

RFP Response Form

Residential Treatment Facility Step-Down Program for Children and Youth

REQUIREMENTS

Please respond to the following questions. The maximum score a Proposal can receive is 95 points. Your response to this section should not exceed 15 pages.

Organizational Experience (30 points possible)

1. Describe your organization's experience in serving the target population.

Familylinks is a nonprofit agency that has provided critical services to families in southwestern Pennsylvania for more than 50 years, including integrated, family-centered services focused on behavioral, social and developmental health issues. In program year 2014-2015, Familylinks served 8,215 individuals and families directly. Familylinks is recognized in the region for the agency's ability to both respond quickly to urgent situations and to deliver longer-term programming aimed at developing self-sufficiency. Familylinks' programs that directly serve the target population include:

Pathways to Independence/Pasadena, a program that provides comprehensive mental health, residential services to youth ages 4-21 who utilize three or more service systems and have been identified as requiring care at a specialized level by the DHS Rapid Response Team; RESPOND which (in collaboration with UPMC Western Psychiatric Institute and Clinic) which provides up to two residential beds for youth who are in the care of Allegheny County for services including Intellectual Disabilities Services, Mental Health Services, Medical Services, Education, Juvenile Justice and Children, Youth and Families Services; Adolescent Semi-Independent Living (ASIL) program (residential programming for 16-21 year olds in the child welfare system); Downtown Outreach Center Shelter (emergency youth shelter up to 60 day stay); Transitional Living Program (up to 22 month stay); Youth Emergency Shelter Services (YESS); Familylinks Mentoring Initiative; Administrative Case Management providing service coordination for school aged children to age 21 who have a mental health diagnosis; Supportive Housing for families and individuals who need support in obtaining and keeping permanent housing; STEP Program to provide coordination of MH services in the home and community for children at high risk; and Prevention Programs for students to address life skills, avoiding drug/alcohol use, and adapting to changes within the family.

As an example, the Pathways/Pasadena program coordinates and designs clinical, rehabilitative interventions and support services for children and adolescents (ages 4-21) who are diagnosed with mental illness, and for their families. The residential program offers a safe, strength-based environment which focuses on competency and encourages children, adolescents and their families to experience change through learning and practicing new ways of living, interacting, and problem-solving. Both youth and family members are provided with linkages with appropriate Familylinks' or community services. Although this program offers behavioral health services, we work in conjunction with whatever identified service providers are most suitable.

In another example, Familylinks' Youth Emergency Shelters (YESS) are located in Allegheny County and help teens between the ages of 13 and 21 with our caring staff working to create as normal an experience as possible, offering supervision, structure, counseling and activities. We engage youth in various programs to help them believe in themselves, learn to cooperate with others, and make positive choices.

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Further, DOCS has offered a sanctuary for homeless youth (18-24) since 1984. Familylinks provides DOCS as a one-stop program for homeless youth to receive supportive care for their personal, medical, education and employment needs along with development of life and job skills as they make the transition to independence. In addition to the basic needs of a safe environment, Familylinks provides food, clothing, transportation, medical services, individual, family and group counseling, and referrals for a number of key services. These young adults are faced with the reality that, at age 18, they are legally responsible for their own livelihood, food, shelter, etc. They may have come to this situation as they age out of foster care, are involved with the criminal justice system, are rejected by their parents due to life style issues (including LGBTQ), are abandoned by their parents/family due to economic strife, have not completed high school, lack employment skills, and are engaged in substance or other forms of abuse. Our agency's experience and skills in providing these services and those listed above will be very valuable in the implementation of a successful Step-Down program for Allegheny County. Further agency experience is demonstrated by the policy of having all Familylinks facilities licensed in Behavioral Health.

2. Describe your organization's experience in providing similar services, particularly supportive housing and service coordination.

