

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

January 25, 2024 at 9:30 am

BOARD OFFICERS

ALLISON METSCH, M.S. ED

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Early Learning Coalition of Broward County, Inc.

DR. SHARETTA REMIKIE

Vice President

Children's Services Council of Broward County, Inc.

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ChildNet, Inc.

MARSHA CHRISTIE, LCSW

Secretary

Community Advocate

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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.

DR. HARLEEN HUTCHINSON, PSY. D.

The Journey Institute, Inc.

RALPH KENOL, ESQ.

Ralph Kenol, PA

DAWN LIBERTA, MSM

Healthy Mothers, Healthy Babies

ROSE MCKELVIE, MBA, MSN, BSN, RN

Broward Health Medical Center/

Salah Foundation Children's Hospital

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

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

Zoom Meeting Information

<https://us02web.zoom.us/j/88680098432>

Meeting ID: 886 8009 8432, Dial In: (929) 205-6099

I. WELCOME AND INTRODUCTIONS

II. CONSENT AGENDA *

A. December 7, 2023, Board Meeting Minutes p. 1-4

III. CHIEF EXECUTIVE OFFICER REPORT

A. Healthy Start System of Care and BHSC Update p. 5-9

B. Compensation Analysis p. 10

IV. FINANCE & ADMINISTRATION REPORT

A. Interim Financial Balance Sheet and Income Statement as of December 31, 2023* p. 11-13

V. PROGRAM REPORT

A. Performance Dashboard FY 23/24 p. 14

VI. OTHER BUSINESS

A. Board of Directors Meeting Attendance FY 23-24 p. 15

VII. ANNOUNCEMENTS/PUBLIC COMMENT

VIII. NEXT BOARD OF DIRECTORS MEETING

- March 28, 2024

IX. ADJOURN

**Vote Needed*

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**Minutes and Notes
Board of Directors Meeting
December 7, 2023 at 9:30 am**

Members Present

Allison Metsch; Dr. Sharetta Remikie; Neiko Shea; Dr. Lori Canning; Tim Curtin (zoom); Andrew Fierman; Ralph Kenol; Dawn Liberta; Elida Segrera; Karen Swartzbaugh Ghezzi

Members Absent

Marsha Christie; Dede Akiti Francois; Dr. Harleen Hutchinson; Rose McKelvie; Amy Pont

Healthy Start Staff Present

Betty DelRio (zoom); Robin Grunfelder (zoom); Marta Gutierrez (zoom); Regine Kanzki; Monica King; Danielle Lee; Jean-Robert Menard (zoom); Teri Roach (zoom)

