



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

**FY18 Performance Analysis Report**  
**Promoting a Value-Driven System of Care**



## Message from the Board Chair and Executive Director



**Harvey Powers**  
**CSB Board Chair**

**Debbie Burcham**  
**Executive Director**

The Chesterfield Community Services Board (CCSB) is pleased to present the FY 2018 Annual Performance Analysis Report showing that over 10,000 services were provided to 6,845 residents of Chesterfield County. The report highlights some of the best practice programming to individuals with mental health and substance use disorders and those with developmental disabilities that promote recovery and improve quality of life.

As the first step in the Virginia Department of Behavioral Health and Developmental Services’ STEP-VA model, the CSB’s Same Day Access (SDA) continues to be available when individuals seeking services need them. The second step in the STEP-VA model is the concept of integration of behavioral health with physical health. This concept was introduced a few years ago to our mental health case managers and once again, Chesterfield CSB is at the forefront. We will further refine and expand this concept to children throughout 2019.

The Opioid crisis gripping our nation and our community has been a priority for the CCSB in FY2018. Medical Services and the Substance Use Disorder (SUD) unit have expanded medication assisted treatment as a recovery option for those needing this type of treatment. SUD has also collaborated with Goodwill Industries to provide UBER transportation to and from treatment. In addition, SUD is offering REVIVE! training to the public to help save lives when someone is experiencing an overdose from heroin or other opiates. Our partnerships with many other County departments and SAFE to address this crisis is making a difference in our community.

Employment is essential to a good quality of life for all individuals with disabilities. Over the past year case managers continued to work with Richmond SCORE to assist individuals with developmental disabilities in establishing their own businesses. Chester House, serving those with mental health disorders, has implemented the Individual Placement and Support model for employment.

With strong leadership in our Finance division, the financial health of the organization continues to impress as we meet our financial goals for the organization and build the reserve balance of the Special Revenue Fund.

The CCSB has accomplished much in FY2018 receiving high levels of consumer satisfaction with services at 92%, and at the same time moving to a telework model for the case managers as well as renovating the Rogers Building’s HVAC system.

In the coming year, the CCSB will engage in a strategic planning process with the Board, staff and the community as we continue to improve and expand a comprehensive service array for those with behavioral health disorders and developmental disabilities.

**Board Members**

- Karen Bell**
- Paige Cecil**
- Tyler Craddock**
- Jennifer Davis**

- Michael Giancaspro**
- Elizabeth Hedgepeth**
- Michelle Jones**
- Patrick Knightly**

- Dean Lynch**
- Talisha McAuley-Davis**
- Peter Mazure**
- Nicholas Pappas**

- Harvey Powers**
- Ricky Russell**
- Mark Sacra**

# *Chesterfield Community Services Board*

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## ***Mission:***

To promote wellness and an improved quality of life for Chesterfield residents through exceptional and comprehensive behavioral health and developmental services.

## ***Vision:***

To be recognized as a highly effective, innovative, and caring organization

## ***Values:***

- Accessible Services
- Community Inclusion
- Cultural Competency
- Data Driven Decision Making
- Excellent Customer Service
- Partnerships
- Person Centered Care

Chesterfield Community Services Board, or CSB, is one of forty boards in Virginia that offer a comprehensive array of services in mental health and substance use disorders, intellectual and developmental disabilities, prevention, and early intervention services. The CSB is the governing board for Chesterfield County's Department of Mental Health Support Services (MHSS) 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

