Recovery is Beautiful: Building a Recovery Oriented System of Care

Presented by: Elaine Georgas,
Executive Director
Alcohol and Drug Addiction Services Board of Lorain County
Agenda

- What is a Recovery Oriented System of Care?
- What are the Core Strategies for Transformation?
- How is OACBHA Leading Ohio’s ROSC through Recovery is Beautiful?
What is a Recovery Oriented System of Care (ROSC)?

- According to the Substance Abuse and Mental Health Services Administration:

“A ROSC is a coordinated network of community-based services and supports that is person-centered and builds on the strengths and resiliencies of individuals, families, and communities to achieve abstinence and improved health, wellness, and quality of life for those with or at risk of alcohol and drug problems.”
Why a Recovery Oriented System of Care?

• Healthcare Reform
  • Increased focus on coordination between and integration of specialty behavioral health services and primary care
  • A greater focus on comprehensive “whole health” approaches that address the full range of needs of individuals receiving services
  • A focus on measures that will enhance the infrastructure (service systems and providers) to support the delivery of effective services (e.g. greater utilization of health information technology)
Why a Recovery Oriented System of Care?

- Mental Health Transformation – a place in the community
  - From the New Freedom Commission on Mental Health (April, 2002)
  - Examining problems and gaps in the mental health services delivery systems and recommending solutions to finally achieve the promise of
    - “a life in the community” which
    - “organizes systems to reach the goal of recovery”
  - Building Resilience, Wellness and Recovery – a Shift from Acute Care to a Sustained Care Recovery
Why a Recovery Oriented System of Care?

- New Recovery Advocacy – Resources for a Lifetime Journey
  - Connects inclusion and capacity development from the mental health field to the recovery advocacy movement within the addiction field
  - Sweeping changes in the way we envision, develop and deliver services to people with severe alcohol and drug problems
  - William L. White – “At its core, this movement represents a shift away from crisis-oriented, problem-focused and professionally-directed models of care, to a proactive, solution-focused approach directed by the person in recovery.” “It views addiction as a chronic illness and the recovery process as a lifetime journey that builds on people’s strengths and resources, both internal and external.
Central focus of ROSC is to create an infrastructure or “system of care” with the resources to effectively address the full range of behavioral health problems in communities.

A ROSC encompasses a menu of individualized, person-centered and strength-based services within a self-defined network.

By design, a ROSC provides individuals and families with more options to which make informed decisions regarding their care.
Recovery Oriented Systems of Care

- Treatment, Prevention, Recovery Services
  - Evidence based services and interventions
  - Meet cultural and linguistic needs of diverse populations
  - Coordinated with other health efforts (i.e. cost effective, services that promote social and emotional wellbeing and align with healthcare reform outcomes)
Prevention as Part of a Continuum of Care

A comprehensive approach to behavioral health also means seeing prevention as part of an overall continuum of care. The Behavioral Health Continuum of Care Model helps us recognize that there are multiple opportunities for addressing behavioral health problems and disorders. Based on the Mental Health Intervention Spectrum, first introduced in a 1994 Institute of Medicine report, the model includes these components:

- **Promotion**: These strategies are designed to create environments and conditions that support behavioral health and the ability of individuals to withstand challenges. Promotion strategies also reinforce the entire continuum of behavioral health services.

- **Prevention**: Delivered prior to the onset of a disorder, these interventions are intended to prevent or reduce the risk of developing a behavioral health problem, such as underage alcohol use, prescription drug misuse and abuse, and illicit drug use.

- **Treatment**: These services are for people diagnosed with a substance use or other behavioral health disorder.

- **Maintenance**: These services support individuals’ compliance with long-term treatment and aftercare.

Keep in mind, however, that interventions do not always fit neatly into one category or another. For example, consider co-morbidity. If some disorders (like substance use) are risk factors for other disorders (like depression)—does that mean that all treatment can be seen as prevention? Each prom season, communities across the nation implement safe driving campaigns—are they promoting healthy lifestyles or preventing potential substance use?
### Examples of Recovery-Oriented Activities

<table>
<thead>
<tr>
<th>Prevention</th>
<th>Intervention</th>
<th>Treatment</th>
<th>Post-Treatment</th>
</tr>
</thead>
</table>
| - Early screening before onset  
- Collaborate with other systems, e.g., Child welfare, VA  
- Stigma reduction activities  
- Refer to intervention treatment services | - Screening  
- Early intervention  
- Pre-treatment  
- Recovery support services  
- Outreach services | - Menu of treatment services  
- Recovery Support services  
- Alternative services and therapies  
- Prevention for families and siblings of individuals in treatment | - Continuing care  
- Recovery support services  
- Check-ups  
- Self-monitoring |
A few term differences

- **Recovery Management** provides treatment and recovery services to individuals thus assisting individuals with chronic behavioral health conditions in managing efforts to achieve long term recovery.

