

Sustainability Plan

Ohio's Strategic Prevention Framework – State Incentive Grant (SPF SIG)

CLERMONT COUNTY

Ohio's Strategic Prevention Framework – State Incentive Grant is funded by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP) and administered by the Ohio Department of Mental Health and Addiction Services (OhioMHAS).

Strategic Prevention Framework – State Incentive Grant (SPF SIG): Sustainability Module

Introduction

“The key element of sustainability is providing continued benefits, regardless of particular activities delivered or the format in which they are delivered.” –Mancini & Marek (2002)

There are four clarifying questions that need to be answered in order for sustainability planning to move forward:

1. *What* are you trying to sustain? (or, *What* needs to be sustained?)
2. **Public Value:** What *evidence* do you have that what you are doing is *worth sustaining*? (or, *Why* does this initiative *deserve* to be sustained?)
3. **Authorizing Environment:** What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?
4. **Operational Capacity:** What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

A. Building the Sustainability Team

Before these questions can be answered, it is essential that you *identify the key players*. It is very important to consider your authorizing environment (Moore, 1995).

Who are the individuals in your coalition or community that need to be involved in conversations about sustainability? Please do not list your entire coalition roster. Be purposeful and intentional about the individuals who need to be at the table to discuss sustainability. This group must be big enough to be inclusive but small enough to move forward quickly. Please also consider individuals from outside your coalition that could play a role in sustaining the work of the SPF in your community.

The individuals involved in the sustainability plan were:

- Karen Scherra, Executive Director, Clermont County Mental Health and Recovery Board (CCMHRB)
- Lee Ann Watson, Associate Director, Clermont County Mental Health and Recovery Board (Vice Chair Coalition for a Drug Free Clermont County)
- Steve Goldsberry, President, Clermont Recovery Center
- Julianne Nesbit, Health Commissioner, Clermont County Public Health District
- Jill Gomez, Instructor and Area Coordinator for Social Work, University of Cincinnati Clermont College
- Mike Crutcher, President, Coalition for a Drug-Free Clermont County
- Heidi Woods, Director, Coalition for a Drug-Free Clermont County (thru 6/30/14)
- James Syphax, Coalition Assistant, Coalition for a Drug-Free Clermont County (thru 6/30/14)

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B. Sustainability Question #1: What are you *trying* to sustain? (or, What *needs* to be sustained?)

Weiss, Coffman, Bohan-Baker (2002) identified four categories related to “initiative sustainability.” These categories are very broad and are very applicable to SPF initiatives. These categories may be helpful for your team as you plan for sustainability. If your team has already clearly articulated what you are trying to sustain, you may want to categorize your objectives. Please feel free to create your own category if you need to.

Please remember that you do NOT need a sustainability objective/goal for each category. We are providing these categories as conversation catalysts, not as requirements.

1. *Organizations and/or Projects*: securing additional funding for projects begun or supported under the initiative
2. *Ideas*: maintaining the initiative’s core principals, values, beliefs, and commitment
3. *Relationships*: maintaining connections among people and institutions
4. *Outcomes*: maintaining initiative results

Please choose the question that most appropriately applies to your project: What are you *trying* to sustain? (or, What *needs* to be sustained?) Please state your sustainability objectives/goals as bullet-point statements. Each objective/goal must be specific, measurable, and observable.

The Coalition for a Drug Free Clermont County plans to sustain all four categories related to “initiative sustainability.” Below are details explaining our objectives:

- **Organization/Project Funding: Goal: The CCMHRB and the Coalition will work together to pursue funding to continue the work of the Coalition.** Over the past two years, the CCMHRB, the Coalition Director and the Coalition members have been actively pursuing funding to maintain the paid Coalition Executive Director’s position. Through the SPF SIG process, the Coalition has prepared itself to meet the eligibility requirements for the Federal Drug Free Communities (DFC) grant. Unfortunately, we have not been awarded funding to continue the position. As such in FY15, the Coalition will return to operating under volunteer leadership and will maintain the SPF SIG’s core principals, values and beliefs to guide the Coalition. The Coalition will continue to receive ‘mini grant’ funding from the CCMHRB each year to promote prevention activities. The CCMHRB will continue to apply for the DFC grant, as well as other prevention focused grants.

