Behavioral Health Crisis Response Stakeholder Coalition

9-8-8 Implementation Planning Meeting #6

DSS
South Dakota
Department of
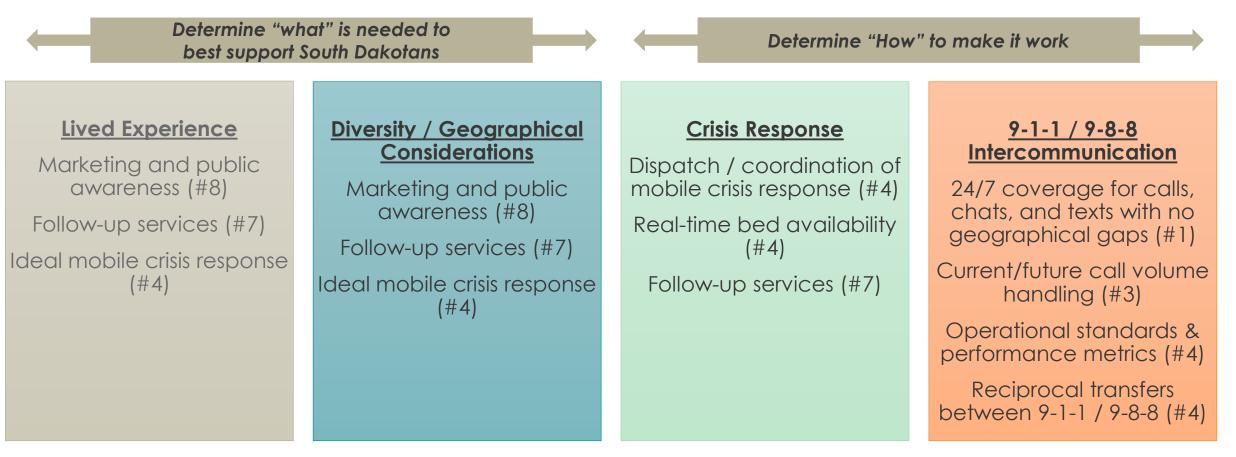**Social Services**

Eight Core Planning Considerations

Overview | BHCRSC Coalition Charter in Summary

1. Ensuring statewide coverage for 9-8-8 calls, chats, and texts
2. Funding structure for Lifeline Centers
3. Capacity building for Lifeline Centers
4. State/Territory support of Lifeline's operational, clinical and performance standards for centers answering 9-8-8

5. Identification of key stakeholders for 9-8-8 roll out
6. Ensure there are systems in place to maintain local resource and referral listings
7. Ensure ability to provide follow-up services to 9-8-8 users according to Lifeline best practices
8. Alignment with national initiatives around public messaging for 9-8-8

BHCRSC Workgroup Roles & Key Priorities

Determine "what" is needed to best support South Dakotans

Determine "How" to make it work

Lived Experience

Marketing and public awareness (#8)

Follow-up services (#7)

Ideal mobile crisis response (#4)

Diversity / Geographical Considerations

Marketing and public awareness (#8)

Follow-up services (#7)

Ideal mobile crisis response (#4)

Crisis Response

Dispatch / coordination of mobile crisis response (#4)

Real-time bed availability (#4)

Follow-up services (#7)

9-1-1 / 9-8-8 Intercommunication

24/7 coverage for calls, chats, and texts with no geographical gaps (#1)

Current/future call volume handling (#3)

Operational standards & performance metrics (#4)

Reciprocal transfers between 9-1-1 / 9-8-8 (#4)

State Team / Lifeline Center

Statewide 24/7 Coverage (#1), Funding (#2) – In Progress

90% in-state answer rate (#3), Coalition (#5), Local resource listing (#6) - Completed

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Completed Crisis Now Assessment Tool

Score the assessment tool, and identify our current state

Crisis Now Scoring Tool (Call Center Hub)

Call Center Hub	Level 1 (Minimal)	Level 2 (Basic)	Level 3 (Progressing)	Level 4 (Close)	Level 5 (Full)
	☐ Call Center Exists	☐ Meets Level 1 Criteria	☐ Meets Level 2 Criteria	☐ Meets Level 3 Criteria	☐ Meets Level 4 Critieria
	☐ 24/7 Call Receive B...				
	☐ Answer Ca... Seconds				
	☐ Cold Refe... Resource... Connectio...				
	☐ Meets NS... Participat... Network				

Assessed L...

