Broadstep News



Introducing the Broadstep Community Spotlight Series

From the Desk of Lynn Mason, President & CEO

At Broadstep, our mission is to provide first-class behavioral health and supportive living services by being the nation's best employer, provider, and community partner. Effective community partnerships double the impact of our work by advancing social equity, increasing access to care, and improving overall public health outcomes. Each quarter, we will recognize leaders and organizations who share these principles and embody our values of ACE IT with Fun. We are dedicating our cover story this month to our first spotlight, the Raleigh Boys & Girls Club ("BGC") and its Athletic Director, Rashad Herndon.

This year's MLK Day of Service created an opportunity for Raleigh Broadstep leaders to engage in our Wake County, NC communities. Jim Standish (CFO), Scott Huntington (CCO), John Tote (VP-Business Development) and I had the pleasure of spending the day with the staff and members of Raleigh's Boys and Girls Club. All of us had experienced varying levels of exposure to the BGC nationwide, and we all agreed that the impact of this organization on communities is unparalleled. According to a recent study by University of Michigan's School of Public Health, every \$1 invested in Boys & Girls Clubs returns nearly \$10 in current and future earnings and cost-savings to their communities. BGCs across America focus on creating 21st century leaders, building a healthier generation and developing globally competitive graduates. The Raleigh Boys & Girls Club embodies these goals daily.

Just as we focus on impact outcomes, so does the BGC in Raleigh. According to the Club's latest annual report, nearly 50% of its members improved to or maintained an A/B average in school, 95% of the Club's teens abstain from alcohol (compared to 70% nationally) and nearly 60% have been physically active for at least 5 days per week. In addition to positively impacting the lives of Wake County's youth daily, the Club has become, literally and figuratively, a life-saving force during the pandemic. With daily extended hours, BGC offers a healthy and safe environment for students to learn virtually and engage in extracurricular activities while enabling parents/ guardians to continue working.



This great work could not be accomplished without dedicated, accountable and heart-driven leaders like Rashad Herndon, the Athletic Director for the Boys and Girls Club in Raleigh. I had the opportunity to get to know Rashad on MLK Day as well as in a subsequent interview. A true head, heart, and hands leader, it was clear to me why he was named the Club's 2019 Staff of the Year. Raleigh's BGC has been a part of his life since he was 4 years old and his stepfather was the Club Director. Rashad found himself consistently at the Club, witnessing the challenges as well as the positive differences that could be achieved.

He continued to volunteer at the Club through high school but set his sights differently in college on Sports Management and pursuing a career in sports agency or sales. After graduating from Western Carolina University, he entered the corporate retail industry in sales

and management. But the challenges and needs of Raleigh's Boys Club made it impossible for him to stay away. "I would make the drive to Raleigh from Durham everyday after work because there was too much need at the Club," shared Herndon. "The staff turnover ratio was very high with many employees not making it a full year. All that volatility impacted the kids. The boys were not living the Boys Club Way. The kids were lost, and the staff were not there for the right reasons."

For a year, Rashad worked from 6a-3p at his management job at Macy's Stores and rushed to the Club to work part-time from 3:30p-8p. Finally, in 2011, he decided the BGC and the young men there needed his full-time commitment. "You do not do this type of job for the pay," he laughed, "you have to do it for the reward of improving and changing lives. You have to love seeing a kid grow." Rashad believes there is "no such thing as a bad kid", there is only "bad teaching or no teaching". Good teaching imparts "routines and habits" and is based upon "clarity, reality, and consequences."



I was moved by a story Herndon shared regarding a talented, popular young man at his Club who struggled reading although he was in high school. Rashad, an accomplished basketball player and coach, understood the motivation playing sports could provide. He leveraged this knowledge to create "Gym Rats Eat Bookworms." He started, as their coach, by modeling the way. He would read ESPN Magazine and Sports Illustrated in front of them. He'd ask probing questions such as "what are you going to do if you're a professional athlete and you cannot read and understand your contract?" Soon, he had the boys reading a book or magazine of their choosing for 30 minutes before working out or playing a sport. As they sat quietly and read, other kids wanted to know what was going on and how they could get in on the activity. Students helped each other with reading and created an environment in which they could be helped without embarrassment. Ultimately this young man's reading significantly improved, and he brought his cousin to the Club to receive help as well.

