

CSB Fiscal Oversight Committee
Pennino Building,
12011 Government Center Parkway, Suite 836
Fairfax, VA

February 21, 2020 at 9:30 a.m.

Meeting Agenda

<u>Agenda Item</u>	<u>Facilitator</u>
1. <u>Meeting Called to Order</u>	Jennifer Adeli
2. <u>Review of January 17th Meeting Minutes</u>	Jennifer Adeli
3. <u>Administrative Operations Report</u>	Daryl Washington
4. <u>Clinical Operations Report</u> A. Diversion First B. Time to Treatment	Lyn Tomlinson
5. <u>Financial Status</u> A. Pay Period Metrics B. Modified Fund Statement C. Variable Revenue Report D. Non-Billable Report	Jessica Burris
6. <u>HR Update</u> A. Position Status	Daryl Washington Lyn Tomlinson
7. <u>Open Discussion</u>	
8. <u>Adjourn</u>	

CSB Fiscal Oversight Committee Meeting Minutes

Date: January 17, 2020

Attending: Chair, Jennifer Adeli; Captain Derek DeGeare; Ken Garnes; Bettina Lawton, and Edward Rose

Staff: Daryl Washington, Jessica Burris, and Lyn Tomlinson

1. Welcome and Introductions:

The meeting was called to order at 9:30 a.m., following which, new Committee member Captain Derek DeGeare, representing the Sheriff's Office, was welcomed to the Committee.

2. Review of meeting minutes

The December 13, 2019 meeting minutes were offered for review. Recognizing no revisions were forthcoming, Bettina Lawton made a motion to approve the minutes as presented, which was seconded and approved.

3. Administrative Operations Report

Daryl Washington provided an overview of recent operational activities, highlights for which include:

- A brief overview of the ongoing challenges with Credible, the CSB Electronic Healthcare Record (EHR) was provide. Highlights include:
 - It was acknowledged that Credible did not meet the self-imposed deadline of December 31, 2019 for operational repairs.
 - Efforts are underway to confirm a date in late February for a face-to-face meeting between the Executive Directors of the 25 Virginia CSBs who use Credible and the Credible CEO, who had declined a prior invitation.
 - Noting several long-term solutions are in consideration, regular reports will be provided to the Committee and Board emphasizing the need for flexible decision making as opportunities and solutions develop.
 - Mr. Washington, confirmed that while Credible responds to regularly occurring problems, i.e. slowing, latency, interruptions in service, etc., they remain slow to respond and to appropriately and efficiently implement critical global corrections.
 - Mr. Washington confirmed primary goals have been identified as 1) the Ashburn site is fully and stably operational and 2) implementation of a data site for secure data storage in Fairfax. Jerome Newsome is working with DIT to determine the needs and parameters of this project. There were several important, but less critical needs, identified as well.

A robust discussion of activities and expectations ensued, during which Mr. Washington confirmed that regular updates would be provided to the Committee.

4. Clinical Operations Report

Lyn Tomlinson provided several updates some highlights of which are provided below:

A. *Diversion First:*

- Noting the organizational charts provided in the meeting materials, *Jail Based* and *Jail Diversion* vacancy numbers were highlighted, noting that hiring packets for the

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Behavioral Health Nurse and the Peer Support Specialist positions, respectively, have been submitted, noting that active recruitment efforts continue.

- *Court Services*, this new chart illustrates the management of these positions, noting that two staff conduct on site assessments, eliminating the need for transportation to Merrifield. It was clarified that assessments can be conducted for the court dockets as well as at the jail as needed.

B. *Time to Treatment*

- Lyn Tomlinson directed attention to the Time to Treatment handout, highlighting the following:
 - *Youth Outpatient*, with the exception of Merrifield that has experienced staff turnover, the minimum and median number of days are within acceptable expectations.
 - A reminder was offered that while the maximum number of days is too high, the numbers can be affected by even a single individual or family who have repeatedly missed scheduled first services (outliers). Additional and ongoing outreach efforts will be made.
 - Recognizing that appointment no-shows may inaccurately reflect the time to treatment data, efforts are underway to refine the data to filter no-show appointments.
 - *Adult Outpatient*, it was noted that both Gartlan and Merrifield are direct scheduling, i.e. no delay for scheduling first service.

