VISION

Promote substance use policies and programs that improve the quality of life and reflect the cultural and economic diversity of the community.

MISSION

Ensure that quality substance use intervention and treatment, as well as alcohol, tobacco and other drug prevention programs are provided for citizens in an efficient and cost-effective manner.

GOALS

The service delivery system for county residents has been designed to provide comprehensive and accessible care for both adolescents and adults in need of treatment or intervention services and assistance to communities trying to prevent substance use disorder. There are several overriding goals that the Department tries to achieve in the design and delivery of prevention, intervention, case management, and treatment services as listed below:

- Assist communities in becoming their own change agents.
- Increase community recognition of alcohol and tobacco as substances of use/abuse.
- Prevent the continuation of intergenerational family dysfunction due to substance use disorder.
- Promote understanding of the disease concept and the hereditary risk factors associated with substance use disorder.
- Assist clients in creating self-sufficient lives.
- Continuously evaluate the services provided to ensure that they are accessible, high quality, effective, cost efficient and best meet the needs of the citizens of Chester County.
BACKGROUND

The Department of Drug and Alcohol Services was established by the Chester County Commissioners as a Public Executive Commission. The Department serves as the Single County Authority (SCA) for Chester County, responsible for the planning, coordination, and administration of community substance use prevention, intervention, and treatment services. The Department also provides case management services.

The work of the Department is accomplished with the assistance of the Chester County Advisory Council, whose members are appointed by the Commissioners. Members are community volunteers who advise the Department on community needs, planning and management of resources and services. FY 2020/21 Advisory Council membership was:

- Cindy Wanamaker, Chairperson
- Robert Strauber, Jr., Vice Chairperson
- Darlene Whenry, Secretary
- John Gailey, Member-At-Large
- Kevin Kelly, Member-At-Large
- Catherine O'Donnell, Member-At-Large
- Anthony Paul, Member-At-Large
- Elizabeth Dean, Member-At-Large
- Norman Pine, Member-At-Large
- Mark Evans, Member-At-Large
- Leighton Forbes, Member-At-Large

The three (3) persons Board of Commissioners is the governing entity responsible for oversight of the Department. The Department is part of Chester County’s human services departments, overseen by Human Services Director, Kim Bowman.

Most prevention, intervention and treatment services are provided via subcontracts developed and monitored by the Department. The Department also conducts regular needs assessments and develops plans for services.

In addition to planning and administrative activities, the Department also provides some direct case management and prevention services. Case management services include initial assessment for incarcerated individuals and ongoing case management for all residential clients. Prevention services include, but are not limited to, information dissemination and environmental strategies. The staff of the Department was:

- Vincent H. Brown, Executive Director
  Jamie Johnson, Deputy Director

**Administrative Unit**
- Todd Bender, Program Specialist II
- Kathy Collier, Program Specialist II
- Kaitlyn Genthert, Prevention Specialist
- Mary Jo Nickel, Fiscal Technician
- Heather Revere, Fiscal Officer III
- Nicholas Dello Buono, Fiscal Officer II
- Cathy Vaul, Program Specialist II
- Betty Wade, Administrative Officer I

**Case Management Unit**
- Megan Dunn, Case Manager
- Rita McGuane, Treatment Court Specialist
- Kathryn Kinsley, Case Management Supv.
- Emily Bodtke, Case Manager
- Thomas Siolek, Case Manager
- Sheila Romero, Case Manager
- Gretchen Medrow, Case Manager
SCA CASE MANAGEMENT SYSTEM

Striving to ensure ease of access, Chester County has a decentralized system for entry to funded treatment, regardless of the level of care needed. The primary points-of-entry for funded treatment are our five (5) subcontracted outpatient providers located in Coatesville, Exton, Kennett Square, Phoenixville, and West Chester. Each of these providers will screen for emergent needs upon initial contact and then see the individual to conduct an assessment to determine, with the individual, the type of treatment (level of care) most appropriate.

For those individuals in need of residential treatment, the program will work with our Case Management Unit to determine the most appropriate program and arrange for treatment funding. Following admission to residential treatment, our Case Management Unit will follow the individual to assist with case management needs and ensure continuity of care.

In addition to entry via our outpatient providers, individuals can be assessed at the Chester County Prison with recommendations for level of care made to the presiding criminal justice agency.

For individuals in need of emergency care, withdrawal management admission can happen prior to assessment as appropriate. While in withdrawal management, the individual will be assessed to determine the appropriate treatment referral.

DEPARTMENT ACCOMPLISHMENTS

In addition to the ongoing management of prevention, intervention, and treatment system for Chester County, some of the Department’s other accomplishments include the following:

Administrative

- In response to the COVID-19 pandemic, conducted many department operations through remote operations for most of the year. While faced with various challenges, services continued to be provided and funded.

