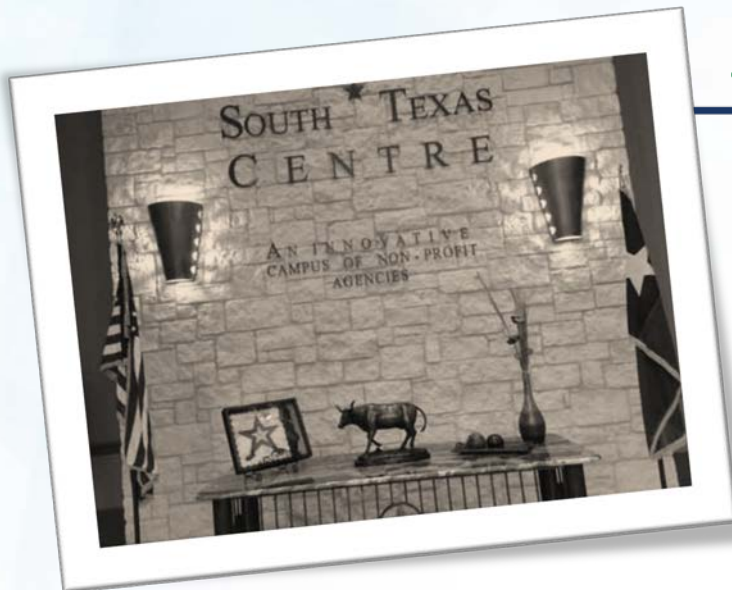# Service Design Site Visit Report

The San Antonio Council on Alcohol and Drug Abuse
San Antonio, Texas

Date of Site Visit: January 9–10, 2014

◆ Targeted Capacity Expansion Technology-Assisted Care ◆

Prepared by JBS International, Inc., under Contract No. HHSS2832007000031/HHSS28300002T

Prepared for the Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment

Table of Contents

Exhibits

The San Antonio Council on Alcohol and Drug Abuse

Grantee Name	The San Antonio Council on Alcohol and Drug Abuse
Address	7500 Hwy 90, AT&T Building, Suite 100, San Antonio, TX 78227
Site Visit Dates	January 9–10, 2014
Program Name	Web Oriented Recovery Care
Grant TI Number	TI13008
SAIS Number	3905
Grantee Contact Person	Melanie Lane
Government Project Officer	Wilson Washington
Site Visit Team Members	Dave Wanser, Ph.D., and Iris Chai

Grantee Project Team Members	
Abigail Moore	Executive Director
Melanie Lane	Project Director
Jason Wagner	Project Coordinator
Charles Villafranca	Data Manager
William Hastings	Recovery Coach
Rachel Alvarado	Recovery Coach

Left to right: Melanie Lane, Jason Wagner, Abigail Moore

Grantee Project Sites Visited	
SACADA Headquarters	7500 Hwy 90, AT&T Building, Suite 100, San Antonio, TX 78227

Executive Summary

The San Antonio Council on Alcohol and Drug Abuse (SACADA) is a nonprofit agency serving 28 counties in South Central Texas, providing alcohol and drug abuse prevention, education, and other resources to a wide variety of stakeholders. The agency began as a resource for alcohol addiction education but over the past 50 years has expanded to offer prevention and intervention for substance use, including tobacco and other drugs. SACADA is located in Bexar County, the fourth most populous county in Texas. Bexar County has a minority-majority population, with more than 60 percent Hispanic/Latino individuals. Eighty-two percent of the Hispanic/Latino population lives in 10 ZIP Codes identified by the Substance Abuse and Mental Health Services Administration (SAMHSA) as high risk because of elevated rates of poverty and health problems. Barriers to receiving care include a lack of insurance, rurality, limited health and social service resources, and limited levels of acculturation and assimilation.

In August 2013, SACADA was awarded SAMHSA's Targeted Capacity Expansion, Technology-Assisted Care grant for the delivery of technology-supported substance abuse treatment services to individuals seeking recovery from alcohol and substance abuse. The Web Oriented Recovery Care (WORC) program supports several of SAMHSA's Strategic Initiatives by using technology to address recovery support and substance abuse prevention for underserved and minority populations. In an effort to expand current recovery services, SACADA implemented the WORC program to serve traditionally underserved adults in Bexar County. The Web site, recoverytexas.org, was developed to provide services via technology. Recovery is further supplemented by peer recovery coaches using motivational interviewing techniques.

