The Recovery Incentives Program: California's Contingency Management Benefit

Implementation Training: Part 1

Trainers:

Rosana Trivino-Perez, LCSW, Samantha Santamaria, LCSW, James Peck, PsyD, Thomas E. Freese, PhD, Beth A. Rutkowski, MPH





1

Core Training and Implementation Team UCLA Integrated Substance Abuse Programs

- Thomas E. Freese, PhD, and Beth A. Rutkowski, MPH, Co-PIs
- Samantha Santamaria, LCSW, and Rosana Trivino-Perez, LCSW, Core CM
 Trainers
- James Peck, PsyD, Clinical Trainer
- Caitlin Thompson, MPP, MPH, Project Director, Training and Readiness
- Adrienne Datrice, Project Director, Fidelity and Implementation Coaching
- Julian Simmons, Training Coordinator
- Sara Parent, ND, and Michael McDonell, PhD (WSU PRISM)

2

California Department of Health Care Services

- Tyler Sadwith, Deputy Director, Behavioral Health
- Anton Nigusse-Bland, MD Clinical Consultant
- Casey Heinzen, MPA, Chief, Behavioral Health Innovation Branch
- Corinne Kamerman, Contingency Management Coordinator

Additional Core Training and Implementation Team Members

- Michael McDonell, PhD, and Sara Parent, ND Washington State University
- Sara Becker, PhD Brown University and New England ATTC

Learning Objectives:

- Describe at least three (3) forms of empirical evidence to support CM as an intervention for treating stimulant use disorder.
- Identify the four (4) required elements involved in effectively implementing the Recovery Incentives Program.
- Specify at least two (2) forms of outreach for recruiting members into the Recovery Incentives Program: California's Contingency Management Benefit.

5

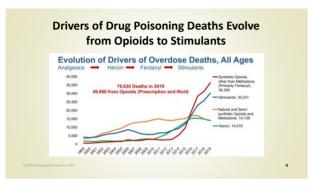
Part 1 Training Outline

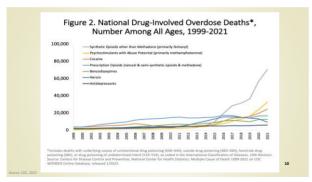
- 1. A Review of the Recovery Incentives Program
- 2. What is Contingency Management? A Review
 - Stimulant Drugs and their Effects on the Brain
 - The Behavioral Principles of CM
 - Evidence for CM as an Intervention for Stimulant Use
- 3. Effective Implementation of CM
 - ► An Evidence-Based CM Program for Stimulant Use
- CM's Secret Sauce: Escalation, Reset, Recovery
- 4. The Art of Contingency Management
- 5. Provider Outreach & Communications Toolkit
- 6. Next Steps

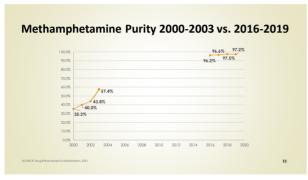
| _ | | | | | |
|---|--|--|--|--|--|
| _ | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Tools You Have Been (or Will Be) Provided CM Program Manual Incentive Manager Portal Instructions Incentive Manager Portal PowerPoint Slides ISAP Resource Website and a Consultation "Warm Line" Coaching Support PowerPoint presentations from Parts 1 & 2 of the Implementation Training







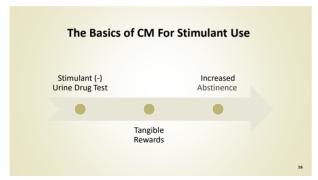






| nties Participating in the | Recovery Incentives P | | | | | | |
|----------------------------|-----------------------|--|--|--|--|--|--|
| 24 Co | 24 Counties | | | | | | |
| Alameda | San Diego | | | | | | |
| Contra Costa | San Francisco | | | | | | |
| Fresno | San Joaquin | | | | | | |
| Imperial | San Luis Obispo | | | | | | |
| Kern | San Mateo | | | | | | |
| Los Angeles | Santa Barbara | | | | | | |
| Marin | Santa Clara | | | | | | |
| Nevada | Santa Cruz | | | | | | |
| Orange | Shasta | | | | | | |
| Riverside | Tulare | | | | | | |
| Sacramento | Ventura | | | | | | |
| San Bernardino | Yolo | | | | | | |

