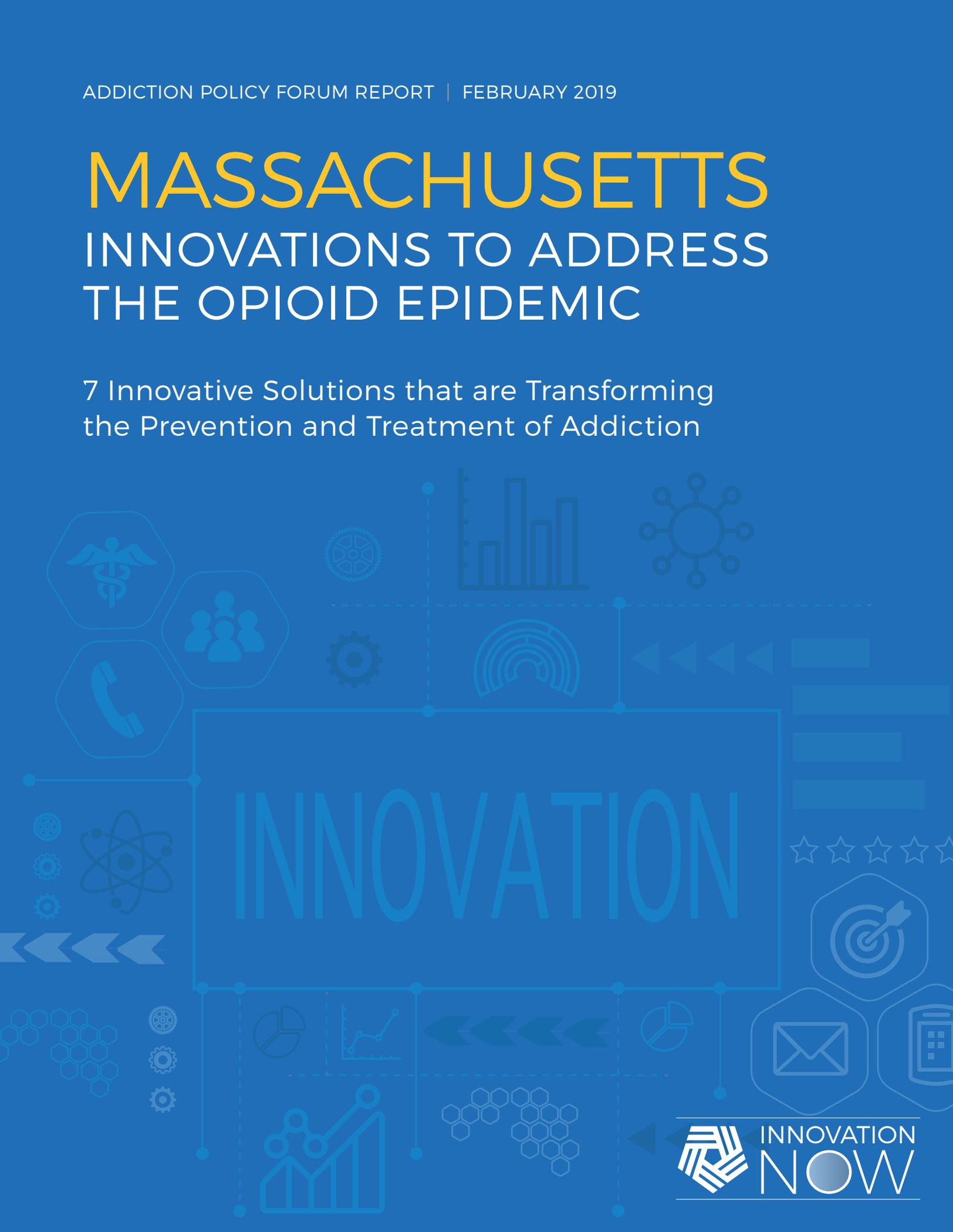


MASSACHUSETTS INNOVATIONS TO ADDRESS THE OPIOID EPIDEMIC

7 Innovative Solutions that are Transforming
the Prevention and Treatment of Addiction



INNOVATION

INNOVATION NOW

Innovation Now reimagines how we can address addiction as a nation. A project of Addiction Policy Forum, the initiative showcases innovative programs and interventions from across the nation that are actively transforming the field of addiction from every sector.

