

# **Tobacco-Free Recovery Driver Diagram**

National Center of Excellence  
for Tobacco-Free Recovery



# COE-TFR Driver Diagram

## Advancing Tobacco-Free Recovery Through Systems Change

The National Center of Excellence for Tobacco-Free Recovery (CoE-TFR) developed this driver diagram to guide multi-sector efforts in transforming systems of care and support to advance tobacco-free recovery (TFR) for individuals with behavioral health conditions (mental health and/or substance use conditions). Tobacco use remains disproportionately high among people with mental health and substance use disorders, contributing to significant differences in health outcomes.

This tool is designed to help partners across public health, healthcare, behavioral health, and community systems identify shared goals, align strategies and coordinate sustainable action toward system change.

### What is a Driver Diagram?

A driver diagram is a visual tool to help teams understand and communicate what “drives,” or contributes to the achievement of a specific goal.

#### Key Components:

- **Aim (or Goal):** The overall objective or outcome you want to achieve. It should be specific, measurable, and time-bound.
- **Drivers of change:** The major factors or high-level influences that directly impact the aim.
- **Change ideas:** Concrete strategies, practices or interventions that can be implemented to advance the drivers and achieve the aim



The CoE-TFR driver diagram is organized by sector and outlines a shared goal and an example aim for the tobacco-free recovery initiative. Use these examples as a starting point and tailor them to align with your organization's or state's TFR goals.


**Goal:** Establish and sustain policies, systems, and partnerships that create supportive environments for tobacco-free recovery (TFR) and ensure access to tobacco use treatment (TUT) for people with behavioral health conditions.

**Aim:**

- Reduce use of tobacco from [percentage] to [percentage] among [target population, e.g. people in treatment for substance use disorders or people in treatment for mental health conditions] by [year]

## How to Use this Tool

Use the CoE-TFR Driver Diagram to:

- Align partners around a shared goal for tobacco-free recovery
  - Identify and prioritize key drivers and change ideas relevant to each system
  - Support strategic planning and implementation to embed TFR into practice, policy, and funding mechanisms
  - Strengthen cross-sector collaboration and collective impact
  - Center the voices of people with living/lived experience in design, implementation, and evaluation of your TFR efforts
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## How This Tool Was Developed

The Driver Diagram was created through a collaborative and inclusive process that reflects the strength of shared expertise across each sector. The CoE-TFR team partnered with subject matter experts, people with lived and living experience of mental health and substance use challenges, state departments of health, behavioral health authorities, and community-based organizations.

Together, these partners identified the key drivers and change ideas that help systems increase access to evidenced based tobacco use treatment and medications. Their insights ensured that the tool represents the strengths, creativity, and innovation already present across diverse systems of care.

This resource was developed by The National Center of Excellence for Tobacco Free Recovery, a project of Cicatelli Associates Inc. (CAI) and is supported by SAMHSA of the U.S. Department of Health and Human Services (HHS) as part of a financial assistance award 100% funded by SAMHSA/HHS. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by SAMHSA/HHS, or the U.S. Government.

## Support

Have any questions or need help using or implementing strategies in the Driver Diagram? Feel free to reach out to us today using our [CoE-TFR TA form](#) for tailored support, resources, and guidance



## Sector Specific Focus Areas

Each sector-specific diagram is tailored to the unique roles, responsibilities, and opportunities within that system, promoting cross-sector alignment and collective impact.

- **State Public Health Authority**

Public health agencies play a pivotal role in shaping the policy, funding, and infrastructure needed to advance tobacco-free recovery. This driver diagram is intended to support state health departments in aligning leadership, data systems, funding mechanisms, and strategic partnerships to embed TFR into public health priorities and behavioral health transformation efforts.

- **Residential and Inpatient Treatment Centers**

Residential and inpatient settings are critical environments for initiating tobacco use treatment and reinforcing recovery-oriented norms. This diagram provides a roadmap for integrating TFR into organizational culture, clinical protocols, discharge planning, and staff training—ensuring that tobacco use is addressed as part of whole-person care.

- **Outpatient Health Centers**

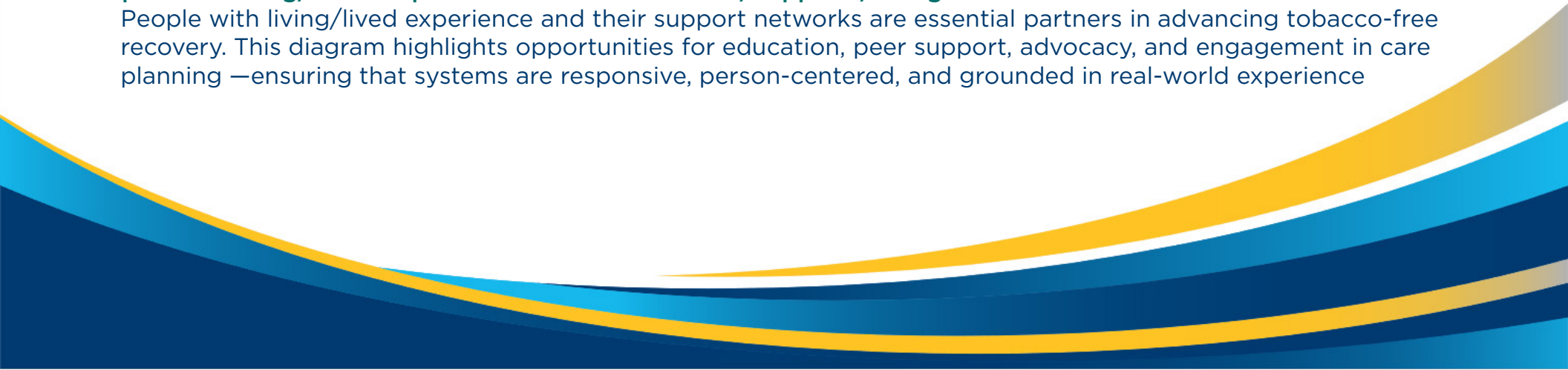
Outpatient health centers serve as ongoing touchpoints for individuals in recovery. This diagram outlines opportunities for these centers to embed tobacco use treatment into routine care, leverage technology and infrastructure, and build a trained workforce to deliver consistent, evidence-based TUT services and supports across diverse populations.

