

**CHESTERFIELD COMMUNITY SERVICES BOARD
MINUTES
April 20, 2023**

**Work Session – 3:00 p.m.
Board Meeting – 7:00 p.m.**

Members Present

Gib Sloan, Chair
Vince Burgess, Vice Chair
Daveida Murphy-Hasan, Secretary
Ray Gabehart *
Michael Giancaspro
Patrick Knightly
Jennifer Krajewski
Mary Beth Leon
Talisha McAuley-Davis *
Harvey Powers
Mark Sacra
Pamela Steele

Staff Present

Angela Catolico, SMT
David Meadows, SMT
Jarek Muchowski, SMT
Mandy Pilk, SMT
Danielle Sayre, SMT
Karen Bowker, PRS **
Adam Seehaver, PRS **

Brook Cook, Administrative Assistant

Others Present

Kelly Fried, Executive Director

Members Absent

Tiffany Marks

* Board Meeting Only

** Work Session Only

I. Call to Order

Chair Sloan called the Work Session to order at 3:00 p.m. and thanked everyone for taking time out of their busy schedules to attend. Ms. Fried noted that at 2:00 p.m. a tour was given at the Galloway Place ICF next door to the Rogers Building and thanked those who were able to make participate.

II. Work Session:

Permanent Supportive Housing Program Outcomes

Ms. Fried introduced Ms. Karen Bowker and Mr. Adam Seehaver of PRS to give an update on the newly implemented Permanent Supportive Housing program. Ms. Bowker distributed information including a program brochure, an article from the National Low Income Housing Coalition regarding the Housing First model, and

criteria for eligibility to be in the program. Mr. Seehaver stated the PSH program came about very quickly, and the success of the program is a testament to the dedication and hard work by the staff. Chesterfield MHSS first became aware of the PSH program through a DBHDS release in October 2021 at which time staff began immediately working on a response/proposal. The final draft of the MHSS proposal was submitted by the end of that year and notification of the proposal acceptance and budget approval was received in January 2022. Mr. Seehaver was hired in April 2022 as the PSH Supervisor, and the full team was hired by the end of the following month. In June, the first applicant was approved for a PSH slot, and by the end of the year, all 30 slots were filled and the process of finding permanent homes began. It is anticipated that by next month, all 30 individuals will have been placed in permanent housing.

Beyond the success of getting the program implemented are the success stories of the participants as a result of not only having safe and stable housing but the wrap around services provided. He shared the story of one individual who after joining the program and receiving follow-up care, was diagnosed with a tumor. Without the case management support, this treatable issue would not have been discovered until it was too late. Another individual, after a lengthy stay in Central State, discovered that while her name was still on the lease of her apartment, a home health aide had begun living there, allowed the utilities to be disconnected and created a hoarding situation. PSH staff were able to help the individual get the proper identification and paperwork to have utilities restored and repairs made while also working with the landlord to get her rent caught up.

Stable housing is so important on so many levels. Having a safe place to live and sleep allows people to then focus on other aspects of life including maintaining their health, saving for the future, engaging in social interaction, and maintaining relationships. One participant stated when homeless he doesn't feel seen. Mr. Harvey Powers discussed a study he recently saw from Dr. Susan Fiske of Princeton University that people perceive homelessness on a biochemical level noting how their brains work when talking to individuals living on the streets, shelters, etc. versus interactions with those who have homes. He also went on to discuss that through his past work in law enforcement, crimes committed by those without housing are not typically malicious or greedy but instead related to the most basic of needs such as food, water, and personal care products. Mr. Seehaver discussed how helping individuals moving into the program means you are literally starting from scratch. There is a local company that has a package at a discount for participants moving into a home that includes gently used furniture so they can immediately get settled in when they move. Staff also connect them with discounted clothing resources as well as taking them shopping for those basic necessities. It is incredibly humanizing.

Mr. Seehaver went on to share statistics related to the PSH program. Of the 30 participants who have been approved, 19 were previous clients who stopped treatment but are now receiving services again and of those, 12 have co-occurring disorders. Ms. Bowker added that she believes the majority of those 19 stopped services due to not

having a stable living environment and people to check in with them. However, now that they have homes and contacts, they can focus on treatment.

