

RIZE MASSACHUSETTS FOUNDATION

strategic framework

2018-2021





**ZERO STIGMA.
ZERO DEATHS.**



Table of Contents

- Executive Summary** 3
- Strategic Framework** 4
- Introduction** 5
 - Efforts to Date 6
- Summary of the Strategic Framework Process** 7
 - External Input 7
 - Advice from Thought Leaders 7
 - Idea Lab 8
- Strategic Framework: Key Components** 9
 - RIZE’s Guiding Care Principles for Opioid Use Disorder 9
- RIZE’s Strategic Approach: The Cycle from Research to Investment to Scale** 10
 - Investment Cycle: Our Approach 11
 - Areas for Future Exploration 14
 - How We Work 15
 - Board of Directors 15
 - Program Strategy Committee 15
 - Diversity and Inclusion 15
 - Conflicts of Interest 15
- Evaluation and Learning: Promotion of Knowledge** 16
 - Evaluation of RIZE Program Investments 17
 - Organizational Assessment 17
 - Research on the Changing Nature of the Opioid Epidemic 18
- Resources & Operational Plan** 19
 - How We Make Investments 19
- Appendices** 21



The RIZE Massachusetts Foundation, Inc. (RIZE) is a statewide organization that was launched in 2017 in response to the urgent and daunting opioid crisis. Leaders at Partners HealthCare, Blue Cross Blue Shield of Massachusetts, the GE Foundation, and 1199SEIU convened with their public counterparts and formed the initial idea and mandate for RIZE—to mount a multi-million dollar campaign aimed at halting the Commonwealth’s opioid epidemic and mitigating its devastating effects on families and communities.

Driven by our vision of zero stigma and zero deaths, RIZE began work immediately and in March 2018, the RIZE Board of Directors launched a comprehensive strategic planning process to develop a three-year framework. This framework builds on initial planning and external input obtained since RIZE was founded, including a series of strategic planning sessions with RIZE Board and staff, external research, and an idea lab that included the RIZE Board and staff, along with a number of external thought leaders and subject matter experts.

RIZE plans to put all available funds to work as quickly as possible as we identify opportunities where our investments have the greatest likelihood of long-term sustainable impact. To this end, RIZE has identified core investment categories that allow us to balance a proactive strategy with the flexibility to respond to emerging needs and opportunities.

These key categories where RIZE will focus our programs and investments are:



CARE

- **Increase access** to evidence-based or evidence-generating treatment
- **Remove barriers** to care and enhance access to needed services and supports outside the clinical setting
- **Develop and support** new and unique approaches to health care coverage for people with opioid use disorder (OUD)
- **Educate and support** medical and allied health care professionals in geographic or topical areas of need



KNOWLEDGE

- **Support research** on programmatic or policy interventions
- **Expand the evidence base** on effective approaches
- **Share learnings** from RIZE’s investments, research, and evaluations
- **Bring together key players** to facilitate a more coordinated statewide approach
- **Research and promote** evidence-based primary and secondary prevention strategies



HUMAN IMPACT

- **Investigate** both institutional and patient-facing incentives to support change at the system and individual levels
- **Identify best practices** and support programs that reduce the economic impact on employers and the economy
- **Address barriers** to employment for persons with OUD

We are excited about the strategy that has emerged from this planning process, developed in partnership with The Philanthropic Initiative. We have an ambitious agenda for the next several years and identified important issues where RIZE can drive impact. While much of our work will focus on grantmaking and research, we also believe that RIZE can increase the impact of our program investments through sharing knowledge, convening and engaging various stakeholders, and informing public policy.

RIZE’s strategy will only be effective if it is based on the evolving realities on the ground. To this end, RIZE is committed to investing in research and evaluation that will not only help guide the organization’s strategy but will also expand the knowledge base relating to opioid use disorder. We will continue to seek external input and will look to forge a wide range of partnerships and alliances in order to make real and measurable progress towards our overall mission.

The framework below provides a high-level summary of the resulting strategy. Additional detail is provided in this planning document.

<p>MISSION</p>	<p>Invest in meaningful solutions and employ broad perspectives to end the opioid epidemic in Massachusetts.</p>
<p>VISION</p>	<p>Zero stigma. Zero deaths.</p>
<p>VALUES</p>	<ul style="list-style-type: none"> ▪ Willingness to disrupt status quo approaches to opioid use disorder (OUD) ▪ Independence and impartiality ▪ Learning and evaluation as a part of everything we do ▪ Collaboration with public and private stakeholders to facilitate a coordinated approach to the opioid epidemic ▪ Diversity and inclusion of those with lived experience in our teams and partnerships

FOCUS AREAS



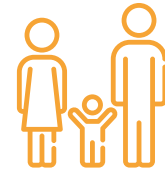
CARE

Comprehensive, compassionate, and sustainable approaches to prevention, harm reduction, treatment, and recovery



KNOWLEDGE

Data, commissioned research, and evaluation to expand the evidence base and inform policy



HUMAN IMPACT

Efforts to reduce the impact of OUD on the economy, families, and communities

<p>IMPACT GOALS</p>	<ul style="list-style-type: none"> ▪ All dimensions of OUD are being addressed in a coordinated and strategic way across Massachusetts ▪ Stigma associated with OUD is reduced ▪ Patients suffering from OUD experience improved quality of life and better overall health ▪ The number of opioid-related overdoses and deaths is significantly lower
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Seven years ago, a mother walks with her daughter to the young woman's first day of high school. That mother has no idea that five years into the future, she would be trying desperately to help her daughter with an all-consuming opioid use disorder.

