



NFI Massachusetts



FY'23 Annual Report

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Edited by Mairin Schreiber, Director of Quality and Development

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From the Executive Director:

Greetings, NFI Massachusetts Community,

As you will see, fiscal year 2023 was productive, interesting, and fulfilling. Besides serving hundreds of children, youth, families, and individuals daily (the core of our mission), we administered ourselves soundly, and achieved a goal we've had for five years: raise the wage of our regularly scheduled human service workers so that no one starts below \$20/hour. We know the contributions made by our workforce are priceless and commit to ongoing advocacy and excellent fiscal stewardship. We will keep aiming to improve compensation so frontline staff can focus on the life-changing work they do, while living healthy, balanced lives of their own.

From a workforce perspective, we are beginning to see people come back to work, and our applicant pool is growing. Our **Diversity, Equity and Inclusion** committee has awarded scholarships, hosted a conference, and focused on making sure we value and celebrate diversity (in all its forms) at all levels of the organization.

As a learning organization, we pursue excellent programmatic components that are evidence based. Our **Permanency** committee makes sure we always have the long goal in mind: to help those we serve experience the full promise of community living, by making their own permanent connections to individuals and organizations in their home communities. Our partnership with the **Center for Child Wellbeing and Trauma** helps us address primary and secondary trauma experienced by many in our community.

We launched some new programs (hello, **NFI Clinic**, and congrats on your selection by the City of Haverhill to run two critical substance use education, prevention, and intervention programs), and renewed several critical contracts (that's you, **adult services and NFI Evolutions!**). Our **adolescent residential division** was able to reopen twelve beds for the Northeast Area of the Department of Children and Families (congratulations, NFI Pathways!). We were also awarded a new contract to continue operating Lakeside Detention. **Community based programming** continues to innovate and grow, and we love the strong connections you have to your local communities, leveraging relationships and resources. And in our **adult services** world, while we said goodbye to our longstanding community-based supports, we have been working to open a new residential program for individuals with acquired brain injury.

We entered the present fiscal year strong and are excited about the opportunities ahead of us. None of this past year's successes would be possible without every NFI team member's careful attention to excellence, selfless service, and integrity. As we enter the final year of a successful four-year strategic plan, we are thinking about what is next. Thanks to all who work alongside us on this journey: our funders and licensors, our trade organizations, our board, and our fellow provider agencies.

Enjoy reviewing our successes,

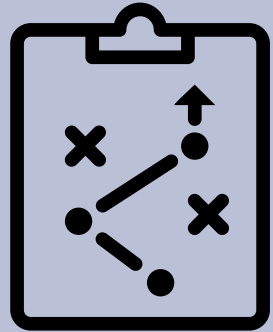
Lydia M. Todd
Executive Director



NFI Massachusetts 2021 - 2024

Strategic Priorities

- Ensure a fully engaged, committed and effective workforce
- Be diverse, equitable and inclusive
- Fully leverage technology
- Achieve and sustain excellence
- Posture for a successful future



NFI Massachusetts FY'23 Strategic Accomplishments

- Provided merit-based annual performance increases and/or bonuses for staff.
- Awarded Diverse Workforce Scholarships up to \$1,000 towards continuing education in the human services field for eligible staff.
- Made substantial progress in implementing our electronic health record across all programs and services.
- Continued to focus on permanent connections for all.
- Partnered with the Center on Child Wellbeing and Trauma and completed the Trauma Informed Organizational Assessment.
- Opened two new services and secured funding to continue operating three existing programs.

Advocating for you!

2023 was a busy year for NFI Massachusetts and human service worker advocacy. Executive Director Lydia Todd provided strong leadership on the front line of the fight for fair wages in Massachusetts. In March, NFI MA cohosted the Northeast Human Services Advocacy Legislative Breakfast. The event's theme was the "weight of waiting" highlighting the importance human service work has in the lives of those we serve. At this event, individuals and families educated legislators about the critical need for assistance and the positive impact services have on their lives. Additionally, the breakfast highlighted workforce shortages and wage inequity among direct care service workers. Lydia Todd, Chair of the Caring Force, NFI leadership and staff members participated in the Caring Force Rally in May at the Statehouse and advocated for increased worker compensation and student loan repayment. Lydia Todd has made livable wages for our workforce a major priority across the state.

While NFI Massachusetts was able to raise wages for its workers this fiscal year, the fight is far from over!



FY'23 By the Numbers

NFI MA served 2,753 unique clients and members in FY'23

The agency received a client satisfaction score of 78.3% in February of 2023

FY'23 annual revenue: \$30,348,486

87% of NFI MA programs reported making improvements on their FY'23 quality improvement plans

FY'23 surplus: 2.4%

NFI MA hired 112 staff in FY'23

The agency received a Staff satisfaction score of 79.8% in January of 2023

NFI MA opened 2 new programs for Cannabis and Opiate substance abuse and re-opened the Pathways emergency residence

The agency achieved a 78.3% client satisfaction score, and an 88.4% satisfaction score for families in FY'23

Quality Improvement

Twice a year, programs meet to formally review quality improvement goals. This culminates with a year-end meeting with the Executive Director and the Director of Quality and Development who provide feedback and support to programs. This ensures that programs continue to grow and develop, meeting the evolving needs of our clients and their families.

