

DEPARTMENT OF HEALTH AND HUMAN SERVICES:
REVIEW OF FY07 BEHAVIORAL HEALTH AND
CRISIS SERVICES STAFFING



OFFICE OF LEGISLATIVE OVERSIGHT
REPORT NUMBER 2008-6

JANUARY 29, 2008

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OVERVIEW

Behavioral Health and Crisis Services (BHCS) is one of five service areas within the County Government's Department of Health and Human Services (DHHS). BHCS provides an array of services to assist adults and children in crisis or with behavioral health needs, including mental health, substance abuse, and crisis intervention services. BHCS provides services through a combination of County Government (in-house) and contract staff.

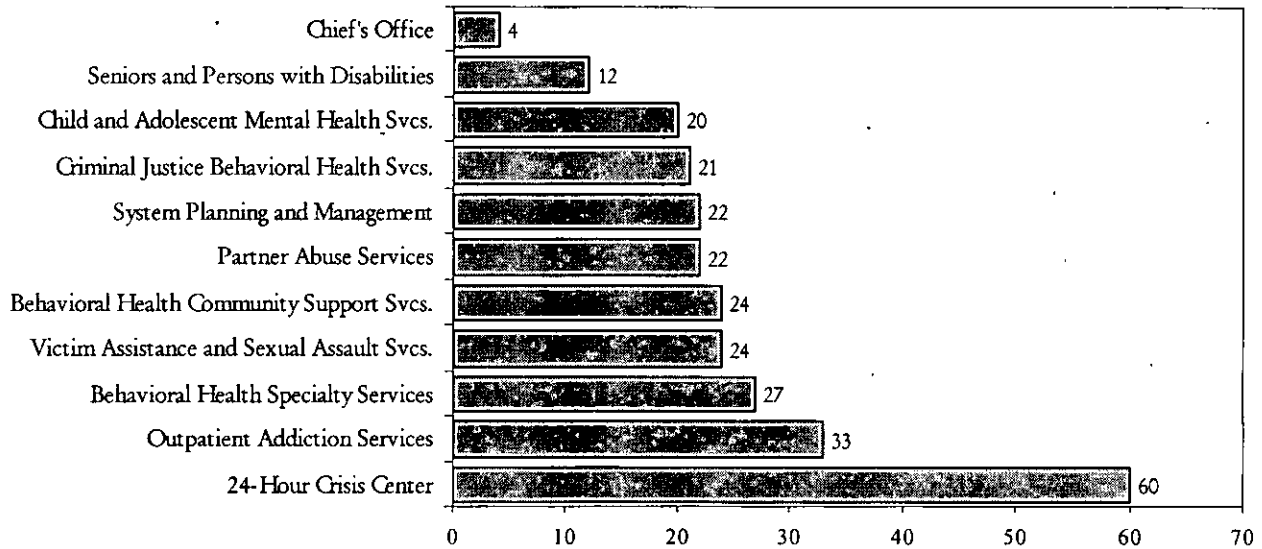
The Council asked the Office of Legislative Oversight (OLO) to provide a profile of Behavioral Health and Crisis Services' FY07 program staffing. For the 11 programs listed below, OLO's report summarizes data on both County Government employees and staff providing services via County contracts managed by BHCS. OLO's review did not include four housing-related programs, which DHHS moved in early FY08 from BHCS to a separate service area.

BHCS PROGRAM	DESCRIPTION
Chief's Office	Provides administrative oversight and support for all BHCS programs
24-Hour Crisis Center	Offers telephone and walk-in crisis intervention services, community crisis or disaster response, and community-based mental health services. The Crisis Center also houses the Public Inebriate Initiative Team.
Behavioral Health Community Support Services	Provides addiction and mental health services for adults, including case management, urinalysis services, and contract monitoring for addiction and co-occurring disorder treatment.
Behavioral Health Specialty Services	Screens all individuals seeking services in the public mental health system and County addiction services. Behavioral Health Specialty Services also provides outpatient mental health services to low income adults.
Child and Adolescent Mental Health Services	Provides outpatient mental health services to children and adolescents experiencing severe mental health, behavioral, substance abuse, or victimization problems.
Criminal Justice Behavioral Health Services	Provides substance abuse and mental health evaluation, treatment, and case management to offenders at the Montgomery County Detention Center.
Mental Health Services for Seniors and Persons with Disabilities	Manages contracts for mental health services for seniors and persons with disabilities; provides consultation to DHHS' Aging and Disability Services and community mental health providers; and conducts trainings.
Outpatient Addiction Services	Provides outpatient treatment for adults with co-occurring substance abuse and mental health disorders who are unable to obtain services from other providers for reasons such as homelessness, lack of insurance, or involvement in the criminal justice system.
Partner Abuse Services	Provides services to victims of domestic violence and their children, including shelter services and counseling. Additionally, the program offers counseling for abusers.
System Planning and Management	Oversees federal and state grants to BHCS; serves as Montgomery County's State-designated authority for planning, managing, and monitoring local public mental health services; and manages a large portion (42% in FY07) of BHCS' contracts.
Victim Assistance and Sexual Assault Services	Provides crisis intervention, counseling, and court/advocacy assistance services to victims of crimes, including sexual assault.

POSITIONS AND WORKYEARS

In FY07, BHCS had 269 positions and 246.2 workyears distributed among ten programs and the BHCS Chief's Office (Exhibit 1). These positions were distributed among 36 County job classes representing a wide range of professions, including: therapists, medical doctors, nurses, social workers, community service aides, managers, and administrative personnel. Notably, 132 of BHCS' positions (49%) were Therapist class positions.

Exhibit 1: Number of BHCS Positions by Program, FY07 (N=269)

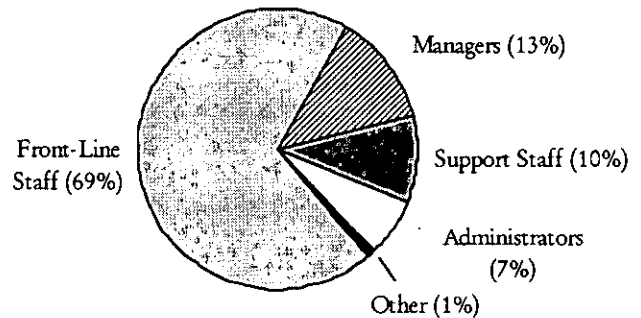


POSITION CATEGORIES

When sorted into five position categories based on primary duties, FY07 data on BHCS' 269 positions indicate that:

- Almost 70% (186) of BHCS' positions were front-line staff.
- Administrators made up 7% (18) of BHCS' total positions.
- Two BHCS programs accounted for half of BHCS' Administrator positions. These programs - the Chief's Office and System Planning and Management - oversee the majority of BHCS' administrative functions.

**Exhibit 2:
Distribution of BHCS Budgeted Positions
by Position Category, FY07 (N=269)**



LICENSING AND CERTIFICATION REQUIREMENTS

In FY07, 13 (36%) of BHCS' 36 job classes required employees to be licensed or certified in their profession.

- 171 (64%) of BHCS' 269 positions required licensing or certification. 132 (77%) of these positions were either Supervisory Therapists or Therapists.
- 31 (58%) of BHCS' 53 Manager and Administrator positions did not require licensing or certification.
- Excluding the Chief's Office and System Planning and Management, the percent of licensed or certified positions in the remaining nine BHCS programs ranged from 45% in Partner Abuse Services to 87% in the Crisis Center.

For a complete copy of OLO Report 2008-6, go to: www.montgomerycountymd.gov/olo.
This document is available in alternative formats upon request.

SUMMARY OF FY07 CONTRACTS

Behavioral Health and Crisis Services' FY07 operating budget included \$14.6 million for 85 contracts, or 36% of its \$40.6 million operating budget. With the exception of the Chief's Office, all BHCS programs manage contracts. In FY07, System Planning and Management managed 36 (42%) of BHCS' contracts - more than any other BHCS program. The total dollar amount of contracts managed by BHCS programs ranged from a low of \$40,000 (Criminal Justice Behavioral Health Services) to a high of \$5.5 million (Behavioral Health Community Support Services).

IDENTIFICATION OF POSITIONS IN CONTRACTS

In FY07, 41 (48%) of BHCS' 85 contracts contained information in the contract or supporting documents that identified the number of positions required to provide services under the contract. FY07 funding for these 41 contracts totaled \$7.8 million. These 41 contracts funded 155 positions.

BHCS' remaining 44 contracts (52%) did not contain information in the contract or supporting documents that identified the number of positions required to provide services under the contract. Some of these contracts, however, mandated a minimum number of required positions or referenced Code of Maryland Regulations (COMAR) that require a minimum number of positions to provide that particular service. In FY07, funding for these 44 contracts totaled \$6.8 million.

Table 1 shows the distribution of contracts among programs by type of contract. The programs are listed in descending order by the total number of contracts managed.

**Table 1:
Distribution of Contracts by BHCS Program and Contract Type, FY07**

BHCS Program	Contracts with Identifiable Positions	Contracts without Identifiable Positions	Total Number of Contracts	Number of Positions Identified in Contracts
System Planning and Management	10	26	36	25
Behavioral Health Community Support Services	7	6	13	52
24-Hour Crisis Center	4	3	7	8
Mental Health Services, for Seniors and Persons with Disabilities	6	0	6	26
Behavioral Health Specialty Services	2	3	5	2
Partner Abuse Services	3	2	5	26
Victim Assistance and Sexual Assault Services	4	1	5	11
Child and Adolescent Mental Health Services	1	3	4	1
Outpatient Addiction Services	3	0	3	3
Criminal Justice Behavioral Health Services	1	0	1	1
Chief's Office	0	0	0	0
Total	41	44	85	155

LICENSING REQUIREMENTS IN CONTRACTS

In FY07, 51 (60%) of BHCS' 85 contracts included staff licensing requirements. Of these, 24 identified requirements in the contract, 23 referenced sections of COMAR that include staff licensing requirements, and four identified requirements in the contract *and* referenced COMAR.

SUMMARY OF RECOMMENDED DISCUSSION TOPICS

OLO offers the Council five discussion topics and related questions to facilitate an informed discussion with Executive Branch representatives on Behavioral Health and Crisis Services staffing.

Topic # 1: Criteria for determining whether to provide program services using in-house or contract staff. BHCS provides some services using in-house staff, some by funding contracts for services, and some through a combination of in-house and contract staff. Recommended discussion questions include:

- What criteria does the Department use to determine whether to deliver BHCS services using in-house staff, contract staff, or some combination of the two? Who collects the data and conducts the analysis that supports the decision on how to proceed?
- Does DHHS routinely revisit earlier decisions about the staffing approach to service delivery?

Topic # 2: Rationale for whether contracts or supporting documents must explicitly identify the type and number of positions required to provide services. Approximately half of BHCS' contracts identified a specific number of positions required to provide services under the contracts and the other half of BHCS' contracts did not. Recommended discussion questions include:

- What factors influence whether BHCS negotiates contract terms that explicitly identify the number of positions required for service delivery?
- Does the inclusion of information about positions in contracts or supporting documents vary according to the method of compensation, e.g., fee-for-service contracts or fixed-fee contracts?
- How does the management of contractual services compare between contracts that specify the numbers of positions required for service delivery versus contracts that do not?

Topic # 3: Variations by program in distribution of in-house staff among staffing categories: Managers, Administrators, Front-Line Staff, Support Staff, and Scientific Staff. The distribution of positions among these categories varied among programs. Recommended discussion questions include:

- What factors explain the distribution of in-house staff among these categories in BHCS' programs?
- Does the Department periodically evaluate the composition of BHCS programs' staff? Are there examples of adjustments to in-house staffing of BHCS programs that were made to enhance the delivery of services?

Topic # 4: Impact of the County's job class specifications on BHCS' ability to hire qualified personnel. The job class specifications for a majority of BHCS' manager and administrator positions do not require licensing. Recommended discussion questions include:

- Does the inability to require licensing for certain managers and administrators pose any problems for BHCS' ability to hire individuals with knowledge and experience relevant to BHCS?
- If BHCS does experience problems hiring qualified staff, what changes could improve recruitment and hiring of BHCS managers and administrators?

Topic # 5: Next steps in using the BHCS staffing profile presented in this report. This report compiled a variety of data about BHCS' staffing of mental health, addiction, and crisis intervention services. Recommended discussion questions include:

- What additional data and analysis would enhance Council review and decision-making on the County Executive's recommended FY09 operating budget for BHCS?
- Are there data or analysis compiled in this report that the Council is interested in adopting as a baseline for tracking over time?

OFFICE OF LEGISLATIVE OVERSIGHT REPORT 2008-6

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REVIEW OF FY07 BEHAVIORAL HEALTH AND CRISIS SERVICES STAFFING**

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CHAPTER I. Authority, Scope, and Organization of Report

A. Authority

Council Resolution 16-260, *Fiscal Year 2008 Work Program of the Office of Legislative Oversight*, adopted July 31, 2007.

B. Purpose and Scope of Report

Behavioral Health and Crisis Services (BHCS) is one of five service areas within the County Government's Department of Health and Human Services (DHHS). Through a combination of County Government (in-house) and contract staff, BHCS provides an array of services to assist adults and children in crisis or with behavioral health needs. Services include mental health, substance abuse, and crisis intervention programs.

This report responds to the Council's request for a profile of Behavioral Health and Crisis Services' FY07 program staffing, including both County employees and contractual staff. Specifically, this report:

- Presents FY07 data on County Government employees who work in BHCS, including:
 - The number of positions and workyears (WYs);
 - The type and number of position classes;
 - A summary of all positions divided into five functional categories: managers, administrators, front-line staff, support staff, and scientific staff; and
 - Licensing requirements for the different positions.

- Presents FY07 data on all contracts managed by BHCS; including:
 - A summary of contractual services provided;
 - Available data on the number of positions hired on contract; and
 - Available data on staff licensing requirements.

Note: During FY07, BHCS' services were organized into 15 program areas, including four housing programs. Earlier this fiscal year (FY08), the housing programs were transferred out of BHCS. In order to provide a useable baseline of information, OLO limited its review to the 11 program areas that remain in BHCS.

C. Organization of Report

Chapter II, Overview of Behavioral Health and Crisis Services' In-House Staffing, summarizes positions, workyears, and licensing information for County Government staff allocated to BHCS in FY07.

Chapter III, Overview of BHCS' Contracts and Contract Staffing Information, reviews the different ways that contracts managed by BHCS in FY07 address staffing, and summarizes the specific staffing data that are available.

Chapter IV, Comparison of BHCS Data and Contract Data, compares BHCS' in-house staffing data and contract staffing data.

Chapter V, BHCS Program Staffing and Contract Information, presents data on in-house and contract staff for each of the following 11 BHCS programs:

- Chief's Office;
- 24-Hour Crisis Center;
- Behavioral Health Specialty Services;
- Partner Abuse Services;
- Victim Assistance and Sexual Assault Services;
- Behavioral Health Community Support Services;
- Criminal Justice Behavioral Health Services;
- Outpatient Addiction Services;
- Child and Adolescent Mental Health Services;
- System Planning and Management; and
- Mental Health Services for Seniors and Persons with Disabilities.

Chapter VI presents OLO's Findings and Recommended Discussion Topics.

Appendix A lists all vendors who received BHCS contracts in FY07, including the number of contracts and total amount of contracts.

Appendices B – K (divided by BHCS program) contain tables listing all contracts managed by BHCS in FY07.

Appendix L describes the staffing and licensing requirements from sections of COMAR referenced in BHCS' FY07 contracts.

Appendix M contains a Memorandum of Agreement between Montgomery County and Municipal and County Government Employees Organization.

D. Methodology

Office of Legislative Oversight staff members Leslie Rubin and Jennifer Renkema conducted this study. OLO gathered information through document reviews and individual and group interviews with staff from Behavioral Health and Crisis Services.

E. Acknowledgements

OLO received a high level of cooperation from everyone involved in this study. OLO owes a special thanks to Behavioral Health and Crisis Services' staff for the time taken to meet with OLO staff and respond to OLO's information requests.

Below are the names of individuals from the Department of Health and Human Services with whom OLO consulted while conducting this study. We greatly appreciate the information shared and the insights provided by all the individuals who participated, listed alphabetically below.

Kim Ball	David T. Jones
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Larry Gamble	Corinne Stevens
Scott Greene	Judith Unger
Sybil Greenhut	Dudley Warner

In addition, we acknowledge the valuable assistance provided by Teri Busch of OLO and Essie McGuire of the County Council staff.

CHAPTER II. Overview of Behavioral Health and Crisis Services' In-House Staffing

This chapter provides an overview of the in-house staffing¹ of Behavioral Health and Crisis Services programs for FY07:²

- **Section A, Positions and Workyears**, summarizes the number of positions and workyears in BHCS in FY07;
- **Section B, Classes of Positions in BHCS**, summarizes the different position classes filled by BHCS staff in FY07 and the number of positions in each class;
- **Section C, Categories of Positions in BHCS**, classifies BHCS' in-house positions into five position categories based on the position's primary functions; and
- **Section D, Position Licensing Requirements**, summarizes staff licensing requirements for BHCS positions.

Chapter V provides similar breakdowns of BHCS staffing for each of its 11 programs.

OLO prepared the tables in this chapter based on data from two specific dates during FY07: December 22, 2006 and June 25, 2007. These are the two dates during the previous fiscal year – one half-way through the fiscal year and one at the end of the fiscal year – for which BHCS retains detailed staffing data.

A. Positions and Workyears

At the end of FY07, Behavioral Health and Crisis Services had a total of 269 positions and 246.2 workyears. Table 2-1 (next page) contains data on the number of budgeted positions and workyears in BHCS in FY07. The data show that between December 2006 and June 2007, the number of positions in BHCS increased from 261 to 269 (an increase of 3%), and the number of workyears increased from 237.4 to 246.2 (an increase of 4%).

¹ OLO uses the term "in-house" to refer to County Government merit system positions.

² As noted in Chapter I, this overview does not include the four housing programs in BHCS in FY07.

Table 2-1
Summary of BHCS Budgeted Positions and Workyears in FY07:
December and June

Program	Number of Positions		Number of WYs*	
	On 12-22-06	On 6-25-07	On 12-22-06	On 6-25-07
Service Area Administration				
Chief's Office	4	4	4.0	4.0
Crisis, Victims, and Mental Health Specialty Services				
24-Hour Crisis Center	58	60	48.3	51.1
Behavioral Health Specialty Services	28	27	24.5	23.5
Partner Abuse Services (Abused Persons Program)	22	22	20.0	20.0
Victim Assistance and Sexual Assault Services	23	24	20.3	21.3
Adult Addiction Services				
Behavioral Health Community Support Services	22	24	21.5	23.5
Criminal Justice/Behavioral Health Services	19	21	18.5	20.5
Outpatient Addiction Services	30	33	29.0	32.0
Child and Adolescent Mental Health Services				
Child and Adolescent Mental Health Services	20	20	18.5	18.5
System Planning and Management				
System Planning and Management	23	22	21.8	20.8
Mental Health Services: Seniors and Persons with Disabilities	12	12	11.0	11.0
Total	261	269	237.4	246.2

Source: BHCS data

*Rounded to the nearest tenth of a percent.

Table 2-2 summarizes the number of vacant positions in BHCS in FY07. Between December 2006 and June 2007, the number of vacant positions in BHCS changed from 33 positions to 31 positions (12.6% to 11.5%).

Table 2-2
Summary of BHCS Vacant Positions in FY07:
December and June

Program	Vacant Positions	
	On 12-22-06	On 6-25-07
Service Area Administration		
Chief's Office	1	1
Crisis, Victims, and Mental Health Specialty Services		
24-Hour Crisis Center	8	10
Behavioral Health Specialty Services	1	3
Partner Abuse Services (Abused Persons Program)	2	2
Victim Assistance and Sexual Assault Services	3	2
Adult Addiction Services		
Behavioral Health Community Support Services	0	1
Criminal Justice/Behavioral Health Services	1	2
Outpatient Addiction Services	3	3
Child and Adolescent Mental Health Services		
Child and Adolescent Mental Health Services	1	0
System Planning and Management		
System Planning and Management	3	2
Mental Health Services for Seniors and Persons with Disabilities	10 ^a	5
Total	33	31

Source: BHCS data

^aThese positions represent the Hospital Diversion Team and were created after approval of the FY07 budget.

B. Classes of Positions in BHCS

The Montgomery County Office of Human Resources refers to specific types of positions as “classes” and describes duties, qualifications, and licensing requirements for specific positions in “class specifications.” In FY07, Behavioral Health and Crisis Services employed staff in 36 different classes. Table 2-3 (next page) lists the total number of budgeted positions BHCS had for each class and sorts the number of positions by program.

In sum, the FY07 data show that:

- Therapist class positions accounted for almost half of the 269 positions in BHCS, with 113 Therapist I and II positions (42%) and 19 Supervisory Therapist positions (7%).
- Therapist II positions made up the largest single job class, with 112 positions.
- Besides Therapists, no BHCS job class had more than 15 positions; in fact, 12 of BHCS’ 36 job classes (33%) had only one position each.
- With 60 positions, the 24-Hour Crisis Center had the most positions of any BHCS program and accounted for 22% of BHCS’ positions.
- With four positions, the BHCS Chief’s Office had the fewest positions of any BHCS program.

**Table 2-3
BHCS Budgeted Positions: Total Number and By Program, June 25, 2007**

Job Class	Total Positions	BHCS Program										
		Chief's Office	24-Hour Crisis Center	Behavioral Health Specialty Services	Partner Abuse Services	Victim Assistance and Sexual Assault Services	Behavioral Health Community Support Services	Crim. Justice Behav. Health Services	Outpatient Addiction Services	Child and Adolescent Mental Health Services	System Planning and Management	Ment. Health Svcs. for Srs. and Persons with Disabilities
Accountant/Auditor III	1										1	
Administrative Aide	1											
Administrative Specialist III	2	1									1	
Behavioral Health Associate Counselor	5		2				2					
Behavioral Health Technician	12		8	1			3					
Chief, BHCS	1	1										
Client Assistance Specialist	13				7	6						
Community Health Nurse II	3							3				
Community Services Aide I	1						1					
Community Services Aide II	3						2					
Community Services Aide III	10		2	1			1	2	3		1	
Executive Administrative Aide	1	1										
Human Services Specialist	1								1			
Income Assistance Program Specialist II	5										4	1
Laboratory Assistant	1						1					
Laboratory Scientist	1						1					
Management & Budget Specialist III	2	1					1					
Manager II	3	1					1				1	
Manager III	8		1	1	1	1	1	1	1		1	
Medical Doctor II - Psychiatrist	2	1		1								

Table 2-3 (Cont.)
BHCS Budgeted Positions: Total Number and By Program, June 25, 2007

Job Class	Total Positions	BHCS Program																				
		Chief's Office	24-Hour Crisis Center	Behavioral Health Specialty Services	Partner Abuse Services	Victim Assistance and Sexual Assault Services	Behavioral Health Community Support Services	Crim. Justice Behav. Health Services	Outpatient Addiction Services	Child and Adolescent Mental Health Services	System Planning and Management	Ment. Health Svcs. for Srs. and Persons with Disabilities										
Medical Doctor III - Psychiatrist	5		2	1					1													
Medical Doctor IV - Psychiatrist	2																				2	
Nurse Manager	1																					
Office Services Coordinator	9		2	1	1	1							2	1	1							
Principal Administrative Aide	15		2	2	2	3				1	2		1	1								1
Program Manager I	4				1																	
Program Manager II	8																					
Program Specialist I	3									1												
Program Specialist II	4			1						2												
Psychiatric Nurse Clinical Specialist	6		3																			
Senior Planning Specialist	1																					
Social Worker III	2			2																		
Social Worker IV	1									1												
Supervisory Therapist	19		4	2	3	2				2	3		2	1								
Therapist I	1																					
Therapist II	112		32	14	7	11	3	11	13	3	11	13	2	11	3	7						
Total Positions	269	4	60	27	22	24	24	21	33	20	21	32.0	20.5	20.8	18.5	20.8	11.0	12	12	12	12	12
Total Workyears	246.2	4.0	51.1	23.5	20.0	21.3	23.5	20.5	32.0	18.5	20.8	32.0	20.5	20.8	18.5	20.8	11.0	12	12	12	12	11.0

Source: BHCS data from June 25, 2007

C. Categories of Positions in BHCS

As a part of this report, the Council asked OLO to develop position categories and sort BHCS staff into these categories based on a position's primary functions. With the assistance of BHCS staff, OLO developed five descriptive position categories. These categories and their definitions are:

- Managers** Positions involve monitoring day-to-day and ongoing program operations and supervising staff. These positions may involve fiscal management, policy and procedure determination, program evaluation, and staffing decisions.
- Administrators** Positions require the exercise of analytical ability, judgment, discretion, personal responsibility, and the application of a strong body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management.
- Front-Line Staff** Positions primarily require direct client contact, such as eligibility determinations; referrals; case management; counseling; and psychiatric, nursing, or medical services. Some positions may include supervision of other employees.
- Support Staff** Positions primarily require structured work in support of office, business, field, or fiscal operations. Duties are performed in accordance with established policies and require training, experience, or working knowledge related to the tasks to be performed.
- Scientific Staff** Positions involve work in a laboratory environment conducting diagnostic tests, using laboratory equipment, and transmitting test results.

