

BOARD OF DIRECTORS MEETING MINUTES

July 7, 2020

This meeting of the Richmond Behavioral Health Authority (RBHA) Board was held through electronic communication means due to the current State of Emergency and due to safety concerns stemming from the coronavirus pandemic. Board members, staff, and the general public were able to participate by teleconference/videoconference via Zoom.

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

RBHA Board members absent: Dr. Joy Bressler; Karah Gunther; Melodie Patterson and Chelsea Higgs Wise.

Staff present: Dr. John Lindstrom, **CEO**; Amy Erb; Bill Fellows; Dierdre Pearson for 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 3:03 p.m. by Dr. Cheryl Ivey Green.
- **Public Comment:** None.
- The Board minutes for June 23, 2020 were approved with a motion by Denise Dickerson and seconded by Irvin Dallas. The minutes were unanimously approved.

Board Chair Report- Dr. Cheryl Ivey Green

- Dr. Cheryl Ivey Green thanked RBHA staff for their great work.

Chief Executive Officer’s Report- Dr. John Lindstrom

- Three Exhibits of the Performance Contract from the Department of Behavioral Health and Developmental Services (DBHDS) are included in today’s board meeting packet. One relates to federal reporting requirements, one relates to DBHDS timelines and the other (Exhibit M) relates to Department of Justice timelines. One provision in Exhibit M is a financial penalty that could be imposed by the department if we have issues meeting DOJ requirements.

RBH Foundation Report – Ms. Carolyn Seaman

- The Foundation Development Report is included in today’s board meeting packet and with today’s meeting minutes.
- Carolyn Seaman discussed the next steps with the Brand Federation, included with today’s meeting packet.

Committee Reports:

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

- The Access & Service Delivery Committee has not met since the last board meeting.

Advocacy & Community Education Committee – Mr. Scott Cannady

- The Advocacy & Community Education Committee has not met since the last board meeting.

Executive Committee – Dr. Cheryl Ivey Green

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

Finance Committee – Ms. Denise Dickerson

- As of May 31, 2020 RBHA showed a net gain of \$9.3 million and a total net position of \$17.0 million, excluding Regional and Non-authority funds. Year-to-date net gains will be reduced in June to reconcile deferred revenue.
- Total cash in the bank at May 31st was \$22.1 million, and RBHA's share of that cash is just over \$3.7 million. Cash balances were lower as expected due to the third payroll for the month posting on May 29th. Cash balances will rebound in June. RBHA is reporting cash balances weekly to DBHDS. Management continues to work through this with the MCOs to recover payments due to RBHA.
- RBHA's current operating reserve ratio is at 0.71 or just under 2 months of expenses. RBHA is reporting weekly to DBHDS on COVID-19 issues including cash flows.
- Total Client AR is \$12.4 million gross and just over \$6.3 million net of the allowance. AR balance was adjusted to reflect only amounts actually billed for the month of May.

Human Resources Committee – Mr. Irvin Dallas

- The HR Committee reviewed the 2019-2020 Chief Executive Officer (CEO) Evaluation results from the Board's and the Executive Leadership Team's CEO performance surveys. These results will be discussed in closed session during today's meeting.

Nominating & By-Laws Committee – Dr. Joy Bressler

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

Presentation: The Executive Leadership provided RBHA's Response to COVID-19. The presentation is included with today's meeting minutes.

CLOSED SESSION

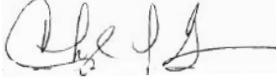
- Pursuant to Section 2.2-3711A(1) of the Code of Virginia, a motion was made by Irvin Dallas and seconded by Eduardo Vidal to move the meeting into closed session at 4:15 p.m. for purposes of discussion of personnel matters. Each Director was polled.
- The meeting entered back into open session at 5:24 p.m.
- All agreed by a unanimous vote that what was read in the motion for closed session was discussed, affirming the resolution.

Motion: Irvin Dallas motioned to renew the CEO Contract with compensation according to the Authority's decision, seconded by Dr. Cynthia Newbille and unanimously approved.

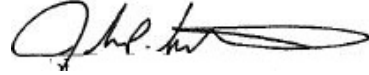
The meeting adjourned at 5:27 p.m.

The next Board of Director's meeting will take place on **Tuesday, August 4, 2020 at 3:00 p.m.**
by teleconference/videoconference via Zoom.

