

# Washington Tribal Behavioral Health Crisis Academy

Hosted by Port Gamble S'Klallam Tribe

September 22-24, 2025



Washington State Health Care Authority  
**Office of Tribal Affairs**



**aihc**  
AMERICAN INDIAN HEALTH COMMISSION

## Contents

Introduction and Welcome .....	3
Washington Tribal Behavioral Health Crisis Academy Overview .....	5
Washington (WA) Tribal Behavioral Health (BH) Crisis Academy Objective .....	5
WA Tribal Crisis Academy Process.....	5
Subject Matter Expert Support .....	5
Glossary of Terms.....	6
Participants .....	7
Presenters .....	7
Session Reflections: Gaps to Opportunities.....	8
Session #1: Someone to Contact Panel Presentations.....	8
Session #2: Someone to Respond Panel Presentations .....	8
Session #3: A Safe Place for Help Panel Presentations .....	9
Session #4: Data Collection/Quality/Billing .....	9
Action Plan Development Guide.....	10
Introduction to the BH Crisis Academy Action Planning Process.....	10
Focus for Your Action Plan .....	10
Crisis Academy Action Planning Resources.....	10
SAMHSA Guidelines .....	10
Additional Resources.....	10
Virtual Planning Session.....	11
Virtual Planning Session: Struggles, Triumphs, and Possibilities .....	11
Local Teamwork Exercises .....	15
Local Planning Session 1: Building Your Action Plan .....	15
Local Planning Session 2: Who is Missing from the Conversation & Engagement Plan.....	18
Local Planning Session 3 & 4: Finalize Plan & Reflections.....	21
Final Action Plan.....	23
Communication Planning.....	24
Closing & Next Steps .....	25
NOTES.....	26

## Introduction and Welcome

**Welcome!** We are excited to have you here for this three-day Tribal Behavioral Health (BH) Crisis Academy focused on strengthening crisis care systems. Over the course of our time together, you and your team will reflect on current challenges, celebrate successes, and identify opportunities for building a coordinated, sustainable BH crisis continuum in your community.

This event is designed to be collaborative. You will work side-by-side with peers, facilitators, and partners to create a practical action plan that reflects your community's needs, aligns with national guidelines, and sets the stage for ongoing progress.

### Purpose of This Event

The Tribal BH Crisis Academy provides dedicated time and space for your team to:

- Examine your current crisis response system and identify gaps.
- Explore the three pillars of the crisis continuum: Someone to Contact, Someone to Respond, and A Safe Place for Help.
- Translate reflections into clear, actionable goals using the SMART framework (Specific, Measurable, Achievable, Relevant, Time-bound).
- Build a realistic action plan that assigns responsibilities, timelines, and strategies for implementation.
- Strengthen relationships with partners and plan for authentic community engagement.

### Purpose of This Workbook

This workbook is a shared tool for both participants and facilitators. It is designed to:

- Guide teams through structured activities and reflections.
- Provide facilitators with discussion questions and space to record consensus decisions.
- Provide participants with space to record goals, key actions, timelines, and next steps.
- Ensure consistency across teams by capturing both discovery (reflections) and planning (SMART goals) in one place.

### What to Expect

During this three-day event, you will:

- Participate in STP (Struggles, Triumphs, Possibilities) discussions to reflect on each crisis pillar.
- Develop and refine SMART goals that address your community's most pressing needs.
- Identify missing voices and build strategies for meaningful engagement.
- Work with your team to finalize an action plan and prepare to share it with the larger group.
- Leave with a roadmap for next steps and connections to partners who can support your work.

Facilitators will guide the flow, manage timing, and provide prompts to keep conversations engaging and productive.

## How to Use This Workbook

- **Participants:** Use the tables, templates, and reflection spaces to capture your team's thinking. This will become the foundation for your action plan.
- **Facilitators:** Use workbook to guide discussion, record key themes, and help your team move toward actionable goals.
- **Together:** Move through the sessions step by step. Each section builds on the last, moving from reflection → planning → engagement → finalization.

## A Note on Participation

This is a collaborative learning experience. The more you put into it, the more you will get out of it. We encourage you to:

- Be present and engaged.
- Listen actively and respect different perspectives.
- Capture your thoughts in the reflection spaces provided.

