



COP - R C O R P

Communities of Practice for Rural Communities Opioid Response Program

Core Activity 5: Sustainability Plan

Fairfield County, Ohio

Fairfield County Opiate Task Force

Fairfield County Alcohol, Drug Addiction and Mental Health (ADAMH) Board

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Acknowledgements

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The Fairfield County Opiate Task Force acknowledges the time and efforts that consortium members and other local stakeholders contributed to this sustainability plan.

Ohio University's Voinovich School of Leadership and Public Affairs (OHIO) and the Pacific Institute for Research and Evaluation (PIRE), through a shared services and braided funding approach, work directly with project directors from the five CoP-RCORP backbone organizations to provide leadership, training, capacity building, technical assistance and evaluation services, and management oversight for project activities. The project directors then bring back the shared learnings and experiences from the community of practice to their respective community-specific consortium, which is responsible for leading project activities within the five Ohio communities. This sustainability plan represents the shared work of the Fairfield County Opiate Task Force (local consortium), the Fairfield County Alcohol, Drug Addiction and Mental Health Board (backbone organization), and the CoP-RCORP Training, Technical Assistance, and Evaluation Team (OHIO and PIRE).

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Sustainability Plan

Communities of Practice for Rural Communities Opioid Response Program (COP-RCORP)

Fairfield County Opiate Task Force

Fairfield County Alcohol, Drug Addiction and Mental Health (ADAMH) Board

September 29, 2019

Grantee Organization	Ohio University Voinovich School of Leadership and Public Affairs	
Grant Number	G25RH32461-01-05	
Address	Building 21, The Ridges, Room 204, 1 Ohio University, Athens OH 45701-2979	
Service Area	Fairfield County, OH in HRSA-designated rural census tracts (39045030900, 39045031000, 39045031100, 39045031200, 39045031300, 39045031400, 39045031500, 39045031600, 39045031700, 39045032000, 39045032100, 39045032200, 39045032300, 39045032500)	
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Introduction

RCORP-Planning

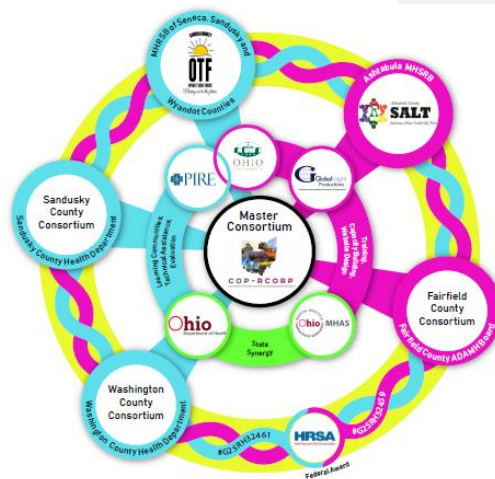
The Rural Communities Opioid Response Program (RCORP) is a multi-year initiative supported by the Health Resources and Services Administration (HRSA), an operating division of the U.S. Department of Health and Human Services, to address barriers to access in rural communities related to substance use disorder (SUD), including opioid use disorder (OUD). RCORP funds multi-sector consortia to enhance their ability to implement and sustain SUD/OUD prevention, treatment, and recovery services in underserved rural areas. To support funded RCORP consortia, HRSA also funded a national technical assistance provider, JBS International.

The overall goal of the planning phase of the RCORP initiative is to reduce the morbidity and mortality associated with opioid overdoses in high-risk rural communities by strengthening the organizational and infrastructural capacity of multi-sector consortiums to address prevention, treatment, and recovery. Under the one-year planning initiative, grantees are required to complete five core activities. The fifth core activity is to complete a sustainability plan for the consortium. This report contains the local consortia's sustainability plan from the planning phase.

CoP-RCORP Consortium

The Communities of Practice for Rural Communities Opioid Response Program (CoP-RCORP) Consortium was created in 2018 when Ohio University's Voinovich School of Leadership and Public Affairs (OHIO) and the Pacific Institute for Research and Evaluation (PIRE) braided together funding from two separate awards (G25RH32461-01-05 & G25RH32461-01-00). OHIO and PIRE then offered equitable access to five backbone organizations in the rural communities of: Ashtabula, Fairfield, Sandusky, Seneca, and Washington Counties. An organizational chart of the braided CoP is included here for quick reference. More information about the organizational structure, co-developmental process, and shared economy may be found on the project website:

<https://www.communitiesofpractice-rcorp.com/>



Measuring Sustainability

Under the CoP-RCORP initiative, OHIO and PIRE approached the development of the sustainability plans as a process with a two-fold purpose. First, we wanted to fulfill the core planning objectives of the RCORP-Planning grant. Second, we wanted to provide local consortia with information about how to continue growing the local infrastructure they need in order to address ongoing opiate use disorder (OUD) issues beyond the planning period. This developmental process followed a format that has successfully been used in other Ohio initiatives, which involves assessing what needs to be sustained first, followed by a set of reflection questions about how to shore up the issues identified.

