

# DAODAS Strategic Plan Goals and Objectives

## Fiscal Years 2006-2008

**Mission:** To ensure the provision of quality services to prevent or reduce the negative consequences of substance use and addictions, and to support the Governor's efforts to raise the personal income of South Carolinians by: 1) creating a better environment for economic growth through the more efficient delivery of state government services; 2) improving quality of life; and 3) helping improve our state's educational efforts for our children.

By effectively preventing and treating substance abuse and addictions in South Carolina, a healthy workforce is created and maintained, discipline problems in schools are reduced, and quality of life is improved. Because addiction knows no class, race, religion or disability, its devastating effects touch all businesses, all state agencies, and all citizens. To fulfill our mission and thus achieve Governor Mark Sanford's goals, DAODAS will accomplish the following:

### ***STRATEGIC GOAL 1: Improve the effectiveness of treatment and intervention programs.***

**OBJECTIVE 1.1:** Ensure that treatment programs' outcome results continue to improve statewide by monitoring program effectiveness through the Coordinated County Review process; county alcohol and drug abuse authorities' outcome evaluation results; and the current outcome indicator data from the Substance Abuse Agencies Management Information System.

**OBJECTIVE 1.2:** Refine the statewide treatment outcome evaluation system, which is based on the following core outcomes:

**1. *Clients who have no/reduced involvement with the criminal justice system.***

**Outcome Objective 1.2.1:** Each year, the statewide average reduction in re-arrests will be equal to or greater than the previous year, based on those clients who at admission had reported having been arrested during the prior 30 days and report not having been arrested during the prior 30 days at the post-discharge outcome survey (usually at three months post-discharge).

**2. *Clients who are employed or engaged in productive activities.***

**Outcome Objective 1.2.2:** Each year, of those clients who at admission had reported being unemployed (or not employed but labor-force-eligible) during the prior 30 days, at least 20% will report full-time or part-time employment during the prior 30 days at the post-discharge outcome survey (usually at three months post-discharge).

**3. *Clients who experience no/reduced alcohol- or other drug-related health, behavior, or social consequences.***

**Outcome Objective 1.2.3:** Each year, of those clients who at admission had reported having used a hospital emergency room during the prior 30 days, at least 40% will report not having used a hospital emergency room during the prior 30 days at the post-discharge outcome survey (usually at three months post-discharge).

4. ***Adults and/or youth under 18 receiving treatment services who report using alcohol or other drugs.***

**Outcome Objective 1.2.4.A:** Of those clients who had been discharged from a detoxification facility during fiscal year 2004, no more than 20% will be readmitted to that detoxification facility by June 30, 2009.

**Outcome Objective 1.2.4.B:** Each year, of those clients who at admission had reported having used alcohol or another drug during the prior 30 days, at least 40% will report not having used alcohol or another drug during the prior 30 days at the post-discharge outcome survey (usually at three months post-discharge).

5. ***Clients who have a permanent place to live in the community.***

**Outcome Objective 1.2.5:** Each year, of those clients who at admission had reported homelessness or dependent living arrangements during the prior 30 days, at least 40% will report independent living arrangements during the prior 30 days at the post-discharge outcome survey (usually at three months post-discharge).

***STRATEGIC GOAL 2: Improve the effectiveness of prevention programs.***

**OBJECTIVE 2.1:** Ensure that prevention programs' outcome results continue to improve statewide by monitoring program effectiveness through the Coordinated County Review process; county authorities' evaluation results; and the current outcome indicator data in the KIT Prevention management information system.

**OBJECTIVE 2.2:** Develop and implement a statewide prevention outcome evaluation system, based on *The Governor's Comprehensive Strategy for Youth Substance Abuse Prevention*, using the following Core Measures:

1. ***Perceived risk/harm of alcohol, tobacco, and other drug (ATOD) use.*** This measure lists a number of drugs and different frequencies of use and asks participants to assess how much people risk harming themselves by using.
2. ***Favorable attitudes toward ATOD use.*** This measure assesses how much participants think using different drugs is wrong for people their age.
3. ***Decision-making.*** This measure assesses how well participants make good decisions.
4. ***Perceived peer norms toward ATOD use.*** This measure combines participants' perceptions of the extent of their friends' use and what they think their friends would think if they (the participants) used.
5. ***Perceived parental attitudes toward ATOD use.*** This measure asks for participants' perceptions of how wrong their parents think it would be if they (the child) used alcohol, tobacco, and/or other drugs.
6. ***30-day use of alcohol.*** This item assesses the extent of the participants' use of alcohol in the past 30 days.
7. ***30-day use of marijuana.*** This item assesses the extent of the participants' use of marijuana in the past 30 days.
8. ***30-day use of cigarettes.*** This item assesses the extent of the participants' use of cigarettes in the past 30 days.

**OBJECTIVE 2.3:** Focus the department's prevention philosophy to adopt and use a blending of evidence-based individual and environmental approaches to prevention.

**OBJECTIVE 2.4:** Using the distribution of service events by Federal Prevention Category area, ensure that at least 60% of the overall prevention programming offered by county authorities are education and environmental strategies, with the remaining 40% addressing the remaining areas of information dissemination, community-based process, alternatives, and problem identification and referral.

