



Executive Office of the Trial Court

MASSACHUSETTS COMMUNITY JUSTICE WORKSHOP SUMMARY

Lawrence LLEAPS n' Bounds: Intercepts 0 and 1

September 2022



*Helping Communities Address the
Substance Use and Mental Health Needs
of People Involved with the Justice System*

Project Leadership

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Massachusetts Trial Court



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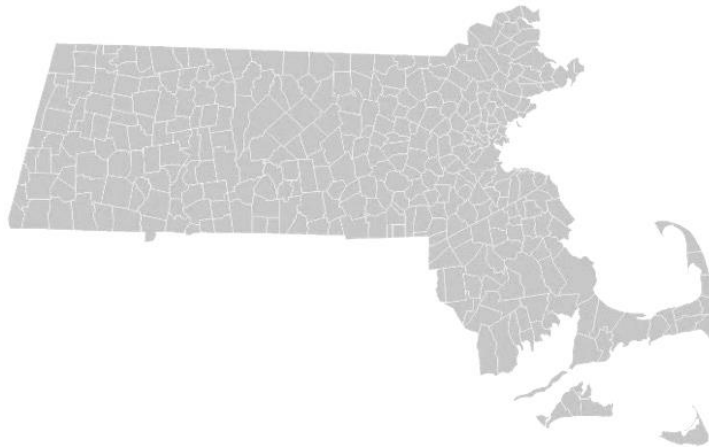


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MASSACHUSETTS COMMUNITY JUSTICE WORKSHOP REPORT

SEQUENTIAL INTERCEPT MAPPING

INTRODUCTION

The purpose of this report is to provide a summary of the Lawrence LLEAPS n' Bounds *Sequential Intercept Mapping* update, held virtually on September 14th and 28th, 2022. This report includes:

- A *Sequential Intercept Map* of Intercepts 0 and 1, as developed by the group during the workshop;
- A summary of the information gathered at the workshop;
- A statewide treatment and recovery resource list;
- An action plan template to help LLEAPS n' Bounds steering committee members address their collectively agreed upon priorities for change.

The workshop was attended by 25 individuals representing multiple community partners including law enforcement, crisis, mental health and substance use disorder treatment, healthcare, corrections, social services, advocacy, recovery support and the courts. A complete list of participants is available in Appendix A.

The workshop was facilitated by Marisa Hebble, Manager, and Tess Jurgensen, Administrative Coordinator, of the Massachusetts Community Justice Project.

The planning for this workshop was initiated and spearheaded by Dr. Jennifer Burns and Lieutenant Dan Fleming of the Lawrence Police Department.

SEQUENTIAL INTERCEPT MAPPING IN LAWRENCE

In April of 2016, a two-day Sequential Intercept Mapping was conducted with community stakeholders for the Lawrence District Court jurisdiction (Lawrence, Andover, North Andover, and Methuen).¹ Partners working on the LLEAPS n' Bounds initiative requested an update to the Sequential Intercept Map, focused exclusively on the City of Lawrence and solely on Intercepts 0 and 1 (community crisis services, dispatch, and law enforcement).

