Northwest (HHS Region 10)

MHTTC Mental Health Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

Creating and Sustaining High Quality Crisis Services: Lessons from Arizona

Behavioral Health Crisis Response Systems Live Webinar Series

SAMHSA

Substance Abuse and Mental Health Services Administration

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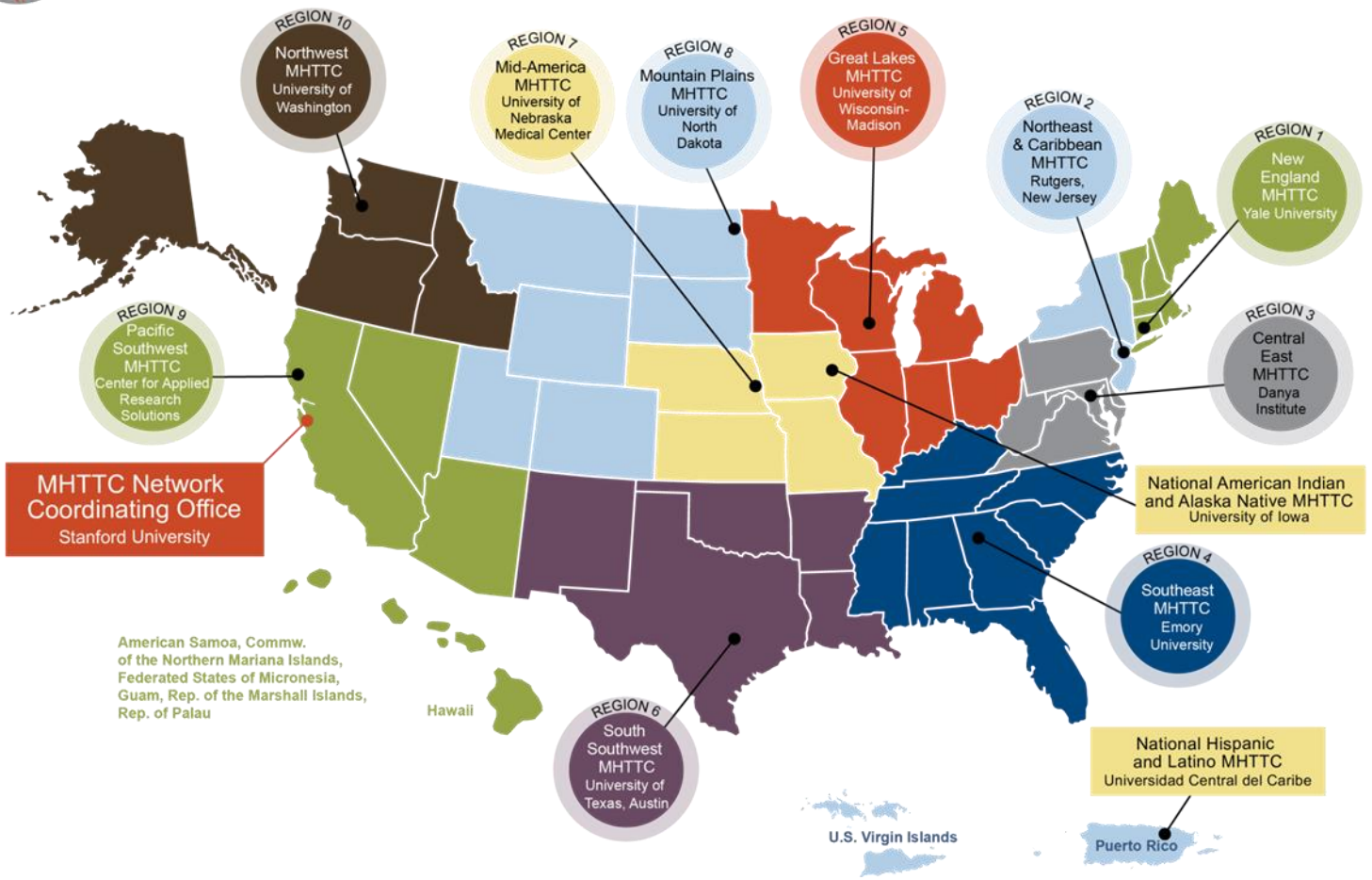
MHTTC Network



SAMHSA
Substance Abuse and Mental Health Services Administration

This work is supported by grant SM 081721 from the Department of Health and Human Services, Substance Abuse and Mental Health Services Administration.

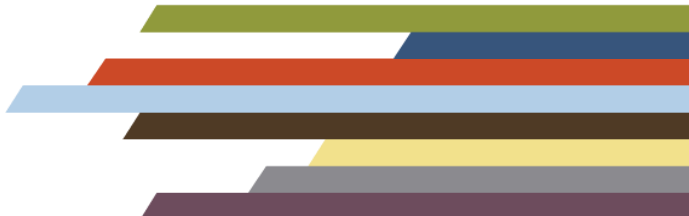
Northwest Mental Health Technology Transfer Center

Our Role

Provide training and technical assistance (TA) in evidence-based practices (EBP) to behavioral health and primary care providers, and school and social service staff whose work has the potential to improve behavioral health outcomes for individuals with or at risk of developing serious mental illness in SAMHSA's Region 10 (Alaska, Idaho, Oregon, and Washington).

Our Goals

- Heighten awareness, knowledge, and skills of the workforce addressing the needs of individuals with mental illness
- Accelerate adoption and implementation of mental health-related EBPs across Region 10
- Foster alliances among culturally diverse mental health providers, policy makers, family members, and clients



The use of affirming language inspires hope and advances recovery.

LANGUAGE MATTERS.

Words have power.

PEOPLE FIRST.

The MHTTC uses affirming language to promote the promises of recovery by advancing evidence-based and culturally informed practices.

Today's Trainer

Margie Balfour, MD, PhD

- Associate Professor of Psychiatry, University of Arizona
- Chief of Quality and Clinical Innovation at Connections Health Solutions

What if…
Access to Care was the Priority?
Lessons from the Southern Arizona Crisis System

Margie Balfour, MD, PhD
Connections Health Solutions
Chief of Quality & Clinical Innovation
Associate Professor of Psychiatry, University of Arizona

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911: WHAT'S YOUR EMERGENCY?

"I'm having chest pain."

"I'm suicidal."

THE PATH TO JAIL

- Officers want the person to get treatment
- But they don't know where else to take them except the ED
- Where they have to wait.
- Cops are busy and have crimes to fight.
- So they take the person to jail instead.

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There are over

2 million jail bookings

of people with serious mental illness (SMI) each year.[1]

Nearly half of people with SMI have been arrested at least once.[2]

Prevalence of Mental Illness		
	US Adults[5]	Jail
SMI[3] -Men -Women	4%	**17.1%** **34.3%**
Any mental disorder[4]	18%	**76%**
+ Co-occurring substance use[4]	3.3%[6]	**49%**

What about kids?

The National Center for Mental Health and Juvenile Justice found that **70.4%** of youth in the juvenile justice system have been **diagnosed with at least one mental health disorder.**

High-risk youth are estimated to cost society **$1.2 to 2 million each** in rehabilitation, incarceration, and costs to victims.

1. Steadman HJ et al. (2009) Prevalence of serious mental illness among jail inmates. Psychiatric Services. 60(6):761-5.
2. 44%. Hall LL et al. (2003) TRIAD Report: Shattered Lives: Results of a National Survey of NAMI Members Living with Mental Illnesses and Their Families.
3. Includes PTSD. Excluding PTSD rates are 14.5% for men and 31.0% for women. Steadman HJ, Osher FC, Robbins PC, Case B, Samuels S. (2009). Psychiatric Services. 60(6):761-5.
4. Glaze LE, James DJ. (2006) Mental Health Problems Of Prison And Jail Inmates. Bureau of Justice Statistics.
5. NIMH Statistics https://www.nimh.nih.gov/health/statistics/index.shtml
6. SAMHSA (2015). Behavioral Health Trends in the United States: Results from the 2014 National Survey on Drug Use and Health.

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If they do make it to an ED…

- 84% of EDs report boarding of psychiatric patients
- Increased risk
  - Assaults, injuries, self-harm
- Increased cost
  - Sitters, lost revenue
  - Unnecessary inpatient admits
- Poor patient experience
  - Non therapeutic environment with untrained staff

Psychiatric boarding = long waits for inpatient psychiatric beds with little/no treatment, for hours or sometimes even days.

American College of Emergency Physicians (2014) http://newsroom.acep.org/download/ACEP+Polling+Survey+Report.pdf
Zeller et al (2014) https://dx.doi.org/10.5811%2Fwestjem.2013.6.17848

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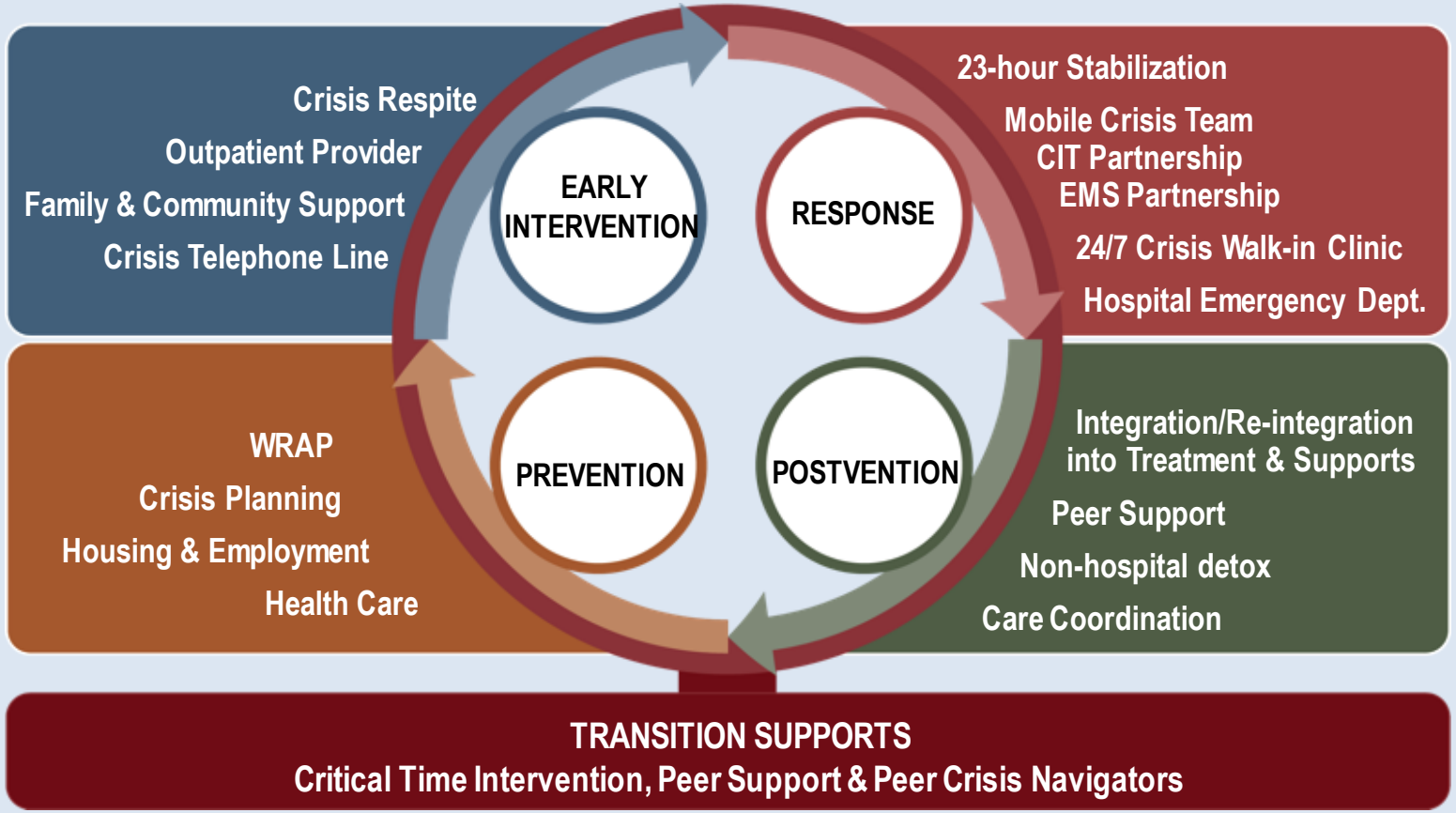
SYSTEM
vs. Services

A crisis system is **more than a collection of services**.

Crisis services must all **work together** as a coordinated system to achieve **common goals**.

And be **more than the sum of its parts**.

A crisis system needs a robust **continuum of services** to meet the needs of people in various stages of crisis.



Adapted from: Richard McKeon (Chief, Suicide Prevention Branch, SAMHSA). Supercharge Crisis Services, National Council for Behavioral Health Annual Conference, 2015.

