



National American Indian & Alaska Native  
**ATTC** Addiction Technology Transfer Center Network  
Funded by Substance Abuse and Mental Health Services Administration



## Assuring Alignment with Vision/Mission/Values and TOR Applications

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Behavioral Health is Essential to Health | Prevention Works | Treatment is Effective | People Recover



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## The National American Indian and Alaska Native ATTC





## The National American Indian and Alaska Native ATTC Staff

*Anne-Helene Skinstad,  
 Program Director*



*Jeff Ledolter,  
 Research Associate*



*Kate Thrams,  
 Research Support Coordinator*



## Webinar Follow-Up

### *Evaluation: SAMHSA's GPRA*

*This webinar is provided by the National American Indian & Alaska Native ATTC, a program funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) and the Center for Substance Abuse Treatment (CSAT).*

*Participation in our evaluation lets SAMHSA know:*

- *How many people attended our webinar*
- *How satisfied you are with our webinar*
- *How useful our webinars are to you*

*Immediately following this webinar, you will be redirected to a **customer satisfaction survey**. Please take a few minutes to give us your feedback on this webinar. . You can skip any questions that you do not want to answer, and your participation in this survey is voluntary. Through the use of a coding system, your responses will be kept confidential and it will not be possible to link your responses to you.*

***We appreciate your response and look forward to hearing from you.***



## PRESENTERS

Pamela Baston



Harold Tarbell



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### ATTC -TOR Technical Assistance Webinar

**● AGENDA**

2:00 (EST)	Convene Webinar
2:05	Introductions and Strategic Planning Requirement
2:10	Vision Statements
2:25	Q&A
2:35	Mission Statements
2:50	Q&A
3:00	Values and Principles
3:15	Q&A
3:25	Closing
3:30	Adjourn

**● ROLES**

ATTC Team - Anne Skinstad, Jeffrey Ledolter  
 Presenters - Harold Tarbell and Pam Baston  
 Webinar Technology Kate Thrans  
 Everyone: Participants

**● NORMS**

- Be respectful
- Be present
- Take care of yourself
- Everyone Participate via the technology
- Mute microphones when ever possible

**● OUTCOMES**

- TO SUPPORT ACHIEVEMENT OF THE TOR GRANT
- TO CLARIFY THE STRATEGIC PLANNING PROCESS
- TO FOCUS ON THE DEVELOPMENT OF VISION, MISSION AND VALUES/PRINCIPLES STATEMENTS



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## Reminder: Strategic Plan Requirement



- *Use the results of a current needs assessment if available to the tribe (or carry out a strategic planning process to conduct needs and capacity assessments) to identify gaps and resources from which to build prevention, treatment and/or community-based recovery support services (FOA p. 5).*
- *Complete a comprehensive strategic plan, based on the most current epidemiological data for the tribe, to address the gaps in prevention, treatment, and recovery identified by the tribe. Tribes may use existing plans if they have one available (FOA p. 7).*

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## SAMHSA's Goals for TOR funding

The goals of the (FY) 2018 Tribal Opioid Response grants (Short Title: TOR) are to address the opioid crisis in tribal communities by:

Increasing access to culturally appropriate and evidence-based treatment, including medication-assisted treatment (MAT) using one of the three FDA-approved medications for the treatment of opioid use disorder (OUD).

Reducing unmet treatment need and opioid overdose-related deaths through the provision of prevention, treatment and/or recovery activities for OUD.

Source: Funding Opportunity Announcement (FOA) p. 4

## Approaches identified in Tribal applications

- *Complete comprehensive strategic plan*
  - Hire a strategic planning consultant
- *Use a distinct planning method*
  - Develop a Framework and/or Tools
  - The process is as important as the product
- *Link to existing Tribal Action Plan(s)*
  - Focus on conducting a needs assessment
- *Link to other ongoing strategic planning process*
  - Funded by other sources

Please take a minute to answer our  
poll questions in the webinar screen

(you will have to exit full screen view if you have that open)

## STRATEGIC PLANNING PROCESS

### Getting Ready

- Who will do the work? What are the issues/choices? Research.

### Developing a Vision and Mission

- **Purpose. Change. Focus. Business.**

### Assessing the Environment

- Trends and SWOT most relevant to the your organization and to which the strategic plan will respond. Also can inform issues and strategies.