- Awarded a grant from Vital Strategies to provide education to Emergency Medical Services (EMS) providers and pilot Narcan “leave-behind” project with five (5) providers for overdose survivors and their families. Data is also being collected and used to inform future planning to expand/enhance the project.

- Completed a Treatment Needs Assessment and developed a Five-Year Plan regarding substance use disorder treatment services in the County. The Needs Assessment included identifying the strengths and capacity of the treatment and support service system within the County, as well as the needs and gaps within the local system. The data gathered and reviewed was used to assist in the preparation of, and substantiate the development of, a Treatment and Support Services Plan. Priority areas identified in our plan included:

  - Continued work to address/intervene with opiate overdoses
  - Address new/current drug trends including the increase use of Methamphetamines and Xylazine
  - Expansion of Medication Assisted Treatment (MAT)
  - Increase access to monolingual Spanish speaking services
Received and managed $528,458 of Federal and State opioid specific funds, providing and/or enhancing prevention, intervention, treatment, and recovery support services, to residents suffering from an opioid use disorder.

To ensure that our primary points-of-entry and treatment in Chester County were able to remain open and functioning during the COVID-19 pandemic, the County provided additional financial assistance to the outpatient programs.

Received new five-year contract from the Department of Drug and Alcohol Programs, including State fund allocations. Relevant changes were identified and made to Departmental policies and procedures, reporting and other areas. A review of fund allocations was also completed and incorporated into the Department's budget and service planning.

Collaborated with numerous County departments and community-based organizations throughout the year to address the opioid and overdose epidemic. Efforts included:

- Co-chair and staff participation in the County’s Overdose Prevention Task Force.
- Continued participation in community based Narcan® trainings as well as collaborate with the County Health Department to purchase and distribute Narcan®.
- Continued providing “warm hand-off” services to overdose survivors, with a focus of referring them directly to treatment services from the local hospital emergency rooms.
- Continued participation in Department of Community Development Request for Proposal (RFP) process for Street Outreach.
- Participated in Children, Youth and Family’s Point of Service provider selection process.
- Continued participation with the Regional Overdose Prevention Coalition, including a specific focus on “harm reduction” initiatives.

Hosted and/or participated in over 200 community outreach events throughout the County involving a broad range of substance use disorder prevention, intervention, treatment, and treatment related topics.

Assisted and supported the opening of the women’s recovery house in Phoenixville. This is a project that has involved the collaboration and commitment of the Depts. of Human Services and Drug and Alcohol as well as Community Care Behavioral Health (CCBH).

Continued to partner with our behavioral health managed care organization and the Council of Southeastern Pennsylvania (SEPA) to increase the number of certified peer specialists (CPS) and certified recovery specialists (CRS) in Chester County through the Peer Support Expansion Initiative (PSEI).
Hosted/presented numerous trainings throughout the year to County staff, community organizations, schools, township officials and others. Topics included: Methamphetamines, 12 Step, Medication Assisted Treatment (MAT), Marijuana

Treatment

Provided a full continuum of treatment services, through over 75 contracted providers throughout Pennsylvania, to meet the individual needs of our clients.

Case Management

Completed 594 assessments in the Chester County Prison and facilitated the referral and placement of approximately 248 inmates in residential treatment. Due to COVID-19, tele-health communication and assessments have been utilized.

Continued to provide funding for an Administrative Case Manager at each of the five (5) contracted outpatient points-of-entry. The Administrative Case Managers assisted clients with Medical Assistance applications, life skills, and developing Recovery Plan goals; thereby allowing the clinical staff to offer more direct treatment and assessment services.

Recovery Support

Participated in the national Recovery Month, hosting and participating in various events.

Continued expansion of the Community Outreach Prevention and Education (COPE) program, which provides 24/7 outreach, engagement and personal support, referrals for treatment services, and the distribution of Narcan®, to overdose survivors and their families in all five (5) local hospital emergency departments (Chester County Hospital, Brandywine Hospital, Paoli Hospital, Jennersville Hospital and Phoenixville Hospital).

The following data reflects COPE team referrals for FY 20/21:
- Received and responded to 359 referrals.
- Engaged 354 individuals in the hospitals.
- 227 individuals admitted to Substance Use Disorder treatment services.
- Provided 26 doses of Narcan to survivors and their loved ones.

The SCA and its managed care partner (Community Care Behavioral Health) continue to work with The Council of Southeastern Pennsylvania (SEPA), the provider of Certified Recovery Specialist (CRS) services in Chester County, to ensure program viability and delivery of quality service.

