The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The text is centered in the white space between these shapes.

Natick Opioid Task Force Strategic Planning: Objectives, Structure and Staffing

November 5, 2018

Health Resources in Action, Inc.



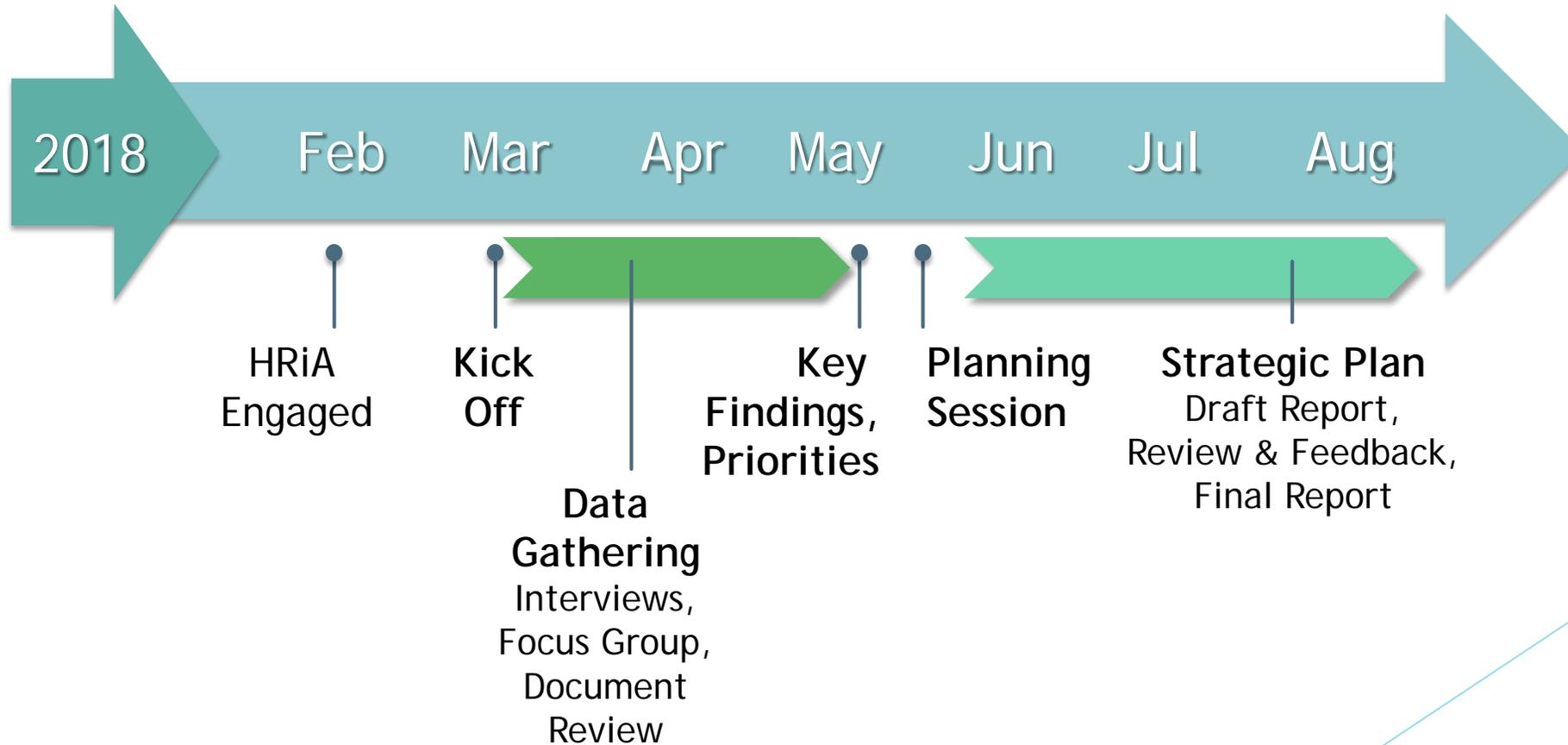
Health Resources in Action
Advancing Public Health and Medical Research

- ▶ HRiA is a nonprofit public health and medical research organization located in Boston, serving governmental, community, health care, and philanthropic organizations across the nation.
- ▶ Founded in 1957, HRiA works to help people live healthier lives and create healthy communities through policy, prevention, health promotion, and research.
- ▶ This broad mission statement has remained consistent throughout HRiA's history and is reflected in the organization's service areas, including strategic planning and organizational effectiveness, public health policy, research and evaluation, training and capacity building, and investments in health.
- ▶ With a commitment to focusing on the multi-faceted issues facing vulnerable populations, HRiA has earned a national reputation as a leader in promoting public health and health equity.

