

**Washoe County
Sequential Intercept Model**



Strategic Framework
February 2025

Strategic Framework

Background

The Washoe County Board of County Commissioners has identified addressing behavioral health as a strategic priority. Leaders from across the community have agreed that deflecting and diverting individuals from the justice system into a behavioral health system of care will result in better health outcomes for individuals and improved public safety for the community. Washoe County, the Cities of Reno and Sparks, and for profit and nonprofit partners in the region have a history of innovative programs designed to this end. The Sequential Intercept Initiative seeks to build a systemic, community-wide approach to accelerate and achieve greater impact from our collective efforts.

The County and several partners have sent three cohorts to visit Miami-Dade County to learn more about their successful efforts in deflecting and diverting individuals with behavioral health challenges from the justice system. Insights gained from these visits have informed this work.

In January 2024, Washoe County hosted a Behavioral Health Summit aimed at improving justice responses to individuals with behavioral health challenges. The Sequential Intercept Model (SIM)¹ framework and the Leading Change Guide for State Court Leaders² were used as best practice guides for Summit facilitation and are intended for use in all subsequent efforts.



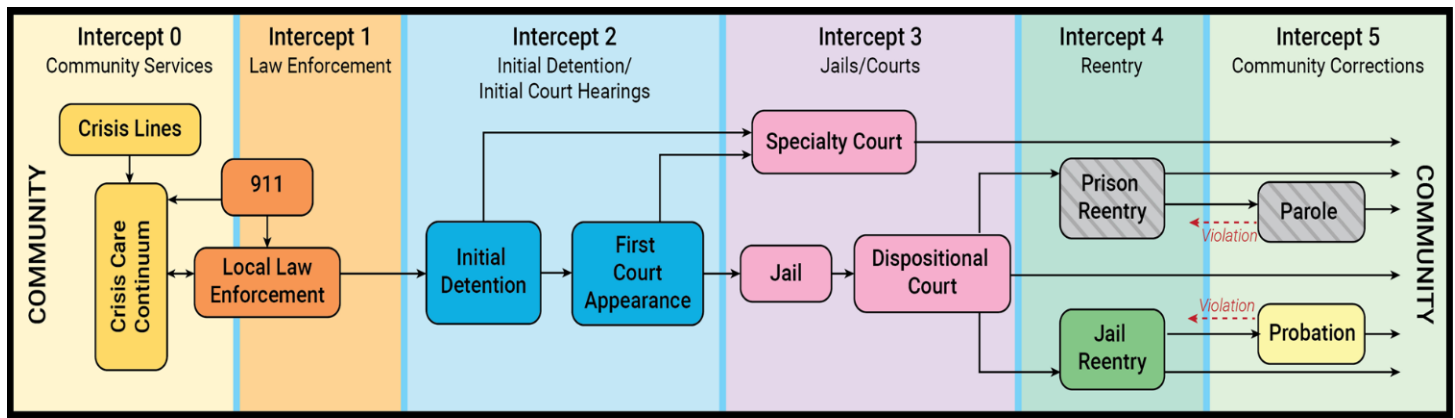
Following the Summit, a Core Team was established to lead the initiative to more comprehensively plan and implement SIM throughout Washoe County. The Core Team hosted a series of meetings with key partners, which resulted in an inventory of our region's current best practices and our opportunities for improvement. The *Washoe County Sequential Intercept Model System Map: Intercepts 0-4*, published in February 2025, was used as a baseline from which to launch the region's SIM planning efforts.

¹ The Sequential Intercept Model. *Substance Abuse and Mental Health Services Administration (SAMHSA)*. Retrieved from: <https://www.samhsa.gov/criminal-juvenile-justice/sim-overview>

² Leading Change Guide for State Court Leaders. *National Center for State Courts*. <https://nacmnet.org/wp-content/uploads/Leading-Change-Guide.pdf>

SIM Framework

The SIM framework is designed to prevent the criminalization of mental illness and enhance collaboration between justice and behavioral health systems. It identifies critical intercept points where interventions can prevent further system penetration. The accompanying graphic illustrates the six SIM intercepts.³ For Washoe County's initial SIM Implementation, efforts focus on Intercepts 1-4.



