Behavioral Health System Baltimore

REQUEST FOR PROPOSALS:

Early Childhood Mental Health

Release Date: December 12, 2018

Pre-Proposal Conference: January 4, 2019

Proposal Due: February 1, 2019

Anticipated Award Notification: March 8, 2019

Anticipated Contract Start: July 1, 2019

Issued by:

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

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REQUEST FOR PROPOSALS

Early Childhood Mental Health

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 up to three qualified Outpatient Mental Health Centers (OMHCs) to implement the Early Childhood Mental Health (ECMH) program, a continuum of mental health services delivered to three Head Start Programs throughout Baltimore City: St. Vincent de Paul, Associated Catholic Charities, and the Mayor's Office of Human Services. The services delivered will include evidence-based practices and collaborative planning with caregivers and Head Start staff to promote optimal social and emotional development and address identified behavioral needs.

B. OVERVIEW OF PROJECT

Outpatient Mental Health Centers (OMHCs) will be selected to provide a continuum of mental health services to youth under the age of five enrolled in Head Start

Programs throughout Baltimore City. The continuum of services includes prevention, early identification and intervention, crisis response, and mental health treatment services. Although the provision of mental health treatment services is included in the scope of service outlined in this RFP, these services must be reimbursed through the fee-for-service Public Behavioral Health System (PBHS). The grant funding made available through this RFP will support the prevention, early identification and intervention, crisis response, and other support services outlined in the Scope of Service.

Additionally, the coordinated transition of youth from Head Start to primary school settings is critical in ensuring the academic and developmental success of youth. The provider organizations selected through this RFP process must ensure that youth make this transition successfully by fostering continuity of necessary treatment services to meet the youth and family's ongoing mental health needs.

C. SCOPE OF SERVICE

The selected OMHCs will provide evidence-based trauma responsive services to youth and families in Head Start Programs. The selected applicants will be expected to work closely with Head Start and BHSB staff to ensure that the mental health needs of youth enrolled in Head Start Programs are identified and addressed in a competent and prompt manner. Selected applicants will be assigned to a Head Start Program and deliver the services outlined in this section to all of its specific sites/locations. A document outlining the ECMH Program Model for delivering mental health services and a full list of the grant funded programs and sites are attached as appendices at the end of this document.

BHSB will contract with a provider organization to offer the following services in Head Start Programs:

(next page)

Standards Model for ECMH Services: Responsibilities of the Licensed Mental Health Professional in Head Start Centers

Each 1.0 Full Time Equivalent (FTE) licensed mental health professional is expected to provide or participate in the following services and activities:

Services/Activities of each 1.0 FTE ECMH Clinician	**Hours / week (Total of 40)**
A. Treatment Services = 50%	20
➢ Complete DECA-C[1]	
➢ Individual & Family Therapy	
➢ Clinical documentation activities	
➢ Evidence-based trauma responsive interventions	
B. Focused Prevention Activities = 25%	10
➢ Mental Health Consultations to staff and families for a minimum of 48 children per FTE per year	
➢ Provide information and referrals for parents and staff	
➢ Complete home visits as needed	
➢ Attend staffing, Comprehensive Developmental Team (CDT), Individual Education Program (IEP) meetings, and other meetings as requested	
C. Center-Wide Supportive Activities = 15%	6
➢ Whole Classroom Observations (2 per classroom)	
➢ Parent Trainings (6 per year)	
➢ Staff Trainings (6 per year)	
➢ Review Head Start's *Community Assessment* and *Self Assessment*	
➢ Develop/Update a Community Resource Guide	
➢ Crisis Response Services during identified hours of operation	
D. Administrative and Professional Development Activities = 10%	4
➢ Participation in BHSB meetings and other educational activities	
➢ Participation in Head Start Agency meetings and trainings	
➢ Participation in supervision activities	
➢ Read and respond to e-mail and phone calls	
➢ Drive time between sites and home office	

[1] The Devereux Early Childhood Assessment – Clinical (DECA-C) is an evidence-based assessment tool for youth 2-5 years old. More information can be found here: https://centerforresilientchildren.org/preschool/assessments-resources/the-devereux-early-childhood-assessment-clinical-form-deca-c-kit/

D. TARGET POPULATION

The target population for this project is youth enrolled in Head Start Programs and their families. The selected provider organizations will also be expected to provide support to Head Start staff by implementing supportive practices that will enhance the target population's social and emotional development.