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
Welcome/ Introductions	Chairperson, Allison Metsch called the meeting to order at 9:35 am followed by introductions.	
Consent Agenda	<p>A. October 27, 2023, Board of Directors Meeting Minutes B. Interim Financial Balance Sheet and Income Statement as of October 31, 2023.</p> <p>MOTION MOTION by NEIKO SHEA to approve the Consent Agenda. SECOND by ELIDA SEGRERA. MOTION CARRIED.</p>	Consent Agenda was approved.
Audit Presentation	<p>A. Audit reports for BHSC’s fiscal year ending June 30, 2023, and 2022 financial statements were presented for review. The audit report concluded that the financial statements were presented fairly in all material respects, and the audit was conducted without any significant deficiencies or material weaknesses in internal control over financial reporting. BHSC’s Director of Finance & Administration was commended for the seamless audit process, and the staff was recognized for their cooperation.</p> <p>According to BHSC policy, potential auditors must be procured every 5 years. Therefore, the procurement process is planned for March 2024.</p> <p>MOTION MOTION by RALPH KENOL to approve the FY 2022-23 Audit as presented. SECOND by LORI CANNING. MOTION CARRIED</p>	
Chief Executive Officer Report	<p><u>Florida Association of Healthy Start Coalitions (FAHSC)</u> FAHSC is advocating for the remaining budget request of \$9.5 million from the last session to help with high caseloads and staff recruitment and retention. The Senate HHS Appropriations Chair has raised concerns about the role of Coordinated Intake and Referral and Healthy Families, leading to confusion. There have been complaints that HFF is not receiving enough referrals. FAHSC has answered all the Chair’s questions and provided data showing the contrary.</p> <p>Senator Osgood has proposed a bill that aims to establish regulations for developing a State Certification Program for Doulas. The Senator sought input and review from the CEO of BHSC, who collaborated with FAHSC to ensure alignment and provided feedback.</p> <p>FAHSC is developing a Communications Plan to align Healthy Start Branding with State advocacy efforts and strengthen the Statewide Presence. However, some Coalitions have expressed disagreement with the plan.</p> <p><u>Florida Department of Health</u> FDOH and the FAHSC Contracts Committee will collaborate to draft a new agreement for July 2024. The CEO of BHSC, who is also the Co-Contracts Chair, will work with leadership on these changes. FDOH has set a deadline of February 2024 for the final draft. Additionally, FDOH will revise the DOH allocation methodology.</p> <p><u>Healthy Start MomCare Network (HSMN)</u> HSMN is collaborating with AHCA to review the Medicaid rates for the Healthy Start Program. HSMN has provided financial data and services from all the Coalitions to support the rate</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>increase.</p> <p><u>BROWARD HEALTHY START UPDATE</u></p> <p><u>Operations</u> The Coalition was awarded two grants from the AD Henderson Foundation. The first grant of \$33,000 supplements funding for the Healthy Families Broward Child Development Specialist position. The second grant of \$25,000 provides concrete support to low-income families and supports the Coalition’s Maternal Child Health symposium in April to educate professionals. The AD Henderson Foundation will be recognized as a major sponsor for their significant contribution to these grants.</p> <p>The executive staff at BHSC is developing an internal agency strategic plan that aligns with the organization’s mission and considers current community needs. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis has been conducted to identify areas for improvement and growth. Based on the main strategic plan, a short-term plan will be established and then presented to the full Board of Directors for recommendation of approval.</p> <p>The Employee Relations Committee organized a costume competition for Halloween in October. The staff also assembled to celebrate Thanksgiving, and the holiday luncheon celebration is scheduled for Friday, December 8, 2023 at Lauderhill Veteran’s Park for all staff.</p> <p><u>Coordinated Intake & Referral –CONNECT</u> A summary of the Connect team referrals received in October was shared along with the corresponding goal percentages. However, due to a staff shortage, they were unable to meet their monthly goal. Additionally, education and resources were provided to those who were determined to not require further services. The team is now fully staffed and should be able to improve performance and exceed projected goals.</p> <p><u>Healthy Start Home Visitation & Fatherhood Program</u> The Healthy Start provider network visits completed for October were shared. Broward Health began providing direct services at their Cora E. Braynon (CEB) site with two recently trained staff in late October. The other three newly hired staff are in training and are scheduled to begin providing services at CEB and Pompano Prenatal clinic locations by early December. The Program Manager is scheduled to start in late November, and one home visitor position is still in the process of being recruited. Among all Broward HS providers, there are four FTE direct service vacancies, with several newer staff members in training. Our provider network continues to exceed statewide performance measures.</p> <p>Nineteen fathers have enrolled in Team D.A.D after completing an initial assessment, and seven fathers have completed at least one session of the 24:7 Dad curriculum as of the end of October. Currently, a Program Supervisor is being sought while the Healthy Families Program Manager continues to act as a supervisor, supporting Team D.A.D. and the new Fatherhood Support Specialist. The background of a potential candidate was described, and the job description will be shared with the Board to assist with recruitment for this position.</p> <p><u>Healthy Families Broward</u> The first report submission marked the beginning of the Bi-Annual Service Review, which aims to facilitate a self-study of processes and procedures programmatically. The Finance team was commended for their successful efforts towards this submission.</p> <p>Healthy Families Florida has released its most recent maltreatment Data report for Quarter 4 of FY 22-23. Each project had two reports listing the maltreatment types for children that were investigated during this time. These children were either active participants in the program during FY 22-23 or had completed the program the year before (during FY 21-22). The reports related to two of the performance outcomes for Healthy Families Broward. During this time, Healthy Families Broward had 140 graduates with 0 verified findings of child maltreatment within 12 months after completing the program. Healthy Families Broward also had no verified findings of child maltreatment during their participation.</p> <p>Healthy Families Broward (HFB) is currently serving 203 families and is working to reach</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>its 320-family capacity goal. There are some vacancies within the subcontracted sites that are being actively filled.</p> <p><u>Community Outreach and Development</u> On Friday, October 13th, BHSC hosted the 12th Annual Shower 2 Empower in Haitian Creole at the Urban League of Broward County. This final shower event of the year was well-attended and had approximately 49 volunteers and different vendors participating.</p> <p>The 4th Annual Hope for the Holidays Toy Distribution and Resource Fair is scheduled for Saturday, December 16th, from 10 AM to 1 PM at the Lauderhill Performing Arts Center. This indoor event will offer families the opportunity to visit vendor tables and access community resources.</p> <p><u>COMMUNITY PLANNING & INITIATIVES</u></p> <p><u>Maternal Health</u> After the Doula training classes in the fall, the Doula Coordinator has been interviewing doulas who are interested in working as independent contractors with the Coalition for the HSMN G.R.O.W. Doula program. BHSC was involved in testing the Well Family System tab for G.R.O.W. Doula, which was launched in October. The next Doula training is scheduled to take place at the end of February.</p> <p>During the last maternal health meeting, an update was given on the new Community Resource Center (CRC) that is scheduled to open in January 2024. The center will be staffed by Dr. Brown-Burgess and Dr. Alexis. Additionally, there is an opportunity to expand access in other areas due to a community doctor on staff with Broward Health who is approaching retirement. This would make the doctor available to assist in other ways to the CRC and expand their practice, qualifying it as a Federally Qualified Health Center (FQHC) at their location. It was also announced that Rose McKelvie will be transitioning to a new role under ambulatory as Associate VP of Women and Children’s Services, effective January 1, 2024. This will allow Rose to be more involved with assisting in getting practices on the ground.</p> <p>During the last maternal health meeting, the committee members were asked to help distribute the “How’s Mom” brochure, which is now available in English, Spanish, Creole, and Portuguese. Many of our partners have requested these brochures to share with their patients and clients. The palm cards in all languages were also shared with the Board.</p> <p><u>Fetal Infant Mortality Review (FIMR)</u> The first FIMR Lunch and Learn was hosted by the FIMR Program Manager. During the presentation, the FIMR CRT and CAG process were explained, and the findings and suggestions from the 2021 Annual Report were shared. The presentation also demonstrated how to join local initiatives using one’s strengths, gifts, and talents.</p> <p><u>HRSA Grant: Broward Black Babies Matter</u> The Broward Black Babies Matter project, which is funded by the Health Resources and Services Administration (HRSA) Grant, has completed its first year successfully. The staff has submitted all year-end reports in compliance with the grant requirements. During the year, the project made significant progress, and some of the highlights were shared. Additionally, there are upcoming events planned for the project that were also shared including a “First Birthday” party for all babies born during the first year in March 2024. Rushael Caddy, RN is spearheading the Group Prenatal Care program at Cora E. Braynon and is doing phenomenal with groups and receiving positive feedback from moms. As a result of this success, the job description is being considered for revision to extend a promotion. Centering Parenting is also being considered as another potential approach.</p> <p><u>Safe Sleep Program</u> The new harm reduction tool developed, which has been approved by ACHA, demonstrates how to create safe sleep spaces for babies without a crib. It recommends safe items and helpful services for families with babies. This tool was also shared with the Board.</p> <p>The Safe Sleep Program manager has been busy conducting monthly online and in-person</p>	

