COMMUNITY WORKGROUP LEADERSHIP: INTERNAL LIAISON AND EXTERNAL COACH

JCOIN Coaching Guide

Justice Community Opioid Innovation Network

The TCU Research Hub

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Overview

This guide discusses the role of workgroup leadership, namely the Internal Workgroup Liaison and the External Workgroup Coach. These two positions will have an opportunity to collaboratively work together to help the community address their goals using items found in the JCOIN tool kits. The tools can be found on the JCOIN website through the link that has been previously shared with you.

Workgroup Leadership Roles

Workgroups: Workgroups are composed of members who have diverse backgrounds, given that they represent different agencies and various organizational roles within any single agency. Thus, workgroups are diverse both internally (such that members represent multiple CJ agency roles) and externally (such that CJ staff interact with BH providers). A typical workgroup consists of 5-10 individuals, depending on the size and complexity of the agencies represented on the team. Workgroup members are united in their effort to improve the effectiveness and efficiency of services delivered to their client population.

Workgroup Liaison: Each workgroup will include an internal Workgroup Liaison. The workgroup liaison is a *CJ staff member within the workgroup* who will serve as a point person between the workgroup and external coach (a member of the local research team). Workgroups are to be governed by the principles of dialogue and democratic process. However, the workgroup liaison is a team leader who will (1) have a broader scope of duties than other workgroup members, and (2) may increasingly take more responsibility for leading workgroup meetings as implementation ensues. More information about this position can be found in the next section.

Alternate Workgroup Liaison: It is encouraged that agencies select an alternate workgroup liaison for the duration of the JCOIN project. The alternate workgroup liaison can assist the primary workgroup liaison in discharging their responsibilities. The alternate workgroup liaison can also stand in for the primary workgroup liaison when schedule conflicts or other issues keep the primary workgroup liaison from attending meetings. Please note that although these two individuals will effectively function as a workgroup leader and co-leader, the term "workgroup liaison" is used in the singular for the remainder of this manual for stylistic convenience. Both workgroup liaisons can participate together in all facets of the project.

Workgroup Coach: As a member of the local research team, the external workgroup coach will train the Workgroup Liaison in facilitation techniques such as those included in the JCOIN Facilitator Guide The Workgroup Coach will provide periodic check-ins to assist with data monitoring (e.g., defining outcomes, output formatting, interpreting results), addressing implementation barriers, resolving interpersonal/team issues, developing plans for training/agency rollout, and helping to develop agendas for ongoing workgroup meetings (as invited to do so). The Facilitator Guide will be shared with the Workgroup Liaison once a person is identified to serve in that role. Part of the role as Workgroup Coach will be to serve as an instructor to the Workgroup Liaison which will start after the Linkage Planning activity.

While the workgroup at large will benefit from the coaching provided, the Workgroup Liaison will be the Workgroup Coach's key partner to promote quality improvement. As described more fully in this manual, the Workgroup Coach should gradually increase the Workgroup Liaison's responsibility for group facilitation as the project proceeds. By the completion of the project, the Workgroup Liaison should be a fully functional facilitator.

Position Description of Workgroup Coach

Involvement
The Workgroup Coach will conduct a monthly call with each Community Workgroup Liaison (and secondary workgroup liaison). The phone call is scheduled to last between 30 minutes and 1 hour. Time to complete the call will vary based on workgroup involvement in JCOIN related agency improvement activities and the strategic needs of the community.

Purpose
Coaching calls will double as an implementation strategy and opportunity to strategically document Workgroup efforts. The Coach will ask the Workgroup Liaison about meetings in which the action plan was discussed, workgroup meeting representation, review records, occurrence/response to challenges/opportunities to improve services on the action plan, and implementation efficiency (e.g., number of days for an agency to proceed to training staff, implementing action plan, adapting action plan).

Types of Coaching
If the workgroup has had challenges or questions during their implementation plan process it is expected that the Coach will brainstorm with the Liaison to help them consider alternatives to the tasks and goals steps. If needed the Coach can provide support as deemed physically and financially reasonable for the research center. It is suggested that the Coach could support a workgroup meeting via a conference call or webinar at minimum or if possible, perhaps in person.

The following offers some guidelines on how to address questions from the workgroups. Specifically, what questions can the Coach address?
There are broadly 3 types of Technical Assistance:

(1) Information Focused TA is defined as a request for information located in a JCOIN resource (manuals, tools, training materials, etc.);
(2) Solution Focused TA involves extrapolating on JCOIN resources, involving coaching, action planning, process monitoring;
(3) and TA beyond the scope of JCOIN involves providing guidance on client-level decision making, such as case-planning and providing expertise beyond the scope of a JCOIN researcher. TA beyond the scope of JCOIN (e.g., clinical inquiries such as "how should we handle clinical emergencies) should be referred to the JCOIN Principal Investigator (Kevin Knight) who will then refer the Community workgroup to an appropriate resource.

Information Focused TA and Solution Focused TA is appropriate and can be addressed by the Coach conducting the call. TA beyond the scope of JCOIN should be directed to the Principal Investigator to address.

As an example, a workgroup may ask "How do we interpret this CFR graph?"
- Information Focused TA would involve describing the graph to the site. This is appropriate, and can be briefly addressed during the coaching call (with reference to other JCOIN materials as appropriate resources).
- Solution Focused TA would involve extrapolating on how the information can be used by the community to plan ways of addressing the retention of clients in the cascade. This is

appropriate for the Coach as well; however, it may take either a lengthier phone call or attending a workgroup meeting.

The Workgroup Liaison

The Workgroup Coach will work closely with the workgroup leader, called a *Workgroup Liaison*, in discharging these responsibilities, with the ultimate goal of the workgroup liaison becoming the workgroup leader. The Workgroup Liaison will be appointed by CJ agency leadership, and should exhibit the following attributes:

- Respected and trusted by CJ agency leadership and line staff
- Demonstrated leadership skills that inspire others
- Served within the agency for a term sufficient to have an in-depth understanding of its structure, personnel, and service provision process
- Anticipated to remain at the CJ agency through the duration of JCOIN and, ideally, beyond the project
- Capable of communicating with people in diverse positions, given the various people and perspectives represented on the workgroup
- Familiar with data systems pertaining to clients and willing to learn about how data can be used to improve services
- Capable of serving as a point of contact between various organizational entities, namely, the CJ agency, behavioral health provider(s) represented on the workgroup, and the JCOIN Research team
- Willing to be trained in group facilitation and data-driven decision-making

Training and Resources: Workgroup Liaisons will be trained in skills related to group facilitation by the Workgroup Coach. All Workgroup Liaisons will receive a Facilitator Guide and accompanying materials, among other resources, for their review and use. The Workgroup Coach will work closely with the Workgroup Liaison to transition leadership of the workgroup so the workgroup will have independent, internal leadership.

Leadership and Facilitation of Community Workgroups

In order to promote <u>workgroup communication and dynamics</u>, the Workgroup Liaison will:

- Meet regularly with the Coach to be trained in facilitation responsibilities and techniques.
- Work with the Workgroup Coach and workgroup to determine the workgroup's composition, meeting preferences, focus, etc.
- Serve as a member of the workgroup and attend meetings throughout the JCOIN process.
- Help prepare agendas, send reminders, and (as needed) record minutes for workgroup meetings.
- Conclude meetings by highlighting action items, individual task responsibilities, and task completion timeframes while monitoring task completion.
- Guide CJ agencies through the organizational improvement process using techniques described in the Facilitator Guide.
- Introduce templates (e.g., sample agendas, minutes) to model and promote efficacious practices.
- Help to resolve any conflicts within the workgroup and other challenges.

In order to promote <u>workgroup process improvement efforts</u>, the Workgroup Liaison will:

- Assist the CJ agency in the use of process improvement tools (Community Feedback Report, Goal

Selection Worksheet, Data Driven Decision Making, etc.) and guide agency efforts to identify goals, develop and implement action plans, monitor progress, and sustain procedural changes.

- Help the CJ agency produce periodic progress checks using tools such as DDDM templates and guidelines, with technical assistance from the Coach and data specialists as needed.
- If necessary, help workgroup staff customize reports to align with target objectives. This effort will highlight needed modifications and support goal selection diversity.

In order to promote Intervention Fidelity and Data Reporting, the Workgroup Liaison will:

- Will work with the Workgroup Coach to ensure close adherence to the JCOIN protocol.
- Report information or events that might affect the interpretation of study findings.
- Play a key role in data management and reporting throughout the project.

Workgroup Leadership Checklist for Workgroup Meetings

The Workgroup Coach will support efforts at completing these steps for the first few workgroup meetings.

