

# Department of Behavioral Health FY2021

**Agency** Department of Behavioral Health

**Agency Code** RMO

**Fiscal Year** 2021

**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.

## Strategic Objectives

Objective Number	Strategic Objective
1	Transform the District's behavioral health system into a nationally recognized, results-based model of care by promoting a common vision, accountable collective action, transparency, and innovative programs.
2	Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs.
3	Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount.
4	Build and support a community that promotes recovery and resilience to help individuals and families thrive.
5	Promote behavioral health wellness through prevention and early intervention services and supports.
6	Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence
7	Create and maintain a highly efficient, transparent, and responsive District government.

## Key Performance Indicators

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
<b>1 - Transform the District's behavioral health system into a nationally recognized, results-based model of care by promoting a common vision, accountable collective action, transparency, and innovative programs. (1 Measure)</b>					
Percent of individuals referred through the emergency department medication assisted treatment programs who went to treatment.	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
<b>2 - Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs. (5 Measures)</b>					
Percent of individuals from Saint Elizabeths Hospital readmitted within 90 days	Down is Better	New in 2020	New in 2020	0.9%	2%
Percent of consumers who completed competency restoration program who were found competent	Up is Better	New in 2020	New in 2020	62.1%	75%
Percent of unique patients restrained at least once.	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of unique patients secluded at least once	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of patients satisfied with Facility/Environment	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
<b>3 - Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount. (7 Measures)</b>					
Percent of children receiving mental health services whose acuity was initially high who had significant improvement in functioning on their most recent functional assessment	Up is Better	New in 2020	New in 2020	58.9%	80%

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
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	New in 2020	New in 2020	86.2%	90%
Percent of adults newly enrolled in Mental Health Rehabilitative Services (MHRS) services who had their first clinical service within 30 days of enrollment	Up is Better	New in 2019	82.1%	82.1%	85%
Percent of children newly enrolled in Mental Health Rehabilitative Services (MHRS) services who had their first clinical service within 30 days of enrollment	Up is Better	New in 2019	73.1%	74.2%	85%
Percent of Substance Use Disorder (SUD) clients who were successfully discharged that re-entered services within 90 days	Down is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of consumers/clients satisfied with Access	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of MAT clients who were served in two consecutive quarters	Up is Better	New in 2020	New in 2020	87.1%	90%
<b>4 - Build and support a community that promotes recovery and resilience to help individuals and families thrive. (2 Measures)</b>					
Percent certified peers employed during the quarter	Up is Better	New in 2020	New in 2020	78.7%	80%
Percent of consumers surveyed in the Behavioral Health Satisfaction Survey who were satisfied with the person-centered planning process	Up is Better	New in 2020	New in 2020	77.8%	80%
<b>5 - Promote behavioral health wellness through prevention and early intervention services and supports. (2 Measures)</b>					
Percent of school-based behavioral health partnership schools with a school based behavioral health clinician	Up is Better	New in 2020	New in 2020	82.2%	80%
Percent of vendors not selling tobacco to minors	Up is Better	New in 2020	New in 2020	No Applicable Incidents	90%
<b>6 - Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence (4 Measures)</b>					
Percent of Mental Health Rehabilitative Services (MHRS) consumers who were discharged from a psychiatric hospital and had a follow-up service within 30 days	Up is Better	New in 2020	New in 2020	45.2%	50%
Percent of substance use disorder (SUD) withdrawal management clients who stepped down to a lower level of care	Up is Better	New in 2020	New in 2020	45.4%	20%
Percent of consumers/clients who were homeless at admission who had housing at discharge	Up is Better	New in 2021	New in 2021	New in 2021	New in 2021
Percent of substance use disorder (SUD) residential treatment clients who stepped down to a lower level of care	Up is Better	New in 2020	New in 2020	30.3%	50%

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Transform the District's behavioral health system into a nationally recognized, results-based model of care by promoting a common vision, accountable collective action, transparency, and innovative programs. (3 Activities)</b>			

