

CSB Fiscal Oversight Committee
12011 Government Center Parkway, Fairfax, VA
Suite 836
December 14, 2018
Meeting Agenda

Agenda Item	Facilitator
Review of November 9th Meeting Notes	Captain Basilio ‘Sonny’ Cachuela, Jr
Financial Status <ul style="list-style-type: none">• Pay Period Metrics• November Modified Fund Statement and Fiscal Notes (emailed Nov. 16, 2018) updated with Actuals through November 2018<ul style="list-style-type: none">○ <i>December 2018 Modified Fund Statement will be emailed Dec. 21, 2018</i>	Robyn Fontaine
Deputy Director, Administrative Operations Report Out <ul style="list-style-type: none">• FY 2020-2021 CIP Budget Update• FY 2020 Budget Forecast	Mike Goodrich
HR Update <ul style="list-style-type: none">• Position Status	Marta Cruz
Deputy Director, Clinical Operations Report Out <ul style="list-style-type: none">• Diversion First• Time to Treatment	Lyn Tomlinson
Adjourn	

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CSB Fiscal Committee Meeting Minutes

Date: November 9, 2018

Attending: Chair, Basilio 'Sonny' Cachuela, Jr.; Gary Ambrose;

Absent: Jennifer Adeli, Ken Garnes, Suzette Kern, Bettina Lawton, and Edward Rose

Staff: Daryl Washington; Lyn Tomlinson; Mike Goodrich; Jessica Burris; Laura Haggerty-Lacalle; Marta Cruz

Summary of Information Shared/Decisions:

Captain Basilio 'Sonny' Cachuela Jr. called the meeting to order at 9:00 a.m.

Administrative Operations Report

Mike Goodrich provided an overview of recent administrative activities to include:

- Recently hired as Chief Financial Officer, Jessica Burris was introduced to the Committee, offering clarification that Ms. Burris would regularly attend Fiscal Oversight Committee meetings.
- Due to the rescheduling of the Fiscal Oversight Committee meeting a reminder was offered that the Modified Fund Statement would be emailed to committee members on November 16th, noting this will be an agenda item for the December 2018 meeting.

Review of meeting minutes

Committee members reviewed and accepted the minutes of the October 19, 2018 meeting as presented.

Clinical Operations Report

Lyn Tomlinson provided information on an array of clinical activities:

The Diversion First update included the following highlights:

- Abbey May, Lisa Potter, and Marissa Farina-Morse are scheduled to provide a broad overview of the Diversion First program at the Behavioral Health Oversight Committee meeting in December.
- Active recruitment is underway in the areas of Jail Based, Jail Diversion, and Emergency Services. Ms. Tomlinson acknowledged the challenge of hiring for positions that require 24/7 coverage.
- Medical Clearance efforts have encountered an additional delay related to some concerns compliance and risk management concerns expressed by Inova. In response to continued delays, alternative plans are being developed for consideration.
- Offering a reminder of proposed plans to provide on-call Peer Support Specialists at Inova Emergency Rooms in support of an Emergency Department Overdose program (EDOD), Ms. Tomlinson reported that plans to partner with Inova have stalled, resulting in the exploration of other options for providing this service.
- Robust launch of an Engagement Specialist at Chantilly Mental Health resulted in some early success with re-engagement.
- Creation of additional groups to provide an alternative clinical setting as recommended by MTM to address continuing contact during the wait time following initial assessment.

Laura Haggerty-Lacalle attended to assist with update to the Time to Treatment reports. It was confirmed that data provided for *# of Adults Who Attended First Treatment Appointment* are tracked on a rolling basis and include those individuals who attend a first appointment up to 160 days from assessment. Fluctuations in the youth wait times was partially attributed to some cyclical events, noting an increase is typically reflected during the school year. In addition to the Time to Treatment charts in the meeting materials, a further diagram was provided that highlighted successful efforts to

CSB Fiscal Committee Meeting Minutes

decrease adult wait times, while also illustrating ongoing and anticipated challenges. It was further noted that staffing continues to be a challenge in both programs. Efforts to relieve the staff shortage are ongoing.

Ms. Tomlinson reported implementation of the Sheriff's Office jail program, further noting attendance at a recent Reentry Council meeting with Sheriff Stacey Kincaid. Reporting the usefulness of attending future meetings, Ms. Tomlinson encouraged interested Committee members to also attend.