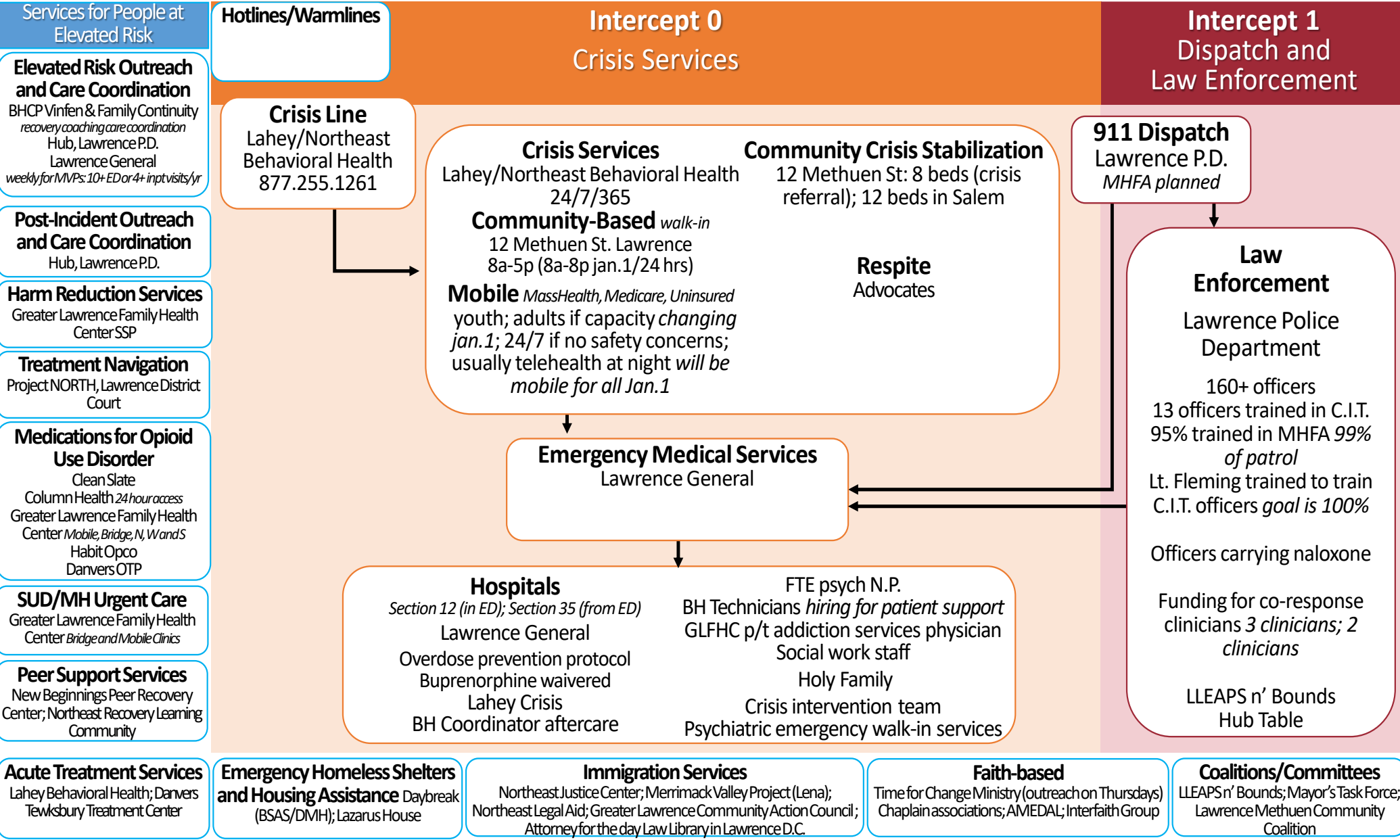
ABOUT LLEAPS N' BOUNDS

LLEAPS n' Bounds focuses on the structural drivers that increase crime in Lawrence with a focus on substance use and mental/behavioral health and race. The LLEAPS n' Bounds target population is men who are: 19 to 49 years old; black, indigenous, and people of color; impacted by substance use disorder, mental health conditions, and co-occurring disorders; and homeless.

