



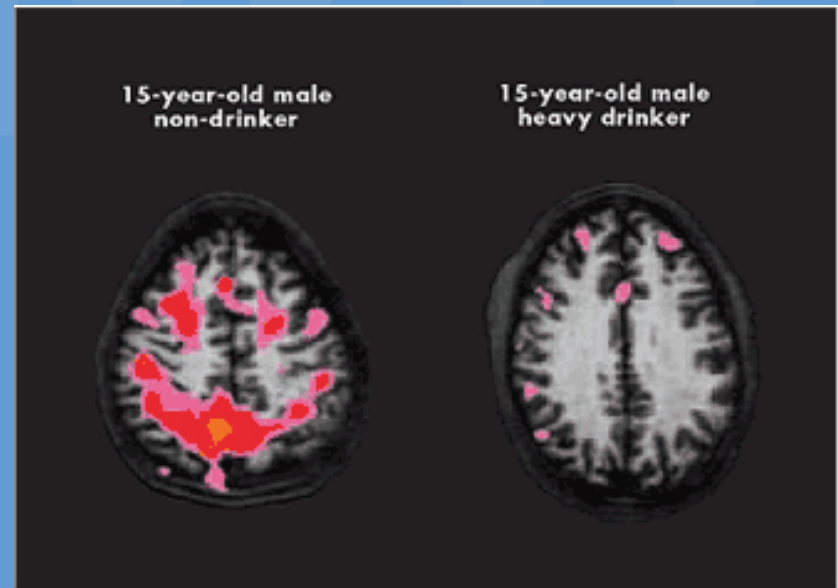
substance abuse
CONNECT

prevention. treatment. enforcement.

SEQUENTIAL INTERCEPT MAPPING

ASSESSING THE BEHAVIORAL HEALTH CRISIS SYSTEM IN YELLOWSTONE COUNTY
DAY ONE

JULY 16, 2019



Once addiction steals everything else,
the only remaining thing to steal is our
hope for renewal and wellbeing.

3 Men Charged in Montana Shooting Over Drug Deal

Three men have been charged with assault with a weapon for their alleged role in a drug deal at a residence in Shepherd.

By Associated Press, Wire Service Content June 12, 2019

BILLINGS, MONT. (AP) – Three men face charges of assault with a weapon during a confrontation over a drug deal at a residence in Shepherd, a

TOPICAL

Billings man, daughter accused of running 'dark web' drug operation from West End home

SAM WILSON swilson@billingsgazette.com Jan 8, 2019



DUIs

highest suicide rate in the country.

Hope

/hōp/

Noun

1.1 a feeling of expectation and desire for a certain thing to happen

heal-ing

/hēliNG/

Noun

1.1. the process of making or becoming sound or healthy again

**The opposite of addiction is not
sobriety. It is connection.**



substance abuse

CONNECT

prevention. treatment. enforcement.

UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED

Healing - Connecting

- We know how to do it
- You have done it

Healing - Connecting



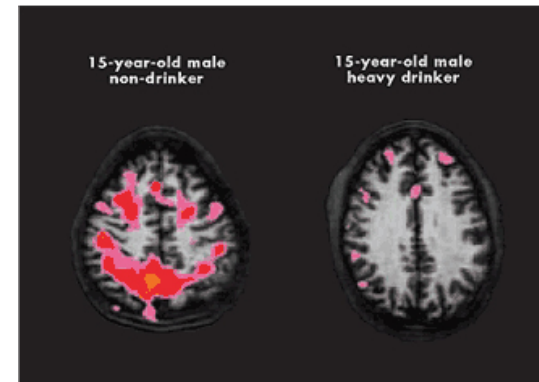
- Cannot do it alone
- Need power greater than ourselves
- Made a decision

4. fearless inventory

UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED

We need





UNITED WE FIGHT.
UNITED WE WIN.

LIVE UNITED

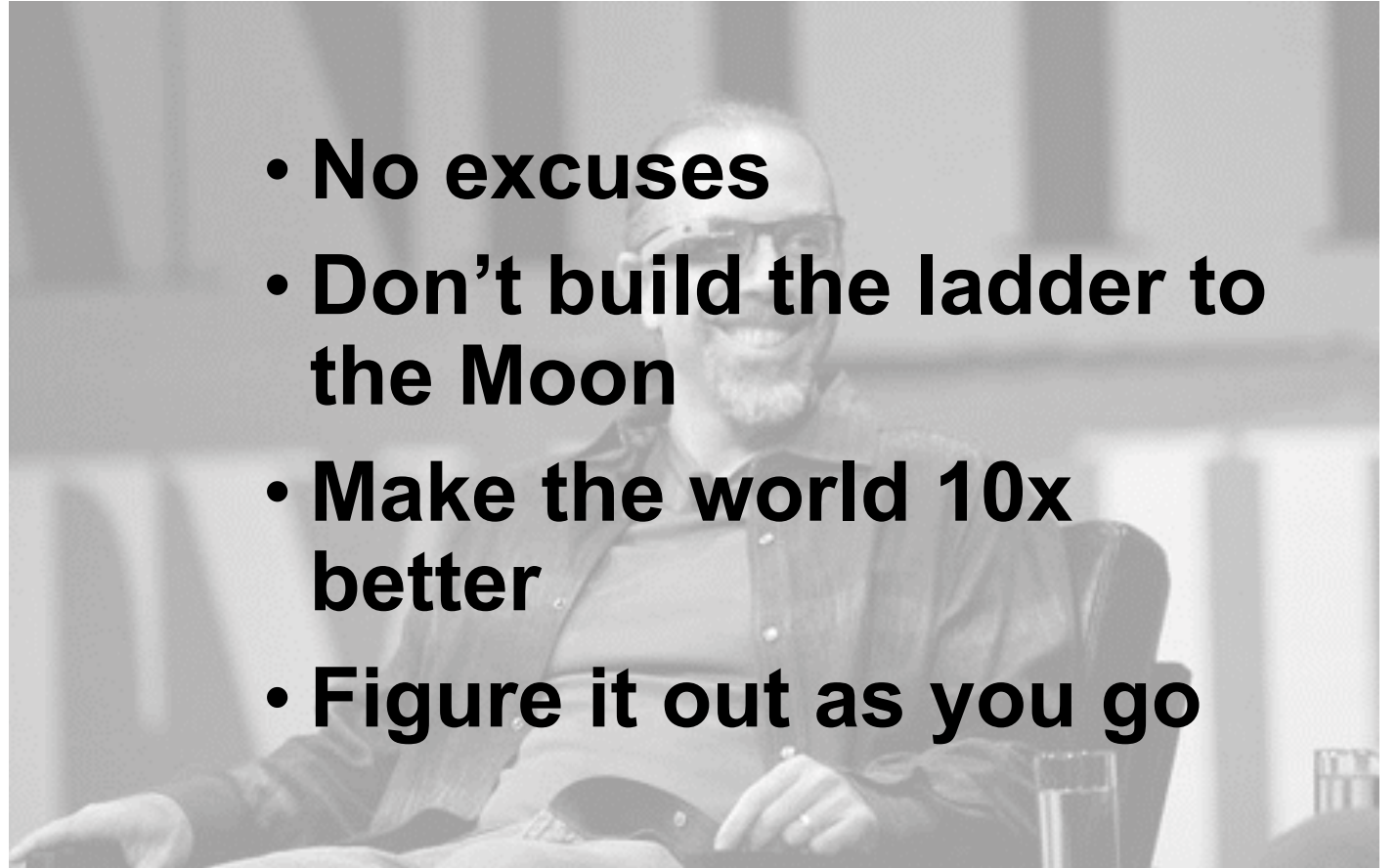
Substantially Reduce Drug Related Crime and Addiction



Matter of connecting

- Science
- Resources
- Leadership
 - Belief

- **No excuses**
- **Don't build the ladder to the Moon**
- **Make the world 10x better**
- **Figure it out as you go**



LIVE UNITED

Jane Smilie
Katie Loveland



Panel of Local Experts

AGENDA FOR OUR PLANNING PROCESS





OUR COMMITMENTS TO YOU

We will not waste your time

We will not wordsmith

You will have opportunities for meaningful input

We will be relentlessly committed to creating a plan that is useful, and operational



YOUR COMMITMENTS TO THIS PROCESS

Stay engaged and participate

Keep focus on behavioral health crisis

Bring your expertise and organizational perspective

Follow the 80% Principle

PRINCIPLES OF PARTICIPATORY DECISION MAKING




Inclusion

Egalitarianism

Cooperation

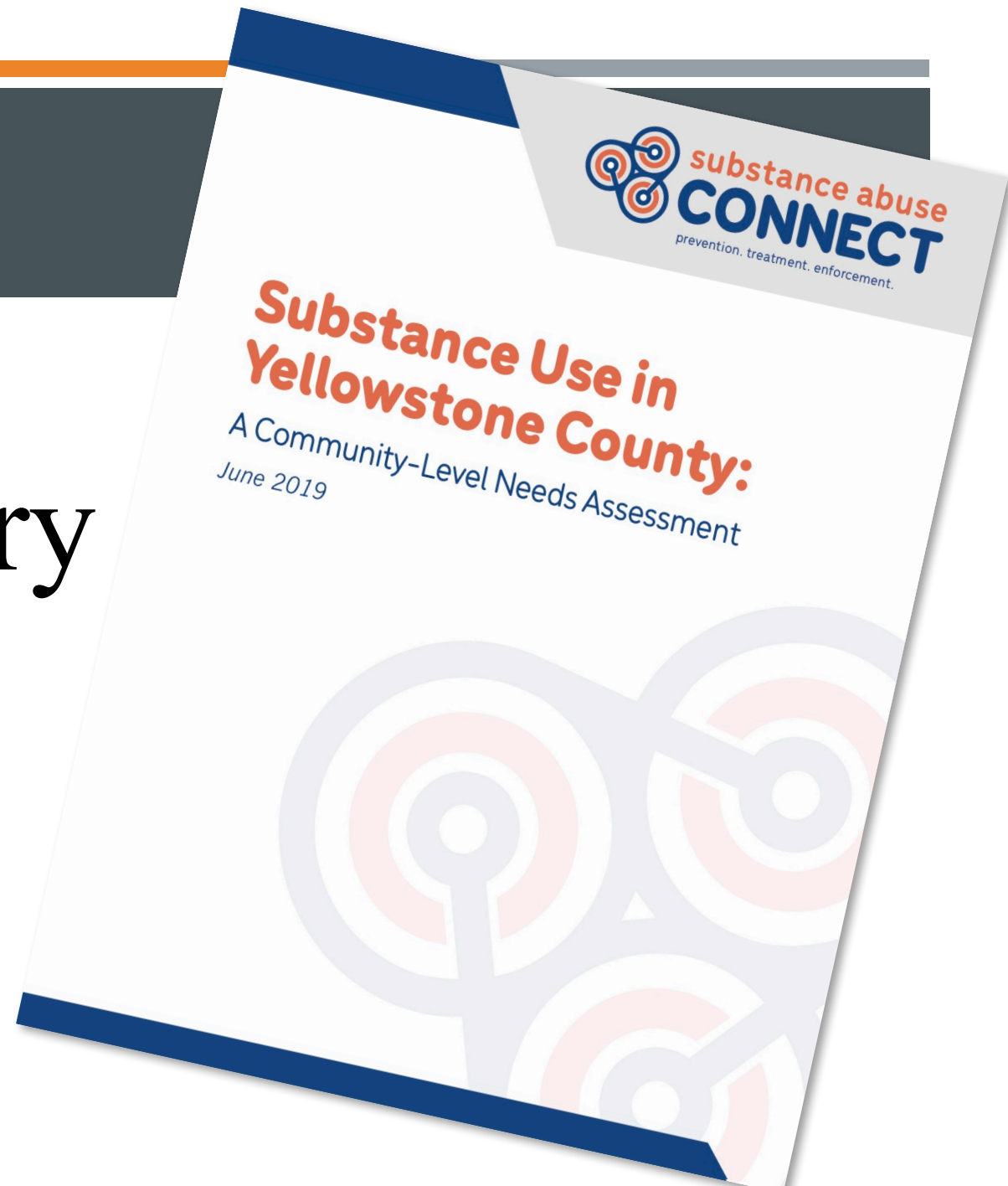
Solution
Mindedness



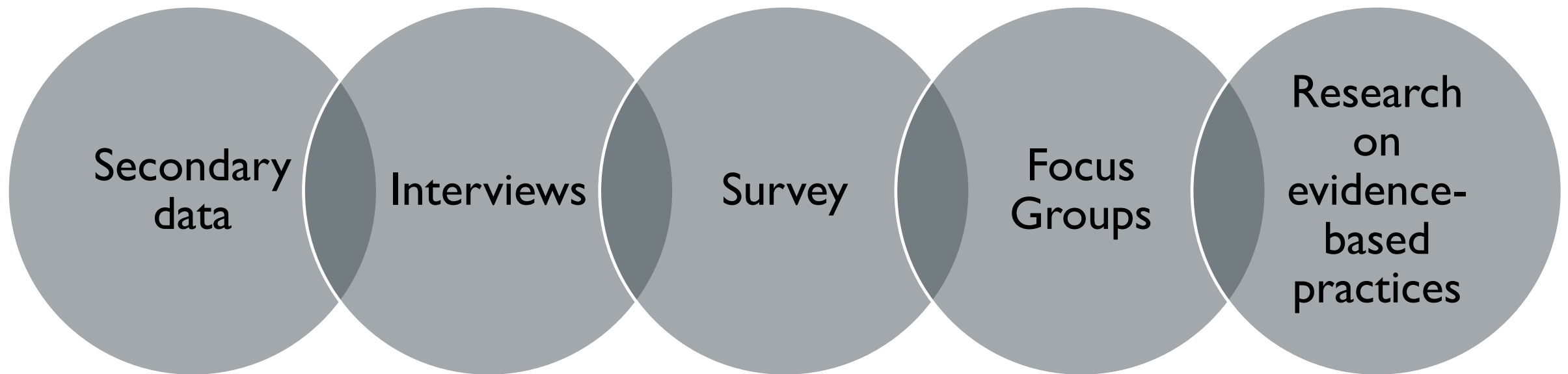
What do we know about
behavioral health concerns and the
justice system in Yellowstone
County?

Executive Summary

Page 5-6



DATA GATHERED FOR ASSESSMENT + MEETING PREP

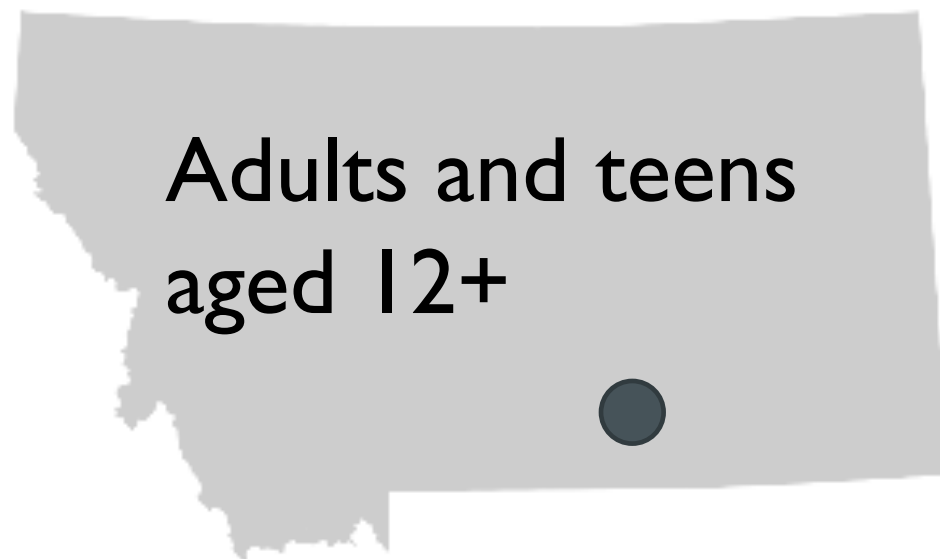


Substance use disorders are common in the Yellowstone County/Billings community with more than 4,000 individuals aged 12 and up dependent on or abusing illicit drugs.



9,500

dependent on or abusing
alcohol

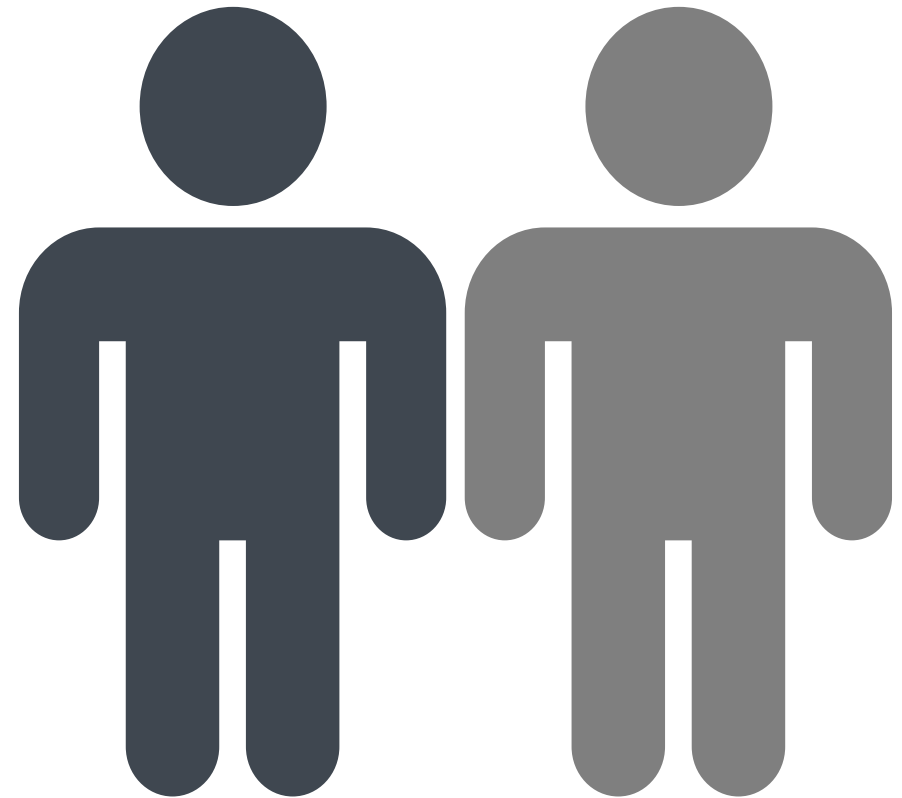


Adults and teens
aged 12+

4,073

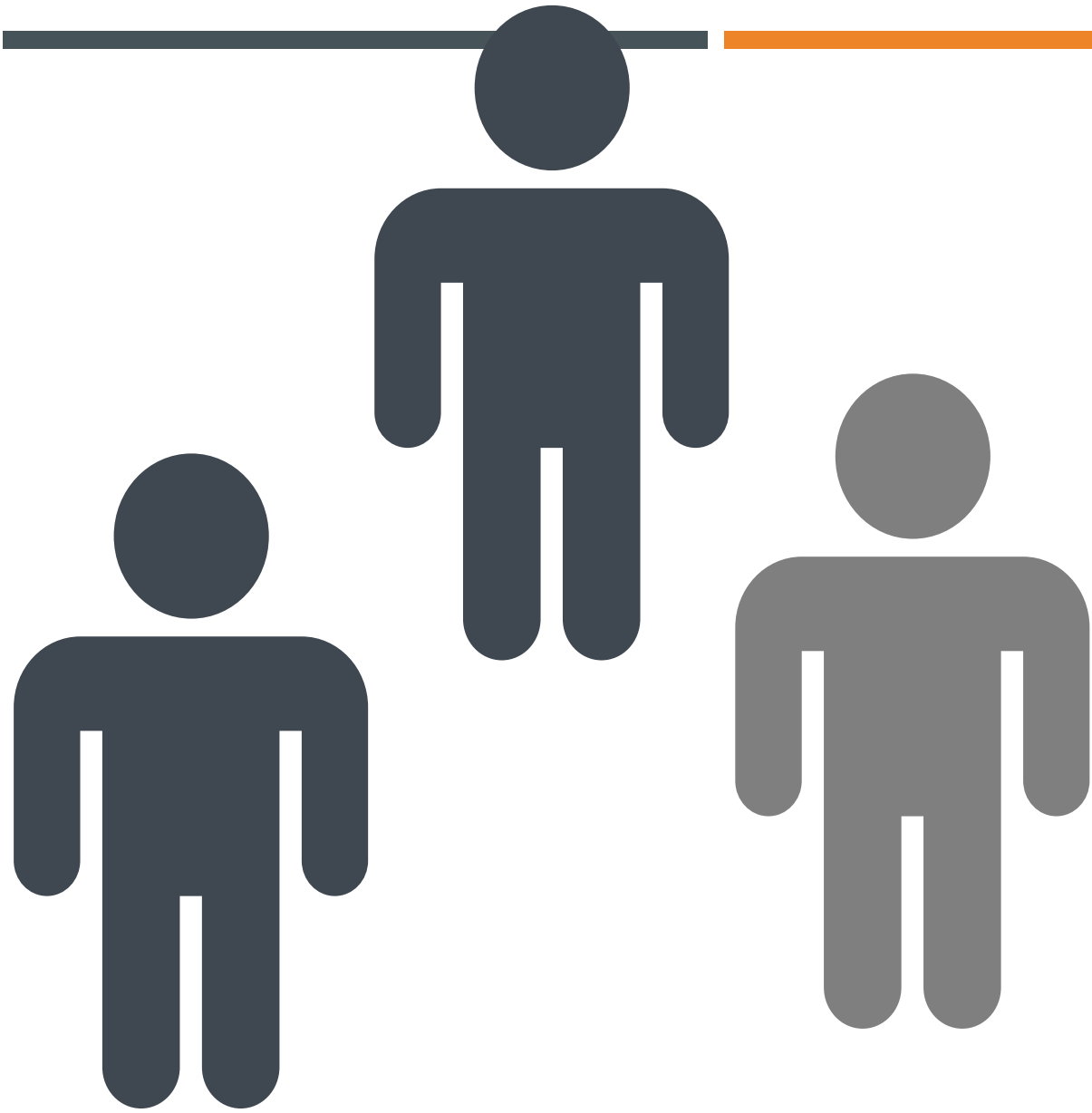
dependent on or
abusing illicit drugs

Nearly one in every two Yellowstone County residents says their life has been negatively affected by substance use

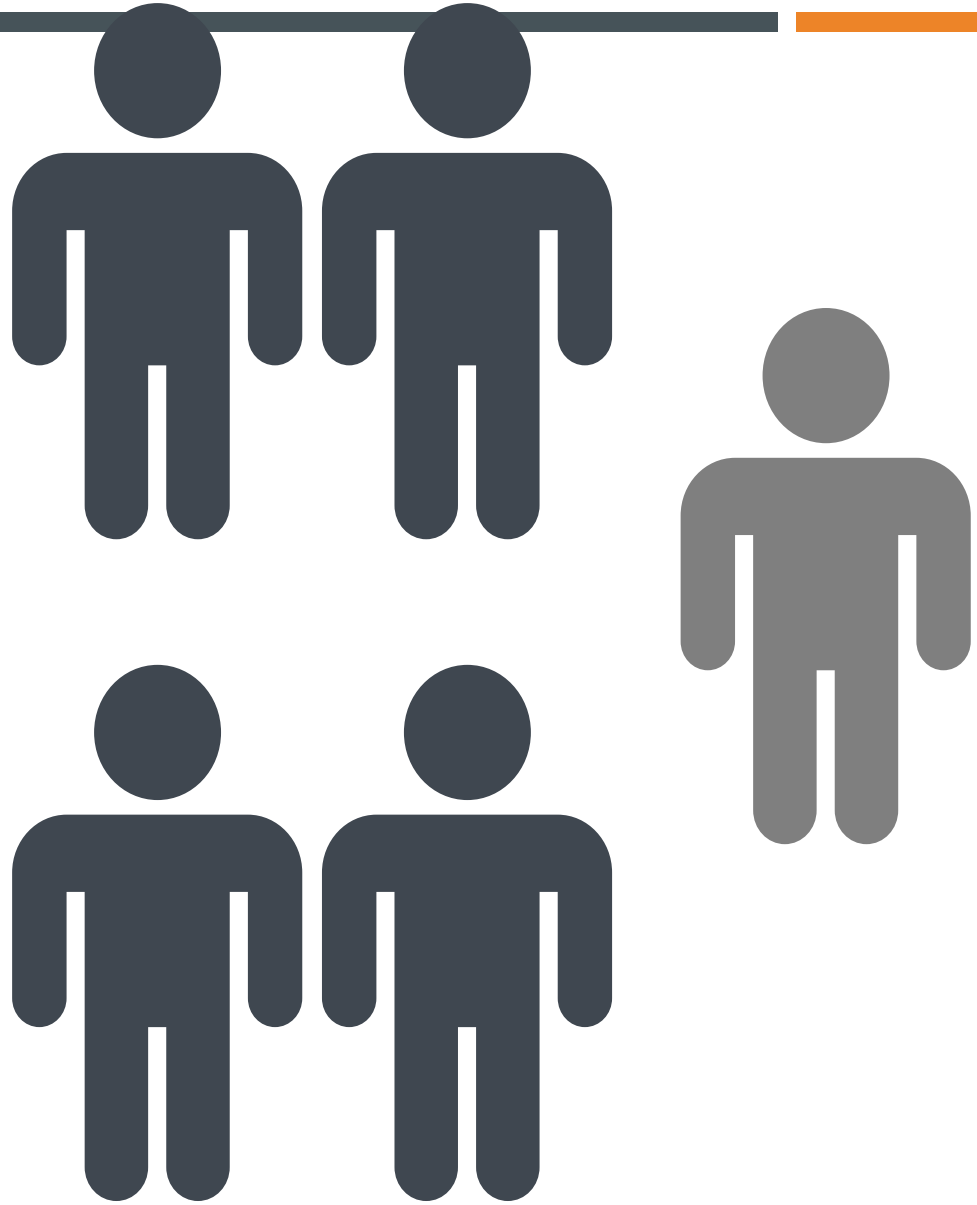


Youth with trauma histories and ready access to illicit substances in their home and social networks, are initiating substance use early in adolescence and are at increased risk for developing SUDs. These same youth are often chronically absent from school and risk academic failure and future justice system involvement.





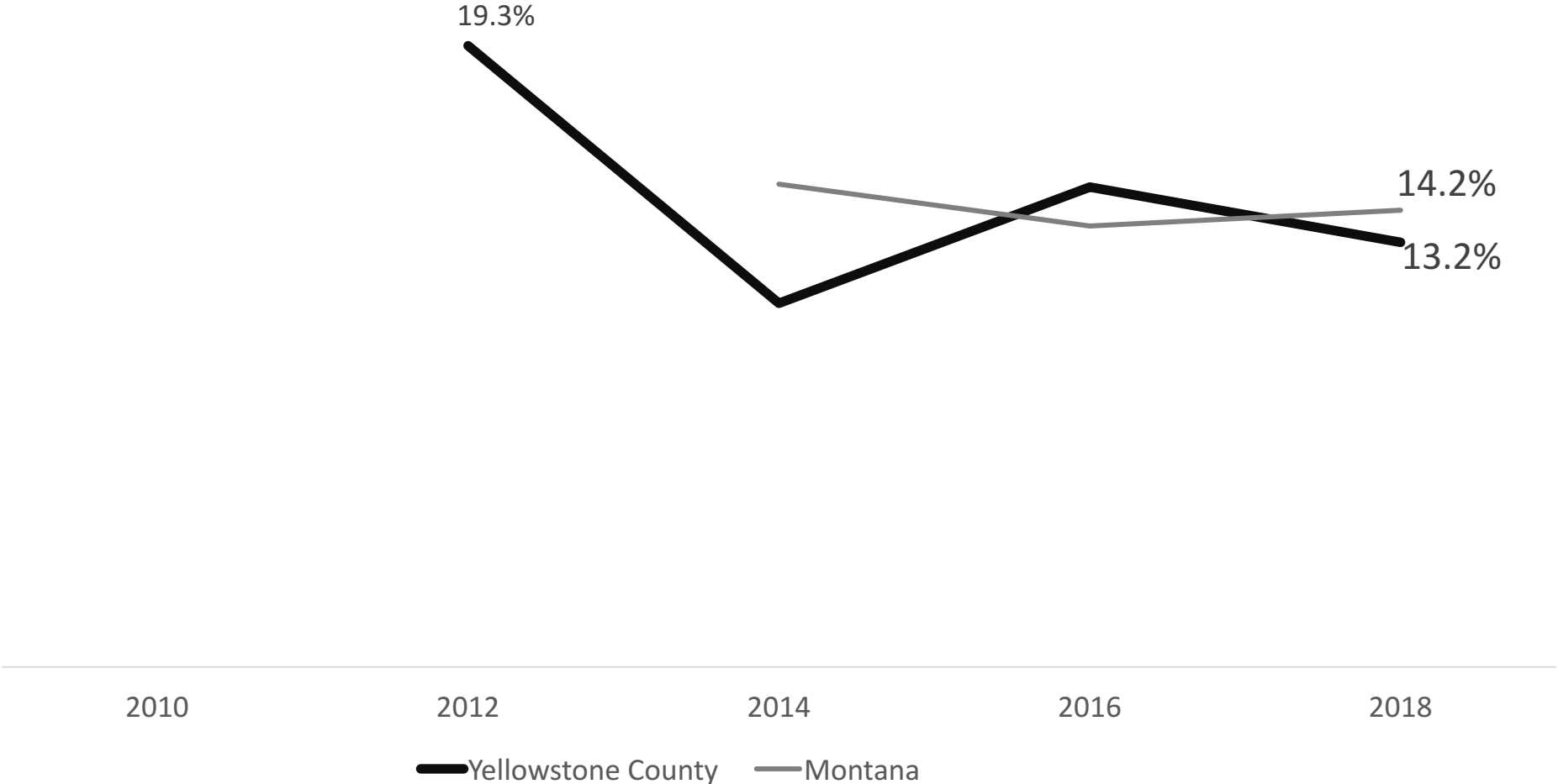
One in three high school students personally knows an adult who has used marijuana, cocaine or other drugs in the last year.