Meeting Preparation Responsibilities:	
1. Corresponding with the Coach before a team meeting (as desired)	○
2. Preparing an agenda, to include contacting members for possible agenda items	○
3. Scheduling a meeting date, time, and place suitable for most team members	○
4. Using previous meeting action items to prepare for an upcoming meeting	○
Meeting Implementation Responsibilities:	
5. Effectively using facilitation techniques	○
6. Leading the team through the goal selection process	○
7. Using and interpreting data in the context of a meeting (e.g., PDSA)	○
8. Introducing and discussing the role of a new team member (as needed)	○
Meeting Follow-Up Responsibilities:	
9. Securing accurate meeting notes	○
10. Circulating meeting notes to team members while inviting their input	○
11. Retaining a record of meeting action items and persons responsible for them	○
12. Monitoring task completion between meetings in light of an agreed upon timeline	○
Additional Responsibilities:	
13. Using appropriate tools (Facilitator Manual, etc.)	○
14. Reporting data to the Research Center in a timely fashion	○
15. Maintaining member engagement and, as needed, addressing conflict	○
16. Orienting new team members to the project in light of member turnover (as needed)	○

Recommendations on How to Use the JCOIN Tool Kits

The JCOIN tool kits feature a wide range of vital resources to promote enhancements in organizational functioning. The expectation is that, when compared with standard practice, the use of these resources should show improvements both internally (e.g., improved programmatic efficiency, bolstered client transitions through the service cascade) and externally (e.g., stronger linkages and coordination among collaborating agencies). The tools discussed here have been designed with such goals in mind, and many of them are the original creations of the JCOIN research team. The use of these tools is optional; however, it is encouraged for the workgroups to use them. The JCOIN team asks that the Workgroup Liaison keep track of any tools that the workgroup has used so the JCOIN research team can determine the relative impact of these resources on organizational practice. (The tracking of tool use can be recorded in meeting minutes.) The JCOIN research team will not be tracking the workgroup's use of tools to evaluate the workgroup. Rather, the research team wants to focus efforts on evaluating the value and impact of the tools themselves.

Many of the items featured in the JCOIN tool kits should look familiar to the Workgroup Coach, the Workgroup Liaison, and members of the workgroup because some were initially introduced during Goal Achievement Training. This guide is principally focused on strategies for utilizing those tools. The three tool kits are as follows:

- Tools on Group Engagement, Group Dynamics, and Group Conflict
- Tools on Goal Selection Support and DDDM: Managing Goal Progress
- Tools to Identify and Utilize Service Resources

JCOIN Tool Kits

Tools on Group Engagement, Group Dynamics, and Group Conflict

The JCOIN Facilitator Guide has several tools and methods to assist with facilitation of workgroup meetings. Although these tools are discussed more at length in the Facilitator Guide, listed below are overviews of each tool.

- **Taking minutes**: Minutes should be taken for every workgroup meeting. The process of taking minutes will help the workgroup stay organized while also documenting the workgroup's activities. Minutes may also be used as data in determining the time spent on each step of the workgroup's timeline. Should any workgroup members miss a workgroup meeting, the minutes will serve as a means to keep workgroup members informed on the decisions made during the meeting. An *example meeting template can be found in the appendices* of this document.
- **Ground Rules**: Ground rules are essential for workgroup meetings so that workgroup members feel comfortable expressing thoughts, concerns, and ideas. Procedural ground rules focus more on the mechanics of the group that apply to each workgroup member. Examples of procedural ground rules include starting/ending the meeting on time, silencing or turning off cell phones, and respecting all workgroup members. Behavioral ground rules establish a framework for productive collaboration. These rules help create a setting where each workgroup member feels free to contribute to the group even if their views differ from that of the larger group.
- **Ice-breakers**: At least for the first workgroup meeting, it is helpful to begin the workgroup meeting with an ice-breaker. Some workgroup members may be meeting each other for the first time. An ice-breaker will help ease the workgroup members into a more comfortable environment. While ice-breakers are helpful for the first workgroup meeting, a team building exercise may be a fun way to begin workgroup meetings.
- **Team Building Exercises**: Although not mandatory for every meeting, it may be fun for the group as a whole to participate in a team building exercise. Team building exercises can happen in a variety of manners. It is recommended that the team building exercise focus on a point of improvement for the team. For example, if the workgroup has issues with communication, a team building exercise largely focused on communication can be used. Examples of team building exercises can be found in the appendices.

- **Round Robin**: This method of idea gathering is meant to encourage all workgroup members to contribute to the discussion of a specific topic or issue. The Round Robin method proposes a question or scenario to the group, gives them a short time to think of ideas and answers, then *each person* is asked to express their thoughts. This technique emphasizes every member's perspective while also providing workgroup members the opportunity to learn from each other.
- **Brainstorming**: The method of brainstorming is meant to generate as many ideas as possible. No idea is turned away in this technique. The whole process of brainstorming may identify creative and out-of-the-box solutions to an issue. While brainstorming does generate ideas to a solution, other methods will need to be used to create strategies and plans for the workgroup to reach the identified goals.
- **Mapping**: Also called flowcharting, this technique provides a visual representation of existing processes, where process break downs occur, and where new processes could be introduced. Mapping can help a workgroup understand where processes could be improved and the stakeholders involved in each step of the map.
- **Cause-Effect Diagram**: Workgroups may use a cause-effect diagram to identify and organize causes of an existing outcome. The outcome is specified at the beginning of the exercise and the workgroup will brainstorm the causes of that outcome. In particular, this technique helps the workgroup identify strategies to enhance "positive" causes or mitigate "negative" causes.
- **SWOT Exercise**: A strengths, weaknesses, opportunities, and threats (SWOT) exercise may help the workgroup evaluate a decision before moving forward. Consider the strengths and weaknesses as attributes of the internal environment while the threats and opportunities are viewed in terms of the external environment. For a given situation, it may be helpful to have workgroup members work on their own individual SWOTs or the workgroup may fill out the SWOT diagram together as a group. The SWOT exercise enables the workgroup to evaluate a decision; therefore, the group needs to reach consensus about moving forward with the decision or not.
- **Small groups/subgroup breakouts**: This technique is not so much a tool as it is a means to organize the workgroup members to use time efficiently. Breakout groups can be helpful when used with other tools such as the SWOT analysis, brainstorming, cause-effect diagrams, etc. When using breakout groups, the facilitator can assign each group a separate section, problem, scenario, etc. or each breakout group could have the same topics to discuss. Once the breakout group portion of an exercise is complete, the facilitator should bring the workgroup members back together in the larger group to discuss each breakout group's findings.
- **Talking ball/talking stick**: Although not always a ball or stick, this technique uses an object as a visual representation to determine whose turn it is to talk. This method is beneficial when there are individuals in the workgroup who monopolize the conversation or there are frequent interruptions. When using the talking ball/talking stick technique, the facilitator must clearly lay the ground rules.
- **Parking lot**: This workgroup technique is in place to prevent ideas from being lost or forgotten. While all ideas generated in a workgroup meeting may not be discussed in that given meeting, they can be revisited at a later date. This method requires a large flipchart or notepad where all ideas are written down and kept. It is important to bring the flipchart or notepad to all subsequent meetings.
- **Multi-voting**: This technique is a process to reduce the number of ideas or to order priorities for the workgroup while ensuring all workgroup members are able to participate. In particular, multi-voting is used after the brainstorming process. Multi-voting can be used to eliminate ideas or to prioritize ideas and processes. Before beginning multi-voting, the criteria and rules need to be set such as how many votes each workgroup member may have.
- **Nominal group technique**: Similar to multi-voting, nominal group technique orders ideas and processes by ranking. The coach can have the workgroup members rank their top 5 or 10 ideas among a large list or they can have workgroup members rank all ideas among a shorter list. Once all ideas are ranked, the facilitator should ask the group for feedback on the ranking and determine the next steps once consensus is reached.
- **Consensus testing (fist of five)**: This technique enables the facilitator to understand the workgroup's temperature about a decision and whether the workgroup members agree with the decision. The main parts of this technique include (a) asking workgroup members to demonstrate their support of a decision by holding up numbers of fingers, and (b) discussing the concerns of those who do not support the decision. The workgroup can utilize the following rankings: (0/closed fist) cannot support the decision and will fight to prevent it, (1) serious reservations about the decision, (2) a few reservations about the decision that need to be resolved, (3) the decision is acceptable and can

support it, (4) the decision is very good and ready to act/support it, (5) the decision is absolutely great and workgroup member is completely convinced.

- **Consensus Decision-making**: This technique is meant to be used when consensus needs to be reached for a given process. Compromise will be required from at least some workgroup members to reach consensus. Consensus needs to be reached before the workgroup moves forward and this needs to be expressed to the workgroup. There are three key questions that determine consensus among the workgroup members: (1) can you live with this decision, (2) are you willing to support this decision within our workgroup, (3) are you willing to support this decision outside our workgroup? The process of compromising continues until all three questions have consensus.

Tools on Goal Selection Support and DDDM: Managing Goal Progress

In this section, there are a list of tools that may be helpful in the goal selection process, planning process, and implementing changes to reach the goal. Some of these tools have accompanying worksheets while others are frameworks that are more knowledge-based and require no worksheets. Where applicable, the worksheets are provided in this guide.

