

MDH - Maryland Hospital System

MISSION

We work together to promote and improve the health and safety of all Marylanders through disease prevention, access to care, quality management, and community engagement.

VISION

Lifelong health and wellness for all Marylanders.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

MARYLAND HEALTHCARE SYSTEM

Goal 1. The Maryland Healthcare System will provide skills and training opportunities to support the State workforce.

Obj. 1.1 Annually, the MDH Healthcare System will provide Direct Care Associate (DCA) training to at least 90 percent of DCA Trainees.

Obj. 1.2 Annually, the Secured Transport and Investigation Unit will provide Security Attendant training to at least 90 percent of new Security Attendants.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of DCA Trainees	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of DCA Trainees who successfully completed DCA training to receive a Certified Nursing Assistant (CAN) license	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of new Security Attendants	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of new Security Attendants who successfully completed training program through the Office of Secured Transport and Investigation	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Percent of new Security Attendants who successfully completed training program through the Office of Secured Transport and Investigation	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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MDH - Maryland Hospital System

DEER'S HEAD HOSPITAL CENTER (DHHC)

Goal 1. To operate with a “Culture of Safety,” free from accidents and injuries for all who reside and/or those who rehabilitate at Deer’s Head Hospital Center.

Obj. 1.1 Annually, the percentage of patients/residents with one or more falls will be .01 percent or less.

Obj. 1.2 Annually, DHHC will maintain a medication error rate of less than 0.02.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of patient care days (PCDs)	14,949	15,236	12,001	12,636	13,111	13,111	13,111
Number of doses administered	353,174	393,964	295,628	255,320	281,206	281,206	281,206
Number of medication errors	195	168	146	171	150	150	150
Medication error rate per opportunity	0.06%	0.04%	0.05%	0.07%	0.05%	0.05%	0.05%
Number of falls with major injury	1	0	0	0	1	0	0
Total number of patients/residents	126	100	69	68	83	83	83
Percentage of patients/residents with one or more falls with major injury	0.79%	0.00%	0.00%	0.00%	1.20%	0.00%	0.00%

Goal 2. To better serve Marylanders through quality of care for all patients.

Obj. 2.1 The percentage of patients/residents with new pressure injuries will be 2 percent or less annually.

Obj. 2.2 The percentage of patients/residents with worsening pressure injuries will be 2 percent or less annually.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of PCDs	14,949	15,236	12,001	12,636	13,111	13,111	13,111
Number of patients/residents with pressure injuries that are new	0	0	0	0	0	0	0
Total number of patients/residents	126	100	69	68	83	83	83
Percent of patients with pressure injuries that are new	0%	0%	0%	0%	0%	0%	0%
Number of patients/residents with pressure injuries that worsen	0	0	0	0	0	0	0
Total number of patients/residents	126	100	69	68	83	83	83
Percent of patients with pressure injuries that worsen	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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Goal 3. To improve equity, excellence, and accessibility of both treatment modalities for Marylanders with end stage renal disease.

Obj. 3.1 The percentage of hemodialysis patients who achieve a URR (urea reduction rate: a measure of adequate dialysis) of 65 will be equal to or greater than the Mid-Atlantic Renal Coalition goal of 96 percent.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of URR tests done	552	530	605	784	728	728	728
Number of URR test results of 65 or greater	542	520	589	765	709	709	709
Percent of hemodialysis patients who achieve URR of 65 or greater	98.19%	98.11%	97.36%	97.58%	97.39%	97.39%	97.39%

Obj. 3.2 The percentage of hemodialysis patients who achieve a Kt/V of 1.2 or greater will be equal to or greater than the Mid-Atlantic Renal Coalition goal of 90 percent.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of Kt/V tests done	552	534	606	788	723	723	723
Number of Kt/V tests of 1.2 or greater	541	525	588	769	702	702	702
Hemodialysis patients who achieve Kt/V of 1.2 or greater	98.01%	98.31%	97.03%	97.59%	97.10%	97.10%	97.10%

WESTERN MARYLAND HOSPITAL CENTER (WMHC)

Goal 1. To operate with a “Culture of Safety,” free from accidents, injuries and medication errors for all who reside and/or those who receive treatment at Western Maryland Hospital Center.

Obj. 1.1 Annually, the percentage of patients/residents with one or more falls with major injury will be .01 percent or less.

