



**Office Of Individual and Family Affairs  
Strategic Plan  
2020 - 2023**

**Effective Date March 01, 2020**



**AHCCCS Office of Individual and Family Affairs (OIFA)  
Strategic Plan - 2020-2023**

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## AHCCCS Office of Individual and Family Affairs (OIFA) Strategic Plan - 2020-2023

### INTRODUCTION

#### OIFA 1.0

Arizona's Office of Individual and Family Affairs (OIFA) was established in 2007 with a **mission to ensure peer and family voices contribute at every level of the system while educating and informing the community.**

Since 2007, the OIFA has been using the [7 community-driven recommendations](#) to guide their work which were developed by peer and family stakeholders. One of the seven recommendations was to maintain an advisory council composed of members, family members, and other community leaders for the purpose of supporting and providing suggestions to the OIFA.

#### OIFA 2.0

Today, our health care delivery system is much different than it was in 2007. In 2019, it was time to review the founding documents to see what we accomplished, and renew our vision for where we are headed in an integrated healthcare system.

In 2019 the OIFA Advisory Council members engaged in a strategic discussion about OIFA 2.0 – exploring our past accomplishments, opportunities for growth, and recommended areas of focus moving forward. Many [efforts](#) to gather community voice paved the way for AHCCCS OIFA to develop the OIFA 2.0 summit. In October of 2019, along with community stakeholders, the OIFA came together at an all day summit to renew the vision and position the Office for success as a driver in system transformation efforts called **OIFA 2.0**.

#### OIFA Mission Statement

We envision the AHCCCS Office of Individual and Family Affairs elevating member and family voice to affect system change, ensuring members are getting the health care they need.

## **CORE ELEMENTS OF THE OIFA**

The Office of Individual and Family Affairs (OIFA) promotes recovery, resiliency, and wellness for individuals with mental health and substance use challenges. We build partnerships with individuals, families of choice, youth, communities, organizations and collaborate with key leadership and community members in the decision making process at all levels of the behavioral health system. In partnership with the community, we:

- Work to end the stigma that prevents people from openly seeking treatment for mental illness.
- Advocate for the development of culturally inclusive environments that are welcoming to all individuals and families.
- Establish structures to promote diverse youth, family and individual voices in leadership positions throughout Arizona.
- Deliver training, technical assistance and instructional materials for individuals and their families.
- Ensure peer support and family support are available to all persons receiving services and their families.
- Monitor contractor performance and measure outcomes.
- Support the foster care/kinship/adoptive family community with access to health care-related information.

## **STRENGTHS of OIFA**

### Most Impactful Strengths:

1. Promoting strong member advocacy, with a focus on engaging the community to identify and resolve systemic issues and barriers to service.
2. Ensuring culturally inclusive and recovery focused environments welcoming to all individuals and families.
3. Partnering with community advocacy groups, members, stakeholders and health plan OIFAs.
4. Disseminating information and resources through various methods in order to reach the community and stakeholders.
5. Advocating for peer support and family support services as an essential part of the AHCCCS comprehensive service array.

### Other Identified Strengths:

1. Responsiveness to system barriers expressed by members.
2. Creating usable and empowering system navigation tools.
3. Ability to research and facilitate subject matter experts in order to share information.
4. Data interpretation to identify trends and issues.
5. Mentoring individuals to share methods of leadership and advocacy for system change.
6. Embed member and family member voice at all levels of the AHCCCS service delivery system.
7. Sharing an understanding of AHCCCS programs with the community.

## COMMUNITY SUMMIT RECOMMENDATIONS

As a result of the [OIFA 2.0 Summit](#), the community suggested the following recommendations to the OIFA:

1. Improve OIFA marketing, communication and outreach.
2. Improve member education and empowerment.
3. Implement community education and a stigma reduction campaign.
4. Increase member and family engagement in AHCCCS policies.
5. Enhance program and system evaluation.
6. Enhance professional development for Peer Support professionals.
7. Implement professional development for Family Support professionals.
8. Increase continuity between AHCCCS OIFA and Health Plan OIFAs.

In addition, the OIFA 2.0 initiative included feedback from the OIFA Advisory Council, interviews with AHCCCS OIFA staff, AHCCCS Complete Care (ACC) and Regional Behavioral Health Authority (RBHA) health plans' OIFA leadership, peer and family focus groups facilitated by the health plan OIFAs, online surveys as well as a meeting with AHCCCS leadership and the CEOs of the Health Plans.

Dedication and time spent reviewing all founding documents, community recommendations, continued conversations, and various other supporting documents culminated in the creation of the OIFA 2.0 mission statement:

We envision the AHCCCS Office of Individual and Family Affairs elevating member and family voice to affect system change, ensuring members are getting the health care they need.

