

A woman with dark, curly hair and a nose ring is looking out a window. The background shows a blurred view of a building and trees under a blue sky with clouds. The image is partially obscured by a dark blue overlay on the left side.

**988**

**SUICIDE  
& CRISIS  
LIFELINE**

NASMHPD Annual Meeting  
July 2022

# 988 Partner Engagement

988



## ONE-STOP-SHOP FOR 988 RESOURCES

- URL: [www.samhsa.gov/988](http://www.samhsa.gov/988)
- ABOUT 988
- PARTNER TOOLKIT
- DATA
- LIFELINE HISTORY
- MORE TO COME OVER TIME

The screenshot shows the SAMHSA 988 Suicide and Crisis Lifeline webpage. At the top, it features the SAMHSA logo and navigation links for Home, Site Map, and Contact Us. A search bar is also present. Below the navigation, there are links for Find Treatment, Practitioner Training, Public Messages, Grants, Data, Programs, Newsroom, About Us, and Publications. The main content area is titled "988 Suicide and Crisis Lifeline" and includes a large image of a person's face with the "988 SUICIDE + CRISIS LIFELINE" text. The page is organized into several sections: "Find Treatment" (with links for Alcohol, Tobacco, and Other Drugs; Overdose and Drug Use; Behavioral Health Treatment and Services; Behavioral Health Treatment Services Locator; Disaster Distress Helpline; Implementing Behavioral Health Crisis Care; Mental Health and Substance Use Disorders; SAMHSA's National Helpline; 988 Suicide and Crisis Lifeline; 988 Key Messages; Lifeline Timeline; 988 FAQs; 988 Partner Community; Early Serious Mental Illness Treatment Locator; Recovery and Recovery Support; Buprenorphine Practitioner & Treatment Program Locator; Opioid Treatment Program Directory; Substance Abuse and Mental Health Prevention; Veterans Crisis Line; and Drug-Free Workplace), "Need Support Now?" (with a call to action for crisis support), "About 988" (with a link to the FY 21 Appropriations Report to Congress), "988 Partner Toolkit" (with links for Key Messages, Frequently Asked Questions, and 988 Factsheet), "The Data: Urgent Realities" (with links for SAMHSA's National Survey on Drug Use and Health (NSDUH) and CDC's Suicide and Self-Harm Injury Data), "The Lifeline" (with a link for The Lifeline's History), "988 Newsroom" (with links for HHS Announcement and 988 State and Territory NODU Pre-Application Informational Webinar), and "Partners" (with links for Federal Communications Commission, U.S. Dept. of Veterans Affairs, The U.S. Surgeon General, and Centers for Disease Control and Prevention).

## PARTNER TOOLKIT ASSETS AS OF APRIL

- FACT SHEET (English and Spanish)
- KEY MESSAGES
- FAQs (Adding others as needed over time)
- E-NEWSLETTER TEMPLATE
- LOGOS & BRAND GUIDANCE
- SAMPLE RADIO PSA SCRIPTS
- 988 SLIDE DECK

The screenshot displays the SAMHSA 988 website interface. At the top, a navigation bar includes links for Find Treatment, Practitioner Training, Public Messages, Grants, Data, Programs, Newsroom, About Us, and Publications. Below this, a breadcrumb trail shows the path: Home > Find Treatment > 988 Suicide and Crisis Lifeline > 988 Key Messages. A sidebar on the left lists various services such as Alcohol, Tobacco, and Other Drugs; Overdose and Drug Use; Behavioral Health Treatment and Services; Behavioral Health Treatment Services Locator; Disaster Distress Helpline; Implementing Behavioral Health Crisis Care; Mental Health and Substance Use Disorders; SAMHSA's National Helpline; 988 Suicide and Crisis Lifeline; 988 Key Messages; 988 FAQs; 988 Partner Community; Early Serious Mental Illness Treatment Locator; Recovery and Recovery Support; Buprenorphine Practitioner & Treatment Program Locator; Opioid Treatment Program Directory; Substance Abuse and Mental Health Prevention; Veterans Crisis Line; and Drug-Free Workplace.

