Sequential Intercept Mapping
Marion County, Florida

September 19, 2019

Prepared by:

The Criminal Justice, Mental Health, and
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Marion County Sequential Intercept Mapping Report Abbreviations

Below is a list of abbreviations that may be helpful when reading the Marion County Sequential Intercept Mapping (SIM) narrative and map.

General List of Abbreviations

ALF	Assisted Living Facility
ARF	Addictions Receiving Facility
ARNP	Advanced Registered Nurse Practitioner
ADC	Average Daily Census
ADP	Average Daily Population
APIC	Assess, Plan, Identify, Coordinate Model
BA	Baker Act
CIT	Crisis Intervention Team
CJMHSA	Criminal Justice, Mental Health, and Substance Abuse
CJMHSA TAC	Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center
CoC	Continuum of Care
COD	Co-occurring Disorders (substance use and mental health)
CRS	Central Receiving System
CRF	Central Receiving Facility
CSU	Crisis Stabilization Unit
CTTU	Crisis Triage and Treatment Unit
DCF	Florida Department of Children and Families
EBP	Evidence-Based Practice
EMS	Emergency Medical Services
ER	Emergency Room
FACT	Florida Assertive Community Treatment
FDLE	Florida Department of Law Enforcement
FDOC	Florida Department of Corrections
FDLE	Florida Department of Law Enforcement
FQHC	Federally Qualified Health Center
FICM	Forensic Intensive Case Management
HIPAA	Health Insurance Portability and Accountability Act of 1996
HUD	U.S. Department of Housing and Urban Development
HUD-VASH	U.S. Department of Housing and Urban Development- Veterans Affairs Supportive Housing
ICCD	International Center for Clubhouse Development
ITP	Incompetent to Proceed

LE	Law Enforcement
LMHP	Licensed Mental Health Professional
MA	Marchman Act
MD	Medical Doctor
MH	Mental Health
MHFA	Mental Health First Aid
MOU	Memorandum of Understanding
NAMI	National Alliance on Mental Illness
NCIS	National Crime Information Systems
NGRI	Not Guilty by Reason of Insanity
PATH	Projects for Assistance in Transition from Homelessness Program
PTI	Pretrial Intervention
RNP	Registered Nurse Practitioner
RNR	Risk-Needs-Responsivity Model
ROSC	Recovery-Oriented Systems of Care
SA	Substance Abuse
SAMH	Substance Abuse and Mental Health
SIM	Sequential Intercept Mapping
SMI	Serious Mental Illness
SOAR	SSI/SSDI Outreach, Access, and Recovery
SPDAT	Service Prioritization Decision Assistance Tool
USF	University of South Florida
VA	U.S. Department of Veterans Affairs
VOP	Violation of Probation

Marion County Abbreviations

CCASA	Community Council Against Substance Abuse
LSF Health Systems	Lutheran Services Florida Health Systems (managing entity)
MCSO	Marion County Sheriff's Office
OPD	Ocala Police Department

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Marion County, Florida: Transforming Services for Persons with Mental Illness and Substance Use Disorders in Contact with the Criminal Justice System

Introduction

This report provides a summary of the *Sequential Intercept Mapping* (SIM) held in Marion County, Florida on September 19, 2019. The SIM provided a strategic plan for a targeted population, namely adults with mental health and/or substance use disorders involved in the criminal justice system in Marion County, FL. The SIM is an integrated community planning tool that can facilitate collaboration related to behavioral healthcare, reducing homelessness, and diversion from the criminal justice system. Grantee Lutheran Services Florida Health Systems (LSF Health Systems) hosted the SIM at the Marion County Judicial Center (110 NW First Ave Ocala, Florida 34475).

This report includes:

- A brief review of the background for the SIM
- A summary of the information gathered at the SIM, presented by intercept
- A sequential intercept map developed with input from participants during the SIM
- An action planning matrix (priorities in rank order) developed by the participants
- Recommendations to assist LSF Health Systems and Marion County in achieving their goals

Background

LSF Health Systems, Criminal Justice, Mental Health, and Substance Abuse (CJMHSA) Reinvestment grantee for Marion County, requested the SIM as a top priority in the implementation of a one-year planning grant awarded by the Florida Department of Children and Families (DCF) Substance Abuse and Mental Health Program Office. The SIM assisted LSF Health Systems and Marion County with the activities and products listed below.

- Creation of a map of the current criminal justice system indicating points of "interception" where jail diversion strategies and programs for individuals with mental health and/or substance use disorders can be developed and implemented
- Identification of resources, gaps in services, and opportunities within the existing behavioral healthcare system, law enforcement, and the judicial system
- Development of a strategic action plan to implement identified priorities that address criminal justice diversion, reentry, and treatment needs of adults (18+) with mental health and/or substance use disorders involved with the criminal justice system

The SIM was comprised of 25 participants representing cross-systems stakeholders including mental health and substance use treatment providers, human services, corrections, advocates, peer specialists, law enforcement, county courts, and the judiciary. A complete list of participants is available in Appendix A at the end of this report. Mark Engelhardt, Abby Shockley, and Katelind Halldorsson from the University of South Florida (USF) Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center (CJMHSA TAC) facilitated the mapping. Meghan Riley-Reynolds of LSF Health Systems organized the logistics of the mapping.

Objectives of the Sequential Intercept Mapping

The SIM is based on the Sequential Intercept Model developed by Patricia Griffin, Ph.D. and Mark Munetz, MD for the National GAINS Center for Behavioral Health and Justice Transformation funded by the Substance Abuse and Behavioral Health Services Administration (SAMHSA). During the mapping, the facilitators guided participants to identify resources, gaps in services, and opportunities at each of the six distinct intercept points of the criminal justice system.