Familylinks' mission is to provide integrated family-centered services for underserved populations, focused on behavioral, social and developmental health issues. We have delivered a wide continuum of family-centered services for more than 50 years. Many of our clients live in lower socioeconomic areas where they suffer from a myriad of physical, mental and economic disabilities, are unemployed or underemployed, have no or limited health insurance, and have nowhere else to turn for the vital services that Familylinks provides.

Familylinks is a Service Coordination Unit for the Allegheny County Department of Human Services, making it one of 12 such agencies in the county, providing and coordinating mental health services to children and adults as a one-stop shop, offering layers of services from intake to step-down. Within its continuum of care, Familylinks has a lengthy history of providing home- and community-based services to children, youth and families in Allegheny County through Student Assistance Programs, Outpatient Mental Health and Prevention programming in multiple school districts, Family-Based Mental Health, and BHRS Brief Treatment. Each of the above programs has had repeatedly successful annual state licensing and CCBHO quality audits.

Familylinks provides Supportive Housing assistance for families and individuals who need services in their efforts to obtain and keep permanent housing.

Familylinks' Recovery Support Center has provided Alcohol and Other Drugs Outpatient services to adolescents and adults since 1994, as well as 3C Non-Hospital Rehabilitation services at two local Family Treatment Centers for chemically dependent women in early recovery, including women who are pregnant or postpartum, and who may bring up to two of their children, up to 12 years of age.

Familylinks has 50-plus years of history as a successful behavioral health provider of evidence-based trauma-focused services, along with our tenure as a contract agency with the Allegheny County Department of Human Services Office of Children and Youth Services and the Office of Behavioral Health.

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Collaboration and service integration are high priorities at Familylinks. Externally, our staff at multiple levels work in conjunction with CYF caseworkers and administrators on an ongoing basis to ensure optimum care and decision-making for children and youth in CYF/BH/JPO care. This can include treatment team planning, court, consultations among collateral staff, Conference and Teaming, and emergency problem-solving. Staff are equally adept at collaborating with Juvenile Justice staff (e.g., Juvenile Probation) both administratively, and, e.g., at Shuman Detention Center, on behalf of meeting client needs.

3. Describe your organization's experience in providing culturally-competent, linguistically appropriate and gender-responsive services.

One of six guiding Core Values at Familylinks is that "we are committed in reflecting the diversity of each community we serve." Our internal Cultural Diversity workgroup created a training that is now also being provided at other organizations, as well as for the Pennsylvania Child Welfare Training Resource Center, where Familylinks staff train all DPW caseworkers in the state. At all times, Familylinks makes a conscious attempt to hire qualified staff who reflect the children and families being served.

In addition, our staff training requirements mandate LGBTQ, culturally-competent training for all personnel on an annual basis. In fact, Familylinks had a leadership role in creating LGBTQ competency for service providers in this region more than a decade ago. Beginning with our DOCS facility, Familylinks established gender-based placement policies which served as guidelines and are now utilized by government and private agencies. Familylinks places a priority on recruiting personnel who mirror the cultural and racial diversity of the populations being served.

Several Familylinks staff – including in our Youth and Family Services Division – are bilingual in Spanish, and we have direct access to translators when necessary to effectively deliver services.

4. Describe how your organization will comply with the Reasonable and Prudent Parent Standard and 55 Pa. Code Chapter 3800. List your organization's licenses, accreditations and certifications that support its ability to operate the Program

As an agency with a very broad base of service programs, Familylinks holds a number of licenses and certifications many of which are directly applicable to the Step-Down Program. These include:

- A. Licensed DPW 55 PA Code Chapter 3800 (related to Child Residential and Day Treatment Facilities) (certificates of compliance available upon request)

416 Olive Street McKeesport PA 15132

720 Center Road Plum Boro, PA 15239

1141 South Ave Wilkinsburg PA 15221 (x5)

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549 Pasadena Ave Wilkinsburg PA 15221

