Recovery Oriented Systems of Care: Shifting the Focus to Recovery Improves Outcomes

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Course Objectives

Participants will:

- Discover the changing environment that has propelled a “recovery movement.”
- Increase understanding of how changing the focus to recovery involves changing community norms and involves community mobilization.
- Demonstrate understanding of addiction as a chronic disease.
- Learn how recovery principles can be infused into service design and delivery.
- Increase understanding of the role of language in perpetuating stigma with Substance Use Disorders.
Starting Point

- A public amends
- Creating a recovery oriented system of care and implementing recovery management strategies will require a systems transformation
  - This will take time
- We are challenged to examine and evaluate our attitudes and beliefs towards those we serve and how we serve them
- We are challenged to view “prevention” in broader terms
If you have some respect for people as they are, you can be more effective in helping them to become better than they are.

John W. Gardner
Driving this Paradigm Shift

1. A loss of recovery focus through professionalization

2. Science-based conceptualizations of addiction as a chronic disorder (Hser et al., 1997; McLellan et al., 2000; Dennis & Scott, 2007)

3. Accumulation of systems performance data on limitations of acute care (AC) model of addiction treatment (White, 2008)
Origins of ROSC

- 1998 – William L. White and Searcy W.
Addiction as a Chronic Illness

• Clinical populations:
  o Higher personal vulnerability (e.g., family history, lower age of onset, victimization)
  o Higher problem severity (acuity & chronicity)
  o Higher rates of co-morbidity
  o Greater personal and environmental obstacles to recovery
  o Lower recovery capital (personal assets / family and social supports)
Number of abstinent periods one month or longer followed by return to drug use prior to current abstinence*

50% reported 4 or more abstinent periods followed by a return to active addiction

*Outside of controlled environment, among those who report one or more such periods: 71% N=248 Laudet & White 2004
Research Contributes to a Sense of Urgency

- Research shows that the systemic burden of untreated substance use disorder is costly – to individuals, families and society.

- Scientific advances over the past 20 years have:
  - shown that addiction is a chronic, reoccurring disease that results from the prolonged effects of drugs on the brain;
  - produced a multitude of evidence-based psychosocial therapies for substance use and mental health disorders.

- Emerging science of recovery complements the science of addiction, leading to more and diverse effective strategies to promote healthy, satisfying, productive lives among formerly dependent individuals.
Dimensions of a Recovery-Oriented Approach
The Pathology Paradigm

- Response to chronic “drunkenness” starting in the late 1700’s
- Compulsive and destructive AOD use defined as a “disease of the mind and will”
- Reflects the assumption that knowledge of the source of the problem will lead to the eventual solution.
- Provides the underpinning for our extensive knowledge of the psycho-pharmacology and epidemiology of AOD Problems.
The Intervention Paradigm

- Focused on attempts to resolve both at a personal and social level.
- Precipitated professionally directed treatment for AOD problems.
- Provides knowledge of what individuals look like prior to being admitted to treatment.
- Has allowed the majority of people who achieve sustained recovery do so after participating in treatment.
- Severe AOD Problems require 3-4 acute treatment episodes
The Recovery Paradigm

- Returning the focus from treatment to long term recovery.
- Shift of focus from addiction to recovery
- Shifting the fields energy and slogans from:
  - The nature of the problem – “addiction is a disease”
  - The effectiveness of interventions – “treatment works”
  - To the living proof of a permanent solution to AOD problems – “recovery is a reality”
- Examples: Faith-based recovery support structures; recovery employment co-ops; Wellbriety Movement
With Respect to Substance Use Disorders, How Would You Define:

• Successful Treatment
• Abstinence
• Recovery
RECOVERY

"Recovery is a process of change whereby individuals improve their health and wellness, to live a self-directed life, and strive to reach their full potential."

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SAMHSA/CSAT 2011
addresses
respect
trauma
Emerges from
HOLISTIC peers
FAMILY
supported
culturally-based
person-driven
Many pathways
by
HOPE
Principles
Guiding Principles of Recovery

- Recovery is person-driven
- Recovery occurs via many pathways
- Recovery is holistic
- Recovery is supported by peers and allies
- Recovery is supported through relationships and social networks
- Recovery is culturally based and influenced
- Recovery is supported by addressing trauma
- Recovery involves individual, family and community strengths and responsibilities
- Recovery is based on respect
- Recovery emerges from hope
A recovery-oriented systems approach supports person-centered and self-directed approaches to care that build on the strengths and resilience of individuals, families, and communities to take responsibility for their sustained health, wellness, and recovery from alcohol and drug problems.

