



Jeff Davis  
Substance Abuse Coalition

## **2019-2022 STRATEGIC PLAN**

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## Organizational History

The Jeff Davis Substance Abuse Coalition (JDSAC) was founded in August 2018 to address substance abuse challenges with a focus on Opioid Use Disorder (OUD) in Jeff Davis County, Georgia. Jeff Davis County was identified as an area in significant need of an effort aimed at addressing OUD – the county consistently has some of the highest rates of drug-related emergency room visits and overdoses in the state of Georgia, and it faces a severe shortage of healthcare providers and behavioral health resources. Since August 2018, the network of the Jeff Davis Substance Abuse Coalition has grown from 11 formal partners to over 25 formal partners, and it continues to add new partners on a regular basis. The JDSAC’s current network consists of a diverse set of people and organizations representing many spheres of society in Jeff Davis County, allowing the coalition to analyze and address the county’s Opioid Use Disorder issue from a variety of angles and viewpoints. Coalition-wide meetings are held monthly, and groups of coalition members meet independently between meetings to work on coalition-related initiatives.

## JDSAC Mission, Vision, and Purpose

**Mission:** The JDSAC shall tackle the opioid substance abuse crisis through a collaborative, community-wide approach aimed at recognition, education, prevention, and treatment in order to improve the quality of life for citizens of Jeff Davis County.

**Vision:** The vision of the JDSAC is **recognition, education, treatment, and prevention** in order to reduce opioid-substance-abuse related morbidity and mortality among the citizens of Jeff Davis County.

**Purpose:** The purpose of the Jeff Davis Substance Abuse Coalition (JDSAC) is to promote interagency, community-wide collaboration to develop and implement programs and services to reduce morbidity and mortality related to substance abuse in Jeff Davis County. The JDSAC will focus on the following areas:

- Foster community-wide recognition of the opioid addiction crisis among Jeff Davis County residents through education and awareness.
- Identify, leverage and upgrade existing educational resources to prevent future substance abuse problems.
- Educate providers in order to reduce over-prescription.

- Identify, leverage and upgrade local health resources in order to provide screening and treatment services to those in need.

## **Strategic Planning Process**

The strategic planning process was carried out during monthly coalition meetings over a period of approximately five months. Our network began this strategic planning process with a data boot camp: a workshop in which local, state, and national data about the opioid crisis was shared with network members. The boot camp presented information of which many coalition members were previously unaware, and it helped coalition members understand which issues deserved the most attention. At the boot camp, coalition members rotated between stations and participated in facilitated discussions covering different elements of the opioid crisis; during the discussions, they noted their impressions of the statistics and suggested potential action steps for addressing the statistics that they found the most concerning. After the boot camp, broad themes (community awareness, provider education, etc.) encompassing comments and suggested action steps from the discussions were identified. At subsequent monthly meetings, time was devoted to likelihood-impact exercises for each of the themes. During each exercise, coalition members were each asked to come up with two action items for addressing the theme in question, and the action items from all of the coalition members were then ranked based on their likelihood and their potential for impact. Those with the highest potential for impact and that were the most doable were established as priorities for the coalition and incorporated into the coalition's strategic plan. Facilitation of the exercises was carried out by a representative of Share Health Southeast Georgia, one of the coalition partners that helps to coordinate the grant, as well as by the project coordinator for the JDSAC. All coalition members who attended the meetings contributed to the likelihood-impact exercise and, consequently, the strategic plan.

# Assessment

## SWOT Analysis

Internal	
Strengths	Weaknesses
Diversity of coalition partners Motivation of coalition partners Key players are at the table Strong collaboration within the coalition Governing policies and procedures are codified Priorities and strategic plan are formulated Partners are involved voluntarily A social media presence is established Donation is possible through Share Health Implementation has begun Logo and branding are established Long-term partnership agreements Regular and consistent meeting attendance	Some parts of target area are unrepresented Limited social media presence Lack of full-time staff Lack of steady funding Coordinators come from outside the community Meetings held during work hours
External	
Opportunities	Threats
Addition of behavioral health partners Addition of support group partners New intra- and inter-community collaborations New public awareness/marketing materials Development of a JDSAC website Collective buy-in by community partners Naloxone training for law enforcement Recruitment of behavioral health organizations Recruitment of a full-time project coordinator Coalition eligible for several funding sources	Limited resources in the rural community Limited community awareness of the JDSAC No guarantee of future grant funding Time-limited funding Time-limited staff Lack of attention to non-opioid SUD

