

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

PROPOSER INFORMATION

Proposer Name: Turtle Creek Valley MH/MR, INC.

Authorized Representative Name & Title: Fran Sheedy Bost, Executive Director

Address: 723 Braddock Avenue, Braddock, PA 15104

Telephone: 412-351-0222

Email: fsheedy@tcv.net

Website: www.tcv.net

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

Date Incorporated: 1973

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Fran Sheedy Bost	724-316-4450	fsheedybost@tcv.net
Contract Processing Contact	Fran Sheedy Bost	724-316-4450	fsheedy@tcv.net
Chief Information Officer	Rachael Greenwalt	412-351-0222	rgreenwalt@tcv.net
Chief Financial Officer	Amy Macdonald	412-351-0222	amacdonald@tcv.net
MPER Contact*	Karen Pruey	412-351-0222	kpruey@tcv.net

* *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.

Martin Saunders – Chair

James Aiello – Vice Chair

James Baumgartner – Treasurer

Kathleen McDonough – Secretary

Holly Hagle

Kristina Hahn

Kelley Kelley

Mary Carol Kennedy

Errol Miller

Sean O'Connor

Deborah Robinson

Judith Stevenson

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

Paul Wittman

Board Chairperson Name & Title: Martin Saunders, Chair

Board Chairperson Address: [REDACTED]

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.

1. Joyce Kunkle, Goodwill Management

[REDACTED]
[REDACTED]

2. Tom Armstrong, Talent Acquisition/Office of Human Resources at the University of Pittsburgh

[REDACTED]
[REDACTED]

3. Melissa Hall, Inclusion Liaison at Giant Eagle

[REDACTED]
[REDACTED]

PROPOSAL INFORMATION

Date Submitted 4/6/2018

Number of SE teams desired: Requesting 1 Team (4 Employment Specialists, 1 Supervisor)

Amount Requested: Information from Amy

Proposal Abstract:

Please limit your response to 750 characters

TCV is requesting procurement for Supported Employment Services. With the additional support TCV will have the ability to grossly expand our reach into the Allegheny County community. Such expansion will notably impact the degree to which our community recovers when faced with mental illness. As best practices have shown, strong supported employment services increase financial status and mental status for consumers – such an impact would influence other issues our community faces such as dependence on government assistance to sustain life and ideally homelessness. TCV's mission is dedicated to empowering clients to sustain their recovery and achieve the important possibilities in their lives. Such an award to TCV's employment services will allow the furthering of empowerment and value of recovery wider than within our immediate TCV community. As the RFP continues, you will find innovative solutions

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

to the long-standing problem facing those with mental illness of under-employment. Our goal is to become interwoven throughout Allegheny County's occupational development community involving business communities, mental health providers, training and educational institutions, and the like. The approach is to identify overarching community needs and how collaborations with our agency and resources will work toward meeting these needs.

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.

TCV MH/MR, INC., also known as TCV Community Services is rooted in employment services for those with mental illness. Our agency began stemming from the anti-poverty act in the early 1970's to support the closure of the mills in the Mon Valley area. At a time that the mental health act was about to be passed, our agency was built to provide community mental health agency for those in this region, previously unserved yet newly under additional strain. Since, we have been able to expand to a continuum of services. Presently, TCV serves mental health needs including mental health outpatient, acute stabilization, residential services, partial hospitalization, drug and alcohol services, service coordination and outreach, social rehabilitation and employment services. Currently, these services are provided in and around the Mon Valley and throughout a portion of Allegheny County. While the variety of services often means consumers are able to receive multiple services through TCV, we never limit consumers receiving different services from different providers. TCV recognizes the power and importance of consumer choice, the lifeline of empowerment. With the support of this award, TCV supported employment will then be able to expand reaches throughout the entire county. The expansion of supported employment will also provide the resources to spread community outreach with other providers in addition to new communities of professionals.

Our mission is to serve our community in recovery focused way which empowers our consumers to fulfill their life's possibilities. Employment services are crucial in rehabilitating our community from the challenges mental health can pose. Once reaching a stable state, it is human nature to seek purpose. Often, this is found through competitive employment allowing people the freedom of creating the life one desires and rich community in which we thrive. Supported employment is one of the puzzle pieces that allow a consumer to become fully engaged in the community, expanding their lives beyond themselves. With the integration of our collaborations throughout the Allegheny County community as planned below, this approach will aid in the dismantling of mental health stigma.

