



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



Rapid Strategic Planning Tribal Opioid Response (TOR) Grantees Environmental Scan, SWOT Analysis, Capacity Considerations & Priority Setting

Q r y h p e h u # / # 3 4 ;

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

Agenda and Introductions

ATTC -TOR Technical Assistance Webinar

● AGENDA

2:00 (EST)	Convene Webinar
2:01	Introductions and Strategic Planning
2:10	Requirement Environmental Scanning and SWOT Analysis
2:25	Q&A
2:35	Capacity Considerations
2:50	Q&A
3:00	Priority Setting
3:15	Q&A
3:25	Closing
3:30	Adjourn

● ROLES

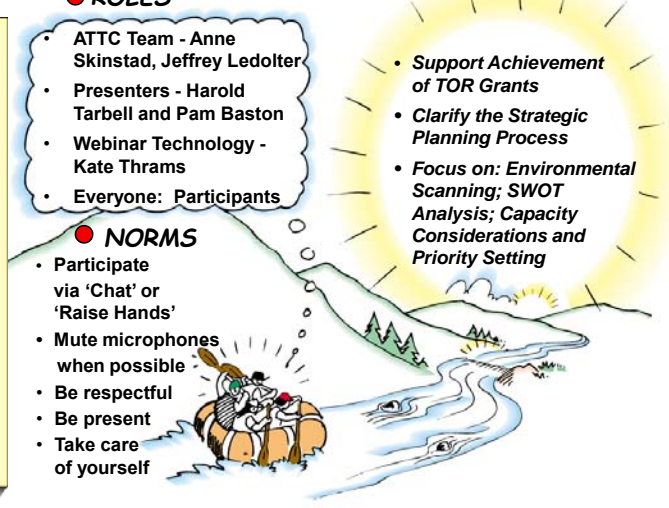
- ATTC Team - Anne Skinstad, Jeffrey Ledolter
- Presenters - Harold Tarbell and Pam Baston
- Webinar Technology - Kate Thrans
- Everyone: Participants

● NORMS

- Participate via 'Chat' or 'Raise Hands'
- Mute microphones when possible
- Be respectful
- Be present
- Take care of yourself

● OUTCOMES

- Support Achievement of TOR Grants
- Clarify the Strategic Planning Process
- Focus on: Environmental Scanning; SWOT Analysis; Capacity Considerations and Priority Setting



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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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Strategic Planning Requirement and Process Overview

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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 (Funding Opportunity Announcement (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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GOALS OF THE FY 2018 TRIBAL OPIOID RESPONSE (TOR) GRANTS



- 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 FOA Page 4

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STRATEGIC PLANNING PROCESS

Getting Ready	<ul style="list-style-type: none"> Who will do the work? What are the issues/choices? Research.
Developing a Vision and Mission	<ul style="list-style-type: none"> Purpose. Change. Focus. Business.
Assessing the Environment	<ul style="list-style-type: none"> Trends & SWOT most relevant to your organization and to which the strategic plan will respond. Also inform issues and strategies.
Agreeing on Priorities	<ul style="list-style-type: none"> Critical Strategic Issues. Core Strategic Directions. Goals and Objectives.
Writing the Strategic Plan (3-40 pages)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> How organization is informed by and contributes to its achievement (operational, program and project level).
Monitoring and Evaluation	<ul style="list-style-type: none"> Quarterly, Annually, 3-5 years Performance Measurement/Evaluation

This is where the polling question needs to go

Only polling question I can think of is to repeat the questions from the 2 previous polls and ask those who **HAVE NOT** responded as of yet to complete the poll?