BHCS staff report that all positions within a specific job class fall into the same position category for most job classes in BHCS. For five of the 36 job classes in BHCS, however, positions were categorized based on the responsibilities of a specific position. These five classes are: Medical Doctor III – Psychiatrist, Program Manager I, Program Manager II, Program Specialist I, and Program Specialist II.

Table 2-4 identifies the number of positions in each position category for all BHCS programs. The data show that in FY07:

- Almost 70% (186) of BHCS' FY07 positions were front-line staff. Excluding the BHCS Chief's Office (with only four positions and no front-line positions), the number of front-line positions varied by program from 50% to 83% of total positions (in Behavioral Health Community Support Services and the Crisis Center, respectively).
- Although Administrators made up only 7% (18) of BHCS' total FY07 positions, two BHCS programs, accounted for 50% (9) of BHCS' FY07 Administrator positions. These programs – the BHCS Chief's Office and System Planning and Management – oversee the majority of BHCS' administrative functions.

**Table 2-4
Number of Positions in Each Position Category by BHCS Program, FY07**

Program	Managers	Administrators	Administrator / Front-Line	Front-Line Staff	Support Staff	Scientific Staff	Total Positions
Service Area Administration							
Chief's Office	1	2			1		4
Crisis, Victims, and Mental Health Specialty Services							
24-Hour Crisis Center	6			50	4		60
Behavioral Health Specialty Services	3	1		19	4		27
Partner Abuse Services (Abused Persons Program)	5			14	3		22
Victim Assistance and Sexual Assault Services	3			17	4		24
Adult Addiction Services							
Behavioral Health Community Support Services	5	4		12	1	2	24
Criminal Justice Behavioral Health Services	4			15	2		21
Outpatient Addiction Services	4	1		24	4		33
Child and Adolescent Mental Health Services							
Child and Adolescent Mental Health Services	2	2		14	2		20
System Planning and Management							
System Planning and Management	1	7	1	12	1		22
Mental Health Services for Seniors and Persons with Disabilities	1	1		9	1		12
Total	35	18	1	186	27	2	269

Source: BCHS data from June 25, 2007

D. Position Licensing Requirements

Using Montgomery County class specifications and BHCS information, OLO identified 13 job classes in BHCS that require employees to be licensed or certified in their profession. Table 2-5 (next page) lists these positions and their licensing or certification requirements.

An October 2006 Memorandum of Agreement between Montgomery County and the Municipal and County Government Employees Organization United Food and Commercial Workers, Local 1994 (MCGEO) addresses licensing requirements for Therapist I and II and Social Worker III positions. Due to recent legal changes, these positions have updated licensing requirements. The Memorandum of Agreement establishes a procedure and timeframe for individuals employed by DHHS in these positions prior to the change in licensing requirement to obtain the necessary licensing. See Appendix M for a copy of this Memorandum of Agreement.

Table 2-6 (page 15) lists the number of positions within each BHCS program that have licensing requirements. For FY07, the data show that:

- 171 (64%) of BHCS' 269 positions required licensing or certification.
- Of the 171 BHCS positions with licensing or certification requirements, 132 (77%) were either Supervisory Therapists or Therapists.
- The two programs with the highest percentage of Administrators – the BHCS Chief's Office and System Planning and Management (see page 11) – had the lowest percentage of licensed positions, with 0% and 18% respectively.
- The percent of licensed or certified positions in the remaining nine BHCS programs ranged from 45% in Partner Abuse Services to 87% in the 24-Hour Crisis Center.

**Table 2-5
BHCS Positions with Licensing Requirements**

JOB TITLE	REQUIRED LICENSING
Behavioral Health Associate Counselor	Certification in the State of Maryland as one of the following: <ul style="list-style-type: none"> • Certified Supervised Counselor, Alcohol/Drug (CSC-AD); or • Certified Associate Counselor, Alcohol/Drug (CAC-AD).
Behavioral Health Technician	Positions identified to practice alcohol and drug counseling as trainees require a letter of authorization from the Maryland Board of Professional Counselors and Therapists.
Community Health Nurse II	Current license to practice as a Registered Nurse in the State of Maryland issued by the Maryland Board of Examiners required at time of appointment. If the license is temporary, a regular RN license must be obtained within ninety days of appointment.
Medical Doctor II – Psychiatrist	Valid license to practice medicine issued by the Maryland State Board of Medical Examiners
	Licensure from the Federal Drug Enforcement Agency and State of Maryland Department of Health and Mental Hygiene Division of Drug Control (CDS License) to prescribe drugs
Medical Doctor III – Psychiatrist	Valid license to practice medicine issued by the Maryland State Board of Medical Examiners
	Licensure from the Federal Drug Enforcement Agency and State of Maryland Department of Health and Mental Hygiene Division of Drug Control (CDS License) to prescribe drugs
Medical Doctor IV – Psychiatrist	Valid license to practice medicine issued by the Maryland State Board of Medical Examiners
	Licensure from the Federal Drug Enforcement Agency and State of Maryland Department of Health and Mental Hygiene Division of Drug Control (CDS License) to prescribe drugs
Nurse Manager	Current license to practice as a Registered Nurse in the State of Maryland issued by the Maryland Board of Examiners required at time of appointment. If the license is temporary, a regular RN license must be obtained within ninety days of appointment. If applicable, certification as a Nurse Practitioner in the State of Maryland issued by the Maryland State Board of Nurse Examiners.
Psychiatric Nurse Clinical Specialist	Current Advanced Practice Registered Nurse/Psychiatric Mental Health (APRN/PMH) certification issued by the Maryland State Board of Nursing.
Social Worker III	Candidates for clinical specialist positions must be licensed as Certified Social Worker – Clinical (LCSW-C) by the Maryland State Board of Social Work Examiners prior to appointment.
Social Worker IV	Licensed by the Maryland State Board of Social Work Examiners prior to appointment. Positions supervising Social Worker III positions must be licensed as Certified Social Worker – Clinical (LCSW-C) prior to appointment.

**Table 2-5 (Cont.)
BHCS Positions with Licensing Requirements**

JOB TITLE	REQUIRED LICENSING
Supervisory Therapist	<p>Must hold and maintain one of the following licenses issued by the State of Maryland:</p> <ul style="list-style-type: none"> • Licensed Clinical Professional Counselor (LCPC) • Licensed Clinical Marriage and Family Therapy (LCMFT) • Licensed Clinical Alcohol Drug Counselor (LCADC) • Licensed Certified Social Worker – Clinical (LCSW-C) • Certification as Advanced Practice Registered Nurse/Psychiatric Mental Health (APRN-PMH) • Licensed Psychologist
Therapist I	<p>Must hold and maintain one of the following licenses issued by the State of Maryland:</p> <ul style="list-style-type: none"> • Licensed Clinical Professional Counselor (LCPC) • Licensed Clinical Marriage and Family Therapy (LCMFT) • Licensed Clinical Alcohol Drug Counselor (LCADC) • Licensed Certified Social Worker – Clinical (LCSW-C) • Certification as Advanced Practice Registered Nurse/Psychiatric Mental Health (APRN-PMH) • Licensed Psychologist
Therapist II	<p>Must hold and maintain one of the following licenses issued by the State of Maryland:</p> <ul style="list-style-type: none"> • Licensed Clinical Professional Counselor (LCPC) • Licensed Clinical Marriage and Family Therapy (LCMFT) • Licensed Clinical Alcohol Drug Counselor (LCADC) • Licensed Certified Social Worker – Clinical (LCSW-C) • Certification as Advanced Practice Registered Nurse/Psychiatric Mental Health (APRN-PMH) • Licensed Psychologist

Source: Class Specifications from the Montgomery County Office of Human Resources and BHCS data

**Table 2-6
Number of BHCS Positions with Licensing or Certification Requirements, FY07**

Program	License Required										Certification Required			Total Licensed Positions	Total Positions in Program								
	Comm. Health Nurse II	Med. Doc. II - Psychiatrist	Med. Doc. III - Psychiatrist	Med. Doc. IV - Psychiatrist	Nurse Manager	Psych. Nurse Specialist	Social Worker III	Social Worker IV	Supervisory Therapist	Therapist I	Therapist II	Behav. Health Assoc. Counselor	Behav. Health Technician										
Service Area Administration																							
Chief's Office																			0	4			
Crisis, Victims, and Mental Health Specialty Services																							
24-Hour Crisis Center		1	2							3				4				32	2	8	52	60	
Behavioral Health Specialty Services		1	1							2				2			14		1		21	27	
Partner Abuse Services (Abused Persons Program)														3			7				10	22	
Victim Assistance and Sexual Assault Services														2			11				13	24	
Adult Addiction Services																							
Behavioral Health Community Support Services																							
Criminal Justice Behavioral Health Services			1																				
Outpatient Addiction Services	3		1							1				1									
Child and Adolescent Mental Health Services																							
Child and Adolescent Mental Health Services																							
System Planning and Management																							
System Planning and Management																							
Mental Health Services for Seniors and Persons with Disabilities																							
Total	3	2	5	2	1	6	2	1	1	6	2	1	19	1	112	5	12	171	269				

Source: BHCS data from June 25, 2007

CHAPTER III. Overview of BHCS' Contracts and Contract Staffing Information

This chapter provides an overview of information about contracts managed by Behavioral Health and Crisis Services in FY07; it includes data on staff who provided services on behalf of BHCS through contracts with the County.

- **Section A, Format of Staffing Data in BHCS' Contracts**, describes the type of staffing data found in BHCS' FY07 contracts;
- **Section B, Summary of Contract Staffing Data**, summarizes the staffing data found in BHCS contracts, including the number of identifiable positions; and
- **Section C, Summary of Staff Licensing Requirements in BHCS Contracts**, summarizes the staff licensing requirements included as part of BHCS' FY07 contracts.

A. Format of Staffing Data in BHCS' Contracts

During FY07, BHCS encumbered \$14.6 million for 85 contracts.¹ As a part of this report, the Council asked OLO to identify the number of positions providing services via BHCS contracts in FY07 and whether those positions had licensing requirements. To this end, OLO examined all 85 contracts managed by BHCS staff during FY07.

In 41 of BHCS' 85 contracts, the contract or supporting documents – such as FY07 contract budget summaries – indicated the number of positions providing services under the contract. The remaining 44 contracts or supporting documents contained varying levels of staffing information, but did not explicitly indicate the number of positions providing services under the contract. In sum, each of these 44 contracts:

- Listed the *minimum* positions and/or number of staff the vendor must provide to perform the contract services;
- Referenced sections of the Code of Maryland Regulations (COMAR) that govern staffing for the type of service required by the contract; or
- Contained no staffing information.

Examples of BHCS contracts with no staffing information include those for services such as transportation, uniform cleaning, and bio-hazard waste disposal.

¹ In FY07, three BHCS programs provided an additional \$149,414 in funding for contracts managed by other DHHS services areas. For details on this funding, see Table 3-1 on page 17.

**Table 3-1
Summary of BHCS Funding of Contracts in Other DHHS Services Areas**

BHCS Program	BHCS Funding	DHHS Services Area Managing Contract
System Planning and Management	\$25,000	Aging and Disability Services
	\$28,900	Children, Youth and Families
	\$25,000	Children, Youth and Families
	\$29,140	Special Needs Housing
	\$275	Information Technology
	\$3,234	Information Technology
	\$20,555	Information Technology
VASAP	\$14,300	Children, Youth and Families
Criminal Justice Behavioral Health Services	\$3,010	Information Technology

Source: BHCS data

B. Summary of Contract Staffing Data

As indicated above, 41 of BHCS' FY07 contracts or supporting documents identified the number of positions providing services under the contract and 44 contracts did not.

Table 3-2 (next page) identifies the total number of FY07 BHCS contracts, sorted by whether the contract indicated the number of positions providing services under the contracts.

In FY07, BHCS had three contracts that provided services for multiple programs (i.e., one vendor provided services to two programs under a single contract). Tables 3-2 and 3-4 have footnotes indicating which BHCS programs shared contractual services.

Tables 3-2 (page 18) and 3-4 (page 20) contain an unduplicated count of BHCS contracts and contract positions. These contracts are listed in the tables under the BHCS program that provided the most contract funding in FY07. The funding for these contracts in these tables, however, is divided between the programs based on the amount encumbered for the contract by each program. In Chapter V, which describes each BHCS program, these contracts and positions are listed under both programs, with the funding divided between the programs based on the amount encumbered for the contract by each program.

The data from Table 3-2 shows that in FY07:

- BHCS encumbered \$14.6 million for 85 contracts.
- Forty-four contracts, for a total of \$6.8 million, did not contain information that identified the number of positions providing services under the contract.
- Except for the BHCS Chief's Office, all BHCS programs managed at least 1 contract.
- System Planning and Management managed 36 (42%) of BHCS' contracts. Excluding the Chief's Office, the remaining nine BHCS programs managed between one and 13 contracts.

Table 3-2
Overview of BHCS Contracts, FY07

Program	Number of Contracts with Identifiable Number of Positions	Number of Contracts without Identifiable Number of Positions	Total Number of Contracts
Services Area Administration			
Chief's Office	0	0	0
Crisis, Victims, and Mental Health Specialty Services			
24-Hour Crisis Center	4 ^a	3	7
Behavioral Health Specialty Services	2	3	5
Partner Abuse Services	3	2 ^b	5
Victim Assistance and Sexual Assault Services	4	1	5
Adult Addiction Services			
Behavioral Health Community Support Services	7	6	13
Criminal Justice Behavioral Health Services	1	0	1
Outpatient Addiction Services	3 ^c	0	3
Child and Adolescent Mental Health Services			
Child and Adolescent Mental Health Services	1	3	4
System Planning and Management			
System Planning and Management	10	26	36
Mental Health Services for Seniors and Persons with Disabilities	6	0	6
Total	41	44	85
Total Amount Encumbered for Contracts	\$7,761,407	\$6,827,985	\$14,589,392

Source: BHCS data

^a One contract (for psychiatric services) that is shared by the Crisis Center and System Planning and Management is listed under System Planning and Management.

^b One contract (for taxi services) that is shared by Partner Abuse Services and the Crisis Center is listed under the Crisis Center.

^c One contract (for psychiatric services) that is shared by Outpatient Addiction Services and the Crisis Center is listed under the Crisis Center.

Table 3-3 summarizes the distribution of funding by program between contracts that identified staff positions and contracts that did not. These data show that in FY07:

- In seven of the ten programs (excluding the Chief's Office), over 70% of contract funding was for contracts that identified staff positions.
- In the remaining three programs, at least 75% of contract funding was for contracts that did not identify staff positions.
- However, for BHCS as a whole, the distribution of funding between contracts that identified staff positions and contracts that did not is almost even.

**Table 3-3
Distribution of FY07 Contract Funding Between Contracts
With and Without Identifiable Numbers of Positions, by Program**

Program	Total Amount Encumbered for Contracts (\$1,000s)*	Contracts with Identifiable Number of Positions		Contracts without Identifiable Number of Positions	
		Encumbered Amount (\$1,000s)	% of Total Contract Funding	Encumbered Amount (\$1,000s)	% of Total Contract Funding
Services Area Administration					
Chief's Office	\$0	\$0	--	\$0	--
Crisis, Victims, and Mental Health Specialty Services					
24-Hour Crisis Center	\$409	\$375	92%	\$35	8%
Behavioral Health Specialty Services	\$322	\$55	17%	\$267	83%
Partner Abuse Services	\$1,301	\$1,033	79%	\$268	21%
Victim Assistance and Sexual Assault Services	\$215	\$195	91%	\$20	9%
Adult Addiction Services					
Behavioral Health Community Support Services	\$5,496	\$3,987	73%	\$1,508	27%
Outpatient Addiction Services	\$216	\$216	100%	\$0	0%
Criminal Justice Behavioral Health	\$40	\$40	100%	\$0	0%
Child and Adolescent Mental Health Services					
Child and Adolescent Mental Health Services	\$1,310	\$119	9%	\$1,191	91%
System Planning and Management					
System Planning and Management	\$4,708	\$1,169	25%	\$3,539	75%
Mental Health Services: Seniors and Persons with Disabilities	\$572	\$572	100%	\$0	0%
Total for All BHCS Programs	\$14,589	\$7,761	53%	\$6,828	47%

Source: BHCS data

Table 3-4 identifies by program the number of positions identified in BHCS contracts in FY07. BHCS had 41 contracts that funded 155 positions.

**Table 3-4
Overview of Positions Identified in FY07 BHCS Contracts**

Program	Number of Contracts with Identifiable Number of Positions	Number of Positions Identified
Services Area Administration		
Chief's Office	0	0
Crisis, Victims, and Mental Health Specialty Services		
24-Hour Crisis Center	4 ^a	8 ^b
Behavioral Health Specialty Services	2	2
Partner Abuse Services (Abused Persons Program)	3	26
Victim Assistance and Sexual Assault Services	4	11
Adult Addiction Services		
Behavioral Health Community Support Services	7	52 ^c
Criminal Justice Behavioral Health Services	1	1 ^d
Outpatient Addiction Services	3 ^e	3
Child and Adolescent Mental Health Services		
Child and Adolescent Mental Health Services	1	1
System Planning and Management		
System Planning and Management	10	25 ^f
Mental Health Services for Seniors and Persons with Disabilities	6	26
Total	41	155

Source: BHCS data

^a One position (for psychiatric services) that is shared by the Crisis Center and System Planning and Management is listed under System Planning and Management

^b Contract documents also identified 1.25 FTEs that cannot be divided into individual positions. FTE refers to Full Time Equivalent, which is the number of total hours worked divided by the maximum number of compensable hours in a work year. For example, if one work year has 2,080 hours, then one worker in a full time job all year would use one FTE. Two employees working 1,040 hours each all year would use one FTE between the two of them.

^c Contract documents also identified 74.24 FTEs that cannot be divided into individual positions.

^d No services were provided under this contract in FY07.

^e One position (for psychiatric services) that is shared by Outpatient Addiction Services and the Crisis Center is listed under the Crisis Center.

^f Contract documents also identified 4.2 workyears that cannot be divided into individual positions.

C. Summary of Staff Licensing Requirements in BHCS Contracts

This section describes staff licensing requirements included in BHCS' FY07 contracts. Some BHCS contracts specified licensing requirements for individual positions, some contracts required staff to meet COMAR licensing requirements, and some contracts contained no staff licensing information. The data in Table 3-5 show that:

- In FY07, 51 of the 85 contracts (60%) managed by BHCS included staff licensing requirements and 34 (40%) did not.
- Of those contracts that identified licensing requirements, 24 (47%) specified requirements in the contract, 23 (45%) required compliance with COMAR requirements, and four (8%) both specified requirements in the contract *and* required compliance with COMAR.

**Table 3-5
Overview of FY07 Staff Licensing Requirements in BHCS Contracts**

Program	Contracts With Licensing Requirements			Contracts Without Licensing Requirements	Total Number of Contracts
	Contract Specified Licensing	Contract Referenced COMAR	Contract Specified Licensing and Referenced COMAR		
Service Area Administration					
Chief's Office	0	0	0	0	0
Crisis, Victims, and Mental Health Specialty Services					
24-Hour Crisis Center	2	0	0	5	7
Behavioral Health Specialty Services	1	0	0	4	5
Partner Abuse Services	3	0	0	2	5
Victim Assistance and Sexual Assault Services	2	0	0	3	5
Adult Addiction Services					
Behavioral Health Community Support Services	2	6	4	1	13
Criminal Justice Behavioral Health Services	0	0	0	1	1
Outpatient Addiction Services	3	0	0	0	3
Child and Adolescent Mental Health Services					
Child and Adolescent Mental Health Services	2	0	0	2	4
System Planning and Management					
System Planning and Management	4	17	0	15	36
Mental Health Services for Seniors and Persons with Disabilities	5	0	0	1	6
Total	24	23	4	34	85

Source: BCHS data

CHAPTER IV. Comparison of BHCS Data and Contract Data

This chapter compares BHCS funding and staffing data for services provided in-house and by contract.

- **Section A, BHCS FY07 Funding**, compares BCHS' total budget to the funds encumbered for contracts for the service area and by program;
- **Section B, Summary of BHCS In-House and Contract Staffing**, presents the minimum number of positions providing services for BHCS in FY07.

A. BHCS' FY07 Funding

In FY07, BHCS encumbered \$14.6 million for 85 contracts. Table 4-1 (next page) summarizes the amount of money encumbered for these contracts in FY07 by program and presents this amount as a percent of each program's FY07 operating budget. The data show that in FY07:

- BHCS allocated \$14.6 million or 36% of its FY07 budget to fund contracts.
- The percent of each program's budget encumbered for contracts varies significantly. Of the 11 programs in BHCS, seven encumbered 15% or less of their operating budgets for contractual services; three encumbered between 40-60% of their operating budgets for contractual services; and one encumbered 75% of its operating budget for contractual services.
- The two programs that contracted out the greatest portion of their services were Behavioral Health Community Support Services (75%) and System Planning and Management (58%). When combined, these two programs accounted for 49 of BHCS' 85 contracts (58%) during FY07.

Table 4-1
Overview of BHCS Approved Operating Budget and Contract Spending, FY07

Program	FY07 Approved Operating Budget (\$1,000s)	Contract Spending		
		Amount Encumbered (\$1,000s)	As % of Program Budget	Total Number of Contracts
Services Area Administration				
Chief's Office	\$623	\$0	0%	0
Crisis, Victims, and Mental Health Specialty Services				
24-Hour Crisis Center	\$4,908	\$409	8%	7
Behavioral Health Specialty Services	\$2,591	\$322	12%	5
Partner Abuse Services	\$2,929	\$1,301	44%	5
Victim Assistance and Sexual Assault Services	\$2,237	\$215	10%	5
Adult Addiction Services				
Behavioral Health Community Support Services	\$7,369	\$5,496	75%	13
Criminal Justice Behavioral Health Services	\$1,941	\$40	2%	1
Outpatient Addiction Services	\$3,124	\$216	7%	3
Child and Adolescent Mental Health Services				
Child and Adolescent Mental Health Services	\$3,034	\$1,310	43%	4
System Planning and Management				
System Planning and Management	\$8,024	\$4,708	58%	36
Mental Health Services for Seniors and Persons with Disabilities	\$3,795	\$572	15%	6
Total	\$40,575	\$14,589	36%	85

Source: Approved FY07 Operating Budget Vol. 1 (July 2006) and BHCS data

B. Summary of BHCS In-House and Contract Staffing

BHCS delivers services to Montgomery County residents through a combination of in-house staff and contract staff. Table 4-2 (next page) summarizes the total number of positions in FY07 in each BHCS program, including in-house and contract positions.

The total number of staff providing services on behalf of BHCS, however, is greater than the 424 positions indicated in Table 4-2 because 44 BHCS contracts did not indicate the number of positions providing services under the contract.

For FY07, the data show that:

- The total number of BHCS' in-house and contract positions was at least 424.
- System Planning and Management had 26 contracts (for \$3.5 million) that did not identify contract positions.
- The remaining BHCS programs each had between zero and six contracts that did not identify positions.

