

Diversity, Opportunity, and Inclusion 2023 Annual Report

DBHDS

2023

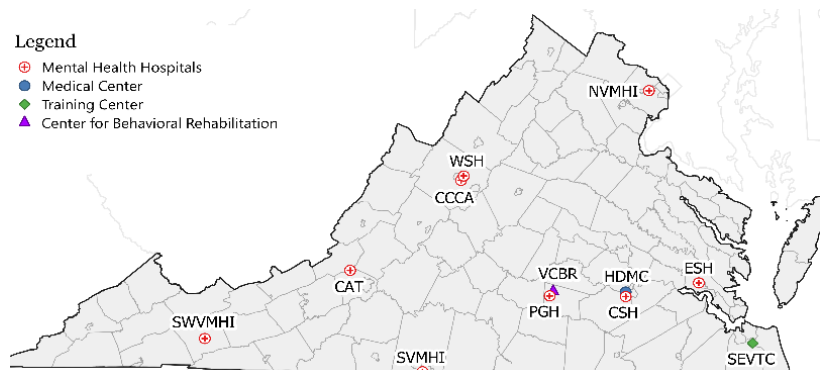
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2023 ACCOMPLISHMENTS</p>	<p>Plan Goal 1: Access & Success</p> <ul style="list-style-type: none"> ✓ In 2023, the Department of Behavioral Health and Developmental Disabilities (DBHDS) increased retention by 30% of newly hired workforce members by developing a modernized approach to retention and recruitment strategic planning, to attract a diversified workforce. ✓ The Office of Diversity, Opportunity, Inclusion (DOI) established an Americans with Disabilities Act (ADA) Representative Cohort (Title II) programmatic infrastructure. The program has 17 certified ADA Representative members across thirteen (13) facilities and Central Office to include a new role - Agency ADA Coordinator, offering ADA related support, and resources for those receiving services and client care through DBHDS. <p>Plan Goal 2: Welcoming & Respectful Culture</p> <ul style="list-style-type: none"> ✓ ODOI Leadership provided in-person and virtual training and coaching sessions across the Commonwealth, supporting workforce members at DBHDS facilities, as well as Virginia Community Service Boards (VACSB) partners. ✓ Leaders, managers, and workforce members were coached on strategies for creating inclusive workplace cultures, that embrace global diversity, while enhancing accessible, respectful patient care. Topics included: Organizational Readiness for Diversity Equity Inclusion (DEI), Inclusive Leadership, Communication: Impact vs. Intention, Understanding Access and Belonging and Recognizing Barriers to Culturally Relevant Patient Care. <p>Plan Goal 3: State Agency DOI Infrastructure & Training</p> <ul style="list-style-type: none"> ✓ Establishment of an online media platform, a DOI Intranet page, where resources, toolkits and a best practices repository of information sharing across the agency. ✓ The ODOI sponsored a national certificate training through the Equal Employment Opportunity Commission (EEOC) Training Institute for thirty (30) DBHDS Human Resources leaders across the enterprise. Leaders received a certificate upon completion of course competencies including: "Understanding of updated responsibilities with governing EEOC laws, policies and directives", "Decision-making strategies for reducing discrimination complaints," and "Ways to improve leadership abilities when managing an inclusive workforce." ✓ The ODOI partnered with Germanna Community College (GCC), the Rappahannock Community Service Board (RACSB), and other statewide leaders, to collaborate in developing the curriculum for a new workforce experiential certification program – the Behavioral Health Tech Certification. This "learn and earn" program was successfully implemented at GCC in Summer 2023.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">2024 AGENCY DOI GOALS</p>	<p>Agency Goal 1 Recruit, hire, and retain a high-performing diverse workforce reflective of the Commonwealth of Virginia, as well as increase proactive incorporation of equitable career development and advancement opportunities for the entire workforce.</p> <p>Agency Goal 2 Foster an inclusive agency culture by removing barriers to accessible opportunities, where all employees feel welcomed, valued, respected, and a sense of belonging. Agency workforce climate will be established, where individuals can participate and contribute with their unique talents and perspectives as enterprise stakeholders.</p> <p>Agency Goal 3 Cultivate a strong organizational infrastructure that increases investment in the agency workforce through professional development and upskills training, implement strategies for transparency and accountability for leadership development and support a mission of cultural proficiency and health equity in the agency continuum of care.</p>



