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Early Learning Language Acquisition  
School Board of Broward County

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Broward Behavioral Health Coalition

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Pediatrix/Mednax

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The Journey Institute, Inc.

**REGINE KANZKI, MPH**  
Crockett Foundation

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Broward Health Medical Center/  
Salah Foundation Children's Hospital

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Early Learning Coalition of Broward County, Inc.

**AMY PONT, MHA, RN, BSN**  
Community Care Plan

**KAREN SWARTZBAUGH GHEZZI, MA**  
Community Advocate

**EXECUTIVE STAFF**

**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**

March 24, 2022, at 9:30 am

*\*In-Person Minimum Quorum Required*

Via Zoom Meeting

<https://us02web.zoom.us/j/87898009208>

Meeting ID: 878 9800 9208, Dial In: (929) 205-6099

**I. WELCOME AND INTRODUCTIONS**

**II. CONSENT AGENDA \***

- A. January 27, 2021, Board Meeting Minutes p. 1-6
- B. Financial Balance Sheet and Income Statement p. 7-8  
as of January 31, 2021. *MOTION BY EXEC/FINANCE ON 3/16/22*

**III. CHIEF EXECUTIVE OFFICER REPORT**

- A. Healthy Start System of Care and BHSC Update p. 9-11

**IV. OTHER BUSINESS**

- A. Board of Directors Meeting Attendance FY 21-22 p. 12

**V. ANNOUNCEMENTS/PUBLIC COMMENT**

**VI. NEXT BOARD OF DIRECTORS MEETING**

- April 28, 2022

**VII. ADJOURN**

\*Vote Needed

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Minutes and Notes  
Board of Directors Meeting  
January 27 at 9:30 am

**Members Present**

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

**Unable to Attend:**

Marsha Christie; Dr. Marga Figueroa

**Healthy Start Staff Present**

Monica King; Michele Burka (zoom); Beatriz DelRio (zoom); Marta Gutierrez (zoom); Teri Roach (zoom)

