

Montgomery County Government



Department of Health and Human Services

# Annual Report

## FISCAL YEAR 2013



*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 FY2013 Annual Report for the Department of Health and Human Services.

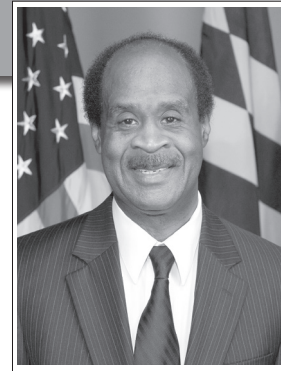
The Department and its staff are committed and compassionate in working to help the most vulnerable in our midst. That has been especially important given the significant rise in need due to the Great Recession and the slow recovery. Montgomery County remains committed to maintaining a safety net of services so that we help as much as possible those in our community who are most at need.

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

Sincerely,



Isiah Leggett  
County Executive



## From the Desk of the Director:



I am proud to present the Montgomery County Department of Health and Human Services Annual Report for Fiscal Year 2013.

There has been an easing of the recession that has lingered for several years. There was a stabilization of caseloads and not a growth in many program areas, though there is still considerable instability between months within the same fiscal year.

With significant cuts in our workforce over the past several years, our ability to serve clients at the new plateau level remains limited. Our staff continued to work very hard with the clients who came to us with more complicated and often difficult situations that needed skilled handling and creative resource mobilization. I want to express my gratitude for all the staff and partners of the Department that make it possible for us to continue to serve our residents with commitment and caring.

Our priorities in FY13 included the following areas of work:

- Service integration – building our practice model
- Technology modernization
- Equity – applying principles within the Department
- Affordable Care Act implementation
- Continuing our contracts and monitoring reform

These efforts will continue in the coming year. We are making steady progress on all of these issue areas. Calendar year 2013 saw the last year of funding from the Casey Family Programs for Service Integration work and our practice model is now fairly well defined.

Technology modernization work is now funded over several years and we finished our business process and are mapping processes for our enterprise integrated case management system. We are also beginning to implement our Electronic Content Management System Electronic Health Record.

Around equity we continue to train our staff and used the principles to complete our work related to the Minority Health Initiatives and program redesign effort. This led to the creation of the Leadership Institute for Equity and Elimination of Disparities (LIEED).

The Affordable Care Act has far reaching impacts in our community. Ranging from eligibility and enrollment, to systems redesign within public health and Montgomery CARES with an emphasis on third party billing and developing models around access to care and the triple aim goals continues. DHHS was one of six organizations to receive a grant from Maryland's Health Benefit Exchange to administer outreach, education and enrollment services for residents of Montgomery and Prince George's Counties.

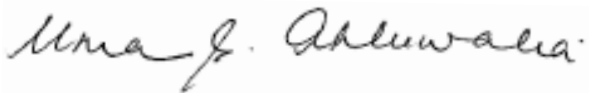
Lastly, our efforts to improve contracting efforts with small and minority providers and continuing to strengthen FIRM training have yielded good results. Compared to our FY2008 challenges with executing and monitoring contracts, we find ourselves vastly improved and our partnerships with the non-profit sector much stronger. We remain deeply grateful to our partners and Non-Profit Montgomery for their extraordinary partnership. Many thanks also to staff at the Office of Procurement and Office of the County Attorney and our staff within DHHS in helping to make this happen.

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

This year, as in the past we also saw an amazing mobilization of advocacy and commitment on the part of all policy leaders to begin to rebuild the safety net. Workforce development and a two generation approach to poverty supported by our Neighborhood Opportunity Network we hope will continue to spotlight poverty alleviation as a continued focus areas in FY14 and beyond.

I want to express our particular gratitude to the County Executive for his leadership and commitment to the vulnerable residents served by our Department. I also would like to thank members of the County Council for their continued support of the Department and the individuals we serve. I look forward to another productive year in FY14 as we continue the transformation of our Department into a truly integrated and interoperable health and human services system.

Warmly,

A handwritten signature in dark ink, reading "Uma S. Ahluwalia". The signature is fluid and cursive, with the first name "Uma" being the most prominent.

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 FY13, the Department broadened work to provide integrated case practice for cases with multiple complex, interrelated needs. Planning work focused on systems improvement and review of County land use planning documents from a health and human services perspective.*

### **This unit addresses:**

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

### **Highlights**

#### **Service Integration**

In FY13, the service integration effort convened 112 intensive team planning meetings and 34 follow up team meetings for cases with complex interrelated needs involving multiple services. Each session, attended by service providers and the client, when appropriate, met to establish overall case goals, and to identify and assign action steps toward those goals.

Recognizing that several forms of integrated practice already exist in the department, the Service Integration Coordinator met with key staff from 12 integrated case practice staffings that occur regularly in programs throughout the department. The purpose of these meetings was to gather and document information about their process to collaborate across programs to serve clients. A subsequent focus group with these staff began to create linkages and supports among these practices and the overall service integration effort for a system of integrated practice that includes all of these collaborative processes.

As part of ongoing development of the service integration work, three focus groups were conducted with key staff who participated in intensive teaming sessions to collect input on the integrated practice model. Feedback on client criteria and identification, outcomes and barriers, and training and staff development will be used to continue to advance the service integration approach.

#### **Planning**

Work continued with County Planning staff to review land use planning documents to ensure a health and human services perspective is considered in the planning process.