The SIM has three primary objectives:

- Development of a comprehensive map of how people with mental health and substance use disorders flow through six distinct intercept points of the Marion County criminal justice system: Community Services, Law Enforcement and Emergency Services, Initial Detention and First Appearance, Jails and Courts, Reentry, and Community Corrections.
- Identification of resources, gaps in services, and diversion opportunities at each intercept for adult individuals (18+) with substance use and/or mental health disorders involved in or at risk of becoming involved in the criminal justice system (target population).
- Development of priorities to improve the system and service-level responses for individuals in the target population.

The Marion County SIM map is located on page 22 of this report.

Keys to Success

Existing Cross-Systems Partnerships

Marion County's history of collaboration between the behavioral healthcare and criminal justice systems is reflected in a number of existing local efforts that were identified prior to and during the SIM. Examples include:

- Baker Act Task Force
- Community Council Against Substance Abuse (CCASA)

Representation from Key Decision Makers

The SIM included broad, cross-systems representation and key decision-makers. Opening remarks made by the Honorable Judge Thomas Thompson III of Marion County and Meghan Riley-Reynolds representing LSF Health Systems set the stage and established a clear message as to the importance of the mapping and the county's commitment to an action plan.

Marion County Sequential Intercept Map Narrative

This narrative reflects information gathered during the one-day mapping and often verbatim from the participants or local experts. This narrative is a reference guide to navigate the Marion County SIM map, especially with regard to acronyms used on the map.

Intercept 0—Community Services

Prevention Efforts

211

- County-based social service call line

24/7 Access to Care Line operated by LSF Health Systems

- For 24/7 assistance, a consumer, a family member, or a provider can dial (877) 229-9098.

National Alliance on Mental Illness (NAMI) Helpline

- Families and consumers in need of assistance can dial (800) 950-6264.

Mobile Crisis Team operated by The Centers

- The Mobile Crisis Team (MCT) primarily serves youth and young adults up to age 26, but can serve adults as well.
- The MCT operates out of two vehicles and is available 24 hours-a-day, 7 days-a-week through a dedicated telephone number.
- The team is comprised of a navigator, evaluator, and two recovery specialists.
- The MCHT is also accessible by way of telehealth.
- Thus far, most interactions with mobile crisis have been through the school system.
- The MCT is collecting data on young adults ages 18-to-26 and they must divert at least 10 percent of individuals from a Baker Act commitment.

Recovery Response Team operated by FreeD.O.M. Clinic

- Available 24 hours-a-day, 7 days-a-week and operated by recovery specialists

Amnesty Recovery Program operated by Ocala Police Department (OPD)

- Marion County residents can go to OPD and request detoxification services, no questions asked.

Mental Health First Aid

- Course offers training about risk factors and warning signs for mental health and substance use concerns, as well as strategies to assist individuals in crises, and where to turn for assistance.
- The training is open to anyone in the county.

Annual Baker Act and Marchman Act Training

- The training focuses on recognition of signs and symptoms of a mental health, substance use, and/or co-occurring disorder; Baker Act and Marchman Act criteria; admissions and processes; and jail diversion and court alternative programs
- The training is facilitated by Alina Stoothoff, Court Operations Consultant, Problem Solving Court, 5th Judicial Court.
    - Those who have participated in the training so far include" Marion County Sheriff's Office (law enforcement and corrections personnel) and Ocala Police Department (law

enforcement personnel.)

NAMI Peer-to-Peer and Family-to-Family programs

Strengths

- There are multiple access numbers for consumers and family members to call for assistance.
- In addition to youth, the Mobile Crisis Team has capacity to serve adults (18+).
- The culture of recovery support is embedded in OPD.

Opportunities for Improvement

- There is a need to ensure that all of the access numbers are consistent in messaging and provision of available resources.
- There is an opportunity to utilize the mobile crisis team to assist in Baker Act and jail diversions for the adult target population.

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Intercept 1—Law Enforcement & Emergency Services

Emergency Services and 911

911

- If an individual is experiencing an apparent behavioral health crisis and involved with a possible law violation, 911 is the first point of emergency contact and system response.
- All Marion County Sherriff's Office (MCSO) and OPD law enforcement officers carry Narcan.

Leave Narcan Behind Program operated by Fire/Rescue

- Following an overdose, Fire/Rescue will provide Narcan to individuals who have previously overdosed and their family.

Law Enforcement

Sheriff's Office

Marion County Sheriff's Office (MCSO)

- MCSO Crisis Intervention Specialists
    - Beginning in 2004, MCSO hired four Crisis Intervention Specialists to address crisis situations.
    - The Crisis Intervention Specialists have a separate vehicle.
    - Deputies can call them to assist.

Municipal Law Enforcement

Ocala Police Department (OPD)

- Overdose Response Team
    - The team is comprised of law enforcement and community partners who provide follow-up and outreach to individuals who have previously experienced an overdose.

Crisis Intervention Team (CIT) Training

- Eight MCSO deputies are CIT-trained.
- Four OPD officers are CIT-trained.
- All school resource officers (SROs) in Marion County are CIT-trained.