- **Data Driven Decision Making (DDDM)**: This overarching framework is a method of continuous quality improvement that focuses on systems, is data-driven, collaborative, and utilizes small scale empirical testing. Therefore, DDDM is a process that utilizes key stakeholders to inform decisions to improve outcomes. Through this process, the stakeholders will collect, analyze, and interpret data and use that data to determine what changes may be needed within the systems they work within. An example of a tool within DDDM is Plan-Do-Study-Act cycles.
- **Plan-Do-Study-Act Cycles (PDSA)**: This tool is used to test whether potential changes and ideas are workable and produce the desired outcome. The core idea of this tool is that each cycle is a **rapid** cycle. This means that each cycle includes small tests before deciding whether to devote a larger amount of time and resources to fully implement the process. The PDSA tool has four key components: (1) plan – designing a test, (2) do – conducting the test, (3) study – analyze the data and summarize lessons learned, and (4) act – decide whether to implement the change or whether another process/change should be tested. More in-depth information can be found in the DDDM Brief Guide. There are accompanying worksheets in the guide as well as in the *appendix of this document.*
- **Goal Selection**: The goal selection process will be guided by the Workgroup Coach with collaboration from the workgroup members. During the goal selection process, the workgroup members will look over the information presented in the Community Feedback Report for their specified community and select areas of improvement. The Goal Selection Worksheet in the appendix will have instructions laid out in a worksheet to aid workgroup members in choosing their goals. In short, workgroup members will choose areas along the Services Cascade to focus their efforts. During this process, many of the facilitation techniques listed in the previous toolkit will be used so the workgroup can come to a consensus on which goal(s) to focus their efforts.
- **Cross-Training**: Cross-training is a term that references the training of group members on roles separate from those they usually perform. This type of training gives group members perspectives other than their own and increases their knowledge of job duties beyond their own. Through cross-training an individual may become aware of challenges faced by another entity or even become aware of a more streamlined process for their clients.
- **Logic Models**: Working in large groups may have challenges, especially when it comes to taking steps towards reaching goals. There are various examples in literature that highlight a breakdown in communication and an unclear goal led to ineffective group efforts. Logic models are a tool that can be used in various stages, but we will focus on the planning stages. The different sections of a logic model flow from one section to another through a relationship from the previous section. A logic model provides a visual of the resources, process, and goals the group decides. An example of a logic model for JCOIN is listed in the *appendix of this document*.

- **SMART Goals**: When setting goals, we recommend they are SMART; that is specific, measurable, attainable, relevant, and time-bound. Specific goals can be broken down into clear objectives. For a goal to be measurable, progress can be tracked through a pre-determined criterion. An attainable goal is one that can be realistically achieved through available resources, time, information, support, etc. Relevant goals must align with the needs of the clients, community, staff, or other groups of focus. Finally, time-bound goals have specific target dates for each step and the larger goal to be attained. The SMART Goals method takes some practice, but having the workgroup's goal align with the SMART method will help the workgroup stay on track. SMART Goal worksheets can be found in the *appendix of this document*.

Tools to Identify and Utilize Service Resources

Opioid-Treatment Linkage Model Resource Guide:

Following the workgroup's goal selection, the Workgroup Coach will help the JCOIN community identify possible resource options for addressing their community prioritized goal and action plan. A variety of tools and resources to assist with action planning can be found in the Opioid-Treatment Linkage Model (O-TLM) Resource Guide and the accompanying webinar series. Please remember there are many resources highlighted within the O-TLM Resource Guide. The O-TLM website (ibr.tcu.edu/O-TLM) will house a webpage with service provider lists for New Mexico, Illinois, and Texas. Additional resources will periodically be uploaded to the O-TLM Resources page.

Download the O-TLM Resource Guide

Webinars:

Introduction

Collaboration

Opioid Services Cascade

Screening and Assessment

Referrals

Treatment

Within this section, a few resources in the O-TLM Resource Guide are highlighted as well as resources currently in development for the JCOINI communities. These resources would be helpful with identifying and collaborating with providers. Please keep in mind that any documents here are examples and not official documents that should be used. Workgroups and separate agencies should work to develop an official document.

- **<u>Memorandum of Understanding</u>**: These formal agreements specify processes or procedures between two or more entities. Once the participating agencies have reached an agreement on the terms in the MOU, they may be signed by representatives of the participating agencies. This is a binding document that should be revisited and revised as necessary.
- **<u>Release of Information</u>**: This document is essentially a consent form to allow one provider or entity to speak to another about a client's personal health information. Unless a release of information (ROI) is signed, a provider **<u>cannot</u>** give out personal health information. This is also true when it comes to releasing information to a client's friends or family. The ROI should specify what information is allowed to be shared. For instance, an ROI may say screening results can be shared but if a collaborating provider would like to know the patient's drug test results, that information may not be shared.
- **<u>Service Provider Lists</u>**: The service provider list is an all-encompassing spreadsheet where local resources can be kept. This list can be kept internally within one organization or collaboratively among several organizations. The local services compiled in this list could include services such as health clinics, MOUD providers, employment assistance and job readiness resources, to name a few. It is recommended that this list be kept updated and those who manage the list call providers to make sure they are still operational and take clients. An example of a service provider list can be found in the appendix of this document.
- **<u>Service Provider Maps</u>**: Similar to the provider list above, a service provider map is a visual representation of the service providers in the area. The JCOIN team uses Google Maps to create a service provider map. In order to do this, a Gmail account should be created and the login information shared among those who will be updating the service provider map. There are other additional programs that may be used to create a service provider map. However, the JCOIN team found that using Google Maps is easy to use and clients are able to navigate to resources around them using Google Maps. Simply share a QR code or link to the service provider maps with clients and they are able to filter the resources by type and navigate to the resources they are interested in. A screenshot of a service provider map can be found in the appendix.

Five Recommendations for Using Tools

<u>1. Overcoming the Learning Curve: A Graduated Approach to Tool Use</u>

As with any new skill, a learning curve is likely to be associated with the use of JCOIN tools. Consequently, a brief review of the tools during the first couple of Workgroup meetings could be beneficial. As the workgroup reviews the tools, it may be helpful to have them determine if one or more of the tools seems promising for a task facing the workgroup. This may be a good opportunity to ask the workgroup to rank tools based on the prospects for workgroup utilization or based on the appeal to the workgroup's members.

<u>2. Aligning Tools with Workgroup Priorities</u>

The use of particular tools by the Workgroup *may depend a great deal on the workgroup's priorities.* For example, a workgroup that is strongly committed to enhancing its understanding of SMART goals might benefit from using most or all of the tools related to this construct. A different workgroup that already understands this concept very well may wish to bypass such tools in favor of others that expand its particular horizons.

Tool-to-priority alignment entails determining what is important to the workgroup and deciding collectively which tools will help the Workgroup *translate those priorities into action.* For example, let's consider the tools within the completed Goal Selection Support Toolkit. The completed bundle has examples of worksheets that have already been filled out with one of several possible goals in mind. In short, every effort should be made to align the tools that your

Workgroup uses with the specific priorities of your workgroup.

3. Making Tools Your Own

JCOIN tools were developed to maximize their applicability across a variety of agency settings. Yet, not every contingency could be taken into consideration. *The* workgroup *has latitude to revise tools as necessary to meet the needs of the workgroup.* Tool revisions are certainly not required and may only occur rarely. However, in some circumstances, *revising a tool can make it more suitable for use by the* workgroup and might even enhance workgroup functioning.

Some tool revisions might be quite minor in scale. One example of a small-scale tool revision could involve the Meeting Agenda and Notes worksheet. While this template is based on an approach of creating an agenda and recording notes, it is not a document that is required for use in its current form. The workgroup might prefer to reorganize the notes section of this template so that a table can serve as a reference to action items, the person(s) responsible for each item, and a timeline for the completion of action items. The table below provides such an example.

Table 1. Action Item Tracking Table

Action Item	Who is/are responsible?	What steps are needed?	By what date will the task be completed?
1. Secure referral data and share it with workgroup	James	(1) James will contact Bill to get the data (2) James will print and distribute the data spreadsheet to the workgroup	Next workgroup meeting [date specified here]
2.			
3.			

4. Using Tools for Leadership Development and Workgroup Empowerment

As addressed briefly in the Workgroup Liaison position description, one of the most important responsibilities within JCOIN entails providing guidance to colleagues who are members of the workgroup. Given the role as a Workgroup Leader and the functional improvements that the workgroup may achieve, *we hope that JCOIN will present everyone with opportunities to sharpen existing skills, acquire new capabilities, and flourish professionally*. The Workgroup Leader and the whole workgroup should gain proficiency in data-driven decision-making throughout the implementation of JCOIN. The use of tools provides an excellent opportunity for the workgroup to expand its skills base and become empowered in using data to enhance organizational efficiency.