- **Supportive Service Providers**

Recovery support services, housing programs, food pantries, and other community-based organizations are trusted spaces for individuals with behavioral health conditions. This diagram outlines change ideas for these providers to integrate tobacco use treatment into their programs, reduce barriers to access, and foster supportive environments that reinforce tobacco-free recovery.

- **People with Living/Lived Experience and Their Families/Supports/Caregivers**

People with living/lived experience and their support networks are essential partners in advancing tobacco-free recovery. This diagram highlights opportunities for education, peer support, advocacy, and engagement in care planning —ensuring that systems are responsive, person-centered, and grounded in real-world experience





## Drivers

### Leadership

Sets a clear vision, prioritizes tobacco-free recovery (TFR), and mobilizes systems to support access to tobacco use treatment (TUT) for individuals with behavioral health conditions.

### Funding and Resource Allocation

Sustainable and coordinated financing strategies support implementation, scaling, and long-term sustainability of tobacco-free recovery (TFR) efforts across systems.

### Measure, Monitor and Improve

Ongoing data collection, analysis, and feedback drive continuous improvement, accountability, and transparency of tobacco-free recovery (TFR) efforts.

### Goal

Ensure access to tobacco use treatment (TUT) and evidence-based medications (provided or prescribed NRT) for people with behavioral health conditions.



### Aim

Reduce use of tobacco from [percentage] to [percentage] among [target population, e.g. people in treatment for substance use disorders or people in treatment for mental health conditions] by [year]

## Change Ideas – What Do We Do?

- ❑ Established a **statewide Tobacco-Free Recovery (TFR) Action Plan** using inclusive, cross-sector collaboration.
- ❑ Set **5-year, state-specific tobacco use reduction goals for people with behavioral health conditions**, informed by national surveillance (e.g., BRFSS, N-SUMHSS) and state/territory data systems.
- ❑ **Adopt CMS tobacco use treatment (TUT) measures** ([Tobacco Measurement Strategy](#)) to standardize tracking and accountability.
- ❑ Convene a **cross-department, cross-sector leadership body** to coordinate the development, resourcing, implementation, and ongoing improvement of TFR strategies across public health and behavioral health systems.
- ❑ **Integrate TFR priorities into statewide public health strategic plans**, such as the State Health Improvement Plan or Behavioral Health Transformation Framework.
- ❑ **Designate a senior-level champion** within the health department to oversee TFR implementation and promote visibility and accountability.
- ❑ **Regularly communicate progress and priorities** to stakeholders, aligning messaging with behavioral health goals.

- ❑ **Coordinate and align state budget resources across agencies** (e.g., Chronic Disease, Mental Health, Substance Use and Addiction) using **braided and blended funding** strategies to support integrated TFR implementation.
- ❑ **Pursue and leverage new and existing funding opportunities**—including grants, Medicaid waivers, and settlement or tobacco tax revenues—to support TFR strategies across all levels of the social-ecological model (policy, systems, community, and individual).
- ❑ **Promote awareness and use of TUT-related billing codes** among providers to maximize reimbursement for provision of TUT services.
- ❑ **Incentivize provider and organizational participation** in TFR efforts through performance-based contracts, payment reforms, value-based care models.
- ❑ **Include TFR funding requirements or incentives** in state-level procurement, RFPs, and grantmaking to ensure consistency and accountability.
- ❑ **Prioritize funding for people with behavioral health conditions with the highest tobacco use** through targeted investments.

- ❑ **Collect, report, and use standardized data** (e.g., BRFSS, SAMSHA) to monitor progress toward statewide TFR goals and guide strategic decision-making.
- ❑ **Implement and track TUT performance measures**, including treatment initiation, counseling, and medication utilization, to assess changes in practice within health and supportive service systems.
- ❑ **Develop and maintain a TFR performance dashboard** or other data visualization tools to display indicators/ trends over time for internal and external stakeholders.
- ❑ **Integrate TFR indicators into existing public health and behavioral health monitoring systems**, including Medicaid quality metrics and performance reports.
- ❑ **Use disaggregated data** (e.g., by geography, behavioral health status) to identify and inform targeted interventions.
- ❑ **Establish regular review and feedback loops** with program leaders, partners, and communities to ensure data is used for continuous quality improvement (CQI).
- ❑ **Share data findings broadly** to elevate transparency, support advocacy, and build momentum for systems change.

## Drivers

### Policies

Recovery-oriented policies establish the infrastructure and expectations needed to advance tobacco-free recovery (TFR) across systems and communities.



### Payers

Public and private payers adopt policies that expand access, remove barriers, and incentivize high-quality, equitable delivery of tobacco use treatment (TUT) for people with behavioral health conditions.



## Change Ideas – What Do We Do?

- ☐ Adopt **state-wide tobacco/nicotine-free grounds policy** in behavioral health treatment facilities.
- ☐ Adopt state-wide **tobacco/nicotine-limited policy** in behavioral health treatment facilities.
- ☐ Mandate **regular commercial tobacco use screening, and counseling** for people who screen positive for tobacco use in behavioral health settings.
- ☐ **Require offering of nicotine replacement therapy (NRT) and other cessation medications** in behavioral health treatment settings for people who use commercial tobacco products.
- ☐ **Expand scope of practice for providers** (e.g., pharmacists, psychologists, and nurses) to prescribe cessation medications (e.g., varenicline, bupropion).
- ☐ **Ensure Medicaid coverage for all FDA approved cessation medications** (e.g., nicotine patch, gum, lozenge, inhaler and nasal spray, and bupropion and varenicline).
- ☐ **Ensure access to cessation benefits for state employees** (e.g., selection of health insurance provider options, Employee Assistance Programs (EPAs), cessation resources, offering incentives and rewards for quitting, wellness programs, peer support networks).
- ☐ **Raise the cost of tobacco products** through tax increases and non-tax price related policies (e.g., banning price discounts).
- ☐ **Enforce restrictions at-point-of-sale** for youth (ages <18).
- ☐ Adopt and enforce policies that **reduce (or restrict) number, location, density**, and type of tobacco retail outlets.
- ☐ Adopt and enforce policies that **limit point-of-sale advertising and product displays**.
- ☐ Adopt and enforce policies that **restrict sale of all flavored tobacco products**.

