OCCATI Workforce Plan
This Workforce Plan provides an in-depth analysis of the education, talent, and healthcare workforce in Owen County, Kentucky, as it impacts opioid use disorder. The Plan incorporates a SWOT analysis related to recruiting and retaining the talent required to implement the goals, a labor market summary, key findings from the needs assessment, and workforce goals and strategies.

SWOT Analysis

**STRENGTHS**
- Existing NKU resources and integration of OUD training into all clinical and health related programs
- Partnerships among multiple regional organizations
- Regional commitment to OUD efforts
- SAMHSA Opioid STR Grant and other similar initiatives in the Commonwealth

**WEAKNESSES**
- Generational patterns and beliefs in Owen County that do not value post-secondary education
- Limited public transportation to OUD training programs from Owen County
- Owen County residents’ perception of being separate from Northern Kentucky
- Insufficient awareness in Owen County of employment opportunities
- Lack of community support for evidence-based treatments for OUD

**OPPORTUNITIES**
- Gap in behavioral health services
- No certified Peer Support Specialists or licensed clinical personnel with credentialed SUD specialization
- High percentage of disconnected youth with opportunity to engage
- Diverse K-12 healthcare-related career development programs
- Launch of UK regional medical school at NKU in fall 2019 with a focus on meeting rural needs
- Low labor participation rate with opportunity to engage

**THREATS**
- Shortage of specialized workers
- Stigma and compassion fatigue may limit interest in pursuing OUD-related employment
- Skepticism regarding long term commitment to healthcare efforts in Owen County due to past departure of major healthcare providers
- Lack of broadband deployment and connectivity
- State pension crisis negatively affecting public health organizations and universities
- Aging population in Owen County
**Education Inventory:**
The Northern Kentucky region supports three accredited institutions of higher education within an hour’s drive of Owen County: Gateway Community and Technical College (40 minutes), Thomas More University (50 minutes), and Northern Kentucky University (55 minutes). Take as a whole, these programs offer a comprehensive selection of healthcare programs from certification for Emergency Management Technicians up through a doctorate in medicine. Several high schools, including Owen County High School, offer specialized programs for students interested in STEM or healthcare careers as well as the opportunity to earn college credit through the Kentucky-supported School-Based Scholars Program. NKU in particular operates a branch campus in Grant County, which is located a half hour’s drive from the heart of Owen County. NKU has also integrated specialized OUD training into all of its undergraduate and graduate clinical health degrees. Mental Health America offers certified programs for KY Peer Support Specialists, and NKU is currently partnering with MHA to develop a hybrid program to reach those in rural areas more effectively.

In addition, the University of Kentucky is 60 minutes and the University of Louisville is 75 minutes from Owen County. Both of these institutions offer comprehensive programs in healthcare up through the doctorate in medicine. There is not a shortage of educational programming available for Owen County residents.

**Labor Market Summary:**
The population in Owen County is just over 10,000 (U.S. Census Bureau, 2019). The region has a civilian labor force of 4,199 with a participation rate of 49.6% (Chmura Economics & Analytics, 2019a). Of individuals 25 to 64 in Owen County, 9.2% have a bachelor’s degree or higher, as compared with 33.4% for the nation (U.S. Census Bureau, 2019). As of 2019Q1, total employment for Owen County was 1,956 (based on a four-quarter moving average). Over the year ending 2019Q1, employment declined 9.7% in the region. The seasonally adjusted unemployment rate for Owen County was 4.5% as of April 2019, which is higher than the national rate of 3.7%, though it is comparable to Kentucky’s as a whole at 4.3% (Chmura Economics & Analytics, 2019; Kentucky Center for Statistics, 2019a).

Healthcare employment has seen a 3.1% decrease in the past year in Owen County, as compared to 3.3% increase in Kentucky as whole. (Chmura Economics & Analytics, 2019; Kentucky Center for Statistics, 2019b). Even worse, employment in outpatient mental health and substance abuse centers in Owen County dropped 23.7% over the past five years, just as the demand for these services has significantly increased.

