



# Health & Human Services Transformation

## Familiar Faces Strategy

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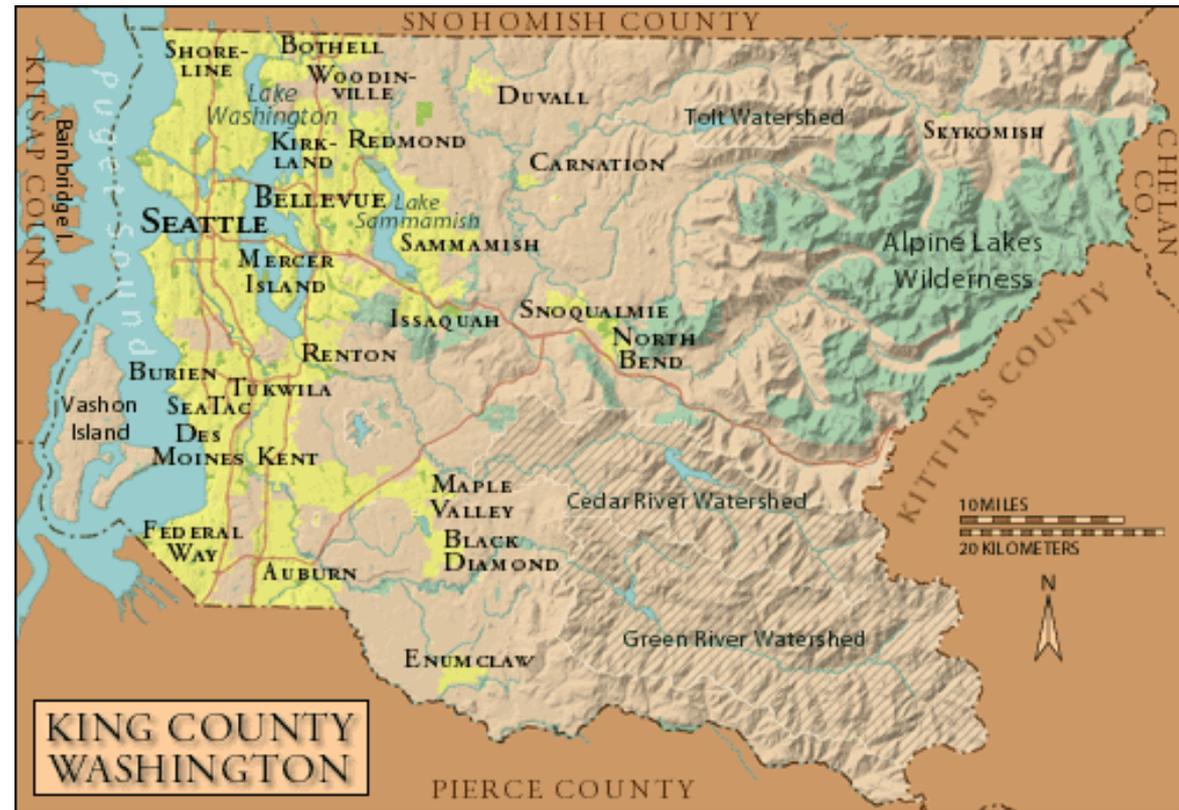
Presentation for: **Illinois Data-Driven Health & Justice Conference**  
December 9, 2016

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# King County is the 13<sup>th</sup> largest in the US



Population 2.08 million



# King County Jail (consists of 2 facilities)

Average Daily Population in 2015: 2,029 individuals

~ 36,000 bookings per year, 35,000 release per year (2014 data)



## King County Correctional Facility

Located in downtown Seattle

*7<sup>th</sup> Floor of this jail is the 2<sup>nd</sup> largest  
Psychiatric facility in the State of WA*



## Maleng Regional Justice Center

Located in Kent



# A Criminal Justice Response to a health and human services issue creates Familiar Faces

In 2014, there were 1,252 Familiar Faces  
(1,273 in 2013)

At any given time there are ~2,000 Familiar Faces

- War on Drugs
- Mass incarceration
- Race and behavioral health disproportionality
- Institutional racism
- Criminalization of poverty and homelessness (over half of Familiar Faces are experiencing homelessness at booking)



## THE U.S. STATE AND FEDERAL PRISON POPULATION HAS INCREASED OVER 800% IN JUST 40 YEARS

Every year, more than 11 million people move through America's 3,100 local jails, many on low-level, non violent misdemeanors, costing local governments approximately \$22 billion a year