- ☐ **Cover all FDA-approved tobacco cessation medications**, including combination therapies and over-the-counter NRTs.
- ☐ **Allow for unlimited quit attempts** per year, including multiple courses and combination treatments, to reflect the chronic and relapsing nature of tobacco use.
- ☐ **Reimburse a full range of qualified providers**—including peers, community health workers (CHWs), recovery coaches, nurses, social workers, psychiatric and medical providers, pharmacists, and certified addiction counselors—for delivering TUT services.
- ☐ **Increase reimbursement rates** for the provision of TUT services to reflect the time, skill, and impact involved.
- ☐ **Ensure reimbursement for TUT delivered via telehealth platforms**, including phone and video modalities.
- ☐ **Remove co-payment requirements** for all TUT services and medications.
- ☐ **Eliminate prior authorization** requirements for cessation medications and behavioral therapies.
- ☐ **Remove mandatory counseling prerequisites** before access to medications.
- ☐ **Reduce or eliminate step therapy requirements** (requiring patients to try and fail using less expensive treatments before more expensive medication options will be covered), ensuring timely access to the most appropriate cessation medications for everyone.
- ☐ **Incorporate TUT-related performance measures** into value-based payment and incentive programs to reward quality and outcomes.



## Drivers

### Partnerships

Strong, inclusive partnerships across systems, sectors, and communities drive co-creation, alignment, and collective action to support tobacco-free recovery (TFR).



### Administrative Practices

Administrative and contracting mechanisms reinforce the implementation, accountability, and sustainability of tobacco-free recovery (TFR) strategies across systems that serve people with behavioral health conditions.



### Trained and Competent Workforce

A competent workforce is equipped with the knowledge, skills, and confidence to deliver effective tobacco use treatment (TUT) and support tobacco-free recovery (TFR) across care settings.



## Change Ideas – What Do We Do?

- ❑ **Establish partnerships with external stakeholders and existing community coalitions, councils, advisory boards**—including people with lived and living experience (PWLE), their families, community-based organizations (CBOs), recovery support services, housing agencies, grassroots groups to inform and co-develop contextually relevant TFR strategies and allocate resources that reflect community priorities.
- ❑ **Engage external stakeholders in cross-departmental teams** to inform the development of strategies that address the intersection of tobacco use, behavioral health, and related health and social concerns (e.g., housing, chronic disease, mental health, substance use).
- ❑ **Co-create strategies and collective action** with ecosystem partners (considering multiple perspectives from across the ecosystem) to develop strategic plans that guide future collective action.
- ❑ **Foster shared ownership of TFR implementation**, including mechanisms for continuous partner input, feedback, and adaptation.
- ❑ **Create feedback loops** to demonstrate how community and partner input informs policy and program decisions, reinforcing trust and accountability.

- ❑ **Embed subcontract agreement requirements for screening**, TUT and recovery services with health, supportive service providers, and anywhere where people with BH conditions are receiving services.
- ❑ **Require collecting, reporting, and using TUT performance measure data** in all subcontract agreements.
- ❑ **Require role-specific TUT training** (e.g., clinician, peer, social worker) as a condition for contracting to ensure a trained and responsive workforce across provider types.
- ❑ **Require activities in RFA/PS that improve the quality of care** by promoting TFR strategies and approaches.
- ❑ **Provide model language, tools, and TA** to help providers and procurement teams meet administrative requirements.

- ❑ **Establish TUT training standards**, by provider role, unique to the needs of individuals with behavioral health conditions.
- ❑ **Require TUT training as part of certification for CHWs, recovery coaches, and peer specialists**, tailored to the supportive, trust-based roles they play in people's recovery journeys.
- ❑ **Formalize Social Worker/Case Manager scope of practice** to include TUT goals in treatment plans alongside other recovery objectives (e.g., 1:1 or group counseling sessions, motivational interviewing to encourage and sustain quit attempts).
- ❑ **Integrate TUT content into undergraduate and graduate curricula** for medical, advanced practice clinicians, and nursing, including screening and counseling techniques and pharmacotherapy.
- ❑ **Include TUT skill development in residency, fellowship, and continuing education programs** to ensure professionals sustain and advance competencies across their careers.
- ❑ **Enhance pharmacist training opportunities** in TUT-related behavioral counseling, pharmacotherapy, and patient education and support.
- ❑ **Promote access to Tobacco Treatment Specialist (TTS) certification** for all health and supportive service professionals to build a workforce with deep, specialized TUT expertise.



## Drivers

### Activate Structures and Process that Support Health Systems Transformation

Utilize system-level structures to embed, scale and sustainable tobacco use treatment (TUT) strategies across behavioral health and public health systems.



### Quitline

Tailor to ensure accessibility of nicotine replacement therapy (NRT) and integration with systems of care to effectively support people with behavioral health conditions in quitting tobacco.



### Strategic Communications

To promote awareness, shift norms, and build public and stakeholder support for tobacco-free recovery (TFR) among people with behavioral health conditions.



