

# Orlando Wright

20 years of experience in management, clinical service delivery, complex behavioral health systems, & dynamic partnership development.

## EDUCATION

**Massachusetts Institute of Technology, Boston, MA— Fellowship SUD Ventures MIT Bootcamp**  
November 2023-January 2024

The National Institute of Health (NIH) funded SUD Ventures, an intense and immersive hybrid fellowship program. The fellowship consists of live expert webinars and online courses, culminating in a five-day boot camp at MIT. The goal is to spark the creation of innovative biomedical ventures in the SUD space.

**Capella University, Minneapolis, MN— Ph.D.**  
January 2012 - June 2018

**Dissertation title:** Parenting Status Offending Youth: Parents’ Perception of Diversionary Services in the Juvenile Justice System.

**Committee:** Dr. Paul Maione, Dr. Lee Shilts, Dr. Ron Muchnick

**Research Interests:** Mental health care, integrated healthcare, Substance use Disorders, Juvenile and Criminal Justice, and Diversionary Services.

**University of Connecticut, West Hartford, CT — MSW**  
September 2001 - December 2003

## EXPERIENCE

**University of Maryland Baltimore, Baltimore, MD —Program Director, Health and Recovery Practice (HARP)**  
November 2023 - present

- The Health and Recovery Practice, under the charge of the UMB School of Medicine–Department of Addiction Research and Treatment—is an innovative primary care medical practice integrated with outpatient substance use disorder treatment programs, a drop-in center, and care coordination.
- Raised **1 million + dollars** in new funding to optimize, expand, and sustain programs for 55+ population with

## SKILLS

Medicaid & Medicare Payment models

Integrated Care

Behavioral health business case development

Coalition building

Clinical practice

Project development & management

Public Presentations

SME SAMHSA Grants review

## Appointments

Chair, NASW SPECIALTY PRACTICE SECTIONS at the National Association of Social Workers

Taskforce for NASW Social Work Safety Standards in the Workplace

Appointed by County Executive Calvin Ball to the Howard County Local Behavioral Health Authority Board | Chair, Critical Indicators Committee/ Howard County LBHA

**Greater Baltimore Regional Integrated Crisis System Standards (GBRICS)-Greater Baltimore Health System**

Open Access Consultant who provided subject matter expertise to the RFT process to transform behavioral health crisis response services in Baltimore City,

substance use disorders—expansion into two aging-in-place communities.

- Facilitate data reporting using complex data sets from CRISP, Sellers Dorsey, and others to drive program initiatives in a Payment model called **the Maryland Quality Innovation Program** (M-QIP) focused on the Medicaid/Medicare population.
- Oversee the implementation and expansion of the Health and Recovery Practice clinical program to increase community access and utilization of the clinical services provided by the program.
- Implement the strategic plan and direct the clinical practice's daily operational activities to meet the M-QIP metrics of **avoidable ED visits, preventable admissions, and screening for social determinants of health(SDOH)**.
- Manage practice budget, including approving finances, tracking expenditures, and preparing reports on current finances. Create and manage programmatic databases to analyze and manage key performance indicators, including population health outcomes.
- Develop and maintain funding sources for the program through grant-seeking, donations, and fundraising events.
- Develop and implement strategies to enhance collaborative relationships with businesses, public agencies, non-profits, and other partners.
- Managed 340B drug pricing program and pharmacy relationships, audited to ensure Health Resource & Services Administration (HRSA) compliance, and facilitated internal compliance with providers.

**Walden University, Columbia, MD — Adjunct Professor**

August 2018 - Present

- Guide students in a Council on Social Work Education (CSWE) accredited program in Social Work practice and research.
- Assignments include **Social Work Practice Research** and Teach Skills Lab, a 3-day intensive program.

**American Society of Addiction Medicine (ASAM), Rockville, MD — Director, Partnerships and Innovation**

April 2020 - November 2023

Baltimore County, Carroll County, and Howard County.

