

Executive Committee Meeting Minutes
Wednesday, February 9, 2022
Central Florida Cares Health System, Inc.
707 Mendham Blvd., #201
Orlando, FL 32825
Board Room



ATTENDANCE

Board of Directors Present:

R. Wayne Holmes, President, Retired Asst. State's Attorney/Consumer Advocate
Luis Delgado, Vice President, Consumer Advocate
Mark Broms, Treasurer, Consumer Advocate
Ian Golden, Secretary, Brevard County Housing & Human Services
Debbie Owens, Past President, Seminole Prevention Coalition

Central Florida Cares Health System, Inc. Staff

Maria Bledsoe, Chief Executive Officer
Trinity Schwab, Chief Operating Officer
Daniel Nye, Chief Financial Officer
Nikaury Munoz, Chief Integration Officer
Karla Pease, Executive Assistant
Geovanna Gonzalez, Compliance Director
Valentina Melnichuk, Human Resources Director

Guests

Anne Sutherland, Department of Children and Families, Regional Director
Amy Hammett, Department of Children and Families, Contract Manager

Meeting Called to Order

The Central Florida Cares Health System, Inc. (CFCHS) Executive Committee meeting was held on Wednesday, February 9, 2022, at 2:00 p.m. at Central Florida Cares Health System. The President called the meeting to order at 2:00 pm.

Approve Consent Agenda

A motion to approve the Consent Agenda items as written was made by Ian Golden; Mark Broms seconded; motion passed.

Financial Report

December Financials

The CFO reviewed the December Balance Sheet that includes the balances from October 31, 2021, through December 31, 2021. Cash in the bank is \$11.6M and Accounts Receivable is at \$14.9M for a total Current Assets balance of \$26.6M. Long-term Assets, which are primarily comprised of computer equipment, are staying relatively flat. Short-term liabilities have payables changing slightly month to month due to more providers on real-time data. Wages payable are staying relatively flat. No anomalies.

The CFO gave an OCA demonstration to members using different types of candy, demonstrating the different types of fundings.

Income statement highlights dues and subscriptions bumped up for the annual membership for FAME and within FAME there was a collective survey effort, and that expense was included and is in line with prior years. Outreach and awareness had an expense of \$6429. Accounting fees are at \$18K, and in January, CFCHS will pay an additional \$2K, making total audit expenses of \$20K.

Pages 5-6 are OCA utilization expenditures for the Managing Entity, Mental Health, and Substance Use by OCAs, providers, and rates. The CFO provided details related to the OCA's where spending year to date was approaching normal expected levels year to date for some and will hit the target by year end, others that may not hit their target by year end, and potential reallocation of some OCAs. The Secretary suggested denoting funds that are not eligible for carry forward.

Pages 7-8 are the utilization rate YTD by provider in a graphical format.

Providers were being paid 1/12th monthly this fiscal year on a pro rata basis, but as more providers submitted data in real time, reconciliations took place. In December more providers were reconciled, as more providers reached 100% data submission.

The Treasurer, Mark Broms, made a motion to approve the December financial report as presented; Debbie Owens seconded; motion passed.

Hybrid Work & Performance Evaluation Policies Overview

The Hybrid Work Policy was discussed at length among members. There were minor wordsmith changes, and another sentence structure revision. Under "Purpose" the opening sentence language suggested is: "To provide minimum guidelines for when an employee takes advantage of the work from home option..."

Ian Golden made a motion to approve the Hybrid Work and Performance Evaluation Policies with the recommended changes discussed. Luis Delgado seconded; motion passed.

Members discussed the Hybrid Work Agreement and suggested minor revisions.

The Performance Evaluations policy was revised to change the timeframe from two weeks prior to 90 days when evaluations need to be completed to language stated as "reasonable" time to give a supervisor more time to complete their staff evaluations.

Ian Golden made a motion to approve the Performance Evaluation Policy with the recommended change discussed. Luis Delgado seconded; motion passed.

Employee Satisfaction Survey Discussion

A handout was provided to members denoting action items and implementation based on employees' survey feedback. Discussion ensued among members on a variety of topics. Members discussed having something special once a month/quarter for employees from donations received from board members.

CFCHS Organizational Policies

- Lease – Building lease is expiring June 30, 2022, and the GHME1 contract expires June 30, 2023. The CEO will negotiate a one-year lease renewal with property management to coincide with GHME1 contract.
- GHME1 Contract - The Department has released a schedule for procurement for the contract. CFCHS' is scheduled for fourth quarter 2022/23. The CEO will start looking into a consulting company for a written proposal.
- Brevard Fundraiser – Over \$1400 in sales were generated to Smokey Bones and 15% of sales (\$210) was donated back to CFCHS. Plans are to host Brevard County trainings with the funds. Fundraising will continue in the remaining three counties.
- Needs Assessment surveys are going well. Focus groups are being implemented.

Other/Public Input – The following comments/suggestions:

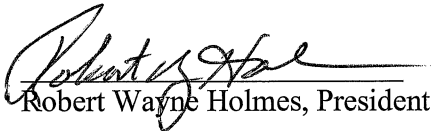
- Provider utilizations - show drilled down details of under performers in the financial report.
- Showcase what MEs do in the community.
- Host job expos. CEO mentioned the Recruitment Event is being coordinated in partnership with various other state and local agencies.
- Meet with providers to discuss a warm handoff when callers phone peers.


Executive Committee Meeting

Next meeting will be March 9, 2022, at 2:00 pm at Central Florida Cares.

Ian Golden made a motion to adjourn, Debbie Owens seconded; motion passed.

The meeting adjourned at 4:20 pm.


Robert Wayne Holmes, President


Karla Pease, Recording Secretary

Executive Committee Agenda
Wednesday, February 9, 2022
2:00 PM – 3:00 PM
Central Florida Cares Health System, Inc.
CFCHS Board Room



I.	Welcome/Introductions	Wayne Holmes	2 minutes
II.	Approve Consent Agenda <ul style="list-style-type: none">January 12, 2022 Minutes990	Wayne Holmes Group	2 minutes
III.	Financial Report <ul style="list-style-type: none">December Financials	Mark Broms Dan Nye	10 minutes
IV.	Hybrid Work & Performance Evaluation Policies	Maria Bledsoe	10 minutes
V.	Employee Satisfaction Survey	Geovanna Gonzalez Valentina Melnichuk	30 minutes
VI.	Organizational Updates <ul style="list-style-type: none">Lease DiscussionGHME1 (June 30, 2023)	Maria Bledsoe	5 minutes
VII.	Other/Public Input	Group	3 minutes/person
VIII.	Adjourn - Executive Committee Meeting <ul style="list-style-type: none">March 9, 2022 at 2 pm	Group	2 minutes

Executive Committee Meeting Minutes
Wednesday, January 12, 2022
Central Florida Cares Health System, Inc.
Brevard County Housing & Human Services
2725 Judge Fran Jamieson Way
Bldg. B, Suite B-101
Magnolia Conference Room
Viera, Florida



ATTENDANCE

Board of Directors Present:

R. Wayne Holmes, President, Retired Asst. State's Attorney/Consumer Advocate
Luis Delgado, Vice President, Consumer Advocate
Mark Broms, Treasurer, Consumer Advocate
Ian Golden, Secretary, Brevard County Housing & Human Services

Central Florida Cares Health System, Inc. Staff

Maria Bledsoe, Chief Executive Officer
Trinity Schwab, Chief Operating Officer
Daniel Nye, Chief Financial Officer
Nikaury Munoz, Chief Integration Officer
Karla Pease, Executive Assistant
Mike Lupton, Chief Information Officer – via Zoom

Guests

Anne Sutherland, Department of Children and Families – via Zoom
Jean Tucker, Department of Children and Families – via Zoom
Amy Hammett, Department of Children and Families – via Zoom
Brehon Roberts, Moore, Stephens, Lovelace, CPAs

Meeting Called to Order

The Central Florida Cares Health System, Inc. (CFCHS) Executive Committee meeting was held on Wednesday, January 12, 2022, at 2:00 p.m. at Brevard County Housing & Human Services. The President called the meeting to order at 2:02 pm.

