



Phone: 772.220.3439
Fax: 772.220.3484
Tykesandteens.org
Proudly serving Martin, St. Lucie,
Indian River & Okeechobee Counties

Founders
Jeffrey Shearer, LCSW
Jeanne Ralicki, LCSW

November 13, 2020

Board of Directors

Indian River County Hospital District
1705 19th Place, Suite G-3

President
F. Shields McManus

Vero Beach, FL 32960

Treasurer
Jamie Russell

Dear Indian River County Hospital District RFP No. 2020-001 Review Committee,

Secretary
Ken Kenworthy

The Board of Directors and leadership of Tykes & Teens applaud the Indian River County Hospital District for taking the leadership role and recognizing the urgent need for evidence-based mental health and addiction services for the children and adolescents of Indian River County. Tykes & Teens shares your commitment to investing in sound evidence-based treatment programs and services for children which is the best thing a community can do to ensure the long-term prosperity of our children, families, and the community as a whole. We enthusiastically submit the enclosed general proposal for Intensive Outpatient Services and look forward to working together with Indian River County Hospital District to create a lasting and generational impact.

Directors
M. Duanne Andrade

Dr. Valerie Barrett

Brooke Flood

John Gonzalez

Dr. Theresa Kelso, Psy.D.

Anne McCormick

James Mondello

Hailey Thostenson

Tykes & Teens prides itself on our ability to provide outstanding programming customized to meet the Indian River community's needs, and the children, adolescents, and families served. We enjoy a well-documented history of successful community collaborations throughout the Treasure Coast. While this proposal is for a complete range of services provided by Tykes & Teens, we are open to and look forward to possible collaborations with our community partners throughout the Indian River community. We want the Indian River County Hospital District to be a part of our success – not just a funder of success. We are passionate about children, adolescents, and their families, and empowering them to learn to manage their mental wellness while contributing successfully to their community.

Michelle Villwock

We at Tykes & Teens stand ready to partner with you and make a lasting commitment to the Indian River community to build meaningful relationships, work together, and create a generational impact on improving the mental wellness of children, adolescents, and their families. We welcome further discussions on beginning the process.

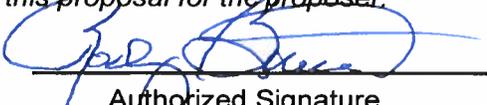
Chief Executive Officer
Rodney Battles, MBA

Gratefully,

Rodney Battles, MBA
Chief Executive Officer

Prioritizing children's mental health in our families, schools, and communities through prevention, education, and treatment.

*Tykes & Teens is a registered 501(c)(3) organization EIN # 65-0570899
3577 SW Corporate Pkwy, Palm City, FL 34990*

<p>DELIVER TO: Indian River County Hospital District 1705 19th Pl Suite G-3 Vero Beach, FL 32960</p> <p>MAIL TO: Indian River County Hospital District Attn: Ann Marie Suriano 1705 19th Pl Suite G-3 Vero Beach, FL 32960</p>	<p>REQUEST FOR PROPOSAL & PROPOSER ACKNOWLEDGMENT</p>
<p>RFP Writer: IRCHD MH Delivery Team</p>	<p>RFP No: 2020-001</p>
<p>Pre-Submission Conference Date: November 10, 2020 10:00 a.m.</p>	<p>RFP Title: Mental Health/Substance Abuse Intensive Outpatient Program.</p>
<p>Pre-Bid Location: 1705 19th Pl, Suite G-3 Vero Beach, FL 32960</p>	<p>RFP Opening Date, Time & Location: November 16, 2020, 10:00 a.m. IRCHD Conference Room 1705 19th Pl, Suite G-3 Vero Beach, FL 32960</p>
<p>Proposal Due Date & Time: November 13, 2020, 5:00 p.m.</p>	<p>If you need any reasonable accommodation for any type of disability in order to participate in this procurement, please contact this department as soon as possible.</p>
<p>Proposer Name: Tykes & Teens, Inc.</p> <p>Mailing Address: 3577 SW Corporate Parkway Palm City, FL 34990</p>	<p><i>I hereby certify that this proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same services or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this proposal and certify that I am authorized to sign this proposal for the proposer.</i></p>  <p>Authorized Signature</p>
<p>City, State, Zip Code: Palm City, FL 34990</p>	<p>Typed or Printed Name: Rodney Battles</p>
<p>Type of Entity (Circle One): 501(c)(3) non-profit agency Corporation Partnership Proprietorship</p>	<p>Title: Chief Executive Officer</p>
<p>Incorporated in the State of: FL Year: 1996</p>	<p>Delivery in _____ days, ARO</p>
<p>Phone Number: (772) 220-3439</p>	
<p>Fax Number: (772) 220-3484</p>	
<p>E-Mail Address: rodneyb@tykesandteens.org</p>	

THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL

Proposal for: Indian River County Hospital District
1705 19th Place, Suite G-3
Vero Beach, FL 32960

Request for Proposal No: 2020-001

Request for Proposal Title: Mental Health/Substance Abuse Intensive Outpatient Program

Proposer Name: Tykes & Teens, Inc.

