

COLLECTIVE
**RESPONSE
INITIATIVE**



YORK

COLLECTIVE IMPACT SYMPOSIUM REPORT

Launching the Collective Response Initiative York

A powerful movement has begun in York County to dramatically reduce the adverse impacts of substance use. The Collective Response Initiative York (CRIY) is inspired by a spirit of unity and commitment. Members of the movement are united in their belief that together we can address the intolerable status quo that has cost the lives of 1,300 residents over the last decade, exacerbated a shortage of talent in our community and robbed thousands of children of their parents. We are committed to changing what we do and how we work together so all our residents can thrive.

The movement was formally launched at a January 2024 symposium that attracted nearly 100 people from dozens of organizations, but the groundwork for the movement has been building for more than a decade. The York Opioid Collaborative (YOC) has a long history of bringing together organizations to work together to reduce the consequences of substance use disorders in our county. Last fall, YOC was asked by the Opioid Advisory Board and York County Commissioners to organize and support a more ambitious collective effort. YOC embraced the challenge of acting as the “backbone” for the collective effort and worked with a handful of community leaders to build the foundation for the CRIY.

As we reflect on the steps taken to launch CRIY, we are inspired by the dedicated efforts of individuals in our community who want to work together to create change. Together, we are harnessing the collective power of our community to tackle complex issues and create meaningful impact for generations to come.

Symposium Overview

As the “backbone” of the effort, the YOC planned and coordinated an event to introduce collective impact framework and build readiness to engage in the Collective Response Initiative York. The symposium was a full day event that gave current partners and potential partners the opportunity to see the promise of working collectively to reduce the adverse impact of substance use in York County. Attendees were asked to participate in breakout sessions to identify goals that will begin to shape the action plan of this initiative and that feedback is included in the report that follows.

The symposium began with a breakfast and networking session, allowing attendees to connect and build relationships. The formal proceedings commenced with welcome remarks from Brittany Shutz, Executive Director at YOC, setting the stage for the day’s discussions. Attendees then received an overview of collective impact framework being used to organize CRIY. Chris Thompson of Civic Collaboration Consultants elaborated on the five essential conditions of collective impact, emphasizing the importance of a common agenda, shared metrics, mutually reinforcing activities, continuous communication, and backbone support to facilitate coordination.

Next, Aaron Anderson, a member of the Opioid Advisory Board and CEO of LogosWorks and Logos Academy, shared why a collective effort is so important and the various obstacles often encountered when attempting to foster collaboration, such as trust issues, concerns over losing control, and fears regarding allocation of funding. The address focused on overcoming these obstacles, emphasizing the critical need for strategic collaboration in tackling complex and enduring social issues. Ultimately, the keynote concluded with a call to action, urging attendees to set aside personal agendas and embrace collaboration as a catalyst for lasting social impact. The morning concluded with breakout sessions where participants engaged in discussions regarding the future of York County and what it would look like if we could significantly reduce the adverse effects of substance use.

After lunch, the afternoon began with a level-setting discussion on the current state of substance use impact on York County, given by Dr. Matthew Howie, Chief Health Strategist. The second round of breakout sessions followed, where participants delved deeper to consider what we could do and what we should do in the next few years to address the negative effects of substance use and create a community in which our residents can thrive.

Finally, the symposium concluded with a wrap-up session, where key takeaways were asked to be entered into a mentimeter survey, and next steps for continued collaboration were outlined.

We were honored to welcome a diverse array of partners who share our commitment to positive change and collaborative action. Approximately 98 individuals attended, each bringing their unique insight and expertise to the table. We extend our gratitude to each of them for their invaluable contributions to the conversations the day of the symposium. Here is a list of the partners who attended:

Minnich’s Pharmacy	York County Probation Services	Southeastern School District
Wellspan Health	LifePath York	York College
York County Planning Commission	Family First Health	York County Re-Entry Coalition
UPMC	Braeburn RX	York/Adams Drug & Alcohol Commission
Logos Works	Susan Byrnes Health Education Center	United Way
York City Bureau of Health	Life Changing Pathways	Safe Haven
Emergency Health Services Federation	Innovo Detox	Friends and Neighbors of Pennsylvania
Roxbury Treatment Center	York County Community Foundation	SCPa Works
Living Word Community Church	TrueNorth Wellness Services	Mountain Laurel Recovery Center
Open Arms Recovery Center	York Area United Fire and Rescue	Promises Behavioral Health
EquiTeam Support Services	York County Prison	York County Coroner’s Office
DreamLife Recovery	The Advantage Program	Arcana Recovery
Church of the Open Door	TW Ponessa	Living Word Community Church
York Harm Reduction	Recovery House of Worship	Crossroads Treatment Center
Pyramid Healthcare	York Country Day School	Acadia Healthcare/White Deer Run
York County Human Services	Not One More	

Key Takeaways

During the afternoon breakout session, we asked participants to identify what “should” be done in the areas of prevention, treatment, and recovery in the next 3 years to move us closer to our purpose of significantly reducing the adverse effects of substance use in York County.

