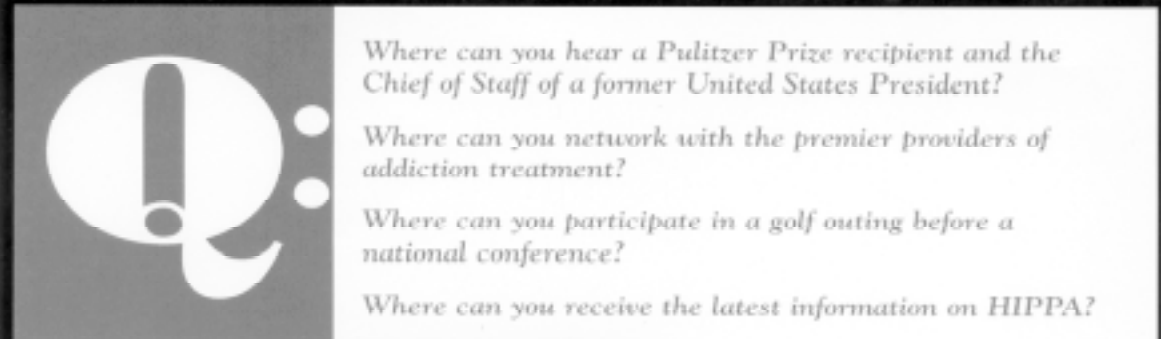
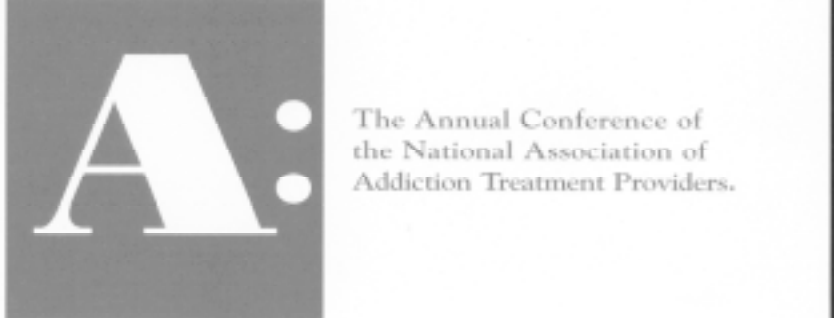



VISIONS

February, 2002


NAATP Visions is the official newsletter of the National Association of Addiction Treatment Providers (NAATP), the American College of Addiction Treatment Administrators (ACATA), the National Adolescent Treatment Consortium (NATC) and the National Treatment Consortium (NTC).

The annual conference of the National Association of Addiction Treatment Providers will provide you with all the tools you need to create and maintain a value-added environment. This conference will feature clinical, administrative and financial track, as well as special presentations on Board/Organization relationships. *Join us!*

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RJH SEES IT

NAATP Moves Toward New Dues Structure

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Since the very early years of the National Association of Addiction Treatment Providers in 1978, the dues structure has been based on a formula built around *licensed beds*. That formula served the organization well for the initial years of the organization, but as we move through the 25th year of this organization, there is a need for a totally new approach to membership dues.

The **licensed bed** common denominator worked well when NAATP was primarily a treatment bed driven organization and when the concept of licensed bed had a common meaning and understanding. In the late 80's and early 90's the concept of licensed bed began to lose its value as many organizations had far more licensed beds than operational beds. Therefore individual adjustments were made to accommodate this and to have a dues structure that more accurately reflected the reality of the treatment actually being provided.

Likewise, the 90's saw a significant increase in ambulatory services or services delivered to individuals who did not occupy a *licensed bed*. Traditional rehabilitation programs began to offer and expand their ambulatory services and a number of organizations were developed around a model of only offering ambulatory services.

This changing landscape initiated a protracted discussion by the Board of Directors of NAATP to develop a *revised* membership dues structure. The goals of the discussion were to develop a dues structure which:

- Was easy to understand and administer,
- Was fair and equitable to NAATP members and prospective members, and
- Provided the necessary revenue to maintain and grow the operations of the National Association of Addiction Treatment Providers.

Over the course of several years, this issue was a constant on the agenda of board meetings and a number of specially appointed task forces returned recommendations which were reviewed, debated and tested. On February 12, 2002 a historic event occurred at the NAATP board meeting when a proposal was presented to the board, discussed and unanimously approved.

The proposed new dues structure is built on the common denominator of **Gross Charges** related to addiction treatment business. Thus the denominator is established irrespective of the *location or setting* for the treatment. As a part of the Board discussion, it was acknowledged that the larger organizations have and will continue to provide a larger share of resources to NAATP than smaller organizations. A grid has been established for members

to slot themselves into and determine their NAATP dues. That grid is provided below.

NAATP DUES STRUCTURE
ADOPTED BY BOARD OF DIRECTORS
2/12/02

This formula is based on Gross Charges for Chemical Dependency activity.
This model caps NAATP dues at \$10,000

This model treats multi-site/location organizations as one and the dues should be paid on the total for all.

Gross Charges	NAATP Annual Dues
Gross Charges less than 1.5M	\$750.00
Gross Charges 1.5M but less than 3 M	\$850.00
Gross Charges 3M but less than 5M	\$1,200.00
Gross Charges 5M but less than 8M	\$2,000.00
Gross Charges 8M but less than 12M	\$3,500.00
Gross Charges 12M but less than 18M	\$4,800.00
Gross Charges 18M but less than 25M	\$6,500.00
Gross Charges 25M but less than 35M	\$9,000.00
Gross Charges greater than 35M	\$10,000.00

The Board's plan is that this grid will be shared with the membership between now and the next NAATP Board meeting scheduled for May 18, 2002 in Scottsdale, AZ. During that time, members should offer any comments or observations to NAATP board members (you can find a list of current board members in your Membership Directory or on the NAATP website at www.naatp.org).

In May the Board will consider any received comments and adopt a final NAATP dues structure which will be implemented January 1, 2003.

This has been a long process, but your Board feels that it has achieved the intended goals and that this will position NAATP to move ahead as a strong voice and organization representing the interests of addiction treatment providers.

That's The Perspective of RJH

Now, More than Ever, Look to the Future

By Anthony C. Gruppo and Monique ter Haar

In the aftermath of the tragic events of September 11, and the impact they have had on our collective Psyche and on the economy worldwide, predicting the future—never easy to do—has become even more difficult. But, as the leaders of the agencies and organizations, your focus must be directed toward the future. As we outline in our book, *Six Degrees of Impact: Breaking the Corporate Glass*, there are tools you can use to build and manage your organization's future.

Leadership—The First Degree

Start by analyzing those aspects of your efforts that are impacted by the economic downturn and world events. Dedicate leadership and management time to determining the effect the recent events have taken on your colleagues, clients, and community. We refer to colleagues, clients, and community as the “cores,” because they are at the core of personal and organizational mission and vision. The cores are your support networks as well as your strategic foundation. As leaders, you need to look past your own concerns and focus on the needs of the cores. Support your cores to think in proactive terms when soliciting their involvement in and commitment to your organization's mission and objectives. Encourage the leaders around you to make solid, informed decisions, and support and acknowledge their efforts as this will motivate and reward them. In addition, since the cores follow decisive leaders, you must be visible to all three cores.

Now is the perfect time to adopt a *Servant Leader* style of leadership, as employee morale is currently low among many in the workforce. Colleagues are faced with layoffs, reduced benefits, personal concern for safety, and even organizational shutdowns. Leaders are not immune from these issues, but when you choose to serve others before serving yourself, you will produce increased morale, greater motivation, and strong organizational performance. Believe in your ability to lead in tough times. Remember that every great leader also knows when to follow. Listen to the needs of your cores and follow through with action. As a result, you will build hope and a strong goal delivery system for your cores.

Strategic Planning—The Second Degree

Strategic planning often results in a beautiful, dust-covered binder set to rest on a leader's shelf of failed attempts. Organizations spend countless dollars on strategic plans, but they never make the cultural and philosophical changes necessary for successful implementation. If we thought strategic planning was a challenge in the past, many have little hope for more than visions (not the leadership kind!) in the future. We used to think that if we planned three to five years out, we were being great leaders. If you could plan out ten years, you might even be considered visionary. Since the events of September 11, we have experienced days that have captured lifetimes. Now, daily, we are reminded of the fragile nature of life, not to mention business. The following concepts are designed to generate positive energy in your organization, which in turn leads to continued success and achievement for colleagues, clients, and community.

We suggest *Impact Planning* as a method for energizing your strategic planning process. Impact planning is a high-energy, fast-paced model that equally addresses the diversification of revenue and the diversification of roles and responsibilities for leadership. It is based on ownership and individual accountability, fueling the organization's machinery. It does not issue permits to corporate caves where management can hide from its toughest challenges. There are goals that seem possible in the planning session, but once exposed to the outside environment, their viability is suspect, if not compromised. Accordingly, this makes it even more critical for you to consider contingency planning during the strategic process. Setting your end-game strategies at the beginning will enhance your ability to deal with the unknown crisis. Review the risks and rewards of the partnerships that you have with your cores; partnerships that are required for your strategies to gain impact. When you work to involve the cores in the Impact Planning process you recognize their critical involvement, their “ownership” of your outcomes, thus creating a supportive environment that will pay dividends when times get tough.

Research and Development—The Third Degree

Research and development fuels the impact planning engine. It is the foundation for transforming blueprints into buildings. It is the development mine for the skill sets and resources your organization will need in the future. Focus your research and development initiatives on framing contingency plans for each of the Six Degrees in your organization. Working through this framework will address the perpetuation of your leadership, the diversification of revenue, crisis management, and the performance accountability required for your organization's growth. This type of planned development positions your organization to build your reserves in a strong market and minimizes the necessity to make deep cuts during rough times. Research the products and services that will be necessary in the future, not just those that seem important in the present. Consider establishing entrepreneurial advisory boards to develop long-range concepts with support from the core. Work to establish performance objectives early to keep your sights focused on the business of your mission, rather than the mission of business. Attend a work-study project with other leaders, regardless of your years in the business. Above all, research and development should increase your responsiveness. Never allow the detail slow you to a crawl.

Marketing—The Fourth Degree

Turbulent times call for high-speed “mining” to build successful marketing campaigns. Organizations cannot afford to take the long path through the marketing plan. Consider how your world has been changed by events and how your organization's resources can change the world. Frame each of your Impact Plan goals in short- and long-range marketing approaches that allow your benefits to outweigh costs. Then take them (your new or revised programs or services) for an internal trial run. If your own staff/employees won't buy into what you need to accomplish, it is a good bet others (clients, funders, volunteers) won't either. And it will take everyone to promote, market or sell your programs or services, not just those who are blessed to have the marketing moniker as a part of their title.

Continued on page 4

Continued from page 3

Listen closely for fresh perspectives during this stage and welcome objection. This is your trial run for removing objections and building credibility. Use the talent of your core; they will insure that your mountain is not built out of matchsticks.

Human Resources—The Fifth Degree

Your employees, staff, colleagues, and workers face several diseases. In part due to the events growing out of the September 11 attack on America, “illnesses” such as personal fear for themselves and their families and economic struggles are taking their toll on this group of people. Take the time as a leader to meet and talk with those comprising your internal core. Leave your workstation and engage people in their environment. Listen to them. Seek solutions to their problems and promote their achievements. Spend time in their space to build an understanding for the environment each of them face. Mine their strengths by creating opportunities for them to be part of the solution-development process and the resulting outcomes.



Outcomes—The Sixth Degree

The outcomes that the cores desire should be identified in the Impact Plan. You, as a leader, then set the pace and assign resources to the development and marketing of the plan. As results are actualized, as outcomes become known, it becomes time to disperse achieved benefits. Reward and recognize those who took part in and were responsible for ensuring that progress produced the desired results. You will not need to downsize and will minimize the need for other negative decisions in tough times if you plan properly.

*Anthony C. Gruppo and Monique ter Haar are leaders of LMC Impact, a national community of entrepreneurs offering customized business solutions. They are nationally recognized consultants and performance coaches. Together, they authored **Six Degrees of Impact: Breaking the Corporate Glass**. Gruppo and ter Haar can be reached at LMC Impact, P.O. Box 20111, Lehigh Valley, PA 18002-0111. Main phone: 800-686-0120, Fax: 610-866-0189, Anthony Gruppo: 610-216-3223, Monique ter Haar: 610-730-9049 or Email at agruppo@lmcimpact.com or mth@lmcimpact.com. Visit LMC at www.lmcimpact.com.*



NAATP Board Members discuss the recent decision to change the membership dues structure for the National Association of Addiction Treatment Providers at Board meeting hosted by the Betty Ford Center.

Haymarket Center will present the eighth annual Summer Institute On Addictions Conference **July 24 to July 26, 2002**, at **The Chicago Athletic Association, 12 South Michigan, Chicago, Illinois**. Keynote speakers will be **Bill White, M.A., Stanton Peele, J.D., Ph.D., and Anna Salter, Ph.D.** For more information, contact Carol Blyskal at (312) 226-7984 x396 or view our website at www.hcenter.org.

Roger A. Curtiss Assumes Presidency of Nation's Leading Addiction Counseling Association

Roger A. Curtiss, a 20 year addiction professional from the heart of the Rocky Mountain West, has been named president of the nation's leading addiction counseling association. He will be formally installed as President of NAADAC, the Association for Addiction Professionals at their Annual Conference in Boston in July 2002.

"For more than thirty years, NAADAC has been the leading advocate for the alcoholism and drug abuse counselors and we must not lose touch with our associations purpose...to help develop the skills and enhance the well being of professional alcoholism and drug abuse counselors," Curtiss said. "Also, as President, I will strive to enhance NAADAC's current position as the premier association that will help provide the leadership to increase public funding for addiction treatment, enhance public policy, strengthen research and prevention, and someday provide treatment on demand."

For the last four years Curtiss has been the Treasurer for NAADAC and previously served as Northwest Regional Vice President for three years. He is currently the Executive Director of Rocky Mountain Treatment Center a free standing inpatient treatment facility in Great Falls, Montana. He is a Montana Licensed Addiction Counselor and a Nationally Certified Addiction Counselor II.

NAATP 2002 Benchmark Survey

- Have you received your NAATP 2002 Benchmark Survey?
- Have you completed your NAATP 2002 Benchmark Survey?

Contact the NAATP office with any Questions!

House Committee on Government Reform Holds Hearing on National Drug Control Strategy: Treatment and Prevention Priorities Discussed

Recently, the House Committee on Government Reform's Subcommittee on Criminal Justice, Drug Policy and Human Resources held a hearing on the recently released National Drug Control Strategy. John Walters, Director of the Office of National Drug Control Policy (ONDCP), was the sole witness at the hearing, appearing to answer questions about the Strategy and the President's FY 2003 budget request. Congressman John Mica (R-FL) chaired the hearing on behalf of Chairman Mark Souder (R-IN) who was unable to attend. Ranking Member Elijah Cummings (D-MD) also attended the hearing. No other members of the Subcommittee were present.

During his testimony, Director Walters described the goals and principles of the National Drug Control Strategy, including the Strategy's goals of reducing current use of illegal drugs by 10% in the next two years and by 25% in the next five years, and its first two principles of: 1) Stopping drug use before it starts: education and community action, and 2) Healing America's drug users: getting treatment resources where they are needed. Director Walters also described how the President's FY 2003 budget request supports these goals and principles by providing increased funding for prevention and treatment programs, including a \$9 million increase for the Drug Free Communities Support Program, a \$2 million increase for Drug Courts, a \$60 million increase for the Substance Abuse Prevention and Treatment Block Grant and a \$109 million increase for the Center for Substance Abuse Treatment's Targeted Capacity Expansion Program. In addition to these budget increases, Director Walters described the steps that the Office of National Drug Control Policy is taking to improve the management of the drug control budget as a way to increase competition for resources and invest in programs that work.

In their opening remarks, Congressmen Mica and Cummings expressed support for Director Walters' leadership and the Drug Control Strategy. Congressman Mica, however, expressed concern that many drug treatment programs have poor track records and urged the Office of National Drug Control Policy to create criteria for evaluating the relative success of treatment programs so that programs that are not working would no longer receive government support. Director Walters explained that ONDCP is working the Department of Health and Human Services and the States to improve the delivery of resources and the evaluation of services. However, Director Walters also stated that data collection and performance measurement initiatives are still under development and would be for at least the next year. Congressman Cummings delivered remarks in support of the effectiveness of drug and alcohol treatment services, citing a recent study of Baltimore programs, and urged the complimentary working relationships of drug and alcohol treatment and law enforcement. Additionally, Congressman Cummings asked Director Walters about crack-cocaine sentencing disparities, and Director Walters stated that the Administration was reviewing the issue and would be delivering a recommendation in conjunction with the United States Sentencing Commission within the next several weeks.

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The 2002 NAATP Benchmarking data forms are due back in the NAATP office by April 3, 2002. If you have misplaced your survey or do not have the address to access the survey on line, call the NAATP office today at 717-392-8480!

Information, not data is the key to quality decision making!

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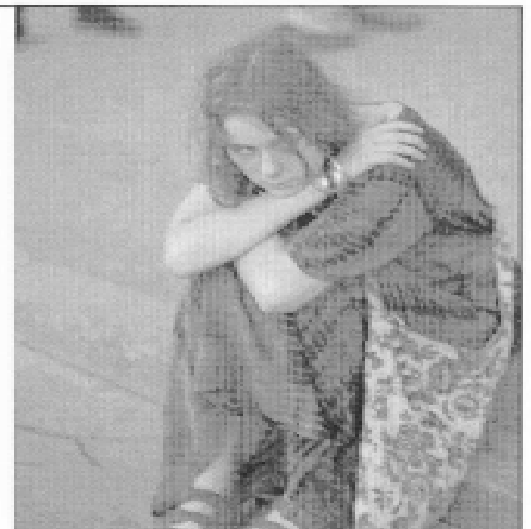
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ftentimes the addiction treatment field has come up short when we have attempted to engage researchers, public policy makers, payers and even each other in conversations about what we do and how we do it. We have pled our case more on passion than on information and we have reacted in utter amazement when others did not respond with the same level of enthusiasm that we had in making our argument.

Although there are many reasons why this scenario has been repeated over and over again, a key factor is that we continue to mistake data for information. There is not an NAATP member, or for that matter an addiction treatment provider, that does not have stacks of data. We have recorded and stored data for as if data in and of itself would solve our problems. We have data on lengths of stay, on AMA rates on admission conversion rates, on medication errors, on days in detoxification, on payer sources and so on until the data files threaten to take over.

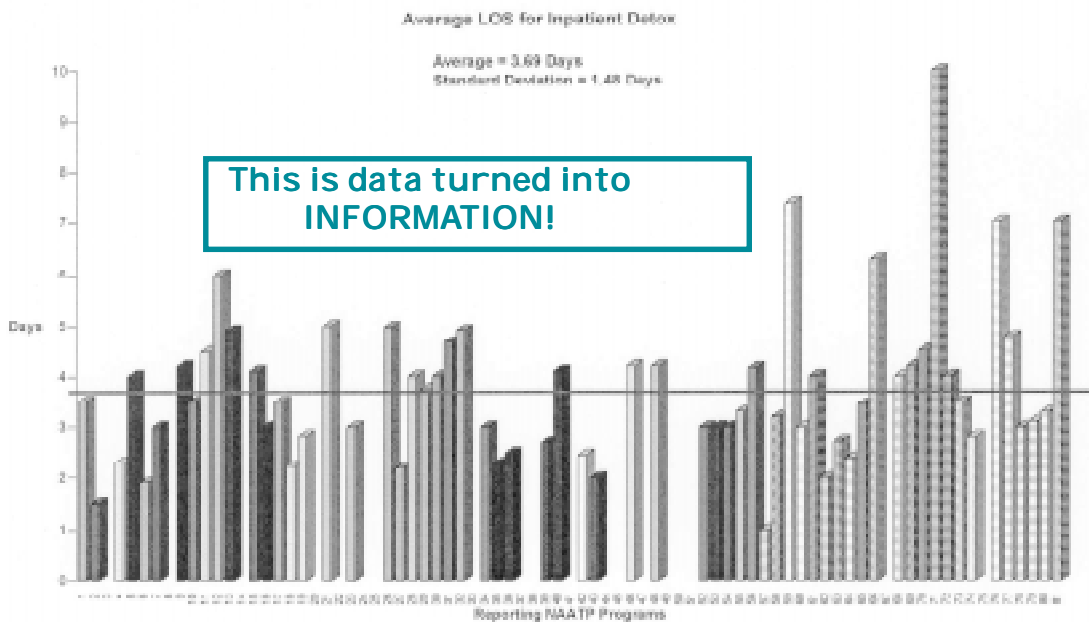
But data is not information and unless you have information you cannot make sound clinical, business and financial decisions. Information is *relational data!* It is data that is arranged in such a way that it can be seen and viewed in relationship to other data of like origins. Your own AMA rates from detoxification is only data and only becomes **information** when it is arranged and compared to the data of other programs that also measure the AMA rates from detoxification. The more closely the data is measured in the same way then the information becomes even that much more useful.

For the past five years, the National Association of Addiction Treatment Providers has provided its members with **INFORMATION!** Through the collection of data from individual members and then graphing that data out and providing a way for organizations to view themselves and their data in relationship to others, information emerges.

This is information that is simply not available through any other source. For 2002, the data collection period runs through **April 3, 2002**. This year you have two methods of providing the information. You can go online at www.naatp.org/benchmarksurvey.html and complete the survey or you can complete the “standard” paper version of the survey and return it to the NAATP office.

The only way that you will have access to this information is if you complete the survey. If you would like access to over 50 graphs that turn over 50 different data items into information, complete the NAATP 2002 benchmark survey today.

Be sure to watch the next issue of the newsletter for additional articles on this benchmarking information and on the various additional products that are now available.



Upcoming Events for Your Calender

The **National Institute on Drug Abuse** will host "Blending Clinical Practice and Research: Forging Partnerships to Enhance Drug Treatment" **March 14 and 15 in New York City**. For more information, call (301) 443-6245.

The **Institute for Integral Development** will present the 16th National Conference on the Family in Stress and Crisis **March 25 to 28 in Santa Fe, N.M.** For more information, visit www.institutefortraining.com.

The **HIPAA Summit Conference Series** will present the fourth National HIPAA Summit **April 24 to 26 in Washington, D.C.** For more information, visit www.hipaasummit.com.

The **Hazelden Foundation** will present the Women Healing Conference **April 19 and 20 in Bloomington, MN**. For more information, call (888) 257-7800.

The **National Council for Community Behavioral Healthcare** and the **Association of Behavioral Healthcare Management** will hold their annual training conference **March 23 to 26 in Chicago**. For more information, call (301) 984-6200; e-mail Chicago@nccbh.org; or visit www.nccgh.org/chicago.

The **Ben Franklin Institute** will present the Summit for Clinical Excellence 2002, "Innovations in Addiction Treatment & Behavioral Health

Care," **Feb 21 to 24 in Savannah, GA; March 7 to 10 in Palm Springs, CA; and April 11 to 14 in Chicago**. For more information, visit www.bfisummit.com.

PRIDE Youth Programs will present the 25th annual PRIDE World Drug Prevention Conference, "Celebrate Youth," **April 10 to 13 in Cincinnati**. For more information, call (800) 668-9277 or visit www.prideyouthprograms.org.

The **American Society of Addiction Medicine (ASAM)** will hold its 33rd annual Medical-Scientific Conference **April 25 to 28 in Atlanta, GA**. For more information, call (301) 656-3920 or visit www.asam.org.

The **National Association of Addiction Treatment Providers** presents the **2002 Annual Conference, May 19-21, 2002 in Scottsdale, AZ**. The theme for this conference will be "Value-Added". For more information, call (717) 581-1901 or visit our website at www.naatp.org/scottsdale.

The **GAINS Center for People with Co-Occurring Disorders in the Justice System** will hold its second national conference, "Policy and Practice: Expanding Access to Community Based Services," **Oct. 28 to 30 in San Francisco**. For more information, visit www.gainsctr.com.

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