Mobile Crisis from Zero to 24/7/365:

Creating and Maintaining Flexible Crisis Response Services in a Changing Landscape

SANTÉ AFFILIATED SANTÉ GROUP
BALTIMORE COUNTY CRISIS RESPONSE SYSTEM

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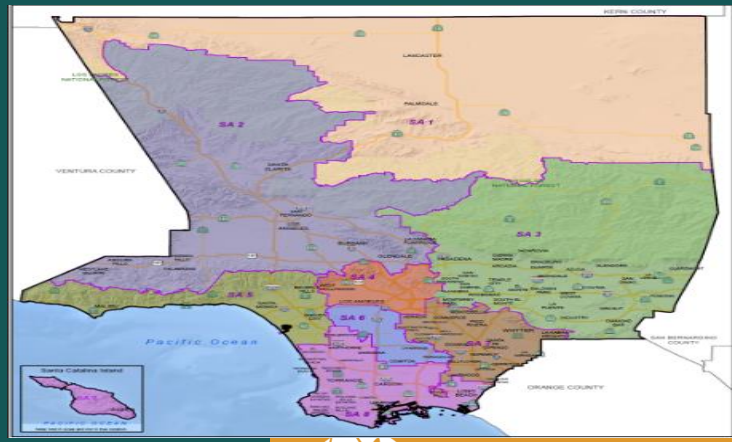
Introductions

SYCAMORES:

Paulette Banuelos
Project and Implementation Manager

Jana Lord, Psy.D.
Chief Operating Officer



Overview:

- Length of operations
- Setting / geographic locations – populations
- Composition of the “mobile crisis team” and qualifications of the team
- Funding Sources

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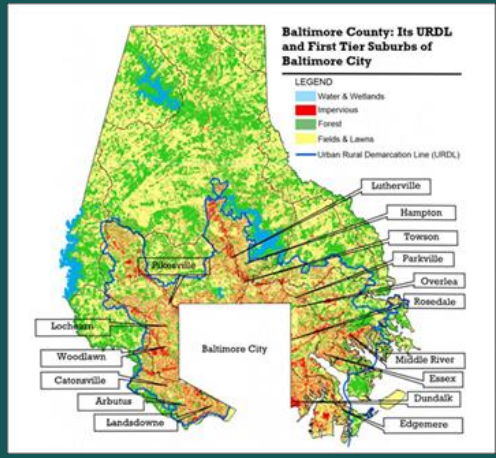
Introductions

The Sante Group:

Allison Paladino, LCSW-C Director of Baltimore County Crisis Response System

Tammy Converse, LCSW-C Deputy Director of Baltimore County Crisis Response System

MCT composition



Overview:
Operating in Baltimore County since 2001

Geographic location: Baltimore County Maryland

Population of 849,316 in 2021

ASG History:

The Sante Group:

The Affiliated Santé Group (Santé) is the largest provider of crisis services in Maryland. It is part of a group of companies called "The Santé Group". The Santé Group is a family of affiliated companies dedicated to providing treatment and support to individuals and families in Maryland, Pennsylvania and North Carolina.

Current Sante Crisis Response Programs:

2001 Baltimore County Crisis Response System

Expansion 2008

Expansion 2019

2007 Mecklenburg County, North Carolina

2009 Eastern Shore Crisis Response System, Maryland

2018 Carroll County Mobile Crisis

2023 GBRICS / CMCRS regional call center and MRT Teams

A partnership between the Baltimore County Police Department and Affiliated Santé Group, funded and administered by the Baltimore County Bureau of Behavioral Health.

