

# Behavioral Health and Crisis Services

## FUNCTION

The mission of Behavioral Health and Crisis Services (BHCS) is to promote the behavioral health and well-being of Montgomery County residents. BHCS works to foster the development and to ensure access to a comprehensive system of effective services and support for children, youth and families, adults, and seniors in crisis or with behavioral health needs. BHCS is committed to ensuring culturally and linguistically competent care and the use of evidence based or best practices along a continuum of care. BHCS works with the State's public mental health and substance abuse system, other HHS service areas, county agencies and the community to provide strength-based and integrated services to persons in need.

## PROGRAM CONTACTS

Contact Raymond L. Crowel of the HHS - Behavioral Health and Crisis Services at 240.777.1488 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### **Behavioral Health Planning and Management**

As the State mandated local mental health authority, this program is responsible for the planning, management, and monitoring of Public Behavioral Health Services for children with serious, social, emotional and behavioral health challenges, and adults with a serious and persistent mental illness. The functions include developing and managing a full range of treatment and rehabilitation services including services for persons with co-occurring mental illness and substance abuse disorders, homeless persons, and persons who have been incarcerated and/or are on conditional release. Services include the ongoing development of a resiliency and recovery oriented continuum of services that provide for consumer choice and empowerment. This program now manages all service area contracts.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percent of adults served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education <sup>1</sup>	75	76	76	76	76
Percent of children served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education <sup>2</sup>	94	96	96	96	96

<sup>1</sup> Results are calculated using Outcome Measurement System (OMS) data released by DHMH.

<sup>2</sup> Results are calculated using Outcome Measurement System (OMS) data released by DHMH.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>7,819,920</b>	<b>15.50</b>
Technical Adj: Community Mental Health Grant Consolidation (0F60032)	55,395	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-201,020	0.00
<b>FY15 CE Recommended</b>	<b>7,674,295</b>	<b>15.50</b>

### **Access to Behavioral Health Services**

This program area includes Access to Behavioral Health Services, Case Management Services, Urine Monitoring Program and Laboratory Services. The Access to Behavioral Health Services program provides information and referral, screenings and assessments for uninsured and low-income consumers with mental health and/or substance abuse problems to connect them to the appropriate community services. To provide effective engagement in needed services, program staff also provide short-term case management and psychiatric services to vulnerable clients such as those recently discharged from a psychiatric hospital or jail until they can be linked to a community outpatient mental health program. The program offers services at a central office and collocated with HHS income supports offices and the Department of Correction Pre-trial Services. Community Case Management Services provides intensive social work services to individuals with serious mental illness to ensure effective engagement in needed services and sufficient community supports to reduce negative outcomes and foster the wellness and recovery of the consumer. The federal/state Projects for Assistance in Transition from Homelessness (PATH) in this program particularly targets at re-entry mentally-ill individuals in the criminal justice system. The Urine Monitoring Program provides urine testing to detect drug use of

clients referred by the courts or social service or mental health agencies, and others required to submit to urine surveillance or who require or request urine screening and testing to support recovery from substance abuse.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>3,213,380</b>	<b>31.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	352,804	0.50
<b>FY15 CE Recommended</b>	<b>3,566,184</b>	<b>32.00</b>

### **Treatment Services Administration**

Provides overall management of the Federal and State Alcohol and Drug Abuse Administration grant and Medicaid funded community based programs and oversees operations of the addiction continuum of private providers.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Number of persons served in Level 1 Outpatient Treatment <sup>1</sup>	1,077	1065	450	450	450
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment) <sup>2</sup>	70	86	75	75	75

<sup>1</sup> Number of Level 1 served will be decreasing over the years as part of the implementation of the Patient Protection and Affordable Care Act, because clients will be able to self refer through their insurance and bypass the County.

<sup>2</sup> % Decrease in substance abuse is set at 75% per the State of Maryland.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>5,590,589</b>	<b>4.00</b>
Add: ADAA Recovery Support Expansion Grant (2001431)	925,094	0.00
Shift: Maryland Strategic Prevention Framework Grant (2001063)	-33,475	0.00
Shift: Alcohol and Drug Abuse Administration (ADAA) Federal Treatment Grant (2000773)	-122,562	0.00
Technical Adj: Alcohol and Drug Abuse Administration (ADAA) Grant Consolidation (0F64044)	-489,052	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-206,165	-1.00
<b>FY15 CE Recommended</b>	<b>5,664,429</b>	<b>3.00</b>

### **Forensic Services - Adult**

Adult Forensic Services is composed of two programs: (1) Clinical Assessment and Transition Services (CATS); and (2) Jail Addiction Services (JAS). CATS has two components: (1) assessment and post-booking diversion services within 24 hours of booking to inmates with behavioral health issues upon entry into the Montgomery County Detention Center; and (2) discharge planning for inmates who are being released from the Correctional Facilities by assessing inmates' behavioral health needs and coordinating access to services in the community. JAS is an intensive jail-based residential addiction treatment program for inmates who suffer from substance related disorders at the Montgomery County Correctional Facility.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percentage of successful Jail Addiction Services clients who were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	80	76	76	76	76