In particular, OHIO and PIRE wanted each local consortium to think about how they could continue to build and sustain their local capacity to plan and address OUD on an ongoing basis. We utilized this approach in part because the grant is in the planning phase and local consortia have not begun implementing any strategies yet. Moreover, our developmental evaluation and capacity building experience over the years has illustrated the importance of several points: (a) clarifying what to continue or sustain (Mancini & Marek, 2002; Weiss, Coffman, & Bohan-Baker, 2002), (b) understanding the public value, authorizing environment, and operational capacity needed for sustainability (Moore, 1995), and (c) viewing sustainability as a process rather than an outcome (Schell, et al., 2013).

At the beginning of the planning phase for the project, stakeholders in each of the five local consortia completed a capacity survey to measure readiness and capacity at the community level. That occurred from an external perspective. For the sustainability assessment, we asked the local consortia to identify two to four core members with intimate knowledge of the planning grant. Most of these core members included staff funded under the initiative. For the sustainability plan, we sought an internal perspective.

Washington University Program Sustainability Assessment Tool

Each of the five project directors conducted an online assessment utilizing the Program Sustainability Assessment Tool (PSAT) from Washington University in St. Louis. The PSAT includes 40-items arranged into eight domains: Environmental Support, Funding Stability, Partnerships, Organizational Capacity, Program Evaluation, Program Adaptation, Communications, and Strategic Planning. Using a scale from 1 to 7, project directors rated the extent to which each process or structure exists in their consortium, with a 1 meaning no extent and 7 meaning full extent. See Luke, Calhoun, Robichaux, Elliott, and Moreland-Russell (2014) for more information about the tool.

Communities were presented with two options for completing the sustainability assessment tool. In the first option, a core local planning team met as a group to discuss and rate each question. Upon reaching consensus, the group entered a score for each question and received a summary report with the results. Alternatively, each identified member of the core local planning group answered all of the questions independently. The project director then received a report that averaged the responses. The Fairfield County Opiate Task Force chose the option of average score.

Local Sustainability Plan

Fairfield County Opiate Task Force

The Fairfield County Opiate Task Force serves as the local consortium for the RCORP-Planning grant, while the Fairfield County Alcohol, Drug Addiction and Mental Health Board operates as the backbone organization. In order to develop and strengthen the local consortium, the following individuals engaged in a sustainability assessment and reflection process (Core Sustainability Planning Team):

- Toni Ashton (Fairfield County ADAMH Board), Patti Waits (Fairfield County ADAMH Board), Josh Freedman (AmeriCorps VISTA), and Jeannette Curtis.

Commented [CS1]: I filled in the affiliated organizations. Please check that these are correct and add Jeannette's affiliated organization.

Sustainability Plan

Reflection questions and assessment results. After completing the online PSAT assessment tool, communities received a summary of their assessment results that reported the average score for each domain (see Appendix A for a copy of the Summary Assessment Results). Next, each community reviewed the summary results and reflected on a number of questions developed by OHIO and PIRE based on the guidance from JBS International (see Appendix A for a copy of the Reflection Questions). Table 1 below shows the overall sustainability assessment results and prioritized domain and score for that domain.

Table 1. Sustainability Assessment Results for Fairfield County Opiate Task Force

County	Assessment Approach	Overall Sustainability Assessment Score	Overall Assessment Range	Prioritized Domain	Assessment Score for Prioritized Domain
Fairfield	Average Score	5.3	4.5 – 6.0	Communications	5.1

Assessment summary. To begin reviewing the assessment results, the Fairfield County Sustainability Planning Team conducted a SWOT analysis by categorizing the various domains as strengths, weaknesses, opportunities, or threats. They also discussed why they categorized a domain as a strength, weakness, opportunity, or threat (see Table 2).

Table 2. SWOT Analysis on the Sustainability Assessment Domains

Strengths	Weaknesses
Organizational Capacity – Leadership has prior experience with leading coalitions in the community.	Funding Stability – The Opiate Task Force has a lack of flexible funding. It has received grant funding that is very prescriptive in nature.
Opportunities	Threats
Partnerships – The Task Force is working to build relationships in the community to expand communication.	Environmental Support – The program does not have strong public support, especially in the targeted zip code areas (HRSA-designated rural census tracts). Communications – The Task Force does not have communication strategies for the targeted zip code areas. The Task Force needs to increase community awareness and demonstrate its value to the public.

Problem statement. The Fairfield County Sustainability Planning Team identified one domain area that represents a key weakness or threat for the sustainability of the local consortium to address OUD. The weakness or threat domain to address is: Communications.

