

## **BOARD OF DIRECTORS MEETING MINUTES**

**March 3, 2020**

The Richmond Behavioral Health Authority (RBHA) Board met at 107 S. 5<sup>th</sup> Street, in Richmond, VA 23219.

**RBHA Board members present were:** Scott Cannady; Irvin Dallas, **Vice Chair**; Dr. Cheryl Ivey Green, **Chair**; Sabrina Gross; Karah Gunther; Dr. Cynthia Newbille; Melodie Patterson; Malesia “Nikki” Taylor; Eduardo Vidal and Dr. Michelle Whitehurst-Cook.

**RBHA Board members absent were:** Thomas Bannard; Dr. Joy Bressler; Denise Dickerson, **Secretary/Treasurer** and Chelsea Higgs Wise.

**Staff present:** Dr. John Lindstrom, **CEO**; Steve Buffenstein; Bill Fellows; Susan Hoover; Dr. Jim May; Shenée McCray; Carolyn Seaman; Michael Tutt; Cristi Zedd and Meleese Evans.

**RBHA’s Legal Counsel:** Jon Joseph of Christian & Barton, LLP.

**Guests:** None.

### **Proceedings:**

- The meeting was called to order at 3:00 p.m. by Dr. Cheryl Ivey Green.
- **Public Comment:** None.
- The Board minutes for February 2020 were approved with a motion by Scott Cannady and seconded by Irvin Dallas. The minutes were unanimously approved.

### **Employee Recognitions**

- Homeless Services and Rapid Access were recognized as team of the month.

### **Board Chair Report- Dr. Cheryl Ivey Green**

- Dr. Cheryl Ivey Green commended Dr. Lindstrom for his presentation about RBHA to City Council’s Organizational Development Standing Committee last night.
- RBHA’s Executive Leadership Team is listed on page 41 of today’s board meeting packet.

### **Chief Executive Officer’s Report- Dr. John Lindstrom**

- The CEO report was discussed and is included in today’s board meeting packet and with today’s meeting minutes.

### **RBH Foundation Report – Ms. Carolyn Seaman**

- The Foundation Development Report was discussed and is included in today’s board meeting packet and with today’s meeting minutes.
- Draft minutes from the RBH Foundation Board of Trustees meeting are also included in today’s board meeting packet.
- The Art of Recovery Event will take place on May 28, 2020 from 5:30 – 8:00 pm at Studio Two Three in Scott’s Addition.

- Carolyn Seaman requested recommendations for community assistance/grants from the RBHA Board.

### **Committee Reports:**

#### **Access & Service Delivery Committee - Dr. Michelle Whitehurst-Cook**

- The Access & Service Delivery Committee has not met since the last board meeting. The Committee will meet again on March 24, 2020.

#### **Advocacy & Community Education Committee – Mr. Scott Cannady**

- The Advocacy & Community Education Committee has not met since the last board meeting.
- Scott Cannady requested RBHA information for his community association newsletter by March 12<sup>th</sup>.
- The next Advocacy & Community Education Committee meeting will be scheduled for a time in April.

#### **Executive Committee – Dr. Cheryl Ivey Green**

- The Executive Committee has not met since the last board meeting; however, a meeting will be scheduled for April.

#### **Finance Committee –Ms. Denise Dickerson**

- The Finance Committee met on February 26, 2020.
- The financial statements and the executive summary for November and December are included in the Board package and I encourage you to look at the reports and forward any questions to the Finance Committee.
- As of December 31, 2019 RBHA showed a net gain of \$1.5 million and a total net position of \$11.3 million, excluding Regional and Non-authority funds.
- Total cash in the bank at December 31<sup>st</sup> was \$27.5 million, and RBHA's share of that cash is \$4.01. Although Cash balances have rebounded a bit and payments from MCOs has improved, there is still a considerable amount owed to RBHA. Management continues to arrange meetings with all of the MCOs.
- The investment balance decreased by \$7,500 for the month on the \$5.85 million invested at the end of December. Please note, Investments held at Morgan Stanley were liquidated during January and are currently held in cash at Truist Bank (formerly SunTrust Bank).
- RBHA's current operating reserve ratio is at 1.31 or just under 3 months of expenses.
- Total Client AR is \$9.3 million gross and just over \$5.63 million net of the allowance. AR balance was adjusted to reflect only amounts actually billed for the month of December. This method of presenting AR represents a more realistic figure to be collected. The cause of the slow collection of AR has not changed, however Management continues to increase pressure on the MCOs to pay for the claims submitted.
- The note payable for \$3.2 million has been recorded and the long-term portion is presented on the balance sheet in the long-term liabilities section.
- The Finance Committee will meet again on March 25, 2020.

