MISSION

The Maryland Department of Health Behavioral Health Administration (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 to improve their ability to function effectively in their communities.

VISION

The vision of BHA is improved health, wellness, and quality of life for individuals across their life span through a seamless and integrated behavioral health system of care.

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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.	2020 Est.
Number of requests for RGS services	3,132	3,402	3,274	2,364	2,382	2,673	2,473
Percent of grievances processed within 65 days	95%	96%	95%	98%	97%	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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Est.	2019 Est.	2020 Est.
Number of grievances	813	684	410	454	414	426	431
Number of Information/Assistance interactions	2,120	2,491	2,620	1,672	1,766	2,019	1,819
Number of Clinical Review Panels	199	227	244	238	202	228	223
Percent of grievances resolved by:							
	70%	59%	54%	40%	37%	44%	41%
Stage 1 – Rights Advisor	9%	1%	10%	18%	10%	13%	14%
Stage 2 – Unit Director	17%	34%	27%	33%	45%	36%	38%
Stage 3 – Superintendent Stage 4 – Central Review Committee	4%	6%	9%	9%	8%	7%	7%

Stage 4 – Central Review Committee

BEHAVIORAL HEALTH ADMINISTRATION

- Goal 1. Increase the abilities of participants with behavioral health disorders to live successfully in the community.
 - **Obj. 1.1** By fiscal year 2020, the percentage of adults (18-64 years old) gaining or maintaining employment based on the most recent mental health (MH) outpatient service request in the fiscal year compared to the earliest MH outpatient service request within the same episode of care will be at least 20 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adults who answered employment question at the earliest and the most recent MH outpatient service request	29,602	30,961	33,979	35,581	37,430	38,500	40,500
Number of adults who answered that they are currently							
employed at the most recent MH outpatient service request	8,330	8,854	9,981	11,191	12,556	12,000	12,758
Percent of adults that gained or maintained employment	28.1%	28.6%	29.4%	31.5%	33.5%	31.2%	31.5%

Obj. 1.2 By fiscal year 2020, the percentage of adults (18-64) gaining or maintaining employment based on the most recent substance related disorder (SRD) Level I outpatient and Opioid Maintenance Treatment (OMT) service request in the fiscal year compared to the earliest SRD service request within the same episode of care will be at least 40 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adults who answered the employment question at the earliest and the most recent SRD outpatient service request	3,120	3,500	8,589	11,710	28,058	28,000	28,500
Number of adults who answered they are currently employed at the most recent SRD outpatient OMT service request	4,407	5,005	11,248	4,603	10,226	9,800	9,975
Percent of adults that gained or maintained employment	41.3%	43.0%	31.0%	39.3%	36.4%	35.0%	35.0%

Obj. 1.3 By fiscal year 2020, the percent of individuals with a decrease in arrest 30 days prior to the service request based on the most recent SRD service request in the fiscal year compared to the earliest SRD service request within the same episode of care will be 10 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of individuals who answered the "arrest 30 days prior" question at the earliest and the most recent SRD service							
request	1,015	1,050	1,472	2,538	2,633	2,600	2,700
Number of individuals who showed a decrease in the number							
of arrests	232	210	1,122	1,139	1,234	1,170	1,215
Percent of adults that showed a decrease in the number of							
arrests	77.1%	80.0%	23.8%	45.0%	46.9%	45.0%	45.0%

Obj. 1.4 By fiscal year 2020, at least 70 percent of adults (18-64 years old) receiving MH treatment will report being satisfied with their recovery.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adults who answered the recovery satisfaction question at the most recent MH outpatient service request	43,132	45,030	43,069	44,912	45,814	46,000	46,500
Number of adults who answered they are satisfied with their recovery at the most recent MH outpatient service request	23,684	24,541	31,569	33,139	34,372	33,580	33,945
Percent of adults who report being satisfied with their							
recovery	54.9%	54.5%	73.3%	73.8%	75.0%	73.0%	73.0%

Obj. 1.5 By fiscal year 2020 at least 85 percent of adolescents (14-17 years old) receiving MH treatment will report being hopeful about their future.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adolescents answering the "hopeful about my future" question at the most recent MH outpatient service							
request	12,605	13,000	10,054	10,759	11,216	11,300	11,400
Number of adolescents who answered they are hopeful about their future at the most recent MH outpatient service request	10,420	10,725	8,738	9,196	9,643	9,605	9,690
Percent of adolescents who report being hopeful about their future	82.7%	82.5%	86.9%	85.5%	86.0%	85.0%	85.0%

