

**2016 BRSS TACS POLICY ACADEMY:
BUILDING AND ENHANCING SUSTAINABLE RECOVERY-ORIENTED SYSTEMS
AND SERVICES**

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Submitting Entity: Florida Department of Children and Families

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Selected Domain: Strategic Vision: Mission, Goals, Objectives, Principles, Policies and Procedures

Summary of Proposed Goals:

Goal #1: Conduct a readiness assessment and develop a preliminary conceptual framework for ROSC in Florida.

Goal #2: Increase understanding of recovery-oriented systems and services and buy-in among key stakeholders statewide.

Goal#3: Create a shared vision and framework for a recovery-oriented system of care in Florida, inclusive of key systems and partners.

Goal #4: Develop an action plan to strategically build on and guide efforts to move toward a sustainable recovery-oriented system.

Goal #5: Collaborative develop and widely disseminate guidelines for ROSC implementation and sustainability

Goal #6: Refocus the behavioral health system from acute care to recovery and wellness

Strengths and Challenges

Florida's substance abuse and mental health system is on the cusp of transformation from a system of acute care management to one focused on recovery and wellness. Statewide implementation of recovery-oriented principles and ensuring access to recovery-oriented services and supports is a priority for the department and key stakeholders. Current efforts cross department programs and systems to focus on families involved with child welfare, individuals with behavioral health conditions in need of stable and permanent housing, individuals who access crisis and detox services as their primary care and those transitioning from state treatment facilities back to the community.

In recent years, Florida has moved slowly and somewhat inconsistently toward a recovery-oriented system. Within the last year however, many initiatives, opportunities and collaborations have come together to propel us forward. Florida's strengths and challenges are summarized below.

Community opportunities and resources

- **Strong recovery community and consumer organizations:** Florida has a strong and engaged network of peer run organizations that advocate in multiple forums for movement toward a recovery-oriented system. These organizations are critical partners in moving the behavioral health system forward and provide input and guidance at the state and local levels. The Mental Health and Substance Abuse Planning and Advocacy Council (SAMHPAC), required as a condition of the federal block grant is comprised primarily of consumers of behavioral health services and family members, many of who represent family consumer organizations.
- **Promotion of peer support services as a priority:** Florida has the capacity to train and certify individuals as Certified Peer Recovery Specialists through the Florida Certification Board in three areas: adult peers, family peers and veteran peers. To promote peer support as fundamental to engagement and recovery, the department included peer support services as a required component of recently implemented community-based mental health service models. The inclusion of peer support as a beneficial companion to traditional treatment is beginning to permeate Florida's behavioral system.
- **Strong recovery oriented mission and vision for the future:** Access to quality, recovery-oriented systems of care and community-based health promotion and prevention are strategic initiatives for the department. Building a recovery-oriented system of care (ROSC) in collaboration with key stakeholders, to increase engagement and access to recovery-oriented services and supports is a primary goal of department's three year strategic plan. Moving to a coordinated behavioral health system effective in meeting the complex needs of individuals most in need is a priority for the department, the Governor, law makers and key stakeholders. Many efforts are currently underway to address these priority goals; however, statewide implementation of a ROSC is the mechanism for how they will be accomplished.
- **Strong infrastructure for cross-system efforts:** Historically, new and innovative concepts, approaches and treatment modalities have been embraced and implemented throughout the state. Florida has an established practice of strong collaboration among other state agencies, providers and their coalition organizations, individuals and families receiving services and other key stakeholders at the state and local levels.
- **Early stages of implementing a comprehensive array recovery-oriented services and supports:** The department, in partnership with key stakeholders is focusing on state-wide implementation of recovery oriented services and supports through a holistic approach to

service delivery. Stable housing, supported employment, peer support, and peer-run drop-in centers are included in the service array funded by the department. Medicaid managed care plans may choose these services and downward substitutions; however, inclusion of these services in the Medicaid state plan is under consideration. Some pioneering Medicaid managed care plans are routinely providing these services as part of their service array. In addition to these services, statewide implementation of care coordination for high risk/high need populations is a priority of the department.

