FoRSE

NAATP FOUNDATION
for Recovery Science and Education

Strategic Plan:
2022 – 2024

MISSION: *The Mission of FoRSE is to improve addiction treatment through science, technology, and education.*

VISION: *To improve quality of care and advance health equity using data, collaborative research, and education.*

CORE VALUES:

- *A culture of measurement in addiction treatment*
- *Radical collaboration with multiple stakeholders*
- *Measurement-based care*
- *Long-term patient engagement and continuum of care*
- *Ethical use of data*
- *Systemic change toward racial and social equity in access to treatment*

THE ROAD AHEAD

IMPACTFUL RESEARCH & EDUCATION

STRATEGIC PARTNERSHIPS

ENABLING TECHNOLOGY

RESOURCE DEVELOPMENT

FOUNDATION CAPACITY
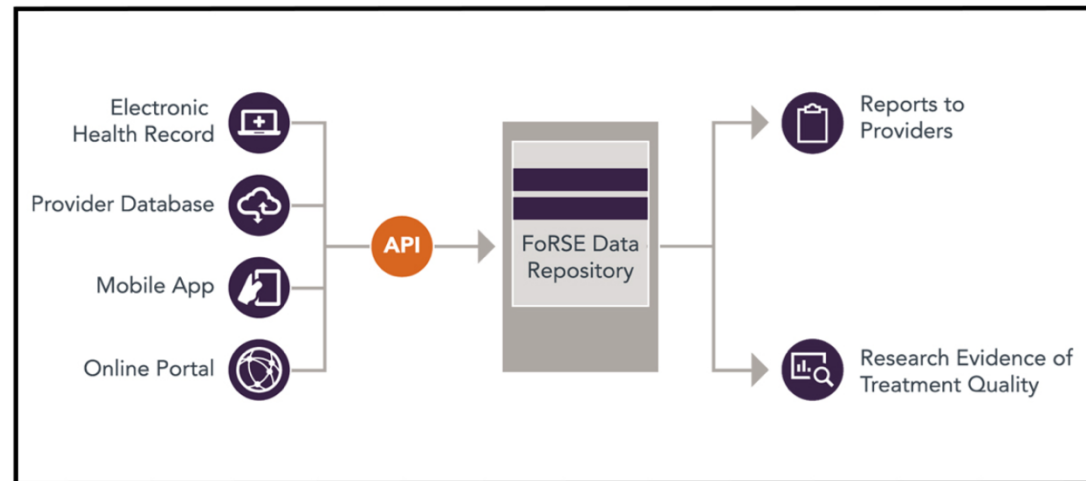
Grounding the Science of Addiction Health Care Through Research, Technology, and Education

Unlike other chronic health conditions, Substance Use Disorders (SUDs) are not assessed with standardized and consistently utilized measurement tools. A centralized measurement system for treatment outcomes has not been established, making it impossible to clearly define and reliably measure treatment success. Solving this problem requires a coordinated, large-scale, comprehensive effort to collect and analyze large patient data sets on treatment and outcomes from diverse systems of care and treatment populations.

With the transition from a fee-for-service model to value-based care, SUD treatment providers are called upon to demonstrate quality through standardized measurement of patient outcomes. However, benchmarks have not been established, and different stakeholders have varied perspectives on methods and tools of measurement. With the widespread stigma surrounding SUDs and addiction treatment, providers are also called upon to demonstrate that "treatment works" to the public, to people seeking services for substance-related problems, and to the families of those who need help. Productive use of digital health tools, rigorous research methods, quality improvement models, and widespread training for providers are required to establish addiction treatment as a valid and effective form of healthcare.

NAATP established the Foundation for Recovery Science and Education (FoRSE) to assess treatment effectiveness, legitimize addiction healthcare of various types, and assist providers in improving the care they provide. Assisted by technology partners at Petree Consulting, Inc., FoRSE developed a Centralized Data Repository (CDR) and Application Programming Interface (API) to allow diverse treatment providers to share data from a variety of technology systems. Even the small amount of standardized data that FoRSE requires – about the persons served, the services provided, and patient outcomes – collected from numerous providers will inform and enhance the future of addiction healthcare.

