



Our Children Our Future, Inc.

FY2020 Performance Analysis Report

Mission

To support and strengthen the emotional health and well-being children, youth and families to build resilience and achieve and maintain optimal potential.

Vision

To have the financial and organizational strength to respond to current and emerging community needs and opportunities for greater community impact.

Core Values

Diversity and Inclusion
Stewardship and Stability
Seamless and High-Quality Care
Data and Technology
Family Driven
Workforce
Leadership and Strategic
Communication/Community Impact

Our Services

OCOF provides outpatient behavioral health services to children, adolescents and their families. OCOF serves children as young as 2 years old in the infant mental health program.

2020 Statistics

Our Customers

Referrals of Persons Served by Age and Procedures

Age	FY19	# of Procedures	FY20	# of Procedures
0-4	23	161	33	273
5-12	279	4,116	385	5,715
13-17	239	3,346	289	3,934
18-24	88	888	98	1,573
Total	629	8,511	805	11,495

Diagnosis by Gender

Diagnosis	FY19 Female	FY20 Male	FY19 Female	FY20 Male
Depression	347	282	509	296
Trauma/Anxiety Disorders	324	305	438	367
Behavior Disorders	206	423	335	470

Persons Served by Race and Ethnicity

Race/Ethnicity	Number of Persons Served
African American	476
Caucasian	103
Hispanic/Latino	225

Revenue

Medicaid	\$ 449,484
State	202,088
Donations	6,453
Total Revenue	658,025

Expenditures

Program Services	\$ 604,492
Administrative and General	53,533
Total	658,025

Diversity and Inclusion Core Value #1

- Promote a culturally competent staff and ensuring a diverse organizational culture which is inclusive and welcoming to all people.

OCOF continues to maintain a diverse Board and staff. Staff of the agency represent the cultures in the population of persons served and speak the language of the families. Every effort is made to match the families with a staff member from the culture. During the pandemic, training has been conducted weekly virtual connection. Recognizing that the staff is also being affected by the pandemic, additional hours were spent providing support and guidance to the staff as they were providing services to many families who lost loved ones during the pandemic. The staff of the agency are to be commended for the dedication and commitment they have shown to the families at the most difficult time of need. They were able to make the smooth transition from in-person services to telehealth in a very short period of time that did not affect the quality of service. Some of the new processes which were implemented and found to be effective will continue into the future

Stewardship and Stability

Core Value #2

- Achieve long-term financial stability by diversifying the agency's revenue base, maximizing efficiencies, and reinvesting in the mission.

FY2020 was a very challenging time for the organization financially. Focus turned to maintaining services in order to keep revenue stable. Some efficiencies were maximized with the shift from in-person to telehealth while other challenges usually associated with technology surfaced and had to be addressed. While the agency did not increase the funding sources for behavioral health, there were no paybacks and self-pay collections increased by 1%. There were no repeat findings during audits. The organization was able to end the year in the positive.

Seamless and High-Quality Care

Core Value #3

- Deliver high quality children's emotional and behavioral health services to meet the current and growing needs of the culturally diverse community.

OCOF continued to use evidence-based practices during the fiscal year and was able to complete training staff in infant mental health. The organization executed MOU with a federally qualified Health Center and a partnership agreement with the school Board of Broward County. There needed to be a change in surveying clients for their satisfaction with the services. Usually, surveys were distributed on paper. However, in the ongoing effort to keep everyone safe, we were required to survey the population using electronic media. This was challenging for many of the families; however, we were successful in obtaining many responses to the electronic survey.

Client Satisfaction Survey Report 2020

Domains	OCOF Averages	Comparison with Overall Providers	OCOF Mean Score	Overall Mean Score
General Satisfaction	98%	93%	4.89	4.71

Access to Care	96%	94%	4.83	4.56
Appropriateness of Care	96%	93%	4.74	4.64
Outcome of Care	92%	87%	4.76	4.54
Involvement in Treatment	95%	92%	4.74	4.49
Social Connectedness	95%	91%	4.61	4.39
Functional Satisfaction	95%	91%	4.79	4.54

Data and Technology Core Value #4

- Commitment to a technology environment that will enhance client services, data collection, organizational effectiveness and decision making

The implementation of electronic clinical records allowed OCOF to transition smoothly to telehealth. Clinicians were able to schedule appointments, submit billing and run productivity reports from outside the office. Efficiency has improved as elimination of time spent traveling lead to increase in the number of clients clinicians were able to serve. Clinicians were also more readily available to deal with crisis situations as they arose and to provide support to families in real time. The electronic system also improved data collection which has proven to be valuable in making decision in the operation and in the clinical areas. During the COVID-19 pandemic, the organization has relied on technology to continue to provide services, track data which is used to make decisions about the direction of the organization during global pandemic and beyond. While the use of technology may be experienced as beneficial and effective for practitioners, for many families served by OCOF, technology has become a barrier to accessing services. The use of videoconferencing to deliver behavioral health services to families with small children, while families were unemployed, socially isolated, and homeschooling children presented many stressors for families. Connectivity issues and lack of available devices in the home were identified as major stressors for families. Obtaining signatures on clinical documents continues to be another source of challenge presented by the reliance on technology for service delivery.

Family Driven Core Value #5

- Create and maintain a culture to engage, educate and support the family system.

OCOF very quickly recognized that many families were being overwhelmed by the challenges of the global pandemic and the organization moved to establish support systems for families using a virtual platform. Families were able to logon and connect with other families. Finding support from others helped families to know they were not alone in the challenges they were facing. Where connectivity was identified as a barrier, other methods of communication were utilized to support families during the pandemic and mitigate ensuing feelings of isolation and disconnectedness. Many families shared helpful ideas and strategies to handle situations presented by their peers.

