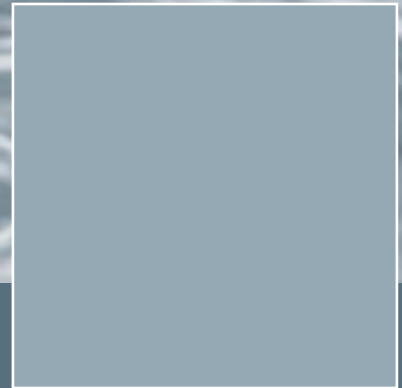


# Transforming Volusia's System of Care

Criminal Justice Mental Health & Substance Abuse Reinvestment Plan



## 2009 Strategic Plan

# Criminal Justice, Mental Health & Substance Abuse Reinvestment Act Volusia County Strategic Plan

*Approved by the Volusia County Public Safety Coordinating Council on March 26, 2009 and the Volusia County Council on April 23, 2009.*

## **Statement of the Problem**

The criminal justice system is focused on public safety and is not designed to effectively or efficiently serve individuals with mental health, substance abuse or co-occurring disorders. Our system of care lacks sufficient capacity to address the needs of individuals with mental health, substance abuse or co-occurring disorders.

## **Vision**

Individuals with mental health, substance abuse or co-occurring disorders will be effectively served through a comprehensive system of community-based services to minimize involvement in the criminal justice system.

## **Mission**

Develop and sustain a comprehensive, continuous and integrated system of care for individuals with mental health, substance abuse or co-occurring disorders through interagency collaboration that provides for appropriate diversions at multiple points in the system.

## **Values:**

- **Public Safety:** Protect the public by providing appropriate interventions and community-based services to individuals with mental health, substance abuse or co-occurring disorders.
- **Best Practices:** Promote the use of evidence-based practices in service delivery.
- **Sharing of Information:** Develop methods to share information and data among multiple agencies and system stakeholders.
- **Integration of Services:** Promote the integration of mental health and substance abuse services for individuals with co-occurring disorders.
- **Access to Services:** Eliminate barriers preventing access to community-based services.
- **Resource Coordination:** Utilize a multi-disciplinary approach to serving individuals with mental health, substance abuse or co-occurring disorders.
- **Diversion:** Respond to individuals who become involved in the criminal justice system quickly and effectively to link them to appropriate services and reduce recidivism.
- **Capacity Building:** Work in partnership to expand the capacity of the community-based service system through collaboration.

## **Goals**

- I. Build the capacity of the community-based system of care to address the needs of individuals with mental health, substance abuse or co-occurring disorders.
- II. Strengthen interventions at multiple intercept points to appropriately divert individuals with mental health, substance abuse or co-occurring disorders from the criminal justice system.
- III. Develop policies and protocols to more efficiently manage current resources among multiple system stakeholders.

