

Ohio Crisis Intervention Team Program Peer Review

Lake County CIT Program



**CRIMINAL JUSTICE
COORDINATING CENTER
of EXCELLENCE**
A NEOMED CCoE



nami
National Alliance on Mental Illness

Ohio

The State's Voice on Mental Illness

Contents

Participants	4
Introduction.....	5
Peer Review Process	8
Ohio Core Elements	9
Lake County CIT Program Background.....	10
Crisis Response System	11
CIT Program Review – Law Enforcement	12
1. Policies and Procedures	12
2. Patrol Coverage.....	13
3. Officer Selection.....	13
4. CIT Officer Identification	14
5. Law Enforcement Coordinator	14
6. Information Sharing and Data Collection	15
7. Receiving Centers: Emergency Services.....	16
CIT Program Review – Mental Health	17
8. Policies and Procedures	17
9. Service Linkage and Outreach.....	17
10. Mental Health Coordinator	18
11. Program Monitoring and Data Collection	18
12. Receiving Centers: Emergency Services.....	19
CIT Program Review – Training	20
13. CIT Training Courses	20
14. Advanced Training and Refresher Training.....	20
15. The CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers.....	21
16. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies	21
17. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response System.....	22
18. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis..	22
19. Training Must be Grounded in Adult Learning Principles	23
20. Training Must be Provided by those Prepared to Instruct Law Enforcement and Other Public Safety Personnel.....	23

21. Evaluations of CIT Training Courses.....	24
CIT Program Review – Coordination.....	25
22. Agency Coordinator.....	25
23. Program Coordinators.....	25
24. CIT Steering Committee.....	26
25. Prioritizing Law Enforcement Ownership.....	26
26. Maintaining Partnerships and Sustaining CIT Programs.....	27
27. Ensuring Advocacy Participation.....	27
28. Advancing Diversity, Equity, and Inclusion.....	28
29. CIT Program Awareness.....	28
30. Recognition and Honors.....	29
31. Community Expansion and Statewide Contribution.....	30
Next Steps Worksheet.....	31

Participants

Julie Kalina-Hammond

Director, Forensic Services
Crossroads Health
Lake County CIT Coordinator - Mental Health

Officer Joe Parkin, (Ret.)

Crossroads Health
Lake County CIT Coordinator - Law Enforcement

Officer Jeff Futo

Criminal Justice Coordinating Center of Excellence
Kent State University Police Services
Ohio CIT Coordinator - Law Enforcement
Peer Review Lead Facilitator

Christopher Bowling, MS. Ed.

Commander (ret.) Columbus Division of Police
Consultant – Public Safety/CIT Consultant
Peer Reviewer

Leslie Powlette Stoyer, JD

Executive Director
NAMI Summit County
Peer Reviewer

Adam Sorenson, LPCC-S

Director of Treatment and Recovery Services
Mental Health, Drug, & Alcohol Services Board of
Logan and Champaign Counties
Logan & Champaign County CIT Coordinator -
Mental Health
Peer Reviewer

Chief Jim Schultz

Chief of Police
Willoughby Police Department

Ann Marie Gunsch

Director of Early Childhood Services
Crossroads Health

Lauren Wright

Director of School & Community-Based Services
Crossroads Health

Arriana Yezzi, MSW, LSW

Crisis Clinician, Health Officer, & Trauma Response
Team Member
Crossroads Health

Joanna Mannon, CDCA

Dual Diagnosis Program Coordinator
NAMI Lake County

Patricia Chesbrough

Community Liaison
Highland Springs Hospital

Rachelle Nieves

Director of Business Development
Highland Springs Hospital

Sergeant Scott Daubenmire

Mentor on the Lake Police Department

Donna Rudnay

Director of Property Management & Maintenance
Extended Housing, Inc

Sandra Tenkku

Community Outreach Specialist
Lake County ADAMHS Board

Jennifer Hurban

Administrative Assistant
Fairport Harbor Police Department

Sergeant Michael T Bailey

Painesville Police Department

Sergeant Mike Kloski

Mentor Police Department

Introduction

A Crisis Intervention Team (CIT) is an agency or organization that provides a specific service (law enforcement, service provider, etc.) that formally and through written policy has integrated concepts of the CIT Model and the Ohio CIT Core Elements into their organizational structure. A CIT program is comprised of agency CITs. These CITs are organized to sustain a continuous community partnership between agencies representing law enforcement (LE), mental health (MH), behavioral health providers, local mental health and other service boards, the criminal justice system, advocacy (ADV) organizations, families, and those who use behavioral healthcare services. This partnership is designed to facilitate better outcomes when first responders are called to interact with a person in crisis. That person is often in crisis due to unmet mental health needs. However, the person may also be in crisis due to unmet behavioral health needs such as substance use disorders and other life stressors, or a combination of issues and needs.

Communities that establish CIT programs do so based on the following goals:

- ✓ Improve the safety of everyone in situations when law enforcement officers interact with persons in crisis.
- ✓ Improve outcomes when law enforcement officers interact with persons in crisis.
- ✓ Increase understanding of, accessibility to, and improve responsiveness by the local crisis response system.
- ✓ Divert persons in crisis from the criminal justice system to treatment alternatives when possible.
- ✓ Transform the local crisis response system to use law enforcement officers as first responders only when there is an immediate or imminent threat to safety or a serious criminal concern.

CIT programs that volunteer to participate in the Ohio CIT Program Peer Review demonstrate a commitment to achieving these goals. The Peer Review focuses on a program's efforts to develop their CIT program based on the Ohio CIT Core Elements. This interdisciplinary and collaborative learning process is coordinated by the Criminal Justice Coordinating Center of Excellence (CJ CCoE) with the support of the National Alliance on Mental Illness of Ohio (NAMI Ohio). Through this review, we hope to strengthen community partnerships and deepen our understanding of CIT, which will ultimately positively impact the lives of people in our community experiencing mental health crises.

Executive Summary

The Lake County CIT Program volunteered to participate in an Ohio CIT Program Peer Review from January to April 2023. The Peer Review was coordinated by the CJ CCoE with the support of NAMI Ohio. Participants included members of the Lake County CIT Program and experienced CIT program coordinators from other Ohio programs acting as peer reviewers.

The Peer Review is designed to help the Lake County CIT Program determine its current level of development in each core element and provide guidance for the next steps in its growth. While the main objective is to help the Lake County CIT Program achieve the goals of Ohio CIT programs, its ultimate purpose is to positively impact the lives of people experiencing mental health crises in their community.

