



COMMONWEALTH of VIRGINIA

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COMMISSIONER

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October 1, 2024

To: The Honorable R. Creigh Deeds, Chair, Behavioral Health Commission
Moirra Mazzi, Chair, State Board of Behavioral Health and Developmental Services

From: Nelson Smith, Commissioner, Department of Behavioral Health and Developmental Services

RE: Item 295 OO.5, 2024 Special Session I Appropriations Act

Item 295 OO.5 of the 2024 Special Session I Appropriations Act directs the Department of Behavioral Health and Developmental Services (DBHDS) to report on CSB compensation, turnover, and vacancy. The language reads:

OO.5. DBHDS shall report annually to the State Board of Behavioral Health and Developmental Services and the Behavioral Health Commission on average salaries, turnover, and vacancy rates by position type across CSBs.

cc: The Honorable Janet V. Kelly, Secretary of Health and Human Resources

Introduction

Over the past few years, several budget proposals and amendments have been initiated to increase support for the Community Services Board workforce. Simultaneously, legislative bodies and other entities have asked important questions about the health of the CSB workforce, so for the past year, DBHDS has been collecting vacancy and turnover data across CSBs and across an agreed-upon set of position categories. This information is contained in this report. In addition, DBHDS has solicited average salary information across the same position types for all 40 CSBs. To date, 29 of the 40 CSBs have submitted salary data, and this data are reported below.

Additionally, DBHDS now maintains a CSB Performance Dashboard where vacancy and turnover data are collected quarterly and average salary data are collected annually. Future questions from legislators or other entities regarding these workforce indicators should be able to be answered directly and with the most up-to-date information by that dashboard.

For background on CSBs and recent challenges, please see the [“2022 Joint Legislative Audit and Review Committee entitled CSB Behavioral Health Services.”](#)

Since CSBs are locally run, they do not naturally have any standards for position types and comparisons for positions, so DBHDS led a process with the VACSB HR Council to guide CSBs to categorize their positions across the following categories:

- **Administrative Support:** Includes staff that are essential to the proper functioning of the organization except for Executive Leadership; subcategories include Front-Line, Middle Management, and Upper Management.
- **Case Managers:** Includes QMHPs, QIDP, and other bachelor’s level positions such as TDT, hospital liaison, jail liaison, PSR staff, ACT generalists, MH Skill Building, Discharge Planning Coordinators, PSH Specialists; subcategories include Front-Line, Middle Management, and Upper Management.
- **Clinicians:** Includes licensed/license-eligible/master's level staff in clinical roles; subcategories include Front-Line, Middle Management, and Upper Management.
- **Direct Service Provider:** Includes DSAs, Direct Service Professionals, Residential Techs and Aides, ICF Specialists, CNAs and other hands on, direct care staff providing support for residential consumers related to ADLs; this does not have subcategorization and does not typically include positions like van drivers, dietary aides, or janitorial staff unless they are delivering direct hands-on service to clients, which should be reported as “Other” (see definition below).
- **Executive Leadership:** Includes CEOs, Executive Directors, and positions that report to the ED/CEO; this category does not have subcategorization.
- **Nursing:** Includes licensed practical nurses of any level or experience and registered nurses of any level or experience; subcategories include LPN and RN.
- **Other:** Includes positions that CSBs could not otherwise categorize but felt prudent to report as part of their submission (e.g., drivers, janitorial staff, security, etc.); subcategories include Front-Line, Middle Management, and Upper Management. These

positions are optional for reporting to DBHDS and will not be included in reporting to the General Assembly or other entities.

- **Peers:** Includes all peer services staff including both registered (Registered Peer Recovery Specialists with Virginia Department of Health Professions) and non-registered peers; subcategories include Registered and Non-Registered.
- **Prescribers:** Includes Nurse Practitioners, Psychiatric Nurse Practitioners, Physician Assistants, and Psychiatrists; subcategories include Nurse Practitioner, Physician Assistant, and Psychiatrist.

