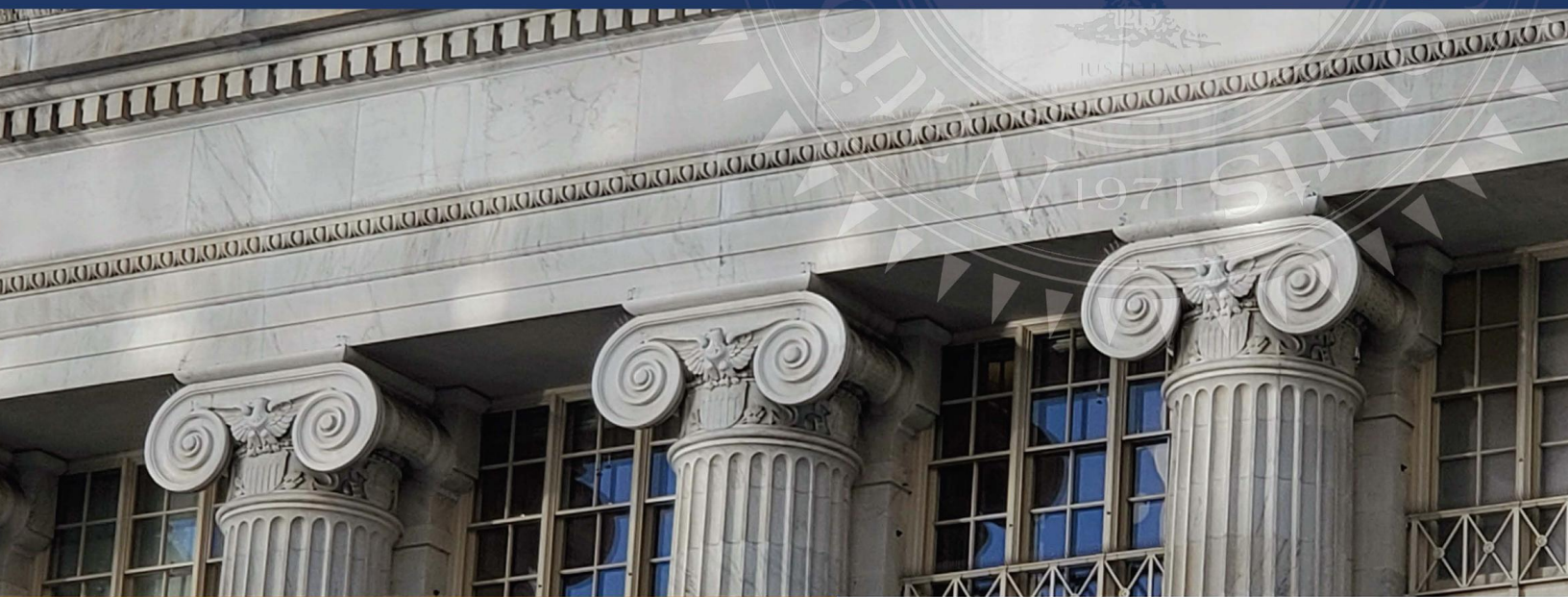


Texas Court Liaison Program Implementation Guide



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What is the Court Liaison Program?

The Court Liaison Program assists courts in addressing the mental health, substance use, and intellectual delay and disability issues of those brought into the justice system. The liaison connects the court to service providers to form better community partnerships, saving valuable state and local resources that might otherwise be expended on unnecessary jail, prison, and hospital stays. They are also known as court navigators because they reduce the failure in the law enforcement, court, hospitals, inpatient treatment, and outpatient treatment systems.

In 2022, the Texas Judicial Commission on Mental Health created a four-year pilot program to fund a Court Liaison in Denton, Grayson, and Smith counties. The pilot aimed to efficiently address the needs of defendants with mental illness, substance use disorders, and intellectual and developmental disabilities charged with nonviolent misdemeanor offenses by connecting them with treatment opportunities. Due to extended wait times for inpatient competency restoration, a particular goal of the program was to help identify quicker options to prevent decompensation of individuals awaiting restoration.

This Implementation Guide uses the tremendous work of the three counties selected as pilot sites to assist other Texas jurisdictions in replicating this program.

