

Jamestown S’Klallam Tribe Preliminary Medical Outpatient Clinic and Community Response Plan

As of January 27, 2020

1. INTRODUCTION

At the Jamestown S’Klallam Tribe (Jamestown Tribe), we join the rest of the medical community in recognizing that opioid dependence is a chronic disease. Chronic diseases such as opioid dependence, asthma, diabetes, and obesity are best treated through harm reduction. Methadone, Suboxone, and Vivitrol are ways to reduce harmful behaviors in patients with chronic opioid dependence.

The Jamestown Tribe intends to construct a 17,000 square foot outpatient clinic that provides medical services to patients with a medical condition. This clinic will be licensed through Washington State Department of Health and the Substance Abuse and Mental Health Services Administration (SAMHSA) as an (OTP) Opioid Treatment Program.

The clinic will provide Medication Assistance Treatment (MAT) for Opioid Use Disorder. It will also provide intensive wrap-around services for tribal citizens and members of the surrounding Jefferson and Clallam County community who have a need for the service. The program will meet the patients where they are in their struggle with substance use disorder and provide individualized medical care, preventive care, chemical dependency counseling, and mental health counseling. We will work to create a tracking and referral network for housing and other social needs.

History

Unfortunately, like many places in the state and nation, there are many residents of Clallam County who are addicted to opioids. In Clallam County, the height of pain pill prescriptions was around 2012. Based on data and community input, we recognized this was a critical community issue and knew that action was needed. One of our first steps was forming a partnership between the Jamestown Tribe and the University of Washington to identify and implement many “best practices” to change the prescribing habits of medical providers. Next, we identified health data that showed Clallam County as one of the highest counties in Washington for opioid overdose deaths. That led to the promotion of the use of Narcan by clinics and by first responders, which caused the death rate to decrease dramatically.

However, there was still too much opioid use and too many overdoses. In our continuing response to this crisis, we became the first prescription suboxone clinic in Clallam County. Today nearly 500 patients across our county use Suboxone to manage their illness.

Despite all these measures, there are still people in our community who need more intensive services and better access to care. With other healthcare providers and community leaders, we looked for care models and evidence-based practices that were already working. The model implemented by the Swinomish Tribe in Anacortes has been highly effective and includes a daily dosing MAT outpatient clinic with intensive wrap-around services. MAT is a recognized, evidence-based practice that is endorsed by Washington State and federal agencies as the “gold-standard” for best practices.¹

We want to heal a patient’s mind, body, and soul and lead them to long-term recovery. We have the collaborative support of all the major health organizations in Clallam and Jefferson Counties, including Olympic Medical Center, Jefferson Healthcare, Peninsula Behavioral Health, both Clallam and Jefferson County Commissioners, and both Clallam and Jefferson County Public Health Officers and Boards. We are grateful for their partnership in developing a model of care that will benefit our communities.

The supporters of our outpatient clinic include the following major health organizations and elected leaders:

- Olympic Medical Center
- Olympic Medical Providers
- Jefferson Healthcare
- North Olympic Health Network
- Peninsula Behavioral Health
- Jefferson County Commissioners
- Clallam County Commissioners
- Clallam County Sheriff Bill Benedict
- League of Women Voters
- Clallam County Public Health Officer
- Clallam County Board of Health
- Jefferson County Public Health Officer
- Sequim for Safety and Stabilization
- Voices for Health and Healing

Considerations for MAT Clinic

Last May, we purchased property behind a big box store. The property is zoned as a business and employment district, and medical clinics are among the many uses that

¹ <https://www.ruralhealthinfo.org/rural-monitor/medication-assisted-treatment/>

are already allowed on the property. The property was also a good location for the clinic because of its proximity to Highway 101 and the distances from other retail and residential areas.

This new clinic is even more isolated than our existing medical outpatient clinic on 5th Avenue. Our existing clinic, which has reached capacity, is located in the “Lifestyle” district that also allows for medicals clinics. We currently operate an Opioid Use Disorder (OUD) program within that facility.

The Jamestown Tribe has received a grant of \$7.2 million from the state of Washington for construction of the new MAT clinic. This project received the legislature’s support because of the significant regional need and the evidenced-based approach of the clinic's treatment. The Jamestown Tribe will add an additional \$4 million to the project, which includes the cost of the property.