- Strong statewide network of peer specialist: Approximately 2 years ago, the department reestablished a position at the state office, held by a person in recovery with lived behavioral health experience. The primary responsibilities of the Recovery and Integration Statewide Coordinator are to: provide training and technical assistance to key stakeholders, including peer run organizations; assist with system-wide implementation of ROSC; transform drop-in centers to whole-health centers; and enhance the peer specialist workforce. Five of the seven managing entities contracted by the department have chosen to hire at least one peer specialist to assist with their efforts. The Recovery and Integration Statewide Coordinator serves as a statewide facilitator for this network of peer specialist.

Strengths to be enhanced by the Policy Academy

- On May 14th and 15th, 2015, seventy leaders from across Florida gathered in Tallahassee to create a shared vision to shape the future of Florida's prevention, treatment and recovery support system. The recovery oriented system of care (ROSC) statewide forum was facilitated by Lonnetta Albright, the Executive Director of Great Lakes Addiction Technology Transfer Center (ATTC). Participants included peers run organizations, advocacy organizations, state agency leaders, services providers, and wide variety of other key stakeholders. This statewide forum increased awareness of and motivation to implement ROSC statewide, laying the groundwork for further action. Strengths, challenges, and goals identified by participants informed the development of this policy academy application.
- On September 9, 2015, Governor Scott issued executive order directing the department to lead state social service agencies in conducting an analysis of the behavioral health system of care in three counties, with the goal of developing a statewide model for a coordinated system of behavioral health services and a streamlined budgeting process that integrates and tracks behavioral health spending across multiple funding streams. In response to this executive order, the department is contracting with the Florida Mental Health Institute, University of South Florida to complete an analysis of the three local systems of care in partnership with local steering committees. Systems of care (SOC) and ROSC frameworks are being used as the benchmark to assess gaps and to identify opportunities for improvement. The goal is to replicate this process statewide, which provides an opportunity to build a recovery-oriented system in local communities across the state.
- There is a collective motivation among key stakeholders to move the behavioral health system toward one that coordinates and maximizes resources and yields favorable outcomes for those served. Collective efforts and motivation at multiple levels among many key stakeholders provides the perfect building block to implement and sustain a ROSC.
- The MHSAPAC has identified the implementation of a ROSC and recovery-oriented services and supports as a priority. This Council is engaged, motivated and ready to assist in making real and lasting changes in Florida's behavioral health system. The policy academy team is

comprised of many Council members, providing an opportunity for their strategic involvement.

Challenges

- Florida's publically funded behavioral health system has undergone significant changes in recent years, resulting from the implementation of the statewide Medicaid managed care program and the managing entity model by the department. These entities are challenged with establishing effective working relationships and effectively meeting the complex needs of individuals they serve. Floridians are challenged with navigating a complicated and at times, overwhelming system.
- A review of behavioral health emergency services reported to the Department demonstrated that there is disconnect between Florida's emergency services and community-based care. Many individuals cycle through jails, emergency rooms, and homeless facilities, leading to de-compensation of the person's mental health and creating immense costs for multiple publically funded systems. This may be due to a lack of coordination and to a lack of funding for necessary community-based services. Implementation of a ROSC and recover-oriented services and supports, such as care coordination is the primary strategy for addressing this challenge.
- Florida offers numerous behavioral health services and supports; however, they are funded through multiple funding streams, including the state general revenue, block grants, Medicaid, other state agencies, local government, private insurance and others. All have different payment structures, eligible services, medical necessity criteria, service authorization requirements, rules, and data structures. As a result, the behavioral health system is complicated to navigate, and ultimately fragmented
- Although Florida is making significant strides in moving toward a recovery-oriented system inclusive of recovery oriented services and supports, there is limited understanding of recovery-oriented systems and services, leading to resistance among some stakeholders to let go of current practice.

Goals

Florida has identified the following overarching goals to be achieved through participation in the policy academy. These goals were informed by participants of the ROSC training held in May 2015, the SAMHPAC, and the current priorities of the department.

