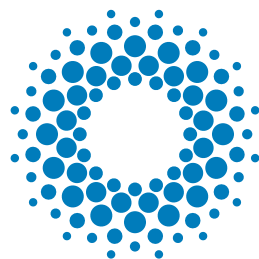


# THRIVING MIND SOUTH FLORIDA



## Annual Report Fiscal Year 2023-2024



**THRIVING MIND**  
SOUTH FLORIDA®

*Thriving Mind | South Florida promotes access to effective, accountable and compassionate care for people with mental illnesses and substance use disorders.*

*We fund and oversee a safety net of services for uninsured individuals in Miami-Dade and Monroe counties with support from the State of Florida, Department of Children and Families, and other public and private sources.*

*Our contracted provider network of more than 40 nonprofit health care organizations provides a variety of services.*

*For more information go to our website here:*





## Contents

4-5	Messages from CEO and Board Chair
6	What is the need for our services
7	People served/expenditures
8-10	Highlighted Initiatives
11-12	Fiscal Year 2023-24 Providers and Locations
13	Fiscal Year 2023-24 Leadership

## Message from the President and CEO



JOHN W. NEWCOMER, M.D.  
President and CEO

Thriving Mind South Florida is the non-profit, safety-net, behavioral health payer that supports cost-effective mental health and substance use treatment and prevention services for Miami-Dade and Monroe Counties for over 20 years. Thriving Mind's overhead is less than 3.5% in contrast to higher overhead for all other major Florida payers. Thriving Mind supports a unique system of care and recovery for children and adults, including crisis, residential, outpatient and prevention services. Thriving Mind is the last payer of resort for Floridians with serious mental illness and substance use disorders living in poverty who are uninsured or underinsured through any other Florida, federal or commercial insurance.

Thriving Mind has a 10-year track record of accountability and transparency, with publicly available monthly, quarterly and annual reports regarding operational performance, patient outcomes and financial accountability, in contrast to other Florida payers. This year-after-year, cost-effective service and accountability supports a safety net for uninsured and underinsured Floridians who otherwise would utilize high-cost hospital, acute care and criminal justice services that cost Florida more. **Our services prevent unnecessary hospital and provider costs.** Data sources for accountability include publicly available clinical and financial data, independent annual financial audits and robust operational audits and oversight by the Florida Department of Children and Families.

Thriving Mind contracts with more than 40 non-profit health care provider organizations in our region for mental health and substance use treatment and prevention services, directly serving more than 300,000 individuals each year, with their overhead limited to 10%. Thriving Mind coordinates with community organizations, schools, counties, faith-based organizations, police and fire-rescue, to fund only evidence-based interventions, as required by contract.

With an annual budget of approximately \$140 million from the Florida Department of Children and Families in Fiscal Year 2023-24, Thriving Mind also seeks sustainable public-private funding partnerships for our region to align with community needs. For more than 10 years, Thriving Mind excels in procuring additional competitively procured state, local, federal and non-profit support, with almost \$110 million in additional funding. Our goal is to work with the State of Florida and our region to continue to provide safety net services that support effective public health and economic opportunities.

## Message from the Board Chair

Thriving Mind South Florida funds treatment and prevention services for mental illness and substance use disorders for the uninsured and uninsured in Miami-Dade and Monroe Counties. In addition, we manage system-wide initiatives like 988 and Mobile Response Teams, which are available to the community at large regardless of income. Including our prevention efforts, we reach more than 300,000 individuals per year.

We receive most of our support from the Department of Children and Families, with other support coming from other local, state and federal agencies, as well as private foundations. Still, there are unmet needs for additional service capacity, as well as system-wide care coordination, comprehensive suicide prevention and additional housing support for individuals recovering from serious mental illness and substance use disorders.



