

Lena Pope Home, Inc.

**Proposal to provide Functional Family Therapy (FFT) Services
for Texas Youth Commission**

**RFP # 694-10-0844
Proposal**



Company Information

Company Description

Lena Pope Home, Inc. (LPH) is a private nonprofit organization located in and serving Tarrant County, Texas. Founded in 1930, the agency has changed through the years to meet the needs of the community with its mission remaining essentially the same. Lena Pope Home is committed to helping create hope, happiness and success for children and their families by offering preventative and rehabilitative services that strengthen and preserve family life. From its origin as a home for orphans and children separated from their parents by hardships, the organization has expanded to provide a comprehensive range of programs to meet the behavioral healthcare needs of children, families and adults.

Lena Pope Home provides leadership at the community, state, and national levels. Locally, we have been instrumental in the creation of a system of care for children and families and the establishment of the Mental Health Connection of Tarrant County (MHC). MHC is a collaboration of public and private agencies working in partnership with consumers of mental health services and their caregivers to revolutionize the mental health service delivery system in Tarrant County. Along with MHC, Lena Pope Home has been on the forefront of advocating with the legislature to de-categorize services and create flexible funding streams to allow for the *No Wrong Door to the Right Mental Health Resources* for our community.

For more than seven decades, Lena Pope Home has successfully managed local, state, and federal contracts. Lena Pope Home maintains contracts with Tarrant County Juvenile Services and adjacent counties, the Fort Worth Independent School District, Mental Health Mental Retardation Services of Tarrant County, Texas Department of Family and Protective Services, and is a Medicaid provider.

Lena Pope Home impacts approximately 20,000 individuals each year through three broad service areas: 1) *Outpatient Services*: providing a continuum of care ranging from prevention to treatment with the goal of preserving the family; 2) *School-Based Services*: providing services and supports to keep at-risk students engaged in learning and 3) Chapel Hill Academy Charter School: currently serving pre-k through second grade students, with plans to add one grade level each year of the charter.

Ownership

Lena Pope Home is a private, non-profit 501(c) 3 organization. Lena Pope Home's Executive Director reports to a 35 member Board of Directors. The Board of Directors is led by an Executive Committee comprised of fourteen members. Currently, Lena Pope Home has 120 staff.

Addresses/Contact Information

Family Matters Department

Mailing address: 3131 Sanguinet Street, Forth Worth, TX 76107

Physical address: 3800 North Hulen Street, Fort Worth, TX 76107

Contact Person: Margaret Cohenour, LCSW, Director, Family Matters

Phone/Fax and Email: 817-255-2636/817-255-2637, mcohenour@lenapopehome.org.

Program Supervisor: Wayne Vaughn, LPC, Team Leader

Phone/Fax and Email: 817-255-2676/817-255-2677, wvaughn@lenapopehome.org.

Other company locations

Family Matters Counseling Clinic sites:

401 West Sanford, Arlington, TX 76011

625 Grapevine Highway, Hurst, TX 76054

HUB Representation

Not applicable

Legal Proceedings

Lena Pope Home is not currently involved in any legal proceedings and has not been involved in any in the last five years.

Similar Services

Lena Pope Home is currently in the final year of a contract with Tarrant County Juvenile Services to provide FFT services to adjudicated youth in Tarrant County.

HUB Subcontracting Plan

See Exhibit C

Proposed Services

Scope of work

Functional Family Therapy (FFT) has been tested in clinic models as well as in home-based models and has proven to be effective in both. When FFT has been researched in community based effectiveness studies, the results have proven successful. Both the Center for Substance Abuse Prevention (CSAP) and the Office of Juvenile Justice and Delinquency Prevention (OJJDP) identify FFT as a Model program for both substance abuse and delinquency prevention. Similarly, the Center for the Study of Prevention of Violence (CSPV) designated FFT as one of the eleven (out of 1000 reviewed) “Blueprint” programs. FFT is an evidence-based intervention model that meets many of the current benchmarks of empirically validated treatments. Finally, the U.S. Surgeon General identified FFT as one of the four level I intervention programs successful with violent acting out youth (Sexton & Alexander, 2002).

FFT has been documenting outcome and process research for over 30 years. It is an empirically based, successful family intervention program for juveniles with maladaptive behaviors. Research supports that this therapy model is effective with youth who display serious problems such as conduct disorder, aggressive acting-out, and substance abuse. The literature also suggests that FFT has been an effective form of treatment for multi-ethnic groups, multi-socioeconomic groups, and for youth who are re-entering their community after restriction in a high-end institutional setting. Age groups most often served in FFT are 11-18 years.

