



# How State Leaders Can Leverage State Opioid Response Funds for System Transformation

**PRESENTED BY:**

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MARSHA JOHNSON, LCSW  
KATHLEEN MONAHAN  
BRENT WANINGER

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# PRESENTERS



**BREN MANAUGH,**  
*Principal*



**MARSHA JOHNSON**  
*Managing Principal*



**KATHLEEN  
MONAHAN**  
*State SOR Director  
Illinois Dept of Health  
Services, Substance Use  
Prevention and Recovery*



**BRENT  
WANINGER**  
*Chief of Workforce  
Development and  
Education at State of  
Delaware Division of  
Substance Abuse and  
Mental Health*



# AGENDA

## » Information about HMA

Bren Manaugh, Principal, HMA

## » SOR-funded projects in California

Bren Manaugh, Principal, HMA

## » SOR-funded projects in Illinois

Kathleen Monahan, State SOR Director, Illinois Department of Health Services, Substance Use Prevention and Recovery


## » SOR-funded projects in Delaware

Marsha Johnson, Managing Principal, HMA

Brent Waninger, Chief of Workforce Development and Education at State of Delaware, Division of Substance Abuse and Mental Health



# OUR PEOPLE



Innovators  
with unmatched  
real-world  
experience

## OUR COLLEAGUES ARE FORMER:

- » State Medicaid directors, mental health commissioners and budget officers
- » CEO, COO, CFO and other hospital, health system and state-based health insurance marketplace leaders
- » Managed care executives
- » Physicians and other clinicians who have run health centers and integrated systems of care—many still practice medicine
- » Policy advisors to governors and other elected officials
- » Senior officials from the Centers for Medicare & Medicaid Services (CMS) and the Office of Management & Budget (OMB)

# WHAT HMA DOES

**Health Management Associates (HMA) has supported state clients in leveraging SOR funding to develop and execute public healthcare strategies to transform service delivery systems and improve access to quality care**

**LEVERAGING EXPERIENCE AND SKILLS TO MAXIMIZE IMPACT OF SOR FUNDS**

## OUR AREAS OF EXPERTISE INCLUDE:

- » Real Time Solutions to the Evolving Opioid Crisis
- » System Adjustments in Response to the Pandemic
- » Analytics
- » Behavioral Health
- » Clinical Services
- » Community Strategies
- » Health Care for Justice-Involved Individuals
- » Government Programs and Services for Uninsured Individuals
- » Healthcare Delivery Development and Redesign
- » Healthcare IT Advisory Services
- » Investment Services
- » Long-Term Services and Supports
- » Managed Care
- » Pharmacy
- » Public Health



# CALIFORNIA DEPT OF HEALTH CARE SERVICES MAT EXPANSION

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Bren Manaugh  
HMA

[www.californiamat.org](http://www.californiamat.org)

# CA DHCS MAT EXPANSION

The California Department of Health Care Services (DHCS) has implemented the California Medications for Addiction Treatment (MAT) Expansion Project to address the opioid epidemic throughout the state.

## The California MAT Expansion Project aims to:

- » Increase access to MAT
- » Reduce unmet treatment need
- » Reduce opioid overdose related deaths through the provision of prevention, treatment, and recovery activities.

## The project focuses on populations with limited MAT access which includes:

- » Individuals experiencing homelessness
- » Youth
- » Rural populations
- » Tribal populations

The California MAT Expansion Project supports more than

**30**

**PROJECTS**  
Across  
the state

**650**

**ACCESS POINTS**  
Expanded  
to MAT

HMA operates the website <https://addictionfreeca.org/> as a separate yet complementary resource to the [DHCS MAT Expansion Website](#). It has resources and information related to the four MAT Expansion Project initiatives operated by Health Management Associates.

