



Allegheny County Department of Human Services

RFP Response Form

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Released Services

PROPOSER INFORMATION

Proposer Name: Three Rivers Youth

Authorized Representative Name & Title: Peggy B. Harris, President & CEO

Address: 6117 Broad Street

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.threeriversyouth.org

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

Date Incorporated: 1881

Partners and/or Subcontractors included in this Proposal: Salvation Army, East Hills Community Center, Pittsburgh Public Schools, McKeesport and Sto-Rox School Districts, East Liberty Health Center, Pyramid, Zakiyah House (Recovery House), UPMC McKeesport Hospital, and Kane Community Living Center.

How did you hear about this RFP? *Please be specific.* Email

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Peggy B. Harris	[REDACTED]	[REDACTED]
Contract Processing Contact	Robert Krotzer	[REDACTED]	[REDACTED]
Chief Information Officer	Kristin H Walker	[REDACTED]	[REDACTED]
Chief Financial Officer	Robert Krotzer	[REDACTED]	[REDACTED]
MPER Contact*	Aaron Mickens	[REDACTED]	[REDACTED]

* MPER is DHS's provider and contract management system. Please list an administrative contract to update and manage this system for your agency.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

BOARD INFORMATION

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

Adam Smith – Board Chair

Jeanine Kilgore

Beth Ross – Vice Chair

Dr. Margaret Larkins-Pettigrew

John Sabatos – Secretary

David Meadows

Gloria M. Brown – Treasurer

Audric Dodds

Michael Fisher

Andrew Zihmer

Lajuana Fuller

Board Chairperson Name & Title: Adam Smith, Senior Vice President Stalwart Insurance, LLC

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.

A Second Chance, INC

Dr. Sharon McDaniels, Founder, President & CEO

[REDACTED]
www.asecondchance-kinship.com

Familylinks, Inc

Mr. Don Goughler, Interim President/CEO

[REDACTED]
<http://www.familylinks.org/>

Gwen's Girls

Dr. Kathi Elliott, Executive Director

[REDACTED]
<http://www.gwensgirls.org/>

PROPOSAL INFORMATION

Date Submitted 5/5/2020

Amount Requested: \$135,993.00

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

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, HIPAA and Pennsylvania's Right-to-Know Law.

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.

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

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
- Budget
- Sample pre-/post-tests

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

REQUIREMENTS

Please respond to the following and submit only one Response Form, even when proposing more than one Intervention Service (.5 Intervention Services, Group, Outreach and Other Treatment Related Services).

All Proposers should complete Sections 1, 3, 4 and 5. Complete these sections only once, even if you are proposing more than one Intervention Service. Complete only the portions of Section 2 for the Services that you are proposing to deliver.

Each Intervention Service will be scored separately. To score each proposed Service, your scores from Section 1, 3, 4 and 5 will be added to each of your responses in the Section 2 (50 total points for each Section 2 response). The total combined score for each Service proposed is 105 points.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

SECTION 1 – ORGANIZATIONAL EXPERIENCE (15 points) – to be completed by all Proposers, 3-page limit.

1. Describe your organization's experience in providing drug and alcohol, tobacco and/or gambling Intervention Services to a variety of audiences; include details of your knowledge of related issues.

Three Rivers Youth's (TRY) Drug & Alcohol Program (D&A) is a nationally accredited program through the Council on Accreditation (COA). As a D&A licensed facility, for over 6 years, TRY offers prevention, intervention, treatment, recovery, diversion and case management services to youth, adults, and families throughout Allegheny County. TRY's Intervention Services include pre-screenings, level of care assessments, supportive counseling, educational groups, case management, referrals and outreach. Intervention services at TRY address risky behaviors associated with substance abuse, tobacco and gambling addiction, offer supportive services related to accessing intervention and treatment and provide outreach to heighten awareness of consequences and risk factors. The services are intended for high risk populations including families with infants, pregnant women, women with children, injection drug users, overdose survivors and veterans.

TRY's D&A Staff have over 20 years of experience working with individuals with Substance Use Disorders/Opioid Use Disorders (SUDs/ODDs), other substance abuse, tobacco and gambling addiction. Their expertise and knowledge of the issues surrounding drug & alcohol, tobacco and gambling addiction produce quality individualized services tailored to each clients' needs wherever they are on the spectrum of addiction. Annually, TRY offered intervention services to over 1,500 clients on average. Each year, intervention staff provide services across Allegheny County, including those communities having higher than normal rates of smoking, marijuana use, heroin use, non-prescription painkiller use, binge drinking and chronic alcohol use. Staff provide services through a variety of means including but not limited to outreach, groups, information dissemination, resource coordination/referrals and education and training.

2. Describe your organization's experience working with adults and adolescents in need of Intervention Services. Include a description of challenges you may encounter while working with this population and what can be done to mitigate them.

TRY has over 6 years of experience offering comprehensive intervention services to adults and adolescents throughout Allegheny County. In addition, TRY D&A Staff have over 20 years of experience working with this vulnerable population. Intervention Services offered to adolescents and adults include pre-screenings, level of care assessments, supportive counseling, educational groups, case management, referrals and outreach. Annually, TRY has provided Intervention group service to 350 participants. In addition, TRY has served approximately 1500 individuals through Outreach services including resource coordination, supportive services, referrals and educational sessions. TRY disseminated nearly 2600 ATOD/ overdose and gambling prevention materials through Allegheny County in various high-risk communities. Intervention services at TRY address risky behaviors associated with substance abuse, tobacco and gambling addiction, offer supportive services related to accessing intervention and treatment and provide outreach to

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

heighten awareness of consequences and risk factors. The outcomes for intervention service have been favorable. According to feedback satisfaction survey, 85 % of program participants in group agreed sessions had an impact on their lives/behavior. 10 % of those in need were connected to supportive services such as SUD, M/H, recovery supports and Homeless programs. Over the course of our experience, TRY has identified several key challenges for individuals in need of intervention services.