Obj. 1.2 Annually, WMHC will maintain a medication error rate of less than 0.02.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Total number of patients/residents	84	79	72	75	70	76	74
Number of patients with one or more falls with major injury	2	0	1	1	3	1	1
Percent of patients with one or more falls with major injury	2.4%	0.0%	1.4%	1.3%	4.3%	1.3%	1.4%
Number of doses administered	438,997	482,289	505,899	408,975	272,893	321,810	317,514
Number of medication errors	31	62	7	100	272	136	68
Medication error rate per opportunity	0.01%	0.01%	0.00%	0.02%	0.10%	0.04%	0.02%

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MDH - Maryland Hospital System

Goal 2. To better serve Marylanders through quality of care for all patients.

Obj. 2.1 Annually, the percentage of patients/residents with new pressure injuries will be 2 percent or less.

Obj. 2.2 Annually, the percentage of patients/residents with worsening pressure injuries will be 2 percent or less.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Total number of patients/residents	84	79	72	75	70	76	74
Number of patients/residents with pressure injuries that are new	4	3	7	2	0	0	0
Percent of pressure injuries that are new	4.76%	0.67%	9.72%	2.67%	0.00%	0.00%	0.00%
Number of patients/residents with pressure injuries that worsen	0	1	2	0	0	0	0
Percent of pressure injuries that are worsening	0.00%	0.22%	2.78%	0.00%	0.00%	0.00%	0.00%

Goal 3. To improve equity, excellence, and accessibility of treatment while providing the highest quality of care in a safe environment free from hospital acquired complications.

Obj. 3.1 Annually, the patient/resident Ventilator Associated Pneumonia (VAP) rate will be 1.55 or lower.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of vent days	1,635	1,827	1,576	1,047	1,557	1,550	1,550
Number of Ventilator Associated Pneumonia (VAPs)	0	4	0	3	6	4	3
Rate of VAP occurrence per 1,000 vent days	0.00	2.19	0.00	2.87	3.85	2.58	1.94

Obj. 3.3 Annually, the patient/resident Catheter Associated Urinary Tract Infections (Cauti) rate will be 1.6 or less.

Obj. 3.4 Annually, the patient/resident Multi-drug Resistant Organisms (MDRO) rate will be 0.63 or less.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Patient/resident Catheter Associated Urinary Tract Infections (Cauti) rate	0.00	1.76	0.00	0.00	2.00	1.00	0.00
Patient/resident Multi-drug Resistant Organisms (MDRO) rate	0.00	2.75	23.60	0.00	0.26	0.13	0.60

Goal 4. Provide an exceptional experience for all patients and families.

Obj. 4.1 Annually increase the customer satisfaction score.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Annual customer satisfaction score	85.8%	87.5%	N/A	86.0%	85.0%	84.0%	85.0%

M00A

MDH - Maryland Hospital System

BEHAVIORAL HEALTH FACILITIES

Goal 1. Improve psychiatric outcomes for all patients.

Obj. 1.1 To provide excellent care and to improve psychiatric outcomes for all patients.

Performance Measures - Satisfaction Survey	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	87%	79%	83%	89%	91%	92%	92%
RICA Baltimore	90%	67%	33%	50%	50%	100%	100%
Eastern Shore Hospital Center	82%	80%	72%	95%	80%	84%	85%
Springfield Hospital Center	56%	71%	75%	79%	78%	76%	76%
Spring Grove Hospital Center	47%	44%	79%	87%	88%	90%	95%
Clifton T. Perkins Hospital Center	43%	51%	57%	100%	70%	70%	70%
John L. Gildner RICA	94%	78%	83%	100%	100%	88%	90%

Obj. 1.2 The percent of patients discharged on two or fewer antipsychotic medications will exceed 85 percent.

Performance Measures - Discharge	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	98%	97%	97%	94%	98%	98%	98%
Eastern Shore Hospital Center	100%	99%	97%	98%	100%	98%	99%
Springfield Hospital Center	98%	97%	93%	95%	95%	95%	95%
Spring Grove Hospital Center	43%	99%	86%	87%	70%	87%	90%
Clifton T. Perkins Hospital Center	98%	92%	98%	98%	97%	97%	97%

Obj. 1.3 The elopement rate for RICA facilities will not exceed two per 1,000 patient days.