\*From Data-Driven Justice Initiative fact sheet



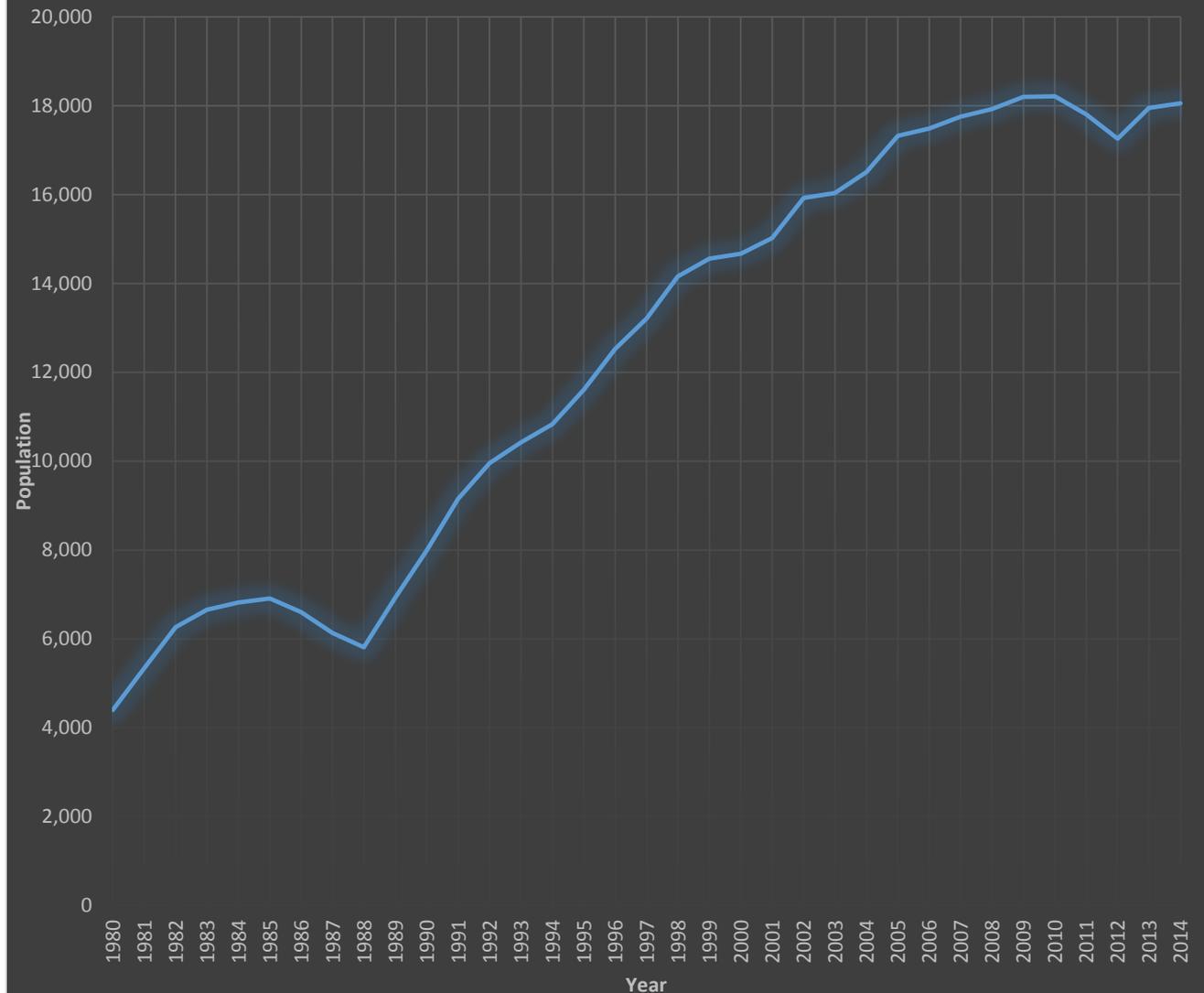
### National Data on Local Jails

64% of people suffer from mental illness  
 68% suffer from a substance use disorder  
 44% suffer from chronic health problems