## Change Ideas – What Do We Do?

- ❑ **Utilize Medicaid Section 1115 waivers** to test and expand innovative models of delivering and financing TUT and tobacco-free recovery services for people with behavioral health conditions.
- ❑ **Implement Medicaid Performance Improvement Projects (PIPs)** focused on increasing access to and quality of TUT in behavioral health settings, with performance metrics and accountability structures.
- ❑ **Incorporate TUT improvement requirements into contracts and oversight processes** for Administrative Service Organizations (ASOs), Accountable Care Organizations (ACOs), Coordinated Care Organizations (CCOs), and other managed care or system support entities.
- ❑ **Include TUT access for people with behavioral health conditions as a standing agenda item** for Regional Community Advisory Boards or similar health governance bodies, ensuring ongoing dialogue, oversight, and community input.
- ❑ **Leverage Primary Care Associations (PCAs)** and their quality improvement infrastructure to drive adoption of TUT protocols, training, and technical assistance across federally qualified health centers and community health clinics.
- ❑ **Disseminate statewide communications (e.g., Letters to Providers)** to elevate TFR as a priority, reinforce expectations for provider engagement, and share tools, policy updates, and resources.

- ❑ **Customize Quitline services** based on best available evidence for people with behavioral health conditions.
- ❑ **Adopt web-based counseling and digital support tools** specifically designed for individuals with behavioral health conditions to enhance access and engagement.
- ❑ **Establish bi-directional referral systems** with health and supportive service systems that provide behavioral health services.
- ❑ **Feature real-world success stories** of Quitline users that motivate and inspire others with behavioral health conditions on their quit journey.
- ❑ **Adopt unlimited quit attempts/treatment courses and contingency management approaches** to support people in recovery as part of Quitline services.
- ❑ **Establish and track quality improvement and performance metrics**, including reducing tobacco use-oriented measures, to evaluate Quitline impact and ensure continuous improvement.
- ❑ **Ensure Quitline participation in TFR planning and evaluation efforts** as a core partner in behavioral health tobacco cessation infrastructure.

- ❑ **Disseminate surveillance data and impact reports** that highlight tobacco use trends and outcomes among people with behavioral health conditions, ensuring data is accessible and actionable for diverse audiences.
- ❑ **Share program outcomes and impact stories with community members and partners** to reinforce the value of their contributions and foster sustained engagement in planning and implementation.
- ❑ **Feature media campaigns that deploy affirming messages and tell real-life stories** of people with behavioral health conditions on their quit journey (e.g., CDC Tips from Former Smokers, MCRC for state-specific ads).
- ❑ **Leverage earned, or unpaid media strategies** that generate free coverage of a story or issue (e.g., PSAs, Letters to the editor, Op-Eds, social media).



## Goal

Establish and sustain policies, systems, and partnerships that create supportive environments for tobacco-free recovery (TFR) and ensure access to tobacco use treatment (TUT) for people with behavioral health conditions.



## Aim

Reduce use of tobacco from [percentage] to [percentage] among [target population, e.g. people in treatment for substance use disorders or people in treatment for mental health conditions] by [year]

## Drivers

### Leadership Commitment and Organizational Culture

Sets a clear vision and establishes a culture that prioritizes tobacco-free recovery (TFR) and mobilizes systems to support access to tobacco use treatment (TUT) for individuals with behavioral health conditions as part of whole-person care.



### Integrate TUT workflow with Mental Health and/or Substance Use Treatment

Established processes where tobacco is treated alongside other conditions



## Change Ideas – What Do We Do?

- ☐ Designate tobacco-free recovery as an organization-wide priority.
- ☐ Conduct an **organizational assessment** to identify strengths and barriers to TUT implementation.
- ☐ Identify and **empower internal champions** to advance tobacco use treatment integration across teams and departments.
- ☐ **Create cross-disciplinary implementation teams** that meet regularly to support integration and resolve challenges.
- ☐ Provide **TUT services for staff** to reinforce tobacco/nicotine-limited or -free norms.
- ☐ **Recognize and reward staff contributions** toward successful TUT implementation (e.g., award programs, internal recognition).
- ☐ Establish **partnerships and formal referral pathways** (e.g., outpatient health and supportive service systems) that promote comprehensive coordination of care.
- ☐ **Engage local and state health authorities to advance policies** that support integrated TUT in residential care.
- ☐ **Implement intentional, multi-channel strategic communication** to ensure staff, clients, and community stakeholders are consistently informed, engaged, and motivated around the significance of TFR as a critical component of holistic health, recovery, and wellness.

- ☐ Implement **universal and standardized screening** for tobacco/nicotine/vaping use at every care visit to identify people who use nicotine.
- ☐ Adopt **opt-out approaches for TUT**, ensuring that all clients who use nicotine products are automatically enrolled in cessation programs unless they decline.
- ☐ Prescribe **evidence-based and FDA-approved TUT medications** as part of the standard treatment protocol.
- ☐ Deliver **stage-matched tobacco use interventions, including proactive initiation of evidence-based TUT medication during the pre-contemplation stage** to reduce barriers and support readiness for change.
- ☐ Integrate tobacco **“tapering” treatment strategies** coupled with access to NRT.
- ☐ Provide **combined TUT approaches utilizing pharmacotherapy alongside behavioral interventions** to improve cessation success rates.
- ☐ Incorporate **contingency management approaches** (including sufficient incentives) to reinforce tobacco cessation efforts.
- ☐ Incorporate TUT into **patient treatment and case management plans** to address tobacco use as part of overall recovery.
- ☐ Integrate **peers or CHWs into TUT workflow** to provide motivational support, counseling, and post-discharge follow-up.
- ☐ **Integrate TUT into discharge planning** (including NRT provision or Rx and warm linkage to community-based provider) ensure continuity of care post-discharge.
- ☐ Ensure **continuous support and coordination through follow-up appointments**, ongoing counseling, and connections to community resources.

## Drivers

### Policies and Clinical Protocols

Standardizes routine identified and treatment for tobacco use, resulting in consistent, evidence-based care for all clients.



