

# IMPACT REPORT 2020



**Behavioral Health System**  
Baltimore

[BHSBALTIMORE.ORG](https://www.bhsbaltimore.org)

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# 2020 IMPACT REPORT

## OUR VISION

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

## OUR MISSION

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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.

## OUR VALUES

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Our work embodies these core values:

Integrity

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Equity

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Innovation

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Collaboration

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Quality

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## INTRODUCTION: BEHAVIORAL HEALTH SYSTEM BALTIMORE

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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 manages and oversees a full-range of quality public mental health and substance use services.

BHSB has a unique role within the public behavioral health system, as the lead entity responsible for ensuring there is coordination and connections to other public service systems—like law enforcement, hospitals, 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, and philanthropic partners, as well as 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”).

# BHSB SUPPORTS THE MOVEMENT TO END SYSTEMIC RACISM

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## OUR COMMITMENT TO EQUITY

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BHSB supports the movement to end systemic racism that has led to hundreds of years of oppression against Black lives in our community and across the United States. We remember and honor the lives of George Floyd, Breonna Taylor, Ahmaud Arbery, Freddie Gray and so many others who have been victims of racial injustice in our country.

Systemic racism and white supremacy contribute to the pattern of violence and trauma against the lives of Black, Indigenous, and People of Color (BIPOC) and have led to significant health disparities between white and Black communities. Experiences of oppression and childhood trauma are major drivers of the disproportionately high rates of mental illness and substance use disorders in Baltimore City. Our behavioral health care system contributes to systemic oppression through policies and approaches that create barriers to accessing services and resources.

One of BHSB's core values is equity. With this value, we remain committed to understanding the impact of systemic racism within our organization and the behavioral health system and to deconstructing the structures of oppression that still exist within our system of care and the communities we serve. We understand that to advance our vision of a city where people and communities thrive, we must prioritize supporting the health and wellness of BIPOC lives. This is our commitment.

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## LEAD COLLABORATION

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As a convener, BHSB serves as a leader bringing people, organizations, and systems together to strengthen the behavioral health system.

For the past year, BHSB convened 17 hospitals, four local behavioral health authorities, and leaders in Baltimore City, Baltimore County, Carroll County, and Howard County to develop the Greater Baltimore Regional Integrated Crisis System (GBRICS) Partnership. The GBRICS Partnership will invest \$45 million over five years to strengthen behavioral health crisis response infrastructure and expand mobile crisis team services across these four jurisdictions. Funding was made available by the Health Services Cost Review Commission through the Regional Partnership Catalyst Grant Program.

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**GLENN  
E. SCHNEIDER**

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CHIEF PROGRAM OFFICER,  
HORIZON FOUNDATION OF  
HOWARD COUNTY



**“**

**AS A LEADER  
IN BEHAVIORAL  
HEALTH IN THE  
REGION, BHSB HAS  
BEEN A CRITICAL  
PARTNER IN  
OUR WORK**

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“At the Horizon Foundation, improving the health and wellness of those who live or work in Howard County is our top priority. As a leader in behavioral health in the region, BHSB has been a critical partner in our work. Over the past year, BHSB staff and consultants convened and engaged the hospitals, county governments, providers, and advocates in our region to rethink how to best deliver behavioral health crisis care. After months of intense planning, community engagement, and stakeholder discussion, we applied for, and received, a transformative state grant to completely change the way we deliver crisis care in Baltimore City, Baltimore County, Howard County, and Carroll County. Over the next five years, those experiencing a behavioral health crisis will be able to get effective, timely, and high-quality care when they need it the most. Those of us involved in this regional partnership selected BHSB to lead this project because its staff have the expertise, administrative “chops,” and relationship building skills to transform our behavioral health system for the better.”



## MEENA SESHAMANI

VICE PRESIDENT  
OF CLINICAL CARE  
TRANSFORMATION,  
MEDSTAR HEALTH

“Often when someone is experiencing a behavioral health crisis, they end up in the ER, but that isn’t necessarily the best place for them. With GBRICS, we are coming together to reimagine the crisis response system so we can take care of our communities in a better way. We want to support people who are experiencing a behavioral health crisis with streamlined access to quality services—avoiding unnecessary trips to the ER and connecting to the appropriate services in a timely manner. This effort represents an unprecedented partnership between 17 hospitals and numerous other stakeholders across four counties. With BHSB’s expertise in this geographic area and in the arena of behavioral health, the organization can really serve as the driver of this initiative. And, we need someone in the driver’s seat in order to pull something like this off. As we’ve worked through the details of this project, BHSB has proven itself effective at taking the vision and putting it into practice.”