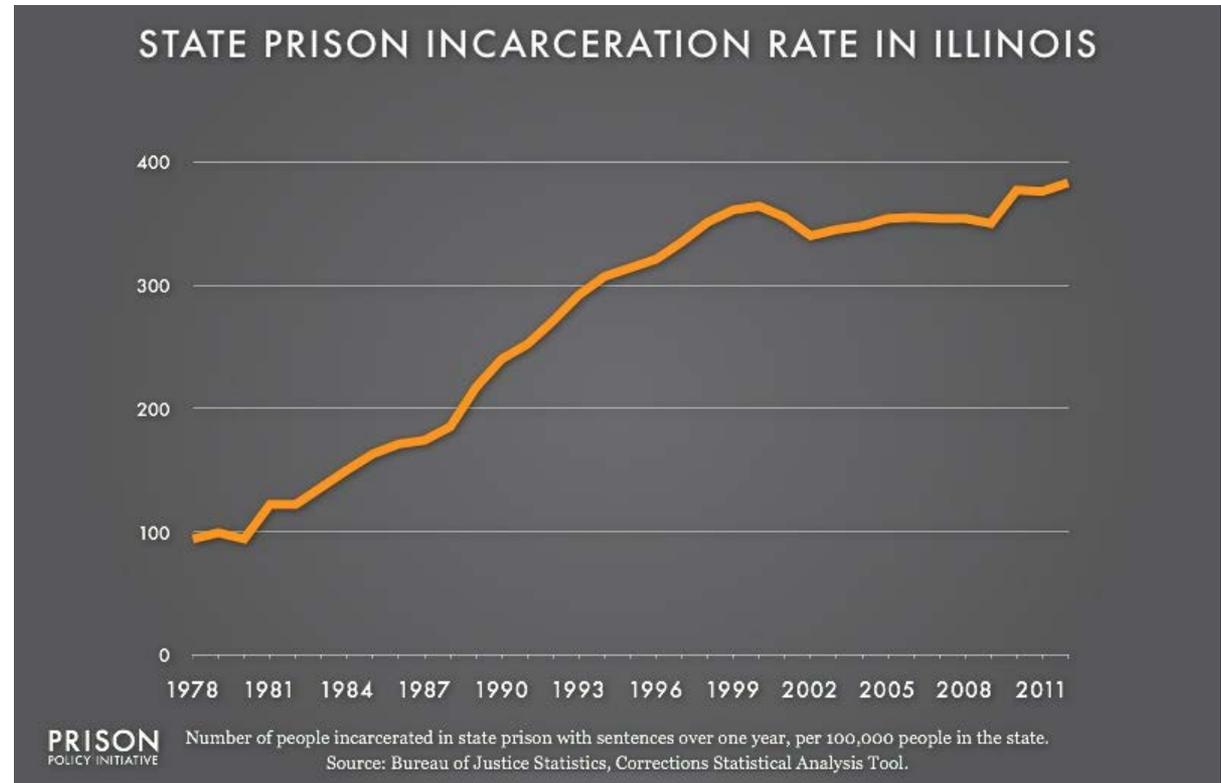
### Financial Costs King County

**\$35 million per year** for the ~1250 familiar faces in King County to churn them through the jail and courts  
 (\$29.2 million in CJ costs and minimal human services costs (~\$6 million))

Washington State **Prison** Population on the Rise Since 1980



# Illinois Incarceration Rates



# FAMILIAR FACES

## ‘THE GENESIS’

# King County Health & Human Services Transformation Vision (2013)

*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.*

The screenshot shows the King County website's 'Health & Human Services Transformation' page. The page layout includes a top navigation bar with links for Home, How do I..., Services, About King County, and Departments. A search bar is located in the top right corner. The main content area is titled 'Health & Human Services Transformation' and features a vision statement: 'VISION: 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.' Below the vision statement, there are two key initiatives: 'BUILDING EQUITY IN OUR COMMUNITY' and 'WORKING IN NEW WAYS'. The 'BUILDING EQUITY' section lists: 'Removing barriers, such as access to affordable, healthy foods, that limit the ability of some communities and residents to fulfill their full potential.' and 'Implementing King County's equity and social justice agenda so a person's race or neighborhood does not determine how healthy they are or how long they live.' The 'WORKING IN NEW WAYS' section lists: 'Moving our services from silos that are difficult for people to navigate to a coordinated approach that is more efficient for us and more convenient for residents.' and 'Providing only the services that people need, and only when they need them.' The page also includes a sidebar with a table of contents for the 'Health & Human Services Transformation' section, and a footer with links for 'Information for...', 'Do more online', and 'Contact us'.

<http://www.kingcounty.gov/elected/executive/health-human-services-transformation.aspx>

## A Health and Human Potential (HHP) portfolio (2016) – examples of transformation values and tools in action

Accountable Community of Health

Physical & Behavioral Health Integration

Familiar Faces Initiative

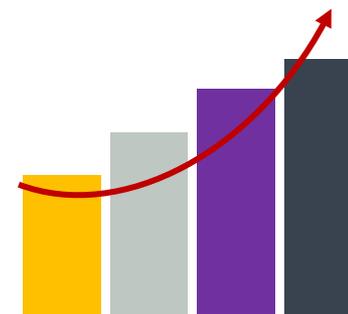
Communities of Opportunity

Best Starts for Kids Initiative

*Cross-cutting outreach, communications & evaluation supports*

*All driving toward*

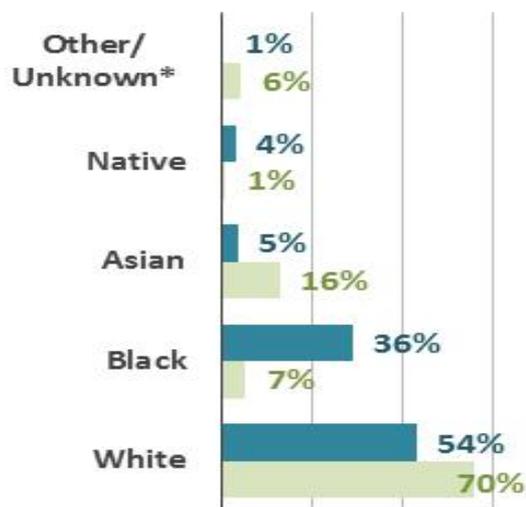
- Improved health & social outcomes
- Reorienting systems toward prevention
- Better value



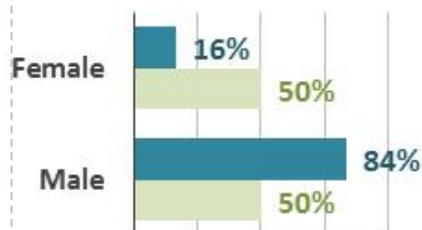
# Who are Familiar Faces?

