



**RECOVERY**

Is Beautiful.

A BluePrint for Ohio's Community  
Mental Health and Addiction System

**Recovery is Beautiful: A BluePrint for Ohio's Community Mental Health and Addiction System** is a five-year plan for moving Ohio's mental health and addiction system from one that focuses on acute care to one that focuses on recovery management to help individuals not only get well, but to stay well.

Mental illness and addiction are chronic diseases, and recovery is about the evolution of an individual from a state of disease, to a state of wellness. True recovery is about much more than just a person's physical well-being, recovery is about a person's total well-being: physical, mental, emotional, and spiritual. We know that individuals with a mental illness and/or addiction want what everyone wants; they want a home, a job, friends, and to go out and socialize like everyone else.

Individuals in recovery will tell you that **Recovery is Beautiful** and that it has allowed them to live life as opposed to experiencing it from the sidelines. This is what this BluePrint sets out to accomplish -- ensuring systems of care throughout Ohio that will allow all Ohioans to have the best chance possible to live healthy and full lives as contributing members of their local communities.


Moving Ohio's local systems of care to Recovery-Oriented Systems of Care will take time and the involvement of all the stakeholders to help mobilize communities to ensure that their local systems of care are focused on the individuals and families in need of mental health and addiction services. Ohio's Recovery-Oriented Systems of Care will also focus on sustaining a recovery management network to help individuals maintain long-term recovery and live full lives in their communities.

We know for a fact that *Treatment Works and People Recover*. However, we also know that in order for individuals to have the best chance to sustain recovery for the long-term, we need to ensure that recovery supports such as housing, peer supports, employment supports, and transportation are available for individuals with a mental illness and/or addiction. We also know that for communities to be healthy, we need to start early with prevention and wellness programs and continue to offer ongoing services and supports throughout a person's life.

This BluePrint will have us working in partnership with individuals in recovery and their families, healthcare and behavioral healthcare providers, local county systems such as education, criminal justice, law enforcement, health and human services, elected officials, businesses, faith-based organizations, and community members. No other issues impact entire communities quite like mental illness and addiction do. The local Alcohol, Drug Addiction, and Mental Health Boards will serve as the local Recovery-Oriented System of Care hub and one-stop shop, working to advance efforts to keep Ohio's communities healthy, safe, and drug-free, while assuring accountability and effectiveness in the local system of client care.

We hope that you will join us as we work to make Ohio one of the healthiest states in the nation by giving individuals and communities the tools they need to build healthy and strong communities, and to have the necessary services and supports available when an individual does experience a mental illness and/or addiction.

Stay well,

  
Kent Youngman, President  
OACBHA

  
Cheri L. Walter, CEO  
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# Foreword

All Ohioans need to have the tools necessary to live mentally healthy and addiction-free lives. The Recovery is Beautiful BluePrint is intended to move Ohio's community mental health and addiction system toward a Recovery-Oriented System of Care (ROSC). Ohio's ROSC will promote good health through prevention and wellness programs and provide crisis intervention, treatment, and recovery supports when individuals experience a mental health or substance abuse problem.

This BluePrint sets out a framework in which Boards are the Recovery-Oriented System of Care "hub" for their local communities that coordinate across systems to ensure that local entities are prepared to offer community-based mental health and addiction services, and recovery supports that are person-centered to meet the needs of individuals working toward recovery.

The funding and delivery of healthcare is changing in Ohio, including mental health and addiction services. Ohioans must continue to have confidence that their publicly funded mental health and addiction continuum of care is working in a way that provides them with programs and services that are cost-effective and efficient, ensuring that local community needs are met. This BluePrint moves communities toward a Recovery-Oriented System of Care that is outcome-oriented, prioritizing individuals and their families in need of recovery services, and flexible enough to readily change as a community identifies an emerging issue.

Recovery from a mental illness and/or addiction is not only possible, with the right treatment and long-term recovery supports - it is life changing. While recovery benefits individuals with mental illness and/or addiction, it also benefits families and entire communities. Individuals in recovery are active and valued members of their community, helping communities to become healthier and more vibrant.

