

California Children's Services Monitoring and Oversight Program

Agenda

Welcome and Meeting Information	3:00-3:10
Roll Call	3:10-3:15
March Meeting Summary	3:15-3:20
California Children's Services (CCS) Monitoring and Oversight Compliance Program Plan	3:20-3:50
Memorandum of Understanding (MOU) and Related Numbered Letters (NL)	3:50-4:10
Budget Proposal	4:10-4:30
Policy Updates	4:30-4:50
Public Comment	4:50-4:55
Next Steps	4:55-5:00

Housekeeping & Webex Logistics

Do's & Don'ts of Webex

- » Participants are joining by computer and phone (link/meeting info on [CCS Monitoring and Oversight Program website](#))
- » Everyone has been automatically muted upon entry
- » CCS Monitoring and Oversight Workgroup Meeting members: 'Raise Your Hand' or use the Q&A box to submit questions
- » Other participants: Use the Q&A box to submit comments/questions or 'Raise Your Hand' during the public comment period
- » To use the "Raise Your Hand" function click on participants in the lower right corner of your chat box and select the raise hand icon
- » Live closed captioning will be available during the meeting

Note: Department of Health Care Services (DHCS) is recording the meeting for note-taking purposes

Authorizing Statute

Welfare & Institutions Code (WIC), Article 5.51 section 14184.600 (b) established CalAIM subsection (b), requiring DHCS to consult with counties and other affected stakeholders to develop and implement all of the following initiatives to enhance oversight and monitoring of county administration of the CCS program:

- » Establish statewide performance, reporting, and budgetary standards, and accompanying audit tools used to assess county compliance with federal and state requirements applicable to the CCS program
- » Conduct periodic CCS quality assurance reviews and audits to assess compliance with the established standards
- » Assess each CCS program to ensure appropriate allocation of resources necessary for compliance with standards, policies, guidelines, performance, and compliance requirements
- » Determine and implement a process to inform each CCS program of, and make available on its internet website, the latest standards, policies, guidelines, and new performance and compliance requirements imposed
- » Establish a statewide tiered enforcement framework to ensure prompt corrective action for counties that do not meet established standards
- » Require each county to enter into a Memorandum of Understanding (MOU) with DHCS to document each county's obligations in administering the CCS program.

California Advancing and Innovating Medi-Cal (CalAIM)

- » DHCS intends to provide enhanced monitoring and oversight of all 58 counties to ensure continuous, and unwavering optimal care for children
- » To implement the enhanced monitoring and oversight of CCS in all counties, DHCS developed a robust strategic compliance program in coordination with the CCS Monitoring and Oversight Workgroup
- » Effective compliance programs begin with ascertainable goals and metrics capturing federal and state requirements

CCS Monitoring and Oversight Workgroup Goals

- » DHCS has leveraged a comprehensive workgroup comprised of CCS stakeholders utilizing their experience, knowledge, and best practices to build a collaborative process that results in a finalized *CCS Monitoring and Oversight Compliance Program Plan* and metrics and standards
- » The goal of the CCS Compliance, Monitoring, and Oversight Program, taking into consideration variations based on CCS county model type, is to promote accessibility, transparency, monitoring, and oversight for the CCS program statewide
- » CCS Monitoring and Oversight Workgroup meeting discussions and associated NLs were used to create an MOU template, supporting attachments for the different county model types, and related guidance documents that will standardize and enhance compliance, monitoring, and oversight efforts to benefit beneficiaries, counties, providers, and DHCS
- » Workgroup meetings began January 2022 and concludes with this capstone meeting. County-state MOUs will be executed in advance of DHCS's monitoring and oversight on July 1, 2024.

