



COP - R C O R P

Communities of Practice for Rural Communities Opioid Response Program

Core Activity #4: Workforce Development Plan

Fairfield County, OH

Fairfield County Opiate Task Force

Fairfield County Alcohol, Drug Addiction, and Mental Health (ADAMH) Board

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Ohio University's Voinovich School of Leadership and Public Affairs (OHIO) and the Pacific Institute for Research and Evaluation (PIRE), through a shared services and braided funding approach, work directly with project directors from the five CoP-RCORP backbone organizations to provide leadership, training, capacity building, technical assistance and evaluation services, and management oversight for project activities. The project directors then bring back the shared learnings and experiences from the community of practice to their respective community-specific consortium, which is responsible for leading project activities within the five Ohio communities. This workforce development plan represents the shared work of the Fairfield County Opiate Task Force (local consortium), the Fairfield County Alcohol, Drug Addiction, and Mental Health Board (backbone organization), and the CoP-RCORP Training, Technical Assistance, and Evaluation Team (OHIO and PIRE).

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Workforce Development Plan

Communities of Practice for Rural Communities Opioid Response Program (COP-RCORP)

Fairfield County Opiate Task Force

Fairfield County Alcohol, Drug Addiction, and Mental Health (ADAMH) Board

October 25, 2019

Grantee Organization	Ohio University Voinovich School of Leadership and Public Affairs	
Grant Number	G25RH32459-01-02	
Address	Building 21, The Ridges, Room 204, 1 Ohio University, Athens OH 45701-2979	
Service Area	Fairfield County, OH in HRSA-designated rural census tracts (39045030900, 39045031000, 39045031100, 39045031200, 39045031300, 39045031400, 39045031500, 39045031600, 39045031700, 39045032000, 39045032100, 39045032200, 39045032300, 39045032500)	
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Introduction

RCORP-Planning

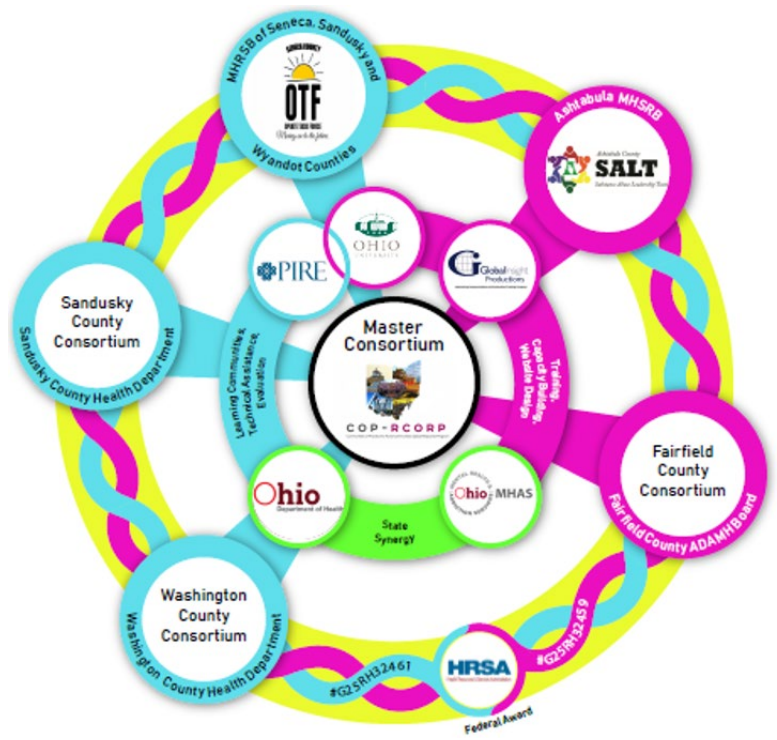
The Rural Communities Opioid Response Program (RCORP) is a multi-year initiative supported by the Health Resources and Services Administration (HRSA), an operating division of the U.S. Department of Health and Human Services, to address barriers to access in rural communities related to substance use disorder (SUD), including opioid use disorder (OUD). RCORP funds multi-sector consortia to enhance their ability to implement and sustain SUD/OUD prevention, treatment, and recovery services in underserved rural areas. To support funded RCORP consortia, HRSA also funded a national technical assistance provider, JBS International.

