

**The Familiar Faces Initiative**

**March 2019**

Initiative Manager Brook Buettner

Brook.Buettner@kingcounty.gov 206-477-8715

***The Familiar Faces Initiative*** is a King County-wide collective impact partnership focused on improving systems of health and social support services for jail-involved individuals who have mental health or substance use conditions, many of whom experience homelessness. A ***Steering Committee*** made up of decision-makers from key agencies and organizations representing behavioral health providers, jails, courts, police, defense and prosecutorial attorneys, managed care organizations and others meets regularly to move the work forward.

***Advisory Board: centering lived experience***

The wisdom, perspective and knowledge of people who have lived experience in the criminal justice and health and human services systems is critical to formulating an equitable and appropriate strategy. The Familiar Faces Initiative embeds the voices of individuals who have experienced these systems through the ***Familiar Faces Advisory Board***, made up of participants with multiple jail bookings, both misdemeanor and felony charges and convictions, and experience utilizing many different programs and systems. Familiar Faces Advisors are valued as leaders and experts in the Familiar Faces work and their input drives decision-making at all levels.

***Current Strategies***

**OneCall / Single Diversion Portal**: King County and other stakeholders are in the first stages of implementing a single point of contact that will enable first responders (law enforcement, fire, and other first responders) to quickly access resources to help divert individuals with mental health or substance use disorders from utilizing jail and emergency departments that are often an inappropriate and costly response to the crises.

**Demonstration of the Flexible Care Management Team approach**:The Intensive Care Management Team (called The **Vital Program**) provides comprehensive and integrated services to adults who are experiencing mental health conditions and/or co-occurring substance use issues and need an intensive level of community-based support, most of whom are experiencing homelessness. The program is a hybrid of diversion and reentry, and it tests a whole-person care approach. It is being piloted with 60 individuals who receive low-barrier, outreach-based behavioral health services, primary care for physical health, housing, and support from the King County Prosecuting Attorney’s Office and Seattle City Attorney’s Office.

**Prosecutorial Resources & Diversion**: King County Prosecuting Attorney’s Office and Seattle City Attorney’s Office staff provide direct services to individuals enrolled in the Familiar Faces Intensive Care Management Team (Vital) pilot and Law Enforcement Assisted Diversion (LEAD) programs in order to provide 1) criminal justice coordination; 2) warrant quashing; and 3) dismissing or filing lesser charges as appropriate.

**Jail Transition**: Steering Committee members and others across the county are working at a cross-sector table to address immediate concerns about the jail release process as raised by the Familiar Faces Advisors and create a cohesive, county-wide strategy for diversion-friendly jail release, drawing on learnings from the **United Health Care Pilot** program currently operating at SCORE jail and leveraging **1115 Medicaid Transformation** efforts.

**LEAD Expansion**: Law Enforcement Assisted Diversion (LEAD) is a pre-arrest diversion program with a robust social services component that has been shown to be extremely effective at improving outcomes and lowering costs. LEAD services are currently offered in specific Seattle Police Department precincts. Program availability is be expanded to other precincts in Seattle and to South County cities.

**Cross-Sector Data Integration Project**: King County is developing a comprehensive, integrated client-level health and human services data system to serve both direct care and population-level analysis. King County is also a part of the White House Data Driven Justice Initiative that aims to use data to identify and break the cycle of incarceration, equip first responders with the tools they need to divert individuals from jail, and use data-driven pre-trial risk assessment tools to inform pre-trial release decisions. The integrated data system will facilitate individual client “lookup” for direct care coordination, identifying high risk groups based on flexible criteria, for system-level care coordination, and extracting datasets, based on flexible criteria, for analysis of population health, program evaluation, and costs. It will also be a lynchpin of the success of the Single Diversion Portal.

**Single Care Plan via Use of Integrated Data Systems**: Universal provider access to a single plan of care will enhance collaboration and connections for care teams working with Familiar Faces and support the “golden thread” service provider relationship across institutions and systems. King County may leverage such tools as the Emergency Department Information Exchange (EDIE), a proprietary data-sharing and real-time notification system currently used by many healthcare providers in Washington State. This work will dovetail with health information infrastructure efforts under the **1115 Medicaid Transformation**.

**System-Connected Housing**: Through local levy funding and leveraging existing resources, King County is working to create housing alternatives for individuals with long jail, hospital or institution stays for who face barriers in the traditional homeless and supported housing markets.

***History and Formation of the Familiar Faces Initiative***

In 2013, King County, in partnership with community stakeholders, developed a plan for an accountable, integrated system of health, human services, and community-based prevention – referred to as the King County Health and Human Services Transformation Plan. The Plan has the goal that by 2020:

*“The people of King County will experience significant gains in health and well-being because our community worked collectively to make the shift from a costly, crisis-oriented response to health and social problems, to one that focuses on prevention, embraces recovery, and eliminates disparities.”*

To catalyze improvement in the system’s performance for everyone, the plan called for an initial focus on areas where improved performance is most critical – for the individuals and communities experiencing the poorest outcomes. The plan also had to align with and be fundamentally committed to the larger County goal of achieving equity and social justice for county residents. Following preliminary scoping conversations with several internal and community stakeholders during 2014 an initial population of focus emerged: individuals with a mental health and/or substance use disorder who are high utilizers of the criminal justice system – specifically King County jails- the so-called “Familiar Faces”. Many of these individuals experience complex chronic health conditions, histories of trauma, substance use, and chronic homelessness or instability in housing and other aspects of their lives.

***Theory of Change***

The Familiar Faces population was selected as an initial focus with the theory that if system improvements could be made that resulted in better health and social outcomes for these individuals, the lessons learned and systems transformations would have much broader implications in how our region moves forward. The initiative seeks to move from reliance on episodic use of high cost, intensive services such as the emergency department, inpatient hospitalizations and the jails, to a community based model of harm reduction interventions and primary care that includes access to social supports and help navigating the criminal justice system. The work is founded in the principles of Results-Based Accountability. The Results identified are that individuals in this sentinel population:

* are healthy and avoid crisis care
* are stably housed
* avoid criminal justice involvement
* thrive economically
* have satisfying relationships and quality of life

…and experience reduced racial disproportionality for each of these Results

***The Future State Vision***, visualized in the below map, puts the “Familiar Face” at the Center of a care team that has the flexibility to accommodate the level of care and specific needs regardless of payer. The care team uses a trauma informed approach and motivational interviewing methods, and is evidence-based. This vision drove the identification of the twin strategies of developing diversion capacity within the criminal justice system, and enhancing the health and human services ecosystem to which people can be diverted.

