

CSB Fiscal Oversight Committee Meeting Minutes

Date: November 15, 2019

Attending: Chair, Jennifer Adeli; Basilio 'Sonny' Cachuela, Jr.; Ken Garnes; Suzette Kern; Bettina Lawton, and Edward Rose

Staff: Daryl Washington, Jessica Burris, and Carolyn Ford

1. Summary of Information Shared/Decisions:

The meeting was called to order at 9:30 a.m.

2. Review of meeting minutes

The October 18, 2019 meeting minutes were offered for review. Recognizing no revisions were forthcoming, Suzette Kern made a motion to approve the minutes as presented, which was seconded and approved.

3. Financial Status

Jessica Burris provided the financial report, to include:

A. *Pay Period Metrics Report*

- No significant changes were reported, noting only a minor increase to Pay Period Actuals at approximately \$4.8M.
- A lower total for Compensation and Fringe was attributed to a decrease in the number of vacancies from 94 last reporting period to 77 in this reporting period, noting this is being closely monitored.

B. *Modified Fund Statement*

- The FY2020 Modified Funding Statement for October 2019 indicated no significant change from the last reporting period.
- The new FY 2020 Projection column, added last month was confirmed to include the FY 2019 carryover.
- The anticipated shortfall of approximately \$2.7M is primarily attributed to the shortfall in state funding, only some of which is projected to be recovered.
- Regular meetings with DMB (Department of Management and Budget) to consider realignment of some CSB Budget items are ongoing.

C. *Revenue Analysis,*

- A significant increase in revenue was attributed to identification of and correction to some billing errors resulting in increased revenue in October.
- Efforts to collect on older claims (back billing) resulted in a revenue increase of approximately \$100K in October

D. *Revenue Maximation - Non-Billable Summary,*

- Some significant changes to billing practices, projected to further decrease the number of non-billable services, include initiation of a functionality in Credible that simplifies obtaining a supervisor's signature where necessary. This impacts billing in several ways including an increase in the LMHP-Type billing, billing for services at the supervisor's rate, billing for injectables (medication applied through injection), and billing for some nursing services. This is anticipated to impact the January revenue.

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- The provided chart *Revenue Maximization – Non-Billable Summary YTD October 2019* illustrates the submission errors for non-billable services. A reminder was offered that LMHP-Type billing will eventually be removed as billing procedures improve. Additionally, it was noted that further refinement of the non-billable summary will occur as regulatory requirements and the cost to bill for some services is anticipated to remain excessively burdensome.

4. Administrative Operations Report

Daryl Washington provided an overview of recent activities in Administrative Operations to include:

- Following consultation with committee members present, it was decided to make the Administrative Operations Report a standing agenda item.
- The recruitment ad for the Deputy Director of Administrative Operations is open until November 22. The interview panel is in development, with interviews to be scheduled for the second week in December.
- Candidate references are being checked for the vacant Public Information Officer (PIO) position with an expectation that an offer will be made by the end of November.
- Human Resources lead, Carolyn Ford was introduced and welcomed by the Committee.
- Acknowledging the recent resignation of DBHDS (Department of Behavioral health and Developmental Services) Deputy Commissioner for Facility Services, Daniel Herr, Mr. Washington reported efforts to meet with the retiring commissioner prior to his leaving office.
- Mr. Washington provided an update to a recent meeting with Credible staff. In attendance also, were the County HIPAA Compliance Officer, staff from DPMM (Department of Procurement and Material Management) and DIT (Department of Information Technology). Credible reported that efforts are ongoing to strengthen the Chicago and Loudoun platforms to avoid further catastrophic failure events and to ensure a seamless transfer of operations should one occur. Completion of these efforts is anticipated by the end of 2019.
- Workforce planning efforts include consideration of a new position to assist with Information Technology and Credible, the Electronic Health Record.
- A Project Manager has been hired and has begun work with a primary focus of the HMA (Health Management Associates) recommendations.

5. Clinical Operations Report

Daryl Washington provided updates to recent activities in the areas of Diversion First and Time to Treatment, some highlights for which are:

A. *Diversion First:*

- Efforts to fill staff vacancies on the jail-based and jail-diversion teams are ongoing and include Realistic Job Previews, expansion of recruitment efforts to include LinkedIn, and strengthening relationships with local universities including James Madison.
- Referring to the organizational charts distributed in the meeting materials, Mr. Washington clarified that a position noted as “pending establishment of

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potential new cost center/transition to new org” reflects the time following a request to assign an individual cost center that will better reflect the expense of an expanded division and associated staff.

B. *Time to Treatment*

- Offering a reminder that some new data was requested at the October Fiscal meeting, Mr. Washington introduced a single Time to Treatment chart that includes data for both Adult and Youth. It was emphasized that a new methodology will be applied to collect the requested data. Additionally, it was reported that collection of First Appointment Offered data has not been previously tracked. Therefore, a change to Credible has been proposed to collect the requested data for future reports.
 - The Youth Outpatient Services chart includes a reference in the notes to Orientation to Services; it was clarified that this is a licensing term used to describe the initial appointment. It was further noted that it is approximately 60 days post hire before new staff can be assigned cases and a reduction in the number of days from assessment to initial appointment are reflected in the chart. It was further noted that there is another 60 days or so before an increase to revenue is reported.
 - The Adult Outpatient data presented as Direct Scheduling indicates that the first appointment was scheduled at 14 days or less following the initial assessment

Mr. Washington confirmed some dates for STEP-VA (System Transformation Excellence Performance in VA) reporting that Primary Healthcare Screening and Same Day Access were fully implemented by July 2019 and noting that the balance of the mandated core services must be implemented by July 2021.

6. Human Resources (HR) Update

Carolyn Ford provided an update to recent Human Resources activities, reporting a continued emphasis on hiring to include some group interviews that resulted in multiple hires and scheduling larger groups at onboarding sessions.

Expanded recruitment efforts include Realistic Job Preview and involvement in a LinkedIn pilot program

A. A review of the vacancies in critical areas was provided, some highlights included:

- Continued significant need for Support Coordinators.
- Increased vacancies on the jail-based and jail-diversion teams.
- The substantial reduction in Youth Outpatient vacancies will decrease the youth time-to-treatment as well as improve revenue.

Noting no further discussion was forthcoming, the meeting was adjourned at 10:41 a.m.

Action Items/Responsible Party Required Prior to Next Meeting:

Issues to Communicate to CSB Board:

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Agenda Items for Next Meeting:

Next Scheduled Fiscal Oversight Committee meeting

Friday, December 13, 2019, 9:30 am.

**Pennino Building, 12011 Government Center Pkwy, Fairfax, VA
Suite 836A**

December 13, 2019

Date Approved



Staff to the Board