

**FY 2022 PERFORMANCE PLAN**

<b>Jail Based Services</b>		<b>BHD</b>	Aubrey Graham, x7125 Suzanne Somerville, x7340
Program Purpose	Improve functioning and increase safety for people who are incarcerated by managing risks, helping them develop effective coping skills, and preparing them for reintegration upon release.		
Program Information	<ul style="list-style-type: none"> <li>• Until FY 2021, there were two designated Behavioral Health teams in the Arlington County Detention Facility. Since then, the teams have operated as one team with a Program Manager and Assistant Program Manager.</li> <li>• The team delivers Behavioral Health (BH) services to people who are detained in the Arlington County Detention Facility (ACDF) in accordance with correctional policies and the procedures of the Sheriff’s office. Services focus on meeting treatment needs, teaching skills to manage symptoms, and linking clients to outpatient services as needed.</li> <li>• The team is split into two primary areas, one part of the team provides services to the ACT Unit which is a specified Substance Use program and the other provides services to the rest of the jail for all other BH needs.</li> <li>• The team works in conjunction with the Arlington County Sheriff’s Office and with Mediko Medical Services, the vendor that provides medical and psychiatric care to all people held in the jail.</li> <li>• As people enter the jail, they are given a Brief Jail Mental Health Screen by jail staff and are asked questions about opioid use to identify BH needs. Based on the responses to these screenings, the team assesses to determine if the person has ongoing needs.</li> <li>• ACDF has a mental health unit (MHU) which can house 29 inmates (21 male and 8 female), and three crisis cells. The MHU houses people who are either acutely symptomatic with the goal of stabilization, or people who have severe and persistent mental illness who will not be able to function in other units. Treatment on the MHU is focused on stabilization and crisis management.</li> <li>• The ACT Program is a 37-week substance use treatment program that promotes hope, healing and empowerment to prevent relapse and the criminal activities associated with substance use. The ACT Program provides services that include psychoeducation, group and individual therapy, and re-entry planning.</li> <li>• Services are licensed by the Virginia Department of Behavioral Health and Developmental Services.</li> <li>• The Jail Based Services program continued to be impacted by the COVID-19 pandemic during FY 2022. The jail, courts and defense attorneys focused on keeping people out of jail. The result is that when people are detained, efforts are made to return them to the community as quickly as possible. This required the jail team to assess for safety, create release plans, complete emergency custody orders as needed and manage highly symptomatic clients.</li> <li>• In FY 2022, the Jail Based Services program increased its work around release planning for clients. Staff worked with incarcerated clients diverted to state hospitals and developed plans on how to help them return into the jail when they were ready for discharge. Additionally, case management services were provided to help clients reintegrate to the community upon release.</li> </ul>		

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	<ul style="list-style-type: none"> <li>• Partners:             <ul style="list-style-type: none"> <li>○ Arlington County Sheriff's Office</li> <li>○ Arlington County Circuit Court</li> <li>○ Arlington County Office of the Commonwealth's Attorney</li> <li>○ Arlington County Public Defender's Office</li> <li>○ Department of Corrections, Probation and Parole District #10</li> </ul> </li> </ul>
Service Delivery Model	<ul style="list-style-type: none"> <li>• For all of FY 2022 the staff have continued in-person treatment even when there was a COVID-19 outbreak in the jail. To do their work, they wore full personal protective equipment and meet with clients who were possibly positive for the virus.</li> <li>• Services were provided in person in Arlington County Detention Facility in FY 2022. It is anticipated that this service delivery model will continue in FY 2023.</li> </ul>

**PM1: How much did we do?**

Staff	13.5 FTEs <ul style="list-style-type: none"> <li>• 1.0 Supervisor/Program Manager</li> <li>• 1.0 Assistant Program Manager</li> <li>• 10.0 FTE Behavioral Health Therapists</li> <li>• 1.0 FTE Behavioral Health Specialist</li> <li>• 0.5 FTE Peer Recovery Specialist</li> </ul>				
Customers and Service Data		<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Unduplicated clients	1,044	940	959	976
	Clients served by Addictions, Corrections, and Treatment (ACT)	101	66	50	47
	Clients served on Mental Health Unit (MHU)	346	336	210	403
	Hours of service provided by clinicians	11,051	9,023	8,269	9,295
	Boxes of Narcan distributed	N/A	N/A	N/A	115
	Fentanyl test strips distributed	N/A	N/A	N/A	150

