



Elise Jones
Deputy Director of Administration
Lake County Behavioral Health Services
6302 13th Avenue
Lucerne CA 95458

Dear Ms. Jones,

Thank you for the opportunity to bid on the Behavioral Health Services Request for Proposals to provide Substance Use Disorder Services for residents of County of Lake.

The details requested in the instructions for the cover letter include:

Name of organization	Women's Recovery Services – A Unique Place
Address	P. O. Box 1356, Santa Rosa CA 95402
Residential Facility Address	98 Hendley Street, Santa Rosa CA 95405
Primary Contact Person	Diane Madrigal, WRS Executive Director
Email address	Diane@womensrecoveryservices.org
Telephone number	707-527-0412

Diane Madrigal, Executive Director of Women's Recovery Services has been authorized by the Board of Directors to bind WRS into contract with County of Lake.

Women's Recovery Services – A Unique Place (WRS) is proposing to provide Residential Therapeutic Treatment for women requiring Residential SUD Treatment Services as outlined in the RFP. We are proposing a contracted capacity of 2 dedicated beds for perinatal and non-perinatal services beds.

Women's Recovery Services – A Unique Place is a State Licensed and Certified Residential Treatment Program with capacity for 20 women and 12 children. WRS is designated by the Department of Health Care Services, Licensing and Certification, ASAM 3.1 – clinically managed low -intensity Residential Services. Our services meet the need of both clinically based services as well as community-based recovery services. WRS offers an array of services and interventions focused on stabilization and ongoing treatment. Our curriculum includes evidenced-based practices: Seeking Safety, Cognitive Behavioral Therapy, Motivational Interviewing, Triple P and Trauma Informed Care. Our curriculum includes a structured day of educational and process groups, meetings and activities to support the resident's individualized treatment goals. The WRS community is able to draw on each other's strengths, and build new recovery skills, coping skills, relapse prevention and parenting skills. WRS residents are able to connect to ancillary services, like medical, dental, prenatal care, counselling and address other health issues for themselves, and their children as we connect them to community resources.

WRS has provided services to Sonoma County for over four decades, and services to Lake County residents over the last four years.

WRS continues to address women's addiction issues and impacts to the family by offering a uniquely successful solution, allowing women to enter treatment with their children. Services are provided in a safe home like drug free- smoke free gated environment that is family oriented and staffed 24/7.

We are in alignment with AOD Certification Standards, SABG Minimum Quality Treatment Standards, and Perinatal Practices Guidelines. We observe the priority admission for the target population that includes pregnant women, women with dependent children, women attempting to regain custody, postpartum women, and women with substance exposed infants or single women seeking services.

Women's Recovery Services interrupts the cycle of addiction including its subsequent effect of poverty and homelessness and creates long-term solutions. WRS is the only licensed, residential, perinatal substance dependence facility in Sonoma County where children can live with their mother during her 90 to 120-day residential substance dependence treatment program. We feature an on-site Children's Program, an eight-month AfterCare program and up to two years in WRS transition homes. WRS treats women and children as a family unit and admits up to two children per mother, into treatment services if appropriate and space is available. Other children may visit on weekends if appropriate. We work closely with collaborative agencies such as Child Protective Services, Probation, Court Programs and other programs.

Our professional team is comprised of an Executive Director with over 25 years of experience in the field, a Clinical Director that provides supervision and hours for MFTI for co-occurring support groups, Certified and Registered Case Managers, Admissions officer, Case Aides, Children's Parenting Educator (CPI) Children's Program provider with over 16 years with WRS and a dedicated and active Board of Directors.

Each resident participates in a comprehensive ASAM screening and assessment to determine appropriate level of care. Client's diagnosis and medical necessity is reviewed and discussed in clinical team meeting. Treatment plans are developed with client participation.

WRS Program Goals:

1. Interrupt the cycle of addiction including its subsequent effect of poverty, homelessness, violence, neglect, and separation from families.
2. Stabilize the mother and children's health: offer a safe place to live; gain necessary health care for mother and child; provide child care, parenting resources, transportation to appointments, and 25 hours a week of education/counseling and other treatment activities.
3. Show mothers and children the way to a new life by addressing the root causes of chronic addiction, providing tools, recovery skills and education about substance dependence and how-to live-in recovery, providing parenting classes to be great mothers in the long term and teaching life skills to become independent.
4. Build a healthy community of resources with other women in recovery and participate in support systems available in Sonoma County and other neighboring counties.
5. Transition to community living by providing transition homes with ongoing case management and parental coaching.