**Table 4-2
Summary of BHCS Total Program Staffing, FY07**

Program	A Number of In-House Positions, 6-25-07	B Number of Identifiable Contract Positions, FY07	A + B	Number of Contracts without Identifiable Number of Positions
Services Area Administration				
Chief's Office	4	0	4	0 contracts
Crisis, Victims, and Mental Health Specialty Services				
24-Hour Crisis Center	60	8 ^a	68	3 contracts
Behavioral Health Specialty Services	27	2	29	3 contracts
Partner Abuse Services	22	26	48	2 contracts
Victim Assistance and Sexual Assault Services	24	11	35	1 contract
Adult Addiction Services				
Behavioral Health Community Support Services	24	52 ^b	76	6 contracts
Criminal Justice Behavioral Health Services	21	1	22	0 contracts
Outpatient Addiction Services	33	3	36	0 contracts
Child and Adolescent Mental Health Services				
Child and Adolescent Mental Health Services	20	1	21	3 contracts
System Planning and Management				
System Planning and Management	22	25 ^c	47	26 contracts
Mental Health Services for Seniors and Persons with Disabilities	12	26	38	0 contracts
Total	269	155	424	44 contracts

Source: BHCS data

^a Contract documents also identified 1.25 FTEs that cannot be divided into individual positions.

^b Contract documents also identified 74.24 FTEs that cannot be divided into individual positions.

^c Contract documents also identified 4.2 workyears that cannot be divided into individual positions.

CHAPTER V. BHCS Program Staffing and Contract Information

In FY07, BHCS' \$40.6 million operating budget funded mental health and crisis services in 11 programs – the BHCS Chief's Office and ten programs for direct services delivery.¹ This chapter provides an overview of each BHCS program, including staffing and contract data.

- **Section A, Overview of BHCS**, describes BHCS' organizational structure; and
- **Section B, Overview of BHCS Programs**, summarizes each BHCS program, including program-specific staffing, licensing, and contract information.

A. Overview of BHCS

Behavioral Health and Crisis Services provides crisis intervention, mental health services, and substance abuse treatment through a combination of County-provided and contract services. The Chief's Office oversees the service area, which has ten programs that provide direct services.² These ten programs are divided into four major program areas:

- **Crisis, Victims, and Mental Health Specialty Services** includes:

The 24-Hour Crisis Center;
Behavioral Health Specialty Services;
Partner Abuse Services (Abused Persons Program); and
Victim Assistance and Sexual Assault Services (VASAP).

- **Adult Addiction Services** includes:

Behavioral Health Community Support Services;
Criminal Justice Behavioral Health Services; and
Outpatient Addiction Services.

- **Child and Adolescent Mental Health Services** includes:

Child and Adolescent Mental Health Services.

- **System Planning and Management** includes:

System Planning and Management; and
Mental Health Services for Seniors and Persons with Disabilities.

According to BHCS staff, these four program areas interact closely with each other to provide a continuum of services in the community. The organizational chart (next page) depicts BHCS' structure.

¹ BHCS' FY07 approved operating budget was \$54.1 million and included four additional programs: Rental and Energy Assistance, Shelter Services; Supportive Housing Services; and Housing Stabilization Services. DHHS moved these four programs out of BHCS in early FY07. In order to provide a useable baseline of information, OLO limited its review to the 11 programs that remain in BHCS.

² The Chief's Office and these ten direct service programs are BHCS line items in the County's Approved FY07 Operating Budget.

B. Overview of BHCS Programs

This section describes the services provided by the Chief's Office and each of BHCS' ten substantive programs, including a summary of in-house and contract staffing and licensing information. Each program's description is divided into three sections:

The **Program Summary** describes the program's primary services and FY07 operating budget.

The **Summary of County Personnel** summarizes BHCS staffing data from June 2007, including the number of budgeted positions and workyears. Each program description includes this information in a table that identifies the different job classes in each program and categorizes each job class into manager, administrator, front-line staff, support staff, or scientific staff categories (see page 10 for definitions of these categories). This table also indicates whether a job class requires licensing or certification.³

The **Summary of Contracts** describes data from contracts managed by each BHCS program area. It includes:

- The total number of contracts managed by a program and whether the contract document or supporting documents (e.g., budget summaries and contract monitoring documents) identify staff positions;
- The number of contract positions identified in contract documents;
- The program's FY07 contract funding; and
- Contract position licensing requirements and the source of licensing requirements (i.e., contract requirement, COMAR).

Appendix A lists all vendors who received BHCS contracts in FY07, including the number of contracts and total amount of contracts. Appendices B – K (divided by BHCS program) contain tables listing all contracts managed by BHCS in FY07. These tables include the following information for each contract:

- Name of the contractor and contract number;
- Description of the service provided;
- Description of staffing information included in the contract;
- Description of licensing requirements included in the contract;
- Number of staff identified in the contract (if applicable); and
- Amount encumbered for the contract.

Appendix L describes the staffing and licensing requirements from sections of COMAR referenced in BHCS' FY07 contracts.

³ Note: Many licensed or certified individuals occupy BHCS positions – such as Manager II or III positions – that do not require licensing or certification.

**Table 5-1
Page and Appendix References for BHCS Program Summaries**

Program	Begins on Page...	Appendix Reference
Service Area Administration		
Chief's Office	29	None
Crisis, Victims, and Mental Health Specialty Services		
24-Hour Crisis Center	30	B
Behavioral Health Specialty Services	33	C
Partner Abuse Services (Abused Persons Program)	36	D
Victim Assistance and Sexual Assault Services	39	E
Adult Addiction Services		
Behavioral Health Community Support Services	42	F
Criminal Justice Behavioral Health Services	45	G
Outpatient Addiction Services	47	H
Child and Adolescent Mental Health Services		
Child and Adolescent Mental Health Services	50	I
System Planning and Management		
System Planning and Management	53	J
Mental Health Services for Seniors and Persons with Disabilities	56	K

PROGRAM #1: Chief's Office

A. Program Summary – Chief's Office

The Chief's Office provides administrative oversight and support for all Behavioral Health and Crisis Services programs. The Chief's Office's FY07 approved operating budget was \$623,000 (1.5% of BHCS' total FY07 budget).⁴ The Chief's Office did not manage any contracts in FY07. The main responsibilities of the Chief's Office are to:

Ensure Quality Services through fiscal and management oversight, maintain up-to-date knowledge of mental health and substance abuse issues and evidence-based practices, develop policy, and provide staff support and education.

Coordinate Services with private mental health providers and other public agencies to ensure an integrated mental health system. This includes meeting with service providers to discuss duplication of services, gaps in services, and evaluation of services.

Communicate with Elected Officials and the Community about BHCS programs and related issues.

B. Summary of County Personnel – Chief's Office

Table 5-2 summarizes information about the four budgeted positions (4 workyears) funded in the Chief's Office in FY07. In FY07, the Chief's Office had two administrators, one manager, and one support staff position. None of the positions required a license.

**Table 5-2
Summary of FY07 Positions – Chief's Office**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 1 position			
Chief, BHCS		1	1
ADMINISTRATORS – 2 positions			
Administrative Specialist III		1	1
Management and Budget Specialist III		1	1
SUPPORT STAFF – 1 position			
Executive Administrative Aide		1	1
<i>Total</i>		4	4

Source: BHCS data from June 25, 2007

⁴ Calculations in this chapter indicating a percentage of BHCS' total operating budget are based on a \$40.6 million dollar budget for BHCS, which excludes the four housing-related programs.

PROGRAM #2: 24-Hour Crisis Center

A. Program Summary – 24-Hour Crisis Center

The Crisis Center operates 24 hours a day, seven days a week. With an FY07 approved operating budget of \$4.9 million (12.0% of BHCS' budget), the Crisis Center provides seven types of services, described below.

24/7 Telephone and Walk-In Crisis Intervention Services include a general crisis line providing clinical counseling, information, and referrals, and dedicated telephone lines for abused persons, sexual assault and crime victims, supportive listening, and persons with hearing impairments. Walk-in services include crisis counseling, information, and referrals. During the school day, the Crisis Center provides evaluations for Montgomery County Public Schools' students experiencing a mental health crisis. The Crisis Center also provides after-hours coverage for DHHS emergency programs such as child and adult protective services.

Psychiatric Stabilization Services/Triage and Evaluation Services include short-term clinical therapy, psychiatric evaluation, and medication monitoring for consumers experiencing psychiatric crises. As an alternative to hospitalization, the Crisis Center offers up to three days of residential stabilization services in its triage and evaluation unit. Staff also assist consumers with arrangements for inpatient or other ongoing psychiatric care.

The Mobile Crisis Team responds to community mental health needs when individuals in crisis cannot or will not come to the Crisis Center. The Team often responds to situations at the request of the police.

Community Debriefing Services include group and community intervention services in response to crises or disasters that affect groups in the community or the community as a whole.

The Assertive Community Treatment Team (ACT) provides case management and mental health treatment for adults with severe and persistent mental illness who struggle with traditional treatment methods (i.e., office-based appointments, medication compliance, etc.) due to their mental illness. Individuals receive services in the community (e.g., their home or work place), rather than in a clinic-based setting.

The Public Inebriate Initiative Team includes three case managers who provide outreach to publicly inebriated individuals in the Long Branch, Takoma Park, and Langley Park areas. The Team provides educational outreach, counseling, and referrals to the County's Behavioral Health Services Access team, the Crisis Center, and sobering beds at the Avery Road Treatment Center.

Homeless Services screens County residents seeking access to the County's shelter services.

B. Summary of County Personnel – 24-Hour Crisis Center

Table 5-3 summarizes information about the Crisis Center’s 60 budgeted positions (51.1 workyears) in FY07. The data show that in FY07:

- 50 of the Crisis Center’s positions (83%) were front line staff, 6 (10%) were managers, and 4 (7%) were support staff.
- About half (32 out of 60) of all positions in the Crisis Center were Therapist II positions.
- 52 (87%) of the positions required licensing or certification.

**Table 5-3
Summary of FY07 Positions – 24-Hour Crisis Center**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 6 positions			
Manager II		1	1
Manager III		1	1
Supervisory Therapist	✓	4	4
FRONT LINE STAFF – 50 positions			
Behavioral Health Associate Counselor	Certification	2	2
Behavioral Health Technician	Certification – Trainee	8	8
Community Services Aide III		2	2
Medical Doctor II – Psychiatrist	✓	1	1
Medical Doctor III – Psychiatrist	✓	2	1
Psychiatric Nurse Clinical Specialist	✓	3	3
Therapist II	✓	32	24.6
SUPPORT STAFF – 4 positions			
Office Services Coordinator		2	2
Principal Administrative Aide		2	1.5
Total		60	51.1

Source of data: BHCS data from June 25, 2007

C. Summary of Contracts – 24-Hour Crisis Center

In FY07, the Crisis Center managed eight contracts that provided the following services:

- Psychiatric services;
- A crisis hotline for youth;
- Disaster-response training for mental health professionals; and
- Taxi services and uniform cleaning.

The Crisis Center allocated \$409,000 (8% of its FY07 operating budget) for these eight contracts. As Table 5-4 shows, five of the eight contracts identified staff positions. The funding for these five contracts represented 92% of the Crisis Center’s contract dollars.

**Table 5-4
Overview of Contracts – 24-Hour Crisis Center**

Contract Staffing Information	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	5	\$374,507	9 ^a
Contract does not explicitly identify positions	3	\$34,600	–
<i>Total</i>	8	\$409,107	9

Source of data: BHCS contracts

^a The Crisis Center’s contracts also contained 1.25 FTEs for which the number of positions cannot be determined. The contracts also contained funding for an unspecified number of consultants.

Table 5-5 summarizes the number of contracts managed by the Crisis Center that contain staff licensing requirements and the source of the licensing requirements. In sum, three of the Crisis Center’s eight contracts in FY07 included licensing requirements. These contracts were for psychiatric services from individual psychiatrists.

**Table 5-5
Sources of Staff Licensing Requirements in Contracts –
24-Hour Crisis Center**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	3
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	3

Source of data: BHCS contracts

See Appendix B for more details on all contracts managed by the Crisis Center in FY07.

PROGRAM #3: Behavioral Health Specialty Services

A. Program Summary – Behavioral Health Specialty Services

The Behavioral Health Specialty Services program provides assessments and referrals for low-income individuals seeking mental health or addiction services. It also provides outpatient mental health treatment for low-income adults. Behavioral Health Specialty Services' FY07 approved operating budget was \$2.6 million (6.4% of BHCS' budget), which funded two types of services, described below.

Access to Behavioral Health Services is the entry point to the public mental health system⁶ and all County addiction services for low-income Montgomery County residents. The program provides no-cost substance abuse and mental health assessments and refers consumers to services based on individual needs.⁷ In addition, the program helps consumers with private health insurance to access services available under their insurance policies.

Adult Behavioral Health Services provides outpatient mental health services to low-income Montgomery County residents. Program services are more intensive than a traditional outpatient mental health clinic, but less intensive than those provided by the Assertive Community Treatment Team described under the 24-Hour Crisis Center (page 30). Target populations include:

- Individuals with serious mental illness who are unable to utilize the public mental health system; and
- Individuals with special needs, such as individuals with language barriers or individuals released from a psychiatric hospital, the Crisis Center, or jail.

Services include diagnostic evaluations, psychiatric medication evaluation and monitoring, psychotherapy, and case management services. All individuals receiving services are referred by the Access to Behavioral Health Services team.

⁶ The public mental health system provides *state-funded* mental health services to qualifying individuals.

⁷ Referrals can be made to County-run programs (e.g., Adult Behavioral Health Services or Outpatient Addiction Services) or to other providers (e.g., the public mental health system or private providers).

B. Summary of County Personnel – Behavioral Health Specialty Services

Table 5-6 contains information on the 27 budgeted positions (23.5 workyears) in Behavioral Health Specialty Services in FY07. The data show that in FY07:

- 19 of Behavioral Health Specialty Services' positions (70%) were front-line staff, 4 (15%) were support staff, and 3 (11%) were managers, and 1 (4%) was an administrator.
- About half (14 out of 27) of all positions were Therapist II positions.
- 21 (78%) of the positions required licensing or certification.

**Table 5-6
Summary of FY07 Positions – Behavioral Health Specialty Services**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 3 positions			
Manager III		1	1
Supervisory Therapist	✓	2	2
ADMINISTRATORS – 1 position			
Medical Doctor III - Psychiatrist ⁸	✓	1	.5
FRONT LINE STAFF – 19 positions			
Behavioral Health Technician	Certification - Trainee	1	1
Community Services Aide III		1	1
Medical Doctor II – Psychiatrist	✓	1	.5
Social Worker III	✓	2	2
Therapist II	✓	14	12.5
SUPPORT STAFF – 4 positions			
Office Services Coordinator		1	.75
Principal Administrative Aide		2	1.25
Program Specialist II		1	1
Total		27	23.5

Source: BHCS data from June 25, 2007

⁸ The Adult Behavioral Health Program receives 0.5 WYs of a Medical Doctor III – Psychiatrist position paid for by Criminal Justice Behavioral Health Services.

C. Summary of Contracts – Behavioral Health Specialty Services

Behavioral Health Specialty Services managed five contracts in FY07 that provided the following services:

- Enrollment assistance in a Maryland state program that provides psychotropic drugs to individuals with mental illness or substance abuse problems;
- Psychiatric services;
- Supplying prescription and non-prescription medication to the Department of Health and Human Services and the Department of Corrections; and
- Medical laboratory testing services.

Behavioral Health Specialty Services allocated \$322,000 (12% of its FY07 operating budget) for these five contracts. As Table 5-7 shows, two of the five contracts identified staff positions. The funding for these two contracts represents 17% of the program's contract dollars.

**Table 5-7
Overview of Contracts – Behavioral Health Specialty Services**

Contract Staffing Information	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	2	\$55,390	2
Contract does not explicitly identify positions	3	\$267,000	–
<i>Total</i>	5	\$322,390	2

Source: BHCS data

Table 5-8 shows that only one of the five contracts included staff licensing requirements. This contract was for an individual psychiatrist. The contracts without licensing requirements provided pharmacy and drug testing services.

**Table 5-8
Sources of Staff Licensing Requirements in Contracts – Behavioral Health Specialty Services**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	1
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	1

Source: BHCS data

See Appendix C for more details on all contracts managed by Behavioral Health Specialty Services in FY07.

PROGRAM #4: Partner Abuse Services (Abused Persons Program)

A. Program Summary – Abused Persons Program

Partner Abuse Services, commonly referred to as the Abused Persons Program, provides services to victims of domestic violence and their children and counseling for abusers. The Abused Persons Program's FY07 approved operating budget of \$2.9 million (7.2% of BHCS' budget) funded four types of services, described below.

The Betty Ann Krahnke Center provides shelter services to victims of domestic violence and their children. The 54-bed shelter offers clinical therapy and case management for victims dealing with the effects of domestic violence.

Victim Counseling and Advocacy offers individual and group counseling for victims of domestic violence. Services also include assisting victims with safety planning, crisis intervention, legal planning, and court companionship. The program also provides advocacy and legal assistance for immigrants who have experienced domestic violence.

The Abuser Intervention Program performs individual assessments and provides group counseling and referrals for mental health or substance abuse treatment for perpetrators of domestic violence.

Community Outreach Activities include community group training and participation at health fairs and public safety events to publicize domestic violence issues and available County services.

B. Summary of County Personnel – Abused Persons Program

Table 5-9 summarizes information about the Abused Persons Program’s 22 budgeted positions (20 workyears) in FY07. The data show that in FY07:

- 14 of the Abused Persons Program’s positions (64%) were front line staff, 5 (23%) were managers, and 3 (14%) were support staff.⁹
- 10 (45%) of the Abused Persons Program’s positions required licensing.

**Table 5-9
Summary of FY07 Positions – Abused Persons Program**

Position Class	License Required	Number of Positions	Number of Workyears
MANAGERS – 5 positions			
Manager III		1	1
Program Manager I		1	1
Supervisory Therapist	✓	3	3
FRONT LINE STAFF – 14 positions			
Client Assistant Specialist		7	5.5
Therapist II	✓	7	7
SUPPORT STAFF – 3 positions			
Office Services Coordinator		1	1
Principal Administrative Aide		2	1.5
<i>Total</i>		22	20

Source: BCHS data from June 25, 2007

⁹ Percentages do not add up to 100% due to rounding.

C. Summary of Contracts – Abused Persons Program

In FY07, the Abused Persons Program managed six contracts that provided the following services:

- Case management, counseling, and other assistance for victims of domestic violence;
- Shelter services for victims of domestic violence and their children;
- Intervention services for perpetrators of domestic violence; and
- Taxi services.

The Abused Persons Program allocated \$1.3 million (45% of its FY07 operating budget) for these six contracts. As Table 5-10 shows, three of the contracts identified a total of 26 staff positions. The funding for these three contracts represented 79% of the Abused Persons Program’s contract dollars.

**Table 5-10
Overview of Contracts – Abused Persons Program**

Contract Staffing Information	Number of Contracts	Total Amount of Contracts	Number of Contract Positions
Contract explicitly identifies positions	3	\$1,033,020	26
Contract does not explicitly identify positions	3	\$268,329	–
<i>Total</i>	6	\$1,301,349	26

Source: BHCS data

Table 5-11 shows that in FY07, three of the Abused Persons Program’s six contracts contained licensing requirements. These three contracts provided legal services, shelter services, and counseling and treatment services for victims and perpetrators for domestic violence. Contracts that did not include licensing requirements provided case management and transportation services.

**Table 5-11
Sources of Staff Licensing Requirements in Contracts –
Abused Persons Program**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	3
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	3

Source: BHCS data

See Appendix D for more details on all contracts managed by the Abused Persons Program in FY07.

PROGRAM #5: Victim Assistance and Sexual Assault Services

A. Program Summary – VASAP

The Victim Assistance and Sexual Assault Services program (VASAP) provides crisis intervention, counseling, and court/advocacy assistance services to victims of sexual assault and other crimes. VASAP's FY07 approved operating budget was \$2.2 million (5.5% of BHCS' FY07 budget) and funded three major types of services, described below:

Counseling Services include group, individual, and family therapy for victims of all types of crimes. When necessary, therapists refer victims to contract psychiatrists for evaluation and medication. The program also offers counseling for adults who experienced sexual abuse as children.

Upon request, therapists provide consultation to Montgomery County Public Schools' nurses and guidance counselors. VASAP therapists can meet with students at school. Therapists also run psycho-educational groups at several middle and high schools for student victims of crime or students identified as high-risk for becoming crime victims.

Victim Assistance Services provide court accompaniment and criminal justice advocacy for victims of sexual assault and other crimes. Program staff also help eligible applicants apply to the County's Crime Victims' Compensation Fund and the Maryland Criminal Injuries Compensation Board. These funds reimburse victims for crime-related expenses, including medical expenses, property damage, lost wages, and funeral costs.

Sexual Assault Outreach Volunteers Services staff train and coordinate volunteers to provide outreach to victims of sexual assault. Volunteers respond to police stations and hospitals to assist victims with crisis counseling and service coordination. Volunteers respond 24 hours a day, 365 day a year. They receive 40 hours of initial training, attend monthly meetings, and are supervised by a licensed therapist.

B. Summary of County Personnel – VASAP

Table 5-12 summarizes staffing information about Victim Assistance and Sexual Assault Services 24 positions (21.3 workyears) in FY07. The data show that:

- 17 positions (71%) were front line staff, 4 (17%) were support staff, and 3 (13%) were managers.
- About half (11 out of 24) of all positions in VASAP were Therapist II positions.
- 13 (54%) of VASAP's positions required licensing.

**Table 5-12
Summary of FY07 Positions –
Victim Assistance and Sexual Assault Services**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 3 positions			
Manager III		1	1
Supervisory Therapist	✓	2	2
FRONT LINE STAFF – 17 positions			
Client Assistance Specialist		6 ^a	3.74
Therapist II	✓	11	10.6
SUPPORT STAFF – 4 positions			
Office Services Coordinator		1	1
Principal Administrative Aide		3	3
Total		24	21.34

Source: BHCS data from June 25, 2007

^a One position (0.74 WYs) is a temporary, grant-funded position shared by VASAP and the Abused Persons Program.

C. Summary of Contracts – VASAP

VASAP managed five contracts in FY07 that provided the following services:

- Crisis intervention, therapy, and psychiatric services;
- Community education and training on sexual assault and violence issues; and
- Training for County staff, police, and community leaders on human trafficking.

VASAP allocated \$215,000 (10% of its FY07 operating budget) for these five contracts. Table 5-13 shows that four of the five contracts identified staff positions. These four contracts identified a total of 11 positions. The funding for these four contracts represented 91% of VASAP’s contract dollars.

**Table 5-13
Overview of Contracts – Victim Assistance and Sexual Assault Services**

Contract Staffing Information	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	4	\$194,860	11
Contract does not explicitly identify positions	1	\$20,000	–
<i>Total</i>	5	\$214,860	11

Source: BHCS data

Table 5-14 shows that two of VASAP’s five contracts included licensing requirements. These contracts provided therapy and psychiatric services. The three remaining contracts provided community education and training.

**Table 5-14
Sources of Staff Licensing Requirements in Contracts –
Victim Assistance and Sexual Assault Services**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	2
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	2

Source: BHCS data

See Appendix E for more details on all contracts managed by VASAP in FY07.

PROGRAM #6: Behavioral Health Community Support Services

A. Program Summary – Behavioral Health Community Support Services

The Behavioral Health Community Support Services program provides addiction and mental health services for adults. These services include direct case management and urinalysis services. The program's FY07 approved operating budget was \$7.4 million (18.2% of the BHCS' budget) and funded three types of services, described below.

Community Case Management Services provides community-based supports such as referrals, transportation, and service coordination to adult County residents with substance abuse disorders or co-occurring substance abuse and mental health disorders. These services do not include treatment. Community Case Management involves three service components:

- *Temporary Cash Assistance (TCA) Screening and Assessment* provides substance abuse screening and assessment for all cash assistance applicants and for felons applying for food stamps. The program also screens for mental health conditions and, when needed, refers people for follow-up treatment.
- *Targeted Case Management* provides intensive community-based support for individuals with substance abuse disorders who are referred by Income Support Services. Individuals participate in case management as a condition of receiving cash assistance.
- *Programs Assisting the Homeless (PATH)* provides case management services to offenders returning to the community from incarceration who have a history of homelessness and mental illness.

The Program Monitoring Unit manages the County's contracts for addiction and co-occurring disorder treatment, including contracts for outpatient addiction treatment; residential treatment programs; the Public Inebriate Initiative;¹⁰ and the emergency room diversion program. Staff also visit treatment programs to ensure that vendors comply with staffing requirements and to consult with providers.

Urine Monitoring Program and Laboratory provides urinalysis for BHCS and other DHHS programs and contractors, the County's Department of Correction and Rehabilitation, and other clients in the community.

