



Session D:

Implementation Strategies to Improve Practice

Moderator:
Rosemarie Martin
Brown University Hub

Presentations by:

- 1. Amelia Bailey – Brown University Hub*
- 2. Jennifer Becan – Texas Christian University Hub*
- 3. Maggie Kaufmann – University of Chicago Hub*
- 4. Margaret Bordeaux – Brown University Hub*
- 5. Todd Molfenter - CTC*

An Implementation Science Framework to Contextualize an Innovative Intervention Integrating Medications for Opioid Use Disorders in the Probation System

Amelia Bailey, MPH

Doctoral Research Assistant

Wednesday, June 12th



Disclosure

All authors involved in this work

We have nothing to disclose or any conflicts of interest with the presented material in this presentation

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Agenda

- **Background**
 - Interventions of interest
 - Implementation science
 - Our aim
- **Methods**
 - Data collection via interviews
 - Analytic approach
- **Results**
 - Primary findings
 - Illustrative quotes
- **Conclusions**
 - Key takeaways

Background

Opioid use disorder (OUD) treatment in the community corrections setting

Medications to treat opioid use disorder (MOUD)

- Buprenorphine, methadone, naltrexone
- Effective in reducing opioid-related mortality among criminal legal-involved individuals
- Barriers to engagement are multi-level

Peer support services (PSS)

- Provide non-clinical services and support to help individuals with OUD initiate and maintain recovery

Opioid use disorder treatment in the community corrections setting

Need to improve diverse strategies for OUD treatment engagement and retention for those in the criminal legal system

Particularly for improving transitions across systems of care

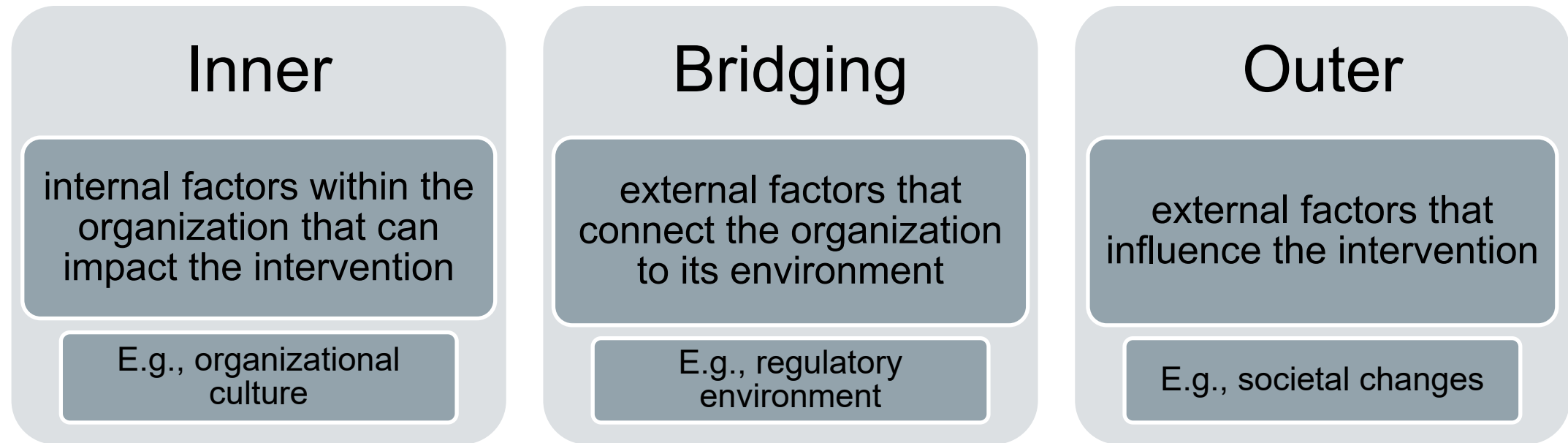
- i.e., from incarceration to community supervision (parole/probation)

Implementing evidence-based interventions in the community corrections setting is crucial...

However, it demands an in-depth understanding of the unique context in which it is being implemented to enhance the intervention efficacy and effectiveness

Exploration, Preparation, Implementation, and Sustainment (EPIS) framework

- Utilized to guide the effective implementation of novel practices through the identification of key factors and processes
 - E.g., identify problem being address, identify key partners

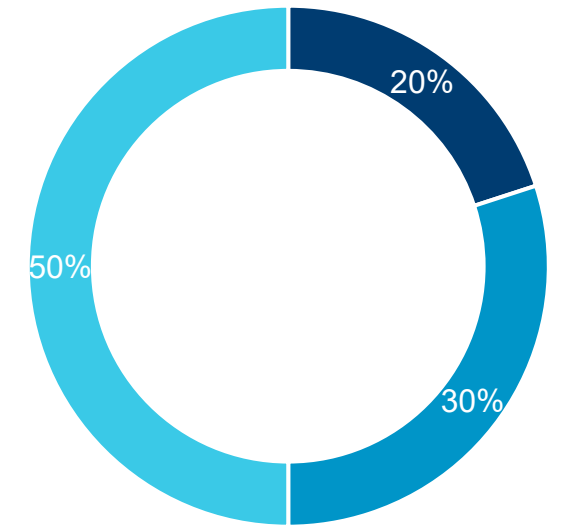


We aimed to understand the **implementation contexts** for *providing OUD screening and linkage to MOUD* in the **community corrections setting**.

Methods

Participants

- Treatment providers and probation staff involved in the treatment and provision of services for individuals on probation (n=10)
- 2021
- In-depth individual interviews



- Treatment providers
- Probation/parole supervisors
- Probation/parole officers

Data collection via interviews

Interviews examined stakeholder perspectives on MOUD and PSS implementation among people who are under community supervision

- Zoom, lasted 50-80 minutes in duration
- Understanding of and perspectives on healthcare needs for people under community supervision
- Organizational climate of MOUD, understanding of MOUD, and perspectives towards the implementation of MOUD with this population



