REQUEST FOR PROPOSAL

HEALTHY START SERVICES IN NORTHEAST FLORIDA
For the period of
August 1, 2019 - June 30, 2020

The Northeast Florida Healthy Start Coalition is seeking a qualified provider to implement Healthy Start services in Duval County aimed at addressing the region’s Neonatal Abstinence Syndrome and infant mortality rate.

Funding of up to $89,350.00 will be available for implementation of this initiative during the project period (August 1, 2019 – June 30, 2020)

Qualification/Disqualification
This Request for Proposals (RFP) is open to all qualified providers, including public, non-profit and for-profit organizations.

Page Limit
The responses/narrative may not exceed 15 pages. Healthy Start Budget Narrative and the Administrative Support Budget Narrative are not included in the 15-page count.
Healthy Start – Azalea Project Duval County

Introduction

Florida’s Healthy Start program was established in 1991 with a goal of reducing infant mortality, low birth weight, and improving infant health and developmental outcomes. The program includes universal screening of pregnant women and infants to identify those at-risk for a poor birth outcome or developmental delay. State and federal funding is used to support care coordination and related risk reduction services for eligible pregnant women and new families. These services are intended to address health and social risk factors that impact infant health and development.

The Northeast Florida Healthy Start Coalition is responsible for assessing maternal and child health care needs, developing a service delivery plan and distributing state Healthy Start funds to implement a comprehensive system of care for at-risk women and children. The Coalition covers Baker, Clay, Duval, Nassau and St. Johns counties. The Coalition contracts with local agencies to deliver Healthy Start services based on its needs assessment and service delivery plan. It sets agency-specific outcome and performance goals, and is responsible for quality assurance and monitoring activities. The Coalition is comprised of maternal and child health care providers, consumers, businesses, local government, and voluntary groups representing the five-county area. Currently, the Coalition contracts with county health departments, UF Health Jacksonville, Children’s Home Society, and other community-based organizations to deliver case management and related risk reduction services to eligible women and children. Services are delivered in the home, clinics and other community settings.

The Azalea Project works to break the cycle of substance use and prevent substance-exposed newborns across the lifespan using primary, secondary and tertiary prevention strategies to ensure that all babies have healthy birth outcomes and live to see their first birthday. The purpose of this Request for Proposal is to provide Azalea Project Healthy Start specialized services in Duval County as specified in the new Healthy Start Model and the Healthy Start Standards and Guidelines:

- Training for Healthy Start care coordinators and related staff that provide direct services to prenatal and postpartum participants and infants; and,
- Utilize the Well Family System: A secure, web based, activity driven maternal child and case management documentation system.
- For substance-involved pregnant women, substance-exposed children and families, in accordance with Chapter 12 of the Healthy Start Standards and Guidelines, the PROVIDER will collaborate with the local health department in their county, the local child protection team, providers of Healthy Start prenatal and pediatric care services, the local Children’s Medical Services, Healthy Families, substance abuse treatment providers, hospitals and birth centers, and DCF and their providers to form interagency agreements.
- Implement the proposed redesign of the Healthy Start Program core service component in accordance with the Healthy Start Standards and Guidelines

Purpose

Infant mortality is a community problem — and it takes a community to solve it. To make sure every baby has a healthy start, there are underlying societal & structural root causes of infant mortality that must be addressed. Prevention and intervention is crucial in the prevention of babies born substance exposed.
The need to provide Healthy Start services specific to substance abuse and support to expectant and new families was cited as a need in Duval County 2018-2023 Healthy Start Service Needs Assessment/Service Delivery Plan. Three counties in Northeast Florida (Baker, Clay, Nassau) were in the top 10 counties in the state for the rate of Neonatal Abstinence Syndrome, according to a March 2015 report from the Florida Department of Health. The report indicated that Duval County had the highest number of NAS births (450).

Table 1 illustrates the need to provide substance abuse secondary prevention and intervention Healthy Start services in areas within Duval County and improve birth outcomes.

