Building a Countywide Response to the Opioid Epidemic

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Objectives

• Describe the benefits of partnership between ADAMHS and Public Health boards when responding to a community wide behavioral health emergency

• Identify key system partners needed to implement an incident command system response to a behavioral health emergency

• Articulate the principles of collective impact & its importance to community collaboration

• Describe the components of an Incident Command System and how it can be applied to a behavioral health emergency
Unintentional Drug Overdose Deaths
Montgomery County Ohio

![Bar Graph: Unintentional Drug Overdose Deaths Occurring in Montgomery County 2010 - 2017]

- 2010: 127 deaths
- 2011: 130 deaths
- 2012: 162 deaths
- 2013: 226 deaths
- 2014: 264 deaths
- 2015: 259 deaths
- 2016: 349 deaths
- 2017: 566 deaths

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Community Overdose Action Team
Working Together To Combat Opioid Overdoses

Dayton & Montgomery County

Public Health

50 Years

Montgomery County Public Health

50th Anniversary of the Montgomery County Health District
Law Enforcement Overdose Calls

1,762 - 2016
3,637 - 2017
Dayton – 1,894
Death Location
2017
2011 -2016

Death Rate

Montgomery 42.5
Brown 41.0
Butler 40.5
Clermont 39.5
Adams 37.2
________________
Hamilton 30.2
Summit 25.5
Lucas 24.1
Cuyahoga 23.4
Franklin 18.3

Death Rates per 100,000 Population
Age-adjusted Death Rate for the Top 10 Causes of Death
Montgomery County, 2015-2016

<table>
<thead>
<tr>
<th>Cause</th>
<th>Rate per 100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heart Disease</td>
<td>183.8</td>
</tr>
<tr>
<td>Cancer</td>
<td>176.6</td>
</tr>
<tr>
<td>Accidents</td>
<td>91.6</td>
</tr>
<tr>
<td>Stroke</td>
<td>49.6</td>
</tr>
<tr>
<td>CLRD*</td>
<td>49.5</td>
</tr>
<tr>
<td>Alzheimer’s...</td>
<td>40.7</td>
</tr>
<tr>
<td>Diabetes</td>
<td>24.8</td>
</tr>
<tr>
<td>Septicemia</td>
<td>19.1</td>
</tr>
<tr>
<td>Kidney...</td>
<td>14.6</td>
</tr>
<tr>
<td>Suicide</td>
<td>16.3</td>
</tr>
</tbody>
</table>

* Chronic Lower Respiratory Disease
Health Priorities

The Community Health Improvement Plan

- Birth Outcomes
- Chronic Disease Prevention
- Behavioral Health

Community Overdose Action Team
Working Together To Combat Opioid Overdoses
History of Collaboration & Partnership

- **Montgomery County CHIP 2016-2019**
  - Birth Outcomes
    - Neurodevelopmental Disorders

- **Montgomery County Strategic Plan**
  - Birth Outcomes
  - Maternal and Infant Health

- **Ohio State Health Improvement Plan 2017-2019**
  - Maternal, Infant, and Child Health

- **Healthy People 2020 National Prevention Strategy**
  - Tobacco Free Living
  - Healthy Eating
  - Active Living
  - Mental Health and Mental Disorders
  - Substance Abuse

- **Chronic Disease Prevention**
  - Chronic Disease
    - Food Access

- **Behavioral Health**
  - Brain Health
    - Mental Health and Addiction
Partnership: Montgomery Co. ADAMHS & Public Health Dayton-Montgomery County

Many centers of excellence in the community BUT were struggling to align countywide efforts to change the trend

- 4 coalitions
- 3 hospital systems
- 30+ treatment providers
- Recovery support providers
- Prevention providers
- Harm reduction providers - syringe exchange, Project Dawn program, LE naloxone repository
- Business partners
- Other community agencies
What led to the Partnership between Montgomery County, ADAMHS & Public Health – Dayton & Montgomery County?