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	<p>sessions, and also reaching out to childcare centers to offer technical assistance and invite them to join the training. A virtual training was held with DCF CPS new investigators, and the next in-person training session is scheduled to take place on November 27th at Atlantic Technical College.</p> <p>At the monthly taskforce meeting of Broward SafeKids, the Safe Sleep Program Manager and the FIMR Program Manager were present. Healthy Start also participated in “Shine a Green Light” on National Injury Prevention Day, promoting safe sleep habits for babies.</p> <p><u>Infant Health Substance Exposed Newborns</u> To help OBGYNs and birthing hospitals screen and refer patients for substance use, the Behavioral Health Program Manager is reaching out to them. Additionally, we have collaborated with the Community Liaison team to create T-shirts that encourage conversations with OBGYN offices. This is part of our intentional effort to change the culture of how the healthcare community interacts with families. During the meeting, a sample shirt was displayed for the Board to view. It was suggested that scrubs fabric be considered for a better match.</p> <p>The Behavioral Health Program received 28 referrals. A brochure has been created to inform and educate people about the peer support services, which are now available to fathers as well. The Behavioral Health team was present at the homeless symposium and hosted a table to raise awareness of Healthy Start services and the Behavioral Health Program peer support services.</p> <p><u>ACF Grant: Healthy Connections for Moms and Babies</u> Since early October, the project has been in the pilot phase. It has produced its manual and submitted a semi-annual report, which received positive feedback from the federal TA team. The project is scheduled to begin full implementation in early January.</p> <p>The Bringing Babies Home Healthy taskforce held an in-person meeting at DCF CPIS on Wednesday, November 29th at 10 am. The meeting marked the completion of Year 2 of the Collaborative Values Inventory, which was distributed earlier. Tiffany Smith, DCF Regional Operations Manager, has been supportive of collaborating efforts due to the challenges with the CPIS transition.</p> <p>Two Peer Navigators have joined the home visiting team at The Village South and are currently implementing the model with three pilot referrals. These referrals are receiving Peer Navigation with evidence-based practices and a team approach.</p>	
Program Report	<p>A. Performance Dashboard FY 2023-24 The data on screenings, intakes, initial assessments, and ongoing visits was shared via the Performance Dashboard FY 2023-24.</p>	
Announcements/ Public Comment	<p>Jean-Robert Menard, the temporary Fatherhood Program Supervisor, was featured on another episode of Future First that centered around Fatherhood. The episode, which also includes a T.E.A.M Dad video, can be viewed on YouTube: Future First – Fatherhood.</p> <p>Broward County Public Schools is organizing its 3rd Annual Family Fun Day on Sunday, December 17th, from 1-4 PM at Delevoe Park in Ft. Lauderdale. This event is a free celebration of Community Resiliency and will feature music, food, games, and gifts for the first 500 children. A flyer will be shared to help promote this event.</p>	
Adjournment	Meeting adjourned at 10:47 am.	



CHIEF EXECUTIVE OFFICER UPDATE

January 25, 2024

STATE UPDATE

Florida Association of Healthy Start Coalitions (FAHSC)

FAHSC is continuing to advocate for the remaining Budget ask from last session of \$9.5 million to help with high caseloads and staff recruitment and retention. BHSC CEO has been meeting with local legislators to provide an annual update along with emphasizing the funding request. The Senate HHS Appropriations Committee requested that DOH, DCF and AHCA provide a presentation on State Home Visiting Programs (Healthy Start, Healthy Families, Nurse Family Partnership and Early Steps). The Chair of the Committee requested for the State Agencies to provide a description that outlined the program differences and scopes. DOH took the lead in presenting the breadth and scope and described the role of Healthy Start's Connect program in helping to link families to the most appropriate service in their community.

Relevant MCH Bill Tracking:

- CS for SB 7016 Health Care – Requirements for Birth Centers amongst other Items
- SB 100 “Ava’s Law” Incarcerated Pregnant Women
- SB 256 Pregnancy Care Network
- SB 372 Doula Bill
- SB 436 Pregnancy and Parenting Resources Website
- HB 327 Surrendered Newborn Infants

Florida Department of Health

BHSC CEO as Co-Chair of the FAHSC Contracts Committee met with FDOH in December for the first of a series of meetings to negotiate a new agreement for July 2024. The first negotiation went very well with FDOH looking at simplifying reporting related to FIMR and Community Planning. The next negotiation is scheduled for January 22nd.

The electronic prenatal risk screen is in the testing phase with some Coalitions. Broward Healthy Start has been asked to identify two OB practices to test the new electronic prenatal risk screen.

Healthy Start MomCare Network (HSMN)

HSMN continues to work with AHCA to revisit the Medicaid rates for the Healthy Start Program. HSMN has provided services and financial data from all the Coalitions to justify the rate increase.

HSMN has also negotiated agreements with 6 of the Medicaid Health Plans to implement the Healthy Start G.R.O.W. Doula model through the Healthy Start network. The Well Family System has been updated with a Module to capture the Doula work and Coalitions are waiting for the green light from HSMN for claim submissions.

BROWARD HEALTHY START UPDATE

Operations

Strategic Planning: The strategic plan development is in progress and each section is reviewed and discussed on a bi-weekly meeting schedule. A service delivery map was developed, and each department section is thoroughly described. A SWOT Analysis was conducted for each program and summarized to guide the next steps which will be to outline goals and objectives in alignment with the service delivery plan.

Supervisor Training: A supervisor training is in the works to equip supervisors with the knowledge, skills, and resources necessary to lead and support their teams effectively. Topics will include supervision, documentation, policies review, administrative processes, and more.

Employee Relations Committee: The team enjoyed the BHSC annual holiday celebration at Veterans Park in December with a delightful lunch, karaoke, games, and a gift exchange. Current planning is underway for a Black History Month celebration in February.

Employee Satisfaction Survey: The staff satisfaction survey is being distributed on Monday, January 22 as a direct feedback tool that lets staff members share their opinions and experiences about their work environment, culture, and practices. The purpose of a staff satisfaction survey is to measure how engaged the staff are, and to identify the areas of improvement or strengths of the organization. The Management Team reviews this feedback, and the results are shared with the Board.

Insurance Assessment: The executive team is assessing all insurance policies (Commercial, EPLI, etc.) to ensure that all policies are in accordance with legal and contractual requirements without duplication.

