

BOARD OF DIRECTORS  
April 27, 2017 Strategy Meeting  
Minutes

**Attendees:** Mr. Eric Smith, Board Chair, Mr. Stockton Whitten, Board Treasurer, Dr. Greg Howes, Vice Chair, Ms. Kathleen Rich -New, Ms. Catherine Wright, Ms. Barbara Loftus, and Ms. Ruth Long

**Members Absent:** Mr. Mark Peterson

**Others in Attendance:** Dr. Patricia Nellius, CEO, Ms. Laurie Anna Blackburn, Board Liaison, Ms. Valerie Holmes, Senior Executive of Programs, Mr. Bill Bucher, Senior Executive Strategy, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. James Carlson, Sr. Executive of Administration, Ms. Patrice Grier, Staff Attorney, Ms. Ana Baznik, CEO IMPOWER, Ms. Amy Hammet, DCF.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the April 27, 2017 Strategy Meeting. He then asked all to state their names for the record.

Mr. Smith then reminded members that if they had a real or perceived conflict of interest to please complete the Conflict of Interest form (available at the meeting). None were presented.

Mr. Smith asked for a motion to approve as follows:

**Motion:** Ms. Rich-New moved to approve the April 27, 2017 draft Agenda. This was seconded by Ms. Wright and the motion passed unanimously.

**Motion:** Ms. Loftus moved to approve the March 13, 2017 Board Meeting Minutes. This was seconded by Ms. Long and the motion passed unanimously.

**Motion:** Ms. Betting moved to approve the March 27, 2017 Board Meeting Minutes. This was seconded by Ms. Rich-New and the motion passed unanimously.

Mr. Smith then reminded board members that the CEO PE must be completed and returned to Ms. Blackburn.

**ACTION ITEM:** Ms. Blackburn will send a reminder e-mail with the due date the CEO PE is to be returned.

Mr. Smith then asked for Board Subcommittee updates:

Ms. Loftus reported that the subcommittee met on April 18<sup>th</sup> and their primary function is to provide oversight on the risk management plans to include special subjects and intellectual property. At this meeting committee members held a conference call with outside council to discuss the necessary measures required to protect intellectual property. Ms. Loftus stated the committee was satisfied with the level of protections in place for IP. She then discussed the Risk Management Committee's review of the self-insurance opportunity presented by a lead community based care agency, i.e. participation requirements and long term exposure. Based upon the review of the committee and their risk tolerance; the Risk Management Subcommittee recommends not to pursue the self-insurance participation opportunity at this time.

Ms. Long, Chair of Donor Relations Subcommittee shared that she and Mr. Carlson met to discuss strategies to increase donor relationships and the distribution of information packets to the prospective donors. She then deferred to Mr. Carlson for an update on the Lip-Sync Gala scheduled for the end of the year. Mr. Carlson reported there are three sponsors and 4 acts committed. He added that Representative Goodson has agreed to participate as a judge and Greg Pallone will once again co-host the event.

Ms. Wright reported the last Marketing Subcommittee convening focused on social media metrics and this meeting centered on the website metrics. She shared that the data shows the monthly newsletter and adoptions page draw the most hits. She then noted that the bounce rate is high showing 66% of visitors leave the website immediately after reviewing their interest. Ms. Wright asked members to advocate for BFP through social media by following BFP on Facebook; i.e. like, comment and share postings to their personal contacts to help increase visibility. She ended her report stating that the committee is currently reviewing the website for improvements and upgrades.

Mr. Smith then asked Ms. Grier to report her findings on the Sunshine Law as requested by the Board and provide an update on the corporate documents filed for the new 501c3.

Ms. Grier began her report stating after her due diligence efforts and consulting with outside legal counsel it is her belief that subcontractors are required to operate under the Sunshine law when a private entity has been created by a public agency, when there has been a delegation of the public agency's governmental functions, or when the private organization plays an integral part of the decision-making process of the public agency. She noted, as in the case of Community Based Care Agencies, there is a delegation of the public agency's governmental function, supported by a 2000 AG opinion stating that the DCF functions are the management of foster care and case management functions and the delegation of those functions to private entities are subject to the requirements of the Sunshine Law.