Performance Measures - Elopement	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
RICA Baltimore	0.10	0.10	0.40	2.34	0.14	0.18	0.18
John L. Gildner RICA	0.00	2.40	3.30	5.35	3.91	2.74	2.17

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MDH - Maryland Hospital System

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 1,000 inpatient hours.

Performance Measures - Seclusion Hours	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	0.11	0.13	0.11	0.10	0.38	0.13	0.13
RICA Baltimore	0.34	0.38	0.73	0.74	0.47	0.47	0.47
Eastern Shore Hospital Center	0.26	0.25	0.34	0.19	0.05	0.19	0.14
Springfield Hospital Center	0.05	0.04	0.07	0.02	0.06	0.07	0.07
Spring Grove Hospital Center	0.02	0.04	0.01	0.00	0.00	0.00	0.00
Clifton T. Perkins Hospital Center	0.01	0.00	0.00	0.02	0.01	0.00	0.00
John L. Gildner RICA	0.00	0.00	0.00	0.00	0.00	0.10	0.09

Obj. 2.2 The rate of restraints will not exceed 0.75 hour for every 1,000 inpatient hours.

Performance Measures - Restraint Hours	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	0.09	0.03	0.02	0.05	0.03	0.03	0.03
RICA Baltimore	0.02	0.03	0.15	0.11	0.11	0.11	0.11
Eastern Shore Hospital Center	0.02	0.03	0.04	0.01	0.01	0.02	0.02
Springfield Hospital Center	0.65	0.71	1.09	0.48	0.67	0.62	0.62
Spring Grove Hospital Center	0.15	0.38	0.35	0.25	0.20	0.20	0.17
Clifton T. Perkins Hospital Center	0.95	0.47	0.42	0.56	0.63	0.63	0.75
John L. Gildner RICA	0.05	0.31	0.54	0.38	0.28	0.24	0.27

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

Obj. 3.1 The incidence rate of patient to staff assault will be less than one per 1,000 patient days.

Performance Measures - Number of Patient to Staff Assaults (amount)	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	34	24	21	19	20	20	20
RICA Baltimore	61	86	51	121	81	84	72
Eastern Shore Hospital Center	78	49	39	42	24	35	33
Springfield Hospital Center	37	37	50	65	102	90	90
Spring Grove Hospital Center	179	203	188	186	224	180	180
Clifton T. Perkins Hospital Center	96	95	123	123	134	130	130
John L. Gildner RICA	23	12	106	21	28	35	35

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MDH - Maryland Hospital System

Obj. 3.1 (continued from pervious page)

Performance Measures - Number of Patient to Staff Assaults (rate)	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	1.30	0.96	0.88	0.87	1.01	0.90	0.90
RICA Baltimore	6.20	7.97	6.87	18.88	11.25	10.04	10.04
Eastern Shore Hospital Center	2.77	1.64	0.93	1.40	0.79	1.04	1.08
Springfield Hospital Center	0.48	0.45	0.64	0.83	1.30	1.12	1.12
Spring Grove Hospital Center	1.36	1.41	1.31	1.29	1.55	1.24	1.80
Clifton T. Perkins Hospital Center	0.96	0.95	1.23	1.23	1.32	1.30	1.30
John L. Gildner RICA	3.52	1.71	9.52	3.04	3.54	3.43	3.16

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

Performance Measures - Patient Injuries	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Thomas B. Finan Hospital Center	0.01	0.01	0.02	0.01	0.01	0.01	0.01
RICA Baltimore	0.01	0.07	0.11	0.06	0.01	0.04	0.04
Eastern Shore Hospital Center	0.01	0.00	0.02	0.01	0.01	0.01	0.01
Springfield Hospital Center	0.00	0.01	0.01	0.01	0.01	0.01	0.01
Spring Grove Hospital Center	0.01	0.01	0.01	0.00	0.01	0.00	0.00
Clifton T. Perkins Hospital Center	0.00	0.00	0.00	0.01	0.01	0.01	0.01
John L. Gildner RICA	0.00	0.00	0.00	0.00	0.02	0.01	0.01

Goal 4. The MDH Healthcare System adult psychiatric hospitals will be compliant with legislative mandates regarding court-ordered placements.

