



FAIRFAX - FALLS CHURCH

**Community
Services Board**

STRATEGIC PLAN

FY 2018 – FY 2020



Foreword

We are pleased to present the **Fairfax-Falls Church Community Services Board's (CSB) FY 2018 – 2020 Strategic Plan**. The plan serves as the road map for achieving our mission.

The plan reflects four essential strategic priorities:

- Providing access to timely and appropriate services and supports to individuals and families.
- Providing quality services and supports.
- Strengthening the health of the entire community, including people receiving CSB services.
- Ensuring efficient and effective utilization of resources.



CSB Board Chair
Suzette Kern



CSB Executive
Director
Daryl Washington

The FY 2018-2020 plan, our second three-year plan, is designed to evolve with the needs and emerging priorities of the CSB, our partners, and those we serve. We will continue to assess the needs of the community in partnership with other county agencies, Health and Human Services providers, and private organizations. Evaluation and performance measurement will be key to the strategic plan's success, and data will be gathered and shared to demonstrate the achievement of our strategic goals.

While the county faces uncertainty and even threats from changes at the federal and state level that could negatively impact the community and health and human services resources, we also have a number of opportunities. CSB and county-wide efforts will help us to further integrate physical and behavioral health, use technology to better coordinate services and supports and use data systems to increase positive outcomes.

A systems approach is critical to ensuring that individuals and families receive services and supports needed to live healthy lives. Our hope is that this plan will help us to simplify access to services for our community.

We recognize that there is no health without mental health and our success depends on strong collaboration with our valued community and county partners. We are committed to enhancing our work with existing partners and will strive to develop new relationships to increase our collective impact. We all do better when we all do better!

We look forward to working with our partners to carry out this plan and celebrate our successes along the way.

A handwritten signature in cursive script, reading "Suzette Kern".

Suzette Kern, CSB Board Chair

A handwritten signature in cursive script, reading "Daryl A. Washington".

Daryl Washington, CSB Executive Director

Strategic Plan

August 1, 2017 to June 30, 2020

Contents

About Us –The Fairfax-Falls Church Community Services Board	4
Where We Want to Be – CSB Vision	4
What We Do – CSB Mission	4
What We Believe In – CSB Values	4
Who We Are.....	4
Who We Serve	5
What Services We Provide	5
Where We Provide Services	5
How We Are Funded.....	6
CSB Strategic Priorities, Goals and Objectives	8
Appendix A – Strategic Planning Development.....	16
Appendix B – Links included in the Strategic Plan	17

About Us –The Fairfax-Falls Church Community Services Board ¹

Where We Want to Be – CSB Vision

Everyone in our community has the support needed to live a healthy, fulfilling life.

What We Do – CSB Mission

To provide and coordinate a system of community-based supports for individuals and families of Fairfax County and the cities of Fairfax and Falls Church who are affected by developmental disability, serious emotional disturbance (youth), mental illness and/or substance use disorders.

What We Believe In – CSB Values

In achieving our mission and vision, we value:

- **Respect for the people we serve.**
Individual dignity and human rights protection are at the center of the CSB service philosophy. Each individual is involved in developing service plans which address his/her needs and preferences. Feedback from service recipients is requested to assess program strengths and areas for improvement and enhance each individual's experience.
- **Quality in the services we provide.**
The CSB offers a comprehensive menu of preventative and responsive services that meet the needs of individuals who live in the Fairfax County community. Services are provided by qualified professionals using methods proven to achieve positive, measurable outcomes.
- **Accountability in all that we do.**
The CSB recognizes its responsibility to the Fairfax County community by striving to provide services to people with limited resources or complex needs in an effective and efficient manner. Policies and procedures are communicated and accessible to all individuals and organizations with whom we work and process improvement is anchored in continuous data review.

Who We Are

The Fairfax-Falls Church Community Services Board (CSB) is the public agency that plans, organizes and provides services for people in our community who have mental illness, substance use disorders, and/or developmental disability and for youth with serious emotional disturbance.

We are one of 39 Community Services Boards and one Behavioral Health Authority in the Commonwealth of Virginia. State law requires every jurisdiction to have a CSB. We operate as part of Fairfax County government's Health and Human Services system.

