# *FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD*

**Ken Garnes, Chair**

**Fairfax County Government Center**
**12000 Government Center Parkway**
**Conference Room 232**
**Fairfax, Virginia 22035**

Wednesday, January 22, 2014
7:30 p.m.

| | | | |
|---|---|---|---|
| **1.** | ***Meeting Called to Order*** | Ken Garnes | 7:30 p.m. |
| **2.** | ***Matters of the Public*** | | |
| **3.** | ***Amendments to the Meeting Agenda*** | Ken Garnes | |
| **4.** | ***Approval of the December 18, 2013 CSB Board Meeting Minutes*** | Ken Garnes | |
| **5.** | ***Matters of the Board*** | | |
| **6.** | ***Executive Directors Report*** | George Braunstein | |
| **7.** | ***Committee Reports*** | | |
| | A. Fiscal Oversight Committee | Suzette Kern | |
| | • *December Meeting Notes* | | |
| | • *Fund Statement* | | |
| | B. Government and Community Relations Committee | Rob Sweezy | |
| | C. Intellectual Developmental Disability Committee | Lori Stillman | |
| | D. Substance Use Disorders/Mental Health Committee | Susan Beeman | |
| | E. Other Reports | | |
| **8.** | ***Action Item*** | | |
| | A. Substance Use Disorders/Mental Health Committee Charter | Susan Beeman | |
| **9.** | ***Adjournment*** | | |

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# Fairfax-Falls Church Community Services Board

December 18, 2013

The Board met in regular session at the Fairfax County Government Center, 12000 Government Center Parkway, Conference Rooms 2 and 3, in Fairfax, VA.

The following CSB members were present: Ken Garnes, Chair; Susan Beeman, Jessica Burmester, Kate Hanley, Suzette Kern, Paul Luisada, Juan Pablo Segura, Lori Stillman, Diane Tuininga, Jeff Wisoff, Jane Woods and Spencer Woods

The following CSB members were absent: Gary Ambrose, Pam Barrett, Mark Gross and Rob Sweezy

The following CSB staff was present: George Braunstein, Peggy Cook, Jean Hartman, Evan Jones, Dave Mangano, Lisa Potter, Daryl Washington and Laura Yager

1. Meeting Called to Order

   Ken Garnes called the meeting to order at 7:30 p.m.

2. Approval of the Minutes

   Kate Hanley offered a motion for approval of the November 20, 2013, Board work session as well as meeting minutes of the Fairfax-Falls Church Community Services Board which was seconded and carried.

3. Matters of the Board

   - Mr. Garnes and George Braunstein shared that after more than a decade as a CSB Board member, Jessica Burmester is stepping down. It was indicated the accomplishments and effective advocacy of Ms. Burmester as well as Raymond Burmester are revered throughout the state, and between them, the Burmesters have represented the interests of the individuals served by the CSB for well over two decades. In their honor, the Fairfax County Board of Supervisors (BOS) on January 14, 2014, will declare the date "Jessica and Raymond Burmester Day", and prior to the BOS session, the CSB will be hosting a reception at the Fairfax County Government Center.
   - A reminder was provided that the 2013 Financial Disclosure Statements are due to the BOS Clerk to the Board by January 15, 2014.
   - It was announced the January 22nd CSB Board meeting will be held in the Fairfax County Government Center Cafeteria due to the large demand for meeting space that evening.

4. Healthcare Integration Presentation

   - Dr. Colton Hand, CSB Medical Director, introduced the CSB Healthcare Integration Team comprised of Amy Smith and Pouneh Zeraat with Wellness, Health Promotion and Prevention Services; Florence Hagan, Medical Services Quality Improvement Nurse; Dewayne Mack, Behavioral Health Nurse; Laura Yager, Director of Partnerships and

Resource Development; Lisa Potter, Director of Strategy and Performance Management; and Joan Rodgers, Director of Organizational Development and Training.