## Change Ideas – What Do We Do?

- ☐ Implement comprehensive **tobacco/nicotine-free or -limited campus policies** covering all indoor and outdoor areas.
- ☐ **Adopt TUT clinical protocols grounded in evidence-based clinical recommendations and/or emerging innovations:** universal screening, opt-out, stage-matched (including pre-contemplation), contingency management, tobacco tapering, 5A's (Ask, Advise, Assess, Assist, Arrange)/3A's (Ask, Advise, Act), and support groups.
- ☐ **Integrate TUT clinical protocols** with other medical and support services, integrating it into treatment planning and medication-assisted treatment (MAT) regimens.
- ☐ **Authorize nurse-initiated protocols (allowing nurses without needing a doctor's immediate approval under specific pre-approved guidelines) for prescribing tobacco use treatment medication** to support people on their quit/recovery journey and manage withdrawal symptoms.

### Technology and Infrastructure Support

Systems and tools that support identification and provision of TUT follow-up services make it easier for staff to consistently provide tobacco use treatment.



- ☐ Embed **clinical decision support tools** for TUT within the electronic medical record (EMR), clinical records, and/or clinical workflows to enhance screening, assistance, prescribing, and treatment tracking for TUT.
- ☐ **Automate prompts** for tobacco screening, counseling, and prescribing using EMR, clinical records, and/or clinical workflows.
- ☐ Integrate **TUT billing codes** into EMR, clinical records, and/or clinical workflows.
- ☐ Medication **formulary includes all FDA-approved NRT and TUT medication options.**
- ☐ **Ensure on-site access to NRT options** including Patch, Gum, Lozenge, Spray, and Inhaler.

### No Cost Barriers to Access to NRT and TUT-related Services

All clients—regardless of insurance or income—can access the TUT medications and services they need to quit.



- ☐ **Identify and utilize appropriate billing codes** for tobacco use treatment (TUT) services.
- ☐ **Negotiate contracts with payers** to enhance reimbursement rates for TUT services.
- ☐ Implement **“buy and bill” systems** to ensure NRT can be provided at point of care on-site.
- ☐ Establish **partnership with state Quitline** to ensure access to point of care NRT on-site and/or counseling services.
- ☐ Secure **“NRT samples” from pharmaceutical companies** (e.g., over-the-counter NRT products such as Patch, Gum, Lozenge) to provide bridge to regular source to fund NRT.
- ☐ Establish agreements and processes with **on-site pharmacies** to provide on-site NRT and TUT medications.

## Drivers

### Trained and Competent Workforce

Equipped with the knowledge, skills, and confidence to deliver effective tobacco use treatment (TUT) and support tobacco-free recovery (TFR) tailored for clients.



### Measurement and Continuous Improvement

Promotes continuous quality improvement and ensures activities are achieving desired effect, available to all, and sustained over time.



### Family and Community Engagement

Ensures clients receive support beyond the treatment setting—reinforcing tobacco-free recovery and long-term success.



## Change Ideas – What Do We Do?

- ☐ Provide comprehensive and **tailored training for all staff on addressing TUT** in behavioral health settings and impact on client outcomes.
- ☐ Provide **training for designated staff who identify need for and provided TUT services** on: screening for TUD; evidence-based clinical recommendations and practices for delivering TUT services; correct use of FDA-approved NRT and non-nicotine medications, emphasizing safety and efficacy.
- ☐ Provide **training to designated staff on the implementation and enforcement of tobacco/nicotine-free or -limited grounds (TFG) policies.**
- ☐ Provide **training to designated staff on the utilization of TUT billing codes** to optimize reimbursement processes.

- ☐ **Adopt standardized set of performance measures (PM)**, including goals for performance, to monitor TUT services.
- ☐ Quality Improvement team(s) **adopt TUT-related services as a quality improvement initiative.**
- ☐ Leverage existing or establish new **systems to collect and report TUT performance** measure data.
- ☐ Regularly **report and use TUT-related data**, stratified by provider, site, and patient demographics, to identify gaps and inform targeted improvements.
- ☐ **Regularly communicate with staff and partners/stakeholders** (including people participating in services) successes and lessons learned to build buy-in and support.
- ☐ **Participate in multi-agency collaboratives or learning networks** focused on tobacco-free behavioral health initiatives.

- ☐ Provide **support to families and caregivers** and social alternatives (health breaks, walks, etc.) to reinforce tobacco-free or -limited grounds (TFG) norms.
- ☐ Ensure access to **educational materials** providing information about how to use NRT and impact of tobacco on health outcomes.
- ☐ **Educate families and caregivers on non-judgmental support strategies**, evidence-based TUT options and their role in integrated care planning and providing support once discharged.
- ☐ Convene and **engage community advisory boards (CABs) or groups (CAGs)** to inform the design, delivery, and improvement of TUT and support services.
- ☐ **Involve individuals and their families in developing and implementing tobacco/nicotine-limited or -free grounds policies.**



## Goal

Establish and sustain policies, systems, and partnerships that create supportive environments for tobacco-free recovery (TFR) and ensure access to tobacco use treatment (TUT) for people with behavioral health conditions.



## Aim

Reduce use of tobacco from [percentage] to [percentage] among [target population, e.g. people in treatment for substance use disorders or people in treatment for mental health conditions] by [year]

## Drivers

### Leadership Commitment and Organizational Culture

Sets a clear vision and establishes a culture that prioritizes tobacco-free recovery (TFR) and mobilizes systems to support access to tobacco use treatment (TUT) for individuals with behavioral health conditions as part of whole- and -person centered care.



### Integrate TUT Workflow with Mental Health and/or Substance Use Treatment

Establishes processes where tobacco is treated alongside other conditions.



