

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

October 18, 2019, 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 September 20<sup>th</sup> Meeting Minutes</u>	Jennifer Adeli
3. <u>Financial Status</u> A. Pay Period Metrics B. Modified Fund Statement 1 <sup>st</sup> Quarter C. Variable Revenue Report D. Non-Billable Report	Jessica Burris
4. <u>HR Update</u> A. Position Status	Bill Hanna Lyn Tomlinson
5. <u>Deputy Director, Clinical Operations Report Out</u> A. Diversion First B. Time to Treatment	Lyn Tomlinson
6. <u>Adjourn</u>	

# 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**

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Date Approved

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Staff to the Board

DRAFT

### FY 2020 Pay Period Metrics

Category/GL	FY 2020 Budget	PP Target	PP Target	Check
		July-Dec PP 14-26	Jan-June PP 1-13	
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
<b>TOTAL</b>	<b>\$120,048,786</b>	<b>\$4,582,481</b>	<b>\$4,652,041</b>	<b>\$120,048,786</b>

Actual Data	FY 2019 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	Year to Date
Merit Salary	(\$1,360,313)	\$2,766,680	\$2,855,099	\$2,863,081	\$2,856,421	\$2,852,830	\$2,864,928			\$15,698,727
Non-Merit Salary	(\$151,525)	\$272,607	\$301,083	\$301,845	\$301,917	\$325,371	\$296,708			\$1,648,006
Shift	(\$4,096)	\$7,442	\$7,784	\$7,923	\$7,752	\$7,885	\$7,691			\$42,381
OT	(\$29,713)	\$119,130	\$57,631	\$66,734	\$65,070	\$68,125	\$95,579			\$442,556
Stipends	(\$7,187)	\$11,885	\$13,885	\$13,942	\$12,378	\$13,590	\$14,640			\$73,132
Leave Pay-Out	(\$579)	\$19,784	\$1,871	\$2,490	\$19,559	\$1,382	\$74,447			\$118,953
Fringe	(\$654,746)	\$1,368,389	\$1,379,424	\$1,381,058	\$1,384,488	\$1,382,643	\$1,402,985			\$7,644,241
<b>TOTAL</b>	<b>(\$2,208,158)</b>	<b>\$4,565,917</b>	<b>\$4,616,775</b>	<b>\$4,637,073</b>	<b>\$4,647,586</b>	<b>\$4,651,825</b>	<b>\$4,756,977</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,667,995</b>

Fairfax-Falls Church Community Services Board

Fund 40040

FY 2020 September Statement

	FY 2020 Approved Budget	FY 2020 Revised Budget	FY 2020 Revised YTD Budget	FY 2020 Actuals Thru Sept. 2019	Variance from Revised YTD Budget	FY 2020 Projection	Variance from FY20 Revised Budget
<b>Beginning Balance</b>	<b>25,661,360</b>	<b>25,661,360</b>	<b>25,661,360</b>	<b>25,661,360</b>		<b>25,661,360</b>	-
F Fairfax City	1,957,610	1,957,610	-	-	-	1,957,610	-
F Falls Church City	887,299	887,299	-	-	-	887,299	-
F State DBHDS <sup>1</sup>	11,886,443	11,886,443	2,971,611	3,850,375	878,764	9,087,285	(2,799,158)
F Federal Pass Thru SAPT Block Grant	4,053,659	4,053,659	1,013,415	1,130,458	117,043	4,053,659	-
V Direct Federal Food Stamps	154,982	154,982	38,746	33,435	(5,311)	154,982	-
V Program/Client Fees	4,011,751	4,011,751	1,002,938	872,018	(130,920)	3,411,393	(600,358)
V CSA	858,673	858,673	214,668	264,666	49,998	1,044,666	185,993
V Medicaid Option	2,651,345	2,651,345	662,836	1,287,402	624,565	4,887,402	2,236,057
V Medicaid Waiver	8,537,500	8,537,500	2,134,375	1,727,449	(406,926)	6,677,450	(1,860,050)
V Miscellaneous	14,100	14,100	3,525	37,962	34,437	124,800	110,700
Non-County Revenue	35,013,362	35,013,362	8,042,113	9,203,765	1,161,652	32,286,545	(2,726,817)
General Fund Transfer	146,575,985	146,575,985	146,575,985	146,575,985	-	146,575,985	-
<b>Total Revenue</b>	<b>207,250,707</b>	<b>207,250,707</b>	<b>180,279,458</b>	<b>181,441,110</b>	<b>1,161,652</b>	<b>204,523,890</b>	<b>(2,726,817)</b>
Compensation	82,973,087	82,973,087	19,147,635	18,023,754	1,123,881	85,750,830	(2,777,743)
Fringe Benefits	37,075,699	37,075,699	8,555,931	7,644,241	911,690	37,805,323	(729,624)
Operating <sup>2</sup>	63,279,541	71,977,301	17,994,325	14,261,979	3,732,346	63,277,301	8,700,000
Recovered Cost (WPF0)	(1,738,980)	(1,738,980)	(434,745)	(80,274)	(354,471)	(1,738,980)	-
Capital <sup>3</sup>	-	291,855		145,927	(145,927)	300,000	(8,145)
Transfer Out <sup>4</sup>	-	6,100,000				6,100,000	-
<b>Total Expenditures</b>	<b>181,589,347</b>	<b>196,678,962</b>	<b>45,263,146</b>	<b>39,995,627</b>	<b>5,267,519</b>	<b>191,494,474</b>	<b>5,184,488</b>
<b>Ending Balance</b>	<b>25,661,360</b>	<b>10,571,745</b>				<b>13,029,417</b>	
DD MW Redesign Reserve <sup>5</sup>	2,500,000	2,500,000				2,500,000	
Medicaid Replacement Reserve <sup>6</sup>	2,800,000	2,800,000				2,800,000	
Opioid Epidemic MAT Reserve <sup>7</sup>	300,000	300,000				300,000	
Diversion First Reserve <sup>8</sup>	1,244,245	1,244,245				1,244,245	
<b>Unreserved Balance</b>	<b>18,817,115</b>	<b>3,727,500</b>				<b>6,185,172</b>	