Funded by grants from the Substance Abuse and Mental Health Services Administration (SAMHSA)

# CA DHCS - HMA PROJECTS: FOCUS ON JUSTICE INVOLVED

## California Department of Health Care Services (DHCS) Focus on Justice Involved Population

HMA, along with county leaders, providers and other stakeholders in addiction treatment have conducted numerous projects in counties across CA focusing on the justice system. This work includes:

- » **County Touchpoints in Access to MAT for Justice-Involved Population:** Intersection of Justice System (Probation, Courts/Judges, Child Welfare system)
- » **Expanding Access to MAT in County Criminal Justice Settings:** Learning Collaborative to Support MAT Implementation in Jails and County Ecosystem
- » **CA Department of Corrections and Rehabilitation:** Curriculum development and training to PCP Addiction Champions, Nursing, AOD counselors, and LCSW regarding MAT treatment

As a result of this initiative:

40

More than **40 California counties**  
have participated

40,000

More than **40,000 people**  
have received **MAT** in  
correctional settings

HMA Project  
Leadership/SMEs



**Bren  
Manaugh, LCSW-S,  
CPHQ**



**Shannon  
Robinson, MD**



**Corey  
Waller, MD**



# CA DHCS – HMA PROJECTS: SYSTEMS OF CARE AND CRISIS RESPONSE TEAMS

Systems of Care (SOC)	Crisis Response Teams (CRT)	Dept of State Hospitals (DSH)
<p><b>Focus on addiction treatment ecosystems</b></p> <ul style="list-style-type: none"><li>» Total of 16 counties between SOR I and SOR II engaged across sectors for shared development and advancement of ecosystem goals</li><li>» Online MAT Assessment and TA support to establish and expand provider MAT capacity.</li></ul>	<p>County teams map all county services and funding, identify gaps, and incorporate most effective models to simultaneously address substance use disorders and public safety to build on county collaborations and resources to improve outcomes.</p>	<ul style="list-style-type: none"><li>» Implementation of MAT and SUD Treatment in Department of State Hospitals</li><li>» Continued planning for DSH Evidence-Based SUD Treatment Expansion</li></ul>

## HMA Project Leadership/SMEs



**John O'Connor**



**Helen DuPlessis, MD**



**Shannon Robinson, MD**

# CA DHCS: HMA PROJECTS: MOTHER AND BABY SUBSTANCE EXPOSURE INITIATIVE

HMA has worked with the **California Maternal Quality Care Collaborative** and the **California Perinatal Quality Care Collaborative** on the Mother and Baby Substance Exposure Initiative.

## California Maternal Quality Care Collaborative (CMQCC) California Perinatal Quality Care Collaborative (CPQCC)

### This initiative focused on the importance of:

- » Universal screening of pregnant women for risk of opioid (OUD) or other substance use disorders (SUDs) at multiple points
- » Every pregnant woman with OUD should be on MAT
- » Use of non-pharmacologic treatment for neonatal abstinence syndrome (NAS)
- » Moms and babies should receive support to keep them together, planning for transitions of care by effectively engaging women with or at risk for OUD and other SUDs in their plan of safe care

### HMA Project Leadership/SMEs



**Helen  
DuPlessis, MD**



**Corey  
Waller, MD**



**Charles  
Robbins**

**A Focus on the Justice Involved Population**

**Two Learning Collaborative Initiatives**

Expanding Access to MAT in County Criminal Justice Settings | County Touchpoints

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# **CALIFORNIA DHCS:**

**TWO LARGE LEARNING COLLABORATIVE MODEL PROJECTS  
BRINGING COUNTY TEAMS TOGETHER TO FOCUS ON  
JUSTICE-INVOLVED INDIVIDUALS**