# Washington Tribal Behavioral Health Crisis Academy Overview

## Washington (WA) Tribal Behavioral Health (BH) Crisis Academy Objective

The objective of the WA Tribal BH Crisis Academy is to support Washington Tribes and Tribal organizations in coalition building, role clarity, and the application of systems engineering and design principles. This is to develop and improve policies and practices in the design of a Behavioral Health Coordinated System of Crisis Care (BHCSCC).

## WA Tribal Crisis Academy Process

The Crisis Academy consists of three distinct components: planning, in-person event, and implementation of Technical Assistance (TA).



The WA Tribal BH Crisis Academy’s in-person event features a combination of interactive sessions with experts and dedicated work time among teams over the course of three days. Teams will have dedicated working sessions with provided resources and templates for plan development. By the end of the 3-day event, each team will complete the action plan and present it to the larger group. Your team facilitator and available subject matter experts can assist you through the entire Tribal Crisis Academy process.

## Subject Matter Expert Support

Subject Matter Expert (SME) Support will be available to teams during the Tribal BH Crisis Academy event to assist with strategizing and goal setting.

**Team Facilitators** have been assigned to each team. Their role is to keep teams on time and on task, and to productively channel conversations in a positive direction. They are there to ensure that the goals of each session and discussion questions are addressed and to relay questions or concerns from the team to the event organizers.

**SMEs** will be available to meet with each team during their Local Team sessions.

- **WA Tribal SMEs** will be available to consult and participate in discussions as expert contributors. They will provide guidance on implementation strategies that align with federal guidance, sharing their real-world experiences and areas of expertise.
- **SMEs** will float across the local teams, unless requested by a particular local team. This will allow SMEs to introduce themselves and provide advice on specific topics or questions that may come up during a session related to their area(s) of expertise. Their contact information is available on the participant list.
- Please request an SME through your Team Facilitator.

## Glossary of Terms

If you come across a term you are not familiar with during the event, this glossary is here to help. It is a quick reference to ensure everyone has a shared understanding of the key concepts we will be using.

Terminology	Definition
<b>SAMHSA Behavioral Health Crisis Care Terminology</b>	
<b>SOMEONE TO CONTACT</b> 988 Suicide & Crisis Lifeline	24/7 clinically staffed hub/crisis call center that provides crisis intervention capabilities (telephonic, text, and chat).
<b>SOMEONE TO RESPOND</b> Mobile Crisis Teams	Mobile crisis teams available to reach any person in the service area in his or her home, workplace, or any other community-based location of the individual in crisis in a timely manner.
<b>A SAFE PLACE FOR HELP</b> Crisis Receiving & Stabilization Facilities	Crisis stabilization facilities providing short-term observation and crisis stabilization services to all referrals in a home-like, non-hospital environment.
<b>SAMHSA Crisis Care Guiding Principles</b>	
<b>TRAUMA-INFORMED CARE</b>	Recognizing and intentionally responding to the lasting adverse effects of traumatic experiences, while promoting linkages to recovery and resilience for impacted individuals and families.
<b>RECOVERY</b>	The process of change through which individuals improve their health and wellness, live self-directed lives, and strive to reach their full potential. This definition is realized through four major dimensions: 1. Health; 2. Home; 3. Purpose; 4. Community.
<b>COMMITMENT TO DATA AND EVIDENCE</b>	Timely, high-quality data to help public health officials, policymakers, community practitioners, and the public to understand mental health and substance use trends and how they evolve; inform the development and implementation of targeted evidence-based interventions; focus resources where needed most; and evaluate programs and policy success.
<b>SAMHSA Crisis Care Priorities</b>	
<b>CRISIS CARE PRIORITY 1</b>	Preventing Substance Use and Overdose
<b>CRISIS CARE PRIORITY 2</b>	Enhancing Access to Suicide Prevention and Mental Health Services
<b>CRISIS CARE PRIORITY 3</b>	Promoting Resilience and Emotional Health for Children, Youth & Families
<b>CRISIS CARE PRIORITY 4</b>	Integrating Behavioral & Physical Health Care
<b>CRISIS CARE PRIORITY 5</b>	Strengthening the Behavioral Health Workforce

