



# Without a CIT roadmap you're just wandering

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STARTING OR IMPROVING YOUR CIT PROGRAM  
Using the Core Elements

*Presented by  
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# Agenda

- ▶ Common Concerns impacting CIT Programs nationwide
- ▶ Using the Core Elements for your CIT Program – Your Roadmap
- ▶ Assess Your Program
  - Training
  - CIT Program
  - Readiness to start a CIT Program
- ▶ Q&A



# Common Concern/Issues

- ▶ Train all movement – cookie cutter training
- ▶ Keeping people engaged
- ▶ Keeping the program going
- ▶ Moving from training to implementing (CIT Program vs. CIT Training)
- ▶ Finding new leadership
- ▶ Keeping leaders at all levels involved
- ▶ Doing Advanced or Refresher training – time
- ▶ Getting funding



# Table Top Exercise

## Self Assessment Tool



# CIT Program Core Elements

## ▶ *Ongoing Elements*

- ▶ Partnerships: Law Enforcement, Advocacy, Mental Health
- ▶ Community Ownership / Identity: Planning, Implementation & Networking
- ▶ Policies and Procedures

## ▶ *Operational Elements*

- ▶ CIT: Officer, Dispatcher, Coordinator (LEO, Mental Health, Advocate)
- ▶ Curriculum: CIT Training
- ▶ Mental Health Receiving System: Emergency Services

## ▶ *Sustaining Elements*

- ▶ Evaluation and Research
- ▶ In-Service Training
- ▶ Recognition and Honors
- ▶ Outreach: Developing CIT in Other Communities



# The Road Trip



# CIT Partnership

*Ongoing Element*





# What it should look like: Core CIT Partners

## ▶ Law Enforcement

- Officers = Police/Sheriff
- Corrections
- Probation/Parole
- Dispatchers/911

*Remarkable*  
**Partnerships**

## ▶ Mental Health

- Psychiatrists/Psychologists/Social Workers, etc.
- Community Mental Health
- Crisis Centers/Crisis Stabilization

## ▶ Advocates

- NAMI
- Consumer Groups/Peer Specialist



# Other Partners to consider

- ▶ Judiciary
- ▶ Substance Abuse Providers
- ▶ Hospitals
- ▶ EMS
- ▶ Veteran's Services
- ▶ Homeless advocates and service agencies
- ▶ Others?



# Potential Problems

- ▶ Lack of Trust
- ▶ Turf issues
- ▶ Different Cultures
- ▶ Different Agendas
- ▶ Lack of understanding of the issues
- ▶ Lack of understanding of the CIT
- ▶ Community Politics



# Engaging and Keeping CIT Partners

- ▶ Identify energetic, passionate people
- ▶ Defining the roles and tasks of the partners
- ▶ Understanding Cultures
  - Law Enforcement
  - Mental Health
  - Individuals and Families
- ▶ Understanding Agendas
  - What's in it for them?
  - What motivates them?
  - What do they have in common?
  - What are their desired outcomes?

