RFP Response Form

RFP for Older Adults Protective Services After-Hours Phoneline Response Service

PROPOSER INFORMATION

Proposer Name: Center for Community Resources, Inc.

Authorized Representative Name & Title: Michael Robb, Executive Director

Address: 212-214 S. Main Street, Suite 625, Butler PA 16001

Telephone: 724-431-3733

Email: mrobb@ccrinfo.org

Website: www.ccrinfo.org

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

Date Incorporated: 04/09/2002

Partners and/or Subcontractors included in this Proposal: None

How did you hear about this RFP? Allegheny County DHS

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Michael Robb	724-431-3733	mrobb@ccrinfo.org
Contract Processing Contact	Roxann Tyger	724-431-3761	rtyger@ccrinfo.org
Chief Information Officer	Brian Peffer	724-431-3625	bpeffer@ccrinfo.org
Chief Financial Officer	Christopher Lunn	724-431-3728	clunn@ccrinfo.org
MPER Contact*	Roxann Tyger	724-431-3761	rtyger@ccrinfo.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.
Linda Dodd, President
Dr. John Golden, Vice President
Meagan Billyk, Treasurer
Tony Adams, Secretary
Mike Pater
Tricia Pritchard
Janis Hackett
Kurt Speicher

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Board Chairperson Name & Title: Linda Dodd, President

Board Chairperson Address: 258 Crisswell Road Butler, PA 16002

Board Chairperson Telephone: ▮▮▮▮▮▮▮▮

Board Chairperson Email: ▮▮▮▮▮▮▮▮▮▮▮▮

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.
Joyce Ainsworth, Director
Butler County Human Services
▮▮▮▮▮▮▮▮▮▮▮▮▮▮

Nancy Jeannerat, Administrator
Clarion County Mental Health & Developmental Disabilities
▮▮▮▮▮▮▮▮▮▮▮▮▮▮

Kathy Kroeger, Administrator
Cameron Elk Behavioral & Developmental Programs
▮▮▮▮▮▮▮▮▮▮▮▮▮▮

PROPOSAL INFORMATION

Date Submitted 11/12/2018

Amount Requested: $147,316

Proposal Abstract:
Please limit your response to 750 characters
Center for Community Resources (CCR) proposes to provide After Hours Phoneline Intake and Referral services to the Allegheny County DHS/Area Agency on Aging (ACAAA) through live, 24/7 telephone response after hours and as a back-up to the ACAAA. This response includes the screening of all calls for elder abuse issues, completion of Reports of Need, triaging, and forwarding this information to the Protective Services Investigator in the appropriate PSA. This program is not a typical answering service. Our difference in the Phoneline operation is staffing and supervision by fully trained human services professionals who have completed the required Older Adult Protective Services training. Our goal in the

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provision of this service is to positively impact the safety and well-being of older adults through a response that is expeditious, accurate, informed, and sensitive

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

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REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 80 points. Your response to this section should not exceed 15 pages.

Organization Experience (35 points)

1. Describe your organization's experience operating a live answering service or hotline response services.
    Click or tap here to enter text.

    Since 2002, Center for Community Resources (CCR) has provided live call center services with a philosophy of putting people first, and a human services focus and approach. CCR has had significant Call Center experience with low and high volume contracts within human services. Our current contracted agencies for call center services include Butler County Human Services, Allegheny County Area Agency on Aging (ACAAA), and Human Services in Clarion, Cameron, Elk, and Washington counties. The agency has also provided call center services for the United Way of Allegheny County for PA 211. Within these service contracts, we receive and handle over 70,000 calls a year.

    Through our current contract with the ACAAA, our Call Center staff provide Senior Line after-hours information and assistance to all callers since 2015. Our Information and Referral staff are responsible for providing information to participants and family members of those over the age of 60. CCR employs competent, Alliance for Information and Referral Systems (AIRS) Aging & Disabilities trained and certified call center staff who listen, assess the person's needs, complete ACAAA electronic referral forms, and recommend resources and services to callers. We effectively assess and triage 100% of callers for presenting needs, including basic needs; health care; mental health; financial needs; substance abuse; adult protective services and other safety related concerns, including imminent danger, shelter, housing or a mental health related crisis. This Call Center receives approximately 5,000 calls a year, of which 20-25% of calls result in an intake with an average call time of 17 minutes. Our staff complete documentation and data entry into the Social Assistance Management System (SAMS) utilized by the Area Agencies on Aging statewide. We provide call reporting to the ACAAA and are in regular contact for communication and feedback. CCR's primary objective is to ensure the safety of the caller/participant.

    From 2012 through January 2018, CCR held 4 contracts with The United Way of Allegheny County (UWAC) for PA 211 services. UWAC facilitates PA 211 services in 27 counties in the state of Pennsylvania and CCR provided the after-hours, weekend, and holiday coverage for this service, for all 27 counties. Through this Call Center contract, we received over 18,000 calls a year. These calls varied in the presenting need, but the top three needs were housing, food and utility assistance. Our staff were trained in services in each county and provided all callers with at least three resources to assist with overcoming barriers.

