

CSB Fiscal Oversight Committee Meeting

**Merrifield Center, 8221 Willow Oaks Corporate Drive, Fairfax, VA
ROOM 3-314, West**

April 15, 2021, 4:00 p.m.

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Meeting ID: 991 7119 9253 • Passcode: 211046

MEETING AGENDA

1. Meeting Called to Order Jennifer Adeli
2. Matters of the Public Jennifer Adeli
3. Amendments to the Meeting Agenda Jennifer Adeli
4. Review of March 18, 2021 Meeting Minutes Jennifer Adeli
5. Administrative Operations Report Daryl Washington
6. Clinical Operations Report Lyn Tomlinson
 - A. Client Data Reports and Time to Treatment
7. Financial Status Jessica Burris
 - A. Modified Fund Statement
 - B. Variable Revenue Report
8. HR Update Daryl Washington
 - A. Position Status
9. Open Discussion
10. Adjourn

CSB Fiscal Oversight Committee Virtual Meeting Minutes

March 18, 2021

The Fiscal Oversight Committee of the Fairfax-Falls Church Community Services Board met in regular session at the Merrifield Center, 8221 Willow Oaks Corporate Drive, Fairfax, VA.

Members in Attendance:

In-Person: Chair, Jennifer Adeli; Karen Abraham; Andrew Scalise; Daniel Sherrange; and Sandra Slappey

Remote: Captain Derek DeGeare (Loudoun County)

Members Absent: Bettina Lawton

Staff: Daryl Washington, Lyn Tomlinson, and Jessica Burris

1. Meeting called to order.
The meeting was called to order at 4:02 p.m.
2. Matters of the Public
None were presented
3. Amendments to the meeting agenda
Acknowledging no forthcoming amendments, the agenda was accepted as presented.
4. Review of meeting minutes
The November 12, 2020 meeting minutes were offered for review. Daniel Sherrange made a motion to approve the minutes as presented, which was seconded and approved.
5. Administrative Operations Report
Daryl Washington provided an overview of recent administrative activities, the highlights of which included:
 - All CSB sites continue to be open and operating
 - The number of CSB staff testing positive for COVID-19 is 82 with 81 staff having returned to work.
 - The renovation of the crisis stabilization facility is anticipated to be complete in April. Services and staff are anticipated to move back to the 16-bed facility by the end of the month. This move will also resume capacity at two residential substance use treatment centers with staff from A New Beginning (ANB) moving from Crossroads back to ANB.
 - A reminder was offered that STEP-VA (System Transformation Excellence and Performance) is a statewide initiative of nine core services to be provided by all Virginia CSB's. Members were encouraged to review the STEP-VA literature provided in the meeting materials. Efforts to establish a regional call center were highlighted.
6. Clinical Operations Report
Lyn Tomlinson provided the clinical operation update, including:

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- The recently revised quarterly reports for individuals served daily and time to treatment charts were reviewed. A slight decrease for wait times in residential substance abuse treatment was reported. While an overall increase in wait times for behavioral health outpatient was also reported. This increase was further impacted by an increase in individuals seeking services. It was further noted that most individuals are requesting screening via telehealth. Ms. Tomlinson confirmed that staff vacancies continue to be the primary impact.
- Members were encouraged to consider the data provided and determine if any changes to the data may be wanted.

7. Financial Status

Jessica Burris provided an overview of the financial reports, some highlights included:

A. *Modified Fund Statement*

- Noting no significant changes, Ms. Burris confirmed that this report does not yet include the realignment of approximately \$4.5M from Operating to Compensation & Fringe discussed at previous meetings. The next statement will include revised projections related to the end of the third quarter. Members were asked to consider the current reports and data provided and determine if additional or alternative data may be more useful.

B. *Variable Revenue Report*

- Variable revenue has increased following improved monitoring and processing of claims for the larger insurance payers including Anthem, Aetna, Kaiser, and Magellan.

8. Human Resources (HR) Update

Daryl Washington provided highlights of the HR update report. It was confirmed that various options to address concerns with recruitment and retention are being considered. These include bonuses for referral, retention, and sign on (newly proposed). Additional matters of concern include streamlining the internal hiring and onboarding process. Proposed solutions include contracting with HR firms.

Daniel Herr has accepted the position of CSB Deputy Director for Administrative Operations. His start date is Monday, March 29, 2021

There being no further business to come before the Board, the meeting was adjourned at 5:39 p.m.

Action Items/Responsible Party Required Prior to Next Meeting:

CSB Staff: The Committee requested data on suicides/overdoses be added to the clinical operations reports.

CSB Staff: The Committee requested to add tracking of individuals during time to treatment including the number of individuals who may drop off the wait list.

CSB Staff: The Committee requested reporting for individuals on the DD wait list to include individuals by priority category, length of time, and variance from norms.

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CSB Staff: The Committee requested updates to the contracting/directly provided recruitment and retention efforts.

Issues to Communicate to CSB Board:

Agenda Items for Next Meeting:

Next Scheduled Fiscal Oversight Committee meeting

Thursday, April 15, 4:00 p.m.

