Recovery Program Transformation & Innovation Fund

Annual Report of Program Implementation by Funded Agencies

May, 2015

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OVERVIEW OF THE RECOVERY PROGRAM TRANSFORMATION & INNOVATION FUND INITIATIVE

The Recovery Program Transformation & Innovation Fund (RPTIF) is a collaborative initiative designed to support and enhance services for addictions treatment and recovery support in South Carolina (SC). Utilizing funds resulting from SC lawsuits against pharmaceutical firms for misrepresentation, violation of regulations, and so on, the state puts funds back into communities for evidence-based, innovative projects addressing substance use treatment and recovery.

The Department of Alcohol and Drug Abuse Services (DAODAS), in partnership with the Department of Health and Human Services (DHHS) and the University of South Carolina, College of Social Work (UofSC CoSW), funds projects across SC.

RPTIF Round 1 Project Counties
In 2014, ten agencies received funds in three different priority areas: increasing service access, improving service engagement, and improving collaboration and integration of services. Round 1 projects received funding for 12-18 months and began implementing their projects in February 2014.

A second round of funding was awarded in 2015. Improving collaboration and integration of services remained a priority area along with a new priority area of workforce development. Agencies also had the opportunity to re-apply or request supplemental funds for projects already in progress.
Dear Reader,

Over the past year, we, the UofSC Technical Support Team, have enjoyed working with funded agencies in an effort to ensure that the goals and priorities of the RPTIF initiative are achieved. We assist substance use treatment agencies through the planning, implementation, and evaluation phases of each project. For Round 1 sites, we conducted baseline site visits within the first quarter of funding, and we will conduct follow-up site visits at the conclusion of each grant. Progress reports are collected quarterly to outline project accomplishments, barriers, and potential areas in which technical assistance might be needed. We are available to agencies as a resource for ongoing technical support throughout the project period. We are now in the midst of our baseline site visits for newly funded Round 2 sites. Beyond routine evaluation and general capacity building, approximately 800 hours of direct technical support have been provided to Round 1 and Round 2 agencies during the first year of implementation.

In addition to the technical assistance for funded sites, we were excited to start a new mini-grant initiative this spring. These mini-grants provided more targeted support to agencies that demonstrated promising projects but needed further refinement of their proposals before full funding could be awarded. The mini-grant process included Community of Practice meetings in Columbia as well as on-site visits from us over a three-month period. Each participating agency received an $8,000 grant to help pay for travel costs, staff time, and any other necessary planning resources. Each project team had three members including agency staff and/or stakeholders. We helped participants revise each section of their grant via technical assistance provided through the meetings and site visits. Technical assistance addressed topics such as using data to demonstrate community needs, creating a detailed implementation plan, and evaluation and sustainability. Agency staff had the opportunity to share ideas and work together during their meetings in Columbia and also received individualized feedback and resources during their site visits.

We look forward to our continued work with agencies funded through the RPTIF initiative and further disseminating our findings at both the state and national level.

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The UofSC team also works to disseminate the information gleaned from this initiative at a national level. This promotes the awareness of innovative practice in South Carolina, visibility of state agency-university partnerships, and improved practice and policy for substance abuse service delivery. Over the past year, the team has prepared:

- 2 papers accepted to scholarly journals:


• 7 conference presentations, prepared for social work, medical, and research audiences; topics included interagency collaboration, barriers to rural behavioral health services, and co-occurring disorders. Conferences included the Annual Conference for the Society of Social Work Research, the American Evaluation Association Conference, and the National Institute on Minority Health and Health Disparities Conference.

• 6 evidence-based practice briefs on topics including family engagement, telehealth practices, and school-based substance abuse prevention programs.