During FY13, the Department reviewed the Revised Rockville Pike Master Plan, the White Oak Science Gateway Master Plan and the Countywide Transit Corridor Functional Master Plan.



Additionally, the Department reviewed and commented on projects under review by the State Clearinghouse Review Process including the Draft Environmental Impact Statement for the Medical Facilities Development and University Expansion; Naval Support, Bethesda; the Housing and Urban Development (HUD): The Green at English Consul; New Construction of 133 Senior Apartments in Germantown, and Excess Real Property Conveyance: Former CH Burtonsville and Ralph Roberts Property.

### Response to Growing Community Needs

The recession that began in 2008 continued to compel increasing numbers of County residents to seek services from the Department.

The Food Supplement Program caseload has more than doubled since FY07. Caseloads for income supports continue to increase and, as of June 30, 2013, were at the following levels:

- Temporary Cash Assistance (TCA): 959
- Food Supplement Program (FS): 31,356
- Medicaid (MA): 50,147

Home Energy Assistance received 10,962 applications in FY13, a six percent decrease over FY12 which reflects a State-wide trend. While applications were lower in FY13 than the previous year, they were 21 percent higher than in FY08.

29,454 uninsured County residents received primary care and related services under the Montgomery Cares program in FY13, a 40 percent increase since FY09.

### Grants

Funding from federal, state and foundations totaled \$7,921,796 to the Department. Awards supported planning to implement an Early Childhood Advisory Council, dental services for seniors, improving oral health and health literacy, enrolling eligible residents in Maryland's Affordable Care Act health insurance plans, obesity prevention and inclusive transit planning.

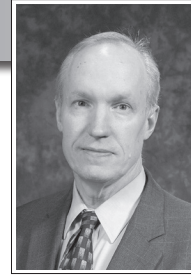
An additional \$1,131,554 in grants was awarded to partners supporting technology systems interoperability and integration and the Suburban Maryland Welcome Back Center for credentialing preparation for foreign trained health professionals.

#### Grant Awards to HHS and Partners FY09-FY13

	FY09	FY10	FY11	FY12	FY13
Grants to HHS Directly	\$2,271,061	\$7,404,421	\$922,517	\$1,158,066	\$7,921,796
Grants to HHS Partners	\$2,378,045	\$3,714,472	\$386,111	\$721,000	\$1,131,554
Total Grants Received	\$4,649,106	\$11,118,893	\$1,308,628	\$1,879,066	\$9,053,350

## Office of the Chief Operating Officer

Stuart Venzke, *Chief Operating Officer*



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

### **This Service Area includes:**

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

### **Highlights**

#### **Facilities and Logistics Support:**

- Prepared and submitted to Department of General Services 495 building maintenance requests in support of 30 DHHS facilities.
- Received and processed 39,181 closed State case records for retention/archival.
- Coordinated 6,204 reservations from employees for use of County-owned fleet of vehicles assigned to the DHHS motor pool.

#### **Fiscal Team:**

- Processed financial transactions on behalf of the department, including the following:
  - 11,203 vendor invoices paid
  - 6,701 deposits processed
  - 2,769 emergency services checks cut for clients
  - 4,170 checks issued on behalf of children in foster care
- Created a new bank account to hold social security funds that the department holds in trust on behalf of children in foster care and performed related work to transition child accounts in CHESSE in conjunction with the Child Welfare Fiscal Unit. This resolved a long-standing audit finding from the Maryland Department of Human Resources (DHR).
- Reviewed and corrected several accounting and reporting procedures related to social services programs and emergency services payments.
- Worked with the Enterprise Resource Planning (ERP) team and the Department of Finance to develop additional reporting capabilities through the ERP Business Intelligence (BI) system.

- Developed department policies concerning accounts payable, fee collection, purchase-cards and gift cards.
- Completed year-end closing procedures in ERP and for DHR programs where we must participate in DHR's year-end closing processes.

**Information Technology:**

- Provided technical and logistical support for the implementation of the Capital Region Health Connector entity.
- With the support of the Department of Technology Services (DTS), transitioned the Health Information Management System (HIMS) application off the mainframe. This was a prerequisite for DTS's planned retirement of the mainframe.
- Continued requirements and design of enterprise integrated case management system and electronic health record.

**Compliance Team:**

- Reviewed and analyzed 32 audited financial statements for the Maryland Department of Health and Mental Hygiene (DHMH) funded contracts and new vendors under contract to determine the financial soundness of vendors.
- Tracked 89 contract issues regarding initial budget, budget modifications, invoicing issues and contract financial issues.
- Finalized the DHHS Allowable Cost Policy for contract providers.
- Performed five contract reviews – Adventist Health Care – Cancer & Tobacco contract, Powell Recovery, Catholic Charities and Interfaith Works (two contracts).
- Reviewed and analyzed documentation for 12 vendors' indirect and fringe rates.
- Performed analysis on 28 special projects including internal procedures and information to DHMH on financial statement audits for last three years.
- Coordinated external audits and performed follow ups for DHR 2012 Audit, DHMH 2009 Follow Up, Latino Health Initiative Follow Up, ERP Audit and 2012 Single Audit and Follow Up..

**Contract Management:**

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

- Prepared 129 new contracts.
- Completed more than 1,300 contract actions.
- Processed 19 formal solicitations.
- Facilitated ongoing training and consultation to DHHS Contract Monitors and contracted Providers of health and human services.

