



**DEPARTMENT OF BEHAVIORAL HEALTH  
PROPOSED FY 2025 PERFORMANCE PLAN**

**APRIL 3, 2024**

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# 1 DEPARTMENT OF BEHAVIORAL HEALTH

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*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.

*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.

## 2 PROPOSED 2025 OBJECTIVES

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### Strategic Objective

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Provide oversight of the behavioral health system of care to ensure the delivery of high-quality services

Promote behavioral health wellness through prevention and early intervention services and supports.

Ensure individuals served through DBH-operated community-based programs receive quality services

Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs.

Build and support a community that promotes recovery and resilience to help individuals and families thrive.

Create and maintain a highly efficient, transparent, and responsive District government.

Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence

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### 3 PROPOSED 2025 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Provide oversight of the behavioral health system of care to ensure the delivery of high-quality services</b>		
Clinical best practices	Establish and disseminate best practices for behavioral health services	Daily Service
Ensure provider network adequacy	Determine necessary array of services for behavioral health population's needs; certify providers	Daily Service
Monitor behavioral health treatment system	Establish behavioral health quality of care metrics and partner with DHCF in monitoring MCO contracts for behavioral health treatment system	Daily Service
<b>Promote behavioral health wellness through prevention and early intervention services and supports.</b>		
Prevention interventions	Conduct strategic preventive interventions aimed at preventing and/or delaying the onset of alcohol, tobacco, and other drug use among youth and adults.	Daily Service
School Mental Health Services	Provide individual and group interventions in school settings	Daily Service
Supportive Services (Housing, Peers, Intensive Care Coordination)	Connect consumers to DBH housing programs, certify peers and recovery coaches, and provide intensive care coordination to reconnect individuals to care	Daily Service
Early Interventions	Provide individual and group interventions to children	Daily Service
<b>Ensure individuals served through DBH-operated community-based programs receive quality services</b>		
Crisis Services	Provide telephonic and in-person crisis services via the Access HelpLine (AHL), Community Response Team (CRT), and Comprehensive Psychiatric Emergency Program (CPEP)	Daily Service
Urgent Care	Provide community-based urgent care services for adult and child behavioral health consumers	Daily Service
Substance Use Disorder Assessment and Referral Center	Assess clients in need of SUD services and refer to community providers via the Assessment and Referral Center (ARC)	Daily Service
Forensic Monitoring	Monitor consumers who have a legal status of committed outpatient and ensure they are complying with court orders	Daily Service
<b>Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs.</b>		
Quality Inpatient Care	Provide quality treatment to individuals in care at Saint Elizabeths Hospital	Daily Service
Safety	Ensure the safety of individuals and staff at Saint Elizabeth's Hospital	Daily Service
Transition to community	Work with the community behavioral health network to ensure individuals being discharged from Saint Elizabeths Hospital have a successful transition back to the community	Daily Service

## 4 PROPOSED 2025 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
<b>Provide oversight of the behavioral health system of care to ensure the delivery of high-quality services</b>					
Percent of consumers surveyed in the Behavioral Health Satisfaction Survey who were satisfied with the person-centered planning process	Up is Better	81.5%	69.3%	80%	80%
Percent of consumers surveyed in the Behavioral Health Satisfaction Survey who were satisfied with Access	Up is Better	83.5%	76.3%	80%	80%
Percent of cases who improved on at least one of 3 outcome indicators between initial and most recent children/youth functional assessment (PECFAS/CAFAS)	Up is Better	52.9%	51.1%	55%	55%
Percent of individuals with improvement on one or more outcome indicators on the adult functional assessment (DLA-20)	Up is Better	New in 2025	New in 2025	Not Yet Available	35%
Percent of beneficiaries (age 13+) who received a follow-up service within 30 days after Emergency Department visit for alcohol or other drug use or dependence (HEDIS)	Up is Better	New in 2025	New in 2025	Not Yet Available	54%
Percentage of beneficiaries (ages 18+) who received clinical follow-up within 30 days of discharge for psychiatric hospitalization (HEDIS)	Up is Better	New in 2025	New in 2025	Not Yet Available	60%
Percentage of beneficiaries (Ages 6 to 17 ) who received clinical follow-up within 30 days of discharge for psychiatric hospitalization (HEDIS)	Up is Better	New in 2025	New in 2025	Not Yet Available	75%
<b>Promote behavioral health wellness through prevention and early intervention services and supports.</b>					
Percent of school-based behavioral health partnership schools with a school based behavioral health provider	Up is Better	61.5%	64.9%	80%	80%
Percent of consumers who remained in the Community Residential Facility (CRF) placement for at least 90 days from move-in date, with no psychiatric hospitalizations, incarcerations, crisis bed placements, or involuntary discharges	Up is Better	86.1%	92.1%	90%	90%
Percent of Intensive Care Coordination consumers who were enrolled within 90 days of engagement	Up is Better	New in 2024	New in 2024	New in 2024	75%

Key Performance Indicators (continued)

