

Substance Use Resource Team

2023 Strafford County Addiction Summit



Kellie Mueller, M.Ed.

Assistant Vice President,
Behavioral Health Services,
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Kellie oversees all behavioral health programming and is responsible for the strategic planning to increase the depth and breadth of behavioral health services throughout the Wentworth-Douglass health system.

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**Peter Fifield, Ed.D.,
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Manager of Substance Use
Disorder Program and
Integrated Behavioral
Health Program,
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Peter manages the Doorway and the integrated program which embeds behavioral health clinicians in primary and specialty care practices in Wentworth-Douglass' outpatient system.

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**Jennifer Stout, MLADC,
LICSW**

Clinical Supervisor at The
Doorway, Wentworth-
Douglass Hospital

Jen provides assessment and referral services to individuals seeking substance use disorder treatment, as well as access to community based low-barrier supports and resources. Jen also provides therapy to individuals with co-occurring trauma and substance use disorders at the Doorway.

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Quotes

“I am still really struggling with helping to manage these patients and their behaviors for 12 hours”

“The RN is often the person who gets things taken out on them after someone else’s behavior”

“My job is to fix things. I can’t fix this”

“They are often a burden and a safety issue which effects both staff and other patients on the floors”

“I need more experience”

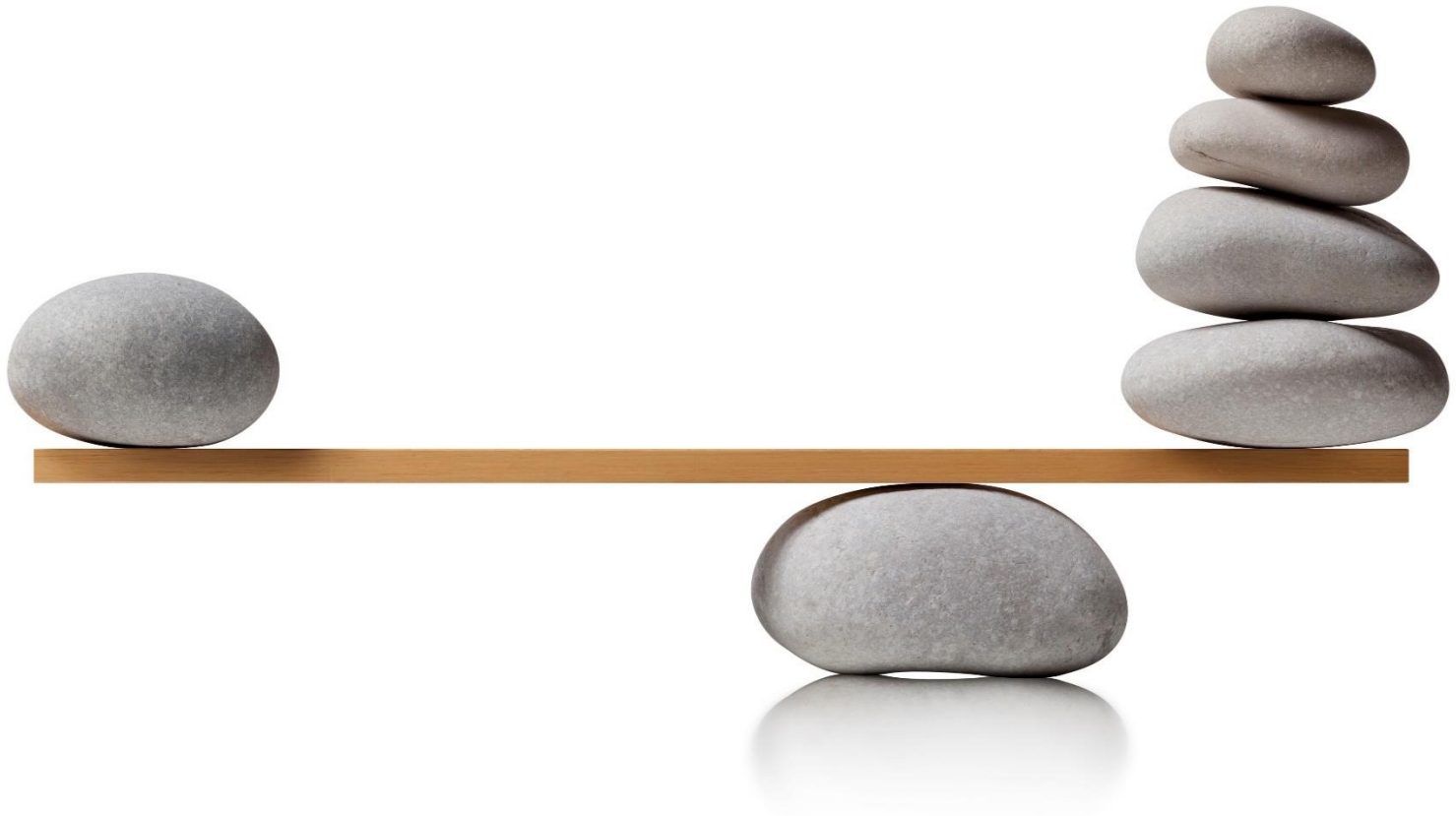
“Sometimes when asking for adjunct meds...I feel like we get a lot of pushback from providers”



