# FAIRFAX-FALLS CHURCH COMMUNITY SERVICES BOARD

## BOARD MEETING

## July 22, 2026

The Fairfax-Falls Church Community Services Board met in regular session at the Sharon Bulova Center located at 8221 Willow Oaks Corporate Drive, Fairfax, Virginia 22031, in room 3-314 West.

1. **Meeting Called to Order**
   Board Chair Andrew Scalise called the meeting to order at 5:01 P.M.

2. **Roll Call, Audibility and Preliminary Motions**

**PRESENT BOARD MEMBERS:**

| Name | Role | Location |
|---|---|---|
| Andrew Scalise | Chair | Fairfax County At-Large |
| Bettina Lawton | Member | Hunter Mill District |
| Karen Abraham | Member | Braddock District |
| Daria Akers | Member | Fairfax County At-Large |
| Jennifer Desai | Member | City of Fairfax |
| Casey Eggleston | Member | Mount Vernon District |
| Evan Jones | Vice Chair | Fairfax County At-Large |
| Michele Menapace | Secretary | Fairfax County At-Large |
| Srilekha Palle | Member | Springfield District |
| Captain Jaime Popik | Member | Office of the Sheriff |
| Jesper Sullivan den Bergh | Member | Mason District |
| Anne Whipple | Member | Dranesville District |

Virtual: Sarah Coughter, City of Fall Church

**Staff in Attendance:** Executive Director, Jordan Scheff, Deputy Director of Clinical Operations, Barbara Wadley-Young; Director of Medical Services, Dr. Debra O'Beirne; Healthcare Systems Director, Jennifer Aloi; Division Director of Adult Behavioral Health Outpatient & Case Management, Eileen Bryceland; Behavioral Health Manager, Johanna Martinez; Behavioral Health Manager, Laura Sauer; Executive Assistant, Aferdita Balla and Board Clerk, Pura Valdez
**Virtual:** LaVurne Williams, Annie Le, Bernadette Landry, Kevin Lafin, Linda Mount, Tameka Tunsil, Sierra Simmons,

3. **Matters of the Public**
   No public comments were presented.

4. **Amendments to the Meeting Agenda**
   The meeting agenda for July 22, 2026, was distributed for review. With no amendments requested, the agenda was accepted as presented.

DRAFT

5. **Approval of Minutes**

   The minutes from the June 24, 2026, meeting were distributed to members for review. Hearing no amendments, Board Member Bettina Lawton moved to approve the minutes and was seconded by Michele Menapace. The motion passed unanimously.

6. **Presentation: Behavioral Health Outpatient and Case Management**

   Division Director Eileen Bryceland presented a comprehensive overview of the Adult Behavioral Health Outpatient and Case Management division, describing its size, structure, and broad scope of services. As one of the largest divisions within the CSB, the team includes six managers, eighteen supervisors, and more than one hundred clinicians whose experience ranges from new graduates to seasoned licensed professionals. The division's staffing also includes peers, specialty clinicians supporting First Episode Psychosis services, and a recreation leader assigned to the Intensive Stabilization Unit (ISU), which serves the most acute clients. Eileen emphasized the matrix model of care used across the division, noting daily collaboration with employment specialists, nurses, and prescribers, all of whom participate in weekly coordinated team meetings.

   Eileen Bryceland outlined the primary outpatient services offered, including case management, mental health therapy, specialized substance uses disorder programming, the nine-hour-per-week Intensive Stabilization Unit, and the First Episode Psychosis program. She reported that the division served 3,452 individuals over the past fiscal year, with service frequency varying significantly depending on client acuity. The slight decrease in service numbers from FY24 to FY25 resulted from medical and nursing teams transitioning to separate divisions. Case management remains the largest service area, and outpatient therapy continues to grow through expanded evidence-based group programming. She added that the division is beginning to phase out its most intensive substance use disorder (SUD) programming. Client demographics ranged from ages 18 to 96, with occasional younger clients served through in-home support when appropriate. There are no age-based restrictions for any division services. The First Episode Psychosis program served 124 individuals, while the Intensive Stabilization Unit served 75.

   Eileen Bryceland highlighted the division's regional footprint, noting that services are delivered at the Chantilly Building, the Gartland Building in Mount Vernon, the Northwest Reston site, and the other meeting locations. A virtual service track remains available for individuals who continue to benefit from remote programming. The division also maintains strong medical integration through partnerships with Neighborhood Health.

