

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.

BOARD OF DIRECTORS MEETING

August 31, 2023, at 9:30 am

**In-Person Quorum Required*

BOARD OFFICERS

DAWN LIBERTA, MSM

President
Department of Children and Families

DR. SHARETTA REMIKIE

Vice President
Children's Services Council
of Broward County, Inc.

NEIKO SHEA, LCSW

Treasurer
National Youth Advocate Program, Inc.

MARSHA CHRISTIE, LCSW

Secretary
Community Advocate

BOARD MEMBERS

DEDE AKITI FRANCOIS, ESQ.

Jackson Health System

DR. LORI CANNING, ED.D.

Early Learning Language Acquisition
School Board of Broward County

TIMOTHY CURTIN, MBA, MSW, CAP

Memorial Healthcare System, Inc.

DONNA EPRIFANIA

ChildNet, Inc.

DR. HARLEEN HUTCHINSON, PSY. D.

The Journey Institute, Inc.

RALPH KENOL, ESQ.

Ralph Kenol, PA

ROSE MCKELVIE, MBA, MSN, BSN, RN

Broward Health Medical Center/
Salah Foundation Children's Hospital

ALLISON METSCH, M.S.ED

Early Learning Coalition of Broward County, Inc.

AMY PONT, MHA, RN, BSN

Community Care Plan

ELIDA SEGRERA, L.M.F.T.

Broward Behavioral Health Coalition, Inc.

KAREN SWARTZBAUGH GHEZZI, MA

Community Advocate.

EXECUTIVE STAFF

MONICA FIGUEROA KING, MA

Chief Executive Officer

REGINE KANZKI, MPH

Vice President of Operations

Zoom Meeting Information

<https://us02web.zoom.us/j/88966522507>

Meeting ID: 889 6652 2507, Dial In: (929) 205-6099

I. WELCOME AND INTRODUCTIONS

A. Introduction of New Board Members

- Dede Akiti Francois, Esq.
- Ralph Kenol, Esq.

II. CONSENT AGENDA *

- A. June 22, 2023, Board Meeting Minutes p. 1-5
- B. Interim Financial Balance Sheet and Income Statement as of June 30, 2023 p. 6-8
- C. Investment Policy Statement p. 9
Attachment A – Investment Policy Statement
REVIEWED AND RECOMMENDED BY EXEC/FINANCE ON 8/21/2023

III. CHIEF EXECUTIVE OFFICER REPORT

- A. Healthy Start System of Care and BHSC Update p. 10-13
Attachment B – (Impact Stories)

IV. CHAIR REPORT

- A. CEO Annual Performance Evaluation* p. 14-25
Attachment D – Employment Agreement

V. PROGRAM REPORT

- A. Performance Dashboard FY 22/23 & 23/24 p. 26-27

VI. ANNOUNCEMENTS/PUBLIC COMMENT

VII. NEXT BOARD OF DIRECTORS MEETING

- October 26, 2023

VIII. ADJOURN

**Vote Needed*

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



4620 North State Road 7, Suite 102 • Lauderdale Lakes, FL 33319
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Members Present

Dr. Sharetta Remikie; Marsha Christie; Dr. Lori Canning; Tim Curtin; Donna Eprifania; Dr. Harleen Hutchinson; Rose McKelvie (zoom); Allison Metsch (zoom); Karen Swartzbaugh Ghezzi; Elida Segrera

Members Absent

Dr. Marga Figueroa; Dawn Liberta; Amy Pont; Neiko Shea

Healthy Start Staff Present

Betty DelRio (zoom); Robin Grunfelder (zoom); Marta Gutierrez (zoom); Regine Kanzki; Monica King; Danielle Lee; Teri Roach (zoom); Samantha Silver (zoom);

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
Welcome/ Introductions	Dr. Sharetta Remikie called the meeting to order at 9:35 am.	
Consent Agenda	<p>A. May 25, 2023, Board of Directors Meeting Minutes</p> <p>MOTION MOTION by TIM CURTIN to approve the Consent Agenda. SECOND by LORI CANNING. MOTION CARRIED.</p>	Consent Agenda was approved.
Chair Report	<p>A. <u>FY 2023-24 Board Meeting Calendar</u> The Board Meeting Calendar for FY 2023-24 was approved as presented after a review that resulted in a reduction in the number of meetings, similar to the previous fiscal year.</p> <p>MOTION MOTION by MARSHA CHRISTIE to approve the FY 2023-24 Board meeting calendar as presented. SECOND by TIM CURTIN. MOTION CARRIED.</p> <p>B. <u>Board Member Resignation</u> Dr. Marga Figueroa submitted her resignation from the Board of Directors due to work restraints and personal reasons. In her letter, she expressed heartfelt words about serving on the Board and recognition of BHSC achievements under BHSC CEO leadership. Dr. Figueroa will continue to participate in FIMR meetings and will remain available to the Board and the Coalition in case any questions or concerns arise that she can assist with.</p>	
Nomination Committee Recommendations	<p>The Nominations Committee was composed of Tim Curtin as Chair, Dawn Liberta, Dr. Sharetta Remikie, Dr. Harleen Hutchinson, and Allison Metsch. The committee had been meeting to discuss renewals of Board terms and new Board member recommendations for FY 2023-2024. The current Board Members whose 2-year term was expiring were presented and recommitted for another 2-year term in office. The proposed Slate of Officers remains the same.</p> <p>The Nominations Committee interviewed three highly qualified individuals. The Nominations Committee recommended only moving forward with two nominations at this time due to the current number of board members. The committee chair shared the background of each applicant. After concluding the interviews, it was decided to move forward with Board member recommendations for Dede Akiti Francois and Ralph Kenol. The third applicant, Ariadna Alvarez, expressed interest in being considered for the Board should another opening become available. The committee explored interest in having a Board member as a liaison of someone with lived experience. Dr. Remikie interviewed a mom who was a potential candidate. The candidate was interested but quite anxious about joining. Dr. Remikie offered to mentor this mother to help her develop leadership skills and feel comfortable among board members. The mom expressed her desire to be mentored and agreed to participate in the</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>Broward Black Babies Matter Community Advisory Council and FIMR CAG. Dr. Hutchinson expressed concern about the need to have a consumer with lived experience present on the Board. The remaining Board members felt comfortable with the nominations presented and agreed that mentoring a consumer prior to consideration of the Board was a good strategy.</p> <p>The Nominations Committee Board member recommendations for Dede Akiti Francois and Ralph Kenol were approved for membership.</p> <p>MOTION MOTION by DR. HARLEEN HUTCHINSON to approve the Nominations Committee Board member recommendations. SECOND by DONNA EPRIFANIA. MOTION CARRIED</p>	
<p>Chief Executive Officer Report</p>	<p><u>STATE UPDATE</u></p> <p><u>Florida Association of Healthy Start Coalitions (FAHSC)</u> The Governor signed the Budget which included a \$9.5 million increase in FDOH funding to the State Healthy Start program for non-Medicaid population support. However, the breakdown of this funding is not yet available. To proceed with this amendment, a new budget amendment needs to be prepared and presented to the Board. FDOH has been working on updating the Allocation Methodology but has not publicized its update. Challenges were shared regarding the allocation methodology and creating a new budget with limited information.</p> <p><u>Healthy Start MomCare Network (HSMN)</u> BHSC expects to earn approximately \$7.7 million from HSMN by the end of this FY. HSMN has asked AHCA to revisit the Medicaid rates for the Healthy Start Program. HSMN is pulling together financial data from all the Coalitions to justify the rate increase.</p> <p><u>BROWARD HEALTHY START UPDATE</u></p> <p><u>Operations</u></p> <p><u>Healthy Families Broward Budget and Contracts:</u> The BHSC team is finalizing budgets with Healthy Families Florida and Children’s Services Council. They are also submitting all necessary documents for the preparation of contracts. Both contracts will be on a cost reimbursement basis. Additionally, subcontracts are being prepared. Memoranda of Agreements will be needed with multiple organizations for ease of referrals across the entire Healthy Families Broward system.</p> <p><u>Healthy Families Broward Recruitment:</u> The HFB transition team organized a joint job fair at KID, Inc. to recruit for positions across the entire system. Broward Healthy Start interviewed a candidate for the Assistant Program Manager position, who accepted the offer. Although there have been some challenges with identifying an HFB Program Manager, there are good potential candidates being selected for the remaining positions advertised. As part of this transition, we expect to receive equipment, files, and other inventory items from HFB in the upcoming days. Unfortunately, we cannot access the state data system until July 1st which is making this transition a little challenging. The legislature has approved a small increase to Healthy Families Broward sites. However, the exact amount is currently unknown.</p>	

