

Templates for LHD Opioid Prevention & Response: A How-To Guide

The National Association of County and City Health Officials (NACCHO) is dedicated to increasing local health department (LHD) capacity to respond effectively to the opioid epidemic. This How-To Guide is a reference document to support LHDs as they plan for, implement, and evaluate their efforts by utilizing NACCHO's Action Plan, Budget Plan, and Evaluation Plan templates. The templates can be found in NACCHO's online [Opioid Epidemic Toolkit for LHDs](#).

Planning and Partnerships

NACCHO encourages LHDs to engage with a wide variety of local, regional, state, and federal partners to develop their Action Plan and implement their identified strategies to address the opioid epidemic and its consequences among the populations they serve. Potential partners, as illustrated in Figure 1, can be customized per jurisdiction. LHDs are encouraged to pursue innovative cross-sector partnerships to leverage their community's unique local strengths. NACCHO also encourages LHDs to include persons with lived experience, such as those in recovery from opioid use disorder, as they identify their community's strategic priorities and build their Action Plan. Additionally, as the LHD identifies target populations for its opioid prevention and response activities, it should strive to intentionally include members of those target populations in all phases of the planning process.



Figure 1 - Sample Cross-Sector Partnerships

It can take time and energy to form and sustain meaningful and trusting partnerships. NACCHO suggests that LHDs select a community-driven [strategic planning process](#) to [engage partners](#) in the Action Plan development process, prioritize community needs, identify community resources, and obtain community buy-in.

Considerations

- **Staff time.** Plan for adequate staff time to support development and implementation of selected strategies.
- **Collaboration with partners.** Strive to collaborate with community partners who may already be working on opioid-related efforts.
- **Community buy-in.** Consider community values, beliefs, and potential misconceptions about opioid use and opioid use disorder when identifying and implementing priority strategies.
- **Funding and sustainability.** Keep various funding sources and requirements in mind when developing the Budget Plan. Consider programming that can be maintained beyond the project timeline. If the LHD will provide grants to local partners or community stakeholders, plan for the necessary time to finalize contracts.

Action Plan Template

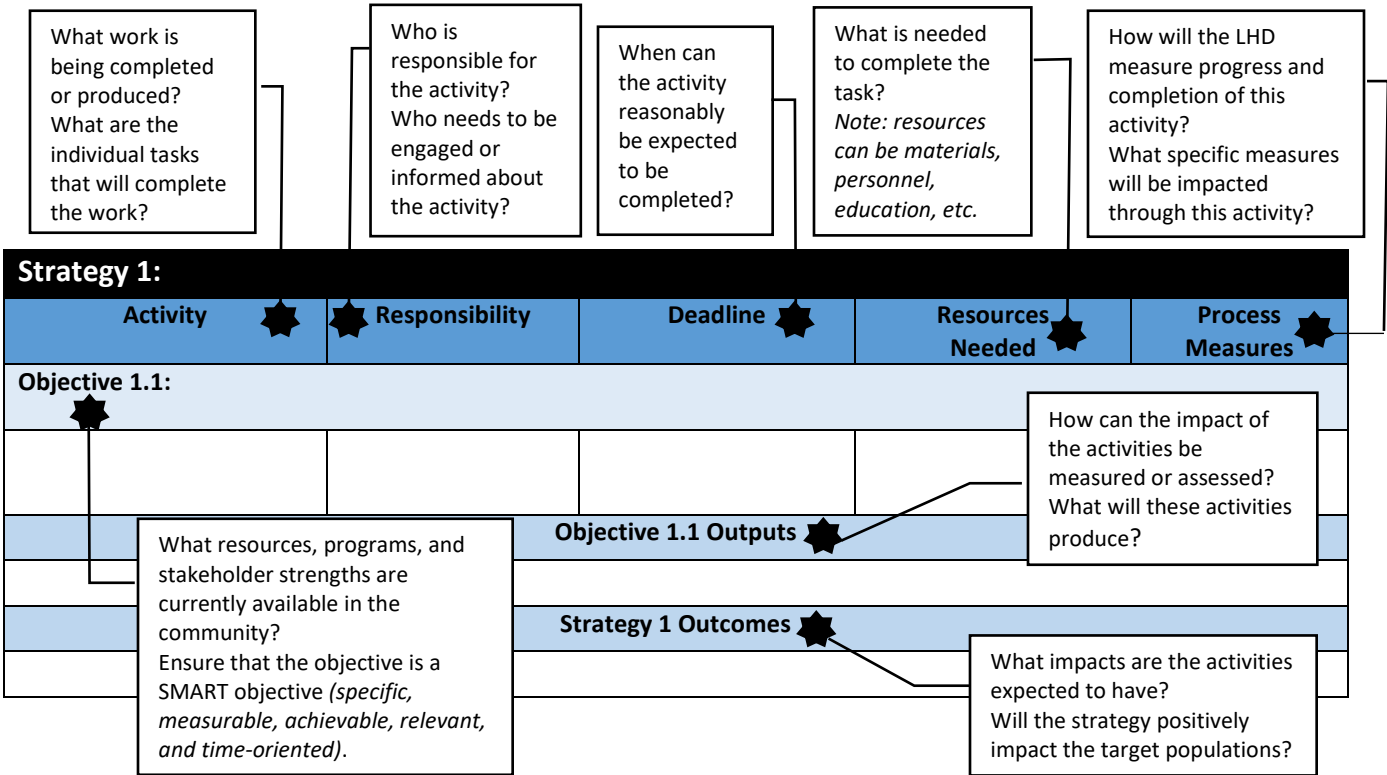
The [Action Plan](#) is a comprehensive, living document, built on identified and prioritized strategic issues and goals. It provides a blueprint for the steps the LHD and its partners will take to achieve its goals in targeting opioid prevention and response, including how to identify those responsible and resources needed, and track progress. Each identified strategic issue is supported by objectives and activities to achieve its aims. The Action Plan template guides LHDs through the development, implementation, and evaluation of their initiatives by asking for details on how and when each activity will be completed. The template also includes a Progress Notes column to help LHDs track their progress on each activity. Figure 2 lists some questions LHDs may want to consider while completing the template.