## Change Ideas – What Do We Do?

- ☐ Designate tobacco-free recovery as an **organization-wide priority**.
- ☐ Conduct an **organizational assessment** to identify strengths and barriers to TUT implementation.
- ☐ Identify and **empower internal champions** to advance TUT integration across teams and departments.
- ☐ Create **cross-disciplinary implementation teams** that meet regularly to support integration and resolve challenges.
- ☐ Provide **TUT services for staff** to reinforce tobacco/nicotine-limited or -free norms.
- ☐ **Recognize and reward staff contributions** toward successful TUT implementation (e.g., award programs, internal recognition).
- ☐ **Establish partnerships** (e.g., Quitline and other health/supportive service systems) that support comprehensive coordination of care.
- ☐ **Engage local and state health authorities to advance policies** that support integrated TUT in residential care.
- ☐ **Implement intentional, multi-channel strategic communication** to ensure staff, clients, and community stakeholders are consistently informed, engaged, and motivated around the significance of TFR as a critical component of holistic health, recovery, and wellness.

- ☐ Implement **universal screening** for tobacco/nicotine/vaping use at intake to identify people who use nicotine.
- ☐ Adopt **opt-out approaches for TUT**, ensuring that all clients who use nicotine products are automatically enrolled in cessation programs unless they decline.
- ☐ Prescribe **evidence-based and FDA-approved TUT medications** as part of the standard treatment protocol.
- ☐ Deliver **stage-matched tobacco use interventions, including proactive initiation of evidence-based TUT medication during the pre-contemplation stage** to reduce barriers and support readiness for change.
- ☐ Integrate tobacco **“tapering” treatment strategies** coupled with access to NRT.
- ☐ Provide **combined TUT approaches utilizing pharmacotherapy alongside behavioral interventions** to improve cessation success rates.
- ☐ Incorporate **contingency management approaches** (including sufficient incentives) to reinforce tobacco cessation efforts.
- ☐ **Incorporate TUT into patient treatment and case management plans** to address tobacco use as part of overall recovery.
- ☐ Integrate **peers or CHWs into TUT workflow** to provide motivational support, counseling, and post-discharge follow-up.
- ☐ Integrate **TUT into discharge planning** (including NRT provision or Rx and warm linkage to community-based provider) ensure continuity of care post-discharge.
- ☐ Ensure **continuous support and coordination through follow-up appointments**, ongoing counseling, and connections to community resources.

## Drivers

### Policies and Protocols

Standardizes routine identified and treatment for tobacco use, resulting in consistent, evidence-based care for all clients.



### Technology and Infrastructure Support

Systems and tools that support identification and provision of TUT follow-up services make it easier for staff to consistently provide tobacco use treatment.



### No Cost Barriers to Access to NRT and TUT-related Services

All clients—regardless of insurance or income—can access the TUT medications and services they need to quit.



## Change Ideas – What Do We Do?

- ❑ Implement **comprehensive tobacco/nicotine-free or -limited campus policies** covering all indoor and outdoor areas.
- ❑ **Adopt TUT clinical protocols grounded in evidence-based clinical recommendations and/or emerging innovations:** universal screening, opt-out, stage-matched (including pre-contemplation), contingency management, tobacco tapering, 5A's (Ask, Advise, Assess, Assist, Arrange)/3A's (Ask, Advise, Act), and support groups.
- ❑ **Integrate TUT clinical protocols with other medical and support services**, integrating it into treatment planning and medication-assisted treatment (MAT) regimens.
- ❑ **Authorize nurse-initiated protocols (allowing nurses without needing a doctor's immediate approval under specific pre-approved guidelines) for prescribing tobacco use treatment medication** to support people on their quit/recovery journey and manage withdrawal symptoms.

- ❑ Embed **clinical decision support tools** for TUT within the electronic medical record (EMR), clinical records, and/or clinical workflows to enhance screening, assistance, prescribing, and treatment tracking for TUT.
- ❑ **Automate prompts for tobacco screening**, counseling, and prescribing using EMR, clinical records, and/or clinical workflows.
- ❑ Integrate **TUT billing codes** into EMR, clinical records, and/or clinical workflows.
- ❑ Medication **formulary includes all FDA-approved NRT and TUT medication options**.
- ❑ **Ensure on-site access to NRT options** including Patch, Gum, Lozenge, Spray, and Inhaler.

- ❑ **Identify and utilize appropriate billing codes** for TUT services.
- ❑ **Negotiate contracts with payers** to maximize reimbursement rates for TUT services (cover unlimited treatment courses, allow combination treatment, remove prior authorization/co-pays, remove requirements that patients receive counseling before obtaining medication).
- ❑ Implement **"buy and bill" systems** to ensure NRT can be provided at point of care on-site.
- ❑ Establish partnership with state **Quitline** to ensure access to point of care NRT on-site and/or counseling services.
- ❑ Secure **"NRT samples" from pharmaceutical companies** (e.g., over-the-counter NRT products such as Patch, Gum, Lozenge) to provide bridge to regular source to fund NRT.
- ❑ Establish agreements and processes with **on-site pharmacies** to provide on-site NRT and TUT medications.



## Drivers

### Trained and Competent Workforce

Equipped with the knowledge, skills, and confidence to deliver effective tobacco use treatment (TUT) and support tobacco-free recovery (TFR) tailored for clients.



### Measurement and Continuous Improvement

Promotes continuous quality improvement and ensures activities are achieving desired effect, available to all, and sustained over time.



### Engage Families, Supports, and Caregivers

Ensures clients receive support beyond the treatment setting—reinforcing tobacco-free recovery and long-term success.



## Change Ideas – What Do We Do?

- ☐ Provide **comprehensive and tailored training for all staff on addressing TUD** in behavioral health settings and impact on client outcomes.
- ☐ Provide **training for designated staff who identify need for and provided TUT services** on: screening for TUD; evidence-based clinical recommendations and practices for delivering TUT services; correct use of FDA-approved NRT and non-nicotine medications, emphasizing safety and efficacy.
- ☐ Providing **training to designated staff on the implementation and enforcement of tobacco/nicotine-free or -limited grounds (TFG)** policies.
- ☐ Provide **training to designated staff on the utilization of TUT billing codes** to optimize reimbursement processes.