5. Financial Status

Jessica Burris provided the financial report, to include:

A. *Pay Period Metrics Report*

- Pay period 25 is slightly above target and continues to be primarily attributed to non-merit psychiatrist pay and holiday overtime.

B. *Modified Fund Statement*

- Distributing a revised Modified Fund Statement and Fiscal Notes, it was confirmed that the Actuals reflected the first six months (through December) of FY 2020, further confirming updated revisions to the Projections for FY2020.
- There is a shortfall of approximately \$1.8M related to the decrease in Medicaid revenue that is partially offset by an increase in revenue of approximately \$400K attributed to revenue maximization efforts.
- The cumulative deficit of approximately \$3.9M in Compensation & Fringe is consistent with prior forecast totals, noting that the final insurance enrollment figures for 2020, that indicate a cost savings, are included. It was confirmed that a Vacancy Breakeven Point (VBP) of 70 will be used in the projections for the remainder of FY2020.
- The budget realignment details have been forwarded to DMB (Department of Management and Budget). It is expected that the transfer of approximately \$3.9M from Operating to Compensation & Fringe will be processed in time to impact the February Fiscal Committee reports.

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C. *Revenue Analysis*

- Noting a shortage of approximately \$200K from the December target, this is primarily attributed to the billing business process that is consistently reviewed and refined to achieve more efficient billing procedures.

D. *Revenue Maximation - Non-Billable Summary*

- The tremendous decrease in Services Not Authorized (December) was highlighted. The increase in LMHP-Type No Credential was also attributed to the delay in billing as errors were identified and corrected. A reminder was offered that some services would remain Non-Billable.

6. Human Resources (HR) Update

Daryl Washington and Lyn Tomlinson provided Human Resources update, including the following:

- A. Noting the CSB Budget Vacancy Breakeven Point is 70, it was reported that the current number of vacancies is 79.
- B. Critical Vacancies were updated to six in Emergency Services and 12, if all offers are accepted, for Support Coordination. It was noted that substantial hiring efforts by recruiter Donna Chittum include Realistic Job Previews advertised to agency staff and through LinkedIn resulting in the submission of seven new hiring packets with four more anticipated the next week for Support Coordination. Noting the success of these efforts, Realistic Job Previews will also be scheduled for jail positions.

7. Agency Updates

News Channel 5 is currently filming a Project Revive training at the Reston North West Center. A reminder was offered that attendees are trained in opioid overdose response including the distribution of Narcan/Naloxone, in collaboration with the Chris Atwood Foundation, at the completion of the training.

Second round interviews for the vacant Deputy Director of Administrative Operations position concluded the previous day.

Noting no further discussion was forthcoming, the meeting was adjourned at 10:47 a.m.

Action Items/Responsible Party Required Prior to Next Meeting:

The term dates of the Credible contract will be provided, including any contract modification and negotiation timeline.

Issues to Communicate to CSB Board:

Agenda Items for Next Meeting:

CSB Fiscal Oversight Committee Meeting Minutes

Next Scheduled Fiscal Oversight Committee meeting

Friday, February 21, 2020, 9:30 am

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

Date Approved

Clerk to the Board

DRAFT

FY 2020 Pay Period Metrics

Category/GL	FY 2020 Budget	PP Target July-Dec PP 14-26	PP Target Jan-June PP 1-13	Check
Merit Salary	\$74,471,595	\$2,864,292	\$2,864,292	\$74,471,595
Non-Merit Salary	\$6,229,264	\$239,587	\$239,587	\$6,229,264
Shift	\$216,400	\$8,323	\$8,323	\$216,400
OT	\$1,148,178	\$44,161	\$44,161	\$1,148,178
Stipends	\$307,650	\$11,833	\$11,833	\$307,650
Leave Pay-Out	\$600,000	\$23,077	\$23,077	\$600,000
Fringe	\$37,075,699	\$1,391,208	\$1,460,769	\$37,075,699
TOTAL	\$120,048,786	\$4,582,481	\$4,652,041	\$120,048,786

