

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**"Celebrating Quality Service"**

**2017 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: JAIL MENTAL HEALTH LIAISON PROGRAM**

**DATE OF IMPLEMENTATION/ADOPTION:** JANUARY 2016  
 (Must have been implemented at least one year - on or before July 1, 2016)

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The Public Defender (PD) implemented the Jail Mental Health Liaison (JMHL) program  
 2 to provide effective, holistic legal representation to incarcerated mentally ill and  
 3 developmentally disabled clients. This unique program was developed in collaboration  
 4 with the Department of Mental Health (DMH), the Sheriff, and the District Attorney.  
 5 Mentally ill PD clients in custody are often incapable of meaningfully communicating  
 6 with their attorneys, successfully utilizing video conferencing technology and conducting  
 7 telephone calls. Many clients also have medication challenges, suffer from depression,  
 8 entertain thoughts of suicide and frequently refuse to come to court. This often results in  
 9 discipline issues, deterioration of the attorney-client relationship and wasted valuable  
 10 court time. In the role of JMHL, a PD Psychiatric Social Worker (PSW) collaborates with  
 11 DMH and the Sheriff by working in the jail, assessing the client and acting as a direct  
 12 liaison with the client and attorney. In doing so, the JMHL program proactively and  
 13 efficiently addresses the client's underlying psychological and medical needs, thereby  
 14 reducing unnecessary court continuances and delay and ultimately helping clients move  
 15 out of the criminal justice system.

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 6,820	\$	\$	\$ 6,820	<input type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

**SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS**  
 Law Offices of the Los Angeles County Public Defender  
 210 W. Temple Street 19<sup>th</sup> Floor  
 Los Angeles, CA 90012

**TELEPHONE NUMBER**  
 213-974-2980

**PROGRAM MANAGER'S NAME**  
 Crisostomo Mercurio

**TELEPHONE NUMBER**  
 213-974-3019

*Crisostomo Mercurio*

*7/6/17*

**EMAIL**  
[CMercuriojr@pubdef.lacounty.go](mailto:CMercuriojr@pubdef.lacounty.go)

**PRODUCTIVITY MANAGER'S NAME AND SIGNATURE**  
 (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)  
 Jenny Brown

**DATE**

*Jenny Brown*

*7/6/17*

**TELEPHONE NUMBER**  
 818-576-8666

**EMAIL**  
[JBrown@pubdef.lacounty.gov](mailto:JBrown@pubdef.lacounty.gov)

**DEPARTMENT HEAD'S NAME AND SIGNATURE**  
 Kelly G. Emiling

**DATE**

*Kelly G. Emiling*

*7/6/17*

**TELEPHONE NUMBER**  
 213-974-0318

Quality and Productivity Commission  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
*“Celebrating Quality Service”*

2017 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: JAIL MENTAL HEALTH LIAISON PROGRAM**

**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success. Use Arial 12 point font.

***Challenges:***

When Public Defender clients are arrested and charged with a crime, often the criminal case is not the only issue with which they are struggling. Although attorneys are sensitive to looking at the client holistically, in areas that include mental health, substance abuse disorder, immigration, and homelessness issues, the combination of a PSW and attorney working as a team provides a more comprehensive approach to address the issues that confront the client.

One of the primary benefits of this team approach is that both the attorney and PSW can fully and openly communicate with the client as their communication is uniquely protected by the attorney-client privilege. By comparison, social workers employed by DMH and other county agencies are not similarly protected, thus client communications with them is more constrained. DMH social workers communicate with deputy public defenders but are not part of the defense team. The PSW collaborates with all justice system partners, but his or her allegiance and role is connected to the holistic legal defense of the client. This is critical to the trust necessary for an effective attorney PSW team approach that promotes client wellness through timely connection with vital treatment and services.

***Solutions:***

The Public Defender implemented the JMHL program to collaborate with DMH, Sheriff and DA personnel and assist incarcerated, mentally ill or developmentally disabled Public Defender clients throughout the criminal justice process. A Public Defender PSW experienced in representing clients with mental health and developmental disability issues works inside the jail, acting as a liaison with attorneys and mental health services staff. Duties of the PSW include: interviewing clients in custody, attending to clients' psychosocial needs, reinforcing health behaviors, updating attorneys on clients' mental health status, obtaining clients' consent to access client mental health records and medical information for planning suitable client care plans, and working with the Sheriff and DMH Court Linkage staff on alternatives to detention. The PSW's presence in the jail facilitates direct communication with in-custody clients and more timely and effective client assessments. This allows the client's defense team (attorney and PSW) to better coordinate services, to prepare the client to face court and helps the attorney to facilitate better case outcomes with less case continuances in court.

Quality and Productivity Commission  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
*“Celebrating Quality Service”*

**2017 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: JAIL MENTAL HEALTH LIAISON PROGRAM**

Use Arial 12 point font.

The Jail Mental Health Liaison Program collaboratively and holistically improves client-centered service to mentally ill and developmentally disabled clients. It proactively reduces systemic gaps in communication among key justice system stakeholders and delays in addressing critical client treatment issues.