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

The current supported employment program has been in existence since 2002 and has received high scores of good implementation of the fidelity model since the reviews started in 2011. Before we formally adopted a best practice program, TCV originated in vocational support for mental health consumers. TCV program continues to maintain one of the highest percentages of clients that have gained meaningful employment for several years now. The consultation is being conducted with the current program supervisor with 17 years of experience in the field of rehabilitation and recovery, a Master's Degree in Counseling and has worked with the Employment Program for four years. Both

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

of the current Employment Specialists have been with TCV for 5 years, and one of them has worked in Employment Services for all 5 of those years. The newly appointed director of the Mental Health Residential Services department also has the expertise of training and development with a doctorate in Counselor Education and over a year managing a grant funded employment services program. This expertise will facilitate the development of additional staff and work closely to ensure staff receives the needed supervision for their success. The experienced employment staff has been able to establish long term working relationships with many businesses in the area.

In 2013 TCV served 49 clients and 40% of the clients served were employed. In 2017, TCV served 94 clients and 61.7% of the clients served were employed. That increase occurred with the same staff capacity that the program had in 2013. During this time period, the program adopted the supportive employment model and increased supervision. Combined with the dedication of staff and leadership support of the role employment plays in recovery these results would only continue to grow when expanded to a larger community with innovative strategies. The values of employment and recovery upon which our agency was built, continue to drive our service to the community.

B. Standards for SE Services (80 points possible)

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

This proposal aims to cultivate community collaborations and simplify the referral process to reduce time for which our consumers are underemployed. In order to do this, TCV is considering new and streamlined processes as outlined below.

To begin, a large role of the supervisor is to employ outreach both internally and externally educating and engaging stakeholders on employment services. Educating employment services' capabilities is crucial to cultivate referrals. In addition to those who may have persons served in need of employment services, the supervisor would also do monthly outreach to local businesses and business communities on how they can be involved in community engagement. This approach is to break down mental health stigma to provide the mutual benefit of filling businesses' employment needs by capable people, rather than the setting aside of jobs for disabled people. Outreach enables a community conversation to break down myths and stigma against those who have faced mental illness. Outreach of this type will be directed toward mental health providers, business communities (i.e. chambers of commerce), training programs, higher education institutions, PCPs, homeless shelters, community resource centers.

Internally, the supervisor will reach out to other programs within TCV regularly to resolve barriers to treatment coordination, educate the staff on the Supported Employment Program and how to refer clients. Our agency practices thorough orientation for new service coordinators and therapists of program services and are invited to attend a Mental Health Rehabilitation Staff Meeting as part of their orientation.

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

In a new collaborative relationship with Human Services Center Corporation, TCV plans to co-facilitate job fairs and share resources between the two agencies. Finally, TCV intends to maintain involvement with the certified peer specialists training. Our program will work closely with Peer Support and Advocacy Network and host trainings, providing an option for our consumers to obtain training certification to better prepare them for gainful employment.

Outreach facilitates the demand for referral, but the process must reflect the client-centered approach to services. An easy to read, one page referral form will be available for both internal and external referrals. Expansion also requires innovative practices. To meet this objective, TCV will offer simple, client-focused procedures. A section of our program's website will be designed toward providers. On this area of the website, is information to familiarize providers with the program, referral and service practices, discussing a referral with a consumer, and facilitating their referrals to employment services. This will even allow providers and consumers to initiate the referral process.

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

In an effort to remove barriers to consumers' success, TCV will establish electronic referrals through the program's website to initiate services. Referrals will be able to happen on the website, or for those more comfortable with direct contact, the website will explain other means of referral. When self-referring, the employment program will seek treatment integration with consumers' mental health providers or PCP. All outreach, program materials, and practices emphasize that there is no exclusionary criteria from employment services for mental health consumers. This helps to reassure clients that regardless of symptoms, criminal charges, drug and alcohol use etc., TCV serves all mental health consumers in developing their occupational lives. All referrals are assigned to an employment specialist within 5 working days in an effort to minimize unemployment.

