

**OSF-8**

Opioid Settlement Fund


Application

Status: Active


Submitted On: 5/10/2024

**Primary Location**

No location

**Applicant** Jennifer Fields 201-400-7990

ctcgrants@acadiahealthcare.com

 2157 Greenbrier Street  
Charleston, WV 25311

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**Internal Section** **Decision**

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 **Award Amount**

—

 **Additional Comments**

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**Certification**

**PLEASE CERTIFY THAT YOU HAVE REVIEWED THE SCHEDULE A CORE  
STRATEGIES AND SCHEDULE B-APPROVED USES**

**Digital Signature\*** Jennifer Fields

May 10, 2024

[Click here for more information.](#)

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## Contact Information

**Organization Name\***

Charleston Treatment Center, LLC DBA  
Charleston Comprehensive Treatment  
Center

**Address\* ?**

2157 Greenbrier Street Charleston, WV  
25311

**Website (if applicable)**

<https://www.ctcprograms.com/location/charleston-comprehensive-treatment-center/>

**Phone Number\* ?**

(803) 344-5924

**Email Address\***

Jennifer.Fields@ctcprograms.com

**Tax ID Number****Tax ID Type\***

TIN

**Tax ID Number\***

\*\*\*-\*\*-2536

## Project Summary

**Please provide a narrative overview or summary of your proposal, including but not limited to the following:**

### 1. Brief description of the proposal \*

One of the proposal's primary objectives is to improve the delivery of MAT (Medication Assisted Treatment) services to people with substance use disorders. We hope to improve treatment outcomes and promote long-term recovery by combining evidence-based medications, counseling, and a whole-patient approach. This plan seeks to increase access to MAT for uninsured and underinsured patients while simultaneously providing wrap-around services (e.g., transportation, connections to employment, housing, and other resources). In addition, we aim to create a streamlined referral procedure for uninsured people seeking treatment.

**2. Purpose and key anticipated outcomes\***

This proposal's purpose is to implement a multifaceted strategy aimed at benefiting patients and the community. By facilitating collaboration between local clinics, pharmacies, and community health centers, we aim to increase the utilization of MAT services among uninsured and underinsured patients. This approach not only addresses the immediate needs of individuals struggling with opioid addiction but also contributes to the broader goal of reducing overdose deaths. This initiative focuses on harm reduction by providing education, distributing opioid overdose prevention kits containing naloxone and fentanyl test strips, and connecting individuals with relevant support services. Moreover, through education and training initiatives, we seek to empower communities to effectively respond to opioid misuse and overdose situations, thus promoting a sense of collective responsibility and resilience in combating the opioid crisis. By achieving these key anticipated outcomes, this proposal endeavors to make significant strides towards addressing the multifaceted challenges posed by opioid addiction while promoting the health and well-being of individuals and communities.

Charleston CTC has a long-standing commitment supporting underinsured/uninsured individuals facing significant barriers to accessing and adhering to addiction treatment. This commitment is evident through our multi-year experience in receiving and implementing programs specifically designed for this population. These programs have demonstrably led to key positive outcomes, including increased rates of treatment entry and engagement, improved adherence to MAT, and reduced substance use. Furthermore, by integrating treatment with wrap-around care services like housing assistance, employment support, and legal aid, we created a comprehensive support system that empowers underinsured/uninsured individuals on their path to recovery.

**3. Individuals or communities served\***

Our target population for new patients includes residents of Kanawha County for ages 18+ with opioid use disorder, who are underinsured, uninsured, yet outside of care or not yet diagnosed. More details regarding community need are provided in response to Section Three.

