

Statewide System Reform Program (SSRP)

National, State and Local Experience and
Lessons Learned

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Family Drug Courts

*Improving
Family
Outcomes*

*Strengthening
Partnerships*



*National
Leadership*

*Cross-Agency
Coordination*

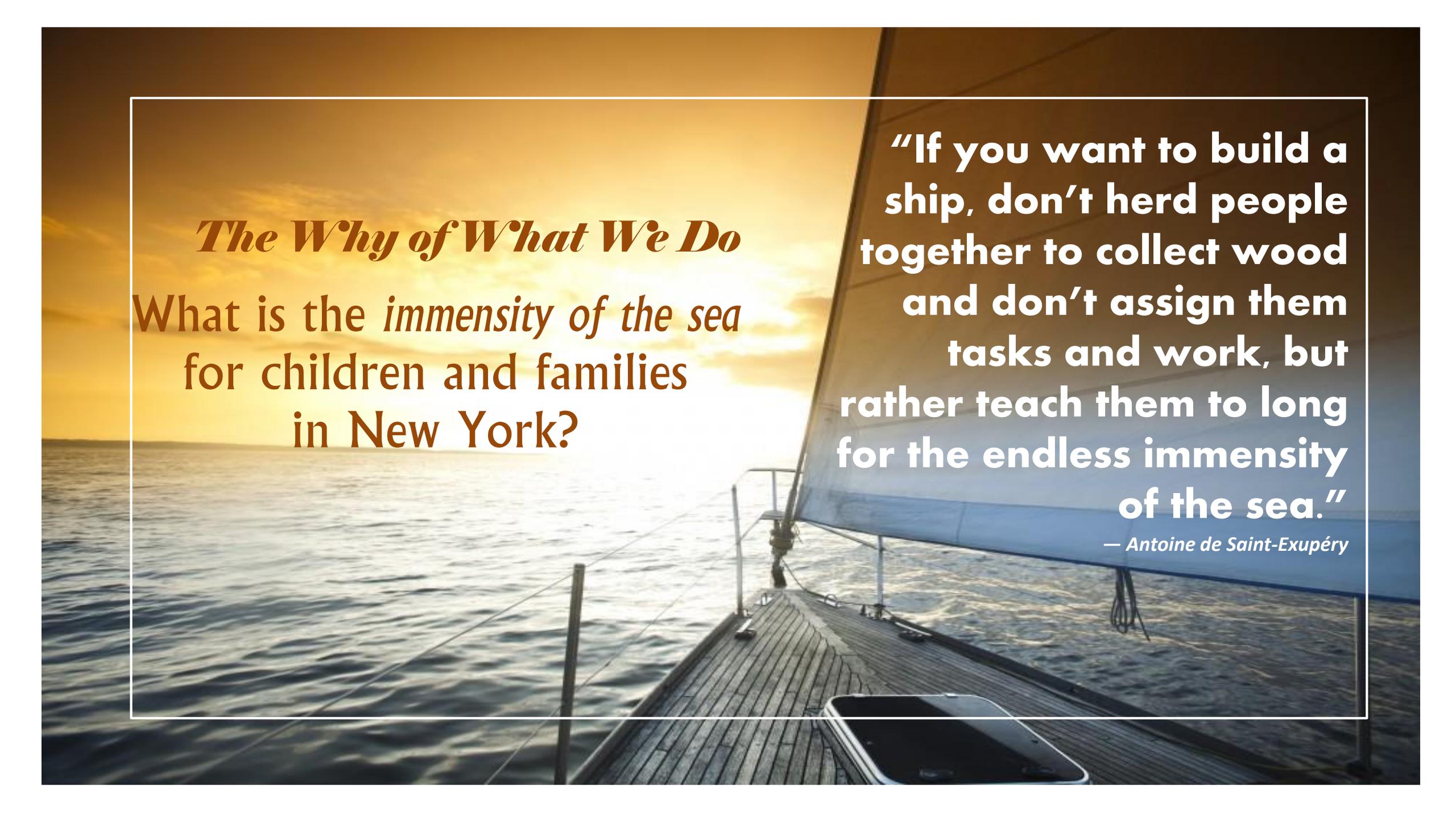
*Technical
Assistance
Resources*

Acknowledgement

This presentation is supported by:

The Office of Juvenile Justice and
Delinquency Prevention Office of Justice
Programs
(2016-DC-BX-K003)

Points of view or opinions expressed in this presentation are those of the presenter(s) and do not necessarily represent the official position or policies of OJJDP or the U.S. Department of Justice.

A photograph of a sailboat's deck at sunset. The sun is low on the horizon, casting a warm, golden glow over the sea and the sky. The deck is made of wooden planks and has a metal railing. A large white sail is visible on the right side of the frame. The text is overlaid on the image, with a white border around the text area.

The Why of What We Do

What is the *immensity of the sea*
for children and families
in New York?

**“If you want to build a
ship, don’t herd people
together to collect wood
and don’t assign them
tasks and work, but
rather teach them to long
for the endless immensity
of the sea.”**

— *Antoine de Saint-Exupéry*



Transformational Change

- It is profound, fundamental, and irreversible
- It is a metamorphosis
- It is an approach, a philosophy, and a methodology

Key Principals in Transformational Change

- Holistic
- Involves breakthroughs
- **Transformation is about “*Being the Change*”**
- Accentuates the positive
- Balances control with letting things go
- **Relies on collaboration**
- **Engages the heart**
- Happens at all levels

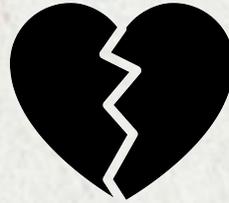
The Need for Real Solutions



The Need to Do Better for Families



Substance use disorders (SUDs) can negatively affect a parent's ability to provide a stable, nurturing home and environment. **Most children** involved in the child welfare system and placed in out-of-home care **have a parent with a SUD** (Young, Boles & Otero, 2007).



Families affected by parental SUDs have a **lower likelihood of successful reunification** with their children, and their children tend to **stay in the foster care system longer** than children of parents without SUDs (Gregorie & Shultz, 2001).



The **lack of coordination and collaboration** across child welfare, substance use disorder treatment and family or dependency drug court systems has **hindered their ability to fully support these families** (US Dept. of Health and Human Services, 1999).