Framework for Decision-Making

Establishing a strategic framework at the front end of the SIM initiative has been crucial to provide clear direction and unify all partners involved in planning and implementation efforts. This framework aligns all partners, ensuring concerted efforts toward shared objectives. It also establishes measurable goals and outcomes, which are crucial for monitoring progress, evaluating effectiveness, and making necessary adjustments for the successful implementation of the SIM in Washoe County.

The Washoe County SIM strategic framework is meant to guide all planning and implementation efforts with the overarching goal of improving outcomes for individuals with behavioral health challenges. This framework was revised and approved during a County Leadership Workshop in October 2024. From November 2024 through February 2025, subsequent meetings occurred with identified partners to finalize this document.

³ The Sequential Intercept Model. *Policy Research Associates*. Retrieved from: <https://www.prainc.com/sim/>

Mission Statement

Improve public safety and prevent and minimize justice system involvement by proactively addressing the needs of individuals with behavioral health challenges.

Tagline

Moving from silos to systems.

Guiding Principles



Foster Collaboration: Strengthen partnerships between justice and behavioral health systems to create integrated efforts.



Enhance Responses: Optimize community responses at critical intercept points.



Utilize Evidence-Based Practices: Implement and continually update evidence-based and emerging practices to ensure effective treatment and support, including peer support services.



Invest strategically: Build long-term, cost-effective, sustainable systems and reinvest savings.



Engage Individuals in Services: Connect individuals to services and promote timely access to treatment.



Effectively Manage Cases: Ensure timely case processing and implement strategies to reduce the negative impacts of justice system involvement, preventing the worsening of mental health and substance use symptoms.



Support for Victims: Enhance recognition and resources, including a possible funding source, for victims of crime.

Goals of the SIM Initiative

Improve early identification and assessment of individuals who have behavioral health needs with or at-risk of justice involvement.

Deflect and divert appropriate individuals with behavioral health needs from justice system involvement to a behavioral health system of care.

Enhance the behavioral health system of care, improve navigation of services, and promote support and recovery for individuals with or at-risk of justice involvement.

Increase access to integrated services in the community that address criminogenic risks and meet needs.*

*Criminogenic risks and needs are known predictors of probation violations and revocations. The eight risks and needs most strongly associated with criminal behavior include:

1. Prior and Current Offenses/Dispositions
2. Personality/Behavior
3. Attitudes/Orientation
4. Peer Relations
5. Family Circumstances/Parenting
6. Education and Employment
7. Leisure/Recreation
8. Substance Use⁴

⁴ Youth Level of Service/Case Management Inventory 2.0. *Key Areas Measured*. Retrieved from: <https://storefront.mhs.com/collections/yls-cmi-2-0#:~:text=The%20YLS/CMI%202.0%20includes%20new%20features%20to%20address%20the%20needs>

Initiatives

Mapping of Resources within Washoe County

Resource Mapping was conducted by intercept in Washoe County for deflection and diversion initiatives from June to September 2024. The findings, including assets and opportunities, were organized and compared to best practice guidance from SAMHSA.

In October 2024, a Washoe County Leadership Workshop was held to review and validate the findings of the Resource Mapping process. Several identified opportunities have been adopted as initiatives for the SIM implementation efforts. These initiatives are outlined below and have been shared with other jurisdictions in Washoe County, allowing their input and feedback to be incorporated. Work on these initiatives officially began on January 1, 2025.

Intercept 1: Law Enforcement

Initiative	Key Partners	Lead	Timing	Notes
<u>Dispatcher Training:</u> Provide additional training for dispatchers on crisis response and how to serve individuals with behavioral health challenges.	- Mobile Outreach Safety Teams (MOST) - Washoe County Sheriff's Office (WCSO) and Sparks Police Department (SPD) Dispatch	Cody Shadle, Reno Police Department (RPD)	Year 1	Develop and pilot abbreviated Crisis Intervention Training (CIT) for dispatchers. Compile resources, including national training options. Clarify how 911 and 988 collaborate.
<u>Specialized Law Enforcement Training:</u> Train all remaining law enforcement officers in CIT.	- Northern Nevada Law Enforcement Academy Crisis Intervention Training (CIT) - RPD - SPD - WCSO	- Lt. Trenton Johnson - Deputy Chief Tara Edmonson - Yolanda LeBlanc	Year 1	Only a small percentage of officers still need CIT training, primarily those who are more tenured or who have recently transferred from out of jurisdiction.