Strategies

During the strategic planning process, LHDs can identify as few or as many strategies as they choose, each of which should be concise enough to condense to a short phrase or sentence. When prioritizing strategies to include in the Action Plan, LHDs should think about the Action Plan's main goal and the large-scale outcomes they want to achieve.

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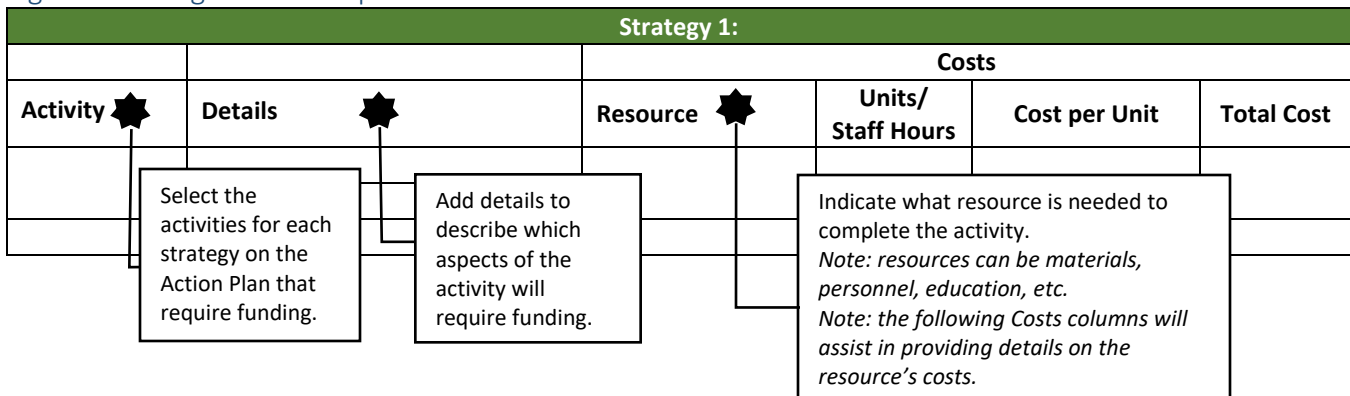
Figure 2 – Action Plan Template



Budget Plan Template

The [Budget Plan](#) will guide LHDs through the allocation and tracking of funding to support the Action Plan activities. The Budget Plan template asks for details on how much funding is required for each activity, and includes a column for LHDs to distinguish between multiple funding sources. Figure 3 provides information on completing the template.

Figure 3 – Budget Plan Template



Evaluation Plan Template

The [Evaluation Plan template](#) includes section-by-section instructions to assist LHDs in planning and conducting an evaluation of the Action Plan efforts. NACCHO suggests that LHDs consider meaningful indicators of progress by exploring local data sources and using realistic approaches. Evaluation efforts help to demonstrate impact and reach of LHD activities, inform policy and programs, and provide evidence to advocate for continued or expanded funding.