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**WITH BHSB’S  
EXPERTISE,  
THEY CAN  
REALLY SERVE  
AS THE DRIVER  
OF THIS  
INITIATIVE**

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## STEPHANIE HOUSE

CHIEF, BUREAU OF  
BEHAVIORAL HEALTH,  
BALTIMORE COUNTY  
HEALTH DEPARTMENT,  
LOCAL BEHAVIORAL  
HEALTH AUTHORITY



“  
**BHSB IS A  
HIGHLY  
QUALIFIED AND  
EXPERIENCED  
LEADER IN  
BEHAVIORAL  
HEALTH IN  
MARYLAND**

“Partnering with Baltimore City makes sense as people are moving between our jurisdictions for work, housing and other services such as health care. We look forward to working with Baltimore City, Howard and Carroll Counties, hospitals and behavioral health providers in implementing the GBRICs project. This partnership will result in significant enhancements to existing crisis response services in all of our jurisdictions by bringing needed funding and resources to provide alternatives to emergency room admissions for people experiencing behavioral health crises. BHSB is a highly qualified and experienced leader in behavioral health in Maryland. The organization led a proposal process that was open, inclusive, and focused on developing an exemplary plan that met regional as well as local needs. This was no small feat as each jurisdiction operates a little differently and has different needs as a result. Moving the very large number of stakeholders, including hospitals and the local behavioral health authorities, from concept to proposal was well executed and has established a firm basis for implementation.”



## 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 in delivering high-quality behavioral health care in the community.

Community-based behavioral health providers play a vital role in responding to and recovering from the COVID-19 pandemic. The pandemic has taken a toll on the mental health and wellness of our communities, underscoring the critical need for behavioral health services as part of the response to COVID-19.

To support providers during this unprecedented public health crisis, BHSB hosted weekly provider check-in meetings and developed several COVID-19 response resources to help providers adapt their daily operations to prevent the spread of COVID-19. BHSB also partnered with the Baltimore City Health Department to address COVID-19 outbreaks at provider facilities. The Behavioral Health Administration provided funding for Personal Protective Equipment (PPE), which allowed BHSB to secure and distribute PPE to behavioral health providers during the early stages of the pandemic, a time when it was widely unavailable.

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## KRISTY BLALOCK

REGIONAL DIRECTOR,  
GAUDENZIA INC.



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**BHSB REALLY  
HAS PROVEN TO BE  
A TRUE PARTNER  
IN SUPPORTING  
OUR MISSION TO  
SERVE OUR CLIENTS  
AND SUPPORT  
THEIR LONG-TERM  
SUCCESS**

“Gaudenzia has been providing substance use disorder treatment and recovery support services in Maryland since 2001. We run several large residential treatment facilities in Baltimore City and across the state. We knew from the beginning of the COVID-19 pandemic that we had to be cautious because the last thing we wanted to do was close our doors. We immediately implemented the CDC recommendations and guidance from the state and local health departments. In July, we found ourselves facing our first outbreak at one of our largest facilities in Baltimore City. BHSB immediately reached out to us to see how they could support us in mitigating the outbreak. They offered PPE for our staff and clients, guidance resources, and the support of the Baltimore City Health Department. The following day, the Health Department was able to provide immediate on-site support for the next few weeks, helping us set up quarantine units and conducting onsite COVID testing. Gaudenzia was in almost daily communication with BHSB, and we were very transparent with one another about what our agency needed and, more importantly, what the community needed. That constant support was critical in keeping our operations going while ensuring the safety of our staff and clients. BHSB really has proven to be a true partner in supporting our mission to serve our clients and support their long-term success.”

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## SUSAN STEINBERG

PROGRAM MANAGER, BEHAVIORAL HEALTH ADMINISTRATION

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“Most behavioral health services are provided in person one-on-one or in small groups, so when the COVID-19 pandemic hit, the providers had to react quickly and efficiently to modify how they did business in order to continue to serve their consumers safely. At the same time, federal and state guidelines were changing rapidly to allow for greater flexibility. So, there was a lot that was in flux. The Behavioral Health Administration worked with providers to get them what they needed—from advocating for PPE, to issuing new guidelines regarding the delivery of care, including expanding the use of telehealth. BHSB has been there along the way to help facilitate the conversation between the providers and the state. It has been really impressive to see everyone come together and keep the lines of communication open during an incredibly stressful time. We had a few stumbles at the start, but we were able to adapt on the run and get everything up and running so people can continue to safely access the behavioral health services they need.”



