



# Behavioral Health and Crisis Services

## RECOMMENDED FY22 BUDGET

\$45,781,511

## FULL TIME EQUIVALENTS

234.20

 RAYMOND L. CROWEL, PSY.D., DIRECTOR

## FUNCTION

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

## PROGRAM CONTACTS

Contact Rolando L. Santiago, PhD of the HHS - Behavioral Health and Crisis Services at 240.777.7000 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### 24-Hours Crisis Center

This program provides telephone, walk-in, mobile crisis outreach, single adult shelter system screening and referrals, and crisis residential services to persons experiencing situational, emotional, or mental health crises. The Crisis Center provides all services, twenty-four hours/day seven days/week. Much of the work of the Crisis Center focuses on providing the least restrictive community-based service appropriate to the client's situation. The Crisis Center coordinates the mental health response during disasters and community critical incidents and serve as the afterhours contact for Public Health, STEER (Stop, Triage, Engage, Educate, Rehabilitate), APS (Adult Protective Services) APP (Abused Person Program) and CWS (Child Welfare Services).

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of students identified by schools to be at risk who were referred to the Crisis Center <sup>1</sup>	1,954	1,169	1,900	1,900	1,900
Number of walk-in contacts <sup>2</sup>	6,030	4,669	6,500	6,700	6,900
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	92%	92%	95%	95%	95%

<sup>1</sup> FY20 statistic impacted by COVID-19 and shift to learn from home environment.

<sup>2</sup> FY20 statistic impacted by COVID-19 and social distancing requirements.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>5,572,730</b>	<b>40.40</b>
Enhance: Annualization of Six Therapist II Positions to Support Mobile Crisis Response	658,996	6.00
Add: Creation of Three Mobile Crisis Outreach Teams	521,140	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	72,136	0.00
<b>FY22 Recommended</b>	<b>6,825,002</b>	<b>52.40</b>

## Access To Behavioral Health Services

Access to Behavioral Health Services connects uninsured and low-income consumers with mental health and/or substance abuse problems to the appropriate community services by providing information and referral, and behavioral health screenings and assessments. To provide effective engagement in needed services, program staff also provide short-term case management and psychiatric services to vulnerable clients, such as those recently discharged from a psychiatric hospital or jail until they can be linked to a community outpatient mental health program. More intensive social work services are provided to individuals with serious mental illness to ensure effective engagement in needed services and sufficient community supports to reduce negative outcomes and foster the wellness and recovery of the consumer. The Urine Monitoring Program serves clients referred by the courts, social service agencies, or behavioral health providers, and others required to submit to breathalyzer and urine surveillance or who require or request such screening and testing to support recovery from substance abuse.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of clients served (unduplicated) <sup>1</sup>	3,142	2,575	3,100	3,100	3,100
Percent of customers satisfied with Access staff services	97%	97%	97%	97%	97%
Percent of clients referred keeping first appointment with community provider <sup>2</sup>	75%	76%	77%	80%	82%

<sup>1</sup> Decline due to closure of physical offices from mid-March to present and consequent shift to telehealth. Numbers expected to rebound to the prior predicted levels.

<sup>2</sup> Program's primary service is connecting individuals with mental health and addictions needs to appropriate services.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>3,432,697</b>	<b>29.00</b>
Decrease Cost: Reduce Broker Contract for ACCESS Program	(32,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,169	0.00
<b>FY22 Recommended</b>	<b>3,413,866</b>	<b>29.00</b>

## Admin - Behavioral Health & Crisis Services

This program leads, oversees, and guides the administration of Behavioral Health and Crisis Services (BHCS). It coordinates the implementation of the strategic alignment plan, and the development of the County behavioral health continuum.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>799,162</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,283	0.00
<b>FY22 Recommended</b>	<b>801,445</b>	<b>4.00</b>

## ☀ Adult Behavioral Health Services

Adult Behavioral Health Services is an Outpatient Mental Health Center (OMHC) that serves a primarily immigrant population with severe and persistent mental illness. Services are site based and include psychiatric evaluation and medication management, individual, group and family therapy, as well as office-based management services. Collaboration with family members, collateral treatment providers, and formal and informal community supports is an integral part of the treatment process and is highly encouraged. The program accepts public benefits such as Medicare and Medical Assistance but also utilizes the annual Department of Health-Behavioral Health Administration sliding fee scale. Most of the clinical staff is bilingual in English and either Spanish, Vietnamese, or French, and clients speaking other languages are assisted using the Language Line, a telephone translation service.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of clients served	340	305	367	367	367
Percent of customers satisfied with Adult Behavioral Health Services (ABH) <sup>1</sup>	95%	N/A	95%	95%	95%
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale <sup>2</sup>	76%	N/A	75%	75%	75%

<sup>1</sup> The program was unable to distribute customer satisfaction forms due to COVID-19 and social distancing requirements. Surveys will be distributed again in FY21.

