



substance abuse **CONNECT**

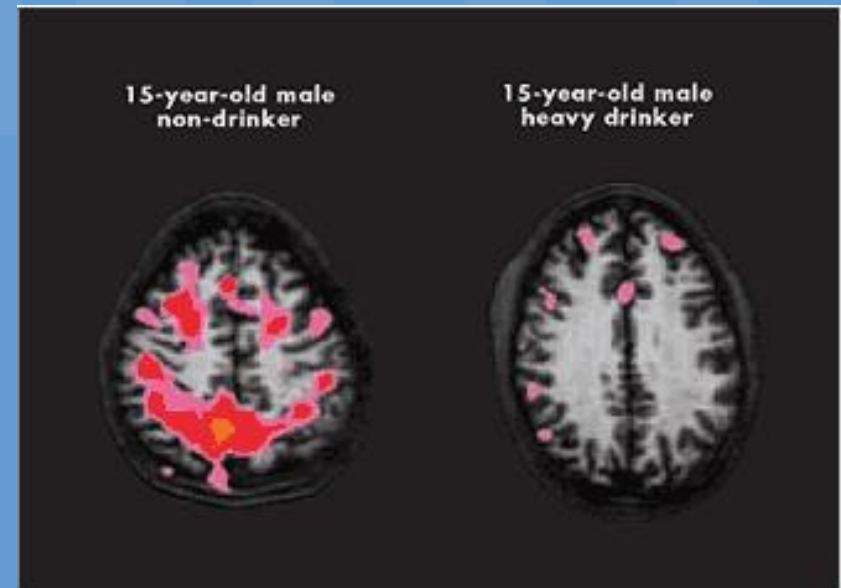
prevention. treatment. enforcement.

SEQUENTIAL INTERCEPT MAPPING

IMPROVING THE BEHAVIORAL HEALTH CRISIS SYSTEM IN YELLOWSTONE COUNTY

SEPTEMBER 5, 2019

Where are we headed.....?



Once addiction steals everything else,
the only remaining thing to steal is our
hope for renewal and wellbeing.

Hope

/hōp/

Noun

1.1 a feeling of expectation and desire for a certain thing to happen

heal-ing

/hēliNG/

Noun

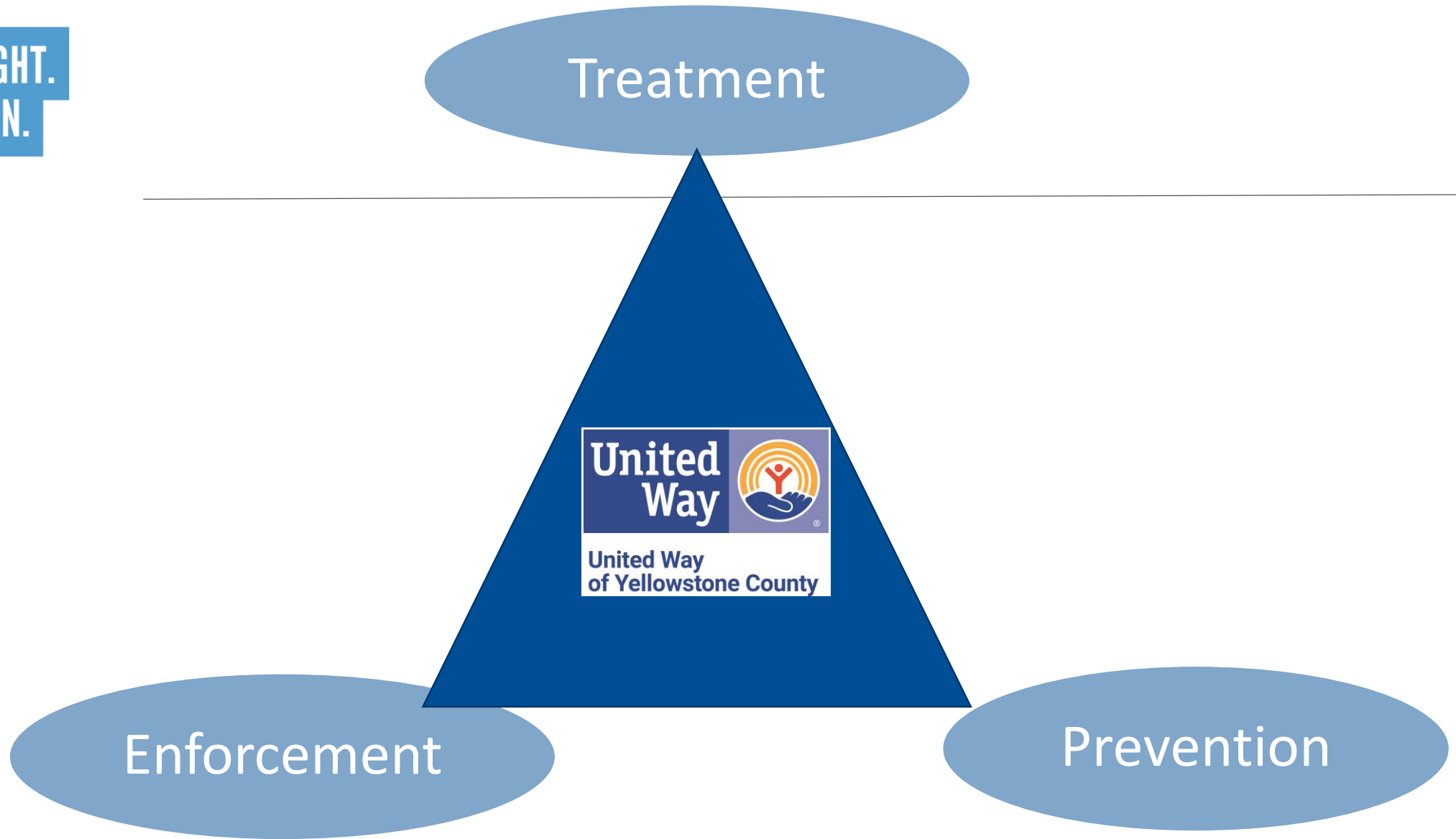
1.1. the process of making or becoming sound or healthy again

**The opposite of addiction is not
sobriety. It is connection.**



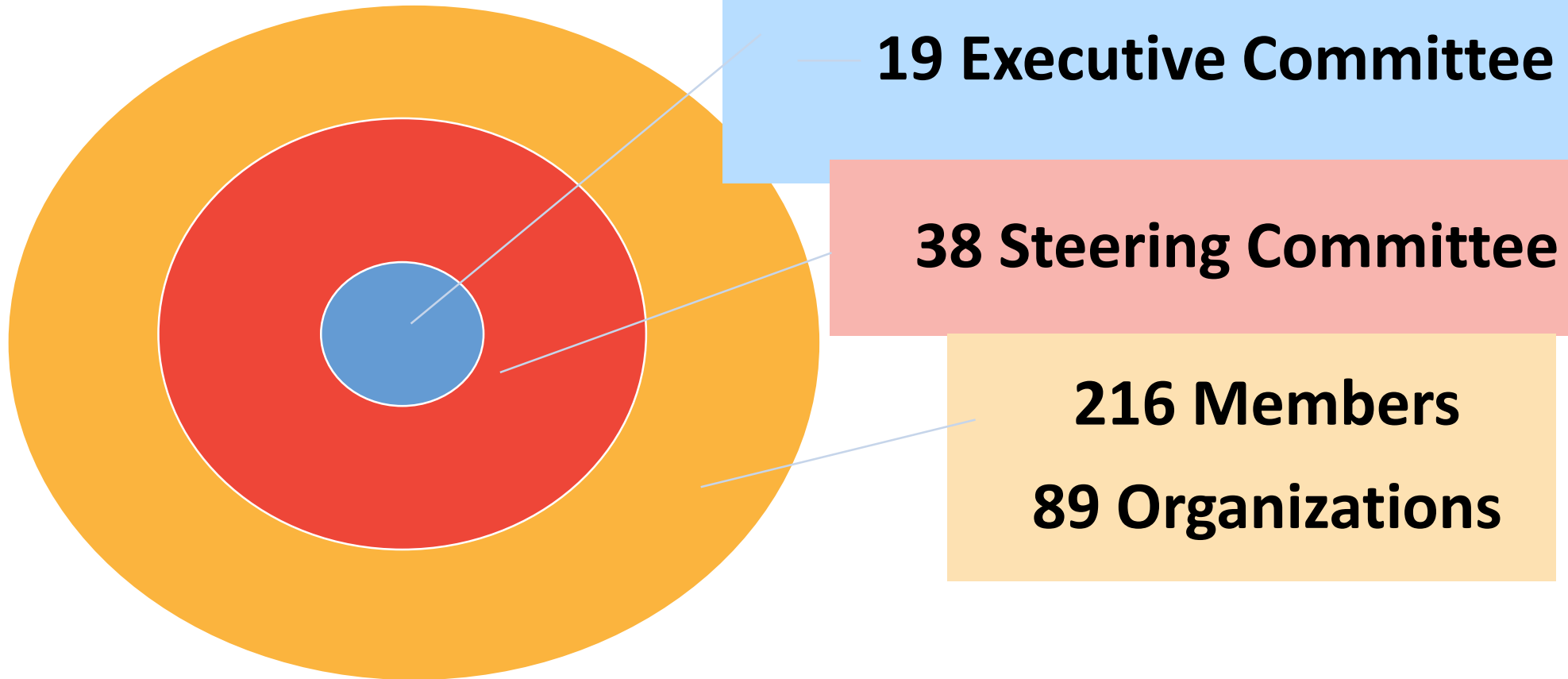
UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED



**UNITED WE FIGHT.
UNITED WE WIN.**

LIVE UNITED



UNITED WE FIGHT.
UNITED WE WIN.

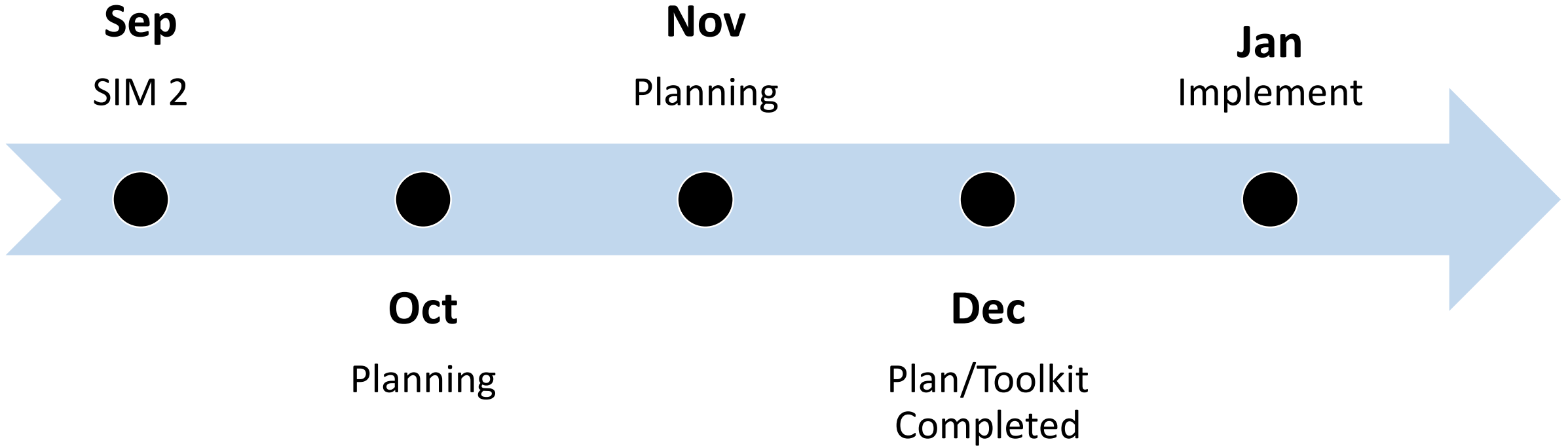
LIVE UNITED

WHERE ARE WE GOING?