As a result of the increased heroin issue, the CCMHRB was identified as one of the state’s ‘hot spots’ and received funding from the Ohio Association of Behavioral Health Authorities to begin an Opiate Task Force. CCMHRB also received additional funds for continued support of the Opiate Task Force. The Task Force is a subcommittee of the Coalition for a Drug Free Clermont County. The Task Force has used the SPF SIG process to identify goals and an Action Plan to increase prevention, education, advocacy and treatment in Clermont County. The Task Force has recently developed an “Opiate Fact Sheet” to distribute to the community in order to educate our residents on the Opiate abuse problem and also share our Action Plan to address the issues.

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- **Ideas: Goal: The CCMHRB, Clermont Recovery Center (CRC) and the Coalition will work together to continue the commitment to the principles, values, and beliefs of the SPF SIG initiative by using the methods learned to determine need, set goals and implement a Coalition strategic plan each year.**

Clermont County has a long history of supporting alcohol and drug related prevention efforts. The Coalition for a Drug Free Clermont County has been in existence for over 20 years. The SPF SIG process helped strengthen the structure and goals of the Coalition. The strategic plan developed during the SPF SIG process will be maintained and expanded to include other issues present in our county. Over the past three years the drug abuse issues and demographics of those abusing drugs have drastically changed. The process learned through the SPF SIG initiative will be used to expand our current strategic plan to address the heroin abuse in our County. The SPF SIG process will also be used to continue to assess prevention needs in our community, develop logic models and implement a strategic plan as new needs are discovered. The Coalition has a strong commitment to following this process.

- **Relationships: Goal: Continue the work of the Coalition by increasing the number of community partners by 25% in FY15.** To assure continued sustainability of the project the Coalition will partner with the Clermont County Health District (CCHD), the Clermont County Mental Health and Recovery Board (CCMHRB) and Clermont Recovery Center (CRC). The CCHD recently received an Ohio Department of Health Prevention grant to focus on unintentional overdose deaths in our county. The grant provided funding to hire a full time Prevention Specialist to work with the County on prevention of Opiate overdoses. Having the CCHD lead the prevention effort will be very beneficial to our prevention efforts since it will present Opiate abuse as an overall health issue, not 'just' a behavioral health issue. This focus will most likely result in more attention being given to the issue. The Coalition will also focus on engaging, and/or re-establishing and strengthening partnerships with other key community members.
- **Outcomes: Goal 1: Expand the present prescription drug misuse social media campaign to address all residents of our County in order to increase the perception of harm related to misuse. Goal 2: Implement a heroin prevention media campaign to decrease the number of overdoses in our County.** The Coalition has seen positive results from the campaign developed during the SPF SIG process. Our survey results have shown an increase in the number of Clermont residents aged 18-24 that perceive the misuse of prescription drugs to be harmful. However, over the last three years, heroin use has increased to epidemic proportions in Clermont County. The number of heroin overdoses in our county has increased by over 2000% in the last 10 years (Cincinnati Enquirer). According to ODH and OhioMHAS data Clermont County continues to be in the top three in the state for Heroin overdoses. During the Coalition's needs assessment, county residents began identifying heroin as a bigger concern than prescription drugs. At the beginning of the SPF SIG grant, young adults between ages 18 and 24 were abusing Opiates and overdosing. Now, the mean age of those overdosing is 42 years old and over half of the deaths are related to heroin. As such, the Coalition will expand its focus to address this epidemic. Knowing that prescription drug misuse often leads to heroin abuse the Coalition will continue its social media campaign related to prescription drug abuse. The SPF SIG process has provided us with the ability to strategically address the heroin epidemic.

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C. Sustainability Question #2: Public Value - What *evidence* do you have that what you are doing is *worth sustaining*? (or, Why does this initiative *deserve* to be sustained?)

We discussed the idea of *public value* (Moore, 1995). It may be helpful to frame this conversation among your planning team as such. For example, it may be useful to have your planning team respond to these questions (You do not need to write responses to these questions, these are just provided as conversation catalysts.):

- How is this SPF initiative positively impacting the community?
- What results from this SPF initiative are valued by the community?
- What results from this SPF initiative are valued by the leadership team?

Once you have answered these questions, please respond to the overarching question (whichever form is most applicable to your situation): What evidence do you have that what you are doing is worth sustaining? (or, Why does this initiative deserve to be sustained?)

