

RFP Response Form

Supervised Visitation Coaching and Visitation Space

Organizational Experience (25 points):

1. Describe your experience in serving the target population:

JusticeWorks YouthCare, based in Pittsburgh, Pennsylvania, was founded in 1999 with a mission to provide value-added services, which fill in the gaps in service delivery systems to troubled youth and families. Our goal is to build better futures for youth, families, and communities and our operating philosophy is to do whatever it takes to achieve our goals.

JusticeWorks currently provides services to 33 counties in Pennsylvania and has operations in South Carolina, Texas and Florida. In Pennsylvania, JusticeWorks offers services to Child Welfare and Juvenile Justice Agencies and the Department of Education.

Our data has consistently shown that JusticeWorks has achieved a placement prevention rate of 90%, or more, in most of the counties served. Our website features an Evaluation Report Card. Since inception, JusticeWorks has demonstrated positive outcomes and we continue to work in every county in which we ever started. And, we've always started as an 'outsider'.

JusticeWorks currently employs over 400 employees and provides an array of family services, including visit coaching, supervised visitation, family reunification, crisis prevention, Statewide Adoption and Permanency Network (SWAN) services, Family Group Decision Making (FGDM), Nurturing Parenting, placement diversion programs and case management for youth in out-of-home placements.

In 2014, Lehigh County Children and Youth Services proactively contracted with JusticeWorks to build and strengthen their family visitation program. We partnered with Lehigh County to provide the research-based model, Visit Coaching, designed by Marty Beyer, Ph.D. In addition to Lehigh County, we provide Visit Coaching in Chester, Fayette, Westmoreland and Northampton counties. We have two staff members trained as certified trainers to educate others on Dr. Marty Beyer's visit coaching model. We propose to offer visit coaching using the Marty Beyer model for Allegheny County.

2. Describe your experience providing family visitation or similar services:

JusticeWorks has significant experience providing family visitation services. We serve hundreds of families each year in need of visitation services (our current daily caseload for all services is more than 1,600) Currently, we offer visit coaching, supervised visits, and visitation services through custody exchange programming as well as supervised visits through our STOPP® program, Reunification program, JustCare® program, and our Nurturing Parenting program. In March of 2015, JusticeWorks submitted an application to become an adoption agency and private children and youth provider in order to become a SWAN affiliate. JusticeWorks is currently being mentored by the Children's Institute of Pittsburgh to offer services of Child Profile, Family Profile, and Child Preparation. Our FGDM expertise has been acknowledged throughout PA and beyond through our work on a documentary video and participation in national and international conferences.

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JusticeWorks is a participant on the Statewide Visitation Workgroup. We played an integral role in the development of a Visitation Bench Book for Pennsylvania Judges and we assisted in the implementation of a best-practice visitation training program for the Child Welfare Research Center. JusticeWorks is listed on the Administrative Office of Pennsylvania Courts (AOPC) as a provider of Visitation services. The AOPC link is <http://www.pacourts.us/judicial-administration/>

3. Provide examples of your experience in tracking and measuring the impact of services on families:

JusticeWorks is committed to providing quality programming and demonstrating our outcomes. We have an Evaluation & Quality Assurance Department with expertise in data tracking, outcome reporting, and providing continuous quality improvement. JusticeWorks has embraced statewide reviews (QII), Quality Service Reviews (QSR) and the nationally promulgated Standardized Program Evaluation Protocol (SPEP). Our transparency helps to promote open communication, fidelity programming, and improvements in service delivery. In partnership, Allegheny County and JusticeWorks will be able to track data demonstrating the success and cost savings of this program. JusticeWorks always seeks to improve services to achieve better outcomes for families and youth.

Our success is built on validating client experiences, treating all members of the program with respect, and being a genuine partner with client and stakeholders. Our efforts have been refined through data obtained from our Promising Practice community-based programs such as STOPP® JustCare®, and VIP®. Each of these programs has a low no-show rate with an average of 95% client contact rate.

