



Office of Addiction Services and Supports

OASAS. Every Step of the Way.

[DRAFT] Strategic Plan



2025-2029
www.oasas.ny.gov

Improving Lives by Leading a Comprehensive System of Addiction Services

Prevention, Treatment, Harm Reduction and Recovery

The New York State Office of Addiction Services and Supports (OASAS) oversees one of the nation’s largest addiction systems of care with approximately 1,700 prevention, harm reduction, treatment, and recovery programs serving more than 730,000 individuals per year. This includes the direct operation of 12 Addiction Treatment Centers where doctors, nurses, and clinical staff provide inpatient and residential services to approximately 8,000 individuals per year. OASAS is the single designated state agency responsible for the coordination of state-federal relations in the area of addiction services.

Mission Statement

The mission of the New York State Office of Addiction Services and Supports (OASAS) is to provide, support, and oversee a data-driven continuum of addiction services delivered with equity, dignity, compassion, and respect.

Vision Statement

OASAS envisions that people in New York impacted by addiction will thrive and lead healthy lives.

Purpose of the Strategic Plan

New York State Mental Hygiene Law §5.07 requires OASAS to develop a five-year Statewide Comprehensive Plan that identifies statewide priorities, specifies statewide goals that reflect the statewide priorities, proposes strategies and initiatives to address the priorities and facilitates achievement of statewide goals. OASAS’ Statewide Comprehensive Plan will also serve as the agency’s Strategic Plan, a blueprint for mapping the most important priorities and utilizing resources effectively.

Public Feedback

As part of the planning process, OASAS is gathering feedback from the community on this proposed strategic framework to ensure that our agency priorities are aligned with people in New York who are impacted by addiction. We will be soliciting feedback on this draft strategic plan through multiple channels.

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Dear Friends and Colleagues,

As Commissioner of the NYS Office of Addiction Services and Supports, I am proud to lead an agency that is guided by principles promoting:

- Harm reduction
- Data-driven, evidence-based approaches
- Equity

These principles, reflected in this draft strategic plan, are vital to our agency’s mission to provide, support, and oversee compassionate addiction services across the prevention, treatment, harm reduction and recovery continuum.

Addiction is a chronic disease that impacts many New Yorkers and, as we know, we are losing far too many of our family, friends, and neighbors to overdose. We have the tools to support people impacted by addiction so that they can thrive and lead healthy lives. This Plan seeks to map our strategies for ensuring lifesaving services are accessible to all.

Sincerely,

Chinazo Cunningham, MD, MS

Commissioner

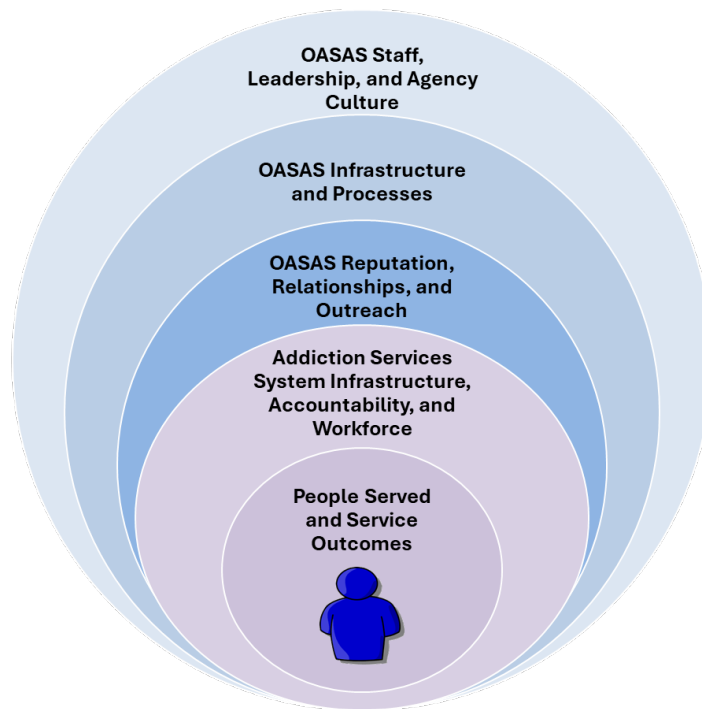


Strategic Plan Overview

The framework for this 2025-2029 Strategic Plan is designed to ensure that we consider multiple perspectives when allocating resources and formulating goals for OASAS' five-year plan. At the core of the Plan are the people whose lives are affected by substance use and problem gambling. In order to optimize outcomes for New Yorkers impacted by addiction, OASAS must direct efforts to support and develop the community-based provider system to meet the needs of individuals, communities, and families.

