

Request for Proposals

Provider for the RESPOND (Residential Enhancement Service, Planning Opportunities for New Directions) Program

RFP Posting: November 15, 2016

Deadline for Questions: December 9, 2016

Submission Deadline: December 16, 2016

Estimated Award Decision/Notification: March 1, 2017

Estimated Start Date: May 1, 2017

Allegheny County Department of Human Services
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Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

- 1. ABA: Applied Behavior Analysis
- 2. <u>Agreement</u>: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
- 3. <u>Allegheny County</u>: A home rule county and political subdivision of the Commonwealth of Pennsylvania
- 4. BHSL: [Pennsylvania Department of Human Services] Bureau of Human Services Licensing
- 5. CAFAS: Child and Adolescent Functional Assessment Scale
- 6. <u>Consolidated Waiver</u>: Provides funding and resources for enrolled individuals who have a diagnosis of an intellectual disability
- Contract Services: The specific services which the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement
- 8. <u>DHS</u>: [Allegheny County] Department of Human Services
- 9. ITM: [DHS] Integration and Teaming Meeting
- MTT: [Western Psychiatric Institute & Clinic] Mobile Treatment Team, an inclusive servicedelivery team responsible for clinical oversight, rehabilitative and supportive interventions for youth admitted to RESPOND
- 11. <u>Proposal</u>: A completed Response Form, with specified attachments, submitted in response to this RFP
- 12. <u>Proposer</u>: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
- 13. <u>RESPOND</u>: Residential Enhancement Service, Planning Opportunities for New Directions, a collaborative project of Western Psychiatric Institute & Clinic of UPMC (WPIC), FamilyLinks, Inc., Fayette Resources and DHS that provides intensive and innovative assessment, treatment and support services to children and youth with complex needs, and their families, through an individualized and holistic wrap-around approach in community settings. It is also referred to in this RFP as the "RESPOND Program" or the "Program."
- 14. <u>Response Form</u>: The Word document in which Proposers respond to requested information about this RFP
- 15. RFP: Request for Proposals
- 16. RRT: [Multi-system] Rapid Response Team, an integrated team of highly knowledgeable DHS administrators from each child-serving system (Offices of Behavioral Health, Intellectual Disability, Community Services, Children, Youth and Families) and the Executive Office; Community Care Behavioral Health Organization; Juvenile Justice; and former recipients of service (both youth and adults) who meet regularly to identify trends and gaps in services and to carry out proactive planning and tracking for individuals with complex needs
- 17. <u>RTF</u>: Residential Treatment Facility, a licensed facility where an individual can live while receiving treatment for a mental health and/or substance use disorder or other behavioral issue
- 18. <u>Successful Proposer</u>: The Proposer(s) selected by the County to provide the Contract Services
- 19. WPIC: Western Psychiatric Institute & Clinic of UPMC

The RFP at a Glance

Purpose

The Allegheny County Department of Human Services (DHS) is soliciting proposals for a provider to offer residential services for two of the eight children participating in the RESPOND (Residential Enhancement Service, Planning Opportunities for New Directions) Program, a collaborative project of Western Psychiatric Institute & Clinic of UPMC (WPIC), FamilyLinks, Fayette Resources and DHS. The RESPOND Program aims to provide intensive and innovative assessment, treatment and support to children and youth involved in the child welfare and/or juvenile justice system with a dual diagnosis of an intellectual disability and serious emotional disturbance through a comprehensive set of services customized to meet the needs of each child or youth.

Award Details

The purpose of this RFP is to identify a provider for residential services for two of the eight children participating in the RESPOND Program at any given time. Current providers of the RESPOND Program are eligible to submit a Proposal to this RFP to add the additional two individuals to their existing RESPOND program.

DHS intends to enter into an Agreement with one Successful Proposer, with funding not to exceed approximately \$615,000 to \$725,000 per year (depending on staffing ratios) for three years with the potential for renewal at the discretion of the County.

Timeline

Deadline for Proposers to submit questions is Friday, December 9, 2016. Proposals must be submitted by 3 p.m. EST on Friday, December 16, 2016. Proposers will be notified of their selection status by March 1, 2017.

Who we are

DHS is the issuing office for this RFP, on behalf of Allegheny County.

DHS is the largest department of Allegheny County government and provides publicly-funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, intellectual disability, homelessness and community services.

