



Strategic Planning: SWOT Results + Engagement Guidance

January 19, 2023



Minnesota Alliance
on Problem Gambling

Strategic Planning Process, Timeline

1. **Organizational performance assessment** completed and presented in December 2022
2. **SWOT analysis:** Invitees contributed mid-December 2022 through mid-January 2023, followed by scoring; **results presented today + priority-setting exercise**
3. **Round 1 stakeholder input** scheduled for February and March; **seeking your direction, support today**
4. **Goal-strategy mapping:** Informed by SWOT and engagement results; full-day in-person workshop, May
5. **Vision-mission refinement** following goal-strategy work to ensure alignment
6. **Round 2 stakeholder feedback** on draft vision, mission, goals, and key strategies; refine, **finalize strategic plan**
7. **Implementation support** as needed



SWOT Process

- ▶ **Invitees** included current and past board members, treatment providers, individual donors and member-donors, researchers, vendors, and staff
- ▶ **Participants**
 - ▶ Added ideas asynchronously on internal conditions (strengths and weaknesses) and external opportunities and threats
 - ▶ Contributors: Board members Don Feeney, Jeff Hudson, Mary Magnuson, Marti Paulson, Katie Richard, Randy Stinchfield; staff Sonja Mertz, Susan Sheridan Tucker, Eboun Wilbourn; contractor Vicki Stark; external stakeholders Al Lund, Mike Schicks
- ▶ **Scoring**
 - ▶ Internal conditions scored by performance and importance
 - ▶ External opportunities and threats scored by impact and probability
 - ▶ Scoring team: Don Feeney, Jeff Hudson, and Susan Sheridan Tucker (facilitator: Anne Carroll)
 - ▶ *Note:* A number of the ideas were determined to be potential *strategies*; these were set aside for now and will be brought back for consideration during goal-strategy mapping

SWOT Results: External Threats

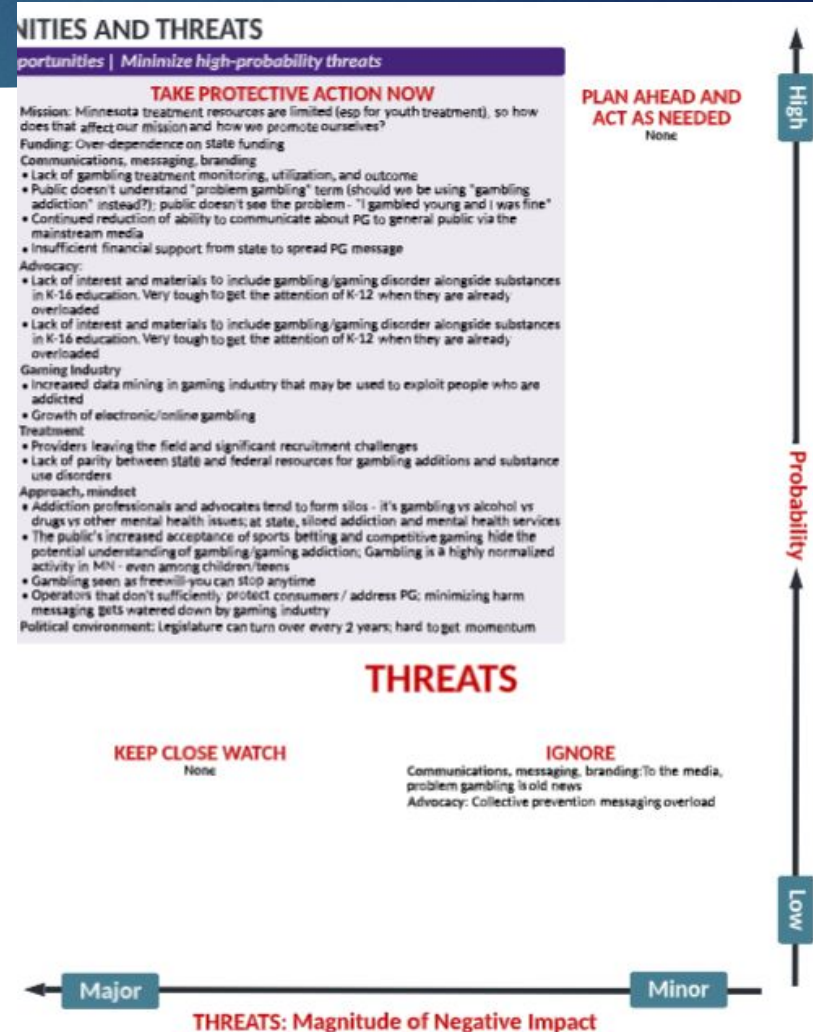
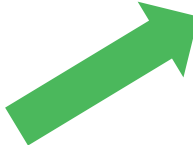
High probability

- ▶ **Major impact:** Take protective action now
- ▶ **Minor impact:** Plan ahead and act as needed

Low probability

- ▶ **Major impact:** Keep close watch
- ▶ **Minor impact:** Ignore

Focus for next exercise: Review, examine threats with high probability and major impact



Exercise: External Threats

Take protective action now (high probability, major impact)

Mission: Minnesota treatment resources are limited (esp for youth treatment); what's affect on mission and how we promote ourselves?

