



Justice-Impacted: Collective Community (care) Plan

[Facilitated by: Karis Grounds, Zenia Torres, and Elizabeth Rincon]
Content developed by: Angelica Esparza Banuelos

To increase the understanding of impact and accessibility to services and resources for justice-impacted individuals, 211 San Diego/CIE partnered with:

Dr. Mona Minton, *Neighborhood House Association*

Bill Payne, *Second Chance*

Dr. Candice Custodio-Tan, *Asian Solidarity Collective*

Donyale Mack, *Metro Community Ministries*

Deona Dorsey, *San Diego Workforce Partnership*

Dr. Andrea Dauber-Griffin, *County of San Diego-Public Safety Group*

Patricia Ceballos & Francisco Quinteros, *County of San Diego-Sheriff's Department*

To collaboratively work together to identify successes, opportunities, and challenges:

- From a system/programmatic lens, discussing the provider/agency journey of providing services/programming to justice-impacted people
- From client/consumer lens through direct surveys and narratives from those who have been through the justice system
- Lastly, this group identified challenges/barriers, mapped out coordinated care efforts internally/externally, and provided recommendations related to the region of San Diego, as provided in this document.

The following were completed collaboratively to identify the various challenges/barriers and to help inform proposed recommendations/solutions:

- 1 Evaluating the journey map of service providers and agency related sectors who currently provide resources to justice-impacted individuals.
- 2 Collected narratives on the journey of justice-impacted people (client/community members) to understand and have insight into how resources/programs are accessed and what they want providers to specifically know.
- 3 Referenced and incorporated the San Diego Behavioral Health Advisory Board's Enhanced Sequential Intercept Map in understanding the overall journey of justice-impacted individuals.

- 4 Created this document to not only give insight into journey of providing/accessing resources but to also gather agreement from all stakeholders regarding proposed recommendations in an effort to bridge the collaborative efforts among different sectors.
- 5 Provided feedback on opportunities to integrate new data sets, to promote even greater coordinated care efforts, among CIE Network Providers.

Understanding the Journey of Justice-Impacted Individuals

In San Diego, there are many providers that support justice-impacted individuals, including across multiple sectors and community/agency providers. In the current state, there are varying ways in how services, programs, and coordinated care efforts can connect a client/community member to direct support. With the transformation of Medi-Cal, California Advancing & Innovating Medi-Cal (Cal-AIM)-seeking to transform the Medi-Cal system and make it more equitable, person-centered, and coordinated to help maximize the health of people. There is a special focus on services and supports for Justice-Involved Adults and Youth in California and these state funded initiatives help “address poor health outcomes and disproportionate risk of illness and accidental death among justice-involved Medi-Cal eligible adults and youth as they re-enter their communities”. Additionally, due to the current barriers and addressing gaps impacting justice-impacted individuals, this report provides guidance on how there could be an even greater leveraging of the community, CIE infrastructure and existing state funded initiatives, to further the direct link to connectivity of care, resources, and supportive services that uplift justice-impacted people.



“See me for who [I] am today and not my past mistakes.”

Stakeholder Input:

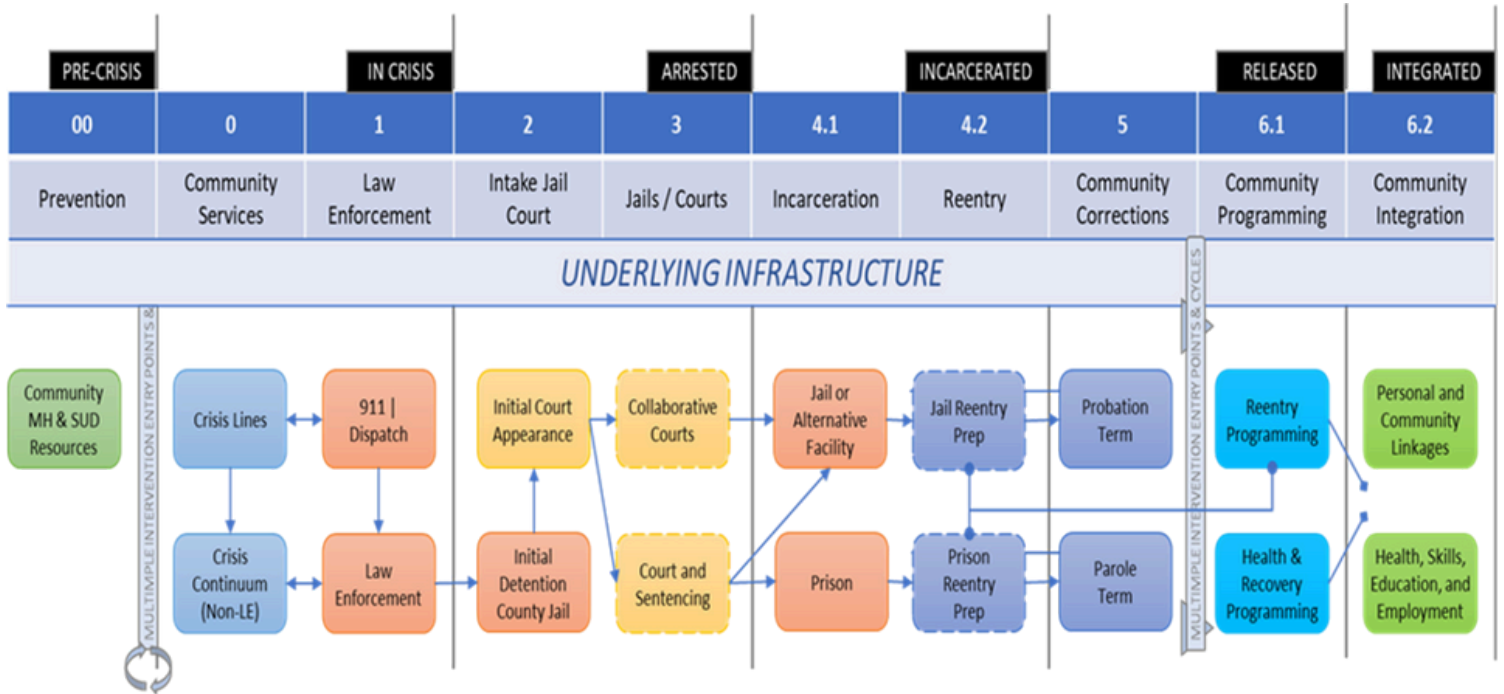
The following strategies were used to gather input from all stakeholders:

- CIE and providers/agencies in San Diego (NHA, SC, ASC, MCM, SDWP, & PSG) attended all workgroup meetings and provided input in all areas related to: systems mapping, identifying challenges & barriers, exploring current & future collaborative efforts, posed thoughtful questions, supported the crafting of questions for justice-impacted individual input, and proposed recommendations.
- The following chart, created by San Diego Behavioral Advisory Board, was used by the group to better articulate and showcase the journey of people who are justice-impacted and to also, identify points of reach for improved coordinated care efforts.

Justice-Impacted Narratives were collected via:

- 1 In-person interviews were conducted by case managers and community support providers
- 2 Online survey form accessible via link or QR code
- 3 Interactive group sessions w/facilitated discussion

San Diego Behavioral Health Advisory Board [Enhanced Sequential Intercept Map]



Identification of Challenges/Opportunities

The various stakeholders shared varying levels of challenges and provided insight on the varying points throughout the process that could create new opportunities and connection to programs/resources, for justice-impacted individuals.

Provider/Agency Experience

Challenges - The following complex scenarios have been stated by providers as challenging the ability to provide care coordination, around re-entry planning, and the potential gaps created, in providing services and resources.