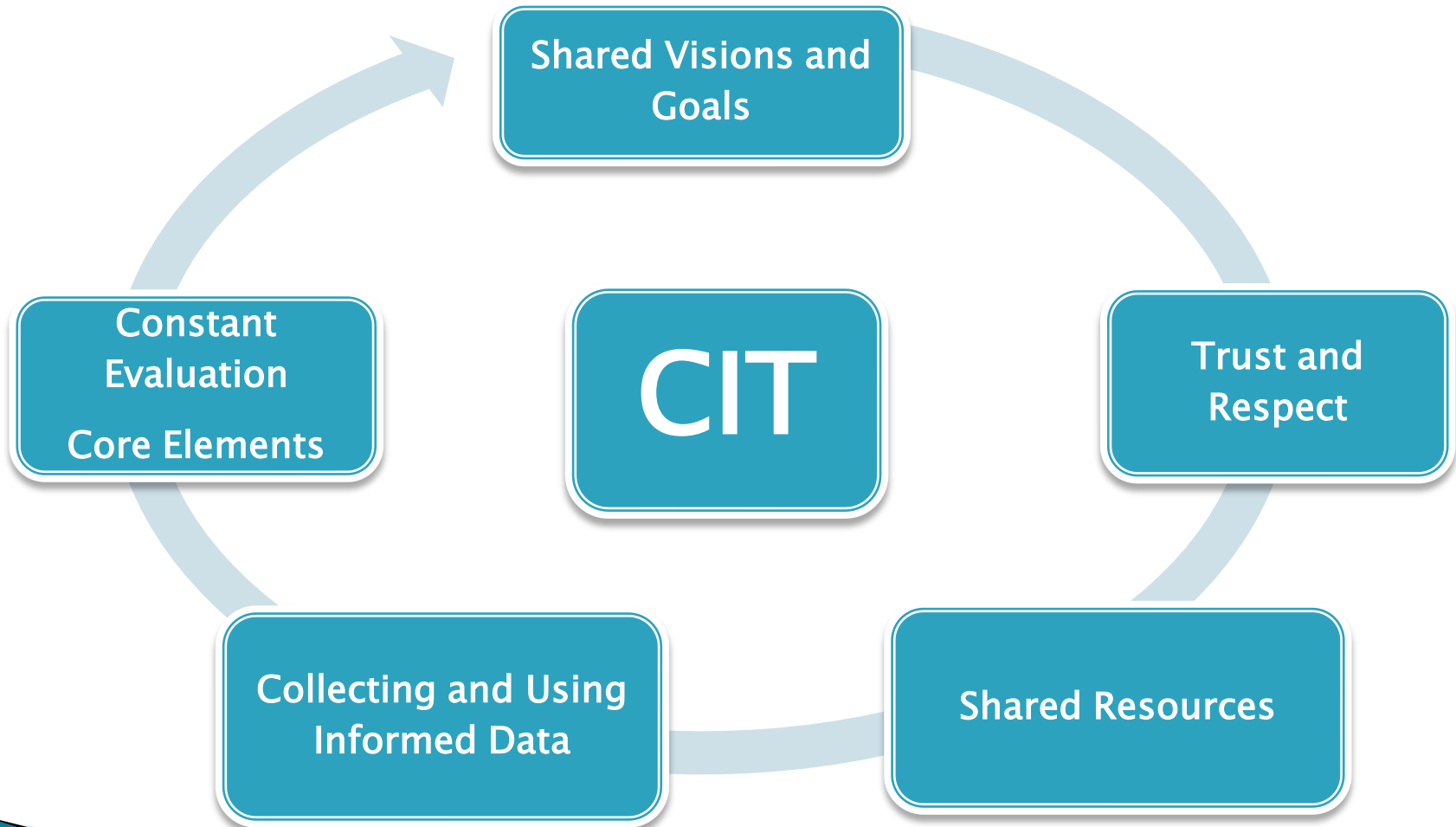


# Overcoming Challenges and Barriers with Engaging Partners

- ▶ Differences in culture leads to difference in agendas
  - Listen to each other – let go of egos
  - Learn about each other and what's important
  - Find the common element for all
  - Focus on rallying around what is alike, not what is different
  - Develop a common vision and goals
  - All must know and understand the CIT Program model
  - Make sure there is something for everyone no single ownership



# Creating and Keeping the Collaborative Culture



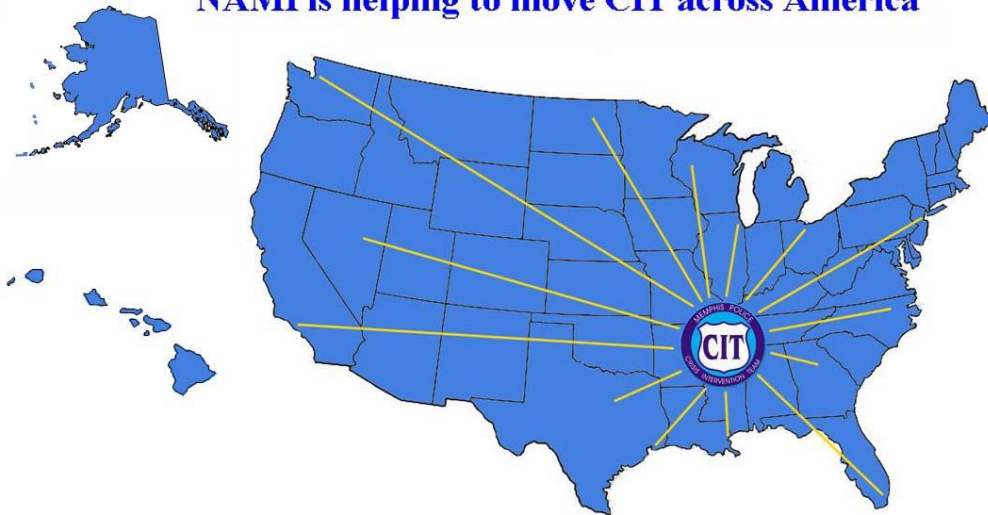
*More than a signed letter of support and a quarterly meeting!*

