

Valley Community Services Board
85 Sanger's Lane, Staunton, VA
March 23, 2022
5:30 p.m.

Members Present: Dan Sullivan, Chair; Debbie Pyles, Vice Chair; Debra Freeman-Belle, Treasurer; Cynthia Burnett, Misty Cook, Linda Czyzyk, Anna Leavitt, Emily Malcolm, Ross Parker, Mary Powell, Lisa Shiflett, Leslie Snyder, Nitch Narduzzi*

Staff Present: Dr. Kimberly McClanahan, Dereck Criner, Dana Fitzgerald, Kathy Curry, Tammy DuBose*, Dr. Jack Barber*, Jane Fetterman*, Kathy Kristiansen*, Tina Martina*

***Denotes via Zoom.**

CALL TO ORDER: Chair, Dan Sullivan, called the meeting to order at 5:32 pm.

ESTABLISH QUORUM: Mr. Sullivan established a quorum.

PUBLIC COMMENT: No public comment.

INTRODUCTION: Mr. Sullivan introduced, new Board Committee member, Lt. Leslie Snyder.

MINUTES: Mary Powell moved to accept the January 23, 2022 minutes. Debbie Pyles seconded. Linda Czyzyk abstained. Motion carried.

Nitch Narduzzi asked Mr. Sullivan if he had received her request to participate electronically. Mr. Sullivan responded he had not received a form from her to participate electronically at the March 23, 2022 Board meeting. Mr. Sullivan added that Ms. Narduzzi would be muted and unable to participate in the meeting.

EXECUTIVE DIRECTOR'S REPORT: Submitted by Kimberly K. McClanahan, Ph.D. 3.23.22

Dr. McClanahan gave a brief update of each topic.

State Update:

Meetings with other EDs from Region 1 (3.3.22;3.18.22); VACSB Leadership (2.24.22;3.15.22;); STEP-VA Advisory Council (STAC) Meeting (3.10.22)

Main topics:

- Executive Directors (EDs) met with representatives from DBHDS and VACSB to discuss potential funding models for CSBs in the future.
- We still don't know the particulars of the upcoming performance contract, but it appears that the biggest change will be with the federal funds' reimbursement model.
- The new commissioner is sending out a weekly email to CSBs regarding happenings during the past week.
- The crisis platform still has problems, and CSBs are supposed to have MOUs with private providers to do some of the crisis work.
- There was discussion of a number of bills going through the legislature, including alternative transportation and custody as well as ECO/TDOs.
- There is reportedly going to be an internal reorganization of DBHDS; we do not have any details.
- There is discussion of a retreat with DBHDS; we are looking at early June.
- VACSB is conducting a salary survey across the CSBs, and Valley has submitted its data.
- The DOJ settlement agreement continues to move slowly.

Marcus Alert (MA) Legislation: (Per Jennifer Faison) The bills went to conference committee. As it stands now, localities with 40,000 people or fewer have the option to create a Marcus alert system. Localities with more than 40,000 shall implement a Marcus Alert system. It appears the timelines for implementation have been removed.

Behavioral Health Enhancement aka Behavioral Health Redesign, Access, Value, and Outcomes (BRAVO): NO UPDATE

STEP-VA: The STAC meeting was centered on the last three steps of STEP-VA, which are Case Management, Care Coordination, and Psychiatric Rehabilitation. Groups are getting together to define these services. All three of these services were in the planning stages as of July 2021. Implementation Start Date is July 2023 with full implementation July 2024 (tentatively).

Performance Contracts: We still have little news of what the FY'23 performance contract will look like, as noted above.

Other News:

- Strategic Planning: Thursday will be our third meeting with the new Leadership Team. We have discussed soft skills in leadership as well as company cultural change. We will continue discussion of both items in tomorrow's meeting. This is relevant to our strategic plan, specifically Goal 2, Ensure an Engaging, Inclusive, and High Performing Culture.
- We have hired a Controller, Devin Foster, and he is scheduled to begin on April 6, 2022.
- We continue forward with plans for the renovation of Orchard Lane as an Intermediate Care Facility (ICF), allowing us to discontinue the use of Greenstone.
- We have had one new board member appointed from Augusta County, and her name is Leslie Snyder.

