



NORTH CENTRAL WASHINGTON  
**BEHAVIORAL  
HEALTH**

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## **REQUEST FOR PROPOSALS (RFP)**

### **CRISIS STABILIZATION AND RESIDENTIAL FACILITY IN CHELAN COUNTY**

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#### **PROPOSAL PACKAGE**

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## I. Information and Background

### North Central Washington Behavioral Health History and Structure

#### History of NCWBH

North Central Washington Behavioral Health (NCWBH) began operations on April 1, 2016. In 2014, the Washington State Legislature passed SB6312, which mandated the creation of Behavioral Health Organizations (BHOs) to oversee the delivery of Mental Health and Substance Use Disorder services in Washington State. The Commissioners of Chelan, Douglas and Grant counties voted to become North Central Washington Behavioral Health (NCWBH), which is administered by Douglas County. Prior to this, Chelan and Douglas Counties implemented mental health services as a Regional Support Network (RSN) and Grant County implement mental health service under the Spokane County Regional Support Network. However, SB6312 reorganized the regions in the state where services are implemented and added chemical dependency; thus BHOs were developed.

Creation of NCWBH changed funding for substance use disorder services for the Medicaid population from a Fee for Service system, in which providers are paid a fixed amount for a given delivered service, to a Managed Care system, in which NCWBH receives a capitated payment for each Medicaid recipient within our regional service area. NCWBH is responsible for ensuring all medically necessary behavioral health services are available to those individuals in the NCWBH region.

NCWBH contracts with the Division of Behavioral Health & Recovery (DBHR) of the State of Washington to provide public mental health services for these three counties. NCWBH is governed by a Board of Directors comprised of elected officials or their designated alternates.

#### The Mission of NCWBH:

***“Providing high quality, culturally appropriate, person centered services through an integrated behavioral health network”***

#### **NCWBH values:**

1. We encourage ourselves, our partners and our providers to deliver services with dignity and respect.
2. We support individuals on their paths towards recovery by encouraging all people to achieve their full potential and quality of life in a community of their choosing.
3. We honor the voice and choice of all individuals to direct their lives.
4. We encourage the provision of services that are designed in collaboration with the individual, are community-based, culturally sensitive and clinically appropriate, built on strengths and provide the array of supports needed for a person to achieve the highest possible quality of life.
5. We ensure that services are accessible and locally available 24 hours a day, 7 days per week.

6. Our person-centered, coordinated system of service delivery is based on community assessment, measurable outcomes and systematic project evaluation and is accountable to our community.
7. We reduce barriers to services and provide a safety net for our most vulnerable citizens.
8. We provide age appropriate services that address the special needs of youth, adults, older adults and families that are informed by research, evidence-based practice guidelines and nationally recognized standards of care.
9. We ensure individuals have access to a continuum of services, employment and housing, including integrated services for those with multiple needs, achieved through collaboration and partnerships with other systems and organizations.

## II. Intent

It is the intent of this Request for Proposal (RFP) to solicit respondents to operate a Crisis Stabilization and Residential Facility at the Parkside complex located in and owned by the City of Wenatchee.

NCWBH is seeking a licensed qualified Behavioral Health Agency (BHA) to operate a dually-licensed 32 bed unit (16 Beds Crisis Stabilization/16 Bed Residential - 8 female/8male) for residents 18 years and above in the North Central Washington Region who are experiencing a severe behavioral health crisis who would otherwise meet hospital admission criteria. The opening of this facility in Chelan County will provide relief to a shortage of psychiatric and residential beds in the North Central Washington Region.

NCWBH has been awarded a \$4 million dollar grant from the State of Washington, administered by the Department of Commerce, to finish capital improvements to approximately 30,602 square feet of the Parkside complex that will support operation of the described mental health facility. The Parkside complex is a prior nursing home on 3.9 acres, which has been partly renovated.

