

THE SUBSTANCE USE AND TOBACCO PREVENTION PROGRAM'S STRATEGIC PLAN 2023-2028



A HEALTHIER AND MORE RESILIENT WYOMING



**PUBLIC HEALTH
DIVISION**



**COMMUNITY
PREVENTION UNIT**



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A HEALTHIER AND MORE RESILIENT WYOMING

The Substance Use and Tobacco Prevention Program's Strategic Plan
2023-2028

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MESSAGE FROM THE SENIOR ADMINISTRATOR

A Healthier and More Resilient Wyoming

Dear Fellow Wyomingites,

I am pleased to share the 2023-2028 Strategic Plan for the Wyoming Department of Health, Public Health Division, Substance Use and Tobacco Prevention Program (SUTPP). The SUTPP is an integral part of the Community Prevention Unit and the Division. It's charged with the advancement of a sustainable, comprehensive, and effective substance use prevention system to improve the wellbeing and resilience of our residents through strategies focused on preventing the harms associated with alcohol, tobacco, and other drug use. The SUTPP is committed to providing education, resources, and services that promote health across the lifespan of Wyoming residents.

The plan will provide context for the Program's future and illustrate its goals for empowering Wyoming communities. The outlined strategies embody the SUTPP's core values of trust, engagement, data-driven decision-making, evidence-based practice, and health equity.

Thank you to those who assisted in developing this Strategic Plan. I firmly believe that our collaborative partnerships, coupled with the implementation of the SUTPP's five-year strategic plan, will better the quality of life for residents of our great State. I look forward, with anticipation, to Wyoming's future!

Regards,

A handwritten signature in black ink that reads "Stephanie Pyle". The signature is written in a cursive, flowing style.

Stephanie Pyle, MBA

Senior Administrator

Public Health Division

Wyoming Department of Health

ACKNOWLEDGMENTS

The Substance Use and Tobacco Prevention Program (SUTPP) of the Wyoming Department of Health (WDH) would like to acknowledge the hard work of those who contributed to the creation of this five-year strategic plan. Fifty-eight state and local stakeholders participated in listening sessions to provide insight, expertise, support, and creative ideas. The SUTPP team met numerous times over several months to discuss everything from vision and mission to action steps for implementing this plan over the next five years. Partners of the WDH supported and participated in developing this plan, and Community Prevention Specialists from nearly every county told us what they needed to move the substance use and tobacco prevention system forward. Finally, researchers at the Wyoming Survey & Analysis Center (WYSAC) worked with the SUTPP team, conducted listening sessions, and compiled the information in this document.

INTRODUCTION

This plan defines the future direction of the SUTPP for the next five years (2023 through 2028). It will guide decision-making while facilitating the planning and implementation of substance use and tobacco prevention efforts throughout the state. It aims to strengthen and support Wyoming's prevention system, addressing issues and building a collaborative system across the state and local levels. The plan has three intended audiences.

1. The SUTPP team will oversee the implementation of this plan and will be primarily responsible for its fulfillment.

2. Statewide stakeholders collaborate with the SUTPP to support substance use prevention throughout the state, including leadership, staff, and personnel from other divisions and programs in the WDH. Other State Agencies and Departments in Wyoming are also included as they support and benefit from successful substance use prevention efforts.
3. Local stakeholders including Community Prevention Specialists, educators, law enforcement, parents, faith community members, youth, local elected officials, behavioral health service providers, and many others in Wyoming counties who work to improve the health and resilience of all Wyomingites.

A Brief Background

The current plan extends the program's efforts by detailing the future direction of the SUTPP into 2028 and beyond. It concentrates on identifying ways to improve the overall substance use and tobacco prevention system across state and community organizations. It identifies how the SUTPP can leverage relationships to affect organizational and system-wide change. In that process, the SUTPP intends to be guided by the continually evolving state of prevention science and the need to address health equity with regard to substance and tobacco use in Wyoming.