**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**

For the September 2019 reporting period, the Modified Fund Statement has been updated to include the September YTD actuals and a FY20 forecast.

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### ***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 3<sup>rd</sup> 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
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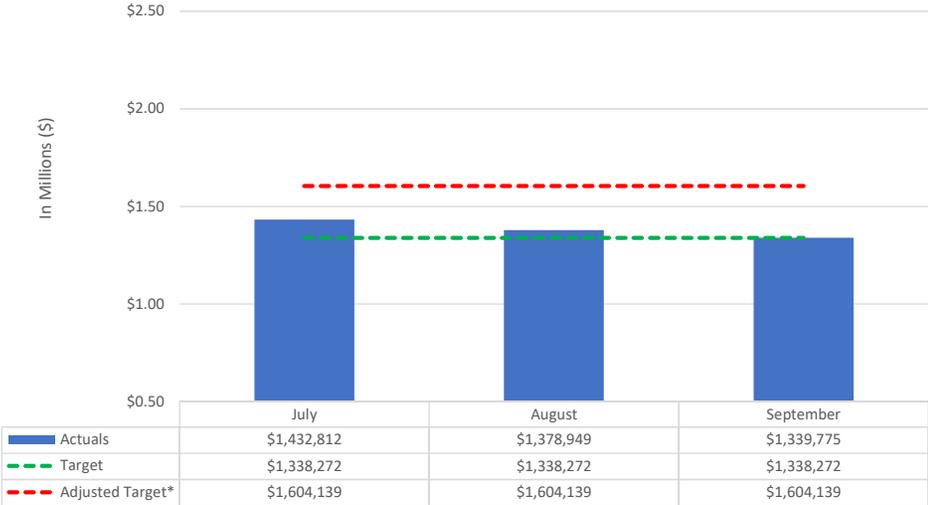
### ***FY 2020 Adopted Budget – Board Hearing, May 7, 2019***

An overview of the FY2020 Adopted Budget action items:

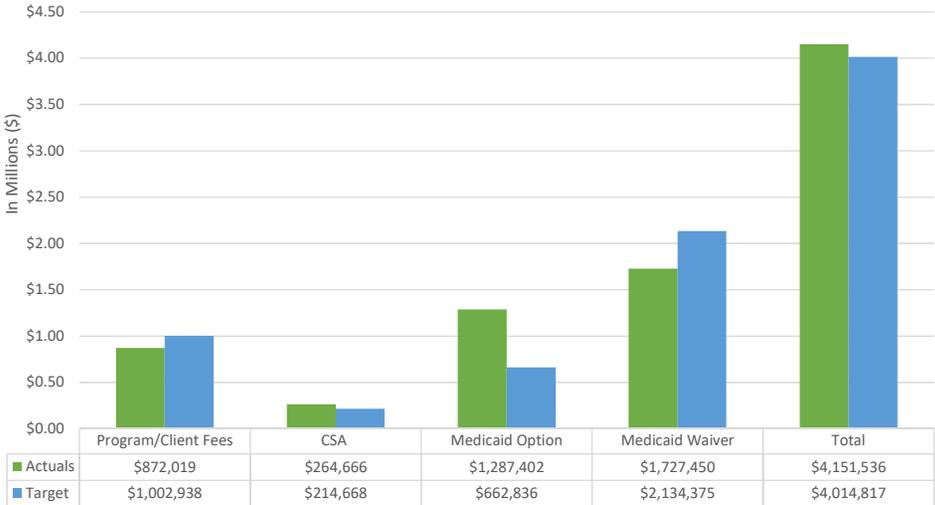
- The Board of Supervisors approved the following employee pay increases: 2.1% Market Rate Adjustment; 2% (average) Performance Increase and Longevity increases.
  - \$2.5m for June 2020 special education graduates and other individuals eligible for DD employment and day services.
  - \$2.1m second year 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.
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FY20 Revenue Analysis