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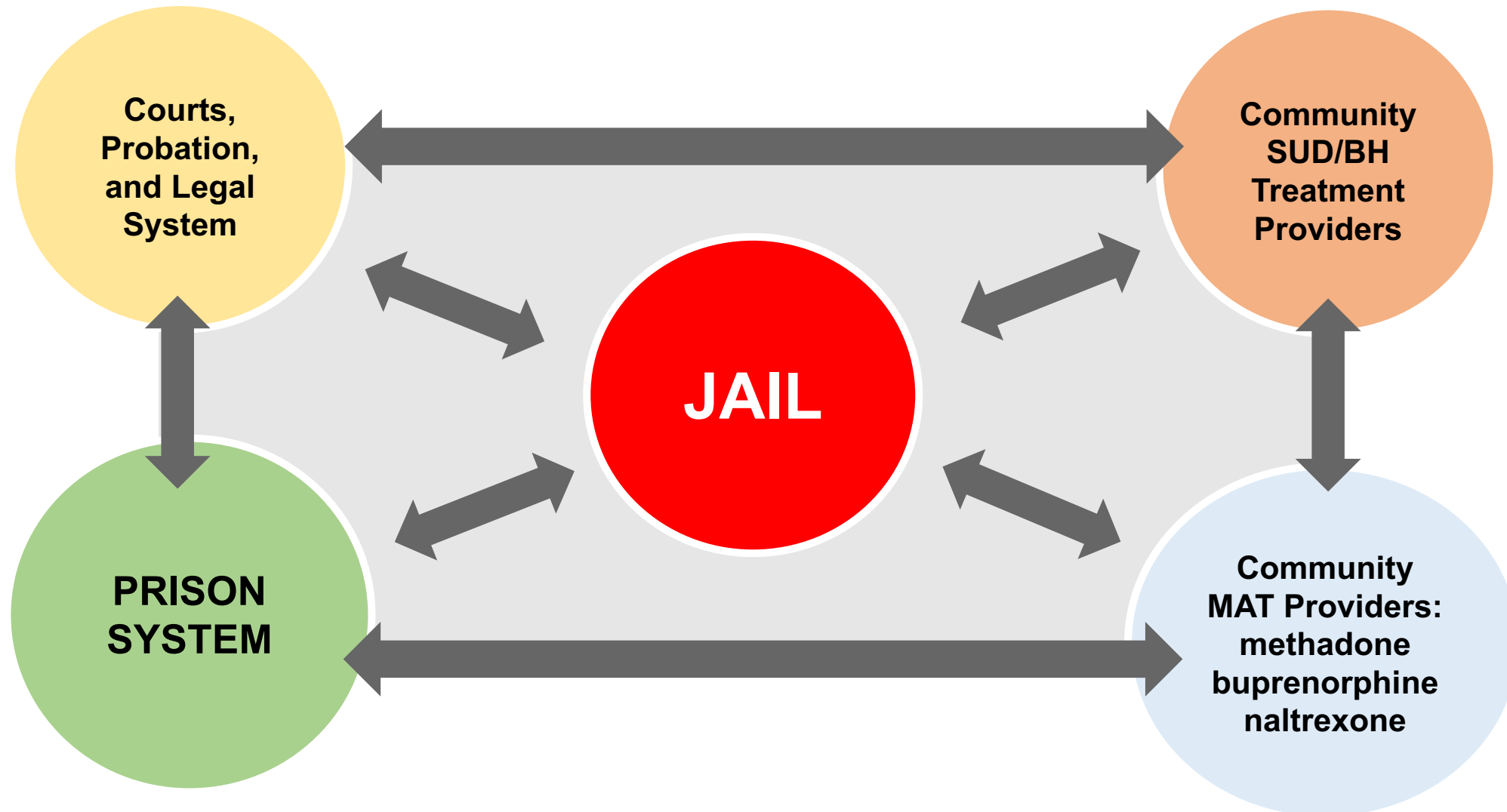
# MODEL FOR MAT IMPLEMENTATION IN COUNTY JAILS: ASPIRATIONAL GUIDING PRINCIPLES FOR COUNTY TEAMS

**The jail is a health care site in the community's health care safety net.**

**A county resident receives the same care for acute and chronic conditions wherever he/she seeks care in the county, including the jail, and transitions are managed and supported**

**The county has a single standard of care such that persons with OUD have access to all FDA-approved forms of MAT available to them, via an individualized treatment plan, as well as effective treatment for stimulant use disorder**

# JAIL AS PART OF THE SAFETY NET HEALTHCARE ECOSYSTEM





# HMA MODEL FOR IMPLEMENTATION OF MAT IN CARCERAL SETTINGS

## IMPLEMENTATION OF MAT IN JAILS, PRISON AND JUSTICE ECOSYSTEMS

### In our model MAT is defined as

- » Implementation of at least two forms of the MAT FDA-approved medications: naltrexone; buprenorphine; methadone --- continuation and/or initiation
- » + other evidence-based treatment for Opioid Use Disorder and Stimulant Use Disorders
- » Access to naloxone for overdose prevention

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### Alignment with community standards of care

### County MAT in Jails Learning Collaborative

- » County team that is coached for implementation is interdisciplinary team of stakeholders (custody leadership; jail-based health care; key community provider(s); key justice partners, i.e. probation, drug courts)
- » Learning collaborative of participating counties supports sharing and problem solving among counties and professional peers
- » \$ - Implementation grants to “front load” the effort and assistance building toward sustainability
- » Robust TA: individualized county team coaching; webinars/training; all team learning sessions

