



Virginia Department of Behavioral Health
and Developmental Services

DBHDS Annual Organizational Report

(Item 295 W, 2025 Session)

August 15, 2025

DBHDS Vision: A Life of Possibilities for All Virginians

1220 BANK STREET • P.O. BOX 1797 • RICHMOND, VIRGINIA 23218-1797

PHONE: (804) 786-3921 • FAX: (804) 371-6638 • WEB SITE: WWW.DBHDS.VIRGINIA.GOV

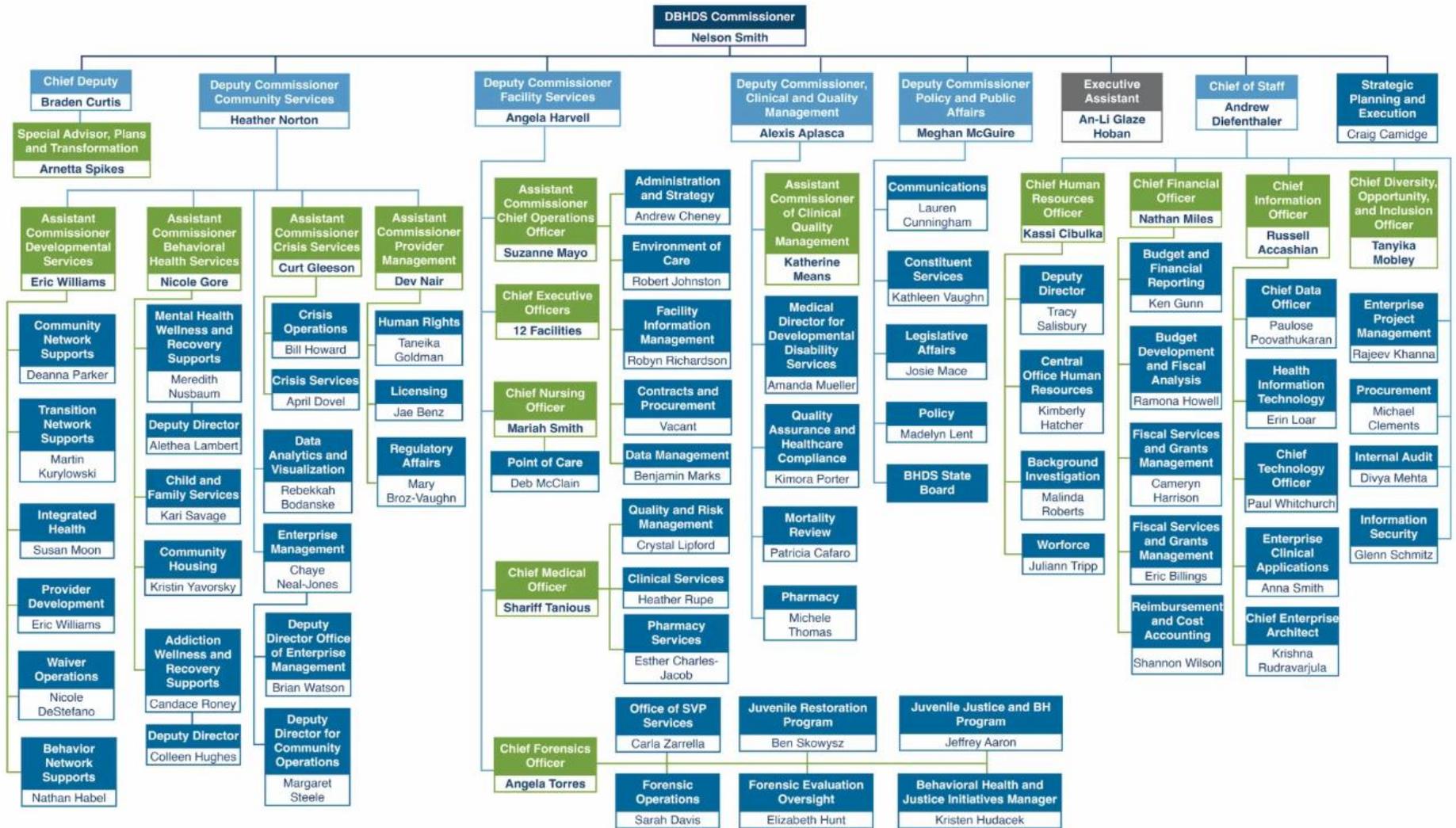
Preface

Item 295 W of the 2025 Session 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 295 W. 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.

