

Opioid Recovery and Remediation Fund Advisory Council



December 6th, 2022
3:00 – 4:30 pm



Agenda



- 1. Welcome**
- 2. Approval of 10/4 Meeting Minutes**
- 3. Opioid Settlement Update**
- 4. Strategic Plan**
- 5. Trust Fund Update**
- 6. Upcoming Meetings**



Opioid Settlement Payment Update

Opioid Recovery and Remediation

Fund Council

Dec. 6, 2022

Gillian Feiner

Senior Enforcement Counsel

Office of the Attorney General



Recent Opioid Settlements with Walmart, Teva, and Allergan

Once effective, recently announced opioid settlements with [Walmart](#), [Teva](#) and [Allergan](#) will deliver additional abatement funds to the state's Opioid Recovery and Remediation Fund and participating municipalities, with first payments expected in 2023.

Maximum Potential Abatement Payments to Opioid Remediation and Recovery Fund		
Walmart	\$ 37,068,780	\$36mm payable in 3 years or less
Teva	\$ 56,207,102	Payable in 13 annual payments of ~\$4.3mm
Allergan	\$ 29,481,902	Payable in 7 equal annual payments of ~\$4.2mm

Maximum Potential Abatement Payments to Participating Municipalities		
Walmart	\$ 24,712,520	\$23.9mm payable in 3 years or less
Teva	\$ 32,991,225	Payable in 13 annual payments of ~\$2.5mm
Allergan	\$ 19,654,601	Payable in 7 equal annual payments of \$2.8mm



EOHHS Finance Overview of ORRF



Current ORRF Revenue and Expenditure Breakdown for FY22, FY23 as of 12/1/2022		
Total Revenue	\$	91,993,357
Expansion of Harm Reduction Programming	\$	(3,400,000.00)
Expansion of Low-Threshold Access to MOUD	\$	(3,100,000.00)
Expansion of Low Barrier Housing Options and Supports	\$	(2,000,000.00)
Community Outreach and Engagement	\$	(750,000.00)
Student Loan Forgiveness	\$	(15,000,000)
Strategic Spending Plan	\$	(432,700)
Total Funding Available	\$	67,310,657

