

# RFP Response Form

## Supported Employment Services for Adults with a Serious Mental Illness

### PROPOSER INFORMATION

Proposer Name: Pittsburgh Mercy

Authorized Representative Name & Title: Curt Constant, Senior Director Residential and Community Services; Barnett Harris, Senior Manager MH Residential Services

Address: 1200 Reedsdale St., Pittsburgh PA 15233

Telephone: 412-344-6433

Email: cconstant@pittsburghmercy.org

Website: pittsburghmercy.org

Legal Status:     For-Profit Corp.     Nonprofit Corp.     Sole Proprietor     Partnership

Date Incorporated: 1983

### REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Sister Susan Welsh	877-637-2924	swelsh@pittsburghmercy.org
Contract Processing Contact	Craig Douglass	412-323-4543	cdouglass@pittsburghmercy.org
Chief Information Officer	Craig Douglass	412-323-4543	cdouglass@pittsburghmercy.org
Chief Financial Officer	Eric Barley	412-323-4573	ebarley@pittsburghmercy.org
MPER Contact*	Eric Barley	412-323-4573	ebarley@pittsburghmercy.org

\* [MPER](#) is DHS's provider and contract management system. Please list an administrative contract to update and manage this system for your agency.

### BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.

Attached

Board Chairperson Name & Title: John D. Goetz

Board Chairperson Address: [REDACTED]

# RFP Response Form

## *Supported Employment Services for Adults with a Serious Mental Illness*

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

### REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.

*Please do not use employees of the Allegheny County Department of Human Services as references.*

Karen Hacker, M.D., M.P.H., Director,  
Allegheny County Health Department

[REDACTED]

Brandi Phillips  
Executive Director  
Allegheny HealthChoices, Inc.

[REDACTED]

Kate Dewey  
Cohen & Grigsby

[REDACTED]

### PROPOSAL INFORMATION

Date Submitted 3/29/2018

Number of SE teams desired: 2

Amount Requested: \$637,592.00

Proposal Abstract:

*Please limit your response to 750 characters*

Pittsburgh Mercy is proposing two Supported Employment teams with each a Team Leader (Supervisor) that will take up to 10-15 cases and 4 Employment Specialists per team that will carry caseloads not to exceed 25 (Exceptions approved by Sr. Manager). Currently, the Supported Employment Service is part of the Mental Health Rehabilitation Department at Pittsburgh Mercy. The offices are located at 330 S.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

9th Street, Pittsburgh PA 15203. The service is designed to help adults with serious mental illness to select and maintain competitive employment in the community. The service follows the principles and practices of Supported Employment which is the Evidence Based Practice as published by SAMHSA, the Substance Abuse and Mental Health Services Administration, part of the federal government.

#### **CERTIFICATION**

Please check the following before submitting your Proposal, as applicable:

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination and HIPAA.

By submitting this proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

#### **ATTACHMENTS**

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

- MWDBE documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9
- Completed budget template

# RFP Response Form

## *Supported Employment Services for Adults with a Serious Mental Illness*

### **REQUIREMENTS**

Please respond to the following. The maximum score a Proposal can receive is 110 points. Your response to this section should not exceed 20 pages.

#### **A. Organizational Experience (10 points possible)**

1. Describe your organization's experience working with adults with a serious mental illness.

Pittsburgh Mercy has over 45 years of experience in providing behavioral health services throughout Allegheny County, especially to the indigent, underserved and individuals with complex behavioral health needs. We serve over 26,000 unduplicated individuals annually. In 2017 Pittsburgh Mercy was chosen to be a Certified Community Behavioral Health Clinic (CCBHC) in the national demonstration project. In 2012 MLCC was awarded by SAMHSA, a Primary Care Behavioral Health Integration grant to provide integrated healthcare within our behavioral health services. In addition, we have over 20 years' experience in providing residential and supportive services to persons with serious mental illness and co-occurring disorders. Pittsburgh Mercy is committed to Recovery Oriented principles which maintain that people can and do recover from very serious behavioral health and life challenges, and that people have the right to full participation in community life. Additional Pittsburgh Mercy services include: MH/SUD/COD residential and outpatient programs; case management; assertive community treatment teams (CTT) ; Integrated dual disorders treatment teams (IDDT); mental health/homeless drop-in services; pharmacy services; student education and training; supported employment; psychosocial rehabilitation services; street outreach services; medical case management and outreach; tobacco cessation services; wellness services & employment assessment/placement. MLCC is a licensed SUD and MH provider, & CARF accredited.

