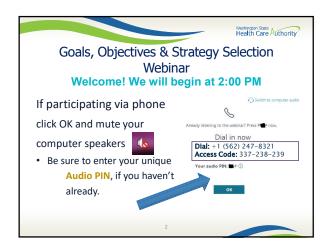
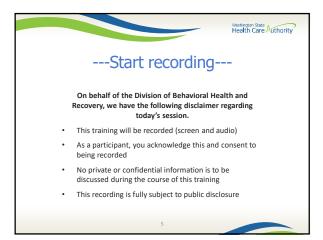
Planning: How to Get From Needs & Resource Assessment to Goals, Objectives and Strategy Selection Webinar February 21, 2019 Presented by: Alicia Hughes, MA, CPP | Strategic Development and Policy Supervisor Stephanie Atherton | DBHR Consultant Division of Behavioral Health and Recovery WA State Health, Care Authority











Next Steps for Coalition & Our Focus Today

- · Complete needs assessment
- Develop conclusions that will lead to identifying prioritized problems
- Complete resource assessment
- · Analyze the results & identify gaps
- · Create goals and objectives
- Identify programs and strategies
- · Write into Strategic Plan

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Training Objectives

Participants will increase knowledge of:

- How to complete needs assessment & prioritize substance abuse problems, intervening variables, and local conditions based on conclusions
- How to conduct resource assessment & gap analysis
- How to identify gaps in resources which address priority intervening variables and local conditions and use info to prioritize action
- How to develop goals/objectives
- The CPWI Expansion Cohort 6 list for strategy selection

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Community Coalition Guide

- Chapter 1: General Information provides general information about the CPWI planning framework
- Chapter 2: Key Objectives provides an overview of the intent of CPWI and the established milestones and benchmarks
- Chapter 3: Implementing CPWI identifies the required tasks and provides guidance, definition, and clarification on each task category grouped by the CPWI Planning Framework steps
- Chapter 4: General Information for Writing Coalition's Strategic Planprovides the CPWI requirements and processes to complete completing the coalition's Strategic Plan
- Appendix provides templates and samples for use in writing your Strategic Plan and implementing CPWI

Documenting Four Remaining Strategic Planning Sections

- Needs and Resource Assessment
- Planning
- Implementation
- Evaluation (We will cover this in March "Evaluation" webinar)
- *Chapter 4 of CPWI Guide*

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Reviewing Needs Assessment

- Coalition receives overview of how to complete needs assessment
- 2. Coalition forms data work group
- Data work group reviews Data Book, including Healthy Youth Survey and social indicator data, and local data as needed
- 4. Data work group recommends substances & intervening variables to be prioritized and Coalition acts on data work group recommendations
- Coalition identifies local contributing factors that apply to prioritized intervening variables and Coalition acts again

Participant Poll

- As instructed in previous training and resources, has your coalition discussed and developed a process for your needs assessment and reviewing your data book?
- Has your coalition discussed and developed a process for completing your resource assessment?
- Has your coalition discussed and developed a process for prioritizing your data?

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Prioritizing Needs Assessment Data

- Set criteria for prioritization
 - "What are the considerations for identifying most critical intervening variables and local conditions?"
 - As a group, create a list and identify most important criterion
 - -Vote on criterion (thumb voting)
- Review variables and prioritize based on set criterion

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Sample Criterion

- Availability of data (measurable)
- · High numbers compared to state
- High numbers compared to communities like us
- Trends
- High number of people impacted
- · Community ready to address
- Impact on community
- The problem can be impacted with our funding
- · What else?