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3 Key Ingredients for a SYSTEM

Accountability

- Who is *responsible* for the system?
- Governance and financing structure
- System values and outcomes
- Holding providers accountable

Collaboration

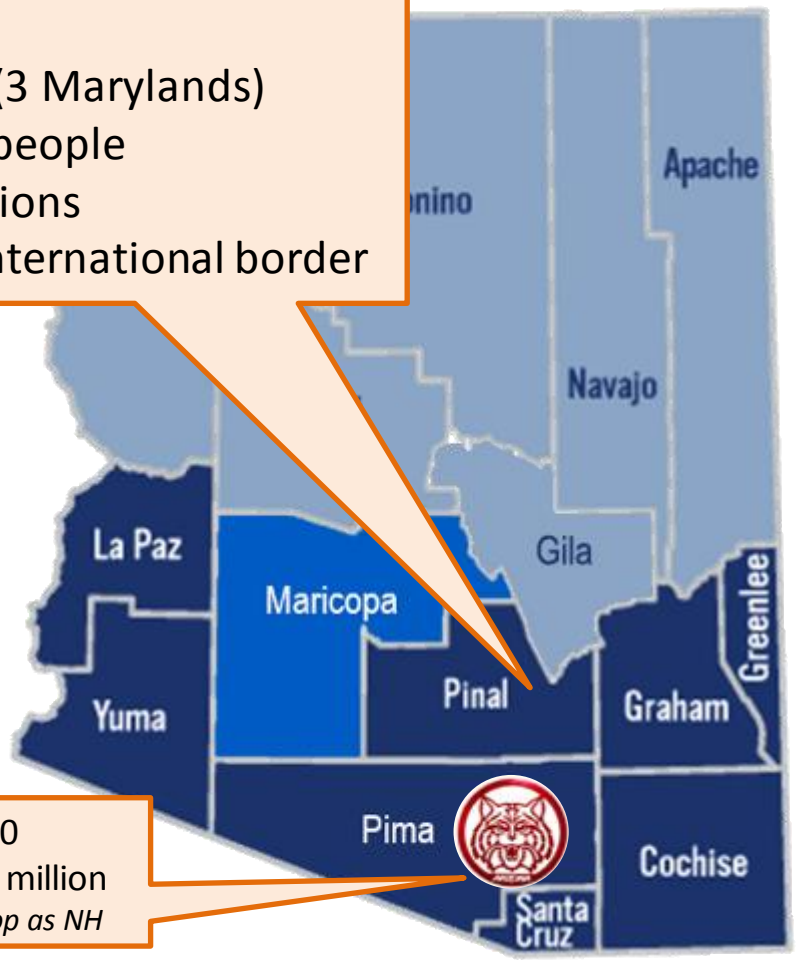
- Broad inclusion of potential customers, partners, & stakeholders
- Alignment of operational processes & training towards common goals
- Culture of communication & problem solving

Data

- Are we achieving desired outcomes?
- Performance targets & financial incentives
- Continuous quality improvement
- Data driven decision making

Arizona Crisis System Structure

Southern Arizona Region:
8 counties
38,542 mi² (3 Marylands)
1.8 million people
6 Tribal Nations
378 mi of international border



Tucson: 530,000
Pima County: 1 million
Similar size and pop as NH

AZ Medicaid
AHCCCS
Arizona Health Care Cost Containment System

Other state funds

Regional Behavioral Health Authority (RBHA)
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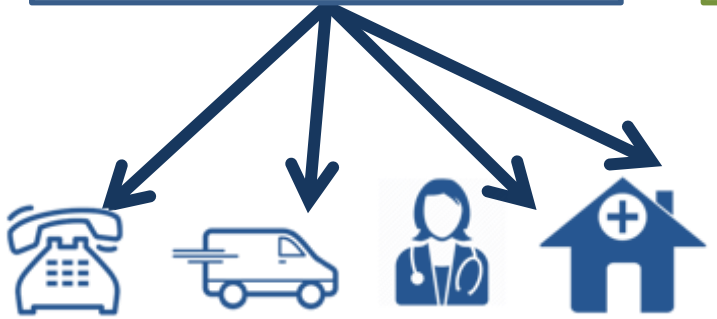
Counties



Contracted Crisis Providers

The **financing & governance** structure supports **organization, accountability, & oversight** of the system.

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What this means for the crisis system

- Centralized **planning**
- Centralized **accountability**
- **Alignment** of clinical & financial goals

Regional Behavioral Health Authority

Performance metrics and payment systems that **promote common goals**

Decrease	**Increase**
• ED & hospital use • Justice involvement	• Community stabilization • Engagement in care

These goals represent <u>both</u>
good clinical care & fiscal responsibility.

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Example of strategic service design

State says: Reduce criminal justice costs for people with SMI.

AHCCCS contracts with regional Medicaid MCOs/RBHAs and includes requirements targeted at reducing criminal justice involvement.

RBHA (which is at risk) uses contract requirements/VBP with its subcontracted providers to create services and processes targeted at reducing justice involvement.

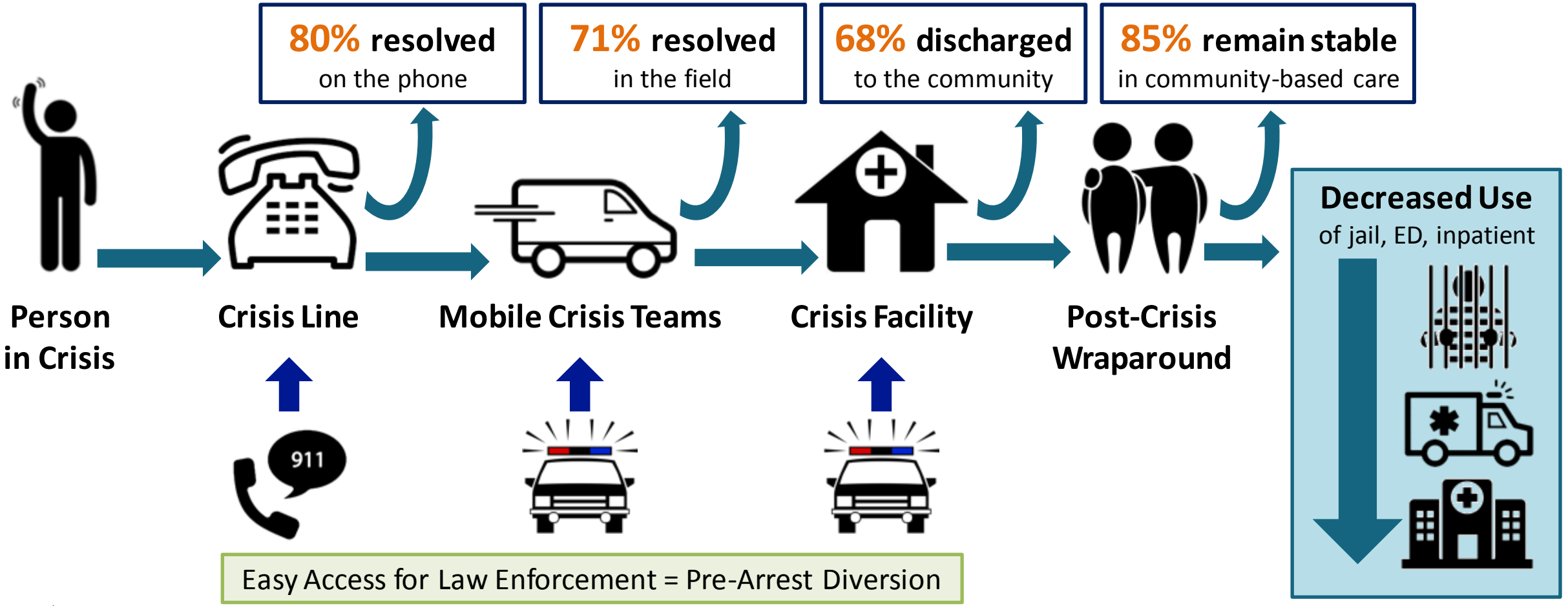
Targeted Services and Processes:
Law Enforcement as a "preferred customer"

CRISIS LINE
- Some 911 calls are warm-transferred to the crisis line
- Dedicated LE number goes directly to a supervisor

MOBILE TEAMS
- **30 minute response time** for LE calls (vs. 60 min routine)
- Some teams assigned as **co-responders** (cop + clinician)

CRISIS CENTERS
- **24/7** crisis facility
- **Quick & easy drop-off** for law enforcement
- **No wrong door** – LE is never turned away

The Crisis Continuum



Schematic designed by Margie Balfour, Connections Health Solutions. Data courtesy Johnnie Gaspar, Arizona Complete Health
Data applies to southern Arizona geographical service area, last updated Sep 2019

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Many options for law enforcement to **divert people to treatment instead of jail** all with a culture of **NO WRONG DOOR**

Crisis Hotline
- Info, care coordination
- Direct line for LE
- Some co-located at 911

NurseWise

Law Enforcement Training
- Supported by RBHA & multiple community partners
- Tucson PD and Pima Co Sheriff are 100% MHFA & 80% CIT trained

Mental Health First Aid USA

International CIT Crisis Intervention Team

Crisis Response Center
- 24/7 Crisis Center for Adults and Youth
- <10 minute LE drop-off time
- Law enforcement never turned away
- Adjacent to ED, Court, Inpatient psych
- Clinic, 23 hour obs, initiation of Opiate MAT

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Banner University Medical Center

PIMA COUNTY

Mobile Crisis Teams
- Masters level clinicians
- On-site crisis intervention
- 30-min response time for LE

Community Health Associates

CBI Community Bridges, Inc.

Co-Responder Teams
- MHST Detective
- Mobile Team Clinician

MHFA or CIT trained officer/deputy

Access Point
- 24/7 Detox/Crisis for Voluntary Adults
- <10 minute LE drop-off time
- Transitions to substance use tx/MAT

CBI Community Bridges, Inc.

Regional Behavioral Health Authority
- First Responder Liaisons
- Responsible for the network of programs and clinics

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Mental Health Support Teams (MHST)
- In addition to CIT
- Unique specialized team specializing in civil commitment, challenging cases, and follow-up
- Officers/Deputies & Detectives

Crisis Response Canine

"LEO"

BH Services at the Jail
- Instant data exchange with MH history
- Risk screening
- Diversion programs, specialty courts, etc.

HOPE Incorporated

PIMA COUNTY

The Crisis Response Center

- Built with Pima County bond funds in 2011
  - Alternative to jail, ED, hospitals
  - Serving 12,000 adults + 2,400 youth per year
- **Law enforcement receiving center with NO WRONG DOOR**
  (no exclusions for acuity, agitation, intoxication, payer, etc.)
- Services include
  - 24/7 urgent care clinic (adult length of stay 2 hours, youth 3 hours)
  - 23-hour observation (adult capacity 34, youth 10),
  - Short-term subacute inpatient (adults only, 15 beds, 3-5 days)
- Space for co-located community programs
  - peer-run post-crisis wraparound program, pet therapy, etc.
- Adjacent to
  - Banner University Medical Center (ED with Level 2 Trauma Center)
  - Crisis call center
  - Inpatient psych hospital for civil commitments
  - Mental health court

Crisis Response Center (CRC) in Tucson, AZ
ConnectionsAZ/Banner University Medical Center

Connections Model

"We address any behavioral health need at any time."

- "No wrong door"
- We take *everyone*:
  - No such thing as "too agitated" or "too violent"
  - Can be highly intoxicated
  - Can be involuntary or voluntary
- Fewer medical exclusionary criteria than many inpatient psych hospitals
- Law enforcement is never ever turned away
- Studies show this model:
  - Critical for pre-arrest diversion[2]
  - Reduces ED boarding[3,4]
  - Reduces hospitalization[3,4]

These 2 are the hardest to do well

CIT Recommendations for Mental Health Receiving Facilities[1]

1. Single Source of Entry
2. On Demand Access 24/7
3. **No Clinical Barriers to Care**
4. **Minimal Law Enforcement Turnaround Time**
5. Access to Wide Range of Disposition Options
6. Community Interface: Feedback and Problem Solving Capacity

1. Dupont R et al. (2007). Crisis Intervention Team Core Elements. The University of Memphis School of Urban Affairs and Public Policy
2. Steadman HJ et al (2001). A specialized crisis response site as a core element of police-based diversion programs. Psychiatr Serv 52:219-22
3. Little-Upah P et al. (2013). The Banner psychiatric center: a model for providing psychiatric crisis care to the community while easing behavioral health holds in emergency departments. Perm J 17(1): 45-49.
4. Zeller S et al. (2014). Effects of a dedicated regional psychiatric emergency service on boarding of psychiatric patients in area emergency departments. West J Emerg Med 15(1): 1-6.

