

NAATP and the Modern History of Addiction Treatment

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Personal Perspective

Slaying the Dragon (1998)

Post-Dragon Institutional Research

- NCADD
- NAADAC
- Faces and Voices of Recovery

NAATP History Project (2007-2008)

NAATP Historical Research

- Review of Historical Documents
- Interviews with Ron Hunsicker
- Interviews with 22 Past
& Present NAATP Board Members
- The NAATP History Represents the Voices
of NAATP

Presentation Goals

- Highlight selected milestones in the history of NAATP
- Describe NAATP's contributions to its members & the modern history of addiction treatment
- Highlight some of the challenges NAATP will face in the next decade

Parallel Process as an Organizing Metaphor Emerging from the Interviews

- Traditional meaning of *parallel process*
- Addiction & recovery as a field
- Addiction to \$, growth & regulatory compliance (1980s)
- Excess, narcissism, grandiosity, isolation, denial of reality, projection of blame, pre-occupation with profit & prestige

Parallel Process as an Organizing Metaphor

- The field & NAATP's "hit bottom" experience (1989-1996)
- Survival, renewal and maturity for field & NAATP (1997-2008)
- The potential for "amplified" or "transcendent" recovery

NAATP's Birth & Adolescence (1978-1988)

- Founding Meeting, January 26, 1978, San Pedro, CA
- Incorporation, March 21, 1978
- Bylaws Drafted & Adopted May-June, 1978
- First Annual Meeting, June 1979 (with NCA)
- Founding Vision: A single voice and source of support for private alcoholism treatment programs

Early NAATP Board Leadership

- President: Bob Scott
- Vice President/CEO: Len Baltzer
- Executive Secretary: Jim Fulton
- Corresponding Secretary: Corresponding
Hank Clark
- Treasurer: Burt Knight

Early NAATP Management



Michael Q. Ford

Michael Q. Ford served as first NAATP executive under contract with Advanced Health Systems (1980)

NAATP office in Irvine, CA

Ford hired directly by NAATP in 1982

Early NAATP Milestones

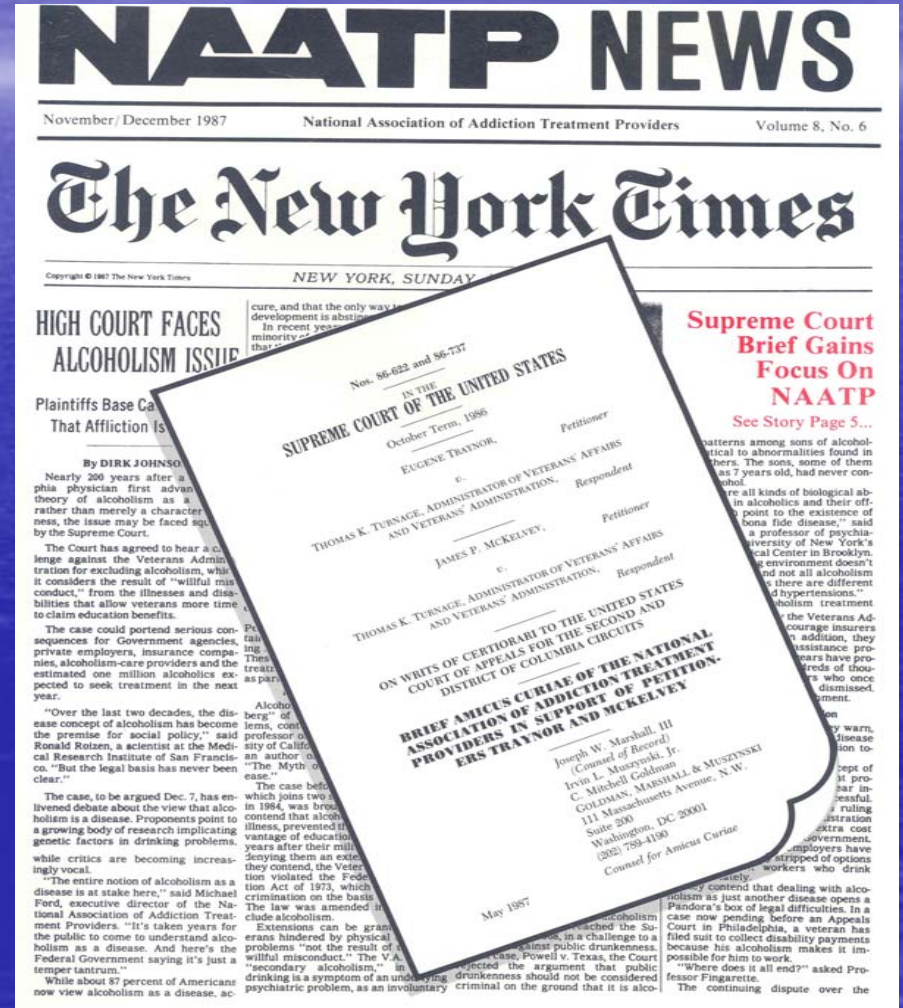
- Major input into revised JCAH Accreditation Standards and emerging counselor certification standards (early 1980s)
- Positions statements on insurance and Medicare reimbursement for alcoholism treatment (1981)
- NAATP incorporated the American College of Addiction Treatment Administrators (1984)

Early NAATP Milestones

- NAATP Code of Advertising Ethics (1985)
- NAATP begins work on “Development of Admission Criteria for Discrete Levels of Care in Chemical Dependency Treatment” (1987) (Completed work transferred to ASAM in 1991)
- Name changed to the National Association of Addiction Treatment Providers (1987)

Early NAATP Milestones

NAATP submits Brief Amicus Curiae to the Supreme Court challenging the Veteran's Administration regulatory definition of alcoholism as "willful misconduct" (1987)



Advocacy with the Supreme Court

The work Chip Marshal did in preparing the brief for the Supreme Court should not be forgotten. NAATP's leadership on such a substantive issue cemented the Association's presence as a force in the policy advocacy arena. --Sam Muszynski, Former NAATP Legal Counsel

NAATP's first Study of Private Addiction Treatment

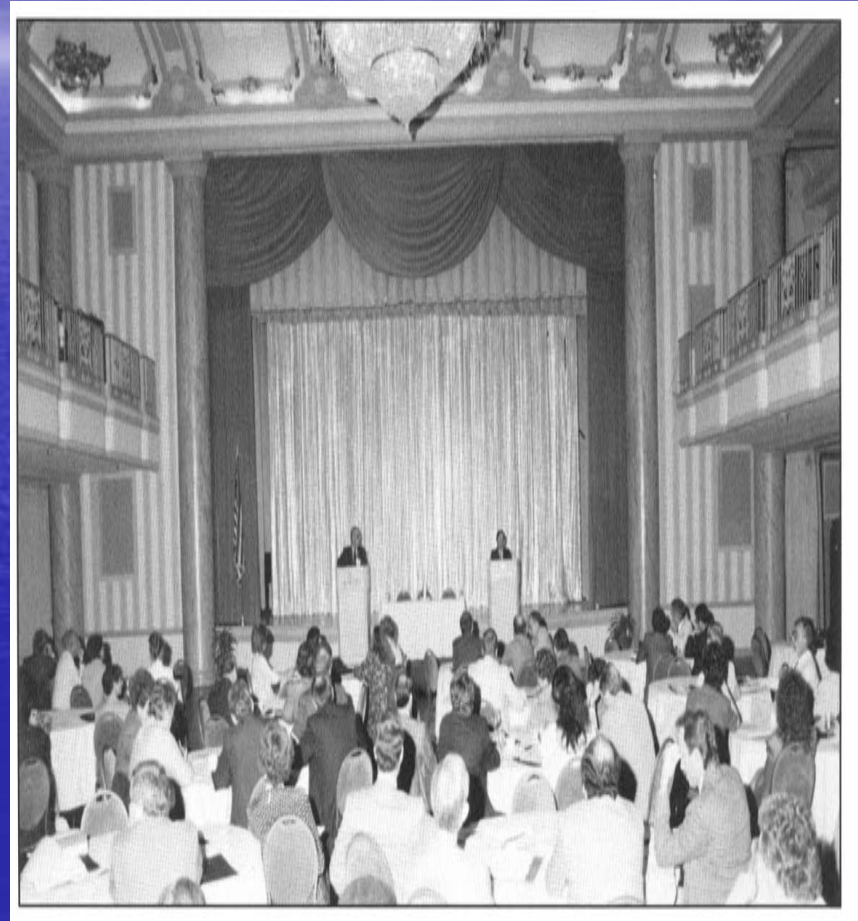
- NAATP releases Report: NAATP Analysis of Treatment for Alcoholism and Drug Dependency, April, 1987.
- Data on 11,000 patients treated by NAATP member organizations
- 92% inpatient; 5.5% OP; 2.3% combination
- Average cost per admission was \$6,046
- Average charge per day was \$263
- Average length of stay was 23 days

Organizational Maturity of NAATP

- Explosive Growth: By 1988, NAATP represented more than 650 addiction treatment providers in 45 states
- Strong Board Leadership
- Staff expanded
- Clinical & Management Training Services –
Work of Richard Weedman

Organizational Maturity of NAATP

The commitment and the dedication of everyone and the passion for providing good treatment for this disease was frankly what I most liked. I was honored to be a part of NAATP. --Ben Underwood, Talbott Recovery Campus



Early Signs of a Coming Crisis

- Growing preoccupation at NAATP meetings with managed behavioral health care and how best to respond to it
- 1988 NAATP newsletter reports study noting 12% decline in percentage of hospital-based addiction treatment units making a profit (to 50.9%)
- *NAATP Review* Headline: "Where have all the patients gone?" (Fall, 1990)
- *NAATP Review* Cover Story: "The War on Drug Treatment" (Winter, 1990)

The Field & NAATP in Crisis (1989-1996)

- Managed Care: Reduced access & reduced lengths of stay
- 1991-1993 CompCare dismantled; Parkside collapses; up to 40% of inpatient treatment capacity lost
- *The collapse of Parkside, the largest addiction treatment provider in the country, shook NAATP and the larger field. We knew if it could happen to Parkside, it could happen to any of us. Ron Hunsicker, Current President/CEO of NAATP*

The Field & NAATP in Crisis (1989-1996)

- 1992: NAATP Board makes decision to move NAATP to Washington D.C.; NAATP legal counsel Sam Muszynski takes over interim management
- The West to East Coast move still stands as most wrenching episode in NAATP history
- *“In order to survive and evolve into a mature organization, we needed the catharsis of a dramatic change.”* --Dennis Gilhousen

NAATP Work Continued

- NAATP supports fledgling Society of Americans for Recovery (SOAR) (1989)
- NAATP Review introduced (1990)
- NAATP contracts for MEDSTAT Study on cost-effectiveness of addiction treatment (1991)
- Continual NAATP training on managed care

The Low Point

- NAATP membership and paid dues plummet
- 1996 NAATP budget report shows \$22,000 deficit
- 57 people (NAATP members & spouses) attend 1997 NAATP annual conference; no exhibitors
- *That was NAATP's moment of hitting bottom. The question remained, "Could we recover?" -- Ron Hunsicker, Current President/CEO of NAATP*

A Critical Decision

NAATP Board leaders rally and hire Ron Hunsicker as new NAATP Executive Director (1997)

NAATP initially operates from Ron's basement in Lititz, PA



Survival, Maturity & Vibrancy (1997-2008)

- A vision of NAATP renewal
- New mission statement, logo, newsletter, & website

The National Association of Addiction Treatment Providers shall be the organization that enables addiction treatment providers to grow and thrive in a changing healthcare environment.

NAATP Milestones of the Past Decade

- NAATP negotiates rights to own and host the annual SECAD Conference (2000)
- NAATP membership grows 25-30% per year
- NAATP moves from Ron Hunsicker's home to Lancaster, PA
- At its 25 anniversary, NAATP issues new statement of principles and values (2003)

NAATP Milestones of the Past Decade

NAATP re-establishes its leadership position.

As a field we have been criticized for our failure to reach consensus and for not having strong leadership. NAATP has filled that void and for many years now has provided THE leadership for the treatment field. The field now looks to NAATP for leadership and guidance on critical issues through the voices of its board members and its executive leaders. (NAATP Board Member Dr. Ken Ramsey, Gateway Rehabilitation Center)

NAATP Milestones of the Past Decade

- Increased role in policy advocacy via position statements, published op ed pieces, conference presentations and formal testimony
- Expansion of member services

NAATP Member Services

Information

Dissemination

Training & Technical
Assistance

Professional and
Organizational
Recognition



Acknowledgment of our Pioneers

The awards to the pioneers are very important. And that first award given to Dr. Nelson Bradley at our meeting at the Hyatt in Kansas City was one of the most moving ever. It was near the end of his life, and his wife told me she thought he was staying alive just to receive that award from all of us....as we were getting ready for the ceremony this rock band starting playing at a Prom next door....We arranged to be moved to another location, and here we were moving Nelson Bradley up and down in his wheelchair to get to the new location. We finally got everyone resettled and conveyed to Nelson Bradley our thanks for his role in creating the field we now represented. It is a very touching moment in NAATP's history. – Board Member Allen Drum

NAATP Member Services

Positioning and Policy Advocacy

- Representation of private sector interests

Special Membership Benefits

- Salary & Benefit Surveys

Public Service Initiatives

- Katrina Response

Networking

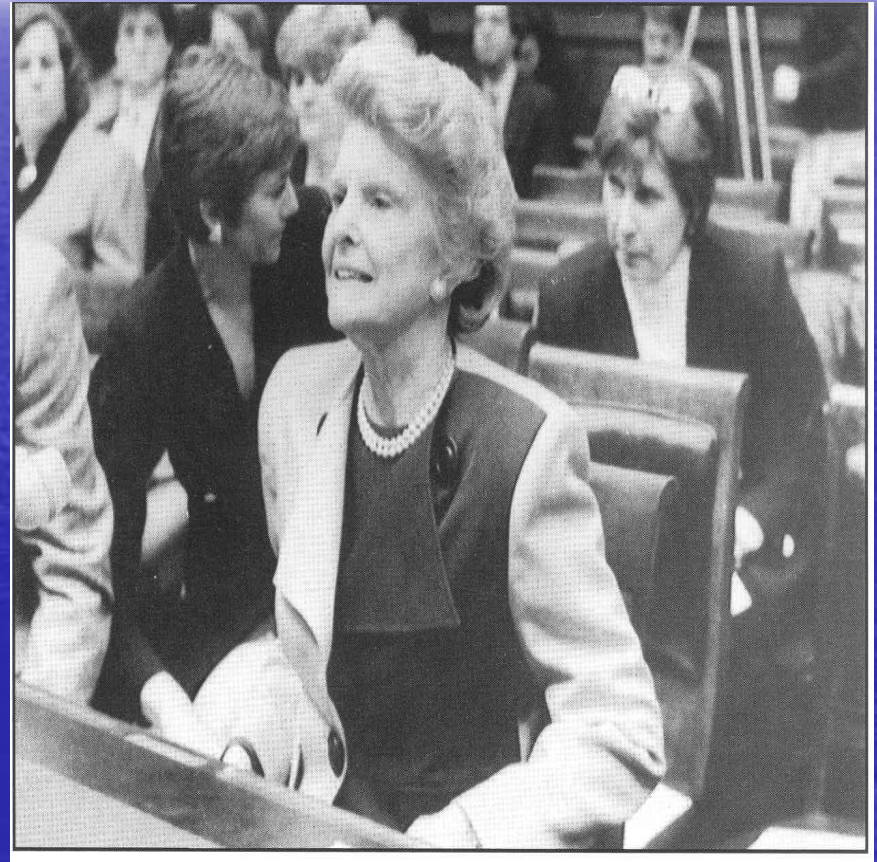


Networking

You know we are all busy, we are all working, and we just don't have that sort of time where we can step out of our day to day job and talk to other people and learn from them. Creating a place for that to happen is an important contribution that NAATP has made. Former NAATP Board Member, Jerry Spicer, representing Hazelden.

NAATP's Contributions to the Larger Field: Advocacy Voice

As a field we have been criticized for our failure to reach consensus and for not having strong leadership. NAATP has filled that void and for many years now has provided THE leadership for the treatment field. -- Dr. Ken Ramsey, Gateway Rehabilitation Center



NAATP's Contributions to the Larger Field: A Collaborative Force

- Bridging relationships between private and public treatment programs
- Advocacy to reduce number of national organizations representing field constituencies
- Advocacy for an integrated voice for the field on public policy issues

Challenges for the Future

- Maintaining Core Service Values
- Keeping Abreast of Addiction Science, particularly related to neurobiology and pharmacological adjuncts to treatment
- Lack of Unifying Voice for the Field

We have tried and will continue to try to create some kind of federation through which the field can communicate to the public and to policy makers with one unified voice. We must address the question, "Who speaks for the field?" --John Schwarzlose, representing the Betty Ford Center.

Challenges for the Future

- Threats of Colonization
- The Unfolding Leadership Crisis

We need to figure out how to develop new leaders, and we don't have much time to do it. --NAATP Board Member John Schwarzlose representing Betty Ford Center.

Personal Reflections

The shift from pathology and intervention paradigms to a recovery paradigm

- Diversification of long-term recovery pathways
- A New Recovery Advocacy Movement
- New Recovery Support Institutions

Personal Reflections

The shift from pathology and intervention paradigms to a recovery paradigm

- Shift from acute care models of treatment to models of sustained recovery management
- Peer-based recovery support services as connecting tissue between professional treatment and communities of recovery
- Integration of clinical models of intervention with public health, cultural renewal and recovery community organization models

Passing the NAATP Torch

What needs to be passed?

- Our history
- Our core values
- Our service technologies
- Our leadership & management skills
- But, most importantly, the passion for recovery, that separates us from all other health and human service fields

Leadership Development & Succession

For the Elders of the Field

Consolidate your legacy and mentor rising leaders before you disengage

For those in Mid-career

Prepare yourselves now for new leadership opportunities

For those Entering the Field

We need the commitment of a vanguard from a new generation: "This is not my job; this field is my life and my destiny."

Happy Anniversary NAATP!

And thank you for sharing your personal
experience of NAATP's history.