The Healthcare and Social Assistance sector employs 9% of the population in Owen County. This is less than Northern Kentucky as a whole at 10.7% and nationally at 14.3%. Over the next 10 years, it is expected to be the fastest growing sector in the region with a projected 0.7% year-over-year rate of growth (Chmura Economics & Analytics, 2019a). In other words, the Healthcare and Social Assistance sector is relatively small in Owen County and little growth is anticipated. The workforce strategies we propose in this Plan align with this reality.
Assessment Summary:
Owen County is a designated HPSA for both Primary Care and Mental Health Care. The ratio of patients to Primary Care Physicians in Owen County is 2,660:1, as compared to 1,520:1 for Kentucky and 1,320:1 for the United States (County Health Rankings, 2019). The FQHC Triad Health Systems offers a spectrum of medical care in Owen County utilizing three PCPs and two APRNs. St. Elizabeth Healthcare provides intermittent specialty care.

The ratio of Mental Health Providers is 2,690:1 in Owen County, as compared to 490:1 for Kentucky and 470:1 for the U.S. (County Health Rankings, 2019). All mental health providers operate out of Owenton. Triad Health System has one psychiatrist, one psychologist, a community support worker, a part-time LCSW and a part-time behavioral health nurse practitioner on staff. NorthKey Community Care supports .4 FTE of a behavioral health counselor for Owen County and .4 FTE of a school counselor, along with a psychiatrist available 2 days per month. There is also a private counselor operating out of Owen County. However, none of the county’s licensed clinical or behavioral personnel have credentialed SUD specialization; there are no certified Peer Support Specialists in Owen County; no one in Owen County has a DATA 2000 waiver to provide MAT services; and (other than our own program for SBIRT screenings in Owen County High School) there are no specialized services for identified vulnerable populations.

Problem Statement:
Owen County has been hard hit by the OUD crisis. But county residents appear unwilling to invest personally in solutions. Moreover, interviews with county residents indicate continuing generational patterns of reluctance to pursue higher education.

Workforce Objectives:
There are limited services to meet SUD/OUD needs in Owen County. We recognize that some critical services will continue to be provided outside of the county and have identified the key roles that will increase access, provide a better continuum of care, and build a community of providers better able to support community needs. Ours is a “grow your own” approach to workforce development with heavy emphasis on educational pipeline development via comprehensive health career programming.

Goal:
Successfully recruiting and retaining a trained OUD workforce in Owen County will require either recruitment of Owen County residents or incentivizing others to work in the county. It is well documented that those who reside within a local community have less employment turnover in the healthcare sector. OCCATI’s goal is to build a pipeline for SUD/OUD healthcare workers to Owen County from the ground up.

Long-Term Objectives:
The OCCATI Workforce Plan seeks to connect the high level of need with regional OUD resources in a comprehensive way. This connection will require building trust, expanding
awareness of employment opportunities, and developing a formal structure to promote training and employment of required workers.

References:


## OCCATI Workforce Plan

### Objective #1: Increase the number of SUD/OUD-related healthcare workers

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timeline</th>
<th>Responsible Organization</th>
<th>External Partners</th>
<th>Cost</th>
<th>Possible Funding Sources</th>
<th>Track Progress (metrics/ indicators)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire QRT social worker/re-entry specialist</td>
<td>9/19 On-going</td>
<td>NKYODCP</td>
<td>NKYODCP, EMS, law enforcement, TRDHD</td>
<td>$50,000 annually</td>
<td>KORE, HRIG</td>
<td># served/connected to treatment</td>
</tr>
<tr>
<td>Hire 2 Peer Support Specialists</td>
<td>12/19 On-going</td>
<td>N</td>
<td>MHA</td>
<td>$80,000 annually</td>
<td>N, KORE, HRIG, HOPG</td>
<td># clients served</td>
</tr>
<tr>
<td>Hire and train Care Coordinator</td>
<td>9/19 On-going</td>
<td>SEH, N, T</td>
<td>NKYODCP</td>
<td>$50,000 annually</td>
<td>Medicaid, KORE, HRIG</td>
<td># clients served</td>
</tr>
<tr>
<td>Implement St. Elizabeth Baby Steps Program</td>
<td>10/19 On-going</td>
<td>SEH</td>
<td>T, N</td>
<td>$20,000 annually</td>
<td>SEH</td>
<td># of participants</td>
</tr>
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</table>

