The Vidda Foundation
Final Report of
ACMH, Inc.

on grant period beginning 7/1/2025

NARRATIVE

1. **Major Objectives**
   List the major objectives of the grant as specified in your original grant proposal. Describe the progress toward accomplishing your objectives and note the number of persons affected by your activities (when appropriate).

   Our objective was to increase the number of educational scholarships from 10 in the prior first year of the initiative to 14, by increasing the scholarship amount from $750 per semester to $850 per semester and reduce the commitment for continued service at ACMH after receipt of the scholarship from 2 years to 1.

2. **Outcomes**
   What outcomes have been achieved over the grant term? Was it necessary to make any modifications to the program? Are you on schedule? If the grant did not achieve some of the objectives above, please explain.

   We exceeded our goal with seventeen scholarships in the amount of $850 each awarded for a total of $14,450. ACMH supplemented the $11,900 in grant funding with $2,550.

3. **Evaluation & Learning**
   Briefly summarize the evaluation process for the effectiveness of the grant. What have you learned from your own evaluation? Describe any lessons you learned in carrying out the objectives (improved processes, new strategies, unexpected obstacles or results, etc.)

   An increase in the amount of the scholarship grant from $750 to $850 per semester, a reduction in the post scholarship commitment for service at ACMH from two years to one, and knowledge of the opportunity now that we are in the second year of the grant, increased participation. Participants value that they need not submit any expense reports, only proof of completion of the semester so that they can apply the grant toward expenses of their choosing whether it be tuition, travel, books, childcare, etc.

4. **Notable Accomplishments**
What do you consider your most notable accomplishments during the past year?

We made great strides in expanding staff recruitment, retention and development initiatives in the past year per our Strategic Plan. In response to an employee retention survey, an Employee Retention Workgroup developed recommendations (attached). In response the Board committed $400,000 in investment funds to supplement approximately $600,000 in unrestricted operating revenue to fund staff recruitment, retention and development initiatives including retention bonuses for line staff, appreciation events, individual development plans, and supplemental retirement contributions for key senior staff. All told, we have experienced a reduction in staff turnover from 38% four years ago, to 22% last year and 23% this year, despite program expansion. Over the past 12 months ending June 30, there were 92 terminations, but 112 new hires for a total headcount of 396.

5. **Challenges & Obstacles**
What were the greatest challenges/obstacles you faced while developing and implementing the program(s)?

Our key challenge in New York City given the high cost of living and low wages in the not-for-profit human services sector is recruiting and then retaining our skilled dedicated staff.

6. **Partnerships**
What other organizations/coalitions have you worked with to achieve these goals?

We utilize our membership in 3 statewide behavioral health coalitions as well as membership in the Community Behavioral Care IPA to provide education and training and share strategies for recruiting & retaining staff. We sponsor staff for leadership training opportunities offered by the National Council for Mental Wellbeing, Corporation for Supportive Housing, Open Minds, the Association for Community Living and the Supportive Housing Network of New York.

7. **Looking Ahead**
What opportunities and challenges do you foresee for the near future?

Given the federal funding landscape, we anticipate reductions in Medicaid reimbursement due to obstacles to certification and recertification and flat State and local government grants for the next years. We anticipate increased work and stress for staff in light of cuts in SNAP and housing vouchers and more frequent Medicaid recertifications for our clients. We will continue to prioritize recruitment and retention given the cost of living challenges in New York City and competition with State and City run programs that offer higher wages and benefits. Anticipating reductions in FTEs in order to keep a pace with competitive salary and benefits, we are adopting technology and Artificial Intelligence to reduce paperwork so that time spent in direct service is not sacrificed and employee satisfaction remains high.

8. **Financial**
Please provide income and expense information to date for the program(s) funded by the grant. Describe any budget changes or financial adaptations.

8 scholarships in the amount of $850 each were awarded in January for study in the Fall 2025 semester. An additional 9 scholarships in the amount of $850 were awarded in July for study in the Spring 2026 semester, for a total of $14,450 awarded. The Vidda Foundation's grant provided $11,900, with the remaining $2,550 funded out of agency resources.