Otherwise I don't have a polling question

Environmental Scanning: Trends and SWOT

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ENVIRONMENTAL SCANNING - TRENDS

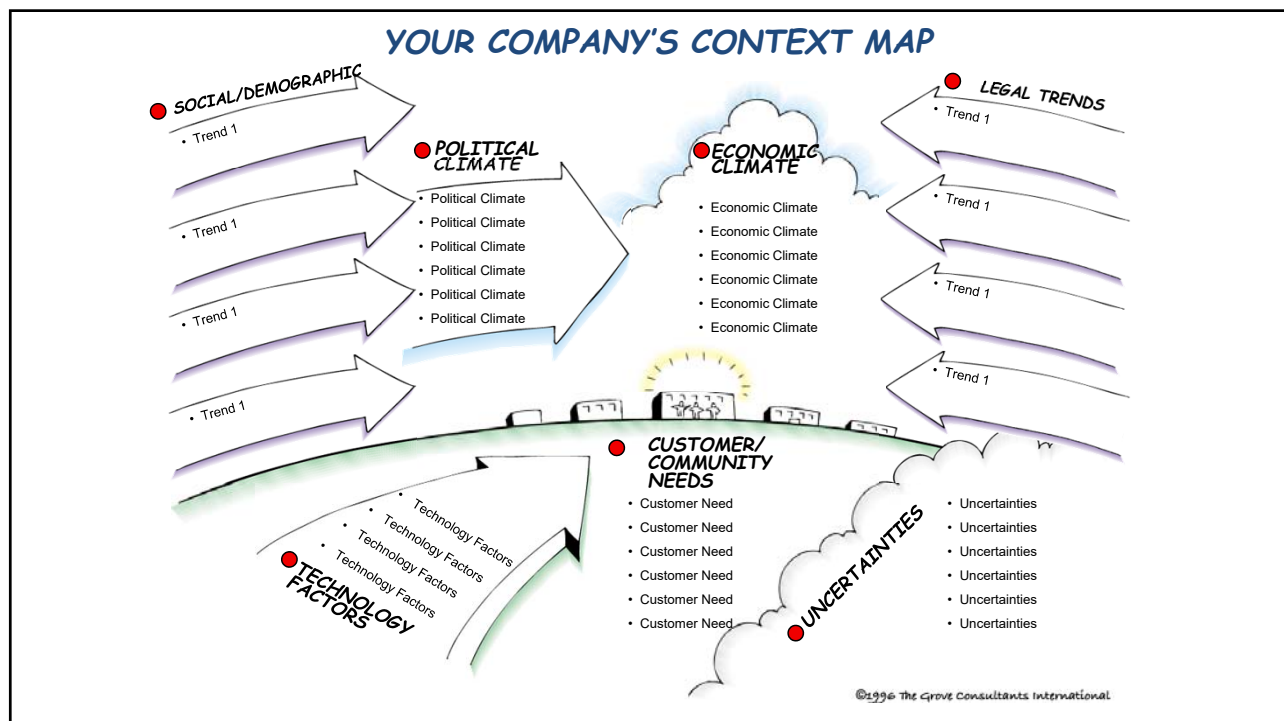
- Purpose - gather and consider sufficient information to understand how the organization 'fits' into the bigger picture and provide a basis for strategy development
- It involves looking outward at the current and possible future external trends that could affect how the organization operates or competes
- It also looks inward to understand how the organization's employees, policies, processes, and procedures produce value for customers, employees, community/constituency and other stakeholders
- Answers the question – how is the external, community and internal environment affecting what we do and how we do it - from a strategic perspective

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ENVIRONMENTAL SCANNING - TRENDS

- The process helps identify, organize and use environmental information effectively. For example, identifying areas needing investment and/or need strategies to be adjusted
- There are many external forces, dynamics, and constraints that could affect an organization and considering how these trends (positive and negative) interact is part of clarifying what will constitute effective strategies
- The external environmental scan provides information on the policies, regulations, economics, technology, governance, competition, and other factors that can exert influence on the organization now and in the future.
- Several formats and processes are available to structure the collection and analysis of relevant data to gain insight into external factors. These include identification of areas to include, such as PESTEL, STEEPLE and SWOT

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ENVIRONMENTAL SCANNING - TRENDS

- Emphasizes identifying them and what it means to you (in the buildings)
- Community as an external factor – technically vs politically?
- Groups often identify a combination of internal and external
 - Not a big issue as long as it's either a teaching point or clarified in the analysis and writing
- Individual or group development approaches – building from individual to small groups to single version