These categories are used to report vacancy and turnover. The subcategories noted are used in compensation reporting as compensation can vary widely within the broader categories. For example, “prescribers” is an appropriate category for reporting vacancy and turnover, but distinguishing between NP/PA and MD is important for compensation reporting.

Turnover reporting for FY 2024 was calculated as a point-in-time rather than cumulative across a rolling 12-month period, but has been corrected in the dashboard and will be reflected as such going forward.

Methodology

CSBs, under the leadership of the VACSB Human Resources Director Council, were asked to report vacancy and turnover across position types on a quarterly basis during FY 2024. Compliance with this was significant but imperfect, as not every CSB reported in every quarter. Similarly, CSBs were asked to report average salary across the position types and subcategories specifically for this report. Out of the 40 CSBs, 29 completed reports in time for inclusion in this report. DBHDS is still collecting this information, and it is being added to the CSB Performance Dashboard as it is received. Vacancy and turnover rates are reported as a monthly average across the reporting period. The calculation is as follows:

$$\begin{aligned} \text{Monthly vacancy rate} &= \text{vacant positions} / \text{total positions} * 100\% \\ \text{Monthly turnover rate} &= \text{terminations} / \text{filled positions} * 100\% \end{aligned}$$

Compensation is self-reported by CSBs as an hourly wage. A few CSBs submitted annual wages so in these cases, the annual wage was divided by 2,080 to provide hourly wage. CSBs also provided the number of positions within each category/subcategory allowing DBHDS to perform deeper analytics for display on the CSB Performance Dashboard in the coming months.

Results

These data are self-reported by CSBs. As this is a new process, there is still slight variability among CSBs as to their interpretation of reporting instructions and requirements. Outliers in the data should be followed up with validation with DBHDS and the individual CSB to ensure data accuracy.

DBHDS, in partnership with the VACSB Human Resources Director Council, is continuing to refine this data collection process. We expect improvements as DBHDS continues to collect this data for real-time reporting on the CSB Performance Dashboard.

The tables on the following pages show data reported by individual CSB and show the average monthly vacancy rates within the indicated reporting period, the average monthly turnover rates within the indicated reporting period, and the annual wage data for CSBs for selected position types.

TABLE 1 CSB Average Monthly Vacancy within Reporting Period	FY2024	Admin Support	Case Mgmt	Clinician	Direct Services Provider	Executive Leadership	Nursing	Other	Peer	Prescriber
Alexandria	Q4	13%	17%	30%	15%	31%	19%	5%	13%	0%
Alleghany-Highlands	Q4	5%	0%	36%	23%	0%	4%	12%	39%	0%
Arlington	Q2	0%	13%	29%	0%	10%	37%	0%	31%	24%
Blue Ridge	Q4	11%	21%	32%	29%	0%	25%	0%	26%	29%
Chesapeake	Q4	13%	20%	27%	28%	5%	29%	36%	33%	22%
Chesterfield	Q4	14%	5%	20%	20%	0%	38%	17%	0%	14%
Colonial	Q3	7%	6%	37%	20%	10%	11%	0%	59%	22%
Crossroads	Q3	3%	12%	14%	8%	7%	20%	3%	0%	40%
Cumberland Mountain	Q4	3%	13%	11%	17%	0%	6%	3%	13%	0%
Danville-Pittsylvania	Q4	12%	21%	38%	26%	0%	28%	0%	61%	0%
Dickenson	Q4	0%	0%	0%	8%	0%	0%	0%	11%	0%
District 19	Q2	6%	18%	34%	6%	17%	14%	3%	0%	0%
Eastern Shore	Q4	0%	0%	42%	13%	0%	0%	0%	13%	0%
Encompass	Q4	3%	14%	34%	5%	2%	27%	0%	0%	0%
Fairfax-Falls Church	Q3	11%	12%	12%	9%	5%	5%	9%	36%	17%
Goochland-Powhatan	Q4	0%	3%	8%	1%	13%	0%	20%	50%	0%
Hampton-Newport News	Q4	3%	10%	5%	12%	0%	19%	15%	11%	10%
Hanover	Q4	4%	18%	16%	0%	0%	56%	5%	33%	63%
Harrisonburg-Rockingham	Q3	5%	6%	23%	5%	0%	13%	16%	34%	60%
Henrico Area	Q3	30%	10%	80%	40%	0%	70%	0%	70%	0%
Highlands	Q4	4%	3%	5%	10%	0%	9%	6%	10%	0%
Horizon	Q4	18%	29%	45%	69%	0%	27%	36%	36%	35%
Loudoun County	Q4	5%	7%	10%	11%	35%	2%	0%	14%	0%
Middle Peninsula-Northern Neck	Q4	27%	33%	56%	42%	0%	53%	59%	20%	64%
Mount Rogers	Q4	5%	13%	17%	9%	0%	14%	17%	28%	4%
New River Valley	Q4	7%	7%	14%	7%	35%	12%	7%	33%	13%