Big Picture Thinking: What's going on?

Resilience
Education
Acceptance

Burnout
Confusion
Stigma



What is the Need?

Competence

~ Do I have the right skills?

Confidence

~ Am I comfortable?

Support: technical & emotional

~ Do we have protocols? ~ Who can I turn to?

Resources: staff & patients

~ What is available?



Project Team

Operations Excellence

- Structured approach to project management

Allies

- “Preaching to the choir”
- Early adopters
- Interdisciplinary

Goal statement

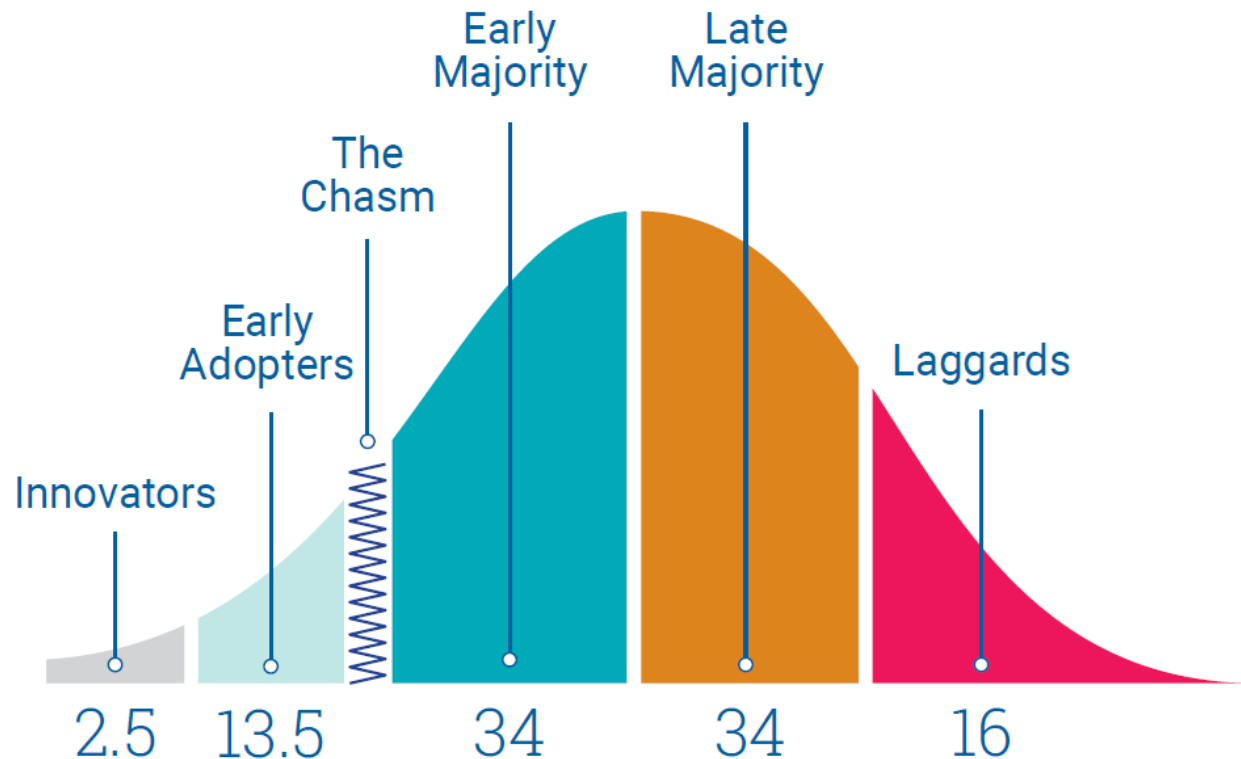
- Increase awareness, compassion & knowledge
- Decrease stigma, judgement & frustrations



