in Installation/ Setup	Included in Installation/ Setup
Customer Service / Helpdesk	Included in Support	Included in Support	Included in Support
Support	100	98	105
Other (Sales & Marketing)	44	43	56
Other (General & Administrative)	39	41	57
Those with Clinical Backgrounds:	8	11	25
- Physicians	1	2	3
- Psychologists	2	4	6
- Psychiatrists	1	1	2

Category	2006	2007	2008
Total Employees	340	338	401
- Registered Nurses	2	2	3
- Other Clinicians	2	2	11

RR-D-04 Has your company acquired or merged with any other organizations in the past three years? If so, please list each organization and the purpose behind such activity.

NETSMART RESPONSE:

Netsmart has long served the behavioral healthcare community, but has expanded in recent years through strategic acquisitions to better meet client requirements. The company has made the following acquisitions in the past few years:

1. *Therapist Helper (February 2008)* - Netsmart acquired the Therapist Helper product suite and operations from Nightingale VantageMed Corporation, a subsidiary of Nightingale Informatix Corporation, a Markham, Ontario-based provider of electronic medical record (EMR) software and related services. KLAS award-winning Therapist Helper software is a practice management and clinical system for individual and small group private practice psychiatrists, psychologists, counselors, therapists and social workers. The acquisition brings the more than 18,000 individual practitioners that have purchased Therapist Helper into the Netsmart customer family, further expanding the number of providers that use Netsmart software and creating a greater opportunity to share clinical information among all points of care to achieve true Connected Care.

2. *QS Technologies, Inc.* (August 2006)-QS Technologies delivered enterprise-wide public health solutions and vital records software. With the QS Technologies customer base and the acquisition of additional clients since the acquisition, Netsmart now serves 200 public health organizations and 10 states with a comprehensive set of public health and vital records solutions for public health agencies of all sizes. With Netsmart's Connected Care approach, Netsmart public health clients can interoperate with Netsmart behavioral health solutions to integrate programs with their mental health counterparts.

3. *CMHC Systems, Inc.* (September 2005)-Founded in 1978, CMHC Systems provided a suite of behavioral healthcare information management software for mental health, substance abuse, addiction services agencies, developmental disability centers, and behavioral health-related managed care organizations. The acquisition created an exceptional integration of behavioral healthcare domain expertise and product synergy, making Netsmart the clear leader in behavioral health software.

4. *Addictions Management Systems, Inc.* (AMS) (June 2005)-This acquisition further increased Netsmart's position as a national leader in the development and implementation of automated dispensing systems for methadone clinic management programs, with each company having more than 200 clients.

5. *ContinuedLearning* (April 2005)-ContinuedLearning was a leading e-learning vendor in the field of behavioral healthcare and human services. With the addition of ContinuedLearning's customer base and learning management system and the establishment of Netsmart University, Netsmart provides robust multi-media online and classroom training courses, many for certification and helping organizations meet regulatory compliance requirements. Netsmart also uses Netsmart University in the Avatar application for on-line training, which greatly reduces training time.

6. *MSJ* (May 2004)-Netsmart entered into an agreement with MSJ Communications Corporation, a wholly-owned subsidiary of the Betty Ford Center, to incorporate MSJ Communications' SATIS (Substance Abuse Treatment Information System) product with Netsmart's Avatar product line. MSJ Communications provides IT solutions to organizations offering alcoholism and drug dependency treatment services. Its SATIS product line is used by approximately 30 treatment centers including the Betty Ford Center. Netsmart has incorporated SATIS functionality within its Avatar suite of products, and this benefits clients who use Avatar for substance-abuse program management.

RR-D-05 How long has your company been in the business of developing and implementing your Electronic Health Record related products?

NETSMART RESPONSE:

Netsmart has been in the business of developing and implementing Electronic Health Record related products since 1996.

RR-D-06 What were your firm's annual revenues for the last 3 fiscal years?

Category	2005	2006	2007
$1,000,000 to $5,000,000	--	--	--
$5,000,000 to $25,000,000	--	--	--
$25,000,000 to $100,000,000	$37.9 mil.	$59.1 mil.	$69.6 mil.
Greater than $100,000,000	--	--	--

RR-D-07 What percentage of your firm's annual revenue directly resulted from behavioral health care solutions during the past 3 fiscal years?

Category	2005	2006	2007
Percentage of Annual Revenue Resulting from BH Solutions	65%	70%	75%

RR-D-08 What percentage of annual revenue did your company expend for research and development (R&D) on your proposed products during the last 3 fiscal years?

Category	2005	2006	2007
Percentage of Annual Revenue Expended on R&D	12.0%	11.1%	11.5%

RR-D-09 What percentage is budgeted for R&D in the current and next fiscal year?

Category	2008	2009	---
Percentage of Annual Revenue Budgeted for R&D	10.5%	10.5%	--

Section E. Partner and/or Reseller References

RR-E-01 Please list any partners and/or resellers in the areas of behavioral health: Strategic or tactical development, sales, support, delivery, consulting, or training.

NETSMART RESPONSE:

Not applicable to the California DMH project.

RR-E-02 For each partner or reseller listed above, please identify the following:

1. ***Functional areas.***
2. ***Nature of partnership/relationship.***
3. ***Length of the relationship.***
4. ***Referencable customers for whom you have jointly provided services.***

(3 pages maximum)

NETSMART RESPONSE:

Not applicable to the California DMH project.

Section F. Behavioral Health Solutions Experience

Descriptions of the Functional Requirement Categories referenced in questions RR-F-01 through RR-F-05 of this section are in The Preface (Section A). In your responses to the questions in this section, emphasize your experience in the State of California.

RR-F-01 Describe your firm's experience and qualifications in design, development, and implementation of Behavioral Health Practice Management systems.
(5 pages maximum)

NETSMART RESPONSE:

Netsmart's California behavioral health information technology practice management experience spans over 20 years. Netsmart's products have evolved over the years through solid California behavioral health experience and feedback from our customers. The most current version of Cal-Avatar PM is a product that is specifically designed, developed, and supported to address the unique set of California billing, data collection, and reporting requirements, including:

- Short-Doyle Medi-Cal billing
- UMDAP calculations and algorithms
- CADDS Admissions Report
- CADDS Discharges Report
- CADDS Error Report
- CalOMS
- CSI File Report
- CSI Error Report
- OSHPD Error Report
- OSHPD File Report
- MEDS File Access – Netsmart offers both batch and real-time integration with MEDS file data Mental Health Services Act (MHSA) Data collection and Reporting (DCR)

Netsmart understands California requirements, and we support them every day in 29 of the 58 counties in California, including: San Francisco, Placer, Imperial, Mendocino, Butte, San Diego, Yolo, Sonoma, San Mateo, Fresno, and Sacramento.

Netsmart's Cal-Avatar PM constitutes a state-of-the-art behavioral health practice management system with proven functionality to address the above-listed services/components, as follows:

- **Client, provider, practice management** – Cal-Avatar provides comprehensive functionality to address all needs related to managing client demographic, service and clinical data collection needs. This is accomplished via an extensive set of standard screens and tools as well as by utilizing the built-in RADplus utilities configuration to that enables organizations to define any additional data-

collection values -- whether they be client or provider related. Netsmart's Cal-Avatar Practice Management (PM) module is an industry standard that has proven itself to excel at meeting California-specific data collection, reporting and billing requirements.

- **Call Management** – Avatar provides both standard call-entry-management screens that can be modified as needed (by authorized users). Potential clients can be logged with a preliminary identification number and then brought into the system as a client at a later date.

- **Eligibility Verification –** Via real-time integration with the State MEDS file or by using the monthly batch download.

- **Claims Processing** – Avatar provides options for electronic submission of claims (e.g. Short-Doyle) via HIPAA 837I or 837P transactions as well as standard functionality to enable bills to be printed.

- **Coordination of Benefits (COB)** - Avatar fully supports the COB which appears on the 837.

- **Financial** – Netsmart has a long history of providing financial applications. The Cal-Avatar module provides comprehensive billing, remittance processing, eligibility and financial-reporting functionality.

- **Report writing** – Authorized end users can use the ODBC-compliant report writer of choice to access the SQL tables used by Avatar. It is Netsmart's contention that report writing software – such as Crystal Reports – that are industry standards, are backed by vast development resources and that have comprehensive and robust functionality provide the best option for organizations seeking to mine data from their mental health information system. The Avatar system comes embedded – at no additional cost – with the Crystal Reports viewer to enable fast and easy launching from within the Avatar application any reports configured using Crystal. Avatar comes with a library of more than 100 standard reports and customers can download reports developed by other Netsmart clients that have been posted on the customer area of the Netsmart website.

- **Managed Care** (add-on module to Practice Management) – Avatar MSO is a uniquely adaptable system which serves the specialized needs of states, counties, Managed Care Organizations, specialty networks, and providers attempting to carefully monitor both at-risk and non-risk contracts. Key features include: contract tracking (patients, providers, other); service request management; authorization management; case management documentation; capitation (PMPM) revenue management; costs by CPT codes, physician, patient or period; claims adjudication and payment calculations based on negotiated fee schedules; multifaceted contract tracking; Integration with electronic claims payment and/or GL/AP systems.

RR-F-02 Describe your firm's experience and qualifications in design, development, and implementation of Behavioral Health Clinical Data Management systems.
(5 pages maximum)

NETSMART RESPONSE:

Clinical data management is achieved through Netsmart's Avatar Clinician Workstation (CWS) which brings together all necessary clinical data for an interdisciplinary approach to the delivery of health and human services, including: Treatment/Care Planning, Individual and Group Progress Notes, Assessments, Nursing Reports and Workflow Management, and Outcomes. Avatar CWS supports electronic views of laboratory results, other interdepartmental data and has optional features such as order entry and pharmacy integration. Our customers also use Netsmart's Avatar e-prescribing solution (which is also described in this section) program to gather clinical data to reduce polypharmacy and medication errors. The goal is to improved patient care.

Avatar's CWS is specifically designed as a Behavioral Health Electronic Health Record suitable for use by mental health and substance abuse providers. In line with Netsmart's philosophy of providing core functionality and enabling configuration of a module based on client needs, the Clinician Workstation module provides a comprehensive set of standard assessments, progress note options, treatment plan options and data collection tools. Using the RADplus utilities, the system can be configured to meet customer-specific requirements. The tight integration between the Clinician Workstation module and Practice Management is important to note has there are considerable efficiencies built in – e.g., elimination of duplicate data entry, service entry driven from practice management, clinical entry or a combination of both.

Treatment/Care Planning

Each facility can create care-planning templates tailored to address the unique needs of all target populations, supporting best practice guidelines. Key-word searches trigger dictionary statements. The planner steps the clinician through the process, from problem definitions and diagnosis to goals, objectives, and interventions. There is also an area to record the staff participating in the plan. The system provides the capability to include site-specific information within the Treatment Plan.

Progress Notes

Progress notes are entered by the clinician for an individual or group. Ambulatory notes are linked to outstanding services, or the clinician may post a service and charge record directly from the entry of the note. For a group, a template is used to outline the general group content. Then, for each client, the general outline is individualized.

The individual care plan components (Diagnosis, Problems, Goals, Interventions, and Objectives) are tagged to their associated progress notes, as required by JCAHO guidelines.

Note Review

The co-signature feature displays the entire history of notes, particular note types, or specialty area notes for review and signature by authorized personnel. The filing of a note can be general or within a specialty area (social work, psychiatry, etc.), making note review simple and more direct. The type of note establishes co-signature requirements. Dated addenda are attached to progress notes directly.

Diagnosis

Diagnosis information is always available and accessed through use of a DSM-IV look-up for this multi-axial clinical assessment system. This table supports searches by partial description or code. Multiple selections are supported for all five axes. All DSM-IV codes are cross-walked to ICD-9 for billing purposes. Diagnostic information is linked to the treatment/care planner.

Workflow Notifications

Avatar CWS has a fully integrated and user-definable Workflow Notification module that informs a clinician when a progress note requires a co-signature, or a treatment plan review date is approaching. User defined forms are linked to these notifications.

Assessments

Avatar CWS is delivered with a battery of assessments including Medical History, Psycho-Social, and Nursing evaluations. Additionally, with the modeling tools included in Avatar CWS, each facility can create an unlimited number of assessment forms that reflect facility-specific content.

End User Form Content Management Tool

Content Management tools are available to the end user for constructing screens, multi-page forms, tabs, and drop-down menus. Logic is easily incorporated between fields for the more advanced requirements. Modeling is automatically mapped to the SQL database for access with industry-standard report writers. Any changes made with these tools are compiled so that they are unaffected by periodic updates and enhancements released by Netsmart.

Reports

A full reporting suite is available and includes: Missing Patient Flow Sheets, Chart Review, Nursing Administration Summary, Discharge Report, and more. For each staff, a To-Do list serves as a reminder of needed progress notes, treatment plan reviews, and other required documentations. Supervisors have access to staff To-Do Lists.

Treatment Planning Library Versatility

Your organization can create customized treatment planning libraries or use an optional full complement of Wiley Treatment Planning Libraries to substantially reduce the

preparation time of individual treatment plans. Library creation is accomplished with a straightforward, two-step process. First, utilize the Treatment Planning Dictionary Maintenance option to create a database that contains Problems, Problem Definitions, Suggested Diagnoses, Goals, Objectives, and Interventions. Then, use the Treatment Planning Library Definition option to create the user-defined library that connects each of the components. An option is also included that copies Problems (with associated diagnosis, definitions, goals, objectives and interventions) from any library to any user-defined library.

Clinical Knowledge Based Decision Support

Avatar supports the use and inclusion of knowledge-based best practices, libraries and resources for clinical documentation, including the ability to:

- Use embedded libraries including those offered by John Wiley and Sons or First Databank.
- Embed user-defined libraries or import existing content.
- Integrate/link to existing in-house online resources, allowing for continued ROI from current tools.

The use of the above tools allows clinicians to query and draw upon knowledge-based content for the purposes of:

- Completing assessments and clinical forms.
- Completing treatment plans.
- Writing prescriptions and other orders.

As an example, Avatar CWS' Diagnostic Assessment allows for clinicians to pick from a list of symptoms as well as presenting information.

This information can then be used to suggest a diagnosis as well as suggest care/treatment plan triggers and push them to the plan.

Avatar Order Entry improves access to key clinical information when ordering patient medications, including:

- Potential drug-to-drug/food interactions and drug allergy alerts
- Pregnancy and lactation alerts
- Peer medication dosing patterns
- On-line access to clinical resources

Avatar e-Prescribing

Medication is a vital part of a client's treatment. Yet, with the number of prescriptions growing an average of 5 percent per year, there are ever-increasing possibilities for errors involving prescription medications. Plus, pharmacists are forced to make more than 150 million "call backs" regarding the clarification of prescription information.

Whether it involves improperly identifying complications with side effects or simply not being able read a doctor's handwriting, can you afford to take that risk?

A key element of an EHR, Avatar e-Prescribing, is a secure, Web-based prescribing and medication management system. Powered by Netsmart's InfoScriber e-Prescribing system, Avatar e-Prescribing can be utilized anywhere there is access to the Internet via an Internet Explorer browser. Thus, physicians can instantly have their patients' medication information wherever they are, whether they are in the office or on-call at home.

