

# Department of Behavioral Health FY2023

Agency Department of Behavioral Health

Agency Code RMO

Fiscal Year 2023

**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 (KPIs)

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 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	49.3%	50%	66.6%	50%
<b>2 - Ensure individuals served at Saint Elizabeth's Hospital receive quality services to meet their unique needs. (4 Measure records)</b>						
Percent of unique patients restrained at least once per month	Neutral	New in 2021	4.7%	8.4%	7.4%	8%
Percent of unique patients secluded at least once per month	Down is Better	New in 2021	2.7%	4.4%	2.9%	4.2%
Percent of patients satisfied with Facility/Environment	Up is Better	New in 2021	54.9%	80%	51.2%	60%
Percent of individuals from Saint Elizabeths Hospital readmitted within 30 days	Down is Better		0.9%	0.3%	2%	0%
<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 Measure records)</b>						
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		58.9%	64.3%	55%	52.9%
Percent of consumers/clients satisfied with Access	Up is Better	New in 2021	78.9%	80%	83.5%	80%
Percent of Substance Use Disorder (SUD) clients who were successfully discharged that re-entered services within 90 days	Down is Better	New in 2021	17.1%	25%	13.7%	25%
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		86.2%	90.9%	90%	86.1%
Percent of MAT clients who were served in two consecutive quarters	Up is Better		87.1%	85.4%	90%	81.8%
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		82.1%	87.9%	85%	85.8%
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		74.2%	81.4%	85%	80.4%
<b>4 - Build and support a community that promotes recovery and resilience to help individuals and families thrive. (2 Measure records)</b>						
Percent of consumers surveyed in the Behavioral Health Satisfaction Survey who were satisfied with the person-centered planning process	Up is Better		77.7%	74.1%	80%	81.5%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Percent certified peers employed during the quarter	Up is Better	78.7%	78.5%	80%	79.9%	80%
<b>5 - Promote behavioral health wellness through prevention and early intervention services and supports. (4 Measure records)</b>						
Average time from 911 call to CRT arrival on the scene of an event for Priority 1 calls	Down is Better	New in 2022	New in 2022	New in 2022	New in 2023	30
Percent of CRT deployment where MPD assistance was requested by CRT	Up is Better	New in 2022	New in 2022	New in 2022	New in 2023	20%
Percent of vendors not selling tobacco to minors	Up is Better	Not Available	Not Available	90%	81.6%	90%
Percent of school-based behavioral health partnership schools with a school based behavioral health provider	Up is Better	74.3%	91.5%	80%	61.5%	80%
<b>6 - Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence (3 Measure records)</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	45.2%	48.6%	60%	54.2%	60%
Percent of substance use disorder (SUD) residential treatment clients who stepped down to a lower level of care	Up is Better	30.3%	43.9%	50%	28.4%	50%
Percent of substance use disorder (SUD) withdrawal management clients who stepped down to a lower level of care	Up is Better	45.4%	59.2%	50%	31.4%	50%

## Operations

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 Activity records)</b>		
Training	Conduct web-based and classroom trainings for providers, DBH staff, and community members.	Daily Service
Provider certification and licensure	Certify and recertify behavioral health providers, and license and relicense community residential facilities.	Daily Service
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 Activity records)</b>		
Quality Inpatient Care	Provide quality treatment to individuals in care at Saint Elizabeths 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
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 Activity records)</b>		
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	Monitor consumers who have a legal status of committed outpatient and ensure they are complying with court orders.	Daily Service
Housing	Provide housing vouchers, connect consumers to community residential facilities, and provide clinical support to consumers receiving housing services	Daily Service
Crisis Services	Provide Immediate interventions to individuals in crisis.	Daily Service
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
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 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 Activity records)</b>		
Peer Specialists and Recovery Coaches	Train peer specialists and recovery coaches.	Daily Service

Operations Title	Operations Description	Type of Operations
Consumer and Family Affairs	Ensure the involvement of consumers of behavioral health services and their family members in the design, implementation and evaluation of behavioral health services.	Daily Service
<b>5 - Promote behavioral health wellness through prevention and early intervention services and supports. (5 Activity records)</b>		
Outreach Services	Conduct outreach in the community to reach individuals in need of immediate support and connection to treatment.	Daily Service
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
COMMUNICATION	Develop and implement communication strategies to promote recovery and wellbeing.	Daily Service
EARLY INTERVENTIONS	Provide individual and group interventions to children.	Daily Service
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 Activity records)</b>		
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	Authorize and connect consumers in order to provide services.	Daily Service
Provider Partnership	Strengthen community partnerships to better integrate and coordinate services towards a sustained shared vision of excellence	Daily Service