- **Recovery Oriented System of Care** encompasses the general population, at risk population and others dependence and chronic dependence. ROSC adds in Prevention, Early Intervention to treatment and recovery services AND
  - Recommend/implement policy and practice changes, mobilize community partnerships, evaluate services for ongoing systems improvement
Recovery Management (RM)
Recovery Management engages individuals with chronic substance use conditions and assists the person in managing efforts to achieve long-term recovery.

Activities: Establish assertive engagement processes; conduct strength-based assessments; provide recovery-focused and person-centered treatment/recovery support services; train clients on self-care; provide post-treatment check-ups; use community resources to support sustained recovery

Recovery-Oriented Systems of Care (ROSC)
ROSC encompass the general population, at-risk populations, harmful users of alcohol and drugs, those with dependence, and those with chronic dependence.

Functions: Inform, educate and empower individuals and communities; provide prevention, early intervention, treatment and recovery services; recommend/apply policy and practice changes; mobilize community partnerships; evaluate services for ongoing systems improvement
Recovery Oriented Systems of Care

- Use the data driven Strategic Prevention Framework Process (SPF)
  - Assessment - Epidemiological data
    - Guides decisions, drives the process at the community level
    - Assess capacity, identify gaps and improve access to health and behavioral services at the community level
  - Building Capacity – Mobilize resources and/or build capacity to address needs (including current service system, knowledge and skills of workforce)
  - Planning - Develop a comprehensive action plan (increase communication, collaboration of critical stakeholders for design of integrated functions/services)
  - Implementation – Use evidence based programs and activities
  - Evaluation – Determine effectiveness, sustain, improve or replace interventions that fail
Recovery Oriented Systems of Care

- Includes key community entities and stakeholders
  - Multiple stakeholders encourage discussion, sharing and buy-in
  - Comprehensive Collaboration
  - Joint assessment and planning efforts to address community needs
  - Integrated approach to services and supports
- Key steps to promote integration:
  - Sharing relevant data
  - Identifying mutual needs and strengths
  - Developing complementary organizational processes and plans
  - Integrating and/or linking services (improving access to each other’s services)
  - Assessing effectiveness of Actions
Recovery Oriented Systems of Care

• Addresses behavioral and physical health disparities for*:
  • Racial and Ethnic Minorities
  • Lesbian, gay, bi-sexual, transgender and queer (LGBTQ) people
  • People with disabilities
  • Transition age youth
  • Communities facing elevated levels of substance use disorders and higher suicide rates
• *this list is not all inclusive
A ROSC is a coordinated network of community-based services and supports that builds on the strengths and resiliencies of individuals, families, and communities to achieve improved health, wellness, and quality of life for those with or at risk of mental illness or substance use disorders.

By design, a ROSC provides individuals and families with more options to make informed decisions regarding their care.

Services are designed to be accessible, welcoming, and easy to navigate.

The fundamental value of a ROSC is the involvement of people in recovery, their family, and the community to continually improve access to and quality of services.
Financing a ROSC

- Broad consideration must be given to all viable funding sources to encourage flexible and creative financing – including leveraging, braiding and funding across systems.
- Flexible funding will enable a ROSC to offer individualized and comprehensive series for each person in a manner that best fits their needs.
- Funding tied to specific program models and approaches that are “one size that fits all” is inconsistent with the person-centered focus of a ROSC.
Success for a ROSC

- The key is sufficient flexibility to achieve the best outcomes for individuals, families and communities.
- A ROSC that exercises creative financing strategies to offer an array of services tailored to an individual’s needs will encourage more successful outcomes.
Case Study in Recovery
Core Strategies for Transformation based on Readiness for Change

- Pre-contemplation – Implement awareness raising activities to establish the need for change
  - Bring in experts, host community meetings to explore the state of the system
  - Identify a cadre of people in recovery who can effectively share their recovery story in a manner that supports and re-affirms the need for the desired changes
  - Create opportunities to bring diverse stakeholders together to dialogue about their perspectives
  - Conduct system and community assessments – using focus groups and surveys to examine the strengths and limitations of the current system
  - Utilize national (or state) data to underscore challenges and reduce defensiveness about the need for change locally
  - Disseminate relevant data about the effectiveness and gaps of the current system
Core Strategies for Transformation based on Readiness for Change

