

ANNUAL REPORT | 2016 - 2017

BRHPC

BROWARD REGIONAL HEALTH PLANNING COUNCIL, INC.

A NON-PROFIT PRIVATE ORGANIZATION COMMITTED TO DELIVERING HEALTH AND HUMAN SERVICE INNOVATIONS AT THE NATIONAL, STATE AND LOCAL LEVEL THROUGH PLANNING, DIRECT SERVICES, EVALUATION AND ORGANIZATIONAL CAPACITY BUILDING.

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Over 35 Years in Operation - Broward Regional Health Planning Council, Inc. (BRHPC), a not-for-profit, was established in 1982 under Florida Statute (408.033) as the legislatively designated Broward County local health planning entity. BRHPC is committed to *delivering health and human service innovations at the national, state and local level through planning, direct services, evaluation and organizational capacity building*. For 35 years, BRHPC has been a leader in identifying critical health and human services needs in the community and finding solutions to address these needs with its community partners.

COA-Accredited - In August 2016, BRHPC achieved national accreditation through the Council on Accreditation (COA). COA accreditation demonstrates accountability in the management of resources, sets standardized best practice thresholds for service and administration, and increases organizational capacity and accountability by creating a framework for ongoing quality improvement.

Direct Services - With a budget of over \$111 million, BRHPC demonstrates excellence through the delivery of quality services and

programs that meet the needs of uninsured and underinsured low-income Broward County residents from infants to the elderly. These services include: Maternal and Child Home Visitation, HIV/AIDS Planning, Quality Assurance, Eligibility, Childcare Assistance, Housing Assistance, Health Promotion, Disease Prevention, Substance Abuse/Mental Health, and Forensic Re-integration. BRHPC provides coordinated, efficient, cost-effective and client-centered services with a diverse workforce. BRHPC staff consists of over 200 culturally competent multilingual professionals fluent in Spanish, Haitian Creole, French, and Portuguese.

Planning Services - BRHPC planning tools and services, such as the Health Data Warehouse and the HIV Planning Division, promote public awareness of community health needs. Through planning activities, BRHPC collects data and conducts analyses and studies related to health care needs of the district, including the needs of medically indigent persons. Planning services also assist hospitals, nursing homes, community agencies and other state agencies in carrying out data collection activities. BRHPC also provides expert services in the development of Community Health Needs Assessments and comprehensive plans. BRHPC also has the capacity to gather up-to-date data, conduct focus groups, integrate hospital-specific data sets, and include customized reports per clients' needs and requirements.

BRHPC developed and manages the nationally recognized web-based **Florida Health Data Warehouse**, which allows users access to a wide variety of health related data sets, including AHCA's inpatient admissions and emergency department data, chronic disease data, diagnostic related groupings (DRGs), and prevention quality indicators for adults and children (PQIs and PDIs). BRHPC also built the **Business Intelligence System** that customizes data needs from the Florida Health Data Warehouse.

Capacity Building - BRHPC expands its staff and volunteer competency base and contributes to the growth and development of other community entities through its publications, staff development/internship programs, and administrative services. These activities allow BRHPC to pursue planning, evaluation and capacity building, as well as provide technical assistance and service activities in furtherance of its mission and in support of sustainability and growth opportunities. For example, the implementation of the Transforming Our Community's Health (TOUCH) program is a true collaborative effort among more than 20 community partners and 10 coalitions focusing on reducing health disparities and improving the health and well-being of the residents of Broward County.

Continuous Quality Improvement - BRHPC upholds a culture of continuous quality improvement through its transparent processes that engage the BRHPC Board of Directors, managerial and supervisory staff and stakeholders. BRHPC strives to eliminate barriers to achieving accountability through the agency-wide scorecard system monitoring of well-defined sets of program and process outcomes for all programs/departments (including HR, Finance, and IT).

Fiscal Viability - BRHPC takes pride in its more than 35 years of service history of strong fiscal management and experience in administering multimillion dollar cost reimbursement and unit based contracts. With the strong commitment and dedication of its staff, administration and governing board, BRHPC is positioned to continue to strengthen and grow its ability to address the needs of the community.

Vision for Innovation - BRHPC understands that technology is a game changer in human services.

Web-based data systems are strategically developed and improved to ensure effective case management by staff and ease of public access. BRHPC was recognized in the Online Journal of Public Health Informatics for the development and implementation of its Clinical and Business Intelligence system. BRHPC also maintains a strong social media presence and participates in the Sun Sentinel South Florida 100.



BRHPC Executive Staff

Top Row: Jonathan Hill, Yolanda Falcone,
Mike De Lucca, Mercedes Gimenez
Bottom Row: Régine Kanzki, Michele Rosiere

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LETTER FROM THE PRESIDENT AND CEO



This past year proved to be successful with new endeavors and an emphasis on quality improvement. First and foremost, BRHPC received the official seal of accreditation from the Council on Accreditation (COA), an entity that evaluates non-profit agencies in the field of human services. Such accreditation is a testament to BRHPC's fiscal viability, sound administrative practices and commitment to quality in service delivery.

I am proud of the work and dedication of the BRHPC teams for their commitment to the residents of Broward County. Noted are some examples of BRHPC's reach into the community. Our Nurse Family Partnership program was expanded to serve an additional 50 families. BRHPC implemented the new Health Insurance Benefits Support Services (HIBSS) to deliver information to clients about their health insurance coverage. BRHPC was also able to expand the reach and impact of the Healthy Community Zones (HCZ) initiative in Dania Beach, Hallandale Beach, Fort Lauderdale's Sistrunk Corridor, the Broward Municipal Services District, and Lauderdale Lakes. The HCZ initiative uses creative collaborations to design, plan and implement community improvements and solutions. The results of the collective impact and collaborations among City and County governments, businesses, local coalitions, over 30 community based organizations and residents can be seen in the investment in and implementation of impactful strategies to foster health, wellbeing and safety by these five (5) communities. These efforts and many others have earned BRHPC the much cherished 211-Broward 2017 Publix Community Choice Award.

The BRHPC Health Blog was established in the Fall of 2016 in collaboration with the Florida Department of Health in Broward, the Community Foundation of Broward and the Health Foundation of South Florida. The Health Blog provides national, state and local health tips, news and updates. I encourage our partners and community organizations to visit www.brhpc.org/category/health-blog and participate in the blog.

I am very thankful for the support and collaboration of our funders and community partners that allow BRHPC to address the community's needs for the last 35 years. A special thanks to the Children's Services Council for providing an additional \$1 million to enroll an additional 200 children residing in at-risk neighborhoods into childcare. I am also grateful to Dr. Cyril Blavo and the Nova Southeastern University for collaborating with BRHPC in placing their upcoming professionals with our site for their field experiences, many of which become employment opportunities. Lastly, I want to express my heartfelt appreciation for the BRHPC Board of Directors for their support and guidance through the years.