The WORC program will expand and enhance services to rural communities with inadequate resources, uninsured veterans, a high percentage of Hispanics, and individuals seeking treatment and needing additional resources to sustain recovery. WORC will supplement face-to-face recovery services with electronic Recovery-Oriented Systems of Care (eROSC) services, available in both English and Spanish. The services will be facilitated by recovery coaches. WORC is expected to serve 450 clients over a 3-year period. Ultimately, access to the project is intended to create recovery capital, defined as helping individuals achieve improved overall quality of life and providing sustained recovery through the development of native, community-based support systems. In addition to providing services, SACADA must find a way to provide an alternative resource center for the community as the Prevention Resource Center's funding ceased as of August 2013. The Web portal will also help serve this purpose by further enhancing resources with content such as videos and forums.

Not only does SACADA have more than 50 years of experience in developing addiction resources for the community, it is also able to draw upon the expertise and collaboration of other nonprofits by having their offices located on an innovative nonprofit campus. SACADA is an active participant with the Alamo Area Recovery Initiative and the local Recovery-Oriented System of Care collaboration and is involved with other grants that provide substance abuse

recovery, support, prevention, and intervention services. These include Project Adelante, Circles of San Antonio Community Coalition, Youth Prevention Programs, and HYPE Youth Mentoring Program. All these resources enable the grantee to bring valuable knowledge and lessons learned to the implementation of WORC.

The Technology-Assisted Care team from JBS International, Inc., conducted the site visit at SACADA on January 9–10, 2014. The team reviewed the program accomplishments and identified potential areas for improvement and technical assistance in achieving program goals. The site visit with SACADA was informative and fruitful and included a tour of the facility, demonstration of the Web portal, and discussion with two of the recovery coaches. The team held conference calls with the Web vendor and community partners from Quad Counties and Hill County Councils on Alcohol and Drug Abuse. Meeting the coaches included discussions about their roles with potential clients and feedback on the strategies incorporated into the program. The coaches provided positive feedback and were enthusiastic, particularly about the quality assurance processes to be implemented. The community partners were likewise eager to be part of the program and to see the potential for the Web site to improve access and engagement. One of the partners suggested more aggressive marketing of the Web site to ensure the community is aware of the resource.

The grant is in its 5th month, and staff have completed many notable accomplishments:

▸ Made the first phase of the Web site operational, including chat capability between recovery coaches and clients

▸ Conducted recovery coach training for 12 coaches in preparation for incoming clients

▸ Established linkages with community partners in surrounding areas

▸ Conducted focus groups to help determine technology and care accessibility

▸ Developed evaluations of satisfaction and technology

▸ Received Government Performance and Results Act training for team

▸ Enhanced leadership awareness and knowledge of Affordable Care Act readiness, with attention to sustainability

The biggest challenge the grantee has successfully overcome thus far is finding a new vendor for the Web site after negotiations with a previous vendor failed to meet SACADA's long-term goals. Consequently, the Web site went live 1 month later than anticipated. The current vendor for the Web portal is Medical Works Expert, located in California.

The site visit team also identified some areas for improvement. The grantee should consider creating a governance process for establishing priorities in developing and managing the Web portal implementation, thereby driving the organization toward achieving meaningful use stage 2 goals of developing a true patient engagement tool. Along with development of the Web site content and functionality, Web site analytics should be available to help determine what

content adds value for various users. In addition to the e-chat function on the Web portal, the grantee can consider employing videoconferencing to further the implementation of telehealth services.

As telehealth is used more in the delivery of services, the workflow will also need to be reviewed and updated. A policy group should be formed to help track ongoing tasks for WORC, helping the leadership team organize project-wide task priorities and ensure ongoing engagement of partner organizations. Although the leadership team has knowledge of the Health Insurance Portability and Accountability Act and 42CFR, it will be beneficial for leadership to stay current on the Affordable Care Act and reimbursement policies for funding purposes. Connecting with organizations with reimbursement experience in substance abuse and residential treatment can help create a mutually beneficial relationship where the WORC program gains valuable insights that can be used in ongoing project implementation efforts. Finally, it is vital that SACADA develop a data strategic plan for the purpose of shaping an organization-wide strategy for the next 3 to 5 years.

