

PLEASE DOWNLOAD AND
SAVE THIS FORM LOCALLY
BEFORE FILLING IN ANY
CONTENT. INFORMATION
ENTERED INTO THE FORM
WHILE OPEN IN A BROWSER
WINDOW WILL NOT BE SAVED.

CENTER FOR HEALTH LEADERSHIP & PRACTICE

A Center of the
Public Health Institute

California Opioid Safety Network Accelerator Program

2018-2019 APPLICATION

Program Overview

The opioid epidemic has proven to be one of the most urgent public health crises of our time, one that requires a broad spectrum of stakeholders and solutions. Even though health care providers in California have reduced the number of new prescriptions, communities across the state continue to face an unacceptable burden of opioid related overdoses and deaths. Starting in 2015, the California Health Care Foundation (CHCF) successfully incubated the Opioid Safety Coalition Network (Coalition Network), employing multi-disciplinary strategies to help 16 local coalitions in 23 counties face this issue head on, building a growing statewide network to tackle targeted statewide goals. This cross-sector collaboration included providers, public health officials, hospitals, criminal justice, consumers, advocates, pharmacists, and many others.

Building off the successes of the Coalition Network and the lessons learned from an assessment conducted by the Public Health Institute (PHI) in early 2017, the new California Opioid Safety Network Accelerator Program (Coalition Accelerator program) will scale up the capacity and impact of the coalitions with a focus on these three core strategy areas: addressing supply (improved pain management and safer prescribing practices), promoting recovery (ensuring access to treatment), and preventing overdose deaths (harm reduction).

Over the course of two years, from February 2018 to December 2019, the program will deliver a strategically designed and robust package of tools, skills and resources, that includes the following: intensive skill-building and support to increase impact, access to leaders in the field who will provide subject matter expertise on evidence-based practices, and AmeriCorps VISTA volunteers to support local coalitions across the state in their efforts to achieve targeted goals in the three core strategy areas. Coalitions selected to participate in the Coalition Accelerator program (Accelerator Coalitions) will have access to these resources in order to boost their effectiveness, expand coalition capacity, and ultimately reduce addiction and deaths.

CHCF is collaborating with the California Department of Public Health (CDPH) to support the Coalition Network. CDPH is providing core support for 16 California coalitions with the expectation that these funded coalitions participate in the Coalition Accelerator program to obtain training and networking opportunities. CDPH is also sponsoring an evaluation of the impact of coalitions on overdose deaths. Participating accelerator coalitions will be asked to take part in the CDPH evaluation by submitting lists of coalition activities quarterly. CDPH will offer stipends to cover administrative costs.

The Coalition Accelerator program offers an innovative approach that brings together groups of leaders from within coalitions –called “Accelerator Teams”– to learn from each other and from experts, to help communities scale up the response to the opioid epidemic. The program curriculum is customized and based on the needs of the participating teams. Community core

values will be respected and incorporated into learning. The result: Highly effective teams of leaders equipped with knowledge and skills to make lasting change in their communities and further reduce overdose deaths.

PHI's Center for Health Leadership and Practice (Leadership Center) will manage the Coalition Accelerator program, in partnership with CHCF and an advisory group of leaders and stakeholders. Since 2011, the Leadership Center has proven successful in using its unique, evidence-based model to bring together leaders from diverse sectors (e.g., health, housing, education, transportation, policy, community and criminal justice) to drive action on urgent population health challenges facing local communities.

The Coalition Accelerator program is seeking applications from coalitions across California to be selected through a competitive process. **The deadline to submit an application is November 27, 2017, and a first round of selected coalitions will be announced on December 4, 2017.** A second round of severely fire impacted coalitions will be announced at a later date. If your coalition is in a county affected by the recent fires and you are concerned about meeting the submission deadline, please contact the Leadership Center at info@healthleadership.org to discuss options.

For more information on the program, please refer to the Addendum starting on page 20. For instructions on gathering materials and submitting the application, please refer to page 19. For additional information, [click here](#) to see the list of Frequently Asked Questions (FAQs) about the program on the Leadership Center's website.

NOTE: Funding opportunities from CHCF may be offered over the course of the two-year program. Only coalitions in the Coalition Accelerator program will be eligible to apply for these funds.

Description of Coalition Work

The Coalition Accelerator program will help coalition leaders make a bigger difference, and sustain themselves, by focusing on three core strategies: addressing supply (improved pain management and safer prescribing practices), promoting recovery (ensuring access to treatment), and preventing overdose deaths (harm reduction). Coalitions will also receive support in achieving their own priorities: prevention, advocacy, public education, etc. The program will deliver a strategically designed and robust package of tools, skills and resources, that will include the following:

- Skill-building in leadership, project and time management, political savvy, working through conflict and cultural differences, and other ways to ensure your coalition makes real and lasting change
- Coaching from leaders and experts, sharing evidence-based practices and proven tactics
- Online learning network offering interactive webinars and an online program portal for peer exchange
- Tools and templates for coalition planning and outreach
- In-person regional workshops/convenings
- AmeriCorps VISTA volunteer support to help with administrative support, project management, community outreach, and other tasks to unburden coalition leaders

The program's goal is to help coalitions bring communities together, set goals, make action plans, and move forward to make measurable local change, with the ultimate goal of reducing opioid deaths. For a more complete program description, please see the "Program Activities" section of the Addendum.

The Coalition Accelerator is an action learning program – your team will work on your priorities while applying new strategies, approaches and tools. All learning will be done with your team's own work being the "practice ground" for the material. All teams entering the program will define their own challenges, achievements, goals and strategies for the program period (2018-2019).

