



STRATEGIC PLANNING 2026

# 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 36<sup>1</sup> 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.<sup>2</sup>
- 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 \$1.7bill, on 16,170 members
  - 105k per member per year
- SFY 2023 – Spent \$1.84bill, on 17,182 members
  - 107k per member per year

# Global Market Conditions

- **ID/DD Services**

- Over 7.5 million people in United States are diagnosed with a developmental disability<sup>1</sup>
  - Approximately 71% receive Medicaid Waiver services, 13% receive non-Waiver services, 16% do not receive any services<sup>2</sup>
- Industry wide growth between 2021 and 2028 is 5.5% CAGR<sup>4</sup>
- About 57,500 businesses provide DD Services in the US<sup>5</sup>
- Average per-beneficiary Medicaid expenditures in 2019 for beneficiaries with ID/DD ranged from about \$51,000 to \$70,000<sup>6</sup> 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 2023, in the Commonwealth of Virginia, 16,189 individuals with IDD were receiving services on the DD Waiver and 15,555 individuals were on the DD Waiver waiting list.
- Governor Youngkin passed legislation (2024) that will fund 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

# Global Market Conditions

## Outpatient

- In 2024, Virginia ranked 12th highest in the country for folks diagnosed with a mental illness. In addition, one in five young people from ages 12-17 experienced at least one major depressive episode in the past year, yet more than half of them (56.1%) did not receive any mental health treatment. -MentalHealthVirginia.Org
- According to NAMI (National Alliance on Mental Illness), nearly 1/3 of all people experiencing mental illness and about 1/2 of people living with severe mental illness also experience substance abuse.
- According to Virginia Health Care Foundation, 93 of 133 localities are federally-designated mental health professional shortage areas. 37% of Virginians live in them (2 million)
- Focus on integrated care efforts to improve access to care, convenience and easy care coordination and improve outcomes (One stop shop)
- Newly elected Governor, Abigail Spanberger was endorsed by the National Association of Social Workers (NASW) Virginia chapter due to her "ongoing commitment and support for behavioral healthcare and practitioners."
- VA joined the Interstate Counseling Compact initiative allowing licensed therapists to provide services to individuals in participating states-currently Arizona and Minnesota are active
- Outpatient treatment provides a cost-effective, flexible, and essential balance of professional support and community integration, enabling clients to immediately access care while maintaining personal responsibilities and social support systems.