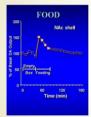


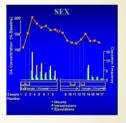




Types of Stimulant Drugs Methamphetamine Powder: inhaled, smoked, injected Crystal/Ice: smoked Tablets: orally, crushed and inhaled, smoked, injected Amphetamine Powder: Tablets, Liquid: orally, injected, smoked Cocaine Powder: inhaled, smoked, injected "Crack" (smoked)

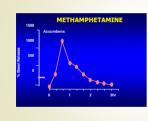
Natural Rewards Elevate Dopamine Levels





19

Effects of Stimulant Drugs on Dopamine Release





20

Substance Use Does Several Things...

- Produces positive feelings (positive reinforcement)
- Removes unpleasant feelings (negative reinforcement)
- Results in a loss of many other reinforcers (e.g., employment, family, friends)

Conclusion: Substances are highly reinforcing and can hijack the reward pathways of the brain.



drug abstinence substance

CM Uses Positive Reinforcement

- Methamphetamine is highly reinforcing, so we need a reinforcement model that is powerful enough to compete with it
- CM offers a non-drug reinforcer (e.g., gift cards) in exchange for evidence of stimulant
- Small rewards can be effective, but over time the reward must be large enough to offset the rewarding effect of the

22



23

Operant Conditioning Behavior → Consequence → Behavior Change Reinforcement ise / maintain behavior) Positive Add a pleasant stimulus to increase / maintain behavior (add stimulus) Withdrawal symptoms are experienced as unpleasant and increase substance use because using makes them go away Remove an aversive Negative stimulus to increase / maintain behav (remove stimulus) CM Uses Positive Reinforcement!!

CM Uses Positive Reinforcement to Help People Choose Abstinence Over Substance Use

- CM uses tangible incentives (i.e., gift cards)
- Incentives (i.e., gift cards) are only provided when a UDT is negative for stimulants (e.g., cocaine, amphetamine and methamphetamine)
- Rewards (i.e., gift cards) increase, or escalate, over time when the stimulant abstinence is consistently achieved

25

25

Characteristics of Effective Positive Reinforcement

- Clearly defined and achievable behavior
- Desirable and tangible incentive
- Timely pairing of behavior and recovery incentive
- Contingent (incentives provided only when behavior is demonstrated)
- Consistent (behavior is frequently observed and incentivized)

26

26

Everyday Examples of Positive Reinforcement In the field of mental health and SUD treatment: Token economies - inpatient psychiatry, treatment for autism spectrum disorders Parenting interventions - sticker charts with smiley faces AA/NA - 30-day chip, social connection, and encouragement at meetings Validation by the clinician when a client engages in change talk during motivational interviewing In everyday life: A positive comment from your boss when she notices the hard work you have done on a project that matters to you Rewarding your team with an afternoon off for meeting their productivity goal

| What CM Is and Isn't | | | | | | | |
|---|---|--|--|--|--|--|--|
| CM is | CM is NOT | | | | | | |
| Purposeful; done with skills that are based on a set of key principles | A candy bowl on your desk | | | | | | |
| An intervention that leverages positive reinforcement in a particular way | Providing people with services, resources, help, or charity | | | | | | |
| An intervention that: Builds confidence Enhances morale for participants and staff Improves therapeutic relationships Creates opportunities to celebrate Can and does help people reduce | "Paying people to not use substances" | | | | | | |
| stimulant use | | | | | | | |



| Responding | j to | Glob | oal | Stim | ulant | Use: |
|------------|------|------|-----|------|--------|------|
| Challen | aes | and | Or | port | unitie | s |