Many thanks to our partners for their support.

- Pharmaceutical Research and Manufacturers of America
- Faces and Voices of Recovery (FAVOR)
- The National District Attorneys Association (NDAA)
- The National Association for Children of Addiction (NACoA)
- Young People in Recovery (YPR)
- The Police, Treatment, and Community Collaborative

By engaging entrepreneurs, leaders, healthcare providers, and experts across sectors across the country, the Innovation Now initiative aims to increase transformative ideas to prevent and treat substance use disorders.

www.addictionpolicy.org





Dear Reader,

Addiction is a tireless foe. It causes so many problems in Massachusetts and across our country and generates so many sad headlines, it's all too tempting to throw up our hands in despair. But we don't have to. Because there is reason for hope.

We're seeing innovative programs with new approaches that are bringing renewed optimism to a growing number of people in the Bay State. The Innovations Now initiative recognizes innovators and leaders across different sectors addressing addiction—prevention, treatment, recovery, child welfare, criminal justice, law enforcement and health professionals—the leaders who are creating solutions and driving change.

As the Addiction Policy Forum's founder, it's my pleasure to work with patients, families, community members, and state and local leaders who are passionate about solving addiction. As a person whose family has been devastated by this disease, I share the Addiction Policy Forum's mission of eliminating addiction as a health problem in America.

It's an honor to recognize the innovators in Massachusetts who are leading the way by their example. In the following pages, you'll learn about the outstanding work they're doing to both improve our response to addiction and to save lives.

A handwritten signature in black ink that reads "Jessica Hulsey Nickel". The signature is written in a cursive, flowing style.

Jessica Hulsey Nickel

Founder
Addiction Policy Forum



TO THE MOON AND BACK
PLYMOUTH, MA

INNOVATIONS ADDRESSING MOMS AND BABIES

Theresa and Andy Harmon had a problem. They couldn't find guidance and support to help with their newly-adopted son. He was born with Neonatal Abstinence Syndrome (NAS), caused by in utero exposure to addictive drugs. Even Theresa's background as a clinical social worker wasn't turning up much.

Their research led to a discovery: there was a startling gap in best care practices for children with NAS as they age. In fact, very little long-term research was available. In October 2017, the Harmons created a support group called To the Moon and Back for caregivers (adoptive and foster parents, relative and non-relative caregivers) of children born with substance exposure. It gained non-profit status six months later.

To the Moon and Back's mission is to support children born with substance exposure and their caregivers through support, education and advocacy. It holds support group meetings twice each month. Caregivers get an opportunity to support one another and connect with their peers. Parents discuss ways to address the physical and developmental consequences that NAS children may experience as they grow. The group often hosts guest speakers (such as school advocates, behaviorists, Department of Children and Families representatives, and early intervention experts) to educate families about available resources.

The non-profit also sponsors a quarterly kids group that teaches important skills to parents and children alike. Sensory-friendly activities promote sensory integration at home along with yoga and mindfulness. It unites To the Moon and Back's caregiver group and the local Mom's Recovery Group in a shared goal of caring for children. Additionally, kids can connect with other kids. The group is open to children of all ages with a history of NAS or substance exposure.

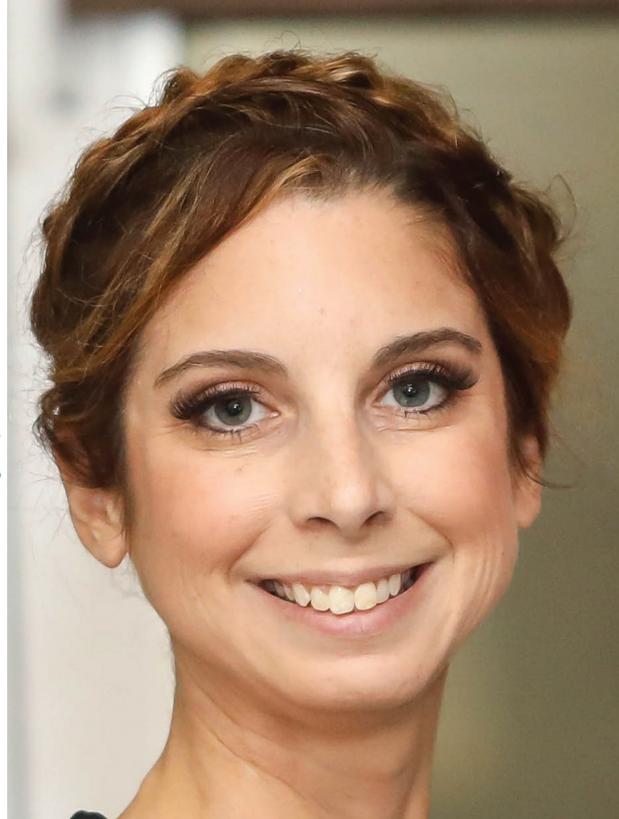
As the opioid epidemic has worsened, the impact on pregnant women and infants has increased, along with the number of cases of neonatal abstinence syndrome (NAS), when an infant becomes dependent on opioids or other drugs used by the mother during pregnancy.

