



MONTGOMERY COUNTY GOVERNMENT
Department of Health and Human Services

Annual Report

FISCAL YEAR 2014

*Building A Healthy, Safe And Strong Community –
One Person At A Time*

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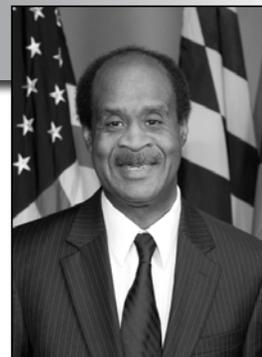
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Message from the County Executive



I am pleased to present the Fiscal Year 2014 Annual Report for the Department of Health and Human Services.

The Department and its staff are committed and compassionate in working to help the most vulnerable in our midst. While our community is making progress in recovering from the Great Recession, there continues to be a great number of residents who remain economically challenged and therefore rely on us for help. Montgomery County remains committed to maintaining a safety net of services so that we help as much as possible those in our community who are most at need.

I am grateful to all the staff of the Department of Health and Human Services for the commitment they have to providing these services to more and more in our community. The work they perform not only helps those vulnerable individuals and families achieve a better chance for health and success, but it also improves and strengthens the quality of life in Montgomery County.

Sincerely,

Isiah Leggett
County Executive



From the Desk of the Director



I am proud to present the Montgomery County Department of Health and Human Services Annual Report for Fiscal Year 2014.

Fiscal Year 2014 has been a good year for us. We saw a second year of salary increments for staff and enhancements to competitive contracts. There was also a sense of fiscal health and a growth in some of our programs especially for seniors, children and youth, behavioral health and Montgomery CARES to name a few. We remain deeply grateful to the County Executive, County Council and our many friends in the advocacy community who have supported us and believe in our mission.

This past year we continued to make gains in recovering from the recession and restoring some of our programs and expanding a few others. However, the complexity of the needs presented by the clients, customers and patients we serve continued to grow, presenting challenges to our staff and our partners. I want to express my gratitude for all the staff and partners of the Department that made it possible for us to continue to serve our residents with commitment and caring.

Our priorities in FY14 were the same as those in FY13:

- Service Integration – building our practice model
- Technology Modernization
- Equity – applying principles within the Department
- Affordable Care Act implementation
- Continuing our Contracts and Monitoring Reform

These efforts will continue in the coming year. Transformation is slow and difficult work and requires patience and consistency of purpose. We continue to make progress on all of these issue areas and are receiving national recognition for our groundbreaking work in the areas of integration and interoperability in Health and Human Services.

Technology modernization work is now funded over several years and this year we began implementation of our Electronic Health Record. This has resulted in many policy and practice changes that we are still sorting out and hoping to turn into the projected advantage in complying with the Affordable Care Act.

Around Equity we built the infrastructure for the Leadership Institute for Equity and Elimination of Disparities (LIEED). We brought the steering committee together, elected officers, worked on data issues for FY2014 and built our agenda for 2015. Here too we continue to make slow but steady progress.

The Affordable Care Act has far reaching impacts in our community. Ranging from eligibility and enrollment to systems redesign within public health and Montgomery CARES with an emphasis on third party billing and developing models around access to care and the Triple Aim goals continues. We will implement year two of the Connector Entity functions for the Capital Region, which is comprised of Montgomery and Prince George's counties.

We have continued our efforts with the Non Profit Montgomery steering committee. The indirect cost policy was issued and refinements made to the advance policy to ensure that small grant recipients get advance funding to begin to perform their tasks under their grant. We have continued to build trust between our two service sectors and have improved our working relationship. We have also continued to comply with the internal audit corrective action plan related to contracts monitoring.

In addition, our work in the areas of the Senior Sub-Cabinet, Kennedy Cluster, Positive Youth Development, Linkages to Learning, School Health, Montgomery CARES, Homelessness, Drug Court and a host of other partnerships and initiatives are identified and mentioned in this document.

This year, as in the past we also saw an amazing mobilization of advocacy and commitment on the part of all policy leaders to begin to rebuild the safety net. Workforce development and a two generation approach to poverty elimination, supported by our Neighborhood Opportunity Network, will continue to spotlight poverty alleviation as a continued focus area in FY15 and beyond. This year we completed our return on taxpayer investment and social return on investment calculator and used the findings to begin to build predictive models around poverty, homelessness and transition age youth. This analytic effort will shape our FY15 and beyond agenda.

I want to express our particular gratitude to the County Executive for his leadership and commitment to the vulnerable residents served by our Department. I also would like to thank our friends in County Council for their continued support of the Department and the people we serve. I look forward to another productive year in FY15 as we continue the transformation of our Department into a truly integrated and interoperable health and human services system.

Warmly,



Uma S. Ahluwalia
Director



*Building a Healthy, Safe and Strong Community –
One Person At A Time*

Planning, Accountability & Customer Service

JoAnne Calderone, *Manager*



In FY14, Planning, Accountability and Customer Service efforts included preliminary development of a Return on Taxpayer Investment (ROTI) model and Social Return on Investment (SROI) calculator to facilitate learning about the costs and benefits of Department services. Additional work concentrated on development of demographic categories and their related values for inclusion in the design of the Interoperable Information Technology System for the Department.

This unit addresses:

- Performance Measurement and Planning
- Grants Acquisition
- Customer Service

Highlights

Performance Measurement

- During FY14 the Department continued to expand internal capacity for qualitative evaluation of services provided to clients. Staff provided intensive training to 41 staff from throughout the Department to become qualified reviewers for the Quality Service Review process, a peer review of service performance and client outcomes.
- Staff also worked with data analytics personnel in the Department and minority community representatives to identify and propose demographic fields and related values for inclusion in the build of an interoperable information technology system. These demographic fields will facilitate the analysis of aggregate client data by subgroups, conditions, and treatments to provide information for planning and management around subpopulations in need.
- Under a grant from the U.S. Department of Health and Human Services, Administration on Children and Families, staff worked with external consultants on the development of a preliminary Return on Investment (ROTI) model and Social Return on Investment (SROI) calculator. The model and calculator are the first stage of work on tools to better assess the cost and benefit of services offered by the Department.
- The Community Review program engaged community members, and graduate students from the University of Maryland, to conduct three-day reviews of Department programs. In FY 14 nine Community Reviews, including six student led reviews, were conducted. Programs reviewed included Senior Connection, Connect-A-Ride, Individual Support Services, Adult Behavioral Health, Child Welfare In-Home Services, Northwood Wellness Center, Maryland Multicultural Youth Centers, Care for Rabies Program and the Housing Initiative Program (HIP).