Proposer Contact: Chief Executive Officer Rodney Battles

Proposer Mailing Address: 3577 SW Corporate Parkway
Palm City, FL 34990

Type of Entity: 501(c)(3) non-profit agency
Incorporated in the State of Florida in 1995

Phone: (772) 220-3439

Fax: (772) 220-3484

Email: rodneyb@tykesandteens.org

Website: www.tykesandteens.org

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ABOUT TYKES & TEENS – a rich history of providing the highest level of quality mental health services available on the Treasure Coast for children and adolescents

Tykes & Teens has been a leading mental health provider for children and adolescent evidence-based services and programs for 24 years. The agency was founded in 1995 and began operations in 1996 in Martin County with the goal of strengthening local families by ensuring that all children have access to high-quality counseling and mental health services, regardless of financial status. Our mission is prioritizing children's mental health in our families, schools, and communities through prevention, education, and treatment. Our vision is a resilient community that values mental health. As a 501(c)(3) nonprofit agency, Tykes & Teens provides more than 30,000 individual sessions and serves over 60,000 children and adolescents annually. Our nonprofit also provides \$750,000 in unreimbursed services to our communities each year. We accept most insurance, private payments, and we are a Medicaid-approved provider. We have successfully administered a sliding fee scale for those in need when necessary for more than 20 years.

Since our inception, Tykes & Teens has provided affordable quality mental health services for more than 60,000 children in need across the Treasure Coast from more than 50 service locations, including outpatient offices in Palm City, Jensen Beach, Hobe Sound, Port St. Lucie, and Vero Beach, as well as onsite services in all Martin County schools, and the Boys & Girls Clubs of Martin County. Our organization launched services in Vero Beach in 2016, including Healthy Families Indian River and our Alternative to Out of School Suspension program, which experienced tremendous success, earning Impact 100 Indian River 2017 runner-up recognition and Impact 100 Indian River Winner in 2018.

Our Prevention Services Program administers a youth alcohol prevention curriculum in Martin and Okeechobee schools. It has provided more than 500 community events for adolescents and parents to prevent substance use, bullying, dating violence, suicide, and other dangerous behaviors among youth. Our Little Tykes, Trauma-Informed Care, and TRUST (Teaching Resilience and Understanding Symptoms of Trauma) Programs create system change in childcare centers and schools by offering training and onsite support to teachers and caregivers. We also have a youth group in Martin County trained to recognize problems among their peers and address those problems. They are currently tackling the vaping epidemic. Our Youth Enrichment Services (YES) includes specialized programming for high-risk youth who engage in substance use and abuse, self-injurious behaviors, or a history of psychiatric hospitalization. Our community-based services include Infant Mental Health in 20 childcare centers and more than 200 homes. We also advocate for increased awareness of mental health to remove the stigma and shame often associated with seeking mental health treatment.

Highly Qualified Clinicians, Therapists, and Leadership

Our Board of Directors includes a full spectrum of passionate, experienced, and mission-focused members from throughout the communities we serve on the Treasure Coast, including two Indian River County residents. A list of our Board of Directors is included in the addendums.

Our counseling services are provided by master's level or higher licensed or license eligible clinicians who receive ongoing training, support, and supervision above and beyond what is required by licensure, accreditation, and our evidenced-based programming. Many of our therapists hold certifications that allow them to provide specialized services to children coping with addiction and other mental health disorders. Tykes & Teens set a standard of quality as the only nonprofit agency on the Treasure Coast offering Infant Mental Health and Dialectical Behavioral Therapy. This intensive intervention is proven especially effective for those who self-harm or are suicidal.

Success Through Collaboration

Tykes & Teens has earned a reputation for quality evidenced-based programming, extensive staff training, and a passion for empowering children and adolescents by developing innovative and unduplicated programs, and collaborating with community partners. Our general mental health and substance abuse programs have collaborated with more than 25 organizations and schools on the Treasure Coast, and collaborated with funders from Martin, St. Lucie, and Indian River County. Our reputation for successful collaboration helps us leverage funding and support the most children in need.

Telehealth

In addition to providing service in-person at our outpatient facilities and throughout the community, Tykes & Teens offers virtual telehealth services. Our therapists were the first to serve our clients when first confronted with the COVID-19 pandemic in March of this year. Our quick pivoting and introduction of virtual care was critical in effectively helping children and families throughout our community. When business and schools closed in March, we immediately responded with our therapists and staff resources to introduce telehealth services within 30 days. As a result, we have conducted over 18,000 individual virtual sessions, reaching over 300 children since mid-March of this year via telehealth. These children would not have received these services otherwise. We see telehealth remaining an essential part of our business model for the unforeseeable future. Our in-person and virtual services are needed now more than ever throughout the community.

PROOF OF PERFORMANCE

Tykes & Teens is:

- A registered 501(c)(3) organization
- Accredited by The Joint Commission on Accreditation of Health Care Organizations
- Licensed by the Florida Department of Children and Families
- Committed to providing the highest fidelity of evidence-based programming and services
- Maintains the most evidence-based programming on the Treasure Coast
- A program that meets or exceeds all federal, state, county, and local laws and regulations
- An experienced provider with successful experience developing, opening, and operating programs and offices on the Treasure Coast
- Has over 24 years of experience providing children and adolescent programming and services
- A trusted community partner with multiple collaborations throughout the Treasure Coast, including the Children Services Council in St. Lucie and Martin counties, South Florida Behavioral Health Network, Healthy Families Florida, Indian River County Hospital District, Children's Services Advisory Committee, United Way throughout the Treasure Coast, Boys & Girls Clubs, John's Island Community Service League, Grand Harbor Community Outreach Program, Mental Health Collaborative of Indian River, Mental Health Association, Cleveland Clinic, and the Community Foundation of Martin – St. Lucie County, among others
- The most experienced mental health provider of school-based programming and services on the Treasure Coast
- A multiple Impact 100 Award-winning organization for innovation and serving children on the Treasure Coast
- Considered to be one of the best organizations for internships, mentorships, and training for working with children and adolescents
- A respected provider of Dialectical Behavior Therapy (DBT)
- Known and respected for Trauma-Informed Care (TIC) and considered an expert with a strong history of prevention training success
- Successful at developing, opening, and managing outpatient facilities throughout the Treasure Coast for adolescents, including initial start-up, hiring, training, sliding fee scale development, and implementation of affordable and highest quality care
- One of the largest mental health telehealth organizations on the Treasure Coast
- A provider that accepts most insurance, is Medicaid approved, receives private pay, and is experienced in managing sliding scale programs
- An established Award-Winning Organization:
 - Impact 100 Indian River County
 - Impact 100 St. Lucie County
 - Children's Services Council of Martin County
 - Southeast Florida Behavioral Health Network
- Established in Indian River County, operating Healthy Families Indian River, Infant Mental Health (IMH), Alternative to Out of School Suspension (ALTOSS), and services in four elementary schools

