

Chesterfield Community Services Board
*Chesterfield County's Department
Of Mental Health Support Services*

FY15 Performance Analysis
Promoting a Value-Driven System of Care



blueprint
CHESTERFIELD



Message from the Board Chair and Executive Director



F. Gibbons "Gib" Sloan, III
Chair

Debbie Burcham
Executive Director

The Chesterfield Community Services Board, or CSB, is pleased to present its Fiscal 2015 Performance Analysis. Exciting, challenging and productive are all good descriptions of the past year. Much has been accomplished thanks to new partnerships, and the hard work of the Chesterfield CSB staff to improve the quality of care for individuals with mental health and substance use disorders and those with intellectual disabilities.

A major initiative undertaken by the board was the planning and implementation of Same Day Access. This model was designed so that a clinician is immediately available to conduct a clinical assessment when an individual seeking services is ready. The service was launched in July, and early indications are that this change in service delivery is a resounding success and will greatly improve access to services.

Specialized housing is a priority of the Chesterfield CSB. Galloway Place, the 12-bed Immediate Care Facility for Individuals with Intellectual Disabilities (ICF-IID) opened in August 2014 and was certified as an Intermediate Care Facility in January 2015. The third house of the Build-a-House project was completed and opened as a group home for five individuals with intellectual disabilities. Both homes are handicapped accessible and will allow the residents to age-in-place. In addition, transitional housing was made available for women who are recovering from substance use through a partnership with Chesterfield Alternatives, Inc. and Oxford House.

Crisis Intervention Training, or CIT, continues to be strong in Chesterfield County. The county has 244 public safety staff trained in CIT and there are now CIT trained police officers on every shift throughout the county. The Crisis Triage Center, housed at Chippenham Hospital to serve Chesterfield County and the city of Richmond, received additional funding to expand its hours of operation and to hire a coordinator. Since opening two years ago, 662 evaluations have been completed and over 1,200 Chesterfield police hours have been saved.

On July 1, a pilot project was initiated in partnership with Anthem Health Keepers and the Capital Area Health Network to provide a behavioral health home for 30 individuals with serious mental illness. This behavioral health home model focuses attention on both behavioral health and physical health conditions. A registered nurse hired by Anthem works alongside mental health case managers to teach individuals about their chronic health conditions and support their ability to manage their illnesses. We are already seeing improved health outcomes for individuals enrolled in the project.

Finally, the Chesterfield CSB, in partnership with the other Region IV CSBs, will be opening a new program for crisis stabilization for individuals with intellectual disabilities. Property was purchased in Chesterfield County for the REACH facility which will be completed in 2016.

The department received its seventh CARF Accreditation, an outstanding accomplishment and a testament to the quality of work provided by our dedicated staff. The Chesterfield CSB is proud of all of these accomplishments as well as the quality of the core services offered by the Department of Mental Health Support Services.

Board Members

Vincent Burgess
Paige Cecil
Tyler Craddock

Jennifer Davis
Elizabeth Hedgepeth
Michelle Jones

Patrick Knightly
Dean Lynch
Nicholas Pappas
Harvey Powers

Ricky Russell
Janet Stephens
Joseph Wharff
Mandy Willis

Chesterfield Community Services Board

Mission:

To promote an improved quality of life for Chesterfield citizens through exceptional and comprehensive mental health, intellectual disability, substance abuse, prevention and early intervention services.

Vision:

To be widely known as a highly effective and caring organization.

Values:

Excellent customer service
Community integration
Self-determination
Accessible services
Integrity
Prevention
Responsive to community needs

Chesterfield Community Services Board, or CSB, is one of forty boards in Virginia that offer a comprehensive array of services in mental health, intellectual disabilities, substance abuse, prevention and early intervention services. The CSB is the governing board for Chesterfield County's Department of Mental Health Support Services and is dedicated to meeting the needs of the residents of Chesterfield County.