The Peer Reviewers used a standards rubric based on criteria from each core element in the *Core Elements of Ohio Crisis Intervention Team Programs*. The standards rubric can be found in the *Ohio Crisis Intervention Team Program Peer Review Guide*. The standards are:

Not Practicing

A CIT program, their CITs, and *relevant agencies* within the program area are not achieving the core element based on the criteria and there is no supporting evidence, or it is unknown.

Emerging Practice

A CIT program or *one or more relevant agencies* within the program area are beginning to achieve the core element based on the criteria. "One or more" means one to fifty percent.

Practicing

A CIT program or *most of the relevant agencies* within the program area are achieving the core element based on the criteria. "Most" means more than fifty percent.

Exemplary Practice

A CIT program, its CITs, and *all the relevant agencies* within the program area are achieving the core element based on the criteria. "All" means one hundred percent.

The Core Elements of Ohio CIT Programs and this assessment are organized into four categories:

- Law Enforcement
- Mental Health
- Training
- Coordination

On the next page is a summary describing where the Peer Reviewers believe the Lake County CIT Program is in their development of the CIT Model and the Ohio CIT Core Elements. Readers are encouraged to explore this document further to see explanations for the reviewers' assessments and suggestions for the next steps for each core element.

Standards Rubric Key

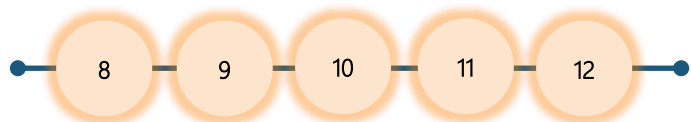


This visual representation shows the Lake County CIT Program's practices in comparison to each of the 31 core elements for Ohio CIT programs using the standards rubric found in the *Ohio Crisis Intervention Team Program Peer Review Guide*.

Law Enforcement



Mental Health



Training



Coordination



The Lake County CIT Program is commended for participating in this peer review to further their understanding of the CIT Model and the Ohio CIT Core Elements. We hope that this process allows community partners to come together to discuss the future of their CIT Program and their crisis response system, further build partnerships in their community, and foster greater community ownership.

Documents and materials referenced in this document can be found on the CJ CCoE website at: <https://www.neomed.edu/cjccoe/cit/>

Crisis Intervention Team (CIT) Programs: A Best Practice Guide For Transforming Community Responses to Mental Health Crisis can be found on the CIT International website at: <https://www.citiinternational.org/>

Peer Review Process

The review was undertaken to assess the program's level of development of the Ohio CIT Core Elements. It consisted of four phases and took around four months to complete.

Phase 1

Organized program members
 Attended a video conference
 Peer Review Questionnaire
 Provided supporting evidence

In January 2023, the CIT program organized its members for their participation, learned about the process, completed the Peer Review Questionnaire, and provided documentation.

On February 8th, a video conference was conducted to clarify information and provide reviewers with further background about the program.

Phase 2

Attended a video conference
 Provided clarifying information

Phase 3

Reviewers assessed Program
 Created draft report

During the remainder of February, reviewers assessed the CIT program against the Ohio CIT Core Elements and created a draft report.

In March, the draft report was completed, and the reviewers met for an on-site meeting with CIT program members on April 5th.

Phase 4

On-site meeting took place
 Report was finalized

After the on-site meeting, the report was updated to reflect current information, provide further clarification, or resolve discrepancies. Once finalized, the report was released to the CIT Program and published, in PDF format, on the CJ CCoE website in the Ohio CIT Program Peer Review section.

Ohio Core Elements

The Peer Review is derived from the CIT Model and the Ohio CIT Core Elements. In the *Core Elements of Ohio Crisis Intervention Teams Programs*, thirty-one elements are identified for CIT programs to implement and develop. They are organized into four categories, Law Enforcement, Mental Health Boards and Service Providers, Training, and Coordination. These core elements guide programs to achieve the goals of Ohio CIT programs.

Law Enforcement

1. Policies and Procedures
2. Patrol Coverage
3. Officer Selection
4. CIT Officer Identification
5. Law Enforcement Coordinator
6. Information Sharing and Data Collection
7. Receiving Centers: Emergency Services

Mental Health

8. Policies and Procedures
9. Service Linkage and Outreach
10. Mental Health Coordinator
11. Program Monitoring and Data Collection
12. Receiving Centers: Emergency Services

Training

13. Agency Coordinator
14. Program Coordinators
15. CIT Steering Committee
16. Prioritizing Law Enforcement Ownership
17. Maintaining Partnerships and Sustaining CIT Programs
18. Ensuring Advocacy Participation
19. Advancing Diversity, Equity, and Inclusion
20. CIT Program Awareness
21. Recognition and Honors
22. Community Expansion and Statewide Contribution

Coordination

23. CIT Training Courses
24. Advanced and Refresher Training
25. CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers
26. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies
27. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response Systems
28. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis
29. Training Must be Grounded in Adult Learning Principles
30. Training must be Provided by those Prepared to Instruct Law Enforcement and other Public Safety Personnel
31. Evaluations of CIT Training Courses

Lake County CIT Program Background

In 2001, Lake County created the Community Alliance of Law Enforcement and Mental Health Services Committee (CALMHS) as a formal collaboration between law enforcement and the behavioral health community. In 2004, they created a CIT steering committee that developed and delivered their first CIT Patrol Officer Training Course later that year. Since then, they have trained over 450 team members and have delivered the following types of training:

- CIT Patrol Officer Training Course
- CIT Public Safety Telecommunicator (PST) Training Course
- Advanced training

Their current CIT steering committee is comprised of six community partners representing:

- Advocacy
- Behavioral Health
- Law Enforcement

The Lake County CIT Program is currently coordinated through Crossroads Health. The CIT program coordinators are:

- Julie Kalina-Hammond, Director, Forensic Services at Crossroads Health
Mental Health Coordinator
- Joe Parkin, Lake County Law Enforcement Coordinator at Crossroads Health
Law Enforcement Coordinator

The Lake County CIT Program is involved with several CIT-related initiatives. They include:

- Implementing CIT policies in law enforcement agencies
- Law enforcement information sharing and data collection
- Developing training for a CIT Probation Officer Training Course
- Developing refresher training
- Ongoing virtual reality de-escalation training
- Ongoing training for officers - CIT Patrol Officer Training Course
- Ongoing training for dispatchers – CIT PST Training Course

