

Part 2:
Strategic Planning
Implementation
Evaluation

Overview of the Strategic Prevention Framework (SPF)

Tips for maximizing the SPF
& avoiding common pitfalls

Background of the SPF

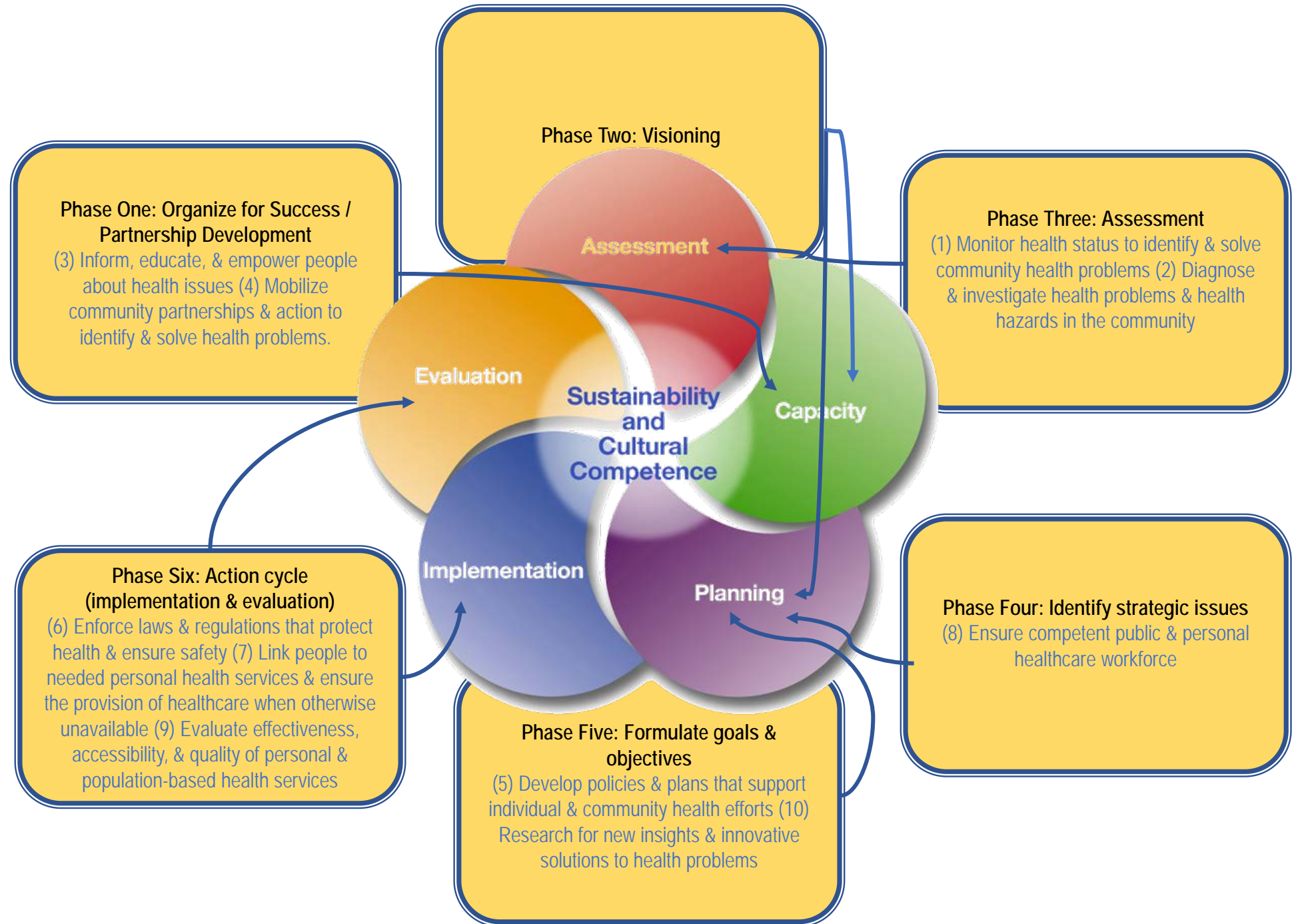


Crosswalk

Strategic Prevention Framework



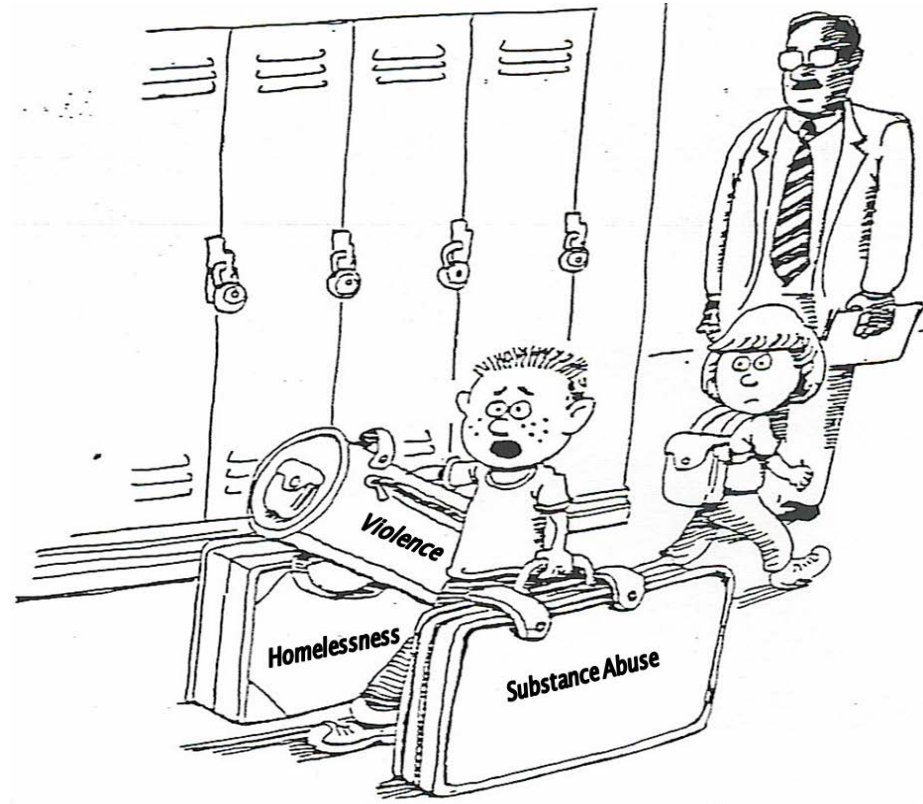
Mobilizing for Action through Planning & Partnerships & 10 Essential Public Health Services



Syndemic



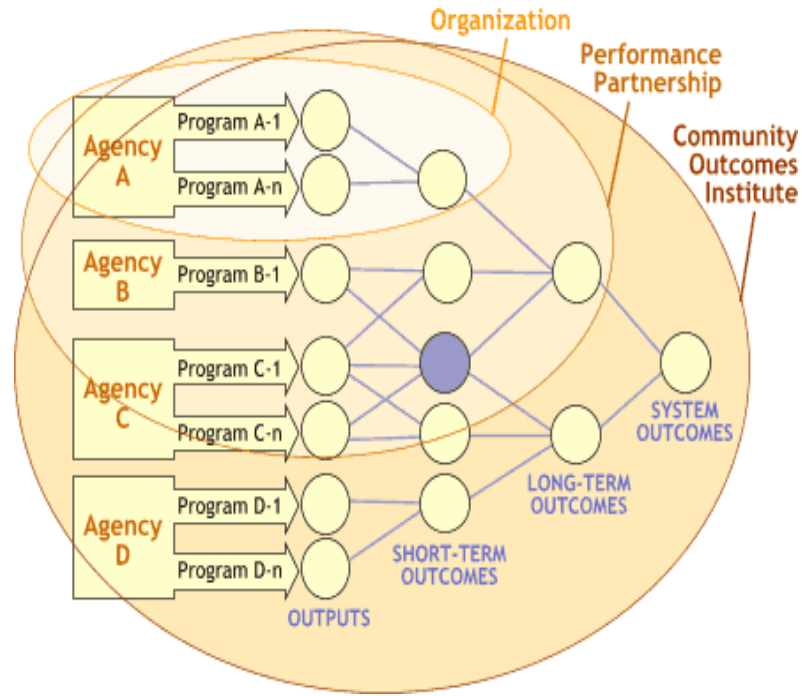
A set of closely intertwined & synergistic afflictions that impose undue burden of poor health upon populations of people.



*"Could someone help me with these?
I'm late for math class."*

To prevent a **Syndemic** you must identify the most important factors that drive it, as well as the forces that tie the factors together.

