



# **REQUEST FOR PROPOSALS:**

## ***Enhanced Rehabilitation Services for Transitional Age Youth (TAY)***

**Release Date: December 12, 2018**

**Pre-Proposal Conference: January 7, 2019**

**Proposal Due: February 1, 2019**

**Anticipated Award Notification: March 4, 2019**

**Anticipated Contract Start: July 1, 2019**

### **Issued by:**

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

# TABLE OF CONTENTS

<b>I. Overview of the Project</b> .....	<b>3</b>
A. BHSB’s Goals & Objectives .....	3
B. Overview of Project .....	3
C. Scope of Service .....	4
D. Target Population .....	6
E. Staffing Requirements .....	7
F. Funding Availability .....	7
G. Program Reporting (Deliverables) and Outcomes .....	7
H. Program Monitoring and Evaluation .....	8
<b>II. Overview of RFP</b> .....	<b>9</b>
A. Purpose of RFP .....	9
B. Applicant Eligibility .....	9
C. Proposal Timeframe and Specifications .....	9
D. Award of Contract .....	11
E. RFP Postponement/Cancellation .....	11
F. Applicant Appeal Rights .....	11
<b>III. Format and Content of Proposal</b> .....	<b>12</b>
A. Proposal Instructions .....	12
B. Proposal Narrative Outline and Rating Criteria .....	12

# REQUEST FOR PROPOSALS

## *Enhanced Rehabilitation Services for Transitional Age Youth (TAY)*

### **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 directly 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 enhanced services for Transitional Age Youth (TAY) in their Residential Rehabilitation Program (RRP) and Supported Employment Program (SEP).

Organizations do not need to be currently operating these programs to be eligible to apply but must be willing and able to develop and operate these programs in Baltimore City for city residents. See the eligibility criteria for more information.

#### **B. OVERVIEW OF PROJECT**

Transitional Age Youth (TAY) are young people generally between the ages of 16 and 24. The target population for this project may be transitioning from foster care systems, Residential Treatment Centers, or other structured programs or systems

into more independent living environments. As such, TAY have unique behavioral health care needs related to their developmental stage and experiences. However, Maryland's public behavioral health system is generally divided between services for youth and services for adults, resulting in care for TAY that is sometimes less developmentally appropriate than is ideal. The grant funding available through this procurement addresses this service gap by enhancing services typically available for adults, specifically RRP and SEP services, to better meet the specific needs of TAY.

Service enhancements include ensuring services are being provided in a manner that is youth-driven, strengths-based, developmentally appropriate, non-stigmatizing, culturally competent, and appealing and welcoming to TAY. Staff will engage youth in planning for their futures and involve youth, their families, and other natural supports in a process that prepares and facilitates greater self-sufficiency and achievement of personal goals. Services and supports will be consistent with and informed by evidence-based models identified in collaboration with BHSB and the Maryland Department of Health's (MDH's) Behavioral Health Administration (BHA). Ongoing training and technical assistance will be available.

### **C. SCOPE OF SERVICE**

The selected vendor will i) operate eight intensive RRP beds designated for TAY only and ii) provide supported employment services (SEP) for at least 15 young people per year. The RRP services are available for TAY ages 18-24 while SEP services are available for TAY ages 16-24. If the organization is not already licensed and accredited as an RRP and/or SEP provider, it must be able and willing to achieve this within a reasonable timeframe, including providing the physical accommodations associated with RRP services (e.g., housing, furnishings, etc.). The selected vendor will be expected to access reimbursement through Beacon Health Options for RRP and SEP services. Grant funding through this contract will allow for the enhancements noted in the Overview of the Project section. More details are noted below.

Please note that if the provider organization selected through this process is not already accredited to provide RRP and/or SEP services in Baltimore City, it will have to apply for accreditation-based licensure for RRP and SEP through the process outlined in COMAR Section 10.63.