- PLAN
- RESOURCES
- QUESTIONS
- MINDSET

Plan Process

-----Collective Impact Coaching-----



PLAN Components

- Shared Vision
- Key Action Items: Prevention, Treatment, Diversion
- Metrics
- Governance Structure
- Continuous Communication

Resources -- HIDTA



- DATA
- GOVERNANCE
- COMMUNICATION
- BEST PRACTICE
- PILOT PROJECT/S

UNITED WE FIGHT.
UNITED WE WIN.

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Resources -- PROPOSED



- DRUG FREE COMMUNITIES
- HIDTA 2

RESOURCES - EXISTING



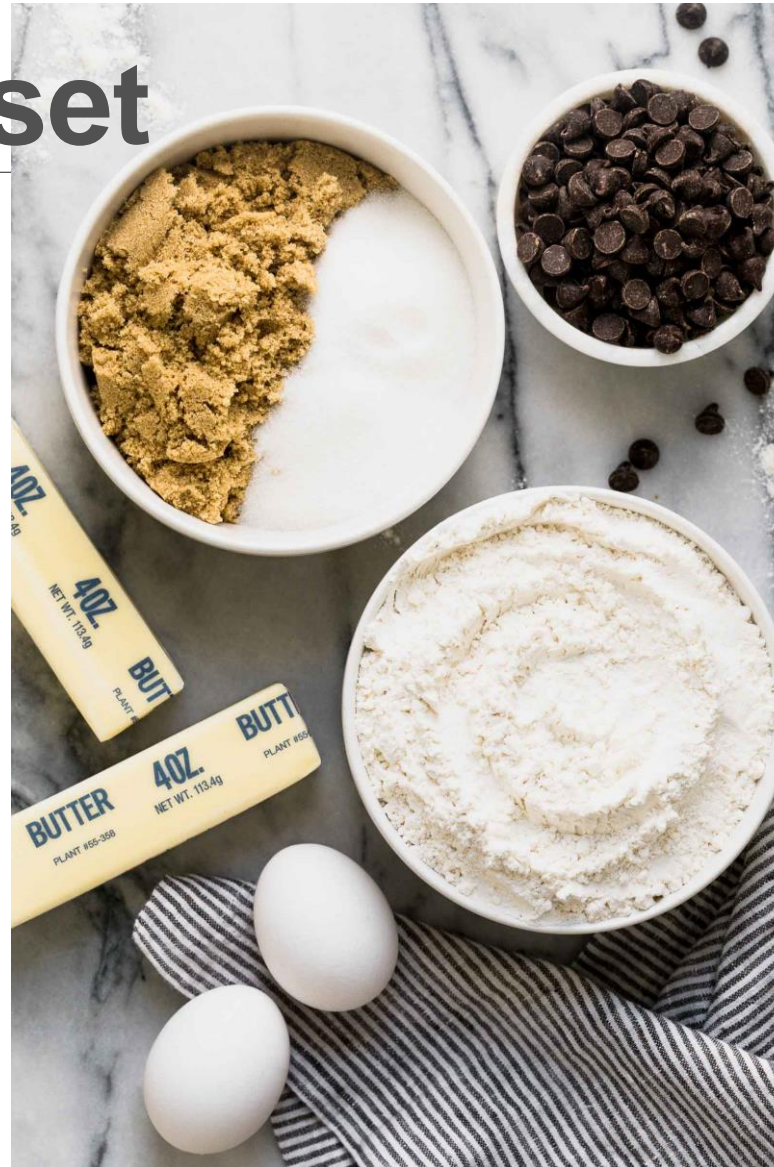
- Providers and Organizations serving Intercept Populations
- Various funding sources
- Medicaid/Insurance
- Project Safe Neighborhood
- HIDTA
- DUI Task Force
- Continuum of Care
- Local Government



UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED

Mindset



UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED



UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED

Substantially Reduce Drug Related Crime and Addiction

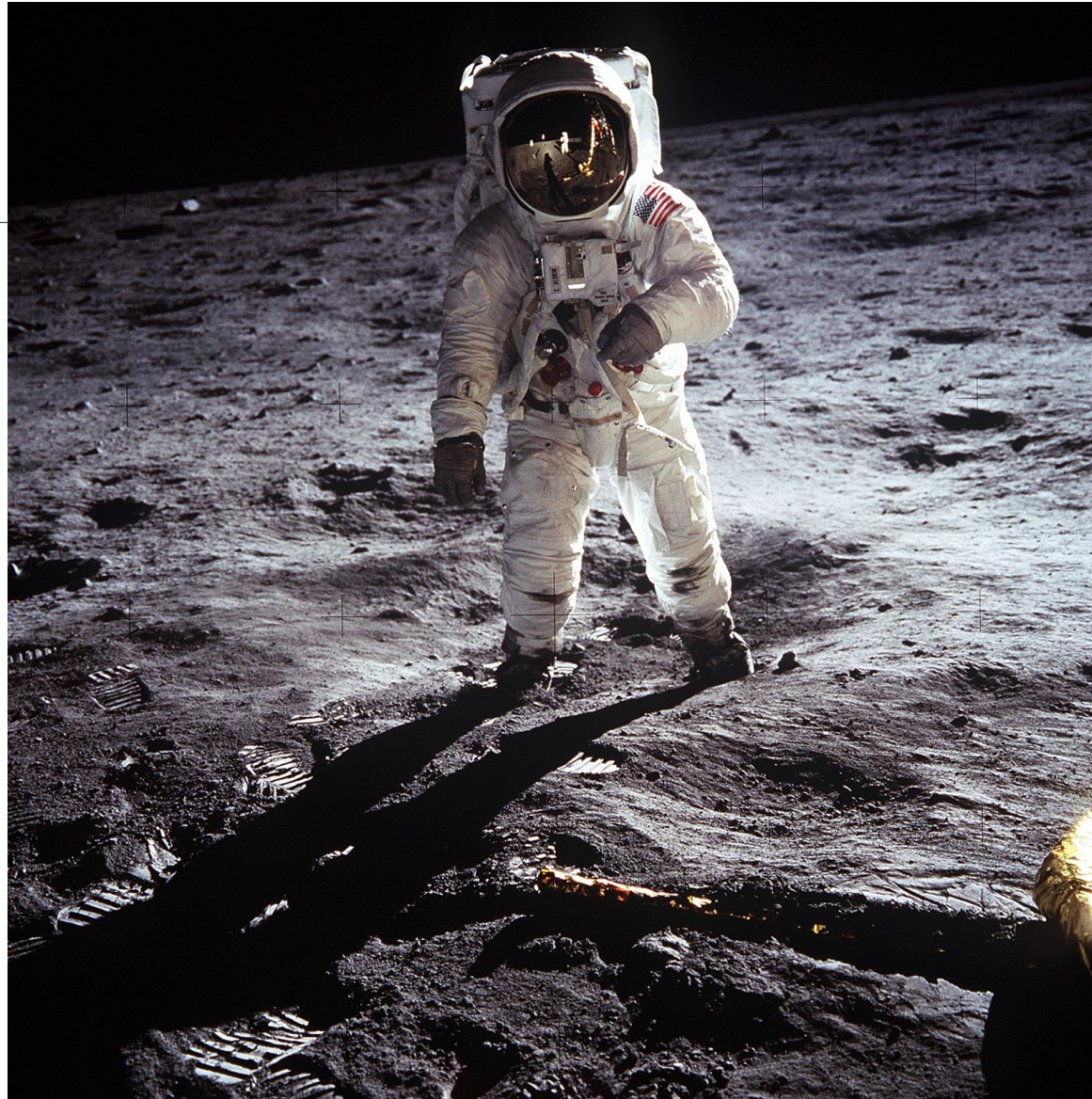


Extraordinary projects

- Address a problem, a big one
- Propose a radical solution
- Utilize innovative thinking & technology

UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED®



Key Questions

- What behavior can I change with my existing resources for substantive progress?
 - Consider the cookie. Or the Coke.
- Are we hampered by funding constraints?
 - ADVOCACY Solutions
- What resources do we need that we don't have?

Moonshot Mindset

- Go Big or Go Home
- Fail Fast
- Perspective shift is what it is all about
- No excuses
- #Believe
- Swim out of your element
- Don't build the ladder to the Moon
- Make the world 10x better
- Figure it out as you go

UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED



On the 10,000th try
there was light.

OPTIMISM

PassItOn.com

Thomas Edison

UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED

What behavior can I change?

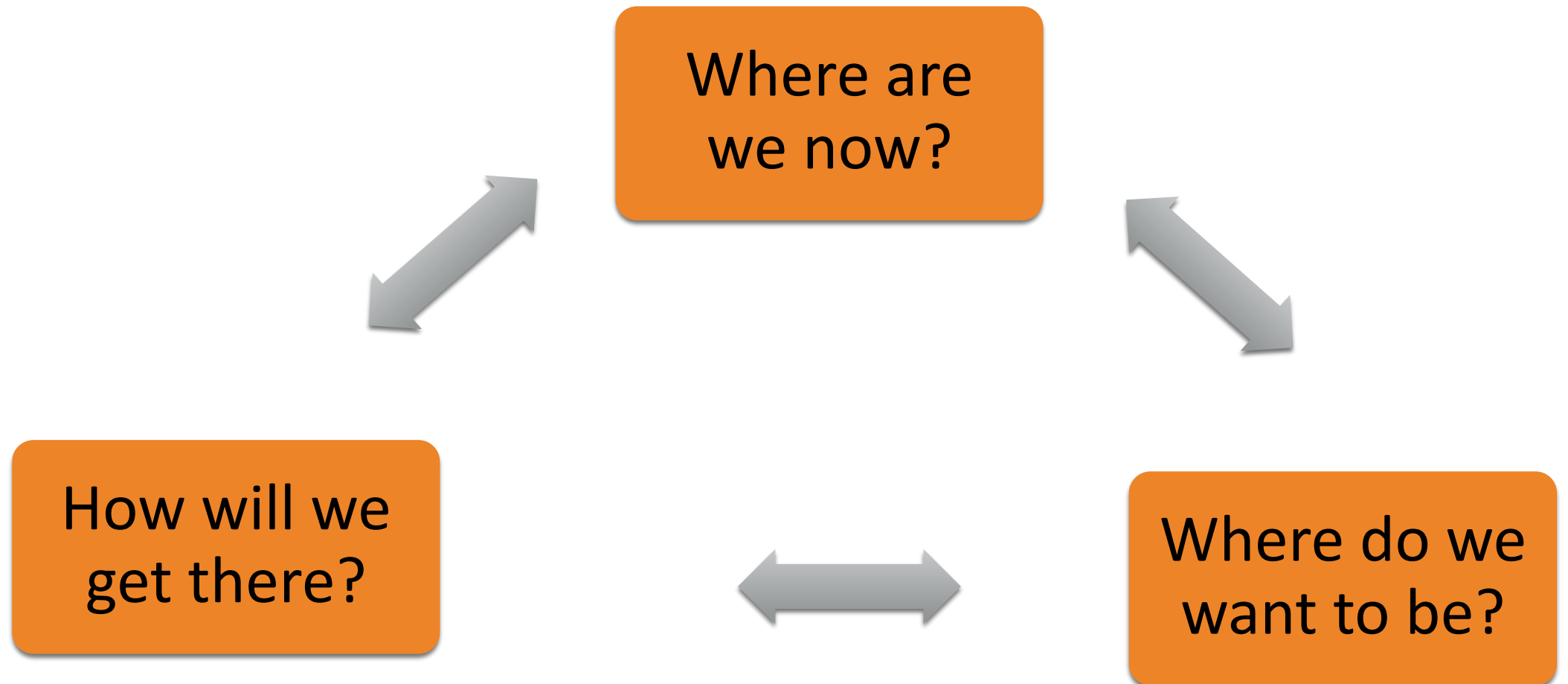


Impromptu Networking

“What big question or challenge do you bring to your community building efforts?”