Actual Data	PP 26 (Repeat)	PP 1 Actual	PP 2 Actual	PP 3 Actual	PP 4 Actual	PP 5 Actual	PP 6 Actual	YTD
Merit Salary	\$2,893,858	\$2,923,166	\$2,890,864					\$41,684,390
Non-Merit Salary	\$309,808	\$231,099	\$293,283					\$4,237,656
Shift	\$9,164	\$7,586	\$8,767					\$117,515
OT	\$56,520	\$122,262	\$52,939					\$1,196,665
Stipends	\$12,530	\$12,480	\$18,424					\$202,365
Leave Pay-Out	\$42,178	\$12,196	\$44,364					\$389,235
Fringe	\$1,533,624	\$1,445,574	\$1,414,750					\$20,465,295
TOTAL	\$4,857,682	\$4,754,363	\$4,723,390	\$0	\$0	\$0	\$0	\$68,293,121

Fairfax-Falls Church Community Services Board
Fund 40040

FY 2020 January Statement

	FY 2020 Approved Budget	FY 2020 Revised Budget	FY 2020 Revised YTD Budget	FY 2020 Actuals Thru Jan 2020	Variance from Revised YTD Budget	FY 2020 Projection	Variance from FY20 Revised Budget
Beginning Balance	26,444,473	26,444,473		26,444,473		26,444,473	-
F Fairfax City	1,957,610	1,957,610	489,403	489,403	-	1,957,610	-
F Falls Church City	887,299	887,299	221,825	221,824	(1)	887,299	-
F State DBHDS ¹	11,886,443	11,886,443	6,933,758	6,120,127	(813,631)	9,087,285	(2,799,158)
F Federal Pass Thru SAPT Block Grant	4,053,659	4,053,659	2,364,634	2,469,869	105,235	4,053,659	-
V Direct Federal Food Stamps	154,982	154,982	90,406	77,674	(12,732)	154,982	-
V Program/Client Fees	4,011,751	4,011,751	2,340,188	2,125,097	(215,091)	3,725,187	(286,564)
V CSA	858,673	858,673	500,893	718,360	217,467	1,262,054	403,381
V Medicaid Option	2,651,345	2,651,345	1,546,618	2,755,056	1,208,438	5,054,962	2,403,617
V Medicaid Waiver	8,537,500	8,537,500	4,980,208	3,978,275	(1,001,933)	6,816,580	(1,720,920)
V Miscellaneous	14,100	14,100	8,225	88,753	80,528	124,800	110,700
Non-County Revenue	35,013,362	35,013,362	19,476,158	19,044,438	(431,720)	33,124,419	(1,888,943)
General Fund Transfer	146,575,985	146,575,985	146,575,985	146,575,985	-	146,575,985	-
Total Revenue	208,033,820	208,033,820	166,052,143	192,064,896	(431,720)	206,144,877	(1,888,943)
Compensation	82,973,087	86,025,159	49,629,899	47,827,826	1,802,073	87,116,165	(1,091,006)
Fringe Benefits	37,075,699	38,444,815	22,179,701	20,465,295	1,714,406	36,901,462	1,543,353
Operating ²	63,279,541	67,076,113	39,127,733	32,973,498	6,154,235	59,164,818	7,911,295
Recovered Cost (WPF0)	(1,738,980)	(1,738,980)	(1,014,405)	(991,065)	(23,340)	(1,738,980)	-
Capital ³	-	771,855	450,249	145,927	304,322	300,000	471,855
Transfer Out ⁴	-	6,100,000	6,100,000	6,100,000	-	6,100,000	-
Total Expenditures	181,589,347	196,678,962	116,473,177	106,521,481	9,951,696	187,843,465	8,835,497
Ending Balance	26,444,473	11,354,858				18,301,412	6,946,554
DD MW Redesign Reserve ⁵	2,500,000	2,500,000				2,500,000	
Medicaid Replacement Reserve ⁶	2,800,000	2,800,000				2,800,000	
Opioid Epidemic MAT Reserve ⁷	300,000	300,000				300,000	
Diversion First Reserve ⁸	1,244,245	1,244,245				1,244,245	
Unreserved Balance	19,600,228	4,510,613				11,457,167	

