

Justice Center THE COUNCIL OF STATE GOVERNMENTS



Bureau of Justice Assistance U.S. Department of Justice

FY19 Category 2: Learning Community-1st Session Strategic Planning

Justice and Mental Health Collaboration Program (JMHCP)

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February 19, 2020



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III. Jessica Murphy, LMSW, Co-Responder Team Leader, Johnson County Mental Health Center



Presentation Outline

- I. Overview
- II. The Basics of Strategic Planning: Toward Data-Driven DecisionsIII. The Johnson County Mental Health Co-Responder ProgramIV. Q&A



Session Objectives



The session will help participants to:

- 1. Understand the importance of:
 - > Articulating *why* your organization exist and *where* it is going
 - > Determining *how* your organization will fulfill its mission and achieve the envisioned goals
 - > Determining *next* steps to be undertaken
- 2. Become aware of planning tools and resources that currently exist
- 3. Appreciate the link between stakeholder engagement, data collection and analysis, and program effectiveness and funding sustainability.



POLL

Please select which of the following strategic planning components and activities are a part of your grant or have already been done in your jurisdiction. *Please select all that apply*.

- a) Establish an Interagency Planning Committee.
- b) Facilitate a Sequential Intercept Mapping or other **needs/gaps analysis.**
- c) Review of policies, procedures, and protocols.
- d) Visit a jurisdiction that has already implemented a PMHC for a **peer-topeer learning experience.**



FY19 Category 2 Grantees

- Phoenix Police Department, AZ
- Division of Criminal Justice, CO
- Warren County, KY
- Boston Police Department, MA
- City of Muskegon, MI
- City of Saint Louis Metropolitan Police Department, MO
- Clemson University, SC
- City of Lubbock, TX

	ROLL CALL !	
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Alice: Which way should I go?

Cheshire Cat: That depends on where you are going.

Alice: I don't know where I am going.

Cheshire Cat: Then it doesn't matter which way you go. *Through the Looking-Glass* Lewis Carroll



The Plan

In the beginning was the plan And then came the assumptions And the assumptions were without form And the plan was without substance And darkness was upon the face of the workers



Strategic Planning

A method to devise and employ plans or strategies toward a goal. Strategic Plans allow for:

- Informed, timely decision-making through data-driven decisions
- Clear direction about what the organization will and will not do
- Increased staff empowerment and clear boundaries through increased communication



Strategic Planning

Is not

- Forecasting
- Simply applying quantitative measurement to organizational planning
- Does not eliminate risk

It is

- Concerned with making decisions today that will affect the future of the organization
- A way to understand what risks exist in relation to the decisions being made



Simple Strategic Planning

A Step-by-Step Approach to answering three key questions:

- What are you "marketing"?
- Who are your target constituents?
- How can you beat or avoid your competition?



Simple DOES NOT Mean Simplistic

- There are complex issues involved
- It requires gathering, digesting and analyzing a lot of information
- Start big, at a high level and sift through all of the noise



Completing an Organizational Assessment

Powerful tool to identify your organization's strengths and weaknesses.

Helps you to understand where your organization is at and what it needs to grow (assets, physical plant, deployment, organizational structure, training)

Critical to complete before attempting to institute change



Completing an Organizational Assessment

Involves a critical review (honest critique) of the organization, not simply a series of complaints.

Can be done as a whole in smaller departments, or by units, divisions, specialty areas, or shifts



Completing an Organizational Assessment

Areas to examine can include, but do not have to be limited to:

Simple: Review of dispatch/records data to compare yearly trends and look for significant increases/reductions and attempt to determine why that has occurred.