**IT'S BEEN REALLY IMPRESSIVE TO SEE EVERYONE COME TOGETHER AND KEEP THE LINES OF COMMUNICATION OPEN DURING AN INCREDIBLY STRESSFUL TIME**





## STRENGTHEN COMMUNITIES

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To help strengthen communities in Baltimore, BHSB supports efforts that include community members' voices and expertise in decision-making, especially for behavioral health services. In July, BHSB announced the Here2Help Hotline, a new name and look for Baltimore City's behavioral health hotline. Throughout the rebrand process, BHSB intentionally sought the voice of community members and people with lived experience in decision-making for the new name of the hotline and design of promotional messaging and materials. Promoting a citywide hotline that reflects the voice and perceptions of our community helps to strengthen access to care by increasing awareness and understanding of how people can get the behavioral health care and support they need.



## **TYRELL MOYD**

.....

**3C RECOVERY SUPPORT  
TRAINING INSTITUTE**

.....

“You know the phrase ‘Nothing about us without us’? I believe in that, so it was an honor to be included in the rebranding of the hotline. It’s important to me that people with mental illness are seen as regular people—the entrepreneur, the business owner, the bus driver, the everyday person. Yes, we need support, but many of us are doing well. Overall, Here2Help is more inviting now. It was important to shift away from “crisis line” because people aren’t always in crisis, but they still might be having a bout of depression or anxiety and feel like they need to talk. The fact that BHSB cares enough about how it advertises to include us in this process, that shows the care it takes with the services it provides, the care for the community it serves. It meant a lot that they would take peer voices into consideration.”

**“**

**IT MEANT A  
LOT THAT  
BHSB WOULD  
TAKE PEER  
VOICES INTO  
CONSIDERATION**

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## JULVETTE PRICE

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CONSUMER INCLUSION  
COORDINATOR, BHSB



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**THE HERE2HELP  
REBRAND GAVE  
US A VOICE—  
WHAT WE  
WANTED, WHAT  
WE NEEDED, AND  
WHAT WAS BEST  
FOR US**

.....

“I’ve been in recovery now for 28 years, and I know what it feels like to struggle with stigma, to struggle to ask for help. As a peer support specialist, I get to help people understand their value; I get to help people get help. But, with the crisis line, a lot of times my clients would say ‘Don’t call that; I’m not that sick.’ People shouldn’t be afraid to call the number—it should be the catalyst to them getting help. I like everything about what we did with the Here2Help rebrand because it gave us a voice—what we wanted, what we needed, and what was best for us. I was able to express my voice as a person with lived experience, and it was heard. The language is so clear now, and the new colors and images are so friendly and inviting. I got a lot of positive feedback from people about it. And instead of stigma or fear, there is a sense of pride around the hotline now.”



## 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.

For the past two years, BHSB worked with the Maryland Children’s Behavioral Health Coalition (CBHC) to ensure that behavioral health was included in the work of the Commission on Innovation and Excellence in Education (Kirwan Commission). The Kirwan Commission set the new education funding formulas and developed recommendations to transform the state’s public education system. Through meetings with legislators and providing testimony at several bill hearings, BHSB along with the CBHC successfully advocated that the Commission include a comprehensive set of strategies for enhancing school-based behavioral health services in its landmark legislation, HB 1300 Blueprint for Maryland’s Future.

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## IRNANDE ALTEMA

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POLICY DIRECTOR OF  
SPECIAL POPULATIONS,  
MENTAL HEALTH  
ASSOCIATION OF  
MARYLAND



### “ BHSB WAS CRITICAL TO THE SUCCESS OF OUR ADVOCACY EFFORTS FOR THIS LANDMARK LEGISLATION

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“Having more robust behavioral health services in schools just makes sense. Students spend so much time at school already, and if something is a barrier to their mental health, it’s probably also a barrier to their academic success. As part of the Children’s Behavioral Health Coalition, we advocated for policies that will help support students with behavioral health needs so that they can thrive as students and in their lives. The Blueprint for Maryland’s Future bill as passed will provide for mental health first aid training for school personnel, scaling of behavioral health services, a uniform screening and assessment system, and funding for community providers.

BHSB was critical to the success of our advocacy efforts for this landmark legislation, working with legislators to understand the complexities of how community providers can and cannot be reimbursed and also bringing community perspectives to the table. Because of BHSB, the behavioral health supports that were written into the Blueprint aren’t just a one-size-fits-all approach. The policies will support a diverse range of students who have various behavioral health needs with a broad and inclusive toolkit of services.”