Mr. Seehaver stated since the program began, there have been a couple of instances of individuals needing hospitalization. Guidelines state PSH participants have to spend one night in their home every 90 days but is reviewed on a case-by-case basis with a reasonable expectation they will be discharged. In general, the majority are keeping leases, getting along with neighbors and there have been no evictions. Mr. Giancaspro asked about amount of funding. Rent is capped at fair market rate for a one-bedroom apartment at \$1,183 for rent and utilities although it can go higher with agency and state approval for special circumstances. Mr. Giancaspro then asked about helping residents find employment. Mr. Seehaver discussed linking individuals to employment programs as well as helping those eligible for disability get signed up adding that subsidy amounts can be adjusted in real time. Chair Sloan inquired about if someone in the program gets above the income eligibility amount and Mr. Seehaver replied he hasn't encountered that situation however, his expectation is there would be a transition period allowed once hitting that threshold and moving out of the program.

Chair Sloan went on to ask about the challenges of finding housing opportunities in the \$1,183 range to which Mr. Seehaver responded it is an incredibly daunting task. Luckily, his team includes a proficient housing specialist who is very knowledgeable of the area and has had more success than other areas. However, it is a challenge across the board for all agencies. He added that while there are a few complexes in the area that have save units available in that price range, the most successful relationships are with private landlords who are especially lenient regarding issues such as criminal background checks and credit history issues.

Ms. Fried thanked Mr. Seehaver and Ms. Bowker for taking the time to present on the program and share these outcomes. She stated the PSH program is part of an effort to alleviate the issue with hospitalizations and the bed crisis and its success puts us in the position to expand PSH in the future.

FY24-25 Strategic Plan

Mr. Jarek Muchowski, Assistant Director of Administration and Planning, provided an update on the new strategic plan. The plan is used as an agency compass to ensure goals are relevant and forward thinking and regular updating is necessary to ensure new initiatives are incorporated. The draft FY24-25 plan was emailed last week, and a copy has been provided at each seat. Changes and updates are highlighted in yellow.

Review of Staff Feedback

Part of the strategic plan process includes staff focus groups. Six such groups were conducted with staff from all over the agency representing not only different departments but demographics and time of service. Mr. Muchowski stated that a great deal of feedback was received and fell under three main areas. Mr. Muchowski reviewed these areas and the specific input from staff regarding each:

Building and Community Safety:

Employees stated they would like more in-person trainings around emergency procedures including active shooter drills. Staff also noted there are areas of the Rogers Building that the PA system cannot be heard. These concerns are being addressed including a new Violent and Emergency Procedures training that has been developed and is being presented to all staff. The agency has also implemented the Everbridge text alert system that would inform all staff of emergency situations.

Recruitment and Retention:

Staff indicated a desire to increase networking opportunities between programs as well as address the issue of secondary traumatic stress. Mr. Muchowski stated that employees would also like the return of telework options noting the agency returned to full in-person attendance on March 1st. Employees also expressed their gratitude for the County pay study.

Delivery of Services:

Stress from COVID made needs of individuals more complex and there has also been an increase of children with autism. Staff also indicated a need for more LGBTQIA+ training. Issues persist with the agency's electronic health record. Mr. Muchowski stated that a Profiler infrastructure refresh was completed which will improve the system during the implementation process of the new system.

Mr. Muchowski also shared that the agency also developed a culture statement. Last year during a Leadership Philosophy meeting, the guest speaker discussed the importance of a culture statement. Six different statements were developed, and an agency-wide survey was conducted. Staff voted on the one they felt best represented MHSS and chose "Empowering, Supporting, and Improving Lives; One at a Time".

Mr. Muchowski went on to review the changes made to the FY24-25 Strategic Plan in order of Goals.

