

JANUARY 2024

**STRATEGIC
PLANNING**



Dominion Care's Objectives

Build a Diversified Behavioral Health Platform



Increase Market Share, Expand Geographic Footprint, Diversify Payer Mix



Professionalize the Business



Talent Development



Operational Improvement – Quality/Clinical

Dominion's Vision Statement

Dominion will be a premier provider in which our passionate and innovative team will deliver sustainable, quality, whole-person care through a full continuum of therapeutic services to empower individuals in the development of skills necessary for success. We envision a society in which all people achieve their full potential for health, education, and well-being across the lifespan.

Dominion's Mission Statement

Mission answers: what are you doing, for whom, and through what means

Empowering those we serve to develop sustainable, lifelong skills through individualized quality services and supports.

Core Values Strategy



T

TEAMWORK



R

**RELATIONSHIP
BUILDING &
COMMUN-
ICATION**



A

**ACCOUNT-
ABILITY**



C

**CUSTOMER/
CLIENT FOCUS**



K

**KNOW
YOURSELF**

Global Market Conditions



Fairfax

- Waiver: Group Day & Non-Center Based, IL, In Home, Sponsored Res.

Shenandoah/Edinburg

- Educational Services

Fredericksburg

- CMH: IIH, MHSB, Community Stab.
- Outpatient: Therapy
- Waiver: Group Day & Non-Center Based, IL, In Home, Sponsored Res., Group Home Res.

Charlottesville

Richmond

- ABA: EIBI, In-Home
- Academy/TEC
- Educational Services
- CMH: IIH, MHSB, Community Stab.
- Outpatient: Therapy, IOP
- Waiver: Group Day & Non-Center Based, IL, In Home, Sponsored Res., Group Home Res.

Lynchburg

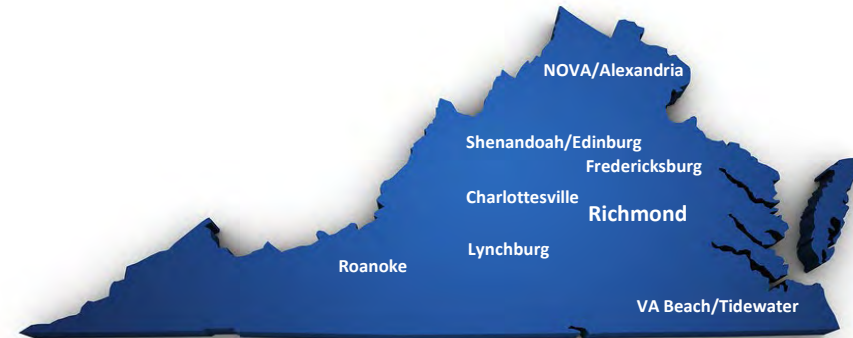
- CMH: IIH, MHSB, Community Stab.
- Outpatient: Therapy

Roanoke

- ABA: EIBI, In-Home
- Waiver: Group Day & Non-Center Based, IL, In Home, Sponsored Res., Group Home Res.

VA Beach/Tidewater

- ABA: EIBI, In-Home
- Academy/TEC



Located across Virginia!

Global Market Conditions

Autism

- The CDC estimates 1 in 36 have been identified with Autism.
- The prevalence of ASD may be as high as 1 in 36¹ for 8-year-old children across the United States, an increase since the previous report.
- Autism continues to be almost four times more prevalent in boys than girls
- Currently, it is estimated that over five million adults in the United States have ASD.²
- The cost of caring for those with autism in the United States is projected to rise to \$461 billion by 2025.
- Because most individuals spend 65% of their lives as an adult, a majority of those estimated costs are to provide care and support services to ASD adults over the age of 21.

VA Focused (DMAS data)

- SFY 2022 – Spent \$133+ million, on 6,470 members
 - 20k per member per year
- SFY 2023 – Spent \$180+ million, on 7,173 members
 - 25k per member per year

Global Market Conditions

- **ID/DD Services**

- Over 7.5 million people in United States are diagnosed with a developmental disability¹
 - Approximately 71% receive Medicaid Waiver services, 13% receive non-Waiver services, 16% do not receive any services²
- Industry wide growth between 2021 and 2028 is 5.5% CAGR⁴
- About 57,500 businesses provide DD Services in the US⁵
- Average per-beneficiary Medicaid expenditures in 2019 for beneficiaries with ID/DD ranged from about \$51,000 to \$70,000⁶ depending on state
- Advocating for 18% rate increase through lobbying and provider groups
- Waiver services department continues to see high demand with weekly referral hours averaging 1,000/week and waitlists in all day programs

- **VA Focused**

- As of June 2021, in the Commonwealth of Virginia, 15,221 individuals with IDD were receiving services on the DD Waiver and 13,376 individuals were on the DD Waiver waiting list (16) (17).
- Governor Youngkin has proposed an essential step forward by introducing 3,440 new DD Waiver Slots to fund the Priority One List

Global Market Conditions

• Private Day/Ed Services

- Special education services is a disjointed market that places a significant burden on public schools, who do not have the infrastructure or resources internally to give individuals with an IEP (Individualized Education Plan) the proper amount of attention
- 15% of public school students receive special education services across the U.S.
- 7.3M Students in the U.S. with disabilities
- 40% of public schools report special education teacher vacancies
- Virginia's most crucial teacher shortages are in Special Education
- 15.5B Annual Federal Budget for Students with Disabilities; this is a 2.5B increase from 2022

• VA Specific

- CSA spending for private special education day schools has more than doubled since FY10, growing approximately 14% per year from \$81M to 186M
- 4,300 teacher vacancies were reported at the start of this school year – which is more than 700 additional vacancies compared to last school year
- National Median for student placement outside of home school districts is 3%
- VA is at 4.6%, ranking in the 13th spot with the greatest number of out of home school placements
- Average annual expenditure is roughly \$50k per student

