Define the Line
Strategic Plan 2023 - 2028

Vision: Our vision is a Muskegon with lower substance misuse, minimized stigmas, and where every person has the support, knowledge, and confidence they need to live a healthy life.

Mission: Through data-driven initiatives, we empower our members and coalitions to build awareness, advocate and educate our communities to help prevent and reduce substance misuse in Muskegon County - so that we can all grow, succeed, and reach our true potential.

Values:

Collaboration**:** We believe none of us is stronger than all of us. We need more voices and people at the table. Collaboration, curiosity, and teamwork is our superpower.

Inclusion**:** We believe in the power of inclusion. Our community is richly diverse, and we believe our coalitions and members should be the same. We listen to the stories and voices of others and we're open to new ideas

Progress**:** We believe what was true yesterday isn't true today. Reality shifts. Culture changes. Trends emerge. That's why we embrace data so heavily. Because if we do today's work based on yesterday's facts, we won't succeed.

Safety: We believe that stigmas should be smashed. We offer a safe, judgement-free place for all with compassion and empathy.

Acknowledgements:

Preparation of this plan was a community effort with representation from various agencies including local government, civic and volunteer groups, healthcare professionals, law enforcement, schools, parents, and more. Thank you to everyone that participated in the virtual surveys and planning sessions to inform development of this plan.

Strategic Priorities:

The coalition used the Strategic Planning Framework (SPF) planning process, to develop this five-year plan which calls for multiple initiatives and efforts to prevent youth substance misuse, prevent harms associated with substance misuse and addiction, and to support recovery and prevent relapse for those who struggle with addiction in our community.

Through review of data and group prioritization, the following goal areas were determined:
1. Prevent use of alcohol, marijuana, and vaping products by youth.
2. Prevent harms (death, disease, and suffering) caused by substance use dependence.
3. Increase access to services and support to foster recovery and prevent relapse.

GOAL: REDUCE YOUTH SUBSTANCE USE.

Metrics: Decrease the % of high school (HS) students who report the following by 2028:
- Ever used marijuana by 30% (from 23.9% to 16.7%)
- Used marijuana before age 13 by 40% (from 4.5% to 2.7%)
- Ever used alcohol by 40% (from 30.8% to 18.5%)
- Used alcohol before age 13 by 30% (from 10.1% to 7.1%)
- Used an electronic vaping device in past 30 days by 40% (from 14.6% to 8.8%)

Objective: Increase youth awareness of the risks of substance use.

Metrics: Decrease the percentage of students who report the following are low risk by 2028:
- Smoking marijuana 1-2x/week by 30% (from 50.4% to 35.4% for MS & from 64.6% to 45.2% for HS)
- Binge drinking 1-2x/weekend by 35% (from 32.5% to 21.1% for MS & from 36.5% to 23.7% for HS)
- Vaping with nicotine (est. baseline)

Marijuana Strategies:	Alcohol Strategies:	Vaping Strategies:
• Messaging to correct the myth that marijuana helps with anxiety and/or depression; promote healthy coping skills. • Increase awareness of the risks of underage marijuana use, including health risks, potency levels, and the potential impact on life goals. • Raise awareness of the 'red flags' for youth development of cannabis dependence and how it differs from adult development of dependence.	• Increase youth awareness of the addictive nature of alcohol and risks involved with use, including what constitutes binge drinking, and the warning signs of problematic drinking. • Encourage parents to role model responsible alcohol use and talk about risks and their expectations regarding alcohol use with their children.	• Raise parental awareness of the risks of underage vaping and encourage them to talk with their children about the risks and their expectations regarding use. • Educate youth on the negative impact that vaping has on anxiety and depression and promote healthier coping strategies. • Advocate for standardized vaping packaging with warning labels on the vape devices and cartridges and is not appealing to youth.

Objective 1.2: Decrease youth access to substances.

Metrics: Decrease the percentage of students who report the following would be easy to get by 2028:
- Marijuana by 20% (from 21.2% to 17.0% for MS & from 44.8% to 35.8% for HS)
- Alcohol by 20% (from 37.0% to 29.6% for MS & from 51.0% to 40.8% for HS)
- Vaping with nicotine (est. baseline)

Strategies:

Marijuana Strategies:	Alcohol Strategies:	Vaping
• Conduct assessment to better understand youth access to cannabis sources. • Encourage locked storage of cannabis in homes for adults who use.	• Support retailers in avoiding sales to minors through retailer education and compliance checks. • Raise parental awareness of the importance of not allowing underage alcohol use in their home.	• Gather information to better understand sources of youth access for vaping products. • Support retailers in avoiding sales to minors through retailer education and compliance checks.

Objective: Correct inaccurately high perceptions of peer use of substances.

