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## MANAGEMENT'S DISCUSSION AND ANALYSIS

# MANAGEMENT'S DISCUSSION AND ANALYSIS

The Healthy Start Coalition of Flagler and Volusia Counties, Inc (the "Coalition") provides this section of the financial statements to present management's analysis of the Coalition's financial and programmatic performance during the fiscal year ending June 30, 2023. Because the information contained in the Management's Discussion and Analysis (MD&A) is intended to highlight significant transactions, events, and conditions, it should be considered in conjunction with the financial statements and accompanying notes, which follow this section.

## **Overview of the Healthy Start Coalition of Flagler and Volusia Counties, Inc.**

In 1991, the Florida Legislature launched the Florida Healthy Start Initiative (s.282.2161, F.S.) to improve the health and wellbeing of Florida's pregnant women, infants, and young children. The Healthy Start Coalition of Flagler and Volusia Counties, Inc. is one of 32 coalitions across Florida that was formed under this legislative authority. This landmark legislation sought to ensure that all babies born in the state of Florida are given the opportunity to have a healthy start in life. The primary objectives of the Healthy Start statewide initiative are to reduce infant mortality and morbidity, improve pregnancy outcomes, and to enhance the health and development of children birth to age three. The key components of the statute mandated:

- Universal screening of pregnant women and newborn infants to identify those at risk of poor birth, health, and developmental outcomes;
- Increased access to comprehensive, risk-appropriate maternity and well-child care and support;
- State-wide implementation of community-based care coordination systems;
- Expansion of Medicaid funding and expanded eligibility for pregnant women; and
- Formation of local coalitions to spearhead system change through public-private partnerships at the community level and leverage additional resources. The statute ultimately vested these coalitions with the authority to allocate state and federal dollars to purchase and oversee services for families in their communities.

The wisdom of Florida's legislators has contributed to the support of healthy pregnancies for millions of women and saving the lives of thousands of babies over the past three decades.

## **Financial Highlights**

The Coalition is fortunate to be very stable financially and had almost \$1.5 million in net assets at the close of the 2022-23 fiscal year.

Key financial highlights for the 2022-2023 fiscal year are:



# MANAGEMENT'S DISCUSSION AND ANALYSIS

- As of June 30, 2023, the Coalition's Total Support and Revenue was \$3,105,776 – an increase of approximately 6% over 2022 when Total Income was \$2,927,149.
- Total Expenses were \$3,088,382. This represents a slight increase (approximately 5.2% or \$152,787 over the previous fiscal year).
- Of total expenses, 9.8% were for administrative costs - a slight increase in general & administrative costs from the previous year.
- Medicaid service billing conducted through the Healthy Start MomCare Network (HSMN) Administrative Service Organization and associated revenue from the Medicaid services paid via contract with the Agency for Health Care Administration (AHCA) increased by 7.6% in 2022-23 (by \$79,893). This represents a year-over-year increase. Coalition staff and contracted programs will continue working to maximize Medicaid services and associated reimbursements.

During the 2022-23 Fiscal Year, the Coalition was able to continue leveraging additional resources beyond the state legislative monies allocated to Healthy Start through the Florida Department of Health and the associated Medicaid earnings through the Healthy Start MomCare Network. Additional funds leveraged for the 2022-2023 fiscal year totaled \$1,145,705. This leveraged amount represents funding contracts for services from multiple local and state funding sources as well as fundraising and contributions. Additional local and state funders included: Ounce of Prevention Fund of Florida/Healthy Families Florida, the West Volusia Hospital Authority (Hospital Taxing District), Community Partnership for Children, the United Way of Volusia & Flagler as well as several minigrants. In addition, although the funds will not be received until the 2023-24 fiscal year, the Coalition was successful in securing a new multi-year grant to focus on maternal morbidity which will result in almost \$1 million in additional revenues over the initial three-year implementation. These revenues will enable the Coalition to expand services and supports for our most vulnerable families and have enabled the Coalition to develop a more coordinated and integrated system of care.