The main content area features a header with the 988 Suicide + Crisis Lifeline logo and a photo of a woman. Below the header, the '988 Key Messages' section explains the purpose and vision of the Lifeline. A callout box titled 'Need Support Now?' provides instructions on how to seek help. The 'About 988' section details the legislative background and the transition to the 988 dialing code. The '988 Partner Toolkit' section highlights the benefits of the 3-digit code and lists resources like 'Frequently Asked Questions', '988 Factsheet (PDF | 860 KB)', and 'Spanish PDF | 390 KB'.

- Engage local leaders
- Align 988 promotional efforts to availability of your local resources. The National Action Alliance for Suicide Prevention co-led a 988 Messaging Task Force to create a [988 Messaging Framework. The Framework focuses heavily on the importance of connecting marketing to local 988 crisis contact center](#) capacity to meet the anticipated demand.
- Use and build upon the print/digital materials in SAMHSA's 988 partner toolkit
- Consult guidance materials addressing when people should contact 988 and incorporate into any awareness promotion
- Seek to update existing processes and materials (e.g., web content, brochures, voice mail, discharge summaries) before developing new promotional channels
- Change references from the "National Suicide Prevention Lifeline" to the "988 Suicide & Crisis Lifeline" on websites, social media, and other materials
- Change links on websites and other materials that point to <https://suicidepreventionlifeline.org/> to <https://www.988Lifeline.org>
- Evaluate impact of promotional efforts on overall service demand and efforts to address inequities in access and outcomes

**Goal: Research-based campaign to encourage life-saving actions**



## Formative Research Project Overview

- Partnering with Action Alliance and Ad Council
- Kick off meeting June 6, 2022
- Timeline (6-9 months)
- Initial focus on populations at high risk of suicide

## Formative Research Purpose

Identify knowledge, attitudes & beliefs of populations at higher risk of suicide, exploring:

- Risk perceptions
- Motivating factors and barriers to help-seeking, including using a service like 988
- Influencers
- Channel preferences for health information seeking



## Formative Research: Initial Focus



**Audience segmentation set against populations at higher risk of suicide:**

1. **Black & Hispanic youth & young adults (ages 13-34)** – seeking a mix of genders, racial diversity, geographic diversity and range of SES
2. **AI/AN youth & young adults (ages 13-34)** – seeking mix of genders, Tribal representation, geographic diversity (urban & rural) and range of SES
3. **LGBTQI+ youth and adults (ages 13-49)** – seeking mix of gender identity/sexual orientation, geographical, SES and racial/ethnic diversity
4. **Rural older men (ages 49 +)** – seeking mix of geographical and racial/ethnic diversity (with over sampling for white males), as well as range of SES
5. **Survivors of suicidal attempt/crisis (ages 18 – 55)** – seeking mix of genders, geographic & racial/ethnic diversity, with range of SES