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
<b>Welcome/ Introductions</b>	Maria Juarez Stouffer called the meeting to order at 9:35 am. Roll call followed. An in-person quorum was established.	
<b>Consent Agenda</b>	<p><b>A. December 2, 2021 Board of Directors Meeting Minutes</b> <i>B. REVIEWED AND RECOMMENDED BY EXECUTIVE/FINANCE ON 1/19/22</i></p> <p><b>B. Financial Balance Sheet and Income Statement as of November 30, 2021</b></p> <p><b>MOTION</b> MOTION by <b>KAREN GHEZZI</b> to approve the Consent Agenda as presented. <b>SECOND</b> by <b>SKYE CLEEK</b>. <b>MOTION CARRIED.</b></p>	Consent Agenda was approved as presented.
<b>Chief Executive Officer Report</b>	<p><b>A. <u>Healthy Start System of Care and BHSC Update</u></b></p> <p><b><u>Florida Association of Healthy Start Coalitions (FAHSC)</u></b> 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. OPPAGA Published Report 21-08 on December 29, 2021, entitled: <i>Review of Services Provided to Medicaid-Eligible Pregnant Women, Infants and Children by Florida Healthy Start and Medicaid Managed Care Plans</i>. A summary of this report was shared.</p> <p><b><u>Florida Legislative Session</u></b> 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. The bill was combined with the issue of restricting abortion access. The bill passed its first committee by the House on January 19, 2022. Although, Healthy Start could potentially receive additional funding through this pathway, Healthy Start is not in support of this bill. It was asked that no one provides comments related to this bill. Other Bills of Interest were shared.</p> <p><b><u>Healthy Start MomCare Network (HSMN)</u></b> Amendment #7 from the Network for FY 21/22 has been received and it includes the additional allocation from the legislature.</p> <p>While AHCA provided guidance related to face-to-face visits, the recent contract amendment with the Network specifies virtual calls with clients. The Network has notified AHCA, if a family declines a home visit, Healthy Start will be following the provisions outlined in our contract.</p> <p><b><u>Florida Department of Health</u></b></p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>DOH Maternal Child Health Bureau has gone through staff transitions. Kelly Rogers has been promoted to the Section Administrator for Maternal and Child Health at DOH.</p> <p><b><u>Help for the Helpers</u></b>            BHSC 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 that Broward Healthy Start was the recipient of a Help for the Helpers grant award. 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 is to be spent solely on staff and needs to be used within 90 days of the dated letter. Based on the criteria provided, staff will be rewarded with gift cards.</p> <p><b><u>Coordinated Intake &amp; Referral – CONNECT</u></b>            CI&amp;R received 1877 referrals in December. The data provided was as follows:</p> <ul style="list-style-type: none"> <li>• Successful Intakes 1429 (77%)</li> <li>• Home Visitation Program 789 (55%)</li> <li>• No Further Services Needed 501 (35%)</li> <li>• Declined Services 139 (10%)</li> </ul> <p>Connect experienced some staff shortages (primarily due to COVID) in December that impacted productivity.</p> <p>The Connect program has officially moved into their new space, as of January 24, 2022.</p> <p><b><u>Healthy Start Home Visitation Program</u></b>            All contract amendments have been executed except for Broward Health which is in process. Annual subcontracted provider monitoring 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 however, subcontractors report that positions are being filled this month and it is anticipated that over 10 new hires across the system by the end of January will be onboarded and trained.</p> <p>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.</p> <p><b><u>Maternal Health</u></b>            The Doula Training and Workforce Development was advertised on BHSC website and via email communications with partners. 49 applications were received with 36 individuals attending the workshop to be eligible for individual interviews to be held between January 12<sup>th</sup> – 27<sup>th</sup>. Training scholarships will be awarded on January 31, 2022, and the</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>two-day training will be held February 26<sup>th</sup> and 27<sup>th</sup>, 2022. There will be 15 applicants selected and they will be Medicaid credentialed.</p> <p><b><u>Fetal Infant Mortality Review (FIMR)</u></b>            The 3<sup>rd</sup> quarter case reviews will focus on reviewing the 2021 sleep-related deaths that have completed records and final Medical Examiner reports. 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.</p> <p>The FIMR Program Manager was able to recruit three new members to CRT consisting of a Doula, Midwife, and HIV Planner. The FIMR Program Manager and Community Liaison continue to participate in the Story Telling Collaborative through February 2022.</p> <p><b><u>Safe Sleep Program</u></b>            During the final month of the first quarter of the fiscal year, 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.</p> <p>The Program Manager position has been filled by Zoe Lewis with a start date of January 3, 2022.</p> <p><b><u>Infant Health Substance Exposed Newborns</u></b>            Broward Behavioral Health Coalition received additional funds for SEN Coordination. 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.</p> <p>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.</p> <p><b><u>Project Hope</u></b>            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 then 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</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>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.</p> <p><b><u>Tomorrow’s Rainbow Bereavement Program</u></b></p> <p>The perinatal bereavement program continues to meet virtually with Zoom groups held weekly. Assessments continue of client interest for in-person services and collected data will be reviewed 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.</p> <p>There were concerns about continuation of virtual groups but there have been challenges with organizing in-person support groups. Once the data has been evaluated, it will be decided if in-person visits will continue next quarter.</p> <p><b><u>Maternal Child Health System of Care</u></b></p> <p>The MCH Systems Committee met on December 14<sup>th</sup>. An update on the Healthy Start Behavioral Health Program was provided as well as the Doula Initiative.</p> <p>March of Dimes launched a “Collective Impact” project related to Maternal Child Health in Broward County. BHSC CEO assisted March of Dimes in hosting an MCH Taskforce meeting. MOD is looking at gaps that they can address and how they can integrate into the current MCH Planning Committees.</p>	
