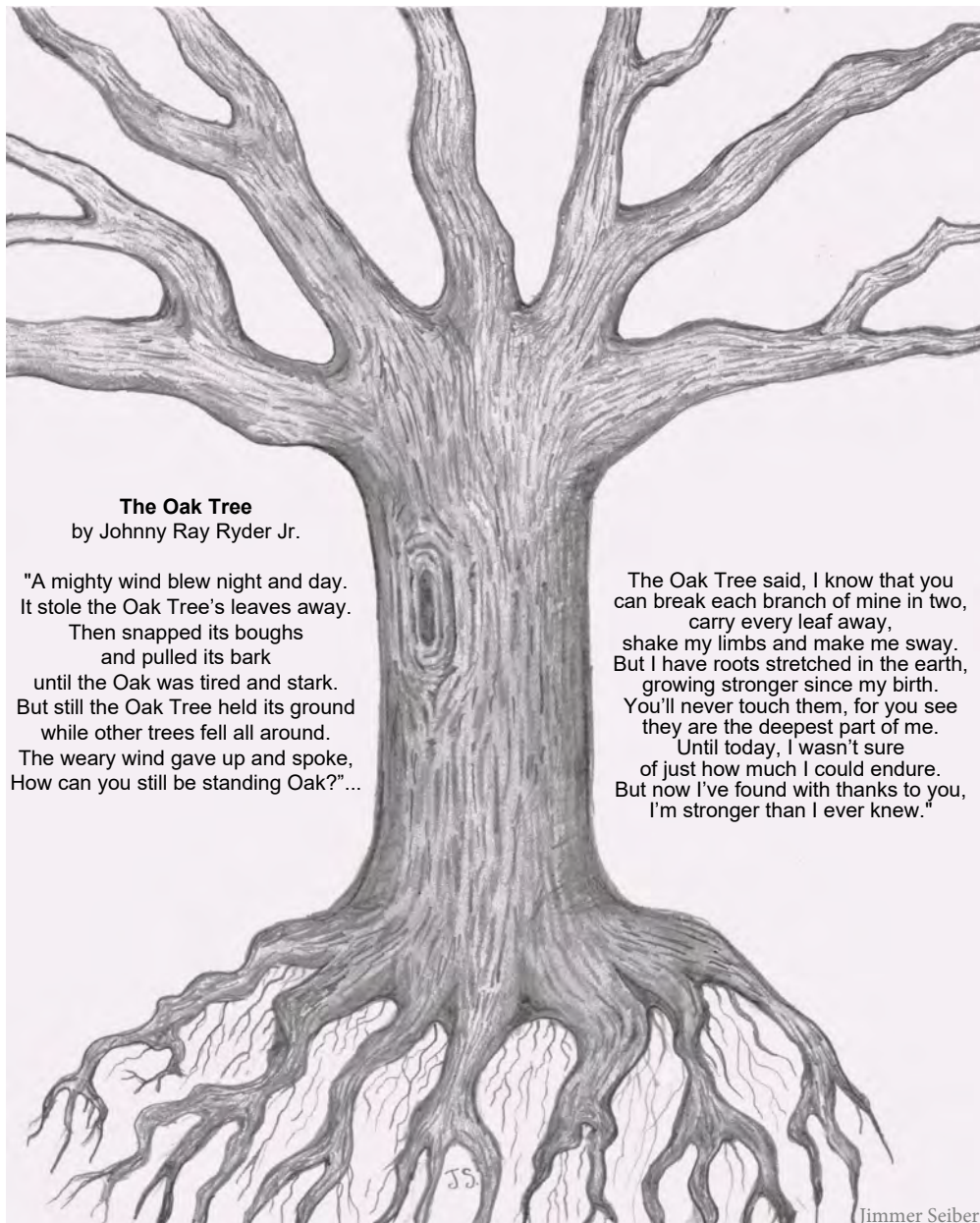


# 2022 ORGANIZATIONAL HIGHLIGHTS



# We Share Hope

Millions of people are thriving in recovery today. When we share our faces and our voices, we share hope. When we recover loudly, we prevent others from dying quietly. Overdose deaths increased half as much in 2021 as in 2020 but were still up on average 15%. The Maryland Opioid Operational Command Center provided data that September 2021 through August 2022 saw an increase of 13.3% overdose deaths in Washington County and a slight reduction in deaths of 1.8% in Frederick County.