PROPOSED SCOPE OF WORK

Through collaboration with the Indian River County Hospital District, Tykes & Teens is seeking to open and operate an intensive mental health outpatient programs and services facility in Indian River County that will ultimately result in the positive and sustainable long-term betterment of mental health for youth and families throughout the community.

Our objective is to establish a permanent home in Indian River County to transform the mental health and substance use of children in the community by creating greater access to high-quality mental health services for youth and families. By replicating Tykes & Teens' 24-year track record of providing successful programming and services for youth in our Martin and St. Lucie County outpatient services in Indian River County, we will be offering the highest quality, evidence-based outpatient counseling services with an Indian River County Hospital District-supported sliding fee scale to children in Indian River County. Having a full-service outpatient facility in Indian River will also allow us to create or modify programming to meet the unique needs of Indian River's population, providing services that are much needed and not available in the community today.

Needs Assessment

The most recent "Indian River County Community Needs Assessment" confirms the community's need for greater access to affordable quality mental health services. It is clear that substance use and abuse; access to quality care; depression and suicide; lack of access to transportation, food, and basic needs; long waitlists for services; unaffordable copays and sliding scales; and lack of knowledge of available services are all concerns in the community. This assessment, coupled with the current COVID-19 pandemic impact, paints a grim picture of the mental health crisis facing children and families in Indian River community. The need for quality comprehensive mental health services has never been greater as youth and families are facing tremendously increased levels of challenges, anxiety, depression, and other mental health issues. According to recent news reports, child neglect and domestic violence are up by 79% along the Treasure Coast. Recent Centers for Disease Control report findings show 11% of U.S. adults seriously considered suicide in June 2020 (about double from last summer), depression quadrupled and anxiety tripled compared to the previous year, and 40% of Americans reported mental health issues or substance abuse related to the pandemic. There is no question that Tykes & Teens services are needed now more than ever.

We also found that loss of employment this year led to more and more of our clients and parents who could no longer afford their copays for services, and we see this trend continuing for the unforeseeable future. We immediately responded by adjusting the sliding fee scale for parents whose employment was negatively impacted, considering the revenue loss for clients who demonstrated the inability to continue payment.

At Tykes & Teens, we believe that we cannot wait for another tragedy to happen – locally or nationally – to make affordable, accessible, and high-quality mental health awareness and services a priority. We believe mental health matters every day. Our services build a healthier and more resilient community by helping children improve self-esteem; recover from sexual abuse, domestic violence, and substance abuse; improve anxiety and depression symptoms; and develop the valuable skills they need to live a healthy and independent life.

Business Plan Overview

Tykes & Teens stands ready to address the mental health issues facing children and families in Indian River County. To truly meet the community's unique needs, our next step in creating a full continuum of children's mental health services is establishing a Tykes & Teens intensive outpatient counseling office in Indian River County that is open daily Monday through Friday. In addition to establishing outpatient and telehealth counseling services for Indian River County residents, this office will allow us to enhance and expand our existing Vero Beach programming, offer additional training and support services, and ultimately the long-term sustainability for us to continue providing affordable quality care for children, families, and the community for many years to come.

Our proven track record shows that our 24-year history of opening successful outpatient facilities in Martin County, including in Palm City, Jensen Beach, and Hobe Sound, as well as in Port Saint Lucie and Vero Beach, will be successful. Our experience also speaks to our longevity, reputation, and ability to secure long-term sustainable funding.

An outpatient office in Indian River will allow us to provide general mental health and crisis counseling services to children coping with challenges, including depression, anxiety, suicidal ideation, anger management, behavior issues at home or school, substance abuse and addiction, and more. It will also provide Tykes & Teens a conduit to develop innovative programming to address the unique needs of children, adolescents, and their families in Indian River. We believe this approach will produce additional services, as we created in Martin and Okeechobee counties, that improved school-based services for the children we serve, including innovative programming in prevention services and substance abuse prevention curriculum in schools, and hundreds of free community outreach events designed to educate parents and children about trending mental health topics. These innovations would be in addition to the Alternative to Out of School Suspension Program that we currently operate in Martin and Indian River Counties, as well as Healthy Families Indian River.

Sliding Fee Scale

Tykes & Teens currently provides counseling services on a sliding fee scale starting at \$3.00 per session for those with high deductibles or copays, or those who have exhausted their Medicaid allowance yet still need services. We also bring a uniqueness to the table as the only agency that offers services to all clients versus other organizations who only accept Medicaid clients.