Approve Minutes

A motion to approve the December 8, 2021, minutes as written was made by Ian Golden; Mark Broms seconded; motion passed.

CFCHS Organizational Policies

- Merit Pay
- Petty Cash
- Specified Programs Performance Measure Analysis Monitoring and Validation

The aforementioned policies were reviewed among members, discussion took place, suggested changes were recommended. The Hybrid Work Policy will be placed on next month's agenda.

Ian Golden made a motion to approve the three (3) policies presented with recommended changes. Luis Delgado seconded; motion passed.

Financial Report

990 Presentation – Brehon Roberts, Moore, Stephens, Lovelace, CPA, presented the 990 in detail. The Board of Directors' names will be revised and presented at the Finance Committee on January 28, 2022.

November Financials

The CFO reviewed the November Balance Sheet that includes the balances from September 30, 2021, through November 30, 2021. Cash in the bank and Accounts Receivable is at \$27.10M. Accounts Receivable increased this month due to services increased and billing more to DCF. Accounts payable shows provider bills for services generated in November but is a December expense. Most providers are no longer being paid on pro rata now, but data.

Income statement highlights utilization going up. Personnel expenses is at a steady state. Accounting fees were at \$5K for the audit, the balance will be paid in December. \$58 in travel fees were provided for auditor's travel. Software expense and software developments are to upgrade the system, due to FASAMS and the replacement of FASAMS, to meet reporting requirements.

DCF Amendments were shown on page 4. There were no additions since last month.

The Treasurer made a motion to approve the November financial report as presented; Ian Golden seconded; motion passed.

Organizational Updates

- Transition House – after much discussion among members, a meeting will be established with Transition House and a few board members (post under the Sunshine Law). The contract with Transition House will stand as is at this point with no motion required.
- Conflict of Interest Planning – CFCHS is working through the Conflict-of-Interest process for CFCHS provider contracts and reviewed the timeline with members.
- Needs Assessment – the four surveys for the needs assessment were launched (Stakeholder, Individuals Served, Peer Support Community, and Cultural Disparity). These surveys will be posted on our website and on Facebook. Spanish and Creole versions of the surveys were created as well. The statewide Needs Assessment is to be completed by June 2022.

Other/Public Input – The Treasurer asked whether the Hybrid Work Policy being detained until next month might have a negative impact on the employees since expectations were the Executive Committee might be approving the policy at this meeting. He inquired about individuals with special needs or requests and what is happening with those employees. The CEO indicated she would email staff with notification of the delay in the policy. The CEO stated requests to work from home are based on an individual basis.

The Treasurer expressed the importance of staff retention and employees have other options today and to convey to staff that a good model is being worked through that will give employees choice and opportunities to work remotely soon and will be recommended for approval at the

February board meeting. He reiterated that requests made individually should be addressed and handled until policy approval.

The Secretary stated, as the CEO, Maria has the ability in the interim to make decisions about her employees regarding their work schedules and what they can do. This policy is just to put on paper so if there is an employee who needs to work from home now, she can still address that employee's needs. The board will only be codifying it a month or two and the delay hopefully will not have any impact on staff.

Executive Committee Meeting

Next meeting will be February 9, 2022, at 2:00 pm at Central Florida Cares.

Luis Delgado made a motion to adjourn, Ian Golden seconded; motion passed. The meeting adjourned at 4:00 pm.

Wayne Holmes, President

Karla Pease, Recording Secretary

CENTRAL FLORIDA CARES HEALTH SYSTEM

Financial Report
December 2021 Financials
Unaudited

Central Florida Cares Health System, Inc
Statement of Financial Position
For the prior three months ended 12/31/2021



Balance Sheet - Unaudited

	<u>10/31/2021</u>	<u>11/30/2021</u>	<u>12/31/2021</u>
Assets			
Current Assets			
Cash in Bank	11,362,204	11,845,910	11,694,269
Accounts Receivable	14,132,529	15,256,209	14,967,709
Advance Due From Providers	-	-	-
Prepaid Insurance	31,826	28,262	24,698
Prepaid Expenses	20,201	24,236	33,420
Deposits	26,375	26,375	26,375
Total Current Assets	<u>25,573,134</u>	<u>27,180,993</u>	<u>26,746,472</u>
Long-term Assets			
Computer Equipment	5,500	5,500	5,500
Software	1,347,346	1,347,346	1,347,346
Accum Depreciation	(1,229,643)	(1,229,643)	(1,229,643)
Total Long-term Assets	<u>123,203</u>	<u>123,203</u>	<u>123,203</u>
Total Assets	<u>25,696,337</u>	<u>27,304,196</u>	<u>26,869,675</u>
Liabilities			
Short-term Liabilities			
Accounts Payable	5,897,745	7,210,302	6,452,322
Accrued Expenses	16,640	-	-
Wages Payable	192,379	203,236	201,462
Federal Payroll Taxes Payable	14,389	15,219	25,594
403(b) Payable	7,717	2,681	6,031
Deductions Payable	1,429	989	1,369
Deferred Revenue	5,214,981	6,928,547	8,939,554
CarryForward Funds	5,416,941	5,032,096	4,806,358
Interest & Other Payable to DCF	9,792	10,792	2,377
Advance Due to DCF CY	8,190,497	7,166,685	5,701,011
Total Short-term Liabilities	<u>24,962,510</u>	<u>26,570,548</u>	<u>26,136,078</u>
Non Current Note Payable (PPP)	-	-	-
Total Liabilities	<u>24,962,510</u>	<u>26,570,548</u>	<u>26,136,078</u>
Net Assets			
Unrestricted Net Assets:			
Prior Year Excess Revenues	754,110	754,110	754,110
Curr Year Excess Revenues	(20,283)	(20,462)	(20,513)
Total Unrestricted Net Assets	<u>733,827</u>	<u>733,648</u>	<u>733,597</u>
Total Liabilities and Net Assets	<u>25,696,337</u>	<u>27,304,196</u>	<u>26,869,675</u>

Central Florida Cares Health System, Inc
OCA Expenditure Utilization Summary – Page 1 of 3
 YTD For the month ended DEC 31, 2021



December 2021 YTD - OCA UTILIZATION SUMMARY						
OCA Description	Non	Sch of Funds	Expenditures	%	Target%	Notes - current month comments in red
	Rec	(Amend 52)	Thru DEC 31, 2021	Utilization		
MHS00	ME Administrative Cost		\$2,379,280	\$1,010,384	42.5%	50.0%
MHCM2	ME Care Coordination MHBG Supplemental 1	NR	\$350,000	\$31,290	8.9%	50.0%
MHSM1	ME Operational MHBG Supplemental 1	NR	\$58,283	\$0	0.0%	50.0%
MHSS1	ME Operational SAPT Supplemental 1	NR	\$136,160	\$5,029	3.7%	50.0%
MS923	ME SA McKinsey Settlement - ME Care Coordination	NR	\$336,488	\$23,122	6.9%	50.0%
MSSA3	ME State Opioid Response Disc Grant Admin - Year 3	NR	\$97,388	\$97,388	100.0%	50.0%
MSSA4	ME State Opioid Response Disc Grant Admin - Year 4	NR	\$101,933	\$9,271	9.1%	50.0%
ME Total			\$3,457,533	\$1,176,485	34.0%	50.0%

Central Florida Cares Health System, Inc
Statement of Revenues and Expenses
For the prior three months and YTD 12/31/2021