¹⁰The Public Inebriate Initiative, described under Program #2: 24-Hour Crisis Center, refers publicly inebriated individuals to treatment provided by a Behavioral Health Community Support Services contract for sobering beds at the Avery Road Treatment Center.

B. Summary of County Personnel – Behavioral Health Community Support Services

Table 5-15 summarizes information about Behavioral Health Community Support Services' 24 budgeted positions (23.5 workyears) in FY07. The data show that:

- 12 positions (50%) were front line staff, 5 positions (21%) were managers, 4 positions (17%) were administrators, 2 positions (8%) were scientists, and 1 position (4%) was support staff.
- The program had 16 different job classes and no single job class had more than 3 positions.
- 11 (46%) of Behavioral Health Community Support Services' positions required licensing or certification.

**Table 5-15
Summary of FY07 Positions – Behavioral Health Community Support Services**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 5 positions			
Manager II		1	1
Manager III		1	1
Social Worker IV	✓	1	1
Supervisory Therapist	✓	2	2
ADMINISTRATORS – 4 positions			
Management and Budget Specialist III		1	1
Program Specialist I		1	1
Program Specialist II		2	1.5
FRONT-LINE STAFF – 12 positions			
Behavioral Health Associate Counselor	Certification	2	2
Behavioral Health Technician	Certification-Trainee	3	3
Community Services Aide I		1	1
Community Services Aide II		2	2
Community Services Aide III		1	1
Therapist II	✓	3	3
SUPPORT STAFF – 1 position			
Principal Administrative Aide		1	1
SCIENTISTS – 2 positions			
Laboratory Assistant		1	1
Laboratory Scientist		1	1
Total		24	23.5

Source: BHCS data from June 25, 2007

C. Summary of Contracts – Behavioral Health Community Support Services

Behavioral Health Community Support Services managed 13 contracts in FY07. Contract services included a range of residential and outpatient treatment services for individuals with substance abuse disorders and co-occurring mental health and substance abuse disorders. Some programs served special populations, such as women and their children, offenders, and Spanish-speaking clients. The County also had a contract to purchase drug-testing kits.

Behavioral Health Community Support Services allocated \$5.5 million (74% of its FY07 operating budget) for these 13 contracts. Table 5-16 shows that seven of the 13 contracts identified staff positions in the contract. The funding for these seven contracts represented 73% of the program’s contract dollars.

**Table 5-16
Overview of Contracts – Behavioral Health Community Support Services**

Contract Staffing Information	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	7	\$3,987,489	52 ^a
Contract does not explicitly identify positions	6	\$1,508,276	–
Total	13	\$5,495,765	52

Source: BHCS data

^a Behavioral Health Community Support Services’ contracts also contained 74.24 FTEs for which the number of positions cannot be determined.

Table 5-17 shows that 12 of the Behavioral Health Community Support Services’ 13 contracts included licensing requirements. Only the contract to purchase drug testing kits did not include licensing requirements.

**Table 5-17
Sources of Staff Licensing Requirements in Contracts –
Behavioral Health Community Support Services**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	2
Contract References COMAR Licensing Requirements	6
Contract Contains Licensing Requirements <i>and</i> References COMAR	4
Total	12

Source: BHCS data

See Appendix F for more details on all contracts managed by Behavioral Health Community Support Services in FY07.

PROGRAM #7: Criminal Justice Behavioral Health Services

A. Program Summary – Criminal Justice Behavioral Health Services

Criminal Justice Behavioral Health Services provides substance abuse and mental health evaluation, treatment, and case management to offenders at the Montgomery County Detention Center. Criminal Justice Behavioral Health Services' FY07 approved operating budget was \$1.9 million (4.8% of BHCS' total budget) and funded three types of services, described below.

Clinical Assessment and Triage Services screens and evaluates individuals entering the Detention Center for behavioral health problems, including substance abuse and risk for suicide. The program coordinates medication and treatment for inmates within the facility. It also diverts individuals at high risk for suicide to the jail's Crisis Intervention Unit rather than to the general jail population.

Jail Addiction Services provides a therapeutic housing unit within the Detention Center where inmates receive substance abuse treatment and education services. The program also provides court advocacy for participants. Participants may be self-referred or referred by jail staff, attorneys, parole and probation officers, and judges.

Community Re-Entry Services assists inmates preparing to re-enter the community from the Crisis Intervention Unit or the Jail Addiction Services unit. The program helps coordinate continued mental health and substance abuse treatment services, such as placement in long-term treatment facilities and access to medication and psychiatric services. In addition, Community Re-Entry Services works with Community Assessment and Triage Services to coordinate transitional services for inmates with mental health and substance abuse disorders who are re-entering the community from the general population in the Detention Center.

B. Summary of County Personnel – Criminal Justice Behavioral Health Services

Table 5-18 (next page) summarizes staffing information about Criminal Justice Behavioral Health Services' 21 positions (20.5 workyears) in FY07. The data show that:

- 15 positions (71%) were front line staff, 4 positions (19%) were managers, and 2 positions (10%) were support staff.
- About half (11 out of 21) of all positions in the program were Therapist II positions.
- 15 (71%) of the positions required licensing.

Table 5-18
Summary of FY07 Positions – Criminal Justice Behavioral Health Services

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 4 positions			
Manager III		1	1
Supervisory Therapist	✓	3	3
FRONT LINE STAFF – 15 positions			
Community Services Aide II		1	1
Community Services Aide III		2	2
Medical Doctor III - Psychiatrist	✓	1	1 ^a
Therapist II	✓	11	11
SUPPORT STAFF – 2 positions			
Principal Administrative Aide		2	1.5
<i>Total</i>		21	20.5

Source: BHCS data from June 25, 2007

^a Half of this position's workyear staffed the Adult Behavioral Health Program described under Program #3: Behavioral Health Specialty Services.

C. Summary of Contracts – Criminal Justice Behavioral Health Services

Criminal Justice Behavioral Health Services managed one contract in FY07 to provide transitional housing and support for men with mental health and/or substance abuse disorders leaving Montgomery County correctional facilities.

As shown in Table 5-19, the program allocated \$40,000 (2% of its FY07 operating budget) to fund this contract in FY07. However, due to ongoing lease negotiations between DHHS and the Maryland-National Capital Park and Planning Commission for the housing facility, no services were provided and no funds were expended under this contract in FY07. The contract had no staff licensing requirements.

Table 5-19
Overview of Contracts – Criminal Justice Behavioral Health Services

Contract Information	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	1	\$40,000	1
<i>Total</i>	1	\$40,000	1

Source: BHCS data

See Appendix G for more details on all contracts managed by Criminal Justice Behavioral Health Services in FY07.

PROGRAM #8: Outpatient Addiction Services

A. Program Summary – Outpatient Addiction Services

Outpatient Addiction Services provides outpatient treatment for adults with co-occurring substance abuse and mental health disorders who are unable to obtain services from other providers for reasons including homelessness, transience, lack of insurance, or involvement in the criminal justice system. Outpatient Addiction Services' FY07 approved operating budget was \$3.1 million (7.7% of BHCS' total budget) and funded services at the County's Outpatient Addiction and Mental Health Clinic, described below.

The Outpatient Addiction and Mental Health Clinic provides outpatient substance abuse treatment and mental health services. The clinic is licensed as a public mental health clinic, allowing the County to bill the Maryland Mental Health Administration and Medicaid for mental health services provided to clients. The clinic provides multiple levels of treatment:

- *Intensive Outpatient Addiction Services* requires participants to receive a minimum of nine hours of services each week. Services include group, individual, and family therapy; psychiatric services; urinalysis; vocational counseling; transportation assistance; income support assistance; referrals to housing, legal services, or primary health care; and credit counseling.
- *Outpatient Addiction Services* requires participants to receive at least four and a half hours of treatment each week. Clients receive the same services described above.
- *Medication Assisted Treatment* provides methadone treatment for opiate-dependent clients. Clients receiving this treatment also receive the outpatient addiction services described above.

In addition, the clinic provides intensive outpatient treatment and supervision for non-violent, chronic substance-using offenders participating in the Montgomery County Circuit Court's Adult Drug Court program. Participants referred to this program by judges, public defenders, private attorneys, and probation officers are court-ordered to participate in treatment as an alternative to incarceration.

B. Summary of County Personnel – Outpatient Addiction Services

Table 5-20 contains information on the 33 budgeted positions (32 workyears) in Outpatient Addiction Services in FY07. The data show that:

- 24 positions (73%) in Outpatient Addiction Services were front line staff, 4 positions (12%) were managers, 4 positions (12%) were support staff, and 1 position (3%) was an administrator.
- About 40% (13 out of 33) of all positions were Therapist II positions.
- 22 (67%) of the positions required licensing.

**Table 5-20
Summary of FY07 Positions – Outpatient Addiction Services**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 4 positions			
Manager III		1	1
Nurse Manager	✓	1	1
Supervisory Therapist	✓	2	2
ADMINISTRATORS – 1 position			
Program Specialist I		1	1
FRONT LINE STAFF – 24 positions			
Community Health Nurse II	✓	3	2.5
Community Services Aide III		3	3
Human Services Specialist		1	1
Medical Doctor III – Psychiatrist	✓	1	1
Program Specialist I		1	1
Psychiatric Nurse Clinical Specialist	✓	1	1
Therapist I	✓	1	1
Therapist II	✓	13	12.5
SUPPORT STAFF – 4 positions			
Administrative Aide		1	1
Office Services Coordinator		2	2
Principal Administrative Aide		1	1
Total		33	32

Source: BHCS data from June 25, 2007.

C. Summary of Contracts – Outpatient Addiction Services

In FY07, Outpatient Addiction Services managed four contracts for psychiatric services from four individual psychiatrists. As shown in Table 5-21, Outpatient Addiction Services allocated \$216,000 (7% of its FY07 operating budget) for these four contracts. One hundred percent of Outpatient Addiction Services’ contract dollars funded contracts that identified staff positions.

**Table 5-21
Overview of Contracts – Outpatient Addiction Services**

Contract Staffing Information	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	4	\$216,285	4
Contract does not explicitly identify positions	0	–	–
<i>Total</i>	4	\$216,285	4

Source: BHCS data and OLO analysis

All four of Outpatient Addictions Services’ FY07 contracts included licensing requirements, as shown in Table 5-22.

**Table 5-22
Sources of Staff Licensing Requirements in Contracts –
Outpatient Addiction Services**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	4
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	4

Source: BHCS data and OLO analysis

See Appendix H for more details on all contracts managed by Outpatient Addiction Services in FY07.

PROGRAM #9: Child and Adolescent Mental Health Services

A. Program Summary – Child and Adolescent Mental Health Services

The Child and Adolescent Mental Health Services program provides outpatient mental health services to children and adolescents experiencing severe mental health, behavioral, substance abuse, or victimization problems and their families. Child and Adolescent Mental Health Services' FY07 approved operating budget was \$3.0 million (7.5% of the BHCS' total budget). The programs services include:

The Child and Adolescent Mental Health Clinic is a County-run outpatient clinic that serves children and adolescents in Montgomery County. The clinic serves both children eligible for services through the State public mental health system and uninsured children who cannot afford private care.

The Home-Based Mental Health Team provides home-based mental health services to children receiving Child Welfare services.

Child Mental Health Fiscal Management oversees the Child and Adolescent Mental Health budget, monitors contracts, and manages billing for the Child and Adolescent Mental Health Clinic. Staff also provide technical assistance and advice on management practices to private mental health providers.

Child and Adolescent Mental Health Services Planning and Monitoring performs the roles of the Core Service Agency for child and adolescent mental health.¹¹ In this capacity, staff:

- Interact with the State Mental Hygiene Administration, the State's public mental health managed care provider (MAPS-MD), and local mental health providers;
- Monitor service providers for compliance with legal mandates;
- Coordinate care authorization for children entering residential treatment centers; and
- Assist parents of children with mental health needs to navigate the mental health system.

¹¹ Under Maryland law, the Core Service Agency (CSA) is the County mental health authority responsible for planning, managing, and monitoring public mental health services at the local level. BHCS is designated by law as Montgomery County's CSA. Within BHCS, System Planning and Management undertakes the specific tasks assigned to the Core Service Agency under state law (see page 53, footnote 15). Child and Adolescent Mental Health, however, manages those tasks related to child and adolescent mental health.

B. Summary of County Personnel – Child and Adolescent Mental Health Services

Table 5-23 provides information on the 20 budgeted positions (18.5 workyears) in Child and Adolescent Mental Health Services in FY07. The data show that:

- 14 positions (70%) were front-line staff, 2 positions (10%) were managers, 2 positions (10%) were administrators, and 2 positions (10%) were support staff positions.
- Over half (11 out of 20) of the program’s positions were Therapist II positions.
- 15 (75%) of the program’s positions required licensing.

**Table 5-23
Summary of FY07 Positions – Child and Adolescent Mental Health Services**

Position Title	License Required	Number of Positions	Number of WYs
MANAGERS – 2 positions			
Manager II		1	1
Supervisory Therapist	✓	1	1
ADMINISTRATORS – 2 position			
Program Manager I		1	1
Program Manager II		1	1
FRONT LINE STAFF – 14 positions			
Medical Doctor IV – Psychiatrist	✓	2	1.5
Psychiatric Nurse Clinical Specialist	✓	1	1
Therapist II	✓	11	10
SUPPORT STAFF – 2 positions			
Office Services Coordinator		1	1
Principal Administrative Aide		1	1
Total		20	18.5

Source: BHCS data from June 25, 2007

C. Summary of Contracts – Child and Adolescent Mental Health Services

Child and Adolescent Mental Health Services managed four contracts in FY07 that provided the following services:

- Psychiatric services at the Silver Spring Clinic and the Rockville/Germantown Child Welfare Clinic;
- Wraparound services for children and youth;
- Consumer-driven support services for children, adolescents and their families; and
- Administrative services.

Child and Adolescent Mental Health Services allocated \$1.3 million (43% of its FY07 operating budget) for these four contracts. Table 5-24 shows that among these contracts, only one identified staff positions. This contract was for an individual psychiatrist. The funding for this contract represented 9% of the program’s contract dollars.

**Table 5-24
Overview of Contracts – Child and Adolescent Mental Health Services**

Type of Contract	Number of Contracts	Total Budgeted Contract Amount	Number of Contract Positions
Contract explicitly identifies positions	1	\$119,200	1
Contract does not explicitly identify positions	3	\$1,190,609	–
<i>Total</i>	4	\$1,309,809	1

Source: BHCS data

Table 5-25 shows that two of the program’s four contracts identified staff licensing requirements. These contracts were for psychiatric and wraparound services.

**Table 5-25
Sources of Staff Licensing Requirements in Contracts –
Child and Adolescent Mental Health Services**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	2
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	2

Source: BHCS data

See Appendix I for more details on all contracts managed by Child and Adolescent Mental Health Services in FY07.

PROGRAM #10: System Planning and Management

A. Program Summary – System Planning and Management

System Planning and Management (SPM) oversees federal and state grants to BHCS, serves as Montgomery County's Core Service Agency under State law,¹² and manages 36 contracts for services. System Planning and Management also funds several merit system positions in other programs within BHCS and mental-health related positions in other DHHS service areas. SPM's FY07 approved operating budget was \$8.0 million (19.8% of BHCS' total budget). SPM's services include:

Quality Assurance assists the State public mental health system with oversight and licensing tasks for public mental health clinics in Montgomery County.

Montgomery Cares Behavioral Health Pilot provides services for the behavioral health component of the Montgomery Cares program.¹³

Mental Health Services for Seniors and Persons with Disabilities oversees the provision of mental health services to seniors and persons with disabilities. This component of SPM is described as Program #11, beginning on page 56.

Communications, Outcomes, and Systems collects outcome data from BHCS and the public mental health system and manages SPM's annual plan and report for the State Mental Health Administration.

Adult Services Coordination helps adults obtain treatment in residential rehabilitation programs and psychological rehabilitation programs. For example, staff provide consumer education forums and assist with referrals to the Behavioral Health Access team when an individual is released from a Maryland State psychiatric hospital.

Office of Consumer Affairs provides outreach – such as offering trainings and conducting a consumer satisfaction survey – to mental health consumers in Montgomery County.

Contract Management and Housing Development manages SPM's contracts with community providers of mental health services, including public mental health clinics, residential services, and other providers.

In addition to these functions, SPM has one position in **Data Integration**. This position serves on DHHS's Information Technology Workgroup, which is developing an integrated information system for the department.

¹² Under Maryland law, the Core Service Agency (CSA) is the County mental health authority responsible for planning, managing, and monitoring public mental health services at the local level. BHCS is designated by law as Montgomery County's CSA. Within BHCS, System Planning and Management undertakes the specific tasks assigned to the Core Service Agency under state law. Staff within BHCS often refer to SPM as the Core Service Agency.

¹³ Montgomery Cares, a program funded by DHHS' Public Health Services, provides health care for uninsured residents of Montgomery County.

B. Summary of County Personnel – System Planning and Management

Table 5-26 contains information on the 22 budgeted positions (20.75 workyears) in SPM in FY07. The data show that:

- 12 positions (55%) were front line staff and 7 positions (32%) were administrators. Additionally, the program had one manager position, one support staff position, and one position with both administrative and front-line responsibilities.
- 4 (18%) of SPM's positions required licensing or certification.

**Table 5-26
Summary of FY07 Positions – System Planning and Management**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 1 position			
Manager III		1	1
ADMINISTRATORS – 7 positions			
Accountant/Auditor III		1	1
Administrative Specialist III ¹⁴		1	1
Program Manager II		4	4
Senior Planning Specialist		1	1
ADMINISTRATOR / FRONT LINE – 1 position			
Program Manager II		1	1
FRONT LINE STAFF – 12 positions			
Behavioral Health Associate Counselor ¹⁵	Certification	1	1
Community Services Aide III ¹⁶		1	1
Income Assistance Program Specialist II ¹⁷		4	4
Program Manager I		2	1
Program Manager II		1	1
Therapist II ¹⁸	✓	3	2.75
SUPPORT STAFF – 1 position			
Office Services Coordinator		1	1
Total		22	20.75

Source: BHCS data from June 25, 2007

¹⁴ This position's time was evenly divided between BHCS and DHHS' Public Health Services.

¹⁵ This position worked in the Behavioral Health Community Support Services PATH program.

¹⁶ This position worked in the Behavioral Health Community Support Services PATH program.

¹⁷ These four positions worked for DHHS' Aging and Disability Service at clinic-based settings that provide mental health and/or substance abuse treatment services.

¹⁸ A part-time Therapist II position (0.75 WYs) worked in Child and Adolescent Mental Health Services.

C. Summary of Contracts – System Planning and Management

In FY07, System Planning and Management managed 36 contracts that provided mental health services. Services included:

- Clinic-based outpatient mental health services;
- Psychiatric services for children and adolescents;
- Residential services for youth and adults;
- Supportive services (e.g., case management, respite care, vocational training);
- Outreach services to mental health consumers and training for their families; and
- Consumer-operated drop-in centers.

SPM allocated \$4.7 million (59% of its FY07 operating budget) for these 36 contracts.¹⁹ Table 5-27 shows that 10 of SPM's 36 contracts identified staff positions. The funding for these 10 contracts represented 25% of SPM's contract dollars.

**Table 5-27
Overview of Contracts – System Planning and Management**

Contract Staffing Information	Number of Contracts	Budgeted Amount of Contracts	Number of Contract Positions
Contract explicitly identifies positions	10	\$1,168,903	25 ^a
Contract does not explicitly identify positions	26	\$3,539,171	–
<i>Total</i>	36	\$4,708,074	25

Source: BHCS data

^a SPM's contracts also contained 4.2 workyears for which the number of positions cannot be determined.

Table 5-28 shows that in FY07, 21 of SPM's 36 contracts included licensing requirements. Contracts without licensing requirements primarily provided non-therapeutic services.

**Table 5-28
Sources of Staff Licensing Requirements in Contracts –
System Planning and Management**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	4
Contract References COMAR Licensing Requirements	17
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	21

Source: BHCS data

See Appendix J for more details on all contracts managed by SPM in FY07.

¹⁹ In FY07, SPM also funded three contracts that were monitored by a BHCS housing program that was subsequently moved to the new Supportive Housing Service Area.

PROGRAM #11: Mental Health Services for Seniors and Persons with Disabilities

A. Program Summary – Mental Health Services for Seniors & Persons w/ Disabilities

Mental Health Services for Seniors and Persons with Disabilities' primary role is to manage contracts for mental health services for seniors and persons with disabilities. Staff also provide consultations to DHHS' Aging and Disability Services; arrange, facilitate, and conduct trainings; and provide consultation to community mental health providers. The program's FY07 operating budget was \$3.8 million (9.4% of BHCS' total budget) and funded six initiatives, described below.

Senior Outreach Team (SORT) provides in-home mental health therapy and psychiatric services to seniors who cannot or will not access office-based services. The team works to transition seniors to office-based mental health services.

The Hispanic Outreach Program provides the same services as the Senior Outreach Team but with a focus on Spanish-speaking seniors.

Prevention and Early Intervention Mental Health Services for Seniors works to identify seniors and refer them to services during the early stages of mental illness. The program provides information, drop-in groups at five senior centers, and educational sessions on mental health topics – all designed to help seniors become more comfortable with and knowledgeable about available services. The program also provides consultation services for senior service providers such as the Housing Opportunity Commission, assisted living facilities, group homes, and senior centers.

The Peer Counseling Program trained and matched individuals over 50 years old as mentors to provide weekly visits with seniors. Because of the large volunteer time commitment and subsequent difficulty in retaining volunteers, this program was discontinued in FY07.

Mental Health Services for People with Developmental Disabilities or Mental Retardation provides mental health services and case management for individuals and families who do not qualify for services under the State's public mental health system.

Mental Health Services for Clients Who Are Deaf or Hard of Hearing provides mental health services to deaf or hard of hearing individuals.

In addition to these services, Mental Health Services for Seniors and Persons with Disabilities manages State funding for the Hospital Diversion Team. The Hospital Diversion Team works to place uninsured individuals with psychiatric conditions in treatment settings other than the hospital whenever possible. The Mental Health Services for Seniors and Persons with Disabilities program manages funding for the team's staff (see Table 5-29 on the next page), but the team's staff are housed at the Crisis Center and do not limit services to seniors and persons with disabilities.

B. Summary of County Personnel – Mental Health Svcs. for Srs. & Persons w/ Disabilities

Table 5-29 provides information about the 12 positions (11 workyears) in Mental Health Services for Seniors and Persons with Disabilities in FY07. The Program Manager II and Principal Administrative Aide positions identified in Table 5-29 are the only positions that staff the Mental Health Services for Seniors and Persons with Disabilities program. The remaining staff make up the Hospital Diversion Team, which works out of the Crisis Center. The data in Table 5-29 show that:

- The Mental Health Services for Seniors and Persons with Disabilities program had one manager and one support staff position.
- 9 positions (90%) on the Hospital Diversion Team were front-line staff. The Hospital Diversion Team’s remaining position was an administrator.
- 70% of the Hospital Diversion Team’s positions (7 out of 10) were Therapist II positions.
- 8 (80%) of the Hospital Diversion Team’s positions required licensing.

**Table 5-29
Summary of FY07 Positions –
Mental Health Services for Seniors and Persons with Disabilities and
Hospital Diversion Team**

Position Class	License Required	Number of Positions	Number of WYs
MANAGERS – 1 position			
Program Manager II		1	1
ADMINISTRATORS – 1 position			
Program Specialist II		1	1
FRONT LINE STAFF – 9 positions			
Income Assistance Program Specialist II		1	1
Psychiatric Nurse Clinical Specialist	✓	1	.5
Therapist II	✓	7	6.5
SUPPORT STAFF – 1 position			
Principal Administrative Aide		1	1
Total		12	11

Source: BHCS data from June 25, 2007

C. Summary of Contracts – Mental Health Svcs. for Srs. & Persons w/ Disabilities

In FY07 Mental Health Services for Seniors and Persons with Disabilities managed six contracts that provided the following services:

- Home and community-based (e.g., senior centers) mental health services, including treatment, educational groups, and case management services for seniors;
- Mental health services to children and adults with developmental disabilities who are not eligible for the public mental health system or Medicare; and
- Mental health services for the deaf and hard of hearing.

Mental Health Services for Seniors and Persons with Disabilities allocated \$572,000 (15% of its FY07 operating budget) for these six contracts. Table 5-30 shows that these six contracts identified a total of 26 positions. One hundred percent of the program's contract dollars funded contracts that identified staff positions.