Goal #1: Conduct a readiness assessment and develop a preliminary conceptual framework for ROSC in Florida: As an initial step, the policy academy team members will conduct a readiness assessment and develop a preliminary conceptual framework for ROSC. The readiness assessment will address, at a minimum: how to build a compelling case for change, benefits and anticipated results, systems resources to support implementation and a strategic approach to systems change. The readiness assessment will inform the development of a preliminary conceptual framework, which will serve to increase understanding of and start the conversation about recovery-oriented systems and services among key stakeholders. The process used by the policy academy team will provide a basis for local communities to determine their readiness for systems change and development of a locally tailored conceptual framework that aligns with the statewide framework.

Goal #2: Increase understanding of recovery-oriented systems and services and buy-in among key stakeholders statewide: This goal has been identified as a critical step to create buy-in among key stakeholders and to motivate them to work in partnership to move Florida's system forward. Based on lessons learned from previous efforts to implement innovative practices and change perceptions and attitudes across a decentralized system, it is critical to the success of these efforts to increase awareness and understanding as a first step. Current plans on how this may be accomplished include listening forums in local communities across the state that focus on the benefit of ROSC and implementation strategies. Input from key stakeholders gathered during these listening sessions will inform articulation of Florida's vision, principles and practice alignments, and goals for a ROSC.

Goal#3: Create a shared vision and framework for a recovery-oriented system of care in Florida, inclusive of key systems and partners. This goal has been identified as a fundamental step in building a statewide recovery-oriented behavioral health system. Florida's behavioral health system is structured in such a way to promote local control and partnerships with key stakeholders. Building a statewide recover-oriented system will require collaboration among key partners at all levels and a common vision to guide collective efforts. The ROSC framework will include the mission, values, goals, system elements, core functions and outcomes, and principles of recovery management.

Goal #4: Develop an action plan to strategically build on and guide efforts to move toward a sustainable recovery-oriented system. This goal has been identified as necessary to coordinate current and future efforts in a strategic manner toward common goals. There are several initiatives taking place that, if leveraged can increase the likelihood of short and long term success. The plan developed will be actionable and comprehensive, focus on sustainability and allow for tailoring by local communities based on their needs, challenges and strengths.

Goal #5: Collaborative develop and widely disseminate guidelines for ROSC implementation and sustainability: This goal has been identified as necessary to mobilize key stakeholders in a collaborative manner. The approach to articulating Florida's vision, principles and practice alignments, recovery oriented service array, implementation and funding strategies, and goals for ROSC will be collaborative, in keeping with current practice.

Goal #6: Refocus the behavioral health system from acute care to recovery and wellness: Addressing the needs of persons with behavioral health conditions who cycle between acute levels of care, through enhanced services and coordination of care is a high priority for the department and key stakeholders. This goal was selected to ensure that efforts to build a recovery-oriented system consider this high need population and address the challenges they currently face in achieving long-term stability and recovery from mental illness and substance use.

Role of People in Recovery

Eight of the fifteen policy team members are self-identified consumers of behavioral health services or family members. Their lived experience and strong advocacy is critical to the success of the development and implementation of an action plan and sustained efforts to transform

Florida's behavioral health system. Listening to and learning from consumers of behavioral health services and their family members is critical to the success of this project. Input and direction to develop an action plan will be provided not only by individuals in recovery who are members of the policy academy team, but also by other individuals within their networks who are currently receiving services and striving for recovery.

The action plan developed by the team will articulate the roles of people in recovery, short and long-term, to include those on team and others from around the state. Engagement with and input by consumers will be addressed as an integral part of systems reform, to include how their input will be gathered and used to evaluate efforts to improve services and supports on-going.

Six of the policy academy team members also serve as Mental Health and Substance Abuse Planning and Advocacy Council members. This is a strategic move that provides linkage between the MHSAPAC and the policy academy team. The MHSAPAC will support the policy team and their efforts, providing a venue for sustained efforts. Council members also provide a strategic link to their peers and local communities; thereby, increasing the reach of this project.

