


<p>Department of Public Safety and Correctional Services</p>  <p>Secretary's Department Directive</p>	<p>Secretary's Department Directive Number: 15-2004 DPSCS.010.0014</p>
	<p>Title: Office of Treatment Services</p>
	<p>Effective Date: December 3, 2004</p>
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.01 Purpose.

- A. This directive establishes the Office of Treatment Services (Office) within the Office of the Secretary of the Department of Public Safety and Correctional Services (Department).
- B. This directive assigns administrative and management responsibilities for employees of the Office and treatment employees included in a budget program outside the Office.

.02 Scope.

This directive applies to Department agencies providing treatment programs or services to individuals in the custody of the Department.

.03 Policy.

The Department shall provide, through the Office, a system of assessment and treatment services for individuals in the custody of the Department that satisfy Constitutional mandates and address criminogenic factors in the following areas:

- A. Medical health;
- B. Mental health;
- C. Substance abuse; and
- D. Social work.

.04 Authority/Reference.

- A. State Government Article, §8-205, Annotated Code of Maryland.
- B. State Personnel and Pensions Article, §1-101(b), Annotated Code of Maryland.
- C. Correctional Services Article, §§2-103, 2-113, and 2-114 Annotated Code of Maryland.

.05 Definitions.

A. In this directive, the following terms have the meanings indicated.

B. Terms Defined.

- (1) "Agency" means an organization, institution, unit, or division established by statute or created by the Secretary of Public Safety and Correctional Services (Secretary) within the Department.
- (2) "Appointing authority" means the individual with the authority to make appointments to positions within the Department.
- (3) "Assessment" means a systematic determination of problems and needs utilizing a formalized reliable instrument.
- (4) "Assistant Secretary" means the Assistant Secretary for Treatment Services.
- (5) "Custody" means incarcerated in a Department facility.
- (6) "Managing official" has the meaning stated in Correctional Services Article, §1-101(k), Annotated Code of Maryland.
- (7) "Office employee" means an individual employed by Department included in the Office of Treatment Services budget program.
- (8) "Professional performance" means courteous, conscientious, and generally-accepted businesslike behavior that conforms to the technical and ethical standards of the treatment discipline or licensure, or both, under which an employee performs in the workplace.
- (9) "Treatment employee" means an individual employed by the Department included in a budget program outside the Office who performs responsibilities and duties of, or that support, a treatment program.
- (10) "Treatment program" means a medical, mental health, substance abuse treatment, or social service work activity or service under the direction of the Office.

.06 Responsibility/Procedure.

- A. The Assistant Secretary shall serve as the appointing authority for all Office employees working at a Department facility.
- B. The Assistant Secretary is responsible for discipline and sanctions related to an Office or a treatment employee's professional performance while working at a Department facility.
- C. The Assistant Secretary and a managing official have concurrent authority for discipline and sanctions related to a treatment employee's behavior that is not considered to be professional performance.

D. The Assistant Secretary shall manage the Office and is responsible for:

- (1) Performing duties and responsibilities assigned by the Secretary;
- (2) Reporting to the Secretary the status of assigned duties and responsibilities;
- (3) Overall administration and management of the Office to ensure effective integration and coordination of treatment services;
- (4) Developing, for the Secretary's approval, an organizational structure and staffing plan for the Office;
- (5) Performing personnel-related duties that include, unless otherwise delegated, the authority to:
 - (a) Appoint an individual to a position as an Office employee or a treatment employee;
 - (b) Discipline an Office or treatment employee; and
 - (c) In cooperation with the Executive Director of the Human Resources Services Division and according to applicable provisions of the State Personnel and Pensions Article, conduct personnel transactions for an Office or treatment position and the employee in the position;
- (6) Managing and maintaining a budget for the Office;
- (7) Unless otherwise delegated, managing contracts and contract services related to the responsibilities of the Office;
- (8) In cooperation with the Commissioner of Correction, the Commissioner of Pretrial Detention and Services, or the Director of the Patuxent Institution, or designees:
 - (a) Developing and implementing treatment programs and services within the respective agencies; and
 - (b) Managing and assessing program performance;
- (9) Including affected Department leaders and managing officials, or designees, in activities conducted by the Office, when appropriate; and
- (10) Authorizing and distributing manuals documenting technical operations or procedures that support Office programs and services.

E. Organization and Responsibilities.

The Office shall consist of the following organizational units and staff positions:

- (1) The Patuxent Institution.