The FFT model is appealing to therapists because of its clear identification of specific phases which organize intervention in a coherent manner, thereby allowing the therapist to maintain focus in the context of considerable family and individual disruption. The three specific FFT intervention phases include: 1) Engagement and Motivation, 2) Behavior Change and 3) Generalization. These phases are interdependent and sequentially linked. Each includes specific goals, assessment foci, specific techniques of intervention, and therapist skills necessary for success.

The three intervention phases are described below:

FFT Phases
Phase One – Engagement and Motivation
<ol style="list-style-type: none"> 1. Build alliance between the therapist and each family member and between all family members 2. Reduce negativity and blame 3. Develop a shared family focus to the presenting problems 4. Build hope and an expectation for change
Phase Two – Behavior Change
<ol style="list-style-type: none"> 1. Change individual and family risk patterns 2. Through activities both within and outside the therapy sessions 3. In a way that matches the unique relational functions of the family and is consistent with the obtainable change of this family, in this context, with these values.
Phase Three – Generalization
<ol style="list-style-type: none"> 1. Generalize the changes made in the behavior change phase to other areas of the family relational system 2. Maintain changes made in generalization through focused and specific relapse prevention 3. Support and extend the changes made by the family by incorporating relevant community resources into treatment. (Sexton & Alexander, 2002)

Lena Pope Home proposes to provide Functional Family Therapy (FFT) to up to 40 youth referred by the Texas Youth Commission (TYC) for the remainder of fiscal year 2010; and up to 60 youth for fiscal year 2011. Utilizing the existing, certified Lena Pope Home FFT staff and adding additional trained FFT therapists as necessary, we believe we can incorporate the TYC referrals alongside our current FFT clients.

Lena Pope Home is a fully licensed FFT site. We are comfortable and well versed in working with both male and female youth involved in the juvenile justice system. Additionally, all Lena Pope Home FFT therapists participate in weekly staffing and consultation meetings in order to maintain fidelity with the FFT model and provide the best support to our clients.

Lena Pope Home is an experienced adolescent services provider as evidenced by our history and success rate. Based on our experience, past results and high-level consumer satisfaction, Lena Pope Home is eager to continue reducing adolescent delinquency and related criminal behavior through intervention, education, treatment and family involvement. Lena Pope Home seeks to incorporate appropriate evidence-based practices into all of our programs, and evaluate the cost benefit of each program area to determine which programs to expand, maintain or reduce. We believe that this will help to ensure that what we offer will make a measurable difference. Lena Pope Home appreciates the opportunity to join in the vision and mission of Texas Youth Commission, working together towards a common goal – helping at-risk youth and their families achieve success in leading sober, drug-free, law-abiding and productive lives.

Diverse populations

Lena Pope Home requires staff to attend cultural competency training annually. In 2008, agency representatives participated in a community learning process which resulted in an organized, community wide effort to address the cultural competency issues that affect provision of the services in Tarrant County. In 2009, Lena Pope Home provided leadership along with other key stakeholder agencies in accessing the knowledge of national experts in the area of cultural competency. What resulted was a pilot program that included training over 40 direct care workers/supervisors and 35 executives from 16 county agencies in the California Brief Multicultural Competence Scale and Training Program (CBMCS). The goal of the training was two -fold. First, it provided exposure and engagement at the executive level to the needs and benefits of cultural sensitivity. Second, to provide a pool of informed participants from which to pull experienced trainers needed to sustain our cultural competency efforts. Currently, trainers are being chosen through an application process for ongoing training and consultation with Dr. Gloria Morrow, program developer. Lena Pope Home anticipates having internal CBMCS trainers and requiring all staff to attend upcoming trainings as well as ongoing trainings as determined by the ACCESS (Advancing Cultural Competency in Social Services) Committee. In addition, Lena Pope Home will continue its active leadership role in Tarrant County's ACCESS committee whose charge is to ensure ongoing attention to cultural competency issues through strategic planning, implementation over site, and sustainability efforts.

FFT Staff

Lena Pope Home currently has seven therapists fully trained in FFT as well as one administrator. Five of these staff have been involved in the program since its inception over two years ago. The other two team members are tenured employees of Lena Pope Home that have more recently received FFT training. Of the seven FFT staff, six have completed graduate degrees, and one is currently enrolled in a graduate counseling program. The FFT staff at Lena Pope Home is comprised of highly competent mental health professionals, well trained in the FFT model. These staff, plus any additionally trained FFT therapists, will provide services to the youth and families referred by TYC.

Staffing Patterns

The current FFT program caseload averages 12 clients per therapist. While therapists will exceed this number from time to time, we have found this number maximizes the quality of the therapy provided by allowing adequate time for therapist to engage with families. With Tarrant County being relatively large and heavily congested in areas, additional clients often result in long traffic delays associated with providing in-home services. When clients are conveniently grouped with a geographic area, the ability to see exceed 12 becomes more feasible. FFT requires that each therapist maintain a caseload of at least five. These staffing patterns will be maintained with TYC.