## Office of Community Affairs

Betty Lam, *Chief*



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

### **This Service Area includes:**

- Community Action Agency
- Head Start
- TESS Center
- Outreach and Language Access
- Minority Health programs

### **Highlights**

- An intensive internal assessment process that began in 2011 and lasted 20 months culminated in a report, "Eliminating Disparities and Providing Equitable and Quality Services to Racial/Ethnic Communities in Montgomery County". The report represented the recognition that elimination of disparities and achievement of equity in health and well being requires a systems approach and that the responsibility lies not with one program but across the department. The report sets priorities and also recommended the establishment of the Leadership of Equity and Elimination of Disparities (LIEED) in FY14 to begin to implement the recommendations.
- 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 FY13, two workshops were held. One was on grant writing and the second one was on the Affordable Care Act. More than 84 community leaders representing 41 organizations attended the workshops.
- Projet Santé Pour Tous is a culturally-competent education program specifically designed by the African American Health Program (AAHP) to provide health education, screening and health care access to French-speaking African immigrant laborers at the CASA de Maryland labor center. The project educated 364 laborers on health topics including cancer prevention, oral and cardiovascular health.
- The African American Health Program (AAHP) held the second annual *Getting Real and Going In* summit for 70 teens ages of 13 to 17 to observe National Black HIV/AIDS Awareness Day. Health promoters provided information on obesity, cardiovascular health, smoking cessation, cancer, infant mortality and sexually transmitted diseases. The summit provided an opportunity for youth to openly discuss high-risk behaviors and their consequences.

- The Equity Work Group (EWG) held two activities to increase equity awareness within the department. An equity session targeted 200 members of the HHS Excellence group of senior managers in the Department and the work group launched its first pilot training, “*Creating a Culture of Equity*” workshop to 26 senior leadership team and equity work group members.
- Montgomery County’s Head Start Program was among the first in the nation to pass a demanding triennial review using newly introduced monitoring protocols, thus qualifying to be eligible for a five year grant award at its next re-application.
- Increased access to Community Action Agency’s Volunteer Income Tax Assistance (VITA) partnership by 26 percent from the previous year to 2,359 lower-income households, returning almost \$4.6 million in refunds and credits during tax year 2012 (FY13). Taxpayers, mostly small self-employed businesses, were expected to return an estimated \$1.3 million in Maryland and federal taxes owed. Forty-seven VITA volunteers, interns and staff were bilingual in languages that included French, Spanish, Chinese, Japanese, Tagalog, Farsi, German, Amharic, Hindi, Italian, Korean, Russian and Yoruba.
- Collaborated with the Maryland Community Action Partnership and the Community Action Board to produce and distribute the statewide 2012 Self Sufficiency Standard Maryland Report. The report documents how much income families need to meet basic needs without public or private assistance. The report is widely used by nonprofits, public agencies, and public officials to increase understanding of the challenges facing Montgomery County residents, to seek grant funding, and to create policy change.
- The Office of Community Affairs conducted “Introduction to LEP” during 23 new employee orientations, held 11 sessions of “LEP Implementation Plan” trainings, four tutorial sessions, one “Community Interpreter” training for certified bilingual staff and one “How to Work with An Interpreter” training. A total of 314 DHHS employees attended these trainings.

## Statistics

- The combined health promotion and health education efforts of the three minority health programs have generated over 20,000 encounters with community residents. All health promotion activities are conducted with culturally and linguistically appropriate materials that cover topics ranging from smoking cessation, cancer screening, healthy life styles, diabetes, heart health to HIV/AIDS.
- The Latino Asthma Management program reached 678 individuals during outreach, community and school activities and provided asthma management education to close to 20 parents/caregivers who reported increasing by 127 percent their ability to manage their children’s asthma.
- The Suburban Maryland Welcome Back Center graduated 14 foreign-trained nurses who obtained the Maryland registered nurse (RN) license or alternative certificate and joined the health workforce. Salaries increased an average of 119 percent from the time entering the program until hired as RNs. The program also expanded to include two pilot programs, one with internationally trained behavioral health professionals (10 participants) and one with physicians (18 participants).
- According to the 2012-2013 Maryland School Readiness Report, 72 percent of the MCPS Head Start students and 82 percent of the pre-kindergarten students exhibited full readiness for kindergarten; another 24 percent of the Head Starters and 16 percent of the pre-kindergarten students were approaching full readiness.

## Aging and Disability Services

John J. Kenney, *Chief*



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

### **This Service Area includes:**

- Community Support Network for People with Disabilities
- Adult Protective Services and Case Management
- Home Care Services
- Aging & Disability Resource Unit
- Respite Care, Senior Nutrition
- Long Term Care Ombudsman
- Senior Community Services
- Waiver for Older Adults
- Adult Evaluation and Review Services

### **Highlights**

- As a result of Executive Regulation 1-13 “Special Hiring Authority for People with Severe Disabilities” (enacted June 25, 2013), nine individuals with severe disabilities were hired using the special hiring non-competitive process and an additional four individuals were hired under contract.
- The Senior Nutrition Program (SNP) began the Cold Box Meal Project, which provides two cold box meals per week to seven senior apartment buildings not previously served.
- Implementation of House Bill 1257 (effective October 1, 2012), an Act Concerning: Fiduciary Institutions – Protection of Elder Adults from Financial Abuse – Reporting Requirements, and public education and outreach efforts by staff and the Montgomery County Elder and Vulnerable Adult Abuse Task Force, resulted in a 33 percent increase in referrals of suspected financial exploitation from banking institutions to the Adult Protective Services program.
- The “Senior Agenda” adopted by the County Executive in December 2012 was endorsed by the County Council in May 2013. This is a blueprint for a community for a lifetime and long-term vision for enhanced services for our older residents.



