



THE HENRY & RILLA WHITE YOUTH  
FOUNDATION, INCORPORATED

# Performance Measure & Management, Including Performance Improvement Plan

Established: January, 15 2024

Current Update: June 30, 2025

Reviews : October 8,2024 January 16.2025 , March 31,2025 ,June 30, 2025

Next Review : Early October 2025

## **Foundation History:**

The Henry and Rilla White Youth Foundation, Inc. (the Foundation) is built upon a history of caring for children and families. The Foundation is a Florida-based, not-for-profit corporation, established in 1988 in memory of two of Levy County's most respected citizens, Henry and Avarilla (Rilla) White. Henry was a teacher, school board member and superintendent of the Levy County School System. His wife, "Rilla" Drummond White, owned White's Grocery Store, a gathering place for youth. She was widely known for her commitment to family, church and the youth of the community. The Foundation provides an array of services to adult, youth and families.

### **MISSION**

To ensure that individuals and families receive the help they need to live more meaningful, productive lives by focusing on their own worth, strength, and dignity.

### **VISION**

- Be part of the effort to create excellence through the most productive interface between the public and private service offerings.
- Become increasingly adept at teamwork to identify goals, solve problems, and achieve excellence.
- Continuously upgrade services that recognize no upper limit in programming quality.
- Remain committed to community-based programming as the key to successful service delivery based on the mutually supportive relationship between the community and the program.

### **VALUES**

- In helping individuals and families acquire skills and other supports needed for successful community living.
- In treating individuals and families in a manner that confirms their dignity and self-respect.
- That collaboration and compassionate dialogue are the best ways to support individuals and families in their efforts to achieve their goals.
- That all people should be provided with a continuum of care based on individual needs.
- The quality of the environment is maintained and improved through a continuous sensitivity to local concerns regarding physical, social, and moral issues.

## Program Description:

**Adult Intensive Outpatient:** The adult outpatient program provides PSR and Day services to adults with persistent and severe mental health issues. Clients are of all ages and race. Clients are assessed by a licensed clinician or psychiatrist and then assigned to group PSR and Day treatment meetings lead by a certified behavioral health technician. Topics in these group sessions include managing symptoms of Depression, Anxiety Disorder, Schizophrenia, Panic/Phobias, Stress management, Coping skills for managing traumatic memories (recurrent, involuntary, and intrusive distressing memories) Identifying what a trauma is (directly experiencing trauma, witnessing traumatic events, re-experiencing), Identifying triggers of past traumatic events (flashbacks, memories).

**Youth Outpatient:** The youth outpatient program consisting of youth ages 10-19 referred from community stakeholders and the department of juvenile justice. Youth referred from all races and genders. Most are behind in education for their age. Youth receive a full evaluation from a master's level clinician that is signed and approved by a licensed clinician. After evaluation is complete, an individualized treatment plan is completed and weekly counseling sessions are scheduled to work towards the goals established in the treatment plan. Counselors follow the Trauma Focused curriculum.

## Program Goals & Objectives

The overall goal of both the adult and youth programs is to improve the overall quality of life through the services we provide. We will provide measurable and meaningful services and make an impact on the future of the client's lives. Our main goal for adult clients is to have a more independent life with less crisis events. For our youth clients we wish to help turn them on the right paths so they can have a productive healthy life, learning to cope with their situation and understanding how their actions affect themselves and others.

## Personnel Responsibilities:

Board of Directors:	Ensure financial solvency of the Foundation
Administration:	Day-to-Day Operations (Program Directors and Corporate Staff)
Program Staff:	Provide service delivery (Clinicians and Teachers)
Corporate	Compliance: Ensure ethical services

## **Data Collection:**

**Person Served Input:** Quarterly surveys, face to face interactions, discharge survey, feedback from referral sources. Program reports from each program.

