



Virginia Department of  
Behavioral Health &  
Developmental Services

# **DBHDS Annual Organizational Report (Item 320.Y)**

**Friday, October 9, 2020**

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*DBHDS Vision: A Life of Possibilities for All Virginians*

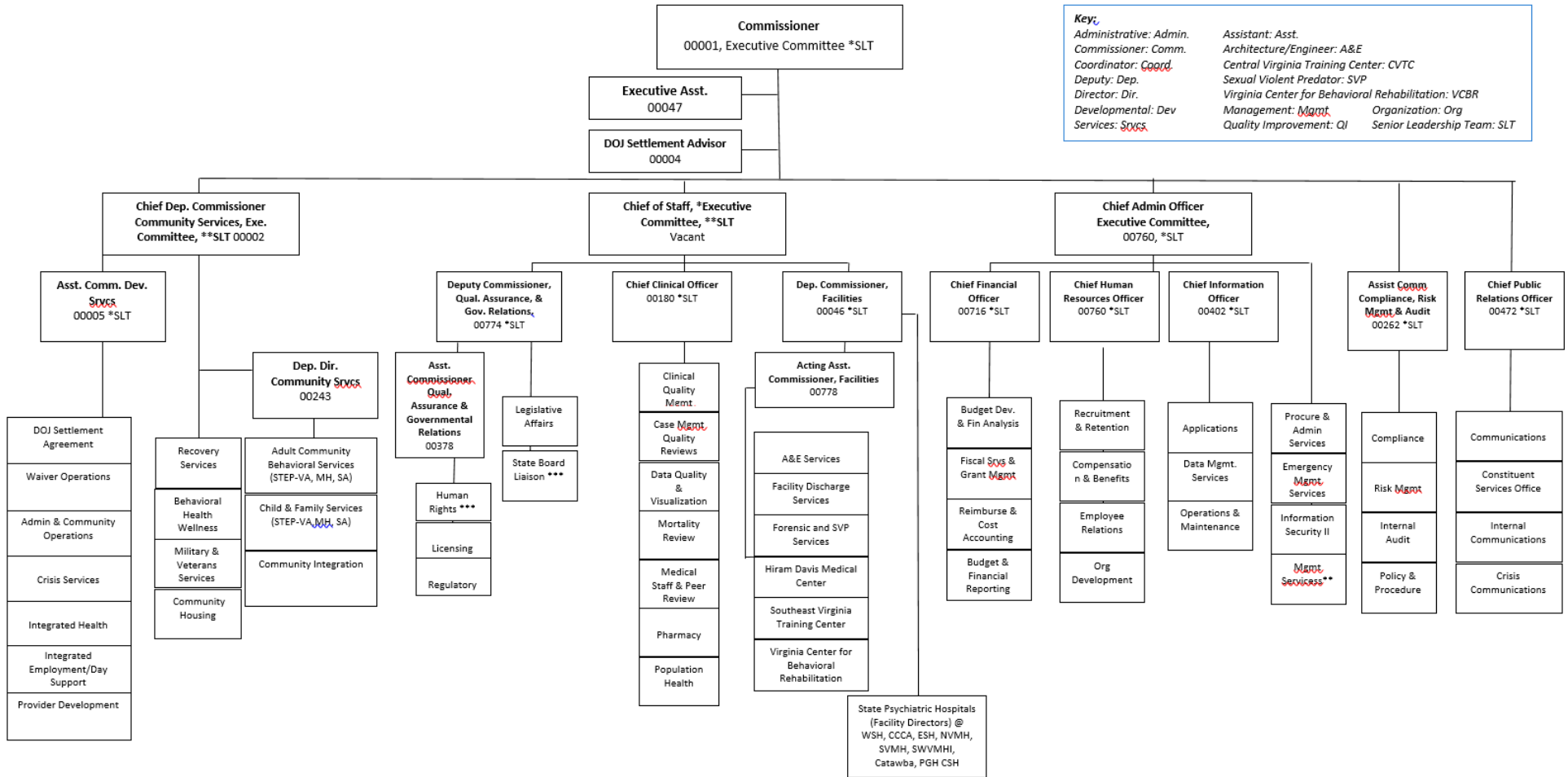
## **Preface**

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, 2020. 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.*