Team Composition and Member Bios

The policy academy team is comprised of individuals in recovery who represent peer run organizations, substance abuse and mental health program office leadership, three of the seven managing entities contracted by the department, Magellan Complete Care, and two organizations representing community mental health and substance abuse providers across the state. The Director of Substance Abuse and Mental Health will serve as the Team Lead and the Integration and Recovery Statewide Coordinator will serve as the Team Coordinator. These individuals are highly committed to building a recovery-oriented system and represent key positions within the department with connections to stakeholders at the state and local levels. Magellan Complete Care is a Medicaid specialty health plan that serves individuals with serious mental illness and is a pioneer in moving toward a recovery-oriented approach.

The representative from Magellan serves as the Manager, Recovery and Resiliency Services and is the former Integration and Recovery Statewide Coordinator for the department, providing a strong opportunity to build on previous efforts. Managing entities requesting to be included in the academy are responsible for the planning and management of their local system of care and have already begun moving toward a recovery-oriented approach. They will provide a best practice example and lessons learned to their counterparts. The Florida Council for Community Mental Health and the Florida Alcohol Drug Abuse and Mental Health Association are membership associations representing providers across the state and serve as key collaborators with the department and the legislature.

This configuration of individuals and organizations represents a wide perspective of key stakeholders within the behavioral health system from across the state, to include those with lived experience and individuals with the ability to move efforts forward at the state and local levels. In addition, these individuals and organizations will leverage existing relationships and opportunities to engage other key stakeholders, such as Medicaid to move the action plan forward.

Given the commitment and representation of organizations on the policy academy team, there are multiple individuals with the capability and willingness to step-up to lead if necessary, ensuring continued functioning of the team and implementation of the action plan. The Deputy Director of Substance Abuse and Mental Health will serve as a back-up to the Team lead and the Team Coordinator, when necessary. On-going implementation of the action plan with the ultimate goal of transforming Florida's behavioral health system will not be left to just those on the policy team. The department will provide whatever support is necessary short and long term to achieve this goal, as it aligns with current priorities and efforts.

Team Member Bios – Brief bios included below were submitted by policy team members.

1. Ute Gazioch, Director, SAMH, Florida Department of Children and Families

Designation: Senior-level Rep. for SAMH and Team Lead

Ms. Gazioch currently serves as the Director of Substance Abuse and Mental Health for the department. In this role, she provides direction and oversight to the substance abuse and mental health program office, to include projects, initiatives and staff. Prior to joining the Department, Ms. Gazioch spent 16 years working with children, adults and families in the child welfare and behavioral health fields. Most recently, she was the Director of Inpatient Services at Apalachee Center, Inc. She has also served as a Performance Improvement Director, Administrator of Youth-Co-Occurring Services, Contract Coordinator and Residential Supervisor. Ms. Gazioch has extensive experience with program development, management and evaluation. Ms. Gazioch has trained providers on Motivational Interviewing, Wraparound and Stepping Stones to Recovery. Ms. Gazioch earned a Bachelor of Science Degree in Psychology with a minor in Social Work from Florida State University.

2. Wesley Evans - Ombudsman for Lutheran Services of Florida

Designation: Senior level SAMH Rep. - Managing Entity and Team Coordinator

Mr. Evans spent years trapped in the mental health system. He was told he would never be able to work and he needed to apply for Social Security Disability. An opportunity arose in 2006 to attend a training to become a Certified Recovery Peer Specialist. In 2007 he was among was among the first Certified Recovery Peer Specialist in the State of Florida. Mr. Evans's unique lived experiences have led him to become an advocate for those living with a mental illness. In 2007, Mr. Evans began working for a community mental health service provider. He is a trainer for Certified Recovery Peer Specialists and has trained Recovery Peer Specialist across the State of Florida. His passion for advocacy has led him to work in many programs, working with individuals living much of what he once experienced himself. In 2014, Mr. Evans was offered the opportunity to work as an Ombudsman for one of the states' Managing Entities, LSF Health Systems, to advocate for the rights of individuals receiving mental health services and ensure a recovery oriented system of care.

The department is in the final stages of hiring Mr. Evans as the Recovery and Integration Statewide Coordinator and he is expected to be on board prior to the start of the policy academy.

3. Patricia Adams R.N, AAS, President, Peer Support Coalition of Florida

Designation: Consumer Organization

Ms. Adams works with Disability Rights Florida on behalf of The Peer Support Coalition of Florida, Central Florida Behavioral Health Network and CLEAR (of NAMI Collier).

