

# DHMH - Behavioral Health Administration

## MISSION

The Department of Mental Health and Mental Hygiene's Behavioral Health Administration (BHA) will develop an integrated process for planning, policy and services to ensure a coordinated quality system of care is available to individuals with behavioral health conditions. The BHA will, through publicly-funded services and support, promote recovery, resiliency, health and wellness for individuals who have or are at risk for emotional, substance related, addictive, and/or psychiatric disorders.

## VISION

The vision of BHA is to develop and provide a high quality, comprehensive and coordinated quality system of care that is supportive of individual rights and preferences and enhances each person's ability to function effectively within his or her community.

## KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

### DEPUTY SECRETARY FOR BEHAVIORAL HEALTH

**Goal 1. The Resident Grievance System (RGS) will conduct timely interviews and referrals (Information/Assistance), thorough investigations (Grievances), and assist residents who refuse medication (Clinical Review Panels) in the ten State-run facilities (seven mental hygiene and three developmental disabilities).**

**Obj. 1.1** At least 95 percent of all grievances will be resolved within 65 working days.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.	2018 Est.
Number of requests for RGS services	3,892	3,311	3,132	3,402	3,275	3,291	3,323
Percent of grievances processed within 65 days	95%	95%	95%	96%	95%	95%	95%

**Goal 2. The Resident Grievance System will work toward prevention of grievances by responding to residents' concerns. Grievances filed will be successfully mediated and resolved at the lowest possible level.**

**Obj. 2.1** Grievances will decline as the number of information/assistance interactions provided to residents increases.

**Obj. 2.2** At least 93 percent of all grievances will be closed by Stage 3.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Est.	2017 Est.	2018 Est.
Number of grievances	1,143	961	813	684	410	900	665
Number of Information/Assistance interactions	2,546	2,158	2,120	2,491	2,620	2,193	2,435
Number of Clinical Review Panels	202	192	199	227	245	197	223
Percent of grievances resolved by:							
Stage 1 – Rights Advisor	94%	76%	70%	59%	56%	72%	72%
Stage 2 – Unit Director	4%	5%	9%	1%	10%	8%	8%
Stage 3 – Superintendent	1%	11%	17%	34%	27%	15%	15%
Stage 4 – Central Review Committee	1%	8%	4%	6%	7%	5%	5%

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<http://bha.dhmh.maryland.gov/>

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## BEHAVIORAL HEALTH ADMINISTRATION

### Goal 1. Increase the abilities of people with behavioral health disorders to live successfully in the community.

- Obj. 1.1** By fiscal year 2018, at least 25 percent of adults (18-64 years old) receiving mental health treatment will report being employed.
- Obj. 1.2** By fiscal year 2018, the percentage of employed patients based on the most recent Level I outpatient substance related disorder (SRD) service request in the fiscal year will increase by at least 30 percent from those employed based on the earliest SRD service request within the same type of care.
- Obj. 1.3** By fiscal year 2018, patients arrested 30 days prior to the most recent SRD service request in the fiscal year will decrease by at least 20 percent from the patients arrested 30 days prior to the earliest SRD service request within the same type of care.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of adults who answered employment question	48,066	50,675	54,574	59,390	61,896	62,500	6,300
Adults who answered that they are currently employed	9,458	10,814	12,660	14,440	15,602	15,625	15,750
Percent of adults who report being employed	19.7%	21.3%	23.2%	24.3%	25.2%	25.0%	25.0%
Patients employed based on the earliest Level I outpatient SRD service request	3,903	3,636	3,120	3,500	8,589	8,600	8,700
Patients employed based on the latest Level I outpatient SRD service request in the fiscal year	5,672	5,216	4,407	5,005	11,248	11,300	11,500
Percent increase in employment as treatment progresses	45.3%	43.5%	41.3%	43.0%	31.0%	31.4%	32.2%
Patients arrested based on the earliest SRD service request	1,085	1,291	1,015	1,050	1,472	1,500	1,600
Patients arrested based on the latest SRD service request in the fiscal year	185	177	232	210	1,122	1,200	1,250
Percent decrease in number arrested	82.9%	86.3%	77.1%	80.0%	23.8%	20.0%	21.9%

**Obj. 1.5** By fiscal year 2018, at least 70 percent of adults (18-64 years old) receiving mental health treatment will report being satisfied with their recovery.

