

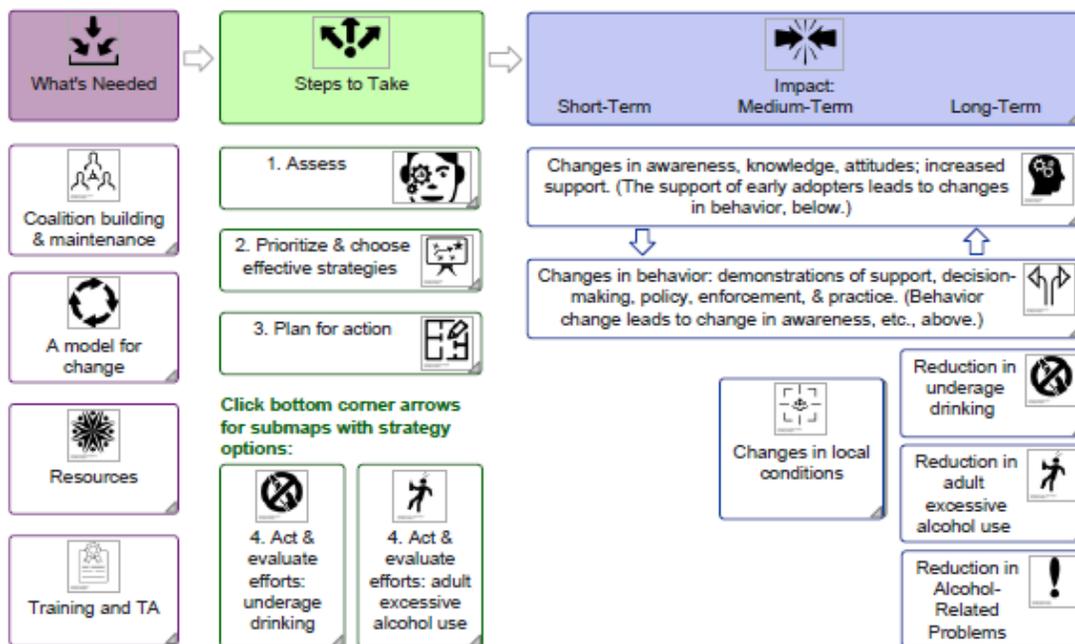
# USER GUIDE

## A COMPANION TO THE STRATEGY MAP FOR PREVENTING AND REDUCING ALCOHOL MISUSE

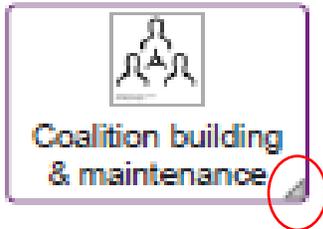
### Strategy Map for Preventing and Reducing Alcohol Misuse, CHIA 2016

#### Overall Map

For more detail, click on the arrow in the bottom right corner of a step. (Right click on the arrow to open it in a new window or tab.) Use "Show Contents," upper right of screen, for navigation. Scroll down for more information.



The CHIA Strategy Map for Preventing and Reducing Alcohol Misuse was created by Community Health Improvement in Action (CHIA) as a resource for Wisconsin coalitions working to improve their local alcohol environments. The map is a modular, multi-page model. Drill down into detail by clicking on the arrow in the bottom right corner of a step. (Right click on the arrow to open it in a new window or tab.)



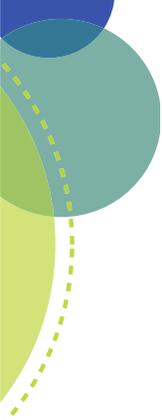
You need to click precisely on the bottom corner arrow to open the contents. If you miss the arrow, a large image of the box's icon will pop up instead.

