



COMMONWEALTH of VIRGINIA

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COMMISSIONER

DEPARTMENT OF
BEHAVIORAL HEALTH AND DEVELOPMENTAL SERVICES

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August 15, 2022

Item 320.Y of the 2020 Appropriation Act requires the Department of Behavioral Health and Developmental Services (DBHDS) to publish a report on the DBHDS website by August 15, 2022. Specifically, the language requires:

The Department of Behavioral Health and Developmental Services shall report a detailed accounting, annually, of the agency's organization and operations. This report shall include an organizational chart that shows all full- and part-time positions (by job title) employed by the agency as well as the current management structure and unit responsibilities. The report shall also provide a summary of organization changes implemented over the previous year. The report shall be made available on the department's website by August 15, of each year.

In accordance with this item, please find enclosed the organizational report for item 320. Y. The report provides information by each division along with the unit responsibilities and core functions. Additionally, an organizational chart for each Division follows each summary. Staff are available should you wish to discuss this report.



Virginia Department of
Behavioral Health &
Developmental Services

DBHDS Annual Organizational Report (Item 320.Y)

August 15, 2022

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DBHDS Vision: A Life of Possibilities for All Virginians

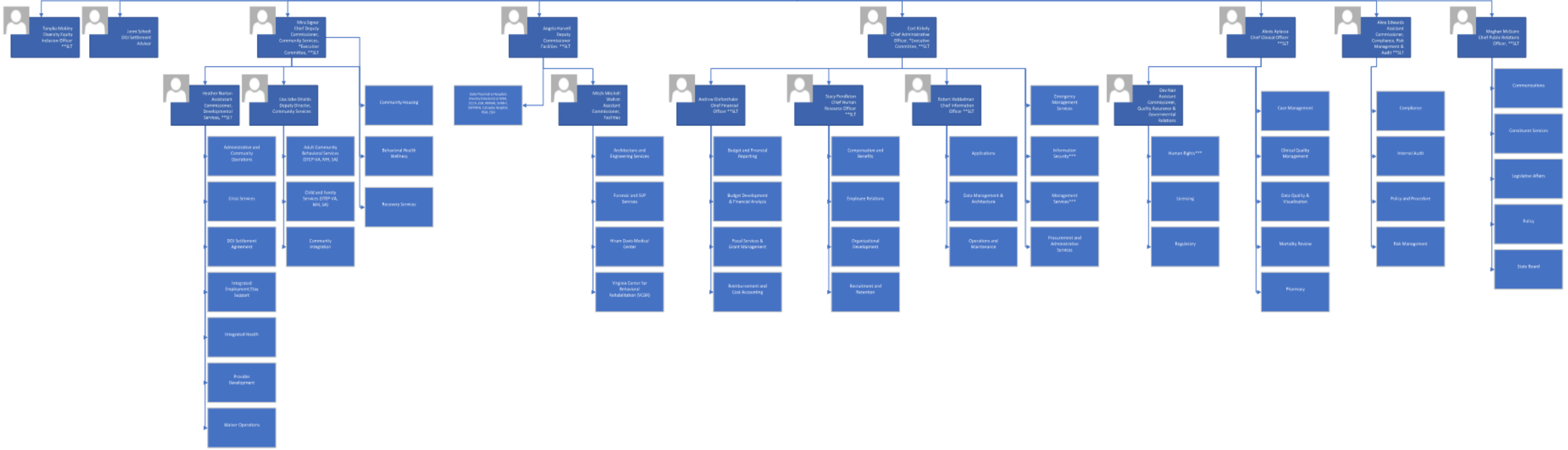
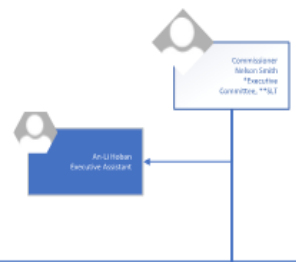
Preface

Item 320.Y of the 2020 Appropriation Act requires the Department of Behavioral Health and Developmental Services (DBHDS) to publish a report on the DBHDS website by August 15, 2021. Specifically, the language requires:

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The report provides information by each division along with the unit responsibilities and core functions. Additionally, an organizational chart for each Division follows each summary.

Virginia Department of Behavioral Health & Developmental Services Organizational Structure



Summary of Organization Changes

The most notable organization change for FY2022 is the Change in administration with the appointment of a new Commissioner. The Deputy Commissioner for Quality Assurance and Government Relations became vacant. The offices of Human Rights, Licensing and Regulatory Affairs moved under the Chief Clinical Officer. The Office of Policy and Legislative Affairs shifted to our division of Public Relations. Because there was a large scale, agency-wide reorganization in FY2020, other changes made this fiscal year were minimal. Those changes are noted in the division-specific sections below.

Division of Community Services

The Division of Community Services encompasses developmental services and community behavioral health and was created under the re-organization launched by Commissioner Alison Land in June of 2020. The Division of Developmental Services and the Division of Community Behavioral Health were combined into one division to maximize the skills, resources, and talents of the program areas to better support and coordinate their work for all Virginians, regardless of disability. As DBHDS is increasingly seeking to support and guide providers and funders to focus on people's needs and not solely on their disabilities, so too do we need to model by example by organizing ourselves so that we can, in the long-term, develop a system that is based on that idea. The Division of Community Services seeks to position ourselves to maximize these opportunities.

The Leadership and Reporting Structure of the Division of Community Services

The Division of Community Services is led by the Chief Deputy Commissioner for Community Services. Two other key leaders in this division include the Assistant Commissioner for Developmental Services and the Deputy Director for Community Services, both of whom report to the Chief Deputy. The Chief Deputy, Assistant Commissioner for Developmental Services, and Deputy Director each have additional direct reports.

Developmental services ensures planned, individualized, and person-centered services and supports are available to individuals with developmental disabilities. This is for the purpose of enabling these individuals to increase their self-determination and independence, obtain employment, participate fully in all aspects of community life, advocate for themselves, and achieve their fullest potential to the greatest extent possible. The developmental services offices/units have led the implementation of the majority of the provisions of the *U.S. v. Commonwealth of Virginia* Settlement Agreement, and is the operating entity for the Commonwealth's three Home and Community-Based Services (HCBS) waiver programs for children and adults with developmental disabilities. Additional primary roles include developing a robust provider network of community integrated services and supports, providing subject matter best practice leadership and technical assistance in developmental services, managing the HCBS waiver operations, ensuring access to dental and adaptive equipment services, managing the discharge planning for persons leaving Training Centers, and implementing of the Preadmission Screening and Resident Review (PASRR) and Omnibus Budget Reconciliation Act (OBRA) programs for children and adults with developmental disabilities.

The community behavioral health offices/units oversees community-based mental health and substance use services across the lifespan for the Commonwealth of Virginia. Key staff in the division hold the federal SAMHSA roles of Single State Authority (SSA), National Treatment Network (NTN) representative, National Prevention Network (NPN) representative, and State Opioid Treatment Authority (SOTA) for Virginia, and supports the implementation of STEP-VA, Project BRAVO/behavioral health enhancement, and the recently established interagency Center for Evidence Based Partnerships.

Office of Adult Community Behavioral Health Services

This office provides the primary oversight for the Mental Health Block Grant and Substance Abuse Block Grant for Virginia, as well as the State Opioid Response (SOR) grant. These federal funds support prevention, treatment, and recovery services across the state through the Community Service Boards (CSBs), private providers and non-profits. This office also manages state general funded programs, such as Program of Assertive Community Treatment (PACT), Coordinated Specialty Care, and Medication Assisted Treatment, and also supports the implementation of STEP-VA and behavioral health enhancement, including supports for Service Members, Veterans, and their Families (SMVF).. A team of five regional consultants provide monitoring and technical assistance to CSBs for federally and state funded programs on a regional basis, in line with the agreements outlined in the performance contract.