Data collection: Analytic approach

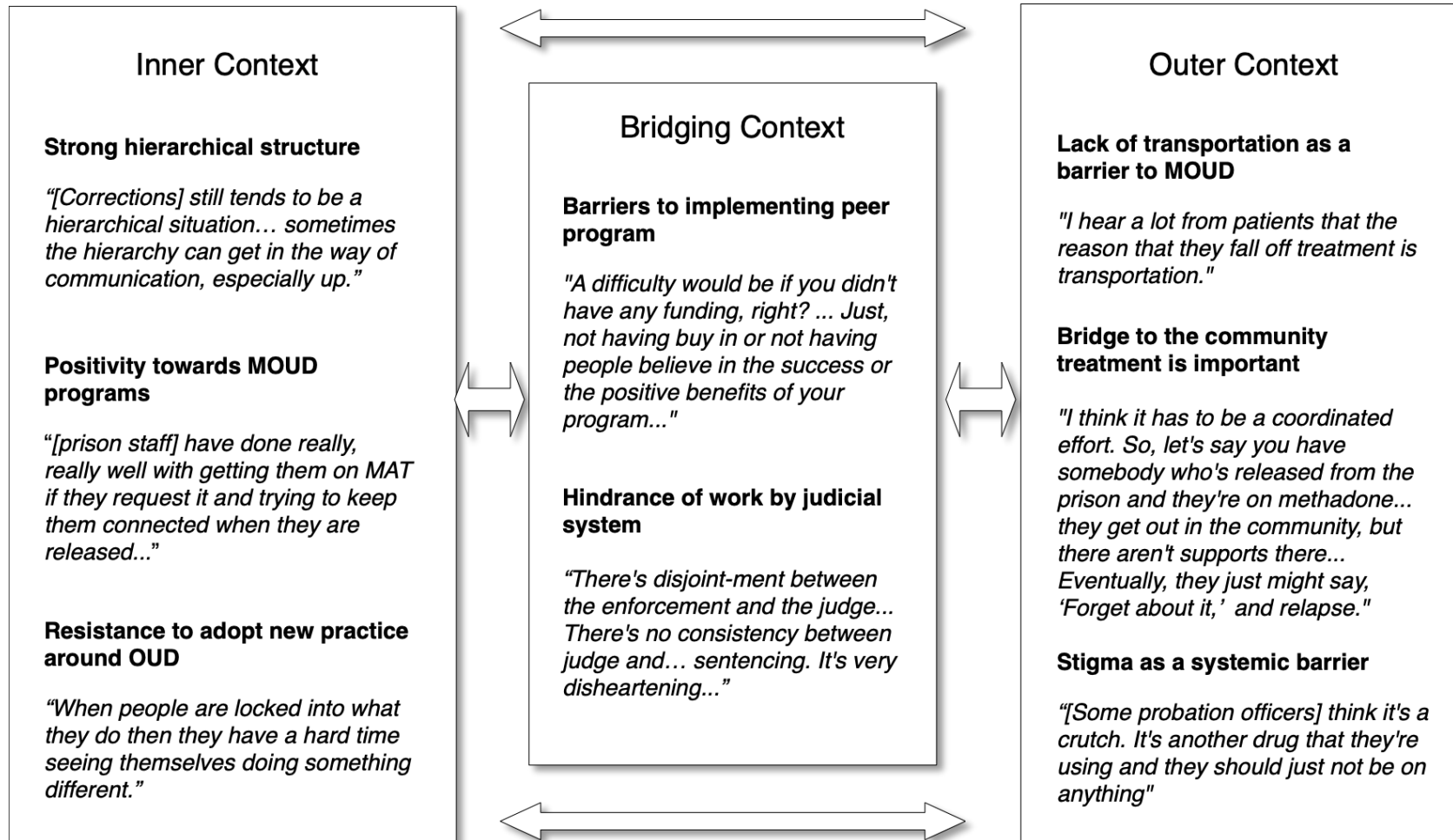
Thematic analysis

Deductive and inductive thematic analysis were used to code responses

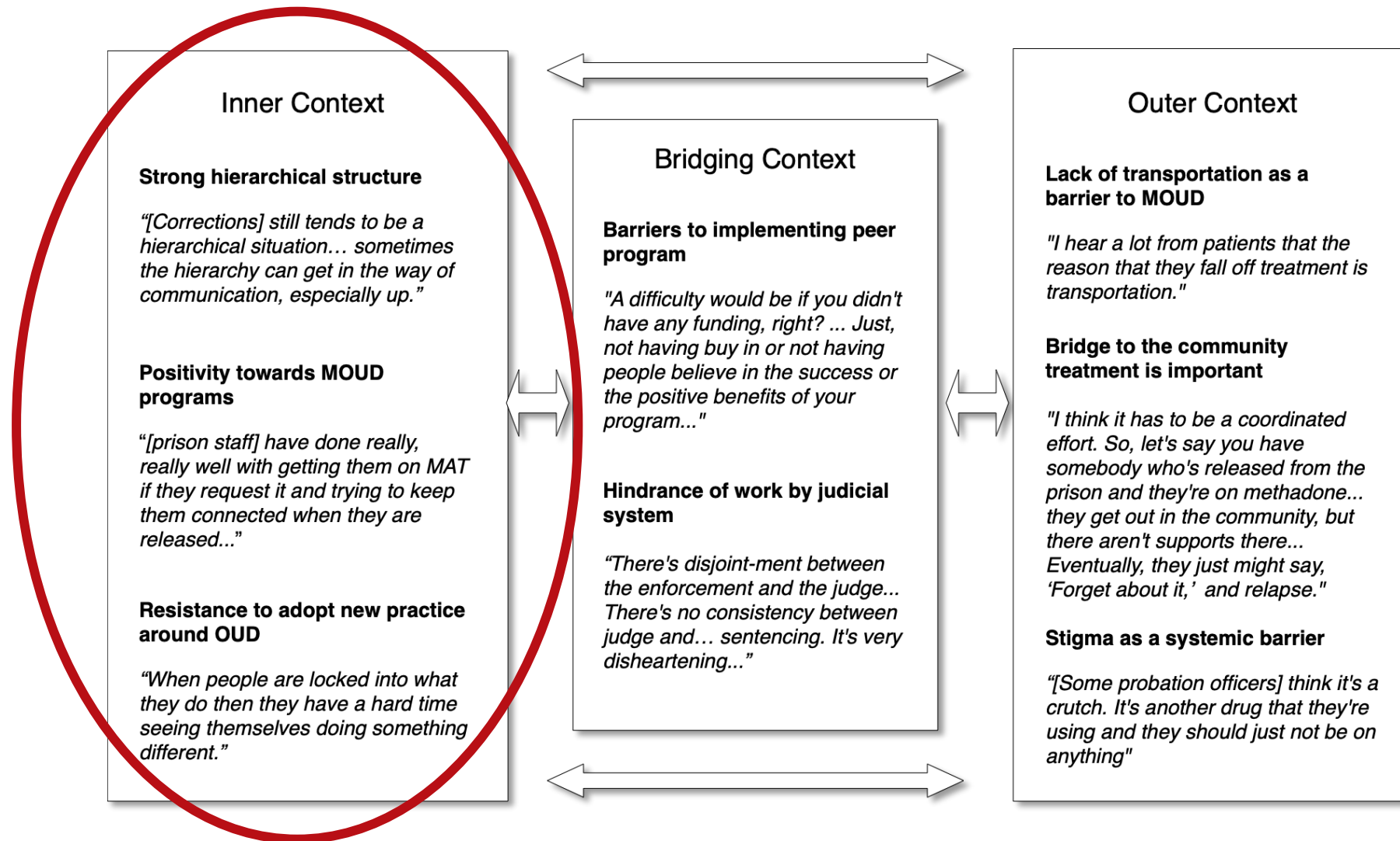
Mapped onto framework

Codes, subcodes, and themes were mapped onto the inner, outer, and bridging contexts of EPIS

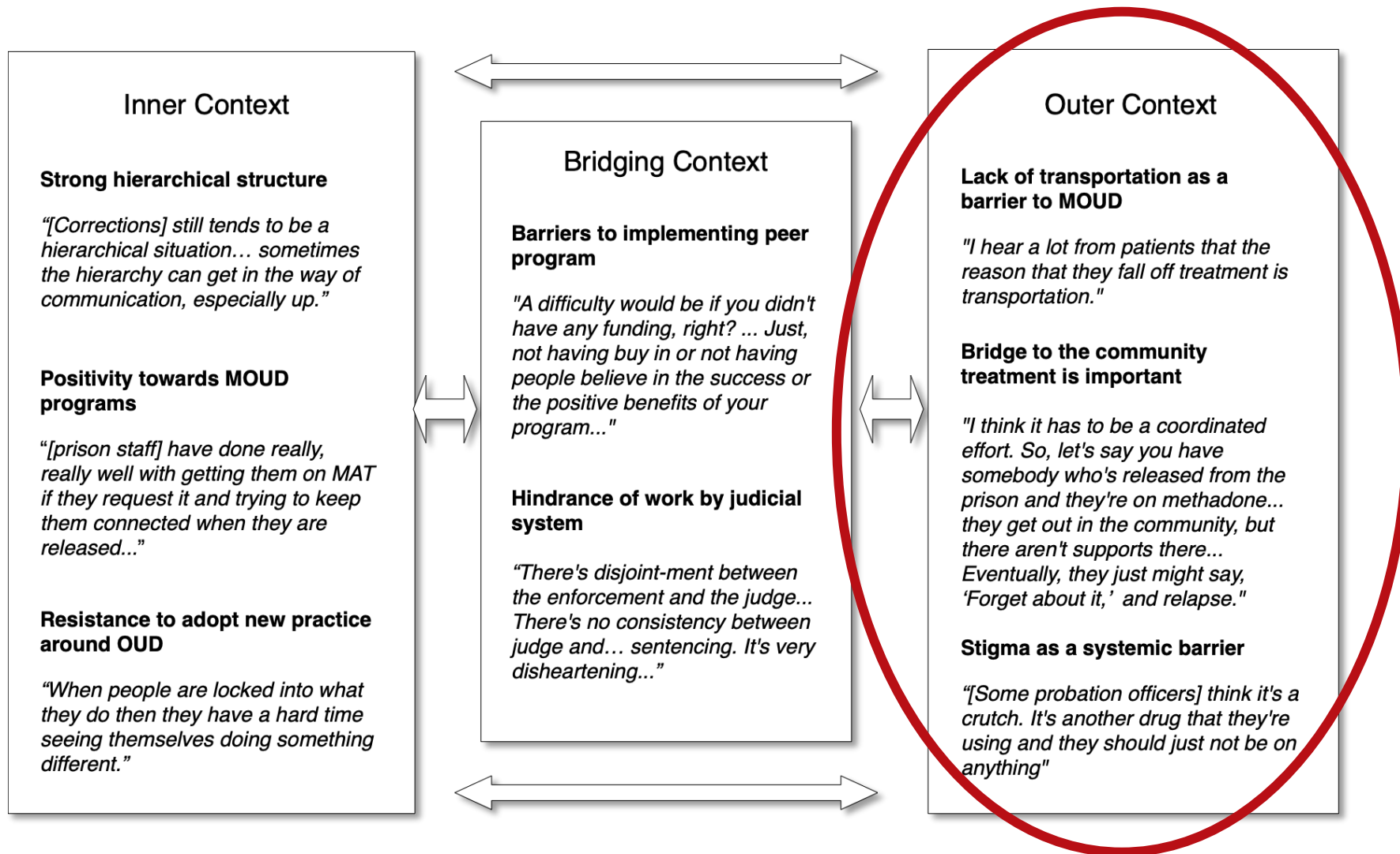
Results



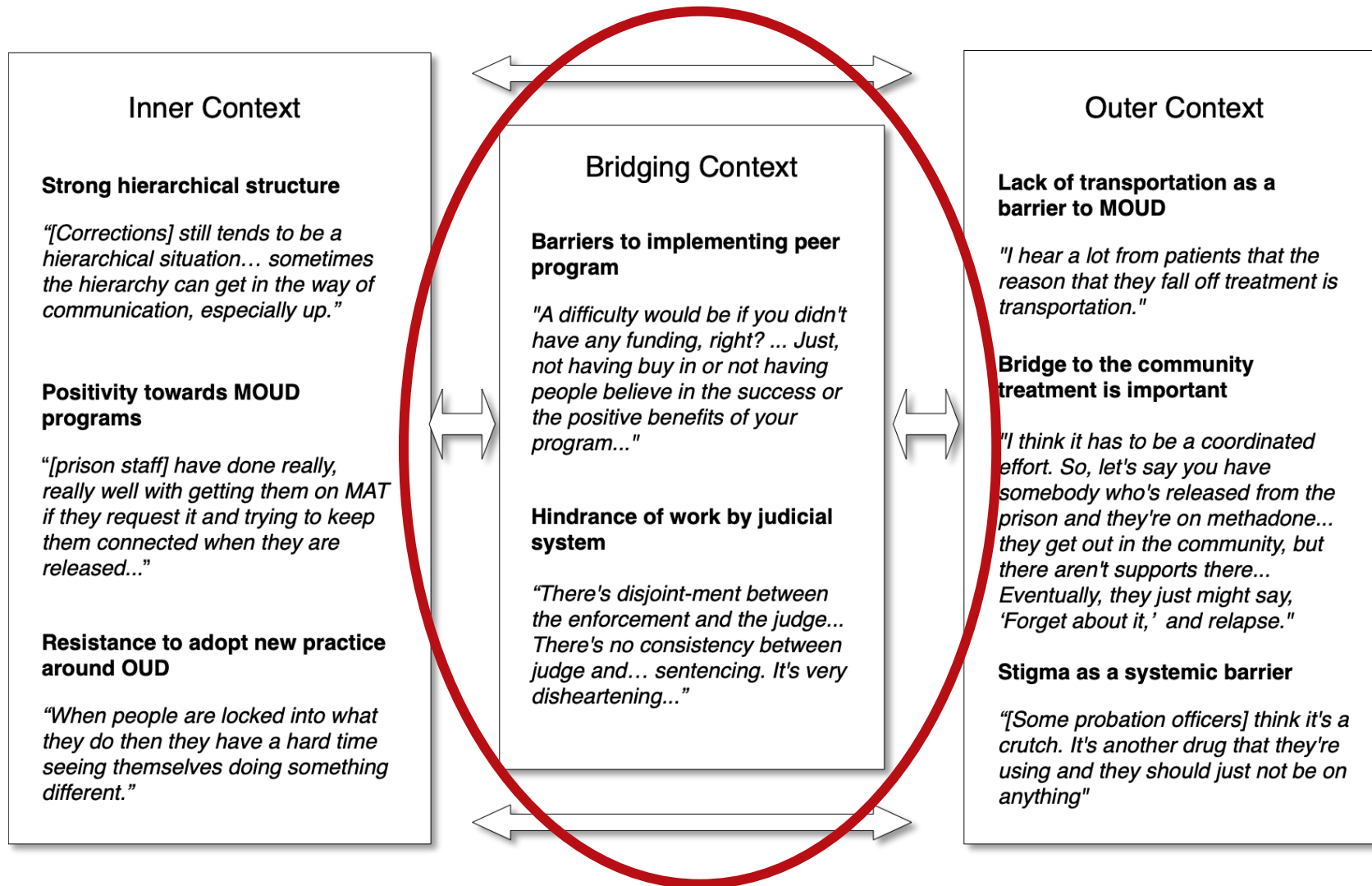
Key *inner contexts* influenced the provision of OUD treatment services for individuals with OUD who were on probation...



Outside of the criminal legal system, factors in the *outer context* were also influential



Factors “in between” the criminal legal system and other systems, *bridging factors*, were key barriers to connecting populations involved with community corrections to treatment



Conclusions

Key take-aways from these interviews

Implementing screening and linkage to MOUD and PSS intervention in the probation setting **requires coordinated effort** between correctional systems, probation agencies, and community-based treatment providers

It is **imperative to understand the contextual factors** that influence the provision of MOUD and PSS to individuals on probation to improve intervention efficacy and effectiveness

These critical inner, outer, and bridging contexts can inform future implementation efforts

Check-out this research (& learn more!) in our published manuscript...

