



Maximizing Partnerships with the Criminal Justice Sector: Lessons from Camden RESET

This session originally aired May 9th, 2018

Individuals with complex health and social needs interact with a multitude of systems, with many of those systems delivering duplicative or ineffective care by failing to address the root causes of the presenting issue. Effective cross-sector collaboration within the complex care field aims to correct this through increased coordination with partner entities that holistically addresses the needs of the patient. However, many organizations face barriers to this type of partnership, including data sharing limitations and misaligned incentive structures.

Engagement with the criminal justice sector offers significant opportunities for collaboration within complex care. The [Camden Coalition of Healthcare Providers' Camden RESET](#) (Re-Entering Society with Effective Tools) program is a promising example of such partnership between health care and the jail system. Funded and supported by the [Laura and John Arnold Foundation](#), this pilot program aims to discover and address the root causes of hospital use, arrests and jail stays among Camden residents who have experienced high hospital and jail utilization. The program helps residents gain the skills and support they need to avoid arrest and preventable hospital admissions and improve their wellbeing.

Laura Buckley, Dawn Wiest and Tyson Smith of the Camden RESET team shared information about developing and implementing the project, highlighting broadly applicable principles and strategies for maximizing partnerships with the criminal justice sector.

The Value of Cross-Sector Collaboration

A consistent theme witnessed firsthand by the Camden RESET team is that people with complex health and social needs face a variety of issues at the same time - poverty, homelessness, addiction, chronic medical conditions, and mental illness. Many have also experienced early life trauma. As a result, individuals often interact with multiple human service systems like healthcare, criminal justice, housing, and various social service agencies. But because these systems are often siloed, the root causes behind utilization are rarely addressed in a coordinated, efficient way.

As we continue to highlight and scale up established complex care models, an area of growing innovation is cross-sector collaboration.



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The Value of Cross-Sector Collaboration within the Criminal Justice System

Through years of hands-on work with complex care patients, we have seen that patients involved with the criminal justice system are more difficult to maintain contact with, have more lengthy legal entanglements, and experience greater social instability than other complex care patients.

Furthermore, a [growing body of research](#) indicates that time spent in jail can:

- Impede access to treatment
- Worsen mental health and substance use disorders.
- Increase the likelihood of future jail time for individuals with a mental illness.

Camden ARISE (Administrative Records Integration for Service Excellence)

[Camden ARISE](#) - an initiative that pre-dated and set the foundation for Camden RESET - integrated data from the Camden County Police Department with information from regional hospitals to shed light on overlapping issues in healthcare and public safety. They found:

- more than 93,000 people with hospital claims,
- more than 18,000 people with police encounters,
- about 12,500 people who had overlapping hospital claims and police encounters

- Of those 12,500 people, they identified 226 people with “dual sector high utilization,” who had high rates of encounters with both systems

Camden RESET (Re-entering Society with Effective Tools)

The goal of this program is to help patients gain the skills and support they need to avoid arrests and preventable hospital readmissions, and improve their wellbeing.

The Camden RESET triage process includes:

- Receiving and reviewing jail records
- Reviewing health information exchange (HIE) records to rule-out non-Camden City individuals
- Prioritizing individuals with 3+ jail commitments within a year
- Reviewing HIE records for high utilization of the healthcare system:
 - 2+ Inpatient or 4+ Emergency Department
 - within the same year of 3+ jail commitments



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Camden RESET uses this real-time data to enroll and consent people who are jailed, and provide interdisciplinary, wrap-around services on the outside. Both HIE Beacon Reports and Housing & Urban Development's Homeless Management Information Systems Access (HMIS) are used to coordinate care and decrease the silos among the various systems and institutions are patients are often caught between.

Because relationships are so key in this cross-collaboration work, the presenters publicly thanked several people who have been instrumental in turning the Camden ARISE data into a reality with Camden RESET:

1. Lynn Overman and Catie Bialick from the Laura and John Arnold Foundation
2. Chief Thompson, Camden County's Chief of Police who we initially worked with on our data sharing agreement
3. Lt Kareem of Camden County Department of Corrections, who has been a huge advocate for us and we would literally not be enrolling people inside and coordinating release without him
4. Sharon Bean, the jail populations manager for Camden County, who ensures we get access to accurate and timely data
5. Also: thanks to Officer Carr, Sargeant Ross, and everyone involved in the Camden County Re-Entry Committee, including VOA-DV, OAKS Integrated Care, Project HOPE, and Cooper Addiction Med folks



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Questions from attendees:

How were elected officials engaged?

- The data-sharing agreement with the Camden County Police Department was approved by the Camden County Freeholders
- RESET staff attended freeholder meetings to encourage buy-in
- The Freeholder Director was involved in subsequent conversations about the RESET intervention itself and was a champion of the project

What does the intentional relationship building between systems look like?

- Intentional relationship building begins with stakeholder mapping
- Structuring and holding standing meetings
- Training staff to understand processes and perspectives on both sides
- Emphasizing staff accountability and proactivity

How is the community involved or informed of the work with Camden RESET?

- Informational events like Office Hours
- Engaging the [Community Advisory Council](#)
- Variety of stakeholders at Camden County Re-Entry Committee meetings and Camden County Re-Entry bi-weekly case conference
- Blog posts in our newsletter