

# OUR PATH TOGETHER

City of Virginia Beach Department of Human Services

2021-2023 STRATEGIC PLAN



# FROM THE DIRECTOR

The City of Virginia Beach Department of Human Services is uniquely positioned to provide the residents of our community a truly seamless network of services and programs. The joint operation of the Community Services Board, Department of Social Services and our supportive divisions, such as Continuous Quality Improvement, under the umbrella of a single department, enables a higher level of collaboration that ensures our clients can receive the full spectrum of services that they may need across all areas of the agency.

Since publishing our previous Strategic Plan in 2018, our “Path Forward” has enhanced services via the identified goals and objectives laid out in the plan. We must always strive to improve and refine the work we do and how we serve our community. Now, we are continuing on “*Our Path Together*,” which will offer more opportunities for creative and enriching services.

To that end, we have engaged our community stakeholders, staff, and individuals we serve to identify the trends and issues that are important to them, and we crafted “*Our Path Together*” to chart our course for the next three years. The ongoing coronavirus pandemic has required quick and innovative thinking to serve our clients in the short term. This has also highlighted opportunities to adapt how we provide services now in an uncertain and challenging environment where safety is paramount for our citizens and staff members.

“*Our Path Together*” is our roadmap that transforms the chorus of voices in our community into a DHS blueprint for opportunity and growth. It takes our previous successes and identified areas of improvement and sets a course for innovation and adaptability to better serve our community.

I look forward to leading this effort with a team of talented and dedicated individuals. I hope you will join us on our continued journey as we serve the citizens of Virginia Beach!

In Service,  
Aileen L. Smith





# BY THE NUMBERS

\*FY20

**65**  
PROGRAMS

**1390**  
POSITIONS

**FY21 BUDGET**  
**\$130**  
MILLION

**25**  
FACILITIES

## BEHAVIORAL HEALTH AND DEVELOPMENTAL SERVICES CLIENTS SERVED

MENTAL HEALTH CLIENTS	7,150
CHILD & YOUTH CLIENTS	1,400
SUBSTANCE ABUSE CLIENTS	1,125
DEVELOPMENTAL SERVICES CLIENTS	2,900
HRC CLIENTS	1,200

## SOCIAL SERVICES BENEFIT PROGRAMS

TANF APPLICATIONS	2,745
ELIGIBLE TANF HOUSEHOLDS	675
SNAP APPLICATIONS	17,500
ELIGIBLE SNAP HOUSEHOLDS	19,200
MEDICAID APPLICATIONS	22,780
ACTIVE MEDICAID RECIPIENTS	50,120

## SOCIAL SERVICES ADULT PROTECTIVE SERVICES

APS INVESTIGATIONS	1,580
COMPANION SERVICES	70
ADULT FOSTER CARE CLIENTS	30

## SOCIAL SERVICES CHILD WELFARE

ONGOING CPS CASES	325
YOUTH IN FOSTER CARE	125
CPS REFERRALS RECEIVED	4,500



# CORE VALUES

The mission of the Human Services Department is to provide Virginia Beach citizens the opportunity to **achieve the highest level of self-sufficiency, safety, and quality of life possible**, through an array of coordinated services delivered in a climate of dignity, respect and accountability.

## **DELIVER A PERSON-CENTERED CUSTOMER SERVICE EXPERIENCE THAT IS RESPONSIVE, FLEXIBLE AND MEETS THE NEEDS OF THE INDIVIDUALS WE SERVE**

- We make all decisions and actions with the customer in mind
- We are open and adaptable, withholding judgment.
- We follow through on our service commitments
- We engage with the community to understand the challenges our customers are facing
- We identify gaps and provide proactive solutions to bridge them

## **DEVELOP AN ENGAGED, WELL-TRAINED, HIGHLY SATISFIED WORKFORCE**

- We provide the tools, support and structure for success in our employees' current roles while providing a plan for upward mobility through training and paths for growth
- We guide performance through setting realistic expectations and providing consistent and regular feedback
- We hire the most qualified people for the right positions