How Would My County Benefit From a Liaison?

The Court Liaison Program creates a role for a local professional dedicated to improving the administration of justice and outcomes for individuals with mental health needs, intellectual and developmental disabilities (IDD), and substance use disorders. Some results you might see from funding and supporting a court liaison in your county are listed below.

1. Reduce Jail Overcrowding

A court liaison can reduce jail overcrowding among defendants with behavioral health needs by facilitating diversion programs, advocating for community-based treatment alternatives, expediting case processing, and ensuring defendants receive necessary mental health interventions that prevent unnecessary incarceration.

2. Improve Coordination Between Courts and Behavioral Health Providers

A liaison enhances coordination among stakeholders by acting as a liaison between the judiciary, defense attorneys, prosecutors, mental health professionals, and social service providers. This ensures seamless communication, timely case management, and alignment of resources to support effective rehabilitation and legal compliance.

3. Ensure Compliance with Texas Mental Health Laws

The liaison makes certain that courts adhere to Texas mental health laws and regulations, including ensuring the provision of timely competency evaluations and other mandated services, which ultimately enhances the legal process and reduces the likelihood of procedural errors.

4. Reduce Recidivism

By connecting individuals to the right mental health and substance use treatment services, the liaison helps address the root causes of criminal behavior, reducing the likelihood of reoffending and promoting long-term public safety.

5. Improve Community Wellbeing

By offering individualized care and treatment options, the liaison supports individuals with mental health conditions and enhances community wellbeing. This proactive approach helps ensure individuals receive the support they need, reducing the likelihood of crises and fostering a safe environment for all community members.

6. Increase Efficiency in the Court System

The liaison can streamline processes by ensuring cases involving individuals with mental health needs are handled more efficiently. This reduces delays in court proceedings and improves the overall administration of justice.

7. Facilitate Timely Access to Treatment

The liaison can help create pathways to guarantee defendants are quickly connected to mental health services, reducing wait times.

8. Ensure Accountability and Transparency

The liaison tracks and reports on the effectiveness of diversionary programs, treatment options, and overall case progress, providing transparency and accountability in how the county addresses behavioral health needs within the justice system.

9. Minimize Decomensation

By ensuring defendants with mental health needs receive timely services rather than remain in jail, the liaison helps prevent the deterioration of their condition, facilitates recovery, and lowers the risk of a crisis.

10. Support Individuals With Intellectual and Developmental Disabilities (IDD)

Individuals with IDD may require specialized services or interventions. The liaison guarantees these individuals are connected to appropriate services, reducing the likelihood of unnecessary criminal justice involvement and promoting better outcomes.

11. Enhance Reentry and Reintegration

For individuals who have been incarcerated or involved in the justice system, the liaison can assist in ensuring successful reintegration into the community by connecting individuals with mental health and substance use treatment services, reducing recidivism, and promoting positive societal outcomes.

12. Develop Innovative Pathways

The liaison contributes to the development of new, creative solutions to meet the needs of defendants with mental health and substance use disorders, such as exploring partnerships with local organizations and other resources that could expedite treatment and intervention.

13. Address Mental Health Legal System Gaps

As the liaison bridges the gap between the court system and mental health services, they can help identify systemic weaknesses or inefficiencies in the coordination of care and advocate for changes to improve services for individuals involved in the justice system.

14. Support Long-Term Systemic Change

By participating in the pilot program and working with other counties, the liaison would contribute to a broader movement toward systemic reform, helping to create a more humane, efficient, and effective justice system for individuals with behavioral health needs.

15. Promote the Administration of Justice

The liaison's role aligns with the broader mission of the Texas Judicial Commission on Mental Health by promoting better coordination and integration of mental health resources into the judicial process and ultimately improving public health, safety, and justice for individuals with mental health challenges.