Our staff and contracted service providers include, but are not limited to, psychiatrists, nurses and medical staff, counselors, therapists, case managers and support coordinators, peer specialists, and support and administrative staff. We partner with community organizations, faith communities, businesses, schools and other local government agencies in many ways to provide the services people need.

¹ [About the CSB](#)

Who We Serve²

Our CSB serves residents of Fairfax County and the cities of Fairfax and Falls Church across the lifespan.

Most CSB services are primarily for people whose conditions seriously impact their daily functioning. However, anyone with a related concern may contact the CSB for help in finding appropriate treatment and resources³.

What Services We Provide⁴

- **Engagement, Assessment, Emergency, Child and Family, and Residential Treatment Services**
Engagement, Assessment & Referral Services; Emergency and Crisis Services, Residential Treatment and Detoxification Services, Youth & Family Intensive Treatment Services, and Youth & Family Outpatient Treatment Services.
- **Psychiatry and Medical Services** – The CSB employs a number of psychiatrists, nurse practitioners, and nurses. These professionals work as a part of the team to ensure prescribing and primary healthcare needs are being met.
- **Mental Health Treatment and Developmental Disability Services**- Support Coordination Services, Employment & Day Services, Assisted Community Residential Services, Behavioral Health Outpatient & Case Management Services, Supportive Community Residential Services, Diversion and Jail-Based Services, and Intensive Community Treatment Services.
- **Wellness, Health Promotion, and Prevention Services**- community activities to strengthen emotional health and build community capacity to handle issues related to substance use and mental illness, as well as community programs designed to promote healthy behaviors and lifestyles.

Where We Provide Services⁵

Services are provided in various settings throughout the community, including homes, schools, offices, residential settings, the adult detention center and other locations. Services are provided directly by CSB staff, or provided through contracts with local partner organizations.

How We Use the Plan

The CSB strategic plan is evaluated on an ongoing basis, as progress toward established goals and strategies are assessed. A comprehensive evaluation of goals, strategies, and performance measures will be completed at the end of each fiscal year with results provided in the CSB annual report. A strategic planning team with broad representation of CSB staff and stakeholders works in conjunction with CSB leadership to evaluate progress toward meeting goals and make recommendations for revisions to the plan.

² [Who We Serve](#)

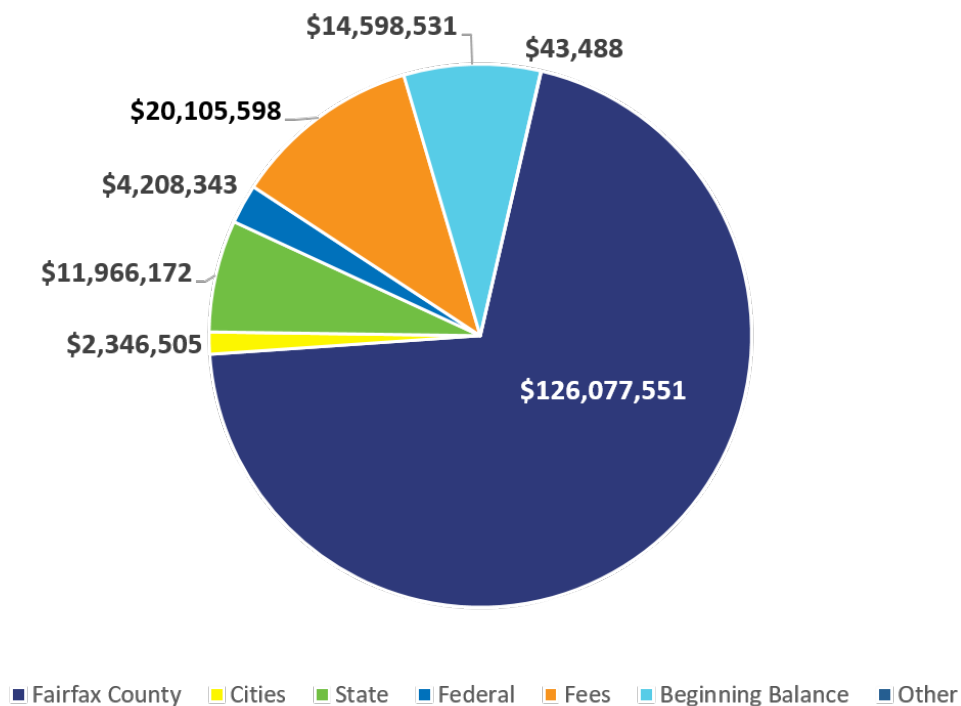
³ [Guidelines for Assigning Priority Access to CSB Services](#)