The innovations featured in this section hold promise improving care for moms and babies impacted by substance use disorder. Further development, introduction, and scale-up of these creative solutions will improve health of pregnant and postpartum women and their babies.

By creating an organization to meet a need that was previously lacking, the Harmons personify Innovation Now's can-do spirit.

SUMMARY:

- To the Moon and Back supports children born with NAS and their caregivers.
 - Groups allow parents and their children to connect with their peers.
 - To the Moon and Back teaches parents how to better support their child with NAS.
-







COLUMN HEALTH
GREATER BOSTON AREA, MA

Little things can make a big difference. Take the small sign that carries a huge message. It's the first thing you notice walking up to any of Column Health's five outpatient mental health clinics in the Boston area. "Stigma Stops Here." In its subtle way, it tells visitors not to expect the traditional clinical experience.

That's by design. Colin Beatty started Column Health after experiencing what many loved ones go through when seeking treatment for themselves or a family member: a lack of community-based, caring, outcome-focused addiction treatment available when and where it's needed most—where people live and work. Using the slogan "Addiction treatment that doesn't suck," Column Health is an outpatient treatment clinic providing individualized care to those suffering with substance use disorders and co-occurring mental health disorders.

The atmosphere feels like a high-end concierge physician's office. Clinics are warm and comfortable with well-appointed fixtures and beautiful artwork. Visitors are welcomed with a bottle of cold water, whose labels bring smiles with humorous facts and inspirational quotes. Column Health understands stigma is a barrier on many levels; by reducing it, they can engage more people in seeking treatment and encourage those in treatment to continue.

"If you wouldn't bring a member of your own family here, you're simply not doing it right," Beatty says. Column Health addresses financial barriers by partnering with insurance companies to make sure patients receive the services they need. People aren't turned away because they can't pay, which can be the difference between life and death for someone struggling with addiction. Column Health clinics are located near public transportation and on main streets rather than tucked away in dark alleyways.

SOLUTIONS TO IMPROVE ACCESS TO TREATMENT

Addiction is a disease of the brain that can make it difficult to be motivated to engage in treatment, and delays in treatment access can mean that an opportunity to improve health is missed and a person with addiction remains at risk for death and other harms associated with substance misuse.

It is crucial for people to have access to a system of care that has adequate capacity to provide all levels of treatment and address all levels of severity.

The innovations featured in this section show promise for accelerating our progress in improving treatment access for patients.

*Substance Abuse and Mental Health Services Administration, 2016 National Survey on Drug Use and Health, Tables 22 and 25, available at <https://www.samhsa.gov/data/sites/default/files/NSDUHsaeTotal2016/NSDUHsaeTotals2016.pdf>.



If you wouldn't
bring a
member of
your own family
here, you're
simply not
doing it right.

– Colin Beatty





Column

ColumnHealth 

339 Massachusetts Avenue



TRIPLE CANOPY
ADVISORS



Other features separating Column Health's approach from others include same day appointments, help arranging transportation, and offering evening hours to accommodate work schedules.

Beatty believes treatment should fit into patients lives, not the other way around. That outside the box thinking distinguishes Column Health as a Innovation Now member.

SUMMARY:

- Column Health is an outpatient addiction treatment provider located in five towns throughout Massachusetts.
- Column Health is breaking barriers by partnering with insurance companies, opening easily accessible locations, and providing same-day appointments.
- Column Health provides individualized care, offering medication-assisted treatment in addition to psychotherapy, group therapy, family and couple therapy, and treatment for co-occurring disorders.