The staff have worked hard to overcome challenges to achieve project milestones. The program is committed to developing a sustainable recovery program employing eROSC not only for Texas Human Service Region 8, but also for other areas in the State over the long term. The WORC team is enthusiastic about wanting the program to succeed and expanding SACADA's services. The staff were appreciative of the insights provided by the JBS site visit team, noting a site visit soon after the grant was awarded could have been even more helpful, particularly in regard to assistance with the Web site vendor contract and the design. The site visit team encouraged the grantee to feel comfortable requesting technical assistance from JBS in any way that would help SACADA succeed in the implementation and sustainability of the WORC program and achieving organizational goals.

Grantee Overview and Environmental Context

The San Antonio Council on Alcohol and Drug Abuse (SACADA) is situated on a campus with 12 other nonprofits, an environment that encourages support and leverage among organizations. SACADA is dedicated to improving the health and well-being of the citizens of its communities through the prevention of substance abuse and enhancement of mental health status. When it was determined by the Recovery-Oriented System of Care Coalition that community needs related to recovery support were not being fully met, SACADA applied for and was awarded the Targeted Capacity Expansion, Technology-Assisted Care (TCE-TAC) grant from the Substance Abuse and Mental Health Services Administration. SACADA created the Web Oriented Recovery Care (WORC) program.

> **SACADA is located in Bexar (pronounced bear) County in South Central Texas, approximately 140 miles inland to the Gulf of Mexico.**

One of SACADA's contributions to the community has been the Prevention Resource Center (PRC), which provides free prevention materials, assessments, training, and State-mandated courses for individuals involved in the criminal justice system. Since funding for the PRC is no longer available, the WORC program will be used to help fill the gaps in available resources. SACADA also manages several other grants, focusing on support for incarcerated males aged 18–27, underaged drinking and drug abuse, and life skills training. Experiences from the other grants help inform the development of the WORC program.

Texas Human Service Region 8 (see exhibit 1) consists of 28 counties, with a population of more than 2 million people. SACADA is located in Bexar County, the fourth most populous county in Texas and the seventh largest urban area in the country. The population is approximately 63 percent Hispanic/Latino, with 85 percent of individuals identified as Mexican-American. Often referred to as "Military City," San Antonio is home to a variety of military installations. Almost 1 in every 8 persons in Bexar County is a veteran. The county's poverty rate is higher than the State average, and residents in the high-risk areas are predominantly Latino. Although most of the population is considered Mexican-American, there is still a generational divide in levels of acculturation and assimilation.

Other barriers to recovery and treatment include lower rates of graduation, rurality, and lack of health insurance. The lack of available treatment resources and low reimbursement rates further limit the ability of individuals to access care. Despite the barriers faced by individuals living in poverty, studies have found that more than 80 percent of the population has access to cellphones, with more than half having access to a smartphone. Consequently, the prospect of going online to access support for recovery is likely. Having access to and familiarity with technology will be beneficial for engaging clients in their recovery and treatment using electronic Recovery-Oriented Systems of Care (eROSC).