To receive the sliding fee scale, clients must complete a sliding scale form and provide proof of income. (Because providing proof of income can be more difficult for clients who are not citizens, a letter from the employer is accepted as proof.) We support Medicaid clients who run out of units by moving them to Southeast Florida Behavioral Network (SEFBHN) to continue services. This is important because we do not discontinue services based on units, but on completion of a treatment plan. We also utilize the sliding fee scale form to identify the need of SEFBHN for clients with high copays, such as \$60, or high deductibles, to ensure a client can be seen weekly as opposed to biweekly or monthly. This is important for those with high payments and who may be forced to decide between their frequency of sessions and other expenses.

While Tykes & Teens provides approximately \$750,00 in free counseling and other services throughout the Treasure Coast each year, additional funding is required to fill the cost gap between this sliding scale and insurance reimbursement. We are able to fill this cost gap in Martin County through grant funding

received from Southeast Florida Behavioral Health Network (SEFBHN) and the Children's Services Council (CSC) of Martin County to reduce or waive copays. In St. Lucie County we receive funding from the Children's Services Council to bridge this gap. We also receive funding from the Victims of Crime Act (VOCA) for clients who have experienced a form of abuse and do not have insurance but need our services. In addition, we have a Tykes Fund, which is supported through philanthropy, for clients ages 18 – 26 who have aged out of Medicaid and those who are indigent. This continued philanthropy is critical for allowing us to offer our services to these populations and provides good future growth opportunities.

Tykes & Teens is committed to offering a sliding fee scale in Indian River County. In order to ensure sliding fees are available for Indian River residents and bridge the funding gap, we propose mirroring the successful community collaboration efforts we have throughout the Treasure Coast. In addition to requesting subsidy support from the Indian River County Hospital District in this plan, we already have an existing relationship with SEFBHN in Indian River County. We have reached out to them to discuss their additional financial support for our new facility in Indian River. Given the short timing of this RFP, we have not met yet, but we expect to do so soon.

Location

Tykes & Teens is interested in determining the most appropriate location for an outpatient facility with input from the Indian River County Hospital District and community partners. It is important to consider a location that provides the best access for the children and families served in Indian River, especially given that transportation is a challenge for marginalized populations; the availability of existing office space; and the proximity to area schools; among other considerations. Location may also create an opportunity to collaborate with current community partners that have open capacity.

While we are still researching possible locations, we have found a very good potential location as an example of what we feel is ideally suited for an outpatient facility that meets all of the above criteria. A previous Castle facility is currently for sale at a reasonable price, in a good location, and has the ideal amount of space, including reception areas, individual offices for therapists and staff, and group therapy rooms. We would also explore the possibility of including existing office furniture and equipment in the purchase price, which provides substantial cost savings in the future. We believe purchasing a building such as this is testament to our strong commitment to serving children, families, and the community for many years to come. Detailed expense and revenue projections are included in the funding/budget narrative, along with budget worksheets in the addendums.

Quantifiable Benchmarks and Tracking

As an important key to our joint success, we want to be completely transparent with our collaboration with the Indian River County Hospital District in reporting data, performance, and benchmarks from both a business, finance, and operations perspective, as well as our programming efficacy measurements. We look forward to having consistent reporting in all of these areas with the Indian River County Hospital District on a regular and consistent basis and will provide quarterly reporting. As stated in this proposal, we want the Indian River County Hospital District to be a part of this success – not just a funder of success.

As Tykes & Teens is a strong proponent of evidence-based programs, we follow a strong commitment to measuring our programs' positive efficacy. We measure outcomes for each client via data collected by our therapists, Director of Continuous Quality Improvement, and CEO, including the following established outcome measures:

- 80% of participants who complete treatment will increase their functional level by at least 20% as measured by pre- and post-treatment tests using the Child's Global Assessment of Functioning Scale.
- 55% of clients will successfully complete treatment, as evidenced by the client having met all treatment plan goals and the closure being viewed as successful by the therapist or family, as reported in the Discharge Summary.
- 95% of children who are victims of abuse who have completed treatment will reduce the level of shame and self-blame experienced due to the abuse by acknowledging the abuse through work or play.
- 80% of participants who complete the 5-month Dialectical Behavioral Therapy (DBT) group will score 80% or below using the Difficulties in Emotional Regulation (DERS).
- For our STARS (Strengthening Teens in Acquiring Resiliency for Success) early intervention group alcohol and drug treatment program:
 - Substance Use Knowledge Pre and Post Test – given to each youth and parent/guardian participant:
 - 90% of participants who complete 12 out of 16 sessions in the program will score an 80% or higher.
 - 90% of participants who complete 9 out of 12 sessions in the program will score an 80% or higher.
 - 90% of parents who complete the 6-session biweekly parent support group will score 80% or higher.
 - Family Communication Scale (Olson & Barnes) – given to each parent/guardian participant:
 - 90% of families who complete the 6-session biweekly parent support group will score in the moderate family communication range (36 – 60%) or higher.
 - Urinalysis Drug Screen – given to each client upon completion of the program:

