

Our mission is to promote the health and well-being of women, infants and families to achieve a successful pregnancy and a healthy start in life.

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MONICA FIGUEROA KING, MA
 Chief Executive Officer

Our vision is to lead the Broward County maternal and child health system of care to improve birth and developmental outcomes.

BOARD OF DIRECTORS MEETING

January 27, 2022, at 9:30 am

**In-Person Minimum Quorum Required*

Via Zoom Meeting

<https://us02web.zoom.us/j/81712843650>

Meeting ID: 817 1284 3650, Dial In: (929) 205-6099

I. WELCOME AND INTRODUCTIONS

II. CONSENT AGENDA *

- A. December 2, 2021, Board Meeting Minutes p. 1-4
- B. Financial Balance Sheet and Income Statement p. 5-6
 as of November 30, 2021. *MOTION BY EXEC/FINANCE ON 1/19/21*

III. CHIEF EXECUTIVE OFFICER REPORT

- A. Healthy Start System of Care and BHSC Update p. 7-9
- B. Childbirth and Breastfeeding Recommendation * p. 10
- C. Revised Employee Handbook* p. 11
 Attachment I – BHSC Employee Handbook
- D. Contingency and Investments Recommendation* p. 12-13

V. PROGRAM REPORT

- A. Performance Dashboard FY 21/22 p. 14

VI. OTHER BUSINESS

- A. Board of Directors Meeting Attendance FY 21-22 p. 15

VII. ANNOUNCEMENTS/PUBLIC COMMENT

VIII. NEXT BOARD OF DIRECTORS MEETING

- February 24, 2021

IX. ADJOURN

*Vote Needed

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**Minutes and Notes
Board of Directors Meeting
December 2, 2021 at 9:30 am**

Members Present

Maria Juarez Stouffer; Dawn Liberta (zoom); Neiko Shea (zoom); Marsha Christie; Lori Canning; Skye Cleek (zoom); Tim Curtin; Dr. Harleen Hutchinson; Regine Kanzki; Rose McKelvie; Allison Metsch (zoom); Amy Pont; Karen Swartzbaugh Ghezzi (zoom)

Unable to Attend:

Dr. Marga Figueroa

Guests: Andrew Fierman; Michael Quesada

Healthy Start Staff and Guest Present

Monica King; Michele Burka (zoom); Robin Grunfelder (zoom); Marta Gutierrez (zoom); Teri Roach (zoom)

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
Welcome/ Introductions	Maria Juarez Stouffer called the meeting to order at 9:38 am. Roll call followed.	
Consent Agenda	<p>A. December 2, 2021 Board of Directors Meeting Minutes <i>B. REVIEWED AND RECOMMENDED BY EXECUTIVE/FINANCE ON 11/17/21</i></p> <p>B. Financial Balance Sheet and Income Statement as of September 30, 2021</p> <p>MOTION MOTION by TIM CURTIN to approve the Consent Agenda as presented. SECOND by DR. HARLEEN HUTCHINSON. MOTION CARRIED.</p>	Consent Agenda was approved as presented.
FY 2020-2021 Audit Presentation	<p>A draft of FY 2020-2021 Audit was presented by Andrew Fierman, and Michael Quesada of Caballero, Fierman, Llerena & Garcia, LLP. Upon conclusion of this presentation, there were no identified deficiencies in internal control and no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.</p> <p>The auditors and participating staff were commended for working in partnership and continued consistency to complete a successful audit.</p> <p>MOTION MOTION by TIM CURTIN to approve Final Audit as presented for FY 2020-21 SECOND BY AMY PONT. MOTION CARRIED</p>	FY 2020-21 Audit was approved as presented.
Chief Executive Officer Report	<p>A. <u>Healthy Start System of Care and BHSC Update</u></p> <p><u>Florida Association of Healthy Start Coalitions (FAHSC)</u> FAHSC held a 30th Birthday Press event at BHSC on October 25, 2021. NBC 6 Forever Family and CBS Neighbors for Neighbors will be highlighting the celebration.</p> <p><u>Broward Healthy Start Coalition</u> A recap of BHSC virtual 30th Anniversary celebration on November 8, 2021, was shared. Partners and Maternal Health Champions were recognized with awards.</p>	

Healthy Start MomCare Network (HSMN)

The amendment for FY 21/22 has been executed between the Network and AHCA. After the Network processed all outstanding FY 20/21 claims, the final FY 21/22 allocation had to be revised. The Network Board was scheduled to meet on November 9, 2021, to approve the allocation but did not meet quorum. A revised estimated allocation to Broward has been shared but the Board will have to convene for a final vote in the upcoming weeks.