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	<p><u>Employee Relations Committee:</u> Board members were commended for their financial support of BHSC’s “Paint with your Heart for Healthy Start” event at Paint with a Twist in Davie on Thursday, June 15, 2023. The event was attended by over 40 people and was held as a means of teambuilding and fundraising for our employee activity fund. The staff was very thankful for the sponsorship opportunities that allowed them to enjoy the event. The next event to be planned will celebrate Jamaican Heritage in August.</p> <p><u>Coordinated Intake & Referral –CONNECT</u> The Connect team received 2313 referrals in May 2023. Of these referrals, CI&R completed 1698 Intakes or 73%. The number of clients connected to a Home Visitation program was 996 clients or 59%. Those determined as No Further Services were Needed was 586 or 35%, education and resources were provided, and 114 clients or 7% Declined services. The team continues to work hard to meet their goals despite a few vacancies within the department.</p> <p><u>Healthy Start Home Visitation Program</u> The eight Healthy Start subcontracts were sent to providers by June 1st. We are currently working on getting all contracts executed by July 1, 2023. Two of the subcontracts have already been fully executed.</p> <p>Our Healthy Start Provider Network had a productive month in May, completing 2,437 face-to-face visits. This exceeded our monthly goal of 2,215 visits. Staff were commended for their role in achieving this goal.</p> <p><u>Community Outreach and Development</u> BHSC in partnership with the BIHPI committee held the 15th Annual Shower2Empower on Friday, May 26, 2023, from 10am – 1:30pm at the Urban League of Broward County. The event was highly successful, and participants were very engaged.</p> <p>The Deerfield Beach Community Cares community shower will be held in conjunction with BHSC on Saturday, July 22nd from 10:30am – 2pm. This event is open to all expecting women and parenting families with children aged 0-12 months from Deerfield Beach and Pompano Beach. A flyer was shared to assist with promoting this event. The Outreach team was commended for their community engagement activities.</p> <p><u>T.E.A.M. Dad</u> An overview and criteria of the Team D.A.D program was shared. The program was developed from DOH funding and is built into the Healthy Start program. The program has already enrolled a few fathers and the program supervisor is continuing to promote and encourage referrals through multiple outlets. A presentation will be provided to all HS teams to help identify ways to engage already enrolled HS families in Team D.A.D. An offer has been extended to a Spanish-speaking Fatherhood Support Specialist candidate who is scheduled to start with BHSC in July.</p> <p><u>COMMUNITY PLANNING & INITIATIVES</u></p> <p><u>Maternal Health</u> BHSC staff reached out to FDOH’s Florida Maternal Mortality Review Committee (FL-MMRC) for a presentation. Dr. John Caravello presented data regarding pregnancy-associated mortalities during the 22nd Biannual Perinatal</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>HIV Symposium on June 16, 2023. The presentation was approved by FDOH in support of the committee’s continuous efforts to improve maternal morbidity and mortality outcomes. Dr. John Caravello has expressed interest in joining the Maternal Health committee to provide a state perspective on the data the committee is reviewing.</p> <p>The Health Foundation of South Florida initiative is progressing well. On June 6, 2023, a Black Maternal Health Summit was held from 9am-3:30pm at Florida Memorial University in Miami Gardens. The event was well attended with over 300 attendees. The summit primarily focused on Community Care Plan and Broward construction and development of an actual site. Various health experts and leaders convened to discuss the state of Black health in South Florida and health equity solutions. BHSC is providing doula support, coordination and training while continuing to fund focus groups for the lived voice exposure of women in the community.</p> <p><u>Fetal Infant Mortality Review (FIMR)</u> BHSC has contracted for a FIMR Program Consultant to support the program during the FIMR Program Manager’s maternity leave. The program has also contracted with a third Nurse Abstractor who will begin working in July. Two Nurse Abstractors have already renewed their contract agreement.</p> <p><u>HRSA Grant: Broward Black Babies Matter</u> Community Doula Support Services at The Urban League of Broward County are successfully enrolling moms into services. The project held its second Mom Mingle on June 15, 2023. Group prenatal care sessions have been occurring monthly at Cora E. Braynon. Broward Health is finalizing the contract for using the Centering Pregnancy model for their curriculum.</p> <p>The Project Team continues to participate in monthly calls with the Federal Project Officer and receives technical assistance from NICHQ.</p> <p><u>Safe Sleep Program</u> The Safe Sleep contract has been renewed for FY23-24 with an increased budget. This will help offset the cost of cribs that have increased in cost as well as the increased volume. In May, 55 cribs were distributed to families in the community. The Safe Sleep Community Training is held monthly for all professionals in the community and has been very successful.</p> <p><u>Project Hope</u> BHSC received funding from United Way to continue Project HOPE. However, the funding amount has decreased from the previous award amount. BHSC will continue at Memorial Healthcare System to continue Project HOPE for the new fiscal year. The funding provided to Memorial will support one Community Health Worker and all direct staff costs associated with the program.</p> <p><u>Infant Health Substance Exposed Newborns</u> The Community Health Manager is working on OBGYN and birthing hospital outreach efforts to support the screening and referral process for identifying substance use. It was emphasized that this issue should be assessed while being inclusive of moms’ anxiety. The importance of assessing this issue was also highlighted.</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>The Peer Specialists are building relationships with housing providers, shelters, and emergency housing options for families while continuing their collaboration and teamwork with home visiting Care Coordinators. At the end of the month, a compilation of impact stories will be sent to BBHC that illustrate the great work of the Behavioral Health Program team and how they have impacted families.</p>	
<p>Finance & Administration Report</p>	<p>A. Balance Sheet and Income Statement as of April 30, 2023 The organization’s Balance Sheet was reviewed, and it continues to reflect a strong cash position. The Total Assets increased to \$8,292,534 compared to the previous year. There was a discussion about the conditions of equipment and furniture being received from BRHPC. It was mentioned that the value of these items needs to be assessed as it could potentially impact BHSC budget if they are not in good condition. A board member has informed us that there is a new lease standard that building leases need to be captured based on a revised tax code in the budget. The specifications of this requirement will be shared separately with the Director of Finance & Administration. The organization’s Total Liabilities and Fund Balance is \$8,292,534. The organization was recognized and commended for its strong financial position.</p> <p>The Income Statement Revenues and Expenses up to April 30, 2023 were reviewed and is inclusive of all programs. The two largest contributors for expenses are salaries and subcontractors. With only two months remaining during this fiscal year, expenses are being closely monitored to ensure proper allocation of funds. The statement reflects a shortfall with the Safe Sleep program, but the match is provided on BHSC end.</p> <p>MOTION MOTION made by DONNA EPRIFANIA to recommend approval of the Balance Sheet and Income Statement as of April 30, 2023. SECOND BY TIM CURTIN. MOTION CARRIED.</p>	
<p>Program Report</p>	<p>A. Performance Dashboard FY 2022/23 Screenings, intakes, initial assessments, and ongoing visits were reviewed. Technical assistance was provided to address issues with HCA hospital screenings earlier in the year and it has helped with better understanding the screening rates issue.</p>	
<p>Announcements/ Public Comment</p>	<p>The Board of Directors Meeting attendance for FY 2022-23 was shared. Members were reminded of the importance of in-person quorum and asked to be mindful of this requirement as upcoming meetings require attendance.</p> <p>Read for the Record Day is scheduled for October 26, 2023. This day brings together readers across thousands of classrooms, libraries, and communities in an annual, global effort to celebrate early literacy and provide access to high-quality children’s books. The 18th Annual Read for the Record literacy campaign has selected “With Lots of Love” by Jenny Torres Sanchez. Lori Canning offered to personally drop off books to hospitals pediatric centers as done in previous years on behalf of the School Board of Broward County. It was also shared that the SBBC has hired a new superintendent, Dr. Peter B. Licata. When creating the Board calendar, it was suggested to consider the consistent date of Read for the Record to allow Board member participation as it often presents a conflict due to a standing board meeting. A survey will be taken to determine which board members would be interested in supporting Read for the Record Day to determine if the Board meeting scheduled for October 26th should be re-scheduled.</p>	
<p>Adjournment</p>	<p>Meeting adjourned at 10:38 am.</p>	

INTERIM FINANCIAL STATEMENT

Broward Healthy Start Coalition

Balance Sheet

	<u>June 30, 2023</u>	<u>June 30, 2022</u>
		<i>PRIOR YEAR</i>
Assets		
1130-00-00-01-00-00 Cash- NEW Bank of America- Operating	1,621,824	1,036,966
1150-00-00-01-00-00 Cash-Bank of America-Savings	2,765,474	2,763,913
1170-00-00-01-00-00 Cash - Bank of America Contingency (Savings)	1,114,893	1,114,893
1175-00-00-01-00-00 Petty Cash	200	200
1225-00-00-**-00-00 Grants Receivable-	1,982,440	1,457,361
1226-00-00-**-00-00 Network Holdback -ASSET	846,481	700,746
1390-00-00-**-00-00 Prepaid-Other	8,958	8,958
1525-00-00-**-00-00 Equipment/FurnitureFixtures	102,698	78,249
1550-70-81-13-00-00 Less: Accumulateed Depreciation	63,750	58,959
1990-00-00-**-00-00 Due To/From	3,000	867
Total Assets	<u>8,382,218</u>	<u>7,221,113</u>
Liabilities and Fund Balance		
Liabilities		
2100-00-00-**-00-00 Accounts Payable	589,076	653,080
2200-00-00-**-00-00 Accrued Expenses-Pension	10,160	2,297
2300-00-00-**-00-00 Accrued PTO-	70,298	57,611
2325-00-00-**-00-00 Accrued Payroll Taxes	12,907	3,116
2350-00-00-**-00-00 Accrued Payroll Payable	58,923	30,025
2525-00-00-**-00-00 Deferred Revenue	846,481	700,746
Total Liabilities	<u>1,587,844</u>	<u>1,446,875</u>
Fund Balance		
3100-00-00-**-00-00 Fund Balance	6,794,374	5,774,238
Total Fund Balance	<u>6,794,374</u>	<u>5,774,238</u>
Total Liabilities and Fund Balance	<u>8,382,218</u>	<u>7,221,113</u>