## Summary of Objectives and Strategies

<p><b>Objective A:</b> Expand the reach and impact of Crisis Intervention Training to effectively divert individuals with mental health, substance abuse or co-occurring disorders from the criminal justice system, when appropriate.</p>	<p><b>Strategy A. 1.</b> Explore potential partnership opportunities between the current CIT training efforts and Daytona State College’s School of Emergency Services.</p>
	<p><b>Strategy A. 2.</b> Promote the Stewart-Marchman-Act Behavioral Healthcare 24-hour Access Center as a resource for law enforcement during crisis situations. Develop a plan to ensure that the most up-to-date information about local behavioral healthcare services is available at the Access Center.</p>
	<p><b>Strategy A. 3.</b> Maintain the current target number of individuals participating in the CIT training annually by sustaining the program funding and adding logistical support staff to assist the current CIT Coordinator</p>
	<p><b>Strategy A. 4.</b> Create an on-call team of mental health professionals to expand the services and support available to first responders in the two-county area when responding to psychiatric crisis situations (Crisis Intervention Support Program-CriSP). <i>Note: this would serve Volusia and Flagler County.</i></p>
<p><b>Objective B:</b> Improve the current behavioral health care assessment process to create a more efficient system that better addresses the needs of the judicial system.</p>	<p><b>Strategy B. 1.</b> Develop a shared consent for release of information form for use by all local behavioral health care providers to ensure that historical assessment and service information is available during the assessment process. Promote the use of the new release form with system stakeholders.</p>
	<p><b>Strategy B. 2.</b> Develop a plan to include current program eligibility criteria and service capacity with behavioral health care recommendations provided to the judicial system. (<i>explanation: recommendations can be problematic when a particular individual does not meet recommended program criteria, recommended programs don’t exist locally or the recommended program has a long waiting list.</i>) Explore the development of a core common assessment instrument to address the needs of the judicial system.</p>
<p><b>Objective C:</b> Expand the existing capacity of temporary, transitional and permanent housing and residential treatment in Volusia County.</p>	<p><b>Strategy C. 1.</b> Explore capacity expansion of access to transitional and permanent housing sites through new funding sources.</p>
	<p><b>Strategy C. 2.</b> Explore partnership and funding options to utilize 16 existing (but not currently utilized) beds at Stewart-Marchman-Act’s Pinegrove facility for a short-term transitional program.</p>
	<p><b>Strategy C. 3.</b> Explore partnership and funding options to utilize SMA’s Big Pine facility for housing/residential services.</p>
<p><b>Objective D:</b> Improve access to outpatient behavioral health services to individuals involved in the criminal justice system.</p>	<p><b>Strategy D. 1.</b> Develop a process to ensure that individuals in need of mental health services who are being discharged from the jail are promptly enrolled in Medicaid and other entitlement programs (if eligible) and receive outpatient services after discharge. Explore using the SOAR model to support this strategy.</p>
	<p><b>Strategy D. 2.</b> Explore the feasibility of providing current SMA clients discharged from the Volusia County jail with a 30-day prescription and outpatient appointment.</p>
	<p><b>Strategy D. 3.</b> Explore the use of deferred prosecution for individuals charged with misdemeanors who are appropriate for mental health outpatient services.</p>
<p><b>Objective E:</b> Develop a collaborative effort among Volusia and Flagler County system stakeholders to address the goals identified in this strategic plan.</p>	<p><b>Strategy E. 1.</b> Develop a funding network to monitor the availability of grant funds for diversion, behavioral health and housing programs and to facilitate collaborative proposal development. Consider partnerships with Flagler County, when appropriate.</p>
	<p><b>Strategy E. 2.</b> Align the Volusia and Flagler County strategic plans to identify appropriate collaborative opportunities.</p>

**Objective A:** Expand the reach and impact of Crisis Intervention Training to effectively divert individuals with mental health, substance abuse or co-occurring disorders from the criminal justice system, when appropriate.

**Strategy A. 1.** Explore potential partnership opportunities between the current CIT training efforts and Daytona State College’s School of Emergency Services.

**Performance Measurement A. 1.** Number of new partnership arrangements, 60 first responders participate in the new refresher course, by June 2010.

**Baseline:** *there are no current partnerships between the CIT provider and DSC, a refresher course has not yet been offered.*

Action Steps	Lead	Resources Needed	Projected Completion
Explore Partnership to provide CIT refresher course in partnership with the DSC School of Emergency Services <ul style="list-style-type: none"> <li>• Schedule meeting between DSC and SMA to discuss logistical details and schedule</li> <li>• Advertise/promote refresher course</li> <li>• Implement refresher course, ongoing</li> </ul>	SMA CIT Coordinator and Daytona State College School of Emergency Services representative	Staff time, additional trainer capacity may be necessary	June 2010

**Strategy A. 2.** Promote the Stewart-Marchman-Act Behavioral Healthcare 24-hour Access Center as a resource for law enforcement during crisis situations. Develop a plan to ensure that the most up-to-date information about local behavioral healthcare services is available at the Access Center.

SMA ACCESS CENTER  
 (800) 539-4228  
 24/7 suicide hotline & access to all SMA services. Information about other community services also available.

**Performance Measurement A. 2.** Increase the annual number of Law Enforcement calls to the Access Center for assistance by 25% by June 2010.