Florida Department of Health

DOH kicked off its quarterly meetings with the Coalitions. Updates to the Maternal Child Health Bureau were provided.

Coordinated Intake & Referral – CONNECT

CI&R received 1877 referrals in October. The data provided was as follows:

- Successful Intakes 1705 (91%)
- Home Visitation Program 873 (51%)
- No Further Services Needed 701 (47%)
- Declined Services 130 (8%)

Healthy Start Home Visitation Program

Annual monitoring dates have been scheduled from early December through the beginning of February 2022. There are some recommendations in the Budget Amendment for an expansion of services.

Maternal Child Health System of Care

March of Dimes is preparing to launch a Collective Impact project related to Maternal Child Health in Broward County. The BHSC CEO met with their new staff member and the National Director in hopes of coordinating and building on the Collective Impact work that Broward Healthy Start has been doing via FIMR CAG. It was agreed to work in collaboration in preparation of their Taskforce meeting and to reconvene regularly to ensure coordination and avoid duplication of efforts.

The MCH Systems Committee is scheduled to meet on December 14, 2021.

Maternal Health

BHSC is working with the Doula Community Coalition in support of a Community Doula Program with funding awarded from the Anthem Foundation in partnership with Simply Health Plan. Broward County will be a part of this pilot and is expected to host a training the first quarter of the calendar year. A description of contract requirements was provided.

Fetal Infant Mortality Review (FIMR)

The next Case Review Team is scheduled for November 30, 2021. The Coalition will participate in the National FIMR Storytelling collaborative again to help elevate families' experiences as part of awareness.

Safe Sleep Program

The Safe Sleep Program Manager has resigned, and the position has been posted. The Community Health team is providing support to ensure all activities continue.

Positive feedback has been shared on the Safe Sleep posters Campaign within the OB offices, WIC, and clinics.

A Safe Sleep training for professionals is scheduled on November 17, 2021, from 10am – 12pm.

Infant Health Substance Exposed Newborns

A prototype process rolled out with DCF, BSO CPIS and Healthy Start on October 4, 2021, to handle “screen out” cases of pregnant women and new moms who may be using substances. An Ad Hoc committee has been established to review the process and any lessons learned.

The BBHC funded Behavioral Health Program continues to make great progress. The Community Health Supervisor continues conducting outreach to OB providers, hospitals and clinics about substance use screening and recommendations. This outreach has led to an increase in the number of referrals to the Peer Specialist and the Housing and Education Specialist. An explanation of the Peer Specialists position and process within the hospitals was specified.

B. FY 2021-22 Budget Amendment

There has been a legislative increase to the Network (AHCA) allocation which warrants a Budget Amendment. The Network has provided an initial estimate for Amendment #7 but since, had to process all outstanding FY 20/21 claims and revise the final FY 21/22 allocation. This will increase BHSC contract cap significantly. A Budget Amendment for FY 2021-22 was presented with program recommendations that will help draw down these funds.

The Program and Administrative Enhancements were shared. The proposal was thorough and well put together. Upon conclusion of this review, it was recommended to approve the proposed budget amendment recommendations as presented.

MOTION

MOTION by **KAREN S. GHEZZI** to approve the proposed Budget Amendment recommendations as presented for FY 2021-22 **SECOND BY LORI CANNING. MOTION CARRIED**

C. Expansion of Office Space – Lease Amendment

BHSC continues to increase in staff due to program expansions as a result of Medicaid and Grant funding awards. The proposed budget amendment includes additional staff members as well. As the organization continues to grow, expansion of office space has been considered. The Property Management confirmed a suitable space available in our current office complex for an expansion. The landlord will honor our current lease rate and the term would be coterminous with our current lease, including a 6-month rent abatement on the expansion space. The idea of leasing new office space was presented to the Executive/Finance committee, and they were supportive of moving forward with the expansion.