One in five teens personally knows at least one adult who has dealt or sold drugs in the past year.

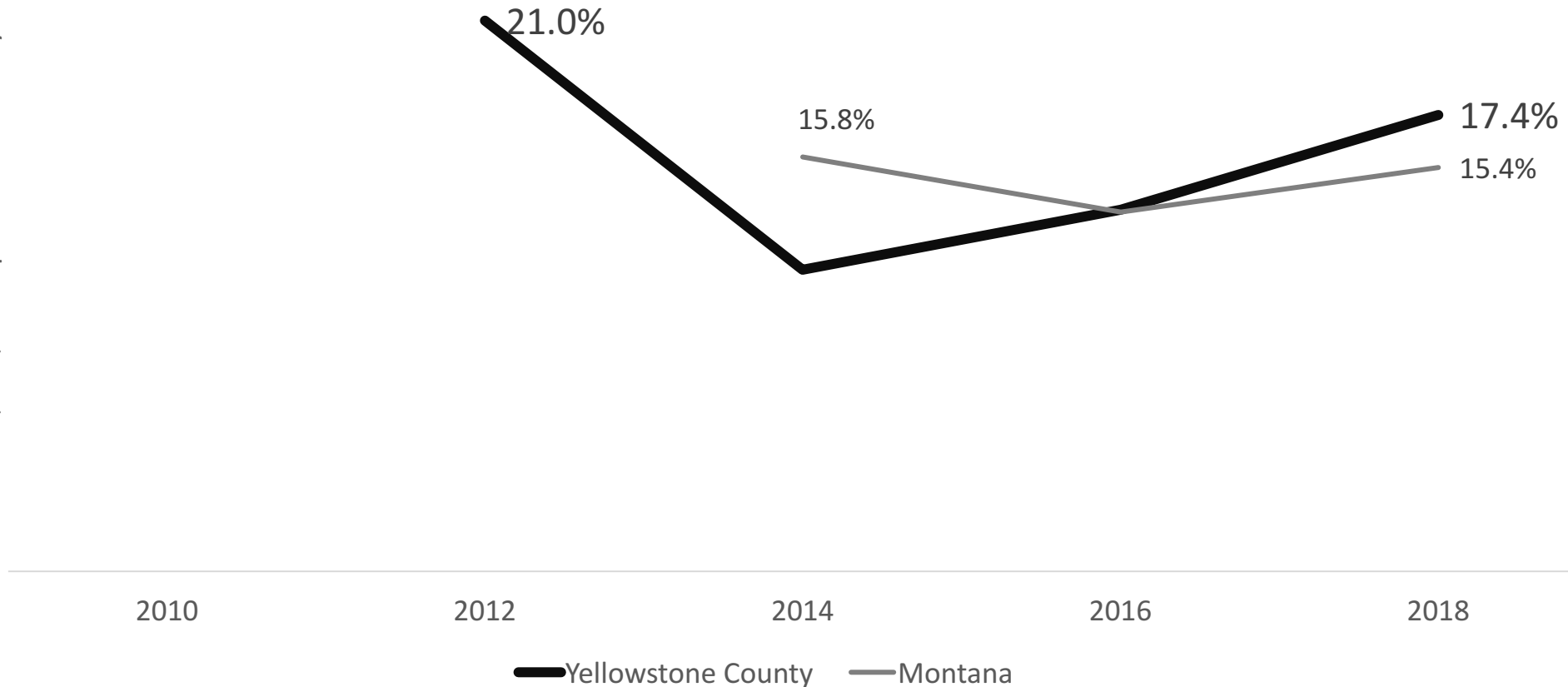
13% of teens have a close friend who has used meth, cocaine or other illegal drugs in the past year

Students who had at least one of their four closest friends use LSD, cocaine, amphetamines, or other illegal drugs in the past year

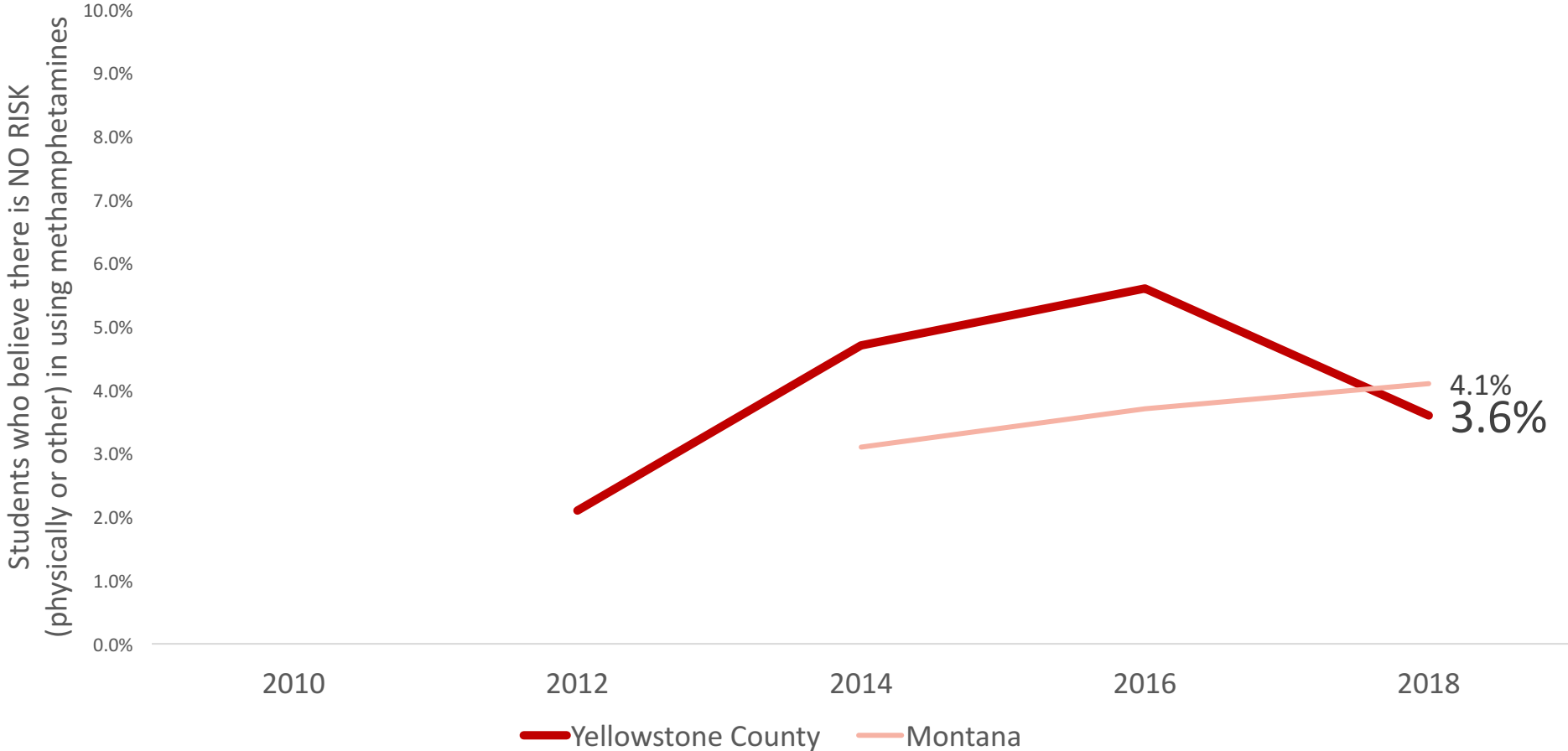



One in six teens reports that it would be easy to get a illicit drugs if they wanted to

Students who said it would be EASY to get a drug like cocaine, LSD, or amphetamines if they wanted




Most teens perceive that there are risks related to using meth






Substance use disorder is a
CHILDHOOD onset disease with
an etiology rooted in trauma.



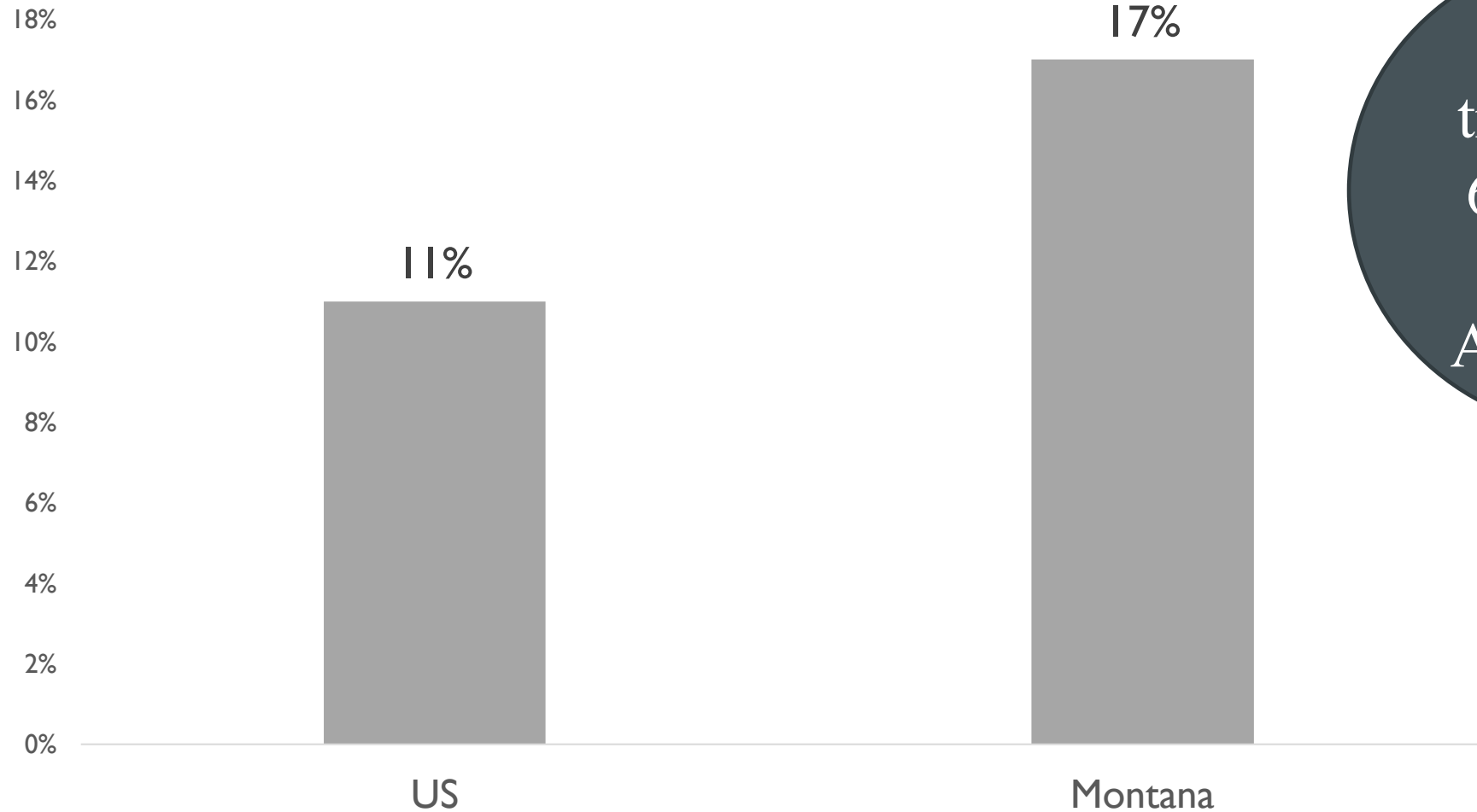
In one focus group with individuals in treatment in Billings, all participants except one indicated their first use was between 10-12 years old.



According to SAMHSA *“trauma is an almost universal experience of people with mental and substance use disorders.”*

Source: Correlates of Lifetime Exposure to One or More Potentially Traumatic Events and Subsequent Posttraumatic Stress among Adults in the United States: Results from the Mental Health Surveillance Study, 2008-2012

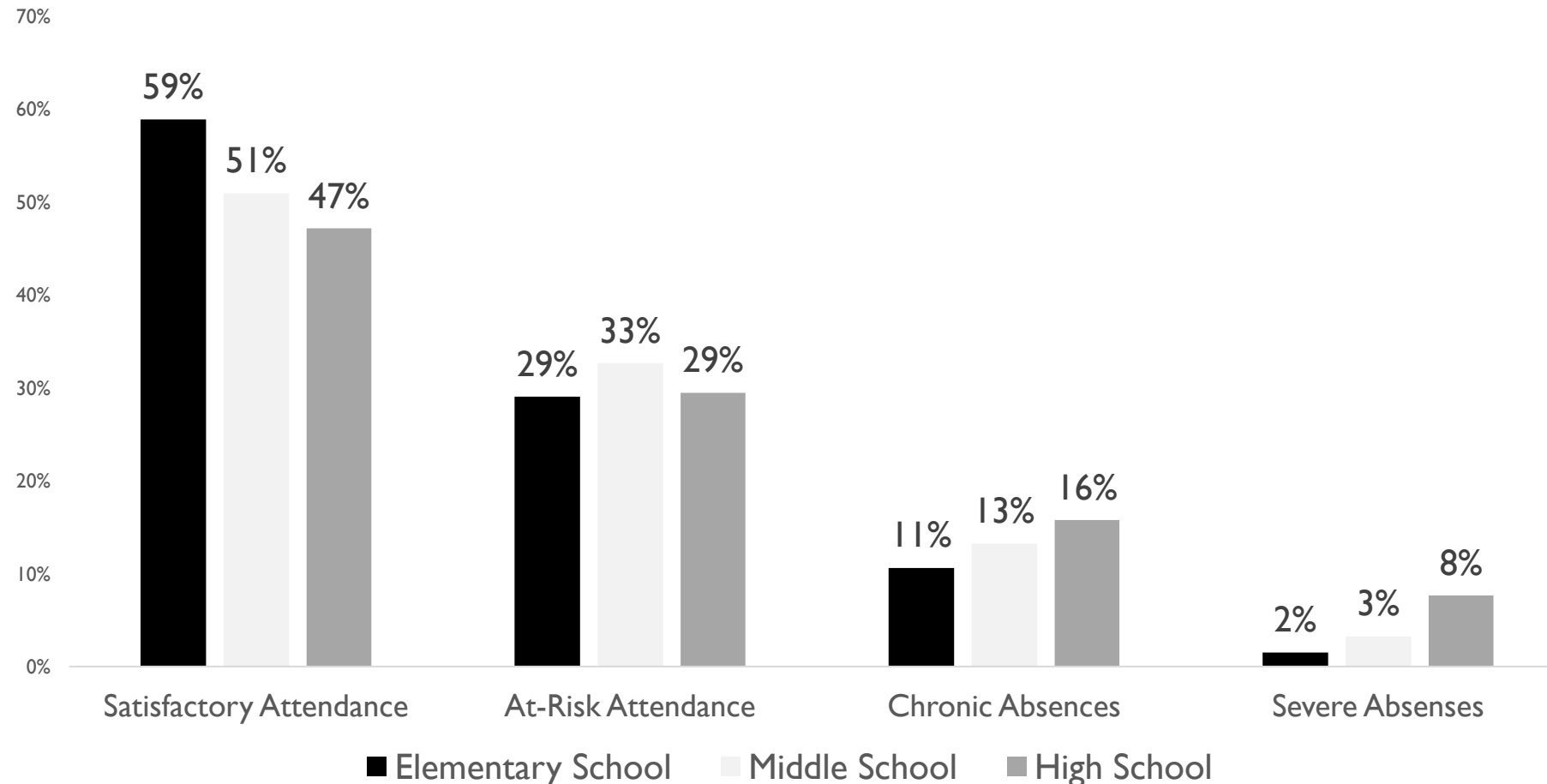
CHILDREN IN MONTANA ARE MORE LIKELY TO HAVE THREE OR MORE ACES THAN CHILDREN IN THE US



This translates to 6300 youth with three ACEs in YC

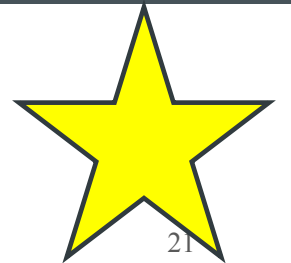
Source: National Survey of Children's Health, 2014

Two in five elementary school students are at-risk based on attendance

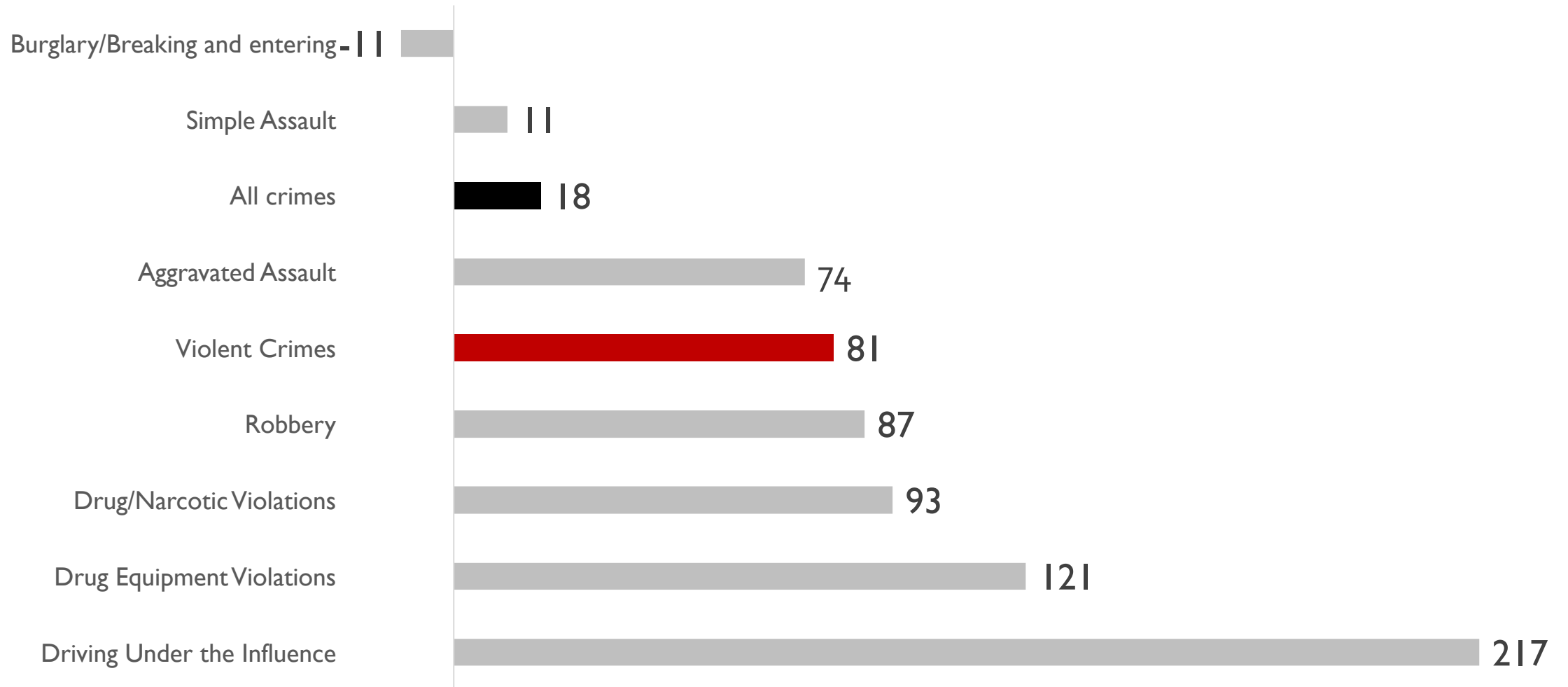


Source: United Way

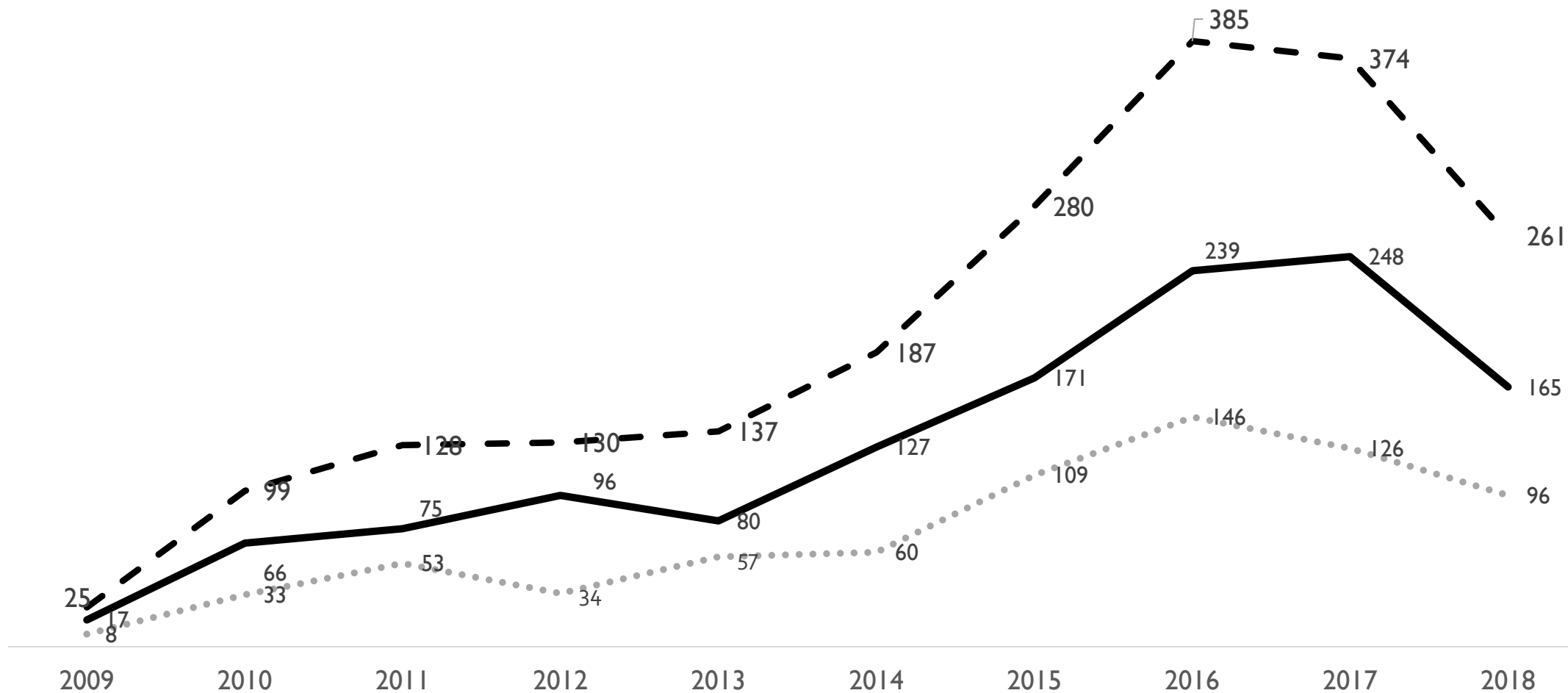
The justice system in Yellowstone County is increasingly driven by substance use related crimes, with possession and drug paraphernalia violations and DUI offenses skyrocketing in the last decade.



Percent change from 2010 to 2017 in various crime categories, Yellowstone County



The number of felony convictions in Yellowstone County for substance use related offenses has spiked in recent years

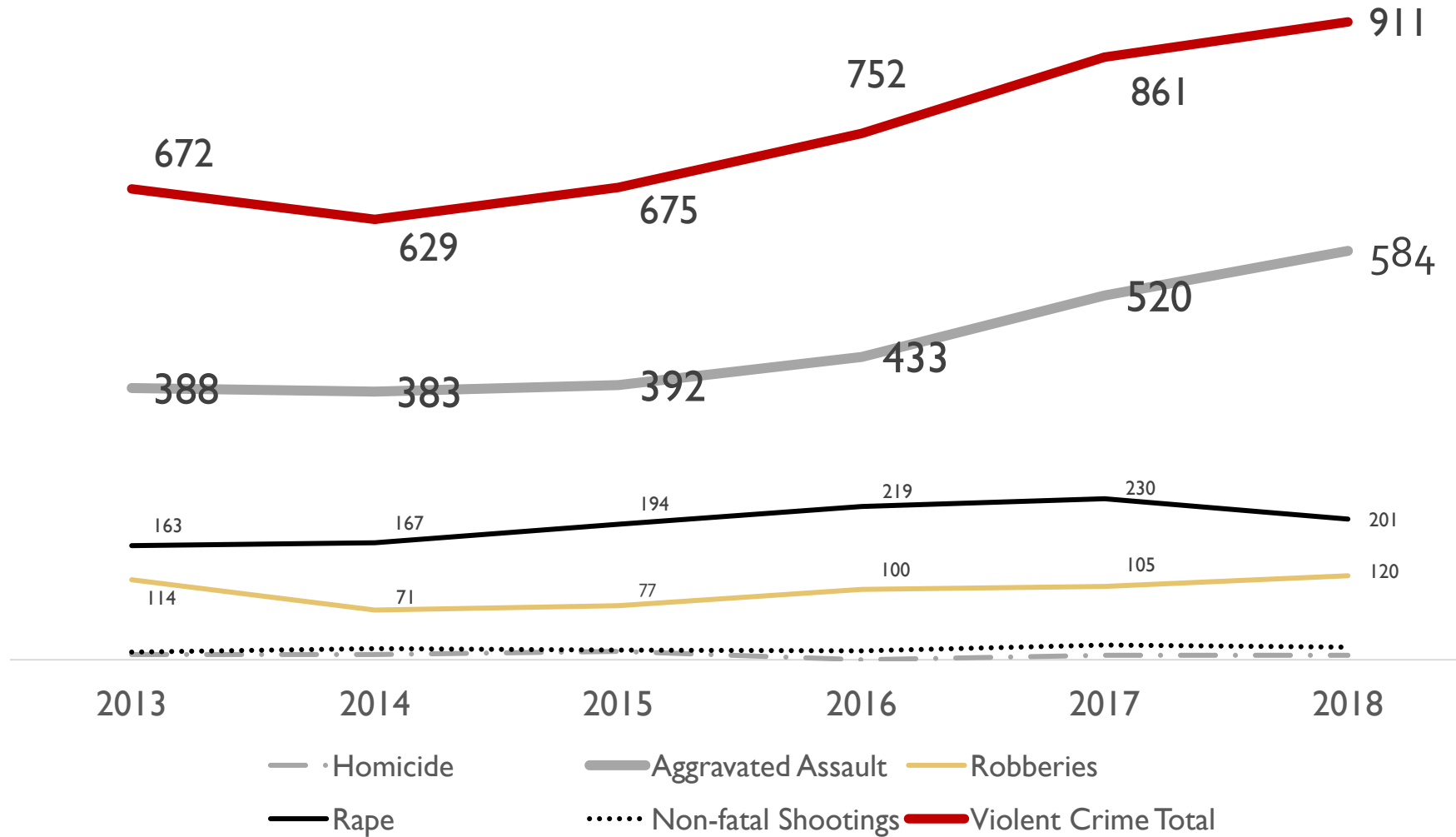


Source: Montana Department of Corrections — MALE ··· FEMALE - - Total

Violent crime is also on the rise in Yellowstone County, driven by a rise in aggravated assault.