**PAUL IMBRONE**  
Chair of the Board

Thriving Mind's Board of Directors, which I have chaired for the last six years, follows state statute and rules on composition. Thriving Mind is compliant with sections 394.9082(4), 394.90825 Florida Statutes (F.S.), and Executive Order 18-81 with representation from individuals, family members, representatives of local and state government, national behavioral health leadership, law enforcement, health care facilities, Community-Based Care Lead Agency (Child Welfare Leadership), business leaders, and network behavioral healthcare agencies as defined in chapter 394 and chapter 397. We exceed the standard with additional representation from faith-based groups, representation from peers, schools, and the courts including public defenders.

The varied perspectives lead to robust, thoughtful, and compassionate discussions about how best to serve our community. Our dedicated board members' viewpoints help guide our decision-making to ensure the individuals served by Thriving Mind and its network behavioral healthcare agencies are giving high-quality care and oversight.

Our goal is to reduce re-admission, reduce deaths by suicide, and improve performance and other critical outcome measures. Thriving Mind produces scores of reports to the state each year, demonstrating effectiveness. These data-rich reports have always been publicly available, and we will continue to promote ongoing transparency and full accountability.



## 1 million of 2.8 million

in Miami-Dade and Monroe Counties are below 200% of the Federal Poverty Level



---

**287,431**

Of those 1 million approximately 27.5%, an estimated 287,431, have **serious mental illness** or **substance use disorder**.

**33,505**

Of the 287,431 who have **serious mental illness** or **substance use disorder** and are **uninsured or underinsured**, we treated 33,505 in Fiscal Year 23-24.

**378,823**

Including **prevention services**, we reached a total of 345,318 individuals in Fiscal Year 23-24, not including those reached through advertising, marketing and social media.

Florida is ranked #48 in per capita funding for mental health treatment. Serious mental illnesses (SMI) and substance use disorders (SUD) are strongly associated with poverty.

Miami-Dade and Monroe counties, with a known population of 2.8 million, have approximately 1,020,538 adults at less than 200% of the federal poverty level. This translates to approximately 287,431 adults with SMI and SUD in the region. Of that 287,431 in need, about 33,505 annually receive treatment services through Thriving Mind South Florida's safety net system of nonprofit providers capped at 10 percent overhead. A total of 378,823 receive services including direct prevention services and direct treatment services to individuals.

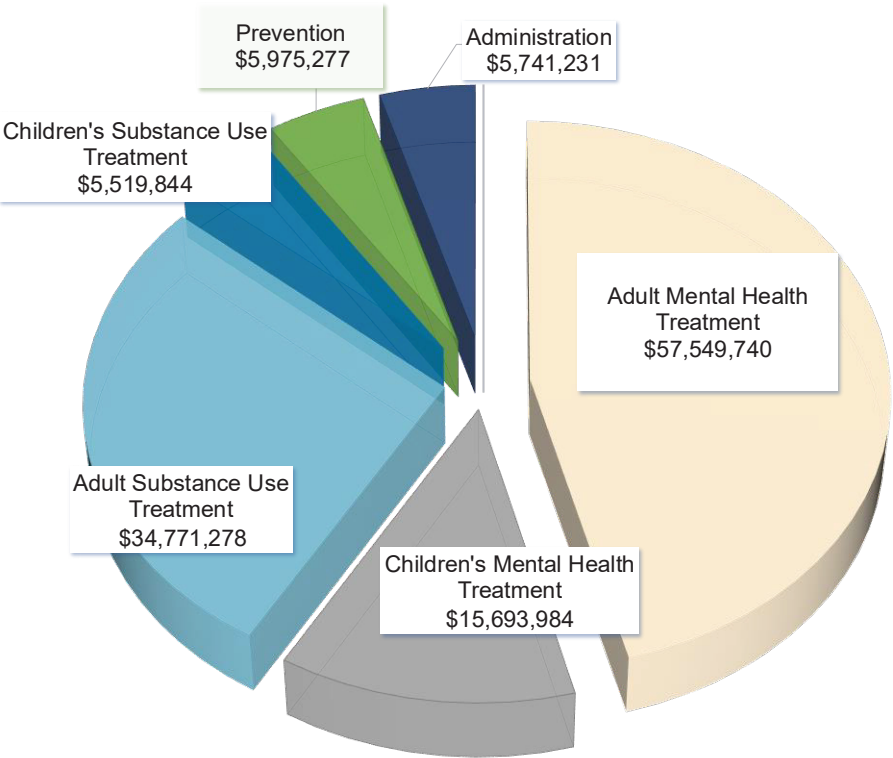
SMI and SUD are highly responsive to evidence-based treatment. These conditions have response rates comparable to treatments for blood pressure, diabetes and heart disease, but remain underutilized. Underuse of effective treatment is due to multiple factors including limited access to care. For many individuals, treatment is complicated by lack of stable housing.