Key

- F Fixed Annual Allocations
- V Variable Revenue based on number of services provided and total billing collections

Reserve

- 1 FY20 Budget for State Funds of \$11.9M is overstated and based on prior year fund allocations. Due to Medicaid Expansion, DBHDS reduced our revenue by ~\$4M (\$4.4M due to Medicaid Expansion, offset by ~\$400K for COLA).
- 2, 3 Operating & Capital Revised Budget includes approved carryover request of \$8.9M for ongoing contractual obligations, medical detox and associated nursing services, housing assistance, building maintenance and repairs (\$8M), prevention incentive funding (\$525K), WIN implementation (\$250K), opioid (\$150K)
- 4 Transfer Out Revised Budget was Approved during FY19 Carryover. It includes several projects for space reconfiguration to relocate staff and accommodate programs at the Merrifield Center (\$1.6M), replacement of security system system at the Juvenile Detention Center (\$2.5M) and space realignments to the third d floor of the Pennino Building (\$2M).
- 5 The DD Medicaid Waiver Redesign Reserve ensures the County has sufficient funding to provide services to individuals with developmental disabilities in the event of greater than anticipated costs due to the Medicaid Waiver Redesign effective July 1, 2016.
- 6 The Medicaid Replacement Reserve, for the implementation of Medicaid Expansion to a potential 600 consumers and will provide support with the transition of funding from the State support to Medicaid fees.
- 7 The Opioid Use Epidemic Reserve provides flexibility, consistent with the Board of Supervisors' FY 2018-FY 2019 Budget Guidance, as the County continues to work with national, state, and regional partners on strategies to combat the opioid epidemic.
- 8 The Diversion First Reserve represents one-time savings that were realized in FY 2017 as a result of longer than anticipated recruitment times to fill new positions and savings in operating expenses to pay for medical clearances. This funding will be reallocated as part of a future budget process based on priorities identified by the Board of Supervisors.

FY 2020 Fiscal Notes

FY20 Q2 Forecast, Third Quarter Submission and Budget Realignment – February 2020

Forecast

Revenue – Total FY20 non-county projected revenue is \$33,124,419 or \$1.9M shortfall due to:

- Fixed revenue estimated shortfall of \$2.8M due to state revenue reduction related to Medicaid Expansion (\$4.4M) offset by approximately \$400K for COLA and \$1.1M received due to Medicaid Expansion shortage.
- Variable revenue estimated surplus of \$1M due to increase in service fees as well as revenue received as part of back-billing activities for prior year (approximately \$400K)

Expense – Total FY20 projected expenses are \$187,843,465, or \$8.8M surplus primary due to operating estimated surplus of \$7.9M. Including in the FY20 operating expenses forecast are one-time costs that are expected, but not budgeted.

- Courthouse renovations - \$500K
- EHR Consultants - \$150K
- Electronic Prescription of Controlled Substances (EPCS) - \$67K

Third Quarter Submission

CSB requested no adjustments to the FY 2020 Revised Budget Plan.

Budget Realignment

The budget realignment between compensation/benefits and operating savings has been completed. Approximately \$4.4M in identified operating savings have been moved to compensation/benefits. Further alignment between compensation and fringe will occur as fringe benefits budget is overstated. Cumulatively speaking, the total revised compensation and fringe budget is \$124,469,974. The total FY 2020 forecast for compensation and fringe is \$124,017,627, resulting in a modest surplus of approximately \$450K.

FY20 Q2 Forecast – January 2020

Revenue – Total FY20 non-county projected revenue is \$33,259,138, or \$1.7M shortfall due to:

- Fixed revenue estimated shortfall of \$2.8M due to state revenue reduction related to Medicaid Expansion (\$4.4M) offset by approximately \$400K for COLA and \$1.1M received due to Medicaid Expansion shortage.
- Variable revenue estimated surplus of \$1M due to increase in service fees as well as revenue received as part of back-billing activities for prior year (approximately \$400K)

Expense – Total FY20 projected expenses are \$188,036,248, or \$8.6M surplus due to:

- Compensation/Benefits estimated shortfall of \$3.9M due to lower vacancy rate (estimated 70 from January through June), higher than anticipated costs related to psychiatrist pay, and lower than anticipated cost of benefits (forecast is based on actual enrollment numbers and costs from January through June)