2. SUMMARY OF CLINIC SERVICES

After a two-year ramp-up period, the Jamestown Medical Outpatient Clinic will employ about 40 people and treat no more than 250 patients per day. Our license with the State of Washington Department of Health identifies our patient service delivery area as Jefferson and Clallam Counties *only*. That means this clinic can serve *only* the residents of Jefferson and Clallam Counties.

The services include:

- Initial intake exam with individualized wellness plan
- Medication-Assisted Treatment for Opioid Use Disorder (OUD) consisting of either Methadone, Buprenorphine (Suboxone), or Vivitrol
- Primary care
- Dental care
- Individual and group mental health counseling
- Individual and group substance abuse counseling
- On-site child watch services
- Shuttle transportation assistance
- Social service referrals

The Jamestown Medical Outpatient Clinic is committed to evidence-based programs that have a high success rate. Because many of the patients will be employed, our hours of operation will be from 6 a.m. - 4 p.m., Monday through Saturday.

Below is a brief description of anticipated programs offered in the clinic.

Initial Intake Exam

Every new patient will be required to complete an intake exam. This exam will consist of a complete physical exam, including a full blood and lab workup. Next, each potential

new patient will be given a behavioral health assessment that includes both mental and substance abuse assessments. Finally, the clinic intake team, consisting of medical and behavioral health providers, will develop an individual wellness plan for the patient. The individual wellness plan personalizes goals, medications, and appointments to address each person's unique situation.

This includes identifying the level and type of medication-assisted treatment that is best for that patient. If the patient is accepted, the wellness plan will be entered into the clinic's scheduling/appointment system so that when the patient arrives each day, their complete schedule is set for them.

In addition to the completion of an intake exam, each new patient will be required to attend a new patient education and orientation class and be required to agree to and sign a Patient Conduct Agreement. This agreement will outline the expectations of each patient including:

- Daily attendance for MAT, counseling, and medical/dental services
- Random urine analysis
- Patient conduct expectations within facilities
- Patient conduct expectations on clinic property
- Patient conduct regarding arrival/departure to clinic
- Patient conduct expectations during transport

In the interest of providing outstanding patient care, we plan to limit the number of new patients each month. Ultimately, we hope to heal many people in our community. But we recognize it will take years to build up to that capacity.

It's also important to understand that the Jamestown Medical Outpatient Clinic is not a "methadone dose and go" clinic, where individuals line up and drop in for a medication. This will NOT be allowed at the Jamestown Medical Outpatient Clinic. Our patients will self-refer and want to accept recovery. They must go through the intake process and patient education. Appointments will not be given to those who do not comply.

In addition, each patient must attend other counseling services as assigned to them. Evidence shows that this model of intensive wrap-around services leads to a higher retention success rate. The clinic has ample lobby space and patients will wait inside for their various appointments before leaving to return home.

Medication-Assisted Treatment (MAT)

Most clinic patients will receive a daily dose of medication for their OUD that will consist of either Methadone, Buprenorphine (Suboxone), or Vivitrol.

These services are highly regulated by the state and federal government. The delivery of on-site medication-assisted treatment as part of an Opioid Treatment Program is licensed through the Washington State Department of Health and the Substance Abuse

and Mental Health Services Administration (SAMHSA) with the federal agency of Health and Human Services. In addition, the Drug Enforcement Administration certifies the facility for on-site dosing.

Primary Care

The primary care services will initially consist of one medical provider, an RN, and two medical assistants. The primary care services will operate in an area with three exam rooms, a phlebotomy room for blood draws, and a urine analysis (UA) station with a lab for the daily random tests that each patient will take approximately twice a month. When a patient arrives each day to the clinic, the login kiosk will tell them what time their medical appointments are and whether they are required to take a random UA that day.

Dental Care

The dental care services will operate in an area with three operatories, a panoramic x-ray, a sterilization station, and a lab. The staffing will include a dentist, a dental assistant, and a dental hygienist. When a patient arrives each day to the clinic, the login kiosk will tell them what time their dental appointments are scheduled.

Individual and Group Mental/Behavioral Health and Substance Abuse Disorder Counseling

The clinic will employ six mental/behavioral health counselors and six substance use disorder (SUD) counselors. They will operate within individual offices or within four group rooms that will accommodate up to 14 patients each. Each patient will have set individual sessions scheduled and a variety of group sessions to choose from including:

- Life skills – responsibility & accountability; money management
- Recovery support
- Opiates 101
- Narcan education
- Methadone orientation
- Suboxone orientation
- Emotional Wellness – coping w/ stress; values & beliefs; and anger management
- Relapse Prevention – behavioral triggers
- Women’s talking circle
- Men’s talking circle
- Family recovery
- Stages of change
- Art/social skills

On-site Child-Watch Services

Often, the retention success rate for OUD is determined by the access barriers a patient may have. One of the common access barriers is the inability to find childcare during

appointment times. Consequently, we will offer free child-watch services for up to two hours.

