



# **REQUEST FOR PROPOSALS:**

## ***Behavioral Health Care in the Baltimore City Juvenile Justice Center***

**Release Date: February 6, 2018**

**Pre-Proposal Conference: February 26, 2018**

**Proposal Due: March 19, 2018**

**Anticipated Award Notification: March 30, 2018**

**Anticipated Contract Start: July 1, 2018**

### **Issued by:**

Behavioral Health System Baltimore, Inc.  
100 South Charles Street, Tower II, 8<sup>th</sup> Floor  
Baltimore, Maryland 21201

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# REQUEST FOR PROPOSALS

## *Behavioral Health Care in the Baltimore City Juvenile Justice Center*

### **I. Overview of the Project**

#### **A. BHSB'S GOALS & OBJECTIVES**

Behavioral Health System Baltimore, Inc. (BHSB) is a non-profit agency established by Baltimore City to manage the City's public behavioral health system. As such, BHSB serves as the local behavioral health authority for Baltimore City. In this role, BHSB envisions a city where people live and thrive in communities that promote and support behavioral health and wellness.

BHSB is committed to enhancing the behavioral health and wellness of individuals, families, and communities through:

- The promotion of behavioral health and wellness prevention, early intervention, treatment, and recovery;
- The creation and leadership of an integrated network of providers that promotes universal access to comprehensive, data-driven services; and
- Advocacy and leadership of behavioral health-related efforts to align resources, programs, and policy.

BHSB is committed to promoting behavioral health equity in Baltimore City by ensuring that the behavioral health provider network is culturally and linguistically responsive to the diverse populations served; reducing behavioral health care access barriers for populations known to experience discrimination and marginalization; and supporting communities to develop services that are responsive to their unique strengths and needs.

Through this Request for Proposals (RFP), BHSB is seeking a qualified organization to provide a comprehensive array of behavioral health care to youth detained in the Baltimore City Juvenile Justice Center.

The Baltimore City Juvenile Justice Center (BCJJC) is a multi-purpose juvenile justice building that is operated by the Maryland Department of Juvenile Services (DJS). The facility includes circuit court rooms, juvenile master hearing rooms, a secure detention center for up to 144 youth and their families, and various rooms for meetings with and/or assessments of youth. Youth who have been adjudicated may be detained in BCJJC or released to the community with some requirements.

The provider organization selected through this process will work closely with DJS, BCJJC, and BHSB staff to implement behavioral health care seamlessly into the operations of the detention center, including its school. The selected provider organization will also work closely with the existing behavioral health provider organization to transition services so that there is no disruption of care to youth.

## **B. SCOPE OF SERVICE**

The selected provider will assess all youth entering the BCJJC detention center for behavioral health needs, develop individualized service and treatment plans based on the assessment, provide all ongoing and urgent behavioral health care for detained youth, and help plan for the youth's release from the detention center.

The provider will need to collaborate with all BCJJC staff that has contact with youth, including but not limited to administrative staff, direct care staff, education staff, and other facility-based and community case managers; and adhere to all DJS policies and procedures, such as incident reporting, reporting and investigating child abuse and neglect, background investigations, and medication monitoring. All clinical services must be documented in the youth's medical file within 24 hours of service delivery. If DJS moves to an electronic medical record, then the provider will be trained on what documentation will be completed in that format.

The following services will be provided and are described in more detail below:

- Comprehensive behavioral health (mental health and substance use disorder) assessments, including ASAM levels of care
- Individualized treatment planning
- Individual, family, and group therapy
- Psychoeducational groups
- Family engagement activities
- Psychiatric medication management
- Crisis assessment and intervention services
- Discharge planning, including connecting youth to ongoing behavioral health care in the community
- Completion of Certificates of Need (CONs), as requested
- Staff training on behavioral health topics
- Participate on multidisciplinary assessment staffing team and present requested evaluations and updates on youth's disposition while detained

### **Comprehensive Behavioral Health Assessments**

All youth entering the BCJJC detention facility will receive comprehensive psychosocial assessment to determine if mental health and/or substance use

disorder treatment is needed. It is anticipated that approximately 1,050 assessments will be required each year.

### **Ongoing and Urgent Behavioral Health Treatment**

An individualized treatment plan will be created based on the assessment, and on-site treatment services will be provided for all youth determined to have behavioral health needs. Treatment plans should address urgent needs to be addressed during detention as well as recommended services for discharge back to the community. It is anticipated that approximately 800 youth will require ongoing care each year.

The selected provider will offer on-site coverage from 8:00 am to 8:00 pm, Monday – Friday. On weekends and holidays, the provider will be on-site for a minimum of four hours per day. The provider will establish an on-call schedule that provides immediate telephone consultation and face-to-face intervention within one hour of notification for all times when clinical staff are not on site.