Our Services

SERVICES FOR CHILDREN AND FAMILIES

Child and Adolescent Services
Infant and Toddler Services
Families First

Medical Services
Prevention Services

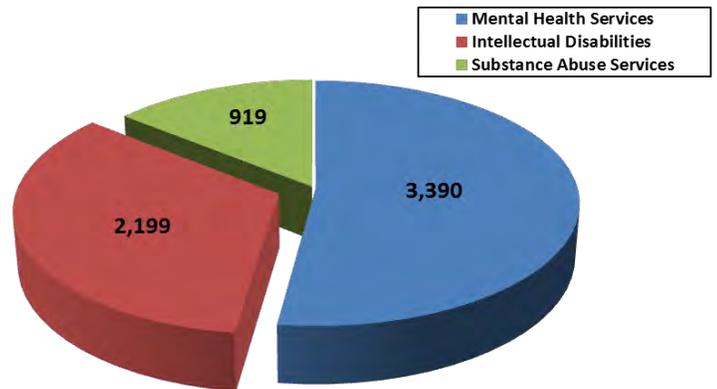
SERVICES FOR ADULTS

Adult and Emergency Services
Chester House
Chesterfield Employment Services
Day Program
Intensive Community Treatment

Medical Services
Psychiatric Rehabilitative Services
Residential Services
Service Coordination
Substance Abuse Services
Supported Living Services

Our Customers

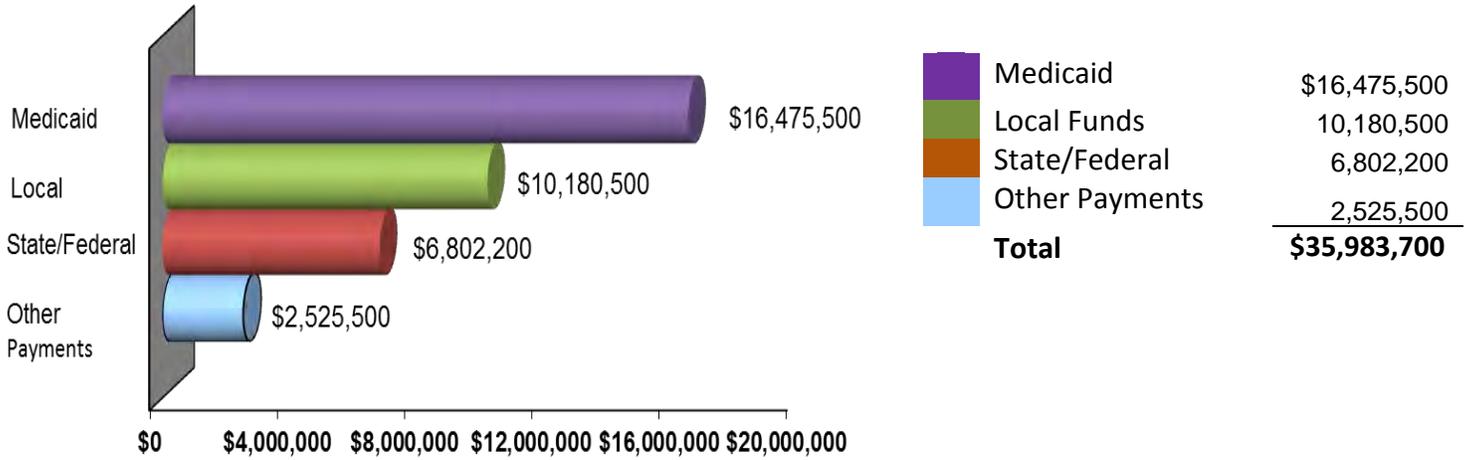
Mental Health Services	3,390
Intellectual Disabilities	2,199
Substance Abuse Services	919
Prevention Services	6,065