## 1,252 Familiar Faces in 2014

Disproportionately  
people of color

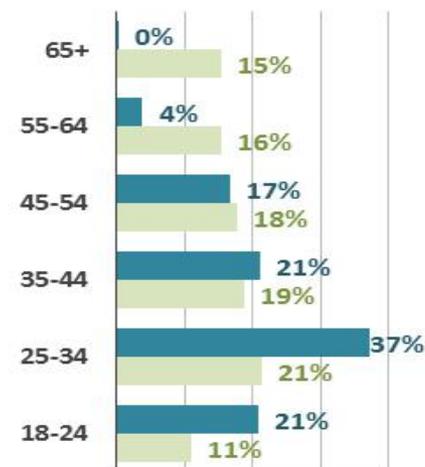


Familiar Faces King County



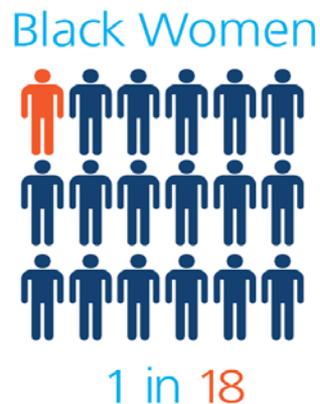
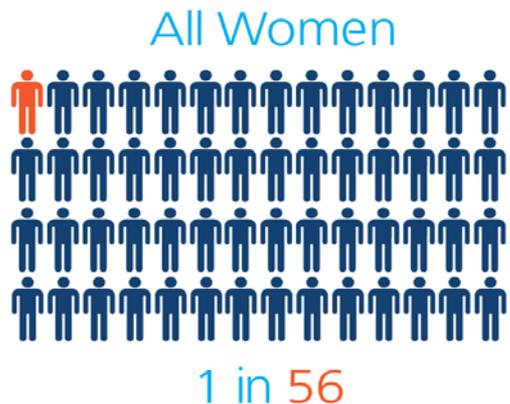
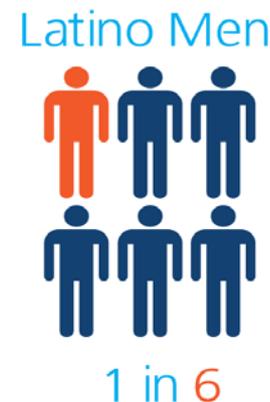
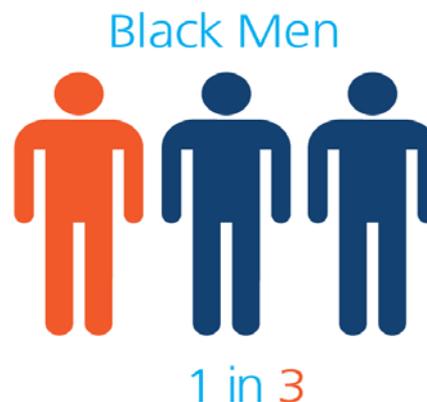
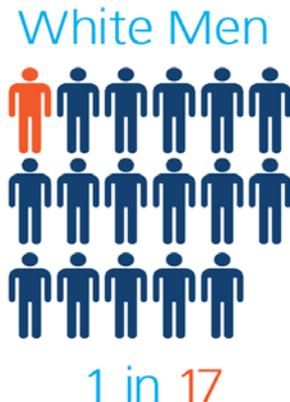
Disproportionately  
male

Majority under  
age 35



\* The U.S. Census uses different race categories than the King County Jail. Census "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are included in "Other" in the graph above

## Lifetime Likelihood of Imprisonment



Source: Bonczar, T. (2003). *Prevalence of Imprisonment in the U.S. Population, 1974–2001*. Washington, D.C.: Bureau of Justice Statistics



# Familiar Faces Background & Outcomes

## *Working in a New way*

- **Collective Impact** approach – *people and communities at the center of decisions about funding, policy and programs*
- Work is across multiple Silos and Sectors
- Cross-representation of entire ‘Health System’ in King County
- Results-Based Accountability evaluation and outcome framework

## *General Outcomes from FF charter*

- Improved health status
- Improved housing stability
- Reduced criminal justice involvement
- Reduced avoidable hospital and ED use
- Improved client satisfaction with quality of life
- Reduced population-level health disparities
- **\*\*\*Reduced costs**



# Methodology for prioritizing FF outcome indicators

## Align, if possible, with:

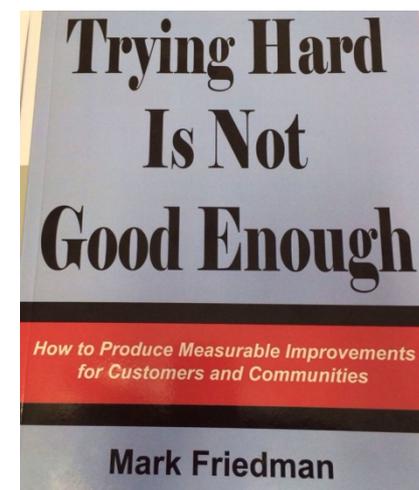
- 5732/1519 performance measures and Governor's common measure "starter set" of statewide performance measures
- Outcomes used by other regional health administrations (Called "ACH" in WA State)
- Medicaid Managed Care Organization contract requirements for performance measures