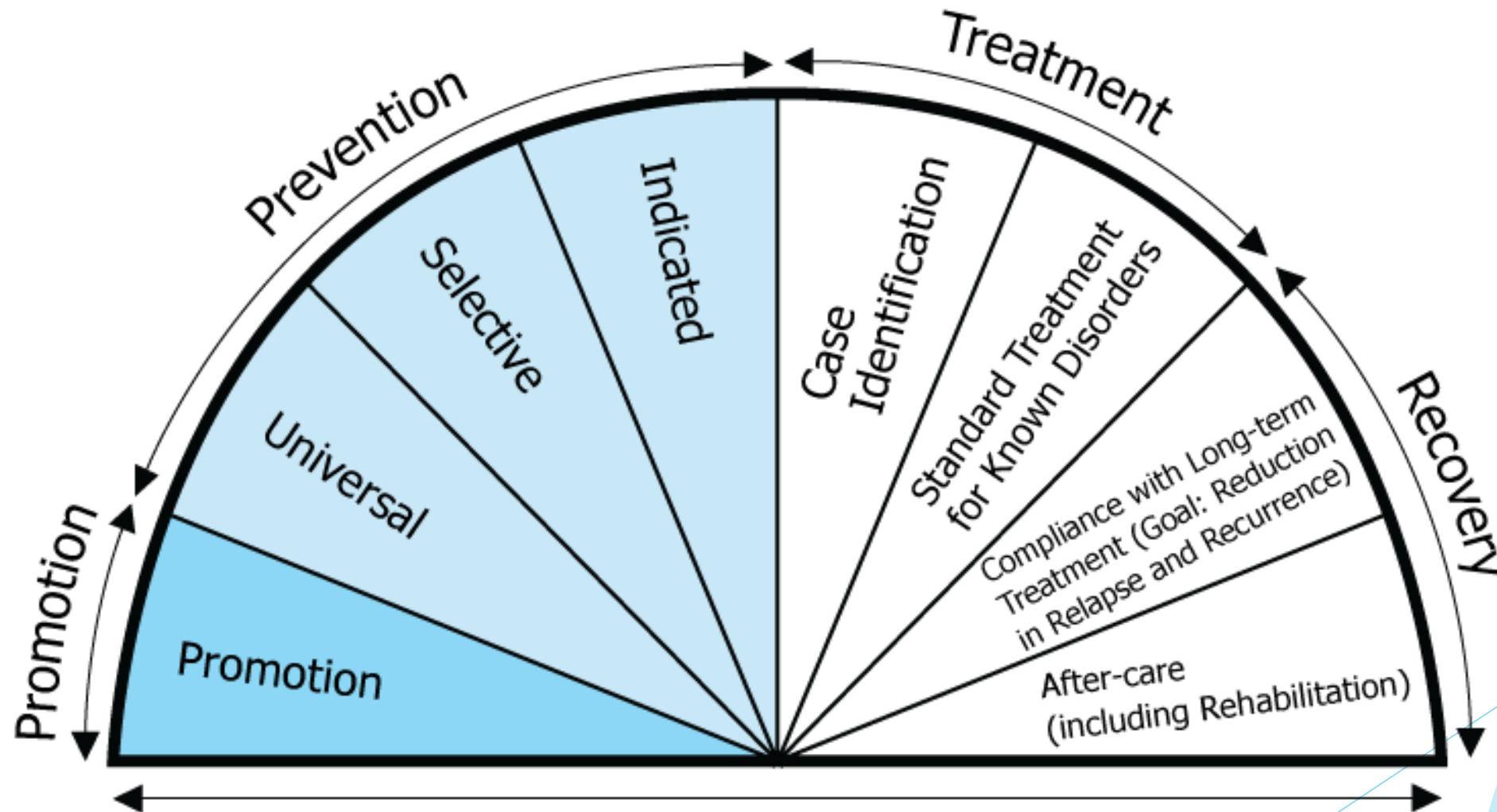
Goal of Planning Process

- ▶ To develop an integrated strategic plan for substance use prevention, treatment, and recovery for the town of Natick in order to:
 - ▶ Guide collaborative efforts in a coherent and feasible way
 - ▶ Sustain and build off initiatives and interests, and
 - ▶ Inform the optimal structure to support effective implementation, monitoring, and evaluation of the plan.