CCS Monitoring and Oversight Workgroup at a Glance

- » To date, the workgroup, in partnership with DHCS, has developed and iterated on the following policies to establish the MOU and related documents:
 1. *CCS Monitoring and Oversight Compliance Program Plan*
 2. MOU outline, including *MOU Roles and Responsibilities Table* and *Definitions* documents
 3. Grievance NL
 4. Training NL
 5. CCS Reporting and Survey NL
 6. Compliance activities
 7. Forthcoming Enforcement and Corrective Action NL

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Workgroup Members

1. **Alicia Emanuel**, National Health Law Program
2. **Anna Leach-Proffer**, Disability Rights California
3. **Ashley Worley**,* Stanislaus County CCS
4. **Dawn Pacheco**, Glenn County CCS
5. **Eileen (Chris) McSorley**, Lake County CCS
6. **Francis Chan, MD**, Loma Linda University Health
7. **Guillermina (Mina) Andres**, Tulare County CCS
8. **Hanna Awai, MD**, Sacramento County CCS
9. **Heidi Merchen**, Napa County CCS
10. **Holly Henry**, Lucile Packard Foundation for Children's Health
11. **Janet Peck**, Butte County CCS
12. **Jody Martin**, Mono County CCS
13. **Jolie Onodera**, California State Association of Counties
14. **Katherine Barresi**, Partnership HealthPlan of California
15. **Kathryn Smith**, Children's Hospital Los Angeles

* Indicates delegate

Workgroup Members (continued)

17. **Katie Schlageter**, Alameda County CCS
18. **Lori Gardner**, Madera County CCS
19. **Lorri McKey**, Colusa County CCS
20. **Mary Doyle, MD**, Los Angeles County CCS
21. **Meredith Wolfe**, Humboldt County CCS
22. **Michelle Gibbons**, County Health Executives Association of California
23. **Michelle Laba, MD**, Orange County CCS
24. **Mike Odeh**, Children Now
25. **Nancy Netherland**, Caregiver Representative/California Children's Trust - Caregiver Engagement
26. **Norma Williams**, Del Norte County CCS
27. **Porchia Rich, MD,*** San Diego County CCS
28. **Richard Chinnock, MD**, Loma Linda University Children's Hospital
29. **Susan Skotzke**, Parent/Family Advisory Committee, Central California Alliance for Health
30. **Tamica Fooks-Rachal**, Family Voices of California
31. **Tanesha Castaneda**, Santa Barbara County CCS

* Indicates delegate

DHCS Staff

- » **Susan Philip**, Deputy Director, Health Care Delivery Systems
- » **Pamela Riley, MD**, Assistant Deputy Director, Quality and Population Health Management and Chief Health Equity Officer
- » **Joseph Billingsley**, Assistant Deputy Director, Integrated Systems
- » **Cortney Maslyn**, Division Chief, Integrated Systems of Care Division (ISCD)
- » **Jill Abramson, MD**, Medical Consultant, ISCD
- » **Cheryl Walker, MD**, Medical Consultant, ISCD
- » **Megan Sharpe**, MTP Specialist, ISCD
- » **Annette Lee**, Branch Chief, Quality and Monitoring, ISCD
- » **Sabrina Atoyebi**, Branch Chief, Medical Operations, ISCD
- » **Michael Luu**, Section Chief, Monitoring and Oversight, ISCD
- » **Katie Ramsey**, Unit Chief, County Compliance, ISCD

Sellers Dorsey Staff

- » **Mari Cantwell**, Managing Director, California Services/Strategic Advisor
- » **Sarah Brooks**, Director/Project Director
- » **Meredith Wurden**, Senior Strategic Advisor/Subject Matter Expert
- » **Marisa Luera**, Director/Subject Matter Expert
- » **Alex Kanemaru**, Senior Consultant/Project Manager

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March Meeting Summary

During the March meeting, the workgroup reviewed and provided feedback on the following topics:

- » CCS case management definition and core activities
- » Grievance, Training, Survey, and Enforcement and Corrective Action NLs
- » MOU development
- » CCS compliance activities
- » DHCS accountability proposal

Workgroup feedback during the March meeting and subsequent homework items are incorporated in today's presentation and discussion