**Baseline:** *242 calls to the Access Center from law enforcement in FY 07-08.*

Action Steps	Lead	Resources Needed	Projected Completion
Develop marketing plan to encourage law enforcement agencies to utilize the Access Center as a resource <ul style="list-style-type: none"> <li>• Distribute promotional materials to local law enforcement agencies</li> <li>• Conduct information sessions at shift change meetings</li> <li>• Explore a dedicated menu option at the Access Center for law enforcement</li> <li>• Develop a system to regularly update the database of services maintained at the Access Center. Explore partnership with United Way’s 2-1-1 service.</li> <li>• Integrate the promotion of this resource into the CIT training curriculum</li> </ul>	SMA Access Center staff, CIT Coordinator, and Resource Coordinator	Staff time, additional Access Center staff capacity may be necessary	June 2010

**Strategy A. 3.** Maintain the current target number of individuals participating in the CIT training annually by sustaining the program funding and adding logistical support staff to assist the current CIT Coordinator

**Performance Measurement A. 3.** Maintain the current training target of 150 individuals per year.

**Baseline:** 157 individuals were trained in FY 07-08.

Action Steps	Lead	Resources Needed	Projected Completion
Continue the current utilization of SAMH funds for the CIT trainer position.	SMA CEO	Maintain current resources	Ongoing
Explore the utilization of current administrative staff to assist the CIT trainer with logistical support. <ul style="list-style-type: none"> <li>Identify logistical tasks that can be completed by an administrative support staff</li> <li>Identify administrative staff to assist</li> <li>Provide logistical support to allow CIT trainer to conduct additional training.</li> </ul>	SMA CEO and CIT Coordinator	Staff time	December 2009

**Strategy A. 4.** Create an on-call team of mental health professionals to expand the services and support available to first responders in the two-county area when responding to psychiatric crisis situations (Crisis Intervention Support Program-CrISP). *Note: this would serve Volusia and Flagler County.*

**Performance Measurement A. 4.** Divert 216 individuals from the criminal justice system through utilization of the CrISP resource (annually). (Number and percent of individuals served by the program who were not charged with a law violation after being served by the program)

**Baseline:** This service does not current exist.

Action Steps	Lead	Resources Needed	Projected Completion
Develop proposal and budget for new program <ul style="list-style-type: none"> <li>Submit proposal for potential Bureau of Justice Assistance grant funding</li> <li>If funded, implement new program</li> <li>If not funded, identify other potential funding sources for program</li> <li>Implement new program when funding is obtained</li> </ul>	SMA CIT Coordinator, Resource Coordinator and CFO  One Voice for Volusia (grant writing support)  County of Volusia (applicant for BJA grant)	Funds to implement new program	Program will begin 2-6 months after funds are obtained.

**Objective B:** Improve the current behavioral health care assessment process to create a more efficient system that better addresses the needs of the judicial system.

**Strategy B. 1.** Develop a shared consent for release of information form for use by all local behavioral health care providers to ensure that historical assessment and service information is available during the assessment process. Promote the use of the new release form with system stakeholders.

**Performance Measurement B. 1.** New form created and adopted by local behavioral health care providers by June 2010.

Action Steps	Lead	Resources Needed	Projected Completion
Collect and review existing release of information forms.	Ad Hoc Assessment Workgroup	Workgroup member time	June 2009
Create a draft form (from the collected examples) that will address local needs.	Ad Hoc Assessment Workgroup	Workgroup member time	October 2009
Each behavioral healthcare agency will review and comment on the draft release form.	Behavioral Healthcare Agencies	Staff time	January 2010
Finalize release of information form based on agency input.	Ad Hoc Assessment Workgroup	Workgroup member time	February 2010
Develop a mechanism by which information can be requested and retrieved, through utilization of the new form, within 24 hours and be forwarded through electronic means.	Ad Hoc Assessment Workgroup	Workgroup member time	March 2010
Begin utilization of the new release of information form and continue to promote its use with system stakeholders.	Ad Hoc Assessment Workgroup	Workgroup member time	June 2010
Evaluate the effectiveness and utilization of the new release of information form and retrieval process and make any necessary adjustments	Ad Hoc Assessment Workgroup	Workgroup member time	December 2010

**Strategy B. 2.** Develop a plan to include current program eligibility criteria and service capacity with behavioral health care recommendations provided to the judicial system. (*explanation: recommendations can be problematic when a particular individual does not meet recommended program criteria, recommended programs don't exist locally or the recommended program has a long waiting list.*) Explore the development of a core common assessment instrument to address the needs of the judicial system.

