

**CHESTERFIELD COMMUNITY SERVICES BOARD  
MINUTES  
January 17, 2019**

**Members Present**

Harvey Powers, Chair  
Patrick Knightly, Vice Chair  
Jennifer Davis, Secretary  
Karen Bell  
Paige Cecil  
Tyler Craddock  
Michael Giancaspro  
Elizabeth Hedgepeth  
Michelle Jones  
Peter Mazure  
Talisha McAuley-Davis  
Nicholas Pappas  
Ricky Russell  
Mark Sacra

**Staff Present**

Kelly Fried, SMT  
David Meadows, SMT  
Sue Medeiros, SMT  
Asha Mishra, SMT  
Danielle Sayre, SMT  
John Tyler, AES  
  
Brook Cook, Administrative Assistant

**Others Present**

Dr. Joe Casey, County Administrator  
Mr. Christopher Winslow, BOS  
Ms. Sarah Snead, Deputy County Administrator

Debbie Burcham, Executive Director

**Members Absent**

Dean Lynch

**I. Call to Order**

Chair Powers called the meeting to order at 7:00 p.m. He welcomed Dr. Joe Casey, Mr. Christopher Winslow and Ms. Sarah Snead as well as Mr. and Mrs. Vincent Burgess. Chair Powers also introduced Mr. Peter Mazure, the newly appointed CSB Board member representing the Clover Hill District. Mr. Mazure stated he is also looking forward to serving on the Board as he has a vested interest being a long-time resident of Chesterfield as well as being the parent of a child with autism.

**A. Approval of Minutes**

Chair Powers reviewed a change in the Minutes noting a copy of the affected paragraph had been placed at each seat. There being no questions or further discussion, on the motion of Secretary Davis and seconded by Vice Chair Knightly, the Minutes of December 6, 2018 were unanimously approved.

**B. Request to Postpone Actions, Add or Change Order of Presentation**

There were none.

**II. Matters of the Public**

There were none.

### **III. Information Items**

#### **A. Recognition of Mr. Vince Burgess**

Mr. Vince Burgess was asked to join Mr. Christopher Winslow, County Board of Supervisor member representing the Clover Hill District, along with Chair Powers and Ms. Burcham. Mr. Winslow read the resolution approved at the County Board of Supervisors meeting on January 23, 2019 recognizing Mr. Burgess for his dedicated service and completion of three three-year terms on the CSB Board. Mr. Winslow stated he has had the honor and pleasure to work with Mr. Burgess, particularly in the area of housing, and is honored to present the resolution to him at tonight's meeting. Mr. Burgess thanked Mr. Winslow, Chair Powers and Ms. Burcham noting the CSB has accomplished so much for the citizens of Chesterfield and expressed gratitude for having been a part of it. Ms. Burcham stated she has known Mr. Burgess for many years adding she worked with his wife in the Infant program in the 1980's and dealt with him directly when he was the Commissioner of Veteran Affairs. As a result, she was delighted when he joined the Board nine years ago. Ms. Burcham added that Mr. Burgess has been an invaluable resource, especially around housing, and pushed the agency to do more and do better in providing residential services to individuals in need. Chair Powers said the world is perilously short of such decent people and he is indebted to Mr. Burgess for taking him under his wing when he himself joined the Board. Chair Powers and Ms. Burcham also presented Mr. Burgess a gift of appreciation from the Board adding these meetings are open to the public and they would be delighted to see Mr. Burgess in attendance in the future.

#### **B. Quarterly HRM Report**

Ms. Karyn Carpenter, HR Manager, reviewed the quarterly data included in the Board packet. She reported that nine more staff were hired than the previous quarter for a total of forty-two, five of whom were promoted from within. Turnover has improved since the past quarter but Ms. Carpenter pointed out that the agency still lost five staff to Managed Care Organizations (MCOs). She discussed steps the County and agency have taken in an effort to slow this pattern and retain staff. These include reclassification of senior clinicians which upgraded those positions to higher salaries as well as offering more competitive pay to attract new hires. Ms. Carpenter also discussed the County implementing career plans for administrative staff that make up a large segment of staff.