The report provides information by each division along with the unite 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**

In June of 2020 the Department of Behavioral Health and Developmental Services (DBHDS) reorganized the leadership and reporting structure in Central Office to improve efficiency. The following are the areas where these efforts are concentrated:

- **Division of Community Services**

The bulk of the effort in this reorganization is concentrated in the behavioral health and developmental services divisions in order to ensure the leveraging of skills, resources and talents of these program areas to better support and coordinate their work for all Virginians, regardless of disability. As DBHDS increasingly seeks to support and guide providers and funders to focus on people's needs and not solely on their disabilities, so too should DBHDS's organization model this approach and work to develop a system that is based on that ideal. All of the offices currently in these divisions will remain the same, but they will be combined to form one cross-disability division called the Division of Community Services. The Chief Deputy Commissioner for Community Services heads this new division. In addition, the Deputy Commissioner for Developmental Services position was abolished and the Assistant Commissioner for Developmental Services was moved under the Chief Deputy. Another addition to this division from the Facility Services Division: the Office of Community Integration is now a part of the Community Services division. This office includes emergency services, alternative transportation, and other program services. Facility discharge services, however, remains in the Facility Services Division.

- **Compliance, Risk Management & Audit**

In order to continue to build out our ability to monitor and mitigate risk among DBHDS facilities and community services boards, a new Director position has been approved to ensure the policies, procedures, and plans are in place to effectively carry out the responsibilities of this expanded area. The Assistant Commissioner for Compliance, Risk Management & Audit will lead this effort

- **Facility Services Division**

Through the recent reorganization, the Assistant Commissioner for Forensic Services position was abolished and the role of the Assistant Commissioner for Facilities was adjusted. This position will oversee Forensic Services, Architecture & Engineering, Central State, HDMC, and VCBR. To provide specialized expertise for this expanded role, there will be a Director for Forensic Services who will have direct responsibility for forensic services and the SVP program.

Other areas of adjustment through the recent re-organization include:

- **DOJ Settlement Agreement Advisor**

Given the intense focus on coming into compliance with the settlement agreement, the Settlement Agreement Advisor now reports directly to the Commissioner. This position will continue to coordinate with the many offices involved in this work.

- **Title Changes**

There are several title changes to provide more consistency across leadership and better define scope of work. Those include Deputy Commissioner for Quality Assurance & Government Relations (formerly Deputy Commissioner for Compliance, Regulatory, and Legislative Affairs) and correspondingly Assistant Commissioner for Quality Assurance & Government Relations; Chief Human Resources Officer (formerly Human Resources Director) and Chief Public Relations Officer (formerly Deputy Commissioner for External Affairs). These roles have not changed.

- **Chief of Staff**

This position remains vacant, but once filled will be charged with ensuring communication and coordination of effort across divisions.

- **Executive Committee**

On a weekly basis, an executive committee will meet to discuss large-scale issues within the agency. This team will be comprised of the Commissioner, Chief Deputy Commissioner for Community Services, Chief Administrative Officer, and the Chief of Staff once the position is filled.

- **Senior Leadership Team**

More voices have been included on the senior leadership team to ensure we have additional critical information to guide decision-making for the agency. The Senior Leadership Team includes: the Commissioner, Chief Deputy Commissioner for Community Services, Chief Administrative Officer, Deputy Commissioner for Facilities, Deputy Commissioner for Quality Assurance & Government Relations, Chief Clinical Officer, Chief Financial Officer, Chief Information Officer, Chief Human Resources Officer, Chief Public Relations Officer, Assistant Commissioner for Compliance, Risk Management & Audit, Assistant Commissioner for Developmental Services, and, once the position is filled, the Chief of Staff.

## **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 Land in June of 2020. The divisions that previously were called 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 (prior to the June 2020 reorganization this position was called Chief Deputy Commissioner for Community Behavioral Health). 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. Note that as part of the creation of the new Division of Community Services and 2020 agency reorganization, the Deputy Commissioner for Developmental Services position was abolished.

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.

- **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). 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).

- **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.

- **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.

- **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. Office of Community Housing oversees federal and state funding for housing and housing supports, as well as interagency initiatives related to housing across Virginia.

