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# Maximizing Pre-Booking Diversion & Building Consensus after Blake

Prepared for SURSAC

by the LEAD Washington State Technical Assistance Team

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# Team Members Participating Today

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A pathway to care

LEAD tackles one of our most complex social challenges.



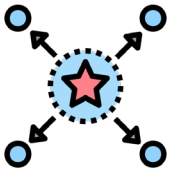
- Organizes systems stakeholders to better serve people whose unlawful or problematic conduct stems from unmet behavioral health needs and chronic poverty
- Reduces involvement in unlawful and problematic behavior
- Wraparound care that meets people where they are and stays with them as long as it takes; coordination with police
- Improves stability, social connection, and overall well-being



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We're making progress together

SB 5476 named the LEAD model as the basis for pre-booking diversion statewide.



- In LEAD, **everybody** is part of the solution
- Attention to **fidelity** helps accelerate the learning curve
- Investments have laid the **foundation**
- Despite widespread support, LEAD in Washington State is **not yet operating at scale.**



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Emerging successes

Sites implementing with fidelity to LEAD principles have flourished around the state, including:



### Strong LEAD and AJA Sites include:

Burien (LEAD)	Makah Tribe (LEAD)
Mason County (LEAD)	Olympia (AJA)
Port Angeles (AJA)	Puyallup Tribe (LEAD)
Seattle (LEAD)	Snohomish County (LEAD/RNP)
Walla Walla (AJA/RNP)	Whatcom County (LEAD/RNP)



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Emerging successes

LEAD concepts are  
appealing to leaders  
across the state



### Emerging LEAD & RNP Sites include:

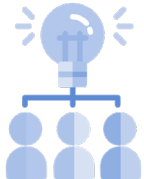
Algona (requesting LEAD)	Asotin County (RNP)
Benton/Franklin Counties (RNP)	Des Moines (requesting LEAD)
Island County (RNP)	Kittitas County (RNP)
Lewis County (RNP)	Pacific County (RNP)
Skagit County (RNP)	



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How it began

## Genesis of LEAD



In 2011, seeing stark racial disparities in Seattle drug arrests, stakeholders grappled with three questions:

1. What if jail & prosecution were a **last resort**?
2. What if officers had **another option**?
3. Could a new approach yield **better outcomes** for everybody?

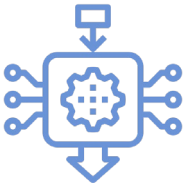
From this, LEAD emerged as the nation's first pre-arrest diversion initiative.



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Shifting paradigms

A framework,  
not a “program”



LEAD is not a “program”:

- Builds support for a new approach through every-day partnerships
- Engages legal system stakeholders as part of the change
- Provides a framework for information-sharing & care coordination
- Reserves legal system resources for where they are needed





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Collective impact

Distributed  
leadership: sharing  
power & restoring  
community



Shared governance is a runway for  
systems change:

- Robust and inclusive **Policy Coordinating Group** (governing body)
- Broad and engaged **Operations Work Group** (line staff & supervisors)
- Active and meaningful **Community Leadership Team**
- **Shared** policies, procedures, implementation, and oversight



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The mechanics

LEAD works in diverse circumstances.



Three types of referrals into LEAD....

- Arrest diversion
- Social contact referral
- Community referral

... three front doors, all leading to harm reduction case management & care coordination, without a pre-defined time limit



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Case management

## The LEAD care model



- Participant-driven
- Field-based
- Trauma-informed
- Long-term (as needed)
- Relationship-based
- Very low-barrier access
- Rooted in evidence: stages of change, harm reduction, motivational interviewing



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Systemic shifts

LEAD connects  
systems.



- Coordination among case managers, project managers and law enforcement is **popular and effective**.
- Cross-system collaboration **increases capacity** to improve public safety and public health.
- Strategizing together about responding to the felt priorities of neighborhoods & businesses **increases satisfaction**.



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Opportunities for improvement

Fidelity to the LEAD  
model makes a  
difference.



## **Fidelity to the model is key.**

- LEAD has been replicated across the country and around the world.
- When implemented without core concepts, it can falter.
- **This can be remedied** with increased fidelity.



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The takeaways

## Summing up



1. LEAD is intended to **increase public order** and **reduce crime** while also recognizing and redressing **racial disparities**.
2. LEAD gathers diverse stakeholders to build a **shared runway** for systems change.
3. **Fidelity** to the model is crucial to success and sustainability.



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Discussion

Ask us anything!

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# Spotlight: LEAD Progress in Washington