## Participants

**Makah Tribe**

**Squaxin Island Tribe**

**Tulalip Tribes**

**Lummi Nation**

**Jamestown S’Klallam Tribe**

**Spokane Tribe of Indians**

**Nisqually Indian Tribe**

**Port Gamble S’Klallam Tribe**

**Muckleshoot Indian Tribe**

**Confederated Tribes of the Colville  
Reservation**

**Northwest Portland Indian Health  
Board**

## Presenters

**Shane Lopez-Johnston** Northwest Portland Area  
Indian Health Board, THRIVE 988 Project Director

**Tamara Perkins** Northwest Portland Area Indian  
Health Board, 988 Tribal Response Project Evaluator

**Emily Arneson** Port Gamble S’Klallam Tribe,  
Behavioral Health Crisis Prevention Specialist

**Jeremy Rouse** Veterans of American, Tribal Services  
Program Manager

**Brandon Foister** Salish Sea PAC, LMHC, Designated  
Crisis Response Trainer

**Jon Dukes** Whatcom Alternative Response,  
Manager

**Sarah Sullivan** Didgwalic, Health Policy Director

**Wood Weiss** Skagit Fire District 13, Fire Chief

**Edna Revey** Lummi Counseling Services, Nurse  
Manager/SWMS Administrator

**Kelly Knittle** Nisqually Behavioral Health Program,  
SUDP Outreach Manager

**Matt McKnight** Jamestown Tribe E&T, Program  
Manager

**Abby Bentley** Health Care Authority, Crisis  
Stabilization Facility Administrator

## Session Reflections: Gaps to Opportunities

A great deal of material has been shared by experts. What are your main takeaways from the sessions? How does it relate to your identified area of focus? What are your team's strengths and areas of opportunity based on the sessions? You may want to use the worksheet below for personal reflection as there will most likely not be enough time to fully discuss the depth of each topic. These reflections can be helpful as you move forward with the implementation of your action plan and changes to your systems.

---

### Session #1: Someone to Contact Panel Presentations

Main new piece of new information that I learned or personal takeaway point from the session:

Team's main strength in this area:

Team's major opportunity in this area:

---

### Session #2: Someone to Respond Panel Presentations

Main new piece of new information that I learned or personal takeaway point from the session:

Team's main strength in this area:

Team's major opportunity in this area:

---

### Session #3: A Safe Place for Help Panel Presentations

Main new piece of new information that I learned or personal takeaway point from the session:

Team's main strength in this area:

Team's major opportunity in this area:

---

### Session #4: Data Collection/Quality/Billing

Main new piece of new information that I learned or personal takeaway point from the session:

Team's main strength in this area:

Team's major opportunity in this area:

# Action Plan Development Guide

## Introduction to the BH Crisis Academy Action Planning Process

Welcome to the WA Tribal BH Crisis Academy Action Plan process! Upon completing this process, you will have developed a strategic action plan to improve and build your community's BHCSCC. Throughout the Academy, your team, Team Facilitator, and other SMEs will guide you in its creation through prompts and other discussions.

## Focus for Your Action Plan

You and your team will determine an area of your local crisis continuum to develop and/or enhance in your action plan. The plan will focus on identifying and addressing relevant policy, systems, and environmental changes to strengthen your local crisis continuum. Base your plan off the overall goals that your team has identified through your application and the virtual meetings that you have already had.

## Crisis Academy Action Planning Resources

Please use the following resources and reports as a guide to help you develop your plan. Communities are at various stages in the development and planning of their BHCSCC. Regardless of where you find yourself and your community, focus on bolstering what services you have through strong, evidence-based approaches that are currently available. The focus of this activity is to highlight current and potential areas of strength and growth.

