



BOARD OF DIRECTORS MEETING MINUTES January 4, 2022

This RBHA Board of Directors Meeting was held as an electronic meeting due to a local state of emergency declared by City Council in Resolution No. 2020-R025 pursuant to Virginia Code § 44-146.21 arising from the disaster represented by the spread of COVID-19. The continuing risk of infection from new variants of COVID-19 makes a meeting of a quorum of the Board in a single location unsafe.

Board members and staff participated by teleconference/videoconference via Zoom. The general public was able to participate by teleconference/videoconference via Zoom.

RBHA Board members present by roll call: Dr. Joy Bressler; Scott Cannady; Irvin Dallas; Vice Chair; Denise Dickerson, Secretary/Treasurer; Dr. Cheryl Ivey Green, Chair; Karah Gunther; Dr. Brian Maiden; Dr. Cynthia Newbille; Melodie Patterson; Malesia "Nikki" Taylor and Eduardo Vidal.

RBHA Board members absent: Shauntelle Hammonds.

Staff present: Dr. John Lindstrom, CEO; Amy Erb; Bill Fellows; Susan Hoover; Dr. Jim May; Shenee McCray; Carolyn Seaman; Michael Tutt; Cristi Zedd and Meleese Evans, Executive Assistant.

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.
- The Board meeting minutes for November 9, 2021 were approved with a motion by Karah Gunther and seconded by Dennis Dickerson. The motion carried by the following board member roll call vote: (9:2). Scott Cannady and Melodie Patterson were not present during the vote.
- Public Comment: None.

Employee Recognitions

- Stephanie Fairbanks, Therapeutic Day Treatment Clinician I in the Children's Mental Health Division, was recognized as employee of the month.
- Hospital Community Liaison staff, in the Adult Mental Health Division, were recognized as team of the month.

Presentation: The FY 2021 Audit Report was presented by Chris Murray, CPA, of Brown Edwards & Company, L.L.P. The reports were sent electronically to RBHA Board members.

- Denise Dickerson thanked Chris and his team, on behalf of the Finance Committee, for working with Bill and congratulated Bill and his staff for another good audit year. Dr. Cheryl Ivey Green and Dr. Lindstrom concurred.
- Irvin Dallas also thanked Bill and his team for doing a great job on the audit as well executing our strategic plans around expansion.

Board Chair Report - Dr. Cheryl Ivey Green

- Dr. Cheryl Ivey Green informed everyone that Dr. Andrew Ramsey recently resigned from the RBHA Board and we are grateful for his contributions to the RBHA Board.

- Dr. Green thanked Dr. Lindstrom and the Leadership Team for navigating us through almost two years of the pandemic and encouraged all to be safe and let the Board know what they can do to help.
- Dr. Green thanked the RBHA Board for a great 2021, despite the pandemic and meeting virtually, the Board remained engaged.
- Dr. Green thanked those who joined in the outreach project last November and stated it is not too late to make a donation to RBHA.
- Dr. Green reminded board members we are entering into new administration in the Governor's office and a new legislative body in the House of Delegates.
Action Item: Dr. Green asked board members to get ready to advocate and speak to those things that are important to them to ensure we do not lose anything and hopefully will gain something; and, stated we will look at the VACSB agenda for this year, become familiar with it and contact our legislators. Dr. Green asked board members to remain engaged with State legislators and the City and email her, Scott Cannady and/or Meleese for anything needed for advocacy.

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.
- Any board members wanting to see the renovated space on the 1st floor of the 5th Street building, please email Dr. Lindstrom to schedule a time after the pandemic rate decreases.
- Denise Dickerson, Irvin Dallas and Dr. Green congratulated staff for all they are doing during these challenging times.

Committee Reports:

Access & Service Delivery Committee – Malesia "Nikki" Taylor

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

Advocacy & Community Education Committee – Scott Cannady

- The Advocacy and 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 Report – Denise Dickerson

The Finance Committee is recommending that the RBHA Board look at a proposal to assist in acquiring a new electronic health record system.

Motion and Vote: Denise Dickerson moved that the RBHA Board accept the recommendation from the Finance Committee to approve the proposal to assist in acquiring a new electronic health record system. The motion carried by the following board member roll call vote: (7:4). Dr. Joy Bressler, Scott Cannady, Melodie Patterson and Eduardo Vidal were not present during the vote.