Kang et al. *BMC Public Health* (2024) 24:658
<https://doi.org/10.1186/s12889-024-18133-5>

BMC Public Health

RESEARCH

Open Access

Contextualizing medications for opioid use disorder and peer support service provision in the probation system with implementation science



Augustine W. Kang^{1,2*}, Amelia Bailey¹, Siena Napoleon¹ and Rosemarie Martin¹

Abstract

Background Medications for opioid use disorder (MOUD) is an evidence-based approach that reduces opioid-

Thank You

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JCOIN Steering Committee Meeting
(June 2024)

Using Implementation Strategies to Close Service Linkage Gaps: TCU Hub

Jenny Becan, PhD,¹ Chelsea Wood, MPH,¹
Pamela Carey, DPA,¹ Amanda Wiese, PhD,¹
Dona Howell, MS,² David Olson, PhD,³
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Much Appreciation to the JCOIN TCU Hub Team



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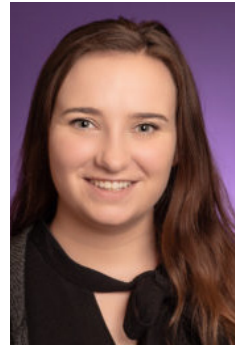
Audrey Gandy



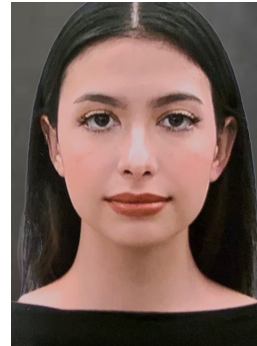
Francesca Gentea



Genesis Hernandez



Heather Hines



Melanie Lozano



Beverly Nelson



Xander Shannon



Maria Welch

Much Appreciation to the JCOIN TCU Hub Team

Illinois Partners



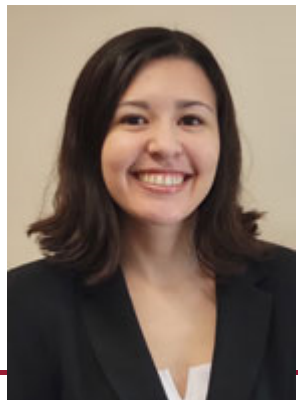
Dave Olson
MPI



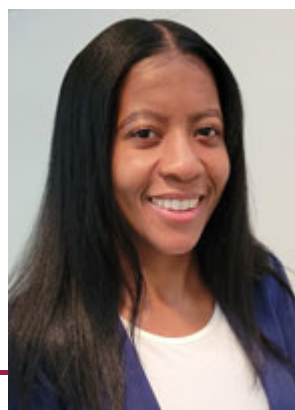
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Jon Ross



Sophia Juarez



Cierra McDonald



Liz Catalano

New Mexico Partners



Noah
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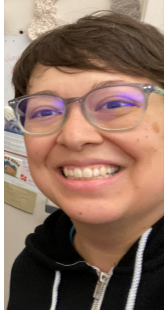
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Joseph



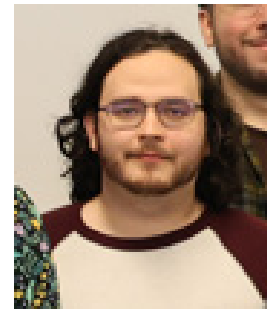
Roberta
Chavez



Rena
Quintana



Amber
Martinez



Daniel Vega



R. Neil Greene



Rosemarie
Armijo



Linda Freeman

Mission: Increase access to and retention in substance use and medications for opioid use disorder treatment among individuals who have –
A history of, or at risk for, using opioids or other substances
Recently been released from prison and placed on parole

