



Snohomish County, WA

Human Services



SAFESTREETS



## CHronic Utilizer Alternative Response Team (CHART)

Initial Evaluation  
April 2016

### What Is CHART?

Throughout Everett, many of our most vulnerable and marginalized residents utilize services that span multiple systems including law enforcement, the jail, the emergency departments, emergency medical services (EMS), social service agencies, the courts, and homeless shelters. Many of these individuals have overlapping legal, health, mental health, and substance use issues that result in repeated, expensive, and avoidable contact with the health care, emergency medical services, crisis care, legal, and criminal justice systems.

CHART is a team of criminal justice, emergency response, social service, and research partners who collaborate in an effort to reduce the impact of chronic utilizers on those systems. By taking a systematic approach, our goal is to create an individualized plan that will have a positive and measurable impact on the use of those resources without simply shifting costs from one partner organization to another. The primary goal of CHART is to decrease the system impacts associated with the disproportionate overlapping service utilization by these individuals; however, we anticipate that our efforts will also positively impact the lives of those identified for participation in CHART.

### Who Are on the CHART Teams?

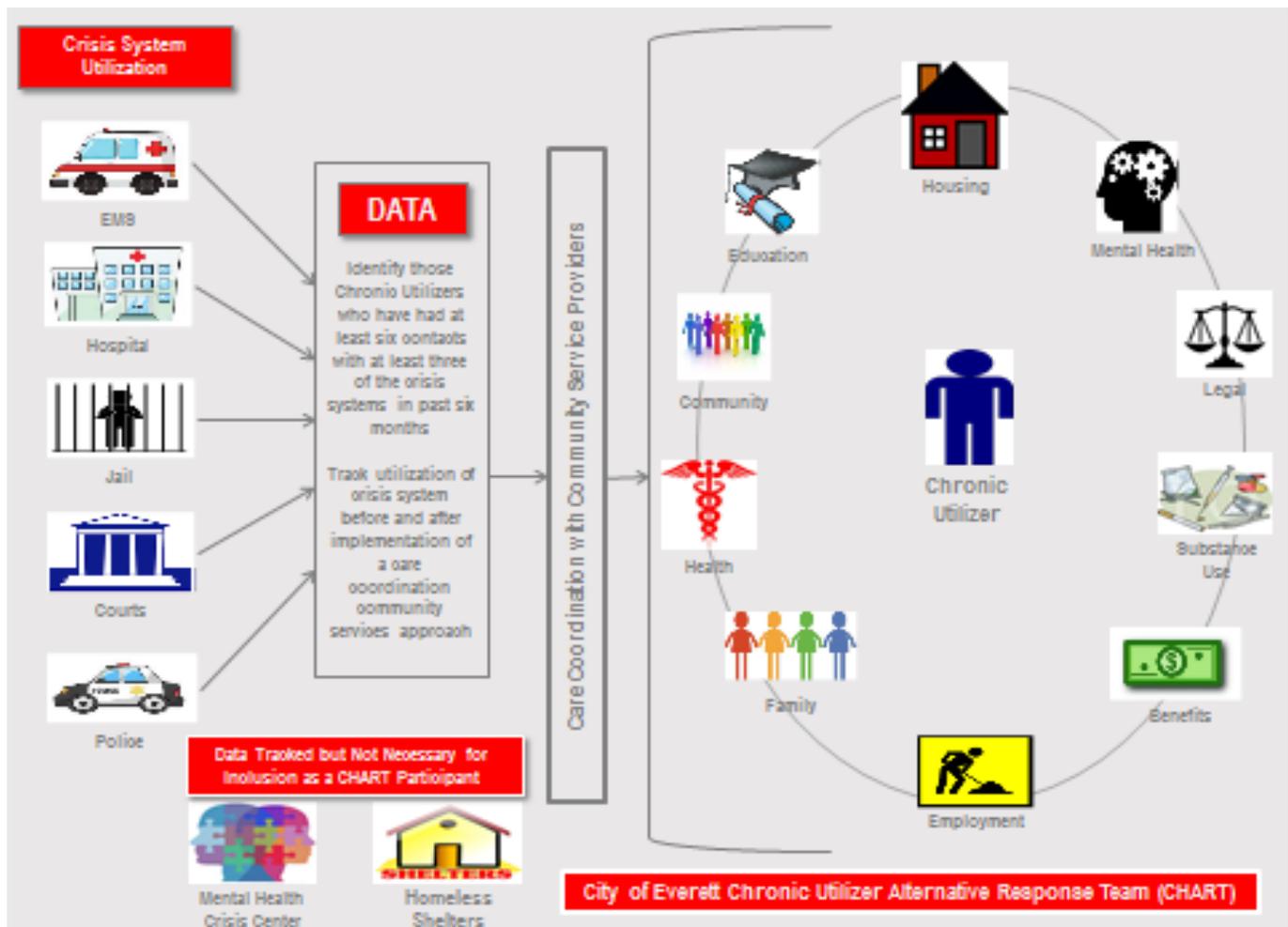
CHART is organized into two teams: the leadership/identification team and the social service team. The identification team consists of representatives from Everett Police Department, Everett Fire Department, Snohomish County Department of Human Services, Snohomish County Jail, the Everett City Attorney's Office, and Providence Regional Medical Center Everett. The purpose of this team is to identify those individuals who should be added to CHART and to establish criteria for who should be prioritized for services. The social service team has representatives from the above agencies and from many agencies providing housing, substance abuse treatment or mental health treatment. The identification team presents individuals to the social service team, who collaborate to find an alternative, efficient, and effective approach to address the underlying issues that lead to chronic use of emergency response systems.

