Ohio’s Community Collective Impact Model for Change (CCIM4C) Initiative

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21st Century CURES Act

- The 21st Century CURES Act was enacted by Congress in December 2016.
- The Act allocated $1B in funding for the opioid epidemic.
- Ohio secured $26M/year for two years through the State Targeted Response to the Opioid Crisis Grants program.
Purpose of the 21st Century CURES Act

- **Increase** access to treatment, reduce unmet treatment need, and reduce opioid overdose-related deaths through the provision of prevention, treatment and recovery activities.

- **Supplement** current opioid activities undertaken by the state.

- **Support** a comprehensive response to the opioid epidemic using a strategic planning process to conduct needs and capacity assessments.
Ohio’s Areas of Focus

- Medication Assisted Treatment
- Primary Prevention
- Screening, Brief Intervention, and Referral to Treatment (SBIRT)
- Recovery Supports
- Trauma-Informed Approaches for Individuals & Communities
Ohio’s Budget

- **Treatment & Recovery Supports** – up to $20M
  - Workforce augmentation
  - Targeted, immediate increases to Tx capacity

- **Primary Prevention** – up to $5M
  - Statewide training for evidence based practices
  - Targeted, immediate increases to prevention

- **Infrastructure/Administration** – up to $1.3M
  - SBIRT
  - Vicarious/Secondary trauma
  - Public-facing engagement
  - Jail data demonstration
Ohio’s Priority Populations
Ohio’s Funding Tiers

- **Tier 1 (yellow):** Counties with the highest overdose death counts (2010-2015), rates (2010-2015), and fentanyl deaths (2015). Total number of residents in Tier 1 Counties: 7,030,825, or 61% of state population.

- **Tier 2 (orange):** Counties with the next highest overdose death rates (2010-2015), and need for treatment (NSDUH 2012-2014). Total number of residents in Tier 2 Counties: 1,678,383, or 14% of state population.

- **Tier 1 & Tier 2 totals:** 8,709,208 Ohioans, or 75% of the state’s population, and 53% of counties and board areas
The opioid epidemic is a wicked problem.
Silos are where we started, but they can’t be where we finish.

**WHY WE LOVE (AND HATE) SILOS**

- Harness expertise
- Hit goals quickly
- Easy to manage
- Create belonging
- Build trust (in the team)
- Provide focus
- Encourage personal development

- Resist change
- Incestuous
- Hoard talent
- Hoard resources
- Self protect
- Don't network
- Focus on individual good
We liked the idea of Collective Impact
Ohio needed more.
Build on what we have.

SAMHSA

Statewide Collective Impact Model for Change
Be responsive to the current situation: community trauma.
Add a new “lens.”

THRIVE Factors

- **People**
  - Social networks & trust
  - Participation & willingness to act for the common good
  - Norms & culture

- **Equitable Opportunity**
  - Education
  - Living wages & local wealth

- **Place**
  - What’s sold & how it’s promoted
  - Look, feel, & safety
  - Housing
  - Parks & open space
  - Air, water & soil
  - Getting around
  - Arts & cultural expression

Prevention Institute

Ohio MHAS
Promoting wellness and recovery

Statewide Collective Impact Model for Change
We funded 12 Ohio Communities
TWELVE FUNDED COMMUNITIES

LOCAL SUPPORT

MULTI-SECTOR RELATIONSHIPS
Where are we today?

WORK in PROGRESS

...is still a work in progress.

...but there's a demo ready!
Articulating the CCIM4C Logic Chain as a Series of “If-Then” Statements

- **If** we implement [insert evidence-informed strategy here], **then** we can expect [insert expected outcome on root cause here] as evidenced by [insert data source here].
- **If** we [insert expected outcome on root cause here] **then** we can expect [insert expected outcome on causal factor here] as evidenced by [insert data source here].
- **If** we [insert expected outcome on causal factor here], **then** we can expect a reduction in [insert OUD outcome] as evidenced by [data points].
CCIN4C Strategic Plan Map: Demand Reduction
Fairfield County

Statement of how the plan is related to at least one of Ohio’s CURES Act Goals: (1) reducing OUD deaths and (2) increasing access to treatment (including MAT):

By addressing demand reduction of opiates in Fairfield County it will lead to reducing opioid use disorder deaths.