Crisis Now Scoring Tool (Mobile Outreach)

Mobile Outreach	Level 1 (Minimal)	Level 2 (Basic)	Level 3 (Progressing)	Level 4 (Close)	Level 5 (Full)
	☐ Mobile Teams are in Place for part of the State	☐ Meets Level 1 Criteria	☐ Meets Level 2 Criteria	☐ Meets Level 3 Criteria	☐ Meets Level 4 Critieria
	☐ Mobile Teams are Operating at Least 8... least part	Mobile Teams are Available	Mobile Teams are Available	Formal Data Sharing in Place	Real-Time Performance
	☐ Mobile Te... Calls With... Operation...				
	☐ Mobile Te... Communi... Assessme...				
	☐ Mobile Te... Additiona... Needed				

Assessed L...

Crisis Now Scoring Tool (Crisis Receiving Center)

Crisis Receiving Center	Level 1 (Minimal)	Level 2 (Basic)	Level 3 (Progressing)	Level 4 (Close)	Level 5 (Full)
	☐ Sub-Acute Stabilization is in Place for Part of the State	☐ Meets Level 1 Criteria	☐ Meets Level 2 Criteria	☐ Meets Level 3 Criteria	☐ Meets Level 4 Critieria
	☐ Have 24/7 Access to Psychiatrists or Master's Level Clinicians	Some Form of Facility-Based Crisis is Available Throughout the State	Crisis Beds / Chairs Available at a Ratio of at Least 3 per 100,000 Census	Formal Data Sharing with Sub-Acute Stabilization and All Crisis Providers	Real-Time Performance Outcomes Dashboards Throughout Crisis System
	☐ In Counties with Sub-Acute Stabilization, at L... Chair per 100,000	Crisis Beds / Chairs Available	Offers Crisis Stabilization /	Crisis Beds / Chairs Available	Crisis Beds / Chairs Available

Assessed Level =

Crisis Now Scoring Tool (Crisis Now System)

Crisis Now System	Level 1 (Minimal)	Level 2 (Basic)	Level 3 (Progressing)	Level 4 (Close)	Level 5 (Full)
	☐ System Includes at Least Level 1 Implementation in All Areas of Crisis Now	☐ System Includes at Least Level 2 Implementation in All Areas of Crisis Now	☐ Meets Level 2 Criteria	☐ System Includes at Least Level 3 Implementation in All Areas of Crisis Now	System Includes at Least Level 3 Implementation in All Areas of Crisis Now
	☐ Some Implementation of at Least 2 Crisis Now Modern Principles	☐ Some Implementation of at Least 3 Crisis Now Modern Principles	☐ Some Implementation of all 4 Crisis Now Modern Principles	☐ Substantial Implementation of all 4 Crisis Now Modern Principles	☐ Full Implementation of all 4 Crisis Now Modern Principles

The 4 Crisis Now Modern Principles Are:	1	Priority Focus on Safety / Security	2	Suicide Care Best Practices (Systematic Screening, Safety Planning and Follow-Up)	3	Trauma-Informed Recovery Model	4	Significant Role of Peers

Assessed Level = Justification of Rating:

Crisis Now Scoring Tool (Summary)

	Summary Notes:
Call Center Hub Score	
Mobile Outreach Score	
Sub-Acute Stabilization Score	
Crisis Now System Score	
Overall Crisis Now Score	

South Dakota 988 Implementation

Plan – First Draft

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Things to consider along the way

What are the BIG 3 gaps and challenges?

Required caveats that can make this actually work?

