Vermont Department of Health: Substance Use Disorder System of Care Enhancement

Recovery Support Services (RSS) Initiative Monthly Recovery Center Director Touchpoint
February 5, 2026

VERMONT
DEPARTMENT OF HEALTH

Agenda

- Welcome
- Updates and Announcements
- RSO Certification Process Check-in
- Ongoing Discussion on Systems Implementation
  - Request for April Agenda Items
  - Introduce Strategies for Implementing Change Throughout your Organization
  - Preview April Workflow Discussion
- RSS Medicaid Budget Refinement
  - Recovery Coaching Data Review
  - How Data will Inform Adjustments to the Estimated Budget
- Closing

Updates and Announcements

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Our next two meetings will have different formats:
- March Virtual Q&A Session (30 min)
- April In-person Meeting

Are there any updates to share on either of the following topics?
- EMR Research
- Slack Channel

Surveys
- ED Survey
- Board Survey due February 21

[New Feedback Form](#)

Update on CCBHCs

RSO Certification Process Check-in

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In last month's RCD Touchpoint, we heard from the RSO Certification team about key process steps and reminders related to the certification process.

In January, we heard some initial thoughts from Recovery Center Directors about ways that you are supporting your organizations to make improvements based on feedback from VDH.

Does anyone have thoughts they want to share as a follow-up to last month's conversation or other reflections on the RSO process thus far?

Ongoing Discussion on Systems Implementation

Request for April In-person Meeting Ideas

VDH is planning for an in-person meeting with Recovery Center Directors in April. We are assessing potential dates and locations and will let Directors know as these details are confirmed.

In April we plan to spend time continuing discussions about workflows and strategies for implementing change.

What other topics would you like to see on the agenda for April?

How can we best spend our in-person time together?

Introduction: Systems Responses for Implementing Change

Below is an overview of some tools and strategies that can be used to implement new policies in your organizations. We will introduce this topic today and spend more time doing a deeper dive during our meeting in April.

Policy Ownership

- Assign a policy owner for implementation, monitoring and updates

Consequences and Rewards

- Include compliance with policies in the annual reviews

Operational Systems

- Checklists
- Job aids that staff can carry with them
- Create a step-by-step "how-to" guide

Training

- Monthly review of one policy at staff meetings
- Include updates in shared staff meeting document
- Use a variety of communication channels
- Different training depth based on responsibilities
- Staff confirm policy understanding annually
- Role playing for some policies
- Implement a mechanism to unpack near misses and learn from them

System Enforces Controls

- Example: requiring certain fields in the EMR

Leadership Reinforcement

- Leaders regularly reinforce policy expectations
- Leaders' tone towards policy helps create the culture and clear expectations
- Link policies to values and the organizational mission

Monitoring

- Spot checks
- Random internal audits
- Self assessments
- Hold supervisor check-ins on new information and how it's being implemented

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Preview of April Workflow Discussion

In upcoming meetings, we will discuss different approaches and workflows that Centers have been implementing to maintain compliance with RSO Standards and documentation requirements.

What is a workflow?

Do you have any workflows written down so far?

In April we will focus on processes for inputting documentation in RDP. To prepare for this discussion:
- Please send Greg a simple workflow of your process, noting any decision points

During April's meeting, we will look at a few of the different workflows and focus on:
- Where potential bottlenecks are
- Where problems may arise
- If there are inefficiencies that can be improved

RSS Medicaid Budget Refinement

Recovery Coaching Data Collection Follow-up

The Department of Health has received data from 9 Recovery Centers regarding recovery coaching thus far. Please submit your Center's data using this form if you have not already done so to help inform refining of the draft RSS Medicaid budget.

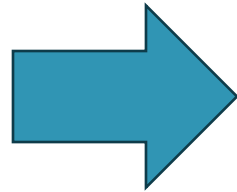| Draft RSS Medicaid Budget – October 2025	
Category	**Assumption**
Average Number of Recovery Coaching Sessions per Participant	6
Average Length of Session	1 hour
# Served	3,107*
Number of Sessions (# served multiplied by 6 average coaching sessions per participant)	18,642
Average Hourly Rate	$49.34
Estimated Annual Budget Across all 12 RSOs	$919,796

Findings from Recovery Center data collection:

1. What is the average number of Recovery Coaching sessions each participant received at your Center in FY25?
   - Responses ranged from 2 to 45 sessions

2. What is the average length (in minutes) of each Recovery Coaching session that took place in FY25?
   - Responses ranged from 40 to 60 minutes

3. How many unique individuals received Recovery Coaching through your Center during FY25?
   - Responses ranged from ~40 to ~300 people

*Note: 3,107 individuals served is an average of ~250 per Center.

RSS Medicaid Budget Refinement

VDH plans to use the updated recovery coaching data submitted by Recovery Centers to refine the RSS Medicaid budget*. An example process is outlined below.

Draft RSS Medicaid Budget – October 2025	
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Refining the Draft RSS Medicaid Budget	
Category	Updated Assumption based on Data Collected
Average Number of Recovery Coaching Sessions per Participant	16
Average Length of Session	1 hour
# Served	1,873**
Number of Sessions (# served multiplied by 16 average coaching sessions per participant)	29,968
Average Hourly Rate	$49.34
Estimated Annual Budget Across all 12 RSOs	$1,478,621

*Please note that this is a draft RSS Medicaid budget using a draft rate and is presented for informational purposes only
**Projection based on current data received from 9 Recovery Centers thus far

Additional Background on What Goes Into the Rate

Following initial discussions about the draft RSS Medicaid rate of $49.34/hr, VDH is sharing additional information about the inputs and process.

Variable:	Includes:
Direct Staff Costs and Billable Time	• Hourly wage of staff rendering service • Employee benefits • Assumptions around billable hours per week
Supervisor Position	• Direct service workers reporting to one supervisor • Hourly wage of supervisor • Employee benefits • Assumptions around hours of supervision per direct staff per week
Office Space	• Square feet of service space • Annual cost per square foot • Annual facility cost
Mileage Reimbursement	• Miles driven by direct staff to see clients in a week • Federal mileage reimbursement rate
Admin and Program Support	• Program support funding per day • Administration percent

Closing

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Thank you!

We appreciate your time this afternoon and look forward to seeing you in upcoming board development sessions and our Q&A session in March!