## **HOLD OURSELVES AND EACH OTHER ACCOUNTABLE TO THE HIGHEST STANDARD OF INTEGRITY AS HONESTY IS THE FOUNDATION OF OUR CULTURAL VALUES**

- We believe in finding resolutions to problems as soon as they are identified
- We model honesty and integrity in all of our interactions
- We address issues with service delivery and each other and report issues as appropriate

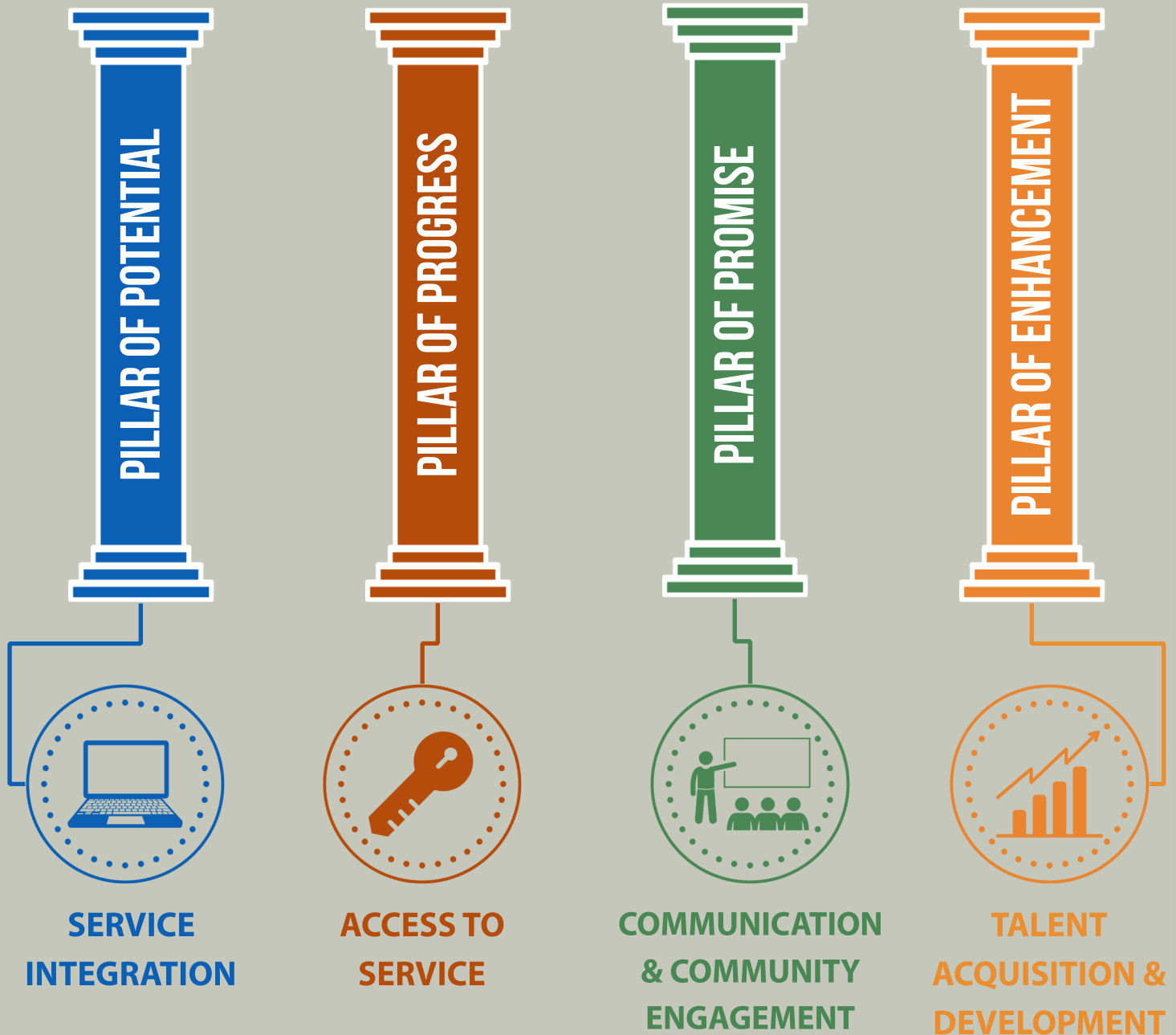
## **ACCEPT NOTHING SHORT OF EXCELLENCE IN OUR SERVICE DELIVERY SYSTEM, WORK ENVIRONMENT, AND OURSELVES**