Fatal Overdoses by Local Jurisdiction  
12 Months Ending in April (2021 vs. 2022)

County	2021	2022	Difference	Percent Difference	County	2021	2022	Difference	Percent Difference
Allegany	51	40	-11	-21.6%	Harford	101	92	-9	-8.9%
Anne Arundel	265	202	-63	-23.8%	Howard	59	41	-18	-30.5%
Baltimore	414	358	-56	-13.5%	Kent	6	12	+6	+100.0%
Baltimore City	1087	1022	-65	-6.0%	Montgomery	140	138	-2	-1.4%
Calvert	28	22	-6	-21.4%	Prince George's	205	224	+19	+9.3%
Caroline	15	12	-3	-20.0%	Queen Anne's	19	10	-9	-47.4%
Carroll	55	51	-4	-7.3%	Somerset	14	8	-6	-42.9%
Cecil	96	91	-5	-5.2%	St. Mary's	45	38	-7	-15.6%
Charles	47	40	-7	-14.9%	Talbot	20	8	-12	-60.0%
Dorchester	20	20	+0	+0.0%	Washington	106	107	+1	+0.9%
Frederick	61	60	-1	-1.6%	Wicomico	48	44	-4	-8.3%
Garrett	4	7	+3	+75.0%	Worcester	20	22	+2	+10.0%
<b>Statewide Total (Note: county-level data missing for 7 cases)</b>						<b>2,926</b>	<b>2,676</b>	<b>-250</b>	<b>-8.5%</b>

Wells House provides comprehensive substance use disorder services and safe housing to 89 patients in Hagerstown and 106 in Frederick. We have a 14-bed house that is vacant and used as a quarantine area for COVID positive patients. Wells House's design of substance use disorder treatment is initial stabilization of individuals after they have detoxed to progressing towards sustained recovery management with the prevention of relapse. Our services and support are designed to enhance the development and well being of the whole person. Individuals participate in therapy groups and meet with their counselor throughout the duration of their stay. As patients progress through treatment, services are focused on continued engagement and assessment of the stages of change the patient progresses through. Our staff work with patients to identify and build on strengths and protective factors.

Wells House has a unique component to our programming. Our Therapeutic Incentive Peer (TIPs) program allows a small number of patients who are stable in their recovery and participating fully in their treatment to be competitively selected to provide residential or clinical support. TIPs share their experience with other patients. New patients are vulnerable to relapse as they have not yet acclimated to a residential environment and have not created a therapeutic alliance with staff. Patients, regardless of their length of stay are more likely to approach another peer to talk about their thoughts and feelings. Residential and clinical staff are sometimes viewed as authority figures, lessening the likelihood that a newer patient will disclose thoughts of returning to use or share their emotional state. The TIP positions serve three purposes: to teach participants valuable workplace skills; provide essential support to other patients; provide the TIP patient an extended time in treatment, up to 18 months to work towards obtaining safe housing. Patients who leave treatment without stable housing and employment are at a much higher likelihood of relapse. Those who work in our TIPs program are better prepared for pursuing meaningful employment in the community. Peers in our treatment setting are valuable in helping patients achieve their goal of health and wellness, including long term sobriety.

