

Montgomery County Government



Department of Health and Human Services

Annual Report

FISCAL YEAR 2012



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

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Message from the County Executive

I am pleased to present the FY2012 Annual Report for the Department of Health and Human Services. While the economy is making a slow but steady recovery, we have continued to see increased demand for services from residents in the community.

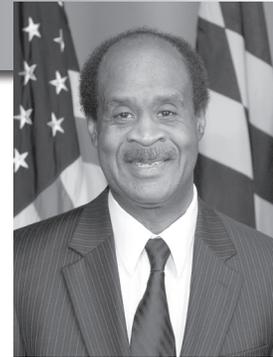
The Department and its staff have remained committed and compassionate in working to help those most vulnerable. I remain committed to maintaining a safety net of services so that we help those in the community who are most at need.

The work of the Department is some of the most important service that we provide to our residents. 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 2012.

The Department experienced continued growth in caseloads related to the economic pressures facing our clients. At the same time many of our initiatives, including Service Integration, Technology Modernization and implementation of the Affordable Care Act picked up steam.

We have continued to see an unprecedented growth in applications and consumer need for health and human services, and a continuous struggle to match needs and services. Our staff has continued to work harder and smarter and to look for creative solutions. 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.

In FY12, we have made considerable gains in our efforts to strengthen work on Service Integration. Our work in Service Integration seeks to organize DHHS services to improve outcomes, experience and efficiency for the residents of Montgomery County. Since its inception the Service Integration Team Meetings have served 94 clients. Participants on these teams included staff from all department service areas, as well as public and private agencies.

Service integration emphasizes increased communication, collaboration, coordination and knowledge among all staff and service areas within the Department. The process of service integration focuses its work on strengthening and supporting practice, developing supportive policies and building infrastructure.

Service integration is not a new program to be superimposed on the Department's current structure. Rather, it is a process aimed at developing an integrated framework. Service integration represents the foundation of how we communicate, collaborate and coordinate to serve our clients.

The Department continues to plan for the implementation of the Patient Protection and Affordable Care Act (ACA). Internally, we are reviewing the impact of federal and state decisions in relation to the Department's provision of services. Externally, DHHS has been active within Maryland's health care reform advisory committees; advocating for the needs of residents. Additionally, the Department remains active in the state's pending Navigator Program initiative. Enrollment into qualified health plans will be facilitated via the Navigator Program. The Department will continue to position Montgomery County to be best served once fully implemented.

The Healthy Montgomery (HM) community health improvement process is a community-based effort to improve the health and well-being of Montgomery County residents. The process includes data collection, identification of areas of improvement, priority-setting, strategic planning, implementation planning, and collaborative efforts to address the priority needs in the County as well as evaluate the success of the improvement efforts. Most recently, Healthy Montgomery

established the Obesity Prevention and Behavioral Health work groups. The groups, comprised of subject matter experts, are developing action plans/recommendations for implementation within the County. The development of recommendations that address existing accessibility barriers is essential to the scope of the work groups. This is of particular importance as these barriers may lead to/exacerbate health disparities within Montgomery County. Future work groups will be established to address the following issues: cardiovascular disease, diabetes and cancers, as well as maternal and infant health. The Healthy Montgomery website (www.healthymontgomery.org) includes a disparities dashboard which provides detailed information regarding the health disparities within Montgomery County. This information is readily available to the public; enabling an awareness of the areas requiring additional support -- community level support as well as the adoption of health promoting policies/practices.

Our Technology Modernization initiative is the third and most critical pillar of our Health and Human Services Transformation. In FY12, we began our efforts at business process mapping and requirements definition and building our proof of concept. The next phase of the work will involve mapping the more detailed requirements definitions and beginning to develop the system.

Our work with community non-profit organizations has continued. A partnership with Non Profit Montgomery has been very successful in supporting financial capacity building with our non-profit partners. In addition, we continue to make progress on our contracting and monitoring processes.

We have also been involved in a significant effort to improve the Department's response to racial/ethnic minority and emerging populations in an equitable way. This work has been a partnership with our minority health initiatives and programs and leadership of the Department and the effort that began in early FY12 will continue into next year.

Our regular delivery of services continues through our many services areas and we are extraordinarily fortunate to have a committed and hardworking staff throughout the Department working under continued difficult circumstances.

This year, as in 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
Director



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

Planning, Accountability and Customer Service

JoAnne Calderone, *Manager*



In FY12, the Department made significant progress in the development and implementation of an integrated case practice model to serve individuals and families with complex, interrelated needs.

Accountability efforts encompassed both qualitative and quantitative evaluation of the DHHS system, programs and case practice, and initial discussions with program staff and managers about the use of data as a management tool.

This unit addresses:

- Service Integration Development and Implementation
- Performance Measurement and Planning
- Grants Acquisition
- Customer Service

Highlights

Service Integration

The goal of Service Integration is to create improved outcomes for individuals and families served by DHHS through collaborative and coordinated service delivery. In FY12, the first phase of integrating case practice focused on 62 cases involving young people, ages 16 to 24, who are transitioning into adulthood and have multiple complex needs. The cases included pregnant teens, gang involved youth, homeless young adults with children, young people aging out of foster care, young people with disabilities and juvenile justice involved youth. The work focused on:

- Development of the criteria and process for referring cases to the integrated case practice model
- Identification and documentation of existing integrated case practice in the department and development and documentation of the new intensive team meeting protocol for service integration
- Conducting intensive team meetings with customers and their service providers to understand the client's needs, establish goals and assign responsibilities to achieve those goals for each service provider and the client. Goals for each case were established in the domains of education, housing, health care, employment and permanent connections.