* Admin costs reflect expenses related to Strategic Planning initiative

Strategic Plan Presentation to the Advisory Council



Opioid Recovery and Remediation Fund

December 6th, 2022

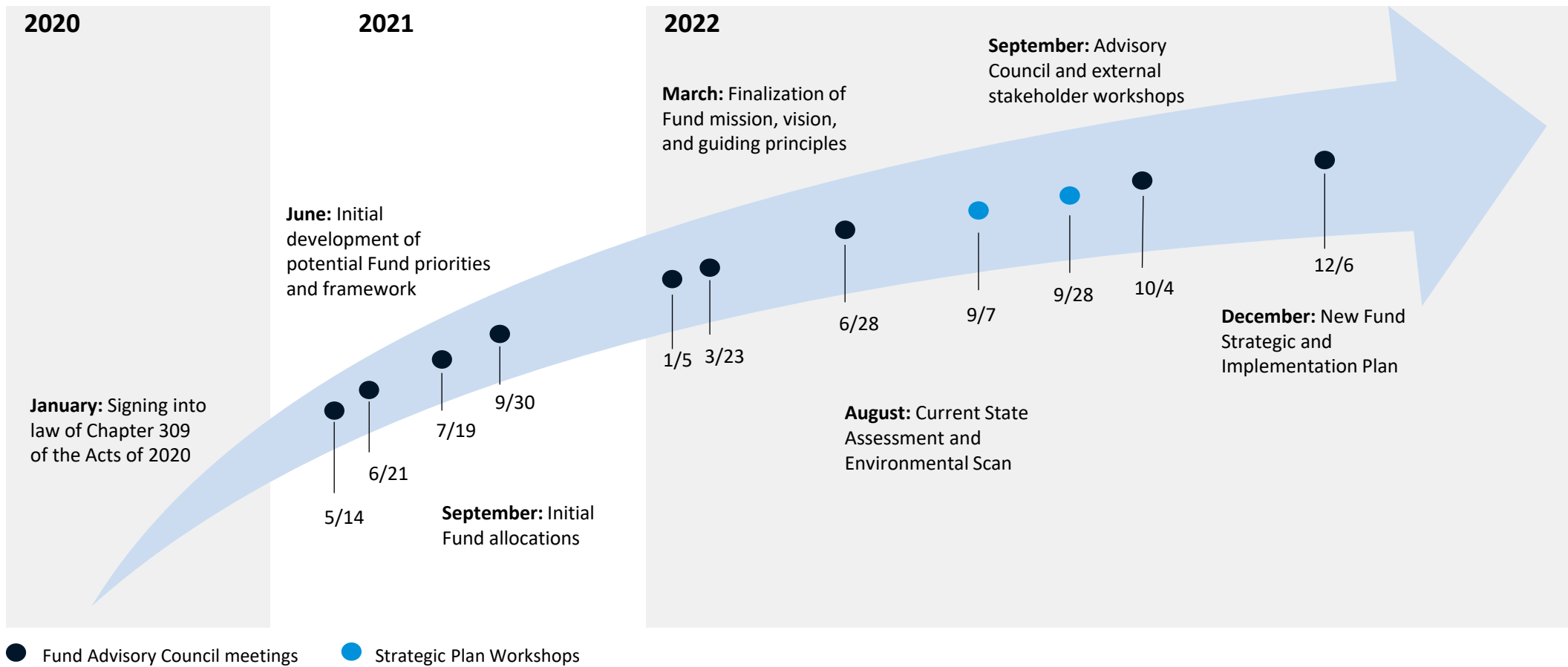
3:00 – 4:30 pm



Strategic planning process



This Strategic Plan is the result of a five-month process that started in August 2022 and was finalized in December 2022. The inputs into the planning process included prior work from the Fund between 2020 and 2022, development of the mission/vision/guiding principles, a scan of the Massachusetts current state, an Environmental Scan of other efforts across the country and internationally and two strategic planning workshops with Fund Advisory Council members and external stakeholders.





High-Level overview of the Strategic Plan



The Fund has established a Mission and Vision, which were approved by the Advisory Council, to serve those affected by the opioid epidemic, with a set of guiding principles, Strategic Priorities, and metrics to support them. On an annual basis, the Fund will evaluate which strategies, activities, and funding allocations will best support the needs of the residents of the Commonwealth.

Mission and Vision

Guiding Principles, Strategic Priorities,
Accountability and Performance Metrics

Strategies

Activities

Funding
Allocation

- The Mission and Vision are our commitment to the residents of the Commonwealth of Massachusetts.
- The Guiding Principles, Strategic Priorities, Accountability and Performance Metrics are the foundation on which the Strategic Plan is built.
- The Strategies, Activities, and Funding Allocation used may evolve every year, allowing the Fund to be responsive to emerging and evolving needs.



Mission and Vision that guide the Fund



Mission: *The purpose of the Opioid Recovery and Remediation Trust Fund (Fund) is to mitigate the effects of the opioid epidemic on individuals and families, particularly in historically underserved communities, which have experienced a disproportionately high rate of opioid related overdose deaths.*

Vision: *The Fund will finance activities across the full continuum of prevention, harm reduction, treatment, services and supports for an individual's recovery from opioid addiction and in support of their loved ones.*



Guiding Principles that inform the Fund's work



Focus on historically underserved populations suffering from and/or impacted by opioid use disorder (OUD)

- Direct funds to underserved communities most impacted by the opioid overdose crisis.

Incorporate health equity and community engagement principles into each funded program

- Institutionalize equity principles to help reduce disparities, especially by race/ethnicity.
- Listen to community members and stakeholders to create programs that are more responsive to community needs.

Prioritize localized, community-focused efforts where possible

- Develop localized solutions that recognize the unique resources and challenges of different communities.
- Augment municipally funded efforts in collaboration with the Office of Local and Regional Health.

Drive funding decisions based on current data and evidence-based research

- Use the latest data and research to ensure funding decisions are both more targeted and likely to succeed.