**4. Amount of funding requested\***

250000

**5. Amount of any bids or cost estimates received to date, if applicable**

0

**6. Amount of matching funds raised or committed by your organization\***

0

**7. Source of matching funds raised or committed by your organization\***

NA

#### 8. How Opioid Settlement funds, if awarded, will be used\*

Funding will be allocated across two key areas: direct patient care, and recovery support services. Funding will also be directed towards medication-assisted treatment (MAT) for patients without or with limited insurance, covering the cost of medication, clinical personnel time to administer the medication, counseling, physician appointments (including annual physical), diagnostic testing, and other testing (such as urine drug screens). Finally, to provide comprehensive support, funding will be dedicated to wrap-around services that address social determinants of health, such as transportation, housing, and food security. A small proportion of additional funding will cover general administrative expenses for program oversight by our clinic director, clinical supervisors, and medical director.

#### 9. Which Core Strategies or approved uses will be met\*

This proposal will utilize the following core strategies and approved uses:

**Wrap-around services** form a core strategy that offers a comprehensive array of support services in a single setting. These often include mental health counseling, housing assistance, job training, and transportation services. This integrated approach aims to address the multifaceted needs of individuals struggling with OUD/SUD and empower them on their path to long-term recovery.

**Medication-assisted treatment (MAT)** stands as another key strategy. It combines one of three FDA-approved medications (methadone, buprenorphine, naloxone), counseling, and behavioral therapy to address OUD. MAT medications work to normalize brain chemistry, reduce cravings, and prevent relapse, providing crucial support for individuals seeking to overcome addiction.

**10. How long it will take you to complete the project if awarded funding**

Upon award, the clinic will be ready for immediate implementation. Key implementation-related activities include recruiting program participants and we will collaborate with community-based organizations and local healthcare providers to ensure patients in need of and willing to access treatment are seamlessly onboarded to CTC's best-in-class care model. The project will continue throughout the full one-year funding period and we will onboard new patients as funds are available. We will also seek to connect patients to resources for third-party insurance so we are able to treat more patients over the grant's lifecycle and ensure long-term sustainability of patients in treatment.

## Proposal Details

### 1. Please describe the problem or need which your project seeks to address\*

Charleston CTC is committed to providing access to quality care for individuals struggling with OUD, regardless of their insurance or payment status. We recognize that uninsured or underinsured individuals may face significant barriers to accessing treatment, including lack of financial resources and limited access to providers. According to data from SAMHSA (Substance Abuse and Mental Health Services Administration) from the 2020 National Survey on Drug Use and Health (NSDUH), 41.1 million or 14.9% of people needed substance use treatment in the past year and only 4 million or 1.4% of people received substance use treatment in the past year.<sup>1</sup> This highlights the urgent need to increase access to substance use treatment for those in need, and our clinic is dedicated to addressing this need.

Through this proposal, we aim to expand our patient base to include those who are currently seeking treatment but underserved due to their socioeconomic or insurance status. This includes individuals who are waiting for Medicaid or other coverage to become effective, as well as patients who may have lost coverage and need support to "bridge the gap" until coverage becomes available again. Our mission is to remove the barriers of accessing and remaining in treatment for all patients who are otherwise at risk of death due to overdose while outside of care.

Our approach aligns with SAMHSA's emphasis on addressing Social Determinants of Health (SDOH), ensuring underinsured/uninsured individuals have the necessary support systems to overcome barriers to recovery and achieve long-term well-being.

### 2. Please provide the details regarding the design and strategy of your proposal\*

The core of this proposal lies in a two-pronged strategy:

**Medication-assisted Treatment (MAT):** This evidence-based strategy combines FDA-approved medications with counseling and therapy to manage cravings, prevent relapse, and address the physical aspects of addiction.

**Recovery Support / Wrap Around Services:** This comprehensive approach offers a range of support services within a single setting, tailored to each individual's needs. This may include mental health counseling, housing assistance, job training, and transportation services.

### 3. Please provide your project timeline\* 🗓️

This timeline outlines the key phases of the proposed program, assuming a one-year timeframe:

#### **Month 1 Program Development and Patient Referral Generation**

- Secure Funding: Finalize funding sources and secure necessary resources.
- Develop Partnerships: Establish collaborations with healthcare providers, social service agencies, and community organizations.
- Public Outreach: Conduct community outreach and awareness campaigns to attract program participants (uninsured/underinsured) and obtain referrals.