Early assessment indicates that customers, staff and service providers feel less isolated and more supported through the collaborative team approach and team meetings. In FY13, evaluation measures to identify customer progress toward goals and improvements to the system of practice will be developed and implemented.

Planning

Work continued with County Planning Board staff to encourage consideration of health and social indicators in land use planning, and to ensure Department and client needs are considered in the zoning rewrite process.

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. Over the year, 36 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) - FY12

Cases Reviewed	36
Percent Cases Showing Substantial or Fair Beneficial Impact from HHS Sevices	86
Percent Cases with Acceptable System Performance (4, 5 or 6 on a 6 point scale)	72
Percent Cases with Favorable Status of Client (4, 5 or 6 on a 6 point scale)	69

While customer satisfaction is not the primary intended outcome of health and human service programs, it is typically used as a proxy measure of quality service delivery. In FY12, HHS measured a 96.4 percent overall customer satisfaction rate among those 33 programs that collect and report customer satisfaction results.

Grants

The Grants and Resource Acquisition Unit supports grants acquisition for internal programs and community partners. Funding from federal, state and foundations totaled \$1,158,066 to the Department; awarded in support of Extended Individualized Family Service Plans, Senior Centers, local health improvement process and action, licensing and employment of foreign-trained health professionals, obesity prevention for school age children, the Department's Equity Initiative, preventive health and School-Based Health Centers.

An additional \$721,000 in grants was awarded to partners supporting Volunteer Income Tax Assistance (VITA) and Safety Net Health Centers in Montgomery County.

Grant Awards to HHS and Partners FY08-FY12

	FY08	FY09	FY10	FY11	FY12
Grants to HHS Directly	\$698,277	\$2,271,061	\$7,404,421	\$922,517	\$1,158,066
Grants to HHS Partners	\$10,933,395	\$2,378,045	\$3,714,472	\$386,111	\$721,000
Total Grants Received	\$11,631,672	\$4,649,106	\$11,118,893	\$1,308,628	\$1,879,066

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
- Facilities & Logistics Support
- Human Resources, and Information Technology

Highlights

Facilities and Logistics Support:

- Provided support as DHHS representative to the Department of General Services' Building Design and Construction Project Team to finalize design plans for a new Dennis Avenue Health Center.
- Provided support as DHHS coordinator to further develop Program of Requirements (POR) for potential future Capital Improvement Program considerations for several projects, including the Children's Resource Center, Wheaton Center, Avery Road Center, 1301 Piccard Drive, 401 Hungerford Drive and Progress Place.
- Coordinated multiple relocation projects for DHHS programs and contract partners, including the move of Outpatient Addiction Services (OAS) to newly leased space at 981 Rollins Avenue in Rockville and the move of the Abused Persons and Victim's Assistance Programs to the new District Courthouse in Rockville.
- Coordinated multiple renovation projects, including the new space for OAS in Rockville, the Core Service Agency at 401 Hungerford Drive and the Aging and Disability Services' Community Support Network space at 751 Twinbrook Parkway.

Contract Management:

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

- Prepared more than 125 new contracts.
- Completed over 640 year end actions in coordination with Fiscal Team.
- Processed 20 formal solicitations, including 12 Request for Proposals (RFPs)
- Provided ongoing and as-needed training to DHHS Contract Monitors and providers.

Fiscal Team:

- Completed system upgrades and testing to enable submission of medical billing in accordance with new HIPAA requirements.
- Completed DHHS portions of the first year-end closing using the County's new Oracle Enterprise Resource Planning (ERP) system.
- Implemented the iExpense module for processing employee reimbursements in ERP.
- Worked with the ERP team and the Department of Finance to resolve system problems related to roll-out of the new system

Human Resources:

- The Human Resources team processed over 1278 employee and position actions in the new Oracle ERP system. These consisted of position management, new hires, terminations, salary changes, promotions, retirements and organizational transfers.
- County Executive Isiah Leggett attended the length of service ceremony where more than 250 employees were recognized for five to 40 years of service.
- Organized staff picnic with more than 300 DHHS employees in attendance
- Assisted with the organization and staffing of all-staff meetings to enable department director to update 1600+ employees on new initiatives.

Compliance Team:

- Reviewed and analyzed three audited financial statements for Maryland Department of Health and Mental Hygiene (DHMH) funded contracts to determine the financial soundness of vendors.
- Finalized criteria for benchmarks for audited financial statement reviews to establish an internal policy for Compliance Team for acceptable levels of solvency ratios.
- Finalized an internal review of Latino Health Initiative Program where some internal control issues were identified for improvement.
- Tracked 82 contract issues regarding initial budget, budget modifications, invoicing issues and contract financial issues.
- Revised a draft indirect and fringe and allowable cost policy based on comments from non-profit organization partners.