Biggest risks if not able to make this happen?

Core Area 1

Ensure Statewide 24/7 Coverage for 988 Calls, Chats, and Texts

Gaps

- Current text services are statewide in their reach, but marketed under specific programs (e.g. OPIOID or ONMETH).

- There is no chat function currently implemented at the Lifeline member center, nor is the Helpline Center a member of the Lifeline Crisis Chat network.

- 988 chat/text center back-up services are not yet defined; given that there is only one Lifeline member center in South Dakota and no plans to expand that network with additional state-based call centers, back-up services will need to be established outside of that network.

Proposed Approach

- Continue statewide text service using the NSPL Peer Connections platform until the national platform is launched.

- Implement the national platform for 988 call/chat/text services once available.

- Establish backup services for chat and text services through 211.

- Sustainable funding source will be needed to support the expectations in this area.

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

★1.1a. By 6/30/2022, primary coverage services for 100% of 9-8-8 calls in South Dakota will be operationalized in partnership with the Helpline Center.

Action Steps

1. Implement staffing plan contingent upon notice of confirmed funding (Goal 2.1a) and contract issuance for covered services.

2. Staff 988 call center and onboard / train employees; see Goal 3.1b.

3. Integrate 988 into the existing NSPL platform (iCarol) already utilized for inbound and outbound call.

4. Construct new intake form using Visionlink to support tracking, case management, client intake, and resources and referral connections.

5. Launch Visionlink for 988 and 211 call centers concurrently.

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

⭐ 1.1b. By 6/30/2022, primary coverage services for 9-8-8 chat/text will be operationalized in partnership with the Helpline Center, with capacity to handle at least 50% of Y1 988 chat/text projections.

Action Steps

1. Transition to NSPL Peer Connect through Genesys to manage chat/text.

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

⭐ 1.1c. By 6/30/2022, backup coverage services for 988 calls will be operationalized in partnership with 211 (provisional backup coverage provided by FirstLink), with capacity to handle 50% of Y1 988 call projections on a short-term basis.

Action Steps

1. Develop call center protocols for answer / transfer of 988 contacts to 211; cross-train staff.

2. Update existing MOU between South Dakota and North Dakota 211 / Lifeline centers to reflect inclusion of 988 backup coverage services.

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

1.2a. By 6/30/2023 (TBD subject to availability), 988 services in South Dakota will transition to the Unified Platform.

Action Steps

1. Indicate interest / sign-up for Unified Platform participation.
2. Evaluate Unified Platform for call, text and chat services; determine sub-level action steps needed, as applicable, to ready for go-live.
3. Evaluate intercommunication capabilities between Unified Platform and existing systems utilized by SD-based Public Safety Access Points (PSAPs); identify shared data fields and determine feasibility for intercommunication.
4. Implement beta testing of Unified Platform
5. Go-live with Unified Platform
6. ~~Operate Unified Platform concurrent to existing system to ensure quality / integrity of data export and sharing~~
7. Full transition to Unified Platform

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Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

1.2b. By 6/30/2023, concurrent with the utilization of the Unified Platform, primary coverage services for 9-8-8 chat/text will be operationalized in partnership with the Helpline Center, with capacity to handle 100% of Y1 9-8-8 chat/text projections.

Action Steps

1. Go-live with Unified Platform (see Goal 1.2a)

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

1.2c. By 6/30/2023, backup coverage services for 988 chat/text will be operationalized in partnership with the Helpline Center, with capacity to handle 100% of Y2 988 chat/text projections in the event 988 cannot handle those services.

Action Steps

1. Go-live with 211 backup services.

Core Area 2

Secure Adequate, Diversified, and Sustained Funding Streams for Lifeline Member Centers

Gaps

- Little or no current state-based funding stream specifically for the support of NSPL and Mental Health Crisis call systems

Proposed Approach

- One-time funding to support initial implementation of 988 system
- Review GuideHouse funding recommendations for long-term sustainability options

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

2.1a. By 12/31/2021, we will have selected from the proposed options for funding sources from an independent consultant. This was completed as a task in the 988 planning grant process.

