



community services
where change is possible



Strategic Plan

Community Services

July 2026 – January 2030

Our Mission

We are committed to improving the wellbeing of residents of Prince William County, the City of Manassas, and the City of Manassas Park who are affected by, or are at-risk of, developmental delays and disabilities, mental illness and/or substance use disorders through the provision and coordination of community-based resources that respect and promote the dignity, rights and full participation of individuals and their families

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Focus Area 1: Stronger, More Structured Partnerships

Outcome:

We will grow cohesive collaboration with partners to build and sustain a more effective system of care that benefits community members in need of behavioral health, substance use disorder, and developmental disability services.

Strategy 1.1: Assess and Strategically Expand Partnerships

Identify, assess, and strengthen partnerships across the continuum of care to address community needs, improve coordination, and expand service capacity.

Actions

- Inventory current partnerships and explore additional regional/community partnerships that would enable CS to improve service capacity and effectiveness. Conduct periodic gap analyses to identify unmet needs, service overlaps, and opportunities for expanded partnerships
- Designate staff accountable for maintaining /updating program materials and partnership information
- Strengthen relationships with hospitals, schools, and other high-impact community organizations within the county
- Expand outreach and visibility efforts through flyers, brochures, presentations, and other marketing materials with community partners and stakeholders

Deliverables:

- ✓ Centralized **partner inventory and resource map** to improve awareness of services, points of contact, and partnership opportunities
- ✓ Regular **community partner surveys and feedback processes** to assess collaboration effectiveness and emerging needs
- ✓ Updated **program brochures and informational materials**

Proposed Measures

- Participation rate in centralized partner inventory/resource mapping efforts
- Community partner survey results and engagement trends

Strategy 1.2: Strengthen Coordination and Referral Pathways

Improve the clarity, consistency, and effectiveness of referral and coordination processes across Community Services and partner organizations to create a more seamless individual and family experience.

Action Items:

- a. Collaborate with process improvement teams to ensure referral pathways, workflows, and communication processes are clear, efficient, and aligned with regulatory requirements
- b. Develop staff community partner liaisons for ongoing communication and referral coordination
- c. Standardize referral guides, communication expectations, and inclusion/exclusion criteria where appropriate
- d. Identify opportunities to improve the individual and family experience across systems and reduce barriers to accessing services
- e. Pilot or strengthen cross-agency coordination and “warm handoff” approaches to improve continuity of care

Deliverables:

- ✓ Referral guides for partners establishing communication expectations, and inclusion/exclusion criteria

Proposed Measures

- Staff and partner feedback regarding referral effectiveness
 - Reduction in referral delays or service access barriers
-

Strategy 1.3: Build Long-Term Capacity Through Workforce and Community Pipelines

Deepen sustainable workforce and community partnership pipelines that strengthen workforce and service capacity.

Action Items:

- a. Strengthen GMU peer partnership
- b. Explore opportunities for students, interns, and emerging professionals to support evidence-based groups and community-based services
- c. Strengthen collaboration with academic and training institutions to support future workforce needs and innovation

Proposed Measures

- Number of university and training partnerships established
 - Participation in internship or workforce pipeline programs
-



Focus Area 2: Communication of Community Services' Role, Programs, and Services

Outcome:

We will create clear, consistent, and accessible communication so that staff, partners, and the community understand our role, mission, and how to access care.

Strategy 2.1: Strengthen Internal Communication and Alignment Across Programs

Ensure staff have a clear, accurate, and up-to-date understanding of services, processes, roles, and referral pathways across programs.

Action Items:

- a. **Develop internal service flowcharts, referral pathways, FAQs, and quick reference materials / program guides to improve staff understanding of services and navigation across programs; post on SharePoint.**
- b. Review and update shared drive documentation annually to ensure all programs have access to current and accurate information; train staff in how to access
- c. Establish regular cross-program updates, communication forums, or information-sharing mechanisms to strengthen alignment and coordination

Proposed Measures

- Shared drive usage and engagement metrics following updates
- Staff understanding of services and referral pathways as measured through surveys or feedback

Strategy 2.2: Enhance External Communications and Community Awareness

Improve how residents, families, partners, and stakeholders understand, access, and navigate services.

