



Broward Regional Health Planning Council

2025 - 2028 Strategic Plan

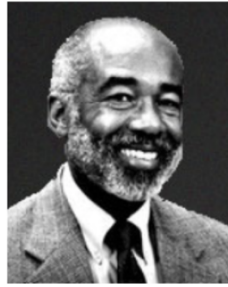


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Board of Directors



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MBA, ARM, RN

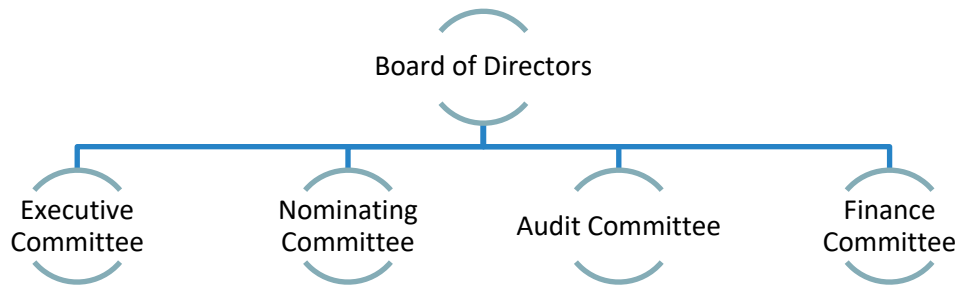


Ronald E. Moore
MD



Michael De Lucca, MHM
President & CEO

Board of Directors - Committee Structure



Board of Directors may establish committees for the purpose of assisting the Board of Directors in its management of the affairs of the corporation. The Chair shall select the Chairperson of committees. The designation of such committees and delegations of authority thereto shall not operate to relieve the Board of Directors of any responsibility imposed on it or him/her by these bylaws, the articles of incorporation or by law.

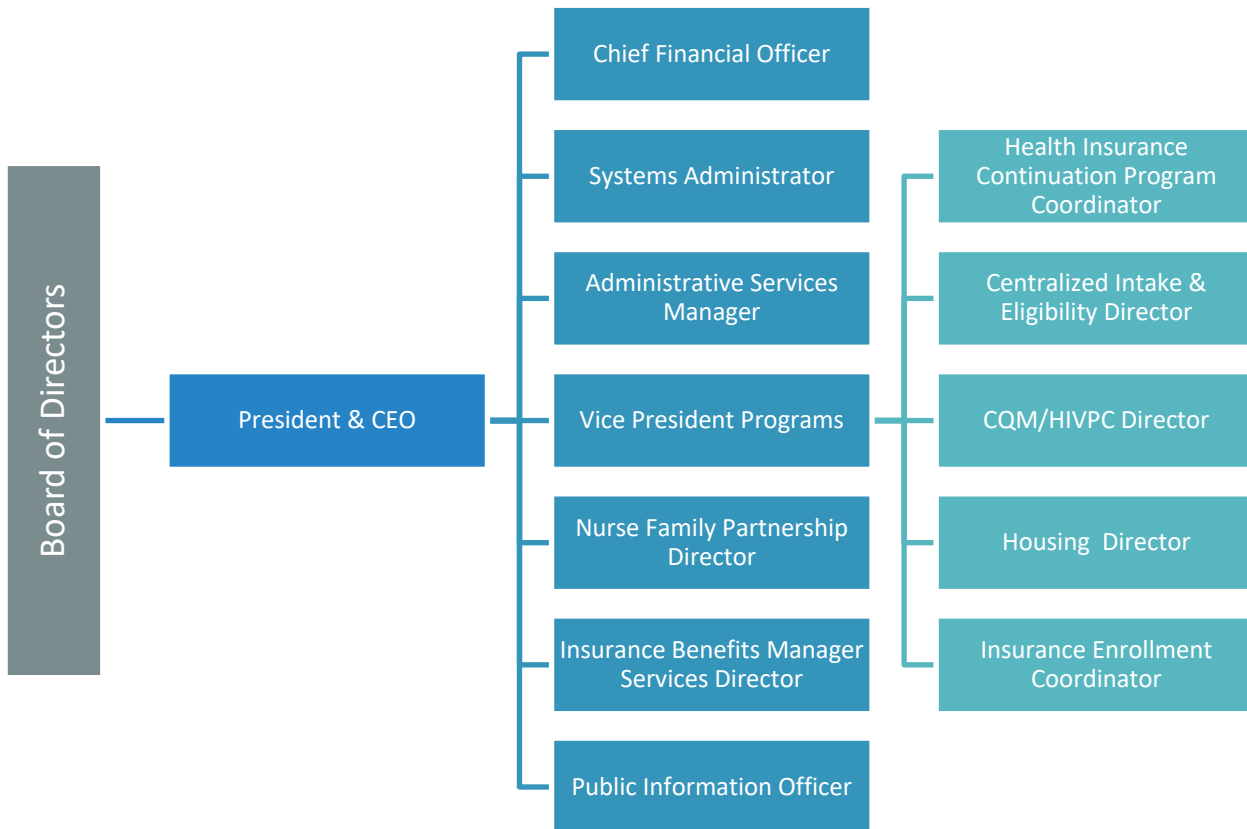
Executive Committee. The Chair, Vice-Chair, Secretary and Treasurer shall serve as the Executive Committee of the Board of Directors. The officers shall constitute the executive committee of the Board, with the authority to act on matters requiring action between Board meetings. Any such act shall be reported by the Executive Committee at the following Board meeting for ratification. Except during meetings of the Board of Directors and as provided below, the Executive Committee shall have and may exercise all the authority of the Board. Notwithstanding the foregoing, in addition to the disabilities attached to the Executive Committee under Section 617.0825, Florida Statutes, and the other provisions of these Bylaws and Articles of Incorporation regarding extraordinary voting requirements of the Board, the Executive Committee shall have no authority to: (i) amend the Articles of Incorporation; (ii) adopt a plan of merger, consolidation, recapitalization or other form of reorganization; (iii) sell, lease, exchange or otherwise dispose of all or substantially all of the property and assets of the Corporation; (iv) adopt a plan of voluntary dissolution of the Corporation; (v) fill vacancies on the Board of Directors; or (vi) adopt, amend or repeal these Bylaws. The Executive Committee or designate of the Executive Committee shall conduct the President/CEO's annual performance review in June.

Audit Committee. The Audit Committee shall convene at the initial audit engagement and before the issuance of the completed financial and compliance audit. The Audit Committee will be chaired by the Chair of the Corporation and shall appoint no fewer than three members.

Finance Committee. The Board of Directors shall establish an independent Finance Committee to implement the best practice included in the Sarbanes Oxley Act of 2000. The Finance Committee shall perform investment-related functions by, among other things: preparing and recommending an investment policy to the Board; recommending investment advisors to the Board as appropriate; and reviewing the performance of investment advisors, the appropriateness of the corporation's investments and the performance of the corporation's investments against the corporation's investment policy and financial plans. The Finance Committee will review revisions to the Finance Policies and Procedures as well as review the agency's annual budget. The Finance Committee will be chaired by the Treasurer of the Corporation and shall appoint no fewer than three members.

Nominating Committee. At the regular meeting of the Board of Directors immediately preceding the annual meeting of the Corporation, at which an election is to be held, the Board shall elect a Nominating Committee composed of three (3) Board members. At the annual meeting of the Corporation the Nominating Committee shall nominate a minimum of one (1) Board member for each of the four (4) Officers.

Organizational Chart



Mission, Purpose, Vision, and Values

MISSION

- BRHPC is committed to developing and providing innovative technology and service solutions at the national, state and local level through planning, direct services and evaluation.

PURPOSE

- To assume a leadership role in health planning, coordination, collaboration, and implementation.

VISION

- BRHPC's vision is to transform health innovative services and systems.

Consumer Orientation

- Consumers are our must primary focus; their needs and involvement guide our activities.

Ethics

- We believe in conducting ourselves with integrity and professionalism, ensuring public trust.

Quality

- We believe that the quality of our services should exceed expectations.

Leadership

- We believe in providing innovative leadership that advances quality of healthcare services for all.

Change and Innovation

- We believe in facilitating change and innovation that improves and enhances our services.

Work Environment

- We believe in a safe and productive workplace that is challenging, rewarding and enjoyable; where every employee is part of the team; and trust, respect, creativity, and open communication prevail.

2025 Programs and Services

BRHPC's Programs and services are categorized by the following focus areas:

Activating Community Engagement	Community Stabilization	Health Planning
<ul style="list-style-type: none">• Emergency Financial Assistance• Health Insurance Continuation Program• Insurance Benefits Manager Services	<ul style="list-style-type: none">• Centralized Intake and Eligibility Determination• Get Covered Broward• HOPWA Permanent Housing Placement (PHP)• HOPWA Short-Term Rent, Mortgage & Utilities (STRMU)• HOPWA Tenant Based Rental Vouchers (TBRV)• Nurse Family Partnership	<ul style="list-style-type: none">• Clinical Quality Management• Community Health Needs Assessments• HIV Planning Council• HIV Integrated Plan• HIV Needs Assessment• Local Health Planning Council

Activating Community Engagement

The Council's direct service programs target defined service areas which include statewide initiatives that include the most vulnerable residents from infants to seniors. The Council actively enrolls, ensures eligibility, and tracks clients using an online system of application and redetermination. Other services include eligibility determination for vulnerable individuals, and health insurance education and enrollment assistance to residents of defined service areas. The Council also processes health insurance enrollments, and premium payments, and medication assistance for individuals throughout Florida who have lifelong illnesses. The Council provides housing assistance and support services for low-income clients to prevent and reduce the risk of homelessness.