- **Positive Impact:** The SPF SIG process provided the existing Coalition with the tools necessary to strategically identify our County’s prevention needs and address those needs. The process will be utilized in the future as we update our strategic plan to address heroin. The needs assessment provided the Coalition with valuable data that allowed us to target our efforts. The data will also provide us with the ability to measure community change. Further, the information obtained through the SPF SIG process provided the CCHD with the information needed to step forward to work on drug abuse prevention. The CCHD will continue the efforts of the SPF SIG through their prevention grant.
- **Valued Results:** From the data gathered during the SPF SIG initiative we have learned a great deal about the young adults in Clermont County. The majority of young adults do not use substances or approve of the use of substances. In just two cycles of collecting data those disapproving of the use of substances increased and the perception of risk of using also increased. Implementing environmental strategies around social norms is important to create the awareness that the “norm” is that the majority of young adults choose not to abuse drugs. Coalition leadership intends to continue collecting the data in the future to inform our planning.

Development of the SOLACE group was also a valued result of the SPF SIG process. SOLACE Clermont will continue to move forward, providing support to people who have lost loved ones to opiate addiction and providing members an opportunity for advocacy. The committee is interested in creating awareness of the Opiate issue and educating parents on the signs of substance abuse. There are two initiatives planned by the SOLACE Clermont committee. The “Operation Street Smart” program will be brought to Clermont County in September. The documentary, “The Anonymous People”, will be shown in several communities throughout the County.
- **Why it is important to sustain the SPF SIG:** As mentioned above, Clermont County is a ‘hot spot’ for Opiate abuse and continues to struggle with increased unintentional drug overdoses. The County desperately needs to focus on preventing these deaths. The SPF SIG’s strategic plan provides an avenue to address the misuse of

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prescription drugs, which is often a gateway to heroin use. Evidence obtained in our surveys has shown that our prevention efforts have increased the community's perception of harm of prescription drug abuse.

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D. Sustainability Question #3: Authorizing Environment - What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?

We discussed the idea of *authorizing environment* (Moore, 1995). It is important to determine who holds the ability to make key decisions regarding the sustainability of the project.

What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability of your SPF initiative? It may be helpful to frame your answer to this question using the following sub-questions:

- What current *institutional supports, structures, and/or policies* support your SPF initiative?
- Of these structures, which could be strengthened to ensure sustainability of your SPF initiative?
- What structures are blocking or obstructing your SPF initiative?
- Which structures are still needed to ensure sustaining your SPF initiative?

- **Institutional supports structures and polices:** The Coalition has been partnering with local law enforcement to promote the “Monitor, Secure and Dispose” campaign to decrease the availability of prescription drugs. The Coalition also partners with local law enforcement to promote The Drug Enforcement Agency Prescription Drug Take Back programs twice a year. Through the support of the Coalition, permanent drop boxes are now available at the Clermont County Sheriff’s Department, Goshen Township Police Department, and Pierce Township Police Department. Law Enforcement values the Coalition’s prevention and education efforts and will remain active partners in decreasing the availability of prescription drugs.

Clermont County fully supports the continuation of the SPF SIG prevention efforts. The CCMHRB and its alcohol and drug treatment agency, Clermont Recovery Center (CRC), will continue their support of and partnership with the Coalition. The CCMHRB has been part of the Coalition since its inception, and is often the only source of funding for the Coalition. A CCMHRB staff person will continue to be an officer on the Coalition Board and will assist with trying to obtain funding for the Coalition.

As mentioned, many of the activities implemented in the SPF SIG process will be sustained through the CCHD collaborations with community partners. There are many activities aimed toward environmental prevention efforts that have grown out of the SPF SIG experience. The CCHD will also continue the data collection process.

- **Strengthening of Structures:** As a result of the SPF SIG process, the management of the Coalition was moved from the CCMHRB to CRC. This is a much better fit and will provide more structure and stability for the Coalition. Continued financial support of the Coalition and prevention activities are needed to assure ongoing strengthening of the Coalition.
- **Needed Structures and Obstructing Structures:** As mentioned, the Coalition has long relied on volunteer leadership to accomplish our community prevention goals. The Coalition accomplished many goals under volunteer leadership. However, we did not have the formal structure in place that a full time position provides. There is concern that losing the Executive Director position will decrease the Coalition’s ability to strategically plan and implement programming that will require ongoing review and support. A strong volunteer leadership

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and partnership with CRC, CCMHRB, and CCHD will need to be encouraged to assure ongoing growth for the Coalition.

Funding for prevention activities is a huge obstacle to maintaining programs. With budget cuts and ever increasing treatment needs, the CCMHRB has been forced to allocate more funding to treatment to assure that our County residents have access to treatment.