### Agreeing on Priorities

- Critical Strategic Issues. Core Strategic Directions. Goals and Objectives.

### Writing the Strategic Plan (3-40 pages)

- Why we exist . What trying to accomplish. How we will do it?
- Intro. Profile. Vision. Mission. Values. Strategic Issues. Core Strategies. Goals and Objectives.

### Implementation

- How organization is informed by and contributes to its achievement (operational, program and project level).

### Monitoring and Evaluation

- Quarterly, Annually, 3-5 years
- Performance Measurement/Evaluation

## Vision Statement

- *An inspiring image in words of the future we seek to create and of what success will look like when the organizations achieves its purpose*
- *A mental model of a future state, built upon reasonable assumptions about the future, influenced by our own judgments about what is possible and worthwhile and brought into being through our commitment and actions.*
- *A vision statement is a team development and change management tool that communicates a sense of being comprehensive, integrated, and sustainable, while allowing for change, development, and innovation.*
- *The strategic thinking that goes into the statement sets the basis for strategy, programs, projects, and services that drive the organization to higher performance.*



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## Vision Statement

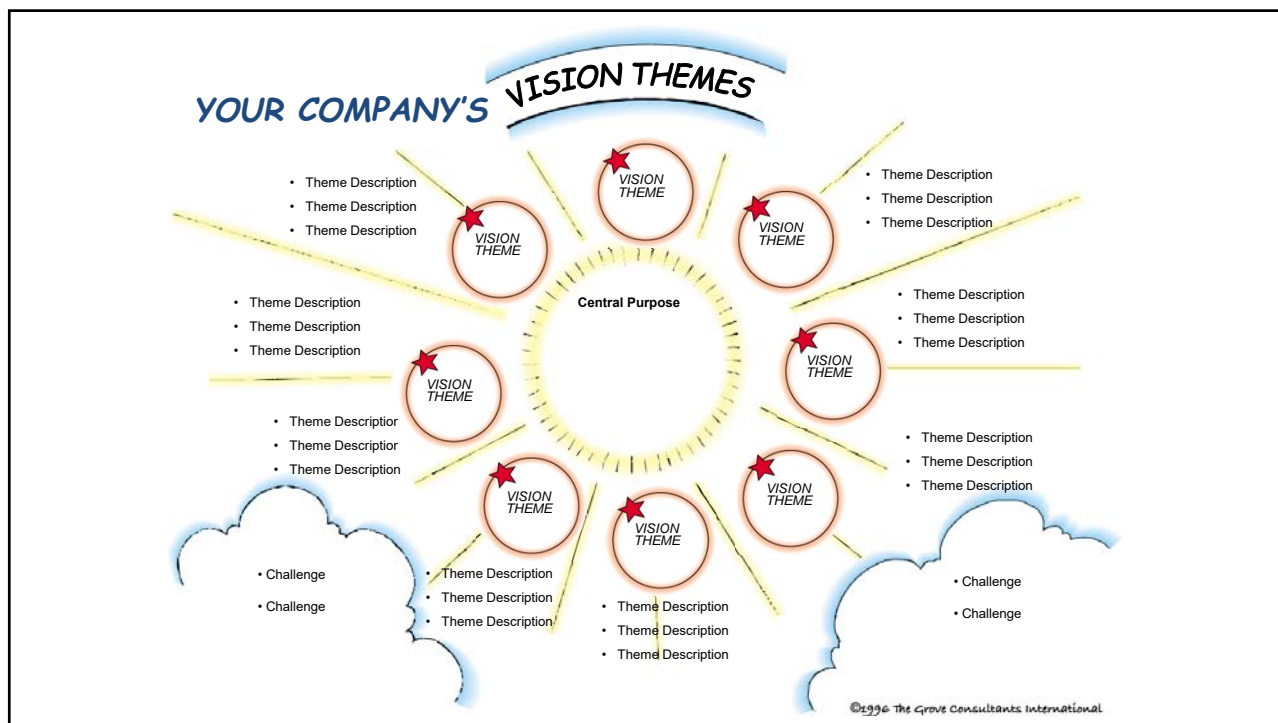
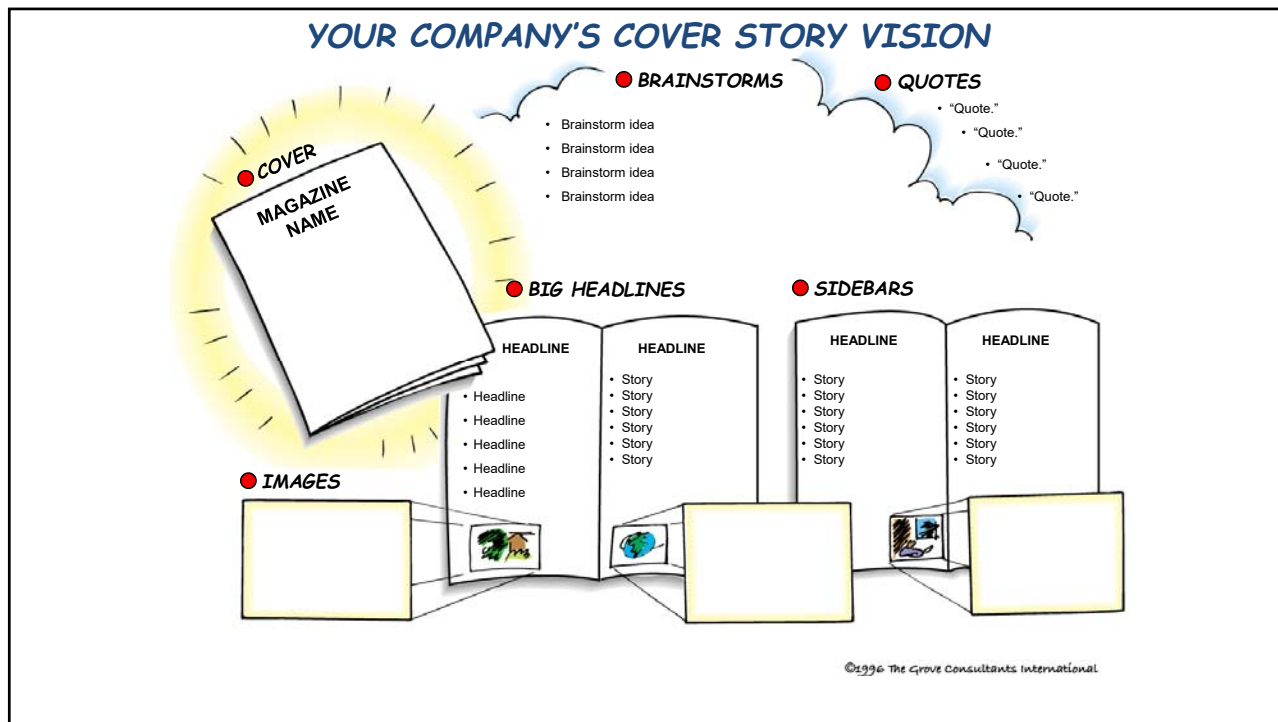
- *Characteristics of effective vision statements include the following:*
  - *What the organization can realistically expect to achieve, based in part on past experience but also with provision for “stretching” to new levels of achievement within the stated time frame*
  - *Sustainable and the basis for continuous expansion and advancement*
  - *Written in terms that will clearly communicate to all stakeholders how achieving the vision will benefit them*
  - *Written in present tense and in a style that will energize and mobilize the various units of an organization and give the board, management, and staff a sense of purpose and direction*
  - *Written in terms that are clear, concise, easy to remember, and distinctive*
  - *Association for Strategic Planning Body of Knowledge*