⁴ [CSB Services](#) - Click on 'services' in the left navigation

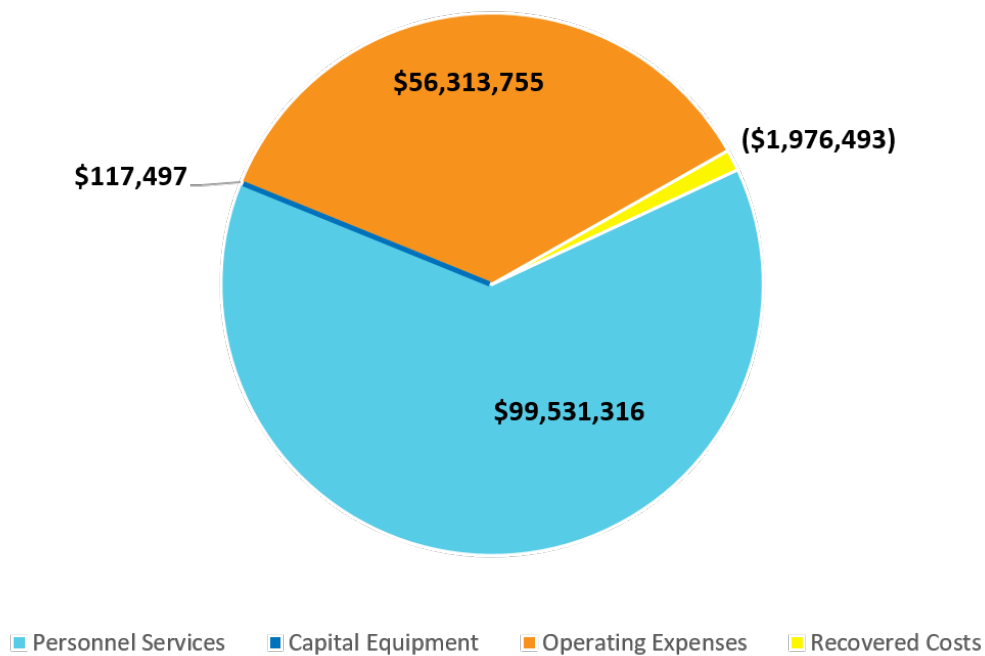
⁵ [CSB Service Locations](#)

How We Are Funded

CSB FY 2017 Revenues - \$179,346,188



CSB FY 2017 Expenditures - \$153,986,075



Operating expenses include amounts paid to vendors for contracted services, rent, etc.
Recovered costs include reimbursements for CSB services provided to other county agencies.

CSB Strategic Priorities and Goals

Strategic Priority 1: Provide access to timely and appropriate services and supports to individuals and families	
Goal 1A	Expand the capability for integrated delivery of behavioral health and developmental supports and physical health services.
Goal 1B	Ensure a comprehensive approach for the treatment of opioid use.
Goal 1C	Ensure system-wide same day access for assessment and timely access to treatment.
Goal 1D	Ensure that children, adolescents, and their families have access to high quality, integrated developmental and behavioral health services and supports.
Goal 1E	Ensure a competent system of services and supports for individuals with developmental disabilities.
Goal 1F	Develop a comprehensive system of services and supports to offer alternatives to incarceration for people with mental illness, substance use disorders or developmental disabilities, who come into contact with the criminal justice system for low level offenses.
Strategic Priority 2: Provide quality services and supports	
Goal 2A	Develop strategies that expand the use of best practices, promising practices, and evidence-based practices.
Goal 2B	Ensure the direct and active involvement of peers (individuals with lived experience) in the planning, provision and evaluation of services.
Goal 2C	Provide opportunities consistent with the supportive housing model, combining affordable housing assistance with wrap-around services.
Strategic Priority 3: Strengthen the health of the entire community, including people receiving CSB services	
Goal 3A	Provide and support wellness and health promotion activities.
Goal 3B	Increase and promote awareness of suicide prevention resources and services.
Strategic Priority 4: Ensure efficient and effective utilization of resources	
Goal 4A	Recruit, hire, and retain a talented and diverse workforce based on the needs of the organization and the community.
Goal 4B	Ensure efficient and effective budget and financial management.
Goal 4C	Ensure regulatory and corporate compliance.
Goal 4D	Leverage technology to support the service delivery system.
Goal 4E	Ensure a meaningful data management system to increase efficiency and effectiveness in service delivery.
Goal 4F	Ensure clear, concise and strategic internal and external communication aligned with the CSB's mission and goals.