MASSACHUSETTS ORGANIZATION
FOR ADDICTION RECOVERY (MOAR)
BOSTON, MA

It sounds simple enough: people battling addiction should be encouraged in their recovery effort. But believe it or not, that hasn't always been the case.

Back in 1991, Maryanne Frangules was working as an Addictions Clinician when she noticed a disturbing trend. Prescription pain medication was becoming more widely available. Health insurance providers were covering less and less for addiction treatment while, at the same time, more and more people were being put into jail for addiction-related crimes instead of receiving treatment and recovery support services. Maryanne and others wanted to raise the profile of people in recovery to have a voice to address these concerns.

That observation led to the creation of the Massachusetts Organization for Addiction Recovery (MOAR). Its members include people in recovery, family and friends. Together, they work to educate the public about the value of living in recovery. Their primary focus is putting a face on recovery, and in the decades since its founding, MOAR has given a powerful voice to those in recovery.

Things started simply enough. In those early years, MOAR began by celebrating "National Recovery Month every September," (which was then called Treatment Works Month). From there it received a recovery community support federal and state grant in 1998 which enabled the organization to expand its outreach by speaking up for peer recovery services.

"We began hearing from so many other organizations who talked about a lack of a continuum of care," Frangules says. "That was how we learned about the power of coalition. Since then we've been speaking with a unified voice."

MOAR is thankful for the support of treatment providers, recovery homes, and other stakeholders. This gives meaning to the MOAR vision: "We seek



Massachusetts Organization for Addiction Recovery

MOAR

INNOVATIVE APPROACHES TO RECOVERY SUPPORT

A community that is recovery ready provides the entire continuum of support for people in or seeking recovery. A community focused on recovery also promotes prevention by having a variety of substance-free community events and activities to promote health and well-being for all ages. 23 million Americans are in recovery from a substance use disorder today.



People sometimes ask what is the value of recovery. You start with a person who has a different personality because of the influence of drugs.

Then when that person has support – they become a valued member to their community. That person might become the father they couldn't be or mother they couldn't be. MOAR helps to get their stories out, so the public can experience their value. We want the public to see addiction as any other disease that deserves support without discrimination.

– Maryanne Frangules



to continue to build a recovery-informed society where recovery becomes a societal “norm” and prevention a societal “given.”

MOAR representatives serve on four important state commissions related to recovery coaching, prevention, medication assisted treatment, and involuntary treatment. The group also formed a Good Samaritan Campaign, which helped Massachusetts become the seventh state to pass a Good Samaritan Law, encouraging people to call 911 to save a life from opioid overdoses. MOAR helped educate lawmakers and other public officials to make sure that the law would be enforced.

Additionally, MOAR actively supports the value of recovery centers, which through peer-led activity helps all to maintain recovery. In fact, MOAR has a federal grant which serves as a hub for recovery community organizations (RCOs) to connect, share lessons learned, and expand peer recovery supports.

Frangules is not only MOAR’s executive director but she also serves on the board of Faces and Voices of Recovery, a national voice for addiction recovery. She notes recovery can take a long time, just like other diseases. But she also says it’s worth the effort. “When you look at this drug epidemic, you have to want to support the multiple pathways to recovery. When you see recovery in the works: it’s a beautiful thing.”

SUMMARY

- MOAR is a recovery community organization that actively supports and advocates for recovery efforts.
 - Members include people in recovery, family and friend and is inclusive of many kinds of organizations in the community.
 - MOAR works to educate the public, government officials, and other stakeholders about the value of recovery.
-





Organization for Addiction Recovery

OAR

PEOPLE FOR RECOVERY

SMOAR

SMOAR

SMOAR

SMOAR

SMOAR

A photograph of the entrance to Breed Middle School. The entrance is a covered walkway supported by several concrete columns. The name "BREED MIDDLE SCHOOL" is prominently displayed in raised, white, serif capital letters on a wide concrete overhang above the walkway. The sky is a clear, bright blue. The foreground shows a concrete sidewalk with a yellow line.