Avatar e-Prescribing improves access to key clinical information when ordering patient medications, including:

- Potential drug-to-drug/food interactions and drug allergy alerts
- Pregnancy and lactation alerts
- Peer medication dosing patterns
- On-line access to clinical resources

The Avatar e-Prescribing system also saves nursing and administrative time by automating reports and documentation that is traditionally managed by staff. It also allows the organization to create reports for:

- Analyzing medication usage, including polypharmacy
- Budgeting and cost control efforts
- Improving operational efficiency

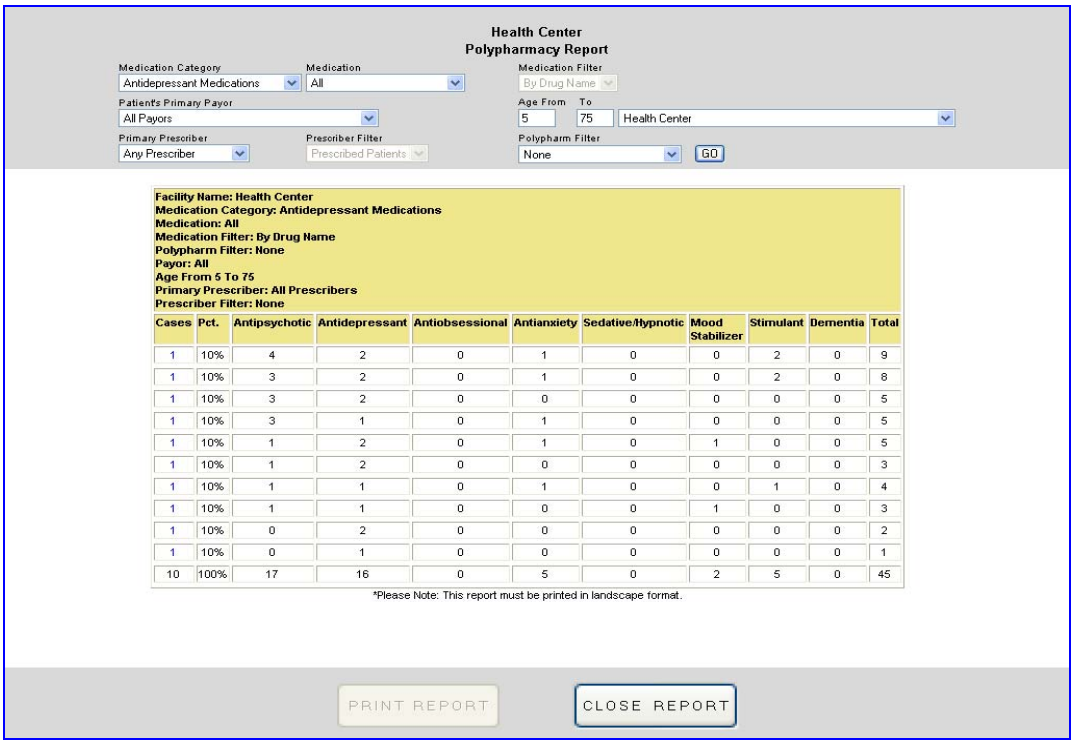
Polypharmacy

Polypharmacy is an ever increasing concern for today's mental health administrators. The main focus of polypharmacy awareness has been both clinically-based—providing patient safety, and more effective, evidence-based prescribing—and cost-based. Polypharmacy can quickly become a money drain for organizations. It has been estimated that unneeded prescriptions cost the nation's public and private health plans as much as $50 billion annually.

It is recognized that polypharmacy is justified in many situations. The use of multiple medications can often be an effective clinical intervention. A goal in designing the Avatar e-prescribing polypharmacy report was for organizations to review appropriate and inappropriate polypharmacy. Inappropriate polypharmacy is considered the use of polypharmacy which goes against good medical evidence and practice.

The Avatar e-prescribing polypharmacy report allows facilities to view patient cases where the practitioner has concurrently prescribed multiple medications, both within the same class and from different classes. To view the report, filters can first be applied. Users are presented with data showing the number of cases where the particular drug you chose is being used as a monotherapy, as well as the number of cases where the drug is being combined with other drugs. For example, if one chooses the medication category of antidepressants and the medication name, Prozac, the user will be

presented with a series of cases of patients taking Prozac at the organization. One may see that some patients take only Prozac and you may also see that there are patients taking Prozac with a number of other medications. The report is a four-level drill down. That is, the user can drill down to see an individual patient's medication history and well as details about a particular drug order. This report is useful for facilities that want to track patterns that can result in expensive and often ineffective prescribing practices.



Health Center
Polypharmacy Report

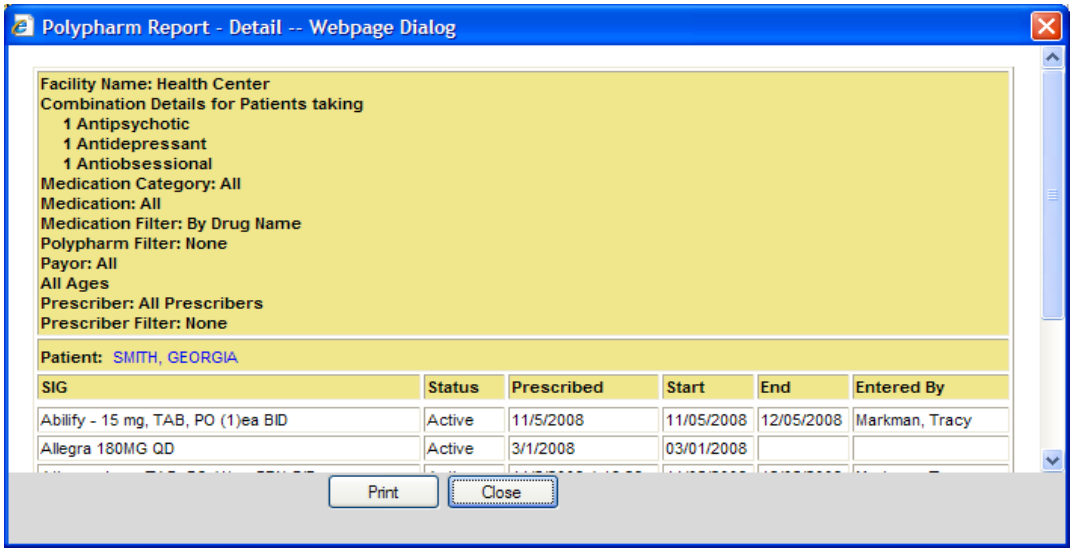
Medication Category: Antidepressant Medications
Medication: All
Medication Filter: By Drug Name
Patient's Primary Payor: All Payors
Age From: 5 To: 75
Health Center
Primary Prescriber: Any Prescriber
Prescriber Filter: Prescribed Patients
Polypharm Filter: None
GO

Facility Name: Health Center
Medication Category: Antidepressant Medications
Medication: All
Medication Filter: By Drug Name
Polypharm Filter: None
Payor: All
Age From 5 To 75
Primary Prescriber: All Prescribers
Prescriber Filter: None

Cases	Pct.	Antipsychotic	Antidepressant	Antiobsessional	Antianxiety	Sedative/Hypnotic	Mood Stabilizer	Stimulant	Dementia	Total
1	10%	4	2	0	1	0	0	2	0	9
1	10%	3	2	0	1	0	0	2	0	8
1	10%	3	2	0	0	0	0	0	0	5
1	10%	3	1	0	1	0	0	0	0	5
1	10%	1	2	0	1	0	1	0	0	5
1	10%	1	2	0	0	0	0	0	0	3
1	10%	1	1	0	1	0	0	1	0	4
1	10%	1	1	0	0	0	1	0	0	3
1	10%	0	2	0	0	0	0	0	0	2
1	10%	0	1	0	0	0	0	0	0	1
10	100%	17	16	0	5	0	2	5	0	45

*Please Note: This report must be printed in landscape format.

PRINT REPORT CLOSE REPORT



Polypharm Report - Detail -- Webpage Dialog

Facility Name: Health Center
Combination Details for Patients taking
1 Antipsychotic
1 Antidepressant
1 Antiobsessional
Medication Category: All
Medication: All
Medication Filter: By Drug Name
Polypharm Filter: None
Payor: All
All Ages
Prescriber: All Prescribers
Prescriber Filter: None

Patient: SMITH, GEORGIA

SIG	Status	Prescribed	Start	End	Entered By
Abilify - 15 mg, TAB, PO (1)ea BID	Active	11/5/2008	11/05/2008	12/05/2008	Markman, Tracy
Allegra 180MG QD	Active	3/1/2008	03/01/2008		

Print Close

User-Friendly Interface

Avatar e-Prescribing is designed to improve the overall medication management process. The user interface is easy to navigate, simple to use and facilitates rapid access to important information.

Prescriber's Desktop

This multi-purpose introduction screen contains messaging capability, access to standard reports, patient profile recall and flash surveys. The reports are delivered in real-time to assist in managing work flow, organizational efficiency and quality improvement.

Virtual Pharmacist

On this screen, drug interactions are automatically checked when prescribed, and medication orders can be confirmed and submitted with just one click. The Virtual Pharmacist provides clinical resources at the point of prescribing, offering extensive drug interaction information, single-click reordering and discontinuations. Prescriptions can be submitted electronically to the pharmacy of choice or printed locally.

Medication Profile

The Medication Profile contains crucial patient diagnostic, medical and prescription information. The system provides valuable information on diagnoses and known allergies-all designed to help organizations meet accreditation standards and regulatory requirements.

Reporting

Decision support to the "what" and "why" of prescribing is provided within a suite of standard reports included with the Avatar e-Prescribing solution. These real-time reports assist physicians and organizations in efficiently and effectively managing and tracking critical patient medication history and administration. A wide range of custom reports are also available to help individuals and organizations drill down to a specific layer of detail.

In Summary

The system improves the quality of care and reduces medication errors. The electronic creation and transmission of medication orders from the user's desktop computer to any pharmacy fax machine reduces the possibility of a misread prescription by a pharmacist.

Avatar e-Prescribing reduces staff phone time and end staff/pharmacy telephone tag, so staff spend less time on pharmacy call-backs for refills, illegible handwriting, re-orders, and prescription changes. The solution may also decrease or eliminate pharmacy-wait time for patients.

RR-F-03 Describe your firm's experience and qualifications in design, development, and implementation of Computerized Provider Order Entry (CPOE) systems.
(5 pages maximum)

NETSMART RESPONSE:

Netsmart is the technology partner of choice of more than 38 state mental health systems. These complex, multi-faceted networks of inpatient and outpatient facilities and outside providers require complete selection of capabilities, including Computerized Provider Order Entry (CPOE).

Netsmart's Avatar Order Entry solution was created to facilitate the entry of all types of orders related to consumer care. The order types, such as Dietary, Lab, Restraint, Therapy, Pharmacy, etc., can be filed electronically to expedite completion. Electronic filing of these orders facilitates easy access to and review of orders. Due to the volume and detail associated with orders, Avatar Order Entry is designed to support fast, accurate and timely data entry through an economical, intuitive and efficient user interface. Single orders or order "panels" are easily entered via an interface designed to minimize keystrokes and maximize single-touch responses.

In addition, all order dictionaries, including order codes and order types, are completely configurable by the authorized end users. Once entered, Avatar Order Entry supports additional and efficient actions including:

- Printing/Viewing Orders
- Renewing Orders
- Discontinuing Orders
- Validating Orders (if required)
- View/Change – with configurable time in which the change needs to take place
- Order Notes to attach to an order
- Order Hold/Resume

All the actions above are governed by a robust set of user and user role settings, which dictate what type of orders and order actions can be completed by an end user. Once entered, and in some instances validated, order notifications can be routed to other departments and staff through print and electronic mechanisms. This same process supports electronic acknowledgement that an order has been received/reviewed. Order data is also available in configurable views, including a Medication Administration Record.

Avatar Order Entry functions are tightly coupled with clinical documentation activities and can be interfaced to other departmental systems, including pharmacy and laboratory systems, via HL7.

Benefits of Avatar Order Entry

- Facilitates easy entry of all orders pertinent to a consumer's care
- Enables simple access and review of orders
- Provides fast, accurate and timely data entry

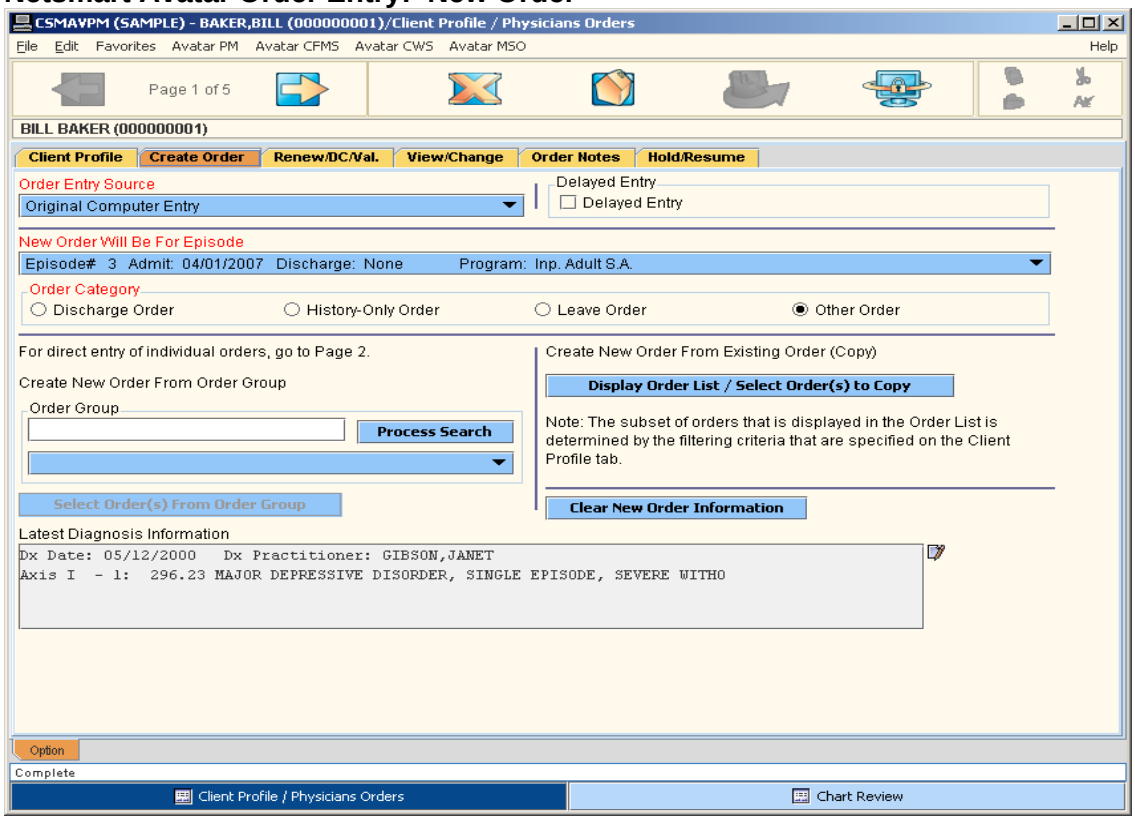
- Makes data readily available for easy reporting, with the use of Crystal Reports
- Gives staff appropriate role-based access to the order entry process, with user-definable security settings
- Interfaces easily with other applications, (i.e. pharmacy systems and lab systems)

The Avatar Order Entry module also includes optional drug-to-drug interaction checking and allergy alert features. These features are made available through a license purchase of First Databank's Drug-Drug Interaction Module (DDIM). First Databank maintains a comprehensive source of drug-to-drug interaction information—containing more than 43,000 interactions, both for prescription and over-the-counter drugs. The alerts help prevent harmful drug-to-drug interactions and allergy interactions; the system reports only those drug-to-drug interactions that are clinically significant.