Population of Focus:
The population of focus will be Fairfield County adults and youth.

Theory of Community Change:
If we increase knowledge of how to safely dispose of unused prescription medications then we can expect a reduction in the number of youth reporting access to prescription drugs as evidenced by the Fairfield County Youth Behavior Survey. If we reduce the number of youth reporting access to prescription drugs then we can expect a reduction in Opioid Use Disorder deaths as evidenced by the Ohio Department of Health, Fairfield County unintentional opioid overdose death rates.

<table>
<thead>
<tr>
<th>Opioid Use Disorder Outcome (There may be ONLY one OUD outcome listed)</th>
<th>Causal Factor (There may be ONLY one causal factor listed)</th>
<th>Root Cause (There may be MORE than one root cause listed)</th>
<th>Evidence-Informed Strategies(ies)</th>
<th>Lead Partner for Strategy &amp; Approximate Budget</th>
<th>Time Line</th>
<th>Outcome for the Root Causes (Shorter-term Outcomes)</th>
<th>Outcome for the Causal Factor (Mid-term Outcome)</th>
<th>Opioid Use Disorder Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of Opioid Use Disorder Outcome</td>
<td>Fairfield County youth report easy access to prescription drugs.</td>
<td>Description of Root Cause #1 (In Words)</td>
<td>Insert the evidence-informed strategy(ies) the team has selected to address Root Cause #1. There should be a 1:1 correspondence between Root Cause #1 and strategy.</td>
<td>Identify the lead partner for executing the strategy and the approximate budget for implementing the strategy for Root Cause #1. There should be a 1:1 correspondence between Root Cause #1, strategy, lead partner &amp; budget.</td>
<td>Identify the approximate timeline for the strategy to be implemented. There should be a 1:1 correspondence between Root Cause #1, strategy, lead partner &amp; budget.</td>
<td>This column should have 1:1 correspondence with the root causes column(s) = as measured by. ALL root causes should directly impact the causal factor. Increase community education on proper disposal of prescription medications as measured by the Fairfield County Community Health Status Assessment.</td>
<td>This column should have 1:1 correspondence with the causal factors column = as measured by.</td>
<td></td>
</tr>
<tr>
<td>Data to Support Opioid Use Disorder Outcome: Fairfield County unintentional opioid overdose death rates are: 23 deaths in 2016, 16 deaths in 2015, 15 deaths in 2014 as reported by the Ohio Department of Health.</td>
<td>Data to Support Causal Factor:</td>
<td>The root cause must be directly related to the causal factor.</td>
<td>Data to Support Root Cause #1: 2016 Community Health Status Assessment, Fairfield County Adults reported they did the following with their prescription medications: 19% threw in the trash, 18% took as prescribed, 16% flushed down the toilet, 14% kept it, 8% took to a medication collection program, 4% took to Take Back Days, 3% took to Sheriff's office, 2% kept in a locked cabinet, 1% sold it</td>
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</tbody>
</table>

This column should focus on one or both of the OUD Outcomes goals: Reduce OUD deaths / Increase access to OUD treatment, including MAT = as measured by. The outcome goal is to reduce opioid use disorder deaths in Fairfield County as measured by the Ohio Department of Health.
## CCIMAC Strategic Plan Map: Supply Reduction
### Fairfield County

Statement of how the plan is related to at least one of Ohio's CURES Act Goals: (1) reducing OUD deaths and (2) increasing access to treatment (including MAT):

By addressing supply reduction of opiates in Fairfield County it will lead to reducing opioid use disorder deaths.

### Population of Focus:

The population of focus will be Fairfield County adults.

### Theory of Community Change:

If we increase education to physicians regarding opioid prescriptions written then we can expect a reduction in the number of opioid doses dispensed measured by OARRS. If less opioid prescriptions are dispensed then Opioid Use Disorder deaths will decrease as evidenced by the Ohio Department of Health, Fairfield County unintentional opioid overdose death rates.

