



HealthySteps

Request for Applications Round Two 2022 (RFA)

November 2022

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HealthySteps RFA

SECTION 1

A. Introduction and Background

The New York State Office of Mental Health (OMH) announces the availability of funds to support the implementation of [HealthySteps](#) (HS).¹ It is anticipated that OMH will make up to 33¹ awards across the state, contingent upon availability of funding. This funding is specifically designated for new sites, with the goal to expand the capacity of pediatric and family medicine practices to implement [HealthySteps](#). The combined total of these awards will be up to \$15,896,967 distributed over 5 years. (See Section F Operating Funds)

The NYS Office of Mental Health (OMH) continues to support our ongoing commitment to the health and well-being of our youngest New Yorkers. The goal is to promote an intentional focus on prevention activities by identifying and implementing evidence-based and data-informed preventive practices.

In 2016, The New York State Office of Mental Health (OMH) awarded funding to seventeen (17) pediatric primary care practices across New York State to implement Healthy Steps. These medical practices engaged new parents to enroll their infants into the HealthySteps program by 4 months of age. This initial cohort of HealthySteps sites provided comprehensive Tier 3 services to nearly 8,000 children and their families, completed thousands of referrals and linkages to needed supports and services, participated in 26,000 well-child visits, conducted over 12,000 maternal depression screenings, and distributed more than 18,000 books through the [Reach Out & Read](#)ⁱⁱ program.

This first cohort of OMH-funded HealthySteps sites continue to positively impact the lives of thousands of children and their families. It is anticipated that this RFA will provide the opportunity to expand this reach to thousands more children and their families throughout New York State (NYS) as we continue to work toward enhancing protective factors to promote childhood resiliency, promoting a trauma-informed approach to care, and addressing social determinants of mental health in children and families.

This is the second round RFA to be released in 2022 for up to an additional 33 sites.

[HealthySteps](#) is an evidence-based program that serves both young children (0-3) and their families in a pediatric healthcare setting, which is non-stigmatizing and offers universal access. Pediatricians often serve as the initial point of contact for new caregivers. Typically, an infant has seven (7) well-child visits within the first year of life, often occurring before families have contact with any other system. This early access affords opportunities to integrate both mental health and physical well-being for the youngest children at a critical time in brain development. It also provides the HealthySteps Specialist the ability to support the healthcare team in promoting the child's developmental, social-emotional, and behavioral health, and supporting the entire family. The HealthySteps model offers the ability to instill preventative efforts through anticipatory guidance, which may enhance positive outcomes and prevent future mental health challenges.

¹ Qualified small sites that partner to share 1 FTE HealthySteps Specialist (see Sections D and E) will count as one of the 33 awards, although each of those sites will receive one award of an adjusted amount as described in Section F: Operating Funds.

The HealthySteps Specialist is a professional with expertise in child development who partners with families during well-child visits as part of the primary care team. The HealthySteps Specialist fulfills a variety of roles, serving as a liaison between the child and family and the healthcare team, and offering screenings and support that the physician may lack time to address, including: feeding, behavior, sleep, attachment, depression, social determinants of health, and adjusting to the complexities of a newborn child. The HealthySteps Specialist also provides families with parenting/caregiver guidance, support between pediatric visits, referrals, and care coordination, all while ensuring that the child and family's needs are met.

Evidence-Based

[National Evaluation of HealthySteps](#)ⁱⁱⁱ clearly demonstrates that this evidence-based program has shown significant positive outcomes for the child, the family, and the practice/provider. The original findings highlighted in 2003 are supported by subsequent conclusions, as outlined in the [HealthySteps Evidence Summary 2021 Final](#).^{iv} These findings continue to support both the immediate and longitudinal benefits of this model.

Child

- “Children were up to 2.4x more likely to receive timely well visits and to attend all of the first 10 recommended well-child visits”
- “Children were up to 1.6x more likely to receive timely vaccinations and 1.4x more likely to be up to date on vaccinations by age 2”
- “Continuity of care was significantly better for both total and well-child visits and families were nearly 2x as likely to remain with the practice through 20 months”
- “Children were 8x more likely to receive a developmental assessment and had significantly higher rates of developmental and other nonmedical referrals”
- “Children were 23% less likely to visit the emergency room for injuries in a 1-year period”

Family

- “Families were 24% less likely to place newborns on their stomachs to sleep, reducing SIDS risk”
- “Families were significantly less likely to report harsh punishments (yelling, spanking with hand) and severe discipline (face slap, spanking with objects)”
- “Families were significantly more likely to share picture books and play with their infants daily”
- “Families were significantly more likely to notice behavioral cues and provide age-appropriate nurturing”
- “Families demonstrated a significantly better understanding of infant development”

Practice/Provider

- “Families were significantly more likely to report practice staff went out of the way for them and that they relied on practice staff for advice (rather than a friend or relative)”
- “Families rated their provider as more competent and caring and were significantly more likely to believe that the health plan cared about them”
- “Physicians reported significantly higher satisfaction with HealthySteps and that they felt emotionally supported by the HealthySteps Specialist”

Trauma-Informed Care

For many children and families, toxic stress, adverse childhood experiences, and trauma are all too common. More than **two-thirds of children** reported at least 1 traumatic event by age 16.^v

Pediatric and family medicine practices are on the front lines of caring for children and supporting families. They serve an important role in early identification, education, and response to childhood trauma.

According to the [National Child Traumatic Stress Network](#),^{vi} “the following elements are important to consider when creating trauma- informed integrated healthcare systems:

Essential Elements of a Trauma-Informed Integrated Healthcare System

- Creating a trauma-informed office.
- Involving and engaging family in program development, implementation, and evaluation.
- Promoting child and family resilience, enhancing protective factors, and addressing parent/caregiver trauma.
- Enhancing staff resilience and addressing secondary traumatic stress.
- Assessing trauma-related somatic and mental health issues.
- Providing coordinated, integrated care across child- and family-service systems.”

HealthySteps sites are encouraged to implement trauma-informed principles within their practice. The Office of Mental Health [ProjectTEACH](#)^{vii} is a resource for training and additional information on this topic.

