

Community Wellness Response Team

[FORMALLY KNOWN AS WELLNESS CRISIS CALL CENTER & RESPONSE TEAM]

Summary Description:

Sacramento's Behavioral Health Services (BHS) includes services that meet the cultural, ethnic and language needs of the community and promotes health and wellness; resilience, wellbeing, and healing from traumatic experiences; prevention, support, and treatment for mental health and/or substance use challenges; and support of those who experience and/or are in recovery from these conditions, along with their families and communities.

The Mobile Crisis Support Teams, mental health counselor and a peer with lived experience, receives Mobile Response Requests from 988 that may benefit from in-person de-escalation services, assess needs and risks, and create safety plans. This includes identifying and leveraging individual strengths and natural supports; coordinating with existing Mental Health Plan (MHP) and Substance Use Prevention and Treatment (SUPT) providers as appropriate; linking to ongoing services; voluntary transport to urgent/emergency resources and accessing Mobile Crisis Support Teams or other emergency responders when necessary.

WCCCRT Goals:

- Safely de-escalate crises
- Provide linkages to accessible culturally responsive behavioral health resources to decrease repeat crises and emergency department visits
- Offer a response team that meets the cultural, ethnic and language needs of the community and does not include law enforcement staffing
- Ensure the model is community-based
- Decrease criminalization of mental health and homelessness

The WCCCRT Advisory Committee shall serve in an advisory capacity to Behavioral Health Services staff as a process to increase transparency and accountability to the broader community through the sharing of information about the WCCCRT design and planning process at regular intervals and consideration of advisement received by this advisory committee.

Timeline (*all dates in the following timeline are subject to change):



Community Wellness Response Team Project Plan – Monthly Updates

TAKING A NEW APPROACH

February 2023

The Board of Supervisors approved funding to develop and implement a 24/7 Behavioral Health Call Center and Response Team in June of 2021. Since then the Behavioral Health team deployed tremendous efforts to actively recruit for well over a year to staff this program, which included the following strategies;

- Developed flyers and job announcements for all available positions that were posted on the BHS webpage and widely distributed at various community events and email distributions including the MHSA and MHB email lists.
 - Job descriptions were written to attract mission driven individuals invested in community mental health
- Created and posted a webinar on how to apply for a county job
- Marketed at dozens of community outreach events
- BHS hosted a 2 day job fair, creating an opportunity for interested candidates to apply and be interviewed on the same or next day. The job fair was supported by staff across county departments for a true collaborative effort.
 - Published Press Releases announcing the job fair
 - KCRA ran the job fair announcement through multiple news cycles
 - Advertised the job fair on multiple media outlets.

Despite these efforts there was not enough candidate interest to staff a 24/7 call center and response team. As a result BHS is proposing a new approach, which forms a multi-partnership collaboration with 3 of our existing community partners who are currently providing similar services. This partnership joins WellSpace, BACS, Sacramento Children's Home and BHS County mobile crisis response teams to operate Sacramento County Community Wellness Response Team, CWRT.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

February 2023 (continued)

• **Partners & Role**

- WellSpace: 988 behavioral health crisis line will provide 24/7 access to trained team members who provide immediate crisis intervention and support via phone, text and chat.
- Sacramento Children’s Home, SCH, The SOURCE, BACS, Crisis Navigation Program & BHS County teams will provide 24/7 mobile crisis response teams
 - SCH serves ages 0 up to age 26
 - BHS/BACS serves all ages
- Dispatch Role: The County & BACS will provide 24/7 Dispatch operator coverage. The dispatcher will receive a warm handoff from WellSpace to ensure the person in crisis is connected via a 3 way call.

• **Workflow development:**

- A draft workflow process detailing steps to secure a warm handoff occurs between the 988 call agents, the person in crisis and the dispatch agent has been developed. It is now in the testing phase to ensure any technical issues are addressed prior to the soft launch.
- The Mental Health Board approved the program name change from Wellness Crisis Call Center and Response Team to Community Wellness Response Team on 2/1/2023
- Hiring and recruitment continues: Efforts to recruit are ongoing .
- Dispatch software: Draft workflows have been developed and are now being tested to ensure all technical processed flow correctly.
- Facilities:
 - Cubicle panel replacement is pending for completion
 - All network jacks have been activated.
- Workflows: The proposed roles and workflows for 988 section and Dispatcher section have been updated and are pending for review and approval.
- Tentative soft launch is planned for early March

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Community Wellness Response Team Project Plan – Monthly Updates