#### **Months 2-4: Full Operationalization**

- Implement Program Protocols: Design intake procedures, individualized service plans, and monitoring systems.
- Participant Screening and Intake: Assess potential participants for eligibility and develop personalized service plans.
- Initiate Services: Begin delivery of wrap-around services and MAT

#### **Months 5-12: Program Monitoring**

- Ongoing Service Delivery: Continuously provide comprehensive support services tailored to individual needs.
- Monitor Progress: Regularly track participant progress through monitoring, assessments, and other relevant metrics.
- Data Analysis and Evaluation: Analyze program data to assess effectiveness and identify areas for improvement.
- Program Adjustments: Implement adjustments to service delivery based on ongoing evaluation and participant feedback.

#### **Year 1: Completion and Beyond**

- Sustainability Planning: Begin to implement sustainability plan further described in subsequent responses to this proposal.
- Disseminate Findings: Share program outcomes and best practices with relevant stakeholders and the broader community.
- Continued Support: Provide ongoing support to program participants as they transition towards sustained recovery.

This is a general timeline, and specific activities within each phase may be adjusted based on funding availability, staffing needs, and participant recruitment progress. Regular monitoring and evaluation throughout the year will be crucial to ensure the program's effectiveness and make necessary adaptations for optimal

**4. Please provide your project's total proposed budget.\*****TOTAL: \$250,000.00****MAT (Bundled Weekly Rate): \$180,000.00**

Funding for direct patient care to provide medication-assisted treatment (MAT) to uninsured or underinsured patients (those with high co-pays and deductibles). This will cover the costs of new patient intake, including physician visits, lab work, urine tests, and continuing treatment (medication, counseling, drug screening). Costs align with local Medicare rates, strictly utilizing this funding as a payer of last resort.

**Recovery Support / Wrap Around: \$60,000.00**

Recovery Support Services based on the Johns Hopkins Model for the Principles for the Use of Funds from Opioid Settlements and other funders. The goal is to assist individuals in need of behavioral health services by addressing the social determinants of health. Budget categories include transportation, connectivity, education and training, family support, food security, healthcare, housing, and utility services, ensuring comprehensive support.

**Indirect: \$10,000.00**

Indirect costs cover overall management and administration, such as salaries for administrative staff, utilities, legal and professional fees, training, and other operational expenses required for effective program oversight and coordination.

**5. Please list any partners in this proposal, and the partner's role and your relationship with them. \***

This project boasts a robust network of partnerships, collaborating with organizations across diverse sectors. Partners include advocacy groups like Disability Rights of WV, healthcare providers like OVP Health and FMRS Health System, harm reduction programs like Women's Health Center of WV, academic institutions like Lindsey Wilson College and WVU Medicine, and correctional facilities like South Central Regional Jail. This comprehensive network signifies a collaborative approach to tackling the opioid epidemic.

**6. Please identify the anticipated leadership of the proposal and upload/attach their resume(s) or CVs\***

Jennifer Fields, Regional Director  
Danielle Woods-Huffman, Clinic Director  
David Lych, Medical Director  
Mallory Krauss, CBO Manager



**7. Please describe your plan for sustainability of the project or initiative after the grant award has been exhausted**

Retaining Charleston CTC MAT patients post-funding is crucial. The sustainability of our direct treatment services hinges directly on grant funding. Nevertheless, we are dedicated to working with patients and community organizations to find insurance coverage. We are also continually seeking new grant funding initiatives to ensure that patients who come in needing this support can access it through new grant funding opportunities or our community partnerships. By improving patients' lives through this funding, providing evidence-based treatment and connections to community resources, they will have ample time for meeting their treatment plan goals and achieving self-sufficiency over the grants time span. This multifaceted approach to sustainability ensures the project's continuation, and, most importantly, patients continued retention in treatment.