GOAL 1: A Competent, Diverse Workforce

Ms. Fried stated that after several house fires resulting in the deaths of children occurred last year, Dr. Casey became concerned with the affects of secondary traumatic stress on not just first responders but all human services employees. Through a grant, the County is participating in a program developed by the University of Kentucky to specifically help government organizations address secondary traumatic stress. Ms. Mandy Pilk discussed career development planning to provide learning and advancement opportunities for staff as well as steps to increase retention such as stay interviews. Language has also been updated in reference to diversity, equity, and inclusion.

GOAL 2: Most Effective Delivery System for the Investment

Mr. Muchowski stated work continues to identify efficient and effective service models that maximize resources for quality care including building out a telehealth

business model based on regulation and reimbursement. In light of the ending of the Public Health Emergency next month, it is important to have proper processes and policy in place to provide this business delivery model. There was also the addition of technological platforms to support and drive key service and business decisions.

GOAL 3: Satisfied Consumers and Family Members

Revisions were made related to promoting and providing training on customer service standards for staff. Mr. Muchowski stated efforts continued around opportunities for peer specialists and family support partner roles within programs and services adding that the Lead Peer position was recently filled. In addition to pulling together current peer providers and building the peer structure, the hope is to also have this position serve on workgroups and committees as well as help with the creation of additional consumer advisory boards. Vice Chair Burgess asked how the agency gets feedback from individuals and family members and Mr. Muchowski stated it is through satisfaction surveys which are conducted on an ongoing basis. Mr. David Meadows added that family members were also involved in the last strategic plan focus group and that discussion groups that occurred pre-pandemic are being brought back.

GOAL 4: Best Possible Consumer Outcomes

Mr. Muchowski stated that service delivery models are being explored to address the needs of older adults and veteran populations across all disability groups. Veteran services are outlined in Step VA and a Military Outreach Coordinator position has been created and filled as a result. This position will spend half of the time serving individuals here in the Rogers Building and the other half helping the County establish a Veterans Treatment Court. Dr. Catolico also discussed how Step VA as well as other initiatives have created a demand for nursing staff. Therefore, in January of last year a Nurse Administrator was hired to oversee nursing staff across all agency departments. Dr. Catolico stated that this position has been instrumental in developing best practices, offering educational opportunities to individuals and families, developing opportunities for LPNs and RNs, and creating nursing internships with local schools for clinical rotations.

GOAL 5: Strong Community & Stakeholder Support

Regional and County partners worked together to build out the Crisis Continuum of Care including the development of co-response teams to address behavioral health situations. Similar collaborations took place on the best uses for the Opioid Abatement funding to address substance use in the community. Chesterfield is submitting an application with Powhatan, Colonial Heights, and Petersburg to expand substance use outreach efforts. There is also work with Henrico and Richmond occurring around working with mothers and children with addictions. Additional abatement funds are earmarked for Chesterfield which requires a separate plan to be submitted which is currently in the works. This funding is planned through 2035 so there will be a lot of applications submitted over that time period. Marcus Alert work continues with Chesterfield to be the next to go live. Protocols were submitted at the end of February and a Memorandum of Understanding with all the key stakeholders is being drafted.

Trainings are occurring with crisis staff and police to better understand what each does and ride alongs are also being conducted.

GOAL 6: Corporate Compliance / Risk Reduction

Staff feedback regarding safety procedures and emergency response trainings are being addressed through in-person trainings on violent situations. As mentioned earlier, MHSS has implemented the Everbridge alert system. While the County has had this system in place for some time, this dedicated platform will be just for MHSS staff and will only be used for emergencies and not for notifications, special events, etc. Additionally, on a County level, work is being done on the agency Business Continuity and Recovery Plan. While the agency has had a plan for several years, the County recently required this of all its departments, so updates are being made to ensure all required elements are included.

Update on FY24-25 Key Initiatives

Mr. Muchowski displayed a graph of the current key initiatives including the Opioid Abatement funding, the EHR and Marcus Alert which have already been discussed. Another initiative is the DOJ Settlement which Mr. Meadows discussed. It began in August 2012 and is scheduled to end in December of this year. Negotiations are currently occurring with DOJ, the presiding judge, and the independent reviewer on how to sustain the settlement after the exit. Vice Chair Burgess asked if the exit will help reduce the burden on staff and Mr. Meadows said it will once clear guidelines are established. Chair Sloan said it would be helpful to have a presentation in the future to discuss a then vs, now breakdown.