#### Residential Rehabilitation Program

The selected vendor will operate eight intensive RRP beds – four for female TAY, four for male TAY – in accordance with all Code of Maryland Regulations (COMAR)<sup>1</sup> pertaining to Residential Rehabilitation Programs for Adults, including but not

---

<sup>1</sup> COMAR can be accessed online here: <http://www.dsd.state.md.us/COMAR/ComarHome.html>

limited to Section 10.21.21, as well as all relevant policies and procedures outlined in the Beacon Health Options Participating Provider Handbook<sup>2</sup>. The selected vendor must access reimbursement for these services by billing Beacon Health Options.

The grant funding will cover costs not reimbursable through Beacon Health Options or other third-party payers to cover the enhancements to meet the specific needs of TAY, including at least the following:

- Overnight staffing in the residence to provide extra support
- Enhanced community living skills support
- Enhanced social and recreational activities

BHSB coordinates all RRP referrals for Baltimore City, and the selected vendor will work closely with BHSB to communicate bed vacancies and receive new referrals. The selected vendor will be expected to prioritize referrals from state hospitals and residential treatment facilities as is standard for all RRP providers.

BHSB hosts regular meetings with RRP providers in Baltimore City to share information, seek solutions to issues that might arise, and provide ongoing technical assistance, as needed. The vendor selected through this procurement process will be expected to work closely with BHSB and participate in these kinds of meetings.

#### Supported Employment Program

The selected vendor will provide specialized vocational and educational support services to 15 unduplicated young people (ages 16-24) annually. These services should be made available to all people served in the TAY RRP and eligible young people residing in Baltimore City not enrolled in RRP services. All services should be provided in accordance with all relevant Maryland regulations pertaining to Supported Employment Programs (also referred to as Mental Health Vocational Programs), including but not limited to Section 10.21.28, as well as all relevant policies and procedures outlined in the Beacon Health Options Participating Provider Handbook. The selected vendor will further be expected to seek BHA certification as an evidence-based SEP through participation in training, technical assistance, and annual fidelity assessment and evaluation.

SEPs in Maryland are required to maintain cooperative agreements with the Division of Rehabilitation Services (DORS) for the provision of supportive employment services. All consumers interested in post-secondary education or competitive

---

<sup>2</sup> The Provider Handbook can be accessed here:  
[http://maryland.beaconhealthoptions.com/provider/prv\\_man.html](http://maryland.beaconhealthoptions.com/provider/prv_man.html)

employment should be referred to DORS, and SEPs can obtain reimbursement from DORS for associated services.

The grant funding will cover costs not reimbursable through Beacon Health Options or other third-party payers to cover the enhancements to meet the specific needs of TAY, including at least the following:

- Enhanced engagement support
- Coordination of educational and employment goals
- Career exploration and job development
- Job coaching, available both on- and off-site

BHSB coordinates all SEP service pre-authorizations for Baltimore City residents, and the selected vendor will work closely with BHSB to coordinate enrollment. BHSB hosts regular meetings with SEP providers in Baltimore City to share information, seek solutions to issues that might arise, and provide ongoing technical assistance, as needed. The vendor selected through this procurement process will be expected to work closely with BHSB and participate in these kinds of meetings.

#### Ongoing Training and Technical Assistance

The selected vendor will be expected to commit agency leadership and program staff to participate in ongoing training, technical assistance, consultation, and program evaluation activities, working closely with BHSB and BHA to identify TAY-specific empirically supported models to implement and evaluate.

Further, the selected organization will develop an annual training and technical assistance plan for the development of staff competencies and organizational capacity to carry out the identified services and models to be approved by BHSB and BHA at the start of the contract year. The University of Maryland Evidence-Based Practice Center (EBPC) has a TAY Consultant and Trainer who will work with the selected organization on their training plan and offer technical assistance, as needed.

#### **D. TARGET POPULATION**

The target population is Transition Age Youth ages 18-24 who meet the medical necessity criteria for RRP and TAY ages 16-24 who meet the medical necessity criteria for SEP services. More information about medical necessity criteria can be found in the Beacon Health Options Participating Provider Handbook.

