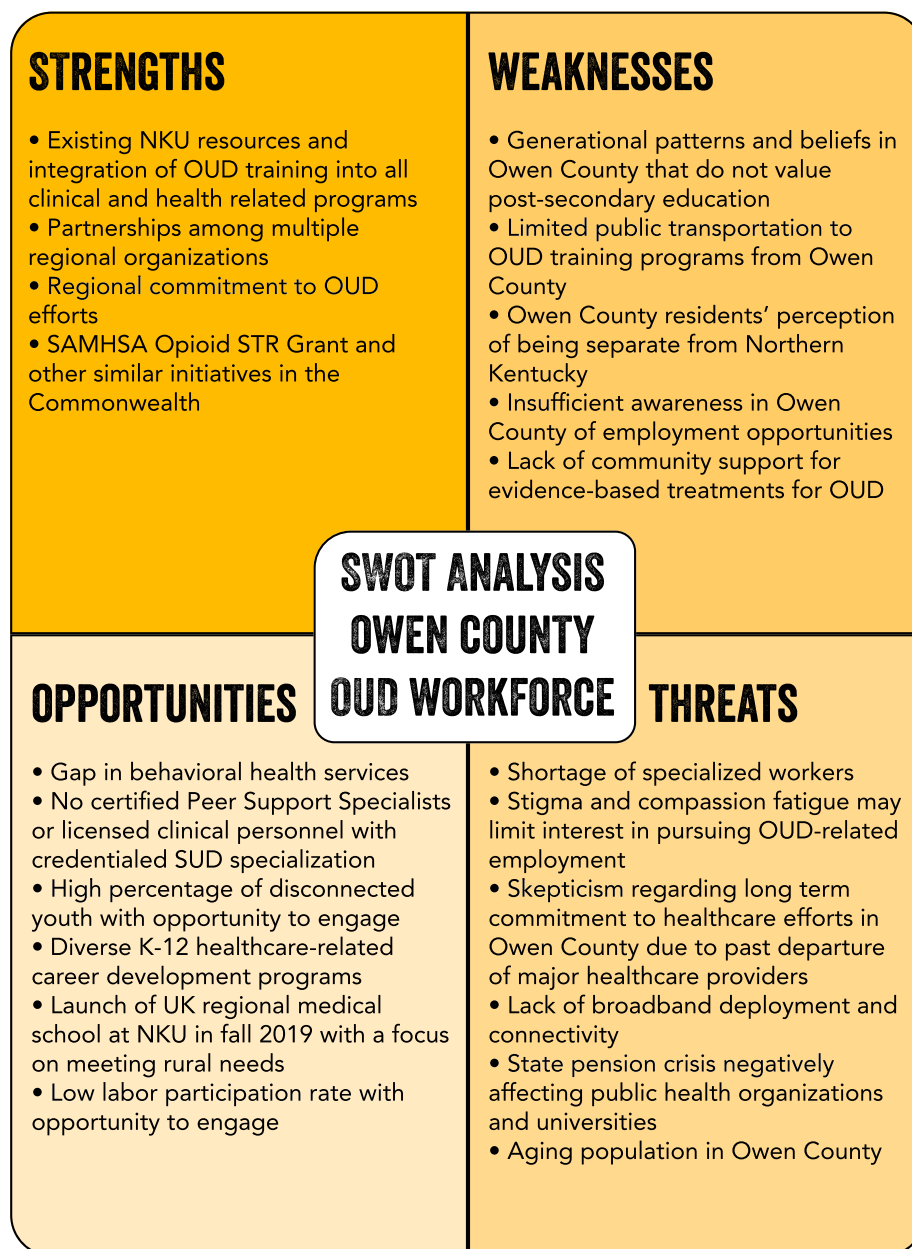


OCCATI Workforce Plan

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



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:

Chmura Economics & Analytics (2019a). Economic Overview, Owen County, Kentucky.

Kentucky Center for Statistics (2019). Labor Market Information Report Library.

<https://kystats.ky.gov/KYLMIL>.

U.S. Census Bureau (2019). Highest educational levels reached by adults in the U.S. since 1940.

<https://www.census.gov/newsroom/press-releases/2017/cb17-51.html>.

OCCATI Workforce Plan

Objective #1: Increase the number of SUD/ODU-related healthcare workers							
Activities	Timeline		Responsible Organization	External Partners	Cost	Possible Funding Sources	Track Progress (metrics/ indicators)
	Start Date	End Date					
Hire QRT social worker/re-entry specialist	9/19	On-going	NKYODCP	NKYODCP, EMS, law enforcement, TRDHD	\$50,000 annually	KORE, HRIG	# served/connected to treatment
Hire 2 Peer Support Specialists	12/19	On-going	N	MHA	\$80,000 annually	N, KORE, HRIG, HOPG	# clients served
Hire and train Care Coordinator	9/19	On-going	SEH, N, T	NKYODCP	\$50,000 annually	Medicaid, KORE, HRIG	# clients served client outcomes
Implement St. Elizabeth Baby Steps Program	10/19	On-going	SEH	T, N	\$20,000 annually	SEH	# of participants

Objective #2: Provide additional specialized training for current healthcare workers and first responders							
Activities	Timeline		Responsible Organization	External Partners	Cost	Possible Funding Source	Track Progress (metrics/ indicators)
	Start Date	End Date					
CIT Training for First Responders	12/20	12/22	NKU	Louisville Metro Police, MHA	Volunteer program	N/A	# trained
Addiction Counseling/ Prevention Micro-credentials Post-Secondary Programs	12/20	On-going	NKU			NKU	# of enrollees
SBIRT training for all county providers	10/19	12/22	NKU		\$5000 KORE	HRIG	# of providers trained
DATA waiver training for all MDs and NPs	10/19	2/21	SEH, NKU		\$12,000	HRIG, SEH	# of providers trained

Provider training in coding, billing, integrating SUD screening/treatment into workflow, pain management, KASPAR, and referral for infectious diseases	10/19	2/21	SHE, NKU		\$12,000	HRIG, SEH	# of providers trained
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Objective #3: Develop comprehensive pipeline support for healthcare workforce

Activities	Timeline		Responsible Organization	External Partners	Cost	Possible Funding Sources	Track Progress (metrics/ indicators)
	Start Date	End Date					
K-12 healthcare pipeline programs	10/19	On-going	NKU	OCS	\$3000	HRIG, NSF, NIH	# of participants
Owen County Youth Advisory Board with an OUD focus	1/20	On-going	NKU, OCS, OCDPC	StAMINA, OCS	Volunteer	NKU	# of participants YAB outcomes
NHSC Scholarship/Loan Forgiveness programs	9/19	On-going	NKU	NHSC	\$50,000	NKU	# of students participating
Clinical training sites in Owen County	12/19	On-going	NKU	N, T	N/A	N/A	# of sites established
Rural-focused peer support specialist training	12/19	On-going	NKU, MHA		\$50,000	HOPG	# of rural participants

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