



COP - R C O R P

Communities of Practice for Rural Communities Opioid Response Program

Core Activity 5: Sustainability Plan

Seneca County, OH

Seneca County Opiate Task Force

**Mental Health and Recovery Services
Board of Seneca, Sandusky and Wyandot Counties**

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Pacific Institute for Research and Evaluation (PIRE) and Ohio University's Voinovich School of Leadership and Public Affairs (OHIO), 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 Seneca's Opiate Task Force (local consortium), the Mental Health and Recovery Services Board of Seneca, Sandusky and Wyandot Counties (backbone organization), and the CoP-RCORP Training, Technical Assistance, and Evaluation Team (OHIO and PIRE).

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[Insert Community Consortium name]

CoP-RCORP

(County, OH)

Sustainability Plan

September 29, 2019

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Introduction

RCORP-Planning

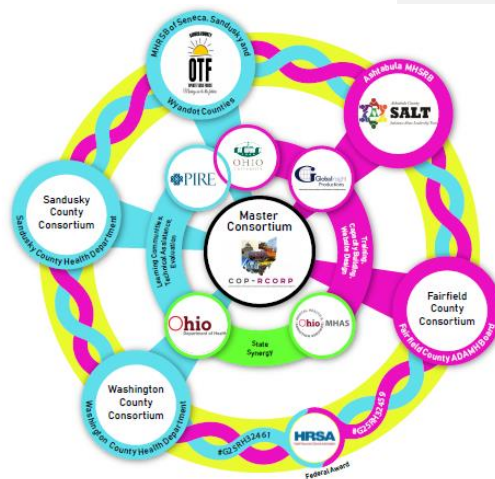
The Rural Communities Opioid Response Program (RCORP) is a multi-year initiative supported by the Health Resources and Services Administration (HRSA), an operating division of the U.S. Department of Health and Human Services, to address barriers to access in rural communities related to substance use 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 Seneca County Opiate Task Force chose the option of group consensus.

Local Sustainability Plan

Seneca County Opiate Task Force

The Seneca County Opiate Task Force serves as the local consortium for the RCORP-Planning grant, while the Mental Health and Recovery Services 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):

- Robin Reaves, Mental Health and Recovery Services Board of SSW, Nicole Williams, Mental Health and Recovery Services Board of SSW, Charla VanOsdol, Prevention Specialist, CARSA coordinator, Sharon George, Seneca County Family and Children First Council Director, Gene Chintala, Secondary Education and community member.

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 Seneca County Opiate Task Force

County	Assessment Approach	Overall Sustainability Assessment Score	Overall Assessment Range	Prioritized Domain	Assessment Score for Prioritized Domain
Seneca	Group Consensus	4.3	2.4 – 5.4	Program Evaluation	2.4

Assessment summary. To begin reviewing the assessment results, the Seneca 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
<p>Environmental Supports- The consortium has a strong ability to garner resources with the current consortium members. There is a willingness from those who are not direct consortium members to support and assist with tasks.</p> <p>Organizational Capacity- The consortium is able to go to the Opiate Task Force and CARSA and give updates on the project. There is a willingness for those not directly involved in the grant to assist. This comes from the leadership managing tasks with their staff and other resources.</p> <p>Partnerships- The group felt that our local consortium was strong in partnership. We have the involvement of community leaders such as judges and commissioners as well as the wellness to assist from those who are not directly involved in the process.</p>	<p>Program Evaluation- Our local consortium does not currently have an evaluation process in place as far as the HRSA grant is concerned.</p> <p>Communication- The group felt that the consortium does not do a very good job at communicating to the community about this grant. Because the Opiate Task force is a closed group, and that is were we pulled from for our consortium, there is not much communication to generate interest in the public.</p>
Opportunities	Threats
<p>Strategic Planning- The group felt that while strategic planning was not one of the strongest areas there was a lot of room for opportunities. We have the capacity and partnership to be able to strengthen this area by creating a strategic plan.</p> <p>Funding Stability- The group felt that the different members of the consortium have funding sources that could be tapped into. This gives the opportunity for sustaining funds in the future.</p> <p>Program Adaptation- The group felt that this consortium does a decent job of adapting to changes as needed. There is room for improvement, but it was felt that the group could adapt to be able to sustain the efforts.</p>	<p>None identified</p>

Problem statement. The Seneca 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: Program Evaluation.

Selecting this area was prioritized because we concluded that the consortium has the capacity to have quality evaluation, however, we do not currently have anything specific in place. With the larger group getting the implementation grant, we believe that we will have the opportunities to work on strengthening this area, as it is an area of priority for the implementation grant.

Commented [CS1]: What larger group does this refer to?

Because evaluation is such a large area of focus for HRSA, we feel that prioritizing our weakness in evaluation would be a smart decision. We feel that this is something that could go from a weakness to a strength with some work.

Target population. The organizations, agencies, community leaders, and staff/personnel who need to be present to work on this problem include all members of the consortium.

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: Consortium members shall collect data that is relevant and available to them and report it to the designated person in order to sustain data collection and evaluation.

Key Objective(s): Each member of the consortium should review and report on what type of data they can make available for use on a regular basis. Members should report back so that we can get a good idea of the type of data we will have to work with.

Table 3. Specific Activities for Goals and Objectives

Activity	Start Date	End Date	Responsible Party	Resources
Connect with local PIRE/OHIO Training, Technical Assistance, & Evaluation (TTAE) Provider to scope out a plan for program evaluation data	Oct 2019	Oct 2019	MHR SB PIRE/OHIO	Tools and Templates
Hold bi-weekly check-in meetings with	Oct 2019	Sept 2020	MHR SB, PIRE/OHIO	Phone or video connection

Commented [CS2]: The objectives you list above include reviewing data and reporting back. Could you list reporting/reviewing activities in this table as well?

We added a couple of activities regarding TA for developing a program evaluation plan

Commented [CS3]: What staff/volunteers/space/funds will you need to fulfill these objectives?

PIRE/OHIO TTAE Provider to discuss progress on plan for program evaluation data				
Assess available data for Seneca County	October 1, 2019	October 31, 2019	MHRBSB – VISTA Outreach Coordinator	

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

Long-term Outcome: A long-term change we hope to see by addressing the weakness of evaluation is to have a **process in which we collect and review relevant data.**

Commented [CS4]: Will this include any written procedures?

Long-term Indicator: **We will know that we have achieved our outcomes if we are able to collect, maintain and analyze data over time.**

Commented [CS5]: Maybe consider a concrete indicator, such as a tracking file or a master dataset that is regularly updated

Conclusion

Affordability and Accessibility of OUD Prevention, Treatment, & Recovery

Throughout the implementation process the Seneca County RCORP Consortium will keep maintaining affordability and accessibility of OUD prevention, treatment, and recovery services for individuals in mind throughout the implementation process. **We intend to**

Commented [CS6]: Incomplete thought. Was there more you wanted to add?

Prioritization of Evaluation

The Seneca County Opiate Task Force looks to address evaluation, one of our weaknesses from the sustainability assessment. In addressing this weakness, we hope to put in place a process in which we can collect data on a yearly basis. We also hope to look at data that may already be available in our community through other grants and utilize that in our assessment of the impact of our future activities during the implementation process.

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APPENDIX A

Local Consortium Sustainability Assessment Report

APPENDIX B

CoP RCORP Sustainability Reflection Questionnaire