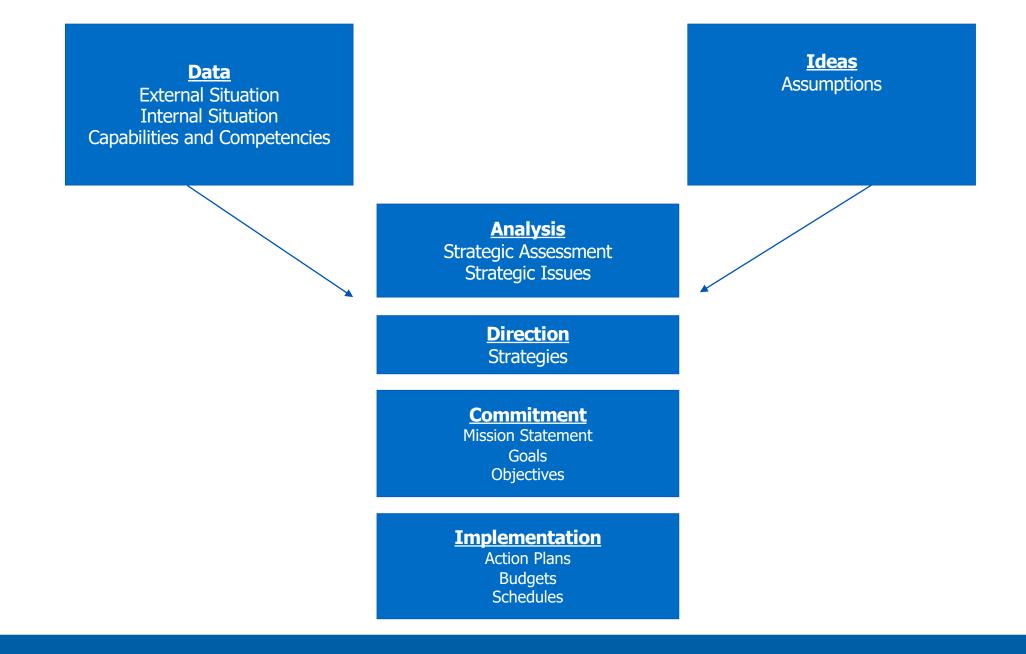
Comprehensive: Review training, crimes areas, deployment, investigations, patrol, administrative operations, specialty units.



Start by Studying the Way It Is Now

- Gather basic information and data without making judgements
- Build some assumptions based on the information, again without judgement
- This becomes the foundation of all further strategy discussions and decisions, so must be reviewed carefully







How It Works

Planning

- Gather Information
- Assess Capabilities
- Make Assumptions
- Make Strategic Assessments
- Formulate Strategy
- Establish Goals and Objectives
- Formulate Tentative Implementation Plans
- Finalize Implementation Plans







Funding & Sustainability

Securing ongoing financial support is one of the most common challenges





The Secrets of Sustainability



- Stay attuned to shifting trends and work on maintaining your program, as well as improving it
- Involve your entire program/intervention team
- Recommendations:
 - Clearly define your program's goals and mission
 - Involve key stakeholders and find a champion
 - Build cross-agency collaborations
 - Collect "data" to make the case for sustaining the program over the long-term
 - Market your program
 - Identify potential funding streams



Effective Leadership

- Is leadership committed to long-term involvement with the program?
- Is there support from key stakeholders in the community and among relevant agencies and providers?
- Is there a champion who can publicly advocate for the continuation of the program



Cross-Agency System Collaboration



- Are the relevant treatment and justice agencies involved with collaborating on the program?
- Are there formal interagency agreements in place that can be used as building blocks for maintaining the program?
- Are collaborators adequately involved in program design, implementation, and evaluation?
- Are there opportunities to integrate the program into other key program areas already in place in other agencies?



Demonstrated Outcomes

- What data exist that can be used to assess program effectiveness?
- What other information can be used to support the need for and effectiveness of the program?
- Have the evaluation findings been written up in an easy-to-read format?
- Have outcomes been communicated to stakeholders, collaborators, and potential funders?





Marketing Strategies

- What products are available or could be developed that would help to disseminate information about the program?
- Has the target audience been identified for any marketing efforts?
- Has a marketing plan been developed?