1. Coalition Name:

2. How long (in years) has your coalition been in operation?

3. How frequently does the coalition steering committee meet?

4. How frequently do your action teams (task forces) meet? Please be specific: include the name of the action group and meeting frequency.

5. How would you describe your coalition's stage of development using Bruce Tuckman's Stages of Team Development scoring scheme below?
- Forming** – working to establish expectations, develop trust, and agree on common goals;
 - Storming** – identifying power and control issues, developing communication skills, and reacting to leadership;
 - Norming** – working within an atmosphere of agreement on roles and problem-solving processes, with decisions made through negotiations and consensus;
 - Performing** – achieving effective and satisfying results, working collaboratively, and caring for each other.

6. If you were to think about the above question about the Stages of Team Development for your core team (the Accelerator Team), what would be different about your response? (~100 words)

As a newly-established team, the Accelerator Team is in the Forming Stage of Development. Potential members representing key community partners have been invited to participate, and those that have accepted thus far have held an initial meeting to explain the Coalition Accelerator Program and their roles as members of the Accelerator Team. A preliminary meeting schedule has been developed, with the first meeting planned for January 10, 2017.

7. Describe the history of your coalition and what you have accomplished together so far, including your coalition's main achievements to date. (~200 words)

The Coalition began meeting in October 2015 and now has a roster of 95 members. The primary focus of the Coalition to date has been on decreasing the flow of opioids in the community and on community education, with the Prescriber Action Team playing a leading role. Achievements thus far are described below.

- *Established coastal and inland groups.
- *Formed a Steering Committee and a Prescriber Action Team.
- *Developed an ad hoc work group structure for addressing specific issues (e.g., lock bag distribution, naloxone access, law enforcement, data, and community and youth outreach).
- *Created a website (www.saferxmendocino.com) and social media presence (Facebook, Instagram, and SnapChat).
- *Developed a lock bag distribution program.
- *Developed and implemented Emergency Department (ED) Guidelines, developed and distributed guidelines for Primary Care Prescribing, Naloxone Prescribing, and Opioid Tapering.
- *Created a number of flyers and pamphlets (available on the website).
- *Tabled at community events such as Take Back Events, County and health fairs.
- *Organized take back events in two communities, working with youth and schools.
- *Set up a naloxone distribution program that is now awaiting the state's distribution of Narcan.
- *Worked in schools with youth doing education and developing the Community Take Back Events.

8. Please explain no more than three critical challenges your coalition has faced to date (e.g., transitions, need for training, professional/political/community buy-in, etc.). (~200 words)

- * Coalition development. While the Coalition has been able to recruit a large number of members, many of these individuals have yet to be truly engaged. While members are fully aware of the seriousness of the issue and believe in the Coalition approach, getting them to take the next steps (e.g., committing resources, consistent meeting attendance, volunteering at events and with other activities) has been a challenge. As a result, most of the work is taken on by project staff, and members become even less engaged.
- * Community awareness and engagement. In addition to the challenge of getting Coalition members more involved, the Coalition is seeking ways to engage and involve the general public. The Coalition would like to learn more effective strategies for outreach and for developing roles for community members.
- * Outreach to Hispanic community. The Coalition has no bilingual staff and there is a history of limited effectiveness in efforts to engage the Hispanic community. The Coalition is currently recruiting for a Spanish-speaking staff member with connections to local Hispanic communities, which will be a significant step forward.

9. Briefly describe the work your coalition is doing in your community/county to address each of the following three core strategy areas? (~100 words per strategy)

Strategy 1: addressing supply (improved pain management and safer prescribing practices):

The Coalition's first accomplishment was to develop Safe Prescribing Guidelines for EDs, based on CDC Guidelines, and to get all of the county's 3 EDs to adopt them. Next, the Coalition established Safe Prescribing Guidelines for Primary Care and sent them to all prescribers in the county. One of the county's only two Pain Management Physicians is attending Coalition meetings regularly and provides coaching and education for other prescribers. We work with Law Enforcement to address the high prescribers identified in Cures (they receive a letter from the Sheriff).

Strategy 2: promoting recovery (ensuring access to treatment):

Mendocino Community Health Clinics, a Coalition member, has received grants to increase Medication-Assisted Treatment (MAT) services. They are also partnering on the Camden Project with Dr. Andrew Herring and Adventist Health to begin prescribing suboxone in local EDs. Coalition efforts to educate individual physicians have increased the number of MAT prescribers in the community. The Coalition membership includes representatives of the substance use disorder treatment (SUDT) community.

Strategy 3: preventing overdose deaths (harm reduction):

Tapering Guidelines were developed in the first year and Naloxone co-prescribing have been developed last spring. We have accepted and completed the Naloxone grant from the state and have set up a solid and extensive distribution method for Narcan. In addition, MCAHVN already distributes Naloxone in injection form very extensively to the needle using population. we also have a large Lock Bag Distribution Program. We hand them out for free at all of the fairs and educational events that we attend. We give them to Dr.'s offices, homeless programs etc. Anywhere they can be of use. We Also have a Take Back Box that we take to all of the events.

Strategy 4: other central strategy for your coalition

Youth education is a Coalition priority. The Coalition provides prevention education using the PDAP EVERFI curriculum in local junior and high schools and is organizing Take Back events with high schools in four communities. The events include the entire community, but have a youth focus before and after the Take Back component of each event, such as speakers, food, and activities focused on opioid education.