(SAMHSA, 2010)
Recovery-Oriented Systems of Care

- Macro-system Organizing Philosophy
  - “Recovery-oriented systems of care” (ROSC) are networks of formal and informal services developed and mobilized to support long-term recovery for individuals, families and communities impacted by severe substance use disorders.
    - ROSC influences the creation of values and policies in the larger cultural and policy environment that are supportive of these recovery processes.
What is a ROSC?

A ROSC is NOT:

- A model or new initiative
- Primarily focused on the integration of recovery support services
- Dependent on new dollars for development
- A group of providers that increase their collaboration to improve coordination
- An infusion of evidence based practices
What is a ROSC?

A ROSC:

- Is a value-driven, APPROACH to structuring behavioral health systems and a network of services and supports
- Bridges labels, taxonomies and philosophies
- Focuses on returning people to “Life in the Community”
- Is Comprehensive and holistic
- Focuses on essentials (jobs, housing, child and family)
- Is a framework to guide systems change
What is a ROSC?

A ROSC Integrates strategies to:

- Prevent the development of new substance use disorders and related health problems such as HIV/AIDS
- Reduce the harm caused by addiction
- Help individuals transition from brief experiments in recovery initiation to sustained recovery maintenance
- Uses medication assisted treatment where appropriate
- Promotes good quality of life, community health and wellness for all
Values Underlying a ROSC

Person-centered

Self-directed

Strength-based

Participation of family members, caregivers, significant others, friends, community
Values Underlying a ROSC (Cont.)

- Individualized, comprehensive services and supports
- Community-based services and supports
Core Components of a ROSC

- Multiple stakeholder involvement
- Recovery community/family involvement
- Provider Involvement
- Collaborative decision-making
- Continuity of services and supports
- Service quality and responsiveness
Core Components of a ROSC

- Continuity of services and supports
- Service quality and responsiveness
- Adequately and flexibly funded
- Driven by recovery outcomes
  - For the individual
  - For the system
Outcomes for the Individual

- Abstinence
- Education
- Employment
- Reduced criminal justice involvement
- Stability in housing
- Improved health
- Social connectedness
- Quality of life
Increased Access & Capacity

Use of Evidence-based Practices

Cost-Effectiveness

Perception of Care

Proper Placement and Quality of Care

Retention

OUTCOMES FOR THE SYSTEM
So What Would a Recovery Focus Look Like in a Treatment Center?
Guiding Principles of Recovery

- Recovery is person-driven
- Recovery occurs via many pathways
- Recovery is holistic
- Recovery is supported by peers and allies
- Recovery is supported through relationships and social networks
- Recovery is culturally based and influenced
- Recovery is supported by addressing trauma
- Recovery involves individual, family and community strengths and responsibilities
- Recovery is based on respect
- Recovery emerges from hope
“Man can live about forty days without food, about three day without water, about eight minutes without air, but only for one second without hope”

Anonymous
A Recovery Focus Would Be:

- Person Centered
- Strength Based
- Meet the client where they are at when they walk in the door
- Services would be Trauma Informed
- Services would be culturally appropriate
- Counselor / Case Manager would be an ally not an adversary
- Would focus on supporting the person’s recovery within their community.
I got help with the kinds of things that were most important to me – like getting my daughter back, and putting food on the table for her. Since they were willing to help me with what I needed, I figured, “Hey maybe I should listen to what they’ve been trying to tell me and try out that program they keep talking about.” Today I’ve been clean for nine months...

Davidson et al., 2008
I’ve learned that people will forget what you said, people will forget what you did but people will never forget how you made them feel.