Respectfully Submitted:



Dr. Cheryl Ivey Green
RBHA Board Chair



Dr. John P. Lindstrom
Chief Executive Officer

**RBHA Board Meeting
Development Report – July 7, 2020**

Richmond Behavioral Health Foundation

YTD revenue (donations and grants): \$121,051.60 (as of February 29, 2020)

YTD grants: \$92,000.00 (as of April 30, 2020)

YTD gifts-in-kind: \$93,714.00 (as of April 30, 2020)

	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)
Number of Submitted Grants/Requests	3 carryover from FY19 (\$40,000) 9 58,000 (TOTAL: \$131,000)	9 \$418,500 and up to \$500,000 (TOTAL: \$918,500)	8 (TOTAL: \$136,000)
Number of Funded Grants/Requests	8	5	6
Dollar Value of Awarded Grants/Requests	\$92,000	\$59,795 Approx. \$9,342 In-Kind	\$106,000.00
Number of Pending Grants/Requests	1	2	0
Dollar Value of Pending Grants/Requests	\$8,000 - \$48,000	\$40,000	\$0
Number of Denied Grants/Requests/Postponed	3 - postponed	3	2
Dollar Value of Denied or Partially Funded Grants/Requests	\$31,000	\$821,500.00	\$30,000
Gifts in Kind Monetary Value	\$93,714.00	\$9,342.00	---
Volunteer Hours	275	200	---

Update on Grants and Gifts: See attached chart

RBHA Board Meeting Development Report – July 7, 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 – cancelled
- COVID-19 Relief – Masks, Cash, Gift Cards (restaurants & grocery stores)

Media/Marketing:

- Website went LIVE last week
- Website Development – RBHA & RBHF – Charles Ryan Associates – anticipated launch in February/March - May
- **Brand Federation** – Branding & Messaging Workshop – February 11, 2020
 - Follow Up Meeting in April 2020
 - Next Steps – Develop an Implementation Plan
 - Developed an Implementation Task Force
 - **12-18 Implementation Plan created by August 2020 to be presented to both Boards for comment and discussion**
- RBHA Mission, Vision, and Values Roll out in February – 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 24th – story and MH First Aid in RTD
- RTD Advertorial & Digital Ad – April 13, 2020 – COVID-19
- Urban One Radio – Dr. Lindstrom interview
- Sunday Ad – Non-profit Awareness

Events:

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

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
- Community Volunteers have donated more than 900 cloth masks
- Hand On Greater Richmond Volunteers – donating Nourishment Kits for Homeless Services – May 7th & 11th

GRANT Applications FY20

	Application Date	Request	Requested	Funded	Not Funded	In Kind	NOTES
Altria ACECF	5/8/2019	Homeless Services SUD Peer Outreach	\$ 25,000.00	\$ 25,000.00	\$ -		Outreach Services Funding
Dominion Foundation	6/7/2019	Homeless Services SUD Peer Outreach	\$ 15,000.00	\$ 10,000.00	\$ 5,000.00		Salary Support *change in award 01/2020
Hands On Greater Richmond	6/28/2019	North Campus Greenspace	\$ -	yes		\$ 14,000.00	Altria ELVE Project - funding plus 275 Volunteer Hours
							275 Volunteer Hours
Aetna		Alive RVA	\$ 5,000.00	\$ 5,000.00			via Dawn - ALIVE RVA support
RBHA Prevention Services	7/9/2019	Consultant Services	\$ -	\$ -		\$ 50,000.00	Messaging/Branding
Women of St. Stephen's Church	8/15/2019	WRTC - North Campus	\$ 3,000.00	\$ 2,000.00	\$ 1,000.00		Welcome Kits - Women and Children
ConseRVAtion Fund		North Campus Walking Trail	\$ 25,000.00	\$ 25,000.00			Trail & Plantings to stop water erosion
Giving Tuesday						\$ 905.00	Individual Donors
Art of Recovery						\$ 719.00	Raffle Prize Donations
Facilities Bullpen						\$ 3,090.00	Office/Group Room Furniture Donation - North Campus
Charles Ryan Associates						\$ 20,000.00	Website Development
Lewis Ginter		EPA Stormwater Management Project				\$ 5,000.00	North Cammpus
Hands On Greater Richmond	1/24/2020	Altria ELVE Project					Chelsea Hill - Landscaping - postponed
Hands On Greater Richmond	1/24/2020	Altria ELVE Project					North Campus MRTC - Dining Room Paint - postponed
Hands On Greater Richmond	1/24/2020	Altria ELVE Project					North Campus MRTC - Entry/Reception Paint - postponed
The Community Foundation			\$ 50,000.00	\$ 25,000.00	\$ 25,000.00		COVID-19 Relief Funding - Homeless Services
Cloth Face Masks							Received over 900 donated maks
Community Foundation		COVID-19 Relief Mental Health Needs	\$8,000				Private Donor - invited to submit proposal - No response as of 07/06/20
St. Paul's Episcopal Church	5/12/2020	COVID-19 Housing Assistance MRTC	\$20,000				No response as of 07/06/20
		TOTALS:	\$ 151,000.00	\$ 92,000.00	\$ 31,000.00	\$ 93,714.00	