One challenge, which is nationally recognized as a significant barrier to service, is limited access. Limited access is a complex barrier that prevents individuals/families from receiving services; this may include a lack of insurance, limited funds for gas or bus fare to access services outside their community, and/or limited availability of services in at-risk communities. To mitigate this challenge, TRY staff work with individuals to apply for benefits through the statewide benefit system COMPASS. In addition, TRY ensures staff offer intervention services in-homes, at schools, and in a community setting where at-risk individuals have unhindered access. Furthermore, TRY partners with individuals and organizations in high-risk communities to ensure at-risk individuals have access to services as conveniently as possible. TRY offers intervention services to adults and adolescents in the following high-risk districts, District 13, 12, 11, 10, 9, 8 6, and 4.

Additional challenges/barriers to intervention services include; clients' lack of motivation, an individual's readiness to change, limited resources, resource coordination, and parental involvement for youth in need of intervention services. To alleviate these barriers, TRY staff utilize Motivational Interviewing techniques, engage individuals where they are at, assist individuals in building coping skills and life skills, provide warm hand offs to other service providers and consistently check-in and follow-up with clients throughout their participation in services. TRY acknowledges the importance of building positive relationships with clients. TRY achieves this through surveying the needs and identifying appropriate solutions for each client individually through a strength-based approach that puts the client in the driver's seat of their implementation plans, while providing mentoring as well as recovery supports.

3. Describe the partnerships you have with other community providers or organizations. Highlight one or more example in which your organization has successfully collaborated with others when planning and implementing a project or when delivering a program or service.

TRY has partnerships with various agencies, organizations, and businesses throughout Allegheny County. These include, treatment providers, recovery support service providers, Recovery House, Allegheny County Single County Authority, Drug Court, Jail Cooperatives, Adult Probation, Family Support Centers and Medical Assistant Treatment (MAT) Providers, The FBI Pittsburgh H.O.P.E. (Heroin Outreach Prevention and Education) Initiative, local unions, Message Carriers of Pennsylvania, East End Cooperative Ministries, Small Seeds, East Liberty Health Center, Pyramid, Salvation Army, McKeesport School District, Pittsburgh Public School District, Sto-Rox School District, Thomas Jefferson High School, South Park School District and Magistrate office among others.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

Two primary examples of TRY's ability to collaborate with others when planning and implementing a project and/or when delivering services, include our partnership with the Salvation Army and the collaborations necessary to host our annual community day event.

Salvation Army: TRY has collaborated with the Salvation Army for six years providing resource coordination and intervention groups to at-risk individuals in The South Side, a high-risk area for tobacco, marijuana, heroin, non-prescription painkiller and alcohol abuse. Intervention Groups bring residents together in a peer-supportive environment where they can discuss and gain knowledge about topics that include relapse prevention, life skills, anger management, and social integration. TRY has received positive feedback by both staff and participants. The program participants stated they learned to be patient, respectful, how to access resources, self-control, difference between wants and needs, seek support, handle anger and to get motivated. 67% of participants rated excellent as their overall experience and 33% rated good as their overall experience.

Community Day: Each year, TRY hosts a Drug Free Community Day in collaboration with East Liberty Health Center. The event is geared towards promoting health and wellness for high risk populations in the community and brings together several providers including, UPMC Health Plan, AFLAC, Action Housing, Career Links, State Representative-Ed Gainey, Fitness, Small Seeds, EECM, Greater Pittsburgh Food Bank, East End Employment Center, Local Police and Fire Departments, POWER,, Clearview Credit, Magee, and Pittsburgh Aids Task force, etc. During the event, speakers encouraged attendees to use effective coping mechanisms, seek necessary resources, self-care and promoted health/ wellness and family engagement. In addition, vendors provide resources, screenings and family friendly activities. Annually, our community day sees 200 visitors, the majority of who spend the day participating in a safe drug-free event with their community peers.

SECTION 2 – INTERVENTION SERVICE DELIVERY PLANS (50 points each) – complete only the Intervention Services that you propose to deliver, 5-page limit per Service.

Group

Provide your plan for group that:

- a. includes a strategy to work with community-based organizations or DHS to identify and provide appropriate Groups.
- b. addresses one or more priority issues (e.g., the opioid crisis, drunk driving) and explains why they were chosen.
- c. targets community(ies) where high needs exist and explains why they were chosen.
- d. addresses one or more of the three target population categories and explains why they were chosen.
- e. describes the frequency of meetings and topics that will be covered.
- f. describes how at least two evidence-based and/or evidence-informed practices will be used.
- g. describes how fidelity in the delivery of evidence-based and/or evidence-informed practices will be ensured.
- h. describes how to meet the required 60% billable rate.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

- i. describes how to meet the needs of a culturally diverse population and those with special needs.
- j. describes how the proposed Groups enhances and integrates within the overall behavioral health service continuum in Allegheny County and within the Proposer's organizational structure.