**Licensure**

LCSW-C and board-certified supervisor in MD | #23307

- Drafted and facilitated writing the utilization management chapter in the ASAM Criteria (4th edition), including creating the medical necessity service request form.
- Spearheaded and streamlined licensing program with 40 + commercial payers with **140 million covered lives**. Facilitate state compliance with regulatory requirements for payer licensing.
- Oversee partnerships with states, payers, and other public entities. Build partnerships to strengthen the implementation of The ASAM Criteria® Nationally.
- Led and expanded innovative partnerships, including the ASAM CONTINUUM® and Co-Triage® software products, ASAM Criteria-related training and consulting services, and the ASAM Level of Care Certification.
- Engage, nurture, and execute potential partners, including nonprofit associations, states, healthcare provider organizations, payers, and managed care organizations, among others, to evaluate current systems and processes and identify business needs.
- Foster and develop relationships with the Associate Director of Quality Improvement to create outreach plans to engage these states.
- Championed and implemented a comprehensive tracking of ASAM's relationships with states to leverage knowledge and increase problem-solving across the quality and science copyright process.
- Expanded inter-department collaboration to increase efficiency and effectiveness, and streamlined products for the ASAM Criteria guidelines.
- Conceptualized a framework for our third-party administrators who license and resell the ASAM Continuum software.

**Charter Oak State College, New Britain, CT — *Adjunct Professor***  
 March 2016 - June 2017

- Charter Oak is the only online accredited state school.

- Kept abreast of developments in the field by reading current literature, talking with colleagues, giving presentations at conferences, and serving on committees in professional associations.
- Prepared course materials such as syllabi, homework assignments, and handouts.
- Designed and taught the Criminal Justice (CRJ355) course on Mental Health & Substance Use Disorders.

**Primary Care Coalition, Silver Spring, MD —Behavioral Health Integration Manager**

July 2017 - March 2020

- Key regional facilitator, **Maryland Total Cost of Care Model**, called Nexus Montgomery Regional Partnership and facilitated inter-organizational initiatives to reduce acute care hospital utilization and cost of care among those with behavioral health diagnoses at six hospitals (Holy Cross, Johns Hopkins, MedStar, Adventist systems) in Montgomery County, MD, using claims data to **impact quality metrics**.
- Served as contract lead for community agencies on several projects in the Maryland innovation grants like the **million-dollar innovative crisis house** with Sheppard Pratt Health System
- Enacted systems change by developing Outpatient Mental Health Clinics initiatives across multiple agencies to bring same-day access and just-in-time prescriber efficiencies for patients' transition from hospital care to the community.
- Developed and facilitated cross-agency and system collaboration through the Behavioral health workgroup to bridge the gap between community providers and hospital behavioral health teams.
- Leveraged health information exchange CRISP (HIE) to facilitate a responsive system in developing crisis houses, ACT teams, and mental health first aid training to meet hospitals' **total cost of care** initiatives.
- Developed relationships of trust and respect with community behavioral health leaders from the hospital, county government, community-based organizations, and community providers. Serve on the Behavioral Health Workgroup of Healthy Montgomery, the cross-sector local health

improvement coalition. Workgroups are tasked with identifying cross-organizational needs for improvement (e.g., gaps in services, care transition or communication procedures, technology, or data sharing constraints), reviewing and recommending evidence-based practices or other results-oriented solutions, developing work plans and metrics for pilot tests, and empowering organizations to do such tests.