LAWRENCE SEQUENTIAL INTERCEPT MAP

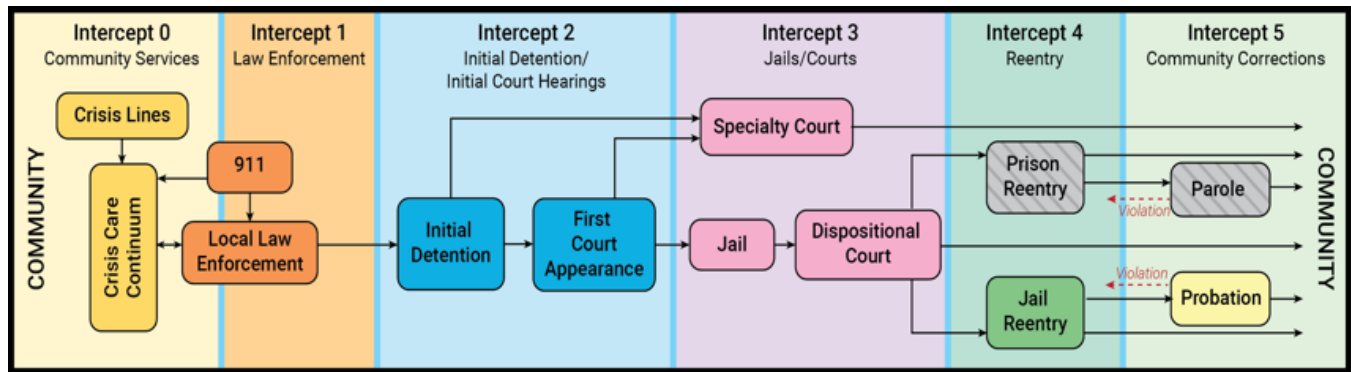
Following is an updated *Sequential Intercept Model* map for Intercepts 0 and 1 of the Lawrence region; a list of local resources, gaps, and priorities for change; and an action plan template.

¹ Massachusetts Community Justice Workshop Report: Lawrence District Court. April 2016. mass.gov/doc/sequential-intercept-mapping-report-lawrence-district-court-jurisdiction/download



RESOURCES AND GAPS BY INTERCEPT

INTERCEPT 0: COMMUNITY CRISIS SERVICES



RESOURCES

Crisis Service: Lahey/Northeast Behavioral Health, 24/7/365

Community Crisis Stabilization

- Beth Israel Lahey Health: 12 Methuen Street, Lawrence, 8 beds (crisis referral)

Community Behavioral Health Centers

- Beth Israel Lahey Health Behavioral Services: 12 Methuen Street, Lawrence (core clinic services, crisis services, adult community crisis stabilization)
- Wayside: 1 Frederick Abbot Way, Framingham (youth community crisis stabilization)

Respite: Advocates • Eliot (Mobile)

Behavioral Health Urgent Care: Greater Lawrence Family Health Center Bridge and Mobile Clinics, 8a-9p M-Th, 9a-6p F, 9a-5p Sat-Sun (Main Site)

EMS: Lawrence General

Hospital: Lawrence General (LHG)

- Emergency Department: 1 General Street, Lawrence; 189 beds; Bridge to MOUD
- GLFHC - Main Site: 34 Haverhill Street, Lawrence
- GLFHC - North Site: 150 Park Street, Lawrence
- GLFHC - South Site: 3D Winthrop Avenue, Lawrence
- GLFHC - West Site: 700 Essex Street Lawrence

Homeless Shelter

- Daybreak Shelter, Lawrence
- Lazarus House, Lawrence

Domestic Violence

- YWCA Fina House: Skill building, goal development, transitional services
- YWCA Northeastern Massachusetts: 27/7 hotline 877-509-9922

Substance Use Disorder Treatment (Lawrence)

- Lahey Behavioral Health Tewksbury Treatment Center: Acute treatment, 38 beds
- Lahey Behavioral Health Danvers Treatment Center: Acute treatment, 16 beds (limited due to staffing and renovations)
- Lahey Behavioral Health Danvers Treatment Center: Clinical Stabilization Services, 15-20 beds (limited due to renovations)
- Casa Esperanza: Transitional Support Services, 40 male beds