    For utility assistance, our call center staff receive and assist with intakes with an average call time of 20 minutes. These intakes gather all household demographic information, assistance needed, and available resources to assist with issues.

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CCR maintains contracts with the National Suicide Prevention Lifeline, as well as Mental Health Crisis services with 24/7 Call Center operations for Butler, Clarion, Cameron and Elk counties and handles on average over 400 crisis calls a month. Through our state licensed Crisis Intervention call center, services are immediate and crisis-oriented. They are designed to ameliorate or resolve precipitating stress experienced by adults, children, adolescents, families, and specialized populations, including veterans, the elderly, and the deaf community, who exhibit an acute problem of disturbed thought, behavior, mood or social relationships.

CCR serves as the Call Center and Base Service Unit for Butler, Clarion, and Washington counties. Our call center staff provide information, referral, and intake services for individuals with mental health or substance abuse needs. Within the Butler County Information and Referral Call Center operated by CCR, the agency filters over 10,000 calls a year and facilitates over 300 mental health intakes for county funding, 500 Early Intervention intakes, and over 200 intakes for Aging and Disability services. The agency also serves as the Call Center for the Butler County Utility Integrated Single Point of Contact. For this service, CCR Call Center staff answer and filter over 5,000 utility crisis calls a year. Each caller is provided with a survey to see what utility financial resources are available.

For individuals in need of income tax assistance, CCR serves as the call center and hub for scheduling appointments for the IRS Volunteer Income Tax Assistance. Within the 12 counties served, we scheduled over 12,000 appointments in a 90 day span of time. The scheduling entails completing an intake that gathers demographic and employment information for all who live within the household, to determine eligibility. CCR has provided coordination for the Aging and Disability Resource Center/LINK for Butler, Lawrence and Mercer Counties as well as served on the LINK oversight committee

CCR approaches Call Center operations with a focus on customer service. We expect and deliver a Call Center experience that is:
  • Efficient, with calls answered quickly, within appropriate time frames;
  • Respectful, with staff being responsive, nonjudgmental and truly listening to the caller;
  • Thorough and provides professional responses, giving callers the information and resources they need;
  • Accurate, with screenings, assessments and documentation in SAMS;
  • Responsive to the needs of the ACAAA and the individual callers;
  • High quality, with state of the art equipment, staffing to handle call volumes, monitoring, quality improvement, and staff and supervisors who are trained and AIRS certified;
  • Compliant with service requirements and reports being completed and submitted on time.

In order to ensure continuous, uninterrupted operations in an emergency, CCR has created a business continuity plan for the Call Center. In the event of the building losing power, the Call Center is connected to a backup generator that will allow the Call Center to continue full operations. In a situation where the Call Center building is not accessible, the Call Center has two alternate sites to relocate to immediately, with no delay in Call Center operations.

We have demonstrated that are able to perform under pressure during times of natural disasters, such as the Butler Flood of 2017 where there was an increase in callers by 30%. CCR also assisted Broward County Florida with call center coverage for 211 when Hurricane Irma impacted over 1.9

million residents. During the hurricane, staff at CCR learned a new data base system in less than 12 hours and began answering live calls to support the residents and emergency management system of Broward County. During this time, the Call Center continued to meet our call center benchmarks.

Our benchmarks include all calls being answered by live staff, no calls are placed on hold for more than 30 seconds, all calls are documented prior to the end of shift, all needed documentation and demographic information is recorded and updated prior to end of a shift, and all calls are assessed for unspoken needs while being connected to available resources. We continue to have staff trained and certified to lead a call center if a pandemic should occur.

For language translation services, CCR contracts with OPI who is HIPAA certified and able to translate over 150 languages through live interaction, voice calls and texting. This service is offered 24 hours a day and 7 days a week. This service is at no cost to the consumer and all staff are trained to utilize this translation service. CCR also utilizes Language Line and has a TTY to communicate with individuals with hearing impairment.

As demonstrated by the Call Center contracts that CCR fulfills, we have the knowledge, experience, dedication and desire to provide our outstanding Call Center services to others. We have demonstrated our ability to adapt to differing methods, approaches and systems. We serve a variety of populations:

- children,
- older adults,
- families,
- victims of violence,
- homeless individuals,
- individuals with physical and intellectual disabilities,
- Veterans, and
- individuals with mental health needs.

Before implementing a service contract, we work diligently to learn about the service provider, service area, and ensure we clearly understand their needs, expectations and requirements for the service.   We also invest time in learning the unique database systems and documentation requirements for each service provider. Our Call Center operates 24 hours a day, 7 days a week, every day of the year by staff who are AIRS certified. This constant operational service, combined with our human services perspective and experience enable us to provide an exceptional quality of service to contracted agencies and the individuals and communities they serve.