# CIT is about Relationships

**Relationships – working together with trust and respect**



**NAMI is helping to move CIT across America**



**Building Roads & Bridges**

# The Road Trip



Partners

Steering Committee



# Steering Committee

## Core Partners +

- ▶ Create/Review the roadmap to develop, implement and sustain your CIT program
- ▶ Keep you on course
- ▶ Get you to your destination, manage change and foster excellence



# Potential Problems



- ▶ Domineering leader
- ▶ Member drop off
- ▶ Leader leaving
- ▶ Lack of clear, shared purpose and goals
- ▶ Lack of Agenda
- ▶ Lack of focused tasks, shared tasks
- ▶ Personality conflicts
- ▶ Time constraints with meeting



# Overcoming Barriers

- ▶ Have Co-facilitators
- ▶ Have succession plan for leadership
- ▶ Develop clear, shared purpose and goals
- ▶ Have an agenda – make meeting meaningful
- ▶ Have meaningful tasks
- ▶ Give recognition and credits to members
- ▶ Have ground rules or rules of engagement to minimize personality conflicts
- ▶ Be respectful of everyone's time and commitment



# Steering Committee must...

- ▶ Have passionate leaders
  - Law Enforcement
  - Mental Health
  - Advocacy
- ▶ Build trust and work together
  - sharing tasks
- ▶ Know the community system
  - map it
- ▶ Be willing to identify changes and be flexible with change
- ▶ Create, elevate and nurture Community Ownership and Identity – *this will keep it alive*



# CIT Community Ownership/Identity

*Ongoing Element*

CIT is NOT a Law Enforcement Program  
It's a Community Program

# Ownership/Identity??

- ▶ All partners have a stake in the CIT Program
- ▶ Leadership at all levels – executive, middle and front line
- ▶ Willingness to develop policies and procedures that support CIT within organizations
- ▶ Key communities leaders are a part of it
- ▶ Means to talk about and report about CIT
- ▶ Nurture and Honor the CIT Officer



# The Road Trip



# CIT Training

*Operational Element*





# CIT Training

- ▶ Forty (40) Hour training
- ▶ Use multiple trainers with subject matter expertise
- ▶ Use a co-trainer model – De-escalation
  - Mental Health/Law Enforcement
- ▶ Selecting and Preparing trainers
- ▶ Selecting officers for the training



# Potential Problems

- ▶ Lack of preparation of trainers
- ▶ Class size too large
- ▶ No selection for officers
- ▶ Losing trainers
- ▶ Learning methods not varied enough
- ▶ Not understanding site visits
- ▶ Training gets stale



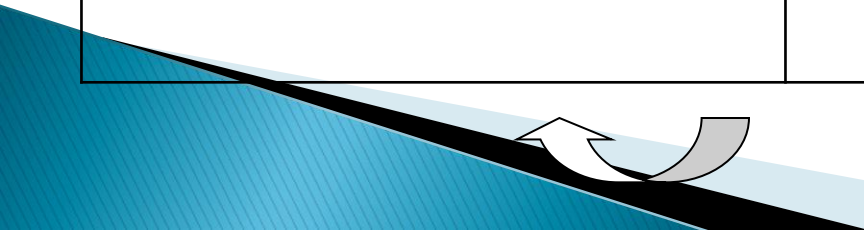
# CIT Training

- ▶ CIT training must be relevant to the deputy or officer –
- ▶ CIT training must emphasize Safety
- ▶ CIT training must show a relationship with the community crisis system
- ▶ Each part of the CIT training must build on each other





KNOWLEDGE	EXPERIENCING, SENSITIZING, BUILDING EMPATHY	EXPERIENTIAL, PRACTICAL APPLICATION
<p>Understanding Mental Illnesses</p> <p>Medications</p> <p>Assessing for Suicide and Suicide Prevention</p> <p>Substance Abuse/Co-occurring</p> <p>Developmental Disabilities</p> <p>Commitment Laws</p>	<p>Hearing Voices exercise</p> <p>Site visits - Meeting with consumers</p> <p>Family and Consumer perspectives</p> <p>Communication skills</p>	<p>De-escalation</p> <p>Scenario based –</p> <p>Role Plays</p> <p>Feedback</p> <p>Graduation – what is expected of me!!</p>



# De-escalation Training



- ▶ Co-Trainer Model – teaching as a “team”
- ▶ De-escalation Skills / Scenario Practicum
- ▶ Defined coaching and feedback process
- ▶ Recommending minimum of 10-hours de-escalation training (includes didactic and scenarios)



# Don't Forget...

# Training for Dispatch



## CALLING ALL DISPATCHERS!

Be part of the Crisis Intervention Team!  
Participate in a 2-day training for dispatchers.