Emergency Financial Assistance

BRHPC provides payments for Ryan White Part B services under the Emergency Financial Assistance.

Health Insurance Continuation Program

The Health Insurance Continuation Program assists with copayments, deductibles and coinsurance.

Insurance Benefits Manager Services

BRHPC is the contracted Insurance Benefits Manager for the State of Florida AIDS Drug Assistance Program (ADAP). Under this contract, BRHPC assists clients with health insurance enrollment and makes health insurance premium payments on behalf of enrolled clients. As an essential component of ADAP, this core service allows clients access to critically necessary health care services and lifesaving medications for Persons with HIV (PWH) enrolled in Federally Facilitated Marketplace, Employer Sponsored Insurance or COBRA coverage. Eligible insured clients have coverage that includes prescription drug coverage equivalent to the ADAP formulary drugs. Increasing HIV viral load suppression is a key strategy for Ending the HIV Epidemic in Florida. PWH must have timely access to HIV Anti-Retroviral Therapy medications to both achieve and sustain viral load suppression. Research has shown that PWH who have an undetectable viral load cannot transmit HIV through sexual contact. Data from ADAP indicates that clients served by the Insurance Program have achieved a viral load suppression rate of 96 percent, whereas those served in the Direct-Dispense Program have achieved a viral load suppression rate of 89 percent. Through payment of health insurance premiums, clients experience a continuum of care which improves health outcomes, increases retention in care, viral load suppression and medication adherence.

Community Stabilization

The Council provides services that aim to increase healthy pregnancy outcomes and healthy child development through home visitation. These services target vulnerable populations including, but not limited to, individuals with lifelong illnesses and low-income families with minor children. The aim is to prevent residents from becoming homeless or to help those who are experiencing homelessness to be quickly re-housed and stabilized.

Centralized Intake and Eligibility Determination

The core Centralized Intake & Eligibility Determination (CIED) function includes determining eligibility for Ryan White Part A services and/or third-party payers and providing information and referrals for services. Centralized Intake & Eligibility Determination 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) into the Emerging Metropolitan Areas' (EMA's) HIV care continuum including Ryan White Part A and other funders of similar services. Staff provides information and assistance in obtaining medical care, other core services and support services.

Get Covered Broward

Get Covered Broward is an on-call health insurance enrollment assistance program. This initiative provides free education and application assistance to uninsured and vulnerable individuals. By calling 1-800-794- 2208, a representative will provide one-on-one assistance to check for Affordable Care Act eligibility, help to find the best plan for the whole family, and will walk the caller through the enrollment process. The goal is to reach individuals in target zip codes in Broward County, who are known to be uninsured, to inform them about available tax subsidies that may enable them to get free or low-cost health insurance. The lack of health insurance has been identified as an important driver of health-care disparities. Lack of insurance, more than any other demographic or economic barrier, adversely affects the quality of health care received by minority populations. This program is meant to improve these health disparities.

Housing Opportunities for Persons with AIDS (HOPWA) Programs

Short Term, Rent, Mortgage & Utilities (STRMU). Assists with mortgage, rent or utilities.

Permanent Housing Placement (PHP). Provides financial assistance in the form of the first and last month's rent and/or utility deposits to move into a new housing unit that meets HUD's habitable standards.

Tenant Based Rental Voucher Program (TBRV). Provides rental assistance for private apartment units.

Nurse Family Partnership

The Nurse-Family Partnership (NFP) program is an evidence-based community health program that helps transform the lives of vulnerable pregnant mothers. Implementation of this program is made possible in Broward County with funding from the Maternal Infant and Early Childhood Education Home Visitation (MIECHV) grant and donations from some Foundations. Through ongoing home visits from registered nurses, low-income, at-risk 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, Nurse Home Visitors form a much-needed, trusting relationship with moms, instilling confidence, and empowering them to achieve a better life for their children – and themselves.

Health Planning

The Council provides planning tools and services that promote public awareness of community health needs. Through planning activities, the Council collects data and conducts analyses and studies related to the healthcare needs of defined service areas, including the needs of medically indigent persons. Planning services also assist hospitals, community agencies, and other state agencies in carrying out data collection activities. The Council works with local agencies to identify health needs of the community and provides support in federal grant applications for service categories, including chronic diseases, pharmaceutical assistance, outpatient/ambulatory health services, oral healthcare, medical case management, eligibility, and the medical outcome study. The Council also provides *HIV Health Planning services* which directs and coordinates effective responses to the HIV epidemic in the defined service areas. The goal is to ensure quality, comprehensive care that positively optimizes the health of people with HIV at all stages of illness. The Council offers a unique opportunity for community members and service providers to work together to improve the health outcomes of the HIV community. The Council facilitates priority setting and resource allocation activities. The *Clinical Quality Management* team guides the Ryan White Part A contracted service providers to achieve successful Quality Improvement Projects (“QIP”) to meet an overall goal of increasing the systemwide retention rate for people with HIV. One of the important aspects of the Ryan White HIV/AIDS Program is its focus on community health planning for HIV care and treatment. Community health planning is a deliberate effort to involve diverse community members in “an open public process designed to improve the availability, accessibility, and quality of healthcare services in their community.” The process involves “identifying community needs, assessing capacity to meet those needs, allocating resources, and resolving conflicts.”

Clinical Quality Management Support Services

BRHPC coordinates the Broward County Ryan White Part A HIV Health services Planning Council (HIVPC) and HIV Clinical Quality Management (CQM) programs. HIVPC staff provide professional support to the HIVPC and its six standing committees. CQM staff provide Quality Improvement (QI) support to the Ryan White Part A Core Medical and Support Services through facilitating QI trainings for people living with HIV/AIDS (PWHA) and Ryan White Part A service providers.

Community Health Needs Assessment (CHNA) and Implementation Planning

BRHPC offers expert services in developing Community Health Needs Assessments (CHNA) and comprehensive plans. With over 40 years of experience, BRHPC assists hospitals and other organizations in meeting IRS requirements for comprehensive CHNAs and addressing their planning needs. BRHPC is equipped to gather up-to-date data, conduct focus groups, integrate hospital-specific data sets, and provide customized reports tailored to clients' needs and requirements.

HIV Planning Council Support/ HIV Integrated Prevention and Care Plan/ HIV Needs Assessment

BRHPC coordinates the Broward County Ryan White Part A HIV Health Services Planning Council (HIVPC). The Planning Council Support staff provides professional support to the HIVPC and its six standing committees.

Local Health Planning Council Contract

Local health councils study the impact of various initiatives on the health care system, aid the public and private sectors and create and disseminate materials designed to increase the community's understanding of health care issues.

Administrative and General

The Council developed and continues to manage the Health Data Warehouse, a web-based analytic engine that provides geographically specific analysis functionality by local health planning council districts and 67 counties. The Council has taken a leadership role in the development of several databases which are the first of their kind and provide community members with access to vital health planning and policy making data. The Florida Health Data Warehouse contains self-reported utilization data for hundreds of hospitals and nursing home facilities throughout the State of Florida and provides specific analysis by the health planning district and county. The Council's fingerprinting clientele includes hospital employees, guardian ad litem programs, doctors' offices, nonprofit and social service agencies, and colleges and universities. The expenses associated with these efforts are presented within administrative and general terms on the statement of functional expenses.

The Council's affordable housing initiative resulted in the purchase of multi-family housing in Oakland Park and Hollywood. Each city sets their affordable housing rates which the Council utilizes, preserving affordable housing for residents with low and moderate income. The housing vacancies are focused on vulnerable populations including seniors, college students and low-income individuals who cannot afford the median rent.

Affordable Community Housing Rental Properties

BRHPC's affordable housing initiative resulted in the purchase of multi-family housing in Oakland Park and Hollywood. Each city sets their affordable housing rates which BRHPC utilizes, preserving affordable housing for Broward County residents with low and moderate income. The housing vacancies are focused on vulnerable populations including seniors, college students and low-income individuals who cannot afford the median rent.

Fingerprinting and Level II Background Screening

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 (VEHCHS), Elder Affairs, and the Department of Business and Professional Regulation (DBPR).

BRHPC Florida Health Data Warehouse

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 Florida Agency for Health Care Administration (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).

The BRHPC Florida Health Data Warehouse contains self-reported utilization data for hundreds of hospitals and nursing home facilities through the State of Florida and provides specific analysis by Health Planning District and County. This state-of-the-art system, also, processes detailed and searchable data indicators from the Agency for Health Care Administration (AHCA) and Nielsen, making it a powerful tool for planning, analysis and report development.