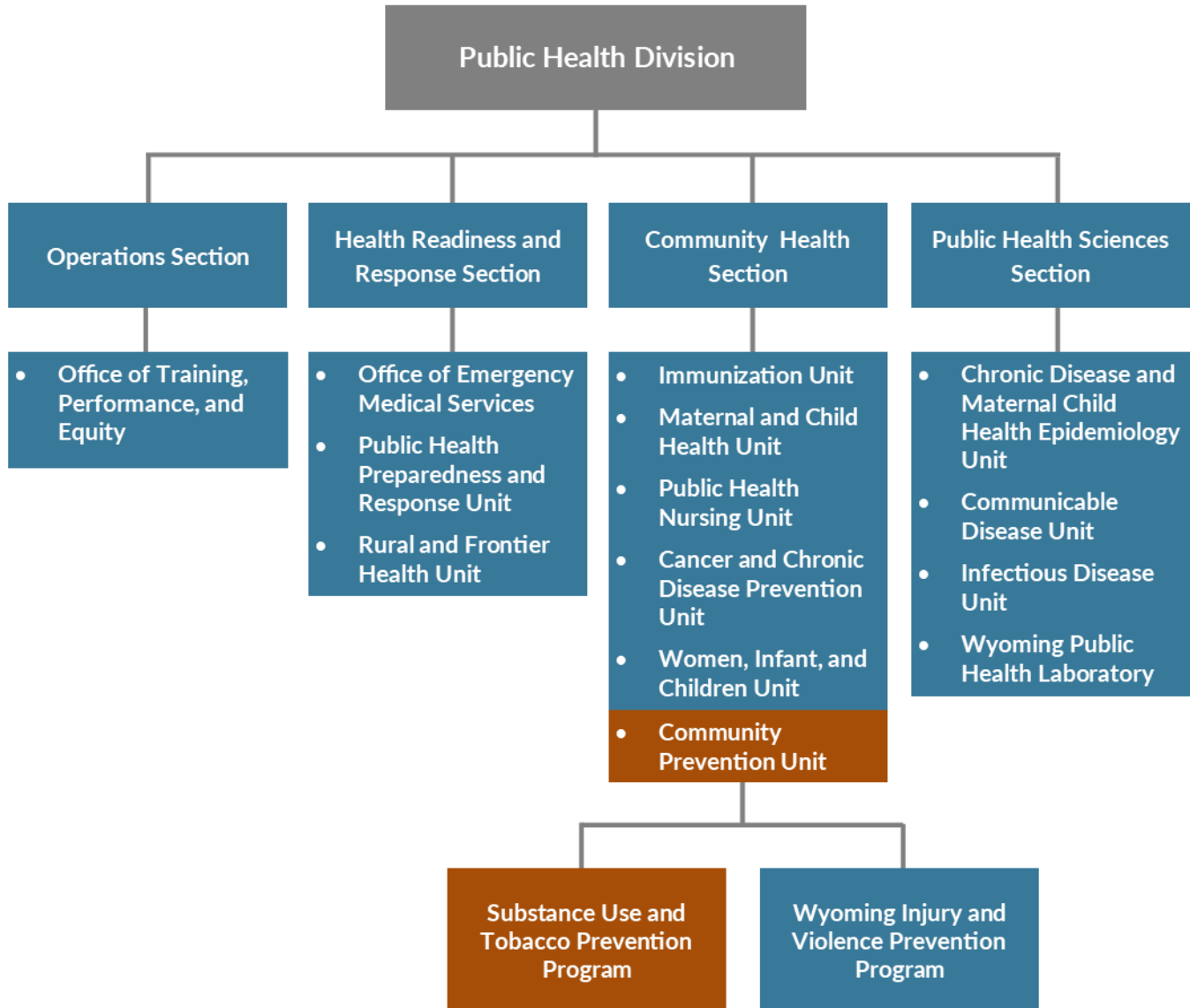
The current plan concentrates on identifying ways of improving the overall substance use and tobacco prevention system across state and community organizations.

Organizational Structure

In 2022, the WDH Public Health Division (PHD) restructured the Community Health Section to include a

Community Prevention Unit that houses the new SUTPP along with the Wyoming Injury and Violence Prevention Program. The organizational chart below illustrates this current structure and how SUTPP relates to the other parts of the Public Health Division.

ORGANIZATIONAL CHART FOR THE PUBLIC HEALTH DIVISION AND SUTPP



Methodology

The current strategic planning process involved four phases of envisioning the scope and breadth of the plan, gathering information, and synthesizing the plan for approval and implementation. This section describes these phases and what the SUTPP and its partners accomplished in each.

PHASE 1

From January through March of 2022, contractors held a series of meetings with SUTPP staff to detail the five-year strategic plan’s purpose, as well as identify draft vision, mission, core values, and broad goals. This led to the creation of protocols for holding a series of two-and-a-half-hour listening sessions across the state of Wyoming (the full protocol can be provided by the SUTPP upon request). These sessions included specific questions, like, “What are your thoughts and impressions of the vision?” And more general questions, like, “How do you think the SUTPP can accomplish these goals?” Contractors also worked with the SUTPP team to identify and recruit stakeholders to participate in these listening sessions.