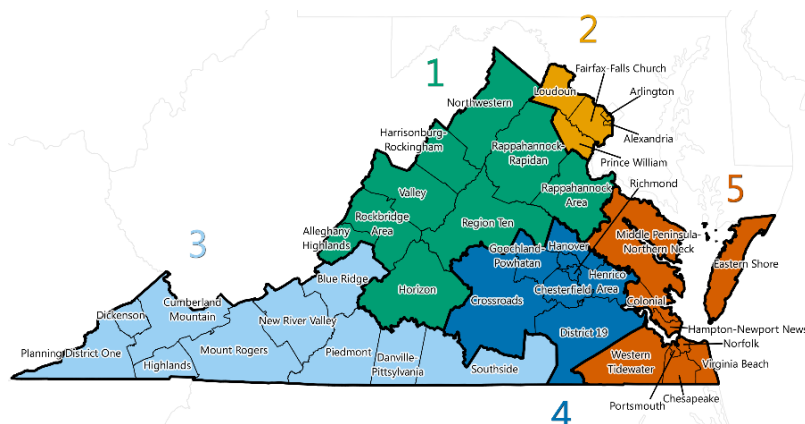
Virginia's public behavioral health and developmental services system provides services to individuals with mental illness, developmental disabilities (DD), or substance use disorders through 12 state-operated state hospitals and centers and 39 locally-operated community services boards and one behavioral health authority (referred to collectively as CSBs). Also, DBHDS licenses over 2,100 private providers of behavioral health and DD services in over 11,300 locations across the Commonwealth

DBHDS State Facilities

- **DBHDS operates 12 facilities.**
- **DBHDS State Hospitals** provide highly structured and intensive inpatient services, including psychiatric, nursing, psychological, rehabilitation, support, and specialized programs for older adults, children, and individuals with a forensic status.
- **DBHDS State Centers** provide:
 - rehabilitation services at the Virginia Center for Behavioral Rehabilitation for persons determined to be sexually violent predators;
 - medical services for individuals in DBHDS facilities at Hiram Davis Medical Center; and
 - highly structured habilitation and residential care for individuals with intellectual disability at Southeastern Virginia Training Center
- **DBHDS employs about 6,000 people throughout its 12 facilities and Central Office**



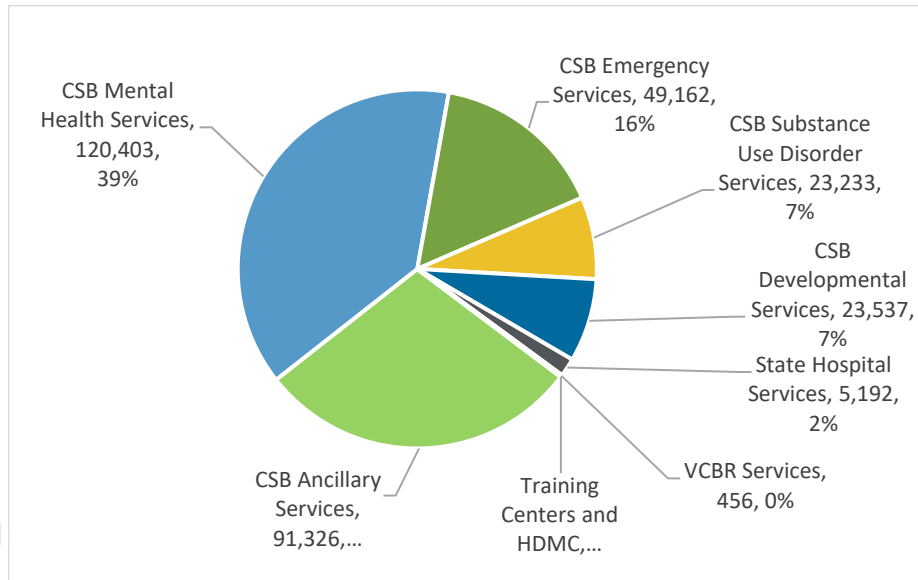
Community Services Boards (CSBs)



- Virginia's 40 CSBs function as the single points of entry into public system, including access to state facilities through preadmission screening, case management, and discharge planning for individuals leaving state facilities.
- CSBs provide services directly and through contracts with private providers. DBHDS negotiates a performance contract with each CSB for the provision of services.
- DBHDS does not employ the over 13,000 staff across the 40 CSBs but is committed to establishing a workforce pipeline for the future for the state and local systems.

Individuals Served

In FY 2023, **207,092** unduplicated people received public behavioral health or developmental disability services: **206,153** unduplicated people received CSB services, and **5,804** unduplicated people received services in DBHDS facilities. Many people received services from both.



