

MONADNOCK RURAL COMMUNITIES OPIOID RESPONSE PLANNING PROJECT

Keene, NH 03431

February 17, 2020

Grantee Organization	County of Cheshire, New Hampshire	
Grant Number	G25RH32929	
Address	12 Court Street Keene, NH 03431	
Service Area	All twenty-three Cheshire County municipalities (Alstead, Chesterfield, Dublin, Fitzwilliam, Gilsum, Harrisville, Hinsdale, Jaffrey, Keene, Marlborough, Marlow, Nelson, Richmond, Rindge, Roxbury, Stoddard, Sullivan, Surry, Swanzey, Troy, Walpole, Westmoreland, and Winchester) and the eight towns in western Hillsborough County (Antrim, Bennington, Frankestown, Hancock, New Ipswich, Peterborough, Sharon, and Temple)	
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Contributing Consortium Members and Stakeholders	County of Cheshire	
	Monadnock Family Services	
	Cheshire Medical Center	
	Phoenix Houses of New England	
	Keene Serenity Center	

Workforce Strategic Plan

Assessment Summary: As outlined in the Needs Assessment, conducted by Southwest Region Planning Commission, The assessment identified specific areas related to geography, economic, cultural and other barriers that impact prevention, treatment and recovery. The overall findings, in the Needs Assessment Report, identified “out of 10 counties in New Hampshire, Cheshire County had the second highest opioid mortality rate in 2018, at 3.5 per 10,000 people.” The assessment reported, “each death, there are many more nonfatal drug overdoses in New Hampshire and in the Monadnock Region. Furthermore, the Needs Assessment indicated that the admission rate to treatment for substance use disorders was the second lowest in Cheshire County at 4.24 people per 10,000. A high mortality rate combined with a low treatment rate suggests inadequate access to treatment.

Problem Statement This same Needs Assessment indicated that the “Treatment and Recovery workforce is insufficient to meet the needs of those seeking services resulting in a waitlist for services.” Some of the specific workforce shortfalls included lack of supervising MLADCs, lack of qualified counselors, low compensation, and a lack of geographical equity of treatment and recovery providers with the concentration being in the Keene and Peterborough areas. The assessment demonstrated a substantial need for the integration of medical and behavioral healthcare including bidirectional referrals, increased types of services and care coordination.

Workforce Objectives The workforce development committee set out three objectives for our work:

1. Develop a comprehensive plan to address gaps in care.
2. Outline strategies for recruiting providers.
3. Develop plans to train and retain providers

Goal The Monadnock Region Opioid Response Project will develop an engaged, enthusiastic and resilient workforce with the assistance of community partners to address SUDs and reduce opioid morbidity and mortality in the Monadnock Region.

Long-Term Outcome Overall, the goal is to provide a sustained workforce that addresses the treatment and recovery gaps in the Monadnock Region. . We have identified goals based upon our professional knowledge as well as the Needs Assessment conducted by Southwest Region Planning Commission. The long term outcome will be a decrease in Opioid related Emergency Department visits (20.21 per 10,000 in 2018), an increase in SUD Treatment admissions (4.14 per 10,000 in 2018) and a decrease in the opioid mortality rate in 2018, at 3.5 per 10,000 people. This will be accomplished through retention of providers, education, and recruitment.

Long-Term Outcome Indicators (List the numeric or measurable indicators that will demonstrate you are making progress toward your goal.)

- To increase by 300 the number of professionals and paraprofessionals who participate in SUD educational opportunities.
- An increase of 8 licensed and 20 non-licensed providers treating substance use disorders in the Monadnock region.
- By retaining and expanding current workforce we will decrease the wait time for individuals seeking services 25% by 2022.

Goal: The Monadnock Region Opioid Response Project will develop an engaged, enthusiastic and resilient workforce with the assistance of community partners to address substance use disorders and reduce opioid morbidity and mortality in the Monadnock Region.

Objective 1: The Monadnock Rural Communities Opiate Response Project will build workforce capacity through increased access to education.

Intermediate Outcome: To increase by 300 the number of professionals and paraprofessionals who participate in educational opportunities related to SUDs, covering prevention, treatment and recovery in these trainings by September 2023 measured by attendance records at educational opportunities. .

Intermediate Outcome Indicators: Identify and enter into agreements with at least three partners to assist with the education of professionals and paraprofessionals as measured by official signed agreements.

Strategy: Collaboration with community educational and training organizations related to substance use disorder and other behavioral health disorders.