Adverse Childhood Experiences (ACEs) are potentially stressful or traumatic events that occur during childhood (ages 0-17).^{viii} They are often reflective of abuse, neglect, and household instability and/or dysfunction. Research supports that when a child experiences a traumatic event, their capacity to cope may be overwhelmed by strong negative emotions and physical reactions.^{ix} Without intervention, exposure to frequent traumatic adversities can lead to prolonged activation of the stress-response system, also known as toxic stress.^x Toxic stress from ACEs has been linked to organic changes in brain development, consequently impacting attention, behavior, decision-making, and how the body responds to future stressors.^{xi xii xiii}

“While not required, HealthySteps also recommend a parent ACE screening at the newborn visit, if staff are trained in a trauma-informed approach.”^{xiv}

For caregivers, the questionnaire will inform the HealthySteps Specialist and provide an opportunity to help build family resiliency through targeted support and education and linkages to supports and services. The HealthySteps National Office provides [resources](#)^{xv} to support sites in implementing ACEs screening into practice.

B. Target Population/Eligibility Criteria

The target population is children ages 0-3 and their families seen in pediatric and family medical practices. HealthySteps sites are required to serve ages 0-3; up to age 5 is optional.

C. Key Events/Timeline

Activity	Date
Release RFA	11/01/2022
Practices submit questions	11/22/2022
Post Q&A	12/15/2022
Application Submission Deadline – 1:00 PM EST	01/10/2023
Anticipated Notification of Awards	02/02/2023
Anticipated earliest contract start date	04/01/2023

D. Eligible Applicants

Eligible applicants are pediatric or family medical practices located in New York State whose population includes children ages 0-3 and can deliver or have the potential to deliver well-child visits in the pediatric or family medicine setting (this includes Federally Qualified Health Centers and American Indian Health Programs in New York State).

Each applicant must be applying to become a **new** HealthySteps site.

This application is open to public, private, and not-for-profit practices with a payer mix of at least 50% Medicaid and/or Child Health Plus. Note: only not-for-profit applicants are required to adhere to the Pre-Qualification Requirement as stated in Section 2 (Administrative Information) D.

Each applicant must have a minimum panel size of 300 children ages 0-3.

Each applicant must have a Physician Champion in the pediatric primary care practice who actively supports the program's implementation and growth (See Section E.3)

The practice must commit to providing the HealthySteps Specialist (HSS) with suitable space that is seamlessly integrated into the practice. The HealthySteps Specialist's office space must be within the medical office suite and be adequate to accommodate family meetings comfortably. At the time of application, the applicant must provide a map/floor plan of the practice and **clearly label** the space designated for the HealthySteps Specialist.

No more than three applications will be awarded per health system² within a designated region. For this purpose, two partnering small practices will count as one application. If a health system received an award in the HealthySteps RFA released in June of 2022, they **are** eligible to apply to establish up to three additional sites at different locations under this Round 2 2022 RFA.

Each practice must submit a separate and complete application.

HealthySteps sites previously funded by OMH are not eligible to apply for additional sites at the same location, however, up to three (3) applications from the same health system may apply to establish a new HealthySteps site at a **different** location.

² For the purposes of the RFA, a health system is defined as a healthcare entity that operates multiple practices or sites and/or a medical institution with different physical addresses/practices under one legal name.

Considerations for small practices.

Small practices are defined as having a panel size of up to 500 children ages 0-3. (See E.1) If practices have a panel size of over 500 children ages 0-3, they do not qualify as small practices. If a small practice plans to partner with another small practice and share one FTE HealthySteps Specialist who will split their time between the two sites, each site will be required to submit its own application, and if awarded, the funding as outlined in Section G will be divided evenly between both sites. Each practice must individually meet the eligibility requirements and attest to providing each of the program requirements. Partnering practices cannot be from separate independent practices and must be part of the same healthcare system. Partnering practices should submit applications concurrently.

For small practices that plan to partner, the minimum allowable **combined** panel size of children ages 0–3 is 300 and the maximum combined panel size is 1,000.

E. Program Requirements

As noted in the introduction, the purpose of these funds is to support implementation of the HealthySteps program. As part of this funding, each applicant will be required to attest to complying with each of the following fourteen (14) program requirements. The Attestation process will be facilitated/completed in Grants Gateway in the Program Specific Questions section. If you are unable to attest to any component of the program requirements, please note that your application will be automatically disqualified.

- 1. HealthySteps Specialist (HSS):** Sites will be required to hire and maintain a HealthySteps Specialist position throughout the duration of this funding. At minimum, the HealthySteps Specialist must hold a bachelor's degree in early childhood or a related field. It is preferred that the HealthySteps Specialist have a master's or doctoral level degree and is a licensed behavioral health professional. Please note that the degree and credentials of HealthySteps Specialist will have implications for future reimbursement and sustainability beyond the term of this grant. See [Resources for Hiring and Orientation](#).^{xvi}

Within 6 months of the award, each site will be required to identify/and or hire a qualified individual as the HealthySteps Specialist. This position is required to be a full-time staff member of the designated site and cannot be subcontracted to another agency.

The HealthySteps Specialist is a required member of the clinic team. Therefore, this position must be maintained for the duration of this award. In the event of HealthySteps Specialist vacancy, the site is solely responsible for the recruitment, orientation, and training of a qualified candidate to fulfill the HealthySteps Specialist role. All staff vacancies and fills must be reported to the OMH within 30 days of status change.

Considerations for small practices:

In order to address the unique needs of small practices, the full-time HealthySteps Specialist can be shared between two (2) small sites within the same health system. While one full-time equivalent HealthySteps Specialist can serve up to 2,000 children ages 0-3, the HealthySteps program has flexibility and innovative solutions that can assist smaller practices. A small site is defined as a practice with a panel size of up to 500 children ages 0-3. As stated previously, for small practices that plan to partner, the minimum allowable **combined** panel size of children ages 0–3-year is 300 and the maximum combined panel size is 1,000.

As part of this RFA, two small practices from the same health system may partner to share the time of one (1) full-time HealthySteps Specialist between the two (2) sites. As described in [Strategies for Implementing HealthySteps in Rural Areas/Small Practices](#),^{xvii}

“Flexible scheduling requires the participating sites to attempt to schedule well-child visits for children birth to three on certain days of the week (or potentially less difficult, only scheduling visits for families needing Tier 3 services on certain days of the week) and the ability for HealthySteps Specialist to split time between sites that are in geographic proximity. This will also require office administrative staff to understand the HealthySteps Specialist’s schedule and how to book visits.”

For applications received who choose to use this option, if awarded, the funding will be split equally between the two (2) partnering sites. However, each practice must independently meet the eligibility criteria and attest to providing and maintaining all of the program requirements.