Selecting this area was prioritized because the core group reviewed the Group Sustainability Report and discussed what areas were low. We also examined which domains had the largest range. We discussed which weakness or threat we could actually address and make an impact.

Target population. The organizations, agencies, community leaders, and staff/personnel who need to be present to work on this problem include the Fairfield County ADAMH Board staff, the Opiate Task Force Board members, the Sub-committee Co-Chairs, and the members of the sub-committees. That will include local government, law enforcement, schools, medical community, and residents of the targeted zip code areas.

Goals and objectives. The goal this group will work toward addressing and at least one key objective follow. Table 3 lists the specific activities for the goal and objectives.

Goal Statement: The goal of the Fairfield County Opiate Task Force is to increase communication with the targeted zip code areas to secure and

Commented [CS2]: Could you clarify? Was Communications selected because you felt you could make an impact. What was the range and how did this affect your decision?

Commented [CS3]: Perhaps list which particular subcommittees will be involved or are most important to this effort.

maintain public support, increase community awareness of the issue of opiate use disorder, and demonstrate its value to the public regarding opiate use disorder in prevention, treatment and recovery supports.

Key Objective(s):

- Make contact with leaders and community members for each of the targeted zip code areas.
- Invite leaders and community members for the targeted zip code areas to the monthly Opiate Task Force meetings.
- Engage leaders and community members to help plan a Community Townhall Meeting in their villages/townships.
- Hold a Community Townhall Meeting in each of the targeted zip codes areas.
- Evaluate each Community Townhall Meeting and make changes as needed.

Commented [BC4]: These are the activities listed in the next question. For this question, what is the overall objective(s) that these activities are trying to achieve? For example, is it increased communications with local leaders and residents of the targeted zip codes? Increased participation in local community meetings and educational events in the targeted zip codes? Both? Something else?

Table 3. Specific Activities for Goals and Objectives

Activity	Start Date	End Date	Responsible Party	Resources
Contact Leaders and community members in the targeted zip code areas	November 1, 2019	Ongoing	Josh Freedman-co-chair of the Advocacy sub-committee, Current Opiate Task Force members	Research community leaders and community members
Invite leaders and community members to the monthly opiate task force meetings	January 1, 2020	Ongoing	Josh Freedman-co-chair of the Advocacy sub-committee, Current Opiate Task Force members	Meeting space
Engage leaders and community members of the zip code areas to plan a Community Townhall Meeting	May 1, 2020	Ongoing	Toni Ashton, Patti Waits, Amanda Wattenberg, Josh Freedman	Meeting space in each of the targeted zip code areas
Start implementing Community Town Hall Meetings	September 1, 2020	Ongoing	Toni Ashton, Patti Waits, Amanda Wattenberg, Josh Freedman, Community Leader from the area.	Meeting space, speakers, Narcan to distribute, Deterra bags to distribute, rack cards to

				distribute, other printed materials, an evaluation, light snacks
Evaluate the Community Townhall meeting by reviewing the evaluations	After each townhall meeting	Ongoing	Toni Ashton, Patti Waits, Amanda Wattenberg, Josh Freedman, Community Leader from the area.	Meeting space

Long-term outcomes and indicators. Below are the long-term change outcomes and indicators to define how change will be demonstrated.

Long-term Outcome: The long-term change is to increase opportunities for education and participation regarding opiate use disorders in the targeted zip code areas.

Long-term Indicator: The Fairfield County Opiate Task Force will monitor and track attendance from leaders and community members from the targeted zip codes for community educational events.

Conclusion

Affordability and Accessibility of OUD Prevention, Treatment, & Recovery

The Fairfield County Opiate Task Force will use this outcome statement : “The Fairfield County Opiate Task Force keeps the focus on affordability and accessibility of OUD prevention, treatment, and recovery services to individuals” on each monthly meeting agenda as a reminder that this is what we are trying to accomplish with the implementation grant.

Commented [BC5]: In addition to this statement being included on the agenda, could there also be discussion on this item? For example, could you carve out some time on the agenda to talk about how Fairfield County is maintaining affordability and accessibility? Compile a list of current activities that support this and a list of potential future activities that may help?

Prioritization of Evaluation

The Fairfield County Opiate Task Force has made the collection and reporting of reliable data around opiate use, abuse, and overdose deaths due to opiates a high priority for the next three years. The Committees have recommended to the Executive Committee of the Task Force that this, along with the development of quantifiable metrics to be used to assess the impact of activities, will be incorporated into the strategic plan.

Commented [BC6]: Any recommended timeframe for evaluation of activities or review of data collection and reporting? Ongoing basis, quarterly, annual, etc.

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APPENDIX A

Local Consortium Sustainability Assessment Report

APPENDIX B

CoP RCORP Sustainability Reflection Questionnaire