Office of Child and Family Services

This office provides oversight for the Mental Health Block Grant funds that support child and family services for Virginia, as well as other federal grants (Systems of Care, Young Adult Substance Abuse Treatment) and the federal Part C Early Intervention program across Virginia. This office also manages state-funded programs such as mental health initiative funding, mental health services in juvenile detention, mobile crisis and crisis stabilization units for youth, and the Virginia Mental Health Access Program (VMAP), and also supports the implementation of STEP-VA and behavioral health enhancement.

Office of Behavioral Health Wellness

This office provides oversight for the Substance Abuse Block Grant Prevention funds for Virginia, as well as the Prevention funding for Virginia provided through the SOR grant. In addition to substance use disorder prevention, the office oversees suicide prevention, Mental Health First Aid, Behavioral Health Equity, and Refugee and Immigrant Behavioral Health services coordination, and also supports aspects of STEP-VA such as through Lock and Talk and regional capacity building.

Office of Recovery Services

This office ensures that new initiatives are consistent with building and supporting a statewide recovery-oriented system of care. Office of Recovery Services (ORS) serves as a liaison between Virginia's communities of recovery and DBHDS. ORS provides oversight for the peer and family support workforce. ORS provides oversight for numerous recovery oriented programs and services funded through the Mental Health Block Grant, Substance Abuse Block Grant, and State General Funds, and also supports the implementation of STEP-VA and behavioral health enhancement.

Office of Community Housing

This office supports permanent supportive housing for individuals with developmental disabilities, serious mental illness, and substance use disorders in the community. It also oversees

federal and state funding for housing and housing supports, as well as interagency initiatives related to housing across Virginia.

Office of Community Integration

This office supports the development of community-based services and supports in order to increase discharge and diversion options for Virginia's citizens. It works to enhance the capacity of private and public providers to support the needs of Virginians at risk of hospitalization or stepping down from hospitalization, and thus serves in a critical capacity to census management for Virginia's state hospitals. Oversight includes discharge assistance planning funds and local inpatient purchase of service (LIPOS) funds, emergency services, residential crisis stabilization, ambulatory crisis stabilization, and alternative transportation.

The Waiver Operations Office

This Office conducts day-to-day operations of the three HCBS Developmental Disabilities waivers through the Service Authorization unit, the Regional Supports Unit that manages the DD waiting list and slot allocation and oversight of waiver slot assignment to individuals, the oversight of the administration of the statewide assessment tool for DD waiver recipients (the Supports Intensity Scale ®), and (in cooperation with DMAS) development of waiver application amendments, regulations, and policy documents.

The Administrative/Community Operations (ACO) Unit

This Unit directs the administrative and operational activities of DDS including: new program development; monitoring the DOJ and DDS budgets; DMAS interagency agreements liaison; Waiver Management System (WaMS) contract management and coordination of Special Projects. The ACO section houses the Individual Family Support Program and the IFSP Community Coordination of State/Regional Councils; serves as single point of entry to Intermediate Care Facilities (ICF's) throughout the state and supports children living in Community ICF's and their families with assistance identifying community options and waiver supports; and the Office of Integrated Supports and Services Data Management/Analytics and Customized Rates Review and Approval.

The Office of Integrated Health (OIH)-DDHSN

This office provides Mobile Rehab Engineering services to Durable Medical Equipment (including repairs, safety assessments, and custom adaptations) for individuals with developmental disabilities that would otherwise not be able to access this service. The OIH has implemented and expanded the Dental Programs to improve access to dental care. The OIH also employs registered nurse (RN) Care Coordinators who provide support to case managers, families, and providers to assist in improving the way care is being delivered. The OIH also developed a transitions team directed at helping to move children currently living in nursing facilities to community.

The Office of Crisis Services and Support (CCS)

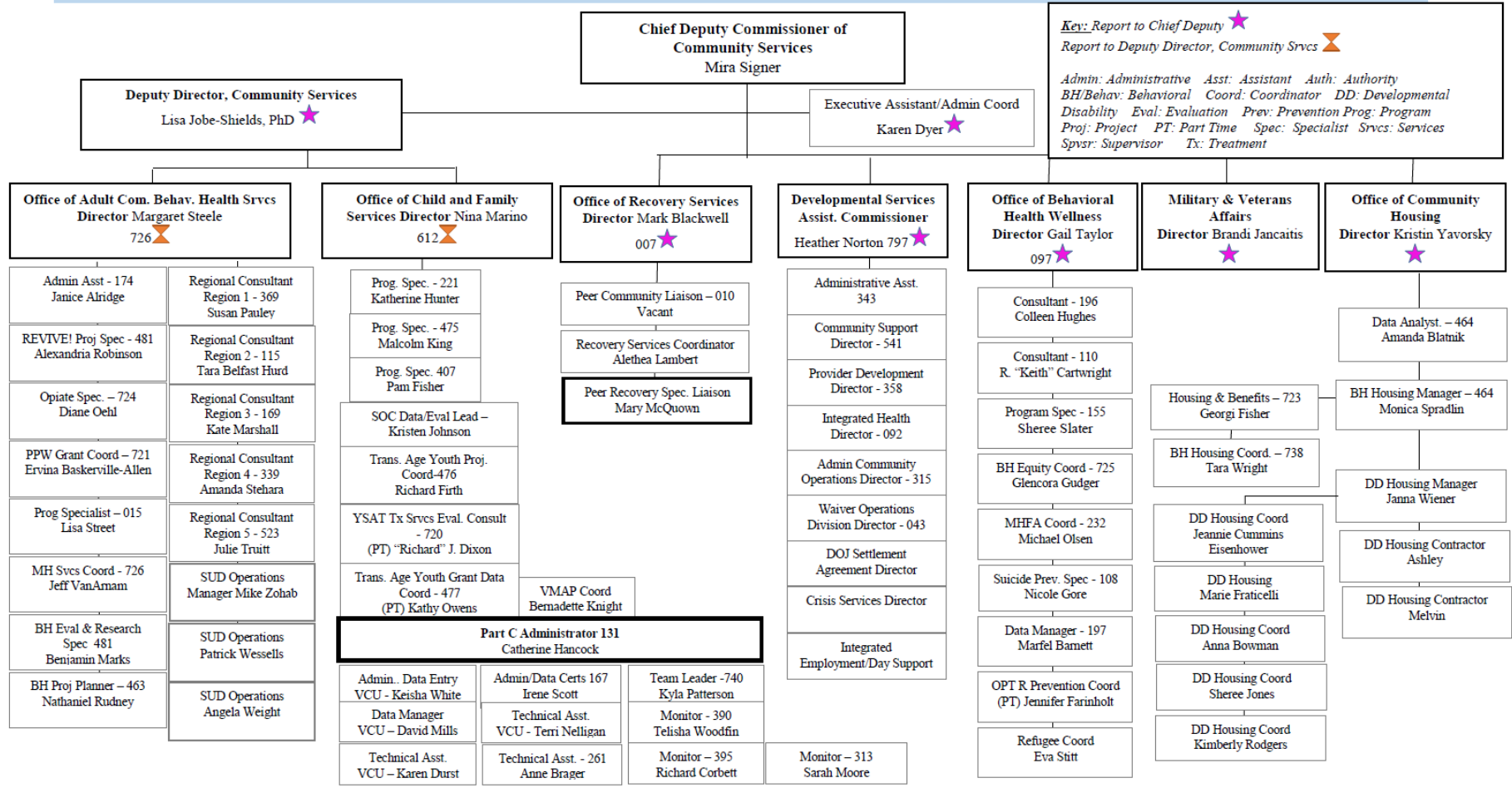
This office focuses on ensuring cross-disability and lifespan crisis services. Major initiatives include the development and management of the REACH (Regional Education Assessment Crisis Services Habilitation) program, and the implementation of the crisis step of STEP-VA. The focus of this office is on crisis system transformation and ensuring that individuals in a mental or behavioral health crisis receive a mental or behavioral health response.