**Obj. 1.6** By fiscal year 2018, at least 82.5 percent of adolescents (14-17 years old) receiving mental health treatment will report being hopeful about their future.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of adults who answered the recovery question	39,687	40,575	43,132	45,030	43,069	43,200	43,400
Number of adults who answered they are satisfied with their recovery	22,064	22,491	23,684	24,541	31,569	30,240	30,380
Percent of adults who report being satisfied with their recovery	55.6%	55.4%	54.9%	54.5%	73.3%	70.0%	70.0%
Number of adolescents answering the “hopeful about my future” question	12,343	12,310	12,605	13,000	10,054	10,200	10,400
Number of adolescents who answered they are hopeful about their future	10,291	10,181	10,420	10,725	8,738	8,415	8,580
Percent of adolescents who report being hopeful about their future	83.4%	82.7%	82.7%	82.5%	86.9%	82.5%	82.5%

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**Goal 2. Promote recovery and the ability of adults (18+ years old) with Serious Mental Illness (SMI) and the ability of children (0-17 years old) with Serious Emotional Disturbances (SED) to live in the community.**

**Obj. 2.1** By fiscal year 2018, BHA will maintain access to public behavioral health services (PBHS) for at least 26.5 percent of the population of adults in Maryland who have SMI.

**Obj. 2.2** By fiscal year 2018, BHA will maintain access to public behavioral health services for at least 31 percent of population of children in Maryland who have SED.

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Estimated number of adults who have SMI	242,425	243,627	248,900	250,876	251,542	25,200	252,600
Number of adults with SMI who receive mental health services in the PBHS during the year	55,979	58,926	63,661	67,586	67,480	67,540	68,200
Percent of adults with SMI who receive mental health services in the PBHS during the year	23.1%	24.2%	25.6%	26.9%	26.8%	26.8%	27.0%
Estimated number of children who annually have SED	149,553	155,171	148,892	150,073	149,242	149,300	149,700
Number of children with SED receiving PBHS services annually	41,916	43,440	44,908	47,970	45,937	46,283	46,407
Percent of SED children receiving PBHS services annually	28.0%	28.0%	30.2%	32.0%	30.8%	31.0%	31.0%

**Goal 3. Institute policies and practices that foster engagement and sustained therapeutic relationships between patients and substance related disorder (SRD) service providers.**

**Obj. 3.1** By fiscal year 2018, more than 50 percent of the patients in SRD treatment will be remain in service for at least 120 days.

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Patients with SRD treatment episodes during the fiscal year	26,875	24,975	20,653	25,000	63,811	6,400	64,100
Patients that remain in SRD treatment episodes for at least 120 days	12,186	11,050	9,033	11,250	49,968	32,000	32,200
Percent of patients that remain in SRD treatment episodes for at least 120 days	45.3%	44.2%	43.7%	45.0%	78.3%	50.0%	50.2%

**Obj. 3.2** By fiscal year 2018, 25 percent of patients who complete State-supported SRD intensive-outpatient (IOP) programs will enter another level of SRD treatment within 30 days.

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Patients completing State-funded SRD intensive outpatient service	4,406	4,330	3,607	4,300	10,621	11,000	11,500
Patients entering another level of SRD treatment within 30 days of the expiration date of the latest IOP service request in the fiscal year	2,803	2,724	2,325	2,795	2,920	2,750	2,875
Percent of patients entering another level of SRD treatment within 30 days of the expiration date of the latest IOP service request in the fiscal year	63.6%	62.9%	64.5%	65.0%	27.5%	25.0%	25.0%

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**Goal 4. Implement utilization of the latest technology to expand access to behavioral health services in the least restrictive settings.**

**Obj. 4.1** By fiscal year 2018, the number of individuals receiving AVATAR services will increase by 100 percent from the fiscal year 2014 figure.