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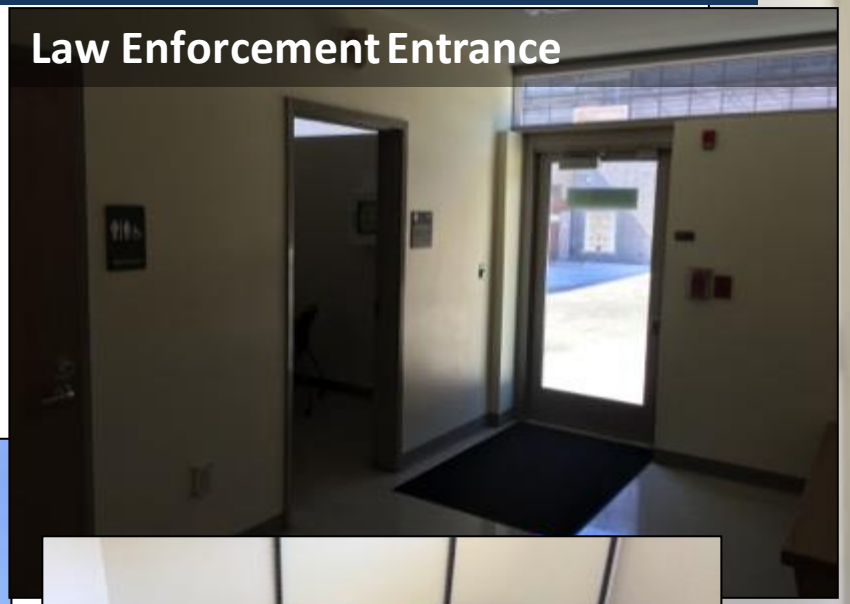
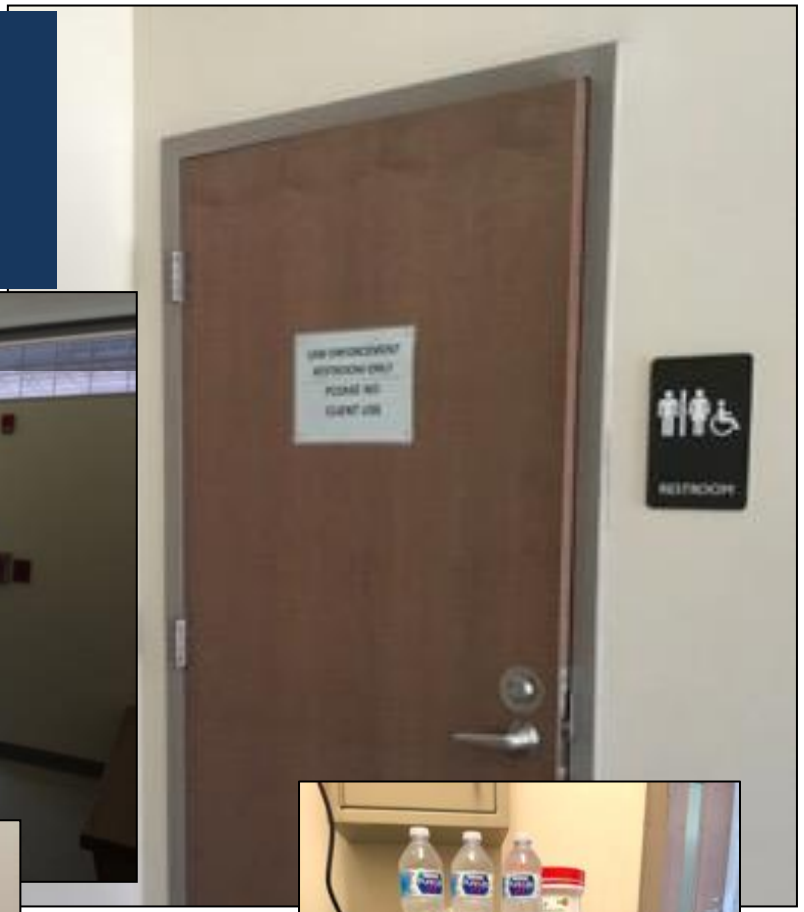
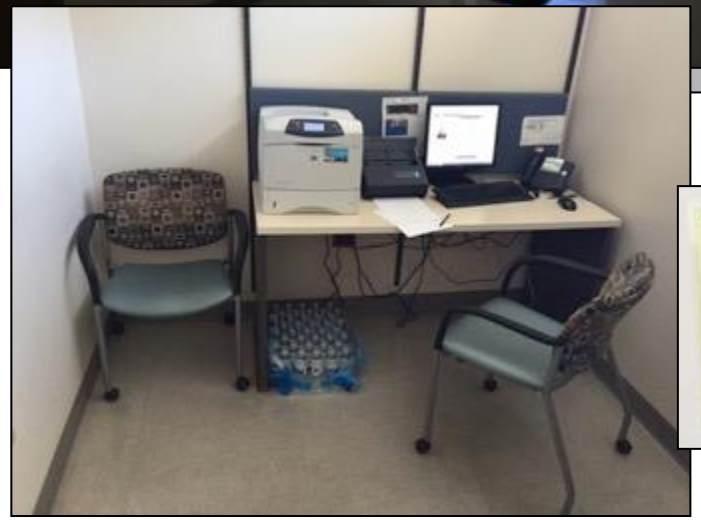
Easy Access for Law Enforcement so we are the preferred alternative to drop off at jail or ED







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The locked 23h obs unit provides a safe, secure, and therapeutic environment:

- Continuous observation
- Lack of means to hurt oneself or others
- Therapeutic milieu: Open area for therapeutic interactions with others
- As welcoming as possible

Crisis Response Center, Tucson AZ

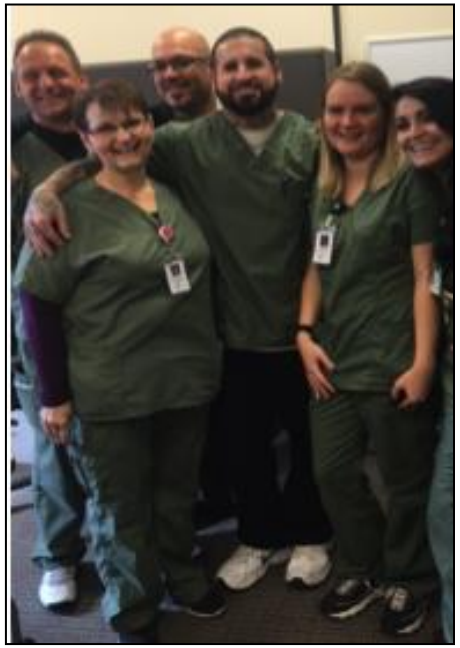
Urgent Psychiatric Center
Phoenix, AZ

23-Hour Observation Unit

- Interdisciplinary Teamwork
  - 24/7 psychiatric provider coverage (MD, NP, PAs)
  - Peers with lived experience, nurses, techs, case managers, therapists, unit coordinators
- Early Intervention
  - Median door to doc time is ~90 min
  - Interventions include medication, detox/MAT, groups, peer support, safety planning, crisis counseling, mindfulness
- Proactive discharge planning
  - Collaboration and coordination with community & family partners
- ***Culture shift: Assumption that the crisis <u>can be</u> resolved***

60-70% discharged to the community the following day

Avoiding preventable inpatient admission, even though most met medical necessity criteria when they first presented

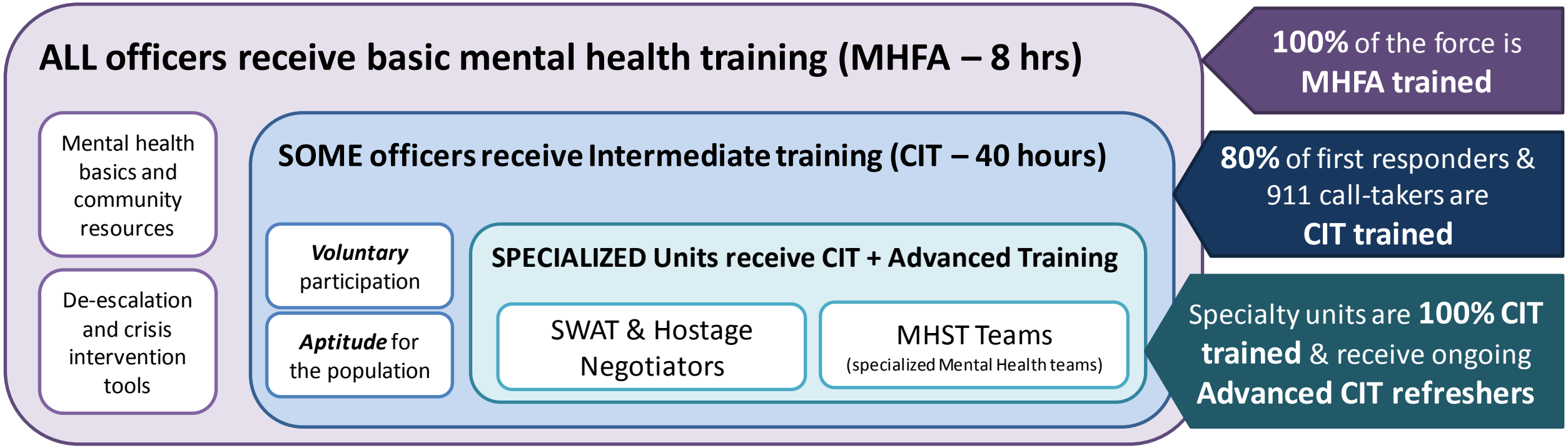


Peers with lived experience are an important part of the interdisciplinary team.

"I came in 100% sure I was going to kill myself but now after group I'm hopeful that it will change. Thank you RSS members!"

Law Enforcement Approach: Tucson Training Model

Research shows[1,2] that CIT is *most effective* when the training is VOLUNTARY and the Tucson Model strongly supports this philosophy. The Tucson Model mandates basic training for everyone, while more advanced training is voluntary. High rates of training are achieved through culture change and by creating incentives to make the training desirable.



1. CIT International and National Council for Behavioral Health joint statement on MHFA vs CIT: https://www.mentalhealthfirstaid.org/cs/wp-content/uploads/2016/01/FINAL-MHFA-CIT-White-Paper-Annoucement.pdf
2. Compton MT, Bakeman R, Broussard B, D'Orio B, Watson AC. Police officers' volunteering for (rather than being assigned to) Crisis Intervention Team (CIT) training: Evidence for a beneficial self-selection effect. Behav Sci Law. 2017 Sep;35(5-6):470-479. doi: 10.1002/bsl.2301.

Tucson MHST Model: A Preventative Approach

Dedicated Mental Health Support Team

MHST **officers** focus on **service & transport**.

- Locate over 95% of patients with civil commitment pickup orders
- Hundreds of patients transported to treatment without uses of force
- Develop relationships and recognize patterns
- Helps with CIT calls when needed

MHST officers wear plainclothes because it decreases the anxiety of the person receiving services and also has an effect on the officer's attitude.

MHST **detectives** focus on **prevention & safety.**

- Investigate calls that otherwise wouldn't be looked at (e.g. "I'm concerned about my neighbor")
- Prevent people from falling through the cracks
- Connect people treatment instead
- Focus on public safety but avoid criminal justice involvement whenever possible