- We seek to deliver exceptional quality customer service to individuals seeking our assistance, to outside agencies, to other city departments, and to each other.
- We challenge each other and encourage constant professional growth
- We improve our processes through innovation and the adoption of the highest standards of care



# THE FOUR PILLARS

**The Four Pillars** represent the foundation the Department of Human Services uses to guide every aspect of the work we do: Service Integration, Access to Services, Communication & Community Engagement, and Talent Acquisition & Development.





# THE PILLARS APPLIED

## THE PILLAR OF POTENTIAL

### SERVICE INTEGRATION

***Increase capacity for integrated service delivery within DHS, HRC Providers, and community partners that are designed to address barriers faced by homeless individuals and families at the HRC.***

- Expand partnerships with those who wish to join the effort to serve the homeless
- Provide an opportunity for every individual who utilizes the HRC to complete a mental health screening to appropriately determine their behavioral health and substance abuse needs

***Enhance coordination of services for children, adolescents, and their families, with internal and external providers/stakeholders.***

- Strengthen education and training across BH programs to help children and families access services best suited to their needs as they transition from child/youth to adult services
- Develop strategies to increase collaboration between Child & Youth Behavioral Health and Child Protective Services in order to streamline referral process and enhance continuity of care
- Develop strategies to integrate employment support services for young adults and generate new opportunities for job development

***Develop a partnership network to align strategies to reduce duplication of services and maximize success and achievements.***

- Partner with stakeholders to increase services offered to citizens
- Review DHS strategic goals and objectives annually and revise as necessary

***Utilize electronic platforms for meetings to increase telehealth and community outreach.***

- Collaborate with internal stakeholders to implement a new comprehensive health record (CHR)
- Increase use of telehealth to serve citizens and coordinate internal and external resources in a timely manner

## THE PILLAR OF PROGRESS

### ACCESS TO SERVICE

***Review the placement of existing service locations for quality, size, and security to determine suitability and address as needed.***

- Alter and change service locations if and when needed based on budget impacts and the increased use of virtual platforms

***Promote rapid service entry and fluid movement through the service system.***

- Increase access to programs for all citizens by reviewing entry portals and any potential barriers to access benefits and services
- Establish a bridging process to facilitate a smooth transition between BHDS services and Social Services
- In crisis situations, enhance collaboration between Emergency/Crisis services and other programs to promote client engagement and access to the appropriate level of care
- Create a system that prioritizes applications for Developmental Services by the level of risk to expedite processing for those most at risk

***Partner with State and City IT to make services available to staff, community partners, and residents through digital platforms.***

- Provide telehealth solutions for BHDS main locations and continue to enhance virtual platforms across all DHS services
- Replace department desktops with mobile devices to support teleworking and virtual face-to-face contact for telehealth and case management, benefits, and children & adult services

***Decrease barriers to accessing services by English as a Second Language (ESL) and Limited English Proficiency (LEP) speakers.***

- Increase recruitment and retention of bilingual staff and volunteers
- Build staff capacity to be culturally diverse and linguistically supportive of clients through hiring and implementing training



# THE PILLARS APPLIED

## THE PILLAR OF PROMISE

### COMMUNICATION AND COMMUNITY ENGAGEMENT

***Review existing public-facing communications efforts for effectiveness and assess preferred communication methods for citizens, partner organizations, and other city departments. Based on these assessments, develop and implement a targeted public-facing communications plan.***

- Develop comprehensive DHS brand standard to include fonts, colors, and styles to project a unified look and feel throughout the agency
- Communicate regularly with our community and staff members regarding changes in programs, eligibility, or availability
- Review communications and resources to ensure they are easily understood by people at all literacy and disability levels