She is a Florida Leadership Academy trainer, president of the Peer Support Coalition of Florida, and Chair of the MHSAPAC. Ms. Adams is also very involved with the Florida Circuit 6 Trauma Informed Work-group, NAMI, trainer for the Florida Leadership Academy, and a number of other local and community stakeholder groups. In 2001, mental illness robbed Ms. Adams of her career, academic pursuits and financial stability. Four years later, and after the death of her son, Jason, she has dedicated herself to recovery. Currently, Ms. Adams gained employment through her skills and talents as an educator, trainer, mentor, peer supporter, and leader in advocacy assisting others in their Recovery efforts while helping to improve and transform Recovery Oriented Services in the state of Florida.

4. Sandra McQueen-Baker, Executive Director, Fresh Start of Miami- Dade, Inc.

Designation: Consumer Organization

Ms. McQueen-Baker has been a consumer advocate since 1996. She was instrumental in determining the need for and developing an independent consumer driven Drop-in center in the northern portion of Miami Dade County, She is currently the Executive Director of the organization she helped establish, Fresh Start of Miami- Dade, Inc. In addition, Sandra is involved in a variety of community organizations and initiatives that help to empower individuals through Evidence –Based Practices like the Wellness Recovery Action Plan (WRAP). Presently, Ms. McQueen-Baker sits on the Managing Entity Board of Directors for South Florida Behavioral Health Network, Inc., Executive Director of Fresh Start of Miami-Dade, Inc., Coordinator of the Consumer Network of Miami-Dade, Project Director for the Substance Abuse Mental Health Services Administration (SAMHSA) Statewide Consumer Network of Florida, and Recovery Educator through the Florida Certification Board.

5. John Lehman- President, Florida Association of Recovery Residences

Designation: Consumer Organization

As FARR Board President, Mr. Lehman guides policy and engages with federal, state and local leaders to promote recovery and community wellness. Additionally, he serves as:

- Member of National Alliance for Recovery Residences (NARR) Standards & Ethics Committee
- Executive Director of Floridians for Recovery; and
- Board Director of Fellowship Foundation; Broward County RCO

A person in long-term recovery, Mr. Lehman is a regular guest contributor for *Sober World* magazine and *Insider* (USJT Counselor magazine). He is an outspoken champion of those who seek help for their addiction. An advocate for quality providers who specialize in recovery support services, Mr. Lehman is equally committed to law enforcement's mission to rid Florida of opportunists who seek to defraud insurers on the backs of this vulnerable population. Mr. Lehman is considered by peers and the press to be a subject matter expert in matters related to Recovery Residences and Recovery Support Services. He has provided expert testimony to members of the US Congress, the Florida Senate and House of Representatives and municipal governments. A staunch supporter of both consumer and community rights, Mr. Lehman is featured in the short film entitled *Community Partnerships*, produced by award-winning

documentarian Michael Deleon, wherein he advocates for meaningful collaboration between community leaders and providers of standards-based, recovery-oriented housing. He resides in Boynton Beach, FL with wife Donna, and is the father of four adult children and grandfather of seven incredible Floridians.

6. Dana Foglesong: Manager of Recovery and Resiliency Services, Magellan Complete Care (MCC) of Florida

Designation: Medicaid Managed Care Specialty Plan, Self-Identified Peer and Advocate
MCC of Florida is the Medicaid specialty health plan for individuals living with serious mental illnesses. Ms. Foglesong supervises peer specialists who serve on MCC's care coordination team and provides implementation support to network providers to build capacity for recovery orientation and the utilize peer support services. Prior to joining MCC, she worked as the Recovery and Integration Statewide Coordinator in the Office of Substance Abuse and Mental Health at the Florida Department of Children and Families. She supported the Department and Managing Entities in ROSC efforts and worked closely with state agencies on various projects related to recovery supports. She is a former member of the National Association of Consumer/Survivor Mental Health Administrators. She currently serves on the board of directors for NAMI national and as a representative on the APA/SAMHSA Minority Fellowship Selection and Advisory Committee. She is also the founder of the statewide peer network, the Peer Support Coalition of Florida.