	<p><b><u>B. Childbirth and Breastfeeding Recommendation</u></b></p> <p>A 2<sup>nd</sup> Procurement was advertised for Childbirth and Breastfeeding Education and Support Services. There was only one applicant, The Heritage Birth Collaborative, that applied in response to this RFQ. Upon conclusion of the applicant interview, the Review Team, Amy Pont; Rose McKelvie; and Robin Grunfelder, discussed the applicant’s ability to work collectively amongst each other to implement this type of service. There was also a concern about lack of multilingual services. Potential conflict of interest concerns was addressed as it relates to successfully executing the program. The specific expertise and credentials to provide services was shared.</p> <p>After much discussion, it was approved 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 an effective date of March 1, 2022. The contract will be closely monitored with solid outcome measures in place. It needs to be made clear property and/or program supplies used are purchased with approved budget funds. The contract also needs to specify commitment to recruit credentialed staff who speak other languages to expand services. The Board also requested ongoing updates of their progress.</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p><b>MOTION</b>            MOTION by <b>KAREN S. GHEZZI</b> to move forward with contract negotiations with The Heritage Birth Collaborative. <b>SECOND BY SKYE CLEEK. MOTION CARRIED</b></p>	
	<p><b>C. <u>Revised Employee Handbook</u></b></p> <p>The Employee Handbook has recently been updated. A summary of changes and highlights were shared during this review. The revisions have also been submitted to Oasis, the Professional Employer Organization (PEO) for review.</p> <p>The revisions made were commended for its detail in communication by providing examples. There was discussion about the procedures of sick leave and reducing maximum sick time from 12 to 10 days per calendar year. The need to modify this requirement with documentation from a physician was shared. After much discussion, it was decided to hold off on the reduction of accrual days but move forward with modifications to sick leave beyond 3 days.</p> <p>Upon conclusion of this review, it was recommended to approve the revised Employee Handbook.</p> <p><b>MOTION</b>            MOTION by <b>DAWN LIBERTA</b> to approve revised Employee Handbook recommendations. <b>SECOND BY DR. LORI CANNING. MOTION CARRIED</b></p>	
	<p><b>D. <u>Contingency and Investments Recommendation</u></b></p> <p>In recent years BHSC has accumulated some material funding reserves. A background as to how the funding was accrued was provided. In the Fall, staff advised of exploring potential options to expand federal insurance protection and potentially earn additional income. Additionally, staff are recommending an update to the Contingency Reserve. The contingency was created for an unforeseen predicament if somehow the entire program was defunded through the legislature. Staff are recommending the Board consider adoption of the Contingency Plan as our standard practice with staff updating the amount annually.</p> <p>Bank of America connected BHSC Finance Director to their investing partner, Merrill Lynch. The Assistant Vice President, Ryan Herriman discussed recommendations related to investments with the primary concern that the funding is insured. It was suggested to consider diversifying the investments during this year and hold off on some of the changes due to interest rates expected to increase this year.</p> <p>The following Contingency and Investment Options were recommended:</p> <p><b>Contingency</b></p> <p>A. Adopt the Contingency Plan as general framework with the reserves updated annually and update the current contingency reserve to \$1.1 million.</p> <p><b>Investment Options</b></p> <p>B. Maintain \$1,500,000 in operating for day-to-day use. (non-interest bearing)</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>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.</p> <p>D. Invest the Contingency reserve of \$1.1 million in a three-year annuity paying 1.65%.</p> <p>E. Invest \$2,000,000 in 6-month CD's and reevaluate later this year to determine best course of action based on the rising interest rates that are expected and any additional program investments. The rate for the 6-month CD's is currently .65%.</p> <p>It was suggested to modify Contingency (A) language to avoid revisiting every year and reflect reserves in the annual budget.</p> <p>An explanation was provided on proposed investment changes and state requirement that interest earned had to be returned to funder. The funds being invested are prior earned dollars and DOH funding is not being invested. The current grant funds are completely expended during the current fiscal year.</p> <p>Upon conclusion of this review, it was recommended to adopt the Contingency plan framework, revisiting annually and adopt Investment options outlined above.</p> <p><b>MOTION</b> MOTION made by <b>KAREN S. GHEZZI</b> to adopt the Contingency plan framework and Investment Options B-E. <b>SECOND BY DAWN LIBERTA. MOTION CARRIED.</b></p>	
<b>Program Report</b>	<p><b>A. Performance Dashboard FY 2021/22</b> An overview of December screenings, Intakes, Initial Assessments, and ongoing visits was provided. There continues to be a struggle with the prenatal screening rates, possibly due to COVID-19. At the State level, they are working to transition to electronic forms which will impact this outcome.</p>	
<b>Other Business - FYI</b>	<p><b>A. FYI – Final Board of Directors Meeting Attendance FY 2021/22</b> For information purposes.</p>	
<b>Announcements/ Public Comment</b>	<p>The Early Head Start Program is now accepting applications for school year 2022-2023. There are 5 locations that currently serve 80 infants and toddlers on School Board property. Families interested in applying should visit browardschools.com to begin the pre-application process.</p> <p>Gulfstream Early Learning Center is still recruiting applications for a RN position. It was suggested to refer any potential candidates.</p> <p>Early Learning Coalition will be hosting another Book Giveaway campaign. Throughout the rest of the month, ELC Broward Staff will be delivering books to children in early learning centers in Broward County to help build a strong literacy foundation for young children.</p>	
<b>Adjournment</b>	<p>Meeting adjourned at 10:51 am.</p>	