Focus on sustainability concepts for funded efforts from the beginning

- Plan for sustainability to help short-term initiatives become long-term infrastructure.

Prioritize innovative and non-traditional solutions

- Elevate new approaches and ideas to unlock creative solutions to longstanding challenges.

Fund solutions and programs that do not have alternative funding sources

- Ensure that funds are additive and not duplicative of existing funding streams such as the American Rescue Plan Act (ARPA), MassHealth funding as well as other funding sources.
- Allocate funds in compliance with all applicable settlement requirements.



Five Strategic Priorities that focus the Fund's work



Population

Serve populations impacted by opioid use disorder (OUD), specifically in historically underserved communities.



Performance

Develop metrics to measure progress and promote accountability.



Innovation

Augment an innovative evidence-based multi-pronged approach across the OUD lifecycle.



Sustainability

Invest in technical assistance, data collection, and infrastructure to support equitable and sustainable Fund allocations.



Equity

Integrate community engagement and health equity concepts into all funded efforts.



- The Fund will focus on five Strategic Priorities that serve as the foundation for the Strategic Plan: targeting impacted populations, driving innovation, measuring performance, promoting sustainability, and supporting equity.
- Each Strategic Priority is unique and was formulated with the specific objective to drive the Fund's work closer to achieving the Mission and Vision.
- Each Strategic Priority is supported through a series of strategies and activities that may evolve over time as well as a set of Performance and Accountability metrics that will help the Fund track progress against each stated Strategic Priority.
- These five Strategic Priorities will drive success by informing who we reach, what programs and initiatives will reach them, how we measure success, and how we engage communities and hold the Fund accountable to its Mission, Vision, and Guiding Principles.

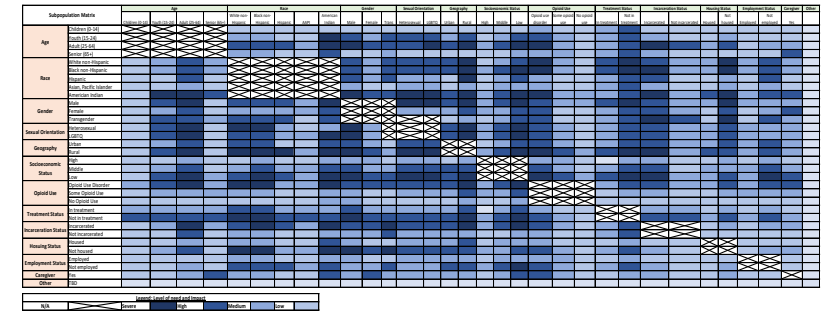


Subpopulation Heatmap: A data-driven approach to inform targeted funding decisions and identify blind spots over time



The Subpopulation Heatmap is a tool that the Fund will update periodically to visualize populations considered priorities to focus Fund activity. The Subpopulation Heatmap consists of a 2x2 matrix that outlines combinations of demographic variables, such as age, race, and gender, along with social variables, such as opioid use, incarceration status, and housing status. The subpopulations that are considered higher priority for funding will have a darker color. To normalize the view, the funding considerations should be made on a per capita basis given that the sizes of the subpopulations will vary considerably.

See next slide for current Subpopulation Heatmap



The initial recommended Subpopulation Heatmap (see next slide) was informed by the Commonwealth’s current opioid-related statistics, input from the Fund Advisory Council, and current research. Areas with a darker color blue represent subpopulations that are considered higher need for dedicated per capita funding. In a periodic fashion (e.g. annually or every three years), the Fund will re-evaluate and update the Subpopulation Heatmap based on the latest OUD-related data, Advisory Council inputs, community inputs, and research. As performance metrics for specific populations improve, the focus of dedicated funding may shift over time.