Planning For Funding Sustainability

Analyze funding needs

- What are the true costs of the program?
- Which costs are one-time start up vs which are ongoing?
- Consider services/treatment, staff salaries, IT, supplies

Identify funding sources

- Federal, State, County/City
- Private foundations
- Donations
- Program fees
- Medicaid and other insurance

Strategize

- What costs are covered by insurance/benefits?
- Which funding sources are restricted? Which are more flexible?
- What funding sources can meet what program costs?



Overall

These supplemental funding strategies do five things:

- 1. Provide funds for sustainability
- 2. Provide bridging services between institution and community until Medicaid and other benefits can be obtained
- 3. Broaden the target population expanding diagnostic or functional categories served
- 4. Supplement existing community services where there are capacity issues
- 5. Pay for services not available from Medicaid or other health insurers (e.g., transportation, gap funding for medication)

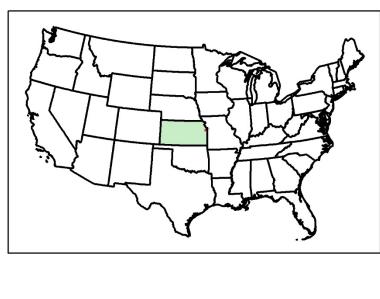


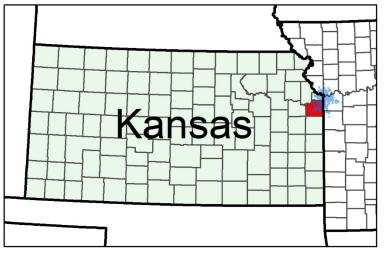
Johnson County Mental Health Co-Responder Program

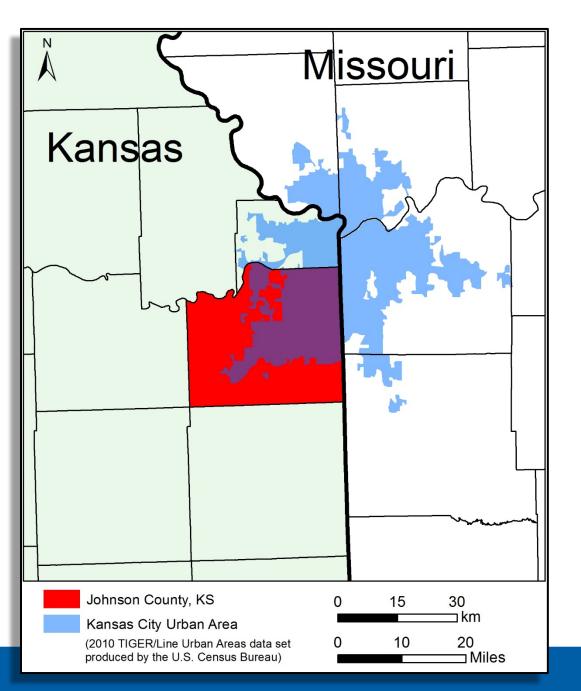












KC metro population **2.1 million**

Johnson County population **597,555**

Johnson County area 477 sq. mi. (303,000 acres)



About Johnson County, KS





Johnson County Mental Health Center (JCMHC)

Department of County Government

MHC has \$35 Million budget and 335 FTEs

- State and Federal Funds
 - Fee for Service
 - County Tax Funds

Serves 10,000 individuals annually

Crisis services to 5,500 residents annually





Licensed clinician

Employee of JCMHC

Stationed @ the Police Department

Wears a uniform

Has police radio, work cell and work vehicle

What is a JCMHC Co-Responder?