- Psychosocial interventions other than contingency management have weak and non-specific effects on stimulant problems
- No effective pharmacotherapies have been approved
- Substantial research investment is needed to develop more effective, innovative, and impactful prevention and treatment

SOURCE: Farrell et al., 201

31

31

CM for the Treatment of Methamphetamine Use Disorder

- A 2020 systemic review of 27 studies found that CM has broad benefits in:
 - Greater medication adherence
 - Higher utilization of other treatments and medical services
 - ■Reductions in risky sexual behavior
- Reduced methamphetamine use in 26 of 27 studies.
- Recommendation: Outpatient programs that offer treatment to people with a methamphetamine use disorder should prioritize <u>adoption and</u> <u>implementation of</u> contingency management.

SOURCE: Brown & DeFulio, 20

32

32

Comparison of Treatments for Cocaine Use Disorder Among Adults

- Meta-analysis of 157 studies examining treatments for cocaine use disorder comprising 402 treatment groups and 15,842 participants.
- Results: Only contingency management programs were significantly associated with an increased likelihood of having a negative test result for the presence of cocaine (OR, 2.13; 95%).
- Conclusions: In this meta-analysis, contingency management programs were associated with reductions in cocaine use among adults.

SOURCE: Bentzleyet al., 2021

Summary of Evidence — CM as a Treatment for Stimulant Use Disorder

- Reduced methamphetamine use
- ► Longer retention in treatment
- More therapy sessions attended and higher use of other services and medical services
- Reductions in risky sexual behavior
- Increases in positive affect and decreases in negative affect

34

34

Effective Implementation of CM

35

CM Treatment in the Recovery Incentives Program (1)



The Recovery Incentives Program involves 24 weeks of *CM Treatment*, during which incentives will be available for meeting the desired behavior of stimulant-non-use.

| CM Treatment in the Recovery Incentives Program (2) | | | | | | | | |
|--|--|--|--|--|--|--|--|--|
| 24 Weeks of CM Treatment | | | | | | | | |
| Weeks 1–12 | Weeks 13-24 | | | | | | | |
| The <u>escalation/reset/</u> <u>recovery period</u> | The stabilization period | | | | | | | |
| UDTs are collected twice/weekly | UDTs are collected once/weekly | | | | | | | |
| Incentives start at \$10 for each stimulant- abstinent sample, escalating by \$1.50 for | Stimulant-negative samples will be rewarded with \$15 gift cards during weeks 13-18, \$10 gift cards for weeks | | | | | | | |

19-23, and a \$21 gift card in week 24

each week of consecutive abstinence

37



38

The Four Essential "Ingredients" of CM

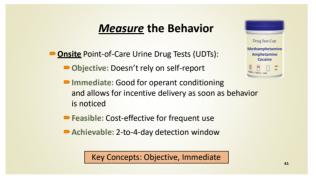
- 1. Clearly define desired behavior
- 2. Frequently *measure* behavior
- 3. Reinforce behavior (with rewards!)
- 4. Optimize reinforcement schedule



*Required CM Elements

Desired Behavior ■ Stimulant Abstinence ONLY ■ Amphetamines, Methamphetamines, Cocaine ■ Do NOT require abstinence from other substances ■ Opiate and oxycodone testing is conducted for safety purposes ONLY and does NOT impact the delivery of the incentive ■ There are required procedures to follow in the event of a UDT that tests positive for opiates or oxycodone; these will be presented in Part 2 of this training Key Concepts: Attainable, Focused

40



41

Measure the Behavior: Urine Drug Testing (UDT) For the Recovery Incentives Program, four specific tests have been approved that meet specific standards. Cut off values for drug detection Validity measures: Temperature: Measures whether the sample came from a live human body (if the temp is too low, the sample is invalid) Creatinine: Measures whether sample was diluted PH level: Measures whether something was added to the sample, or the sample was adulterated Tests are monitored, NOT observed If a site currently uses a different point-of-care UDT product, it can be evaluated by DHCS to determine if it meets the same standards listed above.