A variety of treatment modalities should be employed, including but not limited to individual, family, and group therapy, as well as medication management. Qualified prescribers (e.g., psychiatrists, nurse practitioners) should be available on-site for between 30 and 50 hours per week, depending on need. The BCJJC detention center pays for medication for all detained youth, so prescribers should be mindful of medication costs and follow prescribing and medical policies as provided by the DJS medical director. DJS utilizes a behavior management plan and the selected provider will be required to participate in community meetings at least once a week on each open unit.

The provider will provide crisis assessment, intervention, and support plans for all youth experiencing behavioral health crises and emergencies, such as suicidality, considering harm to self or others, significant disorientation or disconnection from reality, or other emotional or behavioral distress. Crisis response services should be provided as immediately as possible, and the provider should work closely with BCJJC to implement supportive behavioral management plans for youth presenting with acute behavioral problems. If a youth requires emergency evaluation or psychiatric hospitalization, the provider will work with the DJS to facilitate a hospital transfer. If a youth is hospitalized, the selected provider will maintain daily communication with the treating facility and share findings with BCJJC medical and facility administration.

It is critical that all services provided are high quality and responsive to the needs of youth served. Wherever possible, evidence-based practices should be used, and all services should be provided within a trauma-responsive framework that is particular to youth. The provider will ensure that services are provided in a culturally competent manner and that staff receive regular and ongoing training and

supervision to ensure that the behavioral health needs of youth are being met. Youth served in the BCJJC detention center may be particularly vulnerable to negative behavioral health outcomes, and care should be taken to engage youth with respect and understanding. Additionally, the selected provider will ensure that their staff complete all training required by DJS and complete all orientation requirements established by DJS.

### **Discharge Planning**

The selected provider will participate fully with BCJJC staff to determine aftercare needs and assist youth and their caregivers connect to community-based care following their release. The provider should be knowledgeable about the continuum of behavioral health and other services available to youth in the Baltimore area.

The provider may also be asked to complete Certificates of Need (CONs) for youth being referred to residential treatment centers or inpatient psychiatric treatment.

### **BCJJC Staff Training**

In an effort to increase the knowledge and skills of all BCJJC staff working with youth, the provider will also offer regular training related to behavioral health issues. A minimum of 16 trainings should be offered on topics developed in collaboration with DJS's training division and BCJJC staff that will help staff working with youth be more effective in their approach, such as understanding how behavioral health diagnoses manifest behaviorally, how staff can take a trauma-informed approach to all aspects of their work; crisis prevention, identification, and de-escalation techniques for non-clinical staff; etc.

## **C. STAFFING REQUIREMENTS**

The selected provider will employ or contract with behavioral health professionals licensed and/or certified to provide mental health and/or substance use disorder services in Maryland. Clinical staff assigned to this work should have education and experience relevant to working with youth, with training in trauma-informed/ adverse childhood experiences responsive care, cultural competencies, etc.

Applicants will propose a staffing pattern that meets the requirements outlined in this RFP, and BHSB and DJS staff will work with the selected provider to finalize the staffing pattern.

## **D. FUNDING AVAILABILITY**

The Maryland Department of Juvenile Services awards BHSB funding to identify, procure, and oversee behavioral health care in the BCJJC facility. Up to \$1,242,000

will be available through this procurement. These funds can support personnel and operational costs related to service delivery.

Provider organizations will not be able to bill insurance while youth are detained, so all funding for these services will be grant funded.

## **E. PROGRAM REPORTING (DELIVERABLES) AND OUTCOMES**

BHSB is dedicated to enhancing outcomes reporting system-wide in order to evaluate the quality of public behavioral health services in Baltimore City. Overall, individuals receiving behavioral health services are expected to improve over time, and programs should be able to demonstrate expected outcomes.

The selected applicant will be expected to submit regular program and financial reports to BHSB using an online Contract Management System during the entirety of the approved contract term. BHSB requires quarterly and/or monthly program reporting on key indicators, as outlined below:

- Number of assessments completed (1,050 anticipated)
- Number of youth receiving ongoing behavioral health care (800 anticipated)
- Number of psycho-educational groups provided (96 anticipated)
- Number of staff trainings conducted (16 anticipated)
- Other data and outcome reports required by DJS and/or BHSB
- Compliance with staffing pattern

## **F. MONITORING AND EVALUATION**

BHSB will engage in monitoring activities to evaluate the quality of various aspects of services delivery. Some of these activities include: a) Site visits to observe, evaluate, and document various administrative and programmatic requirements, b) Review of data reports to evaluate programmatic outcomes, c) Review of financial reports to evaluate financial outcomes, and d) Review of general administrative compliance documents. The selected applicant will be required to participate in all relevant monitoring and evaluation activities.