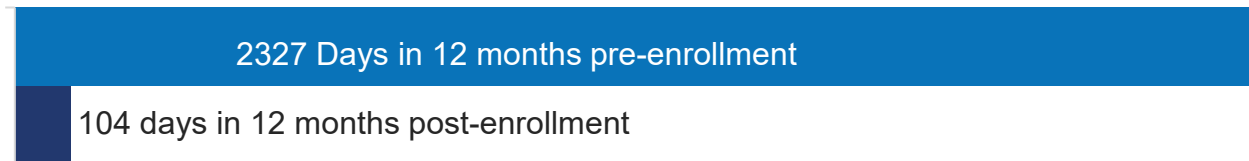
# Spotlight: Whatcom LEAD

## 346 Referrals to LEAD since September 2020

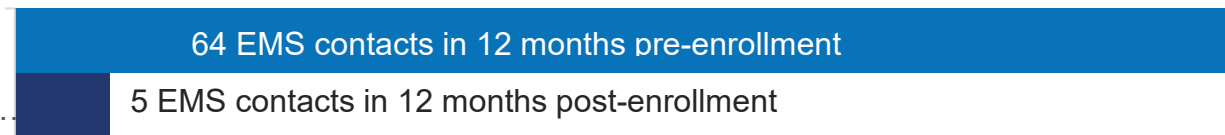


## LEAD reduced incarceration and EMS utilization

Cumulative jail bed days for 34 participants enrolled in 2020-21

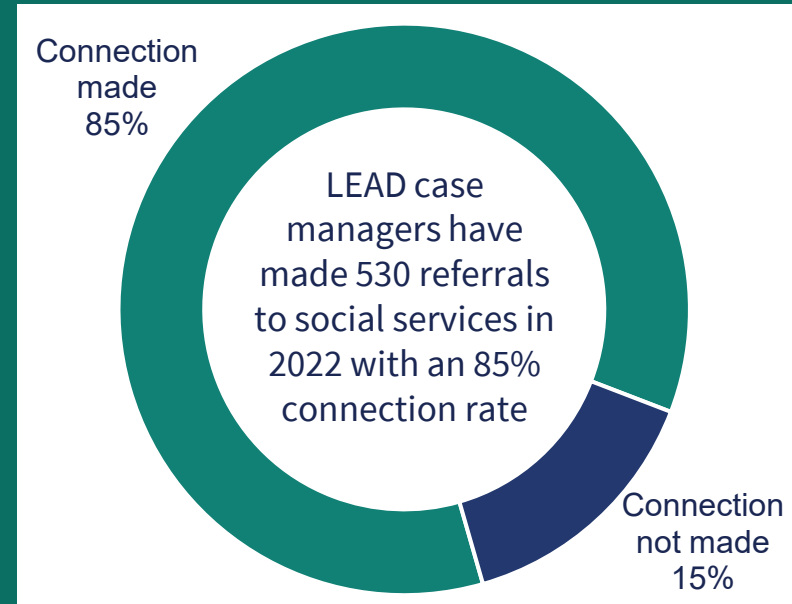


Cumulative EMS contacts for 34 participants enrolled in...



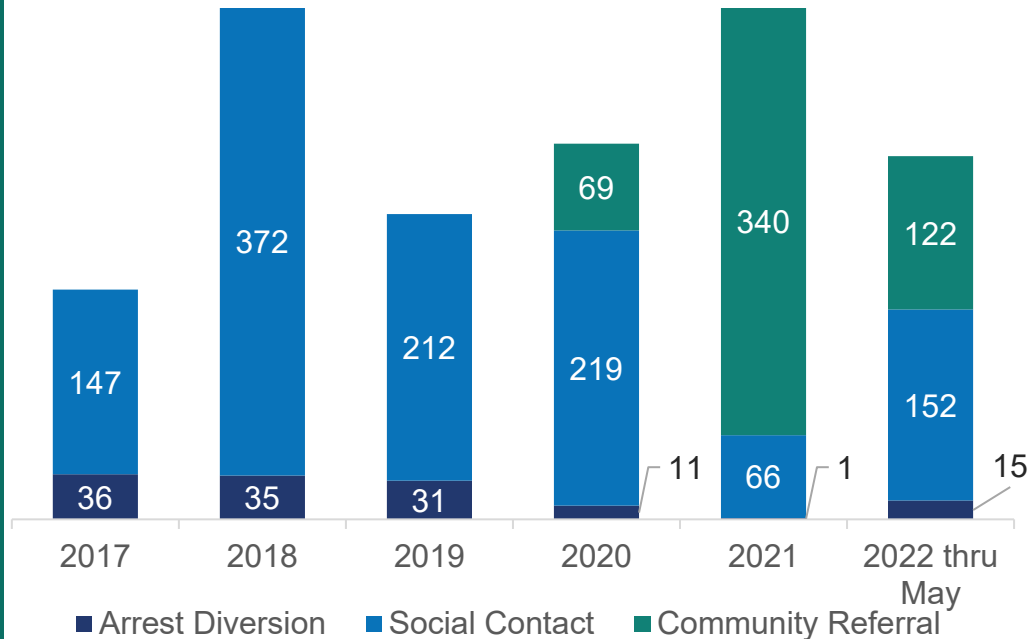
## Spotlight: Port Angeles LEAD

- Since July 2020: Over 500 people have been referred and assessed.
- Of these, 131 people have enrolled in intensive case management.
- Success of cross-sector collaboration has led to the creation of similar work groups with related focuses.



# Spotlight: Seattle LEAD

After a “pandemic pause” in 2020-2021, police referrals have rebounded in 2022



- Since 2017, Seattle LEAD has averaged 308 unique referrals annually.
- 55% of all people referred enrolled in intensive case management.
- For 2022 as a whole, we anticipate 365 social contact referrals, 293 community referrals, and 36 arrest diversions

## Spotlight: Walla Walla LEAD

- Walla Walla LEAD has received 193 referrals since December 2021, of which 14% were from law enforcement.
- As of June 30, 2022, 45 participants were actively engaged in LEAD case management.

Case managers completed 1,528 encounters in FY 2021-2022