# Methodology for prioritizing FF outcome indicators:

## Prioritize indicators for which:

- Data have “**podium power**” (powerful for communication),
- Data have “**proxy power**” (if it changes, other related indicators change),
- Data are high quality (“**data power**”) – they are reliable and feasible to collect and process in a timely and resource-efficient manner



# FAMILIAR FACES

## THE DATA

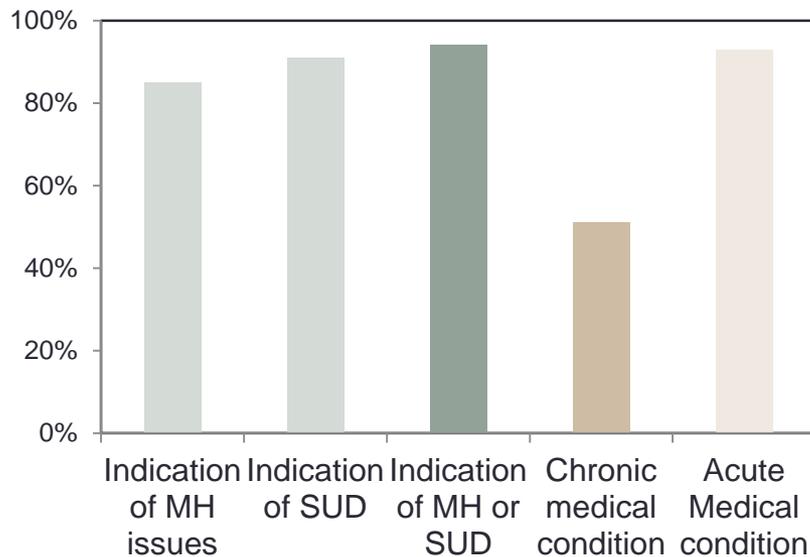
# Familiar Faces – Data Breakthroughs

## *ONE King County!!!*

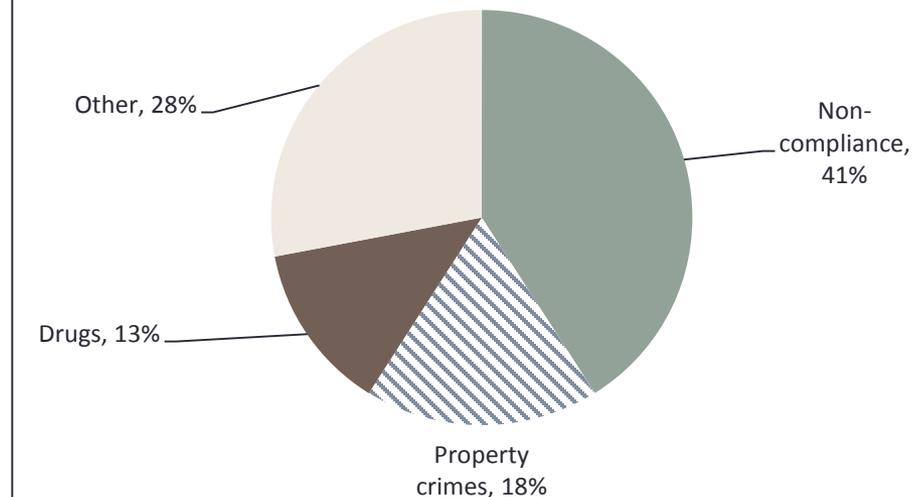
- Unprecedented Data Sharing Agreement between:  
Public Health Seattle & King County (PHSKC) &  
Dept. of Community & Human Services (DCHS)
- Allowed for leveraged analysis and sharing of data (i.e. behavioral health, homelessness housing, jail and jail health, Medicaid, and emergency services)
- Connected partners across the King County ‘Health System’
- Led to Data Packet which helped define Current & Future State work (*available upon request*)

# Familiar Faces – Data Key Findings

**94% of people with 4+ bookings have a behavioral health indicator**



**Non-compliance Tops List of Offenses\***



**\*Only 8% of Familiar Faces opted into mental health or drug courts**



# FAMILIAR FACES

## ‘THE WORK’

### Familiar Faces Value Stream V.3.3 DRAFT

**Familiar Faces Population**  
 Defined as adults (≥18 years old) with:  
 - ≥4 jail bookings in King county in a year  
 - Substance abuse and/or mental health issues