- 2. Supervision:** Sites must incorporate the HealthySteps Specialist into the office routine, including providing both clinical reflective and logistical (administrative) supervision on at least a monthly basis.

For this RFA, reflective supervision is defined as an active, open conversation in which the HealthySteps Specialist reflects genuinely about successes, challenges, and potential areas for growth. Reflective supervision is an opportunity to obtain support and brainstorm with a supervisor or other colleagues who are part of the HealthySteps team.

- 3. A Physician Champion in the practice who actively supports the program’s implementation and growth:** A key element of successful implementation is having a physician be the ‘champion’ of the program integrating the HealthySteps program into the medical practice. The Healthy Steps lead physician “champion” will guide and nurture the program throughout its implementation and development, as well as plan for sustainability within the medical practice. This person should have the authority to implement change and modify procedures within the practice. A nurse practitioner^{xviii} may be acceptable in this role but should be discussed with the HealthySteps National Office and OMH.
- 4. Office Space and Proximity:** The practice must commit to providing the HealthySteps Specialist with suitable space that is seamlessly integrated into the practice. This office must be within the medical office suite and be adequate to accommodate family meetings comfortably. At the time of application, the applicant must provide a map/floor plan of the practice and **clearly label** the space designated for the HealthySteps Specialist.
- 5. Implementation Team:** The practice must establish a team with the required members, as specified in the [HealthySteps Exploration Guide](#).^{xix} This includes at minimum three (3) team members and includes the HealthySteps Specialist (E1), Physician Champion (E3), and typically the practice manager, and any other team members who can support the implementation process.

The Implementation Team will create a plan to participate in the [Virtual HealthySteps Institute \(VHSI\)](#)^{xx} sessions (including which staff will participate in each session), and participate in at least six (6) one-hour technical assistance calls in the first year following training.

- 6. Training and Technical Assistance:** Each applicant must agree to full participation at the Virtual HealthySteps Institute (VHSI) and in other technical assistance and learning collaboratives activities over the course of this award.

To support the implementation of HealthySteps into pediatric and family medicine practices, participation in the national Virtual HealthySteps Institute is required.

“The VHSI is a blend of eLearning modules and live Zoom sessions designed to introduce practices to the HealthySteps program. It is divided into three units, each geared to different audiences. The first unit is geared towards the entire pediatric practice, the second to the site-specific implementation team, and the third towards HS Specialists and behavioral health providers.”^{xxi}

Following the Virtual HealthySteps Institute, Six (6) Technical Assistance calls are provided to further assist the clinic team in implementing the program. The technical assistance will be tailored to the practice needs on specific components of the program.

Each successful applicant’s Year 1 funding will include the full cost of the Virtual HealthySteps Institute and six (6) technical assistance calls. The successful applicant will pay the HealthySteps National Office directly prior to attending the Virtual HealthySteps Institute.

7. **Affiliation:** The awardee must sign and execute affiliate and trademark license agreements with the HealthySteps National Office to implement HealthySteps. During the duration of the grant, the applicant must maintain their affiliation status.
8. **Fidelity:** The awardee shall commit to meeting program fidelity requirements within three (3) years from Implementation, as outlined in the [HealthySteps Fidelity Requirements Overview](#).^{xxii} Once the Network Affiliate Agreement is signed, sites will receive the full set of fidelity metrics.
9. **Eight Core Components:** Applicants must commit to the provision of the components of the HealthySteps program. HealthySteps is a risk-stratified population health model that includes eight (8) core components organized into [three \(3\) tiers of service](#) that are responsive to each family’s needs. Families with higher needs receive more intensive services. For details, visit <https://www.healthysteps.org/the-model>.

All children ages 0-3 (optional to age 5) in the practice will receive Tier 1 universal services. Sites use a risk-stratified approach to offer Tier 2 and Tier 3 services, as determined by need.

Smaller practices may choose to provide Tier 3 services to all families. Sites should identify and enroll children for Tier 3 services as early as possible, preferably by the 4-month wellness checkup, but no later than 18 months. Sites may choose to offer HealthySteps to children until the age of 5. Sites also have the option to include home visiting and parent groups as part of the model.

[Tiers and Core Components](#) are outlined based on the HealthySteps tiered risk-stratified approach.^{xxiii}

Tier 1. Universal Services

1. Child developmental, Social-Emotional & Behavioral Screening
2. Screening for Family Needs (i.e., maternal depression, other risk factors, social determinants of health)
3. Child Development Support Line (e.g., phone, text, email, online portal)

Tier 2. Short-Term Supports (mild concerns)

4. Child Development & Behavior Consults
5. Care Coordination & Systems Navigation
6. Positive Parenting Guidance & Information

7. Early Learning Resources

Tier 3. Comprehensive Services (families most at risk)

8. Ongoing, Preventive Team-Based Well-Child Visits (WCV)

Additionally, as a part of Early Learning Resources, OMH-funded sites will be required to enroll in [Reach Out & Read](#).

“Reach Out and Read is a national nonprofit that champions the positive effects of reading daily and engaging in other language-rich activities with young children.

Reading together promotes healthy brain development, furthers language acquisition, and helps families build meaningful bonds.”^{xxiv}

10. Distribute Materials: The HealthySteps Specialist will distribute written materials for parents that emphasize prevention and health promotion within the context of their relationships with family, pediatric, and community resources. The HealthySteps National Office offers many resources on its website for practices to share with their families.

11. Directory of referral sources and services: The practice will support the HealthySteps Specialist’s effort to create and maintain a directory of services and providers to which families are commonly referred. The office will assist with tracking referrals, ensuring linkages, and providing information to the families.

12. Health Equity and Culturally and Linguistic considerations for Appropriate Services in Health and HealthCare^{xxv}: Practices must:

- Ensure that policies and practices support health equity and foster disparity reduction.
- Confirm that staff recruitment strategies consider the diversity (race/ethnicity, languages) of the populations being served.
- Offer ongoing training opportunities that promote diversity and inclusion, which enhance treatment outcomes and promote health equity for all populations being served.

13. Learning Collaborative: The HealthySteps Specialist, along with other staff (as required by OMH), will participate in a learning collaborative. The learning collaborative will be led by implementation experts during virtual platforms and/or individual site visit support. The learning collaborative will focus on implementation, billing strategies, sustainability planning, and processes. Participants will benefit from the learning community through networking, experiential learning, and information sharing of best practices.

