



Behavioral Health & Developmental Services System Transformation Initiative

November 2014

DBHDS Vision: A life of possibilities for all Virginians

Debra Ferguson, Ph.D.
Commissioner

Virginia Department of Behavioral Health & Developmental Services

Background

The Commonwealth of Virginia and the Department of Behavioral Health & Developmental Services (DBHDS) are facing unprecedented challenges with developmental disabilities, substance-use disorders, and mental health services systems. The systems are, understandably, under tremendous scrutiny as a result of system challenges and a series of tragic events. The pressures on our system are multi-pronged:

- DBHDS is implementing the Department of Justice Settlement Agreement for developmental disability services, and downsizing the number of training centers.
- Virginia is facing a major opioid epidemic that has ravaged communities and highlighted need for increased emphasis on substance abuse and addiction recovery services.
- In addition, the adequacy and effectiveness of the emergency services system is under close examination.

DBHDS confronts these issues at a time when the Commonwealth faces major budget challenges and the need for increased funding and strategic investments in services is critically important. However, the attention that has been focused on our system presents a unique opportunity to transform and improve the system for the benefit of those we serve.

DBHDS Commissioner Ferguson initiated a transformation process that includes a comprehensive review of the state behavioral health and developmental services system. This effort will focus on access, quality, stewardship of resources, and accountability. This transformation process is grounded in the principles of recovery, resiliency, self-determination, and wellness for everyone we serve. The ultimate goal is to become a model system and to achieve DBHDS' vision of "A life of possibility for all Virginians".

The Transformation Teams*

To begin this transformation period, the Commissioner has convened four initial transformation teams and a transformation team stakeholder group.

The initial areas of focus are:

- Adult behavioral health services;
- Adult developmental services;
- Child and adolescent behavioral health services; and
- Services to individuals who are justice-involved.

Composition:

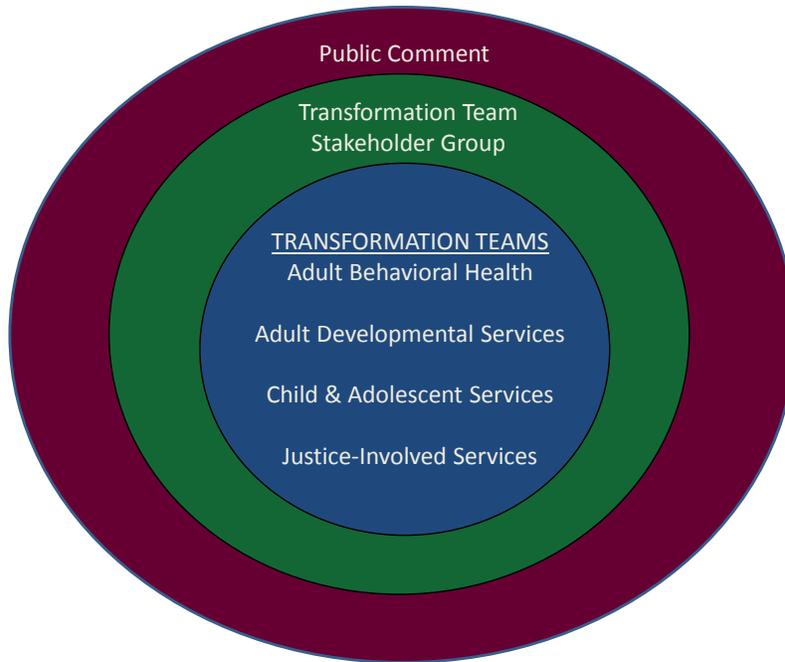
- Each team consists of approximately 15 members, including two co-chairs;
- The co-chairs are represented by a member of DBHDS' staff and a person or family member with lived experience; and
- All teams are comprised of providers, advocates, persons with lived experience, family members, and staff from other relevant state agencies.

The Transformation Process

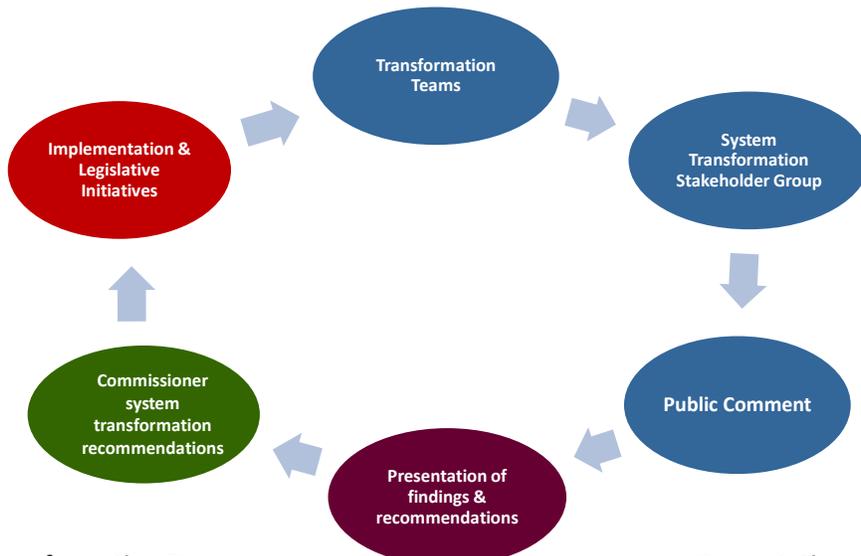
- Each of the transformation teams will analyze our behavioral health and developmental disabilities services system and develop strategic proposals for services, delivery and infrastructure.
- The stakeholder group will serve as a review and consultation group for transformation teams. The stakeholders will provide input on team proposals and offer recommendations and refinements.
- A public comment period will consist of three statewide town-hall style meetings. DBHDS will also post the latest transformation team updates on the DBHDS website. This will afford the public the opportunity to review the proposals developed by the Teams and provide feedback in person and/or via email.
- The Commissioner will finalize recommendations and present them to legislative committees, task forces (as appropriate) and the State Board of Behavioral Health & Developmental Services.