## Organization Information

**1. Please provide your organization's mission statement. \***

The mission of Charleston CTC, an Opioid Treatment Program (OTP), is to provide high quality and comprehensive Medication Assisted Treatment services to individuals impacted by Opioid Use Disorder. Our goal is to help patients overcome their dependence on opioids, improve their physical and mental health, and achieve long-term recovery while providing a therapeutic environment that is inclusive and safe for people of all backgrounds and identities.

**2. Describe the history of your organization, tell us about your current programs and activities\***

Charleston Comprehensive Treatment Center (CTC) has over 20 years of treating hundreds of Kanawha County residents with Opioid Use Disorder (OUD) who enter active recovery-mode on day one of their Medication Assisted Treatment (MAT) services. As an Opioid Treatment Program (OTP), our clinic provides evidence-based MAT, using all 3 FDA-approved medications. CTC's comprehensive and highly effective approach to care combines MAT with counseling and behavioral therapies to drive superior outcomes to patients and improve lives in the short and long term. Our team of professionals is comprised of a Clinic Director, a Medical Director, physician(s), counselors, and nurses. Our target population for new patients includes individual residents of Kanawha County, and surrounding areas for ages 18 or older with OUD, who are underinsured, uninsured, yet outside of care or not yet diagnosed.

Charleston CTC is proud to serve nearly 1,000 patients daily. This includes 886 OTP patients and an additional 111 through our transitions OBOT/buprenorphine program. Nearly 60%, or 560+, of our patients reside in Kanawha county and, as previously stated, we have a waitlist of approximately 45 patients that are uninsured seeking care that this grant could immediately help fund.

Additionally, and although medications are a crucial aspect of recovery, they are not enough on their own to place addiction into remission which is why individual and group counseling sessions are an integral part of our MAT program. Our counselors are professionally trained in utilizing evidenced-based counseling styles such as Cognitive-Behavioral Therapy, Trauma-Focused Cognitive-Behavioral Therapy, Dialectical Behavior Therapy, Motivational Interviewing, and more during individual and/or group sessions. We also provide the most updated groups via the evidence-based Hazelden Curriculum called Living in Balance to enhance the recovery journey.

In addition to the medication and counseling programs described above, Charleston CTC also participates in the State Opioid Response (SOR) grant programs administered via the state of West Virginia. Charleston CTC is a member of the nation's largest network of MAT providers, which includes six other MAT programs in WV. Together with those programs we have successfully participated in the SOR grant since 2019. We have a demonstrated track record of prudently managing opioid-related grant funding to provide maximum benefit to the community. Notably, nearly one million dollars (\$1M) – or almost 25% – of our WV SOR grant has been allocated to Charleston CTC over the past five years, further demonstrating our commitment to serving the residents of Kanawha County. Our current SOR grant focuses on peer support specialist deployment and recently expanded to cover some treatment costs.

Key highlights and successes of our SOR program include five consecutive renewals by the state, expansion of peer support and treatment services from four to seven sites, and diversification of services beyond peer support to include crucial financial assistance for uninsured and underinsured individuals seeking treatment. In Charleston alone, 42 patients have received treatment cost aid since July 2023, with a waitlist of 45 patients demonstrating continued need. Peer support remains a cornerstone, enrolling 438 patients since 2020 and responding to over 885 staff referrals for patients needing support.

Beyond individual cases, our programs extend into the community. In 2023, peer support coordinated Christmas gifts for 260 families, and in collaboration with free naloxone distribution grants, has distributed over 1000 naloxone kits in the Charleston area since 2021. Notably, a Latino patient facing discrimination received vital support, leading to housing, employment, and successful debt repayment. This grant's impact is further amplified by the hiring and

certification of 19 peer support specialists statewide, 6 of whom are based at the Charleston CTC, directly contributing to ongoing success stories.