2. Describe your organization's experience working with adults in the area of job search and development.

The Supported Employment service at Pittsburgh Mercy is designed to help adults with serious mental illness to choose, get, and keep competitive employment in the community. Supported Employment has engaged its services with 189 persons served in fiscal year 2014-2015, 244 persons served in 2015-2016, 168 persons served in 2016-2017, and 127 persons served 2017-present, providing over 6,100 services. The Supported Employment team at Pittsburgh Mercy has been successful in employment outcomes over the years with an average of sixty job placements per year. The service follows the principles and practices of the Evidence Based Practice as published by SAMHSA, the Substance Abuse and Mental Health Services.

#### **B. Standards for SE Services (80 points possible)**

3. Describe your plan to make your SE services accessible:

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

- a. Describe how you will promote your SE services and partner with other mental health providers so they can make referrals for SE services.

Supported Employment (SE) specialists will work diligently in reaching out to other departments within Pittsburgh Mercy and with external providers in getting referrals. Pittsburgh Mercy provides a large array of specialty services as described above, with all services being integrated and team base. This model of care facilitates good communication and coordination of care and provides for accessibility of services.

Pittsburgh Mercy also collaborates extensively with other providers to ensure continuity of care for all persons served. Building on our current provider relationships, The SE team will collaborate with other providers that are in search of SE services or whose consumers might benefit from SC services by:

- Scheduling presentations- The SE team will provide information sessions which review the principles of supported employment, referral processes and how to expedite referrals to service.
- Direct contact- The SE team will set appointments with providers to build relationships for collaborations. The SE team will provide information on getting clients connected to services and encourage facilitating informational meetings with consumers in groups, treatment facilities, and drop-in centers. The SE team will be flexible, working nontraditional hours and accommodate groups and facilities as requested.
- Listing on our Pittsburgh Mercy website
- Word of mouth- The SE team will utilize networking opportunities such as meetings and trainings to promote the SE program. The SE team will inform other providers about SE services, the referral process, and provide contact information on how clients can be connected to the service.

- b. Describe how you will allow clients to easily self-refer for SE services.

There are two ways individuals are referred to SE services; they can be referred by a Service Provider or may self-refer to the program. In the event of self-referral, documentation is still required to establish the eligibility of the person for service, usually in the form of a psychiatric evaluation.

To aid in making the self-referral process accessible and efficient for potential clients, information sessions are held at a minimum bi-weekly to give anyone considering getting SE services an opportunity to be connected. An annual schedule with days of the sessions is posted in waiting areas on Pittsburgh Mercy sites and frequented areas as well as posted in the Community Access Network (CAN) newsletter and Penn Avenue Place Clubhouse newsletter where potential clients can get the dates and times to attend. While many that attend these sessions have been referred; no referral is required to attend these sessions. During that time they are presented with:

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

- Need for Change Scale (NFC) to determine readiness for employment
- A review the principles of supported employment services
- An explanation on how we meet them in the community to work on employment goals
- How we get them connected with AHEDD for benefits counseling and other resources to aid them in being successful
- An explanation on how we collaborate with treatment teams.

Individuals who attend these informational sessions are encouraged to schedule an appointment with or without a referral. The intent of the sessions is to help people make an informed choice about participation in the service and to expedite the process of getting connected to a Supported Employment Specialist.

4. Describe how SE services will fit within your organizational structure and how you will create a SE team supervised by a full-time supervisor in which staff work only with adults who have a serious mental illness.

The mission of the Mental Health Rehabilitation department at Pittsburgh Mercy is to empower individuals with serious mental illness to live successfully in the community. There is one referral for the Mental Health Rehabilitation Department which all (services) require a psychiatric evaluation indicating a serious mental illness diagnosis to participate in the programs and services. On those referrals an individual may be referred to Psychiatric Rehabilitation, Social Rehabilitation at Clubhouse, Certified Peer Support services, Fairweather Lodge Housing Services, and of course Supported Employment Services.

Supported employment specialist deliver the Pittsburgh Mercy mission to clients and the community by being a compassionate and transforming, healing presence within our communities when connecting with businesses in the community to find out their needs and connect them with individuals that are well supported in meeting those needs. Clients of supported employment services are empowered to gain and build skills like assertive communication, time management, budgeting and accessing resources that will allow them to be self-sufficient and successful.