- **Office of Community Integration (previously under the Facility Division prior to June 2020 reorganization)**

Prior to the 2020 reorganization, this office was located within the Facility Services Division. The majority of the office's functions/positions were transferred to the Division of Community Services in the 2020 reorganization (some aspects were retained in the Facility Division). This office supports admissions and discharges, and census management at state hospitals; discharge assistance planning funds and local inpatient purchase of service (LIPOS) funds, emergency services, residential crisis stabilization, ambulatory crisis stabilization, and alternative transportation.

- **Veteran and Military Affairs**

This full-time Program Manager position coordinates policies and projects that enhance access to community-based behavioral health services for Military Service Members, Veterans, and their families (SMVF). The Military and Veterans Affairs Manager coordinates agency partnerships with Veterans Affairs, Department of Defense, Virginia Department of Veterans Services, Virginia National Guard stakeholders, SMVF service components of STEP-VA, provides military culture and resource information to constituents and community stakeholders, and leads statewide expansion of suicide prevention efforts including the Governor's Suicide Prevention Challenge for SMVF.

- **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; and the Office of Integrated Supports and Services Data Management/Analytics and Customized Rates Review and Approval.



- **The Office of Integrated Health (OIH)-DDHSN**

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 Community Integration and Transition Supports**

This Office provides assistance with transitioning of individuals from state operated Training Centers, Nursing Facilities and Mental Health Hospitals. The Office provides post move monitoring and incident review follow-up for individuals who have moved from State Operated Facilities and Children's Community ICF's. The Office also partners with the Department of Aging and Rehabilitative Services for providing Public Guardianship support for individuals with developmental disabilities, and 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.

- **The Office of Community Support Services (CCS)**

Focuses on expanding community service options by integrating generic, technology and natural supports, and ensuring initiatives and resources across government are inclusive and/or responsive to children and adults with developmental disabilities. Major initiatives include the development and management of the REACH (Regional Education Assessment Crisis Services Habilitation) program, and development of integrated day and employment services and opportunities for youth and adults.

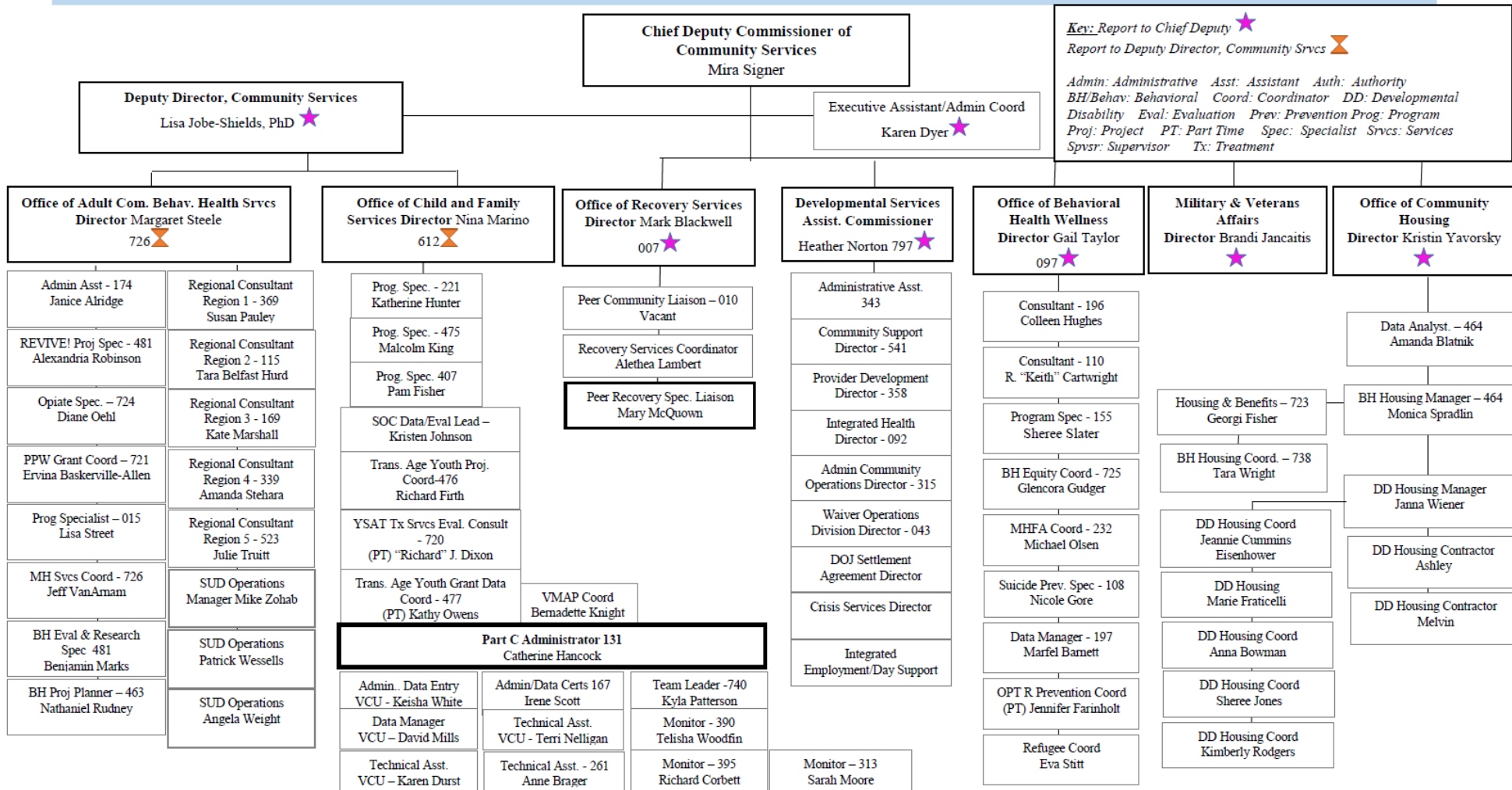
- **The Office of Provider Development**