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SWOT Analysis

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SWOT ANALYSIS

■ **Internal Scan**

■ Strengths

- Positive attributes, tangible and intangible, internal to an organization that enhances its ability to attain a desired goal
- Factors within the organization's control

■ Weaknesses

- Negative attributes internal to an organization that detract from its ability to attain the desired goal
- Factors within an organization's control where improvements can and should be made

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SWOT ANALYSIS

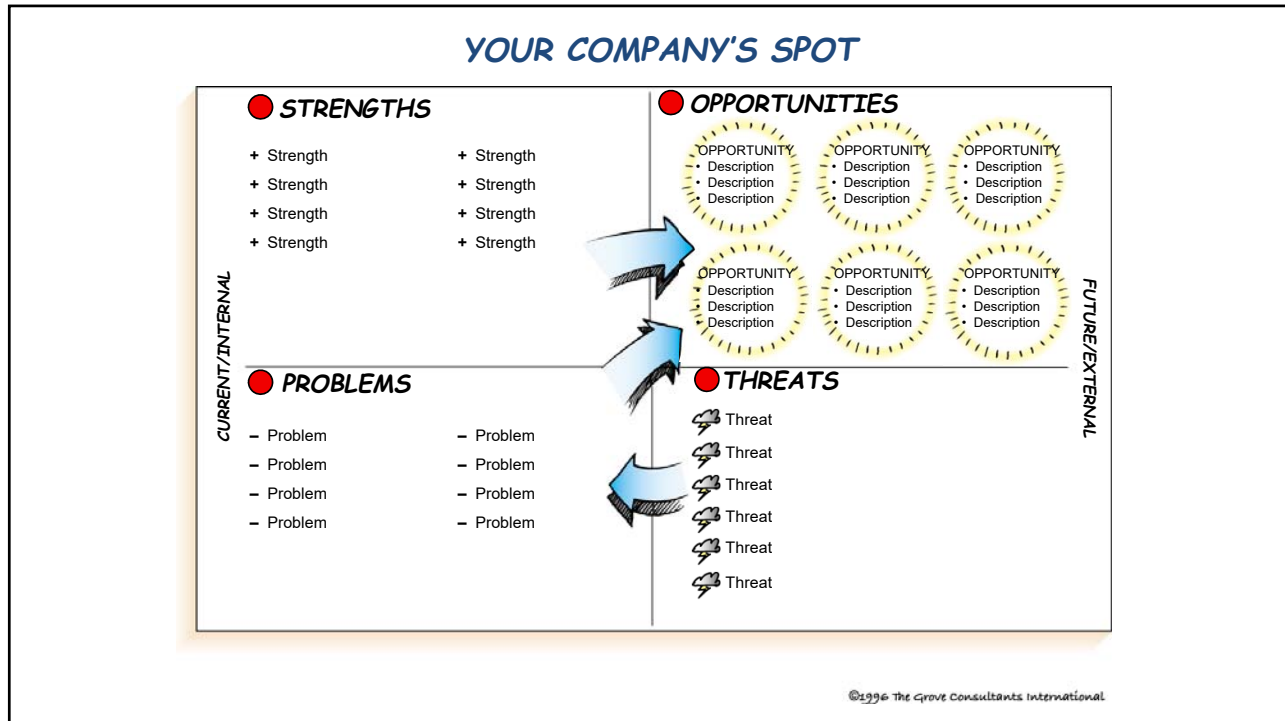
■ **External Scan**

■ Opportunities

- Attractive factors in the external environment that represent the reason for an organization to exist and develop
- Opportunities that exist or you can create in the environment that will propel the organization forward

■ Threats

- External factors, beyond an organization's control, that could place the organization's mission or operation at risk. Sometimes classified by their "seriousness" and "probability of occurrence"
- The organization may benefit by having contingency plans to address threats, if they should occur