We have learned and established a well-defined process to ensure we are able to provide a Call Center that promotes empathy, respect, quality, flexibility and reassurance to not only the callers, but to the ACAAA. Callers speak live with our trained staff directly, without having to navigate a telephone system or needing to leave a message. The staff at CCR are dedicated to our mission and this can be seen through our low turnover rate and recognition by the Pittsburgh Tribune Review as a "Top Workplace" in the region for the past three years. All staff are cross trained in other service programs to ensure competency.

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2. Describe relevant experience triaging callers with a variety of needs and providing appropriate information/referral.

As a provider of Call Center and Information & Referral since 2002, along with Crisis Services spanning several counties, CCR is adept in the area of triaging callers with a wide variety of needs. The Call Center operates with a philosophy of "no wrong door".   Individuals in search of information or assistance are never turned away without receiving options. This approach enables CCR to act as a universal gateway to community services. Callers with any need for assistance can contact the Call Center, without specific knowledge of the program or service they are seeking. The goal of our staff is to understand the problem, identify appropriate resources, and provide accurate and necessary information to assist the individual. We have developed an atmosphere that facilitates and promotes motivational interviewing and utilizes trauma informed care.

Within the Call Center, a wide variety of calls are received and answered immediately. All calls are assessed for immediate health and safety concerns, as well as any unspoken needs that may benefit from linkage to local resources. All Information and Referral staff are AIRS Aging &Disabilities certified and are well versed in local, state, and federal resources. The Call Center are all QPR trained (Question, Persuade, Refer) and have a qualified trainer on staff to assist with immediate training of QPR during onboarding.

The Call Center staff complete a variety of intakes for services throughout the state. The intakes completed within the Call Center include:
- County mental health funding,
- Financial assistance for utility payments,
- Dollar Energy Applications,
- Community Action Applications,
- Local clothing resources and rental assistance,
- PennDot Ways to Work,
- Referrals for Early Intervention Services,
- Referrals for county Drug and Alcohol Treatment,
- Ages and Stages Assessments, and
- Entry into the Coordinated Entry within HMIS for Housing.

All contacts, intakes, and assessments are completed, documented in the appropriate database and sent to the appropriate party within 24 hours of initial contact. Follow up calls are completed at 2, 4 and 6 weeks to ensure that needed resources were obtained, utilized, and helpful.

In the CCR Crisis program, the intervention priority scale is utilized as a guideline in determining the immediacy of the initial response and need for follow up. As we assess and triage the call, the safety of the individual and community is our primary concern. Priority 1 indicates a high safety concern and is determined when police are on scene or in route, and the individual indicates significant risk of harm to self or others through verbal threat of furtherance, or suicidal/homicidal thoughts. Immediate face to face intervention is required. For Priority 2, a moderate safety concern is determined when the individual was stable after an intervention but due to the nature of the concerns face to face intervention is necessary within 5-24 hours after the phone intervention. Details reported indicate no immediate risk to harm self or others but there is an inability to meet basic needs for hygiene, shelter or nourishment, significant disturbance of mood, appetite and/or sleep pattern and cognitive impairment.   Calls determined to be a Priority 3 indicate a mild safety concern when

the individual is stable by report of absence of thoughts to harm self or others, no evidence of acute psychiatric symptoms, adequate supports and resources, and extrinsic motivation for treatment. Telephone intervention at a minimum with a mobile/face to face intervention is offered.

For our current After Hours Information and Assistance service contract with the ACAAA, our staff must screen and discuss service needs with callers, as well as screen them for Protective Services. Our staff have received training and resources from the ACAAA on resources available to assist older adults in Allegheny County. Staff have also received training on OAPS, which included screening for OAPSA criteria, and where to direct calls for Protective Services. Through our extensive experience with PA 211, our staff are very experienced as resource navigators, assisting callers throughout 27 counties and providing resources to meet their needs.

3. Describe your experience providing protective services or other crisis-related services in the community.

Through programs such as Intellectual Disabilities, Aging and Disability Services, and Crisis services, the agency has significant experience in crisis intervention, reporting critical incidents, and working with Protective Services Investigators.

CCR is a provider of Intellectual Disability/Developmental Disability Supports Coordination and as such, adheres to the Office of Developmental Programs bulletins 6000-04-01, 00-10-06, Annex A, Informational Memo 115-11 and Informational Memo 012-10 for reporting, review and response to critical events or incidents for all eligible individuals enrolled in intellectual disability services and supports. The Supports Coordinators and Supervisors report all information related to incidents in HCSIS, notify appropriate provider agencies, county, regional, and state entities. The Supports Coordinators and Supervisors ensure the health and safety of the individual upon receipt of information that may require an incident to be entered in HCSIS.