***Projected HSM Network AR for June \$611,000

**** Accrual for 50% 07/13/2023

Broward Healthy Start Coalition Income Statement

Account Description	DOH		ANCA/ NETWORK		CSC		BHC		United Way (50)		Special Projects- Includes Doubt		HRSA-Broward Black Babies Matter		Healthy Connections		GRAND TOTAL			
	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023	07/01/2022 to 06/30/2023		
Revenues																				
Support & Revenue																				
Revenue	\$1,661,751.23	\$228,490.79	\$186,947.01	\$1,385,467.11	\$203,629.36	\$600,000.00	\$127,598.95	\$0.00	\$71,991.69	\$201,714.45	\$64,988.53	\$11,044,499.33	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Contributions-Fundraising Events	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$39,378.53	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Contributions-Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,561.74	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Interest Income	\$1,661,751.23	\$228,490.79	\$186,947.01	\$1,385,467.11	\$203,629.36	\$600,000.00	\$127,598.95	\$0.00	\$71,991.69	\$201,714.45	\$64,988.53	\$11,044,499.33	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Total	\$1,661,751.23	\$228,490.79	\$186,947.01	\$1,385,467.11	\$203,629.36	\$600,000.00	\$127,598.95	\$0.00	\$71,991.69	\$201,714.45	\$64,988.53	\$11,044,499.33	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Expenses																				
Salary and Fringe	\$192,809.39	\$146,364.06	\$100,922.77	\$603,990.46	\$116,942.75	\$297,437.30	\$539.45	\$0.00	\$0.00	\$28,112.50	\$56,200.53	\$2,218,998.07	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Salary	\$53,400.49	\$41,602.55	\$31,012.31	\$236,338.70	\$37,546.18	\$85,679.55	\$539.45	\$0.00	\$0.00	\$8,271.42	\$17,633.81	\$708,752.32	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Fringe Benefits	\$246,209.88	\$187,966.61	\$131,935.08	\$340,329.16	\$154,486.93	\$381,116.95	\$539.45	\$0.00	\$0.00	\$20,840.08	\$38,566.72	\$2,510,245.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Total	\$192,809.39	\$146,364.06	\$100,922.77	\$603,990.46	\$116,942.75	\$297,437.30	\$539.45	\$0.00	\$0.00	\$28,112.50	\$56,200.53	\$2,218,998.07	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Administration	\$1,429.69	\$996.33	\$334.28	\$778.00	\$166.83	\$623.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,318.90	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Advertising	\$552.40	\$134.15	\$364.67	\$1,404.40	\$23.86	\$498.45	\$0.00	\$0.00	\$1,425.00	\$133.10	\$0.00	\$5,334.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Background Screening	\$44,857.65	\$2,402.17	\$13,263.69	\$55,623.57	\$16,010.22	\$6,110.29	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$289,399.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Consulting	\$0.00	\$0.00	\$2,409.00	\$0.00	\$0.00	\$327.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,668.68	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Depreciation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$327.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,668.68	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Event Support/Community Support	\$24,853.66	\$260.58	\$0.00	\$0.00	\$51.72	\$65.47	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$28,998.35	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Fees & Other Charges	\$3,512.04	\$445.00	\$428.20	\$8,222.68	\$68.95	\$1,013.21	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,202.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Insurance	\$3,445.27	\$661.77	\$478.32	\$11,064.06	\$89.97	\$470.29	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10,648.55	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Office Supplies	\$3,602.73	\$2,756.14	\$1,905.48	\$11,733.47	\$2,301.91	\$6,294.37	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,294.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Payroll Processing	\$3,238.67	\$0.00	\$1,478.30	\$3,274.55	\$559.66	\$1,570.96	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,996.04	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Printing & Copying	\$3,789.23	\$0.00	\$0.00	\$8,850.87	\$0.00	\$627.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13,271.60	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Promotional Items	\$16,322.72	\$443.10	\$0.00	\$25.00	\$152.78	\$16.09	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.90	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Travel	\$1,112.36	\$884.08	\$177.41	\$413.97	\$243.89	\$3,637.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$16,467.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Total	\$106,520.40	\$9,983.32	\$20,920.23	\$62,493.70	\$20,488.19	\$27,285.54	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$552,393.71	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

**Interim Cloud Coalition
Income Statement**

acct number	acct desc	DOH		AHCA/ NETWORK		CSC Direct(16) Actual 07/01/2022 to 06/30/2023	BHHC (21) Actual 07/01/2022 to 06/30/2023	United Way (30) Actual 07/01/2022 to 06/30/2023	Actual 07/01/2022 to 06/30/2023	Special Projects DEK-(71) Actual 07/01/2022 to 06/30/2023	HISA HISA (51) Actual 07/01/2022 to 06/30/2023	Healthy Connections (23) Actual 07/01/2022 to 6/30/2023	GRAND TOTAL GRAND TOTAL Actual 07/01/2022 to 06/30/2023
		Oper(12) Actual 07/01/2022 to 06/30/2023	(13) Actual 07/01/2022 to 06/30/2023	CI&R (10) Actual 07/01/2022 to 06/30/2023	HS-AHCA Dir (32) Actual 07/01/2022 to 06/30/2023								
	Facilities												
	Internet & Telephone	\$9,350.26	\$0.00	\$918.27	\$0.00	\$2,026.72	\$2,293.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$38,371.59
	Rent	\$34,050.12	\$6,288.02	\$12,052.04	\$31,724.39	\$49,280.35	\$15,594.97	\$0.00	\$0.00	\$0.00	\$1,310.85	\$0.00	\$174,731.09
	Postage	\$895.73	\$0.00	\$56.70	\$1,510.03	\$252.30	\$5.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,720.06
	Total	\$44,1316.11	\$6,288.02	\$12,927.01	\$31,724.39	\$72,817.10	\$17,894.32	\$0.00	\$0.00	\$0.00	\$1,310.85	\$0.00	\$215,823.34
	Other Direct Costs												
	Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,354.64	\$0.00	\$0.00	\$0.00	\$1,354.64
	Client Assistance	\$25,904.57	\$0.00	\$0.00	\$20,600.18	\$67,992.49	\$93,566.69	\$1,988.93	\$0.00	\$0.00	\$6,330.64	\$0.00	\$236,443.50
	Other Dir. Memberships & Subscriptions	\$71,665.24	\$283.94	\$297.96	\$718.90	\$1,075.40	\$3,078.33	\$0.00	\$2,656.89	\$0.00	\$0.00	\$0.00	\$45,144.51
	Total	\$33,070.81	\$58.64	\$297.96	\$718.90	\$99,067.89	\$96,645.02	\$1,988.93	\$3,591.53	\$0.00	\$6,330.64	\$0.00	\$282,717.35
	Healthy Start Services Subcontractor	\$1,192,879.20	\$0.00	\$20,866.67	\$4,281,077.60	\$0.00	\$0.00	\$119,568.60	\$0.00	\$66,259.45	\$109,679.82	\$0.00	\$5,134,901.97
	Total Healthy Start Services-Subcontractor?	\$1,192,879.20	\$0.00	\$20,866.67	\$4,281,077.60	\$0.00	\$0.00	\$119,568.60	\$0.00	\$66,259.45	\$109,679.82	\$0.00	\$5,134,901.97
	Total Expenses	\$1,622,996.40	\$203,296.59	\$186,947.01	\$52,900.20	\$5,183,118.47	\$516,941.83	\$122,196.98	\$40,398.59	\$71,991.69	\$207,185.22	\$64,988.53	\$10,113,586.76
	NET SURPLUS/(DEFICIT)	\$38,754.83	\$25,194.20	(\$0.00)	\$570,786.65	\$205,054.87	\$83,056.17	\$5,401.97	\$541.68	\$0.00	(\$5,470.77)	\$0.00	\$971,792.84
	ENDING FUND BALANCE	\$38,754.83	\$25,194.20	(\$0.00)	\$570,786.65	\$205,054.87	\$83,056.17	\$5,401.97	\$541.68	\$0.00	(\$5,470.77)	\$0.00	\$971,792.84



REVIEWED AND RECOMMENDED BY EXEC/FINANCE 8/21/2023

Issue: Investment Policy Statement

Background:

After several meetings between Bank of America representatives, members of Exec/Finance and the full Board, this past May, the Board approved moving forward with opening an Investment Account at Bank of America. The main emphasis is to secure BHSC reserve funds through a sound and conservative investment portfolio. The banking team reviewed strategies and elicited feedback from Board members and staff over several meetings. Based on these discussions and input, Bank of America Investment Manager helped BHSC develop an Investment Policy Statement that governs this Investment Account.