Action Items:

- a. **Update the public-facing website to provide clear service pathways, eligibility criteria, FAQs, and program descriptions for each service area**
- b. **Develop /update culturally informed, accessible, and user-friendly communication / outreach materials across multiple formats and languages as appropriate**



- c. **Communicate realistic expectations related to access to care, including waitlists, timelines, and service availability**
- d. Strengthen outreach and education efforts with community partners, stakeholders, and residents to increase awareness of available supports
- e. Explore opportunities to strengthen or clarify the organization's public identity and branding to improve community understanding of its role and services

Proposed Measures

- Participation in informational sessions and outreach activities
 - Website traffic and engagement analytics
 - Community awareness and understanding as measured through surveys or stakeholder feedback
-

Strategy 2.3: Promote Shared Understanding of CS's Mission and Value

Build stronger alignment internally and externally around the organization's purpose, role in the system of care, and impact on the community.

Action Items:

- a. **Develop consistent messaging that clearly communicates the organization's role in prevention, treatment, recovery support, and community care**
- b. Explore development of a concise and memorable tagline or messaging framework to strengthen understanding of the organization's mission and services – post widely throughout offices, waiting areas, on letterhead, etc.
- c. Identify program liaisons and strengthen coordination with communications staff to support outreach, education, and information-sharing efforts
- d. Strengthen communication and coordination around key transition points in care, including youth-to-adult services and transitions between residential and community-based care; Create communication tools and messaging that help staff, partners, and the community better understand how programs connect across the continuum of care
- e. Reinforce organizational mission, vision, and service impact through ongoing internal and external communications

Proposed Measures

- Staff and partner understanding of CS's mission and role
 - Increased engagement with outreach and communication initiatives
-

Focus Area 3: Protecting and Expanding Resources

Outcome:

We will diversify and maximize resources and revenue to improve the well-being of individuals while reducing administrative and billing barriers that may delay, block, or impact care

Strategy 3.1: Optimize Revenue Streams

Maximize reimbursement opportunities, improve billing efficiency, and identify sustainable new service and funding opportunities.

Action Items:

- a. Explore opportunities to become in-network with additional insurance carriers that fund services provided by the organization
- b. Expand and clarify billable service offerings, including exploration of additional reimbursable services such as peer support, play therapy, art therapy, and other clinically appropriate services; Identify service and age gaps that may create barriers to continuity of care and reimbursement opportunities
- c. **Streamline reimbursement and billing processes to reduce administrative burden on clinicians and improve efficiency**
- d. Review and improve billing workflows and tracking systems, including treatment plan documentation, co-signature requirements, and claim submission processes; Address missed billing opportunities related to waitlists, reimbursement gaps, incomplete documentation, or delayed processes; Strengthen reimbursement follow-up processes with clients and payers, including payment reminders and collections support
- e. Explore dedicated reimbursement support roles or coordination functions (e.g., Medicaid coordination support, division billing contacts)

Proposed Measures

- Percentage of applicable insurance carriers with active provider agreements
- Increase in revenue generated through reimbursement and billable services
- Amount and percentage of completed documentation successfully billed
- Reduction in billing delays, denials, or reimbursement gaps
- Improved continuity of care across service and age transitions

Strategy 3.2: Pursue and Diversify Funding Opportunities

Increase access to external funding and partnership opportunities to support innovation, growth, infrastructure, and community needs.