Please note that all youth identified as needing any mental health care should, with consent, either be served through the ECMH program or be referred to other programs, regardless of insurance status or ability to pay.

E. STAFFING REQUIREMENTS

Employing qualified, trained staff is a critical component of this program. All licensed mental health professionals hired for this program must be licensed in the state of Maryland to practice independently or have the required supervision in place to practice within their scope. Additionally, it is expected that licensed mental health professionals will have relevant experience and knowledge of the population of focus to be served. Specifically, the Head Start Program Performance Standard 1304.52(d)(4) states that mental health services must be supported by staff or consultants who are licensed mental health professionals with experience and expertise in serving youth under the age of five and their families. Clinical staff should have knowledge of treatment strategies in the areas of youth behavior management and family crisis intervention, the ability to effectively work with families in a supportive manner throughout the diagnostic and referral processes, and the ability to provide treatment to youth.

The OMHCs selected through this RFP will be expected to have robust staff training plans that address the above noted professional competencies 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 youth outcomes in this program. Therefore, it is important that the selected applicants 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 selected OMHCs monitor this and ensure adequate coverage plans, in the event of transition, to maintain the availability and quality of ECMH services. The preferred turnover threshold for selected ECMH programs is no more than 15% in a Fiscal Year.

The required staffing for each Head Start site is as follows: Mayor's Office of Human Services 4 FTE; Associated Catholic Charities 3 FTE; St. Vincent de Paul 3 FTE.

Please note that prior to implementation of services, all staff members providing ECMH services must receive a thorough criminal background check, per Head Start standards, to include the following:

(1) Before a person is hired, directly or through contract, including transportation staff and contractors, a program must conduct an interview, verify references, conduct a sex offender registry check and obtain one of the following:

  (i) State or tribal criminal history records, including fingerprint checks; or,

  (ii) Federal Bureau of Investigation criminal history records, including fingerprint checks.

(2) A program has 90 days after an employee is hired to complete the background check process by obtaining:

  (i) Whichever check listed in paragraph (b)(1) of this section was not obtained prior to the date of hire; and,

  (ii) Child abuse and neglect state registry check, if available.

The required "child abuse and neglect state registry check" is facilitated via the Maryland Department of Human Services Child Protective Services (CPS) background check and is recommended for annual completion.

F. FUNDING AVAILABILITY

Contract funding of $32,000 per 1.0 FTE is available to support the personnel costs of the licensed mental health professionals. Awards will be made available as follows: Mayor's Office of Human Services: $128,000; Associated Catholic Charities: $96,000; and St. Vincent de Paul: $96,000. This amount is inclusive of all salary, fringe, supervision, and indirect costs. Indirect costs cannot exceed 10% of the total budget. Line item budgets should detail these expenses separately, and proposed grant award amounts cannot exceed these limits per FTE clinician. Proposals to serve more than one program are allowed.

Contract funding made available through this RFP will support the non-clinical components of this program. Selected provider organizations must also access third party reimbursement, particularly Medicaid reimbursement, to support the required provision of treatment services. It is anticipated that 45% of all services provided will focus on treatment activities that are eligible for fee-for-service reimbursement. This array of funding sources provides stability and support for these services.

All revenue sources, including fee for service, should be reflected in both the budget and budget narrative sections of the submitted proposal.

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. Specifically, for youth engaged in ECMH services, it is expected they will demonstrate progression in social-emotional development as evidenced by improved scores on the Devereux Early Childhood Assessment (DECA) or the Devereux Early Childhood Assessment – Clinical (DECA-C).

The selected applicants will be expected to demonstrate knowledge and expertise in the area of social-emotional learning for youth under the age of five, a willingness to implement innovative approaches to working with youth, families, and Early Childhood educators, and submit accurate data to involved stakeholders. As such, the selected provider organizations will be required 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 deliverables as well as monthly data entry of person-level data.

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.

In some instances, BHSB sets requirements above and beyond those in the Code of Maryland Regulations (COMAR) in order to meet the specific needs of youth in Head Start Programs. These additional requirements will be monitored and evaluated throughout the term of the agreement.

If, during monitoring activities, it is discovered that the selected applicant 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 up to three qualified Outpatient Mental Health Centers (OMHCs) to provide a continuum of mental health services to participating Head Start programs throughout Baltimore City. The services delivered will include evidence-based practices and collaborative planning with caregivers and Head Start staff to promote optimal social and emotional development of youth and address identified behavioral needs.