There may be specific data collection as part of the learning collaborative. Sites may be asked to participate in additional surveys, questionnaires, or data collection that will help inform sustainability efforts, identify challenges, and serve as a collaborative opportunity to share lessons learned with the network of New York HealthySteps sites.

14. Reporting and Data Collection: Each HealthySteps site is required to track and report data and participate in program evaluation. \$25,000 will be available in Year 1 to help support sites in aligning their data systems with required site reporting, fidelity metrics, and quality improvement.

Tracking and process data will be reported quarterly to OMH. Failure to report timely information could result in funding delay and/or discontinuation of the contract.

The HealthySteps site will participate in the evaluation of the program implementation, which may include questionnaires, surveys, site visits, and interviews by OMH and the HealthySteps National Office.

In addition to providing data to OMH, sites must participate in National Office Annual Site Reporting and have the ability to track and report required metrics through their electronic health record (EHR) or other data system.

Sites must provide OMH with copies of their HealthySteps National Office Annual Site Report Summary, fidelity status, and the date by which fidelity must be met upon receipt from the National Office. This information must be submitted to OMH on an annual basis.

F. Operating Funding

Up to 33 awards will be distributed through the 5 regions as described in Section I, with total funding of up to \$15,896,967 over five years. Funding for year 1 up to \$5,248,989, year 2 up to \$3,673,989, year 3 up to \$3,673,989, and years 4 and 5 up to \$1,650,000 each.

Each successful applicant will receive either \$141,333 or \$156,333 in year 1 or, if partnering as a small site, \$80,666.50 for each partnering site. ^{a b c}

Subsequent funding per successful applicant is \$111,333 each in year 2 and year 3 to support the HealthySteps Specialist salary and \$50,000 each in years 4 and 5. This funding will be split evenly between small partnering sites sharing one FTE HealthySteps Specialist.

Table 1. Distribution of Award Funds per Site

		Award per Site
Year 1	1 FTE HealthySteps Specialist salary & fringe	111,333 or 55,666.50 ^c
	Virtual HealthySteps Institute	5,000, 20,000, or 12,500 ^a
	Data System	25,000 or 12,500 ^b
	Total Year 1	141,333, 156,333, or 80,666.50 ^{a b c}
Year 2	1 FTE HealthySteps Specialist salary & fringe	111,333 or 55,666.50 ^c
	Total Year 2	111,333 or 55,666.50 ^c
Year 3	1 FTE HealthySteps Specialist salary & fringe	111,333 or 55,666.50 ^c
	Total Year 3	111,333 or 55,666.50 ^c
Year 4	Year 4 Funding	50,000 or 25,000 ^c
	Total Year 4	50,000 or 25,000 ^c
Year 5	Year 5 Funding	50,000 or 25,000 ^c
	Total Year 5	50,000 or 25,000 ^c
Total	Total per site for all 5 Year	463,999, 478,999, or 241,999.50

a. Virtual HealthySteps Institute:

Year 1, OMH funding includes the one-time cost of the mandatory training and technical assistance offered by the [Virtual HealthySteps Institute](#). This training is designed to provide information that will prepare staff to implement the HealthySteps evidence-based program, followed by six (6) technical assistance (TA) calls.

The cost of the Virtual HealthySteps Institute is \$20,000 for the first site within a health system. Additional sites within the same health system cost \$5,000 each. For small practices that share one (1) FTE HealthySteps Specialist, training costs are \$12,500 per site. Sites will receive the amount needed to cover the full cost for the Virtual HealthySteps Institute. This determination will be made upon awarding of funds. Sites will be required to pay the HealthySteps National Office directly prior to attending the training.

b. Data System

Included in year 1 funding only is \$25,000 per site to be used towards aligning data systems with the required site reporting, fidelity metrics, and quality improvement as required by the HealthySteps National Office. Partnering small sites will split this funding at \$12,500 each.

c. Small sites

Two (2) partnering sites' combined funding allocation will be split evenly between the two (2) sites. This funding will include: the cost of one (1) shared FTE HealthySteps Specialist (\$111,333), combined training costs for two (2) sites totaling (\$25,000), and Data System totaling (\$25,000). The available funds for the two (2) partnering small sites combined for year one (1) is \$161,333, so each site will receive \$80,666.50. In Years 2 and 3, each site will receive \$55,666.50 for one (1) shared FTE HealthySteps Specialist salary. In years 4 and 5, each site will receive \$25,000 to support the HealthySteps Specialist salary. Each partnering small site's funding is \$241,999.50 over five (5) years.

Funding beyond year 1 and each subsequent year is contingent upon the availability of funds, the site's meeting the established program requirements, and the timely submission of quarterly reports, which include but are not limited to the Program Requirements in Section E.

G. Method for Evaluating Applications

Designated OMH staff will review each application for completeness and verify that all eligibility criteria are met. The attestation process must be completed through the Program Specific Section of the Grants Gateway. If an application is not complete or does not meet the basic eligibility and participation standards as outlined in Section D, it will be disqualified. Applicants must complete the HealthySteps RFA Applicant Information Form, which will be found on the Pre-submissions Upload page of the Grant's Gateway.

If the application fails to meet the required elements as described, it will be eliminated from further review.

H. Disqualification Factors

Designated staff will review each application for completeness and verify that all eligibility criteria are met. If an application is not complete or does not meet the basic eligibility standards, it will be eliminated from further review.

Additionally, during the application evaluation process, evaluators will also be reviewing eligibility criteria and confirming that they have been met. During the course of either of these review processes, applications that do not meet basic participation standards will be

disqualified, specifically:

- Applications that do not meet the eligible applicant criteria as outlined in Section D.
- Applications that do not provide a completed HealthySteps Applicant Information Form
- Applications from eligible not-for-profit applicants who have not completed Vendor Prequalification, as described in Section 2 D, by the application due date of 1:00 PM EST on 01/10/2023.

I. Process for Awarding Contracts

Initial Awards and Allocations

OMH will make up to 33 awards; the award distribution is intended to cover the five OMH regions. Completed applications, meeting all the required eligibility components as described in Section H, will be awarded (described below) and distributed as follows:

Each region, as described in Table 2 below, will begin with the designated number of available awards.

Successful applications within each region will be prioritized to counties that do not have an existing or anticipated HealthySteps site awarded from the June 2022 HealthySteps RFA. (See Table 3). Note: these counties will be awarded on a first-come, first-served basis.