Additional

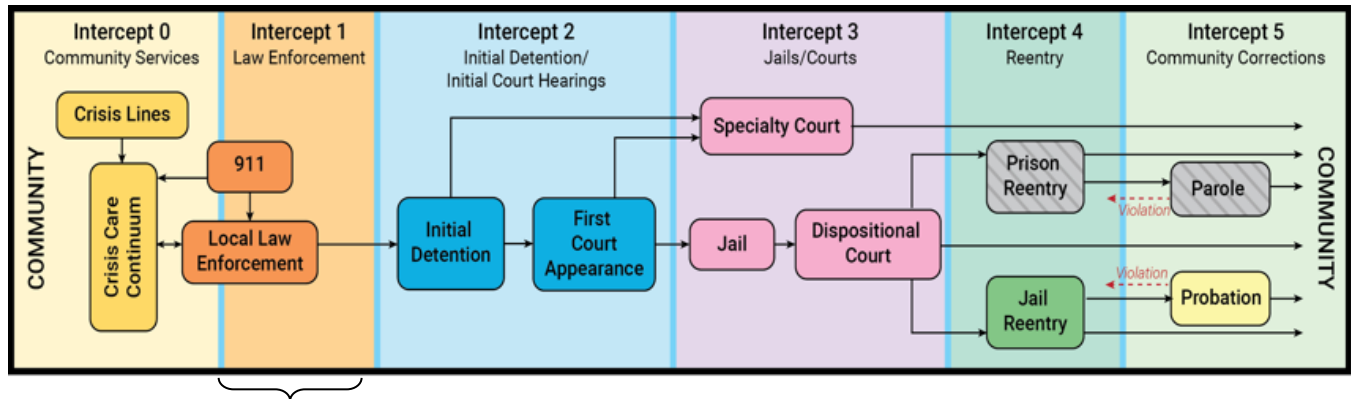
- Behavioral Health Community Partnerships (Vinfen and Family Continuity) provides individuals on MassHealth with care coordination/navigation, including access to housing, recovery coaching, and behavioral health services
- Lawrence PD Hub Table; LMCC helping to coordinate
- ACO-driven weekly rounds for low-income Medicaid patients
- Greater Lawrence funding to conduct outreach
- Hospital protocol for providing Narcan and offering 3-day suboxone start
- Lahey contract for CBHC in Lawrence
- Court-based Recovery Support Navigators available to serve court-involved populations in Lawrence and Lowell through Project NORTH
- Staff at Family Continuity culturally reflective of the Lawrence community
- Lawrence Public Schools Adult Education Center seen as "services" for people at elevated risk (like DCF, SSYI grantees, Social Security, and other state agencies)
- BILH onboarding new staff to meet mobile crisis needs of the community (including Spanish speaking)
- BILH behavioral health clinicians conduct in-person/telehealth behavioral health crisis evaluation and stabilization in ED, 24/7; same services offered to eligible and medically cleared inpatient population

- Faith-based communities are resource for finding culturally responsive services, outreach, care coordination
- BILH Lawrence leadership willing to hear feedback/resolve issues related to service availability and access
- LGH has 1.5 FTE Behavioral Health Technicians to support ED patients: provide therapeutic environment, serve as liaison to family, assist with de-escalation, assist with ADLs (recruiting for more)
- 1 FTE Behavioral Health Care Coordinator at LGH serves as liaison to BILH clinicians, family, and external partners; supports discharge and care planning; provides therapeutic environment; oversees BH technicians
- GLFHC providing part-time addiction services to Lawrence General; Dr. Natalie Stahl provides addiction medicine consults ~20 hrs/wk. with RN (access to Recovery Coach/Specialist in development)
- LGH Bilingual Psych NP provides consults to inpatients and ER patients with BH needs
- 24/7 telepsychiatry available at LGH to support providers and BH clinicians as needed
- LGH exploring how to scale lessons learned from the ACO MVP
- BrightView Health (formerly Column Health) providing MOUD
- LGH Security Officers carry Narcan
- 90% of LGH ED providers waived to provide 3-day suboxone starts to bridge people with OUD to outpatient treatment
- Lawrence is a Wave 2 site for HEALING Community Study
- Access to SUD evaluations at the level of the court
- Greater Lawrence distributing naloxone to people who are actively using