Prior	itization Criteria	ton State Authority
Priority #	Priority Criterion Name	
#1 Priority		
#2 Priority		
#3 Priority		
#4 Priority		
#5 Priority		
#6 Priority		
#7 Priority		
#8 Priority		
#9 Priority		
#10 Priority		
	16	

						_	-			State Au	thority
App	lica	atic	n c	of p	oric	orit	ies	to	da	ita	
					itizatio						
	and the #10	criterion is w	orth one poi	nt.)						rion is worth	
Data Points	#1 (10 points)	#2 (9 points)	#3 (6 points)	84 (7 points)	a5 (6 points)	a6 (5 points)	#7 (4 points)	#8 (3 points)	a9 2 points	#10 (1 point)	Total
Sample: 30-day alcohol use by 8th graders	х	*			×	x			^	x	41
Consequence,			20								2
Intervening Variable											
			9								
					17						

After you prioritize substances and intervening variables

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 You will continue to ask the "Why is that happening here?" questions to determine the local conditions that most contribute to the intervening variables you prioritize

Needs assessment example:

Coalition prioritizes **youth opioid misuse** as substance Coalition prioritizes **availability: social access** as intervening variable/risk factor

Next: "But **why** is it so easy for kids to access opioids in our community??" Keep peeling off the layers until you come up with local conditions like:

- Big increase in amount of opioids prescribed
- Medications aren't locked up in homes

1.8

Assessment of Resources & Gaps

The Steps...

- 1. Establish your process (who, how, when)
- Identify, collect, and compile information on existing resources which address the priority risk and protective factors
- 3. Determine gaps in resources
- 4. Summarize key findings
- 5. Document results in Strategic Plan

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Step 1

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Establish your Resource Assessment process

- Gather coalition members to work on Resource Assessment
- Be clear about your goals and objectives for your Resource Assessment review
- Review previous findings if available
- Identify new possible sources of information
- · Establish timeframe for collection

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Participant Poll

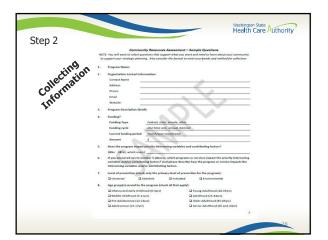
How are coalition members involved in your Resource Assessment?

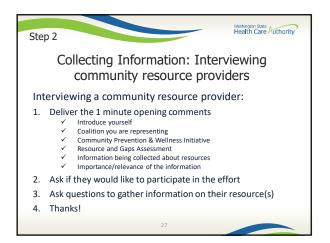
- Agree on collection tool
- Collect information
- Review and compare information
- Present and analyze information
- Write summary of Resource Assessment updated findings for Strategic Plan

Washington State Health Care Authority Step 1 **Collection Tool** • What do you want to know? • At the end how do you want to present information? · What information will support strategy selection? Washington State Health Care Authority Step 2 **Collecting Information** Types of information to be collected: Resource/provider contact info Funding sources and duration Program/activity – description, location, when service is offered, type of service, participant cost What risk/protective factors and local conditions are Target populations - populations served, numbers served Type of prevention strategy – CSAP strategies, domain, sector **Evaluation results** Washington State Health Care Authority Step 2 **Collecting Information** Use the following to identify resources: Coalition members Directories - human services, helpline/crisis clinic, health department, telephone City halls (especially in small towns) One-stop centers /food banks Medical providers - community health clinic

Key informants/prevention service providers Surveys/coalition member information







Step 3

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Gap Analysis

- Also called a review of resource gaps
- At its core are two questions: "Where are we?" and "Where do we want to be?"
- A review of resource gaps is a process that compares actual conditions with ideal conditions
- A review of resource gaps starts with the prevention resources that are available in the community, and compares that to what will be needed to address the issues that emerged in the needs assessment phase of the planning process

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Step 3

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What is a Gap?

In prevention, service and program gaps exist in a variety of forms: Intervening variable/contributing factor gaps – Is the intervening variable and/or contributing factors being adequately addressed by existing services and programs?

<u>Evidence-based gaps</u> – Are programs, policies, and practices evidence-

<u>Developmental gaps</u> – Are services available at the appropriate developmental age? Are there developmental gaps in the continuum of services?