**STARTED IN CALIFORNIA,  
REPLICATED IN ILLINOIS  
WITH \$OR DOLLARS AND  
IN 15 OTHER STATES WITH  
OTHER FUNDING STREAMS**



## FOCUS ON JUSTICE-INVOLVED WITH MAT IMPLEMENTATION IN COUNTY JAILS



Initiated under SOR I in October  
2018 with 22 counties;  
25 people on MAT at baseline

**Participating  
counties currently  
represent 86%  
of the state population**

### 31 Currently Active Counties

## 6 Previously Involved Counties

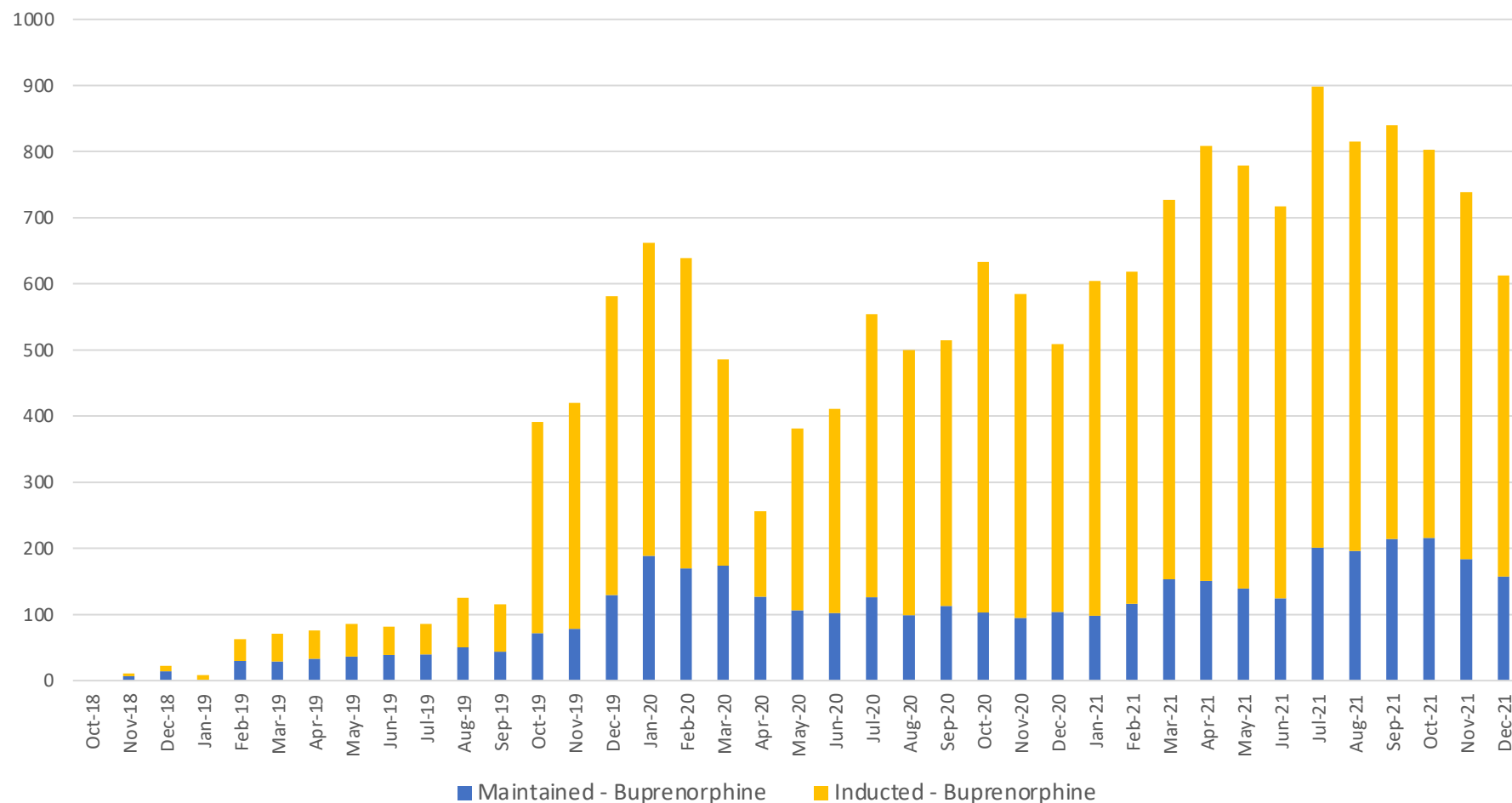
Throughout the project,  
**37** teams have  
participated from **58**  
counties total  
(**64%** of all CA Counties)