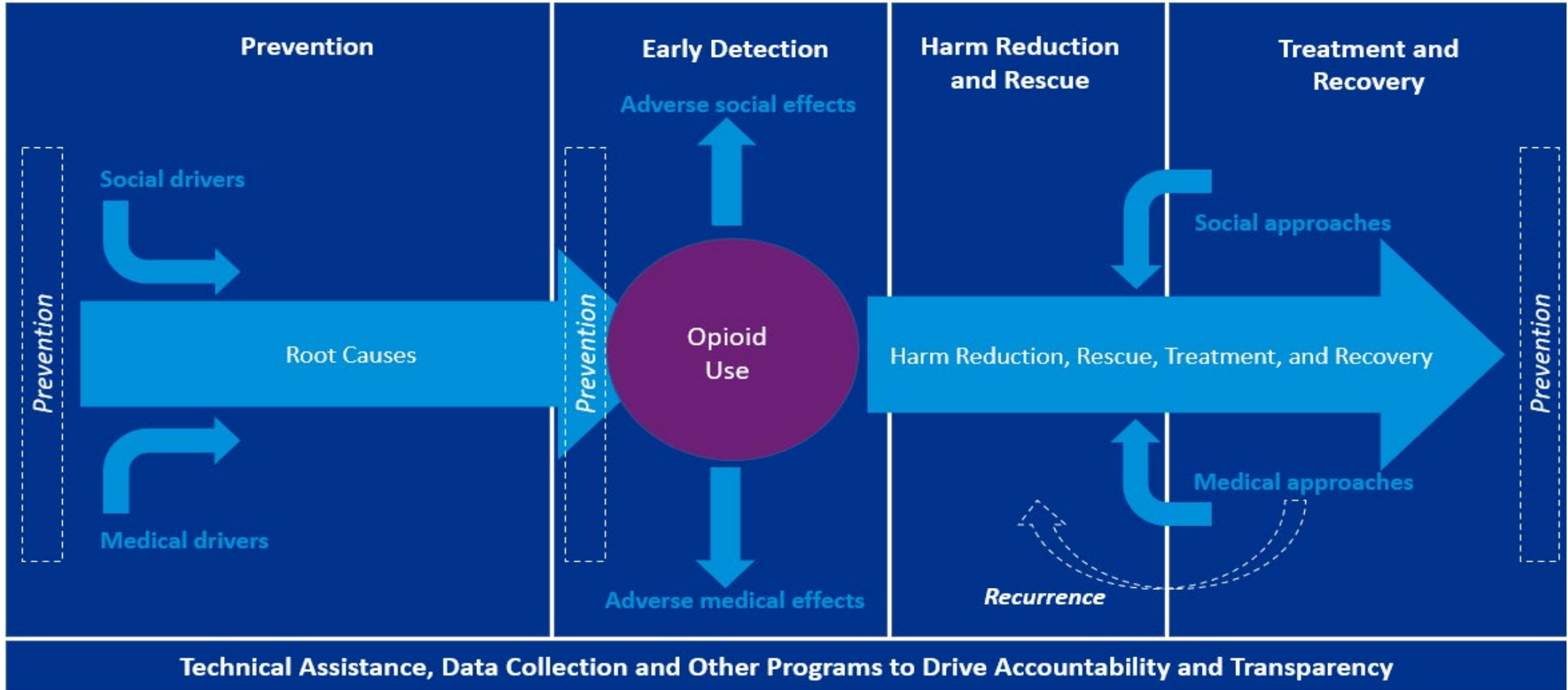
At this time, some of the subpopulations with a higher priority need include: American Indian, LGBTQ+, rural, low socioeconomic status, incarcerated/formerly incarcerated, unhoused, individuals with a disability, and individuals with opioid use disorder not currently in treatment.



Opioid Use Disorder (OUD) Lifecycle and program interventions



The Fund will use the OUD Lifecycle to ensure a wide range of programs are funded across the entirety of the lifecycle.* Over time, the Fund aims to dedicate a significant amount of the available funds to the social drivers and abatement efforts. In each 3-5 year funding cycle of the Fund, all program types will be covered to ensure a holistic and comprehensive approach.



* Adapted from KPMG Government Institute. (2017, November). The opioid epidemic: A framework for action.



Examples of social drivers and programs the Fund could consider



The Fund will dedicate a significant amount of funds to social drivers of addiction and overdose. Informed by the socio-ecological model, these drivers may be addressed through a wide range of programs and services such as education, housing, and employment support.