Current Status:

For your review and approval, is a final draft of the Investment Policy Statement. As you will see, it spells out a very conservative approach. This Statement will provide the guardrails related to how BHSC wants the funds invested. Please note the overall Investment Objective is Current Income. Please reference page 7 of the Statement that provides a comparison of the Strategic Asset Allocation Guidelines, Column 2 reflects the allocation for Current Income. Additionally, the Statement specifically addresses the Board's desire to maintain a contingency amount (currently \$1.2 million). Please reference bottom of Page 1 – Liquidity Needs.

Recommendation: Approve the Investment Policy Statement



CHIEF EXECUTIVE OFFICER UPDATE

August 31, 2023

STATE UPDATE

Florida Association of Healthy Start Coalitions (FAHSC)

As a reminder, the Governor signed the Budget on June 15, 2023. This budget included the \$9.5 million increase in FDOH funding to the State Healthy Start program to support the non-Medicaid population. This will be critical as the Public Health emergency has ended and many individuals are losing Medicaid coverage. FAHSC is continuing to advocate for the remaining Budget ask of \$9 million to help with high caseloads and staff recruitment and retention.

FAHSC will hold its annual meeting October 4th and 5th in Orlando. All State Agency liaisons (FDOH, AHCA, DCF) will provide updates along with key partners like Florida Perinatal Quality Collaborative (FPQC), Florida Hospital Association (FHA) and Florida ME Association.

Florida Department of Health

FDOH allocated the increase in funding based on a new allocation methodology. The revised methodology was based on an updated 3 year rolling data and increased the hold harmless amounts per County. For example, a Coalition comprised of 6 counties would receive 6x the hold harmless amount. The case from FDOH for this approach is to fund a minimum service level per county. Broward HSC received an increase of \$286,676 in our FY 23/24 budget. We used this increase to reduce the budgeted amount of Medicaid earnings.

Healthy Start MomCare Network (HSMN)

As you'll see in our June Financials, we drew down \$7.7 million from HSMN for FY 22-23. HSMN has asked AHCA to revisit the Medicaid rates for the Healthy Start Program. HSMN is pulling together financial data from all the Coalitions to justify the rate increase.

HSMN has been negotiating agreements with all the Medicaid Health Plans as it implements the G.R.O.W. Doula model through the Healthy Start network.

BROWARD HEALTHY START UPDATE

Operations

Cultural Competency Training: Healthy Start MomCare Network requires that the Coalition assure that Coalition board, subcontracted providers, and staff have basic cultural competency and diversity training at a minimum of every three years. Cultural competency is a lifelong process, which includes the examination of personal attitudes (desire), the acquisition of relevant knowledge, and the development of skills, which facilitate working effectively with individuals and groups from diverse cultures. Coalition staff and subcontracted providers already have processes in place to document such training. We are exploring with HSMN how to address this compliance on behalf of Board members.

Employee Relations Committee: A team of staff members is committed to organizing staff activities with the goal of building camaraderie, celebrating diversity, and boosting employee morale. The committee meets monthly. In July, we celebrated the 4th of July with an ice cream social and wore red, white, and blue. In August, we planned a Jamaica Independence Day celebration with a Tour of Jamaica. In September, we will honor Hispanic Heritage month and National Recovery month.

Coordinated Intake & Referral –CONNECT

The Connect team received **1518** referrals in July 2023. Of these referrals, CI&R completed **1457** Intakes or **80%** (Goal 80%). The number of clients connected to a Home Visitation program was **782** clients or **54%** (Goal 50%). Those determined as No Further Services were Needed was **577** or **40%**, education and resources were provided, and **98** clients or **7%** Declined services. The team has experienced some staff turnover but is working hard to recruit these positions.

Healthy Start Home Visitation & Fatherhood Program

All eight Healthy Start subcontracts effective July 1st have been fully executed. Broward Health's new home visiting program supervisor is scheduled to start at the end of August. The remainder of the team, including the QA Specialist and six (6) FTE home visitors are being recruited, and interviews are reportedly underway.

During the month of June, our Healthy Start Provider Network had a good month of productivity completing 2,233 face-to-face visits in person, slightly exceeding our monthly goal of 2,214. In July, completed face-to-face visits dropped to 2,039 due to program staffing challenges and mainly the delay in hiring the new team at Broward Health. The Director of Healthy Start regularly requests updates from Broward Health leadership on staff recruitment and hiring. The other six (6) HS provider agencies have experienced some turnover with seven (7) current vacancies among the teams. The HS provider network continues to receive new cases from Connect and is also serving participants from Broward Health prenatal clinics in the community or home setting. While home visit productivity is lower than expected, the providers are meeting statewide performance measures as reported in the dashboard data.

Team D.A.D completed three (3) new assessments in July and four (4) during the first half of August. The Program Supervisor and recently hired Fatherhood Support Specialist presented on the program to all HS teams to discuss how to engage already enrolled HS families in Team D.A.D. They were able to meet with the home visitors directly to discuss engagement, which seems to have generated more interest and referrals to the program. We are currently seeking a new Program Supervisor as the current supervisor has moved into the Healthy Families Program Manager role but will continue to support Team D.A.D. and the new Fatherhood Support Specialist during this transition period.

Healthy Families Broward: Contracts have been executed with all three funders (Healthy Families Florida, Children's Services Council, and United Way of Broward County). Subcontracts have been executed with Kids In Distress (2 home visiting team), Healthy Mothers, Healthy Babies (1 home visiting team), Memorial Healthcare System (1 home visiting team). The administrative team housed at Broward Healthy Start Coalition is fully staffed – with Jean-Robert Menard as the Program Manager, Michelle Jacques, Assistant Program Manager, Tiffany Steele, Administrative Assistant and Bibiana Lancheros, Child Development Specialist. Two of the subcontractors are fully staffed. KID is working on onboarding the 5 home visitor positions.

The Team oversaw the transition of 95 cases from the previous lead agency to the current teams. Participants were contacted via phone calls to re-engage in services, 66 agreed to continue, 26 could not be reached, and only 3 participants declined continuation of services. The upcoming weeks will consist of onboarding and training for the teams to be fully equipped to serve a total of 320 families. A related issue has been the large number of cases in WFS that the previous Healthy Families Administrative agency did not update in WFS. Connect has spent some significant staff time researching these cases to ensure women get linked with services.

Community Outreach and Development

The Deerfield Beach Community Cares community shower was held in partnership with BHSC on Saturday, July 22nd. Approximately 300 pregnant and parenting community members were in attendance and the event was an overwhelming success thanks to the leadership and planning efforts of our Community Development Supervisor and Community Liaison. A fatherhood presentation was provided during the event with many fathers in attendance.

On Saturday, September 9th, BHSC will host the 5th Annual Shower 2 Empower in Spanish at E. Pat Larkins Community Center from 10:30AM to 1:30PM; registration is open. On Friday, September 22nd, from 10AM to 12PM while supplies last, BHSC will host a drive-thru Diaper Distribution event in partnership with Miami Diaper Bank at Central Broward Regional Park. The venue for this event has been relocated to better manage the flow of traffic due to heavy community need and participation in this event.

COMMUNITY PLANNING & INITIATIVES

Maternal Health

Andrea Moran's success in her internship at BHSC has led to her acceptance as the G.R.O.W. Doula Coordinator, effective September 1, 2023. Two cohorts for 40 spots of G.R.O.W. Doula training are scheduled and offers will be made on August 23rd. Cohort 1 is scheduled for September 29, September 30, and October 1, while Cohort 2 is scheduled for October 27, October 28, and October 29.

The committee is continuing its efforts to address c-section rates and determine the next steps to take.

Fetal Infant Mortality Review (FIMR)

The Case Review Team is scheduled to conduct 13 reviews per quarter. The team is also conducting reviews of deaths that occurred in 2023.

HRSA Grant: Broward Black Babies Matter

The project team attended the annual meeting of all Catalyst recipients in Rockville, Maryland at the end of July. The project's second Community Advisory Council meeting was held on August 10, 2023, with 15 system professionals and three moms from the community in attendance. The next two meetings are already scheduled for October 12 and December 14th. Community Doula Support Services at The Urban League of Broward County have 40 women enrolled and the program is fully staffed with a Creole-speaking doula. The program team was trained and certified as Postpartum Doulas on August 1 and 2. Two women from the community were also trained and certified. The group prenatal care team from Broward Health participated in the Centering Pregnancy training at the end of July, and the August sessions will officially begin using the Centering Pregnancy model.

Safe Sleep Program

The Safe Sleep contract for FY23-24 has been executed with a budget increase to support the additional need for cribs. In July 60 cribs were distributed.

The Safe Sleep Committee meets monthly on the first Tuesday of the month. Meetings were held in July and August. The committee is working on ways to engage with the community on safe sleep education in priority populations and zip codes in Broward County. The data from the electronic cribs referrals continues to be shared with the committee to use as community partners and programming makes data-driven decisions.