Strategy maps (logic models, theories of change, program theories, results chains, outcomes models) provide a framework for planning, implementation, evaluation, and communication. They help hold us accountable for our work. Our hope is that the CHIA Strategy Map for Preventing and Reducing Alcohol Misuse improves the efforts of local coalitions by providing a visual map that encourages best practices, such as:

- **Comprehensive resource gathering:** with dozens of links to websites and tools, the Strategy Map can serve as a "one stop shop" for coalitions working on preventing and reducing alcohol misuse.
- **The use of indicators to assess need and evaluate efforts:** the majority of steps include sample measures of progress and/or impact. A measuring tape icon is used for indicators. For example:
  - Annual number of alcohol-related deaths from falls, poisoning, homicide, suicide, and cirrhosis.
- **The selection of evidence-based strategies:** While respecting the multiple causes of alcohol misuse, our sub-maps of root causes clearly show which strategies have a strong evidence base for producing population-level effects.
- **The visual mapping of a community's efforts,** including addressing local conditions with a comprehensive approach that strategically builds up to policy change and enforcement. See the three Sample Local Strategy Maps for examples.

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## Sources of Technical Assistance and Support

For help in using the CHIA Strategy Map, please contact Sara Jesse, CHIA Project Manager, at [sara.jesse@badgerbay.co](mailto:sara.jesse@badgerbay.co) or 608-432-3042.

Technical assistance and peer-to-peer support for implementing and evaluating the strategies included in the CHIA Strategy Map is also available from these entities, among others (listed in alphabetical order):

- The **Alliance for Wisconsin Youth** provides member coalitions with support services, training, and peer-to-peer support via telephone, email, meetings, visits, and workshops.
- **Community Health Improvement in Action** (CHIA) provides community health improvement training opportunities with a focus on alcohol-related work, including webinars and in-person trainings. Visit the website for resources, including tools, archived webinars and a listserv.
- The **Community Anti-Drug Coalitions of America** (CADCA) offers several training opportunities, including webinars, the Mid-Year Training Institute, and the National Coalition Academy. Participants receive instruction on core competencies essential for a highly-effective coalition, ranging from developing strategic and action plans and building partnerships to enhancing cultural competence and resource development. The National Coalition Academy is a three-week training course offered free of charge; participants only need to cover travel costs.
- The **Wisconsin Alcohol Policy Project** (WAPP) at the University of Wisconsin Law School provides training, tools and technical assistance to individuals and groups– including local elected officials, law enforcement and coalitions– on the evidence-based policies and practices that prevent and reduce alcohol misuse and abuse. TA includes everything from training sessions on alcohol policy to answering questions by telephone about specific alcohol-related policies or problems. The WAPP hosts the biennial Wisconsin Alcohol Policy Seminar (in even-numbered years) to offer training and information on developments in alcohol policy.
- The Wisconsin Department of Health Services **Division of Mental Health and Substance Abuse Services**, located in the Bureau of Prevention Treatment and Recovery, hosts a biennial Wisconsin Statewide Substance Abuse Prevention Training (in odd-numbered years) and, with the Wisconsin Alcohol Policy Project, a biennial Wisconsin Alcohol Policy Seminar (in even-numbered years). The Division also provides technical assistance to substance abuse services professionals.

## Site Map: Contents of the CHIA Strategy Map

Names of pages as used on the map are bolded below, and a short description of contents is provided. Gray-shaded sections delineate the three main layers of the map: the Overall Map (1 page), Root Causes maps (2: one for underage drinking and one for adult excessive alcohol use), and Sample Local Strategy Maps (3: one for reducing youth social access to alcohol, one for reducing youth retail access to alcohol, and one for improving the retail alcohol environment). Other color-shaded sections of the content list below correspond to the colors used on the CHIA Strategy Map (purple for What's Needed/Inputs and blue for Impact)

Tip: use the search function (control +f) to find terms on this document and locate them within the map.

\* Indicates that the page is a copy of one that has been previously presented in the Strategy Map.

**Layer One: Overall Map:** This first page of the map provides a high-level overview of the community health improvement process, summarizing the resources and steps needed to identify and systematically respond to local alcohol-related problems. Includes an introduction to the Strategy Map.