Today:

Over 730 children
will be removed
from their parents

This hour:

30 children will be
removed; **5** of these
will be **babies**
under age 1

FDC Movement

Better
For
(ALL)
Families

Next

National Strategic Plan
Institutionalization,
Infusion, Sustainability

2014

Systems Change Initiatives

2007

Practice Improvements – Children Services,
Trauma, Evidence-Based Programs

2004

Grant Funding – OJJDP, SAMHSA, CB

2002

Six Common Ingredients Identified (#7 added in 2015)

1994

First Family Drug Courts Emerge – Leadership of Judges Parnham & McGee

10 Key Components and Adult Drug Court model

We Know What Works Better for Families

7

- System of identifying families

- Timely access to assessment and treatment services

- Increased management of recovery services and compliance with treatment

- Improved family-centered services and parent-child relationships

- Increased (*Adequate*) judicial oversight

- Systematic response for participants – contingency management

- Collaborative non-adversarial approach grounded in efficient communication across service systems and court

Family Drug Court *National Strategic Plan*

3 Goals

1

Ensure Quality Implementation

2

Expansion of FDC Reach

3

Build Evidence Base

National Strategic Plan For Family Drug Courts

MARCH 2017



This project is supported by award No. 2015-DU-EE-0002 awarded by the Office of Juvenile Justice and Delinquency Prevention Office of Justice Programs. The opinions, findings, and conclusions or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the Department of Justice.

The Vision – State Leaders Needed

- The next phase of FDC expansion will be dependent on **greater state and local commitment**
- The National Strategic plan envisions a **greater emphasis on cultivating state leadership** needed to prioritize FDCs as an effective strategy and leverage resources needed to achieve full potential

National Strategic Plan For Family Drug Courts

MARCH 2017



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When Systems Work Together, Families Do Better

Recovery

Remain at home

Reunification

Repeat maltreatment

Re-entry

5Rs



The Need to Do Better for More Families



**370 FDCs –
many serving only
5-10% of eligible
families**

The Need > FDC

- Jurisdictions with largest proportion of out-of-home care
- States experiencing increases in out-of-home care caseloads due to opioid crisis

A blurred high-speed train is crossing a bridge over a field at sunset. The train is moving from left to right, leaving a motion blur. The bridge is a steel truss structure. The background shows a field and a power line tower under a warm, golden sky.

What happens for those families?

The wrong zip code.....

The other side of the railroad tracks.....

Is it fair?



An early system of identifying families in need of SUD treatment



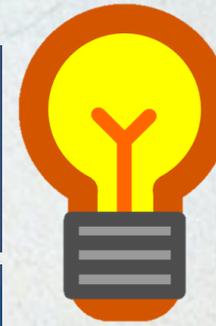
Timely access to assessment and treatment services



Family Relationship Therapies



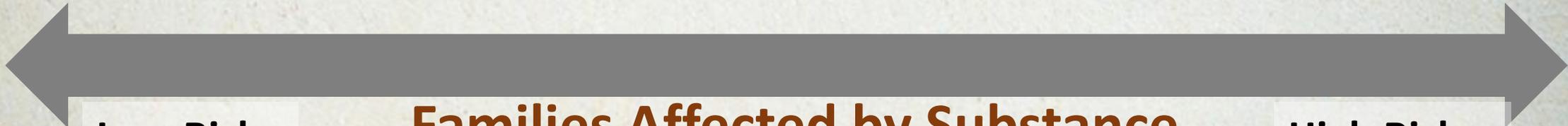
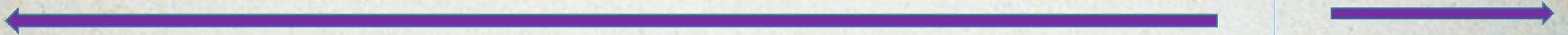
Evidence-Based Parenting



New Approach



Family Treatment Court



Low Risk
Low Need

Families Affected by Substance Use Disorders Continuum

High Risk
High Need



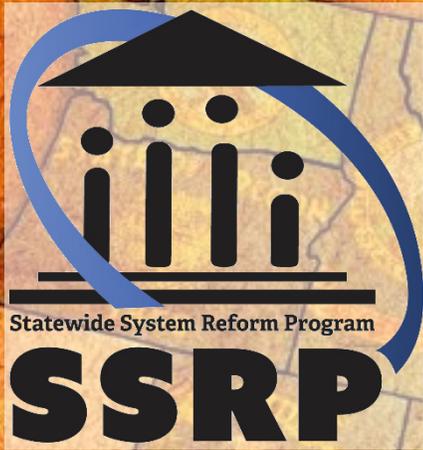
Increased judicial oversight



Collaborative non-adversarial approach and efficient cross-system communication



Increased management of recovery services and compliance with treatment



Colorado
Judicial Department

Judicial Branch of
Iowa

New York
State Unified Court System

Supreme Court of
Ohio

Alabama
Administrative Office of Courts

2016
Judiciary of
Guam

State System Reform Program



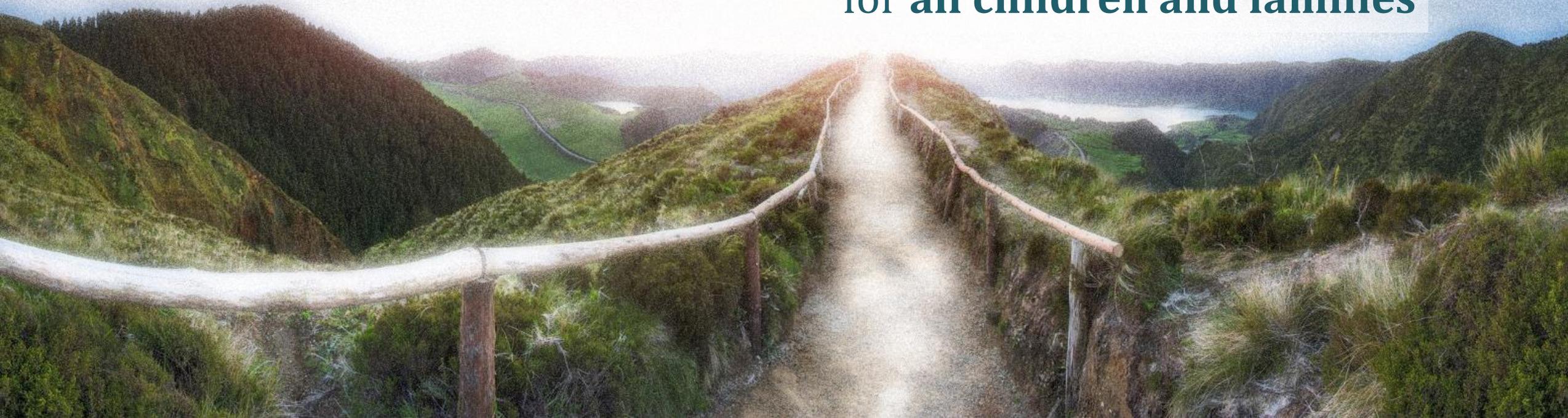
SSRP Objectives

To increase capacity of state child welfare, treatment, and court systems to more effectively intervene with parents and families affected by substance use disorders and involved in the child welfare system by:

1. Implementing practice or policy changes tested in the planning phase
2. Developing and implementing evaluation and information-sharing systems that measure the impact of the implementation plan
3. Improving child welfare and treatment outcomes
4. Disseminate information and lessons learned

What Is Systems Change?