- As background, Dr. Hand indicated primary healthcare is an essential element for recovery, and for people with serious mental illness and/or substance use disorders, the average mortality rate is reduced by 25 years.
- Some of the barriers for access to service include socioeconomic factors such as poverty and homelessness, reluctance to access traditional medical settings, negative experiences, and providers who lack expertise or interest in serving this population.
- Integration of primary and behavioral health care has evolved to address disconnected or inconsistent care between providers.
- Opportunities to improve integration include bringing primary care providers on site. In addition, the Affordable Care Act allows, through Medicaid programs, establishing health homes for people with chronic illness, including mental illness and substance use disorders.
- The CSB is collaborating in three major integration partnerships with the following:
    1) Community Health Care Network (CHCN), a county funded primary care system for the poor and uninsured. Bridge clinics are located at the Gartlan and Woodburn CSB locations and the CSB provides psychiatric support at CHCN sites.
    2) Herndon HealthWorks, a Federally Qualified Health Center (FQHC) non-profit providing primary care regardless of residency, insurance or income. A CSB Health Integration Specialist is on site at the Herndon location.
    3) Neighborhood Health Services, a FQHC non-profit offering primary care at four locations in Alexandria and Arlington with planned expansion in south Fairfax County. An embedded clinic, operating one day a week at the Gartlan location, opened November 5th and is staffed by a primary care provider, medical technician and enrollment staff.

  It was noted the county funding for CHCN is about $9 million annually and that due to demand, the criteria is stricter for receiving services.
- The vision for a continued primary care provider relationship is for individuals to regularly receive wellness and prevention services, routine care, follow up as needed and referrals for specialty care.
- Laura Yager reported that in addition to the partnerships and activities outlined by Dr. Hand, which were developed without county funding, there are county partnership work groups addressing further opportunities. An example is the Health Care Collaborative Taskforce chaired by Deputy County Executive Pat Harrison that is comprised of private non-profits as well as Fairfax County Human Services agencies including the Health Department.
- It was indicated the CSB is ahead of the curve as partnership programs have been implemented and are operational. In addition to the Gartlan primary clinic, which will have an official ribbon cutting ceremony in February, the Merrifield Center under construction and scheduled to open in the fall of 2014, will have primary care services onsite.
- The return on investment through these partnerships results in the individuals served by the CSB being afforded better health outcomes as well as a sound business model that leverages resources to build new services.

5. Executive Directors Report

- Mr. Braunstein introduced Jerome Newsome, recently appointed CSB Director of Informatics as well as announced the promotion of Jean Hartman to CSB Assistant Deputy, Community Living Services.
- A letter sent by an individual receiving CSB services praised the adult partial hospitalization (APH) program and staff as, within a month of transferring to the APH program, they are experiencing success in recovery. On behalf of the CSB Board, a letter of appreciation will be sent to the CSB staff.
- In partnership with the Office of Homelessness as well as providers, the CSB is seeking additional Continuum of Care grant funding through the Department of Housing and Urban Development (HUD) which will be for permanent supportive housing. It was noted this HUD funding is renewable.
- It was indicated an analysis is being prepared by the Virginia Association of Community Services Board (VACSB) on the Virginia Governor's proposed budget, and as soon as available, will be forwarded.
- Referencing the materials on *Healthcare Reform Challenges and Opportunities* along with the *Involuntary Hospitalizations Fact Sheet* and a VACSB paper previously distributed, CSB Board members were encouraged to contact Mr. Braunstein should further information be needed.
- Virginia Governor-Elect Terry McAuliffe has announced that William Hazel will be nominated for reappointment as Secretary of Health and Human Resources in the upcoming administration.

6. Committee Reports

A. *Fiscal Oversight Committee:*

Suzette Kern reported the following:

- The modified fund statement through November includes no surprises and the expectation continues to end the year in the black.
- At the December committee meeting, Deputy County Executive Pat Harrison provided an overview of the consultant report on Revenue Maximization indicating this was one piece of an information gathering process following the 2012 CSB shortfall. A multiyear CSB Work Plan was distributed which takes into consideration the Revenue Maximization report and focuses on treatment models and resources in the areas of 1) informatics/technology, 2) entry into services, 3) behavioral health outpatient services, 4) business practices integration, 5) youth and family services.
- In light of this CSB Work Plan along with the proposed Priority Population Guidelines and development of a CSB strategic plan, the committee is recommending a retreat to examine the Board governance, responsibilities and policy issues moving forward. As there was a consensus for a retreat, it was suggested to hold the session on a Saturday towards the end of January or beginning of February with a facilitator.
- To assist in understanding the issues and timelines requiring Board action, it was recommended that a planning calendar be developed that includes the recurring and/or known items, e.g., the annual proposed budget submission.