## **E. STAFFING REQUIREMENTS**

The selected vendor must meet all COMAR staffing requirements for RRP and SEP levels of care. Additionally, the following positions must be included:

- 1.5 FTE Residential Counselor, High School Diploma with relevant experience
- 1 FTE Employment Specialist, High School Diploma with relevant experience

Prior to implementation of services, all staff members providing TAY RRP/SEP services must complete a thorough criminal background check. This should include an annual "child abuse and neglect state registry check" via the Maryland Department of Human Services, Child Protective Services (CPS) background check as some youth receiving services will be under the age of 18. An applicant selected through this RFP process will be expected to have a robust staff training plan that addresses professional competencies specific to TAY, RRP, and SEP as well as plans to provide adequate supervision to staff, particularly for staff who spend most of their time offsite/in the field. Additionally, consistency in staffing has been shown to be an important factor in positive outcomes for this program. Therefore, it is important that the selected applicant be mindful of staff retention rates to minimize the disruption that staff turnover can create. BHSB understands that a certain amount of staff turnover is normal. It will be expected that the selected applicant monitors this and ensure adequate coverage plans, in the event of transition, to maintain the availability and quality services. The preferred turnover threshold for selected sub-vendor is no more than 15% in a Fiscal Year.

## **F. FUNDING AVAILABILITY**

A total of \$88,930 of grant funding is available per contract year through this RFP. The selected vendor will be expected to seek third-party reimbursement for all eligible services. All applicants should submit a budget that includes all anticipated revenue, including projected revenue from third-party payers.

## **G. 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 via program deliverables.

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

- Client-level referral, service, and outcomes data (e.g., numbers served in RRP and SEP, employment/education data, housing/homelessness data, health care outcomes data, etc.)
- Consumer feedback survey summary data, including how the information collected will be incorporated into program improvements
- A written plan to establish a smoke-free environment and an update at the end of the year on progress and steps taken toward the goal
- Critical incident reports, as outlined in BHSB's Critical Incident Protocol available on BHSB's website: <http://www.bhsbaltimore.org/site/wp-content/uploads/2012/06/Sentinel-Event-Protocol-Rev-1.pdf>

## **H. PROGRAM MONITORING AND EVALUATION**

BHSB will engage in monitoring activities to evaluate the quality of various aspects of service 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 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 enhanced services for Transitional Age Youth (TAY) in their Residential Rehabilitation Program (RRP) and Supported Employment Program (SEP).

### B. APPLICANT ELIGIBILITY

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

- Accreditation and Licensure in Maryland to provide Psychiatric Rehabilitation Program for Adults, as is required to provide Residential Rehabilitation Program services
- Ability and willingness to achieve Accreditation and Licensure in Maryland as a Residential Rehabilitation Program provider by December 31, 2019
- Ability and willingness to achieve Accreditation and Licensure in Maryland as a Supported Employment Program provider by December 31, 2019
- Ability and willingness to achieve approval by BHA as an evidence-based SEP by June 30, 2020
- In Good Standing with the State of Maryland

Per BHSB's Procurement Policy, Minority Business Enterprises (MBEs) or Disadvantaged Business Enterprises (DBEs) will be given preference.

Please note that if the provider organization selected through this process is not already accredited to provide RRP and/or SEP services in Baltimore City, it will have to apply for accreditation-based licensure for RRP and SEP through the process outlined in COMAR Section 10.63.

### C. PROPOSAL TIMEFRAME AND SPECIFICATIONS

#### 1. Timeline

Release Date:	December 12, 2018
Pre-Proposal Conference:	January 7, 2019
Proposal Due:	February 1, 2019
Anticipated Award Notification:	March 4, 2019
Anticipated Contract Start:	July 1, 2019

## 2. Pre-Proposal Conference

**Date:** 01/07/19

**Time:** 2:00 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 **January 4, 2019**.

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 **January 14, 2019**. 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 **4:00 pm EST on February 1, 2019**. All submitted proposals become the property of BHSB. Proposals submitted after the closing date and time 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, 2019 – June 30, 2020, 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 Contract Operations within five days of notification of non-award. The Director of Contract Operations 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 15 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 also noted.