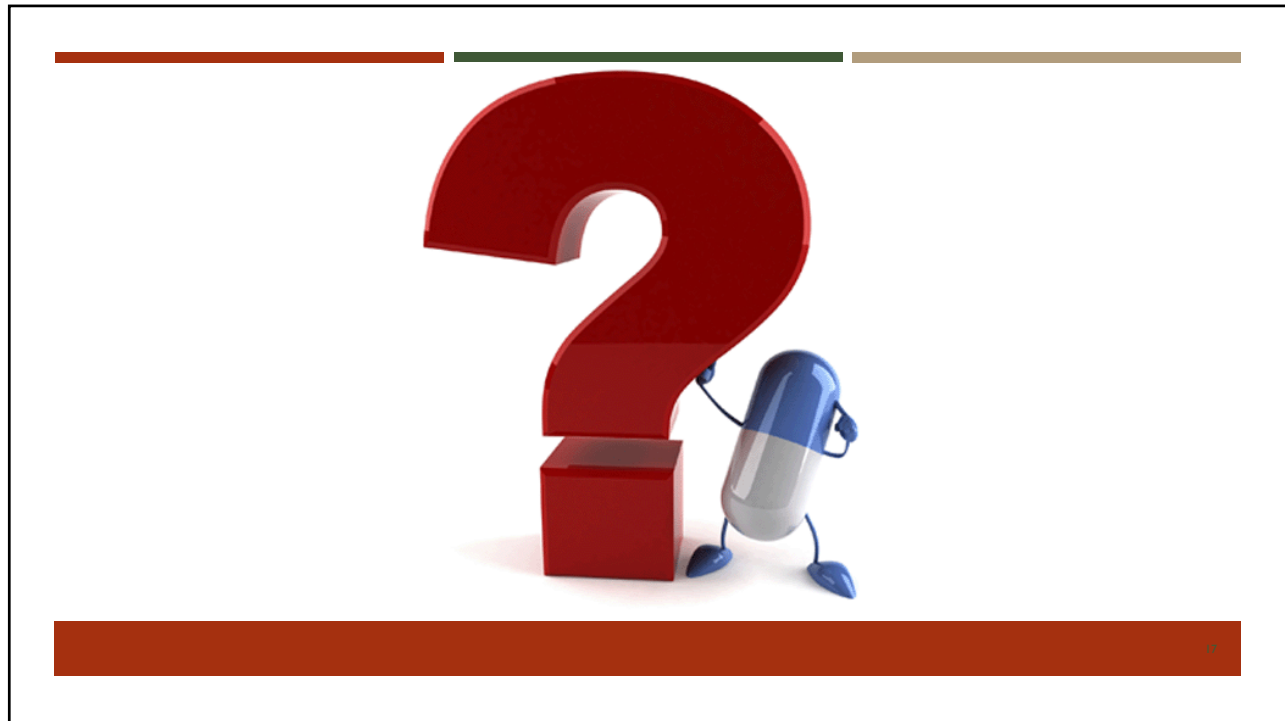
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## Techniques to Consider

- *Use the descriptive definition or a template (below) to write one on your own or in a committee*
- *Use a drafting exercise that starts with each person drafting a statement (or using a template), then working in pairs to combine into a single statement, then in groups of 4 to combine/develop consensus, and so on until the whole group is engaged to develop the final consensus statement*
- *The 'Technology of Participation' or Institute of Cultural Affairs 'Workshop Method' (Idea Cards)*
- *A Visualization exercise is helpful - use written guidelines (see resource page) or video before starting the drafting*
  - *Celebrate what's Right with the World with Dewitt Jones*







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## Mission Statement

- *Provides a blueprint of the organizations work.*
- *Provides insight into:*
  - *Who are we?*
  - *Who do we serve?*
  - *What service or product do we provide?*
  - *In what manner do we provide it?*
  - *What higher level benefits are gained?*
- *Often incorporates features of the organization (e.g. products, services, markets/community served, functions performed, uniqueness)*
- *The promise you make to each other about how you will achieve the vision*



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## Mission Statement

- *Communicates what you do and why you do the organizations work*
  - *A statement of purpose - one sentence that describes the ultimate result the organization is trying to achieve. Answers the question: why the organization exists? A purpose sentence focuses on an end result. It steps back from day to day activities and defines the focus problem that the organization is trying to solve. The focus problem is the need or opportunity that the organization exists to resolve*
  - *A statement that describes what the organization does (i.e. the primary methods, often programs and services, used by the organization to achieve its purpose. The means (methods/business lines) used to achieve the ends (purpose). Many times will also include a description of for whom the services are provided.*
- *Our mission is to provide (whom) with (what) for (what benefit)*



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## Mission Statement

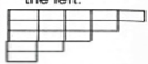
- *Characteristics of effective mission statements include the following:*
  - *Communicate a sense of purpose*
  - *State clearly the arena of interest, i.e. what the organization does*
  - *Identify, in broad terms, how the organization pursues its mission*
  - *Establish boundaries within which the organization operates*
  - *Affirm the direction set forth in the vision statement*
  - *Are not so broadly stated that it is of little use to leadership in guiding the organization*
  - *Are action oriented, to the point, and easily remembered*
  - *Are divided into functional mission statements, as necessary*

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### INDIVIDUAL WORKSHOP REVIEW

Workshop Question: What are the issues I face in building a team approach in my work?