10. Who are the major/key stakeholders who are essential for your coalition's work to be successful? (~100 words)

Essential stakeholders for Coalition success:
Adventist Health Ukiah Valley
Mendocino Community Health Clinics
Mendocino County Health and Human Services Agency (HHSA) Substance Use Disorder Treatment Department
HHSA Behavioral Health Services/Mental Health Department
Consolidated Tribal Health Services
Mendocino Coast District Hospital
Mendocino Coast Clinics

11. Can the Accelerator Team commit to participating in the activities of the Coalition Accelerator program from February 2018 through December 2019? We anticipate 5-6 hours a month of program-specific activities (these activities, which include trainings, strategy sessions with other coalitions, coaching for the individual coalitions, and tailored technical assistance, have been shown to contribute major value to the coalitions' success).



Yes



No

Accelerator Team Member Information

The **Accelerator Team** should be made up of the core leadership of the local coalition. This is likely the Steering Committee or Core Team (e.g., coalition lead, and the lead from each "action team") and is made up of those coalition members who are coordinating the coalition efforts. An ideal group includes a total of 4 to 6 people and might include a combination of members from the following sectors/disciplines: health care providers (medical societies, hospitals, primary or specialty care), behavioral health (alcohol and drug programs, local addiction treatment centers), law enforcement/criminal justice, public health, community health centers, and elected officials; although potential members could also be from educational, business, faith, recovery or neighborhood sectors. Please see the Addendum for a more detailed description of desired characteristics of the applicants' team members, including their sectors and disciplines. Please note that it is each individual team member's responsibility to ensure they have the support of their supervisor, if needed, to participate as a part of the Accelerator Team.

Please enter information about each member in the next few sections, starting with the Team Coordinator. For a description of the Coordinator role, please see the Addendum. There is space to enter information for up to 6 team members; please only fill out as many as you need for your team composition (ideally 4 to 6 members).

Accelerator Team Member 1 – Coordinator

1. Name:
2. Position/Title: 3. Degree(s):
4. Organization:
5. Address:
6. City: 7. County: 8. Zip Code:
9. E-mail:
10. Cell Phone Number: 11. Work Phone Number:
12. Select the sector in which you work.
If other, please describe:
13. Indicate the discipline that you use to describe your work.
If other, please describe:
14. Indicate your leadership level (including current and previous work).
15. How many years of experience do you have working with others outside of your own sector (i.e. community engagement)?

16. Describe your experience working with others outside of your own sector (i.e. community engagement). This may include opioid-specific and/or other harm reduction related work.

I have worked with others outside my own sector for 4 years as the Liaison for Mental Health to Social Services in Contra Costa County. I worked with community therapists and CPS social workers and developed a program that enabled them to coordinate their work more effectively. My community engagement efforts began with the establishment of the Coalition.

17. How many years of coalition work and/or multi-sector collaboration experience do you have?

2-4 years

18. Describe your coalition work and/or multi-sector collaboration experience:

As the Lead, I facilitate Steering Committee and Prescriber Action Team meetings and meetings of the full Coalition. I administer/track deliverables for all grants related to the work of the Coalition and responsible for data collection and reporting as well as budget management. My responsibilities also include Coalition recruitment, community outreach, individual meetings with partners and polit

19. How long (in years) have you been a member of a local opioid safety coalition?

1-2 years

20. What is your role on the Accelerator Team? (~50 words)

I will be the Accelerator Team Coordinator and Lead.

21. What skills or perspectives do you hope to gain by participating in the Coalition Accelerator program? (~100 words)

I would like to learn more effective coalition development strategies, including motivating members to take on responsibility for specific Coalition activities.

22. What special skills or perspectives do you bring to your Accelerator Team? (~100 words)

I am very passionate about the issue and have been on the Coalition from the beginning. I have worked in the fields of mental health and SUDT for 25 years.

23. I certify that I have acquired my supervisor's support, if needed, to participate as an Accelerator Team member.

Accelerator Team Member 2

1. Name: Barbara E. Auerbach
2. Position/Title: Team Member 3. Degree(s): M.A., JD
4. Organization: Retired; Exec Director of Therapeutic Horse Riding Program
5. Address: 13101 Sea Pines Lane
6. City: Mendocino 7. County: Mendocino 8. Zip Code: 95460
9. E-mail: bauerbach@mcn.org
10. Cell Phone Number: (707) 972-9615 11. Work Phone Number: (707) 937-1213
12. Select the sector in which you work. Non-Profit

If other, please describe:

13. Indicate the discipline that you use to describe your work.

If other, please describe:

14. Indicate your leadership level (including current and previous work).

15. How many years of experience do you have working with others outside of your own sector (i.e. community engagement)?

16. Describe your experience working with others outside of your own sector (i.e. community engagement). This may include opioid-specific and/or other harm reduction related work.