***Assess existing and preferred internal communication efforts among staff, administration, and city leadership. Determine gaps to address in order to increase awareness of services from DHS.***

- Examine opportunities to increase ease of communication both within programs and between staff across the entire agency

***Expand the continued use of technology and communication strategies to enhance community engagement and staff scope of knowledge.***

- Partner with libraries to expand computer access for individuals seeking services and explore incorporation of DHS information in their communication avenues
- Establish a “staff speakers bureau” for DHS to provide information to the community on DHS programs and services
- Develop a central list of community resources that staff can access online in order to stay up-to-date on resources that are available to all
- Provide training opportunities related to the enhancement of communication, e.g. emotional intelligence, cultural sensitivity and/or active listening

## THE PILLAR OF ENHANCEMENT

### TALENT ACQUISITION AND DEVELOPMENT

***Work with Human Services leadership, City Information Technology (IT), other City departments, and stakeholders to develop results-based accountability (RBA) dashboards that collect, analyze, and define what and how well the work is being done.***

- Implement standard operating procedures for all CQI reviewers
- Provide routine data/trend reports to ELT/SLT and City leadership as requested
- Regularly provide leadership with tools and support actions to improve our use of dashboards and data in decision making

***Foster a learning environment to enhance staff knowledge and professional development.***

- Revise training around clinical documentation in an electronic record and incorporate this training into the onboarding process for new BHDS staff
- Develop and increase knowledge on DHS technologies for all platforms
- Foster a diverse team that will facilitate training, education, support and discussion opportunities for staff related to equality, diversity, inclusion and multi-cultural awareness

***Assess existing training opportunities for each division.***

- Provide and/or recommend training to DHS staff members at all levels to enhance service delivery and to support staff members in becoming more knowledgeable about and comfortable with the expectations of their roles
- Implement cross-training opportunities for staff to support immediate identification of client social services and behavioral health needs



# IMPLEMENTATION & ACCOUNTABILITY

This strategic plan will chart *“Our Path Together”* for our agency over the next three years. It will serve as a map and compass to guide the work of the Department, providing accountability for us and our community to recognize the potential, promise and progress of all of our citizens.

We may encounter challenges or obstacles during our journey. The plan will be dynamic to adapt to the changing world around us.

To ensure its success, and ours, each division and unit will create their own operational strategies and their way to implement and achieve these goals. Goals that will align with the four pillars of the strategic plan.

The operational plans will be vetted by the Department’s Executive Leadership Team (ELT), Senior Leadership Team (SLT), and Supervisors to ensure the identified goals are

appropriately assigned, implemented, and tracked to support the forward movement of the plan and the pillars.

Throughout the lifespan of the strategic plan, the goals, objectives, and progress will be regularly monitored and adjusted, if necessary. This will stabilize our goals keep them aligned with the needs of our community.

Throughout the year, DHS staff will provide the Community Services Board (CSB) and the Social Services Advisory Board (SSAB), and the with updates and presentations as we progress towards our strategic goals. Through the advancement of these plans and their goals, we can provide our residents with the tools, guidance, and opportunities to engage with our Department to fully realize their own limitless potential.











