

113020

DATE: February 10, 2026

TO: The Honorable Board of Acquisition and Contract

FROM: Sherlita Amler, M.D.
Commissioner of Health

Re: Authority for the County of Westchester, acting by and through its Department of Health, to enter into an Agreement with Coordinated Care Services, Inc., pursuant to which Coordinated Care Services Inc. will develop the next stage of a continuing Trauma Informed Organizational Change Management & Leadership Development Program for the Department, for the period commencing retroactively on February 1, 2026 and continuing through November 30, 2026, for a total amount not-to-exceed \$40,000, payable quarterly upon completion of program milestones and deliverables.

Authority is respectfully requested from your Honorable Board for the County of Westchester (the "County"), acting by and through its Department of Health (the "WCDH"), to enter into an Agreement with Coordinated Care Services, Inc. ("CCSI"), pursuant to which CCSI will develop the next stage of a continuing Trauma Informed Organizational Change Management & Leadership Development Program (the "Program") for the WCDH, for the period commencing retroactively on February 1, 2026 and continuing through November 30, 2026, for a total amount not-to-exceed \$40,000, payable quarterly upon completion of program milestones and deliverables ("Agreement").

The County recognizes the collective trauma all of its employees have endured and continue to experience as a result of the pandemic and other events nationally and globally, and the cumulative impact of such experiences on staff well-being and morale. As such, WCDH is committed to restoring a healthy work culture to help it begin to heal, grow, and transcend into a stronger, happier and more resilient workforce and community service provider. WCDH also recognizes the impact of stressors on service recipients and whole communities within Westchester and looks to lead the way towards becoming a trauma-informed, resilience-focused County.

Over the term of the Agreement, CCSI will use a comprehensive approach focused on best practices in capacity building, continuous quality improvement, guided practice and implementation to help WCDH to become a better trauma-responsive organization. CCSI will conduct leadership development and coaching sessions to engage WCDH management in leading the Department through complex change and transformation such as the WCDH's journey to development of a comprehensive strategic plan and accreditation; implement the TRUST ("Trauma Responsive Understanding Self-Assessment Tool"), a strengths-based organizational tool to guide trauma-informed project management and program evaluation; identify, train and lead a trauma-informed Champions Task Force, representative of staff across divisions and roles; engage all staff in quarterly learning sessions on topics including Race and Trauma and Trauma-Informed Supervision; and provide consultation and coaching for each of the Department's six divisions.

The Program will serve a public purpose by integrating principles and values of trauma-informed care into all six divisions of WCDH to enhance the well-being and resiliency of staff, reduce stress levels, improve communications and relationships among staff and between divisions in order to better serve the public, and ultimately to benefit the patients, clients and communities the WCDH serves. This will aid in creating long term sustainability for this program.

It has been documented that implementing trauma-informed care has improved service recipients' experiences of care and improved relationships between recipients and providers. Additionally,

WCDH's intentional transition towards becoming a trauma-informed workforce and environment can act to promote and elicit the same transition for WCDH's contracted providers, community partners and other Westchester County departments.

The goals and objectives of the Program are:

1. Leadership Support

- a. It is crucial for organizational leadership to communicate support for change efforts, because their endorsement and active involvement set the tone for the entire organization. When leaders visibly support change, it signals its importance and legitimacy, fostering a culture of trust and commitment among employees. Given the complexity of balancing diverse priorities in a health department, ongoing implementation support and coaching for the WCDH Leadership Team will focus on identifying priorities of this team, equipping the team to mobilize resources/support, overcome obstacles, and sustain momentum, aligning the Department's vision and strategy. There are two components to the Leadership focus in this proposal:
 - i. **Quarterly Leadership/Champions Report-Out meetings:** These meetings have been crucial to maintaining communication between the leadership and champions teams, creating space for priorities to be discussed and refine goals and strategies with mutuality and collaboration.
 - ii. **Leadership Coaching:** As noted above, leading through change is complex and multi-dimensional. This coaching would be designed to address the specific challenges identified by the leadership group, leveraging the team's assets and strengths to create goals and action plans that strengthen the team and move the Department towards the established vision. This could include coaching around navigating challenging conversations, establishing supervision standards, and managing expectations amongst diverse groups. These sessions will be designed to sustain work between report-out meetings and provide opportunity to align this work with other related initiatives, including DEI transformation and strategic plan.

2. Trauma-Informed Champions

- a. The Trauma-Informed Champions team has been a significant driver in the progress achieved thus far at WCDH. This group has analyzed survey and assessment data, established priorities, and identified practical strategies for making meaningful change. As key contributors to the implementation plan, representing the voice of staff across all Divisions, this group would continue to meet monthly to monitor progress and identify emerging needs. The group will also continue to meet quarterly with the Leadership Team, seeking input and feedback, as well as support and resources to drive change.