- Facilitated change at a systems level - among member Hospitals, community-based behavioral health providers, Core Services Agencies, and policy and payer stakeholders that reduced acute care hospital utilization and cost of care for those with severe mental health diagnoses.
- **OMHC Initiative** — *Nexus Montgomery Regional Partnership*  
Developed the business case, procured approval and funding, and secured MTM Services/The National Council for Behavioral Health to optimize 5 Outpatient Mental Health Clinics (OMHC) across two agencies.
- **Mental Health First Aid** — *Primary Care Coalition, Inc.*  
Working across six hospitals, I recognized a need for mental health first aid training. **Secured a multi-year 400K SAMHSA grant** to train 2,250 participants over three years.
- **MEDCONNECT**— *Nexus Montgomery Regional Partnership*  
I developed a gap model for the severely mentally ill population to receive medication within 24-48 after hospital discharge.
- **Integrated Crisis House**— *Nexus Montgomery Regional Partnership*  
Developed business case, procured one million dollars of hospital funding and hospital approval to establish an integrated hospital-based 16-bed crisis house with Sheppard Pratt Health System.
- **Co-Locate Model**— *Montgomery County, MD*  
Developed and curated partnerships to implement the necessary relationships to forge a partnership between Urban Behavioral Health Associates, Green Pharmacy, and Montgomery County Health Care for the Homeless. This model was co-located with a psychiatrist at the county homeless shelter. Green Pharmacy will also be on-site. We are poised to serve the severely mentally ill/homeless population in a unique bridge that enables services at a place

where it is convenient for the clients.

**Humanim, Columbia, MD—Part-Time Clinician**

September 2017 - August 2019

- Collaborated with police to respond to crises in the community.
- Performing thorough mental status assessments
- If invoking the Emergency Petition, fully complete the Emergency Evaluation document.
- Integrating treatment plans into aftercare plans to reduce future crisis

**Catholic Charities of Greater Hartford, Hartford, CT—Director of Clinical Services**

May 2016 - July 2017

- Developed and implemented practice standards for the behavioral health clinic and child guidance center disciplines.
- Worked with the Director of CQI to ensure effective design and implementation of CQI systems and utilizing results for program improvement.
- Ensured all licenses and funder expectations were met (e.g., DPH, DCF, EDS, NPI, etc.). Worked with billing staff to provide 100% collection by monitoring productivity standards and reports and designing corrective action plans to address problem areas.
- Understood and monitored compliance with expectations of Title 19 and other 3rd party insurance companies by developing standards of practice. Worked with clinical staff to establish philosophies of treatment and service delivery for the various areas of behavioral health.
- Developed and maintained accountability for outcomes of Behavioral Health using data to improve programs and service delivery. Worked with funders and grants to ensure full compliance with contract requirements.
- Assessed and assisted in developing a training plan for clinical staff/programs. Worked independently to work with program staff and meet deadlines.

**State of Connecticut Department of Mental Health and Addiction Services, Middletown, CT — *Behavioral Health Clinical Manager***  
March 2016 - April 2016 (laid off)

- Oversaw statewide mental health Jail Diversion Program, Women's JD, Veteran's JD, Substance Abuse JD, and Alternative Drug Intervention.
- Managed grant review, ongoing monitoring, and reporting to state stakeholders. Supervised the Manager of the statutory Pretrial Alcohol/Drug Education program that operates statewide through eight private community providers; provided oversight for the budget, policies, procedures, and quality improvement; participated in interagency legislative initiatives regarding the program; ensured that the program responds to legislative initiatives.
- Partnered with geographical courts statewide and treatment providers to implement diversionary services.

**Team Supervisor** (March 2015-March 2016)

- Supervised 13 team members who provided the Young Adult Services team to transitional-aged youth.
- Contributed to the Department of Mental Health and Addiction Services leadership team.
- Management of placement of young adults in housing, treatment, and other ancillary services.
- Provided support for the Assertive Community Treatment team members.

**Southeastern Council on Alcoholism and Drug Dependence, Norwich, CT—Director of Outpatient Services**  
June 2014 - March 2015

- Managed and led daily operations of outpatient substance treatment programs.
- Collaborated with the State Department Court Support Services Division (CSSD) to deliver court-ordered services.
- Instrumental in instituting new quality assurance practices for contractors and patient care.
- Supervised clinical staff and provided direction, coaching, and support.

**Wheeler Clinic, Inc,** Plainville, CT — *Various positions*  
Jan 2004 - June 2014

**Program Director** (June 2011-June 2014)

- Responsibilities included supervising and managing the daily operations, budget, and personnel for the Youth Equipped for Success (YES) program. The program, which is charged with the Court Support Services Division (CSSD), provides clinical and skills-based services for youth and families.
- Additional responsibilities included collaboration with community programs, clinical service delivery, and continuous adherence to the YES program's quality standards.
- Further, as a director, I supervised the quality assurance of all evidence-based programs in our center, including the home-based family model, brief strategic family therapy (BSFT).