Sincerely,

Mike De Lucca, MFM

MAP OF SERVICES 2016-2017

DIRECT SERVICES

- Healthy Families Broward
- Nurse-Family Partnership
- School Readiness
- Voluntary Pre-Kindergarten

Family Strengthening & Support



- Centralized Intake & Eligibility Determination
- HOPWA Short-Term Rent Mortgage/Utilities
- HOPWA Permanent Housing Placement
- HOPWA Tenant-Based Rental Vouchers
- Supportive Services for Veteran Families
- Healthcare Navigators
- Health Insurance Continuation Program
- Health Insurance Benefits Support Services

Eligibility, Housing & Insurance



- Competency Restoration Training
- Post-Arrest Diversion
- Forensic Specialist Case Management

Substance Abuse / Mental Health



PLANNING

- Hospital and Nursing Home Utilization
- Prevention Quality Indicators
- Pediatric Prevention Quality Indicators
- Emergency Department
- Self-Inflicted Injury
- Disease Related Groups
- Chronic Diseases
- Business Intelligence System

Data Warehouse



- Certificate of Need
- Evaluation
- Community Health Needs Assessment
- Point-In-Time Homeless Count
- Committees

Planning



- HIV Planning Council
- HIV Clinical Quality Management

HIV Planning



CAPACITY BUILDING

- Broward County Health Plan
- Fact Sheets
- Broward Benchmarks
- Broward County Health Profile
- Broward County Trauma Plan
- Special Needs Study

Publications



- Public Health
- Public Policy
- Human Services
- Social Work
- Administration
- Training

Staff Development Volunteerism & Internships



- Electronic Fingerprinting / Level II Background Screening
- Financial Services
- IT Innovation
- Human Resources Support
- Legal Oversight
- TOUCH / PATCH CAN / Healthy Kids
- AIDS Drug Assistance Program
- Third Party Medication Co-Pay Program

Administrative Services



HEALTHY FAMILIES BROWARD

Program Overview

Healthy Families is recognized by Prevent Child Abuse America/Healthy Families America as a nationally credentialed multi-site program based on over 20 years of research. BRHPC is a certified, accredited provider of the Healthy Families program in Broward County. It is a voluntary home visitation program designed to prevent child abuse and neglect by promoting positive parenting practices and knowledge of child development and health and safety through modeling of appropriate parent-child interaction, sharing parent-child activities, use of curricula, and regular screening of target children.

Potential participants are assessed for risk factors impacting healthy child development and associated with child abuse and neglect, such as low income, higher rate of child protective services involvement, low education attainment, limited support system and lack of self-sufficiency. The program serves families identified as being “at-risk”, with children 0-5 years of age. A participant may enter the program during the pregnancy stage or within 90 days of the child’s birth. A well-trained paraprofessional visits at least once per week for the first six months and then on a diminishing schedule. The role of the home visitor is to build a social connection with parents so as to reduce isolation and increase parents’ positive connection to their child and the community.

of Clients Served during FY 2016-2017

1,957 individuals; 665 families

Partners/Collaborators

Healthy Families Broward services are delivered through a collaborative effort with BRHPC as the lead entity. Subcontracts are in place for three teams to provide services through the following agencies: Healthy Mothers, Healthy Babies, KID Inc. and Memorial Healthcare System. A partnership with Broward Health is in place to screen expectant mothers and parents for eligibility. Agreements are established with community partners for exchange of referrals.



“ I am a better person and a better mother because of the program. I will definitely recommend the program to other mothers!”

HFB Outcome Indicators, 2016 – 2017

90% of target children enrolled six months or longer will be linked to a medical provider.	99%	95% of children in families who complete the program shall have no "verified" findings of child maltreatment within 12 months after completion.	100%
90% of primary participants enrolled in the project six months or longer will be linked to a medical provider.	98%	95% of the children in families participating in the program for more than six months shall have no "verified" findings of child maltreatment during their participation.	99%

NURSE-FAMILY PARTNERSHIP

Program Overview

The Nurse-Family Partnership (NFP) program is an evidence-based community health program that is based on more than 35 years of research from randomized controlled trials. The program helps transform the lives of vulnerable mothers pregnant with their first child. Through ongoing home visits from registered nurses, low-income first-time moms receive the care and support they need to have a healthy pregnancy, provide responsible and competent care for their children, and become more economically self-sufficient. From pregnancy until the child turns two years old, NFP Nurse Home Visitors form a much-needed trusting relationship with the first-time moms, instilling confidence and empowering them to achieve a better life for their children – and themselves.



NFP Graduates of 2016

Nurse-Family Partnership's outcomes include long-term family improvements in health, education, and economic self-sufficiency. The NFP nurses work with the first-time mothers to achieve the following goals: 1) Improving pregnancy outcomes by helping women engage in good preventive health practices, including getting prenatal care from their healthcare providers, improving their diet, and reducing their use of cigarettes, alcohol, and illegal substances; 2) Improving child health

and development by helping parents provide responsible and competent care; and 3) Improving the economic self-sufficiency of the family by helping parents develop a vision for their own future, plan future pregnancies, continue their education, and find work.

of Clients Served during FY 2016-2017

152 mothers (prenatal and postnatal); 124 babies

Partners/Collaborators

Nurse-Family Partnership services are delivered through a partnership between BRHPC and the two hospital districts in Broward: Memorial Healthcare System and Broward Health. Each hospital district directly employs three home visiting nurses who report to a nurse supervisor employed by BRHPC.

NFP Outcome Indicators, 2016 – 2017

Program Capacity (Target: 90%).	107%	Percentage of women screened for Domestic Violence within 6 months of enrollment.	100%
Participants enrolled prior to 28 weeks gestation (Target: 100%).	100%	% with at least 3 of 4 (75%) recommended well – child check-ups from 2 to 9 months of age.	100%
Women enrolled during pregnancy and who initiated breastfeeding. (Target 60%)	93%	% children with a substantiated report of maltreatment.	0%

SCHOOL READINESS / VOLUNTARY PRE-KINDERGARTEN

Program Overview

BRHPC oversees two state-wide early education programs: School Readiness and Voluntary Pre-Kindergarten (VPK). These programs prepare Broward County children for kindergarten and school, helping to ensure their academic success. The program has completed enrollment for over 28,000 children for School Readiness and VPK during this contract year.

School Readiness services are available to families who are at or below 150% of the Federal Poverty Level and are employed or engaged in an eligible educational activity for a minimum of 20 hours per week. Services are also provided to at-risk children who are referred by various social services agencies. Families that are already in the School Readiness program must re-determine their eligibility yearly.

The **Voluntary Pre-kindergarten Program** is a free program designed to prepare Florida's children for kindergarten and develop the skills they need to become good readers and successful students. It includes standards for literacy skills, strict accountability, appropriate curricula, substantial instruction periods, manageable class sizes and qualified instructors. Parents have the option of enrolling children in a school-year program consisting of 540 instructional hours or a summer program consisting of 300 instructional hours. The Early Learning Coalition of Broward County, Inc. administers the Voluntary Pre-kindergarten program at the local level which includes registering child care providers and providing information to parents. BRHPC has broadened its ability to serve at-risk families by partnering with other agencies to outpost employees in their offices. Parents gain access to financial assistance for child care and are linked to family support services, including those for children with special needs, vulnerable populations, children at risk and parents who are preparing to enter the workforce. The online Redetermination Portal allows families to access the child care application, wait list, upload required documentation through the use of their cell phone and submit the application for review by BRHPC eligibility specialists. There have been approximately 26,000 entries in the Redetermination Portal: www.BrowardChildCare.org. In addition, funding has become available to open the wait list and enroll an additional 805 children into childcare. **A Parent Waiting List** has been added to the online eligibility system and correspondence has been sent via email and regular mail with an invitation number, which is used to access the Redetermination Portal. Assistance is available through 211-Broward and the eligibility team at Broward Regional Health Planning Council. Funding is limited and placement into services is dependent on the availability of these funds.

of Clients Served during FY 2016 -2017

- ◆ The School Readiness program has enrolled a total of 14,088 children during this school year.
- ◆ The Voluntary Pre-kindergarten program has enrolled 14,677 children during this contract period.

