

# STRATEGIC PLAN

## 2019-2021



MILWAUKEE COUNTY SUBSTANCE  
ABUSE PREVENTION COALITION



**CULTURAL  
COMPETENCE**

**ASSESS NEEDS  
BUILD CAPACITY  
PLAN  
IMPLEMENT  
EVALUATE**

**SUSTAINABILITY**



Youth



Parents



Business



Media



Schools



Youth Serving  
Organizations



Law  
Enforcement



Civic/Volunteer  
Organizations



Religious/  
Fraternal  
Organizations



Healthcare  
Professionals



State/Local  
/Tribal Government



Substance Abuse  
Organizations



# TABLE OF CONTENTS

MCSAP Coalition Overview .....	3
Strategic Planning Process .....	4
MCSAP Logic Model .....	5
Reduced Substance Use Workgroup .....	6
Prescription Drugs Workgroup .....	9
Data Workgroup .....	12
Future Forecast .....	15
Glossary of Terms .....	16

## MISSION

Milwaukee County Substance Abuse Prevention Coalition is a diverse coalition of Milwaukee County partners who prevent and reduce substance use and misuse.

## VISION

Growing Drug-Free Families through Prevention

## VALUES

REDUCE STIGMA

---

ELIMINATE BARRIERS

---

ENSURE EQUITY

---

CREATE OPPORTUNITY

---

BUILD RESILIENCY

The power of this approach lies in multiple organizations working through a common lens, the use of continuous feedback loops to facilitate rapid learning, and the immediacy of action stemming from all participants responding simultaneously in a unified way. Each of the members in this collaborative has agreed to the five essential contexts for a successful collective impact initiative: a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and dedicated agency staff and resources.

## MCSAP Coalition Overview

The goal of the Milwaukee County Substance Abuse Prevention Coalition is to engage diverse sectors of the community in collaborative, comprehensive and culturally competent substance abuse prevention and environmental change activities that result in a reduction of substance use, abuse, and its consequences in Milwaukee County. The vision is to bring together resources, wisdom, talents and passion to create a happy and healthy community.

The purpose of the Coalition is to develop, implement and promote programs, policies and practices to achieve its goals by:

### MCSAP Mechanisms for Change

- Training and Professional Development
- Curriculum Reach through Botvin Life Skills
- Awareness and Educational Activities
- Social Media Marketing
- Youth Ambassadors

### MCSAP Membership and Retention

As a strategy to maintain involvement and engagement of coalition members, MCSAP will use the following 6R's (Minkler, 2004):

- Recognition – Recognize people for their contributions.
- Respect – Respect and consider people's values, culture, ideas, and time in the organization's activities.
- Role – Give each person a clearly meaningful role in the coalition through which they can contribute and know they are of value to the group.
- Relationships – Provide opportunities for people to establish relationships and build networks both professionally and personally.
- Reward – Ensure that people benefit from the relationships established and that the rewards of participating in the group outweigh the costs.
- Results – Work to achieve visible results that are clearly linked to important outcomes.

## Strategic Planning Process

Over the course of 10 months, over 25 organizations and agencies came together to begin articulating a vision; developing strategies and setting priorities for action in response to the substance (mis)use crisis in Milwaukee. Stakeholders have a wide range of experiences and expertise, representing nonprofit, government and private agencies with a focus on everything from law enforcement and health care to human services and youth development. The diversity of the group has ensured that a broad range of perspectives and ideas are part of every step of the process.

Much of the strategic planning process took place during multiple days of intensive work between June 2018 and December 2018.

- In June 2018, MCSAP partners came together for an initial visioning exercise. In which they began to broadly define what success looks like and articulate shared aspirations for the issue response. The group also generated a list of core values to serve as an anchor for the ongoing collaboration.
- In September 2018, MCSAP partners reconvened and, using the vision as a guide, identified areas of work – such as program opportunities, marketing and branding, data and policy, education and service models to further explore in smaller teams. A new mission and vision statement were created to reflect the targeted efforts of MCSAP across Milwaukee County.
- In October 2018, a group of community stakeholders and MCSAP partner agencies participated in a 2-day strategic planning retreat with an internationally recognized prevention expert, Carlton Hall. Hall focused on coming to agreement on the overarching goals for the collective impact effort and articulated strategies (or “what change looks like”) in each goal area.
- In December 2018, the core planning group prioritized activities for short-term action over 12 months and developed detailed strategies that include tasks, timelines, and roles. They also identified activities that could lead to positive change.

