
December 2024 Board of Directors Meeting Minutes

I. CALL TO ORDER

A meeting of the Board of Directors of Rappahannock Area Community Services Board was held on December 17, 2024, at 600 Jackson Street and called to order by Chair, Nancy Beebe at 3:00 p.m. *Attendees included:* Nancy Beebe, Claire Curcio, Jacob Parcell, Shawn Kiger, Ken Lapin, Glenna Boerner, Greg Sokolowski, Bridgette Williams and Carol Walker. *Not Present:* Matthew Zurasky, Melissa White, Susan Gayle and Sarah Ritchie.

II. MINUTES, BOARD OF DIRECTORS, October 15, 2024

The Board of Directors approved the minutes from the October 15, 2024, meeting.

ACTION TAKEN: The Board approved the October 15, 2024 minutes

Moved by: Ms. Carol Walker

Seconded by: Ms. Glenna Boerner

The Board certified the action the committee took to enter closed session in the absence of a quorum during the November 19, 2024 meeting.

ACTION TAKEN: The Board approved the action to enter closed session.

Moved by: Ms. Claire Curcio

Seconded by: Ms. Carol Walker

III. MINUTES, BOARD OF DIRECTORS, November 19, 2024

The Board of Directors approved the minutes from the November 19, 2024, meeting.

ACTION TAKEN: The Board approved the November 19, 2024 minutes

Moved by: Mr. Ken Lapin

Seconded by: Ms. Shawn Kiger

IV. PUBLIC COMMENT

No Action Taken

V. SERVICE AWARDS

Mr. Joe Wickens recognized all employees with awards:

5 years

Deanna Barker, DSP, Kings Hwy

Emily Mooney, Developmental Services Support Coordinator

Crystal Vial, Physical Therapist, PEID

20 years

India Daniels, DSP, Churchill

VI. BOARD CORE BEHAVIORS, Mr. Jacob Parcell

Mr. Parcell reminded the Board of the core board behaviors throughout the discussions. Open and honest communications, and ask the tough questions that need to be asked.

VII. PROGRAM REPORTS

A. COMMUNITY SUPPORT SERVICES, Ms. Amy Jindra

- 1. Program Update** - Ms. Jindra gave an overview of her programs: currently RAAI is working on two customized rate proposals for applications for DBHDS that will allow them to have a higher rate for reimbursement for services. For DD Residential this is the first time they will have all their assistant managers and manager positions in group homes filled. Also, Steve Curtis has become a person-centered thinking trainer. It's a two-day training that provides tools and training on how to become more person centered and it's for non-clinical staff. They are waiting to hear back from WSAC, the committee that makes determinations about waiver allotments. They are anticipating about 30 additional waiver slots. Early intervention currently has 541 children enrolled in the program. They are working to schedule 16 assessments per week. Mental Health Residential Services – PSH has filled the new CTI case manager position. They also housed two new individuals in November, which brings the total to 62 individuals currently housed.
- 2. Mental Health and Developmental Disabilities Residential Vacancies** – During the month of November, Mental Health and Developmental Disabilities Residential experienced changes in program enrollment and vacancies. Programs actively seek referrals from support coordination, case management, hospital liaisons and other community members. Ms. Jindra took the Board through the vacancy and referral movements for November.
- 3. Sunshine Lady House Utilization** – Ms. Jindra shared that in November Sunshine served 27 individuals from RACSB catchment and 6 individuals from outside the area, for a total of 131 bed days. She provided graphs illustrating the program goal and utilization by month. Sunshine Lady House received 48 prescreens and accepted 42 for admission. Of the 42 individuals accepted into the program, 32 chose to participate in services. Only 6 individuals were denied due to medical needs and behavioral concerns exceeding program limitations. The program served 3 individuals for medically managed detox.
- 4. Department of Rail and Transportation (DRPT) Grant** – Ms. Jindra shared that this was in last months packet but there was no quorum to approve it. The additional handout is a letter requesting approval in order to apply for additional vehicle grant. It explains the grant funding process.

The Board moved to approve the FY26 DRPT Section 5310 Grant Application.