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Example Template Entries

Figure 4: Example of an Action Plan Entry

| Action Plan Goal: Reduce fatal and non-fatal opioid overdoses. | | | | |
|---|--------------------------------|--------------------|------------------------------------|--|
| Strategy 1: Implement a communications campaign. | | | | |
| Activity | Responsibility | Deadline | Resources Needed | Process Measures |
| Objective 1.1: By May 31, 2019, design a county-wide communications campaign to build awareness around the risks of opioid misuse through evidence-based and community-focused messaging. | | | | |
| 1.1a: Identify priorities for county-wide communications campaign. | LHD Analyst | January 31, 2019 | Staff time | # of priorities identified |
| 1.1b: Select key messages for campaign. | LHD Analyst | February 15, 2019 | Staff time | # and type of messages identified |
| 1.1c: Develop materials that use the selected messages. | LHD Analyst | March 31, 2019 | Staff time | Development of materials; # and type of materials |
| 1.1d: Meet with community stakeholders to review messages/materials and elicit feedback. | LHD Analyst, Stakeholders | April 15, 2019 | Staff time; meeting space | Meeting conducted; # of participating stakeholders |
| 1.1e: Develop dissemination plan for the campaign. | LHD Analyst | May 31, 2019 | Staff time | Development of plan |
| Objective 1.1 Outputs | | | | |
| <ul style="list-style-type: none"> • Key messages/materials. • Communications campaign dissemination plan. | | | | |
| Objective 1.2: By September 30, 2019, launch the county-wide communications campaign. | | | | |
| 1.2a: Get quotes from various media vendors. | LHD Analyst | July 15, 2019 | Staff time | # and type of quotes received |
| 1.2b: Contract with 4 selected media vendors. | LHD Analyst, Contracts Manager | August 30, 2019 | Staff time (2) | 4 contracts completed |
| 1.2c: Roll out communications campaign through the LHD's social media platforms. | LHD Analyst | September 30, 2019 | Staff time; social media accounts | # of platforms used |
| Objective 1.2 Outputs | | | | |
| <ul style="list-style-type: none"> • Quotes from media vendors. • Contracts with 4 media vendors. • Communications campaign messages/materials disseminated. | | | | |
| Objective 1.3: Through December 31, 2019, track the implementation and reach of the communications campaign. | | | | |
| 1.3a: Collect campaign reach data from selected media vendors. | LHD Analyst | December 31, 2019 | Staff time | # and type of messages and materials shared; # of people reached |
| 1.3b: Track reach of the LHD's communications channels. | LHD Analyst | December 31, 2019 | Staff time; social media analytics | # and type of messages and materials shared; # of people reached |
| Objective 1.3 Outputs | | | | |
| <ul style="list-style-type: none"> • Data on campaign implementation and reach. | | | | |
| Strategy 1 Outcomes | | | | |
| <ul style="list-style-type: none"> • Increased evidence-based information and messages available about the risks of opioid misuse. • Increased awareness of the risks of opioid misuse among community members. | | | | |

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Figure 5: Example of a Budget Plan Entry

| Strategy 1: Implement a communications campaign. | | | | | |
|--|---|------------------------|-----------------------|---------------|-----------------|
| Activity | Details | Resource | Costs | | |
| | | | Units/ Staff Hours | Cost per Unit | Total Cost |
| Campaign development & evaluation | Develop materials and select key messages. | LHD Analyst staff time | 120 | \$45/hour | \$5,400 |
| | Meet with stakeholders to review selected messages/materials. | | | | |
| | Get quotes from various media vendors. | | | | |
| | Roll out campaign, and track implementation and reach. | | | | |
| Campaign dissemination | Printed signs, banners, graphics, and fact sheets. | Vendor costs | 1 contract | \$450 | \$450 |
| | Video PSAs. | Vendor costs | 1 contract | \$2,000 | \$2,000 |
| | Newspaper (print and digital) messages. | Vendor costs | 1 contract | \$1,150 | \$1,150 |
| | Billboard messages. | Vendor costs | 1 contract | \$1,000 | \$1,000 |
| Strategy 1 Total Costs | | | | | \$10,000 |

Figure 6: Example of an Evaluation Plan Entry

| Evaluation Questions | Indicators/Measures | Data Collection Methods/Sources |
|--|---|---|
| Evaluation Strategy 1: Communications campaign to raise awareness of the risks of opioid misuse. | | |
| <ul style="list-style-type: none"> • <i>Question 1</i> – To what extent was the communications campaign disseminated in the county? • <i>Question 2</i> – To what extent did the communications campaign dissemination target different populations? • <i>Question 3</i> – To what extent did the campaign change awareness of the risks of opioid misuse among target audiences? | <ul style="list-style-type: none"> • <i>Indicator 1</i> – # and types of dissemination methods • <i>Indicator 2</i> – # of messages disseminated • <i>Indicator 3</i> – # of estimated impressions • <i>Indicator 4</i> – # and types of target audiences • <i>Indicator 5</i> – # of estimated impressions per target audience • <i>Indicator 6</i> – facilitators and barriers to disseminating messages to target audiences • <i>Indicator 7</i> – self-reported changes in awareness | <ul style="list-style-type: none"> • <i>Method</i> – dissemination plan • <i>Method</i> – campaign reach data from contracted vendors • <i>Method</i> – social media analytics • <i>Method</i> – focus group(s) with target audiences |

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