Following county prioritization, any remaining awards for that region will also be awarded on a first-come, first-serve basis until the award allotment is fulfilled.

If the number of designated awards is not allocated in a region by the RFA closing date of 01/10/2023, the remaining awards for that/those regions will be evenly distributed to the other regions in order of Region1, Region 2, Region 3, Region 4, Region 5.

Table 2. Distribution of Awards per Region

Region*	Number of Awards
1 (NYC)	1
2 (Hudson River)	5
3 (Long Island)	5
4 (Western)	4
5 (Central)	4

Each Applicant must complete the HealthySteps Applicant Information Form (available in the Pre-submissions Upload page in Grants Gateway).

Applications will be submitted by 1:00 PM EST on 01/10/2023 and time stamped. Distribution of awards will continue as described until all available funds are utilized or by the RFA closing date of 01/10/2023, whichever comes first.

For each region, a maximum of three (3) awards per healthcare system will be eligible. Two (2) partnering small sites will count as one (1).

* The five regions are as follows:

Region 1 – Covers the region of OMH New York City Field Office:

Counties: Bronx, Kings, New York, Queens, and Richmond.

Region 2 – Covers the region of the OMH Hudson River Field Office:

Counties: Albany, Columbia, Dutchess, Greene, Orange, Putnam, Rensselaer, Rockland, Saratoga, Schenectady, Schoharie, Sullivan, Ulster, Warren, Washington, and Westchester.

Region 3 – Covers the regions of the OMH Long Island Field Office:

Counties: Nassau and Suffolk.

Region 4 – Covers the region of the OMH Western New York Field Office:

Counties: Allegany, Cattaraugus, Chautauqua, Chemung, Erie, Genesee, Livingston, Monroe, Niagara, Ontario, Orleans, Schuyler, Seneca, Steuben, Tioga, Tompkins, Wayne, Wyoming, and Yates.

Region 5 – Covers the regions of OMH Central NY Field Office:

Counties: Broome, Cayuga, Chenango, Clinton, Cortland, Delaware, Essex, Fulton, Franklin, Hamilton, Herkimer, Jefferson, Madison, Montgomery, Lewis, Oneida, Onondaga, Oswego, Otsego, and St. Lawrence.

Table 3. County-based Distribution of Existing (E) NYS HealthySteps sites as of October 2022³ plus Anticipated (A) HealthySteps sites awarded from the OMH June 2022 HealthySteps RFA.

Region 1 (NYC)			
Bronx	18(E) / 5(A)	Queens	5(E) / 4(A)
Kings	8(E) / 5(A)	Richmond	0
New York	9(E) / 3(A)		
Region 2 (Hudson River)			
Albany	0	Saratoga	0
Columbia	0	Schenectady	1(E)
Dutchess	0	Schoharie	0
Greene	0	Sullivan	0
Orange	0	Ulster	0
Putnam	0	Warren	0
Rensselaer	1(A)	Washington	0
Rockland	0	Westchester	4(E)

³ <https://www.healthysteps.org/who-we-are/the-healthysteps-network/healthysteps-practice-directory/>

Region 3 (Long Island)			
Nassau	6(E)	Suffolk	1(A)
Region 4 (Western)			
Allegany	0	Orleans	0
Cattaraugus	0	Schuyler	0
Chautauqua	2(E)	Seneca	0
Chemung	0	Steuben	0
Erie	2(E) / 1(A)	Tioga	0
Genesee	0	Tompkins	0
Livingston	0	Wayne	1(A)
Monroe	2(E) / 1(A)	Wyoming	0
Niagara	0	Yates	0
Ontario	1(A)		
Region 5 (Central)			
Broome	0	Herkimer	0
Cayuga	1(A)	Jefferson	1(A)
Chenango	0	Lewis	0
Clinton	2(E)	Madison	0
Cortland	0	Montgomery	0
Delaware	0	Oneida	1(A)
Essex	0	Onondaga	2(E) / 1(A)
Fulton	0	Oswego	0
Franklin	0	Otsego	0
Hamilton	0	St. Lawrence	0

SECTION 2. Administrative Information

A. Designated Contact/Issuing Officer

OMH has assigned an Issuing Officer for this project. The Issuing Officer or designee shall be the sole point of contact regarding the RFA from the date of issuance of this RFA until the issuance of the Notice of Conditional Award. To avoid being deemed non-responsive, an applicant is restricted from making contact with any other personnel of OMH regarding this RFA. Certain findings of non-responsibility can result in rejection for a contract award. The Issuing Officer for this RFA is:

Carol Swiderski
Contract Management Specialist 2
New York State Office of Mental Health
Contracts and Claims
44 Holland Avenue, 7th Floor
Albany, NY 12229

carol.swiderski@omh.ny.gov

B. RFA Questions and Clarifications

All questions or requests for clarifications concerning the RFA shall be submitted in writing to the Issuing Officer by email to carol.swiderski@omh.ny.gov by 4:00 PM EST on the "Questions Due" date indicated in Section 1C and will be limited to addressing only those questions submitted by the deadline. No questions can be submitted or will be answered after this date. No questions will be answered by telephone or in person.

Please put "Healthy Steps RFA" in the Subject Line.

The questions and official answers will be posted on the OMH website by 12/15/2022.

C. Addenda to Requests for Application

In the event it becomes necessary to revise any part of the RFA during the application submission period, an addendum will be posted on the OMH website, the Grants Gateway and the NYS Contract Reporter.

It is the applicant's responsibility to periodically review the OMH website, the NYS Contract Reporter and Grants Gateway to learn of revisions or addendums to this RFA. No other notification will be given.

D. Grants Gateway Requirement (Applicable to not-for profits only)

Pursuant to the New York State Division of Budget Bulletin H-1032, dated June 7, 2013, New York State has instituted key reform initiatives to the grant contract process which require not-for-profits to register in the Grants Gateway and if **a not-for-profit entity**, complete the Prequalification process in order for applications to be evaluated and any resulting contracts executed.

Applications received from eligible **not-for-profit** applicants who have not been Prequalified by the application due date of 01/10/2023 cannot be evaluated; therefore, such Applications will be disqualified from further consideration. For-Profit applicants are exempt from Prequalification but must still Register with the Grants Gateway in order to submit applications and receive a contract if an award is made.