The socioecological model of addiction and substance use*



Example Social Drivers	Example Programs
Employment	Training opportunities
Education	Scholarships
Housing	Low-threshold housing
Safety	Violence prevention
Food	Food banks
Transportation	Public transit
Social supports	Community spaces

* Indiana University, "A socio-ecological model of substance use disorder".



Key Performance Indicator framework to measure performance



The Fund will refer to the KPI Framework to develop a balanced pool of KPIs that capture a range of metrics across the OUD Lifecycle that could incorporate positive, upstream, qualitative, and social KPIs.

The KPI Categories include:

- **Structure:** Attributes of the organization (e.g., % BIPOC staff, # Services provided)
- **Process:** Activities of the program (e.g., # Participants/month, Wait time for care/service)
- **Outcome:** Impact on individuals and communities (e.g., Time retained in care, % Participants housed)

Program Type

Prevention
Early Detection
Harm Reduction & Rescue
Treatment & Recovery
Social Supports
Innovation

KPI Categories

Structure
Process
Outcome

KPI Type

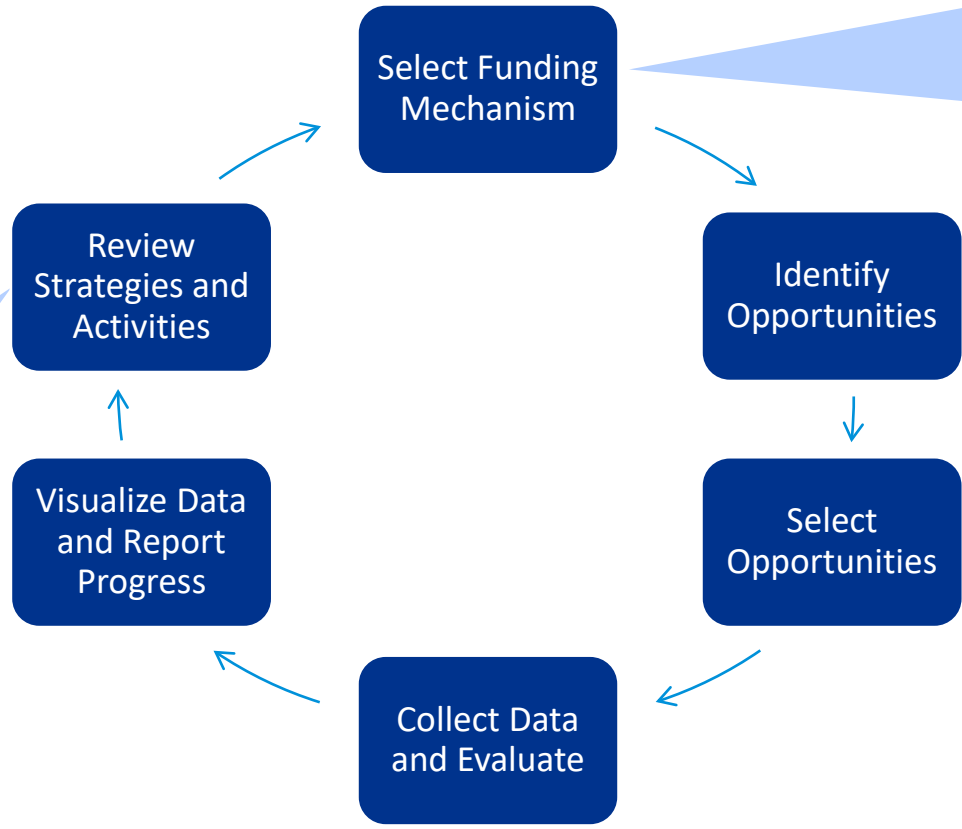
Medical & Social	Upstream & Downstream	Positive & Negative	Qualitative & Quantitative	Community Engagement	Health Equity
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Overview of the Funding and Evaluation Cycle



Periodically, the Strategic Plan's strategies and activities will be reviewed along with program performance, community need, and emerging data and research. This process will allow for blind spots and gaps to be identified to inform funding allocation for future cycles.