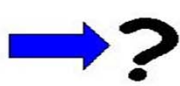
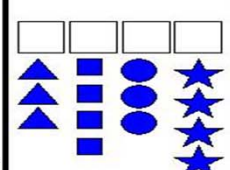
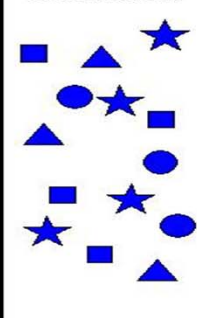
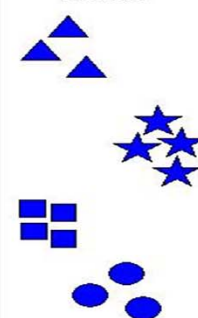
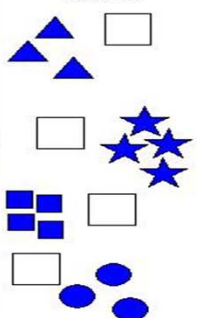
<p style="text-align: center;"><b>CONTEXT</b></p> <p>The issues I face in building a team approach in my work.</p> <p>I am exploring the issues and blocks that prevent me from having a successful team approach in my work.</p> <p>e.g.</p> <ul style="list-style-type: none"> <li>- systems</li> <li>- attitudes</li> <li>- values</li> <li>- policies</li> <li>- assumptions</li> <li>- workload</li> </ul>	<p><b>RATIONAL OBJECTIVE(S)</b> To identify the 3 - 5 issues of my organization that might hamper my team building efforts.</p>		<p><b>EXPERIENTIAL OBJECTIVE(S)</b> To experience my ability to analyze my situation both rationally and intuitively.</p>		<p style="text-align: center;"><b>REFLECT</b></p> <p>1. Organize the clusters with the largest on the left.</p>  <p>2. What new insights have become clear?</p> <p>3. How might you resolve these issues?</p>
	<p style="text-align: center;"><b>BRAINSTORM</b></p> <p>1. Brainstorm</p> <ul style="list-style-type: none"> <li>- issues</li> <li>- blocks</li> <li>- concerns</li> </ul> <p>2. Write one issue per post-it.</p> <p>This step can rapidly push your intuitions. List at least 15.</p>	<p style="text-align: center;"><b>ORGANIZE</b></p> <p>1. Review data. Begin looking for pairs. Explore new relationships.</p> <p>2. Develop clusters of Issues.</p> <p>3. Discern the focus of your clusters.</p>	<p style="text-align: center;"><b>NAME</b></p> <p>1. Explore clusters for the new clarity or insights they reveal to you.</p> <p>2. Name each cluster.</p>		

Workshop Method 22 © THE INSTITUTE OF CULTURAL AFFAIRS, 1996.

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## Consensus Workshop Method

<p style="text-align: center;"><b>CONTEXT</b></p> 	<p><b>Focus Question</b></p>			<p style="text-align: center;"><b>RESOLVE</b></p> 
	<p><b>Rational Aim</b></p>		<p><b>Experiential Aim</b></p>	
	<p><b>Brainstorm</b></p> 	<p><b>Cluster</b></p> 	<p><b>Name</b></p> 	



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## “Idea Cards” Instructions

- *Identify a focus question:*
  - *What will we have achieved with our opioid strategy in the next 2-3 years?*
- *Working Individually*
  - *Ask participants to develop their own list of 10 ideas*
  - *Ask participants to select the top 5 ideas from their original list*
    - *This step emphasizes that being strategic is about making choices about how to utilize limited resources*
- *Ask participants to write their 5 ideas on 5 ‘cards’ (1/2 of a sheet of paper)*
  - *1 idea per card*
  - *Use markers (not pens)*
  - *Print in large clear letters so the card can be read from the middle of the room*
  - *Use 5-7 words per idea*
  - *No single word ideas (e.g. funding)*
  - *Avoid use of ‘Lack of’ (focus on achievement)*



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## Cards Technique Instructions