The current SE team at Pittsburgh Mercy has been providing service for many years and the evidence-based practice of supported employment principles are solidified in the daily routine. The client's participating in the service are required to have a psychiatric evaluation which includes the mental health diagnosis to ensure that the client is appropriate for the service which serves adults with serious mental illness. The supported employment team will consist of persons that:

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

- Demonstrate knowledge of the supported employment model and the principles and practices of the Evidence Based Practice as published by SAMHSA, the Substance Abuse and Mental Health Services Administration, part of the federal government.
- Truly believe that anyone who desires to work can obtain employment
- Demonstrate knowledge of and ability to adhere to State, County, DHS/OBH and Agency regulations, guidelines, policies and procedures.
- Perform individualized assessment of employment readiness, skills and strengths
- Develop individualized employment goal plans.
- Complete documentation, including Vocational Profile, Follow Along Plans, Progress Notes, Monthly Reports accurately and in a timely manner
- Managing a primary caseload; assuring Monthly Reports, Progress Notes, and Goal Plans are completed accurately and in a timely manner.
- Participate in regular team supervision meetings
- Enroll and participate in training to improve skills (18 hours annually).
- Participate as requested and appropriate in team meetings with both internal and external staff and other participants.
- Collaborate with external partners and other SE staff in the department and other Pittsburgh Mercy staff
- Create an environment that recognizes and responds to person's strengths and progress
- Serve as a member of Interdisciplinary Team as necessary and required
- Maintain confidentiality according to Organization Policy and Procedure

The opportunity to lead and supervise the team will be presented to senior and or experienced staff that have or will demonstrate an understanding of the SE model and has been successful in engaging clients for productive and positive collaborations, making successful individualized job development connections, and effective follow along supports that are tailored for each person for successful employment outcomes. The position will be posted internally and externally with requirements of a minimum Bachelor's Degree, leadership and relevant experience. This individual (Supervisor) will have clinical and administrative ability to manage referrals, provide services to a small caseload, weekly supervision at team meetings, field supervision and support in job and professional development, as well as attend affairs related to supported employment

Supervision of the Supported Employment Specialists is generally in the form of weekly group supervision meetings. These meetings include the opportunity for the specialists to share and discuss good news about their persons served, issues and challenges, case consultation, and collaborative opportunities that they have engaged in. In addition to these regular items, the agenda for the meetings will include announcement items relevant to the supported employment program, and discussion/decision items relative to program changes, program issues, and or program improvements. Employment specialists or Supervisor may request individual supervision any time as needed or desired.

Every four to six weeks one of the group supervision meetings will be devoted to a review of the entire caseload, including stage of supported employment, employment goal, assessment update, and collaborations. A document containing this information will be available in the Supported Employment electronic folder within the Pittsburgh Mercy system. This enables the whole team to be updated on all the individuals served by the team.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

The employment specialists will function as a team unit and the SE supervisor will function as a Team Lead and be exclusively focused on Supported Employment Services. This individual will work to ensure that those persons interested in receiving services have a serious mental illness that qualifies for SE services, ensure staff adheres to the fidelity of the Supported Employment evidence-based practice through supportive collaborations and guidance. The employment specialists will function as a team unit and the SE supervisor will function as a Team Lead and be exclusively focused on Supported Employment Services. This individual will work to ensure that those persons interested in receiving services have a serious mental illness that qualifies for SE services, ensure staff adheres to the fidelity of the Supported Employment evidence-based practice through supportive collaborations and guidance.

The SE supervisor will report to the Senior Manager of MH Rehabilitation Services who reports to the Senior Director of Community and Residential Services.

5. Describe how you will rapid goal plan with clients. Include how you will build an individualized service plan that reflects the interests, skills and personal preferences of clients and a timeline for when the service plan is created and updated.

For rapid goal planning, the employment specialist (ES) schedules a meeting after the information session. This is generally the first individual meeting of the specialist with the individual. In most cases, this meeting has been scheduled at the close of the information session.

- The employment specialists' meets with the person as scheduled at the information session or subsequently.
- Generally an email is sent to the referral source confirming that individual is meeting with employment specialist.
- The person completes the readiness for employment self-assessment. This usually takes from 10 to 30 minutes.
- Initial paperwork will be completed to include:
  - CART release
  - Grievance Procedure
  - Rights and Responsibilities
  - Confidentiality and Release of Information as needed.
  - Intake form, to include work history.
  - If self-referred, complete referral form with the individual.

