



Background

The Marin County Department of Health and Human Services (HHS), Division of Alcohol, Drug and Tobacco Programs (Division) is responsible for planning, coordinating and managing a continuum of publicly funded alcohol, tobacco and other drug prevention, intervention, treatment and recovery services that are responsive to the needs of the community and Marin County.

The Department of Health and Human Services is working to restructure, redesign and reprioritize declining resources in an effort to move to a more sustainable future. The County Board of Supervisors and the County Administrator's office have asked that all departments seek to realign resources in response to expected long-term downward pressure on public revenues as a result of the current economic downturn and expected structural deficits. Consequently, it is important to acknowledge that the Division's efforts to recalibrate its own system into a more public health and long-term recovery management model are part of a larger Department of Health and Human Services redesign effort.

The existing service gaps, coupled with the direction of local, state and federal initiatives and economic realities, prompted the Division to initiate a community-based Strategic Planning process in order to more effectively organize diminishing resources into a systemically integrated, co-occurring capable, recovery-oriented continuum of alcohol, tobacco and other drug services.

The purpose of the Strategic Planning process was to:

- ⊙ **Move from an acute to a public health-oriented chronic care service delivery model that embraces an upstream prevention approach;**
- ⊙ **Maximize current resources while leveraging additional resources where possible;**
- ⊙ **Streamline service delivery to improve efficiencies and enhance client outcomes;**
- ⊙ **Recognize the preponderance of co-occurring conditions and thereby ensure a collaborative systems approach that eliminates "silos" and maintains a client-focus;**
- ⊙ **Move toward a strategic, sustainable and evidence-based approach; and**
- ⊙ **Align with local, statewide and federal initiatives that deliver a comprehensive and integrated continuum of services.**

To develop the five-year Strategic Plan, the Division of Alcohol, Drug and Tobacco Programs engaged nearly 100 service providers and other key community partners, and utilized the Substance Abuse and Mental Health Services Administration's Strategic Planning Framework to guide the planning process.

The need and demand for services, coupled with the economic challenges before us, require that we have a clear direction and that we allocate resources and deliver services in the most efficient, effective and high-quality manner possible.

The Strategic Planning process included a needs assessment, data-driven problem statements, evidence-based strategies to address the issues, and standards and practices to guide the delivery of high-quality services.

Themes

The themes for service delivery that underlie the Priority Areas and Strategic Goals for FY 2010/11 – FY 2014/15 are:

- ⊙ Acknowledging limited client capacity due to resource constraints, to develop a continuum of services that is inclusive of prevention, intervention, treatment and recovery;
- ⊙ Services and strategies are evidence-based;
- ⊙ Clients with multiple co-occurring conditions– including substance use, mental health and primary healthcare issues – are the expectation, not exception;
- ⊙ Co-occurring competency and integrated individualized treatment are the expectation;
- ⊙ The importance of a long-term recovery management approach;
- ⊙ Ongoing economic realities will limit public sector funding and capacity;
- ⊙ Resources are leveraged to maximize comprehensive service delivery; and
- ⊙ Service systems must engage in continuous quality improvement efforts.

Strategic Direction

Below is a summary of the current landscape of the alcohol, tobacco and other drug system of care, as well as a snapshot of the vision of what the system of care will reflect as a result of Strategic Plan implementation.



Priority Areas

The Strategic Planning Committees identified the following as the key priority areas necessary to successfully implement a comprehensive and effective continuum of alcohol, tobacco and other drug services:

- ◎ **Impact Norms and Perceptions:** Impact how alcohol, tobacco and other drug use, abuse and addiction are viewed and addressed in Marin County.
- ◎ **Improve System Capacity and Infrastructure:** Improve the capacity of individuals, agencies and communities to address alcohol, tobacco and other drug issues, as well as develop the infrastructure necessary to provide a seamless and comprehensive integrated continuum of services in Marin County.
- ◎ **Implement Effective Alcohol, Tobacco and Other Drug Services:** Implement evidence-based alcohol, tobacco and other drug prevention, intervention, treatment and recovery support services that are aligned with the needs and issues of Marin County and its communities.

Goals

Based on the needs assessment findings, the Strategic Planning Committees identified the following goals:

- 1 Ensure that substance use disorders are viewed as a health condition, rather than as a social problem;
- 2 Ensure that individuals with or at-risk of alcohol, tobacco or other drug problems are identified early, screened and referred for services as appropriate;
- 3 Coordinate, communicate and collaborate across departments, HHS Divisions and community partners to ensure the provision of comprehensive and integrated evidence-based services and strategies for clients and communities;
- 4 Leverage alternative resources to maximize the availability and diversity of available services;
- 5 Deliver services in a manner that is consistent with a continuum of care and chronic relapsing disease model and are tailored to specific client needs and considerations, such as economic status, gender, age, language, sexual orientation, geographic, racial, cultural, legal and other situational issues;
- 6 Support implementation of and consistent adherence to laws, policies, standards and practices that prevent and reduce alcohol, tobacco and other drug problems; and
- 7 Collect and report data on the alcohol, tobacco and other drug system of care.

To obtain the full Strategic Plan, please visit www.co.marin.ca.us/adtp or contact 415.473.3030.

The priorities and goals strive to establish a comprehensive, integrated and recovery-oriented continuum of evidence-based services that are responsive to community needs, engage multiple systems and stakeholders, encourage community participation, promote system integration, and embrace a comprehensive approach to service delivery.

Implementation and Evaluation

To begin implementing a comprehensive and integrated continuum of prevention, intervention, treatment and recovery support services, the Division of Alcohol, Drug and Tobacco Programs is:

- ◎ **Developing work plans with measureable objectives, activities and outcomes to implement the comprehensive set of strategies identified to address each of the strategic goals;**
- ◎ **Re-allocating funding and re-focusing efforts to ensure the design and delivery of evidence-based services across the continuum;**
- ◎ **Implementing policies, procedures, standards and practices that shift the expectations of service delivery; and**
- ◎ **Evaluating Strategic Plan implementation for effectiveness on an ongoing basis, with independent evaluation reports being published annually.**



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