   Staff are deployed to several community-based sites, including Chandler Street Assisted Living, Stevenson Place, and other sites, through partnerships with Housing and Family Services, Pathway Homes, and Gateway Homes. Older adult specialists, who maintain smaller caseloads, support clients transitioning to other assisted living settings as needed.

   Eileen Bryceland then reviewed the division's fiscal performance. The BHOP team regularly exceeds revenue projections actual revenue reached approximately $7 million last fiscal year, far above the $3.7 million projected for the current year. Conservative budgeting practices and DMV-imposed limitations factor into the lower projections, but licensed clinicians and billable

service lines contribute to consistently strong performance. Expenses primarily reflect staff salaries and benefits.

Major accomplishments this year included strengthened transition treatment outcomes, expanded partnerships with Inova, Family Services, Housing, and Probation and Parole, and robust collaboration with regional partners. The division received multiple countywide awards and internal Sphere of Excellence recognition. Looking ahead, strategic priorities include preparing for updated state performance metrics, continued alignment with American Society of Addiction Medicine (ASAM) SUD standards, further staff training, the NextGen EHR rollout, and expanding STEP (Sensory + Theatre = Endless Possibilities) Virginia outpatient groups across all four buildings.

**Staff Recognition**
Board Chair Andrew Scalise concluded with recognition of Eileen Bryceland, a long-serving CSB team member celebrating **20 years of service** and preparing for retirement. Colleagues expressed appreciation for her dedication, reliability, and commitment.

**Executive Director's Report**
**Executive Director Jordan Scheff** opened his report by informing staff and the board that the launch of the NextGen electronic health record system had been paused. Significant system instability during staff training sessions had undermined user confidence and highlighted the need for a more reliable environment before proceeding to go-live. Jordan Scheff emphasized his appreciation for the collaborative effort across leadership, technical teams, and staff in evaluating the situation and determining the most responsible course of action. Although the system was nearly ready for the planned July 27, 2026, launch, the emerging issues made postponement necessary.

**Healthcare Systems Director Jennifer Aloi** provided a detailed explanation of the technical problems that contributed to the delay. Her team had built out and customized major components of NextGen to minimize long-term maintenance. However, this level of customization created challenges when rapid adjustments were needed. Instability surfaced during training, including system crashes tied to an NFS (Network File System) component and increased scheduling table load caused by shifting appointment intervals from 15 minutes to 5 minutes. NextGen engineers worked closely with CSB to stabilize the system, test various configurations, and complete a full architecture review. While troubleshooting was difficult, Jennifer Aloi noted that it ultimately strengthened technical alignment and improved NextGen's readiness to support the implementation.

In response to the paused launch, Jennifer outlined several revised readiness activities now underway. These included large-scale open office hours, "preference fairs" in which staff configured real production environments, hands-on demonstrations, and additional user resources. Her team is also performing expanded data reconciliation between legacy and new systems, supported by super users and staff champions. Documentation updates and environment rebuild have increased workload demands, but the associated expenses remain manageable thanks to prior conservative budgeting.

DRAFT

Jordan Scheff added that although instability initially reduced staff confidence, morale improved almost immediately once the pause was announced and supplemental supports were deployed. Staff champions those who have demonstrated strong mastery of the new system have stepped up to guide colleagues and rebuild trust. Nursing and medical leaders reported noticeable increases in staff assurance. Across the agency, **nineteen champions** have now been formally identified.

Board members engaged in discussion regarding consultant performance. Jennifer Aloi explained that some underlying issues had existed in minor forms for over a year but escalated significantly after interval configuration changes. Troubleshooting required coordination across multiple specialized teams within NextGen. While the situation was not approached as a blame assignment, CSB requested and received a full architectural review. Billing and coding workflows will also be revisited to improve efficiency. NextGen's responsiveness improved substantially after assignment of a more experienced project manager. **Barbara Wadley-Young** noted that the original project manager lacked the necessary capacity, and bringing in higher-level project manager support had led to accelerated progress and clearer communication.

Jordan Scheff elaborated on the leadership approach that guided the decision to pause the launch. Although he had the authority to act sooner, he felt it was essential to hear from staff across all program areas before proceeding. The final decision was made collectively, with leadership unified in their commitment to protect client outcomes and ensure safe medication administration during the transition from paper MARs (medication administration records) to electronic MARs. Jordan expressed gratitude to Jennifer Aloi for her detailed explanations, noting that her ability to break down complex technical issues was critical in helping him make a fully informed decision.