Strategic Planning Timeline



Substance Abuse Continuum

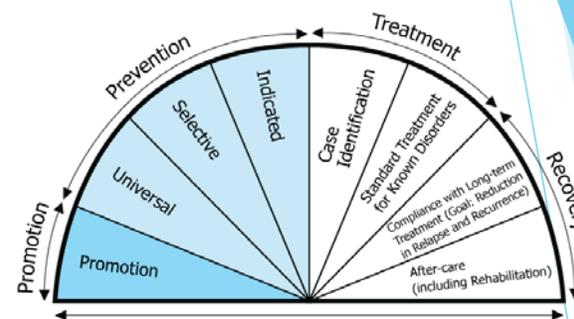


Source: <https://www.samhsa.gov/prevention>

Public Health Approach to Substance Use

(i.e., mental health and substance use)

- ▶ PROMOTE healthy behaviors across the community through policies, awareness activities, social norms, and community culture
- ▶ Target specific PREVENTION efforts towards audiences most likely to engage in or contribute to risky behaviors (with different approaches for those who have not yet engaged in risky behaviors and for those who have)
- ▶ Foster more effective and efficient TREATMENT systems and referral processes to increase access to and utilization of interventions and services for substance use disorders
- ▶ Support RECOVERY through sobriety maintenance services and through community culture that promotes healthy behaviors





Engaging Stakeholders – Data Gathering

Document Review	<ul style="list-style-type: none">• Past Strategic Plans & related discussions• Relevant Task Force Meeting Notes• NOTF Data Review from Dec 2017• Natick Together for Youth documents
Focus Group	<ul style="list-style-type: none">• SOAR - seven (7) members of SOAR Natick Support group
Interviews: Ten (10) Key Informant Interviews	<ul style="list-style-type: none">• Board of Selectmen (3)• Persons in Recovery (2)• School Committee• Board of Health• School Administrator• School Resource Officer• Community-based Treatment Professional

Data Gathering Categories

- ▶ Strengths
- ▶ Challenges/Barriers
- ▶ External Opportunities
- ▶ External Threats
- ▶ Priorities that Emerged from the Data Gathering
- ▶ General Observations
- ▶ Recommended Priorities for Planning

Themes: General Observations

- ▶ Agreement that this is a huge problem that is under resourced.
- ▶ Most people talked about stigma in some shape or fashion; whether they called it an opportunity, threat, weakness, or priority. It has to be grappled with.
- ▶ Even though there was acknowledgement that Natick is just scratching the surface on this crisis, there was also acknowledgement that Natick is leading the charge in the region.
- ▶ Agreement that we should focus. Need agreement ON the focus (e.g., all substance abuse or opioid specific, full spectrum of substance abuse continuum or focus on specific parts of the continuum)

continued

Themes: General Observations *continued*

- ▶ There is a clear divide between focusing on those things that you can quantify (treatment & recovery) vs. preventing the problem in the first place (awareness and prevention).
 - ▶ Fewer overdose deaths does not indicate that the problem is diminishing, only that fewer people are dying (due to Narcan).
 - ▶ There is no reliable way to assess how many people are using or how many people were deterred from using due to prevention/intervention.
- ▶ The entities involved need to operate more synergistically and interdependently, which that requires trust and collaboration.
- ▶ Need regular communications about what the Task Force needs and what it could do if it had more resources. This suggests an implementation challenge for the current Communications Plan.

OTF Strategic Planning Priority Areas

Priority Area	Topics for Objectives and Strategies
Awareness and Education (with a focus on Prevention and Support)	Reducing stigma, educating parents, educating town government, communicating impact & return on investment, partnering more closely and visibly with the schools, peer leadership, expanding partnerships with other community organizations
Access to Services (with a focus on Treatment and Recovery)	Partnering with hospitals, making people aware of what services are out there, advocating for treatment options in Natick
Opioid Crisis Funding and Sustainability	Community services funding, OTF funding, forming new partnerships with businesses, active fundraising campaigns, etc.
Governance and Organization	Membership, meetings, internal communications, updating Board of Selectmen and the community (communications specific to OTF activities)

Strategic Planning Session

- ▶ A group of 20+ diverse stakeholders participated in an all-day day planning session in May
- ▶ HRiA shared the key findings from the data gathering process and the priorities that came out of that process.
- ▶ Planning discussions were facilitated in small groups to draft goals statements for each of the identified priorities, and measurable objectives, success measures, and strategies for each of the goals.
- ▶ Participants provided feedback across all priorities of the plan and refined their priority's components based on the feedback they received.