Our Director of Evaluation and Quality Assurance, Marc Maddy, MSW and Doctoral Candidate, has served on the Pennsylvania Advisory Board for the implementation of the 'Standardized Program Evaluation Protocol', the Juvenile Justice System Enhancement Strategy's Stage 4 Data Workgroup, and the Juvenile Justice System Enhancement Strategy's Provider Workgroup. In addition to contributing to these professional committees, Marc is a professional member of the National Association of Social Workers, served as a Supervisor for Berks County CYS, is a member of the Network for Social Management, and the International Leadership Association. Our Western Pennsylvania Regional Director, Errone Cody MSW, was crucial in the refinement of visitation practices as a member of the statewide visitation workgroup through the Pennsylvania Children's Roundtable. Before starting at JusticeWorks, Errone was a supervisor for Washington County CYS. She is currently a member of the Department of Human Services Workgroup to improve caseworker retention.

JusticeWorks follows the performance benchmarks for visitation based on the Visitation Report of the Pennsylvania State Roundtable. The goals of Visit Coaching are to maximize positive outcomes for delinquent and dependent youth by increasing interactions of families and providing effective training and education for parents. Other measures are as follows:

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- Improve ongoing linkage between the county and provider.
- Supervise appropriate interaction between parent and child.
- Reduce conflicts between co-parents and other caregivers
- Coordinate transportation for all visits.
- Coordinate transportation for all visits.
- Teach and promote self-sufficiency to our families.
- Connect families to sustainable community resources.
- Increase awareness of family understanding of neglect-related concerns.
- Reduction of substance abuse related issues.

We produce a yearly outcome report generated from the data collection on our proprietary ClientTrax system.

4. Describe your experience providing culturally-competent, linguistically appropriate, and gender-responsive services:

JusticeWorks is committed to individual and organizational cultural competence. JusticeWorks maintains a staff complement that is diverse, culturally competent and reflects the families with whom the organization works. JusticeWorks has Bachelor and Master's level bilingual staff members who are proficient in Spanish and help other staff understand Hispanic culture.

JusticeWorks' recruitment practices, values statement and on-going training ensure that staff members value, and respect the gender, ethnic, racial, cultural, and religious diversity of the families to whom we provide care. JusticeWorks subscribes to a holistic definition of family and supports the variety of family structures as identified by our clients. We make it a priority to hire staff from within the communities that we serve. This is especially important when we provide services to a new county, as staff members know our stakeholders and community resources.

JusticeWorks has responded to gender-specific programming. We understand and are sensitive to youth who have experienced traumatic events, including sexual abuse. Our Girl's Circle groups and GEM program are trauma-informed services addressing the specific needs of female youth involved in child-serving agencies. We develop family and treatment plans that are sensitive to gender issues.

5. Describe your experience with fulfilling health and human services contracts:

JusticeWorks YouthCare has been in operation and contracting with child-serving agencies since 1999. JusticeWorks has demonstrated a strong partnership with our county partners and we believe that our experience and skills in providing child and family services for the past 17 years as well as our participation in statewide workgroups, training, and roundtables, uniquely qualify JusticeWorks to provide Visit Coaching. Throughout our 17 years providing services in Pennsylvania, no county has discontinued working with JusticeWorks.

Meeting Visitation Coaching Standards (30 points)

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6. Describe the model of supervised visitation coaching you plan to use (Marty Beyer's or another model) and how the model is successful in creating quality, healthy visits between parents and children:

Over the past few years, there has been a growing need in Pennsylvania for programming involving visitation services for parents/caregivers with temporary mental, physical, or emotional barriers that make unsupervised visitation a risk to the safety of the children. In most cases, the parents require assistance to establish positive parent-child connections. We chose to respond to the gap in visitation services by developing a program based on the Marty Beyer Model.