- **Advocacy and Policy Change Logic Model:** a diagram showing a theory of policy change and advocacy, developed by over 50 subject matter experts.
- **Purple section of Overall Map: What's Needed (Inputs):**
  - **Coalition Building and Maintenance:** who to recruit; links to how to engage and maintain members and evaluate coalition effectiveness.
    - **Build Capacity and Cultural Competence:** links to resources.
  - **A Model for Change:** links to popular models and requirements.
  - **Resources:** links for developing fiscal and human resources.
  - **Training and TA:** links to popular available training/TA with a focus on Wisconsin-specific opportunities.
- **Green section of Overall Map: Steps to Take (Outputs):**
  - **1. Assess:** step-by-step guide to using a question-driven approach, identifying root causes and local conditions, and collecting data, with links to resources. How assessment is related to other steps of community health improvement and to the main sub-layers of the CHIA Strategy Map.
    - **Drug-Free Communities: Grantee Indicators:** lists 2015 DFC Core Measures
  - **2. Prioritize and Choose Effective Strategies:** overview of these steps with links to resources and to sources of evidence-based strategies.
  - **3. Plan for Action:** introduction to this step with links to several resources.
  - **Layer Two: 4. Act and Evaluate Efforts: Underage Drinking:** “Root Causes of Underage Drinking.” This map shows which root causes of underage drinking are associated with

strong and moderate levels of population-level impact. Link to PIRE research that was used as a basis for this map.

- **Root Cause: Visible Enforcement of Alcohol-Related Laws: Definition, Impact, Measurement, and Strategies.**
  - Strategy: **Underage under the Influence Ordinance**
  - Strategy: **Public Impairment Ordinance**
  - Strategy: **Consider Punishment and Sanctions**
  - Strategy: **Saturation Patrols**
    - **Media Advocacy**
  - Strategy: **Change State Laws**
- **Root Cause: Social Availability of Alcohol to Youth: Definition, Impact, and Measurement**
  - **About the Youth Risk Behavior Survey**
  - **Layer Three: Sample Local Strategy Map for Reducing Youth Social Access to Alcohol:** This is a sample strategy map for communities who have identified youth social access to alcohol as a root cause of underage drinking. It shows how to build a campaign to address local conditions, building up to policy change and enforcement via education, providing support, and changing the environment, and guides the user to select process and impact measures.
    - **Specific Local Conditions**
    - **Change +/-or Enforce Policy**
      - Strategy: **Social Host**
      - Strategy: **Enhanced Enforcement**
    - **Change the Environment**
      - Strategy: **Campaign to Lock Alcohol Supplies**
    - **Provide Support**
      - Strategy: **Media Advocacy**
      - Strategy: **Decision-Maker Advocacy**
    - **Educate:** includes link to best practices for Town Hall Meetings (SAMHSA)
      - Strategy: **Parents Who Host Lose the Most**
- **Root Cause: Retail Availability of Alcohol to Youth: Definition, Impact, and Measurement**
  - **Layer Three: Sample Local Strategy Map for Reducing Youth Retail Access to Alcohol:** This is a sample strategy map for communities who have identified youth retail access to alcohol as a root cause of underage drinking. It shows how to build a campaign to address local conditions, building up to policy change and enforcement via education, providing support, and changing the environment, and guides the user to select process and impact measures.
    - **Specific Local Conditions**
    - **Change +/-or Enforce Policy**
      - Strategy: **Alcohol Age Compliance Checks**
      - Strategy: **Assess and Improve Licensing**
      - Strategy: **Outlet Density Restrictions**