The first few sessions are a time of getting to know the individual and establish a collaborative working relationship. These sessions are strength based and grounded in recovery and wellness principles. Every effort is made to get to know each individuals desires, skills and preferences as well as their past successes and accomplishment, which can then be built upon in the work setting. Depending on the individual, the work flow for these sessions may vary, but the tasks get completed within the first few weeks of meeting. During these first sessions:

- The individual is asked to bring resume or information to be used in development of the resume.
- The individual and ES discuss email capacity and access to online processes for employment.



## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

- The individual and ES discuss OVR as a resource.
- The individual and ES discuss need for supports. Appropriate referrals can be made easily within Pittsburgh Mercy or if the client chooses, with another provider, as ES are equipped with other service providers contact information.
- The individual and ES complete AHEDD referral. If appropriate the ES team will participate in Benefits training and will continue to reach out to AHEDD for benefits counseling to review with their client.
- The individual and ES discuss criteria for jobs.
  - This could include values sort or other values clarification.
  - This could include “personal criteria.” For what is important to the person in terms of the job which can also include special accommodations.
  - Start list of possible jobs that could meet personal criteria,
  - Consider functional and resource assessment relative to selected jobs

The goal plan is developed collaboratively by the employment specialist and the person served. It is completed within 30 days of the individual starting on the specialist’s caseload.

- The goal plan is usually completed within the 3rd or 4th visit, depending on the individual.
- The goal plan is completed within 30 days of establishing the person on the specialist’s caseload.
- The employment goal plan includes the job that the person is seeking and the specific barriers to be addressed and steps to be taken by the individual and the specialist
- The employment goal plan is updated every 90 days or adjusted as needed

6. Describe how you will plan for follow-along support that will continuously support clients once they obtain work.

Pittsburgh Mercy’s Supported Employment Follow Along plan is designed to be individualized in a manner that does everything possible to ensure success once an individual obtains a job. This phase of supported employment begins when the person starts a new job, and it continues for as long as the individual is interested in having support from the supported employment service.

- A new plan will be completed to identify steps and strategies for keeping the job. The plan will identify individual strengths, potential challenges and barriers, as well as resources and supports.
- Employment specialists have noticed that a potential barrier to successful employment outcomes (Job retention) is transportation during the beginning of employment. Employment Specialists are prepared to assist initially during follow along support by providing weekly bus passes at the end of each weekly follow along support session for those in need of assistance prior to receiving the first paycheck.
- The ES and the individual will agree on a plan to check in. Generally it is more frequent early on, and then tapers to less frequent once the person is established in a job.
- The plan could include some on the job coaching in some circumstances, based on client need and desire.
- A new follow along plan will be done after six months to include an assessment of the employment situation and what ongoing supports are needed.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

7. Describe your plan for client support integration:

- a. Describe how your Employment Specialist will coordinate with an SE client's existing supports to ensure that all supports are working together to help the client meet their vocational goals. Include how you will contact the client's supports, how you will incorporate yourself as an active participant of that team, how you will coordinate routine communication, and what situations that would necessitate additional communication.

The ES functions as a member of the client's treatment team. Communication with the client's existing supports will be done by phone, e-mail, and in person. The ES will continue to provide updates on the client's status and discuss any barriers to successful outcomes with the treatment team or natural supports that the client wishes to include to develop a collaborative working environment of supports for the client. Examples of other ways the ES will collaborate with the person's existing supports by phone, e-mail, letter, or in person are:

- Contacting natural supports that the person wishes to include in the process
  - Contacting AHEDD for benefits counseling to review how working will affect the benefits received
  - Contacting Therapist/Counselors to discuss coping skills that will assist the person in being successful while working and/or preparing. Crisis situations such as coping with a major loss, an inability to manage symptoms that would prevent the person from working' and substance use that is interfering with the ability to function would necessitate additional communication
  - Contacting Service Coordinators/Case Managers to assist in contacting other providers and linking to potential additional services needed by the person- Keeping in contact with Service Coordinators has proven to be very helpful as they are a single point of accountability to assist in the assertive outreach by informing if a person served is in the hospital, jail, or rehab. They are also able to assist in linking to services and assisting with contacting other providers in their treatment
  - Contacting Psychiatrist and Nurse Practitioners and advocate for possible adjustments that would aid the person in being successful at work. For example; a medication that makes the person tired that is taken during the day may be able to move towards the evening so that they are not feeling tired during working hours
  - Keeping in contact with Probation Officers that are often supportive and insist on persons working and maintaining employment. An Employment Specialist may regularly meet with the treatment team and Probation Officers to best support the person, especially if they feel stigmatized when a Probation Officer attempts to meet with them at work to get an update on their progress
- b. If you are a mental health center, describe the supports that are available at your center and how you will facilitate client access to them. If you are not a mental health center or if you are not proposing to operate in a mental health center, describe how you will facilitate client access to supports within the community.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