# Highlights

- In 2022, Wells House began holding patient town hall meetings. While we conduct regular patient satisfaction surveys, we wanted to provide a different mechanism for getting feedback. Each house “elected” a representative to attend the town hall and patients brought concerns, suggestions, and feedback. As a result of the Town Hall meetings, patients presented the idea of having house representatives that would help to act as an intermediary with staff, giving patients an opportunity to resolve issues within the house among the patients before staff got involved.
- On site Mental Health services began in Hagerstown in June 2022. A therapist meets with patients to address mental health concerns. Integrated weekly team meetings allow staff to develop comprehensive interventions and treatment plans for patients.
- Mickey’s House opened in June 2022. Mickey’s house is a transitional house for 7 patients who transition from Level 3.1 or IOP to Outpatient. Each resident pays a weekly rent and are expected to adhere to the guidelines of the house. Patients stepping down into outpatient care are required to obtain their own housing, this house provides a bridge from treatment to community for men who have been stable in their recovery.
- The number one predictor of patient success is the therapeutic alliance. This is the personal bond between staff and patient and the mutual engagement in the recovery process. The creation of a values-based performance evaluation in 2022 allows us to shift our focus to our agency values as a tool to help us accomplish greater alliance with our patient population. The Wells House senior managers collaborated on designing and putting together the tool, which includes goal setting, identification of accomplishments, identification of strengths and areas the employee wants to improve and develop their skills. Wells House values are commitment, accountability, mutual respect, excellence, and recovery oriented. Each employee evaluates themselves first, before the supervisor provides feedback.

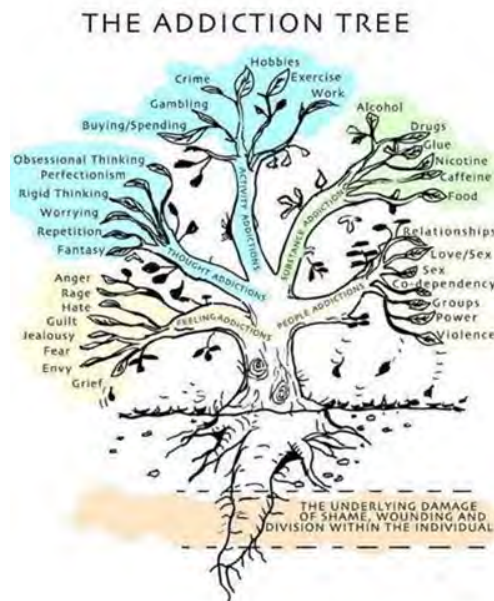
## Addiction Nationwide:

20 million people in the United States suffer from substance use disorders

1 in 7 are expected to develop a substance use disorder at some point in their lives

23 million Americans are in recovery, proving that person can be treated and recover

50% of people in the US know someone who has suffered or is currently suffering from a substance use disorder



# Message For All Those Suffering

"So I got a message for all the suffering addicts who are still out there. I just want to let you know anything is possible as long as you put your mind to it.

So here we go I know times get tough. I know you lost your hope but don't give up god is always here so don't fear. I know the feeling I been there I dropped to my knees I begged him please. Then I heard a voice that said baby girl please there is more to life then what you see take the blind fold off then you will see.

I finally opened my eyes to the world. I looked around I saw all these beautiful things placed around. I learned to have courage, faith and hope that right there ain't take me back to Dope. I always looked up thank the big man above he never let me down he always picked me up. Of course there was times I wanted to give up but that little voice inside my head said it's not an Option keep fighting the fight you're a lion. That right there has me wanting to not give up and face my fears which is failure and success.

It gets hard but that's alright keep pushing along and fighting the fight. Things come along when you keep doing right. Don't look back that's no longer in sight. I'm not saying don't forget where you came from just don't keep looking back that's all hurt and pain keep moving forward and you will gain and gain.

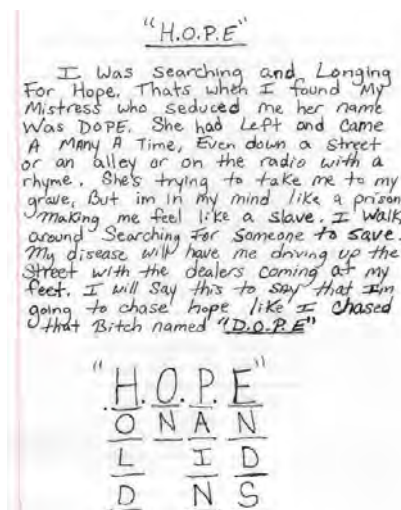
That's what happened to me when I let go and let my god. He gave me the strength, courage and hope so I fought. I won't give up I realized I'm worth it I'm smart, strong and beautiful and I deserve it. No matter how hard it gets never give up put your faith to god and he will make you tough.