Obj. 4.1 The percent of Not Criminally Responsible (NCR) and Incompetent to Stand Trial (IST) court orders admitted within ten business days will be at 100 percent.

Obj. 4.2 The average cycle time for the admission of Not Criminally Responsible (NCR) and Incompetent to Stand Trial (IST) court orders will be less than ten business days.

Obj. 4.3 The percent of placement of 8-507 orders within 21 business days will be at 100 percent. 8-507 placements for treatment are received by the State's Institutes for Mental Disease (IMDs).

Obj. 4.4 The average cycle time for the admission of 8-507 court orders will be less than twenty-one business days.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Percent of court orders for NCR and IST patients admitted within 10 business days	27%	0%	0%	10%	0%	8%	7%
Average admission cycle time for NCR and IST patients	17.20	54.00	58.00	41.00	56.00	50.00	40.00
Percent of placement of 8-507 orders within 21 business days	97%	57%	59%	64%	100%	100%	100%
Average admission cycle time for 8-507 court orders	12.00	12.00	11.00	16.00	11.90	13.00	13.00

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MDH - Maryland Hospital System

COURT INVOLVED SERVICE DELIVERY SYSTEM

Goal 1. To support individuals with access to community based services upon discharge.

Obj. 1.1 Annually, repeat commitments to the Secure Evaluation and Therapeutic Treatment Services (SETT) unit will be 18 percent or less.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of individuals committed to the SETT Program	54	43	57	47	43	43	43
Number of repeat commitments to the SETT Program	7	2	9	6	2	2	2
Percent of total repeat commitments	13.0%	4.7%	15.8%	12.8%	4.7%	4.7%	4.7%

Goal 2. Individuals committed as Incompetent to Stand Trial (IST) will be provided sufficient competency skills training to allow the court system to opine an individual Competent to Stand Trial (CST) or Not Restorable (NR).

Obj. 2.1 Annually, 35 percent of individuals committed as IST will demonstrate accurate presentation of restorability through being opined CST or NR.

Performance Measures	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Number of individuals committed as IST to the SETT	43	36	30	20	15	15	15
Number of individuals who are committed as Incompetent to Stand Trial (IST) are then opined to be competent to stand trial (CST) or Not Restorable	34	22	18	9	8	8	8
Percentage of individuals who are opined as CST or NR from individuals committed as IST to the SETT	79.07%	61.11%	60.00%	45.00%	53.33%	53.33%	53.33%

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MDH - Maryland Hospital System

STATE RESIDENTIAL CENTERS

Goal 1. Ensure a safe living environment for residents and a safe working environment for staff at State Residential Centers.

Obj. 1.1 Continually monitor and reduce the number and severity of assaults through prevention.

Performance Measures - Number of assaults	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Holly Center - Resident-on-resident assaults	35	33	33	35	11	11	11
Potomac Center - Resident-on-resident assaults	391	341	268	209	230	230	230
SETT - Resident-on-resident assaults	178	90	112	143	85	85	85
Total resident on resident assaults	604	464	413	387	326	326	326
Holly Center - Resident-on-staff assaults based on the severity of injury	36	20	36	21	14	14	14
Potomac Center - Resident-on-staff assaults based on the severity of injury	109	49	81	108	76	76	76
SETT - Resident-on-staff assaults based on the severity of injury	37	31	33	39	16	16	16
Total resident on staff assaults based on the severity of injury	182	100	150	168	106	106	106

Performance Measures - Rate of assaults	2021 Act.	2022 Act.	2023 Act.	2024 Act.	2025 Act.	2026 Est.	2027 Est.
Holly Center - Rate of resident-on-resident assaults	3	2	2	2	1	1	1
Potomac Center - Rate of resident-on-resident assaults	22	25	19	14	15	15	15
SETT - Rate of resident-on-resident assaults	12	14	14	15	10	10	10
Total rate of resident on resident assaults	37	41	35	31	26	26	26
Holly Center - Rate of resident-on-staff assaults based on the severity of injury	36	20	36	21	14	14	14
Potomac Center - Rate of resident-on-staff assaults based on the severity of injury	3	3	6	7	5	5	5
SETT - Rate of resident-on-staff assaults based on the severity of injury	3	4	4	4	2	2	2
Total rate of resident on staff assaults based on the severity of injury	42	27	46	32	21	21	21

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