Unaudited	Sep-21	Oct-21	Nov-21	Dec-21	FY 21/22 YTD
Program Services Revenue:					
DCF	5,991,011	6,088,767	7,529,946	6,822,648	39,259,837
Other	-	-	-	-	-
Brevard Co Planning Grant	-	14,000	-	-	14,000
Total Operating Revenue	5,991,011	6,102,767	7,529,946	6,822,648	39,273,837
Expenditures:					
Program Services Expenses	5,922,082	5,789,124	7,338,595	6,550,489	38,011,209.65
Personnel Expenses	139,293	140,563	136,353	140,985	922,582
403(b) Fees	-	-	584	-	1,167
Accounting Fees	-	-	5,000	13,000	18,000
Conferences	-	109	-	4,810	4,919
DCF Unallowables	50	228	135	17	430
Dues & Subscriptions	28	27	298	32,928	33,567
Insurance	4,020	3,769	3,740	2,872	16,527
Legal Fees	-	-	-	-	-
Meetings	914	215	209	33	2,546
Needs Assessment/Benchmarking	-	6,340	-	-	6,340
Office Equipment	-	550	-	73	1,685
Outreach and Awareness	-	-	-	6,429	12,858
Payroll Processing Fees	647	621	613	777	3,911
Professional Services Other	4,489	(1,857)	1,316	1,316	7,892
Recruiting and Screening	45	64	20	109	253
Rent-Building	14,950	14,950	14,950	14,950	89,700
Rent-Equipment	606	557	565	460	3,777
Software Development	3,800	-	11,305	38,884	53,989
Software Expense	14,468	12,365	14,011	12,368	86,559
Supplies & Postage	-	370	246	0	1,299
Telephone, Internet & Conf	2,203	2,188	2,198	2,186	13,064
Training	-	895	-	14	909
Total Expenditures	6,107,594	5,971,078	7,530,138	6,822,699	39,293,183
Operating Revenue over Expenditures	(116,583)	131,689	(193)	(51)	(19,346)
Other Revenue and Expenses:					
Contribution Revenue	-	-	-	-	-
Contribution Expense	1,500	(1,500)	14	-	(1,169)
Net Other Revenue (Expense)	1,500	(1,500)	14	-	(1,169)
Net Revenue over Expenditures	(115,083)	130,189	(179)	(51)	(20,513)

Central Florida Cares Health System, Inc
OCA Expenditure Utilization Summary – Page 2 of 3
 YTD For the month ended DEC 31, 2021



December 2021 YTD - OCA UTILIZATION SUMMARY							
OCA Description	Non	Sch of Funds	Expenditures	%	Target%	Notes - current month comments in red	
	Rec	(Amend 52)	Thru DEC 31, 2021	Utilization			
MH000	ME Mental Health Services & Support		25,869,891	11,262,724	43.5%	50.0%	
MHCOM	ME MH Services MHBG Supplemental 1	NR	2,269,493	0	0.0%	50.0%	
MH026	ME Early Intervention Svs - SMI & Psychotic Disorders		750,000	346,877	46.3%	50.0%	
MHSFP	ME MH State Funded Federal Excluded Services		232,652	116,333	50.0%	50.0%	
MH0PG	ME MH PATH Grant		475,541	211,024	44.4%	50.0%	
MHCOS	ME Emergency COVID-19 Supp Grant	NR	700,038	277,500	39.6%	50.0%	
MHTTI	ME Transform Transfer Initiative-Peer Spec Jails	NR	25,000	0	0.0%	50.0%	
MHASP	ME Aspire Health Partners Veterans National Guard MH Svc	NR	250,000	125,000	50.0%	50.0%	
MHS52	ME Circles of Care - Crisis Stabilization	NR	750,000	527,868	0.0%	50.0%	
MH071	ME MH Purchase of Residential Treatment Services for Emotionally Disturbed Children and Youth		390,183	294,889	75.6%	50.0%	
MH072	ME MH Community Forensic Beds		524,474	218,703	41.7%	50.0%	
MH076	ME MH Indigent Psychiatric Medication Program		69,078	16,517	23.9%	50.0%	Providers typically exhaust the line of credit they receive from the state prior to using these funds.
MH0BN	ME MH Title XXI Children's Health Insurance Program (Behavioral Health Network)		931,365	387,977	41.7%	50.0%	
MH0CN	ME MH Care Coordination Direct Client Services		715,735	201,978	28.2%	50.0%	Had CARE Act carry forward funds we are using first
MH0FH	ME Community Forensic Multidisciplinary Teams		652,000	279,752	42.9%	50.0%	
MH0FT	ME FACT Medicaid Ineligible		2,021,653	87,531	4.3%	50.0%	Had CARE Act carry forward funds we are using first
MH0TB	ME MH Temporary Assistance for Needy Families (TANF)		661,245	198,648	30.0%	50.0%	Restrictive requirements limit the number of individuals who qualify for this funding. Also, Medicaid has started to be more consistent with funding residential services, limiting the use of TANF funds.
MH211	ME Expanding 211 Call Vol & Coordination Initiative	NR	500,000	0	0.0%	50.0%	
MH26S	ME MH Early Intervention Services MHBG Supplemental 1	NR	20,000	0	0.0%	50.0%	
MHCAT	ME MH Community Action Treatment (CAT) Teams		3,000,000	917,279	30.6%	50.0%	Had CARE Act carry forward funds we are using first
MHCCS	ME Core Crisis Set Aside MHBG Supplemental 1	NR	369,150	0	0.0%	50.0%	
MHCR2	ME Short Term Residential Treatment (SRT) MHBG	NR	217,430	217,430	100.0%	50.0%	
MHDRF	ME Disability Rights Florida Mental Health		124,800	0	0.0%	50.0%	
MHEMP	ME MH Supported Employment Services		300,000	111,747	37.2%	50.0%	
MHFMH	ME MH Forensic Transitional Beds		700,800	114,467	16.3%	50.0%	Were waiting to utilize for Aspire Forensic Residential programs. Due to delay in starting the program we have made the decision to fund beds with Circles of Care and Park Place to help utilize the funds.
MHMCT	ME MH Mobile Crisis Teams		1,364,720	728,344	53.4%	50.0%	
MHRES	ME MH Residential Stability Coordination Supplemental 1	NR	133,750	0	0.0%	50.0%	
MHSCR	ME Centralized Receiving Facilities		5,024,669	2,599,255	51.7%	50.0%	
MHSPV	ME Suicide Prevention MHBG Supplemental 1	NR	300,000	3,000	1.0%	50.0%	
MHTRV	ME Transition Vouchers Mental Health		189,009	37,334	19.8%	50.0%	
Mental Health Total			\$49,532,676	\$19,282,176	38.9%	50.0%	