**PM2: How well did we do it?**

2.1	Documentation Compliance
2.2	Documentation Timeliness
2.3	Client Satisfaction with Services

**PM3: Is anyone better off?**

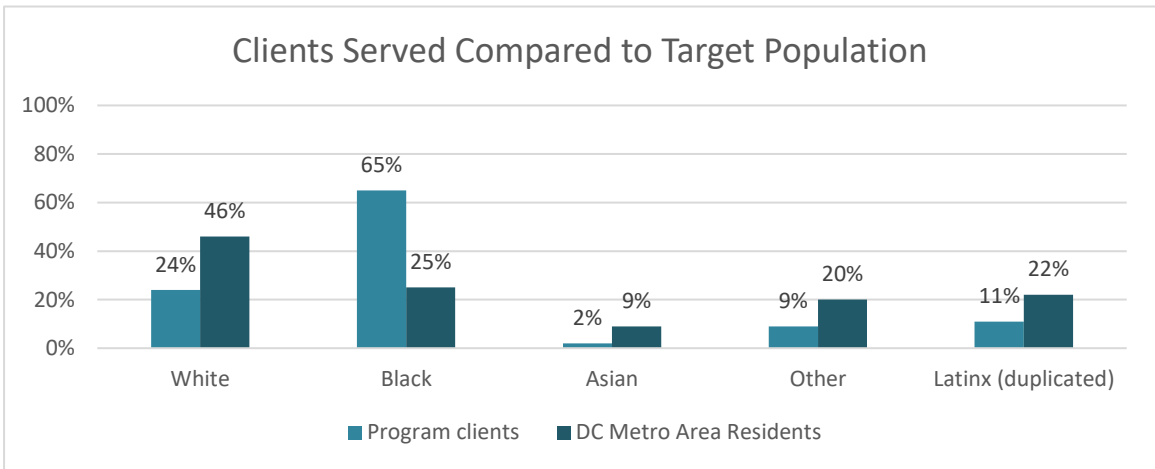
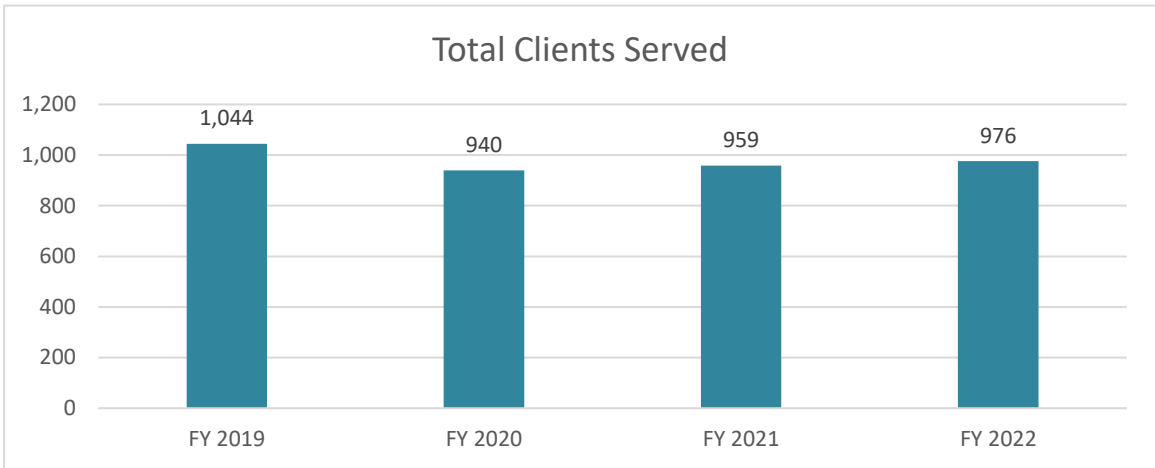
3.1	Connection to Services and Resources
3.2	Successful Completion of the ACT Program
3.3	Number of Suicide Attempts

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Jail Based Services

Measure 1 Total clients served (unduplicated)

Data



Data Summary

- From FY 2019 to FY 2022, the number of clients served decreased 7%.
- The selected comparison population for the racial equity analysis is residents of the Washington DC metro area. This is because the majority of the clients incarcerated in Arlington County Detention Facility are not normally county residents, but rather individuals who have been arrested in the jurisdiction.
- Data for this measure is collected in the agency’s electronic health record.
- 14% of program clients (132) are missing data on race and 39% of program clients (385) are missing data on ethnicity. They have been excluded from the race and Latinx calculations.

What is the story behind the data?

- Clients served by the Jail Based Services program continued to slightly increase in FY 2022.
- A high proportion of program clients are Black. This is likely due to complex upstream factors that have led to more Black individuals being involved in the criminal justice system.
- The vast majority of program clients are male. In FY 2022, 84% of clients were male.

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- Jail Based Services clients are generally young compared to the rest of the agency, with two-thirds of FY 2022 clients being under the age of 40.