The lease amendment has been prepared and the space can be available as early as January 15, 2022. The agency’s Legal advisor is currently reviewing the agreement. Final approval is requested to move forward with leasing additional office space in the office complex currently

	occupied, pending legal review.	
	<p>MOTION MOTION by DR. HARLEEN HUTCHINSON to approve proposed Lease Amendment for additional office space, pending legal review. SECOND BY AMY PONT. MOTION CARRIED</p>	
Program Report	<p>A. Performance Dashboard FY 2021/22 An overview of December screenings, Intakes, Initial Assessments, and ongoing visits was provided.</p>	
Other Business - FYI	<p>A. FYI – Final Board of Directors Meeting Attendance FY 2021/22 For information purposes.</p>	
Announcements/ Public Comment	<p>BHSC is hosting the 2nd Annual Hope for the Holidays, streaming LIVE via Facebook, Friday, December 17, 2021, at 12pm. There will be raffles for moms and the toy distribution is scheduled for December 18, 2021, as a drive thru component. There will also be a QR code to complete a survey that will be required. Flyer will be shared.</p>	
Adjournment	<p>Meeting adjourned at 10:24 am.</p>	

INTERIM FINANCIAL STATEMENTS

Broward Healthy Start Coalition
Balance Sheet

Issued 1/11/2022

	November 30, 2021	November 30, 2020
Assets		
01-1125-00-00-00 Cash-Bank of America-Operating	\$2,293,777	\$145,198
01-1150-00-00-00 Cash-Bank of America-Savings	\$2,317,849	\$2,742,322
Savings Contingency	\$560,099	\$560,260
01-1175-00-00-00 Petty Cash	\$200	\$200
**-1225-00-00-00 Grants Receivable-	\$1,416,147 **	\$966,128
**-1226-00-00-00 Network Holdback -ASSET	\$608,144	\$563,197
**-1390-00-00-00 Prepaid-Other	\$37,508	\$19,963
**-1425-00-00-00 Deposits-Rent	\$0	\$0
**-1525-00-00-00 Equipment/Furniture/Fixtures	\$76,273	\$63,580
**-1550-00-00-00 Less: Accumulated Depreciation	\$60,175	\$41,564
**-1550-00-00-00 Due/to from		
Total Assets	\$7,370,172	\$5,102,412
Liabilities and Fund Balance		
Liabilities		
**-2100-00-00-00 Accounts Payable	\$375,081	\$606,483
**-2300-00-00-00 Accrued PTO	\$67,312	\$59,620
-2325-00-00-00 Accrued Payroll Taxes	\$1,047 *	\$3,949
-2200-00-00-01 Accrued Pension	\$1,610 *	\$0
-2350-00-00-00 Accrued Payroll Payable	\$13,702 *	\$58,363
**-2525-00-00-00 Network HOLDBACK -Liability	\$608,144	\$563,197
Total Liabilities	\$1,066,896	\$1,291,612
Fund Balance		
**-3100-00-00-00 Fund Balance	\$6,303,276	\$3,810,802
Total Fund Balance	\$6,303,276	\$3,810,802
Total Liabilities and Fund Balance	\$7,370,172	\$5,102,414

** Projected Network AR for Nov \$470,761.10

*** Accrual 2 days of 12/16/21 payroll

INTERIM FINANCIAL STATEMENTS

Broward Healthy Start Coalition

Income Statement

November 2021

Issued 1/12/21

Revenues

Interest Income	549	
Revenue-DOH-Base-Direct-Provider	754,825	
BBHC	166,666	
Revenue-Med.-HCN	2,740,674	**Projected
Revenue -CSC Safe Sleep	100,952	
Grant -United Way	35,804	
Contributions-Miscellaneous	6,739	
Total Revenues	3,806,208	