Key Service Areas

- Ensure the growth and development of infants who are or at risk of development disabilities, birth to age three, as well as supporting their families.
- Enable children and youth with behavioral health and developmental disability service needs to remain in their homes, schools, and communities.
- Respond to psychiatric crises, 24 hours a day.
- Promote resiliency in youth and communities through prevention and education activities.
- Meet the residential, outpatient, employment, and day support needs of individuals with severe mental illness.
- Treat individuals with substance use disorders.
- Support efforts of schools, social services, law enforcement and courts in a coordinated manner.
- Prevent further incidence of behavioral health and developmental disability service needs.
- Support care of older adults with behavioral health and developmental disability needs and their families.
- Assist families in caring for members with behavioral health and developmental disability service needs.
- Offer occupational and residential independence for individuals with developmental disability.



Governor Youngkin's transformational *Right Help, Right Now* plan offers a road map to ensure every Virginian experiencing crisis, behavioral health disorders or developmental disabilities the help they need, right when they need it. The plan is carefully crafted and comprehensive, making historic investments in crisis services, growing our workforce, expanding community capacity, and innovating service delivery.

Virginia is poised to support and develop tangible and achievable means to close capacity gaps, with the goal that every individual will have access to the quality services they need right now, regardless of where they live.



**Department of Behavioral Health and Developmental Services
The Office of Diversity, Opportunity, and Inclusion
2024 Goals and Objectives Plan**

Goal 1: Access and Success:

Recruit, hire, and retain a high-performing diverse workforce reflective of the Commonwealth of Virginia, as well as increase proactive incorporation of equitable career development and advancement opportunities for the entire workforce.

Objective 1: Continue to improve hiring processes and increase access to potential applicants from diverse populations.

- ✓ The Office of DOI (ODOI), in alignment with the Department of Behavioral Health and Developmental Services (DBHDS) strategic plan, will partner with Human Resources to create a best practices toolkit and resource guide for building an inclusive recruitment and retention pathway, reflecting the diverse workforce of the Commonwealth of Virginia.
- ✓ The Office of DOI (ODOI) will continue building a robust accessibility infrastructure that provides accommodation coordination services for facility residents, the workforce, and the public. ODOI will design a comprehensive strategic design for recruitment of an agency Digital Accessibility Coordinator. This future full-time role will be responsible for ensuring digital accessibility and compliance with all applicable laws specific to policy development, procurement, software selection, web content development, platforms, social media and governance structures to ensure that the digital portfolio (e.g., websites, applications, data management systems, etc.).
- ✓ In partnership with the Office of Recovery Services and community-based organizations serving the recovery community, the Office of DOI (ODOI) will design a pilot career pipeline program to increase Family Support Partners and Youth Support Partners workforce opportunities within the Commonwealth. These vital support roles play a significant part in the Family Member Navigation System for those on the journey toward recovery.

- ✓ The Office of DOI (ODOI) will partner with the Military Medics and Corpsmen Program (MMAC) and Virginia Veteran and Family Support Services (VVFS) to train Department of Behavioral Health and Developmental Services (DBHDS) staff on military cultural competency and recognizing the vitality of military veterans as viable candidates for employment. This coalition will also partner to develop synergistic initiatives supporting mental health wellness and prevention education of suicide and opioid addiction, specific to military veterans and personnel.

Objective 2: Continue to retain and promote a diverse workforce.

- ✓ The Office of DOI (ODOI) will review and revise DBHDS workforce engagement plans across the agency system of care, to ensure a focus on promoting inclusive best practices when engaging and retaining a diverse workforce, tasked with delivering excellence in behavioral health services.
- ✓ To increase workforce recruitment and retention, the Office of DOI (ODOI) will partner with Department of Behavioral Health and Developmental Services (DBHDS) leadership and localities to develop a strategic assessment and logistical plan for supplementing transportation access services for current and potential workforce members. The goal is to develop a needs assessment on providing reliable transportation, particularly in rural communities. Specifically, the assessment would help identify where there are barriers to recruitment and retention for state workers, based on their travel distances to available jobs aligned with their skill sets. National data has shown that by providing affordable transportation services to qualified applicants, especially those marginalized coming from low wealth households, in rural areas with a lack of access to public transportation, this type of program can decrease vacancy rates and increase retention rates significantly across enterprises.
- ✓ In compliance with HB 1452 (ii), the Office of DOI (ODOI) will partner with agency Human Resources to complete a Compensation Equity Review, to ensure Department of Behavioral Health and Developmental Services (DBHDS) is fostering pay equity practices pursuant to federal, state and local “equal pay” laws.
- ✓ In partnership with the Human Resources (HR), Office of Employee Relations (ER), the Office of DOI (ODOI) will review current policies on Interview Panel procedures and protocol implementation. Revisions and a Department of Behavioral Health and Developmental Services (DBHDS) training module for inclusive practices for interview panels will be developed.