Examples of New Innovations Instituted Due to the Court Liaison

- New mental health dockets are held monthly in the 59th District Court. Originally, this docket focused on individuals with competency concerns, including those awaiting a competency evaluation, those wait-listed for the state hospital, and individuals currently receiving care at the state hospital. It has since expanded to also include individuals with persistent and significant mental illness who are deemed competent to stand trial but whose mental health impacts case planning and disposition.
- New misdemeanor mental health dockets are held biweekly in the Grayson County Court at Law 1, with non-filed Zoom hearings at 9:00 a.m. and in-person hearings at 10:30 a.m. on Mondays and Fridays.
- The Jail Based Competency Restoration Program was approved by Texas Health and Human Service Commission to be implemented through Grayson County's local mental health authority with an interdisciplinary team approach for referrals into the program directed by the District Court's Mental Health Docket.
- Mental health assessments are completed during initial booking to screen for early identification of mental illness (16.22 report submitted to attorneys, court, probation, LMHA, Jail Medical, Jail Administration).
- A grant was submitted to and approved by the Texas Indigent Defense Counsel to establish a Managed Assigned Counsel (MAC) Office, aimed at providing administrative support to all court-appointed attorneys, streamlining indigent defense, and identifying attorneys experienced in working with individuals with mental health and developmental disabilities. Initially focused on enhancing representation for individuals with mental health needs, the MAC initiative has since broadened its scope to include all populations requiring court-appointed or indigent defense attorneys.
- A Jail Diversion Center Committee was created in Grayson County after a Jail Diversion Center was identified as a priority during the Sequential Intercept Mapping (SIM) Workshop conducted by JCMH.
- The Denton County liaison reports connecting cases with appropriate programs, including by serving as an educational resource to attorneys on competency and other mental health issues and on court processes to families, making jail visits, and expanding the scope of the 16.22 process to serve as a "crisis assessment" in addition to the required early identification and reporting.
- The general understanding of the mental health crisis among incarcerated individuals has been elevated through various community education luncheons, presentations at the Grayson County Bar Association, the SIM Workshop, newspaper articles, and appearances before the Commissioner's Court.

- The formation of the Forensic Team in Smith County to address the competency restoration waitlist.
- Following the 2022 Smith County SIM Mapping, the Andrews Center sponsored the East Texas MH (ETMH) Summit. The summit drew more than 700+ attendees and the second ETMH Summit will be held May 6, 2025.
- Biweekly clinical case collaboration was established in Denton County to facilitate discussions about inmates with significant mental health needs.
 - Biweekly meeting focused on reviewing the 46B forensic waitlist in Denton County.
- Denton County implemented a Jail Reentry Action Plan aimed at identifying and addressing potential barriers such as transportation and housing, establishing medication management, and ensuring continuous monitoring and problem-solving.
- Reentry case management was provided by the court liaison in Smith County to ensure defendants with special needs could access assistance programs and benefits and understand their bond conditions.
- The Coordinated Release process was created for individuals releasing on personal bonds with mental health conditions, individuals entering a plea to be placed on probation, and individuals who timeout in county jail waiting for care at the state hospital.

What Tasks Could a Court Liaison's Role Include?

Liaisons can collaborate with the many stakeholders, educate their county, and lead the county in integrating best practices into day-to-day processes.

1. Collaboration

- Develop and foster collaborative relationships with:
 - Local Mental Health Authority and/or Local Behavioral Health Authority
 - State Hospitals (SH)
 - State Supported Living Centers (SSLC)
 - Courts, district and county attorney offices, public defender's offices, and the local defense bar
 - Community providers
 - Probation/community supervision and corrections departments
 - Sheriff's office and other law enforcement agencies
- Communicate with appropriate organizations to ensure coordination of:
 - Transportation
 - Medication
 - Continuity of Care
 - Docketing
- Assist the jail and individuals in jail to guarantee proper in-custody treatment, medication management, and utilization of diversion programs.
- Assist the trial court in coordinating support and interventions for individuals identified by Code of Criminal Procedure Section 16.22 procedures and ensure timely court settings.
- Communicate with all agencies at all intercepts regarding individuals with persistent mental health symptoms.
- Ensure CCP 16.22 reports are provided to relevant stakeholders including defense attorneys, prosecution, community supervision, and corrections departments.
- Seek additional resources and funding, including state and federal grant opportunities, to develop local resources such as transitional housing, public transit, and income-based housing.