Operations Header	Operations Title	Operations Description	Type of Operations
TRAINING	Training	Conduct web-based and classroom trainings for providers, DBH staff, and community members.	Daily Service
PROVIDER CERTIFICATION AND LICENSURE	Provider certification and licensure	Certify and recertify behavioral health providers, and license and relicense community residential facilities.	Daily Service
ACCOUNTABILITY, QUALITY, AND COMPLIANCE MONITORING	Accountability, quality, compliance monitoring, technical assistance	Audit claims; provide data reports and analysis; issue performance improvement plans; provide technical assistance to providers.	Daily Service
<b>2 - Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs. (3 Activities)</b>			
QUALITY INPATIENT CARE	Quality Inpatient Care	Provide quality treatment to individuals in care at Saint Elizabeths Hospital	Daily Service
TRANSITION TO COMMUNITY	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
SAFETY	Safety	Ensure the safety of individuals and staff at Saint Elizabeth's Hospital.	Daily Service
<b>3 - Ensure individuals and families receive quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount. (7 Activities)</b>			
SUBSTANCE USE TREATMENT FOR ADULTS	Substance Use Treatment for Adults	Provide treatment and recovery services for adult substance use disorder clients to help them achieve and maintain their recovery.	Daily Service
MENTAL HEALTH TREATMENT FOR CHILDREN AND YOUTH	Mental Health Treatment for Children and Youth	Provide community-based treatment and supportive services to children, youth and young adults who have a serious mental illness of servious emotional disorder to assist them in recovery.	Daily Service
FORENSIC MONITORING	Forensic Monitoring	Monitor consumers who have a legal status of committed outpatient and ensure they are complying with court orders.	Daily Service
HOUSING	Housing	Provide housing vouchers, connect consumers to community residential facilities, and provide clinical support to consumers receiving housing services	Daily Service
CRISIS SERVICES	Crisis Services	Provide Immediate interventions to individuals in crisis.	Daily Service
SUBSTANCE USE TREATMENT FOR YOUTH	Substance use and treatment for youth	Provide treatment and recovery services for young adult substance use disorder clients to help them achieve and maintain their recovery.	Daily Service
MENTAL HEALTH TREATMENT FOR ADULTS	Mental Health Treatment for adults	Provide community-based treatment services to adults who have a serious mental illness in order to assist them in their recovery.	Daily Service
<b>4 - Build and support a community that promotes recovery and resilience to help individuals and families thrive. (2 Activities)</b>			
CONSUMER AND FAMILY AFFAIRS	Consumer and Family Affairs	Ensure the involvement of consumers of behavioral health servies and their family members in the design, implementation and evaluation of behavioral health services.	Daily Service
PEER SPECIALISTS AND RECOVERY COACHES	Peer Specialists and Recovery Coaches	Train peer specialists and recovery coaches.	Daily Service
<b>5 - Promote behavioral health wellness through prevention and early intervention services and supports. (5 Activities)</b>			
PREVENTION SERVICES	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

Operations Header	Operations Title	Operations Description	Type of Operations
OUTREACH SERVICES	Outreach Services	Conduct outreach in the community to reach individuals in need of immediate support and connection to treatment.	Daily Service
COMMUNICATION	COMMUNICATION	Develop and implement communication strategies to promote recovery and wellbeing.	Daily Service
EARLY INTERVENTIONS	EARLY INTERVENTIONS	Provide individual and group interventions to children.	Daily Service
SCHOOL MENTAL HEALTH SERVICES	SCHOOL MENTAL HEALTH SERVICES	Provide individual and group interventions in school settings	Daily Service
<b>6 - Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence (3 Activities)</b>			
CARE COORDINATION	Care Coordination	Track admissions, discharges, and follow-up services to/from community inpatient psychiatric hospitals, withdrawal management, and SUD residential treatment.	Daily Service
AUTHORIZATION AND LINKAGE TO SERVICES	Authorization and Linkage to Services	Authorize and connect consumers in order to provide services.	Daily Service
PARTNERSHIP, INTEGRATION, AND COORDINATION	Provider Partnership	Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence	Daily Service

## Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
<b>1 - Accountability, quality, compliance monitoring, technical assistance (3 Measures)</b>			
Number of Technical Assistance Activities initiated	New in 2021	New in 2021	New in 2021
Number of DC Clinicians certified to prescribe Buprenorphine that participate in the SOR Learning Community	New in 2021	New in 2021	New in 2021
Number of dashboards in production	New in 2021	New in 2021	New in 2021
<b>1 - Provider certification and licensure (2 Measures)</b>			
Number of Community Residential Facilities licensed	New in 2021	New in 2021	New in 2021
Number of providers certified	New in 2021	New in 2021	New in 2021
<b>1 - Training (1 Measure)</b>			
Number of people who attend DBH Training Institute trainings	New in 2020	New in 2020	2883
<b>2 - Quality Inpatient Care (2 Measures)</b>			
Average daily census of civil (non-court-involved) patients at Saint Elizabeths Hospital	102	124	173
Average daily census of forensic (court-involved) patients at Saint Elizabeths Hospital	162	146	120.3
<b>2 - Safety (2 Measures)</b>			
Number of assaults by patients on staff or other patients	New in 2021	New in 2021	New in 2021

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of Staff and Patient Falls	New in 2021	New in 2021	New in 2021
<b>2 - Transition to community (1 Measure)</b>			
Number of people discharged from Saint Elizabeths Hospital quarterly into community housing	New in 2020	New in 2020	266
<b>3 - Crisis Services (2 Measures)</b>			
Number of People Served at Comprehensive Psychiatric Emergency Program (CPEP)	New in 2021	New in 2021	New in 2021
Number of People Served at 35 K Urgent Care	New in 2021	New in 2021	New in 2021
<b>3 - Forensic Monitoring (1 Measure)</b>			
Number of Consumers in FOPD	New in 2021	New in 2021	New in 2021
<b>3 - Housing (1 Measure)</b>			
Number of people DBH placed in housing	New in 2020	New in 2020	1670
<b>3 - Mental Health Treatment for adults (2 Measures)</b>			
Number of adults (18+) receiving mental health treatment	18,842	20,474	75,249
Number of adults receiving Health Homes services	1984	1467	1385
<b>3 - Mental Health Treatment for Children and Youth (1 Measure)</b>			
Number of children, youth, and young adults (0-17) receiving mental health treatment	3605	3515	3252
<b>3 - Substance use and treatment for youth (1 Measure)</b>			
The Number of Youth Receiving Substance Use Disorder Treatment Services	New in 2021	New in 2021	New in 2021
<b>3 - Substance Use Treatment for Adults (2 Measures)</b>			
Number of people receiving substance use disorder (SUD) treatment services	4825	4733	4148
Number of individuals receiving a substance use disorder (SUD) intake assessment	5881	4054	3586
<b>4 - Consumer and Family Affairs (2 Measures)</b>			
Number of Policies, Projects, Programs, and Service in which DBH engaged with consumers/clients and their families	New in 2021	New in 2021	New in 2021
Number of individuals referred to Resiliency Specialist after a child fatality	New in 2020	New in 2020	No Applicable Incidents
<b>4 - Peer Specialists and Recovery Coaches (2 Measures)</b>			
Number of new Certified Peer Specialists to include those in specialty tracks of family and youth	New in 2021	New in 2021	New in 2021
Number of people trained in Recovery Coaching	New in 2021	New in 2021	New in 2021
<b>5 - COMMUNICATION (2 Measures)</b>			
Number of public outreach events	628	659	721

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
Number of hits to the DBH website	New in 2020	New in 2020	547,113
<b>5 - EARLY INTERVENTIONS (1 Measure)</b>			
Number of child development centers participating in Healthy Futures program	New in 2020	New in 2020	42
<b>5 - Outreach Services (1 Measure)</b>			
Number of interventions from Crisis Response Team	New in 2020	New in 2020	10,347
<b>5 - Prevention interventions (2 Measures)</b>			
Number of individuals (adults and youth) reached through planned substance use disorder (SUD) prevention strategies	New in 2020	New in 2020	12,477
Number of prevention activities by Prevention Centers	546	368	246
<b>5 - SCHOOL MENTAL HEALTH SERVICES (1 Measure)</b>			
Number of children served by DBH SMHP	New in 2021	New in 2021	New in 2021
<b>6 - Authorization and Linkage to Services (1 Measure)</b>			
Number of Authorizations for Specialty Services (Assertive Community Treatment, Community Based Interventions, Supported Employment, Day Rehab)	New in 2021	New in 2021	New in 2021
<b>6 - Care Coordination (3 Measures)</b>			
Number of Mental Health consumers with a psychiatric hospitalization	New in 2021	New in 2021	New in 2021
Number of SUD clients receiving withdrawal management services	New in 2021	New in 2021	New in 2021
Number of SUD clients receiving residential services	New in 2021	New in 2021	New in 2021
<b>6 - Provider Partnership (1 Measure)</b>			
Number of DBH projects with documented involvement of providers	New in 2021	New in 2021	New in 2021