## Workload Measures (WMs)

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
<b>1 - Accountability, quality, compliance monitoring, technical assistance (3 Measure records)</b>			
Number of naloxone kits distributed	Not Available	56,810	65,124
Number of dashboards in production	Not Available	15	23
Number of Technical Assistance Activities initiated	Not Available	147	304
<b>1 - Provider certification and licensure (2 Measure records)</b>			
Number of Community Residential Facilities licensed	Not Available	91	92
Number of providers certified	Not Available	79	76
<b>1 - Training (1 Measure)</b>			
Number of people who attend DBH Training Institute trainings	2883	3633	4215
<b>2 - Quality Inpatient Care (2 Measure records)</b>			
Average daily census of forensic (court-involved) patients at Saint Elizabeths Hospital	120.3	97	27.5
Average daily census of civil (non-court-involved) patients at Saint Elizabeths Hospital	112	105	93
<b>2 - Safety (2 Measure records)</b>			
Number of assaults by patients on staff or other patients	Not Available	295	351
Number of Staff and Patient Falls	Not Available	154	131
<b>2 - Transition to community (1 Measure)</b>			
Number of people discharged from Saint Elizabeths Hospital quarterly into community housing	266	127	123
<b>3 - Crisis Services (2 Measure records)</b>			
Number of People Served at Comprehensive Psychiatric Emergency Program (CPEP)	Not Available	3028	1428

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
Number of People Served at 35 K Urgent Care	Not Available	1535	1478
<b>3 - Forensic Monitoring (1 Measure)</b>			
Number of Consumers in FOPD	Not Available	62	62
<b>3 - Housing (1 Measure)</b>			
Number of people DBH placed in housing	1670	1662	1676
<b>3 - Mental Health Treatment for adults (2 Measure records)</b>			
Number of adults receiving Health Homes services	1385	947	542
Number of adults (18+) receiving mental health treatment	75,249	29,615	36,250
<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	3252	4024	4850
<b>3 - Substance use and treatment for youth (1 Measure)</b>			
The Number of Youth Receiving Substance Use Disorder Treatment Services	Not Available	63	114
<b>3 - Substance Use Treatment for Adults (2 Measure records)</b>			
Number of people receiving substance use disorder (SUD) treatment services	4148	4620	4741
Number of individuals receiving a substance use disorder (SUD) intake assessment	3586	2877	3270
<b>4 - Consumer and Family Affairs (2 Measure records)</b>			
Number of Policies, Projects, Programs, and Service in which DBH engaged with consumers/clients and their families	Not Available	5	5
Number of individuals referred to Resiliency Specialist after a child fatality	Not Available	0	0
<b>4 - Peer Specialists and Recovery Coaches (2 Measure records)</b>			
Number of people trained in Recovery Coaching	Not Available	17	33
Number of new Certified Peer Specialists to include those in specialty tracks of family and youth	Not Available	0	0
<b>5 - COMMUNICATION (2 Measure records)</b>			
Number of public outreach events	721	732	844
Number of hits to the DBH website	547,113	583,237	776,875
<b>5 - EARLY INTERVENTIONS (1 Measure)</b>			
Number of child development centers participating in Healthy Futures program	42	83	97
<b>5 - Outreach Services (4 Measure records)</b>			
Number of FD12s (documentation for involuntary hospitalization) written by CRT for diverted calls	Not Available	Not Available	27
Number of 911 calls referred to a behavioral health specialist/clinician that resulted in CRT deployment by category of call for service	Not Available	Not Available	66
Number of people who had a behavioral health claim within 7 days of a CRT diversion, a follow-up service from CRT, a linkage to services outside of the DBH network, or a voluntary hospitalization	Not Available	Not Available	37
Number of interventions from Crisis Response Team	10,347	5452	6700
<b>5 - Prevention interventions (2 Measure records)</b>			
Number of individuals (adults and youth) reached through planned substance use disorder (SUD) prevention strategies	12,477	5701	14,658
Number of prevention activities by Prevention Centers	246	248	269
<b>5 - SCHOOL MENTAL HEALTH SERVICES (1 Measure)</b>			