Coordinated Intake & Referral –CONNECT

In December 2023, the Connect team received **1768** referrals. Of these referrals, CI&R completed **1411** Intakes or **80%** (Goal 80%). The number of clients connected to a Home Visitation program was **836** clients or **59%** (Goal 50%). Those determined as No Further Services were Needed was **499** or **35%**, education and resources were provided, and **76** clients or **5%** Declined services.

Healthy Start Home Visitation & Fatherhood Program

During the month of December, our Healthy Start (HS) provider network completed 2,044 visits and continues to be below our internal monthly goal of 2,214 due to staff recruitment and onboarding delays within the new Broward Health team during the first six months of the contract year. Broward Health now has 5 direct services care coordinators providing direct services at their Cora E. Braynon (CEB) site, and just began providing services at Pompano Prenatal location in early January. The staff are building up capacity to meet their daily visit productivity goals. The team's Program Manager has been on board just over a month and received onboarding training with BHSC program staff in early December, with technical assistance and support being provided to the Manager and QA Specialist on a regular basis. The team has one (1) remaining home visitor vacancy. Among all HS providers, there are three (3) FTE direct service vacancies with a few newer staff members in training and building up their caseloads. We are pleased to share that our provider network continues exceeding statewide performance measures between 92.9% to 100% as shown on the dashboard data. Annual monitoring of all Healthy Start and Connect subcontracted providers is scheduled for January and February with the first visit taking place with Broward Health on January 17th.

Team D.A.D has enrolled 25 fathers after completion of an initial assessment while 12 fathers have completed at least one session of the 24:7 Dad curriculum as of the end of December. We continue to seek a Program Supervisor to oversee the program with a half caseload, while the Director of Healthy Start has taken on the role of direct supervisor of the program effective in December. The monthly fatherhood networking and recruitment events have been put on hold due to lack of attendance while we reconsider our options for hosting these events in the future once a Program Supervisor has been hired.

Community Outreach and Development

Our final community event of 2023 was the Hope for the Holidays Toy Distribution and Resource Fair held Saturday, December 16th, from 10AM to 1PM at the Lauderhill Performing Arts Center. Despite inclement weather, this amazing event had a packed house filled with joy with 1,510 adults and children present from the Broward community. We distributed over 2,000 gifts including 130 bicycles/ride-on items, and more than 200 parent

giveaways. A special thanks to Alima Harley, Community Outreach and Marketing Manager and her team, Tawanna Nottage and Jessica Watson, BHSC staff and all our volunteers in helping make this final event of the year a success.

We are excited to announce that we are currently planning our Maternal Health Symposium. The event will take place on Friday, April 12, 2024, during the National Black Maternal Health week. The event will be held at the Embassy Suites in Fort Lauderdale. We are also in the process of finalizing our community events calendar for 2024.

Healthy Families Broward

Accreditation Self-Study Timeline

Healthy Families has entered into a self-study cycle. This self-study along with the Bi-annual Service Review are in preparation for accreditation site visits in 2025. The process will review Healthy Families America Standards assigned with a two-month cycle. For each cycle, an introduction/overview webinar for each set of standards will take place at the beginning of the first month. Q&A/workshopping webinars will be held for Program Managers while evidence is gathered for the self-study. Submissions will be due at the end of the second month of each cycle, and a new cycle will begin again. This will result in a completed self-study from each site by December 2024.

Capacity

Healthy Families Broward is currently serving 207 families. We are holding a Healthy Families Assessment Training on January 30, 2024, through February 2, 2024 here at Broward Healthy Start office. The training will allow the Family Support Engagement Specialist to begin assessing the families and build their caseloads, which increases the capacity overall.

We have been working on Orientation for Family Support and Engagement Specialist (FSES) to make it a 2-day process allowing us to provide more detailed information and tools they would need to help in HV completion, eliminating information overload, and allowing us to focus more on specific topics when starting the process of home visiting.

In preparation for the upcoming audit from Healthy Families Florida, we have begun our Quality Assurance of the program. Based on the findings, we will begin having the FSES and Supervisors take part in continuing education meetings. These meetings are designed to be collaborative and solution oriented. We feel by doing this, it allows the staff to make sure that all processes are uniform and allows for a smoother auditing process.

Celebration of the Hands

Each year, young children, youth, teachers, and families create custom hand artwork that is displayed in Tallahassee. Families in the Healthy Families Broward program will participate in creating the artwork that will be hung in the Capitol Building. Healthy Families Florida (HFF) will have a booth inside the Capitol building from February 25, 2024, to March 1, 2024.

COMMUNITY PLANNING & INITIATIVES

Maternal Child Health Systems Committee

At the December 12th meeting, Marci Ronik presented the Annual State of Maternal Child Health. This is a comprehensive review of MCH Data. This particular year there was an in-depth look at 10-year data trends.

Maternal Health

At the Maternal Health Committee there was a presentation by Broward Health's Rushael Caddy, RN, IBCLC who is spearheading the HRSA supported Group Prenatal Care initiative at Cora E. Braynon Clinic. She provided an overview of their Centering Pregnancy initiative, including the associated goals. The program aims to educate everyone on the mission and how this model can improve birth outcomes, as well as enhance maternal knowledge, satisfaction, and compliance with care. Centering Parenting and Centering Health are also being considered as the next potential approach.

The Committee monitors progress on Doula professional development. Sixteen doulas are ready to receive referrals once they have completed their training in WFS and the model officially launches. The application for February's G.R.O.W. Doula training, which is being funded by CCP and the Health Foundation of South Florida (HFSF) Maternal Health Collaborative grant, closes on Friday January 19th. 15 scholarship spots will be offered for the training, and interviews will be conducted. The training is scheduled to be held on February 23, 24, and 25th.

In regard to the topic of Maternity OB deserts, CCP provided an update on the new Community Resource Center which is scheduled to open January 2024. This effort is also supported by HFSF.