Syn:
Working together



*U.S. Centers for Disease Control & Prevention,
2004*

Demos:
The people

A Syndemics Outcome Network

Problem Statement & Target Populations

Goals & Target Populations

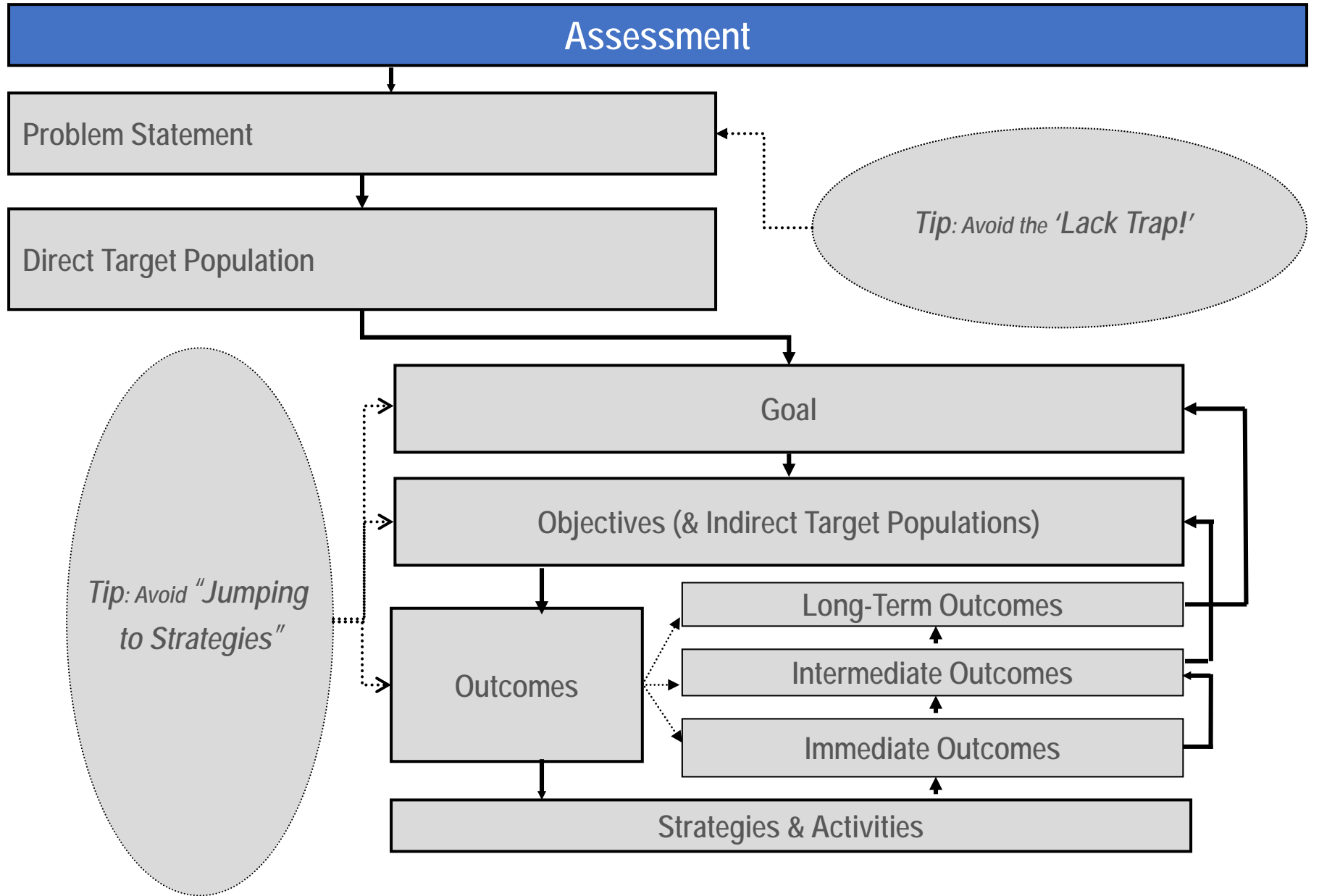
Objectives & Target Populations

Outcomes

Strategy & Activity Selection

SPF Step 3: Strategic Planning

Planning Map



Strategic Plan Template - Example

Assessment Summary:

- Consequence:
- Behavior/Target Populations:
- Intervening Variables:

Problem Statement:

Goal 1:

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1.1

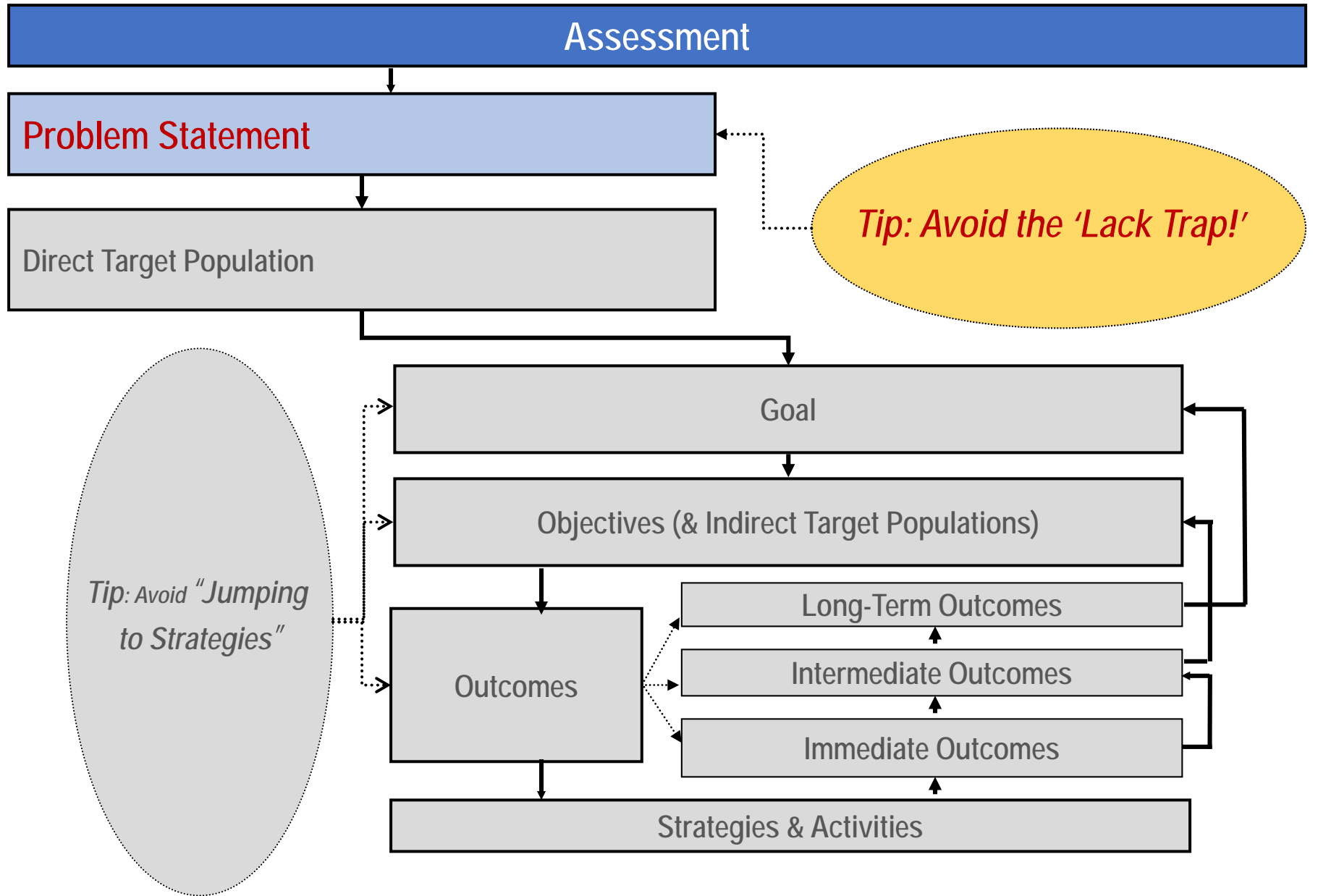
Intermediate Outcome:

Intermediate Outcome Indicator(s):

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			



Planning Map



Problem Statement

A concise description of the priority problem identified during the assessment process

Three qualities
of a good
**Problem
Statement**



It's supported by data
(prevalence, incidence, burden)



There is consensus about the
problem



There is readiness & political
will to solve the problem

Lack Trap

A statement that frames a problem as a “lack” of something assumes that addressing the “lack” will solve the problem.

It almost never does.



Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** Opioid overdose (OD) deaths in Gordon County (GC)
 - 162 people died from opioid overdoses in GC in 2018 (prevalence rate: 29.1 people per 100,000)
 - GC has had the second highest prevalence rate of opioid OD deaths in the state from 2013–2018
 - The incidence rate of opioid OD deaths in GC has increased 250% since 2013
- Behavior/Target Populations
- Intervening Variables

Problem Statement: TBD

Goal 1:

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1.1

Intermediate Outcome:

Intermediate Outcome Indicator(s):

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			



Example Problem Statement

In 2018, *(when)* 162 people *(how many)* died from opioid overdoses *(what)* in Gordon County, *(where)* which has experienced the second highest rate per capita *(prevalence)* in the state for the past 5 years & a 250% increase in deaths *(incidence)* since 2013.



Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 162 people died from opioid overdoses in GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths in GC has increased 250% since 2013.
- **Behavior/Target Populations:**
- **Intervening Variables:**

Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal 1:

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1.1

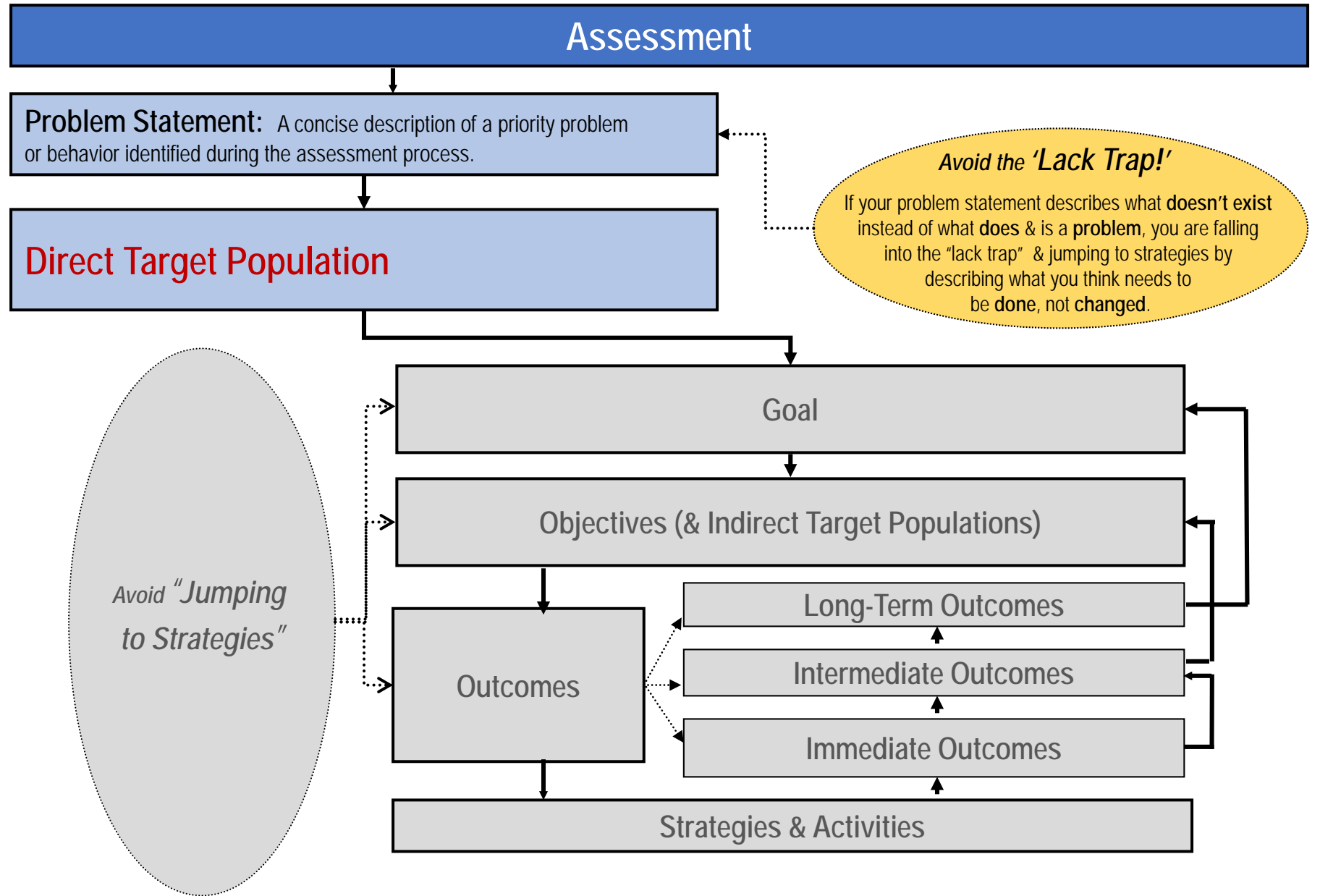
Intermediate Outcome:

Intermediate Outcome Indicator(s):

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			

Planning
Template
~
Problem
Statement

Planning Map ~ Problem & Target Populations



Direct Target Population

The individuals &/or populations who are directly affected by the issue identified in the problem statement

Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 162 people died of opioid overdose deaths GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths has increased 250% over that time period.
- **Behavior/Target Populations:** Opioid use among those who died of overdoses in GC:
 - While deaths occurred across the life span, the greatest increases in incidence & prevalence occurred among adults ages 55 & older. Of those deaths:
 - 69% involved those living in rural parts of the county
 - 84% involved prescribed opioids
 - 54% involved interactions with alcohol &/or other prescribed drugs
- **Intervening Variables**

Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal:

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1.1

Intermediate Outcome:

Intermediate Outcome Indicator(s):

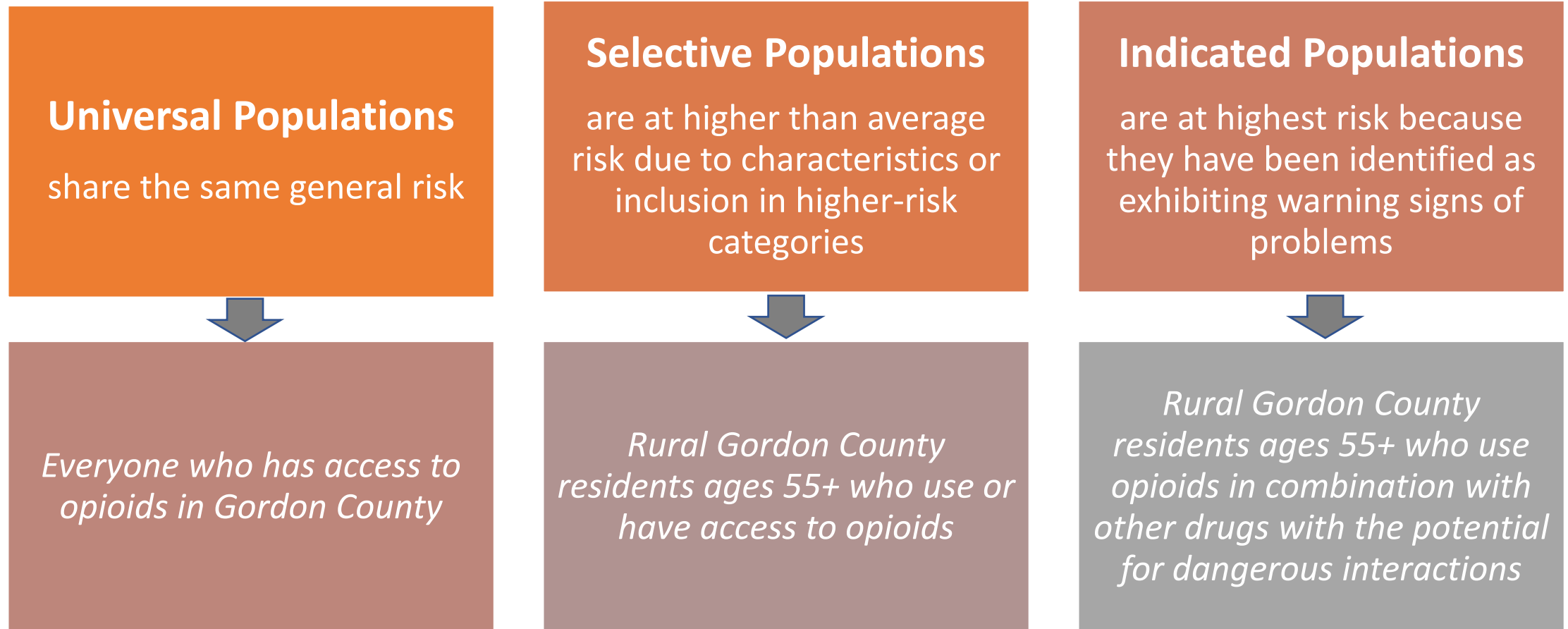
Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
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Planning
Template

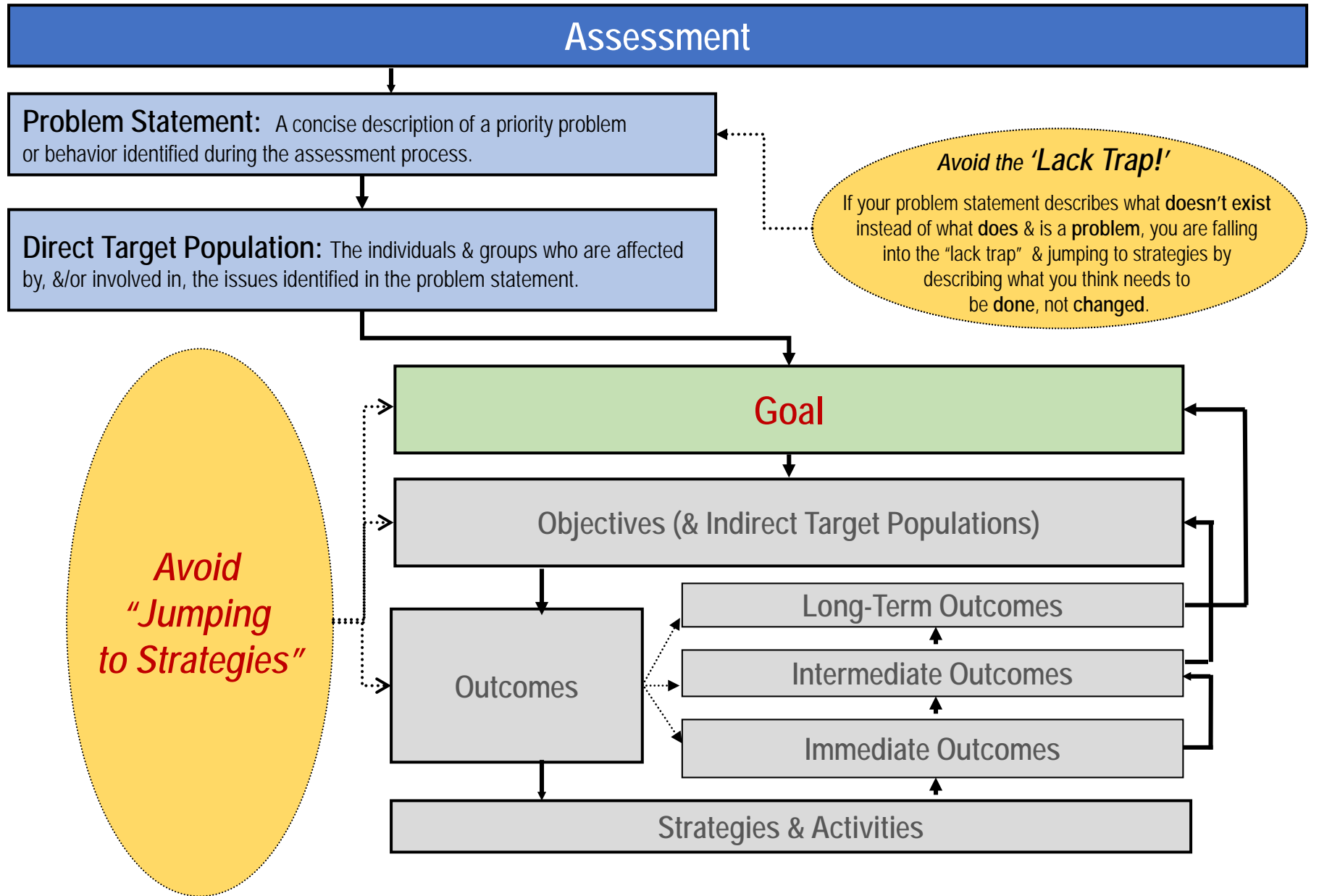
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Direct Target
Population

Target Populations: Institute of Medicine Classification System



Planning Map ~ Problem & Target Populations



Goal

Desired change in the issue described in
your problem statement

Don't Jump to Strategies!