BREED MIDDLE SCHOOL

BREED ALL STARS PROGRAM
BREED MIDDLE SCHOOL,
LYNN, MA

When you meet the Breed All Stars Program staff, you meet people whose care for their students shines through. The playful back and forth exchanges between program supervisor Lauren Phelps and her students comes from mutual respect. When you meet the Breed All Stars students, you hear respectful kids talking about activities such as bowling, ziplining, and simulated surfing. You see a cooking suite equipped with seven stoves as part of a nutrition program, and even state-of-the-art washer/dryer units. Which may lead you to wonder, “What is this group is all about?”

The Breed All Stars Program offers leadership skills designed for at-risk students.

In 2015, substance misuse in Lynn, Massachusetts was reaching Breed Middle School students. Community leaders grew concerned. They recognized the need to intervene with students early on. So, they created the All Stars Program to teach students about substance misuse, prevention, and leadership while creating a positive rapport with adults. Participants are selected by factors such as school attendance, discipline, academic performance and family history. The program meets twice a week using targeted All Stars curriculum. In addition, students participate in recreational activities such as gym, art, shop, cooking, computer and life skills with monthly field trips and guest speakers.

The staff-student relationship is at the heart of the program. Instructors are hand-selected because of their experience and patience. They develop a positive dialogue with students, allowing for a safe learning environment where difficult topics and experiences are openly discussed. Students view staff as mentors as well as teachers. “There’s nothing like this program during the school day,” Phelps explained. “We’re building a



SOLUTIONS TO HELP CHILDREN IMPACTED BY SUBSTANCE USE DISORDER

According to the National Alliance for Drug Endangered Children, over nine million children in the U.S. live in a home with at least one parent who uses illicit drugs. These children are at an increased risk for depression, suicide, poverty, delinquency, anxiety, homelessness, and substance misuse. Many children who have a family in active addiction live in kinship or foster care.





The program gives students a support system that encourages them to be leaders and make healthy choices.

– Lauren Phelps

rapport with students and having conversations that they wouldn't otherwise have. The program gives students a support system that encourages them to be leaders and make healthy choices." Students also create a bond with one other. Many participants don't enter the program as friends, but in the end they're like family. Asked what they'd miss the most about the program, several students said, "Getting to make friends and hanging out with them after school."

Several years ago, community leaders realized they faced an important choice. They could either watch their town slide deeper in the grip of addiction; or they could proactively act to prevent addiction. The Breed All Stars Program proves they made the right choice.