- Contemplation – implement strategies to increase the sense of urgency
  - Conduct community meetings and focus groups to assess and clearly identify the concerns regarding recovery transformation (e.g. limited resources, concerns regarding complexity of care or vision, burnout, uncertainty how to proceed, anxiety for change)
  - Conduct a pro v. con analysis with stakeholder input
  - Develop strategies strategically targeted at community/system concerns about moving in this direction
  - Mobilize the recovering community to increase the demand for change
  - Leverage critical incidents in the system to underscore the need for change
  - Highlight the efforts of other systems with an emphasis on the benefits and the reality that system transformation is possible
  - Identify recovery champions in all parts of the system and begin to build a network of potential early adopters
  - Highlight and support existing recovery oriented practices
  - Conduct trainings that challenge current thinking and practices
Core Strategies for Transformation based on Readiness for Change

• Preparation – increase understanding of how a ROSC is different from traditional systems and develop implementation plan
  • Develop a guiding group (coalition)
  • Develop a participatory process for all planning activities
  • Develop a shared vision and guiding principles that encompasses prevention, treatment and recovery efforts
  • Develop a strategic plan to guide the implementation process
  • Communicate the vision x 10!
  • Implement relevant recovery oriented treatment practices, prevention efforts and potential barriers to implementation
  • Conduct initial fiscal and policy alignment to support the implementation of different services and supports
Core Strategies for Transformation based on Readiness for Change

• Preparation (continued)
  • Ensure that people in recovery and community members are in leadership roles
  • Organize training efforts to increase stakeholder understanding
  • Obtain community support through community meetings where the need for change, recovery stories and strategies are highlighted
  • Identify initial targets and potential short-term wins
Core Strategies for Transformation based on Readiness for Change

- **Action**
  - Examine the implications that new practices have for all levels and aspects of the system
  - Increase prevention/treatment collaboration around building community and recovery supports
  - Conduct relevant baseline assessments to document impact
  - Provide resources to assist with implementation (training, technical assistance, self assessments, implementation guidelines, technology based resources)
  - Identify early adopters and highlight their efforts
  - Develop learning communities where stakeholders share challenges, success and strategies
Core Strategies for Transformation based on Readiness for Change

- Action (continued)
  - Identify obstacles to practice alignment and share with relevant (local/state/federal) entities
  - Communicate how transformation efforts connect to other initiatives (e.g. NIATx and evidence-based practices) to reduce fragmentation
  - Streamline operations to reduce load on providers (e.g. paperwork)
  - Summarize emerging lessons learned and share with system
  - Identify short term-wins and celebrate successes
  - Explore implications for other systems and align collaborative efforts (e.g. criminal justice, child welfare)
Core Strategies for Transformation based on Readiness for Change

- **Maintenance**
  - Implement processes for continued practice alignment
  - Evaluate and monitor efforts to identify areas for ongoing improvement
  - Disseminate outcome data broadly to demonstrate the benefits of system changes
  - Identify ongoing challenges
  - Address policy and fiscal alignment for long-term sustainability
- **Strengthen the community**
  - Link the transformation to other political and community agendas to promote sustainability
  - Identify obstacles to practice alignment and share with relevant (local/state/federal) entities
  - Communicate how transformation efforts connect to other initiatives (e.g. NIATx and evidence-based practices) to reduce fragmentation
- **Streamline operations to reduce load on providers (e.g. paperwork)**
  - Summarize emerging lessons learned and share with system
- **Identify short term-wins and celebrate successes**
- **Explore implications for other systems and align collaborative efforts (e.g. criminal justice, child welfare)**
What is Recovery Is Beautiful?
Recovery IS Beautiful: A BluePrint for Ohio’s Community Mental Health and Addiction System is a five-year plan designed to transform Ohio’s mental health and addiction system from one that focuses on the illness, to one that focuses on RECOVERY! Boards and communities are now beginning their third year in moving Ohio’s mental health and addiction system to a Recovery-Oriented System of Care that emphasizes a community-based system of care that includes prevention and wellness; crisis and treatment services; and recovery supports to help individuals with a mental illness and/or addiction achieve recovery, and to support all individuals, families and communities in being healthy, getting healthy, and staying healthy!
Over the past two years Recovery IS Beautiful has moved from a simple BluePrint document to an actual movement across Ohio. More communities are utilizing the messaging behind Recovery IS Beautiful to engage local citizens in the health promotion activities of their local areas, and in helping to reduce the stigma and discrimination of mental illness and addiction by ensuring that people understand:

- Mental illness and addiction are chronic illnesses;
- Mental Illness and addiction can be treated – Treatment Works and People Recover; and
- Recovery is to be CELEBRATED – individuals in recovery become active, productive, contributing members of their communities!
Recovery is Beautiful – 5 Driving Principles

- Focusing on Clients and Families
- Ensuring Timely Access to Care
- Promoting Healthy, Safe, and Drug-Free Communities
- Prioritizing Accountable and Outcome-Driven Financing
- Locally Managing Systems of Care
Focusing on Clients and Families

- **Principle:** Healthcare is personal and is most effective when it’s delivered based on the needs and values of the individual receiving care. A Recovery Oriented System of Care allows individuals and families to drive the mental health and addiction services that they receive within their local community. (Research shows that recovery levels are highest when individuals are fully engaged.)