This BluePrint sets out a five-year plan with overarching goals and action steps designed to make the changes necessary to advance Ohio's community mental health and addiction system in the ever-changing healthcare landscape of the 21st century. Ohio's Alcohol, Drug Addiction, and Mental Health Boards (map on next page) are committed to assuring that residents of every Ohio community live healthier lives through improved access to quality mental health and addiction prevention, treatment, and recovery support services. In order to achieve the vision laid out in this BluePrint, Boards will develop local plans and establish the necessary goals and action steps to move their communities forward as Recovery-Oriented Systems of Care that meet the unique needs of their local communities. Boards will establish local plans by partnering with local leaders, elected officials, faith-based organizations, health and human services entities, law enforcement and criminal justice organizations, businesses, providers, and most importantly, clients and family members.



This transition to a Recovery-Oriented System of Care is largely driven by the body of research and information demonstrating that this framework successfully improves outcomes by ensuring individuals, families, and communities have timely access to prevention and treatment services, as well as, recovery supports that increase their likelihood of achieving and sustaining recovery.

The Institute of Medicine has issued two major reports on Recovery-Oriented Systems of Care that were foundational in the initial development of Recovery-Oriented Systems of Care, they are: *Crossing the Quality Chasm (2001)* and *Improving the Quality of Health Care for Mental and Substance-Use Conditions (2005)*. The U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration released the *Guiding Principles and Elements of Recovery-Oriented Systems of Care: What do we know from the research? (2009)*, and this document lays out the research supporting the framework for a Recovery-Oriented System of Care.

In order to support the transition from an acute care treatment model to a recovery management model systems, communities, and the state must work to align goals and priorities, while also engaging and incorporating client and family support systems to implement Recovery-Oriented Systems of Care that utilize the latest scientific research and evidence to implement prevention, treatment, and recovery support services.

Making change is hard, and we must evolve with the world around us. Achieving this vision and meeting these goals will require leadership, partnership, and persistence. By working together, Ohio will be a healthier and more vibrant place to live, work, and grow.



# The Case for Change

Today's healthcare environment is changing rapidly, and now is the time for Ohio's community mental health and addiction system to look to the future and ensure that communities have a viable system of recovery-oriented services and supports in place for all of their residents. As the healthcare landscape evolves in Ohio and throughout the country, with public and private payers focusing on value over volume with a shifting focus toward paying for outcomes, the mental health and addiction system must also evolve to ensure that individuals are receiving integrated care that is both effective and efficient.

Ohio's Alcohol, Drug Addiction, and Mental Health Boards serve as local hubs for all public mental health and addiction services. Boards continue to assess, plan, and manage prevention, treatment, and recovery support services for their entire community, and continue to pay for Ohioans in need of treatment and services who have insufficient healthcare coverage. Additionally, Boards are becoming much more responsible for developing and establishing community-wide task forces to address emerging mental health and addiction issues, and ensuring a system of recovery supports that fosters long-term recovery in individuals with mental illness and/or addiction, regardless of who pays for the initial treatment.

Severe and persistent mental illness and addiction are long-term, chronic conditions, in which many individuals may need a lifetime of supports to sustain long-term recovery. There are clear benefits from intervening early and providing continued support throughout a person's life. We know that *Treatment Works and People Recover*, given access to appropriate treatment and recovery supports.

It is time for Ohio's community mental health and addiction system to take advantage of the changing nature of healthcare, as well as the national movement toward recovery based mental health and addiction services, by transitioning Ohio's community addiction and mental health service system into a Recovery-Oriented System of Care.

A Recovery-Oriented System of Care places its primary focus on the individuals in need of recovery services and their families, building on their strengths, and incorporating a coordinated and collaborative approach across the community. A ROSC includes prevention and wellness, intervention, treatment, and recovery supports that are all focused on getting the individual and his/her family into recovery, while helping him/her integrate into the community and workforce. A Recovery-Oriented System of Care, at its core, puts people first and works within the local community to promote safe, healthy, and drug-free lifestyles.

This BluePrint outlines a five-year plan for transitioning Ohio's community addiction and mental health services system into a Recovery-Oriented System of Care. This framework will build on existing strengths and work to improve inherent weaknesses.



A fundamental principle of a Recovery-Oriented System of Care, is that clients are key. Clients are the drivers of decisions about service and support needs. Services are built and systems are put in place so that individuals are able to access an array of services and supports when and where they need them.