# Fiscal Year 23-24 People Served/Expenditures

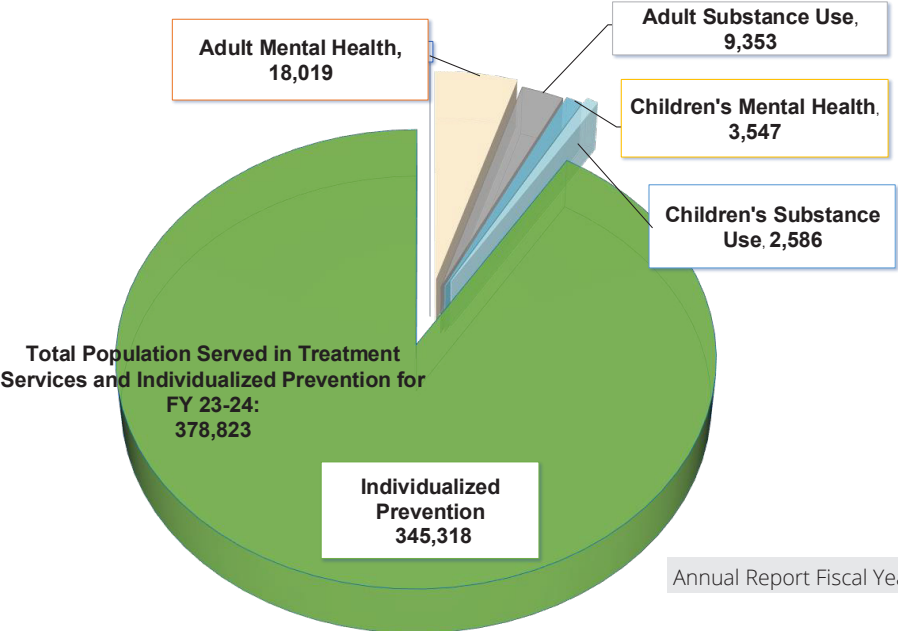
Thriving Mind’s 40+ nonprofit network service providers serve more than 300,000 people in Miami-Dade and Monroe Counties in cost-effective and evidence-based treatment and prevention programming and efforts. Maintaining an effective administrative (overhead) rate under 5 percent, Thriving Mind engages as many individuals possible each year.

Our prevention efforts reach over 300,000 unduplicated people and cost under \$6 million of our total budget of \$136.3 million, making it one of the most-effective and impactful parts of our efforts.

EXPENDITURES BY PROGRAM AREA



NUMBERS OF INDIVIDUALS SERVED BY PROGRAM AREA



Total Population Served in Treatment Services and Individualized Prevention for FY 23-24: 378,823

# Highlighted Initiatives

## Comprehensive Crisis Response System

Thriving Mind manages a comprehensive crisis response system across our region.

Services include 988 Florida Crisis Lifeline as well as expanded Mobile Response Teams. These expanded efforts have deterred involuntary commitments through the Baker Act process, intervening early and getting those in needed treatment in a more efficient and appropriate manner.

In addition, our extensive prevention programs reach tens of thousands of people in our community in efforts to avoid people needing to enter the crisis system in the first place.

