



**Behavioral Health System**  
Baltimore

# 2018 IMPACT REPORT





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## VISION

Behavioral Health System Baltimore (BHSB) envisions a city where people live and thrive in communities that promote and support behavioral health and wellness.

## MISSION

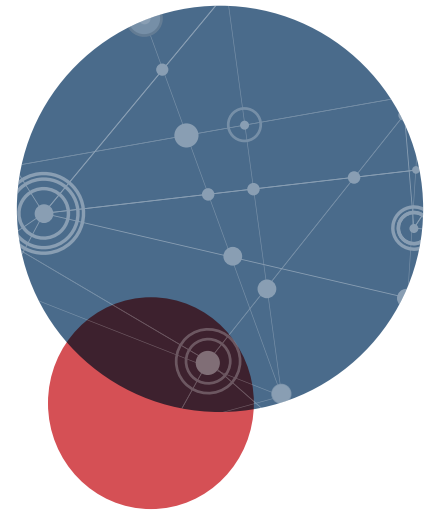
BHSB's mission is to develop, implement, and align resources, programs, and policies that support the behavioral health and wellness of individuals, families, and communities.

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# INTRODUCTION

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Behavioral Health System Baltimore (BHSB) is a leading expert and resource in advancing behavioral health and wellness in Baltimore City and the State of Maryland. As a nonprofit organization, BHSB is tasked by the City to manage and oversee a full range of quality mental health and substance use services within the public behavioral health system.

BHSB has a unique role within the public behavioral health system (PBHS), as the lead entity responsible for ensuring there is coordination and connections to other public service systems—like law enforcement, courts, and schools—to promote access to behavioral health care and address social determinants of health.

In order to do this, BHSB partners with a range of public, private, faith-based, philanthropic, and community-based organizations, people with lived experience and their families, and other advocates. Our goal is to make Baltimore healthier by improving our system of care for individuals, families, and communities impacted by mental illness and substance use (collectively referred to as “behavioral health”).

Baltimore’s behavioral health system is comprehensive and complex. Broad, easy access to care is challenging for many in our community, complicated by barriers like stigma, intergenerational trauma, and lack of awareness of services available. As we work to improve our behavioral health system, we acknowledge that we must address the injustices and inequities—such as racism, sexism, homophobia, transphobia, and classism—within our system and community. We believe it is our responsibility to dismantle these injustices and advance racial and social equity to truly promote and support behavioral health and wellness.



## LEAD COLLABORATION

As a convener, BHSB brings people, organizations, and systems together to strengthen behavioral health service delivery.

For the past two years, BHSB has been co-leading a collaborative effort with the Mayor's Office and the Baltimore Police Department to meet the behavioral health requirements of the Consent Decree between Baltimore City, the Baltimore Police Department and the Department of Justice. People with mental health and/or addiction needs are more likely to be victims of shootings and are overrepresented in prisons and jails. The consent decree requires the city to reduce interactions between law enforcement and people with behavioral health conditions.



**TERRY HICKEY** is the Director of Strategic Partnerships for the Baltimore City Mayor's Office of Criminal Justice and Co-chair of CPIC.

I was aware of BHSB, but I didn't really get to know them until they were tapped to co-chair the Collaborative Planning and Implementation Committee (CPIC), established in response to the DOJ's Consent Decree. This work shines a spotlight on one of BHSB's greatest talents – convener. When I attended my first CPIC meeting, I was astounded by how many people at that table I didn't know, despite a long career in human services. There was a dynamic mix of policy makers, service providers, law enforcement, and advocates for people with lived experience. It showed how many silos exist in Baltimore and how BHSB is working to break down those walls in pursuit of a crisis response system that is not overly dependent on law enforcement. But not just that – everyone at the CPIC table wants to build a comprehensive system of care that is equitable, available, and accessible for anyone with behavioral health needs.





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# SUPPORT A QUALITY BEHAVIORAL HEALTH SYSTEM

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As a system manager, BHSB works closely with the Maryland Department of Health to fill critical gaps in services in our system and with providers to support them to deliver high-quality behavioral health care in the community.

In partnership with the Maryland Department of Health and the Baltimore City Health Department, BHSB established the Maryland Crisis Stabilization Center in west Baltimore. This innovative model diverts people with substance use disorders from unnecessary Emergency Department and EMS use and supports recovery in communities, as it helps to link people to treatment and recovery supports.



The Maryland Crisis Stabilization Center focuses on addressing nonfatal overdoses and substance use disorders by diverting individuals from the emergency room and providing case managers and wrap around services. The Health Department serves as a key consultant with BHSB – helping to convene other city agencies like Emergency Medical Services and hospitals to help increase referrals. The goal of the center is to help connect individuals with substance use disorders to the services they need to support their recovery. It's a unique model for delivery of services in Maryland. And, it's a key part of the city's strategy to address the opioid epidemic – by increasing access to recovery and treatment services.