17. How many years of coalition work and/or multi-sector collaboration experience do you have?

18. Describe your coalition work and/or multi-sector collaboration experience:

19. How long (in years) have you been a member of a local opioid safety coalition?

20. What is your role on the Accelerator Team? (~50 words)

21. What skills or perspectives do you hope to gain by participating in the Coalition Accelerator program? (~100 words)

22. What special skills or perspectives do you bring to your Accelerator Team? (~100 words)

23. I certify that I have acquired my supervisor's support, if needed, to participate as an Accelerator Team member.

Accelerator Team Member 3

1. Name:

2. Position/Title: 3. Degree(s):
4. Organization:
5. Address:
6. City: 7. County: 8. Zip Code:
9. E-mail:
10. Cell Phone Number: 11. Work Phone Number:
12. Select the sector in which you work.
- If other, please describe:
13. Indicate the discipline that you use to describe your work.
- If other, please describe:
14. Indicate your leadership level (including current and previous work).
15. How many years of experience do you have working with others outside of your own sector (i.e. community engagement)?
16. Describe your experience working with others outside of your own sector (i.e. community engagement). This may include opioid-specific and/or other harm reduction related work.
-
17. How many years of coalition work and/or multi-sector collaboration experience do you have?
18. Describe your coalition work and/or multi-sector collaboration experience:
-
19. How long (in years) have you been a member of a local opioid safety coalition?
20. What is your role on the Accelerator Team? (~50 words)
-
21. What skills or perspectives do you hope to gain by participating in the Coalition Accelerator program? (~100 words)
-

22. What special skills or perspectives do you bring to your Accelerator Team? (~100 words)

I'm well known in our community and have a way of connecting with people. I'm well versed in collaborating and I'm willing to try new techniques.

23. I certify that I have acquired my supervisor's support, if needed, to participate as an Accelerator Team member.

Accelerator Team Member 4

1. Name:

2. Position/Title: 3. Degree(s):

4. Organization:

5. Address:

6. City: 7. County: 8. Zip Code:

9. E-mail:

10. Cell Phone Number: 11. Work Phone Number:

12. Select the sector in which you work.

If other, please describe:

13. Indicate the discipline that you use to describe your work.

If other, please describe:

14. Indicate your leadership level (including current and previous work).

15. How many years of experience do you have working with others outside of your own sector (i.e. community engagement)?

16. Describe your experience working with others outside of your own sector (i.e. community engagement). This may include opioid-specific and/or other harm reduction related work.

17. How many years of coalition work and/or multi-sector collaboration experience do you have?

18. Describe your coalition work and/or multi-sector collaboration experience:

19. How long (in years) have you been a member of a local opioid safety coalition?
20. What is your role on the Accelerator Team? (~50 words)
21. What skills or perspectives do you hope to gain by participating in the Coalition Accelerator program? (~100 words)
22. What special skills or perspectives do you bring to your Accelerator Team? (~100 words)
23. I certify that I have acquired my supervisor's support, if needed, to participate as an Accelerator Team member.

Accelerator Team Member 5

1. Name:
2. Position/Title: 3. Degree(s):
4. Organization:
5. Address:
6. City: 7. County: 8. Zip Code:
9. E-mail:
10. Cell Phone Number: 11. Work Phone Number:
12. Select the sector in which you work.
- If other, please describe:
13. Indicate the discipline that you use to describe your work.
- If other, please describe:
14. Indicate your leadership level (including current and previous work).
15. How many years of experience do you have working with others outside of your own sector (i.e. community engagement)?

16. Describe your experience working with others outside of your own sector (i.e. community engagement). This may include opioid-specific and/or other harm reduction related work.

[Empty text box for question 16]

17. How many years of coalition work and/or multi-sector collaboration experience do you have?

Select Years

18. Describe your coalition work and/or multi-sector collaboration experience:

[Empty text box for question 18]

19. How long (in years) have you been a member of a local opioid safety coalition?

Select Years

20. What is your role on the Accelerator Team? (~50 words)

[Empty text box for question 20]

21. What skills or perspectives do you hope to gain by participating in the Coalition Accelerator program? (~100 words)

[Empty text box for question 21]

22. What special skills or perspectives do you bring to your Accelerator Team? (~100 words)

[Empty text box for question 22]

23. I certify that I have acquired my supervisor's support, if needed, to participate as an Accelerator Team member.

Accelerator Team Member 6

1. Name: [Empty text box]

2. Position/Title: [Empty text box] 3. Degree(s): [Empty text box]

4. Organization: [Empty text box]

5. Address: [Empty text box]

6. City: [Empty text box] 7. County: [Empty text box] 8. Zip Code: [Empty text box]

9. E-mail: [Empty text box]

10. Cell Phone Number: [Empty text box] 11. Work Phone Number: [Empty text box]

12. Select the sector in which you work. [Select Sector]

If other, please describe: [Empty text box]

13. Indicate the discipline that you use to describe your work.
If other, please describe:
14. Indicate your leadership level (including current and previous work).
15. How many years of experience do you have working with others outside of your own sector (i.e. community engagement)?
16. Describe your experience working with others outside of your own sector (i.e. community engagement). This may include opioid-specific and/or other harm reduction related work.
17. How many years of coalition work and/or multi-sector collaboration experience do you have?
18. Describe your coalition work and/or multi-sector collaboration experience:
19. How long (in years) have you been a member of a local opioid safety coalition?
20. What is your role on the Accelerator Team? (~50 words)
21. What skills or perspectives do you hope to gain by participating in the Coalition Accelerator program? (~100 words)
22. What special skills or perspectives do you bring to your Accelerator Team? (~100 words)
23. I certify that I have acquired my supervisor's support, if needed, to participate as an Accelerator Team member.

Community Description

Please provide the following information on the **population you wish to reach** through your coalition's work as a part of the Coalition Accelerator program.

1. Name of county(ies) and/or tribal area(s) in which your coalition works:

The Coalition is based in Mendocino County. Mendocino County includes 11 tribal rancherias and reservations (i.e., Coyote Valley Reservation, Guidiville Rancheria, Hopland Rancheria, Laytonville Rancheria, Manchester-Point Arena Rancheria, Noyo River Indian Community, Pinoleville Rancheria, Potter V

2. If your coalition works in multiple counties, where does it have its headquarters? Please specify city and county, if possible.