On February 23, 2017, the City of Wenatchee and NCWBH entered into Lease for the approximately 30,602 square feet of the Parkside Place complex intended serve as Crisis Stabilization and Residential Facility. The Agency selected under this RFP will be required to accept an assignment of the Lease and perform all obligations under the Lease. A copy of the executed Lease is attached to this RFP.

The Agency selected under this RFQ will be required to provide all staffing, organizational support and resources required to operate a locked mental health program at the facility.

Services provided in the facility are individualized, person centered and provided in a supportive less restrictive environment. NCWBH will partner with the successful bidder to move toward this goal by providing consultation, training and support during this change in practice.

NCWBH is making a commitment to the people in the region and the State of Washington to expand our capacity to support a transformation by infusing the principles of recovery and resiliency in the behavioral health system at all levels of care. Each individual presents a unique combination of strengths and needs. Therefore, to be effective, those providing assistance to individuals will build upon the specific capabilities, culture and preferences of each person. When this is done, every response is unique and individualized to each person based on their personal strengths, talents, needs and capabilities to achieve their plan for wellness.

NCWBH believes an individual's recovery is best supported when the appropriate amount and intensity of services are available when needed. NCWBH believes services in the crisis stabilization milieu need to be welcoming, non-threatening and guided by the principles of recovery described at Attachment C.

Additionally, these services will be provided in a milieu using a trauma informed care approach designed to support safety, non-coercive approaches and confidentiality for individuals 18 years and older who are gravely disabled or pose an actual or imminent danger to self, others, or property due to a mental illness or chemical dependency disorder. This provider will be able to demonstrate a

universal principle and commitment to person centered care and the creation of a trauma informed culture.

Responses to this Request for Proposal (RFP) will be expected to document their capacity for effectively delivering services and demonstrate their willingness to do so in a collaborative community environment providing services for residents of the North Central Washington Region while applying the principles of recovery.

### III. Minimum Application Requirements

- A. Each Minimum Qualification and each scored item in the Proposal Evaluation Criteria must be addressed. Organize responses in the same order as the items are shown in the RFP.
- B. Responses will be prepared simply and economically, providing a straightforward and concise, yet complete and detailed description of your ability to meet the requirements outlined in this document. Emphasis will be on the completeness of content. Single spacing is allowed. Fancy bindings, colored displays, and promotional materials are not desired. Please submit two-sided copies.
- C. The response must use standard size type of business font (i.e., Times New Roman, Arial, Calibri and a font size of no less/more than 12 points) and must be on 8.5 X 11-inch white paper, pages must be numbered and no more than 5 pages per scored section in the Proposal Evaluation Criteria. The applicant qualifications, its attachments and the budget detail and narrative are excluded from the 5 page limitation. Applicants must submit one (1) hard copy of the completed and signed proposal and one (1) electronic copy of all required information on a USB Flash, Jump or Thumb Drive in Microsoft Office 2003 or later. Ensure USB Flash, Jump or Thumb Drive is labeled with date, RFP title, RFP number and Bidder's name. Postmarks are not acceptable. Copies may be delivered or mailed to:
  - North Central Washington Behavioral Health
  - 300 S. Columbia St
  - Wenatchee, WA 98801
- D. Responses will contain, in the following order:
  - 1. Applicant Qualifications;
  - 2. Agency Qualifications;
  - 3. Behavioral Health Service Qualifications;
  - 4. Specific Project Area: Crisis Stabilization and Residential Services;
  - 5. Proposed Budget; and
  - 6. Proposed Budget Narrative with detailed staffing levels at 25%, 66% and 100%.

