

**CHESTERFIELD COMMUNITY SERVICES BOARD
MINUTES
January 20, 2022**

Members Present

Nicholas Pappas, Chair
Vince Burgess, Vice Chair
Gib Sloan, Secretary
Christian Finkbeiner
Ray Gabehart
Patrick Knightly
Jennifer Krajewski
Tiffany Marks
Talisha McAuley-Davis
Daveida Murphy-Hasan
Harvey Powers
Mark Sacra

Staff Present

Doug Bilski, SMT
Angela Catolico, SMT
David Meadows, SMT
Jarek Muchowski, SMT
Mandy Pilk, SMT
Danielle Sayre, SMT

Brook Cook, Administrative Assistant

Others Present

Kelly Fried, Executive Director

Members Absent

Michael Giancaspro
Ricky Russell

I. Call to Order

Chair Nicholas Pappas called the meeting to order at 7:00 p.m. He welcomed Ms. Daveida Murphy-Hasan who was appointed in December as an At-Large member from the Dale District. Ms. Murphy-Hasan is a current employee of VRS and shared she is originally from Fayetteville, NC moving to Virginia several years ago due to her husband being stationed in the area. He is now retired military and a current County employee, and their children attended Chesterfield County Schools. Ms. Murphy-Hasan added that she is very excited to serve on the CSB Board.

A. Approval of Minutes

On the motion of Vice Chair Burgess and seconded by Mr. Christian Finkbeiner, the December 9, 2021 Minutes were unanimously approved as presented.

B. Request to Postpone Actions, Add or Change Order of Presentation

There were none.

II. Matters of the Public

A. Public Comment Period

Chair Pappas opened the meeting to the public for comments. Ms. Cook stated a notice was posted on the County website, but no requests were made.

III. Information Items

A. Presentation: MHSS HR Annual Report

Ms. Mandy Pilk stated she is excited to present the Human Resources Annual Report and update the Board on what has been happening in the world of HR over the past year. She shared a PowerPoint presentation to everyone's screens stating she will begin with an overview of the HR Department and move on to discuss recruitment and hiring, retention and turnover as well as an agency snapshot and finally a review of the agency's DE&I efforts.

Ms. Pilk, the HR program manager, is supported by two HR Specialists, Ms. Kinisha Smith and Ms. Meghan Donnelly, as well as a Special Projects Manager, Mr. Ed Nicely. While the County has an Human Resources Department, the size of MHSS warrants dedicated staff to handle the agency's needs. In addition to normal functions, Ms. Pilk and her staff found COVID creating new aspects of their jobs including helping supervisors and employees understand protocols, processing requests, and working with the Employee Medical Center just to name a few.

Clearly, one of the largest effects of COVID from an HR perspective is the drastic change in workforce. Ms. Pilk discussed unemployment in the workforce and how over time, the trend of being continually understaffed. Where are all the workers? While unemployment benefits are a factor, there are many other reasons employees are not returning including challenges in childcare, school closings, virtual learning, and a disproportionate role of women in the health care industry. Additionally, as positivity rates remain high, people are scared to return to work, and many are changing careers entirely. Ms. Pilk also discussed competition and that many jobs in the workforce are paying much higher rates. There is a lot of analysis occurring in determining when this staffing crisis will end, and the best-case scenario is mid to late 2022. In a nutshell, there is an abundance of higher paying jobs and fewer applicants for our openings creating a historically competitive market. Ms. Pilk went on to share and discuss several slides depicting applicant data breakdowns by service. Positions that are increasingly difficult to fill are in direct care departments such as residential, CES and ID/DD services. The periods from FY19 through FY22 have all shown a sharp and consistent decline involving both full-time and part-time positions. She also discussed the applicant pools noting these figures do not separate qualified applicants from those that do not meet required standards. This makes the actual applicant pool even smaller. Vice Chair Burgess asked about readvertisements due to not having qualified applicants and Ms. Pilk stated that these figures of job ads include readvertised positions.

