Montgomery County Government
Department of Health and Human Services

Annual Report

FISCAL YEAR 2011

Building a Healthy, Safe and Strong Community – One Person at aTime

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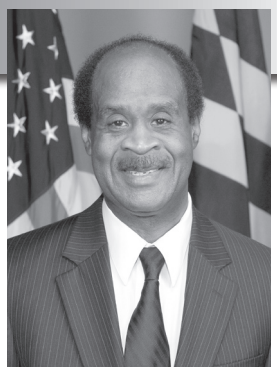
Message from the County Executive



I am pleased to present the FY2011 Annual Report for the Montgomery County Department of Health and Human Services. Our community has continued to see an increase in the number of residents affected by the current economic conditions. The Department and its staff have continued to respond in a committed, compassionate manner to help those most vulnerable. Even in these uncertain economic times, I have strived to maintain a safety net of services for those in the community who are most at need.

As the largest department in County government, the Department continues to provide important services to those most vulnerable. Demand for services has been on the increase for the past several years and that will continue to increase for the foreseeable future.

I am grateful to all the staff of the Department of Health and Human Services as they remain committed to providing these services to more and more in our community. The work they perform not only helps 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 2011.

We have continued to see an unprecedented growth in applications and consumer need for health and human services, a decline in our resources and a continuous struggle to match needs and services. Our staff worked harder and smarter than ever. I want to express my gratitude to all the staff and partners of the Department that made it possible for us to continue to serve our residents with commitment and caring.

After four years of experiencing continuous reductions and unprecedented growth in caseloads, we can no longer say we are doing more with less. We are at a point where there have been reductions or eliminations in some services. We are also leaner and meaner and more efficient in our service delivery. For us the answer continues to lie in technology and increasing efficiencies to support our business need.

In FY11 the Department has become more data and outcomes driven, engaged more actively in the County master planning process, conducted more qualitative reviews including the Quality Service Reviews and Community Reviews to evaluate our client and system outcomes and actively participated in CountyStat . To better serve residents most impacted by economic conditions, the Neighborhood Opportunity Network is now in its third year of operations in partnership with leading non profits that use a community organizing approach to alert residents of services available in their neighborhood. Contract monitoring improvement activities continue and in partnership with the Community Foundation we piloted two trainings in FY11 for non profits on back office supports. We implemented the procurement and HR functions of the County's Enterprise Resource Planning (ERP) system. Healthcare reform remained an important issue and Montgomery County was very active at the State and Federal levels on workgroups and committees.

This year, as in the past years there was an amazing mobilization of advocacy and commitment on the part of all policy leaders to preserve the safety net. I want to express our particular gratitude to the County Executive for his leadership, my other colleagues in County Government and our many friends in County Council, our contract partners and our advocates who supported our efforts to preserve our efforts to serve the most vulnerable in our County.

Warmly,

Uma S. Ahluwalia

Uma S. Ahluwalia
Director

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

Office of the Director

Uma S. Ahluwalia, *Director*

This office includes:

- Policy Oversight & Integration
- Intergovernmental Relations and Legislative Coordination
- Planning, Accountability and Customer Service
- Public Information

Highlights

- Service integration efforts continued with support from Casey Family Programs. We developed a practice model, worked on building our integrated and facilitated case practice methodology using transition age youth as our test population, deepened our thinking around integrating services, expanded the application of our intake and screening tool and continued with our Quality Service Review protocol and deepened our practice around integrated service delivery.
- Began building prototypes for our interoperable systems and successfully made the case in the FY12 budget for a small capital improvement project allocation to further efforts. Partnered closely with the State to build out efforts around eligibility integration.
- Continued work on equity and social justice to integrate this value into the fabric of the Department's work.
- The Department continued to work on improvements in vendor contracting, monitoring and invoice processing activities.
- Continued to focus on efforts with non-profit partners to strengthen safety net and improve access to care.
- Engaged at the State and Federal levels on health reform activities and hosted a health care reform summit.
- Continued efforts on Positive Youth Development activities, Senior Sub Cabinet activities and also managed the Hoarding Taskforce to successful conclusion.

Planning, Accountability and Customer Service

JoAnne Calderone, *Manager*

The Department began implementation and further development of an integrated case practice model to achieve better outcomes for individuals with multiple complex needs. This year focused on young people ages 15-24 who are transitioning to adulthood. Performance and quality improvement work continued through the qualitative review process and the resultant follow up to address system performance issues identified in the case reviews.

This unit includes:

- Service Integration Development and Implementation
- Performance Measurement and Planning
- Grants Resource and Acquisition Unit

Highlights

Service Integration

- Began development and implementation of protocols for integrated case practice to serve clients with multiple complex needs through a coordinated, collaborative approach. Cases involving young people ages 16-24 who are transitioning to adulthood were selected for the prototype development that involves staff from multiple relevant programs and the client in a team process to establish goals, assign actions toward those goals to both staff and the client, and to plan for further action and coordination.

Performance Management and Planning

- Conducted eight rounds of the Department's qualitative evaluation process, Quality Service Reviews (QSR), covering a total of 44 cases. Fifty-one DHHS staff served as reviewers. Building internal reviewer capacity again ensured an adequate number of in-house reviewers without having to rely on external consultants in lean budget times.
- Convened quarterly meetings of the cross-program QSR Advisory Committee to help guide implementation and planning and to develop and prioritize recommendations for system-wide improvements based on QSR findings.
- Enhanced QSR follow-up activities to include facilitated feedback sessions involving supervisors, managers and senior leaders. The sessions identify cross-cutting themes and issues gleaned from cases submitted for review by a particular program or unit and, where indicated, consider changes to policy or practice to address systemic issues and case practice intended to improve outcomes.
- Continued to work with the Maryland National Park and Planning Commission, and as an internal executive department advocate, through plan/study review processes to encourage consideration of health and social indicators in land use planning.
- Evaluated eight programs using trained reviewers from the community and/or University of Maryland public policy graduate students to determine program strengths and areas of recommended improvement.
- Achieved a 95.4 percent overall customer satisfaction rate among the 27 programs reporting customer survey results.