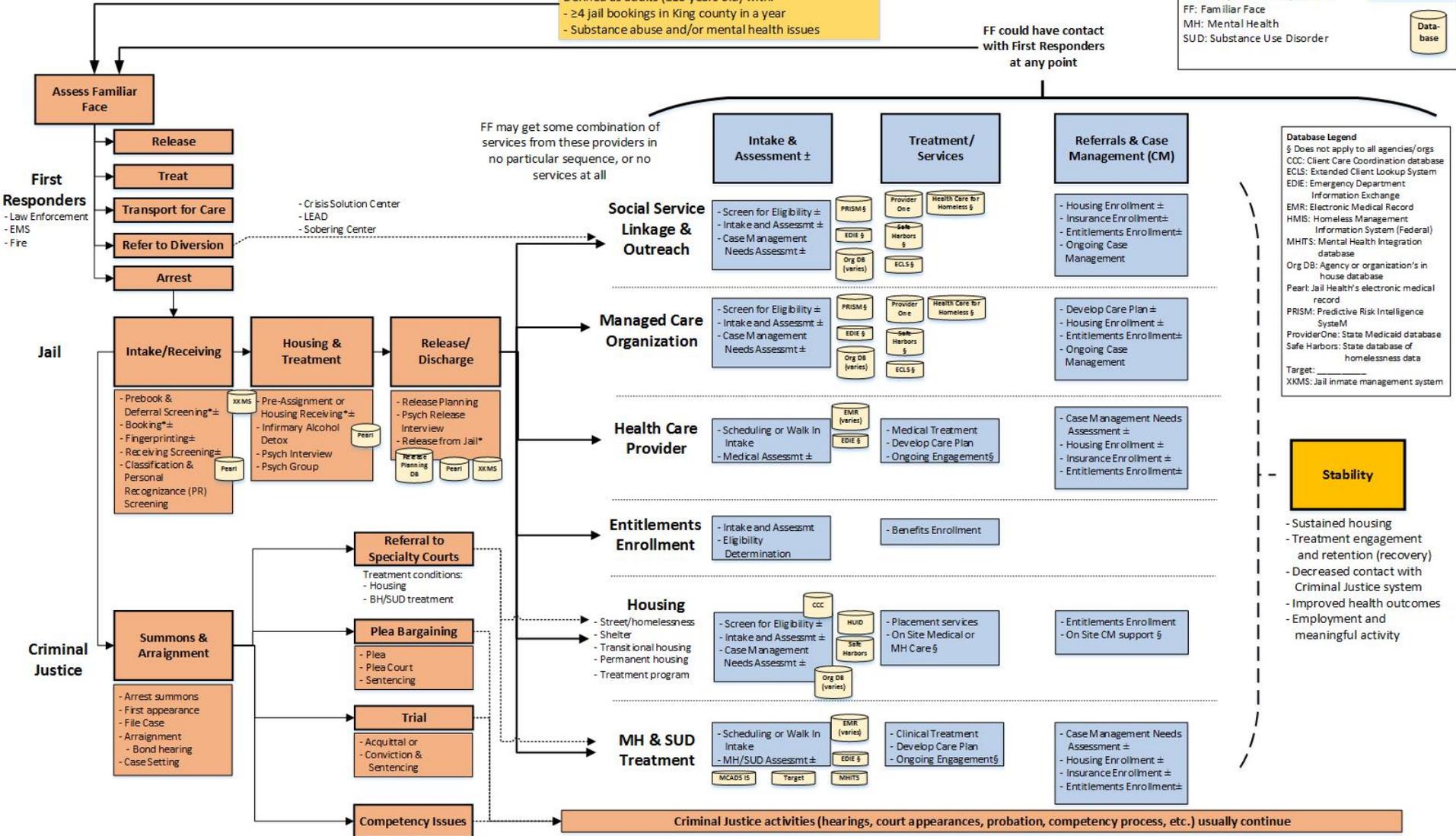
FF could have contact with First Responders at any point

**Legend**

- ± Sequence of steps varies
- \* All jail clients get this step
- § Not all providers do/use this
- FF: Familiar Face
- MH: Mental Health
- SUD: Substance Use Disorder

**Process Step**

- Orange box: Process Step
- Light blue box: Subprocess
- Yellow box: Database



**Database Legend**

- § Does not apply to all agencies/orgs
- CCC: Client Care Coordination database
- ECLS: Extended Client Lookup System
- EDIE: Emergency Department Information Exchange
- EMR: Electronic Medical Record
- HMS: Homeless Management Information System (Federal)
- MHITS: Mental Health Integration database
- Org DB: Agency or organization's in house database
- Pearl: Jail Health's electronic medical record
- PRISM: Predictive Risk Intelligence System
- Provider One: State Medicaid database
- Safe Harbors: State database of homelessness data
- Target: \_\_\_\_\_
- XXMS: Jail inmate management system