The Office of Provider Development

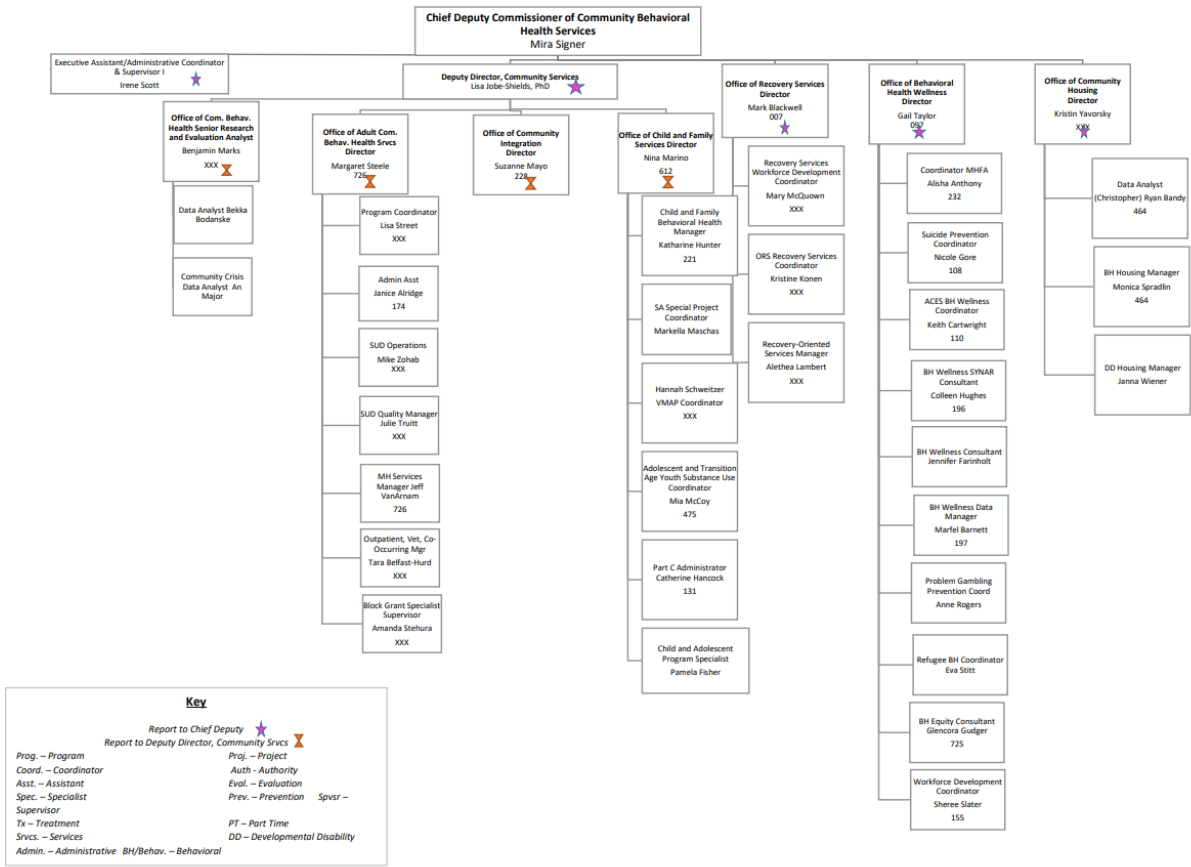
This office focuses on developing and sustaining a qualified community of providers in Virginia so that people who have developmental disabilities and their families have choice and access to options that meet their needs. Provider Development is responsible for information and technical assistance related to Person-Centered (PC) Practices and Virginia's PC Individual Support Plan, Business Acumen, the DD Waivers, becoming a DD provider, DD Support Coordination, HCBS Settings Regulations, service availability and development, and informed choice through the Regional Support Team process.

The Virginia Department of Behavioral Health & Developmental Services Organizational Structure

Community Services



Community Behavioral Health Services Organizational Structure



Key

- Report to Chief Deputy ☆
- Report to Deputy Director, Community Svcs X
- Prog. – Program
- Coord. – Coordinator
- Asst. – Assistant
- Spec. – Specialist
- Supervisor
- Tx – Treatment
- Svcs. – Services
- Admin. – Administrative
- BH/Behav. – Behavioral
- Proj. – Project
- Auth. – Authority
- Eval. – Evaluation
- Prev. – Prevention
- Spvsr – Supervisor
- PT – Part Time
- DD – Developmental Disability

Division of Public Relations and Government Relations

The Division of Public Relations reports to the Commissioner of DBHDS. The division handles high-profile, highly-responsive activities by developing successful external public relations methods, crafting effective crisis communications strategies, developing short and long-term strategic communications plans to prioritize initiatives and promote priorities, and ensuring key stakeholder relations through thoughtful messaging and responsive constituent services. The division works to ensure far-reaching impact and promotion of DBHDS programs and initiatives to various statewide and national audiences, and also to internal audiences. The Chief Public Relations Officer is responsible for overall strategic communications and directs high-profile agency functions in media relations and constituent services. The division is comprised of two offices with one director as the only staff member in each. Those offices are: Communications and Constituent Services.

The Division of Quality Assurance and Government Relations (QAGR) reports to the Commissioner of DBHDS. The Deputy Commissioner for Quality Assurance and Government Relations directs code-mandated licensing and human rights functions as well as coordinates DBHDS regulations, policy and legislative development. The Division is comprised of four offices: Human Rights, Regulatory Affairs, Licensing, and Policy and Legislative Affairs.

During this fiscal year, the Deputy Director position of QAGR became vacant and the Chief Public Relations Officer assume acting leadership for the Office of Policy and Legislative Affairs. Functions of the merged division are included below. Human Rights, Regulator Affairs and Licensing functions were moved to the Division of the Chief Clinical Officer.

Office of Communications

The Office of Communications is responsible for the department's media relations and responding to media inquiries and media FOIA requests. The office also works to assist the 12 state facilities to handle media requests. The office generates press releases, Op-Eds, and handles all social media planning and posts. The office works closely with communications staff in the Governor's Office and the Office of the Secretary of Health and Human Resources and must often respond to urgent issues with accurate, well-constructed messages and talking points. The office also is working to expand the use of communications technology and multi-media platforms to extend reach to different audiences. The office will also be working with the Chief Public Relations Officer to augment the DBHDS internal intranet and redesign the DBHDS website.