• In late summer of 2016, Montgomery County Commissioners approached ADAMHS and Public Health to create and lead a unified county wide response to organize system partners.
Collective Impact

Five Conditions

• A Backbone Organization
• A Common Agenda
• Shared Measurement
• Mutually Reinforcing Activities
• Continuous Communication
Community Overdose Action Team
*Working Together To Combat Opioid Overdoses*

**Goal**
Reduce the number of fatal overdoses

**Response**
Incident Command System
What is an Incident Command System?

Structure used to manage local, state and federal responses to complex emergency or nonemergency events

- developed in the 1970’s in California to respond to fires
- represents "best practices" and has become the standard for emergency management across the country
- can be used across disciplines
- uses a common language and response culture
- optimizes combined efforts
- eliminates duplicative efforts
- allows for collective approval of operations, logistics, planning, and finance activities
- encourages a cooperative response environment
- requires constant communication
- uses a consolidated Action Plan
- is scalable to meet the needs of the incident / issue
Incident Command Features

**Command:** Develops the overall incident objectives and strategy, approves resource orders and demobilization, and approves the IAP by signature.

**Finance/Admin:** Develops cost analyses, ensures that the IAP is within the financial limits established by the IC, develops contracts, and pays for the resources.

**Operations Section:** Assists with developing strategy, and identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

**Planning Section:** Provides status reports, manages the planning process, and produces the IAP.

**Logistics Section:** Orders resources and develops the Transportation, Communications, and Medical Plans.
Incident Action Plan
Community Overdose Action Team (COAT)

Operational Period: April 1, 2018 to April 30, 2018

Community Overdose Action Team
Working Together To Combat Opioid Overdoses

Our goals are to stabilize the number of people dying from drug overdoses, and then reduce the number of fatal overdoses.

Situational Status Report
Community Overdose Action Team (COAT)

1. Situation to date

- Per the Montgomery County Coroner’s Office, there were 566 accidental overdose deaths for calendar year 2017.
- Per the Montgomery County Coroner’s Office, there have been 66 accidental overdose deaths as of April 5, 2018.
- Emergency Determination for the opioid crisis has put together a plan that includes cutting opioids by 1/3 in the next three years. This includes the expansion of treatment and recovery, support services, and decreasing the supply of illicit drugs.
- The annual COAT Progress report was disseminated on April 5, 2018.
- The Data Unit 2017 data was disseminated on April 5, 2018.
- National Association of City and County Officials (NACCHO) is providing training in Academic Detailing to individuals from Public Health and Cedarville School of Pharmacy on April 3, 4 and 5, 2018. The mobile symposium will be available for use starting this month (April 2018).
- Monthly Media Briefings are scheduled with the Joint Information Center.

2. Actions to date

- **Steering Committee**
  - Last meeting held October 24
  - Will meet quarterly
  - Provided feedback to the Backbone Support and Operations Branches.

- **Backbone Support**
  - Last meeting held March 6
  - Provided feedback on the Operations Branches.

- **Operations Section**
  - Met on March 26
  - Branch leads provided a verbal update on progress to date, actions and shared information among members
  - Discussed the need to annotate completed actions for Branches.

- **Operations Branches**
### Incident Action Plan (IAP)

**Community Overdose Action Team**

**Montgomery County**

**Current Actions**

1. **Prescription Opioid Branch**

<table>
<thead>
<tr>
<th>#</th>
<th>Current Actions</th>
<th>Projected Start</th>
<th>Estimated Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Researching Accent Health Project, possible Opioid Treatment &amp; Prevention Videos for doctor’s offices and Pharmacy waiting areas.</td>
<td>May 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>2</td>
<td>Continue to work with NYSU to incorporate SBIRT training experience into Medical Resident program.</td>
<td>Mar 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>3</td>
<td>Working with Prevention Branch exploring how to get Generation Rx into doctor’s offices.</td>
<td>May 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>4</td>
<td>Introduced a program getting pharmacy interns into the hospitals to talk with patients upon being released.</td>
<td>May 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>5</td>
<td>In the process of working with Accent Health to start airing messages in Montgomery County.</td>
<td>May 2017</td>
<td>Apr 2018</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Planned Actions</th>
<th>Projected Start</th>
<th>Estimated Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Nancy Pook and Dr. Block present to Ohio Hospital Association (especially to Primary Care Family Practice) to empower them on the options for treatment choices in Opioid therapy.</td>
<td>Mar 2018</td>
<td>Dec 2018</td>
</tr>
<tr>
<td>2</td>
<td>Widely publicize 3-use campaign on the following areas: alternative therapies to include acupuncture, massage, alternative non-opioid pain meds, education on proper disposal of all medications, and prevention of pain and abuse.</td>
<td>Mar 2018</td>
<td>Dec 2018</td>
</tr>
<tr>
<td>3</td>
<td>Integrate spiritual ministry care into practice through Dr. Russell and Stephen Ministries.</td>
<td>Mar 2018</td>
<td>Dec 2018</td>
</tr>
<tr>
<td>4</td>
<td>Working on proposing curriculum for first year medical residents and to link this with ASAM/American Association of Colleges.</td>
<td>Mar 2018</td>
<td>Dec 2018</td>
</tr>
</tbody>
</table>