PHASE 2

Starting in April 2022, contractors conducted eight listening sessions to gather input from key local and state stakeholders using the protocol mentioned above.

Researchers conducted listening sessions in:

Casper, WY, on April 28, 2022

Pinedale, WY, on May 20, 2022

Cody, WY, on June 1, 2022

Gillette, WY, on June 2, 2022

Laramie, WY, on June 6, 2022

Cheyenne, WY, on June 7, 2022

Cheyenne, WY, on June 20, 2022

And virtually on July 7, 2022

In total, 58 stakeholders participated in the listening sessions. Twenty were Community Prevention Specialists, 17 represented Wyoming State Agencies, and 21 were other state and local stakeholders.

The contractors and plan facilitators analyzed the sessions using notes and transcripts from each listening session.

There were nearly 500 pages of transcripts as part of this process. They coded the data by idea and later grouped these into themes to organize the information and build them into the draft plan. Specific examples and meaningful quotes helped to explain the results. The SUTPP is maintaining a summary of notes from the eight listening sessions.

PHASE 3

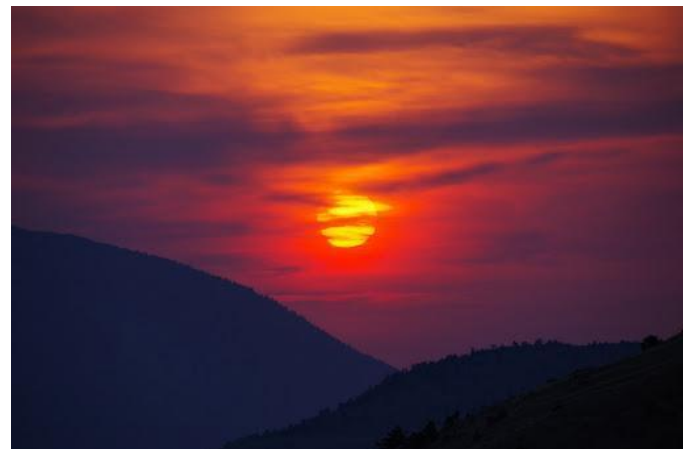
In August 2022, contractors developed a draft five-year strategic plan and again met with SUTPP staff to finalize action steps.

PHASE 4

Finally, contractors and the SUTPP team spent December and January 2022 publishing and presenting the five-year strategic plan around the state to numerous stakeholders.

FIVE-YEAR PLAN

The core elements of the five-year strategic plan and the relationships between them are summarized in the SUTPP five-year strategic plan framework and detailed in the sections that follow.



THE SUTPP FIVE-YEAR STRATEGIC PLAN FRAMEWORK

Vision

A Healthier and More Resilient Wyoming

Mission

Lead a sustainable, comprehensive, and effective substance use prevention system that works to improve the well-being and resilience of Wyomingites.

Core Values

Trust • Engagement • Data-Driven
Evidence-Based • Health Equity

Goals

- Empower Wyoming communities to implement effective prevention.
- Prevent and reduce alcohol, tobacco, nicotine, cannabis, and other drug use and misuse in Wyoming.

Strategic Objectives

1. **Technical Assistance and Training:** Develop a consistent technical assistance (TA) and training system that promotes the latest developments in prevention science.
2. **Local Flexibility:** Work with communities to promote prevention efforts that fit local needs and make a local impact.
3. **Communication:** Foster strong communication among stakeholders at all levels.
4. **Education:** Provide and support messaging to educate on the dangers of substance use and misuse and the importance of prevention.
5. **Workforce:** Support and empower the community prevention workforce.
6. **Mental Health:** Include mental health and trauma as key components of substance use prevention efforts across the state.
7. **Health Equity:** Include health equity as a key component of substance use prevention efforts across the state.

Detailed Five-Year Strategic Plan

This plan defines the future direction of the SUTPP for the next five years. It will guide decision-making while facilitating the planning and implementation of substance use and tobacco prevention efforts throughout the state. It aims to strengthen and support Wyoming's prevention system, addressing issues and building a collaborative system across the state and local levels.

VISION

The vision describes the ideal future the SUTPP strives to create.

A Healthier and More Resilient Wyoming

MISSION

The mission summarizes the role the SUTPP plays in achieving the vision.

Lead a sustainable, comprehensive, and effective substance use prevention system that works to improve the well-being and resilience of Wyomingites.