7. Emery Cowan, MS, LMHC, Director of Clinical Services, Broward Behavioral Health Coalition (BBHC).

Designation: Senior level SAMH Rep. - Managing Entity

Ms. Cowan has been with BBHC since 2014 where she promotes and oversees clinical and recovery support services and evidence based practices for the ME. She is currently working to promote recovery system of care approaches for youth and emerging adults by implementing new services, such as evidence based Supported Employment and Supportive Housing in conjunction with Peer Support and other services. Prior to this role, she has worked on recovery initiatives at the state and local level in both North Carolina and Miami, Florida. Ms. Cowan has previously collaborated with BRSS TACS during her work in NC where she received the policy academy training and ensured the participation of the State Secretary and other state directors for recovery oriented system of care understanding and implementation from the top leadership. Also, she worked with the State's peer support certification program to improve quality of training and credentialing for peers. She also worked the SAMHSA funded consumer network in Miami to implement peer trainings and embed recovery approaches within the local provider agencies. Ms. Cowan is a certified WRAP facilitator, SOAR trainer, and employment/housing subject matter expert who has facilitated local and national trainings on community inclusion, recovery/resiliency, and evidence based practice fidelity implementation.

8. Robin Cole - President, NAMI of Miami

Designation: Consumer Organization

I am a family member advocate for those living with a brain disorder resulting in a mental illness. Through my work I hope to help families effected by mental illness connect to services, support and education. As an advocate I hope to influence policy and improve the behavioral health care system. I am currently serving as President, NAMI of Miami; Miami, Florida January

2015- Present. Ms. Cole serves as a council member of the State Substance Abuse and Mental Health Planning and Advisory Council.

9. Rick Wagner – Board member, Partners in Crisis

Designation: Rep. for key community partner and self-identified family member

As the Law Enforcement Liaison for the University of Florida and Shands Hospital, Mr. Wagner uses his 18 years of on-the-street experience as the Director of the Crisis Transportation Service (CTS). For the past 15 years, Mr. Wagner has trained law enforcement officers, including dispatchers, firefighters, EMTs and detentions deputies, in the proper handling of people experiencing a psychiatric and /or substance abuse crisis. Having Master's degrees in Social Work and Urban and Regional Planning, Mr. Wagner is able to assist LEOs and public safety personnel with their unique professional training requirements. He is a qualified expert witness in mental health and substance abuse cases relating to law enforcement procedures. As a board member for the Florida Partners in Crisis, he helps educate the legislature to understand the necessary changes for a better service delivery system. The Board advocates for transforming Mental Health and Substance Abuse services and is comprised of Judges, family members, law enforcement personnel and service providers. Mr. Wagner also sits on the Substance Abuse and Mental Health Planning and Advisory Council.

10. Peggy A. Scheuermann, M.Ed. Deputy Division Director, Prevention and Interventions, Department of Health Children's Medical Services (CMS)

Designation: Rep. for key state agency partner

Mrs. Scheuermann serves as the Deputy Division Director, Division of Prevention and Intervention for the Florida Department of Health. In this capacity, she represents the Department of Health on behalf of the Surgeon General, the Deputy Secretary for CMS and the Division Director for Prevention and Interventions on numerous intra and interagency councils and workgroups. She coordinates child protection services between state agencies, departments, and committees to establish joint policies and operating procedures. In addition, she interprets agency purpose and program to community providers and partners and maintains excellent track record of conflict resolution and interagency coordination. Mrs. Scheuermann serves as a council member of the Substance Abuse and Mental Health Planning and Advisory Council.

11. Linda Kane, Housing Coordinator, Southeast Florida Behavioral Health Network, Inc.

Designation: Self-identified peer and Senior level SAMH Rep. - Managing Entity/Southeast Region

At SEFBHN, Ms. Kane is focused on the integration and coordination of housing-related services by the Managing Entities, SAMH Providers, Continuums of Care and other relevant stakeholders. She is also working with our providers to implement and make available Medication Assisted Treatment options for the consumers. Previously, Ms. Kane was Executive Director at a nonprofit substance abuse treatment center, which included a specialized program for pregnant, postpartum women and their babies. During her tenure, she expanded the services to include co-occurring, trauma-informed care, evidence-based practices and transitional housing. In recovery herself since 2003, Linda brings first-hand experience and knowledge in promoting recovery-oriented models of care. Before transitioning her career to the recovery field, Linda spent 17 years in sales and marketing. Linda received her Bachelor of Science from Skidmore College.