Merrifield Center, 8221 Willow Oaks Corporate Drive, Fairfax, VA

Room 3-314, West

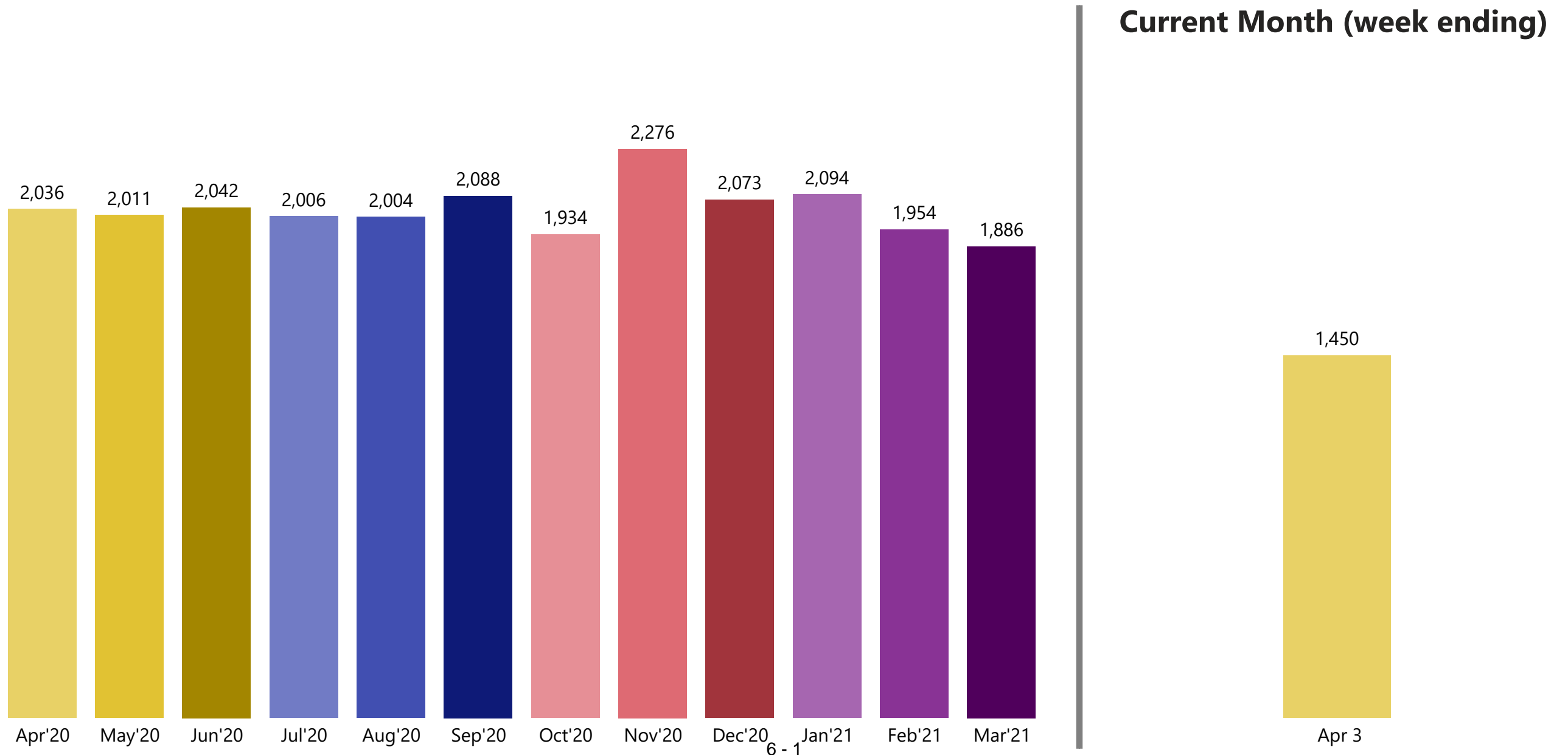
Date Approved

Clerk to the Board

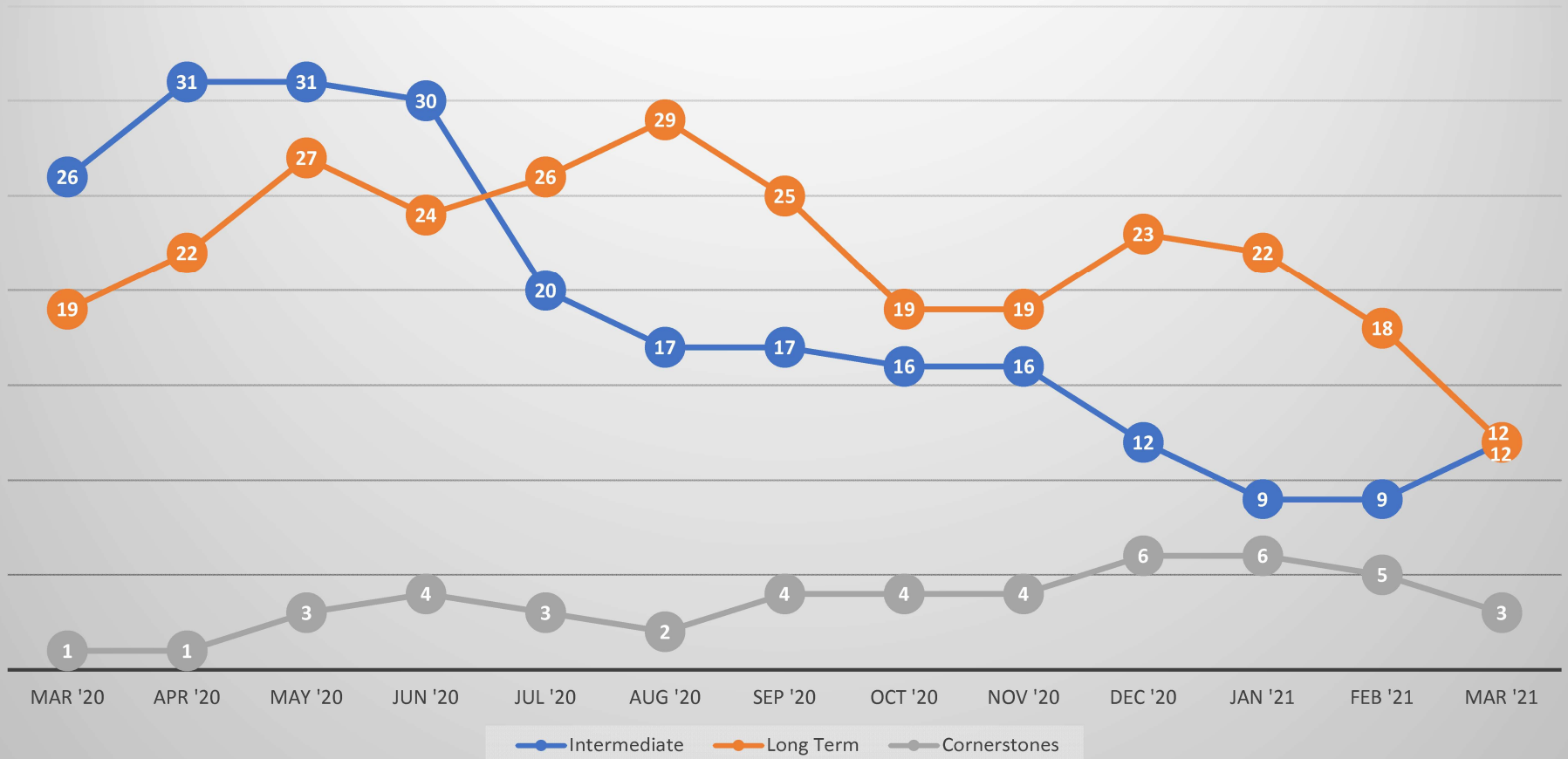
DRAFT

