

# CSB Fiscal Oversight Committee Meeting Minutes

**Date:** December 13, 2019

**Attending:** Chair, Jennifer Adeli; Basilio 'Sonny' Cachuela, Jr.; Ken Garnes; Suzette Kern; Bettina Lawton, and Edward Rose

**Staff:** Daryl Washington, Jessica Burris, and Lyn Tomlinson

1. Summary of Information Shared/Decisions:

The meeting was called to order at 9:30 a.m.

2. Review of meeting minutes

The November 15, 2019 meeting minutes were offered for review. Recognizing no revisions were forthcoming, Captain Basilio 'Sonny' Cachuela, Jr. 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 activities in Administrative Operations to include:

- Recognizing Board interest in personnel turnover, some research was conducted the results of which indicate an average monthly resignation/retirement rate of 12 staff with an average monthly hire rate of 17 staff over the past two years. Mr. Washington reported a scheduled meeting at which CSB Executive Leadership, Fiscal staff and DMB (Department of Management and Budget) will begin development of a plan to closely monitor the low vacancy rate and maintain a balance with the revised Vacancy Breakeven Point (VBP) of 75. Committee members offered several suggestions to include conversion of position descriptions where appropriate, consideration of the time needed for new staff to complete orientation and training requirements, and to continue to planning for the impact of anticipated retirements on full time merit and part time non-merit positions. Mr. Washington confirmed that there is a planned conversion of some part-time non-merit positions identified as critical to operations to full-time merit positions. This process will be undertaken in a phased process to minimize the impact to the budget. Regular updates to this process will be provided.
- The results of a recent retirement eligibility report identified 58 staff will be eligible in FY2019, 47 staff in FY2020, and 48 staff in FY2021. Of the combined 153 retirement eligible staff, 31 are in DROP (Deferred Retirement Option Plan), of which 11 retire in 2020 and 20 retire in 2021. This report will be reviewed biannually.
- First-round interviews for the Deputy Director Administrative Operations position have concluded. Noting the identified candidates have been notified, second round interviews will be scheduled in early 2020. CSB Board members are encouraged to volunteer to serve on the interview panel.
- The newly hired Public Information Officer (PIO) starts Monday, December 16 and will attend the CSB Board meeting on December 18, 2019.
- Offering a reminder of prior discussions related to recurring and significant year-end budget balances and proposed realignment of the CSB budget, CSB fiscal staff will meet with DMB in early 2020 to identify next steps. Mr. Washington clarified that the substantial year-end balances are primarily attributed to the high VBP of 100 and over-encumbrance of operations processes.

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- In response to an invitation to attend a CSB Board meeting, DMB recommended attending the February 2020 meeting as it occurs after the release of the proposed FY2021 budget providing opportunities for discussion. This date will be accepted on behalf of the CSB Board and the agenda revised to schedule this meeting.

## 4. Clinical Operations Report

Lyn Tomlinson provided updates to Diversion First and Time to Treatment, some highlights for which are:

### A. *Diversion First:*

- Revised Jail-Based and Jail Diversion Organizational Charts were distributed and reviewed. Highlights of the report include:
  - Some Emergency Services (ES) staff have accepted positions in the jail. Recent interviews for jail positions resulted in no candidates. Recruitment ads for the now vacant ES positions and the still vacant jail positions have been placed.
  - One recent hire reflected on the updated Organizations Chart is a Court Services Manager.
  - It was highlighted that the prescribers listed on the Jail Based chart reflect increased prescribing hours.