A permanent shift in doing business that relies on **relationships** across systems and within the community to secure needed **resources** to achieve better **results** and outcomes for **all children and families**





How Do We Do Better for All Families?

5 Key Lessons from Statewide Systems Reform Program

+ Opportunities thru National Strategic Plan

Systems Change

- Relationships
- Resources
- Results



A New Approach

Better for Families



State

Changes in

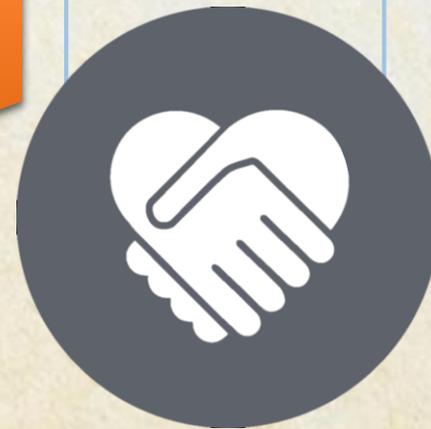
- Statute
- Standards



Local

Changes in

- Policy & Procedures
- Budget



Line

Changes in

- Practice
- Skills & Competencies



#1. Stay focused on the shared vision

*Tied to the underlying purpose of improving
outcomes for children and families*

Keeping Clear Vision

State



Local



Line



- *When you don't agree on the purpose, you argue over the plan*
- State leadership effectively communicating a cohesive message to local jurisdictions was critical to long-term success
- State leaders must help local jurisdictions understand the overall vision and purpose – *“this is our approach to serving all families”*
- Shared vision can help mitigate changes in key leadership positions
- Feedback from line workers is critical – *do they see a need for a change*
- Every level: *Why am I doing this work? How does the new approach help me do my job better*



#2 Real collaboration is needed

Systems Change is a multi-partner initiative – This is not a Court Program

State



Local



Line



Better Together

- Although the SSRP initiative by design is steered by the Awardees' court systems reform efforts cannot be court-centric
- It is imperative for court systems to build strong collaborative and common foundation for systems change
- Several states were able to build from their prior collaborative efforts and immediately establish a structure and garner buy-in across systems
- Governance structures provided the structure for cross-system collaboration



#3 Leaders needed at every level

Every level needs to be engaged and to lead change

State



Local



Line



Everyone is a Change Leader

- Various infrastructure components influenced the implementation of system change initiatives included strong leadership, “champions,” and dedicated staff
- Identify barriers to achieving vision
- Do front-line staff believe the new practice works better than past practices
- Be the change you want to see in the larger system

Anticipate Resistance & Challenges

- Change is always difficult and not everyone recognizes the need for change
- Overcoming resistance to change was a commonly cited challenge
 - *“We’re already doing it”*
 - *“Another thing we have to do”*
- Attaining line caseworker buy-in is critical for initiative success
- A few local jurisdictions discontinued their participation in reform efforts due to a lack of resource capacity
- State teams were challenged in assisting several pilot sites test reform strategies, identify barriers, and monitor their progress

Strategies for Managing Resistance and Proving Support at the Local Level

- Assign state-level liaisons to each pilot county for support and monitoring
- Offer ongoing training and education to encourage buy-in and support, and to improve skills
- Include frontline supervisors and workers in planning from beginning
- Engage supervisors in the “vision” of practice changes to help staff understand the “why” (this is important) in addition to telling them the “what” (needs to be done)
- Listen and consider macro and micro-level ideas to advance reform efforts

Leaders & Champions

- Passionate leaders and champions are instrumental in advancing systems change
- The change initiative, however, should not become associated with a single person who may eventually leave
- Several states experienced changes in executive leadership
- To achieve sustainable systems and organizational change, buy-in and responsibility must be shared at multiple levels across agencies and systems
- Strong leaders balances control with letting things go
- Champions advocate for new approach and expanded reach



#4 Use Data to Make the Case

Data helps measure impact, identify resource gaps, and garner needed resources

Making the Case

State



Local



Line



- Collection of baseline data is necessary to demonstrate change
- Be clear on what needs to be collected
- During pilot phases, collect data even if it shows poor or unexpected results
- Commitment to collection, recognizing importance of performance monitoring, and actually utilizing data is a sign of real collaboration
- All demonstration sites have completed a systems walk-through and a drop off analysis to identify data gaps and systemic barriers to participation



#5 Systems Change Takes Time

Systems Change is a Multi-Year Effort

Planning

Year 1 (2014-2015)

Identify Strategies

Year 2 (2015-2016)

Pilot Strategies
Planning & Testing

NY SSRP had 8 Pilot Sites

Year 3 (2016-2017)

Develop Multi-Year Plan

Implementation

One Year (12 months)

Full statewide roll-out of infusion or infusion strategies

+ 24 months
with Supplemental \$\$



Complex & Gradual Process

- It is a metamorphosis and involves breakthroughs
- The two-year planning and piloting of SSRP was necessary
- Several states experienced changes in executive leadership
- Sustainability planning is an involved process
- States lacked a process to assess community readiness or capacity for reform efforts
- The barriers to achieving systems change need to be identified
- States with previous collaboration efforts built upon prior cross-system efforts, while states without extensive history were challenged in this area

Multi-Year Process

State



Local



Line



- Involves culture shifts and organizational change
- Takes time for individuals within systems to change attitudes and beliefs, adopt new practices, and challenge the status quo
- Building capacity of local level for systems change requires changing behaviors and competencies of individuals
- Moving forward into Implementation Year, state leaders must carefully assess if local sites are ready to handle the ongoing commitments of systems change



What's Next for Ohio SSRP?

Hit the ground running!