Barbara Wadley-Young distributed a handout that detailed the *Welcoming Inclusion Network (WIN) Cross-Comparison of All Options*, developed in a series of WIN meetings over the last several months. It was noted that the handouts included identified costs and an outline of each Option. Ms. Wadley-Young further provided an overview of each document, reporting that final WIN meeting to occur prior to the Board of Supervisors presentation in December is on Tuesday, November 13th. A robust discussion ensued.

In response to a request from Gary Ambrose, Mr. Washington supplied some key topics addressed at recent legislative visits with members of the General Assembly and the County Legislative Office. Topics included Department of Behavioral Health and Developmental Services (DBHDS) funding of STEP-VA and Medicaid Expansion, and the Hospital Bed Crisis. In support of this discussion, several documents were requested to be sent to Board members, including a previously emailed Infographics illustrative packet and the Patient-Aligned Care Team (PACT) 'heat map'.

Financial Status

Mike Goodrich, in the absence of Robyn Fontaine, provided an overview of the Pay Period Metrics Report distributed in the meeting materials, highlighting the following:

- As of Pay Period 21, there were 140 vacant General Merit positions.
- A reminder was offered that due to the upcoming holidays, there will be an increase in Pay Period Actuals due to double-time paid to 24-hour Residential staff and Emergency Services staff.

Human Resources (HR) Update

Marta Cruz highlighted the following information included in the Position Status Report:

- The total Vacant General Merit positions, as of October 27, 2018, was 140.
- An overview of the critical area vacancies, highlighted the following:
 - CSB continues to 'over-fill' vacant positions, e.g. hire three staff for two;
 - A Realistic Job Preview for behavioral health staff is scheduled to broaden the scope of the search for licensed and license-eligible staff.
 - A full-time Recruiter position has been approved and is anticipated to significantly improve efforts to identify and recruit critically needed clinical staff.
 - Judy Stocks will be joining the Human Resource staff on January 21, 2019.
 - Mr. Washington reported that workforce planning is a primary focus of Executive Leadership, noting recent efforts include the hiring of a full-time recruiter, as well as efforts by Human Resources staff to streamline the onboarding process including employee training.

Open Discussion

Daryl Washington reported the Commissioner for the Department of Behavioral Health and Developmental Services (DBHDS) has proposed merging some of the smaller regions in Virginia to streamline funding and resource allocation. It was noted that Region II includes the Fairfax-Falls Church

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CSB, along with the CSB's of Arlington, Loudoun, Prince William Counties and the City of Alexandria and is not being considered for modification.

Noting no further discussion was forthcoming, the meeting was adjourned at 10:01 a.m.

Action Items/Responsible Party Required Prior to Next Meeting:

Issues to Communicate to CSB Board:

Agenda Items for Next Meeting:

Fiscal Oversight Committee meeting

Friday, December 14, 2018, 9:00 am – Moved up one week to accommodate the holidays

Pennino Building, 12011 Government Center Parkway, Suite 836A, Fairfax, VA

FY 2019 Pay Period Metrics PP 14-26

Category/GL	FY 2019 ABP Millions \$	PP Target July- Dec PP 14-26	PP Target Jan- June PP 1-13	Check
Merit Salary (500000, 500050, 5000	\$70.37	\$2,706,594	\$2,706,594	\$70,371,431
Non-Merit Salary (500090)	\$5.95	\$228,864	\$228,864	\$5,950,457
Shift (500100)	\$0.22	\$8,323	\$8,323	\$216,400
OT (500110)	\$1.12	\$43,252	\$43,252	\$1,124,557
Stipends (500140)	\$0.31	\$11,833	\$11,833	\$307,650
Leave Pay-Out (500150)	\$0.60	\$23,077	\$23,077	\$600,000
Fringe (501000)	\$35.00	\$1,313,143	\$1,378,800	\$34,995,248
TOTAL	\$113.57	\$4,335,085	\$4,400,742	\$113,565,743

Summary

* As of PP24, CSB had 136 vacant general merit positions, 36 above the VBP of 100.