551 Pasadena Ave Wilkinsburg PA 15221

431 Rebecca Street Wilkinsburg PA 15221

6721 Sylvan Drive Verona Pa 15147

B. Licensed 55PA.Code Chapter 5200 Mental Health Psychiatric Outpatient Clinics (35) (certificates of compliance available upon request)

250 Shady Ave. Pittsburgh PA 15206

2644 Banksville Road, Pittsburgh PA 15216

Banksville Elementary Scholl, 1001 Carahan Road Pittsburgh PA 15212

Fulton Academy, 5799 Hampton Street Pittsburgh PA 15206

Roosevelt Elementary School, 17 West Cherry Hill Street, Pittsburgh PA 15216

Westinghouse High School, 1101 North Murtland Ave Pittsburgh PA 15208

Southbrook Middle school, 779 Dunster Street Pittsburgh PA 15226

Pioneer Education Center, 775 Dunster Street Pittsburgh PA 15216

Beech wood Elementary School 810 Rockland Avenue Pittsburgh pa 15216

Liberty Elementary School 601 Filbert Street Pittsburgh pa 15232

Sunnyside Elementary School 4801 Stanton Ave Pittsburgh, PA 15219

West Liberty School 785 Dunster Street Pittsburgh PA 15219

Weil Elementary School 2550 Centre Avenue Pittsburgh PA 15219

Greenfield Elementary School, Alger Street Pittsburgh PA 15207

McKees Elementary School, 1501 Oakdale Road North Fayette TWP PA 15071

Donaldson Elementary School, 600 Donaldson Road North Fayette, PA 15071

Wilson Elementary School 100 Bruno Lane Imperial PA 15126

West Allegheny Middle School 207 West Allegheny Road RTE 978 Imperial PA15216

Concord Elementary School, 2350 Brownsville Road Pittsburgh PA 15210

Dilworth Traditional Academy 6200 Stanton Ave Pittsburgh PA 15206

Conroy Educational Center 1398 Page Street Pittsburgh PA 15206

Linden Elementary School 725 South Linden Street Pittsburgh PA 15208

Pittsburgh Sterrett 7100 Reynolds Street Pittsburgh PA 15206

Downtown Outreach Center and Shelter 1601 Fifth Ave Pittsburgh PA 15219

Pittsburgh Obama 515 North Highland Avenue Pittsburgh PA 15212

Oliver Citywide Academy 2351 Brighton Road Pittsburgh PA 15212

3420 Fifth Ave Pittsburgh PA 15213

6721 Sylvan Drive Verona PA 15147

210 Grant Street Pittsburgh PA 15219

720 Center Road Pittsburgh PA 15239

1141 South Ave Wilkinsburg PA 15221

Woolslair Elementary School 501 40th Street Pittsburgh PA 15224

In Vision, 12450 Perry Highway Wexford, PA 15090

Minadeo Elementary School 6502 Lilac Street Pittsburgh Pa 1521

Youth Advocate Program 26 Terminal Way Pittsburgh PA 15219

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Family Based Services – Article IX, of the Public Welfare Code – Office of Mental Health and Substance Abuse Services.

Partial Hospitalization – 55Pa.Code Chapter 5210: Mental Health Partial Hospitalization Program

Supports Coordination Qualification issued from the State Office of Developmental Programs

Licensed Private Academic School – Therapeutic Learning Center
Behavioral Health Rehabilitation Services (BHRS)

C. Licensed PA Department of Drug and Alcohol Programs (see attached certificates of compliance)

Inpatient Non-Hospital Drug- Free
8930 Frankstown Road Pittsburgh PA 15235
843 Climax Street Pittsburgh PA 15210

Outpatient Drug-Free
Outpatient Other Chemotherapy
Partial Hospitalization Drug-Free
250 Shady Ave Pittsburgh Pa 15206

D. Familylinks is accredited by the Council on Accreditation (COA), most recently receiving accreditation without exception.