Even then, she has no conception that two years further into the future, she would be walking to her daughter's funeral, as she becomes yet another victim of the devastating opioid epidemic that has beset Massachusetts and the country at large. **Indeed, drug overdose has become the leading cause of death in Americans under the age of 50**, and the number of people misusing opioids has risen to staggering proportions. Tragically, many of those who lose their lives are young and otherwise healthy. Recent statistics show that people ages 25-34 are most affected, with 20% of opioid-related deaths nationally occurring in that age group.

No parent should see the day when they need to attend their child's funeral because of an overdose. RIZE will take the mantle of that challenge.

Massachusetts has been disproportionately affected by the opioid epidemic. Recently, researchers from Boston Medical Center estimated that 4.6% of Massachusetts residents ages 11 and older had opioid use disorder (OUD) in 2015. Since 2013, the state has seen a 60% increase in opioid-related deaths. Now, an average of five people in Massachusetts die from overdose every day. These are brothers and sisters, relatives and parents, neighbors and friends. As the human and economic costs continue to grow, it is evident that a powerful coalition with innovative solutions is needed to address the disease of opioid use disorder.

In response to this urgent and daunting crisis, leaders at Partners HealthCare, Blue Cross Blue Shield of Massachusetts, the GE Foundation, and 1199SEIU

convened with their public counterparts in 2017. This group formed the initial idea and mandate for RIZE Massachusetts (RIZE)—to mount a multi-million dollar campaign aimed at halting the Commonwealth's opioid overdose epidemic and mitigating its devastating effects on families and communities. As a start, these four organizations pledged \$13 million to launch RIZE. Quickly, the four were joined by five others who now serve as founding board members.

RIZE is becoming a catalyst in the field of opioid use disorder treatment. Big challenges are often best addressed by going beyond traditional or defined boundaries and by thinking outside the box. They require gathering otherwise disconnected ideas and outcomes to cross-pollinate or provide evidence for one approach over another – or many approaches together. RIZE is serving as the identifier, initiator, and integrator of solutions that could exponentially increase impact across the Commonwealth and beyond.

Zero stigma. Zero deaths. These are the aspirational goals RIZE has set for itself. They are ambitious, but with the commitment and dedication of key players in Massachusetts, very possible. We do this by identifying ideas – new and existing – that promise to change the course of the disease of opioid use disorder, gathering evidence about what works and what does not, and sharing our knowledge broadly in the private and public sectors so that health care providers, payers, community organizations, coalitions, and others can succeed in battling this epidemic.

Well-documented evidence suggests there are treatments and supports that successfully help those with opioid use disorder. However, there is still a lot to be developed. There is not enough education or collaboration among providers, financial resources, nor capacity within the health care system to get help to those who need it most. And there is no single organization integrating ideas, collecting and disseminating the evidence, and scaling ideas in a way that will transform the system.

This is RIZE.

20%
of opioid-related deaths nationally occurring are in people ages 25-34

4.6%
of Massachusetts residents ages 11 and older have opioid use disorder (OUD)

60%
increase in opioid deaths since 2013

Efforts to Date

Since its launch in 2017, RIZE has invested in the following initiatives:

Saving Lives, Improving Health: Redesigning Opioid Use Disorder Care

\$2.1 million grant program focused on collaborative approaches to expanding access to community-based treatment.

Enabling Health: Enhancing Harm Reduction Services in Massachusetts

\$1 million grant program for community organizations to enhance harm reduction services in order to improve access, increase the range of lifesaving services offered, and create linkages with low-threshold treatment.

Municipal Naloxone Bulk Purchasing Trust Fund

Contribution to a state trust fund to reduce the cost of purchasing naloxone for MA cities and towns.

Health Care Professional Anti-Stigma Campaign Planning

Funding, with the GE Foundation, for a planning grant to support qualitative and quantitative research on stigma in health care professions.

Research on the Effectiveness of Recovery Coaches

Grant to the Center for Health Law & Economics at the University of Massachusetts Medical School for research to help build the evidence base on recovery coaches and their effectiveness in OUD treatment.

Research on the Impact of the Opioid Crisis on our Workforce and Economy

Grant to the Massachusetts Health Policy Forum at Brandeis University to write a research paper and present a forum on the opioid overdose crisis and workforce issues. Also awarded a grant to the Massachusetts Taxpayers Foundation for a report focusing on the economic impact of the opioid crisis in the Commonwealth.

In March 2018, RIZE began to develop a strategic framework to guide its grantmaking and other activities for the next three to five years. To facilitate the planning process, RIZE engaged The Philanthropic Initiative (TPI), a global nonprofit philanthropy consulting practice with expertise in foundation strategic planning.

TPI led the RIZE Board, staff, and Program Strategy Committee through an iterative planning process that included:

1. Individual interviews with internal stakeholders (board, staff, Program Strategy Committee, and advisors) to obtain input on desired outcomes, goals, and potential funding strategies.
2. External research, including interviews with a range of state officials, business leaders, nonprofit leaders and advocates, and other thought leaders to obtain input on key players addressing the opioid crisis in Massachusetts, unmet needs, and potential strategies for RIZE to consider.
3. Landscape scan of funders and OUD-related investments made locally and nationally, to identify trends and potential funding gaps.
4. An idea lab attended by RIZE stakeholders and external thought leaders to explore needs/gaps and opportunities in Massachusetts where RIZE could make a difference (external participants are identified in Appendix B).
5. A series of planning sessions with RIZE Board, staff, Program Strategy Committee, and advisors, to review internal and external discovery and draft the organization's strategic approach.