- (a) The Patuxent Institution provides remediation treatment programs and services for individuals in the custody of the Department.
- (b) The Assistant Secretary shall appoint the Director of the Patuxent Institution who shall:
 - (i) Report to the Assistant Secretary; and
 - (ii) Be the appointing authority for positions and employees assigned to the Patuxent Institution.
- (c) The Assistant Secretary shall require the Director of the Patuxent Institution to perform responsibilities:
 - (i) Under Correctional Services Article, Title 4, Annotated Code of Maryland;
 - (ii) Under Code of Maryland Regulations Title 12, Subtitle 12;
 - (iii) Related to the Eligible Person Program;
 - (iv) Related to the Patuxent Youth Program;
 - (v) Under §.06E(6) of this directive; and
 - (vi) As assigned by the Secretary or the Assistant Secretary.
- (2) Inmate Health Services Unit.
 - (a) The Inmate Health Services Unit provides remediation treatment programs and services for individuals in the custody of the Department.
 - (b) The Assistant Secretary shall appoint a Director of the Inmate Health Services Unit.
 - (c) The Director of the Inmate Health Services Unit shall report to the Assistant Secretary.
 - (d) The Director of the Inmate Health Services Unit is responsible for:
 - (i) Oversight of all health assessment and medical services and those mental health services provided to individuals in the custody of the Department through contractual arrangement with sources outside the Department; and
 - (ii) Activities under §.06E(6) of this directive.

(3) Substance Abuse Treatment Services Unit.

- (a) The Substance Abuse Treatment Services Unit ensures that assessment and appropriate substance abuse interdiction is available to individuals in the custody of the Department.
- (b) The Assistant Secretary shall appoint a Director of the Substance Abuse Treatment Services Unit.
- (c) The Director of the Substance Abuse Treatment Services Unit shall report to the Assistant Secretary.
- (d) The Director of the Substance Abuse Treatment Services Unit is responsible for:
 - (i) Oversight of all substance abuse assessment and treatment programs and services provided to individuals in the custody of the Department;
 - (ii) Promoting the Department's substance abuse treatment programs available to an individual under the supervision of the Department and encouraging substance abuse treatment providers in the community to target the needs of the criminal justice population; and
 - (iii) Activities under §.06E(6) of this directive.

(4) Social Work Services Unit.

- (a) The Social Work Services Unit ensures that assistance in problem resolution and aftercare planning is available to individuals in the custody of the Department.
- (b) The Assistant Secretary shall appoint a Director of the Social Work Services Unit.
- (c) The Director of the Social Work Services Unit shall report to the Assistant Secretary.
- (d) The Director of the Social Work Services Unit is responsible for:
 - (i) Oversight of provisions for counseling, case planning, and aftercare coordination services by Social Work Services Unit staff provided for individuals placed in the custody of the Department; and
 - (ii) Activities under §.06E(6) of this directive.

(5) Mental Health Services Unit.

- (a) The Mental Health Services Unit ensures that assessment, treatment, and counseling services are available to individuals in the custody of the Department.
- (b) The Assistant Secretary shall appoint a Director of the Mental Health Services Unit.

- (c) The Director of the Mental Health Services Unit shall report to the Assistant Secretary.
- (d) The Director of the Mental Health Services Unit is responsible for:
 - (i) Oversight of provisions for mental health assessment, treatment, and counseling services by Mental Health Services Unit staff provided to individuals in the custody of the Department;
 - (ii) In cooperation with the Chief Psychiatrist for the Department, developing protocols and procedures for referral and treatment of individuals in the custody of the Department who are in general population, an acute mental health unit, a step-down unit, or a transition unit; and
 - (iii) Activities under §.06E(6) of this directive.
- (6) Director of a Treatment Unit. Each Director identified under §§.06E(1) – (5) of this directive is responsible for:
 - (a) Implementing and maintaining the assigned unit;
 - (b) Providing the Assistant Secretary with unit progress reports on a schedule determined by the Assistant Secretary;
 - (c) Maintaining data on the effectiveness of unit treatment programs and services;
 - (d) Managing Office and treatment employees to maintain professionalism and competency;
 - (e) Developing, reviewing, and recommending changes to written directives and protocols; and
 - (f) Performing other activities assigned by the Assistant Secretary.
- (7) Chief Medical Director.
 - (a) The Chief Medical Director is the Department's clinical medical authority for medical treatment matters.
 - (b) The Assistant Secretary shall appoint a Chief Medical Director.
 - (c) The Chief Medical Director shall:
 - (i) Report to the Director of the Inmate Health Services Unit;
 - (ii) Provide medical expertise to Office employees in developing and maintaining medically related programs, services, policy, procedures, and protocols; and

