



NFI Massachusetts



FY'24 Annual Report

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Edited by Mairin Schreiber, Director of Quality and Development

Published December 2024

From the Executive Director:

Greetings, NFI Massachusetts friends and staff, and a hearty welcome to NAFI Florida friends and staff!

In FY 2024, we achieved so much for our industry with our advocacy efforts. The Massachusetts legislature set aside an **unprecedented \$390 million dollars** to support rates for our services, and we cumulatively raised direct care wages by an average of 60% since 2018. We hosted rallies across Massachusetts to advocate for our work force, and what is abundantly clear is that **the legislature knows we exist**, and we are prioritized for funding.

Partly due to wage increases, our staffing continued to increase, with our **vacancy rate falling from 25% to 13%** by year's end. We did this even while reopening Pathways and adding twenty positions at Evolutions. This allowed us to remove the capped census in two programs. In addition to unprecedented hiring, we launched our **paid internship pilot** which supported forty-five interns. Twenty eight percent of those interns stayed with us after their internship ended, and we are seeking to continue this valuable staffing pipeline. We also **invested in our adult programs by renovating Oasis**, so it now houses four people instead of three, and is fresh and welcoming.

We spent much of FY 2024 planning for **our union with NAFI Florida**. We started the integration during the summer of 2023, with human resources and training activities; by June of 2024 we were finalizing contracts and making plans for operational integration. During the year, several trainers, HR staff, and Executive Director Lydia Todd traveled to Florida where the staff (and the climate) were warm and welcoming. The Florida staff enjoyed a few comparatively chilly visits north, to attend supervisory skills training and the NAFI Conference.

Our Diversity, Equity, Inclusion and Belonging (DEIB) Committee worked with the African Bridge Network to develop and **launch a mentoring program designed to address the disparities in representation of BIPOC and foreign-born staff** at different levels of compensation and responsibility. We now have six pairing of mentors/mentees working together.

We invested heavily in **strategic planning**, with a new plan due soon, and we began to prepare for our **reaccreditation** which is scheduled for March of 2025. We are excited to move forward into the next five-year cycle, united with NAFI Florida, and to see together what great new adventures are in store!

Please enjoy reviewing the highlights of our accomplishments this past fiscal year, while we look forward to new adventures, already underway for FY 2025.

With gratitude for all you do,



Lydia M. Todd
Executive Director



2025-2029 Strategic Priorities

Following a year-long process that included a refresh of our Mission, Vision, Values, and Core Beliefs, a SWOT analysis, and a review of service population demographics, the following strategic priorities emerged:

Workforce Facilities Growth Visibility

Our final Strategic Plan will be issued following an organization-wide comment period.

NFI successfully closed out its 2020-2024 Strategic Plan!

We accomplished the following:

- NFI went green! We transitioned to paperless by maximizing the use of our electronic health record and Teams and One Drive to store and share documents.
- We pursued organizational excellence through achieving accreditation, implementing logic models, tracking outcomes, and focusing on permanency.
- We revitalized our Diversity, Equity, Inclusion, and Belonging initiative by launching scholarships and a mentorship program for underrepresented demographics.
- And we grew! NFI MA and NAFI Florida joined forces, and we are thrilled. We launched fundraising, a new and improved website, and a more consistent social media presence.

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Advocating for you!



THE CARING
FORCE



NFI Massachusetts staff and leadership once again participated in the 2024 Caring Force Rally. As a result of NFI's leadership and participation in the Caring Force, a proposal including \$390 million in funding for the human services sector has been submitted for approval in FY'25. NFI Massachusetts continues to advocate not only for its own staff, but for non-profit workers across the state!