2. Education

- Engage stakeholders with education on:
 - Available resources and crisis programs
 - Mental health and substance use treatment resources including community-based supports
 - Competency restoration processes, waitlist procedures, and limitations
 - Transferring appropriate cases from criminal court to probate court
 - Creating specialty courts
 - Complying with Texas mental health laws
- Reduce recidivism through education on stabilization interventions such as emergency detention and outpatient or inpatient mental health services.
- Educate the county on the appropriate use of competency restoration, highlighting that it is not comprehensive mental health treatment and exploring alternatives to inpatient services when appropriate.
- Provide consultation to judges and other stakeholders regarding mental health questions.
- Provide or coordinate training on requested mental health topics for stakeholders.
- Educate stakeholders on current evidence-based processes and practices.

3. Leadership

- Assist the court and attorneys in evaluating cases for appropriate resource allocation, including referral to probate court or community services.
- Identify individuals in county jail with mental health concerns and intellectual disabilities, focusing on prevention of deaths by suicide and evidence-based practices.
- Ensure individuals charged with nonviolent misdemeanors released on bond have conditions that include adherence to mental health assessments and treatment.
- Monitor defendants' positions for competency restoration services across various settings, including outpatient, jail-based, or inpatient.
- Create plans for individuals' transition back to the community, civil commitment, or jail, ensuring continued services.
- Assist in the preparation of case plans for post-adjudication services and transition to field probation services.

- Review the waitlist for state hospitals for competency restoration and correct errors to improve efficiencies.
- Open writ files for unfiled cases to link individuals with attorneys and ensure timely court settings.
- Identify and address structural barriers, miscommunications, and patterns that reduce access to services.
- Document systemic changes and create a blueprint for replication of successful pilot projects across counties.

Examples of Duties of Liaisons in Three Counties

The JMCH provided a job description for the Court Liaison position for the pilots. The table below provides a crosswalk of two pilot program sites' job descriptions compared to the JCMH suggested description of duties.

JCMH Job Duty	Denton	Grayson
Develop and foster collaborative relationships with and between various stakeholders/collaborators.	Communicate with various system players to coordinate assessment, supervision and services.	Serve as a liaison between various local and state behavioral health, law enforcement, judicial and legal agencies.
Engage stakeholders in education on the many diversion opportunities across the Sequential Intercept Model.	Engage stakeholders in education opportunities relating to diversion programs and processes.	Engage stakeholders in education opportunities relating to diversion programs and processes.
Assist the court and attorneys in evaluating cases for alternative pathways.	<p>Serve as a direct liaison between the jail magistrate court and the criminal district attorney's office to identify incarcerated individuals whose mental illness or IDD requires expedited intake review.</p> <p>Provide direct support to courts and attorneys to determine which diversion program would provide the most effective, least restrictive opportunity for treatment in misdemeanor cases with competency proceedings being the last resort.</p>	Assist courts and attorneys in case evaluation. Facilitate case management and transition plans for defendants.
Refer cases to the probate court, connect to community services, or connect to a bond officer as appropriate, if competency is not an issue, but mental health needs are apparent.	Refer cases to probate court for court-ordered outpatient treatment and liaison with court staff and the local mental health authority (LMHA) to identify appropriate outpatient programs.	Refer cases to probate court and coordinates access to community services.

JCMH Job Duty	Denton	Grayson
Monitor defendants awaiting inpatient competency restoration services in jail in collaboration with the State Hospital system.	None	Monitor defendants awaiting inpatient competency restoration services and provide status updates as necessary.
Assist the jail and individuals in custody to ensure proper in-custody treatment, medication management, and utilization of diversion programs.	Ensure continuity of care in custody treatment, medication management, and utilization of diversion programs.	Ensure defendants receive proper in-custody treatment, medication management and utilization of diversion programs.
Monitor defendant's position for competency restoration services to ensure proper coordination of transportation, paperwork, medication, continuity of care, and docketing.	Monitor defendant's status for competency restoration services and coordinates the continuity of care process. Provide status updates and requests hearings with the court when necessary.	Monitor defendant's status for competency restoration services. Assist with coordination of continuity of care process.
Collaborate with providers to create a plan for defendant's transition back to community, civil commitment, or jail and continued services.	<p>Monitor status of patients in court ordered outpatient treatment for compliance with treatment recommendations and schedule status hearings and treatment review hearings as needed.</p> <p>Coordinate the return of the patient/defendant to criminal court for case disposition upon completion of court ordered treatment.</p>	Collaborate with various agencies to facilitate defendant's transition to proper treatment plan.
Assist, as needed, in preparation of case plan for post-adjudication services (probation plans) and assist stakeholders with transition to field probation services.	Collaborate with various agencies to facilitate defendant's transition to proper treatment plan and preparation of case plan for post adjudication services.	Assist in the preparation of a case plan for post-adjudication services.