**Recommendations**

**Target Dates**

- Continue serving all appropriate individuals at Arlington County Detention Facility.
- Review data collection practices to improve collection of Race and Ethnicity data.
- Continue to explore enhancing parenting and fatherhood resources in collaboration with OAR, Child and Family Services, and Project PEACE.
- Continue to collaborate with OAR on racial equity training opportunities.

- Ongoing
- FY 2023 Q2
- Ongoing
- Ongoing

**Forecast**

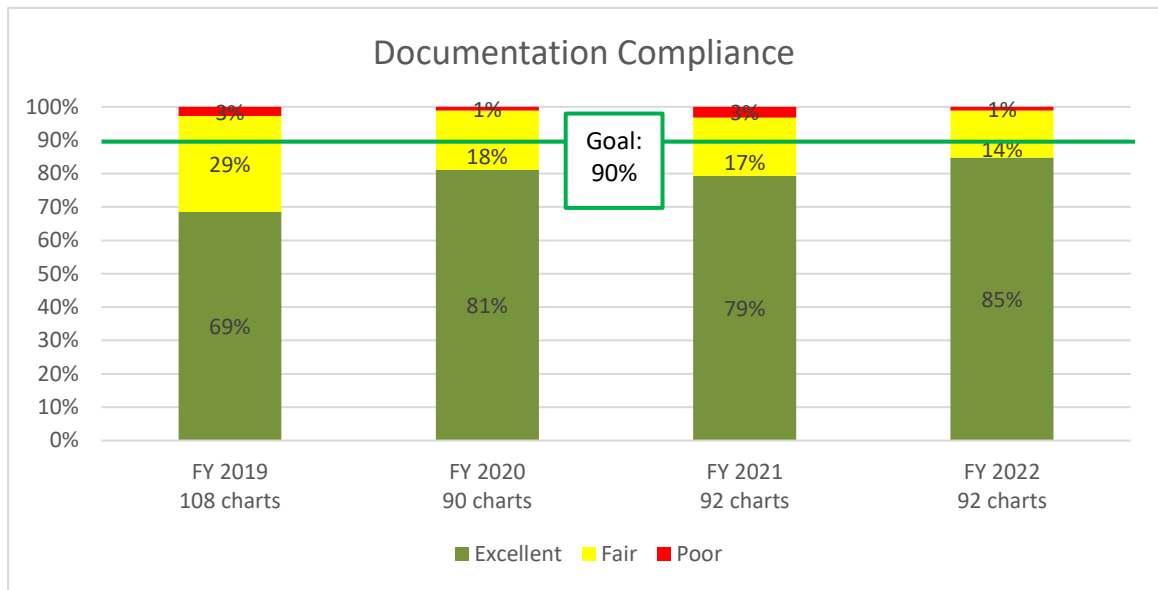
- In FY 2023, anticipate serving 1,000 clients

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**Jail Based Services**

**Measure**      2.1      Documentation Compliance

**Data**



**Data Summary**

- The Compliance Review Team (CRT) and the program manager review the same charts each month and come to consensus on scores when there is a discrepancy.
- Of the 92 charts reviewed, 85% were rated as “excellent,” scoring 90% or above on the criteria reviewed. The other 21% were either fair (14%) or poor (1%).

**What is the story behind the data?**

- Overall chart scores improved in FY 2022, in spite of the move to a new electronic health record and challenges with team turnover.
- The manager established a plan to address charts that are below expectations and will continue to monitor this.
- Due to the nature of the program, many clients are only contacted once or twice before being bonded out. Because of this, each individual contact may be weighted more heavily than those in other programs, which can impact scores.

**Recommendations**

**Target Dates**

- Program manager developed clear expectations for what to do when a chart did not meet expectations. This included consults with CRT and had progressive consequences. This will continue to be in place going forward.
- Continue meeting with CRT to ensure that documentation is compliant with the latest regulation amendments.

- Ongoing
- Ongoing

**Forecast**

- In FY 2023, it is anticipated that 85% of charts will be rated “excellent” on internal reviews.

