

Service Design Site Visit Report

Operation PAR, Inc.
Largo, Florida



Date of Site Visit: January 30–31, 2014

◆ Technology-Assisted Care ◆

Prepared by JBS International, Inc., under Contract No. HHSS2832007000031/HHSS28300002T

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Operation PAR, Inc.

Grantee Name	Operation PAR, Inc.
Address	13800 66th Street North, Largo, FL, 33771
Site Visit Dates	January 30–31, 2014
Program Name	Technology-Assisted Care in Pasco County
Grant TI Number	TI024730
SAIS Number	3905
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The Operation PAR team: (from left) Tommi Rivers, Mark Vargo, Jim Miller, Nancy Hamilton, Dianne Clarke, and Wendy Danicourt

Grantee Project Sites Visited

Operation PAR Beverly and C.W. Bill Young Center for Research and Recovery	Research Conference Room, 3rd Floor 13800 66th Street North, Largo, FL 33771
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Executive Summary

Operation Parental Awareness and Responsibility (Operation PAR), headquartered in Largo, Florida, is an incorporated nonprofit organization that opened its doors in 1970 to address the substance abuse and mental health needs of those living in the Tampa Bay region. Its founder, Shirley Coletti, started Operation PAR to help parents care for children and family members with substance abuse problems. Since then, Operation PAR has become western Florida's premiere service provider of inpatient, outpatient, detox, and medication-assisted patient services with an emphasis on prevention, treatment, intervention, and research. Its mission is *to strengthen communities by caring for families and individuals impacted by substance abuse and mental illness* and to help them on their journey to becoming *aware, responsible, healthy, and happy*.

Operation PAR's Technology-Assisted Care (TAC) in Pasco County program provides comprehensive substance abuse treatment services to those engaged in outpatient care. By incorporating tablets, smartphones, and Web-based technology, Operation PAR will enhance existing treatment options and help to increase service capacity among the area's primary care and behavioral health providers. The program will focus on expanding services and improving health outcomes for three distinct high-risk populations—beginning with pregnant and parenting women and then transitioning to older adults (55 years of age and beyond) and veterans. Operation PAR recently partnered with Premier Community HealthCare, a federally qualified health center (FQHC) in Pasco County. In addition to helping coordinate client referrals, Premier has offered to provide a computer workstation for clients' use so that they can remain engaged in Operation PAR services. This partnership will help to expand service potential, particularly among Premier's older client population.

A team from JBS International's TAC portfolio conducted a site visit to Operation PAR on January 30–31, 2014, to review program accomplishments and identify potential areas where technical assistance may enhance achievement of program goals. The site visit team members focused on understanding existing implementation and service delivery strategies. They had the distinct pleasure of meeting with two young mothers to learn how different forms of technology—specifically mobile applications—would most effectively support their recovery. They then met with Operation PAR counselors who work directly with the women to facilitate their success. The team also spoke with a member of the county court system to address how technology could be used to help those involved in the criminal justice system remain in compliance with court orders. The team had the opportunity to speak with a member of the board's executive committee, Michael S. Pallos, Ph.D., M.B.A. He spoke very highly of the project and the organization. This was followed by a meeting with the evaluation leads to review Operation PAR's evaluation plan and data collection processes. The site visit concluded on day 2 with a discussion of how evaluation data gathered for the project can support future quality improvement and sustainability activities driven by the Affordable Care Act (ACA).

The site visit team finds Operation PAR to be well positioned to meet program objectives. While the program is still in the early design and implementation stages, staff have a firm understanding of technology's role in the changing health care landscape and are mindful of long-term strategies to support program success. The site visit team identified several noteworthy accomplishments.

Operation PAR has a longstanding history of treatment and recovery programming, which makes this grant an appropriate extension of existing services. Its recognized presence in the community has generated an abundance of internal and external champions for the program. Operation PAR collaborates closely with a number of substance abuse treatment and recovery networks at the State and local levels, including provider groups and associations, FQHCs, universities, and faith-based organizations. It is also building relationships with county court systems.

Operation PAR's executive management and board of directors play important roles in shaping the program's success. Leadership understands the political environment surrounding treatment and recovery services and is fully engaged in decisionmaking processes. As a prominent service provider across several Florida counties, Operation PAR is in tune with the needs of its client population and is a driving force in advocating for and supporting policies that directly impact its care.

Operation PAR has extensive experience delivering telehealth technology. Its eServices program began in 2008 as part of a statewide initiative under SAMHSA's Center for Substance Abuse Treatment: Gateway Community Services Connect Expansion Program grant and now includes an established training and certification protocol. Technology integration has become a standardized practice across the organization. Leadership recognizes its role in maximizing service delivery potential and securing Operation PAR's long-term sustainability.

Mobile and remote technologies are seen as an essential ingredient for securing the organization's future. Leadership treats technology as a business investment that can enhance service delivery. The program has access to well-trained, experienced, and capable staff with the appropriate skills to facilitate Operation PAR's current and anticipated needs. The organization has expansive in-house technology support systems (including staff, hardware, and software) that can effectively adapt to growing connectivity and bandwidth demands.

The site visit team discussed the importance of individualizing Operation PAR's menu of services, including educational and other resources provided electronically to be responsive to unique client needs. The tools required to most effectively engage each group will be different. Operation PAR will design its services to accurately reflect age, gender, and situational factors and will have corresponding workflows appropriate to client cohorts and service settings. Client input on preferences for and access to technology will be valuable in shaping programming decisions. Many clients are interested in learning about life skills that extend beyond treating substance abuse to include topics on child care, resume building, appointment scheduling, relaxation and stress management, and other tools to better organize their lives. Applications

on nutrition, sleep, and exercise, for example, will be particularly helpful for new parents. Clients will also soon have access to a secure, dedicated video chat room using the In the Rooms addiction social support network. This tool will be instrumental for client support whenever they need it.