UDTs that Meet the Specifications of the Recovery Incentives Program CLIAWaived, Inc. 12 Panel IDTC Cups II with Adulterants CLIAWaived, Inc. 13 Panel Cup with Fentanyl and Adulterants CLIAWaived, Inc. 14 Panel IDTC II Premier Biotech Bio-Cup Premier Biotech Bio-Cup Premier Biotech 13-Drug Panel UDT Cup including fentanyl Lochness Medical Multi-Drug One Step Cup *The Lochness Medical UDT product requires a customized order to ensure that all cutoffs are in line with the minimum requirements of the Program. This necessitates a 10-16 week production time and minimum order of 1,200 kits.

43



44

Reinforce the Behavior with Incentives Members receive gift cards each time they submit a stimulant-negative UDT over 24 weeks of CM Treatment For weeks 1-12, stimulant-negative samples will be rewarded with \$10 gift cards and escalate by \$1.50 after 2 consecutive stimulant-negative UDTs (i.e., 1 week of stimulant abstinence) For weeks 13-24, stimulant-negative samples will be rewarded with \$15 gift cards during weeks 13-18, \$10 gift cards for weeks 19-23, and a \$21 gift card during week 24







What Happens After 24 Weeks of CM Treatment?

- After a member completes the initial 24-weeks of CM treatment, they will receive
 CM continuing care of six months or more, with treatment services to support ongoing recovery (e.g., counseling and peer support services).
- During the period of <u>CM continuing care</u>, members are encouraged to receive treatment and recovery-oriented support from DMC-ODS providers, as well as covered DMC-ODS services, including but not limited to Recovery Services.



49

BREAK



Up Next:

- Effective Implementation of the Recovery Incentives Program (cont'd)
 - CM's Secret Sauce:
 Escalation, Reset, Recovery
- The Art of Contingency Management
- Provider Outreach & Communications Toolkit
- Next Steps

50



Escalation, Reset, and Recovery (Occur During Weeks 1-12 of CM Treatment)

- Escalation: Rewards escalate in magnitude (they increase) the longer a member demonstrates abstinence. Thus, the longer they are abstinent the more they have to gain.
- Reset: If a member tests stimulant-positive or misses a session, they will
 not receive an incentive on that visit. The next time they test stimulantnegative, the incentive returns to baseline (\$10).
- Recovery: To keep motivation going following a reset, once a member tests negative, they recover their previous escalations – after testing stimulant-negative twice in a row following a reset, they can start gaining subsequent escalations.

52

52

Tracking Escalation, Reset, and Recovery

- CM Coordinators will <u>not</u> need to manually track the escalation, reset, and recovery of the incentive amounts
- This function will be handled automatically by the Incentive Manager Portal

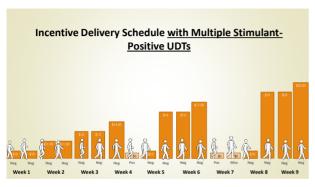
53

53

Graph shows weeks 1-9 with all stimulant-negative samples. By week 12, each sample would receive \$26,50 with continued stimulant-negative samples each week.