Office of Constituent Services

The Office of Constituent Services is responsible for corresponding with a diverse constituent population of clients, self-advocates, parents, family members, guardians, agency, provider, facility and General Assembly staff. The office works very closely with constituent services in the Governor's Office and the Office of the Secretary of Health and Human Resources. The office provides responses and attempts to resolve concerns and complaints in a timely manner and maintains documentation for all stakeholder issues. Constituent requests can be urgent or

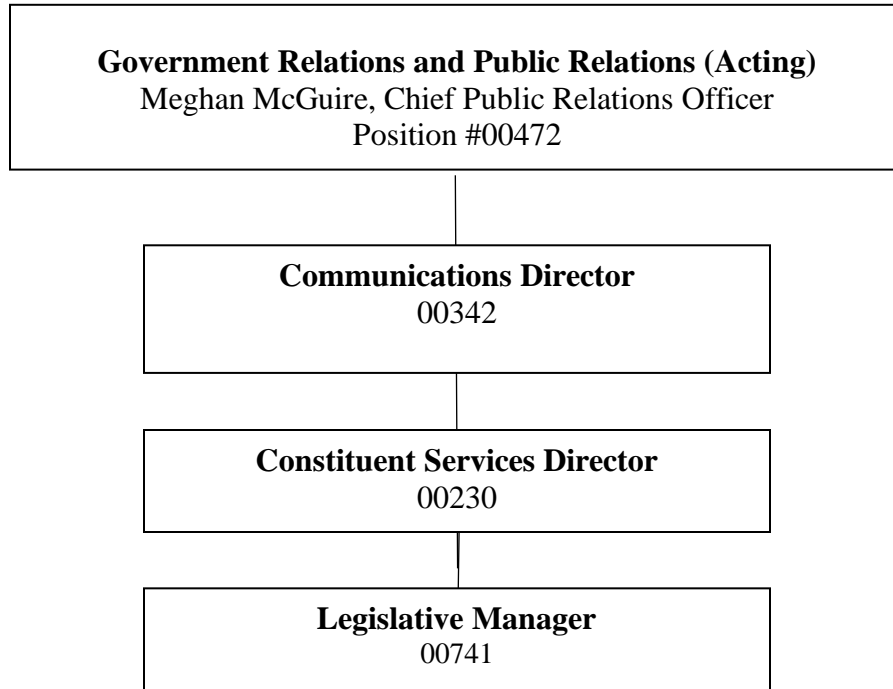
even life-threatening, and DBHDS depends on this office to connect constituents with needed facility and community services throughout the state.

Office of Policy and Legislative Affairs

The Office Policy and Legislative Affairs directs all policy and legislative activities of the department, ensuring broad perspective and input from stakeholders regarding agency initiatives. The office coordinates stakeholder outreach and engagement, and works with the Administration and General Assembly to provide technical assistance on legislation regarding behavioral health and developmental disabilities. It provides oversight to over 60 quarterly or annual reports to the General Assembly. The office collaborates on crosscutting stakeholder and communication matters. During this fiscal year, the office director became vacant and the legislative manager has been in an acting capacity with P-14 support.

The Virginia Department of Community Behavioral Health Services Organizational Structure

Division of Government Relations and Public Relations



Division of the Chief Clinical Officer

The Division of the Chief Clinical Officer reports to the Commissioner of DBHDS. The Division of the Chief Clinical Officer was established in August 2019 upon the reorganization of the senior leadership structure of DBHDS. The Division provides cross-disability clinical and technical expertise and support across all program areas of the agency to aid in leading system-wide transformation and enhance cross-disability collaboration. The aim of the division is to support the agency in ensuring that all individuals receive high quality care and integrates evidence, best practices, and data to drive decision making and inform mental health policy and implement system change. The Division is comprised of four offices: Clinical Quality Management, Mortality Review, Data Quality and Visualization, and Pharmacy Services.

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Chief Clinical Officer

The Chief Clinical Officer serves on the Senior Leadership Team to provide clinical subject matter expertise in cross-disability program areas and leadership for clinical quality management. This role serves as the DBHDS lead for interagency collaboration with DMAS, for Project BRAVO (Medicaid Behavioral Health Enhancement), to develop an evidence-based, trauma-informed, cost-effective, comprehensive continuum of behavioral health services for the Commonwealth. In addition, the Chief Clinical Officer provides medical leadership across the agency, playing key role as the clinical expertise for the agency's and the Commonwealth's COVID-19 response.

Office of Clinical Quality Management

The OCQM (inclusive of the Office of Community Quality Management) is directed by the Chief Clinical Officer and led by the Senior Director of Clinical Quality Management. The OCQM supports the development and expansion of an agency-wide quality management plan by ensuring high quality service delivery focused on prevention, early intervention, effective treatment, and recovery and rehabilitation. The office works with interdisciplinary teams to achieve system wide community inclusion, safety and well-being, recovery and self-empowerment outcomes (related to behavioral health and developmental service provision) across all service setting areas, including community and hospital-based care.

The office provides oversight of quality improvement efforts and responds to trends, by ensuring quality improvement initiatives are developed and corrective actions and regulatory reforms are implemented, if necessary, to address weaknesses/service gaps in the system. The team directs, mentors, strengthens the quality improvement processes in community-based service providers, and provides technical assistance and consultation to internal and external state partners, and community-based licensed providers related to developing, implementing, and monitoring quality improvement programs. The team develops and/or offers resources for evidence-based

best practice guidance and training related to quality improvement and risk management for use by community-based providers.

The office supports the Quality Improvement Committee (QIC) structure which provides system-wide oversight of the quality management program and partners with and facilitates efforts within divisions to ensure that quality improvement activities, including best practices and evidence-based outcomes, are coordinated and integrated into the primary functions of the organization. The office facilitates inter-departmental, inter-agency, and cross-sectoral alignment of quality improvement initiatives for DBHDS and works to ensure compliance with the quality management requirements. As an additional layer of oversight, the office oversees and directs community-based Quality Service Review processes and directs community-based National Core Indicator processes for DBHDS. Data collected from these processes is used in the evaluation of service quality and to identify and implement quality improvement initiatives.

The office also manages the Regional Quality Council process from membership to data analysis and quality improvement initiative development and implementation. It conducts Support Coordination Quality Review Retrospective Reviews of a sample of records reviewed by each of the CSBs, as part of the Support Coordination Quality Review process (using the same review process in order to measure agreement quantitatively). DBHDS then provides technical assistance to support coordinator supervisors to increase the reliability of the results in future reviews and to identify any CSB-specific improvements needed.

Office of Data Quality and Visualization

The mission of the Office of Data Quality and Visualization (DQV) is to advance the use of quality data through collaboration and empowerment. DQV partners with subject matter experts to frame their data questions so resulting analyses yield meaningful, actionable insights. DQV takes pride in developing and applying statistical methodologies that allow SMEs to effectively tell the story of their data. DQV supports programs throughout the agency to identify, evaluate, refine, and document processes in their respective areas and determine where improvements are needed. In addition, DQV conducts objective evaluations of data sources and recommends remediation to eliminate threats to validity and reliability. All of the roles in DQV possess overlapping areas of analytic expertise including query writing, survey development, and data visualization.

Office of Mortality Review

The Office of Mortality Review monitors the mortality among individuals with developmental disabilities and/or intellectual disabilities who receive services from a provider licensed by DBHDS as well as mortalities that occur in the State Facility system. The purpose of mortality review is to identify and implement system wide quality improvement initiatives to reduce the rate of preventable deaths for this targeted population.

Office of Pharmacy Services

The Office of Pharmacy Services provides clinical expertise in psychopharmacology and administrative oversight to increase accountability and to improve the quality and efficiency of pharmacy services within the public mental health, developmentally disabled and substance abuse services through systematic collection, analysis and dissemination of data related to pharmacy, pharmacy outcomes and pharmacy consumer outcomes. In addition, the Pharmacy Manager serves as the contract administrator for DBHDS pharmacy related business including the use of Automated Dispensing Cabinets, Medicare D, Pharmacy and Telehealth Services.