Program Summary: The Marty Beyer Visit Coaching model allows parents to experience parent-child contact while a professional facilitates the development of sustainable parenting skills. The goal is to reduce risk and promote protective factors leading to reunification/permanency. Visit Coaching supports families that have been impacted by:

- Suspected/confirmed child maltreatment,
- Adjudications of dependency resulting in temporary, or long term, out-of-home care episodes; and/or,
- Acrimonious divorce, custody, or separation tensions.

Marty Beyer Model -Visit Coaching Principles: There are four principles of Visit Coaching: Empowerment, Empathy, Responsiveness and Active Parenting. It is the job of the Visit Coach to make sure the family is adhering to these principles and to guide the child and family to instill these principles in themselves.

1. Empowerment- Visit coaching builds on the family's strengths.

- Families are supported to take charge of visits, making them as home-like as possible.
- Visit Coaching is individually designed to fit the family: the coach guides while appreciating the unique ways the family shows love for their children.
- As soon as possible, coached visits occur outside the office in parks, schools, libraries, the family's home or the foster home.
- Seeing siblings whom the child does not live with is important, and families are helped to plan for this aspect of visits.

2. Empathy- Visit coaching supports families to meet the unique needs of their children.

- Standing in the child's shoes, the family and coach agree on the child's specific needs to be met in the visit. When more than one child is visiting, the parent is supported to recognize their different needs.
- At least one need is to be met during the visit will be connected to the reasons the child was removed from the home.
- The effect of adult lifestyle choices on meeting the needs of the child will be an ongoing topic of discussion between the coach and family.

3. Responsiveness- Visit coaching helps families manage the conflict between adult and child needs.

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- Families learn how their anger, sadness or feelings of victimization get in the way of meeting their child's needs.
 - Families are coached to understand their child's need for stimulation and expectations that fit his/her age.
 - Separate time is made available for discussions with the worker, so the parent can concentrate on the children during visits.
- 4. Active Parenting – Visit coaching helps families learn how their child's behavior is shaped by the adult's words, actions and attitudes.**
- Families are helped to improve the fit between their limit setting and the child's temperament and behavior. They are helped to see the effect on the child of the adult being too controlling or too passive.
 - Families are helped to stop viewing the child's behavior as "bad" or "hyper."
 - Families are involved in the child's school, activities, and medical appointments.

Visit Coaching includes: Reaching agreement with the parent about the child's needs to be met in visits, connected to the risks that brought the child into care,

- Preparing parents for their child's reactions and how to plan to give their child their full attention at each visit,
- Appreciating the parent's strengths in responding to their child and coaching them to improve their skills,
- Supportively reminding parents immediately before and during the visit of how they plan to meet the particular needs of their children, and
- Helping parents cope with their feelings in order to visit consistently, and keep their anger and depression out of the visit.

Methods of Visit Coaching:

A range of approaches can be effective in developing active parenting, building responsiveness, and enhancing empathy. Coaches must have a variety of skill sets to best suit the dynamic needs of each family with whom they work, from parenting skills, cultural sensitivity, and child development to de-escalation and conflict resolution.

Visit Coaching methods are as follows (but not limited to):

- The Use of Play - Many parents do not know how to play at a child's level. Often, they are unaware of the importance of imagination and the developmental benefits of play, particularly trying out new things and mastering skills.
- Modeling Behavior – Coaches can be subtle and direct in modeling. A coach may offer to show a parent how to do something (Direct), or they may behave in a way, hoping the parent will copy them (Subtle).
- Instruction – The coach provides direct guidance to the parent.
- Rehearsal – Coaches and parents practice skills outside of the visit. Some situations may require role-playing to help guide a parent through a difficult situation or behavior exhibited by a child.

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Program Operations:

Research has indicated that it is critical for family engagement and family unity that visitation coaching begins immediately after a child has been removed from the home. Therefore, upon receiving a referral from CYS (by phone, fax or email), JusticeWorks staff will contact the family within 24 hours to set up an intake.