Expenses

DOH CIR Direct Expenses

Salary and Fringe	54,791
Other Expenses	679
	<hr/>
	55,470

DOH Subcontractors Expense

Subcontractor Expenses	526,148
	<hr/>

DOH Operations

Salary and Fringe	66,912
Other Expenses	44,469
	<hr/>
	111,381

DOH Indirect Expenses

Salary and Fringe	
Other Expenses	
	<hr/>
	0

Non Restrictive

Other Expenses	11,945
	<hr/>
	11,945

United Way Project Hope

	36,332
	<hr/>

AHCA Medicaid Indirect Expenses

Salary and Fringe	241,379
Other Expenses	13,193
	<hr/>
	254,572

AHCA Medicaid Subcontractor Expenses

Subcontractor Expenses	1,178,970
	<hr/>

AHCA Direct Expenses

Salary and Fringe	448,476
Other Expenses	94,695
	<hr/>
	543,172

BBHC Expenses

Salary and Fringe	68,579
Other Expenses	5,974
	<hr/>
	74,554

Community Support EXPENSES

12,451

CSC- Safe Sleep

Salary and Fringe	63,568
Other Expenses	50,700
	<hr/>
	114,268

Total Expenses **2,919,262**

Revenue over expenses **886,946**



CHIEF EXECUTIVE OFFICER UPDATE

January 27, 2022

Florida Association of Healthy Start Coalitions (FAHSC)

FAHSC had been working closely with Office of Program Performance and Government Accountability as follow up to last legislative session when questions arose around coordination between Healthy Start and Medicaid Health Plans. The report in general was quite positive. OPPAGA Published Report 21-08 on December 29, 2021, entitled: *Review of Services Provided to Medicaid-Eligible Pregnant Women, Infants and Children by Florida Healthy Start and Medicaid Managed Care Plans*. This report is available on OPPAGA's website.

OPPAGA Report Summary

- Healthy Start is a free home visiting program that provides education and care coordination to pregnant women and families with children under the age of three.
- The Agency for Health Care Administration (AHCA) contracts with an administrative services organization (the MomCare Network) representing all Healthy Start coalitions to provide Medicaid waiver services to Healthy Start participants.
- In addition, Statewide Medicaid Managed Care health plans contract with the Healthy Start coalitions in the plans' regions to provide care coordination services for pregnant women and infants.
- Statute, state contracts, and agreements among these entities specify the required service provision and coordination efforts between the health plans and Healthy Start for serving Medicaid enrollees participating in Healthy Start. While some services specified in state contracts appear similar for both sets of entities, the agreements between the health plans and the Healthy Start coalitions clearly delineate who is to provide which services. These agreements show overlap between the entities in only two areas: care coordination and data sharing.
- Healthy Start and eight of the nine health plans reported finding no service duplications. AHCA staff reported that some services included in the AHCA-MomCare Network contract are also covered under the AHCA-health plan contracts. Both Healthy Start and the health plans reported frequent communication and coordination as part of efforts to avoid duplication of services.

Florida Legislative Session

This past week the Florida legislature kicked off session. A bill was introduced that would expand FIMR programs statewide on a regional basis to Healthy Start Coalitions. It does not provide any additional funding to current sites. As you all are aware, we have a very robust FIMR program. The bill was comingled with the issue of restricting abortion access. The bill passed its first committee by the House on Jan 19th.

Bills of Interest

SB 146 Expansion of FIMR and Tobacco program, Abortion Restriction

HB 85 Tax Exemption for Diapers and Incontinence Products, SB 246

SB 630 relating to pregnant women in custody (same as last year)

SB 768 relating to revising the scope of the department's targeted outreach program for certain pregnant women as it relates to HIV and STDs

HB 1333 Donor Human Milk Bank Services - provides for AHCA to pay for these services

Healthy Start MomCare Network (HSMN)

We received Amendment #7 from the Network for FY 21/22 on Dec23rd that included the additional allocation from the legislature bringing our annual contract cap to \$7,755,240.

While AHCA provided guidance related to face-to-face visits, the recent contract amendment with the Network specifically provides for virtual (video calls) with clients. The Network has notified AHCA that Healthy Start will be following the provisions outlined in our contract.

Florida Department of Health

DOH Maternal Child Health Bureau has gone through some staff transition with several members being promoted. Kelly Rogers has been promoted to the Section Administrator for Maternal and Child Health at DOH.

Help for the Helpers

January 3rd we received a letter on behalf of the Children's Services Council, Community Foundation of Broward, The Frederick A. DeLuca Foundation, Health Foundation of South Florida, the Jim Moran Foundation, and the United Way advising us that Broward Healthy Start was the recipient of a Help for the Helpers grant award. We were incredibly touched by the thoughtfulness and consideration by the Funders in our community. This initiative was to recognize the hard work by over 110 agencies in providing services to our community during an unprecedented public health crisis. The grant was for \$3,459 and is to be spent on staff. There were some specific criteria provided on the use and based on those criteria we plan on providing gift cards to the staff.