Access to Electronic Medical Record and Record Management System



 Two Co-Responders

 Olathe

 9a – 5p and 4p – 12a

 OP

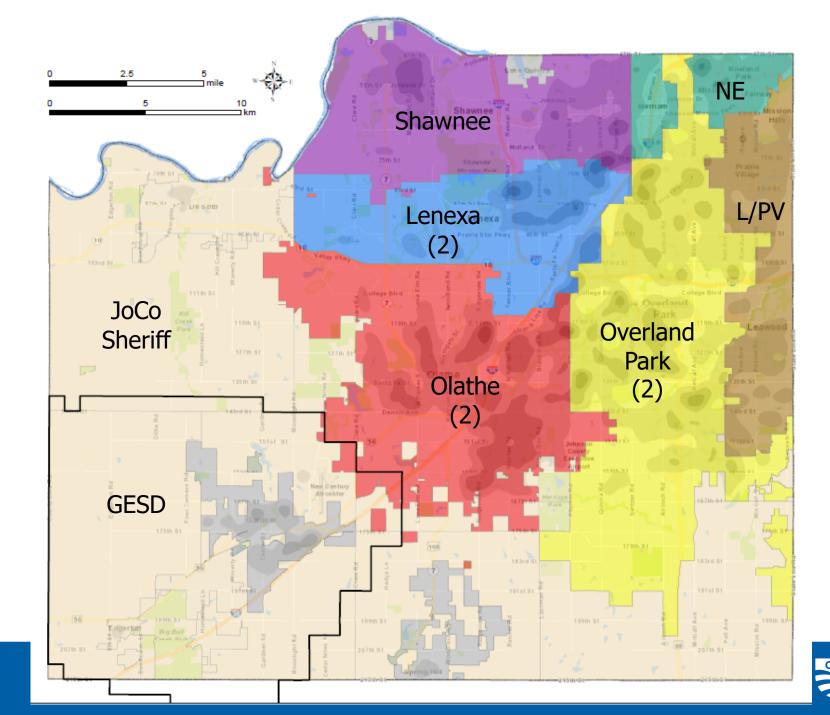
 7a – 3p and 2p – 10p

 Lenexa

 8a – 4p and 2p – 10p

Single Co-Responder Shawnee, NE, Leawood/PV & Sheriff

Mon & Tues: 2p – 10p Wed: 12p – 8p Thurs & Fri: 9a – 5p



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Getting Started...

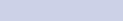
Formation of the Criminal Justice Advisory Council (CJAC) •Council is made up of diverse group of community stakeholders and decision makers	United Community Services of Johnson County received a grant from the Health Care Foundation of Greater KC •Facilitated a Sequential Intercept Mapping Workshop •Funded a Jail Population Survey	Awarded first Criminal Justice and Mental Health Collaboration Program Grant for Olathe	Awarded a JMHCP Expansion Grant for Overland Park	11 Co-Responders funded by cities, a school district and a hospital
2008	2009	2010	2013	2020