Norfolk	Q3	37%	44%	50%	50%	33%	56%	0%	62%	30%
Northwestern	Q4	7%	9%	31%	14%	18%	10%	32%	23%	19%
Piedmont	Q4	2%	11%	4%	8%	0%	6%	4%	12%	4%
Planning District One	Q4	9%	11%	21%	14%	0%	11%	0%	27%	0%
Portsmouth	Q1	13%	20%	46%	13%	0%	43%	0%	25%	0%
Prince William	Q4	9%	3%	10%	0%	0%	10%	2%	17%	9%
Rappahannock Area	Q4	7%	1%	22%	12%	7%	16%	0%	16%	27%
Region Ten	Q4	9%	27%	27%	25%	0%	61%	8%	34%	24%
Richmond	Q4	4%	6%	18%	8%	8%	42%	2%	39%	14%
Rockbridge Area	Q4	22%	24%	49%	29%	0%	0%	29%	0%	0%
Southside	Q4	8%	33%	40%	40%	0%	60%	30%	43%	50%
Valley	Q4	88%	40%	48%	98%	0%	20%	86%	66%	0%
Virginia Beach	Q1	28%	30%	35%	39%	0%	45%	32%	56%	63%
Western Tidewater	Q4	0%	7%	18%	13%	17%	44%	40%	13%	25%

TABLE 2 CSB Average Monthly Turnover within Reporting Period	FY2024	Admin Support	Case Mgmt	Clinician	Direct Services Provider	Executive Leadership	Nursing	Other	Peer	Prescriber
Alexandria	Q4	2%	0%	1%	1%	0%	3%	0%	0%	0%
Alleghany-Highlands	Q4	2%	0%	0%	4%	0%	4%	3%	0%	0%
Arlington	Q2	0%	1%	0%	0%	0%	0%	0%	3%	2%
Blue Ridge	Q4	0%	2%	2%	3%	0%	1%	0%	3%	0%
Chesapeake	Q4	3%	3%	3%	4%	6%	2%	0%	0%	0%
Chesterfield	Q4	0%	2%	1%	2%	0%	2%	2%	0%	0%
Colonial	Q3	2%	1%	5%	3%	0%	0%	0%	11%	0%
Crossroads	Q3	1%	2%	1%	4%	0%	4%	0%	0%	0%
Cumberland Mountain	Q4	0%	1%	3%	2%	0%	2%	0%	0%	0%
Danville-Pittsylvania	Q4	1%	2%	3%	4%	0%	5%	0%	8%	0%
Dickenson	Q4	0%	0%	0%	3%	0%	0%	0%	7%	0%
District 19	Q2	1%	1%	2%	1%	0%	6%	3%	0%	0%
Eastern Shore	Q4	0%	4%	0%	4%	0%	0%	6%	14%	0%