- **Goal:** Fully involve clients and families in orienting Ohio towards a Recovery Oriented System of Care encompassing mental health and addiction prevention, treatment, and recovery supports.
Ensuring Timely Access to Care

- **Principle**: Local Boards ensure that Ohioans have access to a continuum of high quality, culturally competent, integrated care that is available in a timely manner for individuals and families in need of treatment and recovery supports.

- **Goal**: All clients will be engaged in needed mental health and addiction treatment in a timely manner with sustained recovery management.
Promoting Healthy, Safe, and Drug-Free Communities

- **Principle:** Local Boards promote the health, wellness, and safety of children, adults, and communities by offering a Recovery-Oriented System of Care that includes prevention, community education, crisis services, treatment, and recovery supports, such as housing, employment supports, and peer support. When individuals in healthy and stable recovery meet their fullest potential, businesses have access to a healthy, drug-free workforce, and families and communities flourish.

- **Goal:** Strengthen a culture of partnership and collaboration with local providers, businesses, law enforcement, criminal justice, faith-based and veteran’s organizations, schools, child welfare, public health, and healthcare systems, to provide community education and prevention, reduce stigma, and allow for greater opportunities for individuals and families to achieve wellness and thrive in their communities.
Prioritizing Accountable and Outcome-Driven Financing

- **Principle**: Maximizing the use of federal, state, and local funds to meet locally identified outcomes, ADAMH Boards utilize a blended funding approach that aligns resources and improves coordination between local community stakeholders. This approach enhances accountability and allocates scarce taxpayer dollars in the most efficient and effective manner possible.

- **Goal**: Improve the performance of recovery supports by increasing the effective and efficient use of resources.
Locally Managing Mental Health and Addiction Systems of Care

**Principle:** Healthcare is delivered locally, and individuals and communities are best served when the healthcare system is designed and managed locally. Innovation driven at the community level will lead to the implementation of improved mental health and addiction service delivery solutions. By planning for, designing, managing and advocating for adequate financing, Boards, working with their local partners, are able to determine what works best in their communities. This type of planning and coordinating requires a systems approach and effective collaboration among local stakeholders including schools, law enforcement, child welfare, the courts, human services, healthcare, businesses, and employment services.

**Goal:** Working with their local partners, ADAMH Boards shall plan for and manage a local system that provides individuals with access to a holistic model of care and wellness that integrates physical and mental health and addiction services with the social and emotional supports necessary to achieve and maintain recovery.
How are we doing this?

- OACBHA has chartered a ROSC Implementation Committee that guides the work of the Blueprint
- Inclusive is an Advisory Committee that connects recovery services, advocacy and supports
- OACBHA has developed a website: www.recoveryisbeautiful.org complete with: blog, recovery stories, screening, get help and more!
What has been done to date?

- A ROSC Self-Assessment was developed and shared with communities via their local Boards to determine there status of ROSC Transformation.
- To date over 50% of Boards have completed the Self Assessment.
- The data from the completed Self Assessments has been shared with a sub-group who is looking at possible refinements to a future Self Assessment Tool.
- Boards that have completed the Self Assessment have identified strengths/weaknesses along with short-term and long term plans for transformation.
As a result of healthcare transformation, OACBHA’s Resource Modernization Committee integrated ROSC in its focus.
OACBHA Implementation Committee

- Meets quarterly to determine technical assistance needs for communities
- Assists Board areas in completing their Self Assessment
- Determines appropriate translation and support between ROSC, Trauma Informed and other Initiatives
OACBHA Advisory Committee

- Meets regularly to ensure the Voices of Recovery are evident throughout Ohio
What is being done in Ohio?

- OACBHA held their first ever recovery conference – June, 2016
- Next Recovery Conference is planned September 11, 2017
What is being done in Ohio?

- Behavioral Health Conference (January 10-11, 2017) features ROSC topics and keynote speakers:
  - Michael Flaherty Co-founder of the Institute for Research and Training in Addictions (IRETA) – keynote
  - Topics (in addition to this presentation)
    - How a Recovery Community Organization Utilizes ROSC
    - Help for the Helper: Wellness in ROSC
    - Cleveland’s Police Challenges are Opportunities for ROSC Transformation
    - Building Recovery Capital in ROSC
    - Sharing My Story
    - ROSC Today – Where is ROSC Today in America and in Ohio Ohio County?
    - Prevention and a ROSC