Action Steps

1. Present GuideHouse findings to DSS and State leadership
2. Select funding strategy and have dedicated funding for Year 1 in place by the end of Phase 1

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

2.1b. By 5/31/22, **develop** recommendations for long-term funding strategies to support 988 services.

Action Steps

1. Finalize funding recommendations for Year 2 and on-going for consideration in the 2023 legislative session.

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

⭐2.2a. By 6/30/2023, **implement** long-term funding strategy identified in Goal 2.1b (Phase 1).

Action Steps

1. Action steps pending final recommendations.

Core Area 3

Expand and Sustain Center Capacity to Maintain Target In-State/Territory Answer Rates for Current and Projected Call, Text, and Chat Volume

Gaps

- Staffing for 988 call center
- Confirmed funding for staffing needs (see Core Area 2)
- No current Statewide Chat and Text Activity for Mental Health Crisis (see Core Area 4)

Proposed Approach

- Create staffing plan based on projected call volume needs provided by Vibrant and modified in financial planning report (see Core Area 2)
- Ongoing monitoring of call answer rate through Lifeline contact management systems

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

⭐ 3.1a. By 6/30/2022, achieve and maintain at least an 80% in-state answer rate for Lifeline calls.

Action Steps

1. Monitor in-state answer rate to ensure goal is met

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

3.1b. By 3/30/2022, onboard XX% (#) of the needed staff to support 988 launch in South Dakota.

Action Steps

1. Review call volume projections in context with contracted consultant supporting Core Area 2, and identify FTE needed to support 988 call center services at launch and annually thereafter.

2. Develop and operationalize a staffing plan to support the increased FTE needed to include recruitment, advertising/marketing strategies, minimum qualifications for staffing, and onboarding protocols/training.

3. Launch Phase 1 of the staffing plan.

4. Revisit and realign the staffing plan if and as necessary as call volume data is realized in real-time.

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

⭐ 3.2a. By 6/30/2023, achieve and maintain at least a 90% in-state answer rate for Lifeline calls.

Action Steps

1. Monitor in-state answer rate to ensure goal is met.

2. Revisit and realign the staffing plan if and as necessary as call volume data is realized in real-time.

Core Area 4

Support Crisis Centers in Meeting Lifeline's Operational Standards, Requirements, and Performance Metrics

Gaps

- No current Statewide Chat and Text Activity for Mental Health Crisis
- HelpLine Center already meets answer rate requirements for phone calls

Proposed Approach

- The primary plan to overcome this gap is to investigate unified systems to handle chat and text communication. This will include investigating the Unified Platform by Vibrant.
- Ongoing monitoring of key performance metrics through Lifeline contact management systems

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

4.1a. By 6/30/2022, we will have accomplished a staffing ramp up and system development for launching an independent 988 Center under the already established HLC. The continuation of organizational leadership and system supports will assure the continued success at meeting Operational Standards, Requirements, and Performance Metrics.

Action Steps

1. Develop policies, practices, and procedures for independent 988 Center under the operation of the Helpline Center

2. Staff and training dedicated 988 staff in 988 processes including operational standards, requirements, and performance metrics

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

4.2a. By 6/30/2023, we will have accomplished an independent 988 call center operating under the Helpline Center executive leadership.

Action Steps

1. Develop an internal quality/monitoring system to assure the continued successful strategies for meeting all operational standards, requirements, and performance metrics

2. Create a team to review available unified contact systems, including the Unified Platform from Vibrant for implementation by October 2022.

3. Review available contact systems by January 2023, including the Unified Platform from Vibrant, to identify barriers, best-match a system for state-specific needs, and define adoption timelines for implementation.

Core Area 5

Convene a Coalition of Key Stakeholders to Advise on 988 Planning and Implementation

Gaps

- No gaps or challenges identified; the coalition was eager to engage in the process and remain committed to continuing these conversations into the future.