If, during monitoring activities, it is discovered that the selected applicant(s) is not fulfilling the obligations stated in the contract resulting from this RFP, a Program Improvement Plan (PIP) may be required, with additional follow-up monitoring to ensure requirements are being met.

## **II. Overview of RFP**

### **A. PURPOSE OF RFP**

The purpose of this RFP is to select a qualified organization to provide a comprehensive array of behavioral health care to youth detained in the Baltimore City Juvenile Justice Center.

The Baltimore City Juvenile Justice Center (BCJJC) is a multi-purpose juvenile justice building that is operated by the Maryland Department of Juvenile Services (DJS). The facility includes circuit court rooms, juvenile master hearing rooms, a secure detention center for up to 144 male youth, and various rooms for meetings with and/or assessments of youth. Youth who have been adjudicated may be detained in BCJJC or released to the community with some restrictions, such as probation.

The provider organization selected through this process will work closely with DJS, BCJJC, and BHSB staff to implement behavioral health care seamlessly into the operations of the detention center. The selected provider organization will also work closely with the existing provider organization to transition services so that there is no disruption of care to youth.

### **B. APPLICANT ELIGIBILITY**

Applicants must meet all of the criteria outlined below to be considered eligible to be selected through this RFP process:

- Licensure/Certification for a minimum of two years as of December 31, 2017 as one of the following:
  - Outpatient Mental Health Center or
  - Outpatient Substance Use (Level I – Outpatient Treatment) provider
- Experience providing both mental health and substance use disorder services to youth for at least the past two years as of December 31, 2017.
- In Good Standing with the State of Maryland or explanation as to why this does not apply. Certification can be obtained through the Department of Assessment and Taxation website.
- Preference will be given to Minority Business Enterprises (MBEs) or Disadvantaged Business Enterprises (DBEs).

## C. PROPOSAL TIMEFRAME AND SPECIFICATIONS

### 4. Timeline

Release Date:	February 6, 2018
Pre-Proposal Conference:	February 26, 2018
Proposal Due:	March 19, 2018
Anticipated Award Notification:	March 30, 2018
Anticipated Contract Start:	July 1, 2018
Anticipated Service Start:	July 1, 2018

### 2. Pre-Proposal Conference

**Date:** 02/26/18

**Time:** 12:30 pm

**Location:** Behavioral Health System Baltimore  
100 S. Charles St., Tower II, 8<sup>th</sup> Floor  
Baltimore, MD 21201

Attendance by applicants is **strongly recommended**. Applicants who will not be attending the pre-proposal conference may submit questions by email to Keisha Tatum by the close of business on **February 23, 2018**.

Questions posed prior to or during the pre-proposal conference and BHSB's responses will be posted on BHSB's website at [www.bhsbaltimore.org](http://www.bhsbaltimore.org) by **March 2, 2018**. Additionally, the questions and answers will be emailed to all individuals who either attended the pre-proposal conference or submitted questions. Questions received after the conference will not be considered or responded to.

### 3. Proposal Due Date, Time, and Location

Proposals must be submitted electronically by email to [Keisha.Tatum@BHSBaltimore.org](mailto:Keisha.Tatum@BHSBaltimore.org) by attaching one or more PDF files. Because some email systems prohibit sending or receiving large files, applicants may need to split files into multiple emails. It is recommended that a separate email be sent with no attachments to request confirmation that the proposal was received.

All proposals must be received no later than **3:00 pm EST on March 19, 2018**. All submitted proposals become the property of BHSB. Proposals submitted after the closing date will not be considered.

### 4. Authorized Contact

Applicants are advised that the authorized contact person for all matters concerning this RFP is Keisha Tatum, whose contact information is listed below.

Keisha Tatum, Director of Contracting Operations  
Behavioral Health System Baltimore  
100 South Charles Street, Tower II, 8<sup>th</sup> Floor  
Baltimore, MD 21201  
Email: [Keisha.Tatum@BHSBaltimore.org](mailto:Keisha.Tatum@BHSBaltimore.org)  
Phone: 410-637-1900 Ext. 8530

**4. Anticipated Service Term:** July 1, 2018 – June 30, 2019, with options to renew annually pending availability of funding and performance.

#### **D. AWARD OF CONTRACT**

The submission of a proposal does not, in any way, guarantee an award. BHSB is not responsible for any costs incurred related to the preparation of a proposal in response to this RFP. BHSB reserves the right to withdraw an award prior to execution of a contract with a selected applicant in BHSB's sole and absolute discretion.

BHSB will select the most qualified and responsive applicants through this RFP process. BHSB will enter into a contract with selected applicants following the notification of award. All selected applicants must comply with all terms and conditions applicable to contracts executed by BHSB.

#### **E. RFP POSTPONEMENT/CANCELLATION**

BHSB reserves the right to postpone or cancel this RFP, in whole or in part.