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



## **Division of Quality Assurance and Government Relations**

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.

- **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 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.

- **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, and currently coordinates all Freedom of Information Act (FOIA) requests for DBHDS Central Office.



## **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.

- **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. In addition, the Chief Clinical Officer provides medical leadership across the agency. This role serves as the DBHDS lead for interagency collaboration with DMAS, for the Medicaid Behavioral Health Enhancement, to develop an evidence-based, trauma-informed, cost-effective, comprehensive continuum of behavioral health services for the Commonwealth.

- **Office of Clinical Quality Management**

The Office of Community Quality Management directs, mentors and strengthens the quality improvement in community-based service at a systems, provider, and individual level. This includes providing technical assistance and consultation to internal and external state partners and community-based licensed providers related to developing, implementing, and monitoring quality improvement and risk management programs. This office is also responsible for the quality review of DD Case Management Services.

The Office of Facility Quality Improvement works directly with the Division of Facilities Management directed by the Deputy Commissioner for Facilities to direct, monitor, and strengthen quality improvement in the DBDHS State Facilities and ensure the coordination and integration of quality improvement activities aimed toward the delivery of safe, high-quality care in state facilities.

- **Office of Data Quality and Visualization (DQV)**

DQV assess data quality for the agency and aids in the objective evaluation of the data, and enables programs to accurately and effectively communicate the story of the data.

DQV is responsible for the development of a Data Quality Monitoring Plan that guides the improvement of key data sources and monitors progress over time. DQV consults with business owners to provide guidance and oversight of data quality monitoring. DQV assists programs throughout the agency by working to identify, evaluate, refine and document processes that already exist in their respective areas and determine where improvements are needed.