- Total cash in the bank at October 31st was \$25.9 million, and RBHA's share of that cash is \$8.3 million.
- RBHA's current operating reserve ratio was up in October to 1.22 or more than 2 months of expenses.
- RBHA's net worth is \$12.4 million and FY2022 net income at October 31 was \$5.7 million; however, a certain amount will be deferred until earned and future net income will decrease accordingly.

- Gross Accounts Receivable is \$18.5 million and net AR, after the allowance for doubtful accounts, is \$7.2 million due from the MCOs.
- The note payable balance at October 31st is \$2.9 million which has been recorded in the current and long-term liabilities section of the Balance Sheet.

Human Resources Committee –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.

RBH Foundation Report – Carolyn Seaman

- The Foundation Development Report was discussed and is included in today's board meeting packet and with today's meeting minutes.
- Individual donations are up so far this year, from this time last year, and we have already surpassed all of the grant funding from last year.
- Carolyn Seaman thanked all the board members for their contributions, support and engagement in whatever ways they have provided and stated it is critical to the entire organization.
- Carolyn thanked Nikki Taylor and Dominion for their donations. Nikki designated RBH to receive a \$500 check from Dollars for Doers, a relatively new program with Dominion were employees with Dominion who volunteer time throughout the year can designate a non-profit organization to receive a \$500 check from Dominion.


The meeting adjourned at 5:04 p.m.

The next Board of Director's meeting will take place on Tuesday, February 1, 2022 at 3:00 p.m.

Respectfully Submitted:



Dr. Cheryl Ivey Green
RBHA Board Chair



Dr. John P. Lindstrom
Chief Executive Officer

Richmond Behavioral Health Authority
Board of Directors
Chief Executive Officer's **Report**
January 4, 2022

Where did 2021 go? In this world of COVID, it is sometimes difficult to think in terms of the broader reaches and accomplishments of time rather than getting through the day-to-day. Despite the obstacles of 2021, RBHA was able to accomplish much, not only in serving individuals, but in positioning ourselves for the future. We focused on planning, adapting, and building on programs and services, keeping an eye on our mission and values, as well as opportunities as they materialized.

You, the RBHA Board of Directors, continued to be engaged **throughout the year. Dr. Green's leadership of the Board and her** enduring support for the agency has been so important. Of course, the same can be said about the rest of the Board – Committee Chairs and individual members alike. The Board said goodbye to a few members and welcomed newcomers during the year. Going into 2022 we will have the challenge and opportunity to fill a few more seats. Zoom meetings have been so important in maintaining board participation, yet I think we all look forward to when virtual will no longer be needed. We are not there yet, **and I thank the Mayor's and City Council's wisdom in maintaining** the local state of emergency.

Remember when, way back in 2020, the positivity rate went over 5.0 and the actions that followed. Who then would have thought **that today's state**-wide positivity rate would be at 29.9? We continue to push forward in this public health crisis, promoting vaccination and upgrading mask requirements, but with the Omicron variant, we recognize that COVID will continue to toss curveballs for some time to come.

Strangely, I look forward to 2022. I like RBHA's odds for success as well or better than most public behavioral health agencies. I

like the odds because of our Board of Directors, the strength of our Executive Leadership Team, and the host of program leaders, managers, and staff who are dedicated to our mission, our brand, **and our collective view that “Together We Are Fearless”**.

In 2021 we were able to accomplish much and make progress in other critical areas:

- Managed the most challenging workforce challenges with high vacancy and overall turnover rates
- Managed COVID – across all agency operations and particularly challenging and placing at risk our residential services
- Implemented COVID testing protocols and a vaccination program in cooperation with the Richmond-Henrico Health District
- Made significant progress in revenue cycle management, both current and aging
- Increased the availability of data necessary to measure financial health at the program and individual service level
- Tracked and modified agency public health practices within the guidance of the CDC and Department of Labor recommendations
- Matured telework and telehealth platforms
- Revised services licenses and workflows to meet the DMAS BRAVO initiative
- Launched exploratory process for EHR improvement/replacement
- Completed the assumption of HRI assets, obtained licensing, **and launched RBHA’s operation of the Methadone treatment service**
- Approved final design plan and contracted a major remodeling of the 1st floor of our 107 S. Fifth Street location to accommodate improved wait and service areas for outpatient and medical services – All but complete at this time