CSB Strategic Priorities, Goals and Objectives

Short term objectives = 0-18 months

Long term objectives = 0-36 months

Strategic Priority 1: Provide access to timely and appropriate services and supports to individuals and families.

Goal 1A: Expand the capability for integrated delivery of behavioral health and developmental supports and physical health services.

Short Term Objectives

- Build and expand convenient access to primary care, including dental care, in CSB and other service settings, in partnership with Health and Human Services (HHS) healthcare integration partners (e.g. the Health Department/Community Health Care Network, Federally Qualified Health Centers, Inova Health Systems).
- Increase the percentage of individuals receiving CSB services who have a primary care provider.
- Expand opportunities for access to peer health coaches for engagement and wellness activities.
- Ensure that primary care needs are included in treatment planning as a function of case management.

Long Term Objectives

- Participate in community safety net planning within HHS initiatives to ensure the inclusion of behavioral health and whole health services for people served by the CSB.
- Through training and technical assistance, support capacity building for primary care providers to serve individuals with behavior health disorders, and support approaches to screen for behavioral health issues in primary care settings.
- Develop strategies to document, monitor and report physical health outcomes as a routine component of behavioral health services.
- Implement ongoing health measures that establish a baseline for individual health improvement.

Goal 1B: Ensure a comprehensive approach for the treatment of opioid use.

Short Term Objectives

- Expand capacity to provide medication assisted treatment (MAT) at each CSB site and explore methods to increase timely accessibility to MAT.
- Track and monitor demand and capacity for services and maximize treatment options for individuals who are most at risk.
- Develop a plan with public and private partners and other county stakeholders to increase treatment availability and reduce waiting lists for opioid users.
- Expand best practice treatment approaches for individuals with substance use disorders.

Long Term Objectives

- Expand access to outpatient and residential medical detox.
- Strengthen systems to track individuals who have experienced an overdose and provide outreach to encourage and support their engagement in services.

Goal 1C: Ensure system-wide same day access for assessment and timely access to treatment.

Short Term Objectives

- Comply with the Virginia Department of Behavioral Health and Developmental Services (DBHDS) directive to implement same day access consistent with the state model and the implementation of [System Transformation, Excellence and Performance in Virginia](#) (STEP-VA).
- Establish and broadly communicate the eligibility criteria and screening/assessment process for access to CSB services.
- Assess impact on community partners of CSB screening and assessment protocols and practices, including referral and post-assessment follow-up.
- Establish mechanisms to consistently track demand, capacity and utilization of walk-in assessment services and length of time between assessment and treatment appointment.

Long Term Objectives

- Comply with DBHDS directive to implement screening and monitoring of primary care needs in accordance with STEP-VA.
- Complete an analysis of outpatient capacity and unmet outpatient needs per DBHDS directive to implement STEP-VA.
- Increase capacity to offer an initial treatment appointment within 10 days of assessment.
- Develop mechanisms to assess impact of disparities in access based on race, ethnicity, sexual orientation, socio-economic status, geography and other factors.

Goal 1D: Ensure that children, adolescents, and their families have access to high quality, integrated developmental and behavioral health services and supports.

Short Term Objectives

- Review, and if necessary modify, the structure of youth and family mental health and substance abuse services to identify and realize potential efficiencies, in collaboration with Behavioral Health System of Care/Healthy Minds Fairfax, the Fairfax County Health and Human Services System, and Fairfax County Public Schools (FCPS).
- Ensure access to crisis stabilization services for youth, including youth with development disabilities.
- Identify and implement strategies to increase community capacity to provide psychiatric care for youth, including medication and consultation.
- Promote a comprehensive approach to social and racial equity to address disparities in policies, systems and structures, in partnership with FCPS and the community, and in concert with [One Fairfax](#).