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E. Sustainability Question #4: Operational Capacity - What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

We discussed the idea of *operational capacity*. In order for your sustainability goals/objectives to become reality, your SPF initiative must have the *capacity* necessary to achieve those outcomes. Capacity is defined in many ways, including (but not limited to): securing diverse resources and acquiring the appropriate expertise. Basically, the purpose of this question is to determine the resources (e.g., time, personnel, funding, etc.) needed to achieve each sustainability goal/objective.

What operational capacity is necessary to achieve sustainability and where will the capacity come from to sustain your SPF initiative? It may be helpful to frame your answer to this question using the following sub-questions:

- What *internal* operational capacity has your coalition built through the SPF SIG process? How will this increased internal capacity contribute to the sustainability of your coalition's SPF efforts?
- What operational capacity has your coalition built through *networks* (i.e., partnerships, collaborations, etc.) during the SPF SIG process? How will these networks contribute to the sustainability of your coalition's SPF efforts?
- What current resources are necessary to sustain your SPF initiative?
- Of these resources, which is insufficient or vulnerable?
- What current skills and expertise does your initiative rely on to sustain your initiative's positive outcomes?
- Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes?
- Which skills and expertise are still needed to sustain positive outcomes?

- **Internal Operational Capacity:** Through the SFG SIG process the management of the Coalition for a Drug Free Clermont County was placed under CRC. This has provided more capacity for the Coalition since it has access to substance abuse and prevention staff at CRC. The supervision of the Coalition by the CRC CEO will provide more structure and sustainability of the Coalition since it will be part of the overall agency.

The bylaws developed by the Coalition during the SPF SIG process will strengthen that volunteer organization going forward in their work in primary drug prevention in Clermont County. The group is expected to continue the efforts related to safe school activities, Red Ribbon Week, After Prom, Parent's Who Host, or other awareness campaigns and implementing "mini-grant" projects funded by the CCMHRB.

- **Networks:** The sustained response to the Opiate problem in Clermont will be led by the CCMHRB's collaboration with community partners. The primary prevention activities will center on the Coalition for a Drug Free Clermont County, the Opiate Task Force, and the CCHD's overdose prevention grant. CRC and the CCMHRB will provide staff to continue the efforts begun in the SPF SIG. As mentioned, the CCHD received grant funding to hire a Prevention Specialist position that will continue the work of the SPF SIG process. The partnership with the County Communication office will be strengthened to assure that the Coalition's media campaign will be widespread.

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- **Needed Resources:** Funding to continue the full time position for the Coalition is a needed resource.

- **Skills and Expertise:** A valuable skill for coalition work is the ability to establish and maintain community partnerships. Unfortunately, during the SPF SIG process many of the active community partners that were once involved in the Coalition did not continue their participation. The focus on planning and not ‘doing’ may have discouraged many former Coalition members. Further, the change in drug of choice in our County from prescription drugs to heroin required that we expand our focus beyond the SPF SIG initial target population. In order to continue the focus on prescription drug misuse and heroin the CCMHRB started the Opiate Task Force as a subcommittee of the Coalition. The CCMHRB has long standing relationships with the community and was able to work to re-engage several community sectors into the Opiate Task Force. Another skill needed for community prevention efforts is the ability to identify needs and develop and implement a plan to address those needs in an effective and efficient manner.

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F. Strengths/Challenges

In any projects, there are strengths and challenges. The purpose of the following questions is to help you identify ways you can capitalize on your strengths and prepare for probable or potential obstacles.

1. In what ways do you believe your SPF initiative is positioned to achieve sustainability?
2. What are the probable or potential obstacles to sustainability?

The SPF SIG initiative is positioned to achieve sustainability as a result of the knowledge obtained through the SPF SIG process. The process also provided a foundation for the award of the CCHD grant which will provide funding for a position to continue our prevention efforts.

- **Achievements**

- Coalition members learned how to develop Logic Models
- Development of Bylaws for the Coalition
- Structure and organization was provided to the coalition
- Pride Survey was implemented successfully. We “pumped” that back up and increased participation
- Learned how data can help drive the decision making process
- Learned the importance of knowing the level of community readiness so that appropriate strategies are introduced
- SOLACE Clermont chapter was developed

- **Obstacles**

- Lack of funding for prevention efforts
- The needs of our county have changed in the last three years and Heroin is now the drug of choice. Many more Medication Assisted Treatment slots are needed to assist our residents with recovery. As such, the priority of the CCMHRB must shift to funding treatment services

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