**Senior Clinician** (January 2008- June 2011)

- I worked as a senior clinician in a group home, treating children and their families. I supervised all clinical services and direct care staff members as part of the management team. This group home integrated DBT into its daily milieu.

**Team Supervisor** (January 2006- June 2008)

- Supervised a small team that provided permanency services in the foster care department's Life-Long Family Ties Program. The program aimed to help adolescents locate their natural connections after being placed in state care. This work was cutting edge and helped to connect young people with loved ones after they were set to age out of the Department of Children and Families system.

**Care Coordinator** (January 2004- June 2006)

- Worked as a care coordinator within the state system to connect children who eventually age out of the Department of Children and Families (DCF) system to reconnect with various lifelong connections. This work involved collaborating with DCF workers, children's connections, and other stakeholders.



### **Publications**

- Wright, O. (2025). Meeting the Demands of Uncertainty. The National Association of Social Workers Specialty Practice, (Spring/Summer, p. 4).
- Wright, O. (2025). Ideation to Implementation: Collaborative Care and the Current Payment System. In: Colistra, A.L. (eds) Equipping the interdisciplinary workforce to treat Substance Use Disorders and Behavioral Health. Springer, Cham. [https://doi.org/10.1007/978-3-031-88900-4\\_22](https://doi.org/10.1007/978-3-031-88900-4_22)
- Wright, O. (2024). *Inspired: Creative writing for effective self-reflection during the therapeutic process*. Cornwall District Publishing, Washington, D.C.
- Wright, O. (2024). The Implementation of Trauma-Informed Care with Staff. *The National Association of Social Workers Specialty Practice*, (Fall/winter, pg. 6-7).
- Wright, O. (2023). *Application of The ASAM Criteria Within Utilization Review and Management*. In Waller, R.C., Boyle, M.P., Davis, S.R (4<sup>th</sup> edition.), *The ASAM Criteria: Treatment Criteria for Addictive. Substance-Related, and Co-Occurring Conditions* (363-377).
- O. Wright. (2018). *Parenting Status Offending Youth: Parents' Perceptions of Diversionary Services in the Juvenile Justice System*. Ann Arbor, MI: ProQuest Publishing.
- Evans-Phillips, J. & Wright, O. (2018). *Soaring into Greatness*. Hartford, CT: CreateSpace

### **Presentations**

- Wright, O. (2024). Transforming the Substance Use Disorder Landscape: Advocating for Technological Innovations to Enhance the Implementation of the ASAM Criteria. Massachusetts Institute of Technology.
- Wright, O. (August, 2023). *Ethical best practices for working for working with individuals and caregivers*. The American Case Management Conference. Baltimore, MD.
- Wright, O. (March 2023). *Fostering Empathy in the Workplace*. Quality Improvement Network: Centers For Medicaid &

*Medicare. Washington, D.C.*

*Wright, O. (May 2022). Care Measured: Turning patient-reported data into valuable clinical insights. Clinician Fest conference.*

*Wright, O. (May 2022). Opioid Use Disorder & Related Behaviors: Supporting Patients & Families. Quality Improvement Network: Centers for Medicaid & Medicare.*

*Wright, O. (August 2021). Protecting your intellectual property. Presenter at National Association of Black Social Workers. Maryland*

*Wright, O. (July 2019). Severe Mental Ill: HSCRC Regional Partnership Transformation. Silver Spring, MD*

*Wright, O. (March 2019). Healing Spaces in Mental Health. Panel discussion at Women in Healthcare, DC Chapter, Washington, D.C.*

*Wright, O. (June 2018). Hospitals: What We're Looking For. Presenter at Community Behavioral Health of Maryland annual conference, Baltimore, M.D.*

*Wright, O. (November 2018). 6 Hospitals. Four Systems. One Community. Presenter at Regional Partnership Collaborative, Annapolis, M.D.*