Exhibit 1. Map of Texas Human Service Region 8
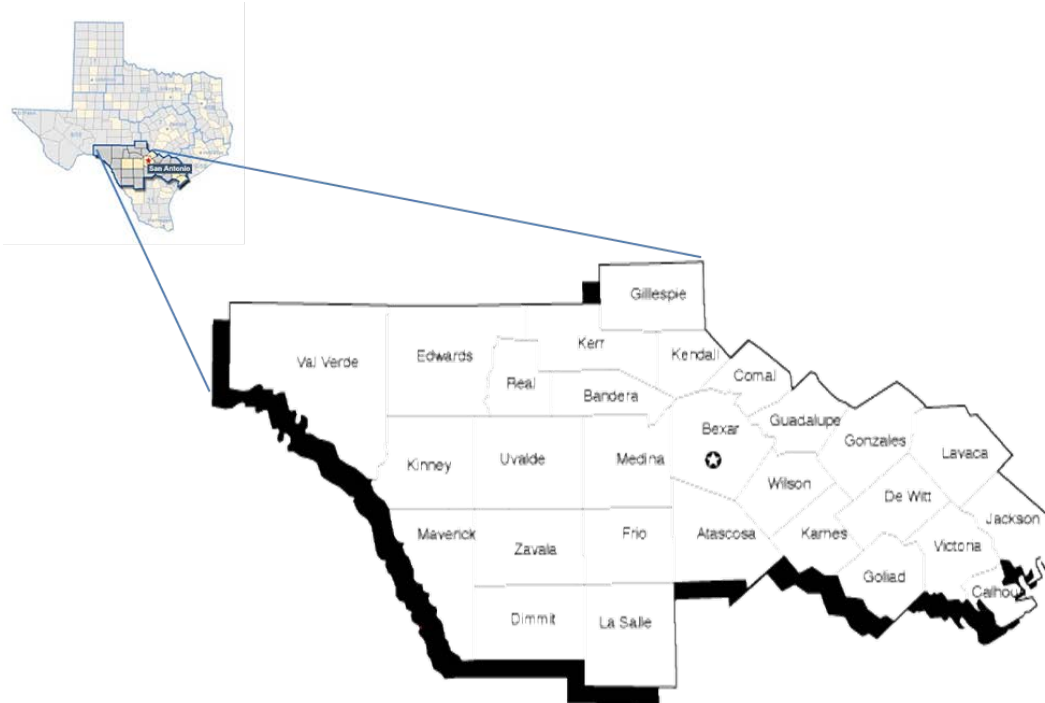
1. Site Visit Overview

On January 9–10, 2014, the Clinical Technical Assistance Project's TAC program staff conducted a site visit to review program accomplishments, implementation, and service delivery approaches of the WORC program. The site visit team met with key staff and recovery coaches, gaining an understanding of SACADA and WORC's operations, strengths, and challenges. The SACADA staff also prepared a folder with various documents for the JBS team to reference. The visit included discussions about overcoming challenges related to the vendor contract and how the program is focused on developing a sustainable recovery program using eROSC. The site visit team provided guidance regarding potential technical assistance opportunities that may enhance the program.

On the first day, the JBS team met with WORC's leadership, consisting of the executive director, project director, and project coordinator. The leadership team presented an overview of the SACADA organization and program implementation, including current and potential uses of technology and long-term goals. A demonstration of the program Web site (www.recoverytexas.org) was provided in preparation for discussions with the Web site vendor on the second day of the visit. The site visit team also gained insight into SACADA's other grants and its strong connection with the community. Two of the recovery coaches enthusiastically shared their thoughts about the program and their roles.

On the second day of the visit, the team met with a member of the evaluation team to discuss the various surveys and analyses to be developed to determine program efficacy. The team then held a conference call with the Web site vendor (Medical Works Experts) to learn more about the current and potential future design of the Web site. The JBS site visit team provided guidance related to the design of the site, focusing on the audience and resources that would enhance usability. A conference call with the community partners, Hill and Quad County Councils on Alcohol and Drug Abuse, provided insight into the future direction of the partnership. The visit ended with a debriefing conference call with the Government Project Officer Wilson Washington.

2. Program Vision and Design

The mission of SACADA is "empowering a stronger community through prevention."[1] Prevention and intervention strategies strengthen families and communities through education on use, abuse, and addiction to alcohol, tobacco, and other drugs. SACADA recognizes and is attempting to address the three major issues in access to care: lack of substance abuse treatment programs, low reimbursement rates, and a large number of returning veterans in need of care. The grantee is committed to using WORC e-ROSC to increase and improve the capacity of substance abuse treatment providers in Bexar and surrounding rural counties. The primary population served will be individuals who are minority (mostly Latino), those with low incomes, veterans, and individuals with limited care because of geographical, personal, or other barriers.