- 100% of youth will test negative on drug screening at discharge.
 - 80% of participants who complete the program will improve their level of functioning by scoring either a 20% increase as measured by pre- and post-test on the Child's Global Assessment of Functioning Scale (CGAS) or a minimum of 70 on the CGAS.
- In addition to these short-term goals, participants are measured on the following long-term goal:
 - 40% of youth presenting with prior substance use, who complete the 12-week component of Phase 1 of the Outpatient Program, will test negative on drug screen at a 6-month follow-up.
- For our Infant Mental Health Child Parent Psychotherapy (IMH CPP) Program:
 - 80% of participants who complete the program will improve level of functioning by measuring the Ages and Stages Questionnaire (ASQ), and ASQ Social Emotional based on an increase from pre- and post-test measures.
 - Improve Level of Function – 80% of participants who complete the program will improve level of functioning by 20% as measured by pre- and post-test on the Children's' Global Assessment Scale (CGAS) or PIR-GAS by scoring a minimum of 70 on post-test.
 - Decrease Suspensions: 90% of children who completed treatment and had a suspension 30 days prior to admission, will decrease the total number of suspensions reported 30 days prior and 30 days post treatment as reported by parents.
 - Increase knowledge of Trauma Informed Care (TIC): 90% of participants of TIC training will increase their knowledge and understanding of how trauma effects children and their behaviors by scoring a minimum of 80% on post-test.
- For all other Infant Mental Health (IMH) clients that are treated that do not meet the Child Parent Psychotherapy (CPP) criteria (no identifiable trauma):
 - Child must be under the age of 6 upon admission.
 - Child must be exhibiting symptoms that interfere with their day-to-day functioning or functioning of the family system.
 - PIR-GAS or CGAS score below 70.

IMPLEMENTATION TIMELINE

At Tykes & Teens, we believe that all children should have access to affordable, high quality mental health services. We look forward to strengthening Indian River County families, and transforming the health and wellbeing of the entire community by opening a mental health/substance abuse intensive outpatient facility within 90 days of contract signing. We want the Indian River County Hospital District to be a part of our success – not just a funder of success.

We plan to set the foundation to replicate and grow the full-spectrum of evidence-based programs we currently offer throughout the Treasure Coast in Indian River. At the same time, our non-cookie cutter approach allows us to tailor services to meet the specific needs of Indian River County.

We anticipate serving approximately 100 clients plus groups in the first year with mental health and substance abuse programming, and cementing our footprint in Indian River County that will allow for expansion of complete services, including Infant Mental Health, Prevention Services, School-Based Services, Community-Based Services, and more.

To ensure long-term sustainable success, we believe that expansion must be done responsibly with a phased approach. Following is an overview of phases, which is based on client volume with an estimated timeline, that can be adjusted according to how quickly we secure a location, levels of service, etc.

PHASE 1

- **January – March 2021: Initial Start-Up (estimated timeline)**
 - Site selection, office space purchase/lease signing, office build-out, hiring, training, and opening of office
 - Initial salaried staffing will include:
 - 1 Licensed Lead Therapist
 - 1 Therapist
 - 2 Targeted Case Managers
 - 1 Office Manager/Community Liaison
 - 1 Intake Coordinator
 - Psychiatry support with oversight from Tykes & Teens leadership
- **January 2021 and Ongoing: Communications/Marketing/Development**
 - We need to develop a strategic marketing communications and community outreach plan, including community relations and engagement, partner outreach and collaboration, fundraising, public relations, and development. We feel that building and growing awareness of the immense need for youth and family mental health services in the community, and the availability of our services, as well as developing sustainable revenue streams, is critical to the long-term success of this outpatient facility.

- **April 2021: Official Opening**
 - **Patient Volume:** Initial targeted case load of up to 45 – 50 clients and families, as well as groups
 - In Phase 1, we will provide services for youth ages 9 – 17. These services can range from relatively short term, consisting of 4 – 8 sessions for those in “adjustment” situations (divorce, death, transitions), to long-term counseling, consisting of 12 or more sessions for those experiencing severe or complex mental health issues, including post-traumatic stress disorder and very complex family situations. Significant cases are typically 24 – 48 sessions. The average length of treatment is 8 – 12 sessions for moderately complex family situations and moderate forms of depression or anxiety. While this RFP is limited to children 9 and over, we believe that being able to serve younger children would create opportunities for volume that would provide for a more sustainable business model. Our therapists can serve children from age 3.
 - **Services to be Provided:**
 - **General Mental Health Outpatient Services** – This includes children age 9 to 17 who present with a wide variety of mental health diagnoses, including adjustment disorders, behavioral disorders, depression, bi-polar disorder, and anxiety-based disorders. We also serve a small number of youth from ages 18 – 21 who are still enrolled in high school or working towards their GED. Typically, these individuals are moved to our Tykes Funds if they do not have a means to pay for services. Clinicians also address traumatic experiences such as abuse, deaths, injuries, suicidal ideation, and self injurious behaviors, among others.
 - **Targeted Case Management (TCM)** – As part of the evidence-based wraparound model, case managers work to identify client and family needs throughout the wraparound process. An initial Strengths, Needs, and Culture Discovery (SNCD) is completed, and, following its completion, the identified needs are utilized as the basis for creating a Wraparound Plan. The SNCD and Wraparound Plans are updated to reflect the client and family’s emergent needs as the service progresses. Case Managers include families’ existing natural supports in the wraparound process. Identified and already existing natural supports can participate in wraparound meetings and are given key roles on the Wraparound Plan. Case Managers also work to help clients and families build new natural supports and support systems so that families can maintain progress following the completion of services.
 - **Infant Mental Health (IMH)** – The overall goal of the IMH program is to improve the level of attachment between a child and their primary caregiver(s). This program is designed to provide services for infants and children ages 0 – 6 and their families. The IMH program is based on the evidence-based Child Parent Psychotherapy (CPP) Model, or other programming for children who do not meet the CPP requirements. CPP is a dyadic model that includes the primary caregiver(s) and takes into consideration development, attachment, and trauma

of the child/caregiver. This service is conducted primarily in the child's natural environment, which may include the home, childcare center, or visitation facility. This service can also be conducted in the outpatient office if the family desires. The services will take place for children 0 – 3 in their natural environment, children age 4 – 5 will be assessed in the office setting, and if determined by the therapist may be completed in the natural environment. Aside from individual/family sessions, caregivers can see master's-level interns for their own individual counseling. Group services provided to caregivers include Sexual Abuse Family Education (SAFE) for guardians of a client with a history of sexual abuse; Youth Enrichment Services (YES); a Parents Group for clients with co-occurring disorders; Dialectical Behavioral Therapy (DBT) group services, which incorporate the participation of caregivers in group treatment.