Committee members were asked to help distribute the "How's Mom" brochure. The Committee is continuing its efforts to address C-Section rates and determine the next steps to take.

Fetal Infant Mortality Review (FIMR)

The Fetal Infant Mortality Review Community Action Group will hold its quarterly meeting on Monday, January 22nd. During the meeting, the Case Review Team will present data from FY22-23. The 2022 annual data was released on Florida Health Charts in December, and the FIMR 2022 Annual Report is expected to be released in Spring 2024.

The second FIMR Lunch and Learn is scheduled for February 28th from 12 pm-1 pm, virtually. The presentation will cover the FIMR CRT and CAG process, the 2021 Annual Report's data and recommendations, local initiatives to spark change, and ways individuals can use their strengths, gifts, and talents to get involved in the efforts.

The Maternal Health committee meeting on January 23rd will feature a draft of the second edition of the How's Mom? palm card, which focuses on Mental Health. The purpose of the presentation is to obtain feedback on the card. This is the second edition of the How's Mom? series.

HRSA Grant: Broward Black Babies Matter

Currently, 50 moms are enrolled in the Community Doula Support Services program at The Urban League of Broward County and are receiving services.

The advisory council has named themselves the Black Maternal Health Consortium: Mission One Year Strong. The consortium has new membership, and the next meeting is scheduled for February 29th.

On December 11th, three community conversations were held with a total of 21 moms. Two moms co-facilitated the conversations as they are now trained members of the evaluation team. Three more members will join the evaluation team in the coming months. The first conversation from 10:30-12 pm was with moms who have participated or are currently participating in the community doula support services with the Urban League (7) (English speaking conversation). The second conversation from 1-2:30 pm was with moms who have participated or are currently participating in the group prenatal care services (5) (English speaking conversation). The third conversation was a Creole-speaking conversation for moms who have either participated in the doula or group prenatal care services (9). The moms were compensated with \$100 gift cards to Walmart. One dad and one uncle came to support. A wonderful day was had with the moms and babies, and great feedback was received on the services and support they have received from both services. One piece of feedback that came from the Creole-speaking group of moms was that they were seeking English classes to learn enough English skills to obtain employment. The project has secured an English teacher, and classes are set to begin in January and go through August 2024. Two classes will be held in person every month at the Urban League with a maximum of 15 students.

The Maternal Child Health System of Care Collaboration survey has been rolled out to collect information regarding our maternal child health system of care. The purpose of this survey is to collect baseline data to help understand the dynamics of our cross-sector, multi-faceted maternal child health system of care. The results will be used to aid decision-making, action-planning, community stakeholder engagement, and building relationships with community members and parents.

BHSC submitted an application for 211's NonProfit Innovation award for the Broward Black Babies Matter project.

Safe Sleep Program

The monthly Safe Sleep Community Training for professionals is continuing to be held virtually. In December, 26 professionals attended the training, while in January, 4 professionals attended. The Cribs program has released a How To Guide for applications to assist Care Coordinators and other staff in streamlining the process and avoiding delays. In December, 40 cribs were distributed. Many partners, including hospitals and doctors, have the harm reduction palm card to distribute.

The Safe Sleep Committee will start developing goals for 2024 at their next meeting in February.

Nine sleep-related deaths were reported for the calendar year 2023. One of these deaths is pending the Medical Examiner's report, while the remaining eight have been confirmed by autopsy. This represents a decrease from the number of sleep-related deaths reported in 2022.

The 8th National Cribs for Kids Conference, titled "25 Years – The Power of the Past and the Force of our Future," will be held virtually from May 7th to May 10th, 2024. The conference will feature cutting-edge research, innovative community programming, upcoming awareness campaigns, and more. This is an annual event that brings together experts, advocates, and professionals committed to creating a safer sleep environment for infants everywhere. The conference revolves around community, equity, messaging, and barriers to change.

Infant Health Substance Exposed Newborns

The Behavioral Health program is currently recruiting two open peer specialist positions.

The Behavioral Health Program Manager is continuing outreach to OBGYNs and birthing hospitals using the t-shirts that were made. In the spring, a survey will be distributed to gather feedback on the impact of the shirts and whether they have supported office staff in communicating with patients.

In December, the program received 14 referrals. Currently, 15 clients are enrolled in the program and receiving intensive peer support. While staff are being recruited and hired, the Program Manager is managing a small waitlist.

The Behavioral Health Program and Healthy Connections have collaborated to submit a proposal to present their work on peer support at the United Way Behavioral Health Conference in May.

ACF Grant: Healthy Connections for Moms and Babies

The Healthy Connections for Moms and Babies project began full implementation on January 8th. Full implementation marks the official start of entry into the research study and allows moms to self-select which group of peer support they would like to join.

The Peer Navigator team is currently implementing the model with pilot referrals. The third position has been filled, and the candidate is scheduled to onboard on January 22. Currently, there are three open pilot referrals receiving Peer Navigation utilizing specific evidence-based practices and a team approach with the home visiting team at The Village South.

The Motivational Interviewer trainer holds two consultation sessions per month to support the Peer Navigators with interventions that will move the stage of change. These sessions are a way to enhance the Peer Navigator's MI skills continually. In the upcoming year, training will include a train-the-trainer program and opportunities for continuing education and skill development.

Year 2 of the Collaborative Values Inventory was completed by 215 partners. The results and full report will be available no later than February from System of Care Partners, along with a separate report from each organization that had 10 or more staff complete the inventory.

Nicole Morin, the Project Manager for Healthy Connections, will be transitioning into the chair position of the Bringing Babies Home Healthy committee.



Issue: Compensation Analysis

Broward Healthy Start Coalition’s leadership are exploring conducting a compensation analysis, a systematic process of collecting, analyzing, and comparing data on the salaries and benefits of employees. A compensation analysis is especially useful considering the factors affecting the labor market and the nonprofit sector. The post-covid economic landscape has transformed recruitment and retention, as organizations face challenges tied to global competition, inflation, employee burnout and changing expectations. The challenges are heightened for nonprofits due to increased demand for services. BHSC has experienced challenges in recruiting not only entry level positions but supervisory/management positions.