## Statistics

### Adult Protective Services

Of the 709 cases investigated, 64 percent involved self-neglect, 19 percent neglect by caregivers/others, 19 percent financial exploitation and 8 percent physical abuse

Total Number of Adult Protective Service Investigations					
FY08	FY09	FY10	FY11	FY12	FY13
580	706	667	673	600	709

### 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	FY12
Number unduplicated clients	5,256	5,464	5,334	5,531	6,826	5,629	6,193
Number congregate meals	220,061	267,889	261,201	261,905	294,914		212,063
Number home-delivered meals	76,138	73,873	69,562	72,289	161,716	175,717	181,683

### 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	FY13
Number served	2,375	2,472	2,772	2,806	2,806	2,806	3,266	3,268

### Trends/Issues

- There is a growing need for residential, employment and supportive day program services for individuals with disabilities of all ages. There will be a need to expand the current number of providers for this population.
- The population of seniors is growing in the –one in eight Montgomery County residents are over age 65 with an estimated 73 percent increase by 2040 and a commensurate increase in need for services.
- The number of students diagnosed with autism has risen dramatically in the past decade, from about 400 in the 2001-02 school year to just over 1,900 by June 2012. In 2011–2012, Montgomery County had 702 children on the registry (or 19.54 percent) and served 199 children. In 2013-2014 Montgomery County had 766 children on the registry (or 19.5 percent) and served 234 children.



## Behavioral Health and Crisis Services

Raymond L. Crowel, *Chief*



*Health care reform and Maryland's behavioral health integration efforts are changing the face of the behavioral health system as we have known it. We are fortunate to be able to partner with a dedicated community as we work collaboratively to shape the fabric of what behavioral health will look like in Maryland. The number of individuals being served in the community continues to increase and BHCS remains committed in its efforts to ensure that individuals living with behavioral health challenges have their needs met through the highest quality services possible.*

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

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

### Highlights

#### Service Delivery

Access to Behavioral Health Services assisted 793 consumers in accessing public mental health services. More than 2500 individuals (2514) were screened for substance abuse and mental health issues.

The Adult Behavioral Health Program (ABHP) continues to provide outpatient services to undocumented residents of Montgomery County. Approximately 16 percent of clients at ABHP are undocumented. Thirty two percent of all clients are Hispanic; 21 percent are from Vietnam and 10 percent of the clients are from African countries.

Child and Adolescent Behavioral Health Services saw an increase in requests for outpatient behavioral health services from December 2012 through February 2013. The total number of requests for treatment for both programs in FY 2013 was 377.

Clinical Assessment and Treatment Services (CATS) added two therapist positions to support weekend coverage in addition to expanded evening coverage. In FY13, CATS provided needs/risk assessment services to 2151 incoming inmates. The transition team provided discharge planning services to 373 exiting inmates requiring services in the community.

Jail Addiction Services (JAS) filled an ADAA funded care coordination position. This position was designed to support the transitional / addiction recovery needs of JAS inmates after their release from incarceration. JAS served 374 inmates in FY13.

#### Collaboration and System Integration

Maryland's Commitment to Veteran's (MCV) regional coordinator now has weekly office hours at the Crisis Center. Veterans have access four days per week to either VA or MCV staff at the Crisis Center.

The Crisis Center continued its collaboration and partnership with Montgomery County Public Schools (MCPS) through the "Assessment of Children in Psychiatric Crisis" initiative. Now in its twelfth year, the Crisis Center provides mental health assessments and treatment

recommendations for students referred by the school system when there is a concern that the student may be in a mental health crisis. During FY13, the Crisis Center provided assessments for 771 students, a 30 percent increase over the assessments provided in FY12. It is the largest year to year increase to date since the initiative began.

The Crisis Center collaborated with Montgomery County Policy Department (MCPD) to provide Crisis Intervention Team (CIT) trainings to law enforcement personnel from MCPD, the Sheriff's Office and the Department of Corrections. The training prepares law enforcement officers to successfully intervene with individuals presenting in psychiatric crisis or with severe mental illness. During FY13, the Crisis Center provided CIT training to 122 law enforcement officers, a nearly 50 percent increase over the number of officers trained in FY12 (83 officers trained).

### Capacity Building

Montgomery County continues to expand landlord based housing for individuals living with mental illness. Behavioral Health Planning and Management (BHPM) partners with Housing Unlimited, Inc. (HUI) to ensure tenants have community supports and housing subsidies needed to maintain their housing. HUI expanded by seven beds in FY13, with an expected expansion of nine more beds in FY14.