NA

3. Would you describe your community to be primarily urban or primarily rural?

Primarily urban Primarily rural Other

If other, please describe:

4. If your coalition's efforts target a specific age group, racial/ethnic group, and/or special population that is disproportionately impacted in your community, please describe in more detail. (~100 words)

The California Strategic Prevention Framework Partnerships for Success (SPF/PFS) Health Disparities Impact Statement (DIS) conducted a study of 6 rural counties, including Mendocino. The study identified several subgroups that were at especially high risk for opioid use, and these groups have been selected by the Coalition as priorities. They are: youth age 12-25; Native Americans; Latinos, and veterans.

5. Please provide 1-3 examples and/or insights that tell the story of the opioid epidemic in your community, and how you see your coalition's efforts having disrupted those trends. (~150 words)

1. Immediately upon the formation of the Coalition, members quickly drafted ED and Prescriber Guidelines that were put into effect within the Coalition's first six months. These guidelines inspired local hospitals and clinics to take a hard look at their opioid prescribing practices and make changes to policies and prescribing practices in the overall interest of their patients.

2. The Coalition also immediately began distributing free lock bags to anyone upon request. This program started out slowly, but doctor's offices are now handing them out to patients, and the Coalition continues to distribute them at fairs and other community events, through the Street Medicine Program, Children's Services Programs etc..

3. The Coalition has done an extensive amount of tabling and public speaking, particularly to the Tribes. The Native Community is now talking about how the opioid epidemic has been affecting them and they are looking for solutions. They are welcoming the Coalition's input and continue to ask for support and education.

AmeriCorps VISTA Volunteer Support

AmeriCorps VISTA, founded in 1965 as Volunteers in Service to America, is the national service program designed specifically to fight poverty in the U.S. VISTA volunteers commit to serve full time (~40 hours/week) for one full year at a community organization (nonprofit, college/university, local government office, etc.) working to fight illiteracy, improve health services, create businesses, strengthen community groups and much more. With passion, commitment, and hard work, they create and expand programs that adhere to four principles: anti-poverty, community empowerment, sustainable solutions, and capacity building.

The AmeriCorps VISTA Volunteer is optional and additional to the support offered through the Coalition Accelerator program. It is funded by the Corporation for National and Community Service (CNCS), the federal agency that administers AmeriCorps VISTA. The AmeriCorps VISTA volunteers will be matched with local communities based on their skills and according to the coalitions' needs and ability to provide appropriate supervision and a suitable workspace, as described in this section. Volunteers will go through a series of trainings prior to placement with coalitions. Please note that Accelerator Teams will receive priority for volunteers, but others will be considered based on availability. Each volunteer is placed for a one-year period, with the possibility of an extension or a new placement through the second year of the Coalition Accelerator program.

An AmeriCorps VISTA volunteer might support your coalition in the following ways:

- Serve as a right-hand person to the Accelerator team coordinator or other team member(s), providing the ability, energy, and time needed to ensure that the Coalition activities can be supported;
- Enhance the capacity, infrastructure and sustainability of the coalition to continue working toward its goals; or
- Conduct community assessments, foster community awareness and engagement, and expand and strengthen partnerships, if needed.

For a full description of the kinds of support your coalition could receive through this component of the program, please see the "AmeriCorps VISTA" section in the Addendum.

Please note the distribution of **roles and responsibilities** for this component of the program:

- **PHI's Leadership Center** will recruit, match and place skilled volunteers with the coalitions that meet CNCS requirements, in addition to providing them with supplemental skill-building related to opioids and coalition-building. The Leadership Center will run a group training and orientation program and will have a staff person who works closely with the site supervisors and volunteers to support ongoing training, mentoring and problem-solving.
- **AmeriCorps VISTA** will support the Leadership Center's recruitment process and will provide the stipend, housing and living expenses for the volunteers.
- **The Accelerator Team/Coalition** must commit to providing an on-site supervisor (at least 5% FTE) that will offer guidance, input and mentoring to the volunteer, as well as a workspace and office supplies and equipment that meet the CNCS basic requirements.

1. Is your coalition interested in requesting an AmeriCorps VISTA volunteer to support your work full time for an initial one-year period? If your answer is "yes" or "not yet sure," please complete all the questions in this section to the best of your knowledge. If your answer is "no," please skip this section of the application.

Yes

No

Not yet sure

2. Which of the following types of tasks would provide the greatest benefit to your coalition's effectiveness, if performed by an AmeriCorps VISTA volunteer that is placed within your coalition? Please check all that apply. For full description of each type of task, see the Addendum.

- Meeting scheduling, logistics, and follow-up to keep action groups on task
- Keep coalition leads up-to-date by providing notes from committee meetings and/or activities
- Provide project management support
- Identify new intervention or advocacy opportunities
- Outreach and communication with a wide range of stakeholders
- Community engagement efforts, including identifying new resources and prevention opportunities
- Manage public service events and support efforts to institute ongoing services (e.g. take-back bins available at all times)
- Develop draft reports for funders
- Develop draft presentations for Coalition leads to deliver to external stakeholders
- Aid in coalition data collection processes and dissemination efforts
- Local dashboard data maintenance
- Email and mail management
- Field requests and queries from community or media
- Help build information infrastructure accessible by all members of your community, by establishing a strong online presence

Please list any other main task(s) your coalition requires, that are not mentioned above:

3. PHI's Leadership Center will be recruiting AmeriCorps VISTA volunteers that are motivated, self-starters that come to the program already possessing a wide range of skills. Given that there are specific technical skill areas that will be relevant to each coalition, please note those key skills that would be most valuable for accelerating your coalition's work. Select as many skills as are relevant to your coalition's needs.