Infants/children must meet the following clinical criteria to be admitted into the IMH CPP Program:

- Child must be under the age of 6; if the child turns 6 during the implementation of the program, they may continue with services;
- Identifiable trauma, most likely with known Department of Children and Families (DCF) involvement;
- Identifiable caregiver(s), either to enhance current relationship or to reestablish permanent attachment and security concerns.

PHASE 2

- Phase 2 will begin when we are consistently serving 45 – 50 clients. We expect this to be approximately 6 – 8 months after opening.
- **Staffing:**
 - Add 2 Therapists
 - Add 2 Targeted Case Managers with 12 – 16 clients each
- **Patient Volume:** Targeted case load of up to 100 clients plus groups
- **Additional Services to be Provided:**
 - **Psychiatric Services** – The goal of our psychiatric services is to provide holistic care for children who need more than the therapeutic services they are currently receiving. The purpose is to ensure that clients are evaluated by a qualified medical professional who can make recommendations to assist clients in reaching their optimum potential. This will be done through psychoeducation, medications, medical procedures, and therapy modality suggestions. Collaboration will occur with clinicians, schools, and the community.
 - **Youth Enrichment Services (YES)** includes:

- **Dialectical Behavioral Therapy (DBT)**
- **S.T.A.R.S. (Strengthening Teens in Acquiring Resiliency for Success)**

These programs give local pre-teens and adolescents who are struggling with alcohol, drugs, or other dangerous behaviors the chance to make long-term change. Through a combination of individual, family and group counseling, teens learn the coping skills necessary to manage peer pressure, anxiety, depression, and other challenges without resorting to unhealthy behavior. For more than 10 years, Tykes & Teens has been offering troubled teens a scientifically evidence-based and proven program to help youth end destructive behaviors and turn their lives around.

Our YES Program Goals:

- Prevent substance use, delinquency, and relapse by teaching healthy coping skills
- Help participants to develop anger management and conflict resolution skills
- Improve communication and social skills to better deal with peer pressure
- Educate parents as to how to support and guide their teen to make better choices
- Treat emotional difficulties such as depression, anxiety, and behavioral problems that often lead to unhealthy behaviors

Dialectical Behavioral Therapy (DBT):

- Tykes & Teens specializes in Dialectical Behavioral Therapy (DBT), an evidence-based intervention that has been proven to be effective across many populations, including mood disorders, self-harm, and substance abuse. Clients who participate in our DBT program participate in two skill types – acceptance and change – which each have two modules of progression. Acceptance skills include mindfulness and distress tolerance, helping clients recognize their emotions, and move through crises and daily struggles without making the moment worse. Change skills include emotional regulation and interpersonal effectiveness, which help clients gain skills to manage their emotions and navigate more healthily through relationships. This group helps middle and high school students learn to control emotions, manage conflict, resolve family issues, and tolerate things not going the way the youth intended. The 5 – 6-month group program is for middle school youth age 12 – 18 with a preference for clients to repeat the program, typically as mentors for the group, in which they receive community service hours. Each of the weekly sessions are 1 hour and 30 minutes.
- **S.T.A.R.S. (Strengthening Teens in Acquiring Resiliency for Success):**

The S.T.A.R.S. Program is an early intervention group alcohol and drug treatment program for male and female teens who have experimented with drugs or alcohol, or have engaged in any other high-risk behaviors. The intensive outpatient program provides teens with useful interventions for

chemical dependency problems. The program provides drug and alcohol education, prevention services, counseling, and testing for adolescents ages 7 – 17 and their families. Facilitators assist with establishing and modeling healthy boundaries, teaching effective and efficient communication skills, ways to resolve conflicts, building better relationships, and how to prevent and deal with relapse. The 12-Step Model, the Hazelden Matrix Model for Teens and Young Adults, Motivational Enhancement Therapy, and Cognitive-Behavioral Therapies are all used in this program and are provided through individual, family, and group therapy.

S.T.A.R.S. treatment is provided through 3 components, including prevention and intervention programs:

1. Asset Building: This is a prevention education program on ways to prevent substance use and other high-risk behavior, and geared towards youth who have not yet used alcohol, tobacco, and other drugs.
 2. Outpatient Treatment: Phase 1 of this intervention program is an intensive 12-week outpatient program designed for youth who have either begun to experiment with, use, and/or have engaged in some use of alcohol, tobacco, and other drugs, or other addictive behavior. This component is also available to youth for whom there are many risk factors present or due to the severity of the risk factors.
 3. Aftercare: Phase 2 of this intervention program is a 12-week program to solidify the gains made in treatment, and to help clients maintain stabilization of functioning in the community.
- **School-Based Programs** – While our provenly-effective and highly recommended school-based services are expected to begin in the next phase, we would begin exploring these efforts in Phase 2.

Tykes & Teens' School-Based Programs are a provenly-effective approach to reaching youth in the communities we serve through collaboration with the school system. We will begin discussions with the School District of Indian River County regarding expanding our school-based services in the community. We have timed these discussions during the spring as the school board typically negotiates these agreements during the summer months. We are already currently providing services in 4 elementary schools in Indian River county. Our goal is to collaborate with the school district to replicate the successful programing we have in schools throughout the Treasure Coast. Our therapists build relationships with the school district, work in conjunction with and alongside teachers, and participate in Individualized Education Plans (IEP), and operate similar to our outpatient office settings, but onsite in the schools. By having mental health therapists in all schools, we can serve individual students during the school day in addition to after school groups in our outpatient office.