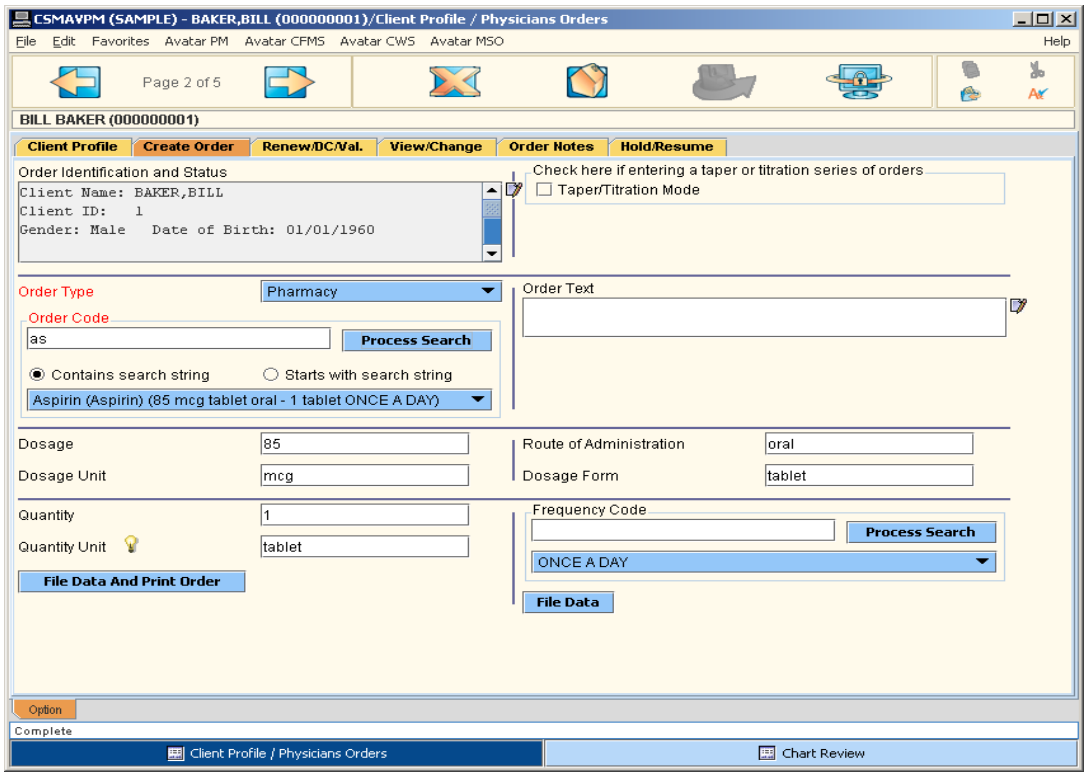
The drug-to-drug interaction alert provides a severity level for the interaction. It also lists the drugs that are being screened. It also provides the interaction description, screening message and clinical effect. Allergy alerts provide the user with the name of the drug to which there is an allergy, the description of the drug and a screening message. In addition, Avatar Order Entry, coupled with First Databank, provides an updatable national drug library, as well as Patient Education monograph materials.

The following screens show Avatar Order Entry's easy-to-use, functional screen design and basic capabilities.

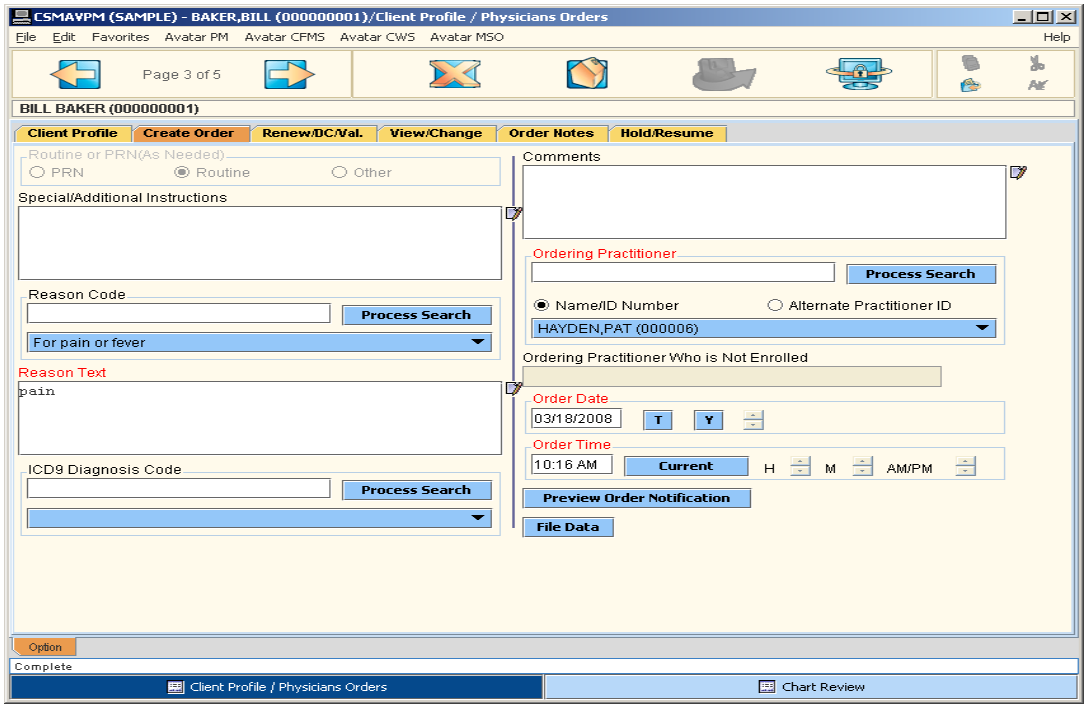
Netsmart Avatar Order Entry: New Order



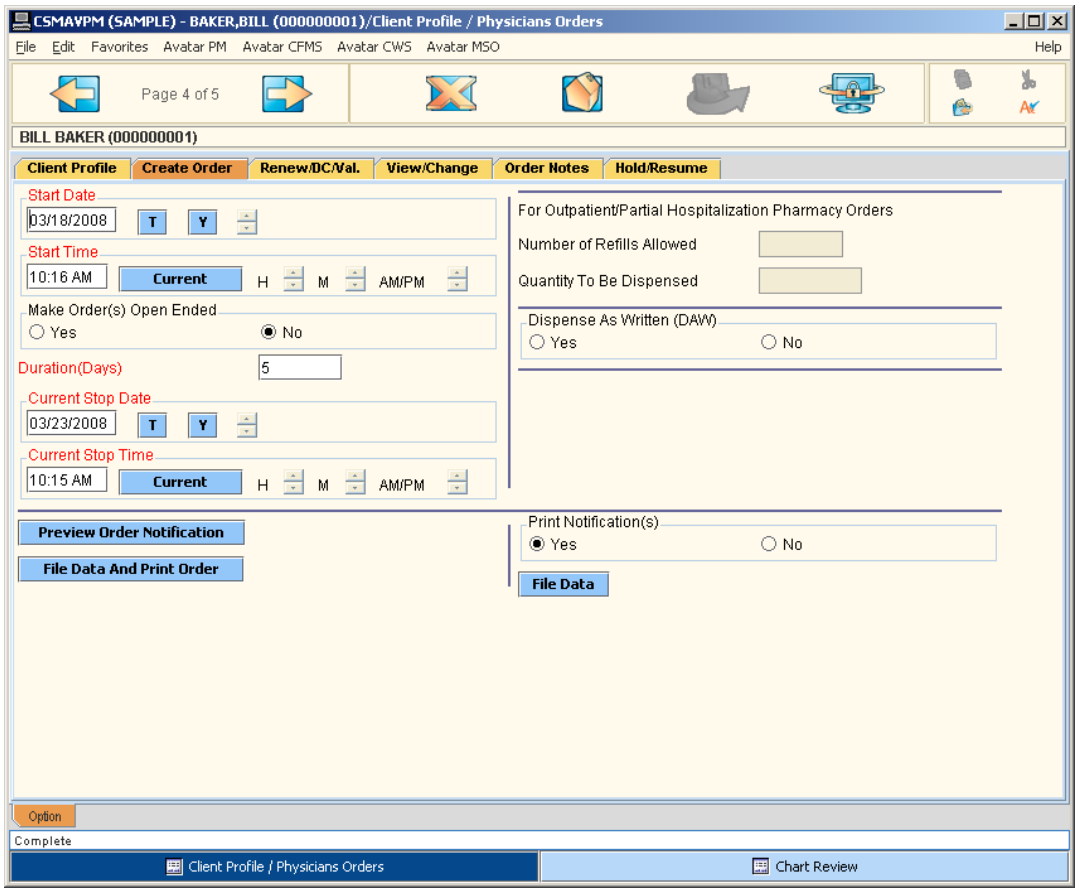
Netsmart Avatar Order Entry: Medication Order



Netsmart Avatar Order Entry: Reason Code



Netsmart Avatar Order Entry: Order Duration



RR-F-04 Describe your firm's experience and qualifications in design, development, and implementation of interoperable <u>Electronic Health Record (EHR)</u> systems.
(5 pages maximum)

NETSMART RESPONSE:

The foundation, vision and philosophy behind Netsmart's interoperable Electronic Health Record (EHR) offering is **Connected Care**. Connected Care is the sharing of clinical information inside an organization through the health record, with other care providers and with consumers themselves, which ultimately improves the quality of care. Netsmart's Connected Care initiative goes beyond traditional EHR solutions to ensure that clinical information is integrated and available across all points of care to help achieve the highest quality of care.

The initial step toward a connected care environment is to link and automate ***internal*** clinical processes with scheduling, billing/finance and other internal processes and systems. Automating key clinical functions and sharing the data with other departments can provide exponential process improvements to a provider organization. For example,

many agencies realize immediate revenue gains by capturing and billing for services that had previously gone unrecorded.

In a connected care environment, clinical information also needs to be shared with ***external*** agencies involved in the care process through an interoperable health record, including between inpatient and outpatient facilities, public health departments, primary care facilities and with other entities like regional health information networks (RHIOs). For example, if a consumer needs to be referred to an inpatient facility, how long does it take to create the referral? Is the provider able to send medication information and other important clinical data to that facility quickly and efficiently? And, when the consumer is discharged and referred back to an outpatient program, do they arrive before the discharge summary?

To support consumer-centric care, clinical information can be extended to the consumer through Web portals to involve them in their care for activities such as making journal entries, recording medications, scheduling appointments and contacting their care team.

To enable providers and consumers to reap the advantages of Connected Care in every aspect of the care process, Netsmart offers its **Connect** suite of software solutions, which works in conjunction with Avatar Clinician Workstation (CWS), Netsmart's CCHIT-certified electronic health record, to make it the most interoperable health record for the behavioral health industry:

Netsmart CareConnect™
A service that ensures continuity of care by enabling clinical data to be shared between providers and other entities, such as RHIOs using the standard Continuity of Care document (see more detailed information below).

Netsmart MobileConnect™
A solution that enables a clinician or case manager to work disconnected in the field, and then synchronize upon returning to the office, eliminating the need for error-prone and time-wasting re-keying of data.

Netsmart ClaimsConnect™
An Electronic Data Interchange (EDI) service that provides a HIPAA-compliant way to easily transmit claims, receive electronic remittance, and send statements quickly and securely.

Netsmart ConsumerConnect™
A Web portal that enables Netsmart customer agencies to proactively involve consumers in their care. Using the portal, consumers can schedule appointments, review and
comment on their treatment plans, view current medications and track usage, and communicate with their care providers.

EHR Serves As Foundation for Connected Care
Avatar Clinician Workstation (CWS), Netsmart's EHR software solution, serves as the solid foundation to support Connected Care. Avatar CWS integrates the clinical tools necessary for an interdisciplinary approach to services delivery, including

Treatment/Care Planning, Individual and Group Progress Notes, Assessments, Nursing, Workflow Management and other reports. Avatar CWS also supports electronic views of laboratory results and other interdepartmental data, and has optional features such as order entry and pharmacy integration.

CCHIT Certification and Leadership

In recognition of the EHR as a key component across all modalities of care, Netsmart chose to apply for certification of its EHR solution from the Commission for Healthcare Information Technology (CCHIT^{SM}), an independent, non-profit organization that sets the benchmark for EHRs.

After a rigorous, comprehensive, standardized testing and benchmarking process, Avatar CWS became the first behavioral healthcare EHR solution to achieve CCHIT certification, successfully achieving 100 percent of a set of criteria for functionality, interoperability and security.

Netsmart continues its involvement with CCHIT, with Alan Tillinghast, Netsmart Executive Vice President, Operations, and Lisbeth Haines, M.D., Netsmart Senior Clinical Consultant appointed to CCHIT workgroups to guide the development of certification criteria specifically for behavioral health.

This participation in CCHIT further demonstrates Netsmart's commitment to offering an interoperable health record.

Largest Customer Community

The largest in behavioral healthcare, the Netsmart customer community is comprised of 18,000 customer organizations, including 350,000 care providers and nearly 40 state systems, all of which use Netsmart products to help improve the quality of life for millions of people each year. Netsmart's customers include mental health and substance abuse treatment agencies, psychiatric hospitals, private and group mental health practices, public health departments, vital records offices and managed care organizations.

In California, Netsmart is the practice management and clinical technology partner of choice for 44 behavioral health provider agencies and 29 counties, unmatched by any other behavioral healthcare software vendor.

This comprehensive presence gives Netsmart insight into the processes and requirements of providers throughout the state, greatly increasing the ability to implement an interoperable electronic health record in a Connected Care environment.

CareConnect

Netsmart CareConnect enables the sharing of clinical information through the interoperable health record via a standard Continuity of Care Document (CCD) between and among providers involved in the care of a consumer. CareConnect works with Netsmart's enterprise products – Avatar, CMHC/MIS and Insight – to provide a secure way to exchange clinical and administrative information.

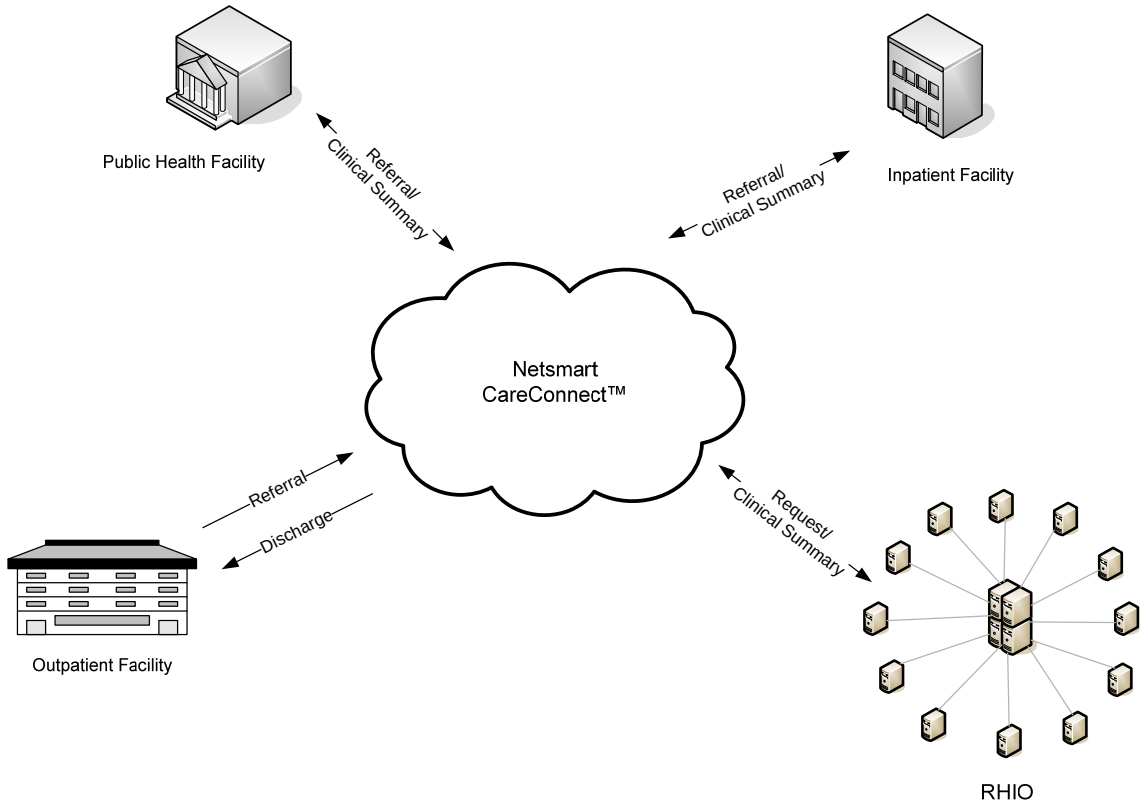
The CareConnect service is designed to leverage industry standards, including Integrating the Healthcare Enterprise (IHE) and Healthcare Information Technology

Standards Panel (HITSP), while augmenting them where necessary to take into account the unique requirements of behavioral and public health.