Behavioral Health Treatment Services Locator	<h2>988 Suicide and Crisis Lifeline Volunteer and Job Opportunities</h2>
Disaster Distress Helpline	988 centers are looking for empathetic volunteers, employees, and interns to serve as crisis counselors answering phone, chats and texts, as well as managers with advanced degrees.
Implementing Behavioral Health Crisis Care	
Mental Health and Substance Use Disorders	<b>i Need Support Now?</b> If you need suicide or mental health-related crisis support, or are worried about someone else, please call or text <a href="tel:1-800-273-8255">1-800-273-8255</a> or visit the <a href="#">National Suicide Prevention Lifeline's</a> chat to connect with a trained crisis counselor.
SAMHSA's National Helpline	
<b>988 Suicide and Crisis Lifeline</b>	<b>Answer the call.</b> The 988 network is made up of over 200 centers answering calls, chats, and texts from people in crisis. These centers are looking to bring on new volunteers and paid employees. You will receive training, so if you are a caring person who wants to help those in crisis, apply today. To facilitate this, below is a list of the centers with links to their career or volunteer websites where you can find open opportunities to become a crisis counselor or a manager. Note: Centers with an asterisk (*) have remote opportunities.
988 Partner Toolkit 988 Key Messages Lifeline Timeline <b>988 Jobs</b> 988 FAQs 988 Partner Community	<b>Select a state or territory:</b> <input type="text" value="Select a State"/> <b>Alabama</b> <ul style="list-style-type: none"><li>• <a href="#">Crisis Center</a> (Birmingham, AL)</li><li>• <a href="#">Crisis Services of North Alabama/HELPLINE</a> (Huntsville, AL)</li><li>• <a href="#">Lifelines</a> (Mobile, AL)</li></ul> <b>Alaska</b> <ul style="list-style-type: none"><li>• <a href="#">Careline Crisis Intervention</a> (Fairbanks, AK)</li></ul> <b>American Samoa</b>
Early Serious Mental Illness Treatment Locator	
Recovery and Recovery Support	
Buprenorphine Practitioner & Treatment Program Locator	
Opioid Treatment Program Directory	
Substance Abuse and Mental Health Prevention	

Central directory provides the **first aggregated resource** for job applicants and volunteers to find crisis centers across the network

In communications, this can serve as a **call to action to direct applicants** to a central resource to find openings across the network)

Is anticipated to be **improved on over time**, and represents an agile & iterative approach to building the 988 workforce

## 988 PLAYBOOKS

- Holistic view of readiness for implementation of 988 for:
  - States, territories, tribes
  - Crisis contact centers
  - Public safety answering points (PSAPs)
  - Behavioral health providers
- Created with external partners across critical sectors
- Publishing on NASMHPD Website
  - [www.nasmhpd.org](http://www.nasmhpd.org)

## SNAPSHOT OF EXTERNAL PARTNERS



# Overview of approach to developing playbooks to support operational readiness



**Defining what is required for 988 readiness for each audience**  
(categories and criteria)

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*Categories / criteria developed with partners ahead of this convening*



**Understanding current readiness and key challenges in preparing for 988**

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*Discussed during previous convenings and engagement*



**Developing playbooks to support audiences in preparing for 988**

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*Playbooks released April 2022*

# Playbooks are intended to support stakeholders in making progress on 988 readiness

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## Playbooks are...



- Intended to help crisis system stakeholders make progress across areas that are central to 988 readiness
- Identify best practices and examples seen in the field today
- Tailored to specific audiences

## Playbooks are NOT...



- A mandate to implement any type of programming or expend funds
- A requirement tied to any current source of federal funding



## **A** Operational readiness self-assessment

Non-evaluative self-assessment tool to assist an audience in gauging readiness for 988

For each criterion, audience can select the level that best captures their current state (either beginning, emerging, or solidified)

The self-assessment can help audiences identify where its strengths and gaps may be in preparing for 988

**X** Deep-dives follow for States, Territories, and Tribes playbook



## **B** Playbook content

Highlights potential approaches to support readiness for 988 across key criteria (to achieve “emerging” or “solidified” levels of readiness)

Identifies specific case studies of entities / organizations that have undertaken key initiatives to support 988 readiness

Provides references to additional information across topics

# Overview of operational readiness categories

- Lifeline contact center capacity
- Communications and external engagement
- Financial sustainability
- Legislation and oversight
- Technology and data
- Performance management
- Crisis care continuum and capacity tracking
- Behavioral healthcare capacity
- Integrating lived experience into crisis systems
- Integrating equity into crisis systems