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**DR. LETITIA DZIRASA** is the Commissioner of the Baltimore City Health Department and serves as the board chair of BHSB.



To help improve and sustain quality services, BHSB supports providers to maximize their utilization of the Maryland Medicaid program for reimbursement of mental health and substance use services.



**JASON WOODY** is the Executive Director of B'More Clubhouse, a Baltimore-based nonprofit that follows an internationally recognized model of rehabilitation that creates a restorative environment and a community of support for individuals living with mental illness.

B'More Clubhouse has been around for 10 years, and for most of that time we were almost entirely privately funded. We're the first, and currently only, clubhouse in Maryland, so the state doesn't have a dedicated funding stream the way other states do. This was obviously an issue for our financial stability and sustainability. BHSB has been a supporter of ours, and a few years ago, they let us know that the state changed its regulations and we might be able to become a Medicaid-eligible provider. But, dealing with government regulations and Medicaid, it was almost like a foreign language. BHSB was able to help us interpret those regulations, walk us through the steps, and troubleshoot the process. We finally started billing Medicaid in January 2019. Having BHSB behind us gave us the confidence to pursue Medicaid eligibility, as we developed our internal capacity. And, now we're thinking about other ways to ensure our sustainability by advocating for better long-term solutions.







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## STRENGTHEN COLLABORATIONS

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To help strengthen Baltimore, BHSB supports efforts that empower communities to mitigate the effects of trauma and toxic stress. In 2019, BHSB organized our second conference on the science of adverse childhood experiences (ACEs) and the impact of these experiences on the people of Baltimore and Maryland, *Healing and Resilience: The Journey Forward*.

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Events like the Healing and Resilience conference are such important learning opportunities. I really liked this event because it was interactive with plenty of time for conversations with the presenters and my peers. I took a gazillion notes, I felt very excited and empowered when I left, then I went back and shared everything with my supervisor. As I learn more and more about trauma, I share that with my co-workers and the families I work with, so all of our understanding and empathy can grow. I talk to my families a lot about being a positive buffer for children now, to help offset the negative impacts of trauma. For example, if you have a child with a substance use disorder who is not able to be there for their own child, then your grandchild is going to be affected by that, and they are going to be stressed out. As a grandparent, you can still provide consistency and positive experiences for your grandchild to reduce that stress. I think about that in general too – on any given day, anyone can be the positive buffer in someone’s life.

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**BETH SCHMIDT** is a Substance Use Family Peer Support Specialist with the Maryland Coalition of Families.

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# ADVOCATE FOR STRONGER POLICIES

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BHSB continues to expand its role in shaping policy at the local and state level—serving as a leader in developing consensus about shared policy goals.

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There’s a lot of violence and trauma in our community, because there’s not a lot of hope. The youth think that what they think, what they feel, it doesn’t really matter. So it’s important to go out into the community and let them know that it does matter, that they matter. They can inform the changes they want to see and that can help rebuild the trust between the community and the police department. I bring that community perspective to CPIC – often the perspective and the data is from the top down, but I bring it from the bottom up. And, I’m going to make sure the people have a voice. I worked with BHSB to come up with a plan to get community input. As part of that plan, I went out with Disability Rights Maryland, and we surveyed clients at various behavioral health programs throughout the city. We did that twice before and then after we had the draft policies to make sure the policies were addressing the need. You have to meet people not just where they are, but where they dream. If we do that for our youth, and invest in that, we’re going to be successful. It’s going to take everyone – city agencies, nonprofits, the spiritual community, grassroots organizations, the business community, the residents themselves – but we’re going to work together and heal this city.

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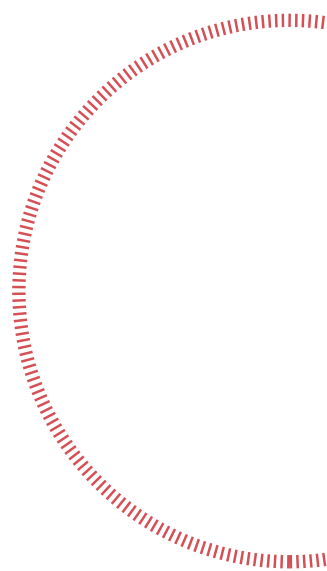
**GREGORY RIDDICK** is a community member who serves on CPIC. He is a state-certified Victim Assistance Specialist and a CCAR-T Recovery Coach Academy Trainer. He is trained in trauma-informed care through the Roper Academy and the University of Baltimore School of Criminology. He volunteers at Roberta’s House, where he runs a grief support group. As the Executive Director of The Trill Foundation, created to honor the memory of his son, Mr. Riddick also consults with the Baltimore City Health Department on youth gang violence and drug prevention.