9. **Suggestions**
Do you have suggestions for ways to improve the Vidda Foundation's grant, proposal, and evaluation processes? Feel free to answer in the space provided below. Alternatively, these may be submitted anonymously by mail to:

The Vidda Foundation
c/o TCC Group
333 Seventh Avenue, 9th Floor
New York, NY 10001

N/A

OPTIONAL ATTACHMENTS

If you wish to attach relevant materials, newsletters, articles, etc. that you feel would provide Trustees with a better understanding of your activities and accomplishments, please include here. If materials are attached in a separate document, please include a list of attachments.

Attached: 2026 Employee Retention Survey Executive Brief, Retention Committee Recommendations to the Board, Educational Advancement Scholarships announcements.

ACMH Inc.
Care Management & Housing

2026 Employee Retention Survey

Executive Brief

Response Rate: 59% (231 of 392 employees)

Interpretation Note: Findings reflect a majority of staff voices, with negative feedback representing a subset of total employees—not the overall workforce.

🔎 Executive Summary

ACMH demonstrates a strong, healthy organizational foundation, with most employees reporting high engagement, positive team dynamics, and commitment to the mission.

While areas for improvement exist, it is important to note:

- Most concerns are raised by a minority within the total workforce
- Negative experiences are often concentrated in specific teams, roles, or conditions
- The organization is not facing widespread disengagement, but rather targeted, solvable challenges

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☑ Organizational Strengths (Majority Experience)

High Engagement & Purpose

- 74–82% favorable responses across engagement measures
- Employees widely report:
  - Feeling motivated
  - Experiencing meaningful, purpose-driven work
- The dominant sentiment is pride in helping clients and making an impact

👉 Interpretation: A clear majority of employees are engaged and fulfilled in their roles

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Strong Retention Outlook

- 79% intend to stay over the next 12 months
- 77% would recommend ACMH as an employer

👉 Interpretation: Retention risk is not immediate or widespread, employees largely want to remain

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Positive Team Culture & Work Environment

- 75–81% favorable across workplace environment measures
- Employees consistently highlight:
  - Supportive coworkers
  - Respectful, collaborative teams
  - Welcoming environment

👉 Interpretation: Most employees experience a healthy, supportive day-to-day culture

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Effective Supervisor Relationships

- 78–88% favorable ratings for direct supervisors
- Strong themes:
  - Respect
  - Support
  - Approachability

👉 Interpretation: Frontline leadership is a major strength and key driver of engagement

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Growth & Development Foundation

- 66–76% favorable on development-related questions
- Employees value:
  - Learning opportunities
  - Skill-building
  - Advancement potential

👉 Interpretation: A solid base for career development exists, even if not yet fully optimized

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Retirement Benefits as a Retention Asset

- 80% value the retirement plan
- Majority understand and participate

👉 Interpretation: Retirement benefits are a clear competitive advantage

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⚖ Contextualizing Areas for Improvement

While important, most challenges are not universal experiences:

- Survey reflects 231 responses out of 392 employees
- Many concerns come from:
  - 15–25% of respondents per theme
  - Equivalent to roughly 9–15% of the total workforce

👉 Key Insight: Challenges are real but concentrated, not systemic across all employees

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⚠ Targeted Risks (Minority but Meaningful)

Compensation & Benefits

- 38% favorable on pay → indicates concern
- However, dissatisfaction represents a portion—not all—employees

☞ Scope: Significant concern, but not universal

☞ Risk: External competition for talent

Workload & Burnout

- ~30% neutral/negative responses
- Concentrated in frontline/client-facing roles

☞ Scope: Role-specific, not organization-wide

☞ Risk: Sustainability in high-demand positions

Leadership Consistency (Senior Level)

- 58–64% favorable → mixed perceptions
- Strong supervisors exist, but experiences vary

☞ Scope: Inconsistent—not broadly ineffective

☞ Risk: Uneven employee experience

Recognition & Feeling Valued

- 55% favorable → opportunity area
- Many still report positive team-level recognition

☞ Scope: Gaps in consistency, not absence

☞ Risk: Gradual morale erosion if unaddressed

Career Path Clarity

- 63% favorable → moderate strength with gaps

☞ Scope: Lack of clarity rather than lack of opportunity

☞ Risk: Retention of high performers over time

What This Means:

The Majority Experience:	The Minority Experience:
Engaged	Feeling overworked
Supported	Underpaid
Mission-driven	Less supported or recognized
Intending to stay	

Critical Insight: Retention challenges are driven by specific pressure points, not overall dissatisfaction

