

Iowa Partnerships for Success



County Strategic Plan Guidance

Iowa Department of Public Health,
Division of Behavioral Health

November 2015



The purpose of this strategic plan is to provide you with a step by step process and template to create a written narrative and visual plan for your work. This plan will be a useful tool for a variety of functions. It will:

- Help you to articulate your theory of change.
- Check your assumptions and logic as you move from assessment and capacity building to planning and implementation; ensuring that the strategies, programs and practices implemented will have the greatest impact.
- Ensure clear communication and collaboration with stakeholders who are participating in, and making planning decisions for, the IPFS project.
- Provide a concise summary for stakeholders, decision makers and other community members to explain your project, plans and expected outcomes.

By creating a clear and concise document, you will also be able to use this plan as a tool to increase support and action as you move into implementation, as well as building a solid foundation for sustainability planning.

Instructions

This guidance document is divided into several sections. You will create an introduction and a conclusion for the entire document. **You will address each priority area separately in regards to assessment, capacity and planning.**

A few things for you to consider as you create your plan:

- Please use the recommended page lengths as a guide, not a limit. Page recommendations are for each priority area. Remember that this document is meant to stand alone to describe your theory of change and planning process. Please provide enough detail in each section so that someone unfamiliar with IPFS could pick up this document and understand what you are planning to do, why you are planning to do it, and what your expected outcomes will be.
- Do not include proper names but only roles (titles or sectors can be included).
- This document should not be completed in a silo or by one individual. The more stakeholders you involve in the process the more likely your plan will be a good cultural, conceptual and practical fit for your community and the more likely it will be that your project will have the engagement and resources needed for success.
- Keep in mind that this document is designed to be shared with stakeholders and community members as a way to increase understanding, engagement and collaboration. When discussing the scope of the problem and contributing factors in your county, avoid language that is blaming or shaming. Please identify challenges and barriers that exist in a way that invites understanding, collaboration and a sense of shared outcomes.

- This document, and the accompanying scoring guide, outline clear directions and expectations for what should be included in this document. Please refer to these throughout your work to ensure that you are answering each section completely.

Title Page (1 page)

Include the name of your county and the title “Iowa Partnerships for Success Strategic Plan” and the date. You may also choose to include a graphic such as the SPF logo, or a picture that represents your county.

Introduction (1/2 page)

- Provide a brief overview of the IPFS Project in your county.
- You may want to include your project’s vision and/or your coalition/Collaboration Council’s “Why.”
- Provide an overview of your coalition/Collaboration Council and who has been involved in working on each step.

Priority Area: Addressing Underage Drinking

1. Assessment (1-2 pages)

- Provide a brief summary of what the assessment data shows about the priority issue in your county.
- What data most stood out for your coalition/Collaboration Council as you worked through the assessment step?
- Which populations in your county have you identified that are impacted disproportionately by the priority issue?
- Provide the identified intervening variables for the priority area and the data to support each.
- List identified underlying conditions for each intervening variables and the data to support each.
- Describe any identified data gaps in the county and the plans to address them.

2. Capacity (1-2 pages)

- Provide an overview of the county’s readiness and capacity to implement the identified strategies.
- Discuss plans to enhance capacity and readiness related to each strategy.
 - Identify specific partners, sectors and stakeholders whose readiness will need to be raised.
 - Use the Tri-Ethnic Community Readiness Handbook as a guide to identify specific actions to increase the current levels of readiness.
 - Consider the need for information sharing, training, and experience, commitment from local agencies and coalitions.