Encompass	Q4	3%	1%	0%	3%	2%	4%	4%	0%	0%
Fairfax-Falls Church	Q3	1%	2%	1%	0%	0%	0%	3%	2%	1%
Goochland-Powhatan	Q4	0%	0%	0%	0%	17%	0%	22%	0%	0%
Hampton-Newport News	Q4	2%	3%	2%	2%	0%	2%	4%	4%	2%
Hanover	Q4	2%	1%	6%	0%	0%	67%	0%	7%	56%
Harrisonburg-Rockingham	Q3	1%	2%	7%	1%	0%	3%	1%	0%	0%
Henrico Area	Q3	10%	30%	10%	10%	0%	30%	0%	0%	0%
Highlands	Q4	1%	1%	1%	5%	0%	1%	0%	3%	0%
Horizon	Q4	23%	23%	11%	69%	0%	13%	35%	0%	55%
Loudoun County	Q4	0%	0%	1%	0%	7%	0%	0%	6%	0%
Middle Peninsula-Northern Neck	Q4	0%	0%	1%	20%	0%	50%	40%	10%	0%
Mount Rogers	Q4	1%	1%	1%	3%	0%	3%	0%	2%	0%
New River Valley	Q4	0%	2%	3%	4%	0%	3%	3%	7%	0%
Norfolk	Q3	10%	8%	14%	6%	0%	0%	0%	0%	0%
Northwestern	Q4	3%	2%	0%	4%	4%	0%	0%	4%	0%
Piedmont	Q4	1%	2%	1%	1%	0%	0%	1%	3%	0%
Planning District One	Q4	2%	1%	0%	3%	0%	2%	0%	0%	0%
Portsmouth	Q1	0%	3%	2%	0%	0%	0%	0%	0%	0%
Prince William	Q4	0%	1%	1%	0%	0%	2%	0%	0%	0%
Rappahannock Area	Q4	0%	1%	0%	2%	4%	3%	0%	0%	0%
Region Ten	Q4	1%	1%	1%	3%	0%	5%	0%	3%	0%
Richmond	Q4	1%	1%	1%	3%	0%	1%	1%	0%	5%
Rockbridge Area	Q4	6%	6%	0%	2%	0%	0%	0%	0%	0%
Southside	Q4	9%	8%	48%	10%	0%	0%	61%	0%	0%
Valley	Q4	24%	52%	32%	142%	0%	68%	28%	82%	0%
Virginia Beach	Q1	5%	4%	3%	2%	0%	7%	3%	7%	0%
Western Tidewater	Q4	1%	1%	2%	4%	0%	2%	0%	6%	0%