#### **F. APPLICANT APPEAL RIGHTS**

Applicants may file an appeal to the Director of Operations & Administration within ten days of release of the procurement or award of the contract. The Director of Operations & Administration will review the appeal, examine any additional information provided by the protesting party, and respond to the protestor within ten working days of receipt of the appeal.

### **III. Format and Content of Proposal**

#### **A. PROPOSAL INSTRUCTIONS**

Applicants should submit all required information in the format specified in these instructions by the due date. The proposal narrative should be submitted using the outline provided in the next section, and should not exceed 10 typed, single-spaced pages using Times New Roman 12-point font. The cover letter and appendices do not count toward the page limit.

The final proposal package shall include:

- A proposal cover letter signed and dated by an authorized representative of the applicant organization. The cover letter must include the full legal name of the applicant organization, address, and the designated contact person and their contact information.
- A full proposal with all appendices.

Late proposals will not be considered.

#### **B. PROPOSAL NARRATIVE OUTLINE AND RATING CRITERIA**

The proposal should be a clear, concise narrative that describes the applicant's responses to the prompts outlined below. This narrative outline will also be used as the rating criteria, and the number of points allocated to each section is noted.

##### **1. Organizational Background and Capacity (25 points)**

- a. Provide an overview of your organization and its history and experience delivering behavioral health (both mental health and substance use disorder) care, including length of time providing services. Attach as an appendix all relevant organizational licensures and/or certifications.
- b. Describe the therapeutic modalities (e.g., individual, group, and/or family therapies, medication management, etc.) your organization provides.
- c. Describe the organization's history and experience serving youth and their caregivers, including youth with behavioral management issues.
- d. Describe your organization's willingness and commitment to work collaboratively with DJS, BCJJC, and BHSB staff to implement these services, assess the quality of services, and troubleshoot issues that arise. This may include attending regular or as-needed meetings.
- e. Attach as an appendix your organization's certification as a Minority Business Enterprise (MBE) or Disadvantaged Business Enterprise (DBE), if applicable.

## **2. Service Delivery and Staffing Plan (40 points)**

- a. Describe your organization's plan to deliver assessment and treatment services, as outlined in the Scope of Service.
- b. Describe how your organization proposes handling after-hour crises, as outlined in the Scope of Service.
- c. Describe your organization's experience engaging in aftercare planning, including knowledge of the broader behavioral health system, and how you propose ensuring that youth are connected to care upon discharge.
- d. Describe your organization's experience providing training to non-clinical staff on behavioral health topics and how you propose working with DJS and BCJJC staff to develop a training schedule.
- e. Describe your organization's experience and ability to recruit, hire, and effectively supervise clinical staff, with both mental health and substance use disorder specialties, include a detailed staffing plan. Attach a proposed organizational chart for these services in the appendix.
- f. Describe your organization's experience providing psychiatric medication management and your plan to provide the prescriber coverage outlined in the Scope of Service.
- g. Describe how your organization's current practices ensure services are delivered in a culturally and linguistically competent manner, responsive to the diverse communities served.
- h. Describe your organization's commitment to utilizing evidence-based or promising practices and using a trauma-informed framework. Describe which types of evidence-based or promising practices your organization already uses.

## **3. Program Evaluation and Quality Assurance (15 points)**

- a. Describe your organization's experience with data management, including your ability to track and report consumer-level data and other indicators.
- b. Describe your organization's general standing with the State of Maryland and other oversight bodies. Attach as appendices your Certification of Good Standing; the most recent Office of Health Care Quality Site Visit Report, including Statement of Deficiencies; Financial Audit and Management Letter; and/or IRS Form 990: Return of Organization Exempt from Income Taxes, as applicable. Describe any deficiencies or findings that may be noted. Explain if these documents are not applicable.

## **4. Proposed Program Budget (15 points)**

- a. Complete a line item budget using the budget form in Attachment A of this RFP document. The budget can include personnel (salary, fringe,

consultant) and operational (supplies, training, insurance, parking, etc.) costs. Attach the budget as an appendix.

- b. Write a budget narrative that describes and supports all proposed expenses related to the budget.

**5. Implementation Timeline (5 points)**

- a. With a July 1, 2018 start date, provide a reasonable timeline to hire and orient staff, and start to transition and implement services.

**6. Appendices**

- License/certification as an Outpatient Mental Health Center or Outpatient Substance Use (Level I – Outpatient Treatment) provider Outpatient (required)
- MBE or DBE Certification (if applicable)
- Organizational Chart (required)
- Budget (required)
- Certification of Good Standing in the State of Maryland (required, if applicable)
- Most recent Office of Health Care Quality Site Visit Report, Statement of Deficiencies (required)
- Most recent Financial Audit and Management Letter (required, if applicable)
- Most recent IRS Form 990: Return of Organization Exempt from Income Taxes (required, if applicable)