



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



Rapid Strategic Planning: Developing Objectives and Strategies to Align with TOR Goals

November 16, 2018

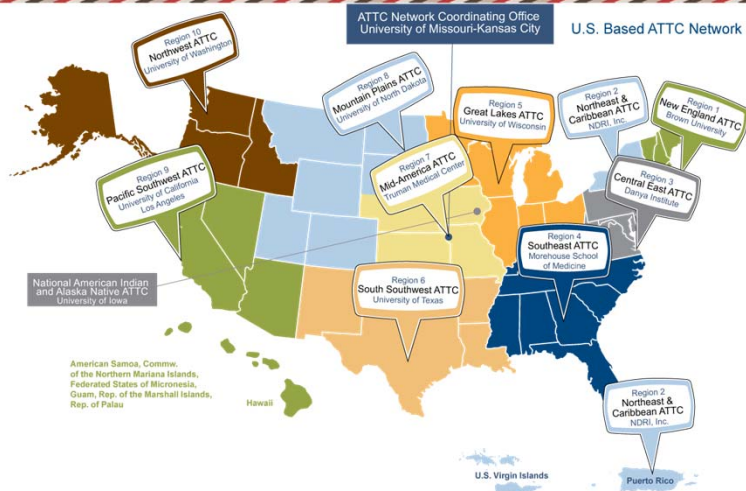
Behavioral Health is Essential to Health | Prevention Works | Treatment is Effective | People Recover



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

American Indian & Alaska Native Behavioral Health webinar series

- 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).



For more information on the ATTC Network, visit: attnetwork.org
To find your regional center, visit: attnetwork.org/findregcenter.asp

For more information on the National American Indian & Alaska Native ATTC, visit: attnetwork.org/native or email native@attnetwork.org



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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.*

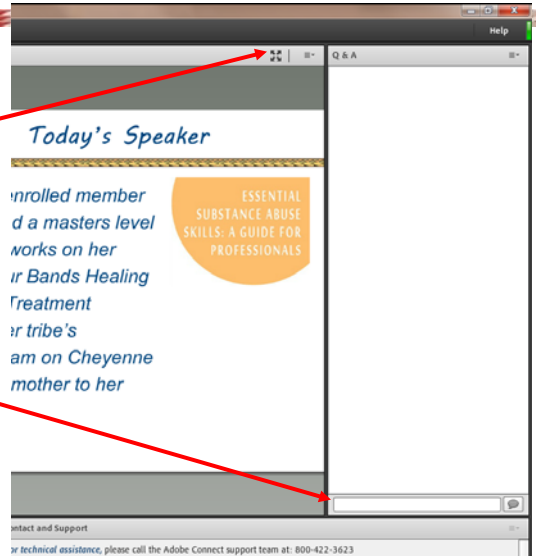
We appreciate your response and look forward to hearing from you.



Adobe Connect Overview

Participation instructions:

- To alternate between full screen mode, please click on the full screen button on the top right of the presentation pod. (It looks like 4 arrows pointing out)
- To ask questions or share comments, please type them into the chat pod and hit "Enter."



Suhvhqwhu#

Pamela Baston



Harold Tarbell



ATTC -TOR Technical Assistance Webinar

● AGENDA

- 2:00 (EST) Convene Webinar
- 2:01 Introductions and Strategic Planning Requirement (FOA)
- 2:10 Writing Goals
- 2:25 Q&A
- 2:35 Writing Objectives
- 2:50 Q&A
- 3:00 Sample Strategic Plans & Examples Objectives/Activities in the 'Template'
- 3:15 Q&A
- 3:25 Closing
- 3:30 Adjourn