**When:**  
Monday, September 21 &  
Tuesday, September 22

**Where:**  
Portage County Sheriff's Office

**Registration:**  
Contact Laura at  
330.673.1756 ext 201 or  
laurab@mental-health-recovery.org

*Learn about:*

- ✓ Mental Health Conditions
- ✓ De-escalation Skills
- ✓ Active Listening Skills
- ✓ Pink Slip Procedures
- ✓ Trauma
- ✓ Suicidal Callers
- ✓ Practice Scenarios

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### Advanced Training for Dispatchers

Advanced training is optional for those taking the 2-day course, and is a refresher for those who have been through the training in the past.

*Advanced Training will focus on:*  
PTSD, Active Shooter, and Practice Scenarios

**Wednesday, September 23**  
at the Portage County Sheriff Office

**Registration:**  
Contact Laura 330.673.1756 ext 201



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Sponsored by



Portage County Crisis Intervention Team

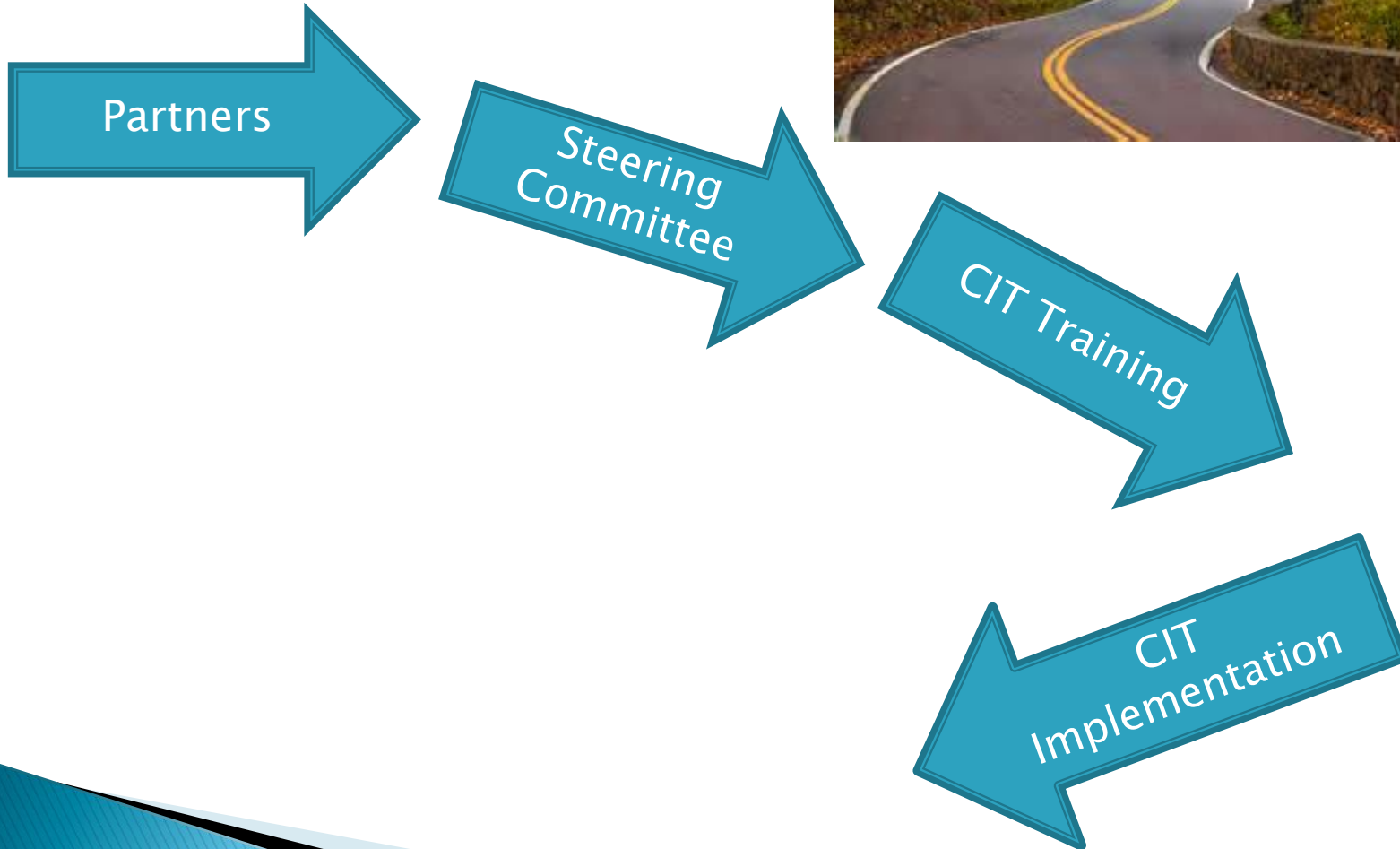
Portage County Sheriff's Office

Recommend at least an 8 hour training

Many communities are doing up to 16 hours

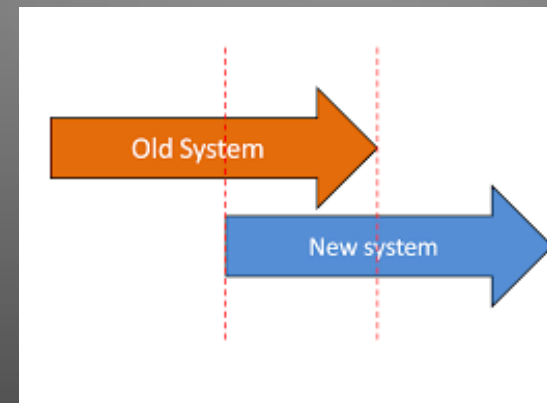
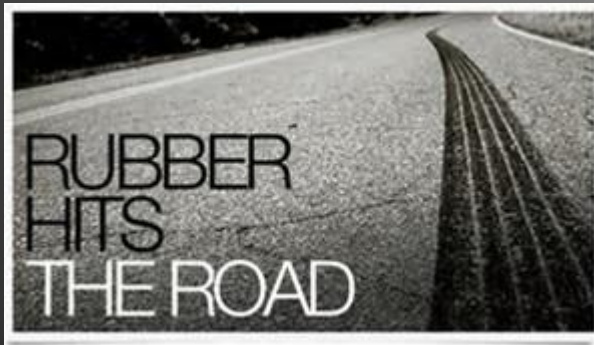
Several communities have Dispatchers go through the 40 hour training

# The Road Trip



# CIT IMPLEMENTATION

*Operational Element*





**Question:** Friday afternoon – After CIT  
Graduation

**YES – Officers are walking away from ‘Great’  
training**