By connecting to the CareConnect service, providers can register a consumer with the network, create referrals for consumers that need to move between care providers, request information from other providers, and receive that information in. Providers only need to maintain one connection to the CareConnect service, and when information is transmitted it will be converted to the desired format of the recipient and delivered using their preferred communication method. This approach eliminates the need to maintain multiple connections and numerous data maps.

Netsmart's CareConnect service:

- Enables providers to maintain just one connection to CareConnect instead of many individual connections to each provider or network
- Reduces the amount of time required to transfer information between providers
- Improves the accuracy of shared information
- Ensures information is available when it is needed
- Enables information sharing today with protection and compliance as national standards evolve



Connected Care in Action in a State Environment
State of Nevada
Division of Mental Health and Developmental Services

The Nevada Division of MHDS is one of the largest state human services agencies in Nevada, serving thousands of consumers in eight agencies located in Las Vegas, Reno, Carson City and each of the rural counties. Netsmart's Avatar EHR and practice management software is the foundation for this statewide network of mental health services.

"The ability to provide integrated care on a single platform is extremely important. My outpatient clinics are connected to my inpatient clinics. Our staff can see what medication a consumer is receiving, look at the last progress note the therapist for a particular individual wrote, and intervene with that person in real-time. We are able to track from admission to discharge and from treatment to billing. It's integrated throughout the entire system: one data dictionary, one platform, one standardized billing process."

--Carlos Brandenburg, Ph.D.
Administrator (Ret.)
State of Nevada MHDS

RR-F-05 Describe your firm's experience and qualifications in design, development, and implementation of Personal Health Record (PHR) systems. (5 pages maximum)

NETSMART RESPONSE:

Connected Care is the sharing of clinical information inside an organization, with other care providers and with consumers themselves, which ultimately improves the quality of care. Netsmart's Connected Care initiative goes beyond traditional EHR/PHR solutions to ensure that clinical information is integrated and available across all points of care to help achieve the highest quality of care.

To support consumer-centric care, clinical information can also be extended to the consumer through Web portals to involve them in their care for activities such as making journal entries, recording medications, scheduling appointments and contacting their care team.

To enable providers and consumers to reap the advantages of Connected Care in every aspect of the care process, Netsmart offers its **Connect** suite of software solutions:

Netsmart ConsumerConnect™
A Web portal that enables Netsmart customer agencies to proactively involve consumers in their care. Consumer Connect was developed with MHSA requirements as guidance to assist in helping organizations achieve consumer directed care. (see more information below).

Netsmart CareConnect™
A service that ensures continuity of care by enabling clinical data to be shared between providers and other entities, such as RHIOs.

Netsmart MobileConnect™
A solution that enables a clinician or case manager to work disconnected in the field, and then synchronize upon returning to the office, eliminating the need for error-prone and time-wasting re-keying of data.

Netsmart ClaimsConnect™
An Electronic Data Interchange (EDI) service that provides a HIPAA-compliant way to easily transmit claims, receive electronic remittance, and send statements quickly and securely.

Beyond the Health Record: Extending Clinical Information to Consumers through Web Portals and Personal Health Records

Consumers are seeking to be more engaged in their care at all levels. Even in the recent past, there was relatively little interactive involvement from consumers around their treatment plans and medications. Today, with the explosive growth of the Internet, consumers are proactively engaging in all aspects of their care.

Netsmart's ConsumerConnect Web portal solution provides organizations with a new way to connect and communicate with consumers throughout their care process to achieve consumer-directed care.

Using the ConsumerConnect portal in conjunction with Netsmart's CCHIT-certified electronic health record solution, Avatar CWS, consumers can schedule appointments, review and comment on their treatment plans, view current medications and track usage, and communicate with their care providers.

Accessing ConsumerConnect via a Web browser from home or a public access Internet point, ConsumerConnect lets consumers:

- Schedule and modify appointments
- Review and comment on their treatment plans
- View current medications and track their usage
- Communicate with their care team
- Check billing information and account balances
- Record information in an online journal prior to a scheduled session

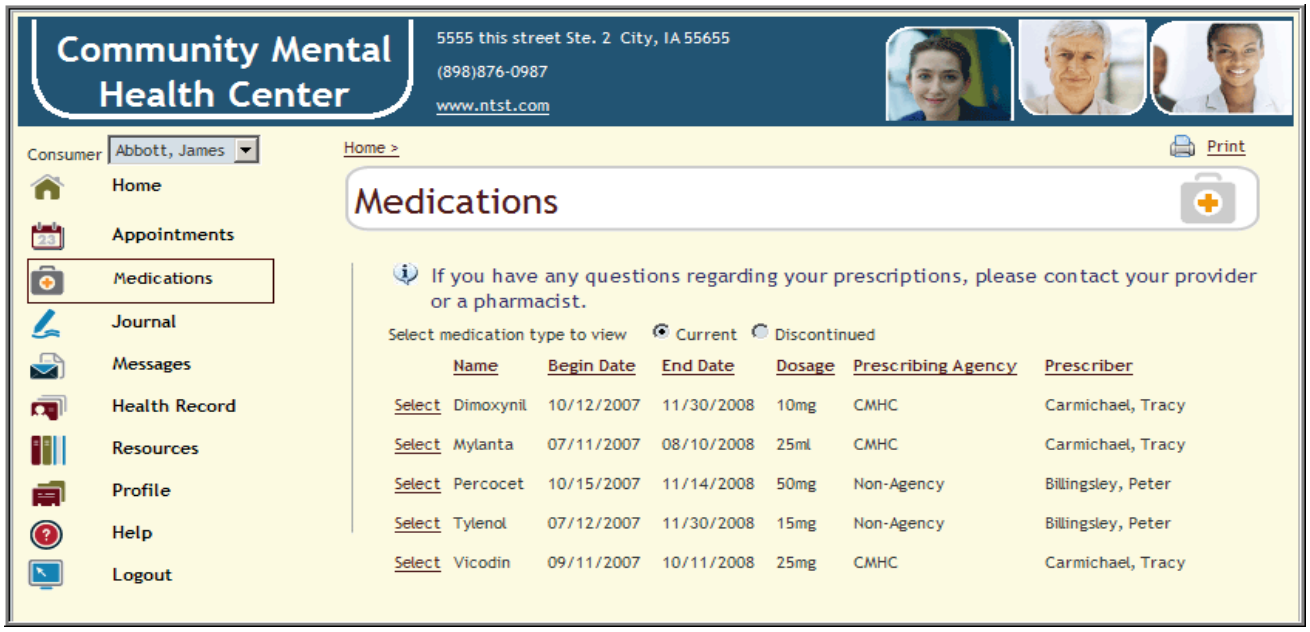
Providers realize a variety of benefits when they offer Netsmart ConsumerConnect to their consumers. Netsmart is the behind-the-scenes partner, furnishing the technology infrastructure and basic structure for ConsumerConnect. The Web site as viewed by consumers is "private-labeled," or branded with the agency's logo and Web site look-and-feel, so it truly is an extension of the provider's service offerings to its consumers. And, unlike general informational-only consumer portals, ConsumerConnect is

integrated with Netsmart's Avatar enterprise software applications so consumer information is automatically and dynamically populated into the portal from the software.

Other benefits to provider agencies include:

- Reduction in the time spent responding to phone calls checking basic information, such as appointment times
- Fewer consumer missed appointments with alternative reminder method
- Improved communication because consumers can send and receive messages from their care team at times convenient to the consumer
- More accurate clinical information collected at more frequent intervals
- New channel for the agency to offer and inform consumers about provider services
- Assists agencies in meeting state-mandated requirements to further involve the consumer in their care
- Ease of use because ConsumerConnect is offered as an "on demand" service by Netsmart Technologies, with no special hardware requirements or dedicated IT staff
- Closed-loop medication management

Netsmart ConsumerConnect: Medication Management. ConsumerConnect's medication management capabilities enable consumers to view lists of their current and discontinued medications. Consumers can also communicate with their providers about the effects of specific medications by using ConsumerConnect's Medication Comments Journal.



Netsmart ConsumerConnect: Appointment Scheduling. Consumers can schedule appointments online at their convenience, also saving administrative time/cost for providers.

Netsmart ConsumerConnect: Journal Entries. Consumers can make journal entries online and share them with care providers in real-time while they are fresh and relevant.

Netsmart ConsumerConnect: Care Team Contact. Consumers have easy access to current information about their care team and can communicate with them electronically.

.

Other benefits to consumers include:

- Improved outcomes because they can communicate information to their care team while it is fresh in their minds (e.g. medication effects, medication adherence, progress on their assigned tasks, journalizing their thoughts)
- Improved continuity of care through the ability to access information and, if desired, provide Read-Only access to share with other healthcare providers or family members
- More productive appointments
- No need to upload or re-enter information; much of the consumer's information is populated through ConsumerConnect's ties to Netsmart enterprise software solutions

Connecting to Personal Health Records

Netsmart is expanding its ConsumerConnect portal to a broader PHR initiative. As a Microsoft Gold Partner and member of Microsoft's Connected Health and Human Services (HHS) Alliance, Netsmart plans to link ConsumerConnect to Microsoft HealthVault, a free Web-based platform that helps consumers collect, store and share health information with family members and participating healthcare providers.

Investigating integration with other PHRs such as Google Health.

Netsmart's PHR-related solutions are behavioral health-specific and link to Netsmart's Avatar solution. This means that, unlike more generic and general PHRs, a consumer's clinical data and other information automatically populates the Netsmart PHR rather than the consumer needing to enter their information manually for each update.

RR-F-06 Describe your firm's experience and qualifications for Systems Integration.
(3 pages maximum)

NETSMART RESPONSE:

Netsmart has been a systems integrator for departmental systems (laboratory, pharmacy, dietary, etc) for many years nationally as it relates to our core enterprise behavioral information systems. Netsmart's Avatar solution supports the integrated exchange of data between organizations through Health Level Seven (HL7) interface. In addition to HL7, Avatar supports data exchange in Clinical Context Object Workgroup (CCOW), web services, and XML environments. These interfaces are associated with applications that are central to the successful exchange of critical patient/consumer data.

Healthcare organizations operate in an increasingly complex technology environment. Even a small clinic may utilize a practice management system, pharmacy system, and laboratory system. While each of these systems is needed to provide care to consumers, they are typically not built to communicate with each other.

Without an interface between the different applications, routine patient care can be a nightmare of manual processes, high associated costs and an increased risk for errors. Examples: the pharmacy does not know about admissions or discharges until the paper report arrives and someone keys it in. Or the billing office can not send invoices until another paper report is delivered and the pharmacy and lab charges are entered.

With Netsmart's application interface capabilities, requests go into the Avatar software; pharmacy and laboratory systems receive the patient admissions/discharge/transfer (ADT) data they need; and the charges are automatically and seamlessly returned to Avatar.

HL7 Core Capabilities

Historically, interface development was slow, expensive, and proprietary. But development of the HL7 protocol significantly reduced both costs and development time by providing a common definition of the data to be exchanged between systems, and the meaning of the events that trigger the data exchange. HL7 is widely accepted, used and supported.

HL7 is governed and developed by the American National Standards Institute (ANSI) Accredited Standards Organization. International affiliate organizations support the standard in 27 additional countries.

Some examples of organizations using Avatar to integrate critical applications and processes include:

Organization	Interface
AtlantiCare Behavioral Health Systems (NJ)	STAR registration
Butler Hospital (RI)	Cerner pharmacy and IDX lab
Fresno County	EMRitus registration
North Shore-Long Island Jewish Health System	Siemens registration
San Diego Public Health	STARLIMS
St. Barnabas Hospital (NY)	McKesson registration
St. Mary's Hospital (NY	ADT from Avatar AMS
St. Vincent's Catholic Medical Center (NY)	Siemens registration
State of Colorado	Vision dietary
State of Georgia	MediWare WORx pharmacy and Misys laboratory
State of Idaho	QS/1 pharmacy
State of Nebraska	LifeCare pharmacy
State of Nevada Dept. of Mental Health and Developmental Services	MediWare pharmacy
State of Nevada Division of Child and Family Services	MediWare pharmacy
State of New Hampshire	MediWare pharmacy
State of New Mexico	MediWare pharmacy
State of South Carolina	Computrition transcription and Medquist dietary
State of South Dakota	Orchard laboratory
State of Texas	MediWare WORx pharmacy and Misys laboratory
Tarzana Treatment Center (CA)	Mediware pharmacy
Wishard Health Services (IN)	Siemens registration

RR-F-07 Describe your firm's experience and approach to the conversion of electronic behavioral health data.
(1 page maximum)

NETSMART RESPONSE:

Netsmart has over 20 years experience converting electronic behavioral health data for clients in the California health and human services community. We fully understand the conversion process and has performed system migrations/conversions for more than 150 legacy systems. Netsmart works with the customer to identify data resources, establish file layouts, specify load and error processes, extract data and perform data conversion and validation. This effort is based on the development of mutually defined specifications for the conversion of basic demographic, movement/tracking and balance forward billing information.

Based on Netsmart's thirty plus years of experience, Netsmart believes that the keys to successful data conversion are scope of data, quality of the data being converted, and compatibility of data with new business model.

Netsmart's experience is that the most efficient conversion process transfers the following data sets:

- Basic client information (ID, Demographics, Movement History)
- Core Clinical Data (Diagnosis)
- Financial (Billing - Open Balances)

Starting with its standard process, identifies the following record types for conversions:

Description	***Description***
Demographic Information	Movement History – Transfers
Diagnosis	Movement History – Return from Leave
Legal Status	Discharge History
Admission History	Leave History
Movement History – Admissions	Return from Leaves
Movement History – Discharges	Balance Forward
Movement History – Leaves	

In addition, product tools support an XML import of external data to any user-defined form/table to further support conversion/data migration.

Working closely with county users, Netsmart's dedicated conversion specialist will manage and guide the extraction of data from the legacy system into formats that are accessible to the conversion load programs provided by Netsmart.
In addition, RADplus tools support an XML import of external data to any user-defined form/table to further support conversion/data migration.

Netsmart's process is to review the existing data systems with county users, and to make mutual decisions on the integrity of the data, its consistency and organization. Then a conversion plan is defined to map that data into the Avatar format. Edit reports are developed to validate this process.