IF you find yourself using an **action** verb
(*“provide” “train” “enforce”*)

instead of a **descriptive/passive** verb
(*“increase” “decrease” “is” “are”*)

THEN you're describing what you think needs to
be **done**, not the desired state you hope to
achieve, & that is *“jumping to strategies”*



Example Goal

Decrease opioid overdose deaths in
Gordon County among persons 55
years of age & older



Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 62 people died of opioid overdose deaths GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths has increased 250% over that time period.
- **Behavior/Target Populations:** While deaths occurred across the life span, the greatest increases in incidence & prevalence occurred among adults ages 55 & older. Of those deaths: 69% involved those living in rural parts of the county, 84% involved prescribed opioids, & 54% involved interactions with alcohol &/or other prescribed drugs.
- **Intervening Variables**

Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1.1

Intermediate Outcome:

Intermediate Outcome Indicator(s):

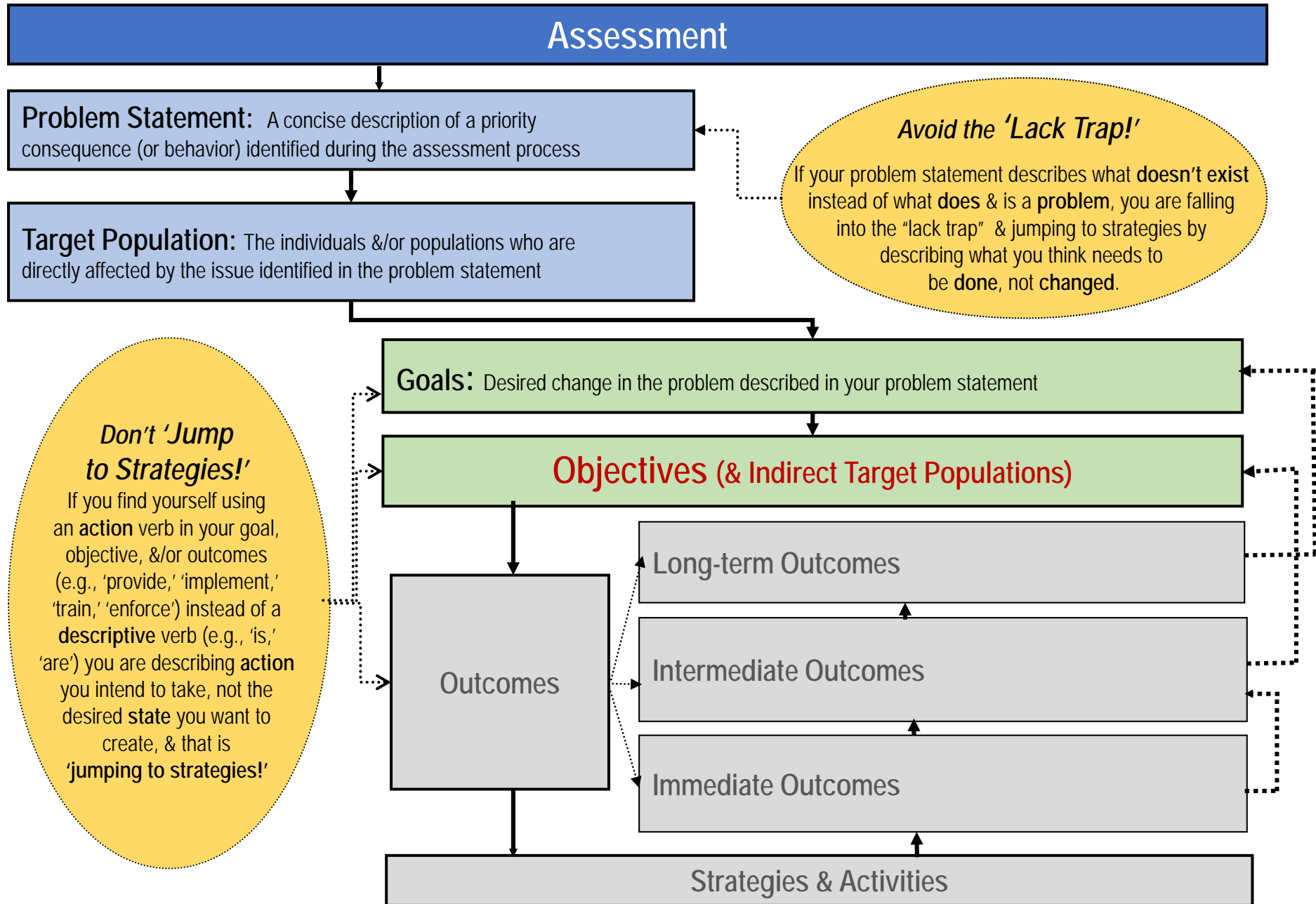
Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
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Planning
Template
~
Goal

Planning Map

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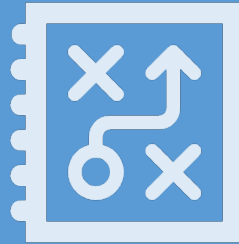
Goals & Objectives



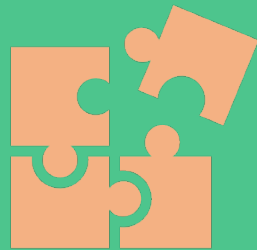
Objectives

Changes needed in **key** intervening variables for goals to be achieved.

Standards for Prioritizing Intervening Variable Assessment



Highly Correlated



Measurable



Actionable

Pareto
Principle

THE 80
20 RULE

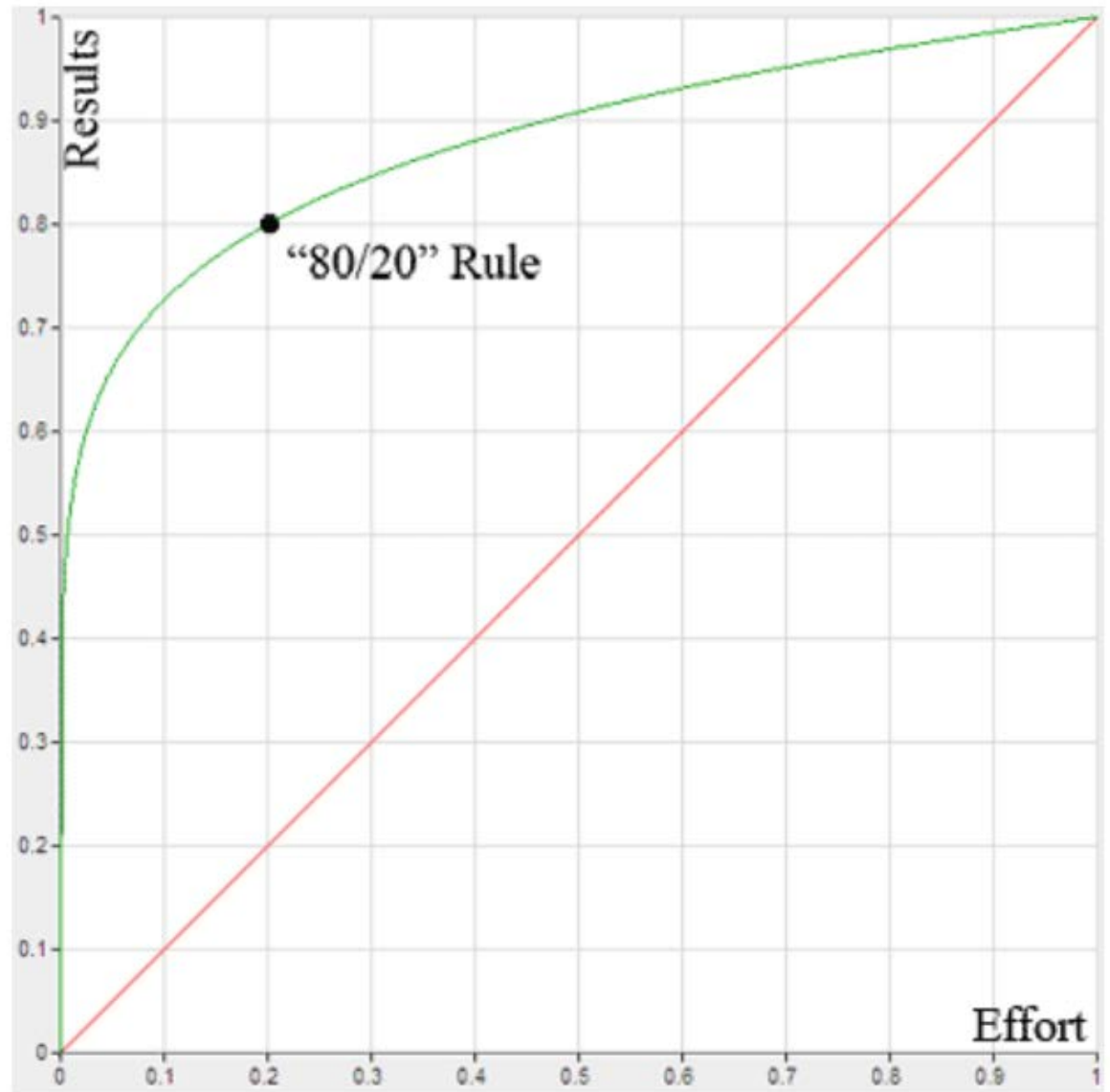


Pareto
Applications

20% of patients account
for 80% of healthcare
costs

80% of all healthcare costs
are caused by a small
number of behavioral
health issues