Evidence-Based Approach to Planning

- ▶ Massachusetts Collaborative for Action, Leadership, and Learning (MassCall2)
- ▶ Healthy People 2020
- ▶ Substance Abuse and Mental Health Services Administration (SAMHSA)

Goals Identified within each Priority Area

- ▶ Priority Area 1: Awareness & Education

- ▶ Goal 1: Engage the Natick community in comprehensive awareness, prevention and education program about substance use.

- ▶ Priority Area 2: Access to Services

- ▶ Goal 2: Provide individualized access to short and long-term, culturally appropriate substance use and recovery support services for the Natick community.

- ▶ Priority Area 3: Funding & Sustainability

- ▶ Goal 3: Ensure the sustainability and growth of our financial and human resources to support the mission of the Opioid Task Force while responding to the needs of our community.

- ▶ Priority Area 4: Governance & Organization

- ▶ Goal 4: Implement a sustainable, well-resourced, coordinated organizational structure for substance use prevention, treatment and recovery efforts in Natick.

Priority Area 1: Awareness & Education

- ▶ Goal 1: Engage the Natick community in comprehensive awareness, prevention and education program about substance use.
 - ▶ Objective 1.1: By 2021, develop and implement sector-specific (e.g., school/education, businesses, elder population, etc.) prevention and education programs.
 - ▶ Objective 1.2: By 2021, increase by 10% community participation in Natick opioid related engagement activities.
 - ▶ Objective 1.3: Disseminate an annual communication and public relations campaign on community assets and deficits in addressing the opioid crisis.

Priority Area 2: Access to Services

- ▶ Goal 2: Provide individualized access to short and long-term, culturally appropriate substance use and recovery support services for the Natick community.
 - ▶ Objective 2.1: Decrease fatal and non-fatal opioid overdoses by 50% by 2021.
 - ▶ Objective 2.2: Increase the number of people discharged from the ER with a treatment plan (including patient navigation) by 30% in 2021.
 - ▶ Objective 2.3: Reduce isolation and increase sober living of people impacted by substance use by 1% over baseline (TBD) by 2021. (DEVELOPMENTAL)
 - ▶ Objective 2.4: Increase the number of Medication Assisted Treatment (MAT) providers in Natick by 1 in 2021. (DEVELOPMENTAL)

Priority Area 3: Funding & Sustainability

- ▶ Goal 3: Ensure the sustainability and growth of our financial and human resources to support the mission of the Opioid Task Force while responding to the needs of our community.
 - ▶ Objective 3.1: Define and establish an integrated financial and staffing structure for the OTF by 2019.
 - ▶ Objective 3.2: Identify and establish a relationship with 5 of local businesses per year to provide support to the OTF, by 2021.
 - ▶ Objective 3.3: Establish/strengthen relationships with 3 community and regional organizations per year to collaborate with and thereby expand our collective impact by 2021.
 - ▶ Objective 3.4: Conduct two (2) fundraisers per year to draw additional funds and volunteers to fulfill the OTF mission.

Priority Area 4:

Governance & Organization

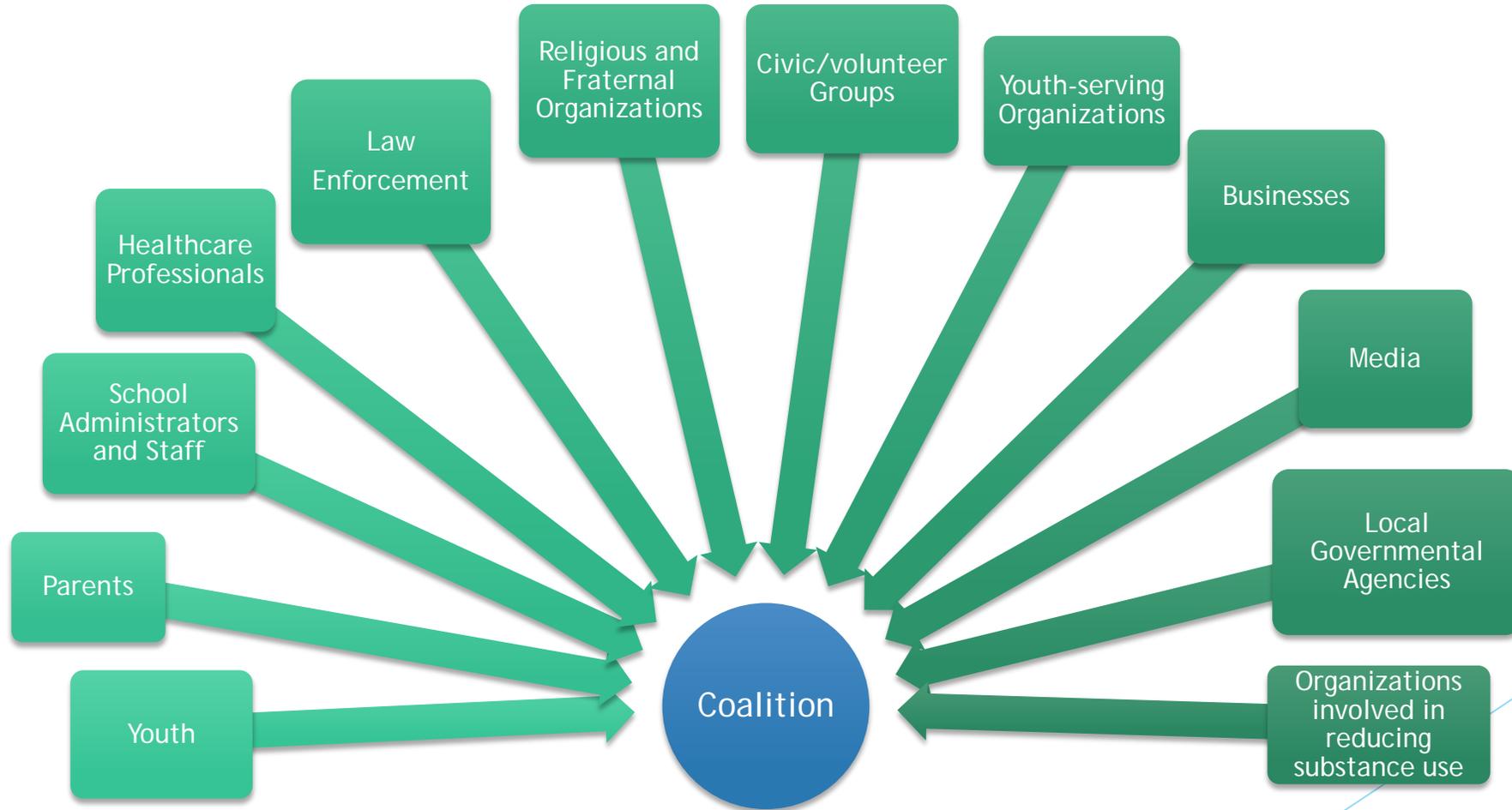
- ▶ Goal 4: Implement a sustainable, well-resourced, coordinated organizational structure for substance use prevention, treatment and recovery efforts in Natick.
 - ▶ Objective 4.1: By 8/31/18, convene a small OTF Work Group to recommend new (Task Force) organization name, roles, responsibilities, decision-making authority, leadership structure (and lead agency) and proposed mission supporting substance use, prevention, treatment, and recovery initiatives.
 - ▶ Objective 4.2: Populate new, reorganized structure with representative key stakeholders within and outside town government before 12/31/18.
 - ▶ Objective 4.3: Launch branding for the new organization within the community by 12/31/18.