The FFT program currently averages 11.12 sessions per client. These sessions involve specific goal work with the youth and family depending on where the family is in the program. This is consistent with FFT's stated number of sessions averaging between 10 and 12. This does not include client contacts with the youth or family which can be in person or by phone. If required members of the family are not present on a particular visit to complete an FFT session,

that visit is documented as a contact and not a session. Our program often exceeds three months to complete the required sessions. Since our services are provided in-home, often with youth and families initially reluctant to participate, we average approximately four months per case. Lena Pope will serve all youth and families referred for FFT services by TYC in compliance with the fidelity of the FFT model.

Technology

Staff trained in the FFT program have secure access to the Clinical Services System (CSS). The CSS is a web-based implementation tool. This system allows the FFT staff to track the modalities essential for successful implementation of FFT, such as session process goals, comprehensive client assessments, and clinical outcomes. This system stores client notes and statistical data. The CSS system also allows for reporting of numbers served, number of successful completions, number and reasons for unsuccessful completion, outcome scaling and measures completed by both the family and the therapist to gauge improvement in family functioning.

In addition to CSS, Lena Pope Home has made a significant investment to update its client management software. This software allows all client demographic and treatment information to be stored in a secure, web-based system. This system also allows for automatic benefit assignment and invoice generation, streamlining the logistics of payment and client tracking.

Reporting

Lena Pope Home performs an initial clinical assessment with each client and family. Treatment plans are developed and are individualized for the client and his/her specific clinical needs. Monthly progress reports, discharge planning and summaries will be maintained and

shared with TYC. In addition to routine case management documentation, the following are assessment tools completed by all FFT youth and families:

OQ 45.2: A 45-item self-report, three subscale outcome and progress tracking measure designed to be repeatedly administered to assess ongoing patient change.

YOQ 2.01: Is a parent report outcome and tracking measure designed to be repeatedly administered to assess ongoing patient progress.

YOQ SR 2.0: Is a youth self report outcome and tracking measure designed to be repeatedly administered to adolescents to assess their ongoing progress in treatment.

Outcomes for Lena Pope Home's FFT program over the past 18 months among those youth and families that completed the program are presented in the following table:

<i>Outcome</i>	<i>Number</i>
Positive	63
Moderate	58
Satisfactory	43
Non-significant	7
No Change	1
Negative	1

As indicated above, of the 173 clients successfully completing the FFT program over the last 18 months, 95% rate as having a satisfactory or better outcome by FFT standards, with the highest individual category being "Positive". Additionally, according to records of criminal re-offenses provided by Tarrant County Juvenile Services, 76% of youth successfully completing FFT over the last two years have not re-offended. Only 24% have re-offended in spite of the fact that most of the youth served have already had multiple offenses.

Service Area

The FFT team currently provides services to clients residing in Tarrant County. Each FFT therapist is responsible for a specific geographic region within Tarrant County. Lena Pope Home is proposing to provide services for TYC that continue to cover all youth referred from Tarrant County. Referrals for services will be distributed to the most appropriate therapist based primarily on geography. Exceptions to geographic assignment can be made based on specific language needs (we have two Spanish speaking therapists), safety considerations or other factors that may provide the client with a better therapeutic fit.

Program Description

The Team Leader for the FFT will receive all referrals from TYC by either email or fax at the discretion of TYC. Referral information typically consists of demographic data to include current school information and need for Spanish speaking therapists, a social history, offense records and any pertinent medical, psychological or school records. After assessing the needs and location of the case, the Team Leader assigns the case to one of eight trained FFT therapists. Those youth and families referred for the FFT program will have initial contact attempted by Lena Pope Home within 24 hours of the therapist receiving the referral. In addition, Lena Pope Home will be prepared to provide intake services on an immediate basis due to court orders, detention situations, or crisis situations. Lena Pope Home operates a 24-hour crisis hotline available to youth and families receiving family intervention services.

FFT therapists will notify TYC, via email or documented phone call, of referrals made to community resources or sub-contractors of specialized treatment programs and services. In addition, the FFT therapist will contact TYC parole officers by phone or email at least twice monthly and provide copies of documentation and reports (clinical assessment, treatment plan,

monthly progress reports, discharge summary and plan). Any forms or processes required by TYC in addition to those used by FFT or Lena Pope Home will be complied with.

Lena Pope Home will provide the same quality implementation of FFT with youth and families referred by TYC that our partners at Tarrant County Juvenile Services have received.