Involuntary Commitment

Baker Act

- When law enforcement arrives to the scene of an incident, the officer must determine if the individual in crisis appears to meet the criteria for involuntary examination in accordance with the Baker Act (Chapter 394, F.S.) or Marchman Act (Chapter 397, F.S.). This is often at the discretion of the officer.
    - If an individual meets the criteria for an involuntary Baker Act examination and has *not committed a law violation* or has committed a *misdemeanor offense*, the law enforcement officer will transport the individual to The Centers (public Baker Act Receiving Facility) for evaluation.
    - If an individual meets the criteria for an involuntary Baker Act examination and has committed a *felony offense*, they are transported to the Marion County Jail.

    - If an individual has committed an offense, but does not meet Baker Act criteria, they are transported to the Marion County Jail.
- Law enforcement provides the majority of Baker Act transports in Marion County (per the Marion County Transportation Plan).
- According to the Baker Act Reporting Center at the University of South Florida, in FY2017-18, there were 2,343 involuntary Baker Act examinations of Marion County adult residents; 1,152 youth residents, and 261 older adult residents.

Marchman Act

- If an individual meets the criteria for a Marchman Act order and has *not committed a law violation* or has committed a *misdemeanor offense*, the law enforcement officer will transport the individual to the Marion County Jail.
- If an individual meets the criteria for a Marchman Act order and has committed a *felony offense,* they are transported to the Marion County Jail.
- If an individual *commits a law violation* but does *not* meet the criteria for a Marchman Act order, the individual is transported to the Marion County Jail.
- Law enforcement provides Marchman Act transports in the county.

Crisis Services

The Centers (public Baker Act Receiving Facility)

- The Centers is a 30-bed (inpatient crisis stabilization unit) licensed Baker Act facility for adults.
    - The Centers is typically over capacity for Baker Act treatment, averaging between 40-to-42 individuals at a time.
    - At the time of the mapping, there were 38 individuals at the Centers committed under an involuntary Baker Act order.
- There are 15 beds for detoxification.
    - On average, there are 13-to-14 individuals in the detoxification unit at a time.
    - There is a sufficient number of detoxification beds to address the need in Marion County.

The Vines (private Baker Act Receiving Facility)

- The Vines is a 50-bed acute facility for co-occurring disorders.
- The Meadows is a 16-bed short-term women's trauma unit that offers stabilization, detoxification, and dual diagnosis treatment.
- The HOPE Program is for military service members or veterans; 22-bed male inpatient facility and 10-bed female inpatient facility.
- The Vines also offers a Partial Hospitalization Program and an Intensive Outpatient Program (day and evening options).

FreeD.O.M. Clinic

- FreeD.O.M. Clinic is a non-profit organization that provides medical, dental, vision, and mental health services.
    - FreeD.O.M. received a grant from the hospital district to provide mental health services, but they are not licensed.
- FreeD.O.M. staff includes a volunteer psychiatrist, volunteer advanced registered nurse practitioner (ARNP), and a volunteer peer counselor.
- The Centers is in the process of establishing a Memorandum of Understanding (MOU) to provide mental health and psychiatric services on the FreeD.O.M. campus.

Heart of Florida Federally Qualified Health Center (FQHC)

- Offers behavioral health services to assist with conditions such as anxiety, depression, and grief. Behavioral health disorders such as schizophrenia and bipolar disorder are referred to other behavioral health providers.
- Access to primary healthcare, case management, and adult dentistry

Langley Federally Qualified Health Center (FQHC)

- Offers full range of medical services; providing acute, chronic, and preventative care
- Behavioral health unit offers individual, couples, and family/group counseling.
- Mobile Medical Unit—provides primary care services

Strengths

- The Baker Act Task Force meets quarterly.
- The MCSO employs four Crisis Intervention Specialists to assist officers in crisis de-escalation.

Opportunities for Improvement

- Not all law enforcement officers in Marion County are CIT-trained.
- Individuals who have co-occurring disorders have limited options for treatment following an involuntary commitment.
- The hospitals in Marion County have difficulty finding a Baker Act facility to transport individuals to when the hospital cannot adequately address their needs.
- There is a need to reopen the low demand/triage center in Marion County.
- There is a need for pre-arrest diversion options.
- FreeD.O.M. Clinic is providing mental health services, yet they are not licensed.
- Need to collect and examine local Marchman Act data

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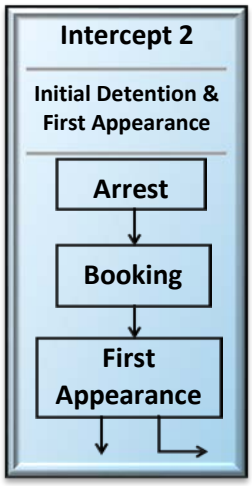
Intercept 2—Initial Detention & First Appearance

Booking



Booking and Intake

- A physical and mental health screening is conducted by a licensed practical nurse (LPN) employed by Ocala Community Care (jail medical provider).
    - The screening includes medical history, determines which medications they are taking, and if they have a history of mental illness.
    - There is also a separate screening to determine suicide risk.
    - The intake nurse determines the urgency of need for mental health services, if they need to see a psychiatrist immediately, or if the individual should be placed on suicide watch.
    - The nurse will also seek to verify the medications an individual self-reported in order to get them back on the medications within two days.
    - If the individual requires detoxification, they are sent to the infirmary or special medical housing unit.

First Appearance

- The first appearance hearing occurs within 24 hours of arrest.
    - In Marion County, first appearance hearings are held by video conference, Monday through Friday. On weekends and holidays, the judge goes to the jail to hold the first appearance hearing (for adults and juveniles) as well as dependency shelter hearings, child support purge hearings, and injunction petitions.
- The Judge, State Attorney's Office, and Public Defender's Office are not provided with the results of the screening conducted at jail booking.
- The Judge is open to diversionary options, when possible.