January 2023

- The Mental Health Board subcommittee voted on the new program name. It will soon go before the Mental Health Board for final voting. The subcommittee is recommending the name that received the highest community votes: Community Wellness Response Team.
- Hiring and recruitment continues:
 - Continued efforts being explored to address workforce shortage, including exploring other avenues.
 - Program Hiring Status Updates:
 - Response Team: 35% of positions filled plus 13% in hiring process.
- Dispatch software:
 - Mobile dispatch line has been successfully created, which will help support dispatching activities when a dispatch request is received from our 988 line. The county team is working with BHL/Dialpad team on testing.
- Facilities:
 - Cubicle panel replacement is pending for completion.
 - Network jacks will be activated by Friday, 1/13/23.

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Community Wellness Response Team Project Plan – Monthly Updates

January 2023 (continued)

- Workflows: The Proposed Mobile Dispatch Workflows for 988 and Dispatcher sections have been developed and are pending for final review and approval.

December 2022

- The Ad Hoc Mental Health Board subcommittee did not meet in December due to not having a quorum, therefore the community chosen name could not be voted on and will be moved to the January 2023 calendar.
- Response Team: Tentative soft opening:
 - Behavioral Health Services and WellSpace Health 988 continue discussion on software needs and procedures to develop a referral process to support calls into 988 with callers that are in need of an in-person crisis response.
 - The workforce crisis continues to impact our intensive hiring efforts.
 - Time needed for onboarding and training new team members.
- Hiring and recruitment continues:
 - Continued efforts being explored to address workforce shortage, including exploring other avenues.
 - Program Hiring Status Updates:
 - Call Center: 16% of positions filled plus 24% in hiring process.
 - Response Team: 18% of positions filled plus 39% in hiring process.
- Call Center and dispatch software:
 - Continued review of Risk Assessment flow by clinical team to ensure call center software meets needs.
 - IT team is working with Behavioral Health Link (BHL) software to identify the options for accessing BHL, DialPad, & county network.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

December 2022 (continued)

- Facilities: Items from the punch list of cubicle panel corrections that was submitted on 10/21/22 have begun.
- Workflows: in development:
 - Proposed Operation Workflows revised for:
 - Mobile Response
 - Crisis Call Center Agent/Dispatcher for Soft Launch
 - WCCCRT Overview
- Safety Protocols & Trainings:
 - ProAct Training: December 12th & 13th

November 2022

- Hiring and recruitment continues:
 - 6 candidates for Mental Health Counselor contacted for an interview opportunity, 4 responses, 4 interviews conducted.
 - 3 conditional job offers made for Behavioral Health Peer Specialist.
- Recruitment and Marketing:
 - Coordinated Entry System Committee: 11/10/2022
 - Program Manager will be speaking to a professor's class on 11/18/22 regarding program recruitment opportunities.
 - Continuum of Care Advisory Board: 11/16/2022
- Facilities: The punch list of cubicle panel corrections was submitted on 10/21/22.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

November 2022 (continued)

- Call Center and dispatch software training continues:
 - The Response Team continues to review and test the Mobile Dispatch flow, making suggestions to the BHL development team.
 - Risk Assessment flow is being reviewed by clinical team to ensure call center software meets needs.
 - Multiple after hours training sessions are occurring this month.
- Response Team Vehicles:
 - 4 vans approved in June of 2021 were shipped the first week of October. There is no estimate of a delivery date to dealer at this time.
 - 3 additional vehicles approved June 2022 were ordered August 8th. Currently there is no timeline for production or delivery of these vehicles.
- Workflows: in development:
 - Proposed Operation Workflows revised for:
 - Crisis Call Center
 - WCCCRT Overview
 - Crisis Risk Level Matrix: updated draft based on feedback from internal and community partners.
- Policies & Procedures: in development.
- Safety Protocols & Trainings: in progress.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

October 2022

- Recruitment and Marketing:
 - Fun Fair: October 1st
 - Coordinated Entry System Committee: October 13th
- Hiring and recruitment continues:
 - 9 candidates for Senior Office Assistant interviewed, 3 conditional job offers made.
 - 9 candidates for Behavioral Health Peer Specialist contacted for an interview opportunity, 8 responses, 8 interviews scheduled.
 - 1 conditional job offer made for Mental Health Counselor (MHC). Proceeding with the hiring process for 3 additional Mental Health Counselor (MHC) candidates. 6 additional candidates for MHC contacted for an interview opportunity, 3 responses, 3 interviews pending.
- Call Center and dispatch software training continues.
 - We are in the process of reviewing and testing the Mobile Dispatch flow, suggestions are being made to the BHL development team.
 - Risk Assessment flow needs clinical team testing to ensure call center software meets needs. Saturday training session has been scheduled.
- Workflows: in development:
 - Proposed Operation Workflows created for:
 - Crisis Call Center
 - WCCCRT Overview
 - Crisis Risk Level Matrix
- Policies & Procedures: in development.
- Mental Health Program Coordinator will begin staff training for any new staff.