CENTRALIZED INTAKE AND ELIGIBILITY DETERMINATION

Program Overview

Centralized Intake & Eligibility Determinations (CIED) core functions include determining eligibility for Ryan White Part A services and/or third party payers. CIED also provides information and referrals for services for clients who are seeking medical and supportive services. CIED services include a centralized intake, eligibility, enrollment and information/referral process for all Ryan White Part A funded services. CIED serves as the single point of entry for Persons Living with HIV and AIDS (PLWHA) who are residents of Broward County. Staff provides information and assistance in obtaining medical care and other core and supportive services. Expected benefits for Persons Living with HIV/AIDS (PLWHA) include:

- ◆ Elimination of need to complete applications for each Ryan White Part A service provider.
- ◆ Expanded 3rd party benefits through application and enrollment assistance.
- ◆ Reduction in delays and barriers to access HIV-related care and treatment.
- ◆ Immediate access to all Part A medical and support services in one application.

of Clients Served during FY 2016-2017

CIED Clients Served: 17,770

Partners/Collaborators

BRHPC has interagency and out-posting agreements with approved Ryan White Part A Providers including:

- ◆ AIDS Healthcare Foundation (3 site locations in Broward County)
- ◆ Broward Community & Family Health Center
- ◆ Florida Department of Health in Broward County (2 site locations in Broward County)
- ◆ Broward Health (2 site locations)
- ◆ Broward House
- ◆ Care Resource
- ◆ Children's Diagnostic and Treatment Center
- ◆ Memorial Healthcare System
- ◆ The Poverello Center

*"Excellent service. Thank you
for all your help!"*

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS

Program Overview

The Housing Opportunities for Persons with AIDS (HOPWA) program offers housing assistance through its programs for vulnerable individuals and families who are at-risk for homelessness or who are already homeless. The target population - Low and Moderate Income Persons Living with HIV/AIDS (PLWHAs) throughout Broward County.

- ◆ *Short Term Mortgage Rent Utilities (STRMU)* provides financial assistance to pay for past due mortgage, rent or utilities.
- ◆ *Permanent Housing Placement (PHP)* provides financial assistance in the form of first and last month's rent and/or utility deposits to move into a new housing unit that meets HUD's habitability standards.
- ◆ *Tenant Based Rental Voucher (TBRV)* is an independent housing-portable monthly rental subsidy that stays with the client (not the unit) in the housing of their choice within Broward County. The lease is in the client's name, and the program requires clients to pay a portion of their income as rent.

of Clients Served during FY 2016 -2017

STRMU/PHP Unduplicated Clients	—	360
TBRV Clients	—	114
Total beneficiaries served	—	524

"I am delighted with the compassion I receive from the TBRV staff."

Partners/Collaborators

BRHPC has collaborative relationships with all other HOPWA providers and other local HIV/AIDS service providers.

HOPWA Outcome Indicators, 2016-2017

PHP/STRMU		TBRV	
90% of STRMU applications completed within 10 business days	98%	75% of clients that access an ongoing source of income.	91%
90% of PHP applications completed within 14 business days	100%	90 % of clients that maintained stable housing	100%
100% of PHP properties with Housing Quality Standard Inspections.	100%	90% Clients that remain compliant with TBRV program rules.	100%
100% of clients with completed Housing Stability Plans	100%	80% of clients with completed Housing Stability Plans	100%

HEALTH INSURANCE BENEFITS SUPPORT SERVICES

Program Overview

Health Insurance Benefits Support Services (HIBSS) deliver information to clients about their health insurance coverage, such as how they can navigate and utilize insurance effectively to achieve better health outcomes. Health Insurance Benefits Support Services provide clients with an overview of health care plan coverage and limitations, educate clients on the different types of health care providers, develop resources for clients to use related to their health benefits, and assist with prior authorizations and appeals process.

of Clients Served during FY 2016 -2017

This program began March 2017. As of June 30, 2017, a total of 100 clients received assistance.

Partners/Collaborators

BRHPC has interagency and out-posting agreements with approved Ryan White Part A Providers including:

- ◆ AIDS Healthcare Foundation (3 site locations in Broward County)
- ◆ Broward Community & Family Health Center
- ◆ Florida Department of Health in Broward County (2 site locations in Broward County)
- ◆ Broward Health (2 site locations)
- ◆ Broward House
- ◆ Care Resource
- ◆ Children's Diagnostic and Treatment Center
- ◆ Memorial Healthcare System
- ◆ The Poverello Center

"This program was so helpful, especially when navigating other systems and providers. They really helped me a lot."

HIBSS Program Goals

1. Each client will receive a health insurance assessment
2. All clients will receive a summary of benefits and education related to their insurance policy.
3. Clients who need assistance with authorizations and appeals will receive assistance to complete and submit all necessary documents.
4. All clients who need additional assistance will receive a referral to appropriate providers with follow up by the HIBSS program specialist.

SUPPORTIVE SERVICES FOR VETERAN FAMILIES

Program Overview

The Supportive Services for Veteran Families (SSVF) program is an integral component of *Mission United*. The *United Way of Broward County* administers the *Mission United* collaborative, which is a multi-agency alliance that assists veterans in re-acclimating to civilian life. Veterans who are eligible for SSVF services are assigned a Case Manager who is responsible for completing an assessment and a housing plan for sustainability in maintaining permanent housing. The SSVF program is a “housing first” initiative. This evidenced-based model asserts that the client is housed first, regardless of income. All clients receive budget guidance and training at the onset of the program. The Case Managers are assigned to designated sites that are key points of entry for the homeless, so that a comprehensive screening and assessment can be completed for all Veterans at the assigned venue. Such sites include, but are not limited to, the Veteran Affairs (VA) clinics and hospitals, homeless shelters, transitional houses, VFW, and Parks. Having the Case Manager on site expedites the screening/assessment process, facilitates entry into the program, and helps to mitigate transportation issues.

of Clients Served during FY 2016 -2017

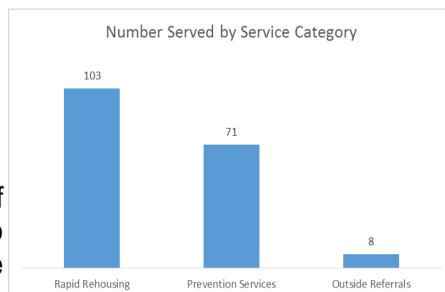
182 Veterans

Partners/Collaborators

The Broward County SSVF program, under the umbrella of *Mission United*, has many partners who work collaboratively to ensure that the Veteran is provided with comprehensive services to achieve successful outcomes that include permanent housing, linkage to health care, employment and financial stability. Partners include Urban League of Broward County, Legal Aid Service of Broward County, Coast to Coast Legal Aid of South Florida, 2-1-1 Broward, Veterans Affairs, Volunteers of America, Career Source Broward, Consolidated Credit Counseling Services, and many other agencies that are dedicated to ending Veteran Homelessness. All partners work very closely with the VA, Department of Elderly and Veterans Services, Broward Outreach Centers (BOCs), Homeless Assistance Centers (HACs) and many other agencies to ensure a streamlined system of securing services for Veterans.

Program Outcomes

BRHPC serves homeless Veterans through the SSVF Program. Our goal for all Veterans, who are enrolled in the SSVF program, is to ensure that they have stable, safe and affordable housing. The Case Management team has met with over **182** Veterans to assess their current living situation. Services include: rapid re-housing, homeless prevention services, and referrals to legal and other health and social supportive services.



NAVIGATORS

Program Overview

The Health Insurance Marketplace's (HIM) fourth open enrollment period began on November 1, 2016 and ended January 31, 2017. To increase participation in the HIM, Navigators conducted public education activities to raise awareness, facilitated the selection of Qualified Health Plans (QHP), provided information and services in a fair, accurate, and impartial manner, and made referrals to other health insurance and financial assistance programs in the community.

At the conclusion of the 2016-2017 open enrollment period, Navigators focused on the execution of community outreach strategies with an emphasis on vulnerable populations and underinsured communities. These strategies included tabling and providing flyers at community events, hosting educational workshops, attending community committee meetings and visiting city entities to promote the need for enrollment events.

of Clients Served during FY 2016 -2017

The Affordable Care Act Navigator Program provided direct assistance through appointments and event outreach to **15,954** individuals. Event outreach activities included: providing education during community events, conducting health insurance literacy groups and individualized sessions with enrollees, and delivering presentations to community partners on the available resources and locations at which their clients can seek assistance at no cost.