- Identify who will be responsible for carrying out those activities, including work that will be done by outside partners.
- Discuss how you will build capacity for implementing the following, required National Standards for Culturally and Linguistically Appropriate Services in Health and Health Care (CLAS) in your county for this priority area:
 - Culturally Appropriate Organization – engage coalition/Council membership that represents the diversity in the county.
 - Culturally Appropriate Practices and Services – partner with the county to implement policies, practices and services to ensure cultural and linguistic appropriateness
 - Health Literacy – provide materials and signage in easy-to-understand formats and in languages in commonly used by the populations in the county
- Discuss how you will build capacity and collaboration with suicide prevention efforts in your county.
 - If there are no services focused on suicide prevention currently occurring in the county, discuss how capacity and collaboration will be increased with mental health providers to address suicide prevention.

3. Planning (2 pages)

- Describe the process utilized by the county to select the proposed strategies. Include a description of how the best fit for each strategy was determined, including discussion of conceptual fit, practical fit and evidence of effectiveness for each strategy.
 - If an IPFS county would like to implement an environmental strategy funded in the county during the Strategic Prevention Framework State Incentive Grant (SPF SIG), justification will need to be provided in this section.
- Discuss the target population for each strategy and include:
 - How the target population has been involved in strategy selection.
 - How the target population will continue to be involved throughout the SPF steps/process.
 - Discuss any plans to increase the involvement of the target population for each strategy.
 - For the individual strategy, include information/data to support selection of the target population, target population, dosage and specific provider for the strategy.
- Describe the proposed dosage and frequency for each strategy. Provide an explanation for how these were determined.
- Describe what steps will be taken to ensure that each strategy will be implemented with fidelity. Describe any cultural adaptations that may be anticipated.

- Identify the stakeholders or organizations that will assist in the implementation of strategies in a way that will ensure cultural competency. Include a discussion of how you will address the required CLAS standards listed above.
- Describe how all required suicide prevention services (see FY15-16 IPFS Suicide Prevention Services document) will be provided, including a discussion about frequency of each service.
- Describe how sustainability planning has been included in the SPF process so far.

4. Logic Model (1 page)

Use the provided template and directions (pages 7-8) to create the county logic model.

5. Action Plan (no suggested limit)

Use the provided template and directions (pages 9-10) to create the county action plan.

Priority Area: Addressing Youth Binge Drinking

Repeat each section, 1-5 (Assessment, Capacity, Planning, Logic Model and Action Plan), using the provided questions, prompts and templates from above, describing how your project will address Youth Binge Drinking.

Conclusion (1/2 page)

Provide a concluding summary or statement. This could be a call to action for those reading the document, a summary of the project's long term vision or goals, an impact statement from a coalition member or stakeholder or other similar item to conclude the document.

Review Process

Your county strategic plan will be due on February 12, 2016. Submit the document via email to Julie Hibben, IPFS Project Director, at julie.hibben@idph.iowa.gov. Project staff will take two weeks to review the document, using the accompanying Strategic Plan Scoring Guide. Coordinators will then be provided with feedback via email on their plan. If the plan is approved, the county can move to the implementation step. If the plan is not approved, the Coordinator will have one month to make revisions. Project staff will again have two weeks to review the document and provide any feedback via email. If the plan is still not approved, after a second review, the coordinator will have one month to make suggested changes and will then meet for an individual consultation with project staff to address any outstanding areas of concern and next steps.

Due Date	Next Step
February 12, 2016	If approved, county moves on to implementation step. If not approved, county revises document and resubmits on next due date.
March 25, 2016	If approved, county moves on to implementation step. If not approved, county revises document and resubmits on next due date.
May 6, 2016	Meet with project staff to review document and plan next steps.

Logic Model Instructions

Complete the logic model, using the template provided, for the entire IPFS project period. Insert arrows, or connectors, as appropriate, to show relationships between sections. For example to show which underlying conditions connect with which intervening variables and which underlying conditions each strategy will address.

Substance Abuse Consequences: The county problems that result from the substance use which are identified by data. Refer to consequence data in the County Assessment Workbook (CAW).

Substance Abuse Priority: The state of Iowa has identified two priorities to be addressed as part of the IPFS grant project: Underage Drinking and Youth Binge Drinking. You will create a separate logic model for each.

