

The Improving People's Access to Community- Based Treatment, Support, and Services (IMPACTS) Grant

Report on the 2021-2023 biennium implementation of the IMPACTS Grant

Program as created by the 2019 SB 973



Oregon Criminal
Justice Commission

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Executive Summary

The Improving People’s Access to Community-based Treatment, Supports and Services (IMPACTS) grant program was established by the Oregon Legislature through Senate Bill (SB) 973 in recognition of the shortage of comprehensive community supports and services for individuals with mental health or substance use disorders that lead to their involvement with the criminal justice system, hospitalizations, and institutional placements.¹ The IMPACTS grant program is administered by a Grant Review Committee, established through SB 973, and coordinated by the Oregon Criminal Justice Commission (CJC) in consultation with the Oregon Health Authority (OHA). As the administering body, the Grant Review Committee is authorized to award funds and to establish and track quality improvement measures of the funded programs.

The Oregon Legislature appropriated \$10 million to the IMPACTS grant program during the 2019–2021 biennium and appropriated additional funding in the two subsequent biennia. IMPACTS’s intent is to fund programs operated by Oregon’s counties and federally recognized Indian tribes that provide supports and services to a target population of individuals with frequent criminal justice and emergency services involvement. The goal of these funded programs is to increase the availability of community-based supports and services for the target population and reduce the frequency with which persons served by the program are involved with the criminal justice system and rely on emergency services, including institutional healthcare placements. In its 2022–2024 grant cycle, the IMPACTS Grant Review Committee funded four new programs, representing five counties, as well as awarded additional funding to 10 of the original grantees. Grantees now represent 11 counties and five federally recognized Indian tribes.

Per SB 973, this report includes qualitative information available to date on program outcome measures and evaluation, recent demographic and quantitative program outcome data, and an overview of the existing funded programs.

Key Findings

- A total of 477 clients have engaged in IMPACTS services in the four months post implementation of client-level data reporting.²
- Co-occurring mental health and substance use disorders were reported among 79.4 percent of IMPACTS clients.
- Housing is one of the greatest needs among the IMPACTS target population, as 22 percent of individuals reported living in a tent or outside.
- Of the clients with one or more jail encounters and of the clients with one or more emergency department admissions, in the year prior to enrollment, the average number of bookings was 4.2 and the average number of admissions was 5.8.
- Nearly one-third of IMPACTS clients reported tribal affiliation.
- Among the 72.6 percent of clients with known substance use disorder, 62.2 percent reported use of methamphetamine and 48.4 percent reported alcohol use.

The current grant cycle ends June 30, 2024.

¹ See Oregon Laws 2019, ch 563, § 1-14 (Regular Session). Available at <https://olis.oregonlegislature.gov>.

² Client-level reporting was implemented in July 2023. At the time of publication of this report, data is available through October 2023.

ORS 192.245(2):

A copy of the report may be obtained by contacting the Oregon Criminal Justice Commission at (503) 378-4830 or cjc.grants@cjc.oregon.gov. The full report may also be accessed online at: <https://www.oregon.gov/cjc>.



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I. Introduction

IMPACTS grant programs share a common goal of reducing their target populations’ involvement with the criminal justice system and the frequency with which those individuals rely on emergency medical services, including institutional healthcare placements, by increasing the availability of community-based supports and services.

The IMPACTS grant program recently received \$10 million in the 2023 legislative session for use in the 2023–2025 biennium. It had previously received a \$10 million appropriation in the 2019–2021 biennium and in the 2021–2023 biennium, respectively. There are a total of 15 IMPACTS grant programs operating across the state, serving five of Oregon’s federally recognized tribes and 11 counties. The current grant cycle utilizing 2021–2023 funds ends on June 30, 2024, and a process for awarding 2023–2025 funds is currently under development, with a rollout planned for early 2024. The following is a summary of the currently funded programs:

Table 1. 2020–2024 IMPACTS Funded Programs

Grantee	Total Award To-Date
Clackamas County	\$708,400.00
Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians	\$322,264.96
Cow Creek Band of Umpqua Tribe of Indians	\$586,838.72
Deschutes County	\$4,711,354.57
Douglas County	\$3,252,592.92
Confederated Tribes of Grand Ronde	\$784,683.93
Hood River County*	\$137,260.00
Klamath Tribes	\$1,068,065.00
Lane County	\$2,847,072.53
Lincoln County	\$547,390.00
Multnomah County*	\$1,215,986.01
Umatilla County & Morrow County*†	\$621,328.08
Union County	\$862,951.14
Confederated Tribes of Warm Springs	\$498,575.09
Wasco County*	\$178,156.00

*New grantee funded in the 2022-2024 grant cycle

†Regional consortium



II. IMPACTS Evaluation and Outcome Measures

A. Evaluation Efforts

The Oregon Criminal Justice Commission (CJC) has partnered with multiple research teams at the Oregon Health and Science University (OHSU) for the purpose of IMPACTS research and evaluation. First, the Waddell Research Group at the OHSU-Portland State University School of Public Health (PSU SPH) completes local program evaluations for IMPACTS grantees and provides technical assistance to those programs for all grant cycles through 2026. As part of their local evaluation efforts, the Waddell Research Group developed and deployed the Research Electronic Data Capture (REDCap) software to capture deidentified data at the client level.^{3 4 5} Grantees report enrollment and follow-up data on individual IMPACTS clients across time. In addition to ongoing database maintenance and data quality monitoring and reporting, the Waddell Research Group hosted an IMPACTS grantee retreat in Seaside, Oregon, as part of the Northwest Regional Crisis Intervention Conference in May 2023. They also met with grantees one-on-one and in small groups throughout the year to give updates on the database transition, provide technical assistance with data reporting, and solicit feedback regarding meaningful and efficient reporting.

Several deliverables for this group include, but are not limited to, monthly updates to the CJC about the progress of existing projects, reporting of technical assistance summaries to the CJC, quarterly presentations to the IMPACTS Grant Review Committee (GRC) on REDCap data, and a grantee webinar aimed at providing an opportunity for local programs to share best practices and further refine data outcome measures. Further details on project scope are outlined in Figure 1 on the following page.

Second, a long-term evaluation project examining the statewide effects of IMPACTS program implementation is underway. The CJC launched this project with the OHSU's Center for Health Systems Effectiveness (CHSE) to collect outcome data for individuals across the state with frequent criminal justice and emergency services involvement using administrative data sources. Together, the CJC and the CHSE identified specific outcomes to measure, broadly seeking to study whether and how reductions were seen in (1) emergency department visits, (2) jail bookings, (3) institutional placements at the Oregon State Hospital (OSH), and (4) whether and how increases were observed in mental health and substance use disorder treatment rates in geographic areas operating IMPACTS programs versus those parts of Oregon without a local program. Data included in the CHSE's work are drawn from multiple administrative sources, including from the Oregon Judicial Department's eCourt/Odyssey systems, the Department of Corrections, the OSH, and Oregon Health Plan (Medicaid) claims from Integrated Client Services (ICS) at the Oregon Department of Human Services. These data are first linked to an individual by demographic information by ICS, and the CJC uses those links to connect an individual's data across

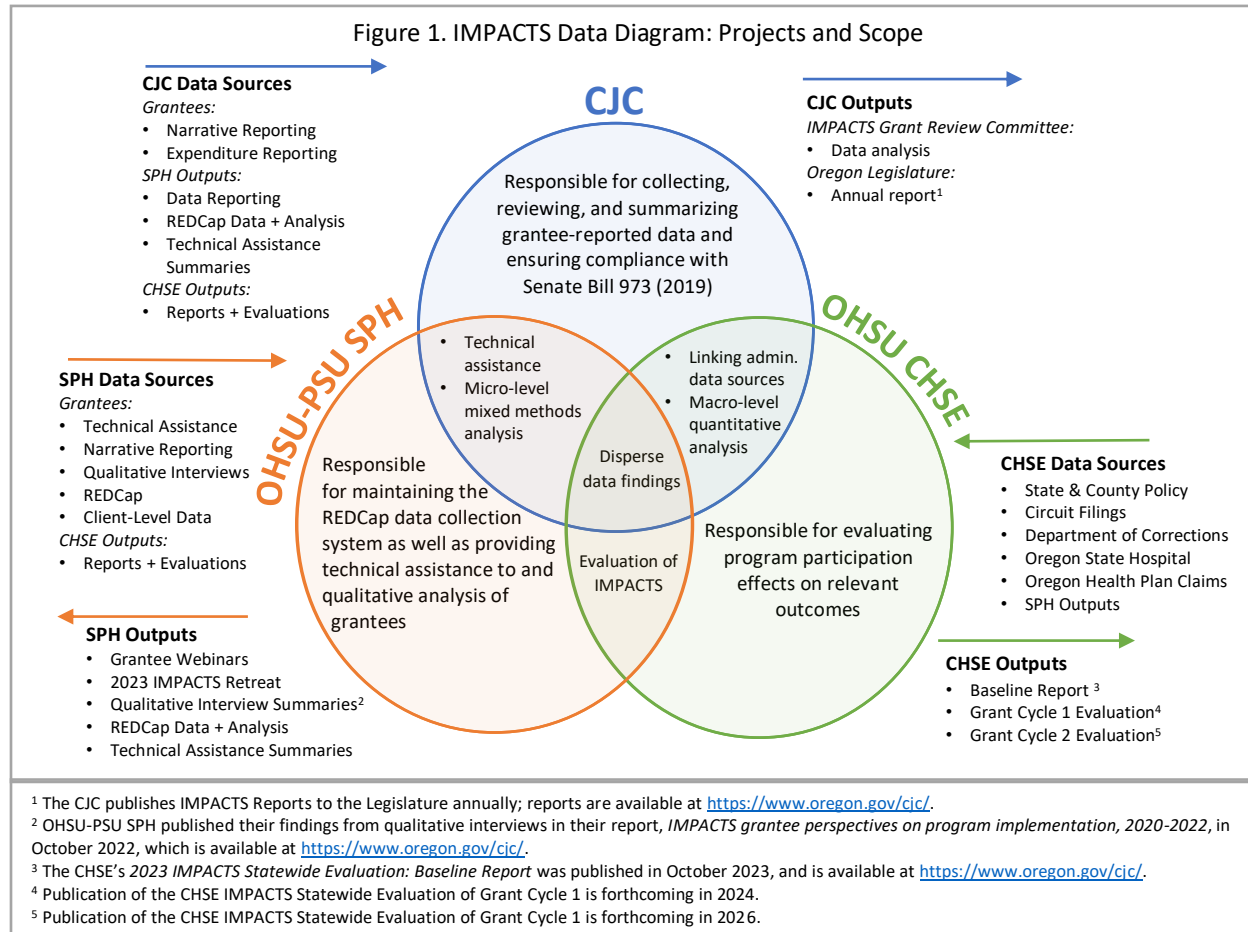
³ Study data were collected and managed using REDCap electronic data capture tools hosted at Oregon Health & Science University. REDCap (Research Electronic Data Capture) is a secure, web-based software platform designed to support data capture for research studies, providing 1) an intuitive interface for validated data capture; 2) audit trails for tracking data manipulation and export procedures; 3) automated export procedures for seamless data downloads to common statistical packages; and 4) procedures for data integration and interoperability with external sources.