Navigator Katharina Reekmans during an Open Enrollment event at Broward College.

Partners/Collaborators

BRHPC created a network of partners to provide education and enrollment services in multiple languages throughout Broward County. Agency partnerships included; Hispanic Unity of Florida, Community Access Center, and Urban League of Broward County. These partnerships created a structure through which tailored strategies could be applied throughout Broward County to increase enrollment into a Federally Qualified Health Plan (QHP) through the Health Insurance Marketplace.

Number of Individuals Assisted with Enrollment Services, 2016-2017

Appointment assistance	2,610
Enrolling in a QHP	846
Applying for Medicaid/CHIP	195
Providing education (Health insurance literacy, payment, and locating providers)	1,558

HEALTH INSURANCE CONTINUATION PROGRAM

Program Overview

The Health The Health Insurance Continuation Program (HICP) provides financial assistance to clients who meet program criteria of residency, income, and health status. Health insurance plans are identified by the AIDS Drug Assistance program (ADAP and) the Ryan White Program. Financial assistance is offered for eligible individuals living with HIV to maintain optimal health outcomes. The goal of HICP is to provide help to clients with financial assistance so that they can maintain health insurance coverage, go to medical providers of their choice and receive preventive health care, through their chosen health insurance. Each client enrolled in the HICP program is eligible for \$6,500 in annual assistance. The target population includes all Ryan White Part A clients that have an income between 250% and 400% of the Federal Poverty Level (FPL); or enrollment in the AIDS Drug Assistance Program.

"I am always treated with such respect and kindness. A true blessing for me. Thanks to all who help me."

During the FY 2016-2017, the options for health insurance plan choices went from 6 to 25 plan options under Ambetter Florida Blue, Molina and Humana. The Affordable Care Act enabled clients to select a plan based on medical providers, medications on approved formularies and geographic location of medical providers and pharmacies.

of Clients Served during FY 2016 -2017

901 Clients

Partners/Collaborators

The HICP services are delivered through a collaboration of over twenty pharmacies throughout Broward County for clients to refill HIV and non-HIV medications. The strong relationships that the HICP program has built with physicians throughout the surrounding area has allowed copayments and deductibles to be made for HICP clients at the time of their medical appointment. The HICP program collaborates with HICP clients and their qualified health plan to verify premium totals and due dates to assure that there is no lapse in health insurance coverage.

HICP Outcome Indicators, 2016-2017

100% of Premium Payments are made on or before the due date.	100%
100% of payments are submitted to QHP's within 10 calendar days from time payment authorization is received.	100%

SUBSTANCE ABUSE MENTAL HEALTH PROGRAMS

Program Overview

The BRHPC Substance Abuse Mental Health (SAMH) programs provide services in the following areas:

Competency Restoration Training (CRT) program targets clients who have a mental health diagnosis or co-occurring disorders and are mandated into the program by Court order with the goal of becoming competent while living in the community or while in Broward County jails. The curriculum is implemented in 12 week cycles. Additionally, the lessons target living successfully in the community while on conditional release and looking at their lives beyond the short-term of the competency classes. Peer Specialists assist with the training sessions, provide individual support as needed and act as role models with recovery and resilience being the goal.

Post-Arrest Diversion program works with individuals who are facing non-violent 3rd degree felony charges by diverting them into a structured treatment plan, which includes psychiatric and medication management, case management, benefits application, evidence-based vocational and housing support, and individual and/or group therapy as needed. Referrals for the Post-Arrest Diversion Program are accepted from Public Defenders, State Attorneys, family members, jail or the clients themselves. The program utilizes **Moral Reconciliation Therapy**, which is a systematic, step by step program designed to enhance self-image, promote growth of a positive identity and facilitate the development of higher stages of moral reasoning.

Forensic Specialist Case Management Team offers services to individuals with a Severe and Persistent Mental Illness diagnosis with the goals being to reduce commitment to the state forensic hospitals, divert individuals before they are committed, and prevent recidivism.

Care Coordination Team mobilizes support for vulnerable mentally ill individuals during times of transition. Based on the evidence-based model “Critical Time Intervention,” the Care Coordination Team aims at integrating clients in the community through the development of independent living skills and by building effective support network.

of Clients Served during FY 2016 -2017

The SAMH Programs served 6,133 mentally ill offenders providing linkage and support services, representation in mental health court, CRT and discharge planning in the jails and forensic hospitals. The Post-Arrest Diversion Program currently serves 60 clients and continues to enroll clients.

Partners/Collaborators

The BRHPC SAMH Programs work closely with the following entities: Broward County State Attorney and Public Defender’s Office, Department of Children and Families; Broward Behavioral Health Coalition; the 6 State Forensic Hospitals, the Felony Courts & Broward Sheriff’s Office; Archways; Agency for Persons with Disability; Broward County Elderly & Veterans Services; Henderson; various programs and Residential Placement Providers; Local Hospitals; Crisis Stabilization Units; North and South Broward Hospital Districts; and Primary Care Clinics.

DATA WAREHOUSE & BUSINESS INTELLIGENCE

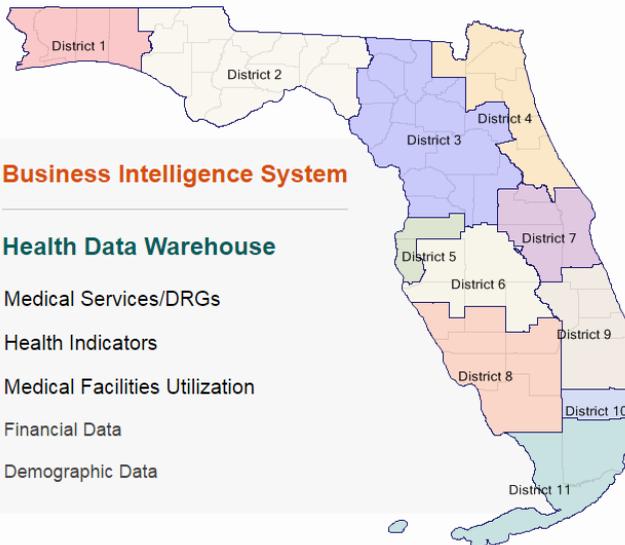


Health Data Warehouse & Business Intelligence System

Broward Regional Health Planning Council

Powerful yet easy to use decision support tools for healthcare providers and planners.

[Go to Business Intelligence Health Council site...](#)



Broward Regional Health Planning Council's **Health Data Warehouse** is an analytic engine which provides specific analysis by Health Planning District or County. Modules that are available include:

- ◆ Medical Services/DRGs
- ◆ Health Indicators (which include data on: Prevention Quality Indicators, Pediatric Quality Indicators, Chronic Conditions, Self-Inflicted Injuries, Emergency Department (preventable/avoidable) and Emergency Department (acuity/severity))
- ◆ Medical Facilities Utilization
- ◆ Financial Data
- ◆ Demographic Data

The **Business Intelligence** (BI) system developed by BRHPC and Nova Southeastern University, further expands the capabilities of the Data Warehouse. The BI system is a collection of tools that enable analysis of data in order to assist in making informed decisions.

CERTIFICATE OF NEED

Program Overview

BRHPC has overseen the Certificate of Need (CON) program for Broward County since its establishment in 1982. The Florida Agency for Health Care Administration website describes the program as follows: *The CON program is a regulatory process that requires certain health care providers to obtain state approval before offering certain new or expanded services.* CON Batching Cycles are posted on the BRHPC website, www.brhpc.org.

Partners/Collaborators

BRHPC collaborates with all healthcare facilities planning to establish or expand their services in Broward County.