- Out of 39 goals set in the 2023 fiscal year, 20 were met or exceeded (51.3%).
- Of the remaining 19 goals, 14 were partially met (35.9%).
- NFI programs met, exceeded, or made progress on a total of 87.2% of their goals.

Development

Through a highly competitive Executive Office of Health and Human Services bidding process, NFI was awarded funds to provide undergraduate students paid internship opportunities in our programs from March 2023 through March 2025. Our academic partners, Cambridge College, UMASS Lowell and Northern Essex Community College were strategically selected given their diverse student body and human service concentrations. By providing paid internships, we hope to remove economic barriers for working students, stimulate interests in our field and retain qualified candidates who fall in love with this work! Since May 2023, we have placed, 12 interns.

Through competitive solicitations, NFI was re-awarded a Department of Youth Services Detention program, Lakeside Detention in Peabody, and two Department of Mental Health Intensive Residential Treatment programs (IRTPs), Evolutions 1 and 2, in Westborough. NFI has been successfully operating detention services and IRTP services for more than 30 years.



From our Clients and Families:

Client and Family Satisfaction Survey responses to the question "what do you feel the program does well?"

"The program has done a good job helping me get the services I need in place since moving out of the nursing home."
-Old Ferry Client

"[...] I've enjoyed this program very much. It's definitely been one of my best supports"
-Foundations for Families Client

"Focusing on individual needs and confidentiality."
-Milestone Client

"Providing answers to my questions, being available when I call, providing information concerning decisions/plans about my child."
-Lakeside Family Member

"Listen, gives good advice, and focus on the important issues."
-Evolutions 2 Family Member

"We have great conversations in group. [The] counselors are great people and show they care everyday."
-Winter Street SOAP Client

NFI Adult Division:

- Adult Division received a score of 92.47 out of 93 on its most recent bout of licensing in FY'23.
- Division leadership continues to report high stability within programs with a low number of incidents and high percentage of staff retention.
- The Adult Division began renovating its Wild Rose program to accommodate a future DDS program.
- The Adult Division continued to hold staff and client gatherings, promoting social interactions between programs.

The Adult Division achieved a client satisfaction score of 90.4%

100% of QIP goals achieved within the division

Adolescent Residential Services:

- Our Intensive Residential Treatment Programs (IRTPs) successfully completed the Joint Commission survey in March 2022.
- The adolescent residential programs continue to focus on Permanency and host monthly events at Beverly Continuum Supports, Milestone and Lakeside.
- The adolescent residential programs continued to provide annual Holiday Thanksgiving Baskets to community-based division clients.
- The adolescent residential division has incorporated pet and music therapy into treatment modalities.

The IRTPs reduced restraints by 72.1% from FY'22

90% of BH Residential clients discharged in improved condition in FY'23

NFI Clinic Services:

- The Clinic Services Successfully opened two new programs in the Summer of 2023 to address Cannabis and Opiate addiction.
- The Clinic is now sharing space with One Stop Harm Reduction who offer Narcan, HIV and other testing and supplies, which are available to the public as well as the SOAP clients and other Clinic staff and clients.
- The SOAP program has adjusted to all in person services.

The NFI Clinic programs increased their utilization by 6.6% from FY'22

The NFI Clinic programs achieved a client satisfaction score of 89.1%

Community-Based Services:

- Diversion Lab, Lofts, SH, FFF an NSC were frontrunners in NFI's Evolv Paperless endeavor and we offered additional support/training to other divisions to help orient them to Evolv.
- The NFI Lofts and the Diversion Learning Lab both celebrated their 1-year anniversary.
- MST PD Valerie Kuthe received the "2023 MST WHATEVER IT TAKES AWARD." Nomination was made by our MST consultant Daniel Bachicha. This is a recognition made across the entire MST provider network.

The BH Community Division achieved a staff satisfaction score of 90%

84.5% of BH Community clients transitioned to a lower level of care in FY'23

NFI Massachusetts Board of Directors

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Howard Rich

Barnet Weinstein
Dr. Katherine Turner
Dr. Harvey Lowell
Stacie Bloxham
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Executive Leadership

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Vanessa Henry, Director of Human
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Bill Frankenstein, Director of Finance

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Cindy Powers, Division Director
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Linda Kenyon, HR Specialist

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Christopher Robinson, Training
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Jennifer Davis, Health Information
Systems Manager
Benjamin Orzechowski, Quality
Assurance and Compliance Manager

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Heidi Sheehan, Accounts Receivable
Manager
Kate Dacey, Accounting Assistant
Paul Distasio, I.T Coordinator



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