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

- Led the department in an intensive 20 month effort to engage senior leadership and representatives of the African American Program executive committee, Asian American Health Initiative steering committee and the Latino Health steering committee to work on specific recommendations aimed at improving services for racial/ethnic minorities and emerging populations. Specific recommendations will be developed during FY13.
- The Equity Work Group completed development of the logic model with four identified long-term impact areas; developed and finalized the equity principles and has begun to look into developing communication strategies to continue to raise the awareness of equity value and principles in FY13.
- Expanded access to Community Action Agency's Volunteer Income Tax Assistance (VITA) partnership to 1,868 low-income households, returning \$4,030,394 in refunds and credits in tax year 2011 (FY12). A new food stamp outreach pilot with Maryland Hunger Solutions screened over 500 low-income households regarding free tax preparation and food stamp program benefits and 60 percent of households who completed applications received food stamp program benefits.
- The Asian American Health Initiative successfully implemented the Empowering Community Health Organization (E.C.H.O) Project, a series of training workshops designed to build the capacity and sustainability of community organizations. In FY12, two workshops on grant writing were hosted with more than 50 community leaders representing 27 organizations attending each workshop.
- The Latino Health Initiative, African American Health Program and the Asian Health Initiative worked collaboratively to conduct presentations at the American Public Health Association meeting's session, "Diverse Communities Working to Achieve Better Health."
- To mark National HIV Testing Day, the African American Health Program's "Testing by the Hundreds" HIV campaign educated and tested more than 1,000 African Americans and people of African descent in Montgomery County.

- The African American Health Program's "When I Get Out: A Healthy and Safer Lifestyle" (WIGO) program, designed to provide HIV/STI information and resources for soon-to-be-released male inmates, received a National Association of Counties (NACo) achievement award.
- The Office of Community Affairs conducted "Introduction to LEP" at 22 new employee orientations, held 14 sessions of "LEP Implementation Plan" trainings, one "Community Interpreter" training for certified bilingual staff and one "How to Work with An Interpreter" training. More than 300 DHHS employees attended these trainings.
- In continuing to address the needs of a diverse community, OCA worked with DHHS to translate more than 75 documents into numerous languages. Staff used more than 8,000 telephonic interpretations and 805 per diem interpretations. Through two contracted services, more than 3,500 medical interpretations were provided with the majority of them taking place at clinics for the uninsured.

Statistics

- The health promotion programs of the three minority health programs conducted health education and outreach at community settings that reached 20,000 residents. Topics included cancer screening, diabetes, asthma, heart health, tobacco control and HIV/AIDS.
- Provided hepatitis B education, screening, vaccination and treatment referrals in a culturally and linguistically competent manner to 540 community members. Successfully offered technical assistance to partners within the Chinese, Vietnamese and Korean community to provide these hepatitis B prevention services.
- The Latino Health Initiative's *Ama Tu Vida* festival provided over 2,500 free medical screenings.
- Provided education through the Latino Health Initiative Asthma program to 36 parents/caregivers who reported increasing by 96.1 percent their ability to manage their children's asthma and decreasing emergency room visits by 59.7 percent, hospitalizations by 100 percent and school days missed by 42.9 percent.
- Continued to achieve outstanding results at the Suburban Maryland Welcome Back Center including eight foreign-trained nurses who obtained the Maryland registered nurse (RN) license and joined the health workforce in Maryland. Salaries increased an average of 216 percent from the time entering the program until hired as RNs.
- The African American Health Program's HIV prevention services provided comprehensive prevention education to 700 residents in non-health care settings and provided HIV screenings for 1000 residents.
- African American Health Program staff screened 405 community members for hypertension and over 50 percent were found to be hypertensive or pre-hypertensive and were counseled to meet with their health care provider.
- Under the Head Start program, children were served in 27 schools and two child care centers. Seventy two percent of students demonstrated readiness, compared with 68 percent in the previous three years. Full readiness is defined as consistently demonstrating skills, behaviors and abilities needed to meet kindergarten expectations successfully.
- There has been a continued increase in the number of eligible applicants for Head Start due to the continued economic factors that are increasing the number of families living below the federal poverty level.

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 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

Highlights

- Money Follows the Person (MFP) and the Older Adult Waiver (OAW) are Federal, State and Local initiatives to attempt to “re-balance” the funding of services to disabled adults away from institutional settings and towards community based care. In the past year, Aging and Disability (A&D) served over 550 individuals through this program - a 22 percent increase over the previous year.
- DHHS supported the successful passage of House Bill 1257, an Act Concerning: Fiduciary Institutions – Protection of Elder Adults from Financial Abuse – Reporting Requirements. Referrals of suspected financial exploitation from banking institutions have increased by 33 percent since the passage of this legislation.
- The County Executive’s Senior Subcabinet on Vital Aging continues to lead the public/private efforts to address the needs of the growing older adult population. The County Executive endorsed and the County Council passed the “Senior Agenda”--a blueprint for making Montgomery County a “Community for A Lifetime.” The Agenda was developed by the Commission on Aging.
- During FY12, the Community Support Network (CSN) for Individuals with Developmental Disabilities, received an additional \$552,000 (actual) and \$1.4 million (annual) from the Developmental Disabilities Administration for the expansion of services for individuals with developmental disabilities. This expansion allowed CSN to serve individuals without case management services, many of whom had been on the waiting list for several years. With the expansion of funds, an additional 558 individuals received case management services. CSN staff are now located at three sites and serve 3266 clients.

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

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.

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

Resource Coordination for Individuals with Intellectual/Developmental Disabilities

Services include eligibility and assessment, supported employment, vocational training, day programs, individual and family support services and residential placements. Ninety-seven percent of customers were able to remain at the same or higher level of independence, and 90 percent reported satisfaction with services.

