

Indian River County Hospital District – Request for Proposal No: 2020-001

Submitted by: Tykes & Teens

SCOPE OF WORK

Provide a specific description of the proposed mental health and dual substance use disorder services and the staffing necessary (All clinical positions are to hold current licensure in the State of Florida and be credentialed to bill for services rendered) at the Intensive Outpatient Program to serve the population, including other surrounding activities that may take place within or through the program. Describe how you will segment patients (age appropriate) to address and achieve most effective treatment. Including how you will provide for hours of service. How will the available services provided be communicated to the community?

Tykes & Teens proposes to create and operate a mental health outpatient program in Indian River County that will ultimately result in the positive and sustainable long-term betterment of mental health and wellness for youth, families, and the community as a whole. We understand that the Indian River County Hospital District (IRCHD) is seeking proposals specifically for an Intensive Outpatient Program (IOP), and we can certainly develop such a program. At the same time, we strongly believe offering a broader range of mental health and wellness services, including an IOP and outpatient counseling, will achieve greater results and more closely meet the needs of the community, as well as be more financially sustainable. Therefore, we propose developing a more full-service outpatient programming of addiction and general mental health outpatient services.

We believe in catering to and meeting the specific needs of children and families in the communities we serve. We propose replicating our nearly 25 years of provenly-effective experience in providing a full range of mental health outpatient programs and services for children and adolescents in Martin and St. Lucie County outpatient facilities with a facility in Indian River County focused on IOP. We are provenly successful at implementing a least-restrictive to most-restrictive approach, meaning we believe it is important to start at the prevention end of the spectrum and reach youth before they advance to the point of needing inpatient care, versus waiting for youth to be hospitalized and then hope they transition to outpatient care. Our evidence-based early intervention programs and counseling help kids make better life choices, and our intensive outpatient programs help kids before they reach the point of needing outpatient care.

Since our inception, Tykes & Teens has provided affordable quality mental health services for more than 60,000 children in need across the Treasure Coast. In addition to offering services virtually via HIPAA-compliant telehealth, we provide services from over 50 in-person service locations, including outpatient offices in Palm City, Jensen Beach, Hobe Sound, Port St. Lucie, and Vero Beach; childcare centers; Martin, Okeechobee and Indian River County schools; in collaboration with community partners; and in more than 200 homes. We are accredited by The Joint Commission on Accreditation of Health Care Organizations, licensed by the Florida Department of Children and Families, and meets or exceeds all federal, state, county, and local laws and regulations. We accept most insurance, private payments, and we are a Medicaid-approved provider. An overview of our nearly 25-year track record for success and notable accomplishments is included in the addendums.

Our initial IOP will focus on adolescents age 9 – 17. At the same time, our therapists are qualified and will offer individual therapy services for children from age 5 to add flexibility and ensure sustainability of the facility. Programming will be segregated into age and developmentally appropriate groups with correspondingly appropriate curriculum.

PROGRAMMING/SERVICES

Tykes & Teens has built a strong reputation based on our unique and quality evidence-based programming. Following is an overview of proposed programs and service. Given the proprietary nature of our programming, we are happy to share additional details of our curriculum, but do not want it to be published. The goal of our programming is to provide high-quality evidence-based programming, including Cognitive Behavioral Therapy, Dialectical Behavioral Therapy (DBT), Targeted Case Management/Wraparound services. This includes a combination of individual, group and family counseling. While this funding request is not for Infant Mental Health and School-Based Services, we are already providing these community-based services in Indian River County, offering a larger continuum of care for the community.

- **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), including Dialectical Behavioral Therapy (DBT) and 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.

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 in treating mood disorders,

addressing suicidal ideation, and helping create change around behaviors, including self harm and substance abuse.

Clients who participate in our DBT program participate in two skill types – Acceptance Skills (core mindfulness and distress tolerance) and Change Skills (emotion regulation skills and interpersonal effectiveness). Acceptance Skills includes mindfulness, which focuses on being present in the current moment and helping clients to be aware of their surroundings, and distress tolerance, which helps clients recognize their emotions, get through painful moments, and move through crises and daily struggles without making the moment worse. Change Skills includes emotional regulation and interpersonal effectiveness, which help clients gain skills to manage their emotions, understand the function of emotions, and navigate more healthily through relationships; and interpersonal effectiveness module helps clients learn skills to help in their day-to-day 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. We typically encourage clients to go through two rounds of DBT to help ensure they understand the skills and are able to use them across multiple areas of their life.