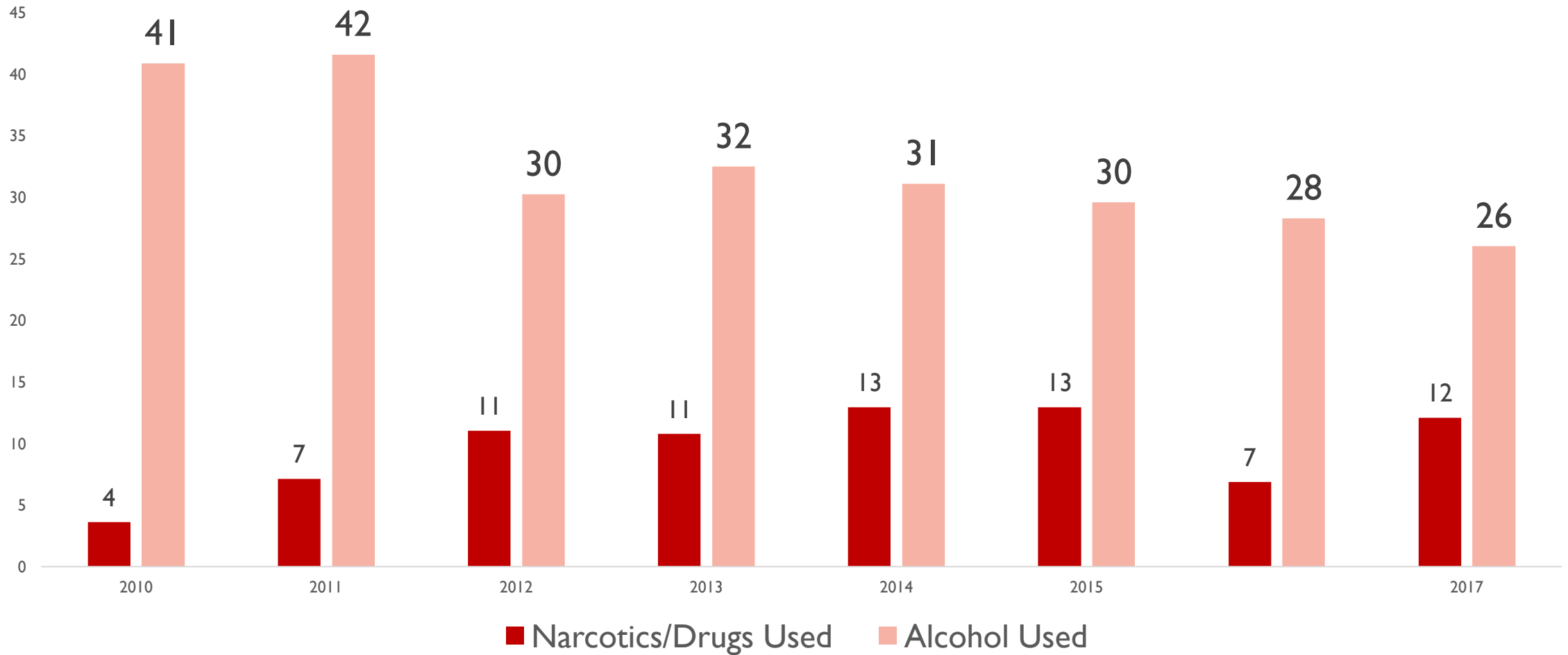


Number of violent crimes annually in Yellowstone County, 2013-2018



Source: U.S. Attorney's Office

Percent of Index Violent Crimes with User using Narcotics/Drugs and Alcohol, Yellowstone County, 2010-2018



What does the
research say about the
link between
methamphetamine use
and violence?

Acknowledgement: Linda Truitt, US Department of Justice

WHAT DO LAW ENFORCEMENT SAY?

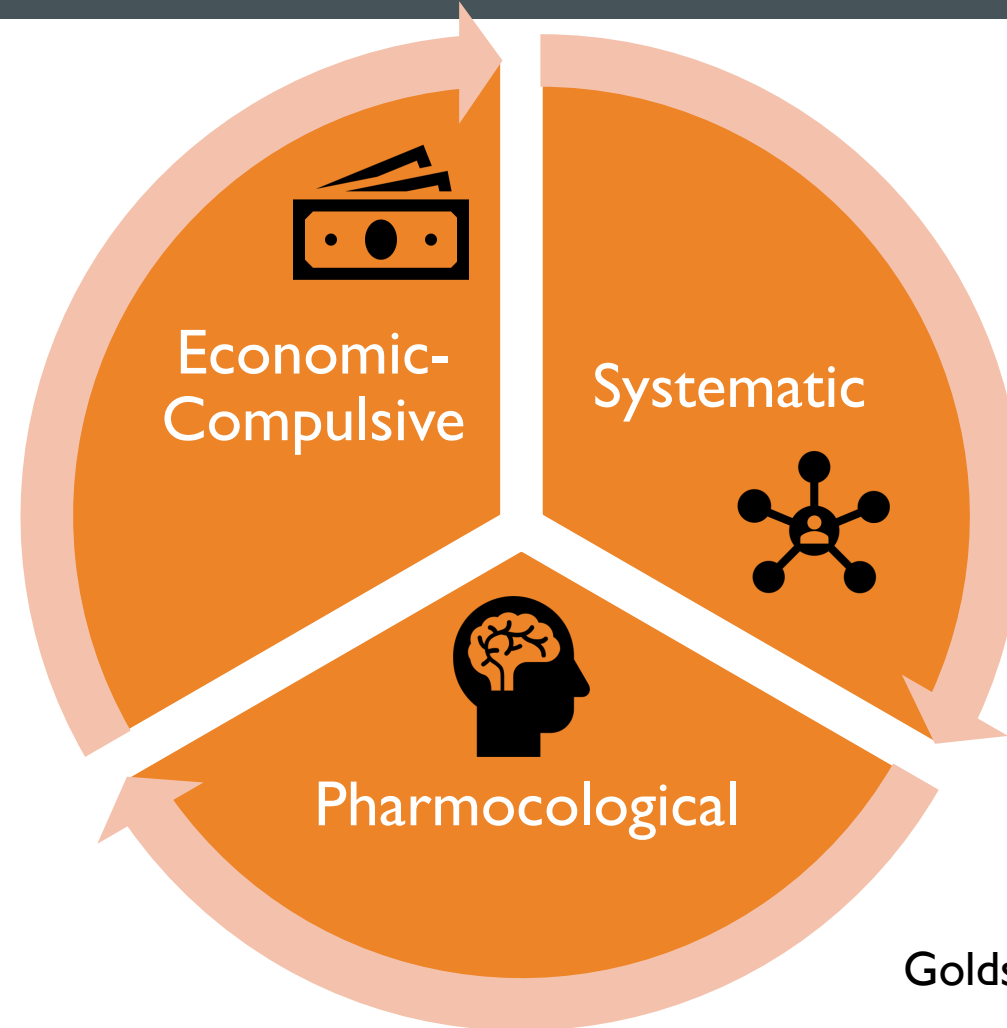
Law enforcement officials nationwide identify methamphetamine as the drug that contributes most to violent crime

Customs and Border Patrol have reported a steady increase in meth seizures since 2012

Competition between wholesale drug trafficking organizations has led to lower methamphetamine prices, higher drug purity, and expanded drug-related violence concerns.

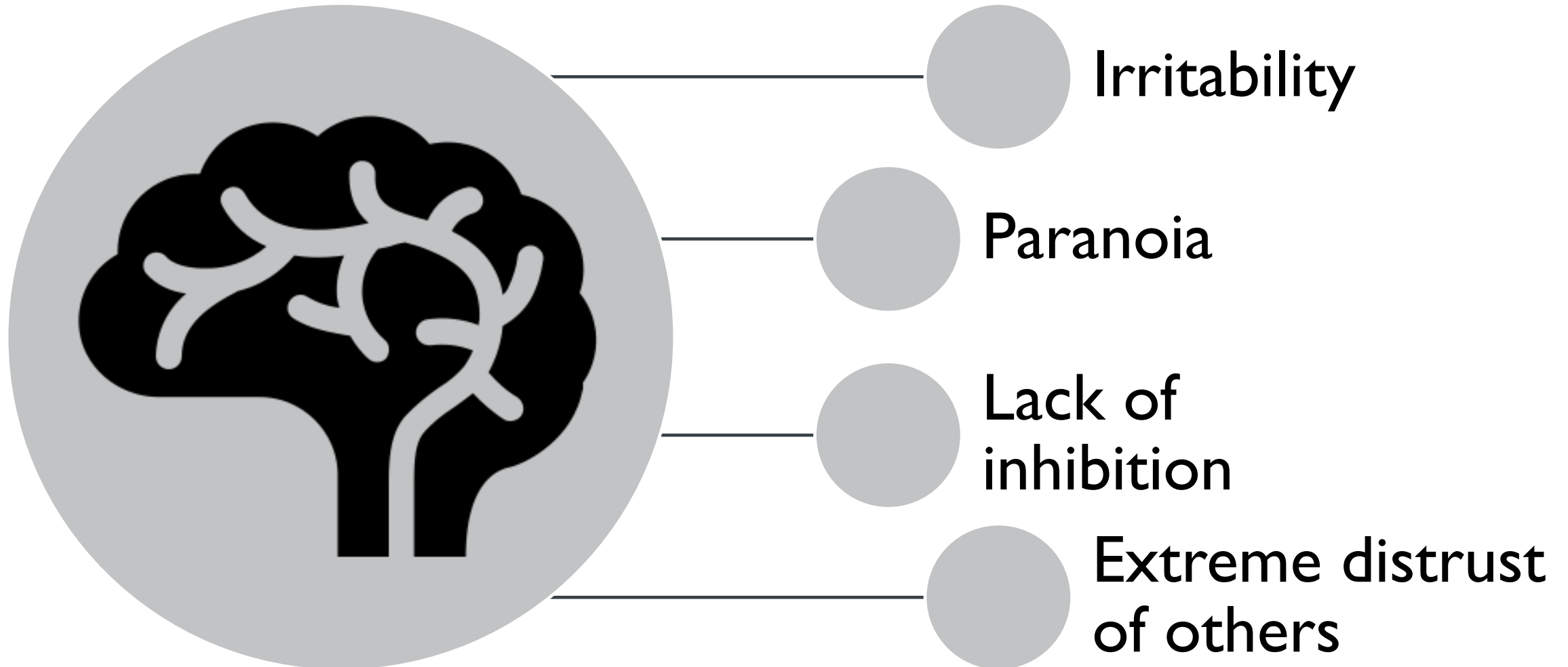
Sources: 2017, U.S. Sentencing Commission, CBP Enforcement Statistics 2018, DEA 2017, 2017 National Drug Threat Survey-unclassified

TYPES OF VIOLENCE ASSOCIATED WITH SUBSTANCE USE



Goldstein Framework, 1985

PHARMACOLOGICAL EFFECTS OF METHAMPHETAMINE USE



WHAT DOES THE RESEARCH SAY?

- “Evidence specifically on the association of methamphetamine and violence is accumulating, but the nature of the association and its context are not yet well understood.”
- “Naturalistic studies provide inconsistent evidence-some showing methamphetamine use correlated with violent behavior, and some showing no significant relationship”.
- Violent behavior often proceeds meth use and users often report pre-existing aggression and anger due to trauma

STUDY OF 350 METH USERS RECEIVING TREATMENT

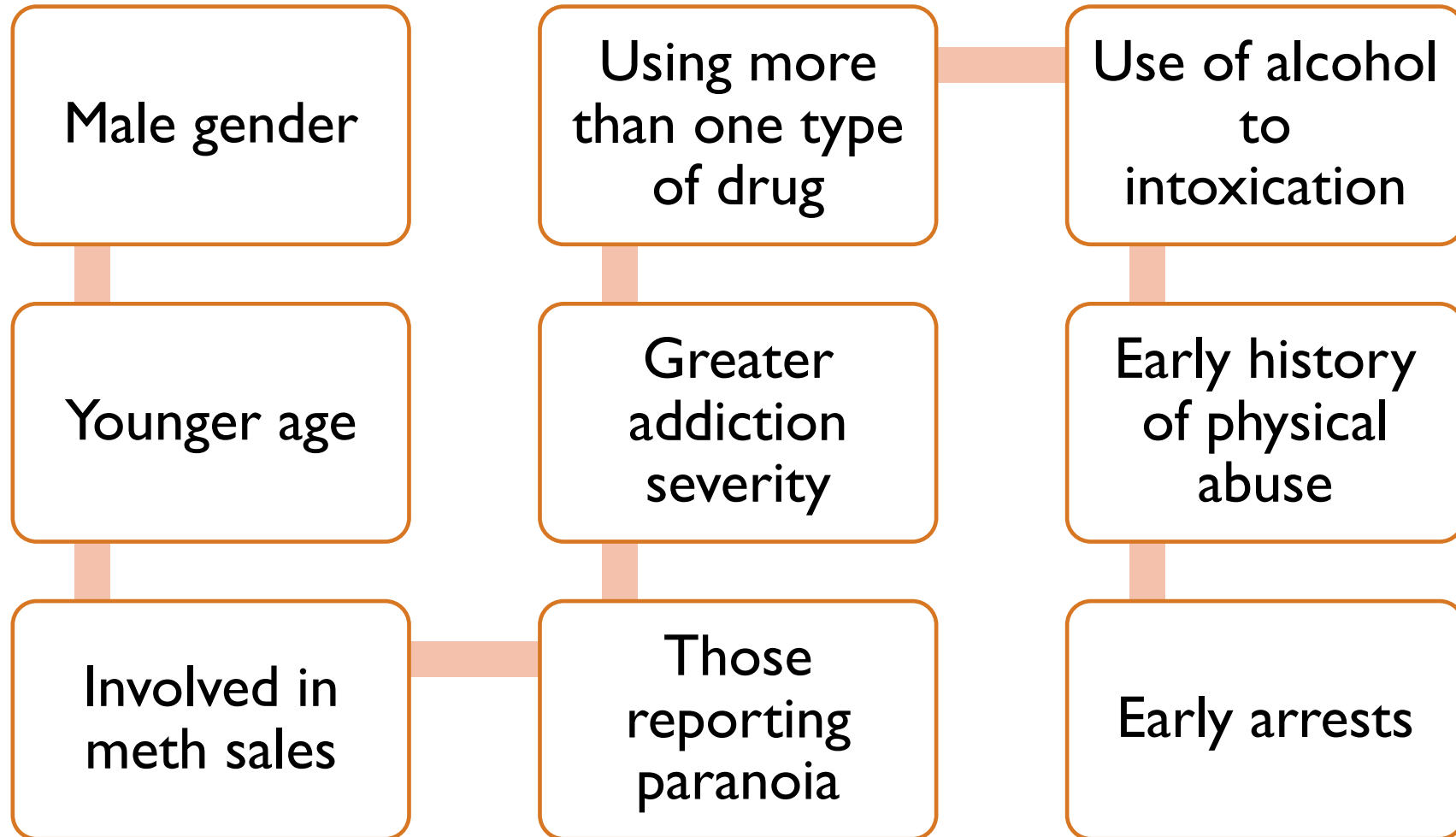
- 59% perceive that their meth use resulted in violent behavior
- Of those reporting violent behavior, 55% indicated they engaged in violent behavior before they began using meth
- The average age of initiation of violent criminal behavior (16.7 years) was lower than the average age of methamphetamine initiation (18.1)
- The majority of meth users also reported poly substance use.
- In this sample, 1/3 had been sexually abused and 1/2 have been physically abused before age 15. More than half reported that their parents had drug or alcohol problem.

Brecht and Herbeck, 2013

STUDY OF FEMALE METHAMPHETAMINE USERS AND VIOLENCE

- 80% reported experiencing violence in their lifetimes: 67% had violence perpetrated against them, and 57% had perpetrated violence.
- 29% attributed their violent behaviors to meth and said they would not have been violent had they not been using meth but 59% described pre-existing 'anger issues' that were 'enhanced' by meth
- Most participants described perpetrating violence when they were 'coming down' off of meth (i.e. withdrawing).

PREDICTORS OF VIOLENCE AMONG METH USERS



Brecht and
Herbeck,
2013

CAVEATS

Correlation
versus
causation

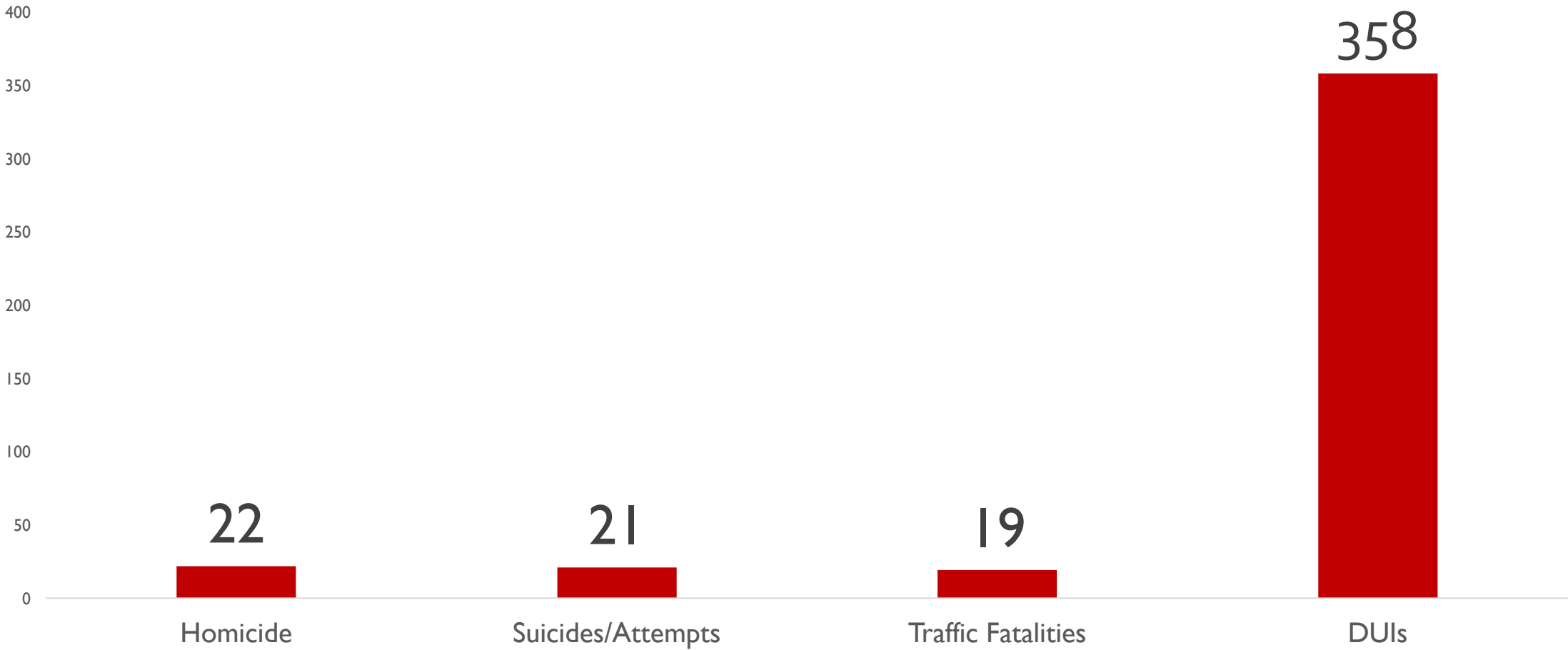
Relationship
not well
understood

More
research
needed

Many of the substance use-related crimes in Yellowstone County are linked to methamphetamine use. The state laboratory has detected methamphetamine in hundreds of crimes in the last decade and methamphetamine is the most common drug seized by law enforcement officials in the community.

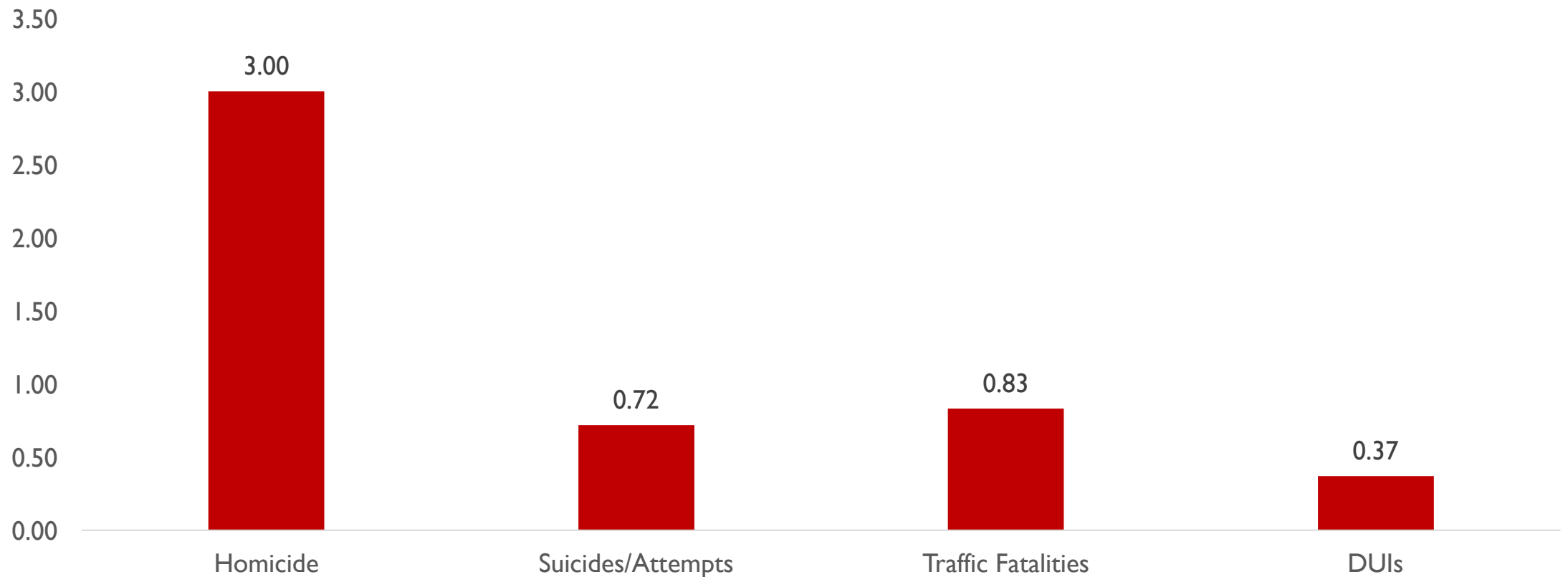


Type of cases with a positive methamphetamine screen in by the Montana State Lab, Yellowstone County, 2010-2018



Source: Montana State Lab, Montana DOJ

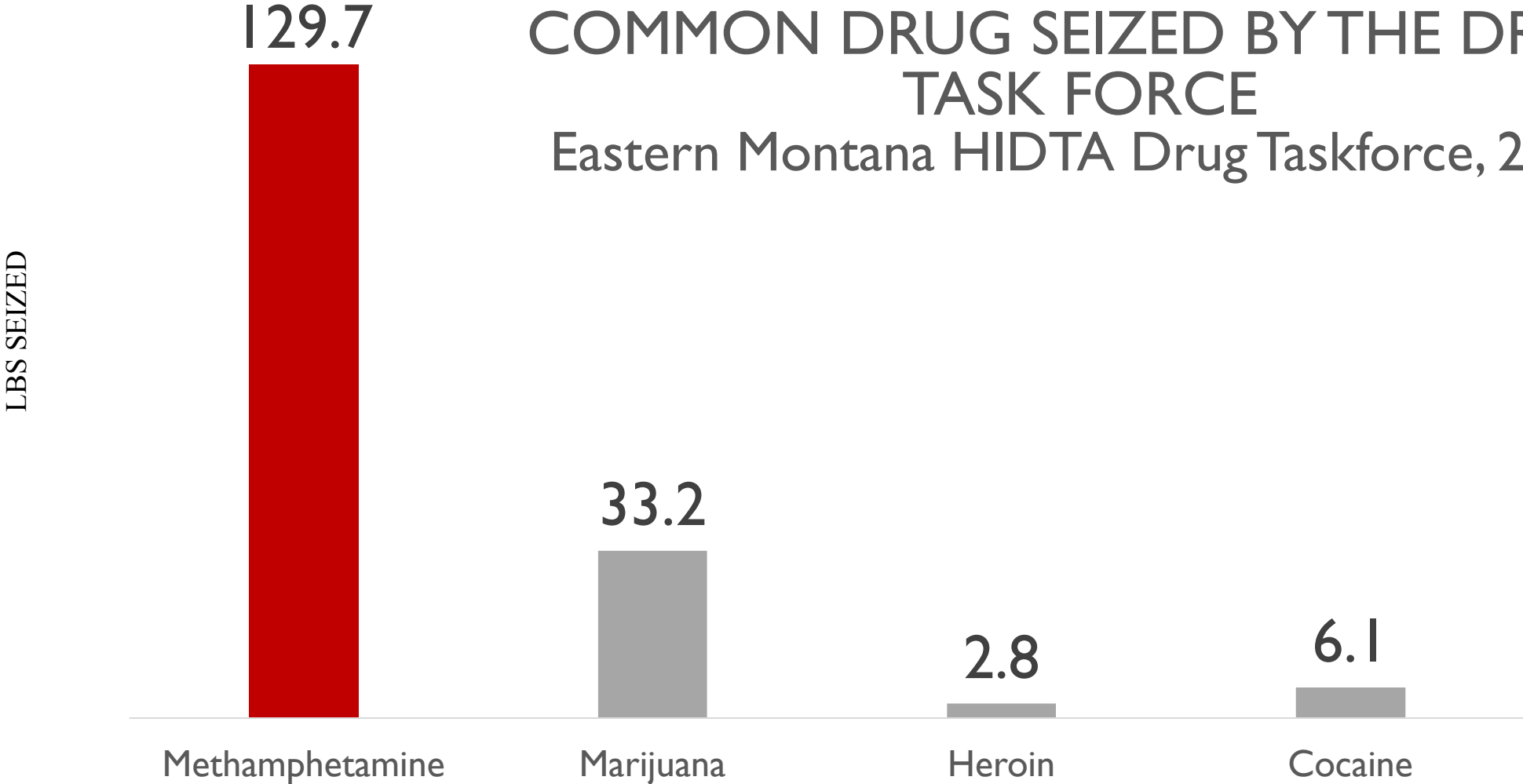
Average detected methamphetamine concentration (mg/L), by case type, Yellowstone County, 2010-2018



Source: Montana State Lab, Montana DOJ

DRUG SEIZURES-METH IS THE MOST COMMON DRUG SEIZED BY THE DRUG TASK FORCE

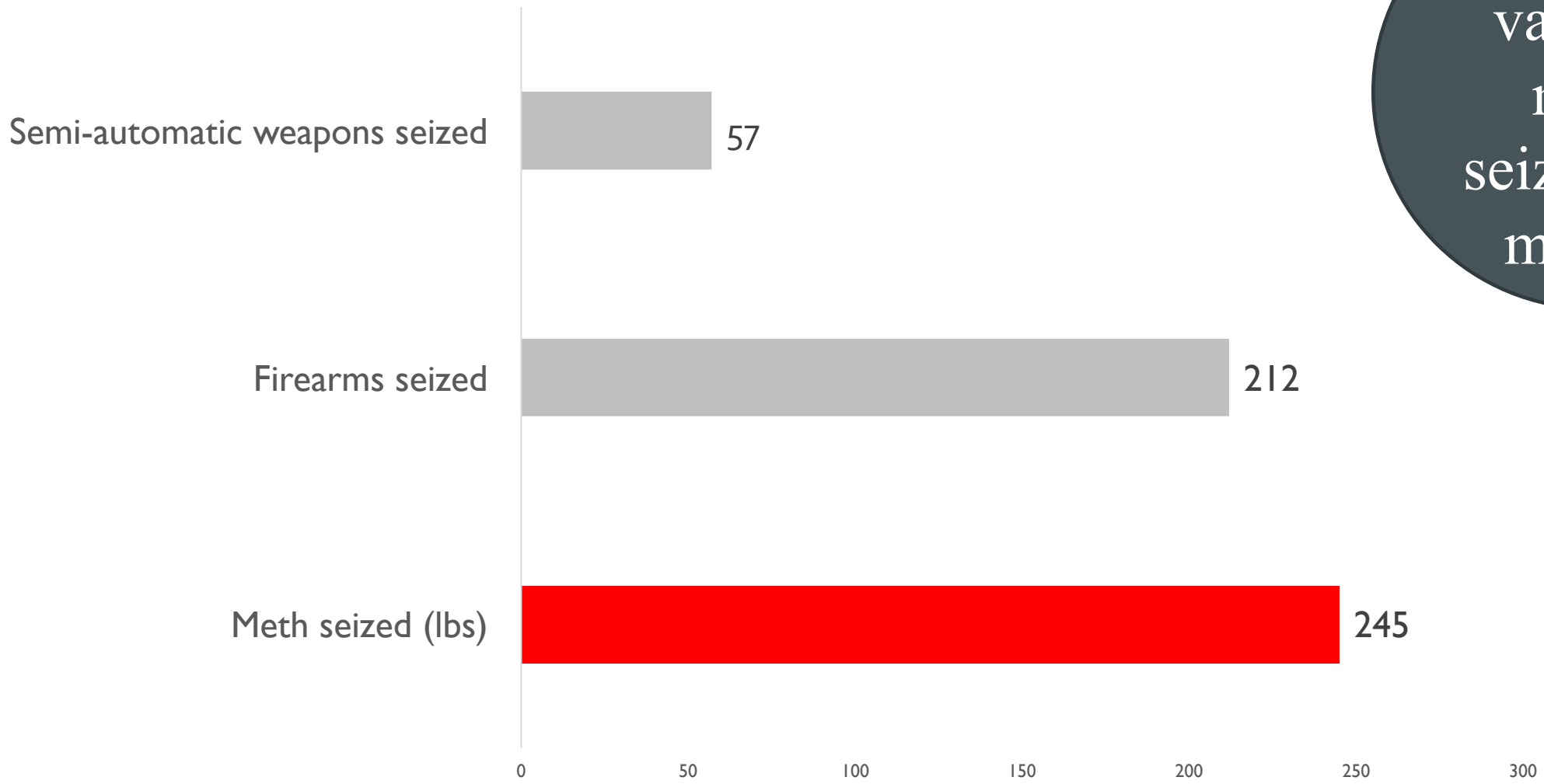
Eastern Montana HIDTA Drug Taskforce, 2018



Source: Billings Police Department 2018 Annual Report

**Federal charges through Project Safe Neighborhoods
since, April 2018**

Street
value of
meth
seized \$11
million



Source: US Attorney's Office, Billings

Methamphetamine users report that the drug is easy to obtain in Yellowstone County and that the potency and availability of the drug is driving addiction. They also report a correlation between methamphetamine use and violence, though some report that the drug simply aggravates and exacerbates underlying anger in a highly traumatized population.