Pittsburgh Mercy has many supportive services within the agency that include but certainly are not limited to service coordination, housing supports, behavioral health treatment, mental health rehabilitation, family health center, financial coordination, diversion and acute stabilization, and peer support.

The ES can easily access the referrals to services within the agency or outside by utilizing the directories or word of mouth collaborations to get clients connected to supports. Typically, the ES and the client will review service options and together contact the provider to pursue more information and begin the referral process.

- c. Describe how you will connect clients to additional supports, as requested by the client.

The SE referral is directly linked to additional MH programs including behavioral health treatment, Psych Rehab, Pittsburgh Mercy Clubhouse, Certified Peer Specialist, and Fairweather Lodge. We have access to our Admission Center located in the same building as Supported Employment, giving expedited accessibility to our Outpatient Department. The Supported Employment Specialists work with clients to assess needs and connect those individuals to those supports within or outside of the agency as desired or needed. The ES's at Pittsburgh Mercy continue to have collaborative relationships with outside providers such as OVR, ST. Vincent DePaul, Dress for Success, and Urban League for supports that will assist the clients served in accessing resources which will aid in success with finding and retaining employment such as clothing for interviews and working, leads for employment opportunities, and expungement of arrest records that would prevent clients from gaining employment opportunities.

8. Describe how you will educate your staff about benefits counseling basics and how you will work with AHEDD to ensure all clients who qualify for benefit counseling receive it.

A required training for the ES is benefits training which addresses how competitive employment affects benefits. This training is typically provided by AHEDD where clients are referred if they are receiving SSD or SSI benefits. Since benefits being lost are a major concern and potentially a barrier to many individuals obtaining competitive employment, the ES reviews AHEDD services during the information session and the intake. Those individuals receiving benefits are presented with an opportunity to speak with a counselor from AHEDD either individually and accompanied by the ES or in some cases to be respectful of the AHEDD counselors' time, schedule a date and time for the information to be presented and clients take turns meeting to discuss individual situations.

The Team Leader will invite AHEDD to team meetings biannually. This will help in making contact with benefits counselors a routine activity. Also, AHEDD can be invited to an informational session to discuss how important it is to be informed about how benefits may be affected. Employment Specialist have reported that there have been times when individuals decide that they do not want to be referred to AHEDD because they would prefer to speak with a counselor at the social security administration directly as there are times when minimal trust is placed into an agencies with whom they are not familiar with. In response to that, the Employment Specialist have been scheduling quarterly meetings on site at Pittsburgh Mercy with an AHEDD representative to discuss benefits with person's served allowing for a question and answer period to address inquires and concerns.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

While the Employment Specialist encourages meetings with the AHEDD counselor collaboratively with the ES, the person has the option of meeting either individually or accompanied by the SES. There have been some cases when there are several persons that would like to get information on benefits and to be respectful of the AHEDD counselor's time; the SES will schedule a date and time for the information to be presented and interested individuals take turns meeting to discuss their situations. The Employment Specialist and the individual will review the information for clarity and present questions to the AHEDD counselor when needed.

9. Describe how you will ensure that your staff spend at least 70 percent of their time out of the office and in direct service in the community engaging and supporting clients and employers.

To ensure that employment specialist are spending 70 percent of the time in the community the ES will share contacts made in the community as well as direct service and support during team meetings. The team lead will create a culture of working out of the office through coaching staff on the model of Supported Employment, encouraging community-based meetings, and having staff account for hours with encounter forms. Job Development refers to the process of helping the individual to select the kind of job he or she wants and to find an employment opportunity that matches the person's criteria for a job. This is a crucial phase in the process which takes the ES out into the community for a large percentage of the time. The ES will do job development both with and without the client. The ES will also go out into the community and make contacts with potential employers in order to build relationships in order to connect clients with employment opportunities. Other items addressed during this phase are:

- Disclosure. If it hasn't already occurred, the specialist has a conversation with the person about the notion of disclosure. This includes the pros and cons of telling an employer that the person is working with an employment specialist, and the issue of whether to disclose disability and request accommodation.
- The specialist helps the individual work to develop computer skills if needed. This may include assistance with access to computers if needed.
- The specialist and the individual work on job search skills if needed. They work collaboratively to identify resources for finding potential jobs.
- The specialists work with the person on researching job opportunities, completing applications and developing interview skills.
- Specialist and person work independently and together on job options.

