

Community Service Boards and Behavioral Health Authorities: A Contextual Perspective

John P. Lindstrom, Ph.D., LCP
Retired BHA CEO

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Discussion Objectives

- ▶ Participants will describe their respective boards in terms of type, role, and factors which uniquely influence/shape the agency
- ▶ Participants will examine boundaries between members, staff, and local government as applicable to oversight, governance, and operations
- ▶ Identify strengths and challenges unique to Boards/Agencies by type
- ▶ Participants will consider external influences which impact respective agency operations (local, regional, state, and federal)

The Code of Virginia

- ▶ Virginia code established requirement of localities to establish community services
- ▶ Agencies to operate under one of three (3) Board types: Operating, Administrative Policy, or Policy - Advisory
- ▶ Legislation in 1996 permitted 3 single jurisdiction Boards the option of establishing quasi-governmental agencies with independent Boards under an “Authority” structure (Chesterfield, City of Richmond, and Virginia Beach)
- ▶ Type of Board and consequent relationship to local governments is one contextual factor shaping the Board and operating agency

Code Specified Service Mandates

- ▶ CSBs/BHAs are designated as the single point of access to the publicly funded behavioral health system (state hospitals, state inpatient purchase of services, facility discharge planning, etc.)
- ▶ CSBs/BHA required to provide 24/7 Emergency Services
- ▶ *Same-Day behavioral health screening services*
- ▶ *Outpatient primary care screening and monitoring (facilitating access, care coordination and related functions)*
- ▶ Subject to availability of funds appropriated, Case Management Services

Code Specified Service Mandates - continued

- ▶ *Subject to the availability of funds appropriated for them, core services may include the following: Comprehensive system of inpatient, outpatient, day support, residential, prevention, early intervention, and other mental health, developmental, and substance use disorder services in support of individuals with mental health, substance use and/or developmental conditions.*
- ▶ Think all DBHDS licensed services, those required under STEP VA, etc.
- ▶ Is there provision for CSBs/BHAs to offer services not specifically linked to allocated funds? YES! (grants projects, other health services funded outside of state and local matching funds)

Related Requirements (Influencers)

- ▶ Department of Behavioral Health & Developmental Services - Performance Contract & Associated Exhibits, Licensing, Human Rights
- ▶ Partnership agreement between State Facilities, DBHDS, and CSBs/BHAs
- ▶ Virginia Department of Medical Assistance Services - Service Definitions/standards
- ▶ Managed Care Contracts
- ▶ *Other Reimbursement Contracts (private insurance, external contracts for purchase or sale of services)*

How do/may CSBs/BHAs get it done?

- ▶ Establish or be associated with an entity that
 - ▶ Directly operates services
 - ▶ Contract with other provider(s) - including other CSBs/BHAs and other providers
 - ▶ Regional and subregional agreements
 - ▶ Any combination of options aligned to meet community needs

What's the purpose of CSB/BHA services?

- ▶ To enable individuals with behavioral health and developmental disorders that significantly impair their functioning to access timely, effective and cost-efficient services
- ▶ Goal of overcoming or managing functional impairments and remain in the community to the greatest extent possible
- ▶ Inclusion, community integration, least restrictive, community tenure, safety net
- ▶ Emphasis on those with greatest needs and often with the lowest means

Purpose continued . . .

- ▶ Provide access to state hospital and training center services - preadmission screening, case management, services coordination, and discharge planning
- ▶ Serve as advocates for individuals receiving or in need of services
- ▶ Act as community educators, organizers, and planners
- ▶ Advise local governing bodies that established them
- ▶ Serve as focal points for programmatic and financial responsibility and accountability

So, why 4 types of Boards?

- ▶ Flexibility
- ▶ Localities individually or with contiguous partnering localities
- ▶ Role Board will play with respect to statutory, fiduciary, and management authority; scope of responsibilities
- ▶ Operating CSBs and BHAs are agents of local government(s), but are not city or county departments
- ▶ Administrative Policy Boards - most are city or county departments (single jurisdiction)
- ▶ Policy Advisory Boards advise their local governments
- ▶ Operating and Administrative Policy Boards and the BHA undertake statutory, fiduciary, and management authority

Operating Boards

- ▶ Appointment by and accountable to the governing body of each city or county that established it
- ▶ Provides for the direct mental health, developmental disabilities, and SUD services
- ▶ The Board references the appointed members and the organization
- ▶ Employee their own staff
- ▶ Not city or county government departments
- ▶ 27 Operating CSBs in Virginia