Coordinated Intake & Referral –CONNECT

CIR Received **1856** referrals in December 2021. CI&R completed **1429** Intakes or **77%**. Connect experienced some staff shortages (primarily due to COVID) in December that impacted productivity. The number of clients being connected to a Home Visitation program in December was **789** clients or **55%**. Those determined as No Further Services were Needed was **501** or **35%**, education and resources were provided, and **139** or **10%** Declined services. The Connect program is slated to move into their new space by January 24th.

Healthy Start Home Visitation Program

All contract amendments have been executed except for Broward Health which is in process. Annual subcontracted provider monitoring is underway and is scheduled to take place from January to March 2022. Many of our providers have experienced staffing challenges recently due to staff having COVID or being out on other medical leave but have been able to continue performing services. There have been a few vacancies and delays in recruiting new or backfill staff though our subcontractors report that positions are being filled this month and we anticipate over 10 new hires across the system by the end of January who will be onboarded and trained.

The Village South has experienced longer delays with recruiting and hiring but have two potential candidates in the works with one new staff recently moving to the Broward HS team from Miami-Dade and does not require training; case assignments have begun.

Maternal Health

We are working with the Doula Community Coalition. As we previously reported, we received a contract from the lead agency, the Healthy Start Coalition of Indian River. The Doula Training and Workforce Development was advertised on our website and via email communications with our partners. We received 49 applications with 36 individuals attending the workshop to be eligible for individual interviews to be held between January 12th – 27th. Training scholarships will be awarded on January 31, 2022, and the two-day training will be held February 26th and 27th, 2022. There will be 15 applicants selected.

Fetal Infant Mortality Review (FIMR)

The 3rd quarter case reviews will focus on reviewing the 2021 sleep-related deaths that have completed records and final Medical Examiner report. There were 10 sleep-related deaths, with two occurring in December. Five cases were finalized by the ME, while 5 are pending final determination. All 10 infants were Black.

The FIMR Program Manager was able to recruit three new members to CRT consisting of a Doula, Midwife, and HIV Planner. Our FIMR Program Manager and Community Liaison continue to participate in the Story Telling Collaborative through February 2022.

Safe Sleep Program

During the final month of the first quarter of our fiscal year, our referral numbers remained at a steady high. The new monthly average has leveled out to just over 70 cribs distributed along with parent education. In December, 20% of the referrals were deemed emergency cases, while 20% of the total cases were provided to homes with exclusively Spanish-speaking families and 25% were Creole-speaking. Four homes with twins were accommodated. The Program Manager position has been filled by Zoe Lewis with a start date of January 3, 2022.

Infant Health Substance Exposed Newborns

Broward Behavioral Health Coalition received additional funds for SEN Coordination and have been pleased with our efforts. They provided an additional \$300k to support the Healthy Start Behavioral Health Program that brings the total BBHC funding to \$600K. During the last quarter, the program conducted a total of 27 OB office visits. During the month of December, we received 37 referrals that involved substance use. Of the 15 mothers that were able to be contacted and received peer support, 3 accepted a referral to a substance use evaluation and 12 declined further assessment and 1 mother was already linked to a peer advocate through Henderson's FEP. The other mothers are still pending contact with multiple attempts. 11 mothers had a Plan of Safe Care established by Healthy Start.

The Program Supervisor resigned and relocated, and his last day was December 10, 2021. Reniese McNeal who has many years of peer and leadership experience has accepted the position as the Program Manager and started January 3, 2022.

Project Hope

The Project HOPE Program faced some staffing challenges over the past quarter with both sites experiencing staff resignations. Broward Health has not provided program services for the past three months but has a new employee scheduled to start on January 17, 2022, who will be trained immediately. MHS's staff member was on medical leave for a couple months and subsequently resigned. A seasoned Healthy Start home visitor has transitioned into the Project HOPE role to ensure continuation of services while various staff at MHS assisted in serving enrolled clients during the transition. BHSC conducted a virtual training on the program for both the MHS managers and the new staff member on December 7, 2021. The mid-year report was successfully submitted to UWBC earlier this month.