**But –**

**What are they walking into ?**

- ✓ Is CIT Identity real – more than training ?
- ✓ Are partnerships structured and engaged within CIT Identity ?
- ✓ Is there a community “Ownership” of CIT ?

# Roles within CIT Program

- ▶ CIT: Officer, Dispatcher, Coordinator
  - CIT Officers (specialist – serving in patrol)
  - Dispatch -- (911 Communications – next slide)
  - CIT Law Enforcement Coordinator
  - Mental Health Coordinator
  - Advocacy Coordinator
  - Program Coordinator (Multi-jurisdictional)



# Crisis Call Event (policy)



Collecting  
information & Call  
Classification &  
Dispatching CIT



CIT Specialist

Uniform Patrol



Generalist

# ROLES OF THE COORDINATORS

- ▶ Brings leadership skills
- ▶ Each acts as a liaison with other partners / coordinators and community
- ▶ Assist with leading the Steering committee
- ▶ Assist with the development of the training, facilitate training, ongoing training
- ▶ *New* – CIT International CIT Coordinator's Certification course



# Roles of the Coordinators

- ▶ Help facilitate implementation of CIT
  - Policies and procedures
  - Nurture the Identity of CIT officers
  - Responsiveness of mental health system
  - Educate internal and external systems – Communication plan
  - Refresher or Advanced training
  - Recognition efforts
  - Feedback loops for information, successes, improvements
  - Data collection
- ▶ Assist with growth and sustainability efforts