Workgroup Discussion

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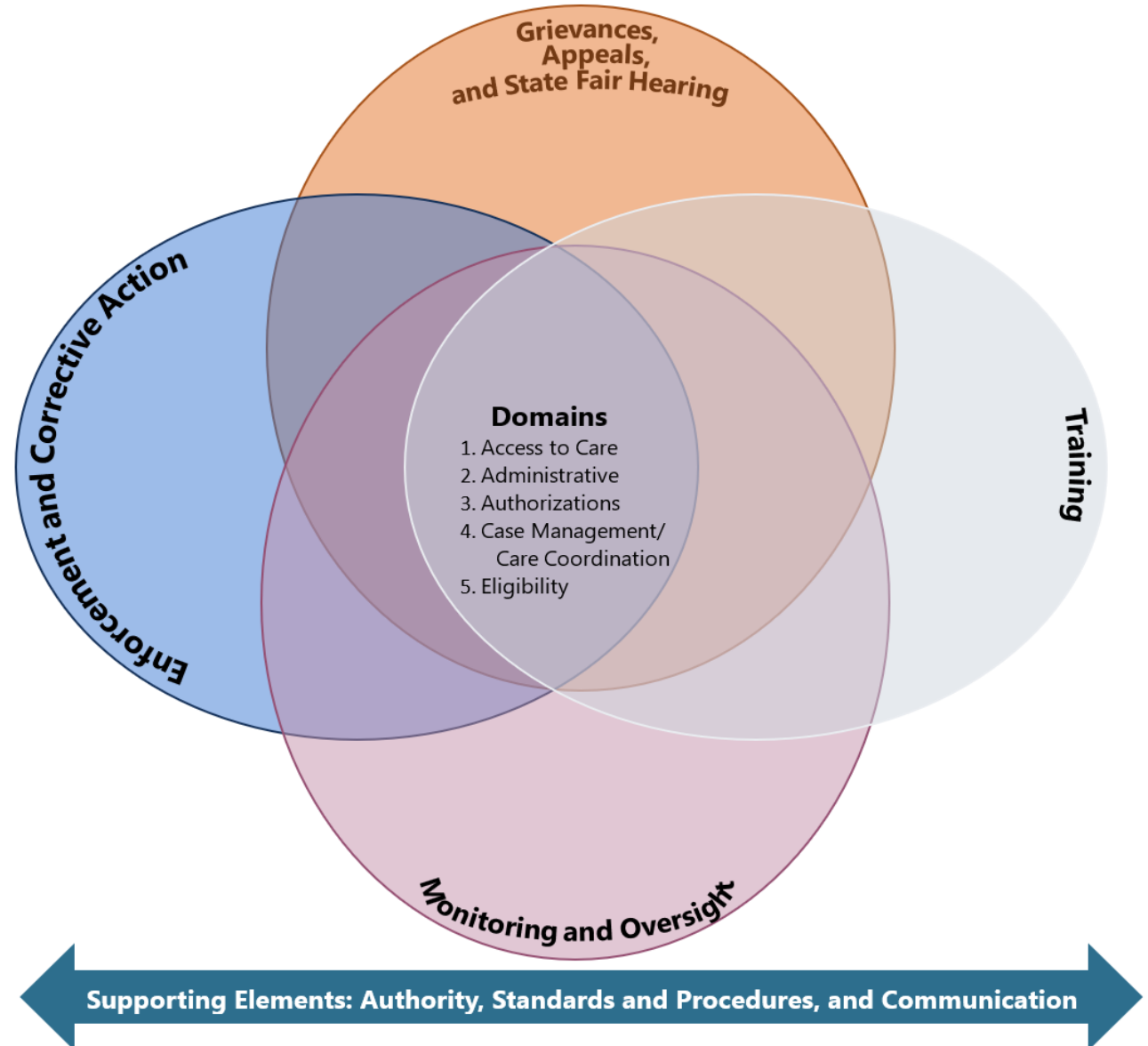
CCS Monitoring and Oversight Compliance Program Plan

- » A compliance program formalizes efforts to prevent, identify, and address inconsistencies with state and federal requirements, align programmatic and organizational values, and uphold program integrity by averting fraud, waste, and abuse
- » The purpose of the *CCS Monitoring and Oversight Compliance Program Plan (Compliance Plan)*, which is based on national best practices and stakeholder input, is to provide accessibility to and transparency of key CCS Program compliance activities in a single, dynamic document
- » The *Compliance Plan* outlines key compliance elements of the CCS Program including grievances and appeals, training, monitoring and surveying, and corrective action and enforcement
- » Additional elements may be added to the *Compliance Plan* as the program evolves

CCS Monitoring and Oversight Compliance Program Plan (continued)