Planning

- A function of Planning, Accountability and Customer service is to review land use documents prepared by the Montgomery County Planning Department to ensure a health and human services perspective is considered in the planning process. As part of this work, the Department reviewed the 19330 Mateny Hill Road, Germantown Bank Building Reuse Review, the Bethesda Purple Line Station Minor Master Plan Amendment and the Kensington/White Flint USPS New Space Project. Additionally, the Department provided comment on the fiscal impact analysis for the Glenmont Sector Plan and the Countywide Transit Corridors Functional Master Plan.

Grants

- The Grants and Resource Acquisition Unit supports grants acquisition for internal programs and community partners. Funding in FY14 from federal and state agencies totaled \$1,698,357 to the Department. Awards support the Race to the Top-Early Learning Challenge Grant-Local Early Childhood Advisory Councils, Oral Health for seniors, HIV Services, Oral Health for youth, and the Local Health Improvement Coalition.
- An additional \$106,000 in grants was awarded to community partners supporting transportation for residents with disabilities and the frail elderly and the Suburban Maryland Welcome Back Center for services to assist foreign trained health professionals to earn credentials so they can re-enter the health work force to provide culturally and linguistically competent services in Montgomery County.

	FY10	FY11	FY12	FY13	FY14
Grants to HHS Directly	\$7,404,421	\$922,517	\$1,158,066	\$7,921,796	\$1,698,357
Grants to HHS Partners	\$3,714,472	\$386,111	\$721,000	\$1,131,554	\$106,000
Total Grants Received	\$11,118,893	\$1,308,628	\$1,879,066	\$9,053,350	\$1,804,357



Office of the Chief Operating Officer

Stuart Venzke, *Chief Operating Officer*



The staff of the Office of the Chief Operating Officer is fully engaged in the Department's work of continuous improvement of administrative processes. Working collaboratively with service area staff, we are committed to strengthening our capacities in an environment of transparency and accountability.

This Service Area includes:

Budget, Fiscal Management, Cost Allocation and Claiming, Contract Management, Facilities & Logistics Support, Human Resources and Information Technology

Highlights

Facilities and Logistics Support

- Prepared and submitted to Department of General Services 529 building maintenance requests in support of 30 DHHS facilities.
- Received and processed over 32,000 closed State case records for retention/archival.
- Coordinated over 5,800 reservations from employees for use of County-owned fleet of vehicles assigned to the DHHS motor pool.
- Purchased and installed seven exterior cameras, two emergency call phones for parking lots and two card readers for loading dock doors at 1301 Piccard; one interior waiting room camera at 8630 Fenton Street for increased security access control and monitoring.
- Coordinated the space renovation and conversion of an office to an exam room to improve staff efficiency and delivery of customer services at the Calhoun facility.

Fiscal Team

- Processed financial transactions on behalf of the department, including the following:
 - 9,323 vendor invoices paid
 - 5,773 deposits processed
 - 3,400 emergency services checks issued for clients
 - 5,411 checks issued on behalf of children in foster care
- Reviewed and corrected several accounting and reporting procedures related to social services programs and emergency services payments.
- Revised department policies concerning accounts payable, held checks and gift cards.
- Completed year-end closing procedures in ERP and for Department of Human Resources (DHR) programs where we must participate in DHR's year-end closing processes.
- Implemented new billing system and expanded the number of billable services.

Information Technology

- Procured, configured and launched the infrastructure to support the NextGen electronic health records system.
- Addressed over 13,000 help desk tickets.
- Provided technical and logistical support for the implementation of the Capital Region Connector entity.
- With the support of the Department of Technology Services (DTS), transitioned the Health Information Management System (HIMS) application off the mainframe. This was a prerequisite for DTS's planned retirement of the mainframe.
- Continued requirements and design of enterprise integrated case management system and electronic health record.

Compliance Team

- Reviewed and analyzed nine audited financial statements for the Maryland Department of Health and Mental Hygiene (DHMH) funded contracts and new vendors under contract to determine the financial soundness of vendors.
- Tracked 59 contract issues regarding initial budget, budget modifications, invoicing issues and contract financial issues.
- Provided consultation with service areas on gift cards accountability issues.
- Conducted two trainings on the Allowable Cost Policy FAQ, on the Allowable Cost Policy and presented to the Non-Profit Community FIRM training on two occasions.
- Performed six in-depth reviews of contracts and service area issues – Community Bridges, Family Services, MHA, National Center for Children, Montgomery County Coalition for the Homeless and Behavioral Health and Crisis Services Gift Card Review.
- Performed 21 reviews of contractor's indirect and fringe rates.
- Reviewed and analyzed documentation for 21 vendors' indirect and fringe rates.
- Coordinated external audits for Maryland State Department of Education, Single Audit 2013 and Revenue Receipts and performed follow ups for DHR 2012 Audit and Single Audit 2013.

Contract Management

The Contract Management Team (CMT) completed the following actions:

- Prepared 113 new contracts.
- Completed more than 1,400 contract actions.
- Processed 17 formal solicitations and seven informal solicitations.
- Facilitated ongoing training and consultation to DHHS contract monitors and contracted providers of health and human services.



Office of Community Affairs

Betty Lam, *Chief*



The mission of the Office of Community Affairs and its programs support expanding access, improving quality of services, increasing individuals/families' independence and reducing health disparities. We accomplished that mission through providing education, outreach, system navigation assistance, effective referrals, language services, cultural competency training, and advocacy.

This Service Area includes:

- Community Action Agency
- Head Start
- TESS Center
- Outreach and Language Access
- Minority Health Programs
- Leadership Institute of Equity & Elimination of Disparities

Highlights

- The Leadership of Equity and Elimination of Disparities (LIEED) was established in Fiscal Year 2014 with the formation of an advisory committee that brought together six racial/ethnic community groups with the vision of finding common goals and meaningful engagement with health and human services. In FY14, the Advisory Committee took advantage of DHHS' technology modernization effort and helped identify how demographic data fields could be disaggregated to generate information that will be useful as management tools as well as to the diverse communities. The result of the LIEED Advisory Committee's input into the selection of demographic data fields will have a long term impact on how the County understands the impact of its work and quality of services.
- The Equity Work Group (EWG) completed its "Creating a Culture of Equity" curriculum and held two major activities to increase equity awareness within the department. Nineteen (19) DHHS staff members were recruited as peer facilitators and completed the train-the-trainer equity session. Two (2) equity pilot workshops were delivered to Child Welfare Services and HHS Excellence staff respectively, reaching a total of 30 participants. The pilot phase extended into October of 2014 (FY15) and a thorough assessment will be made that will inform the future training plan.
- The Empowering Community Health Organizations (E.C.H.O) Project is a series of practical and professional training workshops aimed to build the capacity and sustainability of community organizations. In Fiscal Year 2014, the Asian American Health Initiative held two workshops. A workshop on the Affordable Care Act drew 138 community leaders from 62 community based organizations. A workshop on mental health had 100 attendees representing 43 community based organizations.
- The African American Health Program (AAHP) marked its 10th anniversary of organizing and facilitating the Health Freedom Walk in conjunction with its partners. Approximately 170 participants and volunteers were at the event, which took place at the Woodlawn Manor Cultural Park in Sandy Spring, Maryland. The AAHP executive committee also organized a successful AAHP Community Day that included a men's walk and health fair that brought over 150 participants.
- AAHP increased its HIV testing sites by adding weekly testing at the People's Community Wellness Center and monthly testing on the Montgomery College Takoma Park Campus.

