

# Department of Behavioral Health FY2019

**Agency** Department of Behavioral Health

**Agency Code** RMO

**Fiscal Year** 2019

**Mission** The mission of the Department of Behavioral Health (DBH) is to support prevention, treatment, resiliency and recovery for District residents with mental health and substance use disorders through the delivery of high quality, integrated services.

**Summary of Services** DBH will: 1) ensure that every individual seeking services is assessed for both mental health and substance use disorder needs. 2) develop the ability of the provider network to treat co-occurring disorders; 3) establish and measure outcomes for individuals with co-occurring mental health and substance use disorders as well as single illnesses with recovery as the goal; 4) consolidate and enhance provider monitoring to ensure high quality service; and 5) establish a single credentialing process for both mental health and substance use disorder providers. DBH serves as the State Mental Health Authority and the Single State Authority for substance abuse.

## 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p><b>Community Response Team:</b> In July 2019, DBH launched the Community Response Team (CRT), which consolidates and expands community based direct service efforts—including homeless outreach, mobile crisis, and diversion—into one comprehensive, 24-7 integrated response team that provides assessment, referral, short term care management, and follow-up for individuals with behavioral health support needs across the District. The community response team also provides community education, individual and neighborhood outreach, SUD specific outreach and behavioral health consultation, and co-response and intervention support to our partner agencies and community partners.</p>	<p>Consolidating the Homeless Outreach, Mobile Crisis, and Pre-arrest Diversion programs has enhanced efficiency and led to more consistent and comprehensive outreach to people in need. The expansion to 24-hour operations has increased the agency's ability to partner with the Metropolitan Police Department. The expansion of program scope has also allowed DBH to provide more direct services to individuals attempting to access emergency care, SUD supports, and service linkages. By creating a more cohesive approach to community based services, the CRT has also developed criminal justice and homeless services relationships that allow us to support our Outpatient Competency Restoration Program (OCRCP) and CSA programs by assisting with locating and reconnecting at risk consumers.</p>	<p>Implementation of this program is leading to improvement of access to behavioral health services, creation of two 24/7 safe engagement sites for individuals experiencing behavioral health needs, improvement and expansion of our Diversion partnership with Metropolitan Police Department (MPD) District-wide, and an increase in community based behavioral health outreach and education to residents of the District. The CRT reports the following: 1) Since July 1, 2019, there have been 32 crisis responses and 11 co-response functions with criminal justice and interagency partners. 2) 220 individuals have experienced behavioral health service linkage and support for our community based partners. 3) There have been 30 community based emergency interventions, 17 over-dose reversals, and 4 lives saved via CPR administration. 4) We have seen increased partnerships with other social service entities, especially in the area of community crisis response as evidenced by 13 on-site responses to community emergencies. 5) There has been enhanced support for justice involved behavioral health consumers. 6) There is increased accessibility to behavioral health professionals, as evidenced by the number of linkages to care including 13 individuals who walked into one of the sites and were directly connected to substance use treatment.</p>
<p><b>Section 1115 Waiver:</b> DBH is supporting the Department of Health Care Finance (DHCF) in the development and submission of a joint Serious Mental Illness (SMI)/Substance Use Disorder (SUD) Section 1115 proposal to the Centers for Medicare and Medicaid Services (CMS). The waiver will give DC the ability to reimburse for inpatient, residential, and other services provided to Medicaid-eligible beneficiaries in institutions for mental diseases (IMDs) to individuals diagnosed with SMI and/or SUD. The demonstration will also allow the District to expand Medicaid's continuum of behavioral health services. The goal is to launch IMD-service reimbursement in January 2020.</p>	<p>Under Medicaid, with timely claims data, DBH will have better data and insights on services provided by DBH service delivery partners.</p>	<p>Implementation of this waiver will lead to additional behavioral health services being available to District residents and will allow for those services to be billed to Medicaid, thereby saving local dollars.</p>
<p><b>Assessment and Referral Expansion:</b> DBH is expanding SUD assessment and referral (AR) sites throughout the community. Four substance use disorder (SUD) providers have been certified as AR sites: Family Medical and Counseling Services, Regional Addiction Prevention (RAP), MBI Health Services, and Latin American Youth Center (youth only). The sites started accepting referrals on August 1. Additional sites will continue to be certified.</p>	<p>The addition of more SUD access points in the District has the potential to: 1) eliminate a bottle neck into services and reduce wait times at DBH's intake site; 2) eliminate potential duplicate assessments; 3) provide the right services at the right time in the client's community; and 4) create a better experience for the client at the entry point into the system and remove barriers to initiating services.</p>	<p>Residents of the District now have more locations in which to enter substance use treatment. Previously, there was just one facility that conducted intake assessments. The new sites are located in Wards 5 and 8. This will ideally lead to more people receiving substance use treatment. When a facility that provides treatment also conducts intake assessments, if the client is appropriate for the intake facility's program, the client can begin treatment immediately. This will significantly reduce the time for an intake and eliminate the need to go from one facility to another.</p>

