Without a CIT roadmap you’re just wandering

STARTING OR IMPROVING YOUR CIT PROGRAM
Using the Core Elements

Presented by
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Maj. Sam Cochran, ret.
Agenda

- Common Concerns impacting CIT Programs nationwide
- Using the Core Elements for your CIT Program – Your Roadmap
- Assess Your Program
  - Training
  - CIT Program
  - Readiness to start a CIT Program
- Q&A
Common Concern/Issues

- Train all movement – cookie cutter training
- Keeping people engaged
- Keeping the program going
- Moving from training to implementing (CIT Program vs. CIT Training)
- Finding new leadership
- Keeping leaders at all levels involved
- Doing Advanced or Refresher training – time
- Getting funding
Table Top Exercise

Self Assessment Tool
CIT Program Core Elements

**Ongoing Elements**
- Partnerships: Law Enforcement, Advocacy, Mental Health
- Community Ownership / Identity: Planning, Implementation & Networking
- Policies and Procedures

**Operational Elements**
- CIT: Officer, Dispatcher, Coordinator (LEO, Mental Health, Advocate)
- Curriculum: CIT Training
- Mental Health Receiving System: Emergency Services

**Sustaining Elements**
- Evaluation and Research
- In–Service Training
- Recognition and Honors
- Outreach: Developing CIT in Other Communities
The Road Trip

Partners
CIT Partnership

Ongoing Element
What it should look like: Core CIT Partners

- **Law Enforcement**
  - Officers = Police/Sheriff
  - Corrections
  - Probation/Parole
  - Dispatchers/911

- **Mental Health**
  - Psychiatrists/Psychologists/Social Workers, etc.
  - Community Mental Health
  - Crisis Centers/Crisis Stabilization

- **Advocates**
  - NAMI
  - Consumer Groups/Peer Specialist
Other Partners to consider

- Judiciary
- Substance Abuse Providers
- Hospitals
- EMS
- Veteran’s Services
- Homeless advocates and service agencies
- Others?
Potential Problems

- Lack of Trust
- Turf issues
- Different Cultures
- Different Agendas
- Lack of understanding of the issues
- Lack of understanding of the CIT
- Community Politics
Engaging and Keeping CIT Partners

- Identify energetic, passionate people
- Defining the roles and tasks of the partners
- Understanding Cultures
  - Law Enforcement
  - Mental Health
  - Individuals and Families
- Understanding Agendas
  - What’s in it for them?
  - What motivates them?
  - What do they have in common?
  - What are their desired outcomes?
Differences in culture leads to difference in agendas

- Listen to each other – let go of egos
- Learn about each other and what’s important
- Find the common element for all
- Focus on rallying around what is alike, not what is different
- Develop a common vision and goals
- All must know and understand the CIT Program model
- Make sure there is something for everyone no single ownership
Creating and Keeping the Collaborative Culture

Shared Visions and Goals

Trust and Respect

Shared Resources

Collecting and Using Informed Data

Constant Evaluation

Core Elements

More than a signed letter of support and a quarterly meeting!
CIT is about Relationships

Relationships – working together with trust and respect

NAMI is helping to move CIT across America

Building Roads & Bridges
Create/Review the roadmap to develop, implement and sustain your CIT program

Keep you on course

Get you to your destination, manage change and foster excellence
Potential Problems

- Domineering leader
- Member drop off
- Leader leaving
- Lack of clear, shared purpose and goals
- Lack of Agenda
- Lack of focused tasks, shared tasks
- Personality conflicts
- Time constraints with meeting
Overcoming Barriers

- Have Co-facilitators
- Have succession plan for leadership
- Develop clear, shared purpose and goals
- Have an agenda – make meeting meaningful
- Have meaningful tasks
- Give recognition and credits to members
- Have ground rules or rules of engagement to minimize personality conflicts
- Be respectful of everyone’s time and commitment
Steering Committee must...

- Have passionate leaders
  - Law Enforcement
  - Mental Health
  - Advocacy

- Build trust and work together
  - Sharing tasks

- Know the community system
  - Map it

- Be willing to identify changes and be flexible with change

- Create, elevate and nurture Community Ownership and Identity – this will keep it alive
CIT Community Ownership/Identity

CIT is **NOT** a Law Enforcement Program
It’s a Community Program
Ownership/Identity??