### Counselors Assist Community After Shooting Near Ballpark

Agencies funded by Thriving Mind South Florida through the Department of Children and Families, and through the Florida Office of the Attorney General Victim of Crime Act (VOCA) grant, as well as the Miami-Dade Sheriff's Office, provided much-needed counseling and resources in the wake of a shooting in the Cutler Bay neighborhood of Miami-Dade County.

Shots were fired on a park where a youth baseball game was going on in the Cutler Bay neighborhood of Miami. Dozens of children and parents experienced the violence. Knowing that witnesses of traumatic events can experience negative effects, several agencies quickly assembled a team who could respond, providing counseling, resources and support.

Thriving Mind's long-time community partner, the Miami-Dade Sheriff's Office, initially learned of the event and recognized the need for counselors. MDSO victim advocate Barbie Brewer called Thriving Mind Peer and Care Coordinator, Eric Robinson. Robinson has his own lived experience and works on Thriving Mind's Trauma Recovery Team, which is funded by the Florida Office of the Attorney General.

Knowing first-hand the psychological impacts of witnessing violence can have on the mental health of residents, Robinson enlisted the help of Thriving Mind's Mobile Response Team Network, run by The Village South/WestCare. The MRT was recently expanded in Miami-Dade County. Funded by Department of Children and Families, the expansion allowed for increased rapid deployment to assist individuals and families experiencing behavioral health crisis.

The Thriving Mind MRT network set up counseling sessions at the Cutler Bay Town Hall. They were joined by licensed clinicians from Community Health of South Florida, Inc. (CHI), another Thriving Mind-funded provider. CHI has many employees who live in the neighborhood, and with staff who have responded to past crises.



The Thriving Mind-funded CHI therapists who staffed the Town Hall sessions reported that they were so happy to be able to connect with the children and their parents, as well as with community officials. For nearly three hours, the clinicians met with more than 40 people from the community who witnessed the shooting, including adults, children and youth. They met in large groups, small groups and individual sessions on Thursday. They were provided with immediate counseling as well as with referrals for further community-based supports.



## New Horizons Launches First-of-its-Kind Living Room Program

New Horizons Community Mental Health Center, Inc. has launched a Living Room program to serve the mental health needs of people in Miami-Dade County. This new model was the first of its kind in South Florida. The 50-year-old agency was excited to offer this new line of service.

The Living Room model is a community crisis respite program that offers people experiencing a mental health crisis an alternative to hospitalization. Individuals can receive services at the Living Room for up to 23 hours. When people

experience a mental health crisis, they are faced with the decision to go to an emergency department, central receiving facility (Thriving Mind funds this), or public Crisis Stabilization Unit (Thriving Mind funds this), or to try to manage the crisis themselves. The Living Room model is an evidence-based practice that reduces need for higher intensity and higher cost services. This provides an option of services in the crisis continuum.

Crisis respite programs like The Living Room provide a vital safety net for individuals in distress, offering a temporary haven where they can stabilize, find support, and begin to heal by others who have a lived experience.

Services offered at the Living Room include: screening, assessment, crisis intervention; a safe place to relax and rest; peer counselor support; professional counselor to provide de-escalation and coping skills and a safety plan; linkage and referrals to other community and mental health services; medication management; monitoring; identification of and referrals to community resources; mental wellness support list services that will be offered and how people can access services. There is no requirement for referrals, walk-ins are welcome, and all adults meet the Living Room criteria are eligible.

"The Living Room Model is an evidence-based program that will provide much needed innovative services to our community. New Horizons is one of our long-time network service providers offering this brand-new service to our area," said John W. Newcomer, M.D., President and Chief Executive Officer of Thriving Mind South Florida, the managing entity for Miami-Dade and Monroe Counties.

The Living Room Model is funded through Thriving Mind and the State of Florida, Department of Children and Families.



# Highlighted Initiatives

## Thriving Mind Funds The Only Short-Term Residential Option for Youth in Florida

Thriving Mind funded the first and only Short Term Residential (SRT) program for children and youth in the State of Florida.