## 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
<b>1 - Ensure the public behavioral health system is person-centered, and promotes and supports the leadership of peers with lived experience in recovery and the development of the system of care. (2 Measures)</b>											
Number of new Certified Peer Specialists to include those in specialty tracks of family and youth	Quarterly	23	28	20	0	0	14	24	38	Met	
Number of people trained in Recovery Coaching	Quarterly	19	50	20	30	12	22	72	136	Met	
<b>2 - Ensure individualized mental health and substance use disorder services across the entire continuum of care from community-based treatment and support services to inpatient hospitalization, including justice-involved consumer competency restoration, to support the behavioral health, wellness and recovery of District residents. (8 Measures)</b>											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Achieve a five percent increase in the number of developmental/behavioral health screenings completed by primary care providers over the previous fiscal year total.	Quarterly	51,291	52,534	55,160	13,836	13,559	12,806	14,886	55,087	Nearly Met	There is a delay in the Medicaid Claims for this measure. As a result , Q4 numbers will need to be reconciled and there should be an expected increase.
Achieve two percent increase in the number of individuals (adults and youth) reached through planned prevention strategies over previous fiscal year	Quarterly	7338	20,695	19,765	7950	8603	10,821	6137	33,511	Met	
Percent of post fall assessments conducted with 72 hours of event	Quarterly	New in 2019	93.3%	90%	98.3%	94.3%	98.1%	94.7%	96.2%	Met	
Child mental health consumers receive their first service within 30 days of enrollment	Quarterly	New in 2019	New in 2019	75%	59.3%	67.1%	79.4%	86.7%	73.1%	Nearly Met	"There has been a gradual increase in timely services performance since September 2018 (57%). DBH has improved by 80% with a FY19 Q4 peromacnce of 87%. Druinging Q1 and Q2 of FY19, DBH implemented a TA compnent to focus on providers intake workflow. Providers have been provided assistance with condalidating D/A and intake workflows to mimizie the overall wait time and time a consumer/family needs to spend in the faciliity going throught the assesement process."
Adult mental health consumers receive their first service within 30 days of enrollment	Quarterly	New in 2019	New in 2019	75%	73.6%	79.3%	83.3%	92.6%	82.1%	Met	
Percent of inpatient consumers restored to competency	Quarterly	New in 2019	New in 2019	80%	90.3%	83%	87.9%	90.2%	88.1%	Met	
Consumers who are in need of linkage support at the Department of Corrections who are actually linked by DBH staff	Quarterly	New in 2019	New in 2019	80%	100%	100%	100%	69.1%	87.8%	Met	
Percent of the individuals referred to Resiliency Specialist, who were linked to bereavement services.	Quarterly	New in 2019	New in 2019	90%	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents		
<b>3 - Maximize housing resources and target the most vulnerable District residents with serious behavioral health challenges who are homeless, returning from institutions or moving to more independent living to prevent and minimize homelessness. (1 Measure)</b>											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Number of housing subsidies to individuals who are mentally ill and homeless	Quarterly	23	52	50	9	7	7	4	27	Unmet	Due to budgetary constraints, 27 new vouchers were issued in FY19. Funding for the DBH voucher program largely pays the expense of subsidy payments for existing consumers in the voucher program, leaving minimal funding for new vouchers. The cost per voucher was higher in FY19 than previous years, due to rent increases for existing consumers and rising rents for new consumers. The increase in cost per consumer led to a smaller number of consumers being able to receive vouchers. 889 consumers were supported with vouchers during FY19 up from 856 in FY 18.
<b>4 - Heighten public awareness among District residents about mental health and substance use disorders and resources to increase their understanding of behavioral health, reduce stigma, and encourage prevention efforts and early identification and treatment. (3 Measures)</b>											
Achieve a ten percent increase in website traffic over the previous fiscal year	Semi-Annually	772,738	957,646	935,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	579,050	Unmet	During FY19, there was turnover and an extended gap in staffing for the area responsible for this KPI.
Achieve a twenty percent increase in social media hits (Facebook and Twitter) over baseline established in FY17 previous fiscal year	Semi-Annually	122,362	750,100	176,201	Annual Measure	Annual Measure	Annual Measure	Annual Measure	130,831	Unmet	During FY19, there was turnover and an extended gap in staffing for the area responsible for this KPI.
Increase number of public events over baseline established in FY17.	Annually	486	638	699	Annual Measure	Annual Measure	Annual Measure	Annual Measure	659	Nearly Met	During FY19, there was turnover and an extended gap in staffing for the area responsible for this KPI.
<b>5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)</b>											
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.7%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.7%	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	14.3%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