The overall goal of the planning phase of the RCORP initiative is to reduce the morbidity and mortality associated with opioid overdoses in high-risk rural communities by strengthening the organizational and infrastructural capacity of multi-sector consortiums to address prevention, treatment, and recovery. Under the one-year planning initiative, grantees are required to complete five core activities. The fifth core activity is to complete a sustainability plan for the consortium. This report contains the local consortia's workforce development plan from the planning phase.

CoP-RCORP Consortium

The Communities of Practice for Rural Communities Opioid Response Program (CoP-RCORP) Consortium was created in 2018 when Ohio University's Voinovich School of Leadership and Public Affairs (OHIO) and the Pacific Institute for Research and Evaluation (PIRE) braided together funding from two separate awards (G25RH32459-01-02 and G25RH32461-01-06). OHIO and PIRE then offered equitable access to five backbone organizations in the rural communities of: Ashtabula, Fairfield, Sandusky, Seneca, and Washington Counties. An organizational chart of the braided CoP is included here for quick reference. More information about the organizational structure, co-developmental process, and shared economy may be found on the project website:

<https://www.communitiesofpractice-rcorp.com/>



Workforce Development Plan Overview

Although Workforce Development is critically important to successfully addressing SUD/OUD, it has not received much attention at the state level in Ohio and there have been few resources devoted at the state and local levels to assessing workforce needs and gaps and to addressing development and retention needs of the SUD/OUD workforce. RCORP-Planning Core Activity 4 provided the Fairfield County Opiate Task Force with an opportunity to better understand its current workforce along with needs of the workforce. Because this is a new area, work by the Fairfield County local consortium on its SUD/OUD workforce will be ongoing throughout the RCORP-Implementation project.

The Workforce Development Plan that follows below assesses SUD/ODU workforce needs and gaps, articulates goals and activities designed to facilitate progress toward improving recruitment, training, and retention of the Fairfield County SUD/ODU workforce. The plan also identifies opportunities at the federal, state, and local levels that will contribute to further development of the Fairfield County SUD/ODU workforce. This Workforce Development Plan will result in the formation of three workgroups (subcommittees of the OTF) that will work on each priority area.

Current SUD/ODU Workforce in Fairfield County

During the process of writing the RCORP-Planning and RCORP-Implementation grant submissions to HRSA, COP-RCORP local consortia gathered data about their community’s existing SUD and OUD workforce. Local consortia drew from these data, as well as data collected as part of their Needs and Gaps Assessment to respond to guiding questions provided by PIRE and OHIO regarding the current needs and gaps of the SUD and OUD workforce. These guiding questions operationalized the workforce plan guidance provided by HRSA and JBS, the national RCORP-Planning technical assistance provider.

The Recovery Center provides school-based and community-based prevention in Fairfield County. There is a shortage of qualified/certified prevention workers but recently ADAMH Board has worked with and assisted Big Brothers Big Sisters agency in becoming a certified prevention provider but not specific to SUD/ODU.

The ADMHS Board assists with referral to Substance Abuse Stabilization, regardless of the patient’s ability to pay, through working with Fairfield Medical Center. Ambulatory Detox services are available through the Recovery Center, an ADAMH Network of Care provider. The Recovery Center is one of the three treatment providers, in our network of care, which also includes Ohio Guidestone and New Horizons, who offer Medication Assisted Treatment. Intensive Outpatient for both men and women is available, as well as outpatient services. All providers also offer counseling services to family members and loved ones and there are several family support groups offered. Table 1 catalogs the existing treatment service providers in Fairfield County, along with their locations and the services they provide.

Table 1. SUD/ODU Treatment Providers in Fairfield County

Name of Provider	Address	Description of Services
The Recovery Center	201 S Columbus St, Lancaster, OH	Ambulatory Detox MAT Intensive Outpatient for Men and for Women Perinatal Program for women with OUD Outpatient-Group and Individual Peer Support Prevention in Schools and the Community
New Horizons	Lancaster, OH	Mental Health and SUD services including MAT Outpatient -Individual and Group SUD Assessments & Counseling in the Fairfield County Jail and 2 Peer Support workers who also work in the jails and ensure that people with OUD have an outpatient appointment within 48 hours of their release from jail.’ The Peer Support workers are also assigned to work with persons who have OUD and are involved with Common Pleas Court but who are not on Intensive Probation. They also provide Signs a Suicide, a prevention program in schools.
Ohio Guidestone	111 S Broad Street, Ste 209, Lancaster, OH	SUD services including MAT Intensive Outpatient for Men and Women