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
Number of children who received treatment services from DBH School-based Behavioral Health Program	Not Available	598	642
<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)	Not Available	2661	9243
<b>6 - Care Coordination (4 Measure records)</b>			
Number of SUD clients receiving withdrawal management services	Not Available	617	1501
Number of Mental Health consumers with a psychiatric hospitalization	Not Available	1625	1777
Number of SUD clients receiving residential services	Not Available	1515	1501
Number of people receiving substance use disorder (SUD) outpatient services	Not Available	1203	1144
<b>6 - Provider Partnership (1 Measure)</b>			
Number of DBH projects with documented involvement of providers	Not Available	5	8

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Authorization and Linkage to Services (1 Strategic Initiative)</b>		
Alternative 911 Response	Expand the Community Response Team (CRT) and Access Helpline (AHL) to enable the Department of Behavioral Health to respond directly to certain types of 911 calls where that approach is likely to result in a better outcome. The program now operates 24/7. Recruit for expansion positions with CRT and AHL. Continue implementation and evaluation planning with support from the Lab@DC. The District 911 alternatives team (DBH, OUC, MPD and FEMS) was recently selected as one of only four jurisdictions nationally to receive a one-year intensive technical assistance award from the Harvard Kennedy School's Government Performance Lab. Explore potential co-responder approaches with BH specialists teaming with law enforcement officers or EMTs.	09-30-2023
<b>Care Coordination (1 Strategic Initiative)</b>		
Intensive Care Coordination	Target intensive care coordination (ICC) services to high risk/high need individuals with complex clinical presentations and socio-economic circumstances who access care inconsistently with poor healthcare outcomes. Target population includes those who: (a) Do not engage consistently in care in the community after many ED and acute care stays; (b) Routinely drop out of care, often change community BH providers & experience multiple health crises w/in a year; (c) Suffer from concurrent complex somatic, MH, & SUD diagnoses; (d) Are often involved in criminal justice system & are high utilizers of BH & somatic services. Multidisciplinary ICC teams will provide support to re-engage individuals who have been disconnected from the care continuum. Teams will include: peer specialists; community health workers; behavioral health clinicians, and nurses. Teams will work with community partners & other District agencies to implement the most appropriate engagement strategies & services.	09-30-2023
<b>COMMUNICATION (1 Strategic Initiative)</b>		
Wellness Wednesday	The Parent Support Program will continue to strengthen the supports for parents and caregivers in the District of Columbia. The Parent Coordinator will support the implementation of in-person and virtual events, including Wellness Wednesday as well as events led by expert presenters. In addition, the program will support a Public Relations campaign that will build awareness of the resources and the availability of parent/family consultations.	09-30-2023
<b>EARLY INTERVENTIONS (1 Strategic Initiative)</b>		
Healthy Futures	DBH will utilize up to six (6) licensed behavioral health clinicians to pilot early childhood treatment services in eight (8) current Healthy Futures Child Development Center (CDC) sites. Capacity for the service will be up to 75 young children and families based upon identified need in eight (8) identified CDCs in areas of the District most impacted by the COVID-19 pandemic either through disproportionate death rates or high infection rates in the respective neighborhoods or Wards.	09-30-2023
<b>Mental Health Treatment for adults (2 Strategic Initiative records)</b>		
Telehealth Expansion	Initiative provides equipment and internet access to 4,150 individuals receiving behavioral health services and creates 10 telehealth stations at accessible community sites operated by DBH partners, including four (4) peer-operated centers. Project will increase engagement and retention in treatment, reduce/prevent mental health crises that could result in avoidable emergency room encounters and inpatient psychiatric hospitalizations, and decrease isolation (a known risk factor for the misuse of alcohol and drugs, including deadly opioids). Distribution of telephones with internet access or laptops with tethering hot spots will provide needed access to telehealth services to 4,150 vulnerable individuals who are currently unable to safely access care during the pandemic. DBH will partner with a provider entity to assist in training clients to use equipment and to access telehealth sessions.	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Supported Employment	Support the completion of independent assessments and authorizations for DBH's Evidence Based Supported Employment (SE) Program. Independent assessments mitigate barriers to service delivery and allow mental health consumers and SUD clients to have informed choice in Supported Employment providers. FY 23 annual capacity for SE services for Mental Health consumers will be 450. FY 23 annual capacity for SUD clients will be 50.	09-30-2023
