

Strategic Planning Tools, Resources, and Considerations for Overdose Data to Action-Funded Jurisdictions

Background: The Association of State and Territorial Health Officials (ASTHO), through support from the Centers for Disease Control and Prevention's (CDC) Overdose Data to Action (OD2A) award, provided technical assistance to the Nebraska Department of Health and Human Services (NEDHHS) to engage state and local health agency staff in a strategic planning process around local OD2A initiatives. Four virtual strategic planning trainings were planned by Burnight Facilitated Resources, ASTHO, and NEDHHS to introduce virtual engagement techniques, tools for each strategic planning process step, and specific considerations for the OD2A award. This resource is a compilation of the tools and resources shared with Nebraska through this technical assistance.

Purpose: The technical assistance provided in Nebraska was designed to address OD2A Strategy 5: State and Local Integration. One way to integrate and align state and local overdose prevention and surveillance efforts is for state health departments to support local health departments in creating and implementing a strategic plan around these initiatives. These strategic plans can be tailored to specific needs and dynamics at the local level, providing opportunity to develop plans that focus on key priorities and consider local resources and expertise.

How to use this Resource: This resource maps the tools introduced through the strategic planning technical assistance in Nebraska onto each of the steps followed during the series. These steps are outlined so that other OD2A-funded jurisdictions can learn and apply the resources to similar initiatives. It also includes specific considerations based on the OD2A cooperative agreement. Please note that developing a strategic plan may surface additional considerations, including navigating organizational capacity, managing staff bandwidth, working within budget constraints, and facing obstacles to data reporting and reaching consensus.

To ensure alignment of priorities, funding, and activities, health agencies should reference health assessments at the hospital, community, and state levels, as well as community and state health improvement plans and other planning efforts. For more robust strategic planning guidance for state, territorial, or local health agencies, please reference ASTHO and NACCHO's resources below:

- [ASTHO's Strategic Planning Guide: Guidance and Resources to Assist State and Territorial Health Agencies in Developing a Strategic Plan](#)
- [NACCHO's Developing a Local Health Department Strategic Plan: A How-To Guide](#)
- [Nebraska DHHS OD2A Strategic Planning Template](#) (This material was created by the Iowa Department of Public Health Bureau of Substance Abuse through Partnerships for Success funding administered by the Substance Abuse and Mental Health Services Administration).

For specific questions regarding your OD2A strategic planning efforts and/or inquiries around utilizing funds innovatively within the bounds of OD2A, please connect with your CDC OD2A project officer. If you are interested in working with ASTHO on your strategic planning efforts around OD2A, please contact od2a@astho.org.

Strategic Planning Step	Description	OD2A Considerations	Tools
Partner Engagement	Strategic planning builds upon the foundation of fostering and enhancing relationships with key partners. By strengthening stakeholder relationships and gaining buy-in, health agencies can learn from the varying perspectives of a wide range of individuals and groups about priorities, challenges, and assets that can be leveraged.	The drug overdose crisis is a multifaceted issue, requiring input from partner groups with expertise on how it influences their specific communities. To accomplish the work under the OD2A funding opportunity, recipients will need to engage in, coordinate with, and leverage partnerships and collaborations with a broad range of multi-level, multi-sector partners who can aid in successful and robust planning, implementation, and evaluation. The strategic planning process provides an opportunity to engage these partners, who may be new partners for funded health agencies, early in the planning process. The accompanying tools for this step can assist in meaningfully engaging the existing and new partners required and encouraged by the OD2A award guidance.	<ul style="list-style-type: none"> – Circles of Involvement: Developing key relationships for Implementation – Change Influencers Analysis: Worksheet – Rational and Experiential Aims: Developing the practical goal and inner impact
Community Health Needs Assessment (CHNA)	A CHNA can act as a roadmap that lays out priorities, identifies disparities, and determines areas for improvement. Aligning a strategic plan to a CHNA is a focused way to ensure sustainability and synergy between plans.	<p>A CHNA may provide insight into priorities around drug overdose prevention and needs in local communities. As part of the local and state integration components of OD2A, jurisdictions could consult these documents to determine resources that can be deployed, key partners to engage, and existing efforts to avoid duplication and develop robust programming.</p> <p>As part of the Affordable Care Act, tax exempt hospitals (501(c)(3)) are required to conduct a CHNA every three years to maintain this tax status. Health departments seeking public health accreditation also conduct community health assessments, often in coordination with hospitals and other sectors. These assessments provide information that may be important for alignment of activities under OD2A.</p>	<ul style="list-style-type: none"> – Needs Assessment Prioritization Matrix: Problem Prioritization Tool
Prioritization	Effective strategic plans are guided by the identified priorities of key constituencies. Completing a	Selecting priorities is an important step in the process of bringing data to action. Indeed, the selected OD2A strategies, priorities, and activities may derive from the strategic planning process. Other examples of priorities for OD2A programs	<ul style="list-style-type: none"> – Objective, Reflective, Interpretive, Decisional (ORID) Method – Needs Assessment