ACTION TAKEN: The Board approved the FY26 DRPT Section 5310 Grant Application

Moved by: Mr. Shawn Kiger

Seconded by: Ms. Ken Lapin

B. CLINICAL SERVICES, Ms. Jacque Kobuchi

1. **Program Update** - Ms. Kobuchi gave highlights of her program. She stated that they do have a therapist that is based at the child advocacy center, Safe Harbor, that participates in the team- not sure everyone is aware of that. Safe Harbor has a grant and they are able to pay us fully right now for that position. Also, they have hired a new psychiatrist for medical services, he will start in July. This will allow us to provide more in person services. With the case management team, Ramon Test, one of their adult mental health case managers, received the Spotsylvania Regional Behavioral Health Docket Team Member of the Year Award. The Fredericksburg Therapeutic Docket is coming in 2025, Ann Baker will be the Administrator for that program.
2. **State Hospital Census Report** -Ms. Kobuchi shared that they have 40 individuals that are at state hospitals receiving treatment. There are a variety of hospitals where they are receiving treatment. Western State Hospital is our main hospital where we send people. There is one individual on the Extraordinary Barriers List.
3. **Emergency Custody Order (ECO)/ Temporary Detention Order (TDO) Report – October 2024.** Ms. Kobuchi stated that Emergency Services staff completed 190 emergency evaluations in November. Sixty-one individuals were assessed under an emergency custody order and sixty-nine total temporary detention orders were served of the 190 evaluations. Staff facilitated three admissions to the state hospital, which included one admission to Catawba, one admission to Northern Virginia Mental Health Institute, and one admission to Commonwealth Center for Child and Adolescent. A total of seventeen individuals were involuntarily hospitalized outside of our catchment area in November. All seventeen individuals were able to utilize alternative transport. Data reports submitted.
4. **CIT and Co-Response Report-** Ms. Kobuchi reported that the CIT Assessment Center served 22 individuals in the month of November. She took the Board through a chart indicating the number of Emergency Custody orders by locality, those that were able to be transferred into CAC custody, and those who could have used the assessment center if there was additional capacity.
5. **Outpatient Waitlist and Same Day Access** – Ms. Kobuchi said their goal is to eliminate all of the waitlists for outpatient treatment and to increase the access to same day access, eventually seeing all patients through same day access. Currently, Fredericksburg, King George, Caroline, the Children’s Clinic and the Spotsylvania Clinic do not have waitlists. Stafford is the only one that remains. Ms. Kobuchi stated that Stafford currently has about fifty people on their waitlist so the number is definitely coming down. They are also fully staffed now in Stafford, although it will take time to get the new therapists trained. Regardless, Ms. Kobuchi believes that by January they will not have a waitlist in Stafford. She added that all of the staff are taking the goal very seriously and she believes they will meet it. Ms. Beebe asked if the numbers will be way down by January or completely down. Ms. Kobuchi said she is hoping they don’t have a waitlist in Stafford the next time the Board meets.

C. COMPLIANCE, *Ms. Stephanie Terrell*

1. **Program Update** - Ms. Terrell spoke about the Commission on Accreditation of Rehabilitation Facilities (CARF) Corner. She said that in 2025 they will be working to get our CARF survey completed. She noted that the RACSB has been CARF certified since 1995. She will continue to put some updates in that corner regarding what to expect, things they are doing with staff to prepare for the survey that is going to happen next year. Ms. Boerner asked if this was every year. Ms. Terrell said that it's every three years. Ms. Terrell said the compliance team is having their first CARF QTip this month to kick it off. Ms. Brandie Williams added that we started this back in 1995 before we were required to do so. This was our commitment to quality. With the first round of redesign through DMAS they started requiring accreditation, and we were just on a webinar yesterday where they are completely redesigning our community mental health services and they stressed on there that they would require accreditation. So, what we started through our commitment to quality we are now seeing the fruits of that effort and we don't have to scramble in order to continue to provide the services we provide. We are ahead of the game with our accreditation and there are CSBs that have never pursued their accreditation and are now going to have to because Medicaid is requiring it.
2. **Quality Assurance Report** – Ms. Terrell said that they reviewed one program because they were working on other projects in the month of November, normally they review four programs. For November they reviewed Drug Court Services. Discrepancies noted were with Assessment, the Individual Service Plan, the Quarterly Review and the Progress Note areas of that program. In comparing the audit reviews of Drug Court from the previous audits to the current audits, the average score increased from 61 to 72 on a 100-point scale. Corrective Action Plan provided.
3. **October Licensing Report** – Ms. Terrell said we received four licensing reports, one for Crisis Stabilization/Sunshine Lady House related to late reporting of a Level 2 critical incident; one licensing report for Caroline County Developmental Disability Case Management related to a Human Rights investigation; one licensing report for Mental Health Support Services related to Human Rights; and one licensing report for Adult Mental Health Case Management related to Human Rights investigation. Corrective Action Plan documentation provided additional details regarding the citations and RACSB's response.