Lake County is involved with other behavioral health initiatives. They include:

- Trauma Response Team (support for incidents involving suicide, assault, large-scale accidents, or other tragedies)
- Quick Response Team (drug overdose follow-up team)
- Compass Line (triage hotline to get a quick and efficient connection to help)
- Stepping Up
- Critical Incident Stress Management (CISM) Team
- Lake County First Responder Wellness Program
- Project Connect (connects people to services after a drug raid)
- Assertive Community Treatment (ACT) Team

Crisis Response System

Lake County offers a continuum of crisis services in their community to alleviate immediate psychological distress and engage people in treatment. These services include, but are not limited to:

Someone to talk to

Crisis phone lines (24/7)

Emergency communications centers (8)

- Lake County Sheriff's Office
- Mentor
- Mentor-on-the-Lake
- Willoughby
- Willowick
- Wickliffe
- Eastlake
- Lakeland Community College

Someone to respond

Mobile crisis services (9 AM – 11 PM, Monday-Friday; 8 AM – 8 PM, Saturday and Sunday)

Law enforcement agencies (22) - Agencies participating with CIT (9):

- Eastlake Police Dept.
- Lake County Sheriff's Office
- Madison Township Police Dept.
- Mentor Police Dept.
- Mentor-on-the-Lake Police Dept.
- Painesville Police Dept.
- Wickliffe Police Dept.
- Willoughby Hills Police Dept.
- Willoughby Police Dept.

Somewhere to go

Receiving centers (3)

- Crossroads Health
- University Hospitals - Lake West Emergency Department (24/7)
- University Hospitals - Tripoint Emergency Department (24/7)

Lake County also provides an array of ancillary services and programs to support people living with mental illness and their families. These services and programs include:

Behavioral Health

Case management
 Employment support programs
 Food programs
 Housing programs
 Income support programs
 Inpatient care services
 Peer support programs
 Veteran programs
 Youth programs

Criminal Justice

Court specialty dockets
 Diversion programs
 Jail reentry programs
 Probation programs

CIT Program Review – Law Enforcement

1. Policies and Procedures

Emerging Practice

- 1 of 22 enforcement agencies have CIT-specific crisis intervention policies



Of the twenty-two law enforcement agencies in Lake County, the Painesville Police Department is the only agency to adopt language specific to CIT in their Crisis Intervention Policy. Six other agencies have *Crisis Intervention* policies. It is not known what is contained in the policies for the other fifteen agencies.

The *CO-OP Agreement Between Law Enforcement and The Mental Health Community* is an impressive and important agreement expressing ideal and desired outcomes when mental health and law enforcement in Lake County are responding to people experiencing a crisis. This agreement was created in 2009 and outlines procedures for law enforcement, hospitals, and mental health professionals. This agreement includes sharing information and who law enforcement should contact when they “experience a continued mental health issue or an unresolved conflict” in their community.

Next Steps:

The Lake County CIT Program Coordinator for law enforcement is actively engaging law enforcement agencies within the county to adopt policies specific to CIT. Law enforcement agencies should adopt CIT-specific policies if they are participating in the Lake County CIT Program. Policies, procedures, and regulations for CIT officers will assist them in their day-to-day operations, inform them of the expectations of their agency, provide guidance with decision-making, and establish sustainability.

Those agencies moving to Lexipol-developed policies are encouraged to modify their Crisis Intervention, Civil Commitment, and other related policies to align with the CIT Model and the Ohio CIT Core Elements. Current iterations of Lexipol-developed policies do not mention CIT.

We encourage CALMHS to update their *CO-OP Agreement Between Law Enforcement and The Mental Health Community* and have community partners sign a new agreement. The agreement is an excellent addition to CIT specific policies. Law enforcement should adapt their policies to align with the updated agreement.

The *Crisis Intervention Law Enforcement Policy Guide (CIT Focused)* can assist with policy development. It can be found on the CJ CCoE website.

2. Patrol Coverage

Emerging Practice

- One or more law enforcement agencies have a process to distribute CIT officers



Painesville Police Department's policy specifically mentions that the agency will attempt to assign CIT officers to every shift. Since no other agencies have adopted policies specific to CIT, there is no information to show that LE agencies are intentionally and equitably distributing their CIT officers. The LE agencies that are participating with CIT, however, have shown an attempt to have a "CIT trained" officer available.

Next Steps:

LE agencies that actively participate in training and other CIT initiatives should adopt policies that address how their agency distributes select CIT officers. If an agency has a "train all officers" philosophy, they should designate specific officers to serve as their CIT officers. Designating all patrol officers as first responders to persons in crisis is counterproductive to creating a specialized team and is not encouraged.

3. Officer Selection

Not Practicing

- No law enforcement agencies have a review, selection, and recommendation process to identify potential CIT officers



No information was provided to show that LE agencies have a review, selection, and recommendation process to identify potential CIT officers. Since LE agencies in Lake County have chosen to send all their patrol officers through the CIT Patrol Officer Training Course, this core element would be directed to an internal agency process where the agency designates select officers that have been trained to be primary responders to persons in crisis.

Next Steps:

Law enforcement agencies that actively participate in training and other CIT initiatives should adopt policies that address how their agency selects CIT officers. If an agency has a "train all officers" philosophy, the agency should designate specific officers to serve as their CIT officers. Designating all patrol officers as first responders to persons in crisis because they attended CIT training is counterproductive to creating a specialized team and is not encouraged.

4. CIT Officer Identification

Not Practicing



- No law enforcement agencies require CIT officers to wear an obvious CIT pin or emblem

Since Painesville Police Department's policy does not address this core element and no other LE agencies have adopted policies specific to CIT, there is no information to show that CIT officers are required to wear an obvious CIT pin or emblem. CIT pins are provided to officers after graduating from the CIT Patrol Officer Training Course.

Next Steps:

Law enforcement agencies that actively participate in training and other CIT initiatives are encouraged to adopt policies that address CIT officers wearing a visible CIT pin or emblem. When combined with a marketing strategy informing the public of the pin or emblem's meaning, community members can easily recognize that the responding officer has specific skills and training for responding to people in crisis.

5. Law Enforcement Coordinator

Emerging Practice



- 4 of 22 law enforcement agencies have a designated person within the agency to coordinate its CIT and liaise with other agencies and partners

The Madison Township, Mentor-on-the-Lake, Painesville, and Willoughby Hills police departments have designated points of contact for CIT. Although not formalized in policy, these designated representatives are valuable to developing a CIT program's organizational structure. The Lake County CIT Program and these agencies are complimented for building pathways where coordination can begin, and communication with community partners is enhanced.

