

# Strategic Planning Guidance Document

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**May 2015**



# Opioid Misuse Prevention Program

## Strategic Planning Toolkit

Problem → Outcome → Strategies → Activities

### INTRODUCTION

Opioid Misuse Prevention Program (OMPP) funded coalitions are required to develop and submit a community level OMPP Strategic Plan and receive written approval of their plan by BHA.

A **Strategic Plan** is the tool that will help guide coalitions through the implementation of selected strategies. This plan serves as a map, so it needs to be as clear and precise as possible.

Strategic Plans include the policies, strategies and practices that create a logical, data-driven plan to address the problems identified during the Needs Assessment.

In order to develop a Strategic Plan, many questions should be considered, including:

1. What strategies are likely to have the most impact on the contributing factors in my community?
2. Do we have the capacity to implement a particular strategy?
3. What capacity do we need to build and how will we build it?
4. Who will implement the strategies and what steps do we need to take to implement them well?
5. Do we have measurable outcomes for the selected strategies?

The selection of strategies must be targeted and precise to make an impact on the identified contributing factors that will, in turn, address the selected priority. Therefore, **as coalitions move into developing their Strategic Plan, it is very important that they have carefully and accurately identified contributing factors in their communities** as part of their Needs Assessment.

In addition, coalitions will need to think about the following:

1. Whether their selected strategies are culturally appropriate
2. Whether they can be sustained over time, even after the OMPP funding is no longer available.
3. If their communities (and/or key stakeholders) are at the right stage of readiness to support implementation of selected strategies.

## **Moving from the Needs Assessment to the Strategic Plan**

### **Ensuring that you have actionable Contributing Factors**

Before moving forward to selecting strategies, it is important that your selected contributing factors are strong. Each selected contributing factor should meet the following criteria:

1. Specific (not another intervening variable)
2. Identifiable
3. Actionable

### **Developing your Strategic Plan**

#### **Who should be involved in your Strategic Planning Process?**

Similar to the Needs Assessment process, the entire coalition should have input into the strategic planning including the selection of evidence-based prevention strategies. Remember the principle that “people support what they help create”. By involving all the coalition members in the strategic planning process, OMPP coalitions will help to ensure that everyone has bought into the ultimate goals of the community’s strategic plan for prevention. **It is important to include your local evaluator in this process.**

#### **Create a Logic Model**

The logic model is an important conceptual tool for planning a comprehensive and effective prevention effort.

During the Needs Assessment process, OMPP funded coalitions

- Examined the existing data
- Collected data on intervening variables and identified contributing factors
- Prioritized the most likely contributing factors to impact opioid misuse and abuse in their community

**To help coalitions visualize how the priorities, intervening variables, and contributing factors are all related, they will first create a logic model that connects all these pieces.**

**NOTE: OMPP logic models must include the actual indicators and data points that helped determine why the specific Intervening Variables and Contributing Factors are being addressed.**

**Review and select evidence-based programs, practices, and policies (i.e. strategies) to address each contributing factor:**

The coalition's next step is to explore the strategies that will help address the intervening variables and contributing factors in their community.

A goal of OMPP is to apply evidence-based prevention strategies to address the state's identified priorities. Therefore, it is important that coalitions know how to select strategies that are aligned with this goal.

Research has demonstrated that effective prevention approaches are both comprehensive in nature and sustained over time. Comprehensive approaches that embrace multiple-level prevention efforts across the community have been shown to be persistently effective in reducing substance use and abuse. Depending on the resources available, a combination of several complementary approaches should be considered.

Your local evaluator will be tasked with helping evaluate each of the chosen strategies. They also will help the coalition better understand some of the challenges related to evaluating each strategy.

