



# Strategic framework

2023 - 2027

## **Behavioral Health Commission**

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### **Purpose**

The Commission is established in the legislative branch of state government for the purpose of studying and making recommendations for the improvement of behavioral health services and the behavioral health service system in the Commonwealth to encourage the adoption of policies to increase the quality and availability of and ensure access to the full continuum of high-quality, effective, and efficient behavioral health services for all persons in the Commonwealth. In carrying out its purpose, the Commission shall provide ongoing oversight of behavioral health services and the behavioral health service system in the Commonwealth, including monitoring and evaluation of established programs, services, and delivery and payment structures and implementation of new services and initiatives in the Commonwealth and development of recommendations for improving such programs, services, structures, and implementation.

# Strategic Framework

In 2023, Commission members adopted a strategic framework that will help guide the work of the BHC over the next three to five years. The framework formalizes the vision, mission, and purpose of the Behavioral Health Commission, as set forth in statute. The framework also identifies and prioritizes key strategic goals which, if achieved, will help realize the Commission's vision. Lastly, the strategic framework sets forth five specific roles that the Commission will play to contribute most effectively toward improving Virginia's behavioral health system. The Commission's strategic goals and roles will be used to select and prioritize the work undertaken by BHC staff. This strategic framework will be updated every three to five years, or as needed to reflect significant changes to the behavioral health landscape.

To complement the multi-year, strategic framework, the Commission adopts an annual workplan that details the specific activities that will be undertaken by staff in the given year, and how that work contributes to the strategic goals identified by the Commission.

The input of a variety of stakeholders was solicited via a survey and was used to develop this framework, particularly to determine the key strategic priorities and roles of the Commission.

## **Vision**

Virginia has a full continuum of high-quality, effective, and efficient behavioral health services accessible to all persons in the Commonwealth.

## **Mission**

To improve behavioral health services and the behavioral health system in Virginia by encouraging the adoption of policies that increase and ensure access to a full continuum of high-quality, effective, and efficient behavioral health services for all Virginians, when and where they are needed.

## **Purpose**

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programs, services, and delivery and payment structures and implementation of new services and initiatives in the Commonwealth and development of recommendations for improving such programs, services, structures, and implementation.

## Transformational Goals

The Commission’s transformational goals reflect the work already conducted by other entities focused on the Commonwealth’s behavioral health system; discussions among Behavioral Health Commission (BHC) members; and stakeholder input.

| Transformational Goal                                | Description   |
|--|---|
| 1. Complete continuum of care.                       | Individuals can receive the most appropriate services for their needs because an adequate supply of services is available along the entire continuum of behavioral health care and prevention.  |
| 2. Timely access to services statewide.              | Individuals can receive the services they need when and where they need them.   |
| 3. Cost-efficient care for everyone.                 | Sufficient funding is available for the state and providers to build and operate services and patients can afford the services they need.   |
| 4. Effective and efficient services.                 | Behavioral health services are high-quality and effective, and provided efficiently.  |
| 5. Lower inappropriate criminal justice involvement. | Individuals with behavioral health disorders are not unnecessarily involved in the criminal justice system, and those who are involved with the criminal justice system receive appropriate treatment that also mitigates recidivism. |

## Roles of the Behavioral Health Commission

The following roles will be carried out by the Commission to advance the strategic goals it identified and to realize its vision. Details about how these roles are operationalized can be found in the BHC’s annual workplans.

| Role   | Description  |
|--|--|
| 1. <b>Map current initiatives and track progress</b>   | Mapping the scope and content of current efforts to improve the behavioral health system in order to understand the interactions between and potential implications for the behavioral health system to identify proposals that warrant legislative support and areas for further study and investigation. |
| 2. <b>Monitor implementation of funded initiatives</b>   | Monitoring implementation and performance of initiatives that have been funded by the General Assembly to identify implementation challenges and unintended consequences and to ensure that funded initiatives yield expected results.   |
| 3. <b>Conduct research to improve understanding of the behavioral health system and its components</b> | Conducting research to address issues identified through mapping and monitoring and other issues identified by the Commission and to fill gaps in knowledge and improve understanding of the behavioral health system and its component parts.   |
| 4. <b>Build and maintain institutional knowledge</b>   | Building and maintaining institutional knowledge through mapping, monitoring, and research, educating new legislators and others regarding the behavioral health system and issues affecting the behavioral health system, and maintaining institutional knowledge about past initiatives and efforts.     |
| 5. <b>Facilitate legislative and budgetary action to implement recommendations</b>                     | Using all information obtained through research and monitoring to develop an impactful, actionable legislative agenda that BHC members sponsor in the General Assembly   |