**OBJECTIVE 2.5:** Fully integrate tobacco strategies into prevention programming and philosophy.

**Outcome Objective 2.5.1:** The annual Youth Access to Tobacco Study will show that no more than 10% of the attempted tobacco buys by young people were successful.

**OBJECTIVE 2.6:** Encourage county authorities and other prevention entities in the state to use programs and environmental strategies found in the *South Carolina Toolkit for Evidence-Based Prevention Programs and Strategies*.

**Process Objective 2.6.1:** Each year, the number of evidence-based prevention programs and/or strategies implemented by DAODAS' sub-grantees will constitute a larger percentage of the total prevention programming.

### ***STRATEGIC GOAL 3: Improve the efficiency of the service-delivery system.***

**OBJECTIVE 3.1:** Improve client engagement and retention by implementing the following efficiency measures:

**Process Objective 3.1.1:** Clients will receive at least one unit of assessment within two working days of intake.

**Process Objective 3.1.2:** Clients with an assessment must have at least one unit of the following specified services (detoxification day, residential day, group counseling, individual counseling, intensive outpatient, day treatment, crisis management, intensive in-home services, therapeutic child care, gambling curriculum, criminal justice curriculum, and women's trauma curriculum) within six working days of assessment.

**Process Objective 3.1.3:** Discharge forms will be completed on 99% or more of all admitted clients whose services have ended (missing discharges not to exceed 1% of all applicable episodes).

**Process Objective 3.1.4:** Outcome data will be collected on a representative sample of 15% or more of admitted clients whose services have ended.

**OBJECTIVE 3.2:** Implement the statewide outcome evaluation system, developed in conjunction with the county authorities, to assist in program development and accountability.

**Process Objective 3.2.1:** DAODAS will track outcome and process objectives and intervene on a quarterly basis with county authorities that do not meet minimum state standards.

**OBJECTIVE 3.3:** Using evidence-based treatment modalities and prevention programming whenever feasible, implement the Getting To Outcomes model to:

- provide collaborative services to citizens afflicted with co-occurring disorders;
- close the treatment gap, particularly in services to women, children, adolescents, and families; and
- implement charitable choice, the Governor’s Safe and Drug-Free Schools and Communities, Infectious Disease Prevention Services, Preventing Underage Use of Tobacco, and Preventing Underage Drinking programs.

**OBJECTIVE 3.4:** Rename the Governor’s Council on Substance Abuse Prevention as the Governor’s Council on Adolescent Substance Abuse Services and expand its role to include intervention and treatment, with the following objectives:

- develop linkages with other adolescent services systems to coordinate and promote comprehensive, integrated services for youth with substance abuse and/or co-occurring problems;
- develop a process for the coordination of budgets and benefits plans among all state agencies that support adolescent substance abuse treatment services;
- develop and adopt universal screening and assessment tools and standardized outcome questionnaires;
- institute minimum standards for all state agencies that either fund or provide adolescent treatment services;
- develop minimum standards for addictions professionals and an adolescent “endorsement” for credentialing of adolescent addictions professionals;
- develop funding guidelines that are tied to evidence-based practices;
- coordinate, leverage, and/or redirect, as appropriate, those substance abuse prevention resources within South Carolina that are directed at communities, families, schools, and workplaces to reduce the use of alcohol, tobacco, and other drugs by youth ages 12 to 17;
- develop a revitalized, comprehensive statewide strategy aimed at reducing substance use among youth in South Carolina by implementing evidence-based substance abuse community-based prevention efforts;
- reduce marijuana, alcohol, tobacco, and other drug use among 12- to 17-year-old youth within the population served by partners in the Governor’s Cooperative Agreement for Prevention; and
- promote awareness of effective evidence-based prevention programs and increase the involvement of youth and adults in prevention.

***STRATEGIC GOAL 4: Ensure that clients and the citizenry are stimulated and engaged.***

**OBJECTIVE 4.1:** Implement culturally competent services across the county authority system in partnership with other human service agencies.

***STRATEGIC GOAL 5: Collaborate more effectively with the county authorities and other stakeholders.***

**OBJECTIVE 5.1:** Foster the special relationship with the county authorities.

**OBJECTIVE 5.2:** Collaborate more effectively by involving stakeholders in the decision-making process; strengthening partnerships with other agencies and service providers; and enhancing communication with community partners, mutual client agencies, internal staff, and the General Assembly.

***STRATEGIC GOAL 6: Provide the necessary resources to improve the department's capacity to provide efficient and effective services.***

**OBJECTIVE 6.1:** Strengthen internal organizational capability by developing a professional development plan; providing the staff with professional growth opportunities; and implementing a performance-based employee evaluation system.

**OBJECTIVE 6.2:** Secure adequate and consistent funding by:

- increasing state and federal funding;
- developing non-traditional sources of funding; and
- ensuring that federal Substance Abuse Prevention and Treatment Block Grant funding is not jeopardized by obtaining requisite state matching funds (Maintenance of Effort).

**OBJECTIVE 6.3:** In collaboration with the county authorities, develop a performance-based methodology that ensures the most effective use of available funds.

**OBJECTIVE 6.4:** Improve the communications and data-collection capabilities of the statewide alcohol and other drug abuse service-delivery system by establishing an Intranet-Extranet data communications network and a common client database software platform for the county authorities.