JusticeWorks will meet with the parents to conduct an intake assessment. During this assessment, court orders are reviewed that may pertain to the parent's participation in the Visit Coaching Program. There will be a review of background history, needs, strengths, and other requisites needed to comply with court and program requirements. Interventions and practices are reviewed with the family. A service agreement is created with family, caseworker, and the Visit Coach. Families fully participate in the planning process. All parties are asked to sign the agreement. The agreement will include a detailed plan of care, identified parties who will receive reports on families' progress, and other pertinent information related to the case. This agreement will be updated as needed to reflect new information that may dictate service adjustment.

Prior to visits, a pre-session occurs. The family is given a drawing of an umbrella. This umbrella drawing is a tool to keep stressors out of each visit, lists the needs of the child, and helps to identify the strengths of the parents. The "umbrella" is updated as needed to reflect the progress the family has made.

If the visits do not occur in the home, they will occur in a safe setting that helps to facilitate relationship building. Immediately prior to a scheduled visit, the Visit Coach works with the family to design a Visit Plan. The Visit Plan is based on the families' responses to the prompt "Imagine what the child wants from this visit" (or other variations depending on circumstances). This plan focuses entirely on that specific visit, is based on specific needs of the child and supports the fundamental understanding that the parent is in charge of the visit. During this meeting time, Visit Coaches offer guidance and suggestions related to the Visit Plan. The Visit Plan becomes an individualized strength/needs-based service plan for the family. At each visit, a plan is created to address the specific needs of the child. These plans become additions to the service agreement and are reviewed at each visit to help the families track their progress.

At the end of each visit, the Visit Coach and family complete a follow-up or post-visit feedback session. In the post-visit session, the Visit Coach provides a description of progress as it relates to the goals of the Visit Plan for that session. The family has the opportunity to provide their own feedback in the form of a self-assessment of the visit in the Visit Plan. Copies of the Visit Plan are given to the parents, caseworkers, and other relevant individuals identified by parents as supports to the family's success (i.e. Single Plan of Care meetings). During this post-visit session, it is important for the coach to support the parents so they are emotionally able to return to the next visit.

7. Describe your experience with staff participating as a team to assist with family planning:

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From a Statewide perspective, JusticeWorks is a participant on the Statewide Visitation Workgroup. We played an integral role in the development of a Visitation Bench Book for Pennsylvania Judges and we assisted in the implementation of the Visitation best-practice training program for the Child Welfare Research Center. JusticeWorks participates in the Pennsylvania State Roundtable meetings consisting of multiple counties across the state. We act as a liaison in relaying family experiences with programming, back to the policy makers so that family voices are heard in large-scale planning processes.

JusticeWorks supports and adheres to the System of Care philosophy, as it is a strengths-based collaboration of all entities that are working together with a family or individual to establish a strong foundation. This team approach supports the pursuit of positive outcomes. The goal is to develop a strong trusting network of support that can be sustainable over the lifetime of the family. The System of Care philosophy values that everything is done with the family or individual, as equal partners in the process. The family should be the key decision maker in their own success.

To promote the success of the family, it is imperative that all systems utilize a single plan of care. This single plan of care provides the framework for all providers and stakeholders. No matter how many services are involved, all parties work together to develop one plan, working to achieve the same goals.

Furthermore, JusticeWorks is a Family Group Decision Making provider. We are experienced with family engagement strategies, resource development, family empowerment and supporting families to make decisions to resolve their challenges. Family Group Decision Making requires a great deal of collaboration and communication. Our skills in this program are similar (if not identical) to the fundamentals of our understanding of the System of Care philosophy. These skills have proven to be the cornerstone of success with our Visit Coaching program.

8. Describe your quality improvement system, how you monitor and evaluate services and your experience using data and research to support practice:

JusticeWorks programs have conclusively demonstrated their ability to provide intensive community-based services that achieve positive outcomes with youth and their families while reducing costs to public sector agencies. Outcome evaluations for all of our programs and a summary report card are available on our website.

It is our goal that our company remains transparent to promote open communication, fidelity programming, and continuous quality improvement. We conduct client satisfaction surveys and conduct random Quality Assurance telephone calls as tools to monitor our services.