In addition, we have a parent's group that helps parents help their children.

Clients enrolled in DBT are also in individual sessions. Individual session therapists attend DBT clinicals to help incorporate the skills learned in group in their individual sessions as well.

- **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 2-phase 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. We use the 12-Step Model, the Hazelden Foundation's Matrix Model for Teens and Young Adults, Motivational Enhancement Therapy, and Cognitive-Behavioral Therapies in this program through individual, family, and group therapy. Curriculum topics for various groups are included in the addendums.

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.
- **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)** – Given the high-risk nature of the population, we believe providing Targeted Case Management is important. 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.

Hours of Service

Our addiction groups will take place on Mondays, Wednesday and Fridays from 4:00 pm – 7:00 pm. We believe these are the most beneficial days to best ensure sobriety. Scheduling groups spread out at the beginning of the week, mid-week, and just before the weekend is important. It allows us to best help patients kick off their week on the right foot, provide a mid-week boost, and Friday is important as the weekends are typically a tougher time for youth with addictions. Groups sizes will range from 10 – 15 participants. In addition to the addiction groups, we will have DBT and skills-building groups on Tuesdays and Thursdays from 4:00 pm – 7:00 pm. We will also schedule individual sessions at 3:00 pm each weekday for IOP patients. Given the time of day for programming, we will explore options for providing a snack or light meal. Ideally, we will hold the groups in-person. However, we are ready and equipped to offer virtual sessions if necessary given the current pandemic. We have successfully been operating virtual groups and individual sessions via telehealth since March of 2020.

We are currently exploring possible locations for the facility. We are making careful consideration for 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.

Staffing

Program services will be provided by 2 therapists during the initial phase, including 1 licensed lead therapist and 1 therapist, 1 targeted case managers, 1 office manager/community liaison, 1 intake coordinator, and psychiatry support with oversight from Tykes & Teens' leadership. 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.

Communications/Marketing

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. 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. This includes building and growing referral sources such as the Indian River County School District, Cleveland Clinic, Mental Health Collaborative, local behavioral health providers, and primary care and pediatric physician providers, among others.

Provide both a transition and ramp up plan, including timeline for these services and staffing, including how you will manage the program in the event of low volume, payer source fluctuation, and high-volume presentation. This should be a well-tested model that can be scaled up or expanded and, if successful, can be grown and replicated. Attach a budget including any start-up capital necessary.

We estimate the initial ramp up of operations to take approximately 6 months and include:

- Site selection, lease signing, and office build-out; staff recruiting, hiring and training; program development and quality assurance policies; and outreach and marketing.
- We already operate similar outpatient programming in other local communities we serve and are able to quickly adapt and implement program development, as well as quality assurance measures and policies tailored to Indian River County.
- Over the past two decades, we have opened and operated similar facilities and have an experienced track-record for effectively adjusting to changes, including managing fluctuations in patient volume. Tykes & Teens needs to collaborate with the IRCHD 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.

- We can serve an initial targeted case load of up 45 – 50 clients and families, as well as group, upon official opening. Growth of programming and services will be based on client/community need and volume, i.e. when patient volume reaches a capacity of 15 per group. We estimate this to take approximately 9 months to 1 year.
- Initial salaried staffing will include:
 - 1 Licensed Lead Psychotherapist – Responsible for carrying out psychotherapeutic programming and services for children and families, including assessing treatment needs, developing and reviewing treatment plans, and determining discharge criteria, as well as supervision of junior psychotherapist. Minimum requirements include Master’s Degree in Social Work, or equivalent, from an accredited university or college, licensed under Florida Statutes 490 or 491, and 2 years of experience and understanding of working with children and families.
 - 1 Junior Psychotherapist – Responsible for providing psychotherapeutic programming and services for children and families, including assessing treatment needs, developing and reviewing treatment plans, and determining discharge criteria, as well as supervision of junior psychotherapist. Minimum requirements include Master’s Degree in Social Work, or equivalent, from an accredited university or college, and/or a registered intern under Florida Statutes 490 or 491 within initial 90 days of employment, and experience and understanding of working with children and families.
 - 1 Targeted Case Manager – Responsible for providing Targeted Case Management services utilizing the Wraparound model for children and adults, including assessing clients’ strengths, needs and culture; developing and updating crisis and wraparound plans; linking to and coordinating other services; helping clients build a natural support system and planning for intentional transition out of services. Minimum requirements include Bachelor’s degree in Social Work, or equivalent, from an accredited university or college; 2 years of full-time, or equivalent, experience working with children with SED; completion of Wraparound 101 training within 90 days of initially providing Medicaid services; knowledge of current available resources in the service area for children with SED, knowledge of an compliance with state and federal statutes, rules, and policies that affect the target population.
 - 1 Program Manager/Community Liaison – Responsible for facility programming and oversight; development, community relations and marketing; review and reporting with agency leadership. Minimum requirements include Bachelor’s degree in related field from an accredited university or college; 2 years of experience in program development, project management, community relations.
 - 1 Intake Coordinator – Responsible for general office administration and support, and coordination of patient appointments and data. Position requires experience in mental