Early on, the Workgroup Leader may find they are largely responsible for generating workgroup meeting agendas, reviewing minutes, and inquiring about the status of tasks to be completed between workgroup meetings. *Ultimately, we hope that key workgroup tasks are shared among workgroup members*. For example, the workgroup may initially use the Meeting Agenda and Notes worksheet to prepare for meetings and record critical action items from those meetings. But as a working agenda is circulated to workgroup members before the workgroup meeting, the workgroup members should collectively contribute to the items listed on the agenda. Prior to meetings, a workgroup member should be delegated to take notes for the meeting. In fact, a rotational approach to taking notes could be adopted so each person has the opportunity to nurture this skill throughout the project. Following a meeting, when notes are circulated, the Workgroup Liaison might urge each workgroup member to review the notes and alert colleagues to any omissions or revisions. More often than not, any oversights reflected in meeting notes are inadvertent. Consequently, *the most complete agendas and most accurate notes are a product of collective effort, not the results of one or two people's investment*. Picking up on the previous recommendation, a tool revision could be suggested while reviewing an agenda or meetings notes. The key point is that efforts to become acquainted with tools and become actively involved in the tool utilization process will pay major dividends for the workgroup.

Once the workgroup has completed a couple PDSA cycles under the Workgroup Liaison's direction, a colleague could be asked to assist in leading the workgroup through at least one of the PDSA worksheets for the next cycle. *Sharing PDSA leadership responsibilities can be an important conduit for the cultivation of DDDM skills among members of the workgroup.* Because learning is often cumulative, early collaboration on some tasks (e.g., preparing agendas) can blossom into a workgroup member's enlarged responsibility at a later point in time (e.g., guiding the group in their completion of a PDSA tool). In short, a measure of shared responsibility for the use of tools is an excellent way to foster Workgroup collaboration that should yield long-term dividends for the workgroup and the criminal justice agency it serves.

<u>5. An Eye on Sustainment: Using Tools to Prepare for Post-Implementation</u>
Sustainment entails actions that are taken to ensure the prolonged use of practices that have proven effective during the Implementation phase. To be sure, no Workgroup leader is ever expected to "force" a workgroup to use tools. However, we hope the Workgroup Liaison will encourage members of their workgroup to evaluate and use tools with due consideration to sustainment. In early process improvement cycles, the Workgroup Liaison might inquire of the workgroup, "Once this change is made, will it stick? Will this new practice be able to persist beyond this abbreviated improvement effort?" The workgroup should select and use tools with this concern in mind. As the workgroup's proficiency with these tools increases, the Workgroup Liaison is likely to see accelerated progress toward the achievement of goals.

In summary, JCOIN tools are designed to expand data management and analysis capabilities. Yet, it could be argued that the fostering of a sustainment-oriented approach to organizational change is as valuable as the skills needed to master these tools and engage in DDDM. Goals and the tools listed to pursue them should be chosen with sustainment in mind.

Timeline for Workgroup Meetings & Action Plan Rollout – Based on Randomized Condition

Randomization

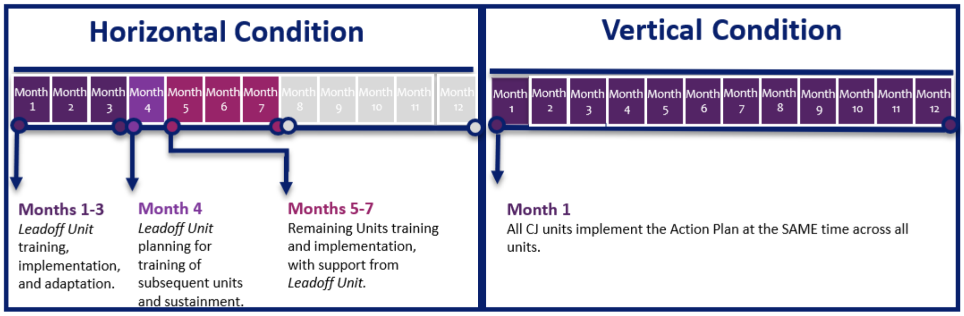
Each community will be randomized to either the Horizontal (top down/agency wide rollout) or Vertical (sequential/pilot first rollout) approach. Each community workgroup will be informed of their randomized condition at the beginning of the goal selection support session (GSS; following the community feedback report meeting). Workgroup Liaisons and workgroup coaches will work collaboratively to rollout the action plan in accordance with the respective community's assigned condition, as follows. Communities randomized to Horizontal will identify a 'Leadoff Unit' which will serve as the first unit to implement the action plan. Those communities randomized to Vertical will implement the action plan across all units simultaneously.

Implementation and Sustainment Periods

Following the GSS training, community workgroups will implement their customized and targeted action plan and will monitor implementation across a 12-month Implementation period. The workgroups will meet regularly during this 12-month period. Coaching will also occur during this 12-month period. The

Implementation period will be followed by a 12-month Sustainment Period. Workgroups will continue to meet during this Sustainment Period; however, coaching will discontinue (research teams will reach out monthly for a data-collection call).

12-month Implementation Period



Workgroup Activity	Horizontal Condition	Vertical Condition
<u>Finalize action plan:</u> **Following the GSS meeting, the workgroup will finalize the action plan with details for each step: including what resources will be used (see O-TLM tools), procedures and timing of implementation, and which parole or provider staff will support step implementation.**	The post-GSS action plan will need to be adapted to the needs of the Leadoff Unit, with anticipation of scale-up to the remaining units.	The post-GSS action plan will be adapted for implementation across all participating units.
<u>O-TLM Training:</u> **The workgroup will share the O-TLM resource guide and webinar link with parole staff who'll have an opportunity to participate. The workgroup can direct staff to more targeted O-TLM materials/chapters that center on the community action plan.**	Staff in the Leadoff Unit will be the first to access the training. Unit 2 staff (and subsequent units) will receive this training in months 5-7 of the Implementation Period.	Staff within all participating units will have an opportunity to complete the training.
<u>Action Plan Training:</u> **The Workgroup will decide on how to communicate the action plan and steps, procedures, and targets specific to that community. The training will be led by the workgroup, with the Coach's involvement upon workgroup request.**	Staff in the Leadoff Unit will be asked to participate in action plan training and to implement the new procedures with clients on their caseloads. Unit 2 staff (and subsequent units) will receive this training in months 5-7 of the Implementation Period.	Staff within all participating units will be asked to participate in action plan training and to implement the new procedures with clients on their caseloads.
<u>Implementation & adaption of the action plan protocol:</u> **The workgroup will meet monthly to discuss how implementation is going, monitor target outcomes on the action plan, make changes to the procedures as needed, and develop a strategy for ensuring sustainment (e.g., training new hires, documenting procedures, and developing/enacting plans for communicating changes).**	The Leadoff Unit will implement the action plan in months 1-3, the workgroup will adapt the plan using data driven decision making (DDDM) approaches for subsequent units in month 4, the Leadoff Unit will train unit 2 to implement in month 5-7, with subsequent units trained on a rolling basis through month 12. Individuals serving on Leadoff Unit become trainers and consultants as process improvement plans are implemented in the other unit(s).	Staff within all participating units will implement the action plan at the same time.

Appendix: Worksheets and Resources

Appendix A: Meeting Agenda, Notes, and Minutes Template

Note: The example listed here is based on the Goal Selection Support meeting with the workgroup. This example is solely meant to create an example of an agenda that can also be used to track minutes and keep notes of follow-up items that come up during the meeting.

Goal Selection Support Meeting

March 31, 2023 at 11am – 2pm [3 hours]

Tarrant County

Subject	# Minutes	Notes/Action Items
Introduce GSS session activities, pre-training assessment of workshop attendees	20	
Recap Community Feedback Report and Processing Questions • Summary of goal menu as customized for community, highlight areas of greatest unmet need for Screening, Assessment, Referral, Treatment Initiation, & Treatment Engagement goals	20	Discussion questions: Which of the areas represent greatest unmet need, would your community be the most passionate about, requires corrections-provider collaboration?
Describe SMART goals • Introduce SMART selection	10	Review goal criteria
Selecting SMART goals • Activities to promote consensus on a narrowed list of goals—two to three • Activities to promote consensus on one “collaborative” goal on a point in the Cascade using principles of SMART • Activities to define action steps needed to accomplish the site-identified goal	30	Activity to write a SMART goal
Developing an Action Plan	40	Activity to develop an action plan
Documenting progress in goal achievement	10	
Brief DDDM slide Overview & Description of Community Workgroup Liaison	10	
Post-training assessment of workshop attendees and training evaluation	10	

Appendix B: Ground Rules

The following ground may look familiar as they are the same ground rules used during the Needs Assessment Exercise. Keep in mind that the Workgroup Coach/Workgroup Liaison should work with the workgroup members to decide upon ground rules for all future workgroups.

Appendix C: Ice-Breakers

The following are some examples of ice-breakers. The Workgroup Coach/Workgroup Liaison should feel free to come up with their own ice-breakers or may use one of the following.

Stand up if you…

- The workgroup leader prepares a set of questions for a rapid-fire exercise that involves participants standing in response to questions that are fun and that can be either general or more specific to the study.
- The questions asked should always start with *"Stand up if you…"*
- Sample questions may include:
  - *Can speak more than one/two/three languages*
  - *Can cook*
  - *Play a sport*
  - *Have traveled outside of the country*

Introduce your partner

- Ask workgroup members to find a partner they know little about
- Provide a set of questions to each pair
- Instruct the group that they will have a total of ten minutes for their "interviews" of one another
- When interviews are completed, gather the group together and ask each participant to introduce his or her partner.
- Sample questions may include:
  - What is your name?
  - What is your background?
  - What is something interesting about you?