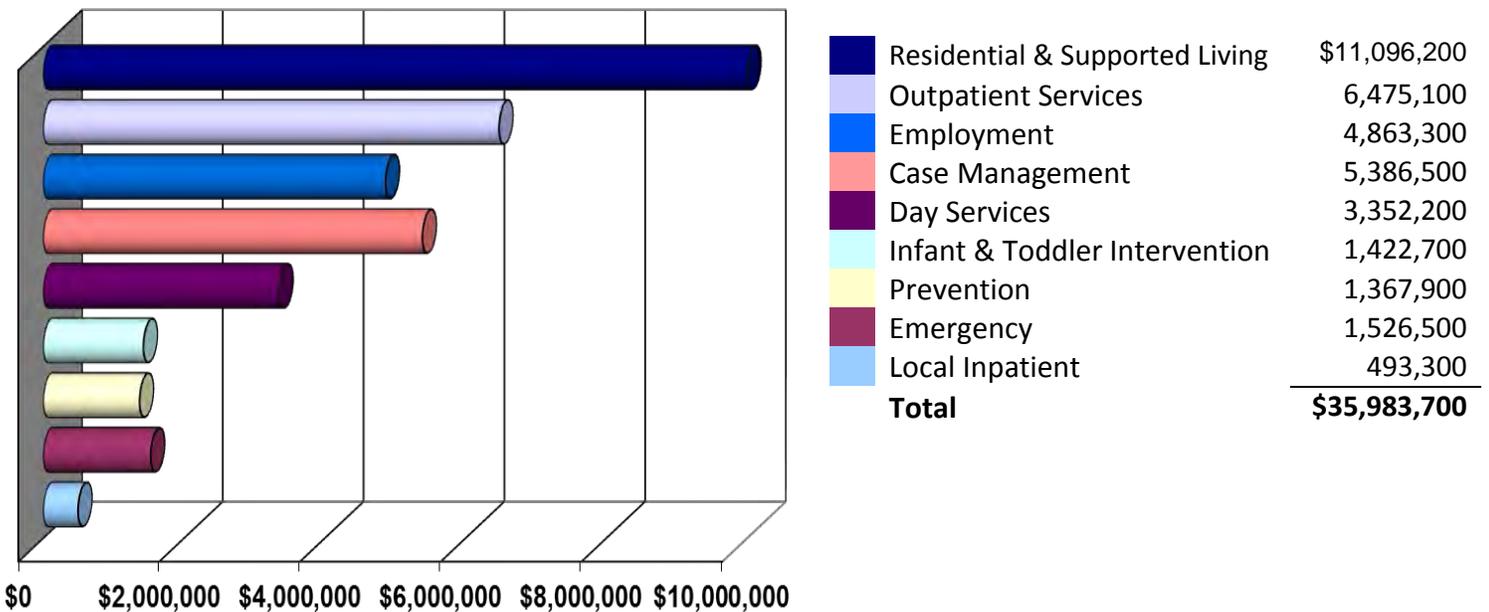
NOTE: 6,508 residents were served. More than 9,907 services were provided.

Revenue and Expenditures For Fiscal Year 2015

Revenue



Expenditures By Category



Our Goals and Accomplishments

Goal #1 Competent, Diverse Work Force

Mental Health Support Services Employee of the Year **Gail Wilson, Senior Office Assistant** **Medical Services/Administration**



Gail Wilson was named Employee of the Year for the Chesterfield County Department of Mental Health Support Services for doing an extra ordinary job as part of the Medical Services team. She is very organized, conscientious, helpful and has a great work ethic.

Gail treats everyone with respect and maintains appropriate boundaries in all her interactions. She is a team player and works to make the job of her teammates easier. She will always step up to the plate and offer to take on more than her share of work when it comes to making new

initiatives work.

Gail has worked in consumers for an evaluation in the course of a morning after contacting 6 to 10 on the list. She can be counted on to plan ahead for the times she is off or going to be out. Gail created reports on her own that help the program tell at a glance how many times an urgent slot was filled or a last minute fill in with a routine appointment.

Gail's initiative and hard work has had positive outcomes to the consumers in Medical Services. She is a wonderful asset to our department!

- ✚ The department turnover was 19 percent, a slight increase from FY14.
- ✚ The Diversity Advisory Group sponsored several learning opportunities for staff this past year, including the second annual Multi-Cultural Food Festival and a very lively game of Jeopardy during Black History Month.
- ✚ In partnership with ResCare, Galloway Place, the newest Immediate Care Facility-IID, was successfully staffed.

Goal #2: Most Efficient Delivery System for the Investment

Same Day Access

On July 20, 2015, Same Day Access officially began. Chesterfield Community Services Board intake and assessment staff opened the doors to Chesterfield County residents to walk in and request services without an appointment.

Through Same Day Access, the Chesterfield CSB accomplished the following positive outcomes:

- ❖ Intake phone calls handled within 5 minutes
- ❖ Intake and financial orientation process combined
- ❖ Same Day Access for clinical services
- ❖ No more waiting lists
- ❖ No more scheduled assessments with extended wait times
- ❖ Zero no shows for new assessments
- ❖ Assessments for Spanish speaking, or limited English speaking, residents offered within one week

Consumers have weighed in on new processes. They appreciate the ability to start services and depart with a scheduled follow-up appointment within 10 days. Chesterfield CSB staff feel that the launch of Same Day Access was successful and appreciate all the work of the Same Day Access Project Team.