22,000

As of last data submission **February 2022**  
almost **22,000** people have received MAT  
while incarcerated in these county jails

# EXAMPLE OF DATA SUMMARY: MAINTENANCE AND INITIATION OF BUPRENORPHINE

(PART OF LARGE DATA SET THAT TRACKS PROGRESS ON MULTIPLE IMPLEMENTATION MEASURES)



Initiated under SOR I in October 2018  
**Progress of participating  
counties in maintaining and  
initiating buprenorphine for  
persons incarcerated in  
county jails**

**4,059**  
MAINTAINED ON  
BUPRENORPHINE

**13,173**  
INITIATED ON  
BUPRENORPHINE

# FUNDAMENTAL PREMISE OF TEAMS:

DIFFERENT PERSPECTIVES ON PERSON WITH A SUBSTANCE USE DISORDER





# CALIFORNIA COUNTY TOUCHPOINTS LEARNING COLLABORATIVE PROGRAM

## Outgrowth of Jail MAT LC:

Recognized need to educate and engage other justice/system stakeholders to support jail MAT implementation

Addressed MAT =  
“not clean”

Probation,  
Courts/Judges,  
District Attorneys,  
Public Defenders,  
Child Welfare

More than 1,500  
trained under **SOR I**

## Under SOR II: Learning Collaborative

14 county teams currently participating in learning collaborative at intersection of SUD, justice, and child welfare systems

County collaborations, resource alignment, system mapping and gap analysis, individualized county coaching and goal setting

# ILLINOIS DEPARTMENT OF HUMAN SERVICES SUBSTANCE USE PREVENTION AND RECOVERY

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Kathleen Monahan, MPH  
SOR Director, State of Illinois

# IL LEARNING COLLABORATIVE TO SUPPORT MAR FOR JUSTICE-INVOLVED POPULATIONS



## **Prioritized Population** Illinois State Overdose Action Plan



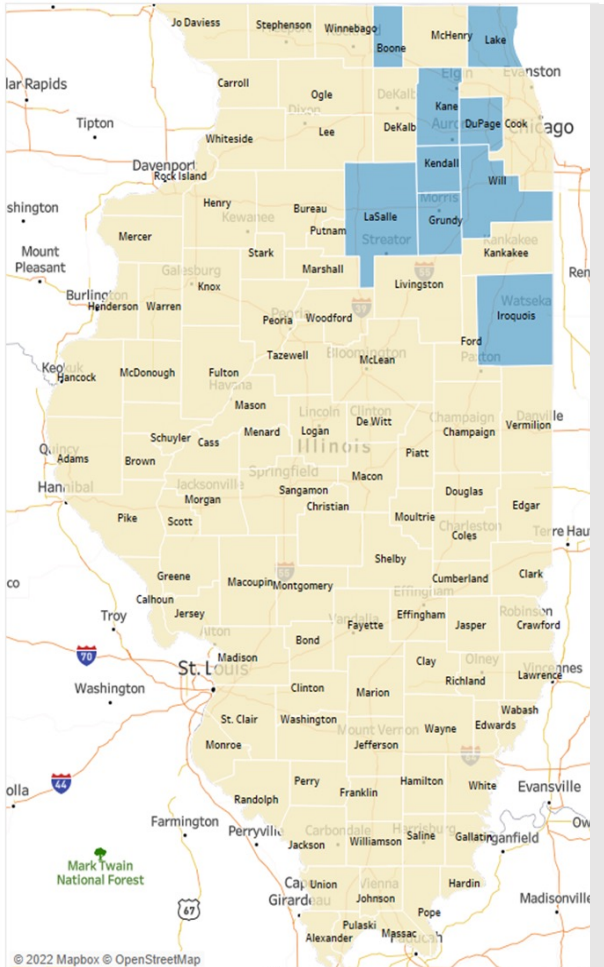
**Learning Collaborative**  
HMA is offering robust expert technical assistance (TA) for county teams interested in standing up or expanding medication assisted recovery (MAR) programs in their jail and to support continued recovery support in the community post-release.