Actual Data	FY 2018 Accrual Reversal	PP 14 Actual	PP 15 Actual	PP 16 Actual	PP 17 Actual	PP 18 Actual	PP 19 Actual	PP 20 Actual	PP 21 Actual	PP 22 Actual	PP 23 Actual	PP 24 Actual	YTD
Merit Salary (500000, 500050, 5000	(\$1,281,881)	\$2,536,913	\$2,562,050	\$2,688,001	\$2,630,989	\$2,618,127	\$2,617,999	\$2,593,861	\$2,604,902	\$2,592,784	\$2,607,988	\$2,653,001	\$27,424,736
Non-Merit Salary (500090)	(\$135,237)	\$271,860	\$266,171	\$270,174	\$274,801	\$270,946	\$264,663	\$278,516	\$274,272	\$281,437	\$284,271	\$241,153	\$2,843,028
Shift (500100)	(\$4,142)	\$8,334	\$8,098	\$8,937	\$7,965	\$7,917	\$7,944	\$8,159	\$7,867	\$8,513	\$8,077	\$7,249	\$84,918
OT (500110)	(\$31,210)	\$65,493	\$35,199	\$37,194	\$34,860	\$36,457	\$53,035	\$30,545	\$66,201	\$38,500	\$40,735	\$146,007	\$553,017
Stipends (500140)	(\$4,200)	\$9,273	\$10,573	\$8,880	\$8,912	\$10,669	\$9,345	\$8,776	\$13,041	\$10,904	\$11,019	\$11,922	\$109,113
Leave Pay-Out (500150)	(\$25,330)	\$23,356	\$3,243	\$13,499	\$32,517	\$50,304	\$56,334	\$101,752	\$30,393	\$3,449	\$3,583	\$19,348	\$312,447
Fringe (501000)	(\$596,811)	\$1,238,786	\$1,229,633	\$1,326,682	\$1,257,455	\$1,249,714	\$1,257,604	\$1,246,336	\$1,251,214	\$1,236,363	\$1,242,692	\$1,287,893	\$13,227,561
TOTAL	(\$2,078,810)	\$4,154,015	\$4,114,966	\$4,353,367	\$4,247,499	\$4,244,133	\$4,266,925	\$4,267,945	\$4,247,891	\$4,171,950	\$4,198,366	\$4,366,574	\$44,554,820

Fairfax-Falls Church Community Services Board
Fund 40040
FY 2019 November Fund Statement

	FY 2019 Revised Budget	FY 2019 Actuals thru Period 5	FY 2019 Projection	Variance from Budget
Beginning Balance	28,731,168		28,731,168	
F Fairfax City	1,798,517	449,629	1,798,517	-
F Falls Church City	815,189	203,798	815,189	-
F State DBHDS	11,886,443	4,810,120	10,472,753	(1,413,690)
F Federal Pass Thru SAPT Block Grant	4,053,659	1,744,250	4,053,659	-
V Direct Federal Food Stamps	154,982	59,819	154,982	-
V Program/Client Fees	4,011,751	1,670,597	3,528,821	(482,930)
V CSA	858,673	284,286	858,673	-
V Medicaid Option	8,537,500	1,876,731	7,537,115	(1,000,385)
V Medicaid Waiver	2,371,024	2,328,561	2,371,024	-
V Miscellaneous	14,100	45,216	77,297	63,197
Non-County Revenue	34,501,838	13,473,007	31,668,030	(2,833,808)
General Fund Transfer	135,334,383	135,334,383	135,334,383	
Total Revenue	198,567,389	148,807,390	195,733,581	-2,833,808
Compensation	78,570,495	28,248,578	76,374,673	(2,195,823)
Fringe Benefits	34,995,248	11,939,668	32,585,612	(2,409,636)
Operating	67,312,577	22,880,754	58,606,226	(8,706,351)
Recovered Cost (WPFO)	-1,738,980	-408,084	-2,002,443	(263,463)
Capital	62,465	18,567	118,567	56,102
Transfer Out- Capital Project HS000038	5,000,000	5,000,000	5,000,000	-
Total Expenditures	184,201,805	67,679,483	170,682,635	(13,519,171)
Ending Balance	14,365,584		25,050,947	10,685,363
1 DD MW Redesign Reserve	2,500,000		2,500,000	
2 Medicaid Replacement Reserve	2,800,000		2,800,000	
3 Opioid Epidemic MAT Reserve	300,000		300,000	
4 Diversion First Reserve	1,244,245		1,905,212	
5 Encumbered Reserve	6,381,985		6,381,985	
Unencumbered Reserve			2,300,000	
Unreserved Balance	1,139,354		11,163,750	10,685,363

Key

F Fixed Annual Allocations

V Variable Revenue based on number of services provided and total billing collections

Reserve

1 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.

2 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.

3 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.

4 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. This funding will be reallocated as part of a future budget process based on priorities identified by the Board of Supervisors.