<u>Population/Demographic gaps</u> – Are services reaching all potential participants appropriately and adequately? Do disparities exist between groups being served, because, for example, there are gaps in language/culture specific curriculum materials available?

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Implementation Gaps

Funding gaps can impact quality of

- Facilitator training and coaching
- Adequate oversight and evaluation which in turn may lead to
- Gaps in fidelity of program delivery

Step 3 Benefits of a Gap Analysis A community review of gaps will assist you to: Identify gaps in services Avoid duplication in services Build collaboration among service providers Ensure you are putting your time and money where it will have the greatest impact Ensure you are creating a comprehensive prevention strategy for your community Focus your impact on priority intervening variables and contributing factors

Determine Gaps In Resources – Sample Priority intervening variable:

Family Management Problems

Resource gaps

- No parenting classes for parents of 12 14 year-olds
- No parenting classes provided in Spanish
- Existing parenting classes are not evaluated for effectiveness
- Existing parenting classes are not filled to capacity not reaching "hard to reach parents"
- Lack of skilled parenting instructors in the community

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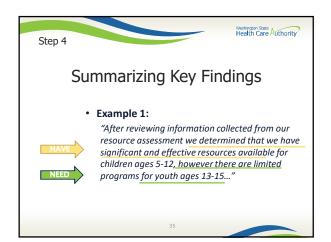
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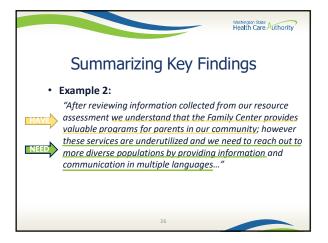
Participant Poll

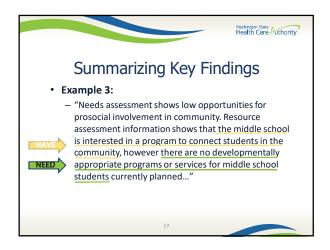
How difficult do you think it will be to collect your resources information?

- 1) Very difficult
- 2) Somewhat difficult
- 3) Not too difficult
- 4) Not difficult at all

Washington State Health Care Authority Summarizing Key Findings **What does your Resource Assessment** information tell you related to your identified needs? What we have... What we need... Ages served Ages served • Times offered • Times offered • Locations • Locations • Evidence-based · Evidence-based · Addressing local · Addressing local conditions • Culturally appropriate · Culturally appropriate







Documenting Key Findings

Include in Strategic Plan:

Describe the process you used to complete your Coalition's needs and resource assessments

List significant community partnerships

List important and/or significant information that indicates specific areas that you will want to consider when focusing your substance abuse efforts (for example, lack of fidelity of programs being implemented to address a specific local condition; lack of services being provided for a local condition)

Provide summary of the gaps in relevant resources

Provide summary of the key data and information findings

Include the detailed data and information reviewed in the appendix of the Plan

BREAK
10 minutes

Analysis and				
Strategy/Program Prioritization				
So now what?		-		
40				
	Washington State Health Care Authority			
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Completing a Resource Asses				
Completing a Resource Asses				
Completing a Resource Asses				
Completing a Resource Asses				
Completing a Resource Asses ✓ Process ✓ Findings				
Completing a Resource Asses ✓ Process ✓ Findings				
Completing a Resource Asses ✓ Process ✓ Findings				
Completing a Resource Asses ✓ Process ✓ Findings				
Completing a Resource Asses ✓ Process ✓ Findings				

Summarizing Key Findings • Example 1: - "After reviewing information collected from our resource assessment we determined that we have significant and effective resources available for children ages 5-12, however there are limited programs for youth ages 13-15..."