## The New Normal

Throughout the 2022-23 fiscal year, the aftermath of the COVID-19 pandemic and return to 'normal' operations continued to impact Coalition staff and programs as well as the families and communities we serve. The pandemic marked an unprecedented period of adversity and change which had the potential to disrupt virtually all aspects of the organization's operations.

The Coalition is very proud of the fact that our staff displayed tremendous commitment to the Coalition's mission as well as outstanding work ethic, flexibility, creativity, and tenacity to continue to get the job done and successfully navigate the numerous and continuing changes brought about by the pandemic. Staff managed numerous challenges and operational modifications while still meeting the needs of pregnant women and families with young children.



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The aftermath of the COVID pandemic did continue to negatively impact staff retention and associated turnover throughout 2022-23. However, the Coalition can report that organizational turnover rates were better than other community partners and despite shortages in staff, Healthy Start met or exceeded all the required deliverables and outcomes for funders and maintained focus on supporting women and families.

With that being said, the Coalition's programs and subcontracts remained on track to meet funding metrics and outcome objectives. In addition, the Coalition successfully provided more services to vulnerable families in 2022-2023. Overall, service numbers for Coalition programs increased by more than 5% from the prior fiscal year and were up by 17% since the start of the pandemic. Total service numbers from the 2020-21 to 2022-23 fiscal years increased by just under 1,300, which speaks to the tremendous commitment and productivity of Healthy Start's staff and partner organizations.

The Coalition's leadership will continue to do everything we can to meet the needs of the families we serve while also working to support and empower our employees through challenging situations. We will continue to make budgetary and programmatic adjustments necessary to effectively utilize available resources and operate as efficiently as possible.

## Program Highlights

Across the total Healthy Start system 8,862 pregnant women, babies and families received services during the 2022-23 fiscal year. This represented just over a 5% increase over the previous fiscal year's service provision numbers.

### **Healthy Start Prenatal and Infant Screening**

Across Florida, initial identification of risks is accomplished through standardized screening of the mother while pregnant and of the baby immediately after birth. Florida law mandates that physicians offer these screenings to all patients and Healthy Start Coalitions are charged with coordinating the screens and ensuring that vulnerable pregnant women and infants are connected to care.

The Coalition sets high standards and goals for prenatal and infant screening in Volusia and Flagler Counties. Our goal for the percentage of women to be screened prenatally in Volusia County was 78% and the achieved rate was 78.74%. Our goal for the percentage of women consenting to the prenatal screen was 90% or better, and our achieved percentage for 2022-23 in Volusia County was 91.57%. For infant screening in Volusia County, the goal for 2022-23 was 90% and the actual rate for the fiscal year was 92.42%.

In Flagler County, the prenatal screening rate goal was 78% and the achieved rate was 74.42%. Although this rate was below the goal, it represents an increase over the past two years. The goal for screening consent rate was 90% and the actual rate was 83.22%.



# MANAGEMENT'S DISCUSSION AND ANALYSIS

Screening rates have been experiencing significant fluctuations and this is an area of focus and tracking as we continue to work to serve pregnant women and families with young children.

## Healthy Start CONNECT System (Coordinated Intake and Referral)

During 2022-23, the CONNECT System continued to provide efficient and streamlined access to services for pregnant women and families with young children. CONNECT provides a one-stop entry point for needed services including but not limited to: universal screening, education on childbirth, newborn care, parenting, child development, food, and nutrition, mental health, and financial self-sufficiency. Families can also access home visiting services, connection to breastfeeding education and support, community nurses, child development education and support, and family planning education as well as wraparound services such as transportation, emergency shelter, food, and assistance with other basic needs.

A total of 5,147 clients were served through CONNECT Coordinated Intake and Referral and Healthy Start services through funding from the Florida Department of Health and the Healthy Start MomCare Network.