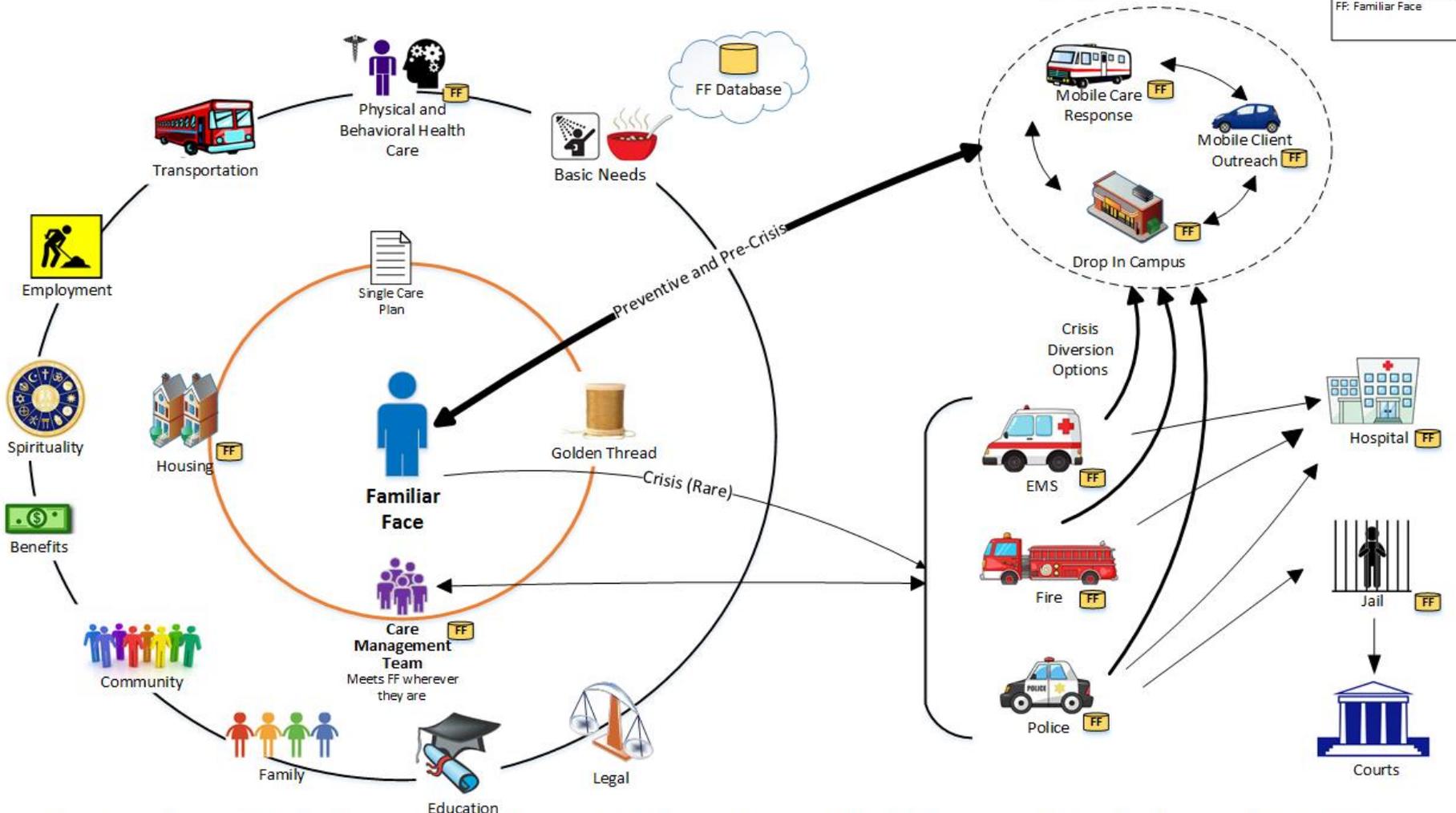
**Stability**

- Sustained housing
- Treatment engagement and retention (recovery)
- Decreased contact with Criminal Justice system
- Improved health outcomes
- Employment and meaningful activity

Criminal Justice activities (hearings, court appearances, probation, competency process, etc.) usually continue

# Familiar Faces Future State Vision v.1.6 DRAFT

**LEGEND**  
 ED: Emergency Department  
 EMS: Emergency Medical Services  
 FF: Familiar Face



— Person Centered — Motivational Interviewing Methods — Trauma Informed — Harm Reduction — Evidence Based — Irrelevant of Payor —

Revised 9/7/2015

# The Future State Vision is...

## Person-Centered \* Trauma-Informed

- **Use of Institutions is Rare**
  - Police and First Responders have other Diversion Options
  - Options available outside of Crisis moments
- **Systems are Integrated**
  - Jail is viewed similarly to hospital setting
  - Systems can talk with one another electronically
  - Health and Social Services work with Criminal Justice
- **Services are Flexible to what the Familiar Face Wants & Needs**
  - Meets Familiar Faces where they are at (Literally and Philosophically)
  - Motivational Interviewing, Trauma Informed Care, Harm Reduction
  - Regardless Benefits and Payer