Goals:

Diversion from the Emergency Room

Diversion from entry into the Criminal Justice System

Increased linkage to community Providers

Service Components

24-hour Operations Center

Regional Crisis Response System Call Center

24-hour Mobile Crisis Teams

In Home Intervention Teams

Urgent Care Center

CISM

CIT

911 Call Center Clinicians Program

Community Education

Regional Crisis Response MRT Teams

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Start Up Considerations

- Define the “scope”:
  Set realistic timelines/ milestones/goals
- Project Management Tools: (PDCA)
  - Project Teams
    - Plan : Define Roles & Responsibilities
    - Do: Execute plan
    - Check: Continuous Process Improvement Cycles
    - Act: Implement Lessons Learned

Leveraging Key Stakeholders and Collaborations (Plan)

- Identifying key stakeholders (partners)
- Process to ensure effective communication and engagement with partners
- Satisfaction surveys (Consumers/Clts. and partners)

Marketing / Education (Plan)

- Community Members
- Leveraging Partnerships to assist with promotion and education
- Professionals

Leveraging Relationships with Community Partners

- Identifying available community resources
- Processes to ensure effective communication and engagement with partners

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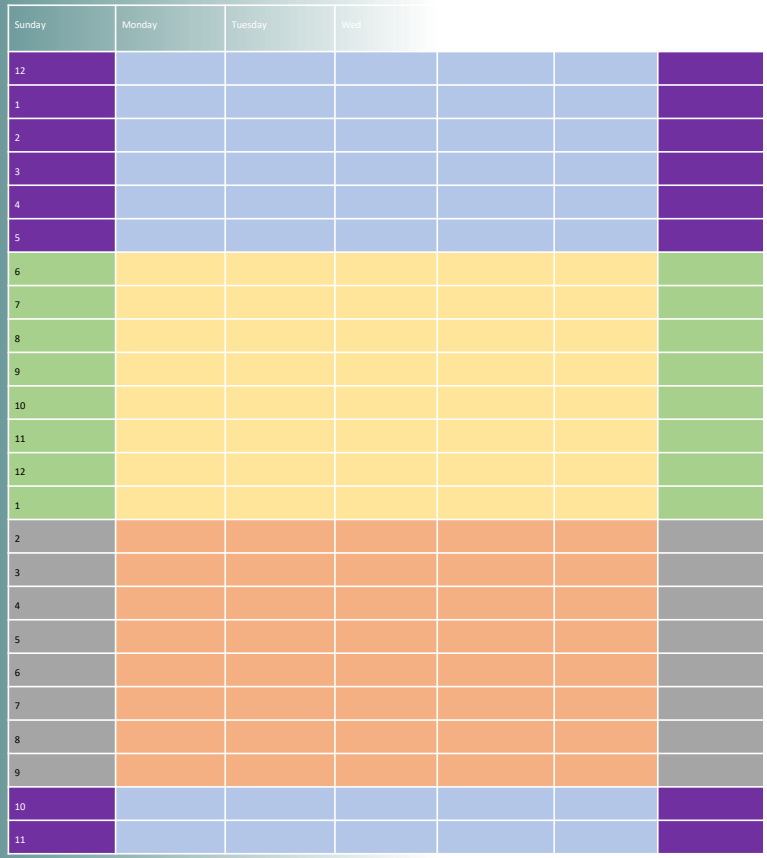
Implementation (DO)

- Staffing and Schedule Considerations
  - Prioritize shift implementation on call volume data (i.e., highest need: time of day and day of week)
- Training:
  - New Hire
  - On-Going