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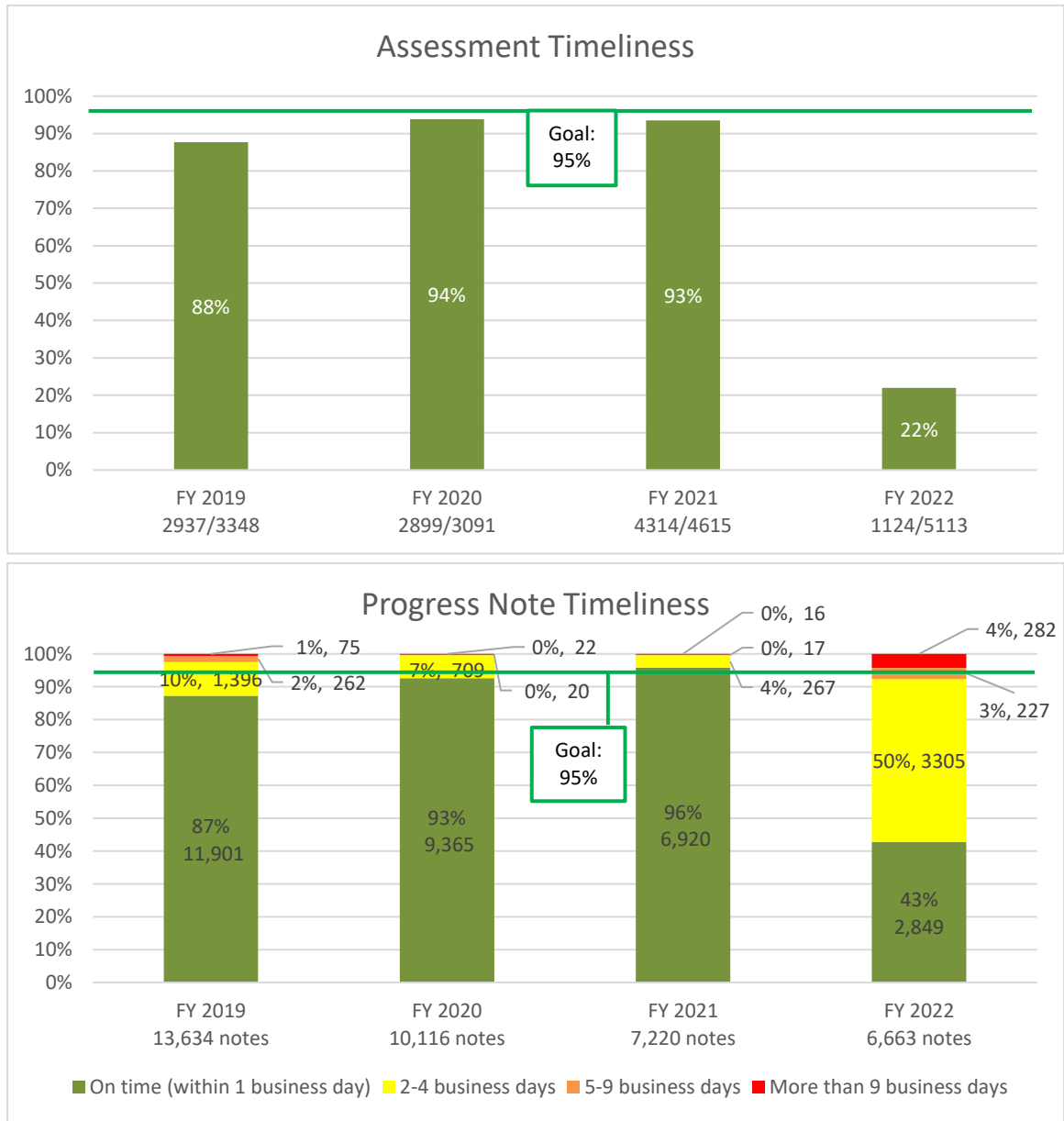
Jail Based Services

Measure

2.2

Documentation Timeliness

Data



Data Summary

- Jail Based Services staff are expected to complete all documentation within 24 hours of the intervention. Data is reported from the electronic health record.

**What is the story behind the data?**

- In FY 2022, timeliness for both assessments and progress notes decreased significantly. This was due to the implementation of a new electronic health record, which took time to learn and adapt to. 76% of assessments completed in the previous electronic health record at the beginning of FY 2022 was completed on time.

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- An analysis of assessments in FY 2022 determined that a number of assessments were unsigned. Program staff went in after the fact to sign these assignments, which led to the assessments being marked as late.
- The Jail Based Services program has to enter data into both an agency and a jail record system, which can lead to timeliness challenges as staff ensures the data is entered correctly in both systems.
- The program experienced multiple vacancies in FY 2022. At one point, there were only four staff members able to provide services. This may have led to a decrease in timeliness as staff prioritized serving clients in crisis over timely completion of documentation.
- There was a significant increase in the number of assessments completed in FY 2021 and FY 2022. This was driven by an increase in single-contact services in the jail. Many clients were assessed but were quickly diverted from the jail through the bond process. This helped limit the number of individuals who could spread COVID-19 in the jail. These clients would receive the full set of assessments when they came in, but there would be far fewer progress notes as they would leave quickly. For these clients, the program focused on connecting them to resources rather than ongoing treatment.
- Due to the intensive, in-person nature of jail services, the team had to take multiple precautions against the COVID-19 pandemic in FY 2022. This included deploying back-ups when staff were asked to quarantine. This may have affected number of services provided (and thus progress notes written) and timeliness.
- In FY 2022, the program met with the Compliance Review Team to work on streamlining intake documentation.
- It can be challenging to complete documentation on time while staff are at the jail, as they may be called away to deal with client emergencies.