Ohio SSRP Lessons Learned

October 24, 2017

THE SUPREME COURT *of* OHIO

Ohio

Department of
Job and Family Services

Ohio

Department of Medicaid



Ohio lessons

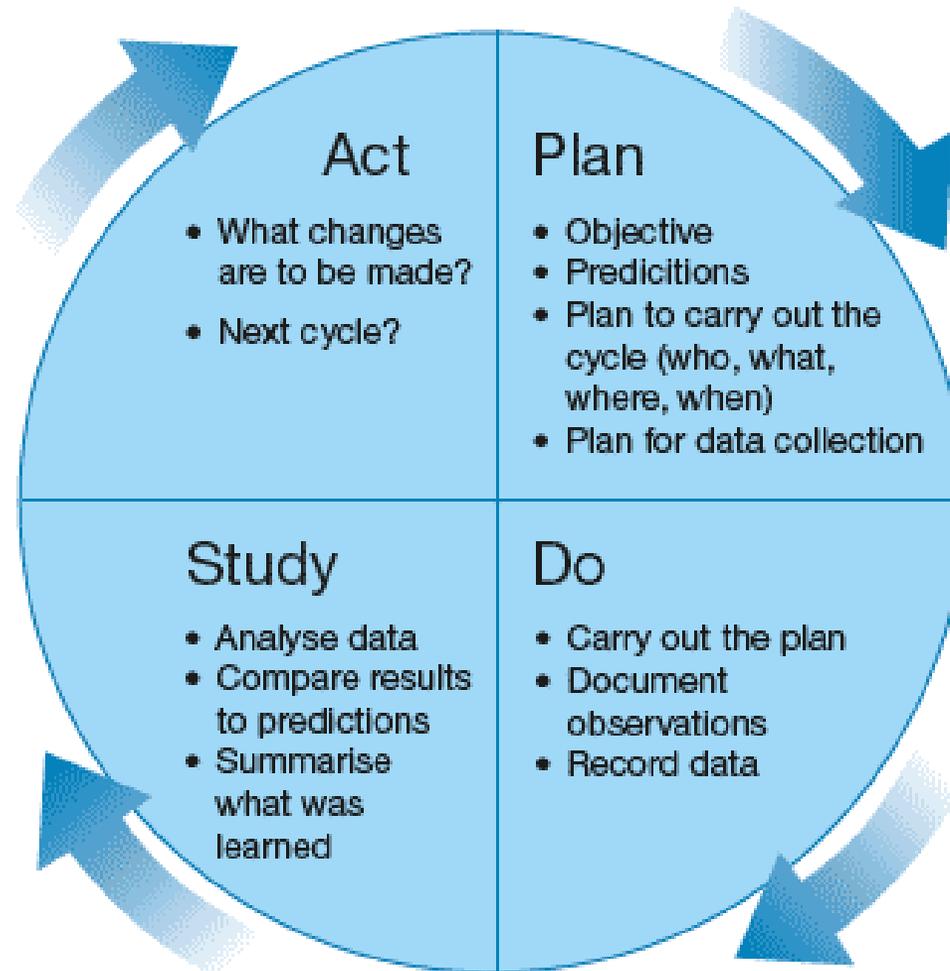
- Collaboration
- Data
- Training
- System gaps

Collaboration

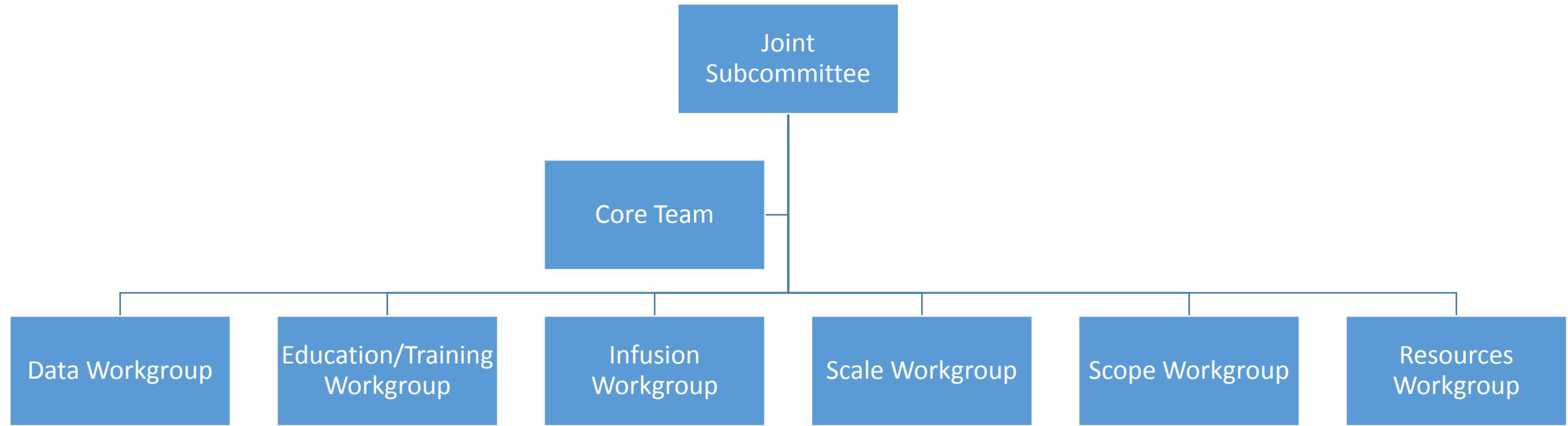
Collaboration

- Requires ongoing cross-systems communication
 - Governance structure
 - MOUs
 - Data sharing
 - Evaluation