There is no better gift then life itself it may seem cold but just bundle up it will pass with time itself. The days may seem shorter nights get longer but that's just god wanting you to see the light in the dark. The stars shine so bright so baby don't give up.

Things will change you just got to believe in yourself. I know it's hard trust me I been there I fell to my knees and flat on my face with everybody standing there. I thought someone was going to pull me up but they said baby girl you got legs you better stand up. So I looked around I realized nobody owes me nothing so with that I gotta strive so I can survive.

So with that being said I finally stood up I faced my fears and swallowed it up. I realized I'm stronger and tougher than ever. I just gotta put my body mind and soul to being sober because I am a soldier."

- J



-A Poem by A



# Demographics: 2022 Summary

	Overall	Hag	Fred
<b>Total Admissions:</b>	627	310	317
<b>Total Discharges:</b>	478	244	234

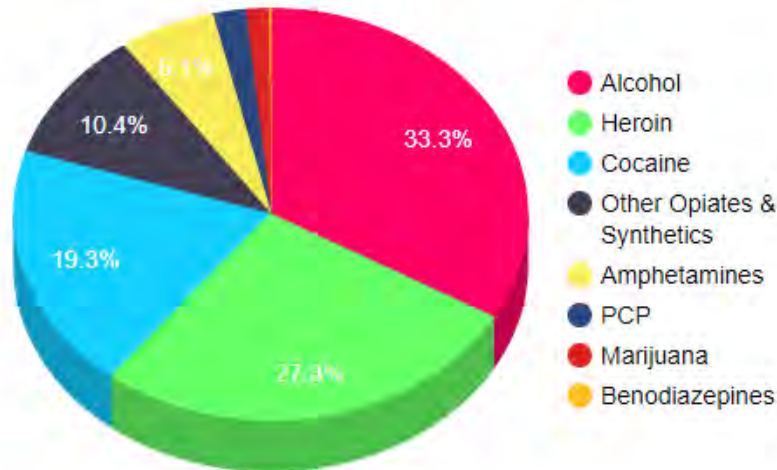
## Primary Substance of Use:

Alcohol:	209 (33.33%)	88 (28.39%)	121 (38.17%)
Heroin:	171 (27.27%)	85 (27.42%)	86 (27.13%)
Cocaine:	121 (19.30%)	40 (12.90%)	54 (17.03%)
Other Opiates & Synthetics:	65 (10.37%)	33 (10.65%)	32 (17.03%)
Amphetamines:	38 (6.06%)	25 (8.06%)	13 (4.10%)
PCP:	13 (2.07)	8 (2.58%)	5 (1.58%)
Marijuana:	9 (1.44%)	4 (1.29%)	5 (1.58%)
Benzodiazepines:	1 (0.16%)	0 (0.00%)	1 (0.32%)

## Gender:

Male:	537 (85.65%)	310 (100%)	227 (71.61%)
Female:	90 (14.35%)	0 (0.00%)	90 (28.39%)

**Primary Substance of Use**



# Patient In Treatment Data

A series of questions are asked of patients while in treatment at 30,60,90 and 120 days. Below we have highlighted two of the questions asked.