HEALTH NEEDS ASSESSMENTS

BRHPC has access to a myriad of local data sets to facilitate the process of conducting a Community Health Needs Assessment that serves as the guiding document for strategic planning and allows agencies and hospitals to ensure compliance with new IRS requirements.

In the process of conducting a Needs Assessment, quantitative and qualitative data sets from primary and secondary sources are gathered and studied. These elements are considered in the prioritization of issues, goal setting and integration into strategic planning for Broward County.

Community Health Needs Assessments

As part of the IRS regulations, hospital organizations are required to conduct a community health needs assessment, which serves as a guiding document for strategic planning. Through the process of developing a Community Health Needs Assessment, a hospital positions itself to address local health needs that are not being met. To complete the assessment, a hospital convenes a Community Advisory Council to guide the process, review the data, identify unmet needs/service gaps, and prioritize needs. BRHPC presents the findings in a final report.



POINT-IN-TIME HOMELESS COUNT

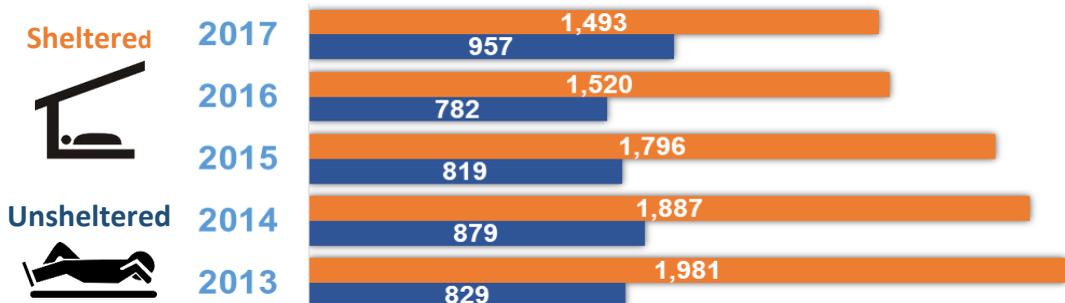
Program Overview

The Point-in-Time (PIT) Homeless Count provides information about homelessness that is critical to program and service planning, informing the allocation of resources for services to assist the homeless, and measuring the impact of local programs and services. The PIT count is a requirement of the Department of Housing and Urban Development (HUD) as part of a national effort to enumerate individuals experiencing homelessness. During this year's three-day count (January 24th-26th, 2017) over 300 volunteers canvassed Broward County in teams to administer surveys to individuals living outdoors, in vehicles, encampments and other structures not meant for human habitation, as well as service locations (i.e. soup kitchens). For the enumeration of sheltered individuals, staff of emergency shelters, transitional housing programs, mental health facilities and treatment centers, counted the number of homeless sheltered at their facility on the night of the count and reported this data into the Homeless Management Information System (HMIS). For 2017, the Department of Housing and Urban Development (HUD) prioritized the **youth population** for the Point-in-Time Count in order to determine a baseline for functional 0 by the year 2020. In Broward County, three strategies were used to capture data on youth and young adults under the age of 25. These strategies consisted of including a youth-specific survey during the regular PIT count, holding a magnet event on the Saturday after the PIT Count, and conducting a school count by distributing surveys to schools throughout the district.

Partners/Collaborators

Overseen by the Broward County Homeless Continuum of Care Board, BRHPC and its partner Nova Southeastern University led the 2017 PIT Count efforts. Committees were formed that focused on various aspects of the count; participants in these committees included stakeholders and providers throughout the community such as Broward County Sheriff's Office, local shelters and outreach programs.

2017 PIT Homeless Count Results



COMMITTEE FACILITATION

Health Care Access Committee

BRHPC acts as facilitator for the Health Care Access Committee whose purpose is to improve access to health care for the residents of Broward County, through the establishment of outcomes and indicators, which have been and will continue to be implemented and measured throughout the next several years. The members of the committee represent various facilities, agencies and/or departments within the county.

Health Services Planning Committee

BRHPC convenes the Health Services Planning Committee to ensure the updating and accuracy of the Broward County Health Plan and Fact Sheets published by BRHPC.

Other Committees

Broward Regional Health Planning Council staff members are involved with many committees throughout Broward County. A sampling of some of these committees includes: Steering Committee of Six Pillars Broward County, United Way Health Impact Committee, Nova Southeastern University and Florida International University Master of Public Health Advisory Committees, Coordinating Council of Broward Board of Directors, Everglades Area Health Education Center, Health Foundation of South Florida Board of Directors, Health Foundation Planning and Evaluation Committee, Healthy Families Florida Advisory Committee, Children's Services Council Steering Committee and Abuse and Neglect Committee, March of Dimes Program Services Committee, Teen Parent Advisory Committee among others.



HIV PLANNING COUNCIL

Program Overview

Broward County receives federal funding pursuant to the Ryan White Care Act for emergency relief in caring for Persons Living with HIV/AIDS (PLWHA). BRHPC began providing HIV/AIDS specific services in 1990 at the inception of the Ryan White Care Act. Since then, BRHPC has coordinated the Broward County Ryan White Part A HIV Health Services Planning Council (HIVPC) and HIV Clinical Quality Management (CQM) programs. BRHPC HIVPC staff provide professional support to the HIVPC and its six standing committees, including: Executive, Community Empowerment, Priority Setting & Resource Allocation, Membership/Council Development, System of Care, and Quality Management. BRHPC CQM staff provide Quality Improvement (QI) support to the Ryan White Part A Core Medical and Support services. BRHPC CQM staff conduct QI Trainings for PLWHA and Ryan White Part A service providers. QI trainings are ongoing and provide education on QI principles as well as best practices within each service category. In addition, BRHPC CQM Staff coordinate the following five QI Networks of Ryan White Part A service providers: Primary Medical Care, Oral Health Care, Non-Medical Case Management, Disease Case Management, and Mental Health/Substance Abuse.

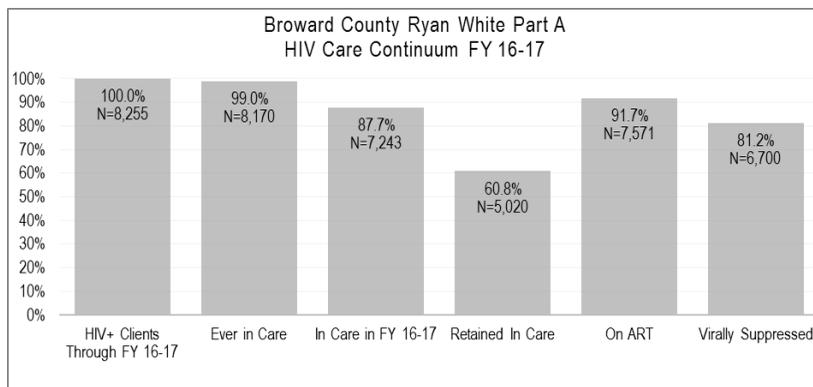
Partners/Collaborators

BRHPC HIVPC and CQM staff work in collaboration with Broward County Part A Recipient staff, PLWHA, Ryan White Part A service providers, and other funders such as Medicaid, Medicare, Social Security Administration, Veterans Affairs, HOPWA Program, Broward County Public Schools, and recipients for Ryan White Parts B, C, D, and F.

HIV Care Continuum Outcomes

The HIV Care Continuum is a model that outlines the sequential steps or stages of HIV medical care that PLWHA go through from initial diagnosis to achieving the goal of viral suppression. In 2013, the HIV Care Continuum Initiative was established as the next step in the implementation of the National HIV/AIDS Strategy. The Initiative directed Federal departments to accelerate efforts to increase HIV testing, care, and treatment to better address drop-offs along the HIV Care Continuum and increase the proportion of individuals in each stage along the Continuum. The steps outlined in the Broward County Ryan White Part A HIV Care Continuum include: (1) Total HIV+ Clients; (2) Ever in Care; (3) In Care; (4) Retained in Care; (5) On Antiretroviral Therapy (ART); and (6) Virally Suppressed. The following figure shows the HIV Care Continuum for Broward County Ryan White Part A clients in FY 16-17 (March 1, 2016 – February 28, 2017).