health/addiction, Bachelor's Degree and a personal connection with children and adolescents.

- 1 Psychiatric Provider – Psychiatrist or Psychiatric Nurse Practitioner with experience in working with children and adolescents. Responsible for patient evaluations, treatment, medication management.

Utilizing the most current Community Needs Assessment and other survey tools and data, show leadership and knowledge of the focus area, identify target populations and important health care trends.

There is no question that there is a need for high-quality, evidence-based mental health services for children and adolescents in Indian River County, including a need and opportunity to fill the gap between inpatient and outpatient services.

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.

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.

Define a business model, including services, staffing, and collaborations, to support long term financial sustainability of the core focus area healthcare services, commitment to continued provision of services, and the reimbursement structure that best supports the ongoing success. Describe how a

collaborative effort to bring public and private partners together may augment services and revenue sources.

Tykes & Teens has been a leading mental health provider for children and adolescent evidence-based services and programs for nearly 25 years. We have a rich history of highly qualified clinicians who provide the highest level of quality mental health service throughout the Treasure Coast. We have successfully developed and run numerous outpatient facilities throughout the Treasure Coast. And we have a proven track record for collaboration with local communities and 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.

Describe how the responding organization will manage a sliding fee scale and District indigent resident qualification. If you are a provider outside Indian River County, please describe how you will treat, manage and track out of county patients presenting to the program.

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 \$750,000 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.

Define how you will establish quantifiable benchmarks and tracking process with indicators.

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:

- Established pre-treatment tests, mid-treatment, and post-treatment tests
- Child's Global Assessment of Functioning Scale (CGAS)
- Meeting all treatment plan goals and the closure being viewed as successful by the therapist or family, as reported in the Discharge Summary
- Difficulties in Emotional Regulation (DERS)
- Family Communication Scale (Olson & Barnes)
- Urinalysis Drug Screen – given to each client upon completion of the program

Link the amount of funding necessary to these stated measurable outcomes i.e. funding will be dependent on achieving these stated measurable outcomes in addition to patient satisfaction to annually measure success in improving the health and safety of the community.

In addition to fulfilling The Joint Commission standards, Tykes & Teens measures patient satisfaction through quarterly client surveys, Perception of Care and Press Ganey tools, as well as feedback from our community partners.

Estimated Budget

Phase 1-Start Programming

Program Manager/Community Liaison	\$65,000 (Salary & Benefits)	1 FTE	65,000
Lead Therapist/Licensed Clinician	\$59,000 (Salary & Benefits)	1 FTE	59,000
Therapist	\$53,000 (Salary & Benefits)	1 FTE	53,000
Targeted Case Manager	\$43,000 (Salary & Benefits)	1 FTE	43,000
Intake Coordinator	\$39,000 (Salary & Benefits)	1 FTE	39,000
Psychiatric Provider	\$125,000 (Salary & Benefits)	.1 FTE	12,500
Computers & Furniture			10,000
Supplies			4,000
Food for Clients			5,000
Occupancy (Rent, utilities, etc.)			66,000
Marketing and development			30,000
Administrative Cost			28,000
Total Cost			414,500

Phase 2 - Additional Staffing as Volume Increases

Therapist	\$53,000 (Salary & Benefits)	1 FTE	53,000
Therapist	\$53,000 (Salary & Benefits)	1 FTE	53,000
Targeted Case Manager	\$43,000 (Salary & Benefits)	1 FTE	43,000
Psychiatric Provider	\$125,000 (Salary & Benefits)	.2 FTE	25,000
Computer & Furniture			8,000
Supplies			4,000
Food for Clients			5,000
Total Cost			191,000
Combined Cost of Phase 1 & Phase 2			605,500



Tykes & Teens 25-year Track Record for Success and Notable Accomplishments

- 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