Stats

Performance Measurement

The Quality Service Review (QSR) looks at how well a client is doing and how well the system is performing to serve the client. Throughout the year, cases involving multiple and diverse services were reviewed. Review results are used to improve case practice that leads to better client outcomes.

Quality Service Review (QSR) - FY11	
No. Cases Reviewed	44
Percent Cases Showing Beneficial Impact from HHS Services	98
Percent Cases Documenting Effective Team Formation	81
Percent Cases Documenting Effective Team Functioning	70

Grants

The Grants and Resource Acquisition Unit supports internal programs and community partners to accomplish the Department's vision of a safe, healthy and self-sufficient community through acquiring grants to support health and human services not funded by County, State or Federal resources. In FY11, the termination of New American Recovery and Reinvestment Act (ARRA) funding and tighter federal and state budgets led to a drop in grant awards.

- Funding from federal, state and foundations totaled $922,517 to the Department and supported domestic violence prevention, community based service delivery and outreach, and safety net clinics.

- An additional $386,111 in grants to partners supported career training for individuals re-entering the community after incarceration and work force development for foreign-trained health professionals to provide culturally and linguistic nursing services in Montgomery County.

Grant Awards to HHS and Partners FY07-FY11

	FY07	FY08	FY09	FY10	FY11
Grants to HHS Directly	$5,271,289	$698,277	$2,271,061	$7,404,421	$922,517
Grants to HHS Partners	$7,857,073	$10,933,395	$2,378,045	$3,714,472	$386,111
Total Grants Received	$13,128,362	$11,631,672	$4,649,106	$11,118,893	$1,308,628

Office of the Chief Operating Officer

Brian Wilbon, *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
- Logistics and Facilities Support
- Human Resources, and Information Technology

Highlights

Facilities and Logistics Support:

- Provided support during the nine month 401 Hungerford garage renovation project.
- Provided a substantial portion of the Conservation Corp's program and building close-out project.
- Provided support for the Community Action Agency program relocation from Progress Place to Reedie Drive.
- Provided support for the Visitation House relocation from 209 Monroe Street to 103 Fleet Street.

Human Resources:

Sixty-three new employees attended the DHHS new employee orientation. Eighty-eight percent of the attendee respondents rated the orientation as very good/excellent. Seventy-three percent reported that the employee orientation better prepared them for their new position and 88 percent reported that they received adequate training during their first several weeks on the job.

Forty-five employees responded to exit interviews. Out of the 45 employees, 40 percent said retirement was the reason for leaving the Department, 80 percent reported that their service area was above expectations/outstanding and 84 percent of the respondents reported that they would recommend working at DHHS to others.

Compliance Team

- Reviewed and analyzed 12 financial audits statement for DHMH funded contracts to determine the financial soundness of vendors. Found two vendors where there was concern for their cash position.
- Developed a gift card inventory process for purchasing, distributing and maintaining inventory and trained service areas on its use.

- Developed a tracking system where 68 contract issues were addressed regarding initial budget, budget modifications, invoicing issues and contract financial issues.
- Developed a draft indirect and fringe policy.
- Presented informal training on indirect and fringe costs for one service area.

Contract Management Team

In FY 11, the Contract Management Team (CMT) completed the following actions:

- Prepared more than 140 new contracts.
- Completed over 520 year end actions in coordination with Fiscal Team.
- Processed 16 formal solicitations, including 12 request for proposals (RFPs).
- Continuously updated the Intranet site for Financial Operations and the CMT to include ERP/Oracle information, FY11 training power point presentations, and other important information for DHHS contract monitors.
- As part of the implementation of the Contract Monitoring strategic plan, CMT prepared and presented monitor training sessions.
- Worked with the ERP Team, Finance Department, Office of Procurement, DHHS Budget Team and DHHS Fiscal Team to implement the new Countywide financial system, including extensive troubleshooting of such issues as assignment of 'project' numbers for community grants; differences between general ledger and the projects and grants module as a result of change orders; how to transfer a requisition to a new staff member; process for ensuring vendors are in the supplier table in a timely manner; and many other issues that arose after Oracle 'went live' on July 1, 2010.

Information Technology

- Provided substantial technology support for the Department in continuity of operations plan (COOP) activations. In one example, the team set up nearly 100 desktop computers in alternate work locations within 24 hours.
- Finished major technology upgrade (hardware and operating software) to provide higher availability for key department applications and more on-line storage for staff.
- Provided design support and budget estimation for the budget request for the process and technology modernization (PTM) program. Additionally, supported the repurposing of surpluses to ensure that key parts of the program would begin as planned.
- Provided increased local desktop support for computers and applications as the Department of Technology Services support model changed.

Fiscal Management

- Provided substantial support for the implementation of the County's new Enterprise Planning Resource (ERP) project, including
    - Providing support to Department ERP users to resolve issues related to ERP financial modules and providing training,
    - Serving as the primary liaison with the ERP financial team to address the needs of Department users,
    - Troubleshooting problems within the ERP system related to purchase orders and invoices,
    - Keeping and providing reliable backup data to allow Department users and ERP team members to identify and correct errors within ERP, and
    - Leading the Department's first fiscal year end close in ERP.