Launching FoRSE in 2021

The FoRSE CDR was created to allow sharing of the following data:
- Patient Data – demographics, substance use history, treatment history, mental health and SUD diagnoses, employment and housing status
- Service Data – level of care, length of stay, medications, telehealth
- Outcome Data
  - Collected as part of Measurement-Based Care (MBC) during treatment and post-discharge
  - Standardized tools – PHQ-9 (depression), GAD-7 (anxiety), Brief Addiction Monitor (BAM), Brief Assessment of Recovery Capital (BARC-10), Treatment Effectiveness Assessment (TEA), and the World Health Organization Quality of Life scale (WHOQOL-BREF)

- FoRSE tools – FoRSE Progress Measurement Survey (6 items: substance use, cravings, recovery confidence, therapeutic alliance, physical pain, and psychological/emotional problems) and FoRSE Outcomes Survey (10 items: service utilization, recovery support meetings, substance use including nicotine, medications, ER/hospital visits, incidents with law enforcements, employment status, relapse since discharge, quality of life)

Initially, nineteen addiction treatment providers signed the ForSE Provider Participation Agreement (PPA) allowing them to share Protected Health Information (PHI) electronically. In the process of engaging these providers, significant resources (staff time, legal support, data security consultation) were used. Legal counsel advised that with NAATP's current level of cybersecurity insurance, 20 participating providers was the cap until additional insurance could be obtained. The risk of sharing PHI and the liability cap described in the PPA were barriers to some providers, particularly larger multi-site organizations. FoRSE re-assessed the data collection plan, strategic objectives, and financial and other resources, and made the decision to reduce the barriers of cost, logistics, and privacy by transitioning to an ePHI-free database. By removing these barriers, FoRSE enhanced its ability to scale participation and increase output, which are two primary strategies for the early stages of FoRSE.

Once the infrastructure for the CDR was created, FoRSE launched a Founders Campaign to raise $1.2 million to attain full-scale operation of the FoRSE Addiction Treatment Outcomes Program. With 100% investment from the NAATP Board of Directors and through initial leadership investments, 37% of that goal was reached quickly. A Fundraising Task Force raised the additional investments from other stakeholders committed to the FoRSE mission and vision to reach the Founders Campaign goal.

By November 2021, twenty-six treatment providers had signed the Provider Participation Agreement with FoRSE to share data as "FoRSE Data Sites," and the FoRSE database grew to 9,000 completed surveys. Electronic medical record (EMR) companies including Kipu, LightningStep, Alleva, and BestNotes, as well as other types of technology service providers have partnered with FoRSE and are working to establish the API plug-in for their customers at no charge to FoRSE or providers.

In December 2021, FoRSE was officially launched at NAATP's National Addiction Leadership Conference in a plenary session with Patrick Kennedy, former congressman and founder of the Kennedy Forum, along with Dr. Annie Peters, FoRSE Executive Director. As of January 2022, thirty-five Data Sites are participating in the Outcomes Program. Based on the initial response during and following the Conference, FoRSE is well positioned to expand its work in carrying out its timely and urgent mission. This strategic plan is a roadmap to guide the organization in that work over the next three years.

	IMPACTFUL RESEARCH & EDUCATION	STRATEGIC PARTNERSHIPS	ENABLING TECHNOLOGY	RESOURCE DEVELOPMENT	FOUNDATION CAPACITY
GOALS					
Three-Year Strategies	-Increase the number of providers submitting data by removing barriers to participation. -Increase diversity of providers to ensure inclusion of diverse patient populations and growth of a unique database. -Meet or exceed research and IRB standards in all aspects of our work. -Publish annual summary and site-specific reports including benchmark data. -Conduct secondary data analysis as we reach key thresholds for the database. -Deliver educational presentations and written materials on research findings and implications.	-Develop and maintain current profiles of other institutions engaged in related studies. -Identify criteria for selection of strategic partners. -Establish collegial relationships with research centers, universities, technology service providers, and government agencies to engage with FoRSE in research and education opportunities. -Create formal partnerships to collaborate on research, funding, and publications. -Engage Advisory Committee members in meaningful roles.	-Recruit technology partners to connect to the FoRSE API, offering de-identification and data sharing capacities for their customers who wish to participate in the FoRSE Outcomes Program. -Explore the benefits of developing or implementing novel technology solutions. -Ensure industry standard protocols are in place for data security and risk management. -Engage and periodically evaluate database management partner. -Share information about new and emerging technology solutions that may benefit participating providers in data collection.	-Build on the success of the Founders Campaign to expand and diversify fundraising efforts. -Create a development plan to identify & engage potential donors. -Research and seek funding from public & private grantmakers aligned with our work. -Identify opportunities for sponsorship of collaborative studies. -Offer fee-for-service products. -Increase total funds raised each year and demonstrate progress in becoming self-sustaining.	-Implement best practices in governance and board engagement. -Evaluate and budget for staffing needs or contract resources. -Establish internships. -Develop marketing/PR resources to promote our work with key audiences. -Upgrade management systems as we grow. -Monitor management and operational functions for compliance with applicable standards.