- Four hundred and forty residents were tested during FY14, a 13 percent over the previous year.
- Community Action Agency's Takoma-East Silver Spring Center (TESS) served 8,800 "walk in" customers requesting social service, case management and resource assistance. Working with Maryland Hunger Solutions, MCPS, and partners, TESS initiated Summer Meals, serving up to 60 children daily, including those from Judy Center families. A "Neighborhood Opportunity Network" site, TESS staff and partners provided access and outreach for DHHS programs, and enrolled residents in health coverage through the Affordable Care Act.
- Community Affairs conducted "Introduction to LEP" during 22 new employee orientations, 11 sessions of "LEP Implementation Plan" trainings, six (6) sessions for School Health Services staff, two (2) sessions for Affordable Care Act staff, one "Community Interpreter" training for certified bilingual staff and one "How to Work with An Interpreter" training. A total of 327 DHHS employees attended these trainings.

Statistics

- In Tax year 2013, the Community Action Agency's (CAA's) Volunteer Income Tax Assistance (VITA) Partnership prepared almost 2,000 tax returns, helping families to access about \$4 million in refunds, including over \$1.4 million in Earned Income and Child Tax Credits. The Maryland CASH Campaign recognized the County's VITA partnership for contributing the highest number of volunteer hours among its coalition members.
- The Latino Asthma Management program reached 678 individuals during outreach, community and school activities and provided asthma management education to nearly 20 parents/caregivers who reported increasing by 127 percent their ability to manage their children's asthma.
- All three minority health programs responded actively and positively to the Capital Health Connector request by conducting multiple culturally and linguistically appropriate outreach events with the help of health promoters and community based organizations. Some examples of these activities included LHI's efforts that reached 1230 Spanish speaking individuals, with 366 individuals requesting an appointment to get enrolled. AAHP's execution of the "Get on Board to Get Insured" service, a partnership with the County's Ride-On buses, worked to remove accessibility barriers by providing transportation to enrollment sites. The Asian American Health Initiative assisted 133 community members to sign up for health coverage.
- The Suburban Maryland Welcome Back Center graduated 14 foreign-trained nurses who obtained the Maryland registered nurse (RN) license or alternative certificate and joined the health workforce. Salaries increased an average of 119 percent from the time entering the program until hired as RNs. The program also expanded to include two pilot programs, one with internationally trained behavioral health professionals (10 participants) and one with physicians (18 participants).
- The Asian American Health Initiative (AAHI) Hepatitis B Prevention Project Model consists of four components: education, screening, vaccination, and treatment referral. In FY14, AAHI partnered with three community organizations and screened 296 community members. For the clients who are at-risk, 72 percent of them completed the three-shot vaccination series. For the clients who are infected, 100 percent of them are referred to care.



Aging and Disability Services

John J. Kenney, *Chief*



With the leadership and advocacy of our advisory boards and commissions, we have made great strides in promoting housing accessibility and employment opportunities for people with disabilities, including disabled veterans, and advancing a vision of vital aging. I commend the staff, volunteers and our private sector partners who have assisted older adults, individuals with disabilities and their family caregivers to live with dignity, independence and safety as full members of our community.

This Service Area includes:

Community Support Network for People with Disabilities, Adult Protective Services and Case Management, Home Care Services, Aging & Disability Resource Unit, Respite Care, Senior Nutrition, Long Term Care Ombudsman, Senior Community Services, Community First Choice (including Supports Planning Agency and Nurse Monitoring), Adult Evaluation and Review Services.

Highlights

- As a result of Executive Regulation 1-13 "Special Hiring Authority for People with Severe Disabilities" (enacted June 25, 2013), three individuals with severe disabilities were hired using the special hiring non-competitive process and an additional three individuals were hired under contract.
- The Senior Nutrition Program (SNP) began the Cold Box Meal Project, which provides individuals in 18 low-income senior apartment buildings with two cold box meals per week. About half of the apartment buildings have not been served by SNP prior to this year.
- The redemption rate for the Senior Farmers Market Coupon Program was 95 percent, the highest rate of all counties in Maryland.
- As a result of the Commission on Aging's efforts, two new staff members joined Aging & Disability Services this year--the Villages Coordinator and the Mobility and Transportation Manager.
- The Senior Initiative received a National Association of Counties (NACO) Achievement Award for planning.
- The new Community First Choice Program began on January 1, 2014. As a result, the Medical Assistance Personal Care (MAPC) program was taken over by Montgomery County Aging & Disability Services. There are currently more than 1,400 clients being served by this program. Staff oversees all nurse monitoring received by program participants.



Statistics

Adult Protective Services

Of the 776 cases investigated, 56 percent involved self-neglect, 21 percent neglect by caregivers/others, 26 percent financial exploitation and 16 percent abuse.

Adult Protective Service Investigations

FY08	FY09	FY10	FY11	FY12	FY13	FY14
580	706	667	673	600	709	776

Senior Nutrition Program (SNP)

Congregate site (e.g., senior and community recreation centers, low-income senior public housing, etc) and home-delivered meals are provided through a combination of federal, state and local funds, as well as voluntary participant contributions. In FY14, SNP served 4,014 people at congregate meal sites and 2,251 people via home-delivered meals.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Congregate meals	261,201	261,905	294,914	183,024*	212,063*	205,540*	199,531
Home delivered meals	69,562	72,289	161,716	175,717	181,683	173,146	184,567

*The accuracy of the congregate meal count for FY11-13 cannot be confirmed due to the new data collection system, which did not function properly until FY14.

Resource Coordination for Individuals with Intellectual/Developmental Disabilities

Resource Coordination services include eligibility and assessment, and assisting participants in gaining access to services such as supported employment, vocational training, day programs, individual and family support services and residential placements. Ninety-nine percent of customers were able to remain at the same or higher level of independence.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Number Served	2,772	2,806	2,806	2,806	3,266	3,266	2,795

*As a result of the decision to no longer provide Resource Coordination (RC) services, Montgomery County's RC Program began to transfer its clients to two private RC agencies during FY14.