Ms. Michelle Jones entered the meeting at 7:23 p.m.

Ms. Carpenter continued with the HRM report by division. In Clinical Services, Families First is showing a 14% turnover rate but with a such a small department, losing just one staff member results in a very high percentage. She stated Residential had a drop and Day Program services turnover is attributed to a change in hours but the department has stabilized. Overall, Ms. Carpenter stated the HR picture for the agency is good.

Ms. Burcham shared with the Board that this will be Ms. Carpenter's last HRM Report as she is retiring at the end of this month. Ms. Carpenter spent 25 years leading the HR department and has in fact been the first and only HR Director of the agency. Ms. Carpenter thanked Ms. Burcham stating she is proud to be part of an agency that makes real and lasting changes in people's lives and couldn't imagine working anywhere else. Ms. Kelly Fried introduced the new HR Manager, Ms. Mandy Pilk, stating she is very excited to have her on board.

### **C. Presentation: CTC Update**

Mr. John Tyler, Program Manager for Adult Emergency Services (AES) returned to update the Board on the CTC – Crisis Triage Center. Approximately ten years ago, Virginia decided to put into place legislation and funding for a Crisis Intervention Team training with the purpose of building a partnership between behavioral health and police by providing training to strengthen knowledge and skill sets dealing with people in crisis. The core training group was trained by the Richmond Department of Behavioral Health and the Richmond Police Department. This initiative has proven effective and successful. Mr. Tyler stated that it was initially met with skepticism and shared the story of a participant who was clearly not agreeing with the training. However, at the end of the week-long process, he pulled Mr. Tyler aside and shared that he had a family member who exhibited behaviors covered in the training and didn't realize this person was dealing with mental health issues. As a result, this participant stated the manner in which he dealt with his family member would change and be more understanding and compassionate as well as how he viewed individuals in crisis while on the job.

Mr. Tyler shared that the partnership with law enforcement extended to the creation of the Crisis Triage Center to establish a location for police to bring a person in crisis for medical and psychiatric assessment rather than being processed in a police station or sent to jail. The CTC opened in October 2013 at Chippenham Hospital and was a collaboration between Richmond Behavioral Health, Richmond Police Department, Chesterfield Mental Health and HCA. The CTC at Chippenham was very successful and quickly provided services to individuals in need while allowing law enforcement officers to return to the street in a very short amount of time.

However, as a result of the Creigh Deeds incident in late 2013, laws were changed to address issues including giving more hours to do evaluations and the creation of the Bed of Last Resort requiring State hospitals to accept anyone who couldn't get a local bed. While altruistic in its planning, the reality resulted in dire consequences. Mr. Tyler stated local hospitals began refusing to admit individuals knowing that they would be taken in by the State hospitals. Prior to the new legislation, Chippenham Hospital's admission rate was approximately 84 percent, however after legislation, that amount dropped to 38 percent by the end

of the contract. This created an enormous burden on law enforcement which was now tasked with transporting individuals out of the area as well as staff who, after spending hours arranging a bed at a State Hospital for immediate care, would in turn have to begin finding avenues to have that individual returned to the area. Complicating matters, HCA moved their intake staff offsite which created significant communication issues. CTC staff went from dealing personally with hospital staff to having to communicate via telephone which resulted in making repeated calls and often waiting hours before receiving a return call.

Mr. Tyler stated this was a detrimental breakdown and resulted in the termination of the partnership with HCA. Thankfully, Bon Secours stepped up offering significant financial resources to keep the CTC in operation as well as providing a location at Richmond Community Hospital. This new CTC location opened in October of last year and is currently operating during week days with plans to expand to evenings and weekends.