- **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**

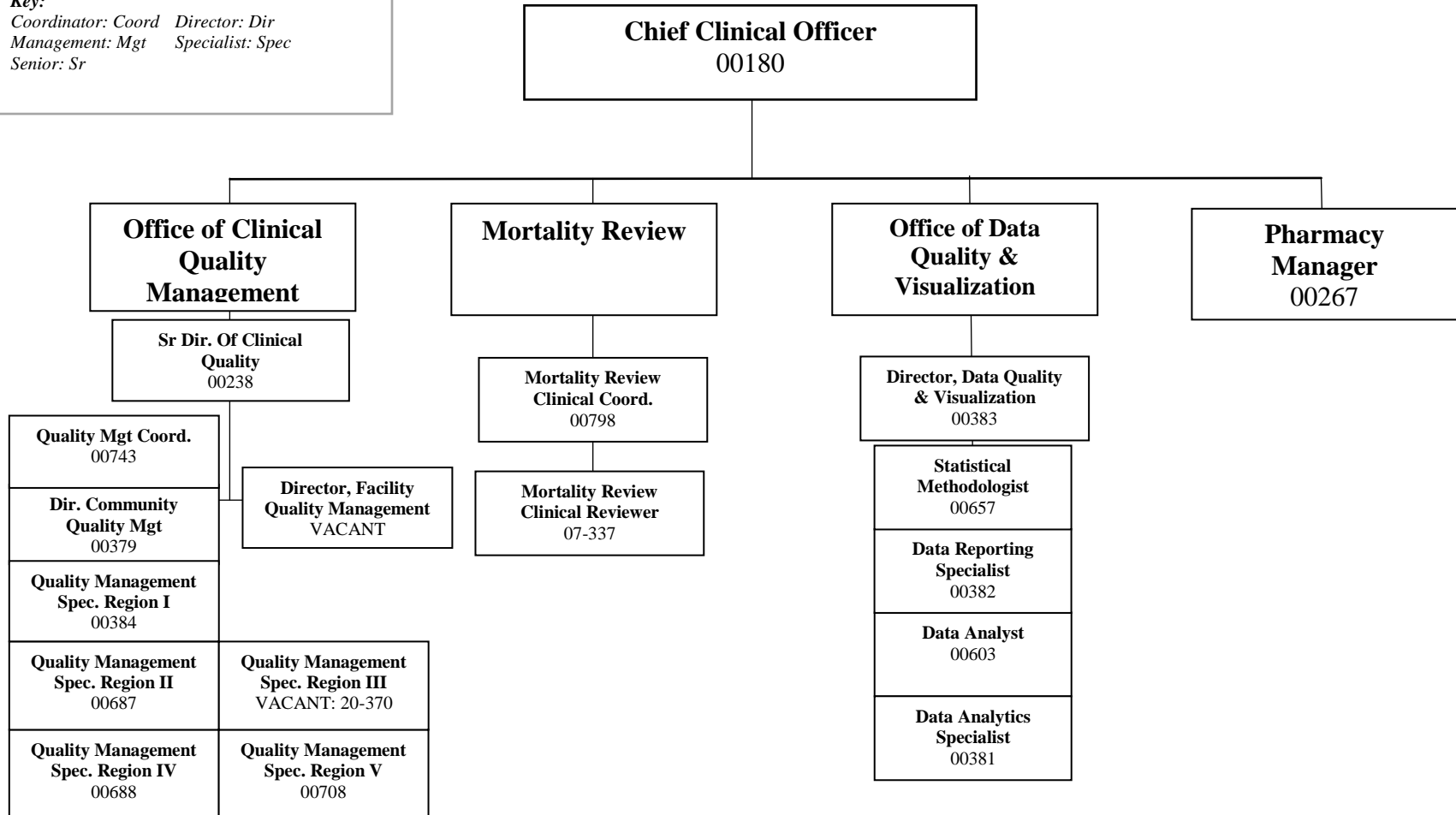
The Office of Pharmacy Services provides clinical expertise in psychopharmacology and administrative oversight to increase accountability and to improve the quality and efficiency of pharmacy services within the public mental health, developmentally disabled and substance abuse services through systematic 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.



# The Virginia Department of Behavioral Health & Developmental 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 Centers' 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 provides medical services for 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 data, agency priorities, and planning documents. Planning initiatives result in documented goals and strategies for DBHDS facilities. Facility Operations partners with the Community Integration Department to implement specialized discharge and transition planning. Additionally, the office implements procedure appropriate monitoring of plan implementation at facilities recommends plan amendments as needed.