Operation PAR understands the value of data to guide management and clinical care and has developed a strategic plan to map information technology needs to support management and service delivery. Program staff have built a sophisticated SharePoint data dashboard that is linked to the data repository for its Netsmart electronic health record system. The dashboard can easily generate nearly real-time reports based on the desired level of detail to measure outcomes and other performance metrics. The dashboard is a powerful public health tool and will play an important role in helping Operation PAR with decisionmaking and reporting requirements under ACA.

The Operation PAR site visit was an informative and productive experience. JBS staff learned about existing program operations and exchanged ideas with the program team to enhance productivity and plans for the future.

Grantee Overview and Environmental Context

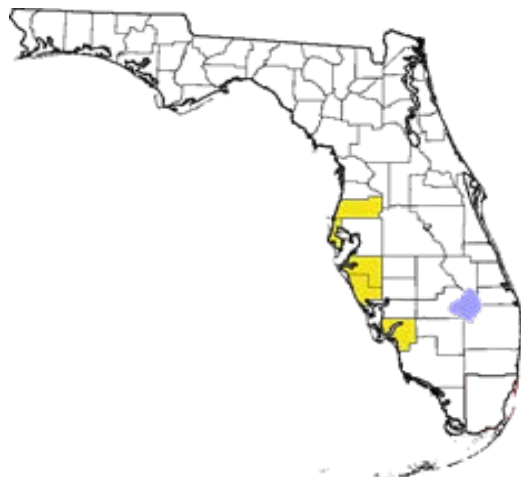
Operation PAR, Inc., is committed to *strengthening its community by caring for families and individuals impacted by substance abuse and mental illness*. Each year, Operation PAR delivers integrated addiction and mental health services to more than 13,000 individuals residing in west central Florida’s Broward, Pinellas, Pasco, Lee, and Manatee counties (see exhibit 1). An additional 40,000 people receive targeted education and prevention messages. Operation PAR’s clients—youth, adults, families, the disabled, and individuals (juveniles and adults) involved in the criminal justice system—can participate in a full spectrum of services including short-term focused counseling, outpatient and residential treatment programs, medication-assisted therapy, and medical detoxification care. Services are offered on an income-based sliding fee scale or as covered by private insurance or Medicaid.

Operation PAR provides comprehensive substance abuse and mental health services to individuals residing in west central Florida. Incorporated as a nonprofit organization in 1970, Operation PAR’s vision is to be a beacon of hope in the community, helping people be aware, be responsible, and be happy.

Operation PAR’s TAC in Pasco County program seeks to provide substance abuse and mental health treatment services to individuals who otherwise experience significant challenges obtaining care due to limited access to health professionals and transportation. Barriers associated with rural isolation, high poverty, and scarce resources are major deterrents for Pasco County residents, particularly among pregnant and parenting women, the elderly, and veterans—the three groups targeted by the program.

Pasco County has a varied landscape that ranges from forested and agricultural terrain to suburban and metropolitan communities. A majority of Pasco County residents are over age 35 (56 percent), White (88 percent), and female (51 percent). Approximately 16 percent of Pasco County families report living at or below the Federal poverty level. Issues related to prescription drug and alcohol abuse—crime, suicide, birth defects, and other negative health outcomes—are highly prevalent in this community.

Exhibit 1. Operation PAR Catchment Area



The scarcity of primary care and substance abuse treatment providers in the area has contributed to clients’ lack of knowledge about where or how to receive essential services. Statistics demonstrate the need for assistance for these underserved populations. A staggering increase of substance-addicted newborns (2,840 percent since 2005) reflects the importance of offering family-centered outreach services. Hospital admission rates for alcohol-related injuries and

prescription medication overdoses have increased significantly since 2007 among older adults.¹ Finally, excessive delays, long distances to facilities, and bureaucratic hurdles impede access to care for veterans in times of crisis.

In light of the statistics surrounding Operation PAR's target population, the TAC in Pasco County program is committed to using technology to engage and retain individuals in recovery services who might not otherwise have the ability to access and/or remain in care.

1. Site Visit Overview

A team from JBS International's TAC portfolio conducted a site visit to Operation PAR on January 30–31, 2014, to review program implementation progress and identify potential areas where technical assistance may enhance program goals. Day 1 of the visit began with a meeting between the JBS team, Operation PAR executive leadership, and TAC in Pasco County program staff to learn about the organization and the staff members' role in supporting the program's success. The team received an in-depth overview of the organization and discussed general implementation and service delivery strategies. The intent of the discussion was to understand how technology is put to practice and the benefits and burdens of implementation. In the afternoon, the site visit team had the privilege of meeting with two young mothers—Miranda and Sierra—to discuss their views on using technology and the different kinds of mobile applications that would be most beneficial for them to integrate into their recovery toolkit. The team later met with the women's counselors—Megan and Amber—to talk about client access to and preferences for using technology. They also met with a representative from the county court system to discuss technology's role in helping clients adhere to court mandates. The day ended with a discussion about evaluation efforts and the program's plans to meet Government Performance and Results Act (GPRA) targets and other data collection strategies.

On day 2, the site visit team continued discussions with Operation PAR staff about the importance of incorporating technology into existing practices. The team also discussed how data can support quality improvement and sustainability activities driven by the Affordable Care Act (ACA). The team viewed the program's data dashboard and spoke briefly with the secretary of Operation PAR's board of directors about how technology has been integrated into the organization's business practice. They then spoke with developers from the In the Rooms addiction social support network about the new private video chat room they created for program clients. The site visit concluded with a debriefing conference call with SAMHSA Government Project Officer Wilson Washington to recount the team's overall observations and recommendations.