● ROLES

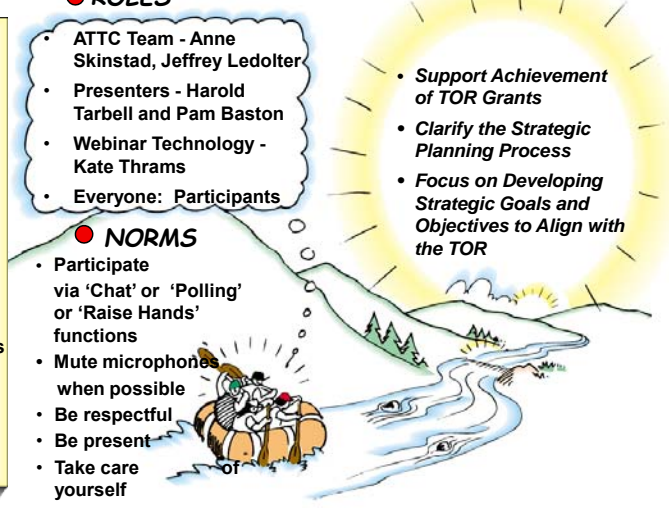
- ATTC Team - Anne Skinstad, Jeffrey Ledolter
- Presenters - Harold Tarbell and Pam Baston
- Webinar Technology - Kate Thrans
- Everyone: Participants

● NORMS

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

● OUTCOMES

- Support Achievement of TOR Grants
- Clarify the Strategic Planning Process
- Focus on Developing Strategic Goals and Objectives to Align with the TOR



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Strategic Planning Requirement and Process Overview

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 goals, objectives and activities).
Monitoring and Evaluation	<ul style="list-style-type: none"> Quarterly, Annually, 3-5 years Performance Measurement/Evaluation

GOALS AND OBJECTIVES IN A STRATEGIC CONTEXT

- There are many models for developing goals and objectives and their alignment with other elements of a strategic plan
- It is important that you, relevant elements of your organization and your Funder have a shared understanding of what they mean and the order that they flow in
- The logic between strategic elements is essentially linear in that they flow from broadest to the more specific → inform each other ↔ & add value ←
 - Vision ↔ Mission ↔ Values/Principles ↔ Priority Focus Areas ↔ Goals ↔ Objectives ← → Strategy ↔ Tactics ↔ Activities, etc.
- The following table shows brief definitions and flow in different models

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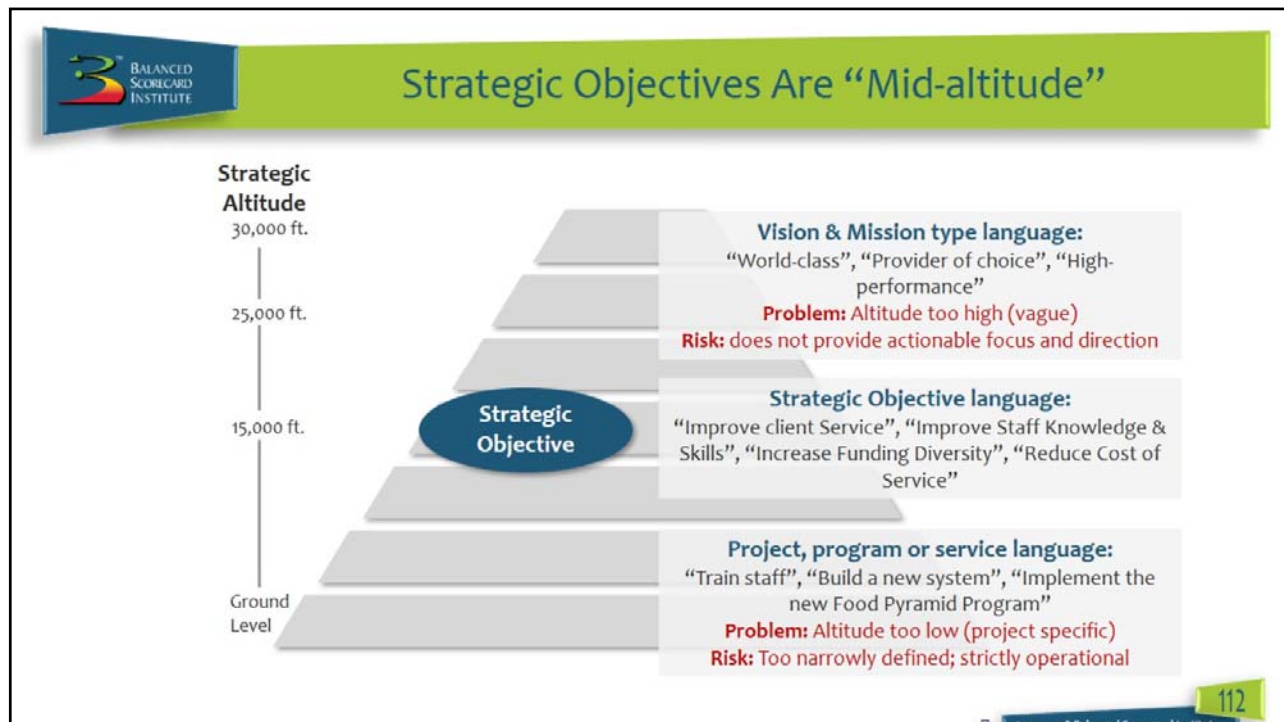
Different Approaches