TABLE 3 CSB Average Hourly Wage Collected October 2024	Case Mgmt Overall	Clinician Overall	Direct Service Provider	Executive Leadership	Nursing LPN	Nursing RN	Peer	Prescriber PA/NP	Prescriber MD/DO
Alexandria	\$37.61	\$47.81	\$26.54	\$64.40	\$36.40	\$48.69	\$34.53		\$111.51
Alleghany-Highlands	\$24.96	\$29.33	\$16.48	\$55.10	\$24.10	\$32.86	\$15.97	\$82.32	\$225.39
Arlington									
Blue Ridge	\$22.79	\$30.54	\$16.45	\$52.90	\$25.94	\$35.25	\$18.99	\$67.36	\$147.23
Chesapeake		\$0.00	\$20.90	\$59.21	\$35.92	\$0.00	\$20.18	\$70.39	\$0.00
Chesterfield									
Colonial	\$28.35	\$34.33	\$19.70	\$64.54	\$24.41	\$39.68	\$20.43	\$88.83	\$141.77
Crossroads									
Cumberland Mountain	\$23.28	\$30.07	\$16.54	\$61.62	\$24.75	\$30.29	\$14.82	\$64.54	\$0.00
Danville-Pittsylvania	\$24.89	\$31.14	\$17.88	\$62.85	\$30.41	\$37.90	\$20.56	\$65.31	\$136.99
Dickenson	\$25.94	\$28.66	\$18.94	\$43.24		\$34.23	\$15.45	\$64.34	
District 19	\$28.11	\$37.27	\$20.68	\$64.65	\$24.60	\$38.42	\$20.79	\$88.78	\$111.92
Eastern Shore	\$22.89	\$31.76	\$16.79	\$49.24	\$21.42		\$16.28		
Encompass	\$26.98	\$37.46	\$21.34	\$63.72	\$30.18	\$36.63	\$17.61	\$45.00	\$55.81
Fairfax-Falls Church									
Goochland-Powhatan	\$32.71	\$35.56	\$21.02	\$62.31	\$35.82	\$38.62	\$23.80	\$94.78	
Hampton-Newport News	\$27.13	\$35.92	\$20.03	\$72.15	\$25.29	\$38.71	\$17.21	\$64.49	\$166.68
Hanover	\$26.80	\$35.64	\$26.41	\$56.84	\$30.26	\$42.40	\$23.48	\$83.60	\$106.85
Harrisonburg-Rockingham									
Henrico Area	\$33.01	\$44.47	\$24.79	\$94.02	\$27.75	\$46.11	\$24.95	\$69.79	\$165.42
Highlands	\$22.74	\$29.92	\$16.67	\$52.37	\$21.19	\$45.39	\$16.83	\$70.87	\$165.71
Horizon	\$23.18	\$32.26	\$16.59	\$66.58	\$27.21	\$31.48	\$16.10	\$85.62	\$134.71
Loudoun County	\$42.18	\$53.06	\$36.19	\$115.37		\$50.64	\$30.57	\$73.49	\$165.16
Middle Peninsula-Northern Neck									
Mount Rogers									
New River Valley	\$21.53	\$28.13	\$18.17	\$76.39	\$24.08	\$29.03	\$16.18	\$67.17	\$133.54
Norfolk	\$28.67	\$37.53		\$62.18	\$28.68	\$37.51	\$24.59	\$69.16	\$155.30
Northwestern	\$28.34	\$36.42	\$21.27	\$56.45	\$30.01	\$36.03	\$19.14	\$68.36	\$142.02

Piedmont									
Planning District One	\$22.90	\$29.74	\$16.80	\$46.84	\$22.72	\$30.27	\$16.33	\$55.27	\$0.00
Portsmouth									
Prince William	\$41.05	\$46.22			\$38.51	\$46.87	\$37.97	\$82.67	\$154.41
Rappahannock Area	\$32.81	\$39.49	\$22.16	\$69.68	\$31.67	\$42.07	\$23.33	\$66.51	\$159.97
Region Ten									
Richmond	\$29.07	\$35.33	\$22.11	\$82.88	\$32.03	\$44.42	\$19.72	\$77.36	\$157.69
Rockbridge Area	\$22.44	\$30.86	\$16.06	\$51.23	\$26.84	\$32.43	\$24.95	\$56.77	\$0.00
Southside	\$25.68	\$31.53	\$17.30	\$48.88	\$26.75	\$0.00	\$19.52	\$66.32	
Valley	\$25.25	\$32.67	\$19.17	\$80.11	\$25.01	\$31.93	\$18.92	\$70.33	\$136.72
Virginia Beach									
Western Tidewater	\$27.36	\$33.28	\$17.13	\$66.26	\$30.07	\$40.09	\$18.65	\$77.22	

Notes: on Table 3

1. DBHDS continues to collect wage data as it is submitted by CSBs. These data are visualized on the CSB Performance Dashboard maintained by DBHDS. The dashboard may contain information received by DBHDS after this report was created.
2. DBHDS collects wage data across more position types and subtypes than can be displayed in this report. These data are best visualized in a pivot table or in the CSB Performance Dashboard and can be demonstrated upon request.