1 Timely release information and coordination

A client can “bail out”, or have a “charge dropped”, or “booked & released” at any time in the process of justice involvement. A client could be released on “supervised status” (pre-trial population) and being released into a custodial environment and/or could be granted “time served” and released within the same day. This process doesn’t leave much time for care coordination or re-entry planning. Client with release dates (meaning they continue to remain in a custodial environment), allows providers to connect justice-impacted individuals, to services/programming in a timelier manner [[use case](#)]

2 Workforce Challenges

- New providers entering this field of work might have a misunderstanding/lack of understanding or lived experience, of being justice-impacted or working with people who are. Further creating a gap in deeper connection to people attempting to reach.
- Workforce quality and quantity can be inconsistent and retaining qualified staff is challenging.
- Lack of sustainable employment/job quality (lacking a career pathway to long-term employment, opportunities, and advocacy).

3 Mistrust with the System

- Reaching justice-impacted people can be difficult to navigate (ex: mistrust of unknown calls or people)

4 Justice-Impacted Resources and Knowledge/Landscape

- Not enough specificity in description or orientation of what a service/program actually consists of
- The cost of living (minimum wage vs. livable wage) in San Diego County

5 Infrastructure Needs

- San Diego County doesn’t have a current systematic intersection between the behavioral health system and the justice system-leading to lack of knowledge of how many justice-involved individuals are served, identifying specific needs, and how their needs are or aren’t being met.
- Few coordinated efforts amongst the City of San Diego and County of San Diego.
- Community based organizations vary in capacity and may not have the same contracts with agency sectors as other organizations.
- In terms of existing systems of care; is it a lack of access/capacity (ex: not able to make an appointment with mental health providers), lack of cultural specificity (mention justice-involvement and receive negative response by staff/providers), lack of access to varying treatment levels, what exactly leads to the issues of accessing care within the specific sectors mentioned?

Opportunities

“Lived experience isn't as required as much as having an empathetic and humble approach to wanting to support individuals who are justice-impacted”

1 Resources & Tools

- The re-entry team in the Sheriff's Department, created a resource document in order to be shared with people who are being released. This is an opportunity to support people who may be released without a set re-entry plan and this, at minimum, provides a list of opportunities and connection points in the community.
- Screening and assessment tools which leads to further engagement points of touch/actions (ex: determining active Cal-Aim access [Medi-Cal] and facilitating access to healthcare while justice-involved).

2 Case Management/Engagement

- A “warm hand-off”/intensive case management is the best way to engage justice impacted people re-entering the community. Similarly, engagement with a re-entry counselor is beneficial as well. This ensures they are seen by a provider or staff member and can begin accessing/continuing services/care.
- Custody intensive case management, group facilitation, and enhanced re-entry programs for a population of justice-impacted individuals who are “moving through the system”.
- When there is a gap in reach; agency sectors contact community-based providers to fill those areas (ex: reaching justice-impacted people upon release at 3am with food and transportation)

Client/Justice-Impacted Individuals Experience

Challenges - The following have been stated by clients/justice-impacted individuals as challenges to their ability in accessing supportive services/programming (key themes emboldened).

Barriers in Accessing Existing Services

- Bad credit/no credit history
- **Not meeting specific qualifications/eligibility criteria to receive services**
- Long waitlists
- Lengthy/expensive expungement process
- Environmental influence(s)
- Living below or at poverty level
- Mistrust of and/or experienced harassment by local law enforcement

Needs Gap

- **Transportation**
- Hygienic products
- Clothing
- **Employment**
- **Housing opportunities** (previous records)
- Financial/food resources
- **Mental health counseling** (untreated mental/emotional illnesses)
- **Driver's license**/Identification card
- Health care
- Substance Use (for coping)
- Youth programs

Opportunities - The following has been stated by clients/justice-impacted individuals as helpful information for providers to know in rethinking about support/coordinated care efforts to justice-impacted individuals.

