

# Planning Protocol for System of Care Expansion Teams

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This expansion planning protocol is designed to provide a process for System of Care Expansion Teams to begin the process of creating a strategic plan for expanding the system of care approach throughout their jurisdictions. The process requires the commitment of a significant amount of time to group work, concentrated across five sequential work sessions. Recognizing this significant commitment of time, some jurisdictions may prefer to designate a core planning team (e.g., 4 to 8 members) to participate in the work sessions together. Others may prefer to have their full System of Care Expansion Team participate in the work sessions together. (A larger group might require additional time, so add more time to each session for a larger group.) It is acceptable to divide up the sessions across several days, but it is recommended that the full protocol be implemented within one to two weeks. Should you opt for the smaller/core team approach, then it will be important to report back to, and then begin working in concert with, your full System of Care Expansion Team. Note that in some instances, this protocol contains prompts for small/core teams to report back to their full System of Care Expansion Teams.

## Purposes of the Team Work Sessions

Following the System of Care Expansion Planning Protocol entails five team work sessions. These are times for team members to work with each other to articulate strategies and next steps to:

1. Ensure that the jurisdiction's planning structures and processes will be effective for developing a realistic strategic plan for expanding systems of care
2. Refine the goals that will be included in the jurisdiction's strategic plan and begin to identify strategies for goal achievement
3. Determine next steps for moving the strategic planning process forward
4. Guide the provision of needed technical assistance

Your system of care expansion team may choose to utilize facilitative support from a coach skilled in strategic planning and knowledgeable about system of care expansion.

## What Each Team Member Should Do to Prepare for the Team Work Sessions

### Team members should:

- Review and become familiar with their SAMHSA Expansion Planning Grant proposal and bring a hard copy for the team's discussions
- Review the "Self-Assessment of Strategies for Expanding the System of Care Approach" tool to prepare for the self-assessment process and bring a hard copy to the work session
- Bring a laptop computer and electronic copies of all team work session worksheets
- Designate a note taker for the team who will complete the worksheets based on the team's discussions

## What Each Session Will Accomplish

The system of care expansion planning protocol uses an action approach as the framework for the five team work sessions. The team work sessions build on each other in a sequential process to accomplish the purposes of the planning process. The following is a brief description of the sessions:

- **Session #1: Getting Started: Defining Your Process and Outcomes for the Planning Protocol:** Gain consensus on what will be accomplished during the team work sessions and the process that will be used. Determine the process for completing the Self-Assessment of System of Care Expansion Strategies prior to Team Work Session #2.

- **Session #2: Analyzing Information from the Self-Assessment of System of Care Expansion Strategies and Conducting an Environmental Scan:** Analyze information from the Self-Assessment of System of Care Expansion Strategies tool and an environmental scan to identify strengths, challenges, and opportunities that the jurisdiction brings to the effort to develop a realistic strategic plan for expanding systems of care.
- **Session #3: Reviewing Your Planning Process and Goals:** Examine the jurisdiction’s planning structure and process to determine how well they “fit” with the strategic planning process and their alignment with core system of care values. Examine and refine the jurisdiction’s system of care expansion planning goals.
- **Session #4: Developing Strategies to Achieve Your Goals:** Identify system of care expansion strategies to achieve each of the goals to be incorporated into the strategic plan.
- **Session #5: Next Steps and Technical Assistance Needs:** Build consensus among team members on the next steps to move the planning process forward and delineate priorities for technical assistance.

## Detailed Description of Each Team Work Session

### Team Work Session #1 [90 MINUTES]

#### Getting Started: Defining Your Process and Outcomes for the Strategy Protocol

##### The purposes of Session #1 are to:

- Become oriented and organized
- Become comfortable with each other and the work ahead
- Gain consensus on what will be accomplished over the course of the team work sessions and the process that will be used
- Organize the team to complete the Self-Assessment System of Care Expansion Strategies and determine who will complete the assessment and the process for completing the assessment (individually by team members and/or others or as a group)

##### Suggested session agenda:

- Introduce team members, facilitator(s), and guests
- Review what is to be accomplished during Team Work Session #1
- Review proposed outcomes for the team work sessions including: 1) refining the jurisdiction’s system of care expansion structure and process; 2) refining the jurisdiction’s goals for system of care expansion and beginning to identify strategies to meet these goals to be included in their strategic plan; 3) identifying next steps to move the jurisdiction’s planning process forward towards creating a realistic strategic plan for system of care expansion; and 4) identifying priorities for technical assistance
- Review the structure and tasks outlined for the team work sessions and how they build on each other in a sequential process for moving forward with strategic planning for system of care expansion
- Establish necessary ground rules for the discussions
- Discuss the process for vetting all plans, products, and action steps developed with the wider System of Care Expansion Planning Team
- Discuss the Self-Assessment of System of Care Expansion Strategies and determine who will complete the assessment and if it will be completed individually or as a group

##### Worksheet:

- Worksheet 1: Self-Assessment of Strategies for Expanding the System of Care Approach

**Note:** *The Self-Assessment is available as a Word Document to enable jurisdictions to administer it to their teams and/or to other stakeholders involved in system of care implementation. Visit [http://gucchd.georgetown.edu/products/Toolkit\\_SOC\\_Self-Assessment.docx](http://gucchd.georgetown.edu/products/Toolkit_SOC_Self-Assessment.docx)*