### ***SAMHSA Guidelines***

- [2025 National Guidelines for a Behavioral Health Coordinated System of Crisis Care](#)
- [Model Definitions for Behavioral Health Emergency, Crisis, and Crisis-Related Services](#)
- [Advising People on Using 988 Versus 911: Practical Approaches for Healthcare Providers](#)
- [Mobile Crisis Team Services - An Implementation Toolkit \(Draft\)](#)

### ***Additional Resources***

- SAMHSA 988 Partner Toolkit <https://www.samhsa.gov/find-help/988/partner-toolkit>
- The CMS and SAMHSA Guidelines <https://www.medicare.gov/federal-policy-guidance/downloads/sho25004.pdf>
- The National Council for Mental Wellbeing - The Roadmap to an Ideal Crisis System <https://www.thenationalcouncil.org/resources/roadmap-to-the-ideal-crisis-system/>
- SAMHSA/NASMHPD Co-Sponsored 988 Implementation Guidance Playbooks <https://www.nasmhpd.org/content/988-implementation-guidance-playbooks>

# Virtual Planning Session

## Virtual Planning Session: Struggles, Triumphs, and Possibilities

### Objective:

Teams will begin reflecting on their current crisis system's struggles, triumphs, and possibilities (STPs) across the three core components of the crisis continuum:

- Someone to contact (988 Suicide & Crisis Lifeline)
- Someone to respond (Mobile Crisis Response)
- A safe place for help (Crisis Stabilization Units)

This broad assessment will help teams:

- Define and analyze their current crisis system
- Capture different perspectives across agencies and roles
- Identify key themes that will later inform targeted goal-setting and action planning

### How to Use this Section

**Facilitators:** Use the guiding questions in each table to spark discussion. Summarize themes in the "Notes" column.

**Participants:** Share your experiences openly. Your perspectives will inform your team's goals and action plan.

# STP: Struggles, Triumphs, Possibilities

## Crisis Care Pillars

**SOMEONE TO CONTACT: 988 SUICIDE AND CRISIS LIFELINE**

STRUGGLES	TRIUMPHS	POSSIBILITIES	NOTES
Are there any specific challenges that you have identified at any point within the crisis call centers? If so, what are they and where do they occur within your system?	Have you been able to overcome any challenges that you have experienced since the launch of 988? If so, what have you been able to achieve and what was your process for identifying and overcoming these challenges?	What opportunities do you see for improvement regarding your crisis call centers?	

**STP: Struggles, Triumphs, Possibilities**  
**Crisis Care Pillars**  
**SOMEONE TO RESPOND: MOBILE CRISIS RESPONSE**

STRUGGLES	TRIUMPHS	POSSIBILITIES	NOTES
<p>Are there any specific challenges that you have identified at any point within the mobile crisis response? If so, what are they and where do they occur within your system?</p>	<p>Have you been able to overcome any challenges that you have experienced since the launch of 988? If so, what have you been able to achieve and what was your process for identifying and overcoming these challenges?</p>	<p>What opportunities do you see for improvement regarding your mobile crisis response?</p>	

# STP: Struggles, Triumphs, Possibilities

## Crisis Care Pillars

### A SAFE PLACE FOR HELP: CRISIS STABILIZATION UNITS (CSU)

STRUGGLES	TRIUMPHS	POSSIBILITIES	NOTES
Are there any specific challenges that you have identified at any point within the crisis stabilization units? If so, what are they and where do they occur within your system?	Have you been able to overcome any challenges that you have experienced since the launch of 988? If so, what have you been able to achieve and what was your process for identifying and overcoming these challenges?	What opportunities do you see for improvement regarding your crisis stabilization units?	

# Local Teamwork Exercises

## Local Planning Session 1: Building Your Action Plan

### Objective:

Work as a team to build your action plan by:

- Reviewing and improving SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goals.
- Assigning timelines and responsibilities.
- Identifying key actions for implementation.

### Strategic Goals and Action Steps

*Here is where your Action Plan will come to life!*

Please reflect on your team's vision, mission, struggles, triumphs, and possibilities, as well as your priority area(s) of focus. Then review the goals you submitted in your WA Tribal BH Crisis Academy survey.

Please create **3 goals** to address crisis care and response in your community. Goals can be short- to long-term, but action steps should be able to happen more immediately. Each of these should be SMART goals. Please also identify **2-3 key actions** to move toward this goal.

### Definition of SMART Goals (modified from SAMHSA Native Connections):

- **Specific** – Goal clearly states, so anyone reading it can understand, what will be done and who will do it.
- **Measurable** – This is how the action will be measured. Measuring your goals helps you determine if you are making progress. It keeps you on track and on schedule.
- **Achievable** – Goal is realistic given the realities faced in the community. Setting reasonable goals helps set the project up for success.
- **Relevant** – A relevant goal makes sense, that is, it fits the purpose of the grant, it fits the culture and structure of the community, and it addresses the vision of the project.
- **Time-bound** – Every goal has a specific timeline for completion.