Global Market Conditions

- OP
 - In 2023, VA budgeted for \$155 million for Mental Health Services, including \$58 million to establish crisis receiving centers and crisis stabilization units -SAARA (Substance Abuse and Addiction Recovery Alliance of VA)
 - According to Mental Health America's 2022 annual report, 18.6% of adults (118,000 individuals) have been diagnosed with a mental illness, ranking 9th in the nation. 55% of those individuals did not receive any treatment, ranking VA 39th in the nation for access to treatment.
 - For psychiatry, 93% of VA localities are considered shortage areas for MH treatment access to care
 - A substance abuse crisis is unfolding nationally: In VA, SUD diagnoses doubled for both adults and youth in one year-for adults increasing from 7.3% to 14.5% and for youth from 3.7% to 7.0%
 - According to the Virginia Health Care Foundation, Virginia's 40 graduate-level BH programs, combined, graduate nearly 800 individuals annually, the number who ultimately become licensed is insufficient to maintain even the current inadequate supply of BH professionals.
 - VA joined the Interstate Counseling Compact initiative allowing licensed therapists to provide services to individuals in participating states
 - According to the NIH (2023) trends in telehealth OPT services increased over 60% since COVID, and over 51% for SUD services.

Global Market Conditions CBS

- In fiscal year 2023, DMAS spent 1.4 billion on behavioral health services in Virginia including an increase of nearly \$40m in inpatient hospital costs while CS, MHSS, and IIH saw nearly \$40m reduction in overall costs statewide.
- 106/133 counties in Virginia are experiencing a mental health professional shortage to include all 3 geographies we currently serve in CBS.
- According to Mental Health America statistics, while access and barriers to services for adults has improved VAs rank from 20th (2022) to 14th (2023), access and barriers to services for children has decreased since 2022 to be 48th in the country.
- Virginia's crisis continuum launched and has caused a significant disrupt in services. The roll-out of 988 and the use of the Behavioral Link data platform has contributed to increasing difficulties for providers providing crisis services.
- State of VA announced \$500m budget plan: Right Help, Right Now to be in full effect by 2025 to include increased crisis services, expanding mobile crisis teams, adding school-based mental health services, and emphasis on VBP contracting.

