



COP - RCORP

Communities of Practice for Rural Communities Opioid Response Program

Core Activity 5: Sustainability Plan

Washington County

Washington County Local RCORP Consortium

Washington County Health Department

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Acknowledgements

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The Washington County Local RCORP Consortium acknowledges the time and efforts that consortium members and other local stakeholders contributed to this sustainability plan.

The 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 Washington County Local RCORP Consortium (local consortium), the Washington County Health Department (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

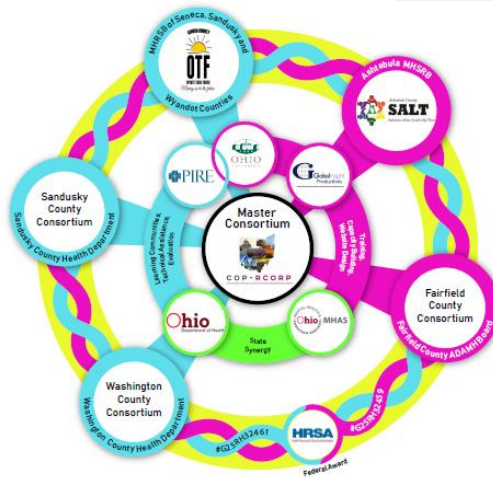
The Rural Communities Opioid Response Program (RCORP) is a multi-year initiative supported by the Health Resources and Services Administration (HRSA), an operating division of the U.S. Department of Health and Human Services, to address barriers to access in rural communities related to substance use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

Local Sustainability Plan

Washington County Local RCORP Consortium

The Washington County Local RCORP Consortium serves as the local consortium for the RCORP-Planning grant, while the Washington County Health Department 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 (Sustainability Planning Team):

- Richard Wittberg, Washington County Health Department
- Shaeleigh Sprigg, Washington County Health Department
- Hilles Hughes, Washington County Behavioral Health Board
- Emily Canaday, Washington County Behavioral Health Board

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 Washington County RCORP Consortium

County	Assessment Approach	Overall Sustainability Assessment Score	Overall Assessment Range	Prioritized Domain	Assessment Score for Prioritized Domain
Washington	Group Consensus	3.0	2.0 – 4.4	Program Evaluation	2.0

Assessment summary. To begin reviewing the assessment results, the Washington 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 Strong leaders and champions are involved in the coalition.</p> <p>Partnerships There are many different organizations represented in the HUB.</p>	<p>Program Evaluation We do not have capacity at this time to evaluate HUB initiatives and thus evaluation results do not inform program planning and implementation.</p> <p>Communications We have spent little effort to date to market the HUB or its initiatives to the residents of Washington County.</p>
Opportunities	Threats
<p>Funding Stability There is much interest in developing effective community response to the addiction crisis and there is opportunity to increase/diversify funding.</p> <p>Strategic Planning With the RCORP Implementation funding, we will be able to help HUB initiatives be effective.</p>	<p>Partnerships If the HUB is not effective, we will lose the interest of champions and partners.</p> <p>Funding Stability When interest in supporting addiction services wanes and without better marketing of our successes, we could lose Levy (and other outside) funding.</p>

Problem statement. The Washington 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 feel that effective program evaluation will help with many of our other weaknesses: [such as marketing](#) (being able to tell the community that their investment has been used effectively) [and](#) [communications](#) (being able to tell the community about our successes), which will improve funding stability.

Target population. The organizations, agencies, community leaders, and staff/personnel who need to be present to work on this problem include the Washington County RCORP team, especially the health department ([Shae and Dick](#)) and the Washington County Behavioral Health Board ([Hilles and David](#)).

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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: Find and track data that demonstrates the impact of the major HUB initiatives.

Key Objective(s): Find data sources that can demonstrate the impact of current programs (PAX, housing, harm reduction, peer recovery support, etc.)

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	WCHD, PIRE/OHIO	Tools and Templates
Hold bi-weekly check-in meetings with PIRE/OHIO TTAE Provider to discuss progress on plan for program evaluation data	Oct 2019	Sept 2020	WCHD, PIRE/OHIO	Phone or video connection
Identify data sources	now	11/2019	WCHD, WCBHB	Support from partners
Assure continued access to data	Fall 2019	ongoing	WCHD, WCBHB	Support from partners
Communicate results to partners	2020	ongoing	WCHD, WCBHB	Continued partner support

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

Long-term Outcome: We are able to demonstrate program impact and use data to keep partners engaged, make wise investments, and satisfy the community that we are making progress in our fight against addiction.

Long-term Indicator: We have data that shows impact of all major HUB initiatives.

Conclusion

Affordability and Accessibility of OUD Prevention, Treatment, & Recovery

While Washington County has made much progress since the passage of their first **BH Levy**, there is still much infrastructure that needs to be built. As we build infrastructure, such as treatment housing (including MAT and Detox), accessibility improves. Likewise, developing a Peer Recovery workforce will also improve accessibility to these services. We have had a dramatic increase in accessibility to prevention services with the widespread implementation of PAX which has a huge (100:1) ROI, making it the least expensive (and most affordable) community preventive program.

It is a major goal of the Washington County Local RCORP Consortium to make wise investments in addiction programming and infrastructure. Doing this will keep AOD prevention, treatment and recovery services affordable and accessible to individuals in Washington County.

Prioritization of Evaluation

Program evaluation is the weakness that we will be trying to address to improve sustainability of our efforts. We recognize that this is a major current weakness. To address this weakness, we also recognize that we need to develop quantifiable metrics to assess the impact of future activities. We are committed to doing so.

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APPENDIX A

Local Consortium Sustainability Assessment Report

APPENDIX B

CoP RCORP Sustainability Reflection Questionnaire