Strategic Planning Process

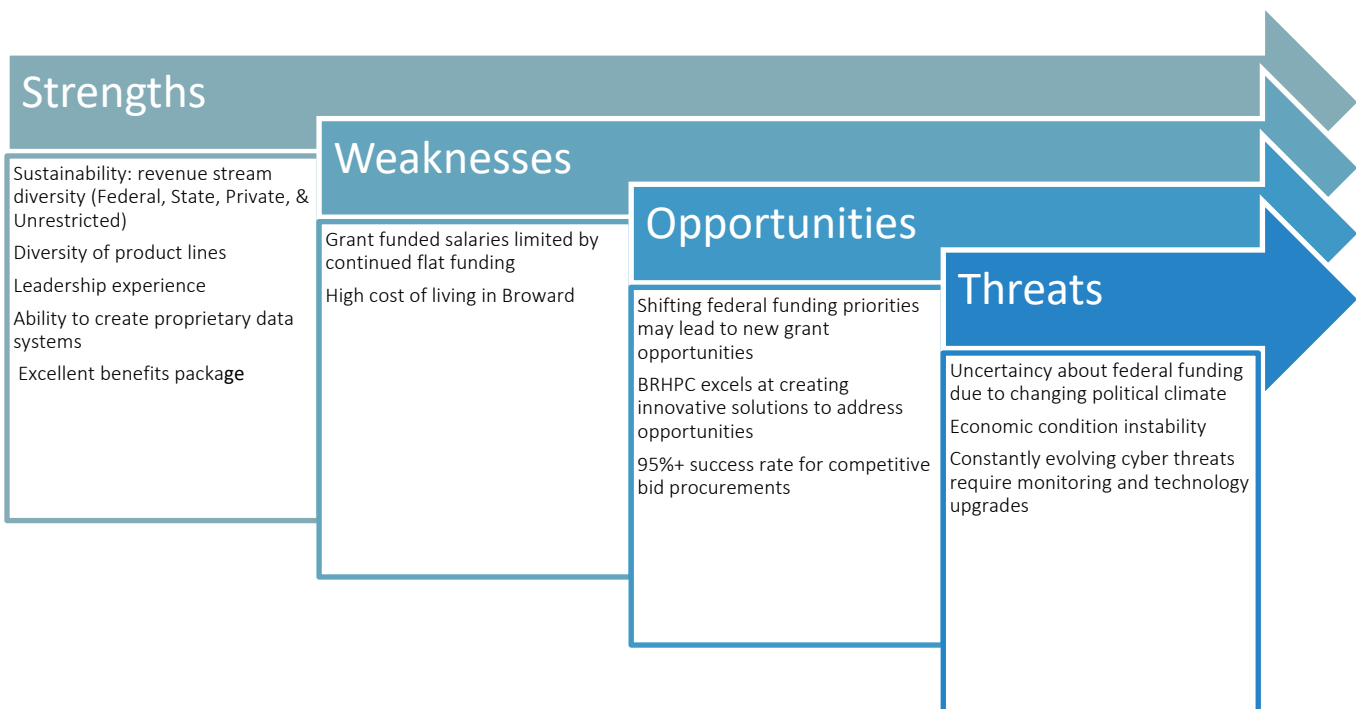
For the past twenty-five years, BRHPC's leadership has been dedicated to strategic planning across all programs, services, and organizational functions. BRHPC's strategic priorities are translated into an operating model. BRHPC's Strategic Plan consists of [Annual Work Plans](#) specific to each department or program. The progress of each of the annual action plans is documented monthly in BRHPC's [Scorecard Portal](#). Each department and program reports on their progress in achieving targets at weekly Executive Committee meetings, monthly Performance and Quality Improvement Committee meetings, and quarterly Subcommittee meetings. The components of the departmental and programmatic scorecards are translated into Employee Performance Scorecards which provide a quantitative framework for evaluating employee performance.

Monitoring and Reporting Structure



BRHPC's leadership team conducted a SWOT Analysis to identify Strengths, Weaknesses, Opportunities, and Threats (SWOT). The purpose of the SWOT analysis was to determine how strengths and opportunities could be increased and how weaknesses and threats could be overcome to create new strengths and opportunities.

Assessment of Strengths and Weakness/SWOT Analysis



Strategic Goals and Objectives

Goal 1 Continue to Increase Organizational and Staff Capacity

Objective 1.1 Increase leadership capacity to facilitate innovation and prioritize cohesive teamwork.

Objective 1.2 Expand adaptive capacity to respond to internal and external changes efficiently and effectively.

Objective 1.3 Leverage technology to enhance efficiency and effectiveness.

Goal 2 Ensure Organizational Sustainability

Objective 2.1 Identify revenue risks.

Objective 2.2 Continuously monitor federal funding landscape and adjust contingency plans as needed.

Objective 2.3 Ensure compliance with federal, state and local funding requirements and establish and maintain effective internal controls to comply with accounting principles and audit standards.

Goal 3 Ensure High Quality Services that Meet or Exceed Contracted Requirements

Objective 3.1 Ensure evaluation and performance measurements are met to ensure accountability.

Obj. 3.1.a Centralized Intake and Eligibility Determination (CIED)

Ensure eligibility certification and contract compliance as documented in the annual monitoring report.

Obj. 3.1.b Get Covered Broward: Increase insurance enrollment and ensure contract compliance.

Obj.3.1.c Health Insurance Continuation Program (HICP)

Ensure timely payments and contract compliance as documented in the annual monitoring report.

Obj. 3.1.d HOPWA Short Term, Rent, Mortgage and Utilities (STRMU)/Permanent Housing Placement (PHP)

Prevent homelessness and ensure contract requirements met as documented in monitoring report.

Obj. 3.1.e HOPWA Tenant Based Rental Voucher (TBRV) Program

Increase housing stability and ensure contract requirements met as documented in monitoring report.

Obj. 3.1.f Insurance Benefits Management Services (IBMS)

Ensure timely payments and contract compliance as documented in the annual monitoring report.

Obj. 3.1.g Nurse Family Partnership (NFP)

Provide support, education and counseling and ensure contract compliance as documented monitoring.

Performance Management and Tracking of Strategic Initiatives

Objective: Monitor program and departmental outcomes through balanced scorecards in BRHPC's Portal. A balanced scorecard is a structured report used by directors to keep track of the execution of project activities and to monitor the consequences arising from these actions. It allows administrators to achieve the following: translating the vision into operational goals; communicating the vision and link it to individual performance, strategic planning, feedback and learning, and adjusting the strategy accordingly.

Scorecard data is reported across four perspectives:

1. Overarching Goal "Is anyone better off?" "How do we look to stakeholders?"
2. Customer/Funder "How do customers/funders see us?"
3. Internal Processes "What must we excel at?"
4. Learning and Growth "How can we continue to improve, create value and innovate?"

Data reported under each of the four perspectives is based on the reporting category. There are three reporting categories: **Direct Services**, **Planning**, and **Administration**. Each category provides a customized interpretation of the perspective.



An annual target is identified for each performance indicator. Staff document performance monthly. Performance meeting or exceeding the target is shaded green; yellow indicates performance within 10% of target (yellow), orange indicates greater than 10% from meeting target (orange), and red indicates performance significantly below the target.

Explanations, including a plan of action, are always required for any item that does not meet or exceed targets. The scorecard can be viewed as a quarterly report of data to a monthly breakdown. This allows for a more stringent system of accountability, as each department/program must provide a higher level of detail in the data. In addition, a color-coding system has been added to goal descriptions to differentiate between a contractual goal (e.g. required per contract with the funder which are in blue) and a BRHPC goal (e.g. a goal established by BRHPC as an additional quality assurance measure which are in purple). The reports generated in the Scorecard Portal provide a three-step Performance Quality Analysis for each program's scorecard.

- Step 1 Identifies program successes and opportunities for improvement.
- Step 2 Addresses the underlying issues for indicators needing improvement.
- Step 3 Provides a performance quality improvement plan to address items below the target.

Human Resources/Staff Development/Employee Performance Scorecards

BRHPC utilizes a competency-based management approach to assess the current HR capacity based on our staff competencies against the capacity needed to achieve BRHPC's vision, mission and goals.

Workforce Objective: Ensure the best fit of employees for open positions, while avoiding extended vacancies. HR strategies are monitored and evaluated on a regular basis to ensure that they are moving the organization in the desired direction, including closing employee competency gaps, and updated as needed.

Recruitment & Selection Objective: Utilize processes that will ensure selection of the most qualified applicants. Position vacancies are posted internally, as well as on the BRHPC website. Resumes and applications of all applicants are reviewed to determine whether they meet the minimum requirements of the position. An initial interview is conducted by a coordinator and/or program director and a second interview is conducted by the Vice President of Programs and/or President and CEO. Final selection is approved by the President /CEO.

HR MIS Objective: Automate and manage HR functions including time and effort reporting and accounting. BRHPC developed a proprietary web-based HR management system coordinated with payroll tracking.

Orientation, Training and Professional Development. A comprehensive New Employee Orientation is conducted through the Employee Portal within one week of start date. Policies and procedures related to the day-to-day functioning of are presented and explained. All new employees are responsible for reviewing, acknowledging and uploading necessary documents in their Employee Portal. Orientation includes mandatory HIPAA, Security and the Statewide Auxiliary Aids and Services Plan as well as basic information such as attendance, dress code, benefits and staff safety procedures. Program-specific training is provided by the program coordinator or director. Knowledge of and fidelity to a variety of evidence-based practices is emphasized. Regularly scheduled staff meetings are utilized for staff training and case reviews (where appropriate).