Input from the thought leader conversations, idea lab, and additional external research helped to inform and shape a strategic framework and approach for RIZE's grantmaking and related activities for a 2018-2021 timeframe.

External Input

Advice from Thought Leaders

More than 30 thought leaders and health funders were engaged in the external discovery process. Their overall advice emphasized the tremendous opportunity for RIZE to address gaps in the system and to promote, and achieve, significant long-term impact. These thought leaders encouraged RIZE to:

- **Support pilot projects** and scale up effective models.
- **Expand the evidence base** on effective prevention and intervention approaches.
- **Focus on the full spectrum** of activities from prevention to recovery.
- **Support the integration of harm reduction into treatment.**
- **Support prevention efforts.** These conversations, however, did not uncover specific prevention strategies where RIZE could play a significant role.
- **Integrate stigma reduction** into the overall strategy.
- **Look at social determinants** of health and health disparities.
- **Provide an independent voice** that could engage diverse stakeholders.
- **Act to convene, communicate, disseminate, and serve** as an important resource for shared learning and dialogue.

Some thought leaders also suggested a few areas that would not be the most fruitful targets for RIZE resources. These areas include (1) primary prevention efforts focusing on children and youth, (2) public education campaigns to reduce stigma, unless RIZE is willing to invest significant resources in this area, and (3) ongoing program support, unless part of a pilot or study to build evidence for sustainable approaches.

Idea Lab

The idea lab held in August 2018 was designed to:

- **Explore critical gaps and unmet needs** in Massachusetts where RIZE could play a role in bringing real and lasting change to those struggling with OUD.
- **Encourage open and creative thinking** about potential strategies and approaches where philanthropic resources could address statewide needs and opportunities in ways that could become sustainable over time.

Discussions focused largely on four potential focus areas: treatment & recovery, primary & secondary prevention, harm reduction, and workforce & the economy.

Facilitated by TPI staff, the idea lab included 29 participants, including RIZE Board members, 20 external thought leaders and RIZE advisors, and members of the RIZE staff. These thought leaders represented a mix of public and private funders, as well as health policy and public health experts who were selected in part for expertise relevant to at least one of the four potential focus areas.

High-Level Themes and Takeaways

Listed below are high-level themes and key takeaways generated during the idea lab:

- **Massachusetts will benefit from continued efforts** to engage key funders and other stakeholders in ongoing planning and collaboration on how best to address the opioid overdose epidemic.
- **There is a need to systematically rethink** how to leverage the current health care delivery system to meet emerging needs related to opioid use disorder.

- **There is a need to remove barriers to care**, break down silos within the health care and social services systems, employ a range of tools and approaches, and bridge the ideological chasm between different treatment methodologies. Creative financing models and incentives are also needed to enable covered services to match individuals' needs, including access to services outside of the medical field (e.g., housing, employment, other social determinants of health). Such payment models will be key to supporting sustainable treatment models.
- **There are opportunities to invest in and expand** models working to address the opioid overdose epidemic through comprehensive, community-based approaches that integrate prevention, harm reduction, treatment and recovery, and other efforts.
- In order to increase the quality of care and improve outcomes, **stakeholders in Massachusetts need to develop agreement on standards or principles of care**. These should then be adopted by providers and health care systems throughout the state.
- While primary and secondary prevention efforts need to be strengthened, **more work is needed to understand what approaches to prevention could be most effective**.
- **There is a perceived opportunity to engage the private sector** and increase awareness of how OUD affects individual employers.

Building from input obtained throughout the planning process, RIZE's board, staff, and advisors crafted the following strategic framework. This strategic framework leverages the unique role of RIZE and focuses on efforts where RIZE believes it can have the greatest impact.



RIZE's Guiding Care Principles for Opioid Use Disorder

RIZE's approach to all of its work is rooted in an understanding of OUD as a chronic, treatable illness characterized by compulsive drug use despite the fact that it changes biological, social, and psychological functioning. The Diagnostic and Statistical Manual of Mental Disorders (DSM-5) term opioid use disorder roughly corresponds to opioid addiction.

Like other chronic illnesses, OUD is caused by a combination of genetic risk and environmental exposure or experiences. Roughly half of a person's likelihood of developing a substance use disorder is based on their genes. It often co-occurs with behavioral health diagnosis. While untreated OUD can result in significant disability and risk of death, **opioid use disorder is a highly treatable illness.**

Decades of evidence from research studies on treatments for OUD have clearly demonstrated the effectiveness of different types of interventions.

For example, science has consistently shown that remission rates are higher and ongoing opioid use, overdose, and mortality are lower when medications for OUD are a component of treatment. Other components of treatment that have been shown to be effective are certain types of psychosocial interventions (e.g., cognitive behavioral therapy, motivational enhancement therapy, and contingency management) and community-based recovery supports (e.g., peer support and mutual help meetings). In addition, there are evidence-based tools for family members or loved ones such as the community reinforcement approach and family training (CRAFT) intervention. CRAFT is a nonconfrontational approach that can be used by significant others to promote treatment-seeking and recovery initiation for a family member struggling with a substance use disorder.