The next slides Ms. Pilk shared were of hiring data by quarter which also had a steady decline each quarter. Additionally, compared with separations over time per quarter, there were consistently more separations than new hires. Losing employees faster than new hires are being brought in is not sustainable. Ms. Pilk discussed the current County salary study and is hopeful this will result in change

that will reverse this trend and result in a more stable workforce. Ms. Pilk discussed how HR is trying to get better applicants interested in applying to our positions. Recruiting and hiring strategies being implemented include external and community ads, rewrites of advertisements to make positions more appealing, job fairs, an active social media presence, active sourcing, and referral bonuses.

Chair Pappas asked where are MHSS staff going? Is it MCOs, other CSBs, etc.? Ms. Pilk said that while some employees are choosing to move to these types of agencies, many are leaving the field entirely. She reviewed overall turnover rates for the agency with FY21 coming in at over 24%. YTD FY22 is currently a little over 16%. Burnout is prevalent and cyclical. As people leave, the staff left are put under even more stress which causes more staff to leave. The top reasons cited by outgoing staff for leaving include career change, salary, retirement and family obligations. Mr. Ray Gabehart stated his organization is facing this issue as well and he is curious if information gained from exit interviews could be used to develop retention strategies. How the world does business, such as teleworking, is going to be permanent. By accepting this is the new normal, organizations can apply what is learned to meet employees needs and thereby reducing turnover. Ms. Pilk said we do realize that retention strategies such as career development is crucial in keeping employees. MHSS has done a great job in pivoting during COVID noting the majority of staff were already equipped with laptops and able to immediately begin working from home during the shut-down. However, some departments such as residential do not have that option. It is important to recognize those positions and find thoughtful and creative ways to address their challenges. Data also indicates that those who have been with the agency longer, are more apt to stay. She shared a pie graph of separations by years of service noting the highest percentage of staff who left have been with the agency three or less years. Turnover rates for employees of ten or more years are significantly lower. Ms. Pilk stated her department has been asking themselves how to get staff to stay longer. The first year is critical and sets that first impression that determines if someone chooses to stay long-term. Ms. Pilk has begun meeting with new employees after their first 30 days to answer questions, offer assistance and receive feedback. Other retention strategies implemented include bonuses for residential staff, recognition, career development plans, longevity recognition, workforce development planning and the County/VACSB salary studies.

Ms. Pilk moved on to discuss diversity initiatives. The Diversity, Awareness, and Inclusion Team (DAIT) continues to expand and develop this area of service for employees. One very popular addition has been the Diversity Book Club which reads a book each quarter related to issues of race and inclusion and meets to discuss. Information regarding events and opportunities are communicated to staff via email on a regular basis. A confidential mailbox has been created in order for staff to feel comfortable to report issues or concerns which are reviewed by the DAIT committee and the group continues to provide quarterly presentations with the next one recognizing Black History month. Another exciting initiative is the

Behavioral Health Equity (BHE) mini-grant awarded last year. This will provide funding for leadership training, a diversity team consultant as well as sending employees to the Race Matters Summit. Ms. Pilk and her team have also been reviewing diverse recruitment efforts including looking at the colleges we work with and expanding that complement to include more historically black colleges and universities.

In closing, Ms. Pilk stated she believes the theme for HR and the agency as a whole is resiliency. It has been a tough couple of years bringing both expected and unexpected challenges. Mr. Gabehart stated this was a very well-thought-out presentation and praised Ms. Pilk and her staff. Ms. Fried concurred stating that when Ms. Pilk was hired, she came from the private sector and had to acclimate to a government agency. She developed a clear vision and hired staff that make up the HR department which have strengthened and furthered that vision. Ms. Fried added Ms. Pilk is an incredible asset and moving us forward. Chair Pappas also discussed how impressed he is with tonight's presentation and thanked Ms. Pilk and her staff for all their hard work.

IV. Administrative Items

A. Board Members' Remarks

There were none.

B. Chair's Remarks

Chair Pappas congratulated Ms. Fried, the senior team and the entire staff on receiving the CARF three-year accreditation. This is a tribute to the hard work and level of services provided to individuals in Chesterfield County.

Chair Pappas shared that all four committee chairs; Secretary Sloan, Mr. Giancaspro, Mr. Finkbeiner and Mr. Sacra have all agreed to remain in their roles and extended thanks to them all. He also welcomed Ms. Tiffany Marks to the PR Committee and encouraged anyone who is not currently serving on a committee to please reach out to him or Ms. Cook to be added to one of these groups.