Maya Angelou
Medical Conditions

- Affect specific organs or parts of the body
- Have identifiable causes
- Have identifiable signs and symptoms
- Are either acute or chronic
Acute vs. Chronic

• An “Acute” Condition has:
  o Rapid onset
  o Short course
  o May be severe

• A “Chronic” Condition has:
  ➢ Gradual onset
  ➢ Lifetime course
  ➢ May have “acute” episodes
Types of Chronic Diseases

- Hypertension
- Diabetes
- Asthma
The Acute Care Model

- Encapsulated set of service activities (assess, admit, treat, discharge, termination of service relationship).
- Professional expert drives the process.
- Services transpire over a short (and ever-shorter) period of time.
- Individual/family/community is given impression at discharge ("graduation") that recovery is now self-sustainable without ongoing professional assistance.
The Chronic Care Model

- Initial triage and stabilization, support services are varied and open ended most concentrated early on.
- Professionals serve as consultants. Goal is for course of treatment to be patient driven to achieve highest level of adherence.
- Services are open ended, routine follow-up the norm.
- Individual/family/community educated on the “process” nature of “treatment”. Goal is to facilitate improved quality of life and wellness for the patient in whatever way works best for the patient.
Limitations of an Acute Care Model

- Has addiction treatment matched an acute care or chronic care style of intervention?
8 Key Performance Arenas Linked to Long-term Recovery Outcomes

1. ATTRACTION, ACCESS & EARLY ENGAGEMENT
2. SCREENING, ASSESSMENT & PLACEMENT
3. COMPOSITION OF THE SERVICE TEAM
4. SERVICE RELATIONSHIP
5. SERVICE DOSE, SCOPE & QUALITY
8 Key Performance Arenas Linked to Long-term Recovery Outcomes

6. LOCUS OF SERVICE DELIVERY
7. ASSERTIVE LINKAGE TO COMMUNITIES OF RECOVERY
8. POST-TREATMENT MONITORING, SUPPORT AND EARLY RE-INTERVENTION
1. Attraction, Access & Early Engagement

Acute Care Limitations

- 10% & 25% data; late stage and under coercion; waiting list drop-out data; attrition data (more than 50% will not complete)

Recovery Management Directions

- Assertive community education & outreach
- Assertive waiting list management
- Lowered threshold of engagement; rethinking motivation; institutional outreach
- Changes in administrative discharge policies
2. Screening, Assessment & Placement

Acute Care assessment is categorical, pathology-focused, professionally-driven, an intake function & focused on individual; placement based on problem severity.

Recovery Management assessment is global, strengths-based, client focused (rapid transition to recovery plans), continual and encompasses the individual, family and recovery environment; recovery capital factored into placement decisions.
3. Composition of the Service Team

Acute Care model uses disease rhetoric but few medical personnel; recovery rhetoric but decreasing involvement of recovering people. Recovery Management expands role of medical (including primary care physicians) and other allied professionals, recovering people (P-BRSS) and culturally indigenous healers. Also emphasizes reinvestment in volunteer and alumni programs.
4. Service Relationship

Acute Care:  Dominator model; emphasis on professional authority; great power discrepancy; role of client is one of compliance.

Recovery Management:  Sustained recovery partnership (long-term consultation) model; emphasis on prolonged continuity of contact; client as co-leader; philosophy of choice; greater use of personal/professional self; contrasting ethical guidelines.
Acute Care model has become ever briefer, narrower via reimbursable services & continues to incorporate methods lacking scientific support. Recovery Management model emphasis on importance of dose (NIDA principles—90 days), role of ancillary services and weeding out practices that are not linked to recovery outcomes or that may produce inadvertent injury.
6. Locus of Service Delivery

Acute Care model locus is the institution: How do we get the individual into treatment—get them from their world to our world?

* Problem of transfer of learning

Recovery Management model emphasizes the ecology of long-term recovery: “How do we nest recovery in the natural environment of this individual or create an alternative recovery-conducive environment?”

* Healing forest metaphor (Coyhis)

* Concept of “community recovery”
7. Assertive Linkage to Communities of Recovery

Acute Care Model: Passive linkage, low affiliation and high early attrition, single pathway model of recovery

Recovery Management model: Assertive linkage, multiple pathway model of recovery, linkage beyond recovery mutual aid groups; active relationship with local service committees, involved in recovery community resource development
8. Post-treatment Monitoring, Support and, if needed, Early Re-intervention

- **50-80-90 rule:** More than 50% of clients discharged from Tx will return to some use in the next year—80% of those will do so in first 90 days after discharge.

- **15-25 rule:** The stability point of recovery (risk of future lifetime relapse drops below 15%) isn’t reached until 4-5 years for alcohol dependence; 25% of opioid dependent persons who achieve five years of abstinence will later resume narcotic addiction.
8. Post-treatment Monitoring, Support and, if needed, Early Re-intervention

- 25-35% of clients who complete addiction treatment will be re-admitted to treatment within one year, 50% within 2-5 years (Hubbard, et al, 1989; Simpson, et al, 2002).