⁴ Harris, PA, Taylor, R, Thielke, R, Payne, J, Gonzalez, N and Conde, JG. Research electronic data capture (REDCap) – A metadata-driven methodology and workflow process for providing translational research informatics support, *J Biomed Inform.* 2009 Apr;42(2):377-81.

⁵ Harris, PA, Taylor, R, Minor, BL, Elliott, V, Fernandez, M, O'Neal, L, McLeod, L, Delacqua, G, Delacqua, F, Kirby, J, Duda, SN and REDCap Consortium. The REDCap consortium: Building an international community of software partners, *J Biomed Inform.* 2019 May 9 [doi: 10.1016/j.jbi.2019.103208].

multiple streams, removing personally identifiable information from the data before provision to CHSE for evaluation.

The CHSE recently completed their *2023 IMPACTS Statewide Evaluation: Baseline Report*, examining the IMPACTS target population in 2018–2019 before implementation of local programs, and the report is published on the CJC’s website.⁶ Forthcoming are two additional IMPACTS statewide evaluations, covering the first four total years of program implementation (Grant Cycle 1: July 2020 – June 2022, and Grant Cycle 2: July 2022 – June 2024). Figure 1 below shows details of the CHSE’s project scope, as well as how the statewide evaluation efforts contrast to and complement other IMPACTS research and evaluation efforts.



Critically, IMPACTS data and evaluation efforts are not siloed; the CJC, the OHSU-PSU SPH (Waddell Research Group), and the CHSE meet regularly and work collaboratively to achieve the evaluation goals for the IMPACTS grant program. As shown in Figure 1 above, the CHSE incorporates findings from the client- and program-level as important context to their statewide evaluation, while the Waddell Research Group has opportunities to pivot local program reporting metrics in response to broader findings supported by administrative data at the state-level. These interwoven features of the CJC’s research partners are complimentary and make robust contributions to the evaluation work related to the grant program as a whole.

⁶ Renfro, S and Simeon, E. *IMPACTS Statewide Evaluation: Baseline Report*. Center for Health Systems Effectiveness, Oregon Health & Science University; 2023. Available at <https://www.oregon.gov/cjc/impacts/>.

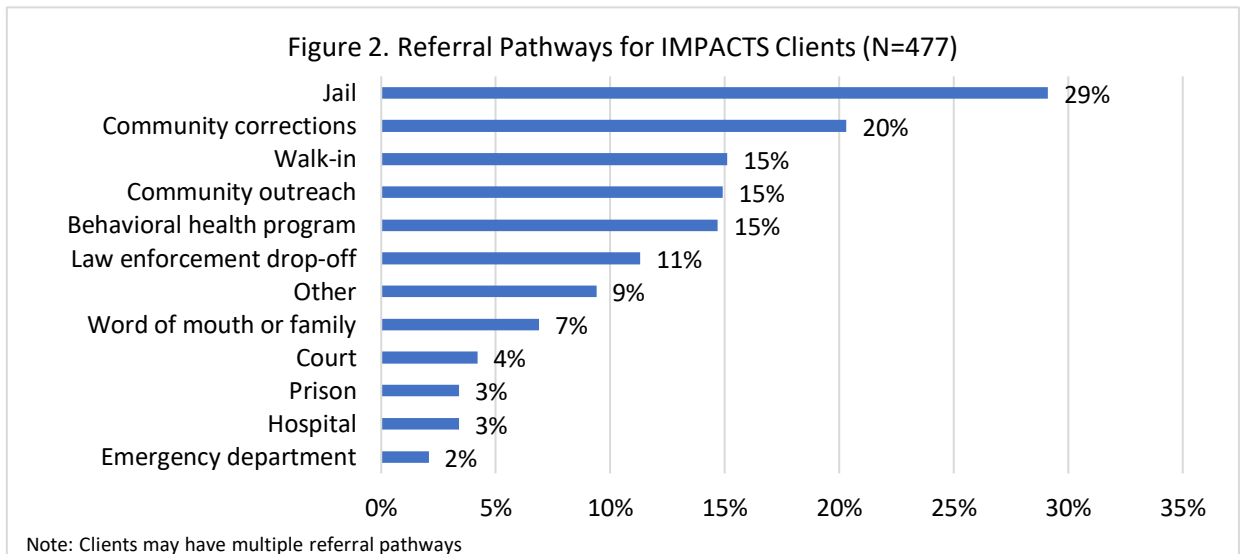


B. Explanation of Measurements and Changes Therein

The IMPACTS grant program captures deidentified data at the client level using a database supported by REDCap. The broad structure for data collection is as follows: upon referral to a local IMPACTS program, program staff record information about clients in a baseline form. Throughout this report, “baseline” refers to the data submitted regarding a client’s first month of contact with IMPACTS. For each client, local programs report referral pathways, demographic information, behavioral health conditions, and encounters with systems in the previous year, among other data, regarding their first month of contact with an IMPACTS program, which constitutes their baseline. Subsequent months of engagement are captured in a monthly update form by local programs, including client receipt of services and additional information on system encounters since the initial baseline measurement.

C. IMPACTS Clients Served

The IMPACTS target population consists of individuals with one or more behavioral health conditions and frequent interaction with criminal justice and healthcare systems in the state. Clients in local programs qualify for the target population by having one or more behavioral health conditions and one or both of the following: (1) four or more jail bookings and/or (2) designation of a high utilizer as defined by the local program, taking into consideration the local context of the jurisdiction in which the program operates.



IMPACTS clients are identified at a variety of different intercepts among the criminal justice system and healthcare settings. Above, Figure 2 shows common referral pathways for clients, measured in their respective month of enrollment in an IMPACTS program. Referrals to IMPACTS services were most commonly received via local jails (29 percent), community corrections agencies (20 percent), walk-ins (15 percent), community outreach by program staff (15 percent), and behavioral health programs (15 percent). Many grantees utilize resources such as electronic health records and their local jail rosters as well as rely on strong community and system partnerships to identify potential eligible clients and to plan for the earliest possible intervention. Union County’s IMPACTS program, for instance, often receives referrals from their local jail; and in a 2023 narrative report, provided the following client success story, which illustrates how this pipeline works.



The Union County IMPACTS team received notice from their local jail of the pending release of an individual who met the requirements of their target population. A member of the IMPACTS team met the prospective client at the time of release and transported the client to check in with their parole and probation officer. Afterward, they transported the client to Union County’s Center for Human Development and assisted them with reinstatement of their medical insurance coverage through enrollment in the Oregon Health Plan. In addition to scheduling needed medical and follow-up appointments for the client, the IMPACTS team transported them to a local Oxford House, where they were accepted into a housing program. Using IMPACTS funds, Union County also provided the client with temporary rental assistance so that they could focus on recovery and seeking employment. This jail referral allowed Union County’s IMPACTS team to intercept this individual at the earliest opportunity and set them up for success, working toward stabilization and reentry into the community.

Given the focus of the IMPACTS program, enrolled clients often present with significant behavioral health needs related to mental health and substance use. Table 2, to the right, looks at behavioral health conditions of clients in their respective baseline month. Approximately 73 percent of clients were known to have at least one mental health disorder that was self-reported, observed by staff, or formally documented at their baseline intake. Relatedly, about 35 percent of clients were known to have prescription medication for a mental health

Table 2. Behavioral Health among IMPACTS Clients at Baseline (N=483)

Mental Health Disorder†	Freq.	Item N	%
Has mental health disorder	347	478	72.6%
Has R medication for mental health disorder	169	479	35.3%
Medication compliance*	109	168	64.9%
Common Mental Health Diagnoses‡	Freq.	Item N	%
Trauma-/stressor-related disorder (includes PTSD)	139	344	40.4%
Depression	138	344	40.1%
Anxiety	129	344	37.5%
Schizophrenia and other psychotic disorders**	98	344	28.5%
Bipolar spectrum disorder	60	344	17.4%
Other diagnosis	43	344	12.5%
Unknown	33	344	9.6%
Other mood disorder	22	344	6.4%
Substance-induced psychosis	19	344	5.5%
Personality disorder	15	344	4.4%
Suicidal ideation/attempt/intentional self-harm	14	344	4.1%
Substance Use Disorder†	Freq.	Item N	%
Has substance use disorder	347	478	72.6%
Most Common Substances Used‡	Freq.	Item N	%
Methamphetamine	216	347	62.2%
Alcohol	168	347	48.4%
Cannabis	74	347	21.3%
Fentanyl	53	347	15.3%
Heroin	40	347	11.5%
Co-occurring Disorders (COD)	Freq.	Item N	%
Has COD	259	326	79.4%

† 22% of client records had “Don’t Know” selected for mental health disorder presence, 42.8% did not know for prescription medication, 29.2% did not know for medication compliance. 16.5% did not know for presence of substance use disorder.
 * Calculated only for those with prescribed medication.
 ‡ Measured as check all that apply, multiple selections per client possible.
 ** Not substance-induced

disorder. The most common mental health diagnoses among IMPACTS clients reported at baseline were trauma- and stressor-related disorders (40.4 percent), depression (40.1 percent), anxiety (37.5 percent), non-substance induced schizophrenia and other psychotic disorders (28.5 percent), and bipolar spectrum disorder (17.4 percent). Within the category classified as “other diagnosis,” the most common disorder was attention deficit hyperactivity disorder (ADHD), with about 35 percent of diagnoses classified as “other” relating to ADHD alone or with specific features like problems with impulsivity.

Just under 73 percent of IMPACTS clients have a substance use disorder that was self-reported, observed by staff, or formally diagnosed in their respective baseline month. The most reported



🔑 TAKEAWAY:

Of the clients with known substance use disorder, 62.2% reported methamphetamine use and 48.4% reported alcohol use.

qualifying substance used by IMPACTS clients was methamphetamine, with about 62 percent of clients reporting methamphetamine use. Alcohol was the second most reported qualifying substance used, with just under half of clients reporting use (48.4 percent). Cannabis (21.3 percent), fentanyl (15.3 percent), and heroin (11.5 percent) round out the list for the top five most used qualifying substances among IMPACTS clients.

Other amphetamines/stimulants, other types of drugs, other opioids, and cases where the qualifying substance used was unknown each accounted for 25 or fewer clients (seven percent each).

Co-occurring disorders, or cases where a client has both mental health and substance use disorders (SUD), were extremely common among IMPACTS clients. About 79 percent of clients had co-occurring disorders. About 14 percent had mental health disorder(s) only, and about seven percent had SUD(s) only. The administrator of Lane County's IMPACTS program, Lane County Behavioral Health (LCBH), is finding novel ways to address co-occurring disorders among their clients. LCBH recently received certification from the Oregon Health Authority to provide Integrated Co-Occurring Disorders treatment. The team responsible for implementing their IMPACTS program was chosen to pilot the clinical service, which will combine mental health and SUD treatment for clients. This integration will allow for immediate access to outpatient-level addictions assessment, diagnostics, and treatment. It will, likewise, further strengthen the program's connection to the Community Health Centers of Lane County who provide primary care for the community, including IMPACTS clients. This combination of mental health treatment, SUD treatment, and primary care provides a level of care coordination that did not exist previously in Lane County.

🔑 TAKEAWAY:

Co-occurring mental health & substance use disorders were reported among 79.4% of IMPACTS clients.