The "weird stuff" detectives

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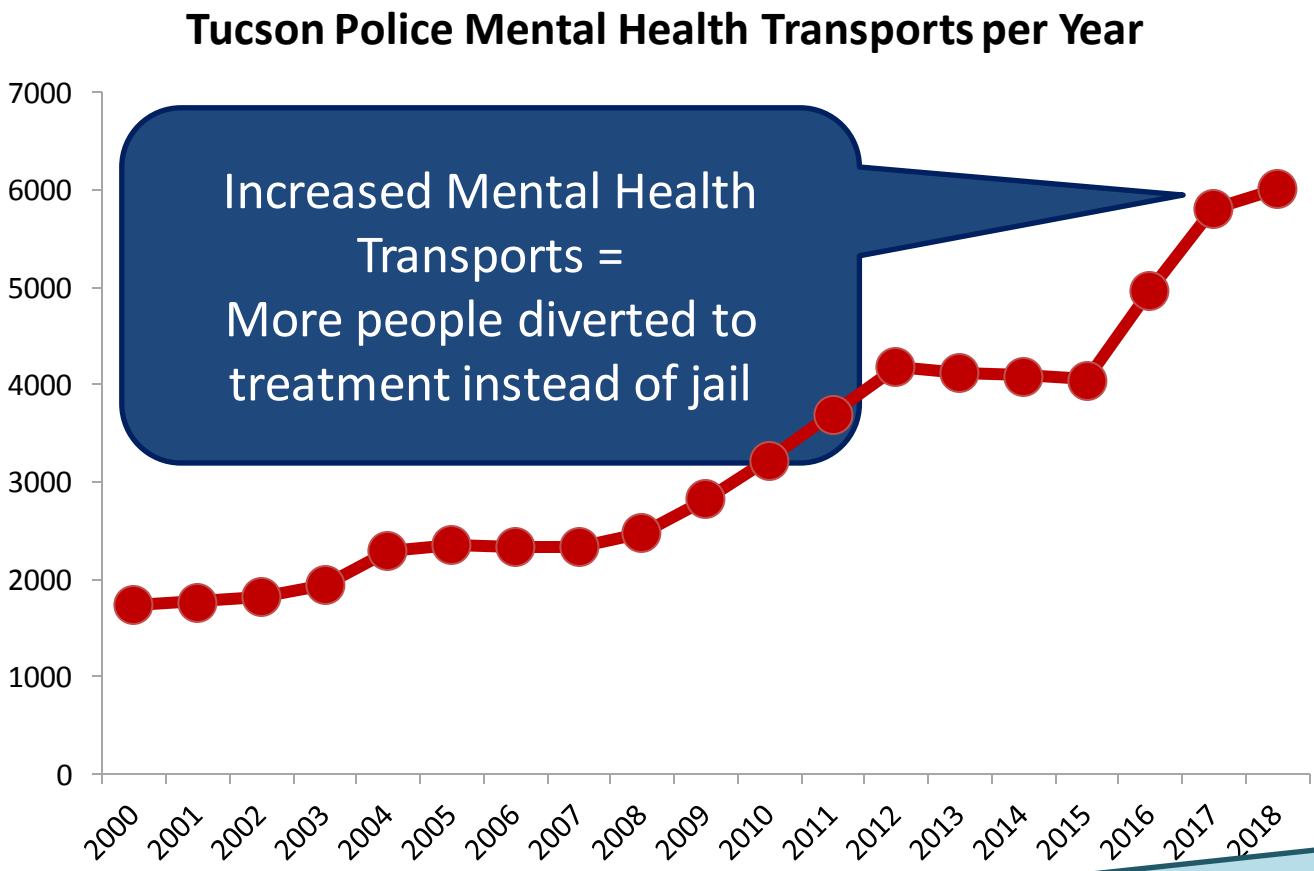
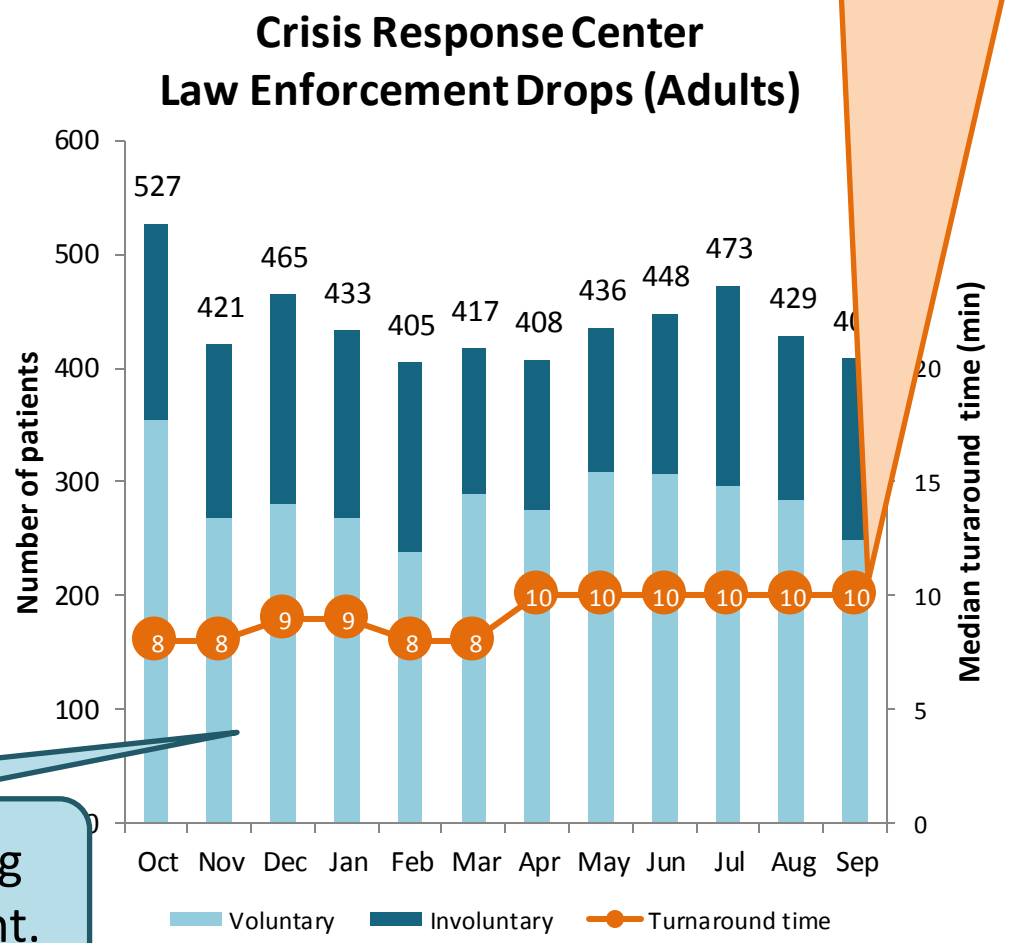
MORE People Taken to Treatment…



Increased Mental Health Transports = More people diverted to treatment instead of jail

Cops like quick turnaround time (10 min) so that it's easier to bring people to treatment instead of jail.



Most drops are voluntary (light bars), meaning the officers are engaging people into treatment.

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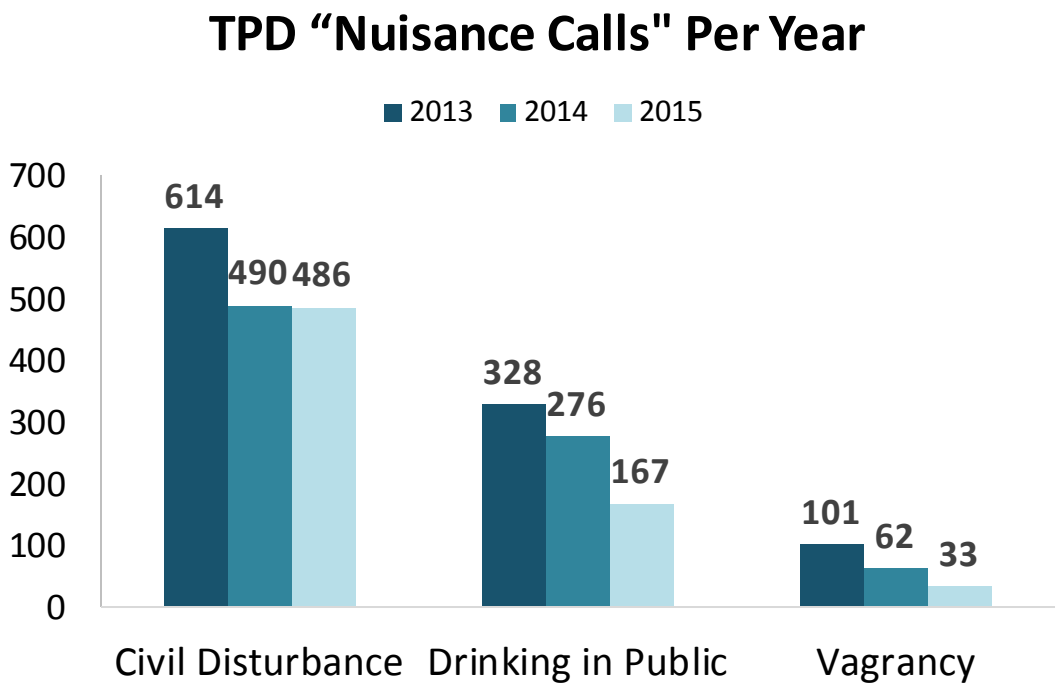
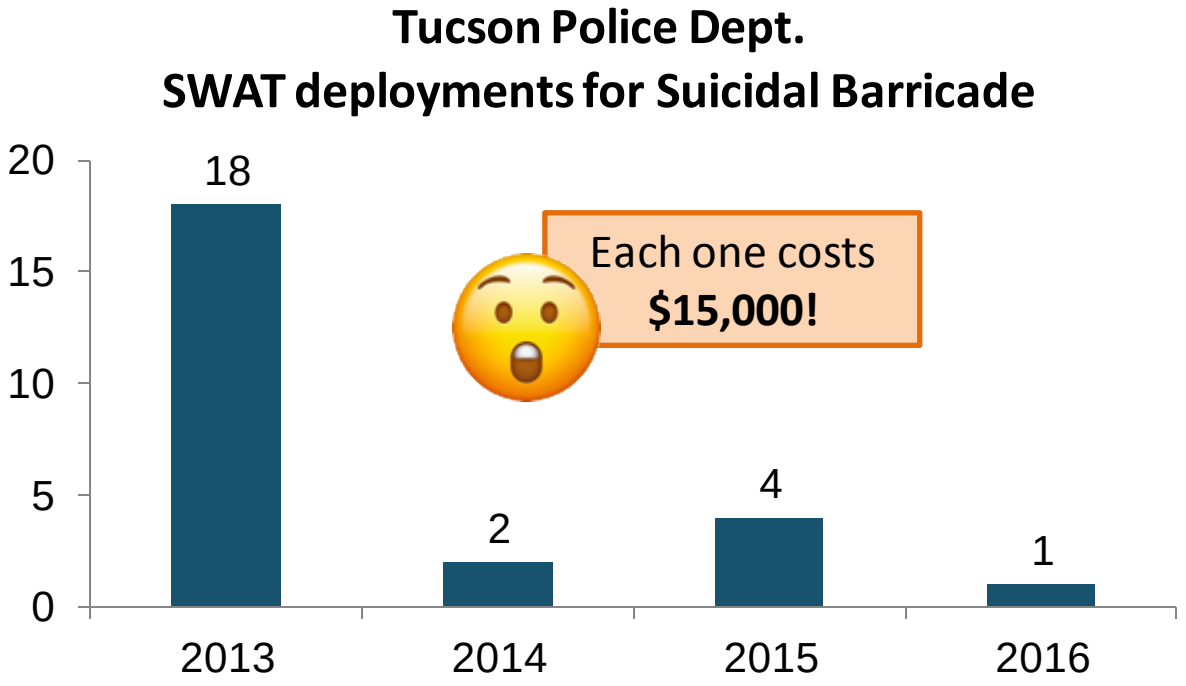
… and LESS Justice Involvement

Fewer calls for low-level crimes that tend to land our people in jail.

Culture change in how law enforcement responds to mental health crisis.





Balfour ME, Winsky JM and Isely JM; The Tucson Mental Health Investigative Support Team (MHIST) Model: A prevention focused approach to crisis and public safety. *Psychiatric Services*. 2017;68(2):211-212; https://dx.doi.org/10.1176/appi.ps.68203

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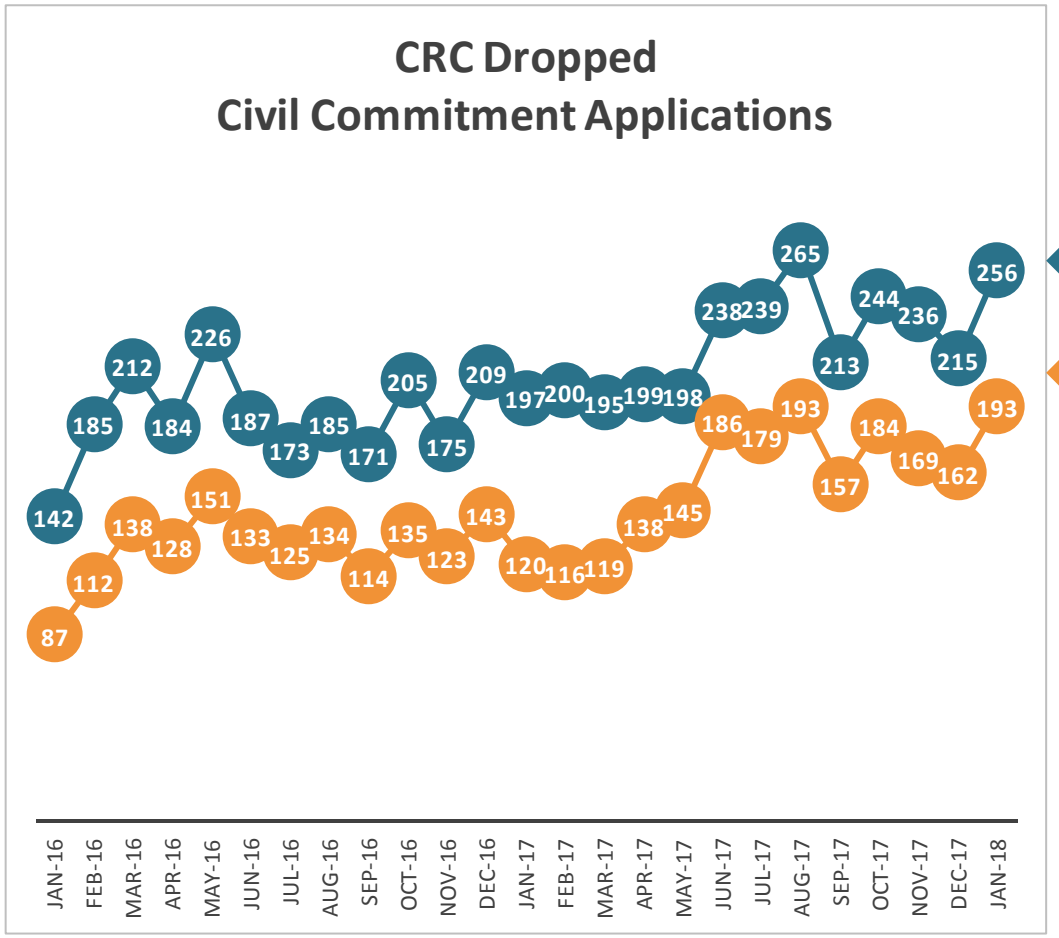
Crisis Stabilization Aims for the **Least-Restrictive** (and least costly) Disposition Possible

65%
Discharged to Community (Diversion from Inpatient)

- People admitted to the 23-hour observation unit who are discharged to community-based care instead of inpatient admission.
- Most can be stabilized for community dispositions with early intervention, proactive discharge planning, and collaboration with families and other community supports



70%
Converted to Voluntary Status

People under involuntary hold who are then discharged to the community or choose voluntary inpatient admission

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More Law Enforcement-MH Collaborations

Co-Responder Teams

- Mobile crisis clinician assigned to MHST detectives
- Focus on followup and investigations
- Increased community stabilization (vs transport to facility or civil commitment petitions)