- All partners have a stake in the CIT Program
- Leadership at all levels – executive, middle and front line
- Willingness to develop policies and procedures that support CIT within organizations
- Key communities leaders are a part of it
- Means to talk about and report about CIT
- Nurture and Honor the CIT Officer
The Road Trip

Partners

Steering Committee

CIT Training
CIT Training

Operational Element
CIT Training

- Forty (40) Hour training
- Use multiple trainers with subject matter expertise
- Use a co-trainer model – De-escalation
  - Mental Health/Law Enforcement
- Selecting and Preparing trainers
- Selecting officers for the training
Potential Problems

- Lack of preparation of trainers
- Class size too large
- No selection for officers
- Losing trainers
- Learning methods not varied enough
- Not understanding site visits
- Training gets stale
CIT Training

- CIT training must be relevant to the deputy or officer –
- CIT training must emphasize Safety
- CIT training must show a relationship with the community crisis system
- Each part of the CIT training must build on each other
<table>
<thead>
<tr>
<th>KNOWLEDGE</th>
<th>EXPERIENCING, SENSITIZING, BUILDING EMPATHY</th>
<th>EXPERIENTIAL, PRACTICAL APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding Mental Illnesses</td>
<td>Hearing Voices exercise</td>
<td>De-escalation</td>
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<tr>
<td>Medications</td>
<td>Site visits - Meeting with consumers</td>
<td>Scenario based –</td>
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<td>Assessing for Suicide and Suicide</td>
<td>Family and Consumer perspectives</td>
<td>Role Plays</td>
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<td>Prevention</td>
<td>Communication skills</td>
<td>Feedback</td>
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<td>Substance Abuse/Co-occurring</td>
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<td>Developmental Disabilities</td>
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<td>Commitment Laws</td>
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<td>Graduation – what is expected of me!!</td>
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</tbody>
</table>
De-escalation Training

- Co-Trainer Model – teaching as a “team”
- De-escalation Skills / Scenario Practicum
- Defined coaching and feedback process
- Recommending minimum of 10-hours de-escalation training (includes didactic and scenarios)
Don’t Forget…
Training for Dispatch

CALLING ALL DISPATCHERS!

Be part of the Crisis Intervention Team!
Participate in a 2-day training for dispatchers.

Learn about:
- Mental Health Conditions
- De-escalation Skills
- Active Listening Skills
- Pink Slip Procedures
- Trauma
- Suicidal Callers
- Practice Scenarios

When:
Monday, September 21 & Tuesday, September 22

Where:
Portage County Sheriff’s Office

Registration:
Contact Laura at 330.673.1756 ext 201 or laurab@mental-health-recovery.org

Advanced Training for Dispatchers
Advanced training is optional for those taking the 2-day course, and is a refresher for those who have been through the training in the past.

Advanced Training will focus on:
- PTSD, Active Shooter, and Practice Scenarios

Wednesday, September 23
at the Portage County Sheriff Office

Registration:
Contact Laura 330.673.1756 ext 201

Recommend at least an 8 hour training

Many communities are doing up to 16 hours

Several communities have Dispatchers go through the 40 hour training
The Road Trip

Partners → Steering Committee → CIT Training → CIT Implementation
CIT IMPLEMENTATION

Operational Element
Question: Friday afternoon – After CIT Graduation

YES – Officers are walking away from ‘Great’ training

But – What are they walking into?

- Is CIT Identity real – more than training?
- Are partnerships structured and engaged within CIT Identity?
- Is there a community “Ownership” of CIT?
Roles within CIT Program

- CIT: Officer, Dispatcher, Coordinator
  - CIT Officers (specialist – serving in patrol)
  - Dispatch -- (911 Communications – next slide)
  - CIT Law Enforcement Coordinator
  - Mental Health Coordinator
  - Advocacy Coordinator
  - Program Coordinator (Multi-jurisdictional)
Crisis Call Event (policy)

Uniform Patrol

CIT Specialist

Collecting information & Call Classification & Dispatching CIT

Generalist
ROLES OF THE COORDINATORS

- Brings leadership skills
- Each acts as a liaison with other partners/coordinators and community
- Assist with leading the Steering committee
- Assist with the development of the training, facilitate training, ongoing training
- New – CIT International CIT Coordinator’s Certification course
Roles of the Coordinators

- Help facilitate implementation of CIT
  - Policies and procedures
  - Nurture the Identity of CIT officers
  - Responsiveness of mental health system
  - Educate internal and external systems – Communication plan
  - Refresher or Advanced training
  - Recognition efforts
  - Feedback loops for information, successes, improvements
  - Data collection

- Assist with growth and sustainability efforts
Community MH Services Supporting CIT

- Emergency Service (ER) & Assessment Center
- Convenient Access to health care services (near)
- Crisis Stabilization Services
- Alcohol / Substance Abuse Services
- Respite (referrals) and/or Mobile Crisis Services
- User Friendly & Seamless Systems / Infrastructures
The Road Trip

- Partners
- Steering Committee
- CIT Growth and Sustainability
- CIT Training
- CIT Implementation
CIT SUSTAINMENT AND GROWTH

Sustaining Element
Information, Evaluation and Research

- Documentation / Collecting Information is important
- Agency cooperation is a work in progress
- Correctly interpreting information
- Using data and information for feedback, to sell the program and for program improvements
Examples of possible collectable information

- Law enforcement overall call volume
- Law enforcement calls related to mental illness crisis events
- Mental health crisis service requests (mobile crisis team)
- Emergency health care service specific to crisis events
- Jail arrest related to mental illness and/or co-occurring issues
- Jail census rates for individuals with mental illness
- Prison census rates for individuals with mental illness
- Transport rates specific to State commitment procedures
Total of 86 Ohio Counties = 8,722 out of 24,061 Full-Time officers = 36%

Sworn L E officers per county that have CIT training:
63 counties 21% to 100%
9 counties 16% – 20%
1 county 11% to 15%
7 counties 6% to 10%
6 counties 1% to 5%
2 counties 0%
Advanced CIT Courses
Regular CIT Steering Committee Meetings

08.12.2007
Ohio CIT News

Congratulations

To Jackson and Shelby counties for exceeding twenty-one percent (21%) of all full-time Law Enforcement officers having attended a CIT Course this quarter. It is always a pleasure and satisfying when we get to change the Ohio color coded CIT County map to RED!