| /eek | Incentive 2x/week (\$) | Weekly Total (\$) | Week | Incentive 1x/week (\$) | |
|-------|------------------------|-------------------|-------|------------------------|---------|
| 1 | \$10.00 + \$10.00 | \$20.00 | 13 | \$15.00 | |
| 2 | \$11.50 + \$11.50 | \$23.00 | 14 | \$15.00 | |
| 3 | \$13.00 + \$13.00 | \$26.00 | 15 | \$15.00 | |
| 4 | \$14.50 + \$14.50 | \$29.00 | 16 | \$15.00 | |
| 5 | \$16.00 + \$16.00 | \$32.00 | 17 | \$15.00 | |
| 6 | \$17.50 + \$17.50 | \$35.00 | 18 | \$15.00 | |
| 7 | \$19.00 + \$19.00 | \$38.00 | 19 | \$10.00 | |
| 8 | \$20.50 + \$20.50 | \$41.00 | 20 | \$10.00 | |
| 9 | \$22.00 + \$22.00 | \$44.00 | 21 | \$10.00 | |
| 10 | \$23.50 + \$23.50 | \$47.00 | 22 | \$10.00 | |
| 11 | \$25.00 + \$25.00 | \$50.00 | 23 | \$10.00 | |
| 12 | \$26.50 + \$26.50 | \$53.00 | 24 | \$21.00 | |
| Total | | \$438.00 | Total | \$161.00 | \$599.0 |





| Incentive Schedule with <u>Reset</u> and <u>Recovery</u> | | | | | | | | | |
|--|------------|---------------|--------------------------|-----------|------------|--------------------|--------------------------|--|--|
| Week # | Visit # | UDT Result | Incentive Earned (\$) | Week # | Visit # | UDT Result | Incentive Earned (\$) | | |
| 1 | 1 | Stim-Negative | \$10.00 | 7 | 13 | Missed (Unexcused) | \$0 | | |
| 1 | 2 | Stim-Negative | \$10.00 | 7 | 14 | Stim-Positive | \$0 | | |
| 2 | 3 | Stim-Negative | \$11.50 | 8 | 15 | Stim-Negative | \$10.00 | | |
| 2 | 4 | Stim-Negative | \$11.50 | 8 | 16 | Stim-Negative | \$19.00 | | |
| 3 | 5 | Stim-Negative | \$13.00 | 9 | 17 | Stim-Negative | \$19.00 | | |
| 3 | 6 | Stim-Negative | \$13.00 | 9 | 18 | Stim-Negative | \$20.50 | | |
| 4 | 7 | Stim-Negative | \$14.50 | 10 | 19 | Stim-Negative | \$20.50 | | |
| 4 | 8 | Stim-Positive | \$0 | 10 | 20 | Stim-Negative | \$22.00 | | |
| 5 | 9 | Stim-Negative | \$10.00 | 11 | 21 | Excused | \$0 | | |
| 5 | 10 | Stim-Negative | \$16.00 | 11 | 22 | Stim-Negative | \$22.00 | | |
| 6 | 11 | Stim-Negative | \$16.00 | 12 | 23 | Stim-Negative | \$23.50 | | |
| 6 | 12 | Stim-Negative | \$17.50 | 12 | 24 | Stim-Negative | \$23.50 | | |
| | | | | Total | | | \$323.00 | | |

Incentive Amount

- Medi-Cal members are eligible to receive up to \$599 in incentives over 24 weeks
- The incentive amount is consistent with evidence-based clinical research for treating StimUD with CM

59

59

Need Help Implementing CM?

We can help! Participation in monthly coaching calls with the UCLA training team will be required.



60





Refocus use of UDTs Celebrate stimulant-negative UDTs rather than punish stimulant-positive UDTs Stay encouraging by focusing on the next opportunity when a stimulant-positive test occurs Lack of punishment/negative consequences Key Concept: Build a Working Alliance

- Greet: Establish a positive relationship
- Measure: Conduct the UDT and record results in Incentive Manager
- Provide feedback to member: Reinforce (for a stimulant-negative UDT result) or encourage (for a stimulant-positive UDT result)
- Thank: Validate member's success or frustration while modeling a positive and hopeful attitude

64

Incentive Delivery Flow - Stimulant-Negative Test

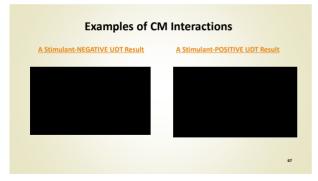
- Reward and reinforce desired behavior by providing encouraging feedback
- Congratulate those who submit a stimulant-negative sample
- Be enthusiastic (the member is working hard)
- Remind members that their rewards will grow with sustained abstinence.