## Care Coordination for Pregnant Women and Babies

Healthy Start Care Coordination is a free, voluntary, home visiting program that delivers education, care coordination services, and ongoing support to pregnant women and families of children under the age of three who are experiencing challenges that might negatively impact a healthy birth or other personal health outcomes. Healthy Start services are designed to support families in reducing the factors and situations that place pregnant women and infants in jeopardy for poor outcomes. All women referred are provided an Initial Intake to determine the need for additional services within the community's capacity, to include Healthy Start Programs and Services. During the 2022-23 Fiscal Year, Care Coordination served 800 pregnant women and infants and provided more than 2,200 services.

## Fetal Infant Mortality Review (FIMR) Initiative

The Fetal Infant Mortality Review (FIMR) approach was developed by the American College of Obstetrics and Gynecology (ACOG) and includes an abstraction of information from birth, death, medical, hospital, autopsy, and social service records. All information is "de-identified" to ensure that the focus is on systemic strengths, challenges, and recommendations and not on individual providers. FIMR activities include both the Case Review Team and a Community Action Group.



# MANAGEMENT'S DISCUSSION AND ANALYSIS

During the 2022-23 Fiscal Year, the state of Florida made significant changes to and expansion of statewide FIMR activities. FIMR reviews were expanded from 17 counties to a statewide focus on all 67 counties. As part of this expansion of focus and effort, the Coalition's responsibilities were increased – both the number of cases required to be reviewed as well as adding Seminole County as a geographic service area to be reviewed.

The Case Review Team (CRT) is comprised of a multidisciplinary team of professionals who volunteer their time and expertise to the monthly FIMR case review process. These members are representative of the public and private sector and include physicians, nurses, midwives, public health officials, law enforcement, academic institutions, clinical staff from various health and human services fields, and hospital administration. FIMR CRT members review, discuss and make recommendations regarding actions that could be taken in Volusia and Flagler counties to promote healthy pregnancies, educate the community, advocate for policy change, engage partners and work toward prevention of future infant deaths.

During the 2022-23 fiscal year the Case Review Team met 9 times and reviewed a total of 30 cases.

The FIMR Community Action Group (CAG) takes the recommendations and data provided by the FIMR CRT in order to translate what has been learned into actionable steps intended to reduce the incidence of infant mortality and fetal loss, inform and improve the system of care, and better support our providers and families. During the 2022-2023 fiscal year, FIMR initiatives focused on increasing educational resources and tools for supporting safe sleep. In addition, the group worked to support new statewide strategic planning efforts, data collection/reporting and initiatives. The work of the CAG continues to support the Healthy Start Coalition to explore issues, engage key and new partners and implement strategies to improve maternal and child health outcomes.

The FIMR program and the associated benefits of collaborating with stakeholders in the community to systemically develop strategies and priorities to prevent fetal and infant deaths is a critically important aspect of the Coalition's overall mission and work.

## Additional Local Programs and Initiatives:

Florida established Healthy Start Coalitions to support the overall health of communities by improving pregnancy outcomes and reducing infant mortality. The Healthy Start Coalition of Flagler & Volusia Counties is proud to dedicate our core efforts toward serving the goals established in our founding legislation. At the same time, Coalitions are also charged with serving the specific needs of our communities by leveraging resources to support needed initiatives and programs. The Healthy Start Coalition of Flagler & Volusia Counties' leadership and Board of Directors recognized early in the organization's lifespan that the limited funds provided through the state of Florida cannot fully sustain all the programming needed to systemically impact birth and maternal health outcomes.



# MANAGEMENT'S DISCUSSION AND ANALYSIS

As a result, The Healthy Start Coalition of Flagler & Volusia Counties continuously looks for additional resources and partners to support our mission and help positively impact the lives of vulnerable pregnant women, infants, and families with young children. The programs outlined below are representative of the additional services that have been built out by the Coalition to complement and supplement state funded core activities.