	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Number served	2,375	2,472	2,772	2,806	2,806	2,806	3,266

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 stagnant or declining.
- Prevalence of diagnosed cases of individuals with autism spectrum disorders has been increasingly sharply for over a decade. In FY2009, Montgomery County Public Schools reported that 1 in every 110 students had an autism spectrum disorder (38 percent increase since FY2007). These figures are anticipated to continue to increase, leading to a growth in demand for services.
- Growing need for both residential and supportive day program services for individuals who are aging in community with behavioral health and/or intellectual challenges.

Behavioral Health and Crisis Services

Raymond L. Crowel, *Chief*



Throughout another difficult budget year, Behavioral Health and Crisis Services (BHCS), continues to provide a full range of services to residents. Through successful partnerships with private providers, DHHS service areas and other departments; we expanded service delivery, increased collaborative functions and ensured quality of services were of highest priority. While our capacity to keep waiting lists at a minimum continues to be strained, we continued to provide services to residents across the lifespan. In the coming years, as conditions improve we will continue to work to promote increased access to an effective and culturally competent service system that is responsive to the complex needs of an increasingly diverse community.

This service area includes:

- 24 hour Crisis Services
- Adult Outpatient Behavioral Health Services
- Adult Forensic Services
- Behavioral Health Treatment Services
- Specialty Behavioral Health Services
- Children's Outpatient Behavioral Health Services
- Behavioral Health Planning & Management (Core Service Agency)
- Victim Assistance and Sexual Assault Program/Abused Persons Program

Highlights

Service Delivery

The Core Service Agency (CSA); Housing Unlimited, Inc. (HUI); Residential Rehabilitation Programs (RRP); County Department of Housing and Community Affairs (DHCA), the Maryland Department of Housing and Community Development (DHCD), and Springfield Hospital Center (SHC) partnered to place 24 patients from SHC into Residential Rehabilitation Program (RRP) and nine clients into newly created landlord based housing with HUI.

Clinical Assessment and Treatment Services (CATS) implemented the Mental Health De-Criminalization pilot. Ten (10) offenders were reviewed for diversion to community based supports in place of incarceration. Successful participation in treatment resulted in the dismissal of the charges.

The Integrated Co-Occurring Enhanced Program served 290 individuals in FY2012, as compared with 223 in the previous year, while operating with a vacant position.

The Drug Court program served 104 clients with Level 1 outpatient services and 44 percent of those served were successfully discharged. Fifty six clients received Level 2 outpatient services and 82 percent were successfully discharged.

Collaboration and System Integration

BHCS partnered with community provider Mobile Medical Care to staff a primary health care clinic at Outpatient Addiction and Mental Health Services. Nearly 50 clients were served in the first year.

Crisis Center staff provided four Crisis Intervention Training (CIT) sessions for County law enforcement and corrections staff, as well as law enforcement officers from neighboring jurisdictions as part of the partnership with the Crisis Center and the Montgomery County Police Department. The goal is to prepare law enforcement personnel to successfully work with severely mentally ill individuals.

The Core Service Agency partnered with the Veteran’s Administration to offer services to veterans at the Crisis Center. Ten to 20 veterans are served weekly, many who would not have been served otherwise.

Capacity Building

Montgomery County was selected as one of six counties in Maryland to receive funding for a SSI/SSDI Outreach Access & Recovery (SOAR) case manager. SOAR is designed to increase access to the disability income benefit programs administered by the Social Security Administration for eligible adults who are homeless or at risk of homelessness and have a mental illness and/or a co-occurring substance use disorder.

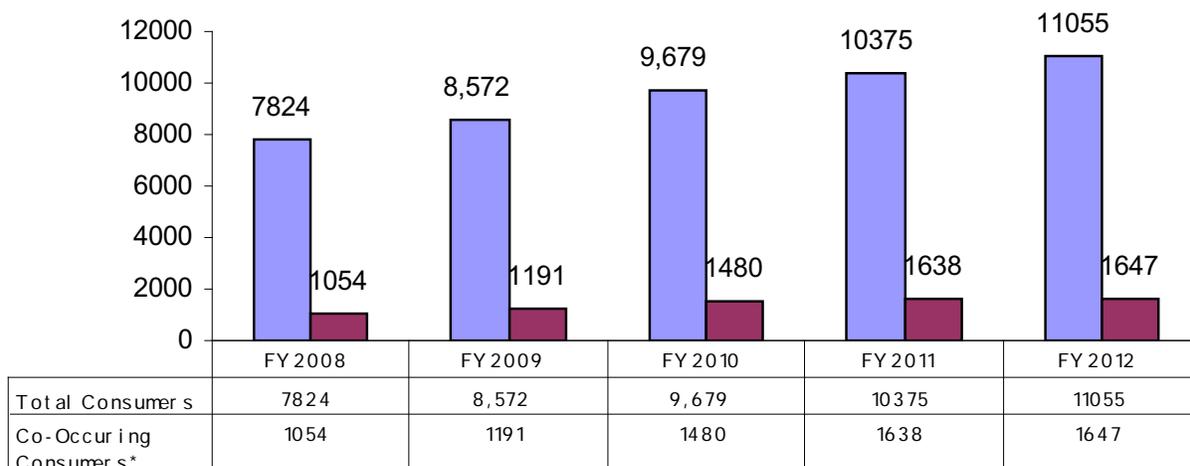
Monitoring and Evaluation

The continued economic challenges that have led to increases in demand for many DHHS services also impacted the Behavioral Health Planning & Management (BHPM) unit as they provided oversight to 90 difficult cases. These cases were clinically and systemically complex requiring staff to appoint lead staff and to assist with planning and monitoring of case outcomes.