Career Development Objective: Promote growth opportunities within BRHPC based on competencies.

Promotion of employees is based upon demonstrated performance in carrying out responsibilities of an employee's position and the ability to accept additional duties.

Rewards & Recognition Objective: Express appreciation and recognition to staff for their skills and contributions. BRHPC's recognition program includes the *Leader of the Year* and an *Employee of the Quarter* recognition where the deserving employee gets his/her photo displayed on the "BRHPC Recognition Wall."

Performance Review/ Performance Scorecards

Monthly, quarterly and annual reviews of performance are conducted and recorded on Performance Score Cards for each employee which are department specific. Progress toward the achievement of department and agency outcomes is identified as are challenges toward the achievement of the outcome measure.

Admin Human Resources		Manager: Yolanda Falcone						Contract Year (July - June)	
Color Keys		Meets or exceeds target	Within 10% of meeting target	Greater than 10% away from target	Below target	Contractual Goal	BRHPC Goal		
Perspective 1: Program Outcomes "Is anyone better off? How do we look to stakeholders?"		Annual Target	Jul - 2024	Aug - 2024	Sep - 2024	Average or YTD	% of Target	Explanation for Items Below Target	Improvement Plan
		(% or N)	%	%	%				
1	Ensure agent insurance license annually (CK).	100%	n/a	n/a	n/a	100%	100%		
2	Assist with Board Orientations as necessary to new Board of Directors members.	100%	n/a	n/a	n/a	100%	100%		
3	Review fringe benefits procedures annually. (Due: December).	1	n/a	n/a	n/a	100%	100%		
4	Review and maintain BRHPC job descriptions as needed.	100%	100%	100%	100%	100%	100%		
5	Review and maintain BRHPC By-Laws annually.	1	100%	100%	n/a	100%	200%		
6	Review and maintain BRHPC Policies & Procedures annually.	100%	n/a	n/a	n/a	n/a	n/a		

Performance Quality Improvement (PQI) Committee Work Plan

Objective: To oversee the quality improvement process for BRHPC's programs and departments.

PQI Committee: Goal: to facilitate and foster BRHPC's commitment to improve the quality of health and human services.

Objective 1. Sustainability: Grant Matrix Review	Responsible Party		Action Items	Outcomes	Due Date
1.1 In Research and Development Phase	Finance Dept.	Discuss grant matrix	Pending		Monthly
1.2 Submitted	Finance Dept.	Discuss grant matrix	Status		Monthly
1.3 Awarded	Finance Dept.	Discuss grant matrix	Status		Monthly
1.4 Partnerships/Initiatives/Collaborations	Finance Dept.	Discuss grant matrix	Status		Monthly
1.5 Rental Properties	Finance Dept.	Rented vs available units	Status		Monthly
Objective 2. Fiscal Management					
2.1 Accounts Receivable/Payable	Finance Dept.	Status update	Status		Monthly
2.2 Contract Deliverables by Program	Finance Dept.	Status of deliverables	Invoices/Reports		Monthly
2.3 Fiscal Audit	Finance Dept.	Discussion of fiscal audit steps and approval	Update Provided		Monthly
2.4 Fingerprinting Report	Finance Dept.	Number of fingerprints by month	Update Provided		Monthly
Objective 3. COA Accreditation Update					
3.1 Council on Accreditation Committee Report	PIO	Status update of accreditation	Update Provided		Monthly
Objective 4. Internal Quality Assurance					
4.1 Update of goals for each Department/Program	Program Directors	Ensure goals are updated weekly	Success/challenges		Monthly
4.2 Scorecard Analysis by Department/Program	PIO	Ensure scorecards are completed	Report updates		Quarterly
Objective 5. External Quality Assurance					
5.1 Program Monitoring	Program Directors	Discuss current/upcoming monitorings	Update Provided		Monthly
5.2 Status update on responses to monitoring reports	Program Directors	Provide any responses to monitorings	Update Provided		Monthly
Objective 6. Human Resources Report					
6.1 HR Subcommittee Report	Admin Manager	Provide overview of previous meeting	Update Provided		Monthly
6.2 Revision of Division Personnel File Spreadsheet	Admin Manager	All employees have completed requirements	Update Provided		Monthly
6.3. Staff Retention Report	Admin Manager	New Employees/Separating Employees	Update Provided		Monthly
6.4 Annual Staff Demographic Survey	Admin Manager	Ensure staff receive and take the survey	Update Provided		November
6.5 Annual Staff Satisfaction Survey	Admin Manager	Ensure staff receive and take the survey	Update Provided		June
6.6 Staff Recognition	Admin Manager	Selection of Employee of the Quarter	Update Provided		Quarterly
6.7 BRHPC Employment Opportunities	Admin Manager	Ensure web & internal postings are updated	Update Provided		Monthly
Objective 7. Incident/Grievance Reports					
7.1 Internal Incidents	Program Directors	Follow up, decision, close out file	Update Provided		Monthly
7.2 External Incidents by Program	Program Directors	Follow up, decision, close out file	Update Provided		Monthly
7.3 Grievance Report by Program	Program Directors	Follow up, decision, close out file	Update Provided		Monthly

Performance Quality Improvement (PQI) Committee Work Plan - Continued

Objective 8. Management Information Systems				
8.1 Systems Information Subcommittee Report	MIS Director	Provide overview of previous meeting	Update Provided	Monthly
8.2 Property Inventory/Equipment Upgrades	MIS Director	Address employee needs	Update Provided	Monthly
8.3 Managing Data Interruptions	MIS Director	Ensure network reliability/ reduce interruptions	Update Provided	Monthly
8.4. Data Security	MIS Director	Devices are secure and in compliance	Update Provided	Monthly
8.5 Website Maintenance and Updates	MIS Director	Ensure maintenance requirements are complete	Update Provided	Monthly
8.6 Timesheet System	MIS Director	Ensure staff are notified of all updates	Update Provided	Monthly
Objective 9. Risk Prevention and Safety				
9.1 Risk Prevention and Subcommittee Report	PIO	Provide overview of previous meeting	Update Provided	Monthly
9.2 Review and Approval of Emergency Preparedness Plan	PIO	Update Emergency Preparedness Plan	Update Provided	Monthly
9.3 Semi Annual Fire Drills	PIO	Conduct two fire drills a year	Update Provided	Semi Annual
9.4 Facility Maintenance	PIO	Review weekly maintenance logs	Update Provided	Monthly
Objective 10. Staff Training and Development				
10.1 Staff Training and Development Subcommittee Report	Admin Manager	Provide overview of previous meeting	Update Provided	Monthly
10.2 Calendar of Events and/or Trainings	Admin Manager	Discuss upcoming events and/or trainings	Update Provided	Monthly
Objective 11. BRHPC Public Relations				
11.1 National, State and Local Recognition	Program Directors	Provide updates	Award/Certificate	Monthly
11.2 National, State and Local Presentations	Program Directors	Provide updates	Update Provided	Monthly
11.3 Press Releases	PIO	Provide updates	Update Provided	Monthly
11.4 Social Media Presence	PIO	Provide updates	Update Provided	Monthly
Objective 12. Program Outcomes for Board of Directors				
12.1 Quarterly Board Meetings	Admin Manager	Provide next meeting date	Update Provided	Quarterly
12.2 Quarterly Financial Reports	Finance Dept.	Provide next status and due date	Update Provided	Quarterly
12.3 Quarterly DOH Work Plan	PIO	Provide next status and due date	Update Provided	Quarterly
12.4 Quarterly Division Scorecard Review	PIO	Provide next status and due date	Update Provided	Quarterly
12.5 Annual Board Meeting	Admin Manager	Provide date of annual meeting	Update Provided	May
Objective 13. DOH Publications/Deliverables				
13.1 Health Profile	Admin Manager	Provide next status and due date	Update Provided	September
13.2 DOH Monthly Technical Assistance Encounter Form	Admin Manager	Provide next status and due date	Update Provided	Quarterly
13.3 Health Benchmarks Update	Admin Manager	Provide next status and due date	Update Provided	Annually
13.4 District Health Plan Update	Admin Manager	Provide next status and due date	Update Provided	Quarterly
13.5 Quarterly Newsletter	Admin Manager	Provide next status and due date	Update Provided	Quarterly