**Recommendations**

**Target Dates**

- Manager will run monthly reports to track documentation timeliness in real time and offer direct feedback to staff.

- FY 2023 Q3

- Meet with the Compliance team to receive additional training and support as needed.

- FY 2023 Q2

**Forecast**

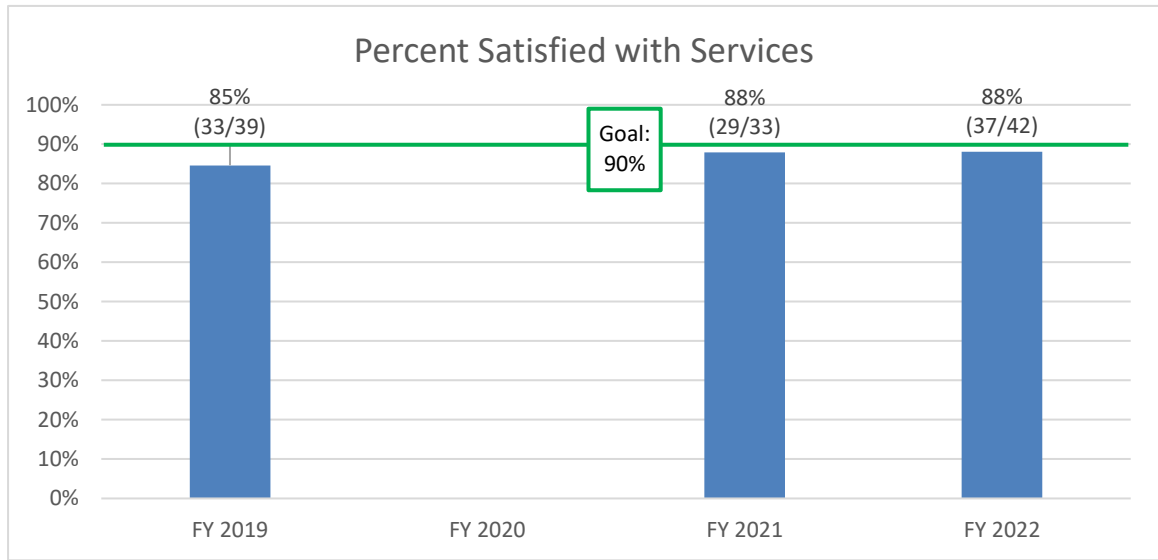
- In FY 2023, timeliness of assessment completion is expected to increase to 50% and session notes to 75%.

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**Measure**      2.3      Client Satisfaction with Services

**Data**



**Data Summary**

- Results are obtained from the consumer satisfaction survey administered annually over a two-week period. Respondents choose from a four-point scale ranging from “very satisfied” to “quite dissatisfied.” Responses of “very satisfied” and “mostly satisfied” are reported here.
- Data is based on responses to “Overall, I was satisfied with the treatment I received, in the ACT program” or “I am satisfied with the DHS services I received” depending on the client’s program.

**What is the story behind the data?**

- Satisfaction levels were maintained in FY 2022, almost meeting the goal of 90%.
- In FY 2022, clients reported that staff were patient, caring, and helped connect them to needed medications. Many reported that their staff member took time to listen and build an authentic relationship.
- The most commonly requested improvement was for the programs to add more group sessions, indicating that clients like services and would like to see more of them. Currently, there are restrictions on group sessions by the sheriff’s office due to staffing and COVID precautions still in place. Additionally, a few clients asked that information not be shared with sheriff’s deputies. Staff generally do not share information unless there is a concern for client safety.