**INTERIM FINANCIAL STATEMENTS**  
**Broward Healthy Start Coalition**  
**Balance Sheet**

Issued 3/10/2022

	January 31, 2022	January 31, 2022
<b>Assets</b>		
01-1125-00-00-00 Cash-Bank of America-Operating	\$1,342,171	\$696,966
01-1150-00-00-00 Cash-Bank of America-Savings	\$3,318,069	\$2,165,892
Savings Contingency	\$560,099	\$559,951
Petty Cash	\$450	\$200
**_1225-00-00-00 Grants Receivable-	\$1,734,928 **	\$329,630
**_1226-00-00-00 Network Holdback -ASSET	\$622,906	\$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		
<b>Total Assets</b>	<b>\$7,752,579</b>	<b>\$4,440,943</b>
<b>Liabilities and Fund Balance</b>		
<b>Liabilities</b>		
**_2100-00-00-00 Accounts Payable	\$406,525	\$309,206
**_2300-00-00-00 Accrued PTO	\$73,841	\$65,182
**_2325-00-00-00 Accrued Payroll Taxes	\$6,566 ***	\$3,398
**_2200-00-00-01 Accrued Pension	\$3,266 ***	\$0
**_2350-00-00-00 Accrued Payroll Payable	\$43,691 ***	\$27,683
**_2525-00-00-00 Network HOLDBACK -Liability	\$622,906	\$563,197
<b>Total Liabilities</b>	<b>\$1,156,794</b>	<b>\$968,666</b>
<b>Fund Balance</b>		
**_3100-00-00-00 Fund Balance	\$6,595,785	\$3,472,277
<b>Total Fund Balance</b>	<b>\$6,595,785</b>	<b>\$3,472,277</b>
<b>Total Liabilities and Fund Balance</b>	<b>\$7,752,579</b>	<b>\$4,440,943</b>

\*\* Projected Network AR for Jan \$440,000  
\*\*\* Accrual 6 days of 2/10/2022 payroll



**INTERIM FINANCIAL STATEMENTS**

**Broward Healthy Start Coalition**

**Income Statement**

**January 2022**

Issued 3/10/22

**Revenues**

Interest Income	768	
Revenue-DOH-Base-Direct-Provider	1,056,755	
BBHC	233,333	
Revenue-Med.-HCN	3,643,850	**Projected Jan revenue
Revenue -CSC Safe Sleep	128,438	
Grant -United Way	45,100	
Helper Grant	3,459	
Contributions-Miscellaneous	7,689	
<b>Total Revenues</b>	<b>5,119,394</b>	

**Expenses**

**DOH** CIR Direct Expenses

Salary and Fringe	77,656
Other Expenses	1,237
	<hr/> 78,892

**DOH** Subcontractors Expense

Subcontractor Expenses	<hr/> 743,773
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**DOH** Operations

Salary and Fringe	95,033
Other Expenses	50,434
	<hr/> 145,466

**DOH** Indirect Expenses

Salary and Fringe	100,450
Other Expenses	17,080
	<hr/> 117,530

**Non Restrictive**

Other Expenses	<hr/> 13,717
	13,717

**United Way** Project Hope

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46,208

**AHCA** Medicaid Indirect Expenses

Salary and Fringe	100,449
Other Expenses	18,676
	<hr/> 119,125

**AHCA** Medicaid Subcontractor Expenses

Subcontractor Expenses	<hr/> 1,694,037
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**AHCA** Direct Expenses

Salary and Fringe	652,061
Other Expenses	141,075
	<hr/> 793,136

**BBHC** Expenses

Salary and Fringe	103,636
Other Expenses	10,240
	<hr/> 113,876

**Community Support** EXPENSES

11,493

**CSC- Safe Sleep**

Salary and Fringe	83,749
Other Expenses	66,083
	<hr/> 149,832

**Total Expenses** **4,027,083**

**Revenue over expenses** **1,092,310**



## **CHIEF EXECUTIVE OFFICER UPDATE**

**March 24, 2022**

### **Florida Association of Healthy Start Coalitions (FAHSC)**

As the legislative session came to a close, the Healthy Start Program is fully funded at the increased allocation that occurred last year. FAHSC has been communicating with House and Senate staff on several other bills and the following are expected to be signed by the Governor.

The Fetal Infant Mortality Bill will include additional funding for FIMR projects and expand the initiative throughout the State. A Fatherhood initiative has allocated funding to DCF and DOH. It appears that \$4.4 million will be going to DOH for this programming that will support 10 sites. It is not yet known what methodology DOH will use to select those sites. Additionally, Tax Exemption for Diapers and Incontinence Products, Donor Human Milk Bank Services - provides for AHCA to pay for these services, Enhanced Newborn Screening.

FAHSC was awarded funding from DOE to provide information and training to specific communities on Home Visiting programs. This is clearly aligned with the mission of Connect. This will continue to support state efforts related to Connect and integration of community referral programs. On a related note, FAHSC will be participating with OEL and The Children's Forum on their Joint Collaborative Referral (JCR) Summit in April. The JCR is seeking to integrate and connect the varying community referral programs that focus on the 0-5 population.

### **Healthy Start MomCare Network (HSMN)**

The Healthy Start MomCare Network has provided the Coalition with its 2021 contract year monitoring results for Broward and has found the program in compliance with all components evaluated. A copy of their summary report is attached. The HSMN Board has voted to leave in place the allocation methodology based on revenue for the time being.