The Coalition executive team deems that this undertaking will help organizational performance, impact, and sustainability by:

- **Analyzing the compensation landscape** in South Florida, comparing their salaries and benefits with other nonprofits organizations to ensure we are fair and equitable.
- **Planning strategically** for short- and long-term goals, and budgeting accordingly to allocate resources efficiently and effectively.
- **Shaping competitive compensation** to attract and retain diverse and qualified staff who can deliver high-quality services.
- **Complying with legal and ethical standards** and avoiding potential risks of underpaying or overpaying employees.
- **Communicating the Coalition’s value and impact** by demonstrating how we invest in human capital toward achieving our mission and vision.

Board approval is requested for the Coalition to move forward with this project. Since the Board is not scheduled to meet until March, we would request a special meeting of the Executive Finance Committee in February to review and approve next steps. We are requesting this special meeting because we would like to have sufficient time for the analysis to be completed in order to inform next FY Budget. This compensation analysis would need to be completed by April. The FY 24/25 Budget is due to the FDOH by the end of May.

Recommendation:

- 1) Staff move forward with concept of contracting for a Compensation Analysis.
- 2) Board authorize the Executive/Finance Committee to select vendor and approve expenditure.



January 12, 2024

Monica Figueroa King
CEO
Broward Healthy Start Coalition

Dear Monica Figueroa King,

Congratulations on being selected for the Health Foundation of South Florida's Inspiring Women of Health Award!

You have been chosen as a distinguished leader, embodying exceptional contributions to community well-being in South Florida. Your unwavering commitment is truly commendable.

We extend an invitation for you to accept this award and join us in celebration at the 4th Annual Inspiring Women of Health Awards Luncheon, taking place in your honor on March 21, 2024, at the Intercontinental Hotel from 12 Noon to 2 p.m.

You will receive three complimentary tickets to the luncheon. However, we hope you will want to ask your family, friends, and business colleagues to share in honoring you at the event.

In addition to your complimentary tickets, you and your organization may choose to sponsor a table for additional guests. The cost for table sponsorship is \$5,000. All table sponsors receive recognition and an ad in the event program.

As part of our overall celebration, we are preparing to feature you on our website about all of our honorees and the program.

If you have any questions, please contact Tanya Valiente at tvaliente@hfsf.org. Again, congratulations, and we look forward to honoring you at this year's event.

Sincerely,

A handwritten signature in blue ink that reads "Loreen Chant".

Loreen Chant
President & CEO

2 S. Biscayne Boulevard
Miami, Florida 33131
hfsf.org



INTERIM FINANCIAL STATEMENT

Broward Healthy Start Coalition

Balance Sheet

Assets	<u>December 31, 2023</u>	<u>December 31, 2022</u> <i>PRIOR YEAR</i>
1130-00-00-01-00-00 Cash- NEW Bank of America- Operating	2,220,894	1,264,242
1150-00-00-01-00-00 Cash-Bank of America-Savings	784,152	2,464,695
1170-00-00-01-00-00 Cash - Bank of America Contingency (Savings)	114,893	1,114,893
1180-00-00-01-00-00 Investment Banking (Includes 1.5 million contingency)	3,000,000	0
1175-00-00-01-00-00 Petty Cash	200	200
1225-00-00-**-00-00 Grants Receivable-	1,969,009	1,913,033
1226-00-00-**-00-00 Network Holdback -ASSET	841,290	726,982
1390-00-00-**-00-00 Prepaid-Other	8,958	8,958
1525-00-00-**-00-00 Equipment/FurnitureFixtures	102,698	102,699
1550-70-81-13-00-00 Less: Accumulateed Depreciation	63,751	58,959
1990-00-00-**-00-00 Due To/From	2,984	3,000
Total Assets	<u>8,981,328</u>	<u>7,657,660</u>
Liabilities and Fund Balance		
Liabilities		
2100-00-00-**-00-00 Accounts Payable	600,380	580,356
2200-00-00-**-00-00 Accrued Expenses-Pension	25,309	8,859
2300-00-00-**-00-00 Accrued PTO-	79,311	57,611
2325-00-00-**-00-00 Accrued Payroll Taxes	8,865	5,033
2350-00-00-**-00-00 Accrued Payroll Payable	77,851	32,311
2525-00-00-**-00-00 Deferred Revenue	841,290	726,982
Total Liabilities	<u>1,633,007</u>	<u>1,411,153</u>
Fund Balance		
3100-00-00-**-00-00 Fund Balance	7,348,321	6,246,507
Total Fund Balance	<u>7,348,321</u>	<u>6,246,507</u>
Total Liabilities and Fund Balance	<u>8,981,328</u>	<u>7,657,660</u>