***Benefits:***

The Public Defender JMHL program facilitates mentally ill and developmentally disabled clients to move productively out of the criminal justice system. The focus on client well-being inspires confidence that Public Defender attorneys are seeking the best possible outcomes to help clients get their lives on a productive track. The JMHL PSW works with the attorney to assist clients in various ways in jail facilities, including persuading them to go to court when they are resisting, addressing medication issues, and collaborating with the Sheriff and DMH to solve housing issues. Since 2016, the JMHL PSW has served over 391 clients and has successfully prevented 62 jail extractions, which involves the forced removal of the client from a cell for the client to attend court. Additionally, the PSW has been able to de-escalate hostile situations and persuade clients suffering from mental health issues to resume their treatment plans. The PSW develops post-release plans including linkage to mental health treatments upon a client's discharge from county jail and mitigates risk and liability to both the client and the Sheriff's custody staff. The PSW's presence in the jail promotes better court attendance as the PSW checks in regularly with the mentally ill clients, reminds them of the court date, and helps assuage some of the fears they have about going to court. In the event of injuries resulting from arrest or confinement, the PSW can also arrange medical check-ups for mentally ill clients immediately. The PSW facilitates communication between the client and the attorney to get clients' information relayed and questions answered. The JMHL program helps develop a comprehensive client history and diagnosis moving forward so that the client is no longer simply the sum of his or her criminal charges, but rather is someone with identified mental health issues linked to available community resources.

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**“Celebrating Quality Service”**

**2017 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: JAIL MENTAL HEALTH LIAISON PROGRAM**

**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The objective of the JMHL program aligns with the County and the Public Defender goals of institutionalizing holistic representation in Los Angeles County. The County is challenged in that many individuals with criminal justice histories face barriers to successful community reentry, resulting in higher rates of recidivism and homelessness. Research demonstrates that holistic advocacy consistently yields better criminal case dispositions and reduces recidivism. Holistic advocacy seeks to determine the true, underlying cause of a person's involvement in the criminal justice system, and addresses that cause so that the person's needs are met, thereby reducing future contact with the jails and the courts.

The JMHL program goal is consistent with Countywide Strategic Plan Goal 1.3: Reform Service Delivery within our Justice System. The Strategic Goal intends to provide rehabilitative services to those involved with the County's justice systems to reduce the risk of recidivism, and support successful re-entry into the communities. Moreover, Strategic Goal 1.3 outlines Sub-goal 1.3.1: Reduce the Incidence of Involvement with the Justice System among Vulnerable Populations. The Sub-goal aims to increase the number of justice involved juveniles and adults linked to appropriate health, mental health and substance use disorder services. The JMHL PSW program adds to the success of this goal using holistic representation for the clients by identifying and connecting mentally ill and developmentally disabled clients to appropriate mental health treatment programs.

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**“Celebrating Quality Service”**

**2017 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: JAIL MENTAL HEALTH LIAISON PROGRAM**

**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$ 6,820	\$	\$	\$ 6,820	<input type="checkbox"/>

**ANNUAL= 12 MONTHS ONLY**

The Public Defender JMHL program is a cost-avoidance program for the County by minimizing the number of days the clients spend in custody and diverting clients to more suitable placements and programs so they can productively move out of the criminal justice system. Each jail extraction avoidance is equivalent to client spending one less day in jail. According to UCLA’s Million Dollar Hoods study, the average cost per day in Los Angeles County to incarcerate an individual is approximately \$110. Therefore, 62 prevented jail extractions have resulted in **\$6,820** in costs avoided for the County.

**Quality and Productivity Commission**  
**31<sup>st</sup> Annual Productivity and Quality Awards Program**  
**“Celebrating Quality Service”**

**2017 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

**NAME OF PROJECT: JAIL MENTAL HEALTH LIAISON PROGRAM**

**FOR COLLABORATING DEPARTMENTS ONLY**

*(For single department submissions, do not include this page)*

<b>DEPARTMENT No. 2 NAME AND COMPLETE ADDRESS</b>	
LOS ANGELES COUNTY DISTRICT ATTORNEY'S OFFICE 211 W. TEMPLE STREET SUITE. 200, LOS ANGELES, CA 90012	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
TRACY HOLCOMBE EMAIL: <a href="mailto:THOLCOMBE@DA.LACOUNTY.GOV">THOLCOMBE@DA.LACOUNTY.GOV</a>	JACKIE LACEY EMAIL: <a href="mailto:JLACEY@DA.LACOUNTY.GOV">JLACEY@DA.LACOUNTY.GOV</a>
<b>DEPARTMENT No. 3 NAME AND COMPLETE ADDRESS</b>	
DEPARTMENT OF MENTAL HEALTH 550 S. VERMONT AVE, LOS ANGELES, CA 90020	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
KUMAR MENON EMAIL: <a href="mailto:KMENON@DMH.LACOUNTY.GOV">KMENON@DMH.LACOUNTY.GOV</a>	JONATHAN E. SHERIN, M.D., PH.D. EMAIL: <a href="mailto:JSHERIN@DMH.LACOUNTY.GOV">JSHERIN@DMH.LACOUNTY.GOV</a>
<b>DEPARTMENT No. 4 NAME AND COMPLETE ADDRESS</b>	
LOS ANGELES COUNTY SHERIFF'S DEPARTMENT 211 W. TEMPLE STREET, LOS ANGELES, CA 90012	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
GLEN C. JOE EMAIL: <a href="mailto:GCJOE@LASD.ORG">GCJOE@LASD.ORG</a>	JIM McDONNELL EMAIL: <a href="mailto:JMCDONNE@LASD.ORG">JMCDONNE@LASD.ORG</a>
<b>DEPARTMENT No. 5 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT No. 6 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____
<b>DEPARTMENT No. 7 NAME AND COMPLETE ADDRESS</b>	
<b>PRODUCTIVITY MANAGER'S NAME AND SIGNATURE</b>	<b>DEPARTMENT HEAD'S NAME AND SIGNATURE</b>
EMAIL: _____	EMAIL: _____