- Assistance with traveling (reliable/accessible forms of transportation)
- More opportunities in learning how to balance career/finances
- Understanding the client's journey; accessing needs & ensuring agency is equipped to engage services in a timely manner.
- Letting clients know they “are not alone”, showcasing compassion & empathy
- parenting classes
- dui/drug programs,
- Suggested implicit bias & trauma informed training for providers
- More rehabilitation/restorative justice practices
- Transparency on requirements of participation & eligibility criteria
- A “blueprint” on resources available in the San Diego
- Treatment options offered at beginning of involvement and not after recidivism “face to face communication rather than on the phone”
- Peer mentorship opportunities

Proposed Recommendations



“Most people change & want to be better, we just need guidance and help along the way.”

Through these exploratory conversations and the collection of narratives shared by justice-impacted individuals, 2-1-1 San Diego and the Community Information Exchange, in partnership with; Neighborhood House Association, Second Chance, Asian Solidarity Collective, Metro Community Ministries Inc, San Diego Workforce Partnership, Public Safety Group, and the Sheriff's Department have drafted the following recommendations:

Improved Communication & Care Coordination

- Explore opportunities to expand pre-release community care coordination is particularly important in connecting justice impacted people to resources and services prior to their release to the community.
- Leverage infrastructure to create coordination and collaboration across various community partners and grassroots organizations who may be able to meet the needs that are not available within immediate reach.

- Streamlined Assessments, creating a navigation system that supports different providers based off of a risk and needs assessment, leveraging the existing compass assessment-probation tool and have clients directly linked.
- Better transparency on eligibility/participation requirements
- Bridging and linking the gap of communication between the Behavioral Health System and the Justice System.
- Less siloed efforts among government sectors and service providers while leveraging the capabilities of technology to overcome silo approaches.

Enhanced and Comprehensive Training for Providers

- More enhanced training opportunities for providers/agency to have a deeper understanding of the journey of justice-impacted people (trauma informed care, implicit bias etc.)

Knowledge and Expansion of Landscape of Resources

- Leveraging and maximizing transportation supports for justice-impacted individuals being released and coordinating those efforts with an immediate link to housing opportunities.
- Having an inventory of what programs/services exist across the San Diego Region (including knowing; who, what, and how they all interact).

Increased Awareness, Resources and Support to Those with Lived Experience

- More sustainable employment opportunities for justice-impacted people that are rooted in intentionality, communication, and engagement.
- Building more positive life outcomes with participants by having higher engagement with case managers. This will be particularly helpful in promoting the continued achievements of justice-impacted people.
- Making opportunities available to justice-impacted people to speak and share about experiences and elevating their voice attached to compensation.
- Ensuring resources identified above are easily accessible and coordinated for those who have are justice-impacted
- Awareness of barriers identified within this report for training, legal processes and engagement within their community
- Exploring the journey mapping for justice-impacted people who are not already connected to some form of program/service.

Overarching Goal

Providing access to programs/services is with a shared understanding of bridging the gap and creating a pathway to greater access of care, to justice-impacted individuals. Additionally, there are many other challenges that cannot be solved through these siloed efforts alone. However, this is a first step in understanding how systems map within/externally but also seeking to come up with solutions in improving systems of care and reach, with the ultimate goal of improving access and coordinated care efforts, that can greatly benefit, justice-impacted people.

Considerations

The **Collective Community** (care) **Plan** is to inform providers and agency sectors who uplift/support coordinated care efforts in San Diego County. The recommendations proposed will help to utilize; lessons learned, insight into journey of providing/receiving care & services, and innovatively rethinking the way coordination could be maximized within the San Diego Region.

This project was generously funded by **Kaiser Permanente** in which stipend funding was prioritized for grassroot & culturally diverse serving organizations as well as individuals with lived experience.

We are thankful for the opportunity to share these insights with their support.