The long-term goal of the WORC eROSC program is to expand the employment of ROSC principles to reach beyond Region 8. Delivery of eROSC will use technology such as Web portals, smartphones, and iPads. One of WORC's goal is to provide prevention education resources for the community as the PRC no longer receives funding. Recovery capital, defined as helping individuals achieve improved overall quality of life and providing sustained recovery through the development of native, community-based support systems, is important. There should also be a focus on engaging the client further; for example, with life skills, employment, and housing. This effort can help an individual become an active member of the community and promote interest in other areas; for example, to apply for health insurance or a bank account.

3. Grantee Leadership

WORC leadership is dedicated to the use of technology to supplement treatment and recovery. The TCE-TAC grant is viewed as a building block for SACADA in extending care through the use of eROSC, with an overarching goal of providing eROSC services beyond Texas Human Service

---

[1] SACADA Web site. Retrieved from http://sacada.org/about-us/missionvision/

Region 8. The leadership team, composed of the executive director, project director, and project coordinator, is proactive in focusing efforts on sustainability. The project director is familiar with the Health Insurance Portability and Accountability Act and Code of Federal Regulations 42, valuable for the future of the program and organization as it extends services electronically. The project coordinator supervises and advises the recovery coaches. The leadership values the contributions of all team members and includes them in the various stages of program and Web site development and solutions.

The team uses the resources of SACADA's other grants and surrounding nonprofit organizations on campus to gain valuable knowledge and insight for developing the WORC program. The board of directors supports the endeavors of the organization, including the provision of necessary funding. As WORC is in the early stages of implementation, the leadership team should develop a policy group composed of the other participating organizations to help establish and prioritize ongoing tasks and projects. Leadership should continue to expand knowledge of the Patient Protection and Affordable Care Act (ACA) to effectively direct the organization toward a successful and sustainable future.

4. Implementation Plan

Since SACADA is in the early stages of program development, many goals have not been achieved; however, the WORC team has trained staff, designed the Web site, and established community partnerships to foster referrals and prepare for client enrollment. The major hurdle the program has overcome involved changing its Web portal vendor and establishing a strategic plan to ensure meeting the needs of the program and the long-term sustainability of the organization. Going forward, approaching the Web site as a patient engagement tool, with resources to sustain recovery and tools for the general public, will help promote the program and the services SACADA provides. These efforts will be vital to attaining initial and long-term goals (see exhibit 2).

Exhibit 2. SCADA's Goals, Progress to Date, and Improvements To Develop

Goals	Progress to Date (January 10, 2014)	Improvements To Develop
Goals 1: Use technology-assisted care in Bexar County and the surrounding county catchment area to enhance the ability of providers to effectively communicate with traditionally underserved persons in treatment/recovery and track and manage their health to ensure treatment and services are available when and where needed.	Twelve peer recovery coaches have been trained thus far in Bexar and surrounding counties, and most have bilingual abilities. Surveys and some resources are also available in Spanish. Assessment and referrals can be completed by any recovery coach for faster client enrollment.	There should be a Spanish version of the Web site to promote further understanding of available services and resources. Resource documents and materials on the site should be accessible to anyone seeking resources. Ensuring technology is accessible and available (i.e., assisting clients with data plans) will be essential to efforts to deliver services via technology.

Goals	Progress to Date (January 10, 2014)	Improvements To Develop
Goal 2: Increase the recovery capital of the San Antonio/Bexar County and surrounding rural county areas by training a cadre of peer coaches to deliver recovery services to traditionally underserved individuals, including the uninsured, minorities, and those living in rural areas.	Several coaches have been trained in motivational interviewing, recovery coaching, and other skills. The grantee is currently looking for more coaches to accommodate the anticipated client intakes. Training for the technology related to eROSC will begin in January 2014.	
Goal 3: Identify and recruit 450 underserved clients with substance use disorders over 3 years through linkage with community agencies and through the public WORC eROSC portal.	Focus groups and partnerships with surrounding county councils, local organizations, and the Alamo Area Recovery Initiative (AARI) have been established to help plan for implementation. Coaches have been trained and can refer clients to other needed services. Technology trainings for clients are also being developed.	Relationships with organizations that focus on population health and that have experience in reimbursement can be cultivated to assist in expanding organizational capabilities.
Goal 4: Evaluate the effects of the eROSC intervention on health, wellness, and recovery of enrolled participants.	Forms and surveys have been adapted to capture data for evaluation of the program and its effectiveness. These data will assist in improving the quality of coach assessments and client engagement efforts. The team members have also received Government Performance and Results Act (GPRA) training to accurately collect and report the data.	It is recommended that the value of the portal is captured for a variety of users, and not only for providers and clients.