**Human Resources Committee – Mr. Irvin Dallas**

- The Human Resources Committee has not met since the last board meeting.

**Nominating & By-Laws Committee – Dr. Joy Bressler**

- The Nominating and By-Laws Committee has not met since the last board meeting.

**Presentation:** Cristi Zedd, LCSW, Chief Operating Officer of Developmental Services/Region IV REACH/Early Intervention, presented an update on Department of Justice Settlement: Implications for Virginia’s Developmental Services System. The presentation is included with today’s meeting minutes.

The meeting adjourned at 5:04 p.m. with a motion from Dr. Michelle Whitehurst-Cook and seconded by Ms. Karah Gunther.

The next Board of Director’s meeting will take place on **Tuesday, April 14, 2020 at 3:00 p.m.**

**Respectfully Submitted:**



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Dr. Cheryl Ivey Green  
RBHA Board Chair



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Dr. John P. Lindstrom  
Chief Executive Officer

**Richmond Behavioral Health Authority**  
**Board of Directors**  
**Chief Executive Officer's Report**  
**March 3, 2020**

At the conclusion of last month's meeting of the RBHA Board of Directors, we had the pleasure of honoring Jimmy Christmas and Mary Akbar as recipients of the 2019 Wayne H. Blanks Service in Recovery Award. Jimmy, a clinician and owner of River City Comprehensive Counseling and Mary, one of our own Peer Recovery Specialists were well deserving of such a recognition. Each of them shared inspirational anecdotes about their recovery and particularly kind things to say about RBHA.

**Leadership Structure** – Our work with Terrie Glass regarding leadership development, restructuring the work of our Executive Leadership Team, and launching the Senior Leadership Team composed mostly of other Directors and Managers within the agency is progressing well. The ELT has completed three work sessions with Terrie and, just last week, Susan Hoover and Terrie facilitated the first meeting of the SLT. During its inaugural meeting, the SLT make tremendous progress in developing its charter.

**Red Cross Building** – A timeline and task list is complete for preparing the 420 building for occupancy. If all goes well, we will relocate personnel during the month of April.

**North Campus** – No additional projects during February. Work continues on the complete renovation and restoration of the Children's Services Center.

**Human Resources, Inc.** – Our planning team continues its work on the draft management and transition agreements. While acquiring the assets of HRI and operating at its current location remains viable, we are exploring other options for program location.

**First Floor Remodeling** – Preliminary drawings are complete for redesign of portions of the first floor at 107 S. Fifth Street to accommodate medical, psychiatric, and outpatient expansion. We expect final drawings/plans for both architectural and MEP to be complete within two weeks.

**Regional Mobile Crisis Expansion under STEP VA** – We are in the process of implementing the first phase of mobile crisis services that involves expansion of the CReST program (Child MH) and the Adult REACH services, along with the development of a shared 24 hour call telephone line. New funds allocated by DBHDS include \$700,000 in Child Crisis and just over \$400,000 in Adult REACH funds.

**Behavioral Health Equity** – As a member of an RBHA delegation, I attended the DBHDS sponsored Behavioral Health Equity Summit held in Roanoke on February 25. As a result of the last equity summit and successful grant application that followed, RBHA received funds to begin work on our website with the goal of making it more user friendly. We hope to pursue grant funds for other equity-focused initiatives based on learnings from the most recent summit.

CEO Report  
March 3, 2020

**Rapid Access** – We have seen dramatic increases in demands for services since launching Rapid Access over a year and a half ago. It seemed that we settled in at about 70 individuals coming through the front door for services, but in the last few weeks, we hit new highs of 80 and 100. The level of need in the City is high, but we knew that already. Our Rapid Access and Crisis programs have stepped up to connect individuals to the services they need.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John P. Lindstrom", with a long, sweeping horizontal flourish extending to the right.