**Obj. 4.2** By fiscal year 2018, 8.3 percent of individuals receiving outpatient mental health services in rural areas will receive tele-mental health services.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of programs offering AVATAR services	N/A	N/A	2	3	3	3	4
Number of individuals receiving AVATAR services	N/A	N/A	48	37	26	20	22
Unduplicated individuals served as outpatients in rural areas	11,274	11,963	12,757	13,869	15,371	15,500	15,700
Number of individuals that received tele-mental services in rural areas	586	862	993	1,063	1,306	1,317	1,335
Percent of individuals receiving tele-mental health services	5.2%	7.2%	7.8%	7.7%	8.5%	8.5%	8.5%

**Goal 5. Promote health and wellness initiatives in the Behavioral Health System.**

**Obj. 5.1** By fiscal year 2018, less than six percent of adolescents (11-17 years old) receiving mental health treatment will report smoking.

**Obj. 5.2** By fiscal year 2018, less than 45 percent of adults (18-64 years old) receiving mental health treatment will report smoking.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of adolescents who answered the smoking question	13,892	14,665	15,470	16,444	24,539	24,700	25,000
Number of adolescents who answered "yes" that they smoke	1,532	1,391	1,278	1,071	1,070	1,482	1,375
Percent of adolescents receiving mental health treatment who report smoking	11.0%	9.5%	8.3%	6.5%	4.4%	6.0%	5.5%
Number of adults who answered the smoking question	46,755	50,675	54,574	59,392	61,896	61,900	62,000
Number of adults who answered "yes" that they smoke	23,846	24,910	26,049	25,736	25,515	27,855	26,750
Percent of adults receiving mental health treatment who report smoking	51.0%	49.2%	47.7%	43.3%	41.2%	45.0%	43.0%

**Obj. 5.3** By fiscal year 2018, less than 30 percent of adolescents (11-17) years old) receiving SRD Level I outpatient treatment will report smoking.

**Obj. 5.4** By fiscal year 2018, less than 69 percent of adults receiving SRD Level I outpatient services will report smoking.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of adolescents who answered the smoking question	N/A	N/A	N/A	N/A	946	N/A	N/A
Number of adolescents who answered "yes" that they smoke	N/A	N/A	N/A	N/A	283	N/A	N/A
Percent of adolescents receiving SRD treatment who report smoking	N/A	N/A	N/A	N/A	30%	N/A	N/A
Number of adults who answered the smoking question	N/A	N/A	N/A	N/A	11,841	N/A	N/A
Number of adults who answered "yes" that they smoke	N/A	N/A	N/A	N/A	8,134	N/A	N/A
Percent of adults receiving SRD treatment who report smoking	N/A	N/A	N/A	N/A	69%	N/A	N/A

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**Goal 6. Reduce underage drinking in Maryland through planning, coordination, and delivery of prevention services to all Maryland residents, applying evidence-based principles, strategies, and model programs with a focus on citizens under age 21.**

**Obj. 6.1** The National Survey on Drug Use and Health (NSDUH) report on state estimates of substance use and mental disorders will show the estimate of Maryland citizens in the 12 to 20 age range who used alcohol in the past month declined to 22.3 percent.

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Number of Maryland citizens aged 12 to 20	675,572	664,855	656,635	660,000	683,372	697,600	708,000
Those aged 12 to 20 who used alcohol in the past month	169,839	166,131	164,027	163,680	153,284	153,472	155,760
Percent of those aged 12 to 20 who used alcohol in the past month	25.1%	25.0%	25.0%	24.8%	22.3%	22.0%	22.0%

**Goal 7. Prevent overdose deaths through Naloxone distribution**

**Obj. 7.1** By fiscal year 2018, the number of bystander Naloxone administrations reported to BHA will increase by 15 percent from the 2016 baseline year.

**Obj. 7.2** By fiscal year 2018, the number of individuals trained in overdose response through the Overdose Response Program will increase by 5 percent from the baseline year.

**Obj. 7.3** By fiscal year 2018, the number of Naloxone doses dispensed by BHA and Medical Care Programs Administration (MCPA) to potential overdose bystanders will increase by 10 percent from the baseline year.