Outcomes of the Strategic Planning Process

- ▶ Validation of previously identified issues, themes, and assets
- ▶ The 2018 Natick Opioid Task Force Strategic Plan
 - ▶ Priorities, Goals, Objectives, and Strategies for addressing the Opioid Crisis in Natick
 - ▶ Structure and Staffing recommendation

Structure: Should include community

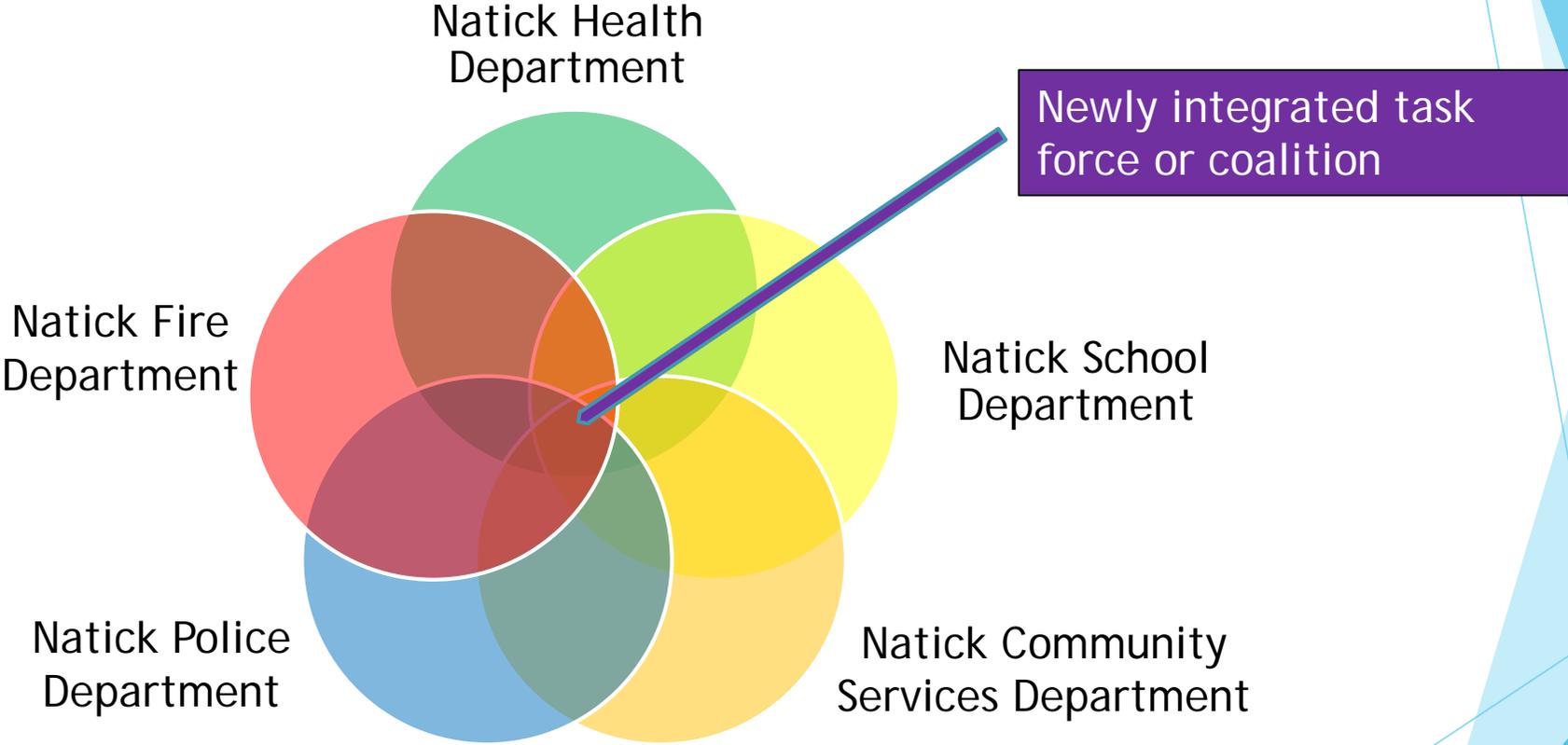


Utilizes:

- Environmental strategies
- Evidence-based practices
- Cultural competence
- Strategic Prevention Framework



Structure: Intradepartmental Collaboration



**Includes non-municipal community members and organizations, such as youth, parents, non-profit organizations, clergy, healthcare professionals, behavioral health treatment providers, and businesses.*

Proposed Structure of Substance Use Prevention (Name TBD)

Steering Group

- Convened by Health Department
- Includes current Opioid Task Force members and other lead representatives of key community organizations
- Reviews impact of interventions, provides vision and oversight to annual action planning

Lead Staff: Prevention & Outreach Program Manager, support from Contract Evaluation Specialist