We recognize that all people have a variety of comfort levels when treatment seeking, so we want to make services accessible in multiple mediums. A new practice we will be adding is regular walk in times for self-referral and initiating the intake process. This will allow an expedient start to services for those comfortable with a walk-in clinic style of service.

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.

Supported Employment falls under the direction of Mental Health Residential Services. This department serves a wide variety of rehabilitation levels of care aiming to support consumers through to an independent, fulfilling quality of life. Supported employment plays a crucial role in rehabilitating all consumers to such an independent lifestyle. The connection to residential services inspires the ease of community based services by integrating regular residential programming of employment services, both within and beyond TCV.

Our current Employment Specialists are full-time, working with their consumers from intake through follow along services. To meet best practice standards this proposal includes the recruitment 2 new Employment Specialists and a Supervisor. The added employment specialists will have the same

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

expectations in service to consumers. The newly allocated supervisor will be able to hold a small caseload of consumers along with supervisory responsibilities. As best practices recommend, supervision of employment specialist's service quality and fidelity will be the primary focus of the supervisor along with the development of community relationships.

As an agency, there are several recruiting strategies we plan to enlist in fulfilling the roles with quality staff. In addition to the existing thorough internal recruiting we are aware of a pool of TCV employees anticipated to return to work after leaves that would be qualified with appropriate skillsets for employment services. TCV has an employee referral program encouraging employees to refer their colleagues to apply for these positions. Close relationships with local higher education institutions will facilitate external recruiting in addition to job posting websites. Other non-profit recruiting websites and actively searching quality candidates more closely aims for mission driven future staff.

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.

Immediate engagement is crucial for success. For that reason we aim for a rapid intake process where the client and employment specialist use the first few meetings (typically under two weeks) to engage, refer the client for AHEDD counseling and complete the vocational profile identifying goals. Creating a vocational profile is an assessment process that is ongoing. For this reason, completion of a profile will not deter or delay job search. While identifying goals, employment specialists are honing in on consumer work preferences: industry, environment, role, responsibilities, and permanency. Along with the identification of goals, employment specialists will guide consumers to identify the supports and resources in place to reach goals. What makes supported employment services different from general vocational services is the close coordination with other treatment providers. When the rest of the treatment team is engaged in employment goals, strengths and barriers can be more easily harnessed to find success sooner.

Service plans are completed within the first 30 days after the consumer's initial meeting tailored to their specific goals using strengths based approach. Service plans will be reviewed weekly and are revised at any point in which the clients' goals change, employment is obtained or at a minimum of every six months. Service plans will work to maintain focus on consumer expressed preferences related to the field(s) in which they job search, trainings they wish to pursue, and areas of need for gainful employment to be achieved. Goal planning will immediately be revisited when employment is obtained to identify new goals related to maintaining employment or career transitioning.

Throughout the course of employment services, benchmark achievements will be identified by the program and integrated into service plans. These achievements will be linked to incentives consumers will be able to earn by achieving their service plan goals. As the process of finding employment can be discouraging, benchmark incentives for consumers help to re-instill the drive and motivation to continue on to future goals. Such a structure, allows consumers to find tangible positive rewards supporting their ongoing journey to vocational satisfaction.

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

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

Follow along supports are equally important obtaining employment in maintaining employment and building an overall career. Follow along supports are flexible and tailored to the clients preferences and needs, as outlined in the follow along plans replacing the existing service plan within two weeks of employment. The employment specialist is available to assist during any setbacks or crisis situations that may impact the client's job. For continuity of care, and in line with best practices, consumers will continue working with the same Employment Specialist.

Follow along is time unlimited and available as long as the client wishes. Employment Specialists are expected to have contact with the client at least monthly or more if requested by the client. Such contact takes on many forms of communication and support. Clients may request a monthly call to check in, they may need to meet before or after work in the community, and some clients prefer electronic contact. Regular contact provides the support necessary to address issues arising in the workplace training employment maintenance skills, as barriers are often connected to symptoms of mental illness. This stage of supported employment services is the follow through contributing to job satisfaction, improved self-efficacy and wellness, higher pay, financial satisfaction among other positive outcomes.

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.