A: Identifying and Providing Groups:

TRY's strategy to work with community-based organizations and/or DHS is to establish partnerships through continual communication, engagement and follow-up. TRY will establish new working relationships to promote intervention groups by actively seeking priority populations, high need communities and prospective partnering agencies. When identifying possible partnership agencies, TRY schedules meetings to discuss needs, services, benefits, opportunities, implementation planning as well as mock presentations as needed. In addition, TRY offers follow-ups, reporting and evaluation to program partners. TRY has already established partnerships with various agencies, organizations and DHS with regard to providing intervention services. TRY will continue to work with and foster positive relationships with these already existing partners for group services and retention

B: Priority Issues:

TRY's intervention groups currently, and will focus on four priority issues including, Opioid Epidemic, tobacco use, marijuana use and alcohol use. These priority issues are the most prevalent in the communities in which TRY offers services. Allegheny County and the Greater Pittsburgh Region have been disproportionately affected by the Opioid Epidemic plaguing our nation. Furthermore, several County Council Districts (13, 12, 10, 8, & 4) have higher than average rates of use of tobacco, marijuana, heroin, non-prescription pain killers and alcohol. The effects of substance abuse on individuals, both youth and adults, can have long-term harmful effects; including addiction, poor academic/job performance, involvement with the juvenile/criminal justice system, engaging in high-risk activities and a myriad of health issues and/or death. Intervening before individuals progress to the need for treatment and/or intervening with individuals in recovery to prevent relapse helps to prevent or limit these damaging effects.

C: Target Communities:

At-risk communities where TRY provides intervention groups include South Side Flats & Slopes, East Liberty, Wilksburg Borough, City of McKeesport, Hill District West End, McKees Rocks Borough and the North Side. The target communities were chosen because these areas have higher than average rates of smoking, marijuana use, heroin use, non-prescription painkiller use, and either chronic or binge consumption of alcohol. TRY will continue to partner with community organizations in these communities to ensure at-risk individuals and families have convenient access to in-need services.

D: Target Population:

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

TRY's intervention services will target all three populations: universal, selective and indicated. It is important to ensure individuals in need of intervention services at all levels have access to individualized high-quality services, whether they are members of the general public, are at high-risk for addiction without proper intervention, or are in need of support to access more intensive treatment services. In each community, the target population will vary depending on intervention strategies, priority issue, community and organization needs. TRY is poised to offer services to all populations requiring intervention.

E: Meeting Frequency & Topics:

TRY has a variety of intervention groups targeted to the needs of participating clients. Groups include: Life-Skills Groups; Parent Support Groups; Peer Support Groups; and Psycho-educational Groups. These groups are usually offered on a weekly basis for approximately 1 hour. However, there are specific groups that will take place for 2 hours per week or biweekly. The topics may vary by specific groups; topics include Communication, Anger Management, Building Healthy Relationships, Making Healthy Choices, Conflict Resolution and Handling Stress, and Relapse Prevention. TRY utilized the following evidence-based/evidence-informed curriculums Relapse Prevention, Anger Management, Cannabis Series and Nurturing Parenting. A few recommended topics as per partner request include social reintegration, life-skills, dangers in tobacco use and vaping and connecting to recovery supports. Groups are designed to improve a client's protective factors and knowledge of the risks associated with drug & alcohol use to bolster self-efficacy and self-esteem, prevent future addiction, and improve decision-making skills.

In addition to general intervention groups, TRY offers family support groups to parents whose children have been either in possession or under the influence of alcohol or other drugs in the community or on school grounds. Parent support groups are designed to increase parents understanding of the detrimental and life-altering effects of early drug use and importance of accessing treatment. The program draws families in by serving as an advocate for navigating the school disciplinary process ensuring them of a partnership in finding solutions that increase academic success. Parents also become aware of community support resources. Staff assists families throughout the process from the beginning to the end of the program including but not limited to, referrals for drug and alcohol assessments, mental health or other relevant services; weekly communication with families about student's status/ performance; follow-up with parent/student about issues or concerns; advocate for family; resource coordination; meet with school staff to coordinate services and provide updates; assist families to navigate back to school for a smooth transition and follow-up with families as needed after returning to school. Sessions cover topics including Setting Goals, Risk Taking and Substance Abuse, Making Healthy Choices, Self-Image, and Self Improvement, Building Healthy Relationships, Families and Substance abuse, Prescription and Over the Counter Drug Misuse and Abuse, Decision Making, S.E.L.F. – Safety-Emotion-Loss-Future.

F: Evidence-Based Practices:

As a nationally accredited human services agency through the Council on Accreditation (COA) TRY recognizes the importance of maintaining high standards in service delivery. As a result,

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

TRY utilizes three evidence-based/informed practices/programs in our Intervention Service Program. These include Motivational Interviewing, Nurturing Parenting Program, and Relapse Prevention. In addition to these three evidence-based/informed models, TRY is also in the final stages of becoming a Sanctuary Certified Organization.

Motivational Enhancement Therapy (MET) and Motivational Interviewing (MI): Motivational Enhancement Therapy is derived from Motivational Interviewing. Three Rivers Youth will use MET and MI techniques within group sessions to ensure participation and engagement of clients in each session. MET is a person-centered counseling style for eliciting behavior change by helping individuals to explore and resolve ambivalence. In the group setting, MI is used to emphasize negotiation over conflict, with a focus on developing an individual's autonomy, confidence and determination for change. During motivational interviewing, a person will consider the resistance or ambivalence to change and then will identify and articulate reasons to change. This allows individuals to both engage and relate during group session. Strategies for adapting this approach to group include blending individual and group processes, responding to change talk within the group setting, normalizing motivational differences, and incorporating skills-training protocols.

Nurturing Parenting Program: TRY offers the Nurturing Parenting Program to families through our Drug and Alcohol Intervention Services. We collaborate with Community Agencies such as Small Seeds to offer parenting to families. The Evidence-Based Nurturing Parenting Program builds Protective Factors in families that when present increase the health and well-being of children and families. The protective factors include nurturing and attachment, knowledge of parenting and child/youth development, parental resilience, social connections, concrete support services for parents and social and emotional competency of children. During the implementation of the program, families reported the sessions were interactive and engaging as well as the staff was helpful and trustworthy.