Working towards a Recovery-Oriented System of Care will necessitate bringing together local community partners, including clients of services, family members, providers, community leaders, businesses, law enforcement, criminal justice partners, faith-based and veterans organizations, as well as other social, health, and human services partners. It takes the entire community to create a true ROSC. Implementing a ROSC is a great way not only to ensure that appropriate prevention, treatment, and recovery supports are in place, but also to educate the community on mental illness and addiction while reducing stigma and barriers to care.

As discussed in *An Integrated Model of Recovery-Oriented Behavioral Health Care*, a report of the Department of Behavioral Health and Mental Retardation Services, City of Philadelphia: under recovery-oriented practices and essential components of recovery-oriented systems:

“A recovery-oriented system of behavioral healthcare will offer citizens an array of *accessible* services and supports from which they will be able to choose those which are most *effective* and *responsive* in addressing their particular behavioral health condition or combination of conditions. These services and supports will be *culturally appropriate*, *build on individual, family, and community strengths*, and have as their primary and explicit aim *promotion of the person’s/family’s resilience, recovery, and inclusion in community life*.

Services and supports will be provided in an integrated and coordinated fashion within the context of a *locally-managed* system of care developed in collaboration with the surrounding community, thereby ensuring *continuity of care* both over time (e.g., across episodes) and across agency boundaries, and maximizing the person’s opportunities for establishing, or reestablishing, a safe, dignified, and meaningful life in the community of his or her choice.”



# The Case for Change (continued)

## Now is the Time for a Recovery-Oriented System of Care

The time for change is now. At a time when healthcare is changing and clients, families, and communities are adapting to this new environment, the community mental health and addiction services system on which they rely must evolve to provide integrated services and supports that are client-centered, community-based, and recovery-oriented. The following actions across the state are but a few reasons that make now the opportune time to move Ohio's local alcohol, drug addiction, and mental health system toward a Recovery-Oriented System of Care:

- The universal understanding of the importance of client-driven care is growing.
- With healthcare reform comes the recognition that prevention and wellness programs are not only beneficial, but a necessity in improving the health of communities.
- The funding and delivery of healthcare services in Ohio are changing with the implementation of the Affordable Care Act, Medicaid Expansion, MyCare Ohio, and statewide managed care programs.
- Healthcare funders and providers are moving toward the integration of all services, including mental health and addiction.
- Today's mental health and addiction services are aligned for acute care, while mental illness and addiction are chronic illnesses that necessitate supporting long-term recovery.
- Some services are duplicated in a given community, while other services are lacking.
- Services and payment models do not always align with a client's readiness or need for help.
- With funding realignment, the opportunity to move toward a more holistic model of recovery exists.

*“By focusing on recovery supports that are local and person-centered, we can build a service network that finally tears down those service silos and includes the gamut of helpful community resources to meet the needs of peers.”*

*- Jack Cameron, Executive Director*

*Ohio Empowerment Coalition*





# Defining Recovery

Recovery is not simply about personal health, but the health and well-being of the entire community. As Ohio's Alcohol, Drug Addiction, and Mental Health (ADAMH) Boards move a Recovery-Oriented System of Care forward, it is important to have a common understanding of recovery, Recovery-Oriented Systems of Care, and recovery management. For the purposes of this BluePrint, the following definitions will be utilized.

## **What is Recovery?**

Recovery from alcohol and drug problems is a process of change through which an individual achieves improved health, wellness, and quality of life. (SAMHSA, 2009)

Recovery from mental disorders and/or substance use disorders is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. (SAMHSA's working definition, 2012)

## **What is a Recovery-Oriented System of Care?**

Recovery-Oriented Systems of Care (ROSC) are networks of formal and informal services developed and mobilized to sustain long-term recovery for individuals and families impacted by severe substance use disorders [and mental illness]. The system in ROSC is not a treatment agency, but a macro-level organization of a community, a state, or a nation. (William White)

## **What is Recovery Management?**

Recovery Management is a philosophy for organizing treatment and recovery support services to enhance pre-recovery engagement, recovery initiation, long-term recovery maintenance, and the quality of personal/family life in long-term recovery. (William White)



# Recovery is Beautiful Vision

Ohio's mental health and addiction services system shall emphasize a **Recovery-Oriented System of Care** (ROSC) that capitalizes on community strengths. Ohio's ROSC shall offer Ohioans an array of accessible mental health and addiction services and recovery supports that are culturally appropriate, accountable, effective, and efficient while promoting individual and family recovery.