Our plan is for at least 1 therapist onsite in each school. Therapists can see clients who are Medicaid, privately insured, and Individuals with Disabilities Education Act (IDEA) clients, as well as a sliding fee scale. Our sliding fee scale for school-based services is a unique value proposition because other agencies serve only accept Medicaid or IDEA in schools. Our school-based programming offers mental health counseling to children and families who are displaying a variety of mental health issues. These mental health issues include, but are not limited to difficulty dealing with a major life change, conflictual family relationships, anger management difficulties, depression, anxiety, substance abuse concerns, poor coping skills, bullying, and other issues as determined by the referral sources. Being in the schools allows us to form a relationship with school staff, provide services to clients who typically would not be served because of transportation, or low participation by caregivers. We also find that students are more likely to be open to receiving our services in their school environment.

Tykes & Teens need to collaborate with the Indian River County Hospital District and community partners, and plan creatively for the seasonal slump in services when schools are out for the summer as programming typically drops off during this time of year. To do so, we will be seeking financial assistance during this time to offer summer programming. Innovations include partnering with local organizations who already provide summer programming; providing group therapy on anger management, relaxation skill building, reducing anxiety, teamwork, etc.; and providing crisis counseling to help resolve any emotional and behavioral episodes that arise.

Our Future Growth Commitment and Continued Collaborative Partnership

- Beyond the initial start-up of launching and opening an outpatient facility, following is an overview of our proposed and planned longer-term recommendations and plans of action as we are committed to providing long-term and sustainable mental health services for Indian River County children and families for many years to come.
 - Adding Continued Quality of Improvement (CQI) staff and oversight as we do with all of our facilities and services to ensure we are maintaining the highest level of service for the clients we serve.
 - While this RFP is focused specifically on children 9 years of age and older, we believe that working with our youngest population is key and we propose expanding our services to children starting at age 3.
 - We see an opportunity with the Alternative Center for Education (ACE) alternative school program and anticipate numbers growing. There is an opportunity to expand and provide our services not only as a program that is mandatory for some students, but one in which we can dedicate staff to support this effort by providing a support system for students transitioning back to their home school with case managers.
 - We also see opportunity to expand Trauma Informed Care (TIC) programming in Indian River County, which we are recognized for providing throughout the Treasure Coast.

FUNDING/BUDGET NARRATIVE

Our goal is to expand our mental health programming in Indian River County by opening a long-term and financially sustainable, full-service intensive outpatient facility in Indian River County that serves children, families, and the community for many years to come.

The bottom line: We have a proven track record for successfully opening and operating mental health outpatient facilities and programs catering to the much-needed positive development and growth of children and families across the Treasure Coast, and it all starts with opening outpatient facilities and additional programming throughout the communities we serve. Our goal is to do the same in Indian River County.

Following is an overview of funding we are requesting from the Indian River County Hospital District and projected revenue for the development and start-up operation of a Tykes & Teens outpatient facility in Indian River County. In the spirit of your commitment to working together in carrying out your vision to improve the health of the Indian River community through collaboration, we envision the Indian River County Hospital District, along with collaboration with other community partners, to be a part of this success – not just a funder of success. In addition to our commitment to developing and expanding long-term collaborative efforts with additional organizations and funders in the community, we look forward to discussing your ongoing continued support to ensure the sustainability of affordable quality mental health services for children, families, and the community as a whole for many years to come.

Tykes & Teens is presenting 2 scenarios for consideration. One scenario proposes purchasing an existing Castle building where the asking price is \$500,000, and the other scenario is based on leasing a facility.

Tykes & Teens recommends a quarterly review of operations with the Indian River County Hospital District to include utilization, financial performance, community engagement, and development activities. Quarterly meetings will allow collaboration, review of the quality of services provided, and opportunities to increase sustainability.

TYKES & TEENS' FUNDING REQUEST:

Budget Scenarios

Summary

Scenario 1 - Purchase Building

	Year 1	Year2
Operating Shortfall	275,999	239,456
Down Payment & Closing Costs	115,000	-
Start-Up Costs	23,000	
Total Request	413,999	239,456

Scenario 2 - Rent Building

	Year 1	Year2
Operating Shortfall	309,599	273,156
Startup Costs	23,000	-
Total Request	332,599	273,156

Detail of Building Purchase:

Asking Price	\$ 500,000	
Down Payment	\$ 100,000	10%
Closing Costs	\$ 15,000	3%
	<u>\$ 115,000</u>	

Annual Mortgage Payment	\$ 19,200
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Detail of Start-Up Costs:

Item	Amount
Furniture	5,000
Computers (10)	10,000
Improvements	5,000
Supplies	3,000
Total Start-Up Costs	23,000