Relapse Prevention Therapy: TRY offers Relapse Prevention services to individuals in the Jails, community, Kane Community Living Center, Recovery Housing and Shelters. Based on G. Alan Marlatt's widely used, evidence-based protocols, The Relapse Prevention Program helps clients identify high-risk situations, work on responses and coping skills, and explore lifestyle factors that may increase vulnerability. By following this model, staff can customize a program based on each client's unique needs and minimize the risk of relapse. The urge to use alcohol or other drugs can be triggered by many factors, including work-related stress, family problems, mental health disorders, physical pain, and social or environmental events. Any one of these risk factors can set off a relapse.

Sanctuary Model: The Sanctuary Model is considered to be an evidence-supported practice by the National Child Traumatic Stress Network and a "promising practice" according to the California Evidence-Based Clearinghouse. The Sanctuary Model is an evidence-supported, trauma-informed, evolving whole system organizational change process. It has been shown to have positive effects on both client outcomes as well as staff satisfaction, retention and tenure.

G: Maintaining Fidelity:

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

TRY believes that staff thrive in a collaborative and supportive work environment. All staff including intervention staff partner with their colleagues and Program Director to hone their knowledge and skills before working directly with clients, specifically with regard to the chosen evidence-based practice model utilized in service delivery ensuring fidelity to the chosen models. Prior to engaging with clients one-on-one, intervention staff receive training in Motivational Interviewing, Nurturing Parenting Program, and Relapse Prevention Therapy as well as intensive coaching/ supervising from their program director. In addition, staff shadow seasoned employees conducting similar work in the field. The Program Director will evaluate each staff's competencies with regard to Motivational Interviewing, Nurturing Parenting Program, and Relapse Prevention Therapy through coaching, their needs assessment, individual staff training/development plan, their successful completion and comprehension of training, a high rating on the client engagement readiness tool, and their ability to excel in role-playing scenarios. Once working with clients, the program director ensures fidelity of the practice model through weekly supervision, client follow up, periodic attendance of groups and continual coaching.

H: Maintaining 60% Billable Rate:

In preparation to move to a fee-for-service environment TRY established a minimum billable hours rate of 60% in 2019. All D&A staff are aware of their weekly goals with regard to billing. These goals are reinforced and monitored weekly by the program director. In addition, compliance with the goal of the 60% billable rate is reviewed at the executive level weekly by the VP of Operations and President & CEO. Non-compliance with the 60% goal is promptly addressed through a corrective action plan with the program director. The staff will be responsible for providing services to at least 96 individuals per week in up to 8 groups.

I: Cultural Competency:

TRY's commitment to cultural competency starts with the hiring and staff engagement process. Efforts are made to align staff demographics and experience with client profiles, recognizing the importance of "lived" experience to overall service quality. All employees at Three Rivers Youth are trained in cultural competency and must demonstrate respect for diversity and differences among youth, families, communities, and staff. Staff participates in annual dignity and respect training, guided by TRY's Human Resource staff, on understanding commonalities and differences among peoples of diverse cultures, genders, races, ethnicities, social classes, abilities, sexual orientations, ideologies, and faiths. Working in team projects and individual activities, staff is encouraged to search for, retain, and appreciate information about families, individuals, communities, and employees with cultural and economic backgrounds different from their own. Staff builds on diversity among individuals to strengthen organizations, communities and individual capacities. Intervention Staff utilize the knowledge gained during orientation and training while offering group session to ensure each session is culturally sensitive and trauma informed. Groups follow a strength-based approach allowing for participants to feel empowered and build self-efficacy while engaging with their peers.

J: Intervention Groups at TRY:

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

TRY takes a holistic approach to service delivery, which includes offering services to individuals at all levels of the spectrum of addiction including prevention, intervention, treatment and recovery. The Intervention groups will enhance and integrate within the overall behavioral health service continuum in Allegheny County and within TRY's organizational structure. TRY uses the Recovery Oriented Systems of Care (ROSC) principles of service delivery and promotes service coordination within a continuum of care. ROSC builds on strengths and resiliency to improve health, wellness and quality of life for those at risk of substance use/abuse, tobacco and gambling addiction.

Outreach

Provide your plan for Outreach that:

- a. includes a strategy to work with community-based organizations or DHS to identify and provide appropriate Outreach.
- b. addresses one or more priority issues (e.g., the opioid crisis, drunk driving, etc.) and explains why they were chosen.
- c. targets community(ies) where high needs exist and explains why they were chosen.
- d. addresses one or more of the three target population categories and explains why they were chosen.
- e. addresses all of the acceptable Outreach activities (e.g., Material Distribution, Intervention Education, Safe Practice).
- f. describes how Motivational Interviewing and any other evidence-based and/or evidence-informed practices will be used.
- g. describes how fidelity in the delivery of evidence-based and/or evidence-informed practices will be ensured.
- h. describes how to meet the required 60% billable rate.
- i. describes how to meet the needs of a culturally diverse population and those with special needs.
- j. describes how the proposed Outreach enhances and integrates within the overall behavioral health service continuum in Allegheny County and within the Proposer's organizational structure.

A: Providing Outreach:

TRY will utilize effective recruitment and outreach strategies to work with community-based organizations and/or DHS. The recruitment and outreach strategies include program promotion, advertisement, presentations, to focus on target populations and high-risk communities through social media, email blast, meetings and referral tracking system. TRY will continue to nurture existing partnerships and additional relationships with community partners. When cultivating new partnerships, TRY will schedule meetings or presentations to discuss outreach services in more depth. TRY will check-in on a regular basis with partners to ensure retention and satisfaction. TRY will seek new working relationships through targeting high risk populations and communities and identifying key contacts.