## How Are Individuals Identified for CHART?

Individuals are identified by members of the identification team based on the frequency and severity of the individual's contact with the various systems. First, an individual is identified by a one of the emergency response agencies on the identification team. Second, the individual's utilization of each of the respective systems is examined to determine the impact across the entire criminal justice and emergency response systems. The team then decides together if an individual should be added to the CHART program using the following criteria: in the prior six months, the individual must have at least six contacts with the emergency response system and must have at least one contact with three of the core agencies (police, jail, fire, courts, emergency room.)

## What Happens When a Person Is Identified for Participation in CHART?

Identified individuals sign a release to have their case discussed at social service team meetings held every other week. Each of the partner agencies commits resources to implementing the proposed plan (such as exceptional booking, quashing of warrants, and transport to alternative locations other than jail/hospital when possible) and works to keep the team updated of any changes. Because the focus of our efforts is on system cost-reduction and efficiency, CHART individuals are not required to do anything to participate; however, the team seeks to collaborate with the identified individuals when possible to accomplish goals that mutually benefit the affected systems and improve the circumstances that led the individual's use of system resources.



## *How Does CHART Measure Success?*

By comparing each individual CHART participant's utilization of the criminal justice, crisis care, legal, and emergency medical services systems prior to program participation and after participation in CHART, we will be able to determine the impact the program has on the overall system. We will be successful if we are able to reduce the frequency of contacts by participants with these respective systems. Participation in CHART will be measured from point the core team determines an individual should be in CHART. The CHART individual will be on the "active" CHART list for as much time as necessary but may be moved to an "inactive status" after a period of 60 days with no or minimal contact with the affected systems. All CHART individuals will be tracked long term to measure success.

*"We need alternatives to traditional policing. Everett Police Department is committed to working with our community partners to help improve the outcomes for those in our city who are most vulnerable while at the same time continuing our emphasis on public safety."*

*~Deputy Chief  
Everett Police Department*

*"By improving our response to the chronic utilizers who use a disproportionate amount of our time and resources, we free those resources up for everyone else who needs our help."*

*~Assistant Fire Chief of EMS  
Everett Fire Department*

*"I'm back on my feet because people gave me a hand up. They hold me accountable but they're also helping me out."*

*~CHART Participant*

*"The answer isn't to call police to haul people out of our sight. We have to help people go in the right direction or the cycle never ends."*

*~Corrections Bureau Chief  
Snohomish County Sheriff's Office*

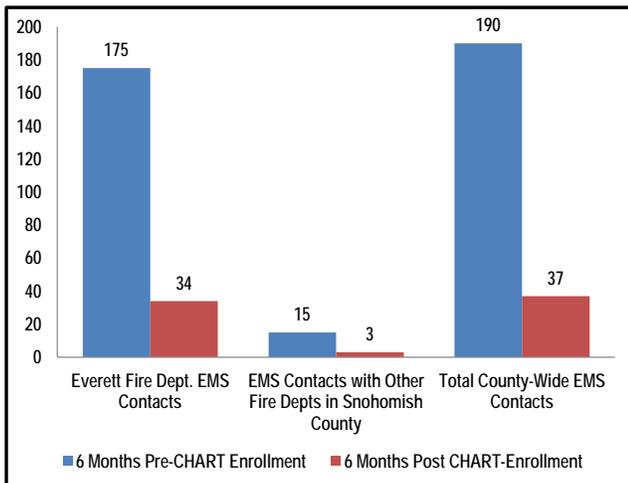
## Evaluation of Program to Date

As of April 2016, there were six CHART participants who had been in the program at least six months allowing for a comparison of their utilization of crisis services for their six months prior to program enrollment to their six months after their initial CHART enrollment dates.