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>2,062,018</b>	<b>18.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	266,817	1.00
<b>FY15 CE Recommended</b>	<b>2,328,835</b>	<b>19.00</b>

### **Outpatient Behavioral Health Services - Adult**

Outpatient Behavioral Health Services - Adult provides comprehensive and quality outpatient and intensive outpatient services to adult residents of Montgomery County, who have co-occurring substance and mental health disorders. Priority is given to serving vulnerable persons including intravenous drug users; women who are pregnant or have young children; and those who lack health insurance, are homeless, or medically compromised. Many program participants are also involved with the criminal justice system or have chronic medical conditions such as diabetes or HIV/AIDS. The Adult Behavioral Health program accepts referrals from Access to Behavioral Health Services and Avery Road Treatment Center. Services include a comprehensive range of substance abuse and mental health services programs beginning with an assessment and diagnostic evaluation, then offering group and individual treatment as well as (as needed) psychotropic medication evaluation and medication monitoring, family support and case

management services. Services are individualized with the adult being a partner in all treatment decisions. Eligibility is limited to Montgomery County residents. This program has the capacity to provide services to Limited English Proficiency clients and those with specialized cultural and language needs. Peer Support is available upon request.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percentage of clients showing improvement in functioning and decreased symptoms – based on the symptoms list <sup>1</sup>	81	83	83	83	83
Percentage of clients who completed treatment plan upon discharge (% is based on discharged clients) <sup>2</sup>	43	55	46	48	48

<sup>1</sup> Projection is based on past 5 years

<sup>2</sup> Due to a reorganization, this program reports this measure separately from Specialty Behavioral Health Services. FY12 is the baseline year.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>3,127,125</b>	<b>22.00</b>
Increase Cost: Psychiatric Services Contract	63,682	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-261,453	-2.50
<b>FY15 CE Recommended</b>	<b>2,929,354</b>	<b>19.50</b>

### **Outpatient Behavioral Health Services - Child**

Children’s Outpatient Behavioral Health Services is comprised of three components that provide or support comprehensive mental health treatment and care coordination services to children, youth, and their families that are individualized, culturally and linguistically appropriate and administered in the least restrictive, most conducive environment. The Child and Adolescent Outpatient Mental Health Service Team provides assessment, psychiatric, and therapeutic treatment to children and adolescents with serious emotional impairments. The Home-based Treatment Team provides specialized, evidence-based mobile treatment specifically for children and families involved with Child Welfare Services. The System of Care Development and Management Team collaborates with local and State partners to plan, develop, and manage publicly-funded (State and County) mental health and care coordination services for children and adolescents. All three components are guided by the principle that services should be child focused, family driven, and culturally competent. This program area also includes Juvenile Justice Services (JJS) that supports the County's comprehensive approach by integrating screening, assessment, case management, community services, and treatment with the juvenile justice legal process. JJS also provides substance abuse prevention, which provides support and education to promote healthy behaviors and lifestyles. The services provided through these programs, in particular Screening and Assessment Services for Children and Adolescents, are closely aligned with the Substance Abuse and Mental Health Services provided in Behavioral Health and Crisis Services.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percentage of clients who meet their treatment goals at the time of discharge <sup>1</sup>	78	81	75	75	75
Percentage of offenders under age 18 who are diverted to substance abuse education or mental health treatment programs who do not re-enter the correction system within 12 months of being assessed compliant with requirements <sup>2</sup>	89.0	88.0	88.0	88.0	88.0

<sup>1</sup> Percentage is based on number of cases closed and recorded.

<sup>2</sup> The correction system refers to the juvenile justice or adult correction systems. Assessment is done to determine compliance with requirements. This measure is by definition a 12 month follow-up of clients, so actual FY13 data reports recidivism rate of clients served in FY12.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>5,488,799</b>	<b>28.25</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	53,131	0.00
<b>FY15 CE Recommended</b>	<b>5,541,930</b>	<b>28.25</b>

### **Trauma Services**

The Trauma Services Program provides integrated clinical services to domestic violence victims and offenders, sexual assault victims, and victims of general crime. All victims may be assessed and receive short term counseling and psychiatric care, as well as a variety of specialty services geared to their particular need. Programming for domestic violence also includes information and referral, crisis intervention, safety planning, and placement in emergency shelter. Services are provided on-site at the Family Justice Center, as well as at 1301 Piccard Drive. Also provided at 1301 Piccard Drive is programming for victims of sexual assault, which includes outreach twenty-four hours a day, seven days a week through volunteer support to rape and sexual assault victims at hospitals and police stations, where they provide information, referrals, and assistance with crime victim compensation.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percentage of adult victims of sexual assault and general crime who show a decrease in symptoms after treatment (as measured by Post-Traumatic Stress Disorder Checklist – Civilian clinical scales)	88	80	75	75	75
Percentage of child victims of sexual assault and general crime who show a decrease in symptoms after treatment (as measured by the Child's Reaction to Traumatic Events Scale clinical scales)	94	85	80	80	80
Percentage of clients receiving therapy who demonstrate improvement on a domestic violence rating scale	93	90	80	80	80