Central Florida Cares Health System, Inc

OCA Expenditure Utilization Summary – Page 3 of 3

YTD For the month ended DEC 31, 2021



December 2021 YTD - OCA UTILIZATION SUMMARY							
	OCA Description	Non	Sch of Funds	Expenditures	%	Notes - current month comments in red	
		Rec	(Amend 52)	Thru DEC 31, 2021	Utilization		Target%
MS000	ME Substance Abuse Services and Support		17,918,570	7,632,409	42.6%	50.0%	
MSCOM	ME SA Services SAPT Supplemental 1	NR	4,941,134	31,177	0.6%	50.0%	
MS023	ME SA HIV Services		652,343	214,278	32.8%	50.0%	Each year we have barriers to spend this funding due to restrictive requirements. We have met with other community partners in an attempt to expand providers who may utilize these funds.
MS025	ME SA Prevention Services		2,609,370	1,171,696	44.9%	50.0%	
MS0PP	ME SA Prevention Partnership Program		450,000	169,928	37.8%	50.0%	Have prevention block grant funds that are being utilized for prevention programs. We have also expanded prevention programs in order of help utilize funds.
MSRC3	ME State Opioid Response Disc - Rec Comm Org - Year 3	NR	159,265	159,265	100.0%	50.0%	
MSRC4	ME State Opioid Response Disc - Rec Comm Org - Year 4	NR	159,265	62,319	39.1%	50.0%	
MSSM2	ME State Opioid Response SVCS-MAT - Year 2	NR	468,750	468,750	100.0%	50.0%	
MSSM3	ME State Opioid Response SVCS-MAT - Year 3	NR	1,470,357	1,177,452	80.1%	50.0%	
MSSM4	ME State Opioid Response SVCS-MAT - Year 4	NR	2,362,172	1,055,843	44.7%	50.0%	
MSSP3	ME State Opioid Response Disc Grant SVCS-Prevent - Year 3	NR	188,550	131,864	69.9%	50.0%	
MSSP4	ME State Opioid Response Disc Grant SVCS-Prevent - Year 4	NR	188,550	131,599	69.8%	50.0%	
MS081	ME Projects Expansion of Substance Abuse Services for Pregnant Women and their affected families		1,883,426	709,878	37.7%	50.0%	
MS091	ME SA Family Intensive Treatment (FIT)		1,062,184	355,670	33.5%	50.0%	Had CARE Act carry forward funds we are using first
MS917	ME Specialized Treatment, Education and Prevention Services-Women's Residential Treatment	NR	500,000	310,006	62.0%	50.0%	
MS924	ME LSFA Opioid Epidemic-ME Comm Engagement	NR	500,000	141,733	28.3%	50.0%	Needs Assessment funds, recently amended into our contract. Payments will be made on a quarterly basis.
MS925	ME SA McKinsey Settlement - SA Services	NR	1,128,611		0.0%	50.0%	New Funding
MSCEI	ME SA Change Everything Initiative Opioid Crisis Pilot	NR	200,000	114,757	57.4%	50.0%	
MSCS0	ME SA Seminole County Sheriff Opioid ARC Partnership	NR	400,000	200,000	50.0%	50.0%	
MS0CN	ME SA Care Coordination Direct Client Services		217,324	83,868	38.6%	50.0%	
MS0TB	ME SA Temporary Assistance for Needy Families (TANF)		660,359	345,607	52.3%	50.0%	
MS25S	ME SA Primary Prevention SAPT Supplemental 1	NR	2,274,879	3,945	0.2%	50.0%	New Funding
MSCBS	ME SA Community Based Services		2,039,181	1,337,196	65.6%	50.0%	
MSCS2	ME SA NES/SEN Care Coordination SAPT Supplemental 1	NR	300,000	0	0.0%	50.0%	New Funding
MSSPV	ME SA Suicide Prevention SAPT Supplemental 1	NR	200,000	0	0.0%	50.0%	New Funding
MSTRV	ME Transition Vouchers Substance Abuse		122,734	43,136	35.1%	50.0%	Substance Use Care Coordination program slower to utilize funds. CFCCHS works with teams when barriers for incidentals is stated.
MSTVS	ME SA Transitional Vouchers SAPT Supplemental 1	NR	480,000	0	0.0%	50.0%	New Funding
Substance Abuse Total			\$43,537,024	\$16,052,377	36.9%	50.0%	
Provider Total			\$93,069,700	\$35,334,553	38.0%	50.0%	
TOTAL			\$96,527,233	\$36,511,038	37.8%	50.0%	

Highlighted in red if < 75% of Target percentage

Central Florida Cares Health System, Inc
Provider Expenditures
 YTD for the month ended DEC 31, 2021