Name of Provider	Address	Description of Services
		Structured Activity Time for children of persons with OUD who are in treatment and have the barrier of needing to bring their children. This time is provided by a former Preschool Teacher on site of the MAT, and OUD counseling services. Case Management Peer Support Prevention Programming in schools which includes “The Incredible Years” for Tussing Elementary School.
Mid-Ohio Psychological Services	624 E Main St, Lancaster, OH	Primarily a MH outpatient program but they do see persons with OUD on an individual basis if requested by the client. Brain Power- a prevention program offered in 4 th grades throughout the Lancaster School System
Fairfield Mental Health Consumer Group	1663 E. Main St, Lancaster, OH	This is a consumer operated services that offers both Support groups and individual Peer Support to persons with mental health and/or SUD issues. They are offering SMART Recovery group soon. They allow Narcotics Anonymous meetings 7 evenings per week in their building.
Drug Courts	Family Drug Court, Common Pleas Drug Court, and Municipal Drug Court	All work with ADAMH Board and our providers to use Assisted Treatment Program dollars for treating persons with OUD. These funds can also be used to eliminate barriers such as housing, identification, transportation, etc.
Lancaster Recovery Services	103 Cedar Hill Rd Lancaster, Ohio 43130	New to our area, they offer MAT (Mobile Vivitrol) Intensive Outpatient for Men and Women Outpatient Case Management Peer Support
Lutheran Social Services	1681 E. Main Street Lancaster, Ohio 43130	Contracts with ADAMH to operate and manage our two men’s recovery houses, and our women’s sober living program. We also fund a Housing Specialist who screens persons at their Emergency Shelter for mental health and substance abuse problems and who links identified persons to services.

The Fairfield Community Health Center, a Federally Qualified Health Center, offers primary care and behavioral health. Psychiatric Health Services, an inpatient psychiatric facility, is located in and operated by Fairfield Medical Center. Despite a shared infrastructure, barriers to integrating primary care and behavioral health services remain.

Table 2. SUD/OUD Workforce

Type of Provider	Number of Providers in the Service Area	Location
Prevention Professionals (OCPSA, OCPS, OCPC)	6	Fairfield County
Psychiatrists	0	N/A
APRNs	5	Fairfield County
Psychologists	1	Fairfield County
Licensed Clinical Social Workers	46	Fairfield County
Professional Counselors (LPC, LPCC)	27	Fairfield County
Peer Support Specialists	13	Fairfield County

The Recovery Center is one of three providers, including Ohio Guidestone and New Horizons, who offer Medication Assisted Treatment. The MAT services at the Recovery Center were recently increased to two additional days per month. There are no certified providers for methadone. Table 3 shows the number of prescribers currently providing MAT. The consortium is working to update this information.

Table 3. Number of Prescribers Currently Providing MAT

Health Care Providers with a Waiver to Provide MAT	Number of Providers in the Service Area
Physicians	6
Nurse Practitioners	2
Physician Assistants	Unknown
Other Mid-Level Prescribers (CNM, CRNA, etc.)	Unknown

Recovery Supports are available in the way of recovery housing for men, women, and single families. Patients can also access a consumer operated drop-incenter offering peer support. Peer support is also connected with several provider agencies within the county. The ADAMH Board supports a 211 information and referral line to provide basic assistance information regarding food, clothing, transportation, and such for persons in need.

Fairfield County SUD/ODU Workforce Needs and Gaps

Recruitment

The Board has identified a need for more OB/GYN specialty providers and resources for pregnant patients withdrawing from opioids and in need of OB/GYN services. Further community collaboration is needed to provide appropriate counseling services for patients seeking MAT, regardless of pregnancy status. The extensive requirements to attain certification to provide MAT is a barrier to filling these gaps. Providers are only permitted to treat 30 patients in their first year of certification. Due to low reimbursement rates for MAT, many providers do not see a favorable cost-benefit balance to seeking certification to provide MAT.

Treatment centers have also reported staffing concerns with some providers expressing a need for more nurses and staff to witness drug screens, due to the demand for services, and others reporting a shortage of Licensed Independent Chemical Dependency Counselors with Clinical Supervision endorsement and Independently Licensed Social Workers. This has made it difficult for The Recovery Center, New Horizons, and Ohio Guidestone to meet all the reimbursement requirements for private insurance plans. There is also a shortage of Peer and Recovery Support workers certified through the Ohio Department of Mental Health and Addiction Services.