Trends/Issues

- There is a growing need for residential, employment and supportive day program services for individuals with disabilities of all ages. There will be a need to expand the current number of providers for this population.
- The number of students diagnosed with autism has risen dramatically in the past decade from 4,084 in 2003 to 10,200 in 2013. Montgomery County has the largest percentage of children on the Autism Waiver registry in the State. In 2012-2013, Montgomery County had 794 children on the registry (19 percent of the statewide registry) and served 209 children. In 2013-2014 Montgomery County had 754 children on the registry (19 percent of the statewide registry) and served 233 children.
- Largely due to new reporting requirements, there has been a tremendous increase in the number of financial exploitation cases reported to Adult Protective Services in recent years. In Fiscal Year 2000, there were just 33 cases reported and in Fiscal Year 2014 there were 203 cases reported, an increase of more than 500 percent.

Behavioral Health and Crisis Services

Raymond L. Crowel, *Chief*



The ongoing implementation of the Affordable Care Act and Maryland's behavioral health integration should provide greater access to care in a more efficiently administered behavioral health system. In addition, the management of all behavioral health Medicaid funded services will soon be under one Administrative Services Organization. While not significantly affecting our mental health providers, it represents a major change for much of our substance abuse continuum. Among other things this will reduce State grant funding for addictions programs. Inherent in such sweeping changes are challenges and opportunities that we will face together as we move our system forward.

This service area includes numerous programs organized under the following operational areas:

- Crisis, Intake and Trauma Services
- Behavioral Health Treatment Services
- Core Service Agency/Behavioral Health Planning and Management

Highlights

Service Delivery

Access to Behavioral Health Services assisted 1851 consumers in accessing publicly funded mental health and substance abuse services. More than 2200 individuals (2273) were screened face-to-face for substance abuse and mental health problems.

The Abused Persons Program Abuser Intervention Program (AIP) is a State certified domestic violence offender treatment program that serves court mandated and voluntary perpetrators of intimate partner violence through a 22 week group counseling program. During FY14, the program served 569 clients in 16 weekly counseling groups, serving male and female offenders.

In Fiscal Year 2014, the Adult Behavioral Health Program (ABHP) served 350 clients who live with severe and persistent mental illness.

Child and Adolescent Behavioral Health Services (CABHS) added evening hours to Screening and Assessment Services for Children and Adolescents (SASCA). SASCA screened and referred 1166 clients for mental health and/or substance abuse services.

CABHS increased its Spanish speaking capacity, which assisted in eliminating the clinic wait list. The Home Based Team (HBT) continues to provide community based intensive therapy and case management services for clients involved with Child Welfare Services.

Clinical Assessment and Transition Services (CATS) provided needs/risk assessment services to 2212 incoming inmates in Fiscal Year 2014. The transition team provided discharge planning services to 443 exiting inmates requiring services in the community.

Jail Addiction Services (JAS) underwent many transitions resulting in position vacancies during FY14. Admissions were reduced to accommodate an acceptable COMAR staff to patient ratio. The program served 329 inmates in Fiscal Year 2014.

Collaboration and System Integration

The Behavioral Health Planning and Management-Core Service Agency is one of the founding partners and co-chair of the Veterans Collaborative. The Veterans Collaborative sponsored a Military/Veterans Volunteer and Resource Fair. Over 60 vendors, including Maryland’s Commitment to Veterans, and the Maryland Department of Veterans Affairs had tables at the event. An estimated 200 individuals attended.

The Crisis Center continued its collaboration with Montgomery County Public Schools (MCPS) through the “Assessment of Children in Psychiatric Crisis” initiative. During FY14, the Crisis Center provided assessments for 1,035 students. The number of assessments conducted in FY12 was 526.

Therapists with the Victim Assistance & Sexual Assault Program (VASAP), in conjunction with the National Alliance for the Mentally Ill (NAMI Montgomery County), developed support groups for at-risk caregivers. Participant families were identified and monthly meetings are co-facilitated by staff from VASAP and NAMI. The group is open to any parent or family member that experiences threat or violence from a family member living with mental illness.

Capacity Building

The County continues to expand landlord based housing for individuals living with mental illness. Behavioral Health Planning and Management (BHPM) partners with Housing Unlimited, Inc. (HUI) to ensure community supports and housing subsidies are in place for tenants to maintain their housing. HUI expanded by eight beds in FY14, and has a total of 168 landlord based housing beds.

Supported housing continues to expand among local rehabilitation providers. As of August 2014, there were a total of 74 supported housing beds among four rehabilitation providers.

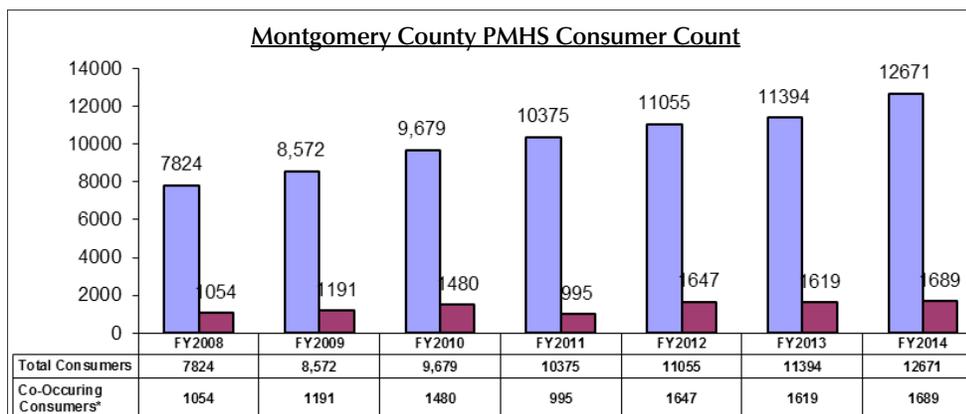
People Encouraging People, Inc. began the development of an additional Assertive Community Treatment (ACT) team. The new team offers ACT services to Montgomery County consumers in the southern part of Montgomery County, while the original ACT team provides services to individuals residing in northern Montgomery County.

Monitoring and Evaluation

Behavioral Health Planning and Management (BHPM) continues to monitor and evaluate behavioral health programs at the local level. BHPM partners with the Department of Health and Mental Hygiene (DHMH), the Administrative Services Organization (ASO), and also monitors agencies independently. BHPM conducted eight independent monitoring visits; partnered with DHMH on one visit; and partnered with the ASO on two visits.

Trends/Data

Data continues to reflect an increase in access and utilization of services since FY 2008.



