

II. Recommendations for a Transformed System

Included in this section are the Commission's recommended roles for the public mental health system, design of the system, and roadmap for transforming the system.

A. ROLES OF PUBLIC MENTAL HEALTH SYSTEM

Outlined below are recommended roles for the public system. The *2007 Overview of Community Services Delivery in Virginia* served as a resource for this recommendation.

Recommendation 1

The public mental health system would function as a(n):

- **Planner** of services and systems to meet identified needs.
- **Advisor** to local government and the community about unmet needs, future service trends, and public policies related to mental health.
- **Advocator** for individuals not receiving needed services; community acceptance of and support for individuals receiving mental health services; the elimination of stigma associated with mental illness.
- **Capacity Builder** to coordinate the development of needed services and support networks (including peer support) by working with public and private organizations, individuals receiving mental health services, families and advocacy groups.
- **Single Point of Entry** into publicly funded mental health services to include care coordination (case management), coordination of services, and access to state-funded hospital services through preadmission screening.
- **Manager** of access to services and integration between services.
- **Provider** of services directly by mandate (care coordination or case management, emergency services, discharge planning), directly by choice, and

indirectly through partnerships or contracts with other organizations and providers.

- **Communicator** to expand knowledge through ongoing training on the recovery and resilience framework for services; to increase public understanding of the need for services and supports in the community; to actively seek and value input from and participation by individuals receiving mental health services, family members, and advocates.
- **Evaluator** to assure the accountability and effectiveness of services provided and to inform policy makers and management of those services with emphasis on quality, feedback mechanisms and measurable outcomes, continuous improvement and learning.

While not specifically listed as a role, we believe the CSB and its board are **leaders** in assuring a balanced, collaborative, and systemic approach to meeting community needs. Recommendations to enhance the governance and leadership of the CSB are outlined in the Transformation Roadmap section of this report.

As a Commission, we spent considerable time discussing the role of managing access to mental health services and the complementary roles of direct provider and capacity builder of services. We believe a successful transformation of this system will require re-conceptualization of these roles and continuous attention to assure that they are adequately balanced. This re-conceptualization will be apparent in our recommendations for a design with increased access to services and supports, a more business-focused approach to the management of access, productivity standards to demonstrate the expectation of shared accountability for outcomes, financing strategies that maximize revenue from all sources, and scaling of the system to determine what services the CSB provides itself as a public entity, and what services it purchases or partners with others to provide.