JCMH Job Duty	Denton	Grayson
Document systemic changes as they progress in the community and judicial systems and create a blueprint so other counties may replicate a successful pilot program.	<p>Identify best practices and tracking metrics to determine diversion program effectiveness.</p> <p>Identify barriers to proper implementation of the Sandra Bland Act and Code of Criminal Procedure sec. 16.22 early identification and diversion.</p> <p>Recommend solutions to identified barriers.</p> <p>Develop best practices and procedures for implementing a diversion program utilizing the sequential intercept model.</p>	Document systemic changes as defendant's progress in the community and judicial system.
Assist the evaluator with the collection of data elements such as the number of jail bookings, the length of stay, connections to treatment, recidivism, and the number of transfers from criminal court to civil court.	Collect comprehensive data pertaining to the disposition of cases for defendants with identified mental health illness or intellectual disabilities who are involved in the Denton County criminal justice system.	None
Other items not included in the JMCH job description.	None	None

Estimated Costs of the Program

The estimated annual costs of a Court Liaison are between \$67,000 and \$84,000 depending on the cost of living in your community. The chart below displays the breakdown of costs for the pilot counties in the first full year which included setting up and running the Court Liaison Program.

Average Annual Expenditures by County								
County Population	Personnel	Fringe	Travel	Equipment	Supplies	Contractual	Other	Total
≈ 900,000	\$57,788.49	\$25,221.02	–	\$812.16	\$12.82	–	\$159.65	\$83,994.13
≈ 130,000	\$55,517.38	\$19,832.47	\$2,295.16	\$1,892.38	\$516.11	–	\$61.54	\$80,115.03
≈ 230,000	\$51,192.63	\$10,522.84	\$1,933.57	\$91.58	\$653.78	\$1,775.00	\$730.39	\$66,899.77

Source: JCMH Finance and Grants Manager

A Tool for Developing a Court Liaison Program

When developing a Court Liaison Program, the following steps can be beneficial as you proceed.

1. Document a Clear Declaration of Purpose.

In doing so, you will:

1. **Provide Clarity** It clearly articulates the goals and objectives of a project or initiative, ensuring that all stakeholders understand the intended outcomes.
2. **Align Efforts** It fosters alignment among team members and involved parties, uniting them towards a common goal and reducing misunderstandings.
3. **Mobilize Support** When stakeholders understand the purpose, they are more likely to support the initiative, whether through resources, participation, or advocacy.
4. **Guide Decision-Making** It serves as a reference point for making decisions, helping to ensure that choices made throughout the process are consistent with the overall purpose.
5. **Motivate and Inspire** A well-articulated purpose can motivate individuals and teams, providing them with a sense of direction and inspiring commitment to the cause.
6. **Facilitate Communication** It enhances communication with external parties, stakeholders, and the public by providing a concise explanation of the initiative's goals.

2. Evaluate the Current Circumstances and Specifically Note Areas for Improvement. The use of specific outcome measures will help show program effectiveness in the future.

STEP 1: PROBLEM. What current issues could be improved or eliminated by having a court liaison?

Some examples might include:

- The high number of individuals in custody with behavioral health conditions.
- Backlog of court cases with mental health components.
- The length of the waitlist for competency restoration services.

STEP 2: WHY. How can a court liaison help address these issues?

Some examples might include:

- Identify and prioritize cases and allocate resources based on urgency and complexity.
- Make connections between court staff and service providers.
- Act as a resource for possible response options.

STEP 3: OUTCOMES. How can success for a court liaison be measured?