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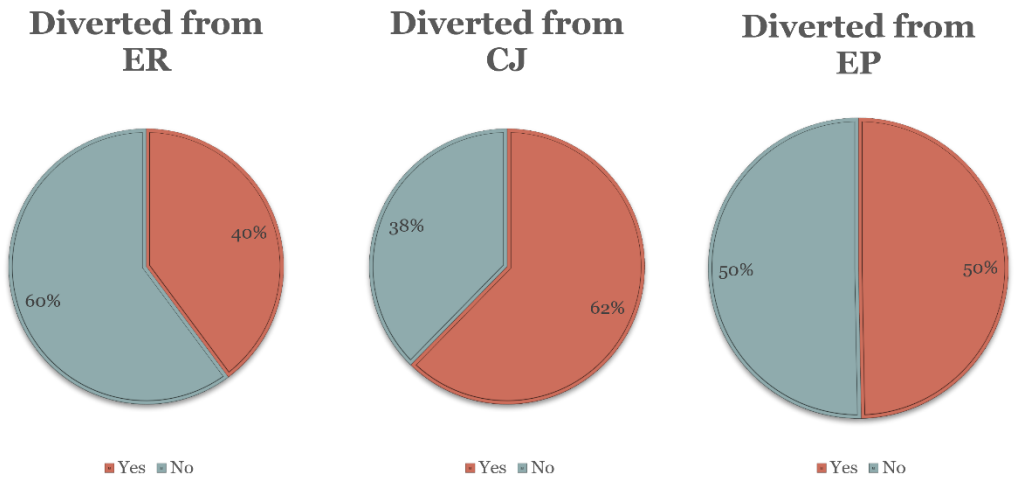
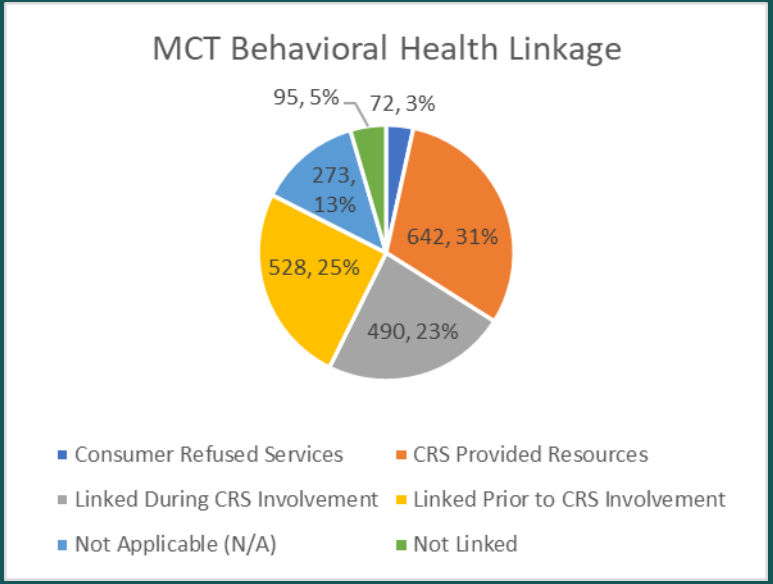
Diversion rates FY23 of 3069 Calls for MCT service:



*note: only those individuals who are appropriate for diversion are given alternatives, many individuals are not able to be diverted due to the acuity of the case and their circumstances

Outcomes & Measures of Success (Check)



Response time:
Average response time is 16 minutes
Average time spent: 82 minutes

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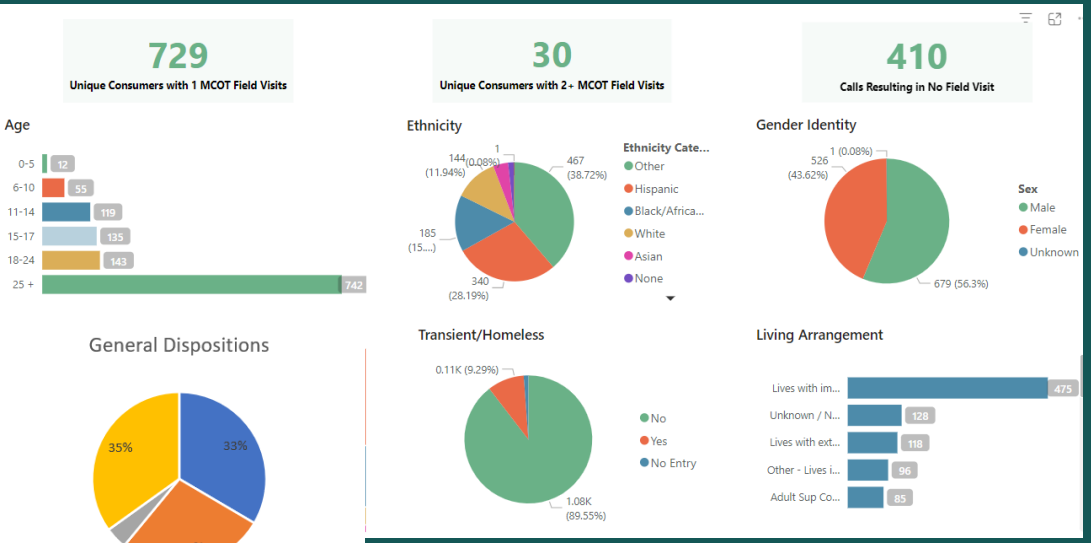
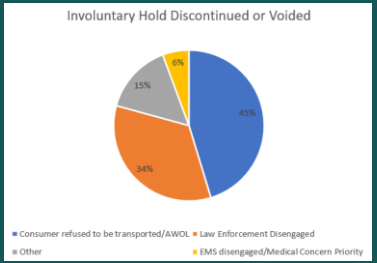
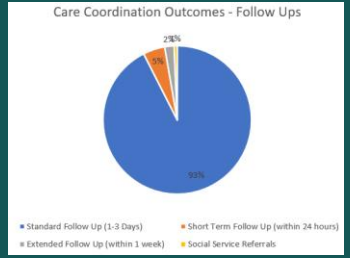
Outcomes & Measures of Success (Check)