B: Priority Issues:

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

TRY's intervention outreach currently, and will focus on five priority issues including, Opioid Epidemic, tobacco use, marijuana use, gambling addiction and alcohol use. The priority issues on which TRY focuses are the most prevalent in the communities in which TRY offers outreach services. In addition, TRY has chosen these priority issues because individuals abusing tobacco, heroin, marijuana, non-prescription painkillers and alcohol have an increased risk of engagement with the juvenile/criminal justice system, decreased academic/job performance, as well as health issues that decrease ones overall quality of life. Unfortunately, individuals suffering from substance, tobacco and gambling addiction are often difficult to engage in services. Quality, targeted, assertive outreach ensures TRY staff have a higher chance of engaging these individuals in services.

C: Target Communities:

At-risk communities where TRY provides intervention outreach services include East Liberty, Homewood, Wilkinsburg Borough, Hill District, West End, McKees Rocks, McKeesport, North Side. In addition, individuals from District 13, District 12, District 10, District 8, District 4 attend Intervention Education sessions and receive targeted information resources. The target communities were chosen because these areas have higher than average rates of smoking, marijuana use, heroin use, non-prescription painkiller use, and either chronic or binge consumption of alcohol. TRY will continue to partner with community organizations and schools in these communities to ensure at-risk individuals and families have convenient access to in-need services.

D: Target Population:

TRY's intervention outreach services will target all three populations: universal, selective and indicated. The outreach efforts will address all three targeted populations at various times depending on the service delivery approach, community needs and risk factors. TRY intends to seek any individual, family, community or agency in need of intervention services or connection to treatment services. As a result, it is necessary to meet all populations at every level to ensure the maximum impact for a large portion of the community.

E: Outreach Services:

Outreach at TRY encompasses three main categories of services: Information Distribution, Intervention Education, and Safe Practice.

Information Distribution: These services included the dissemination of ATOD/gambling info at schools, community events and resource fairs in an interactive and engaging manner. TRY uses strategic intentional methods when disseminating information/materials. As a result, dissemination occurs routinely, as scheduled, during awareness month, and/or in collaboration with community partners. In addition, TRY maintains a resource room and provides recovery support clients with a resource guide when visiting our facility. Resources include, but are not limited to Dept. of Human Services Information & Referral Packet, Guide to health care resources in Allegheny County from the health department, SCA contracted providers list, affordable housing resources, Resource manual for successful transition back to Allegheny

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

County from the Dept. of Corrections, Community resources for people with disabilities and general recovery assistance resources.

Intervention Education: TRY's Intervention education services include presentations and groups utilizing evidence-based curriculums, as well as evidence informed services within the schools and community. In addition, TRY offers education and training to groups and staff on a one-time basis or ongoing to meet their needs. The sessions are designed to heighten education and awareness surrounding issues such as addiction, opioids, problem gambling, tobacco/vaping and recovery support. The presentations occur at Police Departments, schools, community organizations and businesses as requested or scheduled. A unique component of TRY's Intervention Education Services is our Diversion Program. The Diversion Program is a intervention program that offers two main services to students, intervention education sessions and one-on-one mentoring. Students referred to the Diversion Program are required to attend and complete a pre-determined number of psycho-educational sessions based on school disciplinary actions in violation of school Drug Policy. These sessions include topics such as Setting Goals, Limits, and Consequences, Communication, Anger Management, Building Healthy Relationships, Making Healthy Choices, Conflict Resolution and Handling Stress and Drug & Alcohol. Sessions are strength-based and follow an evidence-based curriculum. They are designed to improve a student's protective factors and knowledge of the risks associated with drug & alcohol use to bolster self-efficacy and self-esteem, prevent future infractions, and improve decision-making skills. One-on-one mentoring sessions offer more targeted and intensive interventions for students throughout the year including in-school and out-school time.

In addition to educational sessions, TRY offers alternative activities for individuals who are substance abusers, problem gamblers or at high risk and their families by providing constructive and healthy activities to offset, minimize or eliminate use of ATOD. Alternative Activities are offered throughout the year. The types of activities include Community Drug-Free Day, Red Ribbon Week, Kick Butt Day, Recovery Month, American Smoke Out Day, Problem Gambling Month, Alcohol Awareness Month and other advocacy promotions.

Safe Practice: TRY offers Narcan distribution and training to staff and program participants. As part of Intervention Outreach Services, TRY will disseminate a list of Narcan distribution sites and training availability to others interested in a supply. The Narcan and overdose prevention information dissemination will occur at health/ resource fairs, Community Day, meetings and other outreach efforts.

F: Evidence-Based Practices:

Motivational Enhancement Therapy (MET) and Motivational Interviewing (MI): Motivational Enhancement Therapy is derived from Motivational Interviewing. Three Rivers Youth uses MET and MI techniques within the Drug and Alcohol Program during information dissemination and intervention education sessions. Motivational interviewing encourages a person to develop personal motivation for engaging in the change process. The goal is to get individuals to resolve their ambivalence about changing their behavior without evoking resistance to change. The examination and resolution of ambivalence is its central purpose, and the staff is intentionally directive in pursuing this goal.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

Sanctuary Model: The Sanctuary Model is considered to be an evidence-supported practice by the National Child Traumatic Stress Network and a “promising practice” according to the California Evidence-Based Clearinghouse. The Sanctuary Model is an evidence-supported, trauma-informed, evolving whole system organizational change process. It has been shown to have positive effects on both client outcomes as well as staff satisfaction, retention and tenure.