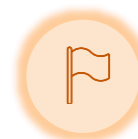
Next Steps:

The Madison Township, Mentor-on-the-Lake, Painesville, and Willoughby Hills police departments should elevate their involvement in CIT by developing a policy that formalizes the roles and responsibilities of their points of contact as "CIT coordinators." The Lake County Sheriff's Office and the Eastlake, Mentor, Wickliffe, and Willoughby police departments should designate a CIT officer as a point of contact to help coordinate their respective CITs and liaise with other agencies and partners.

6. Information Sharing and Data Collection

Emerging Practice

- 6 of 22 law enforcement agencies share information with program partners about contact with a person in crisis to engage in available behavioral health services
- 4 of 22 law enforcement agencies extract data from contacts to monitor and assess its CIT and interactions with persons in crisis



The Madison Township, Mentor, Mentor-on-the-Lake, Painesville, Willoughby Hills, and Willoughby police departments share information with program partners about contact with a person in crisis to engage in available behavioral health services. Of these agencies, the Mentor, Mentor-on-the-Lake, Painesville, and Willoughby police departments also extract data from these contacts to help monitor and assess the CIT program and interactions with persons in crisis.

Next Steps:

The Eastlake Police Department and the Lake County Sheriff's Office are encouraged to begin sharing information with program partners about contacts with persons in crisis. This sharing will allow program partners to engage persons in crisis in available behavioral health services.

The Madison Township, Mentor, Mentor-on-the-Lake, Painesville, Willoughby Hills, and Willoughby police departments are encouraged to provide information to community partners and the Lake County CIT Program. This information should be provided in a format (Crisis Intervention Contact Sheets) where data can be easily extracted to monitor and assess the CIT Program and their CITs' interactions with persons in crisis.

Lake County law enforcement agencies are beginning to use Crisis Intervention Contact Sheets to share information with service providers when they interact with a person in crisis. The CIT Program is also beginning to collect, report, and analyze their data to improve law enforcement's response to people experiencing a crisis and enhance their CIT Program.

(Police Agency Name Here) Crisis Intervention Contact Sheet			
Date:	Time of Call:	Report Number:	
Shift:	Total Time on Call:	MH Follow-up Requested:	<input type="checkbox"/>
Location:			
Type:	<input type="checkbox"/> Personal Residence	<input type="checkbox"/> Other Residence	<input type="checkbox"/> Group Home
	<input type="checkbox"/> Business	<input type="checkbox"/> Service Provider	<input type="checkbox"/> Public Property
Subject:			
Name:	DOB:	Phone number:	
Address:			
Race:	Sex:	Person/Agency Reporting:	County of Residence:
<input type="checkbox"/> Asian	<input type="checkbox"/> Male	<input type="checkbox"/> Acquaintance	<input type="checkbox"/> Mental Health
<input type="checkbox"/> Black/African American	<input type="checkbox"/> Female	<input type="checkbox"/> Addition Services	<input type="checkbox"/> Passerby
<input type="checkbox"/> Latina	Juvenile: <input type="checkbox"/>	<input type="checkbox"/> Hospital	<input type="checkbox"/> Relative
<input type="checkbox"/> White/Caucasian		<input type="checkbox"/> Law Enforcement	<input type="checkbox"/> Subject
<input type="checkbox"/> Other			
Crisis/Event:			
<input type="checkbox"/> Addiction Related	<input type="checkbox"/> Court Order	<input type="checkbox"/> Homeless	<input type="checkbox"/> Suicide Thoughts
<input type="checkbox"/> Anxiety Related	<input type="checkbox"/> Dementia	<input type="checkbox"/> Intellectual Disability	<input type="checkbox"/> Suicide Threat
<input type="checkbox"/> Autism Spectrum	<input type="checkbox"/> Depression	<input type="checkbox"/> Non-suicidal Self-injury	<input type="checkbox"/> Suicide Attempt
<input type="checkbox"/> Behavioral Concerns	<input type="checkbox"/> Delusions/Hallucinations	<input type="checkbox"/> Trauma Related	<input type="checkbox"/> Suicide Completed
Other:	<input type="text"/>		
Response:			
<input type="checkbox"/> No Contact	<input type="checkbox"/> Active Listening/De-escalation	<input type="checkbox"/> Force Used	Weapon Involved: <input type="checkbox"/> Firearm <input type="checkbox"/> Knives <input type="checkbox"/> Other
Disposition:			
<input type="checkbox"/> No Contact with Subject	<input type="checkbox"/> Medical Facility/ER	<input type="checkbox"/> Provided Referral Information	
<input type="checkbox"/> No Police Action Taken	<input type="checkbox"/> Arrest	<input type="checkbox"/> Unfounded	
<input type="checkbox"/> Mental Health Facility	<input type="checkbox"/> Death	Facility: <input type="text"/>	
Transport by: <input type="checkbox"/> Law Enforcement <input type="checkbox"/> Ambulance <input type="checkbox"/> No Transport <input type="checkbox"/> Other <input type="checkbox"/> Utilized other agency for assistance: <input type="checkbox"/>			
Emergency Hospitalization:			
Subject taken into custody for evaluation: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Process initiated by: <input type="checkbox"/> Law Enforcement <input type="checkbox"/> Health Officer <input type="checkbox"/> Physician/Medical Professional			
Crime: Incident has related crime: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Criminal charges to be filed: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> TBD			
Injury: Force Used, Incident resulted in injury: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Subject Injured: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Officer Injured: <input type="checkbox"/> Yes <input type="checkbox"/> No			
Officer:	Supervisor:		
Unit:	CIT Officer: <input type="checkbox"/>	Unit: <input type="text"/>	

7. Receiving Centers: Emergency Services

Emerging Practice

- Documentation or data showing four law enforcement agencies' use of receiving centers and community resources