Would you rather

- Take turns going around the table asking each person a "would you rather" question
- Sample questions may include:
  - Would you rather only have summer or winter for the rest of your life?
  - Would you rather go on a hike or see a movie?
  - If you could have the same job both places, would you rather work in a big city or a small town?
  - Would you rather have a constant supply of the best coffee in the world at your office or a constant supply of the best snacks in the world at your office?

The Candy Game

- Pass around a bowl of individually wrapped, multi-colored candy or other small snacks. Everyone takes as many candy pieces or other small snacks they like.
- Each person must answer the question for each color/type of candy or snack they take.
- Example questions:
  - Kit Kat: What is your favorite book?
  - Reece's: What's the best vacation spot you have ever been to?
  - What TV show are you addicted to?

Appendix D: Team Building Exercises

Note: The ultimate goal of team building is to improve aspects of working as a team, such as communication. Should the Workgroup Leader determine there is a breakdown in teamwork, it may be helpful to implement a fun, laidback team building exercise.

<u>Team-Based Board Games</u>

- Consider spending some time playing a team-based tabletop game that requires everyone to work together.
- Games with small groups of teams may also work, however, the teams should be mixed up for every round or game.
- Ideas of team-based board games appropriate for work:
    - Apples to Apples
    - Code Names
    - Pandemic
    - Pictionary
    - Trivia

<u>Draw, Partner</u>

- Split all workgroup members into pairs; they will be standing back to back.
- One partner gets a pen and paper while the other gets a simple line drawing
- The partner with the drawing will describe the picture using only shapes and the other partners will draw the object
- Once the partner is done describing, the partners can evaluate the artwork for accuracy
- This activity largely focuses on communication and thinking skills.

<u>Sales Pitch</u>

- This activity occurs within small groups to build collaboration and creativity.
- One everyday item is selected from the office to be the product for each small group.
- Each group will have 15 minutes to craft a sales pitch to promote the product.
- Consider having the group come up with the following:
    - Product name
    - Logo
    - Motto

<u>Memory Wall</u>

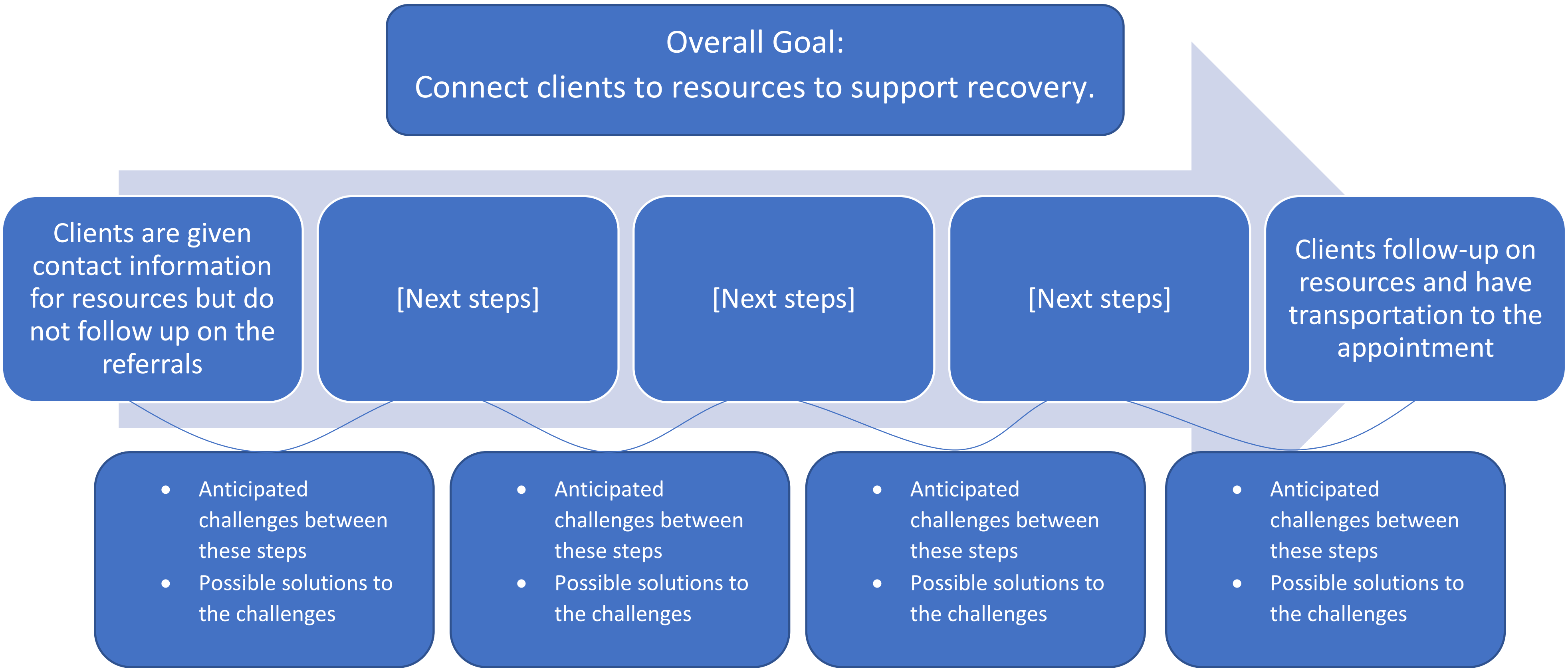
- There are sometimes where work gets discouraging and everyone needs a pick-me-up. By creating a memory wall, Workgroup Members can recall special moments and be reminded of the successes they experience in the workplace.
- The memory wall can be created on a large notepad or poster board and brought to every workgroup meeting.
- Workgroup members can write special moments on sticky notes and place them on the memory wall to reflect on at later meetings.

Appendix E: Mapping

The following steps should be followed for the mapping exercise:

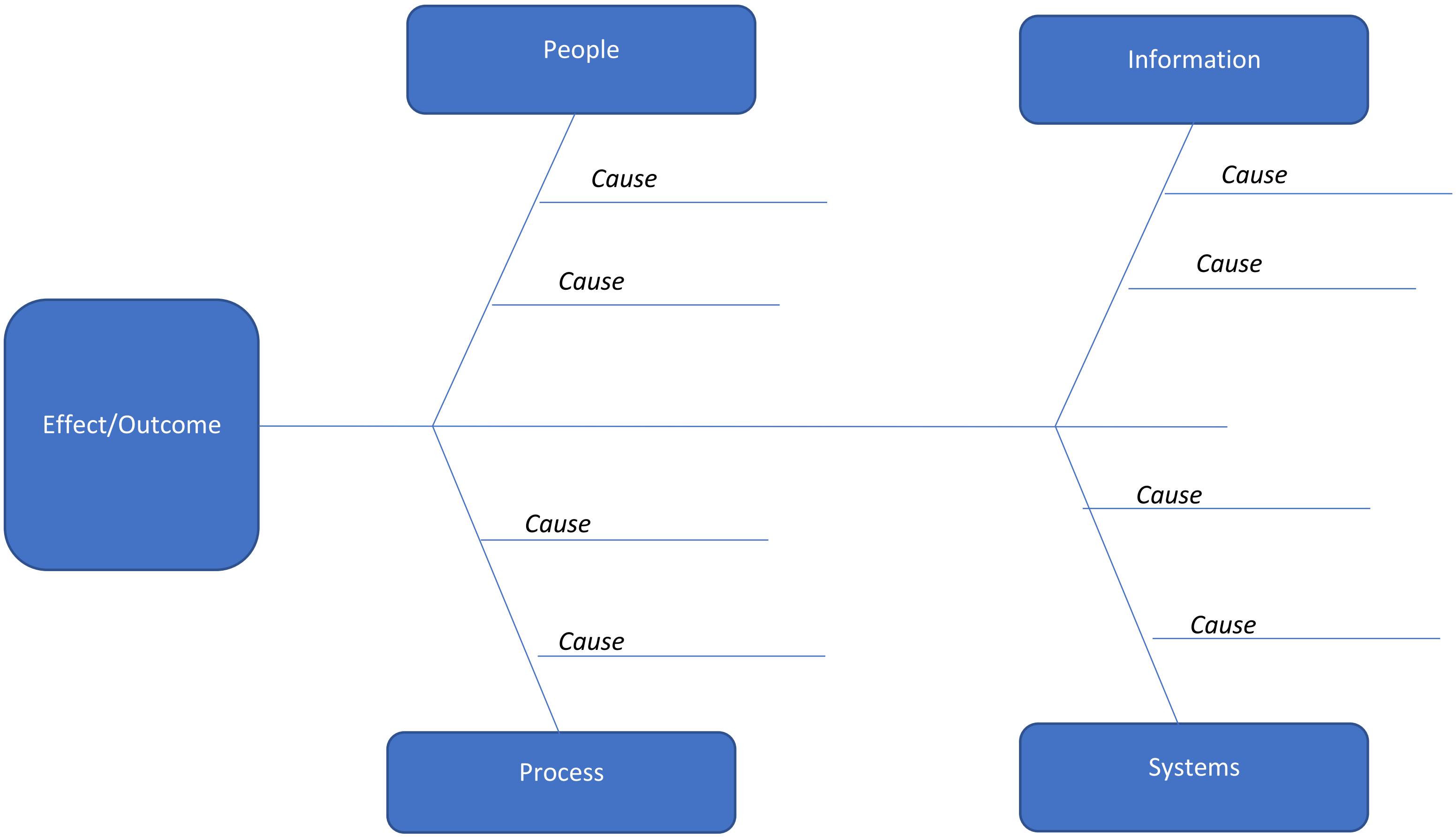
- Identify the specific process that the group will be mapping while specifying the beginning and end points of the map.
    - You may pose a question to the workgroup to identify the issue/process for the mapping exercise.
- Workgroup members should fill in the steps between the beginning and end of the process
- The workgroup members may place post-it notes on the map where elements are identified
    - The post-its may be moved around as needed until the workgroup agrees with the placement of the elements

The example below is based more on a process flow to identify steps that may be changed to reach the end goal. Other mapping examples can look more like bubbles connected by arrows or lines.