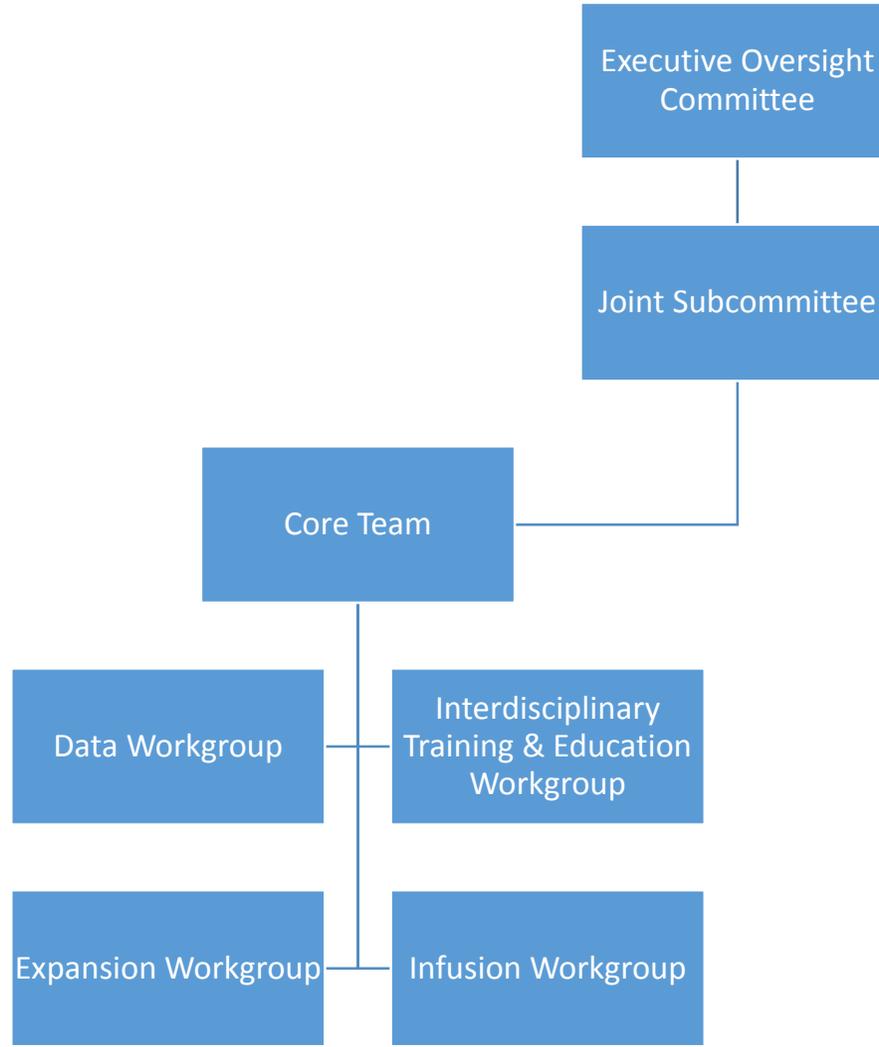
SSRP is a continuous learning process



Governance structure and leadership

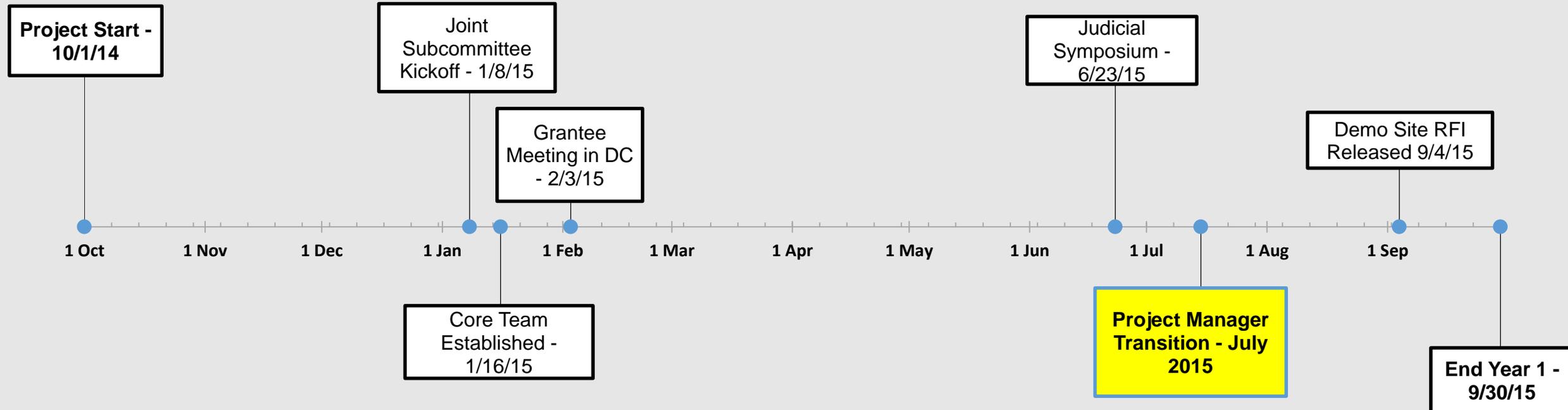


Policy change



Importance of institutionalizing practices

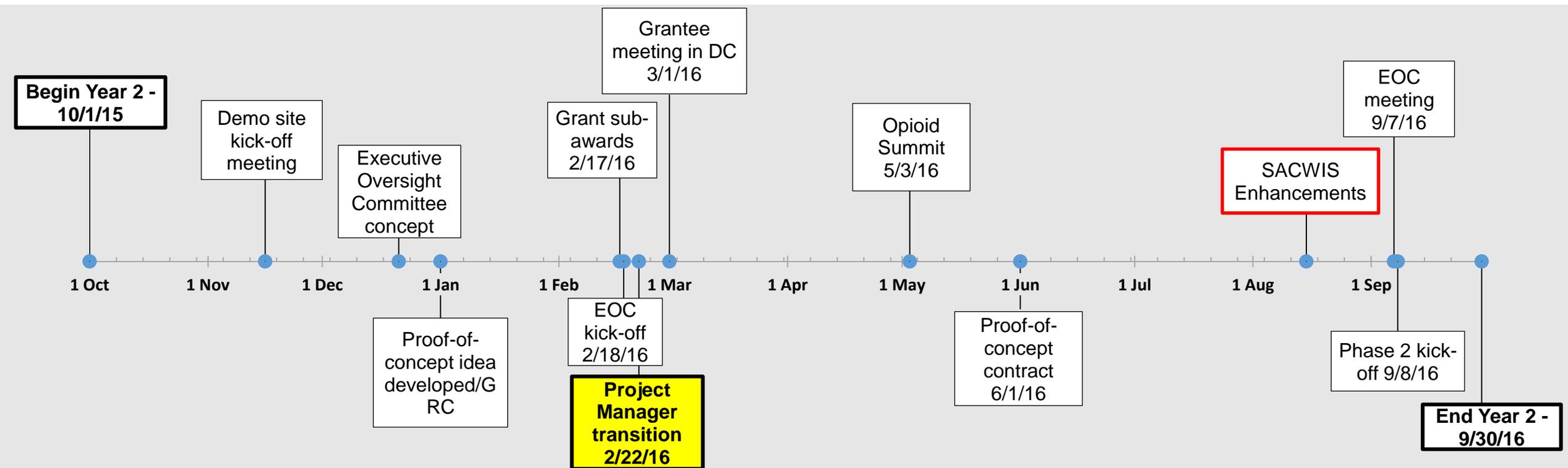
- Year 1: October 1, 2014 – September 30, 2015



Data

Year 2

- October 1, 2015 – September 30, 2016



Quarterly reports

	1 st Qtr (Jan-Mar)	2nd Qtr (Apr-Jun)	3rd Qtr (Jul-Sept)	4th Qtr (Oct-Dec)
1. # of Referrals to Child Welfare Intake that were Accepted for Assessment				
2. # of Parents Screened with Screening Tool				
3. # of Parents Needing Further SUD Assessment as determined by screening tool				
4. # of Parents Referred for SUD Assessment				
5. # of Parents Completing SUD Assessment				
6. # of Parents Receiving SUD Diagnosis				
7. # of Parents Referred to SUD Treatment				
8. # of Parents Referred to Other Interventions				
9. # of AND Cases Filed				
10. # of Infusion Parents Reunified with Children				
11. # of Protective Supervision Cases				