**Table 5-30
Overview of Contracts –
Mental Health Services for Seniors and Persons with Disabilities**

Contract/Staffing Information	Number of Contracts	Total Amount of Contracts	Number of Contract Staff
Contract explicitly identifies positions	6	\$571,753	26
Contract does not explicitly identify positions	0	–	–
<i>Total</i>	6	\$571,753	26

Source: DHHS contracts and supporting documents

Table 5-31 shows that five of the six contracts included licensing requirements.

**Table 5-31
Sources of Staff Licensing Requirements in Contracts –
Mental Health Services for Seniors and Persons with Disabilities**

Source of Staff Licensing Requirements in Contract	Number of Contracts
Contract Contains Licensing Requirements	5
Contract References COMAR Licensing Requirements	0
Contract Contains Licensing Requirements <i>and</i> References COMAR	0
<i>Total</i>	5

Source: DHHS contracts and supporting documents

See Appendix K for more details on all contracts managed by Mental Health Services for Seniors and Persons with Disabilities in FY07.

CHAPTER VI. Findings and Recommended Discussion Topics

The Department of Health and Human Services' Behavioral Health and Crisis Services (BHCS) provides services to adults, adolescents, and children who are in crisis or who have behavioral health needs. BHCS delivers an array of mental health, addiction, and crisis intervention services using a combination of in-house staff and contract staff.

This report responds to the County Council's request to provide a profile of the in-house and contract staffing of BHCS. Section A of this chapter summarizes OLO's findings and Section B presents OLO's recommended discussion topics.

A. Summary of Findings

OLO's findings, based on program and contract data from FY07, are summarized in two categories:

- Data on In-House Behavioral Health and Crisis Services Staff; and
- Data on Staff Hired on Contract by Behavioral Health and Crisis Services.¹

DATA ON IN-HOUSE BEHAVIORAL HEALTH AND CRISIS SERVICES STAFF

Finding #1: As of June 2007, BHCS had 269 in-house positions (246.2 WYs) distributed among ten programs and the BHCS Chief's Office.

The complement of in-house staff hired by each BHCS program varies considerably. As of June 2007, the Chief's Office had four staff positions; Mental Health Services for Seniors and Persons with Disabilities had 12 positions; and eight other BHCS programs had between 20 and 33 positions. With 60 positions, the Crisis Center, by far, used the largest number of in-house staff for service delivery.

Between December 2006 and June 2007, the total number of positions in BHCS increased from 261 to 269 (an increase of 3%), and the number of workyears increased from 237.4 to 246.2 (an increase of 4%). In December 2006, the vacancy rate was 12.6% (33 out of 261 positions); in June 2007, the vacancy rate was a slightly lower 11.5% (31 out of 269 positions).

¹ During FY07, BHCS' services were organized into 15 program areas, including four housing programs. Earlier this fiscal year (FY08), the housing programs were transferred out of BHCS. In order to provide a useable baseline of information, OLO limited its review to the 11 program areas that remain in BHCS.

Finding #2: In FY07, BHCS' staff occupied 36 different job classes.

The job classes of staff employed by BHCS represent a wide range of professions, including: medical doctors, nurses, therapists, social workers, community service aides, managers, and administrative personnel.

In sum, the FY07 data on job classes in BHCS showed that:

- Therapist class positions accounted for about half of the 269 total positions in BHCS, with 113 Therapist I and II positions (42%) and 19 Supervisory Therapist positions (7%).
- Other than Therapists, no BHCS job class had more than 15 positions; in fact, 12 of BHCS' 36 job classes (33%) had only one position each.

Finding #3: BHCS' front-line positions represented almost 70% of BHCS' total budgeted positions.

In consultation with BHCS staff, OLO developed five descriptive position categories and sorted BHCS' 269 positions into these categories based on each position's primary functions. The five position categories are: Managers, Administrators, Front-Line Staff, Support Staff, and Scientific Staff.

Sorting BHCS' FY07 workforce into these five categories shows that:

- 186 positions (69%) were Front-line Staff
- 35 positions (13%) were Managers;
- 27 positions (10%) were Support Staff;
- 18 positions (7%) were Administrators;
- 2 positions (less than 1%) were classified as Scientific Staff; and
- 1 position (less than 1%) had both administrative and front-line responsibilities.

When examined by program (excluding the Chief's Office), the number of front-line jobs varied from 50-83% of the total number of positions in a program.

The Chief's Office and one program (System Planning and Management) accounted for half of BHCS' Administrator positions. These programs oversee the majority of BHCS' administrative functions, such as fiscal and management oversight, data collection, and oversight and licensing of the public mental health clinics in the County.

Finding #4: In FY07, 13 of BHCS' 36 job classes (36%) required position occupants to be licensed or certified in their profession.

The 13 job classes in BHCS that required licensing or certification accounted for 171 (64%) of BHCS' total 269 positions. Of these 171 positions that required licensing or certification, 132 positions (77%) were either Therapists or Supervisory Therapists.

The BHCS Chief's Office and System Planning and Management had the lowest percent of licensed positions (0% and 18% respectively). The percent of licensed or certified positions in the remaining nine BHCS programs ranged from 45% (Partner Abuse Services) to 87% (24-Hour Crisis Center).

In FY07, 31 (58%) of BHCS' 53 Manager and Administrator positions were in job classes that did not require individuals to be licensed or certified in their profession.

**DATA ON STAFF HIRED ON CONTRACT BY
BEHAVIORAL HEALTH AND CRISIS SERVICES**

Finding #5: In FY07, BHCS' budget included \$14.6 million for 85 contracts.

BHCS encumbered \$14.6 million or 36% of its FY07 operating budget to fund contracts. With the exception of the BHCS Chief's Office, all BHCS programs managed contracts. System Planning and Management managed 36 (42%) of BHCS' contracts, the most of any BHCS program. The remaining nine BHCS programs each managed between one and 13 contracts.

The dollar amount of contracts managed by BHCS' programs ranged from a low of \$40,000 (Criminal Justice Behavioral Health Services) to a high of \$5.5 million (Behavioral Health Community Support Services). Similarly, the percent of each program's operating budget allocated to contracts ranged from a low of 2% (Criminal Justice Behavioral Health Services) to a high of 75% (Behavioral Health Community Support Services).

Three BHCS programs - System Planning and Management, Victim Assistance and Sexual Assault Services, and Criminal Justice Behavioral Health Services - also provided approximately \$149,000 to fund contracts in other DHHS service areas (see footnote 1 on page 16 and Table 3-1 on page 17). For example, System Planning and Management contributed \$25,000 to fund a \$112,000 contract between DHHS' Aging and Disability Services and the Mental Health Association of Montgomery County.

Finding #6: Approximately half of BHCS' FY07 contracts contain information or have supporting documents that identify the number of positions required to provide services under the contract.

In FY07, 41 of BHCS' contracts contained information in the contract or in supporting documents that identified the number of positions required to provide services. These 41 contracts represented 48% of BHCS' 85 contracts, and together funded 155 positions.

In FY07, the number of staff identified in BHCS contracts varied by program. By program, the specific number of positions identified ranged from a single position (contract for Criminal Justice Behavioral Health Services and contract for Child and Adolescent Mental Health Services) to 52 positions (contracts for Behavioral Health Community Support Services).

Funding for these 41 contracts in FY07 totaled \$7.8 million. The total dollar amount BHCS programs allocated to contracts that identified positions ranged from a low of \$40,000 (contract for Criminal Justice Behavioral Health Services) to a high of \$4 million (contracts for Behavioral Health Community Support Services).

Three BHCS programs allocated 100% of their FY07 contract dollars to contracts that identified positions. These programs are Criminal Justice Behavioral Health Services (\$40,000), Outpatient Addiction Services (\$216,000), and Mental Health Services for Seniors and Persons with Disabilities (\$572,000).

Finding #7: The other half of BHCS' FY07 contracts did not contain information or have supporting documents that identify the number of positions required to provide services under the contract.

In FY07, 44 of BHCS' contracts did not contain information in the contract or in supporting contract documents that specified the number of positions required to provide services. Instead, some of these contracts mandated a minimum number of required positions in the contract. Other contracts referenced sections of the Code of Maryland Regulations (COMAR) that also mandated a minimum number of positions required to provide a certain service. These 44 contracts represented 52% of BHCS' 85 contracts.

FY07 funding for these 44 contracts totaled \$6.8 million. One program, System Planning and Management, managed \$3.5 million (51%) of this \$6.8 million in contracts. Three other programs did not manage any of these 44 contracts: Outpatient Addiction Services, Criminal Justice Behavioral Health Services, and Mental Health Services for Seniors and Persons with Disabilities.

Among BHCS' programs, Child and Adolescent Mental Health Services allocated the largest percent of its budget to contracts that did not identify positions (91%), followed by Behavioral Health Specialty Services (83%), and System Planning and Management (75%).

Finding #8: In FY07, 51 contracts, or 60% of all BHCS' contracts, included staff licensing requirements.

In FY07, 60% of BHCS' contracts included staff licensing requirements, referenced sections of COMAR that include staff licensing requirements, or both. In general, contracts that did not include licensing requirements provided services such as transportation; community education and training; drug-testing services and supplies; pharmacy services; and support services such as case management or consumer-driven support groups and drop-in centers.

Finding #9: For BHCS as a whole during FY07, there was a relatively even division of funds between contracts that identified positions and contracts that did not. However, when examined by program, the pattern looks very different.

When all of BHCS' FY07 contracts are looked at as a single group:

- About half of the contract funding went to contracts that **did identify** the numbers of positions required for service delivery (\$7.8 million or 53% of total contract dollars); and
- About half of the contract funding went to contracts that **did not identify** the numbers of positions required for service delivery (\$6.8 million, or 47%, of total contract dollars).

However, when examined by program, Table 6-1 (next page) shows that the different programs tend to be skewed toward funding one type of contract or the other.

Specifically:

- Seven BHCS programs allocated 73% or more of their total contract dollars to contracts that **did identify** the numbers of positions required for service delivery; and
- Three BHCS programs allocated 75% or more of their total contract dollars to contracts that **did not identify** the numbers of positions required for service delivery.

Table 6-1
Distribution of FY07 Contract Funding Between Contracts
With and Without Identifiable Numbers of Positions, by Program

Program	Total Amount Encumbered for Contracts (\$1,000s)	Contracts with Identifiable Number of Positions		Contracts without Identifiable Number of Positions	
		Encumbered Amount (\$1,000s)	% of Total Contract Funding	Encumbered Amount (\$1,000s)	% of Total Contract Funding
Services Area Administration					
Chief's Office	\$0	\$0	--	\$0	--
Crisis, Victims, and Mental Health Specialty Services					
24-Hour Crisis Center	\$409	\$375	92%	\$35	8%
Behavioral Health Specialty Services	\$322	\$55	17%	\$267	83%
Partner Abuse Services	\$1,301	\$1,033	79%	\$268	21%
Victim Assistance and Sexual Assault Services	\$215	\$195	91%	\$20	9%
Adult Addiction Services					
Behavioral Health Community Support Services	\$5,496	\$3,987	73%	\$1,508	27%
Outpatient Addiction Services	\$216	\$216	100%	\$0	0%
Criminal Justice Behavioral Health	\$40	\$40	100%	\$0	0%
Child and Adolescent Mental Health Services					
Child and Adolescent Mental Health Services	\$1,310	\$119	9%	\$1,191	91%
System Planning and Management					
System Planning and Management	\$4,708	\$1,169	25%	\$3,539	75%
Mental Health Services for Seniors and Persons with Disabilities	\$572	\$572	100%	\$0	0%
Total for All BHCS Programs	\$14,589	\$7,761	53%	\$6,828	47%

Source: BHCS data

B. Recommended Discussion Topics

The data presented in this report provide a profile of Behavioral Health and Crisis Services' FY07 in-house and contract staff. When examined in concert with additional budget and results data, the staffing information could be used to further analyze BHCS' programs and to better understand the impact of Council funding decisions on BHCS service delivery.

Below are five topics developed to facilitate an informed discussion about BHCS' staffing among Councilmembers and Department of Health and Human Services staff. OLO anticipates that one of the outcomes of this discussion will be a Council request for follow-up data collection and analysis to further enhance the Council's funding decisions related to BHCS programs.

Topic #1: Criteria for determining whether to provide program services using in-house or contract staff.

This report describes the array of mental health, addiction, and crisis services delivered by BHCS. BHCS provides some services exclusively using in-house County employees, some services by funding contracts for those services, and some services through a combination of in-house and contract staff.

To better understand the Department's process for making decisions on service delivery arrangements, OLO recommends the Council discuss the following questions with DHHS staff:

- What criteria does the Department use to determine whether to deliver BHCS services using in-house staff, contract staff, or some combination of the two? Who collects the data and conducts the analysis that supports the decision on how to proceed?
- Does the Department routinely re-visit earlier decisions made about the staffing approach to service delivery? Are there some examples of where the Department adjusted the mix of in-house and contract staff based on either changing circumstances or actual service delivery experience?

Topic #2: Rationale for whether contracts or supporting documents must explicitly identify the type and number of positions required to provide services.

As reviewed in the report (page 16), BHCS encumbered \$14.6 million in FY07 to pay for services under 85 contracts. Approximately half of BHCS' contracts (41 contracts) identified a total of 155 positions required to provide services under the contracts, either in the contract document or in supporting documents. The other half of BHCS' contracts (44 contracts) did not identify the number of positions required to provide services under the contracts.

To better understand the Department's approach to purchasing contract services, OLO recommends the Council discuss the following questions with DHHS staff:

- What factors influence whether BHCS negotiates contract terms that explicitly identify the numbers of positions required for service delivery?
- Does the inclusion of information about positions in contracts or in supporting documents vary according to the method of compensation, e.g., fee-for-service contracts or fixed-fee contracts?
- How does the management of contractual services compare between contracts that specify the numbers of positions required for service delivery versus contracts that do not?

Topic #3: Variations by program in distribution of in-house staff among staffing categories: Managers, Administrators, Front-Line Staff, Support Staff, and Scientific Staff.

With the assistance of BHCS staff, OLO developed and defined five position categories and sorted BHCS' positions into these categories based on a position's primary functions. The five categories are: Managers; Administrators; Front-Line Staff; Support Staff; and Scientific Staff.

The distribution of positions among these staffing categories varied widely among BHCS' programs. For example, in FY07, almost 70% of BHCS' positions (186 out of 269) were front-line staff. Excluding the BHCS Chief's Office, the number of front-line positions in BHCS programs ranged from 50% to 83% of total positions in a program.

Administrators, on the other hand, made up only 7% (18 out of 269) of BHCS' total positions. While four of BHCS' 11 programs had no administrators at all, 50% of the Chief's Office's positions (2 out of 4) were Administrators and 32% of System Planning and Management's positions (7 out of 22) were Administrators.

To better understand the variations in staffing among BHCS programs, OLO recommends the Council discuss the following questions with DHHS staff:

- What factors explain the variation in the distribution of in-house staff among these position categories in BHCS' programs?
- Does the Department periodically evaluate the composition of BHCS program staff? Are there examples of the Department adjusting its in-house staffing of BHCS programs in order to enhance the delivery of services?

Topic #4: Affect of the County's job class specifications on BHCS' ability to hire qualified personnel.

Almost 64% of BHCS' positions (171 out of 269) require the person hired to be licensed or certified in their profession. These positions consist primarily of therapists, social workers, and jobs with medical or health care responsibilities. The job class specifications for a majority of BHCS' manager and administrator positions (31 out of 53 positions), however, do not require licensing or certification.

To further the Council's understanding of the Department's recruitment and hiring practices, OLO recommends the Council discuss the following questions with DHHS staff:

- Does the inability to require licensing or certification for certain managers and administrators pose any problems for BHCS' ability to recruit and hire individuals with knowledge and experience relevant to Behavioral Health and Crisis Services?
- If BHCS does experience problems hiring qualified staff, what changes could improve recruitment and hiring of BHCS managers and administrators?

Topic #5: Next steps in using the BHCS staffing profile presented in this report.

This report compiled a variety of data about BHCS' approach to staffing mental health, addiction, and crisis intervention services. Table 6-2 describes types of data that OLO collected and summarized for BHCS as a whole and for each of the BHCS programs.

In order to determine the next steps in using the BHCS staffing profile presented in this report, OLO recommends the Council discuss the following questions with DHHS staff:

- What additional data and analysis would enhance Council review and decision-making on the County Executive's recommended FY09 operating budget for BHCS?
- Are there data or analysis compiled in this report that the Council is interested in adopting as a baseline for tracking over time?

Table 6-2
Summary of FY07 Data Compiled: BHCS Staff and Contracts

• Number of positions, workyears, and vacant positions in BHCS.
• Number of in-house positions in each of 36 job classes.
• Number of in-house positions in each of five staffing categories.
• Number of in-house positions requiring licensing or certification.
• Number of contracts managed by BHCS programs.
• Total dollars allocated to fund BHCS' contracts.
• Number of contracts that did and did not identify positions.
• Number of positions identified in BHCS' contracts.
• Licensing and certification requirements included in BHCS' contracts.

CHAPTER VII. Agency Comments on Final Draft

The Office of Legislative Oversight circulated a final draft of this report to the Chief Administrative Officer (CAO) for Montgomery County, the Department of Health and Human Services, the Office of Management and Budget, the Department of Finance, and the Office of Procurement. OLO appreciates the time taken by agency representatives to review the draft report and provide comments.

The written comments received from the CAO are attached in their entirety and begin on the following page.



OFFICES OF THE COUNTY EXECUTIVE

Isiah Leggett
County Executive

Timothy L. Firestine
Chief Administrative Officer

MEMORANDUM

January 22, 2008

TO: Leslie Rubin, Legislative Analyst
Jennifer Renkema, Research Associate
Office of Legislative Oversight

FROM: Timothy L. Firestine *Timothy L. Firestine/cms*
Chief Administrative Officer

SUBJECT: DRAFT Office of Legislative Oversight Report 2008-6, DHHS:
Review of FY07 Behavioral Health and Crisis Services Staffing

Thank you for the opportunity to review the above referenced report. I sincerely appreciate the Office of Legislative Oversight's (OLO's) thorough review of the Department of Health and Human Services' (HHS), Behavioral Health and Crisis Services (BHCS) area.

The outreach and professionalism demonstrated by OLO's staff was much appreciated. HHS staff have reviewed the report and feel that it accurately reflects the array of mental health, addiction, crisis intervention and victim services provided by the department. Moreover, the report accurately portrays the combination of merit and contract staff reflected in the BHCS service delivery continuum as requested by County Council. HHS staff welcome the opportunity to discuss the findings and recommendations with the Health and Human Services Committee at the February 4, 2008 worksession. The department is prepared to clearly delineate its existing processes for making decisions on service delivery arrangements, explain its logic behind the distribution of in-house staff versus contract staff, and elaborate on its ability to recruit and hire qualified staff.

Thank you again for the opportunity to comment on this report.

TLF:dar

APPENDICES

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APPENDIX A. Summary of Vendors

Table A-1 lists all vendors who provided services for BHCS in FY07. It indicates the number of contracts each vendor held, the total dollar amount encumbered, and the BHCS program(s) for which the vendor provided services. In three cases, a vendor provided services to two BHCS programs under the same contract. The table divides these three contracts between programs based on the percentage of contract funds encumbered by each program.

For each BHCS program, Appendices B-K provide detailed descriptions of each contract, including services provided, staffing information, and licensing requirements.

**Table A-1
Summary of BHCS Contract Vendors and Contracts, FY07**

Vendor	Total Number of Contracts	Total Amount Encumbered	BHCS Program	24-Hour Crisis Center	Behavioral Health Specialty Services	Partner Abuse Services	Victim Assistance and Sexual Assault Services	Behav. Health Comm. Support Services	Crim. Justice Behav. Health Services	Outpatient Addiction Services	Child and Adolescent Mental Health Services	System Planning and Management	Ment. Health Svcs.: Srs. and Persons w/ Disab.
Adventist Healthcare, Inc.	1	\$676,739										1	
Adventist Healthcare, Inc. d/b/a/ Washington Adventist Hospital	1	\$13,066										1	
Affiliated Sante Group	7	\$661,890										2	5
Anchor Mental Health Association, Inc.	1	\$54,000										1	
Asian Pacific American Legal Resource Center, Inc.	1	\$50,000				1							
Banks, Cheryl L.	1	\$21,010					1						
Barwood, Inc.	1	\$800		1									
Behavioral Health Care Consulting (aka Behavioral Health Consulting)	1	\$24,750										1	

**Table A-1 (cont.)
Summary of BHCS Contract Vendors and Contracts, FY07**

Vendor	Total Number of Contracts	Total Encumbered Contract Amount	BHCS Program Chief's Office	24-Hour Crisis Center	Behavioral Health Specialty Services	Partner Abuse Services	Victim Assistance and Sexual Assault Services	Behav. Health Comm. Support Services	Crim. Justice Behav. Health Services	Outpatient Addiction Services	Child and Adolescent Mental Health Services	System Planning and Management	Ment. Health Svcs.: Srs. and Persons w/ Disab.
Brown, Jessica M.D.	1	\$65,100		1									
Catalpha Advertising and Design, Inc.	1	\$20,000					1						
Child Center and Adult Services, Inc.	1	\$20,000										1	
Chrysalis House, Inc.	1	\$443,432						1					
CIMS LLC d/b/a Sterling Cleaners	1	\$2,000		1									
Community Connections, Inc.	1	\$140,033										1	
Computer Learning and Resource Center	1	\$191,282										1	
Correct Rx Pharmacy Services, Inc.	1	\$128,500			1								
Counseling Plus, Inc.	1	\$238,000						1					
Dade Behring, Inc.	1	\$264,446						1					
Di Pinto, Teresia Lega M.D.	1	\$24,700								1			
Diamond Drugs, Inc.	1	\$128,500			1								
Family Services Agency, Inc.	4	\$484,607									1	3	
Genser, Sander G.	1	\$93,125								1			
Guide Program, Inc.	1	\$140,545										1	
Health Management Consultants	1	\$37,500										1	
Housing Opportunities Commission	1	\$25,000										1	
Institute for Life Enrichment	1	\$9,783										1	
J&E Associates	1	\$217,470					1						
Jewish Coalition Against Domestic Abuse	1	\$24,350				1							
Jewish Foundation for Group Homes, Inc.	1	\$34,290										1	

**Table A-1 (cont.)
Summary of BHCS Contract Vendors and Contracts, FY07**

Vendor	Total Number of Contracts	Total Encumbered Contract Amount	BHCS Program	24-Hour Crisis Center	Behavioral Health Specialty Services	Partner Abuse Services	Victim Assistance and Sexual Assault Services	Behav. Health Comm. Support Services	Crim. Justice Behav. Health Services	Outpatient Addiction Services	Child and Adolescent Mental Health Services	System Planning and Management	Ment. Health Svcs.: Srs. and Persons w/ Disab.
Jewish Social Service Agency	1	\$89,505											1
Korean Community Services	1	\$45,000										1	
Maryland Institute for Individual & Family Therapy, Ltd.	1	\$58,270					1						
Maryland Treatment Centers, Inc.	4	\$2,769,917						4					
Mental Health Association	5	\$608,677		2								3	
Migrant and Refugee Cultural Services	2	\$95,909				1	1						
Montgomery County Collaboration Council	1	\$800,000									1		
Montgomery County Fed. of Families	1	\$300,000									1		
Montgomery General Hospital	1	\$10,000											
NAMI - Montgomery County	1	\$7,500						1				1	
National Center for Children and Families	1	\$958,670				1							
Olivos, Guillermo	1	\$15,390			1								
On Our Own of Montgomery County	1	\$241,000										1	
Primary Care Coalition	1	\$40,000			1								
Princeton Biomedical Laboratory	1	\$10,000			1								
Pruss, Mario J.	1	\$119,200											1
Regency Cab, Inc.	1	\$36,300		1		a							

^a This contract provided services to two BHCS programs. 88% of funding was from the 24-Hour Crisis Center and 12% was from the Abused Persons Program.