Shuttle Transportation Services

Another patient access barrier is transportation or the ability to get to the clinic daily. The clinic will provide shuttle service transportation to those patients, all of whom will reside in Jefferson or Clallam Counties, who have no other transportation options. Patients will have strict pickup times that include set daily appointments and set departure times for returning to their home pickup point. No patient will be allowed to stay on the property or loiter within town. Each patient must return to their original pickup point of origin, using the same mode of transportation they used for arrival. Transportation will be closely monitored both by the transportation manager, along with the clinic on-site security team.

3. COMMUNITY RESPONSE PLAN

We know there are concerns in the community about the safety of treating patients with Opioid Use Disorder (OUD).

First, we must emphasize that evidence shows that OUD patients are very safe and reliable.² Nonetheless, we recognize the importance of sharing our careful planning and effective practices with the community.

This plan outlines our commitment to providing outstanding services that are successful and safe for the patient, the employee, and the surrounding community.

We want to assure the community that we will provide a safe environment to the patients, our staff, and the local community through the following:

- A. Property security plan,
- B. Community outreach plan, and
- C. Community response audit.

A. Property Security Plan

The Jamestown Medical Outpatient Clinic will utilize the professionals of Security Services NW Inc. to provide technical expertise on staffing needs and training along with recommendations and installation of cameras and monitoring systems. We anticipate installing a complete set of cameras that monitor the building, the parking lot,

² When Sequim Police Chief Crain was asked by Sequim City Council how many times in the last year the Sequim police had to make calls to the Jamestown Family Health Clinic regarding their 100+ Suboxone patients, the answer was ZERO. When Clallam County Sheriff Bill Benedict visited the Swinomish Clinic (the model for the Jamestown Medical Outpatient Clinic) and asked the local police Chief how many calls were made to the Swinomish Clinic, the Chief responded that the local Safeway store had more calls in a day than the Swinomish Clinic had in a year. In addition, recent studies have shown that crime does NOT increase around MAT Outpatient Clinics. (C. Debra M. Furr-Holden, 2016 77:1)

and the exterior portions of the property. During business hours, two professional security experts will patrol both the facility and exterior property while a third officer will monitor the cameras and lobby from the security station. We will employ a security program in which the officers wear uniforms and are easily identified; however, they will also get to know each patient personally to ensure better relationships and compliance with program policies.

In addition, we have been in discussions with bordering property owners about what kind of property buffer they would prefer. We will offer a range of options from tasteful fencing to beautiful landscaping. In addition, we will work with neighbors to evaluate lighting needs. Overall, we plan to develop individualized approaches to address the specific needs of our neighbors.

The clinic security team will closely monitor the parking lots and exterior property lines and ensure that:

- No unauthorized visitors are on the property,
- Patients remain on clinic property, and
- Patients arrive and leave via shuttle transportation or transportation mode of arrival.

Patient Education and Patient Conduct Contracts

As noted above, each patient will be required to attend a new patient education and orientation class and be required to agree to and sign a patient conduct contract. This contract will outline the expectations of each patient including:

- Daily attendance for MAT, counseling, and medical/dental services,
- Random UA requirements,
- Patient conduct expectations within facilities,
- Patient conduct expectations on clinic property,
- Patient conduct regarding arrival/departure to clinic, and
- Patient conduct expectations during transport.

Our patients are self-referred and motivated to change and accept recovery. We will help them with initial expectations through patient education and conduct contracts.

B. Community Outreach Plan

The Jamestown Medical Outpatient Clinic will employ several tactics to ensure community education, outreach, and safety:

Community Outreach

Over the last six months the Jamestown Tribe has met with over 30 community groups, answered hundreds of emails and phone calls, had dozens of one-on-one meetings and discussions, and held a public meeting with over 1,300 in attendance.

To provide the public with information about the clinic project, we developed an informational web site (<https://jamestownhealingcampus.org>), distributed fact sheets and FAQs, and published several full page ads in the three largest newspapers in Clallam and Jefferson Counties.

The Jamestown Tribe is committed to holding an annual public meeting to update the community and discuss any issues or concerns related to our clinic.