Substance Use Services Cascade

Screen

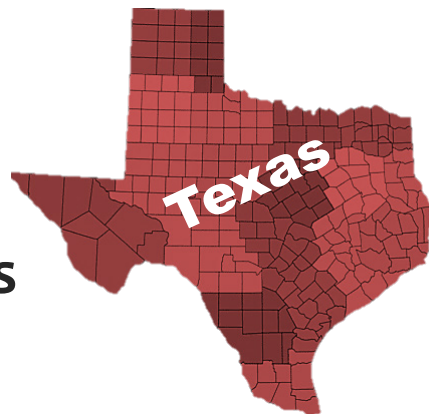
Assess

Treatment
Referral

Treatment
Initiation

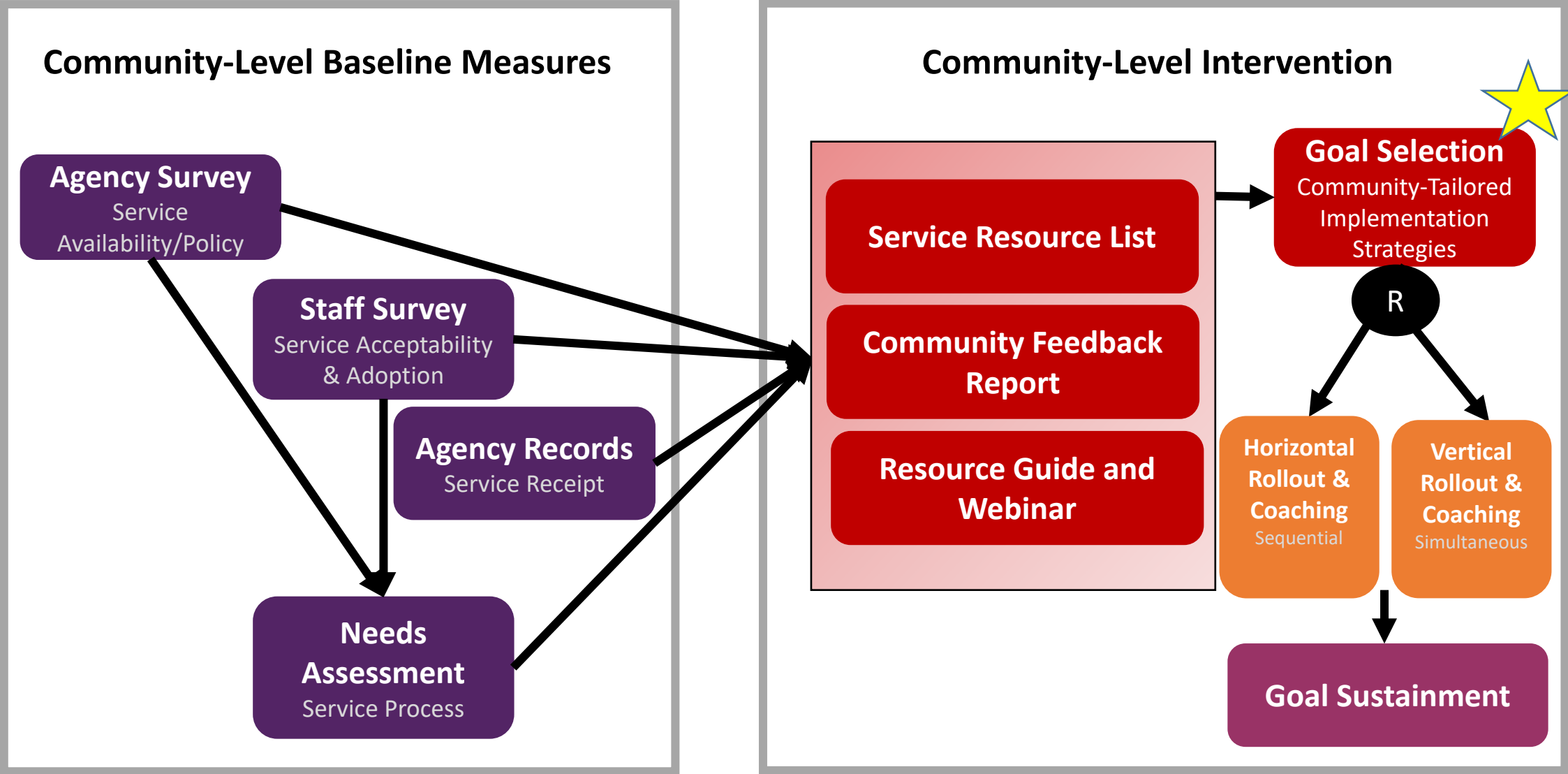
Treatment
Engagement

15 parole-provider
communities with
interagency workgroups

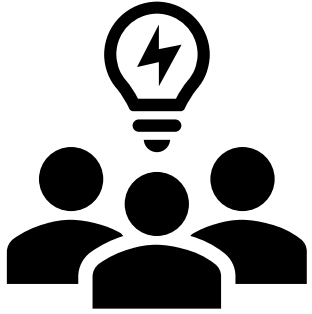


2.5 Years of a Bundled Implementation Strategy Approach

   
Exploration, Preparation, Implementation, Sustainment

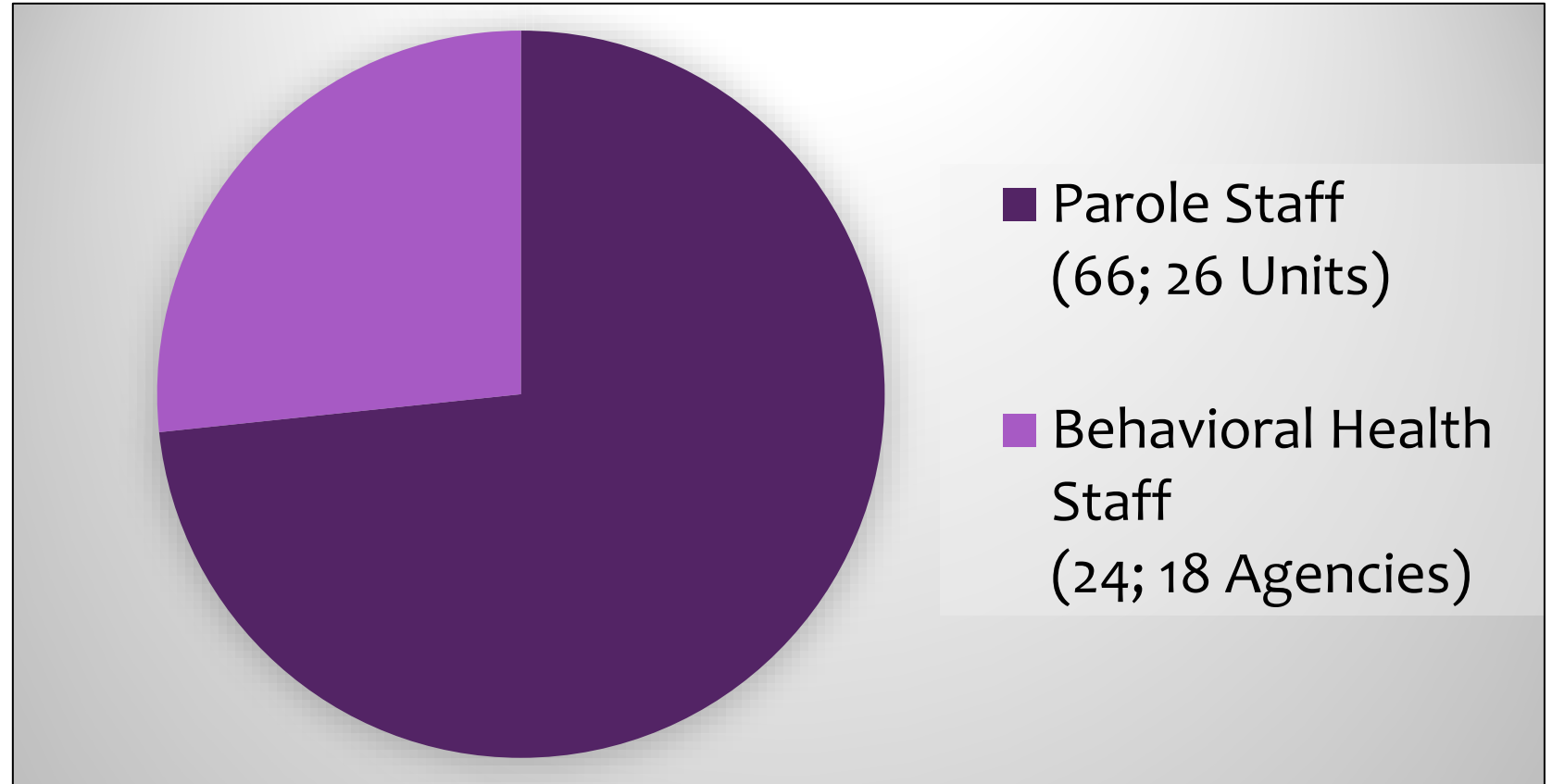


Workgroup Representation at Goal Selection Meetings

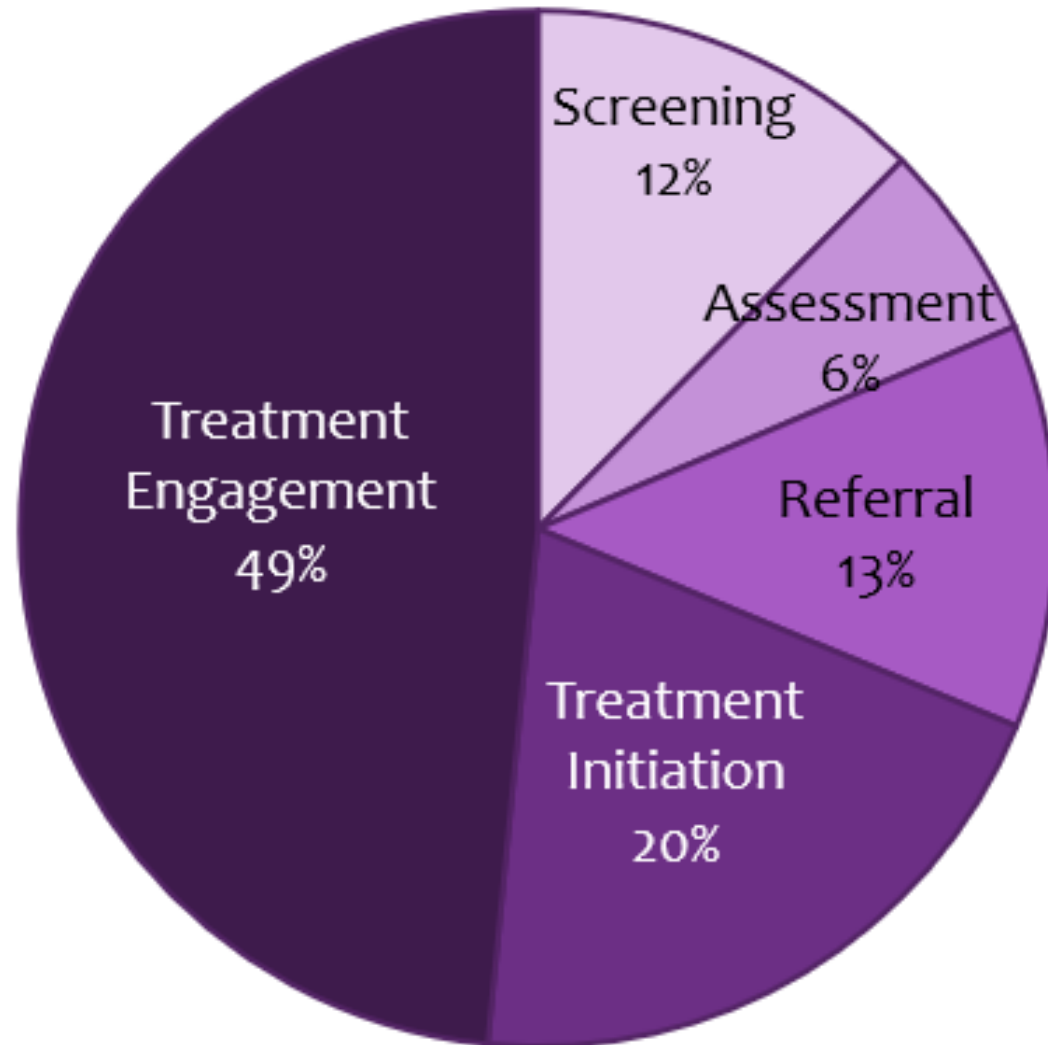


15 Community Workgroups

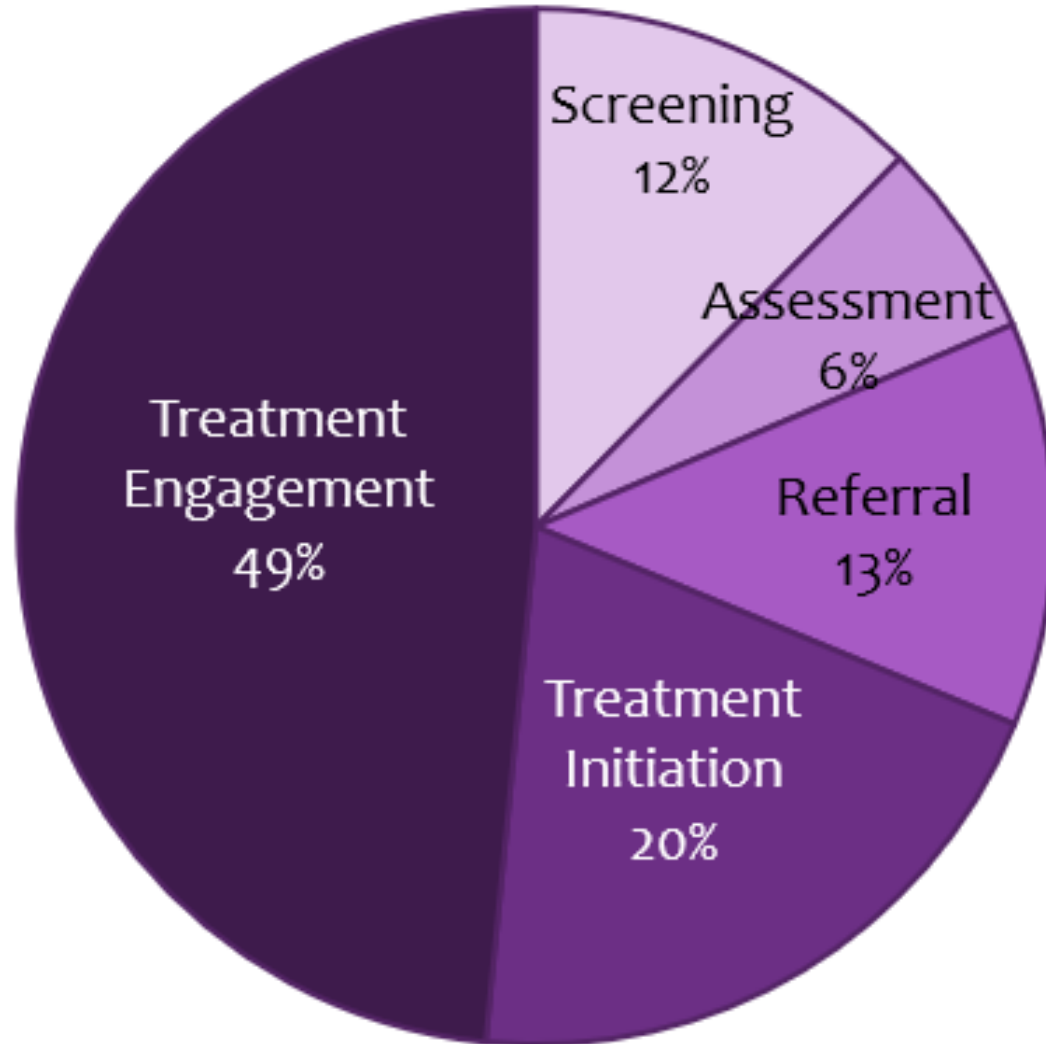
- Texas (6)
- New Mexico (4)
- Illinois (5)



What Cascade Elements were Prioritized for Improvement?