**REGAN  
VAUGHAN**

**DIRECTOR OF ADVOCACY,  
CATHOLIC CHARITIES**

“The Children’s Behavioral Health Coalition developed a list of recommendations that should be included as part of a school-based behavioral health package, and we worked with the Kirwan Commission to get those adopted in the final report. And, as legislators worked to craft the Blueprint legislation based on that report, we advocated for dedicated funding for services provided both by school systems and community providers. A lot of school-based behavioral health services are actually delivered by community providers, but there are limitations with the funding, which generally only funds one-on-one therapy. So, we advocated for funding that would allow for a continuum of services in the schools from prevention to intervention. It was great to have BHSB as part of our team because they look beyond the behavioral health silo and understand how behavioral health intersects with education, with poverty, with everything really. And, the staff brings on-the-ground perspectives as well as data to back the case we need to make to legislators.”

**“  
BHSB UNDERSTANDS  
HOW BEHAVIORAL  
HEALTH INTERSECTS  
WITH EDUCATION,  
WITH POVERTY,  
WITH EVERYTHING  
REALLY**

# IMPACT FY 2019

## BHSB

**\$42** MILLION  
IN GRANTS

**355**

CONTRACTS  
ISSUED TO

**135**

COMMUNITY PROVIDERS  
AND CONSULTANTS

**85**

PROVIDER COMPLAINTS  
INVESTIGATED AND  
RESOLVED

**78**

CRITICAL  
INCIDENTS

## SYSTEM OF CARE

**77,794**

**PEOPLE** ACCESSED MENTAL HEALTH AND/  
OR SUBSTANCE USE SERVICES

ACCOUNTING  
FOR AN ANNUAL  
EXPENDITURE OF

**\$ 510**  
MILLION

### DEMOGRAPHICS

Black	59,584
White	15,593
Other	1,565
Asian	1,075
Native American	996

**91%**

OF PEOPLE RECEIVED  
OUTPATIENT MENTAL  
HEALTH AND  
SUBSTANCE USE  
SERVICES

### HERE2HELP HOTLINE



**43,482**

CALLS RESPONDED TO

### MARYLAND CRISIS STABILIZATION CENTER

**860**

PEOPLE  
STABILIZED FROM  
ALCOHOL OR DRUG  
INTOXICATION

**59%**

OF PEOPLE LEFT  
THE CENTER  
LINKED TO  
ONGOING CARE

### OVERDOSE PREVENTION

**15,726**

PEOPLE TRAINED ON  
OVERDOSE PREVENTION AND  
ADMINISTERING NALOXONE

**15,425**

NALOXONE KITS DISTRIBUTED

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# FINANCIAL SUMMARY

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## Consolidated Statement of Activities

For Year Ended June 30, 2019

### REVENUE, GRANTS, AND OTHER SUPPORT

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Grants	50,843,033
Rental Income	1,839,235
Management and social service fees	126,305
Interest income	7,270
Miscellaneous	10,297
Net Assets Released from Restrictions	161,897
<b>Total Revenue, Grants, and Other Support</b>	<b>52,988,037</b>

### EXPENSES

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Program services	47,622,207
Management and general	5,409,722
<b>Total Expenses</b>	<b>53,031,929</b>

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## BOARD AND EXECUTIVE TEAM

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### BOARD MEMBERS

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**Letitia Dzirasa**, MD, Chair

**Rev. S. Todd Yeary**, PhD, Vice Chair

**Ryan Hemminger**, Treasurer

**Nancy Rosen-Cohen**, PhD, Secretary

**Corey D. Hatcher, Sr.**, Pastor

**Councilman John T. Bullock**, PhD

**David Fakunle**, PhD

**Erricak Bridgeford**

**Kevin Daniels**, PhD, D MIN., MSW

**Kevin Lindamood**, MSW

**Miriam Hutchins**, JD

**Nalini Negi**, PhD, MSW

**Frederick G. Savage**, Esq.

**Steve Sharfstein**, MD, MPA

### EXECUTIVE TEAM

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**Crista M. Taylor**, President and CEO

**Kathi Ruffin**, Chief Financial Officer and Vice President, Finance

**Lynn Mumma**, Chief Operating Officer and Vice President, Operations

**Adrienne Breidenstine**, Vice President, Policy and Communications

**Ayelet Gincel**, Director, Human Resources

**Denise Wheatly-Rowe**, Vice President, Accountability

**Steve Johnson**, Vice President, Programs



**Behavioral Health System**  
Baltimore

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