Strategic Planning: SWOT Results + Engagement Guidance

January 19, 2023
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
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

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**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

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**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)
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
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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