After review of state and national best practices and as reflected by the NLs developed through this process, the following components of a comprehensive compliance program include:

1. Grievances, Appeals, and State Fair Hearing
2. Training
3. Monitoring and Oversight
 - a. Including Compliance Activities and Survey Process
4. Enforcement and Corrective Action



Outstanding Discussion Items

Discussion Item	Summary	Current Status
Updating Relevant DHCS Guidance Documents	<ul style="list-style-type: none">» State guidance (e.g., NLs, CCS Case Management Manual, and the Plan and Fiscal Guidelines or PFGs) should be updated or retired, as needed, to align with the requirements set forth by the CCS Compliance, Monitoring and Oversight Program	<ul style="list-style-type: none">» ISCD is working to align, update, or retire existing state guidance» ISCD intends to retire the Administrative Due Process Manual and sections of the PFG
Funding for Compliance Program	<ul style="list-style-type: none">» Raised as a top priority throughout the CCS Monitoring and Oversight Workgroup process» Counties have expressed concerns about budgetary resources to complete compliance activities	<ul style="list-style-type: none">» ISCD is working on a budget proposal to address county budget and resource concerns

Outstanding Discussion Items (continued)

Discussion Item	Summary	Current Status
Sanction Amounts	<ul style="list-style-type: none">» Process was introduced to the workgroup in December and has since been a major topic of discussion and questions» Questions include what source of funding CCS programs will use to pay sanctions and how enforcement activities will be carried out	<ul style="list-style-type: none">» Sanctions/fiscal penalties will be included in the MOU effective July 1, 2027
Medi-Cal Managed Care Plan (MCP) and CCS Monitoring and Oversight Alignment	<ul style="list-style-type: none">» County CCS programs have expressed that the Monitoring and Oversight Program is untenable, and in some instances, surpasses expectations of MCPs	<ul style="list-style-type: none">» See following slides 21-22

MCP and CCS Monitoring and Oversight Crosswalk

Program Component	CCS Program	Medi-Cal Managed Care Plan
Grievance and Appeals	<ul style="list-style-type: none"> » Quarterly monitoring for indicators and potential program challenges/trends 	<ul style="list-style-type: none"> » Monitored quarterly and through medical audits for signs and potential program challenges/trends
Training	<ul style="list-style-type: none"> » County CCS program and DHCS sponsored training » Specialty staff training requirements » Whole Child Model (WCM) and Independent county trainings 	<ul style="list-style-type: none"> » MCPs are required to complete similar trainings
Auditing/Surveying	<ul style="list-style-type: none"> » Triennial desk, virtual, or onsite survey » Annual and Quarterly Reports » Supplemental information requests 	<ul style="list-style-type: none"> » Annual in-depth medical audit of MCPs to evaluate compliance with the DHCS/MCP contract and WCM amendment » Quarterly data submissions » Ad hoc data submissions » Facility site review/medical record review

MCP and CCS Monitoring and Oversight Crosswalk (continued)

Program Component	CCS Program	Medi-Cal Managed Care Plan
Performance Measures	<ul style="list-style-type: none"> » Part of the Annual and Quarterly Report process 	<ul style="list-style-type: none"> » Annually reported set of performance measures that reflects the quality, accessibility, and timeliness of care provided by MCPs
Corrective Action and Enforcement	<ul style="list-style-type: none"> » Counties will be required to provide a Corrective Action Plan (CAP) upon when findings are identified (starting in year 3) » DHCS will conduct CAP submission evaluations and provides technical assistance to ensure compliance » DHCS will post compliance reports on webpage » DHCS will provide tiered enforcement to support counties and drive change 	<ul style="list-style-type: none"> » MCPs are required to provide a Corrective Action Plan (CAP) upon the completion of a DHCS Medical Audit or any other monitoring activity where findings are identified » DHCS conducts CAP submission evaluations and provides technical assistance to ensure compliance. » DHCS posts Medical Audit Reports and CAPs

DHCS Support to County CCS Programs

- » DHCS will post Technical Assistance Guides (TAG) for Quarterly and Annual Reports and Surveys
- » DHCS will provide Quarterly and Annual Report Templates
- » DHCS will pull reports for counties

Workgroup Discussion

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Hierarchical Flow

Statute and Regulations:
Establish foundational
requirements for CCS program
(e.g., Title 22)