RBHA Response to COVID-19



RBHA | RICHMOND
BEHAVIORAL HEALTH
AUTHORITY

Surviving COVID

- Mid-March, 2020: RBHA began modifying service delivery in response to the viral pandemic threat:
 - All outpatient and administrative services operations closed for **one** full day **to plan** for implementation of all appropriate and necessary service adjustments;
 - “Telehealth stations” (**3 wired kiosks**) established in main lobby of 107 South 5th Street building, allowing consumers to use agency computers to engage, via telehealth, in staff-delivered services;
 - Some consumers reported not having the required equipment or internet service at their place of residence.
 - RBHA issued announcements to the public via social media and newspaper regarding modified services

Surviving COVID

- Virginia was one of the first states, nationwide, to issue “*stay at home*” orders, and to shut down all non-essential business until June 10th; *many RBHA services deemed to be “essential services”*;
- Initial and ongoing COVID adjustments were planned and implemented with input from agency leadership at all levels;
- Success was ensured through RBHA Executive Leadership commitment to making it work, plus divisional management and cooperation by staff in all service areas.
- Staff and consumers quickly adjusted to the new culture of social distancing, telehealth, mask-wearing, and temperature-taking;



DIVISIONAL UPDATES AND RESPONSES TO COVID



Quality & Standards and General Services

- Coordinated ***virtual audits*** with DMAS and DBHDS that traditionally happen on site;
- ***Ongoing search for PPE***; Purchased \$30,000+ of PPE, to date
 - Received ***45,000 donated cloth masks*** from U.S. Department of Health and Human Services
 - Set up a storage area and system to ***inventory*** (semi-weekly survey, in collaboration with the GREP team) ***and disperse PPE***
- Repurposed lobby front desk to ***pharmacy pick-up***;
- Repurposed storage space on lobby level to a ***nurse's station for injections*** and other nursing services

Information Technology

- Deployed laptops and tablets to staff who only had desktop computers, to facilitate transition to teleworking;
- Provided teleworking/remote staff with ***reliable means for connecting to the RBHA network*** through deployment of Cellular Aircards and WiFi hotspots as deemed necessary;
- Evaluated, purchased and implemented ***telehealth software solutions (Doxy.me, Zoom, etc.)***, in addition to utilizing existing RBHA technologies to ensure safe services delivery via home computers or smartphones, within one week of COVID shutdown;
- Built ***telehealth Kiosk computers*** for the RBHA Lobby to allow consumers without access to computers or smartphones access to telehealth sessions with their medical providers;

Information Technology

- Developed *method for signing invoices electronically* – eliminating circulation of hard-copy invoices for approval and submission to Finance – Accounts Payable;
- Implemented system for staff to check out and take home their office desktop monitors to enhance their telework experience;
- *Replaced Firewall/VPN appliance and increased internet bandwidth* to accommodate heavier utilization due to telehealth traffic, telemeetings, and to allow more concurrent, secure connections for teleworkers;
- *Helpdesk staff reduced working on-site* to two days per week, staggered to ensure that someone is always on-site during business hours, for issues that can't be handled remotely (most are handled remotely);

Information Technology

- ***Modified building access controls at residential facilities*** to force single point of entry to ensure COVID screening of all staff, residents and visitors;
- ***Suspended our contracted helpdesk services*** to cut expenses (\$6,600/mo); all helpdesk services now being provided by in-house IT staff;
- All ***telehealth-related expenses have been paid for*** out of funds received from the state via a ***telehealth grant***, well in advance of the COVID outbreak.