### **Florida Department of Health**

DOH conducted a programmatic desk monitoring and we were found in compliance with all elements. The letter is included in the packet for reference. DOH has advised that there is no renewal amendment necessary for July 1 since last year's amendment carried the term through next year. They do plan to work on an amendment to revise and update the deliverable schedule.

### **Coordinated Intake & Referral –CONNECT**

CIR Received 1776 referrals in February 2022. CI&R completed 1417 Intakes or 79%. The number of clients being connected to a Home Visitation program in February was 755 clients or 53%. Those determined as No Further Services were Needed was 537, education and resources were provided, and 125 or 9% Declined services.

### **Healthy Start Home Visitation Program**

All Healthy Start subcontracted providers have been monitored for the 2021-2022 fiscal year and their reports are being drafted. Overall, all providers were found in compliance. Subcontractors with opportunities for improvement will be assisted through technical assistance and ongoing communication via phone and email. Providers continue recruiting staff for 9.5 FTE open home visiting positions and 2 FTE intake positions while new hires are being onboarded and trained. The vacancy rate is definitely impacting our goals in number of home visits. The Coalition-led standard onboarding training is currently being revamped in Broward and will include an overview of the Statewide HS system of care, local implementation guidance, supervisory, and quality maintenance strategies.

We are moving towards integrating Reflective Supervision across the Healthy Start System. Reflective Supervision is a supervisory approach that emphasizes relationships. The relationship between the Supervisor and

the supervisee as well as between the supervisee and the individuals being served. Techniques on how to actively listen and thoughtful questioning are important strategies. There are many stressors in working in this field and reflective supervision helps the staff person feel supported and get regular feedback from their supervisor. We had discussed with the Board bringing in Reflective Supervision as a standard practice once the Healthy Start Program model was well settled. The Florida Association of Infant Mental Health is the lead entity that certified individuals on Reflective Supervision and IMH Endorsement. The staff will be reaching out to FAIMH for guidance.

### **Maternal Health**

The two-day Doula training was held on February 26<sup>th</sup> and 27<sup>th</sup>, 2022 at the Memorial Taft Street location. The 15 applicants were trained and certified from BEAM. (Birth Education Advocacy Mentorship). Simply Healthcare Leadership team attended the training on Day 2, along with leadership from Indian River Healthy Start Coalition. BHSC is now in the process of providing 10-15 hours per doula of support and ongoing engagement to facilitate them becoming Medicaid providers and begin accepting referrals in the latter part of 2022. The trained doulas are now also in the credentialing phase with The Doula Network to become Medicaid providers. Workshops are being provided by BEAM for ongoing training in specific topics.

April 11-17<sup>th</sup> is designated as National Black Maternal Health Week and Healthy Start will be holding a virtual workshop on April 13<sup>th</sup> from 10am to 1pm. The Workshop on “Improving Birth Outcomes” will provide practical strategies on Supporting Pregnant Women and New Parents. The suggested audience is anyone who works in serving Moms, Babies and their Families.

### **Fetal Infant Mortality Review (FIMR)**

The FIMR Program Manager has been promoted and transitioned to the Senior Programs Manager position as of February 21 but will continue filling the role of FIMR Program Manager until her replacement is hired and trained. The 2020 FIMR Report is currently in process and has an estimated publication date of May 1, 2022. A workgroup is meeting weekly to strategize and plan for the HRSA Grant Application.

### **Safe Sleep Program**

The Safe Sleep community trainings for professionals/home visitors resumed in the month of February, and four (4) trainings were conducted throughout the month. A total of 12 new staff from community agencies were trained on safe sleep and the BHSC Cribs Program, including BSO CPIS, Henderson Behavioral Health, The Village South, and Broward Health Project HOPE. Trainings are now being held as a standing training every month, with additional trainings added as needed.

Revisions have been made to the current Safe Sleep presentation to reflect having open and honest conversations with families, caregivers, and the community workforce, not only focusing on decreasing sleep related deaths, but promoting risk reduction.

The Safe Sleep Committee met on February 1 while the Healthcare Subcommittee met on February 23.

During the month of February 2022, 83 clients received cribs which is a record number in one month. Last February peaked as the month with the highest demand in the fiscal year. With more nurses and hospital staff being educated by our Model Behavior nurses, more NICU referrals have been received. This includes applications from Joe DiMaggio & Memorial Regional Hospital. Over 70% of referrals were made by home visiting providers, which is an increase from the previous month. 30% of the month's total distribution was issued to Avanti, which included mostly non-English speaking families receiving prenatal care and HS services at Broward Health's Cora E. Braynon and Pompano Prenatal clinics. As the current economic trends continue through the nation and local communities and based on feedback from our providers about client needs, we expect the steady demand to stay at this rate or increase.