# Criteria for operational readiness self-assessment

Criteria	Beginning	Emerging	Solidified
<b>LIFELINE CONTACT CENTER CAPACITY</b>			
What percent of projected calls are answered in-state/territory? <sup>1</sup>	State/territory will not have capacity to handle at least 90% of calls by April 2024	State/territory will have capacity to handle at least 90% of calls by April 2024	State/territory already has an in-state/in-territory answer rate of 90%
To what extent does the state/territory have a plan to achieve 24/7 primary coverage for calls state-/territory-wide? <sup>2</sup>	There is not a plan to achieve state-/territory-wide 24/7 coverage by July 2022	There is a plan in place to achieve state-/territory-wide 24/7 coverage by July 2022	State/territory already has 24/7 primary coverage for Lifeline calls
To what extent does state/territory have text/chat capabilities?	No Lifeline contact centers currently have chat/text capabilities, and there is no plan in place for at least one contact center to have capabilities by July 2022	No Lifeline contact centers currently have chat/text capabilities, but there is a plan in place for at least one contact center to have capabilities by July 2022	At least 1 Lifeline contact center currently has chat/text capabilities
What percent of chats/texts receive in-state/territory response? <sup>2</sup>	State/territory is not expected to have capacity to handle at least 50% of chats/texts by July 2023	State/territory will not have capacity to handle at least 50% of chats/texts by July 2022 but will have capacity to handle 50% of chats/texts by July 2023	State/territory will have capacity to handle at least 50% of chats/texts by July 2022 and 80% of chats/texts by July 2023
To what extent does the state/territory have a plan to achieve 24/7 primary coverage for chats/texts? <sup>2</sup>	There is not a plan to achieve state-/territory-wide 24/7 primary coverage for chats/texts by July 2023	There is a plan in place to achieve state-/territory-wide 24/7 primary coverage for chats/texts by July 2023	There is currently state-/territory-wide 24/7 primary coverage for chats/texts

**Goal:**

- Intended to assist audiences in assessing their readiness for the July 2022 launch of 988 as a means to prioritize areas of focus moving forward
- The tool is not intended to be evaluative, and no responses will be collected or aggregated

**Structure:**

- Lays out a series of criteria within specific readiness categories that are aimed at holistically capturing components of readiness to realize the full potential of 988.
- For each criterion, three distinct levels can be selected. States, territories, and tribes are asked to select the level that best approximates their current state.
  - **Beginning:** Work in this area has not yet started
  - **Emerging:** Work in this area is underway but not yet complete
  - **Solidified:** Objectives in this area are fully or almost fully met

# Overview of playbook structure



**Potential approaches for each readiness category**, outlining specific steps that can be considered in implementing initiatives

**II. Playbooks for States, Territories, and Tribes**

**1. Lifeline contact center capacity**

The transition to 988 is expected to result in a significant increase in the volume of Lifeline calls, chats, and texts. This increase in volume underscores the critical role of states/territories in ensuring that the needs of all individuals are met through 24/7 in-state coverage of all calls, chats, and texts by Lifeline contact centers. With the 988 transition, states/territories support for Lifeline/988 crisis centers and related services is essential to enable Lifeline operators to provide support to callers and text callers to other crisis services.

For Vibrant milestones, by **June 30, 2022**, all states/territories will have ensured:

- There is 24/7 primary coverage by in-state Lifeline contact centers for Lifeline/988 calls.
- There is SOME level of coverage for Lifeline/988 chat/text provided by in-state Lifeline centers.

By **June 30, 2022**, all states/territories will have ensured:

- There is both statewide/territory-wide 24/7 primary and back-up coverage for every county by in-state Lifeline member crisis contact centers for 988 calls.
- There is 24/7 coverage for 988 crisis chat/text provided by in-state Lifeline centers.