John P. Lindstrom, Ph.D., LCP  
Chief Executive Officer

**RBHA Board Meeting  
 Development Report – March 3, 2020**

**Richmond Behavioral Health Foundation – As of January 31, 2020**

**YTD revenue (donations and grants): \$118,676.54**

**YTD grants: \$92,000.00**

**YTD gifts-in-kind: \$43,714.00**

	Current Year (FY20)	Previous Year (FY19)	Two Years Ago (FY-18)
	Total Grants/Requests Submitted in FY20 (July 1, 2019 – June 30, 2020)	Total Grants/Requests Submitted in FY19 (July 1, 2018 – June 30, 2019)	Total Grants/Requests Submitted in FY 18 (July 1, 2017 – June 30 2018)
<b>Number of Submitted Grants/Requests</b>	3 carryover from FY19 (\$40,000) 7 58,000 (TOTAL: \$123,000)	9 \$418,500 and up to \$500,000  (TOTAL: \$918,500)	8   (TOTAL: \$136,000)
<b>Number of Funded Grants/Requests</b>	6	5	6
<b>Dollar Value of Awarded Grants/Requests</b>	\$92,000	\$59,795 Approx. \$9,342 In-Kind	\$106,000.00
<b>Number of Pending Grants/Requests</b>	4	2	0
<b>Dollar Value of Pending Grants/Requests</b>	\$25,000	\$40,000	\$0
<b>Number of Denied Grants/Requests</b>	0	3	2
<b>Dollar Value of Denied or Partially Funded Grants/Requests</b>	\$6,000	\$821,500.00	\$30,000
<b>Gifts in Kind Monetary Value</b>	\$43,714.00	\$9,342.00	---
<b>Volunteer Hours</b>	275	200	---

**Update on Grants and Gifts:** See attached chart

## RBHA Board Meeting Development Report – March 3, 2020

### **Appeals**

- Annual RBHF Giving Appeal to be mailed in November
- RBHA United Way Campaign to kick off in November - Goal \$40,000
- Giving Tuesday – December 3, 2019 – Cold Weather Items
- Summer Camp Appeal in March 2020

### **Media/Marketing:**

- Website Development – RBHA & RBHF – Charles Ryan Associates – anticipated launch in February/March
- Brand Federation – Branding & Messaging Workshop – February 11, 2020
  - Follow Up Meeting in April 2020
- RBHA Mission, Vision, and Values Roll out in April/May – new RBHA marketing materials
- New Year Cards were mailed early January – used photography by Charlie Theideck
- Partnering with SUD & Prevention and RTD for print and digital ads
  - February 24<sup>th</sup> – story and MH First Aid in RTD

### **Events:**

- Art of Recovery – October 21, 2019, 5:30pm - 8:00pm
- Art of Recovery 2020 – Moving event to May – May 28<sup>th</sup>, 5:30 – 8pm, Studio Two Three in Scott's Addition

### **Community Outreach:**

- Lewis Ginter Dinner – August 2019
- Rotary Club of Short Pump – September 2019
- Met with HKS Architects regarding possible partnership/volunteer involvement at North Campus – specifically the Withdrawal Management Unit
- Lewis Ginter EPA Grant – Up to \$5,000 for storm water management projects



**Richmond Behavioral Health Foundation (RBHF) Meeting Minutes**

**Location:** RBHA Board Room

**Date and Time:** January 24, 2020 at 12:00 p.m.

**Present:** Irvin Dallas, Chair; Jeannie Baliles, Trustee; Mary Jane Zacharias Ganey, Trustee; Matt Isner, Trustee; Carolyn Seaman, RBHF Development Director; Dr. John Lindstrom, President; and Sherri Woody, Administrative Assistant

**Others Present:** Dr. Jim May, RBHA Director of Planning, Development, Research, Evaluation & Substance Use Disorders Services; Brittany Cox, Health Outcomes Analyst

**Absent:** Peter Buckley, Trustee; Eduardo Vidal, Trustee; Jen Kostyniuk, Trustee; and Sanjay Mittal, Trustee

**Next meeting:** Friday, March 20, 2020, 12 p.m. – 1:30 p.m., 107 S. 5<sup>th</sup> Street

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**I. Welcome and Introductions – Irvin Dallas**

The meeting was called to order at 12:10 p.m. with a **MOTION** by Irvin Dallas. It was **Seconded** by Jeannie Baliles.

**II. Approval of Minutes – Irvin Dallas**

A. A **MOTION** was made by Dr. John Lindstrom to approve the November 22, 2019 minutes. It was **Seconded** by Jeannie Baliles and unanimously approved.