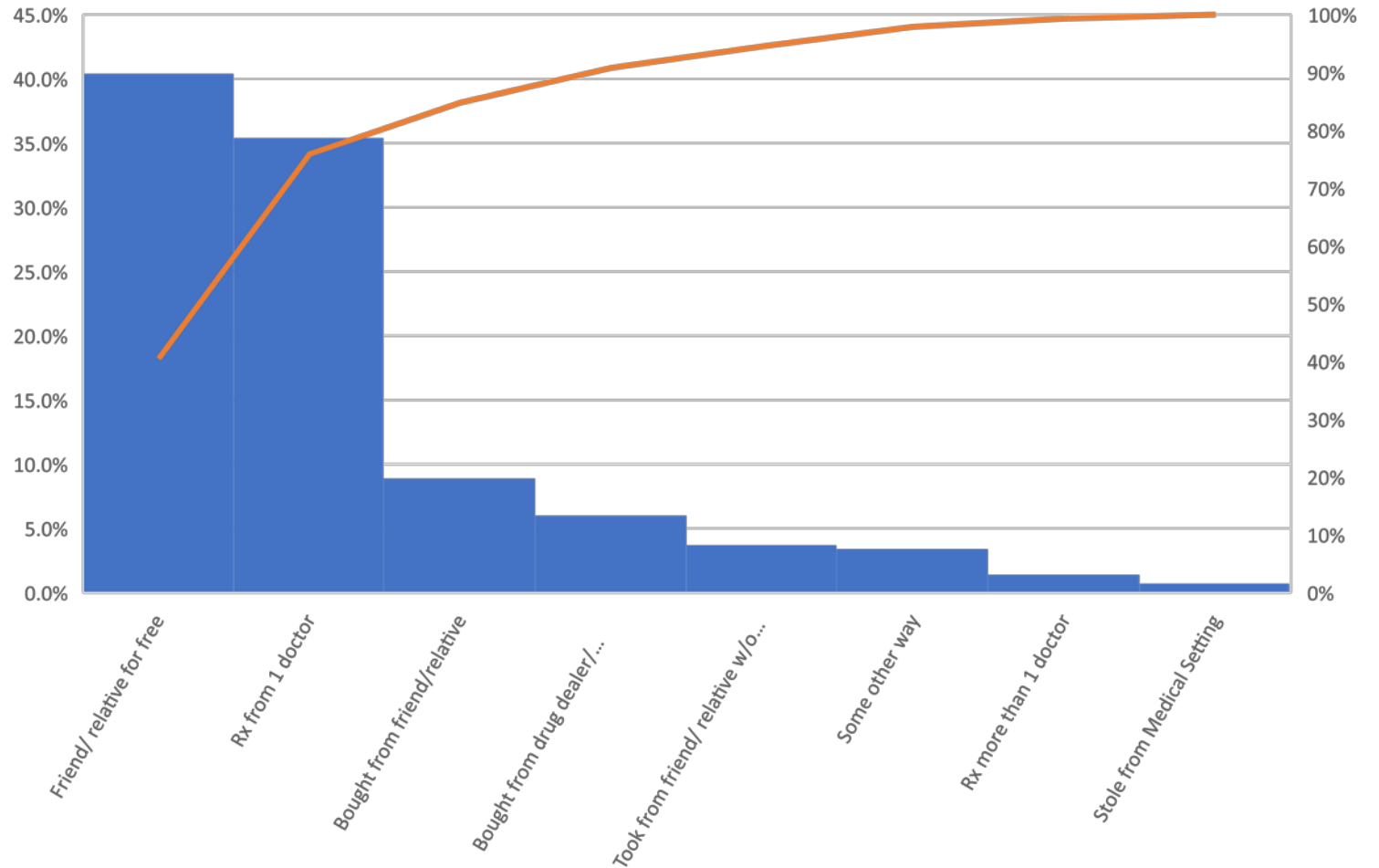
Pareto Principle Chart



Behavioral Health Pareto Chart

Pareto Principle at work in substance misuse

Source Where Pain Relievers Were Obtained for Most Recent Misuse among People Aged 12 or Older Who Misused Prescription Pain Relievers in the Past Year: Percentages 2016 (NSDUH, 2016)



Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 162 people died of opioid overdose deaths GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths has increased 250% over that time period.
- **Behavior/Target Populations:** While deaths occurred across the life span, the greatest increases in incidence & prevalence occurred among adults ages 55 & older. Of those deaths: 69% involved those living in rural parts of the county, 84% involved prescribed opioids, & 54% involved interactions with alcohol &/or other prescribed drugs.
- **Intervening Variables:** Planners identified many intervening variables, including social isolation, limited health literacy, & limited awareness of drug interactions. A common & powerful variable that linked the majority of those who died, however, was over prescription of opioids to address common, age-related physical & emotional issues. (The opioid prescription rate for those who died from OD was 6 times the rate for the general population.)

Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1.1

Intermediate Outcome:

Intermediate Outcome Indicator(s):

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
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Planning
Template

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Intervening
Variables

Don't Jump to Strategies!

IF you find yourself using an **action** verb
("provide" "train" "enforce")

instead of a **descriptive/passive** verb
("increase" "decrease" "is" "are")

THEN you're describing what you think needs to
be **done**, not the desired state you hope to
achieve, & that is *"jumping to strategies"*



Example Objective

Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest degree possible.



Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 162 people died of opioid overdose deaths GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths has increased 250% over that time period.
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Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome:

Long-term Outcome Indicators:

Objective 1: Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest extent possible.

Intermediate Outcome:

Intermediate Outcome Indicator(s):

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
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Planning
Template
~
Objective

Indirect Target Population

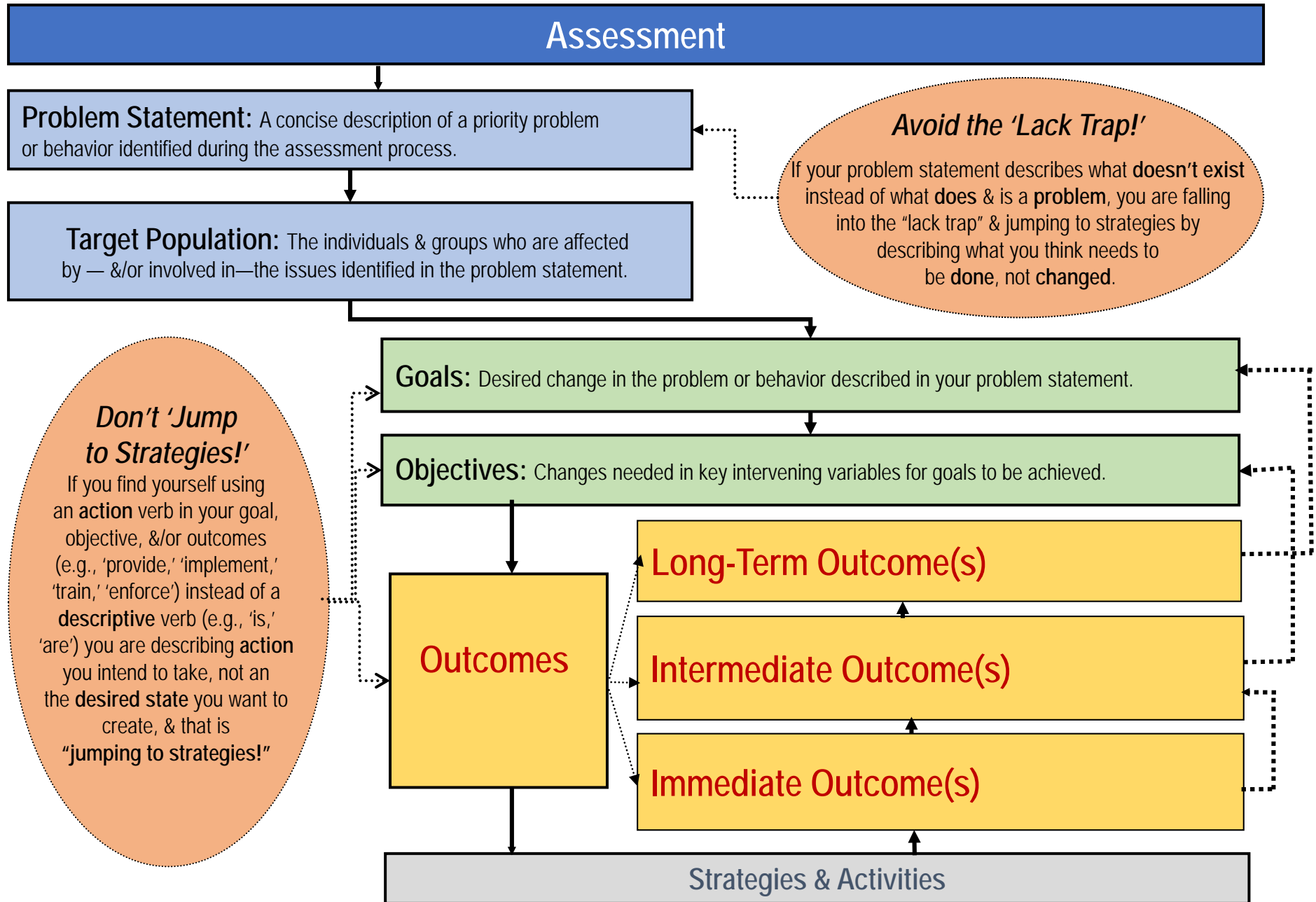
The individuals &/or populations who are involved in the behaviors that lead to the issue identified in the problem statement

Example Indirect Target Populations

- Opioid prescribers (doctors, dentists)
- Mental health practitioners
- Pharmacists
- Family members & caregivers
- Friends & peers



Planning Map ~ Outcomes



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Example Long-Term Outcome

Goal: Reduce the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Reduce the rate of opioid overdose deaths among Gordon County residents ages 55 years & older from 29.1 per 100,000 in 2018 to 21.8 or less per 100,000 (25%) in 2022 (4 years) *(Measurement: Vital Statistics data)*



Strategic Plan Template - Example

Assessment Summary:

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Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome: Reduce the rate of opioid overdose deaths among Gordon County residents ages 55 years & older from 29.1 per 100,000 in 2018 to 21.8 or less per 100,000 (25%) in 2022 (4 years)

Long-term Outcome Indicators:

Objective 1: Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest extent possible.