<b>Performance Measures</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Number of bystander Naloxone administrations reported to BHA	N/A	N/A	N/A	N/A	801	862	922
Percent increase over baseline year	N/A	N/A	N/A	N/A	N/A	8%	15%
Number of individuals trained in overdose response program	N/A	N/A	N/A	N/A	21,677	22,220	22,760
Percent increase over baseline year	N/A	N/A	N/A	N/A	N/A	3%	5%
Number of Naloxone doses dispensed (BHA)	N/A	N/A	N/A	N/A	26,046	27,350	28,646
Percent increase over baseline year	N/A	N/A	N/A	N/A	N/A	5%	10%
Number of Naloxone doses dispensed (MCPA)	N/A	N/A	N/A	N/A	2,637	2,770	2,900
Percent increase over baseline year	N/A	N/A	N/A	N/A	N/A	5%	10%

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## STATE PSYCHIATRIC FACILITIES

### Goal 1. Improve psychiatric outcomes for all patients.

**Obj. 1.1** To maintain a rate of inpatient 30-day readmissions of no more than 5 percent.

<b>Performance Measures - Readmission Rate</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	3.4%	6.4%	1.2%	11.1%	4.0%	4.0%	4.0%
Regional Institute for Children and Adolescents (RICA) - Baltimore	0.0%	0.0%	0.0%	0.0%	2.5%	5.0%	5.0%
Eastern Shore Hospital Center	2.1%	2.2%	5.2%	2.1%	2.4%	3.2%	3.4%
Springfield Hospital Center	4.4%	4.1%	2.3%	2.6%	2.0%	2.1%	2.1%
Spring Grove Hospital Center	2.4%	2.5%	1.4%	1.6%	1.2%	1.4%	1.4%
Clifton T. Perkins Hospital Center	2.4%	2.2%	3.2%	3.7%	1.4%	0.0%	0.0%
John L. Gildner RICA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%

**Obj. 1.2** By the end of fiscal year 2017, standardized patient satisfaction surveys will show an overall patient satisfaction rate of 80 percent.

<b>Performance Measures - Satisfaction Survey</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	87%	78%	85%	84%	91%	91%	91%
RICA Baltimore	100%	100%	91%	100%	88%	85%	85%
Eastern Shore Hospital Center	N/A	N/A	N/A	N/A	N/A	81%	81%
Springfield Hospital Center	75%	74%	77%	76%	76%	80%	80%
Spring Grove Hospital Center	75%	83%	67%	78%	72%	80%	80%
Clifton T. Perkins Hospital Center	67%	65%	60%	77%	100%	80%	80%
John L. Gildner RICA	95%	100%	94%	91%	100%	89%	94%

**Obj. 1.3** Discharge 85 percent of patients under care in the BHA hospitals to a less restrictive environment. For the RICAs, successfully discharge at least 75 percent of clients to a less restrictive community-based setting.

<b>Performance Measures - Successful Discharge</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
John L. Gildner RICA	100%	100%	100%	100%	100%	100%	100%
Eastern Shore Hospital Center	88%	84%	86%	80%	86%	85%	84%
Springfield Hospital Center	86%	88%	64%	82%	87%	87%	87%
Spring Grove Hospital Center	N/A	N/A	N/A	N/A	86%	86%	86%
Clifton T. Perkins Hospital Center	100%	100%	100%	100%	100%	100%	100%
RICA Baltimore	90%	86%	90%	90%	80%	80%	80%
John L. Gildner RICA	89%	81%	85%	76%	92%	81%	81%

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**Goal 2. Provide treatment and care in the least restrictive and least intensive setting consistent with safety needs.**

**Obj. 2.1** The rate of seclusions will not exceed 0.75 hours for every thousand inpatient hours.

<b>Performance Measures - Seclusion Hours</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	0.18	0.03	0.06	0.09	0.10	0.10	0.10
RICA Baltimore	0.17	0.32	0.32	0.27	0.42	0.36	0.36
Eastern Shore Hospital Center	0.14	1.22	2.85	1.33	0.53	1.00	1.00
Springfield Hospital Center	0.17	0.10	0.16	0.13	0.07	0.07	0.08
Spring Grove Hospital Center	0.01	0.03	0.02	0.00	0.00	0.01	0.01
Clifton T. Perkins Hospital Center	0.09	0.12	0.16	0.06	0.02	0.03	0.03
John L. Gildner RICA	0.02	0.03	0.02	0.01	0.01	0.02	0.02