- An Acute Revolving Door: Of those admitted to the U.S. public treatment system in 2003, 64% were re-entering treatment--23% accessing treatment the 2nd time, 22% for the 3rd or 4th, and 19% for 5 or more times (OAS/SAMHSA, 2005).
8. Acute Care Model: “Aftercare” as an Afterthought


- But only 1 in 5 (McKay, 2001) to 1 in 10 (OAS, SAMHSA, 2005) adult clients receive such care (McKay, 2001) and only 36% of adolescents receive any continuing care (Godley, et al, 2001).
8. Recovery Management Model: Assertive Approaches to Continuing Care

• POST-TREATMENT MONITORING & SUPPORT (RECOVERY CHECKUPS)
• STAGE-APPROPRIATE RECOVERY EDUCATION & COACHING
• ASSERTIVE/CONTINUED LINKAGE TO RECOVERY RESOURCES
• EARLY RE-INTERVENTION & RE-LINKAGE TO TREATMENT AND RECOVERY SUPPORT RESOURCES
• RECOVERY COMMUNITY BUILDING
III. Recovery Management

• Microsystem

Organizing Philosophy

○ RM is a philosophy of organizing addiction treatment and recovery support services to enhance:

- Pre-recovery engagement (Recovery Priming)
- Recovery initiation & stabilization
- Quality of life
- Long-term recovery maintenance
1. Recovery Priming: RM Model Strategies

- Anti-stigma campaigns
1. Recovery Priming: RM Model Strategies

- Anti-stigma campaigns
- Assertive models of community outreach
THPWC Engagement, EMS Transports and ED Visits
A study of one client
1. Recovery Priming: RM Model Strategies

- Anti-stigma campaigns
- Assertive models of community outreach
- Recovery presence in communities
1. Recovery Priming: RM Model Strategies

- Recovery presence in communities
  - Recovery Community Centers
  - Recovery Month Events
Recovery Management (RM) is a philosophical framework for organizing addiction treatment and recovery support services across the stages of:

- Pre-recovery identification and engagement
- Recovery initiation and stabilization (treatment), and
- Long-term recovery maintenance

With the ultimate goal of quality of life enhancement for individuals and families.
1. Recovery Priming: RM Model Strategies

- Anti-stigma campaigns
- Assertive models of community outreach
- Recovery presence in communities
- Terminology
<table>
<thead>
<tr>
<th>Current Terminology</th>
<th>Alternative Terminology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Treatment is the goal; Treatment is the only way into Recovery</td>
<td>Treatment is an opportunity for initiation into recovery (one of multiple pathways into recovery)</td>
</tr>
<tr>
<td>Untreated Addict/Alcoholic</td>
<td>Individual not yet in Recovery</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>Substance Use Disorder/Addiction/Substance Misuse</td>
</tr>
<tr>
<td>Drug of Choice / Abuse</td>
<td>Drug of Use</td>
</tr>
<tr>
<td>Denial</td>
<td>Ambivalence</td>
</tr>
<tr>
<td>Relapse Prevention</td>
<td>Recovery Management</td>
</tr>
<tr>
<td>Pathology Based Assessment</td>
<td>Strength / Asset Based Assessment</td>
</tr>
<tr>
<td>Focus is on total abstinence from all illicit and non-prescribed substances the CLINICIAN identifies</td>
<td>Focus on the drug CLIENT feels is creating the problems</td>
</tr>
<tr>
<td>A Drug is a Drug is a Drug</td>
<td>Each illicit substance has unique interactions with the brain; medication if available is appropriate.</td>
</tr>
<tr>
<td>Relapse</td>
<td>Recurrence/Return to Use</td>
</tr>
<tr>
<td>Relapse is part of Recovery</td>
<td>Recurrence/Return to Use may occur as part of the disease</td>
</tr>
<tr>
<td>Clean / Sober</td>
<td>Drug Free / Free from illicit and non-prescribed medications</td>
</tr>
<tr>
<td>Self Help Group</td>
<td>Mutual Aid Group</td>
</tr>
<tr>
<td>Drug Overdose</td>
<td>Drug Poisoning</td>
</tr>
<tr>
<td>Graduate from Treatment</td>
<td>Commence Recovery</td>
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</table>
Substance Abuse