Focus Groups: Why meth?

- Very easy to obtain and cheap to buy (and sell to maintain your habit)
- Meth use happens in family systems and social networks that are hard to break free from
- To cope with trauma
- To self-medicate for mental health concerns, including ADHD
- As a party drug used to heighten social experiences
- After seeing methamphetamine use normalized in their family and social networks, and not seeing severe or immediate consequences for those using
- To stay awake and get things done
- To lose weight
- To pass drug tests for employers (because it is known to clear your system more quickly than other drugs like marijuana)

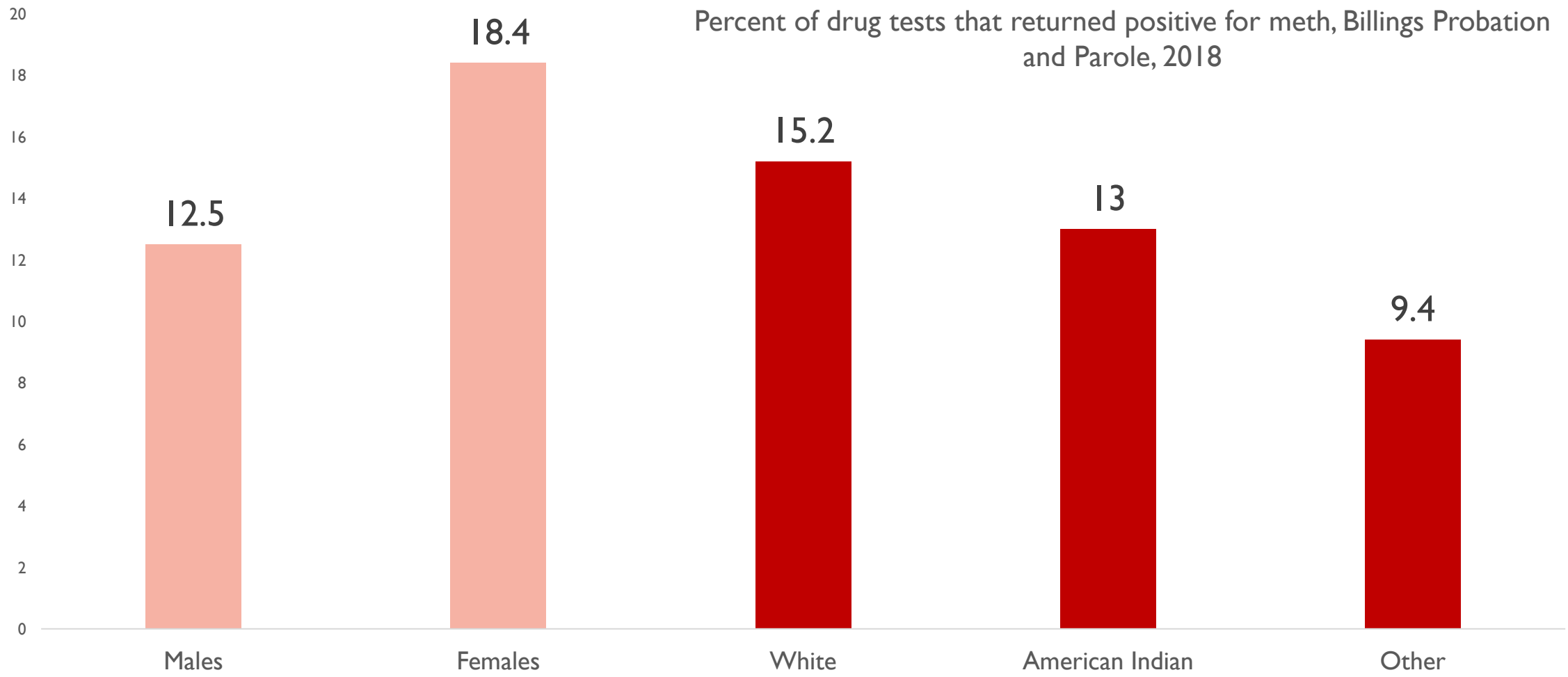
Focus Groups: Why meth and violent crime?

- Meth is a stimulant that exacerbates already angry behavior. “I was never a violent person, but when I used meth I experienced and perpetuated violence”
- The meth feels a lot stronger than it used to be and you don't know what's going to happen when you use it. There's serious delusion about your confidence when on the drug. It gives you a huge false sense of confidence You don't understand consequences and think you are invincible.
- Property crime and stealing to afford methamphetamine (or trading stolen goods directly)
- Greater purity creates dependence more quickly and escalates violence
- People who are using meth aren't sleeping, are paranoid, are agitated, they're not eating, and all of their relationships are gone
- Violence and use may escalate when individuals start using intravenously

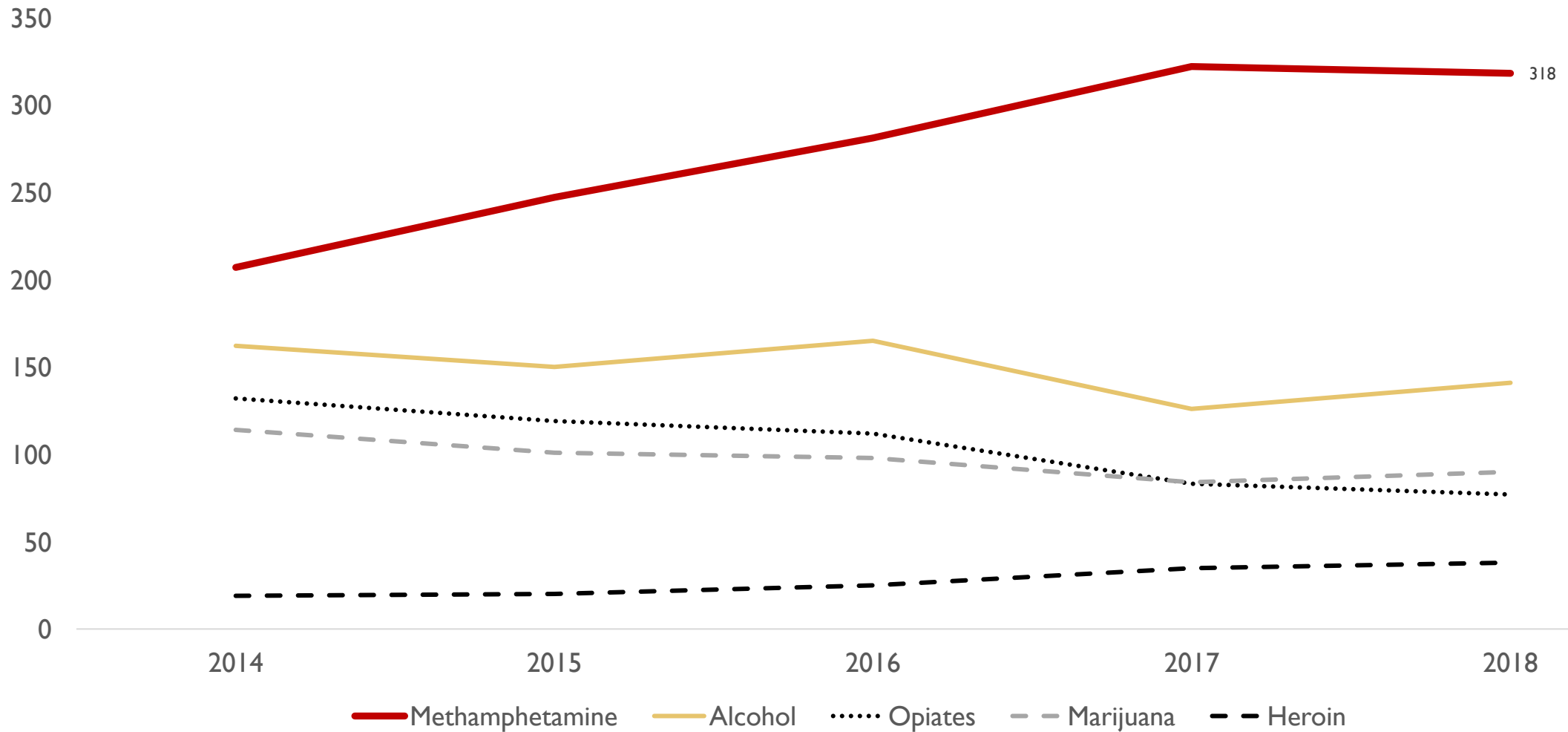
Women using methamphetamine, particularly those of child-bearing age, are over-represented in the drug treatment courts, Department of Corrections treatment facilities, and in probation and parole.



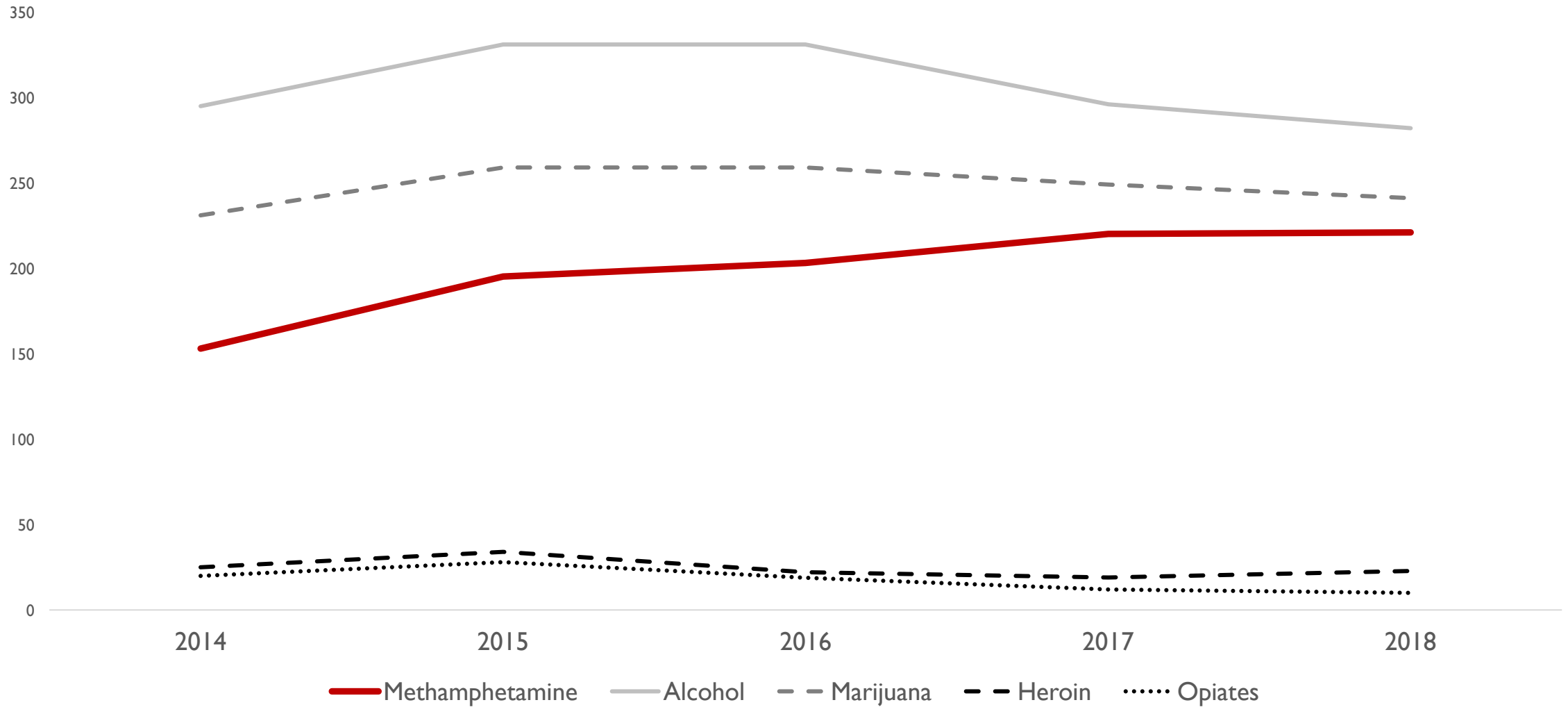
Individuals on probation and parole who are white and female are more likely to have positive meth tests



Passages Drug of Choice, 2014-2018



Primary drug of choice, Alpha House, 2014-2018



The rise in substance use related crimes, and the relapse and recidivism that accompanies these, has stressed the courts, jails, public defenders, probation and parole and child welfare systems.



In a review
of 6 months
of Billings
Police
Department

11.5%
Recidivism
rate for drug
offenses

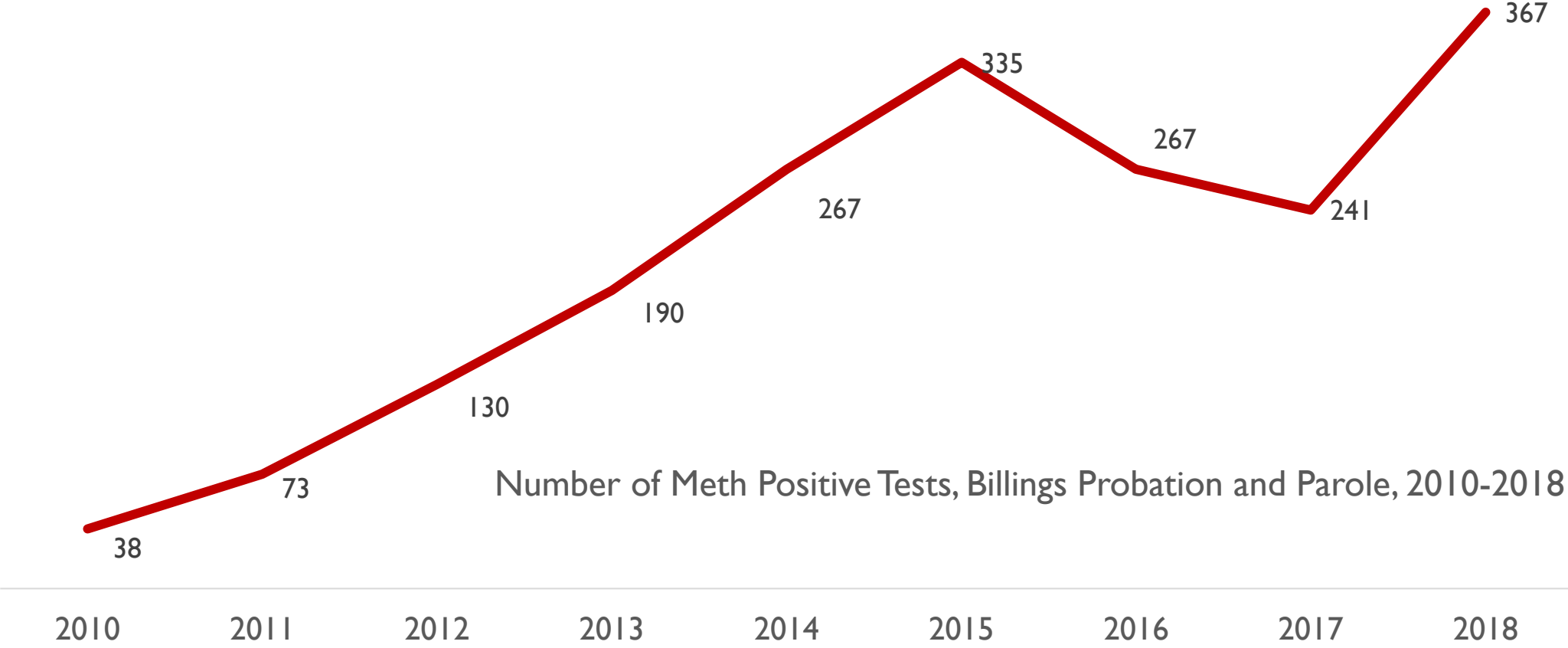
SUD cases are overloading Montana's justice system



Billings Probation and Parole monitors almost 2500 offenders

Billings Probation and Parole monitors almost 2500 offenders

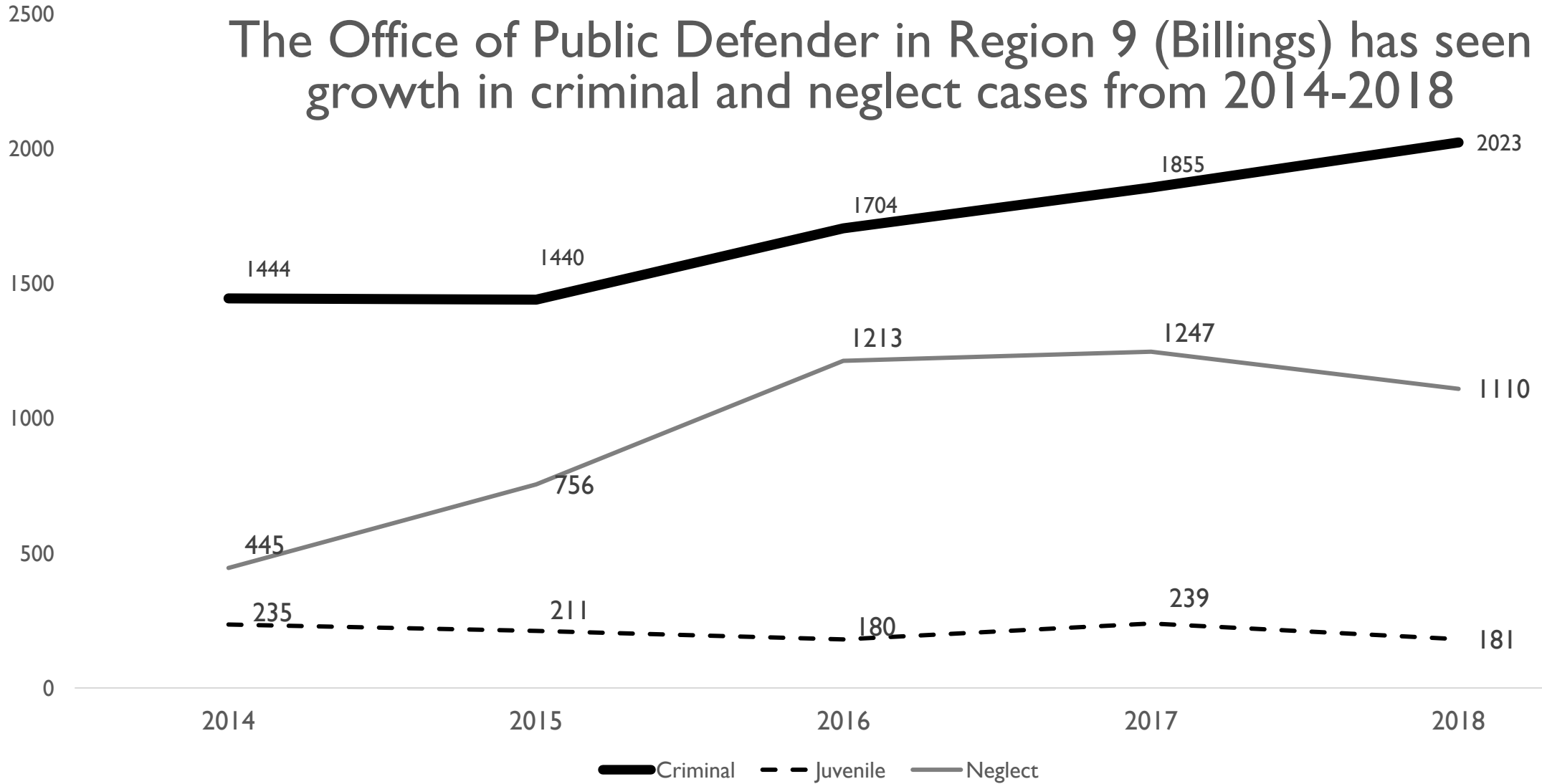
The number of positive meth tests among probation and parole participants in Yellowstone County has increased 865% since 2010



Number of Meth Positive Tests, Billings Probation and Parole, 2010-2018

Source: Montana Department of Corrections

The Office of Public Defender in Region 9 (Billings) has seen growth in criminal and neglect cases from 2014-2018



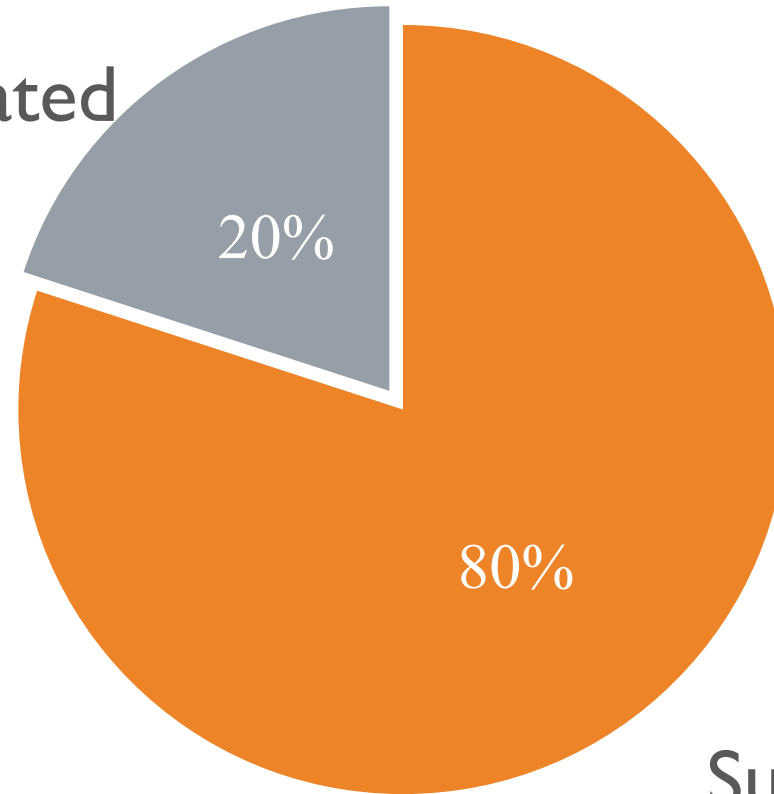
Source: Montana Office of the Public Defender

Child welfare concerns are of particular concern, with 80% of cases indicating substance use, and the majority of those cases indicating parental methamphetamine use. Yellowstone County has seen a precipitous rise in child welfare cases in recent years at rates outpacing those seen in Montana as a whole. Children are often impacted adversely by their exposure to parental substance behaviors and by being separated from their families, and the adverse impacts could contribute to future substance use disorders and trauma.