### Each goal should:

- Address one or more of the crisis continuum pillars (988, mobile crisis, crisis stabilization).
- Align with the 2025 National Guidelines for a BH Coordinated System of Crisis Care.
- Focus on policy, systems, or environmental changes that can be sustained over time.

This step will come at the end of the process. Once you have walked through the other stages of [action plan development](#), you will return to this section and create strategic goals to improve [BHSCC](#) in your community.

Each goal should focus on building or enhancing one or more of the three essential elements of the crisis continuum including 988 centers, mobile crisis services, and crisis stabilization services. The 2025 National Guidelines for a BH Coordinated System of Crisis Care provides an aspirational model of crisis care. Please focus on goals that are at the policy, systems, or environmental level that are more likely to be sustained.

**Define key actions:**

Break down each goal into smaller, manageable steps.

- Identify what needs to be done, in what order.

**Create a timeline:**

For each action item, assign a realistic deadline or timeframe for completion.

- Consider factors such as resource availability, dependencies, and urgency.

**Assign a person responsible:**

For each goal and action item, assign one person or a small group to be responsible for overseeing its completion.

- Consider: Who has the expertise, resources, or connections to lead this effort?

GOAL 1		TIMELINE FOR COMPLETION	STAFF ASSIGNED
Key Action 1:			
Key Action 2:			
Key Action 3:			

GOAL 2:		TIMELINE FOR COMPLETION	STAFF ASSIGNED
Key Action 1:			
Key Action 2:			
Key Action 3:			

GOAL 3:		TIMELINE FOR COMPLETION	STAFF ASSIGNED
---------	--	-------------------------	----------------

Key Action 1:			
Key Action 2:			
Key Action 3:			

## Wrap Up

### Revisit and Complete Unfinished Goals/Actions:

If you were unable to finish drafting your goals or key actions during the session, take time to revisit this section and complete them. Reflect on what you have learned and focus on actionable steps that align with your community's needs.

### Be Flexible:

Remember, your goals and actions are fluid. As circumstances evolve or new insights emerge, it is normal—and encouraged—to adjust and refine your action plan. Flexibility is key to creating a responsive and sustainable strategy.

### Continuous Process:

This is just the beginning of your journey. Your action plan is a foundation to build upon, and there will be opportunities to expand, improve, and deepen your work over time. Stay engaged and look forward to ongoing development in this process. Keep your plan current by updating it in real time as you move forward in the process.