¹ American Fact Finder, 2009–2011, American Community Survey 3-Year Estimates.

2. Program Vision and Design

Operation PAR's TAC in Pasco County program is intended to help clients overcome traditional barriers to care—transportation, cost, and limited treatment options—that would otherwise inhibit their ability to seek services from behavioral and/or primary care providers. Service expansion and enhancement opportunities through the use of mobile applications on electronic devices such as tablets and smartphones, telephonic counseling, and Web-based computer sessions will improve health outcomes among the program's distinct client populations: pregnant and parenting women, older adults, and veterans.

Operation PAR decided to first implement the TAC in Pasco County program with pregnant and parenting women because of its proximity to PAR Village, an on-campus facility for new or expectant mothers and their children. The program plans to scale its services to reach other intended populations. Operation PAR originally planned to focus on the elderly (i.e., those over age 65); however, its partner sites did not have a large elderly population to draw from. Consequently, the program team expanded the age range to include adults beginning at age 55.

The program will support SAMHSA's Strategic Initiative of utilizing health information technology and electronic health records to support health outcomes by (1) expanding outpatient substance abuse treatment services for individuals who might otherwise not receive treatment; (2) expanding the capability of Operation PAR's electronic health record system to include performance metrics that can assess outcomes and inform changes to better meet client needs; and (3) enhancing the capabilities of the agency to engage clients in treatment.

Operation PAR will use Netsmart's electronic health record system and Avatar software to collect outcomes data. Avatar offers clinical support tools that track a number of client services including treatment and care planning, progress notes, assessment results, laboratory data, and workflow management. It is cost prohibitive to use Netsmart's portal feature at this time, but it may be a consideration in the future, particularly as it relates to meeting ACA compliance standards.

Developers of the addiction social network In the Rooms are finalizing a private, video-based platform for clients to participate in continuing care chat sessions. Additionally, clients will have access to In the Rooms' recovery support tools (e.g., online 12-step meetings, daily meditations, speaker tapes).

Operation PAR's information technology department consists of dedicated technology professionals who can offer system security, network administration, database management, and software and hardware support. The IT team hosts a one-stop help desk that can be accessed via telephone, email, or Internet to ensure the efficiency and effectiveness of technology. Jim Miller, TAC program director, is also Operation PAR's chief information officer and chief security officer. His team carefully reviews all technology products to make sure that

patient information is not compromised, per 42 Code of Federal Regulations (CFR) Part 2 regulations.

Operation PAR has identified the goals and objectives outlined in exhibit 2.

Exhibit 2. Operation PAR Goals and Objectives

Goals		Objectives
1	Expand eServices in Pasco County to increase (i.e., triple) the number of clients that receive outreach and treatment services.	Make eServices operational by the end of the first year of the grant; establish baseline data and reporting processes.
2	Enhance utilization review to enroll and capture private pay clients and improve treatment effectiveness.	Enroll 40 clients a year in technology-assisted care, totaling 120 clients over the 36-month grant period.
3	Establish benchmark measures among the client population to improve treatment access, service retention, and continuing care and satisfaction, and minimize the financial impact.	By the end of year 2, have a plan in place and 50 percent of benchmarking measures identified and operational.
4	Integrate SBIRT into a Web-based environment to enhance efficiency and integration with the electronic health record system.	By the end of year 2, have a plan in place and have a Web-based system for SBIRT integration.

Operation PAR offers outpatient individual and group counseling eServices guided by the principles of the evidence-based practices listed below (and described in the appendix). The organization is mindful of selecting interventions that have been shown to be effective after rigorous evaluation, including—

- ▶ Motivational enhancement therapy/cognitive behavioral therapy
- ▶ Family Support Network
- ▶ Screening, brief intervention, and referral to treatment (SBIRT)

Treatment plans will include continuity of care and e-therapy strategies. Client consent is obtained prior to enrolling in the eServices program. Clinicians in outpatient and residential program settings will help to familiarize their clients with the eServices platform. They will also assess clients' access to and preferences for using electronic tools. Program manager and eServices director Wendy Danicourt reported that most clients are not technology savvy but are receptive to learning. Client feedback has been instrumental in identifying possible barriers and spurring modifications, as needed.

Over the course of the 3-year grant, the TAC in Pasco County program plans to enroll 120 underserved individuals. At the time this report was developed, the program had not yet begun enrolling clients.

3. Grantee Leadership

Operation PAR's core leadership has years of direct service experience in substance abuse treatment, social work, and program management and a clear understanding of the value of technology to enhance treatment outcomes. Leadership is keenly aware of technology's role in the future of health care and is invested in adapting its strategies to comply with changes anticipated by ACA.

The organization has a motivated and engaged board of directors. The board serves voluntarily and includes health care professionals, business people, educators, lawyers, bankers, and community activists. One member, Mike Pallos, is a software architect at IBM. He offers an invaluable perspective on technology and its capabilities.

The organization's management and board play important roles in the program's success. They view the TAC in Pasco County program as a component of the organization's long-term strategic plan to adopt new forms of technology and develop outcomes-based data collection and reporting practices. Operation PAR has made an investment in technology as part of doing business and has a shared vision for making things run well.

Operation PAR has identified internal and external champions, including the medical director and community partners. These leaders are responsible for encouraging and facilitating program implementation objectives as needs evolve.

Leadership has invested much time in forming and maintaining relationships with partner agencies, coordinating outreach activities, and taking necessary steps to begin enrolling clients. The team has remained flexible in its implementation strategy, recognizing there is no one-size-fits-all approach to service delivery. The team is amenable to adapting the program as needed to address challenges and considerations beyond implementation—including sustainability and readiness for ACA.