Rashad says that as much as BGC contributes to the community, they need quite a bit of help in return. Some of the kids at the Club need intervention from more intensive behavioral health specialists or social workers. A greater police presence in peaceful times would serve to help youth understand that officers are there to support them and not reinforce a fear-based culture. The Club requires significantly more volunteers as its census is at an all-time high due to the pandemic. Additionally, sponsorships and financial contributions help to support further programs in sports, STEM, education, and health awareness. Membership is only \$7.50 per year per member, clearly not enough to cover all that these children require.

Like all of us at Broadstep, Rashad and the entire staff at Raleigh's Boys and Girls Club seek to create a space that all members can feel at home and thrive. We hope to work together to find ways that as community neighbors, we can support each other in our goals and helping children develop into the best version of themselves. Thank you to the Boys and Girls Club and Rashad Herndon for all that you do!



WE SAID, WE DID!

Cornhuskers, Dorothy Lynch and all Things Nebraska!



Broadstep officially opened our doors in Nebraska in January 2021, representing our 5th state of operation at the start of the year. In partnership with NE DHHS, we worked for nearly a year developing a new offering for individuals licensed as Therapeutic Residential Habilitation (TRH). This new program, located in Lincoln, provides an Integrated Dual Disorder Treatment (IDDT) treatment model to individuals with I/DD, mental illness and other co-occurring disorders in a Center for Developmentally Disabled ("CDD") setting in the community.

Individuals served in our TRH receive treatment through individualized, structured therapeutic schedules. Person-Centered Plans, supported by individual and group therapies, as well as psycho educational groups, are provided to assist each individual in reaching their own unique goals. This evidence-based treatment is designed to be a 90-120-day stabilization program, helping individuals meet their individualized goals then transitioning to a step-down program with the help of Broadstep. We are currently working on two additional projects in Nebraska for 2021, so stay-tuned for more news on this great state!

Expanding the Broadstep Community

Growth into new and existing states can happen from the ground-up as you read above regarding Nebraska and South Carolina. We have also discussed in town halls that we will grow our community through the acquisition of other providers. We are delighted to welcome into Broadstep six provider organizations acquired over the course of 2020-2021: Good

Opportunities for Family and Growth through Therapeutic Foster Care

Our childhoods have a significant impact on how we go on to live our adult lives. For children in the foster care system, it is especially important they are provided opportunities to develop and progress in a safe and understanding environment. And for some, therapeutic foster care is an avenue to that end. Therapeutic Foster Care ("TFC" and also referred to as Treatment Foster Care) is specifically designed to support youth with mental health needs primarily as the result of endured, intense trauma.

Our TFC program in South Carolina is the first of its kind within Broadstep's continuum of care. The program originally started three years ago to provide more structured support for those children who could thrive in a family environment that could support counseling, medication and behavior modification needs of the individual. Under the direction of Stella Shellgren who joined us in August 2020 as our SC TFC Recruiter, we are making the changes and progress necessary to find and prepare therapeutic foster parents with trauma informed training and support. Since joining Broadstep, Stella has approached recruiting with a unique twist by reaching out to the community personally, working with marketing to bring her ideas to life, and supporting TFC parents with evidenced-based training. There is still significant work to do, and we know the SC team is up for the challenge. Currently the state is in need of 835 TFC homes, representing 35% of the total foster care needs in the state.



Stella Shellgren TFC Director & Recruiter

Hope Manor (WI), Excalibur Youth Services (SC/NC), Bethesda (3 distinct states – IL, WI, IN), and Pinelands (SC). In addition to giving us great new teammates, these acquisitions expand our service offerings, extend our reach into two new states, provide us with 34 new locations and an additional 516 residential beds! Broadstep now has the opportunity to serve individuals and agencies across seven total states, 994 residential beds and 898 community-based/day programming spots.

Read more about the background of each of these exciting companies!

Good Hope Manor (WI): Originally founded in 2003 by Chris and Linda Witzlib, these six homes serve the greater Milwaukee area by offering assisted living services to some of the most medically fragile individuals with mental and physical health challenges.