- » Modeled after California Jail MAT implementation learning collaborative
- » Initiated with SOR II funding\*
- » 9 counties currently participating with “open enrollment” to other interested counties to join the learning collaborative: Receive individualized county team coaching, participation stipends, and multiple modes of learning and TA

\*Services are funded in full or in part through a State Opioid Response Grant the Illinois Department of Human Services, Division of Substance Use Prevention and Recovery, from the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration.



# ILLINOIS JAIL-BASED MAR LEARNING COLLABORATIVE



9

**Active Counties:**

**Boone  
DuPage  
Grundy  
Iroquois  
Kane  
Kendall  
Lake  
Lasalle  
Will**

**Active  
counties  
represent:**

**42.5%**

**of the state population  
(excluding Cook County)**

# WHAT DO ILLINOIS CUSTODY LEADERS HAVE TO SAY ABOUT MAR FOR DETAINEES?

**This is scalable, inexpensive, relatively easy, saves lives and stops crime**

- Sheriff Ron Hain, Kane County

**No one says: "I want to be a drug addict when I grow up."**

- Commander Jeanne Russo, Kendall County Jail

**The old school thought was "you did this to yourself" - we are waaaaaay past that.**

- Superintendent Jason Edgcomb, LaSalle County Jail

# ACCESS NARCAN

**The State  
is investing  
\$13 million to  
make Narcan  
more available**

**Funding:  
SOR and  
Recreational  
Cannabis  
revenues**

**Open to  
Hospitals, clinics,  
other community  
organizations**

**Go Live  
was  
July 23, 2021**

Website: <https://www.dhs.state.il.us/page.aspx?item=58142>

(Access Narcan on DHS main page)

Organizations must agree to input data into the DOPP website **ilsavesOD.org**

# ACCESS NARCAN

## IDHS/SUPR Drug Overdose Prevention Program

The Illinois Department of Human Services, Division of Substance Use Prevention and Recovery (IDHS/SUPR) aims to reduce the number of opioid overdoses through the expansion of community-based Overdose Education and Naloxone Distribution (OEND). OEND is an evidence-based method for reducing opioid overdose deaths. In order to expand overdose education and naloxone distribution, IDHS/SUPR manages the Drug Overdose Prevention Program (DOPP). By registering to become a DOPP, organizations can access and distribute naloxone (Narcan nasal spray), a safe and effective opioid overdose reversal medication that saves lives.

DOPP- enrolled programs are responsible for training and education, maintaining a supply of naloxone, and reporting information into the DOPP portal. These programs are essential to ending the overdose crisis in Illinois by making sure that anybody who may witness an opioid overdose is equipped with naloxone and the knowledge they need to save a life.

### Links

[Hospitals and Clinics Access](#)  
[Narcan Project- Frequently](#)  
[Asked Questions](#)

### Hospitals & Clinics

ACCESS NARCAN

(click here)



### Community Organizations

ACCESS NARCAN

(click here)



### Prospective DOPPs include:

- SUPR-licensed substance use treatment programs
- Recovery homes
- Local public health departments
- Hospitals and Clinics
- Not-for-profit community-based organizations
- Urgent care facilities
- Faith-based organizations
- Police departments
- Local businesses



# SOR-FUNDED PROJECTS IN DELAWARE

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Marsha Johnson, Managing Principal, HMA

Brent Waninger, Chief of Workforce Development and  
Education at State of Delaware, Division of Substance  
Abuse and Mental Health

# SOR 2.0 GRANT GOALS

Build infrastructure to oversee and implement grant activities

Expand OUD/STUD treatment engagement strategies and reduce barriers to accessing services

Develop a framework to engage the Opioid Response Provider Network (ORPN) in providing effective and accountable treatment services