Office of Human Rights

The Department's Office of Human Rights, established in 1978, assures the rights of individuals receiving services from providers licensed, funded, or operated by DBHDS. The mission of the Office of Human Rights is to monitor compliance with the human rights regulations by promoting the basic precepts of human dignity, advocating for the rights of persons with disabilities in our service delivery systems, and managing the DBHDS Human Rights dispute resolution program.

Office of Regulatory Affairs

The Office of Regulatory Affairs (ORA) is responsible for ensuring, in coordination with lead offices, that agency regulations are current, meet state and federal statutory requirements, support the overall goals and mission of DBHDS, and are reviewed at least every four years. The office also has the responsibility as the commissioner's designee to provide liaison support to the State Board of Behavioral Health and Developmental Services (State Board). ORA manages the process for development and regular review of internal operating policy (departmental instructions). Finally, when applications are received, ORA provides administrative and technical support for the Victims of Eugenical Sterilization Compensation Fund.

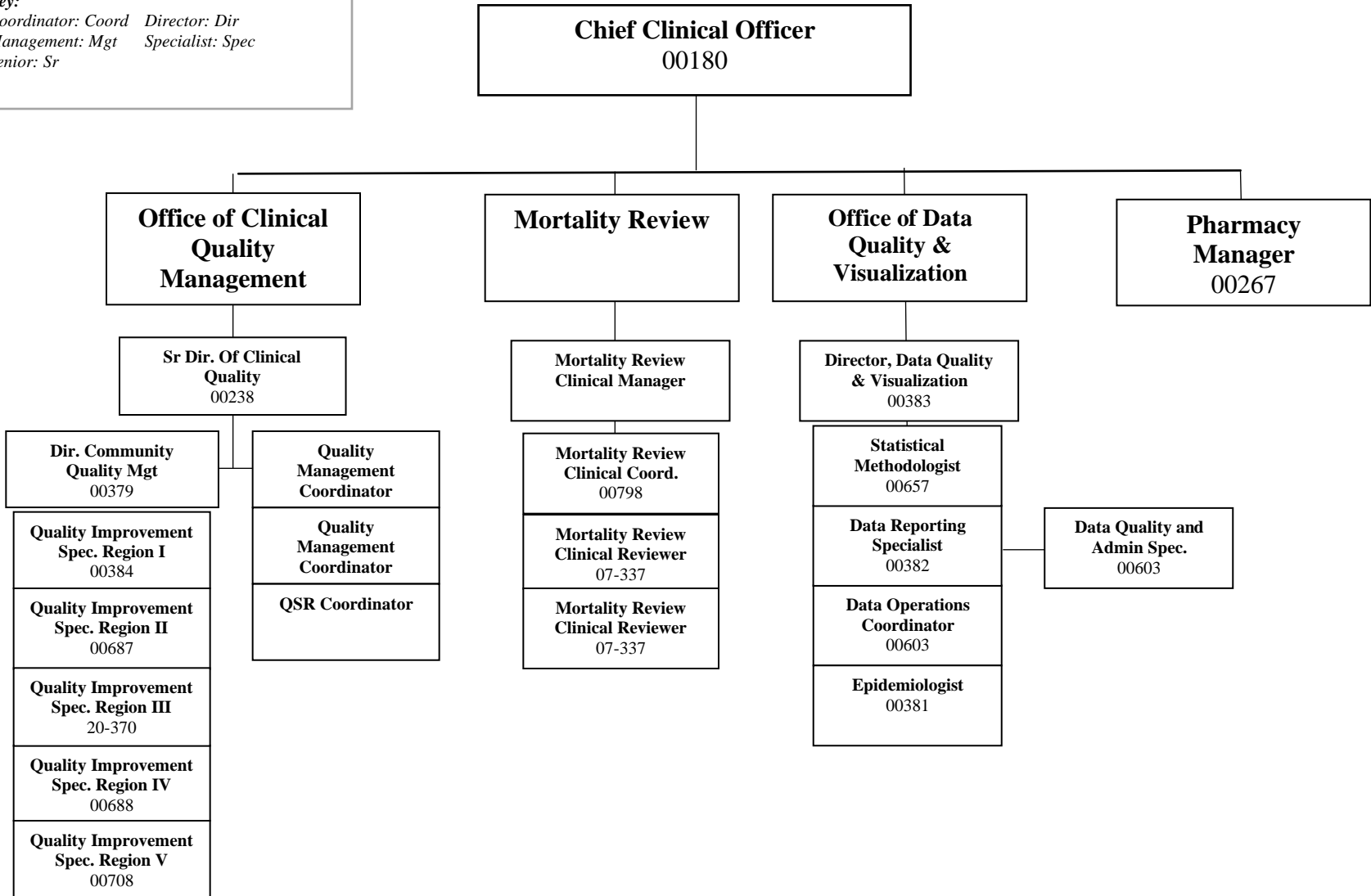
Office of Licensing

The Office of Licensing licenses over 1,200 public and private providers of community services throughout Virginia who deliver services to individuals with mental illness, developmental disabilities, or substance use disorders. Additionally, the Office of Licensing licenses public and private providers of residential services for persons with brain injury; renews licenses; and reviews and approves, as appropriate, requests for service modifications or variances to regulations. Additionally, the Office of Licensing reviews all serious incidents including deaths and investigates complaints against licensed providers concerning alleged violations of the regulations. The Office completes its work through a combination of announced and unannounced visits, and investigations as necessary. When necessary the office seeks negative actions against a provider to prevent the unlawful operation or to restrain, correct, or abate violations.

The Virginia Department of Community Behavioral Health Services Organizational Structure

Division of the Chief Clinical Officer

Key:
 Coordinator: Coord Director: Dir
 Management: Mgt Specialist: Spec
 Senior: Sr



Division of Facility Services

The Division of Facility Services reports to the Commissioner of DBHDS. The Division's mission is to provide executive leadership to advance DBHDS' vision of a comprehensive, integrated, person-centered, and recovery-oriented care for individuals receiving services in the facilities operated by DBHDS. The Division of Facility Services values integrity, relationships, stewardship, balance, and vision in employees. "We support the people who support the people."

The Deputy Commissioner of Facility Services oversees DBHDS's behavioral health and rehabilitation service lines in accordance with the policies and regulations of the State Board of Behavioral Health and Developmental Services, goals of the Secretariat and Human Resources, and applicable federal and state statutes.

The Office of Facility Services

The Office of Facility Services is responsible for leading and providing oversight of the Commonwealth's behavioral health and rehabilitation system including nine behavioral health hospitals, one center for behavioral rehabilitation, one training center, and one medical/long-term care facility. Each facility's Director/Chief Executive Officer is responsible for the executive leadership, strategic planning, and oversight of the day to day operations.

- The Training Center's mission is to provide quality, person-centered services for individuals with intellectual and developmental disabilities and their families in partnership with a community-based system of supports.
- The Behavioral Health Hospitals' mission is to provide services and supports to advance DBHDS' vision of a trauma-informed, integrated, and recovery-oriented system of care for individuals across the Commonwealth with behavioral health and co-occurring developmental and substance use disorder needs.
- The Hiram Davis Medical Center's mission is to support the wellness and safety of individuals and their communities throughout the Commonwealth. Hiram Davis also provides medical services for eligible individuals in state hospitals or other DBHDS centers.
- The Virginia Center for Behavioral Rehabilitation's (VCBR) mission is to provide recovery, opportunities, and support to residents so they may safely return to their communities. The vision of VCBR is to be the model treatment facility of Sexually Violent Predators in the nation.