The following data reflects programming for FY 20/21:
- 30 different referral sources.
- 175 individuals referred for CRS services.
- 24 individuals/family members referred by CYF for specialized/enhanced CRS services.
- 6,135 units/1,535 hours of recovery coaching and mentoring delivered in the community.
Successful continuation of the Recovery Rapid Re-Housing Program (RRR) launched in March 2019. This is a collaborative effort with the Chester County Department of Drug and Alcohol Services, Department of Community Development and Human Services, Inc. to deliver Rapid Re-Housing services for individuals with Opiate Substance Use Disorder. Services include Housing Case Management and funding to assist with security deposits/move-in costs and up to 6 months of rental assistance for those who apply and qualify for assistance.

The following data reflects RRR for FY 20/21:

- 24 referrals were received from the contracted network.
- 17 individuals received Case Management Services, assisting with linkages/budgeting/childcare/employment/resources to prepare for housing.
- 12 individuals were approved for housing subsidy.
- 5 individuals were successfully housed. An additional 6 individuals are actively looking for housing.
- $29,437.90 was expended for housing costs.

Prevention/Intervention

- Responded to an increase in Prevention service requests as more schools and community groups began opening back up.

- Established new providers for ATOD Prevention Services and SAP Services. Services across six (6) Federal Strategies were provided virtually, in hybrid form and in-person to residents, students and families in all 12 Chester County School Districts.

- Awarded funds from Vital Strategies to expand the county Warm Hand-off Program, Community Outreach Prevention and Education (COPE) to include first responder engagement and the pilot of a Narcan Leave Behind project. Chester County Department of Drug and Alcohol Services partnered with the Department of Emergency Services and Pitt Peru to deliver their Strategies to Coordinate Overdose Prevention Efforts (SCOPE) training which aims to educate on substance use disorder, trauma adverse childhood experiences, harm reduction strategies, motivational interviewing, and training on the harm reduction approach, accessing local services, and materials needed for Narcan Leave Behind pilot project. In total, four (4) trainings were completed reaching over 50 first responders.

- Enhanced public awareness on how to get help for a drug or alcohol issue by launching public service advertisements in four (4) county grocery stores. Each grocery store had 60 cart advertisements which ran over a 6-month period. On average, 80,000 shoppers were reached each week.

- Enhanced public awareness and increased education on how to safeguard medications in the home and how to discard expired and unneeded medications using a television advertisement. This advertisement reached over 900,000 residents 18 years and older.

- New Student Assistance Program (SAP) Provider, Devereux Advanced Behavioral Health, provided services to 40 public school teams, cyber and charter schools in Chester County. Through the COVID-19 pandemic maintained best practices in SAP programming while delivering services virtually. Re-established service plans with schools to allow for adaptations in process as schools moved from full virtual to hybrid to in-person.
Implemented BH-Works! Screening in all SAP referral process. This online screening was particularly useful during virtual schooling, but also can be used for face-to-face interactions. The web-based approach allows for secure record keeping as well as trend mapping and outcome reports.

Maintained best practice standards in all areas of service delivery despite adjustments to virtual/hybrid reality due to COVID-19 closures and restrictions.

Brought on three (3) new providers who integrated themselves into Chester County during the COVID-19 pandemic.

Reached more than 100,000 community members through the various sectors of service delivery.

**CHALLENGES**

In addition to the many accomplishments achieved by the Department, there were also various challenges faced throughout the year.

Due to the unprecedented COVID-19 pandemic, services were directly and drastically impacted to include, but not limited to, navigating the ever-changing landscape of service delivery, restrictions, and closures, maintaining best practices while making adaptations for virtual service delivery, and introducing and onboarding new providers.

The SCA, in conjunction with Chester County and the State of Pennsylvania, has worked hard to ensure that clients can continue to access services and treatment in a safe and healthy manner to reduce the potential exposure to the coronavirus. The SCA assisted providers in developing tele-health services and eased restrictions on providers that would otherwise create barriers to clients in need of services. Chester County SCA offered temporary financial relief to its in-county outpatient and assessment providers to keep the “front door” to treatment open as well as aftercare treatment for those individuals returning to their communities from residential treatment. The SCA continued to manage the virtual/hybrid/ever-changing school schedules landscape. Growth is slowly being seen in SAP services but is somewhat stagnant in Prevention services.

Multiple initiatives, including those from the Office of Mental Health & Substance Abuse Services/Managed Care Organization (OMHSAS/MCO), DDAP, Department of Health, and others that can/do impact various aspects of our system and require attention/understanding/involvement of department staff.

Transition to the American Society of Addiction Medicine (ASAM) criteria from previous state-wide Pennsylvania Client Placement Criteria (PCPC).

Creating consistent programming and service levels with changing in funding parameters as set by DDAP.

The Department and contracted prevention, intervention and treatment providers continued to face turnover and understaffing. The drug and alcohol system continues to face a staffing shortage.
A YEAR IN REVIEW

TRENDS

The following are some Countywide trends identified through data related to Department funded and/or contracted services.