		Washington State Health Care Authority
What does y	our Resource As	ssessment
info	ormation tell you	?
What we have	What we need	
Ages servedTimes offered	Ages servedTimes offered	How does
Locations	Locations	this inform what we are
Evidence-based	• Evidence-based	going to do?
 Addressing local conditions 	 Addressing local conditions 	
 Culturally appropriate 	• Culturally	
арргорпасе	appropriate	ا
	43	
		Washington State Health Care Authority
Tologopia in C		ata da Blas
Integrate info	ormation in Str	ategic Pian

• Phase 2: Building Toward Your Action Plan

• Phase 1: Developing Strategies

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Next Steps • Coalition determines priorities • Coalition identifies the kind of resources you will provide to address your local problems - Coalition development & community organization - Capacity-building, cultural competency, sustainability - Direct service evidence-based programs - Public awareness campaign & statewide media campaign - Environmental strategies

A Comprehensive Plan Includes Multiple Strategies CSAP Strategies with Examples

- Alternative (Community-based Mentoring/Summer Youth Programs)
- Community-based Process (Community Coalition)
- Education (Life Skills, Guiding Good Choices)
- Environmental (School and/or Community Policy Development/implementation)
- Information Dissemination (Opioid Starts with One Campaign)
- Problem ID and Referral (School-based Substance Abuse Professional)
- Other (Category only used for training, not miscellaneous)_

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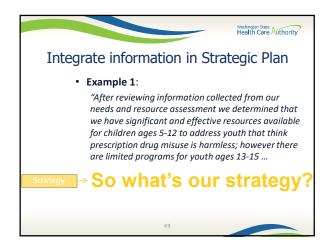
Add Information in Strategic Plan

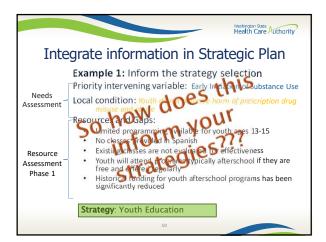
- Core questions:
 - What resources do we have that we want to include in our plan to the end of September 2020?
 - What resources (strategies, programs, activities) do we need in order to impact the local conditions we want to change?
 - How does the information from our Resource
 Assessment inform the strategies we need to address our local conditions?

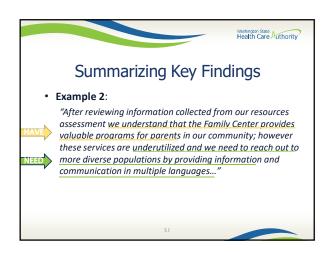
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Integrate information in Strategic Plan • Example 1: "After reviewing information collected from our needs and resource assessment we determined that we have significant and effective resources available for children ages 5-12 to address youth that think prescription drug misuse is harmless, however there are limited programs for youth ages 13-15 ... Gaps Local Condition

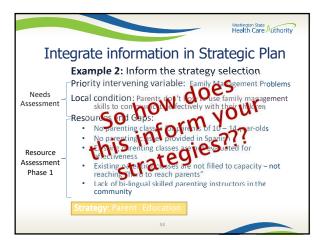
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Washington State Health Care Authority What does your Resource Assessment information tell you? What we need... Example 2: What we have... · Parents to learn · Family Center communication that offers parenting ed skills How does EBP for parents • Facilities in two this inform with children target what we are ages 10-14 neighborhoods going to do... Translation Grant to support Skilled Coalition to help recruit families facilitators



Analysis & Prioritization of Resources Include in Strategic Plan Describe the Coalition's conclusions based on the key findings and explain how these were derived Explain how these conclusions connect the analysis from the needs and resource assessment to the strategies and activities described in the next section

Cultural Competence and the Plan

- Describe how the Coalition includes representatives of diverse and underserved groups in decision-making to best inform policy and programmatic decisions
- Describe how the Coalition's plan addresses behavioral health disparities and diversity among community members

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Sustainability and the Plan

- Engaging Coalition members and community partners in the initial planning phase to establish mission, goals, strategies and intended outcomes is vital to develop their sense of involvement and commitment
- Continuing to involve participants and partners in ongoing review of the Plan and updates is equally important to sustain the Coalition's influence, impact, and outcomes over time

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Sustainability and the Plan

Describe how the Coalition will use the Strategic Plan in ongoing discussions to guide the work and efforts of the Coalition