**Neonatal Abstinence Syndrome**

<table>
<thead>
<tr>
<th>FL Counties with Highest NAS Counts 2016</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Hillsborough</td>
<td>579</td>
</tr>
<tr>
<td>Duval</td>
<td>478</td>
</tr>
<tr>
<td>Orange</td>
<td>327</td>
</tr>
<tr>
<td>Brevard</td>
<td>223</td>
</tr>
<tr>
<td>Broward</td>
<td>184</td>
</tr>
<tr>
<td>Pinellas</td>
<td>176</td>
</tr>
<tr>
<td>Escambia</td>
<td>166</td>
</tr>
<tr>
<td>Collier</td>
<td>163</td>
</tr>
<tr>
<td>Lee</td>
<td>163</td>
</tr>
<tr>
<td>Palm Beach</td>
<td>160</td>
</tr>
<tr>
<td>Volusia</td>
<td>160</td>
</tr>
</tbody>
</table>

Source: Florida Agency for Health Care Administration.

**Fetal and Infant Mortality Review Cases 2017-2018 Contributing Factors:**

<table>
<thead>
<tr>
<th>Table 2</th>
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<tbody>
<tr>
<td>54% No Healthy Start screen</td>
</tr>
<tr>
<td>50% Late entry into prenatal care (after 13th week)</td>
</tr>
<tr>
<td>50% Medical/social/community resources available but not used</td>
</tr>
<tr>
<td>36% Maternal infection other than STD</td>
</tr>
<tr>
<td>36% Substance use (other than tobacco)</td>
</tr>
<tr>
<td>25% History of Pre-term labor</td>
</tr>
<tr>
<td>21% Obesity</td>
</tr>
</tbody>
</table>

Source: NEFHSC FIMR Report

Table 2. Substance abuse other than tobacco was a contributing factor in 36 percent of the FIMR cases reviewed in 2017-2018, and is often a contribution factor to sleep-related deaths of babies.

**Instructions**

Interested respondents should PROVIDE a Letter of Intent to participate via email to Faye Johnson by COB on June 14, 2019.

Northeast Florida Healthy Start Coalition  
Attn: Faye Johnson - Email: fjohnson@nefhsc.org  
644 Cesery Boulevard, Suite 210  
Jacksonville, FL 32211
No late responses will be considered. E-mail submission will be accepted.

**Evaluation and Selection Process**

Responses will be evaluated by the Coalition’s Contracts & QI Committee and approved by the Board of Directors. All decisions are final. The Coalition retains the right to reject all or any responses(s) based on the committee’s decision and evaluation criteria.

**Timeline:**
- June 6, 2019  ITN Release Date
- June 17, 2019  Letter of Intent
- July 15, 2019  Deadline for RFP submitted to the NEFHSC
- July 22, 2019  Review and Selection by Coalition Contracts & QI Committee
- July 31, 2019  Approval by the Board
- August 1, 2019  Contract Start Date

**Mailed To:**
Northeast Florida Healthy Start Coalition, Inc.
Attn: Faye Johnson, Chief Executive Officer
644 Cesery Boulevard, Suite 210
Jacksonville, FL 32211

Or

**Email To:** fjohnson@nefhsc.org

**Selection Criteria**

Respondents will be evaluated based on the following criteria:
1. Agency expertise and experience in providing effective direct services to the target population (substance abusing pregnant women and their families; families of newborn infants) – **20 Points**
2. Ability to leverage and create on-going linkages with existing services in the five-county area – **10 Points**
3. Coordination with Community Partners - **10 points**
4. Number of participants proposed to receive direct services – **20 Points**
5. Participant Focus – **30 Points**
6. Budget – **10 Points**

**Contact Person**

Additional information on this Invitation to Negotiate may be obtained from:
Faye Johnson, Chief Executive Officer
Northeast Florida Healthy Start Coalition, Inc.
644 Cesery Boulevard, Suite 210
Jacksonville, FL 32211
Email: fjohnson@nefhsc.org
## Cover Sheet: Applicant Agency Information

1. **Agency Legal Name:**
   - a. Administrative Address:
   - b. Phone Number:
   - c. Fax Number:

2. **CEO/Administrator/Director:**
   - a. Phone Number:
   - b. Email:

3. **Agency Contact Person:**
   - a. Phone Number:
   - b. Email:
   - c. Fax Number:

5. **Type of Entity:**
   - Corporation
   - Private For-Profit
   - Private Not-For Profit
   - Unit of Government
   - Federal
   - State
   - County
   - City
   - Other (Specify: ____________________________)

6. **Federal Identification Number:**

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Name of Responsible Official (Print)  
______________________________  

Title  
______________________________

Signature  
______________________________  

Date  
______________________________

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2019 RFP Azalea Project Duval
Section 1: Agency Detail

1. Provide a concise description of the applying Agency. (Expertise and Experience)
   I. Agency’s history and years of operation
   II. General services mission and how that mission relates to Healthy Start
   III. Primary services provided and population served
   IV. Past experience providing services
   V. Strategy to successfully provide Healthy Start services
   VI. Strength of your organization to provide services
   VII. Challenge in providing one or more of the services

2. Describe provider history as it relates to Healthy Start; include period of time in which the Agency
   was a provider and what services were provided.