- Strategy: **Improve Serving Practices at Festivals and Events**
      - Strategy: **Restrict Alcohol Sales on Public Property**
      - Strategy: **Sober Server Requirements**
    - **Change the Environment**
    - **Provide Support**
      - Strategy: **Media Advocacy\***
      - Strategy: **Decision-Maker Advocacy\***
    - **Educate**
      - Strategy: **Responsible Beverage Service Training**
  - **Root Cause: Price of Alcohol: Definition, Impact, Measurement**
    - Strategy: **Restrictions on Discount Pricing**
    - Strategy: **Increasing Alcohol Tax**
  - **Root Cause: Alcohol Promotion & Advertising: Definition, Impact, and Measurement**
    - Strategy: **Advertising Scan and Policy Enforcement**
  - **Root Cause: Family, School & Peer Influence: Definition, Impact, and Measurement**
    - Strategy: **Family Education Programs**
    - Strategy: **School Policies and Violations**
    - Strategy: **School-Based Screening and Brief Intervention**
    - Strategy: **Life Skills Training**
  - **Root Cause: Drinking Context: Definition, Impact, and Measurement**
  - **Root Cause: Drinking Beliefs (youth): Definition, Impact, and Measurement**
    - Strategy: **School Education Approaches**
  - **Root Cause: Community Norms**
    - Strategy: **Media Advocacy\***
- **Layer Two: Steps to Take: 4. Act and Evaluate Efforts: Adult Excessive Alcohol Use: Map of Root Causes.** This map shows which root causes of adult excessive alcohol use are associated with strong and moderate levels of population-level impact. Link to PIRE research that was used as a basis for this map.
  - **Root Cause: Visible Enforcement of Alcohol-Related Laws: Definition, Impact, and Measurement**
    - Strategy: **Public Impairment Ordinance\***
    - Strategy: **Saturation Patrols\***
      - **Media Advocacy\***
    - Strategy: **Change State Laws\***
  - **Root Cause: Retail Alcohol Environment: Definition, Impact, and Measurement**
    - **Layer Three: Sample Local Strategy Map for Improving the Retail Alcohol Environment.** This is a sample strategy map for communities who have identified the retail alcohol environment as a root cause of adult excessive drinking. It shows how to build a campaign to address local conditions, building up to policy change and enforcement via education, providing support, and changing the

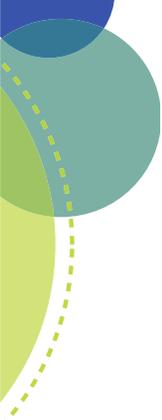
environment, and guides the user to select process and impact measures.

- **Specific Local Conditions**
- **Change +/-or Enforce Policy**
  - Strategy: **Outlet Density Restrictions\***
  - Strategy: **Assess and Improve Licensing\***
  - Strategy: **Improve Serving Practices at Festivals and Events\***
  - Strategy: **Restrict Alcohol Sales on Public Property\***
  - Strategy: **Sober Server Requirements\***
- **Change the Environment**
- **Provide Support**
  - Strategy: **Media Advocacy\***
  - Strategy: **Decision-Maker Advocacy\***
- **Educate**
  - Strategy: **Responsible Beverage Service Training\***
- **Root Cause: Price of Alcohol:** Definition, Impact, Measurement
  - Strategy: **Restrictions on Discount Pricing\***
  - Strategy: **Increasing Alcohol Tax\***
- **Root Cause: Alcohol Promotion & Advertising:** Definition, Impact, Measurement
  - Strategy: **Advertising Scan and Policy Enforcement\***
- **Root Cause: Drinking Context:** Definition, Impact, Measurement
  - Strategy: **Ride Transportation**
- **Root Cause: Community Norms**
  - Strategy: **Media Advocacy\***
- **Impact:** Lists criteria for data to collect and links out to evaluation resources. NOTE: THIS ENTIRE SECTION IS LOCATED IN THE OVERALL MAP, in blue.
  - **Changes in Awareness:** lists ideas and resources for how to measure interim indicators of policy change related to attitudes.
  - **Changes in Behavior:** lists ideas and resources for how to measure interim indicators of policy change related to behavior.
  - **Changes in Local Conditions**
  - **Adult Excessive Alcohol Use:** Lists indicators and data sources
  - **Underage Drinking:** Lists indicators and data sources
    - **About the Youth Risk Behavior Survey\***
  - **More Alcohol-Related YRBS Indicators**
  - **Alcohol-Related Problems:** Lists indicators and data sources
    - **Causes of Alcohol-Related Deaths:** diagram showing how alcohol-related injuries, and especially falls, kill more Wisconsin residents annually than alcohol-related diseases.
    - Strategy: **Ride Transportation\***
    - Strategy: **Screening and Brief Intervention**

# Using the CHIA Strategy Map at Various Stages of Coalition Work

We asked feedback groups of beta users what they liked most about the CHIA Strategy Map. “It’s very comprehensive” was the most frequent reply. How about constructive criticism? “It’s very comprehensive” we heard again. To help users avoid being overwhelmed with information, we created this quick guide to how the Strategy Map might be used at various stages of coalition work.

