



APPLICATION FORM

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 1, 2020.** Please include this application form with electronic entry. If you do not receive an email confirming receipt of your entry within 3 days of submission, please contact [Gage Harter](#).

PROGRAM INFORMATION

County: County of Henrico

Program Title: STAR Team (Services to aid recovery)

Program Category: Criminal Justice and Public Safety

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Program Overview

Henrico County's Crisis Intervention Team (CIT) responds to citizens in psychiatric crisis with the goal of avoiding unnecessary hospitalization or incarceration. This model includes four initiatives to include partnerships, training, a community response continuum and an assessment site for mental health consumers. A component of the community response continuum is the STAR team (Services to Aid Recovery).

STAR is a multidisciplinary team developed to assist citizens who often place significant demands on limited public safety resources and uses existing resources to address mental health and public safety concerns for these individuals. This is considered an early intervention opportunity and provides more effective collaboration between agencies: law enforcement, fire, sheriff, social services, schools, local hospitals and mental health. These individuals can receive additional support and follow-up services with the goal of linking them to appropriate resources. Persons identified through the Divisions threat assessment process are also seen through the STAR team to ensure they are receiving needed services to maintain the safety of themselves and the community.

The CIT, STAR team has recently been expanded to address the needs of youth. While many aspects of CIT are the same, mental health symptoms can manifest with youth as they do with adults. By bringing together schools, police, mental health and other resources, a Youth STAR team identifies and helps prevent youth with mental health conditions from entering the juvenile justice system.

Problem/Challenge/Situation Faced by Locality

The Police Division's CIT program identified a need for a community response continuum. A STAR team was developed to assist those consumers in a mental health crisis, who may need additional resources and services that no one agency can provide. This program allows for a collaborative outreach initiative between CIT, other county agencies, and private community groups. The goal is to assist those citizens who are unable to access that help through traditional means. The STAR team meets weekly to identify consumers who require a coordinated response. The program is broken down between adults and youth.

Since 2000, the Henrico County Police Division has experienced a 49% increase in calls related to mental health issues. Police average approximately 10,000 calls for service per month. Of these, an average of 270 calls are classified as mental health or suicide: equaling approximately nine mental health calls per day. Each incident demands two police officers and may take one to sixteen hours until resolution, which places a significant demand on limited resources. First responders have reported situations are often resolved only temporarily and usually require future responses. A multidisciplinary approach was developed to assist those citizens who often require a significant public safety response and therefore resulted in the creation of the STAR Team. This team uses existing resources to address mental health and public safety concerns for Henrico citizens having mental health nexus.

Too often, a law enforcement officer's first contact with a struggling youth is a result of criminal behavior. Historically, even when a youth's needs are identified, crisis or safety plans are created and supported by mental health services, but law enforcement and schools are not involved. The Youth STAR team is part of a community response continuum and specifically meets the needs of juveniles and their families.

With a Youth STAR team, a multidisciplinary approach is utilized and includes law enforcement, mental health providers, schools, fire, sheriff's office, juvenile justice, advocacy groups, local hospitals, and family. The Youth STAR team developed partnerships for collaborative planning and implementation of strategies to divert juveniles from hospitalization or detention.

How Program Fulfilled Awards Criteria

The STAR team is an enhanced response to provide more comprehensive and coordinated services to those in crisis within the community. The program promotes dedicated services such as monitoring, linkage with resources and services to the person in crisis, their families and the community.

Henrico's CIT is innovative in establishing a STAR team, which is not found in any other jurisdiction within the Commonwealth. This team is multi-faceted and has abundant resources to assist those in crisis. Henrico County employees effectively designed a program which allows the County to deliver exceptional service to our mental health consumers, victims, schools and citizens in the community. By implementing this program, the Henrico County Police Division continues its efforts to provide impeccable service and care while ensuring for a safer environment for its community.

The CIT has developed a Youth STAR team in collaboration with Henrico County Public Schools. By bringing together schools, law enforcement, mental health and other resources, a Youth STAR team identifies and helps prevent juveniles with mental health conditions from entering the juvenile justice system. The CIT has been groundbreaking in developing this new program and works tirelessly to ensure consumers, and their families, receive the services they need; remaining with the families until a resolution is met.

Many other jurisdictions have consulted and participated in Henrico Counties STAR team to include Fairfax, Arlington, Richmond City, Hanover and Albermarle County Fire Department. They have attended STAR meetings and went on consumer visits with CIT Officers. Henrico CIT Officers have also assisted these localities with program development and policy.