<b>Mental Health Treatment for Children and Youth (1 Strategic Initiative)</b>		
Implement the School-Based Behavioral Health Expansion Model	DBH will continue to implement the school based behavioral health expansion model and match each school with a school-based behavioral health clinician to provide prevention, early intervention and treatment services and supports to children, youth and their families.	09-30-2023
<b>Outreach Services (1 Strategic Initiative)</b>		
Teacher Support Program	DBH will create a teacher wellness program to provide support to educators in the District of Columbia. A dedicated Program Manager will manage and assist with implementation of the activities and events, as well as conduct a public relations campaign. The Manager will coordinate and implement support groups, wellness activities and events, provide consultation services if needed, and connect teachers to additional resources.	09-30-2023
<b>Provider certification and licensure (1 Strategic Initiative)</b>		
Deemed Accreditation	Support providers obtaining National Accreditation by meeting minimum standards such as KPIs, Fiscal Claims Audits and Fidelity Reviews, as DBH Providers transition to managed care.	09-30-2023
<b>Provider Partnership (1 Strategic Initiative)</b>		
Managed Care Transition	<p>DBH will write two regulations to facilitate the behavioral health system's transition from a fee-for-service payment model to managed care by October 1, 2023.</p> <p>Regulation 1: Mandate that by October 1, 2023 providers obtain and maintain accreditation in good standing with the Joint Commission, the Council on Accreditation or the Commission on the Accreditation of Rehabilitation Facilities.</p> <p>Regulation 2: Provide regulatory changes to:</p> <ul style="list-style-type: none"> <li>(a) Specify the regulatory sections for which DBH will deem providers in compliance after attaining accreditation in good standing; and</li> <li>(b) All legally-required regulatory changes to accomplish the managed care carve-in including but not limited to: <ul style="list-style-type: none"> <li>a. Establishing program and data reporting standards with which providers must comply as a condition of certification; and</li> <li>b. Writing all existing provider policy mandates into regulations.</li> </ul> </li> </ul>	03-31-2023
<b>Safety (1 Strategic Initiative)</b>		
SEH Facility Maintenance	SEH will maintain its facility in accordance with applicable regulations and provide a safe environment for District residents who need care for severe and persistent mental illness. Upkeep and maintenance of the Hospital is critical to the mission of the agency as we serve on average 620 unduplicated patients annually. SEH is licensed for up to 292 inpatients and provides operational support, while complying with regulations and standards promulgated by the Department of Justice, Centers for Medicare and Medicaid Services, DC Health, and educational accrediting bodies. Resources necessary to properly maintain, operationalize and service the hospital plant will support the hospital's mission to provide the highest quality, integrated mental health services to people with severe mental disorders who require psychiatric hospitalization and to facilitate their continuing recovery and return to the community.	09-30-2023
<b>Substance Use Treatment for Adults (2 Strategic Initiative records)</b>		
Continued implementation of LIVE LONG DC; District's Strategic Opioid Plan	<ul style="list-style-type: none"> <li>(a) Continue to build the city-wide effort to ensure equitable and timely access to high-quality substance use disorder (SUD) treatment and RSS through a network of treatment services that are adequate to meet demand consistent with the criteria of the American Society of Addiction Medicine;</li> <li>(b) Educate District residents and key stakeholders on the risk of SUD and effective prevention and treatment;</li> <li>(c) Engage health professionals and organizations in the prevention and early intervention of SUD among District residents;</li> <li>(d) Support the awareness and availability of, and access to, harm reduction services in the District consistent with evolving best and promising practices;</li> <li>(e) Develop and implement a shared vision between the District's justice and public health agencies to address the needs of individuals who come in contact with the criminal justice system; and</li> <li>(f) Prepare for program sustainability through evaluation, planning, and performance monitoring and training.</li> </ul>	09-30-2023
DC Stabilization and Sobering Center	Improving our response to individuals experiencing behavioral health crisis is among DBH's top priorities in FY23. To that end DBH will establish a Crisis Stabilization and Sobering Center working in close partnership with Fire & EMS as well as DC Health, MPD and DHCF and many other public stakeholders. This Center will provide the full continuum of high quality, trauma-informed, and culturally acceptable behavioral health care to those acutely intoxicated in order to get them enrolled in community treatment on their journey to recovery from substances and mental health disorders. This Center will also reduce the unnecessary reliance on Emergency Departments and avoidable acute inpatient psychiatric admissions.	09-30-2023