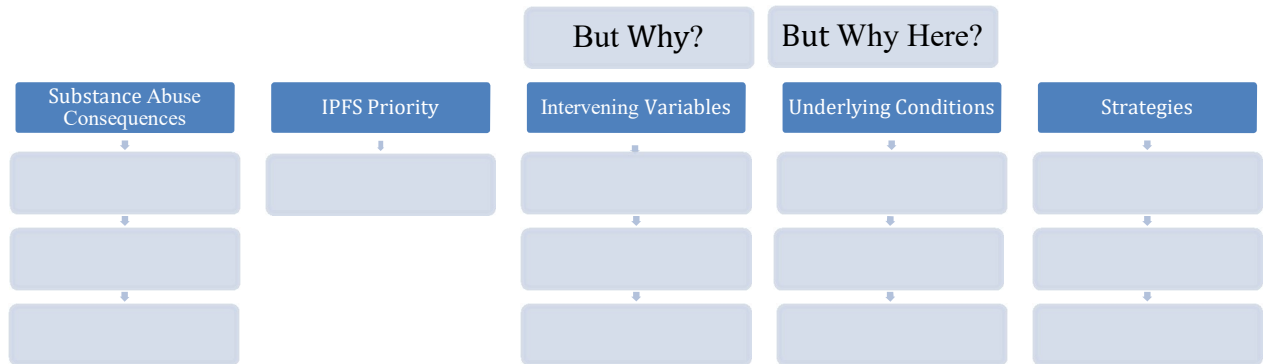
Intervening Variables: These are the local conditions and environmental factors that have been identified as being related to and influencing the occurrence and magnitude of the priority. The CAW data needs to be linked to the intervening variable selection process. There needs to be a logical connection between the data and the variable. Select a minimum of one and a maximum of four variables for the priority.

Underlying Conditions: These are the specific issues in a county that contribute to the problem. These factors provide the reasons an intervening variable exists in their particular county and offer the key link to identifying appropriate strategies. The CAW data and any local data need to be linked to the underlying condition selection process.

Strategies: A program, practice, or policy that research had identified as being related to and able to influence the identified contributing factors in a county.

IPFS county logic models may look very different. Some may have only chosen to focus on one or two intervening variables (there is no magic number). An intervening variable may have only one underlying condition, or many.

County Logic Model



Action Plan Instructions

Complete a FY16 Action Plan for each IPFS priority.

County Name: Include the county name.

IPFS Priority: Include a separate plan for each: Underage Drinking and Youth Binge Drinking.

Intervening Variable/Underlying Condition: State the key intervening variable/underlying condition from the Logic Model to be addressed.

Strategy: Include a strategy from the Logic Model that will be implemented. Repeat for each strategy in the Logic Model.

Long-Term Outcome: State the degree of change the project will seek related to each strategy within the entire project period/Implementation step. SMART Outcomes need to be Specific, Measurable, Attainable, Realistic and Time-sensitive

Target Population: Describe the direct population the strategy will target.

Action Steps: Provide a numbered list of the key action steps that will need to occur in order to implement the strategy. A minimum of three to four action steps should be included per strategy. Be sure to include the Key Required Steps listed in the Implementation Guide.

Timeline: List the expected start and end date for each step.

Location: List the specific location where the action step will occur. This may be countywide or it may be a specific city, town or section of the county.

Process Indicators: List the measures that will be used to monitor the extent to which each action step is occurring as planned.

Resources: List the products that will need to be produced as a result of—or in preparation for—each step.

Short-Term Outcome(s): State the degree of change the project will seek related to each strategy within FY 16. Outcomes need to be SMART - Specific, Measurable, Attainable, Realistic and Time-sensitive. Each strategy will have at least two short-term outcomes. One short-term outcome should be connected to helping complete the long-term outcome.

Persons Responsible: List the staff position or the agency or the collaboration who will carry out the action step.