Agency Wide - Average Clients Served per Day

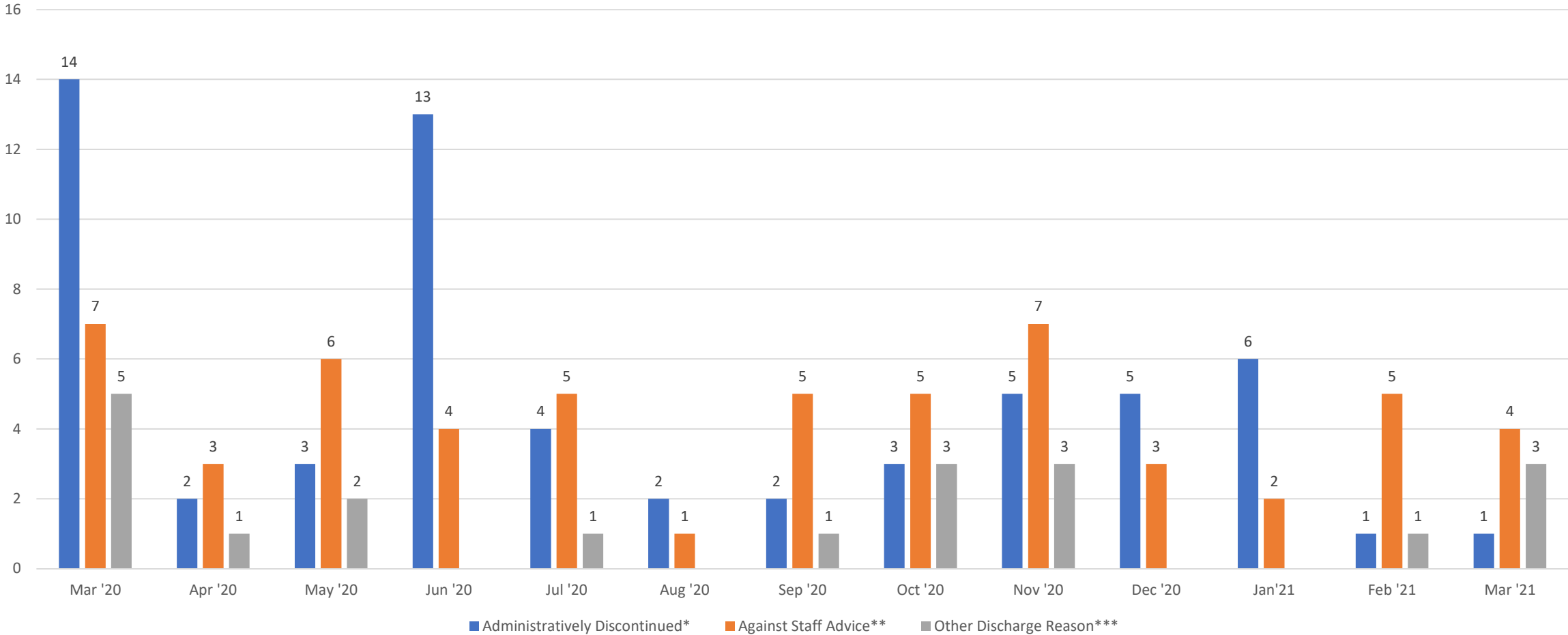
Excludes Emergency & Residential



SUD Residential Waiting List Individuals Waiting by Program Type March 2020 - March 2021