65

65

Incentive Delivery Flow - Stimulant-Positive Test

- ■Be honest and matter-of-fact.
- ■Be nonjudgmental, encouraging, and positive.
- ► How can you support them in achieving abstinence?
- Remind them how quickly they can recover the escalation amount they had already worked hard to earn.



Encourage Success — Stimulant-Negative UDT UDT is Negative for Stimulants — Respond with JOY JOIN them in celebration! Offer Rencouragement to keep up the good work YIELD positivity by reminding them that they can earn even more with continued stimulant-negative test results (Remember, the incentive is doing the heavy lifting!)

68

Large Group Activity – Practice Using JOY

Jane is a 49-year-old woman presenting for a CM clinic visit after testing positive for stimulants during her last visit (at which time she did not receive an incentive – consistent with the "reset" guideline). During her current visit, Jane has expressed feeling "bummed" that she did not receive an incentive during her last visit. Jane submits her UDT and the results are negative for stimulants. Using JOY, how do you respond to her? What would your interaction look like?

*Refer to Handout #2

| Encourage Success — Stimulant-Positive UDT |
|--|
| <u>UDT is Positive for Stimulants – Respond with <u>EASE</u></u> |
| ENCOURAGE by using a non-judgmental and matter-of-fact approach |
| A PPLAUD their efforts for coming to the visit |
| S P E C I F Y that their next opportunity is very soon (provide details for next visit) |
| EMPOWER by asking if there's anything you can do to support them (if you have the capacity to do so) |

Breakout Group Activity - Practice Using EASE

- You will be divided into small groups. Take a moment to introduce yourselves to each other, then consider this vignette.
- Eric is a 28-year-old male. This is his first week in the Recovery Incentives Program. His UDT was negative for stimulants during his first visit, and he is now presenting for his second visit. He has expressed excitement about receiving his first incentive. He submits his UDT and the results are positive for stimulants.
- Using EASE, develop one statement for each letter that you could use with Eric
- Then take turns role-playing the interaction between Eric and the CM Coordinator; rotate roles until time is called.



*Refer to Handout #3

71

CM Coordinator – Core Competencies

- Excellent organizational skills
- Effective skills in following lab and specimen handling procedures
- Good computer skills and ability to learn new computer programs
- Excellent communication skills
- Warm, positive, and encouraging
- Ideally, CM Supervisors have experience in providing supervision/oversight for services



72

CM Coordinator General Responsibilities



- Communicate with other CM staff members on your team
- Enter attendance and urine test results in the
- Incentive Manager Portal

 Track gift cards disbursed or banked, including members' total earnings (in the Incentive Manager)
- Adhere to regulatory requirements
- Document that rewards were always contingent on urine test results
- Monitor fidelity, to assure the CM program is being administered the same for everyone

73

73

Eligibility Criteria for the Recovery Incentives Program (1)

- Eligible members must
- Have an initial substance use disorder assessment consistent with DMC-ODS Intergovernmental Agreement (IA)
 requirements showing diagnosis of any of the related moderate or severe cocaine or stimulant use disorder
 diagnoses, including diagnoses in remission, as defined by the clinical criteria in the Diagnostic and Statistical
 Manual (DSM, current edition);
 - Members with other SUD diagnoses and/or those who are receiving other treatments for SUDs are eligible
 - Members receiving medications for addiction treatment (MAT) <u>are eligible</u>
 - If a member is transitioning out of a controlled environment (i.e., residential treatment or a carceral setting) and has not used a stimulant in more than 3 months, they are still eligible for the Recovery Incentives Program as long as all other requirements are met
- Reside in a DMC-ODS county that is participating in the Recovery Incentives Program
- Have an ASAM multidimensional assessment completed by a Licensives Progession of the Healing Arts (LPHA) or registered/certified counselor that indicates the member can appropriately be treated in an outpatient treatment setting (i.e., ASAM levels 1.0–2.5). Providers shall use their clinical expertise to complete initial assessments and subsequent assessments as expeditiously as possible, in accordance with each member's clinical needs and generally accepted standards of practice.