**Recommendations**

**Target Dates**

- Continue providing high quality services to clients at Arlington County Detention Facility

- Ongoing

**Forecast**

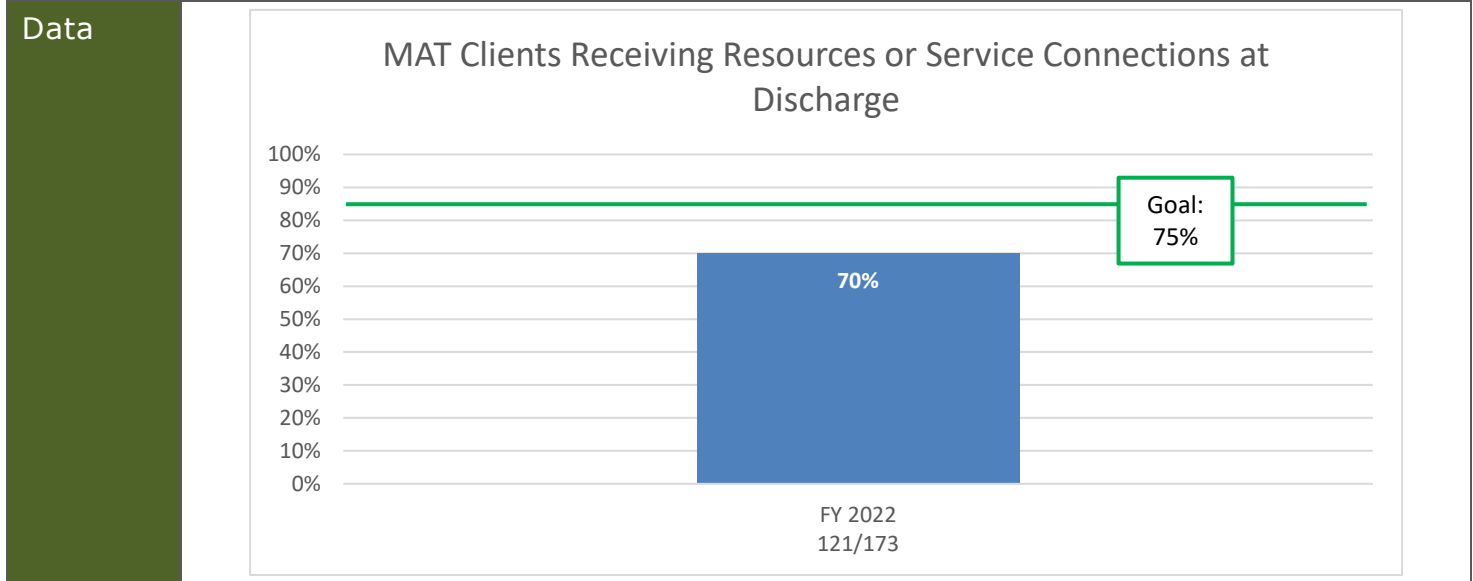
- In FY 2023, anticipate that clients will report 90% satisfaction with services.



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<b>Measure</b>	<b>3.1</b>	<b>Connection to Services and Resources</b>
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<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• Program manager maintains a spreadsheet documenting how many clients were connected to services and/or resources at discharge.</li> <li>• Services connected to include ACT, Outpatient, and out of county programs. Resources include Narcan and Fentanyl Test Strips.</li> <li>• The goal for this measure is 75%, as some MAT clients will enter and exit services before they can be attended by program staff and some will be relocated to another jurisdiction.</li> <li>• Clients who refuse offered resources are excluded from this measure.</li> </ul>
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**What is the story behind the data?**

- In FY 2022, the Jail Based Services team launched Medication Assisted Treatment (MAT). MAT is focused on getting clients access to medications and treatment that reduce the harms of substance use. This support covers a continuum of services, from distributing Narcan to cabbing clients to a medical appointment.
- Developing and starting the MAT program required intensive staff efforts. These included developing questions for the initial jail assessments to quickly identify people using opioids, creating a mandatory training for Sherriff's Office staff members, and writing policies on medication distribution and referrals.
- 20% of the clients who received no resources were only in the jail for one or two weekend days, during which the program was closed. In late February 2022, the tracker was updated to account for clients who refused offered resources. Clients who refused resources earlier in FY 2022 may have been erroneously included in these calculations.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Enhance MAT spreadsheet to better track connection to services. Update the performance measure in FY 2022 to differentiate clients who got connected to services from clients who receive resources.</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2023 Q1</li> </ul>