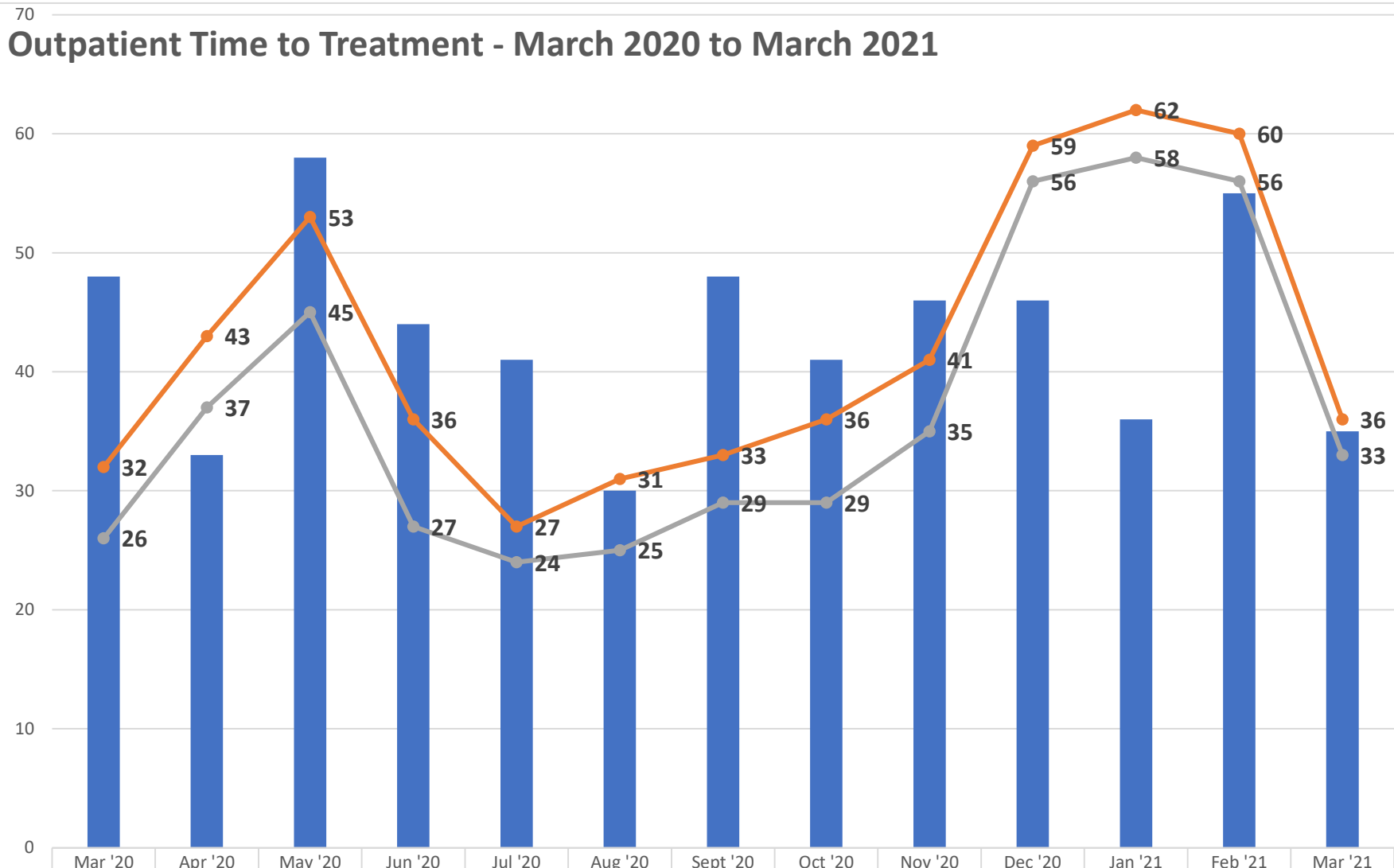


Individuals Discharged from SUD Residential Waiting List by Reason - March 2020 to March 2021



*Administratively Discontinued - Staff attempted to contact individual to arrange residential admission, but individual did not respond to outreach attempts
 **Against Staff Advice - Individual was contacted for residential admission, but individual refused services. Roughly 30% of individuals who refused services indicated they would be participating in alternate treatment services (CSB or private outpatient treatment or private residential treatment)
 ***Other Discharge Reason - incarceration (10); individual died (1); moved/referred out (5); non-compliance - legal or safety issues prevented admission (4) Numbers in parenthesis indicate the total number of clients discharged for each of the "Other" reasons during the reporting period.

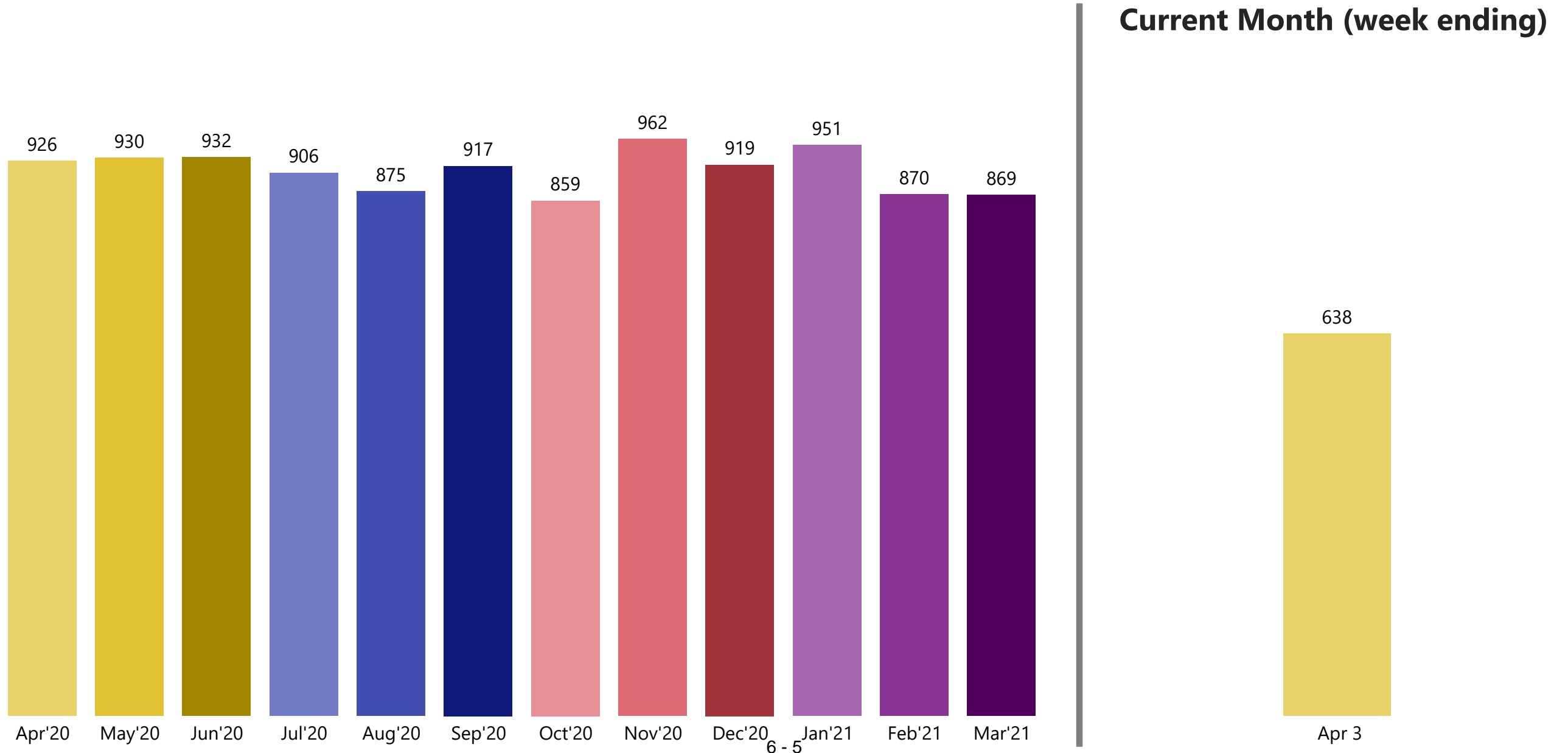
Adult Outpatient Time to Treatment - March 2020 to March 2021