Ms. Karen Bell asked how many police were trained in CIT to which Mr. Tyler responded that to date, the vast majority of Chesterfield County officers have completed training. In all, close to 500 officers throughout the region including police, sheriff's deputies and EMTs have completed the 40-hour course. He added the next class scheduled in February will include Virginia State Troopers. Ms. Talisha McAuley-Davis asked if officers feel the 40-hour training is enough. Mr. Tyler stated at the beginning, most would say they didn't need that much training however at the end, express gratitude for receiving it. He also added that many go on to sign up for train-the-trainer certification so they can become CIT instructors. Mr. Mazure asked if there was a program to inform citizens of this training. Mr. Tyler stated that many advocacy groups work to help with training including providing speakers to share on their personal experiences with mental illness. There is also outreach to the community so that not only police understand more about mental illness but that citizens understand more about the perspective of the police. Mr. Pappas added it is a win-win situation incorporating the public so that if someone has had a past negative experience, they can come away from these interactions with a positive experience.

Chair Powers asked if Bon Secours has committed to a specific time period for the CTC partnership. Mr. Tyler stated there is a clause for mutual termination meaning each party would be required to give 30 days-notice. He added, however, that he feels this collaboration will be more successful given Bon Secours's financial investment which was not the case with HCA. Additionally, all parties involved are vested in seeing this work as the alternative would be returning to an antiquated system that bogs down clinicians as well as law enforcement with the individual being in a far more stressful situation. Mr. Tyler

stated that the bumps in the road in this process have provided many lessons that he feels will make the CTC stronger in the long term.

Ms. Burcham thanked Mr. Tyler for presenting and shared with the Board that he too will be retiring with his last day being the end of March. She stated that he has dedicated his entire career to Chesterfield Mental Health Support Services and the provision of crisis services. Ms. Burcham expressed her gratitude for his service as well as his work with CIT and CTC. Mental Health and police make strange bedfellows but the strong relationship forged in Chesterfield is due in large part to Mr. Tyler and his team. Mr. Tyler thanked Ms. Burcham for her kind words stating he came in as an intern in 1987 and just never wanted to leave having now spent half of his life working at MHSS. He stated while he loves the work and will miss his team, it is time to move on and he is very much looking forward to retirement.

**D. 2018 CSB Board Self-Assessment**

Chair Powers reviewed the annual CSB Board Self-Assessment results and comments included in the Board packet. He noted the good division of work measure showed a negative variance and discussed the importance of participating in committees. He stated that while everyone has work and personal obligations, their input and knowledge is extremely valuable and helpful to the staff. Chair Powers also noted that there were high marks on how financial information is being conveyed to the members. He extended thanks to Ms. Danielle Sayre and her team for making this very complicated financial picture easier to understand. There being no questions, Chair Powers encouraged anyone who had not reviewed the results to please do so.

**IV. Administrative Items**

**A. Board Members' Remarks**

There were none.

**B. Chair's Remarks**

Chair Powers stated the CSB Committee rosters will be finalized next week and all could use more hands-on deck. If any members would like to join a committee, please let him know immediately.

The New Board Member Orientation for Mr. Mazure is scheduled for Friday, February 15<sup>th</sup>. If anyone would like to attend, please inform Ms. Cook.

**C. Executive Director's Report**

Ms. Burcham reported that keeping with tonight's theme, she must announce that Dr. Asha Mishra will also be retiring. Since August 1985, Dr. Mishra has been the agency Medical Director with all but the last five years as a contracted employee with VCU. Dr. Mishra will work through the month of March and the

recruitment process has already begun as this will be a huge void to fill. Dr. Mishra in addition to her medical duties, has also afforded the agency a full medical complement through her many significant connections with local psychiatrists when other CSBs have struggled having to pay for locum tenens. Ms. Burcham stated that Dr. Mishra would like to spend time with her mother in India as well as having a second grandchild on the way. Dr. Mishra stated it has not been an easy decision and is one of the hardest of her life but her family needs her and it is time.