GAPS

- Multidisciplinary weekly meeting at LGH to discuss MVPs no longer happening (multiple visit patients have 10+ ED visits or 4+ inpatient visits in calendar year)
- Law enforcement capacity to serve people at-risk of overdose or in behavioral health crises
- No designated post-overdose outreach program for Lawrence residents aside from Hub table
- Key players and services missing from Hub, particularly Navigators and Recovery Coaches
- Information exchange between hospital and Hub: Lawrence General attends; no Holy Family representation
- Limited capacity for hospitals to participate in Hub
- Disproportionate number of deaths among members of Latinx Community
- Resources often tied to insurance payers, programs, or populations; payer-blind services are needed
- Hub agencies working in silos
- Access to services on demand
- Lack of trust in services/outreach, especially those connected to law enforcement
- Language accessibility of resources
- Ability to track individuals in the community as they transition between services and shelters
- Access to 24/7 Recovery Coach in ED who can connect and refer people to harm reduction and recovery services
- Ability to hire and retain staff in behavioral health, crisis, and hospital positions
- Burnout among healthcare professionals
- Community perception that crisis services will be available on demand
- Clarification around eligibility and which agencies provide which services
- No inpatient psychiatric beds at Lawrence General
- Staff capacity at LGH barrier to joining Arbour's virtual PHP
- Access to in-person peer support at Lawrence hospitals
- Trust building opportunities between law enforcement and the community
- Training around working with people who are actively using/dealing with mental health issues
- Behavioral health inpatient unit at Holy Family Haverhill closed (6+ mo. ago) due to staffing
- Staff capacity at Holy Family Methuen impacts ability to develop appropriate discharge planning
- Significant and profound lack of services for immigrants and people who are undocumented
- Lack of understanding related to MassHealth limitations and being undocumented
- No emergency shelters in Lawrence (Daybreak operating through new program and has new referral/intake process)
- Overdose prevention and naloxone training for churches and faith-based communities
- Training and outreach to faith-based communities on working with people who are actively using, dealing with mental health challenges, or experiencing cultural, immigration, or language-related crises
- Sufficient funding and resources for faith-based communities
- Getting naloxone into the hands of family members of people who are actively using