5.7

Goals • Goals in strategic plans are what you intend to change/impact over a 2-5 year period with your efforts • Goals are intended to lower risk or increase protective factors – also called "Intervening Variables" - CPWI communities select at least one risk/protective factor/intervening variable from each blue box on the Logic Model and may add others

Objectives

• An objective states how you will achieve your goal

- Objectives have short term outcomes and are derived from the local condition that you want to change/impact with your strategies

- It breaks down the goal into achievable pieces that will lead to reducing the goal (or risk factor) over time

- A goal can have more than one objective, but an objective cannot have more than one goal

Developing Objectives Important elements of good objectives: SMART • Specific – target a specific area for improvement • Measurable – quantify or at least suggest an indicator of progress • Assignable – specify who will do it • Realistic – state what results can realistically be achieved, given available resources • Time-related – specify when the result(s) can be achieved Share an example?

Examples

- **Goal:** Reduce community disorganization in Happy Valley community by September 29, 2023
 - Objective: By September 29, 2020 increase community capacity to address ATOD in Happy Valley community
- Goal: Reduce availability of prescription opioid drugs in Happy Valley community by September 29, 2020
 - Objective: Reduce social access to opioids among middle and high school aged youth in Happy Valley community by September 29, 2020

Target (Optional only and <u>not included in Minerva</u>. Example: ...decrease access by 10% by 2020).

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Examples

- Goal: Reduce community disorganization in Happy Valley community by September 29, 2023
 - Objective: By September 29, 2020 increase Happy Valley community capacity to address ATOD

Target (Optional only and not included in Minerva) Example:
By September 29, 2020 increase Happy Valley capacity to address
ATOD as measured by 20% annual increase in Coalition membership

- Strategy: Community Coalition (Community-based Coordination)
- Goal: Reduce availability of prescription opioid drugs in Happy Valley community by September 29, 2020
 - Objective: By September 29, 2020, reduce social access to opioids among middle and high school aged youth in Happy Valley community.
 - Strategy: Starts with One Opioid Media Campaign (Information Dissemination)

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More Examples

- Goal: Reduce favorable attitudes to underage alcohol use among Happy Valley community middle and high school youth by September 29, 2020
- Objective: Increase student perception of harm of youth alcohol use among middle and high school age youth in Happy Valley School District by September 29, 2020
- Optional Target: by 10% as measured by HYS
 - Strategy: Project SUCCESS/Substance Abuse Professional Services (Problem ID & Referral)
- Goal: Reduce early initiation of substance use among Happy Valley community middle school youth by September 29, 2022
- Objective: Decrease favorable attitudes toward substance misuse among 8th graders in Happy Valley community by September 29, 2020
- Optional Target: by at least half of participants per pre/post program evaluation
 - Strategy: Positive Action (Youth Education)

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•	- 1

How do we build goals and objectives in the CPWI process?

- Step 1: List the intervening variables (risk/protective factors) you have identified as priorities for your Coalition based on needs/resources assessment
- Step 2: List the local condition you have identified for each priority intervening variable
- Step 3: Refer to the document titled "Understanding Survey Selection in Minerva" (keep this close to you!)
- Step 4: Find each risk/protective factor you have identified on the list in the Survey Selection in Minerva guide

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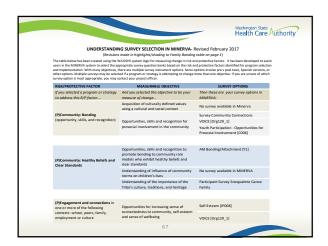
- Step 5: Change each of your risk/protective factors to a goal by adding a verb such as "increase" or "decrease"
 - **Example:** Risk factor is "Community Laws and Norms Favorable to Drug Use"
 - **Goal becomes "Reduce** Community Laws and Norms Favorable to Drug Use"
- Step 6: Find the local condition that fits with each intervening variable in turn on the logic model and in Survey Selection document
 - **Example:** Local condition for risk factor above is "Policies/social practices favorable to youth use"
- Change each of your local conditions to an objective by adding a verb such as "increase" or "reduce"
- **Objective becomes: "Reduce** policies, social practices favorable toward ATOD use"