PQI Subcommittee Work Plans

Human Resources Subcommittee

Human Resource Subcommittee: Ensure employee protection and reduction of any potential liability, by ensuring all applicable laws and regulations are monitored and followed.				
Activities	Responsible Party	Action Items	Outcomes	Due Date
Objective 1. Ensure BRHPC policies and procedures are revised annually and maintained as per applicable laws and regulations				
1.1 Conduct annual review of Personnel Policies	HR Subcommittee	Collaboration with HR Attorney	Revised Policies	Annual
1.2 Obtain Board approval	Admin Manager	Present Policies to Board for Approval	Board Approved P&P	Annual
1.3 Ensure all new hires complete Employee Orientation	Admin Manager	Orientation of new staff members	Status update	Ongoing
1.4 Communicate policy changes to all employees	Admin Manager	Develop & implement training on policy changes	Employee Education	Annual
Objective 2. Ensure the protection of employees and the reduction any potential liability				
2.1 Verify DOL laws monthly	Admin Manager	Laws & regulations updates reviewed w/ Consultant	Revised Policies	Monthly
2.2 Review Worker's Comp. requirements and process cases	Admin Manager	Address employee needs	Revised Policies	Ongoing
2.3 Review accidents and incident reports	HR Subcommittee	Follow up, decision, close out file	Provide updates	Monthly
2.4 Conduct Employment Practices Liabilities audit (COA Requirement)	HR Consultant	Report to PQI Committee	Completed audit	2028
Objective 3. Oversee employee recruitment and retention effort				
3.1 Oversee recruitment and selection procedures	HR Subcommittee	Ensure web & internal postings have updated positions	Updated job postings	As needed
3.2 Educate leadership team on recruitment practices and procedures	HR Subcommittee	Collaborate w/Training Subcommittee to schedule trainings	Employee Education	25-Apr
Objective 4. Complete employee benefits renewal procedures				
4.1 Conduct annual benefit review w/ President CEO	Admin Manager	Negotiation with benefits administrator	Benefits Renewal	24-Oct
4.2 Conduct annual open enrollment education	HR Subcommittee	Ensure all staff are enrolled	Benefits Renewal	24-Nov

Management Information Systems (MIS) Subcommittee

MIS Subcommittee: Maintains a comprehensive data information system. Its services require client confidentiality and privacy rights are adequately protected.				
Activities	Party	Action Items	Outcomes	Due
Objective 1: Ensure Network and Systems Security to maintain Integrity and compliance of BRHPC resources				
1.1 Implement/maintain SIEM & Security tools, encryptions, rules and regulations	MIS Team	SIEM Dashboard monitoring	Improved Security, detection & downtime	Monthly
1.2 Testing & analysis of employee security engagements through education &	PIO, MIS	Security & Phishing Training	Risk Reduction & Behavior Changes	Monthly
Objective 2: Ensure reliability of network services to manage and reduce data interruptions				
2.1 Analyze Diagnostic/Health monitor logs and Dashboards & review reports.	MIS Team	Collect and monitor data and troubleshoot issues	IT stability, performance & security	Monthly
2.2 Provide helpdesk assistance & resolve issues in a timely manner.	MIS Team	Establish ticketing system, training & Identify needs	IT issues resolved in a timely matter	Monthly
2.3 Update AD Local, DNS Local (server instances)	MIS Team	Update equipment and inventory	Increased productivity & compliance	Monthly
2.4 Website maintenance and updates ADA Compliance	MIS & PIO	Accessibility audit, regular testing and monitoring	Device security and in compliance	Monthly
Objective 3. Maintain equipment upgrades as needed to ensure security.				
3.1 Retrieve and install updates to ensure security and software/hardware	MIS Team	Inventory, document, back up, monitor	Website security and ADA compliance	Monthly
Objective 4. Complete special projects on information-related processes to improve efficiency				
4.1 Upgrade Fiber optic internet connectivity	MIS Team	Installation, development, testing and monitoring	Ensure reliable high-speed internet access	Monthly
4.2 Digital phone system upgrade/replacement	MIS Team	Modify configurations to address identified needs	Reconfiguration and updates completed	Monthly
Objective 5. Review and update Information Systems (IS) Policies				
5.1 Review & IS policies to ensure effectiveness & aligned w/ evolving threats and	MIS Team	Identify regulatory changes, threats and risks	Updated IS policies	Monthly
5.2. Ensure employee roles protecting sensitive info and mitigate security risks.	MIS Team	Develop training and engagement mechanisms	Risk Mitigation	Monthly

Staff Training and Development Subcommittee

Staff Training and Development Subcommittee: Provide all personnel with the supervision & training needed to perform their job functions at their highest possible level.				
Activities	Responsible Party	Action Items	Outcomes	Due
Objective 1: Ensure annual trainings are completed for all staff members as per contract requirements				
1.1 Review and update list of annual training required for all staff	STD Subcommittee	Updated list per new requirements or regulations	Updated list	July
1.2 Review new employee orientation checklist	STD Subcommittee	Collaborate with HR subcommittee	Updated checklist	January
1.3 Maintain annual calendar of trainings	STD Subcommittee	Collaborate with HR and RPM subcommittees	Calendar of trainings	QTR
1.4 Invite special topic guest speakers as needed	STD Subcommittee	Collaborate with HR and RPM subcommittees	Calendar of trainings	QTR
1.5 Conduct annual audit of employee files for evidence of training	STD Subcommittee	Collaborate with HR subcommittee	Updated training files	July
Objective 2: Assess Staff Training needs				
2.1 Analyze and recommend training for respective program(s).	STD Subcommittee	Present Findings to PQJ Committee	Findings	Monthly
2.2 Plan and schedule trainings/activities for respective staff	STD Subcommittee	Plan additional staff trainings based on need.	Calendar of trainings	October
Objective 3: Deliver annual training for management staff				
3.1 Revise management staff training with additional policies	STD Subcommittee	Collaborate with HR committee	Updated training materials	April
3.2 Incorporate training on PQJ measures for all supervisory staff	STD Subcommittee		Ongoing training as needed	May

Risk Prevention and Management Subcommittee

Risk Prevention and Management Subcommittee: Proactively manage and reduce risk, loss, and liability through ongoing policy and procedure improvement.				
Activities	Responsible Party	Action Items	Outcomes	Due Date
Objective 1: To ensure the safety and welfare of the BRHPC's staff and its visitors.				
1.1 Facilities Maintenance walk-through weekly	Accounting Specialist	Analyze, logs, trends, issues & training needs.	Updated Log	Monthly
1.2 Fire Department Inspection: BRHPC, Oakland Park & Hollywood	MIS Director/Admin Manager	Identify & resolve issues. Maintain fire extinguishers.	Updated Log	April
1.3 Maintenance of insurance policies.	Admin Manager	Renew policies & send to funders	COI	March
1.4 Fire drill (bi-annually)	PIO	Bi-annual fire drills to identify issues & resolutions	Updates	July/Jan
1.5 Maintain generator and ensure functionality	MIS Director	Ensure generator remains in good working condition	Updates	May
1.6 Ensure maintenance of hurricane shutters (May)	Admin Manager	Ensure hurricane shutters remain in good condition	Updates	May
Objective 2: Oversee agency compliance with all regulatory requirements, including the protection of privacy and confidentiality.				
2.1 Maintain a list of all required insurance policies.	Admin Manager	Review list with due dates	Complete list	March
2.2 Ensure display of Business Tax Receipt Properties: Hollywood and Oakland Park	Admin Manager	Inventory, documentation, back up plan, monitoring, testing environment	Complete list	October
2.3 Required Licenses: Life, Health, Variable Annuities	Admin Manager	Review annually	Review policies	August
2.4 Maintain a list of all required public and private contracts	CFO	Review monthly	Grant Matrix	Monthly
2.5 Review critical incidents, accidents, and grievances	RPM Subcommittee	Collaborate with HR Subcommittee & PQJ Committee	Review reports	Monthly
2.6 Conduct Employment Practices Liabilities audit to maintain reaccreditation	HR Consultant	Review results & action items w HR Subcommittee	Audit Complete	4th Year
2.7 Ensure conflict of interest disclosure at every board meeting. (Funded agencies)	Admin Manager	Recorded in quarterly Board of Director Meeting Minutes	Conflict Disclosures	Quarterly
2.8 Review requests for research projects involving staff or clients	RPM Subcommittee	Announce any requests of projects	Review requests	Quarterly
2.9 ADA compliant and website maintenance (program updates, staff contacts, etc.)	MIS Director/PIO	Maintain ADA compliance website with consultants	Updates	Monthly
Objective 3: Inform BRHPC Board of Directors as to changes to laws and regulatory requirements impact the organization's mission and operations				
3.1 Revise board manual with applicable laws, regulatory requirements, by-laws & grants.	RPM Subcommittee	Update and complete board manual	Revise manual	Annual
3.2 Board received quarterly scorecard for review and approval	Admin Manager/PIO	Complete quarterly scorecards by program	Scorecard Approval	Quarterly
Objective 4: Assess Financial Risk				
4.1 Fiscal audit is conducted annually by an independent accounting firm.	CFO	Coordinate with independent accounting firm	Audit	October
4.2 Approval of Finance Policies and Procedures	CFO	Submit P&P to BOD for review and approval	Approved Finance P&F	February
4.3 Approval of Agency Budget	CFO	Final budget for upcoming fiscal year	BOD Approved Budget	June
4.4 Annual 401(k) audit and 401(k) census	CFO	Collection for the annual audit and census	Audit & census in	FEB/March
4.5 System for Award Management	CFO	Confirm active registration in the (SAM)	Current & active SAM	AUG-NOV

Program and Department Scorecards

The following pages provide annual workplans for each program. Workplans are used to populate the BRHPC Balanced Scorecards in the portal. The indicators in the workplans are reviewed annually upon contract renewal. Indicators are updated to reflect any contract revisions or organizational initiatives. Below is a sample of a completed BRHPC Balance Scorecard for the HOPWA TBRV program.