12. Melanie Brown Woofter, Senior Medicaid Policy Director for the Florida Council for Community Mental Health (FCCMH).

Designation: Provider Organization Rep.

Ms. Brown has lead on navigating the Medicaid policy and legislative issues related to behavioral health for the FCCMH. The FCCMH is a statewide association of 50+ community based mental health and substance abuse agencies. The association's members include a number of agencies that specialize in substance abuse services and children's services, as well as hospital based programs. Ms. Brown has over 14 years of experience with Medicaid having served in various positions including Bureau Chief of Health Systems Development (managed care contracting and policy), and Acting Assistant Deputy for Medicaid Operations. Ms. Brown has a BSN from the University of Florida and attended graduate school at the University of Texas at Austin. Ms. Brown's early career included a neuro specialty working in public and private acute care hospitals and in rehabilitation facilities in Gainesville, FL and Austin, TX and she was on staff at the University of Texas at Austin School of Nursing. Ms. Brown serves as a council member of the Substance Abuse and Mental Health Planning and Advisory Council.

13. Laura M. Naredo, MS, CHC, CHPC, Vice President CQI , South Florida Behavioral Health Network

Senior level SAMH Rep. - Managing Entity/Southern Region

Ms. Naredo has worked for both The Village and the Department of Children's and Families. As the Vice President of CQI of South Florida Behavioral Health Network, Laura is responsible for the Quality Assurance, Quality Improvement, Compliance, and Data Units. She is a critical member of the management team; helping guide and set the course for the next phase of SFBHN's growth. Ms. Naredo received her undergraduate degree in Psychology and her master's degree in Mental Health Counseling from Florida International University. She is also certified in health care compliance and privacy. She is a dedicated professional in the social services field with experience at both the clinical and management level. Laura has also worked with both State agencies and non-profits in the behavioral health care sector.

14. Mark Fontaine, Executive Director, Florida Alcohol and Drug Abuse Association

Designation: Provider Organization Rep

Mr. Fontaine has held the Executive Director position since 2006. He leads the development of public policy related to alcohol and drug abuse prevention and treatment, mental health, juvenile and adult corrections, and recovery and serves as the voice for community providers who deliver behavioral health services across Florida. Mr. Fontaine manages an Association with an annual budget of \$2.5 million and a staff of 10 professionals. Prior to this position, Mr. Fontaine served as Executive Director of the Florida Juvenile Justice Association and project manager for the National Association of State Alcohol and Drug Abuse Directors. He has been providing leadership in the behavioral health and justice fields for over 30 years. Mr. Fontaine has a Masters in Social Work (MSW) degree from Florida State University, holds Certified Addiction Professional (CAP) and Certified Criminal Justice Addiction Professional credentials, and is a Certified Association Executive with the American Society of Association Executives. Mr. Fontaine serves as a council member of the Substance Abuse and Mental Health Planning and Advisory Council.

**15. Laurie Blades, Deputy Director, SAMH, Florida Department of Children and Families
Designation: Senior-level Rep. for SAMH, Back-up Team Lead and Team Coordinator**

Ms. Blades serves as the Deputy Director of Substance Abuse and Mental Health for the department. In this role, she provides direct supervision to the Recovery and Integration Statewide Coordinator position, assists the Director in providing direction and oversight to the SAMH program office and assist with collaborative implementation of new projects and programs with key stakeholders. Ms. Blades has over 25 years of experience working in the behavioral health field, serving adults, children and youth in a variety of public and private organizations, positions and settings. She has a track record of effective cross-system collaboration and strategic action to solve problems and implement new initiatives, such as statewide implementation of trauma informed care across the system of care. She is committed to building a recovery-oriented system and the opportunities this will provide to the individuals she serves.