The Model Behavior Nurses provide training to hospital staff members both in person and virtually. Safe Sleep Community Training is occurring monthly, along with outreach to childcare centers to provide technical assistance and invite their staff to the monthly community training. There were 10 participants in July and 14 participants in August.

The Safe Sleep Committee and Healthcare Subcommittee have been presented with completed 2022 sleep-related death data. There was a total of 13 sleep-related deaths, out of which 14 were reported, and the ME report came back as Cause and Manner of Death for one of them. The Healthcare Subcommittee meets quarterly, and their last meeting was held on July 26th.

The statewide Child Abuse Death Review has a funded project called "Sleep Baby Safely". The funding was utilized to distribute backpacks and totes with the project logo and some items inside, such as a sleep sac, a onesie, a nightlight, and outlet plugs, to help families practice safe sleep. The Coalition received 9,000 backpacks and totes in both English and Spanish, and the Safe Sleep Program has been working on distributing them to birthing

hospitals and other community partners such as child welfare organizations, parent advocacy groups, childcare centers, behavioral health treatment facilities, and home visiting providers.

The Safe Sleep Program manager presented Safe Sleep education at two community baby showers (Expecting Relief and Deerfield Beach Community Care).

Project Hope

BHSC was awarded funding from United Way to continue Project HOPE and the contract has been executed. BHSC contracted with Memorial Healthcare System for this fiscal year for Project HOPE which has also been executed. The funding provided to Memorial continues to support one Community Health Worker and all direct staff costs associated with supporting the program.

Infant Health Substance Exposed Newborns

The Behavioral Health Program contract with BBHC for FY23-24 has been executed. The Community Health Manager is continuing OBGYN and birthing hospital outreach to support the screening and referral process for substance use identification. The program received 29 referrals in July, 10 prenatal and 19 postnatal. The program team is working with Connect to refine the referral process to ensure that all referrals coming to Connect with indications of substance use are being referred. The team is also coordinating referrals with child protective investigators since their transition to DCF.

At the end of the fiscal year, BBHC received a compilation of impact stories that highlight the work Peer Specialists are doing with families. (Impact Stories Attached).

The Healthy Connections project team, funded by ACF, is preparing for implementation in October. The Implementation and Evaluation Plan has been submitted for approval. The Connect team has started implementing the DAST and AUDIT screening tools to enhance the intake process and verify use and severity. Connect will use the screening tool as a universal screening for all pregnant women who present with an indication of substance use. The Implementation Team meets monthly to identify challenges and successes within our system of care. The virtual site visit was a success, with strong participation and representation from our partners in all the sessions. One Peer Navigator has been hired, and two more available positions are being advertised, and interviews are being conducted. MI Training Certification is scheduled for the last week of September.

Parent Connection

Parent Connection will have four series throughout the fiscal year, each consisting of ten weekly sessions. The new series will begin on Tuesday, August 22, 2023. Upon completion of all ten weeks, parents will receive a certificate of completion and a diaper bag filled with items for parents and babies.

Heritage Birth Collaborative

Heritage Birth Collaborative contract has been executed to continue providing childbirth education, breastfeeding, and lactation support services for FY23-24. The revised service structure includes virtual childbirth education classes in English (6 per month), virtual prenatal breastfeeding classes in English (monthly, 12x year), virtual postnatal breastfeeding classes in English (monthly, 12x year), virtual pre and postnatal breastfeeding classes in Spanish (monthly, 12x year), in-home lactation support (up to 13 per month), lactation support intake (up to 13 per month) and lactation support follow-up (up to 13 per month).

American Hospital Association – Community Collaborative

Last year, BHSC CEO and Board member, Tim Curtin, Memorial Healthcare Executive Director, were asked to participate in the AHA Community Collaborative Training series to share about our strong collaboration on Black Maternal Health. It was an 8 week series. AHA thought we had a great story to share and reached out to Memorial and BHSC to put together a Training Video and Powerpoint for AHCA members. We are in the midst of recording those training videos.



August 31, 2023

REVIEWED AND RECOMMENDED BY EXEC/FINANCE ON 8/21/2023

Issue: Chief Executive Officer Annual Evaluation

Background:

BHSC policies and CEO employment agreement call for an annual evaluation of the CEO and the potential for 1) cost of living adjustment and 2) performance payment. The CEO provided a self-evaluation to the Board of Directors for the preceding fiscal year. Board members were asked to score performance using a Board approved evaluation tool.

Current Status:

Attached is a summary of the CEO evaluation scores along with summary of comments. The feedback conveyed that the CEO is doing an excellent job in leading the organization. BHSC continues to grow its core service line, Connect and Healthy Start Home Visitation has leveraged local dollars to provide a greater array of services.

There are three items for consideration:

- 1) The 2023/24 Agency Budget approved by the Board provided a 4% COLA for all staff effective July 1, 2023. Consideration of providing a 4% COLA to the CEO for a revised annual salary of \$163,045
- 2) CEO Agreement provides for a potential annual performance pay of up to 5% of 22/23 annual salary (\$156,774 x 5%= \$7,838)
- 3) Revision of the CEO employment agreement term to extend term end from June 30, 2024 to June 30, 2025. Please see attachment.

Recommended Action:

At discretion of Executive/Finance Committee



**Chief Executive Officer
Self Evaluation
July 2023**

Period Covering July 2022 – June 2023

I. JOB KNOWLEDGE

This July marked the CEO's 7th anniversary at the helm of the Broward Healthy Start Coalition. The CEO has more than two decades of experience in Human Services working with nearly every system of care for children: child welfare, maternal child health, early learning and education, behavioral health, and juvenile justice. Through those two decades the CEO amassed extensive knowledge of not only programs but also administrative matters such as Operations, Contract Management, Procurement, Human Resources and Finance.

With the experience, knowledge and commitment of our team, Broward Healthy Start Coalition has proven these last few years to be one of the strongest Healthy Start Programs in the state. We serve more women than any other Coalition both through Connect and Home Visitation. We continue to be the Coalition with the highest contract allocation in the State from the Healthy Start Momcare Network (AHCA) with \$7,954,052 in FY 22/23 (a \$500K increase from the previous year). The next being Miami-Dade with more than \$2 million less at \$5,608,936. We have been able to increase and diversify our funding significantly beyond the State Funding through local and federal grants. This past FY, we were awarded two federal grants. The first grant was a direct award from HRSA through their Catalyst for Infant Healthy Equity. The Coalition was only 1 of 9 awards across the country to address excess Black Infant Mortality. The second award was in partnership with Broward Behavioral Health Coalition (BBHC) who asked us to lead a project funded through the Agency for Children and Families (ACF). BBHC felt we had the knowledge and experience to lead this initiative. Since the CEO's arrival in July 2016, the Coalition's Total budget has grown from \$4,000,000 in FY15/16 to the FY 23/24 budget approved this May 2023 of \$12,527,264. This does not include the recent \$1.8 million award for the Healthy Families Broward Program which will bring our total FY23/24 budget to over \$14 million.

The Coalition has developed a strong and experienced Healthy Start subcontractor network that provides quality services. We are committed to continuous quality improvement. With that in mind, the Coalition procured it's Healthy Start Home Visitation Services this past fiscal year. We executed a seamless procurement to ensure our commitment to excellence. The team's knowledge and experience in procurement allowed us to field the submission of 10 applications and provide the Rating Committee with all the materials and tools necessary to make their recommendations. The Rating committee commended the staff on the process. Subcontractors were awarded agreements in March providing both the Coalition and the providers with sufficient time to work through agreements and any necessary adjustments for the July 1 start date. All agreements were developed and sent to providers by June 1st.

The CEO has been working with the team towards elevating the service delivery of the agency by enhancing agency knowledge and efforts related to behavioral health and child welfare. These are factors that impact families and therefore infant health. Substance Use is a leading child maltreatment that brings children into the child welfare system. The more we can intervene on the front end on these issues we can set up a family for a trajectory of success. The CEO has maintained relationships and partnerships with the child welfare, behavioral health, and early learning systems to enhance coordination. We continue to hire staff members with diverse subject matter expertise to build a

comprehensive inventory of knowledge to ensure we are providing all the “supports” necessary for a mother to have a healthy pregnancy and birth. This has allowed the organization to more comprehensively meet the needs of our population beyond the core (and prescriptive) Healthy Start model.

With the intent of increasing job knowledge, the CEO applied and was selected to participate in FSU Jim Moran’s Institute for Global Entrepreneurship for Non-Profit CEOs. The CEO is always striving to increase her knowledge in a way that benefits the organization and in the end improves the lives of those in our community.