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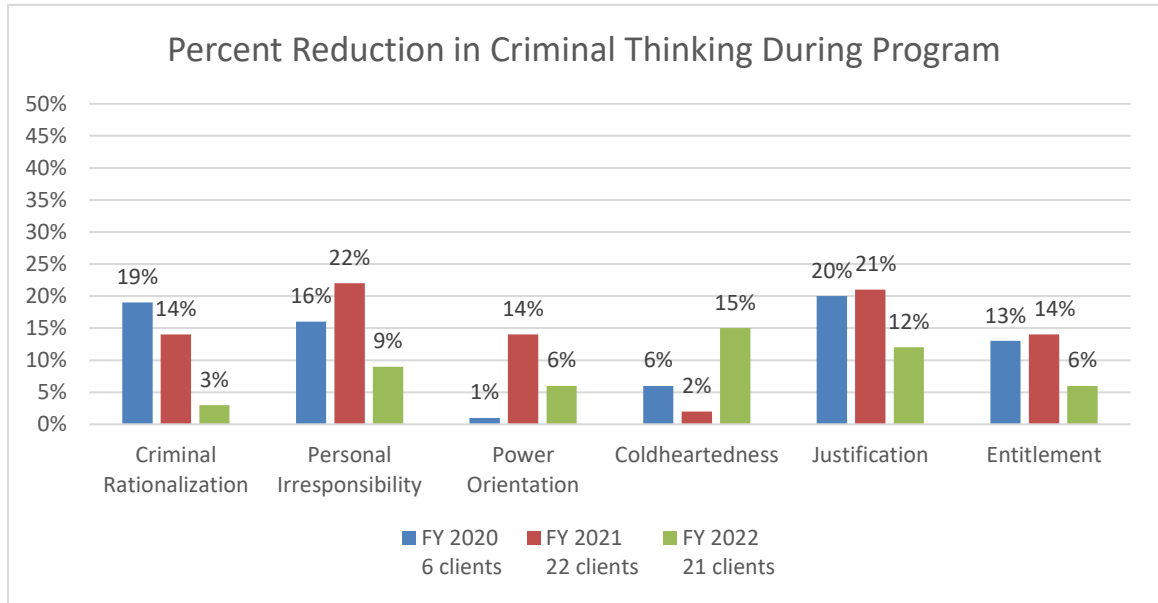
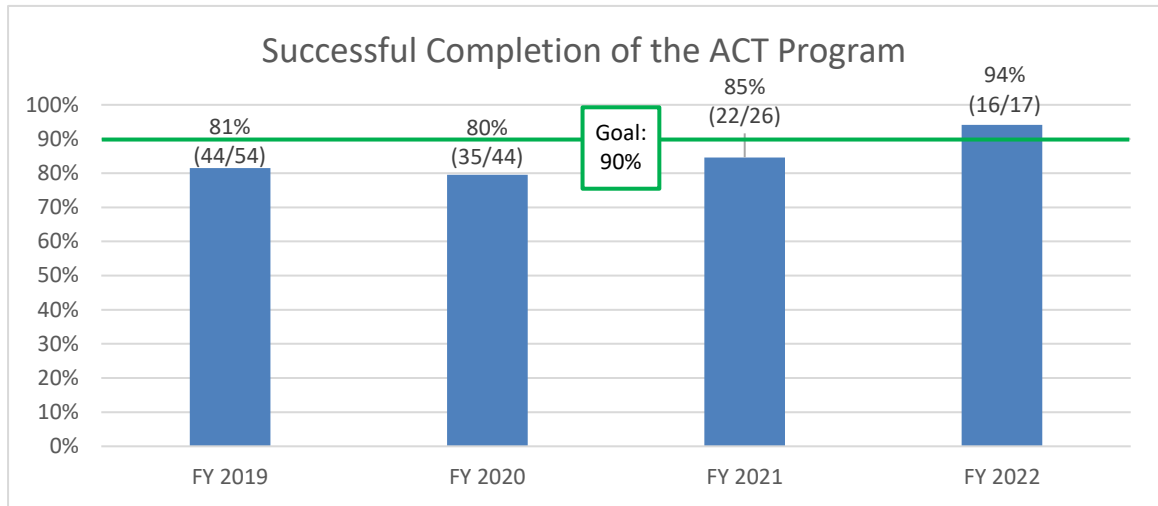
<ul style="list-style-type: none"><li>• Consider incorporating re-entry program statistics into this measure.</li></ul>	<ul style="list-style-type: none"><li>• FY 2023 Q2</li></ul>
<ul style="list-style-type: none"><li>• Determine feasibility of providing Sublocade, a long-acting form of medication to combat Opioid use disorder, in the jail</li></ul>	<ul style="list-style-type: none"><li>• FY 2023 Q3</li></ul>
<ul style="list-style-type: none"><li>• Implement Opioid flagging process, which will enable the Sherriff's Office staff to distribute some resources to clients at times when the Jail Based Services program is closed.</li></ul>	<ul style="list-style-type: none"><li>• FY 2023 Q2</li></ul>
<b>Forecast</b>	
<ul style="list-style-type: none"><li>• In FY 2023, it is anticipated that 70% of clients will be connected to at least one resource.</li></ul>	

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Jail Based Services

Measure 3.2 Successful Completion of the ACT Program

Data



Data Summary

- The successful completion rate increased slightly from 85% in FY 2021 to 94% in FY 2022. Data is from the electronic health record.
- Program participants are administered the Texas Christian University Criminal Thinking Scale (TCU CTS) before starting the program and at regular intervals throughout their participation in Moral Reconciliation Therapy to determine increase in knowledge of recovery skills.