B. *Government and Community Relations Committee:*

- Jane Woods reported the materials for the state legislative visits on CSB Critical Issues were distributed. In preparation for the January 3rd and 4th budget hearings with state Finance and Appropriations Committee representatives as well as the Fairfax Delegation, those testifying on behalf of the Board were confirmed.
- While noting positive feedback has been received on a Joint Legislative Audit and Review Commission (JLARC) study on Logisticare transportation services, there is concern of possible delays due to a backlog. In response, it was indicated some state legislators are working to move this study towards the top of the list and in this effort, continue to request anecdotes of transportation issues.

C. *Intellectual Developmental Disability Committee:*

- Lori Stillman reported on the November CSB presentation to the BOS Human Services Committee on cost containment measures associated with the Intellectual Disability graduates. It was indicated the Supervisors were receptive to promoting self-directed services and recognized the CSB commitment to continue efforts to identify other measures to control the cost of services for future ID grads.
- As some additional information was requested, a response is currently being prepared for submission to the BOS Human Services Committee.
- Appreciation was extended to Ms. Stillman for her clear and effective presentation as well as her willingness to present with short notice. In addition, appreciation was extended to Ms. Hanley for her insightful framing of the message that was conveyed to the BOS and well received.

D. *Substance Use Disorders/Mental Health (SUDs/MH) Committee:*

Susan Beeman reported due to a fire alarm interruption, the December meeting was adjourned.

7. Action Items

A. *2014 CSB Board Meeting Schedule:*

Ms. Hanley moved approval of the meeting schedule, which was seconded and the motion carried.

There being no further business to come before the Board, a motion to adjourn was offered, seconded and carried. The meeting was adjourned at 8:55 p.m.

| Action Taken-- |
| --- |
| • The November work session and meeting minutes were approved |

_____ _____

Date Staff to Board

# Executive Directors Report
# Fairfax-Falls Church Community Services Board

January 22, 2014

**State Legislative Session**

- Logisticare study resolution has drawn a great deal of opposition but also support. Secretary Hazel has written to Chairman Bulova that he will not oppose a study.
- The funding for the Regional Peer Recovery Services is in the Governor's budget.
- The budget amendment for a regional pilot program to fund housing and services for people with Serious Mental Illness is moving forward sponsored by Senator Favola and Delegate Hope.
- The VACSB and partner advocacy organizations have submitted budget amendments for all of the other items on our list of priorities.
- The Governor's Mental Health Response to Crisis Task Force has met and includes Kaye Fair, our Emergency Services Director. They will focus on four areas:
    - Crisis Response
    - Ongoing Treatment and Supports
    - Technical and Data Infrastructure-a web site on bed accessibility is being implemented
    - Public Safety

**Board Retreat**

- In order to ensure there is adequate time to plan and pick the right facilitator, the retreat will be scheduled in March.
- The facilitator will be someone other than a CSB employee and will be chosen for their ability to help the Board stay on task and help them get to a set a desired deliverables.
- The key focus of the retreat will be to identify the Board's roles and expectations.
- It was suggested that because of the wealth of talent and experience on the Board, they would start out sharing some of their background with each other.
- Preparation for the retreat will include both items that are required of the Board and those that may or may not be included in their role:
    - State Code responsibilities
    - County Ordinance responsibilities
    - Board Bylaw responsibilities

# CSB Fiscal Committee Meeting Notes

**Date:** December 13, 2013
**Attending:** Suzette Kern, Ken Garnes, Gary Ambrose, Juan Pablo Segura, Jeff Wisoff
**Staff:** George Braunstein, Daryl Washington, Gail Ledford, Ron McDevitt, Lisa Witt
**Guest:** Pat Harrison, Debra Dunbar