Intercept 1: Law Enforcement

Initiative	Key Partners	Lead	Timing	Notes
<u>Specialized Law Enforcement Training:</u> Enhance ongoing behavioral health training and frequency for certain officers, beyond CIT.	- RPD - SPD - WCSO	- MOST: Christy Butler, La Risa Renner, Lauren Fera-Wing - Training Managers: Lt. Tom Yturbide, Lt. Chris Rowe, Sgt. Brock Kyler	Year 2	Conduct an inventory of existing training. Develop and pilot a refresher course. Leverage the expertise of MOST clinicians to support the development of ad hoc mini trainings integrated into daily activities.
<u>Specialized Law Enforcement Responses:</u> Maintain the capacity of MOST (e.g., number of staff and clinicians, operating hours, data collection).	- RPD MOST - SPD MOST - WCSO MOST	- Chief Katherine Nance - Chief Chris Crawforth - Chief Darrin Rice	Year 1-5	Maintain existing capacity. Evaluate program needs and expansion over the next 5 years.

Intercept 2: Initial Detention/Initial Court Hearings

Initiative	Key Partners	Lead	Timing	Notes
<u>Pretrial and Diversion Services:</u> Explore criteria and processes that allow for prosecution, defense, and judges to agree to pretrial diversion. Expand services before disposition to serve individuals with behavioral health challenges, to avoid incarceration and further involvement with the Courts when appropriate.	- Judges - City Attorneys - Public Defenders - Alternate Public Defenders - District Attorneys - Others affiliated with: Reno Marshalls, Reno Municipal Court (RMC) - Community Court, Second Judicial District Court (SJDC) - Assisted Outpatient Treatment (AOT), SJDC - Pretrial Services	- Judge Walker - Judge Lu - Alicia Lerud *With project management and consulting support from Social Entrepreneurs, Inc.	Year 1	Begin with exploration to achieve a shared understanding and common goal.
<u>Pretrial Release:</u> Expand pretrial release programming and services to individuals who have been deflected and diverted.	- Department of Alternative Sentencing (DAS) – Support in Treatment, Accountability and Recovery (STAR) Program - WCSO Detention Services Unit (DSU) - SJDC - Pretrial Services	DAS Leadership	Year 1	Maintain existing STAR program.
		Julia Ratti	Year 1	Explore grant funding for additional pretrial release programming.
		- Angie Wenke - Karlye Hutchinson	Year 2	Explore case management opportunities for pretrial diversion.

Intercept 3: Jails/Courts

Initiative	Key Partners	Lead	Timing	Notes
<u>Jail-Based Programming and Health Care Services:</u> Continue the Competency Mental Health Unit with attention to the outcomes in order to advocate for continued funding once the grant expires.	- NaphCare - WCSO	- Capt. John Stewart - Sgt. Jason Phillips - Mary-Sarah Kinner	Year 1	Advocate to the Executive Branch and Legislature for ongoing funding from the state. Finalize and report on measurable outcomes.
<u>SJDC Competency Court:</u> Continue assessing the lessons learned from this new program and ensure that it is appropriately resourced.	SJDC Competency Court	- Judge Walker - Karlye Hutchinson	Year 1	Finalize and report on measurable outcomes.
<u>Court Collaboration, Information and Data Sharing:</u> Identifying critical data that needs to be shared and collaborating to share that information is essential across the court systems.	- Reno Justice Court - Reno Marshalls - Reno Municipal - Sparks Justice Court - Sparks Municipal Court - SJDC	Judge Walker *With project management and consulting support from Social Entrepreneurs, Inc.	Year 1	Identify a shared vision for collaboration, information, and data sharing among the Courts *This is also discussed below as an initiative that crosses multiple intercepts.
<u>Jail-Based Programming and Health Care Services:</u> Expand the capacity of the medication-assisted treatment (MAT) program.	- NaphCare - WCSO	Sgt. Mark Kester	Year 2	Time any changes to the program with the contract cycle. The current NaphCare contract expires June 30, 2026 (may have an optional one-year extension). The RFP process starts January 2026.

Intercept 3: Jails/Courts

Initiative	Key Partners	Lead	Timing	Notes
<u>Jail-Based Programming and Health Care Services:</u> Expand capacity to reduce wait times for individuals to see a NaphCare mental health professional.	- NaphCare - WCSO	Capt. John Stewart	Year 2	Seek grant funding to expand the level of service. (See note about expiration of NaphCare contract above.)