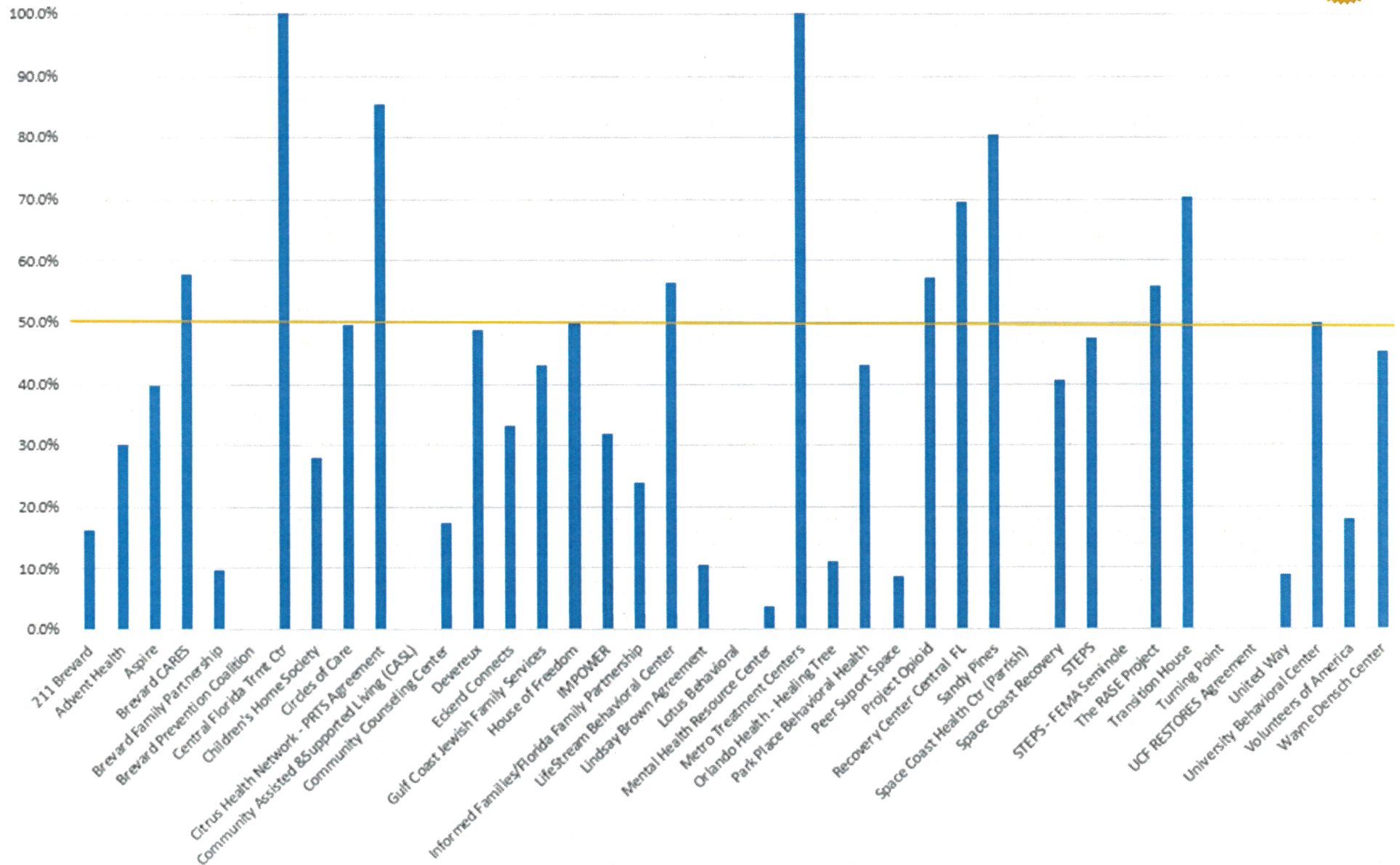



Provider	Budget (Pending Final Amendment)	Expenditures	Utilization	Target	Over/ (Under) \$	Over/ (Under) %
211 Brevard	680,133	110,427	16.2%	50.0%	(229,640)	-67.53%
Advent Health	885,526	267,314	30.2%	50.0%	(175,449)	-39.63%
Aspire	42,993,350	17,124,541	39.8%	50.0%	(4,372,134)	-20.34%
Brevard CARES	378,145	218,150	57.7%	50.0%	29,077	15.38%
Brevard Family Partnership	307,475	30,183	9.8%	50.0%	(123,554)	-80.37%
Brevard Prevention Coalition	600,000	-	0.0%	50.0%	(300,000)	-100.00%
Central Florida Trmt Ctr	48,622	72,590	149.3%	50.0%	48,279	198.59%
Children's Home Society	2,567,770	722,918	28.2%	50.0%	(560,967)	-43.69%
Circles of Care	14,003,603	6,938,972	49.6%	50.0%	(62,829)	-0.90%
Citrus Health Network - PRTS Agree	75,052	64,057	85.4%	50.0%	26,531	70.70%
Community Assisted & Supported L	75,000	-	0.0%	50.0%	(37,500)	-100.00%
Community Counseling Center	200,000	34,933	17.5%	50.0%	(65,067)	-65.07%
Devereux	2,067,969	1,006,349	48.7%	50.0%	(27,636)	-2.67%
Eckerd Connects	3,040,603	1,007,321	33.1%	50.0%	(512,980)	-33.74%
Gulf Coast Jewish Family Services	143,384	61,592	43.0%	50.0%	(10,100)	-14.09%
House of Freedom	414,248	207,373	50.1%	50.0%	249	0.12%
IMPOWER	1,872,923	598,620	32.0%	50.0%	(337,841)	-36.08%
Informed Families/Florida Family F	300,000	71,943	24.0%	50.0%	(78,057)	-52.04%
LifeStream Behavioral Center	459,967	259,486	56.4%	50.0%	29,502	12.83%
Lindsay Brown Agreement	28,260	3,000	10.6%	50.0%	(11,130)	-78.77%
Lotus Behavioral	75,000	-	0.0%	50.0%	(37,500)	-100.00%
Mental Health Resource Center	1,397,769	52,099	3.7%	50.0%	(646,785)	-92.55%
Metro Treatment Centers	215,884	253,896	117.6%	50.0%	145,954	135.22%
Orlando Health - Healing Tree	354,947	39,398	11.1%	50.0%	(138,076)	-77.80%
Park Place Behavioral Health	6,780,576	2,926,211	43.2%	50.0%	(464,077)	-13.69%
Peer Support Space	509,064	44,607	8.8%	50.0%	(209,925)	-82.47%
Project Opioid	200,000	114,757	57.4%	50.0%	14,757	14.76%
Recovery Center Central FL	318,530	221,584	69.6%	50.0%	62,319	39.13%
Sandy Pines	152,495	122,654	80.4%	50.0%	46,407	60.86%
Space Coast Health Ctr (Parrish)	300,000	-	0.0%	50.0%	(150,000)	-100.00%
Space Coast Recovery	533,449	216,243	40.5%	50.0%	(50,481)	-18.93%
STEPS	3,245,070	1,541,713	47.5%	50.0%	(80,822)	-4.98%
STEPS - FEMA Seminole	5,212	-	0.0%	50.0%	(2,606)	-100.00%
The RASE Project	353,560	197,463	55.9%	50.0%	20,683	11.70%
Transition House	291,587	205,102	70.3%	50.0%	59,308	40.68%
Turning Point	60,000	-	0.0%	50.0%	(30,000)	-100.00%
UCF RESTORES Agreement	271,500	-	0.0%	50.0%	(135,750)	-100.00%
United Way	921,532	82,387	8.9%	50.0%	(378,378)	-82.12%
University Behavioral Center	232,652	116,333	50.0%	50.0%	7	0.01%
Volunteers of America	289,965	51,604	17.8%	50.0%	(93,378)	-64.41%
Wayne Densch Center	458,843	206,999	45.1%	50.0%	(22,423)	-9.77%
	88,109,665.88	35,192,820	39.9%	50.0%	(8,862,013)	-20.12%

Central Florida Cares Health System, Inc

Utilization Rate by Provider

YTD For the month ended DEC 31, 2021



Policy Title: Hybrid Work		
Department: Human Resources		
Date Issued: 10/18/2021	Revised Date: Review Date:	
CEO Approval:	Effective Date:	

POLICY:

Central Florida Cares Health System, Inc. (CFCHS) provides an alternative hybrid work option for employees to work from home for a portion of the work week to remain flexible while continuing to ensure business needs are met.

RELATED POLICIES:

- Employee Handbook
- Remote Access and Telecommuting
- Workstation Security
- Paid Time Off (PTO)
- Financial Policies and Procedures Manual

REFERENCES:

- Hybrid Work Agreement
- Hybrid Work Safety Checklist
- IT Equipment Acknowledgement Form

PURPOSE:

To provide minimum guidelines for when an employee chooses to work from home (WFH). When feasible, an employee has the option of working from home during the designated hybrid workdays. The hybrid work option consists of two (2) days of working from the office and three (3) optional work from home days. The in-office days are Mondays and Tuesdays to maintain collaboration and company culture. Employees can opt to work from home on Wednesdays, Thursdays, and Fridays. For purposes of these guidelines, “hybrid” is when an employee works both in-office and in-home for a specified portion of the workweek.

PROCEDURE:

An employee interested in working from home during the designated days shall complete the Hybrid Work Agreement and submit to their Supervisor, who will submit the completed and signed agreement to Human Resources (HR) and retain a copy for their own records. Supervisors should consult with HR with any questions or concerns before approving or denying a request. Approval will be based upon several factors, including the needs of the agency, the duties and responsibilities of the position, and the employment and performance history of the employee.

Within five (5) business days of starting the hybrid option, the employee shall complete and submit to Supervisor the Hybrid Work Safety Checklist, who will submit the completed checklist to HR and retain

a copy for their own records. A new checklist must be completed by the employee every six (6) months (a minimum of twice per year).

Eligibility to participate in the hybrid option is conditional upon Supervisor approval and submission of the completed agreement from the employee that they will be able to establish a proper working environment and have the skills necessary to independently perform the tasks assigned. Approval is at the discretion of the employee's Supervisor, HR, and Chief Executive Officer (CEO) based on the business and operational needs of the department and/or agency, and the employee's performance.

Due to CFCHS' business nature, employees in a hybrid work arrangement are required to be available and expected to work during the agency's standard work hours. CFCHS' standard work hours are 8:00 AM to 5:00 PM, Monday through Friday. Standard work hours will be expected unless otherwise discussed with Supervisor. This ensures CFCHS maintains excellent customer service and allows collaboration among the agency's departments and within the business.

Employee must inform Supervisor ahead of time if they will be working from home during any of the designated work from home days. An employee is assumed to be working from the office if Supervisor is not notified. Due to tax implications and labor law changes, Supervisor must know where their employees are located physically when working offsite. Employees working remotely may be required to work in the office at the request of their Supervisor or management.

Employees in their new hire orientation period, and their Supervisor, shall work from the office during the 30-day orientation period. This allows the new employee to benefit from closer support in the office. Additionally, employees who have submitted their resignation, and their Supervisor, shall work the rest of their employment in the office.

Equipment and Environment

Employees must sign an IT Equipment Acknowledgement Form (maintained by the Data Department) of CFCHS' property received and agree to take appropriate action to protect the items from damage or theft. Equipment allowed to be taken home includes computer/laptop and charger, mouse, stylus pen, and company cellphone and charger (if assigned). CFCHS' property that cannot be removed from the office includes, but is not limited to, computer monitors, office phone, or office furniture. Equipment supplied by the organization is to be used for business purposes only. The employee is responsible for maintaining internet or wireless access and ensuring their home worksite is equipped with adequate internet connectivity to perform their work, including video conferencing.

The employee must promptly notify their Supervisor and the Data Department if equipment is damaged or not working and must come into the office for replacement and completion of any necessary forms (IT Equipment Acknowledgement Form). Upon separation from employment, the employee shall return all CFCHS' property in proper working order. The employee is responsible for any damaged (excluding normal wear and tear) or lost equipment issued to them.

The employee will establish an appropriate work environment within their home for work purposes. The remote workspace shall be ergonomic observant and be kept in a safe condition, free from hazards to both the employee and the equipment. The workstation shall have in place the primary materials and equipment needed to effectively work from home and be in a separate area set aside to allow the employee to work efficiently and without disruption. No work should be performed outside of this designated workspace.