The Board moved to approve the October Licensing Report

ACTION TAKEN: The Board approved the October Licensing Report

Moved by: Mr. Ken Lapin

Seconded by: Ms. Carol Walker

4. **November Licensing Report** – Ms. Terrell said that for November they received approval for two Corrective Action Plans. Devon Drive Group Home received a licensing report related to two Human Rights investigations related to abuse, physical, and neglect, failure to provide services necessary for health, safety and welfare. RAAI received a licensing report related to two Human Rights complaints regarding dignity. Corrective Action Plans were provided.

The Board moved to approve the November Licensing Report
ACTION TAKEN: The Board approved the November Licensing Report
Moved by: Ms. Claire Curcio
Seconded by: Ms. Carol Walker

D. COMMUNICATIONS, Ms. Amy Umble

1. **Program Update** - Ms. Umble said that the staff holiday party was last week with 270 employees and their guests attending. It was a great success.

E. PREVENTION, Ms. Michelle Wagaman

1. **Program Update** - Ms. Wagaman went through Prevention Services Top 5 for December: 1) Partnered with Fredericksburg City Schools to host a Youth Mental Health First Aid training on December 10th. This is in preparation of bringing teenMHFA to James Monroe High School 2) Hosted their annual site visit with Keith Cartwright from DBHDS Office of Behavioral Health Wellness 3) Healthy Families hosted their annual holiday event on December 14th with 115 families registered 4) Trained approximately 200 health careers students at the Spotsylvania County Public Schools Career and Technical Center in REVIVE 5) Lock and Talk Virginia won an award from MarCom (marketing and communications) for a :30 Public Service Announcement:
<https://www.youtube.com/watch?v=wllf5CouaT4>
2. **Families Forward Impact Report** - Ms. Wagaman shared that Healthy Families is part of Impact Virginia which is part of Families Forward Virginia. She shared the First Quarter 2024-2025 Impact Report. It shows that home visiting works, this primary prevention has really positive outcomes that you can see the impact that having a home visitor for first time parents has a positive outcome on the child, as well as the parents.

F. FINANCE, Ms. Brandie Williams

1. **Program Update** – Ms. Williams introduced the new Finance Director, Ms. Sara Keeler, to the Board. She shared how pleased we are to welcome her to the team. Ms. Williams added that one of Ms. Keeler’s first tasks will be to fill our newly vacant Accounting Coordinator position along with the Financial Analyst position. Ms. Williams then shared that the accounting program update is primarily about the gift of audits. The accounting department continues to receive a plethora of audits to address. They have already completed the ICF audit, ICF Cost Report, and submitted all required documents for the overall agency audit. Additionally, DBHDS has informed accounting that they are going to do their multi-departmental site visit in January.
2. Ms. Williams reviewed the Summary of Investment and Health Insurance.
3. Ms. Williams reviewed the Fee Revenue Reimbursement and Collections.
4. Ms. Williams reviewed the Write-Off Report.
5. Ms. Williams reviewed Payroll Statistics.

Mr. Lapin asked if the significant reduction in overtime hours was due to increased management of it or increased staffing. Ms. Williams said it was due to increased staffing. Mr. Wickens added that it was also due to the hard work of

Ms. Amy Jindra, CSS Director, making a very conscious effort to ensure her programs were not approving unnecessary overtime.

6. Ms. Williams reviewed the September Financial Summary.

The Board moved to approve the September Financial Summary

ACTION TAKEN: The Board approved the September Financial Summary

Moved by: Ms. Claire Curcio

Seconded by: Ms. Carol Walker

7. Ms. Williams reviewed the October Financial Summary.

The Board moved to approve the October Financial Summary

ACTION TAKEN: The Board approved the October Financial Summary

Moved by: Ms. Carol Walker

Seconded by: Mr. Ken Lapin

- 8. Finance Policy and Procedure Update – Purchasing** Ms. Williams shared that RACSB maintains a Finance Policy and Procedures Manual to guide our fiscal process to ensure compliance. The Department of Behavioral Health and Developmental Services (DBHDS) conducted a follow-up internal audit of RACSB and identified an inconsistency in our policy for purchasing and our practice approving requisitions. Over five years ago, RACSB began allowing coordinators to approve requisitions submitted by program management for amounts up to \$500. If the requisition is under that amount, no Director approval is needed. However, the Finance Policy and Procedures Manual was not updated to reflect that change in practice. An update to the manual in order to align our policy with our practices in this area was provided for the Board’s review and approval.