- Developed the initial Marcus Alert implementation plan with key City partners and completed a soft launch on Dec. 1.
- Developed a robust Crisis task force to coordinate and support seamless delivery of crisis expansion, led by RBHA on behalf of Region 4
- **Continued review and revision of RBHA's Policy & Procedures manual**
- Received and implemented two major federal grants – a two-year CCBHC expansion grant and a two-year CMHC grant, amounting to 2 million per year each
- Expanded Mobile Crisis services, developed Crisis Regional Hub operations, and contracted for the 9-8-8 Regional Crisis Call Center.
- Granted start-up funds for the development of a 23-hour observation service which will operate on the North Campus – to be used for extended assessment, treatment initiation, and next steps disposition for individuals in crisis
- Launched Paper Save, a digit tracking and approval system for moving invoices toward payment – later to be expanded for use to support other processes requiring multiple approvals
- Wrapping up 2021 Annual Report
- **Received, as you will hear in today's meeting, another successful external audit – No Material Weaknesses, No Significant Deficiencies!**

So, what awaits us in 2022? The following is a list of some of the most pressing challenges and opportunities:

- Continued diligence in the management of all issues COVID-related
- Workforce, workforce, workforce – filling vacancies, on-going training, and deployment of staff for existing and expanded programs and services
- Continued enhancement of revenue cycle management

CEO Report
January 4, 2022

- Funding strategies for new EHR procurement and implementation
- Expanding partnerships with the private provider community
- Keeping up with increased demands for crisis expansion
- Adopting a new staff training platform as part of a Regional initiative
- Continued advocacy – for individuals in need, for funds to support those needs, and for reasonable, doable solutions and business practices with our DBHDS and DMAS partners
- Staying present and engaged with partners and stakeholders in all forms, exercising our influence in shaping the future of behavioral health and developmental disabilities services in the Commonwealth

Respectfully submitted,



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

**Attachments: RBHA Highlights FY21
VACSB Budget Priorities**

Over 1,478 Virginians died from
opioid overdoses in 2020;
108 in Richmond

RBHA's Office-Based Opioid
Treatment has enrolled over 340
persons with Opioid Use Disorders

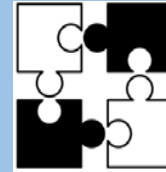


Over 3,400
individuals
call RBHA
their primary
care provider



RBHA served 12,760
individuals in FY21
25% of consumers served
are children

622 infants/toddlers served by
Part C/Early Intervention in FY21
Developmental Services' REACH Program
received over 4,900 hotline calls



RBHA Crisis Services completed over 3,100 pre-admission
screenings with over 74,000 total crisis contacts in FY21

Mental Health Services
Substance Use, Treatment & Prevention
Developmental Services
Assessment, Emergency & Medical Services
Crisis 24/7

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RBH RICHMOND
BEHAVIORAL
HEALTH

a Certified Community Behavioral Health Clinic

Mental Health (MH) RBHA provides a continuum of mental health services & supports for adults with serious mental illness and youth with serious emotional disorders. Services include case management, mental health skill-building, psychosocial rehabilitation (clubhouse), intensive community treatment, therapeutic day treatment, multi-systemic therapy, housing, homeless services and intensive care coordination.

Access, Emergency & Medical (AEM) RBHA provides 24/7/365 crisis intervention and stabilization services to assist individuals facing emotional or psychiatric emergencies, including a 16-bed Crisis Stabilization Unit and a primary care clinic with on-site pharmacy.

Substance Use Disorders (SUD) RBHA provides a continuum of care including prevention, treatment, recovery supports and women's gender-specific programming. Types of services include case management, outpatient, medication-assisted treatment, withdrawal management and residential plus community-based prevention activities.

Developmental Services (DS) RBHA provides a variety of supportive services to individuals with delays in development, diagnosed developmental disabilities and intellectual disabilities.

How to access RBHA services: Rapid Access is the same day process available to all individuals seeking treatment services. It is how services are started and a service provider is assigned. Depending on an individual's needs, they may also see a prescriber.

Rapid Access hours: Mon-Fri, 8:00a-2:00p, 804-241-9621

Crisis is available 24/7/365; 804-819-4100



Virginia Association of Community Services Boards Budget Priorities 2022-2024 Biennium

ALL OF US FIRST

The VACSB requests that policy makers, including the Governor and the General Assembly, put **ALL OF US FIRST**. This means that the entire public system for behavioral health and developmental disability services needs to be prioritized, as well as the individuals served in the system.