Deflection Program

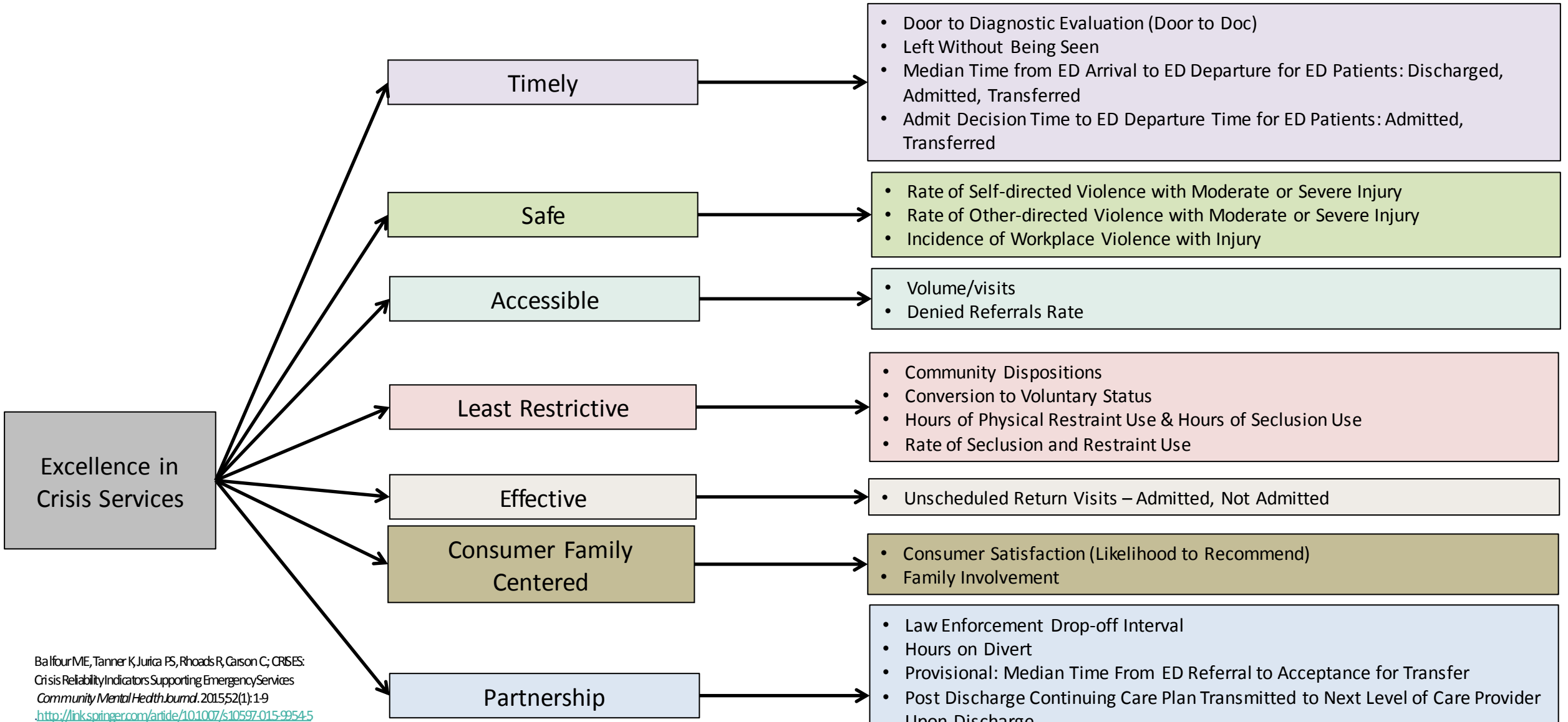
- Peer co-responders focused on SUD and overdoses
- Option not to arrest for possession of small amounts of illicit substances
- Connection to treatment instead
- 24/7 access to treatment

Homeless Outreach

- Increased outreach to people experiencing homeless in the community
- Identify and engage people needing services
- Collaboration with community stakeholders
- Focus on housing first models

Using data to improve care

Outcome metrics for facility-based crisis services



Balfour ME, Tanner K, Jurica PS, Rhoads R, Carson C; CRISES: Crisis Reliability Indicators Supporting Emergency Services *Community Mental Health Journal*. 2015;52(1):1-9 .http://link.springer.com/article/10.1007/s10597-015-9954-5

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Connections Crisis Facility KPIs

Metric	Outcome	Value	Relevance
Urgent Care Clinic: Door-to-Door **Length of Stay**	**< 2 hr**	Timely	Patients get their needs met quickly instead of going to an ED or allowing symptoms to worsen.
23-Hour Obs Unit: **Door-to-Doctor Time**	**< 2 hr**	Timely	Treatment is started early, which results in higher likelihood of stabilization and less likelihood of assaults, injuries and restraints.
23-Hour Obs Unit: **Community Disposition Rate** (diversion from inpatient)	**60-70%**	Least Restrictive	Most patients are able to be discharged to less restrictive and less costly community-based care instead of inpatient admission.
Hours of **Restraint Use** per 1000 patient hours	**< 0.15**	Least Restrictive	Despite receiving highly acute patients directly from the field, our restraint rates are 75% below the Joint Commission national average for inpatient psych units.
Law Enforcement Drop-Off **Police Turnaround Time**	**< 10 min**	Partnership	If jail diversion is a goal, then police are our customer too and we must be quicker and easier to access than jail.
Patient Satisfaction Likelihood to Recommend	**> 85%**	Partnership	Even though most patients are brought via law enforcement, most would recommend our services to friends or family.
Return Visits within 72h following discharge from 23h obs	**3%**	Effective	People get their needs met and are connected to aftercare. A multiagency collaboration addresses the subset of people with multiple return visits.

Standard Crisis Scorecard Across the Southern Arizona Region

The **Regional Behavioral Health Authority** requires the other 23h crisis facilities to use this framework.

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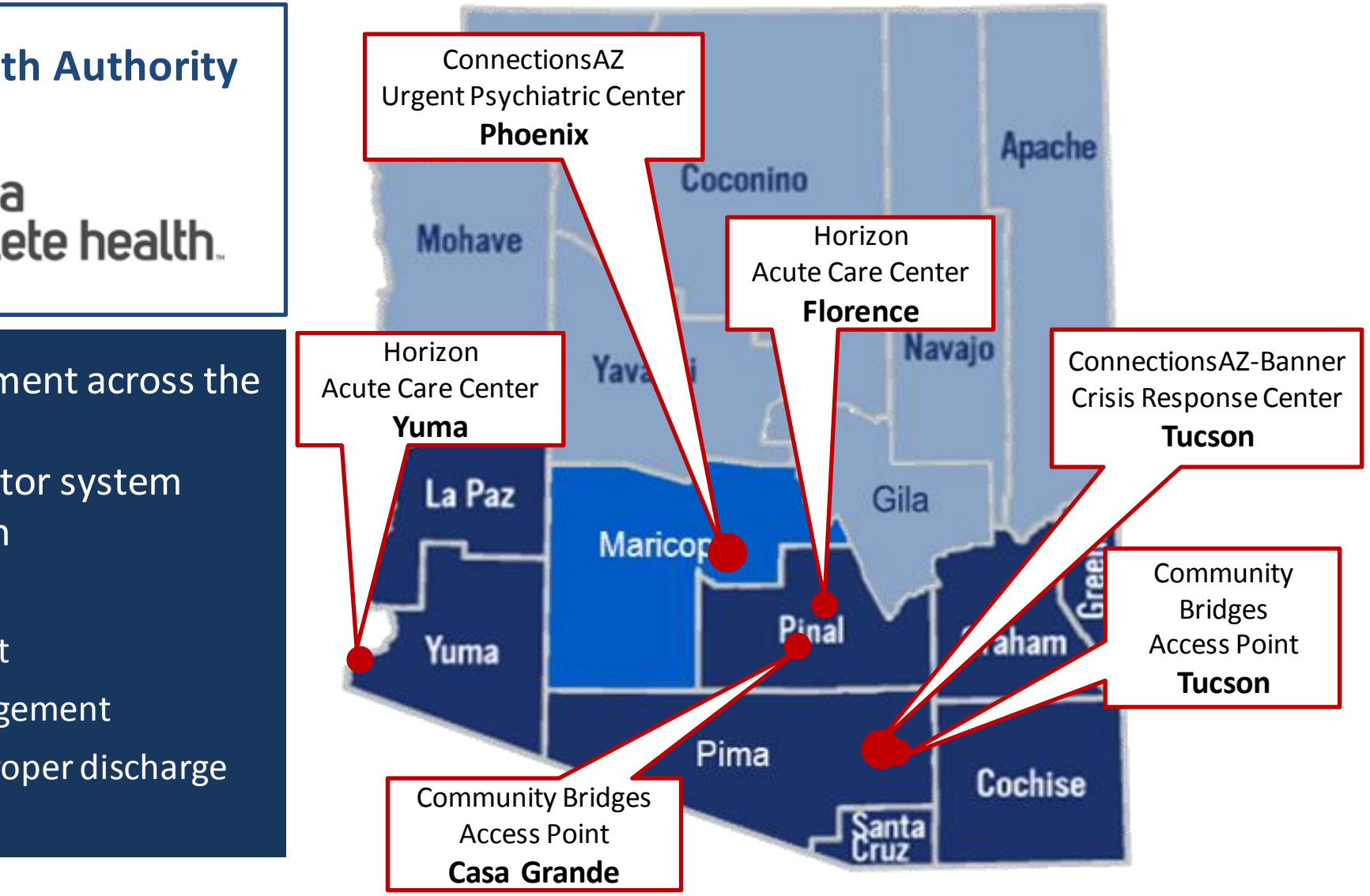
- Consistent outcome measurement across the Southern AZ network
- Monthly data reviews to monitor system performance across the region
  - Insight into volume trends
  - Bed capacity and throughput
  - Community acuity and engagement
  - Ensure accountability and proper discharge planning



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Systems Approach: How can crisis data help improve the whole behavioral health system?

Every crisis visit is a **story** about how someone **couldn't get their needs met** in the community.

If we **turn the stories into data**, it can **reveal trends** about things that need improving in the overall behavioral health system.

The Canary in the Coal Mine for what's NOT working in the community

Crisis Center

"I couldn't get in to see my doctor at my clinic."

"There was a problem at the pharmacy and I couldn't get my meds filled."

"These meds aren't working."

"I don't have a safe place to stay."

"I couldn't get my case manager on the phone."

"I got kicked out of my group home… AGAIN."

"I missed my appointment because I don't have transportation."

"My mom can't handle me at home by herself."

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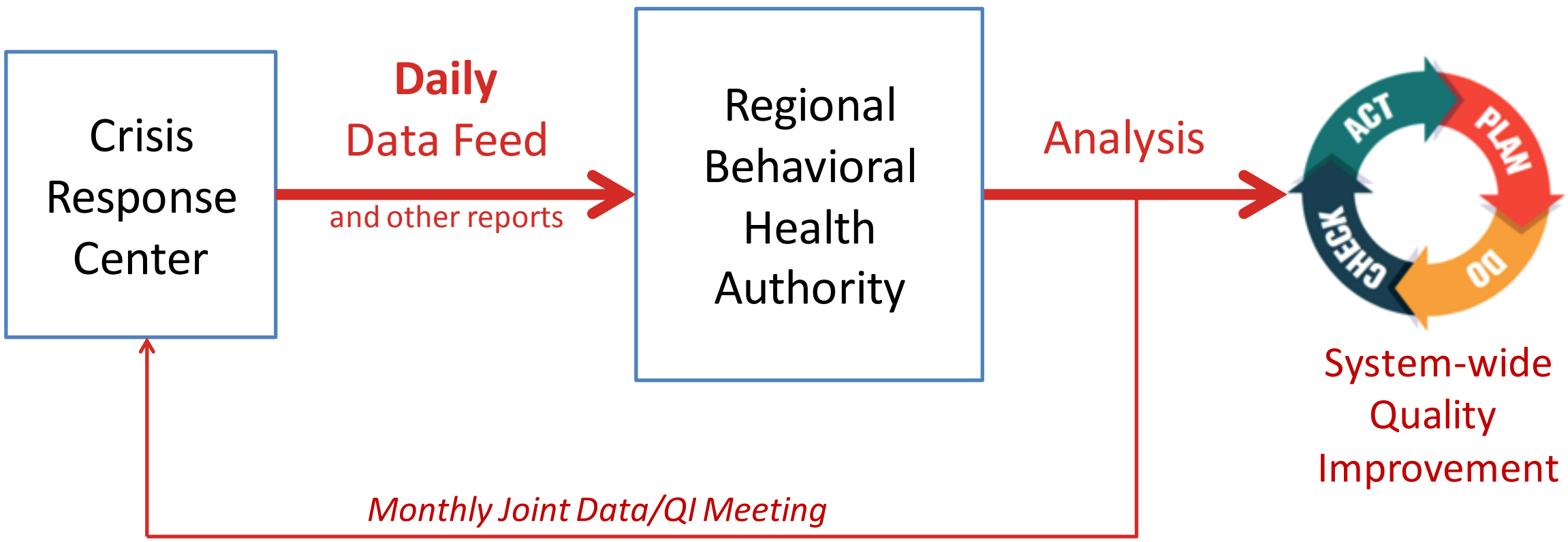
CRC-RBHA Data/QI Partnership



Balfour ME, Zinn T, Cason K, Fox J, Morales M, Berdeja C, Gray J; Provider-Payer Partnerships as an Engine for Continuous Quality Improvement; *Psychiatric Services*; 2018;69(6):623-625; https://doi.org/10.1176/appi.ps.201700533