Ohio's Alcohol, Drug Addiction, and Mental Health (ADAMH) Boards ensure that individuals and families affected by mental illness and/or addiction have access to this high-quality, Recovery-Oriented System of Care. Boards, through strong community partnerships, will continue to lead and advance efforts to ensure Ohio's communities are healthy, safe, and drug-free, while assuring accountability and effectiveness in client care.



# Principles for Boards to Move the Vision Forward

As ADAMH Boards move a Recovery-Oriented System of Care forward, the following five principles will be at the forefront:

## **Focusing on Clients and Families**

Healthcare is personal and is most effective when delivered based on the needs and values of the individual receiving care. A Recovery-Oriented System of Care allows individuals and families to drive the mental health and addiction services that they receive within their local community. (Research shows that recovery levels are highest when individuals are fully engaged.)

## **Ensuring Timely Access to Care**

Local Boards ensure that Ohioans have access to a continuum of high quality, integrated care that is available in a timely manner for individuals and families in need of treatment and recovery supports.

## **Promoting Healthy, Safe, and Drug-Free Communities**

Local Boards promote the health, wellness, and safety of individuals and communities by offering a continuum of services that includes prevention, community education, crisis services, treatment, and recovery supports, such as housing, employment supports, and peer support. When individuals are healthy and stable in recovery, they can meet their fullest potential, businesses have access to a healthy, drug-free workforce, and families and communities flourish.

## **Prioritizing Accountable and Outcome-Driven Financing**

Maximizing the use of federal, state, and local funds to meet locally identified outcomes, ADAMH Boards utilize a blended funding approach that aligns resources and improves coordination between local community stakeholders. This approach enhances accountability and allocates scarce taxpayer dollars in the most efficient and effective manner possible.

## **Locally Managing Systems of Care**

Healthcare is delivered locally, and individuals and communities are best served when the healthcare system is designed and managed locally. Innovation driven at the community level will lead to the implementation of improved mental health and addiction service delivery solutions. By planning for, designing, managing, and advocating for adequate financing, Boards, working with their local partners, are able to determine what works best in their communities. This type of planning and coordinating requires a systems approach and effective collaboration among local stakeholders, including schools, law enforcement, child welfare, the courts, human services, healthcare, businesses, and employment services.



# Ohio's Recovery-Oriented System of Care



# Making it Happen: *Focusing on Clients and Families*

## Goal

Fully involve clients and families in orienting Ohio toward a Recovery-Oriented System of Care encompassing mental health and addiction prevention, treatment, and recovery supports.

## Action Steps

1. Protect and enhance the rights of individuals with a mental illness and/or addiction.
2. Ensure that clients and families have the right to design, drive, and manage their own care.
3. Ensure that all individuals are treated in the least restrictive environment accessible through the community.
4. Through community education on mental illness and addiction, reduce stigma and discrimination.
5. Ensure that communities have a system of recovery that includes prevention, treatment, and support services.



# Making it Happen: *Ensuring Timely Access to Care*

## Goal

All clients will be engaged in needed mental health and addiction treatment in a timely manner with sustained recovery management.

## Action Steps

1. Increase access to mental health and addiction services for individuals, regardless of where they live or their ability to pay.
  - Enhance approaches to engagement in services.
  - Improve access to services by removing barriers.
  - Improve retention in services.
  - Establish and implement recovery management processes.
2. Increase the number of practitioners available to provide mental health and addiction services, including medication-assisted treatment and psychiatric services for both youth and adults.
3. Increase the number of benefit specialists helping clients enroll in Medicaid and other coverage.
4. Increase coordination with managed care organizations to help integrate services.



# Making it Happen: *Promoting Healthy, Safe, and Drug-Free Communities*

## Goal

Strengthen a culture of partnership and collaboration with local providers, businesses, law enforcement, criminal justice, faith-based and veterans organizations, schools, child welfare, public health, and healthcare systems, to provide community education and prevention, reduce stigma, and allow for greater opportunities for individuals and families to achieve wellness and thrive in their communities.