* See Appendices A and B for a list of transformation team members and transformation stakeholder group members.

SYSTEM TRANSFORMATION STRUCTURE



SYSTEM TRANSFORMATION PROCESS



Transformation Teams:
 Adult Behavioral Health
 Adult Developmental Services
 Child & Adolescent Services
 Justice-involved Services

Town Halls:
 Virginia Beach
 Roanoke
 Alexandria

Presentations:
 Governor’s Task Force
 Joint Commission on
 Healthcare
 SJ47 Subcommittee

Initial Questions for Transformation Teams

Each team was provided with three initial questions. The groups will have six months to complete their review and provide recommendations to the Commissioner. Once the recommendations have been made, each team will receive an additional three questions, and begin the process again.

Adult Behavioral Health

1. What should core and mandated services be and should they be limited to, or broader than serious mental illness?
2. How can Virginia ensure that co-occurring disorders are best treated? (consider integration of physical and behavioral health)
3. How can Virginia maximize access and how can quality and accountability be best assured?

Adult Developmental Services

1. What core and mandated services should be provided, and how can we best assure quality and accountability in delivery? (consider use of natural supports and performance measurement)
2. How can the system maximize access to services and supports for people with developmental disabilities, and eliminate the waiting list?
3. Should case management be required for everyone?

Child & Adolescent Behavioral Health Services

1. How should Virginia promote early intervention and prevention? (consider the role of schools, screening, transition age youth and substance abuse)
2. What are the core and mandated services and how can quality and accountability be best assured in delivery?
3. How should the system of care principles be operationalized to help children and families and how can Virginia address system fragmentation?

Justice-Involved Services

1. What are the behavioral health and developmental services needs of incarcerated persons and what best practices should be adopted to provide for mental health and substance abuse needs?
2. What is the role of community service boards, providers, and the state hospital in delivering services to incarcerated persons?
3. How should persons with behavioral health and developmental disabilities be diverted from the criminal/juvenile justice system and how can the system best support their re-entry to services?

Appendix A: Transformation Team Membership

Adult Behavioral Health Services

Mike O'Connor*, *DBHDS Consultant*
Becky Sterling*, *Middle Peninsula-Northern Neck CSB*
Cheryl DeHaven, *Magellan Behavioral Health Services*
Mira Signer, *NAMI Virginia*
Ingrid Barber, *Alleghany Highlands CSB*
Sandy O'Dell, *PD1 Behavioral Health Services CSB*
Karen Kimsey, *Dept. of Medical Assistance Services*
Joey Trapani, *Poplar Springs Hospital*
Betty Long, *Virginia Hospital & Healthcare Assn.*
Jan Brown, *Substance Abuse & Addiction Recovery Alliance*
Frank Gallagher, *Sentara Behavioral Health Services*
Kaye Fair, *Fairfax CSB Emergency Services*
Laura Totty, *Henrico Area Mental Health & Developmental Services*
Lynda Hyatt, *Gateway Homes*
Charlene Edwards, *Richmond Behavioral Health Authority*

DBHDS Staff:

Daniel Herr, Asst. Commissioner, Behavioral Health
Steve Herrick, Director, Piedmont Geriatric Hospital
Jim Martinez, Dir., Office of Mental Health Services
Mellie Randall, Dir., Office of Substance Abuse Services
Priscilla Scherger, Dir., Quality Management, ESH

Adult Developmental Services

Heather Norton*, *DBHDS*
Katherine Olson*, *The Arc of Virginia*
Debbie Burcham, *Chesterfield CSB*
Lisa Moore, *Mt. Rogers CSB*
Phil Caldwell, *Alexandria CSB*
Tonya Fowler, *The Arc of Southside*
Bob Gettings, *former NASDDDS Director*
Susan Rudolph, *The Arc of Greater Prince William/INSIGHT*
Tom Laidlaw, *St. Mary's Home*
Maureen Hollowell, *Endependence Center, Inc.*
Ann Bevan, *Dept. of Medical Assistance Services*
Karen Tefelski, *vaACCSES*
Matthew Shapiro, *Self-advocate*
Freddie Simons, *Hampton- Newport News CSB*

