

Project Planning Team Description

POW Behavioral Health Network Planning Project

Project Description

The Prince of Wales (POW) Health Network was formed to improve collaboration and facilitate planning and communication between healthcare providers on Prince of Wales Island, provide leadership in healthcare on Prince of Wales, and to act as a catalyst in improving the quality of and access to healthcare for all residents of Prince of Wales.

When Communities Organized for Health Options (COHO), the primary provider of behavioral health services on Prince of Wales Island, abruptly and unexpectedly closed its doors in January 2009, the members of the Prince of Wales Network saw it as part of their mission to collaboratively facilitate planning for an improved and sustainable behavioral health delivery system, with a focus on prevention and early intervention, in conjunction with healthcare services already offered. The POW Health Network and its member organizations have been working to facilitate initial planning, communication and coordination of services between key stakeholders since the closure of COHO in January.

The capacity to serve the behavioral health needs to the residents of Prince of Wales Island is extremely limited since COHO's closure, and demand is not being met at this time. Coordinated planning, with a focus on prevention and early intervention, will be necessary to maximize available services, identify areas of greatest need, and increase capacity to provide quality services to all POW residents.

In July of 2009, PeaceHealth, on behalf of the Prince of Wales Health Network received a grant from the State of Alaska for the purpose of providing assessment and planning for improved comprehensive and integrated behavioral health prevention and early intervention services for residents of Prince of Wales Island.

The Prince of Wales Health Network has contracted with Agnew::Beck Consulting, LLC, a community planning and development firm located in Anchorage, to carry out the needs assessment, capacity building and strategic planning process. Agnew::Beck has extensive experience in the development of human service programs on both a statewide level and in individual rural communities of Alaska. The POW Health Network Director will support the work of Agnew::Beck, so that planning is integrated with other activities of the POW Health Network, ensuring delivery of a comprehensive and integrated behavioral healthcare system on POW. In addition, a Project Team will be created, to help guide the process and give input as project milestones are achieved.

Project Team Role Description

The overall goal of the Project Team is to help guide the assessment and planning process, working with the Consulting Team as sounding board and review body. The Project Team will provide connection on the local level and background information for the Consulting Team.

Tasks that the Project Team will be responsible for include:

- Suggesting facilities and programs that should be included in the needs assessment

- Suggesting stakeholders (with contact information) that should be included in the project Examples include:
 - Those who should provide informant interviews
 - Those who might provide useful data or other input
 - Those who might be valuable members of the project Work Group (described below)
- Helping to publicize project on the local level with publicity tools created by the consulting team
- Taking part in facilitated work sessions including:
 - capacity building workshop
 - strategic planning work session
 - action planning work session
- Reviewing and giving input on drafts of the following documents that will be produced by the consulting team throughout the project period:
 - Needs Assessment Report
 - Comprehensive Strategic Plan
 - Action Plan

The Project Team will be asked to take part in periodic teleconferences. Approximately one teleconference per month will likely be sufficient. The Project Team will also be asked to provide input on draft documents and to take part in the facilitated work sessions. Each of the work sessions will likely last between 4 – 8 hours. The first phase of this project will be from July 2009 – June 30, 2010. The second “Implementation” phase will be from July 2010 – June 30, 2011.

The Consulting Team will make every effort to create an efficient process, where Project Team time is used as effectively as possible.

Project Team Make Up

The makeup of the Project Team is intended to provide a proxy for the service system that is currently in place on Prince of Wales. Representatives from organizations that have a stake in making behavioral health system improvements and have an overarching perspective on the strengths and challenges of providing services on Prince of Wales are needed.

Other Participants – Stakeholder Work Group

In addition to the Project Team, a Work Group that includes stakeholders from communities throughout the region as well as representatives of service delivery programs will be formed. This group will ensure that stakeholders are active participants in all phases of the project. This will also ensure that a stakeholder Work Group is in place and can begin the process of coalition building, which is a key element to ensuring the successful planning and implementation of activities that lead to a comprehensive continuum of behavioral health services for Prince of Wales. It is also a critical piece to ensuring that initiatives are sustained over time. This committee will provide the foundation of cultural values that will guide the process and input that will be incorporated into the Strategic Plan and Action Plan.

Balancing Personal vs. Community Views

Members of the Planning Team and Work Group are expected to represent their own views, but also to ultimately consider what is best for the community as a whole. Perspectives we will expect Team members to take are listed below:

- Be as concerned about understanding other people's positions as expressing their own views.
- Listen to and consider input from the public and agencies as it affects this process
- Consider compromises to help resolve conflicts between competing community viewpoints

Please see the attached Scope of Work for a description of the project.