Tomorrow's Rainbow Bereavement Program

The perinatal bereavement program continues to meet virtually with Zoom groups held weekly. We continue to assess client interest for in-person services and will review collected data next quarter. The program now has three clinicians providing services in English, Spanish, and Creole, while a trilingual one-page program flyer is being finalized for advertising and promotion in the community. The FIMR Program Manager will be outreaching to hospitals and partners to assure they are distributing the flyer to all families while the Community Liaison will assure the OB offices are sharing it as well.

Maternal Child Health System of Care

The MCH Systems Committee met on December 14th. We provided an updated on the Healthy Start Behavioral Health Program as well as the Doula Initiative. The March of Dimes launched a "Collective Impact" project related to Maternal Child Health in Broward County. The BHSC CEO assisted the March of Dimes in holding an MCH Taskforce meeting. MOD is looking at gaps that they can address and how they can integrate into our current MCH Planning Committees.



Issue: Childbirth and Breastfeeding Education and Support Services

Background:

During FY 20/21, the Board approved BHSC staff to move forward with procuring Childbirth and Breastfeeding Education and Support Services to be implemented as enhancements to the MCH system of care. This project was approved as a pilot based on community need to be implemented in the highest risk zip codes/census tracts while prioritizing Women of Color. The procurement allowed applicants to apply for one or both services along with the potential for multiple awards with up to \$103,200 in total annual funding. Since this was a new service category, staff were unsure how many solo practitioners would apply versus community organizations. If successful, the program would be renewed the following FY.

BHSC conducted two prior procurements for this initiative. In March 2021 the rating committee did not approve an award and asked staff to put it out to bid again. In November 2021 with a Request for Qualifications, there was one applicant that applied to provide Childbirth and Breastfeeding Education services. The applicant is a group of four individual professionals coming together as The Heritage Birth Collaborative. The applicant interview was held on January 11, 2022, by a volunteer Review Team consisting of two Board members Amy Pont and Rose McKelvie along with Robin Grunfelder, Director of Community Health Services at BHSC. The final applicant scores are below.

Applicant	Overall Scores
<i>Heritage Birth Collaborative</i>	Breastfeeding = 163 of possible 270 Childbirth = 164 of possible 270

The Review Team discussed the proposal at length. While each applicant has several years of providing similar services individually and have worked together on other events and in other work roles, they have no history of working together to implement this type of program. The proposal lacked a plan to provide services in Spanish and Creole aside from plans to use a language translation line. When this was mentioned during the interview, the applicant stated that if funded and once they get the program going with some experience behind them, they would seek to recruit credentialed staff who speak other languages to expand services. The Review Team discussed the potential to move forward with contracting with the Heritage Birth Collaborative as a pilot program with close monitoring by BHSC staff with specific parameters indicated in their contract to assure a language line can be used for individual client services when needed, the recruitment of additional credentialed staff who speak Spanish and Creole, along with negotiation on budget items to assure the cost per client is reasonable. It was acknowledged that the applicant is a credentialed group of Women of Color and have experience in grass roots outreach and serving the community of focus for the RFQ, and that no other community-based applicants have come forth to apply for this opportunity. Recommendations on continuation of funding would be based on successful implementation of the pilot.

Recommendation:

Approve BHSC to move forward with negotiations with The Heritage Birth Collaborative to engage in a contract in the amount not to exceed \$51,600 for FY 2021-22 with a contract effective date March 1, 2022.

Budgetary Impact: Up to \$51,600 for FY 2021-22

Issue: Update to Employee Handbook

Background:

The Employee Handbook was last revised December 2016. Staff in the past worked with Oasis, the professional employer organization (PEO) the Coalition has used for payroll, benefits, etc. With a new Human Resources staff person, Betty Del Rio, now in-house, the CEO asked for a review and update to the Handbook.

Current Status:

The review by HR found the Handbook to be very comprehensive with only some minor revisions. We are bringing the revisions for our approval and have also submitted to Oasis for their review.

Highlights of the update:

Title of Executive Director was replaced with Chief Executive Officer throughout the document.

There were mainly additions to the document and those have been highlighted in yellow.

There were some minor revisions, those are shown as stricken, with new language highlighted.

