



Executive Summary

The Strategic Plan for the Vermont Department of Health's Division of Alcohol and Drug Abuse Programs (ADAP) is designed to provide a sustainable, long-term framework of goals and priorities to guide decision-making and advance progress toward fulfillment of its vision and mission. ADAP's Strategic Plan is influenced by the Vermont Department of Health and the Agency of Human Services' Plans in order to ensure mutually reinforcing and harmonized effort statewide. ADAP's Strategic Plan is also informed by the framework for Healthy People 2020, including the incorporation of select nationally tracked objectives and performance measurements focused on monitoring substance abuse issues. These measures will form a subset of the Vermont Department of Health's Comprehensive Dashboard that monitors program performance.

ADAP's Strategic Plan will guide efforts to extend Substance Abuse services to all Vermonters more efficiently and in concert with other State infrastructure changes, especially as Vermont moves through health reform and works to provide comprehensive health care statewide. The plan identifies six long-term goals with corresponding strategic directions designed to advance progress towards fulfilling ADAP's vision and mission.

ADAP's Vision

ADAP aims to create an accountable, community-based system of services and supports that empowers Vermonters to embrace resiliency, wellness and recovery by becoming active participants in self-management. This system includes the entire range of services from prevention through recovery and will be composed of a continuum of timely, interconnected and coordinated components with multiple entry points.

ADAP's Mission

The Division of Alcohol and Drug Abuse Programs (ADAP) of the Department of Health was established to help Vermonters prevent, reduce and/or eliminate alcohol and other drug related problems (33 V.S.A., Section 706). In partnership with other public and private organizations, ADAP plans, funds, manages, and evaluates a comprehensive, consistent, and effective system of substance abuse prevention, treatment and recovery services.

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Goal 1:

Effective and integrated public health programs

Strategic Direction 1.1:

Substance Abuse Policy and Program Leadership: Set the vision for substance abuse policy and infrastructure in Vermont and ensure the highest quality leadership to direct change processes relating to substance abuse issues statewide.

- 1.1.1 Policy Priorities -- Identify key policy priorities for increasing the effectiveness and reach of Vermont's substance abuse infrastructure and services.
- 1.1.2 Leadership Priorities – Identify clear leadership priorities and roles to guide manager decision-making and human resource investments to expand influence and voice relating to substance abuse programs and services.
- 1.1.3 Program Priorities -- Identify and apply the best mix of evidence-based and data-driven programs and strategies that are cost-effective and achieve the greatest impact possible for Vermonters addressing substance abuse challenges.

Strategic Direction 1.2:

Regulatory Role: Uphold the State's regulatory mandates to ensure quality oversight for the system and processes relating to substance abuse issues.

- 1.2.1 Statutes, Rules, Standards & Protocols -- Update the statutes, rules, standards and protocols in support of the mission and priorities to keep pace with rapid change.
- 1.2.2 Certification of Programs – Manage and update the review and certification of programs carried out by the Preferred/Approved Provider System.
- 1.2.3 Licensure of Individuals -- Assess, streamline and maintain the current system of licensure of SA Professionals, and expand the licensing appeal to other professional fields.

Goal 2:

Communities with the capacity to respond to public health need

Strategic Direction 2.1:

Basic Prevention: Ensure that basic primary substance abuse prevention is aligned with wellness and health reform processes, structures, programs and services.

- 2.1.1 Sustainable community-level infrastructure – Identify and support sustainable community-level approaches and strategies that promote evidence-based practices and understanding of addictions.
- 2.1.2 Integration and Alignment – Support increased alignment of the community-level substance abuse prevention system with the Treatment System, BluePrint for Health, Primary Health Care, and community level entities to advance evidence-based practices and understanding of addictions.

Strategic Direction 2.2:

Early and Brief Intervention: Ensure statewide infrastructure and protocols for early, brief screening and intervention.

- 2.2.1 Statewide infrastructure and protocols – Ensure a responsive statewide infrastructure and protocols, including referral processes, for early, brief screening and intervention capable of supporting every community.
- 2.2.2 A Responsive Community – Communities committed to take early action to reduce the negative impacts and consequences of substance use, abuse and addictions.

Strategic Direction 2.3:

Treatment and Recovery Infrastructure: Increase access and opportunities for treatment by ensuring a comprehensive, coordinated system of support with the health care system.

- 2.3.1 Statewide Treatment Services – Support and strengthen the existing treatment and recovery infrastructure statewide.

- 2.3.2 High Risk and Complex Client Capable System – Supplement the existing treatment and recovery infrastructure to meet the needs of high risk and complex clients.
- 2.3.3 Integration with Primary Care and BluePrint for Health – Improve coordination between patient-centered medical homes (PCMH's) and specialty substance abuse treatment providers for individuals with substance abuse issues .
- 2.3.4 Vermont Prescription Drug Monitoring System -- Strengthen and expand the VPMS to prevent diversion and abuse of prescription controlled substances, while ensuring their availability for legitimate medical use.

Goal 3:

Internal systems that provide for consistent and responsive support

Strategic Direction 3.1:

Learning Culture: Adopt processes and structures that anticipate change, make responsive adaptations and proactively work to influence and direct change processes, and that do not simply react to urgent or externally governed demands.

- 3.1.1 Roles and Responsibilities -- Align management and staff roles, functions and responsibilities to reflect and strategically implement the policy, leadership and program priorities.
- 3.1.2 Data-driven Decision Making – Remain abreast of current literature and statewide data to inform policy formulation and decision making, and identify and apply the best configuration of cutting edge, evidence-based practices for substance abuse programming and services to achieve the greatest impact possible.
- 3.1.3 Internal Communication – Foster improved team functioning, effectiveness and leadership potential through strong internal communications.