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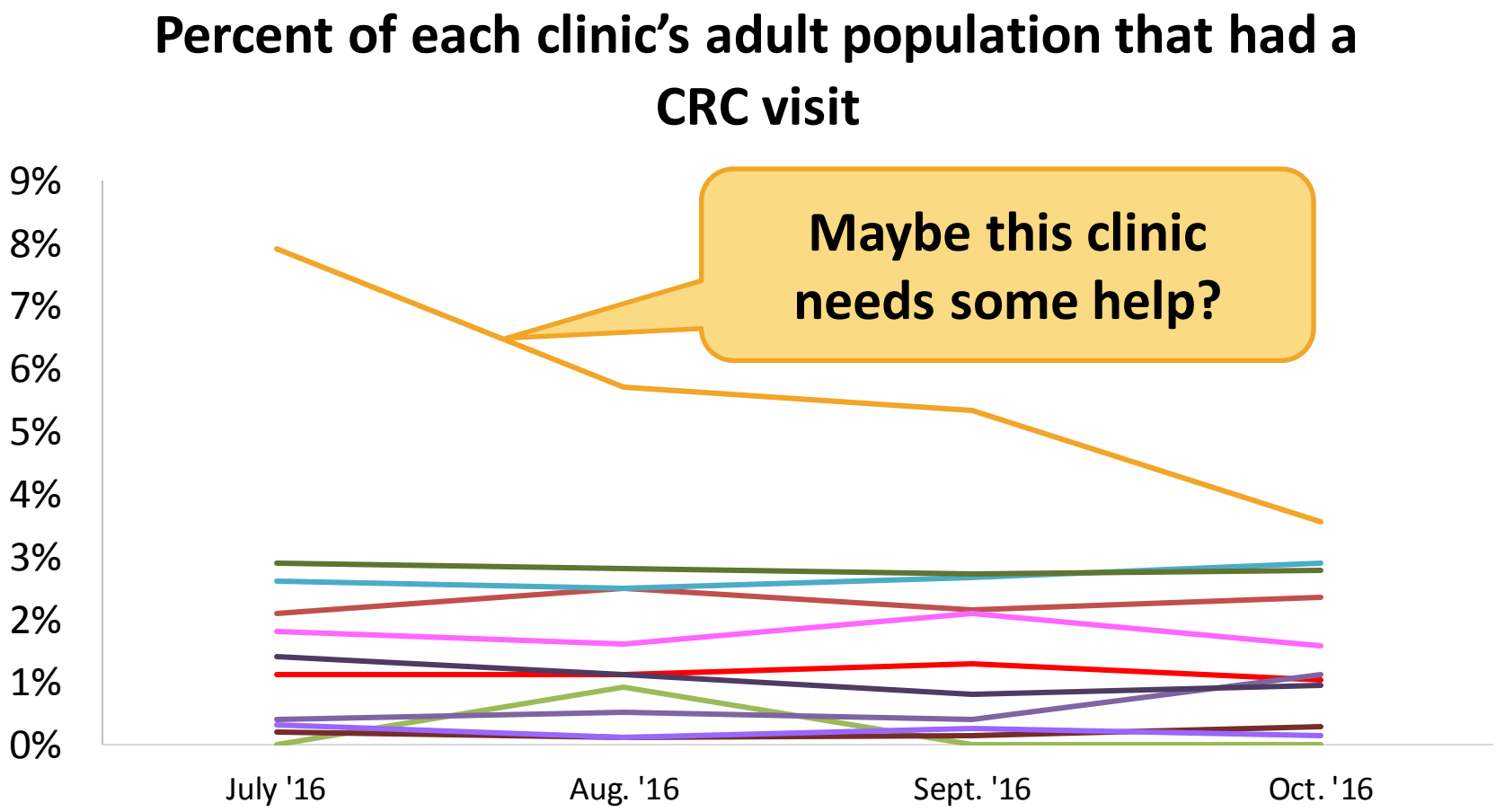
The Power of Crisis-Payer Collaboration



CRC has the NUMERATOR

RBHA has the DENOMINATOR

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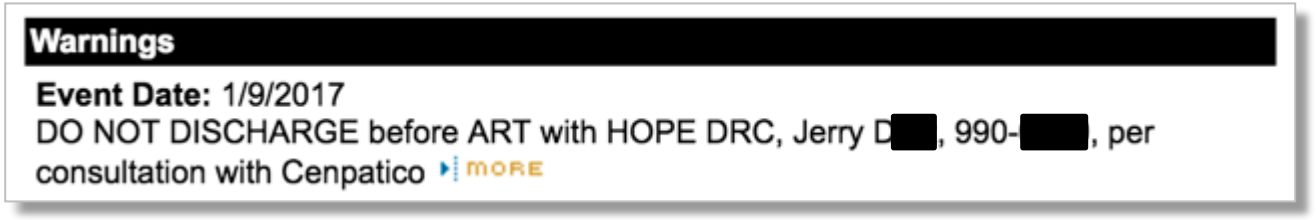
Adults: “Familiar Faces” QI Plan

1 **DATA REPORTING:** The CRC sends a monthly rolling frequent utilizer report to Cenpatico.

Last name	First name	dob	ICC	T19 status	rbha	payer	Clinic Only	Obs	Total	Visit this month?
			LA FRONTERA	SMI T19	Cenpatico	AHCCCS only	9	10	19	Y
			LA FRONTERA	SMI T19	Cenpatico	AHCCCS only	0	4	4	Y
			COPE	SMI T19	Cenpatico	AHCCCS & Medicare	0	4	4	Y
			LA FRONTERA	SMI T19	Cenpatico	AHCCCS only	0	6	6	Y
			COPE	SMI T19	Cenpatico	AHCCCS only	1	4	5	Y

2 **MULTI-AGENCY TEAM MEETINGS** with CRC, RBHA, clinic staff to discuss the patient’s needs and develop improved crisis and service plans. The goal is at least 3 staffings per patient regardless of whether they are at the CRC that day.

3 **CHARTS FLAGGED** at the CRC with information about the new crisis plan and who to contact so that the new plan can be implemented.



Balfour ME, Zinn T, Cason K, Fox J, Morales M, Berdeja C, Gray J; Provider-Payer Partnerships as an Engine for Continuous Quality Improvement; *Psychiatric Services*; 2018;69(6):623-625; https://doi.org/10.1176/appi.ps.201700533

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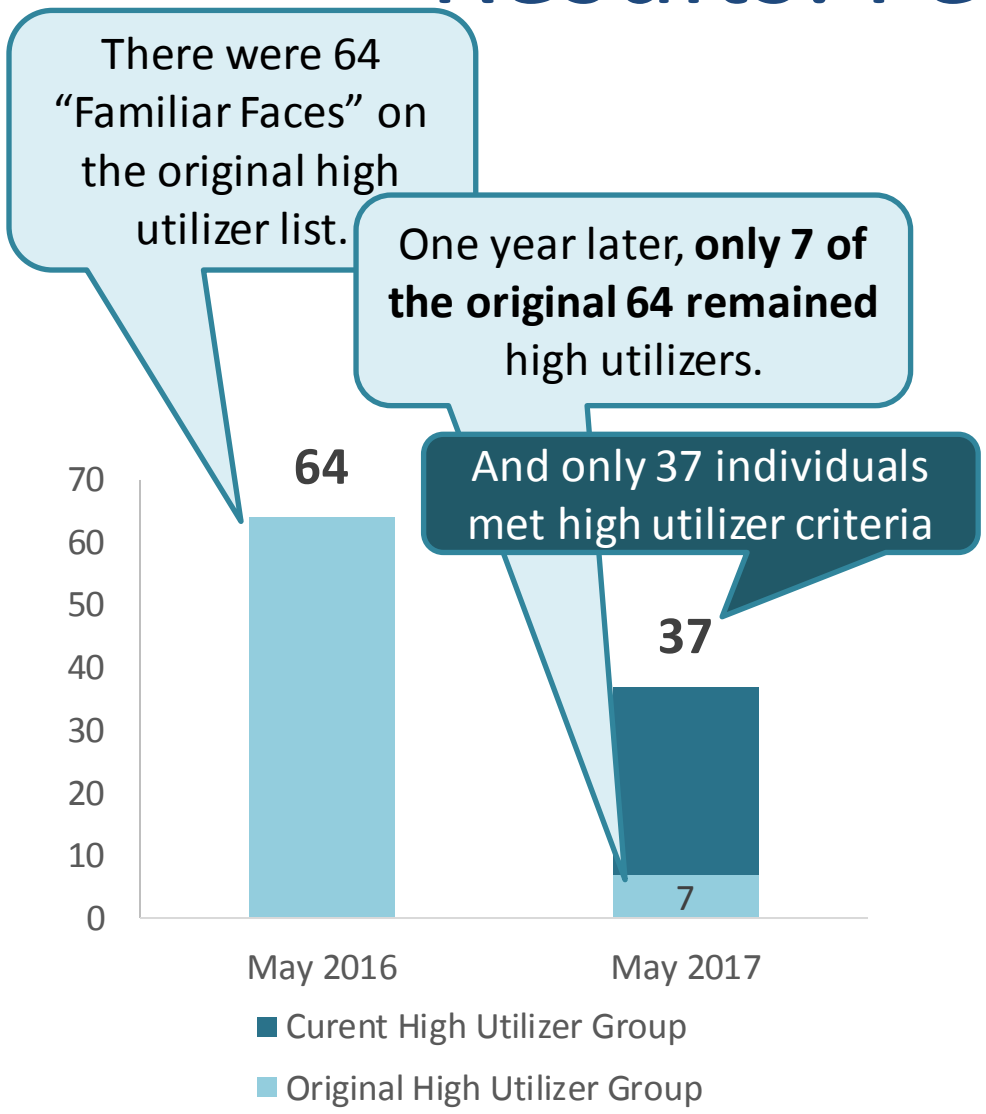
Results: Fewer "Familiar Faces"



Case Example: Ms. X becomes lonely during the weekend, which is a trigger for feeling overwhelmed and suicidal and coming to the CRC. She has a partner who is also enrolled in services.

Individualized Plan:

- The outpatient provider will proactively do welfare checks on nights and weekends to help plan for triggers that historically result in CRC visits.
- The team will explore working with her partner's team (with consent) in order to assist both in recovery together.
- The CRC will call her clinic Peer Support Specialist immediately upon arrival to reinforce the relationship with her outpatient team and help connect her more quickly with outpatient support.

Results: CRC visits decreased from

14 in Q1 2016 to

1 in Q1 2017.