### Education and Information Branch

<table>
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<tr>
<th>#</th>
<th>Current Actions</th>
<th>Projected Start</th>
<th>Estimated Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Identify gaps and needs within the community around education/information for addiction.</td>
<td>Mar 2017</td>
<td>Dec 2018</td>
</tr>
<tr>
<td>2</td>
<td>Continue to connect the programming, training, education /information events of the DEA 360 program.</td>
<td>Sept 2017</td>
<td>Sep 2018</td>
</tr>
<tr>
<td>3</td>
<td>Aggregate all events into monthly calendar concerning opioid epidemic.</td>
<td>Mar 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>4</td>
<td>Develop a presentation includes the perspectives of (Law Enforcement, Person in Recovery, Community Based Organization, Public Health Behavioral Health) to provide comprehensive messaging to the community.</td>
<td>Jul 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>5</td>
<td>Incorporate SAMHSA National Recovery Month themes <a href="https://recoverymonth.gov/">https://recoverymonth.gov</a></td>
<td>Feb 2018</td>
<td>Apr 2018</td>
</tr>
</tbody>
</table>

### Collateral Response Branch

<table>
<thead>
<tr>
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<th>Current Actions</th>
<th>Projected Start</th>
<th>Estimated Completion</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Working on efforts to furnish protection for E911 officers.</td>
<td>Aug 2017</td>
<td>Apr 2018</td>
</tr>
<tr>
<td>2</td>
<td>Working on improving protection efforts for all first responders.</td>
<td>Aug 2017</td>
<td>Apr 2018</td>
</tr>
</tbody>
</table>
First Year COAT Successes
Unintentional Overdose Deaths are Declining

Drug Overdose Deaths in Montgomery County by Month, 2017

Total = 566

Total* = 75

* Preliminary

As of 4/18/2018
Joint Information Center and Data Committee

2016

No coordinated messaging among agencies about the opioid crisis

2017

Formal news releases and response to media inquiries
IAP distribution to all COAT members
Website
Monthly briefing

Annual Poisoning Death Review Report

More robust six month data report
EpiCenter Alerts
Getting Recovery Options Working (GROW) provided outreach in East Dayton

DEA provided funding to the GROW Teams for resource distribution

GROW Team expands to seven police departments
Dayton Police, Miamisburg and Fire/EMS added one full time employee from each department to GROW
Public Health expanded Outreach in Miamisburg
GROW Blitzes began

DEA 360 Strategy was implemented for Dayton
Education and Information

2016
Limited countywide media campaign addressing addiction and stigma

2017
ADAMHS launches Think Again campaign including transit ads on RTA buses, radio advertising, direct mail postcard

Campaign wins a 2017 Hermes Bronze Addy Award: Public Service Category

Public Health partnered with Fox 45 to create mobile targeted advertising in high risk overdose zip code areas in Montgomery County.
2016
Project DAWN and CarePoint completes first year of implementation

2017
Project DAWN expanded training to community agencies, community events and in the criminal justice institutions
Project DAWN authorizes and trains business employees, volunteers or contractors to administer Narcan.
Public Health partnered with Project DAWN to provide Narcan training to service entities
CarePoint expands to three sites
CarePoint begins to furnish Narcan
Dayton Police was the first of several law enforcement departments carrying Narcan. No law enforcement agencies were furnishing Narcan to the public.

Expanded to 20 law enforcement departments and 5 other first responder agencies.