DBHDS Organizational Chart



Summary of Organization Changes

The most notable organizational changes in FY 2025 include restructuring within Community Services and the creation of a new Strategic Planning and Execution team.

The structure of the Community Services Division was modified with the creation of the position of the Deputy Commissioner of Community Services with oversight of the divisions of Developmental Services, Behavioral Health Services, Crisis Services, Provider Management, and the Office of Enterprise Management Services. The Division of Community Behavioral Health services was reconfigured to integrate the Office of Recovery Services and Office of Prevention Services into the Office of Adult Mental Health Services and Office of Substance Use Services in order to improve communication and efficiency. The new combined offices are titled the Office of Mental Health Wellness and Recovery and the Office of Addiction Wellness and Recovery. No positions were eliminated as a result of the changes.

The Strategic Planning and Execution team reports directly to the Commissioner and works to manage the ongoing development and maintenance of the agency's strategic plan as well to drive success across all strategic planning objectives and key results. The SPE also executes high-priority, short-duration agency or administration initiatives that align with agency strategy. The SPE leverages agency data across all divisions and domains to pose, visualize, and answer critical, enterprise-level business questions related to CSB performance, departmental efficiencies, and more. The team is led by a director and is comprised of a manager, a coordinator/analyst, and an enterprise business and data analytics manager.

Chief Deputy Commissioner

This appointed position serves as the agency's second-in-command, providing executive leadership and operational oversight to advance DBHDS's strategic priorities. The Chief Deputy oversees the Director of Quality Assurance and Healthcare Compliance and leads agency efforts tied to key components of the North Star Plan and Right Help, Right Now (RHRN) initiatives. This includes oversight of Special Conservators of the Peace (SCOPs), alternative custody, and transportation strategies, ensuring these initiatives are integrated across divisions and aligned with statewide crisis transformation goals.

Office of Quality Assurance and Healthcare Compliance

The office of Quality and Healthcare Compliance is responsible for developing, managing, and evaluating the compliance program to identify key areas for monitoring and auditing to mitigate any risks of non-compliance with laws, regulations, policies, and governing authority standards.

Chief of Staff

The Chief of Staff serves as the center of gravity for operational decisions and facilitates and coordinates day-to-day work and priorities across Central Office. The Chief of Staff plays the critical role of interfacing with other divisions to remove barriers in the business and

communication flow, and to ensure that the Commissioner is informed of all major operational decisions daily.

Division of Administrative Services

The Division of Administrative Services reports to the Chief of Staff at 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 following offices report directly to the Chief of Staff: Financial Management Services, Human Resources, Procurement and Administrative Services, Information and Technology, Enterprise Project Management, Information Security, Office of DEI and Audit Services. The following four offices report to the Chief Financial Officer (CFO) 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.

Office of Financial Management Services (FMS)

The Office of Financial Management Services supports the operational needs of DBHDS 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:

Office of 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.

Office of the Comptroller

The Office of the Comptroller 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 and is responsible for the oversight of the ARMICs and sub-recipient fiscal analysis. The office manages the operation of the Central Office (CO) budget by performing appropriate processing of budget transactions and providing support to CO staff.

Office of Fiscal Services

The Office of Fiscal Services provides supports internal staff, and other end-users with the processing of payments and payroll. The office is responsible for the reconciliation of the department's accounts and assets, and the approval of travel vouchers and reimbursements. The office is also responsible for the management of the financial needs of the Opioid Abatement Authority.

Office of Grants Management

The Office of Grants Management is responsible for the administration of state and federal grants, and the development and tracking of Community Services Board (CSB) budgets. The office is responsible for the Web Grants system, all state funding award (SFA) functions, and mid-year and end-of-year financial reports required by the CSB performance contracts. The office also performs audits of subrecipients.

Office of Reimbursement and Cost Accounting

The Office of Reimbursement and Cost Accounting supports insurance billing and collection of revenues resulting from charges for individuals receiving services within DBHDS facilities. The office ensures that costs are accurate and properly categorized in order to maximize reimbursement for services rendered to individuals in DBHDS facilities. The office calculates the cost to provide services to individuals at each DBHDS facility and analyzes cost variations across facilities to identify issues and potential efficiency measures. The office also provides revenue forecasting.