\*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.  
 \*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.  
 \*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.  
 \*Due to data lags, FY 2019 data for the following core business measures will be published in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
<b>1 - Consumer and Family Engagement (1 Measure)</b>							
Number of Certified Peers employed in meaningful work	344	423	120	102	123	133	478
<b>2 - Child/Youth Mental Health Services (3 Measures)</b>							
Number of children and youth diverted from Psychiatric Residential Treatment Facilities	244	53	5	9	16	19	49
Number of children receiving non-Crisis/Emergency MHRS	3623	3605	1987	2609	3066	3515	3515
The number of individuals referred to Resiliency Specialist	New in 2019	New in 2019	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents	No applicable incidents
<b>2 - Inpatient Psychiatric Services (2 Measures)</b>							
Average daily census of non-forensic patients	170	102	116	124	125	124	124
Average daily census of forensic patients	98	162	155	153	135	146	146
<b>2 - Mental Health Services provided to adults (2 Measures)</b>							
Number of adults receiving a non-Crisis/Emergency Mental Health Rehabilitation Service (MHRS)	19,136	18,842	13,465	15,882	17,626	20,474	20,474
Number of adults receiving Health Home services	1788	1984	1234	1341	1422	1467	1467
<b>2 - Prevention interventions (1 Measure)</b>							
Number of prevention activities by Prevention Centers	656	546	115	65	68	120	368
<b>2 - Recovery Support Services (2 Measures)</b>							
Number of individual clients in treatment services who are also enrolled in recovery services	161	178	104	181	258	324	324

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Number of active clients enrolled in Environmental Stability Services	261	1	44	56	81	95	95
<b>2 - Substance Use Disorder Treatment Services for youth and adults (2 Measures)</b>							
Number of individuals receiving an intake assessment	9645	5881	1105	2171	3171	4054	4054
Number of individuals enrolled in treatment services	11,384	4825	2507	3359	3953	4733	4733
<b>3 - Housing Services (1 Measure)</b>							
Number of people moving out of Saint Elizabeths Hospital into community settings	343	261	69	74	84	82	309
<b>4 - Communication Strategies (2 Measures)</b>							
Number of public outreach events	398	628	163	113	123	260	659
Number of communications including press announcements and social media (Facebook and Twitter)	122,362	996,136	191	120	115	86	512
<b>4 - Outreach Activities (1 Measure)</b>							
Number of people visiting the SUD Mobile Assessment and Referral Center (MARC)	898	2249	0	No applicable incidents	1723	1875	5620