C. Executive Director's Report

Ms. Fried thanked Chair Pappas for recognition of the CARF accreditation. The County Board of Supervisors will be highlighting this achievement with an Everyday Excellence recognition at their next meeting on Wednesday, January 25th. Joining her to accept this honor will be Mr. Jarek Muchowski and Ms. Annette Stinson who were instrumental in coordinating the survey, working with managers, downloading records and forms, and working with all members of the CARF team.

Ms. Fried shared that next month, there will be two presentations. Mr. Andrew Fulwider, the County attorney, will be reviewing FOIA and COIA requirements to the Board members. Mr. Muchowski will be presenting the agency balance

scorecard that is used to monitor key quality metrics so that members are aware of how quality indicators are tracked.

With a new state administration in place, there are many questions regarding vaccinations, masking requirements, etc. As MHSS is considered healthcare, there will be no changes in current protocols. The two ICFs fall under a mandate requiring staff to have their first vaccine by January 27th and the second by February 28th as a condition of employment. Group homes are not under that same guideline as they are not certified by the Department of Health. This was vetted by the County Attorney and County HR. Thanks to Mr. David Meadows and Ms. Dedra Mills, the Residential Program manager, no staff were lost with all being vaccinated with exemptions requested for three employees. Ms. Fried stated she is very glad this worked out allowing caregivers to continue serving individuals who they have been working with for years in many cases.

A new board member orientation will be conducted for Ms. Murphy-Hasan next Tuesday, January 25th from 9 – Noon. Due to the County request to scale back the number of staff in County buildings during the current COVID spike, this will be a virtual meeting. While it is unfortunate that some aspects of the in-person meetings such as tours will not be possible, going virtual does give the opportunity for members to join from home. If anyone is interested in attending as a refresher on programs, services, and finances, please let Ms. Cook know and she will send you the Teams link.

Ms. Fried took this time to elaborate on the pay study being conducted by the County that Ms. Pilk mentioned in her presentation. Ms. Fried stated she does not know details regarding the eventual rollout but anticipates an across-the-board increase in salaries. This is in addition to the regular 2% merit increase scheduled for later this month. Ms. Fried discussed critical positions within the agency that need to have their salaries increased noting she and senior staff and managers reviewed positions and have a solid list of over 40 positions that they want the County to look at as part of this effort.

The governor has appointed Mr. John Littel as the new Secretary of Health and Human Resources and Mr. Nelson Smith as the new DBHDS Commissioner. Ms. Fried stated both of these appointees indicated they understand the state mental health system and do not plan to make any sweeping changes but instead work with the system to navigate the pandemic and focus on collaboration to serve individuals. Ms. Fried went on to discuss that she is starting to see some budget amendments being submitted by various senators including rate increases for peer services and fully funding the priority one waiver wait list. However, some are concerning such as one to disband DBHDS and have everything roll under DMAS and another starting a hospital authority to oversee state hospitals. Ms. Jennifer Faison has reached out to both the Secretary and Commissioner to determine if they are supporting this as part of their priorities. There is also an amendment to

close the Commonwealth Children's Hospital which has had issues. The bill focuses on the new facility being built at VCU which is supposed to be a 60-bed facility. While it is a better facility, it centrally locates all children's services making it harder for other localities to place children. Ms. Fried stated that these are evolving issues and she will keep the Board posted on any updates.

V. Committee Reports

A. Standing Committee Reports

Finance Committee

Ms. Danielle Sayre reported on behalf of Mr. Michael Giancaspro who was unable to attend tonight's meeting. Ms. Sayre reviewed in detail the monthly financial update included in the Board packet. As of the end of December, there is an estimated surplus of \$2.5 million. Last year it came in at around \$3 million with the difference in operating expenses due to personnel and furloughs. This year started off with those employees returning to work but there are still two and a half programs closed. Ms. Sayre reviewed the second page of the summary discussing the quarterly graphs. Medicaid, Medicare and insurance payments came in at a little over \$1 million shy from target due mostly to COVID as well as fees from contracts with CES and Day Support being closed a portion of that time. State and federal dollars were over target due to unbudgeted funding being received. Expenditures came in below target as well due to personnel costs, staffing shortages and timing of debt service payments that are paid in the fourth quarter. Ms. Sayre reviewed expenditures including the software maintenance contract paid in January.