COVID-19 rates and nursing shortage challenges continue to make Model Behavior trainings at the hospitals a low priority and/or a challenge for hospitals. The Safe Sleep Program's Model Behavior efforts will shift to focus on

pediatric offices, while outreach and training efforts will continue with the individual hospitals as the pandemic numbers decrease.

### **Project Hope**

The Project HOPE Program faced some staffing challenges at both locations this year but both sites now have their one staff member on board and are accepting referrals and providing services. BHSC provided training to Broward Health's onboarded staff member while they are also in the process of hiring a new Supervisor for Connect and Project HOPE programs. BHSC staff will monitor both subcontracted providers in April.

### **Childbirth and Breastfeeding Education and Support Services**

The contract has been executed as of March 1<sup>st</sup> and the first Childbirth class series to be held in English will begin the week of March 14<sup>th</sup>. Flyer's advertising services are under development. Spanish and Creole speaking educators are being recruited by the provider to begin offering services in other languages no later than June 2022. Breastfeeding support group and classes will be held monthly as follows:

- Breastfeeding support group: 1st Wednesday of each month, class time 6:30pm-7:30pm via Zoom.
- Prenatal Breastfeeding Class: 1st Saturday of each month, class time 10:30am-11:30am. via Zoom.

### **Infant Health Substance Exposed Newborns**

The Community Health Manager continues the OB outreach process and fostering relationships and training with the doctor's offices. She has also begun contacting hospitals to meet with OB departments during their monthly meetings to reach a larger audience in one presentation. The partnership with Broward DOH's OD2A team on training doctors' offices on the SBIRT approach has resumed with CME offerings for OBs who attend.

There were 37 referrals received by the Behavioral Health program in February 2022 with 24 of the mothers engaged in care coordination with Healthy Start, 9 mothers agreeing to a referral to a substance use provider. There were 6 new Plans of Safe Care completed by HS throughout the month. Program processes and procedures are operating more efficiently under the new leadership of the program. Ongoing collaboration efforts are being made with home visiting providers to ensure that a team approach is in effect to support families.

We were notified by United Way that our workshop proposal for the Behavioral Health Conference has been accepted. The conference is May 10<sup>th</sup> and 11<sup>th</sup> at the Signature Grand. Our workshop "Hope for Moms and Babies Through Behavioral Health Support" will be May 11<sup>th</sup> at 3:30pm.

### **HRSA Grant**

As reported at the February Exec/Finance Committee meeting, staff are working on a federal grant application. The U.S. Department of Health and Human Services, Maternal and Child Health Bureau, Division of Healthy Start and Perinatal Services, has advertised a "Catalyst for Infant Health Equity" funding opportunity. This grant is specifically aimed at reducing the infant mortality rate based on racial disparity and is seeking to implement an existing Community Action Plan that addresses Social Determinants of Health in areas with excess infant deaths. Broward Healthy Start already has a Community Action Plan in place and in reviewing the data of Infant Mortality, Broward has one of the highest rates followed by Duval then Miami-Dade. We convened a subcommittee of FIMR CAG with the Chair and others and the Committee feels that we are well poised to submit an application. The application is due April 19<sup>th</sup> and is highly competitive with an award ceiling of \$500,000 for 5 years. The State DOH office has stated they will provide a Letter of Support and BHSC CEO is reaching out to local partners.

### **Management Training**

Our HR Manager is recommending a Management Training. We've had lots of growth and many new staff join the team these past two years. We budgeted a training in this fiscal year for our Directors, Managers and Supervisors at the Coalition (about 12 staff). We have looked at some potential Training Consultants and are in discussions with a vendor about a Training Plan to meet our needs.

**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	P					
Marsha Christie	P	Z	P	P	A					
Skye Cleek	Z	Z	A	Z	P					
Timothy Curtin	A	P	Z	P	Z					
Dr. Marga Figueroa	Z	A	Z	A	A					
Dr. Harleen Hutchinson	P	P	P	P	Z					
Maria Juarez Stouffer	P	P	P	P	P					
Regine Kanzki	P	P	A	P	P					
Dawn Liberta	P	Z	P	Z	P					
Rose McKelvie	Z	P	P	P	P					
Allison Metsch	P	P	A	Z	P					
Amy Pont	Z	Z	P	P	P					
Dr. Sharetta Remikie	Z	P								
Neiko Shea	A	Z	Z	Z	Z					
Karen Swartzbaugh Ghezzi	P	P	P	Z	P					
<b>KEY:</b>										
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."

**Mission:**

To protect, promote & improve the health of all people in Florida through integrated state, county & community efforts.