However, this evidence should be used to inform care for an individual human based on his/her values, preferences, and prior treatment experiences. It is crucial that treatment approaches be tailored to the individual; there is no one-size-fits-all model. For example, not all people with OUD need medication, just as not all people with diabetes need insulin. However, medication should be immediately available and included on a menu of treatment options for people living with this illness. Ultimately, like care for other illnesses such as diabetes, high blood pressure, or depression, OUD treatment usually involves some combination of medication, behavioral interventions, and ongoing support.

- **Decisions about specific types of treatment** should be based on the affected individual's preferences and informed by a trained clinician's recommendations.
- **Treatment should be guided by science** and delivered with compassion and respect for the dignity and autonomy of the individual.
- **All individuals should be offered immediate access** to a range of treatments, including all types of medication for OUD, psychosocial interventions, and recovery supports.
- **Treatment models should offer low-threshold care** that strives to eliminate barriers to treatment and keeps individuals engaged in care.
- **Harm reduction is a complementary component of care** that aims to reduce the negative consequences of ongoing drug use.
- **Families and loved ones have a crucial role to play** in supporting a person with addiction by using effective, non-confrontational strategies to promote treatment-seeking and recovery initiation.
- **Prevention is a core component of care.** This includes primary prevention to ensure that the next generation of young people has the life skills, supports, and resiliency needed to succeed in an increasingly challenging world.

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FOCUS AREAS



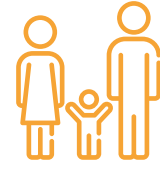
CARE

Comprehensive, compassionate, and sustainable approaches to prevention, harm reduction, treatment, and recovery



KNOWLEDGE

Data, commissioned research, and evaluation to expand the evidence base and inform policy



HUMAN IMPACT

Efforts to reduce the impact of OUD on the economy, families, and communities

STRATEGIES

STRATEGIC INVESTMENTS	Grantmaking		Research
	Rapid Response Grants	Community Coalition Grants	Responsive Research Grants
INNOVATION INVESTMENTS	Venture Philanthropy	Investigator-led Research	Challenge Grants

ANNUAL ACTION PLAN

Informed by the strategic framework, RIZE will propose an action plan to the board on an annual basis to outline grantmaking. The plan will be based on evaluation results, learning from previous grant programs, annual budget, and available funding.

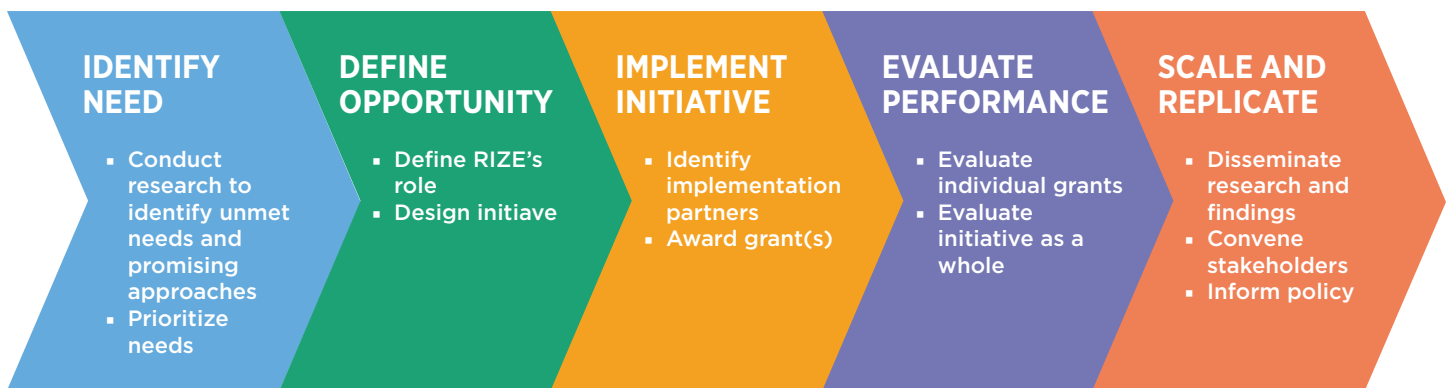


Our care principles are woven into the DNA of RIZE. This is reflected in our approach to strategic investments: a cycle that begins with due diligence and research and follows a predictable process through investment, implementation, and finally, scale. It is iterative, designed to both support and expand upon our areas of focus in a manner that maximizes impact. To achieve “Zero stigma. Zero deaths,” it is imperative to have this type of well-designed process. It must be transparent, predictable, and replicable.

Investment Cycle: Our Approach

RIZE is completely committed to our goal of zero stigma, zero deaths, and will work toward this goal by defining solutions for improving OUD care. Disrupting the status quo will be a core part of that process. We will make all efforts to be objective in our approach and data-driven in our evaluation. We seek to invent and augment but not complicate or duplicate efforts that are already underway. RIZE is committed to collaborating and bringing together the best minds and the best ideas to help solve one of the most serious challenges of our time.

RIZE’s strategic approach to determining initiatives includes the following steps:





Identify Need

RIZE's strategic cycle for investing starts with a process of research and prioritization. This process typically starts with a landscape scan informed by academic, medical, and community input, combined with an analysis of critical needs and barriers at the community level. Questions asked throughout this process include:

- What are the most promising strategies?
- Where are there gaps in knowledge around OUD?
- What does current research suggest?
- Where are the key opportunities?