A board member requested clarification on how NextGen had been selected as the preferred vendor. Jennifer Aloi explained that the rigorous RFP process revealed no other platform capable of supporting CSB's complex, multi-location, multi-service behavioral health and disability delivery model. Although NextGen had not previously implemented systems in Virginia, they had experience with large sites in other states. She added that CSB's extensive customizations may influence future versions of the software, as NextGen is now exploring ways to integrate CSB-developed improvements directly into the platform.

**Closing Remarks – Work-Life Balance Initiative**

Executive Director Jordan Scheff concluded his report by outlining a new initiative to support improved work-life balance for staff across the agency. He acknowledged that many employees, particularly those in leadership roles, work far beyond their scheduled 40-hour weeks. To support staff wellbeing and retention, Jordan Scheff is actively developing strategies to recalibrate workloads, streamline communication expectations, and reduce unnecessary meeting obligations. He has already begun allowing leadership staff to step back from meetings when agenda items do not require their participation, while ensuring representation remains available when needed. He emphasized that staff continue to fully support the board and will attend meetings when called upon.

DRAFT

**Board Member Reflections**

Board Chair Andrew Scalise expressed appreciation for Jordan's proactive approach to employee wellbeing, noting that burnout is a critical issue across behavioral health and disability services. He underscored that burnout affects not only front-line staff but also leadership risk that can impact the quality and safety of services. He thanked Jennifer Aloi for attending in person despite the ongoing intensity of the NextGen project. He expressed hope that, as the system stabilizes, staff will have opportunities for rest. Andrew also reaffirmed the board's commitment to support staff wellness.

**VACSB (Virginia Association of Community Services Board) Conference Planning**

**Dr. Debra O'Beirne** provided updates on the upcoming VACSB conference scheduled for October 7–9, 2026. She serves on the statewide training committee responsible for selecting presenters and developing conference tracks. She noted the recurring challenge of designing meaningful content specifically for board members and invited suggestions on topics that would be useful, especially training not already covered in board meetings. Prior conferences have included tracks on governance, parliamentary procedure, wellness, self-care, and problem gambling. She encouraged board members to share ideas via email or at the next meeting.

7. **Matters of the Board**

Performance Contract

- Posted for 30 days for public comment (required).
- Board of Supervisors vote: Scheduled the day before the next CSB Board meeting.
- Executive Committee approval: Will occur after the 30-day comment period (authorized under bylaws).
- Full Board ratification: Will take place at the next meeting as the first agenda
- Required Board Training
  - FOIA Training:
    - Held in closed session (legal guidance from County Attorneys).
    - Mandatory for all board members.
    - Alternative training must be arranged if a member cannot attend.
  - Completion deadline for all required training: September 30, 2026 (end of Q1).

Additional Training Review

- Ethics & Compliance training:
  - Board is determining whether it is required annually or once.

Site Visits

- September site visit: September 22, 2026 (confirmed).
- August site visit: Tentatively August 24, 2026; final confirmation pending.

Board Membership

- All current CSB Board members have been reinstated for the next term.
- One remaining vacancy: Franconia District (candidates identified).

8. **Committee Reports**

**The Service Delivery and Oversight Committee**: next meeting will be on August 12, 2026.
**The Fiscal Oversight Committee**: next meeting will be on August 19, 2026.

DRAFT

**The Compliance and Executive Committees**: next Executive Committee and Compliance meeting will be on August 19, 2026.

**Information Item**

**Policy Review, Compliance Clarifications, and Next Steps**

Executive Director Jordan Scheff reported that delays in state and DBHDS budget timelines impacted CSB's internal review schedule, but the agency continues to align all processes with required state deadlines. He acknowledged the strong teamwork and high talent across the organization in managing these constraints.

The board reviewed revised Compliance and Risk Management policies, which had been updated by the Executive Committee to more accurately reflect current CSB practices. Committee members, particularly Bettina Lawton and Daniel Sherrange, were credited for identifying areas needing correction. The updated drafts contain significant redlined changes to improve clarity and ensure compliance.

The Chair emphasized that this meeting served as an informational review, not final approval. If no further concerns are raised, the two revised policies will be presented for formal approval at the next board meeting.

**9. Adjournment**

**BOARD MEMBER BETTINA LAWTON MADE A MOTION TO ADJOURN THE MEETING, WHICH WAS UNANIMOUSLY APPROVED, AND THE MEETING WAS ADJOURNED AT 6:45 P.M.**

August 26, 2026 — Date Approved

Pura Valdez — Clerk to the Board

DRAFT