<sup>2</sup> Collection of this measure has been complicated by COVID-19 and staff turnover. Collection and reporting will resume in FY21.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>1,753,829</b>	<b>10.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(80)	1.00
<b>FY22 Recommended</b>	<b>1,753,749</b>	<b>11.50</b>

## ☀ Adult Forensic Services

Adult Forensic Services is comprised of four programs: 1) CATS (Clinical Assessment and Transition Services) provides assessment and post-booking diversion services to newly booked inmates with behavioral health issues and discharge planning for those being released to the community. The Forensic Liaison supports the Competency Docket with reentry recommendations for those returning from State Hospitals; 2) JAS (Jail Addiction Services) is an ASAM II.5 level jail-based residential addiction treatment program for inmates with Substance Use Disorders at the Montgomery County Correctional Facility; 3) The JCAP (Justice Clinical Assessment and Planning) Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court; and 4) STEER (Stop, Triage, Engage, Educate, Rehabilitate) is a team of peer specialists who respond 24/7/365 to opioid overdoses and provider referrals for high risk Substance Use Disorder clients.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of unduplicated clients served	1,994	1,780	1,800	1,800	1,800
Percent of customers satisfied with Adult Forensic services <sup>1</sup>	80%	94%	85%	85%	83%
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment	58%	26%	60%	60%	60%
Percent of successful Jail Addiction Services clients that were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	75%	74%	77%	77%	77%
Percent of clients who successfully graduate from Mental Health Court	67%	72%	70%	70%	70%

<sup>1</sup> FY19 statistics are for Jail Addition Services only. Surveys expanded in FY20 to include additional services offered by the program.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>3,277,187</b>	<b>28.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(14,397)	0.00
<b>FY22 Recommended</b>	<b>3,262,790</b>	<b>28.00</b>

## ☀ Local Behavioral Health Authority

As the State mandated Local Behavioral Health Authority (LBHA), this program is responsible for system planning, management, and oversight of the Montgomery County behavioral health system across the lifespan (behavioral health, mental health, and substance use disorders). The LBHA manages State and Federal grants as well as County-funded programs and ensures quality of care, quality improvement and access to behavioral health fee for service programs. The LBHA has the responsibility of system planning, which involves assessing and determining gaps in behavioral health treatment and rehabilitation and working closely with community service providers and partners, forensic services, and public safety. The LBHA ensures for the ongoing development of a resiliency and recovery-oriented continuum of services that provide for consumer choice and empowerment. This program manages all BHCS service area contracts.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of grants managed and contracts monitored	102	92	95	95	95
Percent of Memorandum of Understanding (MOU) monitoring reviews with satisfying results	95%	93%	95%	95%	95%
Percentage of contracts meeting county and state timeliness requirements	93%	96%	96%	96%	96%
Percent of adults served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education <sup>1</sup>	80%	N/A	N/A	N/A	N/A
Percent of children served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education <sup>2</sup>	94%	N/A	N/A	N/A	N/A

<sup>1</sup> Maryland ASO Optum retired the OMS datamart and all its reports effective January 1, 2020. No data is available to support the measure.

<sup>2</sup> Maryland ASO Optum retired the OMS datamart and all its reports effective January 1, 2020. No data is available to support the measure.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>12,782,203</b>	<b>23.50</b>
Technical Adj: Local Behavioral Health Authority State Opioid Grant	(97,768)	0.00
Decrease Cost: Decrease Shared Psychiatrists Contract Budget Due to Lack of Respondents	(220,000)	0.00
Re-align: Cost of Residential Rehab Supplemental to Reflect Fee for Service Contracts	(320,174)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	301,092	0.00
<b>FY22 Recommended</b>	<b>12,445,353</b>	<b>23.50</b>

## ☀ Outpatient Behavioral Health Services - Child

Adolescent Outpatient Behavioral Health Services - Child offers comprehensive substance use prevention, substance use and mental health screenings, mental health treatment, and care coordination services for Montgomery County youth and their families, particularly for the most vulnerable. Services are individualized, child-focused, family-driven, culturally and linguistically appropriate, and accessible via office, school, and community-based settings. The program strives to serve the behavioral health

needs of youth and families along a continuum of care from prevention to treatment

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of clients served (unduplicated) <sup>1</sup>	1,472	992	1,200	1,200	1,200
Number of Rx drug pounds collected at drug take back events <sup>2</sup>	1,438	902	2,050	2,350	2,350
Percent of customers satisfied with Child and Adolescent Behavioral Health	95%	98%	98%	98%	98%
Percent of clients who showed symptom reduction at posttest or upon discharge	61%	75%	75%	75%	75%
Percent of offenders under age 18 that are diverted to substance abuse education or mental health treatment programs who do not re-enter the correction system within 12 months of being assessed compliant with requirements <sup>3</sup>	93%	93%	95%	95%	95%

<sup>1</sup> The number of clients decreased in FY20 due to vacancies and COVID-19 and school closures, which reduced the number of referrals.