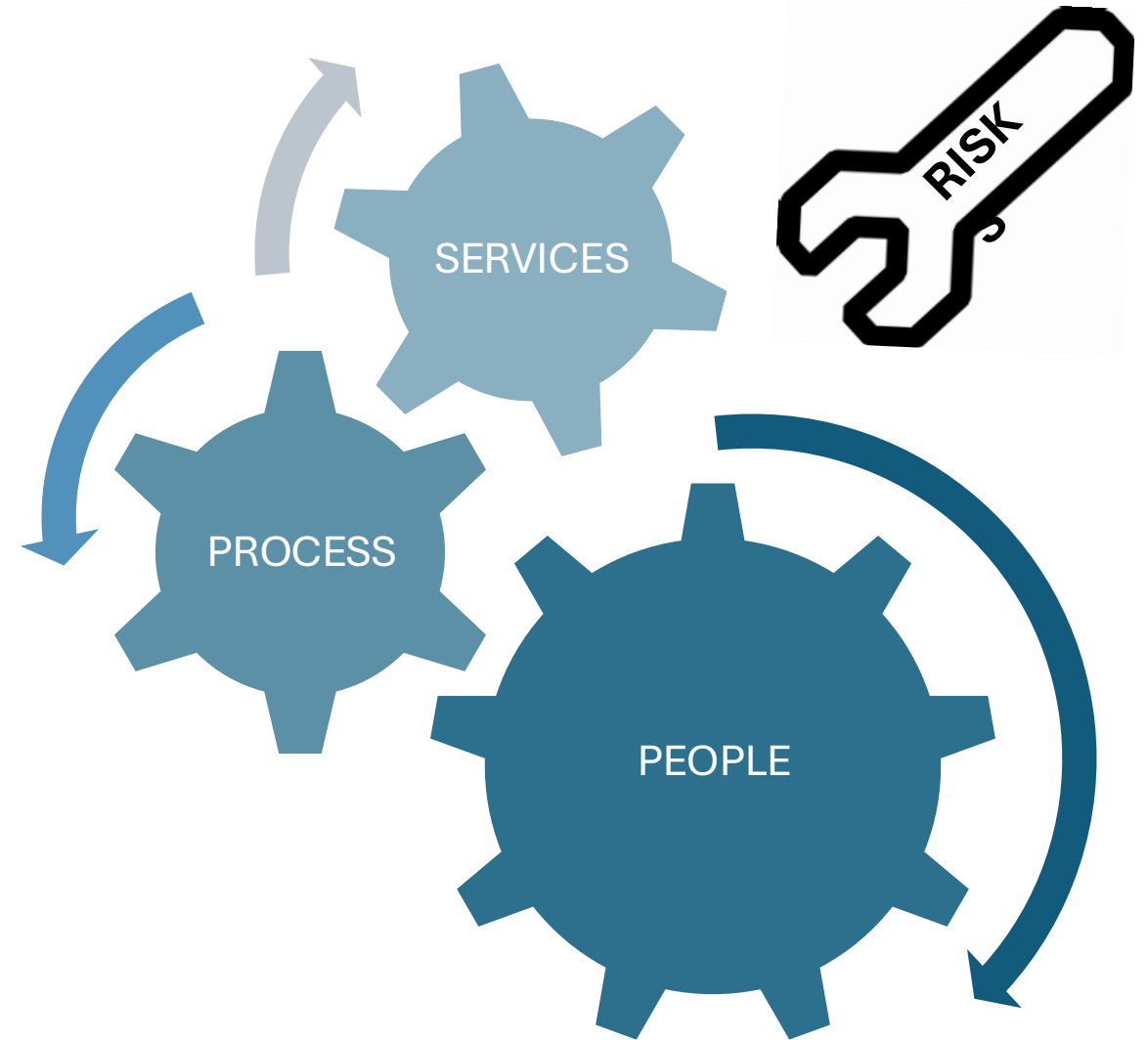
# Global Market Conditions CBS

- In fiscal year 2024, DMAS spent \$1.6 billion on behavioral health services in Virginia. In fiscal year 2025, DMAS has spent almost \$1.9 billion with many months of claims likely still not processed. Inpatient claims have increased nearly \$30m from 2023 to 2024, and up another \$30m in 2025 thus far. MHSS and IAH expenses continue to decline YOY. PSR spend gradual increases YOY since 2023 and has increased by \$3m in past year.
- Mobile Crisis Response and Community Stabilization expenses for fiscal year 2025 have increased by over \$90m since 2024.
- Va ranks #38<sup>th</sup> for mental health workforce availability. 106/133 counties in Virginia are experiencing a MH professional shortage to include all 3 geographies we currently serve in CBS. Four localities (Craig, Surry, Mathews and King & Queen counties) have nearly less than 1 FTE licensed BH professional of any kind.
- According to Mental Health America statistics, while access and barriers to services for adults has improved (6<sup>th</sup>), VAs rank for youth mental health care dropped to 32<sup>nd</sup> (2025) from 17<sup>th</sup> (2024).
- DMAS redesign underway. Draft regulations for CPST (home/community & school), TCM, and Coordinated Specialty Care have been posted for public comment.
- Virginia's crisis continuum continues to have significant flaws. Behavioral Health Commission and lobby groups have come together to review how to resolve the crisis within the crisis system.
- Governor Youngkin 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.
- Abigail Spanberger outlines initiatives to increase TH access and integrate behavioral health into primary care.