B. APPLICANT ELIGIBILITY

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

- Licensure as an Outpatient Mental Health Center (OMHC) for a minimum of two years as of December 31, 2018, not including time as a provisional provider. *Please note that significant deficiencies on Office of Health Care Quality (OHCQ) Site Visit Reports may disqualify proposals from consideration.*
- Ability to achieve accreditation in Maryland as an OMHC by July 1, 2019, if not already accredited.

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

C. PROPOSAL TIMEFRAME AND SPECIFICATIONS

1. Timeline

Release Date:	December 12, 2018
Pre-Proposal Conference:	January 4, 2019
Proposal Due:	February 1, 2019
Anticipated Award Notification:	March 8, 2019
Anticipated Contract Start:	July 1, 2019

2. Pre-Proposal Conference

Date: 01/04/19
Time: 01:30 pm
Location: Behavioral Health System Baltimore
100 S. Charles St., Tower II, 8th 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 3, 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 by **January 11, 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 via email to 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 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, 8th Floor
Baltimore, MD 21201
Email: Keisha.Tatum@BHSBaltimore.org
Phone: 410-637-1900 Ext. 8530

4. Anticipated Service Term: July 1, 2019 – June 30, 2020, with options to renew for two additional years, 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 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 also noted.

1. **Organizational Background and Capacity (15 points)**
    a. Provide an overview of your organization, including when it became licensed as an OMHC and when it received or expects to receive accreditation. Attach as an appendix its OMHC license, accreditation certificate, and most recent OHCQ Site Visit Report, including statement of deficiencies.
    b. Describe the organization's history and experience delivering mental health services to youth under the age of five and their families.
    c. Describe your organization's history forming partnerships with other youth-serving, community-based organizations. Attach two letters of support that demonstrate this type of partnership in the appendix.
    d. Attach your organization's certification as a Minority Business Enterprise (MBE) or Disadvantaged Business Enterprise (DBE), if applicable.

2. **Principles and Values (10 points)**
    a. Describe your understanding of "social determinants of health" and what it means for your organization's work in Head Start settings. How will your organization address the impact of "social determinants of health" in this program?

b. Describe how your organization's plan to ensure services in this program will be delivered in a culturally and linguistically competent manner, responsive to the diverse communities served, including individuals for whom English is a second language.

3. Service Delivery (30 points)

a. Describe your organization's plan to provide all services as outlined in the Scope of Service section of this RFP. Note which of the three Head Start Programs (St. Vincent de Paul, Associated Catholic Charities, and/or the Mayor's Office of Human Services of Baltimore City) your organization would like to or be willing to provide services to. Proposals to serve more than one program are allowed.
b. Describe your organization's ability to successfully implement evidence-based trauma-responsive services and how you will use these interventions within the ECMH program and maintain fidelity to the standards model.
c. Describe your organizations plan to implement person/family-centered services and treatment planning, to include support of behavioral health needs (mental health/substance use disorder treatment), medical needs and other identified areas of needed support to ensure overall youth and family wellbeing.
d. Describe how your organization will collaborate with Head Start staff to identify and engage individuals in need of services and ensure that all individuals referred will, with consent, be linked to and/or receive needed services.
e. Describe how your organization will, with consent, facilitate effective transitions of students from Head Start Programs to Baltimore City Public Schools.
f. Describe other behavioral health services your organization provides and what structure/process you will use to avoid conflicts of interest and inappropriate self-referral.

4. Staffing Plan (15 points)

a. Describe your proposed staffing pattern, including supervisors, to implement this project. Include an organizational chart that shows how this program will fit into your organization's overall structure.
b. Describe your plan to ensure adequate support and clinical supervision for staff, particularly for staff who work independently and off-site, including the model you intend to use and how it will ensure quality service delivery.
c. Describe your proposed training plan for staff assigned to this program and indicate any relevant expertise, training, and/or skills staff already possess.