Summary of Changes:

Race Discrimination - Addition of language under the Discrimination section to emphasize our commitment. -Page 7

Drug and Alcohol-Free Workplace - Requirement of drug testing prior to employment. We always had a provision to send staff to be tested but this now places the requirement at the hire. -Page 10

Employment Application – Addition of requirements to the process -Page 16

Holidays – Addition of Juneteenth as approved by the Board in 2020 -Page 25

Sick Leave – Reduction of accrual from 12 days a year to 10 days (*Effective next FY), along with requirement to have documentation related to sick leave beyond 3 days (currently 5) -Page 27

Worker's Compensation – Detail added as to what is needed to return to work and coordination with Worker's Compensation. -Page 30

Tuition Reimbursement - We ask for a commitment from employee to stay with Broward Healthy Start Coalition for at least 6 months after the Coalition has paid or reimbursed tuition -Page 31

Health and Safety – Addition of Public Health Emergency potential for Management to institute policy -Page 44

Operation of Vehicles - Addition of insurance requirement -Page 46

Recommendation:

Approve revised Employee Handbook



ISSUE

Update Contingency Reserves
Ensure sound investment of Funding Reserves

BACKGROUND

Broward Healthy Start Coalition, Inc. (Coalition) in the last few years has accumulated some material funding reserves. In 2019 the Coalition implemented the new Healthy Start model, launched the Connect Program, and saw the increase in Medicaid payment rate. The Coalition was conservative as it enhanced its program investments ensuring they were sustainable, and the legislature supported the new enhancements. The reserves are attributable to several factors – expenditures less than annual revenue the last few years as well as annually receiving a payback of contingency funds from the Network. The Network holds a 3% contingency with every Medicaid payment and that is then released annually to Coalitions upon the 5th anniversary of collection. On average that is \$135,000 a year. The Coalition has initiated several program expansions and enhancements in the last two years (adding Healthy Start Home Visitors, Connect staff, embedding QA staff, placing minimum staff salaries). We will continue to bring forward potential maternal child health program opportunities to the Board

As we look to make sound program investments, we want to ensure our reserves are well protected. Staff in the Fall advised Exec/Finance Committee that they would be looking at potential options to ensure those reserves were as insured as possible and could potentially earn some additional income. The Coalition banks with Bank of America and maintains a Checking and Savings Account. The Savings account is a standard account gaining .06% interest.

Additionally, staff are recommending an update to the Contingency Reserve. In Sept 2016, the Board approved a Contingency Reserve Plan of keeping 1 month of subcontractor expenses and 2 mos. of administrative expenses in reserves. The contingency was created for a “worst case scenario” if somehow the entire program was defunded through the legislature; at the time that amount was \$560,000. The Board vote in 2016 adopted this framework but also specifically designated the amount to be set aside. Staff are recommending the Board consider adoption of the Contingency Plan as our standard practice with staff updating this amount annually. Since that time our monthly expenses have grown to approximately \$730,000 a month and we are proposing to modify our contingency reserve to \$1.1 million.

Current Status

We reached out to our Bank of America representative who directed us to their investing partner, Merrill Lynch (A Bank of America Company). We spoke with Ryan Herriman, Assistant Vice President at Merrill Lynch to discuss recommendations related to investments with the primary concern that the funding is insured. He recommended a few items and suggested we consider diversifying the investments during this year. He did not recommend making all the changes at once as they are expecting interest rates to increase this year and he wants to make sure we



benefit from these increases. All of the recommendations would keep our funds “liquid” with easy access.

- a. Short-term Certificates of Deposit. This option provides FDIC insurance and pays a slightly higher interest rate. (6 mos. rates are ranging from .55% to .65%) If interest rates were to rise, we would be able to flip the CDs and purchase at a higher rate.
- b. A fixed annuity. The current rate is 1.65%. This interest rate is higher than the checking we currently have and the CD rate. The annuity would be for three years although if we needed immediate access, we could cancel anytime. The only loss would be the potential interest to be earned.

The Coalition recently completed the FY 20/21 audit. Our total cash assets were just over \$5.1 million. We average approximately \$730,000 in operating expenses each month. We do expect that as the new program expansions/enhancements are implemented our monthly expenses will increase. The Coalition is committed to meeting the needs of our community and looking at sound maternal child health programming. While we monitor the implementation of new programs, the allocation from AHCA/Network, we continue to explore potential use of our funding reserves.

RECOMMENDATION

Contingency

- A. Adopt the Contingency Plan as general framework with the reserves updated annually based on expenditures; update the current contingency reserve to \$1.1 million.