- **The Office of Architecture and Engineering**

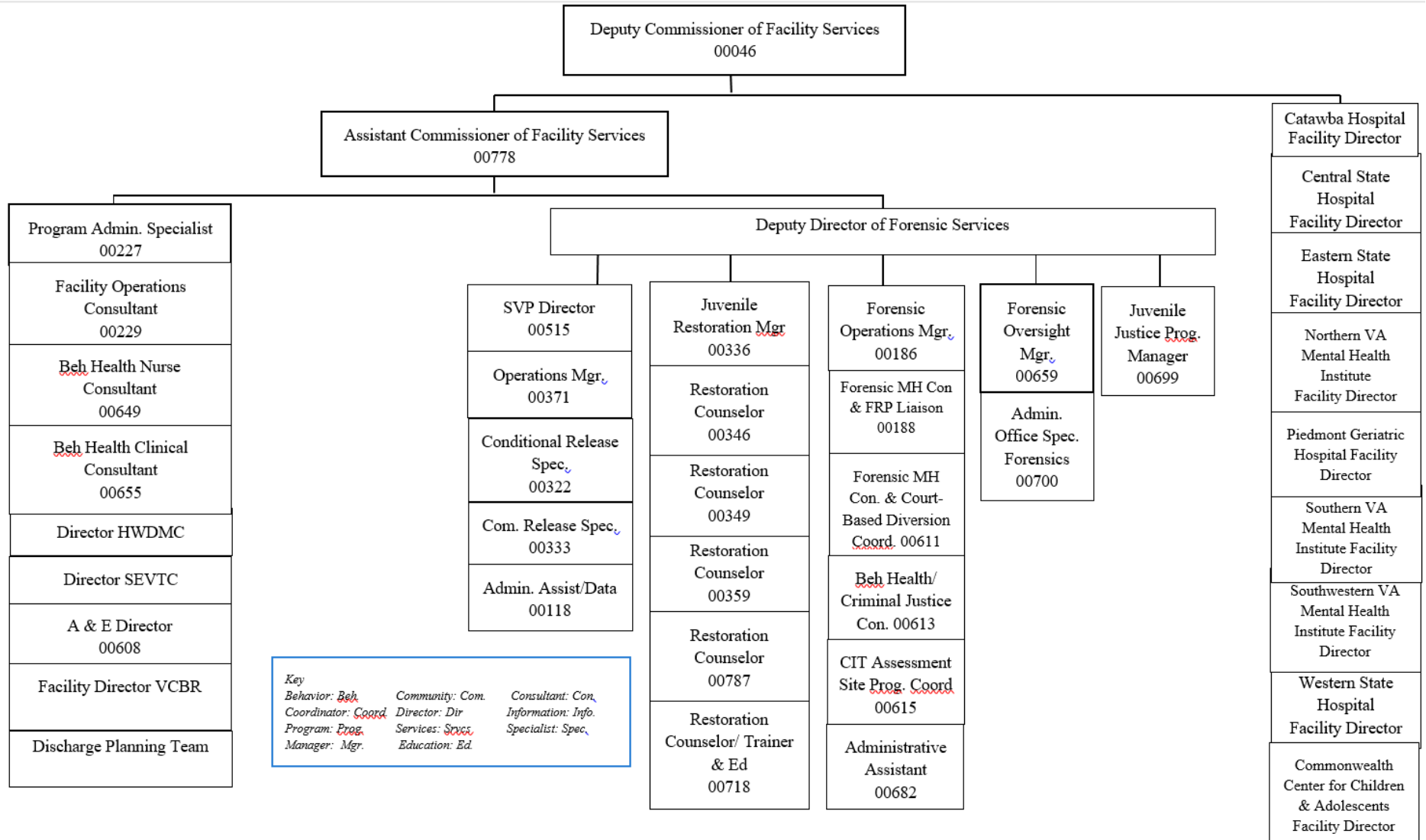
The purpose of this office is to plan, develop, and manage capital outlay programs for the Department. These services include identification of the need for capital improvements, expansions, and maintenance for existing and new facilities for the Department. The office develops plans to meet the physical 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 health 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 eleven offices. The following offices report directly to the Deputy Commissioner of Administrative Services: Financial Management, Management Services, Human Resources, Procurement and Administrative Services, Information and Technology, Information Security, and Emergency Management. 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 Management Services**

The Office of Management Services (OMS) brings together a formal team of executive support staff that will lead agency efforts as it relates to: managing the Performance Contract that governs Community Service Board programs, process improvements, change management, and project management. The office continuously manages the Performance Contract and negotiates all changes on behalf of the Agency. Additionally, OMS works with DBHDS staff to identify and implement process improvements and provides DBHDS with a focal point for governing, structuring and implementing all DBHDS change initiatives. Finally, the office provides project management for projects and initiatives that cross departments, divisions, and agencies.