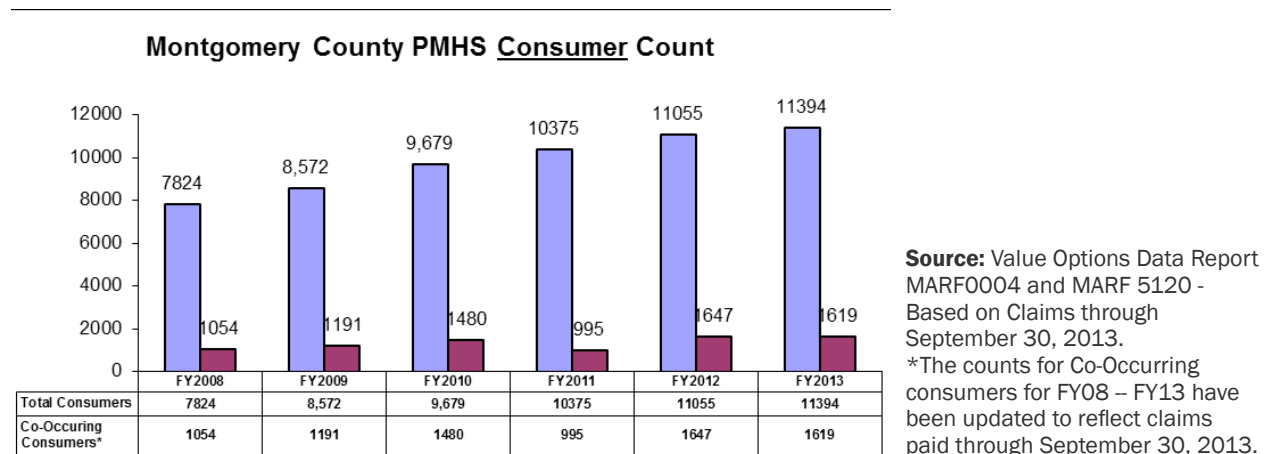
Supported housing (landlord based housing with psychiatric rehabilitation support) is also expanding as local psychiatric rehabilitation providers begin to purchase housing and lease rooms to individuals living with mental illness. There are a total of 46 supported housing beds and 15 sites among three providers. Cornerstone Montgomery (formerly St. Luke's House/Threshold Services United) was awarded funds to develop 10 supported housing units in FY14 and FY15; and Family Services Inc. Montgomery Station will be opening two new sites (six beds) in fall 2014.

### Monitoring and Evaluation

Behavioral Health Planning and Management (BHPM) continues to monitor and evaluate behavioral health programs at the local level. BHPM partnered with the Department of Health and Mental Hygiene (DHMH), the Administrative Services Organization (ASO) and monitored agencies independently. BHPM conducted 12 independent monitoring visits and partnered with DHMH on one visit and with ASO on two visits. BHPM also participated in one accrediting site (CARF) visit with a local provider.

### Trends/Data

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



## Children, Youth and Family Services

Kate Garvey, *Chief*



**Message from the Chief:** *In FY13, we continued to focus on responding effectively to the needs and interests of our residents and partners as demands for services continued to grow and resources were limited. We were successful due to the commitment, skill and hard work of our staff and our partners. Success occurred and progress was made in programs throughout the service area, including children remaining safe in their homes; youth finding employment, residents receiving their benefits timely, and children being fully prepared for and engaged in school.*

### 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. The number of new out-of-home placements decreased by seven percent and an increasing number of children moved into permanent placements. The number of children in temporary out-of-home placements decreased by 15 percent. While 2,550 new investigations were opened, this was a 13 percent decrease over the previous year.

The **Street Outreach Network (SON)** served 387 high risk and gang involved youth throughout the county including the East County Corridor, Germantown communities, and the Bel Pre area. The UpCounty and DownCounty Youth Opportunity Centers served over 600 clients in FY13. Planning and preparation for two additional High School Wellness Centers was completed in FY13, with openings at Gaithersburg High School and Watkins Mills High School occurring in September 2013.

**Income Supports** saw another year of increases in overall application volume and caseloads. Since FY07, combined caseloads for Cash Assistance, Food Supplement and Medical Assistance have increased by 98.6 percent. Considering this unprecedented increase in caseloads, it is significant that compliance rates for application timeliness continued to exceed the State required goal of 96 percent for these programs, thereby providing benefits to residents in need in a timely manner. Operationally, Income Support staff worked closely with the Medical Assistance Eligibility team in Public Health Services to plan for the creation of an integrated Office of Eligibility and Support Services. **Linkages to Learning** served more than 5,000 county residents across 26 schools, providing ongoing comprehensive mental health and/or case management services to 3,700 of these individuals. Linkages site staff delivered over 68,100 customer encounters (2,600 per site).

**Early Childhood Services** provided training workshops to more than 2,000 child care providers and technical assistance to more than 1,000 prospective and current providers through the Children's Resource Center. The Center supported 81 child care providers pursuing degrees in early childhood education at Montgomery College with scholarships, mentoring and career counseling. Thirty four child care providers pursuing their child development associate certification received scholarships and coaching.

### **Trends/Issues**

#### **Child Welfare Services**

Montgomery County had 48 children permanently leave Child Welfare to live with relatives during FY13 and 31 children adopted, exceeding the Maryland Department of Human Resources' (DHR) Place Matters goal of having 24 children permanently leave care to custody and guardianship.

The Freddie Mac Foundation funded a proposal for a Supportive Youth Housing Program (SYHP) to provide subsidized housing and case management to 11 youth aging out of the Child Welfare system. In partnership with the Housing Opportunities Commission, rent and utilities were subsidized on a sliding fee scale during the year for these youth. A case manager helped youth access community resources for employment and career building, counseling to improve interpersonal skills and community connections with family, and helped find mentors and adult role models and negotiated goods and services to maintain physical and mental health services.