Quantified Value:

WRS does not just mitigate addiction effects, but creates long term solutions and saves society money while doing so. The work WRS does empowers families to be economically stable. WRS defines its impact by the use of the following four outcomes and measurements.

Outcome #1 - Break destructive patterns:

- We measure the number of participants remaining drug/alcohol free at least one year from entering WRS

Outcome #2 - Develop healthier relationships and support systems:

- We measure the number of adult participants who as a part of their support system continue to attend a recommended outpatient program for at least one year from program point of entry to WRS while participating in a WRS program (Aftercare and/or in WRS transitional housing).

Outcome #3 - Improve the health of the family unit:

- We measure the number of infants and/or children reunified (returned to mothers from foster care placement) and/or have increased visitation while their mothers are in treatment or at WRS transition houses for at least one year from program point of entry to WRS.
- We measure the number of families that receive parent education, parent one-on-one support and attend parent/mother support groups while in a WRS program for at least one year from WRS program entry.

Outcome #4 - Strengthen family self-sufficiency:

- We measure number of clients who begin or return to education interrupted by substance dependence
- We measure number of clients employed with expectation of earnings greater than public assistance at exit.
- We measure the living situations of clients one year from program point of entry to WRS.

Direct Outcomes: With the help of a volunteer statistician, we have been tracking outcome data since 2016. **WRS Outcomes 1/1/16 to 12/31/2021:**

- ~50% of the women who enter WRS complete treatment. If they remain in treatment for at least two weeks, program completion increased by 25%.
- 204 women completed residential treatment program
- 69% were homeless at program entry and all have homes as they leave WRS
- 73% are drug and alcohol free one year after program entry
- 53% are now employed and 13% are pursuing education
- 224 children were reunified with their mothers

Indirect Outcomes: This past year WRS created a Social Return on Investment (ROI) calculation. The above outcomes represent direct results of the WRS's treatment and support work. The Social ROI measures indirect, quantified, economic outcomes. What we found conservatively is **FOR EVERY DOLLAR INVESTED IN WRS, IT GENERATES THREE AND A HALF DOLLARS OF SOCIAL VALUE.** We researched each quantified outcome extensively and found the following: (Source data available upon request).

1. \$384,000: Annual savings to CA foster system due to WRS work of reunifying children with their healthy mothers. ~32 children reunified each year
2. \$80,000: Annual savings per woman saved from incarceration. ~12 to 15 women each year come to us from jail or in lieu of jail although they tend to serve only 6 months of jail time.

3. \$40,000 Annual savings for every homeless woman who comes to WRS. As you saw above, 70% of women come to us homeless. We only factor in 70% of the women who complete the program for our savings.
4. \$2,219: Savings each time a WRS client uses their newly established medical home rather than the emergency room.
5. \$159,000 to \$238,000: Savings for each baby born drug free. On average 8 babies are born each year while their mothers were in treatment.
6. \$46,100 Annual increase in revenue for schools due to less truancy.
7. \$41,904: Annual savings from women no longer dependent upon food stamps
8. Compelling: Savings from WRS empowering families to be economically stable

The WRS budget annually is ~\$1 million. The return from our spending is ~\$3.5 million. Therefore, for every dollar invested in WRS, \$3.50 is saved by the community.

WRS looks forward to providing your needed services under level of care 3.1 residential treatment. We are truly excited at the opportunity to continue to provide services to Lake County residents seeking services.

Thank you for considering our bid,



Diane Madrigal
WRS Executive Director



Judy Ryder
WRS Board President

Women's Recovery Services Company Profile

Women's Recovery Services (WRS) is a licensed and certified residential treatment program in Sonoma County since 1975. Services are provided to pregnant and parenting women, women attempting to regain custody of their children, women facing postpartum after the birth of their child (a very critical time due to hormonal imbalances that requires close monitoring of mother and child) and women with substance exposed infants in accordance with Title 22 of the California Code of Regulations and the Perinatal Practice Guidelines. We are licensed to serve up to 20 women and 12 children. WRS provides contracted services to Sonoma County, Lake County and Marin County. Our clients average 26 years old with a history of a substance use and mental health disorders including trauma, loss and grief. Many have a history of incarceration and removal of their children by Child Protective Services. Nearly 80 percent of the women come from underserved communities and are homeless. All the children have special needs based on a history of abuse, neglect and homelessness.