CORE VALUES

Core values serve as guiding principles and beliefs for the work of the SUTPP. They are provided here with complete definitions.

Trust

Pursue honesty, transparency, and integrity while sharing a responsibility to implement prevention efforts making a difference for all Wyomingites.

Engagement

Build authentic relationships and collaborations with state, county, and local partners. This allows for the best implementation of prevention at all levels.

Data-Driven

Use qualitative and quantitative data to inform decisions and assess change as the foundation for continuous quality improvement.

Evidence-Based

Support programs, practices, and policies demonstrated to work in research and real-world applications. Use evaluation to identify successful efforts and modify or abandon unproductive efforts.

Health Equity

Integrate an understanding of how differences in social, economic, cultural, and environmental factors impact health. Acknowledge the differences in where people live, learn, work, and play that affect their quality of life and health outcomes. Deliver culturally responsive and inclusive prevention efforts.



GOALS

Two broad goals guide the SUTPP in working to reach its vision and mission. Each goal answers the question of what the SUTPP works to achieve, and how they intend to put the vision and mission into action.

Goal 1

Empower Wyoming communities to implement effective prevention.

Goal 2

Prevent and reduce alcohol, tobacco, nicotine, cannabis, and other drug use and misuse in Wyoming.

STRATEGIC OBJECTIVES

Strategic Objectives provide specific work that the SUTPP will do to make progress toward each goal. They are followed by detailed actions and explicit milestones necessary to meet each objective.

Objective 1. Technical Assistance and Training

Develop a consistent technical assistance (TA) and training system that promotes the latest developments in prevention science.

- Action 1.1 Conduct annual needs assessment and plan for appropriate training and technical assistance.
- Action 1.2 Provide appropriate training and technical assistance to Wyoming counties for both prevention implementation and professional certification.
- Action 1.3 Develop prevention-focused onboarding training to new SUTPP employees and new Community Prevention Specialists across the state.
- Action 1.4 Provide ongoing prevention-focused training for Community Prevention Specialists.
- Action 1.5 Provide prevention resources and onsite technical support for implementation.
- Action 1.6 Maintain a network of Training and Technical Assistance providers for subject-matter expertise.
- Action 1.7 Maintain a list of local, state, and national conferences for educational and networking opportunities.

Expected Milestones

- By June 2023, formalize the onboarding process for new Community Prevention Specialists.
- Create an ongoing prevention-focused training calendar annually.
- Within six months of employment, all new Community Prevention Specialists will be trained on established prevention practices and contract requirements.
- Annually, meet with Community Prevention Specialists in each county to review and plan local TA and training needs.
- Annually, maintain and update a TA and training network of subject matter experts.
- By the end of 2023, develop and distribute to key stakeholders a list of national and state conferences and educational opportunities.

Objective 2. Local Flexibility

Work with communities to promote prevention efforts that fit local needs and make a local impact.

- Action 2.1 Continue to facilitate the State Epidemiological Outcomes Workgroup (SEOW) Evidence-Based Subcommittee to assess and advise on local strategies. This group helps to ensure strategies align with the Strategic Prevention Framework (SPF) and utilize consistent evaluation.
- Action 2.2 Explore the intersections between substance use and other related health outcomes, such as mental health, to identify novel effective strategies.
- Action 2.3 Increase accessibility and use of local-level data to inform prevention efforts.
- Action 2.4 Support evaluation efforts for promising or grassroots strategies.
- Action 2.5 Develop a process to allow for promising approaches that align with the SPF and utilize consistent evaluation.
- Action 2.6 Encourage local decision-making that aligns with the SPF.

Expected Milestones

- Annually, hold one meeting per quarter with the Evidence-Based Subcommittee to review and provide guidance on prevention strategies.

Objective 3. Communication

Foster strong communication among stakeholders at all levels.

- Action 3.1 Participate in statewide coalitions, roundtable discussions, and advisory groups to provide a substance use prevention perspective.
- Action 3.2 Identify, engage, and collaborate with relevant stakeholders and partners at all levels in planning and decision-making processes.
- Action 3.3 Conduct annual local site support visits with each county.
- Action 3.4 Maintain open and consistent communication with substance use prevention partners on a scheduled basis.
- Action 3.5 Collaborate with other agencies to facilitate routine data sharing.
- Action 3.6 Enhance accessibility and communication by providing information in a variety of formats when possible.
- Action 3.7 Assess the current region lead structure to identify the structure that best meets the needs of SUTPP staff as well as the Community Prevention Specialists.