- Chester County has seen a slight decrease in the number of clients reporting opiate/opioid use and a slight increase in alcohol use upon admission to treatment for FY 20/21 (Chart 1 on next page). There has been a slight decline in the use of psychostimulants which includes methamphetamines within the same timeframe (Chart 2 on next page).

- The opiate abuse and overdose epidemic continues in the County, as do the efforts to respond to this crisis. Our Department is involved in numerous activities, many of which focus on public awareness and education on overdoses/deaths and the availability of Naloxone; ensuring clients can access appropriate treatment services; and participation in various collaborations with other community agencies and organizations, including the Overdose Prevention Task Force. The Department provided over 20 presentations and trainings to various community organizations, first responders, residents, and others.

- The Department’s Case Management Unit has continued to conduct a significant number of prison assessments. Contributing to this trend is: the use of all substances and subsequent illegal activities; the increase in the County’s criminal justice system efforts towards having appropriate clients referred to treatment instead of incarceration or reducing lengths of incarceration; other changes to criminal justice related protocols, such as an increase in urine testing.

- Chester County has continued to see a slight downturn in accidental overdose deaths. Based on data available for calendar year 2020, 101 deaths were reported. This is in comparison to 104 deaths in calendar year 2019, and 112 deaths in calendar year 2018.

- “Harm Reduction” trainings and discussion becoming more prevalent.

- Increasing requests by schools, communities, and families for co-occurring services.

- Need for more ‘concierge’ type approach to collaborative program delivery between multiple service providers.

FY 20/21 Substance Use
Chart 1

Alcohol vs. Opioid Use

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<th>Year</th>
<th>Alcohol</th>
<th>Heroin and Other Opiates</th>
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<tbody>
<tr>
<td>FY09/10</td>
<td>44%</td>
<td>36%</td>
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<tr>
<td>FY10/11</td>
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<td>35%</td>
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<tr>
<td>FY11/12</td>
<td>43%</td>
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<tr>
<td>FY12/13</td>
<td>45%</td>
<td>35%</td>
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<tr>
<td>FY13/14</td>
<td>50%</td>
<td>24%</td>
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<tr>
<td>FY14/15</td>
<td>60%</td>
<td>22%</td>
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<tr>
<td>FY15/16</td>
<td>63%</td>
<td>24%</td>
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<tr>
<td>FY16/17</td>
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Chart 2

Psychostimulant Use Over Time

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<th>99</th>
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<th>88</th>
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CLIENT STATISTICS

Included below, are client statistics for the 2020/21 fiscal year:

**As a result of the Affordable Healthcare Act, the Medicaid Expansions and older children remaining on their parents’ health insurance and COVID, the client numbers for the '20-'21 fiscal year continued their downward trend from prior years.

- Number of unduplicated clients who received funded drug and alcohol services for all levels of care and activities: 1,378
- Number of unduplicated assessments: 344
- Number of unduplicated admissions to withdrawal management: 74
- Number of unduplicated admissions to residential treatment: 234
- Number of unduplicated admissions to halfway house: 1
- Number of unduplicated clients funded in outpatient, intensive outpatient and partial hospitalization treatment (all services): 282
- Number of unduplicated clients who received methadone maintenance services: 14

TRAININGS

Below is a list of training needs identified by the Chester County SCA in collaboration with its stakeholders and provided by Chester County SCA for FY20/21.

- Assessor Training for Chester County
- Addictions 101
- Medication Assisted Treatment
- Narcan®/Naloxone Training
- American Society of Addiction Medicine (ASAM)
- Partnered with Good Fellowship Training & EMS Institute to deliver nine (9) community Naloxone trainings reaching nearly 300 residents.
- Partnered with the Chester County Department of Mental Health and Intellectual Disabilities and the Chester County Suicide Prevention Task Force to train nearly 60 residents on the suicide prevention training, Question Persuade Refer (QPR).
FISCAL INFORMATION

Total Revenue for the Chester County Department of Drug and Alcohol Services for FY 20/21 was $5,028,750. Revenue Sources included federal funding streams, PA State Base, PA Commission on Crime & Delinquency (PCCD), Human Service Block Grant Fund (HSBG), Chester County matching funds, and other miscellaneous sources (Interest, Office of Managed Behavioral Health (OMBH), Drug Court and Criminal Justice).
These services are made possible by the Chester County Commissioners, Pennsylvania Department of Drug and Alcohol Programs, and the United States Department of Health and Human Services. Some data for use in this report were obtained through the county’s contract with the Department of Drug and Alcohol Programs. The Pennsylvania Department of Drug and Alcohol Programs specifically disclaim responsibility for any analysis, interpretations, or conclusions therein.

Subcontracting agencies also receive contributions from local United Way chapters, foundations, and private donations.