## Action Steps

1. Create awareness and educate community members to promote and participate in recovery, resilience, and the development of protective factors.
2. Provide education and awareness that help the general public identify early, understand, and respond to mental illness and addiction.
3. Create, sustain, and enhance local task forces and coalitions based on identified community needs to engage community leaders and citizens to respond to and address emerging issues.
4. Promote and support prevention and wellness programs.
5. Work with local businesses and local Chambers of Commerce to implement more second chance programs for both pre- and post-hires who test positive for drugs of abuse.
6. Work with state and local adult and juvenile justice, law enforcement, judiciary, prisons, jails, detention centers, and re-entry coalitions to divert and reduce recidivism.



# Making it Happen: *Prioritizing Accountable and Outcome-Driven Financing*

## Goal

Improve the performance of recovery supports by increasing the effective and efficient use of resources.

## Action Steps

1. Annually measure approved outcome/output measures.
2. Define and establish consistent and acceptable administrative cost standards and parameters.
3. Build on the success of shared service arrangements looking across the system.
4. Develop, define, and educate on outcome-based contracting measures.
5. Enhance and promote the delivery of high quality, cost effective mental health and addiction treatment and recovery support services in order to improve individual health.





# Making it Happen: *Locally Managing Systems of Care*

## Goal

Working with their local partners, ADAMH Boards shall plan for and manage a local system that provides individuals with access to a holistic model of care and wellness that integrates physical and mental health and addiction services with the social and emotional supports necessary to achieve and maintain recovery.

## Action Steps

1. Train all governing board members on their roles, rights, and responsibilities, including the Ohio ethics and sunshine laws.
2. Strengthen public and private partnerships across local communities and the state, while educating, advocating, facilitating, and coordinating a local Recovery-Oriented System of Care.
3. Actively acknowledge and address local emerging issues.
4. Assess and improve the quality of services by seeking input from clients, families, and stakeholders.
5. Continue to work with state and local partners to further integrate physical and mental health and addiction treatment, services, and supports.
6. Partner with managed care organizations and other healthcare payers to integrate their roles within the Recovery-Oriented System of Care.



# The Look of Success

The overarching goal before us in this five-year plan is to transform the existing mental health and addiction system of care in Ohio into a Recovery-Oriented System of Care. We will know we have succeeded when:

- Stigma and social isolation decrease.
- Prevention, early identification, treatment, and recovery are understood, valued, and utilized.
- Services, supports, and decisions are client-centered and client-driven.
- Contracts and payments are based on outcomes, assuring that resources used are justified by the outcomes achieved.
- Ohio moves toward a model focused on long-term recovery for individuals and their families rather than one focused on acute care.
- Boards continue to maximize the utility of public funds by improving the cost efficiency and quality of publicly-funded mental health and addiction services.
- All Ohioans have the opportunity to recover, and as a result, Ohio will have healthier and safer communities.
- Recovery rates have increased and are sustained through improved system access, engagement, and retention in services.
- *Treatment Works and People Recover.*





We hope you noticed the backwards “C”. It signifies that recovery is not always a linear process--sometimes we take a step back. But with Recovery, we know there is hope and we can move forward again.

# RECOVERY

Is Beautiful.

## Recovery is Beautiful

Talk to individuals in sustained recovery, and they will tell you that recovery is a beautiful thing. Their lives have changed in multiple ways for the better. Recovery is about the optimism that things can, will, and do get better!

Recovery is about much more than addressing physical issues. True recovery is physical, emotional, and spiritual -- it's about waking up every morning and making conscious, healthy, and productive decisions.

To make Ohio a state that lives and breathes Recovery is Beautiful we all have to be passionate about recovery and champion the benefits it provides individuals, their families, and our communities. We have to engage individuals and families in recovery and ask them what works and what doesn't work -- then we need to listen to them! We need to support individuals in having control over their lives, their healthcare decisions, and their recovery.

Focusing on recovery as local Boards look at moving forward with this BluePrint to have Ohio's local communities embrace the framework of becoming Recovery-Oriented Systems of Care is a recognition that the system must be responsive to individuals, family members, and communities in need of addiction and mental health prevention, treatment, and support services. It also recognizes that individuals need help in sustaining their recovery, as recovery is a lifelong process.

We invite you to join us as we move forward helping Ohio embrace becoming a Recovery-Oriented System of Care.

To learn more go to [www.oacbha.org](http://www.oacbha.org)



## **Recovery is Beautiful**

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