The 2019-2021 Milwaukee County Substance Abuse Prevention Coalition Strategic Plan is the culmination of many months of work. This plan includes broad goals to guide the response; strategies that support the achievement of each goal and specific actions to be implemented in the next 3 years by a range of organizations and agencies.

Recognizing that much learning which will inform these efforts is taking place across the state of Wisconsin, nationally and internationally, and that the operating environment is dynamic, this strategic plan is very much a living document. The metrics accompanying each goal will continue to be developed as we work through each proven process and strategy.



# LOGIC MODEL

## MCSAP Partner Activities

### Areas of Strategic Focus

- Adolescent Brain Development
- Consequences of Substance Use/Misuse
- Toxic Stress and Trauma
- Stress and Coping Strategies
- Self-Management
- Conflict Avoidance Strategies
- Peer Accountability and Advocacy
- Positive Parental Engagement
- Healthy Lifestyle Choices
- Responsible Decision Making

## Proximal Outcomes (Short term)



### Raising Awareness

Increased understanding of the risk of drug use



### Skills

Increased knowledge, social skills and coping abilities



### Access

Decreased access to drugs and paraphernalia



### Positive Engagement

Increased opportunities and recognition of prosocial activities

## Targets



Decrease Risk Factors



Increase Protective Factors

## Distal Outcomes (Long term)



### Increased Promotion of Mental Health Wellness

Reduced stress, anger, anxiety and depression



### Reduced Substance Use

Reduced use of alcohol, marijuana and other drugs



# REDUCED SUBSTANCE USE WORKGROUP ACTION PLAN

## Eight Areas of Physical and Mental Wellness



## Developing Public Awareness

Educational presentations, workshops or seminars  
(e.g., public service announcements, brochures, community meetings or social media)

### Youth Peer-to-Peer Outreach

During National Drug and Alcohol Prevention Week, National Prevention Week, and Mental Health Awareness Week, conduct youth-directed communication campaign using social media and print. Run a contest for the most effective message design for youth, by youth. Winning idea is printed/published and distributed community-wide.

### Community Outreach

Attend 4 community events (i.e., health fairs, back to school fairs) to provide brochures and drug use prevention/reduction educational info while inviting community members to get involved.

Provide community education at school resource tables in partnership with our local high schools and middle schools during Light and Unite Red week annually in January.

## Providing Support

Creating opportunities to support people to participate in activities that reduce risk or enhance protective factors

(e.g. providing alternative activities, mentoring, referrals for services, support groups, youth clubs, parenting groups, Alcoholics or Narcotics Anonymous)

### Promote Positive Activities

Collaborate with local youth-serving organizations to promote positive initiatives and activities. Youth identify risk and protective factors and implement projects that explicitly try to reduce marijuana use among their peers. This project acknowledges the links between depression, anxiety and marijuana use. Youth list their own risk and protective factors that are specific to their friends and family.

Improve schools, parent coordinators, and youth-serving organizations' access to services and youth development programming.

## Enhancing Barriers & Reducing Access to Substances

Establishing barriers to underage drinking and other illegal drug use

(e.g. increasing cost and complexity of acquiring substances, mandate placement of pseudoephedrine behind the counter)

### Identify Behavioral Healthcare

Work with youth and families to identify trauma-informed and culturally-competent behavioral health resources.

Identify gaps in the capacity of the community to address the behavioral health needs of the youth.

### Criminal Justice Diversion for Youth

Support DEA or DOJ prescription take-back events by promoting participation throughout Milwaukee County.

## Changing Consequences

Increasing or decreasing the probability of a specific behavior that reduces risk or enhances protection by altering the consequences

(e.g. increasing public recognition for deserved behavior, individual and business rewards, taxes, citations, fines, revocations)

### Support Businesses

Work on developing local ordinances that require retailers to be able to prove that employees were trained regarding not selling to minors.

## Changing Physical Design

Changing the physical design or structure of the environment to reduce risk or enhance protective factors

(e.g. parks, landscaping, signage, lighting, outlet density)

### Support Businesses

Promote improved signage and advertising practices by retailers that promote compliance with laws prohibiting underage alcohol purchases.

## Changing Policies

Formal change in written procedures, bylaws, proclamations, rules or laws with written documentation and/or voting procedures

(e.g. workplace initiatives, law enforcement procedures and practices, public policy actions, systems change within government, communities and organizations)

### Require Training

Work on developing local ordinances that require retailers to be able to prove that employees were trained regarding not selling to minors.