IMPACTFUL RESEARCH & EDUCATION: Collect and analyze data from diverse systems of care and treatment populations to strengthen outcomes for participant organizations and advance the knowledge base for evidence-based addiction treatment.

Metrics
- # Participants
- # Patient episodes in database
- Annual report completed as scheduled
- Site-specific reports completed as scheduled
- # Research studies in progress with IRB approval
- # Peer-reviewed publications
- # Completed educational presentations and/or written materials

2022 Objectives:
- Increase the number of participant providers to 30 actively submitting data by year-end 2022.
- Reach 15,000 patient episodes in database.
- Publish annual report by end of Q4.
- Provide site-specific reports to provider participants by end of Q4.
- Create outreach plan to engage diverse providers outside of NAATP membership, including those providing care to underserved communities and relying on public funding.
- Initiate two secondary data analysis studies with de-identified data as approved by an external IRB.
- Establish plan for two peer-reviewed publications.
- Present at 2 national conferences; complete 2 webinars and 3 written materials (blogs, white papers, articles, interviews, etc.)
- One written material should provide examples of how providers have changed practices based on data.
- Education recommendations from FoRSE Board and Advisory Committee: the benefits and process of implementing Measurement-Based Care in addiction treatment; types of measures and their categorization (process, quality); clarification of FoRSE vs. other national quality measurement efforts; building consensus and increasing uniformity of measurement of SUDs; using data to inform and improve care in ways that directly impact patients; the transition from the fee-for-service model to value-based care.

STRATEGIC PARTNERSHIPS: Forge strategic partnerships with universities and other institutions who share our interests to collaborate for mutual benefit on research projects, technology, funding, and education.

Metrics
- # Formalized research partnerships
- # Deliverables co-created by FoRSE and a strategic research, technology, education, or agency partners
- # Contacts with FoRSE Advisory Committee

2022 Objectives:
- Establish two formalized research partnerships, including one with an academic institution.
- Deliver two of the written educational materials listed above through a strategic partnership.
- Hold one FoRSE Advisory Committee meeting and at least one additional substantive touchpoint with each Committee member. Engage small groups of advisors on specific topics (payer relations, measurement selection, research studies, etc.) as needed.
- Explore partnerships with public and private health plans, SAMHSA, and other entities regarding possibilities for collaboration.
- Establish representation in the FoRSE Advisory Committee from federal health plans and SAMHSA.

ENABLING TECHNOLOGY: Develop technology systems needed for ease of participation and security in data collection, real time data analysis, and use of meaningful tools for use of data to inform treatment.

Metrics
- # Electronic medical records (EMRs) connected to FoRSE API
- # Non-EMR technology service providers connected to FoRSE API
- Sophistication of tools in use for data analysis, data summary, and visualization

2022 Objectives:
- Five EMRs are connected to FoRSE API.
- Three non-EMR technology service providers are connected to FoRSE API.
- A dashboard is created and delivered to provider participants by Q4.
- Provide a training on using the dashboard effectively.

RESOURCE DEVELOPMENT: Promote FoRSE's mission and research results to attract participants, investors, and partners to achieve financial sustainability as we expand our role in improving addiction treatment.

Metrics
- # Providers, technology service providers and other corporate, institutional, or individual financial donors
- Total funds contributed in donations and grants
- Income from fee-for-service offerings
- Actual vs. budgeted net operating budget

2022 Objectives:
- Achieve diversity in contributions to include providers, technology companies, corporate, institutional and individual donors.
- Research and prioritize public and private grant opportunities.
- Identify a fee-for-service option that will generate income.
- Achieve positive net revenue per annual budget.

FOUNDATION CAPACITY: Build the leadership and operational resources needed to support our work as we grow from start-up phase to fulfilling our potential for impact in the field of addiction treatment.

Metrics
- Engagement of consultants as needed for data privacy, development, technology, and other operational functions
- # Interns formally engaged with FoRSE
- Adequacy of management systems (financial, HR, planning, etc.)

2022 Objectives:
- Identify, engage, and evaluate consultants to meet data privacy, development, and technology needs.
- Recruit at least 1 intern for placement in 2022.
- Develop a three-year strategic plan by Q1 to guide and monitor progress and update objectives prior to 2023.
- Evaluate operational staffing needs by year-end (e.g., administrative/finance, data, marketing/PR resources, other) and prioritize in 2023 budget.