

# Workforce Plan

## Beyond the Save: Opioid Abuse Response Consortium

Marlette, MI

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Table 1: Consortium Information

Grantee Organization	Michigan Rural EMS Network	
Grant Number	G25RH32454	
Address	3270 Wilson St. Marlette, MI 48453	
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Consortium Members and Stakeholders	Northcare Network, Inc	
	Great Lakes Recovery Center	
	Dial Help, Inc.	
	Marquette-Alger Medical Control Authority	

Table 2: Workforce Strategic Plan

<b>Workforce Strategic Plan</b>
<p data-bbox="203 289 548 323"><b>Assessment Summary</b></p> <p data-bbox="203 342 1425 957">There are 310,000 residents in Michigan’s Upper Peninsula and only four residential treatment centers in a 15-county region that stretches 16,542 miles. According to data from the Michigan Certification Board for Addiction Professionals there are 137 certified drug and alcohol counselors in the U.P. and 82 counselors are working under a development plan. The provider to client ratio stands at 1411:1 which only emphasizes what we already know. We lack the capacity to adequately treat the number of people seeking help. Phoenix House is a men’s residential treatment facility in Houghton County with 21 available beds. Unfortunately, five of those beds must remain empty because there are only two counselors on staff. The lack of providers has also resulted in a steady increase in waiting times for admission; it is not uncommon for people seeking treatment to wait 2 ½ weeks for a bed. Conversations and interviews with treatment facility administrators and employees revolved around a central theme-the high turnover rate. Recruiting and retaining employees is a never-ending challenge for administrators that threatens their ability to provide effective treatment. And, SUD professionals report that the stressful nature of the work, low pay and lack of benefits make it difficult for even the most committed counselors to remain in the field.</p> <p data-bbox="203 978 1425 1234">Historically, SUD professionals have been considered a third string player on the behavioral health team. Educational requirements have been significantly lower than other behavioral health specialties, with many SUD counselors having only a high school diploma, their own recovery experience, a MCBAP development plan and a bit of training before being assigned a caseload. As a result, wages have remained low and the turnover rate, even higher in the field for many decades. The need to professionalize the field to protect clients and providers is obvious.</p> <p data-bbox="203 1255 1425 1724">However, recent changes instituted by the Michigan Department of Licensing and Regulatory Affairs, LARA may decimate the current workforce. Changes in the Administrative Rules (adopted in December 2018 and effective December 2019) require SUD treatment licensees to employ an LMSW, which is a challenge for agencies, both financially and logistically. In addition, counselors who are working under a development plan are no longer able to provide direct care. All treatment centers in the U.P employ counselors working under development plans. If agencies are unable to bill for services provided by these counselors in training, there will not be funding for their employment and the number of SUD counselors will drop drastically. Obviously, one of the most pressing priorities for treatment providers-and our consortium- is to work with LARA and the Michigan Certification Board for Addiction Professionals to reach a reasonable compromise that raises the standards for SUD professionals without further reducing the workforce.</p>

**Problem Statement**

The Upper Peninsula has a lack of trained, credentialed SUD professionals and MAT providers, prevention specialists and peer recovery coaches to adequately address the opioid crisis and effectively treat people struggling with opiate addiction, as well as other addictions.

**Workforce Objectives**

Objective 1: Increase the number of SUD professionals providing services by expanding and diversifying recruitment efforts

Objective 2: Improve Retention (loan repayment, employee support programs and local training will be added as strategies to help achieve this objective in the chart below)

Objective 3: Increase the number of MAT providers in the U.P. by providing education and support to healthcare providers at all levels

**Goal**

Increase the number of trained, credentialed SUD professionals working in prevention, treatment and recovery and increase the number of MAT providers in the Upper Peninsula.

**Long-Term Outcome**

Increase the number of certified drug and alcohol counselors, peer recovery coaches, and MAT providers in the U.P. by 10% by September 2024.

**Long-Term Outcome Indicators**

Increase the number of certified drug and alcohol counselors, peer recovery coaches, and MAT providers in the U.P. by 5% by September 2022.

Increase the number of certified drug and alcohol counselors, peer recovery coaches, and MAT providers in the U.P. by 7% by September 2023.