## Healthy Families

Healthy Families is a nationally accredited home visiting program for expectant parents and parents of newborns experiencing stressful life situations. The program improves childhood outcomes and increases family self-sufficiency by empowering parents through education and community support. Parents voluntarily participate in Healthy Families in order to learn how to recognize and respond to their babies' changing developmental needs, use positive discipline techniques, cope with the day-to-day stress of parenting in healthy ways, and set and achieve short and long-term goals. Thirty years of research has shown positive results and sustained impact with Healthy Families participants in geographically and racially diverse communities experiencing various amounts of stress and challenge.



In 2022-23, the local Healthy Families Volusia/Flagler team served 137 families with 242 children and provided over 1,457 home visits. The program also achieved strong impacts for families. Below are a few of the program's outcome highlights:

- 100% of children were up to date with immunizations and well child visits at 24 months old
- 100% of enrolled mothers did not have a subsequent pregnancy within 2 years of their child's birth
- 100% of program participants that completed the program or closed on either Level 3 or 4, maintained or improved self-sufficiency while enrolled
- 100% of children served were free from abuse during services, and as of the quarter ending 6/30/23, 100% were free from abuse one year following program completion.

All these impacts exceeded the Healthy Families Florida performance metric goals.

Healthy Families is funded through the Ounce of Prevention Fund of Florida's Healthy Families Florida Program and requires a 25% match from the local community. The Coalition is also seeking additional funding in the 2023-24 fiscal year which will potentially allow for expansion of the Healthy Families team and overlay of mental health support services.

## CARE (Collaborative Assistance, Resources & Education) Team Services

There are pregnant women and infants born in Volusia and Flagler counties who are experiencing complex and difficult circumstances. These women may be in situations of substance use, homelessness, domestic violence, unemployment, mental illness, or other challenges.





# MANAGEMENT'S DISCUSSION AND ANALYSIS

Often these women and babies are experiencing multiple stressors and life challenges. To respond to the needs of these woman and babies, the Healthy Start Coalition has dedicated unrestricted revenues and collaborated with community funders and stakeholders such as Community Partnership for Children, West Volusia Hospital Authority, Children's Home Society, and the Early Learning Coalition to coordinate services and leverage resources. Thanks to this ongoing effort and collaboration, the Coalition has been able to serve very vulnerable women and babies through the support of CARE Specialists and Community Health Nurses.

The CARE Team links to family planning and other healthcare services, makes referrals to breastfeeding support, connects women to WIC, assists individuals in connecting to substance use treatment programs, and connects women and families to healthcare. In addition, Community Health Nurses conduct health assessments and provide specialized support.

The CARE Team works with high-risk referrals on a time-limited basis to support women and families toward a healthy birth and better stability. Often the cases engaged by the CARE team require coordination across multiple service organizations and collaboration of support to the women and babies engaged. In 2022-2023, The CARE Team provided support and assistance to 750 women and infants and an average of 58 cases were connected to services on a monthly basis. The referral to engagement rate is very high (67%), and the team developed and revised 347 Plans of Safe Care with clients and families.

## **Family Engagement (Parent Partners & Fatherhood Engagement Initiatives)**

Healthy Start operates on a foundational tenet that individuals and families must be engaged in driving improvement to their personal and community health. We must effectively engage and listen to women, men and families on what issues are important to them and affect their overall health. Healthy Start recognizes the individuals we serve as leaders and drivers of not just their own health but that of our community's health and future prosperity.

Family Engagement has been identified as a core value of our service delivery and cannot be accomplished without a consistent process designed for hearing the family voice. With funds leveraged from the Community Partnership for Children, the Parent Partner Initiative helps to bring parents out of isolation and connect them with positive supports. Parent Partners are mentors who are paired with individuals/families who have open child welfare cases. Parent Partners are highly trained peer supporters who assist families with navigating through the child welfare system. This program gives hope to families that they can successfully reunify with their children. Alternatively, Parent Partners also support families if they courageously make a deliberate decision to surrender their rights and help their children find an alternative permanent home. The science of early childhood development is the common ground for this program and seeks to give babies the best chance at growing up with stable and loving caregivers.



