

46th Annual
Addiction Leadership
Conference



NATIONAL ASSOCIATION[®]
OF
ADDICTION TREATMENT PROVIDERS

Welcome
NAAATP
NATIONAL2025

NAATP Public Policy Advocacy Update and the NAATP PAC



Mark Dunn
Director of Public Policy
NAATP



Scott Munson
Executive Director
Sunset M Ranch
NAATP PAC Chair

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Show Your Support - Donate Today!



NAATP PAC

THE NATIONAL ASSOCIATION OF ADDICTION TREATMENT PROVIDERS
POLITICAL ACTION COMMITTEE



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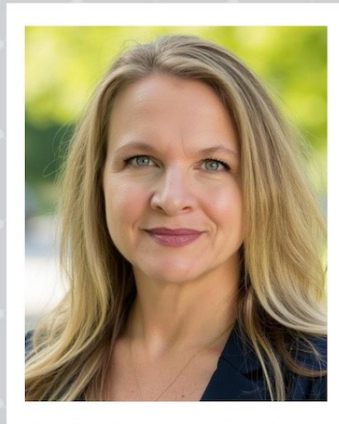
GENERAL Session

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May 18-20 | Seattle, WA



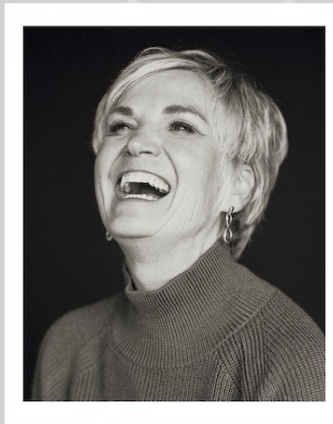
Joseph Lee, MD

President & CEO
Hazelden Betty Ford
Foundation



Kelly Lindberg, PsyD

VP of Mental Health Services
Hazelden Betty Ford
Foundation



Janet McDonald

CEO
Onsite

**Leadership in Behavioral Health
Navigating Change
and Building the Future**



Hazelden Betty Ford
Foundation

VISION

*Empowering recovery and
well-being for all.*

Joseph Lee, MD

President and CEO

**Kelly Lindberg,
PsyD, LP, LADC**

Vice President of Mental Health

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ONSITE

Janet McDonald

CEO

NAATP
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Behavioral health
is at a crossroads.

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**DESPITE THE GROWING
RECOGNITION OF THE
IMPORTANCE OF
MENTAL HEALTH**

**The Behavioral
Health Field
Struggles With...**

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Fragmentation

Inconsistent Quality

**Financial
Sustainability**

We are no longer judged on effort –
we are judged on outcomes.

46 million

Americans suffer
with SUDs,
*but only 10% get
care*

Federal and state
funding focus through
initiatives like **the 988
Suicide & Crisis
Lifeline, opioid
settlement dollars,
and MORE**

**Payers, policymakers,
and the public are
demanding proof** that
behavioral health
interventions
actually work –
not just that beds are
filled

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The world expects
addiction treatment to
look like every other
modern healthcare
service:

MEASURABLE

ACCOUNTABLE

INTEGRATED

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Fragmented care models (treating addiction separately from mental health, medical issues, or trauma) are becoming outdated.

Patients and families are savvier: they expect **evidence-based care**, not "programs built on tradition."

Reputational marketing ("we're the best because we've been around longest") isn't enough anymore - **measurable excellence** is the new expectation.