5 Encumbered Reserve Request \$6.4m included with the FY 2018 Carryover Review

FY 2019 Fiscal Notes

Revenue

- \$1.7m FY 2019 DBHDS State Funds Reduction for Medicaid Replacement Fees
- \$0.3m Annualized FY2018 DBHDS COLA
- \$0.1m FY 2018 Carryover reduction of Local Transfer related to additional DAHS realignment

Compensation & Fringe

\$4.6m Compensation & Fringe projected yearend balance

This projection takes into consideration year-to-date payroll actuals; projecting the remaining 20.5 pay periods; the above average leave payouts in FY 2019, \$255k, versus FY2018 total actuals, \$416k; position changes, including ITC and DAHS realignment.

Operating

\$8.7m Operating projected yearend balance

This projection takes into consideration year-to-date actuals; onetime annual expenditures; increased contract expenditures for new awards, expanded services, and contract rate increases; and operating expenditure changes due to the ITC and DAHS realignment.

FY 2018 Adopted Carryover Actions - Board Hearing, Sept 24, 2018

\$7.5m unappropriated reserves -

\$2.5m DD Medicaid Waiver Redesign

\$2.8m Medicaid Replacement Fee to address the transition of revenue from the State to Medicaid.

\$0.3m Opioid Epidemic / Medication Assistive Treatment for evaluation and performance measure analysis, as indicated in the Opioid Task Force Plan.

\$1.9m Diversion First as indicated in the Diversion First Plan.

FY 2018 Adopted Carryover Actions (continued)

\$6.5m appropriated funds for special projects -

\$1.5m Opioid Use Epidemic, request to reserve funds for continue contracted services for medical detoxification and residential treatment.

DMB will present this item as part of the Third Quarter Review. This will allow time to determine the full need and give the department spending flexibility without being tied to a fixed amount.

\$5m Building Improvement requests for the Springfield move; Merrifield; and the Boys Probation House renovations intended for use by the Woodburn Crisis Care Program.

Approved - \$5m was “transferred out” to the Capital Project Fund 30010, in Project HS000038 CSB Facilities Improvements. This secures the funds in a designated project for specific use for CSB capital improvements.

\$6.4m Encumbered Carryover -

Funds giving flexibility in FY 2019 for unidentified or unanticipated service requirements.

FY 2019 Adopted Budget

CSB Central Administration

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$23,585,142	\$24,314,023	\$25,294,023	\$27,465,341	\$27,465,341
Operating Expenses	10,442,434	9,807,589	14,174,802	11,009,464	11,009,464
Subtotal	\$34,027,576	\$34,121,612	\$39,468,825	\$38,474,805	\$38,474,805
Less:					
Recovered Costs	(\$184,595)	(\$164,062)	(\$164,062)	(\$134,062)	(\$134,062)
Total Expenditures	\$33,842,981	\$33,957,550	\$39,304,763	\$38,340,743	\$38,340,743
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	165 / 164.5	165 / 164.5	177 / 176.5	193 / 192.5	216 / 215.5

\$3.6m employee compensation for 2.25% market rate adjustment and performance-based and longevity increases. Includes \$0.5m for projected fringe benefit rate increases, effective January 1, 2019.

FY 2019 Adopted Budget (continued)

\$3.4m for Health and Human Services realignment, as part of the FY 2016 Lines of Business, Phase 2 process moving 39/39.0 FTE position and associated operating from Department of Administration for Human Services to CSB. (\$3.1m personnel, \$0.3 operating)

\$1.2m Opioid Use Epidemic as outlined in the Opioid Task Force Plan. (\$1.1 personnel, \$0.1m operating)

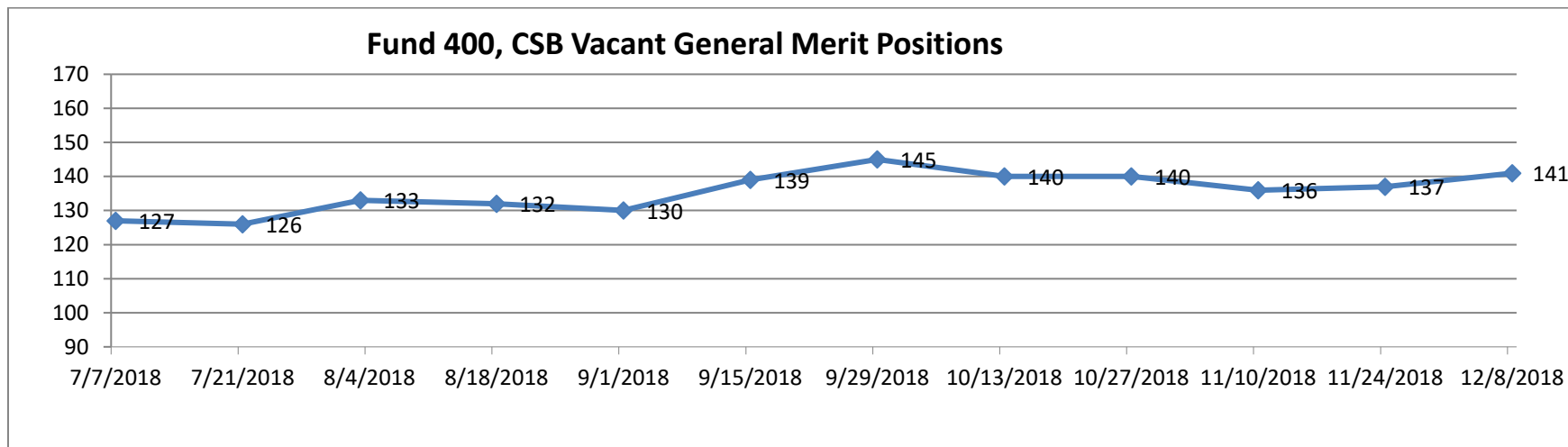
\$1.1m Diversion First funding as outlined in the multi-year plan for diversion activities and includes 8/8.0 FTE positions and associated operating expenses. (\$1.1 personnel, \$0.2m operating)