Prior research by the Pew Charitable Trust, a non-governmental organization, analyzed data from the National Survey on Drug Use and Health between 2017–2019. Their analysis demonstrates links between co-occurring mental health and substance use disorders and justice system interaction nationwide, finding that while individuals with co-occurring disorders make up about two percent of the US population, these individuals accounted for about 15 percent of arrests (one in seven adults).⁷ Interestingly, when methamphetamine use is indicated as part of a co-occurring disorder, as is the case with over 60 percent of IMPACTS clients, rates of arrest increase to about 39 percent, nearly four in 10 adults, annually.⁸

Finally, it is important to note that the data presented above of behavioral health disorder(s) among IMPACTS clients may not capture the entire breadth. For instance, local programs may input a response of "Don't Know" to some items within the REDCap database, reflecting the live nature of the database, through which reported data may be updated over time. Furthermore, IMPACTS clients frequently have more than one behavioral health diagnosis; the CHSE's *2023 IMPACTS Statewide Evaluation: Baseline Report* demonstrated that over half (55 percent) of the target population statewide had five or more behavioral health conditions and a quarter (26 percent) had eight or more.⁹ Other findings from the

⁷ McIntyre, T, Velazquez, T, Feng, S and Wertheimer, J. Chartbook: More Than 1 in 9 People With Co-Occurring Mental Illness and Substance Use Disorders Are Arrested Annually. PEW Charitable Trusts; 2023. Available at <https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2023/02/>.

⁸ Id.

⁹ Renfro, S and Simeon, E. *IMPACTS Statewide Evaluation: Baseline Report*. Center for Health Systems Effectiveness, Oregon Health & Science University; 2023. Available at <https://www.oregon.gov/cjc/impacts/>.



Table 3. Demographic Characteristics of IMPACTS Clients at Baseline

Race† (N=478)	Freq.	%*
White	300	62.8%
American Indian	162	33.9%
Black/African American	11	2.3%
Latinx (Hispanic)	10	2.1%
Other	4	0.8%
Asian/Pacific Islander	2	0.4%
Don't Know	11	2.3%
Tribal Affiliation (N=480)	Freq.	%
Has Tribal Affiliation	158	32.9%
Don't Know	46	9.6%
Age (N=480)	Freq.	%
Under 18	3	0.6%
18-24	29	6.0%
25-29	57	11.9%
30-34	88	18.3%
35-39	91	19.0%
40-44	67	14.0%
45-49	45	9.4%
50-54	37	7.7%
55-59	29	6.0%
60-64	28	5.8%
65 +	6	1.3%
Gender Identity† (N=467)	Freq.	%
Male	301	64.5%
Female	164	35.1%
Transgender	2	0.4%
Don't Know	18	0.4%
Disability Status (N=472)	Freq.	%
Has Disability	115	23.8%
Don't Know	186	38.5%

† Measured as check all that apply, multiple selections per client possible

* All table percentages calculated including cases where "Don't Know" was selected

CHSE's 2023 IMPACTS Statewide Evaluation: Baseline Report are discussed throughout this report.

As local IMPACTS programs aim to serve a target population of individuals with behavioral health conditions and frequent utilization of public safety and healthcare resources, a closer look at the similarities and differences between the IMPACTS population and the population of individuals interfacing with the Oregon criminal justice system is warranted. Arrest records made available by the Oregon State Police (OSP) cast a wider net than either court records or prison admission data and serve as an adequate, albeit imperfect, comparison. Greater percentages of IMPACTS clients are non-white and greater percentages are female than the general arrest population in the state reported by the OSP; IMPACTS clients are also generally older.¹⁰

In terms of race, which is captured by checking each identification that applies, Table 3 to the left shows about 63 percent of IMPACTS clients identify as white and another roughly 34 percent identify as American Indian. In contrast, about 77 percent of the general arrest population captured in the OSP reporting is white and less than two percent identify as American Indian/Alaska Native.¹¹ Further, just under one in three IMPACTS clients report a tribal affiliation (32.9 percent). The IMPACTS grant is uniquely accessible to Oregon's federally recognized tribal governments, and five of the current 15 IMPACTS grant programs are ones that tribes implement. Despite complex jurisdictions and the inaccuracy of colonial-defined boundaries, these five programs span approximately 14 counties, with several tribal jurisdictions covering a multi-county service area.

Relating to age, over half of IMPACTS clients are between the age of 30 and 44 years, while this age band only accounts for about 45 percent of the OSP general arrest population.¹² About 65 percent of IMPACTS clients identify as male and less than one percent identify as transgender. Although OSP's arrest records only capture sex rather than gender identity, roughly 74% of reported arrestees are male.

TAKEAWAY:
About one in three IMPACTS clients report a tribal affiliation.

For those clients for whom disability status is known, about 24 percent were identified as having one or more disabilities, slightly lower than the estimate of 28 percent statewide reported by the Center for

¹⁰ Oregon State Police. Uniform Crime Reporting Data 07/01/2023 – 10/31/2023 (Arrest Dashboard). Available at <https://www.oregon.gov/osp/pages/uniform-crime-reporting-data.aspx> (last accessed December 21, 2023).

¹¹ Id.

¹² Id.



Disease Control and Prevention (CDC).¹³ The most frequently reported specific disability types among IMPACTS clients were: (1) Because of a physical, mental, or emotional condition, serious difficulty concentrating, remembering, or making decisions and (2) Because of a physical, mental, or emotional condition, difficulty doing errands alone such as visiting a doctor's office or shopping, with these disability types reported in about 70 percent and 54 percent of cases, respectively. These specific disability types are less frequent among the populations of Oregonians with disabilities estimated by the CDC at 15 percent and seven percent, respectively.¹⁴

TAKEAWAY:
69% of IMPACTS clients were booked into jail an average of 4.2 times in the year prior to their baseline month.
50% had contact with local law enforcement an average of 4.8 times in the year prior to their baseline month.

Table 4 below shows system encounters among all enrolled IMPACTS clients in the year prior to each client's respective baseline month, broadly classifiable as public safety, medical, behavioral health, and housing touchpoints. The most commonly encountered public safety system touchpoints during the year prior to a client's first contact with an IMPACTS program were jail and local law enforcement, with 69 percent of clients having one or more jail booking(s) and half of clients had

contact with local law enforcement. Among those clients for whom the number of times in the year prior was captured, the average number of bookings was 4.19, while the average number of local law enforcement contacts was 4.84. About 11 percent of clients, overall, went to prison.

Among medical system touchpoints, just over one in three clients reported visiting the emergency room, and the average number of admissions among those for whom this information was captured was 5.76 in the year prior to enrollment in an IMPACTS program. Hospital admissions were relatively recurrent as well, with about 15 percent of clients being admitted an average of 2.74 times in the previous year.

Next, assessing interactions with the behavioral health system, about seven percent of clients reported admission to the OSH, at an average of 1.03 admissions in the previous year. Further, about 10 percent of clients received assistance through stabilization or crisis center visits, with those clients averaging six visits. Similar percentages of IMPACTS clients also sought inpatient mental health and substance use disorder services (about 12 and 11 percent, respectively), seeking services about 1.85 times per person. Finally, in terms of housing, about eight percent of clients stayed an average of about 35 days in a shelter in the year preceding IMPACTS enrollment.

Table 4. System Encounters among IMPACTS Clients in Year Prior to Baseline

Encounter	Freq.	Item N	%*	Avg. #†	Measure
Jail	322	467	69.0%	4.19	bookings
Local law enforcement	222	447	49.7%	4.84	encounters
Prison	50	458	10.9%	1.00	incarcerations
Emergency department	165	461	35.8%	5.76	admissions
Hospital admission	69	454	15.2%	2.74	admissions
OSH admission	30	452	6.6%	1.03	admissions
Stabilization or crisis center	46	456	10.1%	5.96	encounters
Inpatient MH services	55	454	12.1%	1.85	svc. encounters
Inpatient SUD services	52	458	11.4%	1.85	svc. encounters
Homeless shelter	34	446	7.6%	34.66	days

* All table percentages calculated including cases where "Don't Know" was selected

† Average is calculated based on the subset of cases for which the number of times was entered at intake.

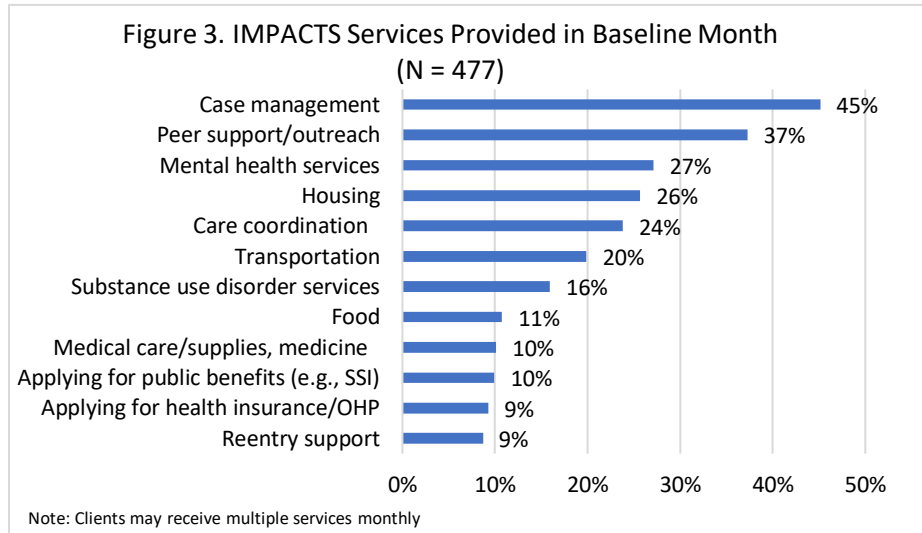
¹³ Centers for Disease Control and Prevention. *Disability & Health U.S. State Profile Data for Oregon (Adults 18+ years of age)*. Available at <https://www.cdc.gov/ncbddd/disabilityandhealth/impacts/oregon.html>.

¹⁴ Id.



D. Program Outcomes To-Date

Since the July 2023 transition to monthly REDCap data reporting by local programs, client-level reporting of services and outcomes are available for the first time to the CJC. As of October 2023, the most recent month of reporting available, 483 clients had information regarding their respective baseline month entered in the data reporting system.



Demonstrated in Figure 3 to the left, the most common service provided to IMPACTS clients in their first month was case management, with about 45 percent of clients served. Thirty-seven percent of clients received peer support and outreach – core components of IMPACTS programs – at baseline. Other crucial services, like mental health and

SUD treatment, are utilized less frequently, at about 27 percent and 16 percent, respectively. Housing remains an acute need among IMPACTS clients, with just over one quarter of clients receiving housing services as reported in their baseline month. Many other services are also provided, including, but not limited to, help with activities for daily living (six percent), employment services (five percent), legal issues (six percent), help with utilities (three percent), Department of Motor Vehicle assistance (two percent), and childcare support (one percent).

Understanding whether clients receive specific services is instructive, as is the cadence of service provision. Prominent examples include case management and peer support. Of those clients with identified need, individuals accessed case management services an average of 3.3 times in their baseline month, and clients engaged with peer support services an average of 4.3 times in their baseline month. Diversion service provision also remains a prominent outcome associated with the IMPACTS grant program and, as the REDCap database and local programs mature, the increasing amount of available service provision data will offer opportunities to further investigate the relationship between service provision and diversion efforts from public safety and healthcare systems.