States/territories play a central role in reviewing the milestones to ensure sufficient chat/text coverage. States/territories have taken a number of approaches to increase Lifeline contact center capacity by:

- Providing state funding for 988 and crisis care
- Expanding remote work capabilities for crisis contact centers
- Monitoring coverage and performance standards of contact centers
- Implementing contact center pooling strategies

**Providing funding for 988 and crisis care**

**Case study: State funding for Lifeline in Utah**

Utah uses State General Fund dollars as appropriated by the Utah State Legislature. In FY 21, \$2.7 million was reflected in Utah's landscape analysis as total funding for national Suicide Prevention Lifeline (NSPL) funding. Additional general funding to support lifeline contacts was secured in preparation for 988 through its 988/988 legislation, and an additional allocation of \$1.3 million was allocated to the Huntsman Mental Health Institute's Crisis Line (who operates the statewide Lifeline number) for FY 22. Those allocations



**Case studies**, providing detail on examples of how stakeholders have executed different aspects of 988 readiness

**Monitoring coverage and performance standards of contact centers**

**Case study: monitoring coverage in New Jersey**

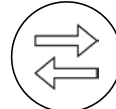
As of spring 2022, New Jersey has five Lifeline member centers. Two of which receive funds from the New Jersey Department of Human Services, Division of Mental Health and Addiction Services (DMHAS). All five Lifeline centers have expressed interest in being part of the 988 system. In summer 2022, funds will be made available by DMHAS through a procurement process for a Managing Entity for 988.

Funds allocated to participating Lifeline centers from federal grants will be used to ensure capacity building for projected 988 call/chat/text volume. The Managing Entity will ensure all centers meet and maintain Lifeline and DMHAS performance and operational standards. The Managing Entity must be or become a Lifeline approved center and must make sure that all centers are Lifeline approved as well. This will ensure that the minimal clinical standards of all DMHAS-contracted agencies align with those established by Lifeline.

The Managing Entity will manage data collection for the state, ensure that performance metrics meet Lifeline's established standards, and maintain the ongoing delivery of appropriate information to leadership at Vibrant Emotional Health (the administrator of the NSPL). The Managing Entity will also be responsible for the collection and delivery of any additional data requirements deemed necessary by Lifeline and/or DMHAS. Any additional data collection requirements from the state will be developed in consultation with the Managing Entity and delivered as appropriate.<sup>29</sup>

**Pooling resources to increase Lifeline contact center capacity**

Many states/territories are looking for innovative ways to increase their Lifeline contact center capacity to meet the anticipated volumes expected with the transition to 988. Pooling can involve the combination of contact center operators and counselors to generate economies of scale and distribute capacity to effectively meet demand.



**Additional resources**, including a full set of references for each topic area to provide additional information/technical assistance

**IV. Additional Resources**

**Section 2: Crisis care and behavioral healthcare capacity**

**Call/Crisis Helper**  
 Erlang Calculator for Call Center Staffing  
<https://www.callcenterhelper.com/fool/articles/calculator/>

**CrisisNow**  
 Crisis Resource Need Calculator and Staffing Calculator  
<https://crisisnow.com/988/>

**MassHealth**  
 Massachusetts Loan Repayment Program (MLRP) for Health Professionals  
<https://www.mass.gov/info-details/massachusetts-loan-repayment-program-mlrp-for-health-professionals/#:~:text=for%20more%20info,https://www.mass.gov/info-details/massachusetts-loan-repayment-program-mlrp-for-health-professionals/#:~:text=for%20more%20info,https://www.mass.gov/info-details/massachusetts-loan-repayment-program-mlrp-for-health-professionals/#:~:text=for%20more%20info>

**Psychiatric Rehabilitation Association**  
 State Recognition of the C-PRP Credential  
[https://www.psychiatricrehab.org/articles/default/files/images/2013\\_State%20Recognition.pdf](https://www.psychiatricrehab.org/articles/default/files/images/2013_State%20Recognition.pdf)

**Behavioral Health Education Center of Nebraska**  
 Legislative Report FY 2020 & 2021  
[https://www.unmc.edu/bheav/\\_documents/bheav\\_legislative\\_report\\_fy20-21\\_final.pdf](https://www.unmc.edu/bheav/_documents/bheav_legislative_report_fy20-21_final.pdf)