- Operating estimated surplus of \$12.7M due to encumbered carryover savings of approximately \$8.7M and \$3.9M ongoing operational savings that will be moved to the compensation/fringe budget
 - Including in the FY20 operating expenses forecast are one-time costs that are expected, but not budgeted.
 - Courthouse renovations - \$500K
 - EHR Consultants - \$150K
 - Electronic Prescription of Controlled Substances (EPCS) - \$67K

FY 2019 Adopted Carryover Actions - Board Hearing, Sept 24, 2019

\$6.1M General Construction Transfer -

- \$2.5M for the replacement of the security system at the Juvenile Detention Center
- \$2.0M for space realignment to Pennino 3rd floor
- \$1.6M for space reconfiguration at Merrifield Center

\$8.9M Operating and Capital Carryover -

- \$8.0M for ongoing contractual obligations, medical detox and associated nursing services, housing assistance, building repair and maintenance
- \$525K for prevention incentive funding
- \$250K for WIN implementation
- \$150K for Opioid

FY 2020 Adopted Budget – Board Hearing, May 7, 2019

An overview of the FY2020 Adopted Budget action items:

- The Board of Supervisors approved the following employee pay increases: 2.1% Market Rate Adjustment; 2% (average) Performance Increase and Longevity increases.
- \$2.5m for June 2020 special education graduates and other individuals eligible for DD employment and day services.
- \$2.1m second year funding to continue addressing the opioid epidemic.
- \$1.2m for 6.0 full time merit positions to expand Diversion First efforts, this includes 2.0 Crisis Intervention Specialists and 4.0 Jail Diversion positions.
- \$0.9m in contract rate adjustments
- \$0.6m for 5.0 full time merit positions to provide support coordination services for new individuals receiving a DD waiver.

FY20 January Revenue Analysis

Variable Revenue by Month FY20 Actuals vs. Target



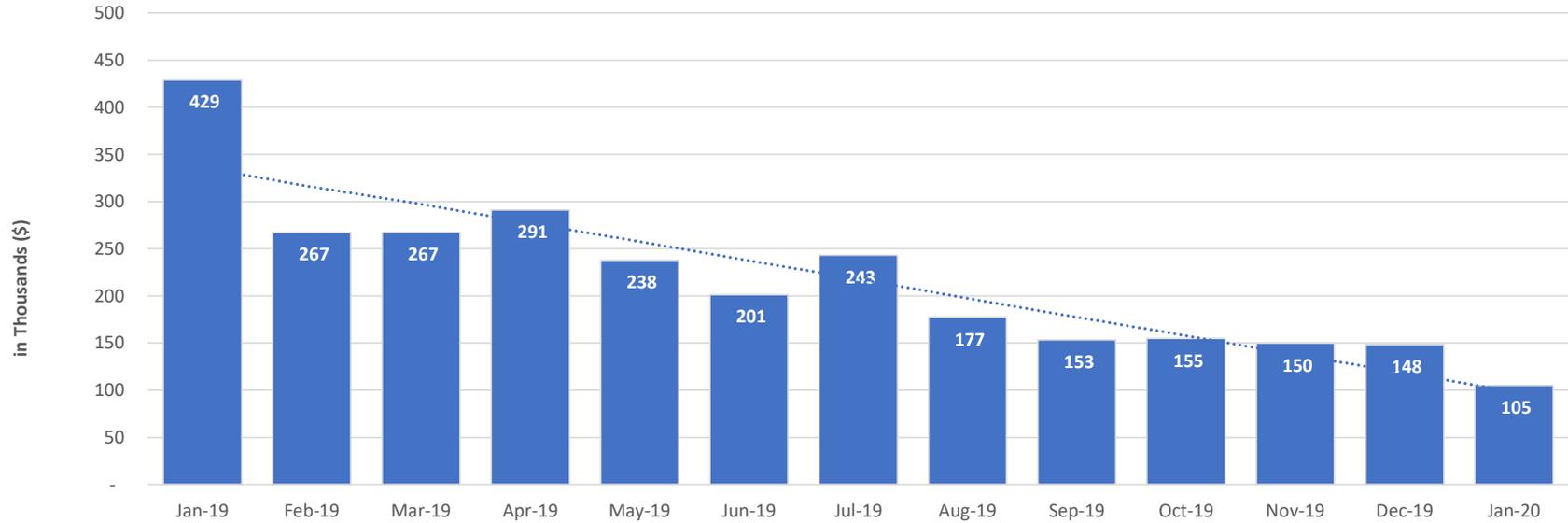
*Adjusted target is reflective of expected Medicaid expansion revenue (\$4.4M for FY20)