Excalibur Youth Services (SC/NC): Formally known as Avalonia Group Homes, Dr. MJ Short founded this company in 1989 to provide residential treatment services to I/DD and severely mentally ill populations throughout SC. The company expanded its presence to six treatment facilities in SC and a Level III group home in NC. Since its inception, the company was led by the Short family, and we are proud that John Short has continued with Broadstep post-acquisition as our Regional Vice President-Southeast.

Bethesda (IL, WI, IN): For over 100 years, Bethesda Lutheran Communities has worked to empower the individuals they serve to become active members of their communities. Through their work in residential care and I/DD services, Bethesda built a variety of programming across 13 states nationally, including at-home life skills development, job placement/support, behavioral support and counseling, community engagement and day programs. The acquisition of group homes in 3 of these 13 states added nearly 250 licensed beds to our Broadstep residential offering.

Pinelands (SC): As a family owned and operated provider since 1996, these four facilities in the Summerville, SC area have offered holistic and individualized programs for children and adolescents with significant impairment in behavioral, emotional, familial, and social functioning. Shawn Newsome, a member of the founding family, will continue with Broadstep-SC to help us reach our vision of becoming America's first choice.

As 2021 progresses, Broadstep is looking at additional acquisition partnerships along with new program growth and enhancement through RFP responses in our key states and communities along with our ongoing organic growth throughout our existing service areas.

Thanks to all the wonderful team members who have helped to make this happen while continuing to provide the best service possible to those we serve each and every day...way to go!

Compliance Corner

Email Privacy

In order to maintain the highest standards of privacy be sure to do the following:

- Be sure to include the privacy/confidentiality statement in **all emails**
- Ensure that emails containing PHI and HIPAA details have encrypt in the subject line.

Accreditations and Certifications

Thanks to a great team effort Broadstep fully anticipates receiving the following:

- COA 4 Year Re-Certification Illinois
- CARF 3 Year Accreditation South Carolina

Who is responsible for Compliance?

We're all responsible, regardless of role. As team members, we all have the responsibility to report, in good faith, concerns about actual, potential, or suspected wrongdoing.

Team Member Engagement

Engagement and Wellness Activities



AHA Go Red for Women



MLK Day of Service - Raleigh,



American Red Cross Blood Drive -Raleigh, NC



April Fools Mismatch Day

Living Broadstep Values Peer-to-Peer Quarterly Recognition

The Living Broadstep Values Peer-to-Peer Quarterly Recognition Program is designed to promote team spirit, open communication, celebrate great work, and recognize Team Members that exemplify Broadstep's Values. We are committed to build a community representative of:

ACCOUNTABILITY | COMPASSION | EXCELLENCE | INTEGRITY | TEAMWORK | FUN

AWARD CRITERIA

This award is a way to recognize Team Members across the organization that demonstrate and live the Broadstep Values.

THE REWARD

Every quarter, the Broadstep Recognition Committee will review the nominations and select <u>TEN WINNERS</u> companywide. Winners will be announced via email, the company newsletter, and during a recognition celebration. Winning Team Members will receive a \$50 gift card, a certificate, and a Values trophy. All nominees will be acknowledged.

HOW TO NOMINATE

To nominate a Team Member, complete the Living Broadstep Values Award Nomination Form by identifying one (1) of the Values that your peer demonstrates exemplary behavior, provide a description and submit it to the Workforce Wellness email. Nomination forms can be submitted up until the last day of the week following the close of the quarter. This program is effective as of July 2021.

To be eligible, Team Members must meet the following criteria:

- Winners must be employed at the time the award is given.
- Winners can receive one award per 6 months.

Peer Recognition Nominees: Q1/Q2 2021

Emiley & Josh McGinness, Client Trust Account Specialist and Maintenance Specialist

Core Value: Excellence

"Emiley and Josh are always willing to "get something extra done" at the end of the day on their way home. Whether it is transferring supplies purchased by Tami Tess to their personal vehicles for Josh to take to Belwood the next day, or being asked to drive by a group home on their way home and check it out due to a complaint. This is not a one time behavior for these two - it happens quite often and they should be recognized for their over and above efforts as not many people see/realize what they are doing!"