G: Maintaining Fidelity:

As stated previously, all staff including intervention staff, partner with their colleagues and Program Director to hone their knowledge and skills before working directly with clients, specifically with regard to the chosen evidence-based practice model utilized in service delivery. Prior to engaging with clients 1-on-1, intervention staff receive training in Motivational Interviewing as well as intensive coaching/ supervising from their program director. In addition, staff shadow seasoned employees conducting similar work in the field. The Program Director will evaluate each staff’s competencies with regard to Motivational Interviewing through coaching, their needs assessment, individual staff training/development plan, their successful completion and comprehension of training, a high rating on the client engagement readiness tool, and their ability to excel in role-playing scenarios. Once working with clients, the program director ensures fidelity of the practice model through weekly supervision, client follow up, periodic attendance of groups and continual coaching. The staff will use MI techniques that are client centered that encourage change (identify and state reasons to change), address resistance (involvement in the problem solving process), promoting autonomy (belief that change is possible), providing feedback (empathic and non-judgmental explorative ideas) and enhancing confidence (affirming a person’s strengths and past accomplishments).

H: Maintaining 60% Billable Rate:

As stated previously, in preparation to move to a fee-for-service environment TRY established a minimum billable hours rate of 60% in 2019. All D&A staff are aware of their weekly goals with regard to billing. These goals are reinforced and monitored weekly by the program director. In addition, compliance with the goal of the 60% billable rate is reviewed at the executive level weekly by the VP of Operations and President & CEO. Non-compliance with the 60% goal is promptly addressed through a corrective action plan with the program director. The staff will provide 30 hours of direct services per week through outreach efforts.

I: Cultural Competency:

TRY’s commitment to cultural competency starts with the hiring and staff engagement process. Efforts are made to align staff demographics and experience with client profiles, recognizing the importance of “lived” experience to overall service quality. All employees at Three Rivers Youth are trained in cultural competency and must demonstrate respect for diversity and differences among youth, families, communities, and staff. Staff participates in annual dignity and respect training, guided by TRY’s Human Resource staff, on understanding commonalities and differences among peoples of diverse cultures, genders, races, ethnicities, social classes, abilities, sexual orientations, ideologies, and faiths. Working in team projects and individual activities,

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

staff is encouraged to search for, retain, and appreciate information about families, individuals, communities, and employees with cultural and economic backgrounds different from their own. Staff will have the ability to relate, understand, communicate with, and effectively interact with people across cultures and ethnics backgrounds. In addition, materials and approaches will be culturally sensitive and relevant. TRY staff exhibit cultural competency, awareness and humility as well as dignity and respect during outreach efforts/engagement.

J: Outreach at TRY:

Three Rivers Youth has been providing outreach services and family support services since the 1990s, and substance abuse services since 2014. TRY takes a holistic approach to service delivery, which includes offering services to individuals at all levels of the spectrum of addiction including prevention, intervention, treatment and recovery. As a result, TRY recognizes the importance of engaging individuals at each level, often times the preliminary engagement is in the form of Outreach Services. Outreach plays an essential role in engaging individuals in need of services to participate in said services. In addition, for those individuals not ready to commit to a drug-free, tobacco-free, alcohol-free or gambling-free lifestyle the provision of resources through information dissemination is vital because it acts as a reminder that supportive services are available. TRY will engage and form conducive working relationships with partners/community resources for a continuum of care, accessibility and warm hand-offs as necessary.

SECTION 3 – STAFFING (10 points) – to be completed by all Proposers, 2-page limit.

4. Provide your plan for recruiting and retaining qualified, committed and knowledgeable staff, including at least one staff member with lived experience. Include staff-to-client ratios where appropriate.

Recruitment & Retention:

As a nationally accredited human service organization through COA, TRY's recruitment strategy focuses on seeking out qualified individuals that directly mirror our service population. Furthermore, TRY recognizes the need for lived experience among D&A staff. TRY employs a comprehensive recruitment strategy which includes posting vacancies internal for possible candidates on our website and newsletter, and recruiting relationships with Colleges and Universities, Career Links, Images Pittsburgh, Non-profit Talent, Monster, Indeed, Job Gateway, local newspapers, employment sites, job fairs, churches and faith-based institutions, Carnegie Library of Pittsburgh (multiple locations), Pittsburgh Courier, and NAACP. Adding specific requirements about education and experience will allow for a narrower pool of qualified individuals.

In 2017, TRY began our journey to become a Sanctuary Certified Organization; Sanctuary Certified Organizations have shown significantly better outcomes for clients, in addition to increased overall morale and improved retention rates for staff. Moreover, our retention strategy focuses on both empowering and recognizing our staff through Service Awards, Employee of the Year/Distinguished Employee Award, You Go Awards, all staff meetings and activities,

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

suggestion boxes, surveys and other feedback opportunities. In addition, TRY will retain employees through an onboarding process, competitive wages, benefits package, ongoing professional development, staff incentives, open door policy and self-care promotion.

Staff Qualifications

The Intervention Services Staff include two full-time D/A Specialists and Director of Drug and Alcohol Services. The Director of Drug and Alcohol services has over 20 years of relevant experience in the field. The qualification for a D/A Specialists include Master's Degree preferred; Bachelor's Degree in social work, psychology, criminal justice, social science or other related fields required, and a minimum of 3 years of experience working in the drug and alcohol field, or a CADC preferred; or High School Diploma/ GED, lived experience and 5 years relevant work experience.

5. Describe your staff training plan.

Training at TRY begins with Orientation and continues throughout an individual staff members tenure at TRY. All new employees are required to attend an orientation. The orientation is designed to inform new employees about benefits, general agency rules, regulations and policies. In addition, the orientation process includes trainings, in depth review of program policies, procedures, best practices and documentation, as well job shadowing opportunities. TRY strives to support its employees as they become acclimated to their job responsibilities during the introductory period. The three-month introductory period is devoted to the development and evaluation of the employee in the new position.