Standard Framework	Strategic Planning Body of Knowledge	Balanced Scorecard
<p>Core Strategic Directions - Central forces that propel your business toward its intended objectives</p> <p>Goal - What is the major change or end result you are seeking in this area</p> <p>Objectives - Short, Medium, Long term. What are specific major changes that you want to focus on (will lead to the major change above)</p> <p>Activities/Tasks - The key steps to be taken to achieve an objective</p> <p>Outcome Measures – How will you know things have changed ...'indicators'... things you can measure</p>	<p>Goals are the long-range, generally-stated directional themes or aims to be achieved in accordance with the organization's vision and mission. (SPBOK)</p> <p>Strategies are the methods and approaches taken to advance goals.</p> <p>Objectives are the quantifiable milestones and targets to demonstrate achievement of goals.</p> <p>Tactics are the tools used to reach the objectives/targets.</p>	<p>Strategic Results – Desired outcome for the main focus areas (strategic themes)</p> <p>Strategic Objectives – Continuous improvement activities that must be done to be successful. Building blocks of strategy</p> <p>Measures/Targets – Analytical basis for decision making focusing on what matters most</p> <p>Strategic initiatives – Programs/Projects that term strategy into operational and actionable items</p>

GOALS AND OBJECTIVES IN A STRATEGIC CONTEXT

- Also important to note goals and objectives are used/may be used in multiple ways (and several models contemplate that)
 - Strategic, Operational, Program, Project, Process, Outcome, etc.
- In a strategic planning context we refer to 'elevation (the 35,000 foot level or the balcony level or the ground level etc.) to keep the distinctions clear
- The distinction to make is that the goals/objectives you set out in your TOR proposal are at the program level compared to the strategic objectives which focus more on answering the question 'why' rather than 'what'

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GOALS AND OBJECTIVES IN A STRATEGIC CONTEXT

- Examples:
 - The process description on slide 10 anticipates goals and objectives at different levels (strategic, program, etc.)
 - SAMHSA’s Strategic Plan 2019-2023 notes that:
 - “Given the broad range of issues and populations that SAMHSA addresses, this Strategic Plan is not intended to be an inventory of all objectives or activities SAMHSA will pursue. Rather, the Strategic Plan presents *priority* goals and objectives reflecting important changes and outcomes that SAMHSA aims to achieve over the next four years.”¹⁶

GOALS AND OBJECTIVES IN A STRATEGIC CONTEXT

- “The SAMHSA Strategic Plan FY2019-FY2023 **aligns** with the U.S. Department of Health and Human Services Strategic Plan FY2018-FY2022. Specifically, the Priorities, Goals, Measurable Objectives of the SAMHSA Strategic Plan FY2018-2023 will serve to advance HHS Strategic Goal 1, Objective 1.4 to Strengthen and Expand the Healthcare Workforce to Meet America’s Diverse Needs; HHS Strategic Goal 2, Objective 2.3 to Reduce the Impact of Mental and Substance Use Disorders through Prevention, Early Intervention, Treatment and Recovery Support; and HHS Strategic Goal 4, Objective 4.1 to Improve Surveillance, Epidemiology, and Laboratory Services.” (page 1)