Long Term Objectives

- Identify barriers for youth and families to accessing mental health and substance abuse services and develop and implement strategies to address those barriers, in collaboration with Behavioral Health System of Care/Healthy Minds Fairfax and the Fairfax County Health and Human Services System.
- Develop efficient and effective transition planning processes to support children, adolescents, and young adults as they move between levels of care and as they “age into” adulthood, in collaboration with Behavioral Health System of Care/Healthy Minds Fairfax, the Fairfax County Health and Human Services System and FCPS.
- Develop mechanisms to track, monitor and communicate system data and outcomes.

Goal 1E: Ensure a competent system of services and supports for individuals with developmental disabilities.

Short Term Objectives

- Services and supports will be provided in accordance with Medicaid Waiver redesign⁶ and the Department of Justice Settlement Agreement⁷.
- Ensure adequate availability of proficient support coordination/case management services to provide mandated comprehensive case management for individuals with developmental disabilities who have a Waiver.
- Collaborate with community stakeholders, in conjunction with the direction provided by the Fairfax County Board of Supervisors as written in the [FY 2019 Budget Guidance](#), to outline affordable, equitable, and sustainable access to services and supports that are locally funded and not mandated by state or federal regulations.
- Increase system-wide capacity to provide evidenced-based treatment approaches to individuals with developmental disabilities.

Long Term Objectives

- Improve overall service competency of directly operated and vendor provided services for individuals with co-occurring behavioral health and developmental disabilities.
- Support and sustain equitable access to case management, residential services, and employment/day resources through technical assistance, training, quality assurance, and provider network development.

Goal 1F: Develop a comprehensive system of services and supports to offer alternatives to incarceration for people with mental illness, substance use disorders or developmental disabilities, who come into contact with the criminal justice system for low level offenses.⁸

Short Term Objectives

- Collaborate with partner agencies to fully implement evidence-based universal screening and assessment of individuals who are involved with the criminal justice system and use results for service recommendations and program planning.
- Enhance linkages with behavioral health, housing and community services and supports following an emergency or crisis; strengthen current processes for successful transitions and community reentry from the Adult Detention Center and psychiatric hospitals.
- Identify youth involved in the criminal justice system at the earliest stage and divert as many youth as possible from the juvenile justice system to treatment alternatives.
- Establish interim data sharing protocols among Diversion First partners to ensure continuity of care, comprehensive evaluation and effective use of resources, in concert with the Integrative System Information Technology Roadmap (IT Roadmap) and related initiatives across Health & Human Services (HHS).
- Provide mental health awareness training for judges, magistrates, probation and parole officers, and other officials who may come into contact with people who are living with behavioral health and/or developmental disabilities.

⁶ www.mylifemycommunityvirginia.org/

⁷ [Department of Justice Settlement Agreement with the Commonwealth of Virginia](#)

⁸ [Diversion First Initiative](#)

Long Term Objectives

- Secure a technology solution for data interoperability that will aggregate data from multiple systems and will include data linking and analytics tools, in collaboration with the [Department of Information Technology](#).
- Work with partner agencies, in conjunction with the [FY 2018 BOS Budget Guidance](#), to establish a sustainable framework for tracking and reporting outcomes and return on investment.
- Expand capacity to engage and serve individuals who are at risk prior to their involvement with law enforcement.

Strategic Priority 2: Provide quality services and supports

Goal 2A: Develop strategies that expand the use of best practices, promising practices, and evidence-based practices (EBPs).

Short Term Objectives

- Identify current best practices in service delivery and opportunities for the implementation of practices that adhere to [Substance Abuse and Mental Health Administration](#) (SAMHSA) standards as promising or evidence-based.
- Enhance capacity to train staff in identified EBPs.
- Promote the use of standardized, evidence-based tools to track progress, measure fidelity and identify opportunities to modify interventions and treatment.
- Integrate trauma-informed care practices into organizational culture and implement system-wide trauma-specific interventions.
- Increase access to evidence-based, person-centered supported employment and education services.

Long Term Objectives

- Establish mechanisms to evaluate fidelity to evidence-based practices
- Assess outcomes based on CSB programs that implement EBPs, measure fidelity and use results to improve quality implementation.
- Include best practice/promising practice/evidence-based service models as a contractual requirement for all vendors and providers.
- Establish clinical learning communities for each EBP provided in the CSB to maximize integrity and training.