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

Highlights

- Expanded Community Action Agency's volunteer participation in free tax assistance program (Volunteer Income Tax Assistance- VITA), increasing volunteer participation by 100 percent to 68 individuals. In Tax Year 2010 (FY11) 1,179 households were served.
- Partnered with Adventist Healthcare, Latino Health Initiative, African American Health Program, Asian American Health Initiative, and the health departments of Frederick and Prince George's counties to host the 4th Annual Health Disparities Conference which provided a platform for health professionals to advance knowledge of health concerns and health disparities.
- The African American Health Program continues to partner with two projects to improve infant mortality and its antecedents, both of which include cross-county collaboration with Prince George's County: the state funded Minority Infant Mortality Reduction Pilot Project grant to Public Health Services and the Bi-County Infant Mortality Collaboration organized by The Maryland Center at Bowie State University.
- The Asian American Health Initiative launched the Health Education in Ethnic Media Campaign, a series of culturally relevant health education articles published in local ethnic media, which many non-English speakers in the community rely on as a primary source for news.
- The Asian American Health Initiative launched a new e-publication called "Voices Among the Silent: Stories of Struggle and Strength from Asian Americans in Montgomery County, Maryland". The book intends to educate and raise awareness about the wide range of challenges faced by the Asian American community in relation to health, healthcare access, immigration and language proficiency.
- Equity and social justice work established a framework for enhancing the department's value of fairness through the creation of common definitions, inverviews and survey of staff and external partners, and a peer learning visit from King County, WA.
- The Suburban Welcome Back Center of Maryland, as part of the National Welcome Back Initiative, was honored as a recipient of the prestigious *Migration Policy Institute 2011 E Pluribus Unum* prize for exceptional immigrant integration initiatives. It was recognized for serving health professionals from all over the world currently residing in the area to prepare for and obtain licenses required to work in the health workforce.

- Training is mandatory for all staff on the department's policy and protocol for accessing language services to assist customers who are limited English proficient. In FY11, the Office of Community Affairs conducted "Introduction to LEP" at 17 new employee orientations, held eight sessions of "LEP Implementation Plan" trainings, one "Community Interpreter" training for certified bilingual staff, and one "How to Work with An Interpreter" training.
- In FY11, DHHS staff encountered Limited English Proficient (LEP) clients 42,503 times and used over 9,182 telephonic interpretations, 353 per diem interpretations, over 3,722 vendor-provided medical interpretations, and 41 document translations.

Stats

- From July 2010 to June 2011, AAHI provided 4801 educational encounters, 1688 basic health screenings and made 342 referrals to different health services.
- Provided hepatitis B education, screening, vaccination and treatment referrals in a culturally and linguistically competent manner to 114 community members. Successfully developed a model to eliminate hepatitis B disparity among the Vietnamese community.
- Provided education through the Latino Health Initiative asthma program to 29 parents/ caregivers who reported increasing by 94.3 percent their ability to manage their children's asthma and decreasing Emergency Department visits by 50 percent, hospitalizations by 50.8 percent, and school days missed by 20 percent.
- Achieved outstanding results at the Suburban Maryland Welcome Back Center including 11 foreign-trained nurses who obtained the Maryland registered nurse (RN) license and joined the health workforce in Maryland getting an average increase in wages of 292 percent from the time entering the program until hired as RNs.
- Provided 6,931 community members health education services and 535 referrals to health and human services in the County, through the "Vias de la Salud" Health Promoters `Program, Latino Youth Wellness Program and Asthma Management Program.
- The Head Start program is a comprehensive program to prepare low-income young children, ages 3 to 5, for success in school. Children were served in 27 schools and two child care centers. The performance of children who completed the program is measured annually using Maryland State Department of Education definitions of kindergarten readiness. Full readiness is defined as consistently demonstrating skills, behaviors and abilities needed to meet kindergarten expectations successfully.

Head Start Services	Total Served FY2008	Total Served FY2009	Total Served FY2010	Total Served FY2011
Funded Enrollment	648	648	648	648
Percentage of Head Start students who demonstrate "full readiness" upon entering Kindergarten	67%	68%	68%	67%

- Continued escalating numbers of eligible applicants for Head Start for FY2011 due to continued economic factors that have increased the number of families below the federal poverty level.

Aging and Disability Services

John J. Kenney, *Chief*

The continued economic hardship of the past year has posed serious challenges to the seniors, adults and children with disabilities served by Aging & Disability Services. Seniors and adults with disabilities on fixed incomes have had to make difficult lifestyle changes including changes in place of residence and a return to full or part-time employment if available.

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

Highlights

- In July 2010, the Montgomery County Council adopted Executive Regulation 3-10 to implement a hiring preference for disabled veterans, people with disabilities and veterans. This regulation was strongly advocated by the Commission on People with Disabilities and later the Commission on Veterans Affairs.

- The Montgomery County Elder/Vulnerable Adult Task Force received a 2011 National Association of Counties (NACo) award for their innovative work providing a multi-disciplinary approach to education, prevention, investigation, collaboration and prosecution of elder and vulnerable adult abuse/neglect/exploitation cases (Adult Protective Services).

- The Better Living at Home program was one of only 13 programs awarded the National Innovations in Aging award, in addition to receiving a NACo award. Community Support Network (CSN) received a NACo Achievement Award for "Time for Tea", an innovative program that educates and supports parents of small children ages birth to seven with severe disabilities to help them cope with the demands of caring for a child with significant disabilities.

- The National Association of Area Agencies on Aging recognized the Long Term Care Ombudsman program by honoring staff member Eileen Bennett with the national 2010 Howard Hinds Memorial Advocacy Award, and volunteer Hilda Woel with an "Older Volunteers Enrich America Award."

Statistics

Adult Protective Services

Of the cases investigated 62 percent involved self-neglect, 17 percent neglect by caregivers/others, 11 percent financial exploitation and 8 percent physical abuse.

Total Number of Adult Protective Service Investigations			
FY08	**FY09**	**FY10**	**FY11**
580	706	667	673

Senior Nutrition Program

The number of individuals and meals served was reduced compared to FY10 due to the elimination of one-time only Federal American Recovery and Reinvestment Act (ARRA) funding. In FY2011, more than 69 percent of all individuals served in the congregate meal program were from immigrant communities.

	FY06	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**
Number unduplicated clients	5,256	5,464	5,334	5,531	6,826	5,629
Number congregate meals	220,061	267,889	261,201	261,905	294,914	212,414*
Number home-delivered meals	76,138	73,873	69,562	72,289	161,716	175,717

*** FY11 decrease attributed to elimination of Federal ARRA funds (20,000 fewer meals) and Federal reporting technicalities not associated with any actual decrease in meals served.**

Respite Care

Number of people served was relatively the same (1 percent increase) but the number of hours of respite provided dropped by 8 percent.