RR-F-08 Describe your firm's experience and approach to the conversion of paper-based behavioral health data.
(1 page maximum)

NETSMART RESPONSE:

In use at a number of our clients sites nationally, Avatar Document Imaging and Archiving enables healthcare organizations of all sizes to move toward a paperless environment by storing all paper-based forms and documents electronically, and integrating those vital images with a consumer's overall electronic health record. It enables staff members to electronically capture and scan documents into their Avatar system, review and validate the quality of images, index and associate documents with consumer records, and incorporate the resulting digital documents directly into an organization's workflow processes. In short, the Avatar Document Imaging and Archiving

solution enables organizations to generate and maintain complete, secure, legal health records.

Netsmart's Avatar Document Imaging and Archiving is a modular and scalable solution that helps organizations improve quality of care by improving access to consumers' information. The solution integrates across business and clinical functions and internal and external systems to facilitate the electronic collection, transformation, management, delivery, storage and ongoing access to information. This information can include images, insurance forms, orders, lab results, referrals and releases, and system-created legal documents. When combined with Avatar CWS, Avatar Imaging and Archiving creates an enterprise-wide, multi-facility, longitudinal electronic health record (EHR) that spans both role and location.

Avatar Document Imaging and Archiving offers three options for collecting, transforming, and delivering external documents and images into Avatar:

- Point-of-Service Scanning
- Batch Scanning
- API Interface

Section G. Solution Product History

RR-G-01 Please provide the following information about the solution product(s) that you propose.

#	Product Name And Primary Function	When First Developed	When / Where First Deployed	Number Of Installations To Date
1	Avatar CalPM / MIS	2005	2005/Couty of Placer	29
2	Avatar Clinician Workstation (CWS)	2000	2000/UMDNJ	142
3	Avatar RADplus	2000	2000/UMDNJ	181
4	Avatar Order Entry	2003	2003/State of Texas	11
5	Care Connect Data Integration Services	2008	N/A	Working with beta/pilot candidates
6	Avatar MSO	2003	2003/Norco	30

RR-G-02 For each solution product listed in the above table, please provide:

1. ***The history of the product including whether the product was internally developed or acquired from another source.***

NETSMART RESPONSE:

Please see below for the history of each proposed product:

Product Name	Product History
Avatar CalPM	This product was developed internally and first released in 2005. CalPM 2007, an updated version of the original CalPM, was released in 2007 and is the most current version in use in our customer base.
Avatar Clinician Workstation (CWS)	This product was developed internally and first released in 2000. Avatar CWS version 3.1 was released in 2001, which included John Wiley Treatment Plan content. Avatar CWS version 4.0 was released in 2002 and provided for additional state-specific treatment plan content. Avatar CWS 2004 was released in 2004.
Avatar RADplus	This product was developed internally and first released in 2000. It was designed to be the platform upon which future products would be built. Later in 2000, version 4.1 was released, which integrated Crystal Reports into the product. HIPAA Security and Audits were added with version 5.1 in 2001. Workflow management was included with version 5.2, introduced later in 2001. In 2002, version 6.0 was released, which provided a complete rewrite of user tools to support multiple table builds. Version 6.1 was released later in 2002, and version 6.2 was released in 2003. In 2004, we introduced

Product Name	Product History
	a new version and naming convention when RADplus 2004 was released. RADplus 2006 was released in early 2006.
Avatar Order Entry	Avatar Order Entry was developed internally and first released in 2003.
Care Connect Data Integration Services	CareConnect has been developed internally. We are currently working with customers to identify those who are interested in participating in a pilot launch of this product. Netsmart CareConnect is the solution to enable the sharing of clinical information between providers involved in the care of a consumer and with other information networks such as Regional Health Information Organizations (RHIOs).
Avatar MSO	Avatar MSO was developed internally and first released in 2003. An updated version, Avatar MSO 2007, was released in 2007.

2. The specific Industry standards that the product was designed to, including any exceptions to those standards.

NETSMART RESPONSE:

The ability to respond proactively to changes in our regulatory environment is a hallmark of long-term customer service and quality partnerships. As a leading information systems provider, Netsmart actively participates in activities with governmental agencies (ONCHIT, CCHIT, HHS, WEDI, MHSIP and NACo) and industry groups (HIMSS, NCCBH, and NAPHS) to ensure all of Netsmart's products are advantageously positioned to meet the challenges of promoting data security and compliance with federal and state security and privacy regulations. We consistently participate in a number of trade associations and monitor the publications of key industry associations to keep abreast of emerging industry trends.

Please see below for an overview of the specific industry standards that each proposed product was designed to:

Product Name	Industry Standards
Avatar CalPM	All Avatar modules and tools were designed to use industry standard (non-proprietary) technology, such as relational database and Java.
Avatar Clinician Workstation (CWS)	All Avatar modules and tools were designed to use industry standard (non-proprietary) technology, such as relational database and Java.
Avatar RADplus	All Avatar modules and tools were designed to use industry standard (non-proprietary) technology, such as relational database and Java.

Product Name	Industry Standards
Avatar Order Entry	All Avatar modules and tools were designed to use industry standard (non-proprietary) technology, such as relational database and Java.
Care Connect Data Integration Services	We have planned for and designed the CareConnect solution to comply with IHE and HITSP standards to the extent possible. Current standards to not yet account for all requirements and variations necessary for the Behavioral Healthcare market.
Avatar MSO	All Avatar modules and tools were designed to use industry standard (non-proprietary) technology, such as relational database and Java.

3. Whether the product is CCHIT certified.
- ***a. If the product is CCHIT certified, for which category and year is it certified? Examples would be "Ambulatory 2006", "Ambulatory 2007", etc.***
- ***b. If the product is not CCHIT certified, do you plan to acquire CCHIT certification and if so, in which category and when?***

NETSMART RESPONSE:

Netsmart's Avatar 2006 has been certified by the Certification Commission for Healthcare Information Technology (CCHIT^{SM}) for Ambulatory 2006. This certification exemplifies our commitment to developing solutions in compliance with industry standards.

Future Plans for CCHIT

In 2009, Netsmart will proceed with the inpatient certification and renew its ambulatory certification. In 2010, Netsmart will apply for behavioral health certification (pending finalization of criteria). Netsmart funded all CCHIT efforts based on its commitment to the community through planned research and development spending and will continue to do so without additional charges to its clients.

For additional information regarding CCHIT certification, please see Netsmart's response to Question RR-F-04, located in **Section F: Behavioral Health Solutions Experience**.

RR-G-03 How are enhancement and new release priorities determined?

NETSMART RESPONSE:

Netsmart utilizes the interactive software called IdeaScope™, a web-based customer needs management system. IdeaScope enables Netsmart to proactively elicit, prioritize and centrally manage feedback that represents the collective voice of the customer. We use this tool to collect and prioritize product enhancement requests from our clients, and

the resulting feedback is used extensively to drive development priorities and product direction.

Please see our response to Question RR-G-04 (immediately below) for more information regarding software upgrades and releases.

RR-G-04 How are clients supported during the release of an enhancement?

NETSMART RESPONSE:

Clients are notified by email, telephone and announcements made through User Group Meetings when service packs and software patches are available for installation.

Software maintenance becomes available through service packs every three to six months, as upgrades to the software become available. Product road maps/plans are regularly updated and published via the secure customer web-site. This allows Netsmart's customer base to begin using new functionality immediately. Service pack releases are then rolled into a full software upgrade every twelve to eighteen months. Clients are notified by mail and when service packs and software upgrades are available for installation. Service packs, maintenance releases and patches are all made available from our website for download.

Interim patches are released as required and then incorporated into subsequent service packs to ensure standard product methodologies. Service packs and upgrades are released on CD-ROM and mailed to Netsmart's clients with instructions and documentation. Installation is self-extracting via a wizard, so the customer can perform the loading of the service pack.

RR-G-05 Describe the size of the installed base of your solution. Include the number of users and the number of sites where the product is installed.

NETSMART RESPONSE:

Netsmart is an established, leading supplier of enterprise-wide software solutions for health and human services providers, with 1,355 clients representing 350,000 users, including more than 200 county systems and 35 systems with state agencies, and 18,000 private practitioners, making the Netsmart user base the largest connected community in the health and human services industry. Netsmart's clients include mental

retardation/developmental disabilities agencies, mental health agencies, substance abuse clinics, in-patient psychiatric hospitals, and managed care organizations.

Please see below for a breakout of Netsmart's client installations:

Product Line Market Category	Active Installs
Behavioral Health	611
Hospital (Acute)	15
Public Health	200
Mental Retardation/ Developmental Disabilities	20
Social Services	45
Methadone/ Netsmart University/InfoScriber	634
Total	1,525

RR-G-06 Describe any regularly-held seminars or user group meetings available to users of your product and the time/place of the next gathering.

NETSMART RESPONSE:

Netsmart's more than 1,525 clients comprise behavioral and public healthcare's largest connected community. Our company is committed to providing opportunities for clients to share information and ideas with each other about their use of our solutions, as well as gain additional knowledge from our product and industry experts.

User Associations and Groups

Netsmart supports national and regional user associations and groups for all its major product areas. Netsmart's California State User Group had over 100 attendees at its last meeting in September, in Sacramento. These groups provide a valuable user perspective for product direction, design, development, and enhancement. Each group operates independently through the election of officers, adopting their own bylaws to organize and direct their mission and purpose.

User groups promote the "users helping users" philosophy by sharing valuable experience, expertise, and the development of best practices within client organizations. Application-specific functional workgroups conduct monthly conference calls, and often use Webinars for demonstrations of new product features by Netsmart, or for clients to demonstrate how they are using a the products within their agencies. In any given month, there can be as many as 15 scheduled conference calls.

Netsmart has dedicated staff that works with each user organization on their initiatives and engages Netsmart product management and other domain experts with the groups on an ongoing basis. In fact, we take the lead in organizing new user groups until the newly formed group is prepared to elect officers and operate effectively.

The general mission of the associations is:

1. To achieve successful implementations through the sharing of user expertise.
2. To better utilize the concept of "best practices" by taking advantage of the system developments already implemented and in use by other organizations.
3. To share "earned wisdom" from leaders in the community.
4. To identify common business requirements and to work cooperatively with Netsmart as functionality for these requirements is built into product.
5. To identify trends in the field that may affect future product development.

User associations and groups are an integral part of the Netsmart family. They continue to expand, providing valuable input and feedback from the field that supports Netsmart's mission to provide the very best solutions for the health and human services community.

Netsmart CONNECTIONS Conference

The annual CONNECTIONS conference had more than 700 Netsmart clients and Netsmart staff experts for four days of information sharing and networking. This highly anticipated annual event provides the Netsmart client community with the very latest updates and demonstrations of Netsmart products. The ultimate goal of CONNECTIONS is to help clients get the most out of their Netsmart solutions.

Our next annual conference will be held in Nashville, TN in May 2009.

CONNECTIONS features more than 140 breakout sessions encompassing all Netsmart product areas – behavioral/mental health, public health, substance abuse, methadone and vital records. The sessions are designed for Netsmart users from diverse areas -- clinical, medical records, information technology, system management, accounts

receivable, and billing. Networking opportunities throughout the conference promote cross-discipline information sharing. The conference also features inspirational general and field related keynote speakers.

The CONNECTIONS Executive Symposium, a “conference within a conference” at CONNECTIONS, features strategic-level sessions for Executive Directors, CEOs, COOs, Clinical Directors, and CIOs. The symposium explores topics such as Regional Health Information Networks (RHIOs), the emerging demand for integrated services and planning for the future in a time of consolidations and mergers. The agenda is formulated in conjunction with an advisory committee of executives from all elements of the Netsmart customer community.

Section H. Solution Product Technologies

Software Technologies

RR-H-01 Provide the technologies used for each solution product identified above.

#	Product Name	Product Type (Client Server, Web, Etc.)	Operating System (Windows, Unix, Linux, Etc.)	Database (SQL Server, Oracle, DB2, Etc.)	Application Language (VB6, VB.Net, C, C++, C#, Java Etc.)
1	Avatar CalPM	Web	Windows, Linux, or Unix	Intersystems Cache	Java, Cache Scripting Pages
2	Avatar Clinician Workstation (CWS)	Web	Windows, Linux, or Unix	Intersystems Cache	Java, Cache Scripting Pages
3	Avatar RADplus	Web	Windows, Linux, or Unix	Intersystems Cache	Java, Cache Scripting Pages
4	Avatar Order Entry	Web	Windows, Linux, or Unix	Intersystems Cache	Java, Cache Scripting Pages
5	Care Connect Data Integration Services	Web	Windows, Linux, or Unix	Intersystems Cache	Java, Cache Scripting Pages
6	Avatar MSO	Web	Windows, Linux, or Unix	Intersystems Cache	Java, Cache Scripting Pages

Server Hardware Minimum Specifications

RR-H-02 In the following table, please provide the minimum server hardware technical specification levels for operation of your solution software products. Please consider all types of possible servers such as: database, fax, email, internet, backup, image management, etc.

#	Primary Server Purpose	Number Of Processors Per Server	Processor Type/Speed (MHz)	Memory (Gig)	Storage (Gig)
1	Middleware	2 (Dual Core)	2.0GHz or greater	4	73
2	ECP Reporting	2 (Quad Core)	2.0GHz or greater	16	73
3	Database	2 (Quad Core)	2.0GHz or greater	32	500

Assuming a 300-500 named user environment.

Client Hardware Minimum Specifications

RR-H-03 In the following table, please provide the minimum client hardware technical specification levels for operation of your solution software products. Please consider all types of client types including workstations, tablet PCs, PDAs, etc.

#	Type of Client Hardware	Operating System	Processor Type / Speed (MHz)	Memory (Gig)	Browser Level (If Applicable)	Required Disk Space (If Applicable)
1	Desktop/ Laptop/Tablet	Windows XP/ Vista	1.0GHz or greater	2GB or greater	I.E. 6 or greater	500MB

Peripheral Hardware Minimum Specifications

RR-H-04 Provide the minimum peripheral hardware technical specification levels for operation of your solution software products. Please consider all types of peripherals such as printers, scanners, card readers, notepads, etc.

#	Type Of Peripheral Hardware	Operating System (If Applicable)	Specifications/Characteristics
1	Network/Local Printers		Any applicable Windows printer with drivers, should suffice.

Minimum Network/Communication Specifications

RR-H-05 Provide the minimum network/communication technologies employed by your solution software products.

#	Type Of Network/Communication Technology	Operating System (If Applicable)	Specifications/Characteristics
1	TCP/IP		Standard IP based network is required. 20kbs/concurrent connected user is recommended.

System Backup/Recovery Considerations

(Not to exceed 4 pages)

RR-H-06 Describe the system backup process for your core product.

NETSMART RESPONSE:

Netsmart provides a full complement of backup and disaster recovery tools to ensure redundancy and lower risk to providers.

Data recovery and procedures vary depending on the hardware configuration. In general, system backups take place each day, and a pre-defined cycle of backup tapes is utilized. Data recovery can take place on the "home" system or on a satellite system, depending on the need for recovery.

To provide for redundancy, maximized uptime, and a hot fail-over server, the optimal configuration would include two servers, allocating a private high-speed network between them. This allows for a Shadow Journaling configuration where the Primary Server updates the Backup or 'Shadow' Server via the Journal files. In this way, the databases are kept in sync as long as the link is maintained between both servers.

The system's data and program files are capable of being backed up by common third party backup tools. Avatar data and program files use common third party backup tools such as Symantec/Veritas, CA ArcServe/Enterprise Backup, and native UNIX scripts.