Obj. 1.6 By fiscal year 2020, at least 80 percent of adults (18-64 years old) receiving SRD treatment will report being satisfied with their recovery.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adults who answered the recovery satisfaction question at the most recent SRD outpatient service request	N/A	N/A	N/A	29,590	31,151	32,000	32,500
Number of adults who answered they are satisfied with their recovery at the most recent SRD outpatient service request	N/A	N/A	N/A	23,983	25,405	25,600	26,000
Percent of adults that are satisfied with their recovery	N/A	N/A	N/A	81.1%	81.6%	80.0%	80.0%

Obj. 1.7 By fiscal year 2020, at least 90 percent of adolescents (14 - 17 years old) receiving SRD Level I outpatient and OMT treatment will report being hopeful about their future.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adolescents who answered the hopeful about the							
future question at the most recent SRD outpatient service							
request	N/A	N/A	N/A	402	312	300	300
Number of adolescents who said they are hopeful about their							
future at the most recent SRD outpatient service request	N/A	N/A	N/A	369	294	270	270
Percent of adolescents who report being hopeful about their							
future	N/A	N/A	N/A	91.8%	94.2%	90.0%	90.0%

Goal 2. Maintain and increase the number of individuals treated in the Public Behavioral Health System (PBHS).

Obj. 2.1 By fiscal year 2020, the number of individuals receiving behavioral health services will increase by 7 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of individuals treated in the PBHS in the fiscal year	N/A	N/A	243,690	260,213	275,667	292,500	311,750
Change in the number of individuals treated from previous							
fiscal year	N/A	N/A	N/A	16,523	15,454	16,833	19,250
Percent change from previous fiscal year	N/A	N/A	N/A	6.8%	6.3%	6.5%	7.0%

Obj. 2.2 By fiscal year 2020, the number of individuals receiving MH services will increase by 5 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of individuals that received MH services in the PBHS in the fiscal year	N/A	N/A	192,809	200,959	211,325	220,000	230,500
Change in the number of individuals treated from previous fiscal year	N/A	N/A	N/A	8,150	10,366	8,675	10,500
Percent change from previous fiscal year	N/A	N/A	N/A	4.2%	5.4%	4.3%	5.0%

Obj. 2.3 By fiscal year 2020, the number of individuals receiving SRD services will increase by 7 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of individuals that received SRD services in the PBHS in the fiscal year	NI / A	N/A	90.731	102 115	110.398	117 000	124,750
Change in the number of individuals treated from previous	N/A	N/A	90,731	103,115	110,396	117,000	124,730
fiscal year	N/A	N/A	N/A	12,384	7,283	6,602	7,750
Percent change from previous fiscal year	N/A	N/A	N/A	13.6%	8.0%	6.4%	7.0%

Obj. 2.4 By fiscal year 2020, the number of dually diagnosed individuals receiving behavioral health services will increase by 10 percent.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of individuals that received services in the PBHS in the fiscal year that were dually diagnosed	N/A	N/A	77,749	85,657	91,914	98,000	107,500
Change in the number of dually diagnosed individuals treated from previous fiscal year	N/A	N/A	N/A	7,908	6,257	6,086	9,500
Percent change from previous fiscal year	N/A	N/A	N/A	10.2%	8.0%	7.1%	10.3%

Goal 3. Implement utilization of the latest technology to expand access to behavioral health services in the least restrictive settings.

Obj. 3.1 By fiscal year 2020, at least 8 percent of individuals receiving outpatient behavioral health services in rural areas will receive tele-health services.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Unduplicated number of individuals served in outpatient setting in rural areas	12,757	13,869	15,371	17,740	18,728	18,800	19,000
Number of individuals that received tele-behavioral health services in rural areas	993	1,063	1,306	1,996	2,100	2,068	2,090
Percent receiving tele-behavioral health services	7.8%	7.7%	8.5%	11.3%	11.2%	11.0%	11.0%

Goal 4. Promote health and wellness initiatives in the Behavioral Health System.

- Obj. 4.1 By fiscal year 2020, less than 6 percent of adolescents (11-17 years old) receiving MH treatment will report smoking.
- Obj. 4.2 By fiscal year 2020, less than 45 percent of adults (18-64 years old) receiving MH treatment will report smoking.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adolescents receiving MH outpatient services who answered the smoking question	15,470	16,444	24,539	25,936	28,332	28,500	28,750
Number of adolescents receiving MH outpatient services who answered "yes" that they smoke	1,278	1,071	1,070	917	918	925	950
Percent of adolescents receiving MH treatment who report smoking	8.3%	6.5%	4.4%	3.5%	3.2%	3.2%	3.3%
Number of adults receiving MH outpatient services who answered the smoking question	54,574	59,392	61,896	66,264	68,698	69,000	70,000
Number of adults receiving MH outpatient services who answered "yes" that they smoke	26,049	25,736	25,515	26,485	25,271	25,800	25,900
Percent of adults receiving MH treatment who report smoking	47.7%	43.3%	41.2%	40.0%	36.8%	37.4%	37.0%