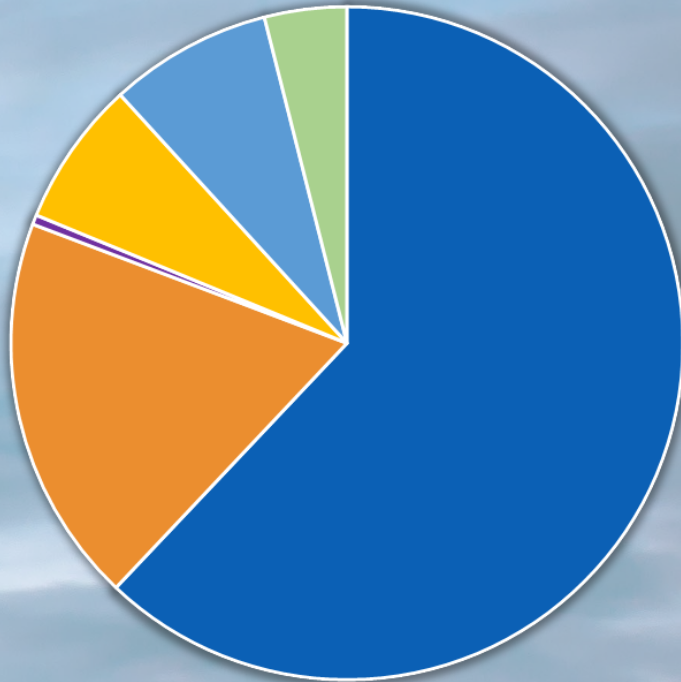


# ABOUT VIRGINIA BEACH

## Population: 449,974

(est. 2019, U.S. Census Bureau)

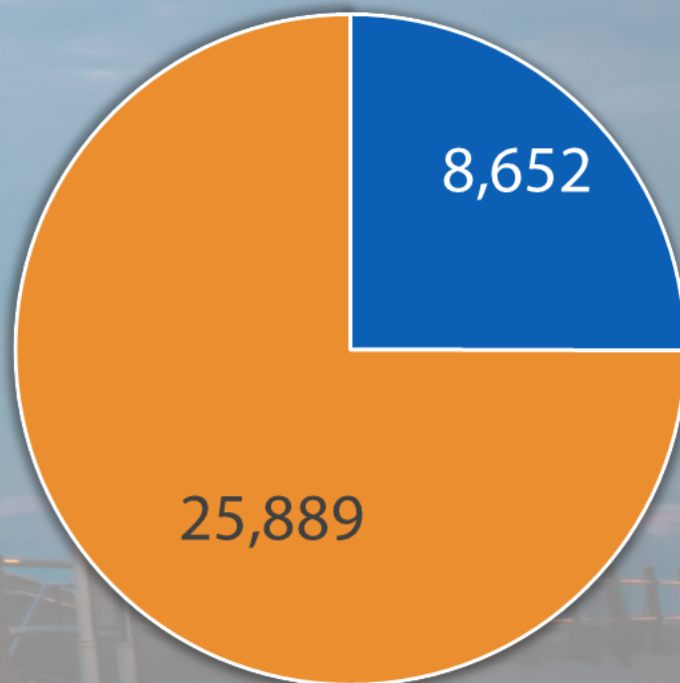
- White
- African American
- American Indian
- Asian/Pacific Islander
- Hispanic or Latino
- Two or More Races



## Living in Poverty: 34,541

(est. 2019, U.S. Census Bureau)

- Under 18
- 18 and Older



## EXECUTIVE LEADERSHIP TEAM MEMBERS

Aileen L. Smith  
Director  
Deidria W. Bolden  
Deputy Director for Social Services  
Bryan Clark  
Media & Communications Coordinator  
Angela Hicks  
Deputy Director for Behavioral Health  
and Developmental Services  
Dr. Donald R. Kirtland, Ph.D, CPHQ  
Deputy Director for Continuous Quality Improvement  
Dr. Louis Leone, M.D.  
Psychiatric Medical Director  
Vacant  
Manager for DHS Human Resources  
Vacant  
Business Manager for DHS Administration

## SOCIAL SERVICES ADVISORY BOARD MEMBERS

Dr. Norma Brumage, Chair  
Lucynthia Rawls, Vice-Chair  
Susan Campbell; Robin Foreman-Wheeler;  
Jalana McCasland; Donna Morris; Andrew Richmond;  
Helena M. Gourdine-Thorpe; Nichole M. Thurston

## COMMUNITY SERVICES BOARD MEMBERS

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Carrollyn Cox, Vice-Chair  
Patricia Alspaugh; Lori F. Bridges; Gayle M. Colson;  
Carla Hesseltine; Yvonne Lewis; Patricia Pointer;  
Susannah Uroskie; Todd Walker; Katrice Washington



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