- ☐ Adopt **standardized set of performance measures (PM)**, including goals for performance, to monitor TUT services.
- ☐ Quality Improvement team(s) **adopt TUT-related services as a quality improvement initiative**.
- ☐ Leverage existing or establish new **systems to collect and report TUT performance** measure data.
- ☐ Regularly **report and use TUT-related data**, stratified by provider, site, and patient demographics, to identify gaps and inform targeted improvements.
- ☐ **Regularly communicate with staff and partners/stakeholders** (including people participating in services) successes and lessons learned to build buy-in and support.
- ☐ **Participate in multi-agency collaboratives or learning networks** focused on tobacco/nicotine-free or -limited behavioral health initiatives.

- ☐ Provide **support to families and caregivers** and social alternatives (health breaks, walks, etc.) to reinforce tobacco/nicotine-free or -limited grounds (TFG) norms.
- ☐ Ensure access to **educational materials** providing information about how to use NRT and impact of tobacco on health outcomes.
- ☐ **Educate families and caregivers on non-judgmental support strategies**, evidence-based TUT options and how they can support their family members.
- ☐ Convene and **engage community advisory boards (CABs) and groups (CAGs)** to inform the design, delivery, and improvement of TUT and support services.
- ☐ **Involve individuals and their families in developing and implementing tobacco/nicotine-limited or -free grounds policies**.

# Supportive Service Providers – Driver Diagram

(Recovery Support Services, Recovery Community Centers, Housing Programs, Food Pantries, Employment Programs, etc.)

National Center of Excellence for  
Tobacco-Free Recovery



## Goal

Establish and sustain policies, systems, and partnerships that create supportive environments for tobacco-free recovery (TFR) and ensure access to tobacco use treatment (TUT) for people with behavioral health conditions.



## Aim

Reduce use of tobacco from [percentage] to [percentage] among [target population, e.g. people in treatment for substance use disorders or people in treatment for mental health conditions] by [year]

## Drivers

### Leadership Commitment and Organizational Culture

Sets a clear vision and establishes a culture that prioritizes tobacco-free recovery (TFR) and mobilizes systems to support access to tobacco use treatment (TUT) for individuals with behavioral health conditions as part of whole- and -person centered care.



### Integrate Access to NRT and TUT-related Services as Part of Program Activities

Increases clients access to NRT and TUT services and support in trusted spaces.



## Change Ideas – What Do We Do?

- ❑ Designate tobacco-free recovery as an **organization-wide priority**.
  - ❑ Conduct an **organizational assessment** to identify strengths and barriers to TUT implementation.
  - ❑ Identify and **empower internal champions** to advance tobacco use treatment integration across teams and departments.
  - ❑ **Create cross-disciplinary implementation teams** that meet regularly to support integration and resolve challenges.
  - ❑ Provide **TUT services for staff** to reinforce tobacco/nicotine-limited or -free norms.
  - ❑ **Recognize and reward staff contributions** toward successful TUT implementation (e.g., award programs, internal recognition).
  - ❑ **Establish partnerships** (e.g., Quitline and other health/supportive service systems) that support comprehensive coordination of care.
  - ❑ **Engage local and state health authorities to advance policies** that support integrated TUT in all care settings for people with behavioral health conditions.
  - ❑ **Implement intentional, multi-channel strategic communication** to ensure staff, clients, and community stakeholders are consistently informed, engaged, and motivated around the significance of TFR as a critical component of holistic health, recovery, and wellness.
- 
- ❑ **Universally screen** all clients for nicotine use, including cigarettes, vapes, chewing tobacco, nicotine pouches (e.g., Zyn).
  - ❑ Provide **free NRT** (i.e., Patches, Gum, Lozenges) on-site for clients that use nicotine products.
  - ❑ Provide **education to clients on how to use NRT correctly** to maximize benefits.
  - ❑ Provide **alternate and health options to “smoke breaks”** (e.g., “NRT breaks” and “wellness breaks”).
  - ❑ Provide **TUT support groups**.
  - ❑ Integrate **contingency management intervention** (with sufficient incentives) to support Quit attempts.
  - ❑ **Integrate TUT** into patient treatment/case management plans.
  - ❑ Provide **bi-directional referrals, coordinated care, and ongoing support** with the Quitline and health systems partners to support people with BH conditions on their quit journey.
  - ❑ **Integrate peer-driven approaches** (peers, CHWs trained as TTS) to provide ongoing motivation and support to patients.

## Drivers

### Policies and Protocols

Guide staff in how to make addressing tobacco use part of everyday practice.



## Change Ideas – What Do We Do?

- ❑ Implement **tobacco/nicotine-free or -limited** (covering tobacco/smoke/nicotine/vaping) grounds policies.
- ❑ Establish **policies and protocols for universal screening** for tobacco/nicotine/vaping use, using evidence-based/informed tools.
- ❑ Establish **protocols for providing evidence-based TUT services** (e.g., NRT dispensing, prescribing TUT medications, opt-out and stage-matched treatment, including treating in pre-contemplation, contingency management).
- ❑ Establish **protocols for referring and linking** clients with TUT services (e.g., MOUs, linkage agreements, partner agreements to provide coordinated TUT treatment and support).

### Technology and Infrastructure Support

Basic systems to collect data will support identifying changes in practice, impact on clients' lives, and guide continuous improvement activities.



- ❑ Embed **decision support tools** for TUT and support within the electronic records systems, clinical records, and/or clinical workflows to enhance screening, provision of NRT and TUT medications, quit attempts, and referrals, and monitoring.
- ❑ Adopt **paper-based intake or tracking tools** (including iPad or tablets) to monitor TUT-related service provision (e.g., screening, providing education, provide NRT, groups, referrals)
- ❑ **Ensure on-site access to NRT options** including Patch, Gum, Lozenge.