\$1.1m contract rate adjustments

\$1m Support Coordination for 14/14.0 positions for continued support of the DOJ settlement and Virginia's Medicaid expansion.

-\$8.3m Infant and Toddler Connection realignment, as part of the FY 2016 Lines of Business, Phase 2. Merging the services with the Dept of Family Services, Office for Children for improved service delivery and resources for families. Position count is reduced by 41/41.0 FTEs. (-\$4.9m personnel, -\$3.5m operating)

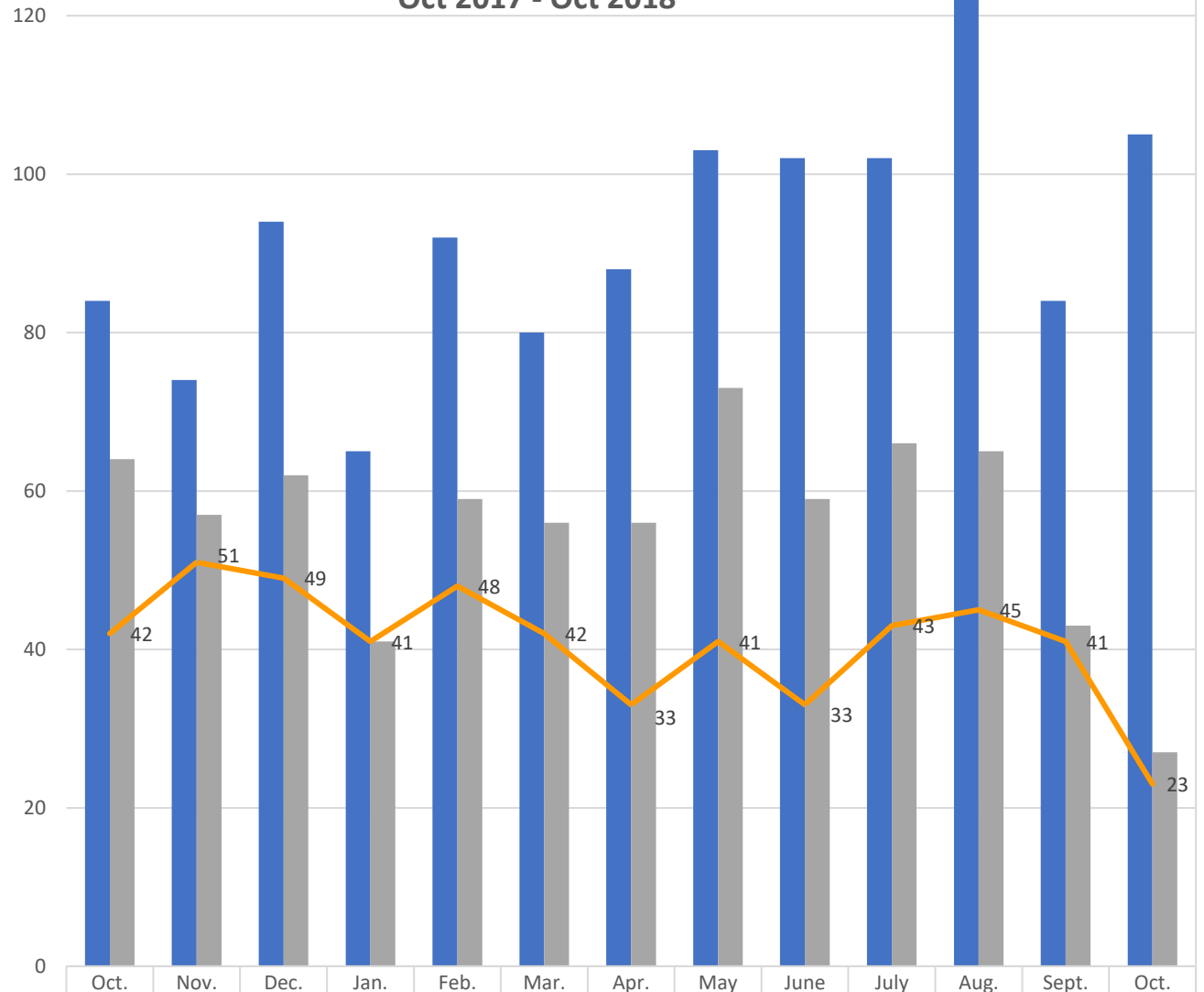
Fiscal Oversight Committee CSB HR Update
December 14, 2018



