

Strategic Plan Update									
Goal	Objectives	Strategies/Tactics	Quarter 1	Quarter 2	Quarter 3	Quarters 4 & 5	Quarter 6	Quarter 7	
<b>Services Goal</b> Adjust service delivery to match the evolving landscape, consumer expectations, and community needs.	<b>Meet consumer expectations by improving services</b>	<b>Evaluate the efficiency regarding access to services</b> -Rapid response to behavioral health crisis -Faster entry to outpatient services	Director of Crisis and Access on staff & beginning evaluation.	Central access staffed. Mobile crisis response functional with expanded hours, six days per week.	Implemented on main campus using Same Day Access model. Outreach to promote service underway.	In 2024 CBH conducted 230 intake assessments. In 2025 CBH is averaging 100+ intake assessments/monthly. Average assessment duration is 2+ hours.			
		<b>Incorporate treatment and service innovations and best practices</b> -Rapid acting medications for stabilization -Medical screening technologies -Redesign Opportunities Unlimited -Redesign psychosocial rehabilitation	Will align with development of new facilities.						
	<b>Expand or develop programming to meet community needs</b>	<b>Expand or enhance existing or new services</b> -Permanent Supportive Housing (PSH) -Broadened waiver services	PSH executed 9 initial leases and 10 referrals are in process. Children's and SUD Services expansion underway.		Ten Continuum of Care - allocated slots are full. Identified new property manager/partner.	PSH absorbed individuals formally served by House of Mercy.			
		<b>Development new services</b> Mobile Crisis -Crisis Receiving Center -Crisis Stabilization -Supported Employment	Mobile Crisis launched July 2024. Key staff participated in a NOISE assessment as first step of development of Supported Employment.			Resumed Community Crisis Stabilization services.			
<b>Operations Goal</b> Ensure agency sustainability through business operations reflective of changing healthcare and workforce landscapes.	<b>Focus on workforce recruitment and retention</b>	<b>Invest in recruitment platforms</b> -Affinity groups -Triad Healthcare Recruiting	Now advertising in National and Virginia Associations Social Workers and on Handshake platforms.				HR staff working with Directors regarding recruitment platform optimization.	CHB successfully utilized a recruiting firm and is exploring doing so more often for key positions.	
		<b>Explore agency-wide retention practices</b> -Schedule flexibility -Benefits structure -Career advancement pathways -Culture connectivity -Staff feedback -Develop and institute succession planning for program and the agency as a whole	DEI agency assessment underway. FY25 Employee Engagement Committee established.	DEI agency phase 2 assessment underway. Employee Engagement Committee hosted Fall Extravaganza events.	DEI activity indefinitely postponed.	Clinical positions/titles have been standardized across the agency. Clinical supervision is available to all eligible employees. Incentives for supervision have been instituted. Paid internships are now available. Management was surveyed on training needs and trainings are being offered in response.	Mid Management Staff received training on burnout and on conflict resolution.	Mid Management Staff participated in feedback session regarding past and future training using live polling software.	
	<b>Conduct fiscal analysis in anticipation of new funding models</b>	<b>Determine federal indirect cost rate</b>			Nancy attended training on rate establishment.				
		<b>Explore cost-based reimbursement</b> -CCBHC				Contract with W&M to develop cash flow projections for phase II consolidated outpatient building will inform this work.			
	<b>Improve operations to realize efficiencies</b>	<b>Update governance structure</b> -Advisory Council	Policy adopted by Board. First cohort will begin January 2025.	Advisory Council applications received and under review.	Advisory Council activity underway.	Policy manual restructuring and review under way.			
		<b>Institute cost benefit analysis processes</b> -New grant and program evaluation							
		<b>Develop new facility staffing models</b> -Preparation for consolidation of new construction				New staffing models necessitates need for temporary office space.			
		<b>Land/facility acquisition</b> -Acquire surplus Eastern State Hospital land -Acquire land and/or facilities appropriate for Day Support services -Acquire land and/or facilities appropriate for service delivery in the eastern most part of the CBH catchment area				ESH land acquired.			

<b>Infrastructure Goal</b> Develop and execute long-term facility, technology, and infrastructure plans to support and enhance services.	<b>Develop master plan for new campus and appropriate satellite facilities</b>	<b>Space needs analysis and design</b> -Develop a York Poquoson plan inclusive of design -Develop an Opportunities Unlimited plan inclusive of design -Develop new campus plan inclusive of design	Space needs analysis complete.			Phase II RPF issued for design build services.		
		<b>Facility development and construction</b> -Begin construction of facilities				CSW construction under way.		Henderson, Inc. selected as design build vendor for phase 2.
	<b>Continue refinement and execution of the existing technology plan to improve administrative efficiencies and ensure security</b>	<b>Administrative efficiencies via software solutions</b> -Maximize consumer engagement via use of EHR patient portal -Develop process to collect fees for telehealth -Conduct software audit to reduce use of paper				Fee collection will resume in January. Virginia Crisis Connect (VCC) is actively dispatching mobile crisis response. Staff is now using VCC to search for psych beds in VA. Clinical staff now has view access to Riverside Health System's electronic health record. Emergency Services now uses a virtual fax line.		
		<b>Cyber security</b> -Continue to improve disaster preparedness -Complete migration to the cloud	Data safely secured offsite via server migration to the cloud. Two report services created in the cloud.	Migration to the cloud is complete. Current disaster plan worked as evidence by no data loss and minimal service disruption. Working with legal team to improve policies and procedures moving forward.				
<b>Resources Goal</b> Ensure agency sustainability by creating and implementing long-term resource development plans.	<b>Develop mechanisms to finance the new campus</b>	<b>Develop a sustainable financial model to support current and future occupancy and capital costs</b>						
		<b>Capital Campaign</b> -Accept donations directly or via a third party -Grant prospecting	"Make a Gift" button added to website. Designated fund established at Williamsburg Community Foundation.	Campaign feasibility study complete.		Congressman Wittman announced that \$2 million for CBH Campus Phase II construction was included in the House Appropriations Bill.	Capital campaign fundraiser position posted.	Capital campaign fundraiser position filled.
		<b>Develop relationship with lending institution to put together a capital stack and leverage existing holdings</b>						
	<b>Form new partnerships to advance the work</b>	<b>Develop and implement a Public Relations Plan</b> -Business community outreach -Marketing budget		Mobile crisis team distributing program information to key stakeholders.	Developing PR plan via Public Awareness Committee.	The CSW groundbreaking event was a public relations success.		
		<b>Explore sharing resources to drive efficiencies</b> -SEVHS -ESH	Signed Letter of Intent with Southeastern Virginia Health System.				Behavioral Health Consultant (CBH employee) imbedded at SEVHS.	Behavioral Health Consultant (CBH employee) imbedded at SEVHS resigned.
	<b>Seek federal funding to increase services</b> -SAMHSA							