Goal 2: Welcoming and Respectful Culture:

Foster an inclusive agency culture by removing barriers to accessible opportunities, where all employees feel welcomed, valued, respected, and a sense of belonging. Agency workforce climate will be established, where individuals can participate and contribute with their unique talents and perspectives as enterprise stakeholders.

Objective 1: Persist in creating and maintaining a climate that is supportive and respectful and that values and integrates differing perspectives and experiences.

- ✓ The Office of DOI (ODOI) will establish a centralized Employee Resource Group (ERG) to partner on delivery of ODOI services focused on cultivating a supportive, respectful and welcoming workplace culture. This agency wide ERG, will have diverse and inclusive representation at all DBHDS locations, utilizing a standardized member recruitment plan, charter, schedule and goal outcomes, to ensure consistency in resource allocation and deliverables for workforce members and those served by the agency.
- ✓ The Office of DOI and the Office of Human Resources (HR) will contribute to an evaluation of the current *Civility in the Workplace Policy* and revise the document, as necessary for standardization and consistency of protocol implementation.

Objective 2: Continue to provide an environment where conflicts, concerns, and complaints are aired and addressed expeditiously.

- ✓ The Office of DOI (ODOI) will continue to offer inclusive coaching services for the diverse representation throughout the Department of Behavioral Health and Developmental Services (DBHDS) workforce community, available to all workforce members.

Goal 2: State Agency DOI Infrastructure & Training:

Cultivate a strong organizational infrastructure that increases investment in the agency workforce through professional development and upskills training, implement strategies for transparency and accountability for leadership development and support a mission of cultural proficiency and health equity in the agency continuum of care.

Objective 1: Continue to amplify opportunities to advance the goals outlined in this framework.

- ✓ The Office of DOI (ODOI) leadership will facilitate and sponsor an annual American with Disabilities (ADA) Coordinator Cohort (Title II) Forum. This event will feature ADA training, networking, product testing with vendors, and community outreach.

- ✓ The Office of DOI (ODOI) will host monthly “Community Conversations” featuring local grassroots advocacy and community non-profit organizations, to give a platform to community voices, where issues relevant to residents of the Commonwealth are addressed with Subject Matter Experts (SME) and community leaders.
- ✓ The Office of DOI (ODOI) will develop a mental health wellness career pipeline expansion pilot, aligned with the established Virginia Department of Education (VDOE) Mental Health Assisting Careers Program of the Careers and Technical Education (CTE) division. This program template design outlines a plan for implementation of this CTE curriculum program in one (1) high school, along with a uniquely designed experiential learning format in partnership with a Department of Behavioral Health and Developmental Services (DBHDS) facility, a Virginia Community College System (VCCS) campus and a regional Community Service Board (CSB). The goal of this pilot program will be to develop a mental health workforce “highway” analogous to the tech talent pipeline, providing students with the requisite skills for future workforce roles in behavioral healthcare.

Objective 2: Continue to create structures and processes of accountability to increase organizational effectiveness with the Department of Human Resource Management.

- ✓ The Office of DOI (ODOI) will sponsor and coordinate a *32-Hour Workplace Equal Employment Opportunity (EEO) Investigator Training (Certification Program)* for fifteen (15), with leaders from both the offices of ODOI and HR across the DBHDS enterprise.

Objective 3: Continue to provide training and educational workshops available to all employees.

- ✓ The Office of DOI (ODOI) will continue to facilitate trainings for leaders, managers, and workforce members focused on implementing strategies for creating inclusive workplace cultures, embracing global diversity, while enhancing accessible, respectful patient care. Topics for trainings will include: Inclusive Practices for Coaching Deliverables and Conflict Management, Communication: Impact and Intention Outcomes, A Systems Approach to Equity Building in the Workplace, Linguistics and Language Access Inclusion. Additional, Diversity Equity Inclusion (DEI), Americans with Disabilities Acts (ADA) and Health Equity focused trainings will also be created and/or facilitated.
- ✓ The Office of DOI (ODOI) will partner with a community-based external stakeholder, Trusted Community Partners of the Southeast (TCPSE), along with various Virginia (VA) Community Service Boards, to hold mental health awareness trainings throughout the entire Commonwealth of Virginia for licensed beauty professionals. ODOI will sponsor the training of 250 “Hairapists,” in the five (5) regions served by Department of Behavioral Health and Developmental Services (DBHDS), who will be trained to “create awareness, recognize distress in clients, loved ones and/or themselves, respond to crises, provide assistance and connect those individuals with culturally appropriate resources.”