**3. List any federal, state, local or private grant awards or funding received in the last three years and the current status of those funds. If your organization has previously received funds from Kanawha County, please list the amount, nature of the project(s) and current status of the funding and project(s). \***

Further breakdown of our SOR grant (that covers Charleston CTC and six other CTCs in WV) is below.

- FY20-FY21 (9/30/2019-9/29/2021): Total - \$1,367,464, Charleston CTC - \$404,751
- FY22 (9/30/2021-9/29/2022): Total - \$788,002, Charleston CTC- \$205,207
- FY23 (9/30/2022-9/29/2023): Total - \$1,000,000, Charleston CTC- \$126,928
- FY24 (9/30/2023-9/29/2024): Total - \$1,255,150 (Peer Support: \$905,150, Uninsured: \$350,000), Charleston CTC - \$215,903 (Peer Support: \$121,457, Uninsured: \$94,446)

The current Substance Abuse Recovery program, supported by SOR funding described in response to the previous question, has demonstrably improved outcomes for participants. However, with its September 2024 conclusion looming, a significant challenge arises. While the existing funding has undoubtedly made a positive impact, it falls short of fully addressing the comprehensive needs of all patients seeking recovery. This necessitates exploring alternative funding sources and program expansion to ensure the continuation of these critical services beyond the current grant period.

**4. Please list your Owner(s), Board of Directors, senior staff members, or other key members of your organization:\***

Erin McCarthy, Regional Vice President  
Chris Hammond, Group Regional Director  
Jennifer Fields, Regional Director  
Danielle Woods-Huffman, Clinic Director  
David Lych, Medical Director  
Mallory Krauss, CBO Manager  
Bert Brande, Controller

**5. Please list the staff involved with this project and describe their roles and responsibilities:\*****Regional Director**

- Role: Responsible for the daily administration and supervision of the assigned regional program clinics. This includes fostering compliance with clinical and regulatory standards, successful business performance and the direct supervision of the clinic directors and clinic operations staff.
- Qualifications: BA in Business Administration, Healthcare Administration, Public Health, Marketing or a clinical discipline, or an equivalent combination of education and experience will be considered. MBA/MHA preferred. Minimum of 3 years' experience in leadership role in a behavioral health, acute care or managed care environment.
- Cultural and Language Familiarity: Ability to work with diverse populations and proficiency in multiple languages preferred.

**Clinic Director**

- Role: Day-to-day responsibility for the management and operation of their assigned clinic(s). Primary responsibility for the development, implementation, and achievement of the clinic's strategic business plan in conjunction with routine operations to include quality of services, staff development, maintenance of licensure and accreditations, financial performance, and continuous performance improvement.
- Qualifications: Bachelor's degree in social, behavioral, or mental health services field from an accredited college or university; Experience with overseeing services in an outpatient environment; preferably in mental health or addiction recovery; previous management experience preferred.
- Cultural and Language Familiarity: Ability to work with diverse populations and proficiency in multiple languages preferred.

**Medical Director**

- Role: Oversees and is responsible for the quality, efficiency, and management of delivering medical services within the clinic;
- Qualifications: Previous experience in behavioral health or substance abuse treatment. Current license to practice medicine by the state in which the facility or clinic(s) operates. Board certification or certificate of admissibility for board certification by American Society of Addiction Medicine (ASAM), American Academy of Addiction Psychiatry (AAP), or other certification within their discipline. Current DEA credentials to prescribe controlled substances without restrictions and per regulation within the state in which the practitioner will be working
- Cultural and Language Familiarity: Ability to work with diverse populations and proficiency in multiple languages preferred.