#### **Proposed Timeline-Subject to Change**

April 14, 2017	Release of RFP
April 28, 2017	Mandatory Bidders Conference
May 5, 2017 (COB)	Deadline for Question Submittal
May 12, 2017	NCWBH Question Response Released (posted on the NCWBH website)
May 17, 2017	Deadline for Letter of Intent Submission** (submit to cward@ncwbh.org)
May 31, 2017	RFP Submission Deadline; <b><i>Responses due by 12pm Noon</i></b>
June 6-8, 2017	Evaluation of Written Proposals
June 15, 2017	Interviews, if conducted

June 26, 2017	Final Results Released; Contractor Awarded
June 30, 2017	Contract Negotiation
July 14, 2017	NCWBH begins contracting with successful applicant
July 24, 2017	Contract Executed
January 1, 2018	Services Begin*

\* Services must begin on September 1, 2017, or upon Certificate of Occupancy being issued by the City of Wenatchee and by DSHS, whichever occurs later.

\*\*Letter of Intent should be submitted on the form provided, Attachment A. If a Letter of Intent was previously submitted and no information has changed, it is not necessary to re-submit.

NCWBH will be holding a **mandatory Bidders' Conference on April 28, from 11:00 AM-12:00 PM** at:

North Central Washington Behavioral Health

300 S. Columbia St.

Wenatchee WA 98801

#### IV. Applicant Qualifications

The following are the minimum requirements the applicant, hereafter referred to as the Agency, must demonstrate in order to continue in the proposal review process. **AGENCIES THAT DO NOT MEET THESE REQUIREMENTS WILL NOT BE REVIEWED.**

- A. The Agency must currently have a Washington State Behavioral Health Agency license.
- B. The agency must be able to provide services in full compliance with all applicable Federal and State laws, regulations and executive orders, including without limitations, the following: PL 101-645 Title V, Subtitle B; Part 438 Balanced Budget Act (BBA); 45 CFR Health Insurance Portability and Accountability Act of 1996 (HIPAA), Parts 160 and 164; the Health Information Technology for Economic and Clinical Health (“HITECH”) Act of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5 modified the HIPAA Privacy and Security Rules; the Revised Code of Washington; Washington Administrative Code; the North Central Washington Policies and Procedures and its revisions; and the Behavioral Health Organization (BHO)/Eastern State Hospital (ESH) Working Agreement and its successors, as currently exist or may hereafter be amended.
- C. The Agency and any partners must be contractors that have not been debarred, suspended or otherwise excluded from doing services with North Central Washington Behavioral Health (NCWBH), Division of Behavioral Health and Recovery (DBHR), County Government(s), in the service areas for which they will be responsible.
- D. The Agency must be able to submit data electronically in the NCWBH approved format (AVATAR) to or describe an implementation plan in detail as to how the agency will submit data electronically to NCWBH to meet this requirement.
- E. The Agency must submit a transmittal letter with their proposal signed by an individual authorized to legally bind the agency to fulfill the RFP requirements. The letter will include a statement describing the following:
  1. Legal entity status;
  2. Licensure status;
  3. Certifications;
  4. Accreditation;
  5. Liability Insurance;
  6. Tax status, and Agency IRS EIN Number; and
  7. Name, title, mailing address, telephone, e-mail and fax number of the individual(s) to be contacted by NSMHA during the proposal review and selection process.
- F. The Agency will include a statement attesting that this funding will not be used to supplant any existing behavioral health and/or residential programming.
- G. The Agency must certify that they are not debarred or suspended or otherwise excluded from or are ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension". The Agency must also certify that it will not contract with a subcontractor that is debarred or suspended.
- H. The Agency's accounting systems must meet and comply with generally accepted accounting principles and are supported by documentation that identifies the source and use of public funds;

- I. The Agency will maintain records that adequately identify the source and application of funds provided for financially assisted activities.
- J. The Agency must acknowledge and agree that it has reviewed the February 23, 2017, Lease between the City of Wenatchee and NCWBH, will accept the NCWBH's assignment of the Lease, and will perform all Tenant obligations under the Lease.
- K. The Agency must certify that it provide all staffing, organizational support and resources required to operate a locked mental health program at the facility.

## **V. Funding**

Funding for the project, through NCWBH, will expire January 31, 2018.

### **A. 2017 Operating Expenses**

1. The amount contracted for 2017 operating expenses will be in proportion to the number of months the project is operational.