## 2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Ensure the public behavioral health system is person-centered, and promotes and supports the leadership of peers with lived experience in recovery and the development of the system of care. (3 Activities)</b>			
CONSUMER & FAMILY AFFAIRS	Consumer and Family Engagement	Ensure consumers and families are engaged and involved in the development and improvements of the service system.	Daily Service
TRAINING & EMPLOYEE DEVELOPMENT	Training	The DBH Training Institute provides opportunities for DBH and provider staff to enhance skills related to train-the-trainer modules.	Daily Service
PREVENTION SERVICES	D.C. Certified Peer Academy	This project provides technical assistance activities to engage peer leaders from the mental health and substance use communities.	Daily Service
<b>2 - Ensure individualized mental health and substance use disorder services across the entire continuum of care from community-based treatment and support services to inpatient hospitalization, including justice-involved consumer competency restoration, to support the behavioral health, wellness and recovery of District residents. (7 Activities)</b>			
EARLY CHILDHOOD & SCHOOL MH PROG - MHSS	Early Childhood and School Mental Health Programs	Early Childhood and School Mental Health Program provides prevention, screening, early intervention and treatment for children and youth in schools and Early Childhood Development Centers.	Daily Service
PREVENTION SERVICES	Prevention interventions	Strategic preventive interventions aimed at preventing and/or delaying the onset of alcohol, tobacco, and other drug use among youth and adults.	Daily Service
Recovery Support Services	Recovery Support Services	Clients in active treatment or in recovery from substance use disorders receive services to help them achieve and maintain their recovery.	Daily Service
Substance Use Disorder Treatment Services for youth and adults	Substance Use Disorder Treatment Services for youth and adults	Community-based services to assist people reach recovery from Substance use disorders.	Daily Service
MENTAL HEALTH SERVICES - MHSS	Mental Health Services provided to adults	Community-based treatment services provided to adults who have a serious mental illness in order to assist them in their recovery.	Daily Service
CHILDREN AND YOUTH - MHSS	Child/Youth Mental Health Services	Community-based treatment and supportive services provided to children, youth and young adults who have a serious mental illness or serious emotional disorder in order to assist them in their recovery.	Daily Service
Chief Executive Officer (Saint Elizabeths Hospital)	Inpatient Psychiatric Services	Mental health services provided in the District's public psychiatric hospital for individuals who need an inpatient level of care to prepare them for return to the community.	Daily Service
<b>3 - Maximize housing resources and target the most vulnerable District residents with serious behavioral health challenges who are homeless, returning from institutions or moving to more independent living to prevent and minimize homelessness. (1 Activity)</b>			
ADULT SERVICES - SUPPORT HOUSING - MHSS	Housing Services	DBH consistently works to address the needs of its clientele by connecting them to a range of housing options based on their needs from independent living to more intensive care. Proving subsidies is a core function of housing services at the agency.	Daily Service
<b>4 - Heighten public awareness among District residents about mental health and substance use disorders and resources to increase their understanding of behavioral health, reduce stigma, and encourage prevention efforts and early identification and treatment. (2 Activities)</b>			

Operations Header	Operations Title	Operations Description	Type of Operations
Substance Use Disorder Screenings	Outreach Activities	SUD Mobile Assessment and Referral Center (MARC) is a mobile unit which visits various communities and residents are offered screenings for SUD treatment, health screenings, HIV/AIDS, HEP C testing, education and linkage to services. During outreach activities staff engage residents for readiness for SUD treatment and provide them with behavioral health education and resource information. This heightens the awareness of SUD and treatment options, reducing the stigma associated with co-occurring disorders.	Daily Service
COMMUNICATIONS	Communication Strategies	Develop and implement communication strategies to promote recovery and well-being.	Daily Service