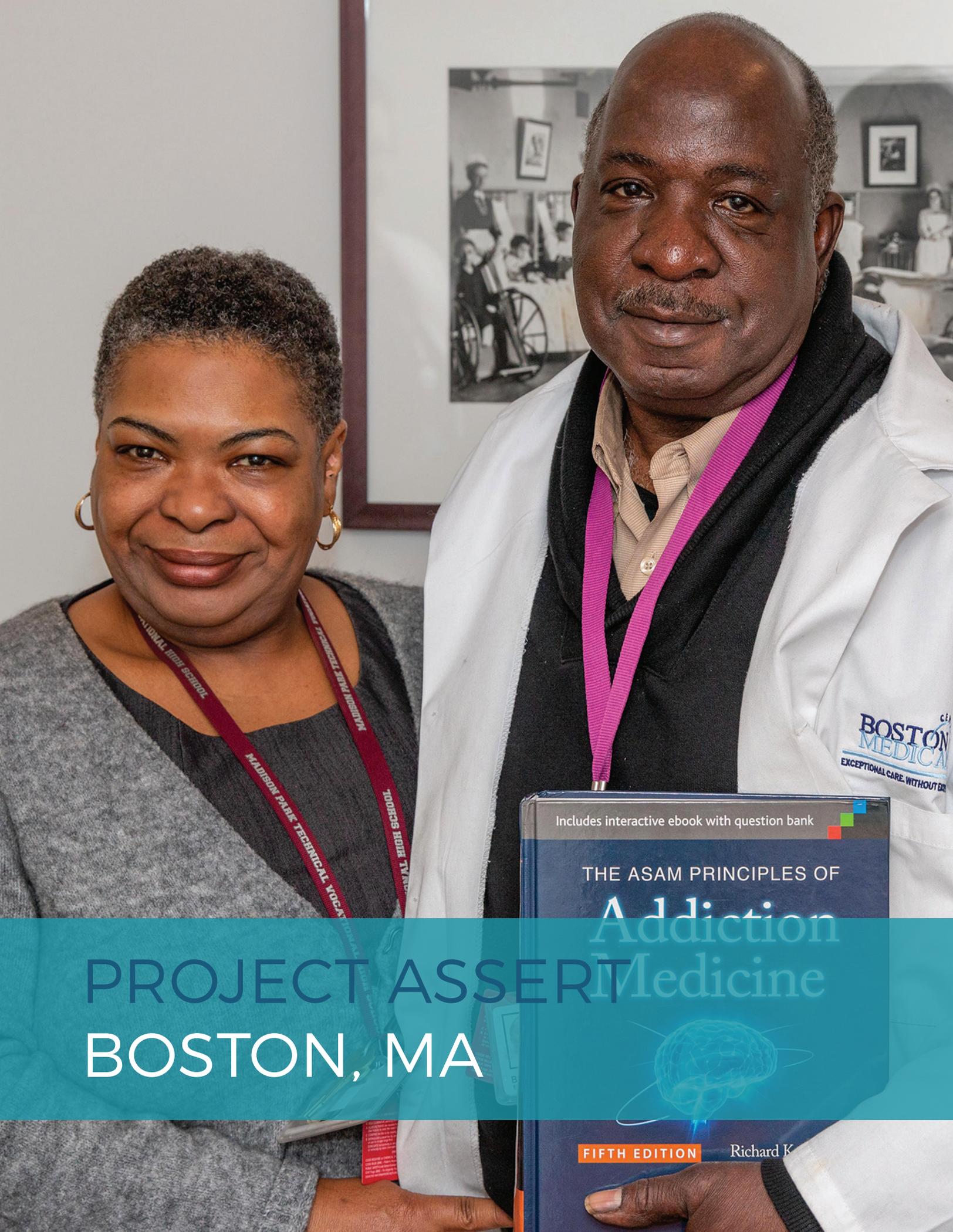
PROGRAM GOALS

- Prevent the use of alcohol, tobacco, marijuana, and inhalants (and to maintain non-use or reduce use among those who do use)
- Prevent future opioid use
- Reduce violence and bullying
- Delay sexual activity
- Build character so young people will become responsible adults and have bright futures

SUMMARY

- The Breed All Stars Program is a leadership program designed for at-risk youth. The program teaches about substance misuse and prevention.
 - The relationships between the students and staff are an important part of program.
 - The program is located at Breed Middle School, the largest public middle school in Lynn, MA, and is a collaboration between District Attorney Jonathan Blodgett's office, Dr. Catherine Latham and the Lynn Public Schools, the Lynn Police Department, and Project COPE.
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PROJECT ASSERT
BOSTON, MA

Includes interactive ebook with question bank

THE ASAM PRINCIPLES OF

Addiction
Medicine

FIFTH EDITION

Richard K.

Back in the 1990s, Boston Medical Center (BMC) leaders felt overwhelmed. As they struggled with the cocaine and injection drug use epidemic, they were unequipped to deal with their patients' complex needs.

Doctors Edward and Judith Bernstein set out looking for a solution. They teamed up with Boston's Public Health Commission and the Massachusetts Department of Public Health to submit a grant application to SAMHSA for improving the quality of care to a wide array of patients struggling with substance use disorders. That resulted in Project ASSERT (Alcohol and Substance Abuse Services, Education and Referral to Treatment). It provides treatment and care to individuals who present in an emergency department with risky substance use behavior.

Project ASSERT is staffed by Licensed Alcohol and Drug Counselors (LADCs)/Health Promotion Advocates (HPAs) who work with BMC clinicians to provide screening and intervention to at-risk emergency department patients. When someone arrives who may benefit from Project ASSERT services, staff perform "in-reach," providing emotional support and advocacy. Staff and advocates learned early on that creating a non-judgmental, open door environment is key to getting patients engaged in care.

"The program took off and we were able to provide vital resources that the community needed," says Dr. Ed Bernstein. That approach has paid off and Project ASSERT has been going strong for 25 years with Ludy Young, LADC1, MEd, as Supervisor, Dr. Edward Bernstein as Medical Director and six dedicated LADCs/HPAs: Brent Stevenson, John Cromwell, Moses Williams, Isaac Rutledge, Rosa Auterio-Williams and Jacqueline Shea.