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Community Wellness Response Team Project Plan – Monthly Updates

September 2022

- Hiring and recruitment continues:
 - 2 candidates for Senior Mental Health Counselor contacted for an interview opportunity, 2 responses, 2 interviews scheduled.
 - 1 candidate for Mental Health Counselor contacted for an interview opportunity, 1 response, 1 interview, 1 conditional job offer made.
- Recruitment and Marketing:
 - Division of Behavioral Health Services 2022 Hiring Event: September 15th & 16th
- Call Center and dispatch software training continues.
 - We are in the process of reviewing and testing the Mobile Dispatch flow, an enhancement suggestion was made for the BHL development team.
 - Risk Assessment flow needs clinical team testing to ensure call center software meets needs. Saturday training session has been requested and is pending.
 - The clinical team and QM will review the logic and our levels of care regarding Risk Assessment.
 - The new call center communication platform was just introduced to staff. Testing, feedback, crisis line solution will need to be provided to software contractor.
- Program Advertising:
 - Plan in development.
 - Requesting Board of Supervisor authority to contract with marketing firm.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

September 2022 (continued)

- Equipment: laptops now being deployed to current WCCCRT staff.
- Facilities: The majority of cubicles awaiting replacement panels for sound barriers.
- Response Team Vehicles:
 - 4 vans approved in June of 2021 have gone into production. There is no estimate of a delivery date at this time.
 - 3 additional vehicles approved June 2022 were ordered August 8th. Currently there is no timeline for production or delivery of these vehicles.
- Workflows: in development.
- Policies & Procedures: in development.
- Mental Health Program Coordinator will begin staff training for any new staff

August 2022

- Hiring and recruitment continues:
 - 1 candidate for Senior Behavioral Health Peer Specialist contacted for an interview opportunity, 1 response, 1 interview.
 - 42 candidates for Senior Office Assistant contacted for an interview opportunity, 21 responses, 10 declines, 8 interviews scheduled, 1 second interview scheduled, 0 offers.
 - 1 conditional job offer for Call Center Mental Health Counselor made in July, hiring delayed per candidate's request. 1 additional conditional job offer was made for a Call Center Mental Health Counselor.
 - 1 Response Team Senior Behavioral Health Peer Specialist hired.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

August 2022 (continued)

- Hiring and recruitment continues:
 - 1 Response Team Mental Health Counselor hired.
 - 1 Program Coordinator for Call Center begins leave of absence for 2 months.
- Recruitment and Marketing:
 - Bringing Hope, Love and Healing to the Community event: 07/09/2022
- Equipment: continued delays in equipment deployment for WCCCRT staff.
- Facilities: The majority of cubicles need replacement panels for sound barriers.
- Call Center and dispatch software training continues.
 - In the process of testing the Call Center Hub module and discussing module customization with Behavioral Health Link (BHL).
 - Mobile Flow training is being conducted and Mobile Dispatch module is being tested.
- Continue expanding the Mental Health Urgent Care Clinic to a 24/7 operation.
 - Current hours: Monday – Friday, 8 AM to 12 AM. Saturday and Sunday, 10 AM – 6 PM.
 - Recruitment challenges delay 24/7 opening.
- Continue developing response protocols and workflows influenced from the community input sessions.
- Training:
 - Call Center Mental Health Program Coordinator will begin call center training for any new staff.
 - Response Team staff will begin shadowing similar teams.

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Community Wellness Response Team Project Plan – Monthly Updates