**Table A-1 (cont.)
Summary of BHCS Contract Vendors and Contracts, FY07**

Vendor	Total Number of Contracts	Total Encumbered Contract Amount	BHCS Program	24-Hour Crisis Center	Behavioral Health	Specialty Services	Partner Abuse Services	Victim Assistance and Sexual Assault Services	Behav. Health Comm. Support Services	Crim. Justice Behav. Health Services	Outpatient/Addiction Services	Child and Adolescent Mental Health Services	System Planning and Management	Ment. Health Svcs.: Srs. and Persons w/ Disab.
Reginald S. Lourie Center for Infants and Young Children	2	\$212,776											2	
Resources for Human Development	1	\$825,000							1					
Rock Creek Foundation	3	\$289,600											3	
Second Genesis, Inc.	1	\$44,580							1					
Sherer, Michael	1	\$54,000									1			
Srabstein, Jorge	1	\$66,030						1						
St. Luke's House	4	\$693,002											4	
Suburban Hospital	1	\$550,000							1					
Sullivan, Paul D.	1	\$113,620		1							b			
Tabiang Jimenez, Marilou G.	1	\$267,165		c									1	
Threshold Services	3	\$582,973								1			2	
Vanguard Services Unlimited	2	\$350,390							2					
Way Station, Inc.	1	\$100,000											1	
Total	85	\$14,589,392	0	7	5	5	5	5	13	1	3	4	36	6

Source: BHCS Data

^b This contract provided services to two BHCS programs. 61% of funding was from the 24-Hour Crisis Center and 39% was from Outpatient Addictions Services.

^c This contract provided services to two BHCS programs. 26% of funding was from the 24-Hour Crisis Center and 74% was from System Planning and Management.

APPENDIX B. 24-Hour Crisis Center Contract Lists

**Table B-1
Summary of FY07 Contracts with Identifiable Number of Positions –
24-Hour Crisis Center**

Description of Contract		# of Positions	Encumbered Amount
Jessica Brown, M.D. (Contract #2644006099-BJ)			
Service	Provided psychiatric services to the Crisis Center, the Victim Assistance and Sexual Assault Program, the MultiCultural Program, and Aging and Disability Services.	1	\$65,100
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Mental Health Association (Contract #11887-AA)			
Service	Provided hotline services for youth suicide prevention; confidential listening, information, and referral; and shelter referral. Also provided referrals to therapists.	1 position + 1.25 FTEs	\$133,518
Staffing Information	The contract requires a day-time shift coordinator and two volunteers to staff the hotlines and make referrals. The FY07 Budget Summary lists the following positions: <ul style="list-style-type: none"> • Program Director (.9 FTE) • Hotline Coordinators (1.25 FTE) 		
Licensing Requirements	None.		
Mental Health Association (Contract #5642060045-AA)			
Service	Provided training for mental health professionals to prepare them for response to a community crisis/disaster.	5 positions (0.44 FTE) + Undefined consultants	\$36,057
Staffing Information	The FY07 Budget Summary lists the following positions: <ul style="list-style-type: none"> • Executive Director (.07 FTE) • Deputy Directory (.10 FTE) • Director of Communications (.11 FTE) • Program Director (.09 FTE) • Communications Associate (.07 FTE) 		
Licensing Requirements	None.		
Sullivan, Paul D. (Contract #2644006099-FJ)			
Service	Provided psychiatric and/or consultation services for the Crisis Center and for Outpatient Addiction Services.	1	\$69,160 ^a
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		

^a This contractor also provided services to Outpatient Addiction Services under this contract for \$44,460. See Appendix H.

Table B-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
24-Hour Crisis Center

Description of Contract		# of Positions	Encumbered Amount
Tablang Jimenez, Marilou (Contract #2644006099-HJ)			
Service	Provided night and weekend on-call psychiatric services for the Crisis Center. Also provided child and adolescent psychiatric services and/or consultation to County staff in Child and Adolescent Mental Health Services.	1	\$70,672 ^b
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Total Amount Encumbered			\$374,507

Source: DHHS contract and supporting documents

^b This contractor also provided services to System Planning and Management under this contract for \$196,493. See Appendix J.

Table B-2
Summary of FY07 Contracts without Identifiable Number of Positions –
24-Hour Crisis Center

Description of Contract		Encumbered Amount
Barwood, Inc. (Contract #6508000080-AA)		
Service	Provided taxi cab services.	\$800
Staffing Information	None.	
Licensing Requirements	None.	
GIMS LEC d/b/a Sterling Cleaners (Contract #2474000153-AA)		
Service	Provided multi-agency uniform laundry and dry cleaning services.	\$2,000
Staffing Information	None.	
Licensing Requirements	None.	
Regency Cab, Inc. (Contract #6508000101-AA)		
Service	Provided accessible taxi, van, and non-emergency ambulance services for the Crisis Center and the Abused Persons Program	\$31,800 ^a
Staffing Information	None.	
Licensing Requirements	None.	
Total Amount Encumbered		\$34,600

Source: DHHS contract and supporting documents

^a In FY07, BCHS programs managed \$36,300 of this Department of Public Works and Transportation contract – the Crisis Center managed \$31,800 and the Abused Persons Program managed \$4,500 (also see Appendix D).

APPENDIX C. Behavioral Health Specialty Services Contract Lists

**Table C-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Specialty Services**

Description of Contract		# of Positions	Encumbered Amount
Olivos, Guillermo (Contract #7648024001-AA)			
Service	Provided psychiatric services from a Spanish speaking psychiatrist. Emergency Procurement.	1 position	\$15,390
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Licensed and Board eligible Spanish speaking psychiatrist.		
Primary Care Coalition (Contract #3648001005-AA)			
Service	Provided psychotropic drugs to clients with mental illness or substance abuse problems through the MEDBANK of Maryland Program.	1 position (0.89 FTE)	\$40,000
Staffing Information	<p>"A sufficient number of staff to serve/process at least 200 to 300 persons/applications per year."</p> <p>The FY07 Budget Summary lists the following positions:</p> <ul style="list-style-type: none"> • Client Services Specialist (.89 FTE) 		
Licensing Requirements	None.		
Total Amount Encumbered			\$55,390

Source: DHHS contract and supporting documents

**Table C-2
Summary of FY07 Contracts without Identifiable Number of Positions –
Behavioral Health Specialty Services**

Description of Contract		Encumbered Amount
Correct Rx Pharmacy Services, Inc. (Contract #6426000138-AA)		
Service	Provided prescription and non-prescription medication for the Department of Health and Human Services and the Department of Corrections.	\$128,500
Staffing Information	None.	
Licensing Requirements	None.	
Diamond Drugs, Inc. (Contract #3422000080-AA)		
Service	Provided prescription and non-prescription medication for the Department of Health and Human Services and the Department of Corrections.	\$128,500
Staffing Requirements	None.	
Licensing Requirements	None.	

Table C-2 (Cont.)
Summary of FY07 Contracts without Identifiable Number of Positions –
Behavioral Health Specialty Services

Description of Contract		Encumbered Amount
Princeton Biomedical Laboratory (Contract #7331000216-AA)		
Service	Provided medical laboratory testing services.	\$10,000
Staffing Requirements	None.	
Licensing Requirements	None.	
Total Amount Encumbered		\$267,000

Source: DHHS contract and supporting documents

APPENDIX D. Partner Abuse Services Contract List (Abused Persons Program)

**Table D-1
Summary of FY07 Contracts with Identifiable Number of Staff –
Abused Persons Program**

Description of Contract		# of Staff	Encumbered Amount
Asian Pacific American Legal Resource Center, Inc. (Contract #7648150009-AA)			
Service	Provided legal services, translation services, safety planning, case coordination with the County, and community outreach to domestic violence victims and their children.	5 positions (.823 FTE) + undefined staff	\$50,000
Staffing Information	The contract requires the vendor to provide an attorney. The vendor's FY07 line item budget lists the following staffing: <ul style="list-style-type: none"> • Staff Attorney (.556 FTE) • Director of Legal Services (.132 FTE) • Program Coordinator (.111 FTE) • Executive Director (.013 FTE) • Development Associate (.011 FTE) 		
Licensing Requirements	The contract requires the attorney to be licensed to practice law in Maryland.		
Jewish Coalition Against Domestic Abuse (Contract #7648150010-AA)			
Service	Provided operating expenses to support the Coalition's community hotline, case management for victims of domestic violence and their children, safety planning, and community outreach.	0	\$24,350
Staffing Information	Although the County did not fund staffing or direct services, the contract stipulated that the agency must have the following staff: <ul style="list-style-type: none"> • Program Director • Case Manager • 24-hour staffing of confidential hotline 		
Licensing Requirements	None.		

**Table D-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Abused Persons Program**

Description of Contract		# of Positions	Encumbered Amount
National Center for Children and Families (Contract #3647015009-AA)			
Service	Provided shelter for domestic violence victims and their children at the Betty Ann Krahnke Center, including services such as counseling, case management, and children's activities.	21 positions + nursing services	\$958,670
Staffing Information	<p>The vendor's FY07 end-of-year invoice lists the following positions:</p> <ul style="list-style-type: none"> • Clinical Program Director • Division Manager • Therapists (3) • Senior Case Manager • Case Manager • Lead Residential Assistant • Residential Assistants/Overnight Residential Assistant (8) • Cook • Reception/Office • Volunteer Coordinator • Children's Activity Coordinators (2) <p>The contract also requires the vendor to provide nursing services, which the vendor provides through consulting services.</p>		
Licensing Requirements	<p>The contract requires specific licensing for the following positions:</p> <ul style="list-style-type: none"> • <i>Clinical Director</i> – "Maryland license at the independent clinical practitioner level." • <i>Therapists</i> – Maryland license in psychology, social work, or a counseling field. 		
Total Amount Encumbered			\$1,033,020

Source: DHHS contract and supporting documents

Table D-2
Summary of FY07 Contracts without Identifiable Number of Positions –
Abused Persons Program

Description of Contract		Encumbered Amount
J & E Associates (Contract #4648001029-AA)		
Service	Provided services for the Abuser Intervention Program, victim counseling services, counseling for couples, follow-up contact with abusers and victims, and research and evaluation.	\$217,470
Staffing Information	<p>The contract requires “sufficient number of qualified individuals to provide or assist in providing services under this Contract, including, but not limited to the following:”</p> <ul style="list-style-type: none"> • Supervisor • Social Workers, Psychologists, or Counselors • Group Co-Leaders • Administration/Office Support • Victim/Partner Contact/Follow-Up Interviewer • Senior Research Associate • Research Associate 	
Licensing Requirements	<p>The contract requires some staff to hold specific credentials or licenses:</p> <ul style="list-style-type: none"> • <i>Supervisor</i> – Ph.D., MSW, or MA/MS in a counseling discipline with an independent clinical license (LCSW-C or equivalent). • <i>Social Workers, Psychologists, or Counselors</i> – Ph.D., MSW, or MA/MS in a counseling discipline with an independent clinical license (LCSW-C or equivalent); with approval from County staff, may have a different level of licensing with supervision. • <i>Group Co-Leaders</i> – Ph.D., MSW, or MA/MS in a counseling discipline with an independent clinical license (LCSW-C or equivalent) preferred, but bachelor’s degree and two years of experience may be substituted. 	
Migrant and Refugee Cultural Support, Inc. (Contract #5648001014-AA)		
Service	Provided immigration assistance, including case management, information, and referrals to undocumented immigrants who were victims of domestic violence and may qualify for permanent residency under the Violence Against Women Act and the Trafficking Victims Protection Act.	\$46,359
Staffing Information	<p>The contract requires “a sufficient number of qualified individuals,” either as paid staff or volunteers, to provide contract services. Requires staff/volunteers including:</p> <ul style="list-style-type: none"> • Supervisory Staff • Victim Advocates or Case Managers • Administrative or Office Support • Interpreters or Translators • Pro-bono or Low-fee Attorneys 	
Licensing Requirements	None.	

Table D-2 (cont.)
Summary of FY07 Contracts without Identifiable Number of Positions –
Abused Persons Program

Description of Contract		Encumbered Amount
Regency Cab, Inc (Contract #6508000101-AA)		
Service	Provided accessible taxi, van, and non-emergency ambulance services for the Crisis Center and the Abused Persons Program.	\$4,500 ^a
Staffing Information	None.	
Licensing Requirements	None.	
<i>Total Amount Encumbered</i>		\$268,329

Source: DHHS contract and supporting documents

^a In FY07, BCHS programs managed \$36,300 of this Department of Public Works and Transportation contract – the Crisis Center managed \$31,800 and the Abused Persons Program managed \$4,500 (also see Appendix B).

APPENDIX E. Victim Assistance and Sexual Assault Services Contract Lists

**Table E-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Victim Assistance and Sexual Assault Services**

Description of Contract		# of Positions	Encumbered Amount
Banks, Cheryl (Contract #6648160006-AA)			
Service	Provided community education and training on sexual assault/violence issues. Also provided interviews to broadcast and print media referred by the County.	1	\$21,010
Staffing Information	Contract with an individual for community education services.		
Licensing Requirements	None.		
Maryland Institute for Individual & Family Therapy, Ltd. (Contract #5648160003-AA)			
Service	Crisis intervention and therapy for adults molested as children and their families, including significant others/partners.	2	\$58,270
Staffing Information	In general, the contract requires "a sufficient number of qualified individuals to provide or assist in providing the counseling services describe in this Contract." The contract further requires a supervisor, qualified therapists, and administrative/office support. BCHS staff identified two positions associated with this contract: one psychiatrist and one therapist.		
Licensing Requirements	The contract has the following licensing requirements: <ul style="list-style-type: none"> • <i>Supervisor</i> – "Ph.D., MSW (preferred), or MA/MS in a counseling discipline with an independent license (LCSW-C or equivalent) . . ." • <i>Therapists</i> – "Ph.D., MSW (preferred), or MA/MS in a counseling discipline with an independent clinical license (LCSW-C or equivalent) . . ." 		
Migrant and Refugee Cultural Services, Inc. (Contract #6648150006-AA)			
Service	Provided training for DHHS staff, Montgomery County Police, and community leaders about human trafficking. Also provided advocacy and translation services for victims of trafficking.	7	\$49,550
Staffing Information	The contract requires a minimum of three bilingual advocates. The FY07 Budget Summary lists the following positions: <ul style="list-style-type: none"> • Executive Director (1 position, .18 FTE) • Bilingual Advocates (6 positions, FTEs not specified) 		
Licensing Requirements	None.		
Srabstein, Jorge (Contract #2644006099-AJ)			
Service	Provided psychiatric services for adults, adolescents, and children utilizing VASAP services.	1	\$66,030
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
<i>Total Amount Encumbered</i>			\$194,860

Source: DHHS contract and supporting documents

Table E-2
Summary of FY07 Contracts without Identifiable Number of Positions –
Victim Assistance and Sexual Assault Services

Description of Contract		Encumbered Amount
Catalpha Advertising and Design, Inc. (Contract #6648160008-AA)		
Service	Developed an advertising campaign to educate Montgomery County residents about rape and sexual assault and services provided by the DHHS VASAP program, with a special emphasis on the Hispanic/Latino community. Included arranging for public service announcements.	\$20,000
Staffing Information	None.	
Licensing Requirements	None.	
<i>Total Amount Encumbered</i>		\$20,000

Source: DHHS contract and supporting documents

APPENDIX F. Behavioral Health Community Support Services Contract Lists

**Table F-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services**

Description of Contract		# of Positions	Encumbered Amount
Chrysalis House, Inc. (Contract #4648008025-AA)			
Service	<p>Provided a 24-hour program of residential treatment services for alcohol and/or drug dependent adult woman and their children.</p>		
Staffing Information	<p>Under the Contract, the Contractor must “employ a sufficient number of staff of diverse ethnic and cultural backgrounds representative of the target population who are qualified to provide direct services to clients to satisfy the requirements of COMAR 10.47.01 At a minimum, the Contract must employ the following number of staff to provide direct services to clients”:</p> <ul style="list-style-type: none"> • Clinical Director or Clinical Supervisor • Program Manager • “Sufficient staff to meet the requirements in COMAR 10.47.02.06 Section C for Staffing and Section D for Program Services” • “[S]ufficient staff to provide on-site childcare intended to support the women” • “[A] sufficient number of culinary staff” • “[S]ecretarial or administrative support staff to serve as a receptionist and billing specialist, if required to fulfill support tasks related to program operations” <p>FY07 DHHS Contract Budget Summary and contract monitoring documents identify the following personnel:</p> <ul style="list-style-type: none"> • Executive Director • Agency Clinical Director • Agency Finance Director • Program Clinical Director • Program Manager • Addictions Counselor • Residential – 1st Shift • Residential – 2nd Shift • Residential – 3rd Shift • Cook/Food • Daycare Specialist • Daycare – Evenings/Saturdays (2) • Psychiatrist 	14 positions	\$443,432

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract	# of Positions	Encumbered Amount	
Chrysalis House, Inc. (Contract #4648008025 -AA) CONTINUED			
Licensing Requirements	<p>In general, the contract requires staff to meet requirements in COMAR § 10.47.01.06. More specifically, the contract contains the following licensing requirements:</p> <ul style="list-style-type: none"> • <i>Clinical Director or Clinical Supervisor</i> – “[C]ertified by the applicable Maryland Health Occupations Board with a Master’s degree in Counseling, Social Work, Psychology, or equivalent human services program and a minimum of three years experience in direct provision of addition treatment services If this person is not credentialed as a LCSW-C or LPC then a plan for provision of requisite clinical supervision must be provided by the County.” • <i>Program manager</i> – May serve as a Senior Counselor if s/he possesses applicable education and credentials. 	See above	See above
Counseling Plus, Inc. (Contract #4648001025-AB)			
Service	Provided outpatient substance abuse counseling for adults.		
Staffing Information	<p>The contractor must meet the standards of “COMAR 10.47.01.06 to include a Clinical Supervisor and sufficient qualified staff to meet the caseload standards of COMAR 10.47.02.04 for Outpatient Services to adults.” Staffing must also be sufficient to:</p> <ul style="list-style-type: none"> • “[P]rovide an intake appointment within seven (7) days;” • “[S]upport 24/7 emergency access;” and • “[L]imit the size of education groups to 16 and treatment groups to 12 individuals.” <p>Contract monitoring documents list of the following staff:</p> <ul style="list-style-type: none"> • Executive Director • Program Coordinator • Clinical Director • Supporting Staff (3) • Intake Specialist • Counselors/Clinicians (10) 	17 positions	\$238,000
Licensing Requirements	“[S]taff who provide counseling services to clients under this Contract must be fully licensed or certified to practice in Maryland as an alcohol and drug counselor by the Board of Professional Counselors and Therapists or must be credentialed under the appropriate Title of the Health Occupations Article of the Maryland Annotated Code as required by COMAR 10.58.01.” With approval, staff may be credentialed at the trainee level under COMAR 10.58.01.		

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract		# of Positions	Encumbered Amount
Maryland Treatment Centers* (Contract #6648025026-AA)^a			
Service	Provided non-hospital detoxification services and intermediate care for adult Montgomery County residents with acute withdrawal symptoms from alcohol and/or other drugs at the County's Avery Road Treatment Center.		
Staffing Information	<p>The contract requires the vendor to meet the requirements for COMAR § 10.47.02.06 and § 10.47.02.10 for staffing. It also requires the following minimum staffing:</p> <ul style="list-style-type: none"> • Executive Director (full or part-time) • Clinical Director (full time) • Clinical Supervisor • Certified Counselor or Trainee (one for every eight clients in the Level II.7.D program) • Certified Associate Counselor-Alcohol and Drug (one for every three Counselors or Trainees) • Director of Nursing • Licensed nurses ("sufficient number to provide nursing services to consumers during all hours of operation") • Physician, physician assistant, or nurse practitioners (sufficient number) • Employees or contractual staff to provide special accommodations (i.e., language needs or disabilities) • Culinary staff or subcontractors (sufficient number to provide three meals per day) • Support staff or contractors (i.e., secretarial, facility, housekeeping) • Medical Director • Psychiatrist 	44.05 FTEs + Phlebotomist + undefined physician, housekeeping, and consultants	\$1,945,667

^a On 10/1/06, contract #6648025026-AA replaced #0648001023-AA (see Table F-2), which was an extension from FY06.

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract	# of Positions	Encumbered Amount
Maryland Treatment Centers (Contract #6648025026-AA) CONTINUED		
Staffing Information, Continued	<p>The contractor's line item budget lists the following positions:</p> <ul style="list-style-type: none"> • Director of Nursing (1 FTE) • Licensed Nurse (10.5 FTE) • Nursing Aides (2.5 FTE) • Phlebotomist • Physician's Assistant (.75 FTE) • Clinical Director (1.0 FTE) • Clinical Supervisor (1.0 FTE) • Lead Counselor (1.0 FTE) • Counselors (7.0 FTE) • Community Techs (6.0 FTE) • Extender (0.2 FTE) • Dietary Director (1.0 FTE) • Cook (3.0 FTE) • Dietary Aide (1.5 FTE) • Executive Director (0.6 FTE) • Utilization Review Coordinator (1.0 FTE) • HR Assistant (1.0 FTE) • Administrative Assistant (1.0 FTE) • Administrative Coordinator (1.0 FTE) • Driver (2.0 FTE) • Receptionist (1.0 FTE) 	See above
Licensing Requirements	<p>The contract requires the following licensing:</p> <ul style="list-style-type: none"> • <i>Executive Director</i> – Certification or licensure in a field regulated under the Health Occupations Article, Annotated Code of Maryland. • <i>Clinical Director</i> - Certification or licensure in a field regulated under the Health Occupations Article, Annotated Code of Maryland. • <i>Clinical Supervisor</i> – Certified/licensed by the Board of Professional Counselors and Therapists as an alcohol and drug counselor. • <i>Counselor/trainee</i> – Certified. • <i>Certified Associate Counselor</i> – Certification as a Certified Associate Counselor - Alcohol and Drug • <i>Director of Nursing</i> – Licensed registered nurse. • <i>Nurses</i> – Registered nurse for a minimum of 40 hrs., remaining may be licensed practical nurses. • <i>Registered dietician</i> (employee or contractor) – Licensed under Health Occupations Article § 5-101. • <i>Food Services Manager</i> – Certified. 	See above

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract		# of Positions	Encumbered Amount
Maryland Treatment Centers (Contract #3648008015-AA)^b			
Service	Provided substance abuse treatment services at the County's Avery Road Treatment Center, including Long Term Residential Medium Intensity and an Intensive Outpatient program.		
Staffing Information	<p>In general, the contract requires the agency to "employ a sufficient number of licensed and qualified staff to provide direct services to clients which satisfy the requirements set forth in COMAR 10.47.01 for this type of program." Specifically, it requires the following minimum staff:</p> <ul style="list-style-type: none"> • Program Director – Full-time • Certified Addiction/Supervised Counselor – Full-time, one for every 15 clients • Counselor Aides • Licensed Practical Nurse (or similar) – 20 hrs/wk • Psychiatrist/Psychiatric consultant • Life Skills Manager • Dietician (optional—may be required by the County or added by the contractor) • Vocational Specialist/Discharge Planner • Physician, physician's assistant, or nurse practitioner (if needed) <p>The contractor's budget for 7/1/06-9/10/06 lists program staff.</p> <ul style="list-style-type: none"> • Program Director (1.0 FTE) • Nurse (0.6 FTE) • Life Skills Manager (1.0 FTE) • Counselors (2.0 FTE) • Counselor Techs (4.5 FTE) • Secretary (1.0 FTE) • Psychiatrist (.5 FTE) • Extender (.5 FTE) 	11.1 FTEs	\$185,000
Licensing Requirements	The Program Director "must be a Certified Professional Counselor (CPC-AD) or, if licensed under another health code...have equivalent documented experience and advanced training in alcoholism and drug addiction treatment." The contract indicates that a licensed social worker is preferred for this position. The vendor must also meet the licensure requirements of COMAR § 10.47.01		

^b Contract #3648008015-AA ended 9/10/06 and was replaced with a new vendor and contract, Resources for Human Development (Contract #6648025021-AA).