4. Implementation Plan

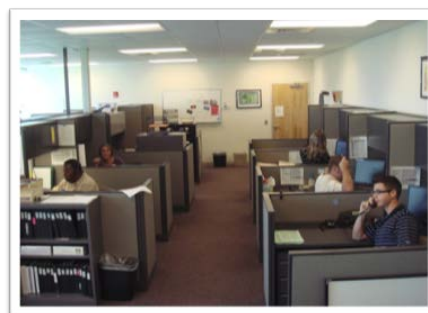
Operation PAR began shaping the TAC in Pasco County program's initial design by convening client focus groups. Wendy Danicourt was charged with identifying participants for the focus groups, evaluating their responses, and organizing final recommendations for the project's implementation plan. Areas of interest included assessing facilitators/barriers to using technology, understanding clients' preferences for using technology, and sharing information about available technology.

Program staff are committed to meeting clients where they are when it comes to using technology and are available to help clients feel more comfortable using new platforms. In the future, staff plan to develop video tutorials on how to use different forms of technology. This will help to reduce client hesitation to adopt new platforms.

Upon referral to the program, an eServices counselor will screen and assess clients for the presence of co-occurring substance use and mental health disorders using the Global Appraisal of Individual Needs (GAIN) standardized screening/assessment instrument (see exhibit 3). When enrolled in the program, clients will receive an individualized treatment plan as determined by their treatment team.

As mentioned, Operation PAR is in the process of developing a secure (i.e., Health Insurance Portability and Accountability Act [HIPAA] and 42 CFR Part 2 compliant), dedicated, video-enabled chat room using the In the Rooms social networking site. The final product will have a similar look and feel to Narcotics Anonymous and Alcoholics Anonymous meeting rooms. The site can accommodate an unlimited number of participants and is password protected. Program staff will complete training, testing, and client engagement phases in the near future.

Exhibit 3. Operation PAR Assessment Center



Operation PAR offers a holistic approach to care and provides support on a variety of topics including parenting, finance and budgeting, domestic violence, relationships, and other life-management issues. The TAC in Pasco County program is in the process of implementing different mobile applications for clients to use on tablets, smartphones, or personal computers. Staff have identified several other free applications that address substance abuse, behavior change, health and wellness, and issues pertaining to pregnant women. The applications will be useful to track client progress, supplement aftercare services, and help connect clients to primary care services in Pasco County. Program staff are willing to consider suggestions for new applications; however, there is an approval process in place to ensure that tools are secure and support Operation PAR's mission and values.

As expectant mother Sierra mentioned during her discussion with the site visit team, clients cannot schedule when issues are going to happen. Recovery does not come from a textbook or worksheet but from championing real-life experiences. Technology enables clients to seek help when it is needed. Apps are available to help motivate and prioritize clients' goals, objectives, and priorities for recovery. Sierra said mobile applications related to journaling, understanding different stages of child development, appointment setting and reminding assistance, and tips on how to be better organized would be particularly helpful.

Per the grant application, the TAC in Pasco County program has initiated the implementation timeline shown in exhibit 4.

Exhibit 4. Operation PAR Implementation Timeline

Key Activities	Individual(s) Responsible	Milestones
First 120 Days		
Develop specific program design, implementation plan, evaluation design, and trauma- informed practices	Project Director, Project Coordinator, Program Director, Evaluator, and partners	MOUs initiated; partner meetings held twice a month
Implement evaluation plan, gather baseline data, evaluate service design	Project Director, Project Coordinator, Program Director, and Evaluator	
Initiate outreach activities	Project Director, Project Coordinator, Program Director, Evaluator, and eServices Counselor	
Implement service design	Project Director, Project Coordinator, Program Director, Evaluator, eServices Counselor, and partners	
Complete hiring and transition new staff into project	Project Director, Project Coordinator, Program Director, and Evaluator	All staff hired
Train staff on protocols, documentation, service design, and evaluation processes	Project Director, Project Coordinator, Program Director, and Evaluator	All staff trained
Initiate bimonthly meetings with key stakeholders	Project Director, Project Coordinator, Program Director, and Evaluator	
Assess and identify clients for program admission; administer GPRA	Program Director	First client enrolled
Purchase and implement benchmarking software	Project Director, Project Coordinator, Program Director, and Evaluator	
Attend TCE-TAC grantee meeting and training	Project Director, Project Coordinator, Program Director, and Evaluator	
120–180 days		
Review process to date and make service modifications as appropriate	Project Director, Project Coordinator, Program Director, and Evaluator	Program model refined
Ongoing program outreach, recruitment, referrals, program training, and services	Project Director, Project Coordinator, Program Director, and Evaluator	At least 20 clients enrolled within 180 days
Initiate PSA and other announcements	Project Director, Project Coordinator, and Program Director	
Administer followup GPRA	Program Director, eServices Counselor, and Systems Analyst	
Provide summary of baseline data	Evaluator	
Attend SAMHSA TA conference	Project Director, Project Coordinator, Program Director, and Evaluator	

Key Activities	Individual(s) Responsible	Milestones
Ensure linkages for supportive services	Project Coordinator and Program Director	
180–360 days		
Review process to date and make service modifications as appropriate	Project Director, Project Coordinator, Program Director, and Evaluator	
Ongoing program outreach, recruitment, referrals, program training, and services	Project Director, Project Coordinator, Program Director, and Evaluator	At least 40 clients enrolled within 360 days
Administer 6-month followup GPRA	Program Director	80 percent followup
Analyze data and outcomes report to staff and stakeholders	Evaluator	
Seek additional resources for project continuation	Project Director, Project Coordinator, Program Director, and Evaluator	
Ensure linkages to ancillary services and provide continuing care services	Project Director, Project Coordinator, Program Director, and Evaluator	
Years 2 and 3		
Continue services and necessary refinements	Project Director, Project Coordinator, Program Director, and Evaluator	
Report first-year findings to SAMHSA and stakeholders	Project Director, Project Coordinator, Program Director, and Evaluator	
Review and implement sustainability plan	Project Director, Project Coordinator, Program Director, and Evaluator	Plan developed in year 1
Evaluate indicators for success and look for emerging trends	Project Director, Project Coordinator, Program Director, and Evaluator	

5. Community Linkages, Partners, and Participation

Operation PAR is a founding member of a number of behavioral health associations in the State. The organization has garnered a reputation for being a change agent in the community and has advocated for a variety of innovative approaches to patient care, including a successful campaign for telehealth services. Technology has been an integral way for Operation PAR to engage the community, including primary care providers, behavioral health practitioners, and faith-based groups.