Research shows that integrated care results in higher employment rates, more hours of work, and higher wages, improved mental health and self-esteem. Integration of treatment starts at the time of referral. Employment Specialists are expected to initiate contact with referring providers when they have received a referral assignment. Employment Specialists seek involvement in any treatment planning meetings and also request team meetings when necessary to mitigate obstacles. After their first meeting, Employment Specialist are expected to obtain authorizations to communicate with any supports that client wishes to include. Employment Specialists are expected to update supports at least on a monthly basis or sooner if there is pertinent information. If a client is not fully engaging in employment services, employment specialists will utilize the authorized supports to identify obstacles and re-engage consumers. When Employment Specialists observe or consumers report an increase or change in symptoms, integrated treatment teams allow for smooth communication and adjustment to the provision of necessary services to return to baseline. All communications will be through the party's preferred form of communication.

The supported employment supervisor will follow up weekly on employment specialists' engagement in consumer treatment team in group supervision, document all releases to communicate and treatment coordination with consumer treatment teams in consumer charts. In the event a consumer has no other providers, Employment Specialists will coordinate with PCPs and emphasize the use of natural supports to create the needed support system for success.

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

- 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.

As supported employment is one program in an array of mental health levels of care at TCV Community Services, extending supportive services comes natural. Social Rehabilitation is under the same program as Supported Employment and staff offices are located in the same location. Staffs from both programs meet monthly to discuss mutual clients and potential interested clients for Supported Employment. Social Rehabilitation is an excellent starting point for someone who is stating they are not ready to look for work but can work on pre-vocational skills. Often clients who are working in Supported Employment may show interest in learning socialization skills so the Employment Specialist can refer them to that program as well. Within TCV we are closely tied with Housing Supports, Outpatient Supports, Drug & Alcohol Supports, and Service Coordination Supports. This tie makes for an ease of mutual referring between program consumers when needs are identified. Not only are referrals simple but as is coordination of care. Shared charting promotes unified treatment goals. Proximity to agency sites allows for easily reducing treatment seeking barriers.

While these agency programs serve additional supports, they also provide additional opportunities for community employment services. As an agency with 17 sites, there are many ways employment specialists can provide community based services in order to facilitate consumer vocational success.

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

TCV has many long standing relationships with many supports in Allegheny County that will facilitate coordination of care and collaboration for seeking employment. We are members of the Mon Valley Providers Council which has an Employment and Training work group. We work with ACCESS facilitating transportation needs. We also refer clients to Life's Work for Customer Service Training. With all consumers, we work directly with AHEDD. Additionally, we have referred numerous clients over the years to the Certified Peer Specialist Training who obtained employment as a CPS and are still currently employed.

Anticipated collaborations include a working affiliation with Human Services Center Corporation and NAMI as well as coordination with PSAN peer certification. Intensive outreach will also allow for our department to not only educate the community on our consumers and mission, but also to exchange information of how other community organizations could be of assistance to our consumers. Community engagement for this proposal is intended to identify and fill community needs. Through a widespread outreach undertaking, we will not only have gained valuable employment relationships, but also invaluable knowledge of the rest of our community and our mutual service to one another.

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.

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

Staff training and continued education is a priority of TCV Community Services. To maintain fidelity training in four primary areas will occur: 1.) basic elements and practice of principles 2.) referral, engagement, and benefits counseling 3.) assessment and job finding 4.) job supports and collaboration. Accurate benefits counseling is crucial for consumers to find their way out of poverty as they increase their earnings through employment. Further, in being able to provide current information, our staff improves the likelihood of higher consumer earnings. Ultimately, this reflects the success of the working relationship between an employment specialist and consumer. Employment specialists and policy will prioritize the understanding of how employment affects benefits rather than stunting the occupational growth of consumers. The Supported Employment Supervisor will be responsible to consult monthly with benefit agencies in order to update trainings and employment staff on changes to regulations and guidelines.

TCV has been referring clients for AHEDD services for many years and with policies in place to ensure all eligible clients are offered this crucial service. Staff will participate in a yearly training provided by a Community Work Incentive Coordinator educating them on the general guidelines for clients who receive SSI or SSDI. Employment Specialists are trained to educate clients on the importance of meeting with AHEDD. All clients that are referred to ES are referred to AHEDD unless they do not receive benefits or do not wish to speak with AHEDD. Employment Specialists facilitate the first meeting with AHEDD to improve the participation success rate.

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.