Strengths

- Marion County is in the process of implementing pre-trial diversion program. It is expected to begin January 1, 2020.
    - Through this program, the booking assessment will be provided to the Judge, State Attorney's Office, and Public Defender's Office prior to the first appearance hearing.
- The Public Defender's Office tries to connect with clients as soon as possible to determine if Mental Health Court would be a good fit for the individual.
    - There is one Public Defender assigned to Mental Health Court cases.
- Jail personnel make referrals for the Mental Health Court and Drug Court.

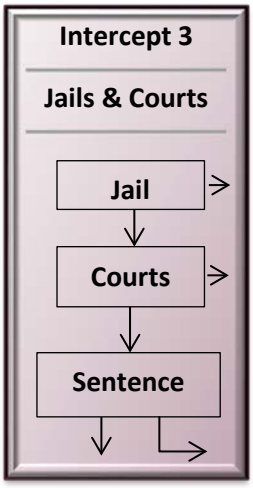
Opportunities for Improvement

- There is a need to explore the feasibility of implementing an evidence-based screening tool at jail booking.

Intercept 3—Jails & Courts

Marion County Jail

(Intercept 2 presents the jail booking and intake information)



- The average daily census in August 2019 was 1,395 inmates.
    - The Marion County Jail has a capacity to house 1927 inmates.
- The average length of stay for an inmate is approximately 43-to-46 days.
- At the time of the mapping, approximately 414 inmates were on psychotropic medications.
    - Of those inmates, an estimated 284 individuals had a serious mental illness.

In-Jail Medical Services provided by Ocala Community Care

- Beginning in 2000, MCSO has contracted with Ocala Community Care to provide all in-jail medical and mental health treatment.
    - Ocala Community Care does not provide substance use treatment.
- Ocala Community Care employs one full-time psychiatrist, one part-time psychiatrist, and five mental health professionals in the jail.
- The Ocala Community Care medication formulary is different from the Marion County community providers.
- Every inmate on suicide precaution is seen daily by a mental health professional.
    - All jail personnel receive suicide training annually.
- Crisis intervention is performed in the jail pods.
    - In August 2019, Ocala Community Care saw 222 inmates for the purpose of crisis intervention.

In-Jail Substance Use Programs

- There are more than 40 voluntary in-jail programs such as Alcoholics Anonymous, Narcotics Anonymous, Celebrate Recovery, parenting classes, and anger management.
- All of the programs are facilitated by individuals in recovery (peer specialists).
- Approximately 20 percent of inmates are involved in at least one program.
    - There is a wait list of approximately 250 individuals at any given time for the substance use programs.
- Once an inmate completes 12 substance use programs, they will receive a certificate of achievement.

Problem-solving Courts

Mental Health Court (MHC)

- At the time of the mapping, there were 90 active participants in the MHC.
- Individuals can be admitted to the court through an application process or if they are considered Incompetent to Proceed (ITP). All applications for consideration to the program must be filled out completely and include the applicant's attorney's signature (PDO or private attorney).
- An advanced registered nurse practitioner (ARNP) conducts the initial assessment.
    - Law enforcement can refer/send citizens to the ARNP onsite at the courthouse for a mental health assessment or medication management. Law enforcement can contact the MHC for guidance of available services prior to arrest or application.

- The MHC meets twice each month.
    - MHC personnel have a meeting for 1 hour before each docket.
- The judge speaks with each participant individually.
- The MHC supports 1.5 FTE for case management (not clinical).
- The Centers and FreeD.O.M. Clinic provide mental health services.
- The Centers team consists of a clinical case manager and peers who facilitate scheduling of appointments, clinical services, and access to a medication clinic.
    - Clinical case management is provided for participants who have a serious mental illness.
        - Caseload 1:40
- Some MHC participants are clients of the LSF Florida Assertive Community Treatment (FACT) Team.
- An aftercare plan is comprised for each participant before graduation.

Veterans Treatment Court

- At the time of the mapping, the Veteran Treatment Court had 22 participants.
- Treatment providers for the court include the VA, FreeD.O.M. Clinic, The Centers, and The Vines.

Additional problem-solving courts include:

- Misdemeanor Drug Court
- Adult Felony Drug Court (pre-plea)
- Adult Felony Drug Court (post-adjudication)
- DUI Court
- Dependency Drug Court
- Juvenile Drug Court
- Teen Court

Strengths

- The Marion County Commission supports problem-solving courts.
- The Mental Health Court judge provides individualized attention to each participant.
- There is a peer support group for Mental Health Court graduates each Monday.
- Individuals in jail can be identified for problem-solving court participation.
- The jail personnel and court staff have a good working relationship.
- Law enforcement can refer/send citizens to the ARNP onsite at the courthouse for a mental health assessment or medication management. Law enforcement can contact the MHC for guidance of available services prior to arrest or application.

Opportunities for Improvement

- The Ocala Community Care medication formulary is different from The Centers and FreeD.O.M. Clinic.
- The Mental Health Court does not have the infrastructure to track individuals following graduation from the court.
- There is a need to examine inmates involved in both mental health and substance use services in the jail as there may be client overlap and thus a possibility for MCSO and Ocala Community Care to work together.

Intercept 4—Reentry

Jail Reentry/Discharge Planning

Marion County Jail Discharge

- Two weeks before an individual is released from jail, they are evaluated by a medical professional.
- Individuals who have no insurance or are underinsured) are then referred to FreeD.O.M. Clinic upon release.
- A one month prescription is provided to those discharged, to be filled at FreeD.O.M. Clinic.
- Those who are not referred to FreeD.O.M. Clinic are given a three day prescription paid for by the Marion County Jail.