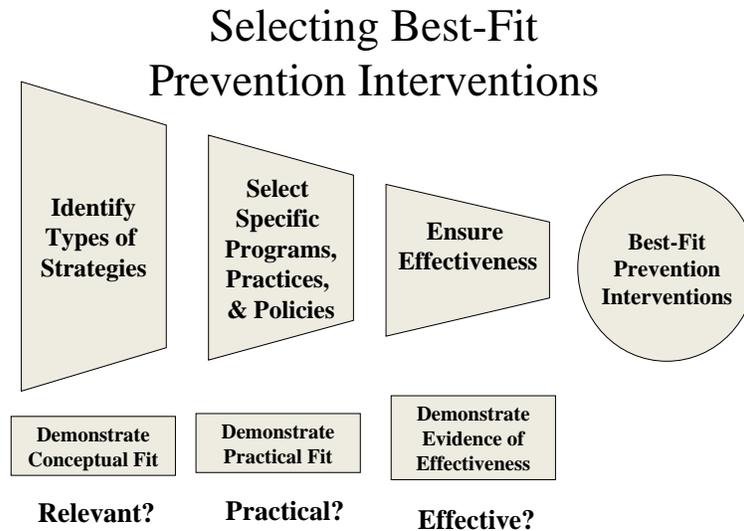
Because the focus of the OMPP is on population level change, coalitions must concentrate their efforts on environmental strategies that reach many people in the community at the organizational, community and policy level.

**A list of approved strategies is provided in the OMPP Strategies Chart**

During this OMPP step, coalitions will need to:

- Review the strengths and weaknesses of the various environmental strategies provided in the toolkit
- Select the strategies that best fit

## How Do Coalitions Determine Strategies That Are The “BEST FIT” For Their Communities?



To have a “best fit” within your community, it is preferable that prevention strategies meet several criteria. In addition to having evidence of past success, strategies must also:

- Fit conceptually with your targeted intervening variables and contributing factors
- Fit practically within your community and coalition
- Should be able to be implemented in your community with fidelity
- Should be culturally appropriate
- Sustainable within your community

### Why is Assessing the Fit of Strategies Important?

- To ensure that selected strategies match the needs and the characteristics of the target population.
- To ensure that the plan to impact your priority complements the activities/programs of other community agencies/organizations and are not in conflict with them.
- To ensure that excessive duplication of effort in the community does not occur.
- To ensure that the community can support the plan to impact your priority.
- To ensure that adequate resources exist to implement your plan properly.
- To ensure sufficient capacity in implementing your plan, thereby increasing the likelihood for success.
- Lastly, by addressing the issue of “fit” during the planning process, there is an opportunity to refine how other local efforts (e.g., community coalitions, environmental strategies, prevention programs) can be utilized as resources to increase community buy-in for your plans to impact the identified priority.

*Adapted from 1- CSAP Guidance: Identifying and Selecting Evidence-Based Interventions, 2- Nebraska NE SPF SIG Strategy Approval Guide, and 3- Selecting From Among Prevention Strategies. Kathryn Stewart. National Center for the Advancement of Prevention “Prevention Planning for Youth Substance Abuse Initiatives” 11th Annual National Prevention Network Research Conference. August 1998*

## Planning the Process Evaluation

You will need to select measures for various components of the process evaluation. For each component, you should also consider tools/resources required. These would include: how you will collect, store, process, analyze, and disseminate information about participation, relevance of messaging, exposure, and fidelity; and how you will use this information when interpreting your outcomes.

**Process Measures-** measures of the activities from strategy implementation

### Sample Guiding Questions for Selecting Process Measures:

Components	Sample Guiding Questions
<b>Counts/Tracking</b>	<ul style="list-style-type: none"> <li>• Participation: Who participated (numbers and demographics) in strategy planning and/or in delivery? Who was affected by/participated in the strategy (numbers and key demographics, particularly for the identified target population)? Who dropped out/refused participation (#'s and key demographics, particularly for target population)?</li> <li>• Relevance of messaging: How did the target population feel about the message/training (e.g., satisfaction, utility)?</li> <li>• Exposure: How many unique strategies/communications (e.g., venues, views, hits, airings, sessions) occurred? How long were strategies/communications (e.g., length of session, length of media communication)? How many and what type of strategies/communications were delivered? What was the timeframe for delivery (e.g., over the span of 1 month, 3 months, etc.)? What additional communications/strategies were occurring at the same time?</li> </ul>
<b>Fidelity</b>	<ul style="list-style-type: none"> <li>• Were there changes to the content of the activity/communication/strategy? (e.g., revising materials, changing the essential message)</li> <li>• Were there changes to the design of the activity/communication/strategy? (e.g., skipping a step, changing the amount of time for an activity)</li> <li>• Were there changes to the target population/participants? (e.g., changes in group composition for an activity, application of a strategy in a different population than has been used in the past)</li> <li>• Were there changes in the facilitator/trainer/strategy leader? (e.g., changes in the qualification of a person delivering a message; was there uniform training for the facilitators/trainers/strategy leaders?)</li> </ul>