Opportunities may be funded through any of the three mechanisms: grants, procurement, collaboration. The Fund aims to standardize the ensuing cycle of selection, data collection, evaluation, associated support mechanisms and annual review processes as much as possible for each funding approach.

Selection will be informed by using an Opportunity Assessment Template and an equity review tool.

- Conduct Community and Stakeholder Engagement
- Provide Technical Assistance as needed

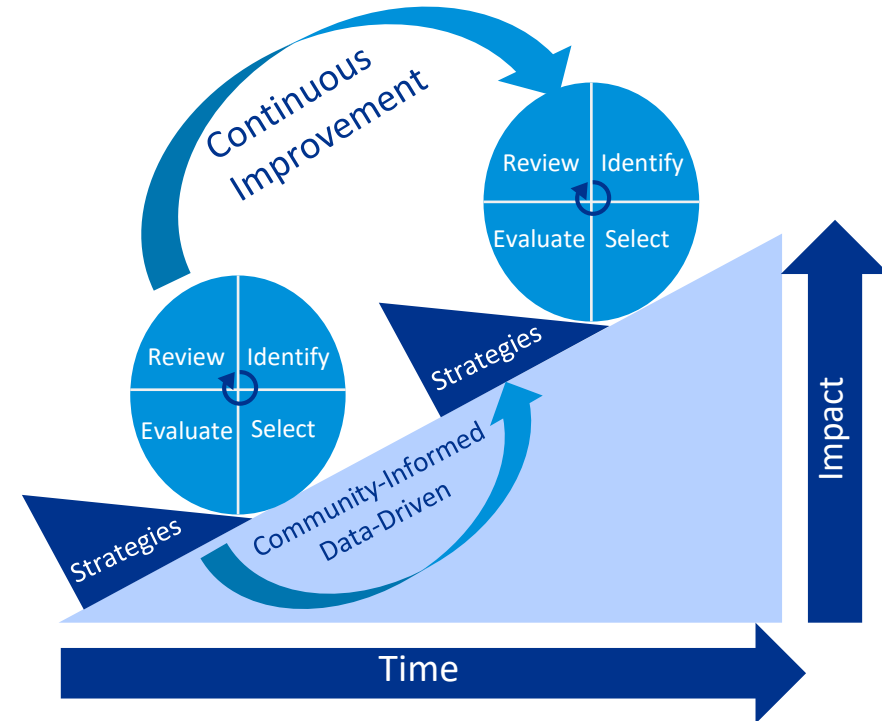


Approach for continuous improvement



The Fund will leverage an approach centered around continuous improvement cycles to periodically evaluate and update the activities and strategies needed to support the five Strategic Priorities and guiding principles. As community needs change over time, the Fund's approach will need to remain flexible to change along with it to continuously drive towards maximum impact.

- **Every Year:** The Fund will identify and select opportunities for funding, collect data, and evaluate progress for all ongoing programs.
- **Every 3-5 Years:** The Fund will conduct a more detailed review of progress, compare funding allocations to date with the Subpopulation Heatmap, review the latest data to see if needs have changed, and evaluate the success of the funded programs and initiatives. This review will also identify gaps and blind spots to inform the next iteration of funding decisions and foster accountability.
- **Over 15 Years:** Through multiple iterative cycles, the Fund aims to take a flexible, continuously adaptable approach that will successfully drive the Mission and Vision and achieve all five Strategic Priorities.



Overview of the Continuous Improvement Cycle

Trust Fund Update





Update on Initial Allocation for Trust Fund Dollars



Expansion of Harm Reduction Services

- Rolled out Community Naloxone Purchasing Program. Since launching, the program has distributed **over 10,000 doses** of Naloxone to date.
- Developed a competitive application opportunity for existing harm reduction partners to collaborate, expand through sub-contractual arrangements with organizations that reach historically underserved populations and communities including Black, Indigenous, and people of color (BIPOC) individuals who are at high risk for experiencing overdose. To date, one program has been awarded a contract under this application process.
- Increased access to fentanyl test strips by making them available at no-cost through the -newly established Massachusetts Clearinghouse Since launching in August 2022, the initiative has distributed **over 100,000** test strips to date.