# 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 2025 Highlights

- 12 students graduated (8 Richmond; 4 Tidewater)
- 4 Students successfully returned to public school
- 69% reduction in incidents requiring law enforcement
- Grade averages for students continued to exceed state levels
- 92.5% of students surveyed rated their teacher as excellent
- 96.3% of guardians reported satisfaction with the overall educational services of the school
- Successfully transitioned to Safety Care training for both TEC locations
- VAISEF visit to Richmond Campus



# Academy/TEC Primary Challenges

Decreased census as compared to prior years



Staff turnover



Acuity level of students



Physical plant

# Academy/TEC Proposed Solutions



## Decreased Census

Focus on marketing

- Brochures
- Vendor fairs
- Family engagement

Listening Sessions with LEAs

Val added as a VAISEF BOD member

Head of school;  
Compliance and Curriculum Specialist; and new TW AP to boost census



## Staffing Shortages

Form orientation task force;  
survey 2024-2025 new hires

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

Strengthen therapeutic supports and student engagement

Implement new student orientation and mentor program



## Physical Plant

Explore new spaces

Updates to current structure

Tour competitors spaces

# Staff Retention Strategies

-Review Roles & Responsibilities (ELT/Admin/Support)

- Launch cross-campus shadowing

- Continue monthly supervision/coaching

- Develop 'Local Expert' roles

- Launch mentoring program

- Promote TRACK nominations

- Plan purposeful PD calendar

- Coordinate with training team for program specific PD

- Focus PD on reducing 'consequence culture'

- Integrate 'Woo' Task Force recommendations

- Set retention metric (90%) & monitor

# ABA 2025 Highlights

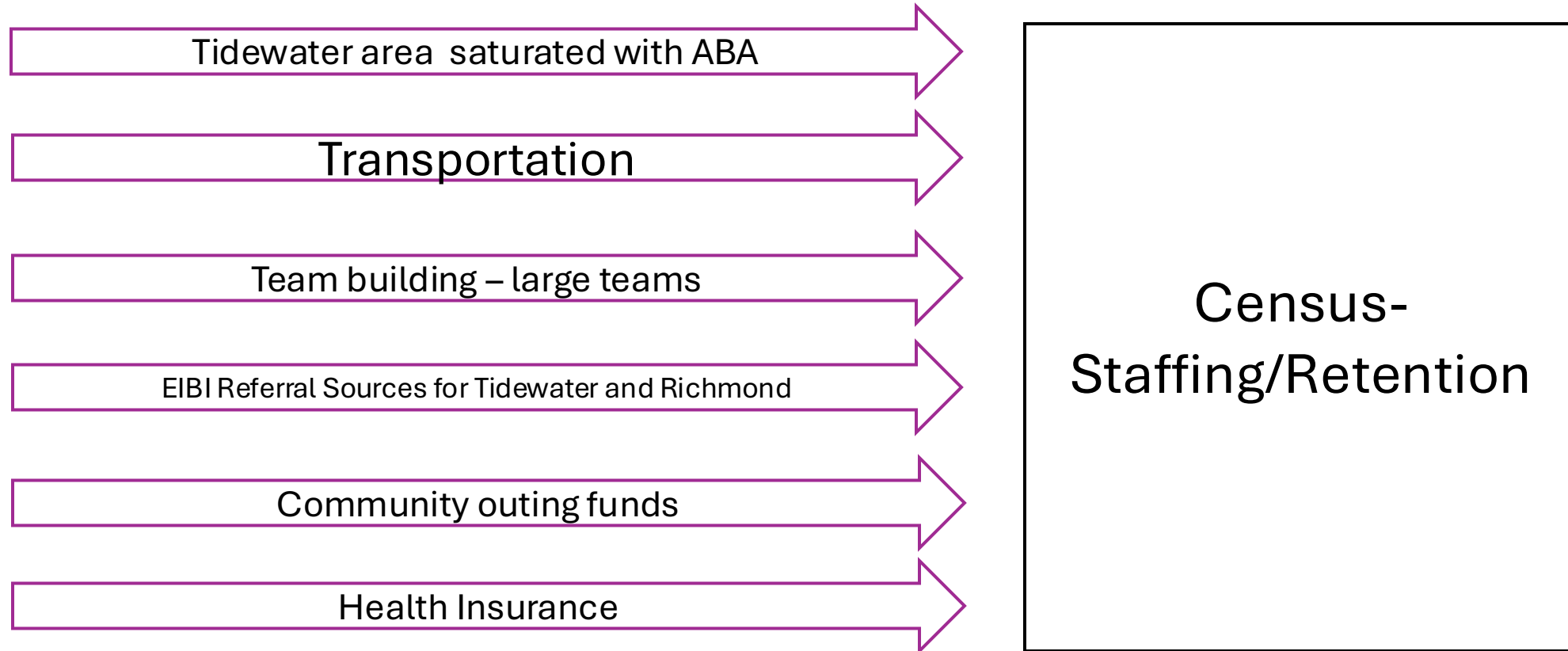
- Graduated 18 clients across the state
- CIT Program
- 19 BCBA's/BCaBA's (+1 net YoY)
- Implemented growth ladder for BTs/RBTs/CITs
- Worked with marketing to build and increase referrals
- Added Speech and Language Services
  - We have 1 SLP on staff – Southwest