Prioritization occurs in parallel. Informed by stakeholders, need, and content expertise, this work considers relevant populations (e.g., people experiencing homelessness), settings (e.g., community health centers), focus (e.g., harm reduction), and existing programs (e.g., under-resourced organizations that are well-positioned to execute high-impact programs) where RIZE support could have lasting impact. Prioritization also occurs as part of the RIZE grant selection process, which gives strategic priority to geographic hot spots and vulnerable populations.



Define Opportunity and Develop Grant

Next, RIZE identifies what roles and approaches are likely to achieve the greatest impact. We then define the question to be answered, which drives the design for each initiative.



Implement Initiative

This step involves identifying implementation partners, which could include one or more grantee organizations. Each grant has a defined time frame, core deliverables, budget oversight, regular check-ins, and anticipated outcomes. RIZE is also

committed to supporting and responding to the needs of grantees by providing technical assistance and convening cohort learning communities. RIZE's grantee selection principles are outlined below:

- We expect proposals to integrate the RIZE care principles into their models. Proposals that promote, pilot, or expand new and innovative strategies will receive priority. RIZE initiatives encourage collaboration, interdisciplinary models of care, and leveraging of other ongoing investments. RIZE will also prioritize efforts that are positioned for long-term sustainability. Organizations or programs that raise conflict of interest concerns will not be considered for support.
- Activities outside of Massachusetts and interventions that solely target non-opioid substance use disorders are considered outside the scope of RIZE-supported grants.
- Applicants must be a nonprofit organization and tax exempt under section 501c3 of the IRS code. If an organization does not have its own tax-exempt designation, it must provide proof of tax-exempt designation from a fiscal agent.
- RIZE will not accept applications from religious institutions, for-profit institutions, or individuals.

RIZE may revisit these principles periodically and may make exceptions on a case-by-case basis.



Evaluate Performance

Implementation is tightly linked to evaluation. RIZE is committed to evaluating individual investments and initiatives, as well as the grant portfolio as a whole. All grantees are expected to participate in a structured evaluation process. An evaluation strategy, including outcomes or key performance indicators, should be part of any grant proposal. RIZE will convene grantee teams, stakeholders, and other key players to review outcomes and processes supported by investments and evaluations. These convenings offer opportunities to share learnings on successful and unsuccessful strategies, share best practices, and explore possible next steps. Evaluation findings will also be presented to the RIZE Board.



Scale and Replicate

As a final step, RIZE will promote and share research and findings. In addition, successful interventions will be scaled or replicated. Research and findings may be shared through publications, large forums and/or discussions with stakeholders who could invest in program expansion. In some cases, follow-up grants may specifically focus on iterating and scaling previously successful programs. Through this method, RIZE will establish itself as a leader in this space.

Our Investments

To achieve our vision, RIZE believes it is crucial to adopt an investment approach that is both bold and nimble. The previous section describes RIZE's approach to its strategic investments, which include both proactive initiatives that RIZE has already undertaken and areas for future exploration. While these bold proactive initiatives will be core to RIZE's work, we are dedicated to remaining flexible and adapting our strategy as the opioid epidemic evolves. To this end, RIZE plans to invest resources through the following:

1. Strategic Investments
 - Grantmaking
 - Research
2. Responsive Investments
 - Rapid Response Grants
 - Community Coalition Grants
 - Responsive Research Grants
3. Innovation Investments
 - Venture Philanthropy
 - Investigator-led Research
 - Challenge Grants

These investments will allow for an openness to new ideas and emergent issues, which is key to effectively addressing this disease.

Initiatives

RIZE's initiatives are designed to address the most pressing questions and obstacles connected with the opioid overdose epidemic. These initiatives will build off of the current evidence base and will supplement, but not supplant, efforts underway. The scope and timeline for these initiatives will vary. While some initiatives may represent a single research project or grant program, others may be multi-phased programs that leverage various strategies and tools. The following is a list of potential areas that RIZE is currently considering for future initiatives.






Areas for Future Exploration

As driven by research, need, and prioritization, potential areas of future consideration could include, but are not limited to, the following:

INVEST IN SETTINGS AND POPULATIONS

- **Facilitate the interface/collaboration of OUD strategies in the public, private, health care, and other arenas**
- **Focus on the most vulnerable populations as identified by Chapter 55¹**
 - Investigate and support strategies for OUD treatment in the criminal justice system
 - Address impacts of homelessness and housing insecurity on OUD and long-term recovery
 - Increase awareness and build capacity in delivery systems to identify and treat co-occurring disorders
 - Remove barriers that prevent women from receiving essential pre/postnatal care or treatment for their OUD