Mr. Sullivan stated the February Finance Committee meeting was canceled due to members out sick.

COMMITTEE REPORTS: Please see full reports enclosed.

Finance Committee: Mr. Criner presented the FY2022 January and February Financials.

- February 2022 Total Cash: \$9,936,701.72. January 2022 Total Cash \$9,484,897.24.
- There is a monthly fund set up for potential adjustments for the ICF program.
- The audits for FY2018 and FY2019 have officially closed. DMAS sent a letter stating we owe approximately \$300,000 total for both years for both programs. This will show a significant decrease in Other Liabilities.
- The FY2021 audit draft reports are in their final review stage at Brown Edwards. We have made the FY2021 general ledger adjustments. Revised Balance Sheet shows FY2021 after the audit and FY2021 after the last adjustment. FY2021 year-end it was discovered that some of our federal block grants had not been properly reconciled. We were able to recuperate several hundred thousand dollars; FY2021 was reopened and closed again. Brown Edwards found an additional \$556,000 which was moved from Liabilities to Fund Balance and that changed year-to-date income from \$1.8 million to \$2.36 million.
- Ms. Pyles asked how many open positions there are. Mr. Criner replied that there are 41 open positions with the majority in the ICF Program. Ms. Pyles asked why it is a challenge to fill the ICF positions. Ms. Martina responded the challenges are community workforce in general, salary levels, for which we have put in place remedies, including the monthly retention stipend approved by the Board, in the last 4 months Mr. Criner made some advertising changes to Indeed, and we offer overtime, shift differential, and a sign-on bonus. Our competition is tough with the crisis situation, and it is a challenging job being 24/7, the biggest need is third shift, it is shift work, and it is 7 days a week. We are seeing some movement. Grandview is doing well, Greenstone continues to struggle, and we are hanging in there until Orchard Lane revision is complete.
- **Ms. Freeman-Belle moved to accept the financial report as presented. Linda Czyzyk seconded. Motion Carried.**

Service Delivery Oversight Committee: Ms. Powell shared that the committee's focus was largely organizational. The committee should have more details next month.

Compliance Committee: Ms. Pyles reported that the committee is trying to follow a matrix that staff is preparing for performance measures and there will be more on that later. There were some technical difficulties at the committee meeting.

OLD/NEW BUSINESS: No old business. Ms. Pyles asked if vacancies and waitlist could be contributed to the building not being fully open. Mr. Criner responded he did not think that was the reason; it is because the workforce is very limited right now and unmotivated. Ms. Pyles questioned if there are any jobs that have become strictly virtual since COVID or are people expected to be in the building? Mr. Criner stated to his knowledge there has been no job that is entirely virtual, but folks have been allowed to maintain some flexibility with a hybrid work schedule and on the clinical side it is