Over the past four decades, WRS has found that women's issues have become more complex and present with far greater challenges in the recovery process. We recognize the impact of addiction not only to the women seeking treatment but the impact to their children as well. WRS treats each woman with care, dignity and respect and with understanding for the unique treatment issues she is presenting, as an individual and as a mother with children.

The mission of WRS is to break the cycle of addiction in a safe residential home-like setting allowing women and their children to live together while learning the recovery skills necessary to become strong, responsible contributors in their communities. The women become sober, healthy, independent parents who bond the family together in a healthy and healing way.

WRS offers a 90- day to 120-day structured treatment program that combines a behavioral health and wellness model, and trauma informed treatment approach for alcohol/chemical/tobacco dependency as well as associated co-occurring disorders of mental and behavioral health. 90% of women admitted to WRS present with histories of extensive trauma and often meet the criteria for serious mental illness (co-occurring disorders). WRS has increased focus on treatment approaches to address the way trauma, psychological distress, mental illness and substance abuse impact the quality of life. Intensive health care and mental health care is established with collaborating nonprofits and managed by WRS staff providing transportation for women and children's appointments.

When women and their children enter the WRS treatment program, they are welcomed into a safe, supportive, non-judgmental environment that provides all their needs as it relates to food and shelter and treatment. They are shown into a clean, shared two-bedroom apartment providing privacy for themselves and up to two children. Experienced staff are present 24 hours/day, 7 days/week to support and guide the women in this new journey.

We utilize different tools and approaches to help women achieve their goals. Our client-driven, women centered treatment addresses her immediate needs to obtain sobriety and the need to provide a safe place for their children and address any immediate health needs or concerns. Children may be dealing with undiagnosed issues due to lack of regular care, school or services. They may have medical, dental and psychiatric conditions requiring immediate treatment. Children are part of the mother's program. We address health problems, mental health disorders and trauma as part of the recovery process. We believe addiction is a family disease and treating the whole family contributes to a woman's successful recovery.

After initial ASAM screening to determine level of care, a resident is able to participate in developing an individual treatment plan designed to address the mother's treatment needs including perinatal specific services, child development; access to other services as identified, including MAT, physician consultations and emergency services as needed; and coordination of ancillary services and other vital community connections for herself and for her children.

After stabilizing the mother and children's basic needs and immediate medical needs, we intervene in the mother's self-destructive lifestyle to effect a long-term change to her way of living. WRS shows mothers and children the way to a new life by addressing the root causes of chronic addiction, providing education about substance dependence and how-to live-in recovery, providing parenting classes to be great mothers in the long term and teaching coping skills, recovery skills and life skills to become independent. The residents participate in co-occurring groups addressing mental health concerns, and are involved in clinical based services, and community-based recovery services. Educational classes and individual and group counseling are provided 5 days/week including medical information, communication skills, problem solving/coping skills, cognitive behavioral therapy, addiction/co-occurring disorders, relapse prevention, AA/12 step, domestic violence, and life skills and nutrition/menu planning. Residents attend weekly individual sessions with Case Manager and Parent Educator as well as weekly Parenting and Child Skills classes with a Parent Educator. Every day the resident is learning to address her addiction issues, and build a network of support while the children are also benefiting from the mother's time in treatment and the **WRS Children's Program**. By serving the mothers, we generate children's success in academic readiness, improved health and improved quality of life. We help the children to emerge from our Children's Program happy, emotionally healthy, confident, socially integrated and academically ready to succeed.

After completing the WRS program, women can transition to community living in one of our three transition homes. The purpose of the homes is to assist the women to sustain recovery and to restore their lives, relationships, and direction and become strong, responsible contributors in their communities. The graduates attend WRS AfterCare for an additional 8 months as well as outpatient services. At this point, women are reunified with their children; they are established in the sober community. They are employed, going to school and being attentive moms. They associate with sober friends, focus on the children and their healthy behavior grows and strengthens. Everything that they learned becomes applicable to the real-world experience. They smile, visit and offer to help new women in the program.