The funding for services at the facility shall be determined by DBRH and NCWBH. It is estimated that monthly funding will be at \$150,000 for start-up activities and costs, which should be included in the response to this RFP.

An annual budget is still required as a part of the response to this RFP as listed in Section III.

The funds used by NCWBH to contract for these services are from the State of Washington Department of Social & Health Services (DSHS) and are limited by contract.

## VI. Proposal Evaluation Criteria

A total of 240 points will be awarded for the written response to the RFP in the following categories:

- A. Agency Qualifications (40 points)
- B. Behavioral Health Service Qualifications (40 points)
- C. Specific Project Area: Proposed Project Approach (50 points)
- D. Evidence-Based/Promising Practices to be provided (10 points)
- E. Collaboration (20 points)
- F. Budget Detail and Narrative (40 points)
- G. Agency Performance on Current and Past Projects and Contracts (10 points)
- H. Optional Interview (10 points)
- I. Programing Experience; coordination between law enforcement, emergency department and other behavioral health and medical providers (10 points)
- J. Staffing Levels (10 points)

### **A. Agency Qualifications**

Points in this category will be awarded based on the extent to which the Agency can demonstrate experience with the identified areas described below.

The Agency must demonstrate a commitment to the Substance Abuse and Mental Health Services Administration's (SAMHSA) 10 Fundamental Components of Recovery (Attachment C), a recovery model and willingness to implement recovery-based practice guidelines and recovery training/coaching for staff.

The proposal should describe and document the Agency's experience with inpatient psychiatric services or a related program.

1. Describe your agency's familiarity with the Washington Administrative Code (WAC) governing Crisis Stabilization and Residential Treatment Facilities (RTF).
2. Providing medical services, such as nursing and psychiatric treatment.
3. Provide a description of a milieu and service delivery that is trauma informed.
4. Describe how your agency will integrate recovery principles in the design of the facility and in the delivery of services.
5. Describe your agency's experience in providing court liaison work in an inpatient unit.
6. Explain how the service provision will be integrated into your Quality Improvement/Management Plan.
7. Explain how the agency will provide gender, age, ethnic and culturally relevant services.

### **B. Behavioral Health Service Qualifications**

1. Describe how individuals in recovery (and family members, advocates, parents and other sources of natural and informal support) will be involved in implementation and operation of the facility.
2. Explain how services will be provided according to a person-centered approach.

3. Describe your agency's experience in conducting risk assessments.
4. Describe your philosophy in treating individuals with Dignity and Respect in a Crisis Stabilization and Residential setting.
5. Describe the strategies your agency has implemented to retain and recruit staff.
6. Describe the strategies your agency has implemented to retain and recruit Certified Peer Counselors.
7. Describe how your agency provides services based upon trauma informed care, motivational interviewing and health and wellness.
8. Describe how your agency will integrate recovery principles in the design of the facility and delivery of services.
9. Describe how your agency will integrate trauma informed principles in the operation of the facility, such as physical design and approach in admission procedures.
10. Describe your agency's experience in helping individuals transition from inpatient back into the community.

### **SPECIFIC PROJECT AREA**

Points in Section C. Proposed Project Approach will be awarded for complete, coherent and realistic descriptions of the services to be provided. Proposals must demonstrate that the agency understands the intent and has a commitment to provide a service that meets the criteria listed in the specific project area. Please respond to each of the content areas below. Areas with (n/s) are not scored.

#### **Specific Project Area: North Central Washington Behavioral Health Crisis Stabilization and Residential Facility**

##### **Project Intent (n/s)**

The NCWBH Crisis Stabilization and Residential Facility will serve adults, 18 and older, in the North Central Washington Region experiencing serious mental health or substance abuse crises who meet the criteria for detention and/or a 14-day commitment under RCW 71.05. The facility is 16 beds operating 24/7.