**Ron DeSantis**  
Governor

**Joseph A. Ladapo, MD, PhD**  
State Surgeon General

**Vision:** To be the Healthiest State in the Nation

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February 25, 2022

Monica King, Executive Director  
Broward Healthy Start Coalition  
4620 N State Road 7, Building H/Suite 102  
Lauderdale Lakes, FL 33319

Re: Programmatic Monitoring Report – COSHE–FY21/22–P–04  
Contract: COSHE

Dear Monica:

Our review of pertinent documentation and procedures submitted to the Department did not indicate the Provider is non-compliant with the terms and conditions of its contract with the Department or applicable laws, rules, and regulations.

Thank you for your cooperation with the review process. If you have any questions regarding this letter or any other aspect of the review, please contact Theresa Bivens at [Theresa.Bivens@flhealth.gov](mailto:Theresa.Bivens@flhealth.gov) or at (850) 558-9595.

Sincerely,

Amy Harrison for Tiffany Johnson  
Healthy Start Program Administrator

TJ/tb

Enclosures

cc: Susan Pearson, Division Contract Liaison  
Theresa Bivens, Contract Manager

**Broward Healthy Start Coalition, Inc.  
2020-2021 Site Visit Monitoring Report  
FINAL**



**Introduction**

a. Review date, location, reviewers

The 2020-2021 site visit of Broward Healthy Start Coalition, Inc. (Coalition) was conducted by the HSMN staff, virtually with the Coalition staff in Broward County, Florida on July 12, 2021. Reviewers for Healthy Start MomCare Network (HSMN) included Dawn Clarke; Director of Quality Assurance, Compliance and Training and Katie Scherdin, Contract/Project Manager.

b. Agreement number and period of services under review: #FP076-03, January 1, 2020 – December 31, 2020

c. Review methods

The following methods were used for this review, through Zoom: on-site staff interviews, assessment using the Annual QA Administrative and Program Review tool, case record presentations, and pre-view of the agencies' data, local implementation policies and professional development.

The annual HSMN site visit includes three components:

- **Programmatic Component QA Monitoring**

Programmatic monitoring is multi-faceted and is conducted to ensure compliance with contract agreement performance objectives and requirements. Programmatic monitoring consists of the HSMN Monitoring Interview Questionnaire that covers Internal Structure and Governance, Coordinated Intake and Referral, Home Visiting, Internal Quality Assurance, Subcontracts, Performance Improvement, and IT/Disaster Plan review.

- **Administrative Component QA Monitoring**

The administrative monitoring component is conducted to ensure knowledge of and compliance with the contract agreement related to business operations, program requirements, personnel, recordkeeping, and equipment inventory responsibilities.

- **Fiscal Component QA Monitoring**

The fiscal process review is conducted, as a series of questions to ensure knowledge of and compliance with the contract agreement related to financial management and sub-recipient monitoring.

**Background**

a. Coalition History

Healthy Start Coalitions were created when Governor Lawton Chiles and the First Lady challenged community leaders to build local coalitions to reduce Florida's alarmingly high infant mortality rate. The Florida Legislature created Healthy Start in 1991. The Broward Healthy Start Coalition was incorporated on February 14, 1992 and is the leader in Maternal and Child Health policy and programming in Broward County. The staff of Broward Healthy Start Coalition is proud to facilitate this organization's mission to support new mothers and babies and demonstrate a measurable positive impact upon and child health services and outcomes in Broward County.

b. Current Funding and Contract Dates

The 2019 FP076-03 contract agreement was executed on February 28, 2019, effective March 1, 2019, in the amount not to exceed \$3,506,377.55. On December 31, 2019, this agreement was extended through December 31, 2021. Effective January 1, 2021, the FP076-03 was amended to provide funding in the amount not to exceed \$14,013,690.04 through December 31, 2021.

**c. Subrecipients**

The Coalition has current sub-agreements with Avanti Support and Services, Inc.; Henderson Behavioral Health; Broward Health; Covenant House Florida; KIDS Inc.; Memorial Healthcare System; Urban league of Broward County; and Florida Department of Health, Broward County.

**d. Staffing**

The Coalition team is led by Monica Figueroa King, Chief Executive Officer; Teri Roach, Administrative Assistant to CEO; Robin Grunfelder, Director of Community Health Services; Michele Burka, Director of Administrative Services; Marta Gutierrez, Manager of Programs; Ashley Sturm, FIMR Program Manager (currently Samantha Silver); Stephanie Zelaya, Service Coordination Specialist; Tina Hudson, Program Manager; Rachel Alexander, Safe Sleep Program Manager; Blossom Pouchie, Safe Sleep Community Coordinator; Heidi Wilkerson, Quality Assurance/Training Coordinator; Alima Harley, Community Liaison; Cassandra Burks, Office Manager; Timekka Horton, Administrative Assistant; Diana Valencia, Community Referral Coordinator; Feona Monroe, Connect Supervisor; Fiorella Liendo, Connect Supervisor; Coordinated IntakeCoordinator Team: Michele Alcindor, Anne Corbett, Ertha Jean-Francois, Myriamme Ismael, Adriana Lopez, Marta Jaramillo, Chrystal Yau, Denisse Martinez, Bibiana Ospina; Connect Intake Assistants: Elizabeth Cruz, and Janet Reyes.