10. Describe how you will locate a diverse array of competitive jobs and employers that match client interests and skill sets.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

This is also a critical aspect of the Job development phase. The ES will work with the client to find their preferences and determine if any variations in the type of employment they would like to obtain. The ES will work with the client in searching newspapers, postings, and local internet job boards to identify potential employment opportunities. Also, the client and ES will seek out opportunities to meet in person with potential employers through job fairs, establishment postings, and networking events.

#### 11. Describe your staffing plan:

- a. Describe how you will support clients in the interim between when an Employment Specialist leaves and when a new Employment Specialist is hired.

While high staff turnover has historically not been an issue for Pittsburgh Mercy's Supported Employment service, we are aware that such unfortunate circumstances can occur and have developed a plan in the event a Supported Employment Specialist will need to take time off or leaves the team any of the employment specialist on the team will be able to cover, transfer, or work with a newly hired ES.

The weekly team meeting gives the Supported Employment Specialist an opportunity to learn about the clients on all of the caseloads of the team. During this time, the ES team will review details of those individuals that have successes, issues, challenges, and any concerns with specific cases. Every four to six weeks, one of the group supervision meetings will be devoted to a review of the entire caseload, including stage of supported employment, employment goal, assessment update, and collaborations. This enables the whole team to be updated on all the individuals served by the team.

A culture of support is developed within the team where if an ES has conflicts in the schedule another ES is available to assist in those times if possible. During the intake clients are made aware of this option and have an opportunity to develop a plan to best support the client and respect the level of comfort in each individual. (ex. Male or female preferences.) Clients are introduced to the SE team during the informational sessions where they are given an opportunity to choose the ES they would prefer to work with.

- b. Describe how you will conduct weekly group supervision and what the outcomes you will seek through the supervision.

Supervision of the Employment Specialists is generally in the form of weekly group supervision meetings. These meetings include the opportunity for the specialists to share and discuss good news about their clients, issues and challenges with regard to their clients, and collaborative opportunities that they have engaged in. In addition to these regular items, the agenda for the meetings includes announcement items relevant to the supported employment program, and discussion/decision items relative to program changes, program issues, or program improvements. This is done to ensure that the team is up to date on all of the clients receiving SE services and that familiarity makes it easier to allow other members on the team to assist with clients when needed. Our focus remains on the positives of the program, successes (no matter how minimal), support, and encouragement for the staff and those that we work with. The group supervision allows for the

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

team approach to hurdles or barriers that an individual may be facing. Given this approach, ES's consistently feels supported in their work; all cases belong to the team. These meetings are structured and will generally last about 1 ½ to 2 hours to cover:

- Review cases for discussions- if there were any successes, issues the team leader will listen to learn the level of skill and ensure the evidence-based principles of SE are being followed (is the employment search based on individual preference?, zero exclusion, individualized, ongoing supports, assertive outreach, collaborative efforts)
- Work on building job development skills- sharing leads for jobs, keeping track of employer contacts, and monitoring number of contacts for accountability, role-playing to build confidence in meeting with potential employers in the community
- Reviewing intake assessments (vocation profile) – ensuring that this is updated as needed to include skills new or forgotten, coping skills, resources. ES are asked to bring these to the meetings when a new person is added to the caseload so that the team is familiar with the new person as well

- c. Describe how you will observe staff in the field at least twice per year, where at least one of which will be when staff are conducting job development activities.

New SE team members will have field supervision quarterly. This is to give the SE team leader and the SE an opportunity to demonstrate the ability to function successfully with the evidence-based SE model. Once the Vocation profile is completed, the Team lead will meet, acquaint with the client and review with the ES a plan for job development in the community. The Team leader will provide support and guidance during this time as well as during observation in follow along support in the community.

12. Describe how you will provide quality assurance and will ensure fidelity to the SE model described in the RFP. Include: how you will ensure paperwork is timely and complete; how you will ensure staff understand and utilize recovery and wellness principles and practices in their work with clients; and how you will ensure staff honor client preferences in the job search process and that staff use a variety of employers.