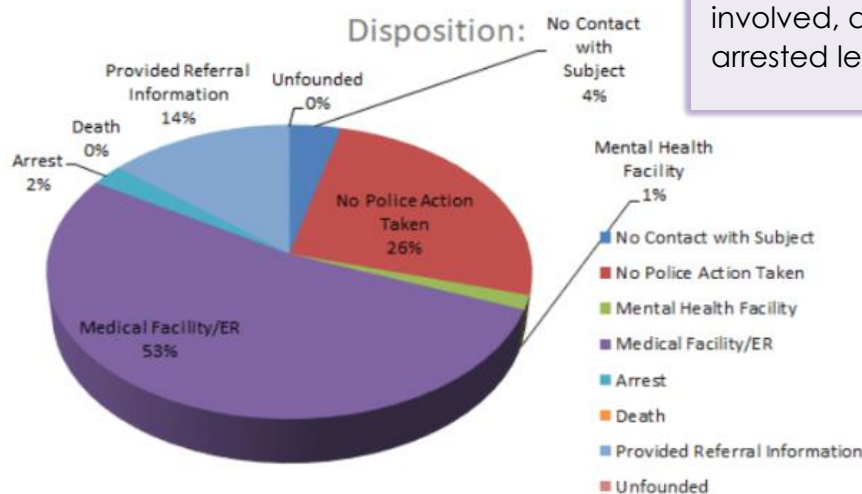


The Lake County CIT Program is commended for analyzing the data they collected in 2021-2022 and creating a report based on their findings. The *Lake County Crisis Intervention Response to Mental Health Calls for Service 2021-22* report highlights the crisis response of four LE agencies in Lake County. This report provides valuable information related to LE's contact with persons in crisis and the outcomes of those interactions. The data collected showed that 53% of persons in crisis were transported to a receiving center for evaluation, and only 2% were arrested when a crime was involved.

Next Steps:

As the CIT Program continues to gather more data, they are encouraged to collect and analyze information about officers' use of the emergency hospitalization process (AKA "Pink Slipping"). By including information about when officers are taking persons in crisis into custody (ORC §5122.10), the LE agency and the CIT Program can better determine if transports to receiving centers were necessary or if improvement strategies are needed. This information should be distributed to the appropriate community partners in a format that describes outcomes and is easily understood.

Taken from the *Lake County Crisis Intervention Response to Mental Health Calls for Service 2021-22*, participating law enforcement agencies transported people in crisis 53% of the time to a receiving center. When a crime was involved, a person was physically arrested less than 2% of the time.



CIT Program Review – Mental Health

8. Policies and Procedures

Emerging Practice

- One or more service providers have CIT-specific policies and procedures



No written policies from the receiving centers were provided. However, the *CO-OP Agreement Between Law Enforcement and The Mental Health Community* is an excellent start to formulating individual policies and procedures in the future.

Next Steps:

With an updated *CO-OP Agreement Between Law Enforcement and The Mental Health Community*, receiving centers should develop policies and procedures specific to law enforcement transferring people in crisis to them for care. For those agencies providing service linkage and outreach, their processes should be formalized in writing and provided to the CIT Program. All mental health policies and procedures should be covered in the CIT Patrol Officer Training Course.

9. Service Linkage and Outreach

Emerging Practice

- 6 of 13 relevant service providers have a process to prioritize service linkage and outreach to persons in crisis that have had contact with law enforcement



Six service providers have processes to prioritize service linkage and outreach to persons in crisis who have had contact with law enforcement. Those providers are Crossroads Health, Signature Health, Extended Housing, University Hospitals, Windsor-Laurelwood, and WomenSafe.

Next Steps:

With an updated *CO-OP Agreement Between Law Enforcement and The Mental Health Community*, agencies providing service linkage and outreach should develop policies and procedures specific to how law enforcement transfers people in crisis to them for care. Once provided to the CIT Program, they should be covered in the CIT Patrol Officer Training Course.

10. Mental Health Coordinator

Emerging Practice

- 3 of 13 service providers have a designated person within their agency to coordinate and liaise with other agencies and partners



Three service providers have designated a staff member as the agency CIT coordinator. They are Crossroads Health, University Hospitals, and NAMI Lake County.

Next Steps:

The other CIT-involved agencies, Signature Health, Extended Housing, Lake County Board of Developmental Disabilities, Windsor-Laurelwood, Highland Springs, and Lifeline should also designate a staff member. That staff member should be a point-of-contact, or better, a CIT coordinator for the respective agency.

11. Program Monitoring and Data Collection

Emerging Practice

- Service providers collect and analyze data relevant to the service provider's interactions with a person in crisis, either transferred or referred to them by a law enforcement agency



Crossroads Health and University Hospitals collect information on persons in crisis, either transferred or referred to them by a law enforcement agency. Crossroads Health also tracks referrals to their mobile crisis team and their linkage to services. University Hospitals is tracking emergency hospitalization by law enforcement and when persons were admitted or released after their initial evaluation.

Next Steps:

Once enough data is collected, the CIT Program should analyze the data and attempt to draw conclusions from their findings. The CIT Program is encouraged to associate their findings with the Goals of Ohio CIT Programs and create improvement strategies accordingly. A report should be created and shared with all community partners.

12. Receiving Centers: Emergency Services

Emerging Practice

- 2 receiving centers are operating all the time in your service area



Lake County law enforcement's main receiving centers are the University Hospitals' Lake West Emergency Department and Tripoint Emergency Department. They are always open. Crossroads Health is also considered a receiving center but is only open during select hours and admits persons under select circumstances. None of the receiving centers have policies specific to transferring a person in crisis from law enforcement.

Next Steps:

The receiving centers in Lake County should develop policies and procedures specific to Law enforcement transfers of persons in crisis to them. Once created, they should be provided to the CIT Program to be presented in the CIT Patrol Officer Training Course.

When a person is in crisis and is transported to a receiving center for evaluation, Lake County CIT Officers or EMS will take them to either University Hospitals' Lake West Emergency Department (right) or Tripoint Emergency Department (below). These hospitals are open 24/7 and provide emergency crisis services to the community.



CIT Program Review – Training

13. CIT Training Courses

Practicing



- Provides the CIT Patrol Officer Training Course and the CIT PST Training Course

In 2004, the Lake County CIT Program began a long and impressive history of training their CIT members. In the past, they have provided both the CIT Patrol Officer Training Course and the CIT PST Training Course. Over 450 people have been trained, including personnel from 20 of their law enforcement agencies, personnel from law enforcement agencies outside their county, probation officers, and Lake County community members. Their CIT Patrol Officer Training Course is 40 hours, usually provided twice a year.

Next Steps:

The CIT Program should continue to deliver a high level of training to patrol officers. The CIT Program is encouraged to continue to develop and deliver more CIT PST Training Courses, as all PSTs in Lake County would benefit from training. The CIT program should focus their training sessions on CIT's three targeted member roles: patrol officer, PSTs, and coordinators. The CIT Program is encouraged to develop a multi-year training plan to provide comprehensive CIT role-based training. This plan should include advanced and refresher training that progressively increases desired performance.

