Redesigning the 911 Emergency Call System Response for Behavioral Health Crises

Strategies to Achieve Alignment, Collaboration, and Synergy Across Delivery and Financing Systems

Research-in-Progress Webinar
March 24, 2021
12-1pm ET
Agenda

Welcome  Chris Lyttle, JD – Systems for Action

Presenters  William Riley, PhD – Arizona State University
Matthew Moody, LAC – Crisis Response Network
Det. Sabrina Taylor – Phoenix Police Department
Kailey Love, MBA, MS – Arizona State University
George Runger, PhD – Arizona State University

Q&A
William J. Riley, PhD is professor for the Science of Health Care Delivery in the College of Health Solutions at Arizona State University (ASU). Riley is a leading authority in health care finance and serves as the director of the National Safety Net Advancement Center, which assists safety net organizations respond to health care payment reform. Riley is also a national and international expert in quality improvement methods, techniques, and implementation. He leads translational research projects in international settings, oral health value-based care, and multisector alignment to achieve a culture of health. Riley has more than 20 years' executive experience as a former president and chief executive officer (CEO) of several health care organizations, including a Blue Cross Blue Shield of Minnesota subsidiary, a large multispecialty medical group, and an integrated delivery system. Prior to joining ASU, he was the associate dean for the School of Public Health at the University of Minnesota.

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Matthew Moody, LAC serves as the Director, Contact Center Operations at Crisis Response Network. In this role, he oversees 100 employees in a crisis contact center that fields over 25,000 calls per month. He has over twelve years of experience in the behavioral health field, specializing in case management, crisis, and counseling services. Matthew is passionate about veteran support, increasing public knowledge of mental health issues, and reducing mental health stigma. With a strong desire to prevent suicide, Matthew leads innovative change to improve the lives of those with mental illness.

Matthew is a licensed counselor in Arizona, earned a Bachelor of Psychology degree and a Master of Science degree in Counseling from Arizona State University. Matthew also serves on the Board of Directors for Mental Health America of Arizona as President.

Contact: matthew.moody@crisisnetwork.org
Detective Sabrina Taylor has been a police officer for 17 years. She served 5 years on the Los Angeles Police Department and 12 years with the Phoenix Police Department. Sabrina has been a Crisis Intervention Team (CIT) certified officer for 10 years and is currently assigned to the Phoenix Police CIT Squad as the coordinator. She is also a board member of CIT International and assists other agencies with their CIT programs.

Contact: sabrina.taylor@phoenix.gov
Kailey Love, MBA, MS serves as a Research Project Manager in the College of Health Solutions at Arizona State University. In this role, she manages several large health-related research projects. Her research interests include quality improvement, process engineering, and population health informatics. She has a Masters of Science in the Science of Health Care Delivery, a Master in Business Administration, and is currently pursuing a doctorate in Biomedical Informatics.

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The care fragmentation for BHD’s is a striking example of overlapping financing mechanisms, conflicting policies and an institutionalization bias in our health care system.
Purpose

• This study co-locates a behavioral health specialist in the 911 emergency dispatch center to reduce law enforcement involvement with persons experiencing a behavioral health crisis.

• The goal of the study is to align community resources to divert people from entering the justice system and better serve persons experiencing a behavioral health crisis.
• The reliance upon law enforcement to respond to individuals experiencing a behavioral health crisis represents a fundamental systems misalignment in many communities.

• One example of this systems misalignment is the 911 emergency dispatch center which has become the first point of contact for many individuals and families experiencing behavioral health crises.

• However, a preponderance of the community calls to a 911 emergency dispatch center related to behavioral health crises do not require law enforcement involvement, which is typically the only option available for 911 dispatchers.
Framework for Multisector Alignment Research

Hypothesis

• We test the hypothesis that co-locating a behavioral health specialist in the emergency dispatch center will increase the diversion of police dispatched for behavioral health crises.

• Reducing the incarceration rate related to calls to the 911 emergency dispatch center for persons experiencing behavioral health crises.
Methods

• This study is a longitudinal analysis with a comparison group.

• We apply the Framework for Multisector Alignment Research Model.

• The setting is the emergency dispatch center for Phoenix, Arizona; the 5th largest city in the nation which processes over 2 million calls annually.
Results

• The presence of a behavioral health specialist in the 911 dispatch center resulted in a 300% increase in calls designated as a behavioral health crisis.
## Total 911 Calls (2017)

<table>
<thead>
<tr>
<th>Type of Call</th>
<th>Number of 911 Calls</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix Police Department (PPD)</td>
<td>2,155,000</td>
<td>91%</td>
</tr>
<tr>
<td>Phoenix Fire Department (PFD)</td>
<td>215,178</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,370,178</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Phoenix Police Department, 911 Dispatch Center
Process Shift
Total Calls Involving CRN
Run Chart (Jan 2019-Dec 2020)
Role of Behavioral Health Co-Location in 911 Dispatch Center

• Why?
  • National Police Foundation Recommendation #9

• Culture Shift
Role of Behavioral Health Co-Location in 911 Dispatch Center

• What you do? How you do it?

• What are barriers?

• What are successes?
Results

• There was also a 20% decrease in the dispatch of a police officer for behavioral health crisis related 911 calls.
Phoenix Police Department, 911 Dispatch Center
Number of Police Dispatches Diverted Run Chart (Jan 2019-Dec 2020)
Phoenix Police Department, 911 Dispatch Center
Process Shift
Number of Police Dispatches Diverted
Run Chart (Jan 2019-Dec 2020)
Phoenix Police Department, 911 Dispatch Center
Rate of CRN Calls Resulting in Police Officer Diversion
Run Chart (Jan 2019-Dec 2020)
Phoenix Police Department (PPD)

- A substantial portion of the 2.4 million annual calls to 911 for PPD are behavioral health related.

- There is a strong stakeholder consensus that the current multisector system is poorly aligned to serve these patients appropriately, with poor care coordination, and inefficient use of limited public safety resources.
Summary of Findings

• Behavioral health co-location in 911 emergency dispatch center significantly increases the use of behavioral health expertise by 135% (from Median of 251 to Median of 589)

• Behavioral health co-location in 911 emergency dispatch center significantly increases the police officer diversion by 166% (from Median of 137 to Median of 365)

• Although the use of CRN has improved dramatically, the rate of diversions for calls involving CRN have remained stable (with the exception of an undesirable special cause from Sept through Feb).
Conclusions

• The co-location of a behavioral health specialist in a 911 emergency dispatch center substantially increases the recognition of behavioral health crises among dispatchers and reduces the dispatch of police officers.

• As the use of law enforcement for behavioral health crises declines, the likelihood of incarceration is reduced.

• The study findings contribute to a very limited evidence-base regarding the impact of behavioral health co-location in a 911 emergency dispatch center for improving coordination of care for persons experiencing behavioral health crises by diverting law enforcement involvement.
Respondent

- **Detective Sabrina Taylor** has been a police officer for 17 years.
- She served 5 years on the Los Angeles Police Department and 12 years with Phoenix Police Department.
- Sabrina has been a Crisis Intervention Team (CIT) certified officer for 10 years and is currently assigned to the Phoenix Police CIT Squad as the coordinator.
- She is also a board member of CIT International and assists other agencies with their CIT programs.
Sequential Intercept Model

Questions?

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Biweekly on Wednesdays at 12pm ET

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- Apr 21: Multi-Dimensional COVID-19 Control in US: Identifying Counties with High and Low Levels of Success
- May 5: Systems in Focus Panel: Addressing the Housing Crisis through Systems Alignment -- COVID-19 & Beyond
Acknowledgements

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