	FY06	**FY07**	**FY08**	**FY09**	**FY10**	**FY11**
Number Served	1,406	1,352	1,450	1,535	1,505	1,523
Hours of Respite	56,269	54,507	55,324	56,330	48,851	44,928

Trends/Issues

- Aging of the population, combined with the economic downturn, is anticipated to lead to growing demand for services at a time when funding for service is declining.
- Prevalence of diagnosed cases of individuals with autism spectrum disorders has been increasingly sharply for over a decade. Consistent with trends at the state and national levels, the enrollment of students with autism spectrum disorder increased 517 percent from FY01-FY11 (266 students to 1,376 students). This increase is expected to continue with a growth in demand for educational and supportive community services.

Behavioral Health and Crisis Services

Raymond L. Crowel, *Chief*

Three years of budgets cuts notwithstanding, Behavioral Health and Crisis Services (BHCS), has worked to provide a full range of services to county residents. In continued partnership with private providers, HHS service areas, and other departments; BHCS improved the access to care and effectiveness of its programs. The service area reorganized its county-run programs to ensure quality of care and increase access to services. While our capacity to keep waiting lists to a minimum was strained, BHCS continued to provide services to county residents across the lifespan. We will continue to work in the coming year to ensure that both the quality and effectiveness of our services remain high.

This service area includes:

- 24 hour Crisis Services
- Abused Persons Program
- Behavioral Health Planning & Management
- Behavioral Health Treatment Services
- Forensic Services for Adults
- Outpatient Behavioral Health Services for Adults
- Outpatient Behavioral Health Services for Children
- Specialty Behavioral Health Services

Highlights

Service Delivery

- BHCS connected over 1,400 individuals to public mental health and substance abuse services.
- Through the Project for Assistance in Transition from Homelessness (PATH), provided outreach to 156 homeless individuals in the community and the Montgomery County Correctional Facility.
- Housing Unlimited, Inc., (HUI) added four new properties, expanding the total to 49; with a capacity of 144 residents. This expansion allows individuals within the housing continuum, from State hospitals to Residential Rehabilitation Programs (RRP), to move to supported housing.
- The Clinical Assessment and Triage program conducted over 9,385 screenings on individuals arrested in 2011.
- The Outpatient Addictions Services Adult Drug Court Treatment Program provided services to over 100 offenders.

Collaboration and System Integration

- Core Service Agency/Behavioral Health Planning and Management (CSA/BHPM) implemented a Social Security Income/Social Security Disability Income Outreach, Access, and Recovery (SOAR) workgroup in November 2010. The workgroup initiated a pilot project for Montgomery County to assist individuals living with mental illness in gaining easy access to disability benefits.
- Senior Mental Health offered mental health training for assisted living providers with the purpose of increasing knowledge of mental illness and goal of increasing providers' willingness to accept clients with mental health issues.
- Continued to convene the Veterans Collaborative, focusing on strengthening the coordination of efforts between Montgomery County, the State of Maryland, and the federal government. The committee assisted one collaborative member to host a Veterans Extravaganza in November 2010 that served nearly 2,000 veterans and resulted in approximately 20 veterans being hired at the event.

Capacity Building

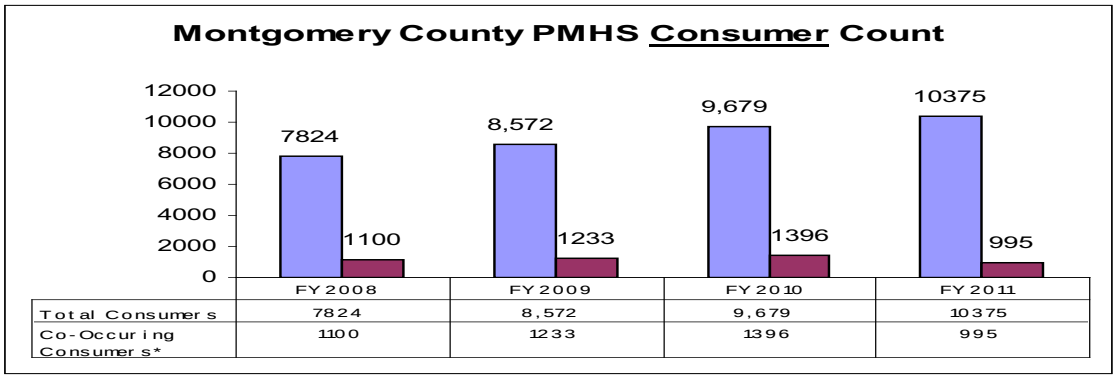
- In FY11, CSA/BHPM met with HUI, Springfield Hospital Center, the Mental Hygiene Administration and the Department of Housing and Community Development (DHCD) to develop a plan for expansion of supported housing through HUI. DHCD awarded HUI funds to purchase a total of 20 additional beds in FY12 and FY13.
- Treatment Services is in the process of redesigning the Intensive Outpatient Program to enhance its capability to serve individuals with co-occurring mental health and addiction disorders.

Monitoring and Evaluation

- Through the CSA, BHCS conducted a total of 460 residential inspections for residential rehabilitation programs, therapeutic group homes, mental health assisted living facility and transitional shelter beds.

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 Claims through September 30, 2011.

*The counts for Co-Occurring consumers for FY08 - FY11 have been updated to reflect claims paid through September 30, 2011.