Appendix F: Cause-Effect Diagram

The workgroup is given an issue/outcome/effect and works backwards to discover the causes. This can be seen in the example diagram. Do not feel constricted to the categories of people, information, process, and systems. The workgroup can discuss the overarching themes of the effect and discover the causes under that theme. The brainstorming technique would work well in coming up with the causes of the outcome.



Appendix G: SWOT Exercise

Issue/Decision:	
<u>Strengths</u>	**<u>Weaknesses</u>**
<u>Opportunities</u>	**<u>Threats</u>**

Appendix H: PDSA Cycles

PLAN Stage Worksheet: 3-Phase Comprehensive Version

Today's Date:
Goal:
Goal Step:
Goal Step PDSA Cycle #:
Plan Stage completion date:

Phase 1: DECIDE What you will tests and how will you test it?

What are you testing?		What questions are you trying to answer with this test?	
What do you expect will happen and why?			
How will you measure the results of this test?	What data do you need to collect?	How will you collect the data?	
		Who will collect the data?	

Appendix H: PDSA Cycles

PLAN Stage Worksheet Phase 2

PREPARE: What tasks must be completed BEFORE you can run your test?

Consider: communication with staff, training staff, assembling materials, etc.

Task	Who will complete task	Completion Date	
		Target	Actual

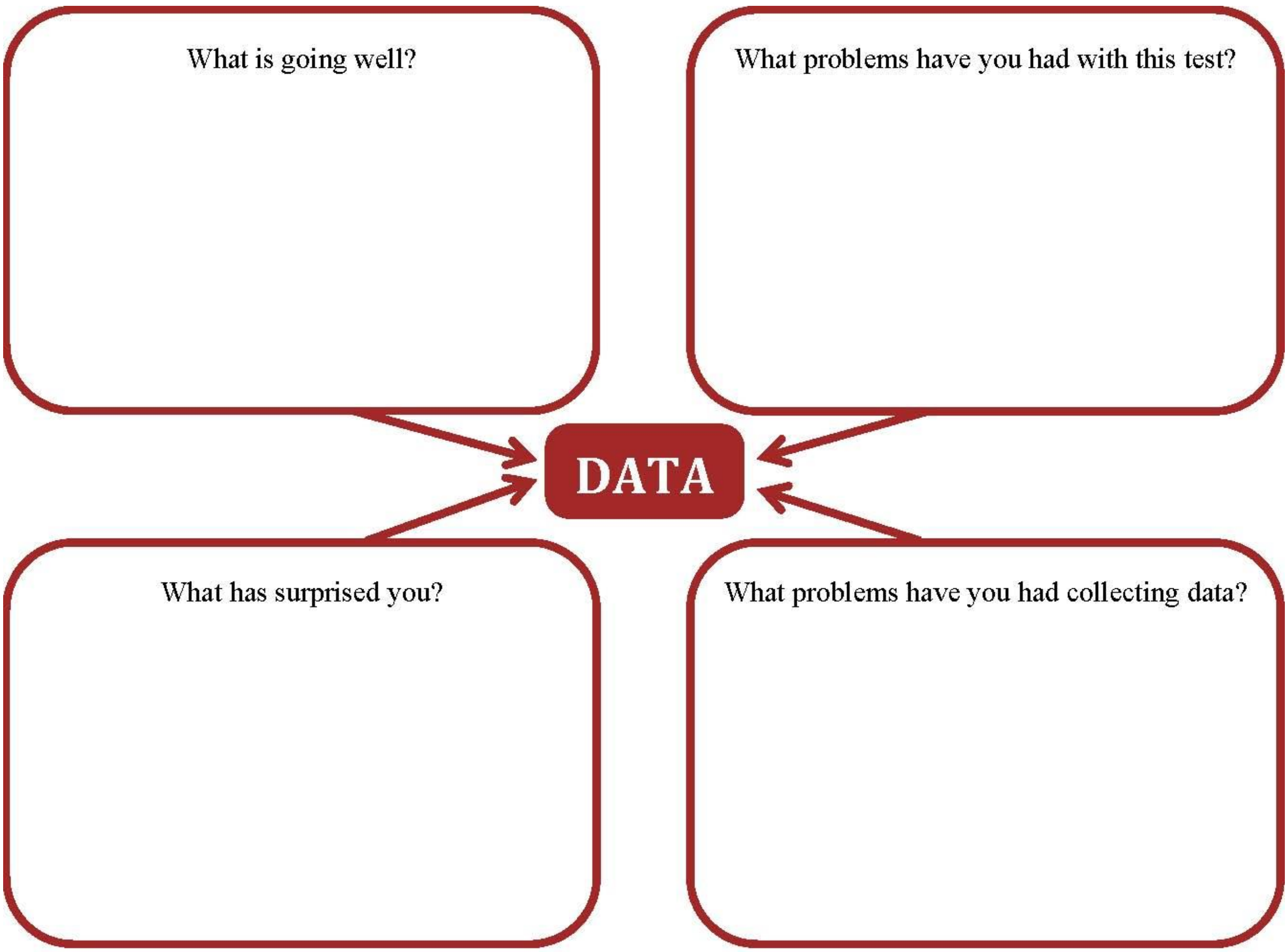
Phase 3. PLAN: Now that you are prepared, when and where will the test occur and who will be involved?

WHEN?	WHERE?	WHO?
Test start date	Location of test	Who will carry out test
Test end date		Who will be affected by test

Appendix H: PDSA Cycles

DO Stage Worksheet

Today's Date:
Goal:
Goal Step:
Goal Step PDSA Cycle #:
Plan stage completion date:



This information will be included in the data analyzed during the STUDY stage.

Appendix H: PDSA Cycles

STUDY Stage Worksheet

Today's Date:
Goal:
Goal Step:
Goal Step PDSA Cycle #:
Plan Stage completion date:

What do the data tell you?

What issues arose during the test? (From your DO stage)

What have you learned?

What did you predict? (From your PLAN stage)

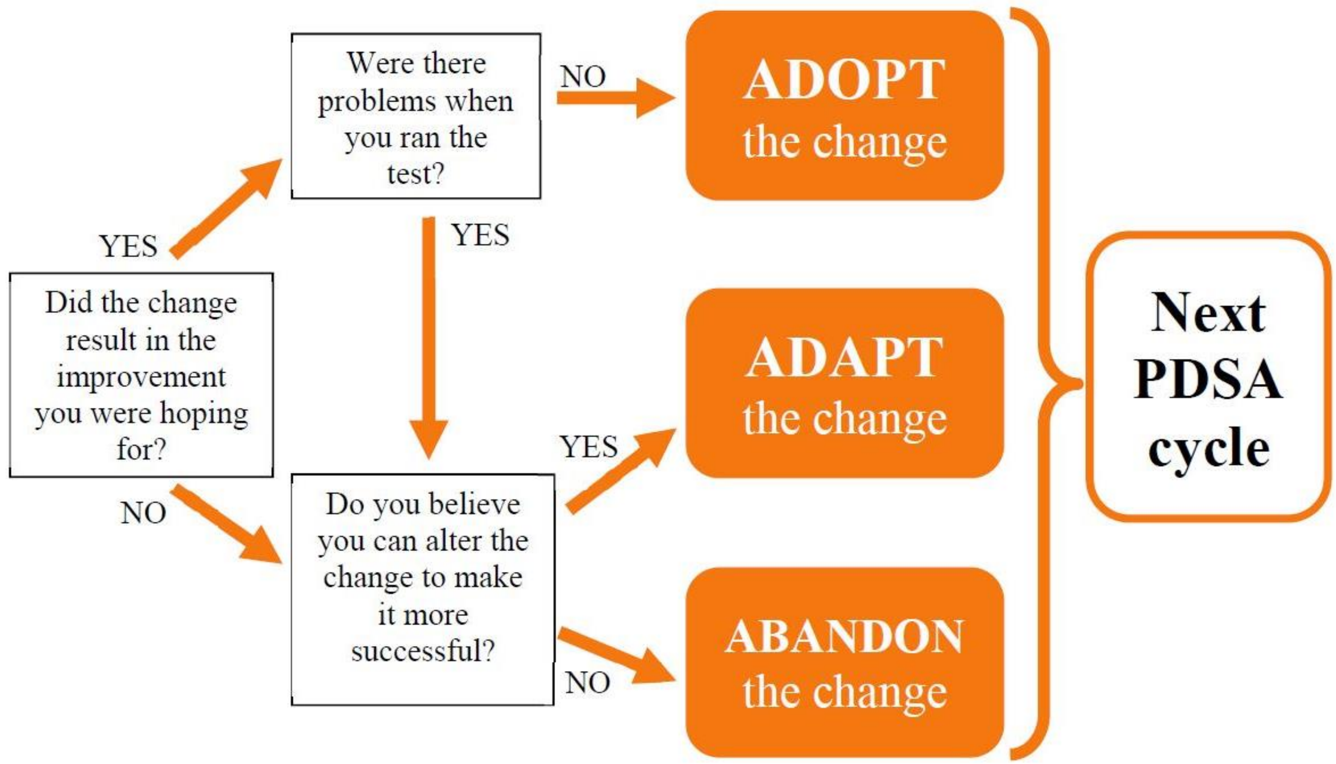
How do your results compare to your predictions?