Part I: Understanding the Current Landscape

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If we send 3 loved ones to a treatment facility,
how do we know the quality of care they receive
will have comparable quality – **who can prove it?**

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Standardization isn't about treating everyone the same. It's about ensuring



The Rising Tide That Can Lift Our Industry

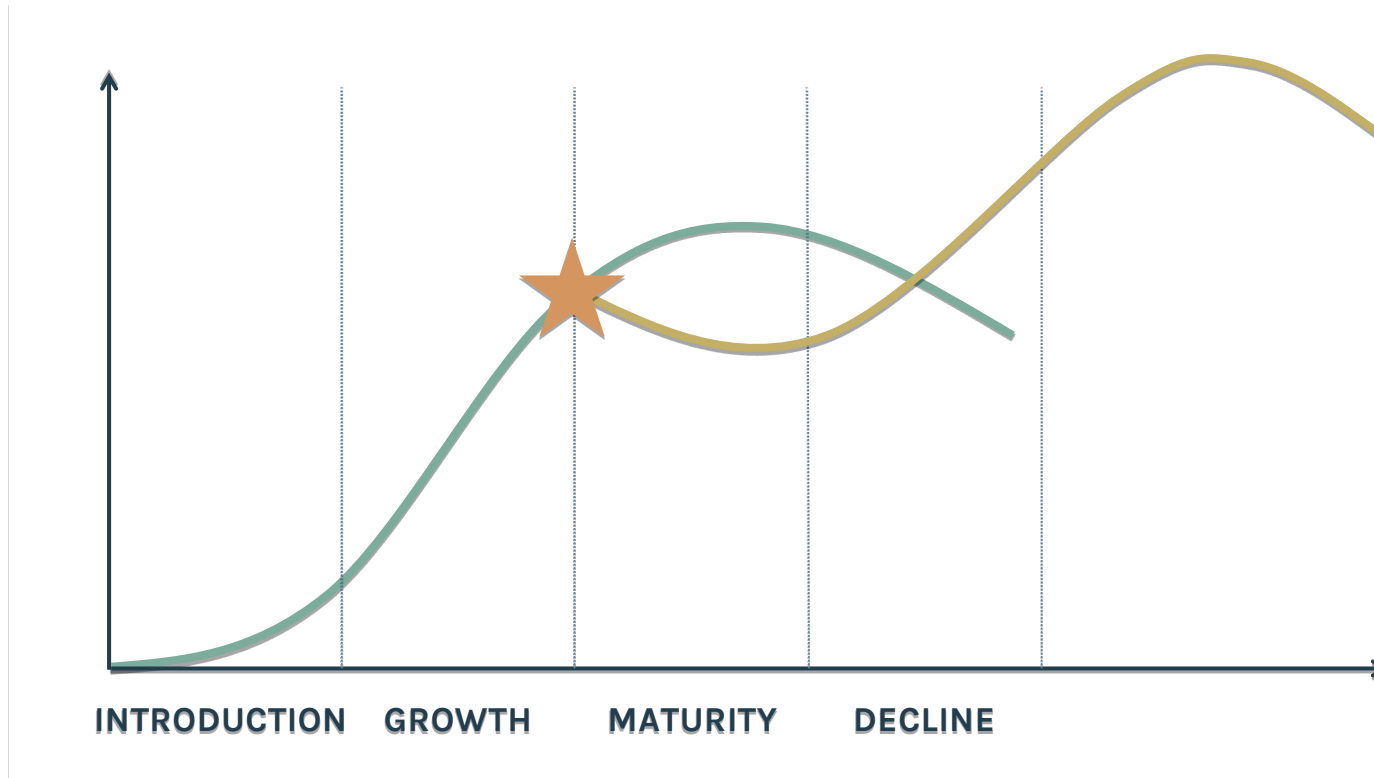
World Class Quality - Reduce Stigma

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Part II: Business Framework for Transformation

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S-Curve or Sigmoid Curve





Current Indicators of Reaching the Peak

Workforce attrition reaching critical levels

(40-60% annual turnover in many organizations)

Declining margins despite increased demand

(average operating margins below 3% for many providers)

Accelerating consolidation

(25% increase in M&A activity over past three years)

Third-party digital providers capturing market share

(30% of new patients choosing digital-first options)

Reimbursement structures shifting from fee-for-service to value-based *(35% of contracts now have quality components)*



Common Pitfalls

Defending the status quo against innovation

Overconfidence from past success

Failure to identify emerging competition

Misinterpreting customer/patient needs

Why Are Treatment Organizations Particularly Vulnerable to Disruption?