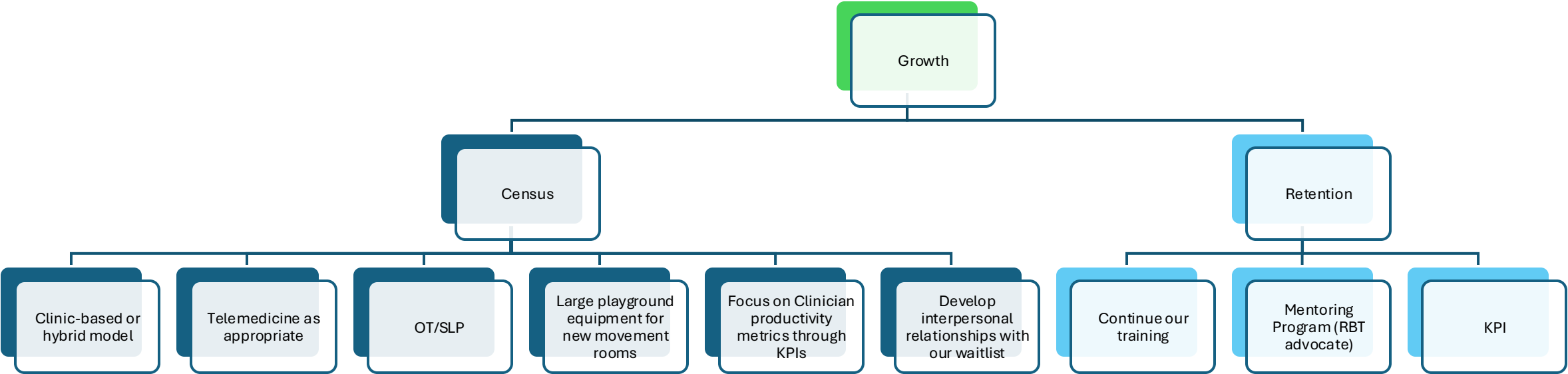
**Congratulations Dominion Care Class of 2025!!**



# ABA Barriers



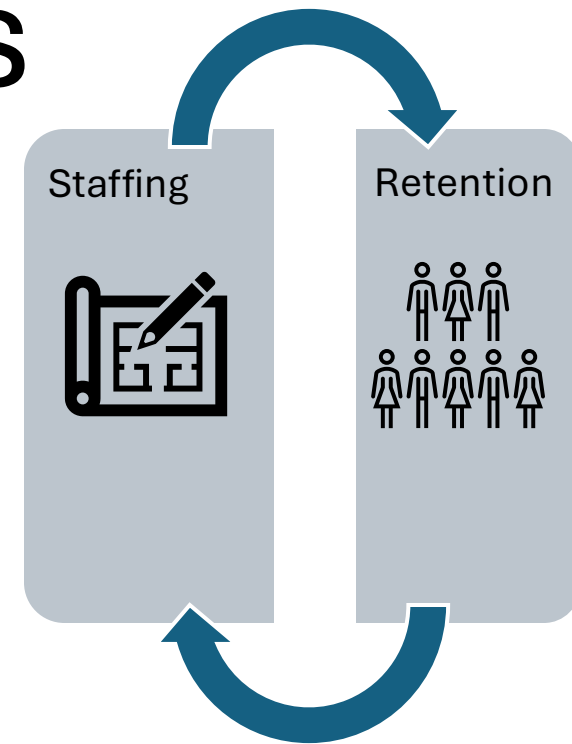
# ABA Proposed/Current Solutions



# ED Services 2025 Highlights

- Increased overall census to 34
- Achieved a higher rate of staff retention
- Implemented new training/NHO plan for Edinburg new hired
- Created new data tracking system
- Coordinating outreach to public schools in counties near Edinburg