7

74

Eligibility Criteria for the Recovery Incentives Program (2)

- Members must NOT be enrolled in another CM program for a stimulant use disorder
- Members may receive services from a non-residential DMC-ODS provider that offers CM; members currently in a residential level of care are NOT eligible for the Recovery Incentives Program <u>until they are discharged from residential treatment</u>
- Eligible members include those entering outpatient treatment and those transitioning from a higher level of care (e.g., post-residential care)
- There is <u>no</u> minimum age limit for an individual to receive CM services if all eligibility criteria are met
- Pregnant and parenting people with StimUD <u>are</u> eligible to receive CM in the Recovery Incentives Program

| | | - | | | |
|-------------|----------|---------|----------|------------|---------|
| Exclusion (| Critoria | for the | Pacayary | Incontivos | Drogram |
| | | | | | |

- A person is ineligible if they have not been diagnosed with a moderate to severe <u>Stimulant</u> Use Disorder, even if diagnosed with another Substance Use Disorder
- A person is ineligible if they meet ASAM criteria for placement in a residential level of care (e.g., ASAM levels 3.1–4.0) and the person agrees to do so
- A person is ineligible if they are currently in an institutional setting (e.g., jail, prison, hospital), but may be assessed for the Recovery Incentives Program when they are about to be released from custody/hospitalization

76

Provider Outreach & Communications Toolkit



77

Zoom Poll: Languages

- It will be beneficial for many of you to have outreach materials in languages other than English.
- —As you think about your particular client population, what language(s) would be most helpful for your site?

Outreach and Engagement Strategies Identify eligible existing Medi-Cal members Suggestion: Use your EHR system to search for members with a cocaine or methamphetamine use disorder diagnosis Partner referrals: Inpatient / residential step-down Hospital/ED (i.e., CA Bridge) Primary care Harm reduction team Low-barrier housing programs MOUD providers Corrections Identify good points of contact (cheerleaders/allies) Present program/provide flyers to potential participants The Recovery Incentives Program is appropriate for ALL levels of outpatient SUD care





Break-Out Group Activity: Develop Elements of an Outreach Plan (1)

- You will be divided into small groups (take note of which break-out group you're in)
- Take a moment to introduce vourselves to each other
- Ask someone to volunteer to take notes for the group so they
 can summarize your discussion when we all come back together in
 the larger group
- Then, discuss the questions on the following slide
 - You will have approximately 10 minutes for this activity



82

Break-Out Group Activity: Develop Elements of an Outreach Plan (2)

- Discuss the following questions:
 - ► How would you identify eligible members?
 - ■What community stakeholders can you potentially partner with?
 - ■What are your current modes of outreach to potential clients?
 - How would you create an outreach strategy that utilizes the available Recovery Incentives Program communication materials?

*Refer to Handout #4

83

Next Steps

Next Steps - In Summary

- Register for and attend Part 2 of the Implementation
- Following completion of Part 2 of the Implementation Training, participants will be required to complete a post-test/CE Evaluation
- Complete the Readiness Assessment
 - Self-study
 - Interview
- Launch Recovery Incentive services at your site
- Participate in ongoing coaching calls
- Participate in ongoing Fidelity Monitoring



85

Next Steps: Readiness Assessment

- Following today's section of the Implementation Training, you will receive a follow-up email that will include a pdf of the *Readiness Assessment*
- Please review the Readiness Assessment prior to attending Part 2 of the Implementation Training so that you are prepared to ask any questions that you may have at the end of that part of the training

86

86

Thank you!



What Final Questions
Do You Have?