<table>
<thead>
<tr>
<th>Community Logic Model – Theory of Change</th>
<th>Theory of Action</th>
<th>Measurable Outcomes</th>
</tr>
</thead>
</table>
| **Opioid Use Disorder Outcome**  
(There may be ONLY one OUD outcome listed!) | **Root Cause**  
(There may be MORE than one root cause listed!) | **Evidence-Informed Strategy(es)** | **Lead Partner for Strategy & Approximate Budget** | **Time Line** | **Outcome for the Root Causes**  
(Short-term outcomes) | **Outcome for the Causal Factor**  
(Mid-term outcomes) | **Opioid Use Disorder Outcome** |
| **Description of Opioid Use Disorder Outcome**  
(In Words)** | **Fairfield County will reduce opioid use disorder deaths.** | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Insert the evidence-informed strategy(ies) the team has selected to address Root Cause #1.**  
There should be a 1:1 correspondence between Root Cause #1 and strategy. | **Identify the lead partner for executing the strategy and the approximate budget for implementing the strategy for Root Cause #1.**  
There should be a 1:1 correspondence between Root Cause #1, strategy, and the lead partner & budget. | **Identify the approximate timeline for the strategy to be implemented.**  
There should be a 1:1 correspondence between Root Cause #1, strategy, and timeline. | **This column should have a 1:1 correspondence with the root causes column(s) + as measured by ___.**  
All root causes should directly impact the causal factor.  
If physicians write less opioid prescriptions, there will be a decrease in opioid prescriptions dispensed as measured by OARRS (Ohio Automated RX Reporting System). | | |
| **Description of Causal Factor**  
(In Words)** | **Fairfield County will reduce opioid use disorder deaths.** | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Fairfield County will reduce opioid use disorder deaths.** | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **This column should have a 1:1 correspondence with the causal factors column + as measured by ___.**  
The causal factor should directly impact the OUD outcome.  
The number of opioids prescribed will decrease as measured by OARRS. | **Opioid Use Disorder Outcome** |
| **In Fairfield County there is a higher than County average of opiate prescriptions dispensed.** | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Opioid Use Disorder Outcome** |
| **The number of opioid doses dispensed per patient in 2015, quarter 4, was 136.22 – County average**  
**Compared to:**  
142.46 Fairfield County average | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
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(There may be ONLY one causal factor listed!) | **Opioid Use Disorder Outcome** |
| **Compared to:**  
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(There may be ONLY one causal factor listed!) | **Data to Support Causal Factor**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Data to Support Root Cause #1**  
(There may be ONLY one causal factor listed!) | **Opioid Use Disorder Outcome** |
## CCIM4C Strategic Plan Map: Overdose Reversal (Naloxone)
### Insert CCIM4C Fairfield County

**Statement of how the plan is related to at least one of Ohio’s CORES Act Goals:** 1) reducing OUD deaths and 2) increasing access to treatment (including MAT).

- By addressing overdose reversal (Naloxone) of opiate use in Fairfield County it will lead to reducing opioid use disorder deaths.

### Population of Focus:
- Fairfield County First Responders

### Theory of Community Change:
If we increase First Responders knowledge regarding the disease of addiction including recovery and relapse we will increase the use of Naloxone administered to persons with Opioid Use Disorder with repeated episodes of overdose. If we increase the use of Naloxone then we will reduce opioid use disorder deaths in Fairfield County as measured by the Ohio Department of Health. Fairfield County unintentional opioid overdose death rates.