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Strategic Focus (Targeted Improvements)

To strengthen retention, ACMH should:

1. Protect and Reinforce What Works
   - Maintain strong team culture and mission alignment
   - Continue investing in effective supervisors
2. Address High-Impact Pressure Points
   - Compensation alignment (especially for high-demand roles)
   - Workload management in frontline positions
3. Increase Consistency Across the Organization
   - Standardize leadership practices
   - Ensure equitable access to growth and recognition
4. Improve Visibility and Communication
   - Show how employee feedback leads to action
   - Increase transparency from senior leadership

Bottom Line

ACMH is in a strong position:

- Most employees are engaged, satisfied, and committed
- The organization has clear cultural and leadership strengths

The path forward is not transformation—but refinement:

Address targeted gaps while preserving what already works

This approach will:

- Strengthen retention
- Improve consistency
- Sustain long-term employee satisfaction and performance

Key Takeaway

ACMH's challenge is not fixing a broken culture—it is scaling a strong one more consistently across the organization.

ACMH Inc.
Care Management & Housing



Employee Retention

Survey Results and Committee Recommendations

06/08/2026

2026 Employee Retention Survey

7 Key Areas Rated

1. Engagement & Job Satisfaction
2. Leadership & Management
3. Career Development & Growth
4. Compensation & Recognition
5. Work Environment & Well-Being
6. Employee Benefits
7. ACMH's Mission, Vision and Values

2026 Employee Retention Survey
Executive Overview

Survey Response Rate: 59% (231 of 392 employees)

Key Survey Finding

ACMH continues to demonstrate a strong organizational culture with high employee engagement, strong team relationships, and positive retention indicators.

Overall Results

- 79% intend to stay with ACMH over the next 12 months
- 77% would recommend ACMH as an employer
- 82% favorable engagement scores
- 81% favorable workplace culture scores

Takeaway

Most employees report positive experiences. Retention challenges are concentrated within specific areas rather than reflecting organization-wide dissatisfaction.

Organizational Strengths
What Employees Value Most

Strong Engagement & Mission Alignment

- Employees report meaningful, purpose-driven work
- Strong pride in serving clients and making an impact

Positive Team Culture

- Supportive coworkers
- Respectful and collaborative work environment
- Strong sense of belonging

Effective Supervisors

- 88% favorable supervisor ratings
- Employees consistently report respect, support, and accessibility

Competitive Retirement Benefits

- 80% value ACMH's retirement program
- Viewed as a significant retention advantage

Takeaway

ACMH's culture, mission, and leadership remain the organization's strongest retention assets.

Areas of Risk & Opportunity

Targeted Challenges Identified

Compensation & Benefits

- 38% favorable rating on pay
- 9% of employees reported dissatisfaction, representing a minority of the workforce.
- 53% provided no response

Workload & Burnout

- Approximately 30% reported workload concerns
- Most concentrated in frontline and direct service positions

Leadership Consistency

- 64% favorable ratings for leadership
- Employee experience varies across programs

Recognition & Career Growth

- 55% favorable on recognition
- 63% favorable on career path clarity

Takeaway

Challenges are meaningful, but affect a minority of employees and are concentrated in specific operational areas.

Strategic Priorities
Focus Areas for Retention Improvement

Preserve Organizational Strengths

- Maintain strong culture and mission alignment
- Continue investment in supervisor development

Address High-Impact Pressure Points

- Review compensation competitiveness
- Review workload pressures in high-demand roles

Improve Organizational Consistency

- Standardize leadership expectations and practices
- Ensure equitable access to growth opportunities

Strengthen Communication

- Demonstrate action from employee feedback
- Increase communication from senior leadership

Takeaway

Retention improvements should focus on refinement and consistency rather than large-scale organizational change.

Bottom Line

The Majority Experience vs. The Minority Experience

The Majority Experience:	The Minority Experience:
Engaged	Feeling overworked
Supported	Underpaid
Mission-driven	Less supported or recognized
Intending to stay	

Key Conclusion

ACMH is operating from a position of strength:

- ☑ Employees are largely engaged and committed
- ☑ Strong culture and supervisor relationships support retention
- ☑ Risks are targeted and manageable

Final Insights

ACMH's challenge is not fixing a broken culture- it is scaling a strong one more consistently across the organization.