### No Cost Barriers to Access to NRT on-site and TUT-related Services

Removes a key barrier to ensuring everyone has a fair chance to access medication and support to quit, regardless of income or insurance.



- ❑ Include expenses associated with purchase of **NRT in program budgets**.
- ❑ **Leverage funding from other state/local programs** to purchase NRT.
- ❑ Establish partnership with state **Quitline** to ensure access to on-site NRT.
- ❑ Secure **“NRT samples” from pharmaceutical companies** (e.g., over-the-counter NRT products such as Patch, Gum, Lozenge) to provide bridge to regular source to fund NRT.
- ❑ Establish agreements and processes with **local outpatient and residential treatment centers** to provide on-site NRT as part of continuum of care.
- ❑ **Negotiate contracts with payers and/or partners as part of “Value-Based Payment” agreements** to facilitate reimbursement for TUT-related services.

## Drivers

### Trained and Competent Workforce

Staff that understand how to talk about and support tobacco treatment make it more likely that people feel supported, not judged — and more likely to try quitting.



- ☐ Provide comprehensive **training for all staff on addressing tobacco use** for people with behavioral health conditions and impact on client health outcomes.
- ☐ Provide **training for staff** on: screening for tobacco use; correct use of FDA-approved nicotine replacement therapy (NRT), emphasizing safety and efficacy.
- ☐ Providing **training to staff on the implementation and enforcement of tobacco/nicotine-free or -limited grounds** (TFG) policies.

### Measure, Monitor and Improve

Tracking what is working — and where more support is needed — helps programs improve services, sustain efforts, and celebrate impact over time.



- ☐ **Adopt standardized set of performance measures (PM)**, including goals for performance, to monitor TUT and support activities.
- ☐ Leverage existing or establish new **systems to collect and report TUT performance** measure data.
- ☐ Regularly **report and use TUT-related data**, stratified by site, client demographics, to identify gaps and inform targeted improvements.
- ☐ **Regularly communicate staff and stakeholder's** successes and lessons learned to build buy-in and support.
- ☐ **Participate in multi-agency collaboratives or learning networks** focused on tobacco-free recovery initiatives.

### Engage Families and Caregivers

When families and support networks are informed and involved, they can reinforce healthy choices and encourage lasting tobacco-free recovery.



- ☐ Provide **support to families and caregivers** and social alternatives (health breaks, walks, etc.) to reinforce tobacco/nicotine-limited or -free grounds (TFG) norms.
- ☐ Ensure access to **educational materials** providing information about how to use NRT and impact of tobacco on health outcomes.
- ☐ **Educate families and caregivers on non-judgmental support strategies**, evidence-based TUT options and how they can support their family members.
- ☐ Convene and **engage community advisory boards (CABs) and groups (CAGs)** to inform the design, delivery, and improvement of TUT and support services.
- ☐ Involve **individuals and their families in developing and implementing** tobacco/nicotine-limited or -free grounds policies.



## Goal

Establish and sustain policies, systems, and partnerships that create supportive environments for tobacco-free recovery (TFR) and ensure access to tobacco use treatment (TUT) for people with behavioral health conditions.



## Aim

Reduce use of tobacco from [percentage] to [percentage] among [target population, e.g. people in treatment for substance use disorders or people in treatment for mental health conditions] by [year]

## Drivers

### Education and Awareness

Misconceptions about tobacco use, NRT, and behavioral health are common and can reduce motivation to quit or try NRT.



### Peer Support Programs

Supportive relationships are a key predictor of successful quit attempts and sustained recovery.



### Engagement in Care Planning and Decision-Making

When people with lived experience are involved in care planning, treatment becomes more person-centered and effective.



### Access to Resources & System Navigation

People often do not access NRT because they do not know what is covered or how to get it.



### Advocacy & Systems Change

People with lived experience and their families can influence how systems and providers prioritize tobacco treatment.



## Change Ideas – What Do We Do?

- ☐ Share **accurate information** about the safety and effectiveness of nicotine replacement therapy (NRT) and TUT (tobacco use treatment) medications.
- ☐ **Debunk common myths** about tobacco use and mental health or substance use conditions (e.g., “smoking helps manage mental health symptoms”).
- ☐ **Normalize quitting** as part of recovery and wellness.
- ☐ **Inform resources** specifically for families, caregivers, and community members to assist loved ones with behavioral health conditions on their quit journey.

- ☐ Offer **support, encouragement, and accountability** during quit attempts.
- ☐ Share your own **quit journey or readiness stories** that motivate and inspire others on their quit journey and highlight the importance of tailored support.
- ☐ Join or facilitate **peer-led support groups** that include tobacco recovery.
- ☐ Engage in opportunities to **become trained as Tobacco Treatment Specialists**.

- ☐ Request and review information with your **health care provider to maximize health benefits covered** (e.g., counseling, NRT, TUT medications).
- ☐ **Actively participate** in shared decision-making with healthcare and supportive services care teams to support recovery planning.
- ☐ **Request inclusion of tobacco use treatment** in behavioral health recovery plans.
- ☐ Advocate for **NRT and counseling to be offered as standard, not optional**.

- ☐ Request and review information about **health insurance benefits** (or help others do so) to maximize benefits covered (e.g., counseling, NRT, TUT medications).
- ☐ **Share tips** on accessing low- or no-cost NRT and counseling.
- ☐ **Help others understand how to ask** for resources from providers including

- ☐ Actively participate in **advisory boards, quality improvement teams, or advocacy groups** to co-create strategies and solutions that support tobacco-free recovery.
- ☐ Join or start **advocacy efforts that raise awareness** about the unique experiences of people with behavioral health conditions who use tobacco.
- ☐ **Share lived experience(s)** as co-authors to inform the way forward by shaping program design, implementation, evaluation, and execution of strategies (e.g., training programs for healthcare providers) and reduce stigma.
- ☐ Promote the inclusion of TUT as a **standard component of behavioral health services**.