Program Start-Up



Develop Memorandum of Understanding

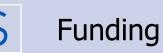


Includes budget



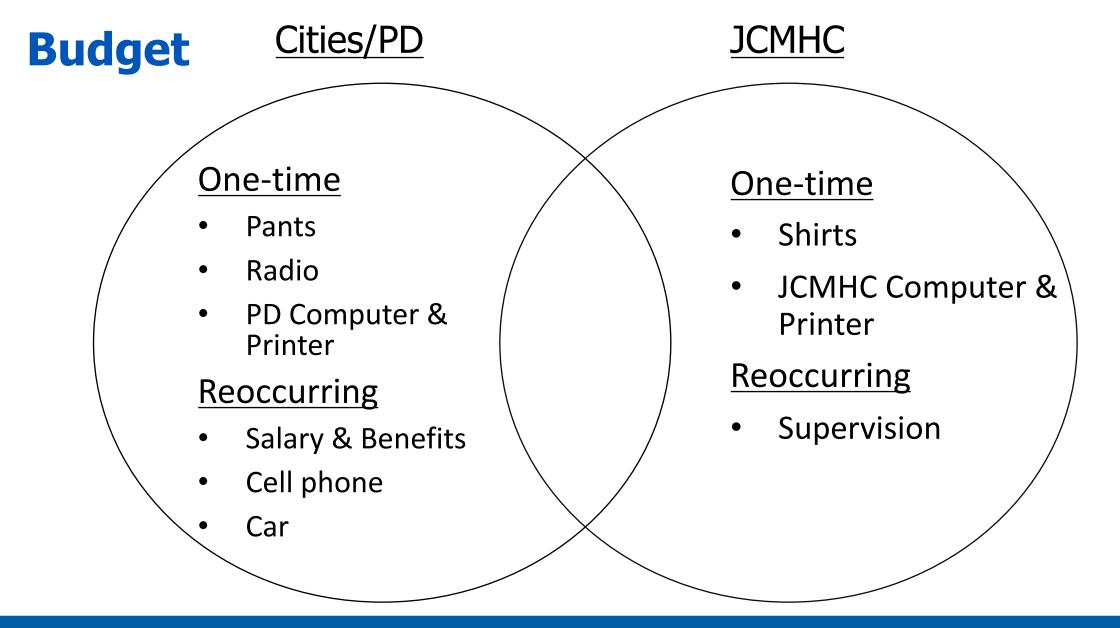
Administer pre-survey to LEO

Review PD's mental health policy



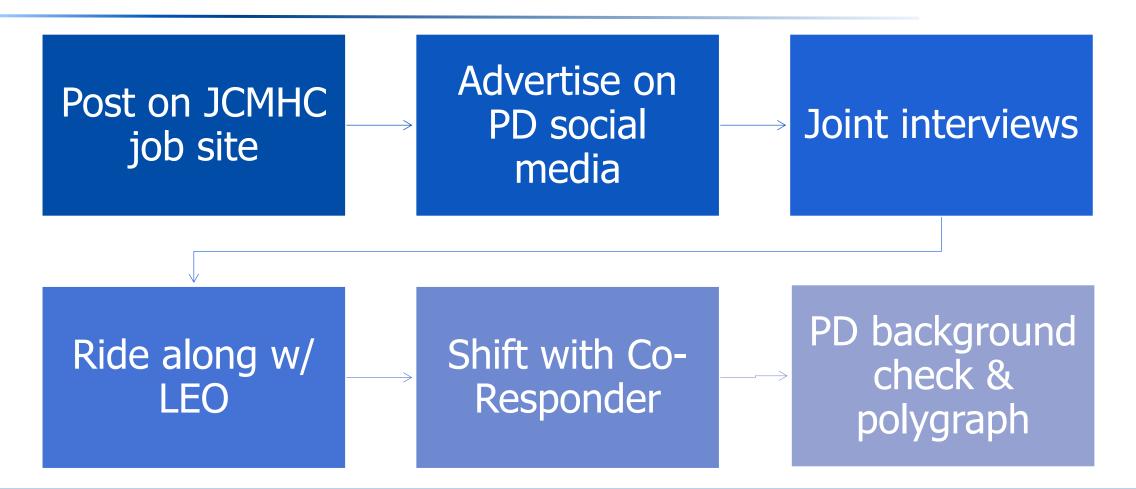
Primarily by cities Hospital donations Alcohol tax funds







Recruitment





Determining a Schedule

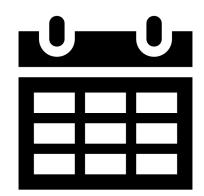
Single CR

"Staggered schedule"

- Hours
 - M/T: 2 pm 10 pm
 - W: 12 pm 8 pm
 - Th/F: 9 am 5 pm
- Benefits
 - Helps with recruiting
 - Connecting with clients
 - PD culture

Multiple CR

- Monday Friday w/ 1-2 hours of overlap
- Split with weekend coverage
- Rotation days/eves/weekends





Co-Responder Training



First 2 months of employment:

Required MHC & PD trainings Ride along with officers Field work with fellow Co-Responders Shadowing other JCMHC teams Co-Responder mentor Checklists for JCMHC teams & PD



Supervisor shadowing when they go "live"



Goals of the Program

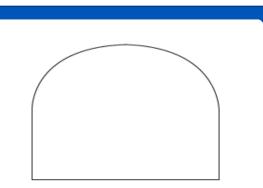




Co-Responder Responsibilities

- 911 response (secondary responder)
- Review police reports
- Provide outreach by phone or to the home (always with LEO)
- Liaison with JCMHC
- Training for officers

"The <u>right</u> intervention at the <u>right</u> time by the <u>right</u> person."