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Writing Goals

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GOALS

- High-level strategic goals have the following characteristics:
 - Describe a future end-state that is supportive of the mission and vision
 - Describe actions in actionable terms
 - Relate to the expectations/requirements of all the major stakeholders and employees and reveal the underlying reasons for running the business
 - Imply a completion date at some point in the future but not defined at this point
 - Can be divided into milestones that, in turn, can be translated into achievable, assignable, and measurable objectives
 - **Operational planning** is a process of converting **strategic** goals and objectives to **tactical** goals and objectives.

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GOALS

- Managers and staff often find it easier to align their own efforts on goals rather than on the more generally-stated vision and mission statements.
- Should not be a group exercise
- For large organizations each program and administrative manager should take the lead on their 'units' goals and objectives
- For smaller organizations one or two people should take responsibility for drafting initial goals and objectives
- Several iterations may be necessary before a final document is agreed upon
- Important questions often arise and insights emerge

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GOALS DEFINED (FOA ANNEX E PAGE 45)

- A goal is a broad statement about the long-term expectation of what should happen as a result of your program (the desired result).
- It serves as the foundation for developing your program objectives.
- Goals should align with the statement of need that is described.
- Goals should only be one sentence.

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CHARACTERISTICS OF EFFECTIVE GOALS

- Goals address outcomes, not how outcomes will be achieved;
- Goals describe the behavior or condition in the community expected to change;
- Goals describe who will be affected by the project;
- Goals lead clearly to one or more measurable results; and
- Goals are concise.

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GOAL EXAMPLES

- Increase tribal member access to MAT.
- Decrease opioid overdose among tribal members.
- Increase effectiveness of OUD treatment of tribal members.
- Decrease access barriers to recovery housing for tribal MAT recipients.

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Writing Objectives

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OBJECTIVES DEFINED

- Objectives describe the results to be achieved and the manner in which they will be achieved.
- Multiple objectives are generally needed to address a single goal.
- Well-written objectives help set program priorities and targets for progress and accountability.
- It is recommended that you avoid verbs that may have vague meanings to describe the intended outcomes, like “understand” or “know” because it may prove difficult to measure them. Instead, use verbs that document action, such as: “By the end of 2018, 75% of program participants will be *placed* in permanent housing.”

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Objectives – also work at different altitudes (e.g. strategic, outcome, process, program, project, etc.)



Characteristics of Good Strategic Objectives

- Action statements that describe what must be done to be successful over time
- Simple statements of strategic intent
- Easy to understand and represent or imply continuous improvement
- Use “verb-object” format - typical verbs:
 - Improve
 - Increase
 - Reduce
 - Decrease
 - Strengthen
 - Enhance
 - Lower

Good Examples:



Not-So-Good Examples:



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OBJECTIVES

- **Outcome objectives (end)**
 - Outcomes that will be made by the end user of the organizations services
 - Describes a change in behavior
 - To increase...to decrease...to improve
 - Define milestones in achievement
- **Process objectives (means)**
 - Describe activities undertaken by an organization ...
 - To develop...to implement...to establish...to conduct...
 - Describes activities to be undertaken and guide implementation

Could the following Ends vs Means slides be shaped into some kind of poll?

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ENDS vs MEANS

- 1) Eliminate the cause of birth defects
- 2) Provide counseling and support to victims of crime
- 3) Make a profit – increase shareholder wealth
- 4) Assure that comprehensive, culturally acceptable personal and public health services are available and accessible to First Nations people
- 5) Conduct Bio-medical research
- 6) Heal the wounds of crime
- 7) Increase the mental health of our clients
- 8) Provide leadership training and legal assistance to migrant workers
- 9) Decrease the problems of single parent children
- 10) Provide food and shelter to the homeless