State/Federal
Statute and
Regulatory
Requirements

MOU: Formal agreement
capturing program
requirements, expectations,
and operating relationships in
one centralized document

DHCS/County
MOU

**Policy and Operational
Documents:** Provide
information, interpretation,
and direction to counties;
included by reference in the
MOU

NLs

Plan and
Fiscal
Guidelines
(PFGs)

Administrative
Case
Management
Manual

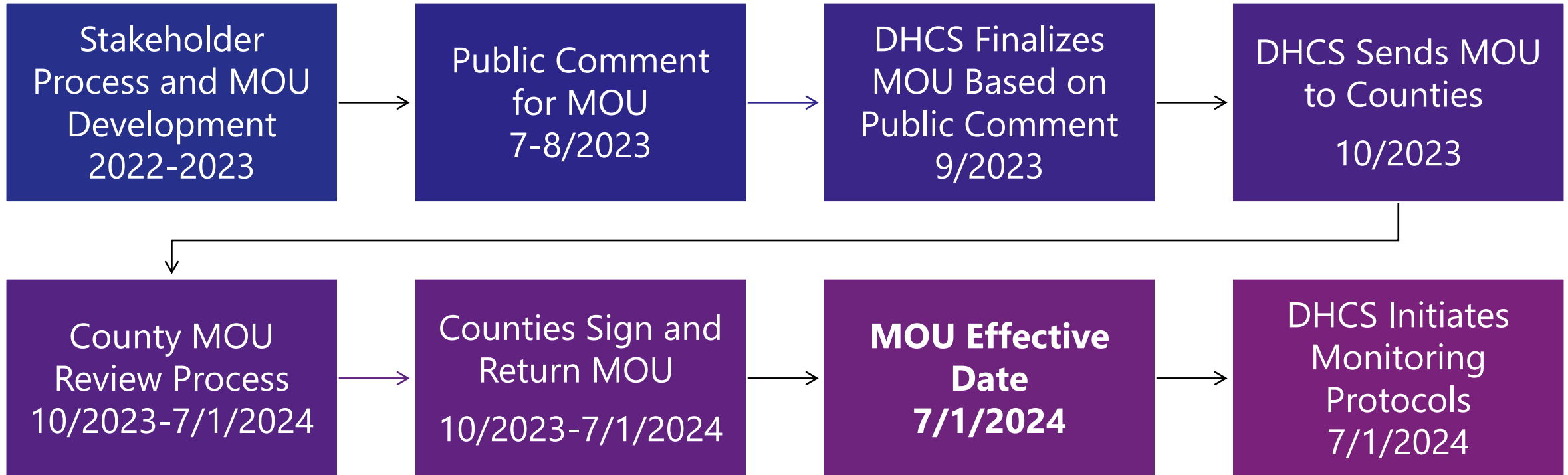
Administrative
Procedures Due
Process Manual

MOU Standard Language

- I. Background
- II. Purpose
- III. Scope of Work
- IV. Organizational Structure
- V. Term
- VI. Data and Information Sharing
- VII. Oversight and Monitoring
 - a) **Training**
 - b) **Grievance Process**
 - c) **CCS Reporting and Surveying**
 - d) Enforcement and Corrective Action
- VIII. Confidentiality
- IX. Liability and Indemnity
- X. Amendments
- XI. Liaisons
- XII. Privacy and Information Security Provisions
- XIII. Attachments
 - a) Data and Information Systems
 - b) Privacy and Information Security Provisions
 - 1. Attachment B-1
 - 2. Attachment B-2
 - 3. Attachment B-3
 - c) **MOU Roles and Responsibilities Table** (County Model Specific)
- XIV. Appendices
 - a) **Definitions**

Items in black are standard MOU sections
Bold items have been previously shared and reviewed by workgroup members