## Likelihood-Impact Assessment

A description of the procedures for the likelihood-impact exercises can be found in the “Strategic Planning Process” section. Overall, four major themes were identified for exploration via the likelihood-impact exercises: community awareness, provider education, support groups/intervention/treatment, and defining/reaching vulnerable populations. The results of the assessment:

### Theme 1: Community Awareness

*High Likelihood / High Impact Ideas:* use of social media, radio/TV spots, PSAs, billboards, a website, Facebook, and twitter to spread awareness; and letting officers “in the field” pass out information while responding to calls for assistance.

*Low Likelihood / High Impact Ideas:* host a high-energy park event with a speaker and free food, and to give information packets out with prescriptions.

Although nothing was placed in the categories of High Likelihood / Low Impact and Low Likelihood / Low Impact, there were a few on the border of the two categories. One idea that was between High Likelihood / High Impact and High Likelihood / Low Impact: to email students to educate them, spread awareness, and to offer contacts for interventions. The ideas that were between High Likelihood / High Impact and Low Likelihood / High Impact: 1) to have classes for people to attend to learn about the opioid crisis and how to battle the problem and 2) to speak at functions, meetings, gatherings and churches.

### Theme 2: Provider Education

*High Likelihood / High Impact Ideas:* to educate local providers on their prescribing habits based on PDMP data, to take advantage of NARCAD training, and to survey providers based on their needs with academic detailing visits.

*High Likelihood / Low Impact Ideas:* utilization of former patients’ stories.

*Low Likelihood / High Impact Ideas:* to have physicians train physicians, and to host an event to include continuing education credits for physicians.

### Theme 3: Support Groups and Intervention/Treatment

*High Likelihood / High Impact Ideas:* running ads to promote support groups, making sure there is a 1013 awareness for providers, and having a resource directory available in order for people to find partners who could be of help.

*Low Likelihood / High Impact Ideas:* establishing telehealth psychiatry, establishing a crisis center, and establishing family support groups to educate loved ones of addicts.

The High Likelihood / Low Impact bordering with High Likelihood / High Impact idea was to partner with the legal system to require habitual violators to complete an educational program on opioid abuse.

## Theme 4: Vulnerable Populations and How to Reach Them

The populations that were defined as most vulnerable during the discussion were older individuals, young male adults, high school students, working adults, those who associate stigmas with behavioral health, those living in poverty, and non-English speakers.

This session was less formal than the previous sessions and focused mostly on an open conversation about strategies that partners felt were likely and impactful. Strategies included court ordering people to go to treatment, partnering with employers to motivate people to seek treatment, printing awareness materials in Spanish, distributing materials at community events, distributing materials at churches, partnering with schools to disseminate educational materials pertaining to opioids, and to have graduates of treatment/recovery programs speak at community events.

### **Strategic Goals and Objectives**

Goal 1: Foster community awareness regarding the SUD/ODU crisis, reducing stigma related to SUD/ODU and enhancing prevention education and messaging.

- Objective 1: Continue to distribute and maintain JDSAC-related materials aimed prevention and awareness surrounding the opioid crisis, including opioid use and misuse.
- Objective 2: Maintain the JDSAC website, established in June 2019, that includes a directory of local resources.
- Objective 3: Establish a Speakers' Bureau by October 2019 comprised of JDSAC partners to provide accurate and timely community-level data, information on resources, and prevention education at local community meetings and events.
- Objective 4: Enhance prevention messaging on an ongoing basis through media outlets including online social media, a coalition website, and local newspapers in order to raise awareness of local resources, publish timely information about upcoming events, educational articles and information to reduce stigma.
- Objective 6: Work with emergency services on an ongoing basis to facilitate the dissemination of materials when responding to calls for assistance.

Goal 2: Educate providers to foster awareness among them about the role that they play in alleviating SUD/ODU.

- Objective 1: Utilize existing SEHD Academic Detailing trainers to provide small group and one-to-one training to providers and dispensers on the Prescription Drug Monitoring Program (PDMP).
- Objective 2: Conduct periodic telephone surveys of pharmacies to assess Naloxone availability.
- Objective 3: By February 2020, provide peer-to-peer support and consultation for physicians to encourage them to apply for Medication Assisted Therapy (MAT) waivers.
- Objective 4: In partnership with the Magnolia Coastlands Area Health Education Center, develop a webinar on MAT that provides CME credits by March 2020.