**Team Work Session #2** [90 MINUTES]**Analyzing Information from the Self-Assessment of System of Care Expansion Strategies and Conducting an Environmental Scan****The purposes of Session #2 are to:**

- Analyze information from the Self-Assessment of System of Care Expansion Strategies tool and identify areas where progress has already been achieved and areas that need attention for expanding systems of care
- Complete an environmental scan to identify the strengths, challenges, and opportunities that the jurisdiction brings to the effort to develop a plan for expanding systems of care
- Identify the implications of this information for developing a strategic plan for system of care expansion

**Suggested session agenda:**

- Review what is to be accomplished during Team Work Session #2 (Ensure that each team member has a copy of the completed Self-Assessment of System of Care Expansion Strategies.)
- Identify strengths that emerge from the Self-Assessment of System of Care Expansion Strategies and areas that need to be addressed in the strategic plan
- Conduct an environmental scan of major “external” forces to identify additional strengths, opportunities, and challenges to inform the strategic planning process
- Determine the implications of this analysis for the strategic plan and prioritize areas that emerge for potential inclusion in the goals and strategies comprising the strategic plan for expanding systems of care

**Worksheets:**

- Complete Worksheet 2A: Analysis of Self-Assessment of System of Care Expansion Strategies
- Complete Worksheet 2B: Scan of Environmental Forces

**Team Work Session #3** [90 MINUTES]**Reviewing Your Process and Goals****The purposes of Session #3 are to:**

- Examine the jurisdiction’s planning structure and process to determine how well they “fit” with the task of developing a strategic plan for expanding systems of care
- Examine the alignment of the planning process with core system of care values (family driven, youth guided, cultural and linguistic competence) and develop strategies to address any identified issues
- Examine and refine the jurisdiction’s proposed system of care expansion goals based on the previously completed assessment and environmental scan and determine whether they are clearly focused on implementing the system changes needed for expanding systems of care
- Determine needed refinements of proposed goals for the strategic plan and identify goals in the plan that will be prioritized for initial action

**Suggested session agenda:**

- Review what is to be accomplished during Team Work Session #3
- Examine the jurisdiction’s planning structure and process to develop a strategic plan for system of care expansion
- Discuss whether the structure and processes are likely to result in a plan that can be realistically implemented (e.g., the right people, the needed authority to create a plan, work groups, etc.)
- Determine how core systems of care values are being incorporated into the planning structure and process (family driven, youth guided, cultural and linguistic competence) as well as social marketing/strategic communications

- Identify needed adjustments to the planning structure and process to best develop an agreed-upon strategic plan and identify action steps to implement these changes
- Review the proposed system of care expansion goals that were delineated in the jurisdiction’s application
- Refine the system of care expansion goals to be included in the strategic plan based on the analysis conducted in Team Work Session #2

**Worksheets:**

- Complete Worksheet 3A: Planning Structures and Processes
- Complete Worksheet 3B: Alignment with Core System of Care Values
- Begin Worksheet 3C: Major System of Care Expansion Planning Goals and Strategies for Goal Achievement

**Team Work Session #4** [90 MINUTES]

**Developing Strategies to Achieve Your Goals**

**The purpose of Session #4 is to:**

- Identify specific strategies to achieve the goals that will be included in the strategic plan

**Suggested session agenda:**

- Review what is to be accomplished during Team Work Session #4
- Identify specific strategies or combination of strategies needed to achieve each major goal for system of care expansion to be detailed in the strategic plan
- Use the strategic framework comprised of the five major core strategy areas and sub-strategies as a starting point for identifying strategies for achieving each goal—policy and partnerships, services, financing, training, and generating support. (See “Strategic Framework for Expanding the System of Care Approach: Five Core Strategy Areas and Sub-Strategies” included in this protocol)
- Review selected strategies to ensure that they capitalize on the opportunities identified in previous team work sessions
- Ensure that the multiple strategies to be included in the strategic plan are aligned with each other and will create a synergistic effect for expanding systems of care

**Worksheets:**

- Complete Remainder of Worksheet 3C: Major System of Care Expansion Planning Goals and Strategies for Goal Achievement

**Team Work Session #5** [120 MINUTES]

**Next Steps and Technical Assistance Needs**

**The purposes of Session #5 are to:**

- Identify next steps to continue the system of care expansion strategic planning process
- Determine how the team’s work will be shared with the larger System of Care Expansion Planning Team
- Identify needed technical assistance
- Celebrate the work done by the team

**Suggested session agenda:**

- Review what is to be accomplished during Team Work Session #5
- Determine next steps for continuing the strategic planning process for system of care expansion including: 1) what tasks will be done; 2) who will do each task; and 3) when each task will be completed

- Discuss the process for sharing and continuing the team’s work with the larger System of Care Expansion Planning Team and how the team will convene to monitor progress in creating the strategic plan
- Identify priority technical assistance needs
- Discuss and complete the Priority Technical Assistance Worksheet
- Briefly review the role of the coach in working with the jurisdiction over the remainder of the grant year, and how the worksheet will be used as a guide to connect the jurisdiction with needed technical assistance
- Discuss how the team will discuss the completed worksheet with the larger System of Care Expansion Planning Team. (Feel free to share the finalized plan with your coach for feedback.)
- Celebrate the accomplishments of the team and close the session

**Worksheets:**

- Complete Worksheet 5A: Next Steps in the Strategic Planning Process
- Complete Worksheet 5B: Priority Technical Assistance Needs