MILWAUKEE COUNTY SUBSTANCE  
ABUSE PREVENTION COALITION

# PRESCRIPTION DRUGS

## WORKGROUP ACTION PLAN



## Developing Public Awareness

Educational presentations, workshops or seminars  
(e.g., public service announcements, brochures, community meetings or social media)

### Youth Peer-to-Peer Outreach

Run a community video contest for youth to determine the most effective message content on opioid prevention.

Create 3 leadership opportunities for youth to engage with media and/or attend personal meetings with stakeholders and policy makers to educate on opioid and prescription drug abuse prevention.

### Community Outreach

Attend 4 community events (i.e., health fairs, back to school fairs) to provide brochures and drug use prevention/reduction educational info while inviting community members to get involved.

Distribute 1000 postcards/refrigerator magnets in 53206 and other identified ZIP codes on how to properly dispose of unused medications and promote the drop boxes.

Distribute educational materials, including “Dose of Reality” materials, via multiple media forms on both of Milwaukee County’s Largest College Campuses: UW-Milwaukee and Marquette University.

Provide community education at school resource tables in partnership with our local high schools and middle schools during Light and Unite Red week annually in January.

## Enhancing Barriers & Reducing Access to Substances

Establishing barriers to underage drinking and other illegal drug use  
(e.g. increasing cost and complexity of acquiring substances, mandate placement of pseudoephedrine behind the counter)

### Identify Behavioral Healthcare

Work with youth and families to identify trauma-informed and culturally-competent behavioral health resources.

Identify gaps in the capacity of the community to address the behavioral health needs of the youth.

### Criminal Justice Diversion for Youth

Support DEA or DOJ prescription take-back events by promoting participation throughout Milwaukee County.

### Reduce Access to Prescriptions

Identify best practices of effective public health detailing campaigns and provide training to MCSAP.

Provide 1 annual community recognition for medical prescribers and FQHCs who indicate safer prescribing habits as a result of the information provided (self-reported in short surveys administered by MCSAP after the public health detailing training sessions).

## Changing Physical Design

Changing the physical design or structure of the environment to reduce risk or enhance protective factors

(e.g. parks, landscaping, signage, lighting, outlet density)

### More Drop Boxes

Work with community leaders and business sectors to identify new prescription drug disposal (drop box) options.





MILWAUKEE COUNTY SUBSTANCE  
ABUSE PREVENTION COALITION

# DATA

## WORKGROUP ACTION PLAN



# BEST PRACTICE



## Developing Public Awareness

Educational presentations, workshops or seminars  
(e.g., public service announcements, brochures, community meetings or social media)

### Annual Report

Develop and distribute an Annual Progress Report of the coalition at a Community Meeting detailing coalition impact, activities and key data points.

### Community Outreach

Attend 4 community events (i.e., health fairs, back to school fairs) to provide brochures and drug use prevention/reduction educational info while inviting community members to get involved.

Provide community education at school resource tables in partnership with our local high schools and middle schools during Light and Unite Red week annually in January.

## Enhancing Skills

Workshops, seminars or activities designed to increase the skills of participants, members and staff  
(e.g. training, technical assistance, strategic planning, parenting classes, model programs in schools)

### Strategic Recruitment

Host a New Member Orientation clarifying member roles/responsibilities, coalition goals and activities, projected outcomes. Distribute New Member Information Packets. Encourage each member to join a work group. Network and strengthen relationships.

Track and assess coalition member satisfaction by issuing a brief survey at the end of each full-body coalition meeting.

## Enhancing Barriers & Reducing Access to Substances

Establishing barriers to underage drinking and other illegal drug use  
(e.g. increasing cost and complexity of acquiring substances, mandate placement of pseudoephedrine behind the counter)

### Identify Behavioral Healthcare

Work with youth and families to identify trauma-informed and culturally-competent behavioral health resources.

Identify gaps in the capacity of the community to address the behavioral health needs of the youth.

### Criminal Justice Diversion for Youth

Support DEA or DOJ prescription take-back events by promoting participation throughout Milwaukee County.

## Reduce Access to Prescriptions

Identify best practices of effective public health detailing campaigns and provide training to MCSAP.

Provide 1 annual community recognition for medical prescribers and FQHCs who indicate safer prescribing habits as a result of the information provided (self-reported in short surveys administered by MCSAP after the public health detailing training sessions).