Electronic Health Record (E.H.R.) and Data Analytics

- Played integral role in implementation of the Doxy.me (telehealth) environment for staff;
- ***Customized Electronic Health Record (E.H.R.)*** to meet DMAS and DBHDS service delivery and documentation requirements necessary for Telehealth billing;
- Developed ***Custom Reports and Dashboards*** for various levels of leadership;
- Implemented ***Virtual Learning via WebEx*** to engage new hires in E.H.R. Onboarding Training.



Human Resources

Talent Acquisition

- Onboarding has been moved to individual scheduled appointments for each new hire;
- Onboarding appointments spaced out to practice social distancing rules per the guidance from our Governmental Agencies.

Regulatory/Compliance

- Criminal Background checks continue to be completed during Onboarding prior to New Hire Start Dates;
- The DSS Form will be completed by the HR Assistant so that RBHA will remain in compliance;
- HR is coordinating with Quality & Standards to support increased audit requests from DMAS & DBHDS.

Human Resources

HR Staff Scheduling/ Ad Hoc Requests

- Appointments are offered to staff by appointment, preferably in a virtual medium such as utilizing Skype or WebEx;
- The HR Staff rotate days in the office to practice social distancing;
- Temporary Badges have been created and sent to essential locations for staff who need interim badges (badges are signed out and returned at the end of shift to ensure availability for all staff).

Onboarding / New Hire Documentation Requirements

- Pre-hire documents are scanned/photographed and emailed to HR for Personnel files;
- Department of Homeland Security has loosened requirements; currently accepting copies of official documentation for verification.

Human Resources

- New Hire Documentation completed via *MyStaffingPro*;
- The *Orientation process* has *moved to virtual platform* via Skype;
- Occupational Health Screenings completed with HCA-Retreat (Forms are emailed to RBHA Staff);
- CPI has been adjusted to complete the didactic education portion via Skype and the physical portion to be completed at a later date, due to social interaction limitations;
- CPR will continue to be conducted with the American Red Cross (Online Registration);
- Open Enrollment Virtual Benefits Fair held on May 22nd, 2020.



Mental Health Services

- Most services delivered via telehealth as of mid-March;
- CSU, PACT, Homeless Services & Permanent Supportive Housing and Med Unit continue to provide face-to-face services either in a residential environment, community setting or in the main lobby, respectively;
 - Med Unit set up in lobby for psychiatry and *injection appointments as well as medication pick up; Most psychiatry is being done via telehealth*
 - For social distancing purposes, *CSU decreased capacity by 45%* in mid-March; *9 beds currently* operational
- **Rapid Access transitioned from walk-in to call-in assessments;**
 - Assessments and psychotherapy conducted telephonically or via telehealth Monday – Friday, 8am–2pm

Mental Health Services

- Therapeutic Day Treatment (TDT) and Psychosocial Rehabilitation services closed at original sites (Richmond Public Schools & the Marshall Center, respectively); revised service delivery offered at approximately 25% of original levels
 - Remaining services provided telephonically or via telehealth
 - *Mid-April: A total of 17 full-time TDT and 5 full-time and 10 part-time Marshall Center staff were furloughed*
 - *Mid June: 18 full-time TDT staff, 6 part-time support associate staff* were laid off with the ability for recall within 6 months

RICH Clinic Primary Care & Office-Based Opioid Treatment (OBOT)

- **Appointments via phone or video telehealth** via doxy.me from either residence or the 5th St kiosks;
- **New patient OBOT inductions continue**; patients monitored for adverse reactions/symptoms by nurse in lobby of 5th St location, after telehealth meeting with Dr. Alligood;
 - **Prescription pick-up is in the lobby** of 107 South 5th Street;
 - Prescriptions are spaced out more so than before (up to 28 days);
- **New referrals** continue at **consistent rate** (10-12 weekly);
 - Productivity **increased** in the past two months, both in scheduling and #s seen; New patient no-show rate has been high (50-60%);
 - Beginning 7/24, medical staff will hold “group OBOT inductions” to reduce wait times for inductions; 4-5 patients will be seen on Friday mornings, dosed and monitored.