What do you hope to give and to get from our time together today?”

AGENDA FOR OUR PLANNING PROCESS





OUR COMMITMENTS TO YOU

We will not waste your time

We will not wordsmith

You will have opportunities for meaningful input

We will be relentlessly committed to creating a plan that is useful, and operational



YOUR COMMITMENTS TO THIS PROCESS

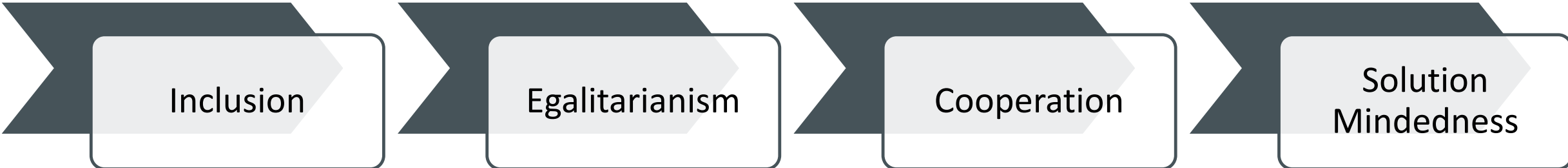
Stay engaged and participate

Keep focus on behavioral health crises

Bring your expertise and organizational perspective

Follow the 80% principle

PRINCIPLES OF PARTICIPATORY DECISION MAKING



Inclusion

Egalitarianism

Cooperation

Solution
Mindedness

OBJECTIVES FOR TODAY



Identify priority strategies for action in crisis response, treatment, diversion and enforcement – over the next two years



Create a shared understanding of how the Substance Abuse **CONNECT** Coalition will support this work

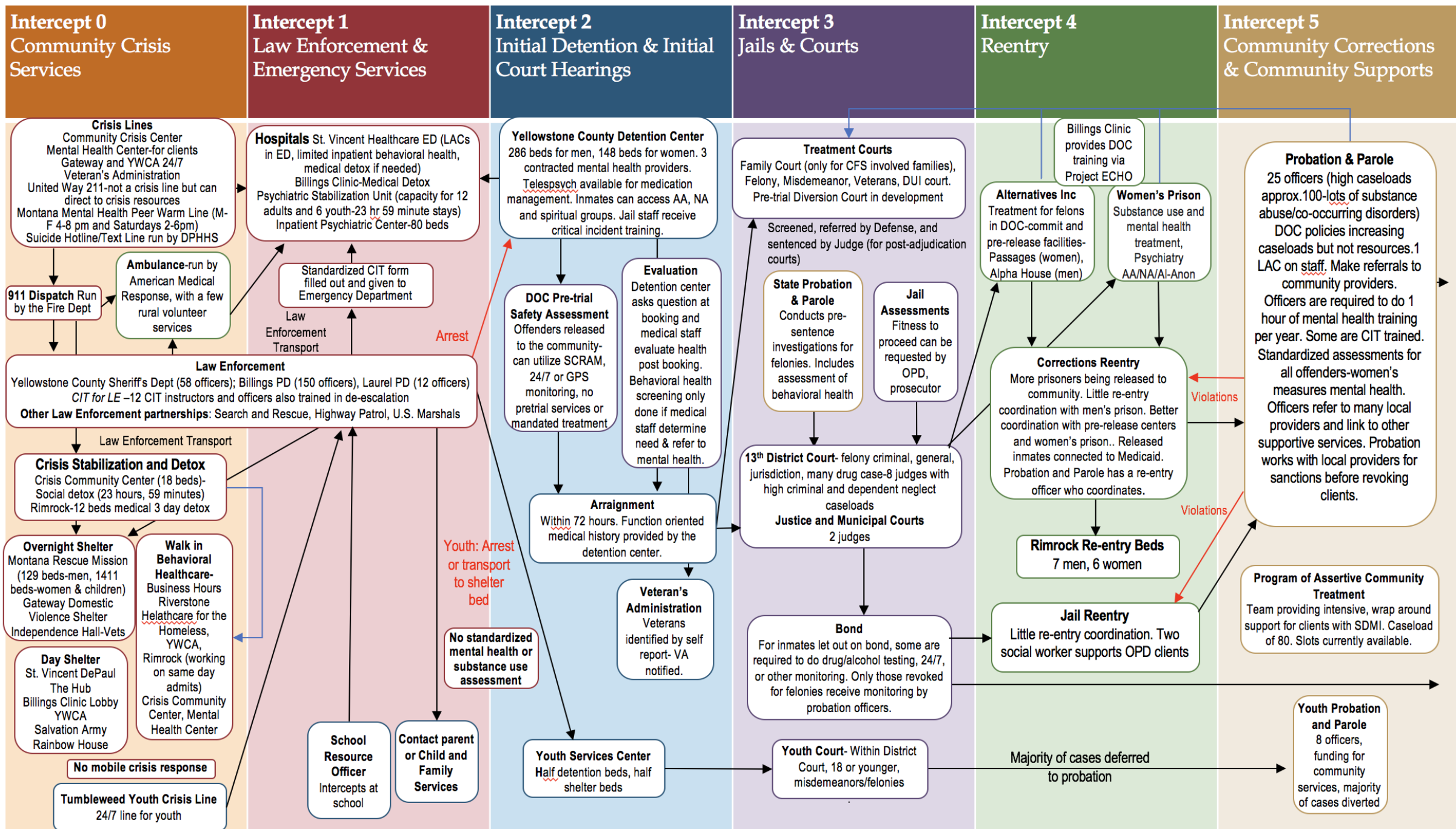


Review of results from July



JULY 16-17

- Heard from individuals with lived experience
- Reviewed local data about substance abuse, mental health, methamphetamine use and violent crime
- Mapped scenarios of individuals with MH and SUD entering and move through the justice and treatment systems
- Inventoried and mapped the behavioral health crisis prevention, response, treatment, diversion and enforcement system at each “Intercept” – where system supported, failed, opps for improvement
- Reviewed evidence-based crisis response models and best practices at each Intercept
- Highlighted system strengths, weaknesses and opportunities
- Identified priority areas for change
- <http://www.unitedwayyellowstone.org/substance-abuse-connect>



SYSTEM STRENGTHS

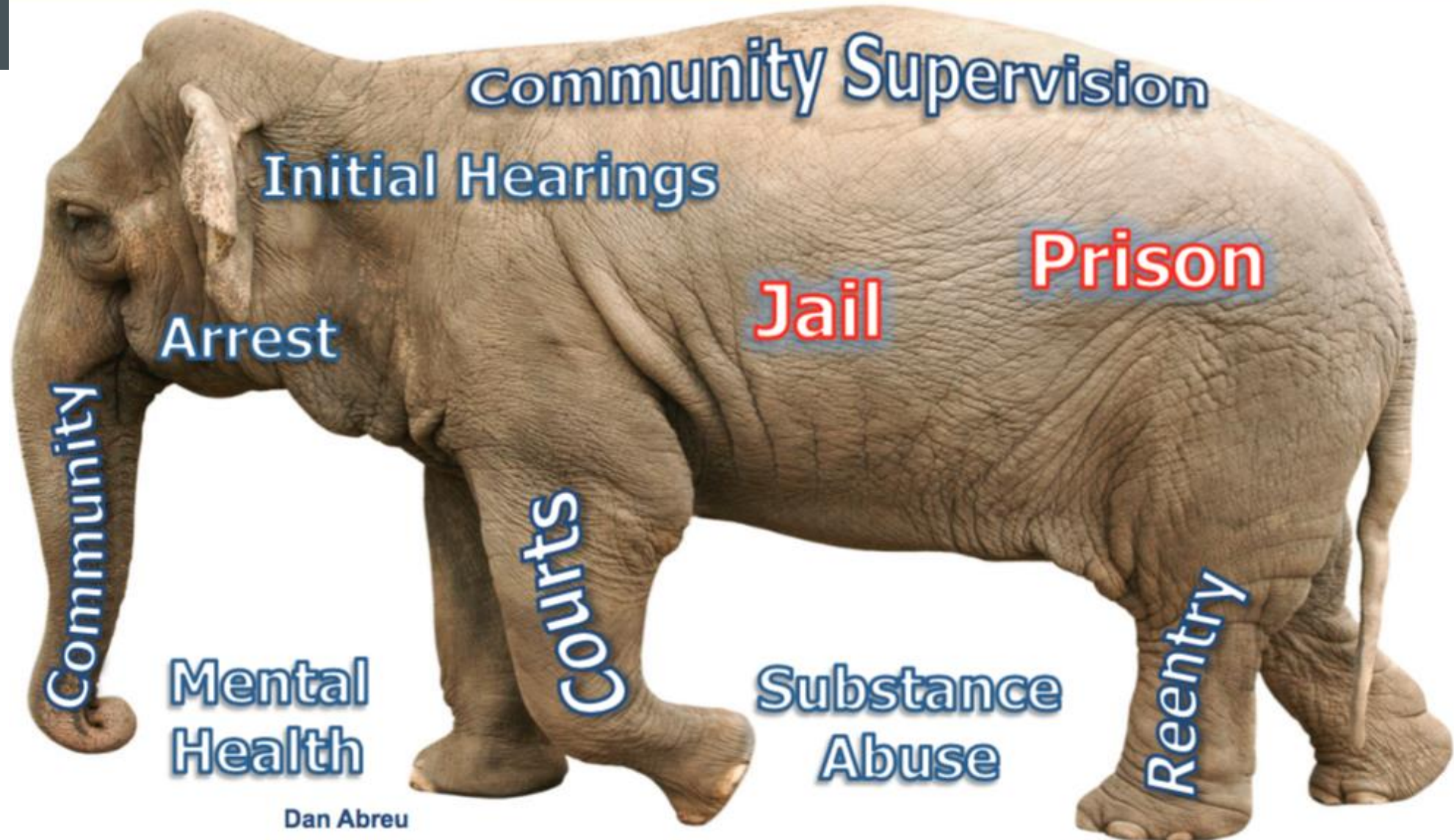
- Community willingness and readiness
- Law Enforcement
- Community Crisis Center
- Treatment Courts
- Hospitals
- Large # of providers and services