- Key Performance Indicator Dashboard
- LA County MCOT Data10/24/22 - 10/31/23







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Lessons Learned “Act”

Sante Group:

- Navigating relationships with First Responders
- Community education pre-crisis
- Communication between MCT and call center/dispatch
- Supporting the first responders and meeting program goals

Sycamores:

- Managing community / stakeholder expectations
- Vehicles
- Establish “last call” for each shift
- 1 hour min overlap between shifts

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Q & A

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Example: Sycamores Mobile Crisis Implementation

Project Management the PDCA Cycle

- Plan
  - Discovery
  - Find the Right People
    - Create Project Team
      - Project Owner (Leader with a vision)
      - ***Seasoned*** Project Manager
      - Project Committee Leads
        - Programming & Contracts
        - Recruiting & Staff Training
        - Communications & Marketing
        - Technology & Facilities
  - Align Roles & Responsibilities
    - Shared vision
    - Individual objectives
      - Short and long-term
  - Timeline and roadmap
    - Phased implementation
  - Measurable objectives and milestones
- Do
  - Communicate, communicate, communicate
    - Weekly project team meetings
    - Team alignment
  - Organization of tasks and ideas
    - Shared Gantt chart
- Check
  - Monitor and measure
    - Processes
    - Objectives
    - Timeline
  - Evaluate opportunities for improvement
  - Document lessons learned
- Act
  - Implement lessons learned
  - Pivot where necessary
    - Make modifications to original plan
  - Flexibility is key

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EXAMPLE Implementation Timeline

SEP 2023	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP

Phase 0_a

Location: Headquarters
Schedule: Reduced
Staffing: Existing (Volunteers)
- Clinician: LPS + Stipend
- Peer Support: 1 FTE
- Triage Program Manager/Dispatch: 1 FTE
- Community Outreach Liaison - 1 FTE

Vehicles
- 2 updated agency vans

Phase 0_b

- Communication (external / internal with teams)
- Safety
  - All vehicles are equipped with live time geo-trackers
  - All Teams (1 Clinician, 1 Peer Support) equipped with panic button (geo tracker and alerts Sycamores of crisis in the field)
- Workflow
  - Calls received from dispatch
  - Teams (1 Clinician, 1 Peer Support) dispatched from Headquarters for in field evaluation.

Phase 1_a

- **Location:** Headquarters
- **Schedule:** Full
- **Staffing**: New Teams (6)
  - Clinician x 6 FTE
  - Peer Support x 6 FTE
  - Triage Program Manager/Dispatch: x6 FTE
  - Community Outreach Liaison 1 FTE
  - Clinical Supervisors
  - AD/ Director

Vehicles
- 2 new modified vans
- 3 new modified SUVs

Phase 1_b

- Communication (external / internal)
- Safety
  - All vehicles are equipped with live time geo-trackers
  - All Teams equipped with panic button
  - Dispatch dashboard
- Workflow : staffing for all shifts
  - Calls received from dispatch
  - Teams (1 Clinician, 1 Peer Support) dispatched from HP for in field evaluation.