Project Approach

The following outlines the proposed approach to completing a comprehensive planning process for Behavioral Health service delivery for the Prince of Wales Island region. This scope has been developed to provide an overview of the approach that Agnew::Beck Consulting will employ throughout the project. This project will result in a thorough needs assessment that will instruct the planning process for the development of Behavioral Health Services in the region. The outcome of the project will be a strategic plan that is culturally appropriate, practical, and based on the identified needs of the region. The project approach will also utilize the Center for Substance Abuse Treatment's Strategic Prevention Framework (SPF) throughout the project. The purpose of the SPF is to build capacity in communities to decrease substance use and abuse, promote mental health, and reduce disability related to behavioral health conditions. It utilizes a five-step process; however, for the purpose of this planning project we will be working through Steps 1-3.

The following is a brief explanation of Steps 1-3 and will help frame the proposed project approach.

SPF Step 1 Assessment: In this step, communities take steps to accurately assess their behavioral health-related problems using data to support the assessment process. Similarly, the assessment phase also includes the community assessing assets, resources, and gaps in services as well as the readiness to act.

SPF Step 2 Capacity: Step 2 includes the engagement of key stakeholders in the community that are critical to the planning and implementation of successful activities that can be sustained over time. Key tasks during this phase include convening stakeholders and community leaders; building coalitions; training stakeholders and coalitions in the process of coalition-building; and engaging stakeholders to help sustain activities over time.

SPF Step 3 Planning: This phase includes the development of a comprehensive strategic plan that is based on documented needs, builds on identified resources and strengths in the community, sets measureable objectives and includes performance measures that will be used to monitor progress. Strategic plans should be adjusted as the result of ongoing assessment and monitoring activities. During this step, one of the critical elements is the development of a logic model that identifies the key components of the strategic plan. Key components should include the goal of the project, prioritized factors communities wish to change and the resources available and the activities planned for implementation as well as outcomes.

As previously mentioned, the project approach will incorporate elements of the SPF and work through Steps 1-3 of the process. The approach covers four main steps: (1) Project Organizing, (2) Assessment, (3) Capacity Building, and (4) Planning.

The steps and tasks of the work plan are outlined below.

STEP 1 – Project Organizing

Task A: Form Project Team

Assemble and conduct organizational and scoping meetings of the project team. The project

team will include members from the Prince of Wales Health Network steering committee and project director as well as consulting staff who will facilitate the planning process. The first task of the project team will be to draft an initial list of the facilities and programs that will be included in the needs assessment, and contacts for each. The project team will also draft an initial stakeholder list and means for contacting them, either for informant interviews or other means of input.

Task B: Set Up Communications

Ongoing communication regarding the project will be maintained through a project webpage where reports, meeting notes, contact information and other project materials will be available. Additional communication will occur through an email distribution list, by phone and in person. Every effort will be made to ensure that communication is appropriate to the technological capabilities of all project participants.

The outcome of Step 1 will be the formation and initial meetings of the project team; draft inventory of existing facilities and programs; and the establishment of a communications plan and project webpage. In addition, the project team will be provided an overview of the Strategic Prevention Framework process which will be used to guide the development of this project. Step 1 will be completed by months 1-2 of Year One.

STEP 2 – Assessment

Task A: Assessment of Existing Programs & Preliminary Identification of Needs

This task will generate a comprehensive inventory of behavioral health and prevention programs provided in the region, as well as identify service gaps. In addition, it will include a profile of the population needs based on community demographics, health indicators and an identification of the magnitude of the problem to be addressed. The preliminary identification of needs will be done through collecting background information and a document review process as well as a thorough review of the health data currently available. We recognize that there may be a dearth of applicable data on the region's health status. Alternative methods for data collection may be employed, such as administering a health status questionnaire.

The assessment of existing programs and gap identification will be collected by conducting interviews with service providers and stakeholders. The project team will identify local services and provide contact information for stakeholders to be included in the assessment interviews. Interviews will be conducted with behavioral health service providers, stakeholders and representatives from cultural or related institutions. The project team will evaluate the usefulness of additional data gathering tools, such as online, mail or phone surveys. Using this information, the Project Team will generate a preliminary list of existing services, programs and facilities and a detailed, annotated inventory of gaps in services. The project team will then use this information to evaluate the efficacy of existing programs and analyze gaps in services.

Task B: Research and Data Collection

Concurrent with this assessment, the project consultant will conduct research on local demographics, epidemiology, and health indicators and will create a summary of previous relevant studies as well as clearly define the problems or gaps to be addressed.