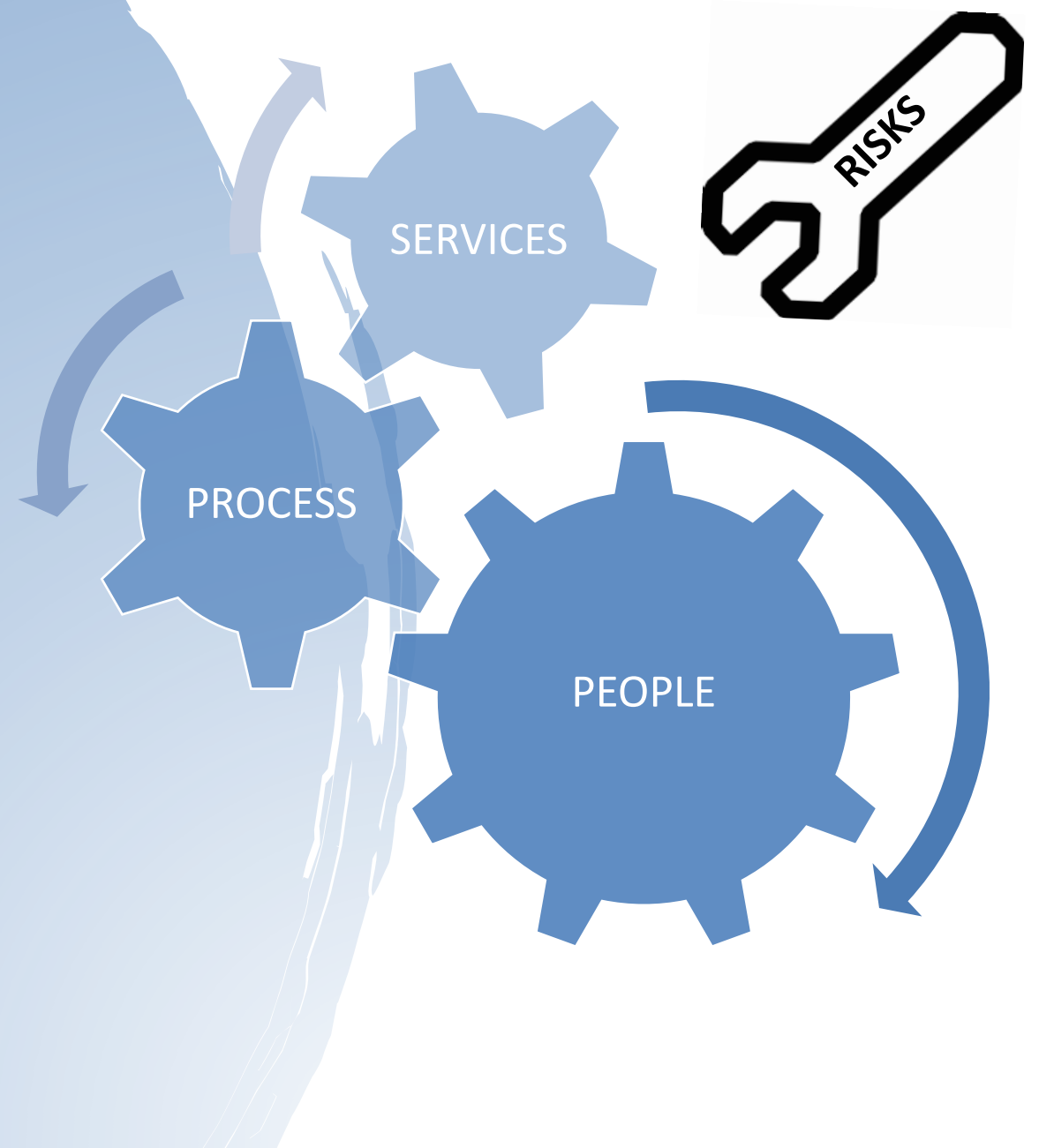
Growth Templates



Future State - Growth

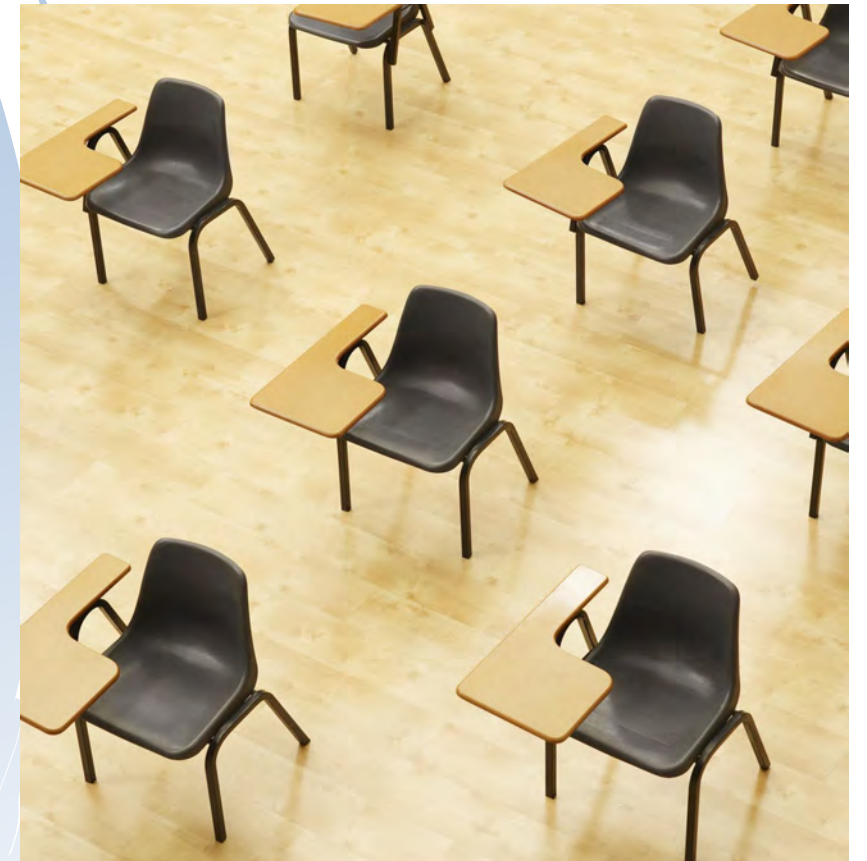
Objectives:

1. Grow the reach/projection/visibility of Dominion
2. Expand the continuum of care and service delivery options of Dominion
3. Expand relationships with and diversify the payer sources for the services offered
4. Cross refer clients as appropriate to fully integrate care
5. Maintain interaction with state/federal legislators
6. Increase workforce engagement (Mentors and professional development)



Academy & TEC 2023 Highlights

- Successfully implemented program improvement plan
 - Revamped school wide PBIS system, ART and curriculum
 - Relationships with LEAs and stakeholders
 - Increased presence within VAISEF
 - Eliminated need for school resource officers at Richmond campus
 - Fully staffed admin team effective June 2023
 - 16% of students returned to public school during 2022-2023 school year compared to 2% in 2019-2020
 - 13% reduction in restraints
 - 15% reduction in police involved SIRs
 - 3% reduction in level 2 SIRs
 - Increased community involvement