CCR has 4 staff trained as ODP state Certified Investigators. The Certified Investigators intervene when allegations of abuse, neglect, or exploitation are made against a staff member. Our Certified Investigators ensure the safety of the victim, conduct interviews, review records, and present their findings regarding the allegations.

As a provider of Aging and Disability Service Coordination, agency staff are mandated reporters regarding abuse, neglect, exploitation or abandonment of adults covered under the Adult Protective Services Act. Immediately upon being notified of a critical incident, the Service Coordinator (SC) takes steps to ensure the health and safety of the participant. If the Critical Incident involves potential abuse as defined in APS Act of 2010 and Chapter 15 Protective Services for Older Adults, the SC will report the Critical Incident through Adult Protective Services within 24 hours of becoming aware of the incident.

Through our Crisis services, CCR provides intervention, assessment, counseling, screening, and referral services 24 hours a day, 7 days a week. These services are available to anyone who telephones, walks in, or requests the Crisis team to come to their home, school, or community. Follow-up is provided to offer support after the immediate crisis and to provide referrals to other community providers. This service is provided in Butler and Clarion counties, and telephone crisis is provided in Cameron and Elk counties.

Our staff is able to communicate with individuals in need by telephone, text, and chat. CCR is the only licensed provider in the state to offer a Crisis Text line. This was created in response to the statistics indicating increasing depression and mental illness among young adults and a strong need for crisis services outreach and access that this population will utilize. Also, exposing this age group to information about crisis services will work to destigmatize mental health and support understanding. With the primary mode of communication as text and social media, we created a short code text number (63288) and a usable and interactive chat line.

The Crisis team has developed strong relationships with the police, fire, and EMS providers throughout the service areas. These relationships have not only elevated the level of communication between these organizations, but has also increased their awareness and understanding of Crisis services. This has enabled all of these organizations to better and more effectively serve individuals in need in the community.

As an extension of the Crisis program, the agency initiated an interim housing program for individuals who are homeless or experiencing a housing-related crisis and in need of temporary housing. This program operates as Butler County's only year-round shelter. In assisting and supporting these individuals towards housing security, our staff often encounter challenging and crisis-related situations. Staff work to resolve these situations to ensure the safety of the individual and the other individuals in the interim housing center.

4. Describe your plan for maintaining compliance with the Older Adults Protective Services Act.

CCR will ensure all After Hours Phoneline staff are fully trained in the OAPSA through training with the ACAAA, as well as assure attendance at the Protective Services Basic Training to obtain OAPS certification.

To ensure compliance with the OAPSA, CCR will commit to the following key compliance areas:

Accessibility – All calls will be answered by live, OAPSA trained call center staff to ensure ease of reporting older adults in need of Protective Services. For calls where the older adult meets the criteria for OAPSA, the OAPSA trained call center staff will complete a Report of Need and adhere to the contact requirements for contacting OAPS investigators. CCR call center will be available weekdays from 4:30pm to 8:30am, weekends from 4:30pm Friday through 8:30am on Monday, holidays, and weekdays from 8:30am to 4:30pm as a back-up to the ACAAA.

OAPSA Criteria – Staff will receive initial training and on-going training in the criteria for an older adult in need of Protective Services. Staff will ensure that for any call where an older adult is age 60 or over, incapacitated either physically or mentally, has no responsible caregiver, and is at imminent risk of danger to person or property, a report of need completed immediately. Reports will also be completed for adults under the age of 60 who meet the other criteria. Call Center supervisors will immediately review all Reports of Need for completeness. In the event additional essential information is needed, the call center staff will contact the reporter for this information. No other

individual will be contacted by the call center, as this would constitute the initiation of an investigation.

Categorizing Reports of Need and Contacting Protective Services – OAPSA trained call center staff will possess a strong understanding of the referral categories and assign a referral category to every Report of Need completed. The category will be emergency, priority, nonpriority, no need for Protective Services, or another PSA. All categories will be confirmed by the Call Center Supervisor immediately. Reports categorized as emergency or priority will immediately and directly be referred to the Protective Services Investigator. Nonpriority and no need reports will be referred to the Protective Services Investigator during the current or next day of business hours. For Reports of Need where the individual is located in another PSA, the call center staff will assign it a referral category of emergency, priority, or no need for Protective Services and contact Protective Services in that service area within the referral contact timeframes.

Reporting requirements for Mandatory Reporters – All call center staff will understand mandatory reporting by administrators and employees of care facilities. When contact is made by a mandatory reporter, call center staff will ensure they are informed of their additional reporting requirements, such as notification to their facility, a written report to the Area Agency on Aging and when applicable, reporting to law enforcement or the coroner.

Protections provided by the OAPSA – All call center staff will understand immunity from liability and protection from retaliation, both of which are provided under the OAPSA to reporters who act in good faith. Staff will be able to explain these protections to assure reporters, as well as understand a reporter's right to remain anonymous.