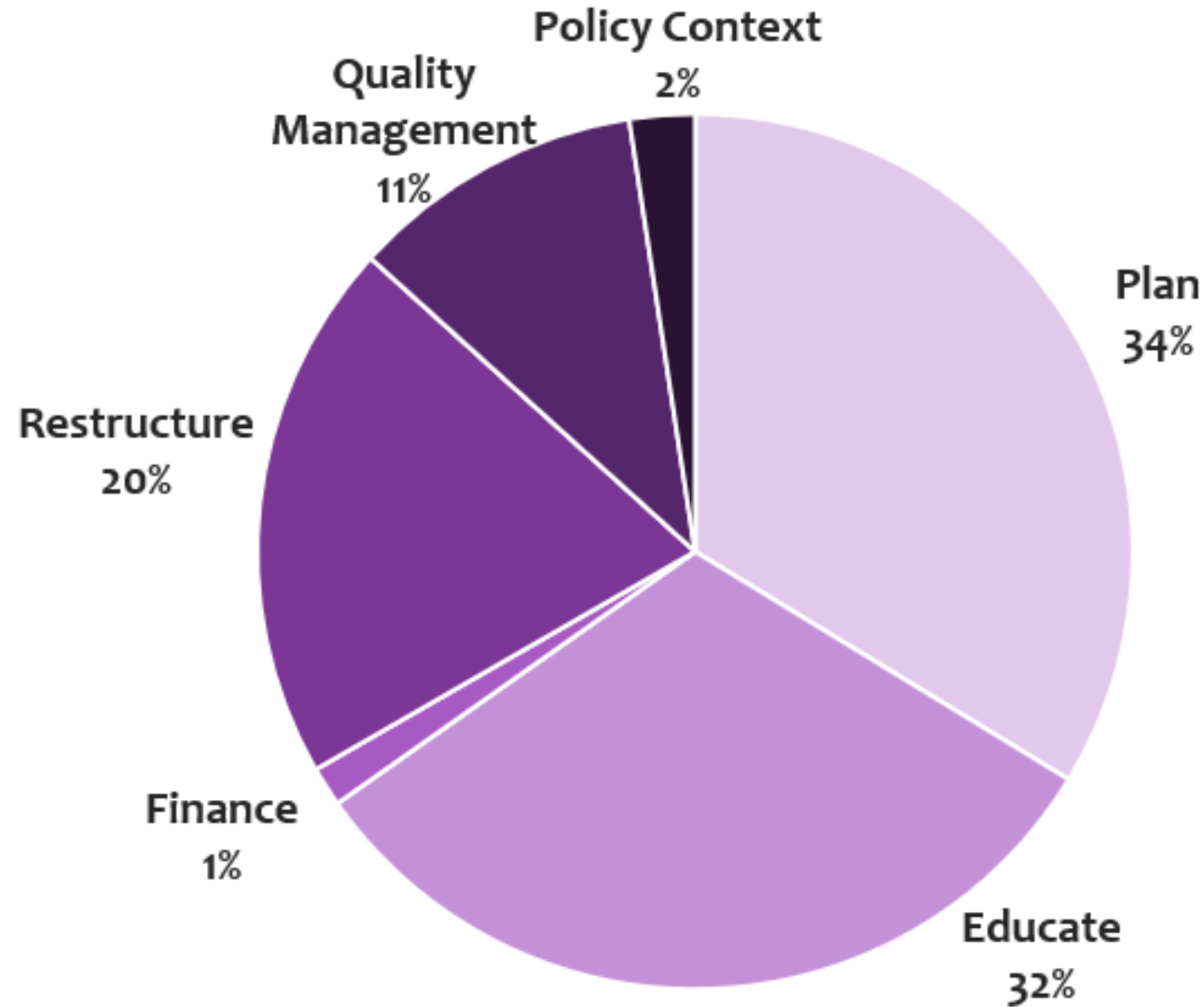
What Cascade Elements were Prioritized for Improvement?



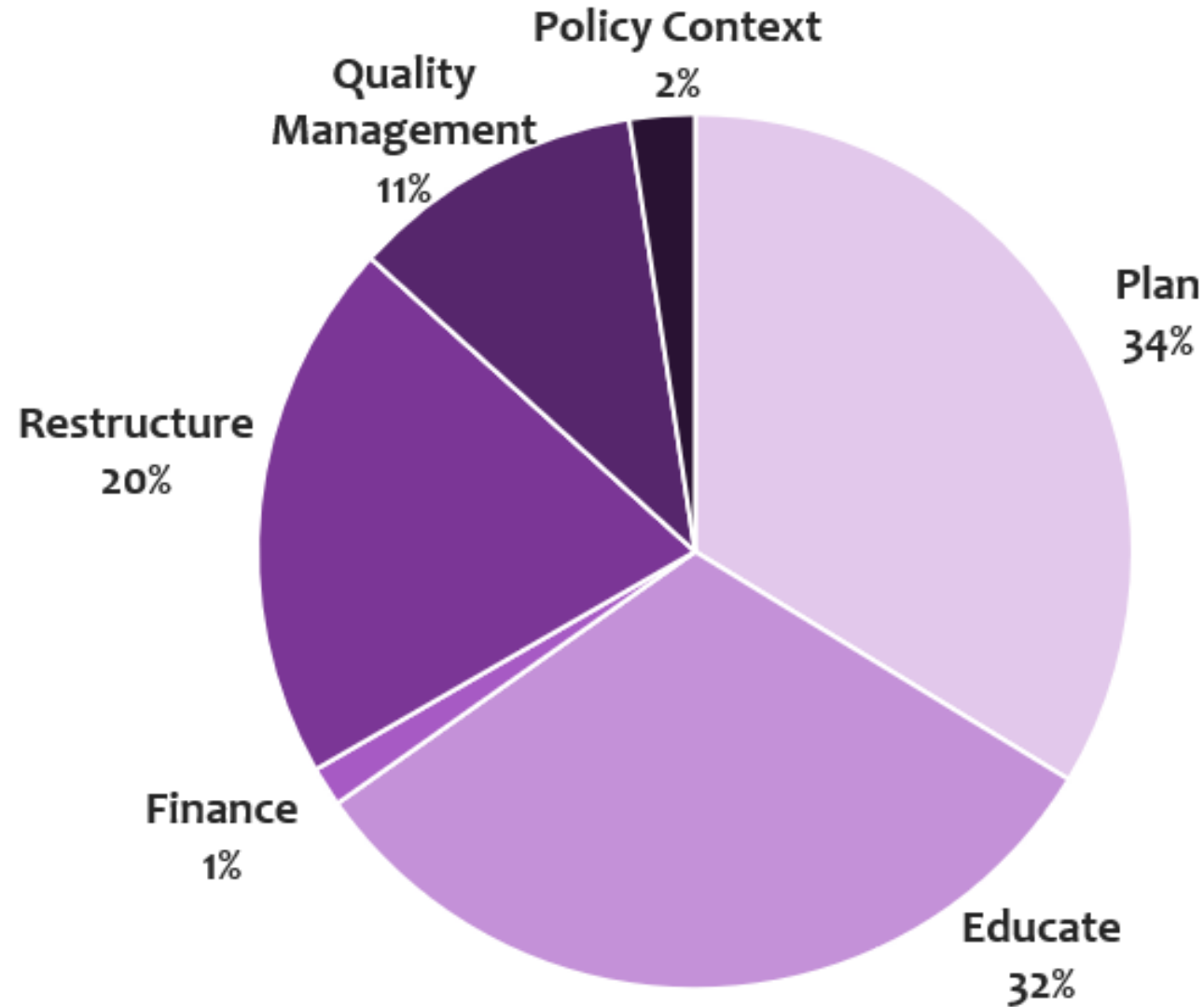
Top Cascade Priority

Increase proportion of clients who are retained/engaged in treatment **by improving communication and information sharing between parole and providers.**

What Implementation Strategies were Prioritized to Support Cascade Improvement?



What Implementation Strategies were Prioritized to Support Cascade Improvement?



Top Implementation Strategies

- **Planning:** Build relationships, Build buy-in, Gather information
- **Educating:** Inform and influence stakeholders
- **Restructuring:** Facilitate relay of clinical/correctional data to stakeholders, revise professional roles

JCOIN TCU Hub Coaching Strategies

Host monthly coaching calls with Community Workgroup Liaison.

Attend Workgroup meetings, as requested.

Support selection of goal target measurements and track progress (e.g., PDSA).

Provide technical assistance as requested (e.g., demo TCU Hub developed Services Map).

Meet with DOC leadership to elevate common community gaps and strategies that may need higher level approval; and communicate community successes.

Collaborative Approach with Texas Department of Criminal Justice (TDCJ) on Community Priorities

Step 1: Brainstorm on action steps that do not require upper level approval to implement.	Step 2: Confirm action steps that can be approved at Parole regional level.	Step 3: Meet with Parole state leaders to identify action steps with state prioritization.	Step 4: Share prioritized action steps with workgroups & regional staff; put into action!
GAP: Limited SU Clinical and MOUD Service Contracts.			
Utilize TCU Hub services map to identify additional agencies. Suggest flyer to educate BH agencies on value of being a DOC contract provider.	No feedback provided.	TDCJ to circulate flyer at Texas addiction conference.	Workgroups to develop flyer for TDCJ to use.

Take-aways

- The exploration and preparation implementation strategies, as facilitated by academic/justice partners, helped communities prioritize service gaps and develop tailored implementation plans.
- System change takes a thorough understanding of organizational structure and decision making hierarchies. Every state and community is different.
- Academic partners can help move the needle by elevating common community priorities and providing research that objectively identifies gaps.



JCOIN Steering Committee Meeting
(June 2024)

Using Implementation Strategies to Close Service Linkage Gaps: TCU Hub

Jenny Becan, PhD
Sr. Research Scientist
TCU Institute of Behavioral Research

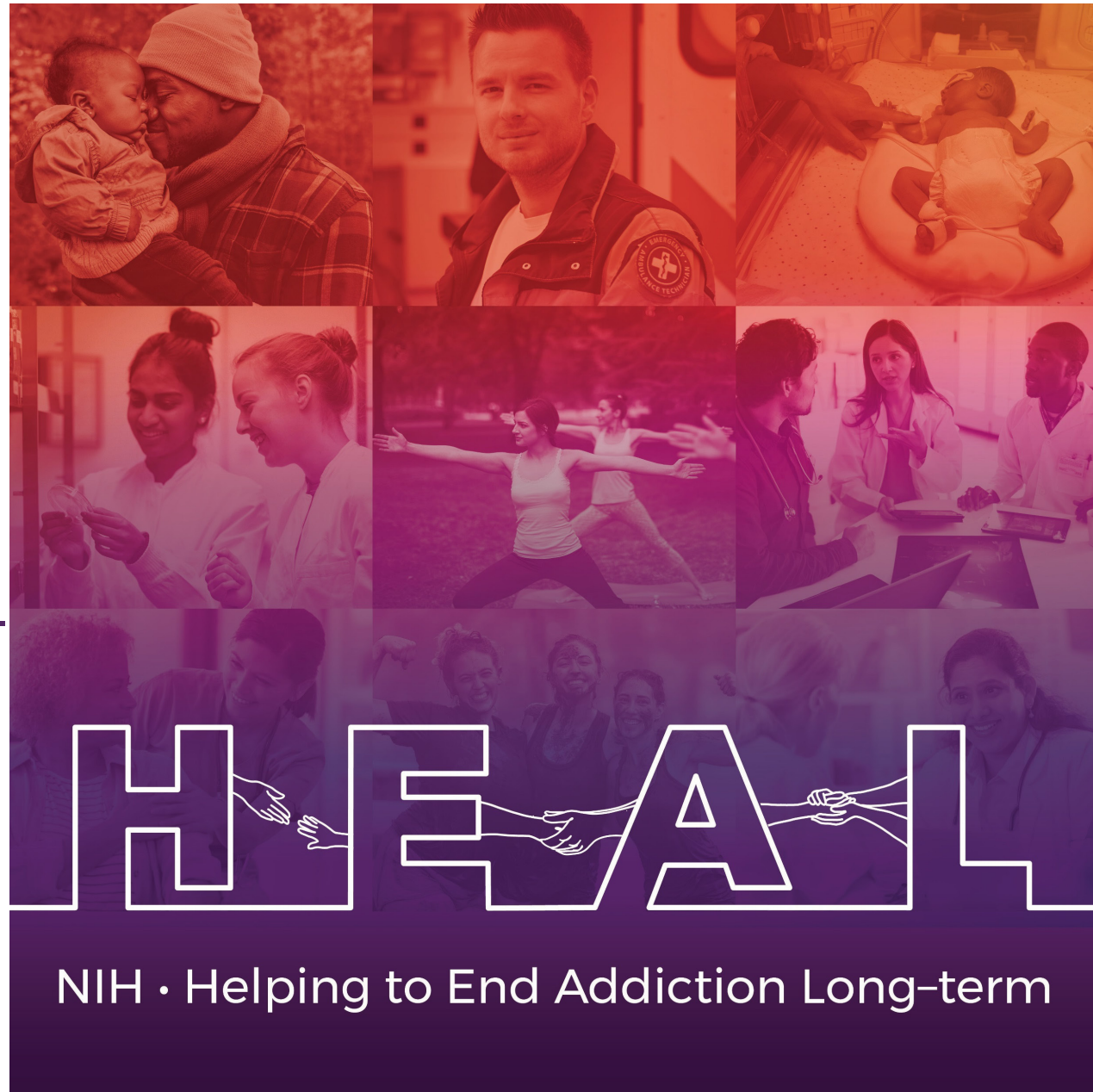


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Implementation Strategies to Support Peer Recovery Coach and Case Management Substance Use Treatment Navigation for Criminal Legally-involved People who use Drugs