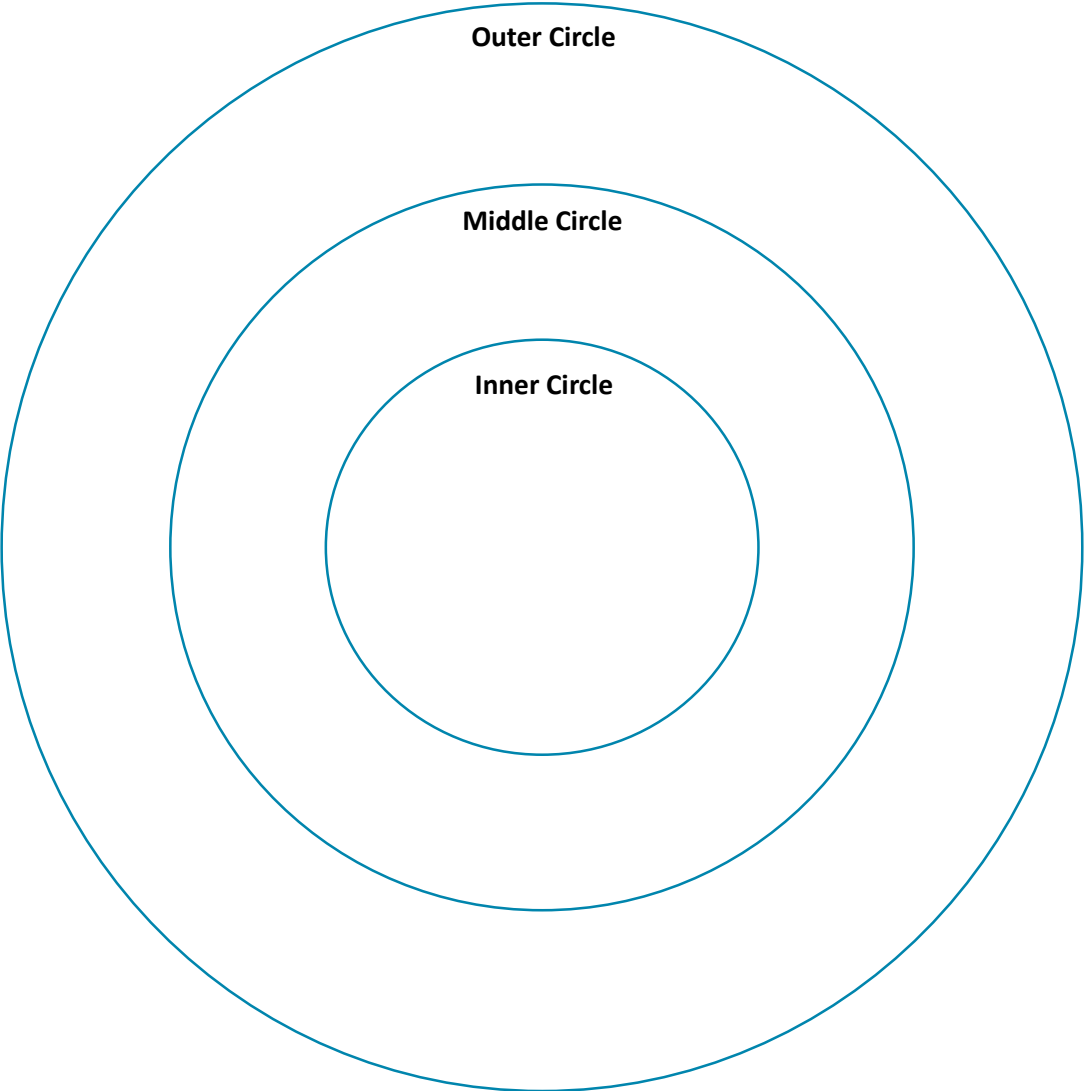
# Local Planning Session 2: Who is Missing from the Conversation & Engagement Plan

**Objectives:**

Visualize whose voices are included, occasionally engaged, or missing entirely from your team’s discussions and decisions. Develop strategies to include underrepresented perspectives.

**Mapping Groups and Voices**

Use this table to organize the groups and individuals placed in each circle.



**Missing Voices**

Who is missing? List any groups, individuals, or communities that should be represented but are not:

- 
- 
- 
- 
- 

**Potential Partners and Their Planned Involvement**

Have a conversation as a team about people and places you would like to partner with. Considering your team’s vision and mission, identify potential partners your team should collaborate with to support implementation of the action plan and their role.

Potential Partner	Reason for Involving	Planned Involvement

**Strategies for Engaging Partners in Supporting Implementation**

Indicate engagement strategies, including a timeline, for identified partners in supporting and implementing the action plan.

Potential Partner	Engagement Strategies and When to Engage


**Wrap Up**

In the next session, we will focus on preparing your team to present your action plan goals, takeaways from the event that have informed the development of your plan, and your team’s next steps.

To prepare:

**Review Your Team’s Action Plan:**

Review your team’s drafted goals and key actions. Reflect on what you have learned and consider any changes you would like to make to the action plan, ensuring the plan aligns with your community’s needs.

**Reflect on What You’ve Learned:**

You and your team have spent three days learning how to support the design of crisis systems. New insights may have emerged during this time. What are some of the key takeaways that have informed the development of your team’s action plan?

## Local Planning Session 3 & 4: Finalize Plan & Reflections

### Objective:

Reflect on insights gained from participating in the three-day event and prepare to present your action plan goals and next steps.

### Pulling it All Together

Prior to this three-day event, you and your team thought about your crisis system and how best to support its design through developing and improving policies and practices. You also worked together to draft an action plan, identifying goals and action steps. Over the past three days you have learned more about supporting the design of crisis systems and have worked together to further develop your action plan. New insights may have emerged during this time. After the three-day event concludes, you and your team will return home to start the important work of applying what you have learned and begin implementing your action plan.