Pittsburgh Mercy utilizes an electronic health record that record when documentation is completed. On a weekly basis we check to determine how programs are performing against target and one of our KPI's (key performance indicators) also looks at timely completion of documentation. We report on this weekly. Pittsburgh Mercy will expand our KPI's to assure that the competitive employment performance and documentation measures are indicated specifically for monitoring this program as our system for performance management has been in place for over two years now and we continue to perfect it through weekly huddle management. In addition, SE staff has 18 hours of required annual training at Pittsburgh Mercy. Those trainings include but certainly are not limited to: Wellness Coaching, Motivational Interviewing, Benefits, Job Development, and SE tools of the trade where skills taught during those trainings will be reviewed, discussed, and demonstrated to assist the ES in implementing the SE model accurately. Quarterly, during team meetings the SE team will perform chart audits to ensure that:

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

- The goal plan has been developed within 30 days which is determined by the initial contact.
- There is evidence of collaboration with treatment providers or natural supports
- There has for ANY reason been any exclusions in providing SE services
- There are variations of jobs obtained or pursued and if it aligns with the goal
- The unlimited follow along supports have been tailored for each individual client served
- An assertive effort to engagement through phone calls, visits, and mail for clients that are more difficult to connect with
- The client has had an opportunity to connect with AHEDD to discuss how benefits can be affected when obtaining competitive employment if they are receiving SSI or SSD benefits.

#### **C. Data Reporting and Collection (5 possible)**

13. Describe how you will ensure that data are entered in the web-based SE application in a timely, accurate manner.

All SE staff are required to take the web-based application training which will be coordinated by the Team Leader. Each week at the meeting the SE team will review the Supported Employment weekly report to ensure that the information is accurate and staff will be directed to update the information following the meeting as needed.

#### **D. Budget (15 points, this section is not counted towards page limits)**

14. Please attach a completed budget template that reflects a realistic estimate of the costs associated with the requested services. The template can be found on DHS's Solicitation webpage at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).

Attached.

15. Provide a detailed budget narrative that clearly explains and justifies the proposed budget.

##### **DIRECT ADMIN EXPENSE:**

##### **Salary –**

**\$411,300**

Employment Specialists (8 full-time) will spend 100% of their time serving adult clients (minimum of 25 cases each) with serious mental illness in selecting, obtaining, and keeping competitive employment in the community. The specialists will also work to establish relationships with new providers seeking Supported Employment services as well as new client referrals. The average annual salary is \$40,200 and will be covered for the 12 months of the contract.

Supervisor/Team Lead (2 full-time) will spend 40% of their time with a smaller caseload (approximately 10) assisting clients as defined above under the Employment Specialist role. The remaining 60% of their time will be spent devoted to team management including field supervision, case consultation, collaboration, program changes and improvements, and professional development. The average annual salary is \$44,850 and will be covered for the 12 months of the contract.

## RFP Response Form

### *Supported Employment Services for Adults with a Serious Mental Illness*

<b>Fringes –</b>	<b>\$148,400</b>
FICA (7.25%).....	\$29,819
Unemployment (3%).....	\$12,339
Retirement Match (2%).....	\$ 8,226
Health Insurance (21.83%)...	\$89,790
Worker’s Comp (2%).....	\$ 8,226
<b>Communication –</b>	<b>\$5,400</b>
Cellular device for each of the 10 budgeted staff members. Cellular plans with device are \$45.00 per month or \$540.00 annually. Cellular devices for each team member will allow for open communication with clients, providers, and team members.	
<b>Office Supplies –</b>	<b>\$2,000</b>
Miscellaneous consumable supplies for use by staff or provided to clients.	
<b>Transportation/Travel –</b>	<b>\$23,300</b>
Cost of 4 leased base model vehicles to be shared by the Employment Specialists plus mileage for personal use vehicle reimbursement as needed. Vehicles will be used for travel associated with client and provider (current and prospective) engagement and site visits in administration of the follow-along plan.	
Leased Ford Focus (4 @ \$350/month).....	\$16,800
Vehicle Fuel (4 @ average of \$1,125/year)....	\$ 4,500
Mileage contingency.....	\$ 2,000
<b>Vehicle Maintenance –</b>	<b>\$4,800</b>
Cost of fixed maintenance plan of 4 leased vehicles at \$100 per month or \$1,200 per year.	
<b>Insurance –</b>	<b>\$5,500</b>
Cost of automobile insurance on 4 leased vehicles at \$1,375 each per year.	
<b>Equipment and Furniture –</b>	<b>\$8,500</b>
Cost of laptop computer for each of the 10 staff members at \$850 each. Laptops will be used by Employment Specialists and Team Leads in gathering, exchanging, and tracking of client related information obtained for use in job placement and follow-up. At a minimum this will include information collected under section B(5)(d) of the RFP.	
<b>Other: Consumer Transportation –</b>	<b>\$19,000</b>
Cost of 200 Port Authority monthly unlimited access bus passes to be provided on an as needed basis to clients to minimize, if not eliminate, the barrier of transportation as a job retention issue during the initial employment stage. The bus passes will be issued in weekly installments and is intended to act as financial assistance prior to the client receiving their first paycheck.	
<b><u>INDIRECT ADMIN EXPENSE:</u></b>	
<b>Office Space –</b>	<b>\$11,000</b>