In partnership, Allegheny County and JusticeWorks will be able to track data demonstrating the success and cost savings of this program. We will collect and monitor the following:

- The number of scheduled visits.
- The number of completed visits.
- The number of rescheduled and “no show” visits.

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- Progression to less restricted visits.
- Decrease in time of out-of-home placement.
- Increase the number of children who achieve permanency.
- Increase parents' reported satisfaction with Visit Coaching practice.
- Decrease recidivism.

Our Quality Assurance Department will provide support and assistance to the program by generating reports and data to identify strengths and weaknesses. We have created new programs and built research and evidence-based programs based on input from the agencies we work with. We have used our own data, county data, and statewide statistics to create relevant and effective programming.

9. Describe your strategy for recruitment and retention of qualified staff:

We understand that having an atmosphere conducive to achieving positive client outcomes depends fully on having a positive staff culture. JusticeWorks values its staff, chooses them carefully, trains them thoroughly and gives them a balance of responsibility and accountability. We let staff know we have high expectations and we are an employer of choice for people who want to work hard, creatively, and be celebrated for their accomplishments.

Our President and CEO, Mr. Dan Heit, is an advisor to the Johnston Institute for Responsible Leadership, part of the University of Pittsburgh's Graduate School of Public and International Affairs. In addition, Mr. Heit has served as a board member for Addison Behavioral Care and was involved in creating innovative strategies for recruiting and retaining staff. Addison Behavioral Care provided culturally sensitive services for Allegheny County.

Our recruitment strategy consists of participation in job fairs, an incentive program for staff referrals and using a variety of websites including our own.

JusticeWorks recognizes the value of, and need for, ongoing professional development in staff retention efforts. All employees receive 30 hours of training (internal or external) annually. All staff members are trained thoroughly in JusticeWorks' philosophy, values, and mission as well as the professional and ethical priorities of our stakeholder agencies.

We also encourage staff involvement in local communities, including academic institutions, as well as volunteerism, community service, and committee involvement to enhance service delivery and build upon personal growth.

We celebrate our success stories. Staff members are recognized for their good work through blog postings, promotions, monetary incentives, yearly merit increases and verbal praise. We know that our staff members are the key to our success as an organization.

10. Describe your commitment to meeting the needs of families, regardless of day, location and frequency of visit:

JusticeWorks staff members are available 24 hours a day, 7 days a week. Staff members work flexible, non-traditional schedules, which allow them to conduct visits at a time that is convenient

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for the family. Our employees are available on holidays and weekends and are issued company cell phones so that our families and county partners can easily reach them. Based on the structure of our program, we can accommodate visits at any time of day and the necessary amount of time to complete them.

Visitation Location (15 points)

11. Describe your plan for developing a safe and secure space, in a home-like setting, for multiple, simultaneous visits when they cannot occur in the family home:

In keeping with the Visit Coaching Model, we recommend a location setting that would be “home-like”. Our goal is to move away from the traditional, supervised visit office space. Rather, the design of the location setting would be similar to a home or apartment-like setting that would afford families the comforts of home. Families should feel at ease with the visitation process. We strive to produce an environment conducive to learning, comfortable for family bonding time, and safe and nurturing.

If selected, JusticeWorks will partner with DHS to ensure that we choose the best locations possible to service our youth. Our plan is to provide sites that will have numerous home-like settings in order to provide multiple, simultaneous visits at one time. We plan to use two locations within the county. Based on the Allegheny Health Department’s Community Health Assessment – Socio-Needs Index for 2016, we would recommend locations around the following areas: Downtown Pittsburgh, Penn Hills area, and McKeesport. Further, for visits that need to occur outside of Allegheny County, we have visitation space in Washington, Westmoreland, Fayette, Indiana, Jefferson Counties, and additional offices in Eastern Pennsylvania. We also have multiple community partners across Pennsylvania who would allow the use of their locations for visitation use.