Action Items:

- a. Expand grant identification, application, and coordination efforts to support strategic priorities and service expansion
- b. Pursue funding opportunities that support technology improvements, workforce development, client access tools, training, and innovative programming
- c. Explore collaborative or shared funding opportunities with community partners and regional organizations; Identify funding opportunities that align with emerging community needs and gaps in services
- d. Strengthen coordination around grant management, reporting, and evaluating organizational capacity when pursuing new grants to balance growth with operational readiness

Proposed Measures

- Grant funding secured and implemented
 - Number of collaborative funding partnerships established
 - Percentage of new initiatives supported through diversified funding streams
-

Strategy 3.3: Strengthen Resource Allocation and Sustainability Systems

Ensure financial, staffing, and operational resources are used strategically to maximize long-term organizational sustainability and community impact.

Action Items:

- a. Develop systems and dashboards to track and optimize resource utilization, operational performance, and service demand; Strengthen processes for evaluating efficiency, sustainability, and return on investment for programs and initiatives
- b. Align staffing, outreach, and program investments with highest community needs and service utilization trends – consider reimbursement staff evening availability
- c. Improve coordination between operational, financial, and clinical teams to support sustainable service delivery
- d. Identify opportunities to reduce administrative inefficiencies that impact client care and staff capacity

Proposed Measures

- Resource utilization and operational performance trends
- Alignment of staffing and services with community demand
- Reduction in administrative barriers impacting service delivery

Focus Area 4: Engaged, Supported, and Empowered Workforce

Outcome:

We will foster a workplace culture where staff feel valued, supported, and empowered to engage, contribute, grow, and succeed.

Strategy 4.1: Strengthen Employee Engagement and Workplace Culture

Promote a culture of recognition, psychological safety, well-being, and connection that supports employee engagement, communication, and long-term sustainability.

Action Items:

- a. Continue / expand opportunities for staff to provide open, honest, and constructive feedback through listening sessions, pulse checks, surveys, and other engagement forums
- b. Strengthen communication practices that support direct communication and feedback beginning at the supervisory level
- c. Explore implementation of 360-degree feedback opportunities to support leadership development and strengthen communication between supervisors and staff
- d. Strengthen employee recognition, appreciation, and engagement initiatives that reinforce staff contributions and organizational impact
- e. Encourage participation in affinity groups, mentoring programs, and employee engagement activities that strengthen connection and belonging
- f. Promote work-life balance, wellness, and resilience practices that support staff well-being and reduce burnout
- g. Identify workforce areas experiencing high stress, disengagement, or burnout risk and develop targeted support strategies**
- h. Expand opportunities for staff participation in organizational initiatives, committees, protocols, and cross-functional efforts
- i. Explore employee development goals and growth conversations as part of ongoing engagement and performance discussions
- j. Strengthen organizational communication and coordination related to employee engagement opportunities, events, and resources



Proposed Measures

- Glint survey participation and engagement outcomes
 - Employee engagement and satisfaction trends
 - Participation in affinity groups, mentoring programs, and employee engagement initiatives
 - Employee feedback regarding communication, support, and workplace culture
 - Retention and turnover trends by program or division
-

Strategy 4.2: Enhance Recruitment, Retention, and Workforce Diversity

Attract, retain, and support a diverse, engaged, and high-quality workforce that reflects community needs and strengthens organizational effectiveness.

Action Items:

- Strengthen recruitment strategies, outreach, and workforce partnerships to attract qualified and diverse candidates**
- Explore how programs, teams, and divisions can increase participation in diversity, equity, inclusion, ERGs and community engagement events
- Develop targeted retention and engagement strategies for specific programs or workforce areas as needed
- Strengthen onboarding and integration practices that support employee connection and success

Proposed Measures

- Recruitment and retention trends by program or division
 - Workforce diversity indicators
 - Participation in diversity, inclusion, and engagement events
 - Participation in ERGs and inclusion-focused initiatives
 - Employee perceptions of inclusion, belonging, and organizational support
-

Strategy 4.3: Expand Professional Development and Career Growth Opportunities

Support continuous learning, leadership development, and career advancement opportunities that strengthen workforce capability, engagement, and long-term growth.