**Obj. 2.2** The rate of restraints will not exceed 1.00 hour for every thousand inpatient hours.

<b>Performance Measures - Restraint Hours</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	0.05	0.08	0.25	0.25	0.10	0.10	0.10
RICA Baltimore	0.03	0.03	0.03	0.04	0.03	0.04	0.04
Eastern Shore Hospital Center	0.00	0.10	0.09	0.21	1.83	0.49	0.58
Springfield Hospital Center	3.33	1.93	0.91	1.11	1.30	0.99	0.91
Spring Grove Hospital Center	0.31	0.14	0.15	0.11	0.12	0.13	0.13
Clifton T. Perkins Hospital Center	5.54	12.41	9.68	3.77	1.27	1.30	1.30
John L. Gildner RICA	0.04	0.09	0.14	0.11	0.16	0.12	0.12

**Goal 3. Provide a safe and therapeutic environment for patients and staff.**

**Obj. 3.1** The rate of staff time lost due to an injury sustained in the performance of an employee's job duties (accident leave) will not exceed a rate of 3.0 hours per 1,000 hours worked.

<b>Performance Measures - Employee Injuries</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	13.1	2.2	10.5	14.1	11.0	9.9	8.9
RICA Baltimore	0.1	2.6	0.4	0.5	0.7	0.7	0.7
Eastern Shore Hospital Center	0.2	0.2	3.1	0.7	17.3	4.0	5.1
Springfield Hospital Center	5.3	5.8	3.2	3.2	5.8	3.5	3.7
Spring Grove Hospital Center	2.1	2.0	1.6	1.2	3.8	3.0	3.0
Clifton T. Perkins Hospital Center	12.8	8.3	9.2	12.6	19.5	13.2	7.5
John L. Gildner RICA	3.8	2.3	1.3	1.4	1.0	1.2	1.2

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**Obj. 3.2** The patient injury rate will not exceed 1.0 per 1,000 registered bed days.

<b>Performance Measures - Patient Injuries</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	0.23	0.29	0.42	0.41	0.69	0.62	0.56
RICA Baltimore	0.08	0.09	0.05	The denom	0.06	0.07	0.07
Eastern Shore Hospital Center	0.01	0.00	0.01	0.01	0.08	0.02	0.02
Springfield Hospital Center	0.00	0.00	0.00	0.00	0.08	0.08	0.09
Spring Grove Hospital Center	N/A	N/A	N/A	N/A	0.19	0.19	0.19
Clifton T. Perkins Hospital Center	0.52	0.23	0.13	0.25	0.04	0.11	0.11
John L. Gildner RICA	0.03	0.09	0.64	0.09	0.00	0.17	0.17

**Goal 4. The BHA hospitals will complete all pretrial reports to the courts in timely manner.**

**Obj. 4.1** Reports to the Court regarding Evaluation of Competency to stand trial will be completed within 30 days of admission, 90 percent of the time.

<b>Performance Measures - Pretrial Competency Evaluations</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
Thomas B. Finan Hospital Center	100%	100%	100%	100%	100%	100%	100%
Eastern Shore Hospital Center	40%	55%	54%	83%	75%	91%	92%
Springfield Hospital Center	89%	75%	88%	100%	100%	100%	100%
Spring Grove Hospital Center	N/A	N/A	N/A	N/A	83%	90%	90%
Clifton T. Perkins Hospital Center	N/A	N/A	N/A	N/A	N/A	90%	90%

**Obj. 4.2** Reports to the Court regarding Evaluation of Criminal Responsibility to stand trial will be completed within 60 days of admission, 90 percent of the time.

<b>Performance Measures - Pretrial Competency Evaluations</b>	<b>2012 Act.</b>	<b>2013 Act.</b>	<b>2014 Act.</b>	<b>2015 Act.</b>	<b>2016 Act.</b>	<b>2017 Est.</b>	<b>2018 Est.</b>
John L. Gildner RICA	N/A	N/A	N/A	N/A	100%	100%	100%
Eastern Shore Hospital Center	67%	50%	75%	0%	0%	67%	67%
Springfield Hospital Center	100%	100%	0%	75%	38%	100%	100%
Spring Grove Hospital Center	N/A	N/A	N/A	N/A	93%	93%	93%
Clifton T. Perkins Hospital Center	73%	73%	78%	79%	38%	79%	79%