EXTERNAL – FUTURE →	Priority Opportunities Market developments? Competitors' vulnerabilities? Industry or lifestyle trends? Technology development and innovation? Global influences? New markets, vertical, horizontal? Niche target markets? Geographical, export, import? New USP's? Tactics: e.g. surprise, major contracts? Business and product development? Information and research? Partnerships, agencies, distribution? Volumes, production, economies? Seasonal, weather, fashion influences?	Priority Threats Political effects? Legislative effects? Environmental effects? IT developments? Competitor intentions - various? Market demand? New technologies, services, ideas? Vital contracts and partners? Sustaining internal capabilities? Obstacles faced? Insurmountable weaknesses? Loss of key staff? Sustainable financial backing? Economy - home, abroad? Seasonality, weather effects?
INTERNAL - CURRENT ↓↓		
Priority Strengths <input type="checkbox"/> Advantages of proposition? <input type="checkbox"/> Capabilities? <input type="checkbox"/> Competitive advantages? <input type="checkbox"/> USP's (unique selling points)? <input type="checkbox"/> Resources, Assets, People? <input type="checkbox"/> Experience, knowledge, data? <input type="checkbox"/> Financial reserves, likely returns? <input type="checkbox"/> Marketing - reach, distribution, awareness? <input type="checkbox"/> Innovative aspects? <input type="checkbox"/> Location and geographical? <input type="checkbox"/> Price, value, quality? <input type="checkbox"/> Accreditations, qualifications, certifications? <input type="checkbox"/> Processes, systems, IT, communications? <input type="checkbox"/> Cultural, attitudinal, behavioral? <input type="checkbox"/> Management cover, succession? <input type="checkbox"/> Philosophy and values?	Invest – a competitive advantage	Defend – mobilize resources
Priority Weaknesses <input type="checkbox"/> Disadvantages of proposition? <input type="checkbox"/> Gaps in capabilities? <input type="checkbox"/> Lack of competitive strength? <input type="checkbox"/> Reputation, presence and reach? <input type="checkbox"/> Financials? <input type="checkbox"/> Own known vulnerabilities? <input type="checkbox"/> Timescales, deadlines and pressures? <input type="checkbox"/> Cashflow, start-up cash-drain? <input type="checkbox"/> Continuity, supply chain robustness? <input type="checkbox"/> Effects on core activities, distraction? <input type="checkbox"/> Reliability of data, plan predictability? <input type="checkbox"/> Morale, commitment, leadership? <input type="checkbox"/> Accreditations, etc.? <input type="checkbox"/> Processes and systems, etc.? <input type="checkbox"/> Management cover, succession?	Decide (invest, divest, collaborate)	Damage control/Divest



Capacity Considerations

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CAPACITY DEFINITIONS

- Capacity building refers to strengthening the knowledge, abilities, and skills (KSAs) of individuals (workforce/collaborators) and improving organizational structures and processes to more efficiently meet the needs of the community in a sustainable way.
- Identify resources and build readiness to address substance use and misuse.

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CAPACITY CONSIDERATIONS

- Effective strategic planning and ongoing strategic management identifies, builds and utilizes the core capacities (competencies) of the organization
 - Human Resources; Financial management, Facilities and Equipment; External Communication; Information Technology; Planning and Evaluation
 - Role Clarification - being clear on ones own roles in relation to the roles of others
- This is an area where needs assessments and gap analysis can be used to assess the capacity, capability, responsiveness of the organization
 - Needs assessment → Are the right employees are in the right jobs and have the required knowledge, skills, and abilities → Gaps are identified
- Filling the gaps is a management decision that has timing, resource commitments, infrastructure, legal, and other impacts.

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CAPACITY CONSIDERATIONS

- Some other frequently encountered Knowledge, Skill and Ability gaps include:
 - Inadequate environmental scan data
 - Different understandings/interpretations/appreciation for strategic management
 - Recruiting timing
 - Tools and technology not optimized for people and positions
 - Project management
 - Performance Measurement
 - Communications
 - Change management
- Addressed through professional development or within strategic initiatives

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CAPACITY CONSIDERATIONS

- Tools/processes (SWOT and others) provide a framework for discussing and reflecting on organizational concerns, growth and priorities (unravel the complexity)
- Participating in the process is as important as the tool itself
- Make sure the tool/process fits within your context (staff, budget, culture, scope)
- Adapting or custom designing tools to your needs is critical
- Skilled facilitation maximizes process management & learning (a skilled consultant in whole or in part)
- Both Funders and organizations could benefit from training in the tools/processes