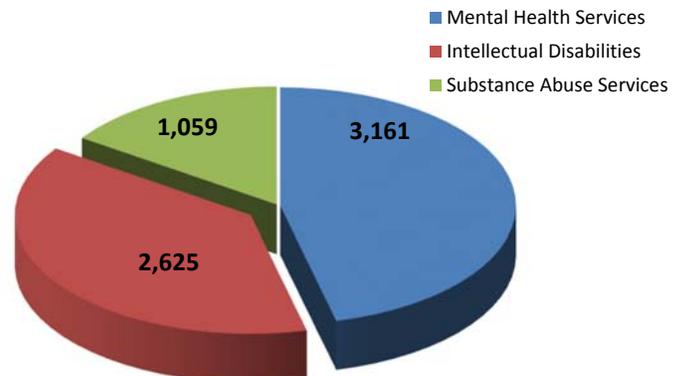
Emergency Services  
Adult Outpatient  
Chester House  
Chesterfield Employment Services  
Day Program  
Intensive Community Treatment

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

## Our Customers

Mental Health Services	3,161
Intellectual Disabilities	2,625
Substance Use Services	1,059
Prevention Services	4024

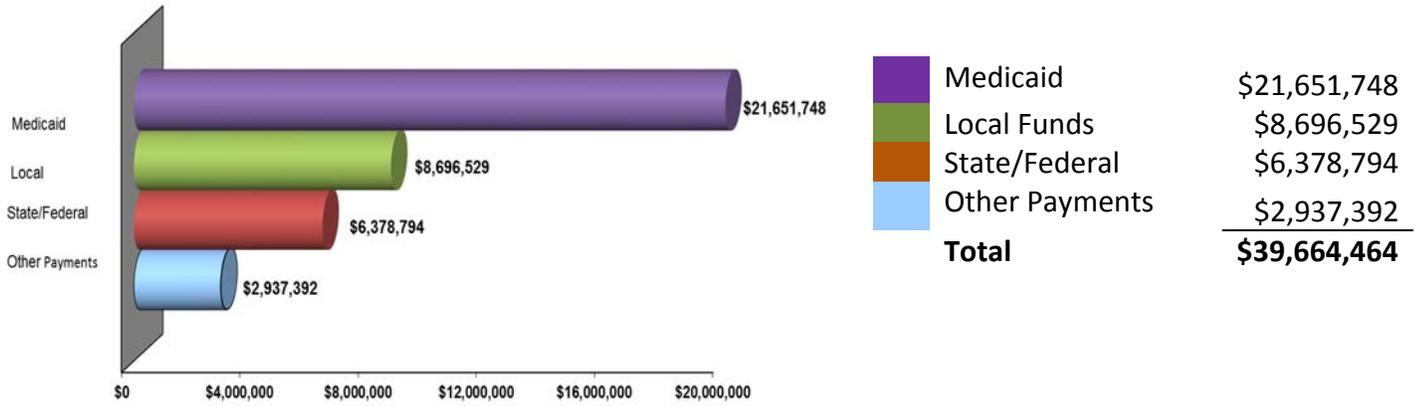
Number of Individuals Served for FY18



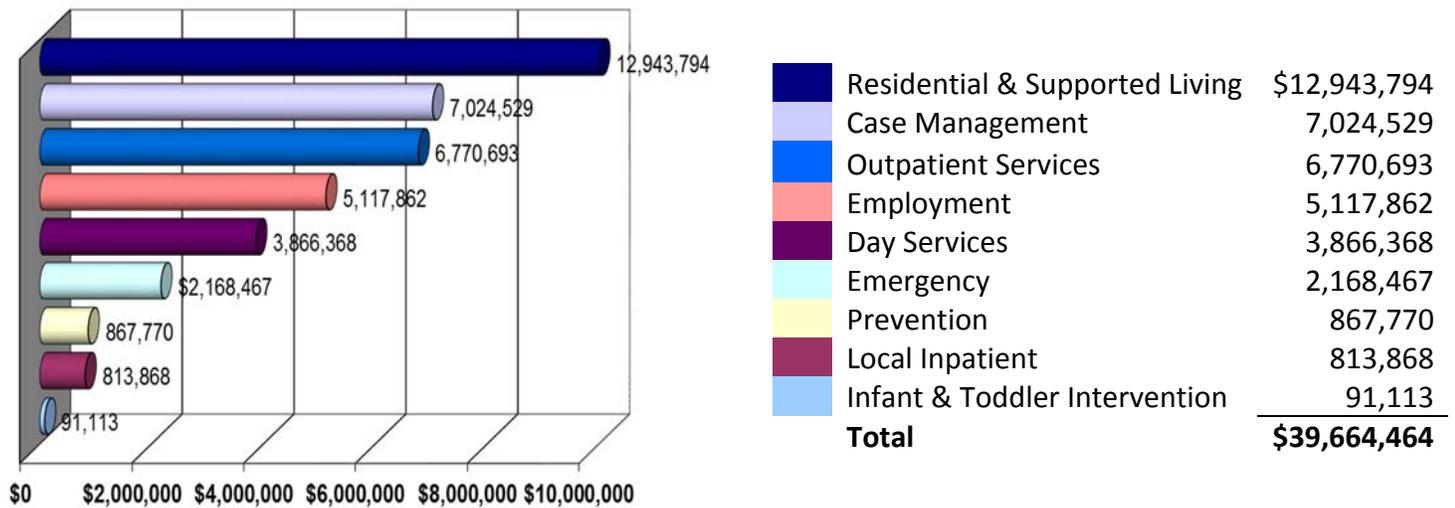
**NOTE:** 6,845 residents were served. More than services 10,161 were provided.