The Steering Committee will address and prioritize these “shoulds”. Many of the “shoulds” that emerged are familiar and are being addressed to varying degrees by Collective Response members or others in the community. Not every “should” can be addressed by the backbone or a work group, nor do we need a work group dealing with every “should”. Some “shoulds” may best be addressed by other collaboratives, organizations, or existing initiatives. For example, the need for more stable, secure, and affordable housing emerged as an important “should” for both prevention and recovery. The Steering Committee may decide that the best way to address housing-related issues is to have the backbone staff and/or members engaged with the Stable Housing Collaborative.

Below are the prevention, treatment, and recovery “shoulds” that we received as feedback from the symposium’s breakout sessions:

Prevention:

- Build community buy-in to the value/importance of prevention.
- Advocate with schools to promote administration and staff training related to prevention and advocate with businesses to promote prevention efforts.
- Create prevention efforts that build community and a sense of fun, such as opening a sober bar.
- Resource library/database.
- In-person meetings and networking events.
- Language, definitions, and acronyms included in the database.
- Database listed by category.
- Involve television/radio in collaboration to highlight positives that are being accomplished by the Collective Response Initiative York.
- Peer mentorship for youth.
- Collect details of progress with more detail.
- Diversion programs.
- Events/outreach at events including diversity of people.
- Consistent core messaging for the collaborative.
- Increase education and harm reduction.
- Work with legislation to explore current prevention strategies and their effectiveness.
- Explore additional or alternative policies and programs/initiatives.
- Community awareness/education.

Treatment:

- Address (through advocacy, pilot programs, and other approaches) the restrictions placed on treatment-based counter-productive requirements of insurers/payers of treatment.
- Increase the care, support, and pay for frontline workers; reduce the burnout and turnover.
- Increase the number of people working in treatment that have lived experience.
- Identify flowchart of steps to get somebody into treatment recognizing different levels of severity.
- Provide compassionate care.
- Evidence based services and treatment.
- Warm handoff with first responders.
- Focus on length of stay.
- Expand ride share services and vouchers to address transportation barriers.
- Pop up services/mobile services.
- Advocate for cultural awareness throughout agencies to ensure capture of diverse populations.
- System connections to provide for basic needs.

Recovery:

- Connect treatment and recovery providers so they can be more supportive of each other.
- Accept MAT as a recovery pathway more broadly in the community.

- Create an outreach program that allows recovery service providers to introduce people in treatment centers to their recovery services.
- Collection of best practices and challenges.
- Symposium 2x per year.
- CRS salaries and local wages.
- Robust and stable housing.
- Have individuals in recovery share their message.
- Stigma reduction.
- Long-term recovery support including long-term housing.
- Multi-approach team.
- Peer navigators that can navigate resources.

Regardless of “what” the members of the CRIY decide to work on together, two other important value propositions emerged from the symposium. Participants shared through the mentimeter questions that they were looking forward to building their network and learning from others. At the conclusion of the symposium, they shared how excited they were to engage with so many other people that shared their commitment to the work.

Comments received in the breakout groups repeatedly referenced the value of breaking down siloes and building relationships among providers within and across the three priority areas. This feedback reinforces the importance of convening members in ways that help them build trusted relationships, learn from one another, and work together. This is a key responsibility of the backbone support team and a measurable outcome of the CRIY.

The second value proposition relates to the resources available to address this issue. Participants repeatedly raised concerns about there being too few resources, too many restrictions on resources and too much competition among providers for resources. Participants said those challenges could be overcome through greater collaboration among service providers and more support from funders. This perspective prompts the following questions:

- What if the backbone support team helped the members of the CRIY to develop joint grant proposals?
- What if the backbone helped the OAB and other funders to encourage more collaborative grant proposals?
- What if those request for proposals (RFP’s) included more flexible dollars in exchange for less competition and siloes?

Membership Details

Members of the CRIY are organizations and individuals committed to our shared purpose. Members are **primary actors** – individuals with direct experience with substance use or its impacts – and **supporting actors** – organizations that provide funding, make policies, or offer services that shape the experiences and outcomes related to substance use. Individuals that work for supporting actors represent those organizations within the CRIY. The role of members of the initiative is outlined below.