Phase 2_a

- Location: Second Office
- Schedule: Full
- Staffing: New Teams (5)
  - Clinician x 5
  - Peer Support x 5
  - Triage Program Manager x 5

Vehicles
Replace updated agency vans with additional vehicles

Phase 2_b

- Check and Act

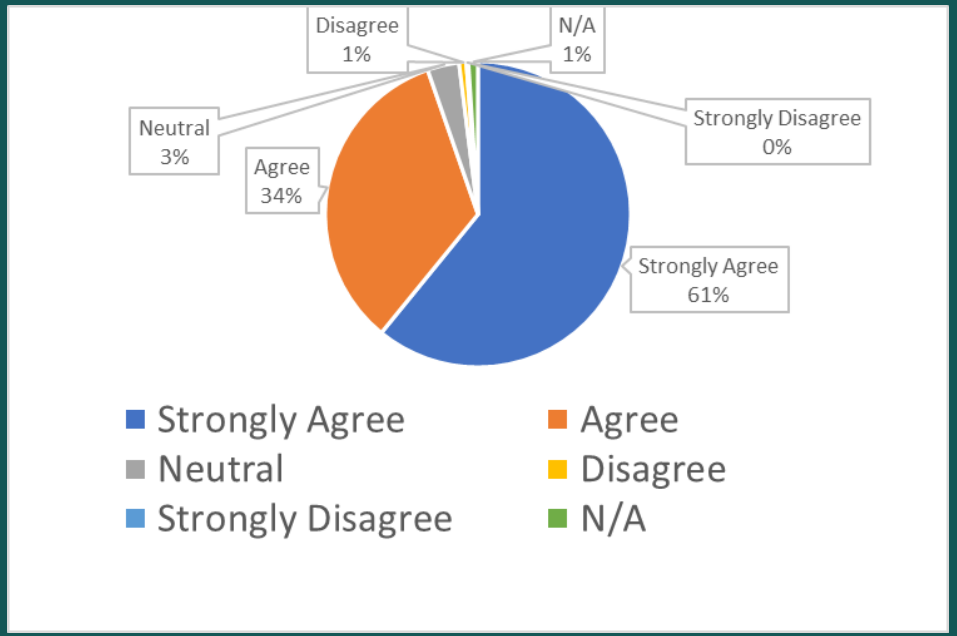
Definitions:

a. Plan and Do
- Implementation Plan
- Strategic planning
- Feasible objectives

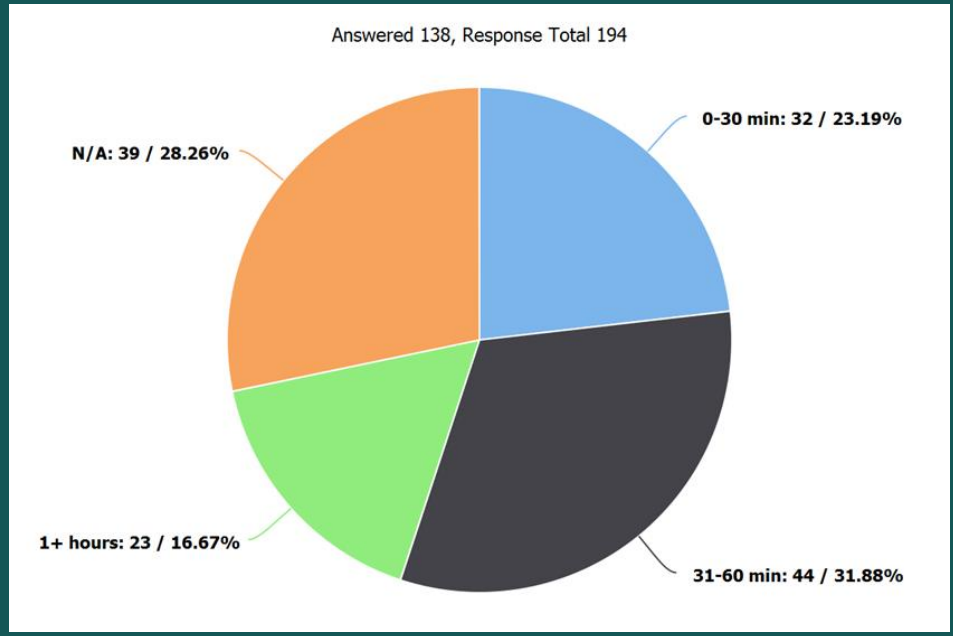
b. Check and Act:
- Implementation of Plan
- Processes
- Make modifications

Overall Baltimore County Crisis Response System Statistics:

Client Satisfaction; "Overall, I was satisfied with the service I received?