- **Assess Court Processing Procedures** Review the outcome of cases involving the court liaison. Look for trends in successful case resolution.
- **Referral Rates** Track the number of cases referred by or to the court liaison.
- **Time Efficiency** Measure the time taken to resolve cases with the involvement of a court liaison vs. without.
- **Collaboration Improvements** Evaluate the way the court liaison facilitates communication and collaboration among stakeholders.
- **Stakeholder Feedback** Gather feedback from judges, attorneys, and other court personnel and behavioral health providers.
- **Satisfaction Surveys** For people or families who interacted with the court liaison's services.

3. Key Considerations When Establishing a Court Liaison Program

1. Always use a **Declaration of Purpose** as your guiding reference.
2. Identify the key collaborators needed for the implementation process.
3. Understand overall readiness to change.
4. Select implementation strategies which align with the needs and changes identified.

STEP 1: BIG PICTURE. Consider the Court Liaison Program and add three big picture steps needed to implement the program.

Implementation Step 1	
Implementation Step 2	
Implementation Step 3	

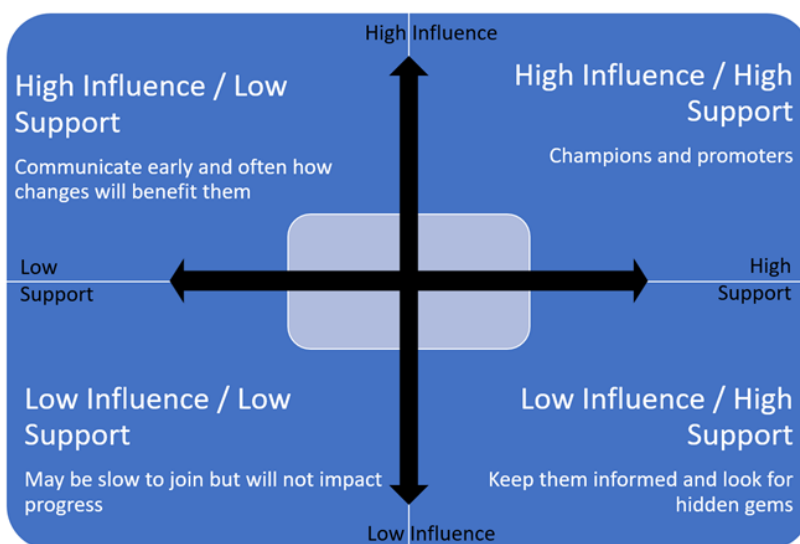
STEP 2: KEY COLLABORATORS

Given the big picture steps, consider and select key collaborators needed to equip the court liaison for success.

- In the first column, list all individuals or groups who may interact with the position (e.g., judges, probation officers, case managers, agency leaders, community partners, healthcare providers, etc.).
- In the second column, list the role the collaborator plays in the Court Liaison Program.
- In the third column, identify what is needed from the individuals or groups to *support the development and implementation* of the Court Liaison Program.

Collaborator	Court Liaison Program Role and Detailed Responsibilities	What do you want them to do <i>during development and implementation</i> ?
Example: Clerk of the Court	Ensure court data is reported to the OCA and shared with the Liaison.	Assist with the work related to implementation efforts by ensuring the Court Liaison Standard Operating Procedures includes court data collection and reporting requirements and these are memorialized in the program policies and procedures.

Evaluate the ability of court professionals and community partners to influence or support the liaison. This is particularly important for those who will directly interact with the position. Review the quadrants and match the collaborators listed in the table above to a quadrant that aligns with their amount of influence and support. This evaluation is particularly helpful in identifying your champions and promoters.



STEP 3: READINESS

Complete the following Questionnaire to Determine Readiness for Change based on the criteria of the 5-point scale listed below.

1. **Not Ready** The court is not prepared to implement the program, policy, or practice currently. There is little to no readiness in any key area.
2. **Limited Readiness** The court has some initial preparations but lacks the essential elements required for successful implementation. Several areas need significant improvement.
3. **Moderate Readiness** The court has made reasonable progress in preparing for the implementation, but there are still some gaps and challenges to address.
4. **Good Readiness** The court is well-prepared for implementation, with most essential elements in place. There may be a few minor gaps or issues to resolve.
5. **Fully Ready** The court is fully prepared to implement the program, policy, or practice, with all necessary components in place, and a strong likelihood of success.