# Revenue and Expenditures For Fiscal Year 2018

## Revenue



## Expenditures By Category



# ***Our Goals and Accomplishments***

## ***Goal #1: A Competent, Diverse Work Force***

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### **Diversity Awareness and Inclusion Team**

This year our Diversity Advisory Group underwent some modifications that included a change in name and focus. The Diversity Awareness and Inclusion Team (DAIT) revised the department Cultural Competency Plan to include very specific goals and objectives.

Included in this plan is the development of an on-line training module for staff that may be unable to attend our multiple training opportunities throughout the year.



DAIT sponsored several training classes this year including one presented by our CSB Board Chair on “Implicit Bias”. Other trainings included presentations on the Mental Health Challenges in the LGBTQIA+ Community, Mental Health Issues in the Hispanic Community and Middle Eastern culture and mental health issues.

- ✚ Developed a New Hire Orientation manual that enhances the on-boarding experience for new employees.
- ✚ Incorporated the Leadership Philosophy into new employee orientation. This includes a presentation from various supervisors and managers and our department video on the philosophy.
- ✚ Working with various committees within the department, a very successful Customer Service event was held that recognized all of our employees.

## Goal #2: Most Efficient Delivery System for the Investment

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### Lobby Ambassador

MHSS is always looking for ways to make the consumer's experience, while here to receive services, the best that it can be. One way that we are trying to do this is by hiring a Peer Specialist, an individual with lived experience with a mental health or substance use disorder, to be our Lobby Ambassador!



Sapphira Guilbe currently holds this position. She spends her day greeting consumers, assisting them to get the information they need, directing them to the staff person they are seeing or just generally lending a supportive ear to listen or hand to help. She also provides education to individuals who are seeking services from our agency on the role of a Peer Specialist.

- 97% of Clinical programs are able to offer first appointments in under 10 days of the initial assessment. Same Day Access continues to offer same day intake and assessments to 99% of those seeking services.
- Substance Use Disorder (SUD) program started an outpatient based opioid treatment program (OBOT) to improve MHSS response to the opiate epidemic.
- Chesterfield continues to provide 40-hour CIT training classes every two months, with 6 more training classes offered in the last year. During FY18, 106 First Responders completed Chesterfield's CIT training. A total of 571 individuals have now been CIT-trained in Chesterfield, with representatives from Police, Fire & EMS, Sheriff's Office, Magistrates' Office, Community Corrections, Juvenile Detention, and Mental Health.

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

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### Isaiah's Journey

Isaiah McKenzie's journey to employment was not what most would consider typical. A dedicated team of professionals collaborated for over two years to support him with finding work. This difficult journey's end is nothing short of remarkable.