Beyond the direct addiction service provider system, OASAS must also cultivate relationships with other systems that interact with the people we serve, such as the mental health, primary health, and criminal justice systems. The agency's leadership and expertise on these issues, are critical to informing how these systems interact with people who are impacted by addiction. Finally, OASAS' top priority is to ensure that available resources are utilized to best meet the needs of the people we serve.

OASAS Planning Framework



PEOPLE SERVED AND SERVICE OUTCOMES

Priority Outcome **A continuum of services that remedies systemic racism and is accessible, desirable, and effective.**

OASAS will ensure that all New Yorkers have timely access to the full array of evidence-based services across the prevention, treatment, harm reduction, and recovery continuum. People served across the continuum should have the ability to make choices in their care along their respective path.

Equity, dignity, compassion, and respect are at the core of OASAS' mission, and our services will align to reflect these values. This includes meeting people where they are, providing person-centered support, and actively addressing the impact of systemic racism on access to and utilization of services. OASAS is committed to making our services accessible, appealing, easy to use, and removing any obstacles that might stand in the way.

Goal 1 Develop a service continuum that matches individual, family, and community needs.

- Objective 1.1* Redefine the OASAS continuum to encompass prevention, treatment, harm reduction, and recovery and use data-driven planning to ensure equitable access to services.
- Objective 1.2* Utilize evidence-based interventions to address the needs of underserved populations and communities in NYS.
- Objective 1.3* Implement an enhanced approach to care for persons with other comorbidities and ensure that all New Yorkers have access to the full range of services.
- Objective 1.4* Use system data to ensure programming and staffing meet the needs of individuals, families, and communities.
- Objective 1.5* Employ telehealth, mobile treatment units, and other innovative forms of service delivery to reduce barriers, increase awareness, and expand access to underserved areas in NYS.

Goal 2 Ensure services are desired, valued, and utilized.

- Objective 2.1* Together with stakeholders, cultivate evidence-based, trauma-informed, and person-driven services that are culturally responsive to values, norms, and language.
- Objective 2.2* Ensure that service settings are welcoming to the people served and the community.
- Objective 2.3* Reduce stigma towards people with addiction within service providers.

Objective 2.4 Foster relationships among community organizations, peers, individuals with lived experience, and persons who are impacted by addiction to connect with service-seeking individuals.

Goal 3 Optimize outcomes across the continuum.

Objective 3.1 Establish and measure individual and program-level outcomes across the continuum.

Objective 3.2 Support a data-driven culture to inform improved outcomes.

Goal 4 Reduce racism and stigma surrounding addiction.

Objective 4.1 Challenge and dispel myths and stereotypes about addiction and the continuum of addiction services.

Objective 4.2 Promote culturally responsive and affirming programming across the continuum of addiction services.

ADDICTION SERVICES SYSTEM INFRASTRUCTURE, ACCOUNTABILITY, AND WORKFORCE

Priority Outcome An addiction services system that is accountable for achieving optimal outcomes with and among providers and people served.

OASAS oversees a network of over 1,700 programs operated by approximately 540 providers. This network of programs and providers is critical to ensuring that services are delivered equitably and achieve the desired outcomes. OASAS aims to support providers to deliver services that are consistent and effective. Recent regulatory changes and new funding streams provide a novel framework to foster an equitable and compassionate service continuum.

A cornerstone of the provider system is the addiction workforce. Collaboratively with providers and educational institutions, OASAS aims to grow and sustain this workforce, so providers have the tools and resources they need to deliver desirable and effective services.

Goal 1 Promote mutually respectful engagement, transparency, and accountability with providers and people served.

Objective 1.1 Provide clear and consistent communication about organizational policies, changes, guidance, procedures, and decisions.

Objective 1.2 Increase and invest in collaboration and partnership with the addiction service system.

Objective 1.3 Provide comprehensive assistance to support the addiction services system.

Goal 2 **Increase the number, diversity, and engagement of the addiction workforce.**

Objective 2.1 Increase the number of people in New York with professional credentials in addiction.

Objective 2.2 Ensure the addiction workforce is retained, supported, and has opportunities to grow their careers.

Objective 2.3 Provide training and support to ensure that the addiction workforce can meet the diverse cultural and linguistic needs of the population receiving services.

Goal 3 **Leverage finances to optimize outcomes.**

Objective 3.1 Use discretionary funding to diversify the addiction services system, ensuring OASAS' strategic priorities are met through a wide range of high quality, evidence-based services.

Objective 3.2 Identify opportunities to maximize Medicaid and other revenue sources to support programs and services that align with OASAS' strategic priorities.

Objective 3.3 Ensure OASAS funding supports a comprehensive equity-centered service system.

Objective 3.4 Provide funding to support provider data collection infrastructure.

Goal 4 **Improve monitoring and accountability of services provided under/within OASAS oversight.**

Objective 4.1 Develop and implement processes for tracking and improving identified performance outcomes through incentives, monitoring, and corrective action.