Board Member Feedback

Board members were asked if they had any comments or suggestions. Mr. Powers stated that staff feedback regarding teleworking is very important and will factor in staff retention in the long run as this is the new way the world does business. While it comes with the territory that some positions require employees be physically present, positions that can function just as effectively through telework should have that option. Mr. Giancaspro agreed adding that with the Rogers Building renovation on the horizon, teleworking needs to be a consideration noting “we need a modern workplace that fits the modern workforce”.

Break

The Work Session recessed at 5:15. p.m. and resumed at 5:30 p.m.

Special Revenue Fund & FY24 Budget Overview

Ms. Danielle Sayre, Assistant Director of Finance, stated that there have been requests for a financial one-pager. As a result, she and the Finance Committee members have been working the past two months on what needs to be included and how best to give a snapshot of the agency finances. This handout is broken down into three areas: FY24 Revenue Streams, FY24 Expenditures and the FY22-FY24 Reserve Balance. All include percentages with corresponding graphs and Ms. Sayre reviewed them in detail.

Almost half of revenue is from Medicaid with the County General Fund coming in second at 29% followed by state funding, client fees, federal funds and 6% coming from the special revenue fund reserves. Over half of expenditures are attributed to developmental disability services with mental health coming in at 21% followed by administration, substance use and emergency services.

Ms. Sayre then reviewed the pyramid chart breakdown of the reserve balance. Ms. Mary Beth Leon asked about the reserve balance and if there were any risks it would affect the County contribution. Ms. Sayre explained that prior to going into a special revenue, the County's contribution amount would be what was needed to make the budget whole which meant any additional money went back to the County and the agency couldn't accumulate a savings. Therefore, when it was decided to switch to a special revenue fund, very specific parameters were agreed upon with the County regarding percentages, salaries, costs, etc. Ms. Sayre stated one unanticipated variable was the recent pay study and discussed how it will affect numbers going forward noting these were unknown during budget planning last year. While Phase I has been implemented, numbers for Phase II are still unknown so an estimation for the next budget is being included in this year's planning. Ms. Sayre also discussed projects earmarked for reserve funding such as the Electronic Health Record and the Rogers Building renovation. Mr. Knightly asked if goal figures are adjusted to account for inflation and Ms. Sayre said that they are adjusted annually. Mr. Powers stated he would like to see a fact listed reflecting how many people are affected in order to give context as to the impact of funding and services. Ms. Sayre said that she can add that information in the opening paragraph at the top of the one-pager.

Recess for Dinner

III. Reconvene

Chair Sloan reconvened the meeting at 7:00 p.m. and welcomed any members who have joined that were unable to attend the Work Session.

A. Approval of Minutes

On the motion of Vice Chair Burgess and seconded by Secretary Murphy-Hasan, the Minutes of February 16, 2023, were unanimously approved as presented.

B. Requests to Postpone, Add or Change the Order of Presentation

There were none.

IV. Matters of the Public

There were none.

V. Information Items

A. No Presentation

Chair Sloan stated for new members that due to the length of Work Sessions, presentations are typically not scheduled in the following Board meeting.

VI. Consideration/Action Items

A. Board Members' Remarks

Mr. Harvey Powers extended thanks to Ms. Fried and the senior staff for all of the work that went into this Work Session. Chair Sloan agreed stating this is all such very important information.

B. Chair's Remarks

There were none.

C. Executive Director's Report

Ms. Fried thanked everyone for attending the annual partnership dinner last month noting that Dr. Casey is planning to acknowledge all of the partnership award recipients at next week's Board of Supervisors meeting.

Mr. Ray Gabehart entered the meeting at 7:06 p.m.