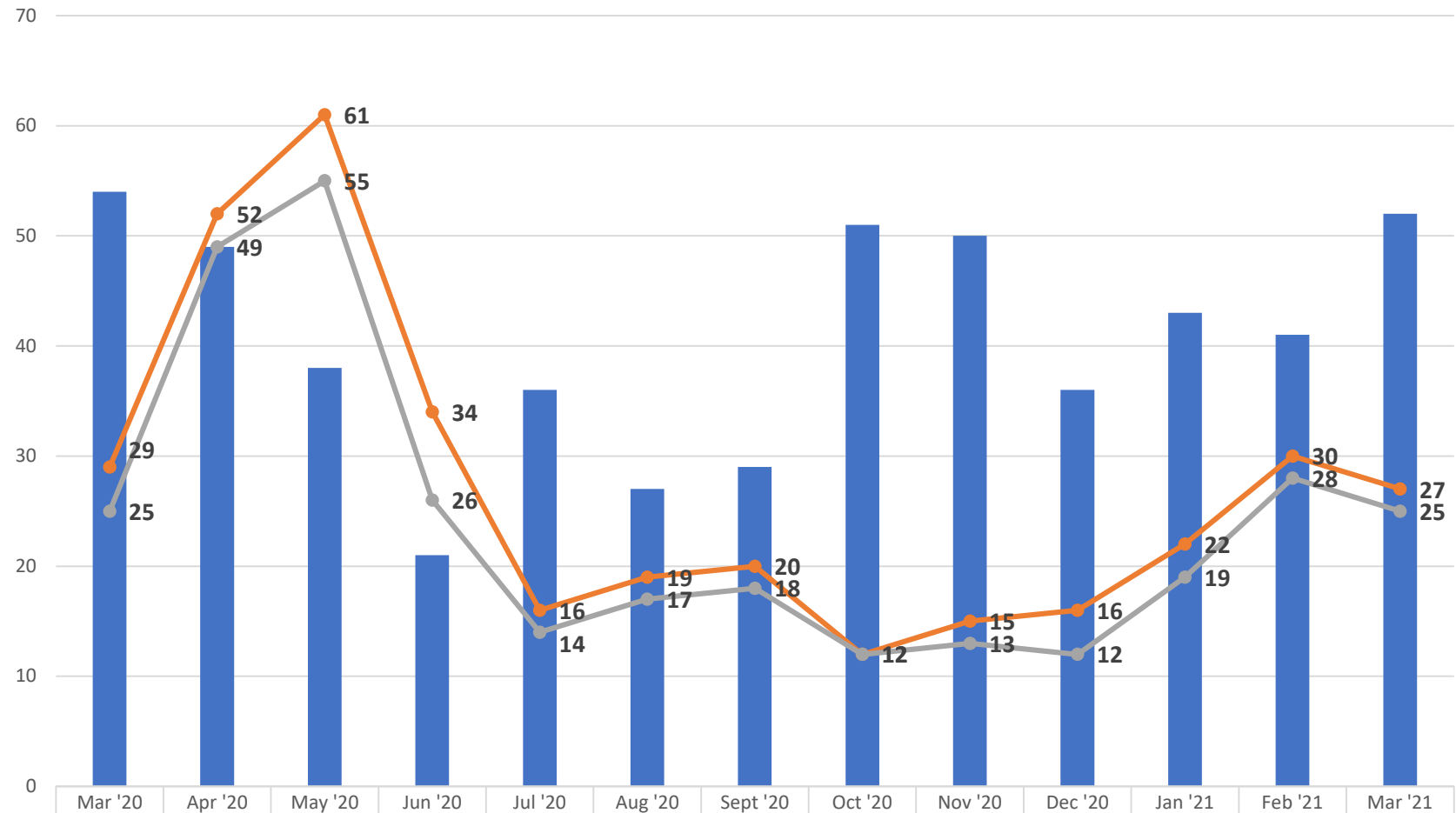
	Mar '20	Apr '20	May '20	Jun '20	Jul '20	Aug '20	Sept '20	Oct '20	Nov '20	Dec '20	Jan '21	Feb '21	Mar '21
# Adults Who Attended 1st Treatment Appt	48	33	58	44	41	30	48	41	46	46	36	55	35
Average # Days from Assessment to Treatment	32	43	53	36	27	31	33	36	41	59	62	60	36
Average # Days from Assessment to 1st Available / Accepted Appt*	26	37	45	27	24	25	29	29	35	56	58	56	33

*Average number of days from Assessment to Date of First Available Appointment (if known) OR from Assessment to Date of First Accepted Appointment

BH Outpatient - Average Clients Served per Day



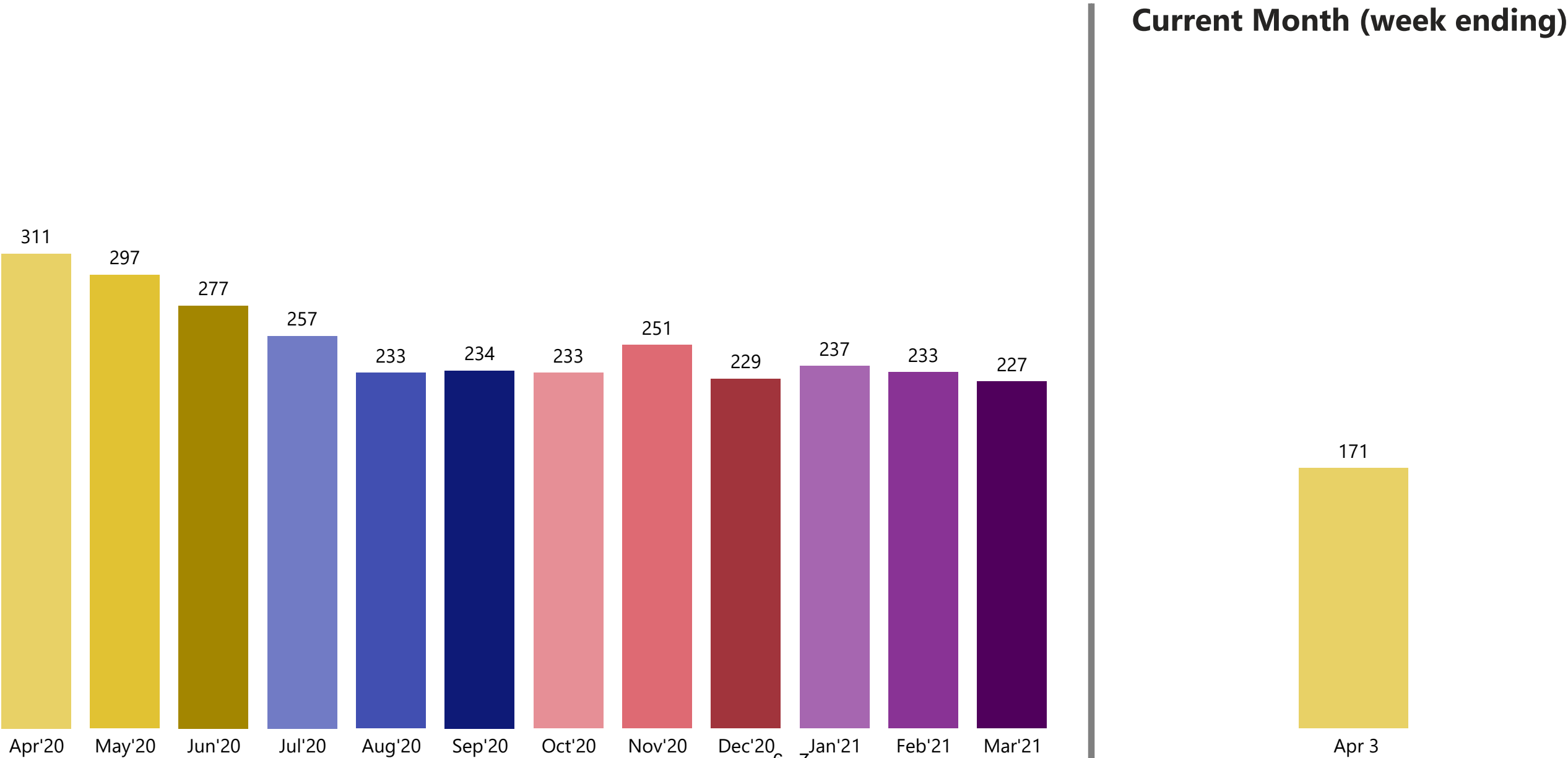
Youth Outpatient Time to Treatment - March 2020 to March 2021