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

Service area/prg.	Jul.	Aug.	Sep.	Oct.	November	December
Emergency Svcs/MCU	5	5	7	8	7 total: 1 Clinical Psychologist 6 Crisis Intervention Spec	7 total: 1 BHS I 6 Crisis Intervention Spec
Behavioral Health Outpatient Services	8	5	4	5	5 total: 2 BH Supervisor 1 Sr. Clinician 1 BH Nurse 1 BHSII	7 total: 2 Sr. Clinician 3 BH Spec II 1 BHN Nurse Service Director
Youth & Family –Outpatient Services	8	8	9	9	9 total: 1 BH Manager 7 Sr. Clinician 1 BH Spec II	8 total: 5 Sr. Clinician 2 BH Spec II 1 BH Supervisor
Support Coordination	21	19	14	15	14 total: 14 DD Spec II	19 total: 1 DD Spec III 2 DD Spec I 16 DD Spec II
ADC/ Jail Diversion	5	12	9	12	10 total: 5 BH Spec II 1 BH Spec I 1 BH Sr. Clinician 2 BH Supervisor 1 Nurse	11 total: 2 Sr. Clinician 1 BH Supervisor 2 BHSI 6 BHSII
Compliance & Risk Management	9	9	10	10	10 total: 2 MAIII 7 MAII 1 Compliance Program Coordinator	10 total: 2 MAIII 7 MAII 1 Compliance Program Coordinator

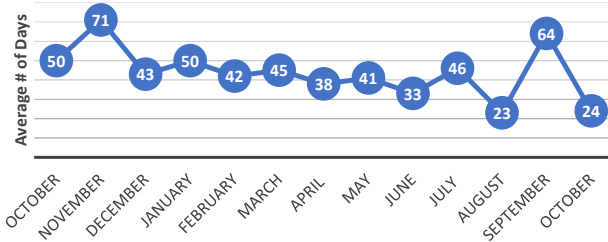
Adult Outpatient Time from Assessment to Treatment - Oct 2017 - Oct 2018



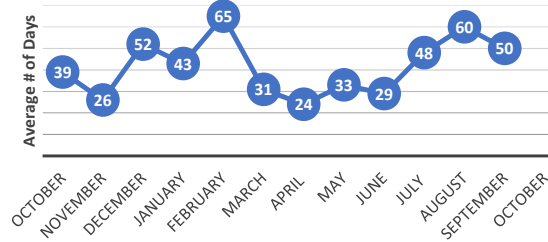
# of Adults Assessed for Outpatient Services	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
# of Adults Who Attended First Treatment Appointment	64	57	62	41	59	56	56	73	59	66	65	43	27
Average # of days from Assessment to Treatment	42	51	49	41	48	42	33	41	33	43	45	41	23

Adult Time to Treatment - Oct 2017 - Oct 2018 by Site

**Average Time to Treatment -
Merrifield - Oct 2017- Oct 2018**
average



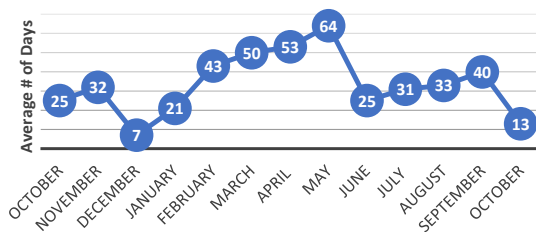
**Average Time to Treatment -
Gartlan - Oct 2017 - Oct 2018**
average time to treatment