July 2022

- Hiring and recruitment continues:
 - 3 candidates for Senior Mental Health Counselor contacted for the interview opportunity, 1 response, 1 interview pending.
 - 2 candidates for Behavioral Health Peer Specialist contacted for the interview opportunity, 2 responses, 2 interviews scheduled. A conditional job offer was made for a Response Team Behavioral Health Peer Specialist on 06/28/2022.
 - 5 candidates for Mental Health Counselor (Response Team) contacted for the interview opportunity, 3 responses, 1 declined, 2 interviews.
 - A conditional job offer was made for a Response Team Senior Behavioral Health Peer Specialist on 06/23/2022.
 - A conditional job offer was made for a Call Center Mental Health Counselor on 07/01/2022.
- Recruitment and Marketing:
 - You Betta Work Job Fair: 06/23/2022
 - Meeting with communications firm to review program marketing strategies and recommendations: 07/14/2022
- Call Center and dispatch software training continues:
 - Call Center Hub module is in the stage of testing in User Acceptance Testing (UAT) environment.
 - 13 staff began attending UAT for call center software.
- Continue expanding the Mental Health Urgent Care Clinic to a 24/7 operation.
 - June 27th – Clinic hours expand to provide services from 8am to 12am.
 - July 11th – Clinic hours shift to a 24/7 model, with no new admissions after midnight. This will provide the new night shift team the opportunity to receive adequate training.
 - July 25th – The 24/7 soft opening will occur.
- Continue developing response protocols and workflows influenced from the community input sessions.
- Mental Health Program Coordinator will begin staff training for any new staff.

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June 2022

- Hiring and recruitment continues:
 - 1 candidate for Senior Behavioral Health Peer Specialist contacted for the interview opportunity, 1 response, 1 interview.
 - 1 candidate for Behavioral Health Peer Specialist contacted for the interview opportunity, 1 response, 1 interview.
- Recruitment and Marketing:
 - Youth Advocate Committee Meeting 06/10/2022: Staff attended and shared information about program and employment opportunities.
 - LGBT Community Center Economic Justice Program “How to get a job with the County” LiveStream– 6/10/2022: Staff and HR presented re: employment opportunities.
 - Peer Empowerment Conference 06/11/2022: Staff attended and shared information about program and employment opportunities.
 - SacPride Festival 06/11-12/2022: staff attended and distributed program and recruitment information to 200 attendees.
 - Juneteenth Festival 06/18/2022: staff will attend Juneteenth Festival to distribute program and recruitment information.
- Developing a marketing strategy influenced by community input to ensure program outreach and communication .
- Training:
 - Mental Health Program Coordinator will begin staff training for any new staff.
 - Program Manager and Program Coordinator attended meeting with organization to identify a program for peer training in accordance with state guidelines.
- Expanding the Mental Health Urgent Care Clinic to a 24/7 operation.
- Developing a strategy for coordinating services with Community Based Organizations as recommended in the community input sessions.

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As of 2/17/2023

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Community Wellness Response Team Project Plan – Monthly Updates

June 2022 (continued)

- Call Center and dispatch software training continues.
- Continue developing response protocols and workflows influenced from the community input sessions.
- Equipment: Continued delays in equipment needed to support call center and response team staff include laptops, call center software, headsets on backorder.
- Facilities: Meeting scheduled to review recommendation of separate back-up power source to support 24/7 call center operation due to current system inability to support call center needs.

May 2022

- Hiring and recruitment continues:
 - Refreshed lists requested for all positions, 1 new Program Coordinator added to list, did not respond to request for interview.
 - 2 Mental Health Counselors hired and in the process of onboarding.
 - 10 candidates for Senior Behavioral Health Peer Specialist contacted for an interview opportunity; 4 responses, 1 decline, 3 interviews scheduled.
 - 96 candidates for Senior Office Assistant contacted for the interview opportunity, 22 responses, 11 declines, 5 interviews completed.
- Recruitment Marketing:
 - NAMI Walks 05/07/2022: 5 staff attended and distributed program and recruitment information to 50 attendees.
 - Sacramento County Career Fair 05/17/2022: Discussed program and positions with 15 attendees. Follow up emails were sent to 3 potential candidates.

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May 2022 (continued)

- Staff training further delayed due to hiring challenges. Mental Health Program Coordinator that was hired to support interviewing and develop training continues previous job duties while supporting replacement. This delay is due to hiring challenges in other BHS positions.
- Begin developing response protocols and workflows influenced from the community input sessions.
- Mental Health Program Coordinator will begin developing staff training.
- Call Center and dispatch software training to begin.
- Equipment: Continued delays in equipment needed to support call center and response team staff include laptops, call center software, headsets on backorder.
- Facilities: Continue to look into separate back-up power source to support 24/7 call center operation due to current system inability to support call center needs. Recommendation received.