Johnson County Mental Health Center

At Johnson County Mental Health Center we offer a wide range of services to help you and your family effectively cope with the challenges that come into your life.

Co-Responders

Johnson County Mental Health Center clinicians partner with local police departments to assist with 911 calls involving a mental health crisis. We provide interventions in the community and referrals, as well as, outreach and follow-up to citizens who have had police contact due to a crisis situation.

Open Access Intake

We offer same-day walk-in intakes by trained mental health-clinicians for persons seeking — – immediate treatment and mental health care at the following locations:

6440 Nieman Road Shawnee, KS 66203 *or* 1125 W Spruce Street Olathe, KS 66061

913-826-4200 Mon-Fri 9 am – 2 pm

24 hour Emergency Services 913-268-0156

An emotional or mental health crisis can happen any time, day or night. That's why our professional clinical staff are available to assist you by phone, 24 hours a day, 7 days a week.

> My Resource Connection http://ims.jocogov.org/rc/



Co-Responder: Etc.

Cop Culture training for MHC staff

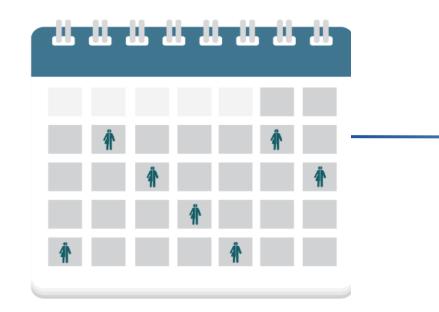
Follow-up with LEO about outcome of a call

Work with municipal courts to help with behavioral health integration

Present at Citizen's Academy

Behavioral health vs. mental health





One suicide every 4 days

in Johnson County

Completed Suicide Outreach Protocol

Informal until June 2019

Utilized for any completed suicide or suspected suicide

Can be to any loved one

Consulted with Suicide Awareness Survivors Support group (SASS Mo-Kan)

> CSG Justice Center

Completed Suicide Outreach Protocol

- Formalized outreach to include:
- A condolence card with a S.O.S. booklet
- A phone call
- A door knock with an officer