The 16-bed SRT program, located at Citrus Health Network and funded through Thriving Mind, accepts referrals from both Thriving Mind and Broward Behavioral Health Coalition (BBHC). The 16 beds are divided between the two counties: eight for individuals from Miami-Dade and eight for individuals from Broward.

Thriving Mind previously expanded SRT services for our community for adults, and now is the only region in the state that has implemented an SRT for youth 17 and younger.



While working on House Bill 945 (after the Marjory Stoneman Douglas school shooting), SRT was identified as a gap in the Children's System of Care.

SRT is used to treat youth who need continued crisis services. An SRT program is a state-supported acute care 24-hour-a-day, 7-day-a-week residential alternative service, typically with lengths of stay of 90 days or less. It is an integrated part of a designated public receiving facility and receives state mental health funds.

SRT is available to youth 17 years of age or younger, who have a diagnosis of emotional disturbance or serious emotional disturbance. They are at risk of hospitalization, entering the child welfare system or incarceration because of mental health reasons. They may be acutely ill, needing supervision and support.

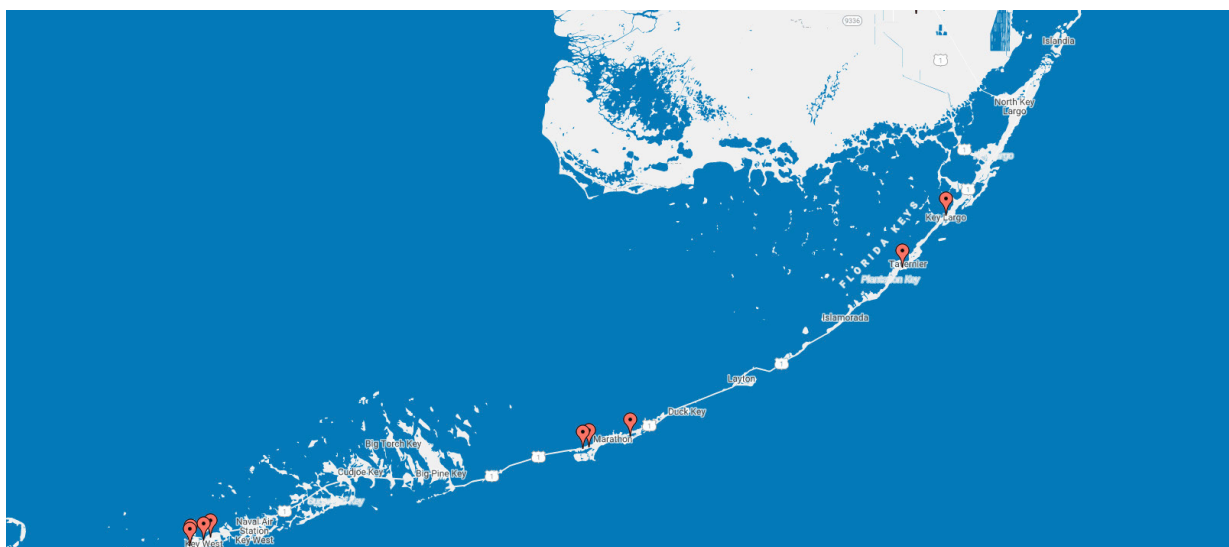
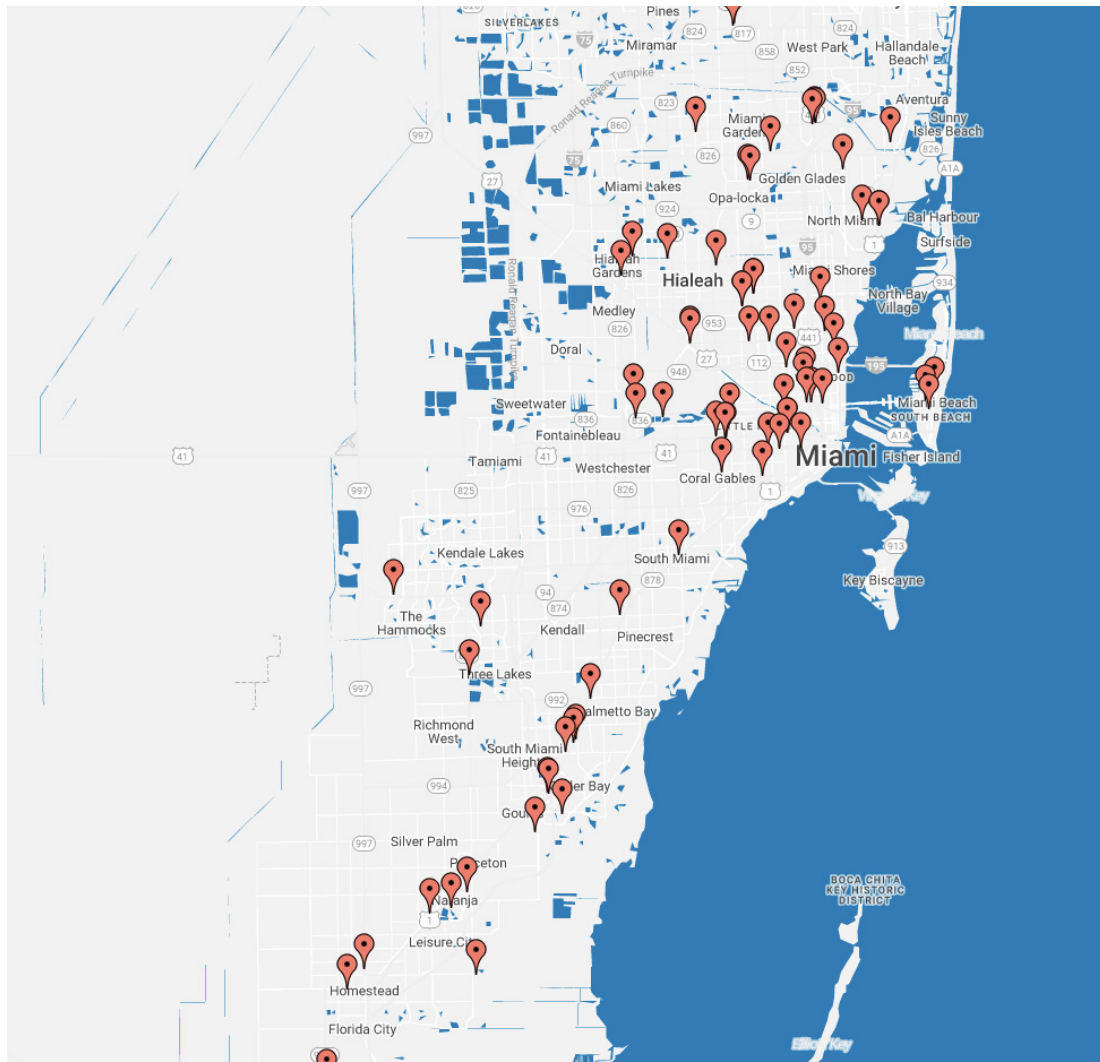
SRT provides intensive short-term treatment to individuals who are temporarily in need of a 24-hour-a-day structured therapeutic setting in a less restrictive setting than a Statewide Inpatient Psychiatric Programs (SIPP) but need a longer-stay alternative to brief crisis hospitalization.

These services meet the needs of individuals who are experiencing an acute or immediately sub-acute crisis and who, in the absence of a suitable alternative, would require hospitalization.

The program is based at Citrus' location at 4175 W. 20th Ave. in Hialeah. To reach Citrus, please call 305-825-0300.

## Provider Locations

This map shows our providers' locations throughout our region. More than 40 contracted providers are spread out and accessible to the public in both Miami-Dade and Monroe Counties. Click QR code at right to view provider list and full service array.