Activities	Time Frame		Who is Responsible	Process Indicators	Short-term Outcomes
	Start Date	End Date			
Develop a Workforce Committee to monitor ongoing progress.	Immediate	Ongoing	Leadership, Providers, Workforce Development Committee	Monthly meeting minutes, development of committee	Individuals participating in survey annually. Individuals participating in meetings
Communicate with Antioch University regarding their Workforce Development Grant and any collaboration that can be agreed upon.	Immediate	Ongoing	Project Director, Workforce Committee	Evidence of communication and collaboration.	Expansion of Antioch’s Workforce Development Program
Collaborate with Keene State College, River Valley Community College, SNHU, Rivier College, Franklin Pierce University, and other colleges/universities to offer scholarships and tuition-free certificate programs in Addiction Counseling, Behavioral Health,	Immediate	Ongoing	Project Director, Workforce Committee; Local Colleges	Number of trainings offered throughout the region, number of attendees for each training and training documents	Increase ability for easier availability for trainings, evaluation feedback, increase number of licensed staff for CEUs

Child and Youth Advocacy and Community Health Work					
Offer trainings for professionals and paraprofessionals to enhance their expertise in treating substance use disorders.	Immediate	Ongoing	Project Director, Workforce Committee, educational experts	Number of trainings offered throughout the region, number of attendees for each training and training documents, exit survey	Increase ability for easier availability for trainings, evaluation feedback, increase number of licensed staff for CEUs
Collaborate with Southern New Hampshire Services regarding Workforce Innovation and Opportunity Act (WIOA) employment and training program as it relates to Peer Recovery Support Services and SUDs specifically identified as a regional gap.	Immediate	Ongoing	Project Director, Workforce Committee	Number of persons served through this funding and working with persons with SUDs	Participation in the WIOA training program will increase over baseline.

Objective 2: RECRUITMENT:

The Monadnock Rural Communities Opiate Response Project will increase licensed and non-licensed individuals to provide prevention, treatment and recovery access as identified in GAPS analysis.

Intermediate Outcome: By the end of the 2022 there will be an increase of 8 licensed and 20 non-licensed providers treating opioid use disorder or other substance use disorders in the Monadnock region as measured by an annual workforce census.

Intermediate Outcome Indicators: Annually through 2023, Workforce Committee will conduct a workforce census to identify increase in the number of licensed and non-licensed providers serving those suffering from Substance Use Disorders in the target communities.

Strategy: Create and initiate a multi-dimensional campaign to address the shortage of licensed and non-licensed professional serving within the Monadnock region.

Activities	Time Frame		Who is Responsible	Process Indicators	Short-term Outcomes
	Start Date	End Date			
Data coordinator will conduct annual census to identify current	Immediate	Annual	Data Coordinator, Program Manager	Publishing annual survey results,	

staffing and vacancies of licensed and non-licensed individuals serving in the Monadnock region					Increase in employed individuals serving the SUD population and decrease in vacancies
Outline the elements of a multi – dimensional campaign	Immediate	Ongoing	Communication Committee; Workforce Committee	Documented campaign objectives and goals	
Launch and measure results of the campaign (adjusts elements as necessary)	Immediate	Ongoing	Communication Committee; Workforce Committee; local media providers	Annual census survey	Increase in employed individuals serving the SUD population and decrease in vacancies
Fund Trainings for licensed clinicians to become supervisors.	Immediate	Ongoing	Project Director, Executive Committee, Education Committee, workforce Committee	Number of MLADCs as well as LCMHCs providing supervision to license eligible individuals	Increase in total number of MLADCs who have completed trainings.
Create a monetary stipend for eligible MLADCs to provide training and supervision for non-licensed staff.	Immediately	Ongoing	Project Director, Workforce Development Team, MFS, CMC	Number of MLADCs as well as LCMHCs providing supervision to license eligible individuals	Increase in total number of MLADCs who have completed trainings.
Develop and provide an active list of the availability of supervision to potential licensees from area educational institutions.	Immediately	Ongoing	Project Director, Workforce Development Team, MFS, CMC	Development of active registry of licensed supervisors	There will be at least 4 Masters Level Interns working in the Monadnock region
Promote external educational opportunities within the region and New Hampshire for licensed staff to maintain licensing requirements.	Immediately	Ongoing	Project Director, Workforce Development Team	Number of trainings offered throughout the region, number of	Increased awareness of educational opportunities

				attendees for each training and training documents	
Develop a Job Board on the MRCORPP website with links associated with job titles (licensed / non-licensed) listing employment opportunities in the region for specializing in Substance Use Disorders	Immediately	Ongoing	Project Director	Provide website updates with company names and specific links for employment opportunities	Increase the number of employment opportunities in the Monadnock region Development of website maintenance

Strategy: Educate the existing and new providers in the Monadnock region to diversify medically assisted treatment and other treatment options.