Police Satisfaction Survey; On average, how much time did MCT save patrol?



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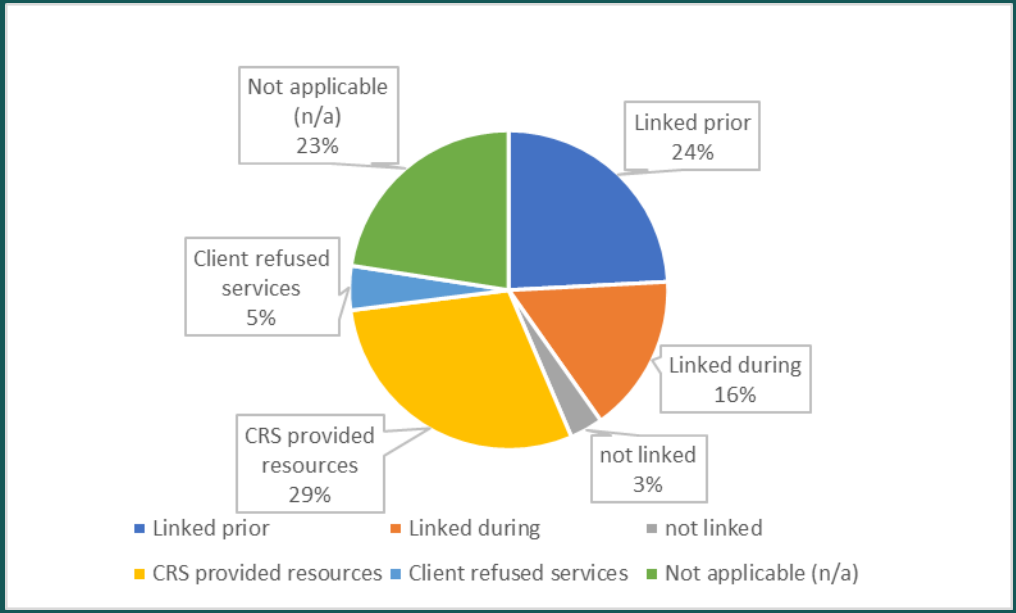
Overall Baltimore County Crisis Response System Statistics:

Monthly Statistics

- Consumer Satisfaction Surveys
- FY23 Satisfaction Survey
- 3545 completed surveys
- Overall Satisfaction rate is 97.8%