Vivitrol Program operated by The Centers

- The Centers will go in to the jail to provide case management for individuals participating in the Vivitrol Program upon discharge.
- MCSO will transport individuals to The Centers for their first injection of Vivitrol.
- Vivitrol is used as part of a treatment program for drug and alcohol dependence.

Florida Department of Corrections Prison Discharge

- LSF Health Systems receives notice when Marion County residents are discharged from prison. LSF provides notification to The Centers, who provides case management.

Strengths

- The Vivitrol Program is available in the jail and the community.

Opportunities for Improvement

- There is not a formal transition planning program or protocol prior to jail discharge.
- Mental health providers in Marion County must be designated to participate in transition planning prior to when an individual is released back to the community.

Intercept 5—Community Corrections

Probation

County Probation

- Marion County contracts with Salvation Army Correctional Services for supervised release.
- There are between 500 and 1,200 individuals on county probation each year.
- In Marion County, there is an average of 60 violations of probation per month, which is a reduction from the December 2018 average of 80 violations of probation per month.
    - Violations of probation reduced due to the implementation of an alternative sanction program.
- Probation officers have a case load of 1:150.

State Probation

- There are designated Florida Department of Corrections (FCD) probation officers for felony problem-solving courts.

Permanent Supportive Housing

- There are between 40-to-50 supported living units available in Marion County.

Employment

Wear Gloves

- Employment program available to individuals in Marion County, but it does not specifically serve the target population of individuals with mental health, substance use, and/or co-occurring disorders.
- It offers payment through assistance with court costs and living expenses. There is no exchange of monetary funds.

Additional Resources

Ora's Clubhouse operated by National Alliance on Mental Illness (NAMI) of Marion County

- Ora's Clubhouse is a recently established Clubhouse in Marion County.
- NAMI is in the process of establishing the International Center for Clubhouse Development (ICCD) Model.
- The Centers subcontracts with NAMI to operate the Clubhouse.

Strengths

- Salvation Army Correctional Services is facilitating the implementation of an alternative sanction program for those on supervised release.
- Salvation Army Correctional Services is beginning the "Pathway to Hope" program to address the needs of high-risk individuals through case management.
- There is motivation in Marion County to move toward Recovery-Oriented Systems of Care (ROSC).

Opportunities for Improvement

- County probation can track cases of individuals on probation who may also have a mental illness.
- County probation may explore a specialized caseload for individuals with mental health problems.
- There is a need for more options for Permanent Supportive Housing in Marion County.
    - Creation of a Permanent Supportive Housing Committee will be helpful in addressing the need for housing options.
- There is a need to identify transportation and access to care throughout the county.

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Marion County Priority Areas

Based on the SIM discussion, the participants developed a list of five priorities that will become the focus of the action plan.

Priorities

1. Establish a Low Demand Access/Triage Center
2. Permanent Supportive Housing and Supported Employment
3. Transition Planning from Jail to Community
4. Expand Acute Behavioral Healthcare Capacity in Marion County

Marion County Action Plan

Action Planning Process

The stakeholders were enthusiastic participants in the development of a strategic action plan. The action planning process promotes the development of specific objectives and action steps related to each of the priority areas. The plan specifies the individuals responsible for implementation of each action step and a reasonable timeframe for completion of identified tasks.

The Action Plan is presented on the following pages (one priority described on each page).

Priority Area 1: Establish a Low Demand Access/Triage Center				
Objective		Action Step	Who	When
1.1	Identify the model for a low demand access/triage center	• To visit Bob Janes Triage Center (Lee County) • To review existing data from Crisis Intervention Specialists and Mobile Crisis Team to determine client volume	• **Meghan Riley-Reynolds (LSF Health Systems)** • Honorable Thomas P. Thompson, Alina Stoothoff, Regina Lewis (Mental Health Court)	April 2020
1.2	Determine eligible referring entities and criteria for access to center (e.g. courts, law enforcement)	• To meet with key law enforcement, court and crisis intervention stakeholders and establish referral hierarchy and protocols or open access	• **Regina Lewis (Mental Health Court)** • Marion County Sheriff's Office • Sgt. Kyle Howie (Ocala Police Department) • Steve Blank (The Centers) • State Attorney's Office • Public Defender's Office	May 2020
1.3	Identify personnel and financial resources required for center operations	• To create a budget, FTE staffing plan, etc.	• **Meghan Riley-Reynolds (LSF Health Systems)** • Regina Lewis (Mental Health Court) • Steve Blank (The Centers) • The Vines Hospital	August 2020

Objective	Action Step	Who	When	Objective
1.4	Identify funding source and location for center	• To explore state and federal grant opportunities • To explore feasibility of using existing buildings	• **Meghan Riley-Reynolds (LSF Health Systems)** • Regina Lewis (Mental Health Court) • Marion County Sheriff's Office • Sgt. Kyle Howie (Ocala Police Department)	August 2020
1.5	Generate key stakeholder and community awareness of center	• To create stakeholder and community education • To create and submit press releases	• **Meghan Riley-Reynolds (LSF Health Systems)** • Triage Center	August 2020