Action Items:

- Create structured career pathways and employee development planning opportunities**
- Expand advanced-level training opportunities for long-tenured employees and experienced staff
- Evaluate and strengthen mentoring, coaching, and leadership development programs to ensure they meet evolving workforce needs



- d. Expand opportunities for staff participation in cross-functional initiatives, organizational protocols, and leadership experiences
- e. Support skill-building aligned with emerging service delivery needs, evidence-based practices, and workforce trends
- f. Strengthen succession planning and leadership pipeline development efforts

Proposed Measures

- Participation in leadership development and training programs
 - Participation in mentorship and professional development initiatives
-

Focus Area 5: Process Improvement and Service Delivery

Outcome:

We will strengthen access, efficiency, and quality person-centered care by streamlining processes, removing barriers, and enhancing coordination across services.

Strategy 5.1: Improve Access and Entry into Services

Improve timely, equitable, and person-centered access to services through multiple entry points, coordinated intake processes, and reduced barriers to care.

Action Items:

- a. Develop and clarify multiple pathways for entry into services aligned with STEP-VA requirements and evolving service delivery models
- b. Evaluate current intake and access processes, including electronic/ digital / client portal tools to identify opportunities for improvement, efficiency, and client-centered access;
- c. Pilot or expand centralized access approaches, drop-in hours, or coordinated intake hubs where appropriate
- d. **Actively manage waitlists while balancing staffing capacity, service demand, and continuity of care**
- e. **Expand access options and service availability where community need exists, including exploring expanded service hours for targeted programs such as SDA**
- f. Improve coordination with healthcare and community networks, including EDCC and related systems, to support streamlined referrals and access

Proposed Measures

- Length of time from intake/access to primary clinician assignment
- Waitlist trends and service access timelines
- Client touchpoints and engagement during intake and onboarding
- Utilization rates of client portal
- Client satisfaction related to ease of access and navigation

Strategy 5.2: Enhance Coordination and Continuity of Care

Improve collaboration, communication, and coordination across programs and services to create a seamless and person-centered experience.

Action Items:

- a. Strengthen cross-department communication, coordination, and service integration practices, especially during key transition points (transitions across age groups and levels of care)
- b. Clarify staff roles and responsibilities related to client transitions, referrals, and service handoffs; explore ways to involve peer supports in transitions between programs
- c. Evaluate service flow, movement through services, and continuity of care to identify barriers and improvement opportunities
- d. Align process improvement efforts with evolving system initiatives, including CARF accreditation and Behavioral Health Redesign implementation planning

Proposed Measures

- Client experience and continuity-of-care feedback
 - Reduction in service gaps during transitions
 - Timeliness and effectiveness of service handoffs
-

Strategy 5.3: Streamline Processes and Reduce Inefficiencies

Improve operational effectiveness and reduce administrative burden by simplifying workflows, reducing duplication, and strengthening support systems.

Action Items:

- a. Reduce redundant documentation, data collection, and administrative processes that create barriers to efficient service delivery
- b. Evaluate and improve efficiency of program-specific intake, scheduling, and first-appointment processes to improve efficiency and consistency
- c. Streamline agreements, forms, and coordination processes between programs to minimize unnecessary and duplicative paperwork
- d. Evaluate administrative support structures and identify opportunities for enhanced program-level administrative support
- e. Identify operational bottlenecks and process gaps impacting staff workload, client experience, or service access

Proposed Measures

- Reduction in redundant processes and documentation requirements
- Administrative processing efficiency
- Timeliness of intake, scheduling, and reimbursement processes

Strategy 5.4: Leverage Technology to Improve Service Delivery

Utilize technology and digital tools to improve efficiency, client access, communication, and service coordination.

Action Items:

- a. Expand use and functionality of the client portal and other digital access tools to improve client engagement and self-service capabilities
- b. Identify and prioritize enhancements, workflows, and unmet needs within the Credible system and related technologies
- c. Evaluate opportunities to use technology to reduce administrative burden and improve the client experience

Proposed Measures

- Utilization rates of the client portal and digital tools
- Operational efficiencies gained through technology enhancements
- Reduction in administrative or access-related barriers through technology use