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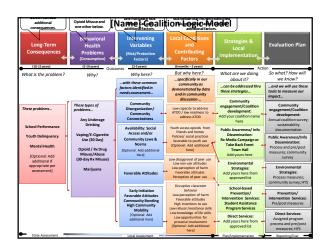
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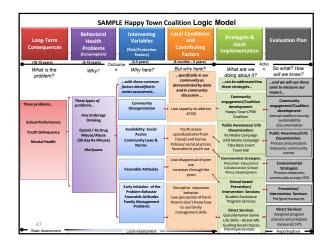
Selecting Strategies

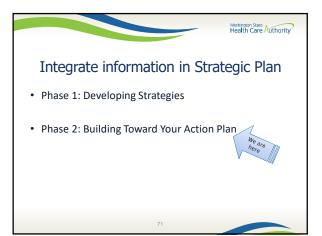
- Use the guidance provided for CPWI Expansion <u>Cohort 6</u> program list to get you started.
 - Use Understanding Survey Selection in Minerva Reference
 Guide to complete your list of prioritized goals and objectives
 (Describe goals and objectives in Strategic Plan narrative also)
 - Review programs in Cohort 6 program list to identify which programs are best fit for your community's goals and local conditions.
 - Check out <u>Blueprints Programs for Healthy Youth Development</u> to learn more about the programs on the list.
- 60% of direct service programs need to be from the CPWI Expansion Evidence-based Program list.
 - Environmental & Information Dissemination strategies will not count toward or against the 60% evidence-based program percentage.

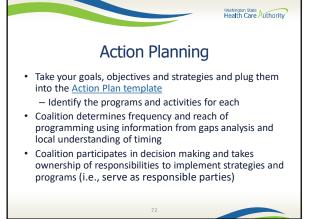


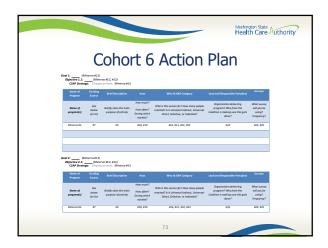
Selecting Strategies Use the Cohort 6 Logic Model Template to help you fill in the Coalition's decisions If there are additional goals and objectives that your coalition has prioritized, you may want to search on the Excellence in Prevention database in Athena Programs and strategies that are not on the Cohort 6 Strategy List will be considered 'innovative' (up to 40% of direct service programs are allowed to be innovative) even if they are in Athena Excellence in Prevention database

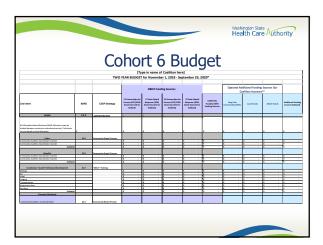












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Writing the Plan Sections
 Workgroups provide input for the plan Coordinator or other identified writer documents decisions and process for each section of Chapter 4 in the
 CPWI Guide Important things to remember when writing: Explain the "HOW"
 Paint the picture – tell the story Watch for things to avoid in your narrative such as restating the question or the task without adding substance and detail
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Resources • The Athena Forum • Engage in the discussion board!! • Understanding Survey Selection • Strategic Planning Technical Assistance • Prevention System Manager • Stephanie Atherton • Wednesdays 1:00pm – 4:00pm (See training calendar in Athena)

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Summary

Today we covered...

- Review of needs & resource assessment & function of gap analysis
- How to use needs and resource assessment results to develop goals & objectives and align effectively with strategy selection
- How to incorporate process and decisions into Strategic Plan narrative

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Thank you • Alicia Hughes Alicia. Hughes@hca.wa.gov • Stephanie Atherton stephanie.atherton1@outlook.com

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