Intervention staff will be required to comply with the Department of Drug and Alcohol Programs and Allegheny County training requirements. Staff are required to receive a minimum of 12 hours of trainings per year based on Allegheny County requirements. However, TRY standard is 25 training hours per year for professional development. 1st year training includes, Addiction 101, first-aid/CPR, Confidentiality, Practical Application of Confidentiality, Motivational Interviewing, Case Management Overview, HIV, TB/STD/Hepatitis DDAP approved and Cultural Competency. 2nd year training includes Recovery Oriented Systems of Care, Mental Health, Harm and Risk reduction and Safety. Staff will also be trained on Narcan, fire safety and reporting of unusual incidents. Three Rivers Youth will implement individual, staff training plans. These plans will be implemented according to the fiscal calendar year and will be in alignment with PA State Regulations. Staff will receive ongoing supervision and agency-wide training as scheduled.

SECTION 4 – DATA COLLECTION AND DELIVERY (15 points) – to be completed by all Proposers, 2-page limit.

6. Describe your plan for tracking, entering and reporting data in a timely way.

Intervention Staff will be responsible for accurate and timely data entry into the WITS system. Data entry will be monitored on a continual basis by the program director. In addition, staff will report key data points to the program director on a weekly basis and submit monthly time studies to DHS's quality assurance coordinator that reflect all activity related to Intervention services.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

- Number of Groups conducted
- Number of hours of Group sessions
- Number of unduplicated participants
- Number of hours that service was provided (by type of service)
- Number of unduplicated clients (by type of service)
- Number of calls received (Telephonic Support)
- Number of crisis calls received (Telephonic Support)
- Number of referrals made to services
- Number of Level of Care1 assessments (LOCA) scheduled
- Number of LOCA completed
- Number of LOCA unscheduled
- Number of LOCA unscheduled completed

7. Describe the pre- and post-test evaluations you will use and your plan for incorporating feedback into programming. Please attach a sample pre- and post-test.

Three Rivers Youth will use pre/post- test to monitor quality, accessibility and appropriateness of the services. TRY will incorporate feedback in programming through staff observations, program staff feedback, participant feedback and parent feedback. The feedback will be in the form of but not limited to observations, discussions, lunch and learns, team meetings and satisfaction surveys.

8. Provide your plan for quality assurance.

Three Rivers Youth's Performance Quality Improvement (PQI) program is designed to promote excellence in service delivery and organizational management and to support the continuous improvement of both through a systemic, broad-based, organization-wide and inclusive process of engagement and quality improvement involving both staff and stakeholders. Our PQI program supports the organization's long-term strategic objectives by providing qualitative and quantitative data to enhance decision-making and planning through stakeholder and needs-based analyses; longitudinal and benchmark analysis of client outcomes; feedback from stakeholders; and ongoing program evaluation. PQI is driven by an organization-wide qualitative and quantitative metric system that comprehensively measures organizational performance, client outcomes and program impact using nationally recognized indicators and benchmarks.

Monthly, TRY executive team meets to discuss program outcomes as well as PQI information. Quarterly, TRY collects satisfaction surveys from both staff and clients, conducts internal compliance audits on client and personnel files, collects metrics on program performance and presents information to the board of directors. In addition, TRY maintains open communication with staff through a digital suggestion box, where staff are encouraged to submit opinions, suggestions and comments to improve TRY's overall service quality. Furthermore, TRY program directors conduct quality checks with program clients periodically throughout service.

SECTION 5 – FINANCIAL MANAGEMENT AND BUDGET (15 points) – to be completed by all Proposers, not included in page count.

Providers of Drug & Alcohol, Tobacco and Gambling Intervention Services and Other Treatment Related Services

9. Provide a budget that reflects a realistic estimate of the costs associated with implementing the Intervention Service(s) and a reasonable balance between direct and indirect costs. Provide a budget narrative that clearly justifies costs outlined in the budget. You may use the space below or use an attachment.

See Attachment F

ATTACHMENT F

Three Rivers Youth Proposed Budget

**THREE RIVERS YOUTH
INTERVENTION BUDGET PROPOSAL
FISCAL YEAR 2020 - 2021
INTERVENTION BUDGET PROPOSAL**

	Outreach	Group	Total
Revenue			
Total Revenue	\$88,396	\$47,597	\$135,993
	\$88,396	\$47,597	\$ 135,993
Expenses			
Salaries			
Program Director	\$4,720	\$2,542	\$7,262
D&A Specialist	\$24,102	\$12,978	\$37,080
D&A Specialist	\$24,102	\$12,978	\$37,080
Total Salaries	\$52,924	\$28,498	\$81,422
Benefits and Taxes			
FICA Tax	\$4,049	\$2,180	\$6,229
UC Tax	\$1,085	\$584	\$1,669
Work Comp	\$2,657	\$1,431	\$4,088
Benefits	\$10,028	\$5,399	\$15,427
Total Benefits and Taxes	\$17,819	\$9,594	\$27,413
Total Personnel Costs	\$70,743	\$38,092	\$108,835
Operating Costs			
Staff development	\$390	\$210	\$600
Office/Program supplies	\$468	\$252	\$720
Consumable supplies	\$1,040	\$560	\$1,600
Telephone	\$780	\$420	\$1,200
Insurance	\$1,300	\$700	\$2,000
Equipment rental/svc	\$390	\$210	\$600
Occupancy	\$780	\$420	\$1,200
Transportation	\$975	\$525	\$1,500
Total Operating Costs	\$6,123	\$3,297	\$9,420
Total Expenses	\$76,866	\$41,389	\$118,255
Indirect Admin Expenses	\$11,530	\$6,208	\$17,738
Total Program Costs	\$88,396	\$47,597	\$135,993
	Total Required to Meet Budget Amount		
	Outreach	Group	
Fees for Service Rate - Outreach (total units per year)	5,747		
Fees for Service Rate - Group (total number of clients seen per year)		4,760	

THREE RIVERS YOUTH
INTERVENTION BUDGET PROPOSAL
NARRATIVE

NOTE: Three Rivers Youth anticipates a split of expenses of 65% for Outreach and 35% for Group. Accordingly, the Intervention Budget proposed reflects these percentages.