The Board moved to approve the update to the Finance Policy and Procedures Manual.

ACTION TAKEN: The Board approved the update to the Finance Policy and Procedures Manual.

Moved by: Ms. Glenna Boerner

Seconded by: Mr. Greg Sokolowski

- 9. Health Insurance Premium Holiday for Applicable Employees –** Ms. Williams shared that this is something the agency hasn’t done before. She said that the RACSB operates a self-funded health insurance program through Anthem. Further, we contract with USI Insurance Services for benefits consulting. Through negotiation and consideration of positive claims history, RACSB has experienced reduced expense projections as well as significant increase in our Health Insurance Account balance. Our current balance as of November 2024 is \$3,717,371. Ms. Williams continued that our USI Insurance Consultants have recommended we consider passing along some of the savings to employees through granting an “Employee Premium Holiday”. This would include the agency not deducting the employee’s contribution towards their

health plan for their paycheck. For any applicable pay period, no additional contributions would be made to the Health Insurance Account. Once deposited in the Health Insurance Account, funds can only be used for the purposes of claims and related insurance administration expenses. We collect from employees and deposit approximately \$200,000 per payroll into the Health Insurance Account. RACSB leadership recommends the Board consider granting and “Employee Premium Holiday” for the next two pay periods for those staff that are enrolled in a health insurance plan which requires an Employee premium contribution. Total estimated cost is \$400,000.

Ms. Curcio asked what percentage of our employees participate in the health plans. Ms. Williams said about 80%. Mr. Lapin asked why just two pay periods if we have \$3.7 million. Ms. Williams said because she always commits to bring a very conservative option but she would be supportive for the will of the Board. Ms. Boerner asked if it stays at \$3.7 million. Ms. Williams said yes, minus whatever our claims are for that month. Mr. Parcell asked if it would be reasonable to extend to four pay periods. Ms. Williams said she believed that to be reasonable and something she would be comfortable with. Ms. Beebe asked if this affects coverage somehow, given many of the rules and regulations. Mr. Mestler said no. Ms. Curcio asked about the 20% of employees that are not going to get this, how are they going to react to this. Mr. Lapin said that the 80% who paid into it are the ones who built it up. It was agreed that the messaging around this would need to be transparent. Ms. Williams added that the whole idea is passing the cost savings onto those who have paid into something.

Mr. Lapin asked if this was going to impact the higher graded positions more than the lower graded positions. Ms. Williams said no. Mr. Mestler added that it would not be disproportionate in who it affects.

Mr. Parcell asked how much roughly per pay period, per employee, would this be. Ms. Williams said for the basic family plan its \$355 a month, for an individual its \$150 a month.

Mr. Parcell made the motion to accept the premium holiday and to increase the request to four pay periods.

ACTION TAKEN: The Board approved the health insurance premium holiday for four pay periods.

Moved by: Ms. Glenna Boerner

Seconded by: Mr. Greg Sokolowski

G. HUMAN RESOURCES, Mr. Derrick Mestler

- 1. Program Update** – Mr. Mestler went over program highlights for November. HR continued their hiring trend, including too hard-to-fill positions. He mentioned the Finance Director new hire, Sara Keeler, along with the fact they filled the last vacancy in his own department. The HR Specialist began last week and he’s excited for her to start digging into the employment and new hire process. Hopefully get more positions filled, especially the harder to fill

positions. Last month they finished the Germanna Cohort Internship Program. We hired three of the interns from that class. They are now preparing for the next group that begins in January, they have twelve enrolled.

Mr. Mestler shared that the Spotsylvania Clinic received its National Health Service Corps (NHSC) site recertification. The NHSC's mission is to build healthy communities by supporting qualified health care providers dedicated to working in underserved areas. The NHSC supports more than 17,000 primary care medical, dental, and behavioral health providers through scholarships and loan repayment programs. By having this designation, we are able to provide access for our staff and future staff to grants and loan repayment programs.

2. **Applicant and Recruitment Update** – Mr. Mestler noted that we continue to see a good applicant flow. He noted that this is an area they will be diving more into with their new specialist. There are currently 44 open positions (34 full-time and 10 part-time). The Board was very pleased with the low number of open positions.
3. **Turnover Report** – Mr. Mestler shared that HR processed a total of ten employee separations for the month of November. Of the ten, eight separations were voluntary, two separations were involuntary. Mr. Mestler noted that he has been on the Veterans Health Administration Jobs USA website to check the Veterans Clinic activity in regards to hiring. They are posting more positions out there but currently of the sixty job positions posted forty of them are remote and twenty of them are onsite. He said only two positions appear to be somewhat competitive with us, and they are two social worker positions- but they are very general social worker positions. Not all of the positions posted are open to the public. Many of them are for internal federal employees only.