SUD/ODU service providers compete with Fairfield Medical Center, Hospitals in Franklin County, Health Recovery Services in Athens, Ohio and other agencies in surrounding cities and counties can pay more and offer better benefits. Our providers are not able to offer childcare, student loan forgiveness assistance, and have fewer employee benefits than some of the larger city providers. Community-level factors also create barriers to recruitment. Housing in Fairfield County is at an average rate for home buyers, but for renters, is rather high. Housing for families needing space for several children can be difficult to find.

Retention

Pay and benefits barriers that impede recruitment also affect providers' ability to retain employees. There is a bus transit system, but this is not available on weekends or after seven p.m. Providers have reported to the ADAMH Board that transportation is a major barrier to care, as well as to maintaining employment.

A lack of a clear career path in SUD/ODD services may also affect retention. While there are some opportunities for advancement in the non-profit provider sector, this needs to be an area that the Opiate Task Force can address as a part of this workforce development.

Training and Retraining

The ADAMH Board is committed to helping our providers and their staffs stay up to date, licensed, and aware of new and existing evidence-based practices. The Board online training through Relias. See attached sheet for current trainings being offered by ADAMH this fiscal year. The Fairfield County ADAMH Board offers free training to people that work in Fairfield County. If a person works outside of Fairfield County there is a nominal fee to cover the cost of CEU's. The ADAMH Board also provides CEU's for other organizations if they meet the requirements.

Despite these efforts, barriers remain. The cost of certificates and licensing, fees for taking credentialing and licensing tests, as well as the cost for additional college courses to move up the licensing ladder are obstacles for current and potential SUD/ODD professionals and paraprofessionals. This is a potential area of focus for developing and strengthening Fairfield County's SUD/ODD workforce.

SUD/ODD Workforce Resources and Opportunities in Fairfield County

Partnerships

Ohio University Lancaster, the only Institution of Higher Education in Fairfield County, offers an Associate Degree in Human Services and a bachelor's in social services. Several of the Peer Supporters in our area have attended and received these degrees. Hocking Technical College in Nelsonville, Ohio, located outside of Fairfield County, offers an associate degree in Chemical Dependency. Persons with master's level degrees received these from many different institutions, including but not limited to Ohio University Athens, Ohio State University in Columbus all of which are located outside of Fairfield County. The consortium is interested in working with Ohio University Lancaster to encourage the week-long 40-hour Certification training for Peer Support to be included in the curriculum for either Human Services or Social Work (or both).

Federal, State, and Local Programs

The community mental health center, New Horizons Mental Health Services, and three locations of the Federally Qualified Health Center (FQHC), Fairfield Community Health Center, are approved NHSC sites. Prior to this grant, the consortium was unfamiliar with NHSC resources. Exploring these new resources and opportunities in our community and developing these relationships will take time.

The ADAMH Board contracts with a provider who offers an evidence-based supportive employment program. The Board plans to expand this program to assist persons with SUD/ODD. The Board also received a grant to place a chemical dependency counselor at the Fairfield County jail to provide assessment and linkage to services. The goal is to ensure that persons with SUD will have a counseling appointment within 48 hours of their release. New Horizons and ADAMH, through additional grant monies have recently added two Peer Support workers to the jail project so that persons reluctant to talk with a counselor have an alternative.

SUD/ODU Workforce Goals for Fairfield County

Preliminary goals for Fairfield County to improve recruitment, training, and retention of its SUD/ODU workforce follow below. As noted above, workforce development is a new area for Fairfield County and its stakeholders and additional planning work is needed. The goals below will be addressed during the three-year RCORP-Implementation project by creating three workgroups that will focus on workforce strategic planning related to provider recruitment, training, and retention. A key outcome of the RCORP-Planning grant has been a shared commitment by Fairfield County consortium to monitor and address SUD/ODU workforce issues through developing, operationalizing, and sustaining workgroups focused on these three areas of workforce development.

Recruitment

The consortium will explore recruitment methods that appear to be successful in other rural communities and share this information with providers.