- Substance Abuse
  - The concept of “abuse”
  - Behavioral / Judgmental / Stigmatizing term (as in “Domestic or Child Abuse”)
- DSM V
  - Substance Use Disorder
- Misuse
- Addiction vs. Dependence
Kelly & Westerhoff (2010) study
- Case studies with “substance abuser” and “person with substance use disorder.”
- Those receiving the “abuser” paragraph were significantly more likely:
  - To agree that Mr. Williams should be punished and
  - To blame Mr. Williams for his condition and failure to comply with the treatment protocol
Drug of Choice / Abuse

- “Choice” is a behavioral not a medical term
- “Drug of Abuse”
- Drug of Use
“Intrinsic motivation for change arises in an accepting, empowering atmosphere that make it safe for the person to explore the possibly painful present in relation to what is wanted and valued. People often get stuck, not because they fail to appreciate the down side of their situation, but because they feel at least two ways about it.” (Miller and Rollnick, 2002)
The language that we use

- They’re not ready
- They don’t want it bad enough
- They haven’t hurt/lost enough
- They’re too resistant
- They are in denial
“Those people”

- Alcoholic
- Addict
- Drunk
- Old Wino
- Crack Head
- Junkie
- Needle Freak
- Benzo Queen
- Garbage Head

- Burn Out
- Pot Head
- Borderline

- And then there is “Chronic Relapser”
- or
- “Chronic Recidivist”
Total Abstinence

- Current focus is on “total abstinence” from substances/behaviors CLINICIAN feels are problematic, regardless of what the client feels is problematic.
- Viewing Substance Use Disorders as a chronic condition and behavior change in the context of a process.
Different cultures surrounding different drugs

Stigmatizes individuals in Medication Assisted Recovery and individuals with Mental Disorders taking prescription medications.

And then there is nicotine, caffeine and sugar?
In no other chronic medical condition is a return to being symptomatic described as "relapsing".

- Stigmatizing term
- Carries much emotional baggage
- A more medically accurate term would be "a recurrence" or "a return to use". A less stigmatizing term would be a "setback".
2. Recovery Initiation: RM Model Strategies

- Motivation for change no longer seen as sole responsibility of individual
  - “We’ll be here when you’re ready”
- Motivation is shared responsibility with the treatment team, family and community institutions (White, Boyle & Loveland, 2003)
- Motivation is not a pre-condition for treatment, but as an outcome of a service process
  - A strong therapeutic relationship can overcome low motivation for treatment and recovery (Ilgen, et al, 2006)
2. Recovery Initiation: RM Model Strategies

- Weak understanding of physical and cultural contexts in which people are attempting to initiate recovery
  - AC Model question: “How do we get the individual into treatment” -- get them from their world to our world?
  - RM question: “How do we nest recovery in the natural environment of this individual?”
2. Recovery Initiation: RM Model Strategies

- What do we know about the physical and cultural contexts in which people are attempting to initiate recovery?
3. Recovery Maintenance: RM Model Strategies

- I’m sorry that we haven’t done a better job supporting you.
3. Recovery Maintenance: RM Model Strategies

- The majority of people completing addiction treatment resume AOD use in the year following treatment (Wilbourne & Miller, 2002).

- Of those who consume alcohol and other drugs following discharge from addiction treatment, 80% do so within 90 days of discharge (Hubbard, Flynn, Craddock, & Fletcher, 2001).
3. Recovery Maintenance: RM Model Strategies

<table>
<thead>
<tr>
<th>Post-treatment monitoring and support for all clients for up to 5 years</th>
</tr>
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<tbody>
<tr>
<td>Responsibility for contact shifts from the client to the provider</td>
</tr>
<tr>
<td>Native American “healing forest metaphor” for recovery maintenance</td>
</tr>
<tr>
<td>Use of peer support/alumni</td>
</tr>
</tbody>
</table>
3. Recovery Maintenance: RM Model Strategies

- Examples from The Healing Place of Wake County
  - Telephone recovery support in 2014
    - 50 participants made over 2,000 phone calls to 109 participants who were re-engaging in recovery following a return to use
  - Letters to inmates in 2014
    - 1,532 letters were written to incarcerated former/potential participants by current participants
4. Enhance Quality of Life: RM Model Strategies

- Enhanced quality of personal/family life
- Extending recovery careers
- Removing barriers to full citizenship
Recovery Capital (RC) is the breadth and depth of internal and external resources that can be drawn upon to initiate and sustain recovery.