Awareness & Education Action Group

- Educate and build skills among community members to prevent and reduce addiction
- Raise awareness about prevention & support initiatives
- Includes members of Natick Together for Youth (NTY) and OTF work groups, and any other interested community members

Lead Staff: Prevention Services Coordinator and Communications & Development Specialist

Access to Services Action Group

- Partner with hospital and other local treatment agencies to increase evidence-based treatment options in Natick
- Includes OTF work group members and local treatment representatives

Lead Staff: Prevention & Outreach Program Manager and Contract Treatment Navigator

Recommendations Staffing

- ▶ Identified all of the functional areas needed accomplish the objectives and strategies in the strategic plan
- ▶ Identified tasks and activities for each of the functional areas and identified the FTE load for each of the functional areas
- ▶ Grouped related activities and responsibilities into staff positions
- ▶ Resulted in 3.5 FTE's, including Katie's position

Recommended Total Staffing to Achieve Desired Outcomes: 3.5 FTE

Staffing Positions		Strategic Plan Priority Areas Addressed			
		1: Awareness & Education	2: Access to Services	3: Funding & Sustainability	4: Governance & Organization
Prevention & Outreach Program Manager	1.0 FTE <i>Existing position</i>	✓	✓ <i>emphasis</i>	✓	✓ <i>emphasis</i>
Prevention Services Coordinator	1.0 FTE	✓			
Communications & Marketing Specialist	0.25 FTE	✓		✓	
Administrative Assistant	0.5 FTE	✓	✓	✓	✓ <i>emphasis</i>
<i>Contract Positions-</i> Contract Treatment Navigator	0.5 FTE		✓		
Evaluation Consultant	0.25 FTE	✓	✓	✓	✓

Position #1: Prevention & Outreach Program Manager (1.0 FTE) - *Existing Position*

Senior Management (0.25 FTE)

- ▶ Staff supervision
- ▶ Volunteer coordination and communications
- ▶ Cross-functional convening (NTY)
- ▶ Guide structural integration of prevention-> recovery efforts
- ▶ Evaluate impact across strategies; integrate approaches
- ▶ Include analyses in reports/ppts to share with Coalition, Town, etc.
- ▶ Budget management

Partnership and Resource Development (0.25 FTE)

- ▶ Identify and outreach to community/business champions/partners for fundraising (Chamber of Commerce, etc.)
- ▶ Identify gaps in treatment systems and recovery supports as well as innovative opportunities to address them
- ▶ Collaborate with regional partners, including MOAPC partners and treatment providers

Policy research and training (0.25 FTE)

- ▶ Research harm reduction/prevention models state-wide and nationally from leading professional organizations (APHA, MPHA, others)
- ▶ Advise Town officials/decision-makers on matters related to all substances/policy
- ▶ Research best practices related to current/emerging events/news/issues/trends related to substance use and forming proactive response strategy
- ▶ Cross-education with other Department staff and representation on town forums

Grant Writing (0.25 FTE)

- ▶ Research public health prevention and treatment grants
- ▶ Understand and schedule against grant cycles
- ▶ Evaluate grants
- ▶ Coordinate writing and submission process

Position #2

Prevention Services Coordinator (1.0 FTE)

Community organizing/outreach/partnership development/youth development: (0.75 FTE)

- ▶ Represent public health department at regional and community meetings
- ▶ Assist youth serving organizations, including NPS and Community Services Department, in building protective factors and reducing risk factors for Natick youth
- ▶ Engage community members and volunteers who want to be part of this work (recruit volunteers, respond to volunteer requests, connect to appropriate trainings/groups, facilitate onboarding processes) - implementing strategies AND supporting via funding

Training and Education: (0.25 FTE)

- ▶ Develop annual training plan/curriculum
- ▶ Identify topics and speakers
- ▶ Develop content, materials for educational events
- ▶ Facilitate community skill-building workshops and large group educational events
- ▶ Develop pre and post training assessment instruments
- ▶ Analyze and disseminate assessment results
- ▶ Facilitate Narcan trainings for community businesses and organizations
- ▶ Assist with planning for Monthly Addiction Resource Center evenings—identify speakers, facilitate Narcan trainings

Position #3

Communications & Marketing Specialist (0.25 FTE)

Communications/Marketing: (0.25 FTE)