HIV CLINICAL QUALITY MANAGEMENT



1. **Total HIV+ Clients:** Step 1 of the HIV Care Continuum is the number of clients who are HIV+ and received at least one Ryan White Part A service in the reporting period. There was a total of 8,255 Ryan White Part A clients in FY 16-17.
2. **Ever in Care:** Step 2 of the HIV Care Continuum is the number of clients who have ever had medical care* documented. Of the 8,255 Ryan White Part A clients in FY 16-17, a total of 8,170 clients (99.0%) have ever had medical care documented at some point.
3. **In Care:** Step 3 of the HIV Care Continuum is the number of clients who had medical care documented *within* the reporting period. Of the 8,255 Ryan White Part A clients in FY 16-17, a total of 7,243 clients (87.7%) had medical care documented.
4. **Retention in Care:** Step 4 of the HIV Care Continuum is the number of clients who had two or more medical care services at least three months apart in the reporting period. Of the 8,255 Ryan White Part A clients in FY 16-17, a total of 5,020 clients (60.8%) were retained in care.
5. **On ART:** Step 5 of the HIV Care Continuum is the number of clients who had a documented Antiretroviral Therapy (ART) within HIV history records at any time during the reporting period. Of the 8,255 Ryan White Part A clients in FY 16-17, a total of 7,571 clients (91.7%) were on ART.
6. **Virally Suppressed:** Step 6 of the HIV Care Continuum is the number of clients with a viral load less than 200 copies/mL as of the end of the reporting period. Of the 8,255 Ryan White Part A clients in FY 16-17, a total of 6,700 clients (81.2%) were virally suppressed.

*Medical Care Service = Medical care appointment, viral load or CD4 count test.

BROWARD COUNTY HEALTH PLAN

The Health Plan is a dynamic document, continually updated, to ensure availability of the most current information. It covers a vast spectrum of topics, from labor force statistics to immunization rates, reflecting the broad scope of issues affecting public health, as well as highlighting the correlation between socioeconomics and community health. The Health Plan is divided into nine chapters to address the multifaceted healthcare system in Broward County as follows:

CHAPTER I: REGIONAL PROFILE provides demographic and socioeconomic indicators influencing health status and impacting availability of health resources that contribute to increasing utilization rates and decreasing availability of healthcare financing.

CHAPTER II: HEALTH STATUS outlines community health status through five broad health categories: Maternal and Child Health, Behavioral Health, Oral Health, School Health and Morbidity and Mortality.

CHAPTER III: HEALTH RESOURCES provides an overview of health resources currently available in Broward County.

CHAPTER IV: HEALTHCARE UTILIZATION provides healthcare utilization data. Broward County's diversity as well as the seasonal fluctuations in population can influence utilization.

CHAPTER V: HEALTHCARE FINANCING discusses the increasingly complex topic of healthcare financing. It outlines numerous sources of healthcare financing in Broward and provides a brief description of healthcare funding.

CHAPTER VI: BENCHMARKS sets annual community health priorities, identifies community interventions, and measures progress attaining health improvements.

CHAPTER VII: THE HEALTH DATA WAREHOUSE explains and examines the Health Indicator modules from the Health Data Warehouse which include: 1) Prevention Quality Indicators/Avoidable Admissions, 2) Inpatient Chronic Conditions (ICD-9), 3) Suicide Incidence, 4) ED Acuity Stratification (CPT) and 5) NYU Algorithm ED Preventable/ Avoidable Admissions.

CHAPTER VIII: GAPS ANALYSIS analyzes the potential impact of implementing a common eligibility program for publicly funded social services in Broward County and the surrounding metropolitan area. The analysis was based on four programs: 1) Earned Income Tax Credit (EITC), 2) Nutritional/Food Stamps Program, 3) Women, Infants and Children (WIC), and 4) Health Insurance.

CHAPTER IX: BEHAVIORAL HEALTH provides an overview of behavioral health status in Broward County.

BROWARD COUNTY FACT SHEETS

A set of fact sheets were developed to complement the Health Plan chapters. These fact sheets provide a quick two-page summary of a specific topic. They are useful tools for community members who need a quick reference tool for a narrow topic. Currently, there are fact sheets that cover the following topics for all of Broward County (HIV/AIDS, Sexually Transmitted Infections, Health Insurance, Oral Health, the Economy, Healthcare Resources, Healthcare Access, Broward County Gaps Analysis and Broward County Quick Facts); and fact sheets that emphasize local zip code data. The information is targeted to community members as well as community leaders in the following areas:

- ◆ Local Governments and Other Policymakers
- ◆ Healthcare Administrators
- ◆ Healthcare Providers
- ◆ Healthcare Funders
- ◆ Healthcare Professionals
- ◆ Healthcare Researchers
- ◆ Consumers and Other Stakeholders
- ◆ Public and Private Healthcare Financers



Partners/Collaborators

The Healthcare Services Planning Committee is comprised of community agencies, hospitals, and stakeholders. It convenes on a quarterly basis and provides input on the content and format of the Health Plan and Fact Sheets.

BROWARD COUNTY HEALTH PROFILE

2016 BROWARD COUNTY HEALTH PROFILE



BRHPC

Broward Regional Health Planning Council, Inc. is committed to delivering health and human services innovations at the national, state, and local level through planning, direct services, evaluation, and organizational capacity building.
www.brhpc.org

BRHPC annually publishes the Broward County Health Profile, which provides a synopsis of Broward County health indicators. It is a compilation of statistics at the county and state levels, including population demographics, socioeconomic factors, leading causes of death, maternal and child health, healthcare access and prevention quality indicators. The Health Profile assists local organizations and social services programs with identifying the services being utilized and where there are deficiencies in the healthcare delivery system in Broward County. The Health Profile is updated annually and made available on BRHPC's website. The information is

targeted to community members as well as leaders in local governments, healthcare administrators, healthcare providers, healthcare funders, healthcare researchers, consumers and stakeholders.

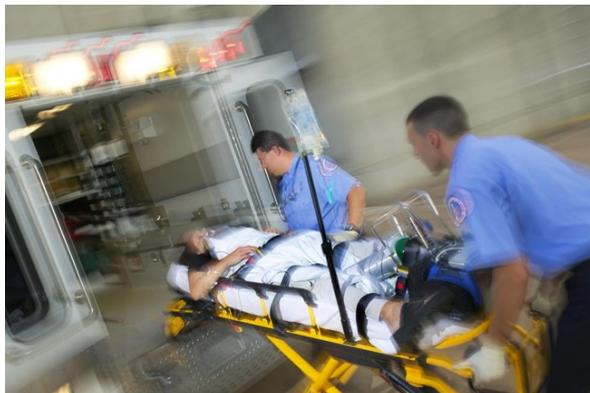
BROWARD COUNTY TRAUMA MANAGEMENT



Broward Regional Health Planning Council, Inc. in partnership with the Broward County Trauma Management Agency, a section of the Office of the Medical Examiner and Trauma Services, develops the Five Year Trauma Plan and the Broward County Annual Trauma Report for the county's trauma services network.

The Annual Trauma Report provides an overview of the operational functions of the county's trauma services system and its components. The report addresses such issues as Quality Assurance, Budgets, as well Demographics and Clinical statistics. As noted in the report, the Agency is also responsible for Injury Prevention and Outreach Programs, including support for the "Take 5 to Stay Alive Don't Text & Drive" campaign.