driven by client preference. Ms. Pyles pointed out that COVID numbers are better and asked why the doors are still locked; is there only a certain number of clients allowed in the waiting room? Mr. Criner shared we are moving towards opening the doors. Ms. Kristiansen stated they decided to wait due to the fluctuation in COVID percentages, waiting until the numbers stay low for a period of time. She stated there is no restriction on how many clients can be in the waiting room; we want to keep our staff and clients safe. She shared some CSBs are more restrictive than Valley. Dr. Barber stated that we are looking at how to open up the building; we have made steps toward opening the building for staff, but it seemed wise not to go back and forth when we are just now easing out of high COVID percentages. He referenced CDC and where Augusta County stands with COVID cases. We do have individuals coming into the building in the Office Based Addiction Treatment (OBAT) and Assertive Community Treatment (ACT) departments. Controlling the front door with temperatures and access still seems prudent until we are on the other side of the wave and remain there. Omicron 2 looks like it is building in the Northeast, so it is uncertain how much rest we are going to get. Ms. Czyzyk asked what percentage of the workforce is empty in terms of unfilled positions here at VCSB. Mr. Criner responded it is 17%. Ms. Powell stated she would like VCSB to have a plan for when doors will be reopened. Ms. Fitzgerald stated each program has their own plan. There has been discussion about getting the doors opened up front. Ross Parker asked if there was coordination between the various programs on when they are coming back and how they are being implemented. Ms. Fitzgerald stated everyone's plans are shared on the COVID link on SharePoint. Mr. Parker asked if there is a guidance on a central idea of what the other CSBs are doing. Dr. McClanahan responded there is not. Mr. Criner stated we follow the CDC protocol which fluctuates. Ms. Shiflett supports the hybrid plan. Ms. Powell questioned the quality one can provide for substance abuse clients via Telehealth. Misty Cook stated there would also be that personal touch being face-to-face; with services via Zoom there is a disconnect as well as distractions. Ms. Cook and Ms. Powell would like to see a specific reopening plan presented to the Board. Dr. Barber stated there are complexities to reopening the building. In ACT, and to some extent in OBAT, they have seen many clients face-to-face over the last year and a half. Staff do not want to be one to pass on COVID to clients we serve, as many of them are not as resilient as others in terms of their health conditions. Dr. Barber stated he has utilized Telehealth. There are a lot of appointments where he does not feel the loss of face-to-face and there are cases where he wants to see the person in-person and he has been fortunate enough to arrange that. A lot of our individuals are accustomed to talking on the phone and he has clientele that if they were expected to come here, he would be seeing them much less frequently. Navigating the situation is challenging. The cases fluctuate. We are in a period now where Omicron is on its way down. It will hit a low and people are going to be pleased. Then, the next wave will come, and we may be fortunate and it is either as benign or more benign than Omicron, but if it is worse, we are just bouncing back and forth and I think it is hard on the employees too. They would like structure. It is a tricky area. We are trying to proceed forward but not proceed haphazardly. We do not want to lose staff, we do not want to make people sick, and we do not want to aggravate the patients who won't come as often, as we will lose them. It would certainly be fair to present to the board the different plans that we have and how we are thinking about it and do it every month. Ms. Kristiansen pointed out some positives: there are no transportation issues when using Telehealth, so the no-show rate has gone down tremendously which helps our revenue. The clients have less social anxiety via Telehealth as opposed to coming into the building; we may be able to help them overcome that. She says it is interesting clients will admit to using without urine drug screenings. OBAT staff has been coming on site much of the time, as well as ACT staff. We do have our COOP plan updated for outpatient to begin gradually coming back on site. With children especially, it is much better when you are in the same room with them. For adults, it is not as much of an issue other than the lack of drug screens, but the probation officers are also giving the drug screens; it is not just VCSB that does them. Ms. Pyles asked Ms. Kristiansen if she has any plans on reopening the Clubhouse, and, if so, where will it be? Ms. Kristiansen replied she did not know if the space is available; she did not know if psychosocial rehab would be the same program that it was. She stated that Dr. McClanahan reported earlier that the last three steps are being sketched out. They are in work groups right now. We do not know what it is going to look like at this moment. Certainly, we are going to do some form of it as they roll it out, which she thinks the implementation begins July 2023 and full implementation is July 2024. Once we get that information, then we can start planning. She stated the plan is it is going to be more community based and not necessarily office based or center based. Dr. McClanahan said we would see definitions in the next few months. Ms. Pyles asked about reimplementing TDT in the school system. Ms. Kristiansen said VCSB has a lot more overhead than a private outfit has, overhead is the challenge in a lot of our programs. Ms. Pyles said in the school they have offices

dedicated to TDT and they are dedicated to pulling students from classrooms who need extra help and support during the day, so she is wondering why the overhead is so high? Ms. Kristiansen stated it is the CSB overhead, not the school. Ms. Pyles mentioned Elk Hill. Ms. Kristiansen said that Elk Hill gets a lot of private grants that allow them to do things we cannot. Mr. Sullivan stated next month the nominating committee will be formed for the selection of officers for next year. He reminded everyone that being a Board Officer is a great responsibility. It requires at least 5 hours a month. He pointed out we have a few distinguished Board members leaving us.

MEETING ADJOURNED: Ms. Pyles moved to adjourn. Ms. Czyzyk seconded. Approved.

Respectfully Submitted:
Kathy Curry