Mr. Smith then asked for clarification: Is Family Allies subject to the Sunshine Law? Ms. Grier reported as a subcontractor of BFP, who contracts with DCF, Family Allies and Brevard C.A.R.E.S are subject to the requirements of the Sunshine Law because they are fulfilling a function formerly fulfilled by a Governmental entity. She further stated there is case law that supports this conclusion.

Mr. Grier then reported the status of corporate filings as follows:

1. Articles of Incorporation were approved by the Board and filed on 3/23/17.
2. Bylaws were approved by this Board on 3/23/17
3. Received the EIN on 3/24/17
4. Currently working on the application for tax exempt status and goal is to have it filed prior to July.
5. Next Steps:
  - a. New board needs to meet on the following:
    - Approve the Articles and Bylaws
    - Elect officers
    - Approve filing of 1023
    - Establish and approve policies- conflict of interest, doc destruction, ethics
  - b. Contracts for administrative support services

c. CMA contract

Ms. Betting asked how long before the tax exemption determination is made. Ms. Grier stated the process takes between 6 to 9 months, and if approved, the Tax Exemption status is effective back to the date of incorporation.

Mr. Smith then allowed for a 15 minute break.

Upon return from the break Mr. Smith then asked Dr. Nellius to report on the new Strategic Plan priorities.

Dr. Nellius explained the documents located in board member packets: chart of changes, themes and the strategy plan chart which were presented by Ms. Leigh Holt, Strategic Planner and are in draft form. Ms. Holt is looking for input from the board to drill down on the priorities generated from the January 19, 2017 Strategy Session with the following considerations in mind:

- Community of practice moved away from fidelity of the System of Care model as designed by the community over time due to the increase of children coming into care and funding cuts. While she recognizes the current priorities have shifted, there needs to be a plan to reinstate the former practices gradually over the next 5 years.
- Data regarding Foster Parent and Case Management relationship based on the Foster Parent Survey; she would like to see better integration between Foster Parents and Case Management and believes communication will improve with the Board's decision to move case management in-house.
- The visitation center contract was not transitioned back in 2004 because the community felt better care for children and families would occur by case managers conducting and supervising visits. While this trend has changed out of demand and case load increases, it needs to be a consideration moving forward.

Dr. Nellius then presented the new proposed Strategic Plan priorities as follows:

**PREVENTION - Build an aggressive, front-end prevention and diversion program**

Objective: Expand prevention services to divert children from case management and out-of-home care

- A. Increase and expand alternative forms of funding:
  - Maximize Medicaid billing
  - EBP Marketing for Replication
  - Present annual funding requests to local delegation / legislature
- B. Continue to develop former consumers as public speakers
- C. Increase community outreach, awareness, and understanding of C.A.R.E.S. (engagement of medical / hospital community)

Enhance supports to Non-Judicial cases to prevent families from entering deeper into the system

**FAMILY PRESERVATION – Protect children while strengthening families**

Objective: Customize services to meet the unique needs of each child and family

- A. More outreach to educate the community about the unique services of BFP / C.A.R.E.S.
- B. Increase mentoring opportunities (Engage Take Stock in Children)

## **INDEPENDENT LIVING – Address the special needs of young adults in care and exiting care**

Objective: Create a comprehensive support system for teens and young adults to achieve independence

- A. Focus on mentorships for young adults; bring in additional resources to assist youth with career selections and post-secondary education
- B. Start the conversations earlier with children in care about their transition plan; don't wait until they are 17.
- C. Create an app for available services for youth transitioning out of care

Ms. Holmes described the two youth development programs:

- Youth Development Accelerated Program has partnered with the faith based community to offer supports for IL youth.
- Youth Leadership Academy selects 8 youth to teach leadership skills and upon graduation the youth will serve on the Youth Thrive Counsel.