BRHPC Balanced Scorecard – FY 2023										Section S-1																														
HOPWA TBRV										Manager: Sharon Alveranga-Jones																														
Contract Year (October – September)																																								
The HOPWA Tenant Based Rental Voucher (TBRV) program provides ongoing housing support and housing case management for qualified persons living with HIV/AIDS, while assisting the families to move toward self-sufficiency.																																								
Color Keys		Meets or exceeds target			Within 10% of meeting target			Greater than 10% away from target			Below target			Contractual Goal			BRHPC Goal																							
Perspective 1: Program Outcomes "Is anyone better off? How do we look to stakeholders?"		Annual Target	Oct - 2023			Nov - 2023			Dec - 2023			Jan - 2024			Feb - 2024			Mar - 2024			Apr - 2024			May - 2024			Jun - 2024			Jul - 2024			Aug - 2024			Sep - 2024			Average or YTD	% of Target
		(% or N)	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%								
1	Clients who reported having no income.	10%	-	-	0.02%	-	-	0.02%	-	-	0.02%	-	-	0.5%	-	-	0.04%	-	-	0.02%	-	-	1.92%	-	-	2.88%	-	-	1.92%	-	-	0.2%	-	-	0.03%	-	-	1%	1%	
2	Clients terminated due to program rule violation(s).	5%	-	-		-	-		-	-		-	-		-	-		-	-		-	-		-	-		-	-		-	-		-	-						
3	Clients that remain compliant with TBRV program rules.	90%	90	90	100%	91	91	100%	91	91	100%	93	93	100%	95	95	100%	96	96	100%	95	96	99%	96	96	100%	96	96	100%	96	96	100%	96	96	100%	95	95	100%	100%	111%
4	Clients that maintained stable housing	90%	90	90	100%	91	91	100%	91	91	100%	93	93	100%	95	95	100%	96	95	101%	96	96	100%	94	96	98%	96	96	100%	96	96	100%	95	96	99%	96	95	101%	100%	111%
5	Clients with documented progress on Housing Stability Plans.	80%	25	25	100%	29	29	100%	34	34	100%	35	35	100%	32	32	100%	35	34	103%	27	27	100%	27	27	100%	33	33	100%	29	29	100%	96	96	100%	18	18	100%	100%	125%
6	Clients that access an ongoing source of income.	75%	88	90	98%	89	91	98%	89	91	98%	90	93	97%	91	95	96%	91	96	95%	91	96	95%	92	96	96%	94	96	98%	94	96	98%	93	96	97%	90	95	95%	97%	129%
7	Clients with completed monthly budget on file. (ANNUAL)	80%	7	7	100%	4	4	100%	13	13	100%	93	93	100%	15	16	94%	17	17	100%	6	6	100%	6	6	100%	17	17	100%	96	96	100%	96	96	100%	7	7	100%	100%	125%
Perspective 2: Customer Service How do clients/funders see us? Contract Compliance / Committee Meetings / Client Feedback		Annual Target	Oct - 2023			Nov - 2023			Dec - 2023			Jan - 2024			Feb - 2024			Mar - 2024			Apr - 2024			May - 2024			Jun - 2024			Jul - 2024			Aug - 2024			Sep - 2024			Average or YTD	% of Target
		(% or N)	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%					
1	Attend all scheduled Community Services Board meetings.	10	1	1	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	1	1	100%	0	0	n/a	n/a	n/a	n/a	1	1	100%	n/a	n/a	n/a	1	1	100%	100%	90%
Perspective 3: Internal Processes / Process Outcomes What must we excel at? Contract Compliance / Timely and Accurate Reporting / Quality Assurance		Annual Target	Oct - 2023			Nov - 2023			Dec - 2023			Jan - 2024			Feb - 2024			Mar - 2024			Apr - 2024			May - 2024			Jun - 2024			Jul - 2024			Aug - 2024			Sep - 2024			Average or YTD	% of Target
		(% or N)	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%	N	D	%					

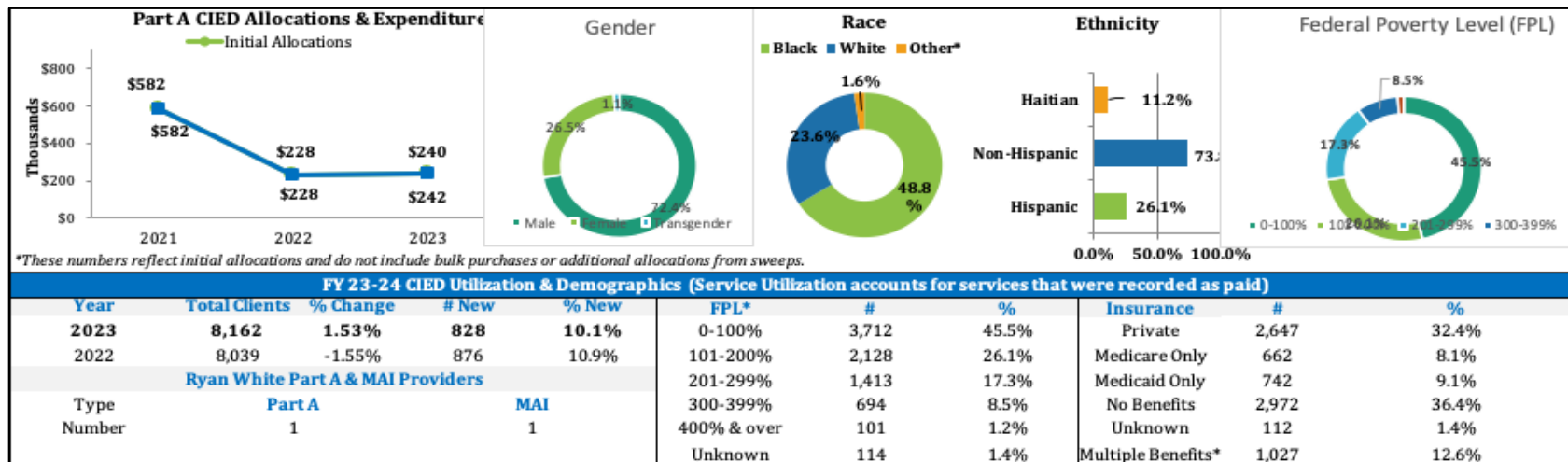
NOTE: Start date for each program varies based on the program contract year.

Centralized Intake & Eligibility Determination (CIED)

Objective: Ensure annual eligibility certification and that contract requirements are met as documented in the annual monitoring report.

Perspective 1: Program Outcomes	Target	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1. Complete certifications for 7,800 clients annually.	100%												
2. Ensure follow-up is documented for all referrals weekly PE audit)	100%												
3. Clients w/ no OAMC visit w/in 6 months have appointment scheduled w/in 5 days.	100%												
Perspective 2: Customer Service	100%												
1. "I was treated with courtesy and respect."	100%												
2. "I was informed of the required documents needed to complete the intake process"	100%												
3. Percent of clients who were satisfied with their intake appointment.	100%												
Perspective 3: Internal Processes / Process Outcomes													
1. Scorecard submitted to Vice President of Programs (2) weeks prior to due date.	100%												
2. Submit timely quarterly reports to Broward County Healthcare Services Section.	100%												
Perspective 4: Learning and Growth													
1. Percent staff who received required HIV training.	100%												
2. Staff who received required PE system trainings.	100%												
3. Staff who attended RWAP trainings.	100%												
Perspective 5: Staff Management													
4. Personnel file checklist updated on time.	100%												
5. Employees evaluation completed on time.	100%												

Sample of additional scorecard data Ryan White Part A funded programs.



Get Covered Broward

Objective: Increase health insurance enrollment and ensure contract requirements are met as documented in the annual monitoring report.