The HSMN Learning Management System (LMS) Positions Reports below reflect staffing changes during the review period, January 1, 2020 to December 31, 2020.



## **Monitoring Summary**

### **Administrative**

The Coalition has a strong professional administrative infrastructure. All administrative requirements have been met.

### **Fiscal**

The Coalition has dedicated professional staff providing financial management for all funding sources administered by the Coalition.

## **Recommendations and Required Actions**

### **Programmatic**

The Coalition met or exceeded all five of the required performance measures for the monitoring period. See below Performance Measurements Report.

### **Administrative**

The Coalition submitted requested documents. All administrative components were satisfactorily met.

### **Fiscal**

All fiscal component review items were satisfactorily met.

### **Closing**

HSMN staff appreciate the opportunity to meet with Coalition staff and to learn more about families served by your Healthy Start Program and the unique challenges for your service area. We look forward to working with you and supporting your continued success!

**Broward – Annual Performance Measures Report: January 2020– December 2020**

	Annual Report START DATE 5/1/2020	END DATE 12/31/2020	REPORT BY Broward	INSURANCE TYPE Medicaid Only			
	#	Cases	%				
Seventy-five percent (75%) of Healthy Start clients enrolled in the Prenatal or Infant-Child Pathway shall be screened for depression using the Edinburgh Post-Natal Depression Screen according to the schedule outlined in the Prenatal Depression Screening Intervention Pathway (Prenatal)	929	1129	82.29%				
Seventy-five percent (75%) of Healthy Start clients enrolled in the Prenatal or Infant-Child Pathway shall be screened for depression using the Edinburgh Post-Natal Depression Screen according to the schedule outlined in the Prenatal Depression Screening Intervention Pathway (1-Month)	293	395	77.22%				
Seventy-five percent (75%) of Healthy Start clients enrolled in the Prenatal or Infant-Child Pathway shall be screened for depression using the Edinburgh Post-Natal Depression Screen according to the schedule outlined in the Prenatal Depression Screening Intervention Pathway (2-Month)	1664	2043	81.45%				
Seventy-five percent (75%) of Healthy Start clients who were screened for depression and had a positive score shall be referred to available services for depression based on the recommended Prenatal Depression Screening & Intervention Pathway	14	14	100.00%				
Seventy-five percent (75%) of Healthy Start infants enrolled in the Infant Pathway will receive the required ASQ-3 or ASQ-SE developmental screenings based on the schedule (MONTH 2)	572	762	87.93%				
Seventy-five percent (75%) of Healthy Start infants enrolled in the Infant Pathway will receive the required ASQ-3 or ASQ-SE developmental screenings based on the schedule (MONTH 4)	525	615	85.37%				
Seventy-five percent (75%) of Healthy Start infants enrolled in the Infant Pathway will receive the required ASQ-3 or ASQ-SE developmental screenings based on the schedule (MONTH 8)	305	349	89.97%				
Seventy-five percent (75%) of Healthy Start infants enrolled in the Infant Pathway will receive the required ASQ-3 or ASQ-SE developmental screenings based on the schedule (MONTH 12)	83	92	89.25%				
Seventy-five percent (75%) of Healthy Start infants enrolled in the Infant Pathway will receive the required ASQ-3 or ASQ-SE developmental screenings based on the schedule (TOTAL)	1583	1809	87.51%				
Seventy-five percent (75%) of infants who score below the cut-off value on the ASQ-3 or ASQ-SE shall be referred to the available services Screening & Intervention Pathway	120	116	89.21%				
Seventy-five percent (75%) of post-partum women enrolled in the appropriate case pathway shall receive education on the Florida Family Planning Waiver	1140	1118	93%				



Florida  
**Healthy Start**  
Broward Healthy Start Coalition

**2nd Annual**

**Black Maternal  
Health Workshop**

**Improving Birth Outcomes**

Practical Strategies on Supporting  
Pregnant Women and New Parents

**Welcoming Home Visitors, Case Managers,  
Social Workers, Anyone Serving Moms, Babies and  
their Families.**

**Wednesday, April 13th, 2022**

**Virtually 10:00AM-1:00PM**

[CLICK HERE TO REGISTER](#)

OR SCAN QR CODE



Black Maternal Health Week takes place every year from April 11th –17th