## Changing Consequences

Increasing or decreasing the probability of a specific behavior that reduces risk or enhances protection by altering the consequences

(e.g. increasing public recognition for deserved behavior, individual and business rewards, taxes, citations, fines, revocations)

## Support Businesses

Work on developing local ordinances that require retailers to be able to prove that employees were trained regarding not selling to minors.

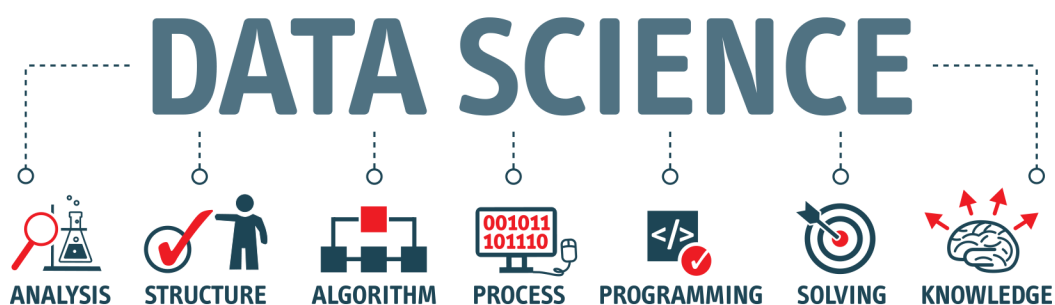
## Changing Policies

Formal change in written procedures, bylaws, proclamations, rules or laws with written documentation and/or voting procedures

(e.g. workplace initiatives, law enforcement procedures and practices, public policy actions, systems change within government, communities and organizations)

## Require Training

Work on developing local ordinances that require retailers to be able to prove that employees were trained regarding not selling to minors.



# Future Forecast

## HOPE TO ACHIEVE

- Increase knowledge of risk, resiliency and protective factors
- Increase competency in using strategies that promote resiliency
- Reduce initiation into substance use
- Reduce stigma associated with substance use disorder and mental illness
- Improve awareness of risks associated with prescription medications and other substances
- Build the capacity of recovery community to participate in public dialogue about addiction, treatment and recovery

## METRICS

- Increase the number of providers delivering evidence-based programs on adverse childhood events and trauma
- Increase the percentage of youth who report having a parent or adult they can talk to or go to for help
- Reduce the percentage of youth who self-report experiencing stigma within the past month
- Reduce the percentage of youth who report misusing substances in the past year and past 30 days



# Glossary of Terms

## Adverse Childhood Experiences (ACEs):

Stressful or traumatic events, including abuse and neglect. They may also include household dysfunction such as witnessing domestic violence or growing up with family members who have substance use disorders. ACEs are strongly related to the development and prevalence of a wide range of health problems throughout a person's lifespan, including those associated with substance misuse. (SAMSHA)

## (Mis)use:

This term applies to a variety of potential uses of drugs. We use the term use, rather than abuse to decrease stigma around the use of substances. However, we are also aware that not all substances may be harmful, and some are prescribed by doctors for health conditions. Therefore, we use the term (mis)use to encompass both substance use in general, as well as using drugs for reasons other than their intended purpose. (MCSAP Coalition Definition)

## Opioid:

A family of drugs used therapeutically to treat pain, that also produce a sensation of euphoria (a "high") and are naturally derived from the opium poppy plant (e.g., morphine and opium) or synthetically or semi-synthetically produced in a lab to act like an opiate (e.g., methadone and oxycodone). Chronic repeated use of opioids can lead to tolerance, physical dependence and addiction.\*

## Person First Language:

A linguistic prescription structuring sentences to name the person first and the condition or disease from which they suffer second. It is recommended to use "person first" language instead of describing someone as an "addict" for instance, to describe them as a person with, or suffering from, addiction or a substance use disorder. Person-first language articulates that the disease is a secondary attribute and not the primary characteristic of the individual's identity.\*

## Stigma:

An attribute, behavior, or condition that is socially discrediting. Known to decrease treatment seeking behaviors in individuals with substance use and mental health disorders.\*

## Trauma:

Individual trauma results from an event, series of events, or set of circumstances experienced by an individual as physically or emotionally harmful or life-threatening with lasting adverse effects on the individual's functioning and mental, physical, social, emotional, or spiritual well-being. (SAMSHA). This includes Adverse Life Experiences (ACEs).

\*The [Addictionary](#) - The Recovery Research Institute developed a glossary of over 200 top addiction-related words defined to help medical professionals and the general public modify their language about addiction. Watch for (stigma alert) items.