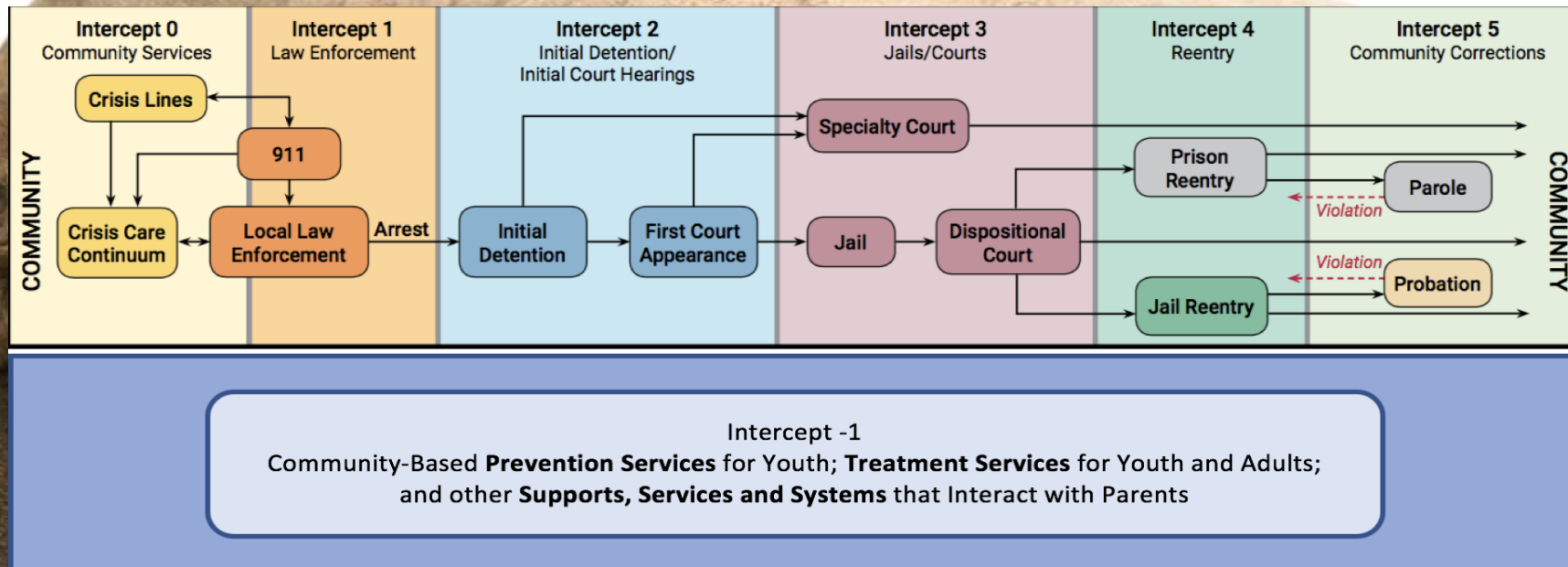
Elephant in the Room



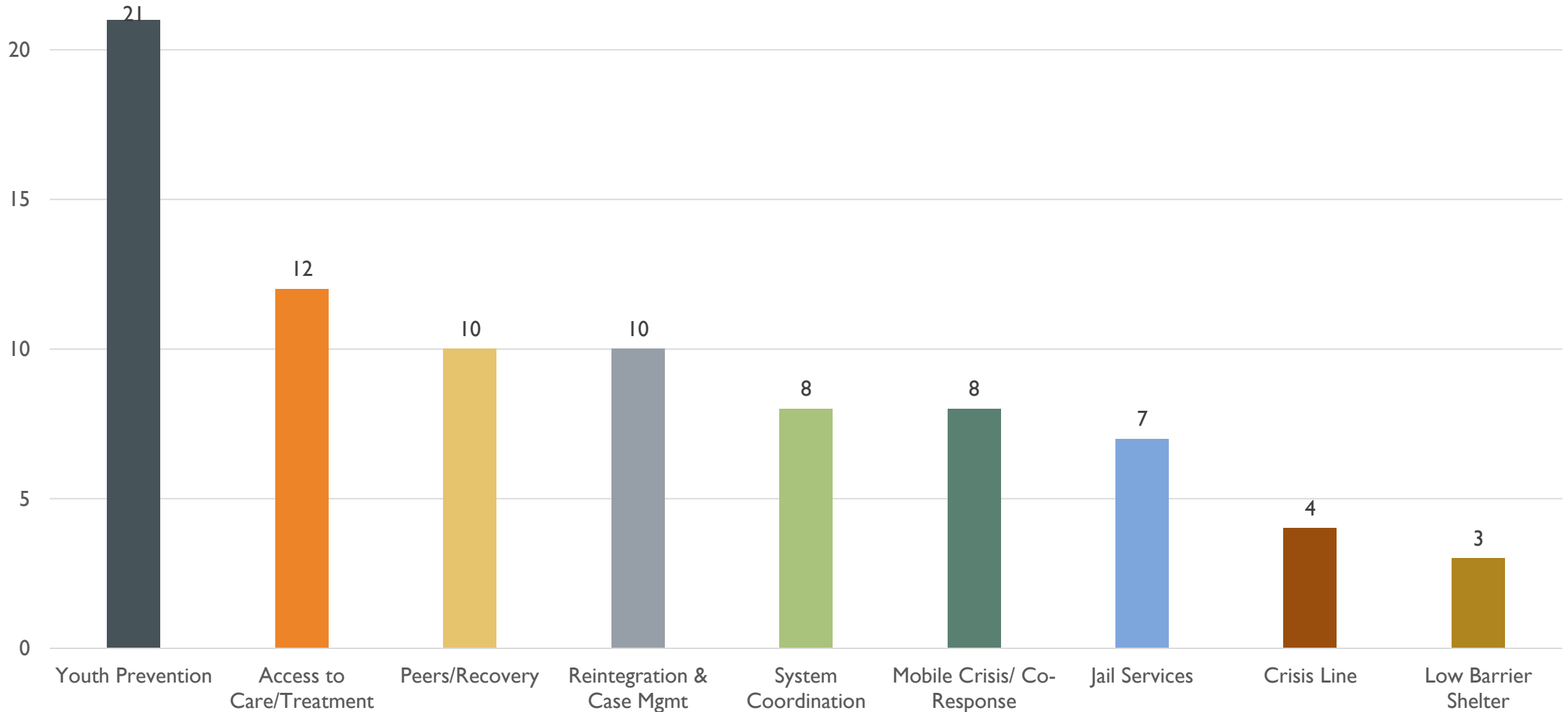
“Unsequential” Model



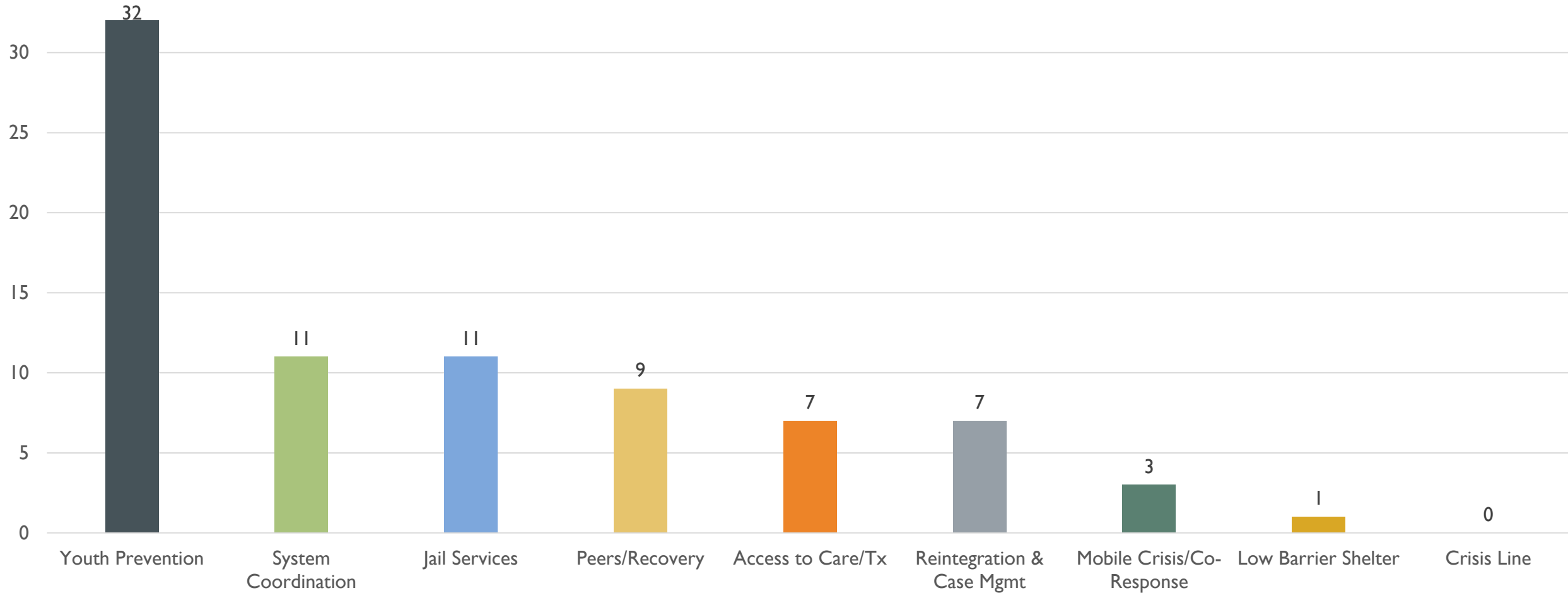
SEQUENTIAL INTERCEPT MODEL



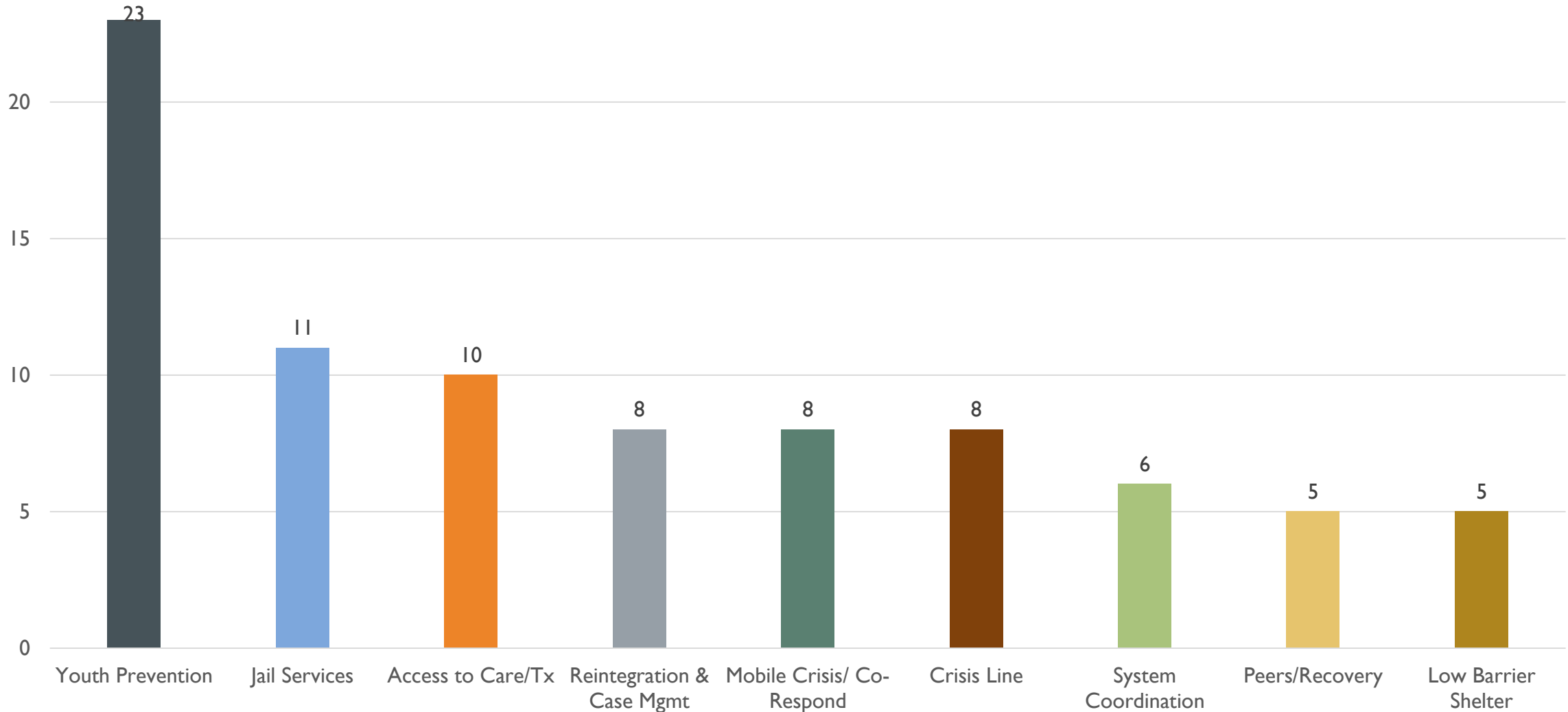
PRIORITIZATION RESULTS – OVERALL PRIORITY