#### Community Logic Model - Theory of Change

<table>
<thead>
<tr>
<th>Opoid Use Disorder Outcome (There may be ONLY one OUD outcome listed)</th>
<th>Coarse Factor (There may be ONLY one causal factor listed)</th>
<th>Root Causes (There may be MORE than one root cause listed)</th>
<th>Evidence-Informed Strategy(s)</th>
<th>Lead Partner for Strategy &amp; Approximate Budget</th>
<th>Time Line</th>
<th>Outcome for the Root Cause (Shorter-term Outcomes)</th>
<th>Outcome for the Causal Factor (Mid-term Outcome)</th>
<th>Opold Use Disorder Outcome</th>
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<tbody>
<tr>
<td><strong>Description of Opoid Use Disorder Outcome (In Words)</strong> Fairfield County will reduce opioid use disorder deaths.</td>
<td><strong>Data to Support Opioid Use Disorder Outcome:</strong> Please include the source of the data and the year(s) the data was collected. Fairfield County unintentional opioid overdose death rates are: 23 deaths in 2016, 18 deaths in 2018, 15 deaths in 2019 as reported by the Ohio Department of Health.</td>
<td><strong>Coarse Factor:</strong> We need to increase first responders’ knowledge as it relates to repeated episodes of use of Naloxone on a person with opioid use disorder.</td>
<td><strong>Description of Root Cause #1 (In Words)</strong> First responders do not understand the disease of addiction including recovery and relapse as it relates to repeated episodes of use of Naloxone on a person with opioid use disorder. <strong>Root cause must be directly related to the causal factor.</strong></td>
<td><strong>Time Line</strong></td>
<td><strong>Outcome for the Root Cause (Shorter-term Outcomes)</strong></td>
<td><strong>Outcome for the Causal Factor (Mid-term Outcome)</strong></td>
<td><strong>Opoid Use Disorder Outcome</strong></td>
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<tr>
<td><strong>Data to Support Causal Factor:</strong> Please include the source of the data and the year(s) the data was collected.</td>
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<td><strong>Data to Support Root Cause #1 Data is anecdotal from meeting and talking with first responders.</strong></td>
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**This column should have 1:1 correspondence with the root cause column(s) Y as measured by_____**

**ALL root causes should directly impact the causal factor.**

**Educate First Responders on the disease of addiction including recovery and relapse measured by documentation of educational classes and a survey on increase of knowledge on the disease of addiction.**

**Reduce First Responders resistant attitudes regarding the repeated use of Naloxone on a person with opioid use disorder as measured by the number of doses of Naloxone administered from the Fairfield, Hocking, Athens County Major Crimes Unit**

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<tr>
<th>Data collected by the Fairfield, Hocking, Athens County Major Crimes Unit</th>
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CGMAC Strategic Plan Map: Treatment

Insert CGMAC Fairfield County

Statement of how the plan is related to at least one of Ohio’s CURES Act Goals: (1) reducing OUD deaths and (2) increasing access to treatment (including MAT): By addressing treatment of opiate in Fairfield County it will lead to increasing access to treatment including MAT.

Population of Focus:
The population of focus is Fairfield County Physicians

Theory of Community Changes:
Insert “If-Then Proposition(s)” here.

If we educated physicians regarding the need for more MAT prescribers in Fairfield County then we will increase MAT prescribers. If we have more physicians in Fairfield County that will prescribe MAT we will increase access to Opiate Use Disorder treatment including MAT as evidenced by Fairfield County ADAMH providers of people in treatment and the number of prescribers.

<table>
<thead>
<tr>
<th>Opioid Use Disorder Outcome (In Words)</th>
<th>Causal Factor (There may be ONLY one causal factor listed!)</th>
<th>Root Cause (There may be MORE than one root cause listed!)</th>
<th>Evidence-Informed Strategy (bes)</th>
<th>Lead Partner for Strategy &amp; Approximate Budget</th>
<th>Time Line</th>
<th>Outcome for the Root Causes (Shorter-term Outcome)</th>
<th>Outcome for the Causal Factor (Mid-term Outcome)</th>
<th>Opioid Use Disorder Outcome</th>
</tr>
</thead>
</table>
| Fairfield County will increase access to treatment including MAT. | Please include the source of the data and the year(s) the data was collected. Fairfield County Treatment including MAT data from ADAMH providers: The Recovery Center 197 people, 2 prescribers. New Horizons – 4 people, 1 prescriber. Ohio Cinderelma - 10 people, 1 prescriber. O-Verde - 0 – Methadone July 2017 – January 2018 | Data to Support Causal Factor: | Data to Support Root Cause #1 Fairfield County prescribers from ADAMH providers: 2 prescribers from July 2017 – January 2018 | Identify the lead partner for executing the strategy and the approximate budget for implementing the strategy for Root Cause #1. There should be a 1:1 correspondence between Root Cause #1 and strategy. Identify the approximate timeline for the strategy to be implemented. There should be a 1:1 correspondence between Root Cause #1, strategy, and the lead partner & budget. | Identify the approximate timeline for the strategy to be implemented. There should be a 1:1 correspondence between Root Cause #1, strategy, and the lead partner & budget. | This column should have a 1:1 correspondence with the causal factor column = as measured by ______. | This column should have a 1:1 correspondence with the causal factor column = as measured by ______. | This column should focus on one or both of the OUD Outcome goals: Reduce OUD deaths / increase access to OUD treatment, including MAT = as measured by _____.