E. Vintage is accredited by the National Council on Aging - National Institute of Senior Centers.

F. Familylinks is in full compliance with agency LGBTQ Competency.

G. Allegheny County Health Department Permit

416 Olive Street McKeesport PA 15132

720 Center Road Plum Boro, PA 15239

1141 South Ave Wilkinsburg PA 15221 (x5)

549 Pasadena Ave Wilkinsburg PA 15221

551 Pasadena Ave Wilkinsburg PA 15221

431 Rebecca Street Wilkinsburg PA 15221

6721 Sylvan Drive Verona Pa 15147

1601 Fifth Ave Pittsburgh PA 15219

8930 Frankstown Road Pittsburgh PA 15235

843 Climax Street Pittsburgh PA 15210

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H. National Safe Place Network – Licensed Safe Place Provider

Risking Connection – Trauma Informed Agency framework – all Familylinks staff, including management and administrative personnel, are trained in *Risking Connection* which is widely used by child serving agencies and is recognized as a Trauma-Informed model by the Substance Abuse and Mental Health Services Administration’s National Center for Trauma Informed Care. In fact, *Risking Connection* was specifically designed for trauma-informed care for children and adolescents in mental health, child welfare and residential treatment.

Management in the Familylinks Youth and Family Services Department completed the PCCYF 2015 Training for Caregivers: Resource Parents and Residential Facility Staff- Facilitator’s Guide to facilitate the Reasonable and Prudent Parent Standard training for all staff. All staff are required to complete the RPP training. The RPP decision making checklist is used to facilitate decisions in conjunction with service plans and court orders. The checklist includes:

- Child’s age, maturity and developmental level
- Appropriateness of the extracurricular, enrichment, cultural or social activity or experience
- Child’s wishes
- Encouraging the child’s emotional and developmental growth
- Supporting the youth in developing skills to successfully transition to adulthood
- Providing the child with the most family-like living experience possible
- Any special needs accommodations, or trauma-safety plans that the child may need to safely and fully participate in the activity or experience
- Potential risk factors to the child or to others
- Best interest of the child, based on information known by the caregiver.
(PCCYF 2015 Training for Caregivers Resource Parents and Residential Facility Staff-Facilitator’s Guide)

All staff will complete the Mental Health First Aid training. Staff will be trained about mental illnesses and addictions, including risk factors and warning signs. Staff will also be taught a 5-step action plan to help a person in crisis.

To date, Familylinks has been an active participant in the County’s Conference and Teaming training program. In continuing that relationship, all staff related to the Step-Down Program will participate in a Conferencing and Teaming training provided by Allegheny County.

In addition to the RPP, Mental Health First Aid and Conferencing and Teaming training, staff will participate in trainings that include: 3800 regulatory trainings, trauma informed care; safe crisis management; CPSL, Child and Adolescent Developmental stages and tasks; specific needs of youth with disabilities; LGBTQ youth and pregnant or parenting youth; Reclaiming Youth at Risk; Effective Relationship Development; Conflict Resolution; Building Self Esteem with Youth in Crisis; and Motivational Enhancement Therapy;. These trainings are provided internally by the Familylinks Training Institute. Management and Case managers will work together with OCYF and other stakeholders to allow youth to participate in age appropriate or developmentally appropriate activities.

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Further, the Familylinks Medical Director has a concentration in child and adolescent psychology, and is available to provide on-call consultation services for youth participants.

Meeting Program Standards (50 points possible)

5. Describe your organization's plan to provide supportive housing for the Program.

Familylinks will strive to create both a safe and welcoming environment at the program. The Sylvan Step Down Group home will provide housing and transition planning for four (4) female children and youth between the ages of 10 and 21 years of age exiting a Residential Treatment Facility (RTF), psychiatric hospital or in need of other individualized/specialized residential care. The program will target children and youth who do not have their next housing placement secured when leaving an RTF but who still require intensive supports and transition plans for entry into and exit from the Program.