### Contacts with Emergency Medical Services (EMS)

Between the six months pre-CHART enrollment and the six months post-CHART enrollment, documented contacts with Everett Fire Department EMS **decreased 80.6%** from **175 contacts** to **34 contacts**. Contacts with EMS from other fire departments within Snohomish County **decreased 80.0%** from **15 contacts** to **3 contacts**. Overall, county-wide EMS contacts dropped from **190** in the pre-CHART period to **37** in the post-CHART enrollment period for total **decrease of 80.5%**.

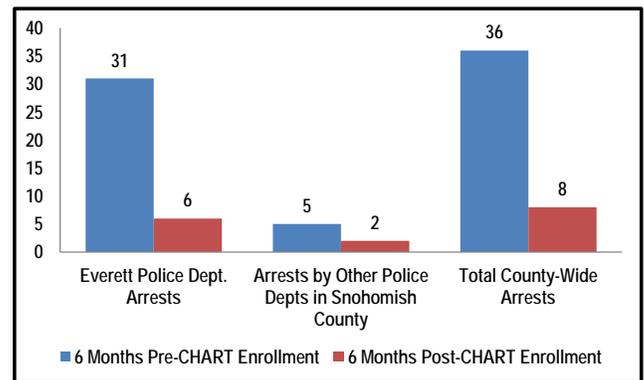
**EMS Contacts: Six Months Pre-CHART Enrollment vs. Six Months Post-CHART Enrollment**



### Criminal Justice Involvement

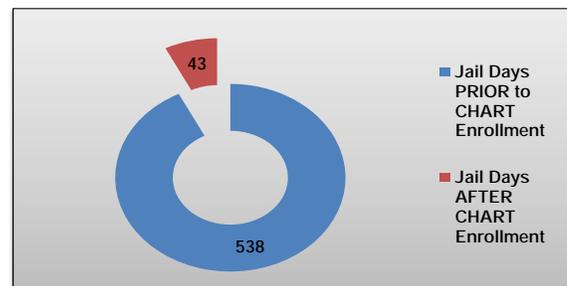
Arrests made of CHART participants by Everett Police Department **decreased 80.6%** between the six months pre-CHART enrollment and the six months post-CHART enrollment from **31 arrests** to **6**. Arrests of CHART participants by other law enforcement agencies in the county **decreased 60%** from **5** to **2**. Overall, county-wide arrests of CHART participants dropped **77.8%**.

**Arrests: Six Months Pre-CHART Enrollment vs. Six Months Post-CHART Enrollment**



The number of days spent in the Snohomish County Jail for CHART participants **decreased 92.0%** from **538** in the pre-CHART enrollment period to **43** in the six months post-CHART enrollment. Additionally, the amount billed to Everett Police Department for jail days for CHART participants dropped from **\$28,356** to **\$6,300**, a decrease of **77.8%**.