12. Describe your plan for offering geographically diverse visitation space, easily accessible to public transportation:

The locations of visits are critical to Visit Coaching. JusticeWorks is committed to supplying visit locations that are close to public transportation, with handicap accessibility as well as an environment with the amenities of a home environment to fully support the visitation coaching process. JusticeWorks would recommend a location(s) in partnership with DHS. In addition to being close to public transportation, we would recommend site locations within high-need areas for visitation services. We plan on providing geographic diversity through utilizing the Allegheny Health Department’s Community Health Assessment – Socio-Needs Index for 2016. We will consult with DHS utilizing this tool to further identify high-need locations. Our staff will assist with transportation if other options are not available to families. In several counties, we provide a transportation service to CYS agencies.

Addressing Implementation Challenges (10 points)

13. Describe your understanding of the challenges inherent in implementing Coached Supervised Visitation and how you plan to address those challenges:

The top challenges in implementing a Visit Coaching program are transportation, effective collaboration/communication with multiple parties, and family engagement. JusticeWorks has

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been effective in meeting these challenges and engaging staff and our partners in resolving issues. Our visit locations, when not in the home, are close to public transportation facilities. Our staff will provide transportation for visit coaching sessions for those who reside in rural areas that do not have public transportation systems. We also provide transportation for emergencies (i.e. lack of funds for public transport, vehicle issues).

Many cases are complex due to multiple parties being involved, such as foster care parents, biological parents, extended family and other professionals working with the family. It can be quite challenging to collaborate and communicate regarding visit dates, times, and transportation plans that suit the needs with all of those involved. It has been our experience that once we establish a time and location with all parties, it is best to adhere to the same day and time when possible in order to establish consistency. There is a follow-up protocol for scheduled visits by having the family conduct confirmation phone calls 24 hours prior to the scheduled visit. This practice has proven to be successful in eliminating confusion or forgotten appointments.

Our coaches are highly skilled and trained in engaging families, including the most resistant of family members and those discouraged by the process. Regular case consultations and reviews are important to follow the progress of family engagement and to address any barriers early on in the process.

It is important to add that for those visitations in which domestic violence is an issue and PFA's are enforced, visit coaching would not include the victim of abuse with the perpetrator. Separate visits would take place. We would ensure the safety of all involved. The victim's personal information, such as address and telephone number, would be treated confidentially.

14. Describe your plan for adhering to an established visitation model, including participating, engaging and following recommendations for visitation coaching, as trained by Marty Beyer or a comparable trainer:

All Visit Coaches are to be fully trained in the Marty Beyer visit coaching model. JusticeWorks has two trainers that have been trained and certified by Dr. Marty Beyer. JusticeWorks has stable leadership committed to ensuring fidelity to the model. To keep skills fresh, our certified trainers provide Group supervision on a monthly basis. New Visit Coaches would shadow seasoned Visit Coaches. The Supervisor conducts monthly case reviews by randomly choosing cases for review. Monthly audits are conducted by having a Supervisor observe visit coaching sessions, with post-session time to discuss feedback. Booster sessions are offered to Visit Coaches needing additional assistance with their skills. Based on our experience with Dr. Marty Beyer, we have adhered to fidelity standards of her visit coaching model.

Financial Management and Budget (20 points)

15. Provide evidence of the financial health of your organization by providing your most recent audit or other documentation: (Please review Attachment A Audit)

16. Describe your fiscal and managerial capacity to manage program funds:
(Please review Attachment A Audit, & B Budget & Budget Narrative)

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17. Provide a budget and budget narrative (as attachments that do not count against the page limit) that reflect realistic estimate of the costs associated with implementing a visitation coaching service: (Please review Attachment B)

ATTACHMENTS

- Allegheny County Vendor Creation Form
- MWDBE Participation Statement Form
- W9 Form
- JWYC Audit
- Program Budget

CERTIFICATION

Please read the below statement and check the box to indicate agreement with its content.

By submitting this proposal, I certify and represent to the County that all submitted materials are my work and that all responses are true and accurate.