Goal 2B: Ensure the direct and active involvement of peers (individuals with lived experience) in the planning, provision and evaluation of services.

Short Term Objectives

- Conduct a needs assessment and use resulting data to identify programs and activities that would best promote individual and community recovery and wellness.
- Establish a Recovery Services Advisory Council to help guide the provision of recovery services and assess how services meet current and future needs of individuals served.
- Increase the number of Peer Specialist Certification trainings and volunteer opportunities in order to promote development of Peer Specialist workforce.

Long Term Objectives

- Create a communications plan and develop products to share information about services, resources and events with all community stakeholders.

- In partnership with community peer resource centers, explore opportunities to enhance job readiness and employment services.
- Determine data elements required for evaluating performance, measuring outcomes and identifying quality improvement activities.

Goal 2C: Provide opportunities consistent with the supportive housing model⁹, combining affordable housing assistance with wrap-around services.

Short Term Objectives

- In partnership with Fairfax County's Health and Human Services System (HHS) and private nonprofit partner agencies, pursue opportunities for stable housing to support recovery and prevent homelessness, hospitalization and involvement in the criminal justice system.
- Pursue collaborative ventures with public and private partners to expand access to affordable housing for individuals receiving CSB services, reflecting the CSB mission focused goal of service delivery rather than owning and operating housing properties.
- Maximize future housing leverage opportunities to ensure that, in providing services for individuals with supportive housing needs, CSB resources are allocated to clinical services and external funds are utilized for housing.

Long Term Objectives

- Increase capacity to assist with specialized housing needs of individuals with disabilities, in conjunction with HHS and [county-wide strategic planning to facilitate Fairfax County's economic success](#).
- Work with HHS partners to pursue housing location assistance services for individuals who are at-risk of becoming homeless, increasing the capacity for individuals who transition from CSB residential programs to acquire individual leases.
- Develop educational materials for landlords, to be distributed by agencies serving individuals with mental illness, in an effort to help foster a culture of acceptance and community engagement.

Strategic Priority 3: Strengthen the health of the entire community, including people receiving CSB services.

Goal 3A: Provide and support wellness and health promotion activities.

Short Term Objectives

- Utilize a strategic prevention framework to assess needs, build capacity, plan, implement and evaluate wellness and health promotion activities.
- Engage with communities and stakeholders to develop and coordinate wellness and health promotion and prevention initiatives and activities.
- Provide [Mental Health First Aid](#) training to county staff, public safety staff and the community.
- Provide community education on prevention, signs and symptoms of mental illness and substance use, and available treatment resources.
- Expand REVIVE! training that teaches lay rescuers how to recognize and respond in an overdose situation and how to provide naloxone, a medication to reverse opioid overdoses.
- Offer drug disposal kits, in partnership with the Fairfax County Health Department, for residents to safely dispose of excess or unused medications to prevent their misuse.

⁹ [Permanent Supportive Housing Evidence-Based Practices](#)

Long Term Objectives

- Increase capacity to provide Mental Health First Aid for personnel in institutions of higher learning.
- Develop campaigns focused on harm of underage binge drinking, parent training and awareness raising materials to reduce underage alcohol use.
- Plan for the development of integrated services that address physical and emotional health, in alignment with the HHS resource plan to be developed in response to the [2016 Fairfax County Human Services Needs Assessment](#).

Goal 3B: Increase and promote awareness of suicide prevention resources and services

Short Term Objectives

- Promote community activities that create awareness and reduce stigma surrounding suicide and mental illness, in collaboration with the Health Department, Behavioral Health System of Care/Healthy Minds Fairfax, [Suicide Prevention Alliance of Northern Virginia \(SPAN\)](#) and our partnership with FCPS.
- Provide programs and services that address the risk factors for suicide and prevent suicide among people who are at high risk.
- Support and promote [PRS CrisisLINK](#), suicide crisis hotline and text services that provide free, round-the-clock confidential crisis intervention and support.
- Promote availability of online, evidence-based [Kognito suicide prevention](#) training for adults and youth in the community, and for FCPS personnel.
- Increase community capacity for screening and assessment and promote the use of [online evidence-based suicide and depression screening](#).