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STRENGTHENING WORKFORCE CAPACITY

- Workforce challenges may include a shortage in the number of trained (or MAT-waivered) physicians, nurse practitioners, and physician assistants able to prescribe MAT for OUD (especially those who are AI/AN or culturally competent to work with AI/AN populations);
- Insufficient numbers and access to behavioral health specialists; and
- Reluctance among those who are qualified to treat persons with OUD.

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STRENGTHENING WORKFORCE CAPACITY

- Improved training and education are critical to address both skill and attitudinal barriers.
- There are a number of free or low-cost web-based training resources and mentoring networks available to develop knowledge about MAT and confidence in the ability to treat OUD.
- The NAI/AN ATTC has cultural competence training that grantees may find useful in working with collaborative partners.
 - Contact ATTC staff for information on training on these topics, or to request that these topics be covered in future webinars: native@attcnetwork.org

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STRENGTHENING WORKFORCE CAPACITY: ANTI DISCRIMINATION

- Stigma (discrimination) plays a very important role in attitudes and perceptions of substance use disorders (SUDs), including OUD.
- Stigma in the community can discourage individuals from seeking treatment and providers from offering it.
- Local leaders, including providers, should be advocates for individuals with OUD to improve awareness and understanding that addiction is a chronic, recurring but TREATABLE disease.

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REDUCE STIGMA FOR LIFE-SAVING MAT

- Elinore F. McCance-Katz, MD, PhD, Assistant Secretary for Mental Health and Substance Use, describes medication-assisted treatment (MAT) as “the accepted, life-saving standard of care for opioid use disorder.”
- This is an effective message for staff and community partners to hear.

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ORGANIZATIONAL STRUCTURES AND PROCESSES: FINANCIAL

- Although coverage of MAT services by public and private payers has improved over time, health plans' utilization criteria and medication formularies may still pose significant barriers to accessing or being reimbursed for these medications and services.

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ORGANIZATIONAL STRUCTURES AND PROCESSES: RECOVERY SUPPORTS

- Recovery supports, such as recovery coaches, peer support groups, and recovery residences, are also very important to help individuals with OUD in their recovery (note- some available support groups and organizations may be reluctant to accept individuals receiving MAT.)