**Summary of Information Shared/Decisions:**

Revenue Maximization Review

- Pat Harrison, Deputy County Executive, provided background information regarding the report, including purpose, findings, next steps, and implications for CSB governance and management.
  - The purpose of the review was to obtain an independent evaluation of CSB's clinical and business practices and recommendations to ensure fiscal stability and maximize revenues.
  - The report will be used as a source of information, among others, to determine CSB's strategic direction. It is not anticipated that the report will be shared with the Board of Supervisors.
  - The report included ten recommendations and identified high priority issues. Recommendations in the report are being evaluated and included in an updated version of the County Executive's July 2012 Work Plan for restoring fiscal stability.
  - Debra Dunbar will serve as the County's primary staff resource for monitoring implementation of the work plan and is invited to attend all Fiscal Committee meetings. A draft multi-year work plan was distributed.
- Committee members noted:
  - The report did not include sufficient data and analysis to support the findings and recommendations.
  - The report indicated CSB programs and business operations were based on outdated practices. Staff noted that CSB programs are grounded in evidence based practices designed to achieve the CSB's mission to provide access to services for vulnerable populations, many per Federal mandates, rather than maximize revenues.
  - Each recommendation has significant policy and fiscal implications. If the Board of Supervisors and County leadership expect the CSB Board to guide the agency's strategic direction, approve major initiatives, and make policy and fiscal decisions, Board members need additional guidance and information, specifically identification of key policy decisions, deadlines, options for consideration, and cost/benefit analyses.
  - Members proposed preparing an executive summary of the report for the full Board and scheduling a retreat to review the findings, updated work plan, and discuss implications for governance and policy-making.

November 2013 Fiscal Update

- Staff projects a FY 2014 non-County revenue shortfall of $2.5 million, fully offset by an expenditure balance of $3.5 million. As a result, the FY 2014 unreserved fund balance is anticipated to increase by $1.0 million. The projected balance decreased by $0.3

million since October, primarily due to lower than previously projected CSA revenues and higher than previously projected expenditures in compensation and fringe benefits.

- Staff noted that projections are based on five months of FY 2014 financial activity as well as FY 2013 trends with the projection methodology continually being refined based on additional data and information.
- Staff presented information regarding the projected shortfall in Medicaid Option revenues for Support Coordination. A comparison of number of consumers served, hours of service provided, total positions providing services, and revenue received in September 2012 and September 2013 demonstrates how increased numbers of Medicaid Waivers, increased requirements related to enhanced case management and flat reimbursement rates without a corresponding increase in filled positions affect revenues.
- Staff noted that revenue-generating positions may have different break-even points depending on the associated credentials, services provided, and populations served. For example, prior to the requirement for enhanced case management, the average Support Coordinator (IDS II) position could carry a caseload of 30+ and generate revenue in excess of cost. Given the new requirements, the average Support Coordinator may be able to carry a caseload of 26, the approximate break-even point.
- The fiscal year-to-date impact of sequestration through November 30, 2013 is $115,430.

<u>Managed Vacancy Plan</u>

- Fund 400, General Merit positions - As of December 9, 2013, CSB had 130 vacant positions, including 6 vacant positions to be abolished/transferred to DAHS as part of the *FY 2014 Third Quarter Review* and 17 positions anticipated to be vacated in the next few months, for an effective vacancy rate of 141 positions.
- CSB recently filled 8 positions and is in the process of recruiting/hiring 46 positions.
- As a result, CSB is below the Vacancy Breakeven Point or the average number of positions to be held vacant annually to remain within budget appropriations.
- Given accumulated savings in compensation and fringe benefits and a pattern of filling positions via internal promotions, staff anticipates no adverse effect from recruiting below the VBP.

<u>FOCUS Realignment</u>

- Staff presented a draft high-level work plan.
- Progress includes development of a high-level organization structure and cost center structure based on one personnel area and one agency. Meetings of the project team and Service Directors are scheduled through January 2014 to refine the structures and identify/resolve issues.
- The project is moving forward to ensure FY 2015 implementation.

## CSB Fiscal Committee Meeting Notes

Credible Review

- Staff presented progress related to the State Performance Contract reporting process, specifically submission of a Compliance Plan to DBHDS, and initiating a requirements analysis to meet reporting needs.
- Committee members requested a project update in a format similar to the one previously provided, including progress in last reporting period, potential concerns, and next steps.