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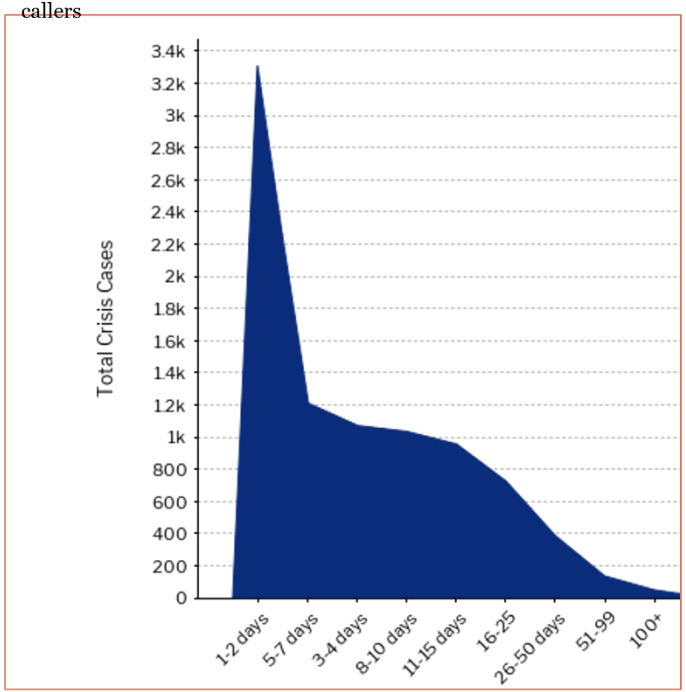
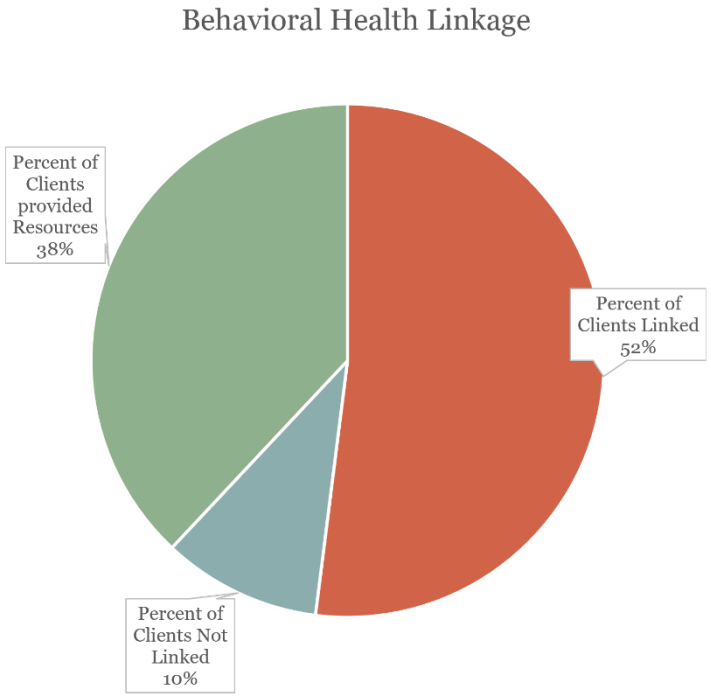
Overall Baltimore County Crisis Response System Statistics:

Length of Service
Average Length of Service – 10 days
Minimum Length of Service – 1 day
Maximum Length of Service – 458 days
*cases held for long periods of time are often cases held open for frequent callers

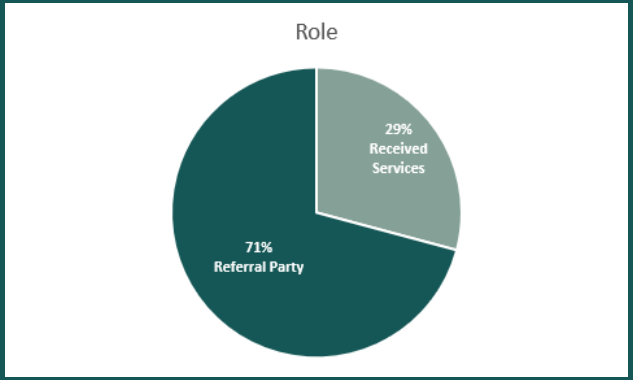


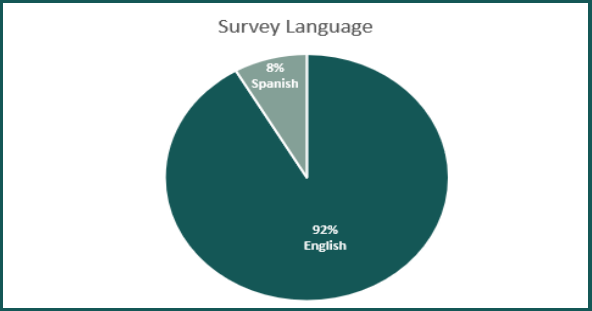


*it is BCCRS's goal to link 50% or more of individuals to community resources. This chart also shows that many individuals only want referrals, and it is inappropriate for us to follow up to find out if they are linked based on consumer's wishes or other reasons.

Sycamores Consumer Survey Data

LA County Mobile Crisis Outreach Team N=24





- Referral Party
  - 94% indicated they agreed/strongly agreed staff respected the individual's culture and identity, the Mobile Crisis team kept them informed and educated about their activities, and the Mobile Crisis team connected the individual they referred with the appropriate services at discharge.
  - 100% were satisfied/very satisfied with the services the individual they referred received.
- Individual who received services:
  - 100% indicated they strongly agreed staff respected their culture and identity, the Mobile Crisis team kept them informed and educated about their activities, the Mobile Crisis team connected them with the appropriate services at discharge, and were very satisfied with the services received.

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