• Webinars on topics including literature reviews, logic models, and sustainability.
ROUND 1 PROJECT AREAS

Priority Area 1: Improving Access to Service
- Clarendon Behavioral Health Services
- Trinity Behavioral Care
- Spartanburg Alcohol and Drug Abuse Commission

Priority Area 2: Improving Service Engagement
- Lexington Richland Alcohol and Drug Abuse Commission

Priority Area 3: Enhancing Collaboration and Integration of Services
- Keystone Substance Abuse Services
- The Phoenix Center
- Shoreline Behavioral Health Services
- Lexington Richland Alcohol and Drug Abuse Commission
- Spartanburg Alcohol and Drug Abuse Commission
- Charleston County Department of Alcohol and Other Drug Abuse Services

Percentage of Total Funds Distributed to Each Round 1 Priority Area

- Priority Area 1: Improving access to service 73.1%
- Priority Area 2: Improving service engagement 9.4%
- Priority Area 3: Enhancing collaboration and integration of services 17.5%
ACCOMPLISHMENTS TO-DATE FOR ROUND 1 PROJECTS

Over the past year, funded agencies have worked hard to achieve their project goals and improve access and services for their clients. Most importantly, projects had great success in reaching a large number of clients during the first year of implementation. Screening, Brief Intervention, and Referral to Treatment (SBIRT) screenings in hospitals and jails as well as new Family Care Centers (FCCs) facilitated access to services for people who might be in need.

SERVICES

- 5,359 individuals screened to determine substance use severity
- 366 individuals referred to substance use treatment services or other community supports
- 156 clients engaged in services at one of the family-care focused projects

Another major accomplishment across projects has been the enhancement of existing relationships and the development of new partnerships with community agencies. In marketing new initiatives, agencies had the opportunity to raise community awareness of both new and existing services offered at their locations. Some projects specifically offered trainings for staff at partner agencies to facilitate increased collaboration.

RELATIONSHIPS

- 44 partnerships established
- 12 community presentations
- 58 trainings offered
Improvements within funded agencies were also significant. New staff were hired and existing staff received professional development opportunities in the form of a variety of trainings. Technological upgrades helped to streamline client tracking methods and referral processes. Agencies developed new programs, policies, and procedures.

RPTIF IN THE NEWS
Spartanburg Alcohol and Drug Abuse Commission and the Charleston Center both had their projects mentioned in local news outlets.


ROUND 1 COMPLETED PROJECTS

Clarendon County Behavioral Health Services

Clarendon County Behavioral Health Services (CCBHS) collaborated with Clarendon Memorial Hospital (CMH) as well as Hope Health, a local Federally Qualified Health Center, to screen clients for substance abuse issues. The collaborative used a Screening, Brief Intervention, and Referral to Treatment (SBIRT) protocol and staff from CCBHS conducted the screenings at both locations.

Hospital staff appreciated having a designated person on-site to assist with referrals for patients in the emergency room in need of psychiatric or addiction treatment. Periodically, key hospital and health center staff attended training on the specific project as well as the importance of SBIRT and Motivational Interviewing.

The two staff members responsible for conducting the screenings remained consistent throughout the project period which helped relationship building efforts with CMH and Hope Health. CCBHS began meeting with county mental health, hospital staff, law enforcement, and the jail to address issues identified during the grant implementation period. While the 12-month grant period has concluded, CCBHS is discussing options for sustainability with the hospital, Hope Health, and state agencies.
Spartanburg Alcohol and Drug Abuse Commission (Priority Area 3 Project)

Spartanburg Alcohol and Drug Abuse Commission (SADAC) initially partnered with Glenn Springs Academy (GSA) to develop a Family Care Center (FCC). Preparing GSA’s facility for the FCC took a considerable amount of time and money. Once the site did open, there were not enough referrals to keep it operational. During the period that GSA was open, women living there received all of their treatment services on-site at SADAC. The FCC ultimately closed for financial reasons.

Overall this project may have benefited from more foundation-level planning and buy-in, not only between SADAC and GSA, but also other community partners who may have been able to aid in the referral process. Though their grant period is over, SADAC developed a day treatment program for women focusing on group, individual, and family therapy and is continuing to offer these services at their location.

The day treatment program includes parenting information and education, and clinicians utilize evidence-based practices such as Motivational Interviewing and Cognitive Behavioral Therapy. Although their FCC partnership did not work out as planned, SADAC staff feel strongly about addressing the identified need in their community by providing this gender-specific treatment.
ROUND 1 CONTINUING PROJECTS

Lexington Richland Alcohol and Drug Abuse Commission (Priority Area 2 Project)

Lexington Richland Alcohol and Drug Abuse Commission (LRADAC) is working to improve family member engagement, symptom improvement, and engagement/retention of the substance user in treatment services through a Community Reinforcement Approach to Family Therapy (CRAFT). Staff hired specifically for the CRAFT program have been providing services and community outreach. Private practitioners and Lexington County Department of Social Services staff were provided training on the CRAFT referral process.