Confidentiality & Records – Call center staff will adhere to all confidentiality and record requirements under the OAPSA. All staff will be required to sign oaths of confidentiality and the penalties for violations of the confidentiality requirements will be included. Staff will be trained on the confidentiality of the information they receive, including the identity of the reporter. All staff are trained on HIPAA requirements.

Training & Hiring Requirements – All call center staff will attend the initial Protective Services training at the ACAAA as well as attend the 3 day Protective Services Basic training. CCR will ensure that all staff complete this training, receive on-going training, and that all new staff complete the same training. For hiring of staff, all call center staff must complete a state police background check, child abuse clearance, and FBI background check and must be free of prohibited offenses. These clearances must be completed and obtained prior to their start date with the organization, along with verification of education and completion of reference checks.

5. Describe your experience in data collection, provide a sample of a data tracking form that adheres to the needs of this RFP, and describe how data will be provided to AAA.

    CCR utilizes the Oasys system for call center telephone operations. This system allows for the agency to record all calls. We have the ability to generate reports by day and hour, the number of calls received, the speed to answer each call, the length of each call, hang ups prior to a call center staff answering, and break down the statistics by call center staff. These reports allow CCR to monitor and adjust call center staffing patterns as needed.

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With the current call center contracts, we maintain an average speed to answer of less than 30 seconds. The average call length is 6 minutes and all SAMS documentation from the day is entered no later than 10am the following morning. The speed to answer and follow-up reporting is adhered to on holidays and weekends. We ensure that staffing is strong and consistent. In case of illness or staffing shortage, an on-call supervisor who is trained and able to respond provides call center support, to prevent long hold times.

Through our current contact with the ACAAA for after-hours Information and Assistance, we provide monthly reports on the call center statistics. CCR is willing to adapt and adjust reports to the needs of ACAAA for the Phoneline service and will adhere to any reporting requests or requirements.

The following is a data report provided to one of funders and serves as an example of the data we are able to collect.

Queue Group Performance by Period

9997 - Ques 2, 3 & 6

12/1/2017 - 12/30/2017 - 00:00 - 24:00

Created on 11/6/2018 2:02:20 PM by _admin

Activity period	ACD calls offered	ACD calls handled	Calls abandoned (short)	Calls abandoned (long)	Calls requeued	Answered by ACD group 1	Answered by ACD group 2	Answered by ACD group 3	Answered by ACD group 4	Average speed of answer (hh:mm:ss)	Average delay to abandon (hh:mm:ss)	ACD handling time (hh:mm:ss)	Average ACD handling time (hh:mm:ss)	Abandon %	Service level %	Answer %
00:00	31	29	1	1	2	29	0	0	0	00:00:19	00:00:24	03:15:31	00:06:59	3.2%	90.3%	90.3%
01:00	15	14	1	1	0	14	0	0	0	00:00:07	00:00:06	01:30:21	00:05:44	6.7%	100.0%	93.3%
02:00	15	14	0	1	0	14	0	0	0	00:00:05	00:01:02	02:05:21	00:08:57	6.7%	100.0%	93.3%
03:00	18	18	0	0	1	18	0	0	0	00:00:08	00:00:00	01:22:34	00:04:35	0.0%	100.0%	100.0%
04:00	10	10	0	0	0	10	0	0	0	00:00:06	00:00:00	01:17:47	00:07:47	0.0%	100.0%	100.0%
05:00	15	15	0	0	0	15	0	0	0	00:00:19	00:00:00	01:37:21	00:06:29	0.0%	93.3%	100.0%
06:00	27	24	0	3	0	24	0	0	0	00:00:28	00:02:31	02:01:12	00:05:03	11.1%	81.5%	88.9%
07:00	67	59	1	8	0	59	0	0	0	00:00:44	00:03:17	04:19:18	00:04:24	11.9%	82.6%	88.1%
08:00	159	122	2	34	1	122	0	0	0	00:01:15	00:02:49	09:11:42	00:04:31	21.5%	73.4%	77.2%
09:00	179	149	2	27	0	149	0	0	0	00:01:01	00:02:36	12:07:46	00:04:55	15.1%	78.2%	82.7%
10:00	134	105	1	23	0	105	0	0	0	00:01:07	00:05:52	07:50:33	00:04:29	17.2%	66.4%	78.4%
11:00	99	79	1	20	2	79	0	0	0	00:01:26	00:02:48	05:12:56	00:03:58	20.2%	72.7%	79.8%
12:00	85	76	2	9	1	76	0	0	0	00:01:07	00:04:01	05:01:47	00:03:58	10.6%	78.8%	89.4%
13:00	59	44	0	13	1	44	0	0	0	00:01:06	00:03:01	02:52:01	00:03:55	22.0%	71.2%	74.6%
14:00	49	34	1	15	1	34	0	0	0	00:01:49	00:02:10	02:25:17	00:04:16	30.6%	63.3%	69.4%
15:00	61	40	2	19	0	40	0	0	0	00:00:32	00:04:36	03:15:20	00:04:53	30.6%	69.4%	65.5%
16:00	44	37	1	7	1	37	0	0	0	00:00:41	00:01:56	03:34:42	00:05:48	15.9%	79.5%	84.1%
17:00	136	120	2	14	3	120	0	0	0	00:00:36	00:02:17	11:31:43	00:05:46	10.3%	85.3%	88.2%
18:00	98	92	0	6	1	92	0	0	0	00:00:29	00:01:57	06:55:42	00:05:49	6.1%	92.9%	93.9%
19:00	90	85	0	5	3	85	0	0	0	00:00:26	00:03:01	06:44:37	00:06:10	5.6%	93.3%	94.4%
20:00	62	54	2	6	0	54	0	0	0	00:00:14	00:00:55	05:16:30	00:05:49	12.9%	95.2%	87.1%
21:00	52	48	1	4	1	48	0	0	0	00:00:07	00:03:56	03:51:17	00:04:49	7.7%	96.2%	92.3%
22:00	50	47	1	2	1	47	0	0	0	00:00:13	00:01:57	03:32:03	00:04:31	6.0%	92.0%	94.0%
23:00	22	22	0	0	0	22	0	0	0	00:00:18	00:00:00	01:46:56	00:04:52	0.0%	95.5%	100.0%
Totals	**1577**	**1335**	**22**	**221**	**19**	**1335**	**0**	**0**	**0**	**00:00:47**	**00:03:11**	**112:29:27**	**00:05:03**	**14.0%**	**81.2%**	**84.7%**