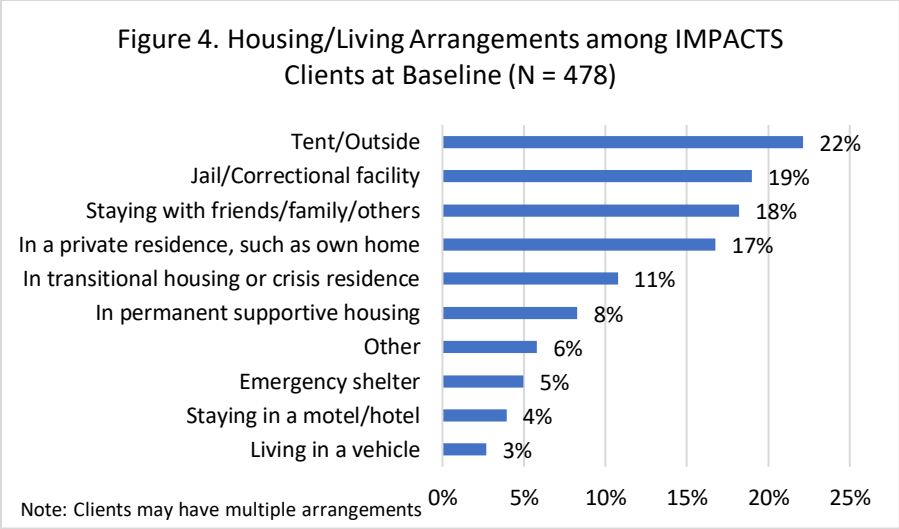
The available baseline data also reveals how universal housing vulnerability is for the majority of IMPACTS clients. As Figure 4 on the following page shows, the largest percentage of clients were living in a tent or outside (22 percent), followed closely by residing in a carceral facility (19 percent) and staying with friends or family (18 percent). About 17 percent of clients were living in a private residence, 11 percent in transitional housing or a crisis residence, eight percent in permanent supportive housing, six percent in other housing arrangements, five percent in an emergency shelter, four percent in a motel/hotel, and three percent reported living in a vehicle. Other less common housing arrangements not shown in Figure 4 on the following page include cases where housing was unknown (two percent), in residential care (two percent), in an institutional setting like the OSH (one percent), and in a group/foster home (zero percent).

TAKEAWAY:
Top 3 Housing Types for IMPACTS Clients

- Tent/Outside – 22%
- Jail/Correctional Facility – 18%
- Staying with Friends/Family - 18%

With a large portion of clients living in a tent/outside or residing in a jail/correctional facility, services like community outreach and jail in-reach are critical to engaging this population in IMPACTS services. It often takes time to build trust with eligible clients before they are ready to engage in IMPACTS services, but the effort that program staff put into building relationships has led

to positive outcomes. In July 2023, Deschutes County shared that members of their team had spent nearly a month attempting to connect with a particular IMPACTS-eligible client. The client was very guarded and suspicious of any offer of assistance and yet, after many contacts and opportunities to get to know the outreach team, the client connected with a peer support staff member and agreed to visit the Deschutes County Stabilization Center so that they could launder their clothes. Deschutes County noted that, while this was a small step towards stabilization, the individual has become more approachable when encountered out in the community and has started to open up to program staff.



This importance of taking time to build relationships is a theme across IMPACTS programs. The Confederated Tribes of Cow Creek shared that, prior to enrolling in their IMPACTS program, a client diagnosed with schizoaffective disorder rarely left the house or had contact with people. It took seven months of trying to engage this tribal member before they were responsive to the IMPACTS care coordinator. Now enrolled in the program, the client shops for clothes and groceries, attends tribal elders’ luncheons, keeps medical and behavioral health appointments, visits family members, answers the phone, and voices to the care coordinator when they have a need. The care coordinator expressed that engagement with the IMPACTS program has improved this tribal member’s well-being and quality of life.

To connect with individuals and maintain low-barrier access to services, IMPACTS programs often meet their target populations where they are. Lane County, for example, has recently implemented a street-side prescribing element of care. This allows for their licensed medical practitioner to provide psychiatric evaluations, blood draws, prescribing, and medication injections out in the community as part of the IMPACTS team’s already robust street outreach efforts.

IMPACTS program staff entering a local jail to connect with current or potential clients, also known as jail in-reach, is another way programs intercept individuals who may be cycling in and out of the criminal justice system. A peer support specialist working on

TAKEAWAY:
Connection to clients through jail in-reach is a core service provided by nearly half of all IMPACTS programs.



behalf of Klamath Tribes’ IMPACTS program regularly conducts jail in-reach as part of their jail diversion services work. As described by the Klamath Tribes IMPACTS team:

[The peer support specialist] goes to the jail every day to talk with tribal members, including IMPACTS eligible, about IMPACTS/behavioral health services. When tribal members are released, she has met them at the jail and transported them to treatment, transitional housing, or intake appointments. The peer support [specialist] has increased contacts due to her connection to the community [and] lived experience.

In early 2023, Douglas County reported that IMPACTS staff conducting a jail in-reach assisted an individual in receiving an American Society of Addiction Medicine assessment, which is a biopsychosocial assessment that informs patient placement and treatment planning. As the client remained in custody, a plan was set into action by the IMPACTS staff. An inpatient bed with a SUD treatment provider had been located and secured so that the individual could be transported directly into inpatient treatment on the day of their release from custody.

E. Preliminary Cohort Engagement Data

Going forward, the REDCap reporting system will allow programs to track the success of meeting clients where they are, responding to client needs, and diverting individuals to services. A total of 483 clients who were engaged in IMPACTS as of July 2023 are included in the REDCap reporting system. 276 of those clients had their first contact with IMPACTS in July 2023. For this “July 2023 Cohort,” preliminary data on their monthly engagement in services are available. Of the 276 clients in this “July 2023 Cohort,” 57.6 percent engaged in services in August 2023, 52.8 percent engaged in services in September 2023, and 49.2 percent engaged in services in October 2023. Roughly 10 percent of cohort cases do not have one or more monthly updates completed; in some cases, service provision may not have been captured but could be updated in the future by local programs.

The rhythm of service provision will naturally vary, and reductions in service encounters across time are expected. Using housing as an example, needs can be met in a variety of ways. One quarter of all IMPACTS clients included in REDCap received housing services. Among those receiving housing support in their baseline month, services included provision of transitional housing (42.6 percent), provision of permanent housing (18.9 percent), placement in an emergency shelter (16.4 percent), time in a hotel or motel (15.6 percent), and/or provision of a tent or camping supplies (13.9 percent). Receipt of transitional or permanent housing placements could reduce the need for specific housing services in

🔑 TAKEAWAY:
Of the 276 clients enrolled in the July 2023 Cohort:
 Aug. 2023 - 57.6% returned for services
 Sep. 2023 - 52.3% returned for services
 Oct. 2023 - 49.2% returned for services

subsequent months for cohort members. More broadly, because one of the most common service engagement strategies employed among local IMPACTS programs is to meet clients where they are, wrap them in services, and meet their basic needs, it is expected to see the number of services provided decrease over time with a successful program.

The IMPACTS target population has high levels of service need. After the month in which the client is enrolled, the provision of services continues in many cases. Preliminary data suggests local programs frequently provided housing services and housing need generally remained steady across each available month, reflecting the broader structural issues related to affordable and accessible housing across the state. Provision of case management to IMPACTS clients in the months following enrollment, provides an additional example. Although the percentage of clients receiving services appears to decline slightly,



the intensity of service provision proffers additional detail. The mean number of case management service encounters among the cohort members receiving case management services was 3.99 in October 2023, which likely indicates regular weekly or nearly weekly follow-up with returning clients. In the case of peer support services, although the percentage of clients receiving services declines, the mean number of service encounters for those receiving them three months post-enrollment (October 2023) was about 5.38, which again likely indicates weekly or potentially more than weekly provision across a month.

Preliminary data also demonstrated some reasons why clients do not receive services in subsequent months, including the client no longer needing services, the client being incarcerated, or the local program being unable to locate the client during the month to offer additional services. As the IMPACTS grant targets high utilizers of system resources, diversion service provision is a key component of many local programs. While an early view of the data offers only a limited view of diversion service provision across time, these early indicators discussed above suggest that service provision continues in subsequent months for those clients with need.

F. IMPACTS Challenges and Identified Gaps

Local jurisdictions design IMPACTS programs to meet the needs of their communities, and about half of local programs are braided into a wider net of available community-based treatments and services, including prevention services. Such referrals to care and connections to services are vital aspects of the wraparound support members of IMPACTS target populations receive. Capturing the totality of treatment when IMPACTS target population members receive additional care or prevention services not directly funded by the IMPACTS grant remains a challenge for local programs. These efforts have often gone unreported to the CJC and have, therefore, been missing from official data reporting sources. The transition to the REDCap reporting system in July 2023 has reduced such reporting gaps with the addition of optional entries for local programs as a supplement to the required items for all individuals entered in the REDCap system. Providing an opportunity for programs to report additional data, like client service referrals and connections to care beyond the scope of their local program, has aided analysis of how members of the IMPACTS target population are supported. The Waddell Research Group continues to solicit feedback from grantees regarding data reporting gaps and challenges, and further refinements to the REDCap reporting system are planned in the coming year.

Setting up clients with quality, safe, long-term housing remains one of the primary challenges reported by grantees. In their most recent 2023 narrative, Lane County noted that housing is one of the needs most often identified for clients, and yet “it can be very difficult to find housing that will accept these clients with their complex behaviors, criminal histories, mental health symptoms, and addiction related issues.” Similarly for Lincoln County, connecting clients with permanent housing remains the greatest challenge in program implementation, especially noted for individuals with severe disabilities. IMPACTS programs target a very high-risk, high-needs population, who may not be stable or sober when seeking housing and may also face barriers in the application process, such as insufficient proof of income, lack of rental history, and criminal records. Clackamas County corroborates this and, in July 2023, reported:

“Permanent housing, especially for people diagnosed with severe disabilities, remains the biggest implementation challenge for the team.”

– Lincoln County

Due to behavioral concerns, we have had clients that are no longer allowed in local hotels or our [mental health] housing resulting in them returning to being homeless in the community. Returning

to homelessness creates a barrier to staying connected to the services that were put in place when the client had a stable place to stay.

Hood River County’s IMPACTS program primarily offers seasonal shelter in the form of temporary housing for individuals in need during the winter months. However, when the cold season is over, the temporary shelter closes at the behest of the landowner and clients are put back on the street without other housing or shelter options within the county area. This creates additional challenges in connecting with clients and, therefore, affects client progress in stabilization as well as the provision of case management and wraparound services. Despite housing being one of the most critical needs for IMPACTS clients, there remains a shortage of affordable, safe, long-term options available statewide.

Connecting local work to wider state systems of care remains a challenge for some local programs. As an example, 87 percent of IMPACTS programs have access to local jail rosters, which allows for identification and case management of eligible target population members, and about 67 percent of local programs use an electronic health record system for tracking individuals across touchpoints.

However, only 13 percent of programs report the ability to engage with the Oregon State Hospital (OSH), a key interface for populations with severe behavioral health conditions affecting their lives and livelihoods. Higher levels of engagement with the OSH could include discharge planning for individuals being released back into the community, for example.