Strategic Planning and Execution Team

The Strategic Planning and Execution team reports directly to the Commissioner and works to manage the ongoing development and maintenance of the agency's strategic plan as well to drive success across all strategic planning objectives and key results. The SPE also executes high-priority, short-duration agency or administration initiatives that align with agency strategy. The SPE leverages agency data across all divisions and domains to pose, visualize, and answer critical, enterprise-level business questions related to CSB performance, departmental efficiencies, and more. The team is led by a director and is comprised of a manager, a coordinator/analyst, and an enterprise business and data analytics manager.

Office 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 6,000 employees statewide. In addition, OHRDM provides consultation and guidance to a service system of 40 locally run community service boards and over 1,000 private providers. The division includes 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 and /succession planning.

Procurement and Administrative Services

The mission of Procurement and Administrative Services (PAS) office is to direct procurement and contracting activities including all agreements between the Department and other state entities. PAS operates in compliance with the 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 technology solutions and support that align with the objectives of each division of DBHDS. The technology solutions range from procured services/software to in-house built software solutions which meet/exceed desired business goals/outcomes. The office specifies, implements, and delivers technology solutions and tools which include communications/network, hardware, software, and data management systems. The broad spectrum of technology managed by the Office daily ensures that day-to-day operations run without interruption and support agency service quality. The Office is comprised of the following service areas: Production Support, Help Desk, Health Information Technology, Enterprise Architecture, FinOps, Software Development, Cloud Engineering, and Data Warehouse/Engineering/Governance/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 information security policies and procedures, resolving applications and network security issues. Responsibilities also include supervising staff who assist and/or carry out relevant information security system functions such as protecting, detecting, and correcting controls for IT systems. The office also disseminates relevant security information to agency staff and partners, administers security-related training, and conducts security investigations. The office is led by the Chief Information Security Officer who maintains a direct line of communication with the DBHDS Commissioner.

Office of Diversity, Opportunity, and Inclusion

The Office of Diversity, Opportunity (Equity) and Inclusion (ODOI) was established in November 2020 at DBHDS. The Office of DOI is committed to ensuring DBHDS has an inclusive culture at all stratified levels, reflecting the voices of communities across the Commonwealth of Virginia. The focus of the division is to ensure equitable access to the continuum of care in public health, prevention, treatment, and delivery of recovery services for the unique needs of all residents. The Chief Diversity Equity Inclusion Officer is responsible for establishing the strategic planning and adherence to code-mandated regulations and services for the ODOI, as well as cultivating an innovative workforce culture that supports best practices of mental health equity principles and excellence in public service delivery.

Office of Audit Services

The Office of Audit Services provides independent analyses, appraisals, counsel, recommendations, and information concerning agency operations. The office provides accurate, reliable, and cost-effective information and solutions to identify and 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

Division of Community Services

The Division of Community Services encompasses the departments of Community Behavioral Health, Developmental Services, Crisis Services, Provider Management and Enterprise Management Services. The departments were configured into one division to maximize the skills, resources, and talents of the program areas to better support and coordinate their work. This configuration will maximize efforts to both create and expand services across Virginia; further improving access to services at the time it is needed. Coordinating these efforts in the community requires strong organizational structures within DBHDS to ensure that communication and execution are deliberate and timely.

Leadership and Focus for the Division of Community Services

The Division of Community Services is led by the Deputy Commissioner of Community Services. The Assistant Commissioners of: Behavioral Health, Developmental Services, Provider Management, Crisis Services and the directors of Enterprise Management Services and Data Analytics and Visualization report to the Deputy Commissioner of Community Services.

Community Behavioral Health

Office of Mental Health Wellness and Recovery

This office provides the primary oversight for the Mental Health Block Grant for Virginia. 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 Assertive Community Treatment (ACT), Coordinated Specialty Care (CSC) and also supports the implementation of Mental Health First Aid, Peer and Family Workforce, Suicide Prevention, STEP-VA and behavioral health redesign, including supports for Service Members, Veterans, and their Families (SMVF).

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 (Youth Screening, Brief Intervention and Referral to 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, school based mental health services, and the Virginia Mental Health Access Program (VMAP), and supports the implementation of STEP-VA and behavioral health enhancement.