The Office of Facility Operations

This office is responsible for ensuring quality care and a culture of safety within state-operated facilities to advance DBHDS' vision of a system of services and supports that promotes recovery, self-determination, empowerment, resilience, health, and the highest possible level of participation in all aspects of community life, including work, school, family, and other meaningful relationships. The office leads planning activities so that major DBHDS issues regarding facility operations are identified using best practice models and data driven initiatives. Planning initiatives result in documented goals and strategies for DBHDS facilities. Facility Operations partners with the Community Integration Department to implement specialized

transition and discharge planning. Additionally, the Office monitors plan implementation at facilities and makes recommendations as needed.

The Office of Architecture and Engineering

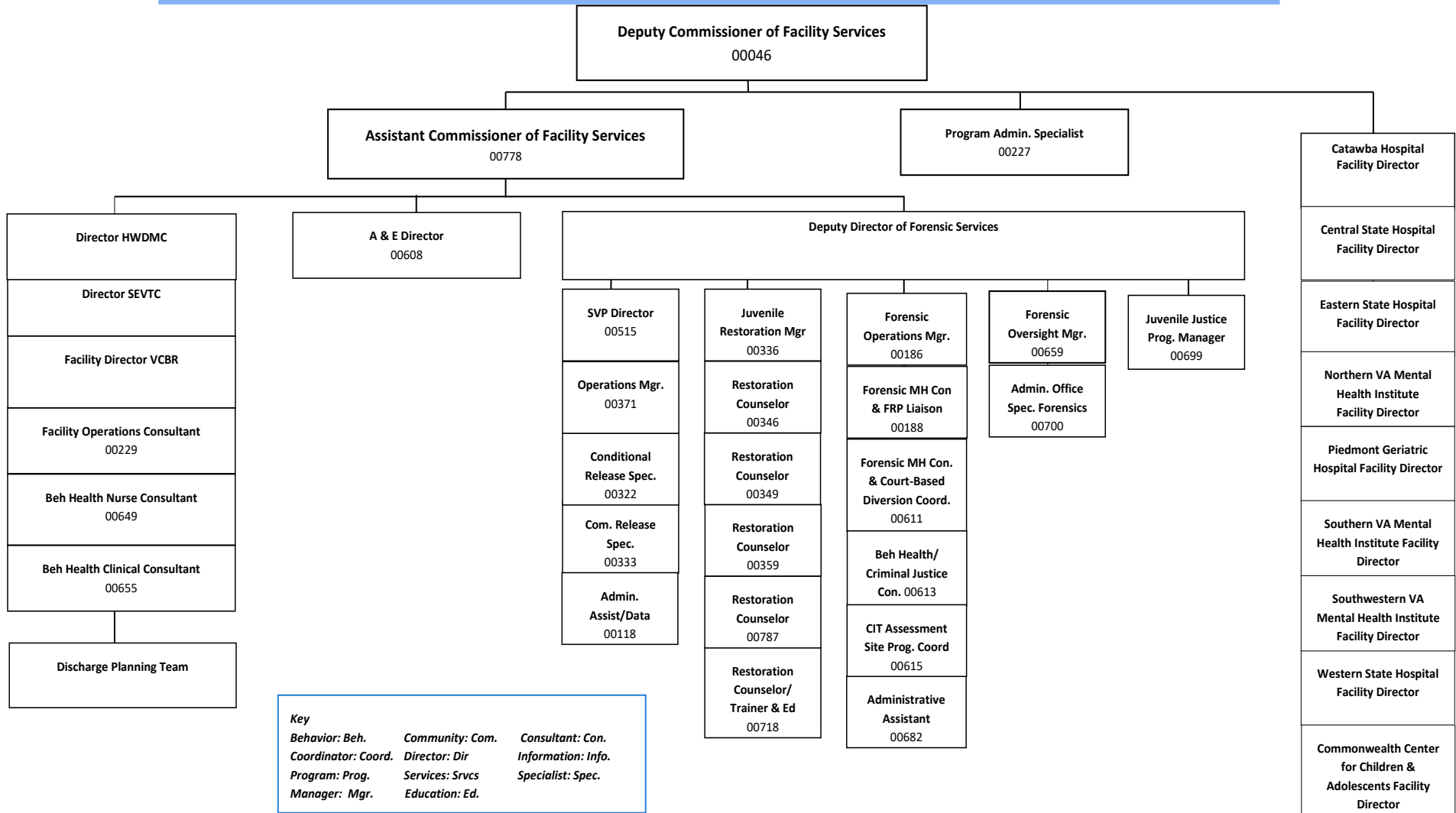
The purpose of this office is to plan, develop, and manage all capital outlay programs for the Department. These services include identification of needed capital improvements, expansions, and maintenance for existing and new facilities for the Department. The office develops plans to meet the physical needs of DBHDS facilities and interfaces with other State agencies related to capital project development and execution. Additionally, the office manages capital budgets and interfaces with the Office of Finance and Administration. The Office of Architecture and Engineering Services also provides oversight and direction for facility food service operations, including the use and implementation of any food service software system; maintenance of physical plant services including building and grounds maintenance; energy management strategies; environmental compliance; and use and implementation of various related software systems.

The Office of Forensic Services

The Office of Forensic Service's mission is to assure the provision of high-quality forensic services throughout the Commonwealth of Virginia consistent with the parameters established by the State Behavioral Health and Development Services Board for the provision of forensic services. The Office of Forensic Services is responsible for the development, implementation, and operational oversight of forensic mental health evaluation and treatment services in the Commonwealth, in accordance with the stipulations of the Code of Virginia. The Office of Forensic Services also provides leadership in the development and implementation of criminal justice diversion programs. The Office includes programs for juveniles, adults, and for sexually violent predators.

The Virginia Department of Behavioral Health & Developmental Services Organizational Structure

Facility Services



Division of Administrative Services

The Division of Administrative Services reports to the Commissioner of DBHDS. The Division of Administrative Services was established in August 2018 upon the reorganization of the senior leadership structure of DBHDS. The mission of the Administrative Services Division is to manage all business functions required for the successful operation of DBHDS. The various offices comprising the division ensure that all employees have the resources and tools needed to fulfill the responsibilities of their respective positions. In doing so, administrative functions create a positive and productive work environment and maintain the financial health, integrity, and compliance of the agency.

The Division is comprised of ten offices. The following offices report directly to the Deputy Commissioner of Administrative Services: Financial Management, Enterprise Management, Human Resources, Procurement and Administrative Services, Information and Technology, and Information Security. The following four offices report to the Chief Financial Officer who reports directly to the Deputy Commissioner of Administrative Services: Budget Development & Financial Analysis, Budget Execution & Financial Reporting, Fiscal Grants Management, and Reimbursement & Cost Accounting.

The Office of the Financial Management Services (FMS)

The Office of Financial Management Services supports the mission of the Department of Behavioral Health and Developmental Services to successfully meet the operational needs and to implement the agency's vision of services and supports that promote self-determination, empowerment, recovery, resilience, health, inclusion, and participation in all aspects of community life, including work, school, family, and other meaningful relationships for individuals receiving services. The office is led by the CFO who provides direct leadership for and management of the following offices:

- **Budget Development and Financial Analysis**
The Office of Budget Development and Financial Analysis provides for future operational planning and design of DBHDS programs and initiatives through the Budget Development and Legislative Session processes to create operating and program plans for execution. This includes budget resource gap analysis and budget requests; fiscal cost estimates of executive and legislative initiatives (fiscal impact statements); fiscal overview and budget presentations; and program and facility support on budget issues. Additionally, the office establishes a quarterly financial update and resource gap analysis with DBHDS deputies, develops an informed budget development process integrating Commissioner priorities with program resource requirements, and responds to all executive requests for information within prescribed timelines.
- **Budget Execution and Financial Reporting**
The Budget Execution and Financial Reporting office serves as the DBHDS department-wide controllership function. The office manages facility and central office appropriations transfer process, including monthly monitoring and analysis to guide decisions. Additionally, the office provides routine consolidated financial reporting to DBHDS management at all levels. The office manages the operation of the Central

Office budget by performing appropriate processing of budget transactions and providing support to CO staff.