Maggie Kaufmann MA/MPH Intervention Project Director
University of Illinois Chicago, School of Public Health,
Community Outreach Intervention Projects (COIP)

June 12, 2024



NIH HEAL Initiative and Helping to End Addiction Long-term are service marks of the U.S. Department of Health and Human Services



Outline

- Study overview
- Background
- Methods
- Results
- Conclusions

Overview: Reducing Opioid Mortality in IL (ROMI)

Research question: Can a paired case manager / peer recovery coach (CM/PRC) intervention engage individuals re-entering the community from jail or prison into substance use disorder treatment?

Study arms:

- CM/PRC and harm reduction (HR) services, including naloxone: n=300
- Naloxone and information about local HR and treatment services: n=300

Study sites: 4 county jails; multiple state prisons; rural and urban settings

Eligibility: ≥ 18 years old, reside in study counties, meets criteria for likely SUD (opioids or stimulants), and any interface/interaction with the criminal legal system in the past 30 days (e.g. arrest, re-entry, etc.).

Subject participant duration: 12 months

Outcomes:

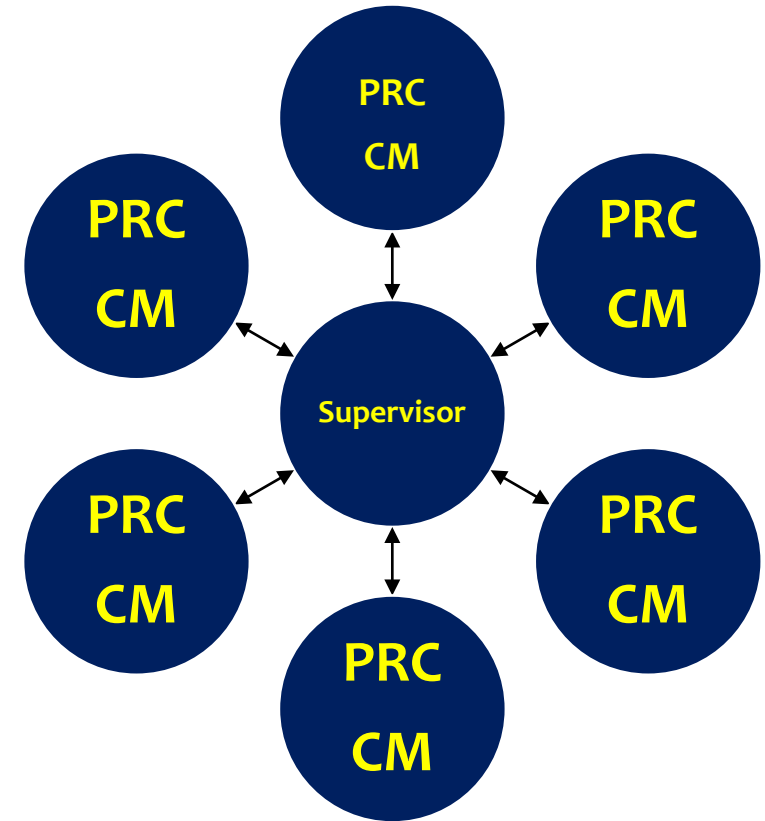
- **Primary:** MOUD treatment engagement / retention (3 visits within 2 months)
- **Secondary:** Re-arrest, insurance enrollment, mental health service engagement, among others

Recovery Support Workers (RSW)

- Essential workforce delivering EBIs for PWUD: peer recovery coaches, case managers, peer navigators and community health workers
- **Strengths of RSWs**
 - **Trusted members of a community and empathy**
 - **Lived experience and stigma-free support**
 - Local contextual understanding of substance use landscape
 - Facilitate linkages to quality, culturally humble services and care^{1,2}
- Multiple issues can threaten the well-being, effectiveness and sustainability of RSWs
 - **Limited training and supervision**
 - **Personal boundary setting**
 - **Burnout and threats to personal recovery**
- Implementation strategies to address barriers
 - Learning collaboratives⁸
 - Peer engagement in intervention modification⁹
 - Hub-and-spoke models¹⁰
 - Certifications and checklists¹¹
- Little known about effectiveness or pathways

Implementation Strategies: Hub and Spoke Model

- Four primary strategies
 - **Comprehensive training**
 - **Group consultation**
 - **Individual clinical supervision**
 - **Longitudinal technical assistance**
- Strategies were selected and developed based on team's prior experiences with peer supported interventions for PWUD³⁻⁷
- Centralized access to highly skilled supervisory staff and knowledge sharing across geospatially remote teams.



ROMI Implementation Strategies to Support: Hub and Spoke Model

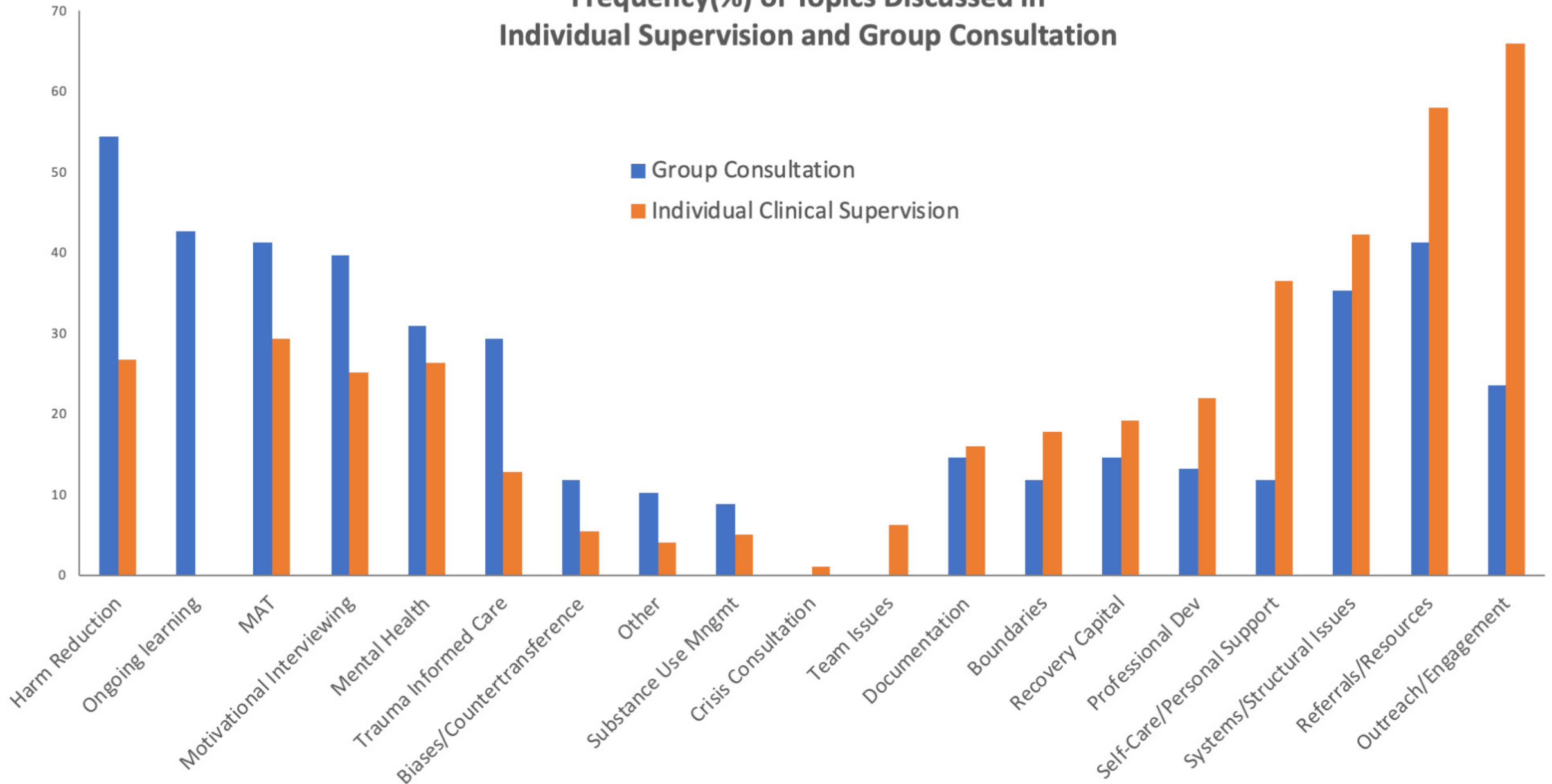
Strategy	Operational Definition	Barrier Addressed*	Actor	Action Target (PRC/CM)	Dose	Temporality
Training	Provide PRCs/CMs with baseline training in knowledge & intervention strategies and approaches	Lack of training for BH workforce, particularly RSWs	Content Experts	Both	PRC : 244 hrs CM: 47 hrs	Pre- and post-imp
Individual Clinical Supervision	Provide PRCs/CMs with expert supervision, consultation and assistance to ensure fidelity and provide support in their role and stressors associated with work	Lack of formalized, ongoing supervision. Burnout and threats to recovery	Clinical Supervisor	Both	Weekly for 1 hour	Pre- and post-imp
Group Consultation	Provide PRCs/CMs forum to share cases, get peer input and feedback; deepen learning and practice, and engage in continued education	Lack of dynamic training, support for ongoing consultation; continuous examination of implementation	Supervisor	Both	Biweekly for 90 minutes	Pre- and post-imp
Technical Assistance	Provide PRCs/CMs with assistance for administrative reporting (intake & ongoing assessments; documentation); addressing common barriers, and site-specific relationship building	Lack of centralized technical assistance	Administrative Supervisors, Project Coordinators and Inv. Team	Both	Ongoing	Pre- and post-imp

Methods

- Group Consultation and Clinical Supervision
 - Consultation: recorded and coded for content and frequency of topics
 - Supervision: anonymously coded for content and frequency of topics

- **Post-implementation interviews:**
 - N=8 PRC and CM (four each)
 - Semi-structured protocol: Consolidated Framework for Implementation Research (CFIR)¹²
 - Explore perspectives on all strategies and recommendations to improve implementation
 - Audio recorded and transcribed
 - CFIR derived codebook from two trained analysts using Dedoose
 - Establishing credibility and confirmability: findings shared with RSWs in group consultation + anonymous survey eliciting feedback¹³
 - No RSWs disagreed with strategy findings

Frequency(%) of Topics Discussed in Individual Supervision and Group Consultation



CM/PRC Feedback on Supportive Implementation Strategies

Training

“They're really good about sending us trainings for trending drug patterns. So down here in [rural area], we hear things way later. So for us to know ahead of time, it's kind of awesome”.