Objective 4.2 Implement an agency-wide recertification process focused on quality services and outcomes for people served.

Objective 4.3 Provide technical assistance to providers seeking to establish or improve existing services to promote best practices and increase compliance with regulations.

Objective 4.4 Deliver training and guidance on data collection, analysis, and reporting for performance measures.

OASAS REPUTATION, RELATIONSHIPS, AND OUTREACH

Priority Outcome **Recognition as the definitive leader on addiction in New York and serve as a model for others.**

OASAS leads a comprehensive system of addiction services and recognizes that, as subject matter experts, the agency has a responsibility to communicate an evidence-based understanding of addiction-related information and resources. OASAS staff bring their diverse experiences to the agency and have a deep understanding of the nexus between addiction services and other socio-ecological factors. Through greater recognition of OASAS' expertise in the field of addiction, we can empower communities to effectively support those impacted by addiction.

In addition to the addiction service system, we value our federal, state, county, city, and tribal partners and are committed to fostering these relationships to best meet the needs of all New Yorkers.

Goal 1 Be the acknowledged experts on addiction.

Objective 1.1 OASAS will be the definitive source for addiction-related information and resources.

Objective 1.2 OASAS staff, as subject matter experts, will be the principal sources cited in media reports about addiction and addiction-related consequences.

Goal 2 Enhance strong, collaborative relationships with external government stakeholders.

Objective 2.1 Enhance collaborations with Federal, State, County, City, and Tribal partners.

Objective 2.2 Maintain effective, transparent, and timely communications with stakeholders.

Goal 3 Promote the success and value of OASAS, the addiction services system, and the people served.

Objective 3.1 Communicate the value and importance of the continuum of OASAS services and the people who we serve to increase public awareness and understanding.

OASAS INFRASTRUCTURE AND PROCESSES

Priority Outcome **Efficient and effective agency infrastructure and processes to improve operations.**

Building on the agency's commitment to a comprehensive continuum of addiction services across prevention, treatment, harm reduction, and recovery, OASAS recognizes the important need for enhancing our infrastructure to support this goal. Enhancing the internal organization of the agency

structures will optimize the efficient use of resources and services throughout the system of care. Through the use of data, OASAS can foster understanding among providers on the outcomes of their services, and in turn, create a system of care that best serves people’s needs.

As the direct operator of 12 Addiction Treatment Centers that provide services to approximately 8,000 persons each year, there are infrastructure improvements needed to ensure OASAS can support all New Yorkers who are receiving services in these settings.

Goal 1 Refine the data collection system to reflect the service continuum and inform policy and decision-making.

Objective 1.1 Refine the data collection infrastructure to deliver actionable insights that meet the cross-divisional demands of the agency.

Objective 1.2 Conduct ongoing assessment of services, data needs, and system performance.

Goal 2 Automate, standardize, and improve agency processes.

Objective 1.1 Automate and standardize workflows to eliminate unnecessary and inefficient processes.

Objective 1.2 Improve interagency and intra-agency relationships and processes to enhance accountability structures.

Goal 3 Modernize agency physical infrastructure.

Objective 3.1 Update Addiction Treatment Center infrastructure to align with strategic priorities.

Objective 3.2 Modernize office infrastructure to empower the OASAS workforce and ultimately enhance the ability to deliver exceptional addiction services.

OASAS STAFF, LEADERSHIP, AND AGENCY CULTURE

Priority Outcome **An agency culture where people are engaged in the mission and feel valued.**

To achieve the agency’s mission, OASAS needs to invest in a workforce that evolves with the expanding service continuum. OASAS is committed to establishing processes that allow for sustaining and recruiting passionate staff with expertise in prevention, treatment, harm reduction, and recovery. To be successful in this mission, OASAS must foster an inclusive and equitable culture for all agency staff.

Goal 1 **Create a recruitment process aligned with OASAS’ priorities.**

Objective 1.1 In partnership with Civil Service, ensure the OASAS recruits and sustains a workforce that fulfills the agency mission.

Goal 2 **Foster an environment that is antiracist and supports learning, engagement, and professional development.**

Objective 2.1 Ensure the OASAS workforce is retained, supported, and has opportunities to grow their careers.

Objective 2.2 Foster an organizational culture that is inclusive, equitable, and just for all employees, regardless of race, ethnicity, gender, or sexual orientation.

Next Steps

OASAS welcomes feedback on this draft Strategic Plan. There will be multiple pathways to participate in the feedback process. Working alongside our local partners, OASAS will ensure this comprehensive statewide plan is aligned with and informed by the needs and goals identified in the Local Services Plans. This plan is the blueprint for mapping the most important priorities for the agency and we hope you continue to join us as we build the addiction services system that is envisioned here.

Please share your thoughts on this blueprint using this electronic form:
https://oasas.formstack.com/forms/oasas_draft_strategic_plan_input