**Section 3: Communications and external engagement**

**Substance Abuse and Mental Health Services Administration (SAMHSA)**  
 988: America's Suicide Prevention and Mental Health Crisis Lifeline  
<https://www.samhsa.gov/988/988-quick-start/988-988-988>  
 Preparing for 988, Frequently asked questions (FAQ)

**Vibrant Emotional Health**  
 Vibrant and 988  
<https://www.vibrant.org/988/>  
 Frequently asked questions (FAQ), Documents for stakeholders, Vibrant statements on 988, Press releases and statements

**National Suicide Prevention Lifeline (NSPL)**  
 How Our Calls are Routed  
<https://suicidepreventionlifeline.org/wp-content/uploads/2022/01/What-happens-when-you-call-988-or-988-988-988.pdf>

**The CEO Health**  
 988: America's First 3-digit Mental Health Crisis Line  
<https://www.theceohealth.com.org/988book/>  
 988 book and resources



# Playbook highlights across example readiness categories – not exhaustive

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## Workforce

- Strategies states have implemented to **expand Lifeline contact center capacity**
- Tools to **calculate resources needed** to support integrated crisis care
- Examples of innovative steps states have taken to **expand behavioral healthcare workforce**, to include fiscal, policy, and provider certification strategies



## Financial Sustainability

- Overview of **discretionary and sustainable funding** sources to finance state-/territory-wide mental health and substance use services
- Examples of strategies to **expand crisis services to support specific populations**



## Lived Experience & Equity in Crisis Systems

- Overview of the roles peers have played in **designing and working in crisis systems**
- Strategies states have implemented to **expand the peer workforce**
- The importance of local partnerships to build crisis systems that **serve all members of the community**
- Examples of **building crisis services** for specific populations



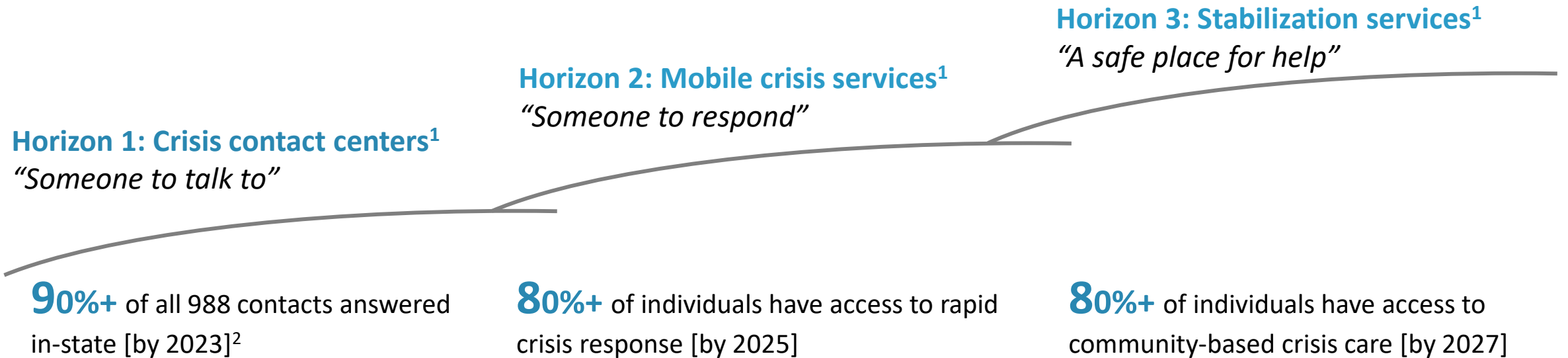
## 988 Communications

- **Communication framework** to consider when states/territories are ready to **launch their marketing campaigns**
- Reference materials to support **partner messaging prior to 988** launch in July