Other Issues

- The Calendar Year 2014 Fiscal Committee schedule was shared.

**Action Items/Responsible Party Required Prior to Next Meeting:**

- Discuss strategies to support the CSB Board in governance - Pat Harrison, George Braunstein

**Issues to Communicate to CSB Board:**

- Propose a CSB Board retreat to review the Revenue Maximization report findings, updated work plan, and discuss implications for governance and policy-making - Ken Garnes

**Agenda Items for Next Meeting on January 17*:***

- TBD

**Fund 40040, Fairfax-Falls Church CSB**
**FY 2014 Modified Fund Statement**
**Period Ending Dec 2013**
**CSB Working Document**

| | FY 2013 Actual | FY 2014 Revised | FY 2013 YTD Dec 2012 | FY 2014 YTD Dec 2013 | FY 2014 YTD Dec 2013 as % of Budget | FY 2014 Remaining Year Projection (RYP) | FY 2014 Projection (YTD + RYP) | Projected Variance from Budget |
|---|---|---|---|---|---|---|---|---|
| **Beginning Balance** | **($2,601,407)** | **$6,429,727** | | | | | **$6,429,727** | **$0** |
| Revenue: | | | | | | | | |
| Fairfax City | $1,336,100 | $1,336,100 | $668,050 | $668,050 | 50% | $668,050 | $1,336,100 | $0 |
| Falls Church City | 605,595 | 605,595 | 302,798 | 302,798 | 50% | 302,797 | 605,595 | 0 |
| Subtotal - Local | $1,941,695 | $1,941,695 | $970,848 | $970,848 | 50% | $970,847 | $1,941,695 | $0 |
| State DBHDS | $12,712,937 | $12,713,033 | $6,532,012 | $6,558,102 | 52% | $6,598,703 | $13,156,805 | $443,772 |
| Subtotal - State | $12,712,937 | $12,713,033 | $6,532,012 | $6,558,102 | 52% | $6,598,703 | $13,156,805 | $443,772 |
| Block Grant | $4,418,878 | $4,203,857 | $2,101,930 | $2,039,758 | 49% | $2,039,717 | $4,079,475 | ($124,382) |
| Direct/Other Federal | 155,081 | 154,982 | 56,593 | 55,248 | 36% | 87,742 | 142,990 | (11,992) |
| Subtotal - Federal | $4,573,959 | $4,358,839 | $2,158,523 | $2,095,006 | 48% | $2,127,459 | $4,222,465 | ($136,374) |
| Medicaid Waiver | $2,484,208 | $2,756,068 | $958,833 | $952,152 | 35% | $1,330,000 | $2,282,152 | ($473,916) |
| Medicaid Option | 10,044,268 | 10,026,774 | 3,933,010 | 4,367,058 | 44% | 5,260,000 | 9,627,058 | (399,716) |
| Program/Client Fees | 4,775,353 | 6,279,123 | 1,963,392 | 2,281,051 | 36% | 2,811,961 | 5,093,012 | (1,186,111) |
| CSA Pooled Funds | 1,457,374 | 1,660,009 | 550,593 | 326,083 | 20% | 690,000 | 1,016,083 | (643,926) |
| Subtotal - Fees | $18,761,203 | $20,721,974 | $7,405,828 | $7,926,344 | 38% | $10,091,961 | $18,018,305 | ($2,703,669) |
| Miscellaneous | $14,200 | $0 | $100 | $17,972 | | $15,000 | $32,972 | $32,972 |
| Subtotal - Other | $14,200 | $0 | $100 | $17,972 | | $15,000 | $32,972 | $32,972 |
| General Fund Transfer | $109,610,515 | $110,041,222 | $100,421,627 | $110,041,222 | 100% | | $110,041,222 | $0 |
| **Total Revenue** | **$145,013,102** | **$156,206,490** | **$117,488,938** | **$127,609,494** | **82%** | **$19,803,970** | **$153,843,191** | **($2,363,299)** |
| Expenditures: | | | | | | | | |
| Compensation | $66,262,636 | $69,890,276 | $30,540,322 | $30,820,028 | 44% | $37,319,419 | $68,139,447 | ($1,750,829) |
| Fringe Benefits | 23,190,219 | 25,585,159 | 10,556,155 | 10,683,519 | 42% | $14,037,543 | 24,721,062 | (864,097) |
| Operating | 50,590,680 | 60,132,216 | 26,270,094 | 27,601,313 | 46% | $31,630,194 /1 | 59,231,507 | (900,709) |
| WPFO | (1,468,098) | (1,173,974) | (262,252) | (724,042) | 62% | ($744,056) | (1,468,098) | (294,124) |
| Capital | 7,938 | 0 | 0 | 0 | | $94,692 | 94,692 | 94,692 |
| **Total Expenditures** | **$138,583,375** | **$154,433,677** | **$67,104,319** | **$68,380,818** | **44%** | **$82,337,792** | **$150,718,610** | **($3,715,067)** |
| **Ending Balance** | **$6,429,727** | **$1,772,813** | **$50,384,619** | **$59,228,676** | | | **$3,124,581** | **$1,351,768** |
| Encumbered Reserve | **$3,456,914** | | | | | | | |
| ITC Reserve | **$1,000,000** | **$1,000,000** | | | | | **$1,000,000** | **$1,000,000** |
| **Unreserved Balance** | **$1,972,813** | **$772,813** | | | | | **$2,124,581** | **$1,351,768** |