More information about DHS is available at http://www.alleghenycounty.us/human-services/index.aspx

The issuance of this RFP and the receipt of any Proposals does not obligate the County to enter into an Agreement. The County reserves the right at all times to reject any and all Proposals.

Section 1: Why We Are Issuing this RFP

The human service systems within Allegheny County are continually working together to identify and address service gaps. Historically, one of the most significant service gaps was appropriate programming for children and youth involved in the child welfare and/or juvenile justice system with a dual diagnosis of an intellectual disability and a serious emotional disturbance. The RESPOND Program was established to provide intensive and innovative assessment, treatment and support to the target population through a comprehensive set of services customized to meet the needs of each child.¹

RESPOND, at full capacity, is provided by residential providers with highly trained staff, who are supported by a wide array of clinical services provided by WPIC's multidisciplinary Mobile Treatment Team (MTT). Each residential provider operates community-based home(s) for RESPOND, with each home supporting two youth (RESPOND currently serves six youth but is expanding through this RFP to serve a total of eight youth at any given time). The staff-to-child ratio can range from 1:1 to 3:1, depending on clinical and safety needs of each individual. Staffing during sleeping hours is also based on each youth's individual needs. Typically it is 2:1 or 1:1 but on rare occasions a crisis situation may dictate a higher ratio. Each RESPOND provider hires and supervises direct care therapeutic staff that is responsible for the day-to-day care and supervision of RESPOND youth. The behavioral and treatment plans are developed by WPIC MTT.

Target Population

The RESPOND Program serves children and youth who have already received the maximum benefit of living in highly restrictive settings (e.g., hospital, Residential Treatment Facilities [RTFs], Youth Detention Center) or who have lived in restrictive settings requiring extended care. In addition to the conditions requiring residential placement, these children and youth often have significant medical needs and/or a history of disruptive behaviors that exclude them from consideration for existing community-based programs. Many of the children and youth referred to this Program have a diagnosis that places them on the autism spectrum. Individuals with a <u>primary</u> diagnosis of conduct disorder are excluded from RESPOND. Participants enrolled in RESPOND prior to their 18th birthday who are in need of continued services may remain in the Program until they have reached their 21st birthday. Children and youth stay in the RESPOND Program on average for 19 months, and lengths of stay range from seven to 38 months.

Eligibility Criteria

Children and youth in the RESPOND Program typically have complex needs and are currently receiving services from two or more DHS systems (e.g., child welfare, intellectual disability, mental health). In addition, most are receiving medical, educational and/or juvenile justice services. RESPOND is one of the highest levels of intensive interventions; therefore, all other viable options within the existing array of services must be exhausted prior to consideration for RESPOND.

Referral Process

¹ Further information about RESPOND can be found at http://www.alleghenycounty.us/dhs/interagency.aspx

DHS is the administrator of RESPOND and all referrals must be approved by the Multi-System Rapid Response Team (RRT). The RRT refers youth with complex needs to the RESPOND Program. Before the RRT makes a referral, youth first go through the DHS Integration and Teaming Meeting (ITM) process to explore other viable options and potential resources.

Any party (e.g., individual, family, caseworker, educator, judge) may make a referral to the DHS ITM process. Once the ITM process is completed, a referral is sent to the RRT for administrative review. Only after all less intensive options are explored can a referral be made to RESPOND.

RESPOND has a policy of not denying admission for eligible candidates or terminating service for any reason other than youth having received maximum benefit of the Program. Any deviation from this policy will be under the auspices of DHS.

Services and Treatment Interventions Included in RESPOND

WPIC MTT supports RESPOND by providing the following service and treatment interventions:

- 1. Implementing best practices (methods or techniques that have consistently shown successful results in the field)
- 2. Conducting functional behavioral assessments (using the Child and Adolescent Functional Assessment Scale [CAFAS]), including analyses of challenging behaviors
- 3. Performing psychiatric/psychological evaluations
- 4. Treating and managing mental health needs through medication
- 5. Providing mental health education, training and consultation with residential staff, consumers, families and schools
- 6. Implementing interventions grounded in trauma-informed care, a treatment framework that involves understanding, recognizing and responding to the effects of all types of trauma
- 7. Providing individual and family-based treatments, including applied behavior analysis, cognitive behavioral therapy and structural family therapy
- 8. Monitoring vital signs, mental status, pain, health and nutrition, as well as consultation with residential staff, consumers and families on medical interventions

Section 2: What We Are Looking For

The purpose of this RFP is to fill a provider vacancy in the RESPOND Program. DHS is seeking to partner with a Proposer who will work alongside the already established clinical and residential providers (WPIC, FamilyLinks and Fayette Resources) to provide this highly specialized Program. The Successful Proposer will provide the residential setting(s), without restriction based on gender identification, for two individuals under the age of 18 who may be active in child welfare, carry both mental health and intellectual disability diagnoses, and are in need of placement and specialized services. The Successful Proposer must state its vision and plan to fulfill the scope of services described herein.