Same Day Access: Residents can receive a clinical assessment when it is convenient for them.

- ✚ Eliminated waiting lists for all mental health and substance abuse programs
- ✚ Year To Date:
 - No waiting for mental health and substance abuse programs
 - 1,000 walk ins; 700 assessments completed
 - Average of 53 assessments weekly
 - Average next scheduled clinical appointment: six days

Goal #3: Satisfied Consumers and Family Members Who are Valued Partners

Recovery Conference 2014



The 8th Annual Consumer Conference was held Tuesday, May 13th and was enjoyed by over 165 participants. This conference, held in May to recognize

The Mental Health Support Services Annual Recovery Conference is coordinated by a committee comprised of consumers as well as staff. This year's theme was "Recovery: Your Best is Yet to Come." The morning session included engaging discussions by keynote speaker Jan Brown of the Spirit-Works Foundation in Williamsburg and Becky Sterling, a consumer recovery liaison for Consumer Operated Programs of Middle Peninsula-Northern Neck. The afternoon sessions included presentations on recovery, budgeting and advance directives as well as instruction in yoga and Zentangle, a form of artistic meditation. The conference wrapped up the day with a very moving segment of consumers sharing their stories and a drawing of prizes including gift baskets generously donated by Mental Health Support Services staff. This fun and informative event was a huge success and consumers are already looking forward to next year!!



Brenna [unclear] Chester House
staff member

- ✚ In recognition of the growing Hispanic population in Chesterfield County, a salary add-on for bilingual staff to both retain and attract bilingual staff was created.
- ✚ Consumer satisfaction survey shows Mental Health Support Services met its goal of 92 percent satisfaction with services provided.
- ✚ Employees had the opportunity to participate in the county's Employee Engagement Survey this past year. Outcomes of the survey resulted in the development of action plans to address employee areas of concern.

Goal #4: Best Possible Consumer Outcomes Partners

Michael's Story



Michael has been working with support from Chesterfield Employment Services, or CES, since 1992. For 23 years, Michael has worked in seven different group employment sites. Jobs have been varied, including positions at a furniture refinishing operation run by CES, a large book distribution company, industrial laundry, pet collar producer, mobile cleaning crew and pizza flyer distribution crew.

Earlier this year, Chesterfield Employment Services was contacted by the Real Estate Assessment office. The department had an open position scanning building plans into digital software to record square footage to use in setting tax amounts. They asked if we had anyone who could do the work. We immediately thought of Michael. The detailed nature of the work and private setting in which the work would be performed made this position well-suited to Michael's natural tendencies and strengths.

Michael has been working in his new position as Senior Office Assistant with the Real Estate Assessments office since the middle of September. He works in the Community Development Building in the county government complex for five hours a day Monday, Wednesday and Friday. Michael has already mastered many aspects of his new position and is able to back-check and problem-solve situations as they arise. Kristen Caire, his job coach, is exceedingly proud of how quickly Michael has learned to use both the scanning equipment and the software required to complete his work. She also points out that the staff in the Real Estate Assessments office have been very supportive of her and Michael learning the job. Michael's move from group-supported employment to an individual job is directly in line with state and national initiatives to have persons with disabilities try Employment First as their daily activity. Michael has shown what the right job in the right setting can do for a person seeking work. Both the county and Michael have benefitted a great deal from this opportunity.

- ✚ A pilot integrated care project began in July 2015 with Anthem Healthcare. Over 30 individuals were enrolled and have received enhanced case management that includes a focus on physical health management. Anthem has provided an onsite nurse to work with identified individuals with Healthkeepers Plus Medicaid to improve integration of behavioral and physical health with the goal of improving the health of individuals served.
- ✚ A grant from the U.S. Department of Justice was received to provide a clinician and part-time peer specialist to the Chesterfield County courts in an effort to divert individuals with behavioral health issues from incarceration to treatment.

Goal #5: Strong Community and Stakeholder Support

Build-A House Program Woodpecker Road

The house, which serves as a group home in Ettrick, was built through a partnership with Chesterfield County Public Schools, Chesterfield Alternatives, Inc. and Chesterfield Mental Health Support Services.