Measure	Directionality	FY 2022	FY 2023	FY 2024 Target	FY 2025 Target
<b>Ensure individuals served through DBH-operated community-based programs receive quality services</b>					
Percent of Community Response Team (CRT) deployment where MPD assistance was requested by CRT	Down is Better	30.8%	10.7%	20%	20%
Percent of DBH operated programs consumers who were satisfied with overall experience	Up is Better	New in 2024	New in 2024	New in 2024	80%
Average length of stay at DC Stabilization Center	Down is Better	New in 2024	New in 2024	New in 2024	23
Average time from 911 call to Community Response Team (CRT) arrival on the scene of an event for Priority 1 calls	Down is Better	61	296.8	30	30
<b>Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs.</b>					
Percent of patients satisfied with Facility/Environment	Up is Better	51.2%	58.3%	60%	60%
Percent of individuals from Saint Elizabeths Hospital readmitted within 30 days	Down is Better	0%	0%	1.8%	1.8%
Percent of unique patients secluded at least once per month	Down is Better	2.9%	5.3%	4.2%	4.2%
Percent of unique patients restrained at least once per month	Down is Better	7.4%	0.1%	8%	8%
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>					
Percent of new hires that are District residents	Up is Better	New in 2023	46.7%	No Target Set	No Target Set
Percent of employees that are District residents	Up is Better	New in 2023	37.6%	No Target Set	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time.	Up is Better	New in 2023	38.8%	No Target Set	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	New in 2023	0%	No Target Set	No Target Set
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years.	Up is Better	New in 2023	Not Available	No Target Set	No Target Set

Workload Measures

Measure	FY 2022	FY 2023
<b>Clinical best practices</b>		
Number of people who attend DBH Training Institute trainings	4,215	5,954
<b>Ensure provider network adequacy</b>		
Number of providers certified	76	75
Number of Community Residential Facilities licensed	92	90
<b>Monitor behavioral health treatment system</b>		
Number of people receiving mental health treatment	New in 2024	New in 2024
Number of people receiving substance use disorder treatment	4,741	4,782
<b>Early Interventions</b>		
Number of child development facilities participating in Healthy Futures program	97	107
Number of people who attended an Educator Wellness event	New in 2024	New in 2024
<b>Prevention interventions</b>		
Number of prevention activities by Prevention Centers	269	156
Number of naloxone kits distributed	65,124	81,528
<b>School Mental Health Services</b>		
Number of children who received treatment services from the School-based Behavioral Health Program	642	602
<b>Supportive Services (Housing, Peers, Intensive Care Coordination)</b>		
Number of people DBH placed in housing	1,676	1,699
Number of active Certified Peer Specialist	New in 2024	New in 2024
Number of people served by Intensive Care Coordination team	New in 2024	New in 2024
<b>Crisis Services</b>		
Number of FD12s (documentation for involuntary hospitalization) written by Community Response Team (CRT) for 911 diverted calls	27	14
Number of 911 calls referred to a behavioral health specialist/clinician that resulted in CRT deployment by category of call for service	66	28
Number of people who had a behavioral health claim within 7 days of a Community Response Team (CRT) diversion, a follow-up service from CRT, a linkage to services outside of the DBH network, or a voluntary hospitalization after a 911 diverted call	37	23



Workload Measures (continued)

Measure	FY 2022	FY 2023
Number of Interventions from Community Response Team (CRT)	6,700	4,443
Number of eligible calls diverted from OUC to DBH	New in 2024	New in 2024
Number of OUC-transferred calls DBH answered	New in 2024	New in 2024
Number of OUC-transferred calls AHL resolved on the phone or with a referral to a behavioral health provider	New in 2024	New in 2024
Percent of OUC-transferred calls DBH was unavailable to answer	New in 2024	New in 2024
Number of People Served at Comprehensive Psychiatric Emergency Program (CPEP)	1,428	1,321
Number of crisis/suicide calls answered by Access HelpLine (AHL)	New in 2024	New in 2024
<b>Forensic Monitoring</b>		
Number of Consumers monitored by Forensic Outpatient Division (FOPD)	62	32
<b>Substance Use Disorder Assessment and Referral Center</b>		
Number of SUD intakes completed at Assessment and Referral Center (ARC)	New in 2024	New in 2024
<b>Urgent Care</b>		
Number of adults who received services at DBH's urgent care clinic	New in 2023	1,493
Number of children who received services at DBH's urgent care and PIECE programs	New in 2024	New in 2024
Number of people served at Stabilization Center	New in 2024	New in 2024
<b>Quality Inpatient Care</b>		
Average daily census of civil (non-court-involved) patients at Saint Elizabeths Hospital	93	102
<b>Safety</b>		
Number of assaults by patients on staff or other patients	351	372
Number of Staff and Patient Falls	131	185
<b>Transition to community</b>		
Average daily census of forensic (court-involved) patients at Saint Elizabeths Hospital	27.5	136
Number of people discharged from Saint Elizabeths Hospital quarterly into community housing	123	167