Source: Value Options Data Report MARF0004 and MARF 5120 - Based on paid claims for FY14 processed through August 31, 2014.

*The counts for Co-Occurring consumers for FY08 - FY13 have been updated to reflect claims paid through September 30, 2013.

Children, Youth and Family Services

Kate Garvey, *Chief*



The staff and partners of Children, Youth and Family Services continue to meet the needs of vulnerable families and children in our community. We help families meet their basic needs for cash assistance, food and medical assistance coverage. We work with families to assure the safety and well-being of children and provide alternatives for youth to achieve their full potential. We work with non-profit organizations, providers, parents and children to provide access to opportunities for success in schools and in child care settings. The accomplishments shared in this annual report are due to the commitment of staff, strong partnerships and support from the individuals, non-profit organizations, businesses and from our County.

This service area includes:

- Child and Adolescent School and Community- based Services
- Child Care Subsidies
- Child Welfare Services
- Early Childhood Services
- Income Supports
- Infants and Toddlers Program
- Linkages to Learning
- Positive Youth Development

Highlights

Child Welfare Services is focused on helping children stay with their own families or with relatives when they have to be removed from their home for safety reasons. In Fiscal Year 2014, there were 2,890 new investigations opened, a 12 percent increase over the previous year. The number of new out-of-home placements decreased by three percent from 401 to 387, and an increasing number of children moved to permanent placements. Alternative Response was introduced in July 2013 and provides a different response to child protective service reports which meet the legal definition of child maltreatment. The focus is on family engagement and partnership to reduce and resolve the risk of harm to children and ensure child safety. In FY14, 32 percent of all interventions were routed to Alternative Response.

The Maryland Department of Human Resources (DHR) Place Matters goal for Montgomery County was to have 25 children permanently leave care to custody and guardianship by the end the end of FY14. This year, Montgomery County had 50 children permanently leave Child Welfare to live with relatives and there were 15 adoptions.

Positive Youth Development Initiative Programs consist of the Street Outreach Network, Youth Opportunity Centers and High School Wellness Centers. Staff have been trained in basic and advanced culturally based, trauma informed programs to respond to growing needs of children and families exposed to ongoing trauma.



Office of Eligibility and Support Services - This year the Income Supports offices were combined with the Public Health Medical Assistance Eligibility units to form a new division. We continue to work on both procedural and cultural changes to improve the services provided to our customers.

Child and Adolescent School and Community-Based Services/Linkages to Learning – Linkages to Learning served over 5,300 county residents in 28 schools, providing ongoing comprehensive behavioral health and/or family case management services to over 3,700 of these individuals. In partnership with the Montgomery County Public Schools Educational Foundation, Linkages to Learning applied for a grant and was awarded \$205,593 for FY15 from the Montgomery Coalition for Adult English Literacy. With grant funding, more than 12 Linkages sites will be able to offer up to four levels of English literacy instruction to parents.

Trends/Issues

Child Welfare Services - Ten transition aged youth (18-24) received subsidized housing and case management during the past year to help them prepare for independence by accessing community resources for employment and career building and counseling to improve interpersonal skills. This was funded by the Freddie Mac Foundation and the Housing Opportunities Commission.

The 3L Academy: Live, Learn, Lead program also served 20 transitioning youth with the goal of engaging them in planning their own future. This comprehensive, one-year program utilizes a team of “planning partners” to engage youth while they establish goals for their future. Made possible through a generous grant from the Trawick Foundation, the Academy is a collaborative partnership with CASE, Crittenton Services, Latin American Youth Center and YMCA Family Services.

Early Childhood Services - The Child Care Resource and Referral Center provided direct assistance and support to 69 percent of all programs (family child care and centers) registered and published in MD EXCELS, a Quality Rating and Improvement System for early care providers that meet quality standards in key areas. In response to the growing need for training for child care providers, staff also provided training workshops to nearly 3,000 participants and provided technical assistance to more than 800 prospective and current providers. The Infants and Toddlers Program saw an increase in referrals (total of close to 3,000) for the program and are serving close to 5,000 children. The Parent Resource Centers saw attendance skyrocket to over 12,000 people attending at the combined three sites throughout the year with an ongoing enrollment of 361 families and 397 children.

Office of Eligibility and Support Services – While the rate of caseload increase is less than the previous five years, the SNAP caseload continues to rise.

Medical Assistance caseloads were impacted by the open enrollment of the Affordable Care Act. We ended the year with 34,279 SNAP cases and 89,548 Medical Assistance and MCHP cases. More than 409 children remained in “frozen” status on the Maryland Child Care Subsidy Program. The County-funded Working Parents Assistance Program (WPA) does not have a wait list. The WPA program has been reviewed by a private-public workgroup and recommendations to improve the program access are anticipated for FY15.



Public Health Services

Ulder J. Tillman, MD, MPH, *Public Health Officer*



Despite enrollment challenges during the first year, we were encouraged to see thousands of residents gain insurance coverage for the first time through the Affordable Care Act. Staff began training on the new Electronic Health Record, which will also enable us to bill insurance companies, whenever possible. A significant number of residents remain uninsured and we remain committed to continuing services to protect the health of all of our residents. Our staff, contractors and medical volunteers protected and ensured the public's health by providing health room staff at 202 public schools, inspecting restaurants and food service facilities, nursing and group homes, and swimming pools; testing and treating residents for tuberculosis (TB), HIV and other diseases; case managing pregnant teens, women and newborns; and providing primary care to adults, and dental care and cancer screening to uninsured residents. Staff also determined eligibility for Medical Assistance (MA) and other health programs for thousands of residents. Our Healthy Montgomery community-wide health improvement process took a leap forward, with the approval and implementation of both the Behavioral Health and the Obesity Action Plans, two of six priority areas, to improve health throughout the County.

This Service Area Includes:

- Cancer Screening Programs
- Communicable Disease & Emergency Preparedness
- Community Health Services
- Office of Eligibility & Support Services (shared with Children Youth & Families)
- Health Care for the Uninsured
- Planning & Epidemiology, including Healthy Montgomery
- Licensure & Regulatory Services
- School Health Services

Highlights

- Launched the Food Recovery Program, awarding \$126,000 in mini-grants to 16 organizations that promote food recovery. The goal is to build a coordinated system to increase food recovery and distribution from caterers, restaurants, etc.
- Reviewed all Montgomery County Public Schools (MCPS) students' (approximately 154,000) immunization records to identify those requiring mumps and/or rubella vaccine to comply with a new law.
- Posted all restaurant and food service inspection results in electronic format for the public, through the County's Open Data System; completing 6,845 mandated inspections to ensure food safety and reduce food borne diseases.
- Provided care coordination and health education services for 8,168 MA clients, including pregnant women, children, and adults with special needs; and nurse case management for pregnant teens, newborns and pregnant women.
- Protected the public by conducting rabies risk assessments, legionellosis investigations, and vaccine-preventable disease investigations such as measles, pertussis, Hepatitis and mumps. Protected residents through the TB, HIV and STD testing and treatment programs, flu clinics and immunization program.
- Screened 972 County women for breast cancer through the Women's Cancer Control Program, and provided diagnostic services and case management.