5. **Program Evaluation and Quality Assurance (15 points)**
    a. Describe how your organization obtains and incorporates feedback from people served, including youth and families, and other stakeholders into the development, implementation, and improvement of program services.
    b. Describe your organization's practices to retain staff and provide the turnover rate of licensed mental health professionals in your organization over the past two years.
    c. Describe any previous experience your organization has implementing projects similar to this one, including any projects for which your organization has received BHSB grant funds. Were you able to meet all of the programmatic and financial deliverables and reporting requirements? If there were any quality concerns, how were they addressed?
6. **Proposed Program Budget (10 points)**
    a. Attach as an appendix a line item budget that includes anticipated revenue from both grant funding and fee-for-service reimbursement and all expenses. BHSB has budget forms on its website that can be used but are not required for this submission.
    b. Provide a budget narrative that explains revenue and expense projections and justifies expenses.
7. **Implementation Timeline (5 points)**
    a. Provide a timeline for hiring, recruiting, and training for all staff responsible for the services outlined in this RFP. Contracts are expected to start on July 1, 2019.
8. **Appendices (0 points, items scored in above sections)**
    a. All relevant licenses and/or certifications (required)
    b. Accreditation certificate (required, if applicable)
    c. Most recent Office of Health Care Quality Site Visit Report, including Statement of Deficiencies (required)
    d. MBE or DBE certificate, if applicable
    e. Two letters of support documenting successful community partnerships (required)
    f. Organizational chart (required)
    g. Line-Item Budget (required)
    h. Most recent Financial Audit and Management Letter (required, if applicable)
    i. Most recent IRS Form 990: Return of Organization Exempt from Income Taxes (required, if applicable)

Appendices

Baltimore City HS/EHS Program Directory

BALTIMORE CITY HEAD START -MOHS
Executive Director: Shannon Burroughs-Campbell, **sburroughscampbell@bcityhs.org**

DAYSPRING-3 FTE ECMH
Director: Odette Belcher, **obelcher@dayspringheadstart.com**

UNION BAPTIST-1 FTE ECMH
Acting Director: Aamil Saboor, asaboor@unionbaptistheadstart.com

SITE	CONTACT INFORMATION	CLASSES & HRS
Union Baptist/Harvey Johnson	1211-19 Druid Hill Ave., 21217 10-523-8793	10 8:00a-3:00p

Catholic Charities-3 FTE ECMH

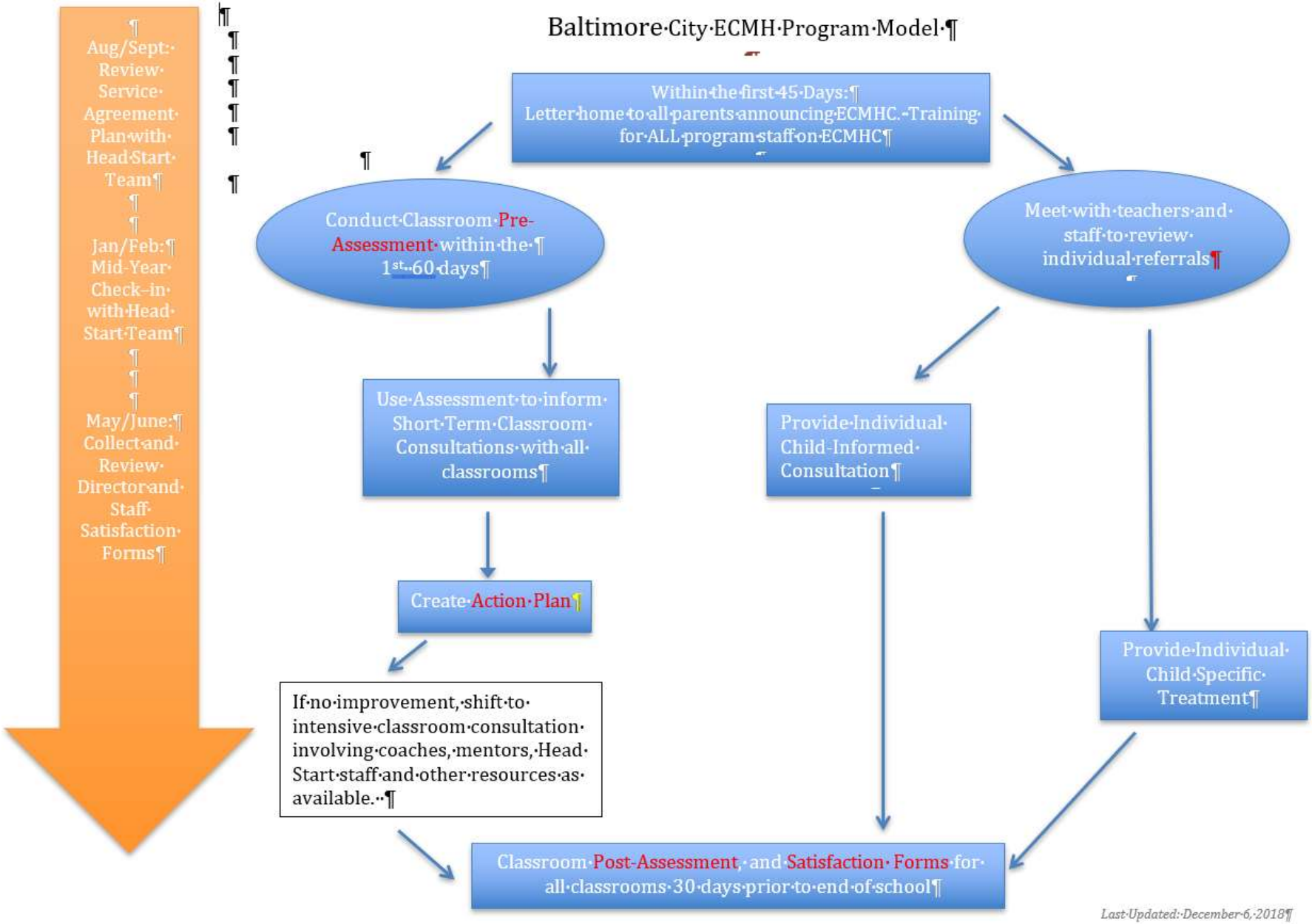
Director: Mary Gunning, **mgunning@catholiccharities-md.org**