There are three types of Recovery Capital that can be influenced by addictions professionals.

White and Cloud, 2008
Physical recovery capital includes:

- physical health
- financial assets
- health insurance
- safe and recovery-conducive shelter
- clothing, food, and
- access to transportation.

White and Cloud, 2008
Personal Recovery Capital

Human recovery capital includes:

- values
- knowledge
- educational/vocational skills and credentials
- problem solving capacities

- self-awareness, self-esteem, self-efficacy
- hopefulness/optimism
- perception of one’s past/present/future
- sense of meaning and purpose in life, and
- interpersonal skills

White and Cloud, 2008
Family/Social Recovery Capital

- Encompasses intimate relationships, family and kinship relationships, and social relationships that are supportive of recovery efforts
- Is indicated by:
  - the willingness of intimate partners and family members to participate in treatment
  - the presence of others in recovery within the family and social network
  - access to sober outlets for sobriety-based fellowship/leisure,
  - relational connections to conventional institutions

White and Cloud, 2008
Community Recovery Capital

Community recovery capital includes:

- active efforts to reduce addiction/recovery-related stigma
- visible and diverse local recovery role models
- a full continuum of addiction treatment resources
- recovery mutual aid resources that are accessible and diverse
- local recovery community support institutions
- cultural capital

White and Cloud, 2008
Importance of Recovery Capital

• Recovery capital, both its quantity and quality, plays a major role in determining the success or failure of natural and assisted recovery (Granfield & Cloud, 1996, 1999; Moos & Moos, 2007; Kaskutas, Bond, & Humphreys, 2002).

• Increases in recovery capital can spark turning points that end addiction careers; trigger recovery initiation; elevate coping abilities; and enhance quality of life in long-term recovery (Cloud & Granfield, 2004; Laudet, Morgan, & White, 2006).

White and Cloud, 2008
Importance of Recovery Capital

• Such turning points, both as climactic transformations and incremental change processes, may require the accumulation of recovery capital across several years and multiple episodes of professional treatments (Dennis, Foss, & Scott, 2007).

• Elements of recovery capital vary in importance within particular stages of long-term recovery (Laudet & White, 2010).
Peer Support Specialists

• Peer Specialist - a peer who has been trained and employed to offer peer support to people with behavioral health conditions in any of a variety of settings
Values of Peer Support Services

- Provide a link between treatment and community systems
- Engage persons seeking recovery and facilitate entry into treatment as desired
- Provide social support services during treatment
- Provide a post-treatment safety net to sustain treatment gains
- Are very adaptable:
  - operating within diverse populations,
  - stages of recovery,
  - pathways to recovery,
  - service settings, and organizational contexts
Goals of Peer Support

- Increase connection to treatment
- Reduce obstacles to continued engagement in services and supports
- Increase people’s ability to sustain their recovery following treatment
Four Types of Recovery Support Services

**Emotional:**
Demonstrations of empathy, care, concern

**Informational:**
Assistance with knowledge, information, and skills

**Instrumental:**
Concrete assistance in helping others get things done

**Affiliational:**
Feeling connected to others, having a social group and/or community
Making a Shift: Potential Obstacles

- Conceptual
- Personal/Professional
- Financial
- Technical
- Ethical
- Institutional
To sum it all up……..

- By us changing our language we can start the process of the general public changing their language and perception
- We need to bring unequivocal messages of hope that the problems of substance use disorders can be resolved
- The focus needs to be on the solutions that recovery brings
  - The reality of recovery
  - The diversity of patterns of recovery
  - The variety of methods used to achieve recovery
Resources

1. Addiction Technology Transfer Centers (ATTC)
   a. Great Lakes – ROSC Webinar Series, ROSC Monograph Series (go to www.attcnetwork.org under Regional Centers, go to “Great Lakes”)
   b. Northeast /IRETA – “Linking Addiction Treatment and Communities of Recovery” (go to www.attcnetwork.org under Regional Centers, go to “Northeast”)

2. www.bhrm.org Papers and Clinical Guidelines
4. www.williamwhitepapers.com/rm_rosc_library
5. www.naadac.org/webinars
6. edjohnson@ msm.edu