PRIORITIZATION RESULTS – WOULD WORK ON



PRIORITIZATION RESULTS – WITH \$500K



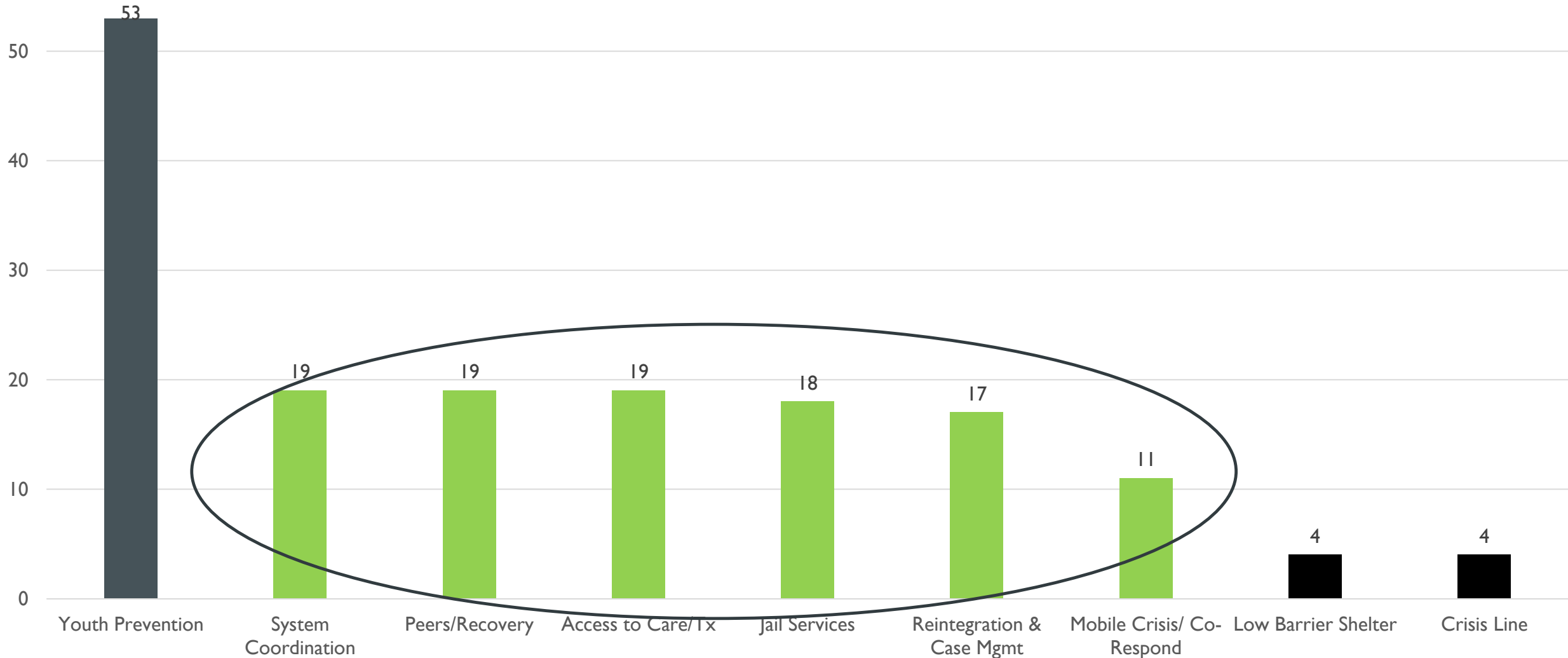
OTHER KEY OPPORTUNITIES TO IMPROVE RAISED IN JULY

Probation and
parole caseloads

Crisis
stabilization for
adults

Consistent,
universal
screening and
assessment tools

PRIORITIZATION RESULTS – OVERALL PRIORITY AND WOULD WORK ON



YOUTH PREVENTION

Establish a Prevention Infrastructure

Focus on Elementary and Middle Schools –
before High School

In Child Protective Services to support
youth/families at high risk

Support early childhood development education

Trauma informed education and services

IMPROVE SYSTEM COORDINATION

- Implement system and policy changes to strengthen system coordination
 - standardize crisis response, such as written protocols
 - promote continued parental involvement
 - promote diversion and decriminalize when possible
 - reduce stigma
 - better coordinate services for youth
- Increase collaboration and communication among organizations and providers
 - Record sharing
 - Data sharing
 - Cross system referrals, continuity of care, follow-up
- Increase awareness of services

STRENGTHEN REINTEGRATION AND CASE MANAGEMENT

- Develop stronger integration services and support for persons moving within the system
 - From hospitals and crisis settings to the community
 - From Jail to the community
 - From residential treatment to the community
- Strengthen assistance provided to individuals with housing, employment, transportation and social connection
- Strengthen on-going case management services

INCREASE USE OF PEERS AND RECOVERY SUPPORTS

- Create a community-wide peer support network accessible to all organizations and in particular, to law enforcement and probation and parole
- Expand sober living and housing, including age-appropriate housing for youth
- Increase social supports, connections and activities
- Improve the way we connect individuals to community organizations and services

EXPAND JAIL SERVICES

- Expand jail capacity
- Expand in-jail behavioral health assessment, treatment and recovery services
- Improve integration services that connect individuals with services at release
- Expand pre-trial services

INCREASE ACCESS TO CARE/TREATMENT

- Improve timeliness of access to treatment
 - Expand emergency and immediate access to treatment
 - Address the gaps between referral and assessment AND assessment and treatment
- Increase access to Medicaid detox beds
- Create a more robust continuum of care with adequate capacity
- Youth crisis, treatment, recovery and sober living

DEVELOP MOBILE CRISIS RESPONSE

- Create a mobile crisis response team
 - Create a team that involves behavioral health expertise during crisis events
 - Better support law enforcement and identify opportunities to divert individuals to the least restrictive setting****

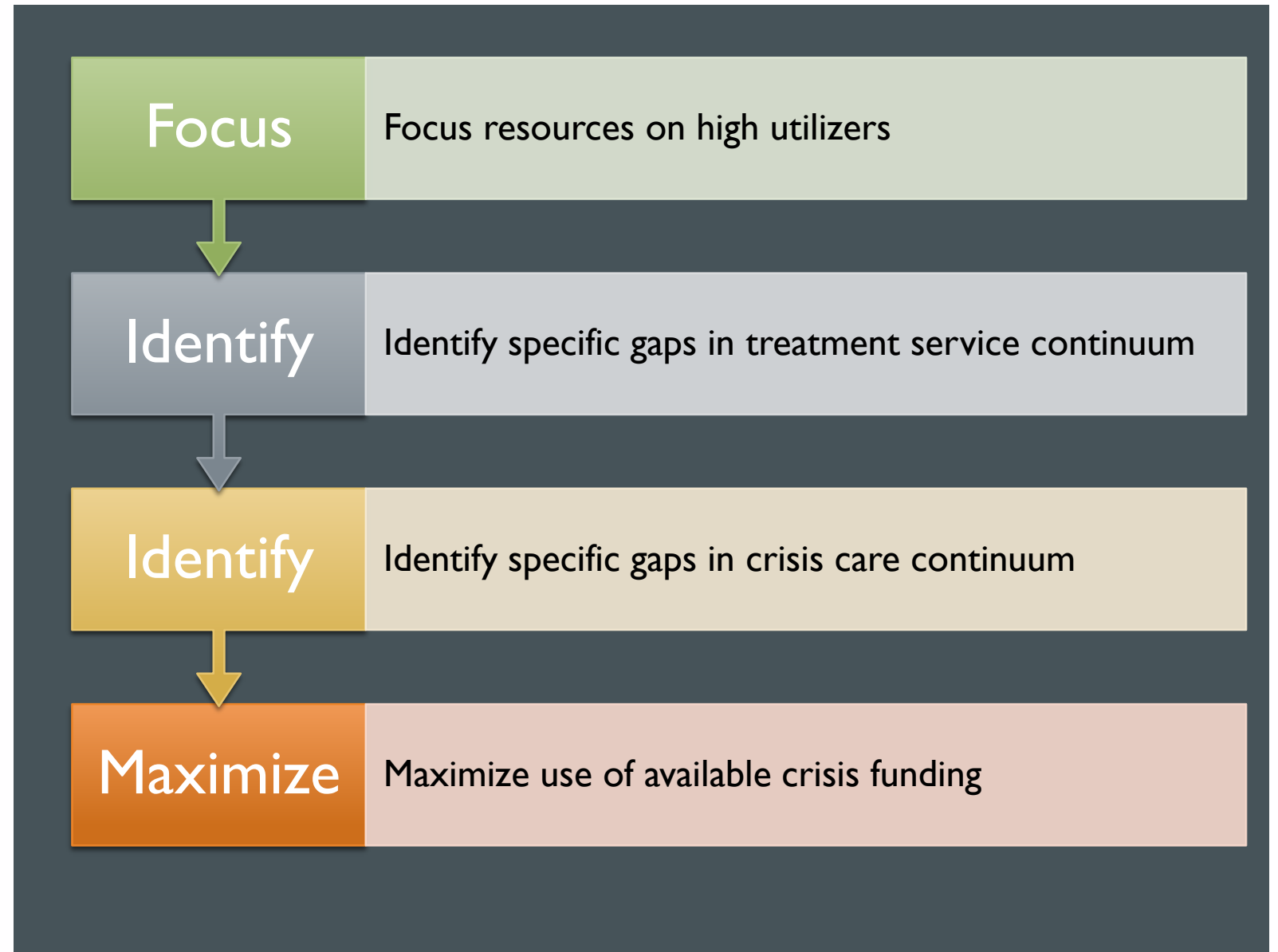
CONSULTANT OBSERVATIONS

No formal commitment for criminal justice and behavioral health to work together, leading to:

- Lack of co-response to crisis events
- Lack of standardized screening and sharing of information
- No coordinated effort to identify and work with high utilizers
- Lack of data to assess overall costs in the system and work to reduce them
- Limited behavioral health services in the jail
- No protocols for appropriate diversion

Lack of clarity about additional treatment and crisis service needs

CONSULTANT RECOMMENDATIONS



FOCUS RESOURCES ON HIGH UTILIZERS

Identify the cohort of high utilizers, determine specific needs and focus resources on this population.