Funding: Over-dependence on state funding

Communications, messaging, branding

- ▶ Lack of gambling treatment monitoring, utilization, and outcome
- ▶ Public doesn't understand "problem gambling" term (should we be using "gambling addiction" instead?); public doesn't see the problem - "I gambled young and I was fine"
- ▶ Continued reduction of ability to communicate about PG to general public via the mainstream media
- ▶ Insufficient financial support from state to spread PG message

Advocacy:

- ▶ Lack of interest and materials to include gambling/gaming disorder alongside substances in K-16 education. Very tough to get the attention of K-12 when they are already overloaded

Gaming industry

- ▶ Increased data mining in gaming industry that may be used to exploit people who are addicted
- ▶ Growth of electronic/online gambling

Treatment

- ▶ Providers leaving the field and significant recruitment challenges
- ▶ Lack of parity between state and federal resources for gambling addictions and substance use disorders

Approach, mindset

- ▶ Addiction professionals and advocates tend to form silos - it's gambling vs alcohol vs drugs vs other mental health issues; at state, siloed addiction and mental health services
- ▶ The public's increased acceptance of sports betting and competitive gaming hide the potential understanding of gambling/gaming addiction; gambling is a highly normalized activity in MN - even among children/teens
- ▶ Gambling seen as freewill-you can stop anytime
- ▶ Operators that don't sufficiently protect consumers / address PG; minimizing harm messaging gets watered down by gaming industry

Political environment: Legislature can turn over every 2 years; hard to get momentum

INSTRUCTIONS

Purpose: Review, clarify priorities

Key question: Which of these external threats need the most timely attention? Why? By whom?

(Anne will document and MNAPG will use results to shape the planning process)

SWOT Results: External Opportunities

High probability

- ▶ **Major impact:** Do it
- ▶ **Minor impact:** Try and do it

Low probability

- ▶ **Major impact:** Improve odds or do not pursue
- ▶ **Minor impact:** Don't do it



SWOT Results: External Opportunities

Do it (high impact, high probability)

Resources, best practices

- ▶ Mutually beneficial connections with groups and organizations that provide recovery resources and support to persons harmed by gambling
- ▶ Increased interest from gaming industry to adopt best practices in reducing harm
- ▶ Potential for increased PG funding (ex. following legalization of sports betting)
- ▶ Development of innovative programs by other affiliates and partners; messaging, destigmatizing language
- ▶ Availability of funding to commission our own Minnesota research
- ▶ Increase in the number of problem gambler counselors statewide
- ▶ Metro State course on problem gambling (first in state; yields certification)

Advocacy, relationships: Increased receptivity of operators to responsible gambling efforts

Do it, continued

Outreach, inclusion

- ▶ Renewed/new brand clarity and awareness with younger audiences
- ▶ Collaborative advocacy for culturally appropriate addiction/mental health care
- ▶ Increasing understanding of the need to recognize and be aware of problem gambling in other arenas such as judicial system, clergy, primary care professionals
- ▶ Increased funding for and awareness of PG needs for awareness and treatment in immigrant communities and other underrepresented groups

Research

- ▶ Learning from continued research on prevalence of stigma and other misconceptions
- ▶ Continue to learn about youth gambling from the MN Student Survey

Try and do it (high impact, low probability)

Advocacy, relationships: Leverage relationships with other orgs doing similar work (e.g. EPIC)