DBHDS Staff:

Connie Cochran, Asst. Commissioner Div. of Developmental Services
Cindy Gwinn, Community Resources Manager
Dee Keenan, Acting Assistant Commissioner, Quality Management and Development
Eric Leabough, Housing Specialist
Beverly Rollins, DOJ Settlement Consultant
Dawn Traver, Community Resource Manager

*Denotes Co-Chairs

Child & Adolescent Behavioral Health Services

Janet Lung*, *DBHDS*
Stephany Melton Hardison*, *NAMI Virginia*
Margaret Nimmo Crowe, *Voices for Virginia's Children*
Susan Clare, *CSA Office of Comprehensive Services*
Greg Peters, *United Methodist Family Services*
Allison Jackson, Ph.D., *Family Preservation Services*
Jim Thornton, *Virginia Beach Dept. of Human Services*
Sandy Bryant, *Horizon Behavioral Health*
Carl Ayers, *Dept. of Social Services*
Ralph Thomas, *Dept. of Juvenile Justice*
Maribel Saimre, *Dept. of Education*
Bela Sood, M.D. *Virginia Treatment Center for Children*
David Coe, *Colonial Behavioral Health*
Kathleen Barrett, *St. Joseph's Villa*
Lori Gates-Addison, *Cumberland Mountain CSB*

DBHDS staff:

Jeff Aaron, Ph.D., Director Commonwealth Center for Children & Adolescents
Catherine Hancock, Part C Administrator
Katharine Hunter, Child & Adolescent Family Program Specialist
Malcolm King, Child & Adolescent Family Program Specialist
Ben Skowysz, LCSW, CSOTP Juvenile Forensic Evaluator

Justice-Involved Services

Michael Schaefer, Ph.D.*, *DBHDS*
David Rockwell*, *Henrico Area Mental Health & Developmental Services CIT*
The Hon. Gabe Morgan, Sheriff, *City of Newport News*
Evan Nelson, *Forensic Psychology Associates, P.C.*
David Keenan, Ed. D, *LCP Forensic Evaluator, private practice*
Varun Choudhary, M.D., *Magellan Behavioral Health of VA*
Kelly Walker, *Blue Ridge CIT/Waynesboro Police Dept.*
Gerald Wistein, *Region Ten CSB*
Kathy Tolton-Sendall, *Family Member*
Moriah Tolton, *Self-Advocate*
Angela Valentine, *Dept. of Juvenile Justice*
The Hon. Charles E. Poston, Judge (Retired), *Norfolk Circuit Court*
Leslie Weisman, *Arlington CSB Supervisor*
Angela Torres, *Region IV Jail Team Program*
Louis Fox, *Henrico Court Evaluation Unit*

DBHDS Staff:

Jack Barber, M.D., Medical Director
Gary Pelton, Psychology Manager, CCCA
Kathleen Sadler, Forensic Mental Health Consultant
Rebecca Vauter, Psy.D., Clinical Director of Eastern State Hospital

Appendix B: Transformation Stakeholder Group Members

Cheryl Al-Mateen, M.D., *Virginia Treatment Center for Children*
Janet Areson, *Virginia Municipal League*
Doug Bevelacqua, *Former Inspector General for Behavioral Health Services*
Vince Burgess, *Veterans Services*
Mark Camporini, *Family Member*
Alyce Dantzler, *EHS Support Services*
Jennifer Fidura, *Virginia Network of Private Providers*
Jennifer Faison, *Virginia Association of Community Services Boards*
Karen Grizzard, *Family Member*
Connie Holland, *Self-Advocate/Peer*
Terry Jenkins, Ph.D., *Public Administration Professor at ODU, Former Director of Human Services for Virginia Beach*
Pam Kestner, *Office of the Secretary of Health and Human Resources*
Heidi Lawyer, *Virginia Board for People with Disabilities*
Jamie Liban, *The Arc of Virginia*
Colleen Miller, *disAbility Law Center of Virginia*
Bill Phipps, *Magellan Behavioral Health of Virginia*
Joel Silverman, M.D. *Virginia Commonwealth University*
Ted Stryker, *Centra Mental Health Services*
Rhonda Van Lowe, *Family Member*

Appendix C: Additional Policy & Fiscal Support Provided by DBHDS Staff

Kathy Drumwright, *Chief Deputy Commissioner*

Don Darr, *Assistant Commissioner for Finance and Administration*
Andrew Diefenthaler, *Director, Budget Develop. & Analysis*
Ken Gunn, *Director, Office of Budget and Financial Reporting*
Cherice Jackson, *Financial Database Analyst*
Nathan Miles, *Budget & Financial Analyst*

Meghan McGuire, *Assistant Commissioner for Policy & Public Affairs*
Will Frank, *Director of Legislative Affairs*
Holly Mortlock, *Director of Policy*
Maria Reppas, *Director of Communications*

*For questions, please contact Holly Mortlock, Director of Policy, DBHDS
804-887-7397 or holly.mortlock@dbhds.virginia.gov*