INTERCEPT 1: DISPATCH AND LAW ENFORCEMENT



RESOURCES

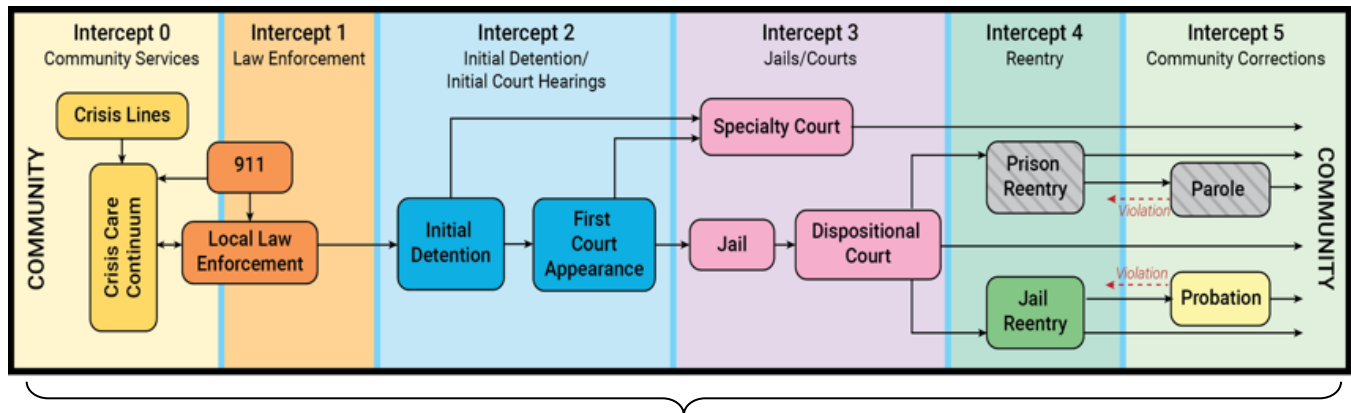
Lawrence Police Department

- All officers carrying naloxone
- Database to track individuals facing mental health crises (in development)
- CIT grant to train officers on interacting with people in mental health crisis
- New generation of police officers entering Lawrence police force (60+ officers)
- Proactively building partnerships with community-based organizations and treatment providers
- Developing MOU with Advocates for 3 embedded clinicians
- LLEAPS has off-site crisis response at 60 Island Street with Recovery Coaches and mental health professionals
- LLEAPS purchasing van to expand transport to treatment (in development)
- MHFA training for dispatch (in development)
- Family Continuity BHCP staff help clients with court paperwork as they often speak the language *Intercept 2*
- Lawrence judicial system recognizes the value of diversion and behavioral health treatment *Intercept 2*
- Reentry program at GLFHC *Intercept 4*
- 28-day detox program at Middleton jail
- Women in Transition Program open to detox (8 beds for qualifying detained individuals) and women on committed sentences

GAPS

- Large population of people with sex offenses against children living in Lawrence
- Prevalence of people incarcerated for drug possession or related offenses
- Increased training for dispatchers and call-takers to help identify and triage mental health crisis calls
- Coordinated non-police response for crisis calls outside of law enforcement
- Dispatch unable to contact crisis service for incoming calls; Lawrence PD is only alternative (along with fire and ambulance)
- Capacity for Lahey crisis to arrive on-scene as part of crisis response
- Access to alternative responses for law enforcement when dealing with crisis calls aside from arrest or civil commitment
- Law enforcement ability to identify whether individuals have disabilities; opportunity for officers to have more information upon arrival
- Access to highly trained professionals skilled in identifying and understanding when individuals are non-verbal/non-compliant versus when they are experiencing a crisis
- Education for community members about providing pertinent information when calling 911 for a mental health, physical, or other crisis; culturally responsive and racially equitable responses for 911 calls
- Access to community-based interpretation services, including services for individuals who are struggling with addiction, don't speak English, and are hard of hearing; grant funding to allow community members to get certified for interpreting
- Court-based interpreter services for people who do not speak English and need help filling out paperwork (language equity) *Intercepts 2-5*
- Challenges for Clergy and SUD providers to do work behind the walls at Essex County Corrections (in-reach) *Intercepts 3 and 4*

COMMUNITY INTERCEPTS



RESOURCES

Treatment/Service Navigation

- Project NORTH • Lawrence District Court

Treatment Providers

- Lahey Behavioral Health
- Danvers Tewksbury Treatment Center

Medications for Opioid Use Disorder

- Habit Opco (methadone, buprenorphine) • Danvers OTP (methadone, buprenorphine, naltrexone) • Greater Lawrence Family Health Center (mobile, bridge, N, W, and S) • BrightView Health (formerly Column Health) (24-hour access) • CleanSlate • Lawrence Medical Center

Healthcare

- Lawrence General
- Holy Family

Recovery/Peer Support

- New Beginnings Peer Recovery Center
- Northeast Recovery Learning Community
- Lawrence Methuen Community Coalition
- Time for Change Ministry, Inc. (support for individuals and families; English and Spanish groups)

Homeless Shelters/Services

- Daybreak (BSAS/DMH) • Lazarus House

Coalitions/Committees/Task Forces

- Mayor's Health Task Force
- LLEAPS n' Bounds
- Lawrence Methuen Community Coalition

Harm Reduction/Engagement/Overdose Prevention

- Underground safe injection initiative in Lawrence (accompanying data collection efforts in development)
- Greater Lawrence Family Health Center SSP
- Narcan available at Family Continuity on walk-in basis

Faith-Based Services

- Time for Change Ministry, Inc. (Thursday outreach)
- Chaplain Associations
- AMEDAL

Immigration Services

- U.S. Citizenship and Immigration Services Lawrence Field Office
- Northeast Justice Center
- Northeast Legal Aid
- Greater Lawrence Community Action Council
- Merrimack Valley Project
- Attorney of the day law library in Lawrence D.C.