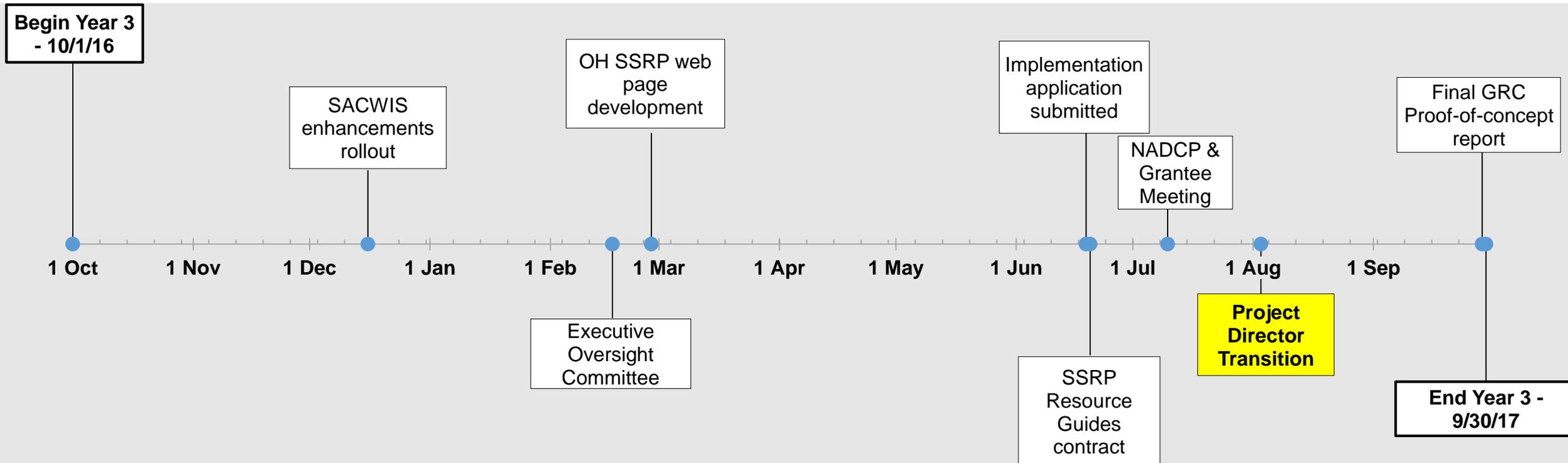
	1 st Qtr (Jan-Mar)	2 nd Qtr (Apr-Jun)	3 rd Qtr (Jul-Sept)	4 th Qtr (Oct-Dec)
1. # of Referrals to Child Welfare Intake that were Substantiated or Indicated				
2. # of Parents Screened with Screening Tool				
3. # of Parents Needing Further SUD Assessment as determined by screening tool				
4. # of Parents Referred for SUD Assessment				
5. # of Parents Completing SUD Assessment				
6. # of Parents Receiving SUD Diagnosis				
7. # of Parents Referred to FDTC				
8. # of Parents Admitted to FDTC				
9. # of Successful FDTC Completions				
10. # of Unsuccessful FDTC Terminations				
11. # of Neutral FDTC Terminations				
12. # of FDTC Parents Reunified with Children				
13. # of Protective Supervision Cases				

Where to Obtain Information for the Quarterly Report

- # of Referrals that were Substantiated or Indicated
 - ROM-Report Conclusions Report
- # of Parents Screened with Screening Tool and # of Parents Needing Further SUD Assessment as Determined by Screening Tool
 - Not Yet Available, contact Kristine Monroe (Kristine.Monroe@jfs.ohio.gov) for assistance
- # FDTC Parents Reunified with Children
 - ROM-Discharge Reason (Federal)
- # Protective Supervision Cases
 - SACWIS-Protective Supervision Legal Status Report

Year 3

- October 1, 2016 – September 30, 2017



Training

www.osatg.org



Learn Well. Do Well.

Search our site: Search

Featured Links:

 2016 OCWTP Annual Report	 Log into E-Track	 Transfer of Learning Tools
 Online ITNAs	 Transition to Supervision Online Course	 Substance Abuse Training Partnership

About the OCWTP Mission Structure Competencies Types of Training Resources Annual Report	For Trainers Log into E-Track Learn to Use E-Track Trainer Conference Trainer Handbook Common Ground Prospective Trainers	For Trainees Log into E-Track Learn to Use E-Track ITNA & IDP SACWIS Resources CAPMIS Resources Caregiver's Corner	Our 8 RTCs Region Map CORTC ECORTC NCORTC NEORTC NWORTC
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HOME PARTNERSHIP TRENDING TOPICS RESOURCES OCWTP DISTANCE LEARNING



Ohio Substance Abuse Training Gateway (OSATG)

The Ohio Child Welfare Training Program (OCWTP) is pleased to offer this website which provides a centralized library of substance abuse resources. Our purpose is to help public children services agencies, foster and kinship caregivers, adoptive parents, and community partners connect with local, state, and national substance abuse resources and work together to better serve families involved with the child welfare system.

For more information about the OCWTP, visit us at www.ocwtp.net.



Supremecourt.ohio.gov/JCS/specDockets/SSRP

- SSRP landing page on website
- Building this out, adding more resources



[SCO HOME](#) » [JCS](#) » [SpecDockets](#) » [SSRP](#) » STATEWIDE SYSTEM REFORM PROGRAM

The Ohio Statewide System Reform Program

Vision

Ohio will have a coordinated system that strengthens families and communities with enhanced integrated services for children and families with substance use and mental health needs.

Mission

To establish a comprehensive strategy for statewide multi-system reform that improves outcomes for children and families in the child welfare system with substance use and mental health challenges.

Goals

1. Develop strategies to increase the number of participants family drug courts can serve and the number of family drug courts operating in Ohio.
2. Develop strategies to incorporate key elements of family drug courts that are most effective in improving outcomes for children and families with addiction issues.
3. Develop strategies to enhance the availability of services for children and families affected by substance use and other co-occurring disorders in Ohio.

Ohio Family Drug Court - Statewide System Reform Program

According to the Ohio Department of Job and Family Services, 42.7 percent of individuals who come into contact with the Ohio child welfare system have been identified as having a substance abuse issue. Additionally, 52.6 percent of those individuals who are screened into the Ohio child welfare system have identified substance abuse issues. A significant gap exists in Ohio's ability to effectively serve all families in the child welfare system affected by parental substance abuse.