3. Demonstrate your capability and success in working with substance abusing pregnant women,
   infants and families on related programs and services.

4. Attach a copy of your Agency’s organizational chart including organizational plans for proposed
   Healthy Start program. Position(s) responsible for the direct supervision of program staff should be
   clearly noted. (Not included in page count)

5. What is the Agency’s fiscal year? Beginning: _______ Ending: _______

6. Has your organization conducted a formal organizational assessment of effectiveness in the last
   three (3) years? If yes, please describe.

Section 2: Proposed Staff Information – (Number of participants to be served)

7. Describe how the program will be staffed. List all positions that will be providing direct and support
   services. Include the number of staff in each position, position title, minimum education, experience
   requirements, primary duties, and the percent of each position’s time that will be devoted to this
   program. Service Provider requirements for Healthy Start services are outlined in the Healthy Start
   Standards and Guidelines. (Available at http://www.floridahealth.gov/programs-and-
   services/childrens-health/healthy-start/index.html#heading_6)

8. Include a timeline for hiring and training of staff and when you expect to begin providing services.

9. Include the proposed number of participants that will receive direct services.

10. Due to the nature of the program, staff continuity is essential for engagement and retention. Describe
    what efforts you will make to maintain trained, experienced staff and reduce turn-over within the
    program. Describe current staff turn-over within your agency as well as staff recruitment
    and retention efforts.
Section 3: Coordination with Community Partners – (Ability to leverage and create on-going linkages)

11. Relationships with support services available in Duval County are necessary for the success of a program. Describe other existing support services that are available in the community. Demonstrate your knowledge of those services and how your program will fit into that continuum of care. Describe history of successful community collaboration.

12. Provide Letters of Commitment from local partners agreeing to collaborate and support efforts to provide services to meet the complex and diverse needs of families receiving services. (Not included in page count)

Section 4: Service Provider History

13. If applicable, please attach any previous monitoring reports for Healthy Start services completed within the last three years. (Not included in page count)

If not applicable, please include a statement to that effect.

14. If applicable, please attach any previous monitoring reports for services similar to Healthy Start completed within the past three years for non-Healthy Start funded programs only. (Not included in page count)

15. Has the Agency been sanctioned for non-compliance, including corrective action or performance improvement plan*, with any contract, government law, or regulation within the past three (5) years? _____Yes _____No

If yes, please provide a summary of the findings with any explanatory information you would like considered and attach a labeled copy of the report to this application.

If no, provide a statement to that effect.

*Quality assurance reports of current and past providers of Healthy Start services will be made available by the Coalition to the RFP review panel.

16. Clearly state your commitment to work with the Northeast Florida Healthy Start Coalition in providing participant-focused services.

Section 5: Participant Focus

Describe the innovative or Best Practice approach and specific strategies the organization will utilize to improve rates of completed Initial Assessments, “Face-to-Face” and home visitation, in patient substance abuse treatment and Interconceptional Care/postpartum services.

Describe specific strategies you would implement to improve each of the maternal child health indicators identified in the Coalition’s Service Delivery Plan http://nefhealthystart.org/new-site/wp-
content/uploads/2011/02/2018-2023-Service-Delivery-Plan-FINAL-APPROVED-6.28.18.pdf, particularly those in which the Duval county’s rate is worse than the state’s rate.

17. Describe specific strategies the organization will utilize to understand and address Social Determinants of Health.

18. Describe specific strategies the organization would utilize to understand and address Behavior/Mental Health.

19. Describe the approach to ensure quality improvement/assurance is maintained.

20. Client engagement and retention is a strong indicator for success. Explain in detail how you plan to engage and retain substance abuse women and/or their babies in services and innovative practices you plan to utilize.

**Section 6: Budget Narratives**

21. Due to the method in which Healthy Start funds are earned, please explain how you will monitor and adjust your budget and expenditures based on actual earnings.

22. Healthy Start Budget Narrative - *(Not included in page limit)*

23. Administrative Support Budget Narrative - *(Not included in page limit)*

*Request for Proposal End*