Academy/TEC Primary Challenges

Decreased census as compared to pre-COVID



Staffing shortages



Acuity level of students



Physical plant

Academy/TEC Proposed Solutions



Decreased Census

Focus on marketing

- Brochures
- Vendor fairs
- Family engagement

Listening Sessions with LEAs

Collaboration with competitors



Staffing Shortages

Provisional program

Partnerships with universities to offer student teaching

Stay interviews with current staff



High Acuity Levels

Professional development

- Mental Health First Aid
- IEP training
- Trauma Informed Training

Consider trainer dedicated to Academy & TEC

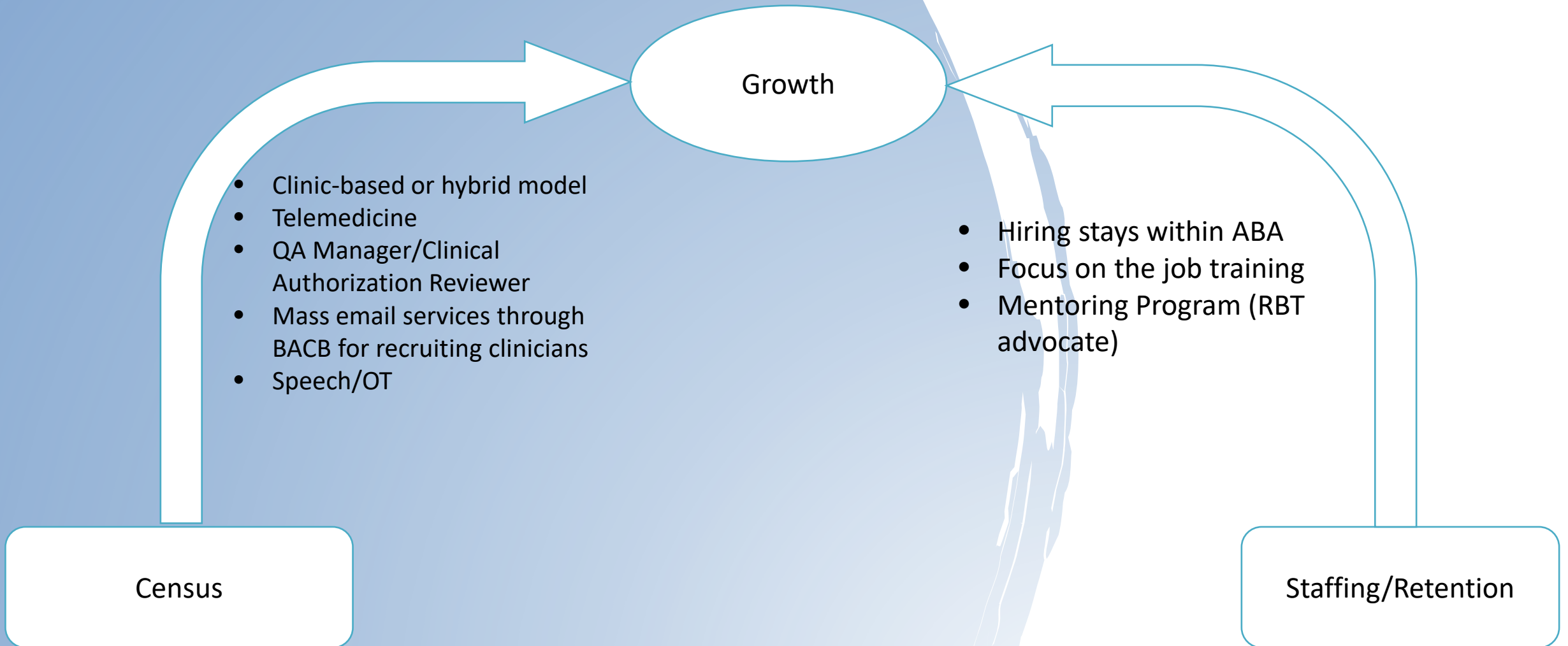


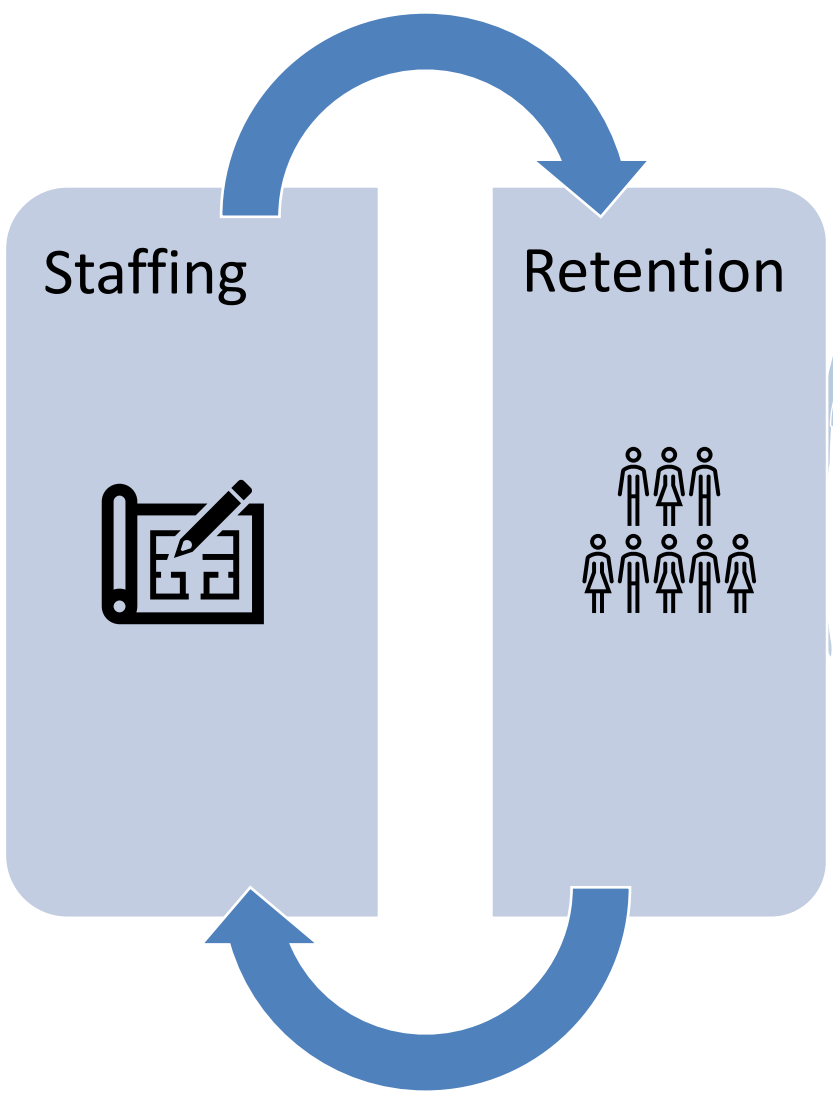
Physical Plant

Explore new spaces