Intermediate Outcome:

Intermediate Outcome Indicator(s):

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			

Planning
Template

~

Long-Term
Outcome

Example Intermediate Outcomes

Objective: Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest extent possible.

1. Reduce the rate of opioid prescriptions among Gordon County residents ages 55 years & older from 300 prescriptions per 100 people in 2018 to 225 or less per 100 people in 2020 (2 years) *(Measurement: Prescription Data Monitoring Program)*

2. Increase access to effective alternative pain management (APM) therapies for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2021 (3 years) *(Baseline will need to be established. Data could include county health billing data, self-report survey data)*



Strategic Plan Template - Example

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Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome: Reduce the rate of opioid overdose deaths among Gordon County residents ages 55 years & older from 29.1 per 100,000 in 2018 to 21.8 or less per 100,000 (25%) in 2022 (4 years)

Long-term Outcome Indicators: Reduce the rate of opioid OD deaths among GC residents 55 years & older from 29.1 per 100,000 in 2018 to (1) 28.5 or less per 100,000 in 2019; (2) 26.9 or less per 100,000 in 2020; (3) 24.5 or less per 100,000 in 2021

Objective 1: Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest extent possible.

Intermediate Outcome 1: Reduce the rate of opioid prescriptions among Gordon County residents ages 55 years & older from 300 prescriptions per 100 people in 2018 to 225 or less per 100 people in 2020

Intermediate Outcome Indicator(s)

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			



Strategic Plan Template - Example

Assessment Summary:

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Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome: Reduce the rate of opioid overdose deaths among Gordon County residents ages 55 years & older from 29.1 per 100,000 in 2018 to 21.8 or less per 100,000 (25%) in 2022 (4 years)

Long-term Outcome Indicators: Reduce the rate of opioid OD deaths among GC residents 55 years & older from 29.1 per 100,000 in 2018 to (1) 28.5 or less per 100,000 in 2019; (2) 26.9 or less per 100,000 in 2020; (3) 24.5 or less per 100,000 in 2021

Objective 1: Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest extent possible.

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2021

Intermediate Outcome Indicator(s)

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			



Example Immediate Outcomes

Intermediate Outcome 2: Increase access to APM therapies for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2021 .

1. Increase knowledge of the extent to which effective APM therapies currently exist in Gordon County among planners & practitioners *(Baseline & target to be established)*

2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in Gordon County *(Baseline & target to be established)*

3. Increase knowledge of barriers that exist to accessing effective APM therapies among planners & practitioners *(Baseline & target to be established)*

4. Increase knowledge of increase in the use of effective APM therapies among adults ages 55 & older in Gordon County among planners & practitioners *(Baseline & target to be established)*



Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

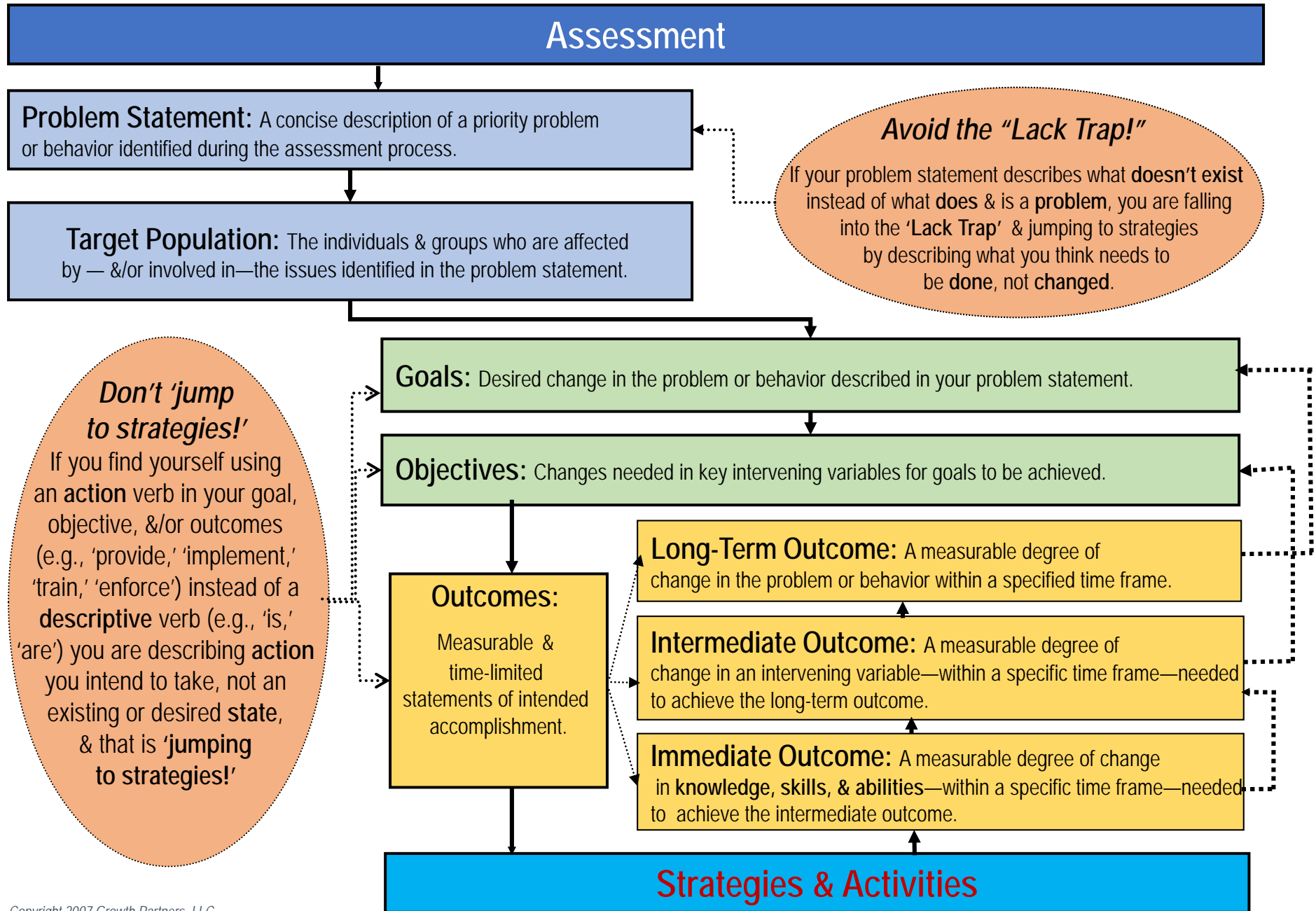
Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.1. Increase knowledge of the extent to which effective APM therapies currently exist in GC among planners & practitioners <i>(Baseline & target to be identified)</i>							
2.2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in GC <i>(Baseline & target to be identified)</i>							
2.3. Increase knowledge of barriers that exist to accessing effective APM therapies among planners & practitioners <i>(Baseline & target to be established)</i>							
2.4. Increase knowledge of increases in the use of effective APM therapies among adults ages 55 & older in Gordon County among planners & practitioners <i>(Baseline & target to be established)</i>							



Planning Map

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Strategies



Strategy Considerations

Characteristics of the population for which the strategy has been documented to be effective

Nature & intended reach & scope of the strategy

Geographic setting for which the strategy has been documented to be effective

Domains or social environments in which the strategy has proved to be effective

Intervening variables the strategy has proven successful in addressing

Outcomes the strategy has proven successful in achieving

Implementation & evaluation requirements associated with the strategy

Costs associated with the strategy

Sustainability of the outcomes that will be produced

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.1. Increase knowledge of the extent to which effective APM therapies currently exist in GC among planners & practitioners (<i>Baseline & target to be identified</i>)	Develop a resource of available effective APM services & locations						
2.2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in GC (<i>Baseline & target to be identified</i>)							
2.3. Increase knowledge of barriers that exist to accessing effective APM therapies among planners & practitioners (<i>Baseline & target to be established</i>)	Conduct focus groups, key informant interviews, & surveys to determine barriers						
2.4. Increase knowledge of increases in the use of effective APM therapies among adults ages 55 & older in Gordon County among planners & practitioners (<i>Baseline & target to be established</i>)	Create or adopt a monitoring & evaluation mechanism						

Planning
Template
~
Strategies

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.1. Increase knowledge of the extent to which effective APM therapies currently exist in GC among planners & practitioners (<i>Baseline & target to be identified</i>)	Develop a resource of available effective APM services & locations	Define what practices are to be included in APM methods					
		Identify professional associations & key contacts that can provide information about locations & services of APM practitioners					
		Develop & implement a method for eliciting information about locations & services of APM practitioners from professional associations & key contacts					
2.2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in GC (<i>Baseline & target to be identified</i>)		Compile list of APM practitioners (e.g., by practice, county, region)					
		Create an informational resource & network of APM supports for older adults					
		Distribute informational resource through a broad-based network of supports					

Planning
Template
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Activities