# Community MH Services Supporting CIT

- ▶ Emergency Service (ER) & Assessment Center
- ▶ Convenient Access to health care services (near)
- ▶ Crisis Stabilization Services
- ▶ Alcohol / Substance Abuse Services
- ▶ Respite (referrals) and/or Mobile Crisis Services
- ▶ User Friendly & Seamless Systems / Infrastructures



# The Road Trip



# CIT SUSTAINMENT AND GROWTH

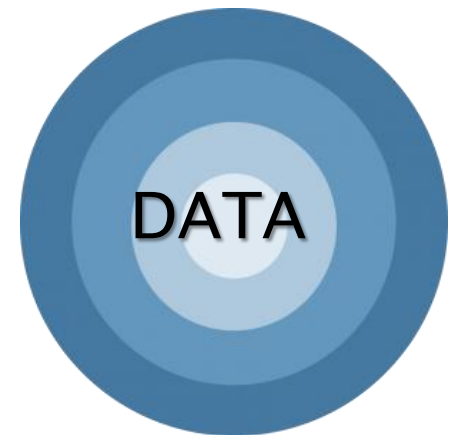
*Sustaining Element*





# Information, Evaluation and Research

- ▶ Documentation / Collecting Information is important
- ▶ Agency cooperation is a work in progress
- ▶ Correctly interpreting information
- ▶ Using data and information for feedback, to sell the program and for program improvements



# Examples of possible collectable information

- ▶ Law enforcement overall call volume
- ▶ Law enforcement calls related to mental illness crisis events
- ▶ Mental health crisis service requests (mobile crisis team)
- ▶ Emergency health care service specific to crisis events
- ▶ Jail arrest related to mental illness and/or co-occurring issues
- ▶ Jail census rates for individuals with mental illness
- ▶ Prison census rates for individuals with mental illness
- ▶ Transport rates specific to State commitment procedures



# KEEPING STATE CIT STATS

State of Ohio  
CRISIS INTERVENTION TEAM  
*TRAINING*  
May 2000 – March 2016

*Total of 86 Ohio Counties = 8,722 out of 24,061 Full-Time officers*  
*= 36%*

Sworn L E officers per county that have CIT training:

63 counties 21% to 100%

9 counties 16% – 20%

1 county 11% to 15%

7 counties 6% to 10%

6 counties 1% to 5%

2 counties 0%



# Advanced CIT Courses



# Regular CIT Steering Committee Meetings



# FEEDING & NURTURING

Winter 2013-14 Edition

December 21, 2013

## OHIO CIT NEWS

### Congratulations

To **Jackson** and **Shelby** counties for exceeding twenty-one percent (21%) of all full-time Law Enforcement officers having attended a CIT Course this quarter. It is always a pleasure and satisfying when we get to change the Ohio color coded CIT County map to RED!



**Ohio CIT Officer of the Year 2013**

**Officer Brett McShane**

Norton Police Dept.-Summit County

**Total of 86 Ohio Counties = 6,653**  
**out of 23,366 Full-Time officers =**  
**28%**

Sworn L E officers per county that have CIT training: 46 counties 21% to 100%

6 counties 16% - 20%

10 counties 11% to 15%

12 counties 6% to 10%

9 counties 1% to 5%



**The "Evelyn Lundberg Stratton" 2013  
CIT Champion of the Year Award**

**Cmdr. David Malawista**

Athens Police Dept. &

(pictured: Mike DeWine, Malawista, Stratton)



# Recognition and Honors

Everyone wants to know that they are valued and appreciated!

## ▶ Show them:

- Annual Awards Banquet
- Civic Recognition (news articles, public acknowledgement)
- Plaques /certificates/a box of chocolates
- Donations



# CIT Law Enforcement, Mental Health Provider, Advocate of the Year Awards





# Course Graduation Pictures



# Sustaining CIT

Must maintain an *Identity*



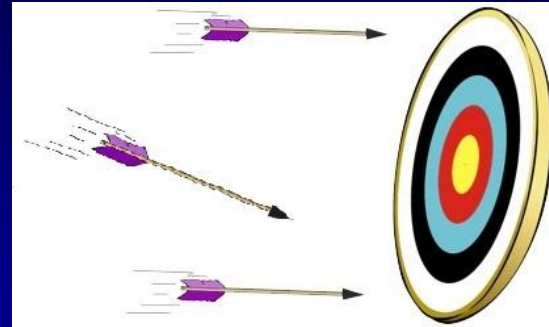
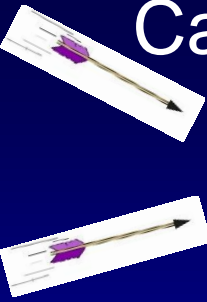