# Fiscal Year 2023-2024 Providers

Advocate Program, Inc.  
Agape Family Ministries  
Banyan Health Systems, Inc.  
Behavioral Science Research Institute, Inc.  
Better Way of Miami, Inc.  
Camillus House, Inc.  
CARRFOUR Supportive Housing, Inc.  
Catholic Charities of The Archdiocese of Miami, Inc.  
Center for Family and Child Enrichment, Inc.  
Citrus Health Network, Inc.  
Community Health of South Florida, Inc.  
Comprehensive Psychiatric Center  
Concept Health Systems, Inc.  
Devereux Advanced Behavioral Health, Inc.  
Douglas Gardens Community Mental Health Center of Miami Beach, Inc.  
Federation of Families Miami Dade Chapter, Inc.  
Fellowship House  
Fresh Start of Miami-Dade, Inc.  
Gang Alternative, Inc.  
Guidance/Care Center, Inc.  
Healthy Start Coalition of Miami Dade, Inc.  
Here's Help, Inc.  
Hialeah Community Coalition, Inc.  
Homeless Trust of Miami-Dade County  
Jackson Behavioral Health  
Jessie Trice Community Health System, Inc.  
Jewish Community Services of South Florida, Inc.  
The Key Clubhouse  
Lotus House, Sundari Foundation, Inc.  
Miami-Dade County Community Action and Human Services Dept.  
Miami-Dade County Juvenile Services Department  
Miami Recovery Project, Inc.  
Monroe County Coalition, Inc.  
NAMI Miami Dade County, Inc.  
New Hope CORPS, Inc.  
New Horizons Community Mental Health Center, Inc.  
Passageway Residence of Dade County, Inc.  
Residing Hope  
Sandy Pines Residential Treatment Center  
South Dade One Voice Community Coalition  
South Florida Wellness Network, Inc.  
University of Miami - Miller School of Medicine  
WestCare/The Village South, Inc.

## Board of Directors

Sally Alayon  
Kevin Andrews, Honorary Director  
Major Melissa Barosela  
Director Richard Clements  
Luis Collazo, Assistant Treasurer  
Capt. Michael DiGiovanni  
Maureen Dunleavy  
William "Ted" Franklin, Treasurer  
Bishop Joanem Floreal  
Rep. Ashley V. Gantt  
Rev. Jose Hernandez, Honorary Director  
Paul Imbrone, Chair  
Valera Jackson  
Mario Jardon

Victoria Mallette  
Subhash Kateel  
Carlos Martinez, Honorary Director  
Mecca McCain  
Sandra McQueen-Baker  
Michael Nozile  
Dr. Joseph Parks  
Susan Racher, Secretary  
Mayor Holly Rachien  
Jennifer Rodrigue  
Ryan Roelans  
Rosemary Smith-Hoel, Honorary Director  
Roxana Solano  
Duane Triplett

## Executive Management Team

**John W. Newcomer, M.D.**  
President and Chief Executive Officer

**Stephen Zuckerman**  
Senior Vice President and Chief Financial Officer

**Laura Naredo**  
Senior Vice President and Chief Operating Officer

**Joanna Caldwell**  
Vice President of Continuous Quality Improvement

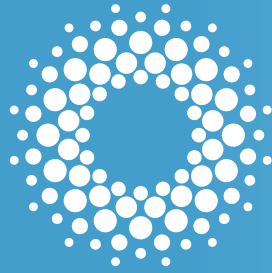
**Maria Guajardo**  
Vice President of Behavioral Health Services

**Carrie A. Liberante**  
Senior Director of Communications and Strategic Initiatives

**Jessica Rodriguez**  
Vice President of Contracts and Procurement

**Jose Vempala**  
Vice President of Finance





**THRIVING MIND**  
SOUTH FLORIDA®

## CONTACT **US**

7205 NW 19th Street  
Suite # 200  
Miami, Florida 33126

(305) 858-3335

[WWW.THRIVINGMIND.ORG](http://WWW.THRIVINGMIND.ORG)

Thriving Mind South Florida is a managing entity contracted with the Department of Children and Families.

Thriving Mind also receives support from other Federal, State, County and private sources.