Please do not delay in beginning and completing the Prequalification process. The State reserves five (5) days to review submitted prequalification applications. Prequalification applications submitted to the State for review less than five (5) days prior to the RFA due date and time may not be considered. Applicants should not assume their prequalification information will be reviewed if they do not adhere to this timeframe.

E. Instructions for Bid Submission and Required Format

All applicants must be registered with the New York State Grants Gateway System and all Not-For-Profit agencies must be Prequalified prior to application submission.

If you are not already registered:

Registration forms are available at the GGS Website – <https://grantsmanagement.ny.gov/register-your-organization>

Include your SFS Vendor ID on the form; if you are a new vendor and do not have an SFS Vendor ID, include a Substitute for W-9 (with your signed, notarized registration (also available from website).

All registrations must include an Organization Chart in order to be processed. When you receive your login information, log in and change your password.

If you are an applicant, and have problems complying with this provision, please contact the GGS Help Desk via email – grantsgateway@its.ny.gov – OR – by telephone: 518-474-5595.

How to Submit an Application

Applications must be submitted online via the Grants Gateway by the date and time posted in Section 1C. Tutorials (training videos) for use of the Grants Gateway (and upon user log in).

You must use Internet Explorer (11 or higher) to access the Grants Gateway. Using Chrome or Firefox causes errors in the Work Plan section of the application.

To apply, log into the Grants Gateway as a Grantee, Grantee Contract Signatory or Grantee System Administrator and click on the View Opportunities button under View Available Opportunities. To get started, in the Search Criteria, enter the Grant Opportunity name provided on the cover page of this RFA, select the Office of Mental Health as the Funding Agency and hit the Search button. Click on the name of the Grant Opportunity from the search results grid and then click on the APPLY FOR GRANT OPPORTUNITY button located at the bottom left of the Main page of the Grant Opportunity.

In order to access the online application and other required documents such as the attachments, you MUST be registered and logged into the NYS Grants Gateway system in the user role of either a “Grantee: or a “Grantee Contract Signatory” or a “Grantee System Administrator”.

The ‘Grantee’ role may ONLY Initiate and Save changes to the application such as add/update information to forms, upload documents while the user logged in as ‘Grantee Contract Signatory’ or a ‘Grantee System Administrator’ role can perform all the tasks of Grantee role and in addition, can SUBMIT the application to the State. When the application is ready for submission, click the ‘Status Changes’ tab, then click the ‘Apply Status’ button under “APPLICATION SUBMITTED” before the due date and time.

For further information on how to apply, and other information, please refer to the Vendor User Manual document.

Reference materials and videos are available for Grantees applying to funding opportunities on the NYS Grants Gateway. Please visit the Grantee Documents section on Grants Management website.

Late applications will not be accepted. Applications will not be accepted via fax, email, hard copy or hand delivery.

Helpful Links:

Grants Reform Videos:

<http://www.youtube.com/channel/UCYnWskVc7B3ajjOVfOHL6UA>

Grants Team Email (Application Completion, Policy and Registration Questions): grantsgateway@its.ny.gov or by phone at 5198-474-5595

Instructions for Completing the Workplan and Objectives in NYS Grants Gateway

The Workplan Overview Form will be used to create the Work Plan portion of the contract. Some of the information requested will be duplicative of information provided earlier in the application. Be sure to follow the guidance provided below.

The Work Plan Period should reflect the anticipated contract period. Contracts will be approved for a five-year term.

The Project Summary section should include a high-level overview of the project as instructed.

The Organizational Capacity section should include the information requested regarding staffing and relevant experience of staff and any applicable consultants to be involved in undertaking the proposed project.

The Objectives and Tasks section should identify grantee-defined objectives and tasks that are relevant to the completion of the proposed project. To get started, add your first Objective Name and Description and then click the [SAVE] button at the top of the page. After hitting Save, a field for the Task Name and Task Description will show under the

Objective box. Complete both fields and hit the [SAVE] button at the top of the page. After entering the Task information and clicking Save, you will now see a box for the Performance Measure information and a box to enter a second Task. Enter a Performance Measure Name and select the Performance Measure Data Capture Type from the dropdown box. The type you choose from the dropdown will show on the screen for you to complete. Once you've entered the name, data capture type and the text/integer/or date as applicable, click the [SAVE] button at the top of the page.

For Performance Measure Name restate the Objective then enter the narrative requested in the box below. Performance Measures are also grantee-defined and should reflect some measurable benchmark(s) in order to demonstrate adequate progress within the 18 months of the award date, as required by the RFA. Once entered, click Save. You may continue to add Objectives, Tasks and Performance Measures up to and including the max amount allowed by the state.

The online Workplan is essentially an outline/summary of the work associated with the Project(s) described in the sections above. Please note that if an application is selected for award, the Workplan will be subject to change and can be updated during the contract development/negotiation process.

Applicants should refer to Section 5.2.4 Grantee Defined Workplan of the 'Grantee User Guide' ([Click here for Grants Gateway: Vendor User Guide](#)) for detailed instructions on how to complete the Workplan.

F. Reserved Rights

OMH reserves the right to:

- Reject any or all applications received in response to the RFA that are deemed non-responsive or do not meet the minimum requirements or are determined to be otherwise unacceptable, in the agency's sole discretion;
- Withdraw the RFA at any time, at the agency's sole discretion;
- Make an award under the RFA in whole or in part;
- Disqualify an applicant whose conduct and/or application fails to conform to the requirements of this RFA
- Seek clarifications and revisions of applications for the purposes of assuring a full understanding of the responsiveness to this solicitation's requirements;
- Use application information obtained through the state's investigation of an applicant's qualifications, experience, ability or financial standing, and any material or information submitted by the applicant in response to the agency's request for clarifying information in the course of evaluation and/or selection under the RFA;
- Prior to the bid opening, direct applicants to submit application modifications addressing subsequent RFA amendments;
- Prior to the bid opening, amend the RFA specifications to correct errors or oversight, supply additional information, or extend any of the scheduled dates or requirements and provide notification to potential bidders via the OMH website,

- Grants Gateway and the New York State Contract Reporter;
- Eliminate any non-material specifications that cannot be complied with by all of the prospective applicants;
- Waive any requirements that are not material;
- Negotiate any aspect of the application with the successful applicant in order to ensure that the final agreement meets OMH objectives and is in the best interests of the State;
- Conduct contract negotiations with the next responsible applicant, should the agency be unsuccessful in negotiating with the selected applicant;
- Require clarification at any time during the procurement process and/or require correction of arithmetic or other apparent errors for the purpose of assuring a full and complete understanding of an applicant's application and/or to determine an applicant's compliance with the requirements of the solicitation; and,
- Cancel or modify contracts due to insufficiency of appropriations, cause, convenience, mutual consent, non-responsibility, or a "force majeure"

G. Debriefing

OMH will issue award and non-award notifications to all applicants. Non-awarded applicants may request a debriefing in writing requesting feedback on their own application, within 15 business days of the OMH dated letter. OMH will not offer debriefing to providers who receive an award. OMH will not offer ranking, statistical or cost information of other applications until after the NYS Office of the State Comptroller has approved all awards under this RFA. Written debriefing requests may be sent to the Designated Contact/Issuing Officer as defined in Section 2.A.