## **CORE STRATEGIC GOALS**

We envision the AHCCCS Office of Individual and Family Affairs elevating member and family voice to affect system change ensuring members are getting the health care they need.

By 2023 AHCCCS OIFA will:

- Be a recognized and trusted strategic partner
  - Work with the Health Plan OIFAs in executing our strategic plan
  - Collaborate, partner, and facilitate leadership
- Be a known leader for educating the community and stakeholders
  - Create opportunities for dialogue, education and action with our partners
  - Expand our learning, engage and honor the lived experience of our members
- Create an information and advocacy pipeline
  - Activation of community: ensure a rapid response to engage and re-engage the support network at critical times
  - Advocate for additional system design opportunities
- Establish processes and priorities for better utilizing data
  - Issue tracker database
  - Identified data needs to answer stakeholder questions

**Objective 1: Be a recognized and trusted Strategic Partner.**

As evidenced by a 40% increase in understanding of the OIFA Mission and a 20% increase in belief that there is a clear structure within AHCCCS for elevating member and family concerns, addressing concerns, and communicating back to the community regarding solutions, measured by the Annual OIFA 2.0 Community Survey.

<b>Associated Tasks</b>	<b>Action &amp; Evidence</b>	<b>Target Dates</b>
<b>1.1 Collaborate with health plan OIFA's in executing our strategic plan</b>		
1.1.1 Identify key stakeholders throughout Arizona	Stakeholder list, with key contacts and regularly occurring informal and formal engagement identified and tracked	3/1/2021
1.1.2 Establish relationships with key contacts within stakeholder groups <ul style="list-style-type: none"> <li>Determine most effective communication strategies</li> </ul>	Outline of annual communication strategies to include OIFA Roadshow and other outreach events and strategies – dates published annually with quarterly updates	3/1/2021
1.1.3 Develop consistent OIFA messaging for use with strategic partners	Outline of strategies to include <ul style="list-style-type: none"> <li>Web-based, media, events, meetings, site visits, and regular newsletter/update distribution</li> <li>Communications calendar published annually and updated monthly</li> </ul>	12/31/2020
1.1.4 Collaborate with Health Plan OIFAs to: <ul style="list-style-type: none"> <li>Align shared Mission, Vision and Strategic Plan</li> </ul>	Amend Managed Care Organization (MCO) contracts to include Strategic Plan Deliverable from OIFAs at Health Plans	1/31/2021

<p>1.1.5. Distribute Annual OIFA 2.0 Community Survey.</p> <ul style="list-style-type: none"> <li>Establish distribution channels</li> <li>Distribute to five separate groups: peers, family members, providers, MCOs, and AHCCCS employees</li> <li>Review results annually to inform changes to strategic plan objectives, tasks, and action items</li> <li>Publish results</li> </ul>	<p>Annual OIFA 2.0 Community Survey publication of results</p>	<p>Survey completed by 2/28 of each year</p> <p>Survey results shared by 3/31 of each year</p>
<p>1.2 Collaboration, partnership and facilitative leadership</p>		
<p>1.2.1 Promote community engagement, dissemination, and implementation of OIFA programs</p>	<p>Annual list of OIFA programs with dissemination strategies, updated quarterly</p>	<p>3/1/2023</p>
<p>1.2.2 Focus on making OIFA more of a presence everywhere – Identify opportunities to embed OIFA into varied and diverse areas. Including:</p> <ul style="list-style-type: none"> <li>Cultural Competency Liaison at Health Plans</li> <li>School Systems</li> <li>Tribal Liaisons at AHCCCS and Health Plans</li> <li>Criminal Justice Systems</li> </ul>	<p>Minimum of three non-traditional partners per year with outline of outreach strategies, dates of outreach activities, and summary of outcomes</p>	<p>3/1/2022</p>
<p>1.2.3 Partner with Peer Recovery Support Specialists (PRSS) and Credentialed Parent/Family Support Specialist (CPFSS) to ensure robust communication to empower members and family members</p>	<p>Establish a database of professional PRSS and CPFSS.</p> <ul style="list-style-type: none"> <li>Constant Contact</li> <li>Focus Groups</li> <li>Multimedia Messaging</li> </ul>	<p>3/1/2021</p>
<p>1.3 Fostering established relationships with historical partners</p>		
<p>1.3.1 Continuing interactions and partnership with Peer Run &amp; Family Run organizations (PFRO)</p>	<p>Conduct site visit at each PFRO location a minimum of one time each year</p> <ul style="list-style-type: none"> <li>Tracking and trending of issues identified during PFRO outreach</li> </ul>	<p>3/1/2021, and to continue each year</p>

<p>1.3.2 Continuing supportive relationships with community advocacy organizations:</p> <ul style="list-style-type: none"> <li>● Arizona Peer and Family Coalition</li> <li>● Northern AZ Peer and Family Coalition</li> <li>● NAMI AZ and NAMI affiliate meetings and events.</li> </ul>	<p>Collaborate with OIFA leads at the health plans to attend community advocacy meetings on a regular basis</p>	<p>3/1/2021</p>
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**Objective 2. Be a known leader for educating the community and stakeholders.**

As evidenced by a 15% increase (cumulative over three years) in community perspective, OIFA is making a positive impact through community outreach and education efforts. As measured by the Annual OIFA 2.0 Community Survey.