Operations Budget Based on Purchased Space

Operations

			Year 1		Year 2	
Revenue						
Program Fees						
Therapy			138,135			253,394
Targeted Case Management			74,880			138,240
Psychiatry			11,304			20,736
			<u>224,319</u>			<u>412,370</u>
Salaries						
	Rate per Hr.	Per Position	FTE	Total	FTE	
Office Manager/Community Liaison	26.44	55000	1.00	55,000	1.00	56,650
Lead Therapist	24.04	50000	1.00	50,000	1.00	51,500
Therapist	20.67	43000	1.00	43,000	1.00	44,290
Therapist (6 months)	20.67	43000	0.50	21,500	1.00	44,290
Therapist (7 months)	20.67	43001	0.42	17,917	1.00	44,291
Targeted Case Managers	16.83	35000	2.00	70,000	2.00	72,100
Targeted Case Managers (6 months)	16.83	35000	0.50	17,500	1.00	36,050
Targeted Case Managers (7 months)	16.83	35000	0.42	14,583	1.00	36,050
Intake Coordinator	15.00	31200	1.00	31,200	1.00	32,136
Psychiatry		110,000	0.10	11,000	0.30	33,990
Total Salaries			7.93	331,700	10.30	451,347
Payroll Taxes				25,375		34,528
Benefits (\$4500 per FT employee)				35,700	3% increase	47,741
Interest				10,000		9,800
Electric				3,300		3,300
Phone				1,320		1,320
Copier Service				1,800		1,800
Internet				1,800		1,800
Cleaning Service				3,600		3,600
Pest Control				720		720
Insurance						
Property				3,000		3,000
Professional Liability				2,000		2,000
Office Supplies				1,200		1,200
Annual Training				3,917		3,917
Fingerprinting/Background Checks				500		-
Billing Fees				11,216		20,618
Administrative				33,170		45,135
Marketing				30,000		20,000
Total Expenses				<u>500,318</u>		<u>651,825</u>
Shortfall				<u>(275,999)</u>		<u>(239,456)</u>

Operations Budget Based on Renting Space

	Year 1		Year 2			
Revenue						
Program Fees						
Therapy		138,135		253,394		
Targeted Case Management		74,880		138,240		
Psychiatry		11,304		20,736		
		<u>224,319</u>		<u>412,370</u>		
Salaries	Rate per Hr	Per Position	FTE	Total	FTE	
Office Manager/Community Liaison	26.44	55000	1.00	55,000	1.00	56,650
Lead Therapist	24.04	50000	1.00	50,000	1.00	51,500
Therapist	20.67	43000	1.00	43,000	1.00	44,290
Therapist (6 months)	20.67	43000	0.50	21,500	1.00	43,645
Therapist (7 months)	20.67	43001	0.42	17,917	1.00	43,749
Targeted Case Managers	16.83	35000	2.00	70,000	2.00	72,100
Targeted Case Managers (6 months)	16.83	35000	0.50	17,500	1.00	35,525
Targeted Case Managers (7 months)	16.83	35000	0.42	14,583	1.00	35,609
Intake Coordinator	15.00	31200	1.00	31,200	1.00	32,136
Psychiatry		110,000	0.10	11,000	0.30	33,990
Total Salaries			7.93	<u>331,700</u>	10.30	<u>449,194</u>
Payroll Taxes				25,375		34,363
Benefits (\$4500 per FT employee)				35,700	3% increase	47,741
Rent				45,000	3% increase	46,350
Electric				3,300		3,300
Phone				1,320		1,320
Copier Service				1,800		1,800
Internet				1,800		1,800
Cleaning Service				3,600		3,600
Pest Control				720		720
Insurance						
Property				1,600		1,600
Professional Liability				2,000		2,000
Office Supplies				1,200		1,200
Annual Training				3,917		5,000
Fingerprinting/Background Checks				500		-
Billing Fees				11,216		20,618
Administrative Costs				33,170		44,919
Marketing				30,000		20,000
Total Expenses				<u>533,918</u>		<u>685,526</u>
Operating Shortfall				<u>(309,599)</u>		<u>(273,156)</u>

The above budget estimates/projections are based on the following:

- Salaries for this project begin with an Office Manager/Community Liaison, Lead Therapist, Therapist, 2 Targeted Case Managers, an Intake Coordinator, and a part-time Psychiatrist. At 6 months, a therapist and a case manager will be added, and then at 7 months, the final therapist and case manager will be hired. A 3% merit increase was added to salaries on anniversary date in year 2.
- Payroll Taxes are calculated at 7.65% of total salary costs.
- Benefits are calculated at \$4,500 per full-time employee with a 3% increase in year 2.
- Rent is calculated at \$15/square foot for a 3,000 square-foot facility.
- Interest on the purchased building is the amortization of the loan at 2.5% interest rate over a 30-year mortgage.
- Electric is calculated at \$275/month over 12 months.
- Phone is calculated at \$110/month over 12 months.
- Copier Service is calculated at \$150/month over 12 months.
- Internet is calculated at \$150/month over 12 months.
- Cleaning Service is calculated at \$300/month over 12 months.
- Pest Control is calculated at \$60/month over 12 months.
- Property insurance for a rented facility is for contents only estimated at \$1,600/year. Property insurance for a purchased building is estimated at \$3,000/year.
- Professional liability insurance is estimated at \$2,000/year.
- Supplies includes office supplies such as paper, as well as cleaning supplies, and is calculated at \$100/month over 12 months.
- Annual training is in order for staff to keep current on training in their related field and is calculated at \$500 per full-time equivalent.
- Fingerprinting and Background Checks are for all new hires. All employees must pass a level 2 background screening. The cost is \$50 per employee.
- Billing Fees are calculated at 5% of collected revenue from insurance.

- Administrative Costs are calculated at 10% of salaries. These costs represent support from administration in the areas of quality assurance, human resources, payroll, finance, and oversight by the Chief Operating Officer and Chief Executive Officer.
- Marketing costs include costs for marketing communications and community engagement, and developing, including outreach events, collateral materials, marketing communications and public relations, etc. The first year is a critical investment in establishing the program in the community and working with the community to establish other funding sources to ensure long-term sustainability.

Tykes & Teens
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