14. Advanced Training and Refresher Training

Emerging Practice



- Has provided advanced and refresher training but not regularly

The Lake County CIT Program has provided advanced and refresher training in the past. Advanced training topics have included self-care, persons with I/DD diagnoses, and youth/adolescents in crisis. They have obtained the SURVIVR Virtual Reality (VR) Training Simulator, which provides scenarios for officers to practice responding to various mental health and substance use crises. The CIT Program is commended for their commitment to training and finding new and innovative ways to deliver it.

Next Steps:

The CIT Program is encouraged to design a multi-year training plan incorporating advanced and refresher training. The plan should increase the training complexity over a select number of years. The plan should be reviewed annually to ensure that training is developed, conducted, and evaluated to meet needs and goals.

15. The CIT Patrol Officer Training Course is for Experienced Law Enforcement Officers

Not Practicing

- The CIT Program does not have a selection process for officers to attend the CIT Patrol Officer Training Course



In Lake County, participating law enforcement agencies prefer to send all their officers to the CIT Patrol Officer Training Course. The law enforcement agencies and the Lake County CIT Program do not use a selection process.

Next Steps:

The CIT Program and participating law enforcement agencies should adopt policies that address which officers will attend the CIT Patrol Officer Training Course. Selected officers should be experienced, attend voluntarily, and be assigned to patrol. When selection standards are adopted, the number of officers to be trained decreases, allowing other types of training to be delivered.

16. Training Must be Delivered at Minimal Cost to Law Enforcement Agencies

Practicing

- No training fees are charged to attend CIT training courses



Along with a long and rich history of CIT training in Lake County, no training fees are charged to attend CIT training courses. Funding for these courses does not come from instructional fees. The Program is commended for participating in the Ohio CIT Support and Expansion Project for the last three years helping to fund various types of CIT trainings.

Next Steps:

The CIT Program should explore whether monetary reasons contribute to law enforcement agencies within Lake County not participating in CIT functions, including training. If costs to attend are determined to be a factor, the CIT Program should continue to access available funding sources and potentially explore additional sources to reimburse law enforcement agencies for sending staff to CIT training courses. The program should also consider more deliberate and consistent information sharing with law enforcement agencies to ensure they are aware of the financial support available to send staff to CIT training courses.

17. Training Must be Locally Focused on the Participants' Criminal Justice and Crisis Response System

Practicing



- Team members attend CIT training related to their criminal justice and crisis response systems, and
- Locally sourced instructors instruct team members

The Lake County CIT Program instructs their CIT members on their criminal justice and crisis response systems. Instructors are locally sourced and are experienced in the local conventions and methods within Lake County.

Next Steps:

The CALMHS committee should update the *CO-OP Agreement Between Law Enforcement and The Mental Health Community*. Agencies participating with CIT should develop policies and procedures focused on CIT. Once policies and procedures are implemented, the CIT Program should incorporate them into their training courses.

18. Training Must Focus on Practical Knowledge and Skills to Respond to a Person in Crisis

Exemplary Practice



- All Training courses include role-specific instruction on interacting with persons in crisis (communication, de-escalation, etc.), and
- All Training courses include role-specific crisis scenarios and practicum ("role plays"), and
- Training courses include instruction on determining fact-based probable cause for emergency hospitalization when assessing a person in crisis (Applicable only to CIT Patrol Officer Training Course)

The Lake County CIT Program delivers the CIT Patrol Officer Training Course twice a year. They have also twice provided an 8-hour CIT PST Training Course (2019, 2021). They plan to offer a CIT Probation Officer Training Course. The CIT Patrol Officer Training Course provides instruction on interacting with a person in crisis, and officers are allowed to practice. Instruction on assessing a person's mental state, emergency hospitalization, relevant legal issues, and processes is also provided.

Next Steps:

The CIT Program should continue their exemplary practice and update and modify their training practices as needed. They should continue to explore new and innovative methods to train CIT members on current policies, practices, and laws/legal issues.

19. Training Must be Grounded in Adult Learning Principles

Emerging Practice

- Training course topics are sequenced in a carefully considered manner, or
- Training courses have learning/performance objectives



It is evident that consideration was given to the sequencing of training topics within the CIT Patrol Officer Training Course. Primarily, topics are delivered in a sequential manner that is conducive to learning. No training goals were provided, and individual topics do not have learning/performance objectives since none were provided.

Next Steps:

The CIT Program's training committee should evaluate the sequencing of topics within their training courses to ensure they are appropriately sequenced to be most impactful. They should also develop goals for their training courses and work with instructors to create learning/performance objectives for each topic.

20. Training Must be Provided by those Prepared to Instruct Law Enforcement and Other Public Safety Personnel

Exemplary Practice

- Instructors' materials and content are reviewed, and
- Pre-class meetings take place with instructors to ensure they are effective at content instruction, and
- Non-public safety instructors:
 - ✓ Attend training on law enforcement/policing and other public safety-oriented cultures, or
 - ✓ Have participated in ride or sit-alongs with public safety professionals for first-hand experience



The Lake County CIT Program is commended for exemplary practices in coordinating with and providing support to their instructors. Before every training instructors are contacted to ensure their instructional materials are current and relevant. Opportunities are provided for non-public safety instructors to spend time with public safety professionals and to learn about public safety-oriented cultures. These practices are foundational to their impactful training courses.

Next Steps:

The CIT Program should put their practices in writing related to how they coordinate with, prepare, and support their instructors. Formalizing these practices will inform future program coordinators how the training program operates and assist with sustaining and advancing current training practices.

21. Evaluations of CIT Training Courses

Emerging Practice



- Training course evaluations are conducted (level 1), or
- Training course topic evaluations are conducted (level 1)

The Lake County CIT Program uses a Kirkpatrick Level 1 (reaction) survey form to evaluate their CIT Patrol Officer Course. A blank version of the form created for use during the 11/28/2022 to 12/2/2022 CIT Patrol Officer Course was provided. A summary document was also provided from the September 28 through October 2, 2020, course offering. The instruments used a four-point Likert scale of "Poor, Fair, Good, and Excellent" to obtain ratings. Ratings for the complete course were provided on the summary with a notation that "90% of all officers rated the CIT program overall, good or excellent" and that two officers did not fill out a form. Categories for the CIT manual, audiovisual use, interactive learning situations, and the training facility also had ratings. A category of ratings, "met learning objectives," was shown, although the three categories shown were not written as learning objectives. No other learning objectives were provided. The summary shows open-text commentary and a single rating for the presented topics. The blank evaluation form lists the topics and their respective presenters and asks for a single rating for both.