- Screened 226 residents for colorectal cancer through Montgomery County Cancer Crusade; 74 had pre-cancerous polyps removed; one cancer was found and treated.
- Provided dental services for 4,518 uninsured low income residents, including 767 maternity clients, 1457 children and 2294 adults.
- Participated in emergency preparedness exercises, planning and trainings with County, regional, state, federal and hospital partners as well as the faith based community, long-term care facilities and large businesses.
- Recognized by the Maryland Department of Health and Mental Hygiene for “Reaching Hard to Reach Populations” with 317 vaccination clinics. Administered 7,265 doses of FluMist vaccine at three high school and 132 elementary school clinics, and held flu clinics at Germantown and Silver Spring health centers.
- Handled 550,676 visits to school health rooms. Eighty seven percent of these visits (481,020) resulted in children returning to class. School nurses also case managed 15,954 children with identified chronic health conditions including asthma, diabetes and severe allergic reactions.

Statistics

Individuals Served by Montgomery County Health Care Access Programs

	FY13	FY14
Montgomery Cares	29,454	27,934
Maternity Partnership (mothers enrolled in program)	1,668	1,635
Care for Kids	2,770	3,024

- Montgomery Cares provided primary and specialty care, and medications for low income, uninsured adults through a network of community based clinics, hospital partners and the Primary Care Coalition. The reduction in patients was due partly to individuals obtaining MA coverage. Health services were also provided for 266 homeless patients.
- The Maternity Partnership Program provided prenatal care services in partnership with three hospitals. Ninety five percent delivered healthy birth weight babies.
- The Care for Kids Program provided access to primary health care, prescription medicines and limited specialty care for children who were not eligible for the State programs or other insurance.

Trends/Issues

- Staff began training for the electronic medical record and billing insurance companies to adjust to changes and opportunities under the Affordable Care Act. All Montgomery Cares safety net clinics are now using electronic health records.
- Two new high school wellness centers opened at Gaithersburg and Watkins Mill, and two new clinics at Weller Road and Viers Mill elementary schools. Clinic space will be shared after hours with community medical providers to increase primary care services for neighborhood families.



Special Needs Housing

Nadim A. Khan, *Chief*



The mission of Special Needs Housing (SNH) is to lead the County's efforts to develop accessible, affordable and innovative housing models to serve special needs and homeless populations. We collaborate with public and private agencies to develop and implement strategies to prevent homelessness.

This Service Area includes:

- Housing Stabilization Services
- Homeless Prevention
- Rental Assistance Programs
- Energy Assistance Programs
- Housing Initiative Program
- Homeless Services:
 - Individual & Family Shelter Services
 - Supportive Housing

Highlights

- Montgomery County kicked off the 100,000 Homes Campaign, a national effort to house the most vulnerable homeless individuals and families in our community, with a Registry Week during November 2013. During Registry Week, community volunteers worked to locate and identify the most vulnerable homeless individuals in the community. To further support this effort, Montgomery County approved funding for a new permanent supportive housing program to serve 15 medically vulnerable single adult households.
- The County, in partnership with the City of Gaithersburg, held its third annual "Homeless Resource Day" to reach out to residents experiencing homelessness and connect them with needed community resources and supports. More than 300 people attended this highly successful event and were able to receive health screenings, registration for benefits, legal assistance, employment, haircuts and more.
- Housing Initiative Program - households with income below 30 percent of the area median income (AMI).
 - Served 259 households in FY14
 - Ninety-seven percent of the participants remained housed at least 12 months.
- Two hundred fifty-five (255) families and 453 individuals were served in permanent housing in Fiscal Year 2014. Permanent Supportive Housing is provided via County, HUD, local and private community partnerships. Though there was an increase in capacity for individuals, there was also an increase in retention rates decreasing the availability of units.
- In 2014, there was an increase of 46 permanent supportive housing beds from 1,826 in 2013 to 1,870 in 2014.