2022 In Treatment Data	Intial		30 Days		60 Days		90 Days		120 Days		150-180 Days	
Hagerstown All Levels of Care	407		192		159		144		75		43	
<b>D-AOD Use</b>												
How many times have you used alcohol or drugs?												
Abstained	323	79.36%	165	85.94%	145	91.19%	123	85.42%	70	93.33%	41	95.35%
1 to 3 times	23	5.65%	26	13.54%	14	8.81%	21	14.58%	5	6.67%	2	4.65%
4 to 6 times	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
7+ Times	61	14.99%	1	0.52%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other:	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>D-Satisfaction</b>												
Overall, how satisfied are you with your recovery?												
Not at all	4	0.98%	2	1.04%	0	0.00%	1	0.69%	0	0.00%	0	0.00%
A little bit	10	2.46%	4	2.08%	0	0.00%	2	1.39%	0	0.00%	0	0.00%
Somewhat	83	20.39%	31	16.15%	20	12.58%	10	6.94%	10	13.33%	5	11.63%
Quite a bit	169	41.52%	80	41.67%	66	41.51%	63	43.75%	33	44.00%	15	34.88%
Very much	141	34.64%	75	39.06%	73	45.91%	68	47.22%	32	42.67%	23	53.49%
<b>2022 In Treatment Data</b>												
Frederick All Levels of Care	369		178		146		140		72		44	
<b>D-AOD Use</b>												
How many times have you used alcohol or drugs?												
Abstained	325	88.08%	142	79.78%	122	83.56%	121	86.43%	62	86.11%	40	90.91%
1 to 3 times	13	3.52%	20	11.24%	11	7.53%	8	5.71%	7	9.72%	4	9.09%
4 to 6 times	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
7+ Times	31	8.40%	16	8.99%	13	8.90%	11	7.86%	3	4.17%	0	0.00%
Other:	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
<b>D-Satisfaction</b>												
Overall, how satisfied are you with your recovery?												
Not at all	4	1.08%	1	0.56%	0	0.00%	0	0.00%	1	1.39%	0	0.00%
A little bit	26	7.05%	5	2.81%	3	2.05%	4	2.86%	2	2.78%	0	0.00%
Somewhat	95	25.75%	47	26.40%	19	13.01%	19	13.57%	11	15.28%	3	6.82%
Quite a bit	151	40.92%	71	39.89%	72	49.32%	78	55.71%	40	55.56%	28	63.64%
Very much	93	25.20%	54	30.34%	52	35.62%	39	27.86%	18	25.00%	13	29.55%

# Service Access Data

Wells House measures access to care because it impacts patients receiving comprehensive care that will reduce health impacts and saves lives.

Service Access Measures - Intake Data 2022	HAGERSTOWN		FREDERICK		TOTAL	
	Total Number of Applications for Admission:	663	40.21% of Total Applicants	986	59.79% of Total Applicants	1649
Total Number of Applications Approved for Admission:	282	42.53% of Hagerstown Applicants	276	28% of Frederick Applicants	558	33.84% of Total Applicants
Total Number of Applications Denied Admission:	93	14.03% of Hagerstown Applicants	214	21.70% of Frederick Applicants	307	18.62% of Total Applicants
Total Number Not Admitted for Other Reasons:	288	43.44% of Hagerstown Applicants	496	50.30% of Frederick Applicants	784	47.54% of Total Applicants
Average Time from First Contact to Admission:	19	(Days)	21	(Days)	20	(Days, Total Average of Both Locations)
Average Time from Date Prescreen has been received to Interview Completion:	6	(Days)	7	(Days)	6.5	(Days, Total Average of Both Locations)

Service Access Measures - Intake Data 2022	2022 TOTAL		2021 TOTAL		2020 TOTAL	
Total Number of Applications for Admission:	1648		1621		1564	
Total Number of Applications Approved for Admission:	558	33.84% of Total Applicants	547	33.74% of Total Applicants	570	36.45% of Total Applicants
Total Number of Applications Denied Admission:	307	18.62% of Total Applicants	249	15.36% of Total Applicants	196	12.53% of Total Applicants
Total Number Not Admitted for Other Reasons:	784	47.54% of Total Applicants	825	50.89% of Total Applicants	795	50.83% of Total Applicants
Average Time from First Contact to Admission:	20	(Days, Total Average of Both Locations)	18.5	(Days, Total Average of Both)	22.5	(Days, Total Average of Both Locations)
Average Time from Date Prescreen has been received to	6.5	(Days, Total Average of Both Locations)	6	(Days, Total Average of Both)	5.4	(Days, Total Average of Both Locations)

# Performance Improvement Projects

## Area for Improvement: *Creation of House Reps*

**Description of Problem:** Feedback was received during a patient Town Hall meeting that patients want more of an opportunity to manage the issues in the house before staff get involved and make punitive decisions that affect the whole house, e.g. taking away TV for a dirty kitchen.