- Challenges in successfully engaging tribal communities.

Proposed Approach

- The approach for continued coalition engagement focuses on regular communication strategies and the creation of an e-brief that can be circulated via email or other electronic means to keep coalition members and other stakeholders, as identified, updated, and informed.

- Utilize existing relationships and resources to expand 988 relationship (Kiley)

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

⭐ 5.1a. Continue to convene the BHCRSC on a monthly basis through June 2022 to support priority planning and preparation tasks for 988's launch in South Dakota.

Action Steps

1. Schedule meeting series and formulate agendas based on needs from Core Areas 1-8.

2. Evaluate coalition structure and process on a quarterly basis to ensure participation and input from all stakeholder groups continues to be represented.

3. Invite workgroup contributors to join coalition-level discussions moving forward, particularly those that represent marginalized groups.

4. Convene workgroup meetings to discuss targeted marketing concerns, in alignment with Core Area 8.

5. Convene workgroup meetings, as needed, to discuss specific matters related to any one of the following areas: Geographical & Cultural Diversity, 988-911 Intercommunication, Crisis Response, Lived Experience

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

5.1b. Continue to collaborate with and participate in related conferences, discussions, and planning efforts hosted by partners in South Dakota.

Action Steps

1. Facilitate roundtable conference / update sharing among BHCRSC members on a monthly basis to keep informed of upcoming activities or events; capture in the form of a Crisis Now in SD Brief that can be circulated electronically.

2. Attend / table at / present at partner conferences or events to increase awareness of 988 launch among stakeholders.

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

⭐ 5.2a. Continue regular communication with, and convenings as needed, among the original BHCRSC membership through the end of Phase 2 to support continued priority planning and implementation for 988 services as they roll out.

Action Steps

1. Facilitate monthly email updates and/or convene meetings at a similar frequency to maintain dialogue; structure agendas based on planning needs at the time.

2. Continue e-publication of the Crisis Now in SD Brief to archive progress to date and be transparent in steps to come.

Core Area 6

Maintain a Comprehensive, Updated Listing of Resources, Referrals, and Linkages; Plan for Expanded Services

Gaps

- Needs for establishing linkages to all 33 PSAPs (MOUs)
- Continued establishment of 988 as the "air traffic controller" to collaborate with local resources to assure best services for people in crisis

Proposed Approach

- Continue utilization of existing Helpline Center resources for information and referral
- Review and add to, as necessary, crisis response resources as they become available
- Evaluate incorporation of resource listings into the new Unified Platform once available, and determine most efficient way to access that information for 988 call center staff moving forward

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

⭐ 6.1a. Continue updates to the existing referral resource directory for people in crisis, ensuring the database is up-to-date by 6/30/2022.

Action Steps

1. Identify and understand resources not currently included in HLC resource database (if any) and define appropriate linkages for the missing resources.

2. Using the Crisis Now assessment as a baseline, review and integrate additional resources to the resource directory on a ongoing basis at minimum.

3. Create rubric with minimum referral resources for 988 launch and compare to existing database resources to ensure complete listing is achieved.

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

6.1b. Update resource database yearly, at minimum.

Action Steps
1. Solicit information from existing contacts to update / refresh listings
2. Solicit information from new resources / contacts as they are identified

Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

6.1c. By 6/30/2022, have MOUs in place with at least the two largest PSAPs in South Dakota for communication between 988 and 911 for reciprocal transfer and follow-up protocols.

Action Steps

1. Identify specific EMD protocol responses existing within the PSAP that could/should be modified to support engagement with 988 resources

2. Collaborate with PSAPs to establish initial protocol responses for call handling / referral / transfer to 988

3. Connect with and secure appropriate approvals for EMD protocol response modifications from a Medical Directors and/or other oversight agencies specific to each PSAP

4. Write and establish a Memorandum of Understanding (MOU) between the Lifeline Center and PSAP

5. Integrate within EMD protocols responses

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

6.2a. Update resource database yearly, at minimum.