Behavioral Health Community Support Services

Consumers Served/Level 1 Outpatient Addictions Treatment	FY08	FY09	FY10	FY11
Total Consumer Count	734	571	761	914
Percentage of decrease in subtance abuse for patients completing treatment	74%	86%	87%	89%

Victim Assistance and Sexual Assault Program (Victims of Sexual Assault and General Crime)

Program Outcome Measure	FY08	FY09	FY10	FY11
Percentage of adults victims who show improvement after treatment	85%	86%	88%	85%
Percentage of child victims who show improvement after treatment	81%	78%	79%	87%

Children, Youth and Family Services

Kate Garvey, *Chief*

I would like to take this opportunity to thank the staff and partners of Children, Youth and Families for their tireless work and commitment to providing children and their families with support, protection and opportunities for a stable future. It is in our collective work and our partnership with families and individuals that we are most successful. In these very difficult financial times, no one can stand alone and I am thankful for the shared efforts of this past year. The accomplishments you see below are due to the commitment of hard working staff, the true partnerships of strong organizations, and the fortitude of the residents of 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
- Parent Support Services
- Positive Youth Development

Highlights

Child Welfare Services has continued to implement family centered practices which focus on the full engagement of family members to offer support and more natural options for children who have come in contact with the child welfare system. This approach includes Family Involvement Meetings (FIM), which bring important people in the family's life together to address the issues of child maltreatment. During this past year, 380 FIMs were held involving 579 children. In addition, Family Finding, a Child Welfare program that helps youth in the foster care system find and make connections with family members, successfully made 51 connections between children and families. Child Welfare activities have led to a reduction in out of home placements for children (from 550 to 514) and a 28 percent increase in children living with family members.

The **Infant and Toddlers Program** maintained its success in reaching infants and toddlers with developmental challenges and their families. The program continued expanded services to eligible children over the age of three and strengthened collaborative working relationships with pediatricians and Montgomery County home visiting programs. The total number of referrals into the program was 2,397 in FY11.

The **Street Outreach Network** continues its prevention work serving 184 high risk and gang involved youth. In addition, 365 youth participated in positive youth development groups that focus on Latino youth, African-American youth and multi-ethnic youth groups. Through collaborations with local non-profits, a total of 431 high risk and gang involved youth were served at both the Crossroads Youth Opportunity Center and Up County Opportunity Center.

Income Supports saw another record year of increases in application volume and caseloads. With financial support from the State for overtime funds, the compliance rates reached 96 percent or higher in Temporary Cash Assistance, Food Supplement, Medical Assistance for Families and Children programs and the Children's Health program. In an effort to keep up with the increasing number of customers, all three offices made some changes to their business practices. Silver Spring and Rockville created functional teams that focus on intake, interim changes and ongoing case processing and all three offices converted to a walk-in intake system instead of appointments for the majority of their applications.

Trends/Issues

There was a 75 percent increase in the number of children entering permanent custody and guardianship to relatives with 35 children leaving Child Welfare Services to live permanently with their relatives this year. This was made possible when the State of Maryland strengthened the Guardianship Assistance Program, increasing the guardianship subsidy and expanding the definition of "kinship" to include non-related caregivers who have a strong kinship bond with the child. There were 51 finalized adoptions including several sibling groups and teenagers, representing a 50 percent increase from last year.

The Linkages to Learning (LTL) program continued to provide safety net and early intervention services to students in schools with high rates of FARMs eligible children. The most common services delivered by LTL staff, were individual child therapy, family consultation, therapeutic recreation services, food/nutrition services and referrals, assistance with summer camp/childcare, family therapy, group counseling, holiday assistance, assistance with eligibility/enrollment for family income supports and assistance/referrals for medical needs. Linkages to Learning served 4,925 students and family members in FY11.

Early Childhood Services across the County have decreased as a result of multiple budget reductions. After a high number of community services delivered in FY09 of 187,043, Montgomery County public and private early childhood programs are experiencing a decline and in FY11, only 112,201 services were accessed. Through strong partnerships with DHHS, MCPS and non-profit community-based partners, we continue to provide services to young children, their families and caregivers to help children be ready for success and for entry into schools ready to learn, even though our capacity has diminished.

FY11 **Income Support Caseloads**	FY09	FY10	FY11
Temporary Cash Assistance	863	928	1,059
Food Supplement Program	15,766	18,146	25,554
Medical Assistance Programs	35,920	38,788	45,104

Child Care Subsidy Program Statistics	FY10	FY11	% Increase
Intakes/Applications average per month	386	401	4%
Open Cases average per month	1861	2017	8%
Number of Children Paid average per month	2034	2172	7%

Public Health Services

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

Public Health Services officially launched the Healthy Montgomery.org website, showcasing local health and well-being data, supported by a county-wide health improvement collaborative process. This year, we were pleased and proud to launch Healthy Montgomery with our many partners to establish and monitor health and wellness priorities for the County for next year and for the future.

In spite of budget reductions affecting both staffing and programs, Public Health Services staff and partners protected residents from communicable diseases such as tuberculosis, STDs and HIV, and from food-borne illnesses through inspections of food facilities; provided health care staff for 200 public schools, and provided health care for over 30,000 uninsured children, pregnant women, homeless adults and other vulnerable residents. The County is also positioning itself to maximize funding and efficiencies from health care reforms initiated at the federal level.

This Service Area includes:

- Cancer Screening Programs
- Communicable Diseases & Epidemiology
- Community Health Services
- Eligibility Screening for Health Services
- Emergency Preparedness
- Health Care for the Uninsured
- Healthy Montgomery
- Licensure & Regulatory Services
- School Health Services

Highlights

- Provided 7,040 doses of influenza vaccine to children at 133 elementary schools.
- Provided reproductive health services to 5,027 women including 1,239 teens, through partnerships with three non-profit clinical providers.
- Continued teen pregnancy prevention efforts, working with community partners and the school system; and provided approximately 300 pregnant or parenting teens with nurse case management services.
- The Tuberculosis (TB) Program, in partnership with Maryland DHMH, began using a new more sensitive and accurate blood test, resulting in a decreased number of people needing x-rays and treatment for latent TB infection.
- With the help of upgraded information technology, staff implemented the new menu labeling law while also increasing the rate of completed mandated food service inspections by 6 percent over the previous year, achieving the 80 percent target without hiring additional personnel or increasing overtime costs.
- Provided 268 colonoscopies for uninsured residents and 82 screenings for prostate cancer, and follow-up referrals and case management as needed.
- Provided screening and case management for breast cancer for 1,586 uninsured women and 687 screenings for cervical cancer through contractual relationships with county medical providers.