- **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 a Central Office and 12 facilities comprising of 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 800 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.

- **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 headed by the CFO and 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 Process and Legislative Session to establishing 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 respond 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 with zero error rate, 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 excellent 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 administrates federal grants, approves and processes of travel vouchers, monitors contract expenditures, and tracks of 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 out year. The Cost Accounting division ensures that the costs are 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 and ensures accuracy.

- **Office of Emergency Management (OEM)**

The mission of the Emergency Management office is to ensure the DBHDS can carry out its essential functions on Virginia's worst day. The purpose of the OEM is to provide leadership and coordination of disaster preparedness and response efforts across the 13 DBHDS-operated healthcare facilities, the 40 Community Services Boards and the agencies of Virginia's Health and Human Resources secretariat. The OEM has three primary responsibilities: DBHDS facility leadership and coordination, community-based disaster behavioral health leadership, and interagency collaboration.

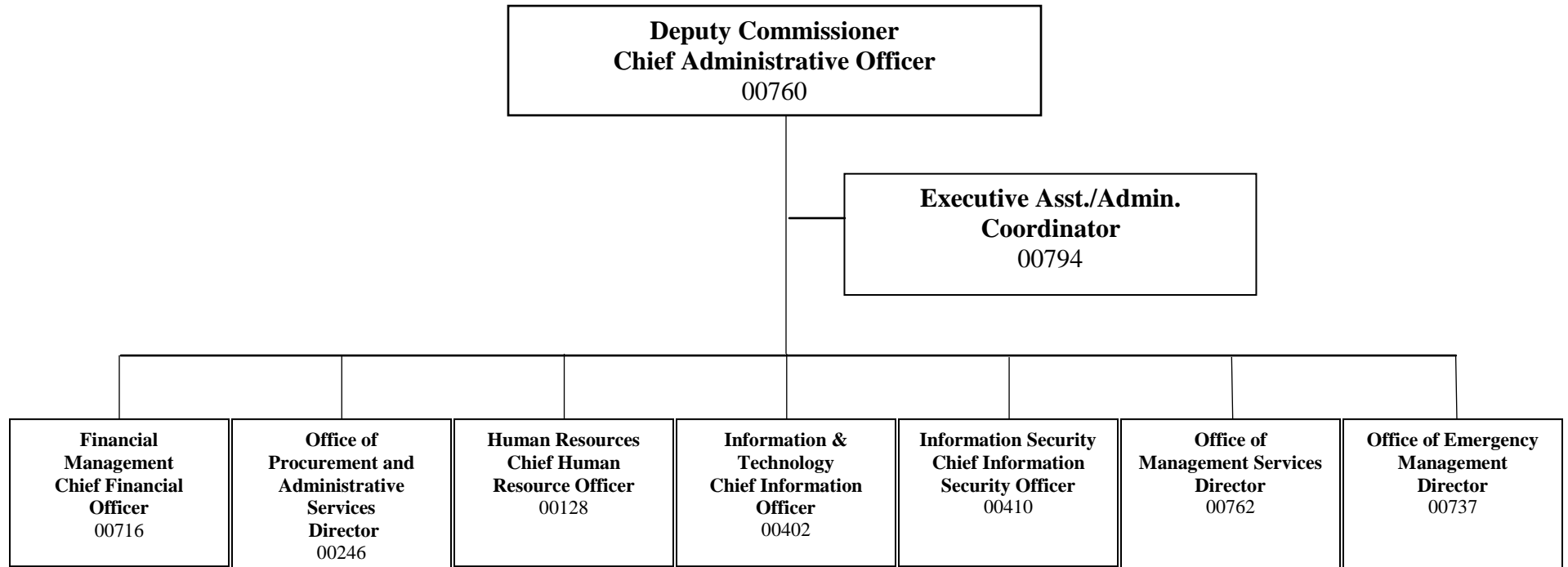
- **Office of Information Security**

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, 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**