How Program Was Carried Out

The Crisis Intervention Team developed an innovative process to identify and intercept mental health consumers who need additional resources and services. Henrico County's Crisis Intervention Team (CIT) model was developed in 2008. The STAR program was developed in 2012. Evolutionary steps of the program include:

- Research done by visiting similar programs in Charlottesville and surrounding jurisdictions.
- Exploring juvenile CIT programs such as those in Chicago and Broward County, Texas.
- Writing policy and review by County Attorney.
- The grant funding for The Mobile Response Team (MRT). The MRT was a unique partnership of CIT trained responders and clinicians that responded to citizens in crisis and was introduced in 2010. This program ended in June 2012. The STAR team expanded upon this pilot program.
- Services to Aid Recovery - 2012 – A multi-disciplinary team to assist those citizens who often require a significant public safety response.
- Research done by identifying juvenile needs and resources to include mental health.
- Youth STAR - January 2017 – A team approach to assist juveniles that may be in crisis.
- Training Henrico County agencies.

- Current Henrico County Division of Police, Crisis Intervention Team members include one lieutenant, one sergeant and five officers. A multi-year plan has been developed to increase CIT staffing with one sergeant and four officers.

The CIT has promoted better relationships and communication between law enforcement and other agency partners. The STAR approach allows for a long-term, concerted effort to support and address the public safety concerns of our citizens in crisis. The efforts in the past were often fragmented and managed by multiple persons with various agencies. The STAR team dedicates staff to coordinate these efforts. Individuals who pose a risk to themselves and the community often resist seeking treatment and may never engage in traditional mental health services. The STAR and Youth STAR teams provide a range of services from one-time assessments to long-term monitoring and support services. They work proactively with the individual, family, and community resources to support the individual in order to obtain treatment and care. Police can centralize information for a range of citizens, who present acute and chronic safety concerns, and develop strategies that will be utilized by first responders. This team can respond immediately to mental health emergencies and provide follow up and support. The STAR process begins with a referral from police or other public safety agency. The team responds to citizens in the community with a focus on rapid assessment and screening of public safety issues, triage, engaging with treatment, and linkage with community resources.

The goal of the Youth STAR team is to provide treatment alternatives and resources by developing a multi-disciplinary team response to juveniles and their families. This has increased the awareness and utilization of resources available to Henrico County citizens and responders

and has reduced the involvement of the juvenile justice system when alternatives are more effective.

STAR and Youth STAR Team Procedures

1. Team members consist of the Henrico County Police Division Crisis Intervention Team, Commonwealth Attorney's office, Building Inspections, Henrico County Police School Resource Supervisors, Mental Health clinicians, peer support, Fire, Sheriff's Office, HCPS Emergency Manager, HCPS mental health professionals, Social Services, as well as any other identified agency or resource as needed.
2. Any cases/consumers can be brought for review at the STAR team meeting.
 - a. Criteria:
 - i. Must reside in Henrico County.
1. Youth STAR must be between the ages of 7 and 17.
 - ii. Must be able to receive Henrico County Services.
 - iii. Risk due to mental illness: Some indication of risk including a history or risk of serious harm to self or others or substantial inability to care for self, but the citizen does not meet the threshold currently for an ECO.
 - iv. Frequent public safety involvement: The citizen frequently calls 911 or has other means of frequently interacting with public safety staff.
 - v. Failure to succeed in previous mental health treatment: The citizen has a history of multiple mental health hospitalizations, whether voluntary or involuntary; or refusal or inability to engage in outpatient mental health treatment.
 - vi. Confidentiality must be strictly enforced.
 - vii. If already engaged in Henrico Mental Health, the case manager must be involved in further review and planning.

- viii. Referrals can be made from any county, state or federal agency.
3. A weekly team meeting is held to review cases, develop plans, and decide resource needs. An overall response plan is developed.
4. All cases requiring immediate response are reviewed by CIT supervision and an appropriate response is coordinated.
5. An agenda is maintained by the CIT administrator. All cases are reviewed, and outcomes documented.
6. Determinations for documentation of hazard messages and inclusion in the Division's *Persons of Interest* database are made on an individual basis.

STAR team goals are to calm the situation, gather information, establish a dialogue, assist the family and determine a possible outcome. These can include: a safety plan, mental health involvement, voluntary hospitalization, Emergency Custody Order, Temporary Detention Order, jail or detention (juvenile justice system).

Financing and Staffing

Henrico County has used existing resources to address mental health and public safety concerns. The Crisis Intervention Team began in 2008 and consists of specially trained first responders. Henrico's STAR team received a grant in 2010 for the crisis intervention team training, assessment site and mobile response team. This grant ended in 2012 and the STAR team was formed. Henrico CIT members have recognized the gaps in community mental health services and have been pioneering ways to improve community safety.