Clinic Social Navigator

The Jamestown Medical Outpatient Clinic will employ a clinic social navigator to help patients with social service referrals and needs. In addition, they will be responsible for tracking patient conduct and any dropouts of the program. Some of their duties will include:

- Participate in patient education and orientation
- Help patients with social service referrals and needs
- Track and monitor patient social service referrals
- Track and monitor patient conduct issues
- Track and monitor patient attendance and any dropouts
- Work with clinic security regarding any patient conduct issues
- Work with Sequim law enforcement and community social navigator regarding any patient conduct issues
- Locate patients off campus or that have dropped out of the program

Community Health Network

The Jamestown S'Klallam Tribe is a board member of the Olympic Community of Health (OCH), which has authorized over \$200,000 for the development of a digital social service referral system within Clallam County. The Community Health Network will allow first responders, law enforcement, and other community-based organizations to enter individual contacts into the system and then refer that person for services such as food resources, housing, primary care, etc. The referral goes out and is tracked by a community social navigator.

The Jamestown Tribe has had discussions with Sequim Police Chief Sheri Crain and Clallam County Sheriff Bill Benedict over the interest of such a project that would begin in the summer/fall of 2020. The Jamestown Tribe is willing to help with the funding of a community social navigator that would be an employee of the City of Sequim and reside within law enforcement. This is a pilot project and will evolve as we implement it, but the goal is to help law enforcement and first responders with social service needs in the field and then track and monitor service needs and service gaps.

Here's how the community social navigator program would work: Imagine Sequim law enforcement is called to a business where an individual appears intoxicated or

incoherent on the front walkway. After assessing the situation, Sequim law enforcement would be able to enter the name of the individual into an app and select what services they think that individual needs. This information would go to the Sequim community social navigator, who would then complete referral requests. This would allow organizations to seek out the individual for care. Any services rendered would be entered into the system and tracked. At the end of each quarter, reports would be sent to the City of Sequim and Clallam County that identify contacts and status of referred services. This will identify what kind of at-risk individuals are in the community, where they came from, what services they needed, what services they received, and the current status of the individual.

In addition, this service can be used by law enforcement and first responders for calls to individuals that need social services more often than others. The individual is entered into the system and referrals sent to community-based organizations.

The Jamestown Medical Outpatient Clinic is ONLY providing services to patients with Opioid Use Disorder. We are not serving everyone who exhibits the need for social services. But we recognize there is a huge need to monitor at-risk individuals and what, if any, services they are receiving in the community.

C. Community Response Audit

In order to verify quality assurance and identify potential issues, the Jamestown Tribe will facilitate program reviews to ensure that patients are complying with clinic policies and procedures and that there is no adverse impact to the community.

Monthly/Quarterly Review Committee

The Jamestown Tribe will initially meet monthly and later quarterly to assess program operations and whether there are adverse impacts to the community. The review committee will consist of the Jamestown Health Director and Medical Outpatient Clinic COO, Sequim City staff, Sequim City Council, Sequim Police Chief Crain, Clallam County Sheriff Benedict and other representatives as necessary. The anticipated agenda for the meeting would include:

- Review of patient census and demographics (sex, age, medication, home location)
- Retention rate of patients
- Number of new patient intakes in last month
- Number of on-site incidents in last month
- Number of community incidents in last month
- Solutions for any identifiable issues
- Projected intake for the next month

Community Advisory Committee

The Jamestown Tribe will explore forming a Community Advisory Committee made up of health professionals, community-based organizations, elected leaders, and community members. The purpose of the Community Advisory Committee is to seek advice on various program options and services required to operate a successful Jamestown Medical Outpatient Clinic. The committee will provide feedback and advice but will not have any governing or legal authority over the clinic.

4. CONCLUSION

Medication-Assisted Treatment for Opioid Use Disorder patients with extensive wrap-around services has one of the highest retention success rates of any health treatment for a disease. Very few treatments for any medical condition offer a 75% success rate, and we are glad to be able to bring this treatment to Clallam and Jefferson counties.

The stigma that surrounds behavioral health programs and patients is pervasive and often leads to shame and fear, discouraging patients from recovery. The Jamestown Medical Outpatient Clinic project is a new – but proven – model that looks at long-term success by including intensive wrap-around services for each patient in recovery.

Doing nothing is not a solution for health issues and problems facing the North Olympic Peninsula.

**A person does NOT choose addiction, but they can choose recovery.
And when they make that choice,
we want to be there to help them restore their lives.**

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