Putting **ALL OF US FIRST** means that for every dollar the Governor and the General Assembly decide to invest in state psychiatric facilities and training centers, at least an equal investment needs to be made in community-based care.

The individuals served in this system cannot continue to suffer due to the perpetual “zero sum” thinking where what one side of the system gains comes at the expense of the other side of the system. **Mutual gain should be the goal if we want to benefit the individuals we serve.**

Addressing the CSB Workforce Crisis

In order to continue and enhance community-based care, CSBs must have funding to provide recruitment and retention incentives for their staff. **VACSB’s top priority is a \$167.5M investment in recruitment and retention initiatives for CSBs including quarterly recruitment and retention bonuses, funds to create a path to licensure by paying for clinical supervision hours and funding for loan repayments and scholarships.**

Continued STEP-VA Funding

STEP-VA is a long-term approach to creating a baseline level of supports and services in every CSB catchment area. There is a need for funding to enhance services that are in the late phases of implementation as well as funding to support the implementation of services slated for implementation according to the mandate in the Code of Virginia.

As such, VACSB is advocating for **\$9M** in ongoing general funds to fully fund the outpatient step of STEP-VA, the funding for which was reduced by that amount due to false assumptions that CSBs would be made whole through billing for this service with Medicaid expansion. VACSB believes additional funding is needed in this step to enhance CSBs’ ability to meet their Same Day Access (SDA) metrics regarding first offered appointment and to account for the increase in assessments through SDA that have resulted in a greater demand for this service.

VACSB is also advocating for **\$25M** in ongoing general funds to fully fund the case management and care coordination steps of STEP-VA.

Developmental Disability Waiver Provider Rebase for Reimbursement Rates

The Waiver rate rebase is intended to account for costs that have increased since 2014 and added costs for the Department of Justice (DOJ) quality assurance requirements. As well, the planned minimum wage increases in the next five years should also be accounted for and worked into the rebase rates. Without this rebase, CSBs and other providers will face additional workforce shortages which may put these services at risk.

The VACSB requests funding equal to the increases proposed in the Burns and Associates rate study.

Priority One Wait List for DD Waiver Services

VACSB requests **\$12M** (GF only) to decrease the priority one wait list by approximately 1,350 individuals. Roughly 13,800 people with DD are on the Waiver wait list for community-based services. Receiving a Waiver slot enables an individual who needs DD services and supports to live a life that is fully integrated in the community.

Permanent Supportive Housing

VACSB is requesting an additional **\$20M** to support Permanent Supportive Housing (PSH) in the 4 DBHDS regions not funded in the special session budget.

Adequate housing and a range of community behavioral health and developmental disability service options are vital to keeping individuals stable in the community, rather than cycling back into the hospital system. Appropriate housing is a significant barrier to discharge from state psychiatric hospitals. Increased funding for PSH will reduce the hospital census pressures by having the ability to discharge individuals from the hospital as soon as they are clinically ready. 87% of individuals served in PSH remained stably housed for at least one year, according to DBHDS data, which saved \$12.2M in state psychiatric bed day costs.

RBHA Board Meeting
Development Report – January 4, 2022

Richmond Behavioral Health Foundation

YTD Income (minus grants) to RBHF: \$10,192.17 (as of December 31, 2021)

YTD grants awarded: \$68,500 + \$4,996.46 (grant awarded in FY2021) = \$73,496.46

YTD gifts-in-kind: \$73,650.68 (donated items + volunteer hour value)

YTD Total Revenue: \$157,339.31 (includes GIK values)

	Current Year (FY22)	Past Year (FY21)	2 years ago (FY20)
	Total Grants/Requests Submitted in FY21 (July 1, 2021 – June 30, 2022)	Total Grants/Requests Submitted in FY21 (July 1, 2020 – June 30, 2021)	Total Grants/Requests Submitted in FY20 (July 1, 2019 – June 30, 2020)
Number of Submitted Grants/Requests	8 Total: \$477,000	7 Total: \$108,820	2 carryover from FY19 (\$40,000) 10 (TOTAL: \$151,000)
Number of Funded Grants/Requests	4	3	7
Dollar Value of Awarded Grants/Requests	\$68,500	\$51,320	\$142,000
Number of Pending Grants/Requests	0	1	0
Dollar Value of Pending Grants/Requests	\$0	\$15,000	0
Number of Denied Grants/Requests/Postponed	3	3	2 - denied 3 – cancelled (COVID)
Dollar Value of Denied or Partially Funded Grants/Requests	\$408,500	\$57,500	\$59,000
Gifts in Kind - Monetary Value (Includes Value of Volunteer Hours and Value of donated items)	\$38,300.68 (Volunteer Hours Value) \$35,350.00 (Donated Items Value)	\$68,357.20	\$57,671.25