*Adapted from CAPT guidelines*

## Planning the Outcome Evaluation

The outcome evaluation will measure the changes to your selected contributing factors, intervening variables and priorities. You will need to develop short-term, intermediate and long-term objectives to measure your outcomes. For each outcome you will need to determine how they will be measured, how often they will be measured and who the participants will be. Additionally, you should also consider the tools/resources required.

Short-Term Outcomes- Changes as a direct result of the strategies/activities, relative to the contributing factor

Intermediate Outcomes- Broader changes related to the intervening variables

Long-Term Outcomes- Broadest changes related to the state priorities

**Goals** provide general purpose and direction. They are the end result of ultimate accomplishment toward which an effort is directed. They generally should reflect perceived present and future need. They must be capable of being effectively pursued.

An **objective** is a concrete statement describing what the project is trying to achieve. The objective should be written so that it can be easily evaluated at the conclusion of a project to see whether it was achieved or not. A well-worded objective will be Specific, Measurable, Attainable/Achievable, Realistic, and Time bound (S.M.A.R.T.)

### Measurable objectives state:

- **When will the outcome occur**- Identify the time frame for success.
- **What are the desired outcomes**- A change in the related contributing factor.
- **Who is involved**- The people, sectors of the community, organizations, etc. who will be impacted by a result of the change in the environment or who can help to bring about that change.
- **Proficiency level**- Identify the criteria for success (a measurable decrease in problem behavior/situation or increase in a desired behavior/situation.)
- **How progress is measured (Indicators or Data Points)**- What data gathering tool or activity such as surveys, local or state data sources, community input (i.e. focus groups) and direct observational methods (i.e.) will be used to measure the expected change. Remember you need to ensure that the coalition has the resources/capacity (time, staff, funding, etc.) to conduct the measurement and collect the appropriate data.

## Examples of Objectives

### 1) Long term objective for each State Priority

*By the end of the program, young adults self-reported non-medical use of opioids in Maryland will be reduced by X% (from \_\_ to \_\_), as indicated by YRBS data (indicate years)*

### 2) Intermediate objective for each Intervening Variable identified in the assessment:

*Within X years of program implementation, there will be a decrease in the availability of opioids for young adults by X amount, from \_\_ to \_\_, as indicated by PDMP data (indicate years)*

### 3) Short term objective for each Contributing Factor identified in the assessment:

*By (date), providers will report increased knowledge on safe prescribing practices by X%, from \_\_ to \_\_, as measured by local survey data (indicate years)*

Coalitions who need additional assistance in developing goals and objectives can:

- 1) Contact their local evaluator
- 2) Contact the OMPP Evaluation team

## Develop an Implementation Plan

The OMPP Implementation Plan outlines the action steps required for implementation of your identified strategies. The implementation action steps must provide sufficient detail to enable a reader that is not a member of your OMPP Leadership Team to understand how you are implementing your evidence-based strategies. **Develop an implementation plan for each strategy selected.** For each key action step, identify the time frame for completion, and who is responsible.

**SUBMIT the OMPP Strategic Plan Application Packet, Strategies Selection Packet, and IRB Abstract to the OMPP evaluation team ([nsealfon@rx.umaryland.edu](mailto:nsealfon@rx.umaryland.edu)) for review and approval.**

**Strategic Plan Deliverables:**

- **OMPP Strategic Plan Application Packet:**
  - Strategic Plan Summary
  - Logic Model (include a logic model for each contributing factor)
  - Outcome Evaluation Table (include a table for each logic model)
  - Implementation Plan (include a plan for each strategy)
  - Budget
- **Strategies Selection Packet:**
  - **Selecting Strategies worksheet** will help the coalition assess the strategies they select for each contributing factor.
  - **Goodness of Fit worksheet** (include a worksheet for each strategy)
- **IRB Abstract**