RR-H-07 Can backup be completed in a dynamic mode so that the system can be operational 24 hours per day?

NETSMART RESPONSE:

Yes, Netsmart products are deployed to meet the 24x7 availability standard.

RR-H-08 Describe any automated backup features that allow rapid and unattended backups of system and operational data on a user-scheduled basis.

NETSMART RESPONSE:

Please see the previous response.

RR-H-09 Can the system be configured to support improved fault tolerance and system recovery (e.g., mirrored disk drives/servers)?

NETSMART RESPONSE:

Yes. To provide for redundancy, maximized uptime, and a hot fail-over server, the optimal configuration would include two servers, allocating a private high-speed network between them. This allows for a Shadow Journaling configuration where the Primary Server updates the Backup or 'Shadow' Server via the Journal files. In this way, the databases are kept in sync as long as the link is maintained between both servers. Backups can be performed against the Shadow server allowing the Primary to remain "on-line" almost 24x7.

Data Archiving Considerations

(Not to exceed 4 pages)

RR-H-10 What are the capabilities for archiving data?

NETSMART RESPONSE:

With InterSystems Cache, there are an unlimited number of records that can be held in the database. Avatar offers archiving with scanned / imported documents and "transaction heavy" tables such as access logs and other audit tables for which Avatar provides full archiving utilities. For removing other old data from the database, Netsmart offers tools and archiving programs for an additional fee.

RR-H-11 What are the capabilities for restoring archived data?

NETSMART RESPONSE:

Not applicable, as Avatar can hold an unlimited number of records that do not have to be "restored."

RR-H-12 What tools/media are used for archiving data?

NETSMART RESPONSE:

Not applicable. Please see the previous response.

System Interface Considerations

(Not to exceed 3 pages)

RR-H-13 Describe your overall approach to developing, testing, implementing, and upgrading system interfaces to other third-party systems. Describe the process you use to settle disputes over interfaces between your solution and others.

NETSMART RESPONSE:

As a partner to California DMH, Netsmart expects to jointly configure and/or develop the necessary linkages to meet the extensive reporting and data submission requirements that will meet the needs of California counties.

Avatar supports several standard interfaces including the ability to offload data into systems that can accept ODBC data connections (i.e., SPSS). Other typical interfaces include:

- Standard HIPAA Transactions (included in Avatar) – primarily for funding source interfaces
- Web services and related API's for real-time integration between Avatar and contract providers
- General Ledger Interface
- Data Imports (Flat file and XML available)
- Data Exports (ODBC)

Additionally, California counties can decide to configure additional extracts or imports as needed. In certain instances, development may be required to develop an interface to a third party system (i.e., possibly BHIPS) if the requirements fall outside the above options. In this case, Netsmart will require a file format and interface specification for development purposes.

Please see Netsmart response to Question RR-F-06 (located in **Section F: Behavioral Health Solutions Experience**) for additional information regarding Avatar's application interface capabilities.

RR-H-14 With what version of HL7 is your product compliant?

NETSMART RESPONSE:

Netsmart Technologies offers an HL7 interface as part of its Avatar software suite, making it possible for Avatar to exchange data seamlessly with external applications. The Avatar HL7 interface currently supports HL7 version 2.3.1. Connections can be made from Avatar directly to other applications, or through an existing integration engine. All data transmissions are synchronous, and all data flowing through the Avatar HL7 interface is logged and available for reporting.

Data Security Considerations

(Not to exceed 3 pages)

RR-H-15 Discuss your approach to data/information security, especially with regards to Internet technologies. What level of encryption and authentication is supported?

NETSMART RESPONSE:

Netsmart provides a scalable and flexible system of security. Protection of patient information in community health settings is of vital importance because of the strict federal and state mandates affecting the field. Behavioral health has always required stricter confidentiality standards due to the nature of the illnesses that people have and the ramifications of breaching confidential treatment records.

Application security for Avatar is in place at both the database and user interface levels. The system administrator(s) have full control and auditing capabilities to track/allow user access. Avatar provides three-tiered security and since it is one application, there are several ways to configure what users see. In addition, in Avatar there is a User Specific Caseload where a clinician can only see his or her caseload.

The System Security configuration defines the user roles, users and general system password parameters. User Role configurations provide the means to create standard user role templates for various user role definitions. The templates reduce the time to assign discrete access levels to individual users and to make global access level changes. User role parameters include role name; security level (four user-defined security levels); restrict client access – none, client only, or only the user's assigned client list; access to change printer font; prevent user from application logout; permit Start Up role; permit user to have multiple application sessions; permit user to access the system database using third party SQL reporting software and additional datasets; and, define the system idle time for automatic logoff.

Scalability Considerations

(Not to exceed 3 pages)

RR-H-16 Describe your product's ability to expand to accommodate increasing numbers of users, servers, etc.

NETSMART RESPONSE:

At Netsmart's core is its ability to offer our clients flexibility in product configuration, functionality, and system growth. Netsmart has many installations with thousands of users. Our systems scale to unlimited users across multiple facilities and in different counties. Netsmart stands ready to present its future-proof solutions to California counties.

RR-H-17 Provide any performance metrics that describe the maximum load(s) under which your system can continue to perform at an optimum level

NETSMART RESPONSE:

A full complement of disk, CPU, and memory based performance measurements are available from the operating system. In addition, the Cache database provides an extensive array of performance based statistics through self-initiated or schedule utilities, in addition to third party monitoring application integration with applications like BMC Patrol.

RR-H-18 It is possible that many counties will want to work with the same vendor. How would your company mitigate the impact from potentially high-volume purchases from multiple counties in California? Include in your answer the need to hire additional staff, increase locations and the possible impact to implementation and training schedules, and problem response times.

NETSMART RESPONSE:

Netsmart has been scaling operations staff accordingly over the past several years in anticipation of the growth in business that has actualized and that is pending. In addition to the large pool of California-based implementation staff, the company can draw on project managers and business analysts from other parts of the company when necessary and fitting given the needs of a project.

Section I. Behavioral Health EHR Functional Requirements Survey

Please see the attachment titled **"CA BH-EHR Functional Requirements Survey for Netsmart Technologies.xls"** for our response to the Behavioral Health EHR Functional Requirements Survey, which includes the following categories:

- Company Info
- Infrastructure
- Practice Management
- Clinical Data
- Computerized Provider Order Entry (CPOE)
- Electronic Health Record (EHR)
- Personal Health Record (PHR)

Section J. Implementation Planning

(Not to exceed 5 pages.)

RR-J-01 Describe your suggested best-practice approach to implementing your solution. Please include details regarding data conversion and training, and how these activities contribute to your suggested approach.

NETSMART RESPONSE:

Netsmart appreciates the investment in time and resources required to select and implement an enterprise-wide software solution. Along with this investment comes the expectation that our products will streamline California County customer's operations and allow them to run their businesses more efficiently.

Our experience in implementation environments similar to those present in California counties places us in a position to provide all of the tools necessary to ensure a successful installation. We are dedicated to providing the on-site and remote technical and management assistance needed to implement an application in a timely manner, as well as maintenance and support for post-implementation activities.

Our Company-Wide Project Management System

Engagements of the size and scope of most California counties demand rigorous project management control. Netsmart utilizes Microsoft Enterprise Project, the gold standard of implementation systems. The system allows Netsmart to manage more than 120 projects concurrently, deploy the right resources, identify issues/risks, and proactively manage complex projects. It also significantly improves team collaboration and provides true corporate visibility and memory into each project.

We incorporate each key area of our operation (Development, Project Management, Business Analysis, Training, etc.) into the system, enabling us to effectively align projects with available resources and automate project management activities. Data repositories are used for all components of the project plan – communication plans, change control, documentation, risk plans, issue logs, lessons learned, etc.

Our Enterprise Project Management system is:

- Used by all Project Team members to form the basis of continual communication with clients, by tracking schedule, cost, risks, issues, and documents.
- Used by Netsmart's senior management to review all ongoing projects
  - Management view of all active projects
  - Summary financial data and earned value
  - Access to issues, risks and project documentation
- Used for tracking schedule and cost performance by incorporating an earned value project management methodology

The Conversion Process

Netsmart fully understands the conversion process and has performed system migrations/conversions for more than 150 legacy systems. Netsmart has performed major conversions for Hennepin County, Washington State Rural Conversion, and the States of Colorado, Minnesota and Texas that loaded and validated data for several million records representing hundreds of thousands of clients. Netsmart works with the customer to identify data resources, establish file layouts, specify load and error processes, extract data and perform data conversion and validation. This effort is based on the development of mutually defined specifications for the conversion of basic demographic, movement/tracking and balance forward billing information.

For more details on Netsmart's conversion process, please see our response to Question RR-F-07, located in **Section F: Behavioral Health Solutions Experience**.

Our Highly Qualified Project Management Team

An essential part of a successful system implementation is assembling the right team for the job. Netsmart's Project Management team of highly qualified consultants is dedicated to delivering solutions that are implemented to meet or exceed customer expectations. Our project team is driven by Project Management Institute (PMI) standards, and training and team members are certified up to and including the Project Management Professional (PMP) level. Our clients benefit from the knowledge and expertise our consultants have gained from over 1,000 combined years of project experience working in the public health and human services community, 35 state level human services and public health software implementations, and 200 county-level implementations. As a result, Netsmart's Project Management Team provides a blend of domain knowledge and market-sector expertise that is second to none.

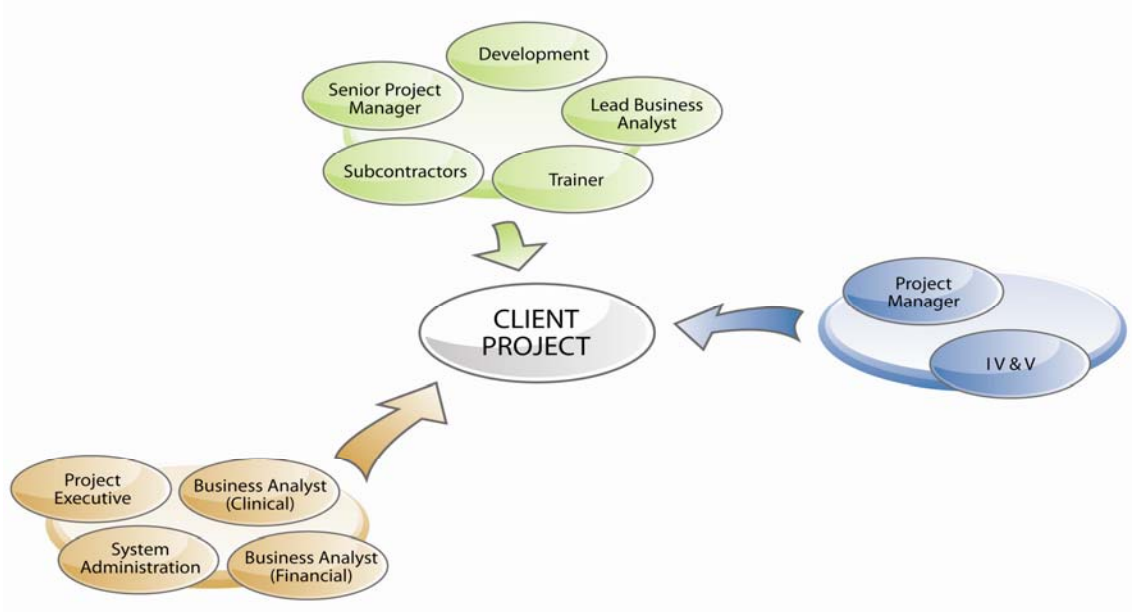
Our Project Management team establishes a strong partnership with clients and delivers project management and technical expertise that ensures solutions are successfully implemented within an agreed-upon time schedule. A central theme of this methodology will be continuous bi-directional communication between our staff and the customer's project team to ensure that requirements are captured accurately to minimize rework and increase end user satisfaction.

Periodic (monthly or bi-weekly, depending on the phase of the implementation) onsite meetings conferences are planned with County staff to ensure compliance with schedules and plans. Netsmart also conducts six-month and twelve-month post live operational (non-technical) audits to review the customer's utilization of the software and to provide recommendations for optimizing benefits. We believe this exchange is key to a successful system implementation.

Netsmart's commitment to expert, timely implementation is demonstrated by the comprehensive structure of the Netsmart Project Management Team:

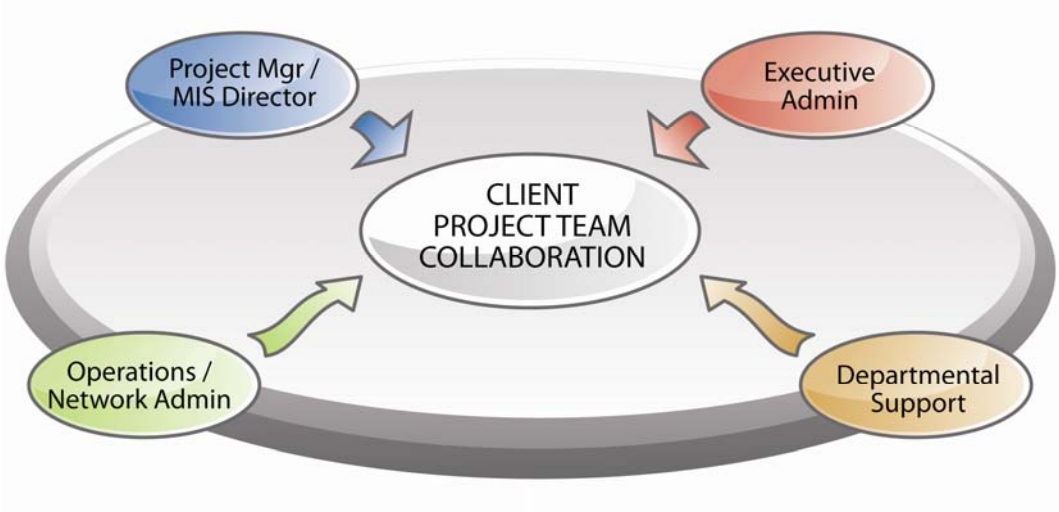
- Project Executive
- Senior Project Manager
- Project Manager
- Financial or Clinical Business Analyst

- Lead Business Analyst (for enterprise-level clients)
- IV&V (Independent Verification and Validation) Project Control Analyst
- Lead Training Resource



Our Collaboration with the Project Team

To implement solutions that meet or exceed our clients' needs, Netsmart works collaboratively with organizations in the design, development, and delivery of our Avatar software solutions. Of particular importance to the success of the plan is the dedication of appropriate resources by the customer to specific project tasks and ongoing support activities. If the proper resources are not available, the customer should consider the purchase of more intensive onsite support and training from Netsmart and/or its suppliers, in addition to standard formal training and project management activities.



Our Full Project Management Support

Netsmart takes a disciplined approach to the continuous review of our clients' software during the implementation process — service levels, program processes, as well as system integration. Testing and quality assurance of the Avatar application is conducted by Netsmart throughout the entire implementation, including conversion, development, deployment, operations, and enhancements. We provide full project management support, in addition to five days of onsite support during the "go-live" phase, and additional assistance as needed in the period following "go-live" to insure that the application conforms to system specifications.

RR-J-02 What is the typical implementation timeframe for your solution? Express your answer as a range (6 to 12 months, 1 to 2 years, etc.) qualified by a size-of-project; factor such as number of users, total project cost, etc. An example would "6 to 12 months for a total project cost not exceeding $500,000" etc. Please feel free to share any metrics that you typically use to estimate the timeframe for the implementation for your solution.