***Projected HSM Network AR for November and December \$485,000 based on trend.

**** Payroll acrued for 1/6/2024

**Broward Healthy Start Coalition
Interim Income Statement**

Account Description	DOH - Healthy Start Connect - Fatherhood	AHCA/NetWork Healthy Start Connect	CSC Safe Sleep	CSC Healthy Families	BBHC Babywise Health	United Way - AD Henderson Healthy Families	United Way-Project Hope	AD Henderson- General Development- Special Projects Including Doula	HRSA Broward Black Babies Matter	BBHC - Healthy Connections	HFF- Healthy Families Broward	GRAND TOTAL
	HS-DOH Coali Operations Actual 07/01/2023 to 12/31/2023	HS-AHCA 07/01/2023 to 12/31/2023	CSC Direct Actual 07/01/2023 to 12/31/2023	CSC Direct Actual 07/01/2023 to 12/31/2023	BBHC Actual 07/01/2023 to 12/31/2023	United Way HFF Actual 07/01/2023 to 12/31/2023	United Way Actual 07/01/2023 to 12/31/2023	DEV-Gen Actual 07/01/2023 to 12/31/2023	HRSA Actual 07/01/2023 to 12/31/2023	Healthy Connections Actual 07/01/2023 to 12/31/2023	Healthy Families Actual 07/01/2023 to 12/31/2023	GRAND TOTAL Actual 07/01/2023 to 12/31/2023
Support & Revenue												
Revenue/Units	\$1,328,022.00	\$3,175,571.83	\$105,751.86	\$459,798.39	\$300,000.00	\$50,301.57	\$30,075.51	\$25,000.00	\$326,192.13	\$94,654.93	\$149,803.03	\$6,045,171.25
Contributions-Fundraising Events	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$39,938.01	\$0.00	\$0.00	\$0.00	\$39,938.01
Contributions-Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,215.66	\$0.00	\$0.00	\$0.00	\$12,215.66
Interest Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$1,328,022.00	\$3,175,571.83	\$105,751.86	\$459,798.39	\$300,000.00	\$50,301.57	\$30,075.51	\$77,153.67	\$326,192.13	\$94,654.93	\$149,803.03	\$6,097,324.92
Total Revenues	\$1,328,022.00	\$3,175,571.83	\$105,751.86	\$459,798.39	\$300,000.00	\$50,301.57	\$30,075.51	\$77,153.67	\$326,192.13	\$94,654.93	\$149,803.03	\$6,097,324.92
Expenses												
Salary and Fringe	\$216,070.16	\$666,556.13	\$7,233.09	\$8,551.56	\$122,783.16	\$12,403.08	\$0.00	\$0.00	\$11,907.78	\$67,386.93	\$77,528.81	\$1,240,220.70
Salary/Match	\$73,317.40	\$244,922.10	\$22,193.15	\$1,783.45	\$37,569.64	\$296.55	\$0.00	\$0.00	\$17,317.61	\$16,877.64	\$16,877.64	\$415,893.05
Fringe Benefits	\$289,387.56	\$911,478.23	\$79,372.24	\$10,335.01	\$160,352.80	\$12,699.63	\$0.00	\$0.00	\$13,577.29	\$84,704.54	\$94,206.45	\$1,656,113.75
Total	\$200.88	\$468.78	\$1.08	\$0.00	\$1.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$116.41	\$786.41
Advertising	\$435.17	\$975.95	\$5.70	\$0.00	\$1.90	\$0.00	\$0.00	\$2,375.00	\$0.00	\$279.04	\$190.00	\$4,262.76
Background Screening	\$29,586.97	\$51,807.50	\$8,940.37	\$590.00	\$2,695.70	\$0.00	\$0.00	\$6,320.00	\$17,650.00	\$3,397.11	\$2,385.94	\$53,675.59
Consulting	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$48,449.19	\$5,433.78	\$0.00	\$0.00	\$53,882.97
Event Support/Community Support	\$40,633.45	\$650.75	\$34.50	\$0.00	\$40.25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,359.95
Fees, Dues and Other charges	\$3,180.55	\$7,462.12	\$733.99	\$0.00	\$856.31	\$0.00	\$0.00	\$1,500.00	\$0.00	\$0.00	\$0.00	\$13,732.97
Insurance	\$423.54	\$1,097.47	\$58.97	\$0.00	\$528.30	\$0.00	\$0.00	\$522.78	\$0.00	\$1,560.78	\$497.40	\$4,689.24
Office Supplies	\$4,263.77	\$14,444.23	\$1,284.33	\$0.00	\$2,697.24	\$0.00	\$0.00	\$0.00	\$112.43	\$317.99	\$317.99	\$24,406.18
Payroll Processing	\$2,178.01	\$4,473.98	\$1,737.85	\$0.00	\$644.14	\$0.00	\$0.00	\$0.00	\$324.26	\$601.93	\$0.00	\$9,580.17
Printing & Copying	\$4,227.16	\$9,690.68	\$0.00	\$0.00	\$900.00	\$0.00	\$0.00	\$9,936.79	\$0.00	\$0.00	\$816.00	\$24,870.63
Travel	\$874.32	\$1,145.84	\$0.00	\$0.00	\$1,040.66	\$137.25	\$0.00	\$41.92	\$0.00	\$602.32	\$1,382.65	\$5,312.63
Total	\$86,217.17	\$91,945.78	\$12,942.63	\$690.00	\$8,425.76	\$117.25	\$0.00	\$68,622.90	\$24,043.25	\$7,937.37	\$5,706.39	\$306,658.50