More broadly, it is possible that IMPACTS could help with the overburdening of OSH in two ways: (1) by providing community-based treatment and supports for civil commitment cases; and/or (2) reducing aid and assist commitments through reductions in charges.¹⁵ This could, in turn, help maintain additional capacity at the OSH for civil commitments. Civil commitment cases are those in which an individual has been deemed an immediate danger to themselves or others, while aid and assist cases refer to an individual to be restored to competency to then proceed with a court case. Psychiatric Security Review Board (PSRB) cases are those for which a verdict of guilty except for insanity has been entered. Figure 5 (above) and Figure 6 (on the following page) contain information originally published by the CHSE in their *2023 IMPACTS Statewide Evaluation: Baseline Report*, formatted for accessibility, that further illustrates these links. Figure 5 above shows that 62 percent of the individuals released from OSH in 2018 were aid and assist cases, with a further 31 percent of cases classified as civil commitment.

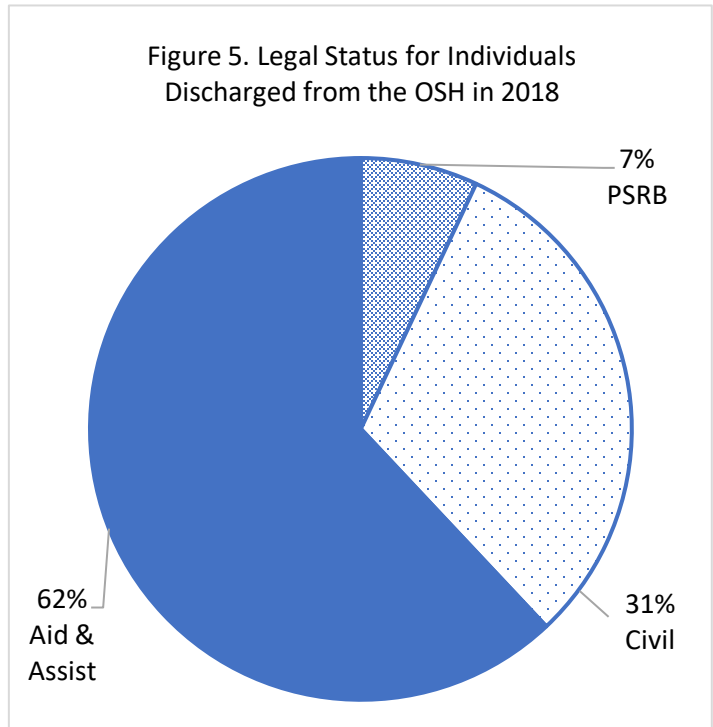


Figure 5 was originally published as part of the *2023 IMPACTS Statewide Evaluation: Baseline Report* from CHSE. It is reprinted here, with formatting changes made for accessibility.

¹⁵ Renfro, S and Simeon, E. *IMPACTS Statewide Evaluation: Baseline Report*. Center for Health Systems Effectiveness, Oregon Health & Science University; 2023. Available at <https://www.oregon.gov/cjc/impacts/>.

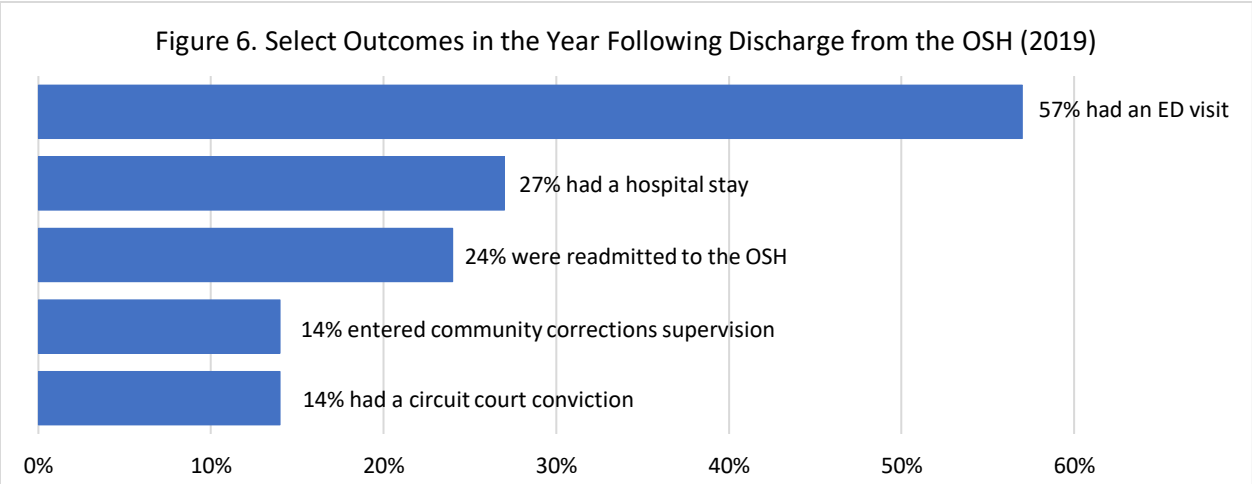


Figure 6 was originally published as part of the *2023 IMPACTS Statewide Evaluation: Baseline Report* from CHSE. It is reprinted here, with formatting changes made for accessibility.

Figure 6 above shows a limited number of outcomes for individuals discharged from the OSH in 2019; 57 percent of individuals discharged had an emergency department visit in the following year, 14 percent had a circuit court conviction, and 14 percent entered community corrections supervision. Just under one quarter were readmitted to the OSH in the year following discharge. Importantly, neither client-level reporting nor statewide administrative sources offer a complete answer to future policy and practice implications for working with the high utilizer population as they navigate the criminal justice and healthcare systems. Indeed, it is through the combination of on-the-ground grantee-reported data from REDCap and the broadened scope of statewide reporting that the greatest capacity for meaningful generation and examination of evidence-based and tribal-based practices exists.

III. Evolving the IMPACTS Grant Program

A. Current State of the Program

Approximately six months remain in the second IMPACTS grant cycle at the time of this report’s publication. In addition to the \$1.4 million remaining unallocated funds from Grant Cycle 2, the IMPACTS grant program was appropriated \$10 million at the end of the 2023 legislative session, totaling approximately \$11.4 million in available funding. However, that amount is neither sufficient to support existing programs at their previous budget requests, nor is it sufficient to both support existing programs and expand to other county or tribal jurisdictions. Current funding does not take into account program costs that have since increased due to inflation or necessary financial support for ongoing evaluation efforts. Further, several grantees have expressed desires to build capacity within or expand the scope of their existing programs which would likely increase the total amount of funding requested.

In November 2023, the GRC convened to consider these matters and review several proposals for future investments, including continued support of existing infrastructure for the REDCap database through an additional grant cycle, statewide evaluations of IMPACTS program efficacy, and options for future program funding. Utilizing the available \$11.4 million, the GRC chose to (1) fully support existing data infrastructure – the REDCap database through which all IMPACTS grantees report client-level data – in addition to continued technical assistance from the Waddell Research Group for an additional two-year grant cycle; (2) to fund two additional statewide evaluations of the efficacy of IMPACTS grant programs for Grant Cycle 1 (July 1, 2020 – June 30, 2022) and Grant Cycle 2 (July 1, 2022 – June 30, 2024) by the



CHSE; and (3) to allocate and strategically leverage \$10 million to support maintenance of existing programs for an additional two-year grant cycle following an evaluation thereof. With any remaining funds, the GRC voted to open a competitive process through which existing grantees may apply for additional capacity-building awards.

B. Sharing IMPACTS

IMPACTS grantees met in person for the first time at the 2023 Northwest Regional Crisis Intervention Training Conference in Seaside, Oregon. Representatives from 13 of the 15 IMPACTS sites were joined by CJC staff for a two-day conference centered around crisis intervention, skill-building, sharing and learning best practices, and networking with colleagues – in both the behavioral health field and the criminal justice system – from across Oregon, Idaho, and Washington. As part of the conference, the Waddell Research Group moderated two IMPACTS panels in which grantees shared about their programs with stakeholders and peers.

Following the two-day conference, 27 grantee representatives participated in a half-day IMPACTS Grantee Retreat. CJC staff, the Waddell Research Group, and two representatives from the Governor's office were also in attendance. The half-day IMPACTS retreat featured a detailed training from the Waddell Research Group on the roll-out of the REDCap database, as well as an opportunity for grantees to connect in-person, share best practices, and discuss program challenges and successes.

IV. Future of IMPACTS

The next IMPACTS Statewide Evaluation Report that the CHSE will publish in 2024 will use administrative data to analyze outcomes across Oregon during Grant Cycle 1 (July 1, 2020 – June 30, 2024) for eligible members of the IMPACTS target population in jurisdictions with IMPACTS programs and those without.

This current IMPACTS grant cycle ends June 30, 2024. In early 2024, existing IMPACTS grantees will be invited to apply for additional funds to maintain their current programs through an additional two-year grant cycle (July 1, 2024 – June 30, 2026). Grantees who do not require additional funds or who do not receive a new award will be granted a no-cost extension to their existing project period of up to two years through June 30, 2026. IMPACTS grant programs will neither be sustained nor able to build capacity beyond June 2026, and the program will not extend to other counties, tribes, or consortia, without further investment from the Oregon Legislature.



Appendices

Appendix A. IMPACTS Grant Review Committee Membership List

Grant Review Committee Seat	Member Name and Position
Director of Oregon Health Authority or Designee	Samantha Byers, Co-Chair (Adult Behavioral Health Director, Oregon Health Authority)
Director of Department of Corrections or Designee	Jeremiah Stromberg (Assistant Director of Community Corrections)
Chief Justice of the Supreme Court or Designee	Hon. Suzanne Chanti (Lane County Circuit Court Judge)
Executive Director of Oregon Criminal Justice Commission or Designee	Kenneth Sanchagrin (Executive Director, Oregon Criminal Justice Commission)
Director of Housing and Community Services Department or Designee	Liz Weber (Program Director, JOIN)
District Attorney	Steve Gunnels (Deschutes County District Attorney)
Defense Attorney	Erik Swallow (Umpqua Valley Public Defender)
Chief of Police	Chief Marcia Harnden (Albany Police Department)
County Commissioner	Commissioner Claire Hall (Lincoln County)
Director of Hospital That Provides Acute Mental Health Treatment	Alicia Beymer (Chief Administrative Officer, PeaceHealth)
Representative of a Community-Based Mental Health Treatment Facility	Stacy Brubaker (Division Manager, Jackson County Mental Health)
Representative of a Community-Based Substance Use Disorder Treatment Facility	Dr. Greg Brigham (CEO, Adapt Oregon)
Sheriff	Sheriff Curtis Landers (Lincoln County)
Representative of a Federally Recognized Tribal Government	Dr. Sharon Stanphill (Chief Health Officer, Cow Creek Health and Wellness Center)
Non-Voting Member of the Senate	Senator Sara Gelsler Blouin (Senate District 8)
Non-Voting Member of the House	Vacant (Previously the late Representative Mitch Greenlick, House District 33)
Public Member	Janie Gullickson (Executive Director, Mental Health & Addiction Association of Oregon)
Public Member	Ramiro “RJ” Navarro (Veterans Program Coordinator, Project ABLE, Inc.)
Public Member	Michael Mason (SUD and Peer Support Supervisor, Klamath Basin Behavioral Health)

Appendix B. 2020–2024 IMPACTS Grant Program Summaries

The following pages detail the IMPACTS programs funded during the 2022–2024 grant cycle and provide specific overviews of each of the 15 funded programs, also known as grantees. These summaries contain details including, but not limited to, the service areas, average number of clients served per quarter, services provided, goals, successes, challenges, and current statuses of each funded program and the grant cycle year for which it has been funded.



