

An Opioid Treatment Program

at the
Baltimore City Detention Center

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Innovation and the Challenges in Implementing Change

- Scope of Baltimore's Problem
- Characteristics of Baltimore's heroin-addicted inmates
- Goals of the OTP
- Implementation Challenges

Scope of the Problem

Number of Addicts in Baltimore City	58,000
60,000 Individuals/ 90,000 Bookings annually	90,000
60% Released within 24 hours	54,000
Inmates incarcerated longer than 24 hours	36,000
70 % of individuals Alcohol/Drug Dependent	25,200
67% Heroin is Drug of Choice for Baltimore City Residents	16,884
50% (?) Heroin addicts needing Detox	8,400
10% of 6,200 Methadone clients will get arrested annually	620

Criminal History of Prison-based OTP Patients

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	Mean
Age first crime	13.8
Age first arrest	16.5
Age first incarceration	20.6
Lifetime incarcerations	9.1
Past 30 days involved in crime	25.5
Past 30 days crime-profit	24.8
Criminal Income (\$/past 30 days)	8,057

¹ Kinlock, Schwartz Gordon (2005)

Goals of Jail-based OTP

- Provide effective & humane treatment
- Engage new patients in treatment
- Improve Inmate Security
- Reduce Maryland's 49% recidivism rate
- Improve public health and crime rates
- Satisfy political and judicial pressures
- Demonstrate potential cost savings

Planned OTP Interventions

- Maintain arrested OTP clients during Pre-Trial status and reconnect them to their OTP at release
- Detox heroin-addicted inmates with non-opioids or methadone
- Longer-term goal: Engage heroin-addicted inmates in methadone maintenance “behind the walls” and directly link them with a community program upon release

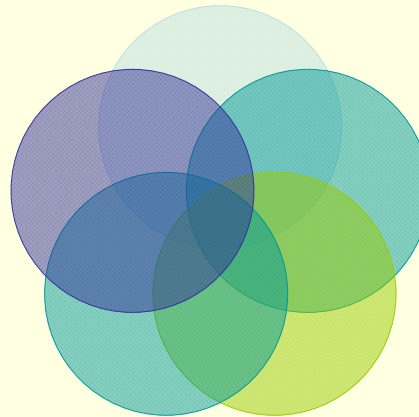
Opioid Treatment Stakeholders

Inmate
Motivation

DPSCS
Medical
Provider

Custody Staff

Community
Providers



Pharmacy
Vendor

Regulatory
Agencies

Foundations

Strategic Framework



Implementation Challenges

- Treatment within a correctional culture
- OTP Correctional regulations in Maryland do not exist
- Partnerships need to be created with State and Federal regulatory agencies
- Law of Unintended consequences
 - Public health system
 - Community program effectiveness

Lessons Learned: Implementation Challenges

- Change process is needed which requires personal contact, data collection and cultural analysis
- Change creates a fear of failure and resistance
- Leaders need to be realistic about timeline and not press faster than staff can absorb, own and embrace change
- Promoting change must reduce resistance thru:
 - Identifying your “champions”
 - Education
 - Personal involvement in change