The next Finance Committee meeting is Wednesday, February 9th at 8:30 a.m.

Public Policy Committee

Mr. Mark Sacra shared the group has not met largely due to changes in state government including a new governor and executive administration taking their places. Ms. Fried is sending out updates and information as she receives it to keep the committee updated. Mr. Sacra anticipates the next meeting to occur during the month of February adding if anyone is interested in joining the group, please let Ms. Cook know and she will be happy to add you to the list. Mr. Sacra then asked for feedback from any Board members who have met with their Board of Supervisor representative. Chair Pappas stated that he met with Mr. Holland noting he was very interested in the topics of the opioid epidemic and recovery housing.

The Public Policy Committee meets on the call of the Chair.

B. Advocacy Committee Updates

Housing Committee

Secretary Gib Sloan reported on behalf of the Housing Committee. There was no January meeting and the scheduled meeting for February 1st will be canceled and included in the Housing Retreat scheduled for February 18th. From the partnership

front, all current projects are progressing as planned. Chair Sloan extended kudos to Mr. Doug Bilski, Ms. Karen Bowker and Mr. Adam Seehaver for their successful PHS (Permanent Supportive Housing) grant award. This annual housing funding will be used to establish five new full-time positions to run the program which will provide assistance to individuals with housing needs. This will be a topic of planning and discussion at the retreat and will also be a possible presentation for the April work session.

The Housing Committee retreat is scheduled for Friday, February 18th from 8:30 a.m. to 12 noon.

Public Relations Committee

Mr. Christian Finkbeiner reported on behalf of the PR Committee noting they met prior to this meeting. The group discussed the current legislative session and Ms. Fried reviewed bills that may affect MHSS services. Also discussed were recovery housing certifications and Mr. Finkbeiner is looking into inviting Mr. David Rook, president of VARR, to attend a future meeting to discuss this topic.

The next Public Relations Committee meeting is scheduled for Thursday, February 17th at 6:00 p.m.

VI. Consideration and Action Items

A. CSB Polices for Review and Renewal

- None

B. Consent Items

Updated DRPT Title VI

Ms. Danielle Sayre reviewed all the changes made including contact information, and updating the name of the Diversity, Awareness and Inclusion Team. The entire document is included in Board member packet as well as having been sent electronically.

Approval of Submission for FY23 DRPT FTA Transportation Grant

Ms. Sayre reviewed the summary included in the packet noting this is approving the agency to apply for the grant. This year's grant will provide \$134,000 for two vehicles with an agency match of \$26,800.

Authorize Receipt of ARPA Infant Part C One-Time Funding

This is additional ARPA Infant Part C funding which is one time funding and is good until September 2023.

Authorize Receipt of FY22 DBHDS STEP VA Funding

DBHDS funding of \$100,000 is being released to support Step 5 of STEP VA which will be used for peer support. STEP VA funding is in the base budget but is being received out of cycle. It will be used to hire two new positions.

Authorize Receipt of DBHDS Permanent Supportive Housing Grant Funding
This is the PSH Grant funding award discussed earlier in the meeting. It is ongoing annual funding for \$623,000 with a prorated amount for this fiscal year with the full amount beginning in FY23. It will be added to the base funding budget. This funding will be used to create five additional full-time positions to support the Permanent Supportive Housing Program.

Chair Pappas noted that all of these were reviewed and approved by the Executive Committee with no recommended changes. On the motion of Mr. Christian Finkbeiner to vote as a block and seconded by Vice Chair Burgess, all consent items were unanimously approved as presented.

VII. Adjournment

Ms. Fried wanted to take a moment to share the news that former County Administrator, Jay Stegmaeir, passed away earlier today. He led the County for many years through many changes and initiatives as well as being very active in his community. The County flags will be lowered in his memory and Ms. Fried asked that you keep his family in your thoughts.

There being no further business before the Board, Chair Pappas adjourned the meeting at 8:58 p.m. until **Thursday, February 17, 2022 at 7:00 p.m.**

Kelly Fried, Executive Director
Community Services Board

Nicholas Pappas, Chair
Community Services Board