**ANTONIO HAYES** represents the 40th District in the Maryland Senate. He serves as co-chair on the legislature's Joint Committee on Behavioral Health and Opioid Use Disorders.



I first started working with BHSB on the Keep the Door Open legislation to increase funding for providers through Medicaid, ensuring access to behavioral health services for low-income individuals and families. Since then, we have worked on a number of policies and bills together, with BHSB providing strategic advice, testimony, and support. As a state, we need to shift our thinking, especially as it relates to substance use disorders. We've been trying to go after it with police, but that's a reactive approach, and it hasn't helped us a whole lot. We need to be more proactive, by increasing access to quality care and lessening the burden on the criminal justice system. The state has an important role to play in creating a proactive and comprehensive behavioral health system in Baltimore City and in jurisdictions throughout Maryland.



# OUR IMPACT: FY 2018

**75,570**  
people accessed

mental health and/or  
substance use services  
through the public  
behavioral health system  
in Baltimore City

**\$585 million**

The total expenditure for behavioral  
health services in the public health  
system in FY 2018

↓  
**\$305 million**

for substance  
use services

↓  
**\$280 million**

for mental  
health services

**87%**



**65,700 people**

receive care at outpatient  
treatment clinics\*

**\$2,762**



the average cost per  
person for outpatient  
services per year

**8,268**



uninsured people  
were served



**42,990**

Calls to Baltimore City's  
24/7 crisis hotline

\*(Outpatient treatment clinics provide individual, group, family counseling, medication management, detoxification, peer mentoring and support.)



# FINANCIAL STATEMENTS

## Consolidated Statement of Activities For Year Ended June 30, 2018

### REVENUE, GRANTS AND OTHER SUPPORT

Grants	54,733,129
Rental Income	1,958,271
Management and social service fees	71,178
Interest income	20,364
Miscellaneous	14,022
<b>Total Revenue, Grants, and Other Support</b>	<b>56,796,964</b>

### EXPENSES

Program services	51,220,164
Management and general	5,792,411
<b>Total Expenses</b>	<b>57,012,575</b>

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# BOARD & EXECUTIVE TEAM

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## Board Members

Letitia Dzirasa, MD, Chair  
Rev. S. Todd Yeary, PhD, Vice Chair  
Ryan Hemminger, Treasurer  
Nancy Rosen-Cohen, PhD, Secretary  
Councilman John T. Bullock, PhD  
David Fakunle, PhD  
Kevin Lindamood, MSW  
Nalini Negi, PhD, MSW  
Frederick G. Savage, Esq.  
Steve Sharfstein, MD, MPA  
Howard C. Sigler, Esq.  
Alan C. Woods III, Esq.  
Tony A. Wright

## Executive Team

Crista M. Taylor, L.C.S.W.-C.,  
President and CEO  
Adrienne Breidenstine, M.S.W.,  
Vice President, Policy and Communications  
Steve Johnson, L.C.P.C.,  
Vice President, Programs  
Lynn Mumma, M.S.W.,  
Vice President, Strategy  
Arnold Ross, M.B.A.,  
CFO and Vice President, Finance and Operations  
Denise Wheatly-Rowe, M.S.W.,  
Vice President, Accountability  
Ayelet Gincel,  
Director, Human Resources

# PARTNERS

## Partners

BHSB works closely with a range of Baltimore City and Maryland state agencies, especially the Baltimore City Health Department and the Maryland Department of Health. BHSB also is proud to partner with other state and city agencies and nonprofit organizations, including:

Baltimore City Department of Social Services	Maryland Association for the Treatment of Opioid Dependence
Baltimore City District and Circuit Courts	Maryland Association of Behavioral Health Authorities
Baltimore City Office of the Public Defender	Maryland Department of Human Services
Baltimore City Public Schools	Maryland Department of Juvenile Services
Baltimore City State's Attorney's Office	Maryland Department of Public Safety and Correctional Services
Baltimore City Substance Abuse Directorate	Maryland Essentials for Childhood
Baltimore Fire Department	Maryland Hospital Association
Baltimore Harm Reduction Coalition	Maryland Philanthropy Network
Baltimore Police Department	Maryland State Council on Child Abuse and Neglect (SCCAN)
Collaborative Planning and Implementation Committee (CPIC)	Mayor's Office of Criminal Justice
Disability Rights Maryland	Mayor's Office of Homeless Services
Black Mental Health Alliance	Mental Health Association of Maryland
BRIDGES Coalition	National Alliance on Mental Illness—Maryland
Community Behavioral Health Association of Maryland	National Alliance on Mental Illness—Metro Baltimore
Governor's Office of Crime Control and Prevention	Opioid Operational Command Center
Maryland Alliance for the Poor Coalition	



**Behavioral Health System**  
Baltimore

**BEHAVIORAL HEALTH SYSTEM BALTIMORE**

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