Office of Addiction Wellness and Recovery

The Office of Addiction Wellness and Recovery (OAWR), at the Department of Behavioral Health and Developmental Services (DBHDS), is the administrative arm of the substance use/addiction component within DBHDS. OAWR provides oversight of relevant substance use treatment programming including recovery residences, substance use state and federal funding, as well as preventative services for Lethal Means safety, problem gambling, and Adverse Childhood experiences. Oversight of state programming includes Specialty Populations, Project Link, Drug Courts, Opioid Treatment Programs, REVIVE, Harm Reduction, and State Opioid Response (SOR) programming.

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 homeless outreach, housing and housing supports, as well as interagency initiatives related to housing across Virginia.

Developmental Disabilities

Office of Waiver Network Supports

This office conducts day-to-day operations of the three Home and Community Based (HCBS) Developmental Disabilities waivers through the Service Authorization and Regional Supports Units. The office 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.

Office of Community Network Supports

This office focuses on the Individual Family Support Program and the IFSP Community Coordination of State/Regional Councils, supported decision making, and employment while supporting individuals and families seeking supports and services.

Office of Integrated Health Support Network (OIHSN)

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 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. The OIH also developed a transitions team directed at helping to move children currently living in nursing facilities to community.

Office of Provider Network Supports

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 service 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.

Office of Transition Network Supports

This office 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 as well as the office that oversees the

PASRR process. Additionally, this office has responsibility for the administrative supports for the Department of Justice Settlement Agreement.

Crisis

Office of Crisis Operations

This office focuses on development and implementation of operations and infrastructure for the statewide integrated crisis intervention continuum. This includes contract, and fiscal management, the Virginia Crisis Connect web-based platform, alternative custody and transportation, crisis call center management, Marcus Alert, and resource development and evaluation. Major initiatives for this office include the build out of new crisis services statewide, including Crisis Receiving Centers and Crisis Stabilization Units.

Office of Crisis Services

This office is comprised of subject matter experts who support and oversee the various components of the statewide integrated crisis intervention continuum, including CSB Emergency Services, children's crisis services, crisis services for individuals with Development Disabilities through REACH (Regional Education Assessment Crisis Services Habilitation), Mobile Crisis Response, and crisis sites of Crisis Stabilization Units and Crisis Receiving Centers. Staff on this team are assigned to each region to support communications and identify and address gaps in coverage.

Provider Management

Office of Human Rights

The Office of Human Rights, established in 1978, assures the rights of individuals receiving services from providers licensed, funded, or operated by DBHDS. The office monitors 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) coordinates with subject matter experts across the agency to ensure that agency regulations are current, meet state and federal statutory requirements, support the overall goals and mission of DBHDS. 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). 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 (OL) licenses over 2,000 public and private providers of community and inpatient services throughout Virginia who deliver services to individuals with mental illness, developmental disabilities, substance use disorders, or brain injury. The OL approves initial applications for licensing and renews licenses. The office also reviews and approves, as appropriate, requests for service modifications or variances to regulations. Additionally, the office 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. When necessary, the office takes action to prevent the unlawful operation or to restrain, correct, or abate violations.

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. This program 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 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.

Office of Data Analytics and Visualization

This office supports data collection, modernization, analysis and reporting across all Community Services offices. The office promotes subject matter cross-training and consistent and documented data processes across offices. The work of the office enhances understanding and articulation of outcomes and gaps within the community services system and provides insights on patient experiences across the continuum of care.

Division of Policy and Public Affairs

The Division of Policy and Public Affairs 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 to internal audiences. The Division of Policy and Public Affairs also ensures liaison support for the BHDS State Board and provides staffing to support State Board meetings, subcommittee meetings, and other activities. The Deputy Commissioner of Policy and Public Affairs is responsible for overall strategic direction and oversight of division activities. The division is comprised of four offices.

Office of Communications

The Office of Communications is responsible for DBHDS' media relations and responding to media inquiries and media FOIA requests. The office also works to assist the 12 state hospitals and center 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. Significant effort is currently being placed in enhanced multi-media activities to tell the DBHDS story, internal communications strategies, and continued rebranding efforts.

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 Legislative Affairs

The Office of Legislative Affairs directs all legislative activities of the department, ensuring broad input from stakeholders regarding agency initiatives. The office works with a large legislative management team comprised of DBHDS staff to develop DBHDS legislative proposals and track and act on bills impacting the behavioral health and developmental disability system during the General Assembly session. The office coordinates stakeholder outreach and works with the Administration and General Assembly to provide technical assistance on legislation regarding behavioral health and developmental disabilities.