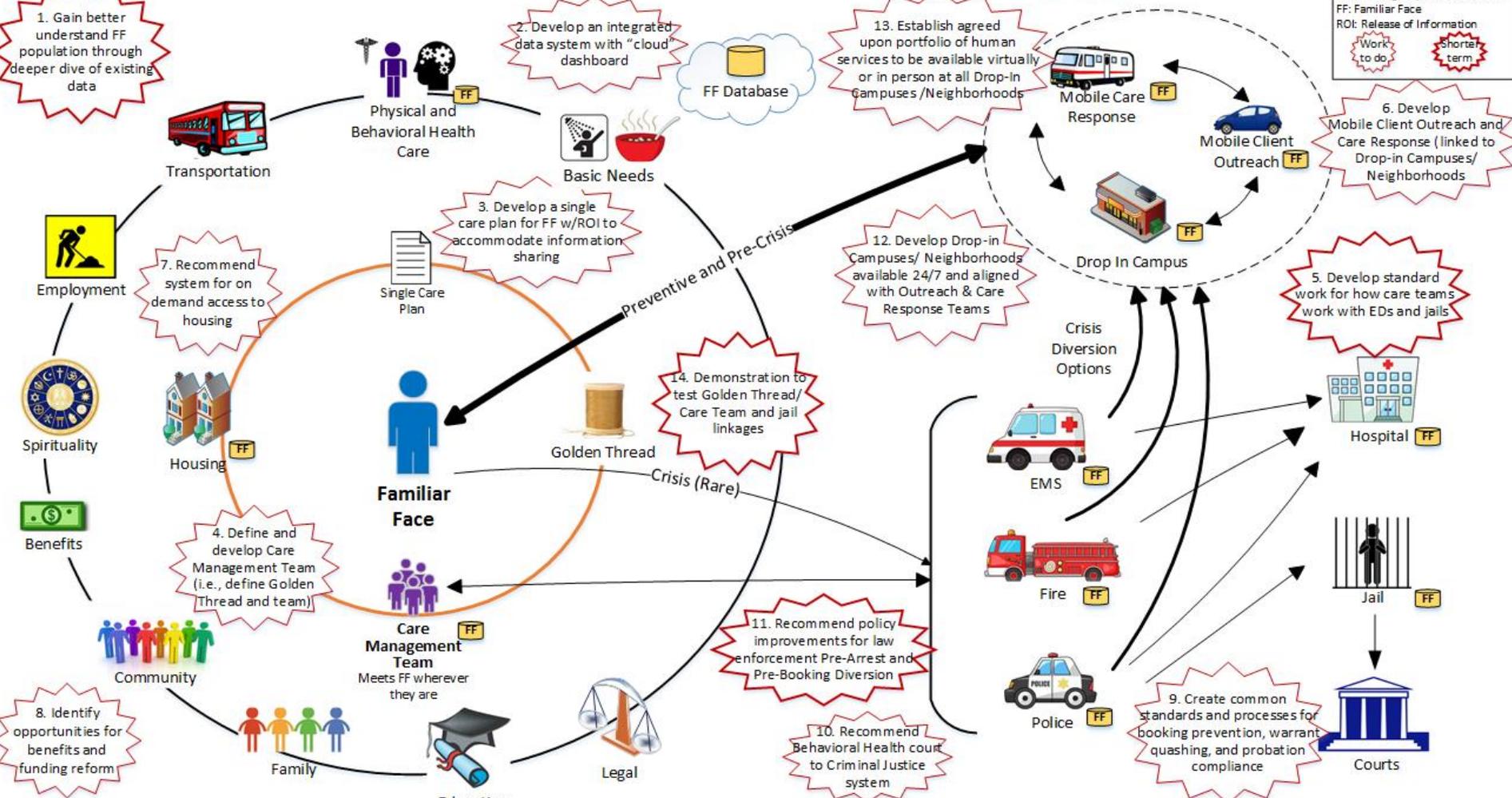
# FAMILIAR FACES

HOW DO WE GET TO THE  
FUTURE-STATE?

# Familiar Faces Future State Vision v.1.6 DRAFT

**LEGEND**  
 ED: Emergency Department  
 EMS: Emergency Medical Services  
 FF: Familiar Face  
 ROI: Release of Information

Work to do (red starburst)  
 Short-term (red starburst)



— Person Centered — Motivational Interviewing Methods — Trauma Informed — Harm Reduction — Evidence Based — Irrelevant of Payor

Revised 9/7/2015

# Several Familiar Faces

## Implementation Strategies Underway

*(see handout)*

- Flexible Care Management Team Demonstration
- Transitional-care pilot with Managed Care & Jail Health Services
- Integrated Cross-Sector Data System with Dashboard
- Prosecutorial Resources – 3 components
- Single Diversion Portal and Integration of Harm Reduction approaches (LEAD) and Crisis Intervention Training/Teams
- Leveraging new funding opportunities: 1115 Global Medicaid Waiver



# “Super Utilizers”

## Serving “Super” Familiar Faces” as a Demonstration Pilot

### Familiar Faces Intensive Care Management Team



The Familiar Faces Intensive Care Management Team (ICMT) will provide comprehensive and integrated services to adults who are experiencing behavioral health challenges (mental health conditions and/or co-occurring substance use issues), need an intensive level of community-based support, and may be experiencing homelessness.

**Target Population** to be served is **60 adult individuals** who meet both of the following utilization criteria:

- Four or more bookings in the King County Jail within a 12-month period; and
- That the above criteria occurs twice in a three-year time frame as defined and updated by the county.



**Intensive Care Management Team Staffing** consists of a team of multi-disciplinary integrated staff

	REACH
	Harborview
	Plymouth Housing Group

# Questions/Contact

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