- Familiarity with digital media and research
- Ability to write well and generate documents
- Organization, coordination, and inter-personal communication skills
- Knowledge of online tools, potentially including calendars, spreadsheets, presentations, and/or basic website maintenance
- Ability to compile and track data, budgets, and other quantitative measures
- Experience planning and coordinating meetings and special events
- Knowledge and experience with grants including researching funding opportunities, grant writing and grant reports
- Bilingual in English and [specify language(s)] Spanish

Please list any other key skill(s) or qualifications your coalition requires, that are not mentioned above:

4. Per Federal guidelines, all AmeriCorps VISTA volunteer host sites are required to provide the following level of on-site supervision to their volunteer(s):

- Pre-service support to selected AmeriCorps VISTA volunteer (e.g. help securing affordable housing, transportation, etc.)
- Substantive on-site orientation
- Sufficient staff capacity to adequately supervise an AmeriCorps VISTA volunteer, with a minimum dedicated 5% time to oversee the AmeriCorps VISTA project
- Site supervisor with previous supervising experience
- Site supervisor willing to serve as both mentor and supervisor
- Site commits to assigning a replacement supervisor, if designated supervisor is no longer able to hold the position

Can your coalition commit to meeting all of these requirements?

- Yes
 No
 Not yet sure

If not sure, please explain:

Mendocino County's housing shortage has recently been exacerbated by the devastating wildfires that struck the community in October 2017. If the VISTA does not already live in the community, they may have difficulty finding affordable housing. HHSA and Coalition members will assist VISTAs in finding housing by sharing information through their personal and professional networks.

5. Per Federal guidelines, all AmeriCorps VISTA volunteer host sites are required to provide the following on-site workspace resources for their volunteer(s):

- Computer
- Internet access
- Phone with voicemail
- Necessary office supplies

Can your coalition commit to meeting all of these requirements?

Yes No Not yet sure

If not sure, please explain:

6. Can your coalition guarantee that the volunteer host site will fully comply with federal ADA regulations? See Addendum.

Yes No

7. Can your coalition guarantee that the volunteer host site will fully comply with all other federal HR laws and regulations? See Addendum.

Yes No

8. If you could receive more than one volunteer, how many volunteers would your coalition like to host and how many can you realistically accommodate, given the above requirements? (NOTE: Rural areas may want to consider hosting at least two, to decrease isolation and improve satisfaction with the work).

2

9. Specify any additional information that you consider relevant to your request for an AmeriCorps VISTA volunteer, e.g., nature of their tasks and/or the resources your coalition would provide at the volunteer site.

HHS is requesting two VISTA members, one to be placed with the coastal arm of the Coalition and the other with the inland group.

Given the county's large geographical size and widely scattered communities, VISTAs working with the Coalition should plan on driving long distances and should have their own vehicle.

APPLICATION SUBMISSION INSTRUCTIONS

All application packets must be submitted by email to info@healthleadership.org by Monday, November 27, 2017 at 5:00 PM PST. Complete steps 1, 2 & 3 below to ensure receipt and acceptance of your coalition's application.

To apply, each coalition must:

1. Compile all required supporting documentation, including:
 - a. Curriculum Vitae for each team member **(4 to 6 total)**
2. Create two (2) PDF files:
 - a. The completed application; and
 - b. All supporting documents combined into one PDF.
3. Email applications to info@healthleadership.org no later than 5:00 PM Pacific Standard Time on **Monday, November 27, 2017**.

NOTE: If your coalition is in a county affected by the recent fires and you are concerned about meeting the submission deadline, please contact the Leadership Center at info@healthleadership.org to discuss options.

Other questions? [Click here](#) to learn more about the program and browse a list of FAQs. If you need additional information, please contact the Leadership Center at info@healthleadership.org.

ADDENDUM

California Opioid Safety Network Accelerator Program

Goal: The goal of the Coalition Accelerator Program is to reduce opioid-related overdoses and deaths across California through a learning network that supports the growth and effectiveness of local coalitions.

Program description: Coalitions at any stage of development are welcome to join the network. We invite and encourage all established coalitions to complete this request for proposals (RFP) to be eligible for resources, which include webinars, convenings, trainings, coaching, VISTA volunteers, and potential future coalition funding opportunities.

Background

Research shows that local coalitions in a statewide network can be a powerful tool to drive down overdose death rates. In 2015, CHCF began supporting 16 coalitions across 23 counties with training, mentoring, and peer support through a statewide opioid safety network. These coalitions of public health officials, medical societies, behavioral health and primary care providers, law enforcement agencies, and advocacy groups have already made a difference by lowering opioid prescribing rates, increasing access to naloxone to prevent overdose deaths, and increasing access to addiction treatment.

PHI's recent assessment found that supporting a network can help coalitions drive change. In only 18 months, opioid prescribing went down and buprenorphine prescriptions for MAT went up twice as fast in counties with coalitions receiving CHCF support. While California's opioid-related death rate has held steady for the last two years, it has not increased, as has happened in other states hard hit by the opioid epidemic. Please see CHCF's recent post detailing coalition progress to date.

Coalition Accelerator Program Activities

The California Opioid Safety Network Accelerator program provides ongoing support for coalitions through December 2019. Coalition Accelerator Teams (composed of coalition leaders—see below) will work with an impact coach to lower opioid over-prescribing, increase access to addiction treatment, and ultimately reduce overdose deaths in their communities. The program curriculum will provide tools for regional and statewide networking and peer learning; consultation in sustainability planning; local data-monitoring; and communications strategies to broaden awareness, reduce stigma, and support advocacy efforts and policy changes.