**III. Reports –**

A. **Board Chair Report – Irvin Dallas**

- Irvin Dallas brought the strategic work plan for RBHF Board as well as improving external relationships with the community.
  - Irvin suggested that the RBHF Board work to finalize the strategic planning for 2020.
  - Irvin Dallas also suggested a gathering with the RBHA Board in March, if possible.
    - Dr. John Lindstrom suggested perhaps having a joint dinner at the conclusion of a regularly scheduled RBHA Board meeting.

B. **RBHA Board – Irvin Dallas & Dr. John Lindstrom**

- Irvin Dallas reported that the RBHA has opened two new therapeutic homes through the REACH program - one for Adult Developmental Services and the other for Children's Crisis Stabilization
- Dr. John Lindstrom reported that RBHA closed on the purchase of the nearby Red Cross building
  - The new building will house RBHA's Administrative Services, Finance Department, and Human Resources.
- Dr. John Lindstrom reported that RBHA is preparing to load preliminary data for the upcoming FY2021 budget.



- Dr. Lindstrom announced that at the upcoming February All Staff meeting, Matt Isner/Charles Ryan Associates and Theo Appiah-Acheampong will be recognized for their amazing work with RBHF.

**C. Staff & Committee Reports –**

- **Development Staff** – Carolyn Seaman
  - See attached report
  - As of December 31, 2019, the Foundation year-to-date revenue is \$105,931.03.
  - There is \$0 in pending grants and requests.
  - Events –
    - Moving Art of Recovery to occur annually in May.
      - Considering Studio Two Three as a possible new venue for the event.
  - Community Partners –
    - Carolyn and Theo met with HKS Architects regarding a possible partnership project at the North Campus Withdrawal Management Unit.
    - Lewis Ginter secured a \$5000 EPA grant for a stormwater management project at North Campus.
      - This will possibly allow for rain barrels to be installed at North Campus for the gardens.
- **Development and Communications Committee** – Jeannie Baliles
  - The Development Committee is looking for new ways to raise additional funding to assist with future construction at North Campus.
- **Governance Committee** – Mary Jane Zacharias Ganey
  - No updates

**IV. Discussion** – Irvin Dallas

**A. Strategic Plan Work Plan**

- Irvin Dallas suggested that the Executive Committee meet to go through the entire strategic plan.
- Irvin Dallas also suggested selecting an At Large member at the next RBHF Board meeting.

**V. Other Business** –

- The next Meeting is March 20, 2020.

**VI. Adjournment** – A **MOTION** to adjourn was made by **Jeannie Baliles** at 12:54 p.m. It was **Seconded** by Dr. John Lindstrom and unanimously approved.

Respectfully submitted,  
Jen Kostyniuk, Secretary



# Department Of Justice Settlement Update: Implications for Virginia's Developmental Services System



Presented by:  
Cristi Zedd, LCSW, Chief Operating Officer  
Developmental Services/Region IV REACH/Early Intervention

# DOJ Settlement Agreement History

- **2008** DOJ initiated investigation of Central Virginia Training Center (CVTC) pursuant to Civil Rights of Institutionalized Persons Act (CRIPA).
- **2010** DOJ notified Commonwealth it was expanding investigation to focus on Virginia's compliance with Americans with Disabilities Act (ADA) and U.S. Supreme Court Olmstead ruling.
- **2011** DOJ submitted findings letter to VA, concluding that Commonwealth failed to provide services to individuals with intellectual and developmental disabilities (ID/DD) in most integrated setting appropriate to their needs. Virginia entered into negotiations with DOJ in an effort to reach a settlement without subjecting Commonwealth to an extremely costly and lengthy court battle with the federal government.
- **2012** Virginia and DOJ reached a settlement agreement. The agreement resolved DOJ's investigation of Virginia's training centers and community programs and Commonwealth's compliance with the ADA and Olmstead with respect to individuals with ID/DD.
- On **August 23, 2012**, the US District Court for Eastern District of VA approved Settlement Agreement. It is anticipated that Commonwealth will be in compliance with the terms of the Settlement Agreement by **June 30, 2021**.