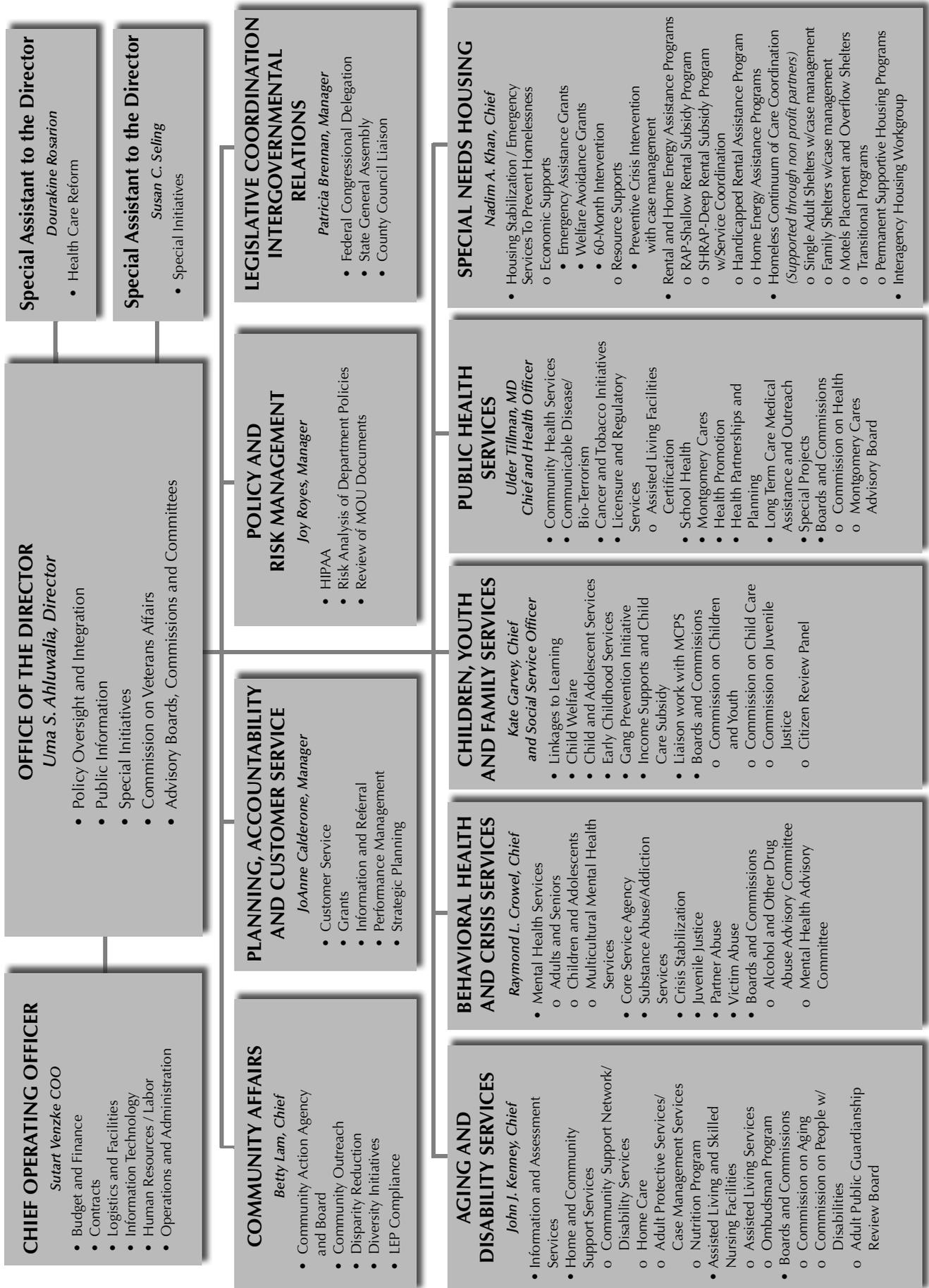
Statistics

Special Needs Housing Services	FY12	FY13	FY14
Crisis Intervention			
Number of Applications	7,107	6,431	6,279
Number of Grants	5,422	4,124	3,749
Average Grant	\$707	\$724	\$779
Home Energy Assistance			
Number of Applications	11,692	10,962	11,372
Number of Grant Households	8,778	7,308	7,951
Rental Assistance			
Average Monthly No. Receiving Grants	1,434	1,600	1,676
Emergency Shelter Services			
Single Adults Served	1,280	1,283	1,243
Families in Shelter	116	111	99
Motel Overflow	377	416	377
Total # of Families Served in Shelter and Motels (unduplicated)	414	449	404
Transitional Shelter			
Single Adults Served	299	334	312
Permanent Supportive Housing (households)*			
Families	249	248	255
Singles	480	478	453
Total Households	729	726	708
Housing Initiative Program			
Total HIP Households	209	244	259

*Permanent Supportive Housing numbers exclude HIP which is reported elsewhere.



DEPARTMENT OF HEALTH AND HUMAN SERVICES - ORGANIZATIONAL CHART



HHS At A Glance

Fiscal Year 2014 Budget\$261,404,478

Number of employees –1568.76 Work Years (1326 Full Time/ 331 Part Time) employees

More than one hundred twenty (120) programs offering services

More than 5000 contracts for DHHS service needs

More than 100,000 clients served each year

Twenty-three (23) major service locations
(service also provided through more than 200 public schools)