FY'24 By the Numbers

2,009 unique clients and members served

The agency achieved an individual satisfaction score of 78.3%

FY'24 annual revenue: \$39,122,584

88% of programs made improvements on their FY'24 quality improvement plans

48% reduction in staff vacancies

192 staff hired in FY'24

The agency received a Staff satisfaction score of 80.1%

81.1% of individuals served transitioned to a lower level of care post-treatment

The agency achieved a 94.0% satisfaction score from families

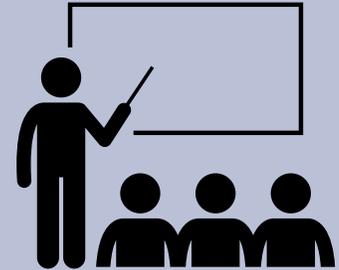
Quality Improvement Plans

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 43 goals set in the 2024 fiscal year, **23 were met or exceeded (53%)**.
- Of the remaining 20 goals, **15 were partially met (35%)**.
- **NFI programs met, exceeded, or made progress on a total of 88% of their goals.**

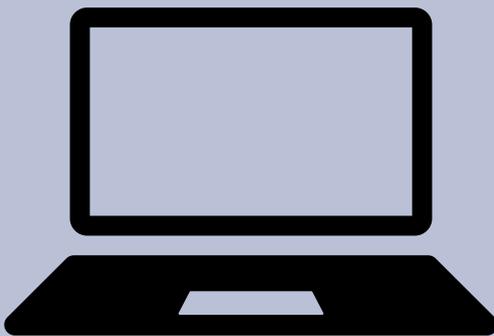
Quality and Development

The NFI MA Training Department delivered 259 in-person trainings in FY'24.



The Quality Team delivered twelve monthly program reports, two satisfaction reports, four restraint reports, four individual outcomes reports, and one annual report in FY'24.

24 proposals submitted to DCF



NFI launched a new and improved website

Nine managers received and passed their Introduction to QI training course in FY'24



From our Persons-served and Families:

Individual 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 resident

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

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

"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 service recipient

NFI Adult Division:

- The Adult Division renovated and reopened the former Wild Rose program as Oasis.
- Sandy Destra, director of Champy Lane and the DEI Committee, was awarded the Providers' Council's coveted "Manager of the Year" award.
- Alfred Drive was selected as the winning entrant to the Providers' Council's "Broadcast Your Love" contest in which the program team shared why they love working in the human service field.

The Adult Division achieved a 99% positive response rate on the 2024 client satisfaction survey

The Adult Division concluded FY'24 with a full census

Adolescent Residential Services:

- The Intensive Residential Treatment Programs (IRTPs) welcomed new Division Director, Christine Paschal.
- NFI MA Emergency Residences reported increased utilization of services.
- All Emergency Residence staff were successfully trained on MAP protocols.
- Lakeside was awarded third place in the national "Breakfree Unconstruct Challenge."

BH Residential services increased utilization by 79.5% from FY'23

92% IRTP clients discharged in improved condition in FY'24

NFI Clinic Services:

- The Hope program is fully staffed with three clinicians, two recovery specialists, and a program director.
- MID has significantly increased the number of groups available and service capacity.
- The Clinic gave out 150 units of Narcan between April and June of 2024 and 215 units between January and March of 2024.

94.7% of Massachusetts Impaired Driver participants successfully completed treatment

The NFI Clinic programs achieved a client satisfaction score of 89.2%

Community-Based Services:

- The Lowell Family Resource Center hosted a prom event where over sixty dresses and suits were donated.
- A DYS Community-based Services staff member was awarded the DYS Commissioner's Award.
- Three Community-based Services employees received "Spirit of the Community Awards."
- Community-based Services program managers lead two panels at the 2023 NAFI Conference on employee engagement and working with Transition aged youth.

The BH Community Division achieved a staff satisfaction score of 95.8%

95.2% of BH Community clients transitioned to a lower level of care in FY'24

NFI Massachusetts Board of Directors

Roger Marcorelle, Board Chair
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Howard Rich Stacie Bloxham

Dr. Harvey Lowell
Howard Rich
Dr. Katherine Turner
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Eric Klingaman, Director of Operation

Mairin Schreiber, Director of Quality and Development

Lydia Todd, Executive Director

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Holly Lawrence, Division Director
Home and Community-based Services

Christine Paschal, Division Director
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Cindy Powers, Division Director
Adolescent Residential

Donna Ray Watts, Division Director
Adult Services

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Hannah Dendas, Human Resources Admin Assistant

Shelly Waldman, Human Resources Specialist

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Benjamin Orzechowski, Quality Assurance and Compliance Manager

Christopher Robinson, Training Associate

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Paul Distasio, I.T Coordinator

Terri Pike, Accounts Payable Manager

Heidi Sheehan, Accounts Receivable Manager



NFI
MASSACHUSETTS