- Identify a “lead” and key organizations (LEA, CCC, hospitals, BH, housing)
- Create “case definitions”
 - in jail X times in last X months; in ED [crisis center, psych stab, hospital] X times in last X months
- Create community protocols and procedures that promote:
 - engaging these people in services
 - intervening as early as possible when they are heading into crisis
 - following up after crises and assisting with transitions (ED to community, hospital to community, jail to community)
- Set a goal: XX% engaged in services
 - (treatment, PACT, connected to a peer, case manager, etc.)

IDENTIFY SPECIFIC NEEDS/GAPS IN TREATMENT SERVICE CONTINUUM

Use ASAM criteria to determine specific treatment capacity needs

- Determine current capacity at each level – slots, beds
- Examine utilization data at each level
 - To what extent is current capacity being used?
 - What percentage of capacity at each level is being used by frequent utilizers who might be served in another setting?
 - What are the patterns of utilization at each level? Does data reflect people are receiving the right service, at the right time (least restrictive setting)?
- We heard Medicaid detox beds; intensive outpatient services for co-occurring; youth services; emergency/immediate access...



IDENTIFY SPECIFIC GAPS IN CRISIS CARE CONTINUUM

- **Examine utilization data from crisis services and determine specific needs**
- Crisis Center, Psychiatric Stabilization Unit, Emergency Departments, MT Rescue Mission, 911 and crisis line calls
 - What are the patterns of utilization?
 - Is there a high proportion of repeat users? Consecutive 23 hr, 59 minute stays?
 - Would the crisis continuum benefit from a longer duration crisis respite service (up to 14 days) and/or additional detox beds?
- What could be put in place that would decrease repeat crises, use of high cost services and increase engagement in community-based services?

MAXIMIZE USE OF AVAILABLE CRISIS FUNDING

- County matching grant funds for crisis services
- Mobile Crisis Team Funding
 - Upcoming Requests for Proposals will be released in the next several weeks
- Potential pilot projects
- Assure all services are maximizing billing
 - Crisis service funding is complex and involves a number of sources/programs
 - It is often not well-understood and can be underutilized
 - Addictive and Mental Disorders Division staff are willing to assist

<https://www.emcmhc.com/help/uploads/2017/05/Eastern-MT-Behavioral-Health-Crisis-Response-and-Jail-Diversion.pdf>



What did you think about what you just heard?

What is exciting about it?

OBJECTIVE



Identify priority strategies for action in crisis response, treatment, diversion and enforcement

IDENTIFYING PRIORITIES



Where can we have an impact on **meth and meth-related violence**?



Where is there the most active **interest** in the community now?



What is the greatest **need**?



Where could we have the greatest **impact**?



Where is there is **capacity** to work?



Where is the **heat**?



What other criteria should we consider?

VOTING

Green — 1st choice

Blue — 2nd choice

Red — 3rd choice



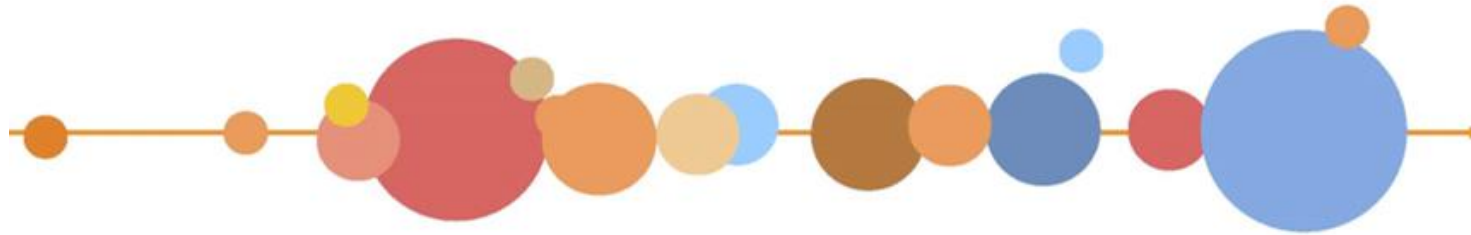
Priority	Score
Increase Access to Treatment	52
Improve System Coordination	39
Expand Jail Services	36
Strengthen Reintegration & Case Management Services	30
Develop Mobile Crisis Response	29



Small Group Work



Priority Strategy Mapping & Critical Shifts

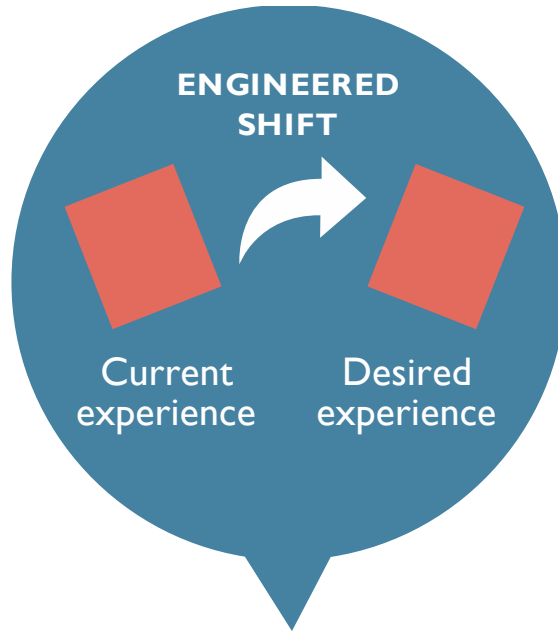


Deb Halliday
Halliday & Associates

p: (406) 546-6991
e: deb@debhalliday.com
t: @deb_halliday
w: debhalliday.com

Prepared for:
Substance Abuse Connect
September 5, 2019

Critical Shifts



Key Shifts

- Current experience: Here's what's happening now in Yellowstone County
- Desired state: Here's how we want things to be in the future

It can be at the individual level, the organizational level, the community level, the policy level, etc.



Example critical shifts

Current State	Desired Future
<u>System Shift</u> Lots of agencies provide home visiting services, and no one is clear if we're getting the right supports to the families that can most benefit from the supports. New houses are built to be powered using conventional energy model	Any agency providing home visiting services will be able to coordinate services, data and improvement efforts with other home visiting providers. New houses have some renewable energy component (partly powered by solar)
<u>Experience Shift</u> It's word-of-mouth and pay-to-play for families to get home visiting support when they have a new baby. Water is all too often taken for granted, especially wastewater (needs to be disposed of elsewhere)	All families feel in-the-know and comfortable reaching out for home visiting support when they have a new baby. Water is seen as a precious resource and people consciously choose fixtures and behaviors that conserve water, reduce loss



Priority Strategy Map

Issue:

What's the change or shift we seek to make?

How will we know we've succeeded?

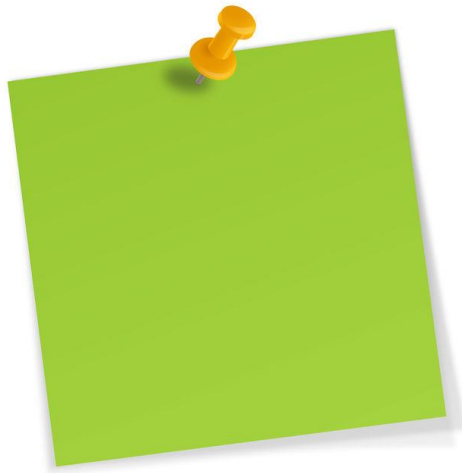
What are the critical Qs we will need to answer before determining the best strategy?

What are our biggest challenges, and how will we address them?

What are our key resource needs?

Who needs to be involved? Who should take the lead?

What role(s) can the Substance Abuse Connect Coalition play to help the shift or change occur?



Priority Mapping

Each team will have TWO MINUTES to tell the story

As you're listening, what will help sharpen the strategy?

- 1. What I like**
- 2. What I'd add/change**
- 3. What I'd want the group to test or learn more about as they move forward**

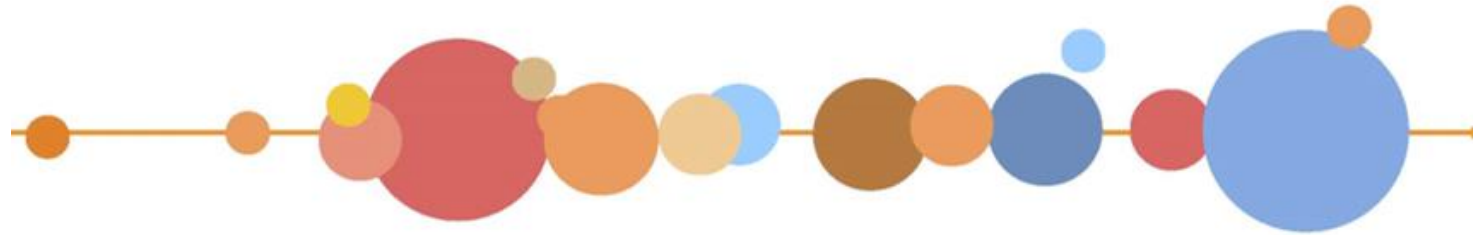


OBJECTIVE

2

Create a shared understanding of how the Substance Abuse
CONNECT Coalition will support this work


Connecting the Dots: *Building a Culture of Collaboration through collective impact*



Deb Halliday
Halliday & Associates

p: (406) 546-6991
e: deb@debhalliday.com
t: @deb_halliday
w: debhalliday.com

Prepared for:
Substance Abuse Connect
September 4 & 5, 2019



People own that
which they help
to build.

Margaret Wheatley

Human timeline...

- *How long have you been a **community builder**?*

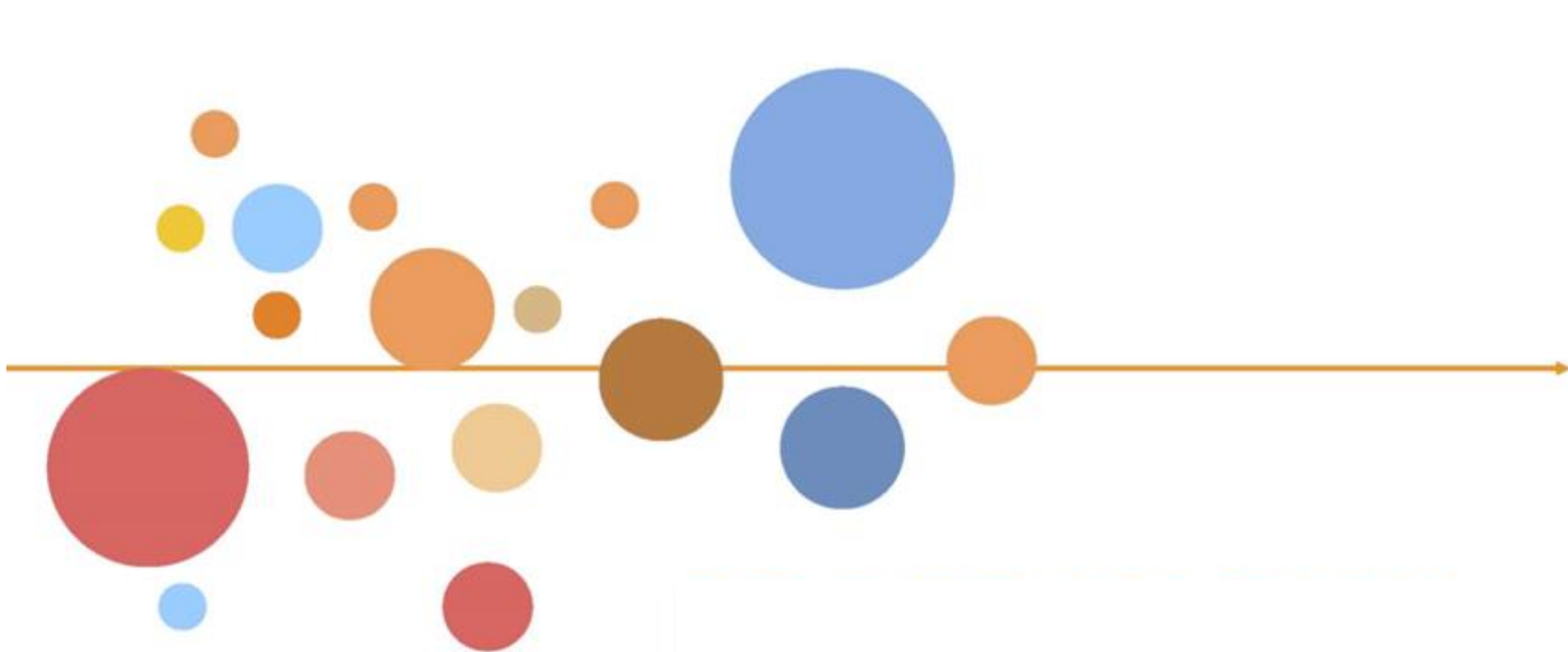
What led you to be a community builder? What do you love about it?