Appendix H: PDSA Cycles

ACT Stage Worksheet

Today's Date:
Goal:
Goal Step:
Goal Step PDSA Cycle #:
Plan Stage completion date:

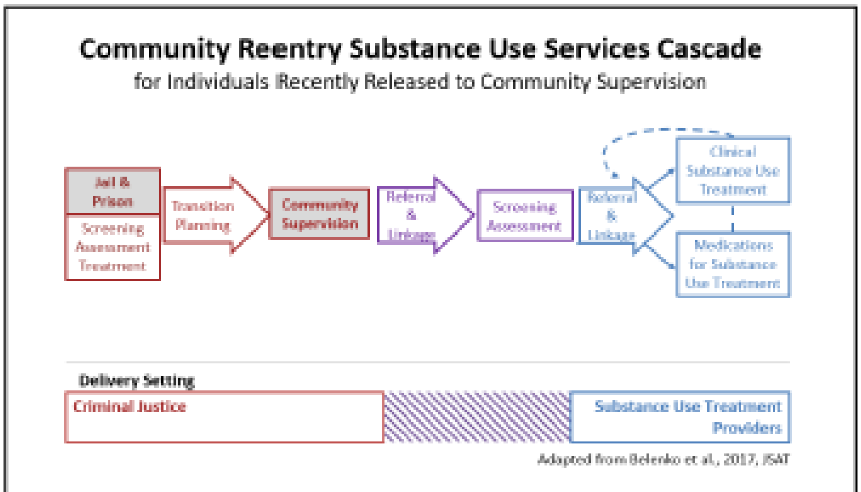
What did you learn in the STUDY stage?



Appendix I: Goal Selection

Select Possible Goals

Reference the Community Feedback Report and Goal Menu.



Circle ONE or TWO bars of the cascade **representing the area(s) of greatest unmet need/ greatest impact for clients at your agency.**

List possible goals corresponding to the selected bar(s) in the cascade.

Possible Goals

Goal A

Goal B

Goal C

Appendix I: Goal Selection

Identify and Determine Feasibility of Each Step

What is the goal?

What action steps are needed to accomplish this goal?	What <u>resources</u> are needed for this step?	What <u>difficulties</u> could hinder this step?	What/who could <u>help</u> with this step?
# ___			
# ___			
# ___			
# ___			

In what order will the above steps be completed? Place a number next to each step.

Copy this page for additional steps.

Appendix J: Logic Models

Goal Statement: Increase access to and retention in clinical behavioral health and MOUD services for reentering justice-involed individuals who use or are at-risk of using opioids.

Inputs

- Time
- Money
- CJ Staff
- Community BH partners
- Food
- Goodies/swag
- Technology (presentation equipment, computers)
- Zoom
- Qualtrics

Activities

- Network with community stakeholders
- Conduct needs assessment of current substance use and MOUD services
- Create material on SU and MOUD practices

Outputs

- Build workgroups with parole offices and community treatment providers
- Develop a community linkage plan to address needs along SUD and OUD cascade
- Train stakeholders on innovative SU and MOUD practices

Short-Term Outcomes

- Workgroup members will understand the importance of collaboration
- Workgroup members will be aware of additional treatment providers in the community
- Workgroup members will understand the care cascade and their role in it

Intermediate Outcomes

- Workgroup members will have greater inter- and intra-agency collaboration
- Additional treatment providers will be utlized in the community
- Agencies will utilize their knowledge of the care cascade to inform changes in policies

Long-Term Outcomes

- Increased access to MOUD for justice-involved individuals
- Increased number of clinical behavioral health providers in the community
- Decrease in justice-involved individuals' usage of opioids after reentering the community

Assumptions

- Justice-involved individuals have transportation to treatment providers.
- Justice-involved individuals are willing to go through SU treatment.
- Stakeholders in the workgroup participate in all intervention activities.
- Workgroup members will continue using collaborative methods and communicate with other agencies in their workgroup.

External Factors

- The time commitment for the intervention
- SU treatment/MOUD availability in the community
- Stigma of SUD/OUD/use of MOUD

Appendix K: SMART Goals

Determine Goal Feasibility

Consider the goals from previous page. Check the box if the goal meets the SMART goal criteria.

		Goal A	Goal B	Goal C
S	**Specific** Can the goal be broken down into several specific steps? (*Reference Goal Menu*)			
M	**Measurable** Are data currently collected to evaluate change in reaching this goal?			
A	**Attainable** Do staff members have ready access to resources needed to address this goal?			
R	**Relevant** Does the goal address a significant unmet need for clients at your agency?			
T	**Time-bound** Will it take between 6-15 months to implement and evaluate change toward this goal?			

Which goal(s) meet all (or the most) of the SMART goal criteria?	

The SMART acronym is from Bogue, Robert. "Use S.M.A.R.T. goals to launch management by steps plan". TechRepublic.

Appendix K: SMART Goals

S-M-A-R-T Goal Checklist

What is the goal?	

Check the box if the goal meets the SMART criteria.

Specific		Can the goal be broken down into several specific steps?
Measurable		Are data available for measuring change in reaching this goal? If no, can data be collected that can measure change in reaching this goal?
		Are the data easily quantifiable (not in chronological notes/paper, or in text fields)?
		Is the goal easily understood by both criminal justice and behavioral health leadership and staff?
		Are the data likely to change overtime if procedures are altered?
		Are the data consistently captured?
Attainable		Do staff members have ready access to resources needed to address this goal? If no, can resources be made available to address this goal?
		Is there consensus that this goal is a relevant goal that can be attained with the identified resources?
		Is there authority and leadership buy-in to address this goal?
Relevant		Does the goal address an important unmet need for clients at your site?
Time-bound		Can this goal be implemented within 6 months and evaluated for change within 15 months?

The SMART acronym is from Bogue, Robert. "Use S.M.A.R.T. goals to launch management by steps plan". TechRepublic.

Appendix K: SMART Goals

Write a S-M-A-R-T Goal

Create wording for this goal using S-M-A-R-T Criteria.

For instance: *"By the end of fiscal year 2025, County A will increase the proportion of clients showing an identified need who are referred to a licensed behavioral health provider."*

By ____,

Target Completion Date

____

Agency Names

will ____

Increase/Decrease

the ____

Data Denominator (for example: the number of eligible clients)

____

who ____

Data Numerator (for example: the number of clients who received the new practice)

____.

The SMART acronym is from Bogue, Robert. "Use S.M.A.R.T. goals to launch management by steps plan". TechRepublic.

Appendix L: Sample Memorandum of Understanding

The Memorandum of Understanding (hereafter referred to as "MOU") shall serve as a basis for agreement between the ____________________ [INSERT Criminal Justice System] and ____________________ [name of treatment provider].

Purpose:
The purpose of this MOU is to establish a collaborative relationship between the parties to build a partnership based on:
(1) understanding both _______________________________ [INSERT Criminal Justice System] and ____________________________[name of treatment provider] expectations, including corrective action, incentives, supervision, and treatment program rules;
(2) sharing information as outlined below; and
(3) helping participants successfully graduate from the [INSERT Name] program.
The MOU covers but is not limited to, the efforts of both parties to gather and share information that will benefit the needs of the justice-involved individuals during and after their participation in all levels of treatment.

Terms:
The term of this Memorandum of Understanding (MOU) is legally effective for the calendar year from ________________ [date] to ________________ [date], or until a subsequent MOU is properly executed, whichever is later. All terms and conditions of, and modifications to the MOU remain effective during the calendar years listed above or until a subsequent MOU becomes legally effective.

Modifications:
Any party wishing to modify this MOU must notify the other parties in writing of its desire to do so. All the parties will review the requested modification(s) and decide whether to modify the MOU. If modifications are made, the revised document will be submitted to the parties for signatures.