Operation PAR has participated in many Federal, State, and local research initiatives, evaluation projects, and pharmaceutical clinical trials over the years. It has partnered with a variety of

organizations including SAMHSA's Center for Substance Abuse Treatment (CSAT), the National Institute on Drug Abuse (NIDA), the Office of National Drug Control Policy, Governor's Drug Free Communities, the Florida Department of Children and Families, and the Hillsborough County Anti-Drug Alliance. The organization has also collaborated with major universities and institutions throughout Florida and the United States. Operation PAR anticipates finalizing memorandums of understanding with many different organizations as part of this grant.

Operation PAR originally planned to partner with Bay Care Behavioral Health to implement the program; however, it was determined that Bay Care was not an appropriate fit for the scope of the project. Instead, Operation PAR partnered with Premier Community HealthCare—an FQHC with locations in Dade City, Zephyrhills, and New Port Richey—to complete client screenings, referrals, and evaluations. Operation PAR will train a Premier staff member on how to implement the grant program at its site. This will assist with Operation PAR's long-term sustainability objectives by integrating behavioral health services into a primary care setting. Premier will begin enrolling adults (over the age of 55) and veterans once referral protocols have been established. Premier has also agreed to set aside a laptop computer station and offer a free wireless connection to clients who wish to access remote services.

Operation PAR also plans to collaborate with fellow TAC grantee member The Centers, a service provider based in Ocala, Florida.

6. Client Outreach, Recruitment, and Referral

Operation PAR is a recognized provider of substance abuse services in west central Florida. It has brand recognition among partner agencies and established telehealth practices that add to its outreach potential. Clients will be referred to Operation PAR through a number of channels including the Florida Department of Children and Families, the Pasco County Sheriff's Office, the Pasco County Department of Health, and the Pasco County court system. Operation PAR will also accept self-referrals from individuals, their families, and other community substance abuse, mental health, and homeless service providers in the area and from among the Operation PAR network.

At this time, the TAC in Pasco County program is focused on providing care to pregnant and parenting women enrolled in PAR Village, a residential program that offers substance abuse services to mothers and their children. While at PAR Village, women have access to classes on substance abuse, life skills, and parenting and aftercare services.

Once the program is ready to expand to other populations, Operation PAR will begin accepting referrals from Premier Community HealthCare to provide services to older adults. When Operation PAR approached the Department of Veterans Affairs several years ago to participate in the Gateway grant, it was met with some resistance. Many veterans are fearful of losing their

benefits if they self-report an addiction issue. However, word of mouth grew among veterans about Operation PAR's services, and the volume of clients seeking care is substantial.

Operation PAR received Florida Department of Justice funding in the past, but the department's reimbursement schedule became cost-prohibitive, and the organization could not continue offering services. Program staff are currently exploring partnership opportunities with the county court system. They are actively building the case for judges to allow clients to participate in telehealth counseling sessions as part of their court-ordered treatment mandates. Thus far, one judge has agreed to permit distance treatment services on a trial basis. A client indicated that attending counseling sessions remotely alleviated challenges associated with finding reliable childcare and transportation. As a result of using technology, the client is able to remain in compliance with court orders. Additional anecdotes and data-driven results will be important to establish further credibility with judges.

7. Affordable Care Act Readiness

Program staff have only recently begun to implement the program; however, they are mindful of the changes outlined under the ACA, particularly with regard to technology and an increased focus on quality metrics. Fortunately, the TAC in Pasco County program is part of a broader, organization-wide strategy to meet meaningful use data standards established under the ACA. Predicting financial and public health offsets will be an essential part of ACA, and data will help to tell the story.

Program staff are particularly cautious of breaches in client confidentiality as outlined in HIPAA and 42 CFR Part 2. All new forms of technology must first undergo a rigorous review process to ensure that sensitive health information is not jeopardized. While this may delay the implementation of certain products, like mobile applications, Operation PAR views it as necessary to protect the client and the organization's bottom line.

At this time, Operation PAR is not participating in Florida's health information exchange; however, it may consider joining in the future. Leadership is in talks about how to proceed on this matter.

Florida rejected the option to expand Medicaid coverage. Currently, there is not parity in reimbursement rates between in-person and telehealth modalities. The State only reimburses in-person counseling services. Operation PAR is awaiting implementation of changes to the State Medicaid manual to cover distance treatment.

Offering technology to supplement treatment services is a strong leveraging tool for organizations to compete in today's health care environment and represents the future of health care. A solid data-informed strategy supported by the data dashboard will help

Operation PAR secure its role as a leader in technology-supported behavioral health care in west central Florida.

8. Sustainability Planning

While implementation has been Operation PAR's primary focus for the TAC in Pasco County program, its staff has actively considered building a long-term sustainable practice model. They have focused on adapting work flow, data collection, and financial strategies to support the program beyond the life of the grant. Their strategic approach coincides with technology requirements outlined under ACA. Notably, the involvement of leadership and the board of directors in sustainability discussions further enhances buy-in opportunities.