The Trauma Agency in coordination with the Emergency Medical Services Council (EMS Council) is also responsible for Pre-Hospital and Hospital Compliance through monthly trauma quality review meetings, development and implementation of County-wide protocols such as the new Stroke Protocols and Hospital Transfer Policies. The EMS Council is comprised of members, representing hospitals, fire rescue, medical and nursing personnel as well as local municipal and county representatives, and a representative from BRHPC appointed by the Broward County Board of County Commissioners. Additionally, the Trauma Management Agency is responsible for the ongoing research of innovations in trauma services to ensure that the most effective and efficient continuum of medical care is available to the residents and visitors in Broward County.



STAFF DEVELOPMENT, VOLUNTEERISM & INTERNSHIPS

Staff Training

Broward Regional Health Planning Council (BRHPC) is committed to providing all personnel with the supervision and training needed to perform their job functions at the highest possible level. BRHPC is also committed to the enhanced staff development and growth of every employee through regularly scheduled and ongoing training and supervision. This provision of training and supervision is designed to improve professional and technical skills, increase staff use of and fidelity with evidence-based practices and further system of care utilization management and compliance. Examples of staff trainings include but are not limited to: Safety in the Workplace and in the Field, Service Delivery for the Deaf or Hard-of-Hearing HIPAA & Confidentiality, and Cultural Competency.

Volunteerism and Internships

BRHPC collaborates with local colleges, universities, and community agencies to offer internships and volunteer opportunities to upcoming professionals pursuing courses of study in the fields of Public Health, Public Policy, Human Services, Social Work and Administration. The goal is to create opportunities for individuals and students to develop new skills in a real world setting. Examples of volunteer and internship opportunities are listed below:

- ◆ Healthy Families Broward System Evaluation and Recommendation
- ◆ Healthy Families Broward Community Needs Assessment by Zip Code
- ◆ Broward County Health Plan Internship
- ◆ Broward County Health Profile Internship
- ◆ Transforming Our Community's Health Internship

Summer Employment Program

Every summer, BRHPC hosts a number of high school/college students for its Summer Employment Program. The main function of this program is to provide students with the opportunity to work in a real-world environment while developing skills, such as time management, teamwork and organization. While they never interface with clients, students assist with administrative and clerical duties in the office such as photocopying, scanning, and archiving files. They also have the opportunity to sit in during committee meetings to be exposed to the decision-making and collaborative process in a committee setting.

TRANSFORMING OUR COMMUNITY'S HEALTH



Partnerships Transforming Our Community's Health (TOUCH) uses evidence-based approaches and promising-practices to help reduce the major causes of preventable chronic conditions, diseases and early deaths. These strategies have

received funding by the US Centers for Disease Control and Prevention, US Department of Agriculture, Health Foundation of South Florida, Humana Foundation and Community Foundation of Broward. TOUCH works with over 30 community partnering organizations, local governments, Broward County Public Schools, Children's Services Council, businesses and residents to support efforts to encourage smoke-free environments, provide opportunities for people of all ages and abilities to play and engage in physical activity throughout the community, improve access to nutritious and fresh foods, and promote preventive primary care.

Here are some of the ways we are working together for a healthier Broward!



TOUCH has worked where people live, work, learn, play, pray, and retire to improve access to healthy foods in Broward County. Partners have helped to ensure the healthier choice is the easier choice in parks, schools, worksites and communities. These efforts are seen in parks that have healthier options in vending machines, Broward County Public Schools' "Smarter Lunchroom" best practices that create environments to promote healthy eating, and Memorial Healthcare System's use of Go-Slow-Whoa messaging has helped those in cafeterias identify and choose the healthiest choices.

The "Healthy Eating" focus area is more than promoting a healthier lifestyle, it's also a series of strategies to help improve access to and affordability of fresh fruits and vegetables. Lack of healthy food options in neighborhoods, especially those with residents who have low incomes and don't have a grocery store nearby, can lead to chronic health conditions including obesity, diabetes, heart disease and high blood pressure.

Through this focus area, fresh foods have been made available to people living in food deserts, an additional urban market garden has been developed, Good Neighbor Stores have been identified and fruits and vegetables have been provided to those living in Healthy Community Zones through partnerships with a diverse range of community based organizations, local governments and foundations.



COLLABORATIONS & INITIATIVES



BRHPC Receives *Safe Streets Award*: Safer, Healthier Streets for ALL Users

Broward Regional Health Planning Council was awarded the 2017 **Safe Streets Award** for the leadership role Transforming Our Community's Health (TOUCH) has provided for Broward County's Complete Streets

initiatives. Through strong partnerships, funding, and leadership BRHPC's support of Complete Streets has helped promote efforts to design safe transportation facilities for all modes of transportation including those who walk, ride bikes, use assistive mobility devices, utilize public transit and drive cars and motorcycles. BRHPC's TOUCH initiative continues to be an impetus for safer, healthier streets for all users as it convenes dozens of non-traditional Complete Streets partners who play vital roles in the equitable and sustainable implementation of Complete Streets throughout Broward. BRHPC has established five Healthy Community Zones and provided technical assistance to foster Complete Streets in areas of great need such as, Broward County Municipal Services District, Dania Beach, Hallandale Beach, the Fort Lauderdale Sistrunk Corridor, and Lauderdale Lakes.

DESTINATION FITNESS at Reverend Samuel Delevoe Park

Collaboration among Broward Municipal Services District Healthy Community Zone residents, Broward County government and Parks and Recreation, the Health Foundation of South Florida and BRHPC has resulted in the installation of a state of the art outdoor gym for use at no cost by park goers. The exercise equipment is handicap accessible, has over a dozen components and is designed for ages fourteen and older. Even small amounts of exercise can help keep us healthy and this is an excellent example of how residents envisioned a way to improve fitness opportunities in their neighborhood and worked together to improve their community's health!



“Without partnerships in the community we wouldn't see this,” assistant county administrator Alphonso Jefferson said. “It's about bringing community business and residents together to change how this community functions.”

ELECTRONIC FINGERPRINTING

In order to assist community agencies and providers in meeting legislative requirements of HB 7069, BRHPC acquired equipment with the capability to scan fingerprints electronically for **Level II Background Screening**, using **Live Scan technology**.

Below is an excerpt from the former Secretary of the Department of Children and Families regarding HB 7069:



"Florida is about to implement important changes to ensure the safety of Floridians who are so dependent on the quality of the people caring for them. This new law will require background screening of job applicants, employees and volunteers who come in contact with children, the developmentally disabled and vulnerable adults.

Employers as of August 1, 2010 will not be able to employ applicants for these positions of special trust or responsibility until the applicants are cleared by Level 2 background screening, the fingerprint-based search of criminal records in Florida and nationally. The fingerprints must be sent to the Florida Department of Law Enforcement, which shares them with the Federal Bureau of Investigation to thoroughly investigate if applicants have a criminal history."

BRHPC offers Live Scan Fingerprinting technology for Level II Background Screening for the Department of Children and Families (DCF), Agency for Health Care Administration (AHCA), Volunteer and Employee Criminal History System (VECHS), Elder Affairs, and the Department of Business and Professional Regulation (DBPR). Live Scan allows for electronic submission of fingerprint screens, with results within 24 to 48 hours, in comparison to the hard card fingerprint submission, which can take 4 to 6 weeks.

BRHPC's fingerprinting clientele include hospital employees, guardian ad litem programs, doctors' offices, non-profit and social service agencies, colleges, universities and more.

Electronic Fingerprinting for Level II Background Screening services and additional services such as photo submission to the AHCA clearinghouse are available at BRHPC. To make an appointment, contact Yolanda Falcone, Manager of Administrative Services, via email: yfalcone@brhpc.org.