Clackamas County



Total Award
\$708,400

Funded Years
2020-2024

Population
421,401*

Hospital Diversions
(Quarterly Average)
677



*Per U.S. Census - April 1, 2020

Clackamas County Community Corrections operates the Clackamas County IMPACTS program, which focuses on bridging the gap between community corrections and behavioral health. Their efforts expand community supports and services for persons on community supervision with Clackamas County Community Corrections, including improving client access to healthcare, crisis mental health care, housing assistance and support via case management, and stabilization services. Clackamas County achieves this through a case manager, a project coordinator, and several parole officers with mental health stabilization caseloads who act as liaisons. Specifically, the Clackamas IMPACTS team has provided clients with phones, post-incarceration medication, and pre-employment stabilization and has assisted clients in obtaining transitional and long-term housing, disability benefits, connection with long-term providers, and engagement with treatment.

An important implementation step for this program has been building trust with clients and in the program's ability to serve the county. For example, the development of a new intake form:

"...has led to more parole and probation officer buy-in....It is also leading to more ownership among all staff, and **there is more discussion of IMPACTS and mental health resources in the [parole and probation] office.**"

Housing and the lack of appropriate treatment and services for mental health and substance use remain the largest barriers to supporting individuals and thereby reducing their involvement with the criminal justice system. However, in bridging the housing gap, this IMPACTS program has been collaborating with the management of a small local motel in the community, which has allowed their case manager to proactively engage with clients by visiting them in the motel. The prevailing issue of lack of housing means that their greatest successes come with:

"[getting] chronically homeless, justice involved client[s] into temporary housing and engaged in mental health services.... The result has been nothing short of **amazing to see how a little stability... is helping... client[s] find balance** with their medications and be able to be more self-sufficient in the community."

Widescale, Clackamas County notes:

"During this past year, the IMPACTS team has fine-tuned our understanding of accessing housing assistance and has built working relationships with our housing partners in Clackamas County. Using our resources and what we have learned, **we have been able to help 8 clients access a permanent housing voucher or other permanent housing.**"



Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians



Total Award
\$322,264.96

Funded Years
2020-2024

Population
1,314*

Assists to Law Enforcement
(Quarterly Average)
8



*Per 2023 Oregon Blue Book

The Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians' (CTCLUSI) IMPACTS program is designed to offer culturally responsive services, crisis response, and care coordination to their target population. The most crucial aspect of their program is the Community Services Officer (CSO) who travels and makes visits in the field to members of their service group. Their model is that meeting these individuals where they are increases the likelihood of their engagement in services, rather than waiting for individuals to seek services on their own, as well as viewing individuals as a whole, rather than the sum of their actions.

The Tribe also operates a grant-funded vehicle, allowing the CSO to reach tribal members across CTCLUSI's vast geographic area, one of the largest of all existing IMPACTS programs, comprising of more than 13,900 square miles along the Oregon coast.

CTCLUSI identifies eligible participants through a screening tool and collaboration with local law enforcement, social service agencies and other community partners. Operated within the Tribal Police Department, the program has flexibility in responding to those in active crisis. This method is intended to reduce high-risk behaviors of tribal youth and families that are affected by co-occurring mental health and substance use disorders.

A recent development is increased collaboration with the community and amongst community partners, including their program's participation in an outpatient clinic operated by the Nancy Devereux Center, in Coos Bay, where they see many transient clients. The CSO is able to be a point of contact for Native Americans that are seeking services (behavioral health, mental health, social, and medical).

CTCLUSI's stated challenge is the lack of availability of inpatient and outpatient treatment programs. Often, there is an extended delay for services, and rooms are not available. Another barrier to IMPACTS clients receiving these crucial services are treatment facilities requiring private pay. The CSO helps to bridge this gap by advocating for clients within treatment facilities. They share a success story:

"Thanks to... [CSO's] connections and follow up, [an] individual was able to complete inpatient treatment and transition to an outpatient facility to help them with their substance use problems. This demonstrated the **importance of building relationships and collaborating with the shared goal of providing support.** Without these, the individual would likely still be on a waitlist to get treatment services."



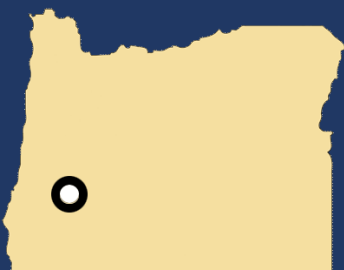
Cow Creek Band of Umpqua Tribe of Indians

Total Award
\$586,838.72

Funded Years
2020-2024

Population
1,760*

Hospital Diversions
(Quarterly Average)
4



*Per 2023 Oregon Blue Book



The Cow Creek Band of Umpqua Tribe of Indians (CCBUTI) operates their IMPACTS program through their Tribal Social Service department. It aims to intercept members of the target population at the jail and emergency department to provide wraparound services via case management. The Tribe focuses on holistic and culturally responsive care plans designed to meet the needs of each individual.

Relying on the emergency department, jail booking data, community outreach, and law enforcement diversion to identify members of their target population, CCBUTI focuses on providing medical, housing, and psychiatric care services. Currently, they are serving 16 tribal members with extensive case management. With any future grant funding, they hope to add preventative services to the tribal youth as a wraparound service for members of their target population. CCBUTI measures their success through the accomplishments of their individual clients. They detail one such success story:

“It's now been over 1.5 years since this Tribal member entered the IMPACTS cohort due to frequent Emergency Department visits in which the Tribal Police were involved each time due to refusing to take his medications, which resulted in aggression and extreme hallucinations....”

....This young man has now been stable in his medication management, employed over a year, and was married last month!”

CCBUTI’s collaborations and relationships are integral to their program, through monthly meetings with the IMPACTS steering group as well as through partnerships. The steering group includes Adapt, Umpqua Health Alliance, Mercy Medical Center, Chadwick Clubhouse, Roseburg Police Department, Douglas County Circuit Court, and the Local Public Safety Coordinating Council. This program is actively partnering with Douglas County’s IMPACTS program, which includes access to Adapt’s Sobering Center, Detox Unit, and Crisis Resolution Rooms for their tribal members. The Tribe describes the IMPACTS funding’s effect in strengthening these collaborations:

“Over the span of the initial grant and into the new year of funding, growth and success of the IMPACTS program has continued among Tribal members. Departments within Cow Creek and Community Partners have also **grown and strengthened in collaboration**, which is exciting.”



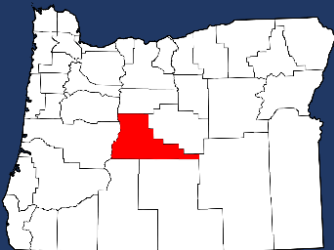
Deschutes County

Total Award
\$4,711,354.57

Funded Years
2020-2024

Population
198,253*

Hospital Diversions
(Quarterly Average)
391



*Per U.S. Census - April 1, 2020



Deschutes County's IMPACTS program has continued to provide critical services to their community's target population through the Deschutes County Stabilization Center (DCSC). Their program provides risk assessments, case management, and 23-hour respite and crisis psychiatric appointments. The DCSC is open 24-hours a day, seven days per week, and it is positioned to support community members in crisis, no matter their time of need.

Through collaboration with the local jail and police officers, as well as their hospital, this program focuses on diverting individuals from the criminal justice and medical systems and connecting them to services via this on-the-call support. They are likewise geographically located on the same campus as the adult jail, so their Forensic Diversion Team (comprised of a therapist, case manager, and two peer support specialists) housed in the DCSC, can interact with the target population if they are arrested. Another expansion to their program that grew from this collaboration is detailed below.

"The Stabilization Center has also partnered with 911 to dispatch to calls that have a mental health component to them so now we are able to not only serve IMPACTS clients when they arrive to the Stabilization Center, but **we now can go into the community** per recommendation of 911 dispatchers."

Even with the ability to engage clients in the community, reaching the IMPACTS target population remains the program's biggest challenge. Deschutes County notes that when clients come into the DCSC, they are often focused on survival and meeting their basic needs while dealing with substance use and homelessness. In response, the DCSC strives to meet individuals' basic needs on the road to stabilization, such as providing tents, sleeping bags, peer support, and phones.

Since opening, they report that the stabilization center has served 3,243 unique individuals through 10,888 visits. Of their 34 identified IMPACTS clients, the DCSC has provided them with 431 individual services/visits in diversionary efforts. The county states:

"This goes to show that the relationship building our team puts into supporting our identified clients is working as they continue to come back for support in their critical times of need. **Having a large menu of support services out of the Stabilization Center helps these individuals** who often are not engaging with their outpatient team... to receive support when they need it most."



Douglas County



Total Award
\$3,252,592.92

Funded Years
2020-2024

Population
111,201*

Clients Served (Quarterly Average)
62



*Per U.S. Census - April 1, 2020

Douglas County's IMPACTS program centers around a dedicated Intensive Care Coordination (ICC) team, focusing on intercepting members of the target population before they enter the jail or emergency department (Mercy Medical Center, where there is an embedded therapist) and coordinating care for those members. The county's treatment partner, Adapt, operates the mobile crisis program and the substance use disorder treatment facility. The IMPACTS grant allowed growth and success for a robust mobile crisis program with assistance 24-hours per day, seven days a week, two mobile crisis vans, a sobering center, and restoration rooms; and it added an outreach navigator for jail in-reach services.

Umpqua Health Management utilizes a program to automatically identify individuals with two or more incarcerations in a 12-month period. This has led to increased engagement with the program and helped identify and reduce barriers to stability. Adapt has been working to become Oregon Health Plan assisters to reinstate benefits for those being released from jail to improve continuity of care.

Douglas County states the program is gaining recognition in the community as they receive proactive inquiries from law enforcement and attorneys to admit individuals into the program. This expansion is shown through the 373 encounters and 434 services to 91 individual IMPACTS clients in 2023. Their cohort now contains 450 individuals, 125 of which were active as of June 2023, and receive a myriad of services, including:

"Rental assistance, finger printing to assist with record expungement, clothing, toiletries, medical advocacy, SSI paperwork, transportation, housing applications, housing coordination,... phones, and job search assistance."

One identified challenge for the program is the lack of housing and affordable housing for those with criminal records. Community partners are working to increase housing options through new Oxford Houses and two hotel purchases for transitional and semi-permanent housing.

They have reported many successes in individual cases that touch on finding transitional housing, completing treatment programs, and maintaining employment. Specifically, their IMPACTS program successfully engaged an individual that had 18 jail bookings since 2019 who was released in May 2021. They state:

"Initially, this person was resistant to options... but in mid-January 2023, there was new engagement, had medication management, and searched for employment. The subject moved into transitional housing in February 2023 and continued to engage with the team. IMPACTS funds were used to support a six-month commitment for transitional housing to support the individual while seeking employment."