Ms. Fried stated that earlier today she received an email from the County stating the department directors will be receiving their spreadsheets soon for Phase II of the pay study which will go into effect July 1. However, she will not be asked to offer input as she provided that for all employees last time regardless of what phase their positions fell. She did note that the County is doing calculations for Phase II in order to make sure staff aren't losing money as a result of the increases from Phase I implemented last year.

Ms. Janet Stephens has applied for the At-Large position and will be on the May Board of Supervisors agenda for appointment. As many will remember, Ms. Stephens served on the CSB in the past. This will leave just one vacancy on the CSB Board for an At-Large position hopefully from Matoaca in order to maintain balanced representation across the County.

Ms. Fried turned the floor over to Ms. Danielle Sayre for an Electronic Health Record update. Ms. Sayre stated that a contract has been completed and signed with Netsmart with an anticipated 12-month implementation period. New roles have been established as part of the EHR process including team leads responsible for specific sections and there will be more specialized, in-person meetings. There were design cuts of about 80% from the last vendor so there just needs to be the addition of parameters and some customizations added.

VII. Committee Reports

A. Standing Committee Reports

Finance Committee

Mr. Michael Giancaspro reported on behalf of the Finance Committee which met last week and reviewed in detail the financial summary included in the Board packet. Ms. Sayre stated there was a clean-up effort with authorizations and claims needing to be re-billed resulting in the collection of \$3 million in revenue for

March. As of April, a request for most of the federal funding was made putting that ahead of schedule. There is also some unbudgeted state funding which attributes to this higher revenue amount as well. With expenditures, Ms. Sayre discussed personnel costs which are higher than budgeted noting this was anticipated. Operating expenses are lower than target by over \$4 million. She stated the transfer of grant funds for Infant and Families First has not yet been done but the transfer for debt service was completed.

The next Finance Committee Meeting is Monday, May 8th at 9:00 a.m.

Public Policy Committee

Ms. Jennifer Krajewski reported on behalf of the Public Policy Committee. Unfortunately, the state budget still has not been approved so the group continues to wait to begin advocacy planning.

The Public Policy Committee meets on the call of the Chair.

B. Advocacy Committee Reports

Housing Committee

Ms. Daveida Murphy-Hasan reported on the Housing Committee which met on April 6th. They discussed a PSH webinar regarding differences between DD and Clinical. This is in the very early states of discussions so it is not clear how this may apply to our individuals. The Housing Voucher program was also discussed and the idea that it is not going to be a viable source for our clients due to their income. The new director for CAI is getting settled in and the group hopes for an update in the near future.

The next Housing Committee Meeting is Thursday, May 4th at 9:00 a.m.

Public Relations Committee

Ms. Fried reported on behalf of Ms. Tiffany Marks who was unable to be here tonight. The group didn't meet last month due to the annual dinner, nor did they meet this month due to the Work Session.

The next PR Committee meeting is Thursday, May 18th at 6:00 p.m.

VIII. Consideration/Action Items

A. Review of CSB Policies for Renewal

There were none.

B. Authorize Receipt of Recovery High Funding in the Amount of \$180,206

Ms. Sayre stated this is an amendment to existing DBHDS funding for the regional Recovery High located in Chesterfield. It will be used for positions including one senior clinician, two clinicians, and a peer recovery specialist as well as training and drug screens and must be spent by March 2024.

On the motion of Mr. Mike Giancaspro and Mr. Patrick Knightly, the receipt of Recovery High funding was unanimously approved.

C. Authorize Receipt of SORIII Grant Funding in the Amount of \$238,352

This DBHDS funding is to for the HARP Transitional program whereas Chesterfield CSB acts as the fiscal agent for the services provided by the Virginia Association of Recovery Residences.

On the motion of Vice Chair Burgess and Mr. Harvey Powers, the receipt of the SORIII Grant funding was unanimously approved.

IX. Adjournment

There being no further business before the Board, on the motion of Mr. Mike Giancaspro and seconded by Mr. Harvey Powers the meeting was adjourned at 7:36 p.m. until May 19, 2023 at 7:00 p.m.

Kelly Fried, Executive Director
Community Services Board

Gib Sloan, Chair
Community Services Board