Isaiah was referred to CES and paired with his Employment Specialist, Wendi Lykes. During



his first meeting with Wendi, Isaiah refused to leave his bedroom. Undeterred, Wendi returned to his home again, this time he was willing to come to the living room. However; he was quickly overwhelmed and withdrew to the bathroom. Staff learned two things that day; this was going to be a slow build and the bathroom was a safe space. Wendi persistently continued to work with Isaiah and slowly he began to trust her. She was able to persuade him out of the restroom and to different activities outside the home. This led to assessments for jobs.

The assessments proved to be overwhelming as well and there were numerous times Isaiah retreated to the restroom. At each assessment his personality began to show through a little bit more. It grew to a smile, a wave, a handshake and then a hello. Isaiah was awarded a Medicaid Waiver, which opened doors to activities, more employment supports and growth.

The team found a job for Isaiah with working at United Postal Services Freight(UPS). After nearly three weeks of assessment and another month of training there was success. Isaiah now rides the van from Day Support to UPS where with encouragement, he badges into the building, gets ready and then dusts the windows and chairs in the cafeteria. Every day does not go smoothly, but Isaiah comes to work each day and tries. He makes his way around the cafeteria, dusting, smiling, and occasionally singing. His is truly a story of perseverance, trust, and success. If you doubt it, check out the smile.

- Consumers reported a 92% satisfaction with services provided on consumer satisfaction surveys.
- Chester House implemented an Individual Placement and Support model of employment for people with serious mental illness.
- Substance Use Disorder Services has hired a full time Peer Specialist to assist in the treatment and support services provided to individuals in SUD programs.
- CAST staff have been impacted in FY18 by a new Medicaid process for certifying the need for residential treatment for youth.

## Goal #4: Best Possible Consumer Outcomes

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### Pet Assisted Therapy

We all know that interacting with animals can improve your overall well-being. In July 2017, Mental Health Support Services began hosting a Facility trained dog to provide support and comfort to those in several of our therapy groups.

Bryn III is a 2-year-old Labrador that was bred and trained by Canine Companions for Independence to perform just this role. Jennifer Peers, a licensed social worker, works in our Access and Substance Use Disorders department and works exclusively with Bryn.



- ✚ Service Coordination hosted a Fall Provider/Customer Choice Conference in October. More than 65 individuals and providers exchanged ideas and suggestions to build a stronger community.
- ✚ Day program collaborated with several new vendors for improvements in Community Integration activities. Some of new activities involved relationships with Edible Education, Johnathan Austin, Heritage Ensemble theater company, Gentle East Martial Arts studio, Second Baptist Church, Bravo Music, Goldsmith Music studios and Pens and papers.
- ✚ Families First, in partnership with Chesterfield County Fire Department, implemented a very successful book and diaper drive.

## Goal #5: Strong Community and Stakeholder Support

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### Goodwill Industries & Uber Partnership

The barrier most commonly expressed by individuals seeking services for substance use disorders is lack of transportation.

Since April 2017 and with funding from the Department of Behavioral Health and Developmental Services (through the OPT-R Grant), Mental Health Support Services has offered individualized transportation to any Chesterfield resident enrolled in Opioid



treatment. In partnership with Goodwill Industries and UBER for business, rides are offered to treatment related sites, e.g. therapy and doctor's appointments, pharmacy's, substance use disorder groups, etc. The program allowed individuals to access an Uber driver using a phone app on their timetable.

Since the programs' inception in June of 2017, over 2000 rides have been offered to over 40 individuals. This innovative transportation program has assisted individuals in overcoming one of the most significant barriers to treatment from this potentially fatal disease.

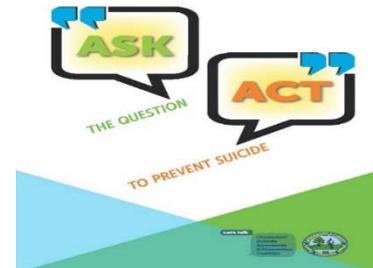
-  Families First established a partnership with the Chesterfield County Public Services research department and Virginia Commonwealth University to do a research project related to Families First graduates' performance, attendance and behavior in school.
-  The Child & Adolescent Services Team continues to be a key player in the local and regional efforts to improve our systems of care for youth and families.
-  Chester House engaged consumers in co-leading psychoeducational groups.