Dr. Nellius added BFP has partnered with CSSP on the Brevard Youth Thrive initiative. Susan Nodkin and Sara Greenblatt of CSSP have requested to strengthen engagement with Case Management to encourage case managers to support and attend the youth café event with their youth.

Board Member Suggestions:

- Ms. Rich-New suggested implementing supports immediately upon entering high school.

The board then discussed Foster Parents and caregivers assisting with teaching life skills and tracking the progress. Ms. Grier stated that Statute 409 was implemented back in 2014, requiring caregivers to be more like parents and they are expected to provide life skills.

Ms. Holmes shared the Compliance Division has a Foster Parent Navigator who collects information and completes monthly reports. In addition, Brevard Youth Thrives under the direction of CSSP measures successes through collecting information from youth surveys.

## **OUT OF HOME CARE – Optimize placement options for children close to home, school, and community**

Objective: Recruit, train, and retain foster families and group homes, and set performance standards for all out-of-home placements

- A. Recruit, train, and support 65 new foster families willing and able to work with:
  - a. Teenagers (25 homes)
  - b. Children ages 0-10 (20 homes)
  - c. Sibling Groups (10 homes)
  - d. Therapeutic Homes (10 homes)
- B. Identify and promote positive connections for children and youth in care

Support Relatives and Non-Relatives Caregivers to maintain safe and stable homes (prevent disruption and abuse)

Board Member Suggestions:

- Ms. Wright suggested adding integration between Foster Parents and Case Management as a priority.

### **ADOPTION – Find permanent homes for children in a timely manner**

Objective: Identify adoptive families that can meet the specialized needs of the children currently in care

- A. Expand post-adoption support services
- B. Increase outreach strategies to engage different populations within our community (faith-based, LGTBQ, etc.)
- C. Develop new strategies to promote children available for adoption (Ensure Heart Gallery pictures are always current)
- D. Develop strategies to find adoptive homes for children in care 12-23 months

Ensure potential adoptive families understand the supports will be available after adoption

Ms. Holmes shared the agency is looking to provide more outreach to caregivers through resources such as handbooks and access to a clinical specialist. She added Brevard C.A.R.E.S offers post adoption supports with a full time Adoption Support Specialists who is a resource for adoptive parents.

Dr. Nellius shared she and Ms. Holmes met with representatives of United Methodist Church who will be hosting the Annual Foster Parent Picnic this year. They reached out to BFP to learn more about what the agency does and how they may become more involved in the child welfare community.

Ms. Holmes then spoke about Foster Care Recruitment initiatives to include the following:

- Full Time Foster Care Recruitment Specialist is on staff
- Reaching out to the faith based community
- Offering Foster Parenting orientations to learn about becoming a foster parent
- Pride Training classes for those interested in fostering
- HUG program for those who would like to volunteer

### **CASE MANAGEMENT – Promote stability and preserve institutional knowledge using a single case management model with team support**

Objective: Monitor caseloads, performance, and turnover to safeguard continuity of care

- A. Explore available options to increase mission alignment and system of care commitment with case management
- B. Increase training on Safety Decision Making Model for case management staff

Dr. Nellius spoke about the state wide training on the implementation of the Safety Decision Making Methodology and the initiative to work in partnership with Case Management to train staff to return to the fidelity of the practice model.

### **PROVIDER NETWORK – Operate and manage a comprehensive, community-based system of care for abused, abandoned, and neglected children and their families**

Objective: Make sure that services, providers, and facility locations meet the individualized needs of children and families

- A. Incorporate Evidenced Based Practices into service delivery

- B. Continue annual needs/gaps assessment to see what services are lacking
- C. Modernize technology associated with service delivery (services app from LA County)
- D. Survey BFP consumers to obtain feedback on services

Board Member Recommendations:

- Dr. Howes shared Services app from LA County is B4U Go

Dr. Nellius noted that the GAP Analysis Report will be shared at the May board meeting. She then shared on an annual basis a gap analysis is performed for feedback from the community of practice on any needs that may have surfaced and the agency will address them when planning for the new fiscal year.