#### **Linkages to Learning**

Montgomery County Coalition for Adult English Literacy (MCAEL) awarded a \$94,000 grant to Linkages to Learning through the MCPS Educational Foundation, to provide more hours of instruction in adult English literacy classes than in years past, and expand a partnership with the George B. Thomas Learning Academy to provide Saturday classes at Watkins Mill High School.

#### **Child Care Subsidy Programs**

The waiting list in the State Child Care Subsidy Program (SCCSP) declined from 2,000 to 158 for Montgomery County families seeking a State subsidy when the State opened eight of the 10 income brackets. The two highest income brackets for the Maryland Child Care Subsidy Program remain frozen.

The County-funded Working Parents Assistance Program (WPA) lifted its wait list in the last quarter of FY13. The WPA program continues to serve eligible families with incomes that exceed the open brackets of State Child Care Subsidy Program. The program ended the year with 302 children enrolled in the program.

### **Statistics**

<b>Income Support Caseloads</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
Temporary Cash Assistance	1,059	963	959
Food Supplement Program	25,554	27,661	31,356
Medical Assistance Programs	45,104	48,284	50,147

## Public Health Services

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



*In FY13, Public Health Services began planning for implementation of the Affordable Care Act (ACA) to provide health insurance to qualified residents and to design systems to support the implementation, including the electronic health records and billing for some services*

*Staff, community partners and medical volunteers continued to protect and ensure the health of residents by providing health room staff in 202 MCPS schools; inspecting restaurants and food service facilities, nursing homes, group homes and swimming pools; testing and treating residents with tuberculosis, HIV and other diseases; case management of pregnant teens, women and newborns; and providing primary care to over 30,000 uninsured residents.*

*The Healthy Montgomery health improvement process focused on priority areas of obesity and behavioral health. Montgomery County was ranked one of the healthiest counties for the fourth year in a row in the Robert Wood Johnson Foundation's 2013 County Health Rankings.*

*\*Visit [www.HealthyMontgomery.org](http://www.HealthyMontgomery.org) to view a summary of the Montgomery County results and other health data.*

### **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**

- School nurses case managed over 15,500 children with chronic health conditions and responded to 571,517 visits to school health rooms.
- Public Health Services began planning for the new Office of Eligibility and Support Services along with Children, Youth and Families, to allow a more seamless system for thousands of residents needing determination of eligibility for Medicaid and income support services.
- Licensure and Regulatory Services posted food service inspection results for the public on the dataMontgomery website and increased the completion rate of mandated restaurant and food services inspections from 72 percent in FY12 to 88 percent in FY13.
- Community health nurses provided case management to 1948 newborns and to pregnant teens and other maternity clients.
- Communicable Disease and Epidemiology conducted 207 rabies risk assessments from January to September 2013, 74 legionellosis investigations and multiple vaccine-preventable disease investigations such as measles, pertussis, Hepatitis and mumps.
- Women's Cancer Control Program provided breast cancer screening, and cervical cancer screening as needed, for 1592 women, and expanded services to include surgical consultations and case management through biopsy when indicated.



- Two hundred ninety five residents were screened and provided with follow up and case management for colorectal cancer through the Cancer Crusade program. Dental services were provided to 757 maternity clients; 1,383 uninsured children and 2,123 uninsured, low income adults and seniors. Dental care services were provided to 225 individuals at three homeless shelters through the Montgomery Cares Homeless Health program.
- The Community Health Improvement Process incorporated the 2010 revised birth certificate data sets in its data repository, restructured the development of birth indicators that were needed, and working with other community partners to help ensure accurate records going forward.
- Public Health Services participated in emergency preparedness exercises, planning and trainings with regional, state and hospital partners. The Public Health Emergency Preparedness and Response Program achieved a perfect score on its annual Centers for Disease Control (CDC) Local Technical Assistance Review to ensure readiness and measure capacity for critical functions in plans for local jurisdiction receiving federal Cities Readiness Initiative funds.

### Statistics

- Montgomery Cares provided primary and specialty care, and medications for 29,454 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 1,668 women in partnership with three hospital-based clinics, with 95 percent of these women delivering healthy birth weight babies.
- Care for Kids provided access to primary health care, prescription medicines and limited specialty care to 2,770 uninsured, low income children who were not eligible for State programs.

### Trends/Issues

- Public Health Services programs worked with consultants to prepare for electronic medical records, billing and other changes to leverage resources and revenues under the Affordable Care Act. Participating programs include the County's HIV/AIDS program, School Based Health Centers, the Immunization, TB and STD programs and Dental program.
- School Health Services staff and medical contractors operated eight School Based Health and Wellness Centers at seven elementary schools and one high school. In FY14, there will be an additional four centers. Plans include sharing clinic space after hours with medical providers to increase availability of primary care services for families in these neighborhoods.
- Working with the Primary Care Coalition, most Montgomery Cares clinics converted to an electronic health record system. Conversion, including staff training, began in July 2013, and is slated to be completed by the end of the calendar year.
- For the first time, county-level data will be available on a wide range of health behaviors, risk behaviors, and tobacco/substance use from the Maryland Youth Tobacco and Risk Behavior Survey, administered in MCPS middle school and high school classrooms this past year. These indicators will be valuable additions to DHHS programs, the Healthy Montgomery community-wide planning efforts, policymakers, the Commission on Health and others who work to improve population-based health and well-being in the community for years to come.