### Objective #2: Provide additional specialized training for current healthcare workers and first responders

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timeline</th>
<th>Responsible Organization</th>
<th>External Partners</th>
<th>Cost</th>
<th>Possible Funding Source</th>
<th>Track Progress (metrics/ indicators)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIT Training for First Responders</td>
<td>12/20 12/22</td>
<td>NKU</td>
<td>Louisville Metro Police, MHA</td>
<td>Volunteer program</td>
<td>N/A</td>
<td># trained</td>
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<tr>
<td>Addiction Counseling/Prevention Micro-credentials Post-Secondary Programs</td>
<td>12/20 On-going</td>
<td>NKU</td>
<td></td>
<td></td>
<td>NKU</td>
<td># of enrollees</td>
</tr>
<tr>
<td>SBIRT training for all county providers</td>
<td>10/19 12/22</td>
<td>NKU</td>
<td></td>
<td>$5000 KORE</td>
<td>HRIG</td>
<td># of providers trained</td>
</tr>
<tr>
<td>DATA waiver training for all MDs and NPAs</td>
<td>10/19 2/21</td>
<td>SEH, NKU</td>
<td></td>
<td>$12,000</td>
<td>HRIG, SEH</td>
<td># of providers trained</td>
</tr>
</tbody>
</table>
Provider training in coding, billing, integrating SUD screening/treatment into workflow, pain management, KASPAR, and referral for infectious diseases

<table>
<thead>
<tr>
<th>Start Date</th>
<th>End Date</th>
<th>Responsible Organization</th>
<th>External Partners</th>
<th>Cost</th>
<th>Possible Funding Sources</th>
<th>Track Progress (metrics/ indicators)</th>
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</thead>
<tbody>
<tr>
<td>10/19</td>
<td>2/21</td>
<td>SHE, NKU</td>
<td></td>
<td>$12,000</td>
<td>HRIG, SEH</td>
<td># of providers trained</td>
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</table>

**Objective #3: Develop comprehensive pipeline support for healthcare workforce**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Timeline</th>
<th>Responsible Organization</th>
<th>External Partners</th>
<th>Cost</th>
<th>Possible Funding Sources</th>
<th>Track Progress (metrics/ indicators)</th>
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<tbody>
<tr>
<td>K-12 healthcare pipeline programs</td>
<td>10/19 On-going</td>
<td>NKU</td>
<td>OCS</td>
<td>$3000</td>
<td>HRIG, NSF, NIH</td>
<td># of participants</td>
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<tr>
<td>Owen County Youth Advisory Board with an OUD focus</td>
<td>1/20 On-going</td>
<td>NKU, OCS, OCDPC</td>
<td>StAMINA, OCS</td>
<td>Volunteer</td>
<td>NKU</td>
<td># of participants YAB outcomes</td>
</tr>
<tr>
<td>NHSC Scholarship/Loan Forgiveness programs</td>
<td>9/19 On-going</td>
<td>NKU</td>
<td>NHSC</td>
<td>$50,000</td>
<td>NKU</td>
<td># of students participating</td>
</tr>
<tr>
<td>Clinical training sites in Owen County</td>
<td>12/19 On-going</td>
<td>NKU</td>
<td>N, T</td>
<td>N/A</td>
<td>N/A</td>
<td># of sites established</td>
</tr>
<tr>
<td>Rural-focused peer support specialist training</td>
<td>12/19 On-going</td>
<td>NKU, MHA</td>
<td></td>
<td>$50,000</td>
<td>HOPG</td>
<td># of rural participants</td>
</tr>
</tbody>
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HOPG = HRSA-OWEP Paraprofessionals grant; HRIG = HRSA-RCORP Implementation grant; KORE = Kentucky Opioid Response Effort [STR funding]; N=NorthKey Community Care; NIH = National Institutes of Health; NKYODCP= Northern Kentucky Office of Drug Control Policy; NSF = National Science Foundation; OCDPC= Owen County Drug Prevention Coalition; OCS= Owen County Schools; SEH=St. Elizabeth Healthcare; T=Triad Healthcare; TRDHD=Three Rivers District Health Department