Additional

- The Dream Network

GAPS

- Wheels of Hope grant ended
- Transportation to treatment for community residents who are not eligible for existing programs (Project NORTH, LLEAPS)

**NOTE: These resources and gaps were identified during the focus groups and workshop. They are based solely upon the perspective and opinions of those who participated.*

PRIORITIES

1. Develop a sustainable, robust, culturally competent, non-police response to people dealing with mental health challenges and substance use disorders.
2. Increase equitable and timely access to care coordination and referral to services, regardless of immigration status, healthcare coverage, etc.
3. Increase support and resources for the faith-based community and other disconnected and marginalized groups.
4. Ensure that individuals providing training have real, authentic ties to the community and are culturally and linguistically competent; at the planning and implementation tables; reframe what expertise means.
5. Improve access to court interpreter services.
5. Support and processes/services for undocumented individuals in accessing and securing treatment and support.
6. Create a process for staying accountable and tracking outcomes.

VALUES

Massachusetts Community Justice Project Values

- Hope
- Choice
- Respect
- Abolish Stigma
- Person-first language
- Celebrate diversity
- Step up, Step back
- Recovery is possible

Added by LLEAPS n' Bounds Attendees

- Let people know it's ok to move forward; help build self-esteem
- Provide people with a sense of belonging; you belong to this community; we appreciate you and want you to get through this

LAWRENCE STRENGTHS

- Collaboration
- Diversity in services, culture, and experiences
- Pride in culture and tradition
- Sense of community
- Committed and passionate people
- United city
- Tight-knit community
- Brotherhood
- Power that comes from Lawrence residents
- Dedication to try and make change
- Strong and supportive community
- Willingness to come together to provide services wherever they're required
- Universal love and compassion

PARKING LOT

- Question about efficacy of methadone clinics and hospitals' ability to provide MOUD

APPENDICES

Appendix A: Workshop Participant List

Appendix B: Statewide Resource List

Appendix C: Action Plan Template

Appendix D: 2016 Lawrence District Court Sequential Intercept Map

APPENDIX A: PARTICIPANT LIST

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STATEWIDE TREATMENT, RECOVERY, AND COMMUNITY RESOURCES

BUPRENORPHINE ACCESS

BETTER LIFE PARTNERS

Low barrier treatment and care coordination
866.679.0831 • betterlifepartners.com

FAMILY SUPPORT

ALLIES IN RECOVERY

Family coaching using Community Reinforcement
And Family Training • alliesinrecovery.net

FAMILY RESOURCE CENTERS

Information about community services for families
with children ages 0-18 • frcma.org

GRANDPARENTS RAISING GRANDCHILDREN

Resources for kinship caregivers • massgrg.com

LEARN TO COPE

Peer support for families dealing with addiction and
recovery • 508.738.5148 • learn2cope.org

PARENTS HELPING PARENTS

Support groups for parents
617.926.5008 • parentshelpingparents.org

HELPLINES AND HOTLINES

CHILD AT-RISK HOTLINE

Report child abuse and neglect • 800.792.5200

MASS 211

Health and human services information
mass211.org

MASSACHUSETTS BEHAVIORAL HEALTH ACCESS

Youth and family, substance use disorder, and
mental health services • mabhaccess.com

MASSACHUSETTS SUBSTANCE USE HELPLINE

Substance use treatment, recovery, and gambling services
800.327.5050 • helplinema.org

NAMI MASSACHUSETTS

Navigation for mental health and related systems of care
617.704.6264 • 800.370.9085
namimass.org/nami-mass-compass-helpline

NETWORK OF CARE MASSACHUSETTS

Behavioral health and social services directory
massachusetts.networkofcare.org

PREGNANT PERSON'S STATEWIDE ACCESS LINE

Free counseling and placement for pregnant people
affected by substance use • 866.705.2807

SAFELINK

Domestic violence hotline
877.785.2020 • casamyrna.org

INSURANCE ENROLLMENT AND NAVIGATION

MASSACHUSETTS HEALTH CONNECTOR

State-based health insurance marketplace
877.623.6765 • (TTY) 877.623.7773
mahealthconnector.org