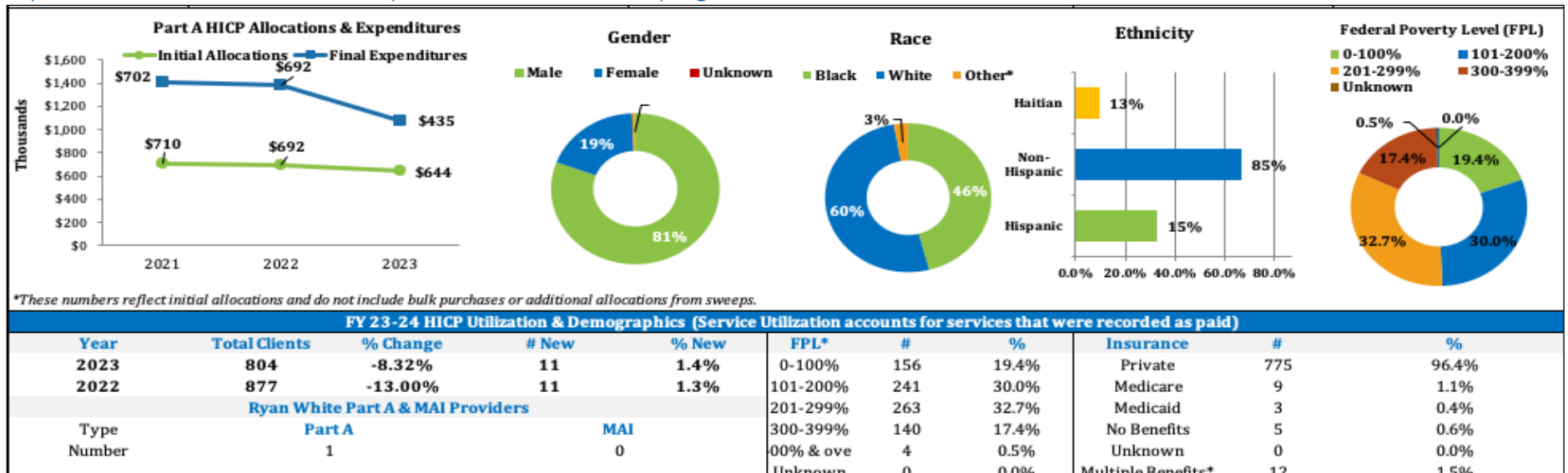
O.O. 1: Enroll a minimum of 1,500 consumers into ACA health insurance coverage over 3-year period.	Target	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1. # of applications submitted													
2. # of individuals approved for subsidy/tax credit													
3. # of uninsured enrolled (*uninsured defined by not having coverage at the time of services) vs. # of renewals (>/=40%)													
a. # of enrollees who were uninsured (no coverage at enrollment)													
b. # of enrollees renewing their coverage													
O.O. 2: Provide enrollment and education assistance to a minimum of 2,250 consumers over 3-year period.													
1. # of calls to hotline													
2. # of individuals screened for insurance/eligibility (intake)													
3. # of individuals receiving 1:1 insurance education and/or enrollment assistance													
P.O.1: Conduct outreach at community events and/or organizations in target zip.													
a. # of outreach activities participated in to promote program	10												
b. # of individuals engaged directly through outreach													
P.O.2: Design and implement a county-wide, multimedia campaign to spread awareness.													
a. Indirect reach	250,000												
P.O.3: Provide ongoing support to individuals to ensure they maintain enrollment.													
Report on Post-Enrollment metrics:													
1. # of individuals receiving follow-up services or ongoing support with maintaining and utilizing health insurance coverage.													
2. Follow up rate (# of participants receiving follow-up or post-enrollment services/ # of participants obtaining health insurance)													
3. 3 month/90 days retention rate (# of individuals retained health insurance coverage at 90 days/ # of people enrolled)													
4. 6 month/180 days retention rate (# of individuals retained health insurance coverage at 180 days/ # of people enrolled)													
5. # of insured individuals establishing a medical home (defined as identifying a primary care provider)													
6. # of insured individuals reporting utilization of coverage													

Health Insurance Continuation Program (HICP)

Objective: Ensure timely payments and contract compliance as documented in the annual monitoring report.

1. Program Outcomes – Meets expectations in ensuring that outcomes are not met.	Target	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1. Coordinator reviews PE profile to ensure that clients are eligible.	100%												
2. Quality Assurance - Meets expectations in ensuring quality of services.													
1. HICP Coordinator ensures reconciliation is completed monthly.	100%												
2. Ensures co-pays and deductibles are paid on behalf of clients.	100%												
3. Ensures that vendors provide proof of payment (receipts).	100%												
5. Ensure all documentation is uploaded into PE before payment.	100%												
3. Reporting – Meets expectations in submitting timely and accurate reports and participates in meetings.													
1. Quarterly Reports	4												
2. Scorecards	4												
3. Newsletters	4												
4. Customer Service – Meets expectations in ensuring that clients are receiving services as per program requirements.													
1. Respond to eligible HICP client's request in a timely manner.	100%												
2. Maintain adequate payment and reporting system for processing insurance copays and deductibles.	100%												
5. Staff Training – Meets expectations in completing required HICP trainings in a timely manner.													
1. Number of required HIV trainings completed.	4												
2. Provide Enterprise trainings completed.	1												
3. Completion of DCF Security Awareness, HIPAA, Deaf and Hard of Hearing and Cultural Competency Training.	100%												
4. Affidavit of Good Moral Character submitted.	100%												

Sample of additional scorecard data Ryan White Part A funded programs.



HOPWA Short Term Rent, Mortgage, and Utilities (STRMU)/Permanent Housing Placement (PHP)

Objective: Prevent homelessness and ensure contract requirements are met as documented in the annual monitoring report.

1. Program Outcomes	Target	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
STRMU unduplicated clients	75												
PHP unduplicated clients	75												
TEHV unduplicated clients													
STRMU financial assistance provided	\$234,342												
PHP financial assistance provided	\$126,185												
TEHV financial assistance dollars provided													
Appeals Received for Denied Applications	<5%												
Percentage of Grievances upheld by the City	90%												
2. Customer Service/Satisfaction													
"I was treated with courtesy and respect by staff"	90%												
"They explained process and documentation well."	90%												
"I was able to get an appointment in a timely manner."	90%												
"I am satisfied with my Housing Case Manager."	90%												
3. Process Outcomes / Reporting / Quality Assurance													
STRMU Applications completed w/in 10 business days.	80%												
PHP Applications completed w/in 15 business days.	90%												
TEHV Applications completed w/in 10 business days.	80%												
PHP properties with HQS Inspections.	100%												
STRMU properties with HQS Inspections.	100%												
Clients with Intake Assessment performed.	100%												
Clients with Self-SufficiencyMatrices entered.	100%												
Clients with completed Housing Stability Plans.	100%												
Documented progress on Housing Stability Plans.	80%												
Submit Quarterly CAPER Narrative on time	4												
4. Staff Development / Training													
Staff who attend HOPWA trainings/HUD Webinars.	100%												
Division personnel file checklist updated on time.	100%												
Employee evaluations completed on time.	100%												
Completion of required BRHPC Training.	100%												
Affidavit of Good Moral Character Submitted.	100%												
5. Staff Management													
Personnel file checklist updated timely.	100%												
New hire orientations completed.	100%												

HOPWA Tenant Based Rental Voucher (TBRV)

Objective: Increase housing stability and ensure contract requirements are met as documented in the annual monitoring report.

Perspective 1: Program Outcomes		Target	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
1.	Clients with completed monthly budget on file (annually).	100%													100%
2.	Clients that access an ongoing source of income.	100%													100%
3.	Clients with documented progress on Housing Stability Plans.	100%													100%
4.	Clients that maintained stable housing.	100%													100%
5.	Clients that remain compliant with TBRV program rules.	100%													100%
6.	Clients terminated due to program rule violation(s).	100%													100%
7.	Clients who reported having no income.	100%													100%
Perspective 2: Customer Service															
1.	Attend all scheduled Community Services Board meetings.														100%
Perspective 3: Internal Processes / Process Outcomes															
1.	Housing Quality Standard Inspections completed on schedule.	100%													100%
2.	Rent checks issued on time (by 1st of each month).	100%													100%
3.	Percentage of utility checks issued on time (1st of each month).	100%													100%
4.	Intake Assessments completed w/in 90 day of enrollment.	100%													100%
5.	Completed Housing Stability Plans w/in 90 days of enrollment.	100%													100%
6.	Annual recertification completed on time.	100%													100%
7.	Landlords who are compliant with repair requests.	100%													100%
8.	Rent payment within Fair Market Rent (FMR).	100%													100%
9.	Average TBRV voucher amount issued by BRHPC.	100%													100%
Perspective 4: Learning and Growth															
1.	Staff who attend HOPWA trainings/HUD Webinars.	100%													100%
2.	Division personnel file checklist updated on time.	100%													100%
3.	Employee evaluations completed on time.	100%													100%
4.	Completion of required BRHPC Training.	100%													100%
5.	Affidavit of Good Moral Character Submitted.	100%													100%
Perspective 5: Staff Management															
1.	Personnel file checklist updated timely.	100%													100%
2.	New hire orientations completed.	100%													100%

Insurance Benefits Management Services (IBMS)

Objective: Ensure timely payments and contract compliance as documented in the annual monitoring report.