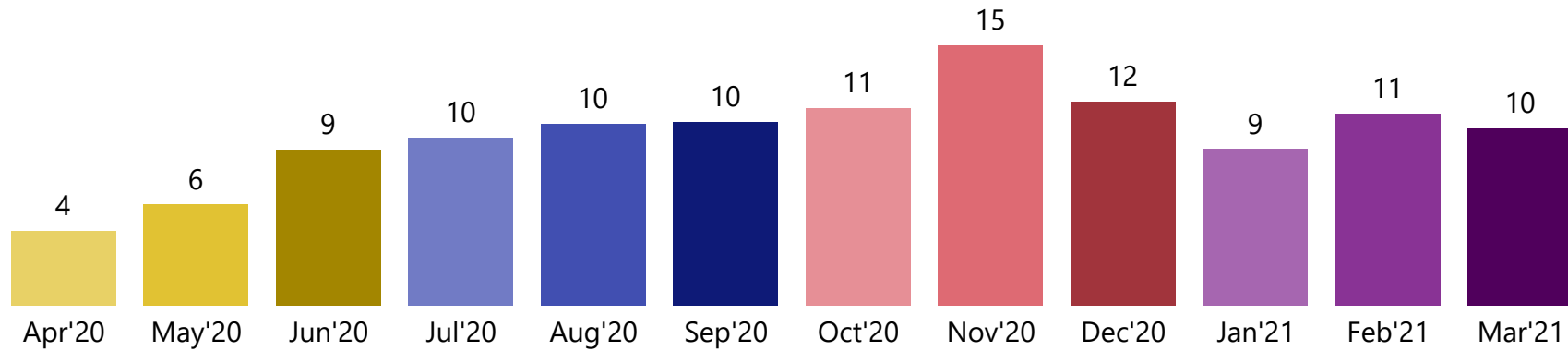
# Youth Who Attended 1st Treatment Appt	54	49	38	21	36	27	29	51	50	36	43	41	52
Average # Days from Assessment to Treatment	29	52	61	34	16	19	20	12	15	16	22	30	27
Average # Days from Assessment to 1st Available / Accepted Appt*	25	49	55	26	14	17	18	12	13	12	19	28	25

*Average number of days from Assessment to Date of First Available Appointment (if known) OR from Assessment to Date of First Accepted Appointment

Youth Outpatient - Average Clients Served per Day



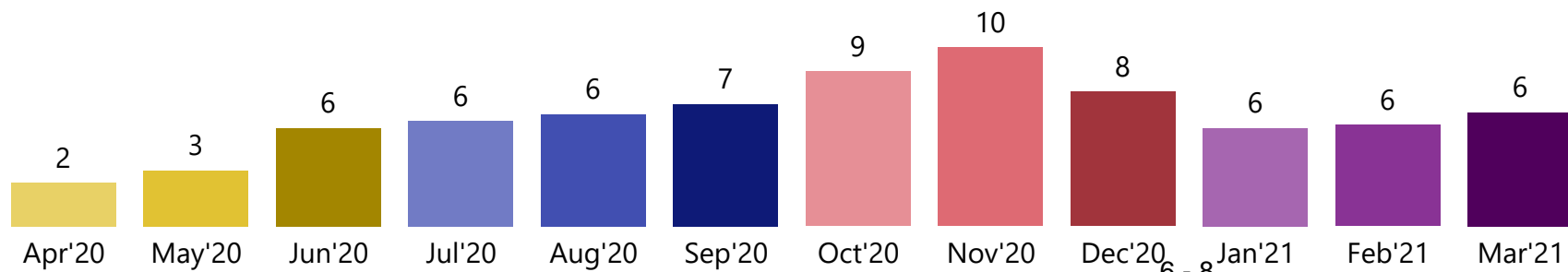
EAR - Average Clients Screened per Day



Current Month (week ending)