Erin Stoll, 1:1 Aide

Core Value: Compassion

"Ms. Erin is a very caring aide. She takes such good care of her individual. This student's mom has trouble cutting his nails so Ms. Erin is able to do this at school. Ms. Erin also will do whatever needs to be done to help out in the classroom. Many times I don't even have to ask her. She just knows what needs to be done. I appreciate all of her help."

Rayniece Pinckney, DSP

Core Value: Integrity

"I would like to recognize Ms. Rayniece Pinckney! It's rare to come across people who are so dedicated and trustworthy. Her efforts have not gone unnoticed and I would like to say, "Thank you!" Rayniece has been the glue to the Hampton PRTF clinical team, thanks to her consistent positive attitude, support, encouragement and her amazing rationalization skills."

Constance Gee, DSP

Core Value: Accountability

"Ms. Connie goes above and beyond every day that she shows up to work, and she never misses a day of work. Today, Ms. Connie researched the IRS website to find ways that our individuals could look into any missed stimulus checks. She also always volunteers to assist case managers with anything that they need. She selflessly adds tasks to her day in order to ensure our individuals have transportation and the best care possible."

Joyce Mullens, DSP

Core Value: Fun

"Mrs. Joyce always interacts and plans events for the children. Every month or holiday she plans a fun event, taking the topic or theme from that specific holiday! Today she will be having reptiles come in for the children with the theme being wildlife. As well as after the children will be able to display their skills in a talent show! The Children love the events and really look forward in partaking in the events!"

Randall Wright, DSP

Core Value: Teamwork

"He is always willing to help out around they facility with whatever is needed. He keeps a positive attitude and goes above and beyond with leading, guiding, and training new employees or how things need to be done."

Workforce Wellness: Caring for Your Mind, Body and Spirit

Break Free: Smoking Cessation Program

Our WI team applied for and received an \$8,000 grant to implement a smoking cessation program in our Community Support Program. A number of our teammates participated in a presentation by the University of Wisconsin-Madison Interprofessional Continuing Education Partnership (ICEP) in which we learned about evidenced based tobacco dependence interventions appropriate for the motivational state of the individuals who smoke. Based on the information provided, coupled with the fact that the majority of our individuals diagnosed with a serious and persistent mental illness in our program smoke, we decided it was worthwhile to create a program to address this need.

We collaborated with Duke University to use their group curriculum and then worked as a committee to develop a plan going forward. As a result, we successfully implemented a 9-week smoking cessation group that incorporated the assessment tools by the University of Wisconsin-Madison, an evidenced based group curriculum by Duke University, and intermixed components meditation/mindfulness, incentives medication. Our results were encouraging! We saw a reduction in smoking over time, a decrease in our carbon monoxide breath analyzer readings, increased participation of alternative activities, no significant weight gain, and a reduction in psychotropic medication use. Due to our positive results our next step is to write a paper and submit our information in an applicable journal. We have also begun to grow our program and implement smoking cessation initiatives with our Broadstep teammates. Look for the additional information to come!

Wellness Perspectives

By Dr. Sarah Nunley

Perspective is everything! It's easy to give in to the push and pull of helping others and managing people and not find time for our own needs, in my case, daily exercise. Finding balance is the key to overall wellness. These three questions are helpful in incorporating a better wellness perspective and find a good work-life balance.

1) Do I give the same advice and direction that I include for my own well-being?

You know the old saying.... walk the walk, don't talk the talk. Transparency and authenticity are gold. If you're not taking your own self-care advice how can you expect others to follow it?

2) Do I prioritize based on true or implied emergency/task? Is there evidence to support this?

It's a tale as old as time, when people are stressed out or there are changes in people or processes it's a recipe for workplace disaster. Filling the day with tasks one thinks is high priority may not actually support the organization or purpose. Ask for help. Realign your perceived high priority tasks with tasks that show evidence of actual high priority.

3) Do my 'old ways' of doing things no longer serve me/the organization?

If you've honestly asked yourself this question and the answer is 'no' it's probably a good time to reevaluate your wants/needs and mission objectives. In a healthy organization the way we serve ourselves best is to be our most healthy, in all segments of our lives. In that regard we are much more apt to serve others with excellence.... you know this one, the flagship airplane model of oxygen mask on you first- then others.