**Broward Healthy Start Coalition
Interim Income Statement**

act number	act desc	DOH- Healthy Start Connect Fatherhood	HS-ARCA Healthy Start Connect	CSC Safe Sleep	CSC Healthy Families	BBHC Behavioral Health	United Way- AD Henderson- Healthy Families	United Way-Project Hope	AD Henderson- General Development Special Projects Including Doula	HRSA- Broward Black Babies Matter	BBHC- Healthy Connections	HFF- Healthy Families Broward	GRAND TOTAL
		Operations Actual 07/01/2023 to 12/31/2023	HS-ARCA 07/01/2023 to 12/31/2023	CSC Direct Actual 07/01/2023 to 12/31/2023	CSC Direct Actual 07/01/2023 to 12/31/2023	BBHC BBHC Actual 07/01/2023 to 12/31/2023	United Way HFF Actual 07/01/2023 to 12/31/2023	United Way Actual 07/01/2023 to 12/31/2023	DEV-Gen Actual 07/01/2023 to 12/31/2023	HRSA Actual 07/01/2023 to 12/31/2023	Healthy Connections Actual 07/01/2023 to 12/31/2023	Healthy Families Actual 07/01/2023 to 12/31/2023	GRAND TOTAL Actual 07/01/2023 to 12/31/2023
Facilities													
	Internet & Telephone	\$4,734.02	\$11,093.23	\$913.08	\$0.00	\$1,046.69	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,789.02
	Rent	\$10,658.63	\$53,250.92	\$5,505.84	\$0.00	\$12,584.82	\$0.00	\$0.00	\$0.00	\$1,573.02	\$1,573.02	\$1,573.02	\$87,505.83
	Postage	\$82.10	\$200.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$285.11
Total		\$15,474.75	\$64,544.26	\$6,418.92	\$0.00	\$13,631.51	\$0.00	\$0.00	\$0.00	\$1,573.02	\$1,573.02	\$1,573.02	\$105,579.96
Other Direct Costs													
	Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Client Assistance	\$4,625.96	\$31,424.42	\$30,321.48	\$0.00	\$19,008.94	\$0.00	\$0.00	\$0.00	\$7,503.60	\$450.00	\$0.00	\$93,334.40
	Other Dir. Memberships & Subscriptions	\$1,693.34	\$35,216.25	\$559.37	\$0.00	\$1,076.03	\$0.00	\$0.00	\$884.95	\$0.00	\$0.00	\$774.00	\$40,205.94
Total		\$6,319.30	\$66,642.67	\$30,880.85	\$0.00	\$20,084.97	\$0.00	\$0.00	\$884.95	\$7,503.60	\$450.00	\$774.00	\$133,540.34
Healthy Start Services													
	Subcontractor	\$639,210.17	\$1,621,870.21	\$0.00	\$412,474.96	\$0.00	\$0.00	\$30,075.51	\$0.00	\$279,494.97	\$0.00	\$0.00	\$2,983,125.82
	Total Healthy Start Services-Subcontractor?	\$639,210.17	\$1,621,870.21	\$0.00	\$412,474.96	\$0.00	\$0.00	\$30,075.51	\$0.00	\$279,494.97	\$0.00	\$0.00	\$2,983,125.82
Total Expenses		\$1,016,608.95	\$2,756,481.15	\$129,614.64	\$423,499.97	\$202,497.04	\$12,836.88	\$30,075.51	\$69,507.85	\$326,192.13	\$94,654.93	\$102,259.86	\$5,164,228.91
NET SURPLUS/(DEFICIT)		\$311,413.05	\$395,227.90	\$0.00	\$36,298.42	\$97,502.96	\$37,464.69	\$0.00	\$7,645.82	\$0.00	\$0.00	\$47,543.17	\$933,096.01
CSC Match			\$23,862.78										
ENDING FUND BALANCE		\$311,413.05	\$395,227.90	\$0.00	\$36,298.42	\$97,502.96	\$37,464.69	\$0.00	\$7,645.82	\$0.00	\$0.00	\$47,543.17	\$933,096.01

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-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Monthly Average
		Risk Screening												
Infant Screening Rate	95%	96%	96%	96%	96%	96%	97%							96%
Prenatal Screening Consent Rate	80%	81.52%	83%	84%	82%	83%	84%							83%
Number of Prenatal Screens Received by Broward DOH		1,055	1,138	907	934	678	282							832
FY 2023-24		Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-24	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Monthly Average
Coordinated Intake and Referral (Connect)														
Measure	BHSC Goal													
CI&R - Total Initial Intakes (Pre-nat/Inf/C)	1,553	1,457	1,612	1,510	1,579	1,416	1,411							1,498
CI&R - Initial Intakes Outcome - Referred to HV Program		782	926	815	927	802	836							848
CI&R - % of Clients Referred to a HV Program at Intake		54%	57%	54%	59%	57%	59%							57%
Healthy Start Program Productivity (Home Visiting)														
Productivity Measure	BHSC Goal													
HS - Total F2F Visits - Includes IAS & Ongoing HVs	2,214	1,974	2,110	2,047	2,148	1,976	2,044							2,050
HS - Initial Assessments (Prenatal, Infant, Child)		298	364	278	314	277	271							300
HS - F2F Ongoing Visits (Prenatal, Infant, Child)		1,676	1,746	1,769	1,834	1,699	1,773							1,750
State Goal														
Performance Measure	State Goal													
Enrolled prenatal and postpartum participants shall be screened for depression during required pathway intervals	80%	94.1%	95.8%	95.9%	93.6%	95.4%	96.1%							95.2%
Enrolled participants who were screened for depression and had a positive score will be referred to available depression pathway services	80%	88.9%	92.9%	94.4%	100.0%	100.0%	92.9%							94.9%
Enrolled infants will be screened using the ASQ-3 and ASQ-SE based on required pathway intervals	80%	96.9%	98.1%	98.9%	98.5%	96.7%	97.4%							97.8%
Enrolled infants who score below the cut-off value on the ASQ-3 or ASQ-SE will be referred to the available developmental pathway services	80%	100.0%	97.9%	97.6%	97.4%	97.1%	100.0%							98.3%
Postpartum women enrolled in interconception care pathway will receive education on the FL Family Planning Waiver	80%	99.9%	100%	100%	99.9%	100.0%	99.7%							99.9%
Legend														
Goal Met		Acronym Key: HV =Home Visit IA =Initial Assessment												
Goal Not Met		F2F =Face to Face												

*Dashboard updated 1/17/2023

COALITION PRESENTS

2024 MATERNAL AND CHILD
HEALTH CONFERENCE

SAVE THE DATE

FRIDAY

12

APRIL

2024

8:00AM-4:00PM

1100 SE 17th Street

Fort Lauderdale FL 33316

**KICKING OFF BLACK MATERNAL HEALTH WEEK!
CEU'S WILL BE PROVIDED.**

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

FISCAL YEAR 2023-2024

NAME	8/31/23	10/27/23	12/7/23	1/25/24	3/28/24	5/23/2024	6/27/24
Allison Metsch	P	P	P				
Amy Pont	P	A	A				
Dawn Liberta	P	P	P				
Dede Akiti Francois	P	P	A				
Donna Eprifania	Z						
Dr. Harleen Hutchinson	P	P	A				
Dr. Lori Canning	P	P	P				
Dr. Sharetta Remikie	P	P	P				
Elida Segrera	Z	P	P				
Karen Swartzbaugh Ghezzi	P	P	P				
Marsha Christie	P	Z	A				
Neiko Shea	A	Z	P				
Ralph Kenol	P	P	P				
Rose McKelvie	P	A	A				
Timothy Curtin	P	P	Z				
KEY:							
P - Present							
Z - Zoom							
A - Absent							
R - Resigned							

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