3. Sustaining Trauma-Responsive Practices: Growing Together as an Organization

- a. This training is designed to build on the foundational understanding of trauma-informed care by deepening staff engagement. As WCDH works together to cultivate a thriving, inclusive, and supportive workplace, this learning opportunity will focus on practical strategies to integrate trauma-responsive principles into everyday interactions, decision-making, and processes. It is an important component in WCDH's journey to sustain and grow trauma-responsive culture, equipping each employee to contribute to a thriving Department.

4. Project Management and Collaboration

- a. Planning meetings to establish scheduling, review progress, monitor deliverables, and address challenges.
- b. Preparation with Key Stakeholders: Pre-meetings with identified stakeholders to align expectations and prepare for meetings and events

- c. Collaboration with other aligned initiatives and workgroups to create a cohesive organizational culture and break down silos.

5. All-Staff Training Session

- a. To offer insight to the changes that are in motion in the Department, as well as communicating the purpose and the connection to improving organizational culture.
- b. will be designed and informed by the Champions group, leadership team, and staff survey results. Opportunities to practice new skills will be incorporated.

6. Evaluation and Progress Monitoring

1. Research and Evaluation

- a. Implementation plans are another critical component in effective change management, providing a clear roadmap, systematically addressing priorities, measuring progress and making necessary adjustments, thereby increasing the likelihood of successful and sustainable change. WCDH has collected data utilizing standardized assessment tools, such as the Trauma-Responsive Understanding Self-Assessment Tool (TRUST) and Trauma-Informed Climate Survey (TICS-10).
- b. WCDH will deploy the TRUST again mid-project to monitor progress and identify additional areas for growth. This will include statistical analysis of the data by demographic variables and a prepared demographic analysis report across all domains.

The goals and objectives of the Program will be tracked and monitored by the WCDH through continuous quality improvement and program evaluation which will be an integral part of CCSI's work with the WCDH. Their evaluation plan includes:

- Multiple TRUST tool iterations to track short- and long-term project progress on selected metrics for each division over the two-year period. May include:
 - Staff assessment of physical and psychological safety
 - Staff satisfaction, compassion fatigue, burnout and turnover rates
 - Screening rates for ACEs & resilience factors in client-facing divisions.
- Training evaluations to measure the effectiveness of orientation and quarterly learning opportunities and participant experience and satisfaction.
- The advancement and attainment of goals co-created in response to baseline assessments of WCDH and each of its divisions.

Funding for this Agreement will come from Health Research Inc. Strengthening Public Infrastructure, Workforce & Data Systems grant.

In accordance with the requirements of the Westchester County Procurement Policy and Procedures, as well as the requirements set forth in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (the "Federal Procurement Regulations"), WCDH solicited and obtained three price quotations from trauma informed care consultants and/ or trainers who are customarily known to provide such goods or services. WCDH evaluated each quotation received and determined that CCSI submitted the lowest price quote and was thus awarded the Agreement.

Accordingly, authority is respectfully requested from your Honorable Board for the County to enter into this Agreement.

SA/dc
Attachment

RESOLUTION

Upon a communication from the Commissioner of Health, it is hereby

RESOLVED, that the County of Westchester (the "County"), acting by and through its Department of Health (the "Department"), is authorized to enter into an Agreement with Coordinated Care Services, Inc. ("CCSI"), pursuant to which CCSI will develop the next stage for a Trauma Informed Organizational Change Management & Leadership Development Program (the "Program") for WCDH, for the period commencing retroactively on February 1, 2026 and continuing through November 30, 2026, for a total amount not-to-exceed \$40,000, payable quarterly upon completion of program milestones and deliverables ("Agreement"); and, be it further

RESOLVED, that this Agreement is subject to County appropriations; and, be it further

RESOLVED, that the Agreement is subject to further financial analysis of the impact of any New York State Budget (the "State Budget") proposed and adopted during the term of the agreement. The agreement shall contain a provision that the County shall retain the right, upon the occurrence of any release by the Governor of a proposed State Budget and/or the adoption of the State Budget or any amendments thereto, and for a reasonable period of time after such releases(s) or adoption(s) to conduct an analysis of the impacts of any State Budget on County finances. After such analysis, the County shall retain the right to either terminate the agreement or to renegotiate the amounts and rates approved herein. If the County subsequently offers to pay a reduced amount and/or rate to the above Consultant, then the Consultant shall have the right to terminate the Agreement upon reasonable prior written notice; and, be it further

RESOLVED, that the County Executive or his duly authorized designee is authorized and empowered to execute and deliver all instruments and take all actions necessary or appropriate to effectuate the purposes hereof.

Account to be Charged/Credited	Fund	Dept	Major Program, Program & Phase or Unit	Object/ Sub-Object	Trust Account	Dollars
	263	27	A073	4380	G073	\$40,000

Budget Funding Year(s) (must match resolution) 2025-2026 Start Date 02/01/2026 End Date 11/30/2026

Funding Source	Tax Dollars	
	State Aid	
\$40,000	Federal Aid	<u>Federal Pass Thru HRI/NYS</u>
(must match resolution)	Other	