Metrics: Decrease the % of students reporting most of their peers used the following recently by 2028:
- Marijuana by 20% (from 14.4% to 11.5% for MS & from 41.1% to 32.9% for HS)
- Alcohol in the past month by 20% (from 10.6% to 8.5% for MS & from 33.9% to 27.1% for HS)

Marijuana Strategies:	Alcohol Strategies:
• Educate youth on actual rates of peer use and raise visibility of youth who choose not to use. • Advocate to prevent community events sponsored by the cannabis industry or promoting cannabis.	• Educate youth on actual rates of youth alcohol use and raise visibility of youth who choose not to use.

Goal: Decrease harms (death, disease, and suffering) caused by substance use dependence.
Objective: Decrease accidental overdose fatalities.
Metric: Decrease the number of accidental drug overdose fatalities in Muskegon County by 10% by 2028. (Baseline: 57 in 2020 to <51)

Strategies:
 • Increase access to Narcan.
      • Increase awareness and availability of Narcan in the community
      – Support and encourage all law enforcement agencies to carry Narcan.
      – Raise awareness of the value of having Narcan in the home and where to get Narcan.
      – Advocate for provision of Narcan to individuals being released from jail.
      – Ensure the emergency department provides Narcan upon release for overdose survivors and individuals being prescribed an opioid.
 • Ongoing monitoring of emerging local drug issues with likelihood of causing harm; respond as necessary.
 • Sustain medication disposal opportunities.

Objective: Reduce stigma regarding addiction. (est. metrics)
Strategies: • Develop and promote training to reduce stigmatized attitudes and enhance compassion for individuals suffering from addiction or in recovery. Promote training for community leaders, faith-based organizations, and loved ones. (i.e., Compassion Training)   • Advocate for policies and procedures that reduce barriers to accessing services, employment, and/or housing for persons with a history of addiction.   • Advocate for and promote community events that are not centered around substance use.
Goal: Increase accessing substance use disorder services and supports to foster recovery and prevent relapse.
Objective: Increase the role and availability of Peer Recovery Coaches. (est. metrics)
Strategy: Support and enhance the role of Peer Recovery Coaches (PRCs)   • Create a forum for peer recovery coaches to support each other, including accessing resources for their clients and supporting new recovery coaches entering the professional workforce.   • Raise visibility of the valuable role of PRCs.   • Advocate for organizations to support participation in community meetings.   • Advocate for certification and professional support for peer support and community health worker roles.   • Advocate for an increase in recovery coaches available, expansion of availability outside of business hours, and integration within healthcare services.
Objective: Decrease barriers in accessing services.
Metric: Increase the percentage of Muskegon County residents who report it is 'easy' to access substance use disorder treatment in their community by 30% (from 13% to 21.1%) by 2028. (MH CHNA 2021)
Strategies: • Encourage collaboration across agencies to improve coordination of care.   • Provide info to the community about services available and how to navigate the service systems.   • Identify policies that create barriers to service access and advocate for improvements.   • Align and support efforts of local organizations to develop or enhance services for youth that provide peer recovery coaching, substance use disorder treatment, and support groups.   • Support the Post Overdose Wellness Visit Program at HealthWest.   • Support organizations that work with youth to ensure effective referral mechanisms to behavioral health services and supports.

Goal: Enhance Coalition Capacity

Strategies:

Establish coalition structure and brand recognition.

- Determine the coalition structure and ongoing meetings necessary to implement the plan effectively and efficiently. Engage current working groups to inform the determination.
- Establish a name for the coalition that aligns with the expanded focus.
- Decide on names and develop branding for each working group of the coalition as necessary.
- Develop materials to clearly communicate the coalition's structure (if revised)

Maintain effective coalition procedures.

- Annually review and update Operating Guidelines as necessary.
- Formalize the structure of the Executive Committee structure by clarifying the member selection process and enhancing the use of committee positions.
- Develop procedures to engage coalition leaders in resource allocations, including:
  – The Executive Committee annually establishes funding priorities and budget recommendations. Including use of available staff time, expertise needed, and working group allocations.
  – Working groups annually submit a budget request to support planned initiatives.
  – The Executive Committee identifies and pursues efforts to leverage additional community resources.

Support member engagement and capacity:

- Establish an onboarding process for new members of the coalition or a working group.
- Celebrate and recognize the contributions and successes of members.
- Foster and support the development of new leaders.
- Support training opportunities for members, including:
  – Promote training opportunities.
  – Annually identify training priorities and identify or provide necessary training.
  – Support emerging coalition leaders to attend relevant state or national conferences.

Monitor data and evaluate efforts:

- Monitor trends to identify emerging areas of concern.
- Gather information to fill data gaps identified during strategic planning and establish baseline data.
- Support working groups to evaluate key initiatives and use results to inform improvement.
- Monitor and report on the coalition's long-term outcomes.