NETSMART RESPONSE:

A structured and disciplined implementation plan ensures the successful, timely delivery of an enterprise-wide software solution.

Our implementation timeframes are based on product mix and user count. For a billing system only, a six-month timeframe is appropriate; for a billing and clinical system, a 6-12 month timeframe is appropriate; and for a billing, clinical, order entry, and medication management system, a 12-18 month timeframe is appropriate.

The development of a final implementation schedule requires mutual input and typically occurs within a four to six week time period after contract signing. The plan includes:

- Establishing the implementation team and tasks to be performed by each team member
- Defining project objectives, metrics and contingencies
- Creating a schedule and implementation strategy
- Analyzing the County's business processes and limitations of existing system
- Identifying hardware and software requirements in addition to current organizational resources and how any new resources are to be integrated into existing systems
- Determining customization needs and data import/export requirements
- Identifying reporting requirements
- Identifying training and ongoing support requirements

Section K. Training and Documentation

Training

(Not to exceed 2 pages)

RR-K-01 Describe the types of training offered, i.e., end-user, systems administrator, installer, etc.

NETSMART RESPONSE:

Training is provided in a classroom setting, using training systems and is conducted, with rare exception, at the user location. Netsmart would expect to provide onsite trainers at a central location to which the trainees would travel. The amount and degree of training required by California county users is a function of the user role. All personnel that will interact with this system should, at a minimum, be trained on the portion they will use regularly.

Training Requirements

Billing personnel, based on the complexity of business rules and workflow, may require up to three days of training for the end-user, seven to ten days for the billing administrator authorized to managed configuration and file-build activities.

For admission, nursing, clinical and other types of end-users, one to three days of training should be planned. The full complement of training, for a person to be fully expert in all system functions and the data model, is fifteen days. However, various components can be broken down so that a new clinical person can be up and productive on the system in less than a day.

The individuals to receive technical training are expected to have core computer literacy, have appropriate prior technical training in computer operations and administration, and/or a technical degree in a computer related field. Although a number of tasks and features are taught to the technical staff by Netsmart trainers, System Administrators should have past experience as a technical administrator on at least one type of computer mainframe or server.

RR-K-02 How often is training offered (as needed, or on a set calendar schedule)?

NETSMART RESPONSE:

As part of the overall certification of the training activity, every trainee is tested on the core functions covered by the agenda. In the event of deficiency, additional or refresher training is scheduled as needed.

Netsmart also offers Netsmart University, a comprehensive suite of ongoing training, education and learning management offerings. For an overview of Netsmart University, please see our response to Question RR-K-07, located in the following subsection, **Documentation**.

RR-K-03 Please give the duration of each class, the location of training and the recommended number of people that should attend training.

NETSMART RESPONSE:

We suggest limiting class size to ten students per trainer, for maximum efficiency. In addition, one workstation per student is recommended, with a minimum requirement of one workstation per two students. We also recommend that training be conducted over a sufficient period of time to allow trainees to absorb the new information. On average, two training sessions are conducted per day, with each session divided between lecture and hands-on exercises, although session length can be tailored to fit customer requirements. This schedule is intended to our County clients the opportunity to experiment and practice with the new system between training sessions. These system practice drill periods are very important because critical procedural issues and questions often arise during lectures and thus, can be addressed in a timely fashion.

RR-K-04 Please describe if training is classroom style with an instructor, one-on-one, computer-based training, self-study, etc.

NETSMART RESPONSE:

Through a carefully structured train-the-trainer approach, Netsmart's facilitates customer "trainers" in developing the skills necessary to share Avatar product knowledge with the rest of their organization — in a reasonable amount of time and at a reasonable cost. Training schedules are synchronized with a mutually agreed-upon implementation schedule, and sessions are generally conducted at the user location. In line with Netsmart's belief that the best way to assure competence is through facilitated hands-on practice, our training system is the actual, installed system operating in a training environment. This approach is designed to fully impart the most user familiarity with the system. Actual codes, tables, and administrative reporting units are utilized in training sessions in order to help users understand not only how their system is organized during set-up, but also how the system tables can be modified over time.

RR-K-05 Who provides the training: employees of your company or sub-contractors?

NETSMART RESPONSE:

As mentioned above, Netsmart employees provide "train-the-trainer" services to the customer's trainers. Our staff has extensive health and human services content experience in training organizations of all sizes, with user counts ranging from 20 to in excess of 1,000 users, over an extensive geographic area. And since Netsmart's products are customized solutions, our training classes and materials reflect client-specific applications and functionality.

RR-K-06 Do you provide clinician-specific training?

NETSMART RESPONSE:

Yes. What Netsmart has incorporated into its training module first of all is to be sensitive to physicians and clinicians who have been working in the field treating patients in a paper-intensive environment. Comprehensive training is done on all aspects of the ECR, including assessments, progress notes, supervisory review, treatment plans,

discharge planning, and reporting. Netsmart customers have also lend/leased computers to computer-challenged clinicians to take home and use on a daily basis to become more comfortable with an automated environment.

RR-K-07 Do you provide fiscal-specific training related to billing Short-Doyle Medi-Cal in California?

NETSMART RESPONSE:

Netsmart provides detailed billing setup configuration training for allowing for the logic of any payor configuration, including Short Doyle MediCal and will be modifying training to meet Short-Doyle Medi-Cal Phase 2 functionality and requirements

Documentation

(Not to exceed 2 pages)

RR-K-07 Describe the documentation (both system and training) provided as part of standard installation approach including:

1. ***Manager and user reference manuals (applications).***
2. ***User operator/system administrator manuals.***
3. ***Hardware/OS manuals.***
4. ***Network and Security.***
5. ***Training manuals (initial and ongoing user self-training).***

NETSMART RESPONSE:

Netsmart provides training manuals/guides with agendas, exercises and related documentation for use by California county users in its ongoing training initiatives. The manuals act as valuable future reference points that help users reinforce and refresh the knowledge gained during training. Standard training reference manuals are distributed to the client in electronic (CD-ROM) and print format, and include:

- Kick-off and QuickStart Guides
- SQL Documentation
- User Guides

Additionally, RADplus includes User Guides for the entire Avatar product suite, incorporated into a database format. There are two forms of the documentation: PDF and XML. The original PDF versions for each of the individual applications are provided so that the user can print and view the document. For XML, all of the product User Guides are combined and assigned their own tables in Avatar. If Avatar PM, CWS, and OE, for example are purchased, all of the help documentation for each of those systems is supplied and added to the database so that there becomes one actual help file that contains the information for all of the systems.

Ongoing User Training: Netsmart University

Health and human services organizations today face significant challenges in their efforts to attract, retain and train a high quality workforce. Staff turnover, increased training costs and ever-changing compliance requirements are just a few areas that impact agencies and their ability to operate efficiently and provide high quality care.

To address these issues, Netsmart offers Netsmart University, a comprehensive suite of training, education and learning management offerings. Netsmart University provides a wide range of Web-based, classroom, and onsite training courses, plus a premier learning management system that enables behavioral and public healthcare and other organizations to effectively manage training and development initiatives. Netsmart University also offers a continuing education program, with access to a host of courses tailored to clinical and management staffs at behavioral healthcare agencies. Courses with CEU credits are available for social workers, psychologists, nurses, counselors, marriage and family therapists and other staff.

Netsmart University includes:

- Online training courses for the Netsmart Avatar and CMHC/MIS product families.
- Specialized training in Crystal Reports.
- Access to hundreds of widely accepted online courses in behavioral healthcare, safety, and compliance, many with CEU's (continuing education units) available.
- Real-time virtual training with experts in the field. Users can log in to Netsmart University's Web-based training center and sign-up for virtual classroom sessions with knowledgeable instructors.
- Customized instructor-led training packages that can be created to fit a specific organizational need.
- A comprehensive learning management system that can be private-branded for an organization to build and monitor professional development plans for employees. Skills and competencies can also be measured and reviewed across the workforce.
- An extensive online library of reference materials and documentation manuals.
- A database of policies, procedures and staff position surveys to assist agency human resources staff in policy and staff development.

RR-K-08 Is the documentation available:

1. ***In hardcopy?***
2. ***On CD-ROM?***
3. ***On the Local Area Network?***
4. ***On the Internet?***

NETSMART RESPONSE:

Documentation is available via all the above methods, except on the Internet.

RR-K-09 How often is your documentation updated? How often are updates made available to the user? How is documentation updated (memo, revised manuals, on-line, CD, etc.)?

NETSMART RESPONSE:

Documentation is updated in correspondence to major product releases. Clients are notified by email, telephone and announcements made through User Group Meetings when updated documentation becomes available.

Section L. Contractual Support

(Not to exceed 4 pages)

RR-L-01 Do proposed acquisition and/or ongoing maintenance/support costs include:

1. ***Future enhancements to acquired/licensed application modules?***
2. ***Operating system and related environmental software?***
3. ***Interface maintenance?***
4. ***Architectural changes such as migration to emerging technologies and new methods of systems deployment?***

If not, describe the conditions and terms under which enhancements/new releases are made available to existing customers.

NETSMART RESPONSE:

1. Ongoing Maintenance/Support fees include future enhancements to purchased modules.
2. No, operating system and related environmental software is not provided as part of the Maintenance/Support program.
3. Interface Maintenance/Support fees are specific to purchased interfaces.
4. It would depend on what the emerging technologies or new methods of system deployment were; to answer with certainty would be speculation.

RR-L-02 What are your normal support hours (specify time zone)? Where is support staff located?

NETSMART RESPONSE:

Netsmart staffs a toll-free problem reporting and support telephone line Monday through Friday from 8:30 a.m. to 5:00 p.m. Pacific time. There is no limit to the questions and number of times users can call the Help Desk. Customers typically staff an internal Help Desk through which support issues are triaged.

For clients requesting 24x7 support, support for Priority 1 system issues is available for an additional cost. A number of Netsmart customers are currently under contract for 24x7 support. Technical staff assigned to Extended Application Support are equipped to answer questions and resolve issues with a pager, cell phone, and a laptop computer to facilitate remote access.

RR-L-03 Which of the following support features are available? Check all that apply:

1. Toll-free hotline ☑
2. Remote monitoring ☑
3. Remote diagnostics ☑
4. Training tutorials ☑
5. Web-based support tracking ☑
6. 24x7 software support ☑
7. 24x7 hardware support ☑

RR-L-04 Provide the response time for problems reported during:

1. ***Regular business hours.***
2. ***Off-hours.***

NETSMART RESPONSE:

Netsmart endeavors to provide the most timely response possible, depending on the severity of the issue. Most calls during business hours are answered within twenty seconds. The average guaranteed time to respond is as follows:

Priority 1	4 hours
Priority 2	8 hours
Priority 3	5 days

A Tiered Approach to Support

A combination of a tiered support call structure and a situational-based support approach provides Netsmart with the necessary framework to resolve customer's questions and issues as quickly and effectively as possible. Our support approach is as follows:

1. ***Client Services*** is the front line of support for all Netsmart clients, reachable by phone, email, or via our Support Web Site. Client Services' primary duties are to serve as a single point of contact for all inquiries not associated with the product directly, such as account information, staff, or organization issues. They will first attempt address the question/issue and seek an existing resolution to the problem. If there is a product issue that they are unable to resolve, the request is then forwarded to Netsmart's subject matter experts in the Product Support group.

2. ***Product Support*** is the second tier of Netsmart's support structure, and is staffed with subject matter experts who possess a detailed knowledge of Avatar's functional areas. Once an issue is transferred to a Product Support group, they work directly with the customer to resolve the issue. There are currently four Product Support groups (Practice Management, RADplus, Billing/MSO, Clinical), plus our System Administration group.

   The Product Support groups will be responsible for resolving product issues, including problem determination, problem recreation and working on patches for product defects. They have the ability to perform quality assurance on patches to ensure their timely delivery.

RR-L-05 Describe your problem reporting software and tools. Are they available via the Internet? Can a list of outstanding problems and enhancements by client be viewed on-line and downloaded?

NETSMART RESPONSE:

Netsmart operates a customer support center that utilizes the latest in application-driven help desk infrastructure technologies to provide an array of support options.

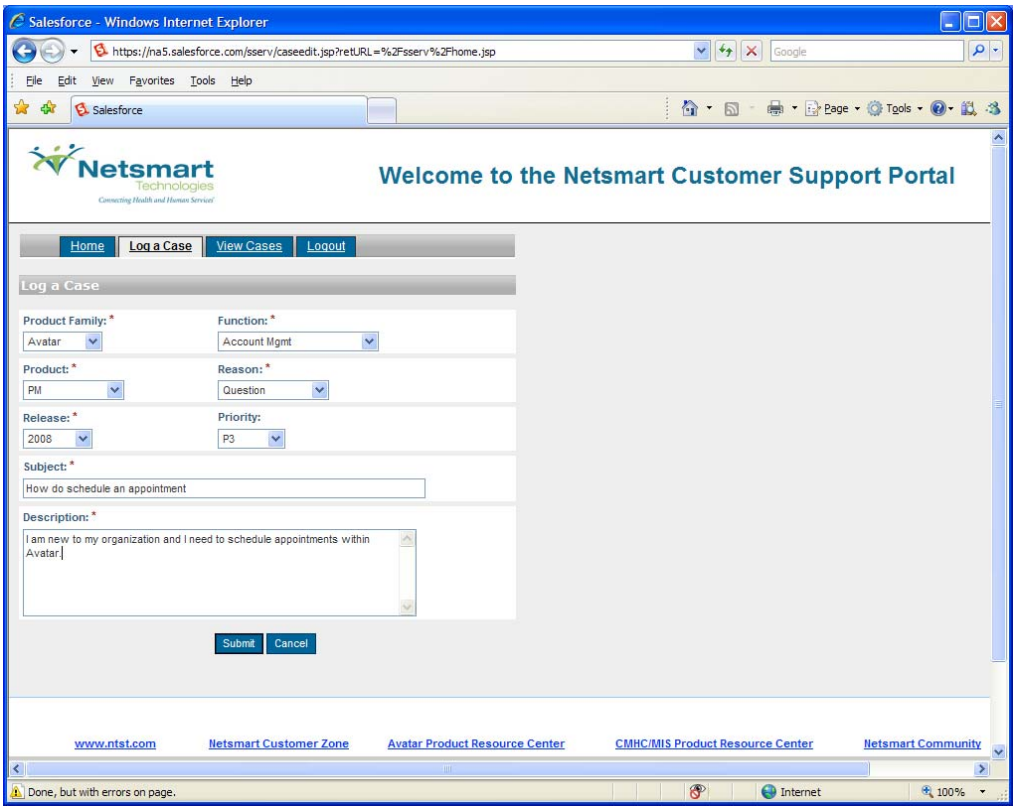
Issue Tracking

Netsmart employs a powerful CRM (Customer Relationship Management) system to track questions, issues and defects reported by our customers. Our system is based on Salesforce.com, a popular and successful CRM system. This flexible, self-service system is utilized to track, route, and report on all of Netsmart's tasks in the Customer Support Center.

24-Hour Web Access

Clients can interact with Support online via the Netsmart Support Portal 24 hours a day, 7 days a week. Our customers use the portal to create, update, and monitor the status of support requests.

Netsmart Support Portal



Prioritization of Reported Problems

Netsmart provides support services in accordance with the following prioritization of reported problems:

- ***Priority 1*** is assigned when a component of the application is not operational (such as patient registration screen), or when there is a major defect. Best efforts are made to contact the client within one hour.

- ***Priority 2*** is assigned for less critical functions, such as low impact screens and report printing errors. Best efforts are made to correct Priority 2 problems (or to provide a plan for such correction), within five business days.

