

Strategic Plan 2017-2020

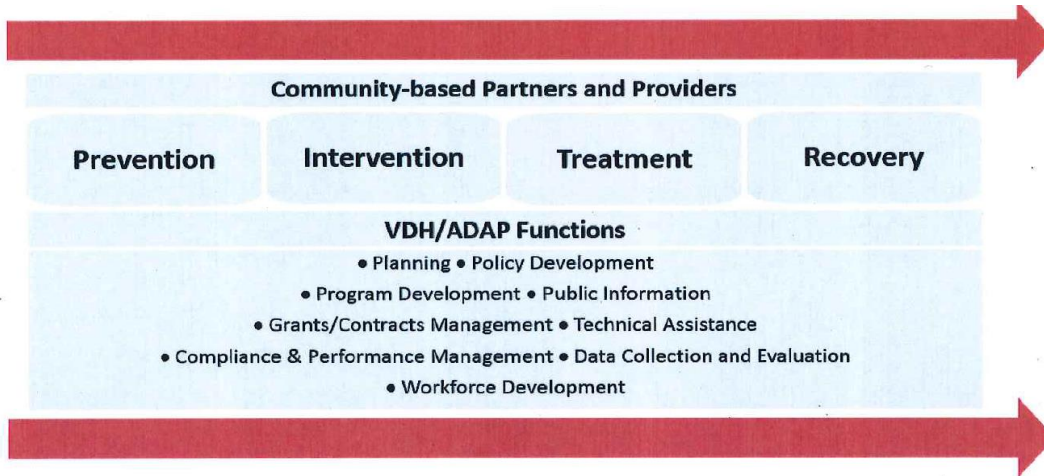
Motto

Prevention Works | Treatment is Effective | People Recover

Mission

ADAP’s mission is to help Vermonters prevent and eliminate the problems caused by alcohol and other drug use. Working in partnership with other public and private organizations, ADAP plans, supports, and evaluates a comprehensive system of services.

Vermont’s Continuum of Care



Performance Management and Public Accountability

ADAP’s long-term substance misuse indicators are informed by the framework for Healthy People 2020, as well as Vermont data trends to reveal needs and gaps. Programs and initiatives aim to bend the curve on the following long-term indicators:

- % of persons age 12 and older who need and do not receive alcohol treatment.
- % of persons age 12 and older who need and do not receive illicit drug use treatment.
- % of adolescents in grades 9-12 who used marijuana in the past 30 days.
- % of adolescents in grades 9-12 binge drinking in the past 30 days.
- % of adults age 18-24 binge drinking in the past 30 days.
- % of adults age 65 and older who drink at a level of risk.

The above indicators can be found on the Vermont Department of Health’s Performance Dashboard, together with performance measures for specific programs. For more information on the Performance Dashboard, please see the following link: healthvermont.gov/scorecard-alcohol-drugs.

Message from Division Director

Dear Staff and Partners

I am pleased to share the updated Department of Health, Division of Alcohol and Drug Abuse Programs (ADAP) strategic plan for 2017 – 2020. The plan outlines priorities for our work to ensure that Vermonters impacted by substance misuse get the information and help they need.

ADAP works collaboratively to support Vermont’s Agency of Human Services’ mission: strive to improve the health and well-being of Vermonters today and tomorrow and to protect those among us who are unable to protect themselves.

For more information, please visit the following link: healthvermont.gov/alcohol-drugs ■

Cynthia Thomas
Director, Vermont Department of Health, Division of Alcohol and Drug Abuse Programs

Strategic Plan 2017-2020

ADAP's Strategic Plan 2017-2020 sets out program and operational priorities for the next three years. In support of these priorities, ADAP has identified strategies that are informed by Vermont's Agency of Human Services (AHS) Strategic Plan and reflect ADAP's primary investments across the Department of Health's six goals. The strategies incorporate evidence-based practices, collaborative efforts and strong partnerships with local provider and community-based organizations to implement the most effective initiatives possible. For each strategy, quantifiable targets and measures are identified to help monitor progress, with the hope and determination of contributing to the ultimate outcome: to prevent and eliminate the problems caused by alcohol and drug misuse.

Goal 1: Effective and Integrated Public Health

Strategies:

- **AHS Substance Abuse Treatment Coordination (SATC):** Support AHS SATC to establish an integrated approach to serving Vermonters with substance abuse problems. This includes training of direct service staff to provide screening and implementation of regional pilots for service coordination across departments. (AHS)

Targets: - Increase the # of regional pilots being implemented by 1 per year
 - Increase the # of AHS staff trained to provide screening

Measures: - # of AHS regional pilots being implemented
 - # of AHS staff trained to provide screening

- **Linkages between Treatment and Recovery:** AHS will increase the percentage of individuals leaving treatment with more supports than when they started through adding additional recovery support and improving the linkages between treatment providers and recovery centers. (AHS)

Targets: - Increase the # of individuals who have more social supports on discharge than on admission by 25%
 - 100% of treatment grants include requirement for referral to recovery by FY18

Measures: - # of individuals who have more social supports on discharge than on admission
 - % treatment grants include requirements for referral to recovery centers

Goal 2: Communities with the Capacity to Respond to Public Health Need

Strategies:

- **Regional Prevention Capacity:** Increase and strengthen regional capacity by funding communities and schools through the Regional Prevention Partnerships (RPP) grant, School-based Substance Abuse Services (SBSAS) grant and the Prevention Consultant (PC) system.