TCV acknowledges the power community based services have on consumer success. For this reason, we would like to remove possible barriers for staff to spend over 70% of their time in the field. The newest technology will be made available to allow for employment specialist mobility. This would include the use of Surface Pros allowing for collaborative documentation and documentation scanners minimizing the need for office based administrative work. Electronic documentation, as our agency requires, enables community based services to not be overly cumbersome. Specific electronic forms are tailored to supported employment in order to streamline the practicality of documentation while in the field and allow for the categorization between office and community based services.

The supervisor can generate reports for each employment specialist that will show how much time was spent in the community vs. the office. To maintain accountability, a productivity standard will be identified in policy. If Employment Specialists are unable to meet this standard individual supervision will collaboratively construct a plan to meet the standard. The goal is also to update the technology for the Employment Specialists to surface pros and signature pads which will make meeting in the community even more efficient. Lastly, to meet best practices, the proposal is seeking to purchase a van and lease a car. The larger vehicle will allow for transportation to job fairs and resources. A smaller, discrete vehicle will offer support, continuity, and transportation assistance to consumers when interviewing or beginning work prior to having an income.

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

In devoting a supervisor to employment services, community engagement and employment development will be a primary responsibility of the position and evaluated as a category of job performance. This entails a weekly expectation of community contact. A fresh approach to foster community relationships is taken through collaboration with local business communities to mutually educate how businesses and TCV can contribute to the community. More specifically, the arenas to be pursued would be Chambers of Commerce, Professional discipline organizations, community resource centers, universities, and local unions. While the supervisor will seek engagement in these professional organizations, s/he will also identify the most interactive chamber of commerce to join as member to build business relationships throughout industries. All information and opportunities will be shared weekly in group supervision, along with the discussion of cases in order to match consumers to the most appropriate opportunities.

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.

Continuity of care is priority to success in supported employment. In the supported employment program, the five person team will operate as a team. This means collaboration will be common in service to consumers. Such teamwork allows simple transition in the event of staff departure where the supervisor will temporarily continue services to the departing staff's caseload while preparing reassignment. Additionally, the supervisor will maintain at least biweekly contact with the former staff's caseload to ensure any immediate needs are met and maintain quality care. Additionally, the department in which supported employment falls is adding internship positions not previously considered – including in this program. This will offer consumers additional support to their assigned employment specialist. Those interns who have demonstrated competence will be considered for full time employment upon satisfactory completion of position qualifications.

Ideally, TCV would like to put focus on staff development and retention in order to minimize staff departures. As our agency has seen across departments, pay is a contributing factor to staff turnover. To mitigate this and ensure quality supported employment staff is recruited, TCV would like to offer a small pay increase to these positions demonstrating our value in their work. Further, employee wellness and self-care is a priority to TCV leadership. We recognizes the toll the field of human services places on staff and want to take all steps to model the importance of self-care.

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

TCV has been commended for their group supervision model in all of their fidelity reviews and it has been presented to other providers in the community on several occasions. Group Supervision allows for support, learning, and shared ideas for the clients' struggles. The team will meet for 2 hours each week for group supervision. Supervisory notes will be kept in an ongoing document to ensure barriers are resolved and improvement plans are in place. Weekly notes will be signed by the Employment Supervisor and Employment Specialists to maintain an environment of team growth. Group Supervision will begin with any accomplishments or celebrations from the previous week. While getting a job is a clear accomplishment, looking for smaller accomplishments maintains the endurance throughout the job search process. Group Supervision will also use motivational

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

interviewing as a key element in working with clients. When Employment Specialists are having difficulty with a client, looking at what stage of change the client is in and what approaches we can use to assist that client in moving forward. Coordination and Integration with other treatment team members and natural supports will be addressed in group supervision. Newly found resources, opportunities, and benefit guidelines will be shared by the supervisor. The weekly and monthly SE application reports will be reviewed in group supervision. This assists the team in monitoring the average length of stay within the three stages of employment, ensuring that all eligible clients are being referred for AHEDD counseling, demographic information and the overall percentage of people that are working. Group Supervision can improve employee performance and positive staff morale.

- 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.

