

Building Resilience and Recovery Based Systems of Care

Karen Wheeler, MA
Addictions Policy Administrator
Oregon National Treatment Network Representative (NTN)
Oregon Department of Human Services
Addictions and Mental Health Division





“The roads to recovery are many.”
Bill W., 1944

A New Frontier

- Recovery management – shift focus of care from professional centered episodes of acute symptom stabilization toward client-directed management of long-term recovery (Boyle, M., White, W., et al. 2003).
- Resilience – All life goals are possible. Promotes notion that individuals, families and communities possess inherent attributes of strength and power that can be used to overcome any challenge or obstacle.

Principles of Recovery Management (Boyle, M. et al.)

- Recovery Focus: Emphasis on recovery processes over disease processes by affirming hope, client strengths and resilience rather than client deficits.
- Client Empowerment: Client at center rather than professional. Provide opportunities for people to be involved in designing, delivering and evaluating services.



Principles of Recovery Management

- De-stigmatizing Experience: “Normalize” or respect a person’s experiences with behavioral health disorder and services. Public endorses positive images of behavioral health, undermining prejudice and discrimination.
- Evidence-Based Interventions: Emphasizes application of evidence-based interventions at all stages of stabilization and recovery process.

Principles of Recovery Management

- Clinical Algorithms: Apply knowledge of evidence-based practices and treatment approaches that are appropriate to stages of change and stages of treatment, recovery services.
- Apply technology: Learn from application in other fields of science and apply or adopt technology to addiction recovery. Examples: web-based services, GPS, genetic engineering and bioinformatics.

Principles of Recovery Management

- Service Integration: Coordinate categorically segregated services into an integrated response focused on the person.
- Recovery Partnership: Partnership with the client/individual. Focus is continuity of contact in a primary service relationship.
- Ecology of Recovery: Enhances availability and support capacities of family, intimate social networks, and indigenous institutions (mutual aid, faith groups).

Principles of Recovery Management

- Monitoring and Support Emphasis: Ongoing monitoring, feedback and encouragement is emphasized. Re-engagement and early re-intervention when needed.
- Continual Evaluation: Stage-specific services and supports matched to the individual. Shift from evaluating single episodes of care to combinations and sequences of interventions.



Our jobs are difficult,
but it could be worse!

From www.pure-essence.net

Step One:

- We admitted we were powerless over our bureaucracies, that our systems had become unmanageable.
- State, county/intermediary, tribal and local systems supporting addiction services including purchasing, policies and rules/standards, quality assurance, evaluation and “status quo” are major obstacles to improving service systems.

Vision – Mindset – Common Understanding

- Important to come to a common understanding and to use common language.
- Start with the right mindset about addiction – brain disease requiring recovery management across the lifespan.

Oregon's Policy Statement Setting the Vision

- AMH promotes resilience and recovery for all people who experience or are at risk for psychiatric and/or substance use disorders. The principles of resilience and recovery guide services supported by AMH. Recovery must be the common outcome of services. AMH develops and supports policies consistent with the principles of resilience and recovery. Policies governing service delivery systems will be age and gender appropriate, culturally competent, evidence-based and trauma informed and attend to other factors known to impact individuals' resilience and recovery.

Engage People in Recovery to Inform Policy and Program Design

- The public sees the negative side of addiction.
Recovery is the most invisible part of addiction.
- Important to listen to those in recovery who have experienced the positive and negative aspects of the system.
- AMH recruited recovering individuals to inform our direction as we developed budget ideas, programs and services – Recovery Advisory Committee.

Strengthen the Continuum of Services

Portfolio of addiction services should be balanced with funding in a variety of areas and centered in a health context:

- Prevention, screening, outreach, early intervention (example – SBIRT).
- Addiction treatment – various levels of care and medication assisted therapies.
- Build capacity for new services - recovery coaching / case management and peer delivered services.
- Housing and employment supports



Revise Regulatory Structures

- Review and revise administrative rules and quality assurance process to promote recovery and resilience orientation.
- Minimize barriers to accessing services for clients.
- Minimize processes that do not add value or improve quality.

Revise System Financing

- Shift to financing options that promote a person centered delivery system (not payer or provider)
- Build performance measures with recovery outcomes into contract language. Examples:
 - Parent / child reunification
 - Engagement and retention
 - Reduced use
 - Employment status
- Link performance to payment.
- Build incentives for managing services using a system of care approach.

Monitor System Performance

- Revise quality assurance processes and activities to assess recovery orientation in addition to quality and clinical documentation mandates (Medicaid, etc.)
- Examples:
 - Conduct client interviews
 - Monitor group or orientation session
 - Conduct a “walk through” (NIATx)
 - Review client satisfaction survey data

Quality and Process Improvement

- Define measurements that are meaningful to clients and stakeholders.
- Capture data throughout a **continuum** of services and supports.
- Make data available to clients, stakeholders and the broader community.
- Invest in data technologies that support a continuum of integrated care.
- Implement lessons learned from NIATx.

Legislative / Policy

- Adequate funding for prevention, treatment and recovery services (have a strategic investment plan)
- Invest in adequate reimbursement rates, data systems, analysis and evaluation capacity
- Form and strengthen a broad coalition of people who will carry a clear and compelling message to legislators and local policy makers, county commissioners, city councilors, judges, sheriffs, chiefs of police, etc...



Thank you!

Questions / Comments?

Contact Information:

Karen Wheeler

503-945-6191

karen.wheeler@state.or.us