Priority Area 2: Permanent Supportive Housing and Supported Employment				
Objective		Action Step	Who	When
2.1	Research best practice models of Permanent Supportive Housing (PSH) and Supported Employment (SE)	• To review the IPS Model for Employment (https://ipsworks.org/) • To review the SAMHSA Toolkit for Permanent Supportive Housing/ Housing First	• **Paul Tarnowski (LSF Health Systems)** • Carolyn Weldon (NAMI Marion County)	April 2020
2.2	Determine the feasibility of funding a PSH program within Marion County	• To find a partner housing entity and provider • To meet with Volunteers of America, Homeless and Housing Coalition representatives	• **Paul Tarnowski (LSF Health Systems)** • FreeD.O.M. Counseling Services	May 2020
2.3	Explore partnering with National Alliance on Mental Illness (NAMI) for implementation of SE programming through the Clubhouse	• To review plans for Ora's Clubhouse programming for opportunity to implement IPS model	• **Carolyn Weldon (NAMI Marion County)** • Paul Tarnowski (LSF Health Systems)	April 2020
2.4	Identify financial resources required and funding opportunities for PSH and SE programs	• To create budget for PSH/SE implementation • To review previous RFPs/RFAs (e.g. SAMHSA Supported Employment RFP) • To identify state and federal funding opportunities	• **Carolyn Weldon (NAMI Marion County)** • **Paul Tarnowski (LSF Health Systems)** • Marion County Hospital District	August 2020

Objective	Action Step	Who	When	Objective
2.5	Establish linkages and agreements between existing peer and treatment programming and PSH/SE programs for referrals	• To create an inventory of existing network of aftercare providers • To establish referral networks between treatment and aftercare programs	• **Carolyn Weldon (NAMI Marion County)** • **Paul Tarnowski (LSF Health Systems)** • Ocala Community Care • Permanent Supportive Housing/Supported Employment providers • Treatment providers	August 2020

Priority Area 3: Transition Planning from Jail to Community				
Objective		Action Step	Who	When
3.1	Research best practice models related to transition planning	• To review the Assess, Plan, Identify, Coordinate Model (APIC)	• **Ocala Community Care** • Marion County Sheriff's Office (inmate services) • Mental Health Court	February 2020
3.2	Identify staffing model for a dedicated transition planning team for target population	• To determine FTEs (approx. 2-5 staff of peers, clinicians) and budget • To review the Forensic Intensive Case Management (FICM) model	• **The Centers** • FreeD.O.M. Counseling Services • Mental Health Court	August 2020
3.3	Partner with a community provider to provide mental health services/referrals following discharge	• Establish formal agreement with treatment provider for referrals	• **Marion County Sheriff's Office** • Ocala Community Care • The Centers • FreeD.O.M. Counseling Services • Mental Health Court • Treatment providers	May 2020

Priority Area 4: Expand Acute Behavioral Healthcare Capacity in Marion County				
Objective		Action Step	Who	When
4.1	Increase the bed capacity by 8 in the existing Baker Act Receiving Facility (The Centers)	• To determine the co-occurring prevalence rate • To track data on Baker Act and Marchman Act admissions to The Centers • To Identify types of beds needed to meet current demand (including co-occurring disorders)	• Steve Blank (The Centers)	February 2020
4.2	Create an aftercare program/ follow-up team to assist individuals released following Baker Act	• To research best practices related to aftercare following a Baker Act commitment	• The Centers • The Vines Hospital • FreeD.O.M. Counseling Services • LSF Health Systems	May 2020
4.3	Explore the feasibility of pursuing BJA Co-Responder Model RFP	• To review previous RFAs/RFPs • To meet with existing crisis number hosts and crisis intervention teams (Crisis Intervention Specialists and Mobile Crisis) to discuss co-responder capacity	• The Centers • Marion County Sheriff's Office • Ocala Police Department • Mental Health Court • LSF Health Systems	August 2020
4.4	Examine Access Center models	• To examine Access Center models currently used in Florida	• The Centers • The Vines Hospital • Marion County Sheriff's Office • Ocala Police Department	September 2020

Recommendations

The one-day Sequential Intercept Mapping was an excellent example of community collaboration and a focused approach to addressing the needs of this target population. To that end, as discussed and observed during the SIM, the USF CJMHSA TAC recommend the following actions:

1. Identify leadership to champion continued support for the target population and overseeing the implementation of the SIM action plan.
2. Establish a Permanent Supportive Housing Committee to explore options for individuals with serious mental illness.
3. Explore the implementation of Co-Responder and respite stabilization models leveraging existing mobile crisis and crisis intervention supports available in the county.
4. Enhance screening and services by addressing co-occurring disorders.
5. Expand community supports for the target population by exploring evidence-based transition planning models and Supported Employment programs.
6. Explore the use of telehealth, shared services, street outreach, and home visiting to address challenges associated with transportation and access to care.

For information or clarification regarding this SIM, action plan, and report, contact:

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Please visit the USF CJMHSA Technical Assistance website at www.floridatac.org

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Sequential Intercept Map: Marion County, Florida

Intercept 0 — Community / Crisis Services

Crisis Services

- 211 crisis line
- 24/7 Access to Care Line operated by LSF Health Systems: (877) 229-9098
- National Alliance on Mental Illness (NAMI) Helpline: (800) 950-6364
- Mobile Crisis Team operated by The Centers- available 24/7, serves youth and young adults up to age 26, but can serve adults upon request
- Recovery Response Team operated by FreeD.O.M. Clinic- available 24/7 and operated by recovery specialists
- Amnesty Recovery Program operated by Ocala Police Department (OPD)- Marion County residents can go to an OPD station and request detoxification services, no questions asked
- Mental Health First Aid (MHFA) available for all community members
- Annual Baker Act and Marchman Act Training facilitated by the problem-solving courts staff
- NAMI Peer-to-Peer and Family-to-Family Programs

Strength:

- The culture of recovery support is embedded into OPD.