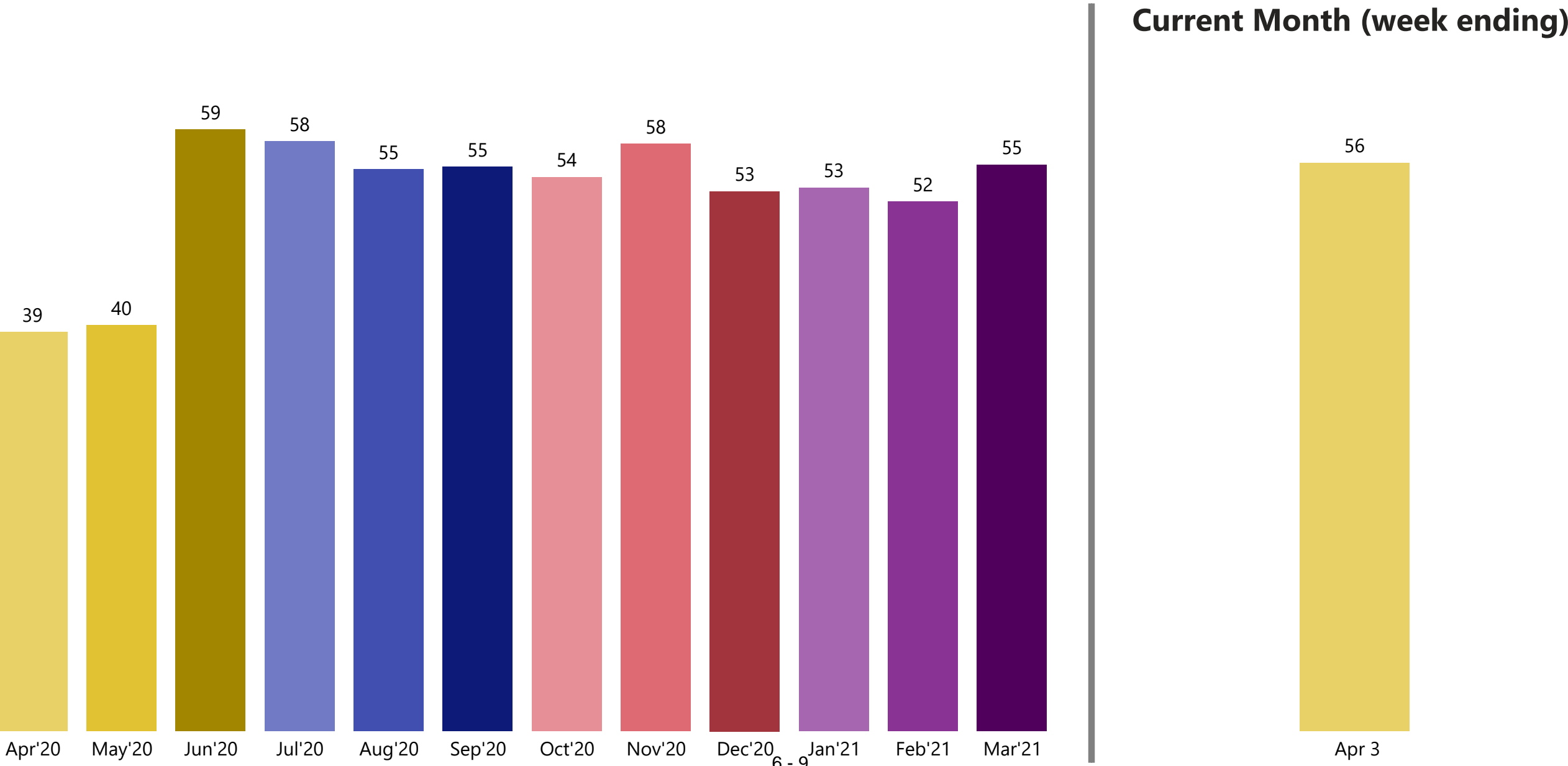
EAR - Average Clients Assessed per Day



Current Month (week ending)



Emergency - Average Clients Served per Day



Fairfax-Falls Church Community Services Board
Fund 40040 Statement
MARCH FY 2021

	FY 2021 Approved Budget	FY 2021 REVISED Budget ¹¹	FY 2021 YTD Budget	FY 2021 Actuals Thru March 2021	Variance from YTD Budget	FY 2021 Projection
Beginning Balance	26,138,124	26,138,124				26,138,124
F Fairfax City	2,218,100	2,218,100	1,663,575	1,663,575	-	2,218,100
F Falls Church City	1,005,368	1,005,368	754,026	754,026	-	1,005,368
F State DBHDS ¹	7,527,316	7,527,316	5,645,487	6,189,421	543,934	7,527,316
F Federal Pass Thru SAPT Block Grant	4,053,659	4,053,659	3,040,244	3,227,994	187,750	4,053,659
V Direct Federal Food Stamps	154,982	154,982	116,237	36,779	(79,458)	154,982
V Program/Client Fees	3,994,251	3,994,251	2,995,688	3,230,259	234,571	4,429,480
V CSA	858,673	858,673	644,005	450,143	(193,862)	696,514
V Medicaid Option	12,518,068	12,518,068	9,388,551	6,308,800	(3,079,751)	9,123,261
V Medicaid Waiver	2,962,684	2,962,684	2,222,013	5,540,369	3,318,356	7,375,919
V Miscellaneous	14,100	14,100	10,575	98,999	88,424	395,998
Non-County Revenue	35,307,201	35,307,201	26,480,401	27,500,365	1,019,964	36,980,596
General Fund Transfer	147,554,569	147,554,569	147,554,569	147,554,569	-	147,554,569
Total Available	208,999,894	208,999,894	174,034,970	175,054,934	1,019,964	210,673,289
Compensation ²	84,104,115	87,693,231	64,695,473	59,094,094	5,601,379	83,697,551
Fringe Benefits ³	37,187,394	37,993,964	28,605,688	25,071,917	3,533,771	35,208,696
Operating ⁴	69,145,965	64,540,059	51,859,474	36,381,569	15,477,905	57,611,039
Recovered Cost (WPFO)	(1,738,980)	(1,568,760)	(1,304,235)	(784,793)	(519,442)	(1,738,980)
Capital	76,469	116,469	57,352	67,210	(9,858)	76,469
Transfer Out	1,500,000	1,500,000	1,500,000	1,500,000	-	1,500,000
Total Disbursements	190,274,963	190,274,963	145,413,751	121,329,996	24,083,755	176,354,776
Ending Balance	18,724,931	18,724,931				34,318,513
DD MW Redesign Reserve ⁵	2,500,000	2,500,000		2,500,000		2,500,000
Medicaid Replacement Reserve ⁶	2,800,000	2,800,000		2,800,000		2,800,000
Opioid Epidemic MAT Reserve ⁷	300,000	300,000		300,000		300,000
Diversion First Reserve ⁸	3,329,234	3,329,234		3,329,234		3,329,234
COVID Revenue Impact Reserve ⁹	2,000,000	2,000,000		2,000,000		2,000,000
Electronic Health Record Reserve ¹⁰	3,000,000	3,000,000		3,000,000		3,000,000
Unreserved Balance	4,795,697	4,795,697				20,389,279