Your PA CIT Road Trip  
Enjoy the journey, nurture your destination

# BUT WAIT....Can CIT get *LOST*???



# Can CIT be “Lost” – *as in* – missing the Target ?



1. “Leaders” move-on: Failure to replace CIT “leaders”
2. Minimize role of “Coordinators” / Nurturing
3. Withdrawal of one-or-more Partners
4. Law Enforcement dominance / controlling
5. Minimize “focus” of CIT Core Elements
6. Training becomes “primary” (only) role
7. Absence: Addressing Long / Short Term Goals
8. Not supporting MH infrastructures / systems
9. No CIT Identity or losing CIT Identity --- *therefore,*
10. Without CIT Identity – **Ownership** cannot be achieved



# From the Past – Yes, CIT can “stop”

Portland, OR  
Started in 1994



Lessons  
Learned

## In Chasse Case, a System That Lost Its Way

August 6th, 2010 | Published in News

By Matthew Singer

“... But the deeper problem, according to Horey, is the continual “reinventing of the wheel” when it comes to dealing with the mentally ill. Every new official brings a different agenda, she says, when the most effective methods are already understood.”

# From the Past – Yes, CIT can “stop”

Portland, OR CIT Started in 1994

DOJ 2012 Report: page 20, first paragraph

[http://media.oregonlive.com/portland\\_impact/other/PPB%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

Lessons  
Learned

- **While we commend PPB for training all officers on crisis matters, this approach assumes incorrectly that all PPB officers are equally capable of safely handling crisis situations and fails to build greater capacity among qualified officers.** Certainly circumstances will arise when a specialized crisis intervention officer is not immediately available, or when despite the training and experience, a specialized crisis intervention officer is unable to de-escalate a situation sufficiently to prevent the need of a significant use of force. However, **there is growing evidence that a crisis team response is likely to result in a better outcome and reinforce public confidence in policing.**

# From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

Lessons  
Learned

DOJ 2012 Report: page 20, second paragraph

[http://media.oregonlive.com/portland\\_impact/other/PPB  
%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

- **First, not every officer is well suited to effectively deal with people with mental illness.**
- **For example, during our investigation a patrol officer stated that his job was “to put people in jail, not to provide social services.” ....**
- A team of crisis intervention officers reduces the likelihood of encounters of such officers with people in mental illness crisis.



# From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

Lessons  
Learned

DOJ 2012 Report: page 20, third paragraph

[http://media.oregonlive.com/portland\\_impact/other/PPB%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

- ❑ **Second, departments cannot rely on academy crisis intervention training to develop officer expertise in working with individuals with MI.**
- ❑ **New recruits in a basic police academy are not generally ready to receive, absorb and implement critical information about how mental illness calls need a different response than the more common police calls. Continued on Next Slide**

# From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

Lessons  
Learned

DOJ 2012 Report: page 20, third paragraph

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## **Continued from previous slide:**

- ❖ **Trainees at that level are overwhelmed with information and generally lack the maturity ...**
- ❖ **Although basic MH training should be provided to all officers as part of the academy, it is not the optimal time to provide extensive crisis intervention training.**

# From the Past – Yes, CIT can “stop” Portland, OR CIT Started in 1994

DOJ 2012 Report:

Bottom of page 20, top of page 21 / fifth paragraph

[http://media.oregonlive.com/portland\\_impact/other/PPB%20Letter%20of%20Findings.pdf](http://media.oregonlive.com/portland_impact/other/PPB%20Letter%20of%20Findings.pdf)

.... Crisis intervention officers did not receive a special status like [other] trained officers.



**WARNING**

**No CIT Identity =  
No Ownerships**

# Minimizing of “ CIT ”

- (<) “Cookie Cutter” Training
- (<) No CIT Identity & No Ownership
- (<) Generic Training (no specialist)



## Warnings:



- i. Minimize - inclusion of people living with MI
- ii. Minimize - hours of verbal de-escalation training
- iii. Minimize - participation of advocates
- iv. Miss-Understanding of the term: **CIT Site Visits**
- v. Coordinators not engaged to Nurture CIT
- vi. Minimal or No Leaderships / Partnerships



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Enjoy the journey, nurture your destination



# CONTACT INFORMATION

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