Request for Information

Substance Use Disorder Treatment Pathway

To: Prospective Education Partners
From: Ascend Indiana Strategies

Response Requested by August 3, 2017
Introduction

Community Health Network (CHNw) and Ascend Indiana (Ascend) received an 18-month grant from the Richard M. Fairbanks Foundation to create a substance use disorder treatment pathway program for behavioral health professionals with a specialization in substance use disorders (SUDs) and addiction. CHNw is seeking an education partner or partners to co-develop this program by Fall 2018, with the goal of ultimately growing the number of licensed clinical social workers (LCSWs) or licensed clinicians in Indiana. The substance use disorder pathway will work to address the opioid abuse epidemic, inform public policy regarding behavioral health, and improve the general health and wellbeing of the Central Indiana community. This project is particularly timely considering the creation of Governor Holcomb's Drug Prevention, Treatment, and Enforcement Task Force, focused on a state-wide effort to address the opioid epidemic.

This document provides an overview of the project, as well as materials for the request for information (RFI) process. Interested education providers should respond in a Word document (maximum 5 pages plus appendices) including a one-page cover letter describing their interest in the project and the information requested in the criteria table within this document, and return to Stephanie Bothun (Stephanie.Bothun@ascendindiana.com) by August 3, 2017. Ascend will then reach out to potential partners to discuss the information shared. The information will be used by CHNw to select a partner in September 2017 with which to build the pathway.

Background

CHNw is a non-profit healthcare system with over 200 sites of care and affiliates providing a full continuum of care through specialty and acute care hospitals, surgery centers, home care services, Med Checks, and behavioral health and employer health services. CHNw is the second-largest health care system in the Central Indiana area and has the largest network of primary care physicians. CHNw is also Central Indiana's largest provider of behavioral health services.

Ascend is a branded initiative of the Central Indiana Corporate Partnership (CICP), a membership organization comprised of leadership from over 55 Central Indiana employers, universities, and philanthropies focused on strategic efforts dedicated to the region's prosperity and growth. Ascend deploys a combination of employer-led strategies to address the needs of the region's labor market. Ascend strives to ensure every Indiana employer has access to the skilled workforce necessary to thrive, and every Indiana citizen has the opportunity to pursue a meaningful career path. Ascend's strategic consulting arm partners with employers to build training programs to address existing skill gaps.
CHNW and Ascend are working together to create a substance use disorder treatment pathway for LCSWs or licensed clinicians to address both the shortage of mental and behavioral health professionals and the need for SUDs treatment to combat the opioid abuse epidemic. Indiana’s drug-induced mortality rate recently surpassed the national average, which indicates the critical need to address Indiana’s public health crisis.

The healthcare market and the need for behavioral health professionals have grown rapidly. Compared to the national average of 7% job growth across all sectors, mental health counselor jobs are projected to grow by 20%, and both healthcare social worker jobs and mental health and substance abuse counselor jobs are expected to grow 19% by 2024. At the local level, CHNW’s Behavioral Health Services team experienced an increase in instances of patients seeking behavioral health crisis care from 837 to 1,195, a 43% rise, from January 2015 to April 2017. Additionally, the roles and responsibilities of behavioral health professionals have evolved at both the national and state levels as the opioid epidemic has expanded.

\[\text{Indiana and U.S. Drug-Induced Mortality Rates} \]
\[\text{(CDC Wonder, 2000-2014)}^{1}\]

\begin{figure}
\centering
\includegraphics[width=\textwidth]{Indiana-Mortality-Rate.png}
\caption{The drug-induced mortality rate in Indiana quadrupled from 2000 to 2014 and has trended higher than the national drug-induced mortality rate since 2007.}
\end{figure}

\[\text{Behavioral Health Employment} \]
\[\text{National, 2014-2024} \]

\begin{figure}
\centering
\includegraphics[width=\textwidth]{Behavioral-Health-Employment.png}
\caption{Behavioral Health Occupations}
\end{figure}

\[\text{Percent Change} \]

\begin{table}
\begin{tabular}{|c|c|}
\hline
Occupation & Percent Change \\
\hline
Mental Health Counselors & 20% \\
Healthcare Social Workers & 19% \\
Mental Health & Substance Abuse Counselor & 19% \\
Total, All Occupations U.S. & 7% \\
\hline
\end{tabular}
\end{table}

\[\text{4Crisis and Access Data for Ascend Project [E-mail to Ascend Services]. (2017, May 17).} \]
Strong training in SUDs treatment, as well as in evidence-based practices and new technology, has become critical to behavioral health professionals’ success within the profession.