Activities	Time Frame		Who is Responsible	Process Indicators	Short-term Outcomes
	Start Date	End Date			
Collaborate with training agencies to educate providers on expanding methods MAT options in the region.	Immediately	Ongoing	Project Director, local media	Documented Communications	Increase in diversity of MAT provided in the region.
Create and coordinate a quarterly table top opportunity for providers to introduce and be educated on evidence based practices related to MAT options.	Immediately – Quarterly	Quarterly - ongoing	Project Director, Leadership, MAT Representatives	Meeting Minutes	Quarterly meetings held for providers in the region providing different types of MAT options
Create and coordinate a quarterly table top opportunity for behavioral health providers to introduce and be educated on evidence based practices related to treatment option.	Immediately	Ongoing	Project Director, Leadership, MAT Representatives	Meeting Minutes	Quarterly meetings held for providers in the region providing different types of MAT treatment options

Strategy: Encourage the utilization of telehealth services when feasible and appropriate to support existing and new providers.

Activities	Time Frame	Who is Responsible	Process Indicators	Short-term Outcomes
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	Start Date	End Date			
Create a multimedia campaign to build awareness of the availability of telehealth and other online counseling services in the State.	Immediately	Ongoing	Project Director, Community Partners,	Number of Telehealth providers	Number of individuals who visit campaign on website
Coordinate trainings to licensed and license eligible providers regarding offering of mental health and other services through telehealth systems in the region.	Annually	Ongoing	Project Director, Community Partners,	Training survey Annually	Number of participants at the annual trainings
Develop a SME (Subject Matter Expert) group designed to foster collaboration on telehealth.	Immediately	Ongoing	Project Director, Communication team	Meeting minutes	Providers utilizing or considering telehealth have opportunity for support and to seek assistance with implementation questions.

Objective 3: RETENTION

The Monadnock Rural Communities Opiate Response Project will support the retention of current licensed and non-licensed staff providing SUD services in the Monadnock region in order to ensure continuity of care and to allow for expansion of services.

Intermediate Outcome:

By retaining the current and expanding workforce this will decrease the wait time for individuals seeking services by 25% by 2022 as measured by SOR Data.

Intermediate Outcome Indicators:

- A newsletter will publish updates, created by the community association of mental health providers. Does not reflect the outcome above or objective

Strategy: Develop a Monadnock regional Provider Association that provides ongoing support, guidance and initiatives to providers in the region.

Activities	Time Frame		Who is Responsible	Process Indicators	Short-term Outcomes
	Start Date	End Date			
Collaborate with the New Hampshire Providers Association to	Immediate	Ongoing	Leadership, NH Providers Association,	Development of the MPA	Chapter governance Membership list

develop a chapter in the Monadnock region			Communication Team		
Solicit participation from community mental health providers, behavioral health teams in the hospitals, agency staff, individual, public, and private mental health providers.	Immediate	Ongoing	Project Director, Community Partners, Leadership	Development of Association Meeting Minutes	Chapter governance is developed Membership is developed
Develop a leadership team for the association.	Immediate	Ongoing	Project Director, Community Partners, Leadership	Development of Association Meeting Minutes	Leadership team is chosen and guiding organization.

Strategy: Advocate with county, state, and federal decision makers to maximize fiduciary reimbursement for providers to adequately sustain SUD Treatment and Recovery Services.

Activities	Time Frame		Who is Responsible	Process Indicators	Short-term Outcomes
	Start Date	End Date			
Educate community/staff members to provide training on advocacy and insurance/reimbursement issues around the region and state.	Immediate	Ongoing	Leadership, Providers, Workforce Development Committee	Documented trainings and attendance.	At least 2 trainings regarding billing practices and limits will be held in the region by September 2021.
Collaborate with local agencies to provide billing process and develop of practice and imitative trainings	Annually	Ongoing	Leadership, Providers, Workforce Development Committee	Documented trainings and attendance.	At least 2 trainings regarding billing practices and limits will be held in the region by September 2021.
Educate decision makers for the expansion and changes in Medicaid that will increase levels of care.	Immediate	Ongoing	Leadership, Providers, Workforce Development Committee	Medicaid Expansion and reimbursement will improve.	Documented educational efforts made to area providers and community partners.
Educate decision makers for the expansion and changes in Medicare that will increase levels of care.	Immediate	Ongoing	Leadership, Providers, Workforce Development Committee	Medicare and/or Bureau of Drug and Alcohol Services reimbursement will increase.	Documented educational efforts made to area providers and community partners.

Expand the offerings of tuition-assisted training and education for providers willing to treat people suffering from SUD	Immediate	Ongoing	Leadership, Providers, Workforce Development Committee	Documented trainings and participation.	By July 2021, a minimum of 3 training addressing Substance Use Disorders will be held in the Monadnock Region.
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