H. Protests Related to the Solicitation Process

Protests based on errors or omissions in the solicitation process, which are or should have been apparent prior to the deadline for receipt of all written questions for this RFA, must be filed prior to the deadline of questions. In the event an applicant files a timely protest based on error or omission in the solicitation process, the Commissioner of OMH or their designee will review such protest and may, as appropriate, issue a written response or addendum to the RFA to be posted on the OMH website in the RFA/RFP section. Protests of an award decision must be filed within fifteen (15) business days after the notice of conditional award or five (5) business days from the date of the debriefing. The Commissioner or their designee will review the matter and issue a written decision within twenty (20) business days of receipt of protest.

All protests must be in writing and must clearly and fully state the legal and factual grounds for the protest and include all relevant documentation. The written documentation should clearly state reference to the RFA title and due date. Such protests must be submitted to:

New York State Office of Mental Health

Commissioner Ann Marie T. Sullivan, M.D.
44 Holland Avenue
Albany, NY 12229

I. Minority and Women Owned Business Enterprises

OMH recognizes its obligation to promote opportunities for maximum feasible participation of certified minority and women-owned business enterprises (MWBEs) and the employment of minority group members and women in the performance of OMH contracts. In accordance with New York State Executive Law Article 15-A, OMH expects that all contactors make a good-faith effort to utilize Minority and/or Women Owned Business Enterprises (M/WBE) on any award resulting from this solicitation in excess of \$25,000 for commodities and services or \$100,000 for construction.

With respect to MWBEs, each award recipient must document its good faith efforts to provide meaningful opportunities for participation by MWBEs as subcontractors and suppliers in the performance of the project to be described in each grant disbursement agreement and must agree that OMH may withhold payment pending receipt of the required MWBE documentation. The directory of MWBEs can be viewed at <https://ny.newnycontracts.com>. For guidance on how OMH will determine a contractor's "good faith efforts", refer to 5 NYCRR §142.8.

In accordance with 5 NYCRR § 142.13, each award recipient acknowledges that if it is found to have willfully and intentionally failed to comply with the MWBE participation goals set forth herein and in its grant disbursement agreements, such finding constitutes a breach of contract and OMH may withhold payment from the award recipient as liquidated damages.

Such liquidated damages shall be calculated as an amount equaling the difference between: (1) all sums identified for payment to MWBEs had the award recipient achieved the contractual MWBE goals; and (2) all sums paid to MWBEs for work performed or material supplied under the grant disbursement agreement.

By applying, an Applicant agrees to demonstrate its good faith efforts to achieve its goals for the utilization of MWBEs by submitting evidence thereof in such form as OMH shall require. Additionally, an Applicant may be required to submit the following documents and information as evidence of compliance with the foregoing:

- A. An MWBE Utilization Plan, which shall be submitted in conjunction with the execution of the grant disbursement agreement except as otherwise authorized by OMH. Any modifications or changes to the MWBE Utilization Plan after the execution of the grant disbursement agreement must be reported on a revised MWBE Utilization Plan and submitted to OMH.

OMH will review the submitted MWBE Utilization Plan and advise the award recipient of OMH acceptance or issue a notice of deficiency within 30 days of receipt.

B. If a notice of deficiency is issued, the award recipient will be required to respond to the notice of deficiency within seven (7) business days of receipt by submitting to OMH, a written remedy in response to the notice of deficiency. If the written remedy that is submitted is not timely or is found by OMH to be inadequate, OMH shall notify the award recipient and direct the award recipient to submit within five (5) business days, a request for a partial or total waiver of MWBE participation goals. Failure to file the waiver form in a timely manner may be grounds for disqualification of the bid or application.

OMH may refuse to enter into a grant disbursement agreement, or terminate an existing grant disbursement agreement resulting from this solicitation, under the following circumstances:

- a. If an award recipient fails to submit a MWBE Utilization Plan;
- b. If an award recipient fails to submit a written remedy to a notice of deficiency;
- c. If an award recipient fails to submit a request for waiver; or,
- d. If OMH determines that the award recipient has failed to document good faith efforts

The award recipient will be required to attempt to utilize, in good faith, any MBE or WBE identified within its MWBE Utilization Plan, during the performance of the project. Requests for a partial or total waiver of established goal requirements may be made at any time during the term of the project but must be made no later than prior to the submission of a request for final payment under the grant disbursement agreement.

Each award recipient will be required to submit a Quarterly MWBE Contractor Compliance & Payment Report to OMH over the term of the project, in such form and at such time as OMH shall require, documenting the progress made toward achievement of the MWBE goals established for the project.

J. Participation Opportunities for New York State Certified Service-Disabled Veteran Owned Businesses

Article 17-B of the New York State Executive Law provides for more meaningful participation in public procurement by certified Service-Disabled Veteran-Owned Business (SDVOB), thereby further integrating such businesses into New York State's economy. OMH recognizes the need to promote the employment of service-disabled veterans and to ensure that certified service-disabled veteran-owned businesses have opportunities for maximum feasible participation in the performance of OMH contracts.

In recognition of the service and sacrifices made by service-disabled veterans and in recognition of their economic activity in doing business in New York State, applicants are expected to consider SDVOBs in the fulfillment of the requirements of the Contract. Such participation may be as subcontractors or suppliers, as proteges, or in other partnering or supporting roles.

OMH hereby establishes an overall goal of 0% for SDVOB participation, based on the current availability of qualified SDVOBs. For purposes of providing meaningful participation by SDVOBs, the Applicant/Contractor would reference the directory of New

York State Certified SDVOBs found at <https://ogs.ny.gov/Veterans>. Additionally, following any resulting Contract execution, Contractor would be encouraged to contact the Office of General Services' Division of Service-Disabled Veterans' Business Development to discuss additional methods of maximizing participation by SDVOBs on the Contract.