- **Obj. 4.3** By fiscal year 2020, less than 35 percent of adolescents (11-17 years old) receiving SRD Level I outpatient and methadone maintenance services will report smoking.
- **Obj. 4.4** By fiscal year 2020, less than 70 percent of adults (18-64 years old) receiving SRD Level I outpatient and methadone maintenance services will report smoking.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of adolescents receiving SRD Level I outpatient and OMT services who answered the smoking question	N/A	N/A	946	820	698	690	700
Number of adolescents receiving SRD Level I outpatient and OMT services who answered "yes" that they smoke	N/A	N/A	283	255	184	200	223
Percent of adolescents receiving SRD treatment who report smoking	N/A	N/A	29.9%	31.1%	26.4%	29.0%	31.9%
Number of adults receiving SRD Level I outpatient and OMT services who answered the smoking question	N/A	N/A	11,841	42,073	45,772	46,000	46,300
Number of adults receiving SRD Level I outpatient and OMT services who answered "yes" that they smoke	N/A	N/A	8,134	29,360	32,525	32,700	32,900
Percent of adults receiving SRD treatment who report smoking	N/A	N/A	68.7%	69.8%	71.1%	71.1%	71.1%

- Goal 5. 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. 5.1** The National Survey on Drug Use and Health (NSDUH) report on state estimates of substance use and mental disorders will show a decline in the estimate of Maryland citizens in the 12 to 20 age range who used alcohol in the past month.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of Maryland citizens aged 12 to 20	668,142	689,362	715,260	715,260	720,000	730,000	740,000
Those aged 12 to 20 who used alcohol in the past month	151,000	162,000	136,615	136,615	133,200	131,400	133,200
Percent of those aged 12 to 20 who used alcohol in the past							
month	22.6%	23.5%	19.1%	19.1%	18.5%	18.0%	18.0%

Goal 6. Prevent overdose deaths through Naloxone distribution

- Obj. 6.1 By fiscal year 2020, the number of bystander Naloxone administrations reported to BHA will increase by 15 percent from the 2016 baseline year.
- **Obj. 6.2** By fiscal year 2020, the number of individuals trained in overdose response through the Overdose Response Program will increase by 5 percent from the 2016 baseline year.
- Obj. 6.3 The number of Naloxone doses dispensed by BHA to potential overdose bystanders will increase by 10 percent from the prior year.

Performance Measures	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Number of bystander Naloxone administrations reported to							
ВНА	N/A	N/A	863	1,194	1,000	1,300	1,300
Percent increase over baseline year	N/A	N/A	N/A	38.4%	15.9%	50.6%	50.6%
Number of individuals trained in overdose response program	N/A	N/A	21,989	27,663	42,846	47,130	51,843
Percent increase over baseline year	N/A	N/A	N/A	25.8%	94.9%	114.3%	135.8%
Number of Naloxone doses dispensed by BHA	N/A	N/A	26,771	35,538	46,547	51,201	56,321
Percent increase over baseline year (BHA)	N/A	N/A	N/A	33%	74%	91%	110%
Number of Naloxone doses dispensed by MCPA	N/A	N/A	3,514	9,387	18,024	20,000	25,000
Percent increase over baseline year (MCPA)	N/A	N/A	N/A	167.1%	412.9%	469.2%	611.4%

STATE PSYCHIATRIC FACILITIES

Goal 1. Improve psychiatric outcomes for all patients.

Obj. 1.1 To maintain patient satisfaction rates of at least 80 percent (as reported in patient satisfaction surveys).

Performance Measures - Satisfaction Survey	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	85%	84%	91%	88%	83%	85%	88%
RICA Baltimore	91%	100%	88%	98%	89%	89%	89%
Eastern Shore Hospital Center	N/A	N/A	N/A	45%	45%	85%	80%
Springfield Hospital Center	77%	76%	76%	74%	N/A	75%	80%
Spring Grove Hospital Center	67%	78%	72%	84%	83%	85%	85%
Clifton T. Perkins Hospital Center	60%	77%	100%	52%	59%	70%	80%
John L. Gildner RICA	94%	91%	100%	96%	84%	85%	85%

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

Performance Measures - Discharge	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	90%
Eastern Shore Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	90%
Springfield Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	90%
Spring Grove Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	90%
Clifton T. Perkins Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	90%