The survey findings reflect a workforce that is highly engaged, mission-driven, and committed to ACMH's success. At the same time, the results identify targeted opportunities to improve consistency in leadership, employee support, recognition, and professional growth.

By building on its existing strengths while addressing these specific areas for improvement ACMH can further strengthen retention, engagement, and long-term workforce stability.

Employee Retention Committee Recommendations

1. Strengthen Leadership Development and Career Growth
   - Create a standardized supervisor training curriculum and leadership pathways.
   - Continue to promote and utilize Individual Development Plans for employees (mentorships, tailored training opportunities related to education and professional development).
   - Continue expanding training opportunities through RELIAS (LMS) and other resources.

2. Enhance Recognition, Compensation, and Employee Benefits
   - Standardize employee recognition across the agency through social media, website, newsletters, community functions on payroll system.
   - Implement ongoing anniversary and holiday bonuses.
   - Provide annualized staff appreciation budgets for each program.
   - Review of on-call hours demands and comp time provided.
   - Continue to explore expanded benefits including: health insurance options (single parent, EAP), increase in earned vacation time for tenured employees, hybrid work arrangements.

Employee Retention Committee Recommendations

3. Improve Communication, Engagement, and Workplace Support
   - Create internal networking events and cross program collaboration for staff at all levels across the agency.
   - Implement use of Augmented Intelligence to support employees with documentation demands.
   - Simplify access to policies, procedures, and resource databases.
   - Provide internal safety training on an annual basis.

4. Monitor Retention and Data for Continuous Improvement
   - Review and evaluate employee exit interview data quarterly.
   - Continue to monitor retention rates and progress.
   - Regularly communicate survey findings and retention initiatives to employees.
   - Share action plans and implementation progress agency-wide.

Daniel Johansson

From: ACMH Communications
Sent: Friday, June 12, 2026 2:21 PM
Subject: Thank You for Your Participation in the 2026 Employee Retention Survey!

Dear ACMH Team,

Thank you to everyone who participated in our 2026 Employee Retention Survey. Your feedback provided valuable insight into what ACMH is doing well and where we have opportunities to improve.

The survey confirmed that ACMH has a strong organizational foundation. The majority of our employees reported positive relationships with their teams, commitment to our mission, and a desire to continue their careers with ACMH. At the same time, many of you identified areas where we can strengthen support, communication, professional development, recognition, and employee engagement.

To ensure your feedback leads to meaningful action, an Employee Retention Workgroup has carefully reviewed the survey results and developed recommendations that have now been approved for implementation.

What We Will Be Working on Immediately
Over the next several months, ACMH will begin implementing several initiatives, including:

- Developing a standardized supervisor training curriculum and leadership development pathway.
- Expanding employee development opportunities through Individual Development Plans.
- Continuing the development of Senior Peer roles at the agency.
- Evaluating and implementing improvements to on-call comp time practices.
- Standardizing employee recognition across the agency through Paylocity announcements and milestone acknowledgments.
- Exploring employment anniversary bonuses and continued annual holiday bonuses.
- Providing dedicated funding for staff appreciation activities for all programs/departments.
- Increasing networking and collaboration opportunities for Program Directors.
- Continuing expansion of RELIAS training opportunities and improving communication about available resources.

Additional Initiatives Planned for the Coming Months
Within the next 6 months, we also plan to:

- Develop and expand internal safety training opportunities.
- Improve shared staff resources, databases, and access to policies and procedures.
- Create more ongoing employee feedback opportunities.
- Enhance employee newsletters to celebrate staff accomplishments and program successes.
- Improve employee profiles and networking opportunities through Paylocity.
- Increase cross-program engagement through open houses, position-specific meetings, and agency-wide events.

Looking Ahead

Several additional ideas raised through the survey will continue to be evaluated as part of future strategic planning, including:

- Expanded health insurance options.
- Additional PTO opportunities for long-tenured employees.

Your feedback is helping shape the future of ACMH. While not every recommendation can be implemented, we are committed to listening, communicating openly, and taking meaningful steps to strengthen the employee experience across the organization.

Thank you for your dedication to our mission, the individuals we serve, and one another. We look forward to sharing updates as these initiatives move forward. If you have any additional ideas or suggestions for the Retention Workgroup to consider, please feel free to share them with me directly.