Variable Revenue by Category FY20 Year to Date Actuals vs. Target

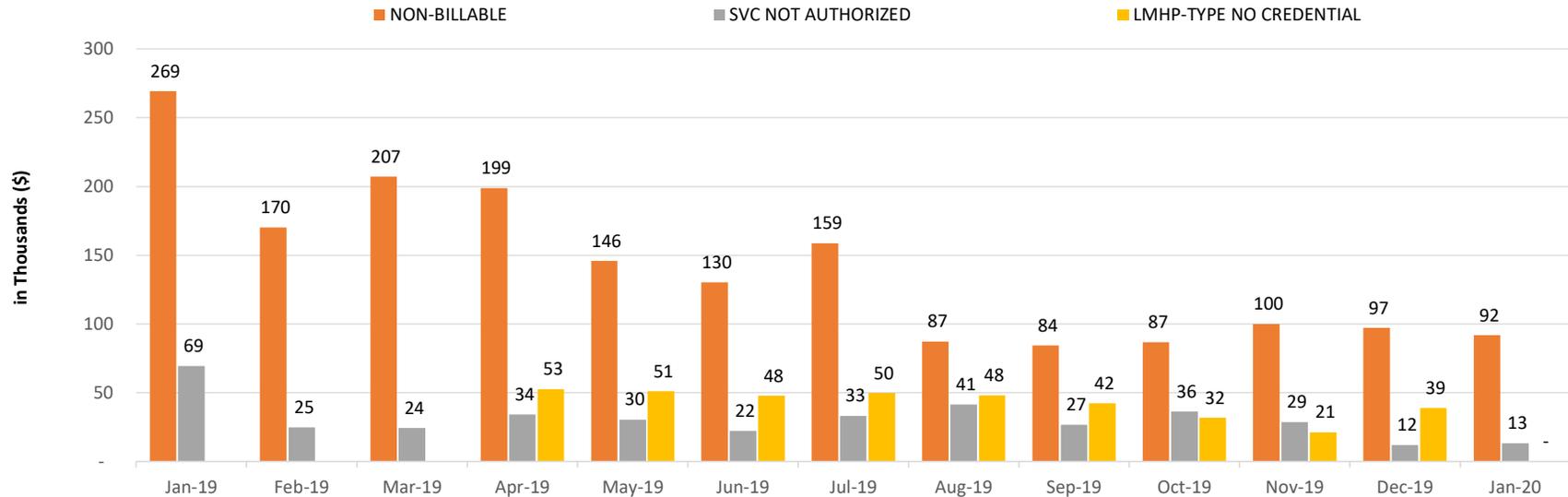


Revenue Maximization - Non-Billable Summary Jan 2019 - Jan 2020

Total Non-Billable Amount



Billing Error Types



5C-1

* Billing error tracking for no credential for billing related to LMHP-type began in April 2019

Submission Error	Jan 2020 Adj Amt (\$)
NON-BILLABLE	91,728
SVC NOT AUTHORIZED	13,228
Total:	104,956
Annualized:	1,259,468