The identified supportive housing facility, which is the former Familylinks Sylvan Shelter, is located on 6721 Sylvan Ave Verona Pa 15147 in Allegheny County. The facility is licensed under DPW 55 PA Code Chapter 3800 (related to Child Residential and Day Treatment Facilities) and is also licensed as an Outpatient Clinic under 55PA.Code Chapter 5200 Mental Health Psychiatric Outpatient Clinics. The facility is spacy and a home environment with a living room; dining room; kitchen; finished basement; laundry room; (2) full bathrooms, (4) bedrooms, whole house air conditioning, (3) staff offices and a closed in back porch with a fenced in back yard. The building is in good condition, with fully functional mechanical systems (HVAC, fire suppression, electrical, plumbing, etc.) There would be minimal renovations need to the facility for the proposed program. There is ample parking available as well as access to a bus line. Familylinks has a well-established relationship with the Penn Hills School District and Penn Hills police department.

Famiylinks will continue its long-established policy of working in collaboration with the County and all identified providers to best meet the needs of each youth and family.

6. Describe how your organization will offer individualized planning for a Participant's transitions into and from the Program.

Familylinks will have in place a detailed process for the Step-Down program, utilizing our experience with similar transition guidelines in other Familylinks programs. This process will be defined and developed in partnership with the youth, family, and CYF in addition to Conferencing and Teaming meetings and input from other identified stakeholders.

Upon notification from the County that a youth will be transitioned to Familylinks in 30 days, our staff will immediately request a copy of the current treatment plan and referral packet including contact information for all service providers. Within 24 hours/next business day, our staff will contact CYF, current RTF provider and the child, with additional meetings scheduled with the family and service providers within days. Familylinks staff will participate in any and all scheduled meetings while the

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youth is in the RTF placement including Teaming and Conferencing, family service planning, education, JTPP, etc.

Further, Familylinks will begin to build a relationship with the youth and our program staff to talk about each youth's interests, hobbies, activities, what they want their room to look like, food and other topics for individualized care. Familylinks staff will meet with youth at least weekly during the transition to Step-Down to begin to build a sense of belonging. If possible, we will provide a tour of the facility or at least photos to welcome the youth.

In this way, Familylinks staff will be well prepared for the transition into the Step-Down program with all relevant service, educational and family linkages in place on Day 1.

Our Engagement Specialist will be part of the transition team and will meet individually with the youth to begin the process of establishing a partnership through the strengths-based Motivational Interviewing model. Using a strength-based, culturally competent approach, our staff will provide continuity for existing support services and the youth's overall treatment plan which has been established during their stay with their RTF and with their family/stakeholders.

Our Engagement Specialist, working with the Familylinks Teacher/Counselor, will have daily interaction with each youth to assess needs and protective factors. As additional treatment needs are identified, the youth's individual treatment plan will be adjusted by providing services which are available within Familylinks or by referral to the most appropriate service provider agreed upon by CYF and the family.

The Engagement Specialists meet weekly with the Familylinks Program Manager to provide additional supervision and insight for each youth's progress. Weekly reports to CYF will be provided, and progress will be reviewed during Teaming and Conferencing meetings with CYF, providers and the family. All information will be entered into our client management system and shared in meetings with CCYF based on program requirements.

As a youth transitions out of the Step-Down program to their next housing placement, Familylinks staff will prepare a comprehensive assessment to be shared with the next residential provider and be available for future CYF/Teaming and Conferencing meetings as necessary. In some cases, treatment services will continue to be provided by Familylinks providing additional continuity for the transition. The Engagement Specialist will also maintain contact and support for youth for an additional 30 days post discharge during the transition and adjustment period.

7. Describe your organization's plan to coordinate with other agencies so that a Participant's support services continue in the Program and into the next placement after the Program.