Promote evidence-based referral and linkage to treatment

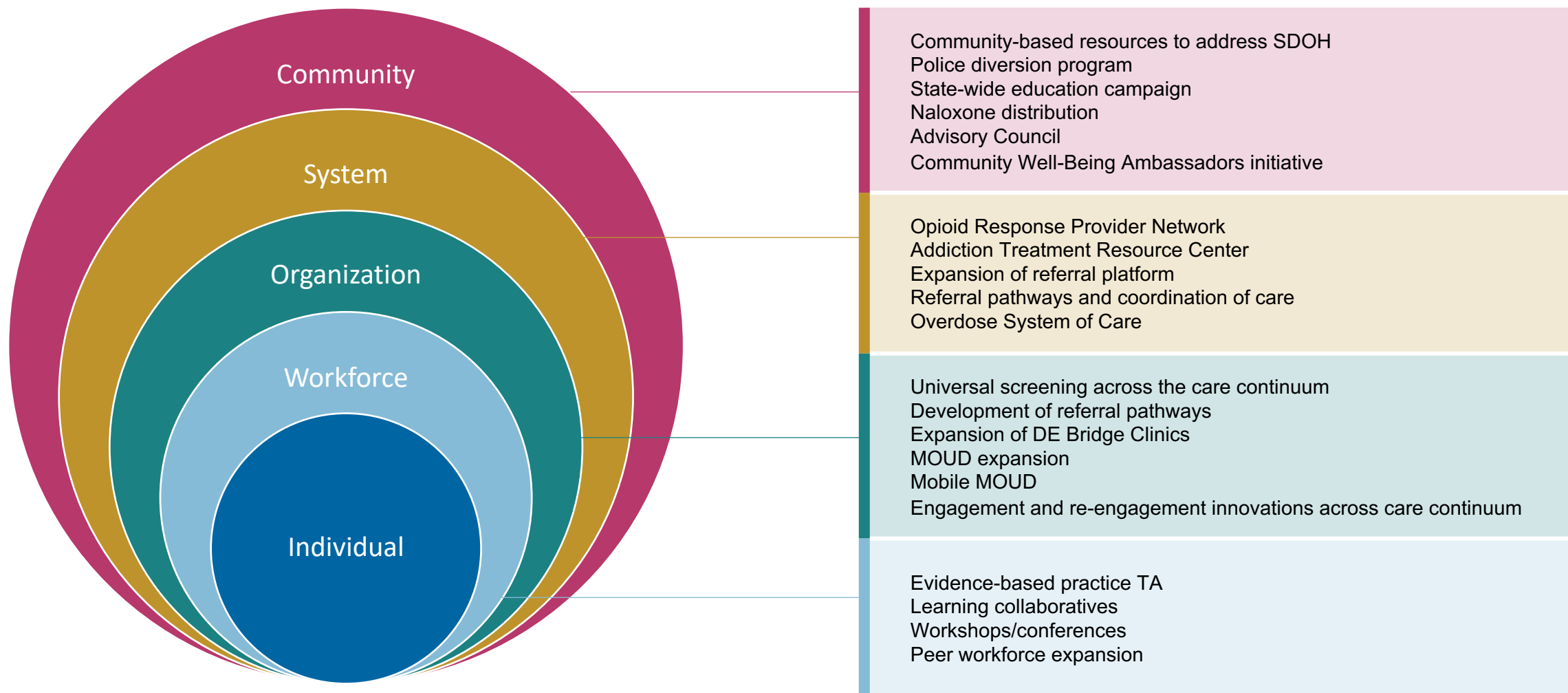
Promote universal screening for OUD/STUD

Improve treatment retention strategies for individuals and special populations with OUD/STUD

Decrease opioid overdoses statewide through low threshold access to naloxone, medication for OUD (MOUD) and addiction treatment services

Collect high quality data to track program performance and reach

# DELAWARE STATE OPIOID RESPONSE INVESTING IN THE ECO-SYSTEM



# COMMUNITY



**Police  
Diversion  
Program**



**Statewide  
Education  
Campaign**





# SYSTEM



Addiction  
Treatment  
Resource Center



Referral pathway  
development  
Overdose System of care

# ORGANIZATION



**Bridge Clinic  
Expansion**



**Universal  
Screening**



**Engagement,  
re-engagement,  
and retention Innovations**

# WORKFORCE



**Peer  
Workforce  
Expansion**



**Learning collaborative,  
workshops, and  
conferences**

# HMA'S SUPPORT TO DE STATE OPIOID RESPONSE



## **Opioid Response Provider Network**

Coordination of all resources  
and technical assistance efforts

Implementation coaching

Asynchronous learning

Addiction Treatment  
Resource Center



## **Innovations in the Community**

Community  
Well-Being  
Ambassadors



## **Stakeholder convening Support**



# SURVEY

Your feedback on today's webinar is important! Please take just a moment to complete a brief survey you'll receive later today. Thank you!

# THANK YOU