	<p>prioritization process provides direction and an opportunity to determine the main focuses for strategic planning.</p>	<p>outlined in the guidance include:</p> <ul style="list-style-type: none"> • Strategy 3: Implement Innovative Surveillance to Support OD2A Interventions, seven data collection priorities for bringing data to action. • Strategy 5: state and local integration is a priority itself, as are implementing interventions through state and local integration that address drivers of use for both prescription and illicit opioids to prevent overdose. • Strategy 7: Providers and Health Systems Support, ensuring that providers and health systems are equipped so prevention and response solutions remains a priority. • Relevant to many strategies, including Strategy 9: Empowering Individuals to Make Safer Choices, is raising awareness about the risks of opioid misuse. <p>While the OD2A priority strategies, major activities, and guidance can provide a framework for selecting priorities, state and local data, needs assessments, and partner engagement will provide a more in-depth connection to the priorities of the jurisdiction undergoing the strategic planning process and can enhance buy-in for implementation.</p>	<p>Prioritization Matrix: Problem Prioritization Tool</p>
<p>Strategy Development</p>	<p>Strategy development can act as a starting point to organizing the components of a strategic plan and assist partners to achieve strategic goals. This includes steps such as measurement development, as well as implementation and evaluation planning.</p>	<p>Effective strategy development will lay the groundwork for action planning, implementation, and evaluation of the strategic plan. Setting a strong vision for how to carry out the strategic plan can guide jurisdictions to begin or continue their important overdose prevention activities.</p> <p>Provide additional time and resources to develop measures for evaluation of OD2A activities in conjunction with intentional partner engagement. Consider evaluation and performance measure plans as part of OD2A for alignment.</p>	<ul style="list-style-type: none"> – Circles of Involvement: Developing Key Relationships for Implementation – Ladder of Involvement in Decision-making – “Mad Lib” Approach to Creating Problem Statements – Change Influencers Analysis Worksheet

		OD2A-funded jurisdictions will develop their strategy based on jurisdictional needs and priorities but can benefit from peer sharing of experiences and lessons learned. The ASTHO OD2A Learning Community, 2021 OD2A Recipient Meeting, OD2A Technical Assistance Hub, and technical assistance consultation can be leveraged to support individual jurisdictional strategy development.	
Action Planning	Action planning sets out tasks and timelines to ensure accountability and help stakeholders understand their responsibilities.	Action planning allows for OD2A jurisdictions to manage expectations of overdose prevention efforts by clarifying timelines, determining resources for activities, and determining the tasks necessary to achieve a desired outcome.	<ul style="list-style-type: none"> – Ladder of Involvement in Decision-making – “Mad Lib” Approach to Creating Problem Statements – Dynamics of Participatory Decision Making – Gradients of Agreement
Implementation	Implementation plans are instrumental in making sustainable and strategic improvement. These plans map out how to finalize action plans in the strategic planning process so that the plan is active and evolving.	Implementation galvanizes the strategic planning process into action. Implementation can uncover unanticipated challenges, allowing OD2A jurisdictions to address problems head on and streamline their strategies and processes. If you are partnering with new stakeholders for the first time, it will be important to discuss expectations for implementation during the planning process to ensure a smooth transition process.	<ul style="list-style-type: none"> – Circles of Involvement: Developing Key Relationships for Implementation – Ten Keys to Getting Things Started
Evaluation	Evaluation improves effectiveness by assessing what worked well and identifying areas for improvement. It ensures that process and outcome measures align with strategic goals and can promote sustainability and progress.	Evaluation is crucial to measure progress, demonstrate impact of overdose prevention efforts and inform the quality improvement process. An important alignment opportunity for OD2A-specific strategic plans on both the state and local level is to link back to the Evaluation and Performance Measurement plan developed for the OD2A cooperative agreement.	<ul style="list-style-type: none"> – Monitoring and Evaluation Worksheet – Program Sustainability Assessment Tool