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ORGANIZATIONAL STRUCTURES AND PROCESSES: TECHNOLOGY

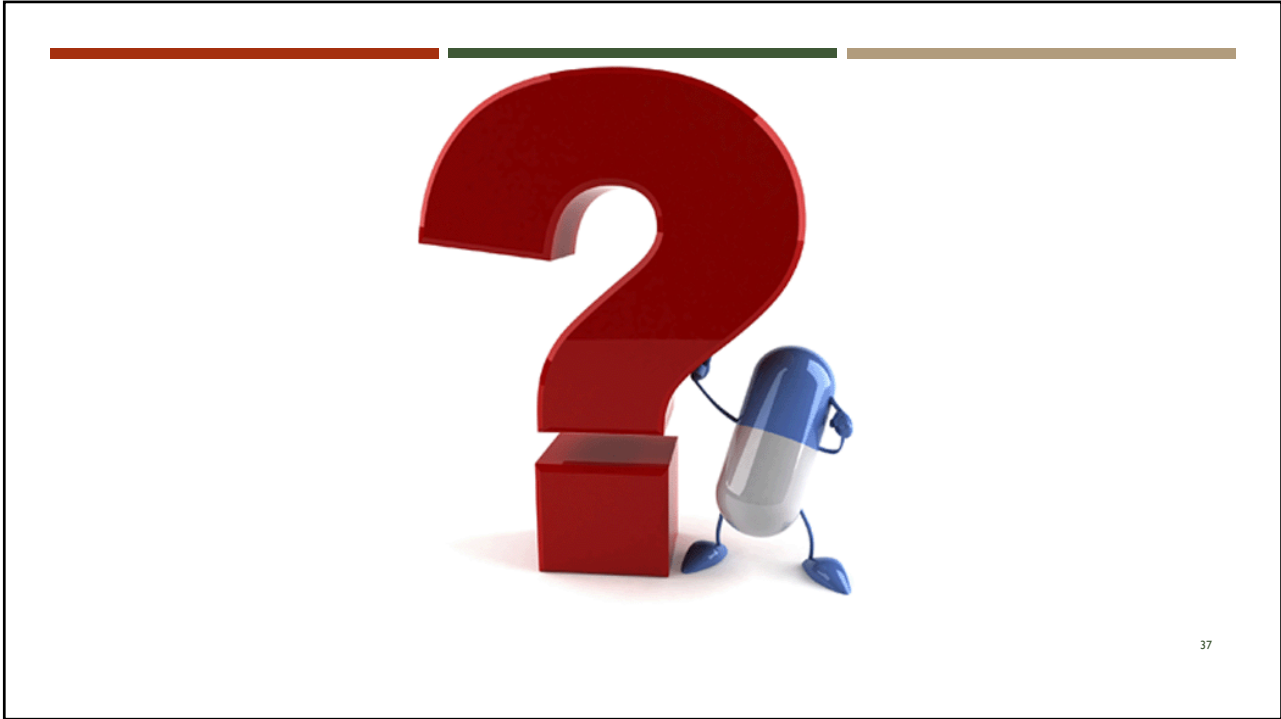
- Some communities, including rural areas with limited facility infrastructure, have had considerable success using virtual support groups via web-based or telehealth platforms to ensure their individuals receive treatment and recovery supports.

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ORGANIZATIONAL STRUCTURES AND PROCESSES: ACCESS BARRIERS

- A number of logistical barriers also present a challenge to receiving MAT.
- For providers, issues may include the costs associated with setting up these services, limitations on time and office space, and sometimes cumbersome regulations. (Reminder FOA p. 8: Provide assistance to patients with treatment costs and develop other strategies to eliminate or reduce treatment costs for under- and uninsured patients).

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Priority Setting

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PRIORITY SETTING

- Priorities is one of those words that can be applied slightly differently depending on where you are in the strategic planning process
- In general it is about making choices - identifying areas of focus, developing strategies and allocating the time and resources necessary
- In the getting ready stage it can be said the identifying the 'Issues' to focus on (i.e. critical strategic issues vs. operational and crisis issues) is a form of prioritization
 - Strategic Issues – future oriented, longer range, critical to the ability of the organization to achieve its purpose

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PRIORITY SETTING

- Core Strategic Directions (Strategic Themes/Strategic Goals/Objectives)
 - That manageable number (3-5-7) of areas of focus
 - Will reflect those 'critical strategic issues identified in the getting ready stage modified as determined during the development/dialogue/analysis of a strategic planning process
 - Remember, you are not just adding to the workload, you are making choices....
- If any of the capacity gaps are seen to be a significant barrier to performance or successfully implementing your strategic plan they and the necessary time and resources will need to be included
- Multiple Techniques: T-Charts, Force Field Analysis, Decision Making Grids (quadrants, criteria, weights), etc.

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PRIORITY SETTING

- DOTMOCRACY/Forced Prioritization
 - Easiest, low tech, rapid prioritization technique
 - Once you have a number of “items” to choose from
 - Read the list out loud to establish a common understanding
 - Flip chart or print on large paper with space so that it will be clear which item the dot is connected to
 - Each participant gets ‘DOTS’ (color coding labels)
 - Equal to about 1/3 of the number of items in the list (.e.g. 12 items → 4 dots)
 - They can draw dots or check marks if you don’t happen to have dots

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PRIORITY SETTING

- DOTMOCRACY/Forced Prioritization
 - Participants can vote one dot per item of mix and match
 - Have almost never seen participants put all their dots on one item
 - Once everyone has voted take a different color marker than the dots and cross off each dot as you count
 - Write in the total again in different color marker than the text
 - Announce the results by rank order
- In strategic planning a final decision will get made when the actual strategic plan is adopted

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PRIORITY SETTING

Major consideration:

- All grantees are required to prioritize the delivery of MAT services. (FOA p. 7)
- To meet this priority what would your tribe need to do?
 - Identify existing/available MAT prescribers or prescribers willing to complete waiver training? If existing providers are not AI/AN, consider cultural competency training.
 - Identify/develop workforce for associated therapeutic and recovery support services?
 - Other strategies?