II. COMMUNICATIONS

Internal

This last fiscal year, as the world and our community moved into living with COVID, we have transitioned to more of an in person presence in the office for the team. This has helped enhance our communication and team building. The Telework Policy, however, does provide the flexibility to individualize the schedule by job function and performance.. The Management Team is primarily in the office 5 days a week with some limited remote days. We have a mixed remote/in-office working environment. We have strived to keep communication regular and consistent. The Connect Team primarily works remotely since their work is via phone and updating the data system. However, the Department has a weekly virtual all-department meeting in order to keep communication optimal. The Connect Director and Supervisors meet in person weekly. There are some Connect staff subcontracted at Memorial and Broward Health and the Director of Connect holds a joint meeting of both internal and external Connect Supervisors monthly. The Director of Healthy Start meets with her team monthly. The Community Health Department’s team is a mix of staff in-office and remote but there is regular and consistent supervision with the team.

The CEO continues to hold bi-weekly management meetings that are in person. As CEO, with multiple Board/Committee/Leadership Commitments, being highly organized and building structure communication platforms has been essential. The Management Meetings are essential to plan and ensure roles and responsibilities and commitments are met. The VP of Operations has developed a comprehensive Report/Deliverable Tracker that sits on a shared drive and is reviewed at every Management meeting. The CEO holds monthly in person supervision with her direct reports to enhance that communication. There are daily inspirational/fun messages to all staff. We have increased the number of employee events and celebrations. CEO instituted a protocol to have a meet-n-greet with every new staff member. The purpose is to set a tone of open communication.

External

The CEO maintains membership with several community organizations that impact the human services network to ensure good communication and coordination with funding partners. The CEO continues to serve as a member of the Children’s Services Board (CSB) in the role of Board Secretary, United Way’s Commission on Behavioral Health and Drug Prevention and the Early Learning Coalition (ELC) in the role of Board Secretary. This past year, the CEO was elected to Chair the Children and Families Leadership Association (CFLA) along with Memorial’s Health Equity Advisory Council (HEAC).

The CEO participates in the following community Advisory Boards/Workgroups: Funder’s Forum, Health Care Access, the Managing Entity’s Recovery Oriented System of Care Committee, as well as the Children’s System of Care Committee. The CEO is the only outside community member of Memorial’s Black Maternal Health Taskforce and also is a member of Broward Health’s “Every Mom Every Baby” initiative. Relationships with these entities is critical in coordinating a system of care for our pregnant and postpartum women. These communication platforms have led to various joint

endeavours and partnerships to support our clients. We work to promote the Coalition's visibility by presenting in various venues such as meetings of health plan department, non-profit case managers, and with legislators.

We have elevated our use of Social Media Platforms to communicate with both the general public and professionals. Our Facebook group has grown to 1871 followers with Instagram at 754. We led eight (8) community events this past year and participated in an additional 12 community events. Our key events were the Shower2Empower. In May 2023, we had over 200 expecting and parenting women, Oct 2022 at the Haitian Shower we had 110 expecting and parenting women and 10 fathers, and our November Spanish shower had 60 expecting and parenting women and 10 Fathers. We continue a virtual parent support group, Parent Connection, that is open to all pregnant women/ new moms. We are distributing a quarterly newsletter to our network. We've done outreach to the 110 OB offices with more than 480 individual visits and 15 visits to Hospital OB Departments.

With the assistance of our wonderful sponsors and partnership with Channel 10's Kristy Krueger and Toys for Tots, we held a holiday drive thru toy give away for more than 250 families. We held two large Diaper Drive Thru events in partnership with the Miami Diaper Bank. We provided more than 3,500 packs of diapers this past FY – an increase from the 900 distributed last year. With funding support from the CSC, we continue providing cribs for families. This past year was record breaking with almost 800 cribs distributed.

III. FISCAL RESPONSIBILITY

The Coalition is charged with management and oversight of Healthy Start Program funding from FDOH and the Healthy Start MomCare Network (HSMN). These two funders are our primary source of revenue. We have been able to effectively develop and work within an approved operating budget that meets the requirements of both funders. An important element of fiscal responsibility is compliance with our funders, the Coalition has had successful monitorings from FDOH and the HSMN. We continue to provide documentation quarterly to FDOH as required to support expenditures throughout FY 22/23.

In FY 21/22 the Legislature provided a significant increase in funding to the Healthy Start Program which provided Broward an increased contract cap from \$6.1 million to a new cap at the start of FY 22/23 of \$7.5 million. Knowing this funding increase was coming, staff recommended and with Board approval, the Coalition made a \$1 million dollar investment as the FY 22/23 started in our Healthy Start Program to support our ability to draw down that additional funding. Every 6 months, the HSMN Board examines Coalition contract cap allocations and in January 2023, increased the Broward contract cap to \$7.9 million. We expect to end the FY 22/23 year with revenue from HSMN of \$7.6 million along with our approximate \$2 million fixed allocation from FDOH. We are very proud of this accomplishment in a year where employee recruitment/retention post-Covid has become a challenge.

While FDOH and HSMN are our primary funders, we have diversified and enhanced our funding through awards from the CSC, BBHC, The United Way of Broward County (UWBC), and this past year two federal awards, HRSA and ACF. In May 2023, we also were notified of an award from The Health Foundation of South Florida (HFSF) as part of a collaborative project on Black Maternal Health. The CSC's funding of the Safe Sleep Program continues. We've been able to increase our sponsorships to \$38K from the previous year of \$30K to assist with providing families with concrete assistance. All the administrative and financial monitorings have been in compliance. In December 2022, our auditors presented a clean audit to the Board of Directors.

This FY we fully transitioned to using all elements of our accounting software system to provide more detailed financial reports to the Board and provide Management with better tools for tracking expenditures. We also moved forward with building an individualized banking relationship and with

placing our savings in Investment Accounts that would provide better returns as well as a higher level of protection on the accounts.

IV. LEADERSHIP, MANAGEMENT & JUDGMENT

Leadership

The CEO came to the organization with a history of leadership roles and long standing relationships in the Broward human services community. The CEO continues to serve as County Commission appointee on the Children’s Services Board in the role of Board Secretary. The CEO also continues to serve as Board Secretary for the Early Learning Coalition, member of the Board of Governor’s for the Commission on Behavioral Health and Drug Prevention. The CEO was voted in as Chair to the Children and Families Leadership Association (CFLA) which serves as an Advisory Board to the Child Welfare system. The CEO was invited to be member of Memorial’s Health Equity Advisory Council (HEAC) and at their first meeting was voted in as Co-Chair. The CEO participates in many community leadership meetings including the Funders Forum, Health Care Access, the NonProfit Executive Alliance, and BBHC’s The Children’s System of Care meeting.

The CEO continues to serve in a leadership role with the Florida Association of Healthy Start Coalitions as the Co-Chair of the Contracts Committee. As the Co-Chair of the Contract Committee this has involved regular meetings with FDOH and HSMN leadership both in program discussions and contract negotiations. The CEO was part of the discussions with DOH on the rollout of an expanded FIMR program along with Fatherhood Funding. The CEO is a member of the Statewide Steering Committee for the Florida Perinatal Quality Collaborative. This group made of up government funders (DOH/Medicaid as well as leading MCH experts) help drive quality improvements at birthing hospitals. The CEO was asked by FPQC leadership to participate in the Post Partum quality initiative that was rolled out this past FY.

The CEO has worked to increase the visibility of the Healthy Start Coalition to be seen as a leader in maternal child health matters in Broward. This means stepping up to meet a need or looking at funding opportunities that will enhance the system of care. We’ve already mentioned the federal and local awards, but would like to add the selection by Healthy Families Florida (HFF) to be the lead Implementing Agency for the Healthy Families Broward program. HFF had moved to end the relationship with the previous Administrating Agency and this would have left a significant “service gap” in our community. The community turned to the Coalition to apply and we received significant support from relevant partners to do so. May 10, 2023, we received news that we had been awarded a \$2 million dollar grant as part of a funding collaboraton between HFF and CSC.

The Coaliton produces an annual report on the State of Maternal Child Health that we distribute to stakeholders. This comprehensive report provides a deep data dive into all elements of maternal child health. We have been able to show “maternity OB deserts”, “high risk census tracts” that assist in targeting education and resources. We have educated healthcare providers around racial disparities that affect all maternal child health outcomes: rates of preterm births, fetal/infant mortality, maternal mortality. The data reports and strategies disseminated by the Coaliton have informed our health partners in targeting resources (such as CCP’s Community Resource Center in 33311/13 or Doula Workforce development in 33311 funded by HFSF)

The Coalition was thrilled to be recognized this year by the 211 CCP Non Profit Awards for Best Collective Impact for Youth category.

Management

An important element of managing is having data and information. The Connect and Healthy Start teams have strong quality assurance process that reviews data trends and provision of service. This

information is critical in ensuring quality service delivery. The team has developed reporting mechanisms internally as well as with the provider network to closely monitor screening rates, SOBRA (DCF Medicaid referrals) numbers, initial intakes, referral volume, and home visiting volume. This data has allowed us to quickly address any challenges that arise and was instrumental in guiding our decision to expand the home visiting network. This FY the Intakes at Connect stayed fairly level from 24,148 in FY 21/22 to 23,443 in FY 22/23. We went from 19,181 successful intakes the previous FY to 18,883 in FY 22/23. We have also seen an increase in the number of Home Visits to families which aligns to our increased investment. In FY 21/22 we had 23,170 Home Visits and that grew by more than 5,000 home visits for a total of 28,052 in FY 22/23. The data reflects that we met all of our performance measures by significant percentages. Please see Exhibit A.