However, the supply of social workers is insufficient to meet the growing demand for services. Current projections from the Health Resources and Services Administration (HRSA) predict that demand for behavioral health professionals will exceed supply by 25% at the national level in 2025, given current conditions. At the local level, a 2016 survey of Indiana community mental health centers (CMHCs) found that an estimated 25% of LCSW jobs in the CMHC setting were vacant. At CHNw, this trend manifests as an estimated gap of 65-75 LCSWs.

The overall shortage of professionals presents significant individual, economic, and societal impacts, as those in need of SUDs treatment are unable to access it. Some impacts include higher rates of drug-related illness and mortality, lost workplace productivity, and increased healthcare and criminal justice costs. The addictions treatment pathway seeks to mitigate the shortage by increasing the number of highly-skilled LCSWs who can provide SUDs treatment.

**Program Overview**

**Vision + Mission**

**Vision:** Indiana residents impacted by the opioid epidemic will have the opportunity to benefit from timely, high-quality recovery services.

**Mission:** To educate, train, and employ highly-skilled, masters-prepared, SUD-specialized licensed behavioral health professionals through an innovative educational model grounded in best practice evidence-based care.

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2. Estimate assumes 20 percent of the 2013 U.S. population needed but did not receive treatment for mental health, substance use, and/or substance dependence.
The focus of this partnership is to develop a pathway for 30-50 new LCSWs or licensed clinicians who are also prepared for licensed clinical addiction counselor (LCAC) licensure from a Master of Social Work (MSW) program for the CHNw system. To accomplish this goal, CHNw will select an MSW program or programs with which to build a formally recognized specialty focused on SUDs treatment. The substance use disorder treatment pathway program will increase opportunities for individuals to achieve licensure as a LCSW or licensed clinician with a specialization in SUDs and the ability to become dually licensed as a LCAC. CHNw will embed the pathway within its overall career advancement offerings by providing opportunities for practicum experience, clinical experience, a priority interview, and potential employment at CHNw, pending satisfactory completion of all components. In exchange for these opportunities, if scholarship money is provided, professionals will commit to a term of employment with CHNw.

**Employer Engagement**

CHNw is able to assist with curriculum development, potentially provide adjunct faculty, and provide facilities, practicum and pre-licensure experience, scholarships, and potential employment. CHNw has a history of providing high quality experiences for students. Feedback from participants in the CHNw practicum program described their experience as “cutting edge,” “envied by their peers,” and one student stated that they “loved the opportunity to attend trainings and get endorsements in evidence-based practices.”

**Education Partner Criteria**

CHNw has identified important criteria for selecting an education partner or partners with which to create this pathway. These criteria fall into the categories of coursework, faculty/administration, program cost, location, and characteristics. CHNw’s goal is for students’ MSW coursework to include training in motivational interviewing, cognitive behavioral therapy, and introductory third-wave cognitive behavioral therapy approaches with a focus on SUDs treatment. Students will also complete practicum and pre-licensure experiences at CHNw.

**Program Impact**

The new pathway will serve several purposes. First, it will provide students with access to a comprehensive program that provides not only supervised clinical experience but also a unique curriculum in evidence-based practices. Students will gain exposure to the day-to-day tasks of a licensed professional. Students in this pathway will have the benefit of completing CHNw onboarding
training in advance of potential employment, which will allow them to begin clinical practice more quickly following graduation and licensure. Additionally, students will have a priority interview for a potential job placement.

This pathway will have numerous benefits for the education partner, as well. The partnership will create a direct link to the knowledge and skills demanded by employers, as CHNw content experts will help to shape the education model and experience. This connection will offset the cost of faculty to scale program size and will provide a direct route into the SUDs treatment field. Ultimately, student outcomes will increase visibility for the academic program and increase the number of enrolling students.

Furthermore, the pathway will strengthen the behavioral health workforce with a greater volume of highly-skilled licensed professionals. It will serve as a replicable model for healthcare entities to address the behavioral health workforce shortage. Additionally, CHNw and Ascend will work to identify existing policy barriers contributing to current behavioral health outcomes and share those with the public, public policy makers, health care providers, insurance companies, and education institutions to further work toward improving the wellbeing of Indiana residents.