Staffing (20 points)

6. Describe your staffing plan that ensures coverage without gaps.

Staffing is the essential element of this service and CCR will ensure the level of staffing is more than adequate for the After-Hours Phoneline. Staffing will be tailored based upon the call volume and will continually be monitored and adjusted. In consideration of the average number of calls provided during the Q&A section of the After-Hours Phoneline RFP, we propose the following staffing:

- 10:00pm-7:00am, 7 days a week and during holidays a minimum two staff will be answering calls from 10 with one additional staff or supervisor on call as a back-up to handle an increase in call volume

RFP for Older Adults Protective Services After-Hours Phoneline Response Service

- 7:00am to 4:30pm Monday – Friday, one staff will be scheduled with a supervisor on-site as a back-up,
- 4:30pm-10:00pm weekdays - two staff will be scheduled from 4:30pm-10:00pm, with an additional staff and a supervisors acting as a back-up.

A minimum of 2 supervisors will be trained in OAPS and attend OAPS Basic Training.

Initially, four staff who currently work daylight within the already existing Information and Referral department at CCR will be trained in OAPS. They will assist with ACAAA over flow calls during non-coverage hours to ensure that ACAAA Protective Services has a backup provider in case, for any reason, the call center within Pittsburgh has an unexpected operational issue. We aim to train at least 5 additional staff in the OAPS Basic Training within the first 6-8 months of the contract period. During daylight weekday hours, at least one staff who has taken the Protective Services Basic Training will be accessible and taking calls. At all times a supervisor, who has completed the ACAAA and OAPS Basic Training, will be on duty for consultation, Report of Need reviews, clarification, reassurance, to provide extra coverage during unexpected increase of calls, and to discuss difficult or unusual cases.

The CCR Call Center has established quality standards that include an average speed to answer of 30 seconds or less. All calls will be recorded through Oasys, which is a system CCR utilizes and our phone system through Consolidated Communications has the ability to generate reports based on county. The reports offer information in 30 minute increments which will allow us to adjust our staffing patterns to meet the needs of the callers. The call volumes and activity will be reviewed on a weekly basis, call volume patterns reviewed, and staffing adjusted accordingly meet the call center needs.

CCR is amenable and open to discussions with the ACAAA at any time regarding the level of staffing provided to fulfill this service.

7. Describe your organization's commitment to staff training and provide a sample staff training plan.
    All applicants must meet the minimum qualifications listed in the job description to interview and be hired at CCR. New employees are all properly vetted through the use of exclusion and background checks. By investing in staff training and education, CCR ensures the employee's eligibility and ability to provide competent and effective services.

CCR has instituted a training plan for all of its employees, based on the specific position and/or program needs. When constructing a training plan, CCR includes program-specific requirements, researches growing evidence-based practices, needs of the community served, and the knowledge base of staff. From this research, management is able to identify relevant courses and education to keep staff knowledgeable and competent in their positions.

New staff in the call center receive training on community resources, interviewing skills and needs assessments, trauma informed care, and motivational interviewing. Training includes QPR (Question, Persuade, Refer) Gatekeeper training, Mental Health First Aid, confidentiality, and mandatory reporting training. Staff are trained on communication skills including how to access and utilize language translation services and deaf interpreting services. New call center staff complete at least 12 hours of listening to live calls and shadowing a senior team member prior to taking their first call.