Diffusion of Innovation

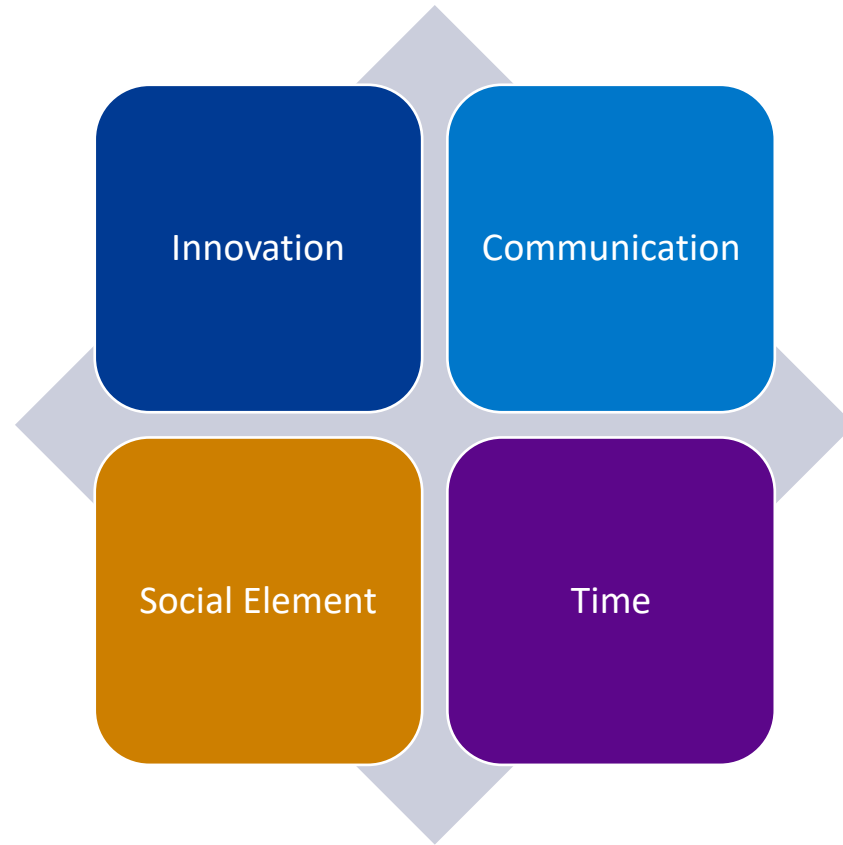
Figure 1.