## 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**

- Montgomery County, in partnership with the City of Gaithersburg, held the third annual Homeless Resource Day as a way to reach out to residents experiencing homelessness and connect them with needed community resources and supports. More than 320 households attended this highly successful event and were able to receive health screenings, register for benefits, legal assistance, employment, haircuts and more.
- Montgomery County joined the 100K Homes Campaign, a national effort to house the most vulnerable homeless individuals and families in our community. To support this effort, Montgomery County approved funding for an expansion of the County's deep rental subsidy program with supports, known as the Housing Initiative Program (HIP), to serve 25 medically vulnerable single households.
- The Housing Initiative Program served 244 households in FY13 and 98 percent of the participants remained housed for at least 12 months. The program serves households with income below 30 percent of the area median income (AMI).
- Two hundred forty-eight (248) families and 478 individuals were served in permanent housing in FY13. Permanent Supportive Housing is provided via County and U.S. Department of Housing and Urban Development (HUD) funding, as well as local and private community partnerships.
- There were and 119 permanent supportive housing beds available in FY13, from 1,707 in FY12 to 1,826.

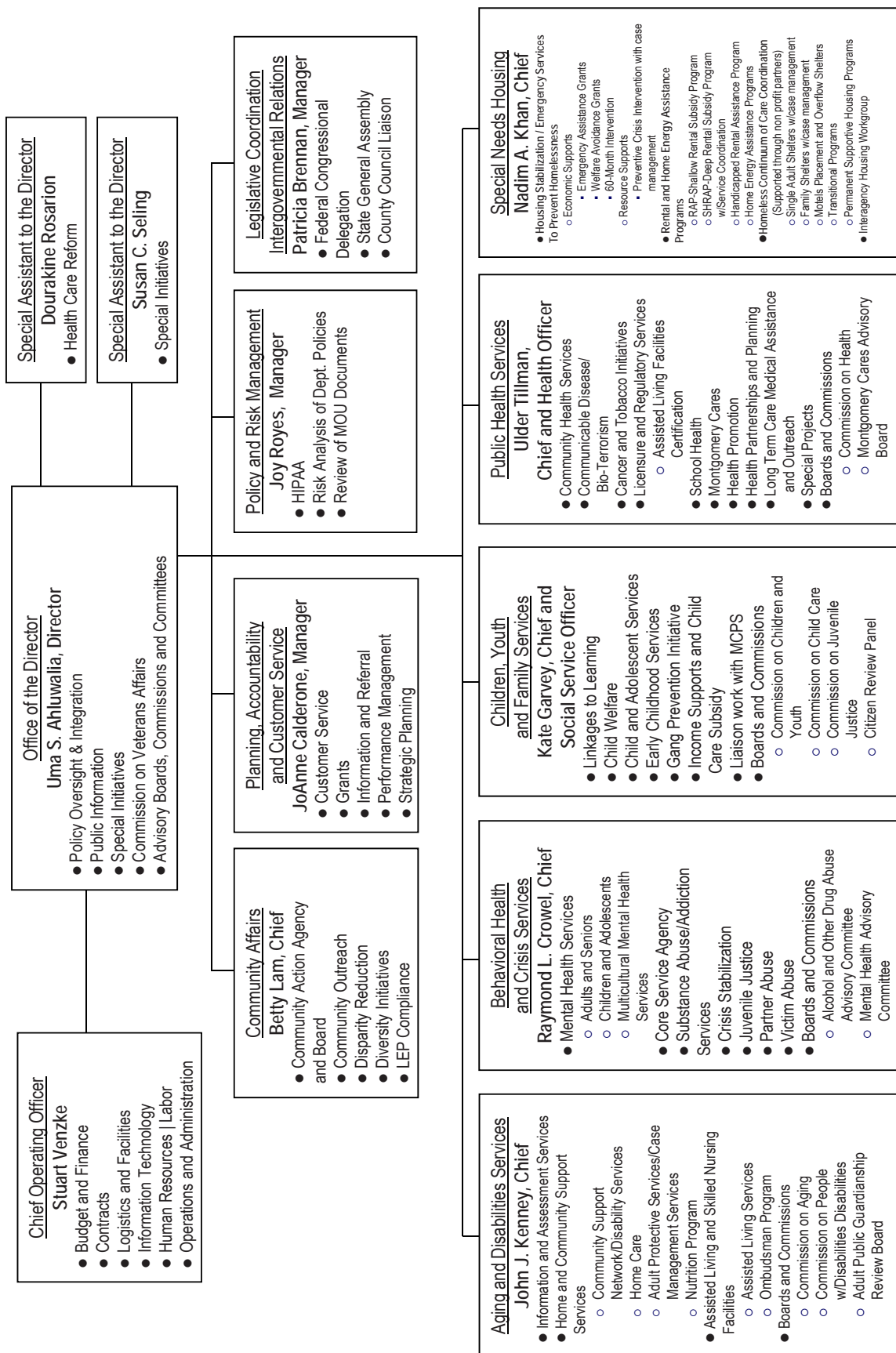


**Statistics**

<b>Special Needs Housing Services</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
<b>Crisis Intervention</b>			
Number of Applications	7,978	7,107	6,431
Number of Grants	6,201	5,422	4,124
Average Grant	\$693	\$707	\$724
<b>Home Energy Assistance</b>			
Number of Applications	12,356	11,692	10,962
Number of Grant Households	9,483	8,778	7,308
<b>Rental Assistance</b>			
Average Number of Households Receiving Subsidy per month	1,397	1,434	1,600
<b>Emergency Shelter Services</b>			
Single Adults Served	1,331	1,280	1,283
Families in Shelter	148	116	111
Motel Overflow	304*	377	416
Total Number of Families Served in Shelter and Motels	452*	493	449
<b>Transitional Shelter</b>			
Single Adults Served	353	299	334
<b>Permanent Supportive Housing</b>			
Families	220	249	248
Singles	527	480	478
Total Households	747	729	726
<b>Housing Initiative Program</b>			
Housing Initiative Program	210	209	244
Total	210	209	244