Following an initial assessment of each coalition's needs, impact coaches will help Coalition Accelerator Teams: 1) develop and refine their goals, objectives and strategies and use measurement tools to track progress and introduce continuous quality improvement (CQI) as a strategy; 2) access expertise and resources to make progress on prescribing practices, addiction treatment, and naloxone; 3) understand and navigate the local political landscape; 4) develop leadership and management skills; and 5) prepare for long-term success with a Sustainability Toolkit©.

In-Person Workshops: All participants will be invited to an annual regional workshop during the two years of the program. One will be held in Northern California and another in Southern California each year. These workshops will feature presentations from subject matter experts, team development opportunities based on assessments, skills-building and reflection, and opportunities to share and learn from other coalitions.

Webinars: Web learning content will fall into three categories – coalition effectiveness and team development, best practices in opioid safety, and key curricular content areas. All webinars will be recorded and archived on the web portal (see below).

1. **Strengthening coalition effectiveness and team development:** These highly interactive webinars offer content focused application of coalition building materials and the web equivalent of peer learning sessions and shared trainings. The program will provide teams with questions and/or skill-building tools prior to the webinar and participants will workshop solutions in real time during the session.
2. **Best practices in opioid safety:** These webinars will feature clinical and other experts presenting on the three core focus strategy areas: addressing supply (improved pain management and safer prescribing practices), promoting recovery (ensuring access to addiction treatment), and preventing overdose deaths (use of naloxone and other harm reduction strategies).
3. **Tools and resources:** These webinars will be offered to accelerator coalitions to share new tools or resources, such as our Sustainability Toolkit®, communications and policy advocacy tools, and strategies.

Impact Coaching Support: Those teams whose applications are selected to participate in the Coalition Accelerator program will be assigned an impact coach who will offer strategic support throughout the two-year program. Impact coaches will guide teams in applying concepts from the workshops, webinars, and activities to their local work, learnings, and reflection. Impact coaches are recognized experts in the field of public health and community engagement and have experience in opioid safety strategies. Impact coaching support will occur via monthly phone calls, group webinars, and in-person meetings at the regional workshops, as well as ongoing email communication between coaches and coalition accelerator teams. Impact coaches:

- **Mary Maddux-Gonzalez, MD, MPH**, Board Chair, Latino Coalition for a Healthy California; former Health Officer/Public Health Division Director, County of Sonoma; former Chief Medical Officer, Redwood Community Health Coalition; Associate Clinical Professor at UCSF, among other positions; and has previously served as a Coalition lead for an Opioid Safety Coalition.
- **Art Chen, MD, MPH**, Senior Fellow at Asian Health Services, former Health Officer for Alameda County, former Chief Medical Officer for Alameda Alliance for Health (the public Medi-Cal managed care plan), formerly served on Board of Directors of California Endowment, among other positions.
- **Mark Horton, MD, MSPH**, former California State Public Health Officer, Chief Deputy Director at CA Department of Health Services, former Deputy Agency Director and Health Officer for Orange County, VP Community Programs at San Diego Children's Hospital, among other positions.
- **Glennah Trotchet, MD**, community health consultant, former primary care physician, Sacramento County Public Health Officer and Division Chief, and Medical Director of the Sacramento County Primary Care and Public Health Clinics, among other positions.

Subject Matter Expertise: All Coalition Accelerator Teams will also have access to a "bullpen" of subject matter experts (SME) for clinical expertise. Each team's impact coach will work with **Matt Willis, MD, MPH**, the clinical lead of the SME bullpen, to connect the teams with the support they need. The **SME bullpen** will include:

- **Reb Close, MD**, emergency physician, lead of the local coalition Prescribe Safe Monterey, leader of MAT in Emergency Medicine project at the Community Hospital of the Monterey Peninsula.
- **Andrew Herring, MD**, director of pain and addiction treatment at Highland Hospital, emergency physician, addiction specialist, and lead on the CHCF-sponsored statewide MAT in ED program.
- **Mark McGovern, PhD**, lead for learning collaborative for California's MAT Expansion

Program (hub and Spoke Model), former lead on Vermont's Hub and Spoke program, expert in MAT and implementation science.

- **Rama Khalsa, PhD**, director of External Quality Review Organization for the CA Department of Health Care Services Drug-Medi-Cal Waiver Organized Delivery System, expert on behavioral health integration, former health agency director, former mental health and substance use disorder county director, and board member for the Central CA Alliance for Health.
- **Marta Induni, PhD**, Research Program Director at Public Health Institute, expert in large data systems including the California Cancer Registry, expert in measurement.
- **Allie Budenz**, Associate Director of Quality Improvement at California Primary Care Association, supporting training and linkage opportunities with community health centers.
- **Jay Hansen**, Chief Strategy Officer for the California Medical Association, President of Sacramento County School Board, expert in health policy and advocacy.
- **Julie Morath, RN, MS**, CEO of the California Hospital Association's Hospital Quality Institute, leads a CMS contract on reducing readmissions through improving opioid safety.
- **David Perrott, MD, DDS**, is a physician and dentist, serving as the Chief Medical Officer of California Hospital Association.

Tools: Coalition accelerator teams will have access to several custom-built tools including:

- The **Big Picture**© creates a one-page overview of the teams' focused work during the program time period and supports an abbreviated process that helps a coalition accomplish its goals and make course corrections as necessary.
- The **Network Map** offers a brainstorming opportunity regarding network building and partnership required for effective work. Network map process might be repeated during program time period in order to assure full leverage of all resources as your coalition grows.
- Other **customized tools and templates** will be offered through curricular partners and relate to specific curricular areas such as sustainability or policy advocacy and communications.