5. Community Linkages, Partners, and Participation

SACADA has a well-established identity within the community it serves. The organization is viewed positively, with organization-sponsored activities considered valuable resources for professionals and other community members. The Quad and Hill County Councils on Alcohol and Drug Abuse are collaborators in the implementation of the WORC program, providing recovery coach training and supervision. Each council will be active in the development of the program and have representation on the Web site, including recovery coach and client

activities. The local ROSC—AARI—will also provide recovery coach training. Through the WORC program, SACADA will fill an important technology gap for AARI. The organization also works with the county district attorneys, with universities to develop protective factors, and with the local police and DWI task force. The site visit team suggested building reciprocal relationships with federally qualified health centers (FQHCs). Since FQHCs focus on providing comprehensive services to underserved populations and qualify for enhanced reimbursements, a partnership could assist SACADA in expanding access to outpatient services. SACADA can benefit from establishing relationships with health care entities that have experience in areas the grantee is interested in exploring.

6. Client Outreach, Recruitment, and Referral

The program is in the early stages of implementation, with little marketing thus far. Clear Channel Communications, Inc., has offered to donate billboard space for SACADA to market the program. The leadership team intends to pursue this lead, making sure the billboard is located at an optimal location with heavy traffic. With a strong connection to the community, potential clients are recruited through community partners and their referrals. Recruitment for the program also comes through partnerships with the councils and local law enforcement. Part of the implementation process includes the ability of recovery coaches to refer clients from one county to another, depending on the location of the individual seeking services.

During the conference call with the partners, representatives from the other two councils reinforced the need to increase marketing of the Web site and program by connecting with local resources, such as newspapers and movie theater advertising, and by promoting the creation of themed artwork from local organizations. The site visit team recommended the Web site be designed to draw interest from the general public and not just providers and individuals in recovery. Different landing pages can help target potential clients and increase their ability to seek treatment.

7. Affordable Care Act Readiness

Since the grantee has been focused on developing the WORC program using technology, there has been limited attention to preparation for ACA. Although leadership has some knowledge of the Health Insurance Portability and Accountability Act, it is vital for leadership to plan for ACA and its opportunities for the future of the organization. The Web site vendor's experience developing medical patient portals can be a valuable resource to help SACADA achieve the ACA objectives.

8. Sustainability Planning

The WORC program has been implemented for about 6 months, and the leadership has already begun focusing on sustainability and ensuring all program efforts contribute to the future, especially in using eROSC. The long-term vision is for eROSC to provide services beyond the Texas Human Service Region 8, giving SACADA opportunities for an expanded client base and additional partnerships, which will support long-term sustainability. A strategic plan is being developed, including participation by SACADA staff and board members. Other considerations for sustainability include continuing to foster relationships with supportive partners and providers and connecting with organizations with reimbursement experience.

9. Grantee Evaluation

The leadership of WORC works closely with the evaluation team from the University of Texas Health Science Center San Antonio. The evaluation plan focuses on satisfaction and technology use, incorporating a variety of surveys developed by both the leadership and evaluation teams. Some of the surveys include—

▶ Digital literacy scale

▶ Needs measure, including assessment of computer access, mental health services, and health insurance needs

▶ Rate of recidivism and length of time not using

▶ Recovery capital scale

▶ Situational confidence questionnaire

▶ Telephone monitoring and adaptive counseling (TMAC) progress assessment/support questionnaire

▶ Work satisfaction survey form

The needs and satisfaction surveys have been translated into Spanish and reviewed to be culturally and linguistically appropriate. Satisfaction data and supervisor evaluations related to recovery coaches will also be collected, while coaches collect data on clients and their progress. In the months since the program began, four focus groups on accessibility have been completed. Results have been favorable, showing even rural communities have some level of access to technology needed to access WORC. The evaluation team also employs Google Analytics for the Web site, downloading de-identified information to determine user activity. In an effort to streamline data collection, electronic submission of GPRA is currently being developed. The WORC program has established a good initial plan for its evaluation. Additional recommendations to enhance the evaluation plan can include piloting the questions from the

TAC evaluation workgroup, which focus on efficacy, dosage, and impact. Other suggested improvements are using analytics from the Web site to help determine what adds value to the site and provide users the opportunity to give Web site feedback.