**Goal:** Increase opportunities for patients to self-govern their living environments

Members of PI Team: Tim Williams, Residential Program Director - Will Ulrich, Residential Supervisor - Brandon Burrow, Lead DCP - Steve McDonald, Lead DCP - Jennie Harden, Lead DCP - Charlene Henry, Lead DCP - Nick Guanti, Lead DCP - Gretchen Woodward, Lead DCP

**Plan:**

- Create position description and outline what a house rep responsibilities are
- Train all staff on what the purpose and function of a house rep is
- Introduce the concept to patients during house meetings
- Facilitate patient vote for house reps
- Allow house rep first 15 mins of each house meeting to meet with others in the house before staff attend the meeting
- Rotate House Reps as needed based on patient votes
- Set up quarterly Patient Town Hall meetings to obtain direct feedback to utilize in improvement and performance projects

**Pilot:** The house meeting improvements were implemented at the Wells House in May of 2021. The implemented items include a more structured house meeting to promote more positive and recovery based outlook.

**Outcome:** The individuals who were voted in have been representing the patients' concerns and successes in the weekly meeting and workgroups. They also present positive feedback and constructive criticism in Town Hall meetings with agency administration. They offer support to peers in the houses including, but not limited to, accompanying to appointments in the community, escorting patients who are on safety restriction, providing recovery related resources, providing recovery support individually and to the house, fostering house cohesion, and offering hope by being a positive example of living in recovery.

**Recommendation:** Gather feedback from staff and patients regarding house rep program strengths and weaknesses. Make corrections or improvements as needed based on feedback provided. Continue to hold Town Hall meetings with patient to obtain direct patient feedback on services, processes, and facilities.



## Area for Improvement: *Affordable Sober Housing*

**Description of Problem:** There have been a number of discrepancies found in the admission processes at the Hagerstown and Frederick locations. While a structured admissions department was developed in 2020, Wells House is now in the process of aligning the specific admission tasks and processes between these two locations.

**Goal:** Open a recovery house that is focused on providing housing opportunities for patients who are stepping down to outpatient or if a TIPs, has been in transitional housing for 12 months.

### **Members of PI Team:**

Tim Williams  
Jesse Gregory  
Charles Mooneyhan  
Christina Trenton  
Nathaniel Peacock

### **Plan:**

- Create project budget
- Purchase Property
- Renovate
- Develop structure and rules
- Develop application process
- Select House Manager
- Track Expenses
- Interview and fill beds

**Pilot:** Wells House devised the concept of Mickey's House in late 2021. A project budget was devised at that time and shortly thereafter a property was purchased on Baltimore Street in Hagerstown near current programming. Renovations were completed on 6/10/22. The structure of the program was devised, the application created, and the process of selecting a house manager began in May 2022. Patients began making application to the transitional house, interviews began and the move in date was set for 6/10/22.

**Outcome:** As of 6/21/22, seven of nine beds are filled with men who are ready to step down into a sober living environment. As of 8/1/2022, all nine transitional house beds were filled.

**Recommendation:** Track expenses and track patient progress and retention. Gather feedback from staff and patients, make alterations as needed to ensure effectiveness and sustainability.



# Wells House Inspiration

## I Am Enough

I am enough to make it  
Through the night. I am enough  
To make it through the day.  
No matter my struggles  
And I have many struggles  
I know I'll be OK.  
I don't give in, I believe and have faith.  
I am enough.

You are enough to make it  
Through anything. You are enough  
To live through anything.  
You don't have to be perfect  
Just know that you're worth it.  
Find the strength and peace  
That we have inside our chests.  
Believe that it will stay there  
Until your very last breath.  
You are enough.

We are enough to make it  
Through the highs and make it  
Through the lows. We are enough  
To make it through the dark sky  
And the nights when tears fly.  
Don't give up I promise you  
It gets better  
and our dreams come true.  
We are enough.

I am enough to make it  
Through drugs, heartbreak and pain.  
I am enough to make it  
Through the cold and pouring rain.  
I am enough to make it  
Through anything with you my friend.  
I am enough to make it  
Because this is only the beginning it isn't the end.

—Author Unknown