WRS workforce is comprised of dedicated, mission driven licensed, certified and registered professionals and para professionals that believe in the WRS Mission. WRS recruits a workforce representative of our community and promotes and supports a culturally and linguistically diverse staff. Multiple staff members speak both English and Spanish. Each year we provide cultural competency training. We believe that providing an environment built on respect and dignity is critical to our work and fundamental to inclusion and equity. We actively invite the contribution, feedback and participation of all WRS stakeholders, clients and staff to improve our services.

We are supported by various collaborative agencies and partners in Sonoma County, County of Lake and Marin. We work closely with Child Protective Services, Courts and court programs, Dependency Drug Court, Medical facilities, hospitals, clinics, Public Health and Health Services. Our dedicated and active WRS Board of Directors serve daily to ensure our mission and vision for our daughters, sisters, aunts and friends find an open door at WRS. We hope to offer the same commitment and compassion to the women and children of Lake County.

Women's Recovery Services Cost Proposal

PROPOSED BUDGET DETAIL				
Fiscal Year 2022-2023				
Agency: Women's Recovery Services				
Specialty Population Perinatal				
BUDGET	TOTAL BUDGETED COSTS	Proposed Lake HHS Funds	Projected Non Lake HHS Revenue	TOTAL PROJECTED
Personnel				
FT Executive Director (MSW)	120,000	12,000	108,000	120,000
PT Clinical Director - 1099 (MFT)	75,000	7,500	67,500	75,000
FT Lead Case Manager (Certified Substance Use Counselor)	42,274	4,227	38,047	42,274
FT Case Worker 2 (Certified Substance Use Counselor)	33,084	3,308	29,776	33,084
FT Operations Manager (Certified Substance Use Counselor)	49,920	4,992	44,928	49,920
FT Case Aide 1 (Certified Substance Use Counselor Intern)	42,504	4,250	38,253	42,504
FT Case Aide 2	40,206	4,021	36,186	40,206
FT Case Aide 3	36,760	3,676	33,084	36,760
PT Overnight/Weekend 1	29,426	2,943	26,483	29,426
PT Overnight/Weekend 2	29,426	2,943	26,483	29,426
PT Overnight/Weekend 3	16,789	1,679	15,110	16,789
FT Childrens Program Mgr	38,038	3,804	34,234	38,038
FT Fiscal Director (Administrative)	66,500	0	66,500	66,500
PT Office Manager (Administrative)	29,887	0	29,887	29,887
Total salaries:	649,813	64,981	584,832	649,813
Benefits	28,320	2,832	25,488	28,320
Total salaries and benefits	678,133	67,813	610,319	678,133
Operating Expenses				
Payroll Expense (taxes, WC, other payroll expenses)	80,440	8,044	72,396	80,440
Staff Training	7,500	750	6,750	7,500
Outside Services	16,568	1,657	14,912	16,568
Office Expenses	43,500	4,350	39,150	43,500
Facility (incl. R&M, Utilities, Mtge Interest)	64,358	6,436	57,922	64,358
Direct Client Care (Food, Supplies, Program, Transportation)	112,000	11,200	100,800	112,000
Insurance	19,330	1,933	17,397	19,330
Licenses & Fees	3,500	350	3,150	3,500
				0
Total Operating Expenses	347,196	34,720	312,477	347,196
Other costs				
Indirect Costs	48,000	4,800	43,200	48,000
Transitional Housing (3 houses)	82,048	0	82,048	82,048
Total Other Costs	130,048	4,800	125,248	130,048
Total Costs	1,155,377	107,333	1,048,044	1,155,377
Bed Capacity	Total Bed Capacity Available	Proposed Beds for Lake County HHS	Beds: Non-Lake HHS	Total
(e)	20	2	18	20
Proposed FY 2021-22 Unit Rate (1 Unit = 1 Day)		Lake County HHS Rate	Non-Lake HHS Rate	
(f)		\$ 147.03	\$ 159.52	
Validation		\$ 107,332.90	\$ 1,048,044.09	\$ 1,155,376.99
Current FY 2021-22 Unit Rate (1 Unit = 1 Day)		Lake County HHS Rate		
(g)		\$ 145.00		