The outcome of Step 2 will be an Assessment Report that inventories and evaluates existing programs; describes the trends impacting the local population; identifies gaps in services; and describes possible models for addressing these gaps. This report will be circulated to the work group, the project team and others interviewed during this step for review and comment prior to final acceptance. Step 2 will be completed between months 1-3 of Year One.

STEP 3 – Capacity Building

Task A: Form Stakeholder Work Group

Convene a project work group that includes stakeholders from communities throughout the region as well as representatives of service delivery programs, to serve as advisors throughout the process. This work group will help ensure that stakeholders are active participants in all phases of the project. This will also ensure that a stakeholder work group is in place and can begin the process of coalition building which is a key element to ensuring the successful planning and implementation of activities that lead to a comprehensive continuum of behavioral health services throughout the region. It also is a critical piece to ensuring that initiatives are sustained over time. This committee will provide the foundation of cultural values that will guide the process and be incorporated into the Strategic Plan.

Task B: Develop Training Module for capacity building workshop

Project consultant and Prince of Wales Network project director will work together to identify learning objectives for a capacity building workshop and to develop a training agenda. Identify exercises and materials to assist in local coalition building

- Revise and abbreviate the Agnew::Beck Wellness Team Workbook and training to tailor for use with the work group, and as a tool for local coalitions to use in future meetings.
- Produce revised version of Wellness Team Workbook and training, based on feedback from Project Director and local coalition leaders
- Produce meeting materials, including ‘leave-behind’ workbook, for local coalition workshops

Task C: Capacity Building Workshop

This will include facilitating a one-day training session and will assist coalitions to do a community assessment, identify resources and strengths, identify gaps in services, needs, what can be strengthened, roles and responsibilities of coalition members, identify goals and develop a process for inter-organization action to ensure that partnerships are created and sustained over the longer term.

The outcome of Step 2 will be the creation of key partnerships in the communities on Prince of Wales Island as well as an introduction of capacity building training that will promote community readiness, cultural competency, and leadership capacity. The step will help to ensure that stakeholders and leaders are mobilized and working to build capacity to address the needs of communities. Step 2 will be addressed during months 4-10 of Year One.

STEP 4 – Planning

Task A: Convene Strategic Planning Work Session

After the circulation of the Assessment Report and the Capacity Building Workshop has taken place, the Project Team will organize and convene a facilitated work session to discuss the

report's conclusions, as well as review any plans that were developed based on the Capacity Building Workshop—The goal of the strategic planning work session is to articulate a vision and set clear goals. The work session will identify priority needs and make specific suggestions on strategies to address these needs. Participants in the work session will be the members of the Stakeholder Work Group, the Project Team and other stakeholders identified during the assessment process. Goals will be set both region-wide and for individual communities within the region.

Task B: Draft Comprehensive Strategic Plan

Using the assessment report as a guideline, the project consultant with feedback and guidance from the project team will craft a Comprehensive Strategic Plan. This draft will begin to develop practical strategies that may include new programs or modifications to existing ones; new or upgraded facilities; training or other provider support services; improvements to communication and infrastructure; and similar types of practical strategies to provide improved, culturally-sensitive behavioral health and prevention services.

Task C: Plan Review and Finalization

The work group as well as project team will have the opportunity to review the full plan and comment on any needed changes. After the review process is complete, the Comprehensive Strategic Plan will be combined with the Assessment Report to produce a final version. This plan will be circulated via the project webpage and by mailed hardcopy to participants.

The outcome of Step 4 will be the strategic planning work session, documenting discussions and conclusions from the work session, including clearly articulated goals and priority needs that will be compiled in a Comprehensive Strategic Plan document. Step 4 will be completed by the end of Year One.

STEP 5 – Implementation

Task A: Action Plan Development

Using the final version of the Strategic Plan, the work group and project team will, during a work session, develop a logic model based on the core components of the Strategic Plan. These include: the goal of the project, prioritized risk and protective factors, the resources available, activities planned for implementation, target population to be served, and the services planned for delivery. Outcomes will be identified, and a plan to monitor and evaluation the project's progress and effectiveness will be created. With the strategic plan, the logic model will be a primary tool to guide the action planning/implementation component of this project. Strategies and implementation steps will be identified in Task 1 of Step 5 and will position the Prince of Wales Island region to begin working through initial action planning steps.

The outcome of Step 5 will be a finalized Action plan with recommendations for implementation, which will identify organizations and individuals responsible for key elements of plan implementation. Step 5 will be completed by the end of Year Two. Additional tasks for completion during Year Two will be identified through the planning process described for Year One.