Statistics

Number of Individuals Served by Montgomery County Health Care Access Programs

	FY10	FY11
Montgomery Cares	26,268	26,877
Maternity Partnership	1,999	1,950
Care for Kids	3,366	2,931

- The Montgomery Cares program received a 2011 Achievement Award for innovation from the National Association of Counties. Its safety net services include primary and specialty care, and medications for 26,877 low income, uninsured adults delivered through a network of community based clinics, hospital partners and the Primary Care Coalition.

- Through the Maternity Partnership Program, 1,950 women received comprehensive prenatal services provided by three hospital-based clinics. Ninety-four percent of these women had healthy birth weight babies.

- The Care for Kids Program served 2,931 uninsured, low income children with access to a primary health care provider, prescriptions and limited specialty care. The County Dental program provided dental care to 1,425 children.

Trends/Issues

- Awarded a grant to provide developmental support for Medical Assistance participation for Montgomery Cares clinics, the County's HIV/AIDS program and School Based Health Centers to be better positioned to take advantage of upcoming health care reform changes.

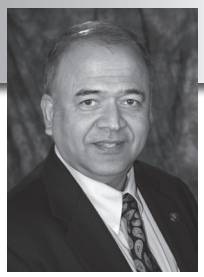
- Hired additional Medical Assistance eligibility workers to ensure that a greater number of uninsured residents of Montgomery County are screened for Medical Assistance and Primary Adult Care health coverage.

- Began a grant-funded project to prevent childhood obesity by increasing student activity, supporting healthy food choices among students and developing partnerships with Montgomery County Public Schools and others.

- School Health Services, in partnership with Department of General Services, and MCPS, was awarded $493,800 from the U.S. Health Resources and Services Administration to plan and construct a school based health center at Highland Elementary School that will also serve students at Arcola Elementary School.

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
- HPRP Grant

Homeless Services:
- Individual & Family Shelter Services
- Supportive Housing

Highlights

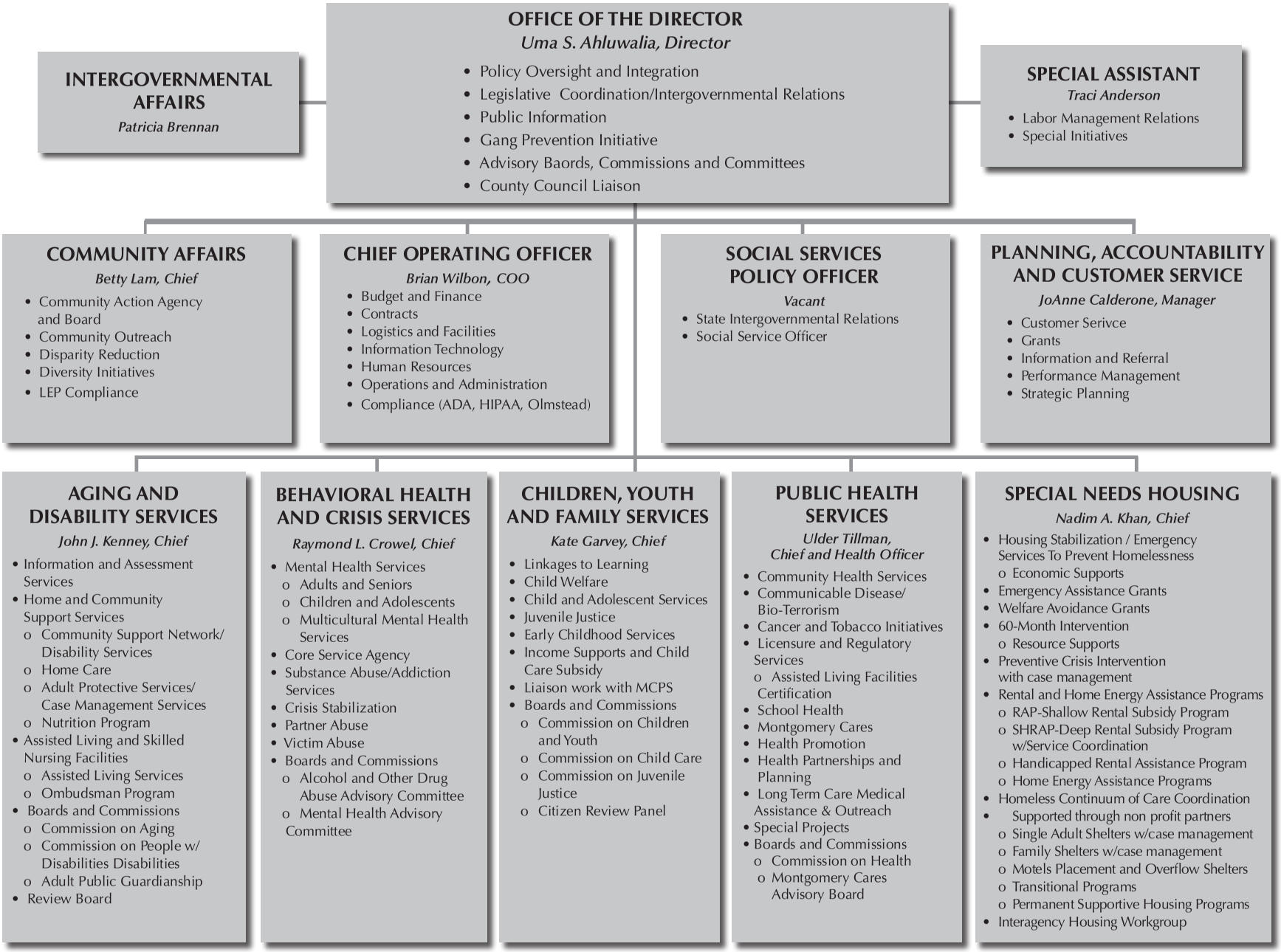
- Montgomery County moved to a Housing First Model in Fiscal Year 2008. The primary focus is to rapidly re-house individuals and families and address service needs once in permanent housing
- Utilized Housing First Model - households with income below 30 percent of the area median income (AMI).
  - Served 210 households in FY11
  - One hundred ninety five are currently housed
  - Ninety-eight percent of the participants remained housed at least 12 months.
- Two hundred twenty (220) families and 527 individuals were served in permanent housing in Fiscal Year 2011. Permanent Supportive Housing is provided via County, federal, local and private community partnerships.
- In 2011, there was an increase of 91 permanent supportive housing beds from 1,501 in 2010 to 1,592 in 2011. This increase was primarily attributed to the inclusion of 45 new beds through the Veterans Affairs Supportive Housing (VASH) program as well as the opening of Cordell Place operated by the Montgomery County Coalition for the Homeless. Over the last five years Montgomery County has significantly expanded its permanent housing inventory from 581 to 1592.
- According to the Metropolitan Washington Council of Government's annual point in time survey of homeless individuals, Montgomery County showed a 25 percent increase in unsheltered individuals from 2010 to 2011. The increase is attributed in part to an aggressive outreach plan to engage the unsheltered population.