As it relates to behavioral health, with funding from BBHC we are providing training to OB offices on screening for substance use using the 5P tool and screening for depression. We have 4 peers that are engaging with women that have substance use issues and attempt to link them to treatment. During FY 22-23, there were a total of 394 referrals to the Behavioral Health Program. The referral numbers continue to increase monthly as a result of the OB Outreach that is being done by the Community Health Manager and through system coordination. The program has also seen an increased number of prenatal referrals over the last quarter of the fiscal year. It has been a goal of the program to increase the number of prenatal referrals, as an earliest intervention point with pregnant persons.

Another initiative that we are engaged in is the development of more Doulas to serve our most vulnerable women. Research shows that Doulas improve birth outcomes. They provide not only education but emotional support and empower women to use their voice. We have been able to secure funding through our HRSA grant along with the HFSN grant to enhance Doula support in our community. We held two opportunities and have trained over 30 new Doulas for the community.

We continue our Safe Sleep Program efforts and have seen an increased need for cribs. The CSC responded by increasing our funding award by \$40k to support the increased need. Our families of color continue to be the most at risk for a safe sleep death and often there is a crib in place that is not being appropriately used.

Judgment

The CEO uses judgment in executing internal operational changes that are under the purview of management while seeking assistance from the Board where appropriate. We have used reasonable judgment in transitioning to a post Covid work environment. As mentioned previously, we have implemented a mix of remote/in-office schedules. We continue to exercise caution and safety protocols to keep staff safe. The CEO's judgement in financial matters has provided the agency a strong financial standing and allowed the organization to not only meet the need in services but expand its network. The CEO has used her judgment in her approach at the State level that resulted in her peers continuing to request she serve in leadership roles with the State Association. She has built a level of respect and trust by her peers based on her judgment and advocacy.

V. BOARD INTERACTION

The CEO communicates in various ways with Board members. For the broader Board membership, the CEO communicates via monthly board packets and/or with email updates. The CEO works closely with the Executive/Finance Committee to ensure items that impact the organization are discussed thoroughly and appropriately routed to the Board. The CEO has worked hard to ensure that packets are sent timely giving members ample time to prepare for the Board meeting. The CEO has focused on bringing the topics that are most pertinent to the Board meetings such as compliance with Funder/Grantee Contracts, Revenue/Financial Statements/Audit Reports, Subcontracted Provider Performance and Maternal Child Health System Achievements and Challenges. The CEO regularly

shares information regarding articles, local events or any national news related to maternal child health.

The CEO works closely with over half a dozen of the Board members and their staff on specific projects aimed at improving the maternal child health system and that communication occurs regularly via in person, telephone calls, and emails. Some examples are coordination with Board members from our respective hospital systems on their work to address Black Maternal Health such as Broward Health's "Every Mom Every Baby" initiative or Memorials' Black Maternal Health Taskforce. CEO has worked closely with efforts to enhance coordination with the MMA's such as Community Care Plan. We've been lucky to have the advocacy of the Florida Association for Infant Mental Health guide our work. There are Board members that serve as Chairs for maternal child health committees: Maternal Health/HBWW and FIMR CAG. The CEO interacts with them on a monthly (and sometimes even weekly) basis regarding the work of these committees.

VI. ORGANIZATIONAL CULTURE, & COMMITMENT TO DIVERSITY

The CEO aims at consensus building and building a cohesive team. Her philosophy is that providing a supportive work environment will naturally lead to better work product and accomplishments. The CEO has sought to promote a positive work environment by engaging in regular management team meetings, celebrating staff accomplishments and spending time with individual staff members. The CEO has advocated to meet the needs of staff and ensure we are staying competitive with compensation. Within the management meetings, shared decision making is a strategy in encouraging collaboration and effective impact in the community.

January 2023 Employee Satisfaction Survey

88% of staff strongly agreed/agreed that they would recommend BHSC to others for employment.

94% of staff strongly agreed/agreed that they have the tools and technology to do their job.

91% of staff strongly agreed/agreed that their manager treats all their staff with respect.

91% of staff strongly agreed/agreed that their supervisor gives clearly defined performance goals and objectives.

88% of staff strongly agreed/agreed that their supervisor provides help, training, and guidance to improve staff performance.

91% of staff strongly agreed/agreed that staff can communicate openly with their supervisor.

81% of staff strongly agreed/agreed that people in their work group encourage each other to work together as a team.

81% of staff strongly agreed/agreed that Management seems genuinely interested in the employees.

81% of staff strongly agreed/agreed there is opportunity for professional development.

62% of staff strongly agreed/agreed the company communicates changes to employees in a timely manner.

75% of staff strongly agreed/agreed there is good cooperation between departments.

88% of staff strongly agreed/agreed coworkers go out of their way to help and support others.

91% of staff strongly agreed/agreed they enjoy performing the day-to-day activities of their job.

Staff were asked "What do you think are the organization's strengths?"

Teamwork

Commitment and Integrity

Excellent benefits, customer service, employee engagement

Strong leadership

Employee opportunities

Devotion to clients served

Empowering employees, providing support that families actually need and want, standing in the gap for systematic changes

Direct Service, Building relationships, care for employees

Growth, financially strong
Workplace culture, flexibility, forward movement to always do better

Staff were asked to use 3 words to describe the organization's "culture"

Teamwork/supported/valued
Diverse
Innovative
Positive
Supportive/Empathetic/Flexible
Informative/Progressive
Positive/Dedicated
Friendly/Engaging/Collaborative
Hierarchy
Embracing/Equitable/Trusting

Staff were asked for suggestions to foster team building and these were the responses

Allowing co-workers to communicate with each other without reprisal
Nominate Employee of the month
Team building activities
Leaders need to be consistent
In-person meetings/gatherings
Employee Appreciation initiatives
Daily affirmations

We reviewed these results with All Staff and have identified and implemented some team building activities along with Management Training based on feedback. We've structured activities that bridge a connection between those that work remotely and those in-office. We've come up with some low cost/no cost activities like fun themed days (Summer Ice Cream Social, Cultural Celebrations, Halloween Dress up). Staff that are working remote send in photos so we can all participate in the team building.

An important strategy we engaged in this year was a Management Training for all individuals who supervise staff. We wanted to make sure everyone had a good foundation and was in alignment. The Management Training was a series of sessions covering topics such as 1) Legal Hiring and Interviews 2) Evaluating for Success 3) Feedback and Performance Improvement 4) Looking at the Legalities 5) Behavioral Assessment. The staff were very complimentary of the Training.

Commitment to diversity is an important value of the Coalition and for the CEO. The population we serve is incredibly diverse and the issues related to racial disparity in birth outcomes as well how social determinants impact health mean that as an agency the respect and understanding of cultural differences is paramount. Racial equity continues to be an important topic to the work we do and to our staff. CEO continues to support staff who are interested in attending the Racial Equity Institute 2 day training.

There is a deep commitment to diversity in the staff that represent the agency. The breakdown of staff is 49% Black, 12% White, 34% Hispanic with the remaining 5% as Other. We have the ability to meet the needs of clients by having staff that speak not only English but Spanish and Creole. While all staff are required to do a Cultural Competence training, staff also receives training in Health Equity and Implicit Bias. We work to include or get input from individuals who have either benefited from the program or could have. We have held focus groups and interviewed clients to get their perspective and input.

An important element of building an organizational culture of respect, trust and integrity is to ensure open and clear communication. As mentioned previously, promoting an open door policy, holding individual meet and greet with new staff, greeting staff member's of the team daily and making sure they know what is expected and what our vision and goals are. Staff concerns that are raised are addressed immediately so that staff feel heard and supported.

Some personal strategies the CEO uses in promoting an ethical and professional environment is modeling being courteous, respectful, transparent, and punctual. The CEO is in the office almost daily and early and communicates with the team about out of the office commitments. The CEO has instituted a Shared Outlook Calendar furthering accountability amongst CEO and staff.

A key way to uphold organizational values is having regular and frequent communication with staff. We want staff to not only know their rights, benefits but also the expectations. We refreshed our Employee Handbook this year. We have done in-service trainings regarding human resource related matters such as health insurance coverage and retirement savings.

Lastly, we have a robust performance evaluation system comprised of a discussion with each employee regarding their role, expectations, strengths, and opportunities for improvement. Concerns with staff performance are addressed with improvement plans and frequent supervision.