HOUSING AND HOMELESSNESS

MASSACHUSETTS ALLIANCE FOR SOBER HOUSING

MASH-certified sober home directory
781.472.2624 • mashsoberhousing.org

TENANCY PRESERVATION PROGRAM

Court-based homelessness prevention
617.788.6500
mass.gov/info-details/tenancy-preservation-program

NATIONAL

NATIONAL DOMESTIC VIOLENCE HOTLINE

Resources, safety planning and legal assistance
thehotline.org • 800.799.SAFE (7233)

SAMHSA HELPLINE

24/7, 365-day-a-year treatment finder
800.662.HELP (4357)
samhsa.gov/find-help/national-helpline

SUICIDE PREVENTION LIFELINE

24/7 support for people in distress
800.273.8255 • suicidepreventionlifeline.org

RECOVERY SUPPORT

THE PHOENIX

Fitness classes for people in recovery
720.440.9175 • thephoenix.org

REFUGE RECOVERY

Recovery program based on the core teachings of
Buddhism • refugerecovery.org

SMART RECOVERY

Science-based addiction recovery support groups for
individuals and their loved ones • smartrecovery.org

VETERANS SERVICES

VETERANS CRISIS LINE

Crisis support for Veterans, service
members, and their families and friends
800.273.8255 *Press 1 • veteranscrisisline.net

HOME BASE

Support for service members, veterans and families
617.724.5202 • homebase.org

SOLDIER ON

Case management, treatment, housing assistance,
women's program • wesoldieron.org

VET CENTERS

Community-based counseling centers with social
and psychological services • vetcenter.va.gov

VETERANS LEGAL SERVICES

Free civil legal aid services for economically
disadvantaged veterans
857.317.4474 • veteranslegalservices.org

YOUTH AND YOUNG ADULT

DEPARTMENT OF MENTAL HEALTH

Young adult resource guide for transition age youth services
mass.gov/info-details/dmh-young-adult-resource-guide-transition-age-youth-services

LINK-KID

Centralized referral system for trauma-focused
evidence-based treatment
855.LINK.KID • cbhknowledge.center/umass

MASSACHUSETTS SUBSTANCE USE HELPLINE

Substance use services for youth and young adults
800.327.5050 • helplinema.org/for-parents

SECTION 35 FACILITIES

HIGHPOINT TREATMENT CENTER

Women's Addiction Treatment Center
108 N. Front Street, New Bedford
Meadowbrook Men
30 Meadowbrook Road, Brockton

DEPARTMENT OF MENTAL HEALTH

Women's Recovery from Addiction Program
60 Hodges Avenue, Taunton
Recovery from Addiction Program Men
60 Hodges Avenue, Taunton

DEPARTMENT OF CORRECTIONS

MCI Framingham Women
99 Loring Drive, Framingham
Mass Alcohol & Substance Abuse Center Men
1 Bumps Pond Road, Plymouth
Stonybrook Stabilization and Treatment Center Men
325 Alabama Street, Ludlow

RECOVERY CENTERS OF AMERICA

Recovery Centers of America at Danvers Women
75 Lindall Street, Danvers

COMMUNITY HEALTH LINK

Motivating Youth Recovery Youth stabilization
12 Queen Street, Worcester

PUBLIC ACUTE TREATMENT SERVICES

HIGH POINT TREATMENT CENTER

High Point- Plymouth ATS Men/Women
1233 State Road, Plymouth

BEHAVIORAL HEALTH NETWORK

Franklin Recovery Center ATS Men/Women
298 Federal Street, Greenfield
Carlson Recovery Center ATS Men/Women
471 Chestnut Street, Springfield

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mass.gov/project-north

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July 2022

APPENDIX C: ACTION PLAN TEMPLATE

Priority:					
Objective	Activities/Tasks	Resources	Timeframe	Barriers	Responsibility

APPENDIX D: 2016 LAWRENCE DISTRICT COURT SEQUENTIAL INTERCEPT MAP

Lawrence District Court Jurisdiction Map