Group Consultation

“We get to talk about the new skills I've acquired, what the trainings included, what that application looks like, so the clinical supervision has been **amazing across the board**”

Individual Supervision

If we're having a rough time or whatever, I know that [SUPERVISORS] are always available, it is absolutely no big deal to shoot an email...To me, that's something you don't get anywhere. **People that care for you.** Without those consultations and stuff, my heart would hurt a lot.”

Conclusions

- Multiple strategies provide range of support: knowledge, skill building, and emotional support
- Clinical supervision as a fundamental implementation strategy for RSWS
 - Separate from task supervision and technical assistance:
 - Need highly skilled practitioner and supervisors
- Hub and spoke model can address differential access to resources and ongoing education across sites of practice
 - Continual training with dynamic adaptation allows for responsiveness to the evolving drug use and resource landscape (ex. new threats such as Xylazine)

Remembrances:

The ROMI study would like to dedicate this presentation to the memories of Dr. MoDena Stinnette and Mr. Floyd McGee. They both left large shoes to fill and helped people with compassion, understanding and unconditional love.

“If you have come here to help me, you are wasting your time. But if you have come because your liberation is bound up with mine, then let us work together.”

--Lilla Watson



IN LOVING MEMORY OF
Floyd McGee

AUGUST 15, 1962 - JANUARY 17, 2021



October 09, 1969-April 26, 2024

For more information or questions:

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Scan for an overview of the
ROMI study

Acknowledgements:

- The ROMI Project is funded by the National Institute Of Drug Abuse
(NIDA UG1DA050066), Trial Registration:
NCT04925427
- The ROMI Project would like to thank PRC-CM staff for their tireless work and commitment to intervention implementation and study participants
- We would like to honor and remember those study participants that have been lost to overdose over the course of the project period

References:

1. [Byrne et al., 2020](#)
2. [Kleinman et al., 2021](#)
3. [\(Boodram et al., 2020](#)
4. [Boodram & Mackesy, 2015](#)
5. [McGuire et al., 2020](#)
6. [Ray et al., 2021](#)
7. [Victor et al., 2021\).](#)
8. [\(Staton et al., 2021\)](#)
9. [\(Kleinman et al., 2021\)](#)
10. [\(Miele et al., 2020\)](#)
11. [\(Byrne et al., 2023\)](#)
12. Damschroder et al., 2008 (CFIR paper)
13. [\(Lincoln & Guba, 1986\).](#)



Centering the Pivot: Honoring the Science & the Population

Margaret Bordeaux, BA; Lauren Brinkley-Rubinstein, PhD

Bellwether Collaborative For Health Justice

Duke University School of Medicine, Department of Population Health Sciences



Learning Objectives

- 01** To share how our project navigated implementation challenges
- 02** To identify strategies to adapt to real-world issues when conducting community-centered work



The Providing Interventions for Enhancing Recovery in Community Supervision (PIERS) Study

- PIERS is a NIDA funded Study that is part of the Justice Community Opioid Innovation Network (JCOIN)
- Three Sites: North Carolina, Pennsylvania, & Rhode Island

Study Aims

1. Test effectiveness of the EPIS Core Implementation Intervention relative to baseline
- 2. Identify organizational & staff barriers & facilitators to intervention implementation**
3. Compare Peer Support Specialist (PSS) services vs. treatment as usual (TAU) on outcomes of individuals on community supervision
4. Additionally, conduct a cost-benefit analysis of implementing a PSS model compared to TAU

The Providing Interventions for Enhancing Recovery in Community Supervision (PIERIS) Study

At our NC site, during our implementation phase, our NC state partners declined participation in the research.

This presentation identifies strategies we used to pivot our research activities because of this change

1. Identify organizational and staff barriers and facilitators to intervention implementation
2. Compare Peer Support Specialist (PSS) services vs. treatment as usual (TAU) on outcomes of individuals on community supervision
3. Additionally, conduct a cost-benefit analysis of implementing a PSS model compared to TAU



Research Questions

01

What happens when state-level support for implementation interventions diminishes?

02

How do project teams pivot in the face of real-world challenges?

Methods

We utilized informal conversations with project teams, project documentation of changes, & observations of team interactions & meetings and will describe:

- 1) challenges and solutions to waning local support (e.g., what pivots need to be made to achieve aims);
- 2) the collateral impact of any changes on intervention components.



Results

After support changed, decisions were made relevant to:

1. optimizing intervention impact
2. ensuring the project aims could be met

Changes included:

1. local change teams to include broader community representation, focusing on engagement with treatment providers
2. developing expansive recruitment techniques that did not rely on official partnership
3. strategy to support partner re-engagement at any time

Plan

LCT will consist of 6-8 members including Probation/Parole Officers (POs), PO supervisors, & community treatment staff.

Information provided by Community Corrections & community treatment providers is used to construct a needs assessment based on the Behavioral Health Service Cascade model. A Site feedback report identifying specific needs concerning evidenced-based practices for those with OUD is prepared for each site

The MOUD Training Toolkit guide is tailored to: (1) provide community supervision officers & community treatment providers with the knowledge, tools, & resources to respond to the treatment needs of individuals under supervision, & (2) improve access & linkage to evidence-based treatment in the community for individuals with opioid use disorders who are under supervision.

VS



Pivot

LCT) consists of 6-8 members including health educators & other local health department representatives, community treatment program staff, employment services, linkage to care specialist, & the Deputy Director of a community-based reentry organization.

A Site Feedback Report will be constructed using publicly available data and approximations that identify specific needs concerning evidence-based practices for those with OUD on community supervision in Brunswick County, including lack of available data.

The MOUD Training Toolkit is now being offered to leaders & representatives from the local health department & other local change team organizations.

Plan

For qualitative interviews, each recruitment site will aim to recruit 8-15 potential participants, roughly balanced between criminal justice & community treatment staff & with representation from a variety of positions (e.g., leadership, supervisors, & line staff).

Recruit directly from community corrections offices, connecting in person at probation office waiting rooms, Recruit out of the main probation building, &/or receive monthly data that will identify potentially eligible for peer support services intervention.

VS



Pivot

In addition to community treatment staff, 8-15 potential participants will be recruited from other justice-involved community providers & local change leaders to meet the project aims.

Leverage local change team partnerships and existing networks, including opioid treatment and reentry service providers, to distribute flyers & contact cards to connect with potentially eligible participants.

Acknowledgements

FUNDER

NATIONAL INSTITUTE ON DRUG ABUSE

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Using Cascade of Care to Facilitate MOUD Use in Criminal Justice Settings

Presented by Todd Molfenter, Ph.D.

June 12th, 2024

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Cascade of Care

Method of tracking individuals through stages of care from identification to treatment completion

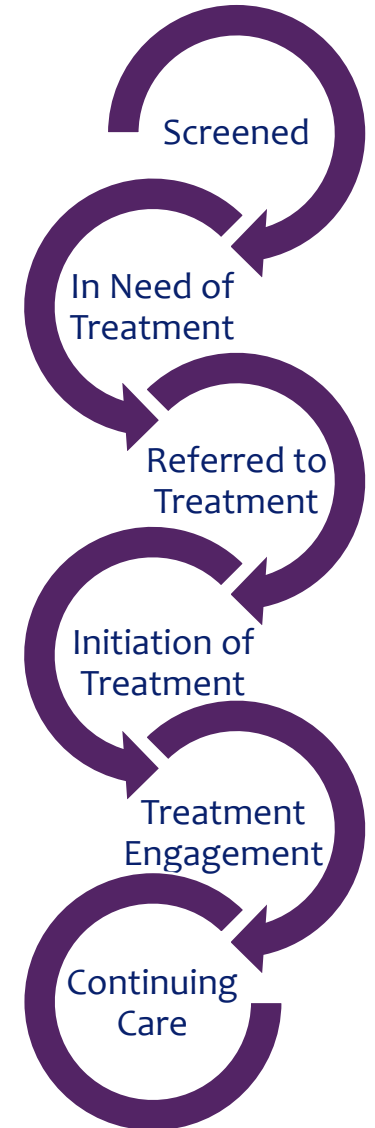
Provides an objective view of which stages may be inhibiting quality care

Previously used in HIV/AIDS, Diabetes, etc.

Found that targeting gaps at each individual stage of the cascade was more effective than attempting to improve care as a whole

Assists in:

- Targeting where policy and implementation require attention
- Finding issues where greatest motivation for change exist



Fostering MOUD Use in Justice Populations

- **Test impact of two different implementation strategies and dosages on the adoption and effectiveness of MOUD treatment for justice involved populations**
 - NIATx Process Improvement Model
 - ECHO (Extension for Community Healthcare Outcomes)
- **Two-Year Study**
 - 12-months implementation & 12-month sustainability
- **4 Study Arms**
 - High-Dose NIATx/ECHO, Low-Dose NIATx/ECHO, High-Dose NIATx Only & Low-Dose NIATx Only
- **3 Study Cohorts**
- **50 Sites (29 county jails/21 community-based treatment providers)**
- **14 States**
- **256 Staff enrolled**
- **Data collection completed March 2024**

Site “Small Aims”