Maintaining strong community partnerships is vital to the program, so education and outreach with relevant agencies is ongoing. LRADAC also continues to explore the best ways to approach and engage concerned significant others. A formal tracking method is now available within the electronic health record system for these individuals.
Trinity Behavioral Care

Trinity Behavioral Care (TBC) is performing an information-technology infrastructure upgrade that will improve clinical training and supervision and potentially allow clients to access specialists not previously available in this rural community. Technology upgrades include Internet capable telephone systems for offices in Dillon and Marlboro, video conferencing equipment, and a new Website. With 3 different locations, the upgrade will increase coordination and communication between agency offices and reduce the travel time for key staff members. The new Website will be more interactive, as well as focus on increasing social media presence.

The project has been granted a 6-month extension in order to complete the installation process—in particular the wireless Internet and video conferencing technology. Setting up a private broadband network in a rural area is taking longer than originally anticipated, and one of the three offices also went through a relocation this year.
Spartanburg Alcohol and Drug Abuse Commission (Priority Area 1 Project)

Spartanburg Alcohol and Drug Abuse Commission (SADAC) is implementing a Screening, Brief Intervention, and Referral to Treatment (SBIRT) protocol for inmates at the Spartanburg County Detention Center. This evidence-based screening and intervention addresses alcohol and drug addiction for underserved adults from urban areas and rural towns. SBIRT counseling staff have remained consistent throughout the grant period, which has positively impacted interest in the program and client follow-through. SADAC staff now provide group counseling on-site, and DAODAS recently funded an information system called CareScope which will help with tracking clients and streamlining the referral process with partner agencies.

SADAC has a strong collaborative partnership with the Spartanburg County Sheriff’s Department and has enhanced relationships with agencies including Spartanburg Mental Health, the Department of Social Services, and Vocational Rehabilitation. An article highlighting the SBIRT services in the jail was published in the Spartanburg Herald Journal. A sustainability plan for the project is in process and will likely include at least one year of funding from Spartanburg County.
Keystone Substance Abuse Services enhanced programming for substance use treatment through York County’s Family Care Center (FCC) during the first phases of the grant. Specifically, RPTIF funding was used to integrate three Peer Support/Substance Abuse Specialists (PSS/SAS) within the FCC. York County’s FCC opened prior to the RPTIF project, in 2013.

The goal of the current project was to hire PSS/SAS to be on-site at the FCC to provide services including case management, care coordination with partner agencies and parenting skills. York’s FCC closed in January 2015 due to financial issues. As a result, Keystone integrated their three PSS/SAS staff into their existing women’s programs. These specialists continue to work with clients to coordinate services from Keystone and other providers, such as medical services, vocational rehabilitation, and mental health services.

Relationships with vocational rehabilitation and York County Department of Social Services, in particular, have been strengthened over the course of the grant period. Keystone has seen an increase in women engaging in community support, such as outside meetings and sober activities, as a result of the initiative. Sustainability of the new staff will be an issue moving forward given the current billing structure, in particular. Keystone has seen value in having their PSS/SAS staff work with clients at all levels of care, but they are only able to be reimbursed at the recovery management stage. Overall, though, the project has made great strides to offer comprehensive and holistic services to women.
The Phoenix Center

The Phoenix Center is in the process of constructing a building in which to house the Family Recovery Center at Serenity Place, as well as six transitional housing units. This multi-service facility will operate transitional housing, peer support services, parenting education, educational services, and overall case management. Two new staff have been hired for Serenity Place: a director for women and children’s services and a women’s residential manager. As the construction continues, policies are being developed to determine client eligibility and responsibilities for the transitional housing units.