The Heart of the Matter

At the heart of the matter is YOU! To provide for the wellbeing of others, you must first ensure you are giving to yourself. That is why Broadstep has partnered with the American Heart Association to provide useful and practical resources to encourage and support your holistic wellness journey. Many of you are well on your way as evidenced by our recent 1st Place Win in the AHA's CycleNation get moving challenge. As a team, we logged over 600 hours of activity. Don't stop now... keep it moving on your way to wellness.



COMING ATTRACTIONS

Finances for the Frontlines

We are excited about our 2021 Financial Wellness series! Our goal is to help team members enhance money habits for a lifetime.

1. The Psychology of Money (July)

Explore how you think about money, behave with money and what you can do to make positive changes.

2. Creating a Financial Freedom Plan (August)

Budgets are limiting! Let's create a plan with easy steps to follow on the road to financial freedom.

3. Give Yourself Credit (September)

Understand credit reports, create scores, credit facts, and how your financial decisions impact your future with credit.

4. Selecting Financial Institutions and Products (October)

Learn the differences in banks and credit unions and understand available services and products (savings accounts, money market accounts, credit cards, CD's, etc.)

5. The Keys to Homeownership (November)

Step through the home-buying process and prepare for homeownership.

6. Put a Bow on Holiday Stress (December)

Explore tips to move through the holidays with less financial pressure and start the new year with a plan.

Quote of the Day

"Everybody can be great because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love."

- Martin Luther King Jr.



Leadership Development Series: Stepping Up Level 1

Effective Communication Skills - 2hrs.

The purpose of this course is to familiarize the learner with techniques and skills for communicating with others and to enhance listening skills. Information on barriers to communication, active listening, and how to talk with professionals and families is presented. The course engages learners in learning how to resolve conflicts.

Trust Building through Effective Communication - .4hrs.

Communication is most effective when you build and maintain the trust of the people you communicate with. In this course, you will explore how a clear intention is the basis of an effective communication, and how understanding your audience ensures that the message gets delivered. You will also learn how body language, vocal tone, and managing emotions can influence your communications and build trust with your audience.

Effective Workplace Writing - .25hrs.

Recognize examples of strong and weak professional writing. List steps to organize and clarify purpose. Identify and correct common writing mistakes. Write professional emails.

MS Outlook: Intermediate - 2hrs.

This intermediate level course on Microsoft Outlook 2013 covers using folders, controlling spam, vCards, tracking emails, templates, using contact groups, and more.

MS Excel: Basics - .5hrs.

This course will teach you the basics of Microsoft Excel 2010 including creating a chart, keyboard shortcuts, protecting your files, and more.

Finance 101 - 1hr.

This course will help you understand basic finance terminology, aspects of a budget and reports utilized to manage financial goals and results in our business.

NEWS YOU CAN USE

Email Etiquette: Think First!

The concept of sending email has now been around for decades. Email started as a cost effective method for marketing and has evolved to a normal, daily means of communication. For many of us at Broadstep, email consumes quite a few hours in the work day. It's a quick, simple way to get a message to a team member hundreds of miles away. It's an efficient means of communicating with a large audience, and it also creates an avenue to engage and share information with each other. The tricky part about email is knowing how to send an email, who to respond to in an email, and when to just give the fingers a rest. While it is easy to send an email, there is a bit of opportunity for making mistakes.



Barbara Patcher, author of "The Essentials of Business Etiquette" shares several tips and essential rules to email in her book. I've pulled six key ones to share with you. Review them and remember them the next time you send an email.