**Personnel:** Quarterly surveys, CEO calls, supervisory feedback, annual eval feedback

**Other Stakeholders:** Quarterly Survey to referral sources , Florida Juvenile Justice Association meeting, Florida Behavioral Health Association Meetings, BRAVE Columbia Community council meeting, Circuit 2 ,3,8 council meetings . Daily email interaction with Chief JPO's

## **Business Function Objectives:**

- Compete with local agencies and company's salary and benefits
- Simplify billing procedures – Medicaid billing will be more efficient
- Increase staff efficiency towards caseload goals
- Upgrade aging IT infrastructure

## **Business Function Indicators:**

- Beginning rate of pay and benefits compared to other similar local agencies
- Billing will take less steps and man hours to complete, billing department will handle all denial appeals and reviews. CEO will have less involvement
- Staff overall productivity will increase
- Upgrade hardware devices to support new software

## **Business Function Performance Targets:**

- Salary and benefits is greater than or equal to comparative agencies.
- Payroll cost will reduce by 10% for FY in billing department, CEO's time involved in billing will be limited, and overall paid claims will improve by 25%.
- Staff will meet 95% of their target caseload goals
- Replace 5 aging devices that can't be upgraded to windows 11 by October 15<sup>th</sup> , extend life of the 5 devices that are working fine to be replaced in the following FY

## **Adult IOP**

### **Service Delivery Objectives:**

- Member Satisfaction
- Quality Assurance – Insure service delivery is the upmost quality and has proper documentation to prove it.
- Stake Holder Satisfaction
- Increase Client Stabilization

**Service Function Indicators:**

- Members satisfaction will report be satisfied on quarterly surveys
- Systematic quality assurance reviews show quality, timely, and accurately document services.
- Stakeholder satisfaction will report satisfied on quarterly reviews
- Clients will be more stable and have less negative interaction with LE or outside medical help.

**Service Function Performance Targets:**

- Receive 85% overall satisfaction rating from clients surveyed
- 95% of client files will have all required aspects of the chart review on 2nd quarter review.
- 95 % Overall Satisfaction Rating from stakeholder surveys.
- 95 % of clients who actively attend PSR & DT will have Zero Law enforcement, emergency, or hospital stay interactions.

**Youth OP****Service Delivery Objectives:**

- Additional Masters Level Clinician to service Lake City
- Increase service consistency for youth outpatient
- Decrease Reoffenders

**Service Function Indicators:**

- Recruit and hire new Clinician before start of school year
- Individual counseling sessions and treatment plan reviews will happen on consistent contract basis.
- Youth who complete our program will not reoffend.

**Service Function Performance Targets:**

- Counselors will see 80% of the youth on weekly basis for IC sessions, Counselors will conduct 90% treatment plan reviews on monthly basis.
- Agency to add additional Masters Level Clinical to Lake City Youth Program to serve up to 26 new youth.
- 95% of youth who successfully complete our program will not reoffend in the next year.

2025 Analysis of Business Function Performance Indicators: Outpatient Mental Health Q2 Update									
Target	Data source	Applicable to	Collected by	Actual Performance Measure	Type Of Measure				
					Effect	Efficiency	Satisf.	Access	
Indicator: Beginning rate of pay and benefits compared to other similar local agencies									
Salary and benefits is greater than or equal to comparative agencies	FJJA and FBHA salary survey. Indeed.com advertisements	All Staff	CEO &Accounting	Implemented raise for current staff and new positions. Working with private insurance carrier to provide health plans to employees		x	x		
Indicator: Simplify billing procedures – Medicaid billing will be more efficient									
Payroll cost will reduce by 10% for FY in billing department, CEO's time involved in billing will be limited, and Overall paid claims will improve by 25%.	Time Cards, P&L , CEO	Billing Specialist, Accounting , and CEO	Accounting	Billing team is still struggling to coordinate efforts. CEO is still very much involved. Starting monthly improvement calls if no signs of improvement by end of Q3 will consider restructuring billing department.		x			x
Indicator: Increase staff efficiency towards caseload goals									
Staff will meet 95% of their target caseload goals	Census reports , billing reports	Clinicians	Billing , Clinical Director	We had two new staff members start and a third in q3, will monitor their progress. Senior staff is meeting the goal.	x	x			x
Indicator: Upgrade aging IT infrastructure									

