

26 Attachment A  
LOI Cover Page

**Contact Information**

Organization Name: Willamette Family, Inc.  
Mailing Address: 687 Cheshire Avenue  
City/State: Eugene, OR Zip: 97402  
Contact Name: Susie Dey Title: Director of Children & Family Services  
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**Organizational Information**

**Mission Statement:** The agency's mission is to provide substance abuse treatment services to any individual in need, regardless of who they are or how they came to need treatment. The agency's motto is "Strengthening the community, one family at a time."

No. of Employees: 170 FTE: 149

No. of Volunteers (annually)/ Volunteer Hours (annually) 187/ 2125

Name of Executive Director: Micki Knuckles

Name of Board President: Jeremy Starr Term Ending Date: February 2011

Number of members on Board of Directors: 13

Total Agency Budget: \$6,027,354 Fiscal Year End: June 30, 2010

Geographic Service Lane County

Unduplicated Lane County Residents Served Last Year: 1,724

Has your organization been previously funded by UWLC?  No  Yes, Year(s) 17

**Proposed Service(s):** Name of Proposed Services: Family Health Network

**Exhibit B**

**United Way of Lane County  
UWLC Policies and Certification Documents**

**“I hereby certify that**

**Willamette Family, Inc.**

(print agency name)

**agrees to follow and adhere to the following UWLC Policies and Certification Documents:”**

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

**Signature, Agency Director:** \_\_\_\_\_

**Print name:** Micki Knuckles

**Date:** January 12, 2010

## 1. Mission:

“Willamette Family (WF) is committed to providing a comprehensive continuum of services to individuals and families impacted by substance abuse or addiction.” For over 45 years, WF has provided evidence-based treatment and services for thousands of individuals and families who are struggling to overcome the devastating effects of the disease of alcohol and drug addiction. Currently, this continuum includes sobering and detoxification treatment, gender-specific residential and outpatient treatment, DUII diversion classes, adolescent treatment, and continuing and aftercare services. As the need for substance abuse treatment has increased in our community, WF has proactively expanded its services to 8 clinical locations within Lane County including sites in rural Cottage Grove, Thurston, and several Eugene locations. Intensive family centered and mental health services are also provided, along with a State licensed onsite Child Development Center at the WF Women’s Treatment facility where children 0-6 can reside with their mother while she is in residential treatment. WF is Lane County’s largest provider of alcohol/drug treatment and utilizes evidence-based practices approved by the State Office of Addictions and Mental Health, and is a state licensed mental health provider. WF successfully administers many public and private grants and contracts, and currently holds an on-going research subcontract through Oregon Health and Science University with the National Institute of Drug Abuse (NIDA) as a part of the NIDA Clinical Trials Network.

Over the years, WF has actively engaged with medical providers in this community, as the majority of all clients have multiple unmet needs, including lack of health care and pervasive poverty. These collaborations involve community hospitals, CAHOOTS, White Bird Clinic, Lane County Public Health and a contractual relationship with a physician/medical director. Active discussions are underway with the 100% Access Health Care Initiative, Medical Access Program (MAP) to expand basic healthcare, while also strengthening that initiative by offering the resources of WF to meet the currently unmet community needs related to untreated substance abuse.

## 2. Goal Alignment: The WF Family Health Network directly aligns with the UWLC Strategic Health Initiative, and strengths the Strategic Goal of Education:

**Primary Strategic Goal: HEALTH:** Increase access to and reduce barriers to community-based health care for Lane County residents below 200% of the Federal Poverty Limit by establishing a “medical home” primary care office for families and individuals to be located at the WF Women’s Treatment Center in Eugene.

**Secondary Strategic Goal:** Incorporate preventive strategies and provide evidence-based services for patient-directed chronic disease self-management that expands healthcare and treatment to include the conditions of alcoholism and drug addiction through substance abuse treatment services at WF.

**Tertiary Strategic Goal:** Leverage impact to address the UWLC Strategic Goal of Education by including expanded access to healthcare into the existing WF comprehensive continuum of care for families utilizing substance abuse treatment services and wraparound family and mental health services in the WF Women’s Treatment Program.

WF proposes a collaborative partnership with MAP to achieve the identified goals. MAP has been extraordinarily effective and successful in creating a network of healthcare services to increase access for uninsured or underinsured Lane County residents. The need for additional community-based sites continues to expand. Most immediately, there is a critical need for a “medical home” for 75 newly-enrolled Early Head Start individuals and families who lack the essential connection to healthcare. In November 2009, WF became a designated Early Head Start site and is receiving resources and training that will strengthen services to this population, so the ability to provide healthcare services onsite will be a further enhancement that will also support the UWLC Strategic Education goal.

Importantly, this proposal will also address the systemic gap in community health care services as identified in the report presented to 100% Access by Health Policy Research Northwest. That report identified an overutilization of hospital emergency room services by patients presenting with substance abuse and mental health conditions when compared to statewide and rural estimates. These results clearly suggest that OHP and uninsured patients “have a prominent barrier to accessing mental health and substance treatment in Lane County.” Through this project, WF proposes to join with MAP as a facilitator and participant to bring this need “to the table”, develop strategies, and will provide the existing WF medical office as a concrete first-step toward integrating substance abuse treatment into the safety-net under MAP.