**FY 22-23 Annual Summary
Healthy Start Program**

Connect Outcomes Annual Summary

	FY 21-22		FY 22-23	
Referrals Received	24,148		23,443	
Intakes Completed	19,181	79%	18,883	81
Referral to Home Visitation Program	10,433	54%	11,676	62%
Resources and Education	7,237	38%	5,927	31%
Declined	1,506	8%	1,275	7%

Healthy Start Home Visitation Program - FY 22/23 - Annual Summary

	FY 21-22	FY 22-23
HS - Initial Assessments Completed (Prenatal-Infants)	4,893	4,586
HS - Face2Face Ongoing Visits (Prenatal-Infant/child)	18,286	23,466
HS - Total Face2Face Visits - combination of IAs & Ongoing HVs	23,179	28,052

Program Performance <i>(requirement increasing to 80% FY 22-23 for all measures below)</i>	FY 21-22 Annual Average	FY 22-23 Annual Average
Seventy-five percent (80%) 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 Perinatal Depression Screening Intervention Pathway (All)	87.8%	91.8%
Seventy-five percent (80%) 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 Perinatal Depression Screening & Intervention Pathway	94.3%	97.9%
Seventy-five percent (80%) 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)	92.7%	95.1%
Seventy-five percent (80%) of infants who score below the cut-off value on the ASQ-3 or ASQ-SE shall be referred to the available service Screening & Intervention Pathway	96.2%	100%
Seventy-five percent (80%) of post-partum women enrolled in the Interconception Care Pathway shall receive education on the Florida Family Planning Waiver	98.8%	99.3%

Board Suggested Goals for FY 23/24

1. Maintain Quality Program.
2. Explore opportunities to further engage grassroots community organizations and leaders into the work of BHSC.
3. Continue to grow the Doula programs and incorporate their use in the service delivery model.
4. Continue to work closely with all the hospitals, clinics, and service centers in order for HSC patient/family outreach and services provided to continue to increase.
5. Healthy Start to hold a conference as a leader in Maternal Child Health.
6. Increase staff satisfaction score for the company to communicate changes in a timely manner from roughly 62%.
7. Successful transition of all Healthy Families clients from the former provider to the Coalition. Increasing the # of families served and expansion of services provided in FY 2023/24
8. Positive monitoring findings for the HRSA and Healthy Families grants
9. Create opportunities and strategies to foster good cooperation between departments.
10. Develop and assess operational protocols for communicating and managing change relationships with community partners.
11. Explore programming that provides trauma informed services.
12. Conduct a Board retreat to create cohesiveness and strengthen retention.
13. Create an opportunity to share the organization's accomplishments and celebrate vast relationships with community partners.
14. Assess each department to determine if additional staff and pay increases are indicated.
15. Continue to explore and pursue various funding streams to ensure fiscal viability and diversified revenue for the organization.

	DL	SR	NS	MC	LC	SC	TC	DE	MF	HH	DL	RM	AM	AP	ES	KG	Average
1. Job Knowledge	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.0
2. Communications	5	5	5	5	5	5	5	5	5	4	5	5	5	4	5	5	4.9
3. Fiscal Responsibility	5	5	5	5	5	5	5	4	5	5	5	5	5	5	4	5	4.9
4. Leadership, Management & Judgment	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	4.9
5. Board Interaction	5	5	5	5	5	5	5	4	5	4	4	5	5	5	5	5	4.9
6. Organizational Culture & Commitment to Diversity	5	5	5	5	5	5	5	5	5	4	5	5	5	5	4	5	4.9
	30	30	30	30	30	30	30	28	30	26	29	30	30	29	28	30	29.4

Highlights of Board Member Comments

- 1 Monica has grown the services provided in the community.
- 2 An exceptional advocate for women and infants in our community through the multitude of Boards, Coalitions, Collaboratives and Comm at the community and state levels.
- 3 Under Monica’s leadership, Broward’s Coalition is the highest performing Coalition in the State; therefore, receiving the highest funding
- 4 In her 7 year tenure as CEO, funding has increased three-fold, from \$4 million in 2016 to over \$12.5 million in 2023.
- 5 Monica does a great job recognizing her audience and providing communications in the most appropriate form and manner.
- 6 Monica is always aware of the needs of the community and the resources available from the state and federal sources
- 7 One of Mrs. Figueroa King’s standout qualities is her deep understanding of the importance of diversity and inclusion.
- 8 Monica is a recognized and well respected subject-matter expert in the field. As a result, she has been instrumental in Coalition’s succe major grant initiatives including multi-million dollar awards from HRSA and the Florida’s Healthy Families Florida grant for Broward Coun Mrs. King provides professional development opportunities and upholds organizational values. She demonstrates respect and sensitivity differnet cultural values.
- 9 Monica stays engaged with the Board and keeps Board Members informed on pertinent information and activities of the BHSC.
- 10 Mrs. Figueroa King’s comprehension of fiscal responsibility is evident in the fact that the organization has had successful fiscal growth. As evident of her capabilities, she has positioned Broward as the top performer which resulted in continuous clean audits.
- 11 Monica just celebrated her 7 years with BHSC and within those 7 years she has grown the BHSC into one of the strongest on the state. V leadership the Coalition has developed a strong and experienced Healthy Start subcontractor network that provides quality service. At the State level, Monica co-chairs the Contracts workgroup, meeting regularly with DOH and ACHA to ensure optimal program and fisc
- 12 developed strong relationships with our local Legislative Delegation which has been instrument in securing increased MCH funding, expa implementing new State Fatherhip initiatives.
- 13 Monica demonstrates excellent leadership and organizational management skills, which has allowed her to leverage the support of vario continue to strengthen the health and prosperity of the organization.

Broward Healthy Start Program - System Performance & Productivity Dashboard - FY 2022-23													
FY 2022-23												Monthly Average	
	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Monthly Average
Risk Screening													
BHSC Goal													
Infant Screening Rate	87%	84%	84%	84%	85%	84%	87%	93%	96%	96%	96%	96%	89%
Prenatal Screening <u>Consent</u> Rate	83%	81%	83%	82%	79%	85%	83%	84%	85%	84%	83%	85%	83%
Number of Prenatal Screens Received by Broward DOH	1,039	1,176	1,036	1,030	1,004	1,075	1,229	1,133	1,220	1,098	1,127	973	1095
FY 2022-23													
Coordinated Intake and Referral (Connect)													
Measure	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Monthly Average
BHSC Goal													
CI&R - Total Initial Intakes (Pren-Inf/C)	1,595	1,644	1,417	1,608	1,335	1,514	1,698	1,564	1,811	1,496	1,698	1,525	1,575
CI&R - Initial Intakes Outcome - Referred to HV Program	962	1,040	897	1,021	893	938	1,070	1,025	1,074	928	996	859	975
CI&R - % of Clients Referred to a HV Program at Intake	60%	63%	63%	63%	67%	62%	63%	66%	59%	62%	59%	56%	62%
Healthy Start Program (Home Visiting)													
Measure	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Monthly Average
BHSC Goal													
HS - Total F2F Visits - Includes IAs & Ongoing HVs	2,114	2,277	2,310	2,413	2,271	2,379	2,495	2,408	2,422	2,293	2,437	2,233	2,338
HS - Initial Assessments (Prenatal, Infant, Child)	466	455	394	434	328	341	373	352	374	324	410	335	382
HS - F2F Ongoing Visits (Prenatal, Infant, Child)	1,648	1,822	1,916	1,979	1,943	2,038	2,122	2,056	2,048	1,969	2,027	1,898	1,956
Legend													
Goal Met													
Goal Not Met													

Acronym Key:
 HV =Home Visit F2F =Face to Face IA =Initial Assessment

*Dashboard updated 7/13/2023

Broward Healthy Start Program - System Performance & Productivity Dashboard - FY 2023-24														
FY 2023-24	BHSC Goal	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-22	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Monthly Average
		Risk Screening												
Infant Screening Rate	95%	96%												96%
Prenatal Screening Consent Rate	80%	83.80%												84%
Number of Prenatal Screens Received by Broward DOH		407												407
FY 2023-24		Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-22	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Monthly Average
Measure		Coordinated Intake and Referral (Connect)												
CI&R - Total Initial Intakes (Pren-Inf/C)	BHSC Goal 1,553	1,457												1,457
CI&R - Initial Intakes Outcome - Referred to HV Program		782												782
CI&R - % of Clients Referred to a HV Program at Intake		54%												54%
Productivity Measure		Healthy Start Program Productivity (Home Visiting)												
HS - Total F2F Visits - Includes IAs & Ongoing HVs	BHSC Goal 2,214	2,039												2,039
HS - Initial Assessments (Prenatal, Infant, Child)		298												298
HS - F2F Ongoing Visits (Prenatal, Infant, Child)		1,741												1,741
Performance Measure		Healthy Start Program Performance (Home Visiting)												
Enrolled prenatal and postpartum participants shall be screened for depression during required pathway intervals	State Goal 80%	94.1%												94.1%
Enrolled participants who were screened for depression and had a positive score will be referred to available pathway depression services	80%	88.9%												88.9%
Enrolled infants will be screened using the ASQ-3 and ASQ-SE based on required pathway intervals	80%	96.9%												96.9%
Enrolled infants who score below the cut-off value on the ASQ-3 or ASQ-SE will be referred the available developmental pathway services	80%	100.0%												100.0%
Postpartum women enrolled in interconception care pathway will receive education on the FL Family Planning Waiver	80%	99.9%												99.9%
Legend														
Goal Met		F2F =Face to Face HV =Home Visit IA =Initial Assessment												
Goal Not Met														

*Dashboard updated 8/16/2023