- Include a clear, direct subject line "People often decide whether to open an email based on the subject line," Pachter said. "Choose one that lets readers know you are addressing their concerns or business issues." Examples of a good subject line include "Meeting date changed," or "Quick question about your presentation"
- Think twice before hitting "Reply All" No one wants to read emails from 20 people that have nothing to do with them. Refrain from hitting "reply all" unless you think everyone on the list needs to receive the email, Pachter said. When a new hire is announced or someone is recognized for a promotion, respond directly to that person, not the entire audience. Never reply to an email sent to "All Broadstep".
- Use professional salutations Don't use laid-back, colloquial expressions like, "Hey you guys," or "Hi folks." "The relaxed nature of our writings should not affect the salutation in an email," she said. "Hey is a very informal salutation and generally it should not be used in the workplace.
- Proofread every message Your mistakes won't go unnoticed by the recipients of your email. "And, depending upon the recipient, you may be judged for making them," Pachter said. Don't rely on spell-check. Read and reread your email a few times, preferably aloud, before sending it off. "One supervisor intended to write 'Sorry for the inconvenience," Pachter said. "But he relied on his spell-check and ended up writing 'Sorry for the incontinence.""
- Keep tabs on your tone one is easy to misconstrue without the context you'd get from vocal cues and facial expressions. Accordingly, it's easy to come off as more abrupt that you might have intended. You meant "straightforward"; they read "angry and curt." To avoid misunderstandings, Pachter recommended you read your message out loud before hitting send. "If it sounds harsh to you, it will sound harsh to the reader," she said.
- Nothing is confidential so write accordingly "A basic guideline is to assume that others will see what you write," she said. "So don't write anything you wouldn't want everyone to see." A more liberal interpretation: Don't write anything that would be ruinous to you or hurtful to others. After all, email is dangerously easy to forward, and it's better to be safe than sorry. And remember, it rarely feels good to have to defend something you wrote in the court of law. If it's written, it's discoverable. Think First!

Broadstep Pharmacy: New Developments

We began 2020 knowing that we would be relocating Broadstep Pharmacy in order to accommodate the expansion of pharmacy services. We started the search for our new location in January 2020. Because pharmacies are so highly regulated, relocating a pharmacy is an involved process.

In the fall of 2020 we successfully moved into our new space, closing out the year with our virtual grand opening back in December. We are thrilled to be in our beautiful new pharmacy! Thank you to our Broadstep team members who attended our virtual grand opening. We were excited to share our new space with you, introduce you to our pharmacy team and to show off the new Synmed Automated Dispensing System.

The Synmed machine allows us to efficiently and accurately package medications for our individuals in easy-to-use packaging. We plan to implement other technology and safety features available within Synmed and Therap (the Broadstep electronic health record) that will enable a safer and easier medication pass experience for our individuals and our medication passers. Please watch for future communications regarding these enhancements.

WI Wraparound: Empowering Futures

The Wraparound program is all about empowering youth and families to envision, create and achieve their goals for themselves and their families. It is about standing with youth, supporting them to see all the strengths they already have within them, assisting them to create a plan and helping them learn the skills needed to successful achieve their plan. Alicia's story exemplifies this philosophy. I am honored to say I have had the privilege of getting to know Alicia and her family and watching their growth as the family's Care Coordinator since June 2019.

Hanna Kuppenbender Wraparound Coach Care Coordinator

Alicia's Story

"I am a 17 year old senior in high school and I live with my mom and brother. I started this program because I was a troubled child. I used to run away, steal cars, ride in stolies, disrespect my mom like fighting

her and calling her names. I used to do things that I didn't really want to do but I did because I was peer pressured to do it. When I graduated 8th grade that's when it all started. We moved from the south side to the north and I had to switch schools. I started hanging with people from school and from my neighborhood who did bad things which caused me to do bad stuff too. I'm not blaming the people I used to hang with because at the end of the day it was my decision to do the stuff. Being peer pressured is something you can try to control but sometimes fail to do. I used to get arrested which caused me to be on probation and have a case worker.

My case worker gave me a list of things I needed to do in order to complete probation. Part of my probation was to start family therapy and to start Wraparound. At first, I didn't want to be in Wraparound because I didn't want more people in my business. I thought I was going to be assigned to someone who would judge me but once I met Hannah, I just felt good vibes. She's helped me so much throughout the year and some months I been with Wraparound. She stays on me so I can finish the things I need to do and any time I need her she's there for me. She always gives me good advice when I don't know what to do. She's been such a big help to my family. She is very nice and she listens when I need someone to talk to.

Wraparound is overall a 10/10 for me because they helped me grow so much. The people who work there are so nice and really care for the families they work with. All the people on my team have been there for me 100% and never gave up on me and they always lift me up and encourage me to do better. Last year in august I finally completed probation, but since I liked Wrapround so much, I decided to stay in it so I can get more help and grow more as a better person. I just want to thank everybody who has helped and been there since day one to help me succeed this journey."