	Outreach	Group	Total
REVENUE			
Total Revenue	65% \$88,396	35% \$47,597	\$135,993
	\$88,396	\$47,597	\$135,993
EXPENSES			
Salaries			
Program Director	\$4,720	\$2,542	\$7,262
D&A Specialist	\$24,102	\$12,978	\$37,080
D&A Specialist	\$24,102	\$12,978	\$37,080
	\$52,924	\$28,498	\$81,422
Benefits & Taxes			
FICA Taxes	\$4,049	\$2,180	\$6,229
Unemployment Taxes	\$1,085	\$584	\$1,669
Workmen's Compensation Taxes	\$2,657	\$1,431	\$4,088
Benefits (Total \$15,428)	\$612	\$330	\$942
	\$8,162	\$4,395	\$12,557
	\$45	\$24	\$69
	\$602	\$324	\$926
	\$45	\$24	\$69
	\$474	\$255	\$729
	\$6	\$3	\$9
	\$82	\$44	\$126
	\$17,819	\$9,594	\$27,413
Total Personnel Costs	\$70,743	\$38,092	\$108,835
Operating Costs			
Staff Development	\$390	\$210	\$600
Office/Program Supplies	\$468	\$252	\$720
Consumable Supplies	\$1,040	\$560	\$1,600
Telephone	\$780	\$420	\$1,200
Insurance	\$1,300	\$700	\$2,000
Equipment Rental/Maintenance	\$390	\$210	\$600
Occupancy	\$780	\$420	\$1,200

Explanation

15% of Director's Present Salary
 1 position (present hourly rate \$17.30 * 2080 hours)
 1 position (present hourly rate \$17.30 * 2080 hours)

Total Salaries

7.65% * Total Salaries
 2.05% * Total Salaries
 5.02% * Total Salaries
 Director's Health Insurance (\$523.20/month * 12 months * 15%)
 2 positions - Specialist's Health Insurance (\$523.20/month * 12 months
 Director's Dental Insurance \$38.60/month * 12 months * 15%)
 2 positions - Specialist's Dental Insurance (\$38.60/month * 12 months)
 Director's Life Insurance (\$38.74/month * 12 months * 15%)
 2 positions - Specialist's Life Insurance (\$30.36/month * 12 months)
 Director's Vision Care Insurance (\$5.25/month * 12 months * 15%)
 2 positions - Specialist's Vision Care Insurance (\$5.25/month * 12 months)

Total Benefits and Taxes

Total Personnel Costs

\$50/month * 12 months
 \$60/month * 12 months
 \$50/meeting * 32 meetings (Food, Snacks, Beverages provided for meetings)
 2 positions - \$50/month * 12 months * 2
 \$100/month * 12 months
 \$50/month * 12 months
 \$100/month * 12 months

Transportation \$780 \$420 \$1,200
 Parking \$195 \$105 \$300
Total Operating Costs \$6,123 \$3,297 \$9,420

Total Expenses \$76,866 \$41,389 \$118,255

15% - Based on Three Rivers Youth's Cost Allocation Plan
 Indirect Administration Expense \$11,530 \$6,208 \$17,738

TOTAL PROGRAM COSTS \$88,396 \$47,597 \$135,993

Outreach 5,747
 Group 4,760

2 positions - 1200 miles/year * \$.50 * 2
 \$25/month

Total Operating Costs

Total Expenses

15% - Based on Three Rivers Youth's Cost Allocation Plan

TOTAL PROGRAM COSTS

\$15.38/unit (Outreach Total \$88,396/\$15.38 = 5,747 units per year)

Units per year 5,747

Hours per year 1,437

Hours per month 119.75

Hours per week 29.93

\$10/person/group (Group Total \$47,597/\$10 = 4,760 clients seen per year)

Clients served per year 4,760

2 positions * 5 groups per week (average 10 clients/group) * 48 weeks

Fees for Service Rate - Outreach

Breakdown

Fees for Service Rate - Group

Breakdown

ATTACHMENT G

Sample

Pre & Post Tests



Three Rivers Youth

Intervention Services: Relapse Prevention

Pre- Test _____

Date _____

Post-Test _____

Please circle the number that best describe how you feel for each statement.

1. Control is important in my life.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

2. I am powerless over other people's actions.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

3. Honesty is important in all of my life areas.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

4. My current or past drug/alcohol use effects my family/ friends.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

5. It is important for me to share my knowledge and experience with others.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

6. It is important for me to admit my mistakes and faults

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

7. I am open to new information and ideas.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

8. It is important to have a recovery plan to cope with high risk situations.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

9. I know how to identify my triggering environments that might cause cravings.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

10. I take responsibility for my actions and behaviors.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

11. I will ask for help, for I don't understand everything.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

12. Personal will power is all that is needed to recover from alcoholism/addiction.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

13. I feel comfortable around other people.

Strongly Disagree	Disagree	Neural	Agree	Strongly Agree
1	2	3	4	5

THANK YOU FOR YOUR RESPONSE!