Trends/Data

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

Public Mental Health System Consumer Count



Source: Value Options Data Report MARF0004 and MARF 5120 - Based on Claims through September 30, 2012.

*The counts for Co-Occurring consumers for FY08 -- FY11 have been updated to reflect claims paid through September 30, 2012.

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 County. 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 the 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 focused on helping children stay with their own families or with relatives when they had to be removed from their home for safety reasons. In Fiscal Year 2012, there were 2,945 new investigations opened, a 14 percent increase over the previous year. The number of new out-of-home placements decreased by six percent, and an increasing number of children moved to permanent placements. There was an 8 percent decrease in children who were in temporary out-of-home placements.

The **Street Outreach Network (SON)** continues its prevention work, providing alternatives for 236 high risk and gang involved youth. In addition, 227 youth participated in positive youth development groups that focus on Latino, African-American and multi-ethnic youth. Through collaborations with local non-profits, a total of 217 high risk and gang involved youth received services at the Crossroads Youth Opportunity Center and Up County Youth Opportunity Center.

Income Supports saw another year of increases in overall application volume (a three percent increase from FY11) and caseloads (seven percent increase from FY11). With financial support from both the State and County for overtime and temporary staff, it was possible to maintain compliance rates exceeding 96 percent in Temporary Cash Assistance (TCA), Food Supplement and Medical Assistance for Families and Children programs and the Children's Health program. As of June 2012, our Food Supplement Program processing error rate is 3.9 percent (federal benchmark is less than 6 percent) and we have a 100 percent payment accuracy rate for TCA (state goal is greater than or equal to 97 percent).

Linkages to Learning was highlighted at the 2012 America's Promise Alliance Summit for "Creating and Sustaining Partnerships" and at the Maryland Mental Hygiene Administration's Child & Adolescent Conference for providing "Integrated Care for Youth." Contributions valued at over \$100,000 enabled Linkages to Learning to serve 686 families at Thanksgiving and 721 households during the December holidays. Contributors included Toys for Tots, Sport Chevrolet, Burness Communications, John's Hopkins University, Bethesda Day School, University of Maryland at College Park, Lockheed Martin, Leadership Cares, IBM and Front Line Church.

Trends/Issues

Child Welfare Services

The Maryland Department of Human Resources (DHR) Place Matters goal for Montgomery County was to have 24 children permanently leave care to custody and guardianship by the end of FY12. Montgomery County had 60 children permanently leave Child Welfare to live with relatives during Fiscal Year 2012. This was a 63 percent increase from the previous year.

Early Childhood Services

In response to the growing need for training for child care providers, the Children's Resource Center staff provided assistance to 922 programs and responded to 1,823 phone calls related to quality improvement for child care providers. The Center supported 84 child care providers pursuing degrees in early childhood education at Montgomery College with scholarships, mentoring and career counseling. Sixty child care providers pursuing their child development associate certification received scholarships and coaching.

Child Care Subsidy Programs

More than 2,000 children remained on a waiting list for the Maryland Purchase of Care program. The County-funded Working Parents Assistance Program (WPA) began the fiscal year with a wait list but it was lifted during the last quarter.

Statistics

Income Support Caseloads	FY10	FY11	FY12
Temporary Cash Assistance	881	1,059	963
Food Supplement Program	19,268	25,554	27,661
Medical Assistance Programs	40,829	45,104	48,284

Public Health Services

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



While we have been preparing for upcoming changes to public health programs from the implementation of the Affordable Care Act, Public Health Services staff continued to plan for emergencies, handled multiple disease outbreaks, and continued essential public health services to protect and improve the health of all the residents of Montgomery County, particularly the most vulnerable.

Staff inspected thousands of food service facilities, nursing homes, group homes and swimming pools; tested and treated residents with TB, HIV and other communicable diseases; provided over 32,000 low income, uninsured children and adults, including homeless residents, with access to primary health care services; and provided health room coverage for children and teens at all public schools. Nurses and other staff worked with other emergency responders to staff shelters, check on food safety and assist vulnerable residents during weather emergencies. We also began the final phase of Healthy Montgomery's community health improvement process to frame strategies and actions to improve health and well-being outcomes for obesity and behavioral health, the first two of six priority areas.

This Service Area includes:

- Cancer Screening Programs
- Communicable Disease & Emergency Preparedness
- Community Health Services
- Eligibility Screening for Health Services
- Health Care for the Uninsured
- Planning & Epidemiology (including Healthy Montgomery)
- Licensure & Regulatory Services
- School Health Services

Highlights

- Handled 582,175 visits to school health rooms during FY12. Eighty-eight percent of these visits (511,119) resulted in children returning to class.
- Established a partnership between the HIV Program and the Montgomery Cares (Adult Health) Program to provide comprehensive care to HIV-infected persons, with the County's Dennis Avenue Clinic providing specialty HIV care and the Montgomery Cares' safety net clinics providing the primary care.
- Exceeded the State's compliance rates for performing expedited eligibility determination for pregnant women and children applying for Medical Assistance under the Maryland Children's Health Insurance Program, including processing 42,648 applications.
- Received "Best in Category" award from the National Association of Counties for the "Safe Transitions" program, in which Montgomery Cares nurses work with hospitals to assure the homeless have a coordinated and safe hospital discharge program.
- Coordinated medical services for the first Homeless Resource Day. Over 300 participants attended the event, supported by more than 200 volunteers and 70 vendors. Medical services included medical triage and flu shots for over 100 individuals, dental screenings, podiatry screenings and selected primary care services.
- Provided 3,319 breast cancer screening and diagnostic procedures for low income, uninsured residents through the Women's Cancer Control Program.