The consortium will explore how the ADAMH Board, Opiate Task Force, and Non-Profit Providers in Fairfield County can utilize more peer support workers in the substance abuse field, and partner with Fairfield Medical Center to identify and implement strategies to recruit more Medication Assisted Treatment Providers in the county.

Retention

The consortium will partner with local providers to better understand the barriers to advancement in the SUD/ODU services field.

Training and Retraining

The consortium will work with local partners to develop a list of trainings that can be offered to staff free of charge that will enhance their knowledge and qualify them for recertifications and licenses. At least three trainings specifically designed to give credits, CEU's and RCH's to Chemical Dependency Professionals, Social Workers, Counselors, and Peer Support Workers will be offered. Opportunities for all provider clinical staff to receive online trainings that can be used to enhance their skills and retain their certifications and licensures will be made available.

Federal, State, and Local Program Participation

The consortium will devote time to research and obtain information on NHSC sites and opportunities. This information will be shared with Fairfield County ADAMH Board providers that would potentially meet the requirements. The consortium will offer assistance with the application process.

Partnership Development

The consortium will explore collaborating with OU-Lancaster to offer 40-hour Certification Peer Support training during Spring Break of 2020. The consortium will also explore developing some type of program for providers where they can offer either student loan forgiveness, or some paid tuition options in exchange for a commitment to work in Fairfield County.

Ongoing Monitoring of Labor Market Trends and Data

This effort was the first time in Fairfield County that an environmental scan of the community's SUD/ODU workforce had been completed. Monitoring will be ongoing and future work also will identify and utilize labor-market data as well as utilize ongoing epidemiological data about drug use and other related public health threats. This approach will help the Fairfield County COP-RCORP consortium understand employment trends

along the County's healthcare and SUD workforces and will help ensure that the reach and competencies of its SUD/ODU workforce can address emerging public health concerns related to SUD/ODU in the future.

Conclusions and Next Steps

Project leads from the consortium and backbone organization reviewed the available data, identified partners and stakeholders to engage to form workgroups, and developed a set of overarching goals to explore and further refine. The consortium has identified seven potential organizational partners within their community who may contribute to operationalizing the workforce development plan. (Appendix A lists these organizational partners and describes their roles in the community's OUD workforce.)

Having identified key stakeholders and community needs, the Fairfield County Opiate Task Force and local partners will utilize this report to develop concrete objectives and metrics to advance Fairfield County's SUD/ODU workforce. This will be an iterative process informed by conversations with community members, organizational partners, service providers, and other impacted populations. Key next steps include forming a workforce development team and three workgroups (corresponding to each of the identified workforce goals of recruitment, retention, and training) that will develop action plans for each goal and objective that include measurable and time-bound indicators of progress. A template for this action plan is included in Appendix B. COP-RCORP and local consortium efforts on workforce development will continue during the RCORP-Implementation project.

APPENDIX A: Environmental Scan of Fairfield County's SUD/ODU Workforce

Organization	Sector	Name of Contact	Area: Prevention, Treatment, and/or Recovery	What does this organization contribute to your community's workforce plan? Why is this individual key to your community's workforce plan?
Ohio University Lancaster Campus	State universities, community colleges, and vocational schools	Michael Ashton	Treatment and Recovery	The Task Force is partnering with OUL for a Peer Support Training, they place interns in agencies for Human Service Technology and Social Work
Fairfield County Mental Health Consumer Group	Local recovery networks and recovery associations	Kortney Hewitt	Recovery	Partner with Peer Support Training, employs Peer Supporters
Lutheran Social Service	Local recovery networks and recovery associations	Janet Crabtree	Recovery	Employs Peer Supporters, trains interns
New Horizons	Providers and provider associations	Marcy Fields	Treatment	Employs Peer Supporters, trains interns
The Recovery Center	Providers and provider associations	Rayshawn Wilson, Jennifer Blackston	Prevention and Treatment	Employs Peer Supporters, trains interns
Fairfield County Education Service Center	Government agencies	Maria Ward	Prevention	Provides a school-based perspective for workforce
211	Other	Jeannette Curtis	Recovery	Employs Peer Supporters, trains interns

APPENDIX B: Workforce Strategic Planning Template

Activity Table

Goal:						
Objective:						
Strategy						
Activities	Timeline		Responsible Party	External Partners	Cost and Possible Funding	Metrics/ Indicators of Progress
	Start Date	End Date				