Questionnaire to Determine Readiness for Court Change

Are there time, resources, and staff to implement additional initiatives?	1	2	3	4	5
If 1-3, what are the resource gaps or limitations?					
Is the court's level of familiarity and expertise with the specific area or issue addressed by the new effort?	1	2	3	4	5
What are the training or educational needs for judges and court staff?					
Does the court currently collaborate with the identified partners?	1	2	3	4	5
Are there partners you need to build relationships with to support the implementation of the new effort?					
Can the court support the necessary data collection, management, and reporting requirements of the new effort?	1	2	3	4	5
What needs to be improved in your technological infrastructure?					
Have you identified a leader/champion, an implementation manager, and a team to do the work of implementation?	1	2	3	4	5
If not, what roles need to be defined?					
Is there buy-in from court staff and partners?	1	2	3	4	5
What are the potential barriers, if any, to implementation?					
Is there a communication plan in place to ensure transparency and garner support?	1	2	3	4	5
How will the court communicate and engage with stakeholders and the public regarding the new effort?					
Does the court have the capacity to meet the proposed deadlines and milestones?	1	2	3	4	5
What is the timeline for the implementation?					
Are there mechanisms in place to collect and analyze data, measure outcomes, and make data-informed decisions?	1	2	3	4	5
How will the court monitor and evaluate the progress and impact of the new effort?					
Are there any potential legal or ethical implications?	1	2	3	4	5
Comments					
Are there any external factors that could affect the implementation?	1	2	3	4	5
Comments					

STEP 4: STRATEGY TO IMPLEMENT

Choose effective strategies or plans to facilitate the successful implementation of the Court Liaison Program.

Implementation strategies are most effective when they are tailored to the needs identified. As you tailor implementation strategies to your specific needs, consider your Declaration of Purpose, the implementation steps you identified, and your questionnaire responses.

Key Information From Declaration of Purpose, Implementation Steps, and Questionnaire	Implementation Strategies Add information here regarding the strategies chosen and how they will be employed during implementation.
Example: Buy-in from court staff and partners is low (scored a 1-2 on readiness questionnaire).	Example: Build a coalition and identify early adopters of the new practice to gain momentum and increase buy-in.

Below, use the needs identified and the corresponding implementation strategies to draft objectives and tasks for a Working Action Plan. The objectives should be specific, measurable, and relevant to the purpose of implementing the position.

Working Action Plan

1. Objectives	2. Tasks	3. Responsible Person	4. Timeline/Due Date	5. Performance Measures
Example: Build a coalition and identify early adopters of the new practice to gain momentum and increase buy-in.	Identify champions of the new process to serve on the coalition.			
	Design an early adopter process.			
	Review initial implementation data.			

4. Designing a Support Plan

Court professionals and partners play vital roles and are directly impacted by changes in court operations. Strategic support through training, coaching, and feedback loops fosters successful adoption, engagement, motivation, and a positive court culture conducive to continuous improvement.

Invest in a comprehensive training strategy and avoid relying solely on one-time sessions; include universal in-person training, discipline-specific specialized training, and individualized coaching. This approach solidifies changes and integrates them into day-to-day operations effectively.

Consider training and education from the perspective of existing court staff and partners as well as the liaison position.

Effective Support Plans Contain the Following Elements

1. Targeted Training Schedule

Successful program implementation efforts include developing skills and enhancing knowledge. Training may cover topics such as the rationale behind the court liaison position, an overview of each partner's role and its importance and any new processes that will be necessary to support the liaison's efforts.

Providing information and education about behavioral health conditions and their symptoms is essential for court personnel. Likewise, training on court processes and procedures will help behavioral health providers collaborate more effectively with the liaison. Targeted training will empower court professionals and partners to perform their roles efficiently, leading to greater confidence, job satisfaction, and improved overall outcomes.

2. Individualized Coaching

Quality training is crucial but insufficient for knowledge transfer to practice. Ongoing coaching with feedback and Q&A opportunities ensures fidelity to the program and successful institutionalization. The court liaison can play a crucial role in recruiting champions at all levels, including front-line staff like clerks and attorneys, to support training and coaching. This approach ensures a peer perspective and will strengthen the initiative.