Updates to current structure

ABA Proposed Solutions





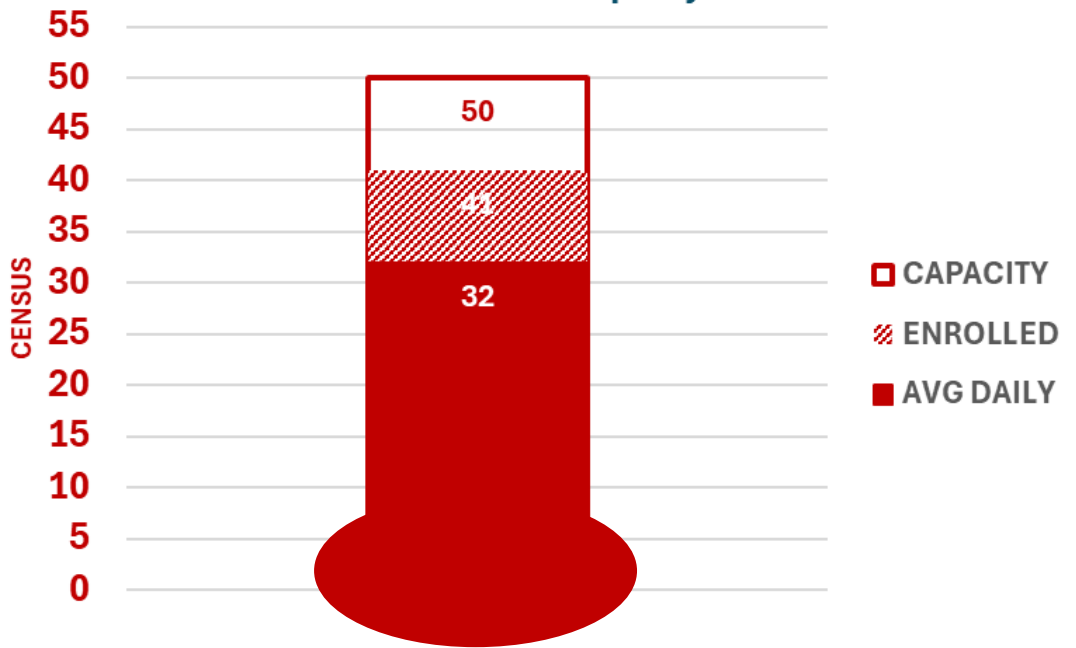
**EDUCATIONAL
SERVICES
CURRENT
CHALLENGES**

Educational Services Proposed Solutions

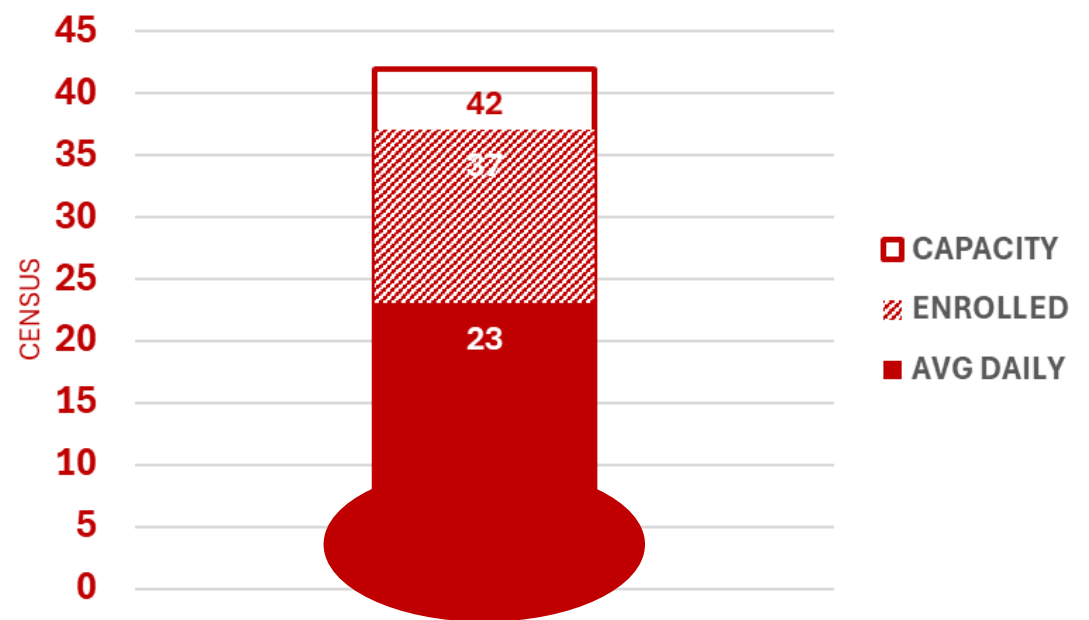
Sign on	Sign on bonus
Check in	Check in with new hires on their first day of training to build rapport and help to develop connection to the Educational Services department
Check	Check ins with new hires after first day of employment
Check	Weekly check ins thereafter
Site	Site visit with new hires within first 30 days
Restructure	Restructure the recruiting process <ul style="list-style-type: none">•All in person interviews•Background checks done on the day of the interview•Rely on the expertise of recruitment team to recruit quality staff