Strategic Direction 3.2:

Structure and Systems: Realign all ADAP's internal structures and systems to provide

consistent and responsive support, and quality management and accountability.

- 3.2.1 Business model and processes – Streamline and align funding and business processes to support emerging system changes and policy.
- 3.2.2 Grants Management -- Develop and utilize a streamlined and timely grants/contracts management system from top to bottom, to ensure quality services and accountable systems.
- 3.2.3 Program Performance Management -- Develop and utilize a uniform performance management system across the Division that incorporates performance-based contracting provisions and supports the Agency and Department performance monitoring efforts.
- 3.2.4 Data Management -- Update the existing data management system to a user-friendly, integrated system that enables greater iterative support of planning, program development, performance management, grants/contracts management, and cross-divisional initiatives.
- 3.2.5 Information technology – Ensure adequate information technology infrastructure to support internal management, grant management, and data management needs, including providing for appropriated external integration with other systems.

Goal 4:

A competent and valued workforce that is supported in promoting and protecting the public's health

Strategic Direction 4.2:

Substance Abuse Expertise: Recruit and maintain the highest level of substance abuse expertise available and make strategic investments to strengthen local community and partnership capacity to statewide.

- 4.2.1 Workforce Development Plan-- Increase substance abuse expertise and leadership through targeted recruitment and training in substance abuse and addictions knowledge, including expertise as it relates to public health, prevention, the disease of

the brain, behavioral change, systems design, health reform, high risk populations, and other agencies of human services.

- 4.2.2 Strategic Partnerships -- Extend policy expertise and leadership effectiveness through strategic, mutually beneficial partnerships and collaborations that result in the best interventions and positive results for the populations of focus. Provide timely, targeted assessments, technical assistance, workforce development investments, and general support to partners and community stakeholders to advance progress on mission and priorities.

Goal 5:

A public health system that is understood and valued by Vermonters

Strategic Direction 5.1:

Statewide Understanding of Addictions: Advance understanding of addictions and related substance abuse issues among all Vermonters.

- 5.1.1 Crafted Messages – Develop a limited number of strategically crafted messages including both core information about the nature, risks and prevention of addictions, as well as supplementary messages to reach targeted populations and/or address priority issues.
- 5.1.2 Communications Plan – A communications plan and infrastructure to educate the public and policy makers on core and targeted message(s) across the continuum of care that promotes evidence-based practices and deepens understanding of addictions statewide.

Strategic Direction 5.2:

Statewide Understanding of Substance Abuse Services: Increase understanding of the statewide and local substance abuse service systems.

- 5.2.1 Service Delivery Conceptual Map – Clear conceptual map of Vermont’s substance abuse service delivery system, with first points of contact information (for adults,

adolescents and high risk/complex clients) recognized and understood by most Vermonters.

Goal 6:

Health equity for all Vermonters

Strategic Direction 6.1:

Health Disparities: Recognize and respond to health disparities

6.1.1 Complex Clients and High Risk, Hard to Reach Populations: Improve infrastructure, services and reach to complex and high risk client populations.

Strategic Direction 6.2:

Cross-Divisional and Department Collaborations: Collaborate across state government to achieve health equity among the most vulnerable Vermonters

6.2.1 Compound Impact through Collaboration: Identify opportunities for collaboration and establish partnerships across Divisions, State Departments and other state programs to improve reach and services to vulnerable Vermonters.

Measurements:

Outcome Level Impacts

ADAP has worked to ensure that all of our programs from prevention through recovery, as well as infrastructure building and systems development are all organized around the six major goals presented above in the Strategic Plan. The supplementary strategic directions highlight ADAP's long-term priorities. The goals and strategic directions are designed to support mutually reinforcing efforts to produce core outcomes across the entire Division. Furthermore, core outcomes have been selected to align well with the Healthy People 2020 initiative, the VDH Dashboard, the VDH Strategic Plan, the SAPT Block Grant, and ADAP's Strategic Plan. This approach has provided ADAP with a comprehensive view of how our programs work together to advance progress to fulfill ADAP's vision, as well as provide a cohesive, mutually reinforcing approach to achieve and measure common outcomes. This framework is also used to guide new program development. ADAP's core outcome priorities are as follows:

Core Outcomes

1. Increase the proportion of total population who needed and received specialty treatment for abuse or dependence in the past year.
2. Reduce the proportion of individuals engaging in binge drinking.
 - 2.1 Reduce the proportion of adolescents 12-17 years old engaging in binge drinking.
 - 2.2 Reduce the proportion of adults 18+ engaging in binge drinking.
 - 2.3 Reduce the proportion of other population groups engaging in high risk drinking, including military families, pregnant women and others.
3. Reduce past-month use of alcohol and illicit substances among adolescents (12-17).
 - 3.1 Reduce past-month use of alcohol among adolescents 12-17 years old.
 - 3.2 Reduce past-month use of marijuana among adolescents 12-17 years old.
 - 3.3 Reduce past-month use of illicit substances among adolescents 12-17 years old.
 - 3.4 Reduce life-time misuse of prescription drugs among adolescents 12-17 years old.
 - 3.5 Reduce life-time and past month misuse of prescription drugs among adults 18+ years old.
4. Strengthen and expand state-wide supports (infrastructures) necessary to promote effective community-based substance abuse prevention and treatment services.