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After the 12 hours of shadowing a senior team member, a supervisor will listen to the first 4 hours of calls to provide support and constructive feedback to build confidence and strength with the new employees.

In accordance with CCR's program philosophies and principles, the agency mandates a two-hour annual training on the topic of recovery-oriented principles. This training may be web-based or in-person. All new employees will be required to attend this training within the first year of employment. Call center staff will also complete HIPAA, Compliance, Fraud, Waste and Abuse training, Ethics, Information & Referral, and Cultural Competency training on an annual basis. Child Abuse training will occur within the first 90 days of employment and must be renewed every three years.

Call Center staff must successfully test for their AIRS/Aging and Disability certification within their first year of employment and maintain this certification throughout their employment.   Call center staff have monthly supervision with their direct supervisors. Supervisors will educate, discuss, and problem-solve with staff. Supervisors conduct supervisions via the trauma-informed care model and a strength-based approach. Supervisors may also utilize monthly staff meetings to educate their staff or offer refreshers on topics.

If awarded the After-Hours Phoneline Response Service, CCR will include OAPSA in the initial training plan, along with mandatory reporting, SAMS, completing Reports of Need, and other OAPSA-related topics. At monthly meetings, the supervisor will review internal monitoring results, and provide refreshers on the Report of Need, referral categories, and discuss any areas of confusion. For on-going quality assurance, the call center staff will monitoring of a minimum of 1 call a week to ensure they are responding appropriately, professionally, and effectively. Any observed issues are discussed with staff immediately for performance improvement.

Initial Training	
Day 1	o Meet with HR complete new hire paperwork, review HR policies, and complete confidentiality agreements o Meet with IT complete user agreements and access documentation system o Review phone usage and functions
Day 2	o Review Basic Functions of the Call Center o Complete Fraud, Waste and Abuse Training o Complete Mandated Reporter Training o Complete HIPAA Training
Day 3	o Training at ACAAA on OAPS
Day 4	o Motivational interviewing & assessment training o Customer service/call management training o Documentation & SAMS training o Policy and Procedure Review
Day 5	o Domestic Violence & emergency call training o Question, Persuade, And Refer Training. (QPR Training)

	o Back door CRISIS and 911 numbers for Allegheny County
	o Mock calls and role playing
Day 6	o Customer service/call management training
	o Resources Review
Day 7	o Documentation Training using the SOAP Format
	o Documentation requirements review
	• Note Standards and Timelines
Day 8 & 9	o Mock calls and role playing
	o Work with call center mentor and observation
	o Training at ACAAA on OAPS
Day 10-13	o Go live with Manager listening and overseeing
	o Manager will provide hand over support during this shift
Day 14 & 15	o Go live with Manager in the general area
	o Training with ACAAA on OAPS
3-6 months	o Question, Persuade, Refer Gatekeeper Training
	o Mental Health First Aid Training
3-12 months	o Review AIRS certification training materials

Annual Training
• HIPAA
• Fraud Waste & Abuse
• OAPSA Review
• Handling Challenging Calls & Crisis Services

On-Going Training & Support	
Frequency	**Activity**
Daily	Program changes and updates addressed with staff
Every other week or ASN	Individual staff supervision
Monthly	Team meetings and needed trainings
3/6/12 months	Initial performance evaluations will be completed at 3 and 6 months, and annually thereafter.

8. Describe the expected qualifications of the proposed staff.

    CCR call center staff would possess, at a minimum, a high school diploma or GED; preferred qualifications include minimum of an Associate's Degree and call center experience.   All staff will possess and consistently demonstrate excellent telephone and communication skills, along with the ability to triage calls, engage and develop rapport with callers, familiarity with and locate resources in online database, and thorough documentation of all activity in SAMS. The supervisor will have, at the minimum, an Associate's Degree with call center, customer service   experience; preferred qualifications include a bachelor degree in psychology, human services or related field with aging, SAMS, and call center experience.

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All Phoneline call center staff will be required to attend ACAAA OAPS training and Protective Services Basic Training. Prior to their start date, all staff will complete and submit State Police criminal history record, FBI criminal history record, child abuse clearance, and proof of residency.

9. Describe your plan to either locate staff centrally or have them work remotely with appropriate levels of oversight and supervision.

CCR will have the Phoneline call center staff centrally located with supervisors co-located or available by phone overnight and weekends. This will ensure staff are supported, and conducting the job in the professional, engaging manner that CCR expects. The supervisors will rotate their schedule in order to be physically available to all staff at least two shifts per month. The Phoneline call center staff will physically be in the office from 4:30 pm-12:00am on weekdays, then transition to working remotely on a standby/on call status. Weekend and holiday coverage will be provided by staff on a standby/on-call status. In addition CCR will have a staff available during normal business hours to answer overflow calls from ACAAA.