FOCUS AREA	GOALS	2018/19 INITIATIVES
 <p>CARE</p> <p>Comprehensive, compassionate, and sustainable approaches to prevention, harm reduction, treatment, and recovery</p>	<ul style="list-style-type: none"> ■ Increase access to evidence-based or evidence-generating treatment ■ Remove barriers to care and enhance access to needed services and supports outside the clinical setting ■ Develop and support new and unique approaches to healthcare coverage for people with OUD ■ Educate and support medical and allied healthcare professionals in geographic or topical areas of need 	<ul style="list-style-type: none"> ■ Saving Lives Grant Program ■ Harm Reduction Grant Program ■ Understanding Stigma in the Healthcare Professions Planning Grant
 <p>KNOWLEDGE</p> <p>Data, commissioned research, and evaluation to expand the evidence base and inform policy</p>	<ul style="list-style-type: none"> ■ Support research on programmatic or policy interventions ■ Expand the evidence base on effective approaches ■ Share learnings from RIZE's investments, research, and evaluations ■ Bring together key players to facilitate a more coordinated statewide approach ■ Develop standardized communications regarding the state of OUD and the quality of treatment across the Commonwealth ■ Research and promote evidence-based primary and secondary prevention strategies 	<ul style="list-style-type: none"> ■ Recovery Coach Research Grant ■ Evaluation Grant - Saving Lives Grant Program ■ Strategic Planning Grant & Process
 <p>HUMAN IMPACT</p> <p>Efforts to reduce the impact of OUD on the economy, families, and communities</p>	<ul style="list-style-type: none"> ■ Investigate both institutional incentives and patient-facing incentives to support change at both the system and individual levels ■ Identify best practices and support programs that reduce the economic impact on employers and the economy ■ Address barriers to employment for patients with OUD 	<div style="border: 1px solid black; padding: 5px;"> <ul style="list-style-type: none"> ■ Research Grants & Forums - Opioids and the Economy and Workforce </div>

¹ Chapter 55 was passed by the Massachusetts Legislature and signed into law by Governor Charles D. Baker in August of 2015. The law permits the linkage and analysis of different government data sets to better understand the opioid epidemic, guide policy development, and help make programmatic decisions

How We Work

As described below, RIZE is governed by our board of directors, and guided by our Program Strategy Committee, commitment to diversity and inclusion, and conflicts of interest policy.

Board of Directors

The board of directors serves as the governing body of RIZE. It is responsible for setting strategic direction, assessing the work of the organization, and providing oversight of all functions. The board reviews and approves all RIZE grants of \$100,000 or more.

Program Strategy Committee

The Program Strategy Committee of the RIZE Board is responsible for reviewing and evaluating programs and grantees funded by RIZE. Broadly, the Program Strategy Committee recommends funding priorities, reviews recommendations for grant funding, and advises on strategic relationships and partnerships. The committee is comprised of voting members of the board of directors and non-board members who bring expertise in the fields of substance use disorder treatment, policy and research, advocacy and experience, or grantmaking. In addition, two subject matter expertise subcommittees are activated as necessary: (1) grant review and (2) data analytics and evaluation.

Diversity and Inclusion

RIZE is committed to diversity that goes beyond racial, ethnic, gender/orientation, physical ability, and geography, to include the voices of individuals with lived experience, family members, clinicians, subject-matter experts, and other thought leaders who can help us better understand the spectrum of issues related to the opioid epidemic and make informed decisions about the best solutions.

Conflicts of Interest

RIZE has an extensive conflicts of interest (COI) policy and all grantmaking activities are conducted in accordance with our bylaws. The board and committee members cast their votes with full knowledge of their obligations under the COI section of the bylaws.

RIZE is committed to constantly learning and seeking to better understand needs and opportunities, evaluating and reflecting on the impact of its investments and related efforts, and systematically considering how the organization can increase its impact and adapt to best combat the evolving epidemic. RIZE believes that the chances of catalyzing change and ensuring long-term sustainability are greatly increased if strong documentation and evaluation efforts are incorporated from the beginning.

RIZE is committed to engaging in multi-level evaluation and has identified the following three categories of evaluation efforts:

1 Evaluation of RIZE program investments

2 Organizational assessment

3 Research on the changing nature of the opioid crisis

By engaging in these ongoing evaluation efforts, RIZE hopes to:

- **Expand** the evidence base.
- **Share** lessons learned and inform providers, practitioners, and the community at large.
- **Inform** policies and practices, and ultimately increase the likelihood of long-term sustainability of effective approaches.
- **Continually build** greater understanding of needs and opportunities where RIZE can make a difference.
- **Improve** internal processes and approaches.

Evaluation findings and lessons learned, both positive and negative, will be openly shared with the public to help guide and inform others.



Evaluation of RIZE Program Investments

RIZE designs our evaluation efforts with a clear purpose in mind: to measure what matters most – which may be different from what is most easily measurable – and to use evaluation data for ongoing learning and adapting of initiatives and approaches. Evaluation approaches include:

- **Development of pre-grant agreements** and indicators of success
- **Self-reporting and data collection** and analysis by grantees
- **Site visits and discussions** with grantees to gain a better understanding of accomplishments and challenges
- **Cluster evaluations** that look at outcomes of a group of grantees working toward similar goals, metrics, and evaluation processes
- **Independent evaluations** that engage outside evaluators.

Detailed evaluation plans will be further developed in parallel with the launch of proactive initiatives and will build off the organization's preexisting evaluation frameworks and plans. RIZE is committed to partnering with grantees to support these evaluation processes and whenever possible, will provide financial and/or technical support to assist grantees with gathering and reporting their data and findings.

Organizational Assessment

RIZE will also take this learning mindset when assessing and evaluating our own performance. Primary goals for organizational evaluation efforts are to:

- **Assess progress** toward the organization's defined focus areas and impact goals.
- **Assess the extent** to which philanthropic strategies are implemented effectively.
- **Assess progress** toward reaching fundraising goals.
- **Evaluate short-term and longer-term outcomes** of RIZE efforts and determine whether to continue and build on existing efforts, modify strategies to enhance effectiveness, or change course.
- **Make improvements over time**, based on what is learned through experience and evolving programming.