FINANCIAL SERVICES

Broward Regional Health Planning Council has been in business for over 35 years in good financial standing and offers emerging non-profit organizations technical assistance and oversight with implementing the administrative and fiscal infrastructure necessary to:

- ◆ Ensure compliance with federal, state and local funding requirements
- ◆ Establish and maintain effective internal controls to comply with accounting principles and audit standards

Services	Description	
Human Resources	Maintenance of personnel files New hire state reporting Background Screenings	Benefit management COBRA administration
Payroll	Pay check processing Direct deposit processing Wage garnishment administration	Federal Payroll tax filings Unemployment tax filings
Accounts Receivable	Invoice preparation Manage Aging of Accounts Receivables	Cash receipts handling and posting
Accounts Payable	Vendor payment preparation	Manage Aging of Accounts
Cash Budgeting	Cash flow analysis	Development of Cash Budget
Contract Management	Development of centralized contract management system	Deliverable Tracking
Budget Management	Development of agency, program and grant budgets	Preparation of budget amendments and adjustments
Policies and Procedures	Development of agency policy and procedure manual	Development of financial and accounting operational policies
Credentialing and Certification	Action plan development and updates	Attendance at site visits Planning and technical assistance
Financial Reporting	Budget vs. Actual Revenue and Expense reports (agency, program and grant specific) Statement of Financial Position Statement of Activities	Statement of Functional Expenses Compilation of reports to funding sources, internal management and governing boards
Tax and Accounting Compliance	CPA review of internal controls and reports issued	

INFORMATION TECHNOLOGY INNOVATION

The BRHPC Information Technology Department has the capability to host and design websites and the expertise to design databases, data mine and provide data warehousing. During the last several years, BRHPC has led statewide collaborative planning activities in partnership with the other ten Florida Local Health Planning Councils. Recent statewide initiatives included pandemic flu planning and special needs disability disaster preparedness. BRHPC actively encourages Healthcare Practitioners, Planners, Researchers and Policy-makers to utilize these valuable community-planning tools. BRHPC developed the Florida Health Data Warehouse and analytic engine, with grant funding from the Blue Foundation for a Healthy Florida and Health Foundation of South Florida, as well as BRHPC administrative dollars. Data warehouse modules include AHRQ Adult and Pediatric Prevention Quality Indicators, Chronic Diseases Inpatient Hospitalizations, Self-Inflicted Injury, Emergency Department Severity Stratification, and New York University Emergency Department Algorithm (Preventable/Avoidable). These modules are a valuable community-planning tool, which BRHPC actively encourages organizations to utilize. The initiative's target population is primarily uninsured and underinsured residents with chronic healthcare conditions and healthcare practitioners, planners, researchers and policy-makers.

HUMAN RESOURCES SUPPORT

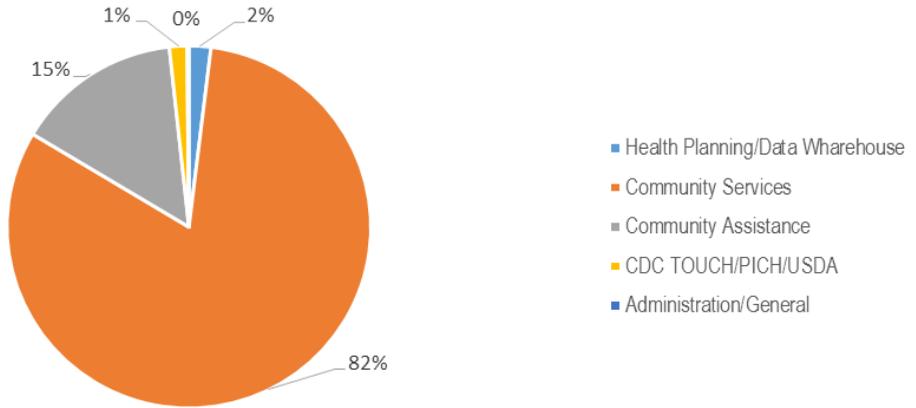
Proactive Human Resources is essential to prevent, mitigate and reduce the many liabilities present in public and business administration. It is also necessary to take advantage of opportunities to hire, develop, encourage and provide the skills, experience, knowledge, and encouragement necessary for employee excellence. Primary areas of Human Resources support at the Broward Regional Health Planning Council include management of employment transactions, supervisory advice, assistance and support, correspondence and document review, policy review and updates, position description maintenance, critical incident intervention, disciplinary action support, compliance advice, training, and, quite literally, 24/7 availability for advice and intervention if required. Related to the employment function is the management of risks, employee benefits and payroll.

LEGAL OVERSIGHT

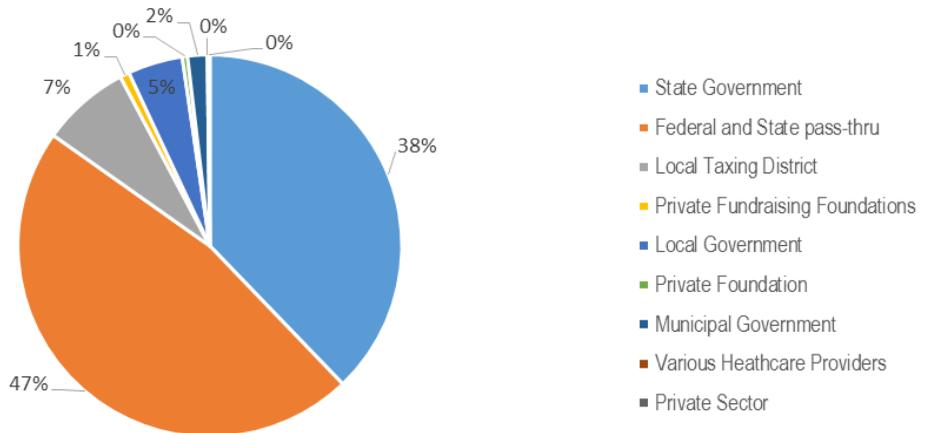
Legal oversight for BRHPC is provided through its General Counsel who reviews, updates, amends as required, and makes recommendations as to form and content of the BRHPC's contracts and sub-contracts. This is done both with funders of BRHPC activities and with providers rendering services to the BRHPC, and are performed regularly as requested by BRHPC.

FISCAL VIABILITY

Agency Revenue by Service/Program Fiscal Year 2016-2017



Agency Expense by Service/Program Fiscal Year 2016-2017



CERTIFICATE OF NEED

DESCRIPTION	DATES
Hospital Beds and Facilities: 1st Batching Cycle 2017	
Summary Need Projections Published in F.A.W.	1-20-17
Letter of Intent Deadline	2-06-17
Application Deadline	3-08-17
Completeness Review Deadline	3-15-17
Application Omissions Deadline	4-19-17
Agency Initial Decision Deadline	6-02-17
Hospital Beds and Facilities: 2nd Batching Cycle 2017	
Summary Need Projections Published in F.A.W.	3-31-17
Letter of Intent Deadline	4-17-17
Application Deadline	5-17-17
Completeness Review Deadline	5-24-17
Application Omissions Deadline	6-28-17
Agency Initial Decision Deadline	8-18-17
Other Beds and Programs: 1st Batching Cycle 2017	
Summary Need Projections Published in F.A.W.	7-21-17
Letter of Intent Deadline	8-07-17
Application Deadline	9-06-17
Completeness Review Deadline	9-13-17
Application Omissions Deadline	10-11-17
Agency Initial Decision Deadline	12-01-17
Other Beds and Programs: 2nd Batching Cycle 2017	
Summary Need Projections Published in F.A.W.	10-06-17
Letter of Intent Deadline	10-16-17
Application Deadline	11-15-17
Completeness Review Deadline	11-22-17
Application Omissions Deadline	12-27-17
Agency Initial Decision Deadline	2-16-18