INNOVATIONS IN HEALTHCARE

Substance use disorders (SUDs) remain one of the only illnesses that is treated outside of general health care systems. Because of this, there is very little, if any, communication between specialty SUD treatment providers and primary care doctors. This affects the overall quality of care and health outcomes of the patient.

Evidence-based SUD treatment integrated into healthcare systems helps to close the gap between the number of people who need treatment for a SUD and the number of people who actually receive.



The program
took off and we were
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community needed.

– Dr. Ed Bernstein

Project ASSERT has expanded beyond the emergency department. It now collaborates with local partners to train patients, family and friends in overdose recognition and response. In 2016 Project ASSERT became a key part of Faster Paths to Treatment, BMC's Opioid Urgent Care Center. The LADCs conduct SUD assessments; determine ASAM triage level of care; conduct patient assessment; and refer to the Faster Paths addiction medication clinic, acute treatment services, clinical stabilization services, transitional support services and community support services."

Only two things are needed to make a difference in the struggle against addiction: spotting an opportunity for reaching people, and acting on it. Which is exactly what Project ASSERT does.

NUMBERS

- Served 2,659 patients through Faster Paths to Treatment in 2018
- Served more than 80,000 patients over its 25-year history
- Distributed nearly 1,400 naloxone rescue kits since 2009

SUMMARY

- Project ASSERT provides access to treatment and care to individuals who present in the emergency department with risky substance use behavior.
 - Project ASSERT uses Health Promotion Advocates to engage patients in respectful, compassionate, and informed conversations about their health and safety; encourage and motivate them to seek help; and advocate for and facilitate access to a variety of hospital and community resources and services.
 - Project ASSERT provides naloxone rescue kits and serves the community's regional opioid urgent care center at BMC, Faster Paths to Treatment.
-



ESSEX COUNTY DRUG
DIVERSION PROGRAM
ESSEX COUNTY DISTRICT
ATTORNEY'S OFFICE

Essex County District Attorney Jonathan Blodgett didn't like what he saw. Opioids were moving into his community and touching the lives there, including his closest friends. As a prosecutor, he knew all too well the damage substance misuse causes. Blodgett wanted to address the problem, and he decided to try something different.

He made a commitment to increase public safety not just by prosecuting those charged with a crime, but also by offering treatment rather than prosecution to non-violent offenders with substance use disorders. That was a risky move ten years ago.

Now, over a decade later, the Essex County District Attorney's Drug Diversion program is still going strong. It offers a second chance to people with dealing with a substance use disorder.

"What's unique about this program is we're doing everything we can to catch people at the beginning of the process, at the beginning of the cycle, which we're trying very desperately to break." Blodgett says.

The DA's staff screen eligible participants both before and after arraignment. A variety of factors are considered including the current offense, criminal history and age. When a person is referred to the program a clinical intake and assessment coordinator conducts an interview at the courthouse and addresses immediate safety needs. The case is then assigned to a clinical case manager, who contacts the participant the same day and schedules a case management session. The clinical case manager also serves as liaison among the participant, treatment providers, and the district attorney's office and oversees the participant's individual treatment plan.

If a participant successfully complies with the program for at least six months, the DA's Office

INNOVATIONS IN LAW ENFORCEMENT RESPONSES TO ADDICTION

First responders, law enforcement and criminal justice personnel are increasingly at the center of the addiction issue—from being first at the scene of an overdose to responding to the lack of resources and limited treatment options for individuals with substance use disorders who are in our jails and criminal justice systems.

About 63 percent of people in jail, 58 percent of people in state prison, and 45 percent of people in federal prison have substance use disorders, compared to just 5 percent of the U.S. adult population.* Data indicates that law enforcement and probation see an increasing number of individuals struggling with addiction. Criminal justice systems equipped with training, services and early detection tools create opportunities to stop the progression of the disease. Contact with the justice system often provides the opportunity to engage in treatment and overcome the resistance to seeking treatment that is often a symptom of the disease of addiction.

Jennifer Bronson, Jessica Stroop, Stephanie Zimmer & Marcus Berzofsky, Drug Use, Dependence, And Abuse Among State Prisoners And Jail Inmates, 2007-



What's unique about this program is we're doing everything we can to catch people at the beginning of the process, at the beginning of the cycle, which we're trying very desperately to break.