The assessment process may include:

- **Development of specific indicators of success** to be tracked and methodology for collecting and analyzing relevant data.
- **Creation of a system** to track key short-term and longer-term activities and outcomes.
- **Periodic reports to capture learnings** from evaluation efforts, in order to evolve, enhance, and/or change course as appropriate.
- **Periodic facilitated discussions** with RIZE's board and other key stakeholders to determine how best to use insights gained to improve strategies and programs and to increase impact over time.



Research on the Changing Nature of the Opioid Epidemic

RIZE's strategy will only be effective if it is rooted in the evolving realities on the ground. To this end, RIZE is committed to investing in research and evaluation that will not only help guide the organization's strategy but also expand the knowledge base relating to opioid use disorder.

These efforts could include:

Promoting independent research and evaluations of programmatic or policy interventions that are not supported directly by RIZE, but that align with either current RIZE priorities or areas of consideration for future investments.

Periodic landscape scans to identify gaps, needs, and current allocation of public and private resources across the state.



RIZE was launched with initial investments totaling \$13 million, along with the commitment of some of the foremost experts and institutions to serve as board members and advisors. These initial investments have served as a powerful springboard for RIZE and its inaugural activities.

Addressing an evolving health crisis requires an adaptive and nimble resource strategy. While RIZE has a meaningful amount of resources, these resources are relatively modest in comparison to other funding being allocated through federal and state programs. This dynamic forces RIZE to focus on the areas and strategies that show the greatest promise for combating the epidemic. At the same time, we know that RIZE will need support from other funders to combat an evolving disease and make progress towards our ambitious goals. Additional resources will enable RIZE to ramp up our efforts for even greater impact.

RIZE plans to put all available funds to work as quickly as possible as we identify opportunities where our investments have the greatest likelihood of long-term sustainable impact. To this end, RIZE has identified core investment categories and guidelines that balance a proactive strategy with the flexibility to respond to emerging needs and opportunities.

How We Make Investments

RIZE uses a standard six-phase process to develop and implement our grants and program-related investments. We:

Develop ideas that support our mission and vision. These ideas are generated and debated by staff, the Program Strategy Committee, and the RIZE Board in consultation with colleagues, researchers, policymakers, and other partners in the field.

Explore and refine concepts with the help of partner organizations and subject-matter experts.

Establish guidelines and criteria, solicit applications, and review applications/requests for funding.

Fully vet, review, and vote on grant recommendations.

Collaborate with our grantees to maintain consistent oversight and support of our investments throughout the life of the grant.

Analyze the results achieved and lessons learned.

Tools used by RIZE to make investments include the following:



Direct solicitation

When we know that an organization is well-suited to perform a particular piece of work, we will directly solicit a concept letter or proposal.



Targeted solicitations

In some cases, we will invite one or more organizations to discuss a concept with us and explore their interest and capacity to undertake the work. If the organization has the expertise, capacity, and interest, we will invite them to submit a concept letter or proposal.



Requests for proposals (RFPs)

When we want to broaden our network or fund multiple organizations for a project, RIZE will issue an RFP. Public RFPs are posted on the RIZE website and distributed to our email list. Private RFPs are directed to specific organizations.



Calls for letters of interest (LOIs)

In certain situations, RIZE will invite organizations to submit brief LOIs. LOIs will be reviewed against relevant goals and criteria, and selected organizations will then be invited to submit full proposals for consideration.



Policy and convenings

Depending on the subject, RIZE will use one of the models above to commission research and analysis ranging from landscape analyses to more formal health services/health economic studies. This type of policy research will often be shared via a forum or convening.

Appendix A: Interviews

List of Internal Key Informants

David Barash, MD
Executive Director, Global Health Portfolio and Chief Medical Officer, General Electric Foundation, RIZE
Board Member

Tabitha Bennett
Senior Manager, Administration & Communications, RIZE

Anne Marie Boursiquot King
Senior Program Officer, RIZE

Julie Burns
President and CEO, RIZE

Andrew Dreyfus
President and CEO, Blue Cross Blue Shield of MA, RIZE
Board Member

Matt Fishman
VP for Community Health, Partners HealthCare, RIZE Advisor

Tim Foley
Executive Vice President, 1199SEIU, RIZE Board Member

Michael Lauf
President and CEO, Cape Cod Healthcare

Myechia Minter-Jordan, MD, MBA
President and CEO, The Dimock Center, RIZE Board
Vice Chair

Margaret Norton
Chief of Staff, Partners HealthCare, RIZE Advisor

Joanne Peterson
Founder and Executive Director, Learn To Cope, RIZE Board
Member

Joy Rosen
Vice President, Behavioral Health MGH Department of Psychiatry,
Massachusetts General Hospital, RIZE Board Clerk/Treasurer

David Torchiana, MD
President and CEO, Partners HealthCare, RIZE Board Chair

Sarah Wakeman, MD
Medical Director, Substance Use Disorder Initiative; Program
Director, Addiction Medicine Fellowship, Massachusetts General
Hospital, RIZE Chief Medical Officer

Kate Walsh
President and CEO, Boston Medical Center, RIZE Board Member

Mark Walsh
Director of External Affairs and Philanthropy, RIZE

List of External Key Informants

Monica Bharel, MD, MPH
Commissioner, Massachusetts Department of Public Health

Michael Botticelli
Executive Director, Grayken Center for Addiction Medicine at
Boston Medical Center