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

Performance Measures - Elopement	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
RICA Baltimore	N/A	N/A	N/A	N/A	N/A	N/A	0.91
John L. Gildner RICA	N/A	N/A	N/A	N/A	N/A	N/A	0.68

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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	0.06	0.09	0.06	0.19	0.08	0.06	0.05
RICA Baltimore	0.32	0.27	0.42	0.28	0.55	0.36	0.36
Eastern Shore Hospital Center	2.85	1.33	0.53	0.81	0.36	0.21	0.21
Springfield Hospital Center	0.16	0.13	0.07	0.20	0.07	0.07	0.07
Spring Grove Hospital Center	0.02	0.00	0.00	0.00	0.00	0.00	0.00
Clifton T. Perkins Hospital Center	0.16	0.06	0.02	0.02	0.02	0.02	0.01
John L. Gildner RICA	0.02	0.01	0.01	0.01	0.02	0.02	0.02

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

Performance Measures - Restraint Hours	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	0.25	0.25	0.14	0.15	0.05	0.04	0.03
RICA Baltimore	0.03	0.04	0.03	0.04	0.09	0.05	0.05
Eastern Shore Hospital Center	0.09	0.21	1.83	0.10	0.08	0.09	0.08
Springfield Hospital Center	0.91	1.11	1.30	1.44	0.76	0.78	0.78
Spring Grove Hospital Center	0.15	0.11	0.12	0.12	0.14	0.12	0.12
Clifton T. Perkins Hospital Center	9.68	3.77	1.27	2.36	0.89	0.60	0.50
John L. Gildner RICA	0.14	0.11	0.16	0.12	0.14	0.10	0.10

Obj. 2.3 The percent of patients who remain hospitalized for greater than 30 days once they no longer meet medical necessity criteria for psychiatric hospitalization will be zero.

Performance Measures - Medical Necessity	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	15%
RICA Baltimore	N/A	N/A	N/A	N/A	N/A	N/A	15%
Eastern Shore Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	15%
Springfield Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	15%
Spring Grove Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	15%
Clifton T. Perkins Hospital Center	N/A	N/A	N/A	N/A	N/A	N/A	15%
John L. Gildner RICA	N/A	N/A	N/A	N/A	N/A	N/A	15%

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.

Performance Measures - Employee Injuries	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	10.5	14.1	11.0	9.9	1.4	1.4	1.4
RICA Baltimore	0.4	0.5	0.7	3.8	0.9	0.7	0.7
Eastern Shore Hospital Center	3.1	0.7	17.3	0.4	2.9	0.5	0.5
Springfield Hospital Center	3.2	3.2	5.8	4.1	2.6	2.6	2.6
Spring Grove Hospital Center	1.6	1.2	3.8	5.0	1.1	1.1	1.1
Clifton T. Perkins Hospital Center	9.2	12.6	19.5	15.6	9.9	9.9	9.9
John L. Gildner RICA	1.3	1.4	1.0	4.7	1.2	1.6	1.6

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

Performance Measures - Patient Injuries	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Thomas B. Finan Hospital Center	0.42	0.41	0.69	0.04	0.50	0.30	0.20
RICA Baltimore	0.05	0.06	0.06	0.08	0.70	0.52	0.52
Eastern Shore Hospital Center	0.01	0.01	0.08	0.12	0.48	0.20	0.10
Springfield Hospital Center	0.00	0.00	0.08	0.22	0.10	0.10	0.10
Spring Grove Hospital Center	N/A	N/A	0.19	0.18	0.13	0.10	0.08
Clifton T. Perkins Hospital Center	0.13	0.25	0.04	0.05	0.09	0.07	0.05
John L. Gildner RICA	0.64	0.09	0.00	0.00	0.00	0.29	0.29

Goal 4. The BHA 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%.
- **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%.
- 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	2014 Act.	2015 Act.	2016 Act.	2017 Act.	2018 Act.	2019 Est.	2020 Est.
Percent of court orders for NCR and IST patients admitted within 10 business days	N/A	N/A	N/A	N/A	100%	100%	100%
Average admission cycle time for NCR and IST patients	N/A	N/A	N/A	N/A	8.40	8.40	8.40
Percent of placement of 8-507 orders within 21 business days	N/A	N/A	N/A	N/A	99%	100%	100%
Average admission cycle time for 8-507 court orders	N/A	N/A	N/A	N/A	16.00	16.00	16.00

NOTES

⁸⁻⁵⁰⁷ placements for treatment are received by the State's Institutes for Mental Disease (IMDs).