

Montgomery County, Maryland  
Alcohol and Other Drug Advisory Council  
Strategic Plan for Alcohol and Drug Abuse Prevention,  
Early Intervention and Treatment

- Vision: A safe and drug-free Montgomery County by building a healthy, safe and strong community – one person at a time.
- Mission: To facilitate and coordinate a partnership of services, citizens and programs that will reduce the incidence and prevalence of alcohol and drug abuse across the lifespan and the related social and economic consequences to affected individuals, families, and the community of Montgomery County.
- Goal 1: Plan for, facilitate and coordinate substance abuse prevention strategies that will educate and assist Montgomery County's young people and their families to improve their health and well being, and live drug-free lives.
- Objective 1: Implement culturally sensitive evidence-based substance abuse prevention programs targeting children, youth and families in order to prevent the onset of underage alcohol use and drug use.
- Objective 2: Increase the effectiveness of prevention activities by enhancing the skills of and educating direct service providers, policy makers and relevant others throughout Montgomery County.
- Performance Target: Reduce the overall incidence of first use of substances among youth ages 11-17.
- Measure: Reduction in reported 1<sup>st</sup> use of alcohol and other drugs in the bi-annual Maryland Adolescent Survey by youth attending MCPS.
- Goal 2: Facilitate a changed social environment by promoting community norms and public policies that decrease substance use in Montgomery County.
- Objective 1: Advocate for and promote reduction in alcohol use by mobilizing the community, educating leaders and sponsoring events that keep youth safe, such as after school programs, post prom activities, sports clinics, chess clubs and similar activities.

Objective 2: Coordinate efforts with Montgomery County Public Schools, Police Department, Department of Health and Human Services and Department of Liquor Control to reduce youth access to alcohol at point of sale, to reduce youth access to alcohol through adults (Communities Mobilized for a Change on Alcohol, Cops in Shops, Parents Who Host Lose The Most), and to promote wellness activities (i.e. Prom, SADD) by promoting changes in community norms and vigorous enforcement of underage drinking laws.

Performance Target:<sup>1</sup> Reduce underage alcohol use by youth ages 16 to 20.

Measure: Reduction in the number of citations issued by Police Department for under age purchase of alcohol, compared to baseline.

Measure: Reduction in number of citations issued by MCPD for underage alcohol use in the months April to June and September to November as compared to baseline year data.

Goal 3: Sustain an accessible community-based system of intervention and treatment services for youth and adults.

Objective 1: Maintain a centralized point of entry to screening, assessment and referral for early intervention and treatment services for both youth/families and adults.

Objective 2: Promote strategies to assure “No Wrong Door” for citizens involved with public social service, public health, public education, and law enforcement agencies to have direct access to screening, assessment and referral for early intervention and treatment services for both youth/families and adults.

Objective 3: Promote integration of assessment for both substance abuse and co-occurring mental health conditions at all points of access to screening, assessment and referral services for somatic, mental health and substance abuse treatment services.

Performance Target: Increase the number of individuals who are screened and/or assessed for substance abuse treatment who are successfully linked to (or) become engaged in substance abuse and/or co-occurring treatment services.

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<sup>1</sup> Baseline year for all performance measures is FY 2004 (July 1, 2003 through June 30, 2004).

Measure: Increase in the population in need who are screened and/or assessed for treatment and who access treatment by 10% from baseline.

Measure: Increase the number of adults and adolescents who are screened and/or assessed for substance abuse by 10% from baseline.

Measure: Increase in the percentage of adults and adolescents who are screened and/or assessed and become engaged in treatment to meet target goal of 60% or greater.

Goal 4: Maintain existing integrated continuum of treatment services while developing strategies to meet emergent community needs and developing secure funding sources.

Objective 1: Maintain capacity to treat women in evidence-based gender-specific outpatient services through County funding.

Objective 2: Expand capacity to treat adults who are opioid dependent by increasing availability of treatment slots for indigent adults and increasing access to Buprenorphine for ambulatory detoxification.

Objective 3: Maintain capacity to treat adolescents and their families in a range of geographic locations with at least two (2) available levels of care through addition of County funding.

Objective 4: Expand capacity for adolescent intensive outpatient services and enhance family therapy services by integrating the Juvenile Drug Court into the network of adolescent treatment services.

Objective 5: Develop intensive case management capacity to serve homeless adults, adults who are repeat non-violent criminal offenders, and/or have chronic and persistent co-occurring psychiatric disorders to improve retention in substance abuse, physical health and mental health services through County funding and revenue as a Targeted Case Management provider.

Performance Target: Reduce the number of individuals and/or families who are unable to access treatment services by retaining treatment capacity, supporting capacity for targeted treatment services, promoting statewide equity in funding based on population in need, and incorporating evidence-based practices to engage and retain consumers in substance abuse treatment.

Measure: Change in number of individuals who access substance abuse treatment to a) utilize 90% or more of available residential treatment capacity, and b) change in the average length of stay for those who enter Level One treatment to achieve a retention rate of 80% or better.

Measure: Maintain or expand number of treatment slots at each level of care across the lifespan compared to baseline, and enhance the availability of services targeted to emergent needs such as co-occurring disorders, Drug Court, and family or vocational support services.

Goal 5: Maintain existing implementation of evidence-based practices and develop new strategies for expansion of an efficient and effective system for delivery of treatment for those who have substance abuse and/or co-occurring mental health disorders.

Objective 1: Ensure adequate funding from a combination of sources (government sources, grants, third-party payors and fee-for-service) to sustain current treatment capacity and build capacity to serve emergent needs and a growing population.

Objective 2: Improve staff ability to achieve increased engagement and retention rates through training and technical assistance on “welcoming” those with co-occurring disorders, applying motivational interviewing strategies and incorporating readiness to change in treatment practices.

Objective 3: Ensure adequate funding in contracts using County and/or State funds to provide for salaries of qualified leadership and clinical staff, including bi-lingual capacity to preserve existing capacity and continued growth in demand.

Performance Target: Improved engagement and retention rates will increase reported levels effectiveness by those in clinical and leadership positions.

Measure: Increase in efficacy of substance abuse intervention, treatment and prevention efforts as compared to baseline will be demonstrated by engagement and retention rates.

Measure: Seventy-five percent or more of staff will successfully complete said training activities and self-report the use/implementation and full understanding of new training concepts.