Supervision and staff development goes beyond discussion of cases. The supervisor is expected to meet staff members at their stage of development as employment specialists. This includes the provision of shadowing, co-facilitating services, and observation supervision. At TCV we do this at least 3 times (every 4 months) a year, or more often when working on staff performance plans or onboarding new engagement specialists. Initially, the supervisor will model the skill with consumers. Throughout the day, the staff member and supervisor will share the facilitation of services to consumers in order to model best practice while allowing the staff member to practice skills without forgoing quality of service. Lastly, the supervisor will observe the employment specialist engaging with the consumer. The supervisor is available if the employment specialist becomes stuck during the interaction. After field mentoring the supervisor provides the employment specialist review of observed strengths and opportunities for improvements in order to create a plan to reach desired program outcomes.

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.

In expanding employment services, as will our quality assurance practices. We intend to adopt both the Support Employment Fidelity Scale and General Organizational Index. These tools will be used to both evaluate overall programmatic performance as well as individualized employment specialist development. Deployment of SAMHSA's readiness assessment indicates that without expansion as supported by award of the proposal, TCV Community Services' current employment program currently demonstrates readiness – only requiring implementation of the plans to be fully capable to operate under the new RFP guidelines by the next fiscal year. Historically, the program has received exceptional fidelity scores: 69/75, 72/75, 54/60, 61/65 from previous site visits. New leadership will build on this success and deploy the Support Employment Fidelity Scale with a higher degree of scrutiny in order to test the expansion plans prior to the start of the fiscal year.

Consumer feedback and input is also important in identifying outcomes. Historically, our program has relied on CART Survey's to ensure client satisfaction. We plan to develop our own satisfaction

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

survey that we send to current and past clients twice a year. These surveys will be sent in July and January. We plan to include questions specific to the fidelity model:

- Did the Employment Specialist meet with me in the community at a location that was accessible?
- Did the Employment Specialist find job leads that matched my job preferences?
- Did the Employment Specialist communicate with my other supports?
- Did the Employment Specialist assist me in finding work?
- Did the Employment Specialist offer follow along services?

Supported Employment Services will set a yearly quality improvement goal as informed by an ongoing fidelity measures and annual administration of the General Organizational Index. Implementation and adherence to this plan is monitored by the Supervisor, Director, and the Quality Improvement Manager. The Employment Supervisor will perform quarterly fidelity checks by administering the Support Employment Fidelity Scale and chart reviews, both qualitative and quantitative chart reviews. All service plans and discharges are reviewed by the Employment Supervisor looking for language directly from the consumer regarding job preference. This makes it transparent that the jobs searched on obtained match with the consumer's goal statement. Wellness and Recovery Principles are embedded in our programs and all staff members are trained on these principles in orientation by the supervisor. These principles are also reviewed annually with all Employment Specialists during their annual performance evaluation. For newly hired staff, fidelity measures will be employed more frequently with accompanied individualized supervision until proficient scores are reached at an independent level of performance.

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.

TCV values data reporting as evidenced across outcomes of our agency's county audits. Our electronic medical record (EMR) allows us to easily capture reporting data as well as maintains a level of accountability. The EMR allows for all employment specialists to capture any consumer interaction on a daily basis. Our procedure is to build data review and entry into the Employment Supervisor's responsibilities. The supervisor will be able to pull all data from our EMR, aggregate data, and then enter into the reporting system. We have the capability to print reports from this system of captured data; daily, weekly, monthly, quarterly, or annually. Data tracking will include applications submitted, interviews offered, interviews completed, stages of employment, employment rate, matching consumer/desired field placements, rate of pay and more to inform quality improvement efforts. Additional staff will be trained to serve as data entry back up in the instance the supervisor is unable to do so. The Employment Supervisor will utilize the data in weekly group supervision which holds the Employment Specialists accountable for the information they are entering and their weekly performance.

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

RFP Response Form

Supported Employment Services for Adults with a Serious Mental Illness

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.
15. Provide a detailed budget narrative that clearly explains and justifies the proposed budget. On the attached budget, you will find an overall request that is higher than previous operating costs. Considering the addition of 3 staff and need for additional vehicles we were able to find economical solutions to the program's expansion while adding critical factors for success.