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ENDS vs MEANS

- 1) Eliminate the cause of birth defects – **Ends/Purpose**
- 2) Provide counseling and support to victims of crime – **Means/Programs**
- 3) Make a profit – increase shareholder wealth – **Ends/Purpose**
- 4) Assure that comprehensive, culturally acceptable personal and public health services are available and accessible to First Nations people – **Ends/Purpose**
- 5) Conduct Bio-medical research – **Means/Programs**
- 6) Heal the wounds of crime – **Ends/Purpose**
- 7) Increase the mental health of our clients – **Ends/Purpose**
- 8) Provide leadership training and legal assistance to migrant workers – **Means/Programs**
- 9) Decrease the problems of single parent children – **Ends/Purpose**
- 10) Provide food and shelter to the homeless – **Means/Programs**

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FORMULAS FOR DRAFTING OBJECTIVES

- **Balanced Score Card's Verb-Object Format (above)**
 - Increase Access to Services
- **Direction of change + Area of change + Target population + Degree of change + Time frame**
 - To reduce the unemployment status of our graduating students so that 75% are fully employed within six months of graduation
- **SMART Acronym**
 - Objectives that are *specific, measurable, achievable, realistic, and time-bound*

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SMART OBJECTIVES (SAMHSA RECOMMENDS)

- **Specific** – Includes the “who” and “what” of program activities. Use only one action verb to avoid issues with measuring success. For example, “Outreach workers will administer the HIV risk assessment tool to at least 100 injection drug users in the population of focus” is a more specific objective than “Outreach workers will use their skills to reach out to drug users on the street.”

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SMART OBJECTIVES

- **Measurable** – How much change is expected. It must be possible to count or otherwise quantify an activity or its results.
- The source of and mechanism for collecting measurement data can be identified and that collection of the data is feasible for your program. A baseline measurement is required to document change (e.g., to measure the percentage of increase or decrease). If you plan to use a specific measurement instrument, it is recommended that you incorporate its use into the objective. Example: By 9/18 increase by 10% the number of 8th, 9th, and 10th grade students who disapprove of marijuana use as measured by the annual school youth survey.

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SMART OBJECTIVES

- **Achievable** – Objectives should be attainable within a given time frame and with available program resources. For example, “The new part-time nutritionist will meet with seven teenage mothers each week to design a complete dietary plan” is a more achievable objective than “Teenage mothers will learn about proper nutrition.”

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SMART OBJECTIVES

- **Realistic** – Objectives should be within the scope of the project and propose reasonable programmatic steps that can be implemented within a specific time frame. For example, “Two ex-gang members will make one school presentation each week for two months to raise community awareness about the presence of gangs” is a more realistic objective than “Gang-related violence in the community will be eliminated.”

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SMART OBJECTIVES

- ***Time-bound*** – Provide a time frame indicating when the objective will be measured or a time by when the objective will be met. For example, “Five new peer educators will be recruited by the second quarter of the first funding year” is a better objective than “New peer educators will be hired.”

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OBJECTIVE EXAMPLES

- ***By June 1, 2018, LEA supervisory staff*** will have trained ***75% of health education*** teachers ***in the local school district*** on the selected, evidence-based substance abuse prevention curriculum.
- ***By 11.30.18, onboard two OUD clinical staff and one outreach worker*** to deliver TOR therapeutic services to 20 tribal members each month.

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Sample Plans

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A slide with a dark green background and a brown footer. The text "Sample Plans" is centered in white. A vertical brown bar is on the left side. The number "40" is in the bottom right corner.