Ms. Burcham turned the floor over to Sue Medeiros who discussed funds received in the amount of approximately \$400,000 from the state through the federal OPT-R grant for opioid treatment noting the grant ends in April. The state has procured another grant, the SOR grant, to allow the provision of the same services including opioid, residential detox, housing assistance, and continuing the Uber project with slight changes. There are also provisions for two additional peers and an administrative assistant, the latter due to the huge reporting requirements of the grant. The agency has requested the release of funds and will be informed of the amount awarded in the near future.

Ms. Medeiros also reported on STEP-VA which is the provision of behavioral health treatment which, as members will remember, includes Same Day Access which was already implemented. The next service mandated is Primary Care Screening which will begin in July. Ms. Medeiros stated people with serious mental illness die an average of 25 years earlier than their counterparts without mental illness and this service should help close that gap. The agency will be receiving funds for this initiative and are hoping to add an additional nurse to help capture the data that is required. Ms. Medeiros stated the request for that funding will be submitted next week with implementation to begin shortly.

Ms. Burcham added that DBHDS has asked that a plan be submitted through the region but funding will come to the individual CSBs. Chair Powers asked the Board members to pay very close attention to STEP-VA funds and how they will be funneled through regions according to the Commissioner's new structure, which may not reflect the priorities of Chesterfield County. He added it's a "slippery slope" and the potential exists for a regionalization of CSBs wherein the individual localities lose control of the services that their citizens need most. He stated that this issue is very concerning to him.

Mr. Nick Pappas asked what the next step is with the Commissioner's restructuring plan and who gives final approval. Chair Powers stated that the Commissioner has already issued some directives to CSBs in line with his proposed plan but has not sought any type of legislative approval. He added that at this juncture, it appears he is making requests on a purely managerial basis and could possibly walk back some of those decisions should he so choose. Mr. Tyler

Craddock stated that the General Assembly could also walk back some of those decisions should they be deemed out of the Commissioner's scope. Chair Powers stated he met with Speaker Cox who expressed surprise that such a change to the financial structure has not been brought before the legislature, specifically the finance committees. Mr. Giancaspro agreed stating that with all of the serious financial implications with the Commissioner's plan, it should require more than his edict to realign the entire CSB system. Ms. Burcham stated that the fact the funding Ms. Medeiros discussed was available in July and the agency is just now receiving it is very telling that there are serious issues. She added she has expressed concern to Dr. Casey and Ms. Snead. In addition, she and Ms. Mary Ann Curtin, Director of Chesterfield County Intergovernmental Relations, met with Mr. Mike Tweedy of the Senate Finance Committee and Ms. Susan Massart of the House Appropriations Committee, both of whom expressed concern. Ms. Burcham stated that she is watching the issue closely during Session adding the CSB System as a whole is rallying and speaking with one voice that this restructuring is inappropriate and doesn't make sense financially given it adds another layer of bureaucracy that does not serve the best interests of the individuals.

**V. Committee Reports**

**A. Standing Committee Reports**

Finance Committee

Mr. Michael Giancaspro reported on behalf of the Finance Committee. He reviewed pages included in the Board packet, the first being a summary of the first half of the fiscal year and the second being graph breakdowns of Revenue and Expenses. Mr. Giancaspro stated the year-to-date figures for both revenue and expenditures are ahead of target with data reflecting five months of revenue and six months of expenses. Mr. Giancaspro discussed Medicaid expansion stating more will be known the second half of the year, how the process is progressing and the affect it will make on the agency financials. Accounts Receivable aging improved significantly which he attributed to timely billing as a result of two new A/R staff being hired making that department fully staffed.

Ms. Sayre presented PowerPoint slides of the program analysis in the red, yellow, green format. She discussed clinical services noting the majority are in green with the exception of Medical Services and Families First. While Medical is yellow, Ms. Sayre stated this is typical as revenue always picks up at the end of the year. Families First is again in red due to turnover which is significant to the grant requirements as well as affecting revenue as billing is lagging. However, expenses are also behind which helps bridge the gap. Ms. Sayre reported Day Support is in the red due to Medicaid revenue being down but the program is currently converting to an automated system for recording the time individuals are in the program which should help from a billing perspective. Service Coordination is in yellow as she is closely monitoring revenue and

collections. This issue is around not as much billing but follow-up on denials due to being understaffed in A/R. Ms. Sayre reported that Infant Part C is being monitored due to revenue being higher than target due to receiving more funds than expected. Administration expenditures are higher than normal mainly due to timing as annual costs for Risk Management hit once for the entire year. Mr. Giancaspro noted that Administration is only 13% of the total budget which for such a large agency is impressive plus it frees up funding for services.