Office of Policy

The Office of Policy provides guidance to respond to the public policy initiatives of the administration and stakeholders. Policy coordinates across DBHDS' many offices to research, analyze, and communicate various health and health care issues and governmental and system

policies and practices related to Virginia’s system. The office also provides oversight to over 50 quarterly or annual reports to the General Assembly and organizes and develops strategy for the workgroups required by General Assembly legislation or budget language.

Division of the Deputy Commissioner for Clinical and Quality Management

The Deputy Commissioner for Clinical and Quality Management reports to the Commissioner 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 three offices: Clinical Quality Management, Quality Assurance and Healthcare Compliance, Clinical and Pharmacy Services.

Chief Clinical Officer

The Deputy Commissioner for Clinical and Quality Management also serves as the Chief Clinical Officer for the agency and serves on the Executive 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 co-lead for interagency collaboration with DMAS for Medicaid Behavioral Redesign 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 with dotted line reporting from the Chief Medical Officer for Facility Services to ensure that facility efforts are aligned and coordinated with statewide initiatives

Office of Clinical Quality Management

The Office of Clinical Quality Management (OCQM) is led by the Assistant Commissioner of Quality Management and Strategic Outcomes and comprised of the Office of Community Quality Management, the Office of Quality Improvement Analytics, and the Office of Behavioral Health Quality. These three offices work in collaboration to support 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 offices provide 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 Quality Assurance and Healthcare Compliance

The Director of the Office of Quality Assurance and Healthcare Compliance provides strategic leadership and operational oversight to ensure the integrity, effectiveness, and accountability of

the Department's quality assurance and compliance systems. This office is responsible for developing and implementing a comprehensive framework for DBHDS policy management, internal review, and performance monitoring that promotes continuous improvement, regulatory compliance, and equitable service delivery. The Director leads a multidisciplinary team, manages complex contractual and policy initiatives, and serves as the agency's primary liaison to external oversight entities. Through expertise in quality assurance, policy governance, and healthcare compliance, the Director supports DBHDS's mission to deliver safe, person-centered, and high-quality behavioral health services across the Commonwealth. This office also works with third party oversight and stakeholder groups, conducts related investigations, and completes other special projects on behalf of agency leadership.

Office of Clinical and Pharmacy Services

The Office of Clinical and Pharmacy Services is comprised of two offices, Mortality Review and Pharmacy Services, and is directed by the Medical Director for Developmental Services who also serves in a direct operational and clinical role. The Medical Director for Developmental Services plays a key role in the medical review of the DD waiver services to ensure clinical needs are identified and met. This role also supports innovative clinical initiatives including the expansion of telehealth capacity within the state operated facilities.

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 target population.

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 community 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 community pharmacy programs with crisis services to increase medication access throughout the Commonwealth. In addition, the Pharmacy Manager contributes to Commonwealth wide initiatives including participation in the DMAS Pharmacy and Therapeutics Committee, DMAS Drug Utilization Review Board, the Prescription Monitoring Program Committee and serves as a liaison across other state agencies to coordinate statewide efforts.

Division of Facility Services

The Division of Facility Services reports to the Commissioner of DBHDS. The Division's mission is to provide executive leadership for the Commonwealth's state hospital system, to advance DBHDS' vision of a comprehensive, integrated, person-centered, and recovery-oriented system of care for individuals receiving services. 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 the state facility'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, applicable federal and state statutes, and certification and accreditation bodies. The Division includes 12 State Facilities and four primary areas of oversight, led by the division's Chief Operations Officer, Chief Medical Officer, Chief Nursing Officer, and Chief Forensics Officer.

State Behavioral Health Hospital System

The Facility Services' Division is responsible for leading and providing oversight of the Commonwealth's facility'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.

- Southeastern Virginia Training Center's (SEVTC) 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. These hospitals include eight facilities that serve adult and geriatric patients, and one facility that serves children and adolescents.
- Hiram Davis Medical Center's (HDMC) 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

Oversight Departments within the Facility Services Division

There are four oversight departments within the Facility Services Division. The departments are responsible for ensuring standardized policies and procedures, 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. These teams lead modernized and enterprise 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. The four oversight Departments include:

Department of the Chief Operations Officer

Led by the division's Chief Operations Officer/Assistant Commissioner, this area of oversight includes direction for the 12 state facilities in the areas of environment of care, administrative services, strategy, facility clinical information management, and data analytics, and operations management.