## Goal #6: Corporate Compliance and Risk Reduction

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### Ask the Question. Act to Prevent

During October and November of 2017, Chesterfield County Mental Health collaborated with the Chesterfield Suicide Awareness and Prevention Coalition and other County partners to raise awareness about the risk of suicide in adolescents and young adults through a multi-faceted, coordinated community-wide campaign. The goal of the campaign, *Ask the Question. Act to Prevent Suicide.*, was designed to reduce the stigma associated with mental health conditions and encourage people of all ages to reach out for help – for themselves and for loved ones. Often people, and particularly young people, are uncomfortable reaching out for help. In addition, those concerned about them, their friends and family, also are unsure of what to do. The county and the coalition hoped that through educational efforts they could help those who are struggling, or even contemplating suicide, to connect with people who can recognize warning signs and get them help. The key message is that suicide is preventable, but people need to act. The campaign also aimed to raise awareness among friends and family members so that they could act if they heard or saw some of the certain behaviors.



The campaign acknowledged that family and friends asking if their loved ones were thinking about suicide was a tough question to ask, but by asking, and if the answer was yes, then help could be received immediately by calling Chesterfield Crisis Intervention or the National Suicide Prevention Lifeline.

- ✚ There were no formal complaints about services over this past year.
- ✚ 100% of consumer funds were audited and there were no fraud/theft events.
- ✚ 94% of Worker's Compensation Claims returned to work within 7 days.
- ✚ Prevention Services, in partnership with Chesterfield County Communications and Media, received a National Associations of Counties (NACo) award for the Chesterfield County Suicide Awareness and Prevention Coalition's Suicide Prevention campaign.

## ***Strategies For The Future***

- ❖ Promote the use of non-management career ladder tracks to provide life-long learning and opportunities for advancement.
- ❖ Develop, brand, and implement an agency-wide recognition program.
- ❖ Implement the Leadership Philosophy and make it a part of the culture of the organization.
- ❖ Provide Cultural Competency trainings.
- ❖ Identify efficient and effective service models that maximize resources for quality service delivery.
- ❖ Explore opportunities for providing optimal services through the coordinated use of staff resources.
- ❖ Evaluate and improve access to services through data collection and workflow redesign to address transportation or other service delivery barriers such as transportation.
- ❖ Identify models and explore funding strategies to expand employment opportunities for individuals with mental health and substance use disorders.
- ❖ 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.
- ❖ Explore the use of technology to enhance service delivery (i.e. apps, tablets, telehealth).
- ❖ Evaluate and use data and information to support and drive key service and business decisions.
- ❖ Continue to use and enhance the Electronic Health Information system through implementing new functionality and system upgrades.
- ❖ Provide consumers and family members the opportunity to plan, develop, direct, and evaluate the organization's supports and services.
- ❖ Provide direct support for consumer-run and consumer provided services.
- ❖ Provide ongoing education and training to consumers and family members on how the service delivery system continues to change.
- ❖ Educate and train staff with the knowledge, skills, and ability to implement a value-driven system of care.
- ❖ Partner with other organizations to better serve minority populations.
- ❖ Explore opportunities for individuals to participate in wellness activities.
- ❖ Review physical environment, procedures, and processes to ensure that services are provided in a trauma informed manner.
- ❖ Revise & implement customer service standards.
- ❖ Expand models of integrated care to all populations to ensure optimal physical and behavioral wellness.
- ❖ Work with Regional and State leaders to engage the local private health care system to create sustainable, adequate access to acute and primary care.
- ❖ Develop strategic partnerships to address housing needs for consumers with mental illness and women with substance use disorders.