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

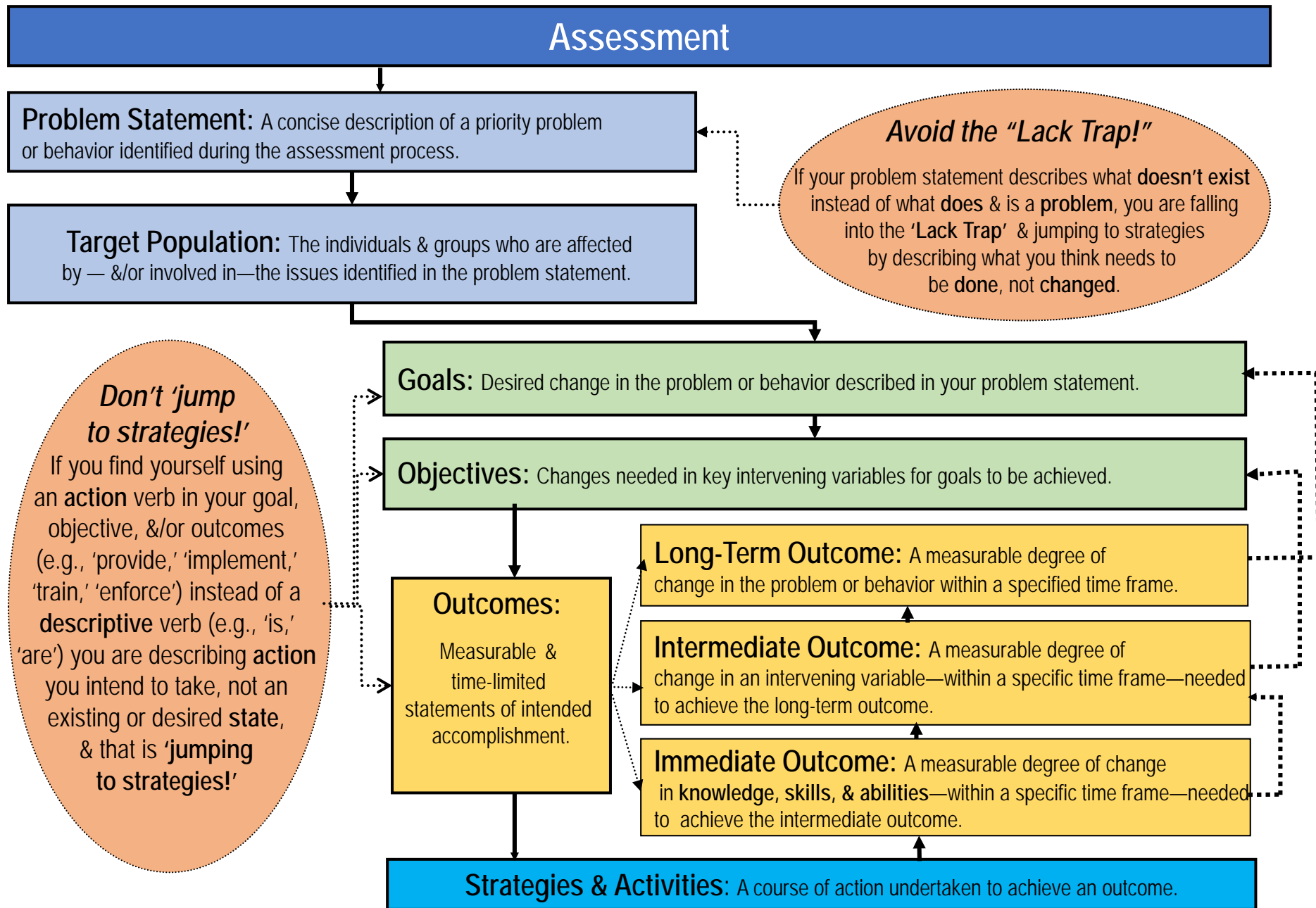
Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.3. Increase knowledge of barriers that exist to accessing effective APM therapies among planners & practitioners <i>(Baseline & target to be established)</i>	Conduct focus groups, key informant interviews, & surveys to determine barriers	Identify & recruit survey, key stakeholder, survey, & focus group participants					
		Design data collection protocols					
		Conduct key stakeholder interviews with payers & APM practitioners to identify reimbursement barriers to APM					
		Conduct an online survey among potential &/or current APM patients ages 55+ to identify barriers to access					
		Conduct focus groups among potential &/or current APM patients ages 55+ to identify barriers to access					
2.4. Increase knowledge of increases in the use of effective APM therapies among adults ages 55 & older in Gordon County among planners & practitioners <i>(Baseline & target to be established)</i>	Create or adopt a monitoring & evaluation mechanism	Identify the degree to which a monitoring or evaluation mechanism for APM use currently exists					
		If no existing mechanism for APM monitoring & evaluation exists, explore incorporating questions on APM into an online or existing survey for adults ages 55+					

Planning
Template
~
Activities

Planning Map

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Strategies



Implementation & Outputs

Process Evaluation & Process Indicators

Outcome Evaluation & Outcome Indicators

Evaluation Considerations

SPF Steps 4 & 5: Implementation & Evaluation

Implementation Plan

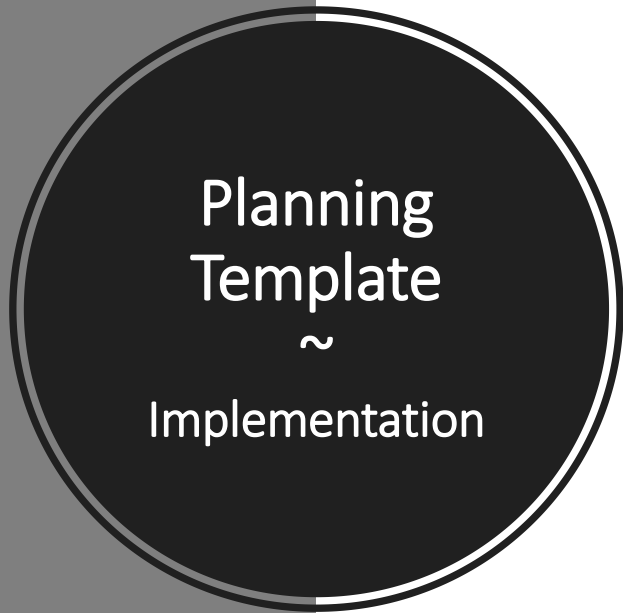
Activities
Timelines
Processes
Roles & Responsibilities
Outputs

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.1. Increase knowledge of the extent to which effective APM therapies currently exist in GC among planners & practitioners <i>(Baseline & target to be identified)</i>	Develop a resource of available APM services & locations	Define what practices are to be included in APM methods	TBD	TBD	Research Subcommittee		List of APM practices
		Identify professional associations & key contacts that can provide information about locations & services of APM practitioners	TBD	TBD	Outreach & Communication Subcommittee		List of professional associations & key contacts
		Develop & implement a method for eliciting information about locations & services of APM practitioners from professional associations & key contacts	TBD	TBD			Interview/enviro nmental scan protocol
		Compile list of APM practitioners (e.g., by practice, county, region)	TBD	TBD			Raw information on APM resources
		Create an informational resource & network of APM supports for older adults	TBD	TBD			Resource directory of APM practitioners
		Distribute informational resource through a broad-based network of supports	TBD	TBD			Distribution list & log of dissemination
2.2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in GC <i>(Baseline & target to be identified)</i>							



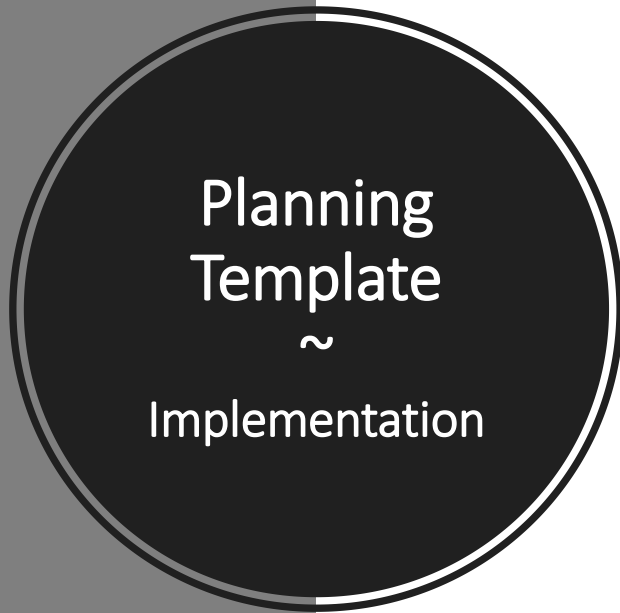
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Implementation

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs	
			Start Date	End Date				
2.3. Increase knowledge of barriers that exist to accessing effective APM therapies among planners & practitioners <i>(Baseline & target to be established)</i>	Conduct focus groups, key informant interviews, & surveys to determine barriers	Identify & recruit survey, key stakeholder, survey, & focus group participants	TBD	TBD	Outreach Committee		Recruitment strategy for focus groups, interviewees, & survey participants	
							List of participants & contact information List of distribution networks for survey	
		Design data collection protocols	TBD	TBD	Data & Evaluation Committee			Data collection protocols for focus groups, interviews, & survey
		Conduct key stakeholder interviews with payers & APM practitioners to identify reimbursement barriers to APM	TBD	TBD				Interview notes & summary of findings
		Conduct an online survey among potential &/or current APM patients ages 55+ to identify barriers to access	TBD	TBD				Survey results & summary of findings
		Conduct focus groups among potential &/or current APM patients ages 55+ to identify barriers to access	TBD	TBD				Focus group notes & summary of findings



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Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.4. Increase knowledge of increases in the use of effective APM therapies among adults ages 55 & older in Gordon County among planners & practitioners <i>(Baseline & target to be established)</i>	Create or adopt a monitoring & evaluation mechanism	Identify the degree to which a monitoring or evaluation mechanism for APM use currently exists	TBD	TBD	Data & Evaluation Subcommittee		Results of research
		If no existing mechanism for APM monitoring & evaluation exists, explore incorporating questions on APM into an online or existing survey for adults ages 55+	TBD	TBD			Recommendations for collecting data on changes in use of APM

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Implementation

Evaluation

The process of measuring an initiative's progress toward desired outcomes

Process Evaluation

Monitors process indicators & outputs to ensure all activities are being implemented as planned & on time

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.1. Increase knowledge of the extent to which effective APM therapies currently exist in GC among planners & practitioners <i>(Baseline & target to be identified)</i>	Develop a resource of available APM services & locations	Define what practices are to be included in APM methods	TBD	TBD	Research Committee	% of task completed by set timelines	List of APM practices
		Identify professional associations & key contacts that can provide information about locations & services of APM practitioners	TBD	TBD	Outreach Committee		List of professional associations & key contacts
Develop & implement a method for eliciting information about locations & services of APM practitioners from professional associations & key contacts		TBD	TBD		Interview/enviro nmental scan protocol		
Compile list of APM practitioners (e.g., by practice, county, region)		TBD	TBD		Raw information on APM resources		
Create an informational resource & network of APM supports for older adults		TBD	TBD		Resource directory of APM practitioners		
Distribute informational resource through a broad-based network of supports		TBD	TBD		Distribution list & log of dissemination		
2.2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in GC <i>(Baseline & target to be identified)</i>							

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Process
Evaluation

Process Evaluation Considerations

Are activities being implemented as planned & on schedule?
If not, why not?