- The Office of Environment of Care is responsible for operational oversight for Emergency Services, Public Safety and Security, Environmental Services, Capital and Maintenance Reserve projects, Food Services, and Operations Management. The OEOC manages capital outlay programs, provides oversight and direction for facility food service operations and related software, maintenance of physical plant services including building and grounds maintenance, energy management strategies, environmental compliance, emergency preparedness, safety, and security.
- The Office of Administration and Strategy supports the standardization of business and operational practices across state facilities. This office provides direction and oversight regarding Human Resources, Financial, IT, Procurement, and related administrative practices that support and sustain facility operations. Additionally, this office plays a key role in developing and supporting both the agency's strategic plan, as well as the Division of Facility Service's strategic plan.
- The Office of Facility Clinical Information Management was created in April of 2025 in order to provide direction and support the state facility's standardization of information management practices, clinical data compliance, coding, clinical informatics, serve as a subject matter expert related to HIPAA, and management and retention of patient records, and oversee the optimization of the electronic health record.

The Division's Data Analysis and Reporting Manager collects, analyzes, synthesizes, and translates data from state facilities to help the division strategically target areas of improvement for facility operations based on data driven initiatives. This role is responsible for constructing and maintaining accurate and timely data dashboards and providing training to facility leadership and employees for optimization of data collection and reporting.

Department of the Chief Medical Officer

Led by the division's Chief Medical Officer, this department is responsible for direction and oversight for the 12 state facilities in areas of clinical care, pharmacy services, and quality and risk management.

- The Office of Clinical Services provides development and oversight of state hospital admissions, treatment, and discharge planning. The office works to ensure active, person-centered, and trauma-informed treatment is provided at the facilities and support community integration of individuals discharging from state facilities. The team assists and trains state hospital admissions staff, clinicians and treatment providers, and CSB discharge planners. The team administers Discharge and Diversion funding, including Discharge Assistance Plan (DAP) funds and Local Inpatient Purchase of Service (LIPOS) funds.

- The Office of Quality and Risk Management was established to ensure an organizational culture of continuous self-monitoring through effective strategies, best practices, and activities at all levels of the DBHDS operated facilities. This team provides support and leadership to the facilities to ensure a systemic approach in quality patient care, utilization review, infection control, incident management, safety, and compliance with state and federal law, as well as certifying and accrediting bodies.
 - The Office of Pharmacy Services was created in April of 2025 to provide direction and leadership for the daily management of Pharmacy Services across DBHDS state operated facilities the responsibilities of the office include:
 - Directing the development and implementation of a comprehensive, standardized pharmacy management plan focusing on quality care, efficiency, and cost-effective practices
 - Collaborating with clinical providers to integrate pharmacological and non-pharmacological treatments tailored to individual patients enhancing patient care and outcomes
 - Overseeing pharmacy staffing allocations, training, and competency development

Department of the Chief Nursing Officer

The area of oversight was established in June of 2025 and is led by the division’s Chief Nursing Officer. This team is responsible for directing and overseeing high quality nursing and direct-care service delivery and associated nursing programs across state facilities to ensure a systemic approach in the use of limited resources; staffing allocation; treatment planning; training and competency development, and operational compliance. This team directs the development and implementation of a comprehensive nursing management plan including policies and procedures for DBHDS facilities and monitors associated performance measures and outcomes. In addition, this division includes the oversight of point of care testing among the twelve state facilities.

Department of the Chief Forensics Officer

Led by the Chief Forensics Officer this department supports the Commonwealth and the state facilities in providing high-quality forensic services for justice-involved individuals, consistent with the parameters established by the State Behavioral Health and Developmental Services Board and the Code of Virginia. This division includes six areas of focus for which it provides leadership in the development and implementation of services and criminal justice diversion, including sexually violent predator services, juvenile restoration, juvenile justice and behavioral health, forensic operations, forensic evaluation, and behavioral health and justice initiatives. These teams are responsible for the development, implementation, and operational oversight of forensic mental health evaluation and treatment services in the Commonwealth