A supervisor will be available at all times for consultation, questions, and Report of Need reviews. Call center staff will be monitored on an on-going basis through observation and monitoring of calls. In the event an issue is identified, the supervisor will immediately address this with staff and provide training and support.

Budget (25 points)

10. Provide a detailed line item budget that reflects a realistic estimate of the costs associated with managing the after-hours phoneline service. You may provide the line item budget in the space below or as an attachment (e.g., Excel file). This question does not count towards page limits.
Click or tap here to enter text.

11. Provide a budget narrative that clearly explains and justifies the line items in the proposed budget.
Click or tap here to enter text.

12. Describe how staff are paid (e.g., hourly, salary, per call, per minute).
Staff will be paid on an hourly basis, with stipend for standby/on-call midnight-8:30 am, weekends and holidays.

		Hourly Rate	Hours	Wages	Benefits	Category	Benefits	Coverage Type
			6,160					
Staff	1	14.50	1,040	15,080	3,016	Health	18,000	Family Coverage Level
Staff	2	14.50	1,040	15,080	3,016	Vision	213	Family Coverage Level
Staff	3	14.50	1,040	15,080	3,016	Dental	840	Family Coverage Level
Staff	4	12.00	1,040	12,480	2,496	LTD	120	
Staff	5	12.00	1,000	12,000	2,400	Life Ins.	180	
Staff	6	12.00	1,000	12,000	2,400	WC	151	
Supervisor	7	19.00	416	7,904	2,101	UCI	600	
						403B	905	Match up to 6% per plan
On Call Wages				-	-		21,009	
On Call Stipend				-	-			
				89,624	18,445			

Wages	89,624
FICA	6,856
Benefits	18,445
Staff Development & Personnel	6,000
Rents, Utilities & Insurance	6,000
Communications	3,000
Admin & Supplies	2,100
Staff Travel & Transportation	1,200
Other Operating Expenses	1,800
Equipment - Purchase & Repair	8,000
Admin/Mgmt Costs	4,291
TOTAL COSTS	147,316
MONTHLY CALLS	11,400
COSTS PER CALL	12.92

Staffing $89,624

The staffing for the program includes 6 part time OAPS trained staff to provide After-Hours Phoneline services. These staff will work 20 hours a week and paid at a rate between $12 to $15 an hour, depending upon their level of education and experience.

Staffing also includes a supervisor at .20 FTE at a pay rate of $19 an hour. Additional staffing of a supervisor on-call and back-up Phoneline staff will be provided by the agency as an in-kind contribution.

Fringe Benefits $18,445

The agency provides employee benefits including health, vision, dental, life insurance, 403B, and long term disability insurance. Benefits are calculated at 20% of the employee's wages.

FICA $6,856

FICA will be paid for all salaries: $89,624 x .0765 = $6,856.

Staff Development & Personnel $6,000

The Call Center staff and supervisor will attend OAPSA Basic Training in State College and/or Harrisburg. The cost for sending 7 staff to the training includes lodging for 3 nights ($405/person x 7 staff = $2,835), meal allowance ($150/person for the trip x 7 staff = $1,050), for a total of $3,885. Three additional staff will attend OAPSA Basic Training in State College during the grant period for the cost of $405/person x 3 staff =$1,215 for lodging, and meals at $150/person x 3 staff = $450.

Additional training costs for enrichment and supervisory training is anticipated to be $450.

Rents, Utilities & Insurance $6,000

Monthly rent, utilities, and general liability insurance cost is necessary for the site location to provide the services and activities. The cost of rent, utilities, and insurance is calculated as an allocation based upon program size. This cost is $500 a month x 12 months = $6,000.

Communications $3,000

This area covers telephone and internet services, which are needed to stay connected to the community and provide 24/7 Phoneline services.   Cost is $250 a month x 12 months = $3,000.

Admin & Supplies $2,100

Includes supplies for meetings and on-site trainings, printer paper, toner, staples, etc. $175/month x 12 months = $2,100.

Staff Travel & Transportation $1,200

Transportation to 4 OAPSA Basic training sessions. 2 trips to State College for 580 miles x $.545 per mile = $316; 2 trips to Harrisburg for 900 miles x $.545 per mile = $490; $75 for tolls.   The remaining $319 budgeted will apply to travel costs to meetings and events.

Other Operating Expenses $1,800

This cost is calculated as an allocation based upon program size. $150/month x 12 months = $1,800.

Equipment - Purchase & Repair $8000

Includes purchases of 7 laptops and software, along with set-up, support and repair services.

Admin/Mgmt Costs $4,291

This cost covers administrative and management, including program oversight by the Director. This cost is calculated as an allocation based upon program size. $357.58 x 12 months = $4,291.

Total $147,316