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract		# of Positions	Encumbered Amount
Resources for Human Development (Contract #6648025021-AA)^c			
Service	<p>Provided residential and outpatient addiction and co-occurring disorder treatment for adult men and women at the County's Avery Road treatment center.</p>		
Staffing Information	<p>In general, the contract requires the vendor to meet COMAR § 10.47.01 requirements for staffing. The contract requires the following minimum staff:</p> <ul style="list-style-type: none"> • Clinical Director (full-time) • Certified Addiction/Certified Supervised Counselors (one full-time for every 15 clients, minimum of one fluent in Spanish) • Counselor Aides (two for evening and weekend coverage) • Licensed Practical Nurse (minimum of 20 hrs/wk.) • Psychiatrist or designated consultant (minimum of 20 hrs/wk) • Life Skills Manager • Dietician • Case Manager/Discharge Planner • Physician, physician's assistant, or nurse practitioner <p>The contract also includes the contractor's proposed FY07 budget, which lists the following positions:</p> <ul style="list-style-type: none"> • Project Director (1 FTE) • Clinical Director (1 FTE) • Certified Addiction Counselor (3 FTE) • Assisted Daily Living (1 FTE) • Counselor Aides (6.4 FTE) • Life Skills Manager (cook) (1 FTE) • County Eligibility Worker (.5 FTE) • Secretarial Support (1 FTE) • Office Manager/Billing (1 FTE) • Housekeeper/Grounds Worker (.2 FTE) • Case Manager (1 FTE) • Psychiatric Nurse (.5 FTE) • Relief (Assisted Daily Living) (.46) • Nurse (consultant, .5 FTE) • Psychiatrist (consultant, .5 FTE) • Dietician (consultant, .03 FTE) 	19.09 FTEs	\$825,000

^c Contract #3648008015-AA ended 9/10/06 and was replaced with a new contract and vendor, Resources for Human Development (Contract #6648025021-AA).

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract	# of Positions	Encumbered Amount	
Resources for Human Development (Contract #6648025021-AA) CONTINUED			
Licensing Requirements	<p>In general, the vendor must meet COMAR § 10.47.01 licensing requirements. The County requires the following licensing:</p> <ul style="list-style-type: none"> • <i>Clinical Director</i> – LCSW-C or LPC. • <i>Certified Addiction/Certified Supervised Counselors</i> – Certified. • <i>Case Manager/Discharge Planner</i> – Certified Professional Counselor-Alcohol/Drug. 	See above	See above
Vanguard Services Unlimited (Contract #3648001020-01)			
Service	Provided residential substance abuse treatment and psychiatric services to adult criminal offenders referred by the County.		
Staffing Information	<p>The contract states that staffing must meet COMAR caseload requirements.</p> <p>FY07 contract monitoring documents list the following positions:</p> <ul style="list-style-type: none"> • Corporate Office representative • Clinical Director • Program Director • Counselor • Administrative Assistant • Program Manager • Residential Specialist • Residential Specialist—weekend • PRN's (2) • Food Specialist 	11 positions	\$7,366
Licensing Requirements	Counseling staff must hold the appropriate license or certification under COMAR § 10.58.01 or the equivalent, if services are provided in another state.		

Table F-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract		# of Positions	Encumbered Amount
Vanguard Services Unlimited (Contract #4648003033-AA)			
Service	Provided halfway house services to men and women recovering from drug or alcohol dependency or co-occurring disorders.		
Staffing Information	<p>The contract requires one fulltime Clinical Director/Supervisor and one fulltime program manager. The contract also requires "sufficient staff to meet the requirements of COMAR § 10.47.02.06 Section C for Staffing and Section D for Program Services . . . [and] a sufficient number of culinary staff who meet requirements for . . . Dietary Services . . ."</p> <p>The contract allows for administrative support staff if needed and if funds are available.</p> <p>The contractor's application for an FY07 inflationary adjustment lists the following FY07 positions:</p> <ul style="list-style-type: none"> • Clinical Director • Program Director • Program Manager • Primary Counselor • Counselor Aides (4) • Counselor • Cook • On Call Staff 	10 positions + On call staff	\$343,024
Licensing Requirements	<p>Staff must meet licensing requirements in COMAR § 10.47.01. The Contract requires the following licensing:</p> <ul style="list-style-type: none"> • <i>Clinical Director/Supervisor</i> – Must be "certified by the applicable Health Occupations Board with a Master's degree in Counseling, Social Work, Psychology, or equivalent human services If this person is not credentialed as a LCSW-C or LPC then a plan for provision of requisite clinical supervision must be provided to the County." • <i>Program Manager</i> – Must meet "applicable educational and credentialing standards" if functioning as Senior Counselor. 		
Total Amount Encumbered			\$3,987,489

Source: DHHS contracts and supporting documents

Table F-2
Summary of FY07 Contracts without Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract		Encumbered Amount
Dade Behring, Inc. (Contract #4648001009-AA)		
Service	Provided drug testing kits and equipment to the County for its Addiction Services Coordination Program and Pre-Release Services.	\$264,446
Staffing Information	None.	
Licensing Requirements	None.	
Maryland Treatment Centers, Inc. (Contract #0648001023-AA)^a		
Service	Provided non-hospital detoxification services and intermediate care for adult County residents with acute withdrawal symptoms from alcohol and/or other drugs at the County's Avery Road Treatment Center.	\$419,250
Staffing Information	The contract requires a "sufficient number of qualified staff to provide direct services to clients to satisfy State requirements under the Code of Maryland Regulations (COMAR) § 10.47.01.01" The contract also requires the following minimum positions: <ul style="list-style-type: none"> • Program Director (full-time) • Counselors (one full-time per six clients in intermediate care and one full-time for every eight in detoxification program) • Certified Addictions Counselors (one for every three counselors); • "Sufficient number of licensed nurses" • "Sufficient number of licensed physicians" • "Sufficient number of culinary staff" • "Sufficient . . . staff to provide secretarial, office management, and housekeeping support" • "Discharge planner" 	
Licensing Requirements	The contract requires the following licensing: <ul style="list-style-type: none"> • <i>Program Director</i> – Certified Addictions Counselor or Certified Professional Counselor. • <i>Certified Addictions Counselors</i> – Certified. • <i>Licensed nurses</i> – One registered nurse eight hours/day; registered nurse or licensed practical nurses for remaining 16 hours/day. • <i>Physician</i> – licensed. • <i>Discharge planner</i> – Certified Addictions Counselor-Alcohol/Drug. 	
Maryland Treatment Centers, Inc. (Contract #5648080109-AA)		
Service	Provided Journeys for Women, an intensive outpatient program for homeless adult women with co-occurring or substance abuse disorders.	\$220,000
Staffing Information	"Sufficient employees to who are licensed and/or certified to meet the staffing requirements set forth in COMAR 10.47.01.06 and 10.47.02.05 for required program services and documentation."	
Licensing Requirements	"Sufficient employees to who are licensed and/or certified to meet the staffing requirements set forth in COMAR 10.47.01.06 and 10.47.02.05 . . ."	

^a On 10/1/06, contract #6648025026-AA replaced #0648001023-AA (see Table F-1), which was an extension from FY06.

Table F-2
Summary of FY07 Contracts without Identifiable Number of Positions –
Behavioral Health Community Support Services

Description of Contract		Encumbered Amount
Montgomery General Hospital (Contract #4648008039-01)		
Service	Provided medically managed detoxification services for acute alcohol and drug withdrawal.	\$10,000
Staffing Information	None.	
Licensing Requirements	Staff "must be licensed or certified to practice in Maryland under the appropriate Title of the Health Occupations Article of the Annotated Code of Maryland (or local equivalent) as required by Code of Maryland Regulation (COMAR) 10.58.01."	
Second Genesis, Inc. (Contract #3648001020-02)		
Service	Provided residential substance abuse treatment and psychiatric services to adult criminal offenders referred by the County.	\$44,580
Staffing Information	Staffing must meet COMAR caseload requirements.	
Licensing Requirements	Counseling staff must hold the appropriate license or certification under COMAR § 10.58.01 9 or the equivalent, if services are provided in another state.	
Suburban Hospital (Contract #4648001025-BB)		
Service	Provided outpatient substance abuse treatment for adults, youth, families, and criminal offenders in Rockville/Bethesda and Germantown/Damascus.	\$550,000
Staffing Information	Staffing must "meet the standards set forth in COMAR 10.47.01.06 to include a Clinical Supervisor and sufficient qualified counseling staff to meet the caseload standards of COMAR 10.47.02.04 . . ." Bilingual staff coverage must be sufficient to meet the needs to Spanish-speaking clients. The contract also states that "staff must be sufficient to: 1) provide an intake appointment within seven (7) days of 1 st contact; 2) support 24/7 emergency access; and 3) limit the size of education groups to 22 and treatment groups to 12 individuals or families."	
Licensing Requirements	Counseling staff "must be fully licensed or certified to practice in Maryland as an alcohol and drug counselor by the Board of Professional Counselors and Therapists <u>OR</u> be credentialed . . . as required by COMAR 10.58.01." Staff providing intake or educational services "may be credentialed at the trainee level under COMAR 10.58.01" if they are supervised by a master's level counselor or supervisor. The contractor must inform the County of employees working at this level of licensing.	
Total Amount Encumbered		\$1,508,276

Source: DHHS contracts and supporting documents

APPENDIX G. Criminal Justice Behavioral Health Services Contract Lists

**Table G-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Criminal Justice Behavioral Health Services**

Description of Contract		# of Positions	Encumbered Amount
Threshold Services, Inc. (Contract #6648130102-AA)			
Service	Would have provided transitional housing and support for men with mental health and/or substance abuse disorders leaving Montgomery County correctional facilities. No services were rendered and no funds were expended under this contract in FY07 due to ongoing lease negotiations between DHHS and the Maryland-National Capital Park and Planning Commission.	1 position + Admin. overhead	\$40,000
Staffing Information	The contract does not specify staffing requirements, however, the vendor's FY07 budget summary lists one counselor/case manager and "administrative overhead" for "accounting, supervisor, etc."		
Licensing Requirements	None.		
Total Amount Encumbered			\$40,000

Source: DHHS contract and supporting documents

APPENDIX H. Outpatient Addiction Services Contract Lists

**Table H-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Outpatient Addiction Services**

Description of Contract		# of Positions	Encumbered Amount
Di Pinto, Teresita Lega (Contract #2644006099-GJ)			
Service	Provided psychiatric services to the Adult Outpatient Addiction and Mental Health Service programs.	1	\$24,700
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Genser, Sander G. (Contract #2644006099-CJ)			
Service	Provided psychiatric services for the Adult Outpatient Addiction and Mental Health Service programs.	1	\$93,125
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Sherer, Michael (Contract #2644006099-EJ)			
Service	Provided psychiatric services to the Adult Outpatient Addiction and Mental Health Service programs.	1	\$54,000
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Sullivan, Paul D. (Contract #32644006009-FJ)			
Service	Provided psychiatric and/or consultation services for the Adult Outpatient Addiction and Mental Health Service programs.	1	\$44,460 ^a
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Total Amount Encumbered			\$216,285

Source: DHHS contract and supporting documents

^a This contractor also provided services to the Crisis Center under this contract for \$69,160. See Appendix B.

APPENDIX I. Child and Adolescent Mental Health Services Contract Lists

**Table I-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Child and Adolescent Mental Health Services**

Description of Contract		# of Positions	Encumbered Amount
Pruss, Dr. Mario (Contract #7648170105)			
Service	Provided up to 30 hours of psychiatric services per week at the Silver Spring Clinic and the Rockville/Germantown Child Welfare clinic.	1	\$119,200
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Total Amount Encumbered			\$119,200

Source: DHHS contract and supporting documents

**Table I-2
Summary of FY07 Contracts without Identifiable Number of Positions –
Child and Adolescent Mental Health Services**

Description of Contract		Encumbered Amount
Family Services Agency, Inc. (Contract #2644006016-AA)		
Service	Provided administrative services and fiscal management to support the operation of the <i>Community Kids</i> Program.	\$90,609 ^a
Staffing Requirements	None.	
Licensing Requirements	None.	
Montgomery County Collaboration Council (Contract #6648170008-AA)		
Service	Provided care coordination and wraparound services to children and youth with emotional disabilities who need individualized, coordinated, and multi-agency support services. Services provided through a subcontractor – Maryland Choices.	\$800,000
Staffing Information	None.	
Licensing Requirements	Supervisors must have licensure in social work, psychology, or other related profession.	
Montgomery County Federation of Families for Children's Mental Health (Contract #5648001013-AA)		
Service	Provided support services to children and adolescents with emotional, mental, and behavioral disorders, and their families.	\$300,000
Staffing Requirements	None.	
Licensing Requirements	None.	
Total Encumbered Amount		\$1,190,609

Source: DHHS contract and supporting documents

^a This contract ended without renewal on August 30, 2006, only covering the first two months of FY07. DHHS encumbered \$135,914 for the period of June 1, 2006 to August 30, 2006, which includes the final month of FY06 and the first two months of FY07. Two thirds of this amount is \$90,609, which is an estimate of the funds that would have been expended in FY07 based on the encumbered funds.

APPENDIX J. System Planning and Management Contract Lists

**Table J-1
Summary of FY07 Contracts with Identifiable Number of Positions –
System Planning and Management**

Description of Contract		# of Positions	Encumbered Amount
Adventist Healthcare, Inc. d/b/a Washington Adventist Hospital (Contract #5648050122-06)			
Service	Provided outpatient mental health services, including assessment and evaluations; individual, group, and family therapy; psychiatric evaluations; medication management; specialized treatments; off-site residential visits; and crisis intervention services.	9 positions	\$13,066
Staffing Information	<p>“The Contractor must provide a sufficient number and type of staff as required by COMAR § 10.21.20.08 for clinic-based outpatient mental health services”</p> <p>The Contract incorporates the Application Form, which lists the following staff:</p> <ul style="list-style-type: none"> • Medical Director • Program Coordinator • Nurse Therapists (2) • Clinical Nurse Specialist • Licensed Social Workers (3) • Licensed Chemical Dependency Counselor 		
Licensing Requirements	Staff must have “at a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland Law for clinic-based outpatient mental health services provided under this Contract.”		
Anchor Mental Health Association, Inc. (Contract #6648140007-AA)			
Service	Provided a bilingual clinical social worker at the Cardinal McCarrick Service Center in Wheaton. Duties included identifying individuals with intensive mental health needs, providing assessments, referring individuals to other needed services, and providing monthly outreach educational forums.	1 position	\$54,000
Staffing Information	The contract requires one bilingual (English/Spanish) clinical social worker.		
Licensing Requirements	Clinical social worker licensed in the State of Maryland.		

Table J-1 (Cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
System Planning and Management

Description of Contract		# of Positions	Encumbered Amount
Behavioral Health Care Consulting (Contract #6647050201-DE)			
Service	Provided administrative fiscal services, including development and management of a system of vouchers for services, developing and managing projects for specified populations, and providing consulting on administration, fiscal management, and data analysis. Services provided under a task order contract.	1 position	\$24,750
Staffing Information	Letter in FY07 to DHHS requesting waiver for Worker's Compensation / Employer's Liability insurance requirement under the contract indicates that the company has only one employee.		
Licensing Requirements	None.		
Family Services Agency (Contract #6648050201-BE)			
Service	Provided escorted transportation services related to the Hospital Diversion Program. Services provided under a task order contract.	3 positions	\$59,947
Staffing Information	The contract requires the agency to "have and maintain clinical staff with expertise in providing psychiatric, psychological and psycho-treatment services to a variety of client populations." The Project Budget submitted with the agency's task order proposal includes three staff: <ul style="list-style-type: none"> • Diversion Team Coordinator • Back-up Staff (2 on-call positions) 		
Licensing Requirements	None.		
Guide Program, Inc. (Contract #1648001034-AA)			
Service	Provided residential rehabilitation services for transition-aged youth.	1 position (.678 FTEs)	\$140,545
Staffing Information	The contract requires "sufficient number and type of staff as outlined in the Code of Maryland Regulations (COMAR) § 10.21.21 and § 10.21.22 to provide intensive-level supervision of the residents served under this contract" The contractor's line item budget lists one position that is funded with County support: <ul style="list-style-type: none"> • Rehabilitation Counselor (.678 FTE) 		
Licensing Requirements	"The contract requires "sufficient number and type of staff as outlined in the Code of Maryland Regulations (COMAR) § 10.21.21 and § 10.21.22"		

Table J-1 (Cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
System Planning and Management

Description of Contract		# of Positions	Encumbered Amount
Mental Health Association (Contract #9648001023-AA)			
Service	Provided a mental health case management program for adults in the HUD/Housing Opportunities Commission Shelter + Care Program.	5 positions + Sufficient admin. or clerical staff	\$287,030
Staffing Information	The contract requires the following staff: <ul style="list-style-type: none"> • Case managers (2 full-time, 1 part-time) • Psychiatrist (part-time) • Program director (full-time) • Sufficient administrative or clerical staff 		
Licensing Requirements	Psychiatrist must be a medical doctor licensed to practice in Maryland.		
Mental Health Association (Contract #5648001001-AA)			
Service	Provided non-emergency transportation services for mental health consumers and their family members to the Springfield Hospital Center and other approved mental health sites in Maryland.	2 positions (1.1 FTEs)	\$44,072
Staffing Information	The contract requires "qualified driver(s) to provide transportation services as specified in this Contract." The contractor's line item budget shows the following positions: <ul style="list-style-type: none"> • Driver (1.0 FTE) • Program Director/Oversight (.1 FTE) 		
Licensing Requirements	None.		
Mental Health Association (Contract #7648050157-AA)			
Service	Provided mental health services to language minority residents, placed and supervised bilingual interns at partner agencies, and provided professional development training on cultural competence and mental health needs in immigrant communities.	2 positions	\$108,000
Staffing Information	The contract requires the agency to "recruit, hire, and train qualified staff to administer and implement the three components of the N*COMMON program." The contractor's line item budget includes the following positions: <ul style="list-style-type: none"> • Executive Director • Bilingual Therapist 		
Licensing Requirements	None.		

Table J-1 (Cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
System Planning and Management

Description of Contract		# of Positions	Encumbered Amount
On Our Own of Montgomery County, Maryland, Inc. (Contract #11866-AA)			
Service	Provided consumer operated drop-in center for mentally ill adults, including social activities; peer counseling; information and referral; discussion groups; and other activities.	4.2 workyears + Admin. staff, program education, and casual pay	\$241,000
Staffing Information	The contract requires an executive director and appropriate administrative support. The contractor's budget summary shows the following positions for FY07: <ul style="list-style-type: none"> • Executive Director (1 WY) • Program Staff (2 WYs) • Maintenance (.6 WY) • Staff Driving (.6 WY) 		
Licensing Requirements	None.		
Tablang-Jimenez, Marilou G. (Contract #2644006099-HJ)			
Service	Provided child and adolescent psychiatric services and/or consultation to County staff in Child and Adolescent Mental Health Services. Also provided night and weekend on-call psychiatric services for the Crisis Center.	1 position	\$196,493 ^a
Staffing Information	Contract with an individual for psychiatric services.		
Licensing Requirements	Must be licensed to practice medicine in Maryland.		
Total Amount Encumbered			\$1,168,903

Source: DHHS contract and supporting documents

^a This contractor also provided services to the Crisis Center under this contract for \$70,672 (see Appendix B).

Table J-2
Summary of FY07 Contracts without Identifiable Number of Positions –
System Planning and Management

Description of Contract		Encumbered Amount
Adventist Healthcare, Inc. (Contract #1648001032-AA)		
Service	Provided assisted living supported services for up to 16 individuals with mental health needs referred by the County, including supervision, psychiatric treatment, psychotropic medications, medical and dental care, financial assistance, and "other needs as determined by the Contractor."	\$676,739
Staffing Information	The Contractor must provide "a sufficient number and type of staff" as required by COMAR § 10.07.14.	
Licensing Requirements	The Contractor "must provide staff with at least the minimum training/qualifications" required by COMAR § 10.07.14.	
Affiliated Sante Group (Contract #5648050122-01)		
Service	Provided clinic-based outpatient mental health services, including assessment and evaluations; individual, group, and family therapy; psychiatric evaluations; medication management; specialized treatments; off-site residential visits; and crisis intervention services.	\$96,022
Staffing Requirements	"The Contractor must provide a sufficient number and type of staff as required by COMAR § 10.21.20.08 for clinic-based outpatient mental health services"	
Licensing Requirements	Staff must have "at a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland Law for clinic-based outpatient mental health services provided under this Contract."	
Affiliated Sante Group (Contract #6648050201-AE)		
Service	Provided a consumer run drop-in center based on a task order contract.	\$83,620
Staffing Requirements	"The Contractor must maintain the capacity to secure staff or subcontractors to accomplish the requirements delineated in each task order."	
Licensing Requirements	None.	
Child Center and Adult Services, Inc. (Contract #6648050186-AA)		
Service	Provided screening and therapy for low-income, uninsured, and underinsured pregnant women and mothers at risk of depression.	\$20,000
Staffing Requirements	None.	
Licensing Requirements	None.	

Table J-2 (Cont.) Summary of FY07 Contracts without Identifiable Number – System Planning and Management		
Description of Contract		Encumbered Amount
Community Connections, Inc. (Contract #3648001002-AA)		
Service	Provided residential rehabilitation services for up to 12 individuals ages 18-22, including intensive level supervision, residential rehabilitation, mental health treatment, and linkages to specialized transition-aged youth services.	\$140,033
Staffing Requirements	Contract services must comply with COMAR § 10.21.21 and § 10.21.22. "The Contractor must provide a sufficient number of staff to provide intensive-level supervision to residents of the program every day of the year."	
Licensing Requirements	Requires the Contractor to comply with COMAR § 10.21.21 and § 10.21.22.	
Computer Learning and Resource Center (Contract #6648000137-AA)		
Service	Provided vocational training program in computer skills.	\$191,282
Staffing Requirements	None.	
Licensing Requirements	None.	
Family Services Agency, Inc. (Contract #1648001009-AA)		
Service	Provided residential rehabilitation services for adults with serious mental illness.	\$198,100
Staffing Requirements	Must meet requirements of COMAR § 10.21.04, which requires a licensed program to meet the staffing requirements of COMAR § 10.21.21 and § 10.21.22.	
Licensing Requirements	Must meet requirements of COMAR § 10.21.04, which requires a licensed program to meet the staffing requirements of COMAR § 10.21.21 and § 10.21.22.	
Family Services Agency (Contract #5648050122-05)		
Service	Provided clinic-based outpatient mental health services.	\$135,951
Staffing Requirements	The contract requires "sufficient number and type of staff as required by COMAR § 10.21.20.08"	
Licensing Requirements	Requires "staff who have, at a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland law for clinic-based outpatient mental health services"	
Health Management Consultants (Contract #6648050201-EE)		
Service	Provided administrative services under a task order contract.	\$37,500
Staffing Requirements	None.	
Licensing Requirements	None.	

Table J-2 (Cont.)
Summary of FY07 Contracts without Identifiable Number of Positions –
System Planning and Management

Description of Contract		Encumbered Amount
Housing Opportunities Commission (Contract #6648050168-AA)		
Service	Provided special needs and supported services for mentally ill adults enrolled in the Housing Choice Voucher Program.	\$25,000
Staffing Requirements	Requires a case aide qualified to service mentally ill adults.	
Licensing Requirements	None.	
Institute for Life Enrichment (Contract #5648050122-07)		
Service	Provided outpatient mental health services.	\$9,783
Staffing Requirements	The contract requires "sufficient number and type of staff as required by COMAR § 10.21.20.08"	
Licensing Requirements	Requires "staff who have, at a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland law for clinic-based outpatient mental health services"	
Jewish Foundation for Group Homes, Inc. (Contract #7648000083-AA)		
Service	Provided residential services for one mentally ill adult.	\$34,290
Staffing Requirements	Requires sufficient staff to assist and supervise 24 hours per day.	
Licensing Requirements	None.	
Korean Community Services (Contract #7648050173-AA)		
Service	Provided outreach services to low-income residents with limited English proficiency. Included financial assessments, workshops, a health fair, and volunteer advocates to promote understanding of personal finances and increase awareness of physical and mental health. (Contract period was 1/7/07-6/30/07.)	\$45,000
Staffing Requirements	Requires the agency to provide staff to train volunteers.	
Licensing Requirements	Requires professional services provided at workshops to "be delivered by licensed and qualified mental health professionals."	
National Alliance for the Mentally Ill, Montgomery County (Contract #0648001002-AA)		
Service	Provided training programs for family members of people with mental illness.	\$7,500
Staffing Requirements	None.	
Licensing Requirements	None.	