Investment Options

- B. Maintain \$1,500,000 in operating for day-to-day use. (non-interest bearing)
- C. Keep \$500,000 in current savings account earning .06% for easy access in case there is a delay in A/R payments throughout the year.
- D. Invest the Contingency reserve of \$1.1 million in a three-year annuity paying 1.65%.
- E. Invest \$2,000,000 in 6-month CD’s which are insured and provide a 6-month interest rate of .65%. Coalition would have easy access to be able to use towards any program recommendations.

BUDGETARY IMPACT

Without any changes we will earn \$3,600 in our low interest savings account for the year.

With the changes made above we should earn \$31,450 total with \$300.00 earned for the savings account, \$18,150 earned in the fixed annuity and \$13,000 earned in the CD’s assuming these rates remain the same.

Broward HSC - Performance Dashboard														
		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Monthly Average
FY 2020-2021														
	State Goal													
	Infant Screening Rate	95.79%	97.90%	98.60%	97.96%	97.51%	97.20%	98.11%	97.67%	97.74%	98.23%	97.16%	97.25%	97.58%
	Prenatal Screening Rate	65.42%	67.37%	66.14%	67.94%	55.05%	64.01%	72.78%	72.71%	75.72%	77.23%	64.73%	70.79%	68.32%
	State Goal													
FY 2021-2022														
	Infant Screening Rate	97.20%	97.54%	98.72%	97.37%	96.05%	94.86%							96.96%
	Prenatal Screening Rate	66.70%	67.36%	52.82%	57.45%	46.84%	22.54%							52.25%
FY 2021-2022														
	Measure													
	BHSC Goal													
	CI&R - Total Initial Intakes (Pren-Inf/C)	1,745	1,719	1,655	1,698	1,628	1,429							1,646
	CI&R - Initial Intakes Outcome - Referred to HV Program	951	944	892	872	871	789							887
	CI&R - % of Clients Referred to HV Program at Intake	54%	55%	54%	51%	54%	55%							53.90%
	BHSC Goal													
	HS - Initial Assessments Completed (Pren-Inf)	438	389	379	377	368	331							380
	HS - F2F Ongoing Visits (Pren-Inf/child)	1,506	1,593	1,415	1,516	1,415	1,487							1,489
	HS - Total F2F Visits - combination of IAs & Ongoing HVs	1,944	1,982	1,794	1,893	1,783	1,818							1,869
	Legend													
	Goal Met													
	Goal Not Met													
	Final Results Pending													

Acronym Key:
 F2F =Face to Face HV =Home Visit IA =Initial Assessment Pren-Inf/C =Prenatal and Infant/Child

*Dashboard updated 1/12/2022

**BROWARD HEALTHY START COALITION, INC.
BOARD OF DIRECTORS MEETING ATTENDANCE**

FISCAL YEAR 2021-2022

NAME	8/26/21	9/23/21	10/28/21	12/2/21	1/27/22	2/24/22	3/24/22	4/28/22	5/26/2022	6/23/2022
Dr. Lori Canning	P	P	A	P						
Marsha Christie	P	Z	P	P						
Skye Cleek	Z	Z	A	Z						
Timothy Curtin	A	P	Z	P						
Dr. Marga Figueroa	Z	A	Z	A						
Dr. Harleen Hutchinson	P	P	P	P						
Maria Juarez Stouffer	P	P	P	P						
Regine Kanzki	P	P	A	P						
Dawn Liberta	P	Z	P	Z						
Rose McKelvie	Z	P	P	P						
Allison Metsch	P	P	A	Z						
Amy Pont	Z	Z	P	P						
Dr. Sharetta Remikie	Z	P								
Neiko Shea	A	Z	Z	Z						
Karen Swartzbaugh Ghezzi	P	P	P	Z						
KEY:										
P - Present										
Z - Zoom										
A - Absent										
R - Resigned										

Pursuant to Broward Healthy Start Coalition, Inc. By-Laws, Article III, Section 8., Sub-Section 2. (B.), "In the event that a Board member fails to attend three (3) consecutive meetings or more than five (5) of the regular Board meetings during the course of the year, he/she may be removed by the Board of Directors. A Board Member may be granted an excused absence by the Executive/Finance Committee."