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Closing suggestions



Strategic Activities Plan Template Available for Use as Needed (partial example)

1. Required Activities

Grantees are required to implement the activities below on which your program will focus – Funding Opportunity Award (FOA) pps. 5-7
 For each item below, please create objectives and associated actions above.

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. 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. Plans must be completed within 60 days of award. Tribes may use existing plans if available (FOA pps. 5, 6, 7).

Objective 1	Activities	Responsible Party(ies)	Target Date	Date Completed
	What specific activities need to be completed to meet the objective?			
	1.1.1:			
	1.1.2:			
	1.1.3:			
Objective 2	Activities	Responsible Party(ies)	Target Date	Date Completed
	What specific activities need to be completed to meet the objective?			
	2.1.1:			
	2.1.2:			
	2.1.3:			

REMINDER: OTHER REQUIREMENTS

- Implement workforce development activities to ensure that individuals working in tribal communities are well versed in strategies to prevent and treat opioid misuse.
- Develop effective prevention strategies which include but are not limited to: elder education, outreach and engagement of youth, strategic messaging, and community prevention activities. Develop strategies to purchase and disseminate naloxone and provide training on its use to first responders and other tribal members.
- Implement service delivery models that enable the full spectrum of treatment and recovery support services that facilitate positive treatment outcomes and long-term recovery. Models for evidence-based treatment include ... (page 7-8 of FOA)

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REMINDER: OTHER REQUIREMENTS CONT.

- Incorporate culturally appropriate and traditional practices into your program design and implementation.
- Support innovative telehealth strategies in rural and underserved areas to increase the capacity of communities to support OUD prevention, treatment, and recovery.
- Address barriers to receiving MAT by reducing the cost of treatment, developing innovative systems of care to expand access to treatment, engage and retain patients in treatment, address discrimination associated with accessing treatment, including discrimination that limits access to MAT, and support long-term recovery.
- Develop and implement tobacco cessation programs, activities, and/or strategies.

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REMINDER: ALLOWABLE (OPTIONAL) ACTIVITIES

- Implement community recovery support services such as peer supports, recovery coaches, and recovery housing. **Grantees must ensure that recovery housing supported under this grant is in an appropriate and legitimate facility. Individuals in recovery should have a meaningful role in developing the service array used in your program.**
- Provide assistance to patients with treatment costs and develop other strategies to eliminate or reduce treatment costs for under- and uninsured patients.
- Provide treatment transition and coverage for patients reentering communities from criminal justice settings or other rehabilitative settings.
- Work with Tribal Epidemiology Centers to assess the impact of the grant.

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UPCOMING RAPID STRATEGIC PLANNING WEBINAR DATES

- 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

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TOR RESOURCE PAGE

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)

- 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.
- Direct link to sub page for the TA webinars:

<http://attcnetwork.org/regional-centers/content.aspx?rc=native&content=CUSTOM3SUBI>

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THANK YOU FOR JOINING US TODAY!



Finally, please send your grant proposal to:

TOR-TA@jbsinternational.com

This will help us refine our presentations to better suit your specific goals.

We can do great things together!

Survey for today's webinar:

<https://attc-gpra.org/P?s=483077>

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Contact Info

- *Jeff Ledolter, BA*
- *Research Associate, Department of Community and Behavioral Health, University of Iowa*
- *Program Manager for: National American Indian and Alaska Native Addiction Technology Transfer Center; NA/AN ATTC Tribal Opioid Response supplement*
- *University of Iowa College of Public Health 145 N. Riverside Drive, N 420 CPHB Iowa City, Iowa 52242*
- *(425) 499-0746*
- *Jeff-Ledolter@uiowa.edu*