### B. *Time to Treatment*

- The newly formatted chart for both Youth and Adult Outpatient Services was provided. Data highlights on the Youth chart included:
  - Clarification that the maximum wait times listed for Merrifield and South County were attributed to population changes of an individual family at each site.
  - Noting that the median number is also high for several locations, this is partially attributed to new staff who are completing the approximately 5-month onboarding process. It is anticipated that assignment of cases to new staff will begin in mid-January, reducing the wait time.
- Data highlights for the Adult chart included:
  - It was confirmed that efforts are ongoing to formulate data that will track minimum and median wait times, currently unavailable.
  - Direct Scheduling was clarified as scheduling of the first appointment at the initial assessment, noting that Direct Scheduling is not yet available at Merrifield. It was confirmed that once Direct Scheduling is available at all sites, the Time to Treatment threshold will have been met, eliminating the need for this chart. It was clarified that the days counted indicate the initial (start) service date, not the date on which the service is scheduled.
- It was decided that two months of charts will be provided beginning in January 2020 to allow for comparative data.

## 5. Financial Status

Jessica Burris provided the financial report, to include:

### A. *Pay Period Metrics Report*

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- Reporting a minor overage in PP #23, this was attributed to the VBP (Vacancy Breakeven Point) of 81 and Non-Merit Salary costs that include psychiatrists as well as overtime and leave payouts.

## B. *Modified Fund Statement*

- It was highlighted that the beginning balance has been updated to reflect the approved Carryover funding totals.
- Noting consistency in projections, forecasting will be revised for the January 2020 meeting. Reporting some ongoing variance in Compensation & Fringe, DMB and fiscal staff are finalizing details for using anticipated savings in the Operations baseline budget as needed.
- Members requested an explanatory note be added to the Statement when a significant change occurs.
- Noting no significant changes to the FY 2020 Fiscal Notes; it was further noted that changes to the forecast, previously discussed, will also be reflected in the December report in January 2020.

## C. *Revenue Analysis*

- A. It was confirmed that October reflected a considerable increase in revenue from the prior and following months related to billing for Medicaid Option and client fees.
- B. It was highlighted that there continues to be a projected shortfall of approximately \$650K related to the reduced state funding for Medicaid Expansion.

## D. *Revenue Maximation - Non-Billable Summary*

- C. A reduction in *non-billable* services of approximately \$5K from October to November was reported. It was clarified that some services are designated as non-billable because they have not yet been activated. These include ARTS (Addiction and Recovery Treatment Services) Residential services and Mental Health Skill-Building.
- D. Acknowledging some decrease in error for *services not authorized*, efforts are ongoing to include coordination of registrations, prior-authorizations, and MCO (Managed Care Organization) billing requirements as applicable to specific service requirements.
- E. Efforts to address the *LMHP-Type billing* include continuation of training staff to obtain or provide the appropriately credentialed supervisor signature in Credible. This process was activated in November 2019, necessitating continued monitoring and training. Ms. Burris reported that approximately \$19K of the outstanding \$21,620K has been batched or prepared for billing.

It was confirmed that staff is actively improving business practices that will capitalize on realistic opportunities for increased revenue in all three areas identified above.

## 6. Human Resources (HR) Update

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

- A. The vacancy count has increased to 81.

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- B. The review focused on *Support Coordination* and the recruitment and retention challenges related to this critical position. It was emphasized that the workforce cannot accommodate the demand. This is compounded by the overwhelming documentation requirements and strict performance measurements required by the DOJ (Department of Justice) Settlement. Additionally, the numerous vacancies result in larger than recommended caseloads, the combined results of which are escalating staff stress and 'burn-out'. Significant recruitment and retentions efforts are focused in this area, including partnering with local universities to recruit at the graduate level and substantial flexibility in teleworking, work hours, etc.

Noting no further discussion was forthcoming, the meeting was adjourned at 10:30 a.m.

**Action Items/Responsible Party Required Prior to Next Meeting:**

A note will be added to the Modified Fund Statement detailing any significant changes.

**Issues to Communicate to CSB Board:**

A proposed meeting between the CSB Board and DMB in February 2020.

**Agenda Items for Next Meeting:**

Next Scheduled Fiscal Oversight Committee meeting

**Friday, January 17, 2020, 9:30 am**

**Pennino Building, 12011 Government Center Pkwy, Fairfax, VA**

**Suite 836A**

CSB Clerk to the Board Signature

January 17, 2020

Date Approved



Clerk to the Board