# DOJ Target Population

- Confirmed Intellectual/Developmental Disability (ID/DD)
- Includes individuals with ID/DD who meet any of the following additional criteria:
  - Currently residing at any of the Training Centers
  - Meet criteria for DD Waivers waiting list
  - Currently reside in Nursing Home or Intermediate Care Facility (ICF)



# Key Components of DOJ Settlement

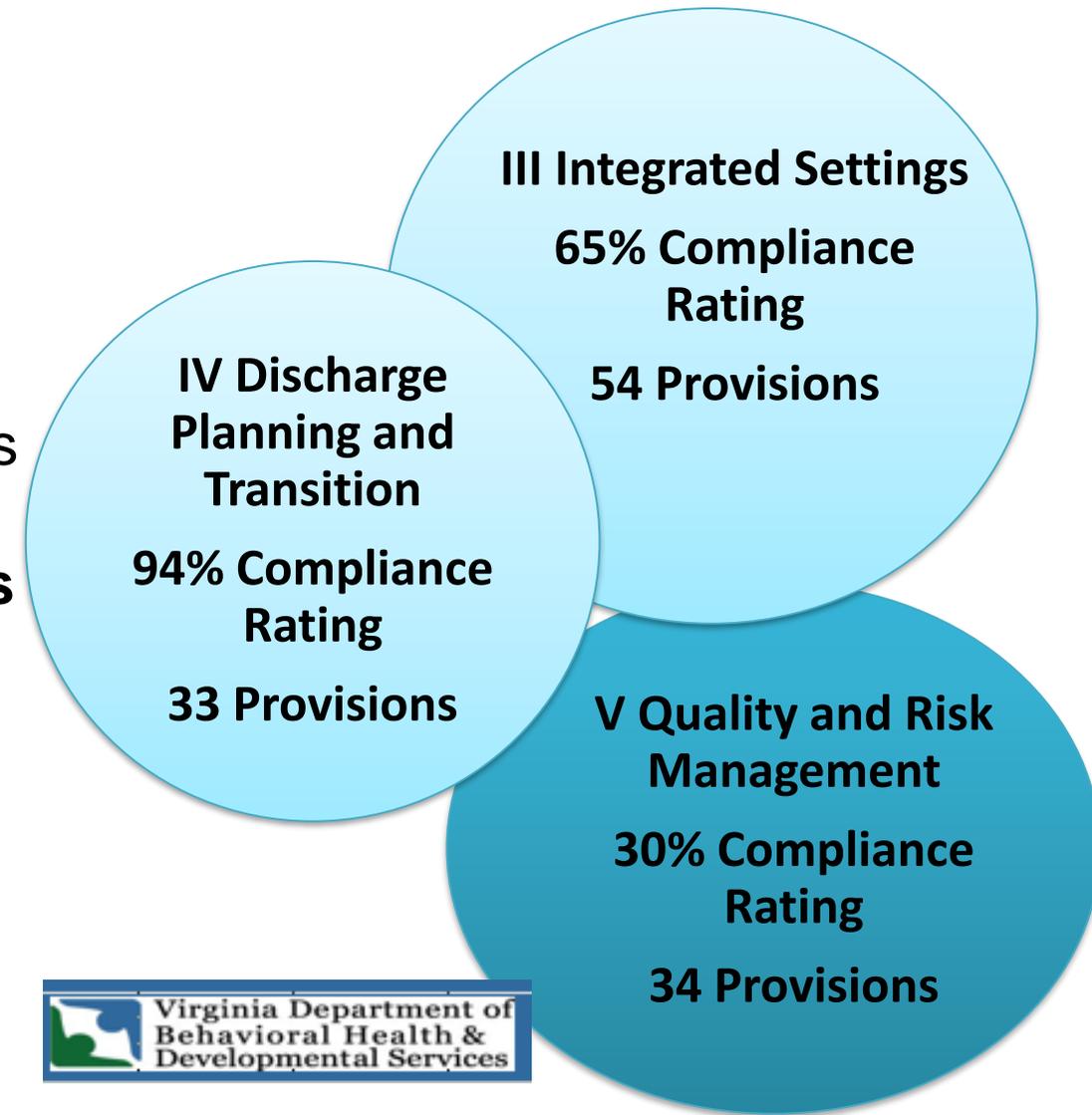
- Serving individuals with ID/DD in most integrated settings:
  - Medicaid Waivers
  - Case Management Services
  - Crisis Services
  - Integrated Day Activities and Supported Employment
  - Community Living Options
- Discharge planning and transition from training centers
- Quality and Risk Management System



# Current Compliance Ratings & New Indicators

## Compliance Indicator Impact

- Then, IR monitors **121 provisions** in three sections of Settlement Agreement (SA)
- As of December 2019 Report to Court **47 non-compliant**
- Outcome of Federal Court Order and 18 months of negotiations with DOJ
- Now, monitored by **328 Compliance Indicators** in two sections of the SA
- Including 70 Outcome Measures
  - Nursing Utilization
  - Integrated Day and Supported Employment
  - Crisis Prevention and Accessibility of In-Home Providers
  - Quality Data Systems – Collection and Reporting



# Statewide Accomplishments Since 2012

The past eight years have resulted in tremendous system change impacting the Developmental Service System in a very positive way.