It would be required that "good faith efforts" to provide meaningful participation by SDVOBs as subcontractors or suppliers in the performance of a resulting awarded Contract as documented.

K. Sexual Harassment Prevention Certification

State Finance Law Section 139_I requires applicants on state procurements to certify that they have a written policy addressing sexual harassment prevention in the workplace and provide annual sexual harassment training (that meets the Department of Labor's model policy and training standards) to all its employees. Bids that do not contain the certification may not be considered for award; provided however, that if the applicant cannot make the certification, the applicant may provide a statement with their bid detailing the reasons why the certification cannot be made. A template certification document is being provided as part of this RFA. Applicants must complete and return the certification with their application or provide a statement detailing why the certification cannot be made.

L. NYS and OMH Policies

The applicant/contractor must agree to comply with all applicable New York State and OMH policies, procedures, regulations and directives throughout the term of the contract.

M. Contract Term

The contracts awarded in response to this RFA will be for a five-year term. Selected applicants awarded a contract under this RFA will be required to adhere to all terms and conditions in OMH's Master Grant Contract.

N. Contract Termination and Reassignment

There are a number of factors that may result in the contract being terminated and/or reassigned. This includes, but is not limited to, failure to meet to maintain eligibility requirements throughout the contract period; failure to maintain staffing and/or program model; failure to meet and maintain program components; failure to meet required reporting requirements; failure to meet fidelity requirements within three years from implementation. A contractor will be provided notification if there is need for reassignment.

To reassign the contract, OMH will go to the next highest ranked application for that county. If there are no agencies left with a passing score, OMH will go to the top of the list and work its way down the list to reassign the contract.

Citations

- ⁱ Zero to Three HealthySteps: <https://www.healthysteps.org/>
- ⁱⁱ Reach Out and Read. <https://reachoutandread.org/>
- ⁱⁱⁱ The Healthy Steps for Young Children Program National Evaluation. https://zt-healthysteps.s3.amazonaws.com/documents/139/attachments/2003_HS_National_Evaluation_Report.pdf?1539967
- ^{iv} HealthySteps Evidence Summary 2021 Final. <https://www.healthysteps.org/resource/healthysteps-outcomes-summary/>
- ^v SAMHSA. Substance Abuse and Mental Health Services Administration. Understanding Childhood Trauma. <https://www.samhsa.gov/child-trauma/understanding-child-trauma>
- ^{vi} NCTSN. The National Childhood Traumatic Stress Network. <https://www.nctsn.org/trauma-informed-care/trauma-informed-systems/healthcare/essential-elements>
- ^{vii} Project TEACH. <https://projectteachny.org/>
- ^{viii} Centers for Disease Control and Prevention (2019). Preventing Adverse Childhood Experiences: Leveraging the Best Available Evidence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. <https://www.cdc.gov/violenceprevention/pdf/preventingACES.pdf>
- ^{ix} NCTSN. The National Child Traumatic Network. *Beyond the ACE Score: Perspectives from the NCTSN on Child Trauma and Adversity Screening and Impact*. <https://www.nctsn.org/sites/default/files/resources/special-resource/beyond-the-ace-score-perspectives-from-the-nctsn-on-child-trauma-and-adversity-screening-and-impact.pdf>
- ^x CDC. Center for Disease Control. Adverse Childhood Prevention Strategy. [Adverse Childhood Experiences Prevention Strategy \(cdc.gov\)](https://www.cdc.gov/aces/aces-prevention-strategy/)
- ^{xi} Centers for Disease Control and Prevention (2019). Preventing Adverse Childhood Experiences: Leveraging the Best Available Evidence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. <https://www.cdc.gov/violenceprevention/pdf/preventingACES.pdf>
- ^{xii} Adverse Childhood Experiences (ACEs). Preventing early trauma to improve adult health. CDC Vital Signs <https://www.cdc.gov/vitalsigns/ACEs/>
- ^{xiii} CDC. Center for Disease Control. Adverse Childhood Prevention Strategy. [Adverse Childhood Experiences Prevention Strategy \(cdc.gov\)](https://www.cdc.gov/aces/aces-prevention-strategy/)
- ^{xiv} HealthySteps. Recommended Screening Strategies. <https://www.healthysteps.org/resource/recommended-screening-schedule-2/>
- ^{xv} HealthySteps. ACES Screening Resources. <https://www.healthysteps.org/resource/aces-screening-resources/>
- ^{xvi} HealthySteps. Resources for Hiring and Orientation. <https://www.healthysteps.org/resource/resources-for-hiring-and-orientation/>
- ^{xvii} Strategies to Deliver HealthySteps to Children and Families in Rural and Small Pediatric Primary Care Practices. https://www.healthysteps.org/wp-content/uploads/2021/06/HealthySteps_at_Rural_or_Small_Practices_2021.pdf
- ^{xviii} HealthySteps. FAQs. What is required to Become a HealthySteps Site. <https://www.healthysteps.org/get-started/become-a-healthysteps-site/faq/>
- ^{xix} HealthySteps Exploration Guide. What You Should Know Before You Begin Your HealthySteps Journey. https://www.healthysteps.org/wp-content/uploads/2022/01/E_HS-Exploration-Guide.pdf
- ^{xx} HealthySteps. Virtual Healthy Steps Institute. [Virtual HealthySteps Institute - HealthySteps](https://www.healthysteps.org/virtual-healthysteps-institute/)
- ^{xxi} HealthySteps. Funding Opportunities for California Practices Request for Proposals Detailed Information & Supplemental Materials <https://www.healthysteps.org/resource/funding-opportunities-for-california-practices-rfp-supplemental-materials/>
- ^{xxii} HealthySteps. HealthySteps Fidelity Requirements Overview. [F HS-Fidelity-Requirements.pdf \(healthysteps.org\)](https://www.healthysteps.org/fidelity-requirements/)
- ^{xxiii} HealthySteps. Tiers and Core Components. [Tiers and Core Components - HealthySteps](https://www.healthysteps.org/tiers-and-core-components/)
- ^{xxiv} Reach Out & Read. [About - Reach Out & Read](https://reachoutandread.org/about/)
- ^{xxv} <https://thinkculturalhealth.hhs.gov/assets/pdfs/EnhancedNationalCLASStandards.pdf>