- *Working in small groups*
  - *Share all the idea cards with your group*
    1. *Pick one card by small group consensus that is **easiest** to achieve*
    - *Once selected post on the wall in random order*
    2. *Pick one card by small group consensus that is **hardest** to achieve*
    - *Once selected post on the wall*
    3. *Pick one card by small group consensus that is **catalytic***
      - *If we can achieve this idea it will create more opportunities to change*
      - *Bowling ball metaphor*
    - *Once selected post on the wall*
    4. *Pick one card by small group consensus that is the **boldest***
    - *Once selected post on the wall*
    5. *Pick one card by small group consensus that requires the organization to be operating at **peak performance** to achieve*
    - *Once selected post on the wall*
- *Caveat - Do not tape 2 or 3 cards together, rather rewrite them into one idea card*



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## Cards Technique Instructions

- *Working in with the whole group focused on the idea cards on the wall*
  - *Avoid the inclination to organize the ideas by yourself to support group ownership of the results*
- *Read all the idea cards aloud and ask the group to find pairs of ideas and group them together (on intent, accomplishment, relationships, etc.)*
- *Once 4-6 pairs identified begin adding additional idea cards to the original pairs*
- *Once all the idea cards are placed into groups step back, organize them by most # of idea cards to least*
- *Determine a name for each cluster/grouping and write it on a card and place it at the top of the cluster*
- *Read the final resulting table titles as an answer to the focus question*
- *The full table can be used as a 'practical vision' in whole or using the title cards alone*
- *Have a debriefing/processing conversation with the group using questions along the following lines:*
  - *Where are you most intrigued?*
  - *Where do you feel uncomfortable?*
  - *What breakthroughs/insights did we have?*
  - *How does the result inform our next steps?*





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## Core Values and Guiding Principles

- *Core values and/or guiding principles describe what we stand for in the context of the organization's mission and provides guidance for decision making and daily conduct*
- *Definitions:*
  - *Values: Internal, subjective and changing*
  - *Principles: rules or laws that are permanent, unchanging and universal in nature*
- *Core values of an organization inform how work is to be performed consistent with the belief structure of the organization. In an ever-changing world, core values are constant and are the basic foundational elements that define expectations for the fulfillment of all organizational and individual roles and responsibilities.*
- *Core values play an important role in determining the strategic direction of an organization by being a filter in the selection process of core strategies. If a proposed strategy can pass the core values litmus test, it can be considered a viable option.*
  - *For example, if "protecting the environment" is held as an organization value, it should figure heavily into the consideration and decision-making process for developing strategies and deploying tactics.*



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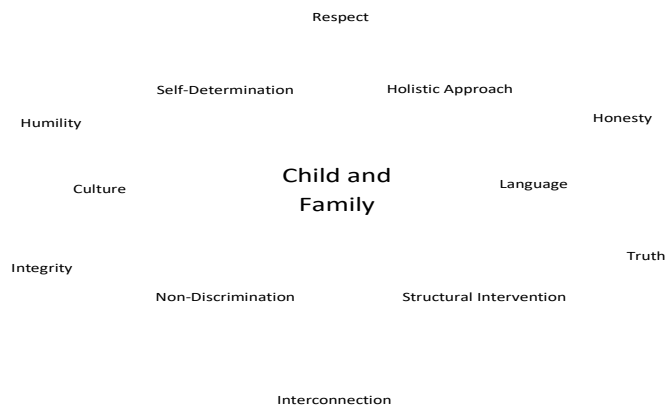
## Core Values and Guiding Principles