##### **Project Goals (n/s)**

1. Certified Peer Counselors are an integral part of the treatment team.
2. A milieu and service delivery that is trauma informed.
3. Services that are person driven, support recovery and not coercive.
4. Discontinue use of seclusion and restraint protocols.
5. Individuals discharging from services have the support in place to maintain their recovery in their community of choice.

##### **Project Requirements (n/s)**

1. Services shall be in compliance with all Federal and State statutes, regulations and executive orders.

2. Coordination with Involuntary Treatment Act (ITA) requirements supporting Designated Mental Health Professionals (DMHP) and Chelan County Prosecuting Attorney Office.
3. Appropriate Insurance coverage for the facility and staff.
4. Facility shall obtain and maintain all licenses, permits and certifications required for the project services.
5. Personnel shall have the appropriate training and credential for service delivery.
6. Individual records shall be in accordance with WAC and NCWBH policy.
7. Electronic Health Record with the ability to transmit data to NCWBH and remote access to designated NCWBH staff.

**C. Proposed Project Approach**

The Agency must understand behavioral health stabilization goals and requirements and have a commitment to serving the target population. Please respond to each of the content areas below. Responses should describe the Agency's detailed plan for each of the areas below.

1. Describe your agency's experience in operating a locked inpatient psychiatric unit or related type program.
2. Describe how recovery oriented care will be incorporated into an individual's recovery planning and treatment, including person centered planning.
3. Describe the role of Certified Peer Counselors in the inpatient setting. Please provide a job description.
4. Describe the mental health treatment services to be delivered.
5. Describe your plan to have prescriber services available 24/7.
6. Describe the type of programming you propose for the facility that promotes recovery.
7. Describe your agency's philosophy on the use of seclusion and restraint in an inpatient setting.
8. Describe the strategies your agency will use to discontinue the use of seclusion and restraint in an inpatient setting.
9. Describe care coordination in the following processes; intake, discharge and post discharge, for both Medicaid and non-Medicaid individuals.
10. Describe the referral and linkage processes to mental health, substance abuse, health care providers and other providers deemed important for the target population.
11. Describe the Agency's plan to assist individuals in strengthening existing and developing natural supports in their community.
12. Describe the risk assessment process at intake to ensure individual and milieu safety.
13. Describe the risk assessment process at discharge to ensure individual and community safety.
14. Describe the initiatives/strategies your agency will implement to reduce future hospitalizations.
15. Describe the Agency's project start-up activities. Provide a project implementation schedule, including start-up to full implementation.
16. Provide a staffing pattern for a fully operational facility, to include proposed wages and staffing levels at 25% 66% and 100%.

17. Describe in detail the training needs of project staff, including specific staff competencies and practice guidelines needed to operate the facility. Include sources of the training and an approximate schedule.
18. Specify the nature of any services that are to be subcontracted, the service(s) and the subcontractor(s), if any.
19. Provide three (3) outcome measures for this program, to include, objectives, data collection, frequency of monitoring and targets.

#### Reporting Requirements (n/s)

1. Data Collection
  - a. The Agency will collect and report participant data to the North Central Washington Behavioral Health according to the North Central Washington Behavioral Health Policies and Procedures, the contract and the terms set by Division of Behavioral Health and Recovery for this program.
2. Reports
  - a. The Agency will submit regular reports to North Central Washington Behavioral Health on progress as required by the contract.
  - b. The Agency will participate with North Central Washington Behavioral Health in measuring, reporting, and evaluating the program.
  - c. The Agency will provide North Central Washington Behavioral Health or its designee access to all necessary data and data sources required for completion of the evaluation process.
  - d. Failure to submit required reports within the time specified may result in suspension or termination of the contract, withholding of additional awards for the project, or other enforcement activities, including withholding of payments.

#### **D. Evidence-Based/Promising Practices:**

Points in this category will be awarded based on the understanding of evidenced-based/promising practices and the likelihood of one or more such practices being successfully integrated within delivery of services.

The Agency should demonstrate a commitment to evidence-based practices and a willingness to implement evidence-based practice guidelines, train staff to the practices and monitor fidelity to these standards.