/1 Approximately $2.2M likely to be requested as carryover ($1.0M for ITC Reserve, $800,000 for Credible improvements and $400,000 for consumers transitioning from Bridging Affordability program).

| COMMUNITY SERVICES BOARD | Item: 8A | Type: Action | Date: 1/22/2014 |
|---|---|---|---|

CSB Substance Use Disorders/Mental Health (SUDs/MH) Committee Charter

Recommended Motion:

I move that the charter of the standing CSB Substance Use Disorders/Mental Health Committee be approved as presented.

Background:

Following the CSB Board action this past year to establish the CSB SUDs/MH workgroup as a standing committee, it was determined the charter should be revised to clearly outline the responsibilities and objectives of the committee. Both Board and Associate committee members have worked together in developing the attached charter which reflects the role of the committee in carrying out the mission of the CSB.

Attachment: Proposed Charter of the SUDs/MH Committee

# Substance Use Disorders/Mental Health Committee Charter
## Fairfax-Falls Church Community Services Board

**Mission:**

This committee focuses on all substance use disorder and mental health services, programs and policies of the CSB. The committee works closely with CSB leadership and staff to ensure that individuals in these communities are empowered to lead meaningful, self-directed lives with the supports and services they need. The Committee assists the CSB board in meeting its responsibilities as outlined in the Code of Virginia.

**Committee Composition:**

The Substance Use Disorders/Mental Health (SUDS/MH) Committee is a standing committee of the CSB. It is comprised of a chair, board members appointed by the CSB Chair, and associate members including representatives of populations served and organizations whose work and knowledge are important to the work of the Committee. Associate members are nominated by the SUD/MH Committee and confirmed by the full CSB Board. The chair of the SUD/MH Committee will serve on the CSB Executive Committee.

**Responsibilities and Duties:**

- Advocacy: Advocate for SUDs and MH services which promote prevention, treatment, recovery and self-determination.
    - Focus on attaining adequate and sustainable resources for a continuum of services that will meet the needs of a diverse population.

- Outreach: Increase awareness and understanding of SUDs and MH issues in the community.
    - Sustain and promote expansion of community network and provide a public forum for discussion of SUD/MH issues.

- Oversight: Provide oversight of CSB SUDs and MH services.
    - Provide policy guidance to the CSB Board to include reviewing relevant draft policies and procedures and providing input to the CSB Board.
    - Review and make recommendations to the full Board regarding policies, plans, service delivery proposals, budgets, grants, and such other matters.

**Outcomes:**

- The CSB Board is informed of pertinent issues related to the SUD/MH services and program areas.

- Board level decisions and governance regarding programs, policies, services, and funding are enhanced.