- ▶ Social media
- ▶ Web maintenance (content generation and updating)
- ▶ Dashboard maintenance
- ▶ Knowledge/experience public health/addiction to curate content

Position #4: Administrative Assistant (0.5 FTE)

Admin: (0.3 FTE)

- ▶ Manage staffing documentation
- ▶ Meeting minutes
- ▶ Scheduling and logistics
- ▶ Posting agendas and minutes
- ▶ Bookkeeping
- ▶ Coordinating workgroup reports for deadlines; organize for analytical purposes

Meeting & events planning and coordination: (0.2 FTE)

- ▶ Contact potential speakers
- ▶ Organize volunteers to develop content, flow, schedule
- ▶ Develop communications plan
- ▶ Compile assessment/evaluation documentation for each event (copying materials, data entry—not analysis)

Contract Positions (0.75 FTE)

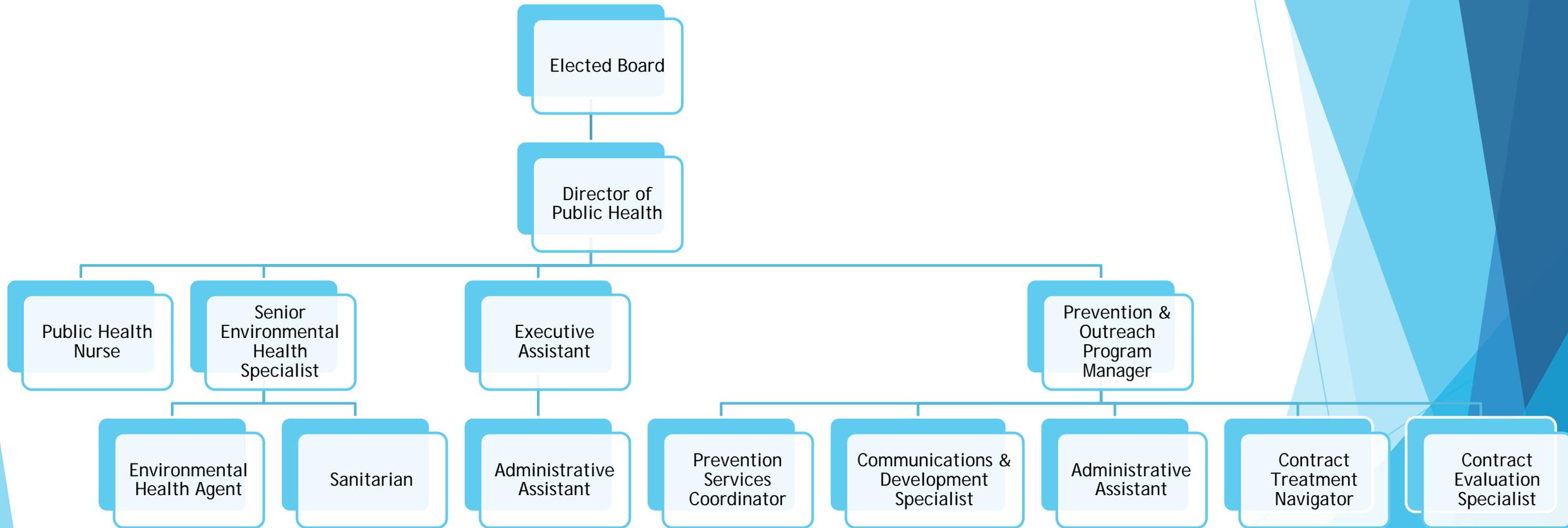
Contract Treatment Navigator: (0.5 FTE)

- ▶ Knowledge resource and connector
- ▶ Clinical support: needs assessment, case management/follow up, and referral for treatment and recovery services
- ▶ Coordinate clinical support services for Addiction Resource Center
- ▶ Develop working relationships with jail diversion clinician, Human Services social workers, and other service providers to improve collaboration and service navigation for individuals and families experiencing substance use related challenges

Evaluation Consultant (0.25 FTE)

- ▶ Develop surveys, collect and analyze data
- ▶ Evaluate impact across strategies; integrate approaches
- ▶ Link strategies to key measures (MetroWest Adolescent Health Survey, overdose rates, death certificate records)
- ▶ Include analyses in reports/ppts to share with Town, funding entities, etc.

Proposed Public Health Department Organizational Chart



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Q&A