MOU Development



Workgroup Discussion

Related NLs

Policy Document	Discussion Item: CCS Monitoring and Oversight Workgroup	Status	Next Steps
Grievance Numbered Letter (NL) <ul style="list-style-type: none"> Grievance Flowchart Grievance Form 	<ul style="list-style-type: none"> 2022: September, November, December 2023: January, March 	<ul style="list-style-type: none"> Released for public comment on December 23, 2022 Shared with CHEAC for review and feedback; due on June 21, 2023 	<ul style="list-style-type: none"> Final release in third quarter 2023
Appeals and State Fair Hearing NL	<ul style="list-style-type: none"> 2022: September 2023: January, March 	<ul style="list-style-type: none"> Anticipated release date for public comment July 	<ul style="list-style-type: none"> Final release in third quarter 2023
CCS Program Reporting and Survey NL	<ul style="list-style-type: none"> 2022: June, July, August, November, December 2023: January, March 	<ul style="list-style-type: none"> Released for public comment on January 24, 2023 	<ul style="list-style-type: none"> Anticipated for another round of public comment in June Final release in third quarter 2023

Related NLs (continued)

Policy Document	Discussion Item: CCS Monitoring and Oversight Workgroup	Status	Next Steps
Training NL	<ul style="list-style-type: none"> 2022: November 2023: January 	<ul style="list-style-type: none"> Released for public comment on January 27, 2023 	<ul style="list-style-type: none"> Final release in third quarter 2023
Electronic Visit Verification (EVV) NL	<ul style="list-style-type: none"> 2023: January, March 	<ul style="list-style-type: none"> Released for public comment on December 14, 2022 	<ul style="list-style-type: none"> Anticipated for another round of public comment in June/July Final release in third quarter 2023
Memorandum of Understanding (MOU) <ul style="list-style-type: none"> <i>Roles and Responsibilities Table</i> Definitions 	<ul style="list-style-type: none"> 2022: January, May, June, July, August, September, November, December 2023: January, March 	<ul style="list-style-type: none"> Anticipated release date for public comment, July-August 2023 	<ul style="list-style-type: none"> Final release in October 2023

Updated Grievance Process

CCS Programs

- » Based on feedback throughout this process, the grievance process has been updated as follows:
 - Independent counties (Classic and WCM) will intake all grievances, refer if necessary, and resolve those applicable to the county
 - DHCS will intake all grievances for Dependent counties (Classic and WCM), refer if necessary, and resolve those applicable to DHCS

CCS Beneficiaries and Families

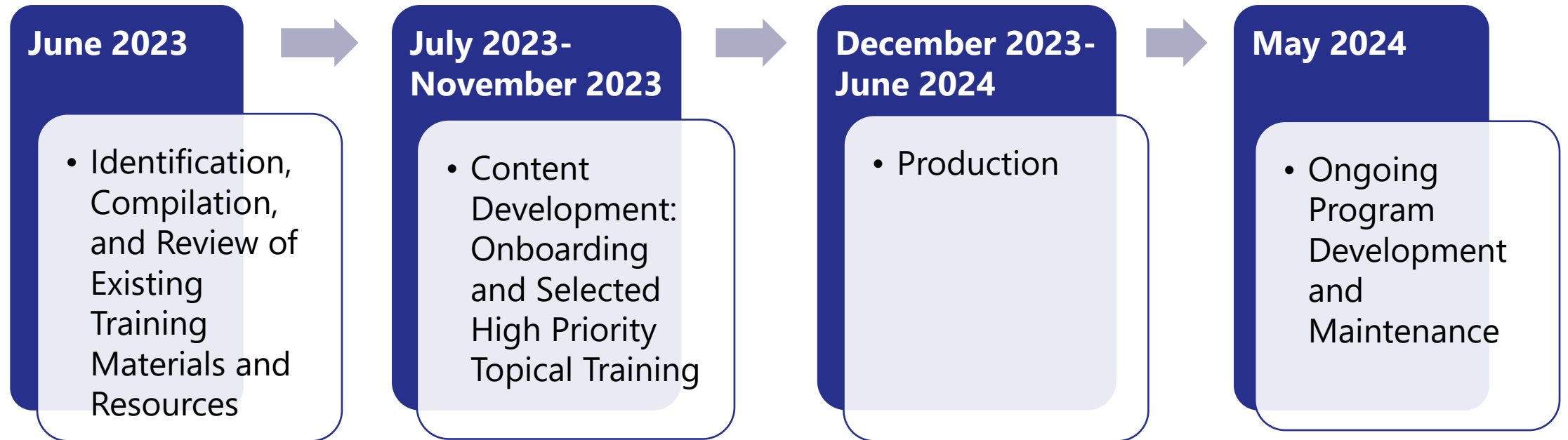
- » As previously requested, DHCS is preparing flyers to inform CCS beneficiaries, applicants, and families of the grievance process based on county model type
- » Flyers will be shared with counties to add their contact information and share with beneficiaries during the first quarter 2024