The next Finance Committee meeting is Wednesday, February 13<sup>th</sup> at 8:30 a.m.

#### Public Policy Committee

Mr. Mark Sacra reported that he will be asking Ms. Cook to schedule a meeting for the committee at the end of the month to lay out the plan for the new year. He asked members of the committee to be on the look out for Ms. Cook's email.

Public Policy Committee meetings are on the call of the Chair.

### **B. Advocacy Committee Updates**

#### Housing Committee

Mr. Mike Giancaspro reported that the Housing Committee met on Tuesday, January 8<sup>th</sup> with attendees including CAI Board member Tom Jacobson as well as Planning Commission member, Mr. Gib Sloan and Ms. Kathleen Thompson. The goals and objectives for the next twelve months include continuing working closely with CAI and shifting the Build-a-House program to include the MH population. The group would also like to look into the possibility of increasing the CSB housing subsidy which has remained the same amount for several years and is due for an increase. Mr. Giancaspro stated he did not know if the agenda is set for the April Work Session but hopes the Board can discuss housing. He feels it is important to keep this issue to the forefront especially given the momentum with CAI going into the new year. Mr. Jacobson reviewed the first draft format of the housing stock analysis which is a matrix to look at each of the 19 CAI homes to determine which are profitable, which are not and if any could be converted to MH homes. Mr. Giancaspro reviewed information from Ms. Medeiros of housing needs for MHSS individuals. Mr. Giancaspro shared that Ms. Burcham will be making a report to the Board of Supervisors in January on Recovery Homes. Mr. Pappas stated he is pleased this topic is coming to the forefront noting when he began services, he needed housing but was told it was not something the agency could help him with at that time.

The next Housing Committee meeting is Tuesday, February 5<sup>th</sup> at 8:30 a.m.

#### Public Relations Committee

Mr. Nick Pappas reported on behalf of the PR Committee which met tonight prior to this meeting. It was determined that on the current hand-out subject of

housing, MH and SUD data needs to be separate as the needs are very different. Therefore, that handout will be front and back and the committee is working on those edits. Chair Powers stated the informational hand-outs generated by this committees have been a game changer in meetings with legislators. He stated the topics are so relevant that when a legislator asks a question about an issue, it can be answered with the hand-out. They have become instrumental in legislative conversations and are extremely impactful.

The next PR Committee meeting is Thursday, February 21<sup>st</sup> at 6:00 p.m.

**VI. Consideration and Action Items**

**A. CSB Polices for Review and Renewal**

There were none.

**B. Authorize FY20 FTA Transportation Grant Application**

Ms. Sayre reviewed information included in the Board packet for the annual FTA Transportation Grant. The agency is asking permission to apply for three replacement vehicles with the match portion being taken from existing built-in contingencies funds in the MHSS budget.

On the motion of Mr. Craddock and seconded by Vice Chair Knightly, the FY20 FTA Transportation Grant Application was unanimously approved.

**VII. Adjournment**

Chair Powers thanked Dr. Casey and Ms. Snead for taking time to attend tonight's meeting. Dr. Casey stated he tries to visit all County appointed bodies annually stating it is clear from the active participation of the CSB Board members and dedication of Ms. Burcham and her team that the structure of this organization is solid and extended his appreciation for their hard work.

There being no further business before the Board, Chair Powers adjourned the meeting at 8:42 p.m. until **Thursday, February 21, 2018 at 7:00 p.m.**

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Debbie Burcham, Executive Director  
Community Services Board

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Harvey S. Powers, Vice Chair  
Community Services Board