The Ohio Statewide Systems Reform Program (SSRP) is examining strategies to address identified service gaps for this population. The purpose of the initiative is to expand the number of clients that can be served through the family drug court model along with related best practice strategies and services to improve outcomes for children and families with substance use and mental health challenges.

SSRP State Partners

- The Supreme Court of Ohio
- Ohio Dept. of Mental Health and Addiction Services
- Ohio Dept. of Job and Family Services
- The Ohio Department of Medicaid

Demonstration Sites

Phase I Demonstration Sites

Expansion - Clermont County, Lucas County, Union County
Infusion - Ashtabula County, Coshocton County, Henry County

Phase II Demonstration Sites

Expansion - Hardin County, Summit County
Infusion - Hancock County, Ross County, Wayne County

Resources

[OSATG SSRP Powerpoint](#)

[Ohio SSRP All Demonstration Site Meeting](#)

Meetings



CONTACT INFORMATION

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www.cffutures.org/national-fdc-tta-program



Family Drug Courts Training and Technical Assistance Program

Funded by: Office of Juvenile Justice and Delinquency Prevention (OJJDP).

The expansion of Family Drug Courts (FDCs) has created a growing need for training and technical assistance to assist State, local and Tribal jurisdictions to build the capacity to develop, enhance, and sustain FDCs. Children and Family Futures (CFF) is a leader in the FDC field providing training, technical assistance, and evaluation to FDCs across the nation for the past 15 years. Currently, CFF is working as both a hands-on and web-based technical assistance provider and program evaluator for more than 60 FDC courts and engaging in FDC

Related Focus Areas

- ▶ Family Drug Courts
- ▶ Family Centered Treatment
- ▶ Evaluation and Performance Measurement

Service gaps

Addressing system gaps

- GRC is analyzing local data and will start distributing quarterly reports to SSRP sites.
- Performance Docket Quarterly (PDQ), a publication through CIP
- OhioMHAS is providing training to providers on data collection and navigating the OHBH system
- SSRP sites are eligible for supportive funding to support the policy and practices changes they are implementing

Ohio lessons

- Collaboration
- Data
- Training
- System gaps

Demonstration sites

- Ashtabula County
- Clermont County
- Coshocton County
- Hancock County
- Hardin County
- Henry County
- Lucas County
- Ross County
- Summit County
- Union County
- Wayne County



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Becoming a Demonstration Site

- The Family Court and its community partners have an extensive history of collaborative efforts
- The Court and community partners began training, planning and collaborating in efforts to approach cases that involved substance abuse disorders differently
- Court began planning for a Specialized Docket
 - The Court committed to utilizing the Reclaiming Futures model as the overarching method of operation in the Juvenile Court and Specialized Dockets.
 - The Court and its partners began infusing the practices of specialized dockets

Strategies Tested

- Chose a universal screening – GAIN
 - DJFS investigators are screening all people involved in official investigations
 - Refer for assessment when appropriate
- Established Milestones (phases)
 - Participants began signing onto expectations prior to beginning a new phase
- Frequent Review Hearings
 - Participants start the process coming once a week
 - Unless they are in residential treatment, then come to court every other week

Successes

- Established an executive committee (meets twice a year) and steering committee (meets monthly)
 - Constantly monitoring members and adding community partners to address needs and barriers
- Created MOU's for partner agencies – all were signed
- Implemented a screening and referral to assessment system
 - Children's Services created a checklist to assist investigators to ensure screenings are completed and referrals were being made and information was entered into SACWIS
 - Children's Services and local AOD provider developed a system so that the provider immediately notifies Children's Services if a CS referred client does not attend an assessment or does not call to verify an appointment.

Successes

- Working with ADAMHs board to have a clinician available one day a week to perform mental health and AOD assessments for court and DJFS referrals
- Identified an evidence-based family-centered program (Celebrating Families), received notification that the program will be funded by the local ADAMHs Board, and will be provided by a local AOD treatment provider in the Four County area.
- Received certification to have a specialized docket for a Family Dependency Treatment Court

Successes

- The Judge, a committee member, and court participant have participated in different town hall meetings
- The Judge and court staff have joined a local opiate taskforce
- One set of parents and one mother have been reunited with their children and have made a family placement for another case
- Another participant will graduate at the end of this month
- One current participant has her children placed back in her care on a trial basis

Challenges

- Collecting Data
- Drug-Screening (cost, false positives, drugs to test for, weekend/night screening)
- Medical Professionals prescribing opiates to people in recovery
- Transportation
- Employment (especially if the participant has a felony)
- Affordable Housing

Family Drug Court Resources



Family Drug Court *National Strategic Plan*

Vision:

Every family in the child welfare system affected by parental/caregiver substance use disorders will have timely access to comprehensive and coordinated screening, assessment and service delivery for family's success.

Ensure Quality
Implementation

Expansion of
FDC Reach

Build Evidence Base

National Strategic Plan For Family Drug Courts

MARCH 2017



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www.cffutures.org/fdc

Family Drug Court *Learning Academy*



- Over 40 webinar presentations
- 5 Learning Communities along FDC development
- Team Discussion Guides for selected presentations



www.cffutures.org



Family Drug Court *Blog*



- Webinar Recordings
- FDC Resources
- FDC News



www.familydrugcourts.blogspot.com

Discussion Guide *Understanding Treatment*



www.cffutures.org

- For Child Welfare and Court Professionals
- Build stronger partnerships with treatment
- Ensure best treatment fit for families

Family Drug Court *Online Tutorial*

- Self-pace learning
- Modules cover basic overview of FDC Model
- Certificate of Completion