The Successful Proposer should have a currently operating residential program that will complement the existing RESPOND Program by providing placements for two individuals at any given time. The Proposer also must provide living arrangements along with a range of step-down services and supports to the target population.

Through this RFP, DHS is attempting to achieve the following objectives of the RESPOND Program:

- More stable living environments and fewer changes in placement types
- Improved reunification and permanency outcomes
- Shorter lengths of stay in community hospitals/treatment facilities
- Improved understanding from caregivers and treatment providers of how to work with children and youth with complex needs
- Improved health and general well-being
- Increased safety

2.1 Service Delivery

Facility Management

The Successful Proposer will be responsible for licensing, maintaining and operating a residential facility, within Allegheny County, to support the RESPOND Program. The Successful Proposer's residential facility must be open 24 hours a day, 7 days a week and 365 days a year. Further, the residential facility must be licensed under the Pennsylvania Department of Human Services Bureau of Human Services Licensing (BHSL) Child Residential and Day Treatment Facilities (55 Pa. Code Chapter 3800), and meet all requirements within that chapter. BHSL measures compliance with Chapter 3800 to ensure that facilities meet minimum health and safety requirements; facilities may be subject to additional requirements beyond the regulatory minimum for funding or accreditation purposes. The residential facility will be individually inspected by BHSL at least once a year, unless otherwise specified by statute. The Successful Proposer will be subject to additional contract monitoring from DHS.

Personnel

The Successful Proposer must hire and supervise direct care therapeutic staff that will be responsible for the day-to-day care and supervision of the children and youth in the RESPOND Program. The Successful Proposer's staff also must be responsible for implementing the behavioral and treatment plans developed by the WPIC MTT, and, when appropriate, sharing knowledge and skills with parents/potential caregivers. The Successful Proposer must be responsible for addressing and managing fluctuating staffing patterns based on the clinical needs of the individual child or youth. Staff-to-child ratios fluctuate from 1:1 to 3:1 with appropriate supervisory support.

Further, to assure continuity of care for RESPOND participants, the Successful Proposer must participate in training opportunities with the other residential providers overseen by the WPIC MTT. The Successful Proposer's staff must work with the WPIC MTT to design clinical, rehabilitative and supportive interventions within one inclusive service-delivery team. The WPIC MTT includes: a program director who is board certified in behavior analysis; a medical director licensed and board certified in child psychiatry; a psychiatric nurse; master's level, board certified behavior analysts; and a bachelor's level mental health worker.

Training and Supervision

The Successful Proposer must be responsible for ensuring that its staff complete all required training under the BHSL Child Residential and Day Treatment Facilities code (55 Pa. Code Chapter 3800). In addition, the WPIC MTT will provide ongoing clinical training to the residential staff to improve the delivery of treatment services and treatment outcomes.

Transportation

The Successful Proposer must provide transportation for the children, youth and staff to appointments, community outings and other events (e.g., school, medical, therapy, home and sibling visits).

Collaboration with Partners

The Successful Proposer's staff members must attend weekly team meetings, bi-monthly multi-system conferences and teaming meetings, and quarterly administrative meetings with representatives from the RESPOND clinical and residential providers. All attendees will share information and participate in discussions related to the RESPOND participants and/or overall programming. DHS expects that the Successful Proposer will offer creative solutions and strategies and be an integral partner in the overall treatment and care of these children.

Transition or Service Closure

Traditionally, the RESPOND team (including residential staff) is afforded a period of service overlap when the child or youth transitions to the next appropriate level of care. This allows knowledge and skills to be shared with the new caregiver. The Successful Proposer, as an integral partner in the RESPOND Program, will be required to have staff available for transition periods and activities that may occur off-site.

Documentation

Under the direction of WPIC MTT, the Successful Proposer must keep records and collect daily data about the children and youth participating in the RESPOND Program. Additional evaluation and quality assurance measures may be required by DHS as part of the Program's oversight and evaluation.