Next Steps:

The CIT Program should expand the instrument to gather evaluation ratings to include independent ratings for the instructor(s) and the topic presented. Information about the facility, the complete course, and the topics is valuable. However, the single rating does not allow the CIT Program to determine if improvement or change is needed in a topic, the materials used, or the instructor. Open-field feedback, when offered, may provide this information, but it must be extracted.

Using one or two methods, the CIT Program can increase its evaluation efforts to a Kirkpatrick Level 2 (learning). The first method is to create pre-tests and post-tests to be administered to those attending the CIT Patrol Officer Course or any other role-based courses. A second and possibly more straightforward method is to create a skills checklist form for the role-plays to turn them into graded, practical exercises. The form is often graded as pass/fail and documents the application of trained knowledge and skills during the role plays. Two or more "raters" should complete the checklists and use inter-rater agreements to resolve discrepancies. If two raters are used, one should be from or represent law enforcement, and the other should be from or represent service providers or advocates.

CIT Program Review – Coordination

22. Agency Coordinator

Emerging Practice

- 7 of 35 agencies have designated agency coordinators in the program



Seven agencies have designated a person in their agency to coordinate their CIT. Four are law enforcement agencies, and three are mental health service providers.

Next Steps:

Law enforcement and mental health agencies should continue to develop policies specific to CIT, define the coordinator position within, and designate a person to coordinate the agency's CIT activities, including acting as a liaison with other agencies and partners within the CIT Program. CIT Program coordinators should continue to educate law enforcement and mental health agency leadership on the CIT Model and the Ohio CIT Core Elements and commit to their role within the CIT framework.

23. Program Coordinators

Practicing

- The program has coordinators in two of the three disciplines



The Lake County CIT Program has designated CIT program coordinators in the mental health and law enforcement disciplines. The program is commended for allocating resources to a full-time law enforcement CIT coordinator position. By doing so, the program has already experienced advancement within several CIT core elements and has set an example for other programs across the state to follow.

Next Steps:

To ensure the participation of people living with mental illness and their family members and the inclusion of their unique perspectives, the CIT Program is encouraged to build strategies to obtain and develop advocacy leaders and sustain their participation. When feasible, the CIT Program should designate a qualified person as a coordinator for advocacy.

24. CIT Steering Committee

Practicing



- A CIT steering committee is identified, and
- Most of the disciplines have representatives, and
- A chairperson is identified for the CIT steering committee, and
- The CIT steering committee has scheduled meetings, and
- The CIT steering committee meetings have an agenda and activity records

The Lake County CIT Program has a long history of using steering committees to guide and coordinate their CIT efforts and drive their program forward. The program is commended for its continued dedication to organizing and formalizing activities and actions. Although it is noted that a representative from NAMI Lake County is on the CALMHS Committee, it does not appear that a representative from advocacy is actively involved with CIT steering.

Next Steps:

The CIT Program is encouraged to build strategies to obtain and develop advocacy leaders and sustain their participation on their CIT steering committee. The involvement of people with mental illness, their family members, and their unique perspectives, especially those who have interacted with law enforcement and the criminal justice system, will provide valuable insight, and enrich the committees.

25. Prioritizing Law Enforcement Ownership

Practicing



- CIT Program actively engages most law enforcement agencies about CIT

About 41% of the law enforcement agencies in Lake County participate in the CIT Program. Through the program coordinator – LE position, the CIT Program continues to engage participating and non-participating law enforcement agencies about CIT, get them to commit to the CIT Model, and understand the importance of developing policy per the Ohio CIT Core Elements and the policy guide.

Next Steps:

The program is encouraged to continue to find ways to get buy-in from law enforcement leadership or other influential community leaders. Getting buy-in can also be enhanced by recruiting a prominent person in the community who influences leaders and decision-makers. Strategies can be found in chapter 2 of *Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crisis*.

26. Maintaining Partnerships and Sustaining CIT Programs

Practicing

- Assessment and improvement strategies are used, and
- Communications with CIT partners is ongoing, and
- Record keeping practices are in place



The Lake County CIT Program is commended for implementing several assessment and improvement strategies, continuously engaging their community partners, and creating formal record-keeping practices. With firm commitment and participation from community partners, the CIT Program has a great foundation to develop and build their program. They are also commended for their *CIT Quarterly Newsletter*. These well-crafted newsletters exemplify ongoing communications and their commitment to partnerships.

Next Steps:

The CIT Program is encouraged to allocate time to further develop different sustainability strategies. The strategies could include leadership succession planning and enhancing record-keeping practices. So programs do not regress, successful CIT strategies, lessons learned, and knowledge gained should be managed and passed on, so they are not lost. Regression avoidance can come from mentoring, workload distribution, and robust documentation methods.

27. Ensuring Advocacy Participation

Practicing

- People living with mental illness and their family members participate, and
- Advocacy leaders participate



A representative from NAMI Lake County participates with the CIT Program through the CALMHS committee. People living with mental illness and their family members also participate in training CIT members for their roles within the CIT Program.

Next Steps:

The CIT Program is encouraged to allocate time to ensuring advocacy participation through succession planning. The program is encouraged to identify critical positions and individuals and create a learning and development process that can be repeated and evaluated.

28. Advancing Diversity, Equity, and Inclusion

Not Practicing

- There are no strategies in place to advance diversity, equity, and inclusion for team members who bring different perspectives and backgrounds to the program



The Lake County CIT Program has self-assessed that they lack formal strategies to advance diversity, equity, and inclusion (DEI) for team members who bring different perspectives and backgrounds to the program. Although participation appears diverse, there are no strategies in place to determine its current scope or to advance diversity, equity, and inclusion for team members in the future.

Next Steps:

The program should consider dedicating CIT steering committee members or establishing a subcommittee to explore ways to measure their DEI success and strategies to sustain and advance efforts within their program. CIT programs rich in DEI practices can experience a better understanding of community needs, increase trust and engagement, and develop better ways to target and allocate resources more effectively.

29. CIT Program Awareness

Not Practicing

- There are no strategies in place about how to request and identify CIT officers



The Lake County CIT Program has self-assessed that they lack formal strategies for community members to request and identify CIT Officers. Although CIT is not a secret in Lake County, there are no specific strategies to inform the community what CIT is, the benefits of CIT, or how the community can interact with CIT members.