Confederated Tribes of Grand Ronde

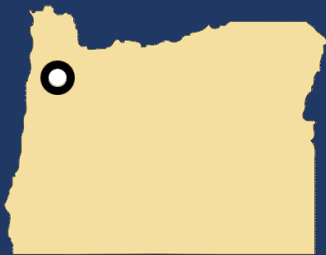


Total Award
\$784,683.93

Funded Years
2020-2024

Population
5,623*

Clients Served
(Quarterly Average)
26



*Per 2023 Oregon Blue Book

The Confederated Tribes of Grand Ronde’s IMPACTS program provides post-treatment and post-incarceration transitional services to tribal members throughout their six-county service area. This program focuses on creating individualized, client-centered care plans to assist their members’ transition into the community. The crux of their program is addressed here:

“We [are]... able to connect Tribal members in need with residential treatment, housing assistance, and other need supplies to support successful treatment and continuity of care.... and find **culturally relevant ways to assist program participants in treatment, recovery, and resource connection.**”

Located within Tribal Behavioral Health, this program screens jail bookings and electronic health records to identify eligible members and assist those who have entered or been released from jail. They also perform jail in-reaches and accept law enforcement diversions as well as community referrals. In the first half of 2023, their IMPACTS program served 38 members in the areas of crisis intervention, rental assistance, and other supports. Other services they provide include stabilization services, wraparound services, sobering services, and peer support services.

While connecting with clients remains a large challenge for the Tribe, they were able to increase the number of members served in the most recent quarter through targeted outreach efforts. They state:

“We continue to see **great successes in our outreach and services** efforts and hope to continue to connect members in need.”



Hood River County



Total Award
\$137,260

Funded Years
2022-2024

Population
23,977*

Clients Served
(Quarterly Average)
6



*Per U.S. Census - April 1, 2020

Hood River’s IMPACTS program funds were awarded as part of the 2022–2024 grant cycle. It is housed in parole and probation, primarily focuses on providing shelter to their target population as the first step in delivering services to those with many unmet behavioral health needs in their county. Their

Services that the Parole and Probation department is providing include a local peer mentor to aid in transitioning back into the community and assist in re-enrolling clients in Oregon Health Plan. The IMPACTS program adds to their services by dedicating housing to those in the identified target population of three or more jail bookings. The program funds Mid-Columbia Community Action Council’s ability to dedicate two of the 13 rooms at the Hood River Shelter to high utilizers as well as two of the six full-time shelter stabilization staff for the winter season.

The shelter can offer these individuals not only overnight shelter, but healthy meals, warm clothing, toiletries, access to laundry and showers, and services that include on-site visits with outreach workers, health insurance enrollment assisters, community health workers, and health care and social service professionals. Because of this, the county’s collaboration with Mid-Columbia Community Action Council is imperative to the program’s success. The county explains that:

“collaboration... has remained consistent and essential during the implementation of our program.”

Between November 2022 and March 2023, when the shelter was open, it served 80 people, 13 of whom transitioned to long-term housing, and many community partners provided services to those within the shelter. With the two dedicated rooms, the shelter was able to serve 13 members of the IMPACTS target population. The program made significant strides with these individuals and enrolled all 13 into the Oregon Health Plan. As an example of program success, the county noted that:

“One client residing at the shelter actually **gained employment as a Peer Support Specialist with Mid-Columbia Center for Living.”**

Housing remains this program’s biggest challenge. For the shelter specifically, it is only open seasonally, which means that the clients to whom they have successfully connected become increasingly difficult to find upon the closure of the shelter. The shelter likewise is consistently full in the coldest times of the season, and other housing options do not currently exist for this population.



Klamath Tribes



Total Award
\$1,068,065

Funded Years
2020-2024

Population
5,200*

Clients Served
(Quarterly Average)
21



*Per 2022 Oregon Blue Book

The IMPACTS program that Klamath Tribes has established provides dedicated jail diversion staff to work with tribal members to address basic needs, provide behavioral health treatment, and implement a contingency management plan. Since standing up their program, they have made significant strides in providing wraparound services, case management, peer support, and housing assistance. They connect with their target population as early as possible by identifying individuals through jail in-reaches, community outreach, and jail rosters. They also collaborate by attending Klamath County Sheriff’s Office’s jail diversion services meeting for release planning.

Klamath Tribes focuses on diverting their target population from the criminal justice and medical systems through providing transportation to residential treatment centers, offering housing support, and meeting basic needs. Another recently added component to their program is a contingency management plan that encourages client recovery by providing rewards for participating in recovery events and activities as well as when an individual works toward his or her potential. This has begun to gain traction, and an additional increase in target population engagement occurred in early 2023 when the program’s first peer support was hired. She in-reaches at the jail daily to talk with tribal members.

This program is working to overcome challenges created by non-engagement. For example, Klamath Tribes has adjusted how members of their target population qualify for supports, so they can serve a greater number of individuals. Their qualifying population is now 240 tribal members as their current approach is to target those cycling through the jail to yield the most effective results.

The Tribe illustrates the impact of their program when detailing a story of a client with criminality and addiction issues:

“[One of our clients] had to find a new place to live... due to mold. Our case manager was able to find her a new apartment using IMPACTS [funds]... She is one that never has engaged with behavioral health but she came in for an [alcohol and drug] assessment the other day.This is as much change as I’ve seen in her for decades. She was happy and sober when I met her in the lobby and expressed a desire to change. **The IMPACTS funds helped restore confidence in her that there is help available.**”

This exemplifies the reach of this program because not only did this client seek assistance, but she has begun to encourage her sons who were previously in prison to seek IMPACTS services.

“The Peer Support has increased contacts due to her connection to the community/lived experience.”



Lane County

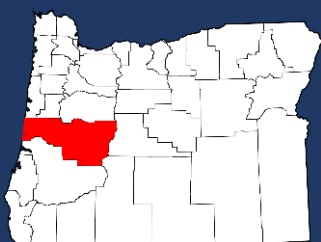


Total Award
\$2,847,072.53

Funded Years
2020-2024

Population
382,971*

Assists to Law
Enforcement (Quarterly
Average)
54



*Per U.S. Census - April 1, 2020

Lane County centers their IMPACTS program on funding the Forensic Intensive Treatment Team (FITT) through their Behavioral Health department to provide community-based wraparound services to their target population. FITT focuses on diverting individuals from the criminal justice and medical systems through proactive street outreach, jail in-reach, warm hand-offs, mental health and substance use treatment, therapy, medication, and peer support. Their services extend to complex case management as well as the provision of basic needs, such as housing referrals, tents, food, and bus passes. The mission of their program is providing mobile, compassionate, and person-centered care anywhere in the community.

"The program continues to focus on [supporting] the community's most complex behavioral health clients with excessive bookings in jail systems."

The FITT consists of critical personnel, including the clinical supervisor who is a licensed clinical social worker and a certified alcohol and drug counselor, three qualified mental health professionals (QMHP), two peer support specialists, two jail-based qualified mental health associate/court liaisons, an office assistant, and a part-time psychiatric mental health nurse practitioner. The team is now fully staffed and provides care for 50+ clients who are very high-risk in the community. The team has launched "street-side prescribing" that allows for psychiatric evaluation, blood draws, prescribing, and medication injections during street outreach. FITT has established an extensive collaborative network of programs,

systems, and agencies involved with FITT clients. The county speaks to their myriad of established relationships:

"FITT continues to build strong connections with the Lane County Law Enforcement community, with a special focus on [the] Eugene Police Department and Lane County Adult Corrections....They have the shared commitment of connecting citizens to behavioral health services to stop the cycle of incarceration."

Lane County has run into several barriers in their program. One of which is the lack of emergency, short-term, and long-term housing for this stigmatized population. Almost all of their program's clients are houseless, and it is difficult for them to find housing due to their criminal history, addiction, and behavioral health disorders. Furthermore, the lack of detox and residential addiction treatment programs is another barrier to recovery for their clients. Though housing availability remains an acute unmet need, the FITT program received good news on the addiction treatment front. FITT recently got certified and rolled out Integrated Co-Occurring Disorders treatment, which combines mental health and addictions treatment for clients.

"This is a great move forward to give our clients... [immediate] access to outpatient level addictions assessment, diagnostics, and treatment.... We integrate mental health, addictions, and primary care... for FITT clients."



Lincoln County

Total Award
\$547,390

Funded Years
2020-2024

Population
50,395*

Law Enforcement
Diversion (Quarterly
Average)
13



Through Law Enforcement Assisted Diversion (LEAD), Lincoln County's IMPACTS program diverts members of the target population from the criminal justice system before they enter it. Specifically, the Lincoln County Sheriff's Office redirects those engaged in low-level criminal activity to services and resources instead of jail and prosecution. They work with a community-based treatment partner, ReConnections, to create individualized service plans, identify needs (e.g., medical, shelter, substance use disorder treatment), and provide case management and peer support services. This is a voluntary program that allows those living with mental health issues, substance use, or co-occurring disorders to access resources to assist in their recovery and thus reduce the harm done to themselves and the local community.

Several challenges exist in achieving full fruition of their program: housing and system buy-in. Working to address these barriers, ReConnections maintains a duplex to improve access to temporary housing, however, finding permanent housing remains a challenge for those in their target population. The LEAD program has made strides in program buy-in from law enforcement through targeted outreach and actively engaging agencies. In their own words, to have the strongest outcomes,

"the Lincoln County LEAD team has focused on fostering program buy-in from other law enforcement agencies in the county. As a result, the team is seeing **more referrals** come from Lincoln City Police Department."

The team is also developing professionally, as two of their navigators are completing an Integrated Co-Occurring Disorder training to be certified as both peer support and qualified mental health associates. This will expand what the program is able to do to support law enforcement officers in providing services to their clients. Another way in which the LEAD team is growing is expanding their collaborative efforts, most specifically with their local tribal community.

"A member of the Lincoln County team began working with a new re-entry program facilitated by the local tribal community. **The goal for the collaboration is to coordinate services across Lincoln County's LEAD and pretrial programs and the Tribe's re-entry program.**"



*Per U.S. Census - April 1, 2020



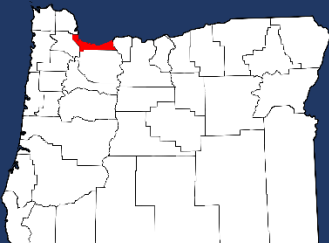
Multnomah County



Total Award
\$1,215,986.01

Funded Years
2022-2024

Population
815,428*



*Per U.S. Census - April 1, 2020

Multnomah County's IMPACTS program's funding was approved as part of the 2022–2024 application cycle. It hinges on a partnership between the county and the Joint Office of Homeless Services to provide permanent supportive housing to high utilizers, including those in the target population.

Eligible individuals for the IMPACTS program will also receive case management, behavioral health assessment, treatment planning, crisis/stabilization services, peer support, and system navigation.

Participants will have admittance to the Behavioral Health Resource Center and sub-acute treatment beds at the Crisis Assessment and Treatment Center to aid in stabilization, medication management, and referral services. They may also have contact with a telehealth provider, benefit enrollment, and basic needs like housing, transportation, food, IDs, and medication.

This program is designed to:

“decrease costs and adverse system interactions, as well as improve health outcomes for individuals with complex behavioral health needs.”

To date, the IMPACTS team has successfully hired a program specialist, mental health consultant, clinical service specialist and peer specialist. They continue to work on recruiting an additional mental health consultant, a peer services specialist, and an office assistant. The team is currently set up to access the Behavioral Health Department's electronic health record system, and the team is able to enroll clients. Policy and procedures have been developed, and the team has begun client outreach and identification of eligible individuals for enrollment in their IMPACTS program. The program is currently receiving referrals through the Aid and Assist program and through their partners in Multnomah County's Mental Health Court. The IMPACTS team has also assisted the Aid and Assist team with consults and support.