<b>Associated Tasks</b>	<b>Action &amp; Evidence</b>	<b>Target Dates</b>
<p>2.1 Create opportunities for genuine dialogue, education and action with our partners and community stakeholders</p>		
<p>2.1.1 Increase training on dialogue facilitation and increase participatory dialogues taking place across the state on behavioral health and how to help</p>	<ul style="list-style-type: none"> <li>● One Statewide training scheduled, advertised, and facilitated once per year</li> <li>● Three Dialogues scheduled, advertised, and facilitated per year</li> </ul>	<p>12/31/2022</p> <p>12/31/2022</p>
<p>2.1.2 Encourage OIFA cross-health plan, collaborative educational events</p>	<p>Minimum of two OIFA cross-health plan, collaborative educational events scheduled, advertised, and implemented per year for stakeholders. Such as:</p> <ul style="list-style-type: none"> <li>● Jacob’s Law Trainings</li> <li>● Adult Family Support Trainings</li> <li>● Navigating the healthcare system</li> </ul>	<p>3/1/2021</p>
<p>2.1.3 Provide access to professional development opportunities for Peer Recovery Support Specialist and Credentialed Parent/Family Support Providers</p>	<p>Utilize existing media to increase visibility and access to professional development opportunities through OIFA newsletter and webpage</p>	<p>8/1/2021</p>

**Objective 3. Create an information and advocacy pipeline.**

As evidenced by the continuous tracking of information and issues, and the dissemination of information and resources.

<b>Associated Tasks</b>	<b>Action &amp; Evidence</b>	<b>Target Dates</b>
<b>3.1 Activation of community to ensure a rapid response to engage and re-engage the support network at critical times</b>		
3.1.1 Collect information from the OIFA Advisory Council, Community Meetings, OIFA Feedback Forms	Creation and utilization of a shared log for community engagement resources and responses	3/1/2021
3.1.2 Facilitate or participate in workgroups, and/or attend stakeholder meetings	Increase participation in non-traditional settings <ul style="list-style-type: none"> <li>● Physical-Health Providers</li> <li>● School/Higher education</li> </ul>	3/1/2022
<b>3.2 Advocate for additional system design opportunities</b>		
3.2.1 Creating avenues for engaging the community in process of co-creation <ul style="list-style-type: none"> <li>● Policy changes and recommendations</li> <li>● Utilization of alternate methods</li> <li>● Committee participation</li> </ul>	Implementation of at least three community workgroups, support, and/or sub-committee opportunities	4/1/2021

**Objective 4. Establish processes and priorities for better utilizing data.**

As evidenced by regularly published AHCCCS OIFA Databook (e.g., OIFA Quarterly Report; Opps & Trends; etc.). As measured by adherence to established specifications (e.g., creating and utilizing OIFA Standards of Work).

<b>Associated Tasks</b>	<b>Action &amp; Evidence</b>	<b>Target Dates</b>
<b>4.1 Identify data needs for use in monitoring, and ensuring consistency of services</b>		
4.1.1 Collaborate with health plan OIFAs to determine data element standards	Creation of data governance workgroup to define data element standards	8/1/2020
4.1.2 Evaluate comparable data elements for inclusion into AHCCCS OIFA business processes	Creation of standards of reporting (templates/forms/graphs/charts/etc.)	3/1/2021

4.1.3 Evaluate data as a method to ensure Peer Support and Family Support services are available Statewide	Evaluate Peer Support & Family Support utilization data as a method to ensure use and equity	3/1/2021
4.2 Develop and implement a database to track member issues		
4.2.1 Analyze data to identify issues	Quarterly Analysis Report	Four times/year starting 4/15/2021
4.2.2 Evaluate data to identify trends and recommend system changes	Semi-Annual Analysis Report	Two times/year, starting 5/1/2021

As requested by the community, OIFA will continue to review and evaluate the progress of the strategic plan. This strategic plan will be the guiding document of the OIFA for the next several years. The community has requested to come back together in a similar format in the future to evaluate OIFA’s progress.