Sincerely,

Carlos A. Garcia
Chief Operating Officer
ACMH, Inc.
254 W. 31st Street, 9th Floor
New York, NY 10001
212.274.8558, Ext. 246

https://www.acmhnyc.org
Follow us: Facebook, LinkedIn, and Instagram

ACMH is committed to the mental and physical wellbeing of vulnerable New Yorkers and is a leader in the provision of outreach and engagement, care management, rehabilitation, crisis support, and supportive housing. ACMH is committed to becoming an anti-racist organization and seeks to promote actionable change to create an intentional culture of equity at individual, interpersonal and institutional levels.

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Daniel Johansson

From: ACMH Communications
Sent: Monday, December 22, 2025 10:03 AM
Subject: New Round of ACMH Scholarships Open – Apply by Jan 30!

ACMH is proud to once again offer financial support for your educational and professional development goals. **We're excited to announce three major improvements to this year's Educational Advancement Scholarship!** Thanks to the generous support of the Vidda Foundation, the scholarship amount has been **increased to $850**, the post-award employment commitment has been **reduced from two years to just one and we have 14 scholarships available for disbursement.** These changes reflect our ongoing commitment to supporting your educational and professional growth while making the scholarship even more accessible.

Who Is Eligible?

To apply, you must:

- **Be a full-time ACMH employee. Preference will be given to those with at least one year of service. Up to 14 scholarships will awarded each semester.**
- Have a completed an individual development plan
- Have either:
  - Completed the Fall 2025 semester in an academic program aligned with ACMH's program needs
    OR
  - Completed a professional certification program from August to December 2025 relevant to your current role

How to Apply

1. Complete the online application **here**
   - Be sure to answer all questions and click **"Done"** to submit
2. Email the following documents to **Rachel Nafisi**:
   - Your completed individual development plan
   - An unofficial academic transcript or certification completion notification
   - A brief one-paragraph recommendation from your supervisor

Deadline to Apply

All materials must be submitted by **January 30, 2026**. Funding is limited, so we encourage you to apply early!

What Happens Next?

- All submissions will remain confidential and be reviewed only by the scholarship committee.
- Applicants will be notified of the decision by **February 27, 2026**.

Already Received a Scholarship?

Yes — you can apply again! Previous recipients are eligible to apply for an additional **$850** this cycle.

Commitment Requirement

Award recipients must commit to remaining with ACMH for **at least one year** following receipt of the scholarship. A signed attestation is required for disbursement.

For any questions or support with the application process, please contact **Rachel Nafisi** directly.

Don't miss out—submit your application by January 30!

https://www.acmhnyc.org
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Daniel Johansson

From: ACMH Communications
Sent: Friday, June 5, 2026 8:12 AM
Subject: New Round of ACMH Scholarships Open – Apply by June 30!

We're excited to once again offer financial support for your educational and professional development goals. Thanks to the generous support of the Vidda Foundation, ACMH is pleased to provide a **$850 Educational Advancement Scholarship** to eligible employees pursuing academic or professional certification programs.

Who Is Eligible?

To apply, you must:

- Be a full-time ACMH employee. Preference will be given to those with at least one year of service.
- Have a completed an individual development plan signed within the last year
- Have either:
  - Completed the Spring 2026 semester in an academic program aligned with ACMH's program needs
    OR
  - Completed a professional certification program from January to May 2026 relevant to your current role

How to Apply

1. Complete the online application **here**
   - Be sure to answer all questions and click **"Done"** to submit
2. Email the following documents to **Rachel Nafisi**:
   - Your completed individual development plan
   - An unofficial academic transcript or certification completion notification
   - A brief one-paragraph recommendation from your supervisor

Deadline to Apply

All materials must be submitted by **June 30, 2026**. Funding is limited, so we encourage you to apply early!

What Happens Next?

- All submissions will remain confidential and be reviewed only by the scholarship committee.
- Applicants will be notified of the decision by **July 31, 2026**.

Already Received a Scholarship?

Yes — you can apply again! Previous recipients are eligible to apply for an additional **$850** this cycle.

Commitment Requirement

Award recipients must commit to remaining with ACMH for **at least one year** following receipt of the scholarship. A signed attestation is required for disbursement.

For any questions or support with the application process, please contact **Rachel Nafisi** directly.

Don't miss out—submit your application by June 30!

Rachel Nafisi
Director of Learning and Talent Development
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