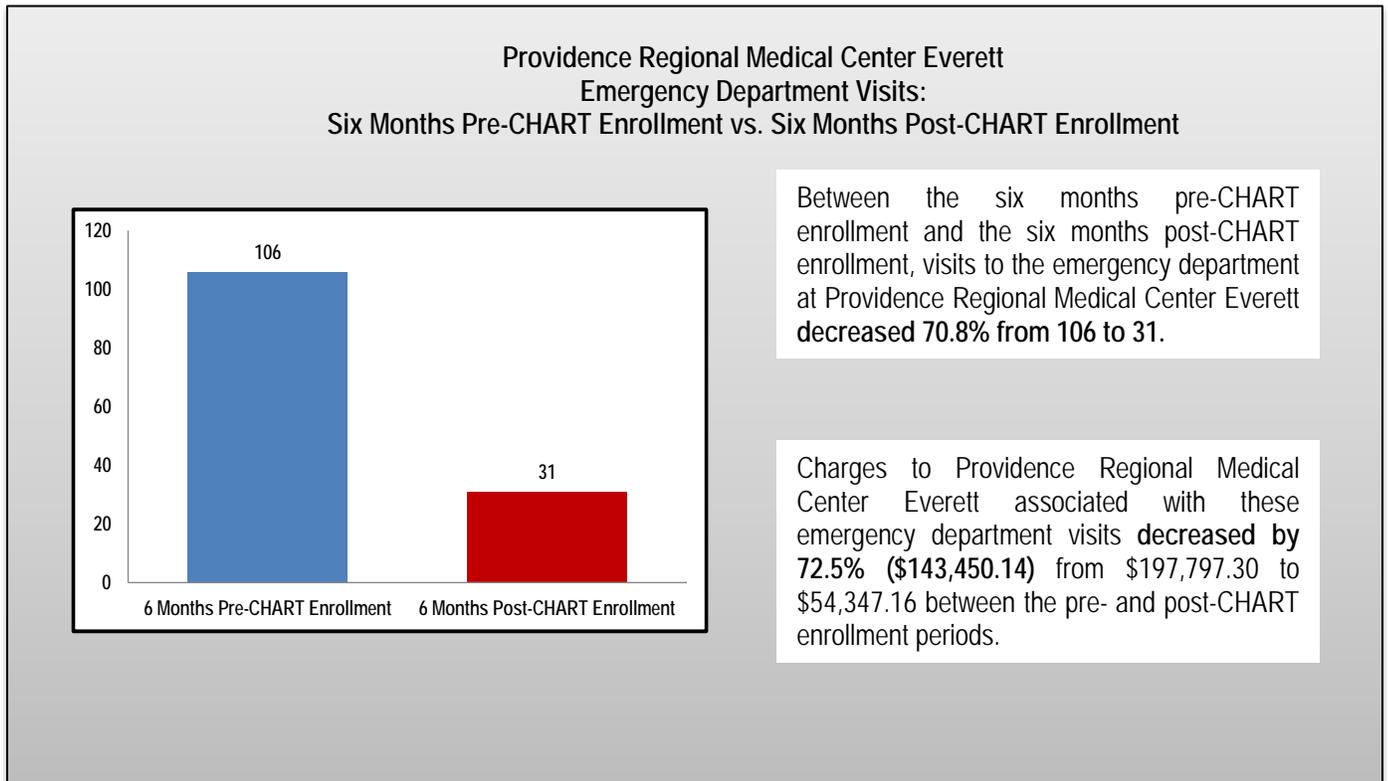
**Number of Days in Snohomish County Jail: Six Months Pre-CHART Enrollment vs. Six Months Post-CHART Enrollment**



### Contacts with Other Crisis Services

Referrals to the Snohomish County Triage Center, a center for crisis mental health issues, **decreased 100%** from 4 referrals pre-CHART enrollment to **zero referrals** post-CHART enrollment.

While there were few documented stays at an area homeless shelter in the pre-CHART enrollment period, this number also **decreased from 3 documented stays to 1** in the post-CHART period.



### Members of the CHART Leadership Team

Anthony Aston  
Corrections Bureau Chief, Snohomish County Sheriff's Office

Tim Key  
Assistant Chief of EMS, Everett Fire Department

Michael Braley  
North Administrative Sergeant, Everett Police Department

Mark StClair  
Deputy Chief, Everett Police Department

Kaitlyn Dowd  
Embedded Social Worker, Everett Police Department

Kim Williams  
Chief Operating Officer, Providence Regional Medical Center Everett

Robin Fenn  
Research Manager, Snohomish County Department of Human Services

Julie Zarn  
Regional Director, Emergency and Critical Care Services  
Providence Regional Medical Center Everett

Hil Kaman  
Assistant City Attorney, Everett City Prosecutor's Office

**Technical Notes:**

All analysis of data was conducted by the Research Division of the Snohomish County Human Services Department. Data for this report were analyzed in April 2016.

For questions about data and analysis, contact Robin Fenn, Research Manager, Snohomish County Human Services Department at [Robin.Fenn@snoco.org](mailto:Robin.Fenn@snoco.org).

Use of Emergency Medical Services (EMS): Participant identified data from all fire districts within Snohomish County who utilize the ESO data system. All documented contacts were included. It is possible that EMS providers had contact with CHART participants that were not documented in the ESO system.

Referrals to the Snohomish County Triage Center: Participant identified data from the Snohomish County Triage Center. All referrals to the Snohomish County Triage Center were included regardless of disposition.

Use of Homeless Shelters: Participant data pulled from the Housing Management Information System.

Arrests: Participant identified data listed as "arrest" in Law Enforcement Record Management System (LERMS) through New World System

Jail Days: Participant identified data related to jail bookings and number of days spent in jail as pulled from COTS and New World System

Billable Jail Days: The Snohomish County Jail provided participant data related to days spent in jail and agency billed. Amount billed was calculated utilizing the following billing rates: for calendar year 2013: \$65.94/day; for calendar year 2014, \$66.63 per day; and for calendar year 2015, \$84.00 per day.

Providence Emergency Department Data: The number of visits to the emergency department and their resulting charges were provided by Providence Medical Center of Everett.