### 3. FUNDING STRATEGY ADDRESSED: HEALTH; Proposed Strategic/Preventive Services:

**FUNDING REQUEST: \$95,000 annually (.5FTE Licensed Nurse Practitioner; .5FTE Medical Case Manager; .25 Substance Abuse Counselor.)**

The WF Family Health Network (FHN) proposes to bridge a gap in the health care and treatment needs of individuals and families who lack resources to access health care. All participants will fall below 200% of the FPL and will be uninsured or underinsured. FHN will provide community based health care, medical case management, and substance abuse screening.

**TARGETED COMMUNITY OUTCOMES:**

1. Immediate access for the 75 identified Early Head Start families who have no “medical home”
2. Increased access for 700 individuals per year (300-350 families) to onsite community healthcare services
3. Utilization of chronic disease self-management model
4. Increased access to substance abuse screening and assessment; referrals to treatment
5. Systems integration of substance abuse treatment into MAP

The FHN will build upon existing WF experience and resources that both recognize and support the urgent need for health care in the population currently served by this agency, as well as the tremendous unmet need that exists within the broader community. WF will augment the requested project funding with medical resources and collaborations that already exist within the agency, thus accelerating project start-up time as well as using existing expertise. Currently WF contracts with a physician who is located at the onsite WF medical office 4 hours per week. The physician serves as the WF Medical Director, and will continue in that role in the FHN, coordinating with the half-time Licensed Nurse Practitioner to provide expanded healthcare services. The .5FTE Medical Case Manager will coordinate with MAP to identify and provide eligibility screening for MAP services, track, and coordinate medical referrals and services. The WF medical office will be designated to provide onsite health care services for 700 individuals per year. The .25FTE funding for a substance abuse treatment counselor will increase availability of evidence-based screening for substance abuse (using the SAMHSA Screening, Brief Intervention and Referral to Treatment Model) and family members will be referred to treatment, if indicated.

Early identification of families at risk for substance abuse issues is a clear community need, and primary care is a key point for effective intervention, according to the federal Substance and Mental Health Services Administration (SAMHSA). Early screening, identification, brief intervention, and referral to treatment programs can reduce illicit drug use among patients seeking medical care. Local hospital emergency room data clearly demonstrates the fiscal impact of unidentified and untreated substance abuse/mental health conditions on the healthcare system. That impact is also clearly felt throughout the other UWLC strategic initiatives, both in human and financial terms. Child Welfare

statistics show that 80% of their families have parental addiction issues, and while child abuse rates have declined in recent years, there are nearly 900 Lane County children in foster care. Fewer than 43% of these children are reunited with their parents, and often experience multiple foster care placements. WF data shows that these families typically evidence multiple and profound difficulties that include: domestic violence, criminal justice involvement, developmental delays, physical impairment, and social/emotional/educational barriers all within a context of overwhelming poverty. Moreover, substance abuse fuels generational cycles of violence, economic dependence, and lost potential for individuals, families, and the community. This project will not only provide integrated primary care and early identification, but will bring substance abuse into MAP's discussion and planning.

**4. Need and Target Population:** The specific unmet need of the population to be served is access to primary health care for those persons who do not meet eligibility requirements for the Oregon Health Plan, including the working poor. As noted above, the HPRN report commissioned by 100% Access clearly outlines the critical need to include substance abuse identification and treatment services into MAP. It is a missing link that has been both elusive and difficult to incorporate. WF staff were involved in early discussions, but more time was needed to build the necessary primary healthcare linkages to create a strong foundation for a medical community network. That time is now, particularly with the present need to add 75 Early Head Start enrollees into the system. With funding for this project, WF will become the "medical home" for those families, and will serve up to 700 individuals (300-350 families) annually at the WF Women's Treatment Center. This office is ready-to-go, with an experienced physician who serves as the WF Medical Director immediately available. The requested Medical Case Manager will work directly with MAP to enroll, coordinate, and provide medical case management services that will directly benefit the target population and minimize potential duplication and fragmentation of services. With over 45 years of experience in providing comprehensive substance abuse treatment to literally thousands of individuals and families, WF is ready to connect with and to provide community based health care.

**5. Collaboration/Innovation:** The Family Health Network is both collaborative and innovative. WF and MAP will be the primary collaborators, linking together to address the unmet need for primary health care services for under-insured and uninsured families and individuals in the community. MAP is the demonstration project of the 100% Access Healthcare Initiative, whose leadership represents the major healthcare institutions, government organizations, human services, non-profit agencies, and key business leaders in the community. In total, there are approximately 50 different organizations involved in the collaboration.

WF will directly contribute a fully-operational medical office space and the services of the WF Medical Director to work with the Licensed Nurse Practitioner and the Medical Case Manager. The project is also quite innovative because it incorporates screening for substance abuse into the primary care model, an ideal way to intervene on the progressive disorders of alcoholism and drug addiction.

Mr. Tom Hambly, Director of MAP Clinical Services and Ms. Micki Knuckles, Executive Director of Willamette Family have had several discussions about the proposed collaboration. Both have agreed to implement this project and to support the need for bi-directional information flow for medical and substance abuse treatment providers. Ms. Knuckles will engage with the 100% Access Coalition by facilitating discussions related to substance abuse and access to appropriate treatment for MAP clients, thus allowing for a full continuum of health needs to be met.