Workforce Core Value #6

- Recruit, train and retain a competent, culturally diverse workforce to respond to the complexity of mental and emotional disorders being presented.

The workforce at OCOF remained stable during the pandemic with only a 20% turnover rate. While the staff have reported feeling more connected to the agency and to each other during the pandemic, the ability to access skills training, dates for licensing exams and opportunities for professional development outside of the organization was very challenging. Fear of contagion coupled with the limited availability of trainings increased the reliance on virtual training. Those trainings which require face-to-face contact could not be completed timely. However, since all of the agency's services were delivered via telehealth, this limited the urgency to complete certain training, but precautions were taken to minimize the risk to patient safety. Providing services via telehealth also required staff to get training in providing behavioral health services via telehealth. The organization developed protocols that dictate when a patient receiving telehealth services should be transitioned to urgent in-person follow-up care, or even to receiving emergency services. Consideration is given to those conditions that may require in-person services, particularly in younger populations. The organization increased the number of staff receiving supervision for licensure and two staff members passed the licensure exam, a milestone indeed! Two additional staff members are scheduled to take the exam later in 2021. The COVID-19 pandemic has presented many challenges to the workforce and created a human capital crisis. While the number of referrals for services continues to increase during the pandemic, the need continues to outpace the workforce. As a member of a nonprofit alliance, the organization is exploring strategies to address this issue which is affecting large numbers of organizations.

Leadership and Strategic Growth

Core Value #7

- Cultivate long-term strategic partnerships with key local traditional and non-traditional partners, to position the organization as a leader in responding to community crises involving children, youth, and families.

The organization partnered with other organizations to work on a county-wide initiative of suicide prevention. Administrative staff of the organization attended trainings in racial equity sponsored by the County. Other staff members are scheduled to attend racial equity trainings during 2021. The organization is engaged in collaboration with community organizations to address children's mental health issues using a system of care model.

Communication and Community Impact

Core Value #8

- Communicate internally and externally the long-term benefit of early intervention by encouraging the normalization of regular emotional health checkups alongside physical checkups.

The organization has been successful in obtaining the trademark of the name of the organization. The organization worked with a consultant to improve communication around branding of behavioral health and children in community. The organization engaged in social media posts, continued to maintain, and update the website, and established a YouTube channel that keeps staff connected to training material, and provide information to families during COVID-19 pandemic. More recently, the organization has a commitment from a professional public relations company to further expand the branding of the organization. The organization is committed to normalizing emotional health services to the diverse population to remove stigma and improve access to care. As a member of the Non-Profit Executive Alliance Board, the organization benefits from ongoing training, webinars, and local, state and federal updates that impact our industry.

Board Involvement

Board Activities

A member of the Board has been successful in trademarking the name of the organization. The Board is currently working on implementing the marketing plan and is consulting with an IT company to organize virtual fundraising events to generate additional operating revenue for the organization. Board members and staff continue to identify potential donor prospects among acquaintances, colleagues, business associates and other contacts that may have an interest and passion for the work of the organization. The

board has made a commitment to develop a residency training program for master's level clinicians which will expand trauma services to those most affected by COVID-19 and address the human capital crisis.

Risk Management During Pandemic

The organization maintained all liability and worker compensation coverage throughout 2020. There were no claims for worker compensation and no report of critical incidents. There were no complaints against the organization and no suits were filed and no legal action was taken against the organization. There were no sanctions against the organization and no licenses were suspended. The organization was monitored by its funder, Broward Behavioral Health Organization through desk audit, who conducted both site visit. The pandemic has disproportionately affected the health of communities of color which is largely the population served by OCOF. African American parents and Hispanic parents were more likely to report symptoms of anxiety and/or depressive disorder than Non-Hispanic White adults. During the COVID-19 pandemic, concerns about mental health and substance use have grown, including concerns about suicidal ideation. OCOF increased crisis support services as well as information and referral services to meet the needs of families many of whom are essential workers. The concern about mental health trends for several years following this pandemic, and fears about future security continue to impact the lives of families and therefore their stress and emotional health.

OCOF has been delivering behavioral health services via telehealth for the past 18 months. Telehealth requires effective risk management. The organization's professional liability insurance policies are in place to cover telehealth exposures. Many of the risks associated with telehealth are documenting, gathering, or protecting personal health information. Documentation protocols have been established so that all pertinent encounter details are included, such as the patient's treatment response, who participated in the session, technology used or mode of service delivery, any technical problems, as well as all patient-related electronic communications. In addition, privacy the agency monitors how client data is gathered, transferred, and maintained to identify any potential privacy concerns. This means ensuring that data collected through smart devices isn't accessible by third parties, enabling multi-factor authentication on devices, and safely storing videos or images. It's also important to establish protocols that ensure only authorized personnel has access to personal health information, including providing HIPPA information to patients and training providers how to safeguard sensitive information.

One of the main challenges of the organization around utilizing telehealth is gathering the same amount of information that is usually available when caring for a patient face-to-face. Telehealth has made it more difficult to obtain a written release of information, and signatures, and consents.

The organization strives to mitigate risks by safeguarding the efficacy and privacy of telehealth encounters in compliance with HIPPA as well as any state laws regulating the privacy and security of health information. Assessing how patient data is collected, transmitted, and stored is also vital in identifying potential exposures. The organization continues to shape communication and documentation practices that reduce risk and lay a solid foundation to stand on should a future claim arise: