Levels of Care Overall Structure of Levels of Care & Service • Level 0.5 - Early Intervention • Level 1 - Outpatient • Level 2 - Intensive Outpatient/Partial Hospitalization • Level 3 - Residential/Inpatient Treatment • Level 4 - Medically Managed Intensive Inpatient Treatment

101

Level 0.5 - Early Intervention

- Assessment and Education services for individuals with problems or risk factors related to substance abuse, but for whom an immediate substance abuse disorder cannot be confirmed
- Further assessment is warranted to rule a substance use disorder in or out
- If a client is confirmed to meet a DSM Substance Abuse or Dependence disorder, and treatment is indicated, then client would receive specific addiction treatment at Level I or higher
- An example might be an individual convicted of DWI

Level 0.5 is NOT a level of care or treatment

but the combination of psychoeducation and assessment. If the assessment indicates the need for treatment, the individual may receive treatment at the conclusion of the 0.5 service or concurrently

103

Outpatient Levels of Care & Service

- Level 0.5 Early Intervention
- Level 1 Outpatient
 - Less than 9 Contact Hours/Week
- Level 2 Intensive Outpatient/Partial Hospitalization

Level 2.1 - 9 or More Contact Hours/Week in a Structured Program (6 hrs. for adolescents)

Level 2.5 - 20 or More Contact Hours/Week in a Structured Program

Residential/Inpatient Levels of Care

- Level 3: Residential/Inpatient Services
 - Level 3.1- Clinically Managed Low-Intensity Residential Services (e.g. halfway house)
 - Level 3.3- Clinically Managed, Population-Focused, High-Intensity Residential Services (e.g., Therapeutic Rehabilitation Facility)
 - Level 3.5- Clinically Managed High-Intensity Residential Services (e.g.., therapeutic community, *Residential Treatment Center*)
 - Level 3.7- Medically Monitored Intensive Inpatient
 Treatment
- Level 4: Medically Managed Intensive Inpatient Treatment

105

ASAM Levels of Care (Dimension 1 - Detoxification Services)

- <u>Level 1-WM</u>: Ambulatory Detoxification without Extended On-site Monitoring (e.g., physician office practice/home health care)
- <u>Level 2-WM</u>: Ambulatory Detoxification with Extended on-site Monitoring (e.g., detoxification on a partial hospitalization program)
- <u>Level 3-WM</u>: Residential/Inpatient Detoxification
 - <u>Level 3.2-WM</u>: Clinically Managed Residential
 Detoxification (e.g., social detox)
 - <u>Level 3.7-WM</u>: Medically Monitored Inpatient
 Detoxification
- <u>Level 4-WM</u>: Medically Managed Inpt. Detoxification



107

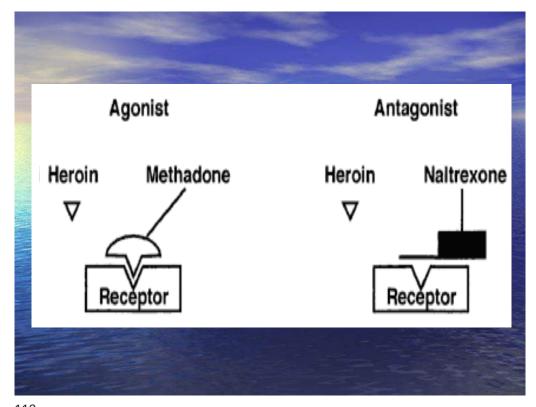
Changes in the New ASAM Criteria

- Criteria more strength-based, empowering and recoveryoriented
- Section Tobacco Use Disorders
- Section on four Special Populations:
 - People in the criminal justice system
 - Older adults
 - Parents with children
 - People in safety-sensitive occupations
- No change in levels of care
 - Made consistent with SUD diagnoses in DSM-5
- Opioid Maintenance Treatment (OMT) now Opioid Treatment Services (OTS)

© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

OMT ---> OTS

- In the PPC-2R, Opioid Maintenance Treatment (OMT) referred specifically to methadone maintenance
- Since that time, there have been other agonist drugs developed, e.g., buprenorphine, in its two form Subutex and Suboxone) and devlopment and increasing use of antagonist drugs, e,g, oral naltrexone, extended release, injectable naltrexone (Vivitrol) and acamprosate (Campral)
- Opioid Treatment Services (OTS) includes voth agonist and antagonist drugs



^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health

[•]GDShulman@aol.com - www.ShulmanSolutions.com - (904) 363-0667

Agonist Treatment Can Be Further Broken Down

- Opioid Treatment Program (OTP)
 - An example of this would be the classic methadone maintanence program (although many are also now using buprenorphine as well)
 - These are heavily regulated by federal agencies
 - Although methadone can be prescribed by any licensed physician for thetreatment of opiod withdrawal or the management of pain, only an OTP can disprense it for maintanence

111

Agonist Treatment Can Be Further Broken Down

- Office-Based Opioid Treatment (OBOT)
 - An office-based practice in which the physician can prescribe buprenorphine or any of the antagonist drugs
 - In order for the physician to prescribe
 buprenorphine he or she must go though an
 8-hour training
 - There is a 30-patient limit but the DEA can authorize 100 patients after the first year

Other Changes in the New ASAM Criteria

Change in title From:

"The ASAM Patient Placement Criteria for the Treatment of Substance-Related Disorders"

То:

"The ASAM Criteria: Treatment Criteria for Addictve, Substance-Related and Co-Occurring Conditions"

- New level of care numbering system from Roman to Arabic numbers (e.g. Level II > Level 2)
- Change in name of Level 3.3 from Clinically Managed,
 Medium Intensity Residential Services to Clinically Managed,
 Population- Focused, High-Intensity Residential Services"

113

Other Changes in the New ASAM Criteria

- Re-ordered to be more user-friendly and follow the flow from Historical Foundations to Guiding Principles to Assessment, Service Planning and Placement decisions
- ADOLESCENT CRITERIA NO LONGER
 SEPARATE/STAND-ALONE: consolidated Adult and Adolescent content to minimize redundancy while preserving adolescent-specific content
- Section on working with managed care
- Updated Dimension 1 information reflecting more recent research

Changes in the New ASAM Criteria

Change in title From:

"The ASAM Patient Placement Criteria for the Treatment of Substance-Related Disorders"

To:

"The ASAM Criteria: Treatment Criteria for Substance-Related, Co-Occurring Conditions and Addictive Disorders"

- New level of care numbering system from Roman to Arabic numbers (e.g. Level II > Level 2)
- Change in name of Level 3.3 from Clinically Managed,
 Medium Intensity Residential Services to Clinically Managed,
 Population- Focused, High-Intensity Residential Services"



^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

Dimensional Criteria Assessment

- Dimension 1: Acute Intoxication/Withdrawal
 Potential
- Dimension 2: Biomedical Conditions & Complications
- Dimension 3: Emotional/Behavioral/Cognitive Conditions & Complications
- Dimension 4: Readiness to Change
- Dimension 5: Relapse/Continued Use/Continued Problem Potential
- Dimension 6: Recovery Environment

117

Dimension 1 Change in Language

The term "Detoxification" changed to "Withdrawal Management"

- Livers detoxify patients
- Clinicians manage the process

ASAM Criteria, Dimension 1: Detoxification/Withdrawal Potential

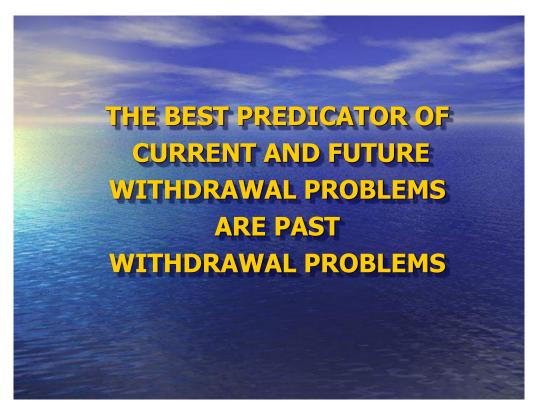
- Sample Questions
 - Are there current signs of withdrawal?
 - Does the patient have supports to assist in ambulatory detoxification if medically safe?
 - Has the patient been using multiple substances in the same drug class?
 - If the withdrawal concern is about alcohol, what is the patient's CIWA-Ar score?

119

Three Goals for Dimension 1

- Avoidance of potentially hazardous consequences of discontinuation of drugs of dependence
- Facilitation of the patient's completion of detoxification and timely entry into continued treatment
- Promotion of patient dignity and easing discomfort during the withdrawal process

Drug Name	Route of Administration	First Use	First Problem	Amount	Frequency	Last Use	Tolerance

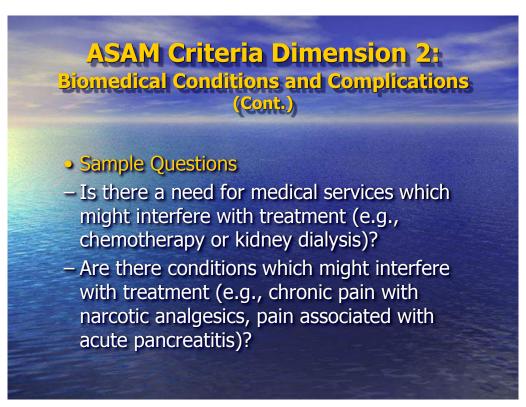


^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

The CIWA-Ar* (Clinical Institute Withdrawal Assessment of Alcohol, Revised) It requires under two minutes to administer It requires no medical knowledge It provides you with a quantitative score that predicts the severity of withdrawal from alcohol *Downloadable from Internet without cost

	on Clinical Institute Withdrawal nol, Revised (CIWA-Ar)
NAUSEA AND VOMITING: Ask "do you feel sick to your stomach? Have you vomited? Observation	TREMOR: Arms extended and fingers spread apart. Observation
0 No Nausea and no vomiting1 Mild Nausea with no vomiting23	0 No tremor 1 Not visible but can be felt fingertip to fingertip 2 3
4 Intermittent nausea with dry heaves 5 6	4 Moderate, with patient's arm extended56
7 Constant nausea, frequent dry heaves and vomiting	7 Severe, even with arms not extended

ASAM Criteria Dimension 2: Biomedical Conditions and Complications Sample Questions Are there current physical illnesses other than withdrawal, that need to be addressed or which complicate treatment? Are there chronic illnesses which might be exacerbated by withdrawal, e.g., diabetes, hypertension?



Two Types of Medical Conditions and Complications

- Conditions which place the patient at Risk (e.g., esophageal varices, unstable hypertension or diabetes)
- Conditions which interfere with treatment (e.g., the need for kidney dialysis, chronic pain, pain from acute pancreatitis)

127

ASAM Criteria Dimension 3: Emotional/Behavioral/Cognitive Conditions and Complications

- Sample Questions
 - Are there current psychiatric illness or psychological, behavioral or emotional problems that need to be addressed or which complicate treatment?
 - Are there chronic conditions that affect treatment?
 - Do any emotional/behavioral problems appear to be an expected part of addiction illness or do they appear to be separate?

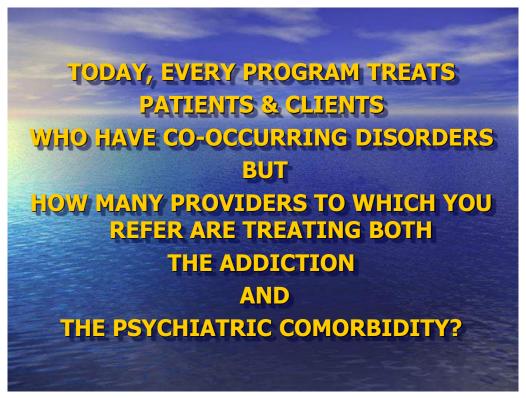
ASAM Criteria Dimension 3; Emotional/Behavioral/Cognitive Conditions and Complications (Cont.)

- Sample Questions
 - Even if connected to addiction, are they severe enough to warrant specific mental health treatment?
 - Is the patient suicidal, and if so, what is the lethality?
 - If the patient has been prescribed psychiatric medications is he/she compliant?

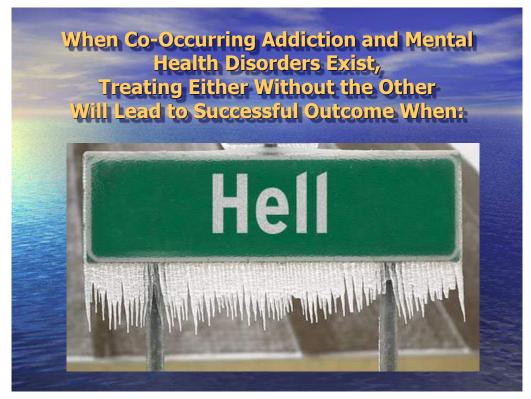
129

Co-Occurring Disorders

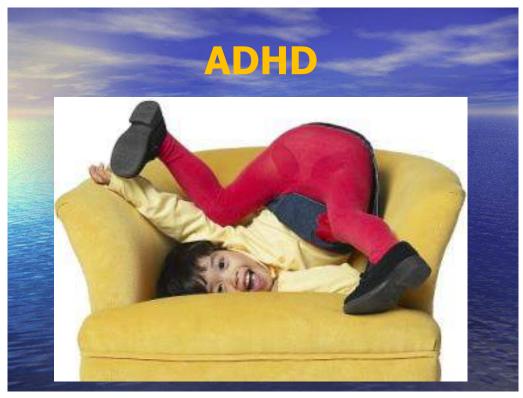
- Depending on the group, co-occurring disorders range up to 10x what is found in community samples, with corrections and methadone populations being the highest
- In general, it is estimated that 50 60 of persons with a SUD have a co-occurring mental health disorder
- In general, it is estimated that 35 50 of persons with a mental health disorder have a co-occurring SUD



131



© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667



133

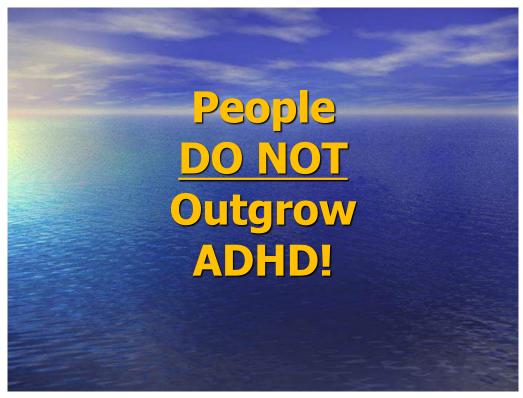
ATTENTION DEFICIT/HYPERACTIVITY DISORDER (ADHD) Incidence in the General Population is: 2.3% Incidence in a cocaine using population is: 32-34% Up to 15% of adults with ADHD will still meet full criteria by age 25 Up to 65% of adults with ADHD will still meet in "partial remission" criteria by age 30 Rate of ADHD are higher among people with SUDs



135

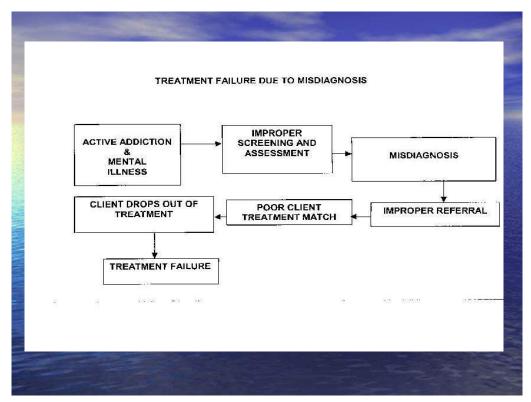


© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667



137

ATTENTION DEFICIT/HYPERACTIVITY DISORDER (ADHD) • Incidence in the General Population is: 2.3% • Incidence in a cocaine using population is: 32-34% • Up to 15% of adults with ADHD will still meet full criteria by age 25 • Up to 65% of adults with ADHD will still meet in "partial remission" criteria by age 30 • Rate of ADHD is higher among people with SUDs

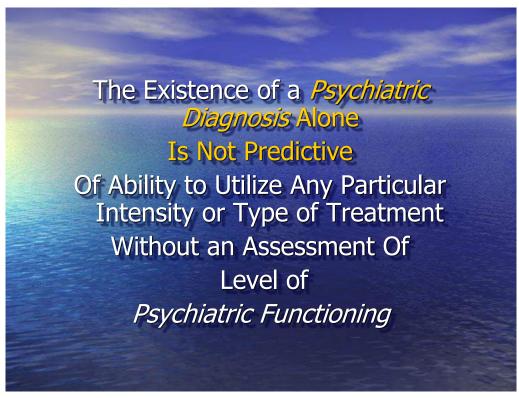




^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

Part of the Dimension 3 Assessment Includes: Assessment of suicidality Factors associated with a higher risk for suicide White, male over 65 Major depression, bipolar disorder Previous suicide attempts Family history of suicide Plan, means & opportunity Access and comfort with a lethal means of suicide (e.g., firearms) In treatment





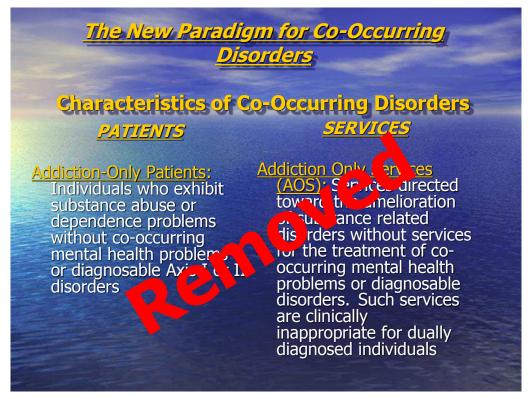
143

Psychiatric Diagnoses

- May be indicative of nothing
- What is schizophrenia?
- John Nash, Nobel prize in mathematics while suffering from paranoid schizophrenia "A Beautiful Mind"
- Temple Grandin, autism, invented a new restraint system that included a well-lit area for the animals to see, a nonslip floor to reduce injuries and minimal noise to frighten the livestock. Temple Grandin's center-track animal restraint system is now used to handle nearly half of the cattle in North America.

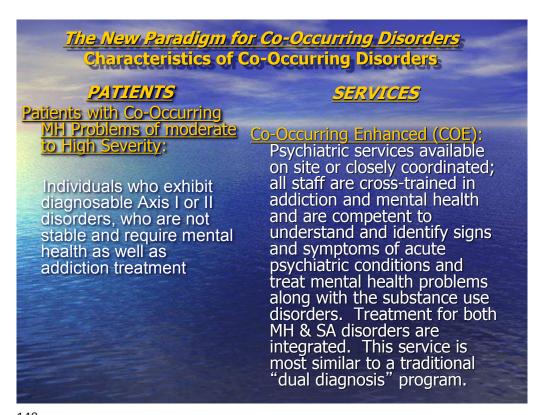
Mental Heath Problem and Mental Health Disorders

- Mental health problems exist on a continuum which includes sub-diagnostic threshold symptoms and traits
- At some point there are enough symptoms and traits to meet diagnostic criteria
- In common use, "mental health problems" includes both sub-threshold and diagnosable problems
- Generally, the more criteria an individual meets beyond what is necessary to meet the diagnosis, the more severe the problem.



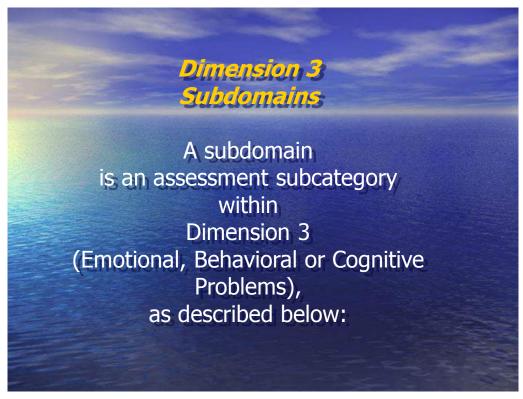
The New Paradigm for Co-Oggurring Disorders Characteristics of Co-Occurring Disorders PATTENTS SERVICES Patients with Co-Occurring Co-OccurringCapable (COC): MH Problems of mild to Primary focus on substance moderate Severity: use disorders but capable of Individuals who exhibit treating patients with sub-(1) sub-threshold threshold or diagnosable but stable Axis I or II disorders. diagnostic (e.g., traits, symptoms) Axis I or II Psychiatric services available disorders or (2) on site or by consultation; at diagnosable but stable least some staff are disorders (e.g., bipolar competent to understand disorder but compliant and identify signs and with and stable on symptoms of acute lithium) psychiatric conditions

147



© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

The New Paradigm for Co-Occurring Disorders Characteristics of Co-Occurring Disorders (Shulman Modification) Patients with Co-Occurring • Co-Occurring Enhanced Chronic and Debilitating (COC with ACT & CM): Viental Illness: Individuals Psychiatric and addiction who exhibit severe and assertive community treatment persistent mental illness which services and case management chronically limits their ability to function independently in the are provided to the patients in the community in which they community because of their live as part of an empathic, continuous, hopeful, treatment mental health and addiction problems. They require relationship in which integrated treatment and continuous care and case management in the community coordination of care can takes in which they live in order to place through multiple function and avoid treatment episodes. rehospitalization. Total restoration of function is less likely than with patients with co-occurring MH problems of moderate to high severity.



Subdomains

- 1) Dangerousness/Lethality
- 2) Interference with Addiction Recovery Efforts
- Social Functioning
- 4) Ability for Self-Care
- 5) Course of Illness

151

Subdomain Description

Dangerousness/Lethality.

- Impulsivity with regard to homicide, suicide or other behaviors that pose a risk to self or others and/or to property;
- Seriousness and immediacy of the individual's ideation, plans and behavior
- Ability to act on such impulses

Interference with Addiction Recovery Efforts:

- Degree to which patient is distracted from addiction recovery efforts by emotional, behavioral and/or cognitive problems;
- Conversely, the degree to which the patient is able to focus on addiction recovery.

Subdomain Description

Social Functioning:

- Degree to which an individual's relationships are affected by his or her substance use and/or other emotional, behavioral and cognitive problems;
- Look at ability to cope with:
 - Friends
 - Significant others or family
 - Vocational or educational demandsAbility to meet personal responsibilities

Ability for Self-Care:

- The degree to which an individual can perform activities of daily living;
- Look at such things as:
 - Personal grooming
 - Obtaining food and shelter

153

Subdomain Description

Course of Illness:

- Employs the history of the patient's illness and response to past treatment to help to interpret the patient's current signs, symptoms and presentation;
- To predict the patient's likely response to future treatment;
- Assess interaction between chronicity and severity of current difficulties

"IMMINENT DANGER"

- 1. A strong probability that certain behaviors will occur (e.g., continued alcohol or drug use or relapse or non-compliance with psychiatric medications)
- 2. The likelihood that these behaviors will present a significant risk of serious adverse consequences to the individual and/or others (as in a consistent pattern of driving while intoxicated)
- The likelihood that such adverse events will occur in the very near future

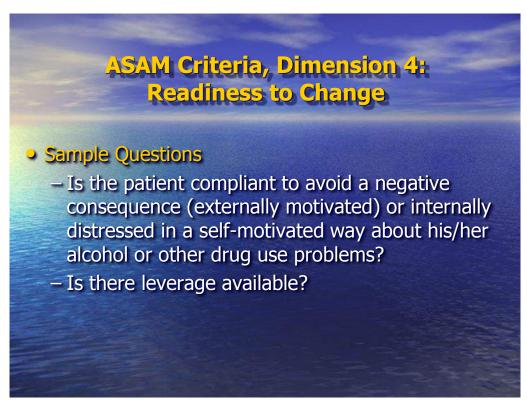
In order to constitute "imminent danger," ALL THREE ELEMENTS must be present

155

ASAM Criteria, Dimension 4: Readiness to Change

Sample Questions

- Does the patient feel coerced into treatment or actively object to receiving treatment?
- How ready is the patient to change (stage of "readiness to change")?
- If willing to accept treatment, how strongly does the patient disagree with others' perception that s/he has an addiction problem?

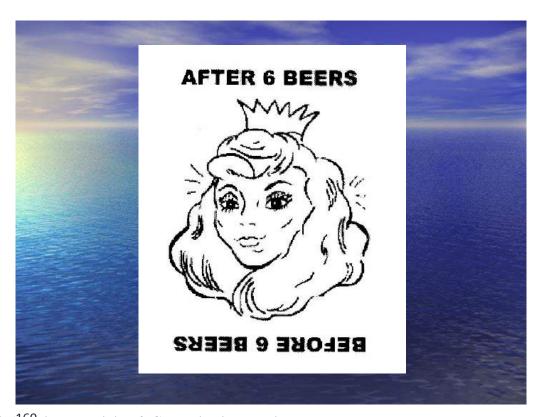


157



© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667





^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667



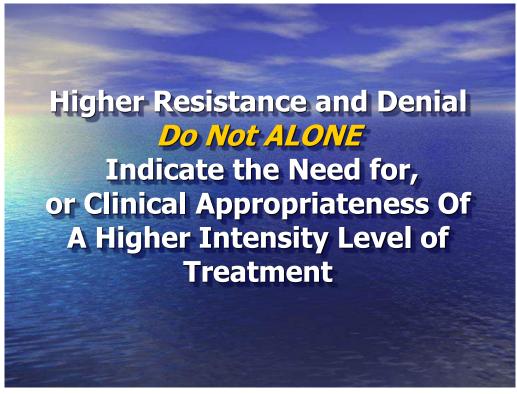
161



© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

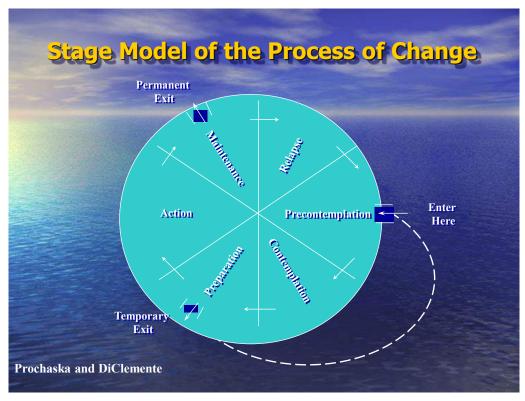








Transtheoretical Stages of Change (Prochaska & Diclemente) • Pre-contemplation • Contemplation • Preparation • Action • Maintenance • Relapse and Recycling • Termination



^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

PRE-CONTEMPLATION

- Not yet considering the possibility of change although others are aware of the problem
- Active resistance to change
- Seldom appear or treatment without coercion
 Could benefit from non-threatening information
- and strategies to raise awareness of a possible "problem" and the possibilities for change

169

CONTEMPLATION

- Ambivalent, undecided, vacillating between whether he/she really has a "problem" or needs to change
- Wants to change, but this desire exists simultaneously with resistance to it
- May seek professional advice to get an objective assessment
- Motivational strategies useful at this stage, but aggressive or premature confrontation provokes strong resistance and defensive behaviors
- Many Contemplators have indefinite plans to take action in the next six months

PREPARATION

- Takes person from decisions made in Contemplation stage to the specific steps to be taken to solve the problem in the Action stage
- Increasing confidence in the decision to change
- Performs certain tasks that make up the first steps on the road to Action
- Most people planning to take action within the very next month
- Making final adjustments before they begin to change their behavior.

171

ACTION

- Specific actions intended to bring about change
- Overt modification of behavior and surroundings
- Most busy stage of change requiring the greatest commitment of time and energy
- Care not to equate action with actual change, or activity with action
- Support and encouragement still very important to prevent drop out and regression in readiness to change.

MAINTENANCE

- Sustain the changes accomplished by previous action and prevent relapse
- Requires different set of skills than were needed to initiate change
- Consolidation of gains attained
- Not a static stage and lasts as little as six months or up to a lifetime
- Learn alternative coping and problem-solving strategies
- Replace problem behaviors with new, healthy life-style
- Work through emotional triggers of relapse.

173

RELAPSE AND RECYCLING

- Likely, but not inevitable setbacks
- Avoid becoming stuck, discouraged, or demoralized
- Learn from relapse before committing to a new cycle of action
- Comprehensive, multidimensional assessment to explore all reasons for relapse.

© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

TERMINATION

- This stage is the ultimate goal for all changers
- Person exits the cycle of change, without fear of relapse
- Debate over whether certain problems can be terminated or merely kept in remission through maintenance strategies.

	Advantages	Disadvantages
C		
H		
N		
G		
N		
G		
N C		
ОН		
TA		
N		
G		
I		
N		

^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health

GDShulman@aol.com - www.ShulmanSolutions.com - (904) 363-0667

Stages of Change and Therapists' Tasks		
CLIENT STAGE	THERAPIST'S MOTIVATIONAL TASKS	
Precontemplation	Raise doubt — increase the client's perception of risk and problems with current behavior	
Contemplation	Tip the balance – evoke reasons to change, risks of not changing: strengthen the client's self-efficacy for change of current behavior	
Preparation	Help the client to determine the best course of action to take in seeking change	
Action	Help the client to takes steps toward change	
Maintenance	Help the client identify and use strategies to prevent relapse	
Relapse	Help the client renew the process of contemplation, preparation and action, without becoming stuck or demoralized because of relapse	

177

ASAM Criteria, Dimension 5t Relapse/Continued Use/Continued Problem Potential Sample Questions • How aware is the patient of relapse triggers, ways to cope with cravings and skills to control impulses to use? • What is the patient's ability to remain abstinent or psychiatrically stable based on history? • What is the patient's level of current craving and how successfully can they resist using?

^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

ASAM Criteria, Dimension 5t Relapse/Continued Use/Continued Problem Potential (cont.)

- If on psychiatric medications, is the patient compliant?
- If the patient had another chronic disorder (e.g., diabetes), what is the history of compliance with treatment for that disorder?
- Is the patient in immediate danger of continued severe distress and drinking/drugging or other high risk behavior due to co-occurring mental health problems?

179

ASAM Criteria, Dimension 5: Relapse/Continued Use/Continued Problem Potential (cont.)

- Does the patient have any recognition and skills to cope with addiction and/or mental health problems and prevent relapse or continued use/continued problems?
- What severity of problems and further distress will potentially continue or reappear, if the patient is not successfully engaged into treatment at this time?

Description of a Relapse

- A return to the use of psychoactive substances after a period of at least _____(?) months of abstinence/recovery,
- in an individual who has completed a course of inpatient or outpatient treatment or has had extensive recovery group experience,
- as a result of which that patient/client has <u>made</u>
 and <u>internalized</u> certain changes in functioning,
- which had allowed the patient to cope without resorting to the use of psychoactive substances in the interim period

181

Notes to Relapse

- It is assumed that the relapse process begins long before that actual substance use
- RELAPSE implies that the patient acquired and internalized certain coping skills and strategies and then something happened which brought about a return to the active addiction
- CONTINUED USE is just that ("You can't fall off the wagon if you never got on it!")

Factors associated with an increased risk of relapse

- severity of the SUD at admission
- having more service needs at admission
- the presence of an active mood, anxiety, or personality disorder (or symptoms)
- perceived high rates of stress,
- being unemployed or having employment problems

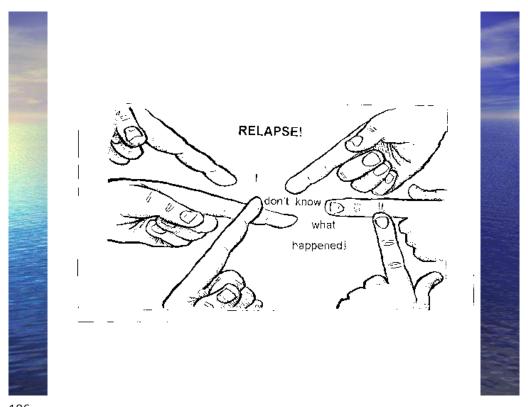
183

Factors associated with an increased risk of relapse

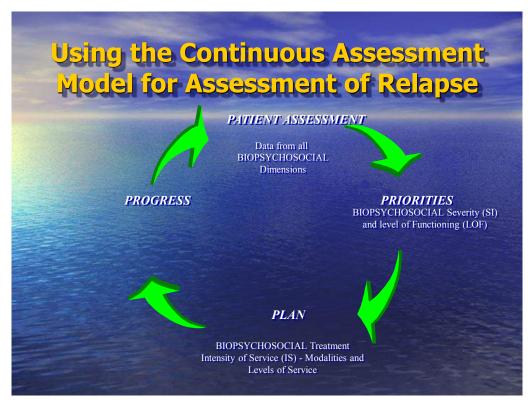
- no high school diploma or GED
- being of a minority status
- having less coping resources or a low sense of sel- efficacy
- low income or being indigent
- having a PTSD or ADHD disorder at admission
- actively participating in drug-related leisure activities

In the New ASAM Criteria

- The term "relapse" remains unchanged
- BUT attention is paid to the facts that:
 - The term is not used in medicine for chronic diseases, instead using "exacerbation" or "return of symptoms"
 - The term is sometimes used judgmentally with a conscious or unconscious blaming of the patient

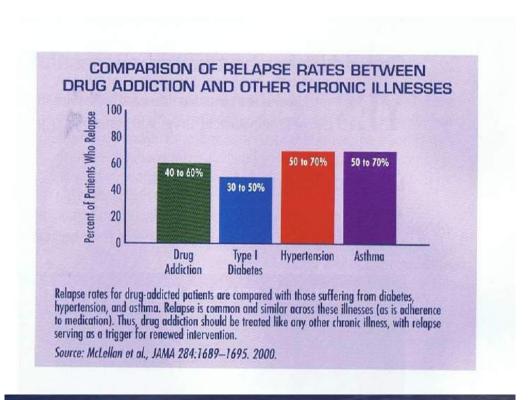


^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667





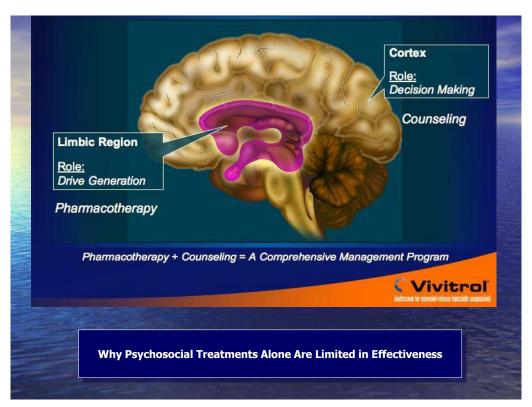
© 2015 Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667





^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667





^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667

For alcohol dependence, consideration should always be given to anti-addiction medications along with psychosocial treatment

- Disulfiram ("Antabuse")
- Acamprosate ("Campral")
- Naltrexone ("Revia" & "Depade")
- Sustained release injectable naltrexone ("Vivitrol")

193

For opioid dependence, consideration should be given to anti-addiction medications along with psychosocial treatment

- Methadone
- Suboxone (buprenorphine + naloxone)
- Subutex (buprenorphine)
- Sustained release injectable naltrexone ("Vivitrol")

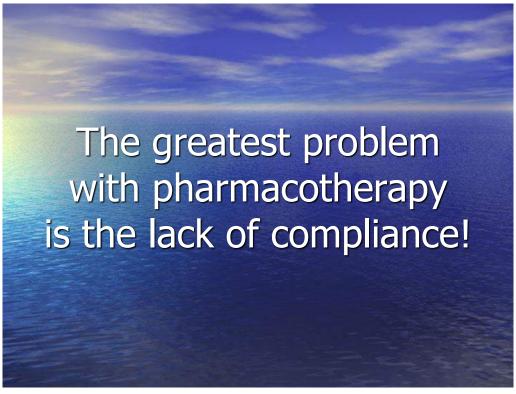
Implications of Language

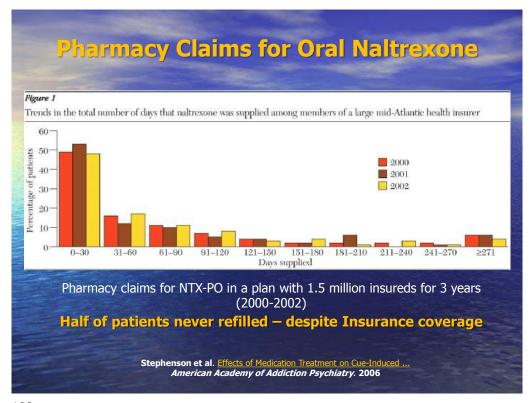
- Pharmacotherapy is often called "Medication Assisted Treatment" or MAT
- When someone with the chronic disease of diabetes uses insulin, we don't call it
 Medication Assisted Treatment
- For some, MAT equals Methadone or Buprenorphine Maintenance (agonists)
- The belief that if you on an agonist, "you are still addicted" is incorrect . . . You remain physiologically dependent!

195

Pharmacotherapy
should be considered
a treatment tool
as others
like group therapy or CBT

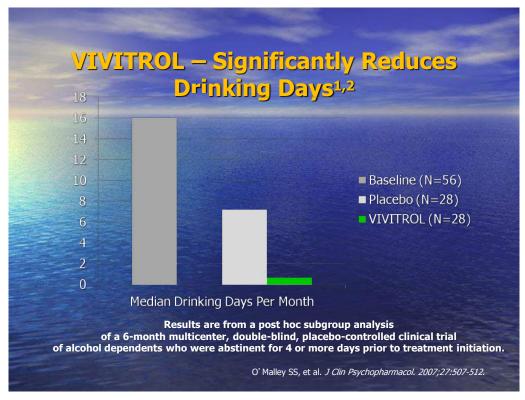
^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667





^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667





^{© 2015} Shulman & Associates, Training & Consulting in Behavioral Health GDShulman@aol.com – www.ShulmanSolutions.com – (904) 363-0667