<sup>2</sup> The April drug take back day was cancelled due to COVID-19 restrictions.

<sup>3</sup> This measure is by definition a 12-month follow-up of clients, so actual FY20 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY19.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>7,123,933</b>	<b>29.75</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	98,156	0.50
<b>FY22 Recommended</b>	<b>7,222,089</b>	<b>30.25</b>

## Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Treatment Program the Medication Assisted Treatment Program (MAT) and the Urine Monitoring Program. The Drug Court program delivers Outpatient and Intensive Outpatient levels of care, in addition to psychiatric interventions and medication assisted treatment. The MAT program works with opioid use disorders and alcohol disorders and delivers methadone, buprenorphine, and naltrexone therapies. The urine monitoring program is an onsite Urinalysis Collection Program which monitors for substance use within these programs, the Mental Health Court program, Child Welfare and Probation and Parole.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Specialty Behavioral Health Services clients discharged (Medication Assisted Treatment Program and Adult Drug Court)	231	209	180	180	180
Percent of clients receiving opioid treatment or court mandated addiction services who were successfully discharged	55%	58%	60%	60%	60%
Percent of customers satisfied with Medication Assisted Treatment <sup>1</sup>	N/A	95%	90%	90%	90%
Percent of customers satisfied with Drug Court	N/A	94%	90%	90%	90%

<sup>1</sup> The program aims for a 90% satisfaction as the service standard, which is used to set the projections.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>3,409,705</b>	<b>23.55</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(146,118)	(0.55)
<b>FY22 Recommended</b>	<b>3,263,587</b>	<b>23.00</b>

## Trauma Services

Trauma Services (TS) includes the Abused Persons Program (APP) for partner violence and the Victim Assistance and Sexual Assault Program (VASAP) for sexual assaults and general/violent crimes, including services to surviving family members of homicide and tragic/traumatic deaths. Trauma Services provides comprehensive, individualized, and culturally appropriate clinical and victim assistance services to domestic violence victims and offenders, sexual assault victims, and victims of general crime of all ages. Programming for domestic violence, sexual violence, and human trafficking victims also includes information and referral, lethality assessments, crisis intervention, safety planning, outreach to hospitals/police stations for victims of sexual assault and placement in emergency shelters.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of new Partner Abuse victims served	1,330	1,155	1,330	1,330	1,330
Number of Partner Abuse victim clients waiting for counseling service (monthly average)	44	39	40	40	40
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale <sup>1</sup>	90%	95%	90%	90%	90%

<sup>1</sup> Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>6,348,003</b>	<b>30.55</b>
Increase Cost: Domestic Violence Offender Treatment Program Due to Increase Contract Cost	138,911	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(38,938)	0.00
<b>FY22 Recommended</b>	<b>6,447,976</b>	<b>30.55</b>

## Treatment Services

This program provides overall management of the County Operated Publicly Funded Behavioral Health Continuum of Care and provides administrative support for the managerial duties of the Treatment Services Administrator.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>361,730</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(16,076)	0.00
<b>FY22 Recommended</b>	<b>345,654</b>	<b>2.00</b>

## PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
24-Hours Crisis Center	5,572,730	40.40	6,825,002	52.40
Access To Behavioral Health Services	3,432,697	29.00	3,413,866	29.00
Admin - Behavioral Health & Crisis Services	799,162	4.00	801,445	4.00
Adult Behavioral Health Services	1,753,829	10.50	1,753,749	11.50
Adult Forensic Services	3,277,187	28.00	3,262,790	28.00
Local Behavioral Health Authority	12,782,203	23.50	12,445,353	23.50
Outpatient Behavioral Health Services - Child	7,123,933	29.75	7,222,089	30.25
Specialty Behavioral Health Services	3,409,705	23.55	3,263,587	23.00
Trauma Services	6,348,003	30.55	6,447,976	30.55

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## PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Treatment Services	361,730	2.00	345,654	2.00
<b>Total</b>	<b>44,861,179</b>	<b>221.25</b>	<b>45,781,511</b>	<b>234.20</b>

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