Developing an individualized menu of services to cater to the distinct needs of its client population will support engagement and retention efforts and ultimately enhance Operation PAR's sustainability potential. Incorporating client feedback into decisionmaking processes will ensure their needs are met and empower their recovery.

Establishing policies and procedures that can be used to shape workflow will also assist with program expansion and long-term sustainability. Training recovery coaches, for example, to promote the program will help staff to cast a wider net. Incorporating a train-the-trainer model among recovery coaches and other partners will help to hone expertise and allow counselors to work at the top end of their licenses, freeing them to deliver direct client services and collect data.

Operation PAR is already considering how the grant program can impact the organization on a broader level by demonstrating cost-saving and efficiency potential. A cost-benefit analysis backed by a well-informed data reporting mechanism (i.e., the dashboard) will help to build the case for the program's value. Important outcome measures include its capacity to increase client compliance with treatment plans and reduce unnecessary use of services.

It is believed that Operation PAR's TAC in Pasco County program could become a self-sustaining operation once initial design, implementation, and evaluation phases are underway.

9. Grantee Evaluation

In addition to satisfying GPRA reporting requirements, Operation PAR plans to hold weekly staff meetings, monthly project implementation meetings, and quarterly continuous quality improvement meetings to (1) ensure the consistency of data reporting mechanisms, (2) assess program fidelity, and (3) formulate program modification strategies, as needed. Potential

challenges will be addressed using the specific, measurable, realistic, and time-framed (or SMART) problem solving strategy to effect change.

Program director Jim Miller developed a data dashboard using SharePoint technology. The instrument provides up-to-date information extracted from Netsmart's electronic health record system and can be used to evaluate client outcomes and other program performance metrics. Phase 2 of the evaluation plan will look at primary and secondary drugs of choice. As reporting needs grow, Operation PAR may consider expanding to other data platforms, such as Enlightened Analytics.

The program will consider qualitative and quantitative data to evaluate the efficacy of its activities to reach desired outcomes (see exhibit 5 on the following page). Participant data will include self-reports, drug screen results, therapist ratings, service log data, and results from assessments.

Operation PAR will also use program data to identify subpopulations among disparate groups and to implement strategies to improve their access to and ability to engage in and benefit from health services as outlined by the National Standards on Culturally and Linguistically Appropriate Services (known as CLAS).

Clients that complete their GPRA intake and 6-month GPRA followup interviews will receive a \$10 gift card incentive (per activity) to local vendors. The program also plans to assess clients' experience with using technology by having them complete a brief Survey Monkey inquiry at the end of each session.

The grant program has shifted Operation PAR's thinking about how to better evaluate the organization overall. A successful evaluation strategy will inform technology's ability to add value to health outcomes and effectively demonstrate its return on investment. These factors will be particularly helpful to garner stakeholder buy-in and support future expansion efforts.

Exhibit 5. Operation PAR Evaluation Measures

Goal	Data Sources	Performance Measures
Expand eServices in Pasco County to increase (triple) the number of clients that receive outreach and treatment services	<ul style="list-style-type: none"> • SBIRT • GAIN • GPRA • eServices activity registration and sign-in sheets • eServices activity and counseling session monitoring/observation notes • Case management data 	<ul style="list-style-type: none"> • Number of clients indicating abstinence from drugs and alcohol and no/reduced substance use related health, behavioral, or social consequences • Rates of education, employment, housing, social connectedness, and criminal justice involvement • Number of clients indicating the presence of co-occurring mental disorders • Descriptions of substance abuse treatment site characteristics and client demographics, reasons for taking or refusing tests, and risk behaviors
Enhance utilization review to enroll and capture private-pay clients and improve treatment effectiveness	<ul style="list-style-type: none"> • GAIN • eServices activity registration and sign-in sheets • eServices activity and counseling session monitoring/observation notes • Case management data 	<ul style="list-style-type: none"> • Increase the number of private-pay clients by 10 percent each year of the project
Establish benchmark measures among the client population to improve treatment access, service retention, and continuing care and satisfaction and minimize the financial impact	<ul style="list-style-type: none"> • SBIRT • GAIN • GPRA • eServices activity registration and sign-in sheets • eServices activity and counseling session monitoring/observation notes • Case management data 	<ul style="list-style-type: none"> • Number and types of recovery support services and referrals delivered • Number of referral partners and successful referrals • Number of followup client contacts
Integrate SBIRT into a Web-based environment to enhance efficiency and integration with the electronic health record system	<ul style="list-style-type: none"> • Avatar software from electronic health record 	<ul style="list-style-type: none"> • Fully integrate all screening and assessment instruments into the electronic health record by the end of the project

Summary

Operation PAR's TAC in Pasco County program is supporting the expansion of technology to high-risk populations in west central Florida—with plans to first target pregnant and parenting women and then to reach older adults (55 years of age and beyond) and veterans. The program is well aligned with Operation PAR's mission to enhance client care through the use of tablets, smartphones, and Web-based technologies and reflects the collaboration of several internal and external partners, including Pasco County's FQHC. It is readily apparent that program staff and senior leadership see the value in offering technology to help clients remain on course with their recovery.

While still in the early stages of implementation, Operation PAR has crafted a well-planned, data-informed, and evidence-guided strategy to provide needed services to clients. The organization has selected a thoughtful and experienced team to guide program design and implementation processes. Its in-house technology expertise and familiarity with Federal reporting requirements will help to shape the program's direction.

Although implementation considerations are most critical at this juncture, Operation PAR has also considered how the TAC program can yield long-term benefits for the organization more broadly. Operation PAR has already factored in strategies—like developing a data dashboard—to demonstrate the cost-benefit and value of using technology to improve health outcomes and comply with changes outlined under ACA.