## 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Child/Youth Mental Health Services (1 Strategic Initiative)</b>				
DC Social Emotional Early Development Project (DC SEED)	This is the fourth year of a 4-year SAMHSA grant that supports children ages 0-6 at risk of or diagnosed with serious emotional disturbances and their families.	Complete	During FY19, Quarter 4 clinicians from 3 DC SEED Providers participated in CPP, PCIT and SFCR trainings. Six clinicians participated in PCIT training, 5 participated in CPP training, and 15 individuals (i.e. clinicians and paraprofessionals) participated in the SFCR training. Throughout the FY, 31 children and families received CPP services and 33 families received PCIT services. SFCR groups will begin in the 1st quarter of FY20.	
<b>Mental Health Services provided to adults (3 Strategic initiatives)</b>				
Increase CABHI Provider Outreach Capacity	DBH will expand the number of provider outreach teams with each provider increasing their enrollments by 20%.	Complete	The CABHI grant has come to an end and DBH has defined an outreach concept that will impact a broader Behavioral Health population and are moving in that direction for budget year 2020.	
Increasing Bed Capacity Saint Elizabeth's Hospital (SEH)	SEH has experienced a 60% increase in pre-trial (forensic) admissions over the past 2 years. This spike has affected all aspects of hospital operations (financial, security, staffing, etc.). SEH proposes to open the 2nd floor transitional unit (2TR) on a permanent basis. This will allow more efficient utilization of all hospital beds. Patients will be transferred to this unit based upon treatment criteria.	Complete	Strategic Initiative Complete. The Hospital opened its 2nd floor transitional unit on a permanent basis on March 3rd.	
Pre-Arrest Diversion Program	The Pre-Arrest Diversion Program (PADP) creates a collaboration with DBH, DHS and MPD and seeks to reduce the number of people who cycle through the criminal justice system by connecting low-level offenders with drug and mental health treatment and social services rather than jail time. The coordinated response will provide targeted outreach to enhance public health and public safety by providing outreach intervention strategies and an opportunity to initiate health, safety, and/or recovery.	Complete	The PAD program went live in April, 2018. The program is actively supporting 87 individuals. 69 MPD officers have been trained. Ongoing trainings are being conducted at roll-call, and staff are participating in ride-alongs. In addition to the pilot zones of 1 and 5 Districts, the program has consulted on 42 additional cases.	
<b>Outreach Activities (1 Strategic Initiative)</b>				
Coordinating Council for School Mental Health	The Department of Behavioral Health School Mental Health Program offers mental health support to youth, families, teachers and staff in the Public and Public Charter Schools to reduce behavioral health related barriers to learning. The services provided include: Primary Prevention, Early Intervention, Treatment, Crisis Services, Parent/Family Support, and Teacher Consultation and Trainings. In FY2019, based on the Task Force on School Mental Health recommendations, DBH clinicians will continue to provide Tier 1, 2, and 3 services at schools to which they are assigned. The District's Coordinating Council will guide the expansion of behavioral health services to the District's highest need schools. This will be achieved through increased partnership with community-based organizations.	Complete	There were 15 signed Memorandum of Agreements for the established partnerships for the District's Expansion of School-Based Behavioral Health Services with DC Public Charter School Local Education Agencies. (Of the remaining 3 schools, 2 were partnered with a DBH Clinical Specialist and 1 school declined to receive a partnership.)  There were 32 signed Memorandum of Agreements for the established partnerships for the District's Expansion of School-based Behavioral Health Services with the DC Public School Local Education Agency. (Of the remaining 2 schools, both were partnered with a DBH Clinical Specialist.)	
<b>Substance Use Disorder Treatment Services for youth and adults (1 Strategic Initiative)</b>				
Opioid Awareness Campaign	This DBH campaign raises awareness about the risks associated with opioid use and how to direct individuals to help.	0-24%	The vendor for the LIVE. LONG. DC. social marketing campaign—Engage Strategies—conducted the following activities for September: Literature review and best practice identification of opioid prevention campaigns from across the nation; Market research and message testing – developing the instrument, recruiting a panel, and conducting client focus groups at United Planning Organization (UPO) and Partners in Drug Abuse Rehabilitation and Counseling (PIDARC); Development of two draft creative concepts for development of a comprehensive social marketing campaign and program.	The campaign has not been launched.