Targets: - Increase the # of VDH health district offices funded under the RPP from 6 to 12
 - At least 20 supervisory unions with functioning SBSAS grant program

Measures: - # of VDH health districts funded under the RPP
 - # of supervisory unions with functioning SBSAS grant program

- **Trained and Qualified Prevention Workforce:** Increase the number of prevention practitioners in Vermont working toward ICRC (International Certification and Reciprocity Consortium) certification by providing training in ICRC competency areas and educating practitioners about certification resources.
 - Targets: - 12 trainings in ICRC competency areas will be offered by the end of FY18
 - Measures: - # of trainings in ICRC competency areas offered
- **ASAM Criteria:** Assure that individuals receive services at appropriate levels of care as defined by American Society of Addiction Medicine (ASAM) placement criteria.
 - Targets: - 100% of treatment providers are utilizing ASAM placement criteria by FY18
 - Measures: - # of treatment providers utilizing ASAM placement criteria as measured by site review documentation
- **Medication-Assisted Treatment (MAT):** AHS will increase access to Medication-Assisted Treatment (MAT) for opioid addiction by adding additional hub services and increasing the number of spoke providers. (AHS)
 - Targets: - Increase the # of individuals receiving MAT per 10,000 Vermonters age 18-64
 - Measures: - # of individuals receiving MAT per 10,000 Vermonters age 18-64

Goal 3: Internal Systems that Provide for Consistent and Responsive Support

Strategies:

- **Data Systems:** Improve data systems used to support ADAP reporting and service delivery.
 - Targets:
 - Information Technology (IT) plan completed by 7/1/17
 - 12 Preferred Provider locations will use the updated Substance Abuse Treatment Information System (SATIS) by 7/1/17
 - 100% of new demonstration grant applications will include an analysis of the IT needs associated with the funding
 - Measures:
 - IT Plan completed
 - # of preferred provider locations using updated SATIS
- **Policies and Procedures:** Improve coordination and consistency by developing internal and external policies and procedures for programs and operations.
 - Targets:
 - Policy/procedure need areas and ADAP leads identified by 7/1/17
 - Guidance documents for at least 5 priority areas will be developed by 7/1/18
 - Measures:
 - Policy/procedure need areas and ADAP leads identified
 - # of guidance documents developed

- **Monitoring:** Continuously improve and enhance quality of care through ongoing, objective, and systematic monitoring of providers and implementing an independent peer review process.
 - Targets: - Increase the # of independent peer review site visits to preferred providers by 2 in CY17
 - Measures: - % of treatment provider site visits in CY17 that were performed through an independent peer review process
- **Quality Improvement:** Develop a culture among providers to engage in continuous quality improvement by providing the services of a practice facilitator.
 - Targets:
 - Minimum of 2 Preferred Providers will have implemented at least 1 quality improvement project in CY17
 - ADAP will implement at least 1 AIM project per calendar year
 - Measures:
 - # of Preferred Providers implementing a quality improvement project
 - # of AIM projects implemented by ADAP
- **Evaluation:** Assess effectiveness of programs and initiatives by maintaining and increasing evaluation and data collection capacity.
 - Targets: - A minimum of 10% of the federal demonstration grant budget, where allowable, will be allocated to evaluation
 - Measures: - % of federal demonstration grant budget allocated to evaluation

Goal 4: A Competent and Valued Workforce that is Supported in Promoting and Protecting the Public's Health

Strategies:

- **Core Competency Trainings:** Increase provider access to training in core competencies. Priorities for this period are: Substance Abuse Prevention Skills (SAPST), American Society of Addiction Medicine (ASAM) placement criteria, co-occurring disorders, motivational interviewing, trauma-informed care at the individual and community level, Standards and Linguistically Appropriate Services (CLAS) and recovery coaching.
 - Targets: - Increase or maintain the # of provider trainings in these areas
 - Measures: - # of provider trainings offered
- **Evidence-based Practices:** Promote the adoption of evidence-based practices through learning collaboratives, including but not limited to environmental strategies, screening and brief intervention, adolescent and family treatment, co-occurring disorders, contingency management and medication-assisted treatment in primary care and community settings.
 - Targets: - Implement at least 4 learning collaboratives annually
 - Measures: - # of learning collaboratives fully implemented by FY19

- **Staff Orientation:** Increase understanding of comprehensive system of care among ADAP staff by establishing an orientation process which is consistent across program areas and expose staff to best practices in operational management, prevention, treatment, recovery and performance management.

Targets: - Orientation protocol developed in FY17
 - 100% of new staff complete orientation protocol within 6 months of hire in FY18
 - 100% of all staff complete orientation protocol in FY19

Measures: - Orientation protocol completed
 - # of new staff who complete orientation protocol
 - # of all staff who complete orientation protocol

Goal 5: A Public Health System that is Understood and Valued by Vermonters

Strategies:

- **Public Information:** Increase the public's understanding of the substance abuse services system through development of resources that describe how to access substance abuse services, and promote substance abuse service outcomes.

Targets: - Increase # of Health Department resources (e.g. publications, web-based tools) available to the public that describe how to access substance abuse services, or promote substance abuse service outcomes by 1/1/19

Measures: - # of Health Department resources (e.g. publications, web-based tools) available to the public that describe how to access substance abuse services, or promote substance abuse service outcomes

- **Social Marketing:** Promote behavior change by conducting social marketing campaigns with high need populations including but not limited to young adults.

Targets: - Increase the reach of social marketing initiatives (including % of target population reached, # of impressions, and # of active engagements)

Measures: - % of target population reached, # of impressions, and # of active engagements

Goal 6: Health Equity for All Vermonters

Strategies:

- **Health Equity:** Improve substance abuse services for racial, ethnic, and underserved populations through provider training, and implementation of National Standards for Culturally and Linguistically Appropriate Services (CLAS) and expand the use of cultural brokers throughout the state.

Targets: - Increase the # of providers trained in cultural competency
 - Increase the # of translations of key materials

Measures: - At least 3 trainings completed by 7/1/19
 - At least 2 translations of priority materials completed by 7/1/19