Vic DiGravio
President and CEO, MA Association for Behavioral Healthcare

Ken Duckworth, MD
Medical Director, Behavioral Health, Blue Cross Blue Shield of
Massachusetts

Maryanne Frangules
Executive Director, Massachusetts Organization for Addiction
Recovery (MOAR)

Ralph Fuccillo
Senior Advisor, DentaQuest

Rick Lord
President and CEO, Associated Industries of Massachusetts

Catherine Madden
Project Manager, Attorney General's Office, Commonwealth
of Massachusetts

Jim Rooney
CEO, Greater Boston Chamber of Commerce

Mary Lou Sudders
Secretary of Health & Human Services, EOHHHS, Commonwealth of
Massachusetts

Scott Taberner & Stephanie Brown
Chief of Behavioral Health & Supportive Care; Director, MassHealth

Jennifer Tracey & Brendan Little
Directors, City of Boston Mayor's Office of Recovery Services

Monica Valdes Lupi, JD, MPH
Executive Director, Boston Public Health Commission

Appendix B: Idea Lab Participants

RIZE Massachusetts Idea Lab Wednesday, August 8, 2018

External Participants

Allison Bauer, JD, LICSW
Director, Bureau of Substance Addiction Services, Massachusetts
Department of Public Health

Michael Botticelli
Executive Director, Grayken Center for Addiction Medicine at
Boston Medical Center

Stephanie Jordan Brown
Director, Office of Behavioral Health, MassHealth, Commonwealth
of Massachusetts

Ralph Fuccillo
Senior Advisor, DentaQuest

Jessie Gaeta, MD
Chief Medical Officer, Boston Health Care for the Homeless
Program; Assistant Professor of Medicine, Boston University

Connie Horgan, ScD
Professor and Director, Institute for Behavioral Health, Brandeis
University

Jacob Kagan, MD
Department Chair, Behavioral Health, Atrius Health

Martha Kane, PhD
Clinical Director, West End Clinic Addiction Services,
Massachusetts General Hospital

Devin Larkin
Bureau Director, Recovery Services, Boston Public Health
Commission

Joanna Lydgate
Assistant Attorney General, Office of Massachusetts Attorney
General Maura Healey

Sarah Mackin

Director of Harm Reduction Services, AHOPE Needle Exchange, Boston Public Health Commission

Dominique Maffei

Philanthropic Advisor, The Philanthropic Initiative

Catherine Madden

Project Manager, Attorney General's Office, Commonwealth of Massachusetts

John McGahan

President and CEO, Gavin Foundation, Inc.

Ranjani Paradise, PhD

Assistant Director of Operations, Research and Evaluation Scientist, Institute for Community Health

Leslie Pine

Managing Partner, The Philanthropic Initiative

Briana Roberge

The Philanthropic Initiative

Frederick Ryan

Chief of Police, Arlington, MA

Raymond Tamasi

President (Retired), Gosnold, Inc.

Sharon Touw

Research and Evaluation Project Manager, Institute for Community Health

Internal Participants

David Barash, MD

Executive Director, Global Health Portfolio and Chief Medical Officer, General Electric Foundation, RIZE Board Member

Tabitha Bennett

Senior Manager, Administration & Communications, RIZE

Terrance Burke

Communications Consultant, RIZE

Julie Burns

President and CEO, RIZE

Andrew Dreyfus

President and CEO, Blue Cross Blue Shield of MA, RIZE Board Member

Matt Fishman

Vice President for Community Health, Partners HealthCare, RIZE Advisor

Anna Gosline

Senior Director, Health Policy and Strategic Initiatives, Blue Cross Blue Shield of Massachusetts, RIZE Advisor

Myesha Minter-Jordan, MD, MBA

President and CEO, The Dimock Center, RIZE Board Member

Margaret Norton

Chief of Staff, Partners HealthCare, RIZE Advisor

Joy Rosen

Vice President, Behavioral Health, Massachusetts General Hospital Dept. of Psychiatry and for Community Health Initiatives, RIZE Board Member

Mark Walsh

Director of External Affairs and Philanthropy, RIZE

James Willmuth

Senior Policy Analyst, 1199SEIU

Appendix C: RIZE Board and Staff

RIZE Massachusetts Board of Directors

David Barash, MD

General Electric Foundation

Jack Connors

The Connors Family Office

Andrew Dreyfus

Blue Cross Blue Shield of Massachusetts

Tim Foley

1199SEIU

Myechia Minter-Jordan, MD, MBA

The Dimock Center

Joanne Peterson

Learn To Cope

Steve Pollock

DentaQuest

Joy Rosen

Massachusetts General Hospital

David Torchiana, MD

Partners HealthCare

Kate Walsh

Boston Medical Center

Julie Burns

RIZE President & CEO
Ex-Officio

RIZE Massachusetts Program Strategy Committee

David Barash, MD, Co-Chair

Joanne Peterson, Co-Chair

Michael Botticelli

Matt Fishman

Tim Foley

Anna Gosline

Reshma Kewalramani, MD

Kiame Mahaniah, MD

John McGahan

Mike Monopoli, MD

Joy Rosen

Sarah Wakeman, MD

Eric Weil, MD

RIZE Staff

Tabitha Bennett

Senior Manager, Administration and Communications

Anne Marie Boursiquot King

Senior Program Officer

Mark Walsh

Director of External Affairs and Philanthropy