THE MAJORITY OF CHILD AND FAMILY SERVICES PLACEMENTS HAVE SUD INDICATED

Substance use not indicated

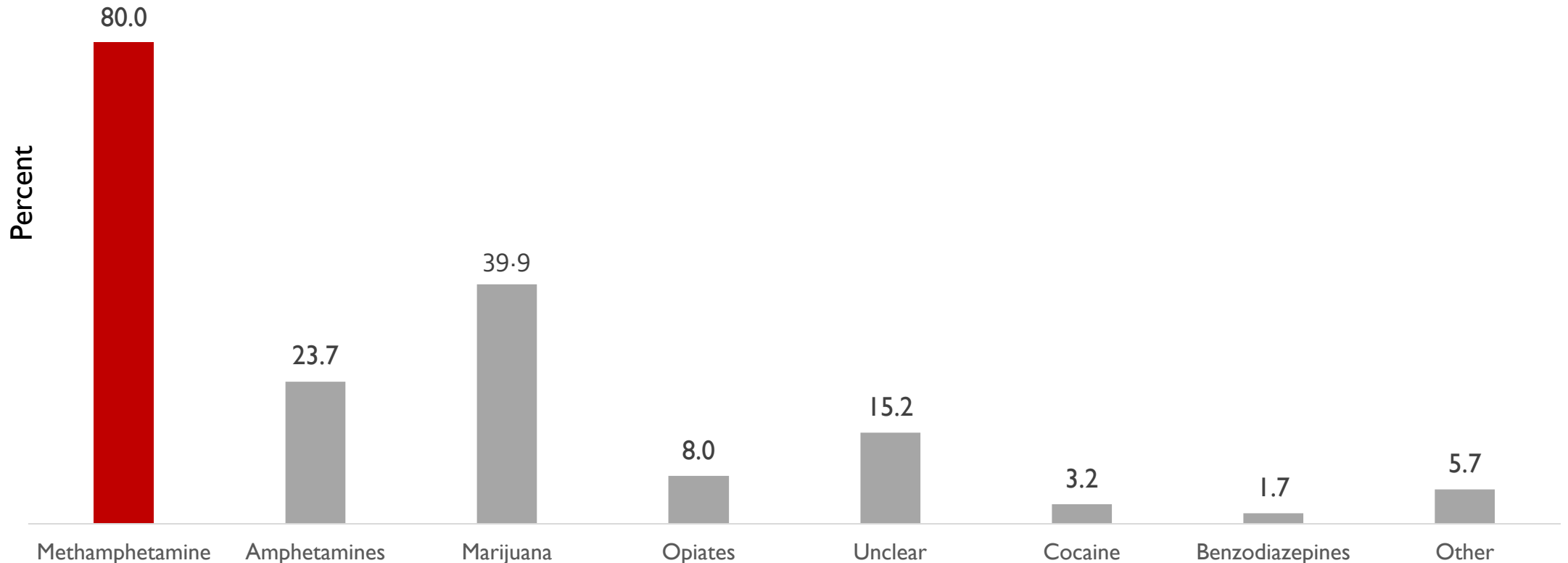


Substance indicated

Source: Yellowstone County Attorney's Office

THE MOST COMMON SUBSTANCE INDICATED IN DEPENDENT NEGLECT CASES IN YELLOWSTONE COUNTY IS METHAMPHETAMINE

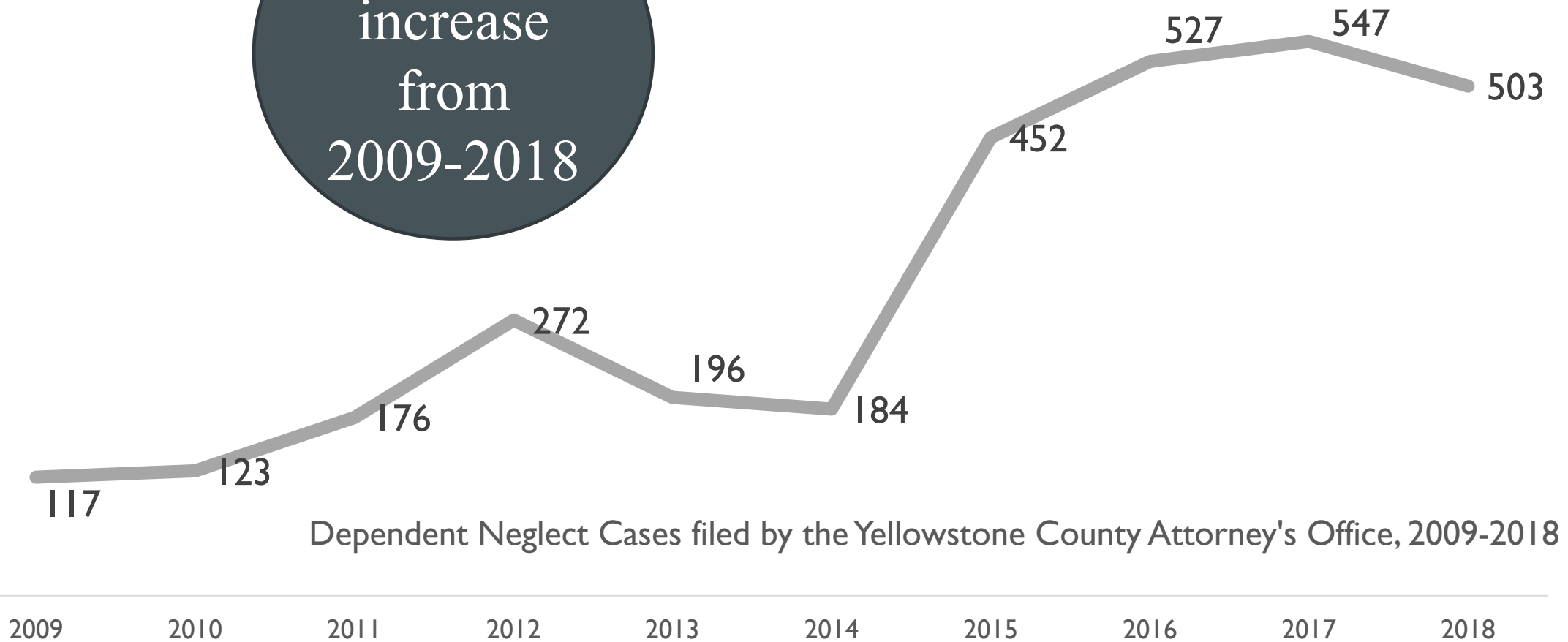
Illicit substances indicated in Yellowstone County Attorneys Dependent Neglect Drug-Related Cases, 2018, Percent



Source: Yellowstone County Attorney's Office

Dependent Neglect District Court Filings are up sharply

329%
increase
from
2009-2018

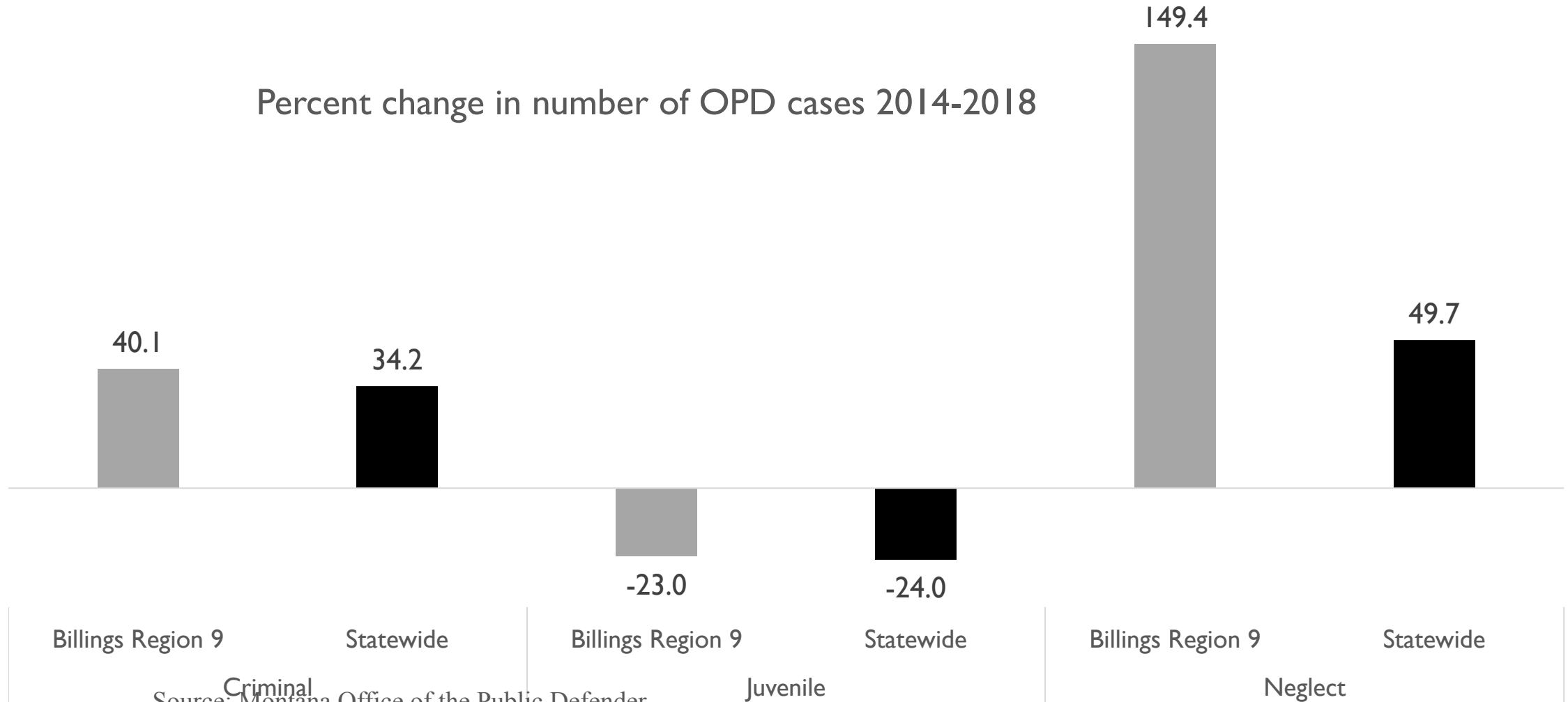


Dependent Neglect Cases filed by the Yellowstone County Attorney's Office, 2009-2018

Source: Yellowstone County Attorney's Office

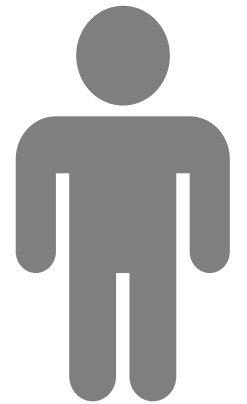
*The growth in cases (particularly for neglect cases) has
be larger than the state as a whole.*

Percent change in number of OPD cases 2014-2018



Source: Montana Office of the Public Defender

One in four OPD Neglect Cases are in Billings Region 9



What does the research
say about the link
between
methamphetamine use
and child welfare
involvement?

PARENTS REPORTING ABUSE OF METHAMPHETAMINE WHOSE CHILDREN ARE IN THE CHILD WELFARE SYSTEM ARE MORE LIKELY TO BE:

White

Female

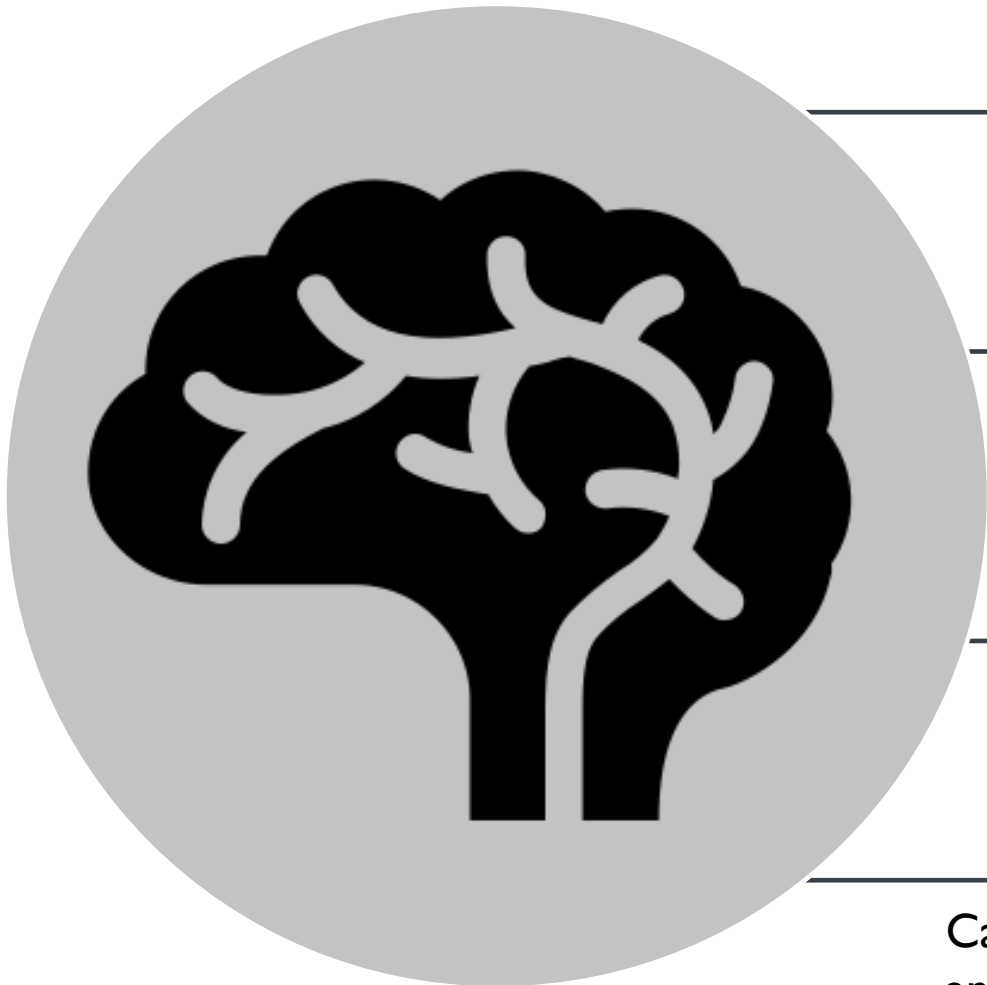
Have less education

Be unemployed

Not be in a committed relationship

Children of meth abusing parents are more likely to be placed into out of home care

SPECIAL CONSIDERATIONS FOR METH USE IN CHILD WELFARE



Long
lasting
“high”

Binge/crash
cycles

Increased
use in
women

Extended period
required to stabilize
in treatment

Carlson et al 2010
and Sheridan 2014

CHILDREN IN THE CHILD WELFARE SYSTEM FROM METH ABUSING HOMES EXPERIENCE

- Higher rates of Personal and school related maladjustment
- Higher rates of PTSD and trauma symptomology
- Lower adaptive and social skills

CONCLUSION

Some indication that meth use creates greater risk for abuse and neglect than other substances

SUD in general is risk factor for child welfare involvement

More research needed

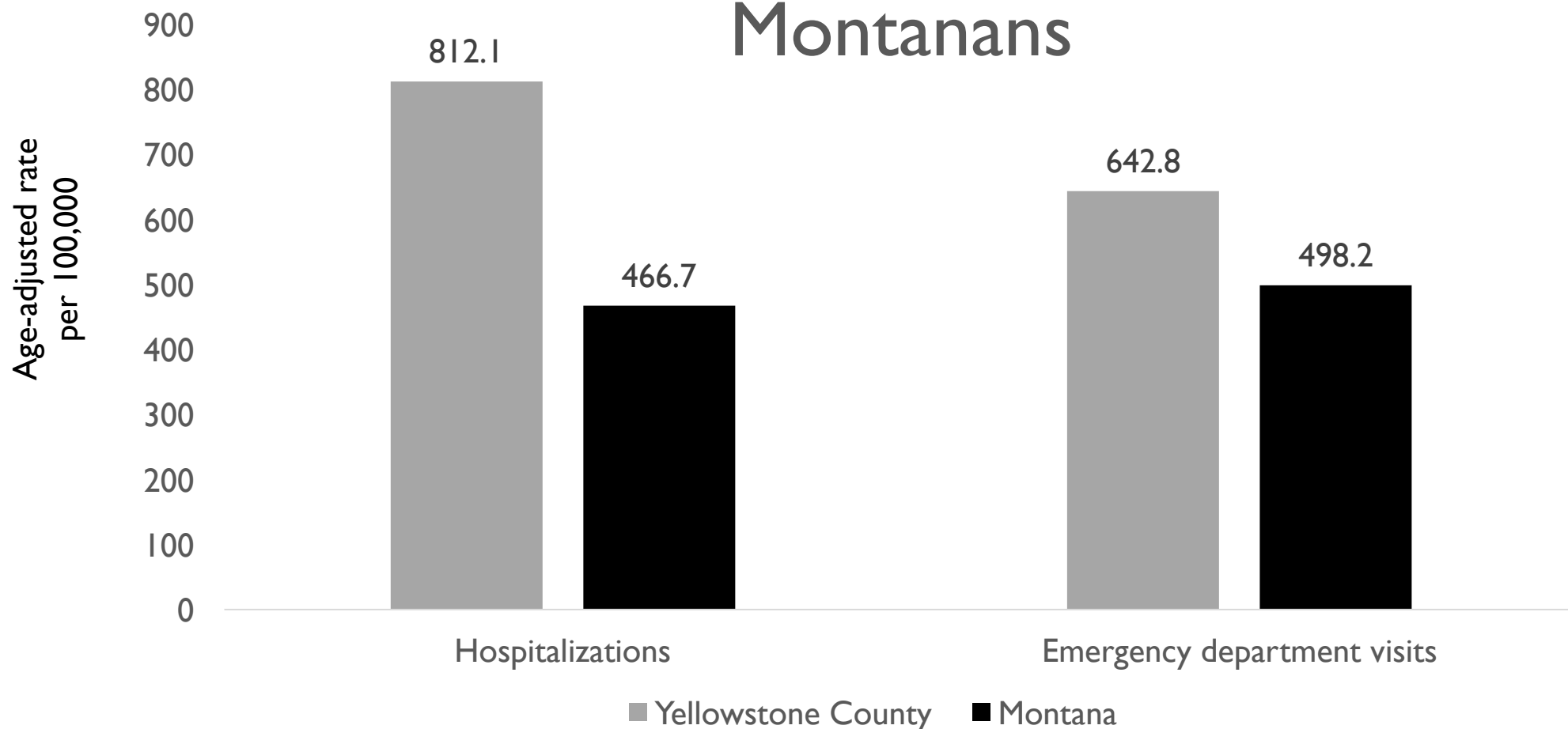
Substance use impacts the health of individuals in our community.



Drug overdose
is the 10th
leading cause of
death in
Yellowstone
County

Cirrhosis / Liver
Disease is the
12 leading cause
of death

Yellowstone County Residents are more likely to be hospitalized or visit the ER for drug use than other Montanans



MEDICAL VISITS ATTRIBUTABLE TO DRUGS WITH POTENTIAL FOR ABUSE AND DEPENDENCE MONTANA RESIDENTS, 2010-2017

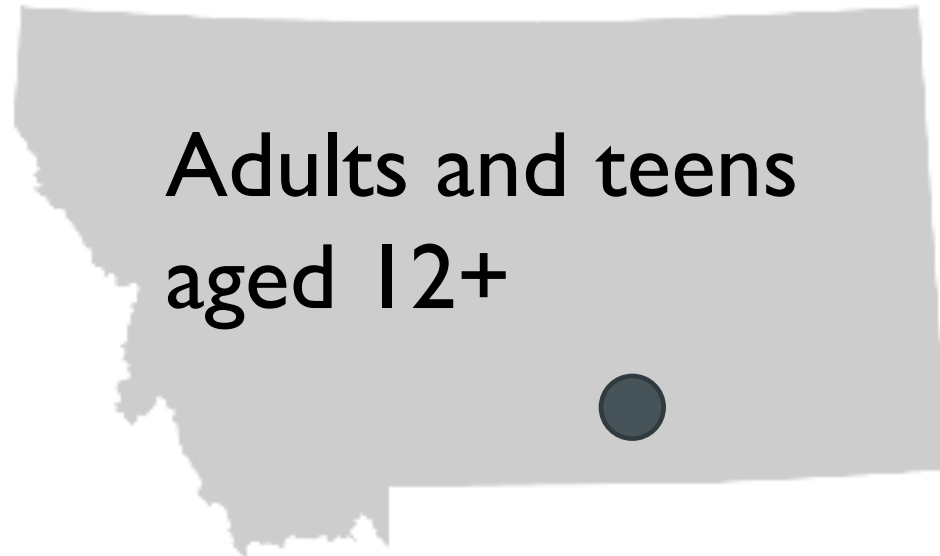
Source: Montana Hospital Discharge Data System, DPHHS

Our community is served by a number of effective treatment providers, both inside and outside the justice system, but they do not have the capacity or funding to meet the volume or severity of treatment needs. Individuals with lived experience with SUD believe we need more robust, community-based treatment opportunities, especially for mothers with young children.



10,800

Need but are not receiving
treatment for substance use

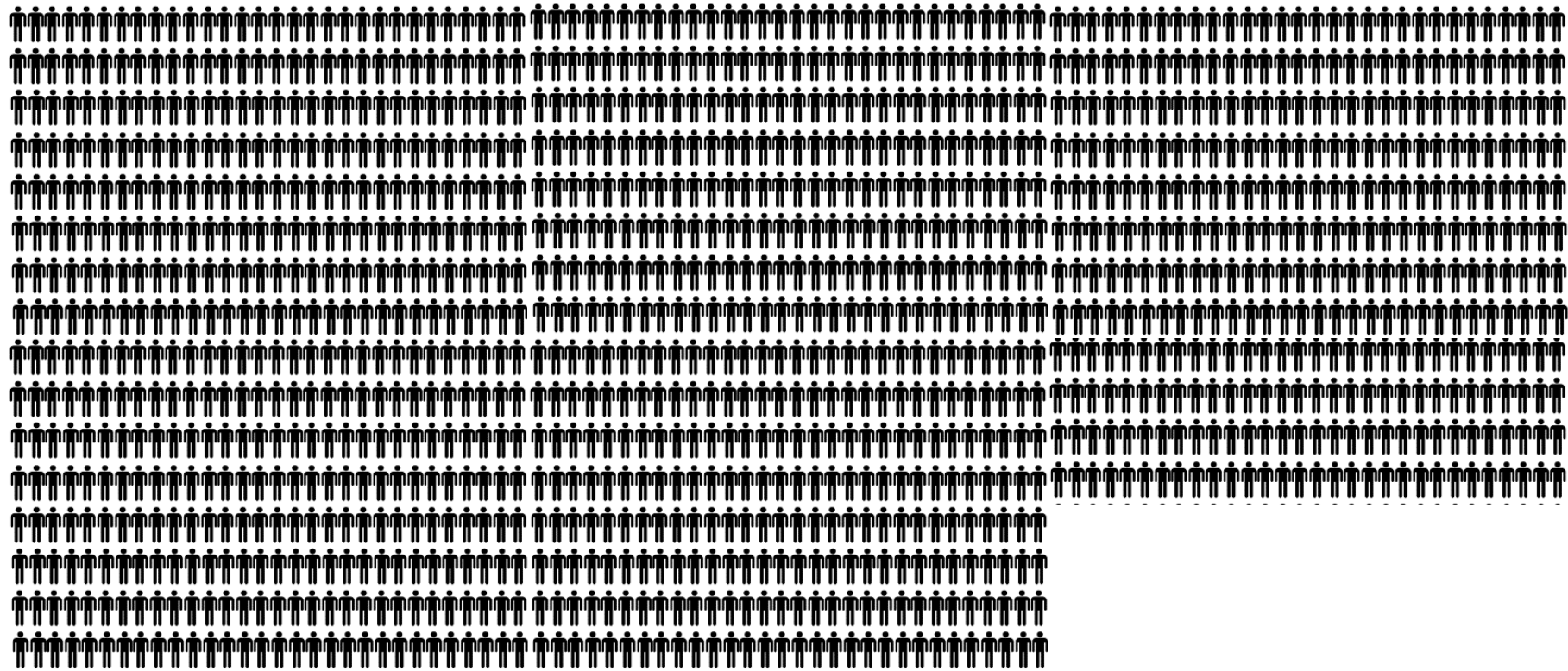


Adults and teens
aged 12+

3,500

Need but are not
receiving treatment for
illicit drug use

Rimrock admitted 1337 individuals in 2018



734 people completed their programs with staff approval in 2018

DRUGS OF CHOICE FOR RIMROCK CLIENTS

Alcohol

Methamphetamine

Marijuana

Heroin

1

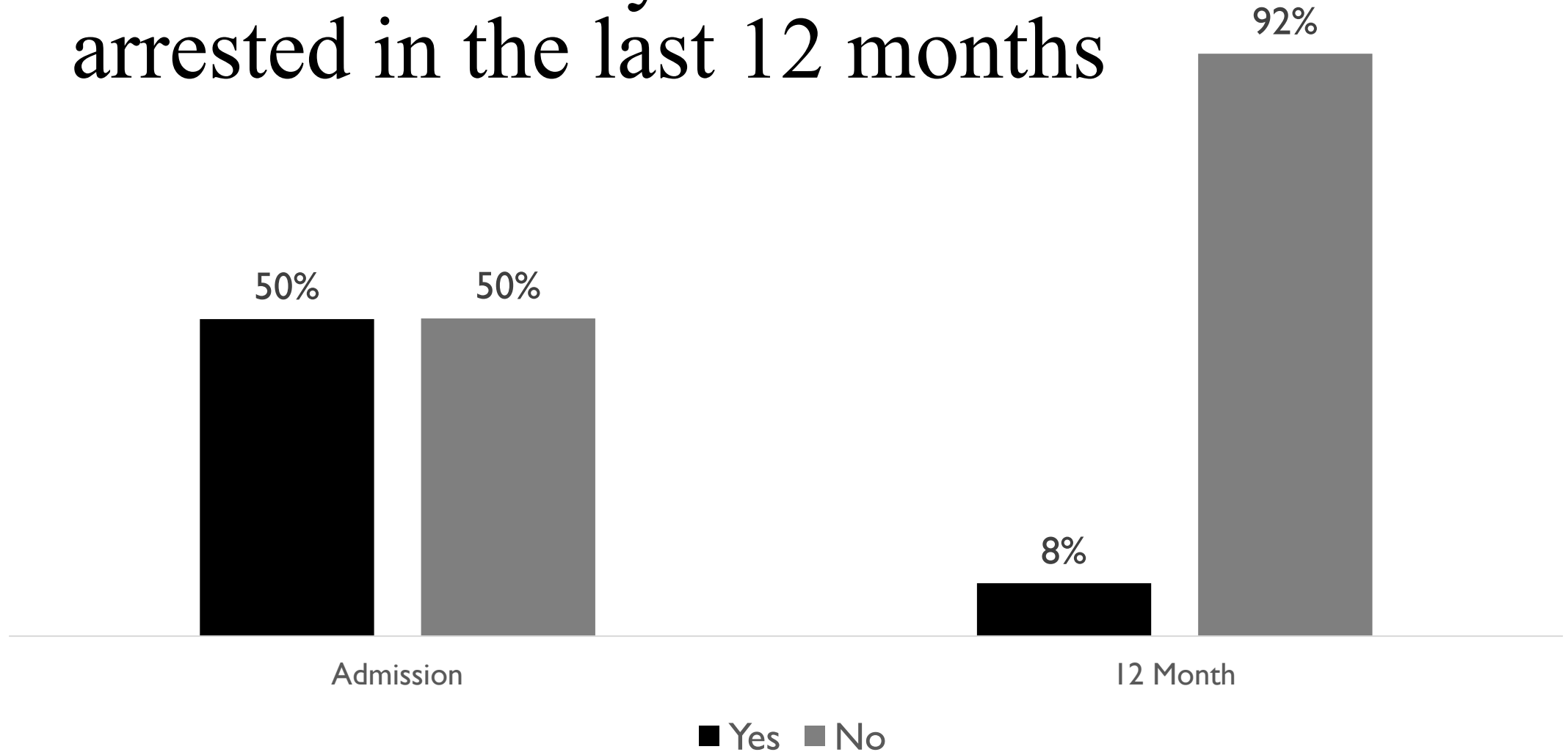
2

3

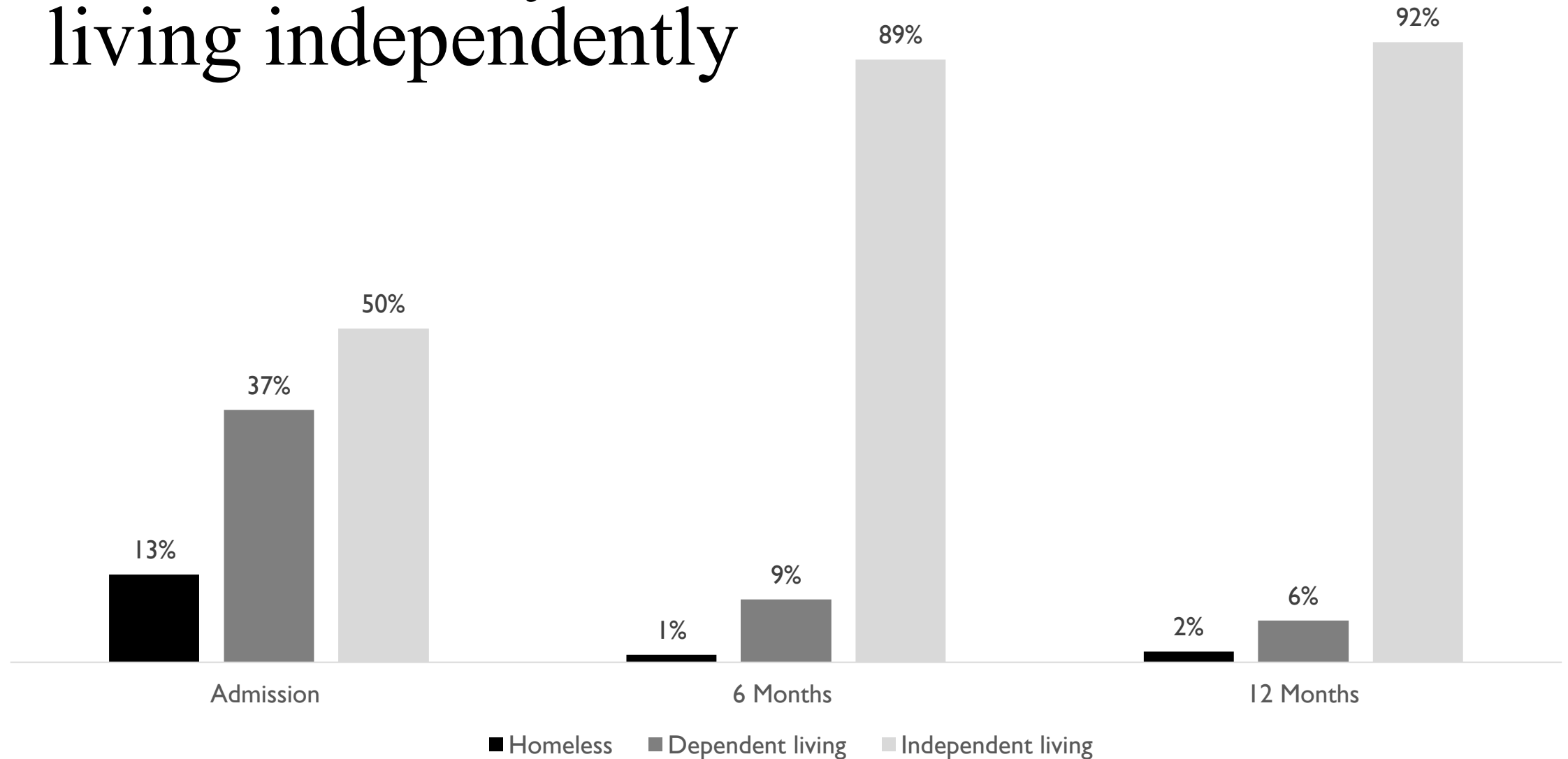
4

Rimrock patients
who complete
treatment...