Revenue by Month  
FY20  
Actuals vs. Target



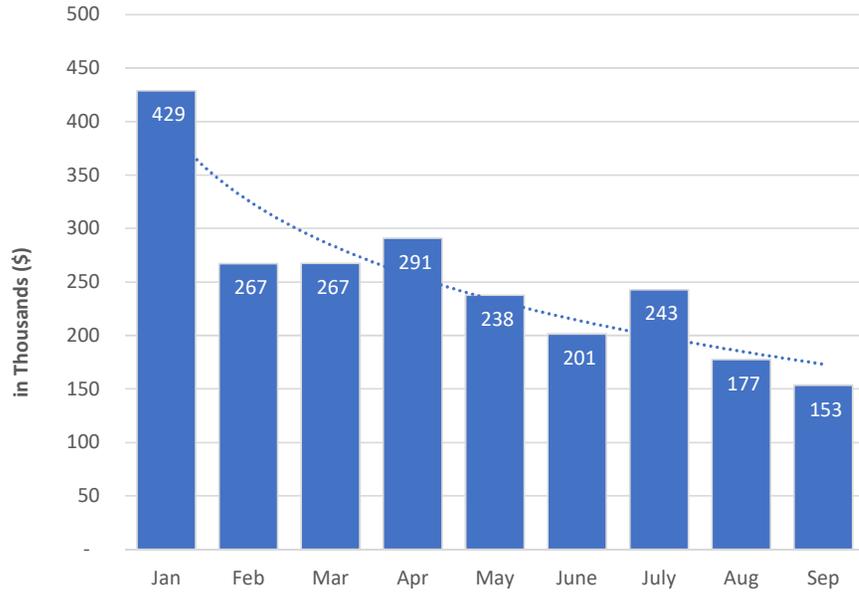
Revenue by Category  
FY20 Year to Date  
Actuals vs. Target



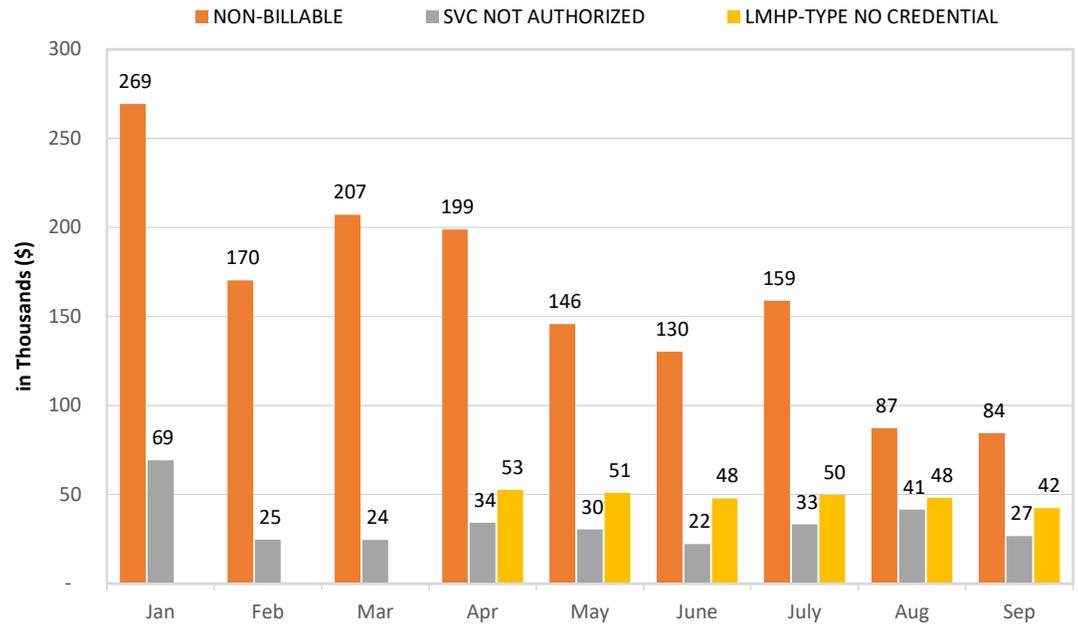
\*Adjusted target is reflective of expected Medicaid expansion revenue (\$4.4M for FY20)