Savings have come from the following budget areas. TCV does not have additional utilities to add to our expense of rent. Office supplies will be minimal due to the pre-existing supplied workspace. Similarly, due to the emphasis of community based services our existing office will not require additional equipment or furniture. Research demonstrates that the rapport between consumer and provider is the single most impactful factor to success. TCV believes the same is true about community engagement. With a focus on relationships to expand our community reach and service, we do not anticipate a large budget for marketing. Our indirect administrative costs cover recruitment as we value this to be an agency-wide expense. Additions are discussed as follows.

For staffing, TCV recognizes the highly competitive atmosphere that the field of human services is currently experiencing. To be competitive and recruit the highest quality supported employment you will see the staff salaries receiving a small increase. Research supports that a staff which feels valued will perform at higher levels – our consumers deserve the most dedicated team. Latest technological equipment to eliminate community based service barriers such as cell phones, Surface Pros, and electronic document scanner. This minimizes the need for administrative tasks to consumer direct contact time. We have added two vehicles to expand our reach throughout the county's community. Our programmatic plans include the addition of job fairs and engagement in community supports requiring larger transportation for multiple clients, thus the request for a large van. Additionally, to support successful job placement the use of an inconspicuous sedan allows for the accompaniment to interviews for consumers who may have transportation barriers or need the preparation support from an employment specialist. The addition of vehicles will be spread across the first five years' budget to allow for continual operation without significant fiscal impact. To further the economic decision to purchase vehicles, maintenance will be minimal during the first five years by the time this expense is no longer in the budget.

In our new model, our supervisor's primary role will be community engagement. To facilitate this, we will expect the supervisor to participate in a local business community such as a chamber of commerce – requiring membership fees. Expansion of programming also means the education of our services to the community, requiring new marketing strategies. We are including the consumer incentive program to provide the positive reinforcement and ongoing goal attainment required to sustain the determination of career development. To further support consumer success, we have devoted a budget to program fidelity. This eliminates barriers due to resources for focused and dedicated quality improvement.

Proposed Supported Employment Team Staff

Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary/Benefits
Employment Specialist	4	33,519	35,750	277,076
Supervisor	1	44,882	11,970	56,852
Other: (please identify)				-
				-
Total				333,928

Proposed Indirect Staff

Staff Name	Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary
Other: (please identify)	Director, MH Res	0.1	68,000	1,900	6,990
Other: (please identify)	Secretary	0.4	25,350	1,990	10,936
Other: (please identify)	Fleet Mechanic	0.04	32,058	360	1,297
					-
Total					19,223

Proposed Direct Administrative Expenses

Personnel Expenses (Use detailed Direct SE Staff tab as an input for this section)	
Employment Specialists	270,686.00
Supervisor	54,714.00
Staff Training	4,000.00
Other: (please identify)	
Other: (please identify)	
Other: (please identify)	
Total Personnel Expenses	329,400.00
Office and Operational Expenses	
Office Space - (Mortgage/Rent)	4,600.00
Maintenance	1,300.00
Building Utilities	-
Communication	5,187.00
Office Supplies	700.00
Transportation/Travel	1,400.00
Vehicle Maintenance and Repair	10,000.00
Postage and Shipping	100.00
Printing and Publications	1,100.00
Insurance	2,500.00
Equipment and Furniture	6,500.00
Association Dues/Licensing Fees	500.00
Model Fidelity/Consultation	1,000.00
Recruitment/Advertising	1,000.00
Other: (Consumer Incentive program supplies)	28,000.00
Other: (Job Preparedness program supplies)	500.00
Other: (please identify)	
Total Office and Operational Expenses	63,887.00
Offsetting Revenue	
Offsetting Revenue: (please identify)	-
Total Offsetting Revenue	
Net Total:	393,287.00
Total Indirect Administrative Expenses	59,223.00
Grand Total:	\$ 452,510.00

Proposed Indirect Administrative Expenses

Personnel (Use Indirect Staff tab as an input for this section)	
Indirect Staff	\$ 19,223.00
Staff Training	
Other: (please identify)	
Other: (please identify)	
Other: (please identify)	
Total Personnel Expenses	19,223.00
Operational Expenses	
Office Space - (Mortgage/Rent)	
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) Admin Overhead	40,000.00
Other: (please identify)	
Other: (please identify)	
Total Indirect Operational Expenses	40,000.00
Offsetting Revenue	
Offsetting Revenue: (please identify)	
Total Offsetting Revenue	-
Net Total	\$ 59,223.00