Are far less likely to have been arrested in the last 12 months

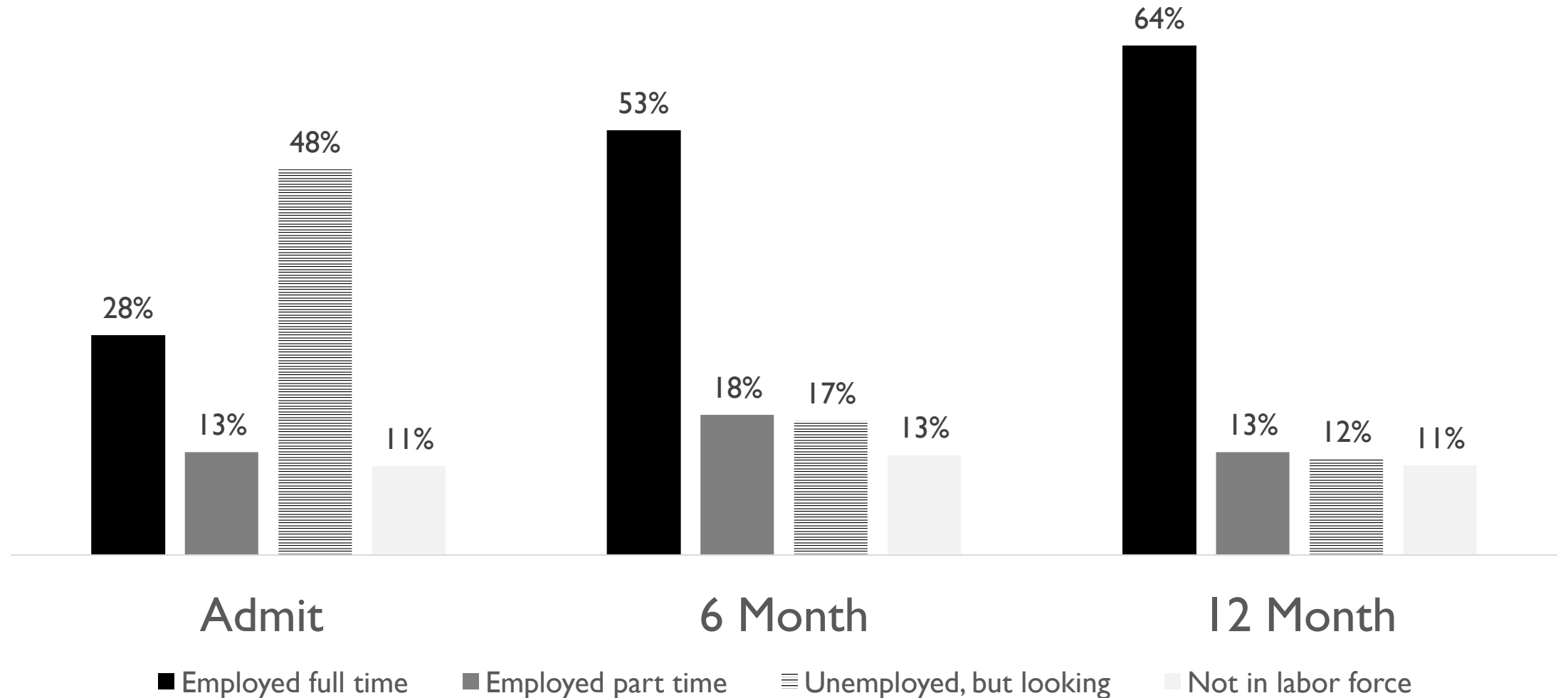


Are more likely to be living independently



Source: Rimrock 2018 Annual Report


Are more likely to be fully employed



Source: Rimrock 2018 Annual Report

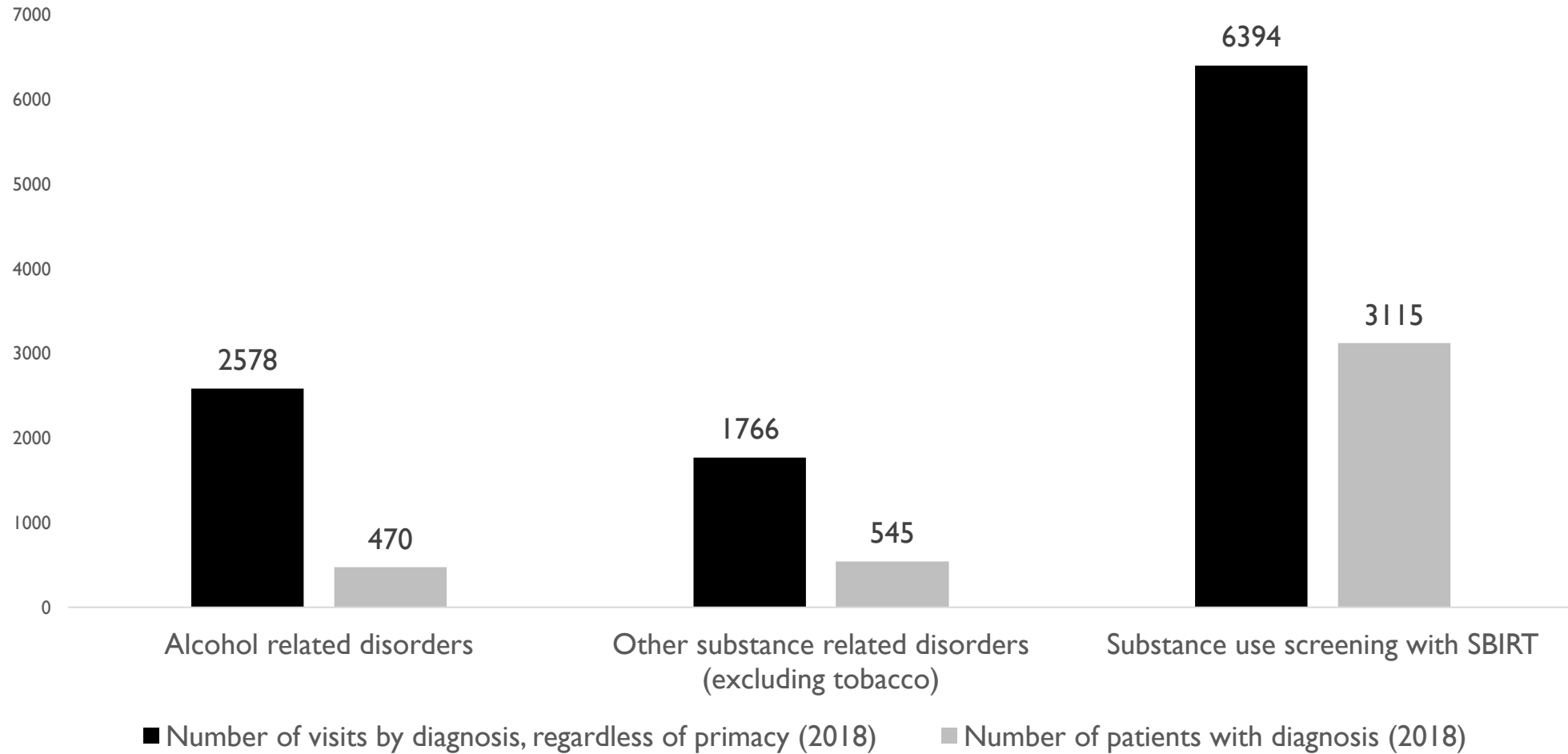
Focus Groups: Suggestions for Improving Treatment

- Need long enough treatment for meth to clear your mind and begin to engage.
- Repeated support for community-based treatment and long term support to maintain sobriety
 - *“In the in-patient environment, I didn’t learn how to deal with my triggers.”*
 - *“I need to learn how to live and be sober”*
- Need to shorten wait times to enter treatment:
 - *“During the wait for treatment, either jail or death are the only options”*

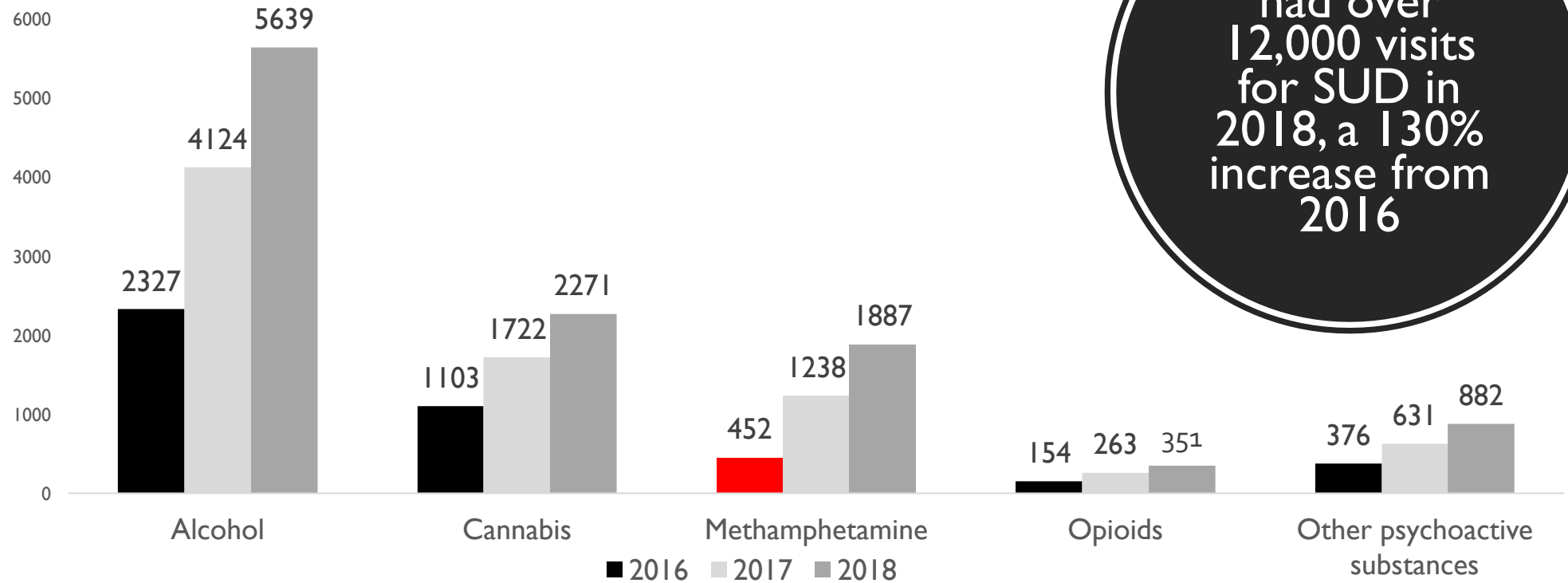


New and innovative models are emerging to reduce barriers to treatment including integrating behavioral health into primary care models and development of an array of drug treatment courts that provide necessary wrap-around and support services for individuals with SUDs in the justice system.

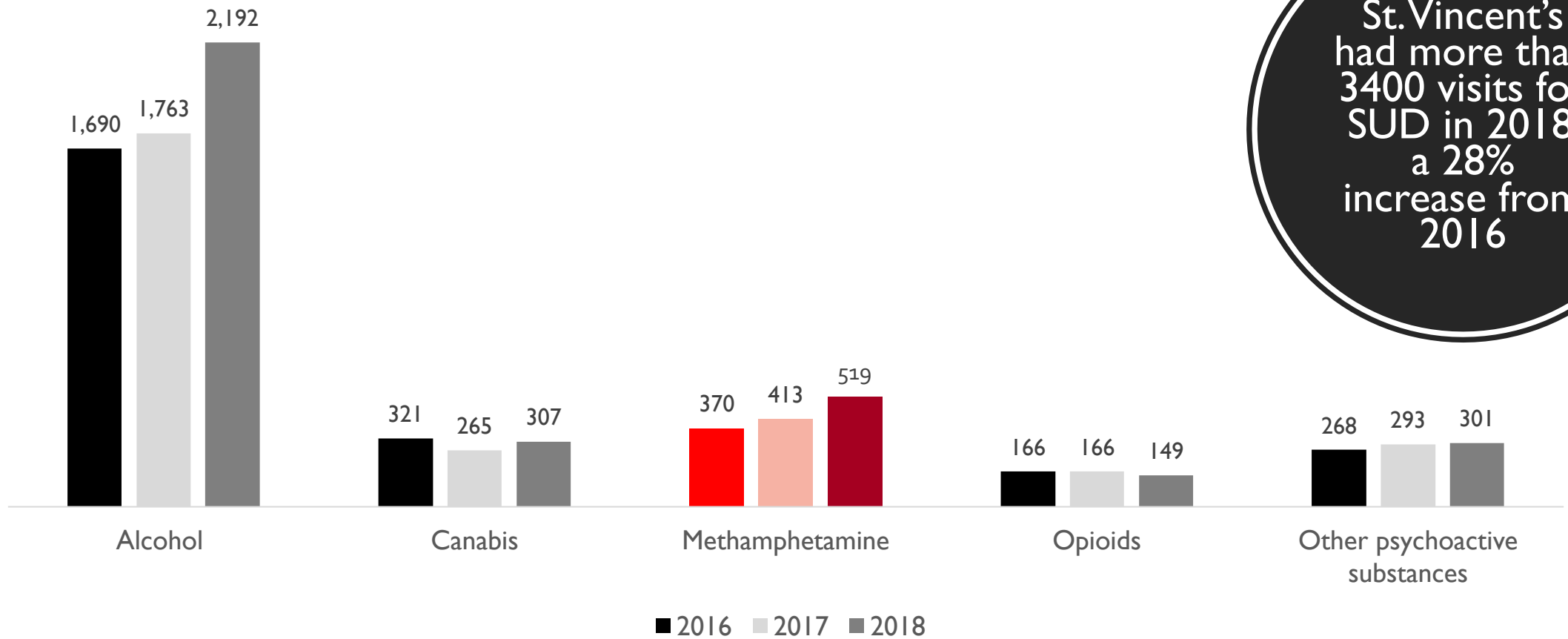
RiverStone Health Substance Use Services 2018



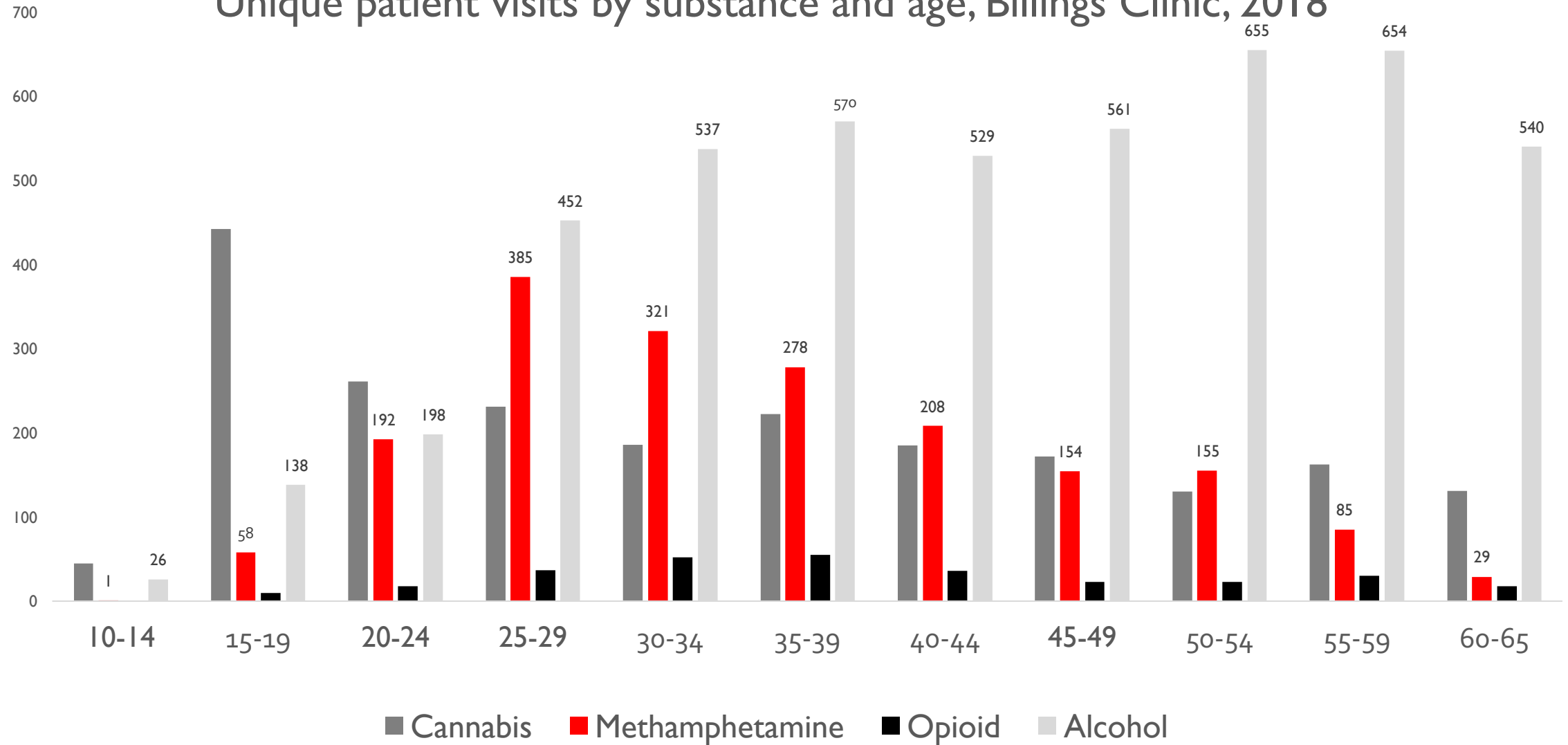
Billings Clinic patient visits with substance use code identified, 2016-2018



St. Vincent patient visits with substance use code identified, 2016-2018

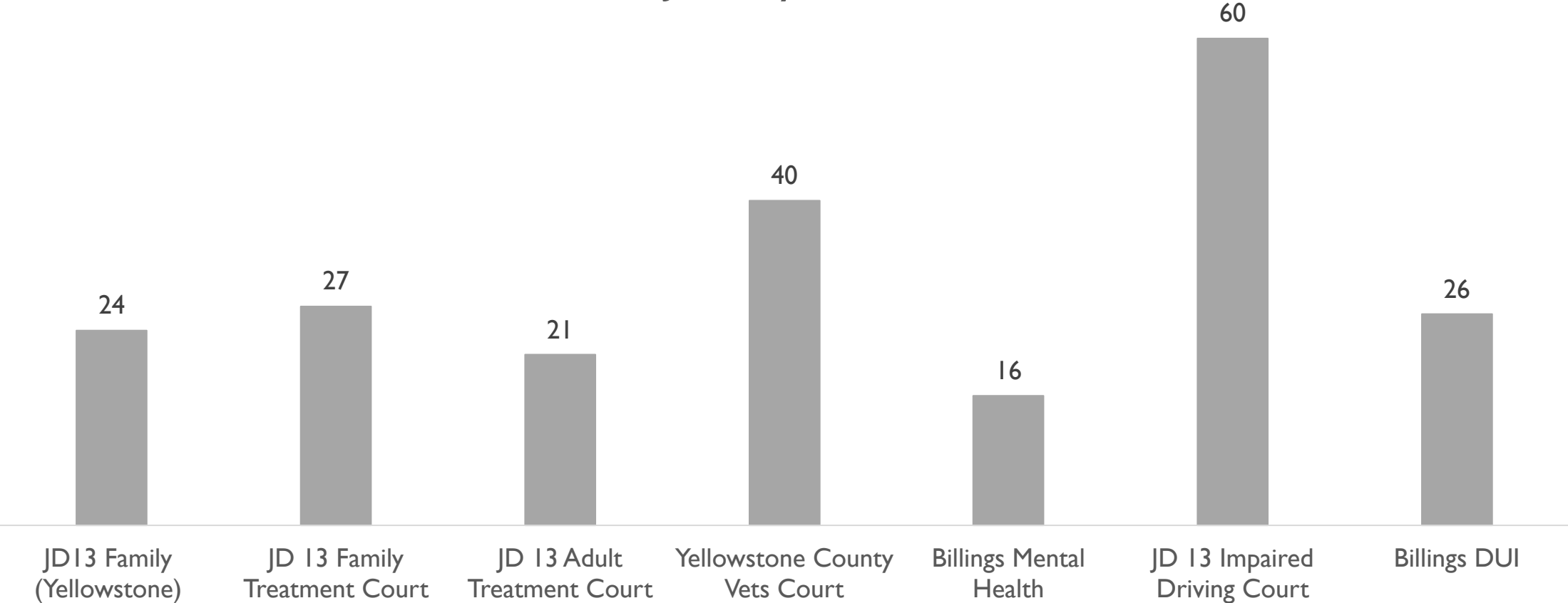


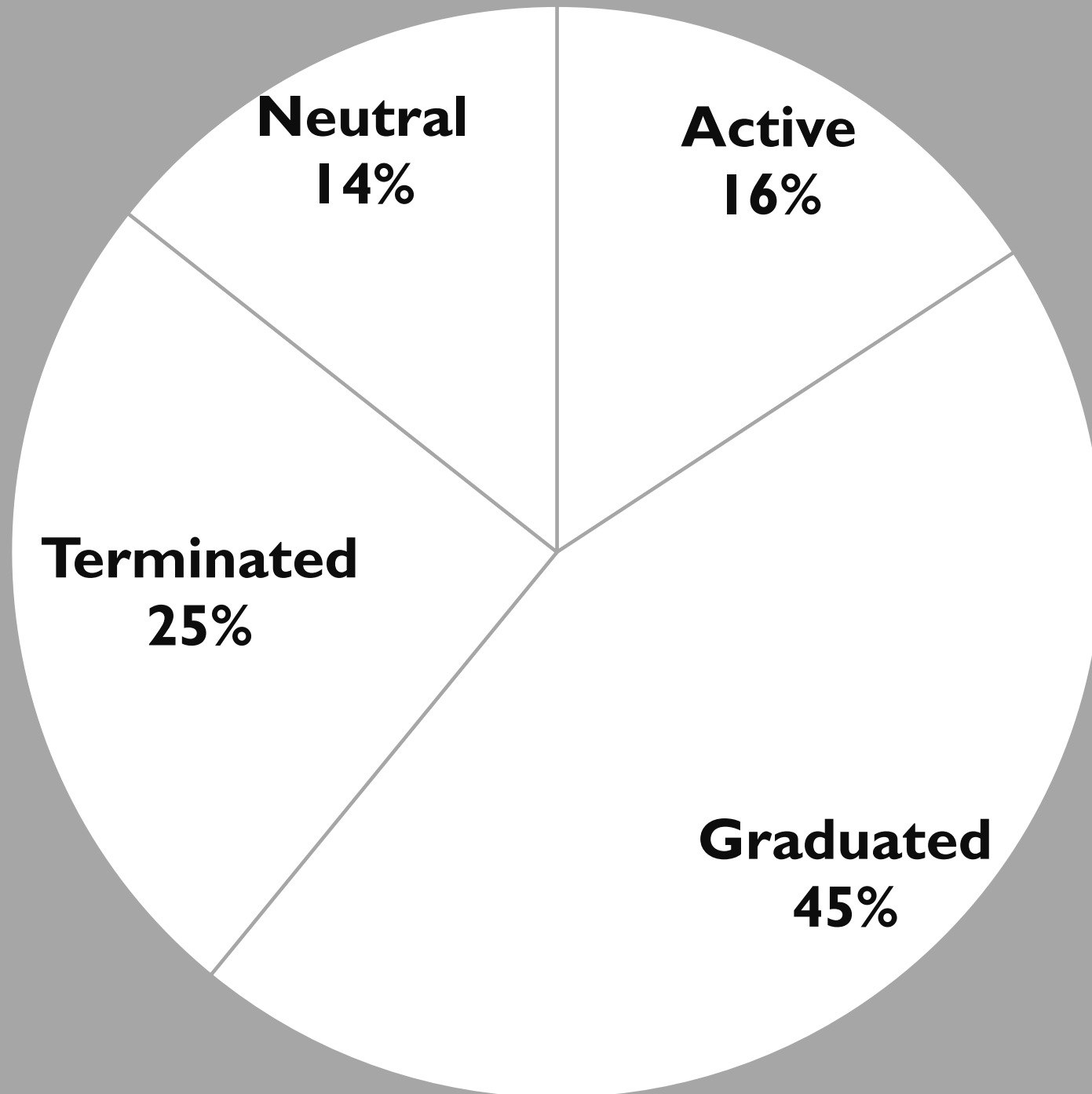
Unique patient visits by substance and age, Billings Clinic, 2018



Billings has the most diverse array of Drug Treatment Courts in the state

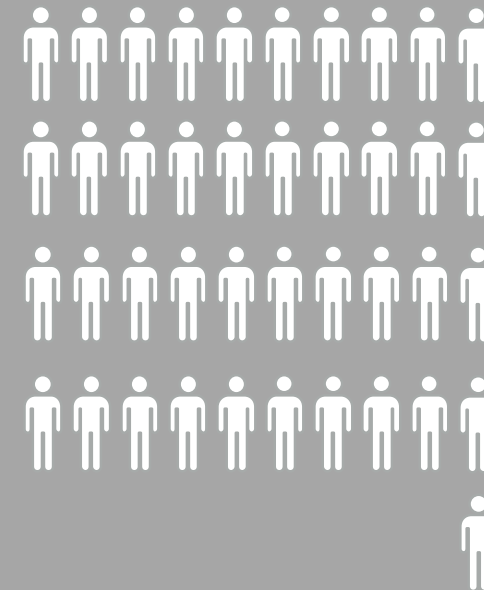
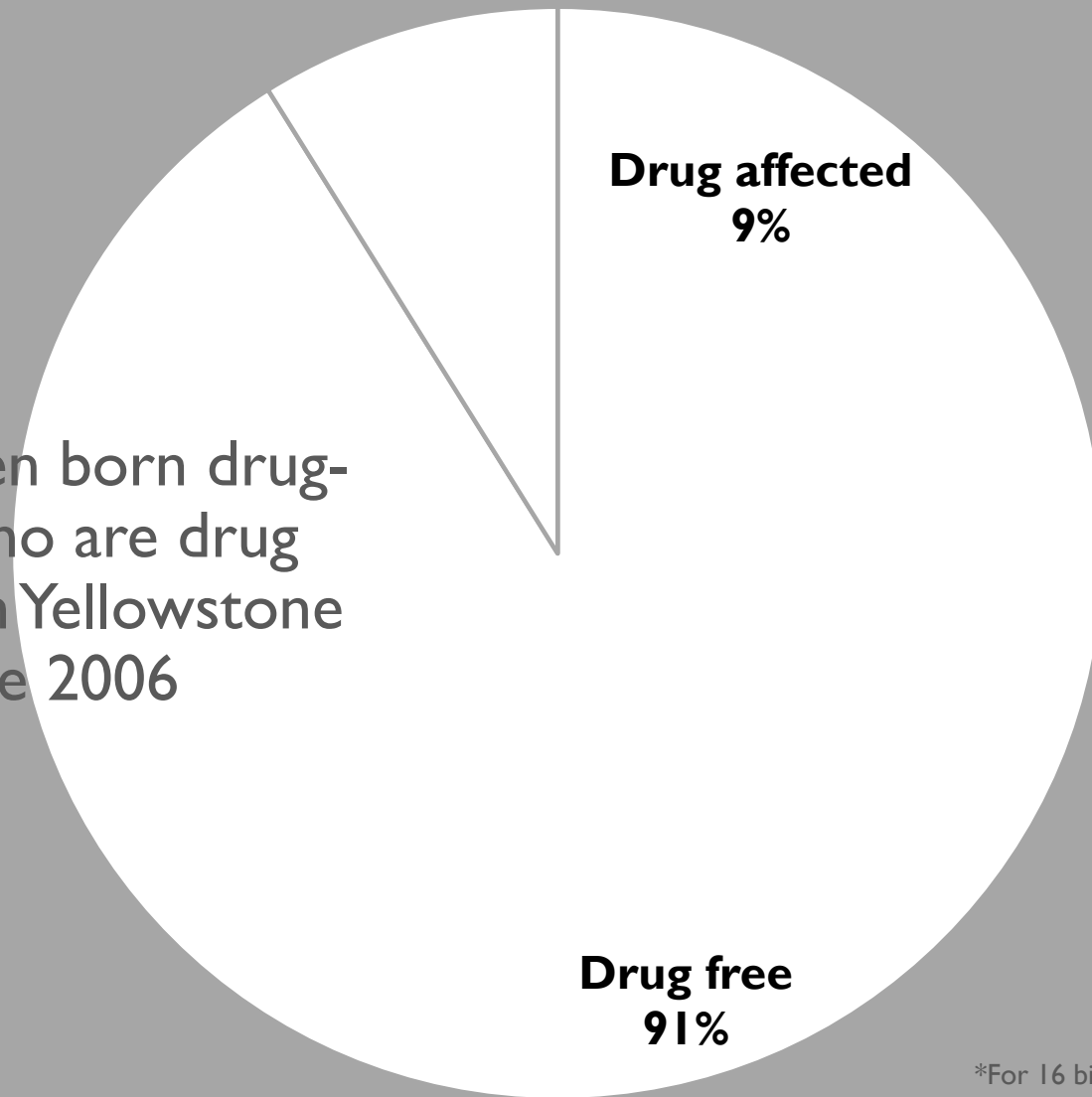
Number of participants, Yellowstone County Drug Treatment Courts, January 2019