## Revenue Maximation - Non-Billable Summary YTD SEP 2019

### Total Non-Billable Amount YTD 2019

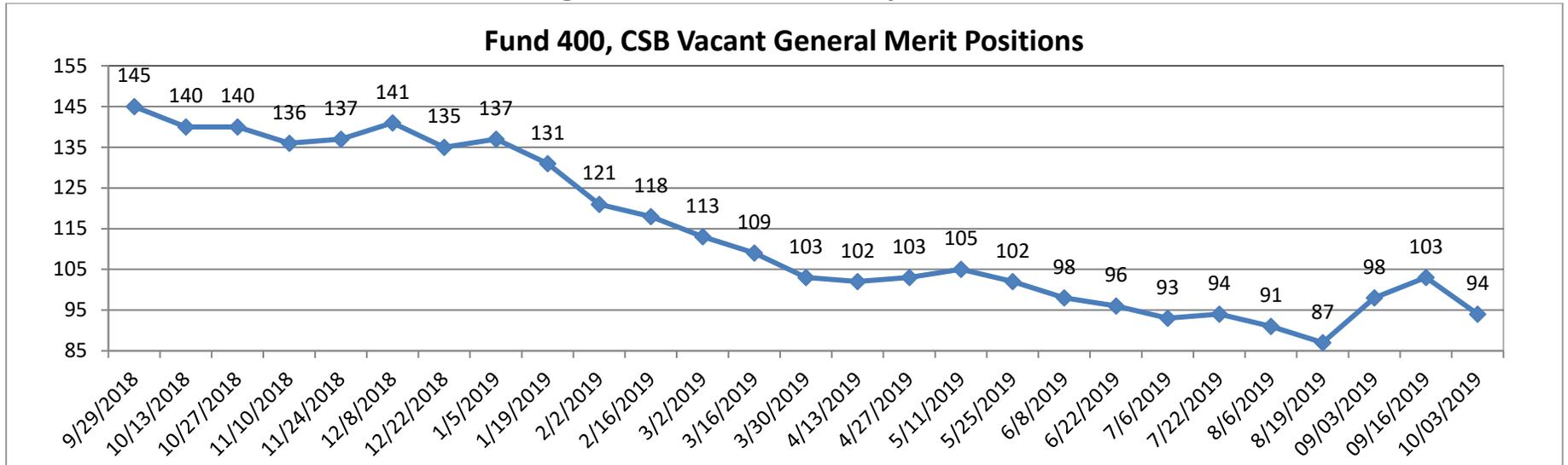


### Billing Error Types YTD 2019



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

Fiscal Oversight Committee CSB HR Update – October 3, 2019



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

Service area / program	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept		Oct		
<b>Emergency Svcs/MCU</b>	8	7	7	7	7	5	4	5	5	5	3	4	4 CIS		4	4 CIS
<b>Behavioral Health – OP Svcs</b>	5	5	7	6	5	6	2	2	3	4	2	7	1 BHS Sup. 3 BH Sr. Clin 3 LPN		6	1 BH Sup. 1 BHS Sr. Clin 3 LPN 1 BHS II
<b>Youth &amp; Family – OP Svcs</b>	9	9	8	8	8	9	9	9	8	6	7	8	7 BH Sr. Clin 1 BH Sup.		2	1 BH Sr. Clin 1 BH Sup.
<b>Support Coordination</b>	15	14	19	20	21	10	11	13	14	13	15	22	4 DDS I 15 DDS II 2 DDS III 1 DDS IV		21	3 DDS I 15 DDS II 2 DDS III 1 DDS IV
<b>ADC/ Jail Diversion</b>	12	10	11	11	7	7	3	4	4	3	4	7	5 BHS II 1 BH Sup. 1 BH Mgr.		9	6 BHS II 1 BH Sup. 1 BH Mgr. 1 Peer Spec.
<b>Compliance/Risk Mgmt.</b>	10	10	10	10	5	5	4	5	5	5	5	2	Compl. Cord. 1 MA II		2	Compl. Cord. 1 MA II