- (iii) Perform other duties assigned by the Assistant Secretary or the Director of the Inmate Health Services Unit.
- (8) Chief Psychiatrist.
 - (a) The Chief Psychiatrist is the Department's clinical authority for mental health matters.
 - (b) The Assistant Secretary shall appoint a Chief Psychiatrist.
 - (c) The Chief Psychiatrist shall:
 - (i) Report to the Director of the Inmate Health Services Unit;
 - (ii) Provide psychiatric expertise to Office employees in developing and maintaining mental health programs, services, policy, procedures, and protocols; and
 - (iii) Perform other duties assigned by the Assistant Secretary or the Director of the Inmate Health Services Unit.
- (9) Staff Management - Office and Treatment Employees.
 - (a) Office and treatment employees are:
 - (i) The supervisory responsibility of the Assistant Secretary, or a designee; and
 - (ii) Subject to assignment, re-assignment, and other Office or treatment services unit management decisions necessary to maintain the effectiveness and integrity of programs and services provided by the Office or a treatment services unit.
 - (b) An Office or treatment employee working at a facility outside the Office shall comply with the managing official's policy and procedures related to security and general operation of the facility where the employee is working.
 - (c) A treatment employee working at a facility outside the Office shall submit leave requests to the treatment employee's immediate supervisor who is responsible for:
 - (i) Approving or disapproving the request; and
 - (ii) If the request is approved, notifying the facility's managing official.

F. Managing Official.

- (1) A managing official responsible for a facility housing an Office or a treatment employee shall:

- (a) Provide adequate work space, equipment, and supplies for the Office or treatment employee performing Office or treatment services unit duties at the managing officer's facility;
 - (b) Maintain funding for the treatment employees performing Office or treatment services unit duties at the managing official's facility
 - (c) In cooperation with the Office, ensure that personnel expenses for a treatment employee within the managing official's budget are maintained in the appropriate budget sub-program for treatment services to meet the requirements of §.06F(1)(a) of this directive;
 - (d) Ensure cooperation between Office or treatment employees and other employees at the managing officer's facility so that treatment services and facility goals are met;
 - (e) Under the authority of §.06C of this directive, take disciplinary action related to facility security and operations for a treatment employee, or employees, working at the managing official's facility; and
 - (f) Notify the director of the treatment services unit if an action authorized under §.06F(e) of this directive is taken against an employee assigned to that unit.
- (2) A managing official may not, without prior approval of the Assistant Secretary, or a designee:
- (a) Assign duties to an Office or treatment employee that affect the employee's ability to perform treatment services unit duties and responsibilities;
 - (b) Re-assign treatment services unit duties and responsibilities that were discontinued by the Assistant Director or director of the affected treatment services unit; or
 - (c) Except as provided in §.06G(2)(b) of this directive, initiate a treatment program or service.

G. Review of a Program with a Managing Official.

- (1) At least annually on a schedule determined by the Assistant Secretary, each director of a treatment services unit shall:
- (a) Meet with the managing official of any facility where the director of a treatment services unit provides services to review the effectiveness of those services; and
 - (b) Report, in writing, the results of the meeting to the Assistant Secretary.
- (2) A managing official may request:
- (a) To meet with a director of a treatment services unit at any time to review performance or concerns; or

- (b) If a need for a new Office program or service is identified, request consideration from the Assistant Secretary, through channels, according to the procedures of the managing official's division.

H. Treatment Services Steering Committee.

- (1) A Treatment Services Steering Committee shall represent the interests of all levels of Department management related to programs and services available through the Office.
- (2) The Assistant Secretary shall select, for the Secretary's approval, Treatment Services Steering Committee members.
- (3) The Assistant Secretary shall chair the committee.
- (4) The Treatment Services Steering Committee shall meet on a schedule determined by the Assistant Secretary, but not less than once each fiscal year to discuss issues related to treatment services.

.07 Attachments.

There are no attachments to this directive.

.08 History.

- A. This directive replaces Secretary's Directive 02-97 issued June 25, 1997.
- B. This directive supersedes provisions of any other prior existing Department communication with which it may be in conflict.
- C. Existing Secretary's Directives (SD) or Department of Public Safety and Correctional Services Directives (DPSCSD) governing programs, services, and activities affected by this organizational change remain in effect until rescinded or replaced.