Travel and Home Expenses

Employees who travel to off-site locations for work shall follow normal procedure for mileage reimbursement, including point of origin. Travel and mileage between the employee's home and the office is considered part of an employee's normal commute will not be reimbursed. Refer to Financial Policies and Procedures Manual.

CFCHS provides a fully equipped office location and does not pay for, reimburse, or provide an allocation for costs associated with working from home, including but not limited to internet access, electrical, heating/AC, cost of space, cost of personal supplies, personal equipment, etc. CFCHS will not be responsible for costs associated with the setup of the employee's home office, such as furniture, lightening, or modifications to the home office space.

Security and Confidentiality

Employees are responsible for keeping documents, sensitive business data, and other work-related materials confidential and secure in their home workspace. Electronic access the CFCHS' intranet via the internet should be conducted in a manner consistent with the security and privacy procedures applicable to local access. This includes the use of locked file cabinets and desks, regular password maintenance, and any other measures appropriate for the job and the environment. Refer to Remote Access and Telecommuting Policy.

The employee acknowledges that CFCHS-provided email, all forms of electronic data communication systems, voice message systems, all forms of electronic storage systems, and computer systems are not private and may be monitored, reviewed, or searched by CFCHS. Refer to Workstation Security Policy.

Technical Issues

If an employee experiences technical issues with their computer, internet access, or phone that prevents them from working remotely, the employee shall notify their Supervisor and the Data Department right away to ensure coverage of work and to get support for the issue. Interruptions to work caused by computer technical issues or internet outages may require the employee to work from the office, where they have access to fully equipped workspace, for the remainder of the day or until the outage is fixed.

Safety

Employees are expected to maintain their home workspace in a safe manner, free from safety hazards. CFCHS will provide each telecommuter with a safety checklist that must be completed at least twice per year. Telecommuting employees are responsible for notifying their Supervisor and HR of any injuries sustained by the employee in a home office location and in conjunction with their regular work duties as soon as possible.

Employees are covered by Workers' Compensation if injured in the course of performing official duties during the assigned work hours at the approved location. The employee is responsible for maintaining a safe and ergonomic workstation at home in which to perform their assigned duties. Failure to do so may result in the denial of any Workers' Compensation claims sustained while performing offsite.

Communication

Employees are to err on the side of overcommunication. Email, Microsoft Teams, phone calls, Zoom, and other communication channels are available to ensure communication clear and constant, so that it does not become disrupted or lost. Supervisors shall set communication and response time expectations with their employees.

When using electronic communication channels, take into consideration tone and intonation (all caps may be interpreted as yelling, etc.) to avoid misinterpretation.

Performance Standards and Expectations

Performance expectations for a hybrid employee are no different than for an in-office employee. Employees must understand and comply with all CFCHS' policies and consistently demonstrate the agency's values of respect, accountability, integrity, and innovation in meeting the performance and behavioral standards of their respective position.

Hybrid work shall be coordinated with the Supervisor and should not conflict with work-related responsibilities, create need for overtime, or cause conflicts with other employees' schedules. Employees are responsible for making sure that their "Out-of-Office" calendar in Outlook, as well as their individual Outlook calendar, reflects their work from home days. Employee must keep their calendar up to date with any changes to the work schedule.

Employees who elect to work a hybrid arrangement must ensure that it does not affect their work or performance. Supervisors are responsible for monitoring their employees' performance. Employees currently on a Performance Improvement Plan (PIP) are not eligible to participate in the Hybrid Work option.

To be successful in working from home, the employee must have the ability to work independently, communicate effectively with both internal and external stakeholders (co-workers, management team, subordinates, customers, etc.).

All of CFCHS' policies and procedures, including those set in the Employee Handbook, apply while working from home. These include, but not limited to, policies regarding attendance, overtime and clocking in/out for non-exempt employees, confidentiality, and harassment. Employees are reminded that this work-from-home policy is not to be used in place of paid time off, leave, etc. Employees who need time off from work duties during work hours shall follow CFCHS' Paid Time Off (PTO) Policy.

Hybrid employees instructed to come into the office (or offsite work location) are expected to report to the office (or specified work location) when called upon. Failure to report to the work site may result in disciplinary action, up to and including termination.

Telecommuting is not designed to be a replacement for appropriate childcare and employees are expected to make appropriate dependent care arrangements during their work hours. Family responsibilities must be arranged to not interfere with work hours. The focus of the arrangement is on job performance and meeting business demands. Telecommuters are encouraged to discuss expectations of telecommuting with family members.

The employee shall:

- Monitor and respond to emails, phone calls, and messages in a timely manner. It is important that the speed of communication with employees working from home stays on par with in-office employees to prevent communication gaps and delays.
- Forward their extension to their work or personal cellphone to maintain customer phone service and respond to voicemails on the same business day. If using a personal cellphone, the voicemail should be changed to a professional greeting.

- Enable video/camera for all virtual meetings. This is a mandatory requirement for all virtual meetings. Employees must also ensure their backgrounds are appropriate.
- Be responsible for physically attending required and other requested in-office, provider, or community stakeholder meetings, including trainings, even when occurs on day the employee is working from home. With these instances, the employee is not allowed to request switching a work from office day with a work from home day.
- Remain available and accessible during the agency's standard work hours.
- Notify Supervisor in advance of changes in work schedule and when requesting time off during times scheduled to work from home.
- Understand that their productivity may be tracked electronically, and they may have to provide verification of work product upon request.
- Use calendar diligently (individual and out-of-office) – availability, working hours, PTO, etc.
- Adhere to their work schedule.

Supervisor responsibilities for hybrid employees:

- Increase meetings and engagement with employees (both individual and team). Check in often.
- Document meetings.
- Track tasks and assess performance.
- Assume an active role in truly supervising.
- Ensure employees enable video/camera for meetings.
- Discuss issues with leadership.

The Hybrid Work option does not change an employee's job responsibilities. Conditions and terms of employment will not change as a result of an employee participating in hybrid work.

The opportunity to work from home is not a right or entitlement and, if abused, can be taken away at the discretion of the CEO. The employee's current performance, team needs, and business needs may require the employee to work from the office instead of home.

CFCHS reserves the right to modify, amend, suspend, or discontinue this policy at any time without prior notice. Failure to comply with the policy conditions may be cause for disciplinary action. CFCHS also reserves the right to revoke the Hybrid Work option if it is felt that the employee is misusing the program or is not meeting job requirements. Any exceptions to this policy must be approved by the CEO.

Hybrid Work Agreement

This Agreement, its attachments, and any revisions are not contracts or promises of employment. Nothing in this Agreement guarantees employment for any specific term. The purpose of this Agreement is to document the terms upon which the agency has approved a hybrid work arrangement. A hybrid work arrangement is a privilege and not an entitlement and is granted at the sole discretion of the agency. The hybrid work option may be discontinued at any time at the discretion of CFCHS with or without advance notice. Refer to Hybrid Work Policy for details.

The employee's work status, essential job functions, and duties and responsibilities are not changed as a result of this Agreement. The employee will remain obligated to comply with all CFCHS' policies, procedures, guidelines, and practices, including but not limited to the safeguarding of confidential information. The employee's compensation and benefits are unaffected by this Agreement.

The employee's remote work location will be at their local place of residence unless otherwise approved in advance by Supervisor and Human Resources (HR). No out-of-country arrangements are allowed without the approval of the Chief Executive Officer (CEO).

The remote work location must be free from distractions. The employee is expected to ensure the protection of confidential and proprietary agency information accessible from their remote work location. This includes but is not limited to information and data about employees, clients, and other stakeholders.

1. Providing care to family members or other individuals during designated work hours is not permitted. The employee acknowledges that these and other potential distractions and conflicting demands must be resolved before the employee begins a hybrid work arrangement.
2. Employee's Remote Work Location (provide full address):

The hybrid work option consists of two (2) days of working from the office and three (3) optional work from home days. The in-office days are Mondays and Tuesdays, and employees can opt to work from home on Wednesdays, Thursdays, and Fridays.

