

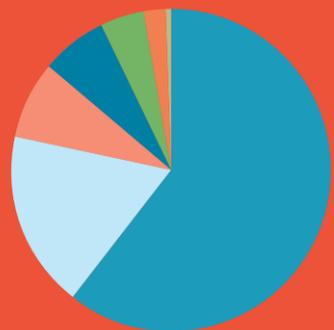


A PATH FORWARD

City of
Virginia Beach
Human Services
Department

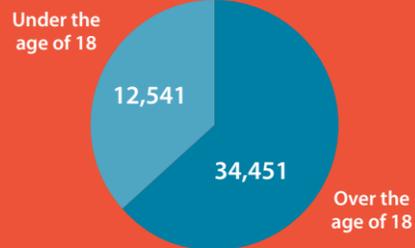
STRATEGIC PLAN
2018-2020

RACE & ETHNICITY



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

LIVING IN POVERTY IN VIRGINIA BEACH



The City of Virginia Beach, Human Services Department offers a unique perspective to 21st Century human services. Its approach to providing integrated services through the incorporation of the Community Services Board and Social Services Division into one department, has distinctively allowed the citizens of Virginia Beach an opportunity to receive seamless services efficiently.

Over the past four years, the department has begun the work to strengthen and transform its internal organizational infrastructure by standardizing program operations and refining talent acquisition approaches and staff development and embedding customer service strategies as a way of thinking in providing services to the community.

A diverse steering committee of 37 community leaders provided leadership and support to the development of community focus groups where existing relationships between the department and the community were enhanced while new relations were formed. The role of the Steering Committee and focus groups were paramount to hearing the voices of the community, influencing the direction of the strategic plan and obtaining support for a new "Path Forward in Human Services".

"The Path Forward in Human Services" is a plan that inculcates the voices of the community and best practices in Human Services. It builds on the tremendous legacy of the department while setting an eye for the future. This strategic plan will be the "Blueprint" for program innovations and the backbone to adaptation, sustainability, and realignment of services, when needed for the community.

I hope you will join us in our journey to serve the citizens of Virginia Beach!

In Service with You,
 Dannette R. Smith
Director

from the director

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* and withhold judgment.
- *We follow through.*
- *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 because 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 each other and report issues as appropriate.

Accept nothing short of excellence in our service delivery system, work environment, and ourselves.

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

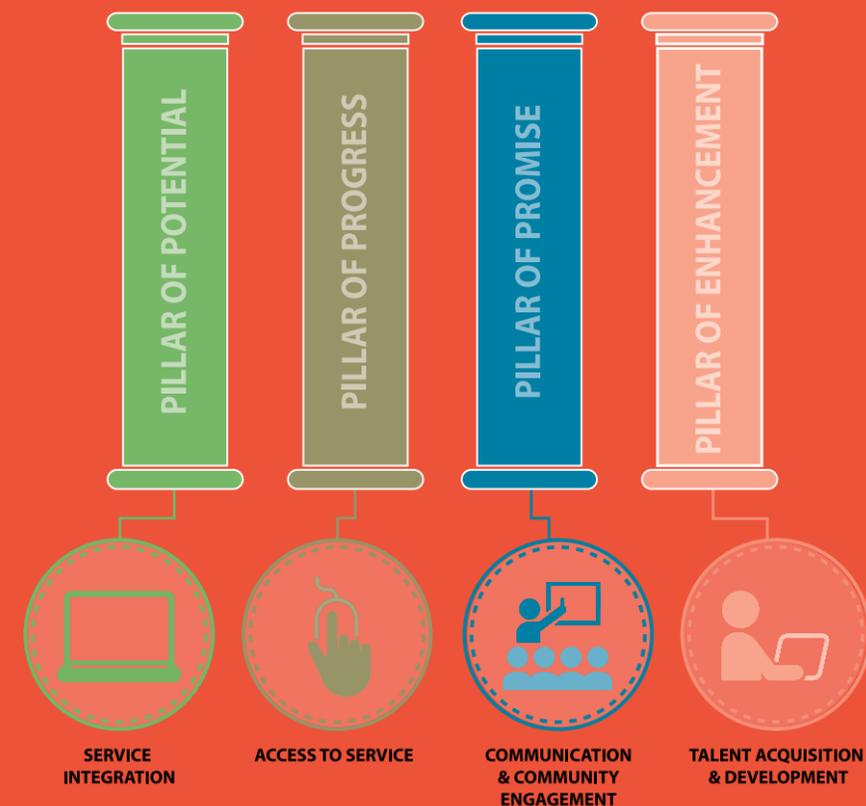


In May 2016, the Department gathered together a steering committee with members comprised of public, private, business, faith, charitable, service providers, and community residents to guide the department through the strategic planning process. The Committee identified fifteen (15) community-based groups and over 250 community constituents to meet and discuss their knowledge of the department and the community's need for human services.