RICH Clinic Primary Care & Office-Based Opioid Treatment (OBOT)

- Referrals to specialty care clinics continue, with wait times improving within the past few weeks;
 - However *some clinics are requiring a COVID test prior to seeing a patient;*
- Obtaining labs for new patients was an initial challenge, however, patients are now being given *flexibility to complete labs at either 5th St or Lab Corp.*

Other Substance Use Disorder (SUD) Services

- Outpatient, Intensive Outpatient and case management have *continued via telehealth, including groups*;
- Residential facility *capacities* were *reduced by half*, in response to COVID-19, moving to one person per room;
- New residential facility capacities are as follows:
 - Medically-Monitored Withdrawal Management Unit **(6 beds)**
 - Men's Treatment (levels 3.5 and 3.1) **(32 beds)**
 - Women's Treatment (levels 3.5 and 3.1) **(25 beds)** *(includes the CARE Pregnant & Post-Partum Women's Residential federal grant)*;
 - HOPE Co-Occurring Disorders Treatment (level 3.5) **(12 beds)**



Residential SUD Services

- All *referrals are pre-screened* over the phone for COVID symptoms;
 - *Investigating possibility of doing COVID-19 testing* immediately upon admission, if COVID test hasn't been done within the previous 24 hrs.
- *Upon arrival* at the facility, clients are screened again – temperature plus screening questions, and they are medically cleared for admission by medical staff;
- *One client per bedroom* (formerly two) at Men's & Hope;
- Minor children and newborns still reside with their mothers while in treatment (in the Women's Residential Treatment Program);
- All new intakes are *self-isolated for 72 hours* for observation and monitoring for any emerging symptoms; meals, snacks and initial services are brought to them in their rooms;
- *Temperatures checked twice per day*, thereafter;
- Visitation suspended.

Developmental Services (DS): Case Management (CM) Services

- First CM disability area to move to working 100% offsite (began week of March 16th);
- Enacted a DS ***Case Management Hotline***, where supervisor or manager is on call, daily, to support individuals and other agency programs since CM staff are working remotely;
- ***Billing and productivity with case management*** and early intervention has ***remained stable***;
- ***Suspended funding of DS Contracted services*** (such as afterschool, employment) for the health and safety of individuals and diverted funds to support overall agency budget during COVID crisis.

Developmental Services – REACH

- Crisis Therapeutic Homes began accepting only individuals who meet ***ACUTE crisis criteria*** rather than prevention;
- Halted visitation at the homes, ***using video conferencing capabilities to increase connectedness*** during this time;
- ***Halted community-based outings***, but increased onsite engagement;
- ***Mobile Crisis Teams*** (response and stabilization) began conducting ***75% of services via telehealth*** with a high degree of success;
- Conducting ***health screenings*** at all 4 sites (3 homes; 1 clinical office);
- ***Prevention services*** - Outpatient Psychotherapy and Coordination - ***moved offsite using telehealth platforms*** (Doxy.Me, Zoom)
 - Outpatient Psychotherapy team launched their telehealth-based Group Psychotherapy service to increase social connectedness among service recipients who were struggling.

Developmental Services – Overall

- Developed **COVID operations manual**;
- Developed **COVID FAQ document** for staff;
- Provided **additional technology support** to staff: how to scan from home; how to fax from their e-mail, etc.;
- Provided **cloth masks to all DS staff** regardless of position (at 107 S 5th);
- Increased/provided **additional telehealth platforms**: Doxy.Me, Zoom accounts, etc;
- Created shared folder to view, track and implement all COVID documentation changes (memos, etc.).



RBHA Heroes!