Workgroup Discussion

Training Implementation Details

- » Ahead of July 1, 2024, DHCS will conduct the following to ensure all county and DHCS staff are prepared to administer the CCS Program in alignment with the CCS Monitoring and Oversight Program:
 - DHCS will develop or sponsor trainings for local CCS Programs
 - Create a CCS training website to post training materials, recordings, and training calendar
 - DHCS will include managed care representatives and other CCS operational partners as needed
 - DHCS staff will also attend DHCS led trainings
 - Establish post training feedback surveys to assist with improving future trainings
- » Based on county survey results and workgroup feedback, the following trainings will be made available:
 - Onboarding Training
 - Technical Trainings
 - CCS Program Oversight Trainings
 - Specialty Staff Training (i.e., Clinical, MTP, Nurse Evaluator)

Training Timeline

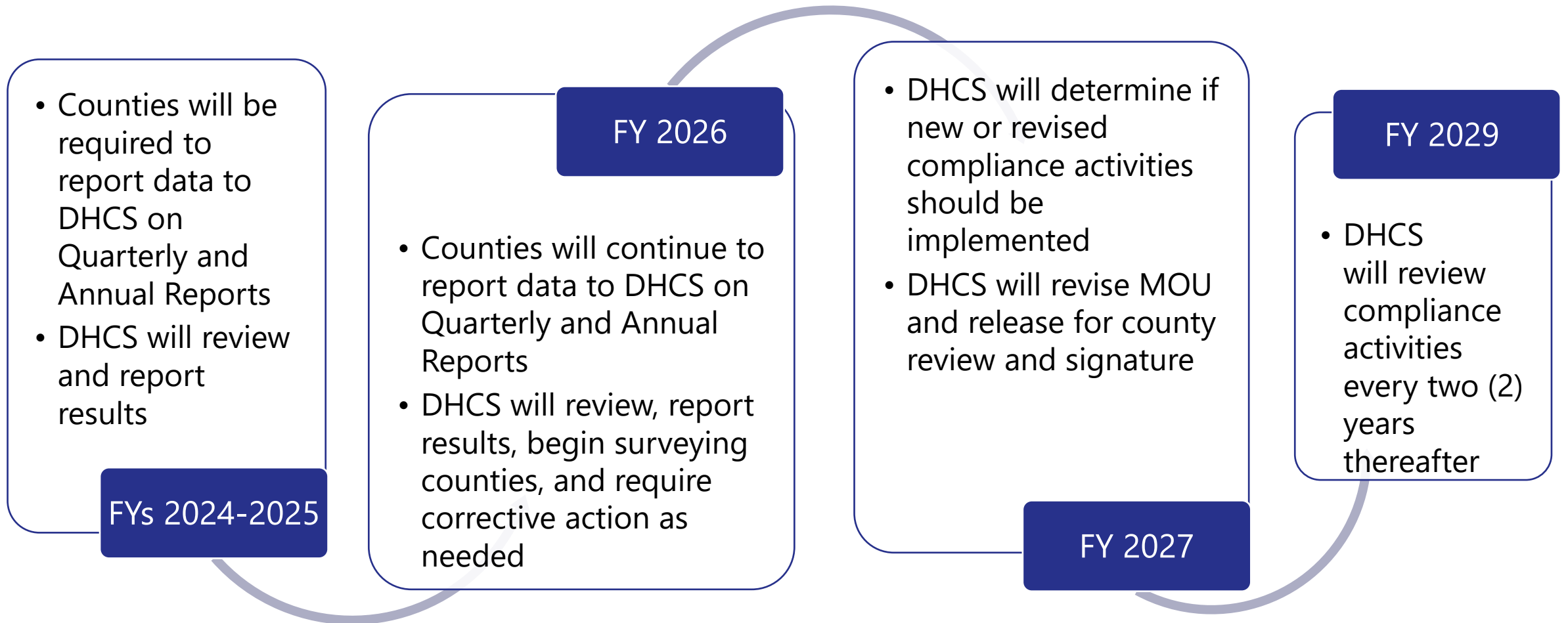


Workgroup Discussion

Updated CCS Reporting and Survey Process

- » After compiling and reviewing workgroup feedback, DHCS has adjusted the compliance activities and Performance Measure process to better align with feedback received throughout the workgroup process
- » The following adjustments have been made:
 - Performance Measures were moved to annual and quarterly reporting
 - Compliance activities were revised to remove duplications, updated to reflect county and DHCS feasibility, and incorporated workgroup feedback
 - Annual and Quarterly Report requirements outlined in the CCS Reporting and Survey NL

Compliance Activities Timeline



Workgroup Discussion

Enforcement and Corrective Action NL

Background

- » Proposed process was introduced to the workgroup in December 2022 and has since been a topic of discussion
- » Questions include CCS program sanction funding sources and how enforcement activities will be carried out

Updated Proposal

- » Sanctions will not be included in the MOU effective July 1, 2024, however, will be included in the MOU effective July 1, 2027

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Budget Proposal

- » Counties expressed budgetary resources concerns to complete compliance activities. To address some of these concerns, DHCS is conducting the following activities:
 - Intaking all grievances for Dependent counties
 - Pulling reports available through CMS Net
 - Conducting an internal landscape of the county budget allocation
- » County CCS programs are responsible for the following activities:
 - Intaking grievances for Independent counties