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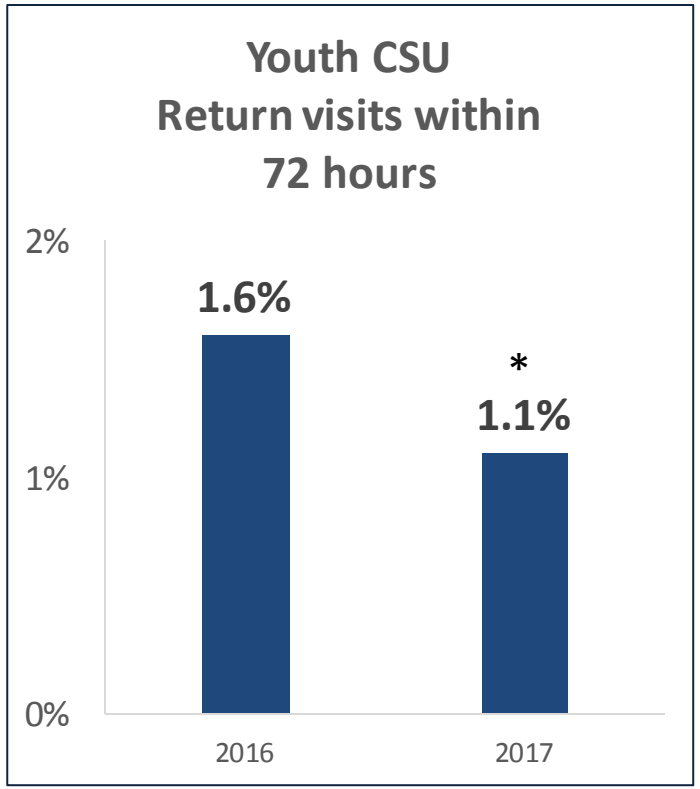
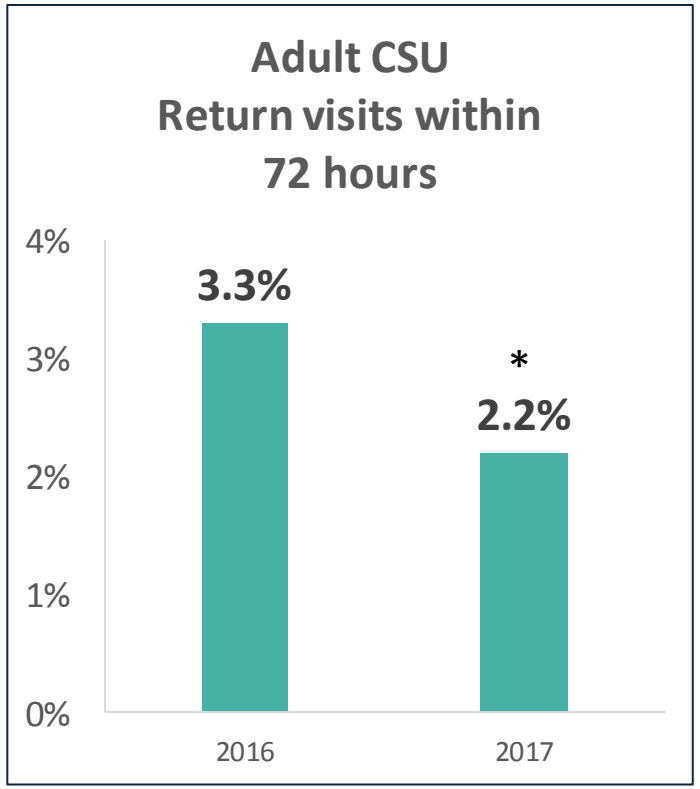
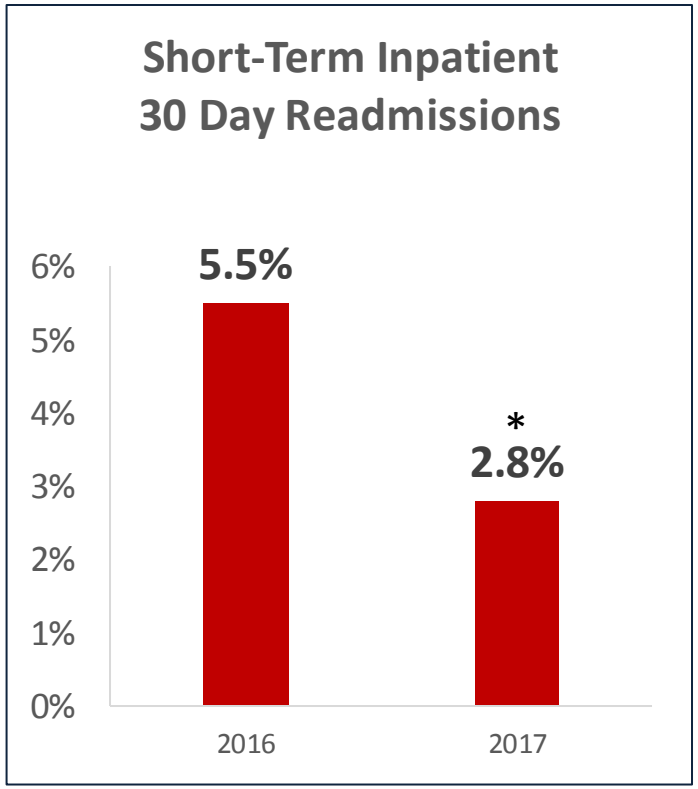
Balfour ME, Zinn T, Cason K, Fox J, Morales M, Berdeja C, Gray J; Provider-Payer Partnerships as an Engine for Continuous Quality Improvement; *Psychiatric Services;* 2018;69(6):623-625; https://doi.org/10.1176/appi.ps.201700533

Results: Reduced Readmissions

A significant reduction in readmissions in all units!



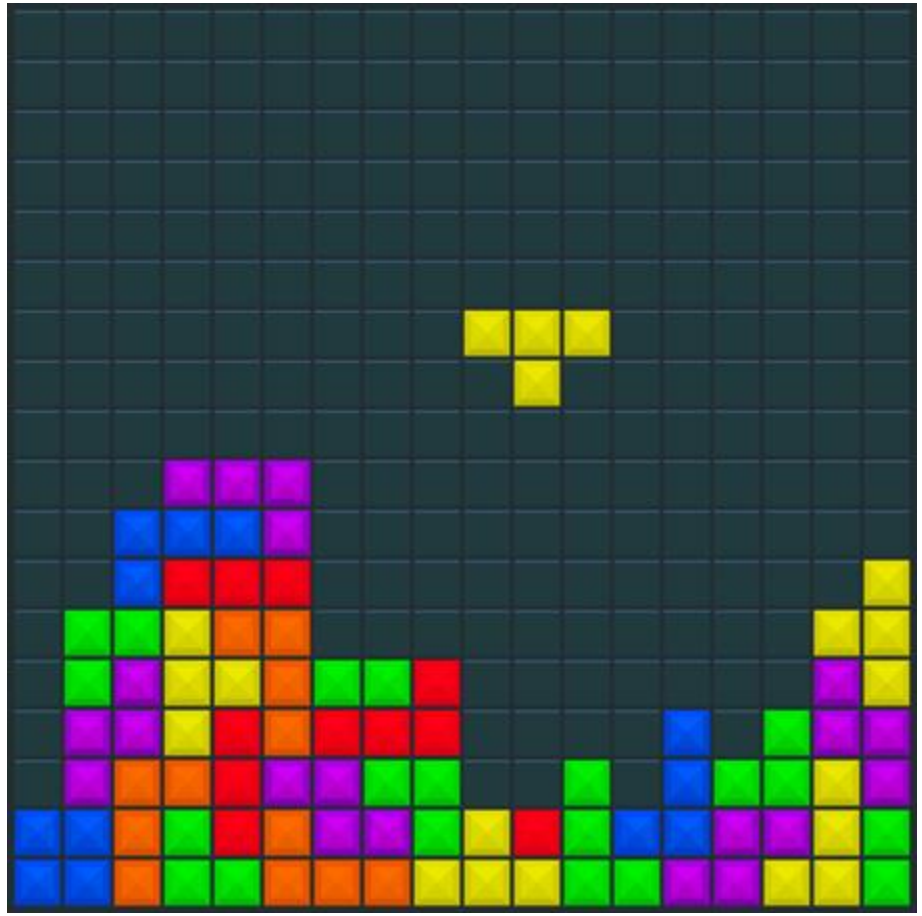




*Comparison of Q1-Q3 (Oct-June) each year. YCSU $p < 0.03$, ACSU $p < 0.02$, STIU $p < 0.01$

Balfour ME, Zinn T, Cason K, Foxt, Morales M, Berdeja C, Gray J; Provider-Payer Partnerships as an Engine for Continuous Quality Improvement; *Psychiatric Services*; 2018;69(6):623-625; https://doi.org/10.1176/appi.ps.201700533

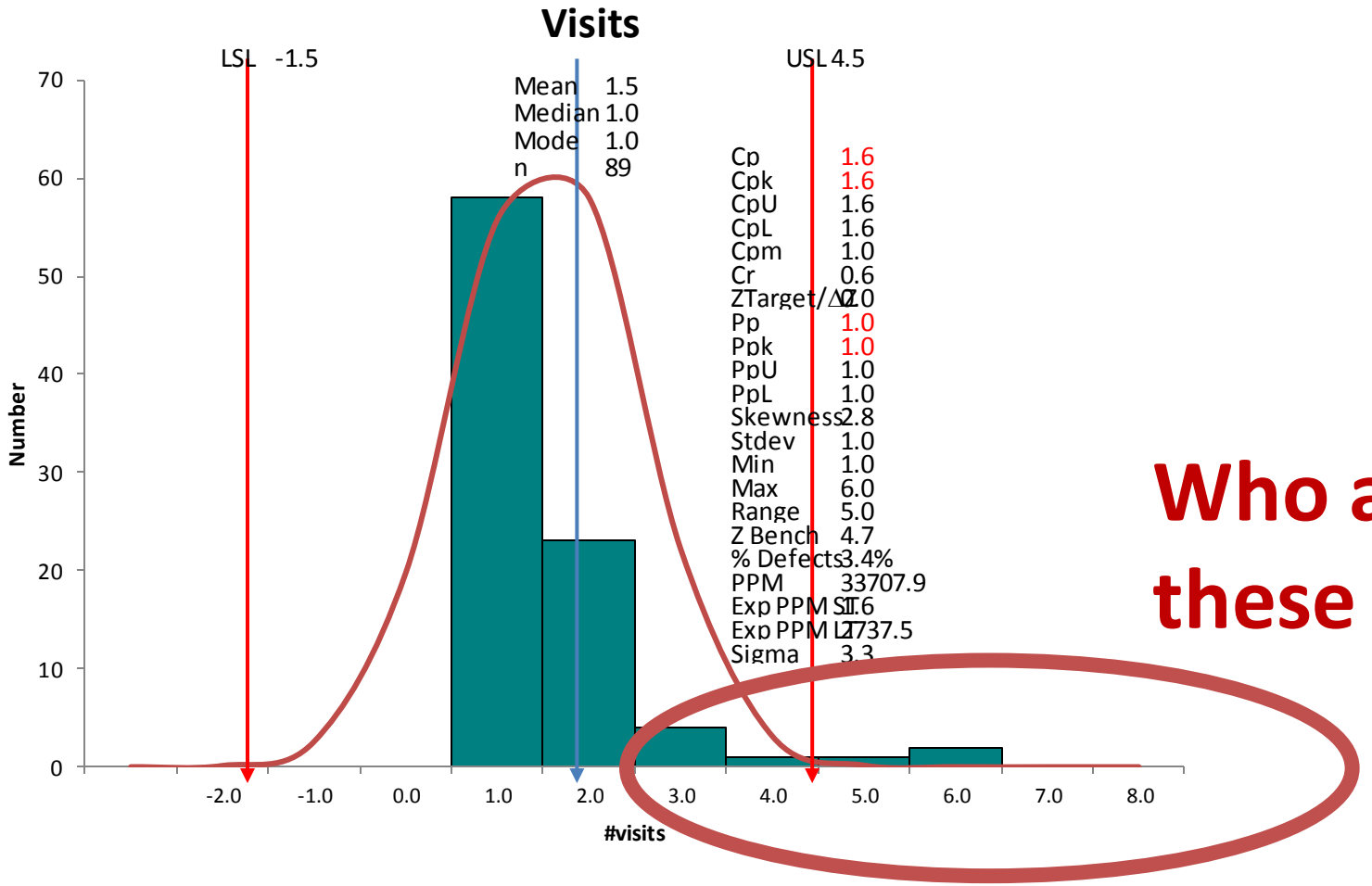
Putting it all together…



Stakeholders from multiple systems coming together around data dashboards to solve a complex problem.

Example: Repeat revocations to the CRC

(for patients on outpatient civil commitment)



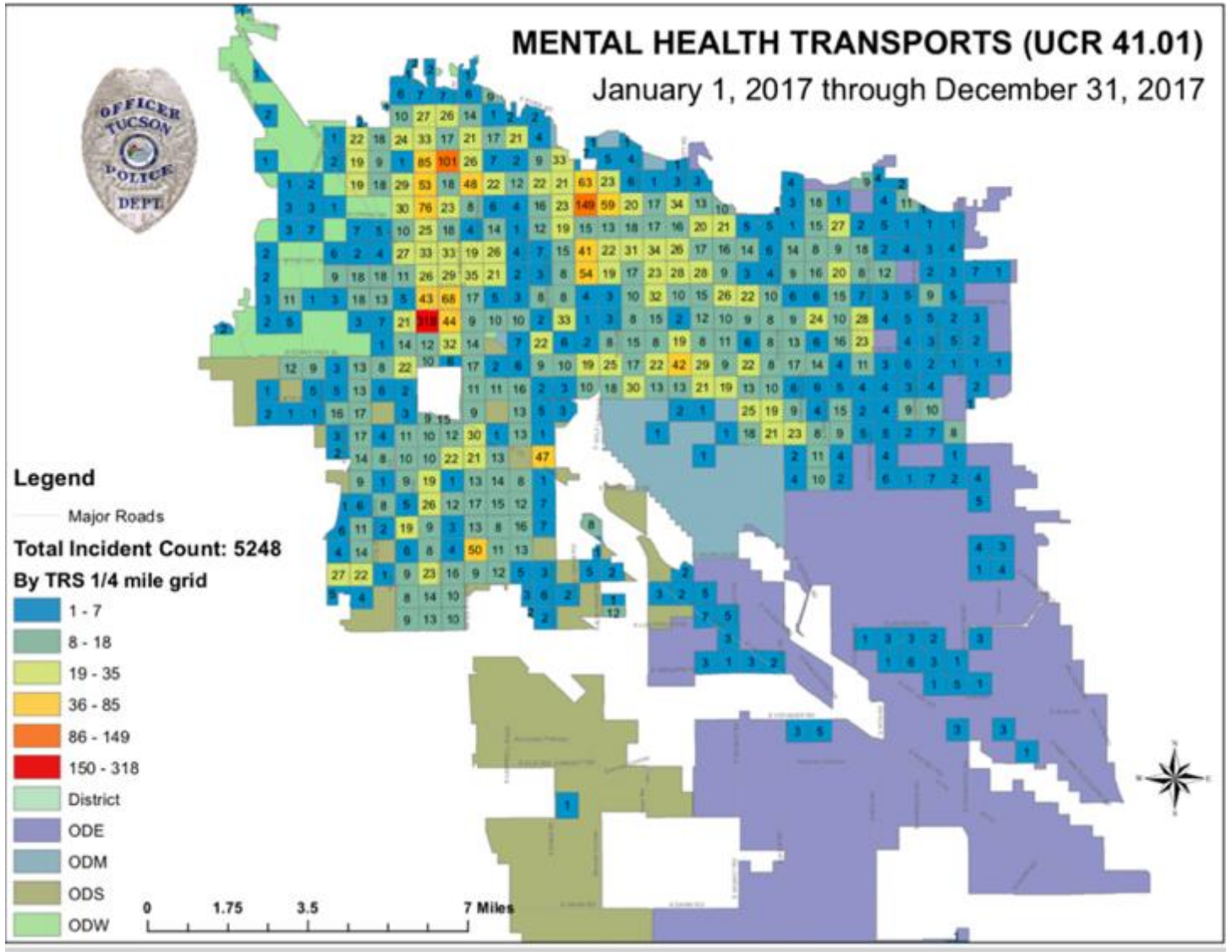
Who are these people?