SAMHSA STRATEGIC PLAN 2019-2023 ¹					
Vision	To provide leadership and resources – programs, policies, information and data, funding, and personnel – advance mental and substance use disorder prevention, treatment, and recovery services in order to improve individual, community, and public health.				
Mission	To reduce the impact of substance misuse and mental illness on America's communities.				
Core Principles	<ul style="list-style-type: none"> ❖ <i>Supporting the adoption of evidence-based practices</i> ❖ <i>Increasing access to the full continuum of services for mental and substance use disorders</i> ❖ <i>Engaging in outreach to clinicians, grantees, patients, and the American public</i> ❖ <i>Collecting, analyzing, and disseminating data to inform policies, programs, and practices</i> ❖ <i>Recognizing that the availability of mental and substance use disorder services is integral to everyone's health</i> 				
Priorities	1: Combating the Opioid Crisis through the Expansion of Prevention, Treatment, and Recovery Support Services	2: Addressing Serious Mental Illness and Serious Emotional Disturbances	3: Advancing Prevention, Treatment, and Recovery Support Services for Substance Use	4: Improving Data Collection, Analysis, Dissemination, and Program and Policy Evaluation	5: Strengthening Health Practitioner Training and Education
Goals	Reduce opioid misuse, use disorder, overdose, and related health consequences, through the implementation of high quality, evidence-based prevention, treatment, and recovery support services	Reduce the impact of serious mental illness (SMI) and serious emotional disturbance (SED) and improve treatment and recovery support services through implementation of the comprehensive set of recommendations put forward by the Interdepartmental Serious Mental Illness Coordinating Committee (ISMICC)	Reduce the use of tobacco (encompassing the full range of tobacco products and reduce the misuse of alcohol, the use of illicit drugs, and the misuse of over-the-counter and prescription medications and their effects on the health and well-being of Americans	Expand and improve the data collection, analysis, evaluation, and dissemination of information related to mental and substance use disorders and receipt of services for these conditions to inform policy and programmatic efforts, to assess the effectiveness and quality of services, and to determine the impacts of policies, programs, and practices	Improve the supply of trained and culturally competent professionals and paraprofessionals to address the nation's mental and substance use disorder healthcare needs across the lifespan ⁴¹