An invitation...





What's our challenge?



PROGRAM RICH
SYSTEM POOR

What's our approach?

3 Components of Effective Community Change

- **Framework** - a good framework provides both a roadmap and common language for a team to navigate change
- **Principles** - principles guide the way in which one *interprets & acts upon* the framework
- **Practices** - help move a team along a framework efficiently & (hopefully) joyfully



Connecting for impact

Source: Liz Weaver & Mark Cabaj, Tamarack Institute

Connecting for impact

**INCREASED ALIGNMENT
COMMUNITY CAPACITY
COLLECTIVE IMPACT**

3 Components of Effective Community Change

- **Framework** - a good framework provides both a roadmap and common language for a team to navigate change
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What type of problem is it?

Simple

Making Soup



Right “**recipe**” essential
Gives same results every
time

KNOWN

Complicated

Sending a Rocket to the Moon



“**Formulae**” needed
Experience built over time
and can be **repeated** with
success

KNOWABLE

Complex

Raising a Child



No “right” recipes or
protocols **Outside factors**
influence Experience
helps, but doesn’t
guarantees success

UNKNOWABLE

Characteristics of complex problems

Complex problems are difficult to frame	The cause and effect relationships are unclear
There are diverse stakeholders	Each experience is unique
The characteristics and dynamics of the issue evolve	There is no obvious right or wrong set of solutions
There is no single measure of success	The community is also evolving and changing

What is collective impact?

Collective impact is the commitment of a group of key actors from different sectors to develop a common agenda for solving a specific social problem.

Source: FSG

Collective impact is **NOT!**

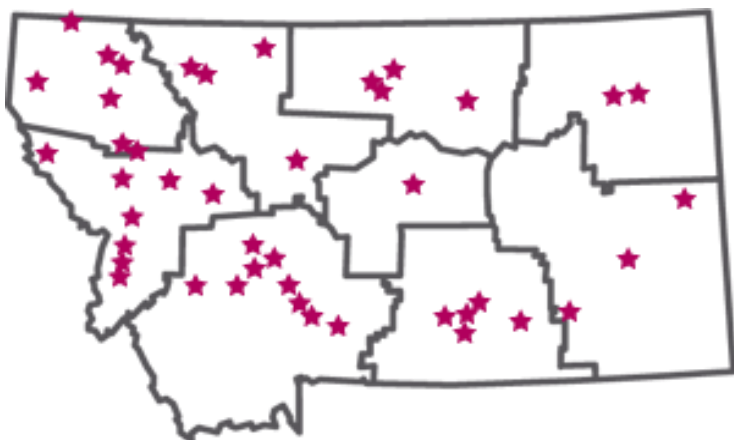


- Collaboration as usual
- Single sector approach
- A focus on individual programs and single focused solutions
- Short term impacts

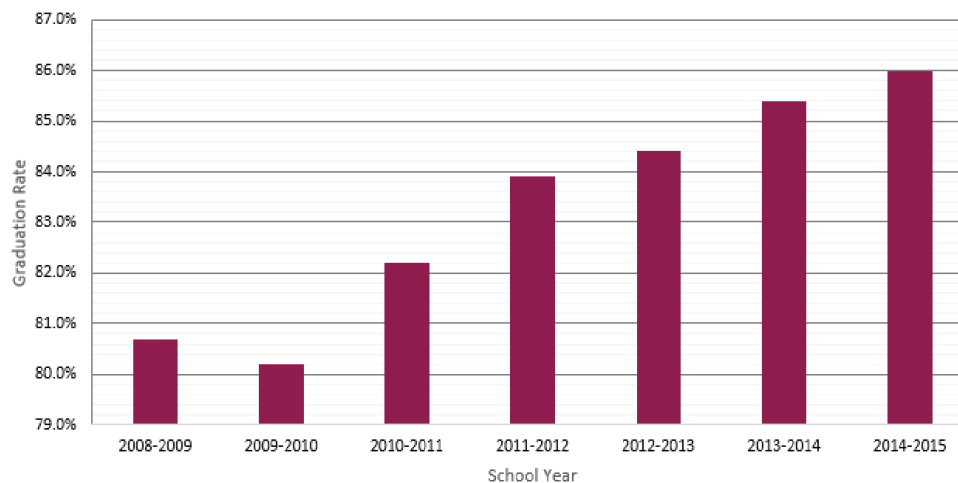


GMM: “nested collective impact”

Since its launch in 2010, roughly 500 fewer students drop out every year, representing a \$5.9 million annual boost to the state’s economy. These new graduates will increase their lifetime earnings by \$95 million. Private sector investment in GMM is over \$1.3 million.



Montana's Graduation Rate 2008-2015





Collective Impact Leading Organizations & Resources



.StriveTogether



Preconditions for Collective Impact

- Influential Champion(s)
- Urgency of issue
- Adequate Resources



5 Conditions of Collective Impact

Common Agenda

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

Diverse Voices * **Responsive** * **Community Aspiration**

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

Exploring * **Alignment** * **Tracking Progress** * **Results**

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

Weaving * **System** * **Supportive** * **Centered**

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

Trust * **Transparency** * **Ongoing** * **Engagement**

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**

Facilitate * **Convener** * **Coordinate** * **Movement**



**Collective
Impact as a
birthday
party...**

A Collective Impact birthday party

Common Agenda

All participants have a **shared vision for change** – **Everyone agrees that the reason we're coming together is to have a birthday party for Martin**

Shared Measurement

Collecting data and measuring results consistently – **Everyone agrees that the goal is to have 30 people attend Martin's party; to raise \$200 for Martin's favorite charity; and to spend no more than \$50 on the party**

Mutually Reinforcing Activities

Participant activities must be **differentiated while still being coordinated** – **Each person has a clear task: : venue; invitations; food; set up & clean up**

Continuous Communication

Consistent and open communication – **An email group is created, and one person agrees to monitor it to make sure that communication occurs**

Backbone Support

Serve as the backbone for the entire initiative and coordinate participating organizations and agencies **One person agrees to serve as the coordinator of the party, connecting with all the planners, helping respond to unexpected roadblocks and opportunities**

The 5 Conditions of Collective Impact – *Self Assessment*

Your Project: _____

Common Agenda *All the members of the team know and agree to why they meet.*

Strongly Disagree -----Strongly Agree

Shared Measurement *Data is “at the center” of our team’s work – it informs where we started, where we want to go and how far we’ve come.*

Strongly Disagree -----Strongly Agree

Mutually Reinforcing Activities *Each team member tries to align their organizational activities (projects, grant opportunities, events and celebrations) to support the efforts of the whole team’s goals.*

Strongly Disagree -----Strongly Agree

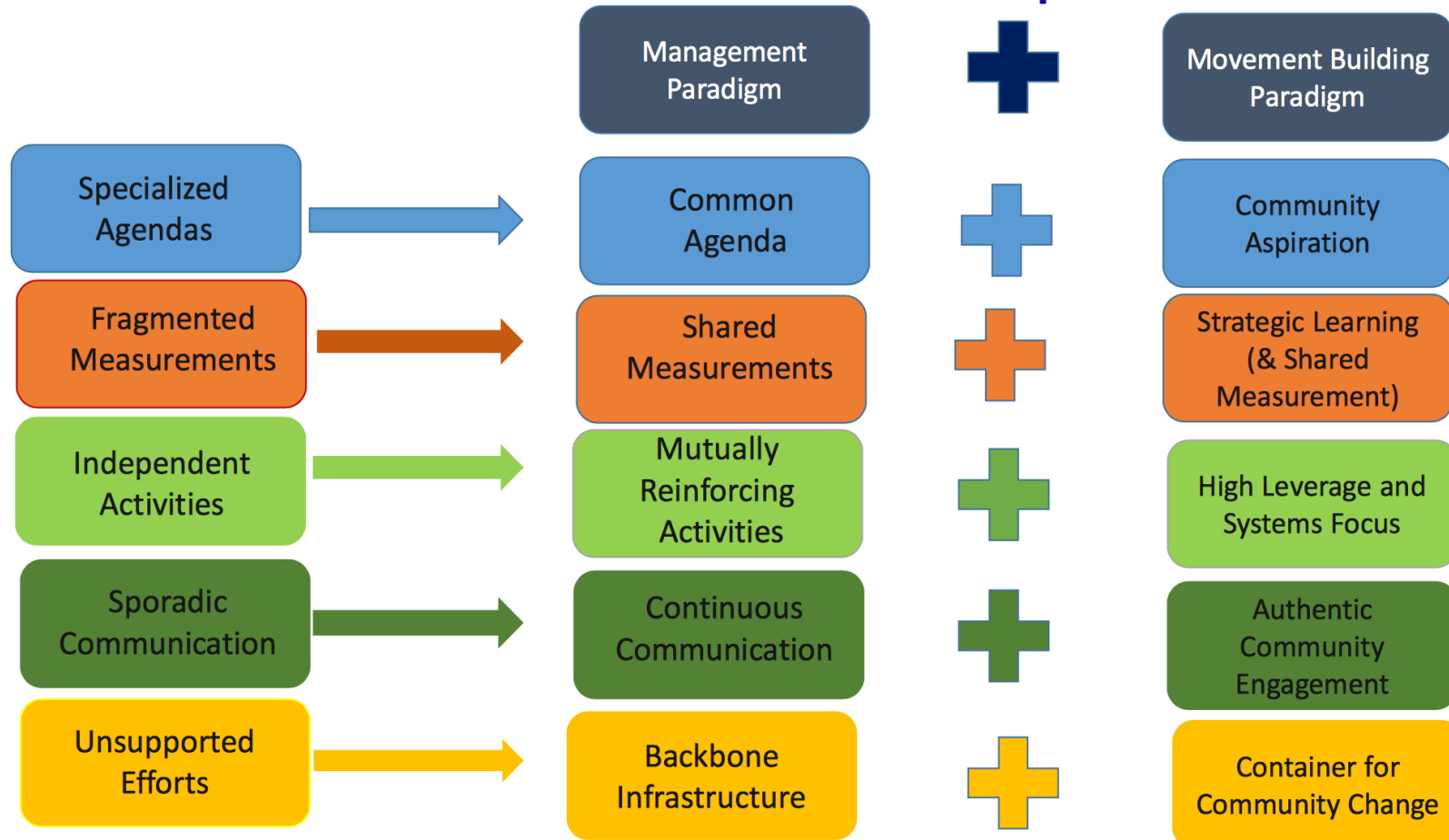
Continuous Communication *All team members feel “kept in the loop” about the vision and progress of the work and everyone feels able to share that information with others.*

Strongly Disagree -----Strongly Agree

Backbone Support *There is an organization that is clearly responsible and has the capacity to ensure that the team comes together and is productive in its efforts.*

Strongly Disagree -----Strongly Agree

Six Shifts in Collective Impact



Phases of Collective Impact: Where are we now?