Courtesy Margie Balfour, Crisis Response Center, ConnectionsAZ

connections HEALTH SOLUTIONS

Where are these patients coming from?

Can we target interventions to prevent the need for involuntary law enforcement transports?



Courtesy Sgt. Jason Winsky, Tucson Police Dept.

Multiagency QI Process to reduce T36 revocations

“The Group Home Guy”

Group Home

Crisis Line

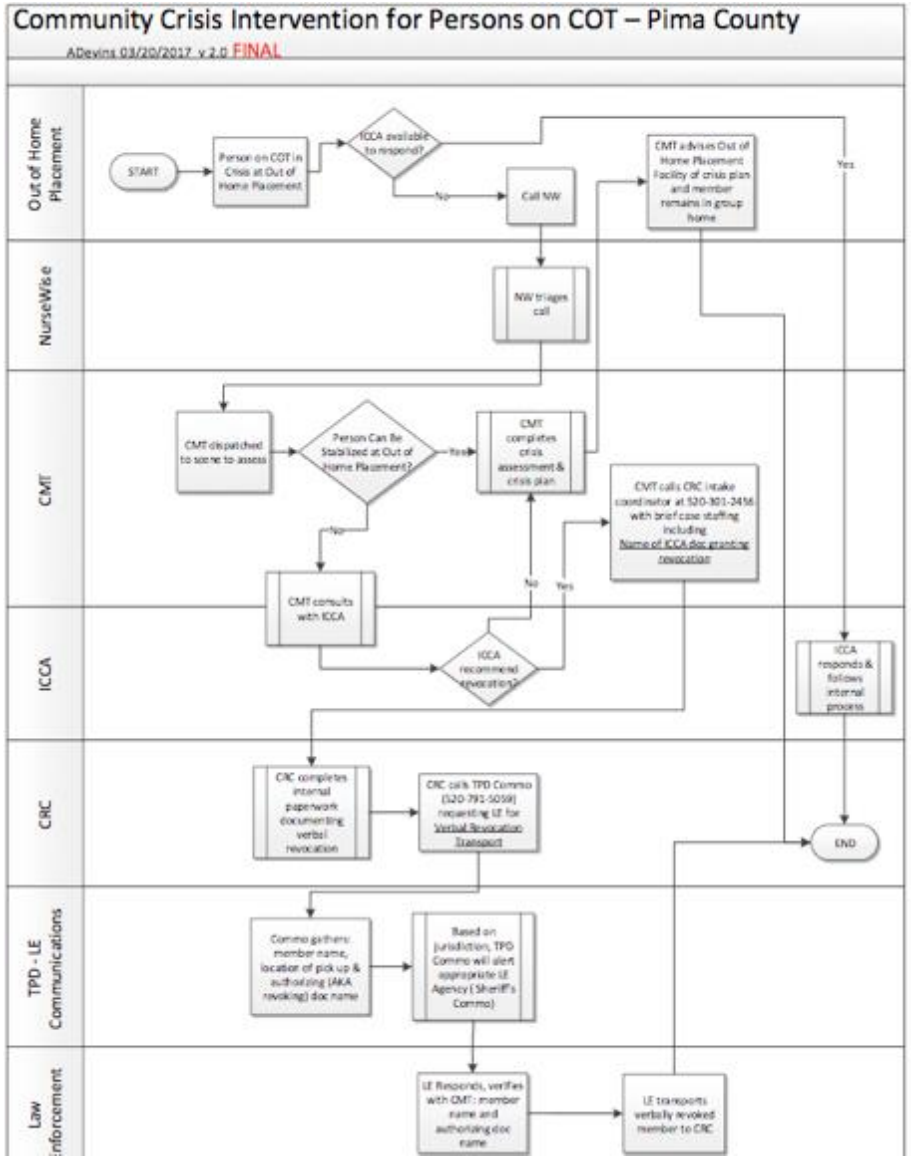
Mobile Crisis Team

Outpatient Clinic

Crisis Response Center

911 Dispatch

Law Enforcement



Courtesy Amy Devins, Arizona Complete Health

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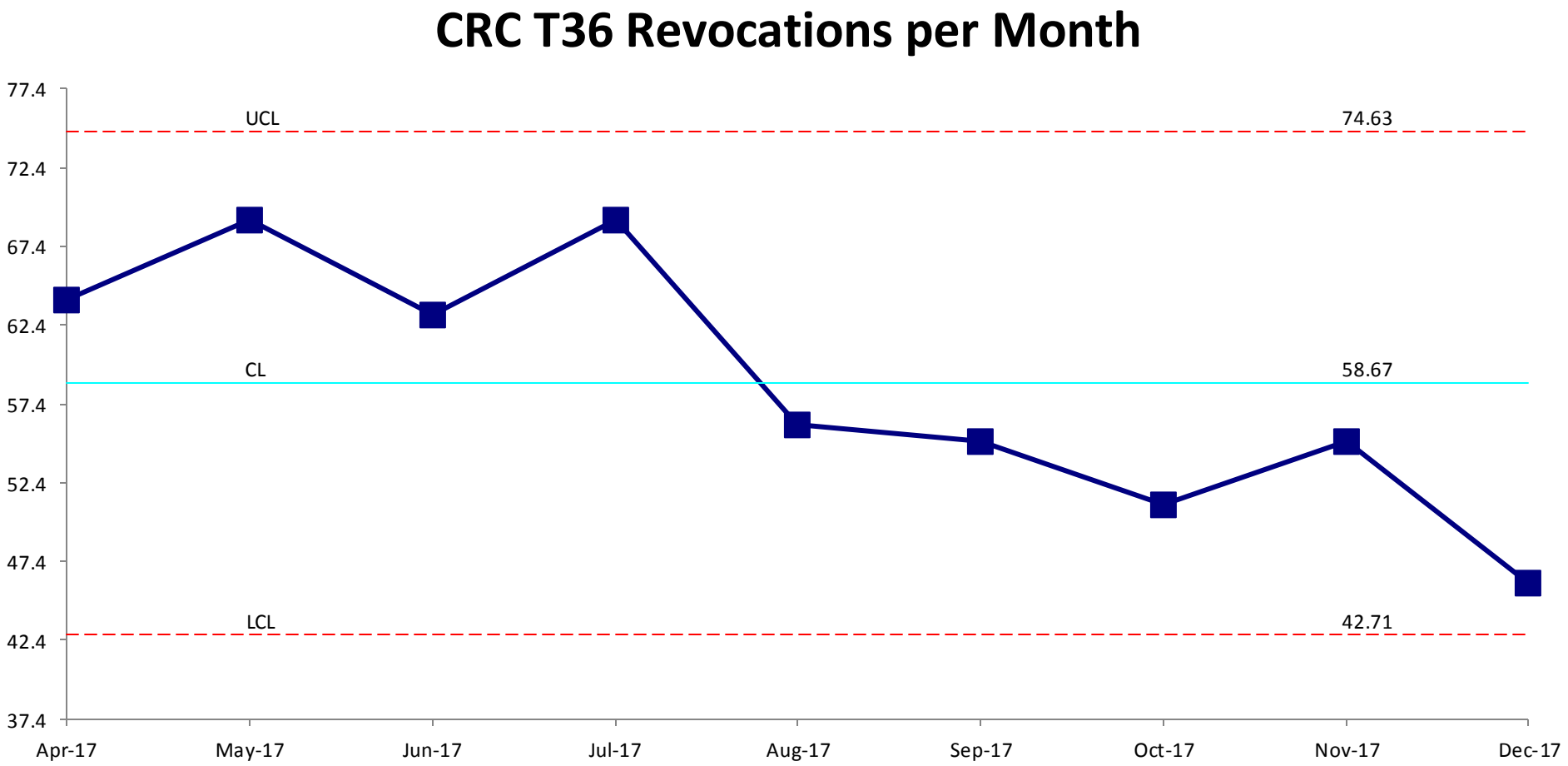
Results: Reduced civil commitment revocations



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It took a LONG time and LOTS of collaboration to get where we are today.

2000

< City (Tucson) MH Court

2001

CIT Program started >

2002

2004

Felony > MH Court

< Mobile Crisis Teams

2006

Bond passes > to build crisis facility

2007

Jail Based > Restoration to Competency

2010

< Pima County **Office of BH Administrator**

< DTAP Program
Drug Treatment Alternative to Prison

2011

Jan 8 2011 shooting > at *Congress On Your Corner*

2012

< Peers in the Jail

< Crisis Response Center opens Aug 2011

< Rural MH Courts

Law Enforcement MH Support Teams
< PCSO TPD >

2013

2014

Jail + MH **Data Exchange**
< JHIDE Analytics >

2015

2016

MacArthur Grant > awarded to Pima County

2017

< Co-responders (cop + clinician)

< Repeat T36 Utilization (civil commitment/AOT)
Data Sharing Task Force

< 24/7 access to MAT

< 100% MHFA training achieved TPD + PCSO

< MH First Aid Training for law enforcement begins

2018

< Learning Site designation by DOJ/BJA

< MHFA Impact Award National Council for BH

< Repeat Jail Detainees Task Force

2019

< 911/crisis line co-location

< CoMPaSS Court Consolidated misd. problem-solving court

< Drug Deflection UMATTER program

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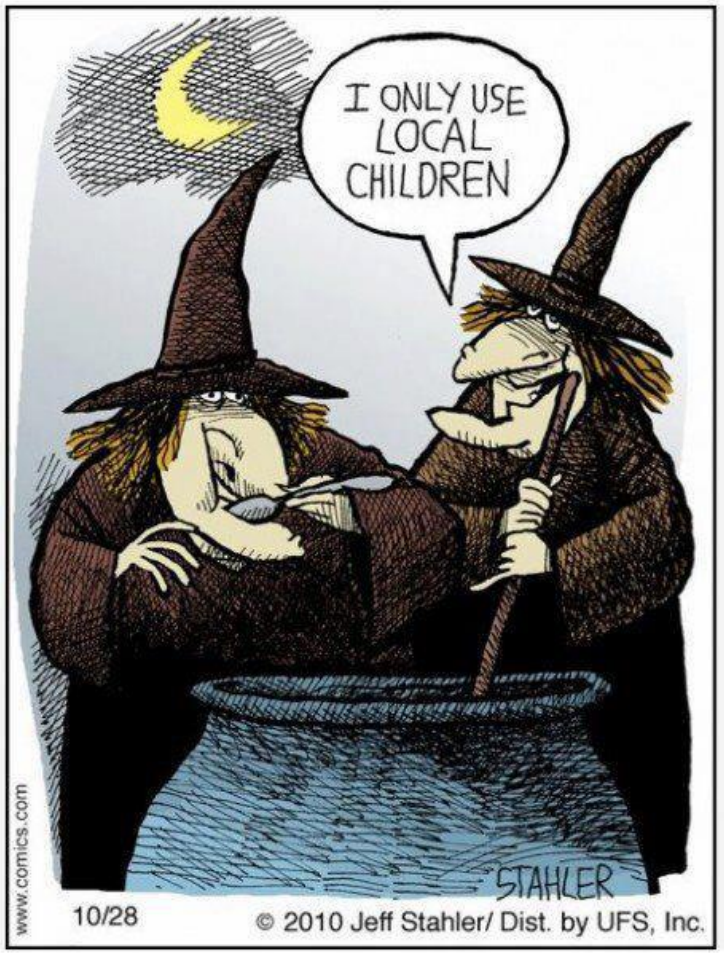
Lessons Learned & Key Ingredients

- The solution is **not** always more inpatient beds!
- Stabilize crisis in the **least-restrictive** setting possible (which also tends to be the **least-costly**)
- **Governance and payment structures** to incentivize these programs and services
- **Data-driven and values-based** decision-making and continuous quality improvement
- Stakeholder **collaboration** across silos
- **Culture of:**
  - **NO WRONG DOOR**
  - **"Figure out how to say YES instead of looking for reasons to say no."**



Questions?

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Associate Professor of Psychiatry, University of Arizona
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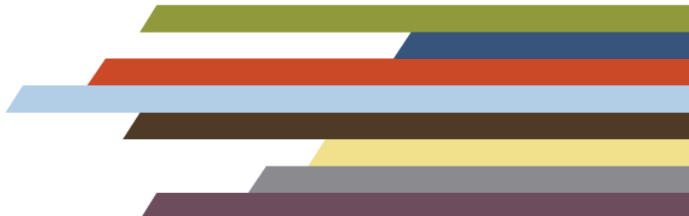
BJA Bureau of Justice Assistance U.S. Department of Justice

CSG Justice Center THE COUNCIL OF STATE GOVERNMENTS

Tucson is one of the DOJ's Learning Sites for Mental Health Law Enforcement Collaboration. Funding for a visit may be available.

https://csgjusticecenter.org/law-enforcement/projects/mental-health-learning-sites/

Discussion



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- Resources and Research Updates

Thank you!