## **RFP Response Form**

### *Supported Employment Services for Adults with a Serious Mental Illness*

Cost of two (2) 200 square foot swing offices to be shared by Supported Employment staff for completion of administrative tasks and meetings. Rental rate applied is \$27.50 per rentable square foot.

## Proposed Supported Employment Team Staff

Proposed Supported Employment Team Staff				
Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary/Benefits
Employment Specialist	8.00	40,200	14,500	<b>437,600</b>
Supervisor	2.00	44,850	16,200	<b>122,100</b>
Other: (please identify)				-
				-
<b>Total</b>	<b>10.00</b>	<b>85,050</b>	<b>30,700</b>	<b>559,700</b>

## Proposed Indirect Staff

Proposed Indirect Staff					
Staff Name	Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary
Other: (please identify)	n/a	0.00			-
Other: (please identify)	n/a	0.00			-
Other: (please identify)	n/a	0.00			-
					-
<b>Total</b>					-

## Proposed Direct Administrative Expenses

<b>Personnel Expenses (Use detailed Direct SE Staff tab as an input for this section)</b>	
Employment Specialists	437,600.00
Supervisor	122,100.00
Staff Training	
Other: (please identify)	
Other: (please identify)	
Other: (please identify)	
<b>Total Personnel Expenses</b>	<b>559,700.00</b>
<b>Office and Operational Expenses</b>	
Office Space - (Mortgage/Rent)	
Maintenance	
Building Utilities	
Communication	5,400.00
Office Supplies	2,000.00
Transportation/Travel	23,300.00
Vehicle Maintenance and Repair	4,800.00
Postage and Shipping	
Printing and Publications	
Insurance	5,500.00
Equipment and Furniture	8,500.00
Association Dues/Licensing Fees	
Model Fidelity/Consultation	
Recruitment/Advertising	
Other: Consumer Transportation (Port Authority)	<b>19,000.00</b>
Other: (please identify)	
Other: (please identify)	
<b>Total Office and Operational Expenses</b>	<b>68,500.00</b>
<b>Offsetting Revenue</b>	
Offsetting Revenue: (please identify)	
<b>Total Offsetting Revenue</b>	<b>-</b>
<b>Net Total:</b>	<b>628,200.00</b>
<b>Total Indirect Administrative Expenses</b>	<b>11,000.00</b>
<b>Grand Total:</b>	<b>\$ 639,200.00</b>

## Proposed Indirect Administrative Expenses

<b>Personnel (Use Indirect Staff tab as an input for this section)</b>	
Indirect Staff	
Staff Training	
Other: (please identify)	
Other: (please identify)	
Other: (please identify)	
<b>Total Personnel Expenses</b>	-
<b>Operational Expenses</b>	
Office Space - (Mortgage/Rent)	11,000.00
Maintenance	
Building Utilities	
Communication	
Office Supplies	
Transportation/Travel	
Vehicle Maintenance and Repair	
Postage and Shipping	
Printing and Publications	
Insurance	
Equipment and Furniture	
Association Dues/ Licensing Fees	
Recruitment/Advertising	
Auditing Expense	
Other: Professional Fees	
Depreciation	
Misc.	
Other: (please identify)	
Other: (please identify)	
Other: (please identify)	
<b>Total Indirect Operational Expenses</b>	<b>11,000.00</b>
<b>Offsetting Revenue</b>	
Offsetting Revenue: (please identify)	
<b>Total Offsetting Revenue</b>	-
<b>Net Total</b>	<b>\$ 11,000.00</b>