Dayton Police Department, in partnership with Public Health are personally furnishing Narcan to the public.
Illegal Opioid Supply

### 2016
- Heroin Eradication and Apprehension Team (HEAT)
- RANGE Task Force
- Bulk Currency Smuggling Task Force
- 3 law enforcement blitzes

### 2017
- Increased efforts in heroin and fentanyl seizures
- Seized currency and illegal drugs valued at $8,865,050 in 2017
- Butler Twp. joined MCDFC Law Enforcement Committee
- Blitzes expanded to 7 in 2017
- MCDFC Right Place – Right Time Faith Based Town Halls
Prescription Opioids Branch

2016

No formal classes were offered to medical students on addiction
No formal opioid prescribing guidelines were in place
Limited SBIRT Training

2017

Boonshoft School of Medicine is developing and enhancing addiction curriculum
New Ohio pain management prescribing laws – PAUSE developed
SBIRT training expansion locally and statewide

Community Overdose Action Team
Working Together To Combat Opioid Overdoses
Prevention Branch

2016

No standardized school based health curriculum on substance abuse prevention

2017

WSU developed a standardized curriculum, the HOPE curriculum; it was launched June 2017 statewide.

No county wide initiative to assist employers to develop drug free workplace policies & 2nd chance programs

Montgomery County Wellness at Work launched in spring 2017
Prevention Branch

2016

Youth Led Prevention teams in five high schools

No county wide initiative to equip churches in the integration of prevention messaging into their faith communities

2017

Youth Led Prevention teams in eight high schools

4 churches completed the “Building Prevention with Faith” one day training in October 2017

Additional churches are being recruited for the Spring 2018 training
8 sub acute (residential) detoxification beds available county wide. Capacity to serve 415 people per year

Ambulatory (Outpatient) Detoxification Services operating during regular business hours, Monday - Friday

14 sub acute (residential) detoxification beds available county wide. Capacity to serve 730 people per year

24/7 Ambulatory (Outpatient) detoxification services operate at Samaritan Behavioral Health Inc.
<table>
<thead>
<tr>
<th>Year</th>
<th>Treatment &amp; Recovery Supports Branch</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Zero Certified Peer Recovery Specialists</td>
</tr>
<tr>
<td></td>
<td>4 ADAMHS contracted recovery housing providers with capacity for 20 female &amp; 5 male beds</td>
</tr>
<tr>
<td>2017</td>
<td>20 Certified Peer Recovery Specialists; 47 are in the process of becoming certified</td>
</tr>
<tr>
<td></td>
<td>7 ADAMHS contracted recovery housing providers with capacity for 45 females and 43 men</td>
</tr>
</tbody>
</table>
Criminal Justice Services Branch

2016

No Narcan training for people being released from jail, the STOP program, and the MonDay facility

1.5 FTE for court ordered behavioral health assessments for people incarcerated in the county jail

2017

Project Dawn provides monthly trainings at the jail, the STOP program, and the MonDay facility for people preparing to be released from the facilities

2.2 FTE for court ordered behavioral health assessments for people incarcerated in the county jail
EMS/Fire departments were not permitted to personally furnish naloxone to the general public.

2017

OH Board of Pharmacy approves EMS/FIRE departments to personally furnish Naloxone.
Greater Miami Valley EMS Council develops template for department protocols.
ADAMHS partners with Dayton Fire to establish EMS Repository for any EMS/Fire department who wants to personally furnish.
Where We Are Going Next?
Where We Are Going Next?

- Continue our coordinated COAT process to achieve collective impact
- Increase businesses who adopt Drug Free Workplace policies
- Partner with businesses to increase employment opportunities for those in recovery
- Increase the community-wide and youth led prevention programs
- Strengthen partnerships with faith-based communities
- Continue media messaging to educate people on available treatment options
- Increase certified Peer Recovery Specialists
Where We Are Going Next?

• Increase Narcan distribution
• Expand and enhance syringe services
• Improve coordination of recovery club organizations
• Continue to seek out federal and state funding that align with collaborative initiatives
• Increase media campaigning to reduce stigma of mental illness and addiction through the Think Again Campaign, #Voices Project (Indigo Media), speaking engagements and town hall meetings
• Continue to use data to establish COAT strategic directions
New Challenges

• How to maximize progress made in addressing the opioid epidemic to the larger population health issue of addiction of all kinds

• Response to changing drug trends (meth, cocaine)

• Will the Incident Command Structure sustain over time as the model when there is no longer an emergency/crisis?
Community Overdose Action Team

Working Together To Combat Opioid Overdoses

ANY QUESTIONS?
To view the COAT Incident Action Plan & other COAT documents
http://www.phdmc.org/coat

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