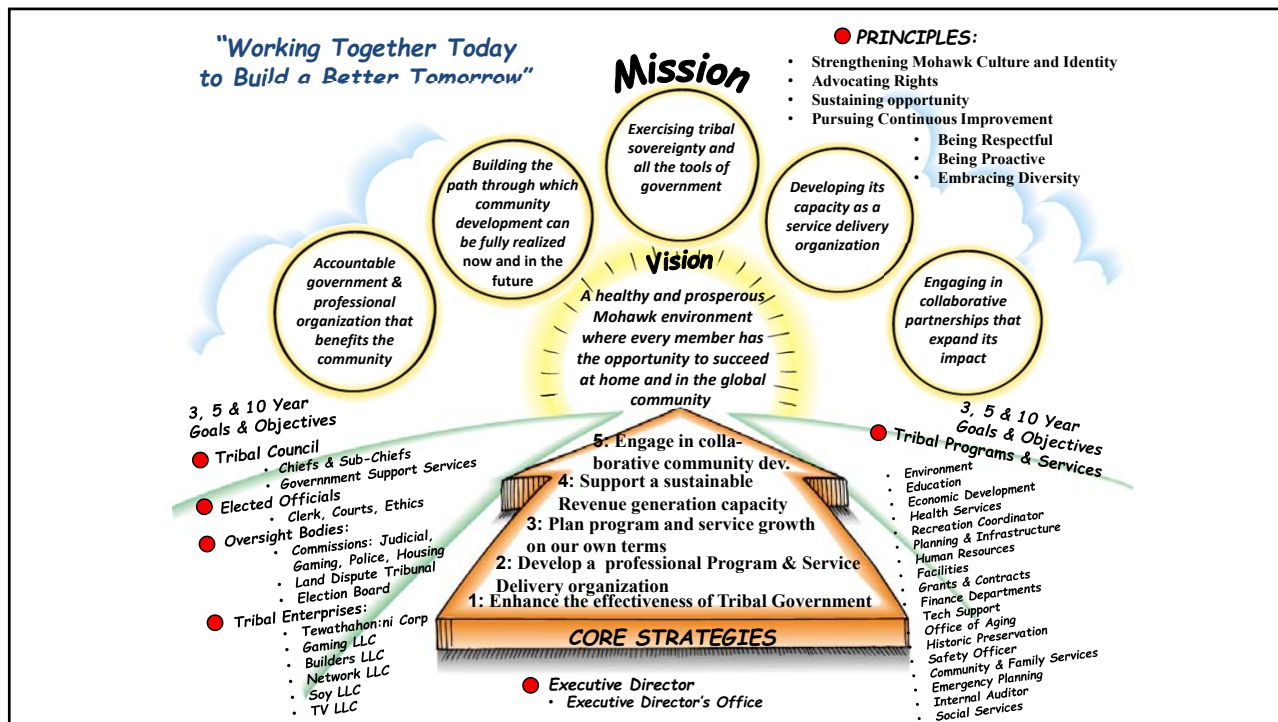
- *Characteristics of effective values include the following:*
  - *Organizationally relevant core beliefs*
  - *Held over the long-term and only subject to slow, incremental changes*
  - *Widely shared among members of the organization*
  - *Central to the development and maintenance of corporate culture*
  - *Substantive beliefs, not slogans, sound bites, or superficial statements made for promotional or public relations purposes or to enhance the organization's image*
  - *Sufficiently specific to translate into actions and transactions*
  - *Incorporated in the way the organization acts and reacts*

## An Example

<b>Values</b> (internal, subjective, changing)	<b>Guiding Principles</b> (rules or laws that are permanent, unchanging and universal in nature)
<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Humility</li> <li>• Respect</li> <li>• Integrity/Bravery</li> <li>• Truth/Truth Telling</li> <li>• Interconnection</li> <li>• Cultural Values</li> </ul>	<ul style="list-style-type: none"> <li>• Culture and Language</li> <li>• Holistic Approach</li> <li>• Self-Determination</li> <li>• Non-Discrimination</li> <li>• Structural Intervention</li> </ul>

### NIFCS Principles







## Closing suggestions



### UPCOMING RAPID STRATEGIC PLANNING WEBINAR DATES

- November 9: Environmental Scan, SWOT Analysis, Capacity Considerations, and Priority Setting
- November 16: Developing Objectives and Strategies to Align with TOR Goals
- November 19: Bringing it All Together/Samples and Examples Part 1
- November 28: Bringing it All Together/Samples and Examples Part 2

## TOR RESOURCE PAGE

- Also, we've added new resources to our [TOR Resource Page](#). You can now find an OUD Treatment Overview covering medication-assisted treatment, as well as an example of medication-assisted treatment policy.
- Finally, please send your grant proposal to [TOR-TA@jbsinternational.com](mailto:TOR-TA@jbsinternational.com) so we can refine our presentations to better suit your specific goals.

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## THANK YOU FOR JOINING US TODAY!



We have a dedicated web page for TOR grantees to access TA tools and other guidance and to share ideas.

[Attcnetwork.org/native](http://Attcnetwork.org/native)

Then click on "TOR Resource Page"

We can do great things together!

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## Contact Info

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