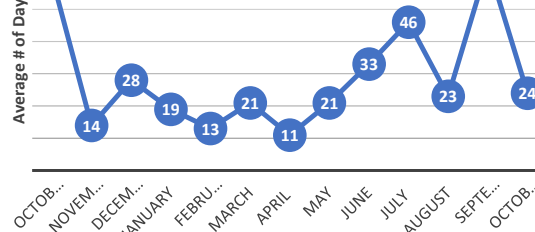
Notes

- * Typically higher staff vacancies are correlated with increased time to treatment
- * Springfield Mental Health closed to Adults in October 2018
- * The average calculations are based on a 90 day window to begin treatment services.
- * Engagement and Outreach to individuals while waiting for treatment to begin

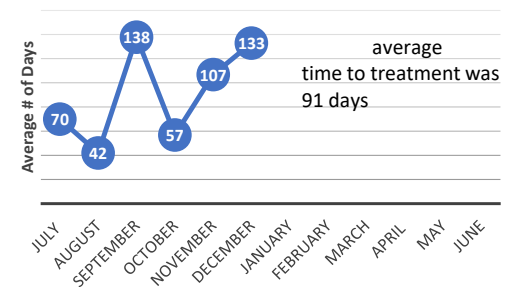
**Average Time to Treatment -
Reston - Oct 2017 - Oct 2018**
average
time to treatment was 32 days