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>4,660,374</b>	<b>29.55</b>
Enhance: Therapist II Position to expand service capacity	72,445	1.00
Decrease Cost: Victims Compensation Fund	-1,361	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,841	-1.00
<b>FY15 CE Recommended</b>	<b>4,755,299</b>	<b>29.55</b>

### **24-Hour Crisis Center**

This program provides telephone, walk-in, mobile crisis outreach, and crisis residential services to persons experiencing situational, emotional, or mental health crises. The Crisis Center provides all services, twenty-four hours/day seven days/week. Much of the work of the Crisis Center focuses on providing the least restrictive community-based service appropriate to the client's situation. Many of the services provided are alternatives to more traditional mental health services. Psychiatric crisis resources are used to prevent hospitalizations and suicides. Disaster mental health services include crisis management and consultation for disasters and community crises. The Crisis Center coordinates the mental health response during disasters and community critical incidents. During the off-hours (after 5:00 p.m., weekends, and holidays), crisis back-up services are provided for various health and human services needs when the clients' primary service providers are not available.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percentage of students identified by schools to be at risk who are stabilized utilizing community resources without hospital intervention	96	96	95	95	95

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>3,996,733</b>	<b>35.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	256,822	0.00
<b>FY15 CE Recommended</b>	<b>4,253,555</b>	<b>35.90</b>

### **Mental Health Services: Seniors & Persons with Disabilities**

This program provides outreach mental health services for seniors who cannot or will not access office-based services as well as persons experiencing caregiver stress. It provides Prevention and Early Intervention services for seniors by providing drop in groups at senior centers, psycho education, consultation to assisted living providers, Housing Opportunities Commission resident counselors and senior center directors, and mental health training for providers of services for seniors. This program also provides mental health services to persons who are deaf or hearing impaired.

<b>Program Performance Measures</b>	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Estimated FY14</b>	<b>Target FY15</b>	<b>Target FY16</b>
Percentage of surveyed homebound seniors reporting an improvement in their quality of life as measured by Mental Health Statistics Improvement Program Consumer Survey Scale <sup>1</sup>	94	86	85	85	85

<sup>1</sup> Starting in FY12, this measure is reported as a weighted percentage of both Senior Outreach program and Hispanic Outreach program.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>762,991</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,931	0.00
<b>FY15 CE Recommended</b>	<b>760,060</b>	<b>2.00</b>

## Specialty Behavioral Health Services

Behavioral Health Specialty Services now includes the Adult Drug Court Program and the Medication Assisted Treatment-Clinical/Vocational Services shifted from Outpatient Behavioral Health Services-Adult. The Adult Drug Court program provides outpatient, intensive outpatient, case management and follow-up. Medication Assisted Treatment (MAT) services are provided to adults residents of Montgomery County, who are diagnosed with substance use disorders. Individuals served in the MAT program are opiate dependent, uninsured, and have not been able to succeed in other venues of treatment.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>2,139,442</b>	<b>19.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	296,321	2.00
<b>FY15 CE Recommended</b>	<b>2,435,763</b>	<b>21.50</b>

## Service Area Administration

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services.

<b>FY15 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY14 Approved</b>	<b>585,967</b>	<b>3.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,119	0.00
<b>FY15 CE Recommended</b>	<b>615,086</b>	<b>3.50</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY14 Approved</b>		<b>FY15 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Behavioral Health Planning and Management	7,819,920	15.50	7,674,295	15.50
Access to Behavioral Health Services	3,213,380	31.50	3,566,184	32.00
Treatment Services Administration	5,590,589	4.00	5,664,429	3.00
Forensic Services - Adult	2,062,018	18.00	2,328,835	19.00
Outpatient Behavioral Health Services - Adult	3,127,125	22.00	2,929,354	19.50
Outpatient Behavioral Health Services - Child	5,488,799	28.25	5,541,930	28.25
Trauma Services	4,660,374	29.55	4,755,299	29.55
24-Hour Crisis Center	3,996,733	35.90	4,253,555	35.90
Mental Health Services: Seniors & Persons with Disabilities	762,991	2.00	760,060	2.00
Specialty Behavioral Health Services	2,139,442	19.50	2,435,763	21.50
Service Area Administration	585,967	3.50	615,086	3.50
<b>Total</b>	<b>39,447,338</b>	<b>209.70</b>	<b>40,524,790</b>	<b>209.70</b>