Summary

In the 6 months since WORC has been operational, the leadership has worked fervently toward preparing staff and implementing technology in preparation for client enrollment. One challenge the grantee has overcome was vendor contract issues. The leadership was successful in resolving this challenge, only delaying the Web site stage 1 accomplishment by 1 month. The decision to change vendors was based on the best fit for the long-term goals of the organization. SACADA's vision for WORC eROSC is to expand services to the underserved population and offer the services beyond Region 8, thereby helping to sustain the organization. There is no doubt the strong community ties, partnerships, and dedicated staff will help drive the program to successfully use technology to deliver care to the populations in need.

Strengths and Considerations for Action

Program Vision and Design

STRENGTHS

- WORC employs recovery coaches in recovery support.
- SACADA operates the PRC, which includes a clearinghouse, free substance abuse assessments for veterans, training, and State-mandated courses for individuals in the criminal justice system.
- SACADA draws on experience and lessons learned from other grant projects to help strengthen and address the needs of the WORC program.
- Community and board members meet with SACADA to determine if community needs related to recovery are met.
- SACADA sets up clients with gmail accounts so they can use the calendar share option to track public events.

CHALLENGES

- None noted.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Aside from sustaining recovery (recovery capital), it is important to engage clients further; for example, in life skills, employment, housing, and caring for children.	X		
2	Employ telehealth where there are shorter, more frequent sessions.	X		

Grantee Leadership

STRENGTHS

- The executive director is working to ensure efforts contribute to the success and sustainability of the program.
- The leadership team has a vision for extending the use of eROSC beyond Texas Human Service Region 8.
- The leadership team views the current TAC-TCE grant as a building block for SACADA in extending care.
- The board is involved and efforts to help provide funding for the agency.

CHALLENGES

- Although leadership understands the significance of ACA, there is limited knowledge about its effects on the program and organization.

Grantee Leadership

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Create a policy group composed of partner agencies to help track ongoing WORC tasks and projects to prioritize and help develop a workflow.	X		
2	Stay current on ACA issues, and understand the stages of meaningful use and how they affect the organization and its programs.	X		
3	Develop understanding of telehealth reimbursement because expansion in this area can help increase funding.	X		

Implementation Plan

STRENGTHS

- The program has developed and adapted various forms of recovery coach monitoring and documentation that help ensure quality services. The forms help the supervisor manage the coaches' activities and their time. The supervisor is constantly available to assist the coaches.

- Questionnaires are developed for the client to monitor each stage of recovery, such as the situational confidence questionnaire.

- Recovery coaches are mostly bilingual (English and Spanish) because of the large Hispanic population in Bexar County and surrounding areas.

- The WORC team members have all received GPRA training.

- All the forms provided through the Web site have been translated to Spanish.

- Web site training for clinicians, providers, recovery clients, and the general public are scheduled to begin in January 2014.

- The leadership team has a good relationship with the Web site vendor (Medical Works Expert) and finds the company to be responsive to needs.

- The program developed a contact information form after the GPRA training to ensure clients can be contacted for followup.

CHALLENGES

- The design of the Web site does not engage a large population of users. It is too focused, and a Spanish version of the Web site should also be available.

- It can be difficult to encourage people to sign up for insurance when they are focused on other basic needs (i.e., transportation, food).

- Telehealth sessions consume data quickly and may be an issue related to clients' willingness to use this service from their smartphones and tablets.