Increased Access to Medication for Opioid Use Disorder

- Increased access to MOUD in underserved areas through opening three new opioid treatment programs in Orange, Holyoke, and Plymouth respectively. The addition of these two sites will build upon existing OTP expansion efforts that have yielded an increase approximately 2,000 OTP patients over the 2-year period since Covid
- Expanded access to MOUDs by adding 1 new mobile methadone delivery program.



Update on Initial Allocation for Trust Fund Dollars



Expansion of Supportive Housing Programs

- Expanded statewide capacity of 14 providers that has resulted in a total of 382 units contracted for FY23. As of December, 300 of these units have been filled despite ongoing staffing hiring challenges.

Student Loan Forgiveness

- On 11/17, the Baker-Polito Administration [Announced](#) that the Executive Office of Health and Human Services has contracted with the Massachusetts League of Community Health Centers to implement a \$130 million loan repayment program with funding through the American Rescue Plan Act and The Opioid Recovery and Remediation Trust Fund
- Applications open in **early December** and eligible for support loan repayment for Master level, Bachelor level, and Associate level workers in ATS, CSS, residential treatment, and outpatient SUD treatment settings



Update on Initial Allocation for Trust Fund Dollars



Community Outreach and Engagement

- At the September 30, 2021 ORRF meeting, the committee recommended using \$750,000 of the initial funds to develop a multidisciplinary community outreach (MDCO) team to serve clients with a high acuity of need, who may not meet the criteria for other programs, and whose needs are not being met in a traditional care setting.
- MDPH, BSAS contracted with Commonwealth Medicine (CWM) to conduct a landscape analysis of to identify models of multidisciplinary community outreach teams that would be effective at engaging people at high risk of opioid overdose into treatment and promote harm reduction.
- The findings from this were used to inform the development of this procurement.
- ORRF council initially recommended \$750,000 annually based on the research and development of the costs for this model; this is sufficient to develop and start the program, but a fully annualized program is \$4m for a two site pilot serving 80 people each.



Update on Initial Allocation for Trust Fund Dollars



Expansion of Harm Reduction Services - Approved Community Naloxone Purchasing Programs

Vendor	Region	FY22 Contract \$	# of Doses Distributed to Date	FY23 Contract \$	# of Doses Distributed to Date
Multiple	Statewide	\$1,700,000	N/A	\$1,700,000	3904

Expansion of Harm Reduction Services - Fentanyl Test Strips Clearinghouse

FY22 Contract \$	# Purchased/Distributed	FY23 Contract \$	# Purchased/Distributed to Date
\$18,000 (for development and purchase of educational materials)	N/A	\$750,000	100,000

Increased Access to Methadone - OTP Expansion Contracts

Vendor	Region	FY22 Contract \$	FY23 Contract \$
Spectrum Health Systems, Inc	CM	\$115,000.00	\$1,078,638.00
Responding RFR Bids*	Statewide	0	\$1,908,362

Long Term Housing

Provider**	Region	FY22 Slots	FY22 ORRF Funds	FY22 Total Funds****	FY23 Slots	FY23 ORRF	FY23 Total Funds**	Projected Total # of Units Supported by ORRF
Multiple	Statewide	300	0	\$11,960,000	382	\$5,000,000	\$15,000,000	125

* BSAS currently reviewing responding bids to OTP Expansion RFP.

** RFP scheduled to be posted on January 1st, 2023

*** See Appendix Slide A for breakdown of current providers, slots and funds

**** Total funds supplemented by additional BSAS revenue sources



Upcoming Meetings



Date	Time	Location
<i>December 6th, 2022</i>	<i>3:00-4:30</i>	<i>Zoom</i>
<i>March 2023</i>	<i>TBD</i>	<i>TBD</i>
<i>June 2023</i>	<i>TBD</i>	<i>TBD</i>
<i>September 2023</i>	<i>TBD</i>	<i>TBD</i>

Thank you