Objective: Maximize cash flow, reduce interest, and adhere to contract requirements.													
Perspective 1: Management / Policies and Procedures													
	Target	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accounts Payable/Cash Management													
Maintain payment schedule to FB/BCBS and invoicing to FDOH	12												
Maintain payment schedule for Ambetter.	12												
Maintain payment schedule for Molina.	12												
Maintain payment schedule for ESI/COBRA - two months paid.	6												
Deposit refunds, post to PE/IBM/FE. Post to client accounts in IBM/PE.	12												
Void checks/delete invoices after 90 days & maintain log, and reissue as required.	12												
Process monthly (In Process) ACA payments via wire transfer or checks prior to due date.	\$106,000												
Process monthly premium (In Process) ESI/COBRA check payments 45-30 days before due.	\$4,750												
Ensure timely emergency payments by reviewing pending payments (Out Of Process) for new/returning clients.	\$6,000												
Accounts Receivable													
Make payments as designated by FDOH in a timely manner	48												
Reconcile monthly bank statement by the 3rd of the month.	12												
Reconcile FE with IBMS; identify discrepancies and correct accordingly, by the 5th of the month; (< \$1000/month)	12												
Prepare monthly invoice reports from IBMS & GL by the 5th of the month.	60												
Scan refunds and returns docs and securely email to FDOH. Submit checks for weekly deposit.	52												
Perspective 2: Audits/ Contract Compliance													
Record all premium payments in IBMS/PE and FE systems, ensuring both systems mirror each other.	12												
Obtain cleared check copies as proof of payment & attach to PE ticket upon request and in monthly ADAP report.	12												
Review trouble tickets in PE and IBM for timely resolution.	260												
Maintain integrity of Endicia contact info and create mailing labels for check payments.	12												
Enter new vendors into FE and PE provide vendor # to DOH; update vendor info.	12												
Perspective 3: Internal Processes /Contract Compliance / Report Submission / Quality Assurance													
Complete monthly ADAP forecast & monthly reporting requirements to accompany FDOH invoice.	12												
Review and enter new vendors into Financial Edge/PE/IBMS.	12												
Timely submission of financial documents and reports to funder for fiscal monitorings.	12												
Assist with Financial Audit	3												
Provide assistance for annual ADAP desk monitoring.	5												
Perspective 4: Learning and Growth													
Timely completion and submission of BRHPC, DCF, HIV, FE & PE required trainings.	100%												
Perspective 5: Staff Management													
Percent of program personnel file checklist updated on time.	100%												
Percent of program employees 6-month/Annual evaluation completed on time by February 15 th)	100%												

Nurse-Family Partnership (NFP)

Objective: Provide support, education and counseling and ensure contract compliance as documented in the annual monitoring report.

Perspective 1: Program Outcomes	Target	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Percentage of children enrolled screened with Ages and Stages Questionnaire within timeframe.													
2. Percentage of infants are always placed to sleep on their backs, without bed sharing or sort bedding.													
3. Percent of new mothers who initiated breastfeeding at birth (Quarterly data).													
4. Rate of subsequent pregnancies within 2 years following the birth of infant (Quarterly data).													
5. Percentage screened for maternal depressing within 3 months postpartum.													
6. Completion rates for all recommended immunizations by the time the child is two years of age.													
7. Percentage of low birth weight in NFP Broward – less than 2,500 grams or 5.5lbs													
8. Percentage of preterm births in NFP Broward (Quarterly data).													
9. Reduction in the percentage of women smoking from intake to 36 weeks pregnancy.													
Perspective 2: Customer Service													
1. Percentage of children screened on the Ages and Stages Questionnaire at 10 months.													
2. Percentage of children received a parent-child interaction observation.													
3. Percentage screened for intimate partner violence (IPV) within 6 months of enrollment.													
4. The project is contracted to serve 200 mothers.													
5. Percentage of children screened on the Ages and Stages Questionnaire at 18 months.													
Perspective 3: Internal Processes / Process Outcomes													
1. Nurse Supervisor will complete quarterly Joint Home Visits (JHV) with each Nurse Home Visitors.													
2. Percentage of charts in compliance upon Audit using the Internal Audit Tool (AIT).													
3. MIECHIV Census Quality Report due by the 10th of each month.													
4. Potential participants contacted within 72 hours of receiving referral from Nurse Supervisor.													
5. Review NFP National Service Office (NSO) scorecard reports with NSO Nurse Consultant monthly.													
6. Ensure referrals are enrolled in the program monthly.													
7. 1.5 home visits completed for each participant. Number home visits/families receiving services.													
8. Percentage of mother who screened positive for Intimate partner violence (IPV) were referred services.													
9. Percentage of mother who screened positive for depression received services.													
10. Women who are enrolled by 36 weeks gestation or earlier.													
11. Eligible referrals are enrolled in the program (Quarterly Data).													
12. Percentage of mothers who screened positive for depression received services.													
13. NFP provides a list weekly to Broward Health and Holy Cross Supervisors of any missing data.													
Perspective 4: Learning and Growth													
1. Nurse Home Visitors that attend Unit 2 in Denver, Colorado as required by NFP NSO.													
2. Number Home Visitors who complete Unit 1 and Unit 3 Online Training module as required by NFP NSO.													
3. Nurse Supervisor who attend required Unit 2 and Unit 4 in Denver, Colorado as required by NFP NSO.													
4. Number of BRHPC NFP employees annual evaluations completed on time.													

HIV Planning Council (HIVPC) and Clinical Quality Management (CQM) Program

Objective: Coordinate effective responses to the HIV epidemic to ensure quality, comprehensive care and positively impact the health of people with HIV at all stages of illness. The CQM program directs and coordinates effective quality improvement projects with Part A providers to ensure quality, comprehensive services for people living with HIV and AIDS in Broward County.

1. Program Outcomes: Program Outcomes	Target	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Submit Annual Work Plan of PCS Activities (Due March 31)	100%												
Submit Work Plan Status Report (Due 15th of the month)	100%												
Submit Grant Application Work Plan (Due within 7 days of Application Release)	100%												
Submit Part A Grant Application Narrative or Continuation Report (Due Annually – September)	100%												
Submit Planning Council Letter of Assurance (Due 30 days prior to Appl Due Date)	100%												
Submit Planning Council Letter of Endorsement (Due 60 days post award – May 31)	100%												
Submit Administrative Assessment Methodology (Due January 31)	100%												
Submit Communication Plan (Due April 30)	100%												
2. Processes and Reporting/Quality Assurance													
Conduct monthly updates to HIVPC Committee and Quality Network work plans monthly	100%												
Submit Quarterly Department of Health Work Plan Report	100%												
Complete BRHPC Weekly Goals prior to Tuesday's Executive Meetings	100%												
Submit HIVPC/CQM quarterly Scorecard to BRHPC by the 15 th of each month	100%												
Submit progress reports to the recipient by the 15 th of each month	100%												
Submit Planning Council Quarterly Planning & Evaluation Report	100%												
Submit CQM Quarterly Report to Recipient by the 30 th	100%												
Submit Clinical Quality Management Quarterly Report to Recipient by April 30 th	100%												
Submit the Administrative Assessment Report (Due September 30)	100%												
Submit Planning Council Annual Report (Due March 31)	100%												
Submit Marketing Plan (Due June 30)	100%												
Submit EMA Benchmarking Report (Due March 31)	100%												
3. Staff Training													
Percentage of required BRHPC monthly PQI staff meetings attended.	100%												
Percentage of required BRHPC weekly Executive Team Meetings attended.	100%												
5. Staff Management													
Percent of program personnel file checklist updated on time.	100%												
Percent of program employees evaluation by February 15 th .	100%												

Finance Department

Objective: Ensure compliance with federal, state and local requirements and maintain effective internal controls to comply with accounting principles and audit standards.

Perspective 1: Management / Policies and Procedures	Target	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Update BRHPC annual budget quarterly, as needed.	100%												
2. Review and update Accounting Policies and Procedures quarterly, as needed.	100%												
3. Annually update and implement internal controls to minimize risk to BRHPC cash assets.	100%												
4. Receive an unqualified audit report annually.	100%												
Perspective 2: Audits/ Contract Compliance	100%												
1. Meet 100% of requirements for Contract Monitoring for ADAP.	100%												
2. Meet 100% of requirements for Contract Monitoring for HOPWA TBRV.	100%												
3. Meet 100% of requirements for Contract Monitoring for HIV, CIED & HICP.	100%												
4. Meet 100% of requirements for Contract Monitoring for HOPWA STRMU PHP.	100%												
5. Meet 100% of requirements for Contract Monitoring for NFP.	100%												
6. Meet 100% of Contract Monitoring and Desk Reviews for DOH planning – Qrtly and YE.	100%												
7. Meet Contract Requirements for ADAP deliverables every 4 months – cash flow and LOC statements.	100%												
Perspective 3: Internal Processes /Contract Compliance / Report Submission / Quality Assurance													
1. Ensure quarterly payroll reports are filed timely for Paycor (941 and RT6) Submit Qtrly RW Reports.	100%												
2. Remit payment for BRHPC payables timely. (Approximate monthly average = 250)	100%												
3. Remit payment for contract payables timely per contract stipulations. (TBRV = 85 per month)	100%												
4. Process HOPWA rent and/or utility payments within 2 business days. (HOPWA=30 per month)	100%												
5. Ensure payroll taxes and employee liabilities are paid by Paycor by Monday following pay date.	100%												
6. Submit annual reports timely. (1099s, W-2, ERA, Contract Deliverables etc.)	100%												
7. Submit timely expenditure reports for programs as per program requirements.	100%												
8. Produce invoices to funders by the 20th of the month or sooner. (Approx. 15 invoices monthly)	100%												
9. Timely renew and maintain BRHPC program contracts and agreements.	100%												
10. Timely renew and maintain BRHPC contract renewal for all subcontractors (MHS, BH).	100%												
11. Contract Face Sheets updated quarterly.	100%												
12. Timely create and/or assist with budget development for new/existing contracts as needed.	100%												
13. Produce Board financials quarterly and present at Board of Directors meetings.	100%												
Perspective 4: Staff Development	100%												
1. Staff Training in systems related to contracts (PE, FE, etc.) as needed.	100%												
2. Division personnel file checklist updated on time.	100%												
3. Employees annual evaluation completed on time.	100%												