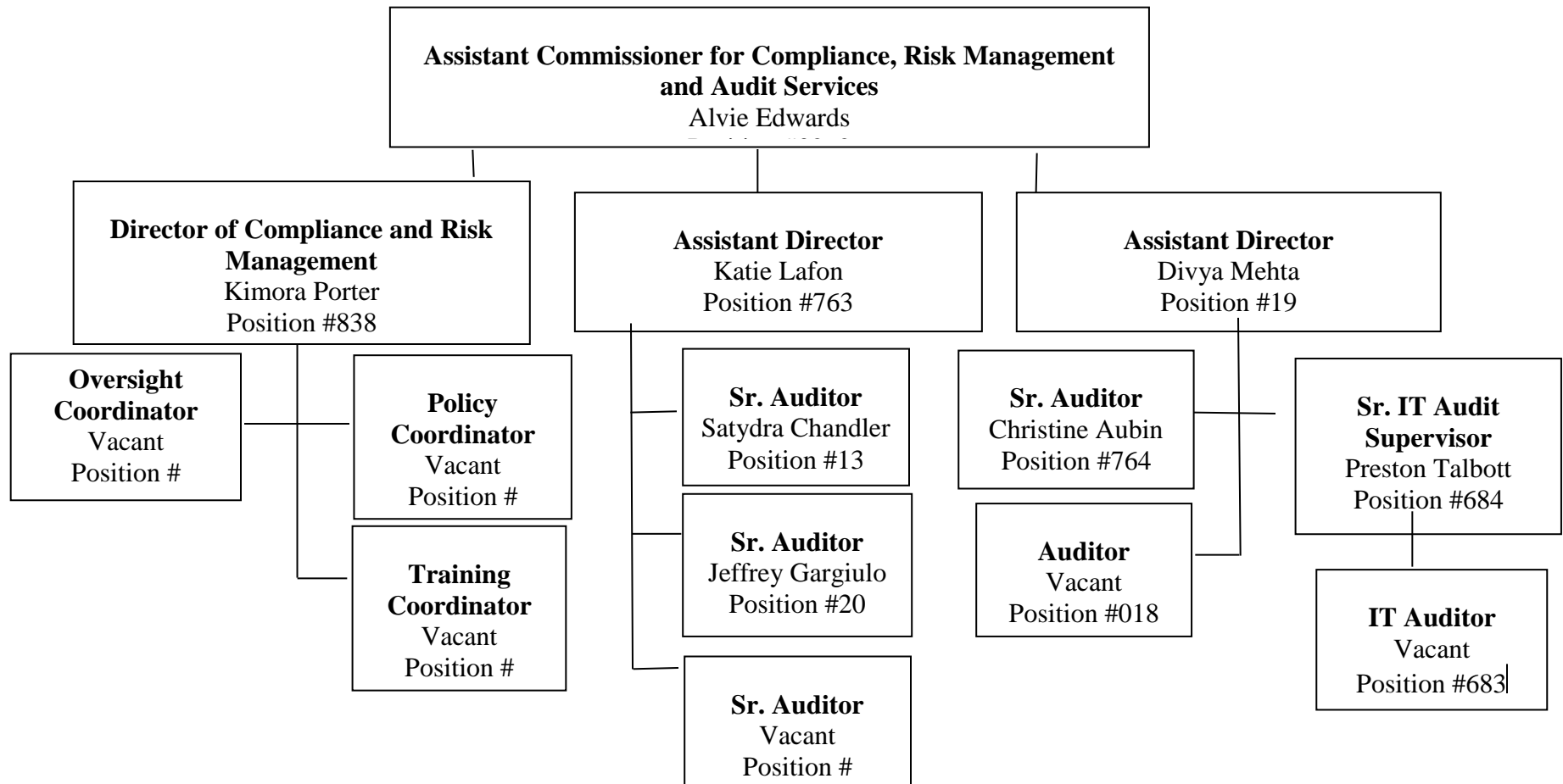
The Division of Compliance, Risk Management, and Audit Services reports to the Commissioner of DBHDS. This division assists the Commissioner and all levels of management achieve the agency's mission and objectives by providing independent analyses, appraisals, counsel, recommendations, and information concerning agency operations. Its efforts are primarily preventive in nature, and our 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 development, 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 Public 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 office are: Communications and Constituent Services.

- **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 request. 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.

- **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.

The Virginia Department of Community Behavioral Health Services Organizational Structure  
Public Relations