Intercept 1 — Law Enforcement / Emergency Services

Initial Contact:
911 Emergency Services

Law Enforcement

Marion County Sheriff's Office (MCSO)
- 8 MCSO deputies are CIT-trained
- All SROs are CIT-trained
- Employ 4 Crisis Intervention Specialists (clinical) to address crisis situations

Ocala Police Department (OPD)
- 4 OPD officers are CIT-trained
- OPD Overdose Response Team provides follow-up to individuals after an overdoes

Baker Act
- If a **felony offense** has been committed; individual taken into custody and transported to **jail** by law enforcement

Baker Act
- If **no offense** has been committed; or if a **misdemeanor** offense has been committed law enforcement (LE) transports the individual to The Centers.
- 2,343 involuntary BA exams in FY17-18 for adults. 1,153 involuntary exams for youth and 261 involuntary exams for older adults.

The Centers CSU/CCSU (public)
- 30 bed unit (22 adult beds; 8 youth beds)
- Law enforcement transports individuals in crisis to receiving facility
- Usually over capacity with an average of 40-to-42 individuals at a time

Private Receiving Facility
- The Vines (50-bed acute facility for co-occurring disorders; addtl info in report)

Crisis Services
- **FreeD.O.M. Clinic**- nonprofit organization that provides medical, dental, vision, and mental health services (not licensed for MH). FreeD.O.M. is in the process of executing an MOU with The Centers to provide mental health and psychiatric services on the FreeD.O.M. campus

Marchman Act
- Individuals who require secure detoxification services are transported by law enforcement to Marion County Jail.
- If a **felony offense** has occurred, law enforcement will transport individuals to Marion County Jail.

Release | **Jail**

Intercept 2 — Initial Detention / First Appearance

Initial Detention
Manatee County Jail

Booking
- Ocala Community Care LPN conducts a physical and mental health screen that includes medical and mental health history, current medications, and suicide risk
- Urgency of mental health needs determines if the individual will need to see the psychiatrist immediately or be placed on suicide watch

Healthcare in the Jail
- Ocala Community Care is the jail healthcare provider
- Contract with Marion County began in 2000
- OCC does not provide substance use treatment
- OCC is comprised of 1 full-time and 1 part time psychiatrist, and 5 mental health professionals
- Crisis intervention performed in jail- in August 2019 OCC saw 22 inmates for crisis intervention

First Appearance
- Convened within 24 hours of booking by video conference on weekdays and in-person at the jail on weekends and holidays
- State Attorney and Public Defender are present, but not provided with booking screening information
- Determination of probable cause, inmate may bond out or remain in jail
- The Judge is open to diversionary options when possible.
- Public defender tries to connect with client as soon as possible to determine if they are a good fit for Mental Health Court

Pretrial Services
- Marion County is in the process of implementing a pretrial diversion program and it is expected to begin January 2020.

Intercept 3 — Courts / Jails

Problem-Solving Courts

Mental Health Court
- 90 participants at the time of the mapping
- Individuals are admitted through an application process or ITP
- ARNP conducts initial assessment
- Law enforcement can refer citizens to the ARNP onsite at the courthouse for a mental health assessment or medication management.
- Meets twice a month, MHC personnel meeting for 1 hour before each docket
- Judge speaks with each participant individually
- MHC supports 1.5 FTE for case management
- The Centers and FreeD.O.M. Clinic provide mental health services
- The Centers team consists of clinical case manager and peer specialists
- Aftercare plan provided to each participant before graduation

Veterans Treatment Court
- 22 participants at the time of the mapping
- Treatment providers include VA, The Centers, The Vines, FreeD.O.M. Clinic

Additional Problem-Courts:
- Misdemeanor Drug Court
- Adult Felony Drug Court (pre-plea)
- Adult Felony Drug Court (post-adjudication)
- DUI Court
- Dependency Drug Court
- Juvenile Drug Court
- Teen Court

In-Jail Services
- Jail capacity is 1927 inmates
- In August 2019, the average daily population was 1,395
- Average length of stay is approximately 43-to-46 days
- At the time of the mapping, 414 inmates were on psychotropic medications. Of those 414, an estimated 284 had a serious mental illness.

In-Jail Substance Use Programs
- 40 voluntary in-jail programs facilitated by individuals in recovery (peer specialists)
- At the time of the mapping 250 inmates were on the waitlist for SU programs
- Approximately 20 percent of inmates are involved in at least one program
- Inmates receive a certificate of achievement after completing 12 programs

Intercept 4 — Reentry / Transition

Jail Reentry
- Two weeks before an individual is released from jail, they are evaluated by a medical professional
- Individuals who are not insured or under insured are referred to FreeD.O.M. Clinic and a one month prescription is provided
- Those who are not referred to FreeD.O.M. Clinic are given a three-day prescription funded by MCSO.

Vivitrol Program operated by The Centers
- The Centers will go into the jail to provide case management for inmates participating in the Vivitrol Program upon discharge.
- MCSO transports individuals to The Centers for their first injection of Vivitrol.

Prison Reentry
- LSF Health Systems receives notice when Marion County residents are discharged from prison and provides notification to The Centers, who provides case management to these individuals.

Gap:
- There is a need for a formalize discharge planning team and protocol.