HHS Boards and Commissions

Adult Public Guardianship Review Board

Alcohol & Other Drug Abuse Advisory Council

Board of Social Services

Citizens Review Panel Advisory Group

Collaboration Council on Children, Youth and Families

Commission on Aging

Commission on Child Care

Commission on Children and Youth

Commission on Health

Commission on Juvenile Justice

Commission on People with Disabilities

Commission on Veterans Affairs

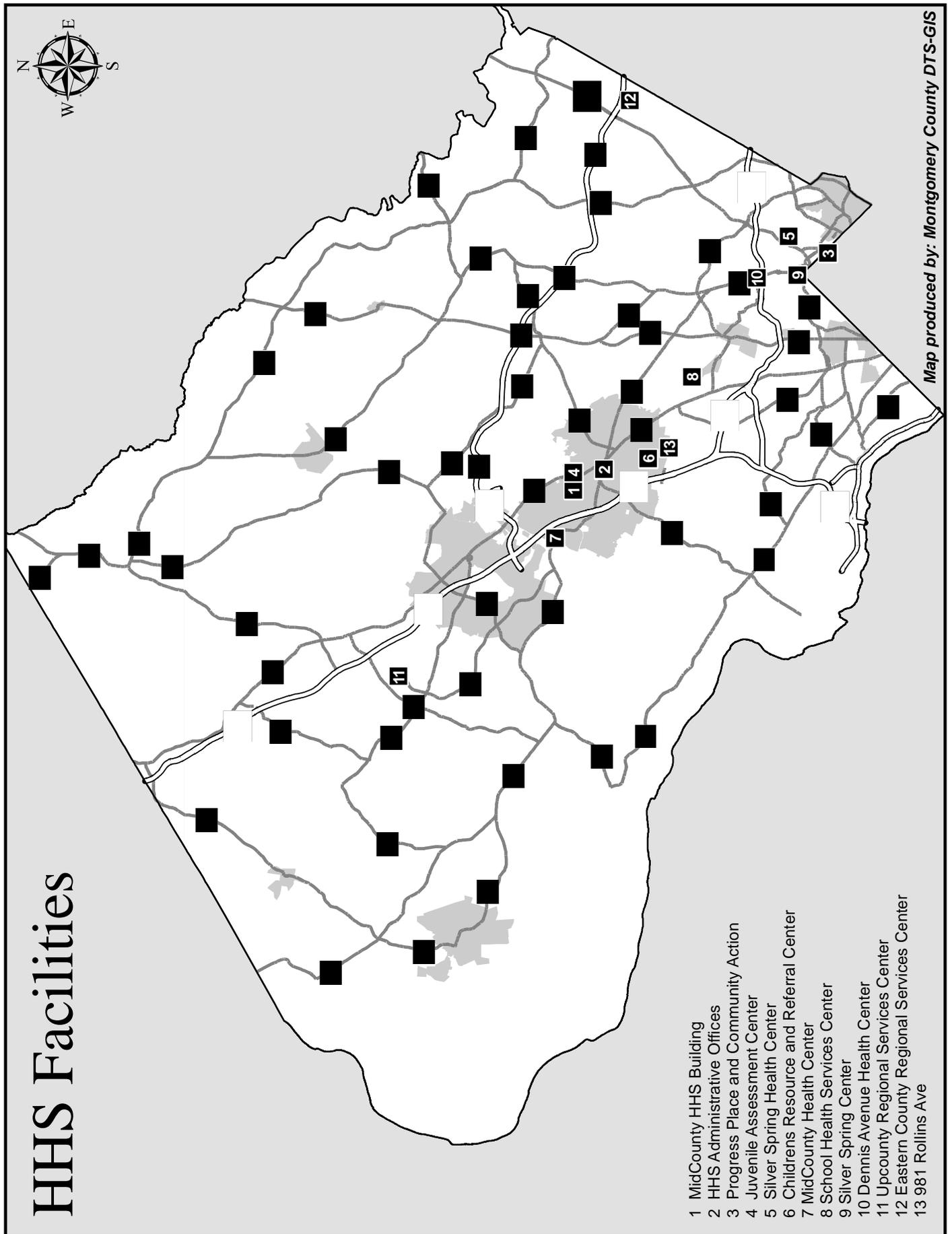
Community Action Board

Mental Health Advisory Board

Montgomery Cares Advisory Board

Victim Services Advisory Board





Major Health and Human Service Locations

UPCOUNTY REGIONAL SERVICES CENTER

12900 Middlebrook Road
Germantown, Maryland 20874

- Child Welfare Services
- Community Health Center
- Emergency Services -
Prevention AND Crisis Intervention
- Income Support Programs
- Maternity and Dental Clinic
- Service Eligibility Unit

CHILDREN, YOUTH & FAMILY SERVICES

51 Monroe Street
17th Floor
Rockville, Maryland 20850

- Child & Adolescent Services
- Child Welfare Services
- Infants and Toddlers
- Linkages to Learning

CHILDREN'S RESOURCE AND REFERRAL CENTER

322 W. Edmonston Drive
Rockville, Maryland 20852

- Child Care Referrals - LOCATE
- Children's Resource Center
- Commission on Child Care

MIDCOUNTY HEALTH CENTER

1335 Piccard Drive
Rockville, Maryland 20850

- Asian American Health Initiative
- Commission on Health
- Community Health Center
- Dental Services
- Development Evaluation Services
for Children (DESC)
- Juvenile Justice Services - Case Management
- Service Eligibility Unit

DHHS ADMINISTRATIVE OFFICES

401 Hungerford Drive
Rockville, Maryland 20850

- Administrative Offices
- Aging and Disability Services
- School Health Services
- System Planning and Management
(Core Service Agency)

SILVER SPRING CENTER

8818 Georgia Avenue
Silver Spring, Maryland 20910

- Child and Adolescent Mental Health Services
- Emergency Services –
Prevention & Crisis Intervention
- Income Support Programs
- Resource Information Center

SILVER SPRING HEALTH CENTER

8630 Fenton Street
Silver Spring, Maryland 20910

- Child Welfare Services
- Community Health Center
- Dental Services
- Latino Health Initiative
- Service Eligibility Unit

AVERY ROAD CENTER

14701-14705 Avery Road
Rockville, Maryland 20853

- Detoxification Services
- Halfway House
- Residential Treatment

COLESVILLE CENTER

14015 New Hampshire Avenue
Silver Spring, Maryland 20904

- African American Health Program
- Dental Services

Our Partners

- Adult Dental Clinic
- MANNA Food Bank
- Colesville Child Care
- C-4 Clothes Closet



MIDCOUNTY DHHS BUILDING

1301 Piccard Drive
Rockville, Maryland 20850

- Abused Persons Program
- Child Welfare Services
- Crisis Center (24 hrs./7days weekly)
- Emergency Services –
Prevention and Crisis Intervention
- Home Energy Programs
- Income Support Programs
- Rental Assistance Program
- Victim and Sexual Assault Program

DENNIS AVENUE HEALTH CENTER

2000 Dennis Avenue
Silver Spring, Maryland 20902

- Birth and Death Records
- Disease Control Services
- Emergency Preparedness
- Foreign Travel Information
- HIV/AIDS Services
- Immunization Program
- Rabies Information
- Refugee Health Services
- Sexually Transmitted Disease Services
- Tuberculosis Control

THE TESS CENTER

8513 Piney Branch Road
Silver Spring, Maryland 20910

- Abused Persons Program
- Health Counseling and Assistance
- Legal Aid Program

Our Partners

- Health Choice Program
- Manna Food Distribution

JUVENILE ASSESSMENT CENTER

7300 Calhoun Place
Rockville, Maryland 20854

- Court Evaluation Services (CAFES)
- ChildLink
- Child Welfare Services
- Commission on Juvenile Justice
- Juvenile Justice Services-Administration
- Screening and Assessment Services
for Children and Adolescents (SASCA)

MID-COUNTY REGIONAL SERVICES CENTER

2424 Reedie Drive
Wheaton, Maryland 20902

- Adult Mental Health
- Community Action Agency
- Projecto Salud Health Clinic
- Women's Cancer Control

COMMUNITY SUPPORT NETWORK

(Aging and Disability Services)

11 N. Washington Street
Suite 450

Rockville, Maryland 20850

- Community Support Network

LAWRENCE COURT CENTER

1 Lawrence Court
Rockville, Maryland 20850

- Addiction Services-Halfway House

ADULT BEHAVIORAL HEALTH SERVICES

981 Rollins Avenue
Rockville, Maryland 20852

- Adult Drug Court
- Adult Mental Health Services
- Medication Assisted Treatment
- Outpatient Addiction Services
- Urine Monitoring (Drug Screening)

DHHS OFFICES

255 Rockville Pike
First Floor
Rockville, Maryland 20850

- Licensure and Regulatory Services
- Mental Health/Substance Abuse
Screening/Referral

SCHOOL HEALTH SERVICES CENTER

4910 Macon Road
Rockville, Maryland 20852

- International
Student Admissions
- Immunization Program



Contact Information

MONTGOMERY COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES

ADMINISTRATIVE OFFICES
401 Hungerford Drive, 5th Floor
Rockville, Maryland 20850

INFORMATION AND ASSISTANCE



www.montgomerycountymd.gov/311
For calls made outside of Montgomery County: 240-777-0311
301-251-4850 TTY

24 HOUR TELEPHONE AND WALK IN CRISIS CENTER
240-777-4000

www.montgomerycountymd.gov/hhs

ADMINISTRATIVE STAFF

Uma S. Ahluwalia, *Director*

Stuart Venzke, *Chief Operating Officer*

Betty Lam, *Chief, Office of Community Affairs*

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Raymond L. Crowel, *Chief, Behavioral Health and Crisis Services*

Kate Garvey, *Chief, Children, Youth and Family Services*

Ulder J. Tillman, MD, *Chief, Public Health Services*

Nadim S. Khan, *Chief, Special Needs Housing*





Montgomery County Government
Department of Health and Human Services
401 Hungerford Drive
Rockville, Maryland 20850
www.montgomerycountymd.gov/hhs