April 2022

- Hiring and recruitment continues:
 - WCCCRT hiring information is being posted across Sacramento County social media. [Join the Behavioral Health Crisis Response Team \(saccounty.gov\)](https://www.saccounty.gov/join-the-behavioral-health-crisis-response-team)
 - 2 candidates for Mental Health Program Coordinator contacted for interview opportunity, 2 responses, 1 declined, 1 interview, 0 offered position.
 - Updated Senior Office Assistant list was made available the first week of April and is currently being reviewed to build a list of interview candidates for interviews to be scheduled tentatively the first week of May. March update: 2 responses, 2 interviews scheduled, 0 interviews occurred, 0 offered position.
 - Response Team Health Program Manager was on the local news to share about WCCCRT program and recruitment information.

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April 2022 (continued)

- 2 candidates for Mental Health Program Coordinator contacted for interview opportunity, 2 responses, 1 declined, 1 interview, 0 offered position.
- Updated Senior Office Assistant list was made available the first week of April and is currently being reviewed to build a list of interview candidates for interviews to be scheduled tentatively the first week of May. March update: 2 responses, 2 interviews scheduled, 0 interviews occurred, 0 offered position.
- Response Team Health Program Manager was on the local news to share about WCCCRT program and recruitment information.
- Staff training has not begun due to hiring challenges. Mental Health Program Coordinator that was hired to support interviewing and develop training is currently continuing previous job duties while supporting replacement. This delay is due to hiring challenges in other BHS positions.
- Facilities: Looking into separate back-up power source to support 24/7 call center operation due to current system inability to support call center needs.
- Equipment: Delays in equipment needed to support call center and response team staff include laptops, call center software, headsets on backorder.

March 2022

- Mental Health Program Coordinators will develop a training plan based on recommendations from the community input.
- Recruitment Marketing: LGBT Center “You Betta Work” Job Fair 03/10/2022.
- 33 candidates for Senior Office Assistant contacted for interview opportunity, 5 responses, 3 declined, 2 interviews scheduled.

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Community Wellness Response Team Project Plan – Monthly Updates

February 2022

- Recruitment Marketing Strategies: [Sac County Application Workshop](#) (monthly) 02/24/2022
- Program Description: revision in process
- SCMHB's amended bylaws were approved by the Board of Supervisors on 02/15/2022 which includes the WCCCRT Advisory Committee as a subcommittee of the Mental Health Board.

January 2022

- Hiring and recruitment continues: position recruitment flyers for each position (five) were posted to the job opportunities website. <https://www.governmentjobs.com/careers/sacramento>. 1 of 1 Administrative Services Officer 1 hired, 7 candidates for Mental Health Program Coordinator contacted for interview opportunity, 3 responses, 2 declined, 1 interview, 1 accepted position.
- Evaluated Emergency Response call data to identify peak call times to inform the program staffing model, and identify key geographic placement of the response teams within Sacramento County: Data was reviewed by Research Evaluation Performance Outcomes (REPO) and reports provided to Project Development Team. Project Development Team is reviewing data relative to staffing. Additional data is needed for further consideration.
- Software for call center identified. In process of purchasing.
- Community Stakeholder Presentations:
 - 1) Cultural Competence Committee
 - 2) Mental Health Board Adult System of Care Subcommittee
 - 3) Expert Pool

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Community Wellness Response Team Project Plan – Monthly Updates

October – December 2021:

- Hiring and recruitment continues: 2 of 2 Health Program Managers hired. 1 of 1 Administrative Services Officer 2 hired. 10 candidates for Mental Health Program Coordinator contacted for interview opportunity, 5 responses, 1 declined, 4 interviews, 1 offered and accepted position. Additional recruitment materials developed (i.e. Position specific flyers and full announcements for each position).
- Equipment: equipment/technology needed for the WCCCRT researched and identified.
- Call Center Software/Hardware: research of call center software options.
- Sacramento County Behavioral Health Services hosted a virtual report back from the Community Stakeholder Workgroup Meeting on Monday, December 13, 2021, from 3:00 – 5:00 PM. The purpose of this meeting was to report and share the community input gathered to inform the design of the Wellness Crisis Call Center and Response Team (formerly Alternatives to 911 for Mental Health).
- Sacramento County Mental Health Board (SCMHB) reviewed and approved proposed amended bylaws that included the need of a Behavioral Health Services Wellness Crisis Call Center and Response Team Advisory Committee on December 15, 2021.

July – September 2021:

- Sacramento County Behavioral Health Service planned and held 4 virtual community stakeholder workgroup meetings in the month of August about the Wellness Crisis Call Center and Response to collect input from community members.
- Wellness Crisis Call Center & Response Team (WCCCRT) model and protocols were developed.
- Initial recruitment planning began: Job descriptions & recruitment materials were developed and posted to begin hiring for positions.

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