Throughout the planning process, members provided crucial guidance and direction, lessons learned, and a vast professional and community network that ensured the focus groups were a success. Focus group categories included: the faith community, business community, seniors, first generation immigrants, returning citizens from correctional facilities, foster parents, intergovernmental agencies and their partners, community advocates, clients and customers, as well as staff from within the department.

These professional volunteers and community groups generously offered their time and energy. Without them, the strategic planning process would not be comprehensive, inclusive, or successful.

Based on input from our Steering Committee and Community Focus Groups, four pillars were developed to guide our work moving forward: Service Integration, Access to Services, Communication and Community Engagement, Talent Acquisition and Development. These pillars make up the substance and foundation of the strategic plan.



THE PILLAR OF POTENTIAL
SERVICE INTEGRATION

Create joint efforts between HSD divisions and units

- Integrate technology to support high-level information sharing between divisions and units
- Review programs to determine if all appropriate divisions are participating (and at which level) in each service; making adjustments as necessary
- Develop internal resource guide and identify program liaisons in each division/unit to direct staff to appropriate service units

Provide outreach and community-based staff with access to laptops, tablets, and/or other mobile technology to improve responsiveness and increase data input efficiencies

Develop a partnership network to determine individual service priorities and align strategies to reduce duplication of services and maximize achievements

- Assess existing partnership/referral system for efficiencies to improve wait times; especially for mental health services
- Establish an HSD partnership liaison to assist partners with connecting clients with the appropriate community or HSD services
- Establish opportunities for clients ineligible for HSD services to be connected with existing community organizations for additional supports

Evaluate effectiveness and efficiency of existing software and hardware systems to determine priority technology needs while maintaining a safe and secure system

- Develop a plan for implementing software and hardware upgrades to support a 'paperless office' environment
- Implement an integrated Electronic Health Record (EHR) system that will facilitate data collection and analysis and expedite customer access to HSD services and programs
- Support an interoperable environment to streamline documentation requirements
- Ensure software suites include accountability and tracking to ensure clients are not "lost to follow-up" due to staff turnover or transfers

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

Leverage existing relationships with city departments to establish an HSD "resource center" in their facilities; incorporating print/online resource guides and/or staffing, as available and feasible

Develop innovative outreach strategies to increase community awareness of HSD services and programs

- Develop a mobile or off-site resource center
- Maintain an HSD presence at community events
- Seek opportunities to educate all Virginia Beach citizens on how to help connect people in need of HSD services

Partner with the city's information technology team to create a user-friendly resources and services online portal that facilitates resident access to staff members, service opportunities, and eligibility requirements

- Portal will tailor information based on individual behavioral health and/or social services needs
- Portal would be regularly updated with HSD news and information

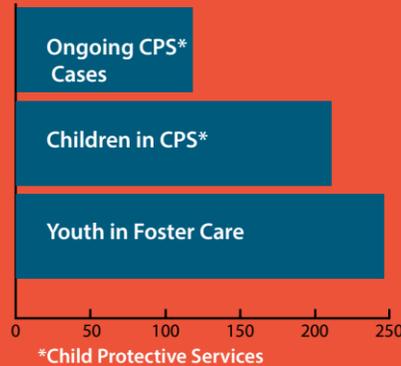
Decrease barriers to accessing services by English as a Second Language (ESL) and Limited English Proficiency (LEP) speakers

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



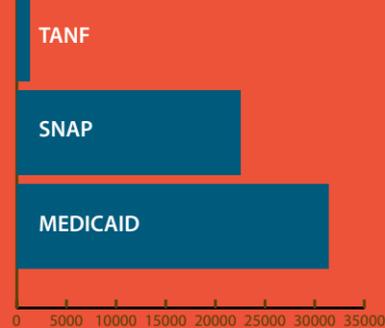
SOCIAL SERVICES CHILD WELFARE

AVERAGES



SOCIAL SERVICES BENEFITS PROGRAMS

FY17 ANNUAL APPLICATIONS



THE PILLAR OF PROMISE

COMMUNICATION AND COMMUNITY ENGAGEMENT

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

- Communicate regularly with the public regarding changes in programs, eligibility, or availability
- Examine the opportunity to use newsletters, social media, PSAs, website, and TV to communicate with public
- Review communications and resources (e.g. brochures, etc.) to ensure they are easily understood by people at all literacy levels

Assess existing and preferred internal communication efforts among staff, administration, and city leadership. Based on these assessments, develop and implement a targeted internal communications plan.