### Reflection

- Related to the development and implementation of your action plan:
  - What are your team's strengths?
  - What are your team's opportunities?
- What key takeaways or insights have you gained from the three-day event?

### Review Your Team's Action Plan

- Reflecting on what you have learned, what changes would you like to make to your team's action plan?
- Take time to finalize your goals and actions steps (to the extent possible at this time), keeping in mind that goals and actions may evolve due to changing circumstances and new insights.

### Next Steps

- Reflect on the status of your team's action plan.
- What steps does your team need to take next to support the development and implementation of the action plan?

### Support

- What support would you and your team like from other participating teams?

### **Preparing to Report Out to the Larger Group**

**Action Plan:** What are the plan's overarching goals?

**Takeaways:** What key takeaways or insights did you gain? How did this inform the development of your action plan?

**Next Steps:** What activities will your team engage in after this event?

### **Wrap Up**

- Identify a spokesperson to report out.
- Plan follow-up meetings to debrief as a team and with your Team Facilitator.
- Identify needed TA supports.

# Final Action Plan

<b>GOAL 1</b>		<b>TIMELINE FOR COMPLETION</b>	<b>STAFF ASSIGNED</b>
Key Action 1:			
Key Action 2:			
Key Action 3:			

<b>GOAL 2:</b>		<b>TIMELINE FOR COMPLETION</b>	<b>STAFF ASSIGNED</b>
Key Action 1:			
Key Action 2:			
Key Action 3:			

<b>GOAL 3:</b>		<b>TIMELINE FOR COMPLETION</b>	<b>STAFF ASSIGNED</b>
Key Action 1:			
Key Action 2:			
Key Action 3:			

# Communication Planning

Communicating with communities is an important step to increasing service and resource utilization.

## Trusted Messengers

Consider speaking with your community about how activities are best communicated to stakeholders. Messages need to resonate with the community.

## Team Task

Use the table below to consider how your team will communicate to the community about 988 and/or the crisis continuum. Circle your responses below or write your own response.

## Communication Strategy

- Who is the intended audience? \_\_\_\_\_
    - What is the primary focus of the communication?
      - Awareness of the Crisis Continuum
      - Service Utilization
      - Resource Sharing
      - 988 Lifeline
      - Other: \_\_\_\_\_
  
  - How will the community and youth be consulted in the creation of the communications?
-

## Closing & Next Steps

### Reflection and Gratitude

Thank you for your active participation over the past three days. Together, you have reflected on your crisis care system, identified opportunities for growth, and built a foundation for meaningful action. The conversations you have had and the goals you have drafted are the start of important, ongoing work.

### Carrying the Work Forward

- **Finalize and Share:** Revisit your action plan with your team in the coming weeks. Make adjustments as needed to reflect new insights or resources.
- **Stay Connected:** Continue to engage with partners and stakeholders you identified. Strong collaboration will be key to success.
- **Track Progress:** Use the SMART framework to check in on your goals regularly. Adjust timelines and responsibilities as circumstances evolve.
- **Seek Support:** Remember that resources and TA are available through ongoing support from your facilitators.

### Final Reflection

- What is one insight or idea you are leaving with?
- What is one concrete step you or your team will take in the next 30 days?

### Technical Assistance Support

As you further strengthen your BH crisis systems following your action plans, there is technical assistance support available to you including those below. Please reach out directly using the email addresses provided.

- Northwest Portland Area Indian Health Board: [Home NPAIHB](#). Submit a TA request via [slopez-johnston@npaihb.org](mailto:slopez-johnston@npaihb.org).
- SAMHSA's Crisis System Response Training and Technical Assistance Center: [Welcome to the CSR-TTAC | CSR-TTAC](#). Submit a TA request via [support@988crisisttac.org](mailto:support@988crisisttac.org).
- Kathryn Akeah, AIHC Tribal Health Consultant. Submit a TA request at [kathrynakeah@gmail.com](mailto:kathrynakeah@gmail.com) or call 360-350-2596.

**NOTES**

## NOTES

## NOTES