– Jonathan Blodgett

will either decline to prosecute or file to dismiss the charges. Compliance involves consistent and confirmed participation in treatment and weekly case management meetings, and sobriety from all illicit, non-prescribed substances and alcohol. Upon completing the program completed, a clinical case manager addresses the participant's housing, employment and educational needs.

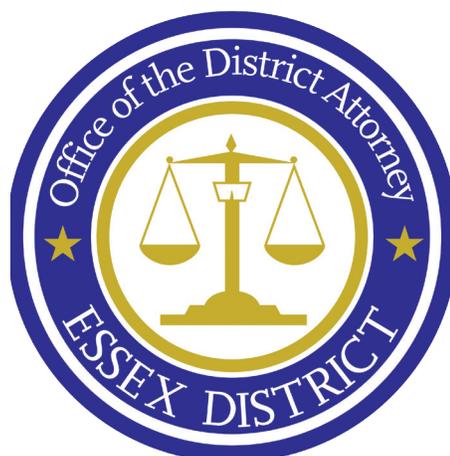
The results? Here's how one participant who successfully completed the program describes it: "They all came in when I needed them. To put it lightly, they saved my life, and they still continue to do so. I'm indebted to these people for my success. Without them, my success wouldn't be my success."

NUMBERS

- 60% of participants successfully complete the program
-

SUMMARY:

- The Essex County District Attorney's Drug Diversion Program is a program for young adult, non-violent offenders with substance use issues that seeks to reduce drug abuse and improve public safety by offering treatment rather than prosecution to people charged with low-level drug-related offenses.
 - The Drug Diversion Program is modeled on another, well-established program in the county, which focuses on diversion of juveniles and youthful offenders.
 - A key element of the program is the close collaboration between the Essex County District Attorney's Office and Project COPE, the nonprofit addiction treatment provider tasked with the administration and oversight of clinical intake evaluations and treatment plans of program participants.
-





ARLINGTON POL

ARLINGTON OUTREACH INITIATIVE
ARLINGTON POLICE DEPARTMENT



They say numbers don't lie. And the overdose death numbers were climbing at an alarming rate in Arlington, Massachusetts. Then-Police Chief Frederick Ryan realized his department had to act.

In 2015, the Arlington Opiate Outreach Initiative (AOOI) was created. "If you have a loved one expecting a child you would have a plan," says Chief Ryan. "We try to have that mindset and apply it to their loved one who has a substance disorder. Let's build a plan to ensure their survival."

Embedded in AOOI is Rebecca Tsopeles, the jail diversion clinician who is a crucial link to those struggling with addiction. She works with the police department, officers and first responders to provide outreach to individuals after a crisis and determine what level of care is needed. That creates a positive relationship with someone struggling with substance use disorder while also providing follow-up calls and letters to those impacted.

The Arlington Opiate Outreach Initiative relies on building relationships with community members and those struggling with addiction to ensure they receive the help and support they need. Using naloxone as the "handshake", the program educates families on how to help loved ones and keep the door of communication open for all involved.

Positive relationships, the human connection between someone struggling with addiction and the help they desperately need, is making a big difference in lives in Arlington. It's amazing the things that can result simply from looking at the numbers.

NUMBERS

- Held more than 15 community meetings.
 - Trained over 75 people on how to use naloxone.
 - Disposed of over 96,098 unused prescription drugs.
-



If you have a loved one expecting a child you would have a plan,” says Chief Ryan. “We try to have that mindset and apply it to their loved one who has a substance disorder. Let’s build a plan to ensure their survival.

– Chief Frederick Ryan,
Retired Arlington Police Chief

SUMMARY:

- Arlington Opiate Outreach Initiatives two primary components are proactive outreach to those with substance use disorder and community education and awareness.
 - The program is effective because of the JDC who works closely with APD to respond to those in crisis.
 - AOOI educates the community on how to use naloxone and the signs of an opioid overdose to help prevent fatal outcomes.
-



DRIVING CHANGE

Imagine a world where these promising innovations are accelerated, scaled up, and accessible to the communities most in need. How many more lives could we save if we took the best, brightest and most innovative ideas to scale nationwide? Together we can solve this by shining a light on high-impact innovative solutions and helping to make sure they're adopted across the country.



INNOVATION NOW

INNOVATION NOW PROJECT TEAM

Simone Greene

Jessica Hulseby Nickel

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INNOVATION