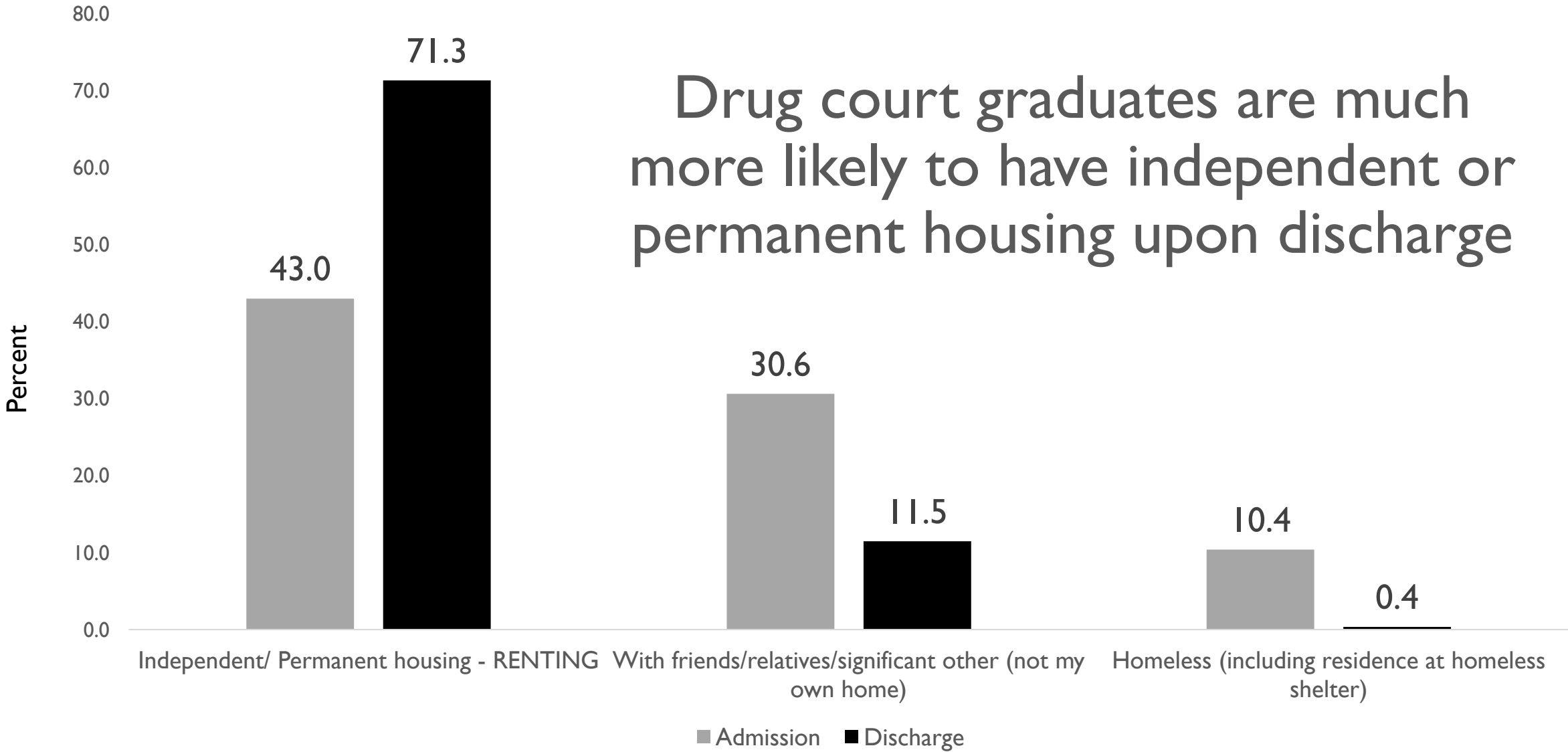
Since 2006, 1217 individuals have entered and 550 have graduated from drug courts in Yellowstone County.

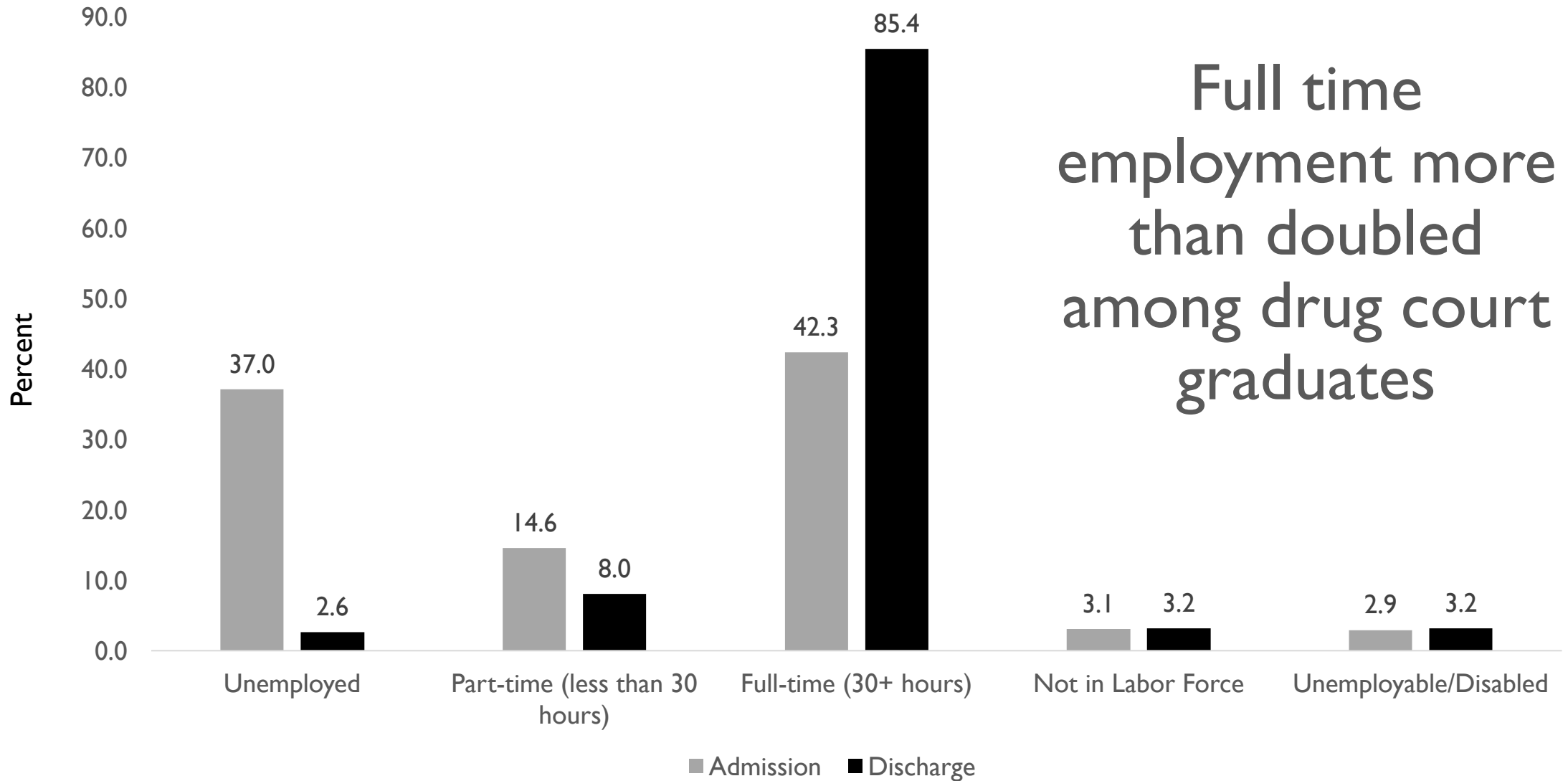
41 babies have been born drug-free to moms who are drug treatment court in Yellowstone County since 2006



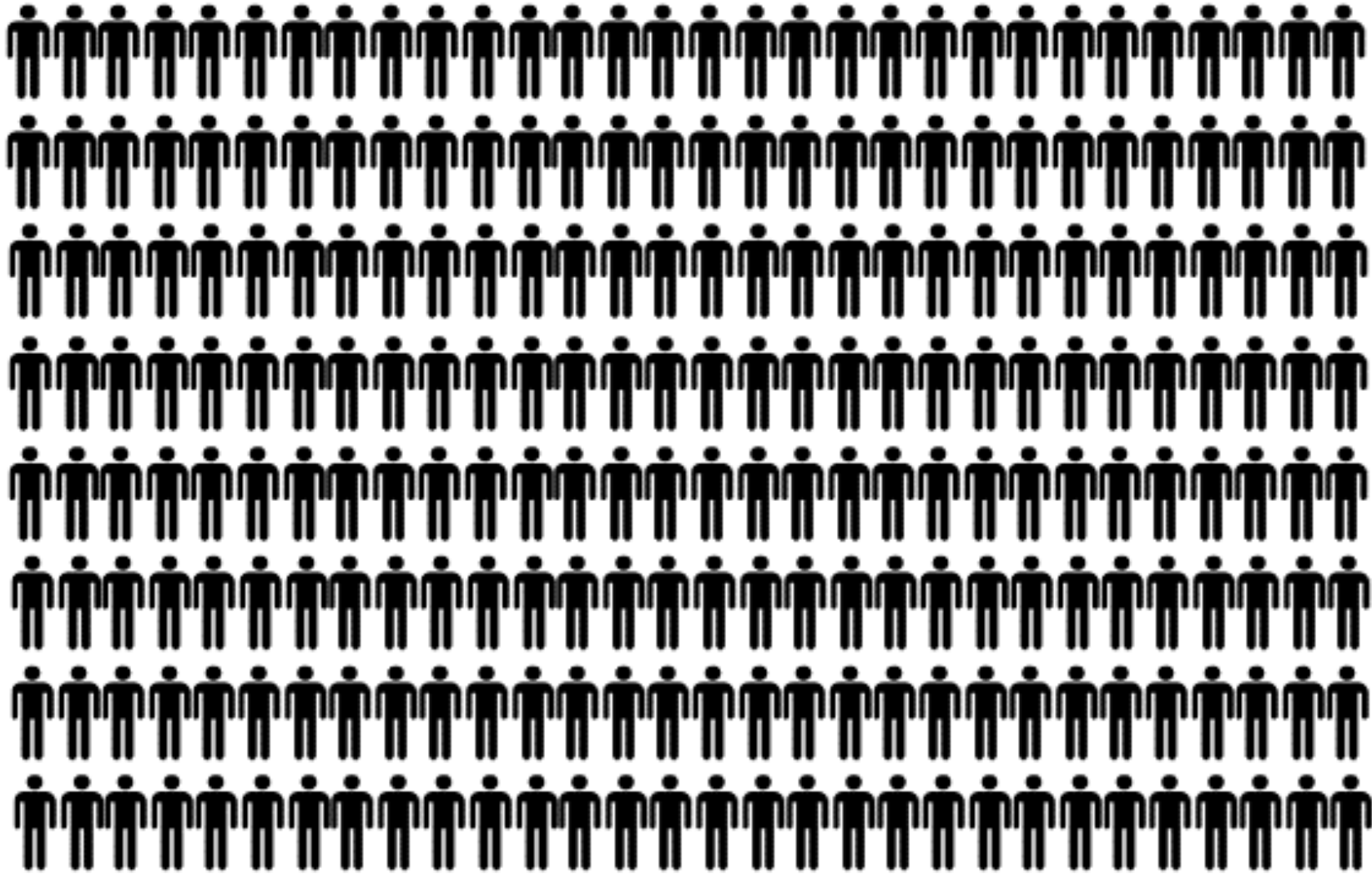
*For 16 births, the outcome was not known

Drug court graduates are much more likely to have independent or permanent housing upon discharge





Full time employment more than doubled among drug court graduates



238 Drug
Court
participants
have
received their
driver's
license

Focus Groups: Drug Courts

- Drug Courts have realized that addiction is a chronic relapsing brain disease; many of the judges here want their offenders to help build a roadmap to success.
- After awhile I realized that everyone, including the judges, were there to help and to support me; it took a long time for to trust authority and the justice system because they've been on the other side of the law for so long, but the drug courts helped to build that trust.
- Sanctions being appropriate is really key to success. In drug court, if we have a failed UA, we are asked, "How can we better support you and get you additional treatment?"



Why are we
here?

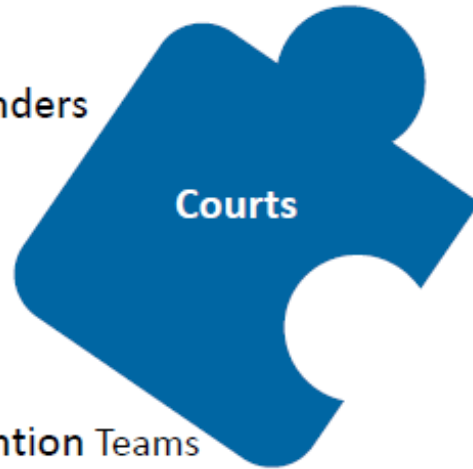
CRISIS SYSTEMS IN CRISIS

Triage Call Desks



9-1-1

Co-Responders



Crisis Intervention Teams



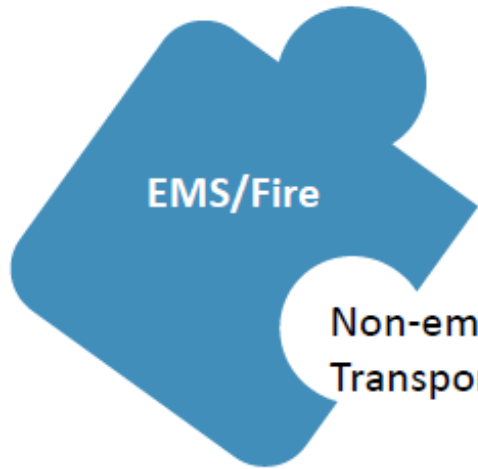
Homeless Outreach Teams

Crisis Hotline



Social Services

Peer Support



EMS/Fire

Non-emergency
Transportation

Behavioral Health Unit



Jails & Prisons



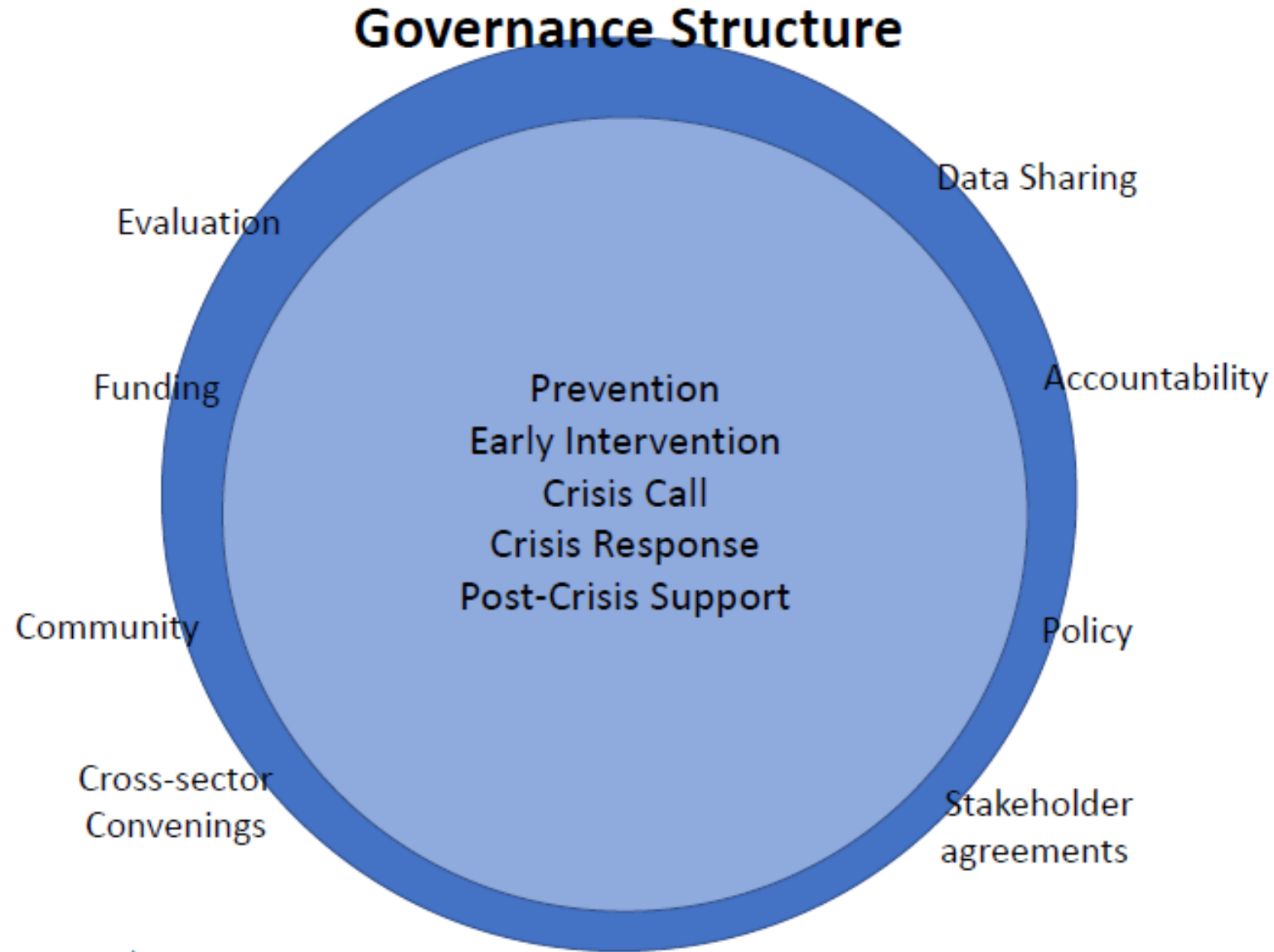
Health system

Mobile Crisis



Community

THE FUTURE: INTEGRATED BEHAVIORAL HEALTH CRISIS SYSTEMS



WHAT ARE OUR GOALS?

Reduce

- Avoidable crises

Minimize

- Utilization of high cost/ineffective responses (ambulance, ER, inpatient services, jail, prison)

Maximize

- Appropriate assessment and diversion as early as possible



SEQUENTIAL INTERCEPT MAPPING

WHAT IS SEQUENTIAL INTERCEPT MAPPING? (SIM)

- Participatory community process used to more effectively plan for diversion, treatment, management and reentry of people with substance use and/or mental health issues involved in the criminal justice system

WHY SIM?

- The justice system is the defacto behavioral health crisis system in the US
- Individuals with mental health and/or substance use disorders are overrepresented in the justice system

WHAT DOES THE SIM DO?

- Brings together diverse community partners
- To look ACROSS systems
- Identifies “intercept points” within the crisis and justice system for people with behavioral health concerns
- Helps to identify possible diversion points that could be better utilized
- Helps to identify where systems don't connect

WHAT IS THE GOAL OF THE SIM PROCESS?

- Develop a justice system model that does not criminalize mental health or substance use disorders, but effectively diverts individuals whose criminal history is secondary to these health issues, to effective treatment and recovery services.

WHAT IS THE GOAL OF THE SIM PROCESS?

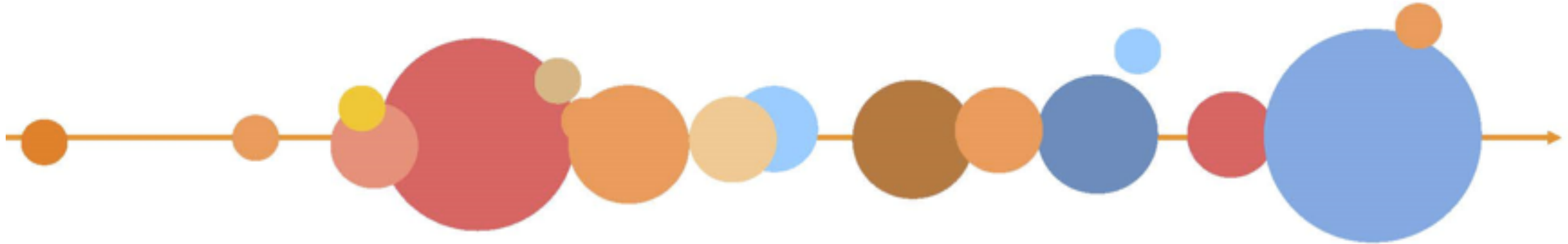
- Ideally, individuals with behavioral health issues should be represented in the justice system at the same rates as individuals without mental health and/or substance use issues.

What's our challenge?




**PROGRAM RICH
SYSTEM POOR**

What's our approach?



**INCREASED ALIGNMENT
COMMUNITY CAPACITY
COLLECTIVE IMPACT**



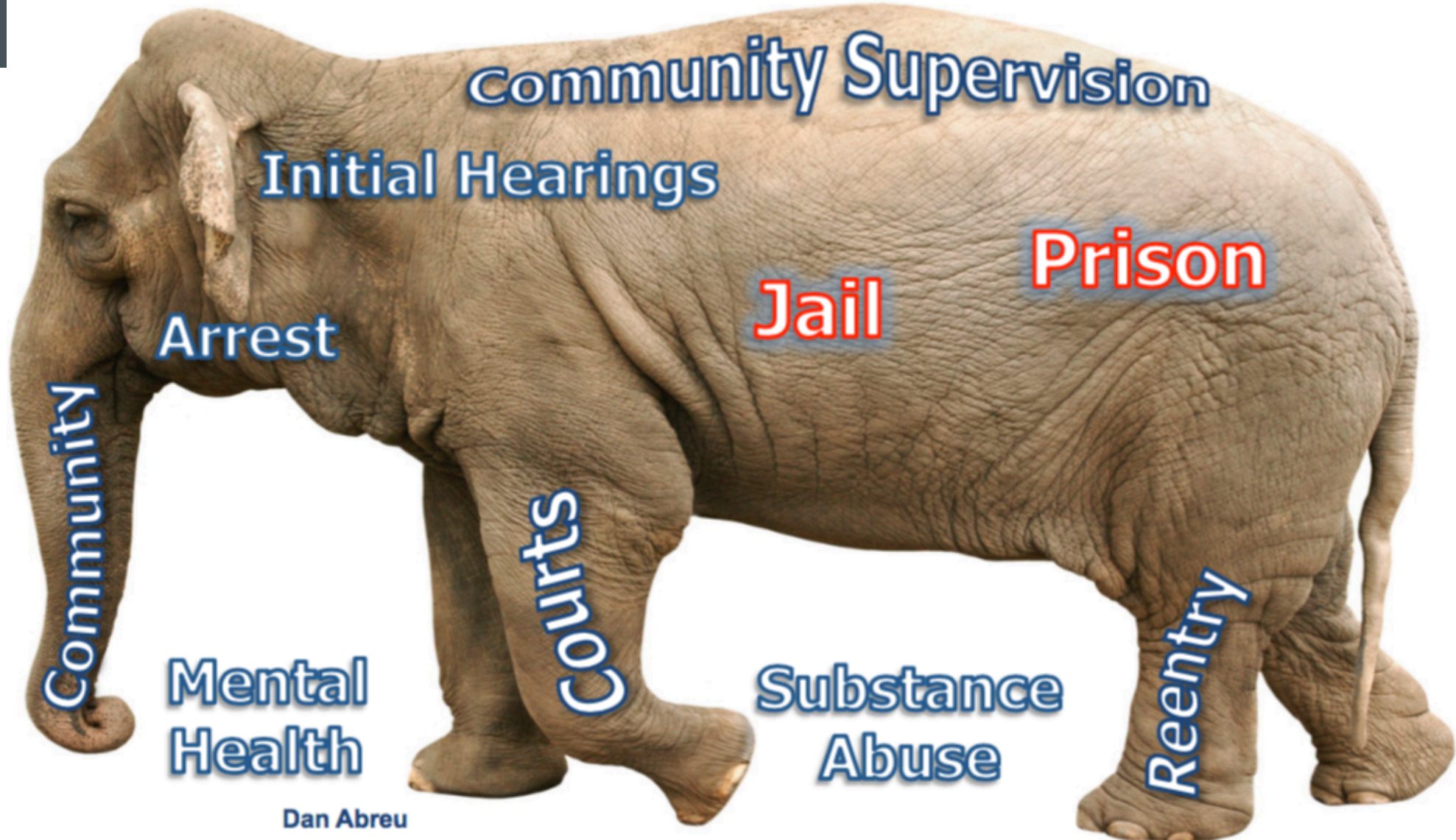
Complex problems are
systems problems and
community problems.
They require systems
and community solutions

Elephant in the Room

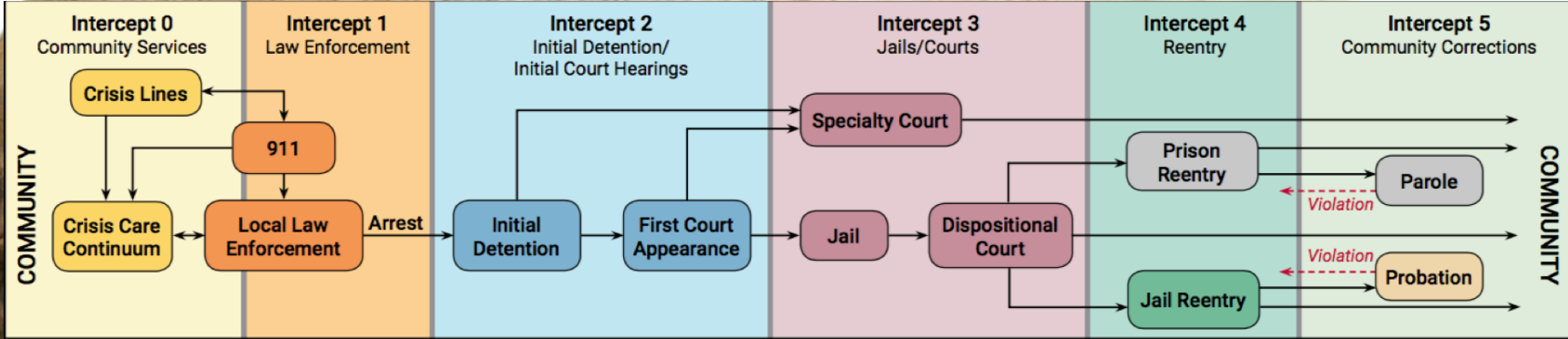


Dan Abreu

“Unsequential” Model



SEQUENTIAL INTERCEPT MODEL



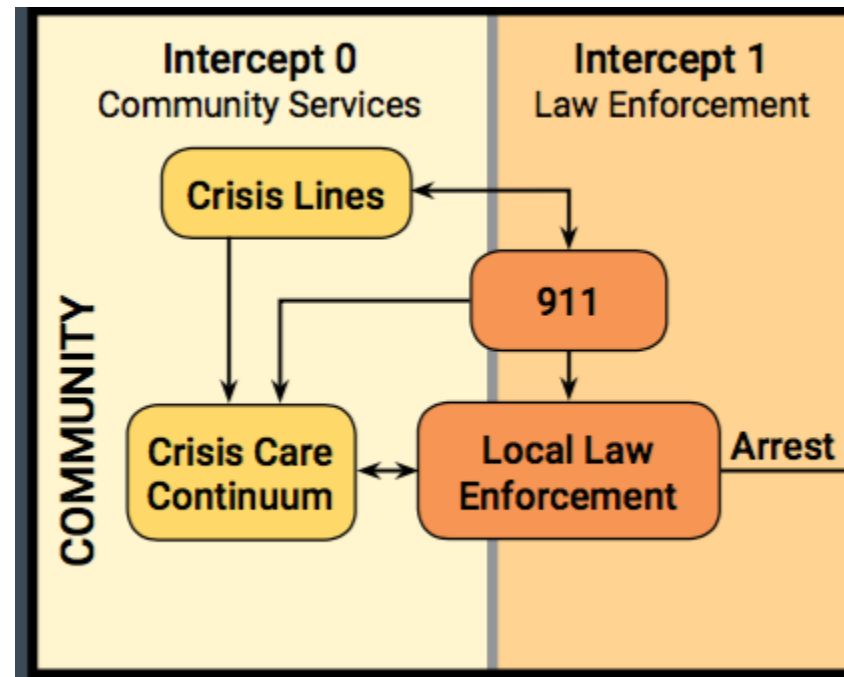
Intercept -1
Community-Based **Prevention Services** for Youth; **Treatment Services** for Youth and Adults; and other **Supports, Services and Systems** that Interact with Parents