The ability to coordinate services with other agencies is one of Familylinks' strengths. In all cases, internal programming and local partner agencies, specializing in specific services such as providing mental/physical health treatment are selected based on the weekly progress review of each youth's progress and consistency with services that are part of the transition from RTF to Step-Down. The Engagement Specialist is the key to linking participants with whatever services they may need as identified through Teaming and Conferencing meetings, separate meetings with CYF Staff, and input from Familylinks or other service providers.

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8. Describe your organization’s plan to staff the Program. Provide your organization’s strategy for recruiting and retaining qualified staff.

Familylinks will make every effort to recruit staff for the Step-Down Program from our current talent pool, particularly from our Youth and Family Services personnel and other related Familylinks programs. If a full complement of staff cannot be obtained from the current pool, multiple electronic and newspaper external postings will be utilized, as well as referrals from current staff for external applicants, emphasizing the requirement of licensure as well as priority preference for candidates trained and experienced in Structural Family Therapy, trauma-informed treatment, and/or Positive Behavioral Interventions and Support. Specific staff positions for the Step-Down Program for four (4) girls at the Sylvan facility are:

Director of Youth & Family Services	.08 FTE
Senior Program Manager	.15 FTE
Program Manager	1.0 FTE
Engagement Specialist	1.0 FTE
Teacher Counselors	8.4 FTE

As an equal opportunity employer, Familylinks seeks to recruit, develop and engage a diverse and talented workforce. We conduct a thorough review of employee references, employment verification, and background checks. Onboarding staff will include (2) interviews, a Predictive Index survey and analytic review to target personnel to work with the targeted population, comprehensive orientation, individual and team supervision. We have an open door policy across all levels of leadership and all managers are trained in institutional leadership, annual performance evaluations, and weekly individual supervision. We provide an array of training opportunities through the Familylinks Training Institute including all 3800 trainings, First Aid/CPR, Blood Borne Pathogens, Safe Crisis Management, Fire Safety, Prudent Parenting Standards, Risking Connection, Child and Adolescent Development, Mental Health Aid, Suicide Prevention, and Medication Administration.

Positions will require a Bachelor Degree, evening and weekend differential, educational benefits, staff appreciation, and in house incentives as part of the agency’s effort to retain qualified personnel.

9. Describe the challenges inherent in implementing the Program and how your organization plans to address those challenges.

Based on our agency’s long and successful history of working with the target population for the Step-Down Program, we have identified two key challenges:

- Shortened length of stay in out-of-home care – Historically, it has been challenging to identify potential foster homes and/or congruent care placements for youth where family reunification is not an identified option at this time. The organizational plan to address this

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challenge is discharge planning upon formal notification of planned admission. The program staff will meet with and maintain ongoing communication with identified providers and stakeholders during the initial referral and transition processes to insure no loss of progress by each youth.

- Youth resistance – Very often, youth are reluctant to participate in behavioral health services and medication regimen. Upon referral and transition period, our staff will proactively engage with the youth to begin to develop a trusting relationship which is essential to providing youth with the services needed for improvement.

Financial Management and Budget (15 points, not included in page count)

10. Provide evidence of your organization's financial health by attaching its most recent audit or other financial documentation.

Please see most recent Familylinks audit attached.

11. Attach a detailed start-up budget and annualized budget that clearly supports the Program and the implementation plan.

Please see the attached Familylinks budget for the Step-Down program as outlined in this proposal.

12. Provide a budget narrative that reflects a realistic estimate of the costs associated with implementing the Program.

Please see the attached Familylinks budget narrative reflecting our agency's realistic estimate of the costs associated with implementing the Program as outlined in this proposal.

ATTACHMENTS

Please submit the following attachments with your Proposal. These can be found at <http://www.allegHENYcounty.us/dhs/solicitations>.

- Cover Page
- MWDBE Participation Statement or Waiver Statement
- W-9
- Allegheny County Vendor Creation Form
- Audited Financial Report
- Start-up and Annualized Budget

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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.

Please see certification provided on Cover Page form related to confirming this response.