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Accountability, quality, compliance monitoring, technical assistance (1 Strategic Initiative)</b>		
Enhance Clinical Guidance and Oversight for Treatment Services	Collaborate with providers to develop outcomes and standard medical necessity criteria. Develop and implement a strategy to assess the delivery of clinical services and supports. This includes but is not limited to the development of a provider scorecard.	09-30-2021
<b>Authorization and Linkage to Services (1 Strategic Initiative)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Address emotional and mental health issues during and post COVID 19 public health emergency	Secure Federal funding support and develop partnerships to expand capacity to meet behavioral health needs of residents. Promote and evaluate access/quality of telehealth services. Maintain and improve operations of mental health hotline. Provide support services to address the issues faced by residents related to stress, anxiety, grief and loss related to the pandemic.	09-30-2021
<b>Forensic Monitoring (1 Strategic Initiative)</b>		
Strengthen oversight and support for court ordered outpatient consumers	Develop clinical training for DBH providers that serve Forensic Outpatient Department (FOPD) (court-ordered) consumers. Deliver at least one real-time virtual training and work with DBH's Training Institute to ensure a recorded training is accessible for providers. Increase Core Service Agency (CSA) attendance and participation at Outpatient Forensic Review Board. Revise forensic service policies to improve oversight and service delivery to court-ordered consumers.	09-30-2021
<b>Outreach Services (1 Strategic Initiative)</b>		
Implement the school-based behavioral health expansion model	DBH will add 47 additional public and public charter schools to the current cohort of schools and match each new school with a school-based behavioral health clinician to provide prevention, early intervention and treatment services and supports to children, youth and their families.	09-30-2021
<b>Provider Partnership (2 Strategic initiatives)</b>		
Continue Behavioral Health System Redesign	Work in partnership with DHCF to continue implementation of the Medicaid 1115 services, as well as participate in the evaluation and monitoring of the overall waiver. As part of the 1115 Waiver implementation, DBH will work with DHCF to transition all non-IMD services into the Mental Health Rehabilitation Services (MHRS) and Adult Substance Abuse Rehabilitative Services (ASARS) State Plan Amendments (SPAs), as appropriate and plan for the fuller integration of behavioral health services into managed care.	09-30-2021
Address behavioral health disparities and social determinants of health to improve service delivery outcomes	Address the stigma related to behavioral health to encourage people to engage in services. Identify culturally acceptable approaches to treatment and recovery by enlisting the support of cultural brokers and traditional supports. Develop guidance for the provider community describing culturally acceptable service delivery strategies.	09-30-2021
<b>Quality Inpatient Care (1 Strategic Initiative)</b>		
Support District Residents with Traumatic Brain Injuries at Saint Elizabeths Hospital	DBH is court-ordered to place three individuals who have Traumatic Brain Injuries (TBIs) in long-term residential care. The individuals have traumatic brain injuries that have resulted in psychiatric symptoms. DBH will use this enhancement to fund these three TBI residential care placements, meet the legal requirements of the court orders, and develop a plan for future placements.	09-30-2021
<b>Substance use and treatment for youth (1 Strategic Initiative)</b>		
Lead implementation of the District's strategic plan to reduce opioid misuse, use and opioid related deaths	DBH will expand the focus of Live.Long.DC (strategic plan to reduce opioid misuse, use, and opioid deaths) on the emerging population of younger residents (ages 20-30) impacted by the epidemic. Increase harm reduction activities, with an emphasis on DC Wards 7 & 8. DBH will also enhance care coordination of services and supports with a special focus on returning citizens. DBH will expand access points for service intakes and create dashboards to facilitate data sharing across systems to support better coordination of care.	09-30-2021
<b>Transition to community (1 Strategic Initiative)</b>		
Olmstead Plan	DBH will develop partnerships across the continuum of care (i.e., housing, community-based treatments, recovery support services) to support consumer transitions and discharge from residential treatment into the least restrictive and appropriate community setting.	09-30-2021