- **Fiscal Services and Grants Management**

The office of Fiscal Services and Grants Management (FSGM) provides customer service to internal staff, CSBs, and other end-users regarding the processing of payments and payroll, management and administration of federal grants, development and tracking of CSB budgets, and reconciliation of the department's accounts and assets. FSGM is the Central Office's processor of payments including payroll and is responsible for the reconciliation and payment of funds from the Grants to Localities Budget. Additionally, FSGM manages and administers federal grants, approves and processes travel vouchers, monitors contract expenditures, and tracks agency assets.

- **Reimbursement and Cost Accounting**

The Office of Reimbursement and Cost Accounting collects on behalf of facilities revenues resulting from charges/costs for individuals receiving services within our facilities. The office bills Medicaid, Medicare, and private insurance. Additionally the office provides forecasting capability to identify anticipated or projected revenues current and future. The Cost Accounting division ensures that costs are accurate and properly categorized in order to maximize reimbursement for services rendered to the individuals in the facilities. The office accurately calculates the cost to provide services to individuals at each DBHDS facility and each level of care. Finally, the office analyzes and compares cost variations across facilities to identify issues and potential efficiency measures.

The Office of Enterprise Management Services

The Office of Enterprise Management Services (OEMS) is a portfolio of programs that are critical to current and ongoing agency success and have a cross-divisional, cross-discipline, and cross-agency scope and impact. The OEMS portfolio currently consists of three programs:

- **CSB Performance Management Services:** Manages the Performance Contract that governs Community Services Board programs, funding, services, and outcomes. Facilitates effective and efficient interface between internal agency components critical to programmatic success as well as between the agency and external stakeholders with regard to CSB performance and outcomes.
- **Emergency Management Services:** Ensures the DBHDS can carry out its essential functions on Virginia's worst day. Provides leadership for and coordination of disaster preparedness and response efforts across the 12 DBHDS-operated healthcare facilities, the 40 Community Services Boards and the agencies of Virginia's Health and Human Resources secretariat.
- **Strategic Management Services:** Supports the agency's senior leadership team in the process, documentation, and management of strategic planning and execution by facilitating SLT engagement with the strategic planning process and developing the tools, processes, resources, and mechanisms required to achieve strategic goals.

Human Resources Development and Management (OHRDM)

The Division of Human Resources Development and Management (OHRDM) serves as a strategic business partner in recruiting and retaining a high performance workforce, maximizing the value of human capital and aligning it with the Department's mission, values, goals, strategies and the needs of all stakeholders of the behavioral health and developmental disabilities services system. OHRDM provides comprehensive human resource leadership to Central Office and 12 facilities comprising approximately 6,300 employees statewide. In addition, OHRDM provides consultation and guidance to a service system of 40 locally run community service boards and over 1000 private providers. Primary functions include three units: Facility Operations, Central Office Human Resources, and the Background Investigation Unit. The Chief Human Resource Officer is responsible for the overall leadership of the HR team, program and policy development and guidance, legal compliance, strategic and operational planning, and workforce development/succession planning.

- **Procurement and Administrative Services**

The mission of Procurement and Administrative Services (PAS) office is to direct the procurement and contracting activities with third parties, and all agreements between the Department and other state entities. PAS utilizes Code of Virginia, DGS Agency Purchasing and Surplus Property Manual, VITA Buy IT Manual and Agency Policies to deliver high-quality goods and services at reasonable cost. The office also manages the assignment of office space, parking spaces, pool vehicles, vehicle rentals, building access, Statement of Economic Interest filing, and badging for the Central Office.

- **Office of Information and Technology (IT)**

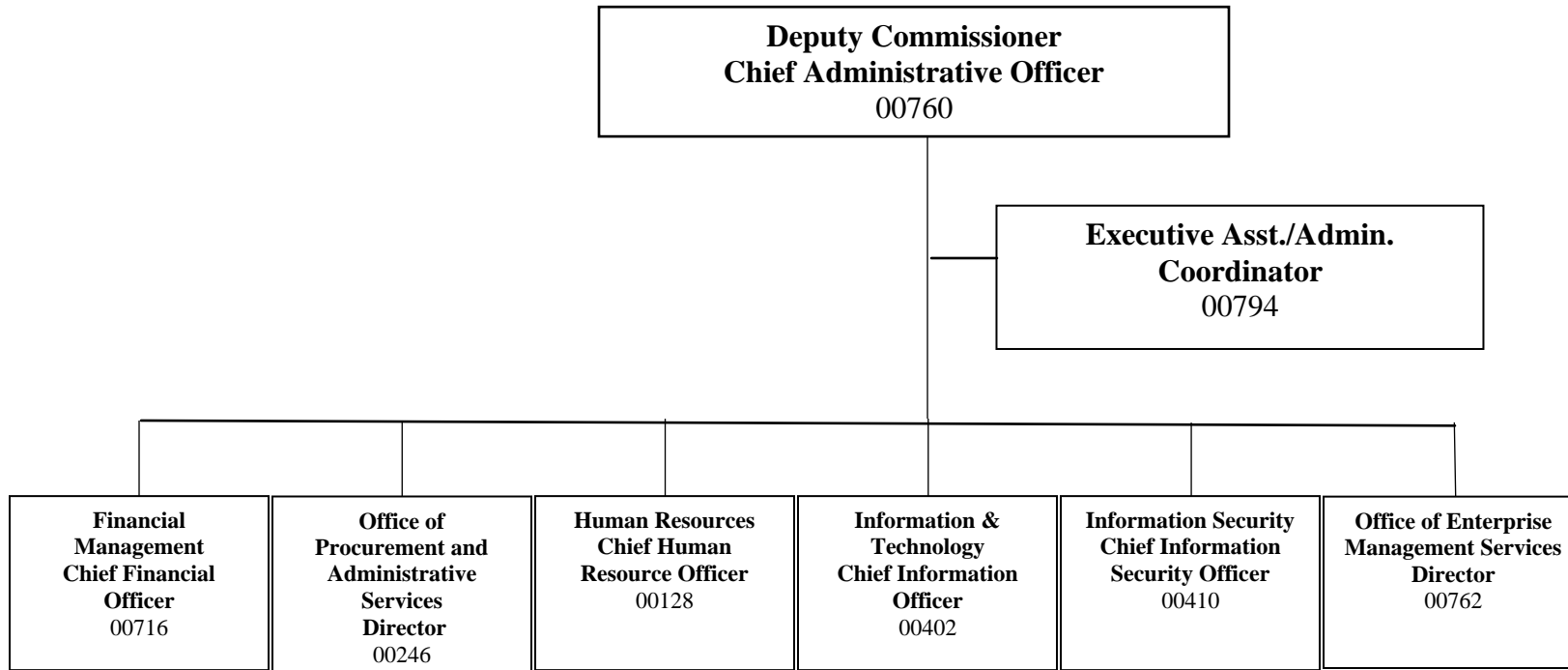
The Office of Information and Technology provides and supports technical solutions and tools to DBHDS employees to assist them in achieving program and business goals. The office specifies, implements, and delivers technology tools including communication, hardware, software, and data management systems that facilitate monitoring, measuring, and reporting on delivery and outcomes of all programs managed by DBHDS staff. The office has four primary functions: Production Support, IT Project Management, Business Solutions Development, and Data Analytics.