##### **1. Organizational Background and Capacity (20 points)**

- a. Provide an overview of your organization, including when it became approved and accredited as a Psychiatric Rehabilitation Program (PRP) for Adults in Maryland. Attach as an appendix the PRP certification, accreditation certificate, and most recent OHCQ Site Visit Report, including statement of deficiencies.
- b. Describe whether your organization is already approved and accredited to provide RRP and/or SEP services, attaching the relevant certificates and OHCQ Site Visit Reports. If your organization is not already approved or accredited, describe your organization's willingness and ability to become approved or accredited as close to July 1, 2019 as possible.
- c. Describe your organization's history and experience delivering direct behavioral health care services to transitional age youth, including the evidence-based practices already being used with this population.
- d. Attach as an appendix your organization's certification as an MBE or DBE, if applicable.

## **2. Service Delivery (30 points)**

- a. Describe your organization's capacity to provide enhanced intensive RRP services, as outlined in the Scope of Service section.
- b. Describe your organization's capacity to acquire/lease physical accommodations such as residential properties, furnishings, etc., suitable for the establishment of an RRP, within three months of selection.
- c. Describe your organization's capacity to provide enhanced SEP services, as outlined in the Scope of Service section, including your ability and willingness to work toward EBP SEP certification.
- d. Describe your organization's commitment to ongoing training and technical assistance to ensure the needs of TAY are met through these services.
- e. Describe your organization's current policies for handling after-hour crises and how you propose handling after-hour crises for this program.

## **3. Staffing Plan (15 points)**

- a. Describe your intended staffing pattern, including supervisors and their identified qualifications, and your plan to ensure adequate support and supervision for all staff. Attach an organizational chart that shows how both the RRP and SEP services will fit into your organization's overall structure.
- b. Describe how your organization will ensure all staff participate in training and technical assistance related to implementing evidence-based models with fidelity.
- c. Describe the turnover rate of staff in your organization over the past two years, and indicate whether your organization has implemented actions related to improving staff retention. Describe how your organization would handle staff vacancies should they occur.

## **4. Effectively Serving the Target Population (10 points)**

- a. Describe how your organization ensures that services are delivered in a culturally and linguistically responsive manner that acknowledges the impact of social determinants of health, racial and social injustices, and inequities in behavioral health outcomes in Baltimore City communities.
- b. Describe your organization's history forming partnerships with other youth-serving organizations and community-based employment organizations that would benefit the target population of this project. Attach two letters of support that demonstrate this kind of partnership.

**5. Program Evaluation and Quality Assurance (10 points)**

- a. Describe your organization's current internal quality and compliance monitoring policies and procedures, including any audit mechanisms used, continuous quality improvement processes in place, and review of program outcomes to determine effectiveness of services.
- b. Describe your organization's experience implementing behavioral health programs similar to this one and the outcomes of individuals served. If your organization has received grant funds from BHSB or other funders, describe whether the programmatic and financial deliverables were achieved and how any quality concerns were addressed.

**6. Proposed Program Budget (10 points)**

- a. Attach a line item budget that includes anticipated revenue from both grant funding and fee-for-service reimbursement as well as all anticipated expenses.
- b. Provide a budget narrative that explains and justifies revenue and expense projections.

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

- a. Provide a timeline that includes all relevant approval/accreditation for PRP, RRP, and SEP services; acquisition of property and related accommodations; transitioning existing consumers into the new program; as well as hiring and training all staff. Contracts are expected to start on July 1, 2019, and proposals that include service start dates close to the contract start date will receive preference.

**8. Appendices (0 points, scored elsewhere)**

- a. OHCQ approval certificate for Psychiatric Rehabilitation Program, Residential Rehabilitation Program, and/or Supported Employment Program services
- b. Accreditation certificate for Psychiatric Rehabilitation Program, Residential Rehabilitation Program, and/or Supported Employment Program services
- c. Most recent OHCQ Site Visit Report, with Statement of Deficiencies for all relevant services
- d. Most recent Financial Audit and Management Letter, if applicable
- e. Most recent IRS Form 990: Return of Organization Exempt from Income Taxes, if applicable
- f. MBE or DBE certificate, if applicable
- g. Organizational Chart
- h. Two Letters of Support
- i. Line Item Budget