**Average Time to Treatment -
Chantilly - Oct 2017-Oct 2018**
average
time to treatment was 29 days

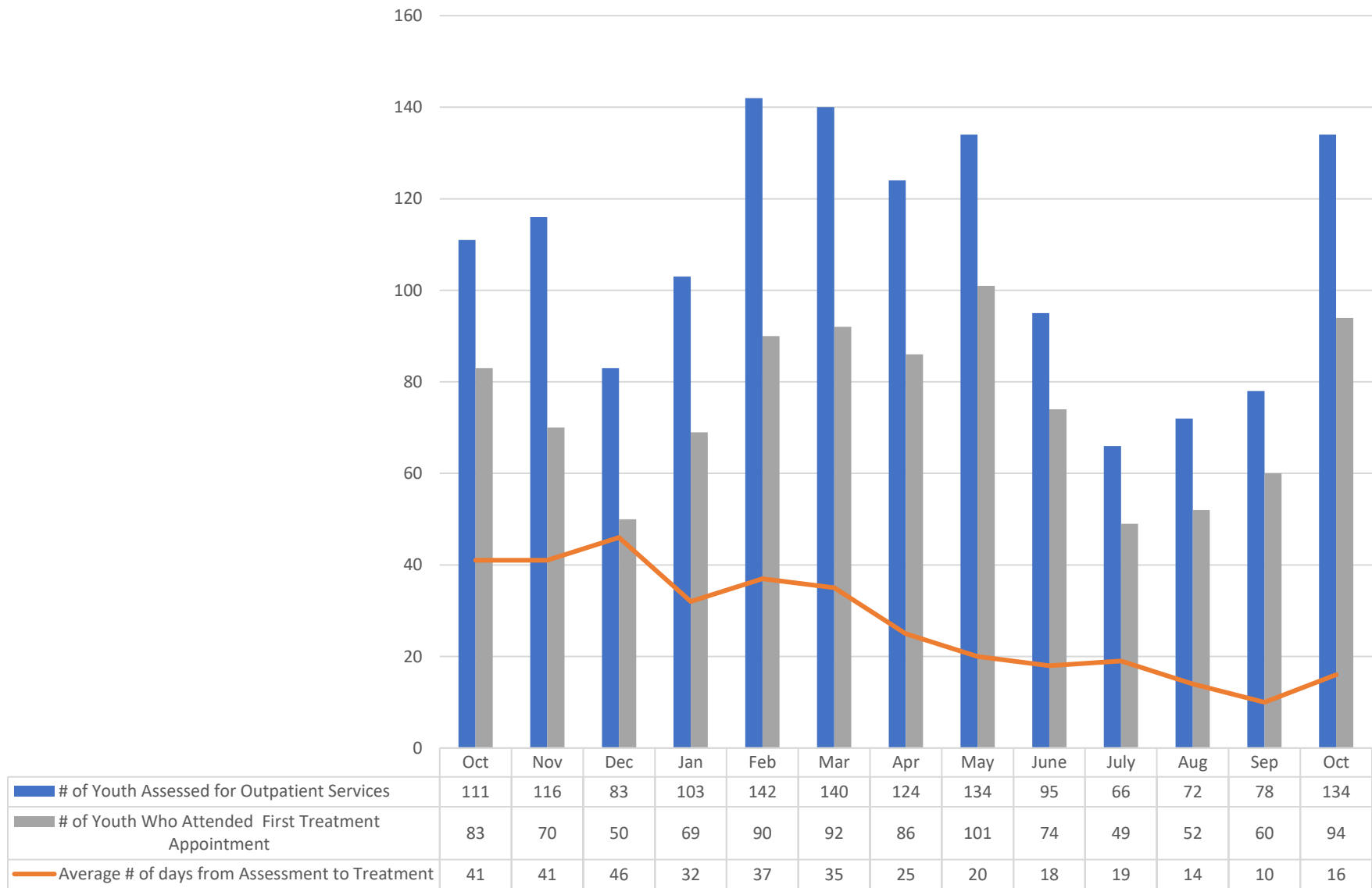


**Average Time to Treatment -
Springfield - FY 2018**



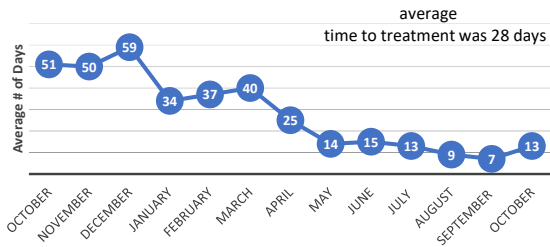
Data Source: Credible Report 1878 - Adult Time to Treatment - Oct. 1, 2017 - Dec. 10, 2018

Youth Outpatient Time from Assessment to Treatment Oct 2017 - Oct 2018

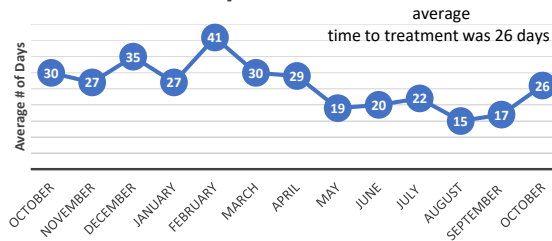


Youth Time to Treatment - Oct 2017 - Oct 2018 by Treatment Site

**Youth Average Time to Treatment -
Merrifield - Oct 2017 - Oct 2018**



**Youth Average Time to Treatment -
South County - Oct 2017 - Oct 2018**



Notes

* Typically higher staff vacancies are correlated with increased time to treatment.

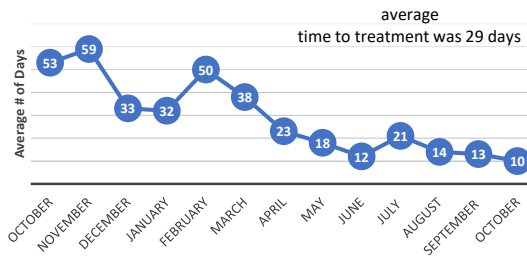
* Business process changes to decrease time to treatment were put in place in May 2018.

* Springfield MH Center stopped youth OP in Sept. 2018

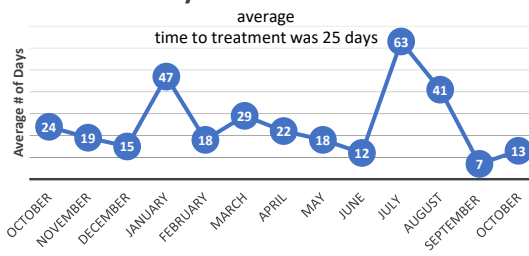
* Time to treatment measured in calendar days.

* All Youth data includes Centralized and Site-based assessments combined.

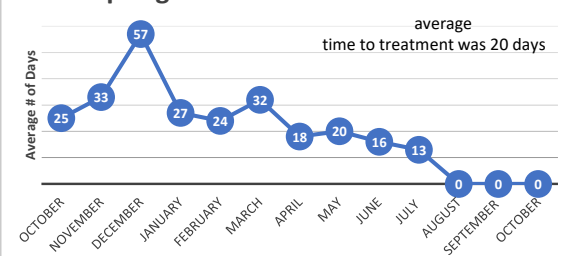
**Youth Average Time to Treatment -
Reston - Oct 2017 - Oct 2018**



**Youth Average Time to Treatment
Chantilly - Oct 2017 - Oct 2018**



**Youth Average Time to Treatment
Springfield - Oct 2017 - Oct 2018**



Data Source: Credible Report 1780 - Youth Time to Treatment Oct. 1, 2017 - Dec. 10, 2018