The Henrico County Police Division has a specialty team that consists of five officers, one sergeant, and one lieutenant. This team works daily to assist those in psychiatric crisis in Henrico County. This unit's additional duties include the Threat Assessment Team and peer support.

Additional police units and county agencies supplement the team. There is a collaborative effort between this team and various county agencies to include: Henrico Mental Health, Fire, Sheriff's Office, Henrico County Public Schools and Social Services; to provide more enhanced services to those in the community in a psychiatric crisis. The Henrico County Police Division, CIT members are available 24 hours per day, 365 days a year. They provide consultations to public safety and other personnel along with assistance in the field including participation in STAR visits. Administration duties are handled by a civilian Police Support Technician (PST), whose position was reallocated from within the same Division section.

Program Results

The STAR team offers a sustained, intensive mobile response to identified citizens to aid with long-term wellbeing and mental health recovery. The citizens identified to receive services from the STAR team are not successfully engaged in mental health treatment and frequently call 911. Approximately 25% of the calls to Henrico's 911 communications center are from those who call frequently for non-emergency needs. They are often involved in non-violent criminal behavior and are incarcerated numerous times. They may have symptoms of anxiety that present as medical issues. They are high users of emergency and public safety services and may present a high risk to themselves, first responders or the community.

Total Police Calls for Service	Mental Health Calls - Patrol	STAR Visits
2017 – 126,676	2,399	1,124
2018 – 124,484	2,555	2,200
2019 – 119, 952	2,797	2,920

In 2019, approximately 20% of the total STAR visits were juveniles and classified under the Youth STAR team. Many of these cases were also identified under the threat assessment program. Both STAR teams average 7 to 8 visits per day and consulted approximately 2,920 consumers in 2019. These situations may take extended time, much research, and coordination of multiple resources to successfully assist the person in crisis. The CIT officers have immediate response responsibilities on crisis situations at all times.

Juveniles have different needs than adults and they are more likely to show signs of a problem at school. By bringing together schools, law enforcement, mental health and other resources, the Youth STAR team identifies and prevents juveniles with mental health concerns from entering the juvenile justice system.

Many times, the Youth STAR team will identify families that have come in contact with the mental health system. These juveniles may need additional help at school or have poor living conditions at home. The Youth STAR team works closely with Henrico Building Inspectors, Social Services and HCPS administrators to ensure these families have a safe home environment, food, and appropriate learning opportunities. Many of these juveniles may have special needs or underlying mental health concerns. Diverting these juveniles from the criminal justice system provides the juvenile and their family with a chance to receive treatment and gain much needed resources. The multidisciplinary approach is instrumental in mitigating these concerns and providing safety to everyone involved.

Case Example: A suicide crisis line in Maryland received a call from a 14-year-old who stated she wanted to kill herself. The hotline notified Maryland State Police and they tracked the IP address to Henrico County. Henrico County Public Schools and the Police Division identified the

young lady and HCPD responded to her house. She admitted to making the call and was scared. She said she wanted help. STAR team members immediately linked her with Henrico Mental Health with her family. Follow-up was maintained by the Youth STAR team.

The STAR team works closely with local advocacy groups to assist with the homeless population in Henrico County. During extreme weather, the team consistently monitors and checks on the persons in our community to ensure they have housing, food and clothing. This includes services to our Youth. Many are staying in hotels or are homeless.

Brief Summary

The Services to aid recovery is a multidisciplinary team that was developed to assist those citizens who often require a significant public safety response with a mental health nexus. It allows for a long-term concerted effort to support and address the public safety concerns of some of our most vulnerable and potentially most lethal citizens. The intent is to be proactive with identified consumers to support stabilization of symptoms and to reduce the likelihood of a recurring crisis state.

The STAR team offers a well-planned intervention needed to help the consumer and their families. Success has been demonstrated by the STAR team's ability to focus on long-term goals, reducing the frequency of calls for service, improving coordination among the partner agencies and improving officer and community safety; by ensuring that more officers are available to respond to situations in the community.

The STAR team responds quickly to crisis and rapidly come to decisions which benefit the consumer, juvenile, their families and the community. They go above and beyond to help people, such as buying groceries and ensuring people have a place to live. The STAR Team treats

everyone with dignity, compassion and respect. They work together with consumers and their families to come to a resolution.

The Youth STAR team model is like STAR but has a stronger partnership with Schools. Youth have different needs than adults and they are more likely to show signs of a problem at school. Children and youth express their distress differently than adults and often respond to different styles of interaction. The goal is to intervene early in emerging mental health issues and prevent youth from becoming involved in the juvenile justice system.