Fiscal Reporting and Budgeting

Funding for this Program is based on the child's or youth's eligibility. The Successful Proposer is required to submit individual budgets and documentation based on staffing requirements. In some instances, the Successful Proposer is required to work closely with DHS to provide documentation for the Consolidated Waiver application.

2.2 Roles and Responsibilities

DHS will provide the highest level of administrative oversight and monitoring of the Program. This includes some aspects of contracting and financial management. WPIC will provide the MTT, a team of experts responsible for clinical oversight and training for all RESPOND staff.

The Successful Proposer, with the clinical oversight of WPIC MTT, is responsible for clear communication, planning, programming and the overall physical care and well-being of children and youth enrolled in the Program. The Successful Proposer must be prepared to serve families for whom English is not the primary language (including American Sign Language). While staff do not have to be bilingual, they should have an established plan and mechanism for meeting the needs of these families.

2.3 Budget

Allegheny County intends to use the results of this RFP process to award one contract for two children or youth in the RESPOND Program at any given time. Approximately \$615,000 to \$725,000 per year will be allocated for this Program. This amount includes staffing, benefits and training as well as indirect costs related to the residence such as mortgage or rent, utilities, maintenance, transportation, etc. Subcontracting is not permitted in this Program.

Section 3: Proposal Requirements and Evaluation Criteria

Proposers must meet the following evaluation criteria and should address their qualifications by responding to the specifically-requested items or questions in the Response Form. Proposers should download and type their responses directly into the Response Form available on the Active Solicitations webpage at www.alleghenycounty.us/dhs/solicitations. The maximum score a Proposal can receive is 100 points, as outlined in the following sections.

Organizational Experience (30 points)

- Experience providing similar services and holding similar contracts (5 points)
- Experience working with the target population (5 points)
- Experience operating a residential program (5 points)
- Experience coordinating and partnering with other agencies (5 points)
- Understanding of the challenges associated with implementing the RESPOND Program and a plan to address those challenges (5 points)
- Experience providing culturally competent, linguistically competent, trauma-informed and gender-responsive services (5 points)

Approach (50 points)

Facility Management and Personnel

- Appropriate vision for managing the facility and a strong strategy to operationalize that vision (5 points)
- Strategy for staffing the RESPOND Program (5 points)
- Plan for meeting staff training, professional development and credentialing requirements (5 points)
- Strategy for staff supervision and performance management (5 points)

<u>Transportation</u>

 Plan for providing transportation for the children, youth and staff to appointments, community outings and other events (5 points)

Collaboration with Partners

- Plan for collaborating with system partners to support the RESPOND Program (5 points)
- Strategy ensuring that staff will attend and actively participate in required meetings (5 points)

Transition and Service Closure

• Strategy for providing service overlap when a child or youth transitions to the next appropriate level of care (5 points)

Documentation

 Plan for collecting and reporting data on the children and youth participating in the RESPOND Program (5 points)

Fiscal Reporting and Budget

• Plan for fiscal reporting and budgeting for the RESPOND Program (5 points)

Budget and Budget Narrative (20 points)

- Strong financial health, as evidenced by audits and/or other supporting financial documentation (5 points)
- Detailed three-year budget that clearly supports the proposed model and the implementation plan, including budgets and proposed daily rates based on the different staffing ratios (5 points)
- Clear justification for differences in the annual operating budget from the start-up year budget (5 points)
- Detailed budget narrative that clearly explains and justifies the proposed budget (5 points)

Section 4: How to Submit a Proposal

This RFP is a solicitation to individuals, non-profit organizations, and for-profit organizations or businesses (Proposers) to submit a Proposal to perform the services as described in *Section 2: What We Are Looking For*. Proposers must have the ability to meet the identified needs and quality standards within the programmatic and funding guidelines specified in this RFP.