Goal 3: Enhance community awareness of support group programming and strengthen local intervention and treatment resources.

- Objective 1: Continue to promote support group meetings (NA meetings, AA meetings, etc.) and announcements on the JDSAC Facebook page and the JDSAC website.
- Objective 2: Monitor the needs of local law enforcement regarding NARCAN by assessing NARCAN usage on a yearly basis.
- Objective 3: Begin working with nearby behavioral health services (Cord of Three, Pineland BHDD, etc.) to ensure that they will be able to establish a presence locally by Summer 2020.
- Objective 4: By March 2020, recruit, hire and train a case manager and peer specialists to support individuals with OUD and those in treatment and recovery.
- Objective 5: By March 2020, finalize a workforce development plan that identifies workforce gaps and strategies to recruit, hire and train qualified health professionals to provide services to OUD/SUD individuals.
- Objective 6: Offer yearly Mental Health First Aid Training to first responders including law enforcement, firefighters, EMS, and school personnel.
- Objective 7: Market and implement activities annually related to Annual Drug Takeback Day.
- Objective 8: Establish Family Support Groups by the end of 2019.
- Objective 9: By January 2020, begin conducting outreach to churches and other community partners regarding the need for additional recovery services.

Goal 4: Take steps to target specific populations disproportionately affected by OUD/SUD in the coalition's efforts to raise awareness and increase treatment/recovery accessibility.

- Objective 1: Continue the court classes program for youth passing through the juvenile justice system to learn more about opioids as part of their remediation.
- Objective 2: Hold a Teen Maze event aimed at spreading awareness about OUD and SUD to teenagers and young adults by October 2019 and yearly.
- Objective 3: By January 2020, begin reaching out to graduates of treatment and recovery programs to gauge their interest in speaking at community events.
- Objective 4: Translate awareness- and prevention-related materials into Spanish, printed, and ready for distribution by July 2020, to reach local non-English speaking individuals.
- Objective 5: Establish partnerships with local employers by March 2020 to create incentives for employees failing drug tests to seek treatment.
- Objective 6: Define needs of youth who are impacted by OUD/SUD in their families and identify strategies and resources to address those needs.

## Attachments

### 2019-2020 Coalition Partners

Organization	Location (City/State)	Organization Type
Alcoholics Anonymous	Hazlehurst, GA	Behavioral Health
Alternative Solutions	Hazlehurst, GA	Area Health Education Center
Coastal Pines Technical College	Hazlehurst, GA	College/University
Department of Juvenile Justice	Hazlehurst, GA	Law Enforcement
Free Indeed Ministries	Hazlehurst, GA	Other
Freedom Living Ministries	Hazlehurst, GA	Other
Hazlehurst Housing Authority	Hazlehurst, GA	Social Services Agency
Hazlehurst – Jeff Davis Chamber of Commerce	Hazlehurst, GA	Other
Hazlehurst Police Department	Hazlehurst, GA	Law Enforcement
Jeff Davis County Board of Health	Hazlehurst, GA	Public Health
Jeff Davis County Division of Family and Children Services	Hazlehurst, GA	Social Services Agency
Jeff Davis County Family Connection Collaborative	Hazlehurst, GA	Collaborative
Jeff Davis County Library	Hazlehurst, GA	Other
Jeff Davis County Sheriff's Office	Hazlehurst, GA	Law Enforcement
Jeff Davis High School	Hazlehurst, GA	School System
Jeff Davis Hospital	Hazlehurst, GA	Critical Access Hospital (CAH)
Jeff Davis Middle School	Hazlehurst, GA	School System
Lumber City Drugs	Lumber City, GA	Other
New Beginnings in Christ	Garfield, GA	Behavioral Health
Outback Serenity Center	Hazlehurst, GA	Behavioral Health
Pineland Behavioral Health and Developmental Disabilities	Statesboro, GA	Behavioral Health
Serenity Keepers (Narcotics Anonymous)	Hazlehurst, GA	Behavioral Health
Shadowcrest - Amtgard	Hazlehurst, GA	Other
Share Health Southeast Georgia, Inc.	Waycross, GA	Non-Profit
Ware County Board of Health	Waycross, GA	Public Health