Intercept 4: Reentry

Initiative	Key Partners	Lead	Timing	Notes
<u>Transition Planning:</u> Enhance the capacity of DSU and Division of Welfare and Supportive Services (DWSS) staff to screen for eligibility and initiate or reinstate benefits and/or healthcare coverage before individuals are released back to the community.	- DWSS - WCSO	- Sgt. Kester - Capt. Stewart - Julia Ratti	Year 1	Actively track and participate in the Medicaid Justice Involved 1115 waiver process. A Certified Deputy will begin conducting Medicaid enrollment.
<u>Transition Planning:</u> Provide medication to individuals being case managed.	- NaphCare - WCSO	Sgt. Kester	Year 2	(See note about expiration of NaphCare contract above.)
<u>Transition Planning:</u> Increase the ability of DSU staff to serve additional individuals in need of case management and discharge planning.	WCSO	Sgt. Kester	Year 3	Maintain existing capacity. Evaluate program needs and expansion over the next 5 years.

Initiatives that Cross Multiple Intercepts

Initiative	Key Partners	Lead	Timing	Notes
<u>Screening for Behavioral Health Challenges:</u> Utilize validated screenings and assessments consistently across Intercepts or within the Intercepts in our region where results can have the most impact. Employ these screenings and assessments to ensure the right community-based resources are allocated to the clients most likely to benefit.	• Reno Justice • Reno Marshalls • Reno Municipal • Sparks Justice • Sparks Municipal • SJDC Pretrial Services • SJDC Specialty courts • NaphCare • WCSO • Public Defenders, Alternate Public Defenders • District Attorneys	• Judge Walker • Alicia Lerud • Chief Rice	Year 1	Identify and inventory assessments used by each entity. Start with pretrial services and detention. Research evidence-based tools for conducting assessments
<u>Measuring Outcomes:</u> Establish relevant output and outcome measures to track progress in deflecting and diverting individuals with behavioral health challenges from the justice system into a behavioral health system of care.	• Reno Justice • Reno Marshalls • Reno Municipal • Sparks Justice • Sparks Municipal • SJDC • NaphCare • WCSO • Public Defenders, Alternate Public Defenders • District Attorneys	• Julia Ratti *With project management and consulting support from Social Entrepreneurs, Inc.	Year 1	Several new data systems are in progress and will be implemented by 2026. Initial efforts may focus on programmatic outputs and outcomes.

Initiatives that Cross Multiple Intercepts

Initiative	Key Partners	Lead	Timing	Notes
<u>Frequent Utilizers/Familiar Voices:</u> Develop a coordinated approach for individuals with behavioral health challenges who frequently and repeatedly interact with the justice system, behavioral health care system, emergency rooms, and other social services providers.	- Emergency Rooms - Renown Crisis Care Center - RPD - SPD - WCSO - Public Defenders, Alternate Public Defenders - District Attorneys	- Dorothy Edwards - Julia Ratti	Year 1	Research best practices and strategies to address the needs of high utilization populations Seek additional resources to lead this effort.
<u>Access to Behavioral Health Services:</u> Conduct an assets and gaps analysis of critical behavioral health services necessary to successfully deflect and divert individuals from the justice system and identify areas where service expansion is needed. Expand services as resources are available.	- Court and WCSO case managers and social workers - Behavioral health and supportive housing providers	- Julia Ratti *With project management and consulting support from Social Entrepreneurs, Inc.	Year 1	Map behavioral health services and supportive housing options available to individuals who have behavioral health challenges and are justice involved.

Initiatives that Cross Multiple Intercepts

Initiative	Key Partners	Lead	Timing	Notes
<u>Information and Data Sharing</u> : Identify critical data that needs to be shared within and across the Intercepts to effectively serve individuals with behavioral health challenges and develop systems to facilitate sharing. Improve collaboration for information and data sharing within and across Intercepts.	• Reno Justice • Reno Marshalls • Reno Municipal • Sparks Justice • Sparks Municipal • SJDC • NaphCare • RPD • SPD • WCSO • Public Defenders, Alternate Public Defenders • District Attorneys	• Alicia Lerud	Year 3	See Intercept 3 for related initiative specific to the Courts.