# Educational Services Current Challenges



# Educational Services Proposed Solutions

PTO	Ed services 1:1s receive 70 hours of PTO
Check ins	Check in with new hires on their first day of training to build rapport and help to develop connection to the Educational Services department Hire site supervisor for Richmond (part time) Additional site visits
Staff Engagement	Team building Dominion professional development opportunities
Recruitment / Growth	Job Fairs Connect with universities to assist student with gaining experience in the mental health/teaching fields Identify new school systems

# Waiver 2025 Highlights

- 30% increase in census for Residential programs Year over Year
- 9% census in non-residential services Year over Year
- 33% increase in census for Community Engagement services Year over Year
- Opened new space for Fredericksburg Group Day
- Hired Program Manager for Tidewater Waiver
- Peer Mentor ! All Mentees currently served awaiting new referrals
- Improved team meeting regularity and efficacy with team building activities and trainings based on input from staff
- Updated DSP Orientation and added annual refresher trainings for all DSPs

# Waiver Current Challenges

Employee Retention

Referrals Processing Capacity

Leadership Development

Decreased Availability to Provide Lower Ratio Services

# Solutions

Improve Retention Rates

Referrals Processing

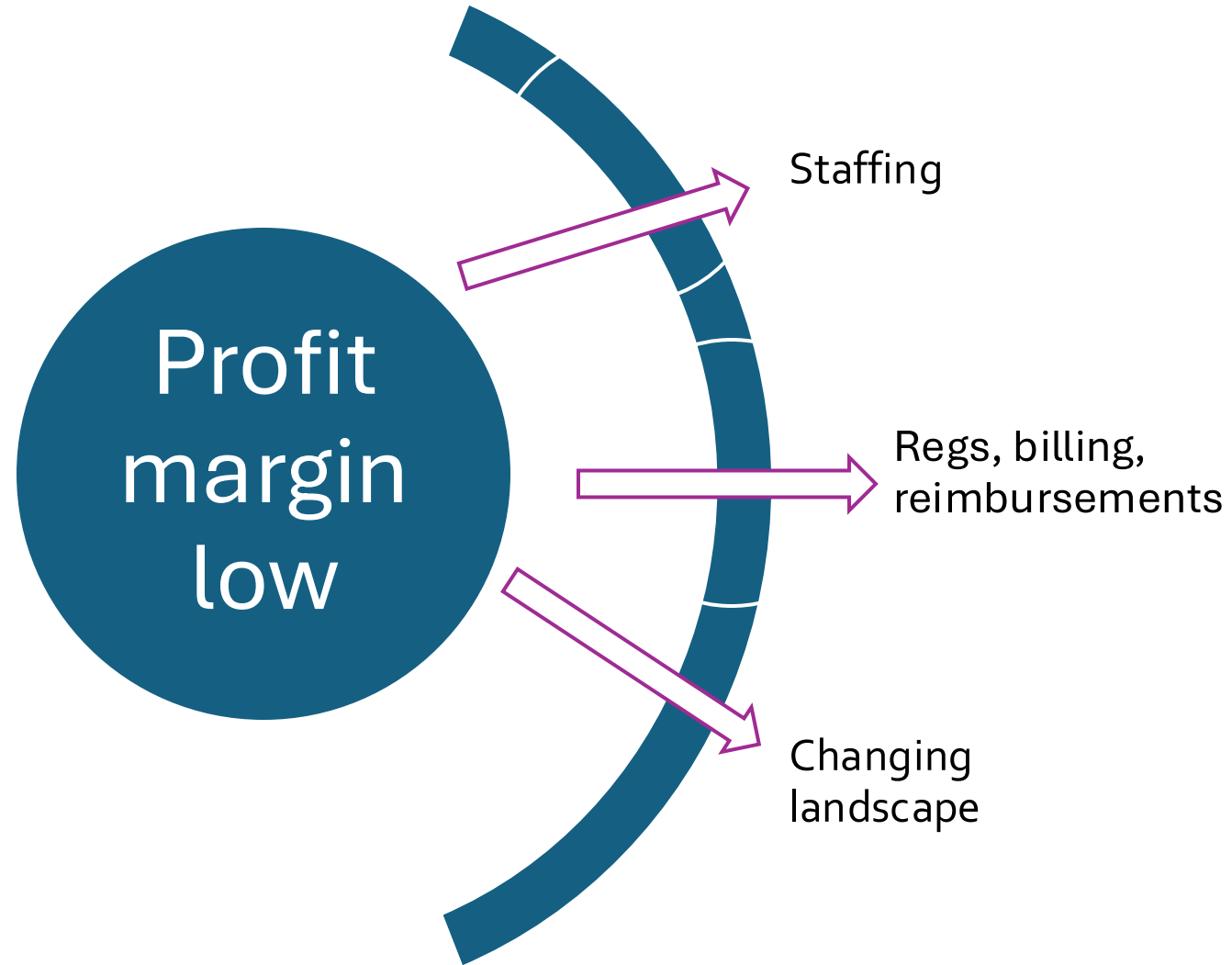
Leadership Development

Increase Availability(CE/CC) via Program Management

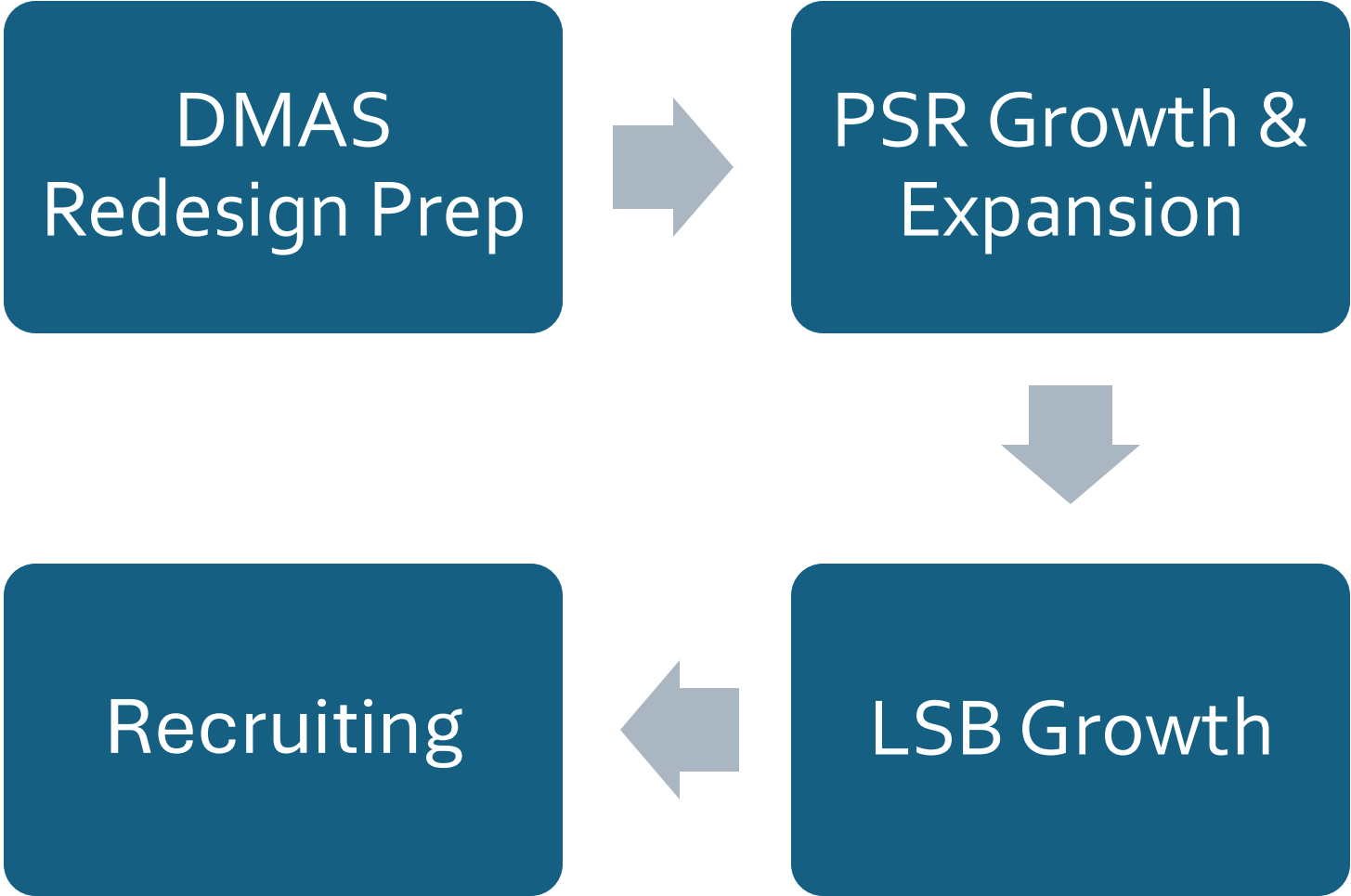
# CBS 2025 Highlights

- PSR more than one year in operation
- Expand LSB to Tidewater and rapidly growing Anthem TAY
- Transitioned Aetna LSB to Maternity cohort
- Preparation for Medicaid redesign legacy services.
- Adapted to QMHP regulation changes
- Began MAP training for supervisors to oversee CPST services 7/1
- DBHDS Triennial license renewed