3. Intentional Feedback Loops

Supporting court professionals and partners involves establishing feedback channels for continuous improvement. Seeking input on experiences, challenges, and suggestions during implementation fosters a culture of learning and innovation within the court system.

The table below will help you design a comprehensive support plan that includes training, coaching, and feedback loops. Use the table to identify delivery approaches that fit together with the type of change you are implementing. One to two delivery options are sufficient; the list of options is mainly to generate ideas and help you consider the supports needed early in the implementation process.

Key Components	Delivery (select all types needed)	What is needed to develop or coordinate?	Timeline	Person Responsible
Training	<input type="checkbox"/> In person <input type="checkbox"/> Live online <input type="checkbox"/> On demand <input type="checkbox"/> Reading materials <input type="checkbox"/> Continuing education credit <input type="checkbox"/> New employee			
Individualized Coaching	<input type="checkbox"/> Peer coaching <input type="checkbox"/> Supervisor coaching <input type="checkbox"/> Mentoring <input type="checkbox"/> Skill-based coaching <input type="checkbox"/> Self-reflection coaching <input type="checkbox"/> Goal-oriented coaching <input type="checkbox"/> Technology-based coaching			
Feedback Loops	<input type="checkbox"/> Surveys and questionnaires <input type="checkbox"/> Focus groups <input type="checkbox"/> Feedback boxes <input type="checkbox"/> Feedback lines <input type="checkbox"/> User experience testing <input type="checkbox"/> Regular check-ins <input type="checkbox"/> Data analytics and performance metrics			

Data Collection

1. Program Data

Examples of Program Data to Track the Progress of the Liaison

- Number of 16.22 screenings, orders, and completed evaluations.
- Number and type of services/treatments recommended and provided.
- Number and type of service providers available.
- Number of stakeholders who received training.
- Changes in policy and practice in the response to people with mental health needs in the jail.
- Increase in the number of collaborative partners in the county.
- What long-term effects are these efforts having in achieving our goals (impacts)?

2. County Data to Measure Program Success

Jail Admissions

Admissions data will help determine program eligibility and suitability. Some of this information will be produced in the 16.22 process, but additional information will likely have to be acquired with other methods.

- Identifying information for tracking purposes (name, Social Security Number, date of birth, identification numbers, etc.)
- Housing status
- Existing diagnoses
- Financial resources
- Educational history
- Employment status
- Insurance status

Referral and Participation

This information will illustrate progress through standardized benchmarks and evaluation tools.

- Orientation/Program start date
- Program sessions attended/absent
- Medication/treatment compliance
- Supervision/Evaluation types, frequency, and results (e.g. electronic monitoring, alcohol and drug testing, etc.)
- Incentives and sanctions provided

Evaluation and Analysis

Review of information after engagement by the court liaison can show patterns of position effectiveness in outcomes.

- Employment, income, and housing information
- Number of rearrests/new complaints
- Number of hospitalizations
- Total numbers of referrals to facilities or programs
- Cost savings

It is important to acknowledge at each stage of implementation that seemingly negative metrics may highlight areas where adjustments can improve effectiveness. Furthermore, standardizing the information collected and utilized is essential for ensuring accurate and reliable analysis.

Data encompasses more than just numbers; it includes anecdotal information that offers context, insights, and narratives reflecting the human experiences and complexities behind statistics. This type of data helps us grasp the implications of actions and fosters meaningful change.

Data collected from two of the three pilot counties comprise both quantitative and qualitative information. This data enabled each site to assess the effectiveness of the court liaison position, guide decision-making, recognize trends, and enhance services through the insights gained.

Resources

[JCMH: County Mental Health Law Plan](#)

[Texas Mental Health Code: Emergency Detentions – With and Without a Warrant](#)

[Texas Code of Criminal Procedure: Civil Commitment after Defendant is found Incompetent to Stand Trial](#)

[Texas Code of Criminal Procedure: Court-ordered Medication \(COM\) Process](#)

[JCMH: The 16.22 Process Step-By-Step](#)

[NCSC Webinar: Court Navigator Programs](#)