Special Needs Housing Services	FY08	FY09	FY10	FY11
Crisis Intervention				
Number of Applications	7,312	7,607	8,094	7,978
Number of Grants	5,911	6,890	6,402	6,201
Average Grant	$504	$629	$635	$693
Home Energy Assistance				
Number of Applications	9,044	10,435	12,315	12,356
Number of Grant Households	5,236	8,077	9,681	9,483
Rental Assistance				
Average Number of Households Receiving Subsidy per month	1,668	1,727	1,678	1,397
Emergency Shelter Services				
Single Adults Served	1,329	1,350	1,327	1,331
Families in Shelter	183	148	152	148
Motel Overflow	317	404	490	417
Total Number of Families Served in Shelter and Motels	500	552	642	565
Transitional Shelter				
Single Adults Served	365	371	388	353
Permanent Supportive Housing				
Families	155	186	210	220*
Singles	366	362	491	527*
Total Households	521	548	701	747
Housing Initiative Program				
Supportive Housing Rental Assistance	67	65	SHRAP was folded into HIP Program in 2010	
Housing Initiative Program	0	72	214	210
Total	67	139	214	210

Trends/Issues

- There are 220 year-round emergency shelter beds for individuals and families which are fully utilized. Seasonal shelter space for individuals increases capacity to 395 which is also fully utilized.
- Family shelter wait list averages 32 families monthly.
- Applications for Emergency Assistance rose 9 percent from FY08 to FY11 (from 7,312 to 7,978).
- County Rental Assistance Program closed to new applications at the end of FY10 due to reductions in funding. The program was able to reopen briefly in FY11 and received 2,970 applications in a three week period.
- Requests for assistance from the Energy Assistance Program increased 37 percent from FY08 to FY11 (9,044 in FY08 to 12,356 in FY11).
- Landlords continue to impose strict qualifications for prospective tenants with criminal backgrounds and poor credit histories.

Department of Health and Human Services - 2011 Organizational Overview



HHS At A Glance

Fiscal Year 2010 Budget.....$257 million

Number of Employees .....1,406 Work Years

Fifty (50) programs offering services

More than 500 contracts for DHHS service needs

More than 100,000 clients served each year

Twenty-three major service locations (service also provided through 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