Table 3: Goals and Strategies

<b>Goal: Increase the number of trained, credentialed SUD professionals and MAT providers in the Upper Peninsula</b>						
<b>Objective 1: Increase the number of SUD professionals providing services by expanding and diversifying recruitment efforts</b>						
<b>Strategy: Use a public education campaign and targeted outreach to increase the number of people choosing to pursue a career in SUD treatment</b>						
Activities	Timeline		Individual(s) Responsible	External Partners	Cost and Possible Funding Source	Track Progress (metrics/ indicators)
	Start Date	End Date				
Outreach to people in long-term recovery through treatment centers, 12-step community and other recovery-oriented groups and agencies	Nov 2019	June 2022	Program Coordinator	Regional Treatment Courts, Community representatives of self-help groups ie; AA, NA,	Printing costs of a one-page informational handout; Existing resources of consortium members	# of handouts distributed
Outreach to students enrolled in human services programs at community colleges and universities in the U.P. through job fairs, career days and student advisors	Jan 2020	June 2022	Program Coordinator	Michigan Technological University, Finlandia University, Lake Superior State University, Bay Mills Community College, Ojibwa Community College, Northern Michigan University, Gogebic Community College, Bay De Noc Community College	Printing costs of a one-page informational handout; RCORP Implementation	# of events attended and a # of students reached at each event
Outreach to displaced 'yoopers' those who may have ties to the region but are living in other areas- using online employment resources such as Indeed, social media, community groups and alumni associations	Jan 2020	June 2022	Program Coordinator	Alumni Associations	Cost of Indeed account; RCORP Implementation	Online tracking of messages sent and posts made and responses to each
Develop and implement a public education campaign to promote the rewards of a career in SUD treatment and raise awareness of loan repayment programs available to SUD professionals, e.g. MIOA	Jan 2020	June 2022	Program Coordinator	Michigan Works, Michigan Department of Health and Human Services local offices	Production of media messages and a media campaign Promotional materials- informational fliers, pamphlets, posters, etc...;	# of media activities completed

					RCORP Implementation	
Current SUD professionals will offer presentations at high schools and colleges, job fairs and career days to share the positive aspects of working in the SUD field	Jan 2020	June 2022	Program Coordinator; Staff in consortium member agencies	Treatment facilities across the U.P.	Staff time; RCORP Implementation	# of presentations made and results of those presentations-survey of attendees

**Objective 2:** Improve Retention (loan repayment, employee support programs and local training can be added as strategies to help achieve this objective in the chart below)

**Strategy:** Improve retention of SUD professionals by improving working conditions and non-salary benefits

Activities	Timeline		Individual(s) Responsible	External Partners	Cost and Possible Funding Source	Track Progress (metrics/ indicators)
	Start Date	End Date				
Provide information about Michigan Opioid Treatment Access Loan Repayment Program (MIOTA) to all agencies that employ SUD counselors	Nov 2019	Sept 2022	Great Lakes Recovery Centers-newsletter	Treatment providers across the U.P.	Printing costs of a one-page informational handout; Printed with RCORP Planning Project	# of agencies reached with newsletters
Provide in-person or online information sessions to encourage and assist all agencies that employ SUD professionals to become NHSC sites for loan repayment programs, and to promote that program among current and prospective employees	Nov 2019	Sept 2022	Toolkits- Great Lakes Recovery Centers; Presentations-North Care Network		Cost of instructor, RCORP Implementation	# of toolkits distributed and provider participation in presentations.
Increase the number of local and web-online trainings available to SUD counselors on trauma-informed care, motivational interviewing and vicarious traumatization, all evidence-based practices that can reduce the stress and burnout associated with this work	Nov 2019	Sept 2022	Northcare Network	Michigan Certification Board for Addiction Professionals	Existing resources from partner agencies	# of trainings offered online
Create, promote, and maintain an online support group for SUD professionals, offering information on stress management and self-care, resources and training available	Nov 2019	Sept 2022	Great Lakes Recovery Centers		Funds for staff or contractor to provided support; RCORP Implementation	# of people participating in supports

**Objective 3:** Increase the number of MAT providers in the U.P. by providing education and support to healthcare providers at all levels

**Strategy:** Increase the number of MAT providers by addressing concerns, dispelling misconceptions and sharing successes with potential providers

Activities	Timeline		Individual(s) Responsible	External Partners	Cost and Possible Funding Source	Track Progress (metrics/ indicators)
	Start	End				
Provide comprehensive information on MAT and research on effectiveness in toolkits	Nov 2019	Sept 2022	Great Lakes Recovery Centers		Toolkit printing during RCORP Planning Grant	# of toolkits distributed
Provide education presentations to healthcare providers and support staff to dispels misconceptions, answer questions and share best practices information	Nov 2019	Sept 2022	North Care Network	Upper Great Lakes Family Health Center	Instructor costs; RCORP Implementation	# of presentations scheduled and feedback from attendees
Enlist the help of current MAT providers to reach out to potential MAT providers, sharing their experience and successes with MAT	Nov 2019	Sept 2022	Program Coordinator		Staff time; RCORP Implementation	# of providers contacted