Long Term Objectives

- Tailor prevention and early intervention to high risk groups based on population and community prevalence.
- Analyze data and information to measure progress and identify needs and areas of concern.

Strategic Priority 4: Ensure efficient and effective utilization of resources.

Goal 4A: Recruit, hire, and retain a talented and diverse workforce based on the needs of the organization and the community.

Short Term Objectives

- Promote a positive work culture and environment that supports the CSB mission, vision, and values.
- Implement strategies based on staff feedback from the 2016 organizational assessment survey, ongoing face-to-face staff dialogues with CSB leadership, workplace climate assessments and exit interviews.
- Re-administer an organizational assessment survey in 2017 and act upon survey results.
- Provide ongoing training, education, and professional development opportunities for CSB staff.
- Promote opportunities for CSB staff to participate in activities that prepare them for mobility and promotion within the organization.
- Recruit staff with bilingual capacities.
- Increase the utilization of interns and volunteers across clinical services and business operations, through broader recruitment, partnerships with academic programs and enhanced retention practices.

Long Term Objectives

- Assess future CSB workforce needs based on the needs of the community, and with consideration to the changing health care environment.
- Develop a sustainable plan for succession planning.

Goal 4B: Ensure efficient and effective budget and financial management.

Short Term Objectives

- Update portfolio of financial management policies and procedures to support effective and efficient operations and sound internal controls.
- Create easy-to-use financial management tools and reports to improve financial and program management and financial reporting to stakeholders, such as the CSB Board, the Fairfax County Department of Management and Budget, and the public.
- Develop and deliver financial management training for CSB staff.

Long Term Objectives

- Develop budget communication strategy and tools to increase understanding about the budget process and funding decisions, and to support advocacy efforts.
- Develop grant-seeking strategy for effective response to funding opportunities.

Goal 4C: Ensure regulatory and corporate compliance.

Short Term Objectives

- Implement a CSB Compliance Program consistent with federal guidelines for healthcare entities, designing and implementing each element of compliance, enhancing the ethics program, and providing regular updates for staff and the CSB Board.
- Develop a system-wide quality assurance program to include clinical, operational and internal control audits to monitor compliance and implement quality improvements.
- Fully implement revised quality assurance business processes, to include updating staff tools and providing staff training and technical assistance.
- Review all agency regulations and update, revise, or rescind them as needed.

Long Term Objectives

- Create a work culture that encourages a commitment to ethical conduct and regulatory compliance.

Goal 4D: Leverage technology to support the service delivery system.

Short Term Objectives

- Broaden clinical staff understanding of current electronic health record functionality through refined training programs.
- Align current and future clinical and business processes with electronic health record capabilities.
- Engage current electronic health record vendor to improve operability and regulatory compliance given changing responsibilities and requirements.
- Enhance consumer experience with remote access to their medical records and encourage collaboration in their plan of care.
- Utilize business intelligence tools to retrieve, analyze and report key data elements and to drive clinical and operational decision-making.

Long Term Objectives

- Participate in Health and Human Services Information Technology initiatives such as the Five-Year Information Technology (IT) Roadmap and Health Care Service Information System (HCSIS) initiatives to establish common interoperable framework for providing services to county residents.

Goal 4E: Ensure a meaningful data management system to increase efficiency and effectiveness in service delivery.

Short Term Objectives

- Promote a data driven organizational culture and use outcomes as a basis for planning and decision making.
- Align agency, local, state and federal performance requirements and eliminate redundancy in data requirements.
- Adopt nationally recognized performance indicators that measure progress toward achieving goals and objectives and demonstrate improvement for individuals receiving services.
- Develop and report a standard set of performance indicators that demonstrate efficient and effective services and utilize data to identify quality improvement activities and new initiatives.

Long Term Objectives

- Enhance capacity for automated tracking and reporting of performance results.
- Leverage the results of Health Care Service Information System (HCSIS) and IT Roadmap implementation to bring about a system of integrated services.
- Incorporate standard performance outcomes in all vendor contracts.
- Plan for performance-based contracting.

Goal 4F: Ensure clear, concise and strategic internal and external communication aligned with the CSB's mission and goals.

Short Term Objectives

- Ensure communication efforts are aligned with strategic priorities, goals and organizational changes.
- Explore opportunities to expand communications tools, including social media, to broadly share CSB information with the general public, community partners and other county agencies.
- Ensure all CSB agency information is culturally appropriate and available in multiple alternative languages, wherever possible.