Financial &
Business
Vulnerabilities

Operational
Vulnerabilities

Technology
Vulnerabilities

Market
Dynamics

Clinical
Quality
Vulnerabilities



Part III: Building A Sustainable Future

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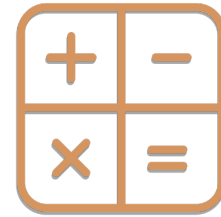
Hazelden Betty Ford Foundation



**Unique Ecosystem
Standard**



**Butler Center for
Research + Publishing
IP + Clinical Operations**



**= Outcomes,
Products, Fidelity**

Hazelden Co-Occurring Program

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CO-OCCURRING PROGRAM MODEL INCLUDES:

Patients with co-occurring symptoms of mental health and substance use

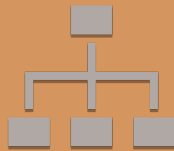
- Individual Assessment
- Group psychoeducation
- Skills training
- Individual & family therapy
- Family psychoeducation and support
- Medication Management

Benefits to Patients & Staff

Prep Time



Supervision



Onboarding



Training



Outcomes



A photograph of two large tortoises, likely Galapagos tortoises, resting on sandy ground. The tortoise on the left is larger and has a darker, more weathered shell. The tortoise on the right is slightly smaller and has a lighter, smoother shell. Both have thick, wrinkled skin on their heads and necks. The background is a soft-focus natural environment with trees and a fence.

It's not the strongest organizations that survive, nor the smartest
— **it's the ones most responsive to change.**

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Leading Change Through Three Simultaneous Horizons

HORIZON 1

Present

- Improving operational efficiency of established services
- Enhancing quality of existing treatment models
- Example metrics: Length of stay, clinical outcomes improvement

HORIZON 2

Near Future

- Pilot programs for new treatment models
- Technology integration projects
- New partnerships forming
- Example metrics: Patient engagement in new services, pilot outcomes data

HORIZON 3

Future

- Research initiatives for breakthrough approaches
- Disruptive business models
- Radical reimagining of care delivery
- Example metrics: Research milestones achieved, prototypes developed

Organizations that embrace structured innovation, standardization, and adaptability will thrive.

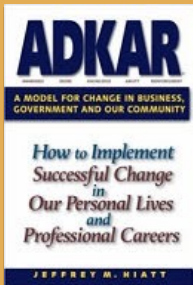
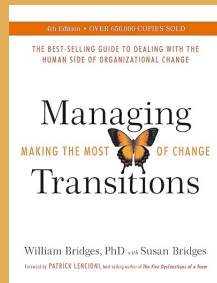
Those that resist change will not only fall behind but risk becoming irrelevant.

The future of behavioral health will be shaped by those who act — not react.

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Leading Organizational Change: Commonalities



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1. CLEAR VISION & DIRECTION

Understanding what the change looks like & why it is happening

2. ENGAGEMENT & COMMUNICATION

Frequent, transparent communication is critical to building buy-in.

3. EMPOWERING ACTION & PARTICIPATION

People must be enabled through training, tools, or authority to take action.

4. QUICK WINS & MOMENTUM

Early successes motivate continued engagement and reduce resistance.

5. PEOPLE & SYSTEMS

Both process shifts & individual behavior shifts (mindsets, habits, motivation) are required for sustainable change

Leading Organizational Change

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1. Be willing to question your observer

2. Invest in each horizon 70-20-10

3. Build capacity of team members

4. "Safe Failure" forums & recognition for innovation

5. Rapid Cycle Experimentation and Testing

6. Partnerships



Questions?

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Upcoming Sessions

12:30-1:45 **Women in Leadership Luncheon:**
Transformational vs. Transactional Leadership

Sponsored By



2:00-3:00 **Where do We Go From Here?** A Candid Discussion of our Profession through the Lens of Quality Measures, Bad Actors, Ethics, and Access to Care

3:00-3:15 **Farewell & Announcement of NAATP National 2026**

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