Confidential Records

All records, paper and electronic, are treated as confidential. Hardcopies of client files are maintained under double lock and key at the Hulen Street facility. Accessibility of files is available only to staff with a direct relationship with the family unless otherwise approved by supervisor. Client files are not to be removed from the physical site without prior approval of the Program Director. Information regarding treatment and services provided to clients is only provided with permission from the client. There are circumstances, as required by law, that we disclose information without written consent. Lena Pope Home is in compliance with the provisions of HIPAA regulations.

Experience and Qualifications

Learning Communities

In September 2005 the Lena Pope Home Board of Directors made a significant five year financial and organizational commitment to bridge the gap between research and practice for all families and children served by Lena Pope Home because we are committed to delivering services in the most effective and efficient manner possible. To do this, a thorough study into and understanding of evidence-based practices, implementation, and knowledge management was imperative. Lena Pope Home embarked on a five-year process to substantially alter the way programs are implemented. Through this process Lena Pope Home Learning Communities were created focusing on six topic areas (1) Trauma and PTSD; (2) Internalizing Disorders; (3)

Externalizing Disorders; (4) At-Risk and Prevention; (5) Addictions; and (6) Developmental Disorders. Each group was comprised of Lena Pope Home staff representing all programs and met monthly over a six month period. These groups reviewed literature and made recommendations of evidence-based practices and programs that could be implemented across all programs. We incorporate appropriate evidence-based practices into all of our programs, as well as evaluating the cost benefit of each to determine which programs to expand, which to maintain, and which to reduce. Through this process we continue to maximize the potential of our programs and invest our resources in the most promising approaches. Lena Pope Home is committed to providing the most appropriate services available for our families. In the summer of 2006, Lena Pope Home partnered with Texas Christian University staff and the Mental Health Connection to “bridge the gap” between research and practice. The *Bridging the Gap: Research, Practice and Policy*, symposium was an initial step in a multi-year, multi-disciplinary learning experience focused on connecting the worlds of research, policy and practice for mental health services in Tarrant County. Following the first symposium, Learning Communities were created as a method to put the knowledge into action across the entire Tarrant County Mental Health community. These committees reviewed the same 6 topic areas as LPH staff and made community-wide recommendations..

The *Bridging the Gap: Research, Practice and Policy*, symposium has continued to meet annually at TCU over the past two years since the original meeting in 2007. Lena Pope Home remains a leader in this effort and sponsor of ongoing efforts to bring the research proven practices to our community. The FFT program is evidence of this commitment to seek out and effectively implement proven evidence based programs.

FFT Implementation

Over the last two years, Lena Pope Home has successfully implemented the first FFT program in North Texas. The program was initiated in response to Tarrant County Juvenile Services (TCJS) request for a family focused, evidence based program. Over these past two plus years the program has advanced through the first two phases and is currently in the third and final phase of certification.

Evidence-based Research

In addition to providing staff with cultural competency education, Lena Pope Home has been participating in research of cultural adaptation of evidence based programming to the African American community. Mental health research has historically focused on what is effective for middle-class, Caucasian males. We are interested in learning what treatments are effective for diverse populations and how to effectively implement those services. We must learn to adapt our services to become more culturally competent. Lena Pope Home is at the forefront of implementing effective cultural adaptations into evidence-based practice in Tarrant County. We recently completed a four year contract with the Hogg Foundation for Mental Health in an exploratory study to learn how to make cultural adaptations to evidence-based practices, The Defiant Child, and adapting it specifically for people of color. This project targeted children ages 2-12, who met the diagnostic criteria for Attention Deficit Hyperactivity Disorder and/or Oppositional Defiant Disorder.

Risk Management

Lena Pope Home is committed to protecting families and children and maintaining an “abuse-free organization”. When families and children understand behavioral expectations and the rationale for such expectations, they are more likely to adhere to them and to report

violations. Clear behavioral standards communicate a strong message that abuse of any kind, by anyone, will not be tolerated. Lena Pope Home contracted with Praesidium, Inc. for a comprehensive organizational risk management assessment and Norris and Love for training and consultation on child abuse risk management which includes screening and hiring. Lena Pope Home has incorporated an intensive Employee screening and hiring procedure that includes an extensive background check on all applicants for risk management purposes.

Licensing and Certifications

Lena Pope Home employs professional staff members holding undergraduate, graduate, and post graduate degrees in psychology, psychiatry, social work, human development, education, and criminal justice. Many are licensed by the state of Texas and pass a board exam in their area of expertise. Education and peer review are also required. Resumes are attached.

References

Sexton, T.L. & Alexander, J.F. (2002). Family-based Empirically Supported Intervention Programs. *The Counseling Psychologist*, 30(2), 238-261.

Sexton, T.L. & Alexander, J.F. (2000). *Functional Family Therapy*. Juvenile Justice Bulletin. Washington D.C.: U.S. Department of Justice.

Professional References

See attached letters and RFP.

Additional Attachments

Audited Financial Statements

Resumes for current FFT staff