The site visit to Operation PAR was an inspiring look at how technology can meaningfully impact the area's populations. With strong leadership and community support, the Operation PAR program has positioned itself to influence meaningful change in clients' lives.

Strengths and Considerations for Action

Program Vision and Design

STRENGTHS

- Operation PAR has experience implementing a number of Federal grant awards and has generated lessons learned to support the successful implementation of the TAC program.
- The organization is mindful of exploring the evidence base and cost-effectiveness of strategies before they are implemented.

CHALLENGES

- Potential clients may express interest in receiving technology-based services but are unable to do so because of misperceptions among referring entities (e.g., courts) about the effectiveness of such programming.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Anecdotes and data-driven results will be important to establish further credibility with judges.	X		

Grantee Leadership

STRENGTHS

- Operation PAR leadership believes in the value of technology to support client health outcomes, not just within the scope of this grant but for the organization more broadly.
- The program team demonstrates passion, drive, and flexibility to achieve goals.
- Operation PAR staff have strong backgrounds in technology and behavioral health care and understand the needs of their target population. The leadership has been with the organization almost since the start and has a firm grasp on the programs that will benefit both clients and Operation PAR's bottom line.
- Members of Operation PAR leadership are well connected within the community and respected champions of client services. They have roles on many State and local advisory boards and have served as consultants on various Federal, State, and local initiatives.

CHALLENGES

- None noted

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Continue to identify champions within Operation PAR, across partner organizations, and among clients to promote the value of using technology to enhance substance abuse treatment services.	X		

Implementation Plan

STRENGTHS

- Operation PAR has a longstanding history implementing federally-funded substance abuse programs and research initiatives on behalf of NIDA and CSAT.
- Leadership remains flexible in its approach to implement new things and is willing to adapt existing practices to accommodate what works.
- Creating a secure video component to the In the Rooms chat room heightens accountability and will make for a more engaging user experience.

CHALLENGES

- Operation PAR is mindful of HIPAA and 42 CFR Part 2 confidentiality considerations associated with using certain technologies, like mobile applications. Products undergo a rigorous review process before they are approved for client use.

Potential Enhancements		Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Developing a Web presence with public and private-facing resources will benefit clients when they are not being seen by their provider. Include resources that affect clients' lives, such as information related to child care, employment, dealing with emotions, scheduling, and staying organized. Content must be applicable and easy to find.	X		
2	There are many recovery-centered resources that clients can access. Consider asking clients for recommendations on the mobile applications and motivational podcasts that will benefit them the most.	X		
3	Consider building a library of online resources. The more robust and searchable, the higher the value.	X		
4	Social media platforms like Facebook are popular ways to promote program activities. Consider using these tools to announce special events and other outreach opportunities.	X		
5	Operation PAR may wish to consider developing a "newcomers" guide to introduce clients to the program. It could include video testimonials from clients who have benefitted from using Operation PAR services.	X		

Community Linkages, Partners, and Participation

STRENGTHS

- Operation PAR understands the importance of identifying early adopters and champions to help move initiatives forward. It has already secured partners interested in advancing technology-based services.
- Operation PAR has a longstanding presence in the community and has established partnerships with multiple Federal, State, and local agencies. Its trusted reputation and voice in the community facilitate partnership opportunities.
- Operation PAR is collaborating with a fellow TAC grantee, The Centers, to maximize client service delivery potential.

CHALLENGES

- Program staff have just recently begun to partner with the criminal justice system. Judges were apprehensive about allowing clients to receive technology-assisted counseling services. Operation PAR will need to build a strong evidence base to demonstrate the effectiveness of this modality on client outcomes.

Potential Enhancements		Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	A detailed work plan may help capture best practices for streamlining staff work flow and continuity of care strategies for clients who are transitioning to different service providers/agencies.	X		
2	Continue to collect qualitative and quantitative data to share with potential partners about the program's value and effectiveness.	X		

Client Outreach, Recruitment, and Referral

STRENGTHS

- Premier Community HealthCare has a dedicated staff member to coordinate referrals and communicate client status. While onsite at Premier, clients can use space set aside for them with a computer, microphone, camera, and Wi-Fi.

CHALLENGES

- Staff are working to secure a relationship with judges to help clients remain compliant with court-ordered treatment plans. Judges have been reluctant to participate in the program; however, anecdotal and data-informed evidence may sway their opinions.

Potential Enhancements		Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Operation PAR may wish to use technology as an outreach and engagement tool, in addition to encouraging client retention. Diversified forms of technology can benefit clients even before they are formally enrolled in services.	X		
2	Operation PAR may wish to adjust its workflow to enhance engagement strategies.	X		
3	The program may benefit from identifying clients who have had success in their own recovery to serve as champions to others.	X		
4	Texting may serve as an effective marketing mechanism to spread the word about Operation PAR and to complement other outreach activities. Consider incorporating "thought-of-the-day" or other motivational messages as part of engagement and retention strategies.	X		

Affordable Care Act Readiness

STRENGTHS

- Operation PAR program staff are knowledgeable about the impact ACA will have on health care delivery systems. As one of the largest service providers in the State, Operation PAR is preparing to meet meaningful use requirements.
- Operation PAR understands the value of distance treatment technology on client outcomes and appreciates the role technology will have in the future of patient care. As a long-time user and supporter of technology, Operation PAR will continue to refine its processes to meet technology requirements.
- Operation PAR already has the data collection infrastructure in place—the dashboard—to identify and intervene with populations across its catchment area. The dashboard is a powerful information tool to inform client care.
- Operation PAR has an established electronic health record system through Netsmart.