Proposals should describe the agency's plan of each of the areas below:

1. Describe which evidence-based practice(s) the Agency commits to implement for crisis stabilization and residential services.
2. Describe the training needs of project staff to implement the evidence-based practice(s) the agency plans to develop.
3. Describe how funds will be allocated to implement evidence-based practices.

**E. Collaboration:**

1. Provide a plan for developing collaborative working relationships with mental health residential treatment facilities, emergency departments, other housing resources, substance use and mental health programs in the region.
2. Provide a marketing plan that includes timelines and methods of marketing to the stakeholders listed above.

**F. Budget Detail and Narrative**

1. Provide an annualized (12-month period) Line Item Budget.
2. Provide detailed information of the staffing configuration and the costs for proposed staffing as required in Attachment B.
3. Specify the type of food service that will be acquired for the unit.
4. Specify the source and amount of any funds and resources to be used from other sources.
5. Describe how the budget sufficiently supports the proposed response to the requirements of the RFP.
6. Describe how records will be maintained identifying the source and application of funds provided.
7. Provide a project budget narrative.

**G. Agency Performance on Current and Past Projects and Contracts**

Points will be awarded in this area based on agency performance as reflected in site visit performance information, success in implementing new projects according to award specifications, demonstrated fiscal management, and demonstrated compliance with contract reporting requirements.

**H. Optional Interview:**

If a selection cannot be made based on the written proposal evaluation and the agency performance rating alone, NCWBH shall elect to interview the top two or more Agencies. Interviews will be worth 10 points. If interviews are conducted, the final award would be based upon the total points awarded for the written evaluation, agency performance and the oral interview.

## **VII. Decision Process**

Only those proposals that meet the minimum requirements stated in Section III will be reviewed by a panel of evaluators selected by NCWBH. The responses will be rated according to the points specified in Evaluation Criteria above.

It is tentatively scheduled that within one-two weeks after the response deadline, the rating panel will meet. At that meeting, the panel will:

1. Review each member's independent ratings of the responses.
2. Tabulate scores for each proposal.
3. Generate for those tabulated scores a final ranking for all responses.

## VIII. Appeal Process

Applicants may appeal only deviations from laws, rules, regulations, or procedures. Disagreement with the scoring by evaluators may not be appealed.

The following procedure applies to Applicants who wish to appeal a disqualification of Application or award of contract:

1. All appeals must be in writing and physically received by the NCWBH Administrator no later than 4:00 p.m. on the fifth (5th) working day after the postmarked date of the notice of disqualification or intent to award.

Address appeals to:  
Tamara Burns, Administrator  
NCWBH  
300 S. Columbia St.  
Wenatchee, WA 98801

2. Appeals must specify the grounds for the appeal including the specific citation of law, rule, regulation, or procedure upon which the protest is based. The judgment used in scoring by individual evaluators is not grounds for appeal.
3. Appeals not filed within the time specified in paragraph 1, above, or which fail to cite the specific law, rule, regulation, or procedure upon which the appeal is based shall be dismissed.

## **IX. General Procurement Information**

### **1. RFP Amendments**

NCWBH may, at any time before execution of a contract, amend all or any portion of this RFP. NCWBH will e-mail any RFP amendments to you. If there is any conflict between amendments or between an amendment and the RFP, whichever document was issued last in time shall be controlling.

### **2. Retraction of this RFP**

NCWBH is not obligated to contract for the services specified in this RFP. NCWBH reserves the right to retract this RFP in whole, or in part, and at any time without penalty.

### **3. Rejection of All Proposals**

This RFP does not obligate NCWBH to contract for services specified herein.

### **4. Most Favorable Terms**

NCWBH reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms the applicant can put forward. There will be no best and final offer procedure. NCWBH reserves the right to contact a bidder for clarification of its proposal.

The applicant should be prepared to accept this RFP for incorporation into a contract resulting from the RFP. Contract negotiations may incorporate some or the entire proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to NCWBH.