*Case studies are included to highlight examples of how stakeholders have implemented initiatives for each readiness category*

# Vision for 988 & Crisis Services

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## Underlying principles

Provide individuals experiencing **suicidal, mental health, and substance use crises**, and their loved ones, with caring, accessible, and high-quality support

Ensure **integrated services are available** across the crisis care continuum, supported through strong partnerships (e.g., State, Territorial, Tribal, Federal)

Provide **“health first”** responses to behavioral health crises and ensure connection with appropriate levels of care

Integrate **lived experiences of peers** and support **for populations at high risk of suicide**, such as Veterans, LGBTQ, BIPOC, youth, & people in rural areas

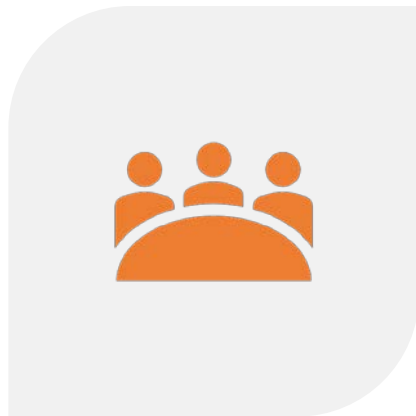
Advance **equitable access to crisis services** for populations at higher risk of suicide, with a focus on Tribes and Territories

1. Inclusive of intake, engagement, and follow-up

2. Proportion may differ with chat/text vs. calls; “contacts answered” is defined as connected with a trained responder

# Systems Gaps and Challenges for Individuals with Co-Occurring Conditions

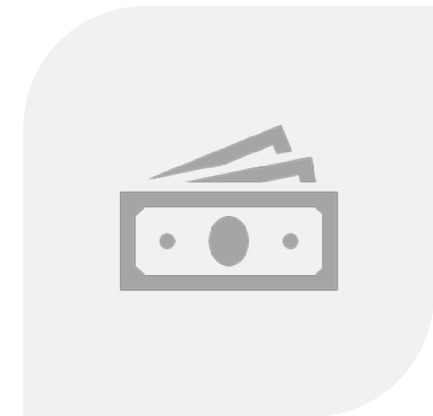
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**COALITION BUILDING,  
PLANNING AND DEVELOPMENT**



**NEED FOR SCOPE CLARITY**



**SILOED FUNDING AND SERVICE  
STREAMS**

# Future Directions to Enhance Crisis Capacity

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Training –e.g.,  
SBIRT,  
Motivational  
Interviewing

Mobile overdose  
response,  
outreach and  
prevention

Withdrawal  
management—incl  
low barrier MOUD

Integrated crisis  
stabilization  
services

Strategic objectives	Examples of key activities
<b>GAP ASSESSMENT:</b> Assess key gaps related to 911-988 coordination and recommend federal actions to mitigate gaps	+ 911-988 policy sprint <ul style="list-style-type: none"><li>• Awareness</li><li>• Lookup procotols</li></ul>
<b>POLICY DECISIONS:</b> Advance related federal policy decisions (e.g., geolocation)	+ Geolocation Forum with FCC/VA
<b>BEST PRACTICES:</b> Inform & elevate 911-988 best practices (e.g., transfer protocol, data-sharing practices)	+ Supporting Vibrant 911-988 coordination efforts + Supporting NENA 911-988 Operations Working group + Publishing 988 PSAP operational readiness playbook
<b>INTERNAL COORDINATION:</b> Ensure whole-of-government approach to supporting improved 911-988 coordination	+ Leading bimonthly strategic planning meetings with NHTSA/OEMS + DoJ partnerships
<b>EXTERNAL CONVENING:</b> Educate & convene key partners in the 911/EMS communities about 911-988	+ 5-state policy academy

# Additional 988 and Crisis Coordination Opportunities

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Justice  
Partnerships

Workforce

Technology

Financing

Technical  
Assistance and  
Performance  
Evaluation