During the employee's scheduled work hours, the employee shall remain available for timely communication with CFCHS' internal and external stakeholders.

Requests for time off and other leave will be handled according to CFCHS' policies. The employee will notify their Supervisor on a scheduled remote workday as promptly as possible if unable to work (remotely or in-office). Hybrid work is not intended to be used in place of personal time off or other types of leave.

Employee acknowledges that they will be treated by CFCHS as an employee within the State of Florida for tax purposes. To the extent that any law other than the law of the State of Florida or Federal law shall apply, the employee acknowledges their responsibility for fulfilling all tax requirements and any resultant costs.

Job performance cannot be compromised by a hybrid work arrangement. Every effort must be made to ensure that the interactions between in-office and hybrid employees is effective and efficient for both parties. The following guidelines apply:

1. The employee and Supervisor should agree in advance on which types of meetings may be conducted virtually and which should remain in-person with the employee present. Consideration must be given

to the nature and purpose of the meeting, as well as the preferred format of the stakeholder, especially if the meeting requestor is external to the employee's department.

2. The employee must ensure their Outlook Calendar is accurate and up to date with appointments and the calendar is flagged as "working elsewhere" for remote workdays.
3. When attending meetings virtually, the employee must ensure their camera is turned on. CFCHS recommends the Employee use a headset to reduce background noise, improve sound quality, and ensure confidentiality when participating in virtual meetings/calls.
4. The employee is expected to be accessible via their CFCHS-issued computer and collaboration tools (Teams, email, etc.) throughout their working hours just as if in the office. Mobile phones are not a suitable replacement for working with the full technology.

The employee must ensure a safe and suitable remote workspace that is appropriately confidential and free of distractions and interruptions that may interfere with work. In signing this Agreement, the employee verifies that the home office provides workspace that is free of safety and fire hazards. In addition, the employee will not conduct in-person business at their residence.

The employee is covered by Workers' Compensation if injured in the course of performing official duties during the assigned work hours at the approved location. Employee understands that as a hybrid work participant that they are responsible for maintaining a safe and ergonomic remote workstation in which to perform their assigned duties. Failure to do so may result in the denial of any Workers' Compensation claims sustained while performing work offsite.

The employee is responsible for all costs of establishing and maintaining their remote work area. CFCHS will not be responsible for the set-up of remote office space nor for repairs or modifications of office space. No CFCHS-owned furniture may be removed from the office location for use in a remote work location.

The employees must demonstrate the ability to protect agency information while working remotely, including providing locked desks/cabinets, regular password maintenance, and any other measures appropriate for the job and work environment. CFCHS reserves the right to inspect the hybrid work location designated in this agreement in cases such as the investigation of workers compensation claims.

The employee must provide:

1. High speed internet access.
2. If using wireless, a wireless router sufficient to connect to CFCHS' resources
3. Phone lines (if not using IP phones)

CFCHS' technology/equipment provided to the employee for use in their remote office location:

CFCHS' work product, data, technology, equipment, supplies, and other property provided by the agency are provided exclusively for use in performing work for CFCHS. Such property may not be used by any person not employed by CFCHS (including household members), except as may be required for business-related reasons and with Supervisor approval. The employee agrees to follow all CFCHS' policies and procedures related to the management of CFCHS' property and data. Instances of loss, damage, or unauthorized access to CFCHS' property or data must be immediately reported to the Employee's supervisor.

All CFCHS' work product, equipment, supplies, and other property provided must be returned promptly upon the agency's request. Upon termination of employment, all equipment, supplies, work product, data, and other CFCHS' property must be returned to the office no later than the last day of employment.

Consistent with applicable CFCHS' policy, the employee must report any work-related injuries to their Supervisor and the Risk Manager immediately, but no later than 24 hours after such injury. CFCHS may inspect the remote work area as part of an investigation of any report of injury. The employee is liable for any injuries sustained by visitors to their remote worksite and for non-work related injuries. The employee acknowledges that they must maintain homeowners or renter's liability insurance, proof of which may be requested by CFCHS.

The employee agrees:

- To be available and responsive during scheduled work hours.
- Duties, obligations, and responsibilities when working from home are the same as in-office, including responding to voicemail, e-mail, and other messages in a timely manner.
- To work at the above-listed location when working from home unless employee received prior approval to temporarily work elsewhere.
- That any time off or overtime must be prearranged according to CFCHS' policy.

All hybrid work arrangements are subject to ongoing review and may be terminated at any time. CFCHS may terminate the hybrid work arrangement at its discretion, with or without advance notice. Refusal to return to work from the office will be considered a voluntary resignation of employment.

By providing the required employee information at the bottom of this agreement, and as approved by the employee's Supervisor and the CEO, the employee acknowledges that the employee has read, understood, and will comply with the terms and conditions of this agreement and the Hybrid Work Policy. This agreement does not create any contractual rights or entitlements but, instead, establishes conditions for permitting an employee to qualify for and exercise the privilege of a hybrid work arrangement. CFCHS reserves the right to revise the content of this agreement or its terms, in whole or in part, at its discretion.

Employee Name	Employee Signature	Date
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APPROVALS

Supervisor Name	Supervisor Signature	Date
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Maria Bledsoe, CEO, Signature	Date
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Hybrid Work Safety Checklist

The hybrid employee is responsible for ensuring a clean, safe, and ergonomically sound home office as a condition for telecommuting. The employee shall review this checklist with their Supervisor and sign it within five (5) business of beginning the hybrid work option. Refer to Hybrid Work Policy for details.

Work Site

- Employee agrees to maintain a clearly defined workspace that is clean, free from distractions and obstructions, and is in ergonomically sound condition.
- Work area is adequately illuminated with lighting directed toward the side or behind the line of vision, not in front or above it.
- Supplies and equipment (both agency and employee-owned) are in good condition.
- Area is well ventilated and heated.
- Storage is organized to minimize risks of fire and spontaneous combustion.
- All extension cords have grounding conductors.
- Exposed or frayed wiring and cords are repaired or replaced immediately upon detection.
- Electrical enclosures (switches, outlets, receptacles, and junction boxes) have tight-fitting covers or plates.
- Surge protectors are used for computers, fax machines, and printers.
- Heavy items are securely placed on sturdy stands close to walls.
- Computer components are kept out of direct sunlight and away from heaters.

Emergency Preparedness

- Emergency phone numbers (hospital, fire department, and police department) are posted at the alternate work site.
- A first aid kit is easily accessible and replenished as needed.
- Portable fire extinguishers are easily accessible and serviced as needed.

Ergonomics

- Desk, chair, computer, and other equipment are of appropriate design and arranged to eliminate strain on all parts of the body.
- Employee agrees to read and to implement CFCHS' ergonomic principles.

I have reviewed and understand the items outlined in this checklist.

Employee Name


Employee Signature

Date

Supervisor Name

Supervisor Signature

Date

Policy Title: Performance Evaluations		
Department: Human Resources		
Date Issued: 02/07/2012	Revised Date: 01/13/2022 Review Date: 01/13/2022	
CEO Approval:	Effective Date:	

POLICY:

It is the policy of Central Florida Cares Health System, Inc. (CFCHS) to evaluate the performance of all new, promoted, demoted, transferred, or reclassified employees prior to the end of the 90-day introductory period and annually.

RELATED POLICIES:

- Employee Handbook
- Merit Pay
- Job Position Description
- Corrective Disciplinary Action

REFERENCES:

- 90 Day Performance Evaluation Form
- 90 Day Performance Evaluation Checklist
- Annual Performance Evaluation Form (for each position)
- Annual Performance Evaluation Checklist
- Employee Self-Assessment Worksheet
- Employee Status Change Form
- Performance Improvement Plan (PIP) Form

PURPOSE:

To ensure that a consistent approach is followed for conducting performance reviews, and that employee competencies, behaviors, and job-related skills and knowledge are evaluated and compared against set standards and business objectives.