The outcome goal is to increase access to Opiate Use Disorder treatment including MAT as measured by Fairfield County ADAMH providers of people in treatment and number of prescribers.
## CCIMC Strategic Plan Map: Recovery Supports

### Fairfield County

**Statement of how the plan is related to at least one of Ohio’s CURES Act Goals**:
(1) Reducing OUD deaths and (2) increasing access to treatment (including MAT)

By addressing Recovery Supports in Fairfield County it will lead to decreasing opioid overdose deaths.

### Population of Focus:
The population of focus will be adults living in Fairfield County.

### Theory of Community Change:
Insert "# Then Proposition(s)" here.

If we offer Recovery Support information to Fairfield County community members then we will increase knowledge of available community recovery supports to reduce the number of opioid overdose deaths in Fairfield County as evidenced by the statistics from the Ohio Department of Health, Fairfield County unintentional opioid overdose death rates.

### Community Logic Model – Theory of Change

<table>
<thead>
<tr>
<th>Opioid Use Disorder Outcome (There may be ONLY one OUD outcome listed)</th>
<th>Causal Factor (There may be ONLY one causal factor listed)</th>
<th>Root Cause (There may be MORE than one root cause listed)</th>
<th>Evidence-Informed Strategy(ies)</th>
<th>Lead Partner for Strategy &amp; Approximate Budget</th>
<th>Time Line</th>
<th>Outcome for the Root Cause (Short-term Outcomes)</th>
<th>Outcome for the Causal Factor (Mid-term Outcome)</th>
<th>Opioid Use Disorder Outcome</th>
</tr>
</thead>
</table>
| **Description of Opioid Use Disorder Outcome (in Words)**
Fairfield County will reduce opioid use disorder deaths. | **Data to Support Causal Factor:** Fairfield County unintentional opioid overdose death rates are: 23 deaths in 2016, 16 deaths in 2015, 15 deaths in 2014 as reported by the Ohio Department of Health. | **Data to Support Root Cause #1 (In Words)**
In order to increase recovery supports in Fairfield County we need to address the lack of information dissemination on available resources. | **Insert the evidence-informed strategy(ies) the team has selected to address Root Cause #1.** | **Identify the lead partner for executing the strategy and the approximate budget for implementing the strategy for Root Cause #1.** | **Identify the approximate timeline for the strategy to be implemented.** | **This column should have 1:1 correspondence with the causal factors column as measured by____.**
ALL root causes should directly impact the causal factor. Offer recovery support information in different ways, different times, and venues as measured by tracking information on sessions offered and knowledge gained about recovery supports. | **This column should have 1:1 correspondence with the causal factors column as measured by____.** | **This column should focus on one or both of the OUD outcomes: Reduce OUD deaths / Increase access to OUD treatment, including MAT as measured by____.**
The outcome goal is to reduce opioid overdose deaths in Fairfield County as measured by the Ohio Department of Health. |
# CCIM4C Strategic Plan Map: BHAG for Thriving and Resilient Communities for Homelessness

**Fairfield County**

## Statement of How the BHAG for Thriving and Resilient Communities is related to at least one of Ohio’s CURES Act Goals:
1. Reducing OUD deaths and
2. Increasing access to treatment (including MAT).