Source: Everett Rogers



Rogers, EM. *Diffusion of Innovations* 5th ed. Free Press; 2003

What are the parts of DOI



Timeline



Objective: Create a Substance Use Resource Team by Training 6 Members



MENTORS

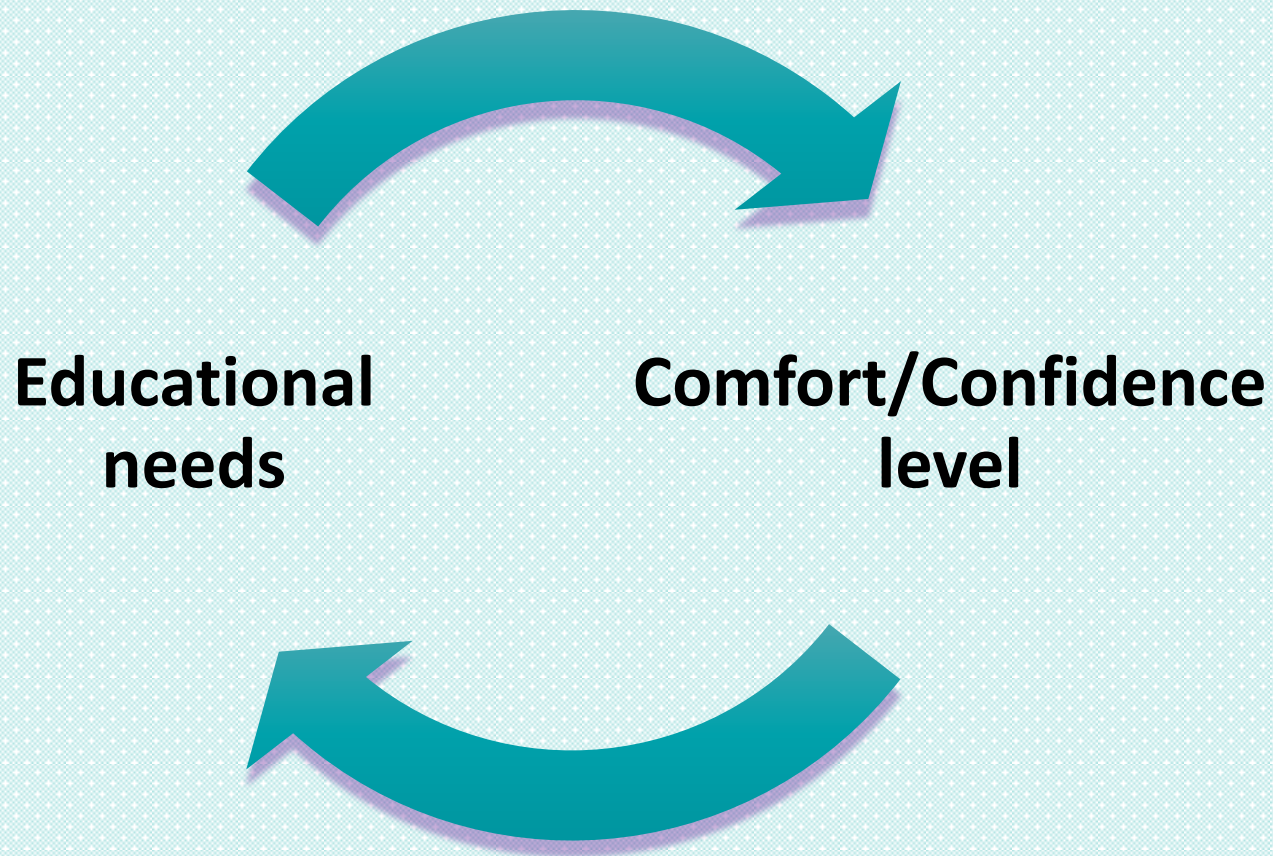
- HIGHER LEVEL OF EXPERTISE
- SUPPORT & GUIDANCE TO CHAMPIONS

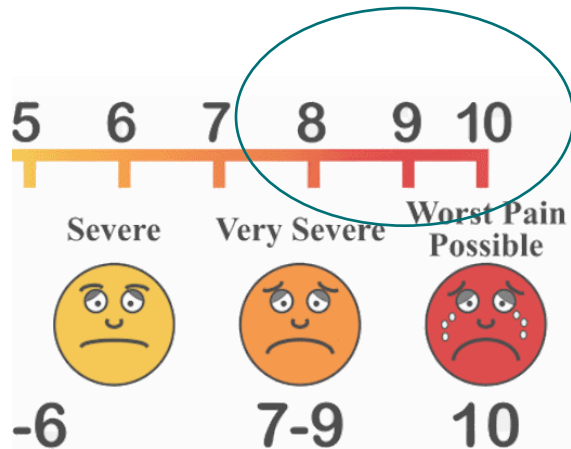


CHAMPION

- DESIRE FOR INCREASED EDUCATION
- PASSION TO CHAMPIONS

Nursing / Provider Survey

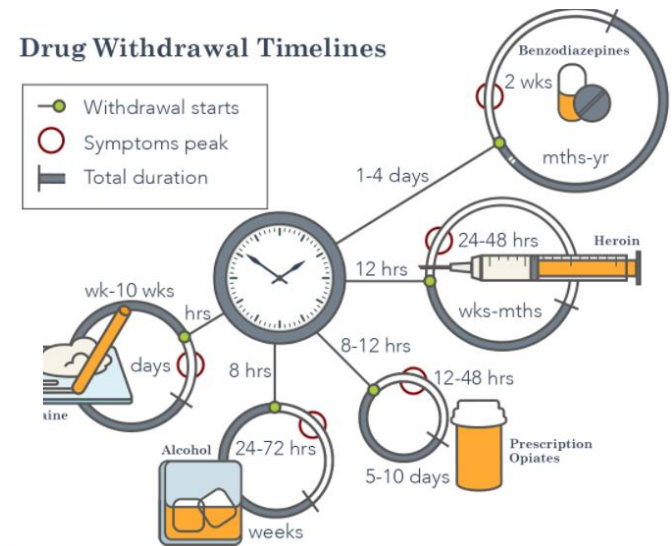




AMA?



Drug Withdrawal Timelines



SURT-Core Training Modules

Substance Use
Disorder 101

Substance Use
Disorder 102
(LIVE CLASS)

Trauma Informed
Care 101

Trauma Informed Care
102 – Compassionate
Boundaries and Self
Care (LIVE CLASS)

Motivational
Interviewing 101

Motivational
Interviewing 102
(LIVE CLASS)



SURT Training Modules and Classes

Substance Use Disorder
101

Substance Use
Disorder 102 (LIVE
CLASS)

Trauma Informed Care
101

Trauma Informed Care
102 – Compassionate
Boundaries and Self
Care (LIVE CLASS)

Motivational
Interviewing 101

Motivational
Interviewing 102 (LIVE
CLASS)

Harm Reduction

SOS Peer Recovery

Patient Experience

Alcohol Use Disorder

Opioid Use Disorder

Stimulant Use
Disorder



Assembling Your Team

Designated departments

- Emergency Department
- Behavioral Health
- Social Work
- Care Coordination
- Hospitalists
- Inpatient Units