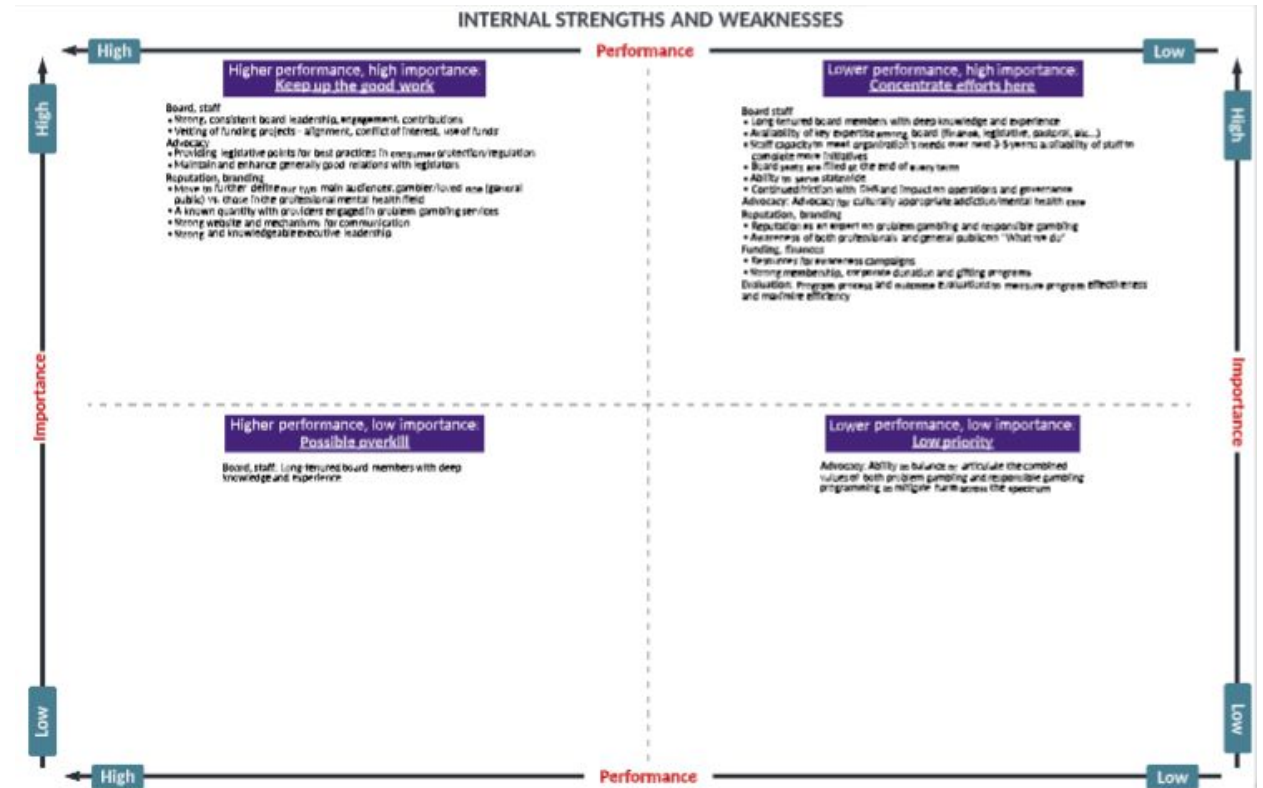
SWOT Results: Internal Conditions

High performance: Strengths

- ▶ High importance: Keep up the good work
- ▶ Low importance: Possible overkill

Low performance: Weaknesses

- ▶ High importance: Concentrate efforts here
- ▶ Low importance: Low priority



Exercise: Internal Weaknesses

Concentrate efforts here (high importance, low performance)

Board staff

- ▶ Availability of key expertise among board (finance, legislative, pastoral, etc.)
- ▶ Staff capacity to meet organization's needs over next 3-5 years; availability of staff to complete more initiatives
- ▶ Board seats filled at the end of every term
- ▶ Ability to serve statewide
- ▶ Continued friction with DHS and impact on operations and governance

Advocacy: Advocacy around culturally appropriate addiction/mental health care

Reputation, branding

- ▶ Reputation as an expert on problem gambling and responsible gambling
- ▶ Awareness of both professionals and general public on "What we do"

Funding, finances

- ▶ Resources for awareness campaigns
- ▶ Strong membership, corporate donation and gifting programs
- ▶ Evaluation: Program process and outcome evaluations to measure program effectiveness and maximize efficiency

INSTRUCTIONS

Purpose: Review, clarify priorities

Key question: Which of these internal weaknesses need the most timely attention? Why? By whom?

(Anne will document and MNAPG will use results to shape the planning process)

SWOT Results: Internal Strengths

Keep up the good work! (high performance, high importance)

Board, staff

- ▶ Strong, consistent board leadership, engagement, contributions
- ▶ Vetting of funding projects - alignment, conflict of interest, use of funds
- ▶ Advocacy
- ▶ Providing legislative points for best practices in consumer protection/regulation
- ▶ Maintain and enhance generally good relations with legislators

Reputation, branding

- ▶ Move to further define our two main audiences: gambler/loved one (general public) vs. those in the professional mental health field
- ▶ A known quantity with providers engaged in problem gambling services
- ▶ Strong website and mechanisms for communication
- ▶ Strong and knowledgeable executive leadership

Engagement Direction, Support

Round 1 stakeholder input, February and March

- 1. Key stakeholders:** Which groups of stakeholders should we invite to offer *input* on MNAPG's strategic direction?
 - ▶ Group discussion (Anne documents)
 - ▶ Consensus
- 2. Board support:** Need key messages / quotes we can use to inspire stakeholders so they *want* to contribute to MNAPG's strategic planning effort (vs. as a "favor")
 - ▶ Brief group discussion
 - ▶ Individual quotes via chat or verbally (Anne documents)
 - ▶ (We will confirm with individuals before using)
- 3. Goal-strategy workshop:** Need to schedule this full-day, in-person workshop (May) to ensure full participation



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