### Population of Focus:

The population of focus will be individuals and families with opioid use disorder who are homeless.

### By addressing homelessness for people in recovery we will decrease opioid use disorder deaths.

### Theory of Community Change Related to the BHAG for Thriving and Resilient Communities:

If we increase safe, affordable permanent support housing in Fairfield County then we will increase the number of individuals and families in recovery in permanent supportive housing. If we increase the number of individuals and families in recovery in supportive housing we will decrease the number of opioid use disorder deaths.

## Community Logic Model – Theory of Change

<table>
<thead>
<tr>
<th>BHAG</th>
<th>Causal Factor</th>
<th>Root Cause (There may be more than one listed)</th>
<th>Evidence-Informed Strategy(es)</th>
<th>Lead Partner for Strategy &amp; Approximate Budget</th>
<th>Time Line</th>
<th>Outcome for the Root Cause (Short-term)</th>
<th>Outcome for the Causal Factor (Mid-term)</th>
<th>BHAG Outcome (Long-term)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Description of BHAG (In Words)</td>
<td>The need for increased supportive services in Fairfield County for safe, affordable permanent supportive housing in Fairfield County.</td>
<td>Identify the lead partner for executing the strategy and the approximate budget for implementing the strategy.</td>
<td>Identify the approximate timeline for the strategy to be implemented.</td>
<td>Identify the approximate timeline for the strategy to be implemented.</td>
<td>This column should have 1:1 correspondence with Root Cause #1 as measured by ___.</td>
<td>All root causes should directly impact the causal factor.</td>
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</tr>
<tr>
<td></td>
<td>Description of Causal Factor (In Words)</td>
<td>The increase in people with opioid use disorder that are in recovery that are homeless.</td>
<td>Insert the evidence-informed strategy(es) the team has selected to address Root Cause #1.</td>
<td>Increase housing for people in recovery as measured by the wait list for supportive housing Point-in-Time Count, Lancaster-Fairfield Community Action Agency</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Data to Support BHAG:</td>
<td>The root cause must be directly related to the causal factor.</td>
<td>There should be a 1:1 correspondence between Root Cause #1 and the strategy.</td>
<td>Increase safe affordable permanent support housing in Fairfield County as measured by the Ohio Department of Health.</td>
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<tr>
<td></td>
<td>Please include the source of the data and the year(s) the data was collected.</td>
<td>Date to Support BHAG:</td>
<td>Date to Support Causal Factor:</td>
<td>Increase safe affordable permanent support housing in Fairfield County as measured by the Ohio Department of Health.</td>
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<tr>
<td></td>
<td>Fairfield County unintentional opioid overdose deaths rates area:</td>
<td>Permanent supportive housing in Fairfield County used by individuals:</td>
<td>Permanent supportive housing in Fairfield County used by individuals:</td>
<td>Lancaster-Fairfield Community Action Agency</td>
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</tbody>
</table>
What other BHAGs do Ohio’s communities have?

- Social isolation and a lack of connectedness
- Adverse Childhood Experiences (ACEs) x 4
- Supportive housing
- Economic burden as a result of the opiate crisis
- Transportation or lack of foster care families (still deciding)
- Undecided
What’s coming next?

- Strategy selection
- Focus on BHAG
- Community organizing
- Implementation of strategies
- Evaluation: built in with the logic model
Resources

Ohio’s CURES homepage
http://mha.ohio.gov/Funding/Cures-Act

CCIM4C homepage
http://collectiveimpact.mha.ohio.gov/
Partners

• 12 CCIM4C Communities
• OhioMHAS  ●  http://mha.ohio.gov/
• Ohio University’s Voinovich School of Leadership and Public Affairs  
  https://www.ohio.edu/voinovichschool/
• Pacific Institute for Research and Evaluation  
  http://www.pire.org/
• Prevention Institute  
  https://www.preventioninstitute.org/
Questions

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Toni Ashton, Fairfield County ADAMH Board
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