4.1 Submission Process

- a. Please take time to review and understand the RFP in its entirety including:
 - The background (see Section 1: Why We Are Issuing this RFP)
 - The narrative (see Section 2: What We Are Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Please use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at www.alleghenycounty.us/dhs/solicitations.
- c. Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
 - Response Form
 - MWDBE Participation Statement or MWDBE Waiver and Participation Statements
 - Allegheny County Vendor Creation Form

- Audited financial reports for the last three years
- W-9
- d. Please do not send any attachments other than those listed above and on the Response Form.
- e. If you do not have audited financial reports for the last three years, you may submit other financial statements that attest to the financial health of your organization. Tax returns are the preferred alternative. Please note that providing financial statements is a requirement of contracting through Allegheny County.
- f. Make sure to complete each section of the Response Form and to stay within any word counts that may be specified in the Response Form.
- g. Proposals must be submitted electronically to DHSProposals@alleghenycounty.us no later than 3:00 p.m. EST on Friday, December 16, 2016 to be considered for review.
- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will not be considered.
- You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact DHSProposals@alleghenycounty.us

4.2 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to DHSProposals@alleghenycounty.us
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at www.alleghenycounty.us/dhs/solicitations
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

4.3 Other Information

- a. The issuance of this RFP does not obligate the County to enter into an Agreement with any Proposers.
- b. Any Agreement originating from this RFP is subject to all of the Terms and Conditions specified in *Section 6: Contract Requirements for Successful Proposers*.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. The Successful Proposal will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).

Section 5: How We Will Evaluate Your Proposal

Proposals will be evaluated by an evaluation committee convened by DHS. The evaluation committee will assign scores based on the Program description in *Section 2: What We Are Looking For* and on the evaluation criteria in *Section 3: Proposal Requirements and Evaluation Criteria* using the scale listed in *Section 5.1 c*.

5.1 Evaluation Model

The evaluation process will consist of the following steps:

- a. An Evaluation Committee will be formed by DHS and will consist of some or all of the following:
 - Content experts from within DHS, selected for their expertise and/or experience
 - Representatives of foundations, educational institutions, community and civic organizations, businesses and/or non-profit agencies
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points to each response on a Proposer's Response Form according to their expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in *Section 3* using the following scale:
 - 0 Not addressed in Proposal
 - 1 Poor
 - 2 Below expectations
 - 3 Meets expectations
 - 4 Exceeds expectations
 - 5 Outstanding
- c. The Evaluation Committee members then will meet collectively to compile and discuss the individual scores and evaluation of each committee member.
- d. The County shall have exclusive discretion to shortlist a reduced number of Proposals for more extensive review using the same criteria outlined above. In this case, DHS may request that shortlisted Proposers make modifications to their Proposal or budget or make a formal oral presentation. The Evaluation Committee will review the modifications and/or oral presentation and rescore the shortlisted Proposals using the original evaluation criteria.
- e. At any time during the review process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
- f. The Evaluation Committee will submit their recommendation for award of an Agreement to the Director of DHS for his approval, who in turn will submit a request to the County Manager for approval for the County to enter into an Agreement with the Successful Proposer(s).
- g. The County is under no obligation to award or enter into an Agreement as a result of this RFP. The County reserves the right to reject any and all Proposals.
- h. All Proposers will be notified of their status following the final determination of which Proposer(s) will be awarded Agreements.
- i. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@alleghenycounty.us.

5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- Received by the due date/time
- Properly formatted and include responses to all requested information
- Complete with all required forms and attachments

Proposals which do not meet the above requirements will not be considered.

Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the DHS Contract Specifications Manual, available at www.alleghenycounty.us/dhs/solicitations.

6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women and Disadvantaged Business Enterprises, and expects that Proposers will make a good faith effort in assisting the County in meeting these goals.

- a. Proposers may be registered and certified with the Allegheny County Department of Minority, Women and Disadvantaged Business Enterprises. If so, please indicate registration on the RFP cover page.
- b. Regardless of registration status, Proposals must include either of the following:
 - 1. If your organization is able to meet the MWBDE contract goals, an MWDBE Participation Statement is REQUIRED.
 - 2. If your organization will request a waiver from participating in the MWDBE contract goals, an MWDBE Participation Statement and a Waiver Statement are REQUIRED. Please attach the required explanations with the waiver statement.
- c. MWDBE statements and resources can be found at:
 - MWDBE Participation Statement
 - MWDBE Waiver Request
 - A list of MWDBEs that have been certified by Allegheny County and the Pennsylvania Unified Certification Program can be found at http://www.county.allegheny.pa.us/mwdbe/index.aspx
- d. For more information about MWDBEs, please review the following: <u>MWDBE Contract</u>
 Specifications Manual

6.2 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

6.3 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the <u>DHS Contract Specifications Manual</u>, available at www.alleghenycounty.us/dhs/solicitations.
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

6.4 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

6.5 New Provider Requirements

If awarded an Agreement, a Successful Proposer who does not have a current Allegheny County contract will be required to complete the Doing-Business/Prospective-Providers.aspx. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.