# CBS Current Challenges



# CBS Proposed Solutions



# Outpatient 2025 Highlights

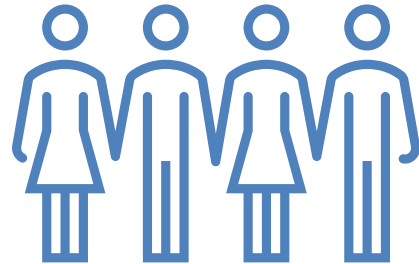
- Developed Clinical Supervisor Role
- Created tiered onboarding for Therapists- Welcomed 11 new providers since January 1
- Integrated the Patient On-Call Portal
- IOP Growth and sustained census
- Adolescent IOP
- Partnered with LCS to provide In-school Outpatient Therapy
- Successful office move in Richmond



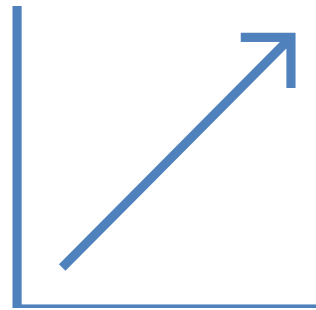
# Outpatient Current Challenges



**Minimal virtual referrals for IOP**



**Low KPI percentages**



**Low Conversion/Utilization Rates**

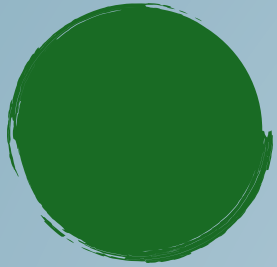


**Need for increased Community Engagement/Visibility**

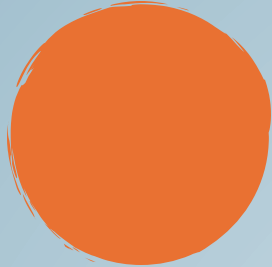


**Collections**

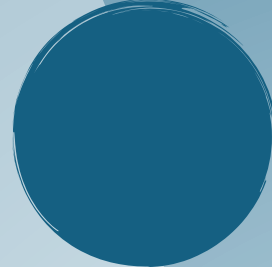
# Outpatient Proposed Solutions



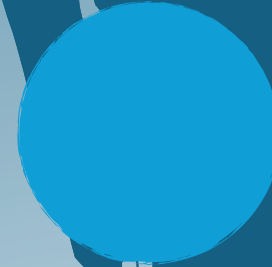
**Emphasize  
outside of  
Richmond area  
for referrals**