Next Steps:

The CIT Program and agencies with a CIT should explore and develop strategies to inform their community members about CIT, their crisis response system, and how best to access those services. To ensure positive outcomes for people in crisis, the CIT Program should educate community members on their crisis response system and the best service(s) to access. Strategies can be found in chapter 6 of *Crisis Intervention Team (CIT) Programs: A Best Practice Guide for Transforming Community Responses to Mental Health Crisis*.

30. Recognition and Honors

Emerging Practice

- The program continuously recognizes and honors their CIT members, or
- One or more law enforcement agencies continuously recognize and honor their CIT members



Participating law enforcement agencies nominate officers who are primary responders to people in crisis and have demonstrated an outstanding ability to safely resolve crisis encounters and effectively utilize treatment alternatives. Annually, the Lake County CIT Program selects a *CIT Officer of the Year* and honors other patrol officers' commitment to improving outcomes for people in crisis. During a banquet, they are recognized publicly in front of their colleagues. Later, they are acknowledged through media and other platforms.

Next Steps:

Law enforcement agencies should develop practices to formally and informally recognize officers and PSTs who positively interact with people in crisis. Consistent recognition for their challenging and honorable efforts reinforces behavior and commitment and promotes an agency's culture of care. The CIT Program is encouraged to explore ways to honor other members in their CIT program, such as PSTs, coordinators, mental health professionals, people with lived experience, and administrators. Recognizing members in these additional roles can improve morale, stimulate further program growth, and increase CIT Program awareness.

Lake County CIT Officers are recognized for their ability to resolve crisis encounters safely and improve outcomes for people experiencing a crisis.



31. Community Expansion and Statewide Contribution

Practicing

- Non-participating agencies are engaged, and
- Members of the program participate in activities and planning at the state level



The Lake County CIT Program proactively engages non-participating agencies, prioritizing law enforcement's involvement and fostering constructive partnerships. The program is commended for actively participating in state-level activities and planning, contributing their valuable insights and experiences to CJ CCoE event planning committees and as speakers at Technical Assistance Sessions, helping further the collective understanding of CIT in Ohio.

Next Steps:

The Lake County CIT Program is encouraged to maintain ongoing engagement with the thirteen non-participating law enforcement agencies in their area. By implementing CIT in their communities, they can experience the benefits of a comprehensive programmatic approach in crisis intervention.

It is also recommended that the CIT Program increases its participation in state-level activities. By actively engaging at this level, program members can enhance their understanding of CIT while ensuring they stay updated on the latest developments in crisis intervention techniques and resources. Here are some ways they can do so:

- CIT program coordinators can participate as peer reviewers
- Agency CIT coordinators can attend the Ohio CIT Coordinator Training
- Agency CIT coordinators can attend Ohio CIT bi-annual meetings
- PST trainers can attend the CIT PST training of trainers course
- CIT members can attend the annual Ohio CIT Conference
- CIT members can attend technical assistance sessions sponsored by the CJ CCoE

This report was completed by the Ohio CIT Coordinator & Law Enforcement Liaison for the Ohio Criminal Justice Coordinating Center of Excellence in cooperation with CIT Coordinator consultants and CIT program community partners. For more information or to make inquiries please contact:

cjccoe@neomed.edu
330.325.6861



**CRIMINAL JUSTICE
COORDINATING CENTER
of EXCELLENCE**
A NEOMED CCoE

Next Steps Worksheet

Law Enforcement

- Lake County Sheriff's Office, Eastlake, Madison Township, Mentor, Mentor-on-the-Lake, Wickliffe, Willoughby Hills, and Willoughby Police Departments to adopt CIT-specific policies (1,2,3,4)
- CIT Program to update and resign the *CO-OP Agreement Between Law Enforcement and The Mental Health Community* (1)
- Madison Township, Mentor-on-the-Lake, Painesville, and Willoughby Hills Police Departments to designate CIT coordinators (5,22)
- Eastlake Police Department and Lake County Sheriff's Office to share information with program partners about contacts with people in crisis (6)
- Madison Township, Mentor, Mentor-on-the-Lake, Painesville, Willoughby Hills, and Willoughby Police Departments to use Crisis Intervention Contact Sheets (6)
- CIT Program to collect and analyze information about officers' use of the emergency hospitalization process (7)

Mental Health

- University Hospitals' Lake West and Tripoint Emergency Departments and agencies providing service linkage and outreach to adopt policies and procedures specific to law enforcement transferring people in crisis to them for care (8)
- Service providers participating with CIT to designate a CIT coordinator (10,22)
- CIT Program to collect and analyze data from receiving centers and agencies providing service linkage and outreach on persons in crisis, either transferred or referred to them by a law enforcement agency (11)

Training

- CIT Program to deliver a CIT PST Training Course (13)
- CIT Program to develop a multi-year training plan (13,14)
- CIT Program and law enforcement agencies to only send select officers to the CIT Patrol Officer Training Course (15)
- CIT Program to explore funding sources to reimburse law enforcement agencies for sending staff to CIT training courses (16)
- CIT Program to integrate an updated CO-OP agreement into training courses (17)

- CIT Program to evaluate the sequencing of topics within their training courses (19)
- CIT Program to develop goals for their training courses (19)
- CIT Program and instructors to create learning/performance objectives for each topic (19)
- CIT Program to put their practices in writing related to how they coordinate, prepare, and support their instructors (20)
- CIT Program to expand their evaluation ratings (21)

Coordination

- CIT Program to designate a CIT program coordinator for advocacy (23)
- CIT Program to build strategies to obtain and develop advocacy leaders and sustain their participation on their CIT steering committee (24, 27)
- CIT Program to develop strategies to get buy-in from law enforcement leadership or other influential community leaders (25)
- CIT Program to further develop different sustainability strategies (26)
- CIT Program to explore ways to measure their DEI success and strategies to sustain and advance efforts within their program (28)
- CIT program and agencies with a CIT to explore and develop strategies to inform their community members about CIT, their crisis response system, and how best to access those services (29)
- Law enforcement agencies to develop practices to formally and informally recognize officers and PSTs who positively interact with people in crisis (30)
- The CIT Program to explore ways to honor other members in their CIT program, such as PSTs, coordinators, mental health professionals, people with lived experience, and administrators (30)
- CIT Program to increase participation in state-level activities and planning (31)