SITE	CONTACT INFORMATION	CLASSES & HRS
Bon Secours Hollins Terrace	1800 Hollins St., 21223	1 8:30a-2:30p
Curtis Bay	4301 W. Bay Ave., 21225	2 8:30a-2:30p
Delta Lambda Outreach Center	1501 N. Dukeland St., 21216 443-835-4448	5 8:30a-2:30p
Harlem Park	1500 Harlem Ave., 21217 410-383-2930	8 8:30a-2:30p
James McHenry	31 S. Schroeder St., 21223 410-947-0520	1 88:30a-2:30p
Joseph Avenue	2920 Joseph Ave.,21225 410-354-0220	4 8:30a-2:30p
Arundel El.	2400 Round Rd., 21225	2 8:30a-2:30p
South Baltimore Child Dev. Center	2707 Sethlow Rd., 21223 410-355-2756	4 8:30a-2:30p
St. Edward's Church	2848 W. Lafayette Ave., 21226 410-947-5117	3 8:30a-2:30p
St. Benedicts	2612 Wilkens Ave., 21223 410-637-3272	3 8:30a-2:30p
St. John Lutheran Church	224 Washburn Ave., 21225 410-355-0060	8 8:30a-2:30p
Sterrett Street	915 Sterrett Street 21230 410-685-1700	5 8:30a-2:30p
Transfiguration Church	765 W. Hamburg 21230 410-837-6870	5 8:30a-2:30p
Westport Academy	2401 Nevada Street 21230 410-244-6246	2 8:30a-2:30p

ST. VINCENT DE PAUL-3FTE ECMH

Director: Olutunde Clarke, olutunde.clark@vincentbaltimore.org

SITE	CONTACT INFORMATION	CLASSES & HRS	
Patterson Park (Main Office)	242 S. Patterson Pk. Ave., 21231 410-276-5724	8	8:30a-2:30p
Arlington Elem. P.S. #234	3705 W. Rogers Ave., 21215 410-542-1404	2	8:00a-2:30p
Caroline St.	1427 N. Caroline St., 21213 410-685-7288	16	8:30a-2:30p
Our Lady of Fatima	6400 E. Pratt St., 21224 410-558-0919	9	8:30a-2:30p
Pimlico	5001 Park Heights Ave., 21215 410-542-4242	5	8:30a-2:30p
Pimlico Arts Center	4330-C Pimlico Rd. 410-466-1383	3	8:30a-2:30p


Baltimore City ECMH Program Model
Within the first 45 Days:
Letter home to all parents announcing ECMHC. Training for ALL program staff on ECMHC
Conduct Classroom Pre-Assessment within the 1st 60 days
Meet with teachers and staff to review individual referrals
Use Assessment to inform Short Term Classroom Consultations with all classrooms
Provide Individual Child Informed Consultation
Create Action Plan
Provide Individual Child Specific Treatment
If no improvement, shift to intensive classroom consultation involving coaches, mentors, Head Start staff and other resources as available.
Classroom Post-Assessment and Satisfaction Forms for all classrooms 30 days prior to end of school
Aug/Sept: Review Service Agreement Plan with Head Start Team
Jan/Feb: Mid-Year Check-in with Head Start Team
May/June: Collect and Review Director and Staff Satisfaction Forms
Last Updated: December 6, 2018