Have modifications taken place?
If so, what kind & why?
What impacts could this have on future implementation steps?

What challenges, if any, exist, & what steps are being taken to address them?

What modifications, if any, need to be made to the implementation of the project?

What learnings have occurred?

Outcome Evaluation

Measures progress toward desired
outcomes

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Long-Term
Outcome
Indicators

Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 162 people died of opioid overdose deaths GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths has increased 250% over that time period.
- **Behavior/Target Populations:** While deaths occurred across the life span, the greatest increases in incidence & prevalence occurred among adults ages 55 & older. Of those deaths: 69% involved those living in rural parts of the county, 84% involved prescribed opioids, & 54% involved interactions with alcohol &/or other prescribed drugs.
- **Intervening Variables:** Planners identified many intervening variables, including social isolation, limited health literacy, limited awareness of drug interactions. A common & powerful variable that linked the majority of those who died, however, was over prescription of opioids to address common, age-related physical & emotional issues. (The opioid prescription rate for those who died from OD was 6 times the rate for the general population).

Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

Long-Term Outcome: Reduce the rate of opioid overdose deaths among Gordon County residents ages 55 years & older from 29.1 per 100,000 in 2018 to 21.8 or less per 100,000 (25%) in 2022 (4 years)

Long-term Outcome Indicators: Reduce the rate of opioid OD deaths among GC residents 55 plus to:

- 28.5 or less per 100,000 in 2019
- 26.9 or less per 100,000 in 2020
- 24.5 or less per 100,000 in 2021

Strategic Plan Template - Example

Assessment Summary:

- **Consequence:** 162 people died of opioid overdose deaths GC in 2018, which at 29.1 people per 100,000 comprised the second highest rate in the state. GC has had the second highest rate of opioid overdose deaths in the state since 2013, & the rate of deaths has increased 250% over that time period.
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- **Intervening Variables:** Planners identified many intervening variables, including social isolation, limited health literacy, limited awareness of drug interactions. A common & powerful variable that linked the majority of those who died, however, was over prescription of opioids to address common, age-related physical & emotional issues. (The opioid prescription rate for those who died from OD was 6 times the rate for the general population).

Problem Statement: In 2018, 162 people died from opioid overdoses in Gordon County, which has experienced the second highest rate in the state for the past 5 years & a 250% increase in opioid OD deaths since 2013.

Goal: Decrease the rate of opioid overdose deaths among Gordon County residents ages 55 years & older

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Long-term Outcome Indicators: Reduce the rate of opioid OD deaths among GC residents 55 years & older from 29.1 per 100,000 in 2018 to (1) 28.5 or less per 100,000 in 2019; (2) 26.9 or less per 100,000 in 2020; (3) 24.5 or less per 100,000 in 2021

Objective 1: Reduce age-related physical & emotional pain experienced by Gordon County residents ages 55 & older through non-pharmacological methods to the highest extent possible.

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2021

Intermediate Outcome Indicator(s): Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 15% from 2018 to 2020

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Intermediate
Outcome 2

Strategic Plan Template - Example

Intermediate Outcome 2: Increase access to alternative pain management therapies (APM) for Gordon County residents ages 55 & older who experience physical & emotional pain by 30% from 2018 to 2020

Intermediate Outcome Indicator(s): TBD

Immediate Outcomes	Strategy	Activities	Timeline		Who Is Responsible	Process Indicators	Outputs
			Start Date	End Date			
2.1. Increase knowledge of the extent to which effective APM therapies currently exist in GC among planners & practitioners (<i>Baseline & target to be identified</i>)	Develop a resource of available APM services & locations						
2.2. Increase knowledge of the existence & availability of effective APM therapies among adults ages 55 & older in GC (<i>Baseline & target to be identified</i>)							
2.3. Increase knowledge of barriers that exist to accessing effective APM therapies among planners & practitioners (<i>Baseline & target to be established</i>)	Conduct focus groups, key informant interviews, & surveys to determine barriers						
2.4. Increase knowledge of increases in the use of effective APM therapies among adults ages 55 & older in Gordon County among planners & practitioners (<i>Baseline & target to be established</i>)	Create or adopt a monitoring & evaluation mechanism						

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Strategies

Outcome Evaluation Considerations

What differences, if any, are occurring between baseline, planned, & actual outcomes?

Are there patterns in data that need additional analysis?

What other explanations exist for progress—or lack thereof—other than the strategies & activities being implemented?

What other considerations does outcome data have for current & future implementation?

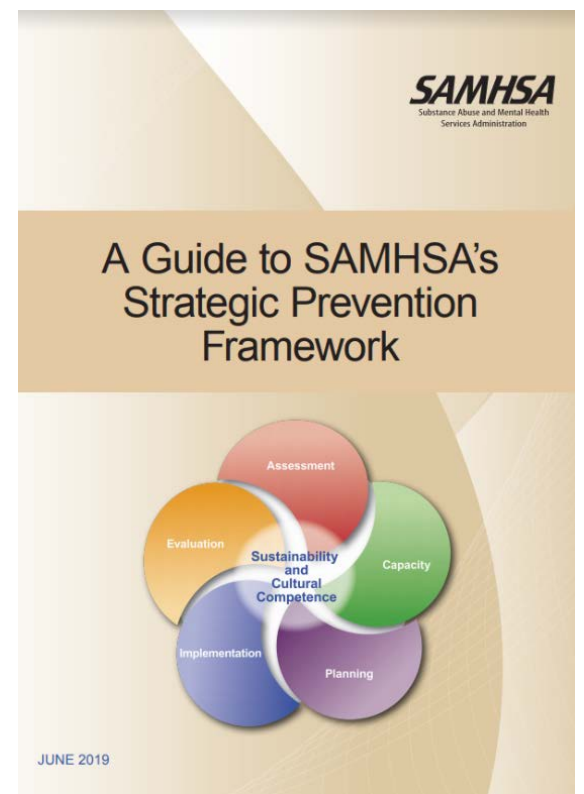
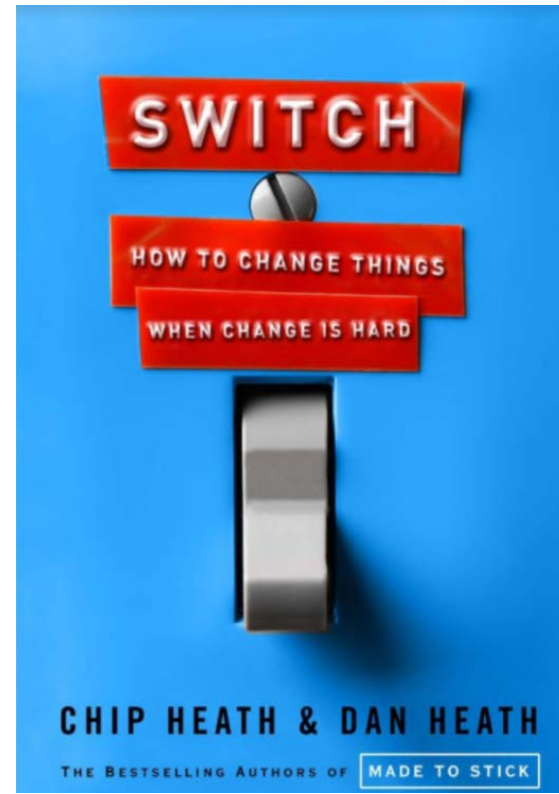
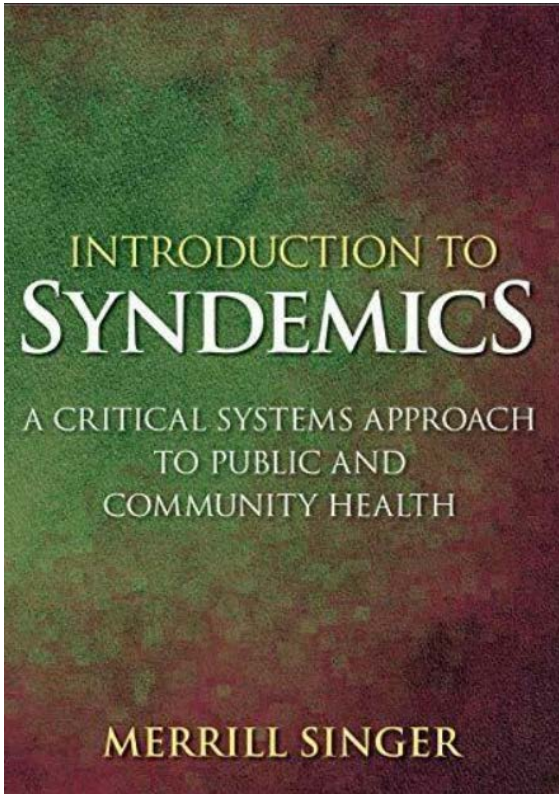
Important Evaluation Considerations

What data will be collected, from what sources, & in what manner?

How will information be presented, to whom, & by what timelines?

How will **outcome** evaluation be firmly linked to—& inform—**process** evaluation?

How will **process** evaluation be firmly linked to—& inform—**outcome** evaluation?



Some Recommended Readings...



Want to learn more about
strategic planning?
Let's talk!

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maryellen@growthpartners.llc



Feedback please!

Thoughts, comments,
experiences, questions?