Administrative Policy Boards

- ▶ Appointed by and accountable to the governing body of each city or county the established it
- ▶ Sets policy for and administers the provision of services
- ▶ Provides services through local government staff or through contracts with other organizations
- ▶ Does NOT employ staff
- ▶ 10 Administrative Policy CSBs in Virginia - 8 are city/county departments, 2 are not but use local government staff to provide services

Policy Advisory Boards

- ▶ Appointed by local governing body of each county or city that established it
- ▶ Provides advise to local government on policy matters
- ▶ Policy Advisory Boards have no operational duties
- ▶ There are two (2) such boards in Virginia

Behavioral Health Authority

- ▶ A public body and body corporate appointed by and accountable to the governing body of the county or city that established it
- ▶ Purpose is for the provision of mental health, developmental disabilities, and substance use disorder services
- ▶ BHA includes the organization that provides these services through its own staff or contracts
- ▶ Closely resembles an Operating CSB, but with additional duties as an independent political jurisdiction
- ▶ Three communities authorized by Code to establish a Behavioral Health Authority (Chesterfield, City of Richmond, and Virginia Beach) - but only one BHA to date - RBHA

Community Needs/Characteristics that Shape CSBs/BHA

- ▶ Community health indicators
- ▶ Incidence/concentration of special needs
- ▶ Population size & density
- ▶ Geographic factors - area size, features
- ▶ Socioeconomic factors
- ▶ Medicaid enrollment
- ▶ Provider availability
- ▶ Local financial support

Handouts/Web References

- ▶ FY 2023 Overview of Community Services in Virginia
- ▶ Local Matching Requirements for Community Services
- ▶ Fiscal Year 2023 Annual Report (DBHDS)
- ▶ JLARC CSB Funding - SJ47 Commission Briefing, July 2019

Discussion / Reflection

- ▶ Based on your observations, and in reference to the materials presented in the FY 2023 Overview of Community Services in Virginia, develop a short description of your board with comparison to other boards in the commonwealth.
- ▶ Based on your experience and today's discussion, what are the most significant factors shaping your board's operations? Are the factors unique to your board in any way?
- ▶ Consider the Board's role vs. that of CSB/BHA staff; governance vs. operations

Board Members' Collective Roles

- ▶ Creating and approving policy (differing level of involvement depending on Board type)
- ▶ Long term strategic planning for needs of community (high level)
- ▶ Fiduciary responsibilities - oversight of service quality and funding compliance
- ▶ Advocacy - communicating citizen needs to local, state and national decision makers
- ▶ Comply with all regulations related to conduct of local officials including FOIA, COIA, and HIPAA
- ▶ Avoid/identify personal conflicts of interest
- ▶ Hire a qualified Executive Director/CEO to implement all policies, administrative, operational, and regulatory requirements

- ▶ With the Executive Director, develop and review their annual workplan and evaluation
- ▶ Approve Performance Contract and other provider agreements as necessary
- ▶ Understand who the Executive Director reports to and her/his responsibility and authority for policy implementation, meeting regulatory and financial requirements, directing operations, staffing, service management, contracting, and all other functions of the CSB/BHA
- ▶ Conducts board business in a transparent manner - except of allowable by law
- ▶ Understand that code and federal mandates must be met and therefore impact executive and board decision making (Priority Populations, Emergency Services, Case Management, Discharge Planning, Mandatory Treatment, etc.)

- ▶ Monitor complaints resolution process, incident reporting and human rights issues
- ▶ Performance contract compliance, meeting payer requirements, date reporting requirements
- ▶ Understanding strings attached to funding streams
- ▶ Advocate for citizens, unmet needs, and solutions
- ▶ Promote successes of the board, agency and its consumers
- ▶ Setting/supporting quality improvement goals
- ▶ Develop vision, mission, and values
- ▶ Stand against stigma, promote value and abilities of individuals, use person first language

- ▶ Participate in educational sessions about services, consumer/community needs
- ▶ Recognize and hear consumers and family members on the board
- ▶ Referring complaints or other community concerns to the Executive Director
- ▶ Referring complaints/issues from employees to the Executive Director
- ▶ Talk about the board/agency in the community and identify candidates for potential membership
- ▶ Fully participate through regular attendance and committee membership

Questions????