Expected Milestones

- Annually, designate one SUTPP staff member to attend and participate in statewide coalitions and advisory groups like the Wyoming Prevention Action Alliance (WPAA).
- Annually, SUTPP staff will schedule and conduct one local support visit in each assigned county.
- By the end of 2024, work with the SEOW to develop a written plan for routine data sharing among relevant state agencies.

Objective 4. Education

Provide and support messaging to educate on the dangers of substance use and misuse and the importance of prevention.

- Action 4.1 Develop statewide messaging that educates community leaders, key stakeholders, and the public.
- Action 4.2 Coordinate substance use and tobacco media messaging at a local level.
- Action 4.3 Develop a statewide nicotine educational campaign.
- Action 4.4 Coordinate statewide prevention education activities.

Expected Milestones

- By the end of 2023, make a data-driven decision about specific problems to target with statewide messaging.
- By the end of 2024, create a statewide messaging campaign that targets substance use problems in Wyoming.
- Annually, facilitate a process with Community Prevention Specialists to coordinate local-level prevention messaging.
- Annually, implement a statewide nicotine-prevention and/or nicotine control media campaign.
- By the end of 2024, work with TA and training providers to develop materials around the importance of prevention for dissemination to key stakeholders.
- By the end of 2024, develop materials for a workforce-safety education campaign related to substance use for statewide distribution.

Objective 5. Workforce

Support and empower the community prevention workforce.

- Action 5.1 Coordinate and promote International Certification & Reciprocity Consortium (IC&RC) Prevention Specialist Certifications through onboarding new certifications and assisting with re-certifications.
- Action 5.2 Serve as a resource for prevention workforce metrics.
- Action 5.3 Provide opportunities for new and developing prevention professionals to explore and learn about prevention by presenting opportunities on local and state levels.
- Action 5.4 Advocate to stakeholders and interested parties on the importance of prevention and highlight the substance use and tobacco prevention efforts.
- Action 5.5 Lead the development of a peer-mentoring program for Community Prevention Specialists.

Expected Milestones

- Annually, provide Community Prevention Specialists opportunities to be trained in Prevention Ethics and other courses through the Prevention Technology Transfer Center (PTTC) and other external systems to support IC&RC Certification and professional development.
- By the end of 2025, develop a process for matching experienced Community Preventionist Specialists with new preventionists to create a mentoring relationship.
- By the end of 2024, create materials on the importance of local prevention professionals and a local prevention system.

Objective 6. Mental Health

Include mental health and trauma as key components of substance use prevention efforts across the state.

- Action 6.1 Disseminate and encourage local stakeholders to participate regularly in mental health and resilience training.
- Action 6.2 Seek out opportunities to partner with other WDH programs and statewide entities on projects that tie mental health and substance use prevention together.
- Action 6.3 Identify resources and tools for burnout prevention among public health professionals.
- Action 6.4 Support the expansion of the ACE Interface initiative to Wyoming communities.

Expected Milestones

- Annually, provide resources to local and state stakeholders on available mental health and resilience training.
- Annually, designate one SUTPP staff member to reach out to other relevant WDH programs and collaborate on projects that tie mental health and substance use prevention together.
- By the end of 2024, identify and provide tools to prevent burnout in prevention.

Objective 7. Health Equity

Include health equity as a key component of substance use prevention efforts across the state.

- Action 7.1 Connect with other WDH units to collaborate on health equity efforts.
- Action 7.2 Collaborate with Injury and Violence Prevention Program to create a health equity workgroup among Community Prevention Specialists and other local stakeholders.
- Action 7.3 Review program data collection to intentionally include drivers of health disparities and inequities.
- Action 7.4 Identify health disparities present in substance use and utilize data to inform prevention efforts to increase health equity.
- Action 7.5 Utilize and leverage WDH resources to improve the accessibility of publications, including language translation services.

Expected Milestones

- By the end of 2023, create a health equity page on the Community Prevention Grant (CPG) Team Site with links to WDH health equity website resources and trainings.
- By the end of 2024, create a health equity workgroup with SUTPP staff, Community Prevention Specialists, and other relevant stakeholders that meets quarterly.
- Annually, designate one SUTPP staff member to reach out to other relevant WDH programs and collaborate on health equity projects.
- By the end of 2024, research gaps in health equity knowledge and efforts and provide recommendations on how to increase this knowledge in the prevention workforce.
- By the end of 2025, create a document that details health disparities in substance use in Wyoming and provides recommendations on how to reduce disparities and increase health equity.