Long Term Objectives

- Develop and support engagement opportunities for CSB staff and educational community forums for the community.
- Develop ongoing process to solicit internal and external feedback to determine effectiveness of communication strategies.

Appendix A – Strategic Planning Development

This strategic plan reflects the input of CSB staff members, CSB Board members, CSB service recipients and their families, and other community partners.

The plan also reflects consideration of:

- **Fairfax County Vision and Core Purposes**
- **Fairfax County Deputy Director for Human Services 2014/2015 Work Priorities**
- **Fairfax County Human Service System Results Based Accountability Principles/Guidelines**
- **Fairfax County Department of Management and Budget Direction**
- **A Path Toward Tomorrow: The 2016 Fairfax County Human Services Needs Assessment**
- **Fairfax County and Commonwealth of Virginia Trends and Mandates**
- **Fairfax-Falls Church Children's Behavioral Health System of Care Blueprint for 2016-2019**
- **Substance Abuse and Mental Health Services Administration (SAMHSA) Strategic Priorities**
- **Emerging trends and issues**
- **Best practice and evidence-based practice approaches**
- **Positions/issue analyses resulting from federal, state and local policy**

Appendix B – Links included in the Strategic Plan

- About Us –The Fairfax-Falls Church Community Services Board: www.fairfaxcounty.gov/community-services-board/about
- Who We Serve: www.fairfaxcounty.gov/community-services-board/about
- Guidelines for Assigning Priority Access to CSB Services: www.fairfaxcounty.gov/community-services-board/sites/community-services-board/files/Assets/Documents/PDF/guidelines-for-access-to-csb-services.pdf
- CSB Services: www.fairfaxcounty.gov/community-services-board; click on ‘services’ in the left navigation
- CSB Service Locations: www.fairfaxcounty.gov/community-services-board/about/locations
- Diversion First Initiative: www.fairfaxcounty.gov/topics/diversion-first
- Integrative System Information Technology Roadmap:
www.fairfaxcounty.gov/boardofsupervisors/sites/boardofsupervisors/files/assets/meeting%20materials/committees/2017/oct17-it-health-and-human-services-it.pdf
- Department of Information Technology: www.fairfaxcounty.gov/informationtechnology/
- FY 2018 BOS Budget Guidance:
www.fairfaxcounty.gov/budget/sites/budget/files/Assets/documents/fy2018/adopted/fy2018-fy2019-budget-guidance.pdf
- System Transformation, Excellence and Performance in Virginia (STEP-VA):
http://dls.virginia.gov/groups/mhs/Step_VA.pdf
- FY 2019 Budget Guidance:
www.fairfaxcounty.gov/budget/sites/budget/files/Assets/documents/fy2018/adopted/fy2018-fy2019-budget-guidance.pdf
- My Life My Community Waiver Redesign: www.mylifemycommunityvirginia.org/
- Department of Justice Settlement Agreement with the Commonwealth of Virginia:
www.dbhds.virginia.gov/doj-settlement-agreement
- One Fairfax: <https://www.fairfaxcounty.gov/topics/one-fairfax>
- Substance Abuse and Mental Health Administration: www.samhsa.gov
- Permanent Supportive Housing Evidence-Based Practices:
<http://store.samhsa.gov/product/Permanent-Supportive-Housing-Evidence-Based-Practices-EBP-KIT/SMA10-4510>
- County-wide strategic planning to facilitate Fairfax County’s economic success: www.fairfaxcounty.gov/economic-success/
- HHS System Report Card: www.fairfaxcounty.gov/health-humanservices/performance-management
- Mental Health First Aid: www.fairfaxcounty.gov/community-services-board/training/mental-health-first-aid
- 2016 Fairfax County Human Services Needs Assessment: www.fairfaxcounty.gov/health-humanservices/human-services-needs-assessment
- Suicide Prevention Alliance of Northern Virginia (SPAN): www.suicidepreventionnva.org/
- PRS CrisisLINK: <https://prsinc.org/crisislink/services/>
- Kognito suicide prevention: <https://fairfax.kognito.com/>
- Online evidence-based suicide and depression screening: <http://screening.mentalhealthscreening.org/northern-virginia>