Intercept 5 — Community Supervision / Services

County Probation
- Marion County contracts with Salvation Army Correctional Services for supervised release.
- There are between 500 and 1,200 individuals on county probation each year in Marion County.
- Caseload 1:150
- Average of 60 VOPs per month, which is a decrease from December 2018 average of 80 VOPs per month

State Probation
- Designated FDC probation officers for felony problem-solving courts

Strength:
- Reduction of VOPs is due to implementation of alternative sanction program for county probation

Community Services

Permanent Supportive Housing
- 40-to-50 supported living units available in Marion County

Employment

Wear Gloves
- Employment program available to Marion County residents, but does not specifically serve target population
- Offers payment through assistance with court costs and living expenses (rent, electric bills)

Florida Division of Vocational Rehabilitation

Ora's Clubhouse operated by NAMI
- Recently established Clubhouse in Marion County
- In the process of establishing ICCD model
- The Centers subcontracts with NAMI to operate the Clubhouse

Violations

Community

Appendix A: Participant List

First	Last	Agency	Title/Position
Michelle	Babb	The Centers	Director of Community Based Services
Angelina	Barry	Marion County Children's Alliance	Intern
Steve	Blank	The Centers	Chief Operating Officer
Clinton	Bowen	Marion County Sheriff's Office	
Nancy	Castillo	Marion County Children's Alliance	Prevention Coordinator
Judge	Cochran	Marion County Sheriff's Office	Director of Inmate Services
Brenda	Dozier	State Attorney's Office	Assistant State Attorney
Josh	Fairbrother	Salvation Army Correctional Services	Director of Misdemeanor Probation
Tamarra	Farley	The Centers	Adult Case Manager
Laura	Gilbert	The Centers	Forensic Case Manager
Greg	Graham	Ocala Police Department	Chief of Police
Kyle	Howie	Ocala Police Department	Sergeant/ K9 Unit
Chad	Hutcheson	Public Defender's Office	Assistant Public Defender
Mark	Kelly	Marion County Sheriff's Office	
Regina	Lewis	Mental Health Court	Court Alternatives Admin Manager
Todd	Parsons	The Centers	Peer Specialist
Lauren	Pilkinton	LSF Health Systems	Adult System of Care Manager
Meghan	Riley-Reynolds	LSF Health Systems	Grant Project Coordinator
Gabriella	Stallane	The Centers	Peer Specialist
Alina	Stoothoff	Court Administration	Court Operations Consultant
Paul	Tarnowski	LSF Health Systems	Grant Housing Resource Specialist
Thomas	Thompson III	Court Administration	County Judge
Loretha	Tolbert-Rich	MCSO / Ocala Community Care	CEO
Carolyn	Weldon	Mental Health Court	Court Alternatives Coordinator
Scott	Young	Grant Evaluator	Independent Evaluator

Appendix B: Resources

Web Resources and Partners

Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center (CJMHSA TAC)	http://www.floridatac.org/
Baker Act Reporting Center	http://bakeract.fmhi.usf.edu/
Louis de la Parte Florida Mental Health Institute- Department of Mental Health Law and Policy (MHLP)	http://www.usf.edu/cbcs/mhlp/
Florida Department of Children and Families (DCF)- Mental Health and Substance Use	https://www.myflfamilies.com/service-programs/samh/
Policy Research Associates (PRA)	https://www.prainc.com/
SAMHSA's GAINS Center for Behavioral Health and Justice Transformation	https://www.samhsa.gov/gains-center

The Substance Abuse and Mental Health Services Administration (SAMHSA) Web Resources

The Substance Abuse and Mental Health Services Administration (SAMHSA)	https://www.samhsa.gov/
Center for Mental Health Services	https://www.samhsa.gov/about-us/who-we-are/offices-centers/cmhs
Center for Substance Abuse Prevention	https://www.samhsa.gov/about-us/who-we-are/offices-centers/csap
Center for Substance Abuse Treatment	https://www.samhsa.gov/about-us/who-we-are/offices-centers/csat
Homelessness Programs and Resources	https://www.samhsa.gov/homelessness-programs-resources
National Center for Trauma Informed Care (NCTIC)	https://tash.org/nctic/
National Clearinghouse for Alcohol and Drug Information	https://www.addiction.com/a-z/samhsas-national-clearinghouse-for-alcohol-and-drug-information/
Recovery and Recovery Support	https://www.samhsa.gov/find-help/recovery
SAMHSA Grant Announcements	https://www.samhsa.gov/grants/grant-announcements-2019
Evidence-Based Practices Resource Center	https://www.samhsa.gov/ebp-resource-center

Other Web Resources

Bureau of Justice Assistance	https://www.bja.gov/default.aspx
Council of State Governments (CSG)	http://www.csg.org/
CSG Justice Center	https://csgjusticecenter.org/

Florida Behavioral Health Association	https://www.fadaa.org/page/FBHA
Grant Opportunities	http://www.grants.gov/
National Alliance for the Mentally Ill (NAMI)	http://www.nami.org/
National Alliance to End Homelessness	http://www.endhomelessness.org/pages/housing_first
National Center for Cultural Competence	https://nccc.georgetown.edu/
National Council for Behavioral Health	https://www.thenationalcouncil.org/
National Criminal Justice Reference Service	https://www.ncjrs.gov/
National Institute of Corrections	http://nicic.gov/
National Institute on Drug Abuse	https://www.drugabuse.gov/
Office of Justice Programs	https://ojp.gov/
Office of Juvenile Justice and Delinquency Prevention (OJJDP)	https://www.ojjdp.gov/mpg
U.S. Department of Health and Human Services - Mental Health	https://www.mentalhealth.gov/
U.S. Department of Veterans Affairs - Mental Health	http://www.mentalhealth.va.gov/
United State Interagency Council on Homelessness	https://www.usich.gov/