**Request for Information Guidelines**

Interested education providers should respond in a Word document (maximum 5 pages plus appendices) including a one-page cover letter describing their interest in the project and the information requested in the criteria table within this document, and return to Stephanie Bothun by August 3, 2017. While CHNw is specifically focused on LCSWs for this pathway, they are also potentially interested in other licensed clinicians with SUDs treatment capabilities. If you have other master’s-level programs that produce SUDs-trained licensed clinicians that you would like to submit for consideration, complete a separate table for each program and include in the response. Please reach out to Stephanie Bothun with any questions.

**Partner Information**

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
<th>Evidence (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coursework</td>
<td>School offers MSW coursework on SUDs/addictions</td>
<td>Course listings, syllabi</td>
</tr>
<tr>
<td></td>
<td>If school does not currently offer SUDs/addictions coursework, it is</td>
<td>Written explanation</td>
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<tr>
<td></td>
<td>willing to</td>
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<td></td>
<td>School has an undergraduate BSW program</td>
<td>Provide name of program</td>
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<td></td>
<td>School has an accelerated program offering</td>
<td>Provide degree plan</td>
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<tr>
<td>Category</td>
<td>Criteria</td>
<td>Evidence (if applicable)</td>
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<td>---------------------------</td>
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<tr>
<td>Coursework cont.</td>
<td>School incorporates a medical model into coursework</td>
<td>Provide relevant course names and syllabi</td>
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<tr>
<td></td>
<td>Coursework includes information about community mental health center populations</td>
<td>Provide relevant course names and syllabi</td>
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<td></td>
<td>Coursework teaches culturally competent practice</td>
<td>Written explanation and/or syllabus examples</td>
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<tr>
<td>Faculty/Administration</td>
<td>School has faculty with expertise in SUDs treatment, as well as faculty who are or have been practicing LCSWs</td>
<td>List of faculty with SUDs specialization and/or LCSW experience</td>
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<td></td>
<td>School is willing to have adjunct faculty</td>
<td>Current ratio of adjunct to full-time faculty, written explanation of adjunct faculty policy</td>
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<tr>
<td>Financial</td>
<td>Amount of debt the average MSW student has upon graduating</td>
<td>Provide average debt data and breakdown of tuition, fees, and any other costs</td>
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<tr>
<td></td>
<td>School is willing to provide scholarships for program participants</td>
<td>Provide data on current scholarship offerings and written explanation on ability to secure further funding</td>
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<tr>
<td>Location</td>
<td>Location of campus that houses MSW program</td>
<td>Location of MSW campus</td>
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<tr>
<td>Program Characteristics</td>
<td>How long program has been established</td>
<td>Written explanation</td>
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<tr>
<td></td>
<td>MSW program’s national ranking</td>
<td>Ranking and source</td>
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<tr>
<td></td>
<td>MSW program’s accreditation status</td>
<td>Proof of accreditation</td>
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<td></td>
<td>School is willing to allow CHNw involvement in the student recruitment and selection process for the program</td>
<td>Written explanation</td>
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<tr>
<td></td>
<td>MSW program’s current practicum placements</td>
<td>List of current practicum placements for students</td>
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<td></td>
<td>MSW program’s student diversity</td>
<td>Provide data</td>
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<td></td>
<td>MSW students’ average time to graduation</td>
<td>Provide data</td>
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<td>Current in-state retention of MSW students post-graduation</td>
<td>Provide percentage of students remaining in Indiana after graduation</td>
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<td>Average licensure pass rates of MSW graduates</td>
<td>Provide number taking and passing licensing tests</td>
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<td>Percent of MSW graduates employed in their field of study</td>
<td>Provide percentage employed in social work and other fields of employment if applicable</td>
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<td>Where graduates are employed</td>
<td>List of employers</td>
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<td></td>
<td>Percent of MSW graduates continuing to PhD studies</td>
<td>Provide data</td>
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</tbody>
</table>
Next Steps

Potential education partners should submit their response to Stephanie Bothun (Stephanie. Bothun@ascendindiana.com) by August 3, 2017. After responses have been received, Ascend will schedule a meeting with the interested party and CHNw to review the submission. After the review is completed, CHNw will select a partner. CHNw will then meet with the partner to align on a memorandum of understanding (MOU) to move forward with the partnership.

Process Overview

Once the MOU is signed, CHNw, Ascend, and the education partner will enter a planning phase to develop the program content, which will take approximately nine months. Ascend commits to planning and creating materials for meetings, thought partnership in program design, and project management. CHNw and the education partner can expect to commit staff time to gathering data, attending planning meetings, securing internal investment and approval, and preparing the program for launch.

CHNw would like to engage the first cohort of students as soon as possible.