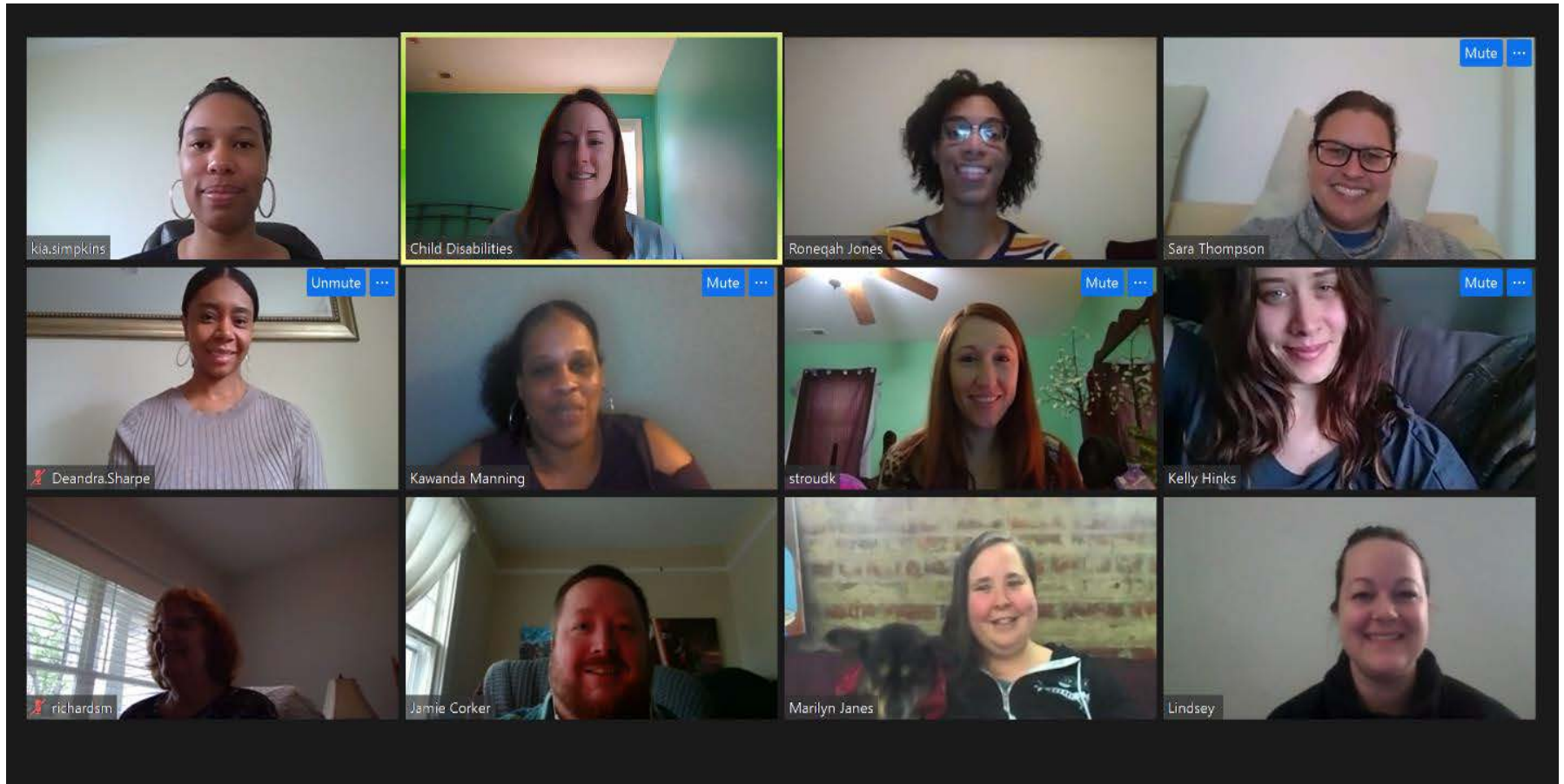
Throughout the COVID pandemic, RBHA's HR Team has been collecting and sharing staff pictures as a way to stay connected with each other. As an organization, staff have exemplified the definition of teamwork and hard work.

Here are just a few!

RBHA Heroes!!!



RBHA Heroes!!!



RBHA Heroes!!!



RBHA Heroes!!!



July 7, 2020

MOTION

I move that the meeting of the Board of Directors of the Richmond Behavioral Health Authority enter closed session pursuant to Section 2.2-3711A(1) of the Code of Virginia for discussion of personnel matters.

Resolution of the Board of Directors

July 7, 2020

I hereby move for the adoption of the following resolution by the RBHA Board:

WHEREAS, the meeting of the Board of Directors of the Richmond Behavioral Health Authority (“the Authority”) has convened in closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of the Virginia Freedom of Information Act; and

WHEREAS, Section 2.2-3712 of the Code of Virginia requires a certification by this Authority that such closed session was conducted in conformity with Virginia law.

NOW THEREFORE, BE IT RESOLVED:

That the Authority hereby certifies that to the best of each director’s knowledge: (i) only public matters lawfully exempt from open meeting requirements by Virginia law were discussed in the closed session to which this certifying resolution applies; and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Authority.

WITNESS the following vote of Authority directors, as recorded by
Denise P. Dickerson, its Secretary.

 Denise P. Dickerson, Secretary