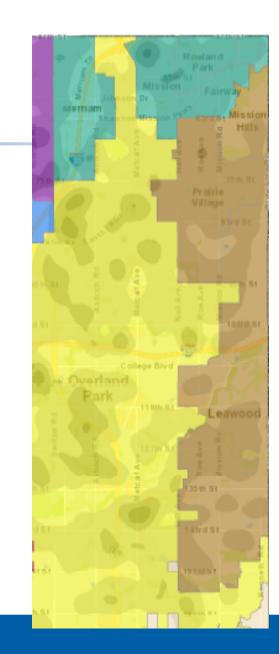


Northeast Co-Responder

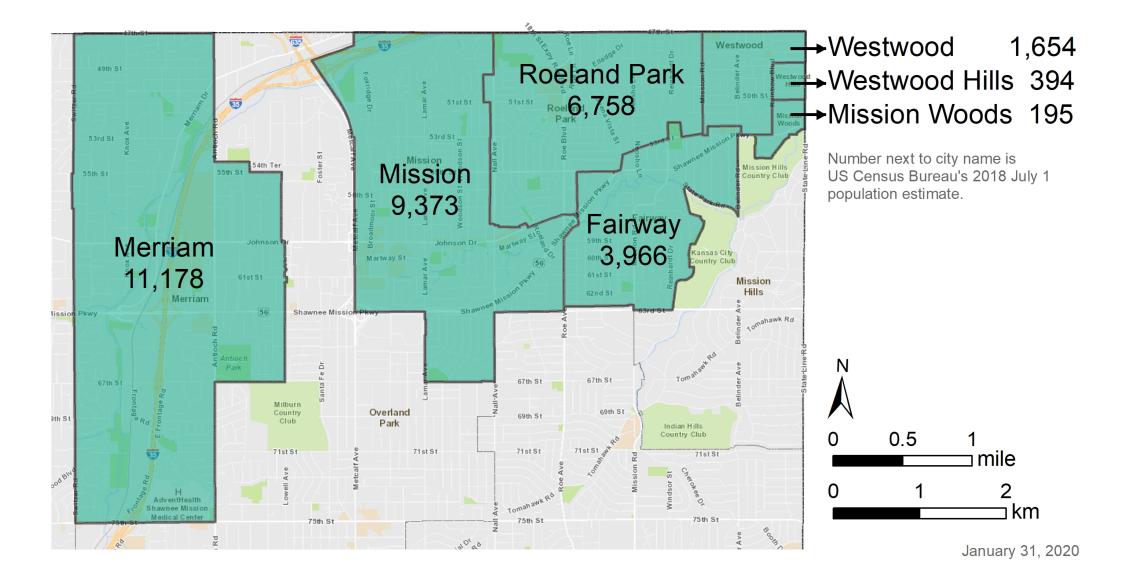
2017 & 2018 – 1 co-responder

• 7 PD & 10 cities

- **2019** 2 co-responders
 - Leawood/Prairie Village
 - 2 PD & 3 cities
 - Northeast 5
 - 5 PDs & 7 cities



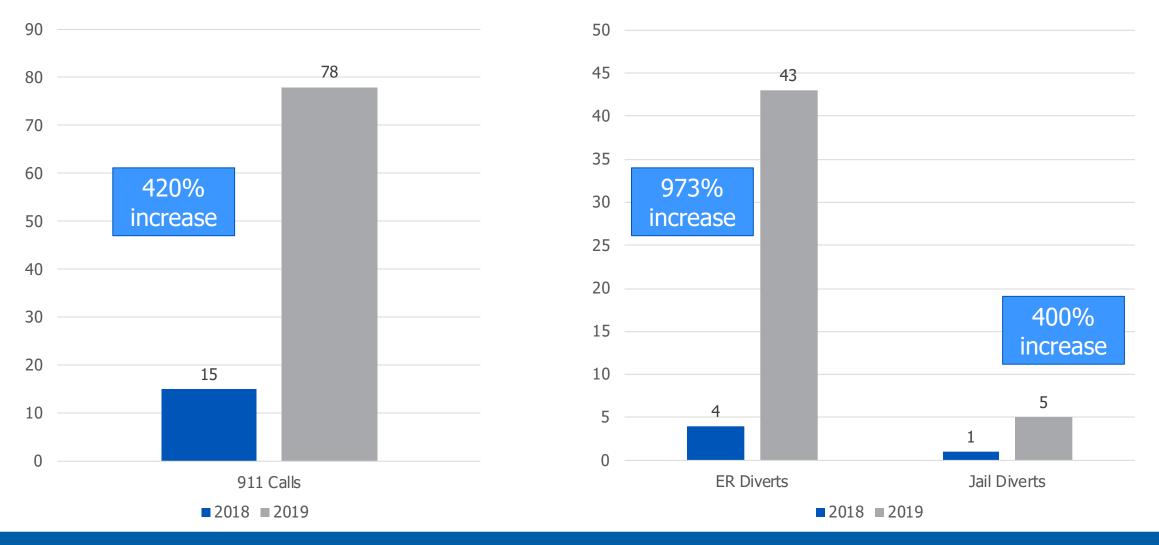






Northeast CR Data

Data is June – Dec of respective years





What's Going Well...