This valuable partnership provides high school students the opportunity to learn valuable skills and in return, build a beautiful and accessible home for its residents.

Although this is most likely the last home to be built on county-owned property, Chesterfield Alternatives, Inc. has secured a fourth site with land donated by a very generous county resident, Mr. Henry Moore who believes in Build-A-House program. Chesterfield County Public Schools will begin working on the new site this fall.

- ✚ The Prevention Program partnered with the county's human resource management department to deliver Mental Health First Aid and Applied Suicide Intervention Skills Training to county employees. This program received a NaCO award.
- ✚ Families First expanded its partnership with the Children's Museum of Virginia, which hosts events and provides free passes and scholarships to families.
- ✚ Prevention staff co-founded a Chesterfield Suicide Prevention and Awareness Group with many area stakeholders.

Goal #6: Corporate Compliance and Risk Reduction

Youth Tobacco Prevention

The health consequences of smoking cigarettes are well known. Recent research also demonstrates harmful effects for youth related to e-cigarettes and other electronic nicotine delivery systems. Nearly 9 out of 10 smokers start smoking by age 18 and 99 percent start by age 26. An increased exposure of youth to tobacco displays and advertising results in increased odds of smoking, increased odds of experimental smoking and higher likelihood of becoming a daily or occasional smoker.



Youth who attend schools with higher numbers of tobacco retailers within walking distance have a higher high school smoking prevalence. The closer a person lives to a tobacco retailer, the more likely they are to have difficulty quitting smoking. By limiting youth exposure to tobacco advertising and youth access to cigarettes through retailer compliance with laws related to sales to minors, are important components of an effective youth tobacco prevention effort.

Last summer, with funding from the Virginia Department of Behavioral Health and Developmental Services, Prevention Services hired five college-aged Tobacco Prevention Assistants to pilot a tobacco and electronic nicotine delivery system retailer verification initiative. The goal of the project was to develop an accurate list of tobacco and electronic nicotine delivery system retailers in Chesterfield County in order to allow for more comprehensive compliance checks and merchant education. Beginning with a list of 213 potential retailers, the Tobacco Prevention Assistants drove every non-residential road in Chesterfield County to the retailers that were on the list and added additional stores that were not on the list. The Tobacco Prevention Assistants ended up visiting 372 retailers and compiled a list of 290 that sell tobacco or electronic nicotine delivery systems. The Tobacco Prevention Assistants subsequently returned to the stores that sell tobacco or electronic nicotine delivery systems to provide them with education and tools related to the laws about selling tobacco and electronic nicotine delivery systems to minors. They also visited 19 area pediatrician's offices to provide information about the effects of electronic nicotine delivery systems on youth.

- ✚ Mental Health Support Services had no formal customer complaints this past year
- ✚ Mental Health Support Services' rate of compliance with HIPAA audits was 96 percent
- ✚ Mental Health Support Services' vehicles traveled 1.8 million miles and had vehicle accidents of less than 1 percent for every 100,000 miles driven
- ✚ 100 percent of staff completed the required risk training classes

Strategies For The Future

- ❖ Develop creative ways to recruit staff that are multi-cultural/bilingual
- ❖ Promote the use of non-management career ladder tracks to provide life-long learning and opportunities for advancement
- ❖ Re-evaluate the recognition program to find creative ways for employee recognition
- ❖ Review benefits and salaries for positions with high turnover and low employee satisfaction
- ❖ Evaluate and ensure that all revenue sources are being maximized
- ❖ Identify and analyze service unit cost to better understand costs of care and ensure resources are being used efficiently
- ❖ Continue to use and enhance the Electronic Health Information System through implementing new functionality and system upgrades
- ❖ Explore models of integrated care to ensure optimal physical and behavioral wellness
- ❖ Educate staff and operationalize trauma informed care initiatives and person-centered planning
- ❖ Develop and implement best practices that address the Department of Justice Settlement Agreement requirements
- ❖ Through the use of the Electronic Health Record, demonstrate the exchange of health information electronically, through use of the Electronic Health Record and use of outcome measures to improve the quality of health care
- ❖ Develop strategic partnerships to address housing needs for consumers with mental illness and women with substance use disorders
- ❖ Provide informational sessions to Chesterfield County organizations about the consumers served and services provided by the Chesterfield Community Services Board