Ohio CIT Officer of the Year 2013
Officer Brett McShane
Norton Police Dept., Summit County

The “Evelyn Lundberg Stratton” 2013 CIT Champion of the Year Award
Cmdr. David Malawista
Athens Police Dept. &
(pictured: Mike DeWine, Malawista, Stratton)

Total of 86 Ohio Counties – 6,653 out of 23,366 Full-Time officers – 48%}

1 Sworn LE officers per county that have CIT training: 46 counties 21% to 100%
6 counties 16% - 20%
10 counties 11% to 15%
12 counties 6% to 10%
9 counties 1% to 5%
Recognition and Honors

Everyone wants to know that they are valued and appreciated!

Show them:
- Annual Awards Banquet
- Civic Recognition (news articles, public acknowledgement)
- Plaques/certificates/a box of chocolates
- Donations
CIT Law Enforcement, Mental Health Provider, Advocate of the Year Awards
Sustaining CIT
Must maintain an **Identity**
Your PA CIT Road Trip
Enjoy the journey, nurture your destination
BUT WAIT....Can CIT get LOST???
Can CIT be “Lost” – as in – missing the Target?

1. “Leaders” move-on: Failure to replace CIT “leaders”
2. Minimize role of “Coordinators” / Nurturing
3. Withdrawal of one-or-more Partners
4. Law Enforcement dominance / controlling
5. Minimize “focus” of CIT Core Elements
6. Training becomes “primary” (only) role
7. Absence: Addressing Long / Short Term Goals
8. Not supporting MH infrastructures / systems
9. No CIT Identity or losing CIT Identity --- therefore,
10. Without CIT Identity – **Ownership cannot** be achieved
In Chasse Case, a System That Lost Its Way

August 6th, 2010 | Published in News
By Matthew Singer

“… But the deeper problem, according to Horey, is the continual “reinventing of the wheel” when it comes to dealing with the mentally ill. Every new official brings a different agenda, she says, when the most effective methods are already understood.”
While we commend PPB for training all officers on crisis matters, this approach assumes incorrectly that all PPB officers are equally capable of safely handling crisis situations and fails to build greater capacity among qualified officers. Certainly circumstances will arise when a specialized crisis intervention officer is not immediately available, or when despite the training and experience, a specialized crisis intervention officer is unable to de-escalate a situation sufficiently to prevent the need of a significant use of force. However, there is growing evidence that a crisis team response is likely to result in a better outcome and reinforce public confidence in policing.
From the Past – Yes, CIT can “stop”
Portland, OR CIT Started in 1994

DOJ 2012 Report: page 20, second paragraph

http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf

- First, not every officer is well suited to effectively deal with people with mental illness.
- For example, during our investigation a patrol officer stated that his job was “to put people in jail, not to provide social services.” ….
- A team of crisis intervention officers reduces the likelihood of encounters of such officers with people in mental illness crisis.
DOJ 2012 Report: page 20, third paragraph
http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf

- Second, departments cannot rely on academy crisis intervention training to develop officer expertise in working with individuals with MI.

- New recruits in a basic police academy are not generally ready to receive, absorb and implement critical information about how mental illness calls need a different response than the more common police calls.  
  Continued on Next Slide
From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

DOJ 2012 Report: page 20, third paragraph
http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf

Continued from previous slide:

- Trainees at that level are overwhelmed with information and generally lack the maturity …

- Although basic MH training should be provided to all officers as part of the academy, it is not the optimal time to provide extensive crisis intervention training.
From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

DOJ 2012 Report:

Bottom of page 20, top of page 21 / fifth paragraph

http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf

…. Crisis intervention officers did not receive a special status like [other] trained officers.
Minimizing “CIT”

“Cookie Cutter” Training
No CIT Identity & No Ownership
Generic Training (no specialist)

Warnings:

i. Minimize - inclusion of people living with MI
ii. Minimize - hours of verbal de-escalation training
iii. Minimize - participation of advocates
iv. Miss-Understanding of the term: CIT Site Visits
v. Coordinators not engaged to Nurture CIT
vi. Minimal or No Leaderships / Partnerships
Ongoing Elements
Operational Elements
Sustaining Elements

Your PA CIT Road Trip
Enjoy the journey, nurture your destination
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