

CSB Fiscal Committee Meeting Minutes

Date: September 20, 2019

Attending: Chair, Jennifer Adeli; Ken Garnes; Suzette Kern; and Bettina Lawton,

Absent: Basilio 'Sonny' Cachuela, Jr., Edward Rose

Staff: Daryl Washington, Bill Hanna; Lyn Tomlinson; Jessica Burris, and Judy Stocks

1. Summary of Information Shared/Decisions:

Jennifer Adeli called the meeting to order at 9:40 a.m.

2. Review of meeting minutes

Noting no quorum, review of the August 16, 2019 meeting minutes was tabled until the October 18, 2019 meeting.

3. Financial Status

Jessica Burris provided the financial report, to include:

- A. *Pay Period Metrics Report*, the comparison of actuals to target for pay period #17 revealed a slight overage that is primarily attributed to increases in pay for recruitment and retention of psychiatrists, confirming that a request has been added to the budget in concept for an increase in funding. Additionally, there are scheduled meetings with DMB (Department of Management and Budget) to strategize and identify efficiencies.
- B. *Modified Fund Statement*, reporting no significant change from last month, Ms. Burris highlighted the correction to switch the Medicaid Option and Medicaid Waiver budgets, noted at last month's meeting, has been completed. Changes to the report format include the addition of a YTD (Year to Date) budget column confirming that a projections column will be added as well, once more data is available.
- C. *Revenue Analysis*, noting that revenue slightly exceeds the target budget, it was recognized that it still falls short of the adjusted target of Medicaid Expansion. A reminder was offered that the methodology employed by the state to project this revenue is considered flawed resulting in a substantial difference between the state and the CSB projected revenue recapture rate related to Medicaid Expansion.
- D. *Non-Billable Summary*, highlighting the improvements made in non-billable services, revenue correction, correction efforts include:
 - Licensed Mental Health (LMHP)-Type billing, anticipated to be implemented by the end of October 2019.
 - A reminder was offered of the anticipated (approximately) 60-day lag in the billing to payment cycle.
 - It was reported that the CSB recently signed a contract with MCO (Managed Care Organization) provider Kaiser, which is anticipated to significantly impact the billable services on this report.
 - Back-billing efforts continue, noting an expectation of approximately four months before a stable base revenue is realized.

4. Administrative Operations Report

Bill Hanna distributed a handout and provided an overview of the FY2019 Carryover requests that will be presented to the Board of Supervisors (BOS) for approval at the September 24, 2019 meeting. Noting a difference in the initial request of \$4.5M and the amount of \$3.85 recommended by DMB, staff and committee members engaged in robust discussion.

CSB Fiscal Committee Meeting Minutes

Recognizing that the projected and recurring Medicaid Expansion shortfall will negatively impact carryover funds, a reminder was offered that current budget realignment efforts will be applied to the base (budget) and are anticipated to lessen the overall impact.

5. Budget in Concept

Daryl Washington reported on recent and pending activities of the CSB, including:

- A. A draft version of the FY2021 Budget in Concept was distributed, noting that the requests were primarily unchanged from last year. Differences include funding requests for Healthcare Business Operations Requirements (previously referred to as Utilization Management) and for pay adjustments for psychiatrists, as noted earlier in the meeting.
- B. An overview of the Assessment of Health Informatics and Revenue Cycle Management Functions and Business Units report by Health Management Associates (HMA) was provided. Noting the many activities identified in this review, multiple business inefficiencies were identified. Some solutions are:
 - Establishment of a permanent full-time Project Management lead position that will monitor and oversee agency wide projects.
 - Implementation of more efficient use of Credible activities including electronic benefits verification, billing reconciliation, and activation of auto-reminders for appointments. Acknowledging that Credible continues to experience operational challenges, efforts to alleviate further negative impact to CSB operations include collaboration with DIT (Department of Information Technology) to identify a means of CSB data security including updating a service level agreement and ongoing discussion with Credible to remain current with Credible repair activities. Additionally, there are ongoing discussions to strengthen the CSB Disaster Recovery Plan.
 - Clarification of roles and responsibilities in the individual business operations teams.
 - Decreased use of temporary staff through establishment of additional permanent positions.

Members requested regular updates to implementation of HMA recommendations.

6. Human Resources (HR) Update

Bill Hanna and Lyn Tomlinson, provided an update to the human resources data provided in the meeting materials, highlighting:

- A. A correction to the materials, noting only two vacancies in Emergency Services/MCU.
- B. 22 vacancies in Support Coordination, noting efforts to reduce the vacancies include a scheduled Realistic Job Preview, and collaboration with local universities.
- C. Three recent resignations in ADC/Jail Diversion. Recognizing a higher than typical number of staff turnovers in this service area, several investigative and corrective methods will be employed, including a review to identify causes, and a Realistic Job Preview scheduled to be conducted *in* the jail.

Attention was drawn to the Jail Based Organizational Chart, highlighting the following:

- A. The reclassified and currently vacant Behavioral Health Manager position will provide oversight to the CSB staff working in the courts.
- B. A noted increase to the psychiatric staff working in the jail.

The number of vacant General Merit Positions had increased from 87 to 98, an increase of 11 positions primary attributed to newly established positions.

7. Clinical Operations Report

CSB Fiscal Committee Meeting Minutes

Lyn Tomlinson provided updates to Diversion First and Time to Treatment, noting the Diversion First staff position update was also noted in the Human Resources update just provided. Further highlights included:

A. Diversion First Update

- There are no vacant bed-finder positions at the Merrifield Crisis Response Center (MCRC).
- The Community Response Team (CRT) continues to be fully operational responding to individuals considered to be frequent users of emergency services. Noting many different data systems are used across Fairfax County, efforts are ongoing to identify a method for data sharing among the varied emergency services.
- Rob Heinz was announced as the new CIT (Crisis Intervention Team) Coordinator and law enforcement lead at the MCRC.

B. Time to Treatment Update

- *Adult Time to Treatment*, reports indicate an overall decrease in wait times.
 - An increase in individuals in monitoring status (the time from assessment to first appointment), from 54 last month to 94 this month, was attributed to staff vacancies. The Reston/NW Center and Chantilly locations report no individuals in monitoring status. A reminder was offered that while in monitoring status engagement staff telephones the listed individuals no less than once each week.
 - Merrifield has several vacancies including a senior clinician that was deployed to the Community Readiness Support Program (CRSP), a psychosocial rehabilitation day program.
- *Youth Time to Treatment*, reports continued to reflect a decrease to wait times.
 - It was recently learned that FCPS (Fairfax County Public Schools) provides a student assistance counselor on staff in each school, noting this may result in an increase in referrals that may also result in an increase in wait times.

8. Open Discussion

An information item related to renewal of a grant has been added to the September 2019 CSB Board meeting agenda.

The October CSB Board Fiscal Oversight Committee meeting conflicts with the October 2019 Wellness and Recovery Conference. Members and staff present were polled for intent to attend the full Conference. Recognizing that there is no attendance conflict, it was decided not to reschedule the October Fiscal Oversight Committee meeting.

Noting no further discussion was forthcoming, the meeting was adjourned at 10:52 a.m.

Action Items/Responsible Party Required Prior to Next Meeting:

Issues to Communicate to CSB Board:

Agenda Items for Next Meeting:

CSB Fiscal Committee Meeting Minutes

Next Scheduled Fiscal Oversight Committee meeting
Friday, October 18, 2019, 9:30 am.
Pennino Building, 12011 Government Center Pkwy, Fairfax, VA
Suite 836A

October 18, 2019

Date Approved



Staff to the Board