H. DEPUTY EXECUTIVE DIRECTOR, *Ms. Brandie Williams*

1. **Program Update** – Ms. Williams shared that the data exchange transition is coming, go-live date is March 1, 2025. This will be a huge modernization in the way we are getting data to and from DBHDS. We are very excited about it. WAMS changes from 4.0 is finally settling in. Team has worked through challenges in the design which were not apparent until after the go-live. Trac-IT we continue to test our extract for required data to upload to Trac-IT. RACSB started submitting Early Intervention Service level data through CCS 3 process.
2. **Combined Information Technology and Dashboards Data Report** – Ms. Williams provided the Dashboard report breaking out the measure, month of measure, state target, state average and RACSB percentages. In the Information Technology Department, there were 919 tickets in the month of November and 1,978 Zoom meetings for 4,507 participants.
3. **State of the Workforce and Compensation Update FY2025** - Ms. Williams said that during the June 2024 Board meeting, the Board of Directors received an update on the state of the workforce, barriers to workforce, financial position, and potential classification and compensation recommendations. The Board of Directors approved the recommendations resulting in salary increases for FY2025. At that meeting, RACSB executive staff committed to providing an update on the State of the Workforce and Compensation no later than December

2024 in order to consider any mid-year Costs of Living adjustments. Ms. Williams took the Board through the provided graphs and covered Barriers and Threats to RACSB Workforce, Financial Position and Considerations, Living Wage Criteria, and Cost of Living Cost Projections. Ms. Williams said we still remain confident that we can fully fund and have some cushion at the end of the year of the changes that were made in July. We are looking forward to more information and data so we can predict that positive variance. Always being forthright and transparent with the Board that's where our confidence is with those numbers and we do recognize that we are still anxiously awaiting some of that data so that we can provide the Board information on our final end of the year stance.

VIII. REPORT FROM THE EXECUTIVE DIRECTOR, *Mr. Joseph Wickens*

- A. Mr. Wickens spoke about the Strategic Plan and explained that the Executive Committee has made the decision to seek a consultant to assist us in focusing on the next three-year Strategic Plan. He said they have looked at five potential providers to assist them in this process and have narrowed it down to one that has Netsmart experience, and also comes from the CSB world. There will be more to follow in the coming months to involve meetings with the Board and with the management team.
- B. Mr. Wickens gave a reminder about the VACSB Legislative Conference to be held in Richmond January 21st, if you're interested, please let Diana know. The conference falls on the same day as the regularly scheduled Board of Director's meeting on January 21st - Mr. Wickens reminded the Board of the reschedule date for the Board of Director's meeting on January 28th.
- C. Mr. Wickens welcomed Ms. Sara Keeler to the team. He also recognized Ms. Williams for her hard work and outstanding efforts covering the Finance Director position and team over the past months. Thank you, Brandie!

IX. BOARD TIME

- A. Mr. Sokolowski said thank you for all that you do and he welcomed the new Finance Director. Looking forward to many great things in 2025.
- B. Ms. Bridgette Williams said that everyone is doing a great job and she welcomed the new Finance Director.
- C. Mr. Lapin said that we are very pleased to have the new Finance Director and to please pass along to her staff that we wish them a very Merry Christmas and happy holidays.
- D. Mr. Kiger thanked the staff for all that they do and he also welcomed the new Finance Director.
- E. Ms. Beebe introduced the Board to her granddaughter, Varion.
- F. Ms. Boerner said thanks to everybody and Merry Christmas.
- G. Ms. Walker shared that she ran into Marcy Catlatt, Superintendent of Fredericksburg City Schools, who made a point of coming up to Ms. Walker in a restaurant and saying what a great job Brandie had done when she talked to the community youth forum. Ms. Walker thanked Brandie. Ms. Walker also had an opportunity yesterday to meet some of our staff in action at work and it was a real blessing. She said thank you for that.

- H. Before Ms. Curcio could speak Ms. Beebe shared that Ms. Curcio was on the front page of Sunday's newspaper. Ms. Curcio then said that it was for her church. She continued that she wanted to thank everyone, the older staff and the newer staff.
- I. Mr. Parcell said thank you for all of your hard work. He thinks there is a lot of tangible results from all of the hard work and it's great.

X. ADJOURNMENT

The meeting adjourned at 5:15 PM.

Board of Directors Chair

Executive Director