- ***Priority 3*** is assigned to problems not having a significant impact on the client's ability to run the application but which obviously requires correction. Priority 3 problems are responded to within ten working days with a corrective plan and scheduled date for the implementation of the correction.

RR-L-06 Describe your firm's approach to software maintenance agreements. Include how, and at what frequency, your firm provides maintenance and upgrade services in support of your system products.

NETSMART RESPONSE:

Netsmart has proven experience providing superior product support resulting in maximized system uptime and ongoing customer satisfaction. Our comprehensive and responsive Support and Maintenance program is designed to foster a partner relationship with our customers and ensure continuity of service year round.

Standard maintenance and support services commence on installation and provide the County with warranty and product support throughout the project implementation and thereafter. Please see **Section P: Attachments** for our standard License and Service Agreement.

Software Upgrades and Releases

Clients are notified by email, telephone and announcements made through User Group Meetings when service packs and software patches are available for installation.

Software maintenance becomes available through service packs every three to six months, as upgrades to the software become available. Product road maps/plans are regularly updated and published via the secure customer web-site. This allows Netsmart's customer base to begin using new functionality immediately. Service pack releases are then rolled into a full software upgrade every twelve to eighteen months. Clients are notified by mail and when service packs and software upgrades are available for installation. Service packs, maintenance releases and patches are all made available from our website for download.

Interim patches are released as required and then incorporated into subsequent service packs to ensure standard product methodologies. Service packs and upgrades are released on CD-ROM and mailed to Netsmart's clients with instructions and documentation. Installation is self-extracting via a wizard, so the customer can perform the loading of the service pack.

Section M. Cost and Licensing

(Not to exceed 3 pages)

RR-M-01 Describe your pricing and/or licensing models based on the various product functionalities listed above. Do not provide specific pricing in your response, but information on how pricing is derived is pertinent. Examples of pricing models may be: module-based pricing, package or suite pricing, single price package, subscription based, package plus maintenance, etc.

NETSMART RESPONSE:

Netsmart's Avatar suite of applications is priced primarily based on the number of named users but fees also apply for the software modules, interfaces, professional services and development.

Subscription-based pricing applies for InfoScriber and Netsmart University as well as third-party products such as the Wiley Treatment Plan libraries and First Databank.

RR-M-02 List any programs your corporation currently participates in, in which you provide a single pricing and licensing model for a large customer with decentralized purchasing (public or private sector), and functional descriptions of that model. Examples of this type of licensing/procurement program may be the State of California Software License Program (SLP), or the California Strategic Sourcing Initiative.

NETSMART RESPONSE:

Netsmart is open to discussing the above. We have offered enterprise-wide licensing models in the past to state providers. However, we need further information in order to determine if it is appropriate to this engagement.

Section N. Risks and Issues

(Not to exceed 3 pages)

RR-N-01 It is fully expected that Counties will encounter risks/issues that they must manage and mitigate. Please identify the risks/issues that a County is most likely to encounter when implementing your solution. Please include examples from prior implementations of your solution.

NETSMART RESPONSE:

There are several risks which can damage the success of the project. Many relate to overall project approach. They include: change resistance on the part of County staff members, poorly identified project roles and responsibilities, absent project sponsorship (Leaders must be involved in some hands on tasks), timelines of decision making, and poor communication between project team members leading to task breakdown.

Risk Mitigation

Many factors are extremely important in ensuring project success; however the most important aspect is good communication between project team members. With communication between team members (including project leadership and sponsorship) tasks done by the team are at the best productive rate possible.

All of the Netsmart team supporting mechanisms and project management tools are designed to mitigate project risks. These include a detailed project plan and statement of work to ensure that the project scope and timeline are predefined, agreed upon, and reasonable. The Communications Management Plan identifies roles are responsibilities and enact a plan to ensure proper and consistent communication. The Change Management Plan ensures scope control. The issues tracking tool we manage internally ensures that no issues are left to fester. The Risk Management Plan and Risk Tracking tool ensures that all risks are identified and planned for ahead of time so they can be handled proactively rather than reactively.

Also, the oversight by the Netsmart Project Manager and IV&V (Independent Verification and Validation) staff adds two levels of control to all of our projects. The Project Manager is their everyday go-to person for project details or issues, and their IV&V staff member is the objective layer of control that will independently analyze all project information and issues. The IV&V staff member oversees the project, monitoring change and controlling risk by alerting your Netsmart Project Manager of any factors which will affect the success of your timeline and goals.

Lessons Learned from Prior Implementations

What Netsmart has found in its 40 years of experience in the behavioral health IT market is that we must be ready to learn from that experience, whether it be a mistake or just an outcome that can be improved upon. We believe in continuous improvement in our software as well as our processes and systems. A few examples of experience and improvements are:

- Customer expectations and vendor expectations are sometimes not in alignment or diverge over time. As a response we have put a Program Management Office (PMO) in place to oversee projects and improve outcomes.

- Scope change and scope creep is a common implementation issue in any area, and behavioral health is no exception. Again, our formation of a PMO has dramatically improved our ability to keep projects on track.

- Introduction of software patches that cause additional issues is an area all software companies struggle with. Stronger QA efforts and the introduction of automated regression testing are two Netsmart responses that have improved our software quality. QA is an area of continued investment for us.

- Netsmart has introduced specialization in product support to improve depth of knowledge which results in better answers to customer inquiries.

- Introduction of new functionality without disrupting current client usage only becomes a problem for successful products with significant user bases. At Netsmart, we introduce significant new functionality on a constant basis, but any enhancement that changes the behavior or usage of our product are introduced via registry settings. This allows current users of our software to continue to operate without change, even though new functionality has been added.

- Implementation of our software is often about what the software can do, but more than that how can it best serve a customer. Our implementation group has added a significant number of Business Analysts that spend time understanding processes and helping not just implementing our software, but improving their business process in the same stroke.

Section O. Project References

RR-O-01 Provide a minimum of three (3) previous implementations of your solution that most closely approximate a CA County Behavioral Health setting. Include a California reference if available. Provide names and contact information of individuals who have sufficient experience to speak knowledgeably concerning:

1. ***The implementation process.***
2. ***System functionality.***
3. ***Vendor support.***
4. ***Documentation.***
5. ***Training.***
6. ***Overall customer satisfaction.***

NETSMART RESPONSE:

Please see the following pages for detailed client profiles/references.

Placer County Health & Human Services

Project Title	Placer County Health & Human Services
Contact Name	Eric Duran, Director of Admin Services
Address	379 Nevada Street Auburn, CA 95603
Contact Telephone	530-886-1809 x1809
E-mail Address	eduran@placer.ca.gov
Project Start Date	June 10, 2002
Software	Cal-Avatar PM (Practice Management) Avatar CWS (Clinical Workstation) Avatar MCO (Managed Care)
Overview/ Scope of Project	Placer County Health and Human Services Department (HHS) coordinates services associated with mental health, child welfare, public assistance, community clinics, public health, environmental health and animal control. Community Health and Community Clinics provide many direct and indirect services including outpatient medical services, dental services, family planning, Targeted Case Management, TB prevention, AIDS prevention and services, immunizations, Child Health Disability Prevention (CHDP), Tobacco Cessation, Travel Immunizations, Women's Health and more. Community Clinics also operates a full-service pharmacy that provides medications for patients of the Medical Clinics, Dental Clinics, Community Health and Adult System of Care (Mental Health). Patients of the clinic include Medi-Cal, Medicare, Medically Indigent Adult (MIA), private insurance, and private pay. Placer County's Adult System of Care (ASOC) provides Mental Health services on both an inpatient and outpatient basis. The Placer County Psychiatric Health Facility (PHF) provides critical care mental health inpatient services. Manzanita House offers residential treatment for mental health and transitional clients. ASOC also provides extensive outpatient psychiatric and counseling services, drug and alcohol recovery program services, psychiatric medications, group counseling and more. ASOC is also a Mental Health Managed Care provider.

Placer County Health & Human Services

Placer County acts as the Managed Care HMO for qualifying Medically Indigent Adult (MIA) patients. As such, the County assigns clients a Primary Care Physician in its Community Clinic, authorizes services to health care specialists and authorizes inpatient medical care. Payment for these services is billed directly to the County. Additionally, the county provides managed care case management for ambulatory services to eligible Medi-Cal clients through its Managed Care Fee-for-Service (FFS) Project known as the Placer County Managed Care Network (PCMCN). This project maintains a provider network; enrolls and tracks eligible clients; assigns each enrollee a Primary Care Physician and tracks the number of enrollees each provider is assigned; and assists with administrative case management, referral authorizations, health education, utilization review and quality assurance. Claims for rendered services are billed directly to the State through the conventional EDS/FFS methodology.

Placer County ACCESS provides crisis intervention and prevention including a 24-hour crisis and suicide prevention line. ACCESS is a cooperative project of Placer County Children's System of Care and Adult System of Care

Placer County Children's System of Care (CSOC) provides Child Protective Services and other services including foster care, family counseling and crisis intervention. CSOC is a cooperative program that includes services from the Placer County Probation Department, Child Welfare Services, Adult System of Care, County Counsel, Courts and Juvenile Drug Court.

Overview:
The agreement provided for the purchase of software, software license, system training, system installation, system documentation, system warranty, system maintenance, and system enhancements. In addition, the agreement provided for uninterrupted and continued Maintenance and Support Services

Scope of Project:
Placer County has done a three-part implementation of the products listed above. There are several agencies within this county that will be migrating to the Avatar Products. These agencies include:

Mental Health:
- Youth Outpatient Services
- Adult Outpatient Services
- Residential Services
- Day Treatment Programs
- Psychiatric Health Facility (Inpatient)

Placer County Health & Human Services

Substance Abuse,
- ODF Services
- Perinatal Services
- Residential Services

Community Health/Community Clinics
- Outpatient Medical Services
- Dental Services
- Family Planning
- Targeted Case Management
- TB Prevention
- HIV Prevention and Services
- Immunizations
- Child Health Disability Prevention (CHDP)
- Tobacco Cessation
- Travel Immunizations
- Women's Health

Managed Care Networks
- Placer County Managed Care Network (PCMCN) - Physical Health
- Placer County ASOC - Mental Health
- ASO - Mental Health (Children's Mental Health)

Imperial County Behavioral Health

Project Title	Imperial County Behavioral Health
Contact Name	Andrea Kuhlen
Address	202 N 8th St. El Centro, CA 92243
Contact Telephone	760-482-4096
E-mail Address	andreakuhlen@imperialcounty.net
Project Start Date	October 1994
Software	Cal-Avatar Practice Management Cal-Avatar Clinical Workstation Cal-Avatar Manage Care
Overview/ Scope of Project	Imperial County has been utilizing Netsmart's software products since 1994. They are in the middle of upgrading from Netsmart's legacy system to the California Avatar product suite. The upgrade includes licenses, annual maintenance and support, software installation, conversion of demographics and balance forwards, and training. These upgrades will bring the County into a new technology environment. They will be using the Avatar Products for both Mental Health and Substance Abuse.

Mendocino County AODP

Project Title	Mendocino County AODP
Contact Name	Sandi Rizzo, Admin. Analyst
Address	860 N. Bush Street Ukiah, CA 95482-39319
Contact Telephone	707-463-4334 or 707-463-4332
Date	1989 and upgrade in 2002

"Mendocino County Mental Health first contracted with Creative in 1989 and in 2002 upgraded to the Avatar PM system. One of the best features has been the report writing. The greatest management tool is reports that are easy to produce and easy to understand. The flexibility of the report writing has also aided in the implementation and the identification of possible problem areas. The training of the staff has been much easier than in our past system. For California Mental Health there are mandated reporting requirements, CSM has worked closely with us to insure that our mandates are met. While we are finished with the implementation of the Avatar PM system we do look ahead to the time when we can also implement the Clinician Work Station and continue our relationship with CSM."

--- Sandi Rizzo, Admin. Analyst

Clark County Washington

Project Title	Clark County, Washington
Contact Name	Jerry Dolezal
Address	Building17---Suite C214 P.O. Box 5000 Vancouver, WA 98661
Contact	360-397-2130
E-mail Address	Jerry.Dolezal@clark.wa.gov
Project Start	October 2002
Software	Enterprise-wide information system in an Application Service Provider (ASP) delivery environment utilizing the Avatar product line including Practice Management (PM), electronic medical record (Clinician Workstation CWS), MSO and InfoScriber (e-Prescribing).
Overview/ Scope of Project	The Washington State Rural Consortium (WSC) is a group of 5 Regional Support Networks (RSN), representing 30 behavioral health agencies in 10 counties. Conversion and phased implementation across the State of Washington. WSC serves approximately 8,300 clients per month. There are 1020 named users across the WSC. Each RSN is responsible for ensuring medically necessary mental health services for persons of all ages who are enrolled as members of the prepaid health plan as defined in the state Medicaid waiver. Additionally, the RSN is tasked with providing on a resource-available basis, mental health services for RSN residents who are not Title 19 enrolled but are medically and financially qualified to receive services. The RSNs sub-contract the majority of outpatient mental health, crisis, residential, and inpatient authorization services to community mental health agencies. Netsmart implemented the Avatar suite of products in an Application Service Provider (ASP) deployment. This approach was selected to answer three issues: WSC needed a central data repository for reporting purposes, many of the provider agencies lacked IT infrastructure, and the provider agencies were widely distributed geographically. At present Netsmart is hosting the ASP at its secure facility in Ohio. The RADplus development environment allowed each of the 30 agencies to customize the application to meet its requirements, while supporting a single consistent application code set.

proud past, promising future
CLARK COUNTY
WASHINGTON

DEPARTMENT OF COMMUNITY SERVICES

TO: To Whom It May Concern

FROM: Gerald D Dolezal, Information Services Manager

DATE: October 1, 2007

SUBJECT: Letter of Reference

I am writing this letter to say that it is my pleasure to act as a reference for Netsmart Technologies and the software they offer. Our experience with Netsmart has been nothing but positive.

As lead for the Washington State Consortium-WSC (a group of 6 Regional Support Networks and over 30 independent agencies) we issued a nationwide RFP and in October of 2002 unanimously chose Netsmart as the vendor. The products required in that RFP were agency software for practice management and electronic medical records, managed care software and the electronic data interchanges between the agencies, RSN and the Washington State Mental Health Division.

We the WSC had a very tight project timeline to meet. Our current vendor was ceasing operations in December of 2003. The scope of work had to be drafted, software developed tested and QAed to meet this scope. The conversion of 10 years worth of data for 30 different agencies and 6 RSNs had to be completed. Then training could commence for this final stage “go live”. “Go live” was completed before the December deadline. Drafting of the scope started in November 2002 and exactly one year later all agencies and RSNs were live, 60 days before the deadline. Enough can not be said for the effort and support of Netsmart in meeting this deadline

Phase I was to replicate our previous software’s functionality. We took the next year to stabilize the system and have everyone grow comfortable with the new software before we started on Phase II. Phase II is implementation of the Electronic Medical Record. That is in process now for all entities of the WSC.

This is and has been a very aggressive project. It has like any project of this magnitude of scope had its challenges. I believe the true integrity and support of a company is best demonstrated during these challenges. Netsmart has always stepped up and partnered to meet those challenges. They never hesitated to go the extra mile and always in a very professional manner.

1601 FOURTH PLAIN BLVD., • P.O. BOX 5000 • VANCOUVER, WASHINGTON 98666-5000
(360) 397-2130 • FAX (360) 397-6128 • TDD (360) 397-6065

Section P. Attachment Section

Please see the attachment titled **"Netsmart License and Service Agreement"** for our standard contract.