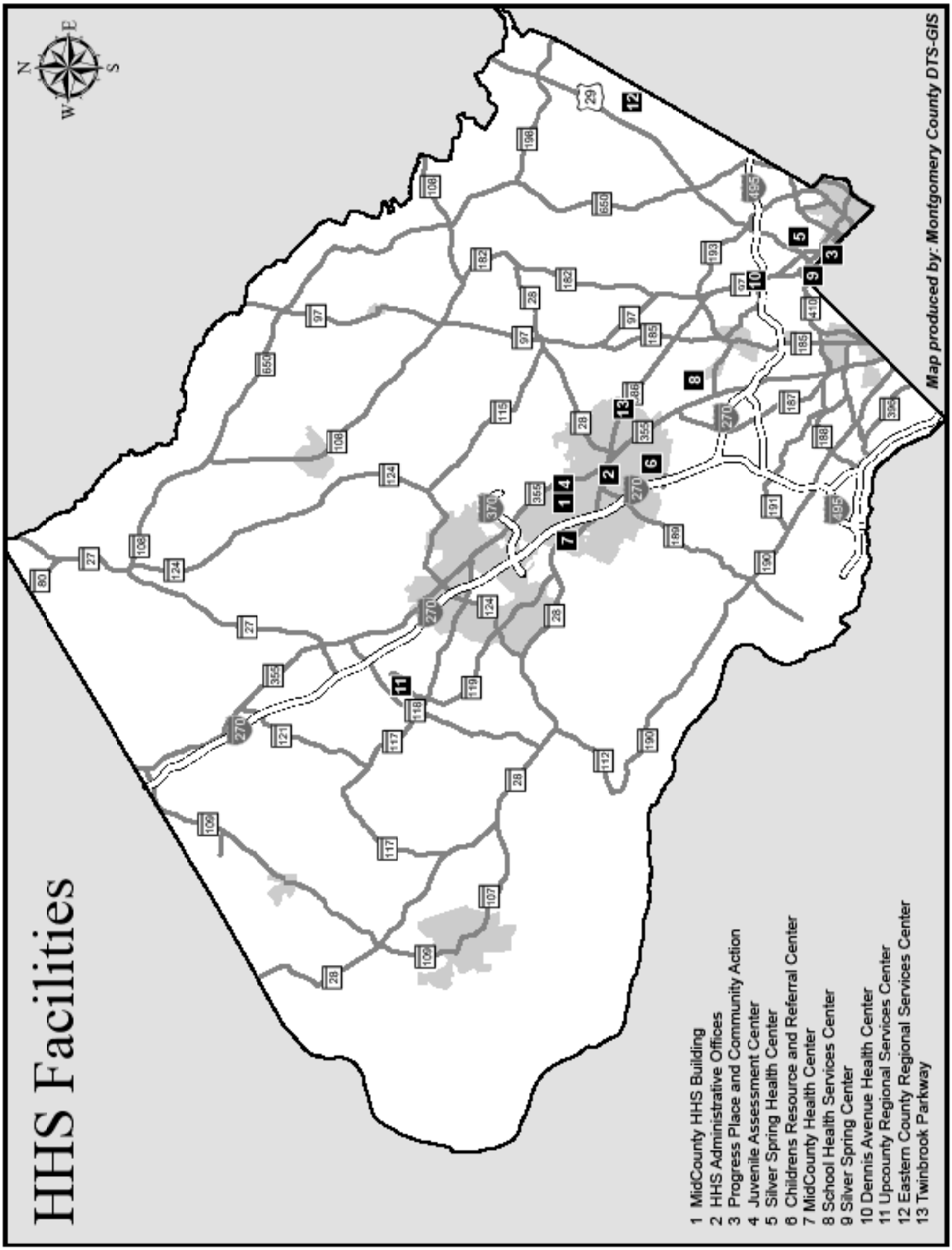
Commission on Veterans Affairs

Community Action Board

Mental Health Advisory Board

Montgomery Cares Advisory Board

Victim Services Advisory Board


HHS Facilities
1 MidCounty HHS Building
2 HHS Administrative Offices
3 Progress Place and Community Action
4 Juvenile Assessment Center
5 Silver Spring Health Center
6 Childrens Resource and Referral Center
7 MidCounty Health Center
8 School Health Services Center
9 Silver Spring Center
10 Dennis Avenue Health Center
11 Upcounty Regional Services Center
12 Eastern County Regional Services Center
13 Twinbrook Parkway
Map produced by: Montgomery County DTS-GIS

Major Health and Human Service Locations

EAST COUNTY CENTER
3300 Briggs Chaney Road
Silver Spring, Maryland 20904

- Emergency Services
- Income Support
- Child Care Subsidy
- Immunization SEU
- Senior Assistance

Our Partners:
- Wellness Clinic – Holy Cross Hospital
- EMEA (Emergency Assistance)

UPCOUNTY GOVERNMENT CENTER
12900 Middlebrook Road
Germantown, Maryland 20874

- Housing Services-Prevention & Crisis
- Intervention
- Income Supports
- Maternity & Dental Clinic
- Child Welfare Services
- Community Health Center
- Service Eligibility Unit

CHILDREN, YOUTH & FAMILY SERVICES
51 Monroe Street, 17th Floor
Rockville, Maryland 20850

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

CHILDREN'S RESOURCE AND REFERRAL CENTER
322 W. Edmonston Drive
Rockville, Maryland 20850

- Children's Resource Center
- Commission on Child Care
- Infants and Toddlers Program
- Child Care Referrals-LOCATE
- Health Consultation
- TECHNIC and Training

MIDCOUNTY HEALTH CENTER
1335 Piccard Drive
Rockville, Maryland 20850

- African-American Health Program
- Dental Services
- Development Evaluation Services for Children (DESC)
- Ombudsman for Health Care
- Service Eligibility Unit
- Juvenile Justice Services-Case Management
- Commission on Health
- Community Health Center

DHHS ADMINISTRATIVE OFFICES
401 Hungerford Drive
Rockville, Maryland 20850

- Administrative Offices
- Aging and Disability Services
- School Health Services

MONTGOMERY COUNTY HEALTH AND HUMAN SERVICES
751 Twinbrook Parkway
Rockville, Maryland 20850

- Outpatient Addiction Services
- Adult Mental Health
- System Planning and Management Services

DHHS SILVER SPRING CENTER
8818 Georgia Avenue
Silver Spring, Maryland 20910

- Child & Adolescent Mental Health Services
- Emergency Services
- Income Support Services
- Multicultural Program
- Resource Information Center

Our Partners:
- Ministries United for Silver Spring and Takoma Park (MUSST)

SILVER SPRING HEALTH CENTER
8630 Fenton Street
Silver Spring, Maryland 20910

- Child Welfare Services
- Dental Services
- Health Promotion
- Five-a-Day Nutrition Program
- Service Eligibility Unit
- Smoking Cessation Program
- Substance Abuse Program
- Community Health Center

Service Locations, continued

AVERY ROAD CENTER
14701-05 Avery Road
Rockville, Maryland 20853
- Residential Treatment
- Detoxification Services
- Halfway House

COLESVILLE CENTER
14015 New Hampshire Avenue
Silver Spring, Maryland 20904

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

MIDCOUNTY DHHS CENTER
1301 Piccard Drive
Rockville, Maryland 20850

- Abused Persons Program
- Child Welfare Services
- Hearing Clinic
- Income Support Program
- Maryland Energy Assistance Program
- Montgomery County Crisis Center 24 Hour Operation
- Rental Assistance Program
- Victim Assistance and Sexual Assault Program

DENNIS AVENUE HEALTH CENTER
2000 Dennis Avenue
Silver Spring, Maryland 20902

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

PROGRESS PLACE
8210 Colonial Lane
Silver Spring, Maryland 20910

- Community Action Agency

Our Partners:
- Shepherd's Table
- Visions
- Community Clinic, Inc./ Community Vision

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

MID-COUNTY REGIONAL SERVICES CENTER
2424 Reedie Drive
Wheaton, Maryland 20902

- Women's Cancer Control
- Projecto Salud Health Clinic
- HHS Outreach Center
- Multicultural Mental Health

HOLIDAY PARK SENIOR CENTER
3950 Ferrara Drive
Wheaton, Maryland 20906

- Latino Health Initiative

COMMUNITY SUPPORT NETWORK (A&D)
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

Contact Information

Montgomery County Department of Health and Human Services

Administrative Offices
401 Hungerford Drive, 5th Floor
Rockville, Maryland 20850

Information and Assistance
Call 311
www.montgomerycountymd.gov/311

24 Hour Telephone and Walk In Crisis Center
240-777-4000

www.montgomerycountymd.gov/hhs

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Brian Wilbon, *Chief Operating Officer*

Betty Lam, *Chief, Office of Community Affairs*

JoAnne Calderone, *Manager, Planning Accountability & Customer Service*

John J. Kenney, *Chief, Aging & Disability Services*

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

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