**Performance Measurement B. 2.** Eligibility criteria and service capacity information is included with all assessment reports/recommendations provided to the judicial system by June 2010. Core Common Assessment instrument examined for feasibility by June 2010.

Action Steps	Lead	Resources Needed	Projected Completion
Identify all agencies and individuals providing assessment information and recommendations to the judicial system.	Ad Hoc Assessment Workgroup	Workgroup member time	June 2009

<p>Convene a meeting of leaders from the identified assessment/recommendation organizations and key judicial representatives.</p> <ul style="list-style-type: none"> <li>• Develop a methodology to collect and provide program eligibility criteria and current capacity information with assessment reports/recommendations.</li> <li>• Gain consensus and agreement from assessment/recommendation providers to adopt the new practice.</li> <li>• Explore the feasibility of using a common assessment instrument.</li> </ul>	Ad Hoc Assessment Workgroup	Workgroup member time	September 2009
Implement the new assessment protocol.	Providers of Assessments	Staff time	June 2010
Evaluate the effectiveness and adherence to the new practice, adjust practice as necessary.	Ad Hoc Assessment Workgroup	Workgroup member time	December 2010

**Objective C:** Expand the existing capacity of temporary, transitional and permanent housing and residential treatment in Volusia County.

**Strategy C. 1.** Explore capacity expansion of access to transitional and permanent housing sites through new funding sources.

**Performance Measurement C. 1.** Agencies will work together to identify additional funding sources to expand the current system capacity. *Also see Objective E.*

Action Steps	Lead	Resources Needed	Projected Completion
Identify potential funding sources for increased capacity.	All Partners	Staff time	Ongoing
Obtain funding for increased capacity.	All Partners	Staff time	On going
Implement capacity expansion.	Housing partners	New funding for capacity expansion	When funding is obtained.

**Strategy C. 2.** Explore partnership and funding options to utilize 16 existing (but not currently utilized) beds at Stewart-Marchman-Act's Pinegrove facility for a short-term transitional program.

**Performance Measurement C. 2.** Existing beds are utilized to fill a gap in the housing/residential system of care, if/when funding is received. *Also see Objective E.*

Action Steps	Lead	Resources Needed	Projected Completion
Develop program plan and budget for the utilization of the 16 beds at Pinegrove.	SMA staff	Staff time	December 2010
Identify potential funding sources for new program.	SMA staff, all partners	Staff time	On going
Obtain funding for new program.	SMA staff	Staff time	On going
Implement program.	SMA staff	New funding for program	When funding is obtained.

**Strategy C. 3.** Explore partnership and funding options to utilize SMA's Big Pine facility for housing/residential services.

**Performance Measurement C. 3.** Big Pine capacity remains a part of the overall system capacity through new partnership and funding, if/when funding is received. *Also see Objective E.*

Action Steps	Lead	Resources Needed	Projected Completion
Develop program plan and budget for the utilization of Big Pine.	SMA staff, Serenity House staff	Staff time	December 2009
Identify potential funding sources for new program.	SMA staff, Serenity House staff, all partners	Staff time	On going
Obtain funding for new program.	SMA staff, Serenity House staff	Staff time	On going
Implement program.	SMA staff, Serenity House staff	New funding for program	When funding is obtained.

**Objective D:** Improve access to outpatient behavioral health services to individuals involved in the criminal justice system.

**Strategy D. 1.** Develop a process to ensure that individuals in need of mental health services who are being discharged from the jail are promptly enrolled in Medicaid and other entitlement programs (if eligible) and receive outpatient services after discharge. Explore using the SOAR model to support this strategy.

SOAR: the SOAR technical assistance initiative provides strategic planning and training to increase access to Social Security disability benefits. <http://www.prainc.com/soar/>

**Performance Measurement D. 1.** Increase the number of individuals who are enrolled in Medicaid and other entitlement programs (if eligible) at or soon after discharge from the Volusia County jail.