Members and their representatives:

- Participate in advisory groups, work groups and/or the steering committee of the Collective Response Initiative York.
- Share relevant quantitative and qualitative data with the backbone.
- Use the insight and learning shared by the backbone to improve their practices.

- Use their power and influence to advance the shared purpose.
- Champion the initiative within the community.
- Interact with other members and the backbone in ways that build trust and advance the shared purpose.
- Memorialize their commitment to the shared purpose and their understanding of their roles and responsibilities to the Collective Response Initiative York in a written agreement.

The following organizations stand as committed members of the Collective Response Initiative York, as of the date of this report. Each of these organizations play a pivotal role in driving our shared vision for systems level change in our community. Here is a glimpse at our committed members:

- York County Prison
- Wellspan Health
- TrueNorth Wellness Services
- Recovery House of Worship
- Susan Byrnes Health Education Center
- York Area United Fire and Rescue
- The Advantage Program
- Open Arms Recovery Center
- York Adams Drug and Alcohol Commission
- York County Re-Entry Coalition
- UPMC Health
- Family First Health
- Emergency Health Services Federation
- SCPa Works
- EquiTeam Support Services
- City of York Bureau of Health
- York County Probation Services
- Keep It Green LLC
- Life Changing Pathways

A Steering Committee representative of members is responsible for setting strategy, goals and tracking progress of the CRIY.

Role of York Opioid Collaborative

As the backbone organization, YOC staff's core work is to support the members of the initiative. The members of the CRIY grant the staff the "generous authority" to use a gentle, but firm hand to guide their collective work. The staff is responsible for continuing to earn such "generous authority" through its actions. While the Steering Committee will ultimately shape the roles played by the backbone, the six general roles to be performed by the backbone are:

- **Facilitation:** YOC staff make it easier for members to make decisions collectively, as well as navigate the tensions that are inherent in collective work. This role includes facilitating meetings, helping members identify their respective roles in moving the initiative forward, and helping members establish shared priorities and goals.
- **Coordinate & Catalyze:** Coordinate and align members' individual and collective efforts in ways that are mutually reinforcing and help the members make progress toward shared goals.

Steering Committee

- Mary Dolheimer
- Clair Doll – York County Human Services
- Samantha Zahm- York City Health Bureau
- Robin Shearer- Friends and Neighbors of Pennsylvania
- Audrey Gladfelter – York/Adams Drug & Alcohol Commission
- Matthew McGirr – Community Advisory Board
- Becky Lockner – Life Changing Pathways
- Michael Stough – York County Probation Services
- Matthew Howie – Wellspan Health
- Pete Fitzgerald – Herkey Houses LLC
- Yolanda Hunter – Recovery House of Worship

- **Engage & Communicate:** Engage and communicate with members, potential members, and the broader community to increase awareness, understanding and commitment.
- **Insight & Learning:** Collect, synthesize, and share data and perspectives that help the members better understand the current situation, including the results being generated from the initiative, and help them use what they've learned to innovate and alter their strategies, goals, and activities to improve outcomes.
- **Advocacy:** On behalf of individual members and the broader initiative, staff advocate with policymakers, funders, service providers and the broader public to deepen support for the work of the initiative.
- **Project Implementation & Oversight:** When directed by the Steering Committee, the backbone will be responsible for development and implementation of specific programs and/or the allocation of funding to members who are working together on a project.

What's Next

New members are joining CRIY every week. In the next several weeks members will be convened by the YOC into work groups and advisory groups to begin to explore and address the priorities identified during the symposium. Some groups that had been convened previously by YOC will transition to become part of CRIY.



Member participation in work groups and advisory groups will depend on their work and expertise in that area. Within these work groups, we will clarify the priorities, develop a shared understanding of the current situation, develop goals, and co-create activities to achieve those goals. The plans of each work group will be consolidated into a shared action plan that will clarify what members will strive to accomplish within the next 3 years. The members committed to the Collective Response Initiative York will work together in these work groups to co-create opportunities to leverage existing activities and launch collective initiatives to address priorities and make progress towards goals.

This action plan is a roadmap to improving the quality of life in our community, and it is also a call to action. We must all work together – government agencies, community organizations, health care providers, law enforcement, citizens – to effectively reduce the adverse impact of substance use on York County. Through this collective effort, we believe we can strongly make a difference, but the success of this initiative depends on the commitment of organizations and community to collectively work together to achieve a level of change.

If you are interested in reading a full report of all the feedback gathered the day of the symposium, you can find it [here](#). If you would like to review the full report and are unable to access it by using the link provided, please reach out to staff at York Opioid Collaborative to request a copy.