Umatilla and Morrow Counties

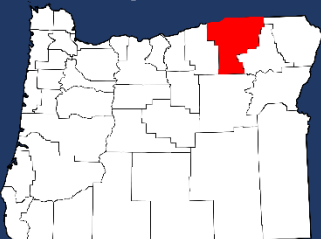


Total Award
\$621,328.08

Funded Years
2022-2024

Umatilla Co.
Population

80,075*



Morrow Co.
Population

12,186*



*Per U.S. Census - April 1, 2020

Umatilla and Morrow counties are currently the only counties in the IMPACTS grant program to apply jointly as a regional consortium. Awarded as part of the 2022–2024 grant cycle, they are currently in the initial implementation phase of their program.

Their first step in identifying the need for their IMPACTS program came from Sequential Intercept Mapping that Greater Oregon Behavioral Health, Inc. conducted in 2019 for Morrow County and in 2020 for Umatilla County, which identified:

“Resources were severely lacking for repeat [justice-involved individuals] with behavioral health challenges, including wrap-around care, and the type of services we are requesting through this grant.”

The shared jail in Umatilla County was sometimes the only place that law enforcement could take individuals in crisis to receive assistance, especially because there were often no beds available at the local hospitals. Community Counseling Solutions, the mental health provider for both counties, assists when called in by law enforcement, but often it still results in a booking into jail or the hospital for services.

The Umatilla/Morrow IMPACTS program intends to identify their target population as those with three or more bookings in a single year since 2017, with a behavioral health diagnosis and/or a high utilization of the medical system.

To best assist this community, Umatilla/Morrow’s IMPACTS team determined that the funding would provide comprehensive wraparound services to coordinate care across agencies and community supports/services, basic needs supplies, peer support, and skills training. These services will allow the program to meet individuals where they are and help reduce the utilization of their local criminal justice and medical systems.

Due to hiring challenges, the program has adapted to focus on reaching out to the target population in the community and connecting those individuals to existing providers and services. Another barrier the program is working to overcome is the housing crisis. The program has, therefore, amended their program to focus more funds on setting up housing because:

“our clients are disproportionately affected by the lack of access to housing.”

The program is now staffed with a beginning date of January 2024.



Union County

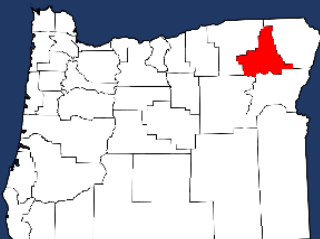


Total Award
\$862,951.14

Funded Years
2020-2024

Population
26,196*

Law Enforcement
Diversions (Quarterly
Average)
35



*Per U.S. Census - April 1, 2020

Located within the Center for Human Development (CHD), Union County's IMPACTS program is expanding provision of services that are already available through the CHD, such as the jail diversion team, case management, outreach, peer support, and other services. These services include working directly with the target population to find and keep employment, re-establishing Oregon Health Plan (OHP) coverage when it has been lost due to incarceration, and accessing recovery housing and temporary shelter.

The main challenge this program faces is difficulty retaining employees and hiring. However, this year, they successfully added a new position. This critical position is a part-time qualified mental health professional based in the jail. This clinician focuses on identifying and treating underlying behavioral health issues and making connections to community-based resources and outpatient care, thereby "giving IMPACTS-eligible [justice-involved individuals] a better chance of engaging in services when they are released."

In addition to increasing their program's presence in the jail, Union County is working to increase their presence in the emergency department. They receive customized weekly reports of those entering the emergency department with a qualifying diagnosis.

They can access information about their target population from jail bookings and emergency department information, law enforcement contacts, electronic health records, and Collective Medical software. This data access assists in their efforts to serve the target population by providing accurate, real-time data for those who have entered the criminal justice and health care systems.

Their team's collaboration continues to assist in outreach efforts and intercepting individuals at the earliest possible point. The team meets monthly with law enforcement, including Union County Parole and Probation and the La Grande Police Department, to identify members of their target population. This collaboration has enabled the program to successfully identify and subsequently support their clients. They explain this success in an anecdote about a client:

"[Following] **collaboration with community partners** and team members, the jail was able to get us a timeframe on when someone in the target population would be released. We had an IMPACTS team member pick him up to check in with his parole and probation officer.... we brought him to CHD where we got his OHP turned on. In addition to getting scheduled for appointments, we gave him a ride to a local Oxford house, where he... was accepted..."



Confederated Tribes of Warm Springs Reservation

Total Award
\$498,575.09

Funded Years
2020-2024

Population
5,363*

Hospital Diversions
(Quarterly Average)
6

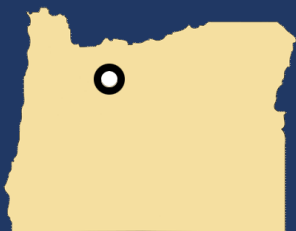


The Confederated Tribes of Warm Springs has significantly modified their IMPACTS program in response to circumstances the COVID-19 pandemic caused. Initially slated for a full-time clinical employee at the Warm Springs Correctional Facility, the program adapted to the closure of their correctional facility by, instead, providing services to those transferred to the Jefferson County Adult Correctional Facility and the NORCOR Correctional Facility. A certified recovery mentor maintains daily contact with these facilities to stay notified of members' releases in order to intervene immediately and create individual assessment plans and necessary referrals. The program is designed to assist their target population transition from custody by connecting them with needed treatment, supports, and services in the community.

While the program will continue to provide these crucial services, it is now administratively housed within the Public Safety branch and spearheaded by their general manager and newly hired criminal justice planner. An administrative specialist will provide support to the Public Safety Department where IMPACTS personnel provide services through planning and mentoring. The Tribe expresses the continued need for these services in their community:

"The Confederated Tribes of Warm Springs is still very enthusiastic about the services we are able to provide to our tribal members who are involved within the Criminal Justice System. **We believe our involvement... [with IMPACTS] provides services that would not be provided otherwise.**"

Adjusting to these unexpected changes, the IMPACTS program is also working to purchase a vehicle to allow them to meet clients in the two county correctional facilities as they are both geographically located a significant distance from the Tribe. This is crucial as they have gained entrance into the courthouse within their jurisdiction to attend arraignments, meet with clients, transport clients to appointments, and offer services directly to members. They have access to jail booking information and law enforcement contacts to also identify members. Like many of the programs, high turnover has greatly affected this program as they have lost experienced staff to other positions and recruitment remains challenging due to the competitive nature of the positions.



*Per 2023 Oregon Blue Book



Wasco County



Total Award
\$178,156

Funded Years
2022-2024

Population
26,670*



*Per U.S. Census - April 1, 2020

Housed in Community Corrections, Wasco County's IMPACTS program's funding was approved as part of the 2022–2024 application cycle. Their need for IMPACTS funding became apparent in the 2019 Mid-Columbia Gorge Behavioral Health Crises Data report that highlighted pertinent information as it relates to their target population, which is high utilizers as defined by three or more bookings per year. Further, the Wasco County Sheriff's Office's resources were focused on 55 individuals who had nine or more contacts per year between 2015 and 2019, totaling 2,759 contacts. While most all these individuals had been referred to treatment, engagement with services and lack of housing were the biggest identified challenges.

To overcome these barriers, their IMPACTS program:

“Will help fill one of these gaps: **access to stable, low barrier housing capable of serving high-utilizers of other services.** This housing program will take advantage of existing housing owned by Mid-Columbia Center for Living that will be repurposed and run under a Bridges To Change program tailored to handle the needs of the target population identified by the IMPACTS grant.”

With this transitional housing, there will be four connected units and an on-site resident manager to provide beds for those identified as frequent system utilizers. In the first half of 2023, the program made substantial strides toward opening their transitional housing units. A memorandum of understanding was signed between the Center for Living and Bridges to Change, who will operate the program, to allow for collaboration on clients. Significant renovations to the housing units were completed in June of 2023. The units are now furnished and move-in ready as staff are being transitioned to this project, and residents are being evaluated. In addition, there is significant community buy-in for this program as evidenced by their opening ceremony:

“[A] ribbon cutting ceremony occurred on July 7th, 2023. This was a well-attended celebration with staff from Bridges to Change, Center For Living, Community Corrections, and Wasco County.”



Appendix C. IMPACTS Background

1. Behavioral Health Justice Reinvestment Steering Committee & Senate Bill 973

In 2018, the Oregon Behavioral Health Justice Reinvestment (BHJR) Steering Committee recommended the creation of a new grant program to support counties and tribal nations in developing stronger community-based continuums of care to improve health and criminal justice outcomes and to reduce financial and public safety impacts for people cycling in and out of Oregon’s jails and hospitals. This recommendation was in response to findings from the State of Oregon’ first analysis of linked jail bookings, community supervision (probation and parole), Medicaid data and records from the Oregon State Hospital. Analyses conducted by the Council for State Governments Justice Center showed that a relatively small number of people statewide—several thousand—are high utilizers of both public safety and behavioral health systems and place a significant strain on county jails and emergency departments. When the BHJR Steering Committee reviewed these analyses, they identified four or more jail bookings to be the primary indicator of risk for visits to emergency departments and admissions to OSH. In response to the findings by the BHJR Steering Committee, the Improving People’s Access to Community-Based Treatment, Supports, and Services (IMPACTS) grant program was established through Senate Bill (SB) 973, and signed into law in July of 2019.



2. Behavioral Health Justice Reinvestment Steering Committee Members 2019

Member	Position
Patrick Allen, Co-Chair	Director, Oregon Health Authority
Jason Myers, Co-Chair	Marion County Sheriff
Kevin Barton	Washington County District Attorney
Eric Carson	Recovery Mentor
Suzanne Chanti	Lane County Circuit Court Judge
Emily Cooper	Legal Director, Disability Rights Oregon
Julia Delgado	Director of Programs, Urban League of Portland
Jim Doherty	Morrow County Commissioner
Andi Easton	Vice President of Government Affairs, Oregon Association of Hospitals and Health Systems
Lee Eby	Clackamas County Jail Captain
Joel Fish	Chief, Enterprise Police Department
Mitch Greenlick	State Representative, District 33
Janie Gullickson	Executive Director, Mental Health Association of Oregon
Eric Guyer	Director, Jackson County Community Justice
Claire Hall	Lincoln County Commissioner
Silas Halloran-Steiner	Director, Yamhill County Health and Human Services
Sandra Hernandez Lomeli	Youth Programs Director, Latinos Unidos Siempre (L.U.S.) Youth Organization
Cheryle Kennedy	Chairwoman, The Confederated Tribes of Grand Ronde
Allison Knight	Public Defender, Lane County
Belinda “Linda” Maddy	Department of Public Safety Standards and Training Crisis Intervention Training Coordinator, Crisis Intervention Teams Center for Excellence
Angel Prater	Executive Director, FolkTime
Floyd Prozanski	State Senator, District 4
Steve Sanden	Executive Director, Bay Area First Step
Paul Solomon	Executive Director, Sponsors, Inc.
Abbey Stamp	Executive Director, Multnomah County Local Public Safety Coordinating Council
Duane Stark	State Representative, District 4
Elizabeth Steiner Hayward	State Senator, District 17
Heidi Steward	Assistant Director, Offender Management and Rehabilitation, Oregon Department of Corrections
Kay Toran	President, Volunteers of America-Oregon
Nan Waller	Multnomah County Circuit Court Judge
Shannon Wight	Deputy Director, Partnership for Safety and Justice
Jackie Winters	State Senator, District 10