RBHA Board Meeting
Development Report – January 4, 2022

Volunteer Hours	1342	1551	863
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Update on Grants and Gifts: See attached chart

Communications/Marketing:

American Horticulture Society (AHS) is holding their national conference at Lewis Ginter Botanical Gardens in July 2022. AHS would like to add RBHA North Campus on their tour of local therapeutic gardens. AHS is also requesting applications for presentations and service projects – we will submit applications for both.

25th Anniversary Plans:

- Open Houses will all take place during Calendar Year 2022
 - March – REACH Offices
 - May – Marshall Center
 - September – North Campus
 - December – 5th St./RICH Clinic

Volunteer Projects:

- Volunteer Projects completed for Fall 2021
- Excellent Community response – totals on grant and gifts document

Appeals:

- Year End Appeal – totals will be available at the end of January 2022

Fundraising Events:

- Brambly Park Winery is hosting a fundraising event for RBH on January 16th , 8pm -2am

Grant Applications:

- Will begin reviewing for Spring cycle grant possibilities

GRANT Applications FY22

	Application Date	Request	Requested	Funded	Not Funded	In Kind Value	Volunteer Hours	NOTES
Dominion Foundation	7/9/2021	Community Education Campaign	\$ 15,000.00	\$ 10,000.00	\$ 5,000.00			ACK Dominion in print at Open Houses
Boost Investment Grant	8/7/2021	Community Education Campaign	\$ 269,000.00		\$ 269,000.00			via The Community Foundation/ 2nd Year request: \$155,000
Virginia Humanities	8/16/2021	Community Education Campaign	\$ 14,000.00		\$ 14,000.00			American Rescue Plan funds
Capital One	9/2/2021	Permanent Supportive Housing	\$ 100,000.00		\$ 100,000.00			temporary housing costs
Community Foundation	9/10/2021	TDT Program Support	\$ 50,000.00	\$ 30,000.00	\$ 20,000.00			to support 6 months of a clinician position to build census
Women of St. Stephens	9/14/2021	Strollers/Car Seats for WRTC participants	\$ 1,500.00	\$ 1,000.00	\$ 500.00			strollers & car seats to gift to mothers in WRTC program
Altria - Give Together	10/27/2021	Homeless Services Support	\$ 25,000.00	\$ 25,000.00				Homeless Services Outreach & Temporary Housing Costs
Grant Totals:			\$ 474,500.00	\$ 66,000.00	\$ 408,500.00			
Volunteer Projects/Requests/GIK								
Skills Connect	8/30/2021	Translation of RBH brochure and Rapid Access brochure to Spanish						
Hands On/Altria	8/31/2021	Hygiene Kits for North Campus programs	\$ 2,500.00	\$ 2,500.00				November 10th Volunteer Event with Altria Employees
Website Brand Updates	8/1/2021	converting website to brand style guide				\$ 10,000.00		Charles Ryan Associates
DIY Volunteer Projects								
	Date	Nourishment Kits	Cold Weather Kits	Hygiene Kits	Kit Value			Volunteer Value
Fall 2021	10.21.21	126	158	104	\$ 3,880.00		233	DIY \$ 6,649.82
	11.10.21		129		\$ 1,290.00		27	Combined Board Event \$ 770.58
	11.16.21			300	\$ 2,500.00		21	Kit Items - Altria grant \$ 599.34
	11.30.21	516	262	177	\$ 9,550.00		573	DIY \$ 16,353.42
	12.08.21	202	314	152	\$ 6,680.00		401	\$ 11,444.54
	10.28.21		5		\$ 50.00		3	Olive Roever \$ 85.62
	11.10.21	40			\$ 400.00		24	\$ 684.96
	11.29.21	100			\$ 1,000.00		60	VCU Students & Alumni \$ 1,712.40
	Totals:	984	868	733	\$ 35,350.00		1342	\$ 38,300.68

