

*Worcester County Drug and Alcohol Council  
2016-2018 Strategic Plan*

- Vision:** To improve the health of the Worcester County community, by eliminating the bio-psychosocial impact of drug and alcohol misuse/dependence.
- Mission:** Reduce the incidence and prevalence of alcohol and drug misuse, abuse and dependence and its impact on individuals, families, and Worcester County.
- Goal 1:** To provide a comprehensive drug and alcohol abuse prevention effort that addresses multiple populations (universal, selective, indicted), at multiple settings, utilizing multiple strategies based on evidence based principles and practices.

*Prevention*

**Objective 1:** Implement and support effective social and environmental change Strategies

**Action Plan:**

1. Continue to implement the Strategic Prevention Framework Committee (SPF) in implementing environmental strategies to target underage drinking, and binge drinking and the Opioid Misuse Prevention plan (OMPP).
2. Support the community initiatives of Play It Safe, after Prom Parties, recognition of Prevention/treatment/enforcement efforts through the Annual Awards Banquet.
3. Support the enforcement of tobacco sales by retailers through compliance checks in order to meet the Synar Regulation.
4. Develop a social marketing campaign to address identified substance abuse concerns based on YRBS data.

**Data:** Worcester County rates of underage drinking and marijuana use are # 1 in the State (YRBS 2013). Worcester County rate of Opioid use is higher than the state average.

**Intended Measurable Outputs:**

1. Coordination of the SPF Process Team and the Opioid Awareness Task Force, provide training and support to the Committee, update needs assessment, strategic plan and implement.
2. Assist with planning and implementation of community initiatives.

3. Council supports enforcement efforts to improve tobacco compliance by retailers and secure future block grant funding.
4. Print, electronic, and broadcast media will support a social marketing campaign.

**Performance Targets:**

1. Attend SPF Process Team and Opioid Awareness Task Force meetings and report progress back to Council
2. a. Assist with Play It Safe project (serve at least 5000 participants)  
b. Plan Annual Awards Banquet (at least 75 attendees)  
c. Plan Peer Leadership training for 35 High School and 45 Middle School SADD students.
3. At least 100 compliance checks will be provided as part of the Tobacco Enforcement grant.
4. A Creative Brief is developed for a targeted social marketing campaign.

**Objective 2: Encourage use of evidence-based parenting and youth programming in Worcester County's public and private prevention service delivery Organizations**

**Action Plan:**

1. Provide evidence based parent education programs to prevent substance abuse among families.
2. Provide Pro-social and life skills programs that promote healthy life style practices for at risk youth through the Prevention Office.
3. Provide Asset-building programs.

**Data:** Most youth have 19 or fewer Developmental Assets, studies show an increase use of alcohol and other drugs in children having less developmental assets. Worcester is among the highest in State for alcohol, tobacco, and other drugs use among our youth.

**Intended Measurable Outputs:**

1. Provide at least two parenting programs per year as funding allows.
2. Provide at least two after school programs at Middle Schools promoting pro-social behaviors designed to prevent initiation of substances (i.e. All Stars) and other unsafe behaviors
3. Health Department and Board of Education promote Asset Building among youth in schools and communities.

**Performance Targets:**

1. 2 parent programs (i.e. Guiding Good Choices and/or Nurturing for Families in Treatment and Recovery) provided in school/community utilizing evidence based programs designed to prevent early initiation of substances

2. All Stars are delivered at 2 Middle Schools
3. At least 2 Asset Building trainings provided in schools and communities

**Objective 3:** The Council will monitor and address emerging issues related to substance abuse and risky behaviors as needed.

**Data:** Based on YRBS, news reports, observations and reports of local law enforcement, addictions professionals, educators, etc., there may be issues that arise during the year that require a timely response in order to be proactive in preventing a potential problem in Worcester County.

**Action Plan:**

1. Support Countywide Opioid Overdose Prevention plan. (see Addendum)
2. Obtain periodic reports on changing trends related to various substances ex. (Law Enforcement, Treatment, Courts)
3. The council will continue to support the ROSC Plan (Recovery Oriented Systems of Care).
4. Monitor the decriminalization of Marijuana and impact on community.

**Intended Measurable Outputs:**

1. Receive updated report at least annually regarding the status of emerging drugs and proposed laws.
2. Review results of 2014 YRBS to determine trends and focus of efforts

**Performance Targets:**

1. The council will continue to receive bi-monthly reports regarding the SPF Underage Drinking and OMPP projects.
2. At least annually, the Council will receive a review from law enforcement and/or courts on illicit drug use.
3. 2014 YRBS results will be reviewed.
4. The Council will receive regular reports on the ROSC and Continuing Care initiatives.
5. Monitor and report on impact of availability of marijuana on community and Youth as part of the Council's plan.