Replace 5 aging devices that can't be upgraded to windows 11 by October 15th , extend life of the 5 devices that are working fine to be replaced in the following FY	IT Inventory	All Staff	Premiere and CEO	Devices have been designated to be replaced, order will be completed in September and put into service at the end of September.					
						x	x		x
							x		x
<b>Analysis of Service Function Performance Indicators: Intensive Outpatient Mental Health Q2 Update</b>									
Target	Data source	Applicable to	Collected by	Actual Performance Measure		Type Of Measure			
						Effect	Efficiency	Satisf.	Access
Indicator: Members will report be satisfied on devolved survey									
Receive 85% overall satisfaction rating from clients surveyed	Client Surveys	Clients	Admin	Q1 & Q2 have met the goal.  Will review Q3 once completed.					
						x		x	
Objective : Stakeholder satisfaction will report satisfied on quarterly reviews									
95 % Overall Satisfaction Rating from stakeholder surveys.	Stakeholder Surveys, Meetings	Stakeholders, Staff, management	Admin, CEO calls	Q1 & Q2 have met the goal.  Will review Q3 once completed.					
						x		x	
Indicator: Quality Assurance – Insure service delivery is the upmost quality and has proper documentation to prove it.									

Quality assurance reviews will show 90% of back documentations in file within the appropriate periods.	QI Reviews and QI specialist	Clinicians	QI Reviews and QI specialist	QI Reviews for Q3 are currently being conducted and will be closer analyzed at completion. Q1 & Q2 have met the goals		x	x	x	
<b>Objective: Increase Client Stabilization</b>									
95 % of clients who actively attend PSR & DT will have Zero Law enforcement, emergency, or hospital stay interactions.	Program reports, Insurance reports, Alfs	Clients	PD , CEO	There were no reported incidents, or manic events.		x	x		
<b>Analysis of Service Function Performance Indicators: Outpatient Mental Health Q2 Update</b>									
<b>Indicator: Agency to add additional Masters level Clinical to Lake City Youth Program</b>									
Agency to add additional Masters Level Clinical to Lake City Youth Program to serve up to 26 new youth.	Program Director	Clients ,staffing, referral sources	Program Director	Advertisement has been posted and candidates are limited so far.			x	x	x
<b>Objective : Increase service consistency for youth outpatient</b>									

Counselors will see 80% of the youth on weekly basis for IC sessions, Counselors will conduct 90% treatment plan reviews on monthly basis.	Program Report , census report, deliverable reports	PD, Counselors	PD	Senior staff meeting goal, C2 counselor meeting goal, C8 new counselor is within first month, will continue to monitor.		x	x		
Objective : Reduce reoffenders									
95% of youth who successfully complete our program will not reoffend in the next year.	JJIS – DJJ Reports	PD Counselors	QI specialist , PD	JJIs report indicates 10 referred youth reoffended, only 6 of those youth were success discharged. Gives a success rate of 93%, will continue to monitor for improvement.		x	x	x	

### Q3 Review Action Items:

#### Business

- Review salary survey results that should be published in September compare to current salary rates
- Purchase devices from inventory list that are marked to be replaced by September 15, will use Amex reward points for purchases.
- Monitor and calculate billing team efficiency, establish monthly billing call and establish if the call is working or if we need a change in staff.
- Review clinicians caseload goals and deliverables performance comparison, discuss action plans with , clinical director.

#### Service

- Review Client, stakeholder and staff surveys, and draft analysis comparison to previous quarter, review results with staff, stake holders, and persons served. Address low performing categories.
- Hire new clinician by 08/01/25
- Monitor reoffender rates – draft comparison chart from previous quarter.