CAPACITY OPPORTUNITIES

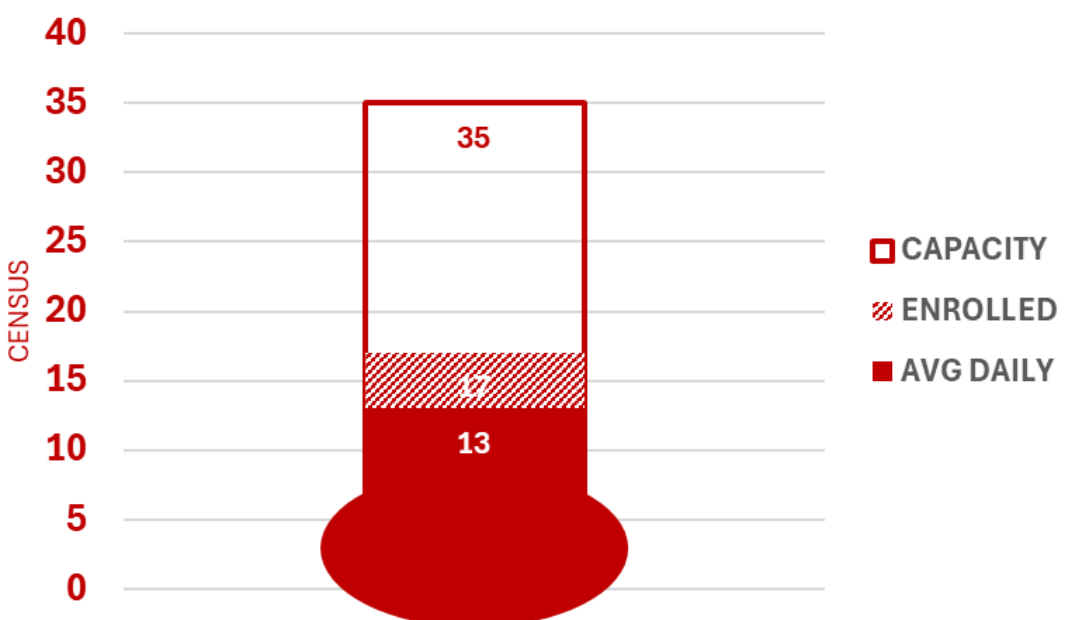
Richmond Group Day



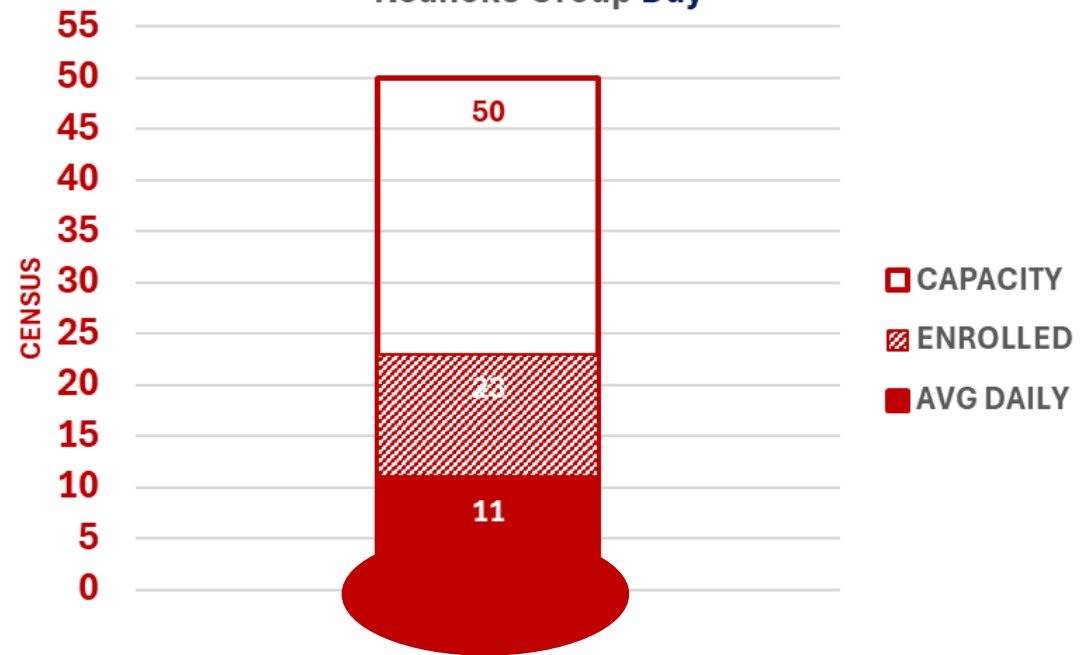
Fredericksburg Group Day



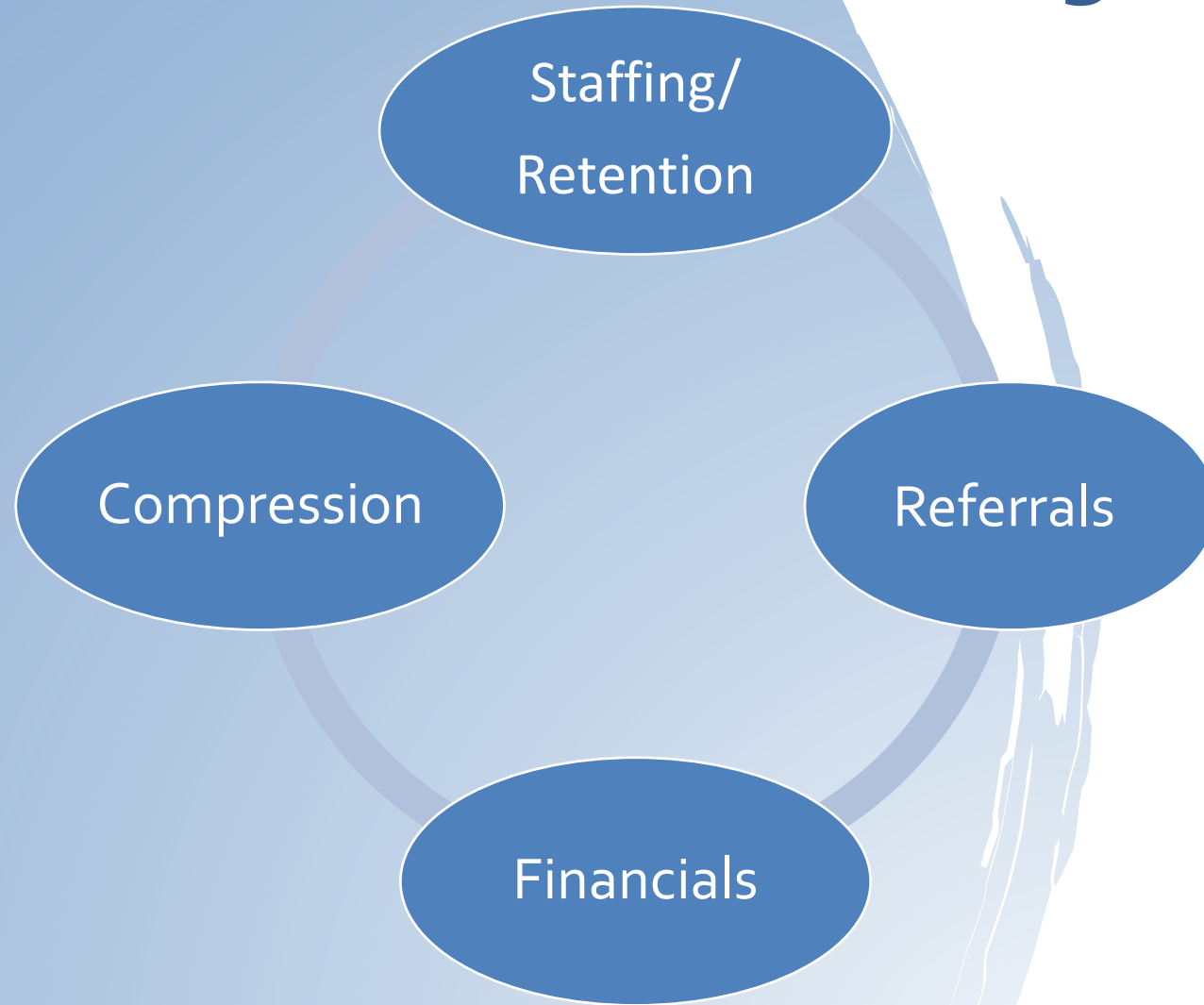
NOVA Group Day



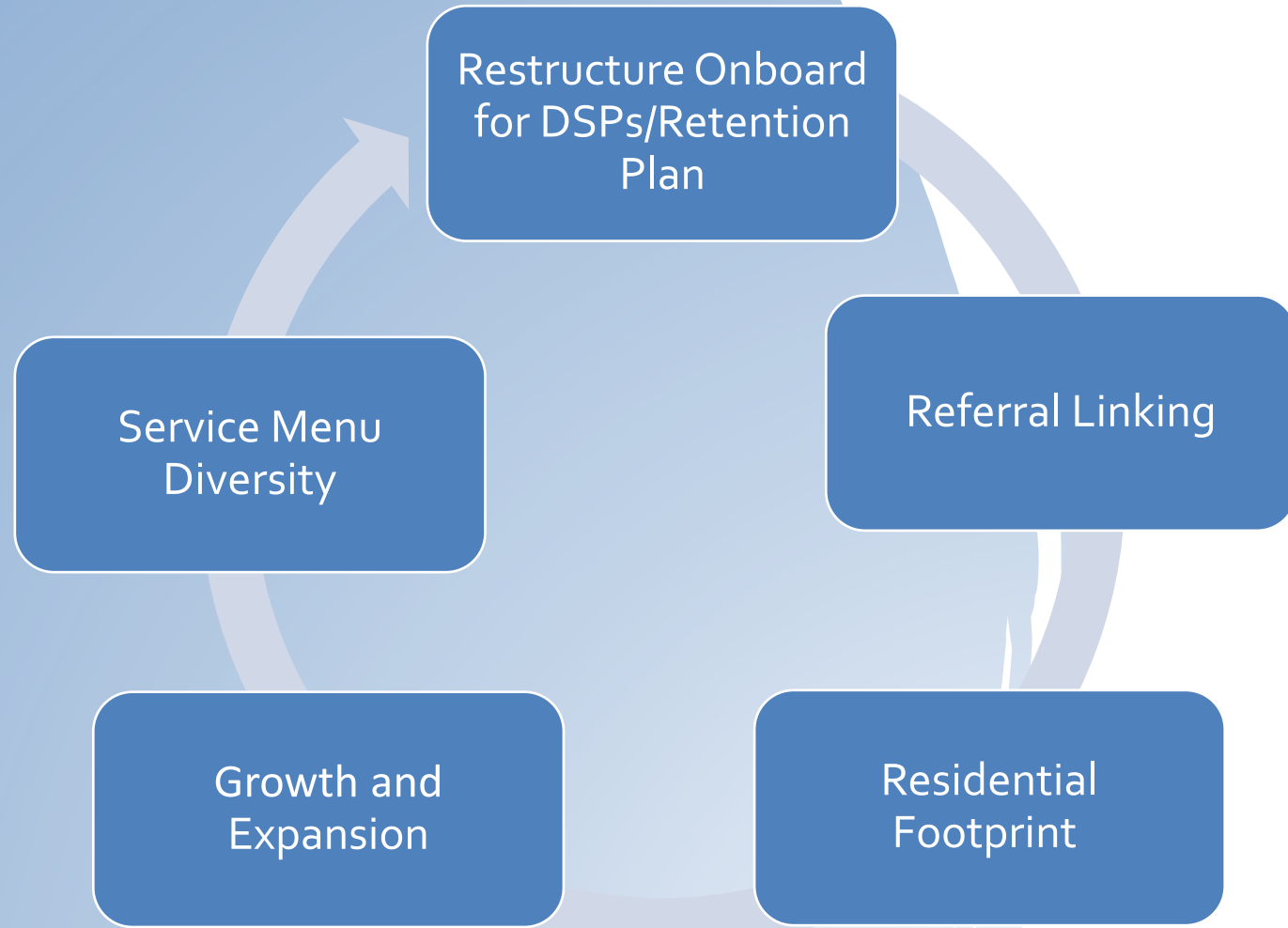
Roanoke Group Day



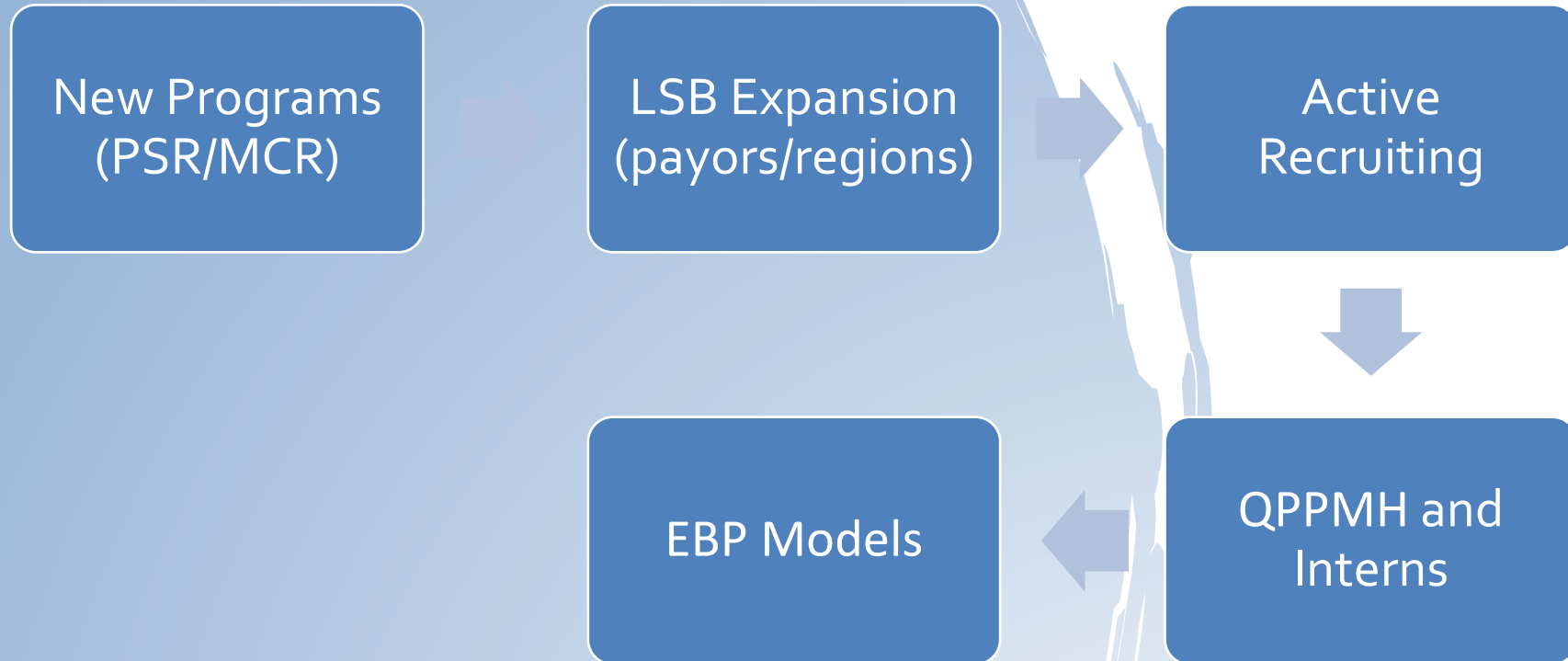