- Waiver Redesign
- 693 People Transitioned from State Institutions
- Implementation of an Employment First Initiative
- Building a Statewide Crisis System
- Creation of the DBHDS Health Support Network
- Revising DBHDS Licensing Regulations



# RBHA Highlights

- Added positions to account for heightened service delivery standards & quality oversight
- Developed/implemented quality monitoring tools at SC, Supervisor and Manager levels
  - Tools/processes recognized by DBHDS and DOJ Reviewer as model of best practice
- Standardized initial/ongoing training for new/existing direct service staff
- Consistently meeting DOJ compliance measures
- Key Presenter at May 2019 VACSB re: CM DOJ Compliance Review
- Operating and Fiscal Agent for Regional Crisis Services (REACH) since inception to include:
  - Crisis point of entry
  - Mobile Crisis teams for Children/Adults
  - Two Crisis Stabilization programs for Children/Adults
  - Transition Home



# Quality Oversight- Case Management

- Quantitative Reviews
  - Monthly data entry of 16 main indicators
    - I.E. Integrated Employment/Community Engagement, Physical/Dental Exams, Enhanced Case Management FTF
  - Five different reports run monthly to monitor data input
- Qualitative Reviews
  - DS Score Card/Supervisor Tracking Sheets
  - Monthly Review of CHRIS Incident Reports
  - Quarterly DBHDS Support Coordination Quality Reviews
- Quality Positions
  - Quality Assurance Manager
  - Quality Specialist
  - Waiver Resource Specialist



# Quality Oversight- REACH

- Quantitative Reviews
  - Data Reports on all Community-Based/Residential Programs
  - 47 Elements, 120 Data Points each QR
- Qualitative Reviews
  - Quarterly Record Review with Onsite Staff Interviews
    - PC ISP and Policies/Procedures
    - REACH Standards/Clinical Compliance
  - Annual Review
    - Record Review, Onsite Interviews and Direct Service Observation (1-2 days)
- DOJ Reviews
  - 25+ Charts reviewed and Staff Interviews
  - 2019 review DOJ highly praised Region 4 REACH's clinical documentation
  - Occur annually (with the exception of 2020 when DOJ elected to not review REACH)
- Quality Positions
  - Quality Manager
  - Quality Specialists x2
  - Office Associate



# RBHA CM DOJ Facts Sheet

**459**

# of Waiver Slots managed by RBHA as of January 2020



# Individuals Receiving 30-Day FTF visits through Enhanced Case Management

**339**

individuals monitored on the DD Waivers Waiting list



**36**  
Training Center Discharges since 2012

# RBHA REACH DOJ Facts Sheet

141

# of unduplicated  
Individuals who  
received  
Community Based  
Crisis Stabilization

**PREVENTION  
WORKS!**

567 Individuals Receiving  
Crisis Prevention /  
Coordination Services



534 of the individuals  
served through REACH  
are on the DD Waiver  
Waiting List



**160**  
Adult Crisis  
Therapeutic  
Home  
Admissions

# DOJ Challenges

- Increase integrated service options to include behavior support and nursing providers
- Implement quality assurance and risk management systems with focus on developing culture of quality improvement and not just a licensing/citation environment
- Quality improvement system design completed, committees are in place, and now gathering data for analysis
- Performance expectations
  - 86% for DBHDS performance
  - 86% of all people ... for individual personal outcome measures

# Next Steps

- Identify barriers limiting growth of most integrated options for individuals and move quickly to implement solutions
- Invest in additional competency and capacity building for behavioral health supports
- Collaborate with stakeholders to find best way to collect outcome data, streamline processes and paperwork
- Integrate crisis services, and increase crisis continuum options
- Support rate increases to support growth in the workforce and increase access to all services

# Questions?