If your coalition is working on...	We suggest you go to this section of the Strategy Map:
<p>Getting started as a new coalition.</p> <p>OR</p> <p>Assessing and building coalition capacity.</p>	<p>The Overall Map: Drill down on each step of the purple “What’s Needed” column to help assess and build your coalition’s capacity.</p>
<p>Beginning the cycle of community health improvement, starting with assessment.</p> <p>OR</p> <p>Evaluating our coalition’s process: Are we completing each step of a credible model for community health improvement, including an assessment that identifies root causes and local conditions, prioritization, action planning, implementation, and evaluation?</p> <p>OR</p> <p>Introducing people to the steps of the community health improvement process and the CHIA Strategy Map.</p>	<p>The Overall Map: Drill down on each step of the green “Steps to Take” column to guide you through the stages of community health improvement.</p> <p>Note that the “Assess” step is particularly comprehensive, providing detailed assessment instructions as well as grounding the user in how assessment relates to each step of the community health improvement process and the main sub-layers of the CHIA Strategy Map (Root Causes maps and Sample Local Strategy Maps). In fact, you could use the “Assess” step as an overview of both the community health improvement cycle and the CHIA Strategy Map: follow linked boxes on the “Assess” page to an example of each of the different layers of the CHIA Strategy Map, returning each time to the “Assess” page. For example, you might read through the headings on the “Assess” page, giving a brief overview, and as you scroll down, select these boxes on the “Assess” page for drill down and return: “Root Causes of Underage Drinking,” “Youth Social Access to Alcohol: Sample Local Strategy Map” and (for an example of data sources for assessment and evaluation) “Underage Drinking” and/or “Alcohol-Related Problems.”</p> <p>Note that drilling down on the “Act and Evaluate” steps (last in the green column) will take you deeper into the layers of the map, to Root Causes maps and then on to Sample Local Strategy Maps. If your goal is an initial overview of the steps of community health improvement, you may want to avoid going down this proverbial rabbit hole, and instead choose to either</p>



	<p>stay on the Overall Map or use the Assess page, as described above, as a base for exploring parts of the map and returning.</p>
<p><b>Assessing the scope of our activities:</b> If our goal is population-level change, are our current efforts evidence-based and comprehensive? Are we strategically building up to policy change?</p>	<p>Start at one of the Root Causes maps (there are two, one for underage drinking and one for adult excessive alcohol use). To get there: On the Overall Map, drill down on “Act &amp; Evaluate Efforts” (last in green under “Steps to Take”) for either underage drinking or adult excessive alcohol use, depending on your target. Each will take you to a map of Root Causes.</p> <p>Examine the map of Root Causes with your coalition. Which root cause(s) is your coalition currently addressing? Which root causes would be ideal for the coalition to address, given the group’s mission, vision, and resources? Are you prioritizing evidence-based or innovative strategies? If not, why not?</p> <p>Next, go to one of three Sample Local Strategy Maps (one for reducing youth social access to alcohol, one for reducing youth retail access to alcohol, or one for improving the retail alcohol environment). To get there: On the map of Root Causes, drill down on a root cause that includes a Sample Local Strategy Map: Social Access or Retail Access on the Root Causes of Underage Drinking Map, or the Retail Environment on the Root Causes of Adult Excessive Alcohol Use Map. Then drill down on Strategy to reach the Sample Local Strategy Map. Together with the coalition, review the example of how to select strategies that synergistically build up to policy change and enforcement with the goal of changing local conditions. Does your coalition have a similar plan? If not, discuss what it would take to create such a plan.</p>
<p><b>Identifying indicators for general assessment and to explore potential measures of health impact and policy change.</b></p>	<p>The Overall Map: Drill down on “Assess” (first in green under “Steps to Take”) and “Impact” section (blue boxes).</p>
<p><b>Identifying strategies to address the root causes and local conditions we’ve recognized and prioritized.</b></p> <p><b>OR</b></p> <p><b>Identifying implementation resources, evidence base, and indicators of progress and impact for specific strategies we’ve already selected/begun to</b></p>	<p>Root Causes maps (there are two, one for underage drinking and one for adult excessive alcohol use). To get there: On the Overall Map, drill down on “Act &amp; Evaluate Efforts” (last in green under “Steps to Take”) for either underage drinking or adult excessive alcohol use, depending on your target. Each will take you to a map of Root Causes. Drill down on the root cause(s) you’ve identified in your assessment to explore research on the impact of this root cause, sample indicators, and potential strategies. Drill down on each strategy for a discussion of implementation resources, evidence base, and sample measurements (where available). Note that some strategies are presented as part of three Sample Local Strategy Maps that</p>