Waiver Current Challenges



Waiver Proposed Solutions



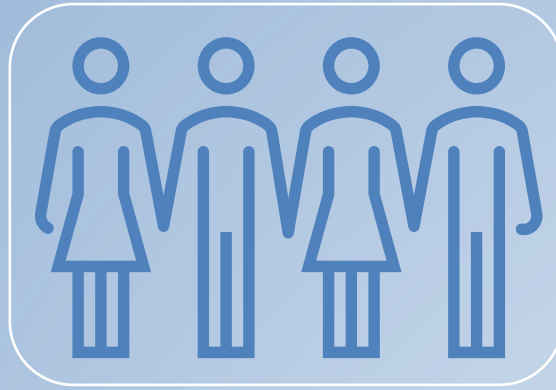
CBS Proposed Solutions



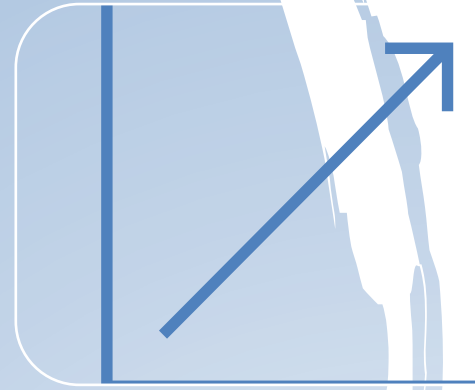
Outpatient Current Challenges



IOP



Staffing/Retention



Promoting and
sustaining growth
through partnerships



Standing out

Outpatient Proposed Solutions

Services

- Med management/IOP
- Cross service referrals
- Evening IOP
- CSOTP
- RFP engagement
- MOU engagement

Processes

- Simple scheduling
- Billing process
- Referral pipeline
- Community Engagement

Updates

- Review reimbursement rates
- Outstanding balance collection
- Staff knowledge for CSRs