Action Steps

1. Conduct standard information and referral system review in partnership with 211 / Helpline Center staff and update the 988 registry accordingly.

2. Conduct annual review of progress and programmatic updates in changes to or additions in referral linkages in the database; identify gaps and address with the coalition on a quarterly basis.

Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

6.2b. 6/30/2023, conduct outreach to all 33 PSAPs in South Dakota to increase awareness of and value-add of 988 to local crisis response efforts.

Action Steps

1. Initiate MOU process based on indication of interest from partnering PSAP

2. Replicate MOU process outlined in Goal 7.1a for each PSAP with the goal of onboarding 100% of PSAPs by one year post-launch

Core Area 7

Ensure All State/Territory Centers Can Provide Best Practice Follow-Up to 988 Callers/Texters/Chatters

Gaps

- Staffing levels to assure stands are met for increased call volume.

- Requirements are currently being met for all NSPL calls currently handled by the Lifeline Center

  - At least 50% of all contacts receive follow-up services by the end of Phase 1

  - 100% of contacts receive follow-up services by the end of Phase 2

Proposed Approach

- Continue utilization of existing follow-up protocols

- Increase staffing to meet increased call volume demands. (See Core Area 2?)

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

7.1a. By 6/30/2022, develop and deploy protocols for follow-up services for all 988 contacts.

Action Steps

1. Adopt and adapt follow-up program standard operating procedures, based off existing follow-up efforts managed by 211/Helpline Center, that can be utilized for 988. Review with Division of Behavioral Health for 988 program oversight, and cross-reference with NSPL standards

2. Integrate follow-up program training into new employee onboarding for 988 call center staff

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Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

7.2a. By 6/30/2023, conduct a review of active follow-up services to identify any opportunities for enhancement.

Action Steps

1. Develop a plan for reviewing follow-up processes and standards
2. Implement quality review process in partnership with 988 Coalition stakeholders
3. Implement identified enhancement opportunities

Core Area 8

Plan and Implement Marketing for 988 in Your State/Territory

Gaps

- Sparsely populated locations with limited dense population hubs.
- Limited access in remote areas to common modalities of communication like internet
- No current mechanism to support statewide outreach and awareness

Proposed Approach

- Continued engagement with Coalition Workgroups, specifically; Lived Experience & Diversity as well as Geographical Considerations
- Through an RFP process identify a marketing firm to develop and implement diverse statewide communication strategies

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Phase 1 Goals and Action Steps

October 1, 2021 – June 30, 2022

8.1a. By 6/30/2022 have **developed** a statewide messaging strategy to promote 988 and to transition all NSPL users and promotional materials 988. (Public Education Campaign)
Action Steps

1. Identify goals for campaign
2. Develop key messaging
3. Identify state agency contact for Vibrant Communications Team
4. Update all marketing materials in preparation for distribution in conjunction with national campaign
5. Engage provider community in marketing at the local level
6. Engage an external marketing firm to take lead on marketing efforts specific to 988
7. Identify funding for initial messaging creation efforts
8. Implement marketing efforts that transition all current NSPL messaging and promotion to 988 by December 2022. (follow-up on big marketing push timing)

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Phase 2 Goals and Action Steps

July 1, 2022 – June 30, 2023

⭐ 8.2a. By 6/30/2023, have conducted reviews of marketing strategies and completed enhancements for future marketing efforts of 988 in South Dakota.

Action Steps

1. Conduct focus group reviews of marketing campaigns
2. Finalize customization of materials to national message
3. Develop long-term funding strategy and sources for ongoing marketing
4. Finalize messaging for how 988 aligns with other state measures
5. Develop a plan for tracking metrics and public messaging campaign impacts

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Key Gaps & Challenges for 988 Implementation

What are the BIG 3 gaps and challenges?

Required caveats that can make this actually work?

Biggest risks if not able to make this happen?

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Closing Remarks & Next Steps

FUTURE MEETING PLAN

PLAN DRAFT DUE 9/30

PLAN REVIEW PROCESS

Thank You