PROCEDURE:

CFCHS encourages regular feedback and evaluation of employee performance throughout the year. Performance evaluations are based on job functions and identified competencies. Evaluations are conducted in collaboration with the Supervisor and the employee being evaluated, and measure actual performance against identified job duties and expectations.

The objectives of evaluations are to:

- Clarify the job responsibilities, expectations, and performance standards.
- Assess performance related to objectives established in the last evaluation period.
- Establish measureable performance objectives for the next year.

- Identify development opportunities.
- Address performance that does not meet expectations.
- Establish areas of improvement and future work plans, as necessary.
- Improve communication between Supervisors and employees.
- Build an atmosphere of trust and understanding between the individuals.
- Establish an appraisal mechanism.
- Give Supervisors an opportunity to provide leadership, positive reinforcement, and encouragement for performance improvement.
- Provide guidelines in personnel decision making, including the conclusion of introductory period status and salary increases.
- Serve as a work record in considering employees for promotion, transfer, re-employment, discipline, demotion, dismissal, suspension, and lay-off.

Supervisors are responsible for the timely and equitable assessment of the performance and contribution of their employees. To conduct effective performance evaluations, Supervisors are expected to set clear objectives, provide useful feedback, and keep documentation of important incidents about their employees. Supervisors are encouraged to prepare for the evaluation period in advance. This includes gathering any necessary documentation and feedback of the employee's performance during the review period and setting time aside for completing and reviewing the evaluation.

Steps for Conducting the 90-Day and Annual Performance Evaluations:

1. Human Resources (HR) will prepare and forward the evaluation paperwork to the employee's Supervisor within a reasonable time before the 90-day or annual performance evaluation period. Annual evaluations are completed near the end of each fiscal year. Employees must be employed with CFCHS for at least nine (9) months prior to the end of the fiscal year to receive an annual evaluation review.
2. The Supervisor shall send the Employee Self-Assessment Worksheet to the employee for completion and return to the Supervisor (annual performance evaluation only). The completed Self-Assessment Worksheet assists the Supervisor with the evaluation.
3. The Supervisor shall complete the performance evaluation and review with the Chief Executive Officer (CEO) and HR prior to meeting and discussing the performance evaluation with the employee. If the Supervisor does not directly report to the CEO, the completed evaluation must first be reviewed with the Supervisor's immediate Supervisor (Department Head) before it is reviewed with the CEO and HR.
4. If the performance evaluation rating is unsatisfactory, the Supervisor will prepare a Performance Improvement Plan (PIP), addressing the areas of concern. Refer to Corrective Disciplinary Action Policy.
5. The Supervisor shall review the completed performance evaluation with the employee, discuss performance expectations, and provide an opportunity for the employee to comment on the performance evaluation results.
6. The Supervisor and employee shall review and sign the employee's position description. Refer to Job Position Description Policy.
7. The employee shall review and sign both the Code of Ethics and Code of Conduct forms.
8. The Supervisor shall complete and sign the Performance Evaluation Checklist.
9. The Supervisor and employee shall sign the completed evaluation form.

10. The Supervisor shall forward the completed and signed evaluation form, position description, checklist, Code of Conduct, and Code of Ethics to the CEO for final review, approval/disapproval, and signature.
11. The Supervisor shall provide a copy of the completed and signed performance evaluation to the employee.
12. The Supervisor will forward the completed performance evaluation and supporting documentation to HR within a reasonable time before June of each year.
13. HR shall complete an Employee Status Change Form, if applicable, for any adjustments to salary, or changes in position title, department, or Supervisor. The form must be signed by the Supervisor, CEO, CFO, and the employee and then forwarded to HR. HR will initiate any required payroll or status changes.

An employee who receives a performance rating of unsatisfactory on their 90-day evaluation will be placed on a PIP or terminated. The employee's performance must be reviewed again at the end of the PIP. If the employee's performance is not deemed satisfactory at that time, they shall be recommended for termination. On rare occasions, the Supervisor may recommend an extension to the introductory period, with the approval of the CEO, and implement a second PIP for the employee, not to exceed an additional ninety (90) days. If the performance evaluation contains a recommendation for an introductory period extension or termination, the evaluation must be approved by the CEO prior to presentation to the employee. Refer to Corrective Disciplinary Action Policy. An employee who has successfully completed the 90-day introductory period shall be considered a regular employee.

Periodic assessment and discussion of performance will be carried out throughout the course of the review period between Supervisor and the employee on an "as-needed" basis.

Employees who are separating near the time of their 90-Day or annual performance evaluation will not be receiving a Performance review. Pay increases are not guaranteed and are based on the organization's budget. When provided, a pay increase may accompany a performance review if the employee's performance, job functions, and salary level so warrant.

2021 ESS Action Items & Implementation Summary

CFCHS' Management team met and decided on the following in response to the 2021 ESS results and feedback.

Implemented/Proposing to Implement

1. **Teamwork** (1 – 5)
 - a. Restarting public kudos (cc: all staff)
2. **Resources** (6 – 10)
 - a. Looking into integrating business intelligence software within the incident reporting application and main data system to enable more data exploration and analysis. Five Points demo'd software (Qlik), sending them some standard reports we run to review and provide pricing. Will also educate staff on technology available to them.
 - b. Reiterate to staff that if they need certain trainings, to bring to Supervisor's attention, use each other for resources, etc. (difficult to address missing resources, tools, training when no specifics are provided)
3. **Fairness** (11 – 15)
 - a. Rewording some questions for better understanding
 - b. Keep staff updated as much as possible in advance on projects, including any delays, that it goes through multiple levels (ex: Hybrid Policy, Salary Grid, etc.)
4. **Work Environment and Engagement** (16 – 22)
 - a. Created Staff Engagement Committee (staff activities, acknowledgements, news, contests, monthly PTO raffles, etc.)
 - b. Emphasize/communicate the amount of paid time off CFCHS provides (PTO used for anything, including mental health, ½ Day Fridays for mental health, etc., adding monthly PTO raffles)
 - c. Emphasize the flexibility CFCHS provides
 - d. Implementing Hybrid Work Policy
 - e. Removing some questions that are not related to employee satisfaction
5. **Communication and Feedback** (23 – 29)
 - a. Improving monthly Dashboard/Staff Meetings (more breaks, fun activities/contests during meeting, Depts to present most important data and current projects)
 - b. Communicate to staff that they should keep/take their own notes during meetings with Supervisor
 - c. Created Staff Engagement Committee (staff acknowledgements) and restarting kudos
 - d. Revised the Employee Self-Assessment Worksheet – changed question from request suggestions for Dept goals to suggestions/recommendations for improving CFCHS
 - e. Revised Performance Evaluation forms (rating/scoring)
 - f. Dedicating time during Staff meetings for addressing any staff concerns, questions, or feedback for improvement
6. **Work/Life Balance and Workplace Stress** (30 – 32)
 - a. Implementing Hybrid Work Policy
 - b. Communicate/Highlight CFCHS' flexibility and generous paid time off (PTO, ½ Day Fridays)
7. **Opportunities for Growth and Development** (33 – 35)
 - a. Reiterate that we have an open-door policy, feedback and suggestions for improvement are requested during Staff/Dashboard meetings, etc.
 - b. Reiterate to staff trainings are available for them, have ability to find training and to bring to Supervisor's attention (employee needs to take ownership)
8. **Compensation and Benefits/Total Rewards** (36 – 38)
 - a. Currently working on a salary grid for the agency using PayScale
 - b. Highlight various benefits CFCHS provides staff (generous PTO, flexibility, ability to work from home when needed, etc.)

Setup Changes for Next ESS

- Adding "Neutral" option
- Adding to comment section after each question that staff can comment on any response, not just if they disagree.
- Removing some questions that are not related to employee satisfaction.
- Rewording some questions for better understanding.