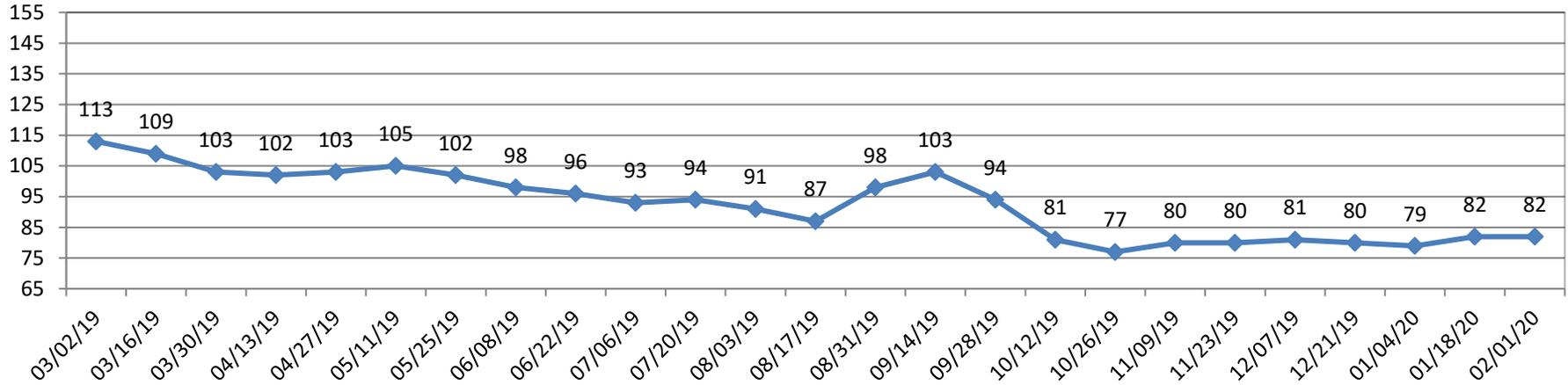
Service Type	Service ProgramCode	Amt (\$)	Non-Billable Reason	Note
MH Skill-Build Resi		28,392		
	RIC	28,392	CM program not credentialed to bill	
Case Management Resi		24,261		
	RIC	15,346	CM program not credentialed to bill	
	CORNERSTN	8,262	CM program not credentialed to bill	
	SUPAPT CRN	653	CM program not credentialed to bill	
MH Skill-Building		10,283		
	SHP	10,283	CM program not credentialed to bill	
PhysExamResi NP18-39		7,348		
	SUBOXONE	4,175	Program-ARTS	Decision by leadership to make nonbill
	DETOX SOC	1,837	Program-ARTS	Decision by leadership to make nonbill
	DETOX MED	1,336	Program-ARTS	Decision by leadership to make nonbill
PhysExamResi NP40-64		4,509		
	DETOX MED	2,004	Program-ARTS	Decision by leadership to make nonbill
	DETOX SOC	2,004	Program-ARTS	Decision by leadership to make nonbill
	SUBOXONE	501	Program-ARTS	Decision by leadership to make nonbill

* Source: Credible Service & Adjustment Report January 2020

* Adjustment Amounts reflect current month of services and excludes prior month adjustments

**Fiscal Oversight Committee
CSB HR Update – February 10, 2020**

Fund 400, CSB Vacant General Merit Positions



Vacancies in critical areas* *includes all merit positions (regular and grant)

Service area / program	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		Feb	
Emergency Svcs/MCU	7	5	4	5	5	5	3	4	4	2	2	3	2 CIS 1 Mobile Crisis Sup.	5	5 CIS
Behavioral Health OP Svcs	5	6	2	2	3	4	2	7	6	10	5	6	1 LPN 3 BH Sr. Clin 2 BHN Clin/Case Mgr.	6	1 BHS II 4 BH Sr. Clinician 1 BHN Clin/Case Mgr.
Youth & Family – OP Svcs	8	9	9	9	8	6	7	8	2	2	2	2	1 BH Sr. Clin 1 BH Sup.	3	2 BH Sr. Clin 1 BH Sup.
Support Coordination	21	10	11	13	14	13	15	22	21	21	23	24	1 DDS I 19 DDS II 4 DDS III	25	1 DDS I 22 DDS II 2 DDS III
ADC/ Jail Diversion	7	7	3	4	4	3	4	7	9	11	11	12	9 BHS II 1 BH Sup. 1 Peer Support Spec 1 BHN Clin/Case Mgr.	10	8 BHS II 1 Peer Support Spec 1 BHN Clin/Case Mgr.
Compliance & Risk Mgmt.	5	5	4	5	5	5	5	2	2	2	2	2	Compl Coord 1 MA II	2	Compl Coord 1 MA II