***Treatment:***

**Goal 2:** To provide timely (2 weeks) access to the appropriate level of addictions care to all persons in need of these services, regardless of their socio-economic status, mental disorder, race, gender, and age. To assure, in cooperation with the Behavioral Health Administration and State Drug & Alcohol Council, that high quality, affordable care is provided.

**Objective 1:** Maintain adequate funding to support demand for treatment services and prepare staff for fee for service in FY 2017.

**Action Plan:**

1. Continually seek out public and private funding for enhancement of treatment services for behavioral health (substance abuse) consumers in Worcester County.

**Data:**

1. Number of patients referred and assessed for substance abuse disorders at Atlantic General Hospital.
2. Funding vs. need for detoxification.
3. Number of Medically Assisted Treatment clients for Worcester County.
4. Number of Drug Court clients.
5. Number of clients served at Halfway House for women with children.
6. The number of consumers served by Methadone maintenance (Wicomico Health Department).
7. Number of clients served in ambulatory care programs (Hudson Health).

**Performance Targets:**

1. Numbers to increase for patients referred and assessed at Atlantic General Hospital.
2. Number of increased detoxifications.
3. Suboxone (2) slots filled and continue
4. Maintain partnership and level funding for Drug Court Program. Exhaust all Drug Court funding.
5. Maintain Halfway House for women with children, increase availability of halfway housing for men and women.
6. Maintain Opiate Maintenance Treatment services provided by Wicomico County Health Department to the consumers of Worcester County.
7. Prepare for transition from grant funding to fee for service treatment model.

**Intended Measureable Outputs:**

1. Provide assessment and referral services to a minimum of 50 patients per year through Atlantic Health Center and its associated provider network.
2. Provide sufficient detoxification funding for Worcester County residents and clients. Redirect unspent funding to increase detoxification funding.
3. Provide Medication Assisted Treatment, including buprenorphine detoxification and/or maintenance to residents of Worcester County.
4. Continue to participate in the Worcester County Drug Court initiatives, meeting needs of clients by expanding mental health resources, mentoring, and case management services for the drug court clients.

5. Provide sufficient halfway and transitional housing for Worcester County residents.
6. Provide methadone maintenance via Wicomico Mobile Unit to Worcester County consumers.
7. Maintain an adequate service system for the consumers of Worcester County.

**Actual Output Data:**

1. **Number of assessments and referrals conducted through Atlantic Health Center and its associated provider network in this time period.**
2. **Total of clients (and days) detoxification in this time period.**
3. **The Worcester County Health Department has contracted with Wicomico County Health Department to provide buprenorphine services to at least (2) Number of Worcester County clients who received substance abuse, mental health, mentoring, and case management services in this time period.**
4. **Worcester County continues to contract with Hudson Health Services, Inc. to provide halfway housing. The number of women and children housed in this time period.**
5. **The number of methadone clients in treatment at Worcester County Health Department and receiving methadone through Wicomico County Health Department who were contracted to split the bundled payment rate between providers.**
6. **Provide an open access intake/evaluation clinic for Worcester County residents in need of substance abuse/mental health services.**

**Objective 2: Continue and/or upgrade Peer Support Services within the Worcester County Health Department.**

**Action Plan:**

1. Continue Peer Support counselors working with clients to encourage them to engage in treatment services and support activities.
2. Seek continued funding in order to offer outside activities where they can connect with other people in recovery, and become familiar with activities without the aid of drugs/alcohol.

**Data:**

1. Number of clients seen by Peer Support.
2. Number of activities offered.
3. Activity and self help attendance.
4. Shared activities with the Atlantic Club.

**Performance Targets:**

1. Increase the number of clients seen by Peer Support.
2. Increase the number of activities offered.
3. Encourage attendance to self help and activities in increase numbers.
4. Increase the number of joint activities with the Atlantic Club.

**Intended Measureable Outputs:**

1. Provide Peer Support Services to 100 clients.

**Actual Output Data:**

1. **The number of who clients received Peer Support services during this time period.**

**Goal 3: Provide opportunities to increase the pool of qualified applicants for Behavioral Health positions.**

**Objective 1: Fill vacancies with qualified Behavioral Health staff who are cross trained in substance abuse and mental health.**

**Action Plan:**

1. Continue outreach with the local university intern pool.

**Data:**

1. Number of openings.
2. Number positions filled.

**Performance Targets:**

1. Provide cross training to all Behavioral Health staff (mental health and substance abuse).
2. Fill all open positions with qualified applicants.

**Intended Measurement Output:**

1. Number of staff cross trained (mental health and substance abuse).
2. Number of qualified staff hired.

**Actual Output Data:**

1. **The number of staff hired and the number moved to merit positions in this time period.**
2. **The number of staff who attended outside training in this time period.**
3. **The number of Behavioral Health staff who were cross trained (mental health and substance abuse)**
4. **The number of qualified staff has been hired in this time period.**