- Case managed pregnant teens, women and infants, and over 14,000 children with identified chronic health conditions including asthma, diabetes and anaphylaxis.
- Screened 278 residents for colorectal cancer through the Montgomery County Cancer Crusade program. Three residents were diagnosed with colorectal cancer and received follow up treatment and case management.
- Administered 11,395 doses of flu vaccine during the 2011-2012 influenza season, using an online appointment system.
- Launched a new grant funded initiative “Student Strides Walking Club,” and after school “Nutrition Nuggets Club,” in partnership with the Food Supplement Nutrition Education Program and Montgomery County Public Schools (MCPS), to prevent childhood obesity by increasing student activity and supporting healthy food choices among students.
- Instituted a mandatory flu vaccination policy for County employees in direct patient care services areas, to comply with a new legal requirement of the State of Maryland.

Statistics

Number of Individuals Served by Montgomery County Health Care Access Programs

	FY11	FY12
Montgomery Cares	26,877	27,814
Maternity Partnership	1,950	1,755
Care for Kids	2,931	2,812

- The Montgomery Cares program’s safety net services include primary and specialty care, and medications for 27,814 low income, uninsured adults delivered through a network of community based clinics, hospital partners and the Primary Care Coalition.
- The Maternity Partnership Program provided prenatal care services for 1,755 women in partnership with three hospital-based clinics, as well as dental care. Ninety-five percent of these women had healthy birth weight babies.
- The Care for Kids Program provided access to primary health care, prescription medicines and limited specialty care for 2,812 uninsured, low income children who were not eligible for the State programs. The children are also provided with access to dental care through the County’s Dental Program.

Trends/Issues

- The Tuberculosis (TB) Program continued to see a decrease in the number of people needing x-rays and treatment for latent TB infection in year two of using a new more sensitive and accurate blood test. As a result, the TB Program’s waiting list for treatment of latent TB infection has now been eliminated.
- School Health Services, working with MCPS and the Department of General Services, received a \$493,000 grant to plan and construct an additional School Based Health Center at Highland Elementary School that will also serve students at Arcola Elementary School. Highland’s new School Based Health Center opened in August 2012, bringing to eight the number of School Based Health and Wellness Centers.
- Public Health programs worked with consultants to prepare for Medical Assistance participation, to be better positioned to leverage resources and revenues under the upcoming health reform changes. Participating programs included Montgomery Cares clinics, the County’s HIV/AIDS program, School Based Health Centers and the Immunization Program.

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 Program
- Energy Assistance Program
- Housing Initiative Program

Homeless Services:

- Individual & Family Shelter Services
- Supportive Housing

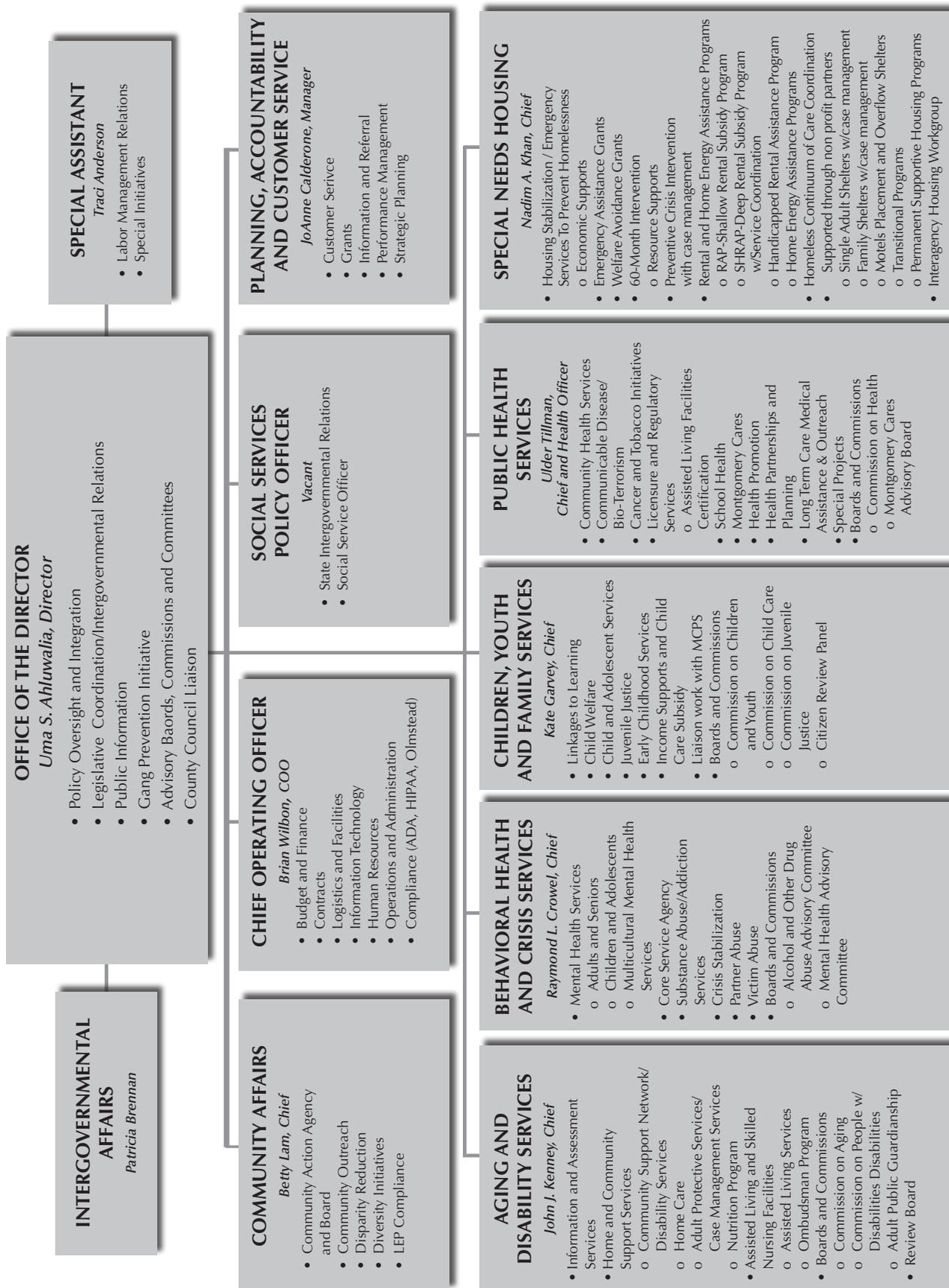
Highlights

- In partnership with the City of Gaithersburg, the County held the first Homeless Resource Day to reach out to residents experiencing homelessness and connect them with needed community resources and supports. More than 300 people attended the event and received services such as health screenings, registration for benefits, legal assistance, employment information and haircuts.
- Received a National Association of Counties Achievement Award for implementation of the Housing First Initiative. The primary focus is to rapidly re-house individuals and families and address service needs once in permanent housing.
- Based on findings of the annual point in time survey, homelessness in Montgomery County decreased 13.3 percent, from 1,064 in 2011 to 981 in 2012. The number of unsheltered homeless adults decreased by 42 Percent.
- The Housing Initiative Program, serving households with incomes below 30 percent of the area median income (AMI), served 209 households. Of those households, 98 percent remained housed at least 12 months.
- Two hundred forty nine (249) families and 480 individuals were served in permanent housing in FY2012. Permanent supportive housing is provided through County, federal, local and private community partnerships.
- In 2012, there was an increase of 115 permanent supportive housing beds from 1,592 in 2011 to 1,707 in 2012. Over the past year, the County's Housing Opportunities Commission (the local public housing authority) opened a 12-unit permanent supportive housing program for formerly homeless adults. A non-profit provider, in conjunction with the County's Department of Housing and Community Affairs, developed six permanent supportive units for formerly homeless adults and a new program for six chronically homeless families opened.

Special Needs Housing Services	FY09	FY10	FY11	FY12
Crisis Intervention				
Number of Applications	7,607	8,094	7,978	7,107
Number of Grants	6,890	6,402	6,201	5,422
Average Grant	\$629	\$635	\$693	\$707
Home Energy Assistance				
Number of Applications	10,435	12,315	12,356	11,692
Number of Grant Households	8,077	9,681	9,483	8,778
Rental Assistance				
Average Number of Households Receiving Subsidy per month	1,727	1,678	1,397	1,434
Emergency Shelter Services				
Single Adults Served	1,350	1,327	1,331	1,280
Families in Shelter	148	152	148	116
Motel Overflow	201*	211*	304*	377
Total Number of Families Served in Shelter and Motels	552	642	452*	493
Transitional Shelter				
Single Adults Served	371	388	353	299
Permanent Supportive Housing				
Families	186	210	220	249
Singles	362	491	527	480
Total Households	548	701	747	729
Housing Initiative Program				
Supportive Housing Rental Assistance	65	SHRAP was folded into HIP Program in 2010.		
Housing Initiative Program	72	214	210	209
Total	139	214	210	209

*Previous year's data revised for accuracy based on improved data reporting

Department of Health and Human Services - 2012 Organizational Overview



DHHS At A Glance

Fiscal Year 2012 Budget.....\$242,074,280

Number of employees –1485.7 Work Years (1312 Full Time/ 337 Part Time) employees

One hundred twenty four (124) 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 more than 200 public schools)