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

## Department of Health and Human Services - Organizational Chart



## DHHS At A Glance

Fiscal Year 2013 Budget.....\$252,303,162

Number of employees – 1558.6 Work Years (1321 Full Time/ 332 Part Time) employees

One hundred twenty four (124) programs offering services

More than 5000 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

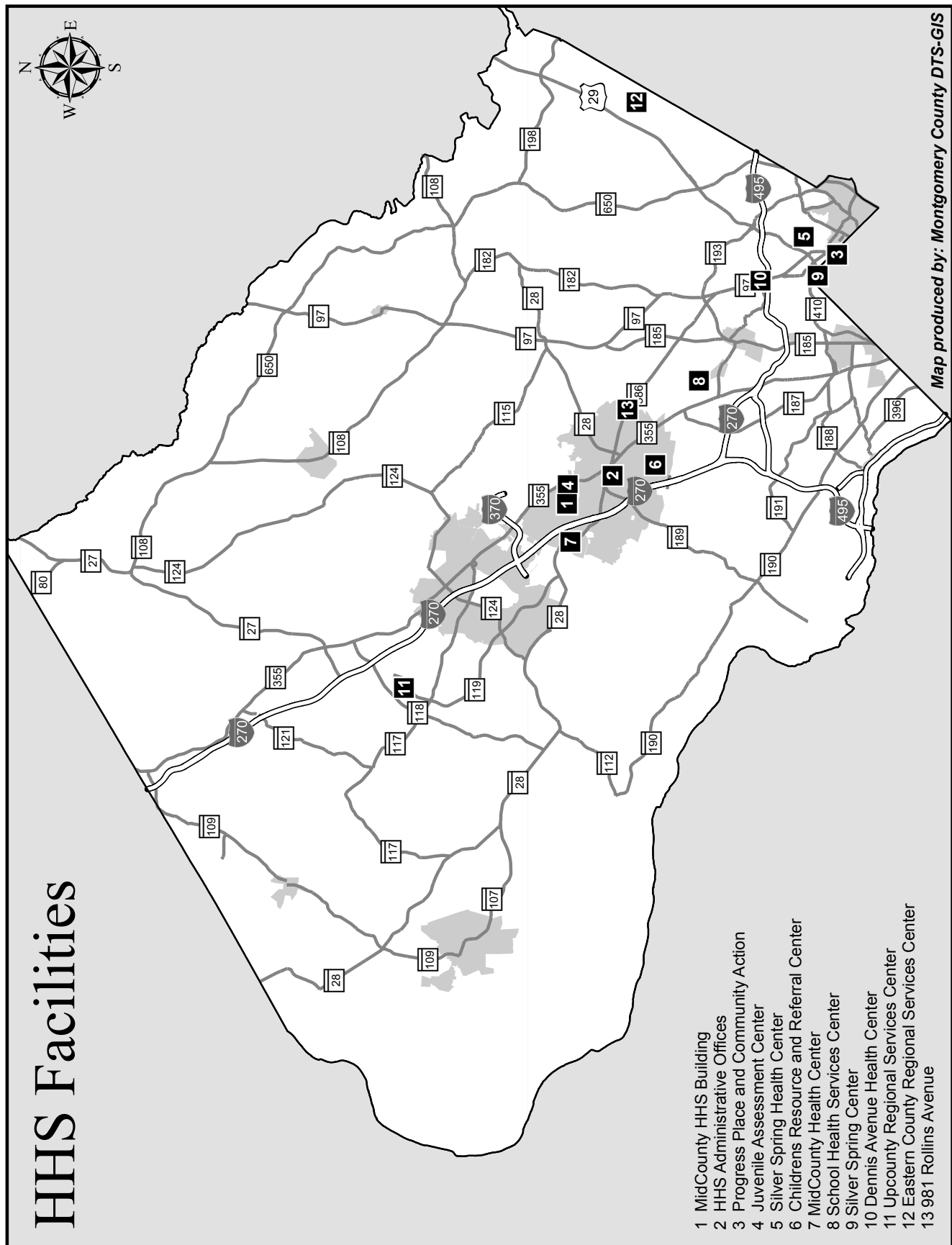
Commission on Veterans Affairs

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 BEHVAORIAL 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, 5<sup>th</sup> Floor  
Rockville, Maryland 20850

Information and Assistance  
Call 311  
[www.montgomerycountymd.gov/311](http://www.montgomerycountymd.gov/311)

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

[www.montgomerycountymd.gov/hhs](http://www.montgomerycountymd.gov/hhs)

**Uma S. Ahluwalia**, *Director*

**Stuart Venzke**, *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*

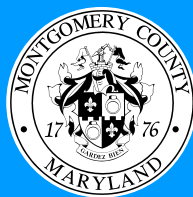
**Kate Garvey**, *Chief, Children, Youth and Family Services*

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

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







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