**Baseline:** currently unknown.

Action Steps	Lead	Resources Needed	Projected Completion
Develop an ad hoc workgroup to explore the SOAR model. Include DCF Access staff representative on the workgroup.	Ad Hoc workgroup	Staff time	June 2009
Research and monitor the implementation progress of F.S. 409.9025 <sup>1</sup> referred to as "Incarceration Span"	Ad Hoc workgroup	Staff time	June 2009, ongoing
Research the SOAR model <sup>2</sup> and consider adoption of a similar model.	Ad Hoc workgroup	Staff time	August 2009
Develop plan of action and obtain commitment from partners necessary for successful implementation.	Ad Hoc workgroup	Staff time	December 2009
Implement plan and monitor progress.	Ad Hoc workgroup	Staff time	March 2010
Evaluate the effectiveness of the plan, adjust plan as necessary.	Ad Hoc workgroup	Staff time	December 2010

<sup>1</sup> F.S. 409.9025, <http://www.leg.state.fl.us/Statutes/index.cfm>

<sup>2</sup> SOAR Model: <http://www.prainc.com/soar/>

**Strategy D. 2.** Explore the feasibility of providing current SMA clients discharged from the Volusia County jail with a 30-day prescription and outpatient appointment.

**Performance Measurement D. 2.** Increase the number of SMA clients who are discharged from jail with a 30-day prescription and outpatient appointment.

**Baseline:** currently unknown.

Action Steps	Lead	Resources Needed	Projected Completion
Develop a workgroup to research the feasibility of developing a modified policy and practice to address this issue.	SMA Staff	Staff time	August 2009
Implement the new practice with appropriately identified individuals.	SMA Staff	Staff time	December 2009
Evaluate the effectiveness of the new practice, adjust as necessary.	SMA Staff	Staff time	Ongoing

**Strategy D. 3.** Explore the use of deferred prosecution for individuals charged with misdemeanors who are appropriate for mental health outpatient services.

**Performance Measurement D. 3.** Develop and implement a plan if supported by key stakeholders.

Action Steps	Lead	Resources Needed	Projected Completion
Convene meeting with representatives from the State Attorney's Office, Public Defender's Office, Judiciary, and key Behavioral Health care leaders	TBD	Staff time	June 2009
If the concept is supported by the State Attorney's Office and the Judiciary, develop an action plan.	TBD	Staff time	October 2009
Implement the action plan.	TBD	Staff time	December 2009
Evaluate the effectiveness of the action plan, adjust plan as necessary	TBD	Staff time	June 2010

**Objective E:** Develop a collaborative effort among Volusia and Flagler County system stakeholders to address the goals identified in this strategic plan.

**Strategy E. 1.** Develop a funding network to monitor the availability of grant funds for diversion, behavioral health and housing programs and to facilitate collaborative proposal development. Consider partnerships with Flagler County, when appropriate.

**Performance Measurement E. 1.** Share funding availability information among network members. Submit at least 2 proposals in 2009, 4 in 2010 and 6 in 2011.

Action Steps	Lead	Resources Needed	Projected Completion
Develop a network of interested agencies. Each agency identifies a contact person.	One Voice for Volusia	Staff time	June 2009
Develop procedures to collect and share grant availability information.	Grant network members	Staff time	December 2009
Develop a repository of previously developed grant proposals.	One Voice for Volusia	Staff time	December 2009
Identify and connect with independent grant proposal development consultants as potential resources to the network.	One Voice for Volusia	Staff time	January 2010
Convene members of the network, as needed, to discuss collaborative proposal development.	Grant network members	Staff time	Ongoing
Submit grant proposals as individual agencies and through collaborative partnerships.	Grant network members	Staff time	Ongoing

**Strategy E. 2.** Align the Volusia and Flagler County strategic plans to identify appropriate collaborative opportunities.

**Performance Measurement E. 2.** Volusia and Flagler County stakeholders are aware of both counties' plans and communicate regarding potential collaboration on an ongoing basis.

Action Steps	Lead	Resources Needed	Projected Completion
Share the Volusia and Flagler County CJMHSR Reinvestment strategic plans with each county's stakeholders.	One Voice for Volusia	Staff time	July 2009
Develop a communication link between the two county's PSCC's.	Volusia PSCC, Flagler PSCC	Staff time	August 2009
Identify and explore collaborative opportunities.	Volusia PSCC, Flagler PSCC	Staff time	Ongoing