<p>implement/fully implemented.</p>	<p>demonstrate how to choose activities that synergistically build up to policy change and enforcement.</p> <p>The CHIA Strategy Map includes about 28 different strategies, most of which can be implemented at the municipal level in Wisconsin. The strategies presented are not exhaustive.</p> <p>You can also search the Site Map for specific strategies (control +f). Remember to also look at the root cause associated with the strategy for additional information.</p>
<p>Creating an action plan and/or a strategy map/theory of change/logic model specific to our coalition’s efforts to address local conditions we’ve identified.</p>	<p>One of three Sample Local Strategy Maps (one for reducing youth social access to alcohol, one for reducing youth retail access to alcohol, and one for improving the retail alcohol environment). To get there: On the Overall Map, drill down on “Act &amp; Evaluate Efforts” (last in green under “Steps to Take”) for either underage drinking or adult excessive alcohol use, depending on your target. Each will take you to a map of Root Causes. Drill down on a root cause that includes a Sample Local Strategy Map: Social Access or Retail Access on the Root Causes of Underage Drinking Map, or the Retail Environment on the Root Causes of Adult Excessive Alcohol Use Map. Then drill down on Strategy to reach the Sample Local Strategy Map.</p> <p>Create your own strategy map: list and prioritize the local conditions related to that root cause; select strategies to address each local condition, strategically building up to policy change and enforcement; and select indicators to measure short-, medium-, and long-term impact.</p> <p>For resources on creating an action plan: On the Overall Map, drill down on “Plan” (third in green under “Steps to Take”).</p>



## Acknowledgements

We thank our many partners for their contributions to the CHIA Strategy Map, especially Julia Sherman, Coordinator of the Wisconsin Alcohol Policy Project, who provided essential edits and updates to the research base included in this resource.

In addition, feedback on the beta version of the strategy map (released in August of 2016) was provided by a core group of 20 CHIA partner communities, representing Alcohol and Other Drug coalitions from the following Wisconsin locations: Barron County, Brown County, Calumet County, Clark County, City of Cudahy, Eau Claire City/County, Florence County, Fond du Lac County, Green Lake County, Iowa County, Marinette County, Marquette County, Oneida County, Outagamie County, Pepin County, Polk County, Portage County, Sawyer County, Winnebago County, and Wood County.

To create the root causes maps, CHIA adapted for Wisconsin audiences the **logic models created by the Pacific Institute for Research and Evaluation (PIRE)**:

- Birckmayer et al., **Prevention of Underage Drinking: Logic Model Documentation**. Pacific Institute for Research and Evaluation (PIRE), Calverton, MD. (Referred to throughout the CHIA Strategy Map as PIRE, 2008a).
- Birckmayer et al., **Prevention of Alcohol-Related Motor Vehicle Crashes: Logic Model Documentation**. Pacific Institute for Research and Evaluation, Calverton, MD. (Referred to throughout the CHIA Strategy Map as PIRE, 2008b).

Please attribute CHIA in all versions of the strategy map that you create. Suggested citation:

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For more information about the CHIA project or for questions about the Strategy Map, please visit [www.wicommunityhealth.org](http://www.wicommunityhealth.org) or contact Sara Jesse, CHIA Project Manager, at [sara.jesse@badgerbay.co](mailto:sara.jesse@badgerbay.co) or 608-432-3042.