What is the story behind the data?

- Successful completion of the ACT Program reflects progression through established levels that includes psychoeducation, therapy, relapse prevention, building coping skills and developing a recovery plan for after release.
- Upon successful completion, clients are awarded a certificate of completion and their court letter is distributed to the courts, the attorneys, and the probation/parole officer. All Arlington residents are referred for further services as needed.

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- While every effort is made to assist clients with being successful in completing the ACT Program, there are situations where a client may not be successful. The main reason for an unsuccessful discharge from the program is behavioral, such as threats and acts of violence. Graduated sanctions are used as appropriate, but some actions call for immediate discharge from the program.
- The fact that the percentage of clients successfully completing the ACT program increased in FY 2022 is a testament to the hard work completed by program staff to maintain service levels despite a number of significant operational challenges.
- Additionally, in FY 2022 the program hosted two peer specialist certification trainings for successful graduates of the program, offering them a pathway to help future participants. These peers may have contributed to the overall increased completion rate. In addition, the CPT model was piloted to address the needs of individuals with post-traumatic stress disorder.
- The use of the TCU CTS allows staff to see individuals' baseline and any changes in thinking. The tool was implemented in the second half of FY 2020, and a review of it in FY 2022 determined that it was still the most appropriate tool available to gauge changes in criminal thinking.
- The program showed an impact in all criminal thinking domains in FY 2022; however, in general, the impact was not as high as in FY 2021. This may be due to the fact that the ACT team experienced significant staffing shortages which in turn lowered program capacity. Many clients participated in fewer classes than in previous years.
- In FY 2022, 85% of clients showed a decrease in criminal thinking in at least one domain on the TCU CTS.
- For each domain in FY 2022, at least half of the clients showed a decreased level of criminal thinking except Entitlement.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Continue to incorporate interventions to prevent an unsuccessful discharge, including individual sessions to assist clients with behavioral difficulties, and temporary suspensions that allow the client to return and complete the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Continue offering peer specialist certification trainings to successful graduates of the ACT program, so that they can help future participants graduate.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

**Forecast**

- In FY 2023, ACT program completion is expected to remain consistent at 94%.

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**Jail Based Services**

<b>Measure</b>	3.3	Number of Suicide Attempts			
<b>Data</b>		<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Total Inmates	-	3,713	4,572	4,677
	Attempts	4	5	8	6
	Completed	0	1	0	0

<b>Data Summary</b>	<ul style="list-style-type: none"> <li>• In FY 2022, there were six suicide attempts.</li> <li>• Self-injurious behavior not intended to commit suicide is not included.</li> <li>• Total inmates who were at Arlington County Detention Facility are also reported beginning in FY 2020 to help provide context to the number of suicide attempts.</li> </ul>
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**What is the story behind the data?**

- In FY 2021 and FY 2022, there was an increase in acuity level and overall risk amongst clients compared to previous years. This was likely driven by the challenges of the COVID-19 pandemic.
- Pre-pandemic, there were usually 1-3 criminal Temporary Detention Orders (TDOs) requiring clients to receive mental health hospitalization. In FY 2022 there were 10, further indicating the high acuity of clients.
- In addition to suicide attempts, there has been an increase in attempts to harm others as well. Assaults of jail-based services staff by clients continued to be high in FY 2022.
- There is a high risk of suicide attempts in jails during the first 72 hours, especially if the individual is using drugs or alcohol. The Jail Based Services team works closely with the medical contractor and security staff to manage people who come into the jail, especially if they are detained while under the influence.
- Many clients express suicidal thoughts while incarcerated, and the Jail Based Services team takes quick action to get them housed in a secure environment. In FY 2022, there were 149 crisis cell placements for clients with suicidal ideations, plans or attempts.
- The Jail Based Services team continues to provide quarterly training to the sheriff’s staff on suicide prevention. They are taught the common symptoms and what to watch for. If they notice any symptoms, the security staff contacts the team to assess for safety.

<b>Recommendations</b>	<b>Target Dates</b>
<ul style="list-style-type: none"> <li>• Continue administering the Columbia Suicide Severity Rating to help identify clients at risk of suicide.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• The jail will continue using the brief jail mental health screen in the booking process to identify clients with behavioral health needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Continue daily follow-up for clients with an active Risk Assessment Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

**Forecast**

- In FY 2023, anticipate that attempts will continue to remain high at 8, as clients are still presenting at high acuity and the pandemic is still ongoing.

**FY 2022 PERFORMANCE PLAN**