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In 2022-23 a Team Dad Fatherhood Engagement program was added to the Family Engagement initiative. Healthy Start hired a Fatherhood Engagement Specialist and is also working with Children's Home Society to provide additional services for fathers and families. The program is utilizing the national Evidence-Based Program 24:7 Dads.

In addition, the Coalition continues to facilitate the Family Engagement Advisory Board. This group regularly convened with parents acting in leadership roles to advise the child welfare system about family needs, trauma, family case planning challenges, and ways to potentially engage families who are struggling in the system. Policy recommendations and potential system improvements are also presented by this group.

In 2022-23 the Family Engagement Initiative directly provided program services to 376 individuals via Parent Partner engagement, outreach events, FEAB membership and community trainings.

## **CONNECT Wraparound Supports**

Wraparound supports promote health equity, social equality, positive parenting, and family leadership by connecting pregnant women and families with young children to needed health and community services. On a limited basis tangible supports such as child safety supports, diapers, transportation, food and other critically needed supports are provided. A core purpose of Wraparound Supports is to provide direct avenues and mechanisms by which individuals and families in need can be successfully connected to health supports such as Medicaid, Supplemental Nutritional Assistance for Women Infants and Children (WIC), Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP or food stamps) and other basic needs assistance as well as housing support and vouchers. Nearly \$22,000 in Wraparound supports were provided throughout 2022-23 Fiscal Year. In addition, Healthy Start staff and partners are continuously improving efforts to coordinate services and resources.

## **Other Highlights**

There are multiple services and systems that intersect in maternal and child health in Flagler and Volusia county service areas. The Healthy Start Coalition is a convener of partners where focused collaboration is needed to achieve desired results. We also participate in initiatives in our community that address the well-being of families through health and human services, academic support, and workforce development. In 2022-23, the Coalition convened multiple committees and task force groups that supported our mission in various capacities. These committees include:

- Home Visiting Advisory Board
- FIMR Case Review Team
- Substance Exposed Newborns Task Force
- Family Engagement Advisory Board
- FIMR Community Action Group
- Coordinated Services Staffing



# MANAGEMENT'S DISCUSSION AND ANALYSIS

During Fiscal Year 2022-23, approximately 84 volunteers served on our committees, participated in a taskforce, or volunteered as individuals for the Coalition in other capacities. The number of Board members was 16.

## New Initiatives

Healthy Start Flagler & Volusia continues to prioritize making our staff and services easily accessible and available to the community. To that end we now have 4 small CONNECT Zones throughout Volusia and Flagler counties. Our staff are also providing services on site at both Halifax and AdventHealth as well as at Project WARM at the Vince Carter Sanctuary in Bunnell. Although the CONNECT Zone at the Keech Street Department of Health space was lost in 2022 due to flooding from the hurricanes, it is anticipated to reopen in Spring of 2024 when DOH Volusia completes the renovation and rebuilding process.

The Coalition is also very proud that the Training Initiative which was implemented in 2022-23 provided 6 community trainings on the Basics of Breastfeeding. In addition, the Coalition partnered with AdventHealth and the Volusia Breastfeeding Coalition to provide a Physician Summit directed toward OB providers. In 2023-24 fiscal year supplemental Breastfeeding training for certification in lactation support will be added to the existing opportunities.

Finally, the Coalition is excited to be incorporating Doula services. Selection of the first cohort of Doulas began in Spring 2023, initial training and certification occurred in July 2023 and the program is anticipated to fully launch with enrollment of pregnant women by the end of 2023.

The Healthy Start Coalition of Flagler & Volusia is pleased with the work and accomplishments of 2022-23 and we look forward to the incorporation of new initiatives and continued success of existing programs in the near future.