Peer Support and Network Building: All Coalition Accelerator Team members will join a learning network and communities of practice where they will be able to share successes, engage with a network of experts, and draw upon the expertise of the Coalition Network.

Coalition Network portal (website): The program provides a robust online portal providing articles and resources in opioid safety, coalition building, and performance improvement, among other topics. All participants in the program will have access to the library. There will be a private section of the website to facilitate ongoing, frank dialogue and community building amongst accelerator coalitions.

Ideal Coalition Accelerator Team Characteristics

A Coalition Accelerator Team is made up of four to six members. Each team should meet the following criteria:

- Are willing and committed to invest the necessary time to participate in the program. Teams are expected to:
 - Participate in the regional workshops;
 - Participate in monthly impact coach calls;
 - Be engaged with and meet weekly with their team to apply program learning for coalition progress;
 - Complete relevant program activities and tools (e.g., webinars, tools, and evaluation activities) and engage in cross-team learning.
- Are enthusiastic about learning (both personally and as a group) and dedicated to

- deepening trust within the team and with partners and stakeholders.
- Are committed to team synergy.
- Are part of an established coalition.
- Are committed to community engagement, improving health equity, addressing social determinants of health, and engaging in a systems approach.

Accelerator Team Coordinator

The role of the Team Coordinator is critical to engaging in the program effectively. The Team Coordinator is responsible for these duties, potentially with AmeriCorps VISTA volunteer assistance (see below for information on the AmeriCorps VISTA program):

1. Serves as the point of contact with the program office regarding coordination and logistics for program activities, including AmeriCorps VISTA volunteers, if assigned.
2. Coordinates with impact coach on priority needs and progress.
3. Ensures the coalition meets all program requirements (and offers feedback on services to program office).

AmeriCorps VISTA Volunteer Support

In partnership with the Corporation for National and Community Service (the federal agency that administers AmeriCorps VISTA), the Coalition Accelerator program will draw on an enthusiastic pool of AmeriCorps VISTA volunteer applicants who will be placed at local coalition sites to support coalition activities. These volunteers will be trained and coordinated by PHI's Leadership Center. PHI has been approved for up to 40 volunteers and accelerator coalitions will receive first priority. All accelerator coalitions that meet AmeriCorps VISTA requirements will be eligible to host a volunteer (coalitions can request multiple volunteers). These positions are full-time equivalent for one year placements.

Among the **specific tasks and activities** that AmeriCorps VISTAs could take on (drawn from recommendations from current coalition leaders):

- Manage meeting scheduling, work with action team leads to develop agendas and reminders, handle follow-up and remind members about their action group tasks.
- Work with community leaders and advocates to implement a community survey or other tool that could identify new access points for medication-assisted treatment or other needed information.
- Provide project management support to pilot and launch new community programs (e.g. take-back bins, naloxone distribution sites, etc.).
- Create a local database of pharmacies, and work with coalition leaders on pharmacist outreach to share training materials on naloxone dispensing.
- Build out and manage the coalition digital presence including website maintenance and social media posting.
- Share templated resources from PHI and other sources to support prevention efforts (e.g., educational pamphlets, public service announcements, and social media).
- Bring together updates, reports, and data from each of the action teams to the local coalition steering committee meetings.
- Assist in completion of reports required for California Department of Public Health, CHCF, PHI, or other grantors.
- Update the coalition dashboard (prescription data, buprenorphine prescribing data, overdose death data, and any local data relevant to the efforts).
- Manage outreach and coordination of coalition member list and database of stakeholders throughout the community.
- Assist with data collection on guideline implementation.

- Serve as first point of contact for requests or questions the coalition gets from the community or media.
- Explore funding options and write grant applications.
- Manage outreach events such as a drug take-back day.

Among the **key skills** that VISTAs could contribute:

- Experience planning and coordinating meetings and special events
- Ability to compile and track data, budgets and other quantitative measures
- Familiarity with social media and digital tools
- Ability to generate documents and to write well
- Organization, coordination and inter-personal communication skills
- Knowledge of digital tools potentially including calendars, Excel, PowerPoint and/or basic website maintenance
- Knowledge and experience with grants including researching funding opportunities, grant writing and grant reports
- Bilingual speakers, most likely Spanish but potentially other languages

All AmeriCorps VISTA host sites must comply with Federal guidelines (see [here](#)) and section 504 of the Rehabilitation Act.

Key Dates

<i>Wednesday, October 18, 2017</i>	Overview Webinar
<i>Friday, November 27, 2017</i>	Application Submission Deadline
<i>Monday, December 4, 2017</i>	Coalition Selections Announced
<i>December 5 – January 4, 2018</i>	Match AmeriCorps VISTA Volunteers to Coalition Sites
<i>February 2018 - December 2019</i>	<i>Coalition Accelerator program</i>

Funding

Cost to participate: There is no fee for this program for up to six (6) team members.

Funding for coalitions: Direct coalition funding for special projects may be offered over the course of the two-year program; coalitions must be part of the Coalition Accelerator program to be eligible.

Program support: The California Opioid Safety Network and the management of the AmeriCorps VISTA program are funded by the California Health Care Foundation; AmeriCorps VISTA volunteers are funded by the Corporation for National and Community Service (CNCS), the federal agency that administers AmeriCorps VISTA.