Circle the phase you see our Collective Impact is in for each component – it's typical to be in different phases for different components.

Components for Success	Phase I Assess Readiness	Phase II Initiate Action	Phase III Organize for Impact	Phase IV Begin Implementation	Phase V Sustain Action and Impact
<u>Governance and infrastructure</u>	Convene community leaders	Identify champions and form cross-sector Steering Committee "SC" to guide the effort	Determine initial workgroups and plan backbone organization	Launch work groups "WGs" and select backbone organization	Building out the backbone organization; evolve WGs to meet emergent strategy
<u>Strategic planning</u>	Hold dialogue about issue, community context, and available resources	Map the landscape and use data to make case	Create common agenda, clear problem definition, population level goal	Develop Blueprint for Implementation; identify quick wins	Refine strategies; mobilize for quick wins
<u>Community engagement</u>	Determine community readiness; Create a community engagement plan	Begin outreach to community leaders	Incorporate community voice - gain community perspective and input around issue	Engage community more broadly and build public will	Continue engagement and conduct advocacy
<u>Evaluation and improvement</u>	Determine if there is consensus/urgency to move forward	Analyze baseline data to ID key issues and gaps	Develop high level shared metrics and/or strategies at SC level	Establish shared measures (indicators and approach) at SC and WG levels	Collect, track, and report progress (process to learn and improve)



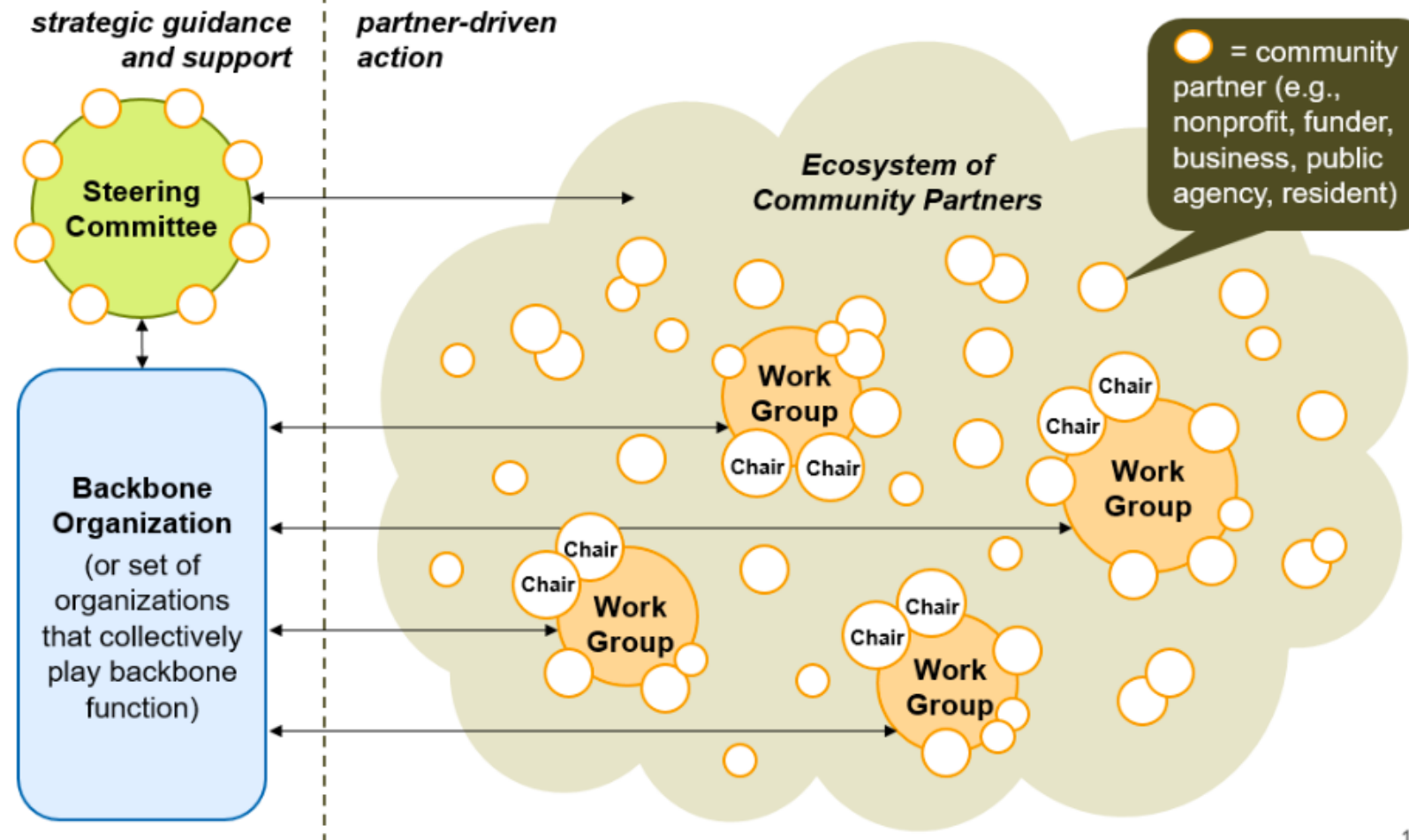
Phases of Collective Impact

What's **ONE IDEA** you have to help advance our collective impact effort? What's **ONE QUESTION** you have as we move forward?

1. On you own, write your idea and your Q on a sticky note
2. As a group, combine and prioritize key ideas & Qs
3. Chose the top 2 or 3 ideas and Qs to add to the flip chart

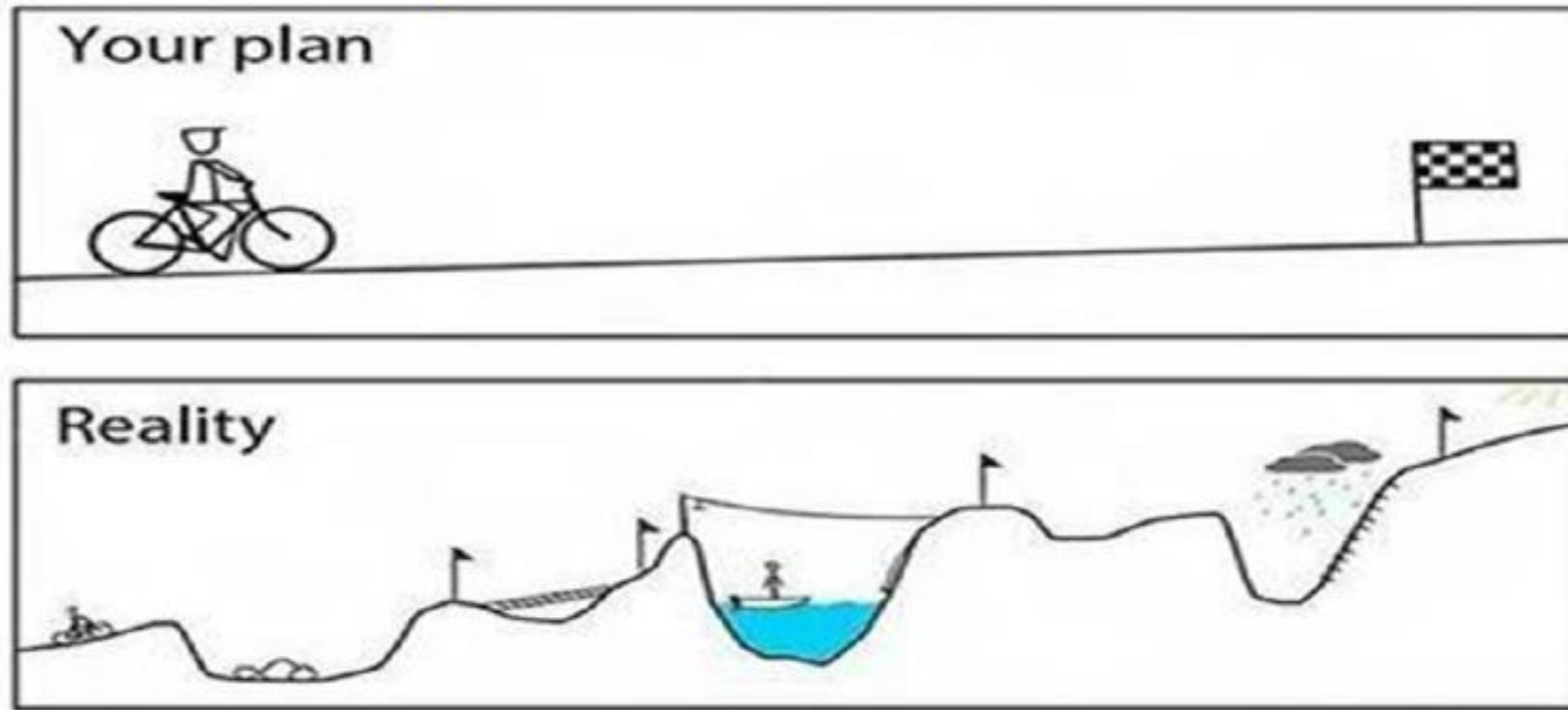
Collective Impact Infrastructure: Structuring for Intentionality and Uncertainty

Common Agenda and Shared Metrics





Collective impact is...

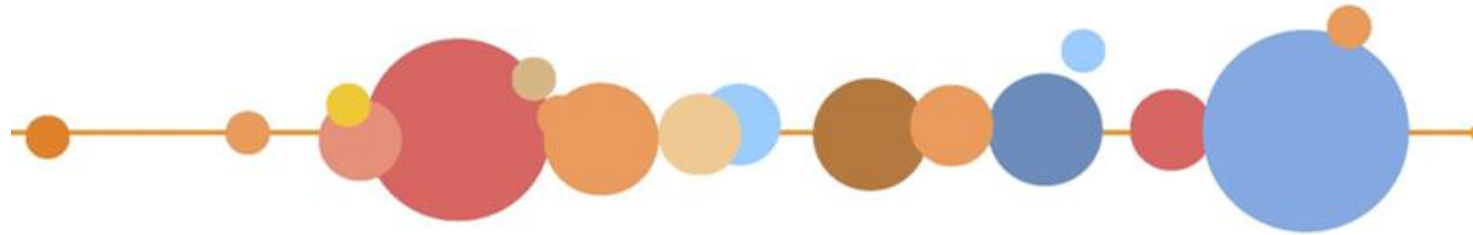


....**positive and consistent progress at scale**
having a significant and measurable impact.

Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has.

Margaret Mead

Connecting the Dots: *Building a Culture of Collaboration through collective impact*



Deb Halliday
Halliday & Associates

p: (406) 546-6991
e: deb@debhalliday.com
t: @deb_halliday
w: debhalliday.com

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Closing



Deb Halliday
Halliday & Associates

p: (406) 546-6991
e: deb@debhalliday.com
t: @deb_halliday
w: debhalliday.com



Jane Smilie, MPH, Principal
Population Health Partners, LLC
Health and Human Service Consulting
[406-465-0331](tel:406-465-0331) smilieconsulting@gmail.com



LOVELAND
CONSULTING

THANK YOU!