CHALLENGES

- Operation PAR is already one of the State's largest Medicaid billers for substance abuse treatment services. Unfortunately, Florida did not support Medicaid expansion, which limits Operation PAR's reimbursement opportunities.
- Currently, the State only reimburses for in-person counseling services. Operation PAR is awaiting revisions to the State Medicaid manual to include reimbursement for distance counseling services.
- Under new legislation, insurers could pay less for telehealth services.
- Integrating a client portal through Netsmart's electronic health record is cost-prohibitive at this time.

Potential Enhancements		Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Technology will serve as the currency of health reform. Consider using the Operation PAR program as a way to demonstrate technology's effectiveness in improving health outcomes for clients outside static clinical settings. This may help to make the case for needed reimbursement reform.	X		

Sustainability Planning

STRENGTHS

- While implementation has been their primary focus, staff are mindful of the importance of sustaining the project beyond the grant.
- From the onset, Operation PAR has incorporated sustainable practices into its program design.

CHALLENGES

- As the program grows, there will be increased demand on staff, which may affect their ability meet program requirements.

Potential Enhancements		Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Sustainability planning should begin early and include a focus on workforce and financial strategies that can support the program beyond the life of the grant. Develop a strategic plan for the next several years with a focus on how the program will adapt to the technology requirements outlined under the ACA.	X		
2	Training recovery coaches to promote the program will help to embed the program into the community and reduce strain on staff.	X		
3	Demonstrate the value of technology in supporting broader Operation PAR initiatives by showcasing the program's cost-benefit and savings potential.	X		
4	Develop efficient work policies and ensure that staff are operating at the top end of their licenses.	X		

Grantee Evaluation

STRENGTHS

- Operation PAR has developed a comprehensive reporting mechanism, referred to as a data dashboard. The tool links client information from the electronic health record to generate sophisticated reports about program outcomes and other performance metrics.
- Operation PAR has established the infrastructure to support data collection and reporting procedures. Staff are familiar with using the GPRA reporting tool.
- Operation PAR offers incentives to clients to encourage continued program participation and the completion of followup reporting requirements.
- Operation PAR staff are motivated to build technology-related questions into their evaluation model to make the case for how technology-based practices enhance client outcomes. This will be an asset for future sustainability efforts.
- Operation PAR has trackers in place to measure how clients are using different forms of technology. These monitoring tools will inform product effectiveness and utility and will help determine long-term investment decisions.

CHALLENGES

- Operation PAR does not yet have evaluation results to draw from.
- Program workflow may need to be adjusted to accommodate the collection of GPRA and GAIN data.

Potential Enhancements		Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	It may be beneficial to consider collecting additional data beyond what is required by GPRA. Include questions that capture clients' use of and satisfaction with technology.	X		
2	Operation PAR may wish to streamline data collection strategies to ease respondent fatigue. Organizing the progression of questions, using skip patterns, and linking responses to tailored resources may increase completion rates.	X		
3	Outcomes data are essential to diversify funding. Collect evidence of program effectiveness to demonstrate why distance treatment services should be funded in the future.	X		

Appendix: Evidence-Based Practices

Operation PAR uses several evidence-based strategies to deliver care to clients (as referenced in section 2):

Motivational enhancement therapy/cognitive behavioral therapy (MET CBT) is a brief treatment model that stems from the principles of motivational interviewing (MI) developed by William Miller and Stephen Rollnick. The goal of this therapeutic approach is to resolve ambivalence about behavior and motivate clients' readiness to change through person-centered counseling that is engaging, strategic, evocative, and purposeful. MET is based on five key principles: express empathy, develop discrepancy, avoid argument, roll with resistance, and support self-efficacy. MET CBT has been demonstrated to provide positive outcomes among those with substance use disorders. It is an easily adapted and culturally sensitive strategy that shows results within a short period of time (as few as five sessions) and requires limited resources.

The Family Support Network (FSN) model—an extension of MET CBT—is an evidence-based, multisession approach that engages clients and their families in the treatment and recovery process. FSN is intended to improve families' ability to overcome challenges by addressing ambivalence and developing problem-solving and coping techniques via enhanced support systems and improved communication.

Screening, brief intervention, and referral to treatment (SBIRT) is an evidence-based strategy intended to identify, reduce, and prevent abuse and dependence on alcohol and illicit drugs. SBIRT consists of three major components: (1) screening for risky substance use behaviors with standardized assessment tools, (2) engaging in a brief intervention with feedback and advice for at-risk patients, and (3) referring patients to treatment when additional services are necessary. SBIRT gives health care providers the skills to discuss behavior change with their patients using MI principles and to navigate referral networks.

Finally, to supplement treatment services, providers have access to tools adapted for online use. The Global Appraisal of Individual Needs (GAIN) assessment was developed by Chestnut Health Systems to effectively and efficiently identify behavioral health issues and make appropriate referrals to care. GAIN has been rigorously evaluated and found to accurately identify clients suffering from a disorder (Dennis, Chan, & Funk, 2006).² The GAIN tool integrates GPRA-embedded research and clinical assessment questions into one structured interview with eight core sections: background, substance use, physical health, risk behaviors and disease prevention, mental and emotional health, environment and living situation, legal, and vocational.

² Dennis, M., Chan, Y., & Funk, R. (2006). Development and validation of the GAIN Short Screener (GSS) for internalizing, externalizing and substance use disorders and crime/violence problems among adolescents and adults. *American Journal on Addictions*, 15, 80–91.

Abbreviations and Acronyms

ACA	Affordable Care Act
CSAT	Center for Substance Abuse Treatment
FSN	Family Support Network
GAIN	Global Appraisal of Individual Needs
GPRA	Government Performance and Results Act
MET CBT	Motivational enhancement therapy/cognitive behavioral therapy
MI	Motivational interviewing
SAIS	Services Accountability Improvement System
SAMHSA	Substance Abuse and Mental Health Services Administration
SBIRT	Screening, brief intervention, and referral to treatment
TAC	Technology-assisted care