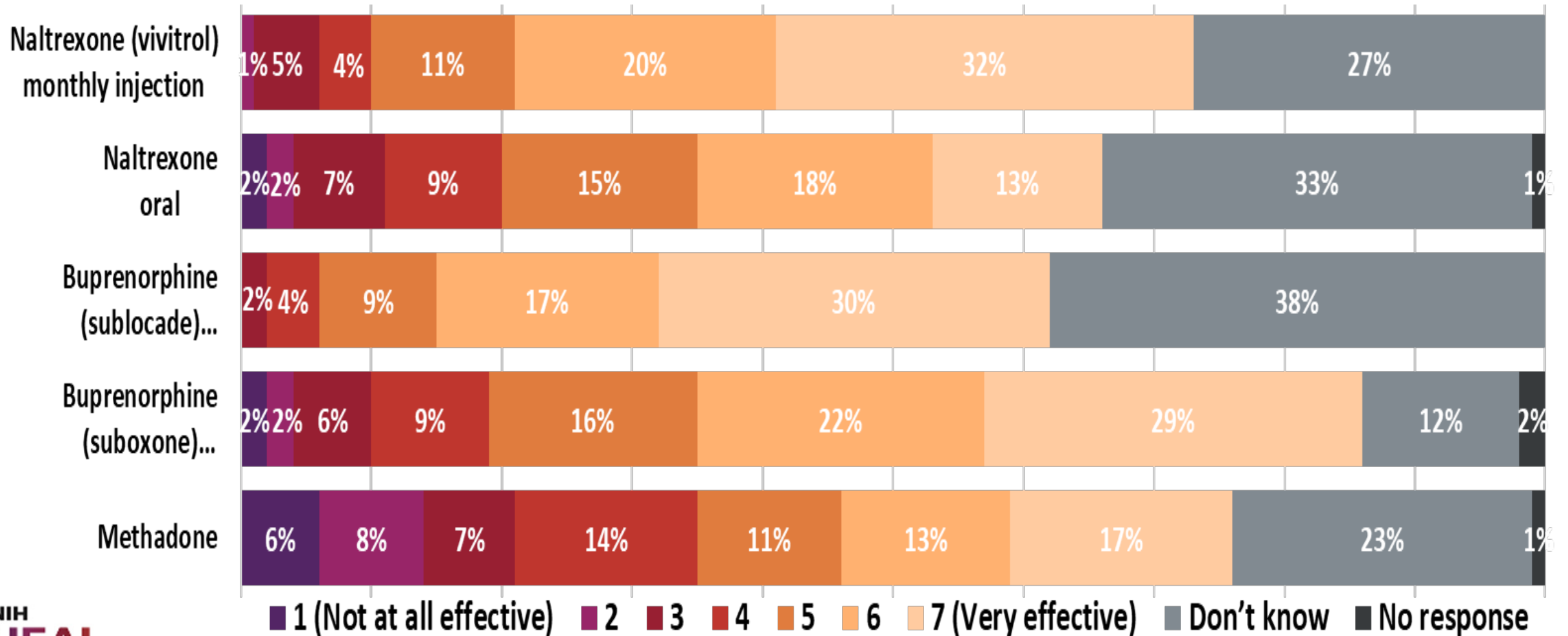
Screened
Increase the number of screenings with incarcerated individuals with SUD at entry. (n=2)
In Need of Treatment
Setup an opioid treatment program (OTP) within the jail.
Increasing the number of individuals connected to MOUD through use of flyer/hotline number.
Referred to Treatment
Initiation of Treatment
Increase the # of individuals receiving MOUD medication. (n=3)
Add buprenorphine induction to our existing MOUD and scale it to all appropriate residents. (n=2)
Increase MOUD treatment with buprenorphine initiation for those in OUD need.
Transition from Suboxone to Sublocade to improve efficiencies including staff time/diversion.
Co-staff all incoming bookings with community service providers and jail medical to increase number of people on MOUD.

Site “Small Aims” Continued

Treatment Engagement (in corrections facility)
Increase interdisciplinary jail staff communication and coordination of care for MOUD patients.
Increase the number of individuals continuing with suboxone while incarcerated.
Increasing the number of patients staying on buprenorphine when transferred to other DOC facilities rather than taper off.
Continuing Care (transition to community)
Improve the warm handoff to local community treatment providers upon release. (n=2)
Increase the number of community treatment partners the jail has connections to.
Increase connection to community resources upon discharge. (n=8)
Increase the rate in which individuals are connected with community MOUD clinic. (n=2)
Create a bridge prescription protocol for release to the community. (n=2)
Increase the distribution of naloxone kits at release for individuals who request or have been diagnosed with OUD.
General
Create formal protocol for pregnant women.

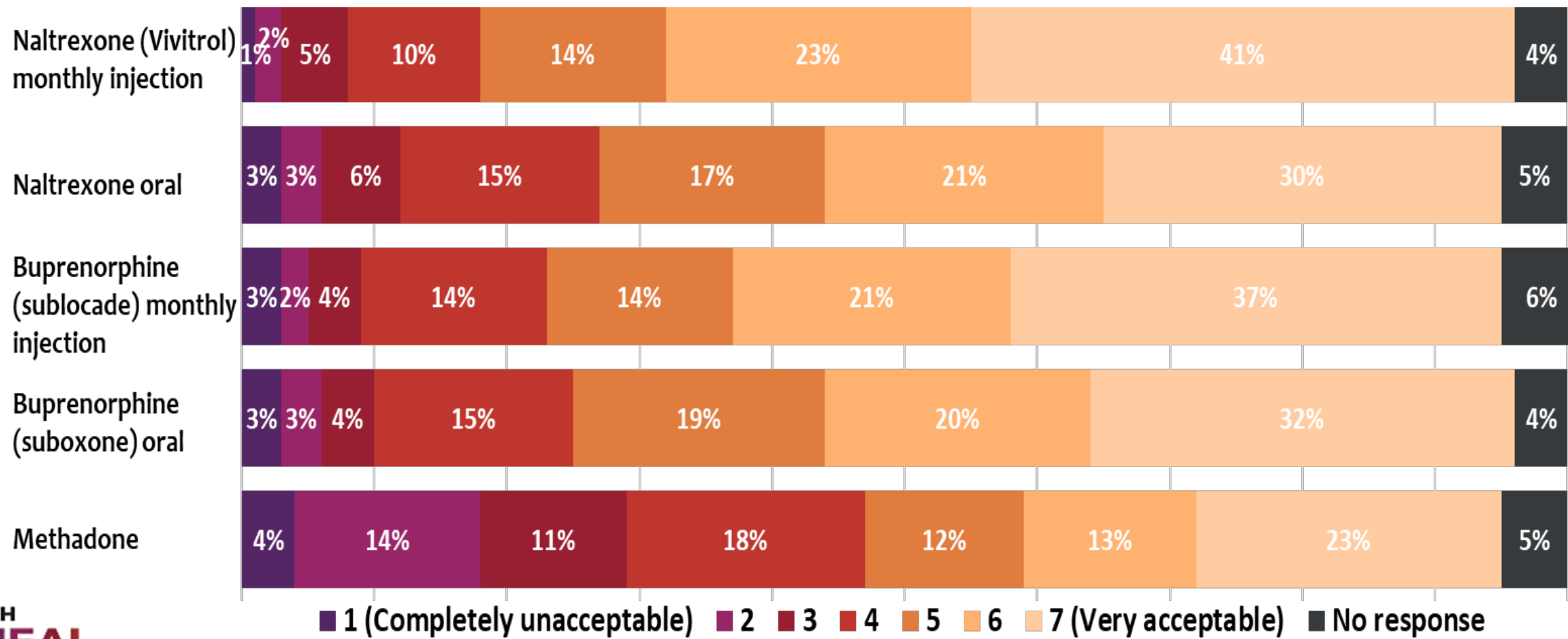
MOUD Staff Attitudes (N=208)

EFFECTIVENESS of Medications for Justice Involved Individuals



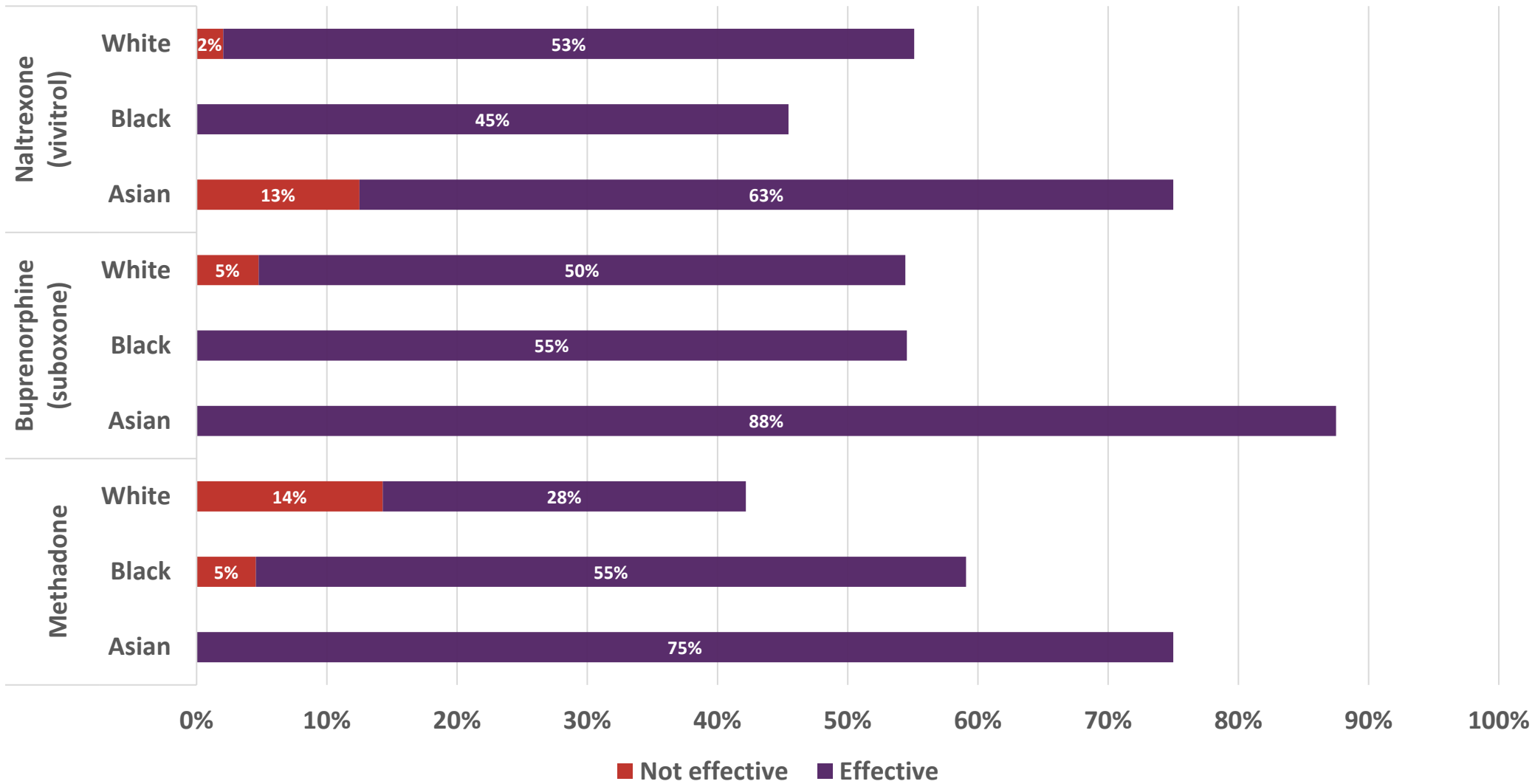
MOUD Staff Attitudes (N=208)

ACCEPTABILITY of Medications for Justice Involved Individuals



MOUD Staff Attitudes (N=208)

Medication EFFECTIVENESS by Race



Our Team

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Questions?



Thank you!

The next sessions will begin at 10:30.