



County of Los Angeles Department of Public Health  
Substance Abuse Prevention and Control  
Strategic Plan

Stakeholder Forum  
October 7, 2010

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## Agenda Overview

- Welcome and Forum Purpose
- Strategic Plan Project and Progress Update
  - Outreach Findings
  - Draft Strategic Plan Framework
- Identifying Strategies and Priorities
  - Breakout Group Discussions
- Next Steps and Conclusions

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## Purpose of the Forum

- Review progress
- Seek input on future direction of SAPC
- Set stage for development of draft strategic plan



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## Why Plan?

- Health Care Reform and Mental Health Parity
- Evidence Based Practices
- Performance Monitoring Contract Management
- Emphasis on Prevention

*"If you don't know where you are going, any road will take you there."* – Peter Drucker

*"If you come to a fork in the road, take it."* – Yogi Berra



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# Strategic Planning

- A disciplined effort to create desired changes and outcomes.

*"Planning is bringing the future into the present so that you can do something about it now." – Alan Lakein*



# Process and Schedule

## Phases



# Key Strategic Planning Activities

- Facilitation and Outreach
- Analysis
- Strategic Plan Development



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# Facilitation and Outreach

- Stakeholder Interviews
- Focus Groups
- On-Line Surveys
- SAPC Management Team Meetings
- Stakeholder Forum



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## What We Heard – Current and Future Role of SAPC

- Do more to prepare for the impact of health care reform and mental health parity
- Play a more visible leadership role in a collaborative planning process
- Develop a comprehensive and clear road map for the coming transition



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## What We Heard – Impact of Health Care Reform

- How will the existing system of SUD treatment and prevention contract providers interface with the primary health care system?
  - Partnerships between primary health care system and existing SUD treatment providers, or
  - Primary health care system providers develop their own SUD treatment capacities



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## What We Heard – Impact of Health Care Reform

- Concern that many existing SUD contract providers may not be able to adapt to a new health care funding system
  - Medical personnel required for reimbursement under Medicaid
  - Knowledge of how to bill Medicaid or private health care insurance lacking
  - Required certifications and licenses for current staff may be lacking
  - Business acumen required to function in a more competitive market environment.

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## What We Heard – Impact of Health Care Reform

- Supply of qualified workers to provide treatment could be reduced
- Number of individuals, now with insurance, seeking treatment increasing at the same time



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## What We Heard – Impact of Health Care Reform

- To what extent is it the responsibility of SAPC to preserve the existing provider network?
  - Provide training and technical assistance
  - Engage in workforce development
  - Development of new business models for SUD community
  - Establish metrics to measure outcomes and document best practices.



## What We Heard – What Will the New SUD Treatment System Look Like?

- One Possible Scenario
  - Clients needing SUD treatment will first go to a primary care physician
  - Greater integration of mental health and SUD treatment systems and populations served
  - Concern that addiction and SUD treatment could end up at the bottom of the hierarchy of care



## What We Heard – What Will the New SUD Treatment System Look Like?

- One Possible Scenario (continued)
  - Social model may be at risk in this new funding and institutional environment
  - Continuing need to serve criminal justice and other special populations
  - SAPC to become primarily focused on prevention of substance abuse

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## What We Heard – Current Issues

- Poor levels of contract compliance among service providers
- Contract monitoring too focused on administration and not on outcomes
- Reimbursement rates woefully insufficient
- Desire for single funding stream and master contract for all SUD services



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## What We Heard – Current Issues

- Concerns about current contract rebidding process
- SAPC as a well-kept secret
- Prop 36 and Drug Courts
- Contrary perspectives on social and medical models



## Survey Highlights – Program Effectiveness

### Treatment Network

- Effective – 61%
- Adequate – 11%
- Ineffective – 22%

### Prevention

- Effective – 49%
- Adequate – 14%
- Ineffective – 22%

- Primary factors impacting effectiveness
  - Funding
  - Access and Availability of Programs



## Survey Highlights – SUD Industry Trends

- 86% reported awareness of trends placing greater awareness on prevention and evidence-based practices
  - 10% reported totally unaware
- 56% consider their organization to be well-prepared or very well-prepared to adapt to coming changes
  - 49% somewhat well prepared
  - Less than 5% thought they were poorly prepared

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## Survey Highlights – SAPC's Role

- 41% - provide leadership for SUD community
- 27% - administer public funds to contract providers
- 14% - monitor contract compliance
- 13% - coordinate with other public health and safety programs



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## Survey Highlights – SAPC Effectiveness

- 47% – Performing its role well or very well
- 32% – Adequately
- 15%+ – Poorly or very poorly



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## Strategic Plan Framework



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## Strategic Plan Framework Values

- Leadership
- Integrity
- Expertise
- Excellence in Customer Service
- Accountability



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## Strategic Plan Framework Vision

All people and communities in Los Angeles County have a chance to pursue their dreams and to fulfill their promise without the burden of alcohol and drug abuse and addiction.

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# Strategic Plan Framework Mission

SAPC leads and facilitates the delivery of a full spectrum of prevention, treatment and recovery support services proven to reduce the impact of substance abuse and addiction.

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# Strategic Plan Framework Goals

- System of Care
- Prevention and Promotion
- Preparedness
- Organizational Effectiveness
- Workforce Excellence
- Fiscal Accountability



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## Strategic Plan Framework Goal: System of Care

Implement a coordinated, accessible and comprehensive system of evidence-based services for substance abuse disorders.



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## Strategic Plan Framework Goal: Prevention and Promotion

Inform, educate and empower communities to change the social norms and community conditions that facilitate alcohol and drug use.



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## Strategic Plan Framework Goal: Preparedness

Increase preparedness and readiness for health care reform and for the identification of and response to other emergent issues.



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## Strategic Plan Framework Goal: Organizational Effectiveness

Enhance operational capabilities and responsiveness through streamlined business processes, synergistic teamwork, and effective collaboration.



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## Strategic Plan Framework Goal: Workforce Excellence

Attract, develop and retain a high quality, adaptable workforce that can provide leadership and enhanced productivity during changing conditions.



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## Strategic Plan Framework Goal: Fiscal Accountability

Employ fiscal strategies and controls to ensure the most effective use of financial resources.



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## Identifying Strategies and Priorities Breakout Group Discussions

*Question:*  
*What specific strategies should SAPC undertake to achieve this vision, mission and goals?*

- Policies?
- Products?
- Programs?
- Projects?
- Services?
- System Improvements?
- Etc.

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## Identifying Strategies and Priorities Breakout Group Discussions

### Steps

1. Meet with your breakout group
2. Select three goals
3. Identify strategies to achieve each of the three goals selected by your group
  - 1st goal
  - 2nd goal
  - 3rd goal
4. Determine top three priorities
5. Report back to full group

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## Identifying Strategies and Priorities Breakout Group Discussions

*"Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan." – Tom Landry*

*"There they go. I must hurry after them for I am their leader!" - Unknown.*

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