Termination:
Any party wishing to terminate its participation in this MOU must notify the other parties in writing of its intent and reason for termination. All parties will review the request, discuss the reasons for the requested termination, and try to resolve the matter to continue the party's participation. The party may still decide to terminate its participation.

______________________________________ ________________

Signature **Date**

____

Printed Name

Appendix M: Sample Release of Information

I, __________________________________ [insert client's name here], whose birthdate is ____/____/____ [insert DOB] authorize ______________________ [INSERT ORGANIZATION NAME], to communicate with and receive from:

List one individual/organization name and address:
1.____

The following information (which shall not include psychotherapy notes):
____Assessment
____Diagnosis
____Treatment Plan or Summary
____Progress in Treatment
____Medications
____Continuity of Care Document
____Criminal & Conviction History
____Medical Information
____Participation in Services
____Insurance Information
____Presence/Participation in Treatment
____Lab Reports/Drug Screens
____Demographic Information
____Discharge/Transfer Summary
____Reports from Probation, Corrections, or Parole
____Psychological Evaluation
____Other:_________________
____HIV/AIDS-related tests and services*

______(Initial) *Special Considerations for HIV/AIDS: I understand that an HIV antibody or AIDS test cannot be required as a condition of treatment, and an individual cannot be required to disclose or to sign an authorization for release of information concerning their HIV antibody test or HIV or AIDS status as a condition of treatment. I also understand that an individual who wishes to be tested for HIV antibodies shall be informed that they may undergo testing on an anonymous basis.

The purpose and need for the disclosure of confidential information are to communicate with the individual(s)/organization(s) listed above regarding my participation and progress in assessment, case management, and treatment unless otherwise indicated here:
____
____
____
____
____

My treatment, payment, or eligibility for benefits will generally not be conditioned upon my authorization of this disclosure. However, to ensure reimbursement for services, I understand that I may be required to authorize disclosure to my health insurer or managed care organization.

I understand that if I am involved in the criminal justice system and participation in a [INSERT TYPE of PROGRAM] is a condition of the disposition of any criminal proceedings against me or a condition of my parole or other release from custody, I must maintain all necessary authorizations until this program has been successfully completed and the disposition of the proceedings have been finalized. In other circumstances, I have the right to revoke this authorization in writing at any time by sending a written notification to my treating facility. I further understand that a revocation is not effective to the extent that the disclosure agreed to have been acted on, and until the revocation is received by the person otherwise authorized to disclose records and communication. If not previously revoked, this authorization expires on the following date (if not otherwise stated, this date shall be one year from the date of this authorization):_____________________.

I also understand that any disclosure of confidential information is governed by State and Federal laws and regulations pertaining to the Confidentiality of Substance Use Disorder Patient Records (42 CFR Part 2), the Health Insurance Portability and Accountability Act of 1996 (HIPAA, 45 CFR Parts 160 & 164) and/or under [INSERT APPLICABLE STATE LAWS]. Those laws and regulations prohibit recipients of this confidential information from redisclosing it.

Client Signature Date

____

Client's Parent/Guardian/Authorized Representative Name (please print)

____

Client's Parent/Guardian/Authorized Representative Signature (if applicable) Date

____

Staff/Witness Attesting to Identity Signature Date

____

NOTICE TO RECEIVING AGENCY OR PERSON: This information has been disclosed to you from records protected by Federal Confidentiality of Substance Use Disorder Patient Records Rules (42 CFR Part 2), under the Health Insurance Portability and Accountability Act of 1996 (HIPAA, 45 CFR Parts 160 & 164), and/or under [INSERT APPLICABLE STATE LAWS]. These laws and rules prohibit you from making any further disclosure of this information in this record, including any information that identifies a patient as having or having had a substance use disorder, either directly, by reference to publicly available information, or through verification of such identification by another person unless further disclosure is expressly permitted by the written consent of the individual whose information is being disclosed or as otherwise permitted by 42 CFR Part 2 or 45 CFR Parts 160 & 164. A general authorization for the release of medical or other information is NOT sufficient for this purpose (See §2.31). The Federal rules restrict any use of the information to investigate or prosecute with regard to a crime any patient with a substance use disorder, except as provided by §§ 2.12(c)(5) and 2.65

Appendix N: Service Provider Lists

	A	B	C	D	E	F	G	H	I
1	**Resource Ty**	**Name**	**Address**	**City**	**Zip**	**Phone Numb**	**Website**	**Hours**	**Notes**
2	Rehabilitation	ClearSky Rehabilitation Hospital of Flower Mound	3100 Peters Colony Rd.	Flower Mound	75022	469-933-2855	Clear Sky Health	24/7	
3	Library	Flower Mound Library	3030 Broadmoor Ln	Flower Mound	75022	972-874-6200	Library | Flower Mound	M-TH 9am - 9pm, Fri-Sat 11am - 5pm, Sun 1-5pm	
4	Child Care	The Children's Courtyard of Flower Mound	3700 Flower Mound Rd	Flower Mound	75022	866-561-3412	The Children's Courtyard of Flower Mound	M-F 6:30am - 6:30pm	
5	Grocery	Walmart	2800 Flower Mound Rd	Flower Mound	75022	972-538-0355	Walmart Flower Mound	Mon-Sun 6am - 11pm	
6	Pharmacy	Walmart Pharmacy	2800 Flower Mound Rd	Flower Mound	75022	972-538-0444	Walmart Flower Mound	M-F 9am - 9pm, Sat 9am - 7pm, Sun 10am - 6pm	
7	Pharmacy	Walgreens	2050 Long Prairie Rd	Flower Mound	75022	972-355-4831	Walgreens - LONG PRAIRIE RD	M-F 8am - 10pm, Sat 9am - 6pm, Sun 10am - 6pm	
8	Women's Health	Seasons OB/GYN	3051 Churchill Dr, Ste 220	Flower Mound	75022	214-513-1101	Seasons Obstetrics & Gynecology	M-Th 8:30am - 5pm, F 8:30am-2pm	
9	Women's Health	North Texas OBGYN Associates	3424 Long Prairie Rd, Ste 200	Flower Mound	75022	972-436-7557	NTX ObGyn	M-Th 8am - 5:30pm, F 8am - 5pm	
10	Urgent Care	777 Urgent Care	3400 Long Prairie Rd, Ste 102	Flower Mound	75022	972-512-8700	777 Urgent Care	Mon-Sun 7am - 7pm	
11	Immunology	Flower Mound Allergy Asthma Center	3121 Cross Timbers Rd, Ste 100	Flower Mound	75028	940-503-4447	Flower Mound Family Allergy & Asthma Cente	M/Th 8am - 5:30pm, Tues 10am - 6:30pm, Wed 7:30am - 5pm	
12	Primary Care	TLC Family Health	2601 Churchill Dr, Ste 100	Flower Mound	75028	972-914-9421	TLC Family Health	M/W 8am - 5pm, T/Th 9am - 6pm, F 8am - 4pm	
13	Primary Care	Flower Mound Family Physicians	2609 Sagebrush Dr, Ste 101	Flower Mound	75028	972-539-4875	Flower Mound Family Physicians	M/T 8am - 5pm, W 7:30am - 5pm, Th 7:30am - 4pm, F 8am - 4pm	
14	Pain Management	Pain and Spine Physicians	2321 Olympia Dr, Ste 100	Flower Mound	75028	972-350-0225		M-F 8am - 5pm	
15	Job Seeking	Alliance Staffing Resources, Inc	2609 Sagebrush Dr.	Flower Mound	75028	972-355-0024			
16	Hospital	Texas Health Presbyterian Hospital - Flower Mound	4400 Long Prairie Rd	Flower Mound	75028	469-322-7000	https://www.texashealthflowermound.com/	24/7	
17	Recreation Center	Flower Mound Senior Center	2701 W Windsor Dr	Flower Mound	75028	972-874-6110	https://www.flower-mound.com/749/Seniors-In-Motion	Monday, Wednesday, Friday 8AM-5PM; Tuesday, Thursday 8AM-8PM	Offers a lunch program for $2-4 per meal for Tuesday, Thursday and Friday lunches; Transportation Scholarship program to assist individuals in the cost of getting to the Senior Center
18	Grocery	Target	5959 Long Prairie Rd	Flower Mound	75028	972-874-6700	Target Flower Mound	Mon-Sun 8am - 10pm	
19	Pharmacy	CVS Pharmacy - Target	5959 Long Prairie Rd	Flower Mound	75028	972-874-6709	Target Flower Mound	M-F 9 AM - 8 PM, Sat & Sun 9 AM - 6 PM	
20	Clinic	MinuteClinic - Target	5959 Long Prairie Rd	Flower Mound	75028	866-389-2727	Target Flower Mound	M-F 9 AM - 6:30 PM, Sat & Sun 9 AM - 4 PM	
21	Rheumatology	Rheumatology Associates - Flower Mound Office	4370 Medical Arts Dr, Ste 350	Flower Mound	75028	214-540-0700	FLOWERMOUND - Rheumatology Associates		

Tarrant Zip Codes & Cities | **FULL list resources** | Tarrant County Resources | Job Training Programs | Immunizations | COVID Testing | COVID Vac ...

Appendix O: Service Provider Maps