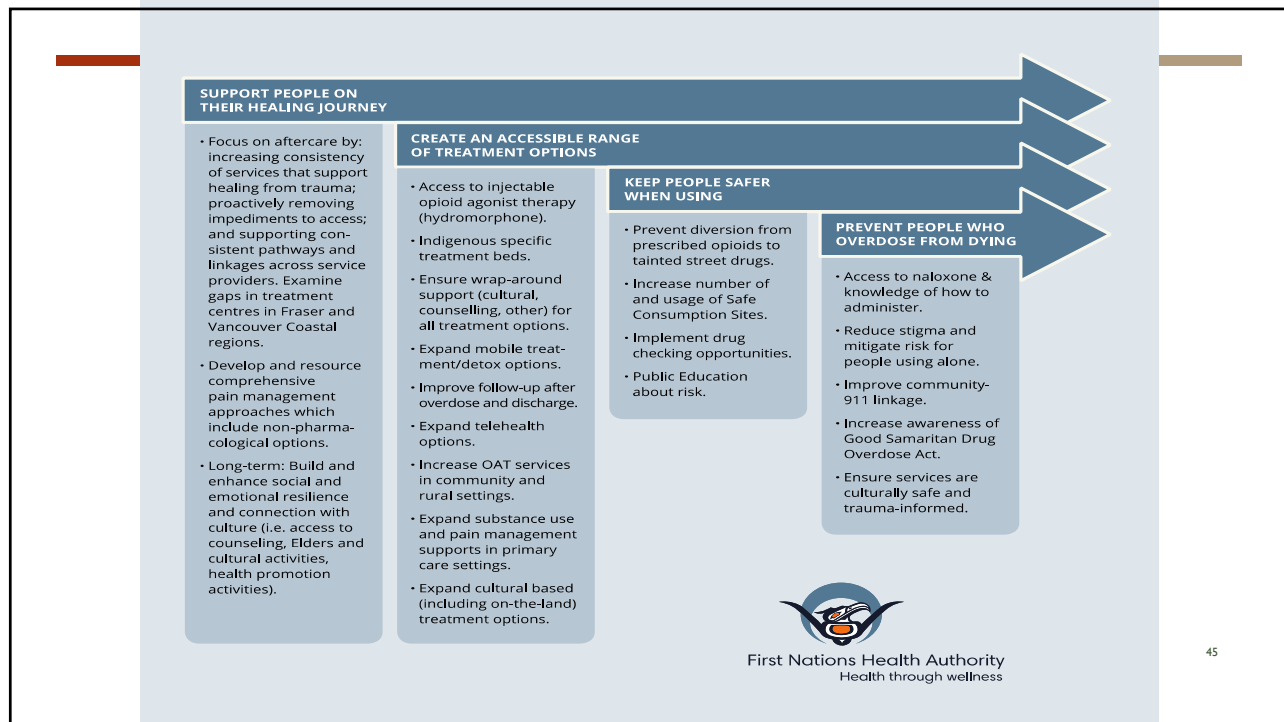
SAMHSA STRATEGIC PLAN 2019-2023 ¹					
Measurable Objectives (plus "How we will accomplish our objective")	1.1: Strengthen public health surveillance (5 How To)	2.1: Strengthen federal coordination to improve care (4 how to)	3.1: Increase public awareness and subsequent behavior change regarding the risks of substance use with a focus on alcohol, marijuana, and stimulants (5 how to)	4.1: Develop consistent data collection strategies to identify and track mental health and substance use needs across the nation (11 how to)	5.1: Develop and disseminate workforce training and education tools, and core competencies to prevent and address mental and substance use disorders (6 how to)
	1.2: Advance the practice of pain management (5 how to)	2.2: Facilitate access to quality care through services expansion, outreach, and engagement (11 how to)	3.2: Expand community engagement around substance use prevention, treatment, and recovery (3 how to)	4.2: Ensure that all SAMHSA programs are evaluated in a robust, timely, and high-quality manner (4 how to)	5.2: Collaborate with HRSA, CMS, and other partners to improve mental and substance use disorder workforce opportunities, including recruitment, training, and retention (8 how to)
	1.3: Improve access to, utilization of, and engagement and retention in prevention, treatment, and recovery support services (14 how to)	2.3: Improve treatment and recovery by closing the gap between what works and what is offered (11 how to)	3.3: Reduce youth substance use initiation through strengthening protective factors and reducing risk factors (4 how to)	4.3: Promote access to and use of the nation's substance use and mental health data and conduct program and policy evaluations and use the results to advance the adoption of evidence-based policies, programs, and practices (7 how to)	5.3: Support use of credentialed peer providers and other paraprofessionals as an integrated component of the comprehensive care provided by the primary and specialty care systems to prevent substance use disorder and to address the needs of individuals living with mental and substance use disorders and their families (10 how to)
	1.4: Target the availability and distribution of overdose-reversing drugs (7 how to)	2.4: Increase opportunities for diversion and improve care for people with SMI or SED involved in the criminal and juvenile justice systems (6 how to)	3.4: Support the identification and adoption of evidence-based practices, programs, and policies that prevent substance use, increase provision of substance use disorder treatment, and enable individuals to achieve long-term recovery (9 how to)		
	1.5: Support cutting-edge research on pain and addiction (3 how to)	2.5: Develop finance strategies to increase availability and affordability of care (6 how to)	3.5: Strengthen federal coordination to improve substance use prevention, treatment, and recovery support services (4 how to)		

Advancing Addiction Science National Institute on Drug Abuse 2016-2020 Strategic Plan

Mission Statement	<i>To advance science on the causes and consequences of drug use and addiction</i>
Goals	: Health Public Health A research
Objective	e the impact of addiction on family, peers and
	e impact of , and systems- related to drug use use disorders on and well-being
	strategic with the improve and on of evidence- findings into ctice
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fnha.ca/overdose

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ACTIVITIES

- Identify potential OUD prescribers.
- Connect potential OUD prescribers to MAT waiver training (24-hour DEA waiver education) and cultural competency training.
- Advertise clinical staff openings using tribal multimedia sources.
- Hire and train clinical staff (include SAMHSA's opioid and other resources).

ACTIVITIES

- Reach out to the National Alliance for Recovery Residences to identify MAT-capable recovery residences in our jurisdiction.
- Involve our staff with lived experience in meaningful roles in developing the recovery housing options used by our program.