Board Member Suggestion:

- Ms. Wright suggested expanding more on the types of Technology and social media to be utilized.

Mr. Bucher reported that he is working on implementing an Independent Living Platform called “My Jump Vault” where youth can have direct access to documents and various resources and it will also afford them the opportunity to interface with their case managers.

**PARTNERSHIPS/RESOURCES – Facilitate collaborations and partnerships to meet the unique needs of the families served in the community**

Objective: Prepare community awareness and outreach program to increase public involvement and investment in child safety

- A. Identify professional groups within the Brevard community to make presentations regarding our mission, vision, and needs as a system of care.

**QUALITY ASSURANCE – Collect and use data and research to forecast needs and to improve services**

Objective: Maintain strong emphasis on evidence based practices and performance measures for QA/QI

- A. Use social media (twitter) to engage directly with Case Management staff
- B. Use data to drive performance improvement; increase display and communication of performance information at service center / care manager levels
- C. Develop performance incentives and recognition for case management staff

Board Member Suggestions:

- Ms. Wright suggested expanding on other forms Technology not limited to social media.
- Mr. Smith suggested stating the goal to include dissemination of information only.

Mr. Bucher shared he is currently working to install the Mindshare mobile application on staff cell phones to increase direct access and dissemination of information.

Dr. Nellius then began with an introduction of the Transition Plan Report. She outlined the timeline and activities that occurred upon IMPOWER receiving the notification. Dr. Nellius then invited Mr. Bucher to provide a more detailed Case Management Agency Transition Overview. He opened by reminding the Board that initially BFP developed an internal risk management plan due to the pending lawsuit and when the board made its decision on March 13<sup>th</sup> to transition and localize the case management function, the risk management plan was enhanced and used as the transition plan.

Mr. Bucher then spoke about the development of the company name: Family Allies and the logo design representing a family tree to align with the name.

He then reported there have been 5 Open Houses with CMA staff and 2 Town Halls with positive feedback from 85% of the staff along with overwhelming community support of the transition.

Mr. Bucher used the PowerPoint Presentation and reviewed the Org Chart and proposed Organizational Structure. He noted 5 new positions: Executive Director, Chief Operations Officer, HR Manager, Performance Data Specialist and Executive Assistant to the Executive Director.

Mr. Bucher then spoke about the joint transition planning process and reported he and a representative of IMPOWER are meeting face to face on a weekly basis. HR is working with the case management staff to complete onboarding paperwork. As part of the transition plan, the goal is to maintain workforce stability, conduct file reviews, along with joint staffing reviews.

Mr. Bucher then announced Katie Guemple of DCF has accepted the Chief Operations Officer position.

Mr. Bucher shared he met with the GAL's and they were very supportive of the transition and shared concerns about the case management functions to include improving communications between GAL and Case Managers.

Ms. Rich-New asked Mr. Bucher to share the most common questions asked. Mr. Bucher responded that most questions were on communications: Concerns were expressed with calls to case managers going straight to voicemail with no return calls, and the need for better file notes. Mr. Bucher added that the goal during transition is setting the expectations immediately with open and transparent communications and with onsite co-located leadership there should be a marked improvement.

Mr. Bucher ended his report by stating he has a unique opportunity to define the model with a 100% focus on Brevard County and he is very excited about the transition. The board thanked Mr. Bucher for his detailed presentation and shared that they were pleased with his excitement to transition case management.

Mr. Smith asked if there were any public comments. None were expressed.

Mr. Smith asked for a motion to adjourn.

**Motion:** Ms. Betting moved to adjourn. This was seconded by Ms. Wright and the motion passed unanimously.

Respectfully Submitted,

Laurie Anna Blackburn  
Board Liaison

Approved at the May 25, 2017 Brevard Family Partnership Board of Directors Meeting.