Table J-2 (Cont.) Summary of FY07 Contracts without Identifiable Number of Positions – System Planning and Management		
Description of Contract		Encumbered Amount
Reginald S. Lourie Center for Infants and Young Children (Contract #5648050122-02)		
Service	Provided outpatient mental health services.	\$18,466
Staffing Requirements	The contract requires “a sufficient number and type of staff as required by COMAR § 10.21.20.08 for clinic-based outpatient mental health services as required under this Contract.”	
Licensing Requirements	“At a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland Law for the clinic-based outpatient mental health services provided under this Contract.”	
Reginald S. Lourie Center for Infants and Young Children (Contract #0644010004-AA)		
Service	Provided a therapeutic nursery program for children ages 3 and 4 who have behavioral, emotional, or mental disorders. Also provided Juvenile court-related mental health services.	\$194,310
Staffing Requirements	The contract requires the agency to have a program director, administrative staff, and other staff that comply with COMAR 10.21.18 and COMAR 07.04.02. The contractor must also have psychiatric services (either employee or consultant) that comply with COMAR 10.21.18. The contract requires the agency to receive County approval of its staffing plan.	
Licensing Requirements	Agency must be licensed under COMAR 07.04.02 for Child Care Centers and approved under COMAR 10.21.18 for Therapeutic Nursery Programs.	
Rock Creek Foundation (Contract #1645016002-AA)		
Service	Provided community supports and residential treatment for adults with traumatic head injury and mental illness, including psychiatric treatment, case management, rehabilitation, and supported employment.	\$209,560
Staffing Requirements	“Sufficient number of qualified staff to provide 24 hour, 7 day per week supervision for all residents. The Contractor must ensure that a sufficient number of staff members are available to provide crisis intervention services to ensure the health and safety of all residents every day of the year.”	
Licensing Requirements	The contractor must comply with COMAR § 10.21.04, § 10.21.16, § 10.21.17, and § 10.21.22.	
Rock Creek Foundation (Contract #11957-AA)		
Service	Provided psychiatric rehabilitation, supported employment, and vocational services for people with severe mental illness.	\$5,000
Staffing Requirements	“Sufficient number of supervised professional staff for this program to provide the services required.”	
Licensing Requirements	None.	

Table J-2 (Cont.) Summary of FY07 Contracts without Identifiable Number of Positions – System Planning and Management		
Description of Contract		Encumbered Amount
Rock Creek Foundation (Contract #1648001010-AA)		
Service	Provided residential group home rehabilitation services for adults with mental illness.	\$75,040
Staffing Requirements	“The Contractor must comply with all State and County regulations governing the operation of residential and/or licensed group residential facilities. The Contractor must comply with all COMAR regulations governing the operation of residential and psychiatric rehabilitation programs.”	
Licensing Requirements	“The Contractor must comply with all State and County regulations governing the operation of residential and/or licensed group residential facilities. The Contractor must comply with all COMAR regulations governing the operation of residential and psychiatric rehabilitation programs.”	
St. Luke’s House (Contract #5648050122-04)		
Service	Provided clinic-based outpatient mental health services for adults, seniors, children, and adolescents who reside in Montgomery County.	\$110,902
Staffing Requirements	“The Contractor must provide a sufficient number and type of staff as required by COMAR § 10.21.20.08 for clinic-based outpatient mental health services as required under this Contract.”	
Licensing Requirements	“The Contractor must provide staff who have, at a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland Law for the clinic-based outpatient mental health services provided under this Contract.”	
St. Luke’s House (Contract #3648001003-AA)		
Service	Provided a program of vocational assessment, job development, and employment placement for transition-aged youth (18-22 years old) who are referred by the County.	\$129,336
Staffing Requirements	“The Contractor must provide a sufficient number of staff to provide services under this Contract. All staff must meet the minimum qualifications under COMAR § 10.21.28.12 for the provision of mental health vocational programs.”	
Licensing Requirements	None.	
St. Luke’s House (Contract #5648001005-AA)		
Service	Provided a program of residential rehabilitation services for adults with a serious and persistent mental illness, including co-occurring substance abuse disorders.	\$329,150
Staffing Requirements	Requires compliance with COMAR § 10.21.04 and § 10.21.07.	
Licensing Requirements	Requires compliance with COMAR § 10.21.04 and § 10.21.07.	

Table J-2 (Cont.) Summary of FY07 Contracts without Identifiable Number of Positions – System Planning and Management		
Description of Contract		Encumbered Amount
St. Luke's House (Contract #6648050165-AA)		
Service	Provided case management services and a housing facilitator for adults who suffer from serious and persistent mental illness and who are County-approved for services but who do not meet the criteria for targeted case management services in the Maryland Public Mental Health System.	\$123,614
Staffing Requirements	The contractor "must provide a housing facilitator" and "provide sufficient number of qualified and experienced staff to provide case management and housing facilitator services under the terms and conditions of this Contract."	
Licensing Requirements	None.	
Threshold Services (Contract #5648050122-03)		
Service	Provided clinic-based outpatient mental health services.	\$215,810
Staffing Requirements	"Sufficient number and type of staff as required by COMAR § 10.21.20.08"	
Licensing Requirements	"At a minimum, the licensing and training required by all applicable regulations under COMAR and Maryland law"	
Threshold Services (Contract #5648001004-AA)		
Service	Provided supplementary funding for housing costs to provide residential rehabilitation services for adults with serious and persistent mental illness or co-occurring disorders.	\$327,163
Staffing Requirements	Must meet requirements of COMAR § 10.21.04 and § 10.21.07.	
Licensing Requirements	Must meet requirements of COMAR § 10.21.04 and § 10.21.07.	
Way Station, Inc. (Contract #7648050149-AA)		
Service	Provided respite care services for a minimum of 25 children and adolescents ages 11-18.	\$100,000
Staffing Requirements	Must meet requirements of COMAR § 10.21.27 for respite care programs.	
Licensing Requirements	Must meet requirements of COMAR § 10.21.27 for respite care programs.	
Total Amount Encumbered		\$3,539,171

Source: DHHS contract and supporting documents

**APPENDIX K. Mental Health Services for Seniors and Persons with Disabilities
Contract Lists**

**Table K-1
Summary of FY07 Contracts with Identifiable Number of Positions –
Mental Health Services for Seniors and Persons with Disabilities**

Description of Contract		# of Positions	Encumbered Amount
Affiliated Sante Group (Contract #2645001007-AC)			
Service	Provided support services for Montgomery County seniors (60+) with mental health needs. Services included home visits, outreach, mental health, and ancillary services.		
Staffing Information	<p>Under the Contract, the Contractor must provide:</p> <ul style="list-style-type: none"> • Board Certified or Board eligible psychiatrist • Back-up psychiatrist • Professional staff <p>FY07 DHHS Contract Budget Summary identifies the following positions:</p> <ul style="list-style-type: none"> • Program Director • Therapists (3) • Outreach Worker • Administrative Assistant <p>FY07 DHHS Contract Budget Summary identifies the following under operating expenses:</p> <ul style="list-style-type: none"> • Psychiatrist – 6-8 hours/week for 50 weeks • Administrative staff support 	<p>6 positions + 1 psychiatrist and admin. staff support</p>	<p>\$173,725</p>
Licensing Requirements	Psychiatrists must be Board Certified or Board eligible and licensed in the State of Maryland.		

Table K-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Mental Health Services for Seniors and Persons with Disabilities

Description of Contract		# of Positions	Encumbered Amount
Affiliated Sante Group (Contract #2645001007-BC)			
Service	Provided support services for Montgomery County seniors (60+) whose primary language is Spanish and who have mental health needs. Services included home visits, outreach, mental health, and ancillary services.		
Staffing Information	<p>Under the Contract, the Contractor must provide:</p> <ul style="list-style-type: none"> • Board Certified or Board eligible psychiatrist • Back-up psychiatrist • Professional staff <p>FY07 DHHS Contract Budget Summary identifies the following positions:</p> <ul style="list-style-type: none"> • Program Director • Therapist • Outreach Worker • Administrative Assistant <p>FY07 DHHS Contract Budget Summary identifies the following under operating expenses:</p> <ul style="list-style-type: none"> • Psychiatrist – 9 hours/month for 39 weeks • Administrative staff support 	4 positions + 1 psychiatrist and admin. staff support	\$98,848
Licensing Requirements	Psychiatrists must be licensed in the State of Maryland.		

Table K-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Mental Health Services for Seniors and Persons with Disabilities

	Description of Contract	# of Positions	Encumbered Amount
Affiliated Santé Group (Contract #2645001008-AA)			
Service	<p>Provided services to seniors requiring mental health treatment, including conducting psycho-educational groups, individual pre-admission counseling, and informal socialization/support groups at senior centers. Required maintaining monthly contact with directors of senior services at senior centers and with resident counselors of Housing Opportunities Commission buildings and providing mental health consultations and mental health training to assisted living and senior care provides.</p>		
Staffing Information	<p>Under the Contract, the Contractor must provide a:</p> <ul style="list-style-type: none"> • Coordinator or Director • “Sufficient number of professional staff members to provide the services” in the Contract <p>FY07 DHHS Contract Budget Summary identifies the following positions:</p> <ul style="list-style-type: none"> • Program Director • Therapists (2) • Outreach Worker • Administrative Assistant <p>FY07 DHHS Contract Budget Summary identifies the following under operating expenses:</p> <ul style="list-style-type: none"> • Administrative staff support 	<p>5 positions + Admin. staff support</p>	<p>\$88,443</p>
Licensing Requirements	None.		

Table K-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Mental Health Services for Seniors and Persons with Disabilities

Description of Contract	# of Positions	Encumbered Amount
Affiliated Sante Group (Contract #1645016010-AA and #7648230007-AA)		
Service	Provided mental health services for children and adults with cognitive developmental disabilities and/or mental retardation, and to families and caretakers, who are not eligible for services provided by the Public Mental Health System or Medicare.	
Staffing Information	<p>Under the Contract, the Contractor must employ or retain through a contract "sufficient staff to provide the services to clients referred under the contract." This includes:</p> <ul style="list-style-type: none"> • Coordinator/Director • Psychiatrist • Ability to make referrals for psychological testing when required • "[A]n appropriate number of staff to provide clinical and supportive program services • "[A]dditional staff and/or consultants to meet caseload demands and special needs" <p>FY07 DHHS Contract Budget Summaries identify the following positions:</p> <ul style="list-style-type: none"> • Grant Monitor • Program Director • Emergency Services Coordinator • Psychiatrist • Therapist • Administrative Assistant <p>FY07 DHHS Contract Budget Summaries identify the following under operating expenses:</p> <ul style="list-style-type: none"> • Consulting – Psychologist for consultation/testing • Administrative staff support • Emergency services personnel consultation • Emergency services – includes client evaluations, residential services, one-on-one supervision for emergency cases • Physician services – includes clinical consultation, treatment for emergency cases 	<p>6 positions + undefined staff</p> <p style="text-align: right;">\$121,232^b</p>
Licensing Requirements	"Staff providing direct treatment services must be appropriately licensed...could include licensure as a psychologist, social worker, professional counselor, or psychiatric clinical nurse specialist."	

^a Contract #1645016010-AA ran from July 2006 – December 2006 and Contract #7648230007-AA ran from January 2007 – June 2007.

^b Contract #1645016010-AA and contract #7648230007-AA were each for \$60,616.

Table K-1 (cont.)
Summary of FY07 Contracts with Identifiable Number of Positions –
Mental Health Services for Seniors and Persons with Disabilities

Description of Contract		# of Positions	Encumbered Amount
Jewish Social Service Agency (Contract #5648230001-AA)			
Service	Provided outpatient mental health, substance abuse, victim services, and advocacy services for County residents who are deaf or hard of hearing.		
Staffing Information	<p>The contract requires the following minimum staffing:</p> <ul style="list-style-type: none"> • Coordinator/Director • Psychiatrist • Psychologist • Other mental health professionals • Interpreter (as needed) <p>The contractor's FY07 budget summary lists the following positions:</p> <ul style="list-style-type: none"> • Case Worker II (.53 FTE) • Case Worker II (.6 FTE) • Branch Manager (.10 FTE) • Secretary (.20 FTE) • Administrative (FTE not specified) <p>FY07 DHHS Contract Budget Summary identifies the following under operating expenses:</p> <ul style="list-style-type: none"> • Consulting • Interpret Services 	5 positions + undefined staff	\$89,505
Licensing Requirements	<p>The contract specifies the following licensing requirements:</p> <ul style="list-style-type: none"> • <i>Psychiatrist</i> – Licensed in Maryland. • <i>Psychologist</i> – Licensed in Maryland. • <i>Mental Health Professionals</i> – Licensed in Maryland or supervised by licensed staff. 		
Total Amount Encumbered			\$571,753

Source: DHHS contracts and supporting documents

**APPENDIX L. Annotated Code of Maryland and Code of Maryland
Regulations Requirements**

Many BHCS contracts reference Annotated Code of Maryland and Code of Maryland Regulations (COMAR) sections that contain staffing and licensing requirements. Table L-1 (below) summarizes these staffing and licensing requirements.

**Table L-1
Annotated Code of Maryland and COMAR Staffing and Licensing Requirements**

Reference	Requirement
Annotated Code of Maryland	
Health Occupations Code	Governs health occupations including (but not limited to) dietitians, nurses, physicians, professional counselors and therapists, psychologists, and social workers. Establishes State boards for each profession, sets requirements for licensing, and establishes penalties for practicing without a license.
COMAR	
COMAR § 07.04.02 (transferred January 1, 2006 to COMAR § 13A.14.02)	Specifies staff-to-child ratios for child care centers.
COMAR § 10.07.14	Provides staffing and licensing guidelines for assisted living programs, including level of staffing and staff qualifications. States that "staff must hold appropriate licensure or certification as required by law." (§ 10.07.14.17)
COMAR § 10.21.04	Provides general requirements for group homes for adults with mental illness. Requires homes to be licensed and to meet standards set in COMAR § 10.21.21 and § 10.21.22.
COMAR § 10.21.07	Requires that in therapeutic group homes for children: <ul style="list-style-type: none"> • Only properly licensed individuals may administer medications • Staffing ratios are one staff member for every three children when children are awake, one staff member when children are asleep, and one staff member on call at all times. • Requires the following staff: <ul style="list-style-type: none"> ○ Chief Executive Officer; ○ Clinical Coordinator who is a mental health professional; ○ Psychiatrist with a residency in child psychiatry; ○ Case Coordinator who is either a mental health professional or is supervised by a mental health professional; ○ Residential Care Specialists.
COMAR § 10.21.16	Describes the application and approval process for community mental health programs. Requires programs to be licensed and to meet standards set in COMAR § 10.21.17.

**Table L-1 (cont.)
Annotated Code of Maryland and COMAR Staffing and Licensing Requirements**

Reference	Requirement
COMAR	
COMAR § 10.21.17	<p>Requires Community Mental Health Programs to develop and obtain approval of a Program Service Plan that includes, among other things, “[s]taff positions, their job descriptions and educational and clinical training requirements.” (§ 10.21.17.05)</p> <p>Additionally, § 10.21.17.11 states that the “program director shall ensure that...staff and consultants perform only those duties for which they are credentialed and privileged.” Requires the program to verify credential such as, “licenses or certification under Health Occupations Article, Annotated Code of Maryland, to practice a health occupation.”</p> <p>§ 10.21.17.09 permits the use of volunteers, students, and trainees if they meet certain requirements, including appropriate supervision.</p>
COMAR § 10.21.18	<p>Regulates various staff-to-child ratios for therapeutic nursery programs, depending on the type of program. Section 10.21.18.08 requires therapeutic nursery program to have the following staff:</p> <ul style="list-style-type: none"> • Program Director who is a mental health professional or has a master’s degree in health services administration; • Clinical Director who is a mental health professional; • Physician who has completed a residency in child psychiatry; • Psychologist or psychologist consultant; • Treatment Coordinator who is a mental health professional; and • Educational staff (if program is not affiliated with a preschool).
COMAR § 10.21.20.08	<p>Regulates outpatient mental health clinics. Requires the following staff:</p> <ul style="list-style-type: none"> • Program Director who is a mental health professional or has a master’s degree in mental health, health services, or business administration; • Medical Director who is a psychiatrist, this person may serve as the program director; • Multidisciplinary staff including at least two of the following three positions: registered nurse, psychologist or a licensed certified social worker; • Volunteers, students, and trainees according to regulation in COMAR § 10.21.17.09.

**Table L-1 (cont.)
Annotated Code of Maryland and COMAR Staffing and Licensing Requirements**

Reference	Requirement
COMAR	
COMAR § 10.21.21	<p>Regulates psychiatric rehabilitation programs. Section 10.21.21.08 requires that programs establish a staffing plan that identifies the staffing needed based on the services provided. Requires the following staff (some positions may be combined depending on the size of the program):</p> <ul style="list-style-type: none"> • Program Director; • Rehabilitation Specialist(s), at least one of which is a mental health professional or has credentials in one of several other related fields; • Administrative staff (as needed, depending on size of program); • Direct service staff. <p>The program must have a staff member for every eight individuals, not including the program director, consultants, volunteers, or trainees.</p>
COMAR § 10.21.22	Regulates Residential Rehabilitation Programs. Requires a minimum staff of a Program Director and sufficient staff to meet the service requirements.
COMAR § 10.21.27	<p>Regulates Respite Care Services. Section 10.21.27.08 requires the program to have a staff that includes:</p> <ul style="list-style-type: none"> • Respite Care Program Director; • Respite Care Specialists who “have sufficient qualifications” and are “permitted under the Health Occupations Article, Annotated Code of Maryland” to provide required program services.
COMAR § 10.21.28.12	Regulates Mental Health Vocational Programs. Requires that the program staff include a Program Director and a minimum of one Employment Specialist per 15 individuals receiving services.
COMAR § 10.47.01	<p>Regulates drug and alcohol treatment programs. Requires the following staff:</p> <ul style="list-style-type: none"> • Administrator; • Clinical Director with Alcohol and Drug certification/licensure from the Board of Professional Counselors and Therapists; • Clinical Supervisor with Alcohol and Drug certification/licensure from the Board of Professional Counselors and Therapists; • Clinical staff with either Alcohol and Drug certification/licensure from the Board of Professional Counselors and Therapists, approval from the Board of Professional Counselors and Therapists, or licensed/certified/permitted to provide substance abuse treatment under another section of the Health Occupations Article.
COMAR § 10.47.02.04	<p>Regulates Outpatient Services for drug and alcohol abuse treatment programs. Requires the following staff:</p> <ul style="list-style-type: none"> • One full-time alcohol and drug counselor per 30 adult patients per week; • One full-time alcohol and drug counselor per 25 adolescent patients per week.
COMAR § 10.47.02.05	Regulates Intensive Outpatient and Partial Hospitalization Services for drug and alcohol abuse treatment programs. Requires a minimum of one fulltime alcohol and drug counselor per 15 patients.

Table L-1 (cont.)
Annotated Code of Maryland and COMAR Staffing and Licensing Requirements

Reference	Requirement
COMAR	
COMAR § 10.47.02.06	Regulates Residential Service—Halfway Houses for drug and alcohol abuse treatment programs. Requires the following staff: <ul style="list-style-type: none">• Clinical Supervisor/Administrator;• House Manager;• One staff member on duty at all time. Additionally, the regulation requires a minimum of one fulltime alcohol and drug counselor per 15 consumers.
COMAR § 10.47.02.10	Regulates Detoxification Services for drug and alcohol abuse treatment programs. Requires the following staff: <ul style="list-style-type: none">• Physician; physician assistant; or licensed nurse practitioner;• Additional licensed physician's assistant; registered nurse; or licensed practical nurse.
COMAR § 10.58.01	Describes certification and licensure requirements and processes for professional counselors.

Sources:

- Annotated Code of Maryland, <http://michie.lexisnexis.com/maryland/lpext.dll?f=templates&fn=main-h.htm&cp=mdcode>.
- Code of Maryland Regulations, <http://www.dsd.state.md.us/comar/>.

**MEMORANDUM OF AGREEMENT
BETWEEN
THE MONTGOMERY COUNTY GOVERNMENT
AND THE
MUNICIPAL AND COUNTY GOVERNMENT EMPLOYEES ORGANIZATION
UNITED FOOD AND COMMERCIAL WORKERS, LOCAL 1994.**

REGARDING UNLICENSED THERAPISTS AND WHERE NOTED SOCIAL WORKER IIIs

As a result of licensing requirements as set by law for the positions of Therapists and Social Worker IIIs, employed with the Department of Health and Human Services (DHHS) Montgomery County Government (Employer), the Montgomery County Government (Employer) and the Municipal and County Government Employees Organization, UFCW Local 1994 (Union) hereby agree to the following terms and conditions with respect to these positions:

1. The employer shall have the responsibility of identifying the unlicensed employees and that said list will be provided to the Union.

2. That the employer shall have the responsibility to assess the current "status" of all unlicensed Therapists within Montgomery County specifically those who are currently pursuing licensure; those that have already pursued and completed licensure since the completion of the classification study; those who have decided not to pursue licensure.
 - a. That in order to determine the status the Union recognizes the need to meet with all employees individually and that the Union is entitled to be present at each "status verification" meeting conducted by the Employer.

3.
 - a. The County where feasible will explore the possibility of payment for onsite classes if 8 or more students/unlicensed Therapists are in need of the course and petition the employer for the same.

 - b. For the duration of this agreement, therapists who are obtaining licensure are eligible for two (2) times the bargained rate (\$1430) per contract year for up to a maximum of \$15, 400. Employees will be eligible for retroactive application of this provision for the past two years from the effective date of this agreement for no more than four courses taken. Proof of the licensure related coursework would have to be submitted in order to receive payment.

 - c. The County will share equally with each employee the costs for their books and materials associated with a County sponsored course and the County will pay the entire cost of one exam fee.

d. The County will make every effort, within the current HHS workforce, to provide the necessary individual/group supervision to therapists undergoing the supervisory component of the licensure process.

e. The relationship between the Board and Licensee are the sole responsibility of the Licensee. The Employer when justified will submit a "good faith" letter/letter of recommendation to the Board on behalf of unlicensed Therapists in order to assist with the application process.

4. a. The County will offer to reimburse/pay on a one time basis, the renewal fee for any employee who obtained their license while employed by the County as a Therapist upon proof of payment.

5. The County agrees that employees interested in discontinued service retirement may submit their case to the County for consideration on a case by case basis.

6. Within 45 days of the date of this agreement, an individual development plan will be prepared for each non-licensed or insufficiently licensed Therapist and Social Worker that outlines the time frame and steps necessary to obtain appropriate licensure. The individual development plans will become part of the employee's Performance Planning and Evaluation Form.

7. Appropriate notice and information shall be given to all staff regarding licensure.

8. With respect to whether certain employees in the Therapist II class should be reclassified to a different class, the parties agree to address this issue in a side letter for the four positions which have been identified in Behavioral Health and Crisis Services where the employees are engaged exclusively in administrative duties.

9. All non-licensed or insufficiently licensed Therapists or Social Workers, who wish to retain their current position, must actively pursue licensure. "Actively pursue" is defined as follows:

a. Those employees who have not already done so must confer with the State Licensing Board within 30 days to determine the necessary degree and credits to obtain licensure.

b. Employees who lack specific coursework towards completion of an acceptable Master's Degree must be enrolled in a degree program at an accredited college or university by Fall semester 2006.

c. Each employee who lacks specific coursework towards completion of an acceptable master's Degree must register for and successfully complete 6 credits semester hours each calendar year. Employees should make every effort to take the courses during off-duty hours, unless other wise agreed to.

d. If an employee fails to successfully complete a course, fails or receives an incomplete, the deficit in credit hours must be made up no later than the following school year in addition to the 6 credit hours normally required that school year.

e. Upon completion of an acceptable Master's Degree program, each employee must document and complete the required period of supervised clinical training.

f. Within 1 month of completion of the required period of supervised clinical training, the employee must apply to take the required State licensure examination at the next available opportunity. An employee who fails the required State licensure examination must reapply and retake the examination at the next available opportunity. An employee who fails the examination three times will not be able to continue in the position of Therapist or Social Worker, and every effort will be made to find the employee alternate County employment, including transfer or voluntary demotion.

g. Within 1 month of the date of notification of passage of the required State licensure examination, the employee must submit the necessary paperwork and fees to obtain the license.


h. The employee is responsible for all costs, including registration fees, books, supplies, tuition, licensure fee, or other related expenses unless provided otherwise in this agreement.

i. For those Employees failing to meet the above requirements, the County will make reasonable attempts to assist the employee in finding an alternative position within the county which may include transfer or demotion. If alternative placement assistance fails or is not possible, the employee may be separated from service for failing to meet the appropriate job requirements.

j. All unlicensed and insufficiently licensed Therapists must obtain licensure no later than January 31, 2010.

Signed this 4th day of October 2006


Gino Renne
President, UFCW Local 1994 MCGEO


Doug Duncan
County Executive
Montgomery County Government