DHHS 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

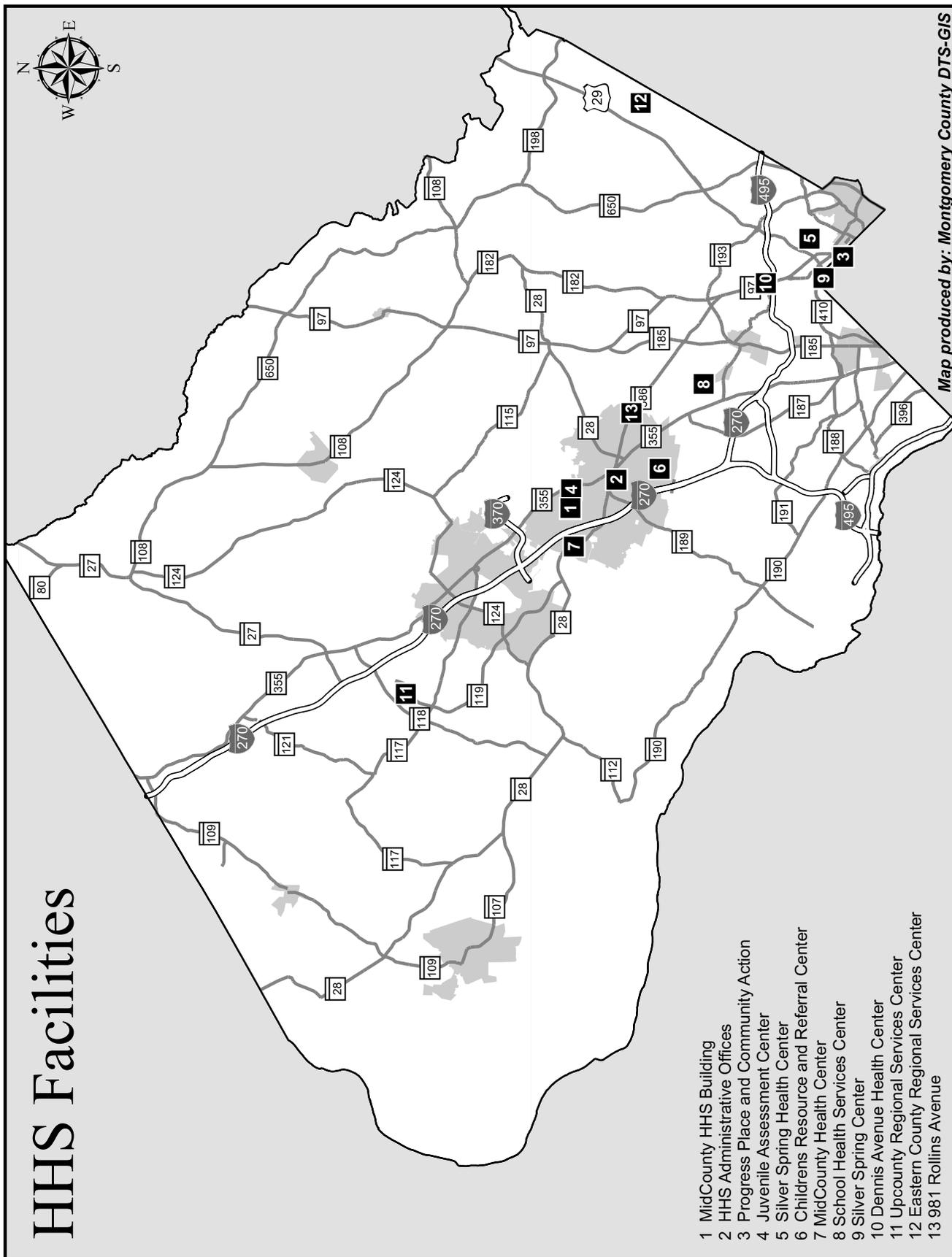
Commission on Veterans Affairs

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, MD 20874

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

CHILDREN, YOUTH & FAMILY SERVICES

51 Monroe St., 17th floor
Rockville, MD 20850

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

CHILDREN'S RESOURCE AND REFERRAL CENTER

322 W. Edmonston Drive
Rockville, MD 20852

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

MIDCOUNTY HEALTH CENTER

1335 Piccard Drive
Rockville, MD 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

COLESVILLE CENTER

14015 New Hampshire Avenue
Silver Spring, MD 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, MD 20850

- Abused Persons Program
- Child Welfare Services
- Crisis Center (24 hrs./7days weekly)
- Emergency Services—
Prevention & 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, MD 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

Service Locations, continued**DHHS ADMINISTRATIVE OFFICES**

401 Hungerford Drive
Rockville, MD 20850

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

SILVER SPRING CENTER

8818 Georgia Avenue
Silver Spring, MD 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, MD 20910

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

AVERY ROAD CENTER

14701-14705 Avery Road
Rockville, MD 20853

- Detoxification Services
- Halfway House
- Residential Treatment

THE TESS CENTER

8513 Piney Branch Road
Silver Spring, MD 20910

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

Our Partners:

- Health Choice Program
- Manna Food Distribution

LAWRENCE COURT CENTER

1 Lawrence Court
Rockville, MD 20850

- Addiction Services-Halfway House

JUVENILE ASSESSMENT CENTER

7300 Calhoun Place
Rockville, MD 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 Reddie Drive
Wheaton, MD 20902

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

COMMUNITY SUPPORT NETWORK

(Aging & Disability Services)
11 N. Washington Street, Suite 450
Rockville, MD 20850

- Community Support Network

ADULT BEHAVIORAL HEALTH SERVICES

981 Rollins Avenue
Rockville, MD 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, MD 20850

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

SCHOOL HEALTH SERVICES CENTER

4910 Macon Road
Rockville, MD 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

Call 311
www.montgomerycountymd.gov/311

24 Hour Telephone and Walk In Crisis Center

240-777-4000

www.montgomerycountymd.gov/hhs

Uma S. Ahluwalia, *Director*

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*

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*