All Phoenix Center counselors have been undergoing training in Motivational Interviewing, and additional training specific to the needs of Serenity Place will be arranged once the building is complete. The project is designed to utilize service reimbursement, reducing potential sustainability concerns.
Shoreline Behavioral Health Services

Shoreline Behavioral Health Services (SBHS) is working to strengthen their relationship with Horry County Department of Social Services (DSS) to improve services for families at risk of separation. A DSS liaison position was created and this staff member is currently at DSS five days a week, leading to a greatly enhanced partnership between the two agencies.

SBHS has also enhanced its partnerships with six other surrounding agencies, including SC Mentor and the Department of Juvenile Justice. SBHS has developed a Family Recovery Center (FRC), which provides parenting classes and assessment for children. Referrals from DSS have been increasing recently as a result of improved communication and streamlined referral forms. SBHS is working to address transportation and education barriers for its potential clients.
Lexington Richland Alcohol and Drug Abuse Commission (Priority Area 3 Project)

The Lexington Richland Alcohol and Drug Abuse Commission (LRADAC) is using a Family Care Center model of treatment in partnership with Epworth Children’s Home, Richland and Lexington County social services, and other providers. Services currently include day treatment, intensive outpatient treatment, and peer support services.

Grant funds are being used to support three Peer Support Specialist/Substance Abuse Specialist (PSS/SAS) staff and a clinical program director was also recently hired for the Midlands Family Care Center (MFCC). The PSS/SAS hold life skills groups and assist with client transportation, benefit issues, shopping, and medical appointments. A life skills lab was also recently completed to provide the necessary technology for clients to search for jobs and put together resumes.

LRADAC works with Eau Claire Community Health on referrals and has established a relationship with St. Lawrence Place, a transitional living program for families. The MFCC is currently at capacity and LRADAC feels confident about the sustainability of their PSS/SAS staff, in particular, given the volume of client needs.
Charleston County Department of Alcohol and Other Drug Abuse Services

Charleston County Department of Alcohol and Other Drug Abuse Services is working with Jenkins Institute for Children and the Department of Social Services (DSS) to implement a Family Care Center (FCC) model. Charleston Center is strengthening its relationship with DSS through regular meetings. Currently the FCC is at full capacity and new partnerships have been established with Dental Smiles and the Fetter Clinic to provide children’s health services. Staff training is ongoing and includes topics such as Medication Monitoring and Techniques for Effective Aggression Management.

Charleston Center and Jenkins Institute are working on their communication and also ways to increase access to their services. Transportation for women and children as well as child care availability are some of the current challenges. Continued efforts to engage partners will be important for the success and sustainability of the FCC.
CONCLUSIONS

Agencies receiving RPTIF funds have made significant accomplishments in the past year, particularly in the areas of staff development and relationship building. However, project implementation was not without its challenges. For the two SBIRT projects, transportation to appointments and client follow-up were often difficult given the volume of referrals. In contrast, some agencies implementing FCC projects often struggled with a lack of referrals. Agencies have been proactive in scheduling meetings with relevant stakeholders to discuss potential solutions. Exploring options for the sustainability of these initiatives is also a priority at this time. In particular, negotiating billing structures with service provision and service integration is a challenge for the sustainability of some programs and staff positions. Some agencies have been working with their state representatives and other state agencies to discuss their sustainability options moving forward. Others are working to make arrangements with their existing community partners. Communicating successful program activities and achievements as well as lessons learned will be crucial for agencies moving forward.
### ROUND 1 ACCOMPLISHMENTS by the numbers

**SERVICES**

- **5,359** individuals screened to determine substance use severity
- **366** individuals referred to substance use treatment services or other community supports
- **156** clients engaged in services at one of the family-care focused projects

| 17 | HIRED STAFF |
| 12 | UPDATED POLICIES & PROCEDURES |
| 7 | TECHNOLOGY UPGRADES |
| 3 | DATA TRACKING MECHANISMS |
| 44 | PARTNERSHIPS ESTABLISHED |

| 12 | COMMUNITY PRESENTATIONS |
| 58 | TRAININGS OFFERED |
| 3 | NEWSPAPER ARTICLES |

| 7 | CONFERENCE PRESENTATIONS |
| 2 | PUBLISHED JOURNAL ARTICLES |

| 6 | PRACTICE BRIEFS |
| 8 | WEBINARS DEVELOPED |

**$1.8 MILLION DOLLARS AWARDED**
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