**Nursing Supervisor**

- Role: Responsible for the supervision of a nursing work group in an outpatient addiction recovery environment; maintaining standards of professional nursing practice in accordance with clinic policy and procedures; responsible for directing care for patients, facilitating workflow, serving as a resource for staff and providing team leadership.
- Qualifications: Experience in behavioral health/addiction recovery environment (inpatient or outpatient). Graduation from an accredited school of nursing, minimum of 2+ years related nursing practice, and minimum 1-year supervisory responsibility.
- Cultural and Language Familiarity: Ability to work with diverse populations and proficiency in multiple languages preferred.

**Grants Director**

- Role: Coordinates all activities of the administrative functions of grant implementation. This role will play a critical role in helping the Comprehensive Treatment Center (CTC) Group achieve its vision to provide high quality treatment services and conformance to grant assurances.
- Qualifications: Bachelor's degree required; graduate degree preferred. Understanding of project management; able to work effectively under pressure to meet tight deadlines and goals.
- Cultural and Language Familiarity: Ability to work with diverse populations and proficiency in multiple languages preferred.

6. Please upload/attach the following financial documents, if applicable:

Cash flow statement for applicant's most recent fiscal year



Charleston CTC Budget 12 Month Summary 2024.pdf

Two years of audited financial statements



2023 and 2022 10-K (audited financial statements).pdf

Current operating budget



Charleston CTC Budget 12 Month Summary 2024.pdf

If the applicant has not been audited, please include an unaudited balance sheet and income statement as prepared by the applicant



No File Uploaded

7. If you have made an application for funding for this project from other sources (city, state, private or non-profit organizations) please list the same here.\*

NA

**8. Please describe three significant accomplishments of your organization within the last three years**

Charleston CTC is demonstrating its commitment to tackling the opioid epidemic in Kanawha County. This is evidenced by their achievement of a prestigious 3-year CARF accreditation in 2021, signifying their adherence to high treatment standards.

Additionally, we have seen steady growth in the number of people served (ADC) year-over-year, with impressive retention rates exceeding 50%. These figures indicate that Charleston CTC is effectively engaging clients and supporting them in their recovery journey.

Further, we have a patient satisfaction score of 4.3/5, demonstrating our commitment to ensuring patients have a positive experience in treatment and interacting with our providers.

Lastly, to strengthen peer support, we've expanded our team by hiring 19 peer supporters across the state with grant funding. Six of these new hires are stationed at our Charleston CTC location.

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## Supplementary Information

**1. Please enter contact information (name, email, and phone) for at least one third-party reference. \***

Jennifer Fields  
Regional Director – Region 12  
Cell: 606-471-0765  
Jennifer.Fields@ctcprograms.com

Danielle Woods-Huffman  
Clinic Director  
Office: (304) 344-5924  
danielle.woods-huffman@ctcprograms.com

CTC Grants Team  
CTCGrants@acadiahealthcare.com

**2. Please include any supplementary information or documentation (such as letters of support, newspaper articles, etc) which you feel will be essential to the County's review.**

Charleston CTC Letters of Support.pdf

## Attachments

**Optional: Additional Proposal Leadership resume(s) or CVs**

Charleston CTC Leadership Resumes and CVs.pdf

Uploaded by Jennifer Fields on May 10, 2024 at 3:37 PM

**Optional: Project Timeline**

Charleston CTC Timeline.pdf

Uploaded by Jennifer Fields on May 10, 2024 at 3:48 PM

## History

Date	Activity
5/10/2024, 3:54:09 PM	changed the deadline to May 11, 2024 on approval step Application Review on Record OSF-8
5/10/2024, 3:54:08 PM	Jennifer Fields submitted Record OSF-8
5/10/2024, 10:43:34 AM	Jennifer Fields started a draft of Record OSF-8

## Timeline

Label	Activated	Completed	Assignee	Due Date	Status
✓ Application Review	5/10/2024, 3:54:09 PM	-	-	5/10/2024	Active
📄 Request Letter of Acknowledgement	5/10/2024, 3:54:09 PM	5/10/2024, 3:54:09 PM	-	-	Completed