INTERCEPT -1 (SUB ZERO)

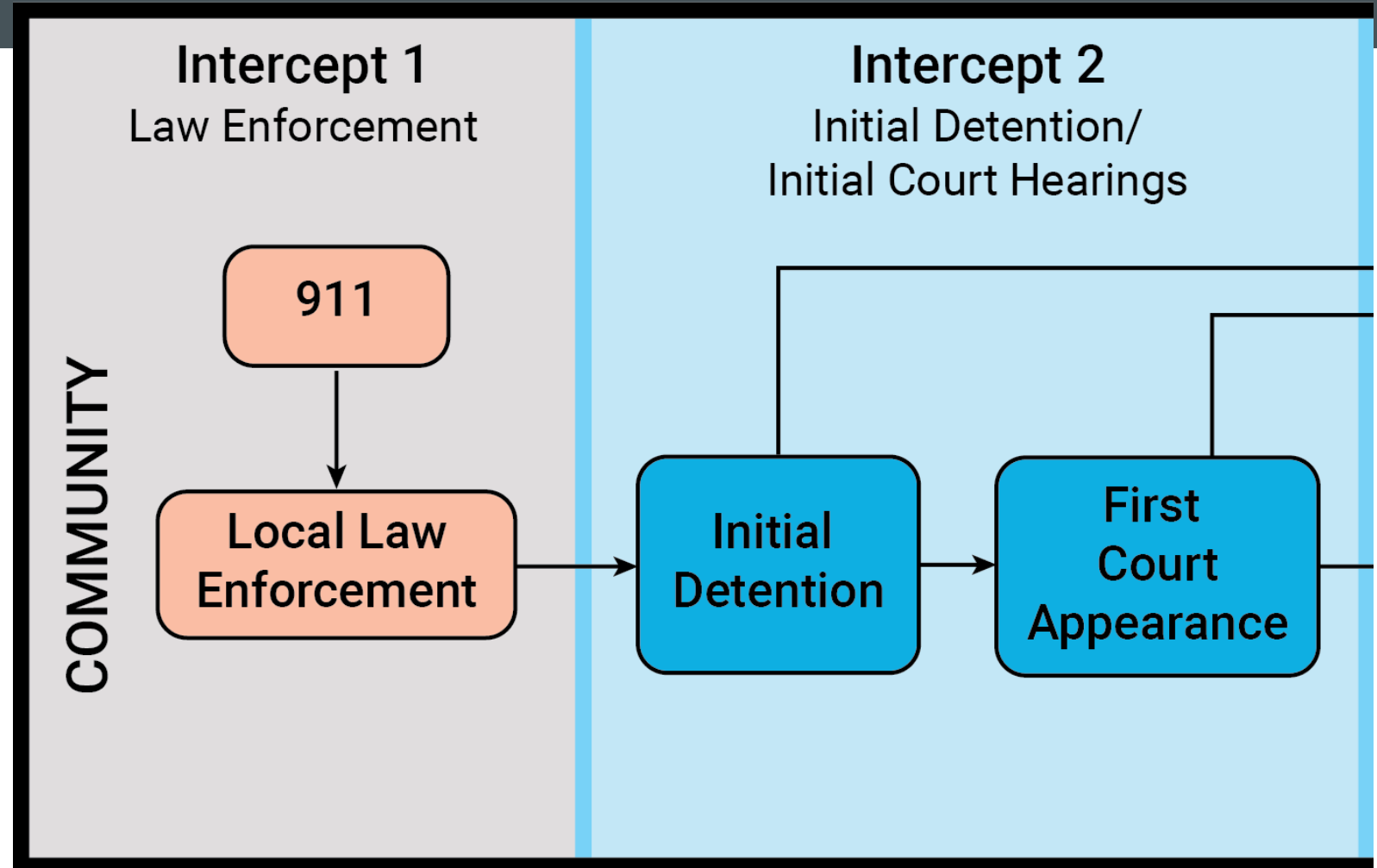
Intercept -1

Community-Based **Prevention Services** for Youth
Community-Based **Treatment Services** for Youth and Adults
Other **Supports, Services and Systems** that Interact with Parents

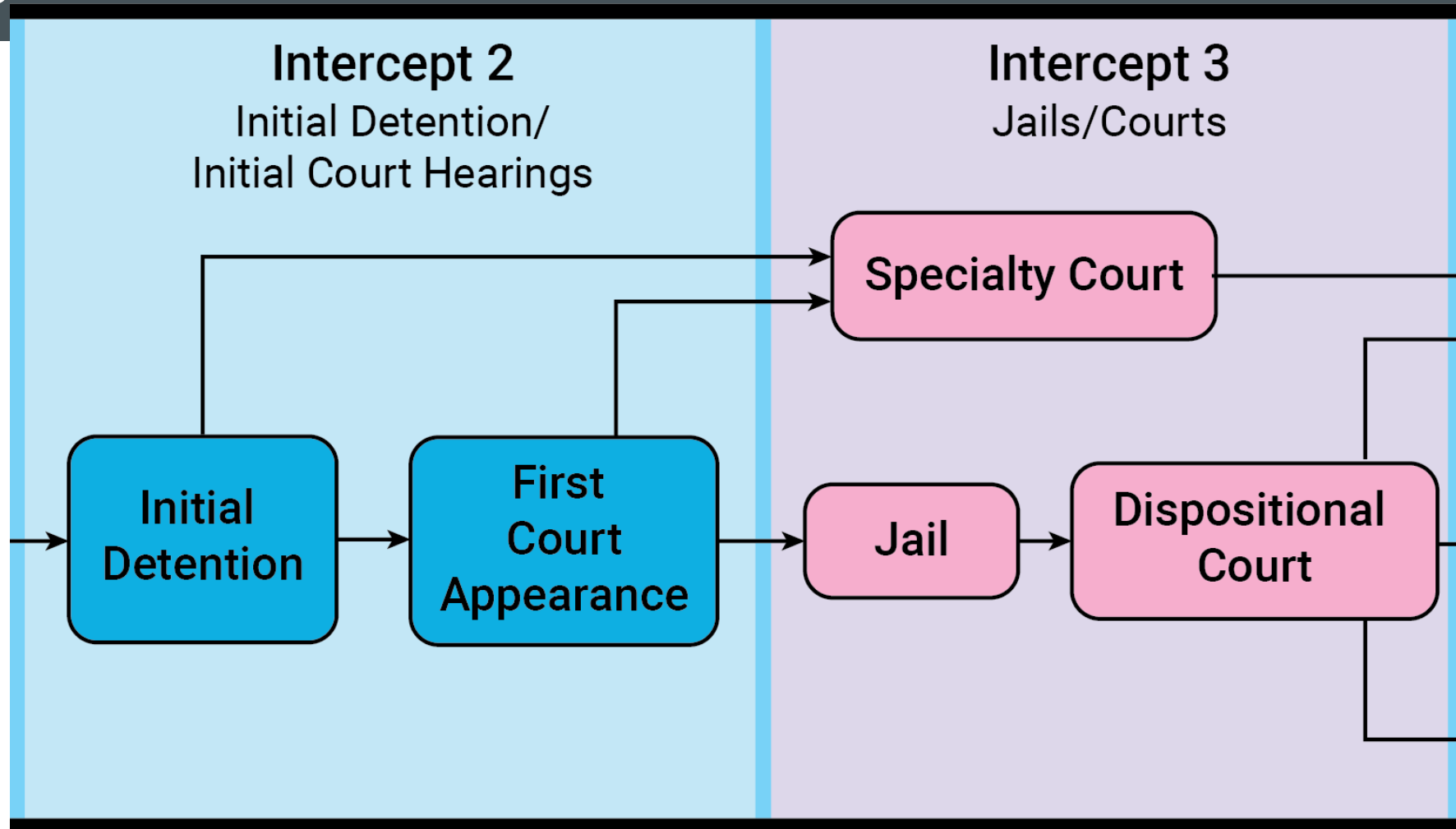
INTERCEPTS



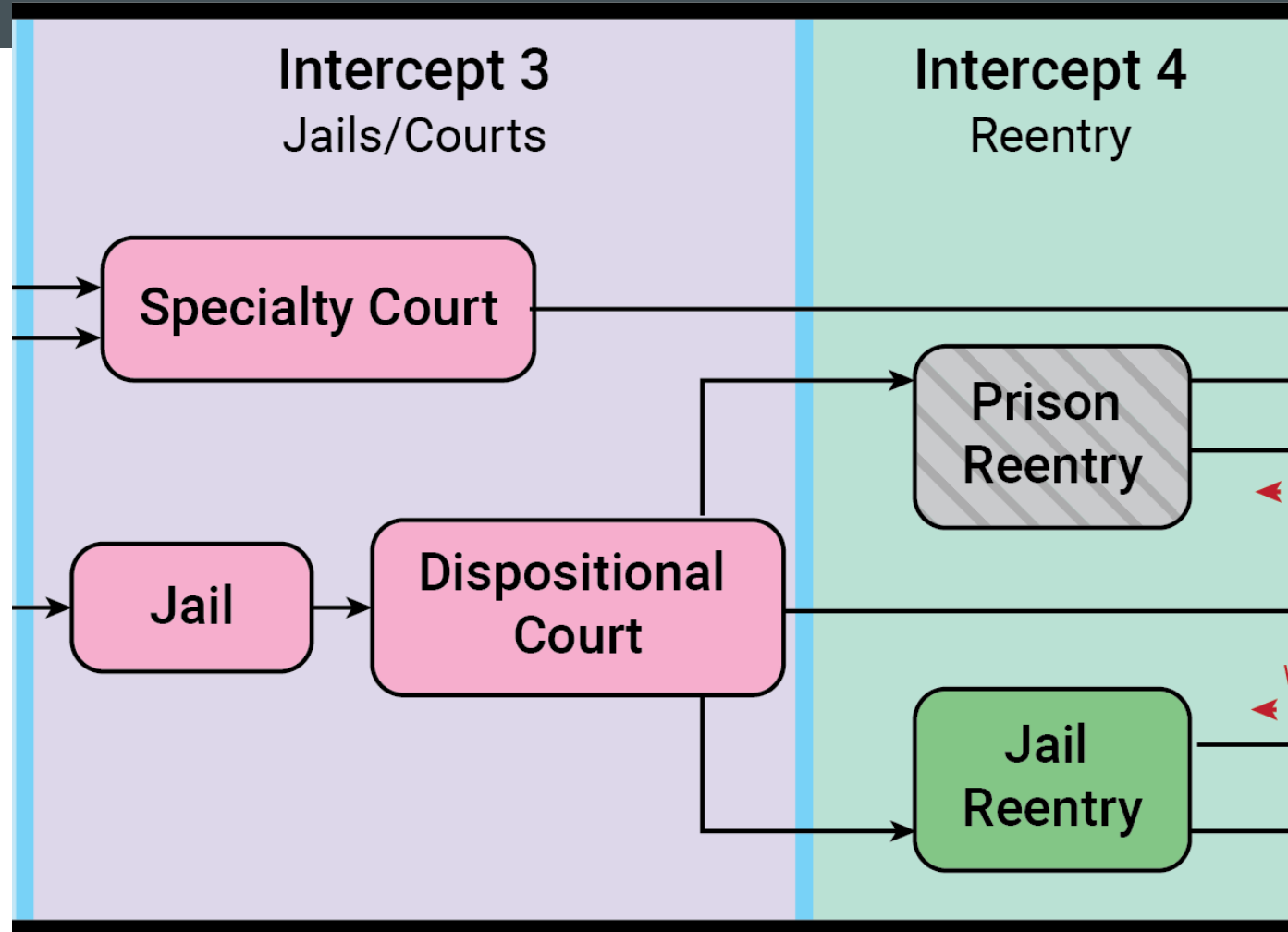
INTERCEPTS



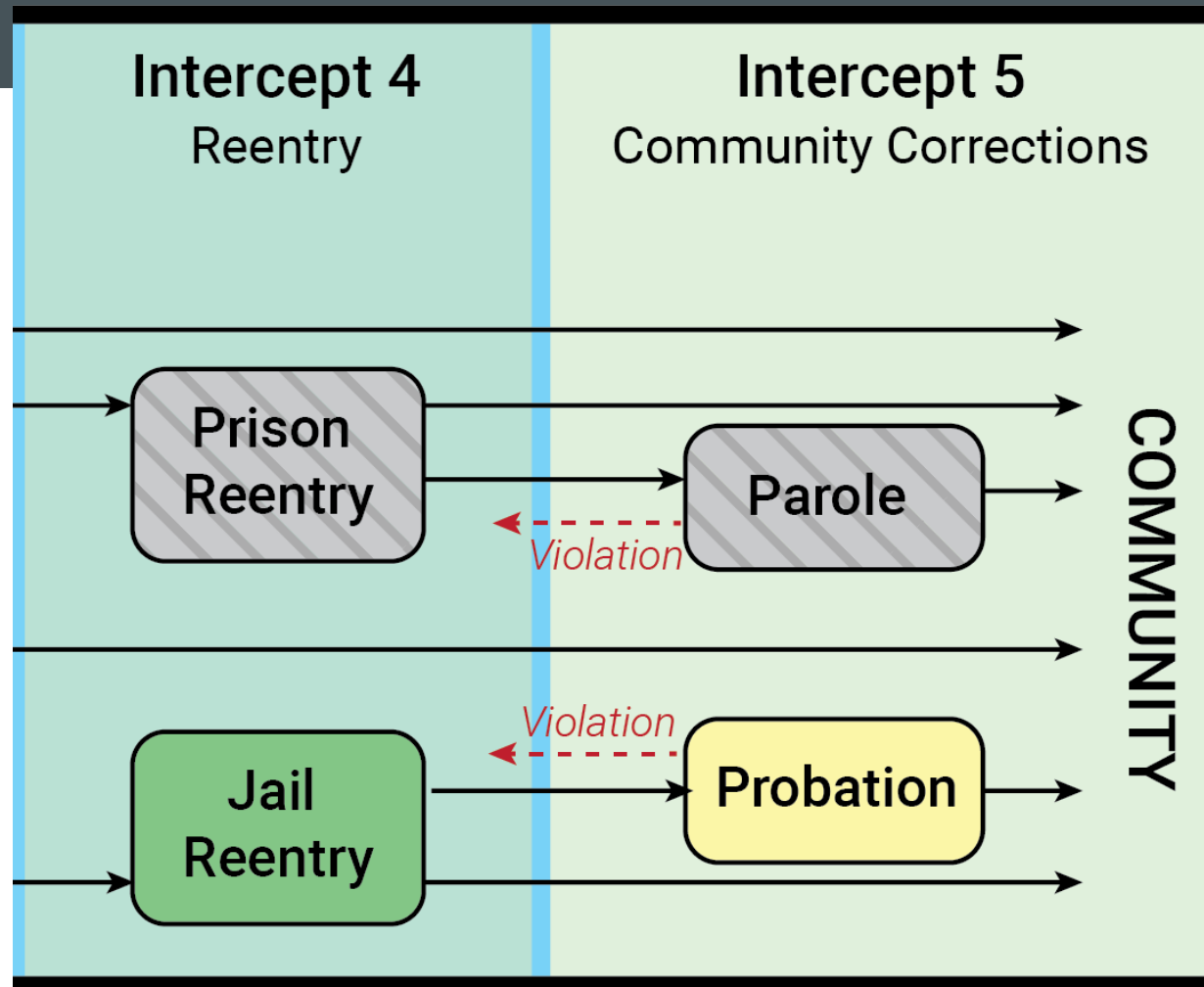
INTERCEPTS



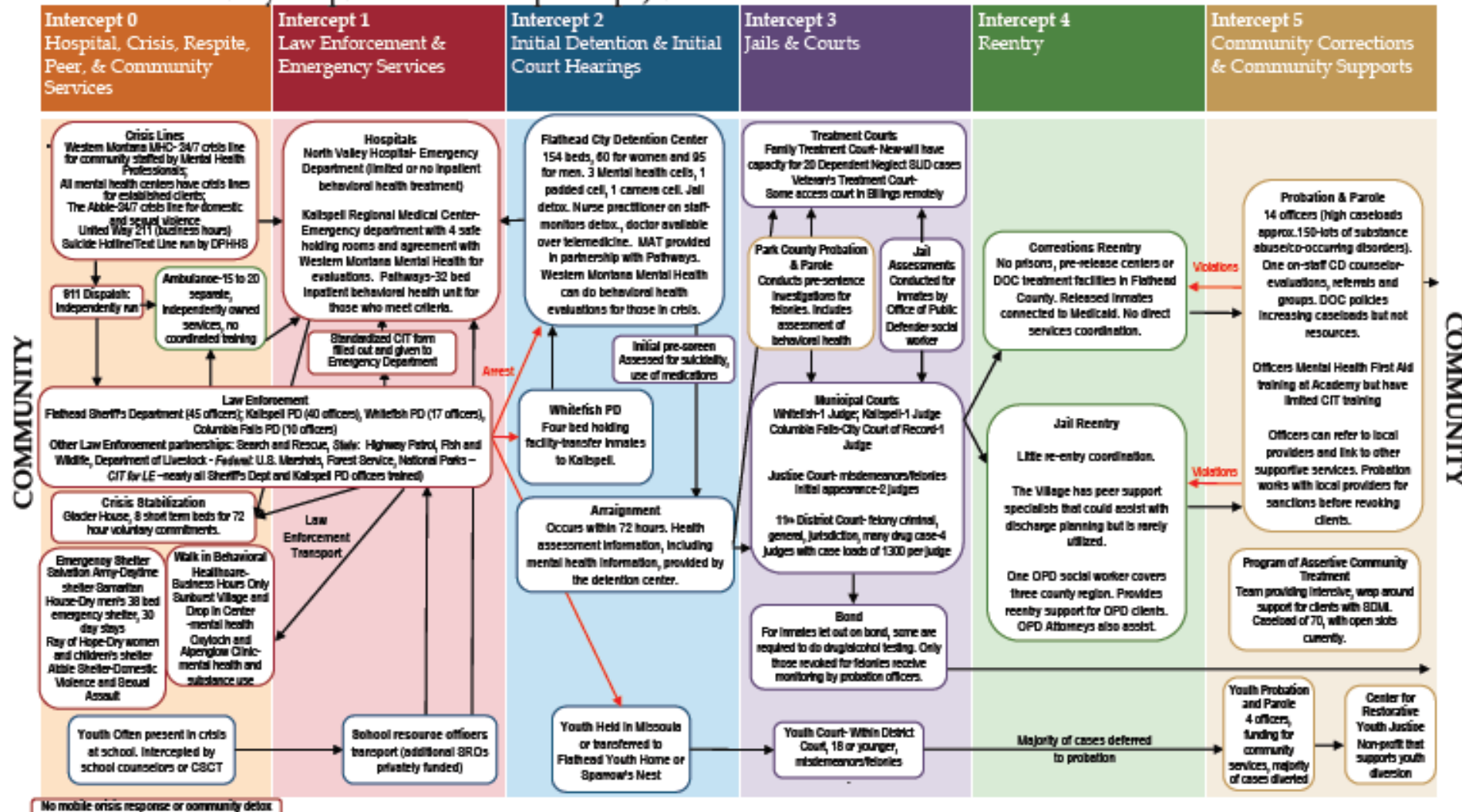
INTERCEPTS



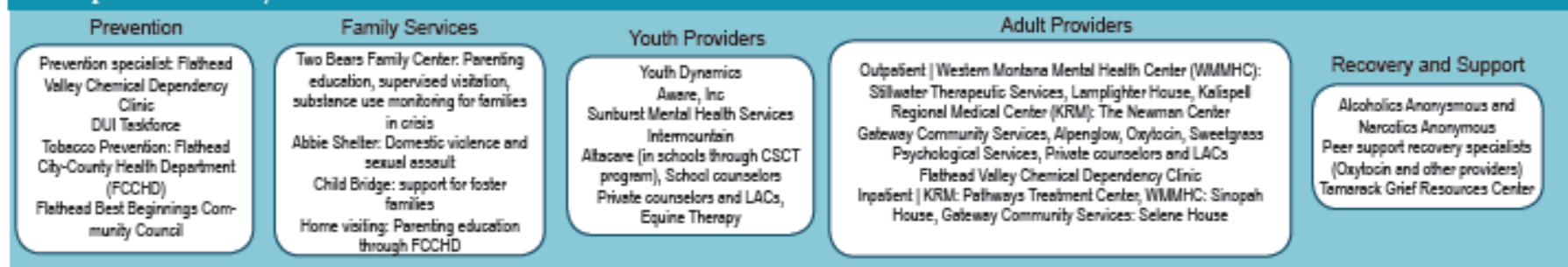
INTERCEPTS



Flathead County Sequential Intercept Map-June 2019



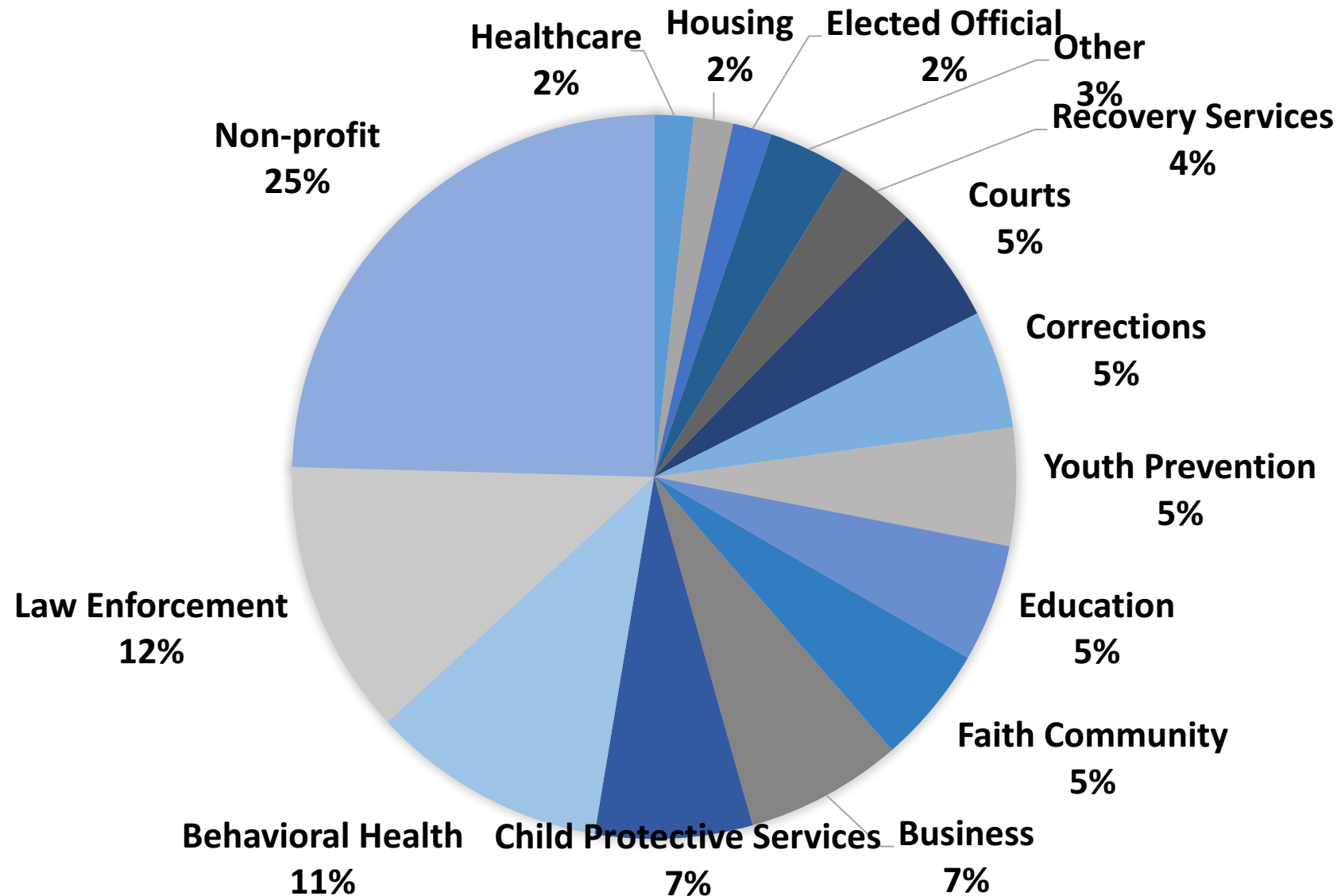
Intercept - 1 Community Prevention and Treatment





Pre-Meeting Intercept Survey

Pre-meeting survey: In which of the following disciplines or sectors do you work? (n=41)



PRE-MEETING SURVEY: CONTINUUM OF SYSTEMS RANKED FROM CONSIDERED MOST EFFECTIVE TO MOST IN NEED OF IMPROVEMENT (N=41)

Youth prevention
Youth Treatment
Adult Treatment,
Community-based services
(Intercept -1)

Jails, Courts (3)
Crisis (0)
Law Enforcement (1)

Initial Detention, Courts (2)
Reentry (4)
Corrections (5)

Most in need of
improvement

Most effective

IF YOU COULD CHANGE ONE COMMUNITY SERVICE, STRENGTHEN ONE SYSTEM COMPONENT OR IMPROVE ONE POINT OF COORDINATION – TO REDUCE SUD...

1

• Treatment

2

• Prevention

3

• Community-based services, supports

4

• Recovery support

5

• Courts, enforcement and jails

6

• Collaboration

TREATMENT

Additional services, easier access

- Longer-term services
- Options for youth treatment
- Family treatment settings to keep families intact
- Services targeted toward young adults/parents

Increased MAT availability

Simultaneous treatment for co-occurring mental illness and SUD

Earlier intervention/treatment of root causes

More integrated and trauma-informed approaches

PREVENTION

Prevention programs and services in multiple venues

- Early childhood settings
- Schools
- Churches
- Home-visiting programs

Increased focus on building resiliency and social/emotional skills

Increased focus on trauma-informed approaches

COMMUNITY-BASED SUPPORTS

Services for children who live in homes where use is normalized

Increased CPS cooperation and involvement in SUD-related issues

Supported employment

Safe, accessible housing

Increased focus on trauma-informed approaches

RECOVERY SUPPORT

Peer-to-peer support

Safe secure sober housing

Increased opportunities for social connection

COURTS, ENFORCEMENT, AND JAILS

More drug courts

Pre-sentencing programming and supervision for low-level, low-risk offenders

More jail space for repeat offenders

Target dealers

Collaboration – increase among community agencies and organizations

IF YOU COULD CHANGE ONE COMMUNITY SERVICE, STRENGTHEN ONE SYSTEM COMPONENT OR IMPROVE ONE POINT OF COORDINATION – TO REDUCE METH-RELATED VIOLENCE

1

- Courts, enforcement, jails

2

- Treatment

3

- Prevention

4

- Community-based services, supports...

5

- Other

COURTS, ENFORCEMENT, AND JAILS

Increased resources for law enforcement and jails

- at all levels
- to deal with trafficking

Decrease supply/availability

Data-driven policing with increased capacity to respond to crime trends

Harsher sentencing guidelines

TREATMENT

Forced MAT when deemed necessary/appropriate

Longer mandated treatment

PREVENTION

Prevent initiation of alcohol use – educate about link with meth use


Prevention programs for those at risk for using meth, becoming violent – not necessarily youth



Questions?



Individual Experience Maps



Where did the
system support
the person?



Where did the
system fail them?




What are the
opportunities to
improve?



Mapping service
available at each
intercept

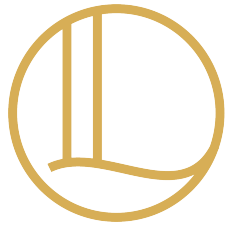


Strengths,
Weaknesses,
Opportunities and
Threats at each
intercept



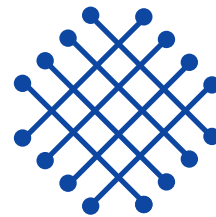
Next steps and
plan for
tomorrow

QUESTIONS? POINTS FOR ACTION?



LOVELAND
CONSULTING

406-431-9260 | lovelandk@gmail.com



Jane Smilie, MPH, Principal
Population Health Partners, LLC
Health and Human Service Consulting
[406-465-0331](tel:406-465-0331) smilieconsulting@gmail.com