Implementation Plan

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Consider implementing videoconferencing to expand telehealth services.	X	X	
2	Create a governance process to establish priorities for the Web portal. Needs will vary by staff, and ongoing efforts to establish priorities will help determine which requirements will be implemented and in which order.	X		
3	Develop a Spanish version of the Web site to fully capture the attention of the target population.	X		
4	Develop the Web site to add value to all the target audiences, including current clients, community partners, and the general public seeking information. Different landing pages for the various types of users are a useful way to manage the site.	X		
5	The public-facing part of the Web site should provide the public with resources and not be limited only to the registered clients. For example, add health care content and information on obstacles to recovery.	X		
6	Ensure the Web portal is responsive to various technological devices and different browsers for improved access.	X		
7	Increase engagement on the Web site using educational and informative videos. Videos can target the wide spectrum of users (providers, clients, general public). Enlisting assistance from university students for media needs can be helpful when there are financial constraints.	X	X	
8	The coaches can enhance engagement by sending inspirational text messages to clients who have text messaging capability.			

Community Linkages, Partners, and Participation

STRENGTHS

- SACADA has an established relationship with the community, and its reputation generates involvement from community members.
- SACADA has strong linkages with Quad and Hill County Councils.
- The grantee is located on a nonprofit campus with opportunity to learn and gain support from surrounding organizations.
- SACADA works with universities in identifying protective factors and understanding how the factors contribute to positive outcomes for communities.
- The organization works with district attorneys, the San Antonio Police Department, and the DWI task force.

CHALLENGES

- None noted.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Develop a relationship with local FQHCs to create opportunities for SCADA to expand treatment services through colocation with health care providers.	X		

Client Outreach, Recruitment, and Referral

STRENGTHS

- SACADA has a relationship with Clear Channel Communications, Inc., which has offered to donate billboard space to promote the program.
- Referrals can be made among SACADA, Quad County Council, and Hill County Council covering 28 Texas Counties.

CHALLENGES

- None noted.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Consider using the Web site vendor as a resource for marketing as part of its business.	X		

Affordable Care Act Readiness

STRENGTHS

- None noted.

CHALLENGES

- SACADA can benefit from a dedicated planning process to help recognize opportunities and challenges related to ACA implementation.
- None noted.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Stay current on ACA and its effects.	X		
2	Under ACA, quality reporting will be a factor. Consider designing the Web site so it can be a resource for providers to screen for substance abuse.	X		

Sustainability Planning

STRENGTHS

- The leadership team makes decisions that benefit the organization and ensure future sustainability.
- A strategic planning meeting, including staff and board members, has been scheduled, and the group will continue to meet.
- The WORC team is making efforts to sustain eROSC for the long term in hopes the services will expand beyond Region 8.

CHALLENGES

- None noted.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	Develop a data strategic plan to determine the future direction of the organization and how technology will be used to build additional capacity.	X		
2	Connect with individuals and organizations about their experience in reimbursement in specific areas (e.g., teleheath, home health, patient engagement using technology).	X		

Sustainability Planning

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
3	Stay current with ACA and the requirements of meaningful use.	X		
4	Work with the IT department to develop policies that support a dynamic health information technology strategy.	X		

Grantee Evaluation

STRENGTHS

- The evaluation team is focused on satisfaction and technology use.
- Focus groups have been developed and conducted to determine technology accessibility in rural areas; the results have been favorable regarding access using cell phones.
- GPRA forms will be made available electronically.
- An adapted digital literacy scale has been developed that assesses the ability to use computers.
- TMAC has been implemented.
- De-identified data can be downloaded from the backend of the Web site to be imported into Statistical Package for the Social Sciences for analysis.
- The evaluation team shares results at public venues to increase awareness.

CHALLENGES

- None noted.

	Potential Enhancements	Grantee Resources To Be Used	Will Request TA From CSAT	Information Requested
1	The Web site vendor should have analytics to help determine what aspects add value to the site.	X		
2	Consider piloting the six questions from the evaluation workgoup survey.	X		

Abbreviations and Acronyms

AARI	Alamo Area Recovery Initiative
ACA	Patient Protection and Affordable Care Act
eROSC	Electronic Recovery-Oriented Systems of Care
FQHC	Federally qualified health center
GPRA	Government Performance and Results Act
HIPAA	Health Insurance Portability and Accountability Act
PRC	Prevention Resource Center
SACADA	San Antonio Council on Alcohol and Drug Abuse
SAMHSA	Substance Abuse and Mental Health Services Administration
TMAC	Telephone monitoring and adaptive counseling
WORC	Web Oriented Recovery Care