Learning Opportunities



Routine meetings

-supervision -team meeting -program meeting X o x o

"Big events": Team Leader meets on scene or meet after $\mathbf{\nabla}$

Secondary trauma

Professional Quality of Life (ProQol) Assessment Hourly vs. salary for clinicians

Safety

LEO always present securing scene before CR arrival





March 9 – 11, 2020

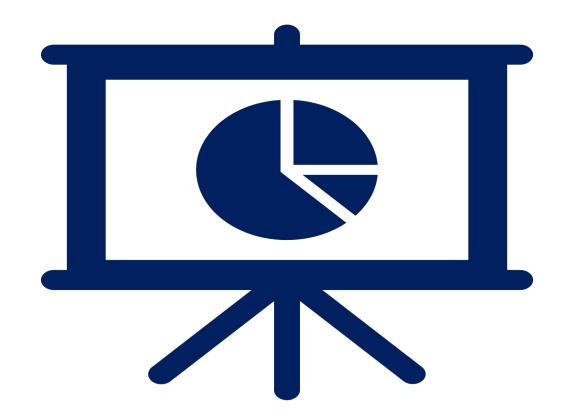
Embassy Suites in Olathe, Kansas

Themes: Start Up, Interventions, Funding, Data, etc.

www.jocogov.org/corcon



Data Driven





Shawnee PD Officer Survey Results

Question	Range	Pre-CR	Post-CR	Difference	% Change
Preparedness with dealing with individuals with MI	Very well	18%	22%	+4%	+22%
Self-Confidence to Deal with Mental Health calls	Complete confidence	9%	17%	+8%	+89%
Other Officer's Preparedness	Very well	5%	13%	+8%	+160%
Dept. effectiveness at meeting the needs of people w/ mental health concerns	Very effective	12%	27%	+15%	+125%
Dept. effectiveness minimizing time on MI calls	Mod/Very effective	25%	38%	+13%	+52%
Dept. effectiveness at keeping MI individuals out of jail	Mod/Very effective	8%	23%	+15%	+188%
How helpful is the mental health system?	Mod/Very helpful	11%	37%	+16%	+163%
Pre-CR in 2015 = 65 Post-CR in 2017 = 70					



C0-Responder	
Co- Intra State Case No.: Report Number Date Received: 19C007841 Image: Comparison of the second	JMURPHY
Client First Name: Middle Name: Sfx: DOB: Last Name: Sex: City of Service City of Residence Race: Sex: City of Service City of Residence V V V V City of Residence = Service Service Service	Status Current MNH Veteran NONE Juvenile SRO Req Homeless IDD
Crisis Intervention Disposition	Avoided MEDACT Unsure ER AVOIDED Jail AVOIDED None
Substance Abuse Suicide Code Suicide Means	
	Number assisted
	Exit





Year	2018
Contacts	5,179
911 Response	500
911 Phone Response	122
ER Diverts	235
% ER Diverts	37.8%
Jail Diverts	79
% Jail Diverts	12.7%



ER Diverts by Hospital				
SHAWNEE MISSION MEDICAL CENTER		51%		
OLATHE MEDICAL CENTER	15	16%		
CHILDREN'S MERCY HOSPITAL KANSAS	10	11%		
OVERLAND PARK REGIONAL	6	7%		
THE UNIVERSITY OF KANSAS HOSPITAL - MARILLAC CAMPUS		6%		
COTTONWOOD SPRINGS	4	4%		
MENORAH MEDICAL CENTER	3	3%		
ST. LUKE'S SOUTH	2	2%		
TOTAL	92	100%		









Contact information

Presenters

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- 1. Review Resources.
- 2. Consider how to improve your jurisdiction's strategic planning process.
- 3. If you want to be connected to any of today's presenters, please contact your TA coach.

Next Session Practical Tools for Lawful Information Sharing TBD



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