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Example Strategic Activities Plan Template

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

- Clearly define and state the problem your strategic plan will solve. Identify the activities that need to be completed to solve this problem.
- Identify and analyze epidemiological data that will inform tribal needs associated with the identified problem. It is important to identify needs before prescribing solutions.
- Consider tribal capacity and strengths and challenges when developing your plan.
- Embed tribal traditions and values into your planning activities.
- Develop objectives that are measurable, define accountability, identify resources, and establish timelines.
 - Adapted from 2016 Action Strategy Planning Guide for Tribal Leaders by Charles Dayton and Dr. Elaine Gagne

1. Required Activities (ALIGN WITH YOUR SUBMITTED TOR APPLICATION)				
Goal 1: Increase tribal member access to Medication-Assisted Treatment (MAT).				
Objective 1.1	Activities	Responsible Party(ies)	Target Date	Date Completed
By 12.30.18, secure agreement from two MAT prescribers to serve our tribal members with OUD.	What specific activities need to be completed to meet the objective?			
	1.1.1: Identify potential OUD prescribers.	YYZ Medical Director	11.20.18	
	1.1.2: Connect potential OUD prescribers to MAT waiver training (24-hour DEA waiver education) and cultural competency training.	YYZ Project Director	11.30.18	
	1.1.3: XXX	XXX	X/X/X	
Objective 1.2	Activities	Responsible Party(ies)	Target Date	Date Completed
By 11.30.18, onboard two OUD clinical staff and one outreach worker to deliver TOR therapeutic and outreach services.	What specific activities need to be completed to meet the objective?			
	1.2.1: Advertise clinical staff openings using tribal multimedia sources.	YYZ Human Resource Director	11.20.18	
	1.2.2: Hire and train clinical staff (include SAMHSA's opioid and other resources).	YYZ Project Director	12.20.18	

2. Required SELECTED Activities (ALIGN WITH YOUR SUBMITTED TOR APPLICATION)				
Goal 2: Increase tribal member access to recovery support.				
Objective 2.1	Activities	Responsible Party(ies)	Target Date	Date Completed
By 1.30.19, finalize two or more MAT-capable recovery housing options for tribal member referral.	What specific activities need to be completed to meet the objective?			
	2.1.1: Reach out to the National Alliance for Recovery Residences to identify MAT-capable recovery residences in our jurisdiction.	YYZ Project Director	11.20.18	
	2.1.2: Involve our staff with lived experience in meaningful roles in developing the recovery housing options used by our program.	YYZ Recovery Coordinator	12.20.18	
	2.1.3: XXX	XXX	X/X/X	

3. ALLOWABLE Activities (ALIGN WITH YOUR SUBMITTED TOR APPLICATION)				
Goal 3: Increase effectiveness of MAT with tribal members.				
Objective 3.1	Activities	Responsible Party(ies)	Target Date	Date Completed
By 1.30.19, incorporate evidence-based traditional AI/NA practices in our TOR program design.	What specific activities need to be completed to meet the objective?			
	3.1.1: Review effective practice registries to identify effective traditional AI/AN practices for OUD.	YYZ Project Director	11.23.18	
	3.1.2: Select effective practice to incorporate in TOR project and schedule developer training.	YYZ Training Director	12.20.18	
	3.1.3: XXX	XXX	X/X/X	



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F æ v b j # x j j h w l r q v

A photograph showing a group of about seven people of diverse ages and ethnicities standing on a beach. They are all holding hands and forming a circle, looking towards the camera. The background is a bright sunset over the ocean, with the sun low on the horizon, creating a warm, golden glow. The sky is a mix of orange, yellow, and blue.

UPCOMING RAPID STRATEGIC PLANNING WEBINAR DATES

- November 19, 2018
 - Bringing it All Together/Samples and Examples Part 1
- November 28, 2018
 - Bringing it All Together/Samples and Examples Part 2
- April 9-12, 2019
 - Technical Assistance Gathering, Mystic Lake Resort, Minneapolis, Minnesota

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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!

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