Personal invitation

- Letter to managers

Initial hospital focus

Opened to outpatient

- Primary Care & Specialty Care Practices

All are welcome

- Clinical
- Non-clinical
- Behind the scenes



Training



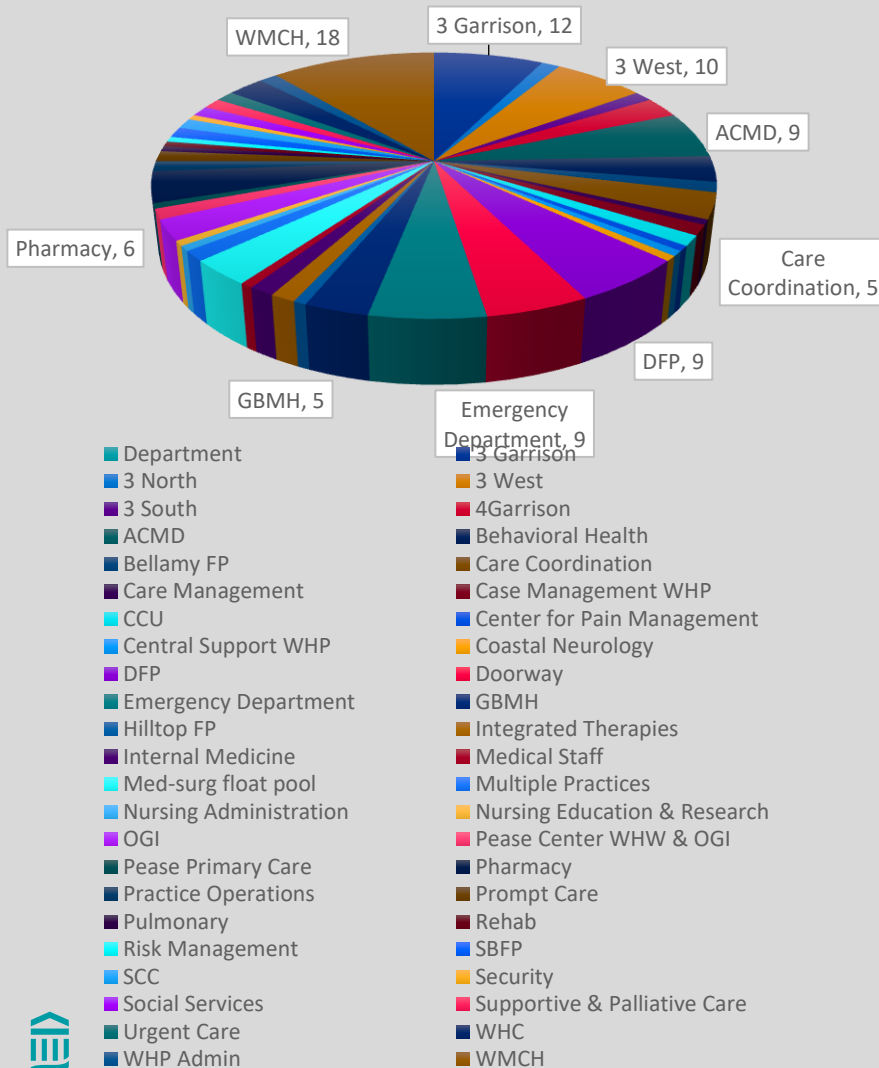
First round of training = 90 Champions



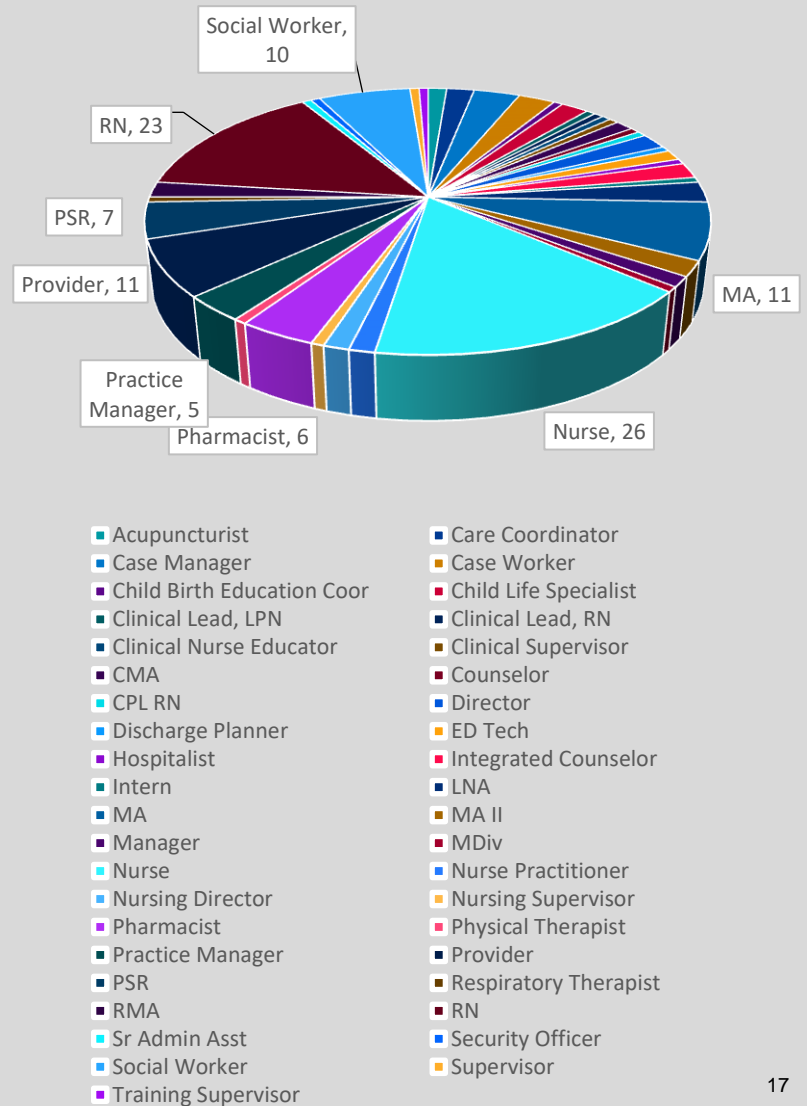
Second round of training = 60 Champions

SURT members come from over 45 different departments within the organization and over 40 different job categories

SURT Members from Different Departments
Across the Organization



SURT Members' Roles Across the Organization



Sustainability



Survey

Notes:	Baseline Data	Intervention Period							Post-Intervention	Post-Intervention	Post-Intervention
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Oct-21	Jan-22
% clinicians who feel confident in caring for SUD patients (somewhat or strongly agree)	59.13%	Mentors identified, education modules developed, champions selected and educated.							79.03%	81.81%	86.27%
% clinicians who feel comfortable assessing SUD patient needs (somewhat or strongly agree)	57.75%								79.03%	79.54%	88.23%
% clinicians who feel knowledgeable about support and resources for staff caring for SUD patients (somewhat or strongly agree)	43.96%								61.12%	59.09%	76.47%
% clinicians who feel knowledgeable about support and resources available to SUD patients (somewhat or strongly agree)	42.24%								66.12%	56.81%	70.58%



Second Phase of SURT Training: SURTified

80% of team/department members complete 5 Core SURT Modules

- - SUD 101
- - Trauma Informed Care 101
- - Motivational Interviewing 101
- - Harm Reduction
- - Patient Experience

- 1st Round of SURTified training
- - 15 teams/departments
- - 241 team members
- - Employee annual goals, team competition, mandatory onboarding