 - Submitting items not found in CMS Net such as:
 - County policies and procedures
 - Grievances and appeals
 - Transition planning
- » DHCS will continue to meet with key stakeholders to discuss the CCS budget

Budget Proposal (continued)

Based on a survey of selected county CCS programs, DHCS developed an internal methodology to calculate the estimated FTE that would be required to conduct monitoring and oversight activities:

Los Angeles County									
Report Type	Type	Mins to Complete	Quantity/Year	Mins/Year	Hrs/Year	Caseload Range	Estimate Hrs/Year	County Example	Caseload
Quarterly	Grievances	90	56	5040	84				
	Appeals	90	30	2700	45				
	Transition Planning (17)	15	216	3240	54	1-249	8 hrs	Alpine	5
	Transition Planning (20)	15	216	3240	54	250-499	9 hrs	Lake	433
	Transition Planning (20)	15	216	3240	54	500-999	10 hrs	Yolo	750
Annual	Full Report	60	1	60	1	1,000-1,599	12 hrs	Butte	1,014
	Totals	270	519	14280	238	1,600-1,999	13 hrs	San Francisco	1,621
						2,000-2,999	15 hrs	Monterey	2,650
						3,000+	42 hrs*	Sacramento	8,297

* For caseloads of 3,000+, multiply the caseload by .00505351

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Upcoming DHCS Website Changes

- » CCS Monitoring and Oversight website will continually be updated with compliance information and include documents such as:
 - Beneficiary Grievance, Appeal, and State Fair Hearing flyer
 - Training materials
 - TAGs
 - Quarterly/Annual Report templates
 - Compliance activity reports (county and state)
 - Links to CCS information such as NLs, WCM, MTP, etc.

CCS Case Management Definition

CCS Case Management Definition

The California Children's Services (CCS) case management is¹ a beneficiary- and family-centered care approach to ensure needed clinical and non-clinical services for² the CCS eligible condition,¹ are made available to each CCS beneficiary through comprehensive, interdisciplinary, and person-centered care management and care coordination² to ensure that¹ CCS³ children and young adults have access to¹ CCS paneled providers,³ equipment, and services necessary for treatment of the CCS eligible condition.¹

Definition Color Legend

- » 1 – Counties via the CCS Executive Committee
- » 2 – WCM MCPs
- » 3 - DHCS

Next Steps

This will be added to:

- WCM NL
- WCM APL
- CCS Monitoring and Oversight Workgroup MOU

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Contact Information

- » For more information, questions, or feedback regarding the CCS Compliance, Monitoring, and Oversight Program, please email CCSMonitoring@dhcs.ca.gov.