- **Office of Information Security**

The Office of Information Security is responsible for managing and ensuring an efficient and effective information security program that provides for the protection of the Agency's information assets. This includes managing and directing the agency's overall information security policies and procedures, resolving applications and network security issues; supervising staff who will assist and/or carry out relevant information security system functions such as protecting, detecting and correcting controls for IT systems, disseminating relevant security information to staff and partners, administering security-related training, and conducting security investigations. The office is headed by the Chief Information Security Officer who maintains a direct line of communication to the DBHDS Commissioner.

The Virginia Department of Community Behavioral Health Services Organizational Structure

Administration and Finance



Key:
 Administrative: Adm
 Coordinator: Coord
 Information: Info
 Services: Svcs
 Assistant: Asst.
 Financial: Fin
 Management: Mgmt

Division of Compliance, Risk Management, and Audit Services

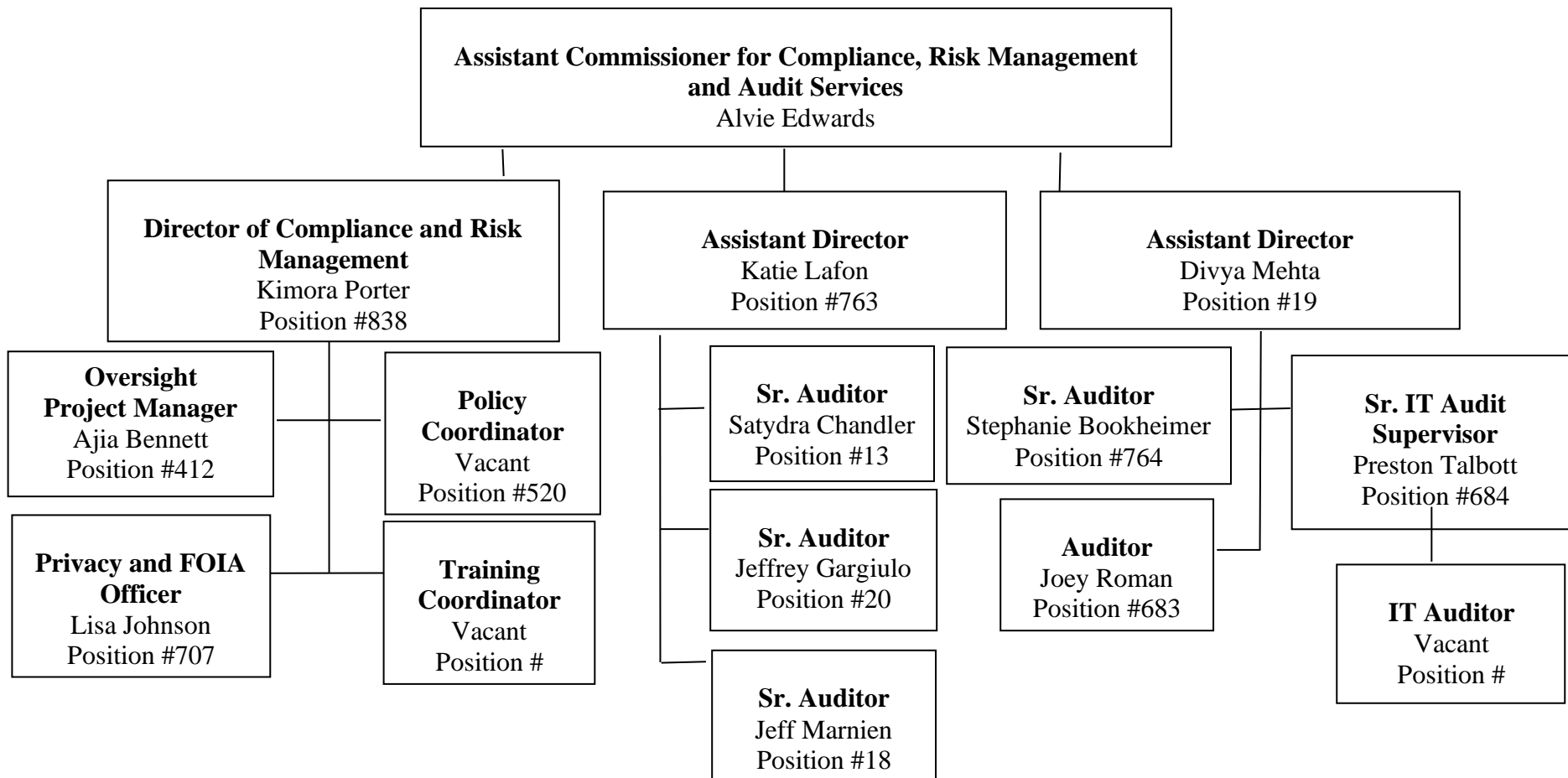
The Division of Compliance, Risk Management, and Audit Services reports to the Commissioner of DBHDS. This division assists the Commissioner and all levels of management achieve the agency's mission and objectives by providing independent analyses, appraisals, counsel, recommendations, and information concerning agency operations. Its efforts are primarily preventive in nature, and the focus is to provide accurate, reliable, and cost-effective information and solutions to mitigate program and administrative risks. Responsibilities include:

- Conduct central office, facility and Community Service Board performance audits including the evaluation of programmatic performance, review of controls over fiscal and administrative activities, and test compliance with policies and procedures and federal and state regulatory requirements
- Conduct information system security audits as required by the Commonwealth Security Standards for all sensitive systems utilized by DBHDS
- Perform special projects and investigations at the request of management
- Investigate Fraud, Waste, and Abuse Hotline allegations as directed by OSIG as well as internally communicated allegations
- Coordinate external audits, inspections, and behavioral health complaint investigations with the Auditor of Public Accounts and Office of the State Inspector General
- Monitor and report on the agency's Corrective Action Plan progress on a quarterly basis

The DBHDS Compliance and Risk Management team provides oversight and advances compliance and risk management initiatives with DBHDS facilities related to agency policy and procedure requirements, external regulatory requirements, and Joint Commission (JC) and Centers for Medicare and Medicaid Services (CMS) accreditation standards. The Compliance and Risk Management program is responsible for coordinating related efforts for oversight activities, policy management, and training curriculum initiatives with DBHDS facilities and related Central Office functions. This program also works with third party oversight and stakeholder groups, conducts related investigations, and completes other special projects on behalf of agency leadership.

The Virginia Department of Community Behavioral Health Services Organizational Structure

Compliance, Risk Management, and Audit Services



Division of Diversity, Equity, and Inclusion

The Division of Diversity, Equity and Inclusion (DEI) reports to the Commissioner of DBHDS. The Division of Diversity, Equity and Inclusion was established in November 2020 at DBHDS. The focus of the division is to ensure equitable access and inclusive care in public health, prevention, treatment and delivery of recovery services for the unique needs of all residents of the Commonwealth of Virginia. The Chief Diversity Equity Inclusion Officer is responsible for establishing the overall strategic planning for the division, overseeing adherence of code-mandated regulations and policies, as well as cultivating a robust DBHDS workforce culture that supports DEI best practices and health equity principles to enhance public service delivery.