2nd Round of SURTified training started April 1st and will now include a survey



The Substance Use Resource Team (SURT) Toolkit

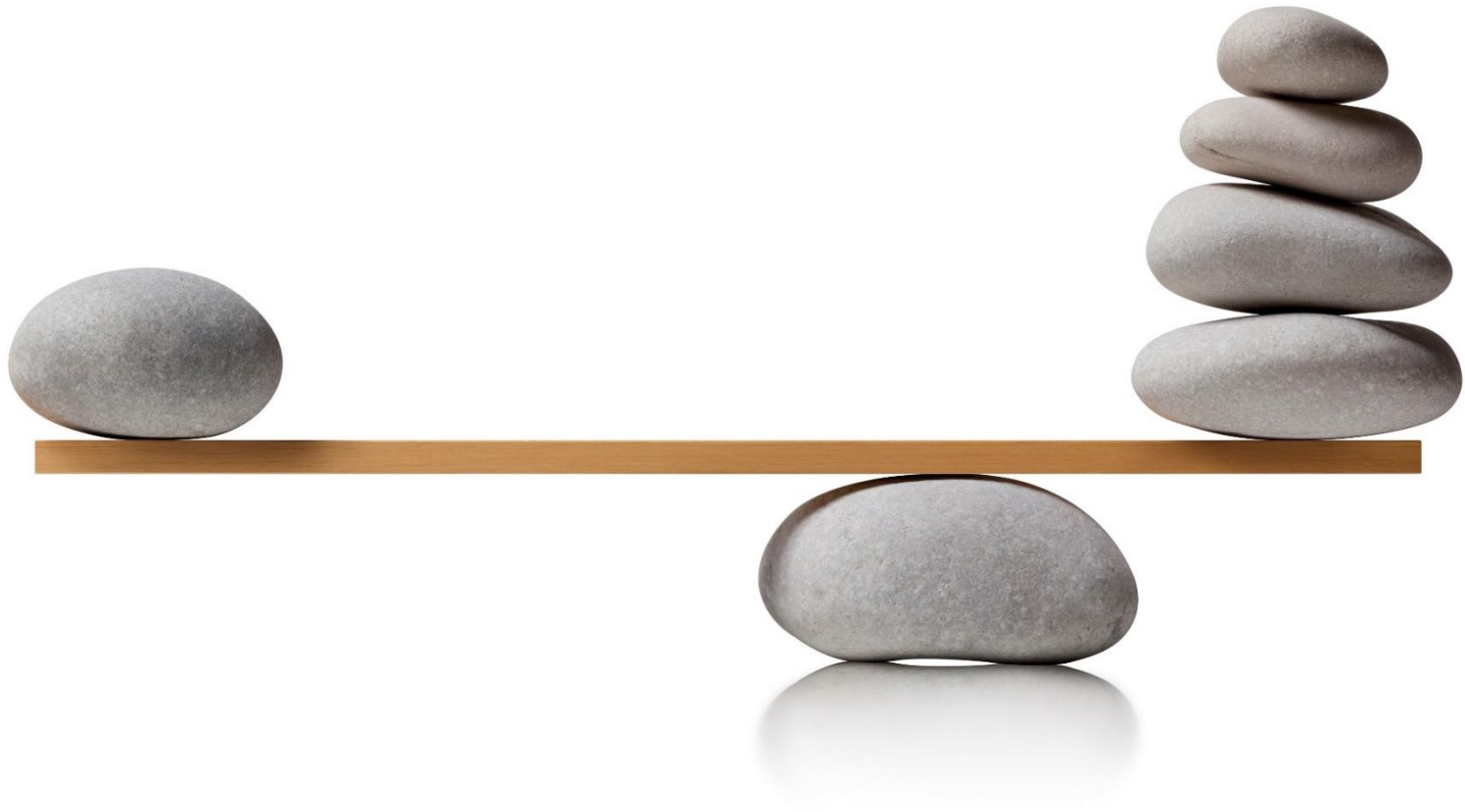


 **Mass General Brigham**
Wentworth-Douglass Hospital

Big Picture Thinking: Final Thoughts?

Burnout
Confusion
Stigma

Resilience
Education
Acceptance



How to Use the Tool Kit

Create a comprehensive plan

Allow for flexibility and evolution

Module review

Champion expectations

Broaden your view

Culture change

Initiative vs. project

Sustainability



Champion Feedback

“We use the same language and skill set working with those addicted to food and or tobacco as staff do with people with substance misuse.”

“I believe that everyone, no matter what field you go into in healthcare, will interact with people struggling with substance misuse. I think it should be standard training for anyone in our health system.”

“Knowing that I have resources available to me when needed has removed the fear of starting the conversation.”

“It has made me more compassionate and understanding of the struggles and stigma that these patients face...SURT has made me a better person, not just a better pharmacist.”



What next? email: Maria.Reed@WDHospital.org



“Building a tool kit is more than just putting arrows in your quiver. It is about learning, over time, through disciplined practice, how to become an archer”





Mass General Brigham
Wentworth-Douglass Hospital