- Examine opportunities to increase ease of communication both within programs and between staff across the entire agency
- Communicate regularly with staff regarding changes in programs, eligibility, or availability
- Examine opportunities to use newsletters or social media to communicate with staff

Develop and implement an advocacy and education training for CSB and SSAB members and interested clients; equipping them with the tools to discuss HSD program and services with the public, city officials, and law makers

- Create a "speaker's bureau" of CSB and SSAB members to provide comment to media and community on HSD programs

THE PILLAR OF ENHANCEMENT

TALENT ACQUISITION AND DEVELOPMENT

Develop and implement a strategy to support continuing education for all staff to assist in recruitment and retention of highly qualified employees

Improve opportunities to incorporate HSD volunteers into new and existing programs and services

- Develop peer liaison programs to help explain eligibility
- Increase community advertising and opportunities for volunteers
- Determine opportunities available for skilled workers with limited English language skills

Assess existing training opportunities and proposed training needs for each division

- Develop and implement customized training plans for each division based on staff needs
- Implement cross-training opportunities for all front-line staff to support immediate identification of client social services and behavioral health needs

Develop and implement internal performance dashboards to track ability to meet customer needs

- Hold staff accountable for provision of high quality customer service
- Use dashboards to determine appropriate program caseloads to determine further staffing needs

**BEHAVIORAL HEALTH
DEVELOPMENTAL SERVICES**

9554
Mental health clients served

397
Average number of child & youth
clients served monthly

1839
Child & youth individualized services
provided (FY17)

232
Average number of substance abuse
clients served month

1200
Average number of developmental
services clients served monthly



“The Path Forward” strategic plan will serve as a dynamic and adaptive tool to guide the work of the department over the next three years. To ensure its success, each division and unit will develop operational strategies—implementation plans—that will nest within and align with the four pillars of the strategic plan. These plans will serve as a framework for accountability for the department and the community as Virginia Beach continues to recognize the potential, promise, and progress of all its citizens.

The implementation plans will also utilize local, regional, and national data to benchmark trends that could have an impact on the department’s ability to serve the community. This data will assist department leaders with developing and implementing their specific tasks and objectives. The Executive Leadership Team (ELT), Senior Leadership Team (SLT), and supervisors will be responsible for working within their divisions,

programs, and units to ensure that the appropriate tasks are identified, assigned, and implemented to support the strategic plan and its pillars. These plans will continually be reviewed by leadership and staff over the course of the next three years through monthly and yearly supervision meetings with frontline staff and supervisors. This will ensure they continue to be relevant and pertinent to our community’s needs.

Throughout the year, the department will provide Community Services Board (CSB), Social Services Advisory Board (SSAB), and City Council updates and presentations by staff members focused on internal communication, service integration, legislative advocacy, and progress towards meeting our strategic goals. As a result, the strategic and implementation plans will be advanced and the goal to provide Virginia Beach citizens with opportunities to gain self-sufficiency will be achieved.

implementation & accountability

63
PROGRAMS

1550
STAFF

FY2018 BUDGET
117
MILLION

31
FACILITIES

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Human Services Department**
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757 385 3608 (Central Administration)
www.vbgov.com/hs

members

EXECUTIVE LEADERSHIP TEAM MEMBERS

Dannette R. Smith, Director
Human Service Department (HSD)

Donald R. Kirtland, Ph.D., CPHQ
Deputy Director, Continuous Quality
Improvement

Andrea Lowe, Strategic Analyst
HSD Administration

Patrick Pendleton, Manager
HSD Human Resources

Dawn Rykheart, Business Manager
HSD Administration

Aileen L. Smith, Deputy Director
Behavioral Health and Developmental Services

Gailyn T. Thomas, Deputy Director
Social Services

Wendy Voliva, Media and Communications Coordinator
HSD Administration

STEERING COMMITTEE MEMBERS

Kay Ashby, Community Services Board

Eddie Antoine, III, Human Services Department

Courtney Boone, National Alliance on Mental Illness

Becky China, Human Services Department

Veronica Coleman, New Jerusalem Ministries

Carrollyn Cox, Community Services Board

Tom Crockett, Together We Can Foundation

William T. Dean, Virginia Beach Police Department

Natalie Elliott, Intercept Youth Services, Inc.

Rudolph Freeman, Jr., MD, Human Services Department

Patrick Gallagher, Virginia Beach Police Department

Tina Gill, The Up Center Organization

Tiffany Hassell-Gregory, Together Lives Change, LLC

Lancelot James, Virginia Department of Corrections

Donald R. Kirtland, Ph.D., CPHQ Human Services Department

Heidi Kuhlberg, MD, Department of Public Health

Maynard Massey, Virginia Beach City Public Schools

Martha McClees, Social Services Advisory Board

Donna Morris, Social Services Advisory Board

Olympia Perkins, Second District Court Service Unit

Karen Prochilo, Housing and Neighborhood Preservation

Suzanne Puryear, The Planning Council

Lucynthia Rawls, Social Services Advisory Board

Andrew Richmond, Social Services Advisory Board

Diana Ruchelman, Community Services Board

Dawn Rykheart, Human Services Department

Aileen L. Smith, Human Services Department

Dannette R. Smith, Human Services Department

Teresa Stanley, Interfaith Alliance at the Beach

Ronald Taylor, Men of Faith

Gailyn T. Thomas, Human Services Department

M. Gay Thomas, Virginia Beach City Public Schools

Todd Walker, Judeo-Christian Outreach Center

Joyce Williams-Bland, Social Services Advisory Board

Adalay Wilson, United Methodist Family Services

Jo Ann Wilson-Harfst, Eastern Region,
Virginia Dept. of Social Services

Adam Zubowsky, Human Services Department