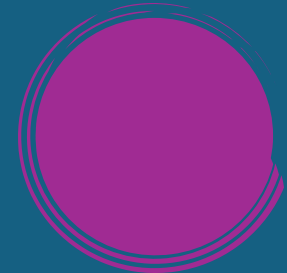
**Continue tiered  
onboarding**



**Restructure  
front end  
workflows to  
increase  
efficiency**



**Implement  
Patient Portal  
and maximize  
features**



**Routine KPI  
Review with  
Clinicians**

# Quality/Clinical **2025 Highlights**

- Emotion Regulation Training
- Trauma Informed Care Training
- Health and Safety compliance increase
- SIR live training implemented quarterly and annually
- Annual Compliance Training now LOC Specific
- Probe expansion-Training Probes
- Investigation training expanded
- Paycom training launch
- KPI goals expanded to included subprograms

# Quality/Clinical Current Challenges

- VAISEF accreditation for Richmond Academy (Expires 4.2026)
- VDOE license for Richmond and Tidewater (Expires 3.2026)
- Chart Audit Compliance
- Expand outcome measures for LOCs (measurement-informed care)
- Paycom learning library
- Client Satisfaction Survey Completion
- Regulation and accreditation updates for licensing/accrediting entities as well as MCOs

# Quality/Clinical Proposed Solutions

- Work with Academy/TEC LOC to ensure items are ready for VAISEF reaccreditation; Possible system accreditation in the future
- Work with Academy/TEC LOC to ensure items are ready for VDOE license review
- Work with LOCs to create system to confirm updates are made monthly for chart compliance
- Work with LOCs to implement additional outcome measures
- Attend training regarding survey completion and how to engage stakeholders
- Monitor updates to DMAS/DBHDS/CARF/VAISEF/MCOs

# Human Resources 2025 Highlights

- Completed 30, 60, and 90 day surveys
- Updated supervisor/manager training and began ongoing monthly reviews (completed 20 trainings with an average of 8 managers/supervisors present at each)
- Created Stay Interview and started collecting data
- Addressed ongoing compliance initiatives
- Decreased onboarding timeline from first point of contact to first day of work
- Successfully completed 2025 School Performance Reviews as well as Vaisef Audit
- Updated disclosure policy
- Updated All School CRS records for employees who have lived out of state
- Started HR intern to help with file compliance (80% completion of Sharepoint to Paycom)
- Successfully prepared for and rolled out another year of open enrollment
- Streamline processes (FMLA, Workers Comp, ADA, Benefits, Investigations)

# Human Resources Current Challenges

- Change in minimum wage integration into Paycom
- 401k
- Pull of Data for 1035 completion
- Making sure the process stays fluid and is as accurate as possible between recruiting and assigning/scheduling training of new hires
- Review of Paycom Organization Chart in Preparation for Self Onboarding
- Ongoing benefits questions and concerns throughout the year. Whether due to changes in Bavvy or just lack of knowledge of the processes
- FMLA reporting
- Turnover rate and retention rate currently sitting at close to an even 50%

# Human Resources Proposed Solutions

- Monitor the minimum wage change guidelines and work closely with payroll to verify all needed updates in pay occur (main LOC impacted is ABA)
- Keep communication strong between recruiters and trainers and verify schedules well enough ahead of time for all needed trainings. New pathways connected to onboarding in Paycom will minimize both NHO and HR involvement
- Include benefit flyers in the self onboarding process, physical flyers at NHO, and finally in Paycoms “Company Documents” section. So, all new hires have multiple ways to find all needed benefit information at any time.
- Continue to train directors and managers on appropriate processes and implement a monthly pop quiz where whoever answers correctly gets a gift card
- Recruitment to maintain the enhanced processes
- Pull turnover/retention information on a monthly basis to identify weak areas and work directly with leadership in those lines to improve upon these