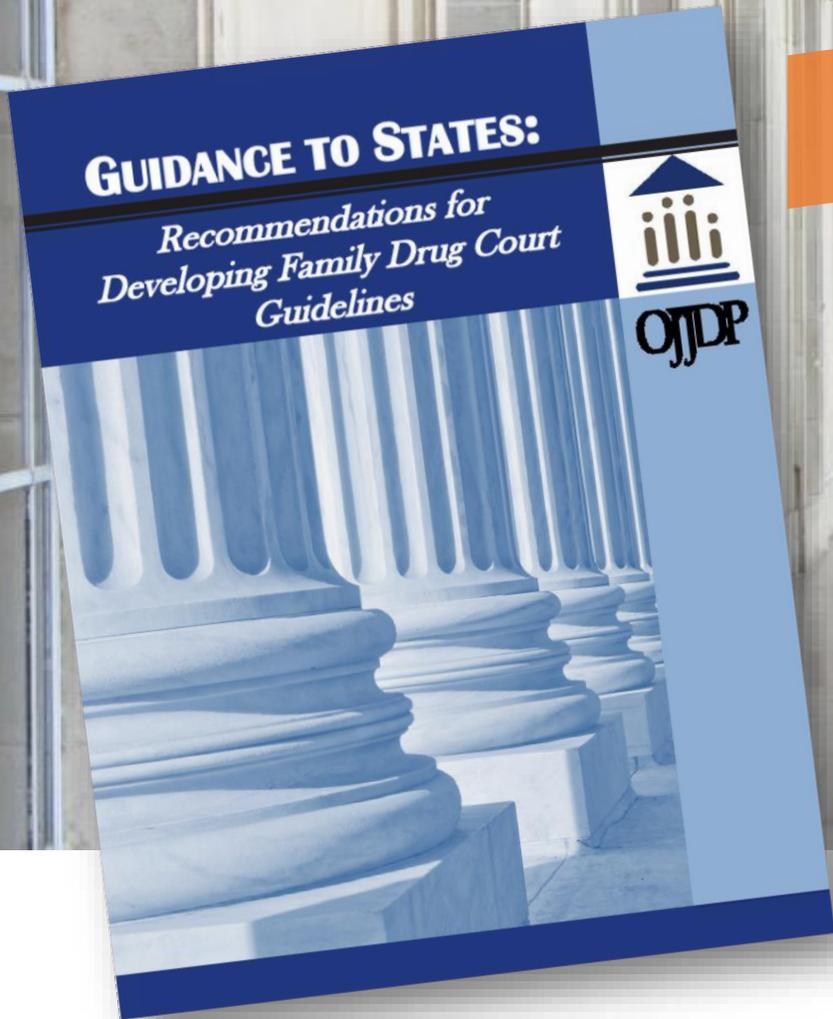
Ask us for a demo!



www.cffutures.org



Family Drug Court *Guidelines*

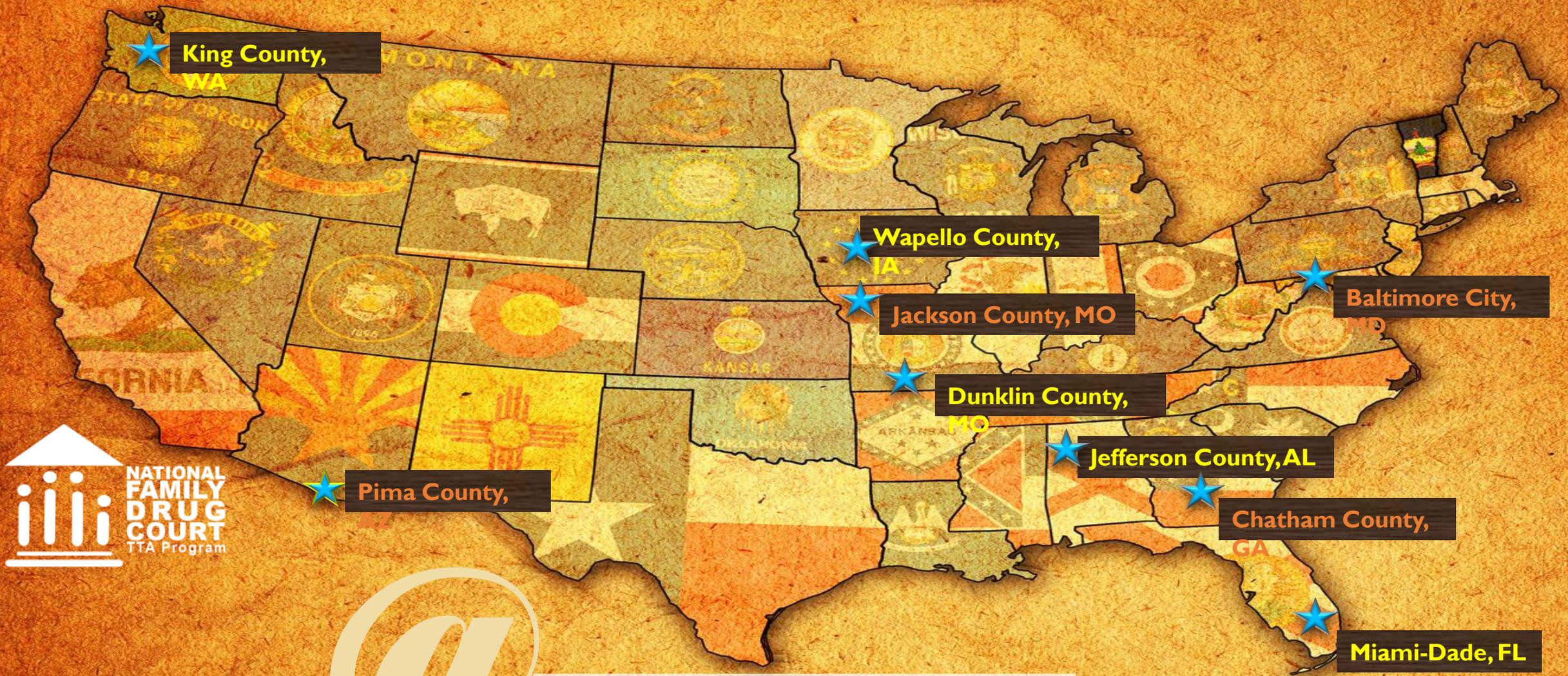


2nd Edition – Research Update



www.cffutures.org/fdc/

Family Drug Court *Peer Learning Court Program*



fdc@cffutures.org

Family Drug Court *Orientation Materials*



Discipline Specific

Child Welfare | AOD Treatment | Judges | Attorneys



www.cffutures.org/fdc

Implementation Lessons Family-Centered Approaches

Learn!

5 Briefs

3 Year Grant

Round 1 Apr. 2014 - May 2017



4 Family Drug
Courts

- San Francisco, CA
- Pima County, AZ
- Robeson County, NC
- Tompkins County, NY

Read!

Case Studies (All Four Grantees)

Overview of PFR

Key Lessons for
Implementing a Family-
Centered Approach

Cross-Systems Collaboration,
Governance, and Leadership

Evidence-Based Program
Implementation

Building Evaluation and
Performance Monitoring
Capacity of FDCs

Collaborate with Children and Family Futures to **Design and Implement Your Evaluation**

Measure the Difference You Are Making



CFF is a leading provider of **Research and Evaluation** support to national, state, and county efforts to address the needs of children and families

For more information visit: www.cffutures.org/evaluation or



NCSACW Online Tutorials *Cross-Systems Learning*

Understanding Child Welfare and the Dependency Court: **A Guide for Substance Abuse Treatment Professionals**

Understanding Substance Abuse and Facilitating Recovery: **A Guide for Child Welfare Workers**

Understanding Substance Use Disorders, Treatment and Family Recovery: **A Guide for Legal Professionals**

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