Key

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

Comments

- 1 FY21 Budget for State Funds Due to Medicaid Expansion, DBHDS reduced our revenue by ~\$4.4M.
- 2-4 FY21 Expenditures budget has not been adjusted for FY20 budget realignment exercise, therefore compensation and benefits budgets are understated and operating budget is overstated. Operating Budget now includes FY20 Carryover Request of \$5.8M for encumbrances, of which \$250K is allocated from Diversion First Reserve to cover costs associated with medical clearances.
- 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. This reserve has been reduced by \$250K at FY20 Carryover for costs associated with medical clearances.
- 9 As a result of COVID-19, the CSB is forecasting a negative impact to variable revenue in FY21. Since COVID-19 began, the CSB has seen a decline in services provided to our clients, resulting in less billable revenue (since April 2020, there's been a 40% decrease in billable revenue). We anticipate this being an ongoing issue until there is a vaccine or other factor that would allow the CSB to operate at full capacity.
- 10 Establish a reserve of \$3,000,000 for the implementation of a new electronic health record. The current electronic health record contract with the incumbent Credible will end on August 24, 2021. Even though we have 5-year renewal option year to exercise, the CSB elected to move forward with procuring a new EHR that can support the current and future agency behavioral health requirements. This primary procurement vehicle was the HCSIS procurement released in August 14, 2018 looking for a single EHR vendor to support Health Department and CSB requirements and to promote moving to an integrated healthcare platform. The final HCSIS down-select resulted in two possible vendors and no single vendor solution. The needs of our CSB dictates a progressive and more stable EHR platform capable of aligning itself with the future of our CSB. EHR platforms routinely become obsolete base on growing innovations in technology. We have been with our current incumbent vendor since March 2011.
- 11 FY21 REVISED Budget represents the budget realignment to move ~\$4.5M from Operating Expenses Budget to Compensation and Fringe Budget. This is consistent with the FY20 Budget Realignment exercise, which in collaboration with DMB, we strategically allocated ongoing Operating savings to Compensation and Fringe to lower our vacancy threshold to meet ongoing client needs.

March FY21 YTD Revenue Analysis

Variable Revenue by Month
FY21
Actuals vs. Target



*Target is reflective of expected Medicaid expansion revenue (\$4.4M for FY21)

Variable Revenue by Category
FY21 Year to Date
Actuals vs. Target



**Fiscal Oversight Committee
CSB HR Update – April 5, 2021**

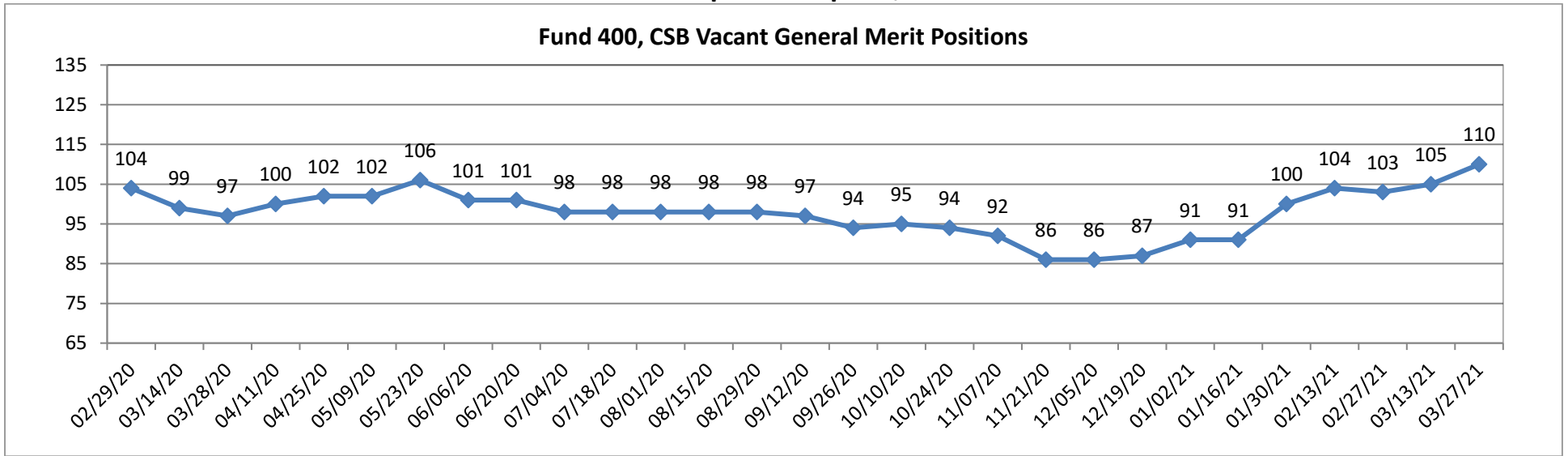


Figure 1: Increase in February 2020 reflects 24 non-merit conversions.

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

Service area / program	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March		April	
Emergency Svcs/MCU	5	6	5	3	3	3	3	2	2	3	4.5	3.5	2.5 CIS	3.5	2.5 CIS
													1 Peer Support Spec		1 Peer Support Spec
Behavioral Health – Outpatient Svcs	13	13	15	16	14	13	11	7	7	6	10	11	5 BHS II	11	5 BHS II
													5 BH Sr. Clin		3 BH Sr. Clin
													1 LPN		2 LPN
															1 BHN Clin/Case Mgr.
Youth & Family – Outpatient Svcs	6	6	6	6	4	3	4	4	4	7	8	9	6 BH Sr. Clin	9	7 BH Sr. Clin
													2 BHS II		1 BHS II
													1 BH Mgr.		1 BH Mgr.
Support Coordination	16	18	15	11	11	10	8	8	8	8	8	10	9 DDS II	12	10 DDS II
													1 DDS III		2 DDS III
ADC/ Jail Diversion	8	5	4	6	7	9	9	8	7	9	7	7	5 BHS II	9	8 BHS II
													1 BH Sr. Clin		
													1 BH Mgr.		1 BH Mgr.