



CALIFORNIA OFFICE OF  
**PROBLEM GAMBLING**  
DEPARTMENT OF PUBLIC HEALTH



● CA Office of Problem Gambling  
●  
● **STRATEGIC PLAN**  
**2023-2027**

Publication date: December 30, 2022

## ACKNOWLEDGEMENT & THANK YOU



The Office of Problem Gambling is funded by the Indian Gaming Special Distribution Fund for local assistance and support, the Gambling Addiction Program Fund, and contributions from the California Lottery.

This crucial funding allows us to provide inclusive prevention and no-cost treatment services for gambling disorder to all Californians.



Strategic Plan: 2023 - 2027

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## A. Background

The Department of Alcohol and Drug Programs (ADP) established the Office of Problem and Pathological Gambling, known as the Office of Problem Gambling (OPG) as a result of Assembly Bill (AB) 673, Chapter 210, Statutes of 2003 (Section 4369 of the Welfare and Institutions Code). The OPG was transferred to the California Department of Public Health (CDPH) on July 1, 2013, through the 2013-14 Budget Act. The OPG currently operates **within CDPH's Center for Healthy Communities (CHC)**. The OPG is charged with developing and providing quality statewide prevention and treatment programs and services to address gambling disorder and deliver services to the people of California.

The OPG has developed a culture of solid partnerships with other state agencies, contractors, community organizations, mental health providers, gambling industry personnel, and the California Problem Gambling Advisory Group. These partnerships provide OPG with the unique opportunity to administer prevention programs throughout the state. To date, OPG has identified community centered strategies to implement as part of the treatment and prevention programs. These strategies include: toll-free telephone helplines, a statewide public awareness media campaign, formative research and data collection, and training for mental health professionals, educators, justice personnel, and members of community-based organizations in identifying problem gambling behavior and available linkages.

According to the California Council on Problem Gambling, gambling is one of the **country's fastest growing industries**. In 2011, legalized gambling accounted for approximately \$100 billion per year in total revenues nationwide. As the country's most populous state and the fifth largest economy in the world, California currently has 70 tribal casinos, 83 gambling establishments, seven horse racing tracks, and approximately 23,000 lottery retailers which generate billions of dollars per year in revenues. Moreover, with the proliferation and advancement of online gambling, sports betting and gambling-like activities, including e-gaming, gambling activities are expected to continue increasing within the state calling for the development of more advanced policies and infrastructure at the state level to mitigate potential negative impacts associated with problem gambling.

The OPG conducted its last planning session in 2016. Given macro-changes in the community environment as a result of the COVID pandemic that struck the nation in the spring of 2020, as well as proposed and recent changes to public policy and gambling and gambling-like industry innovations, OPG retained Andrew Chang & Company in late 2022 to facilitate updating its strategic plan for a January 2023 release. As part of the development process, Andrew Chang & Company interviewed and surveyed a range of OPG stakeholders and

worked with all OPG staff to draft an update to its 2016-2020 Strategic Plan.

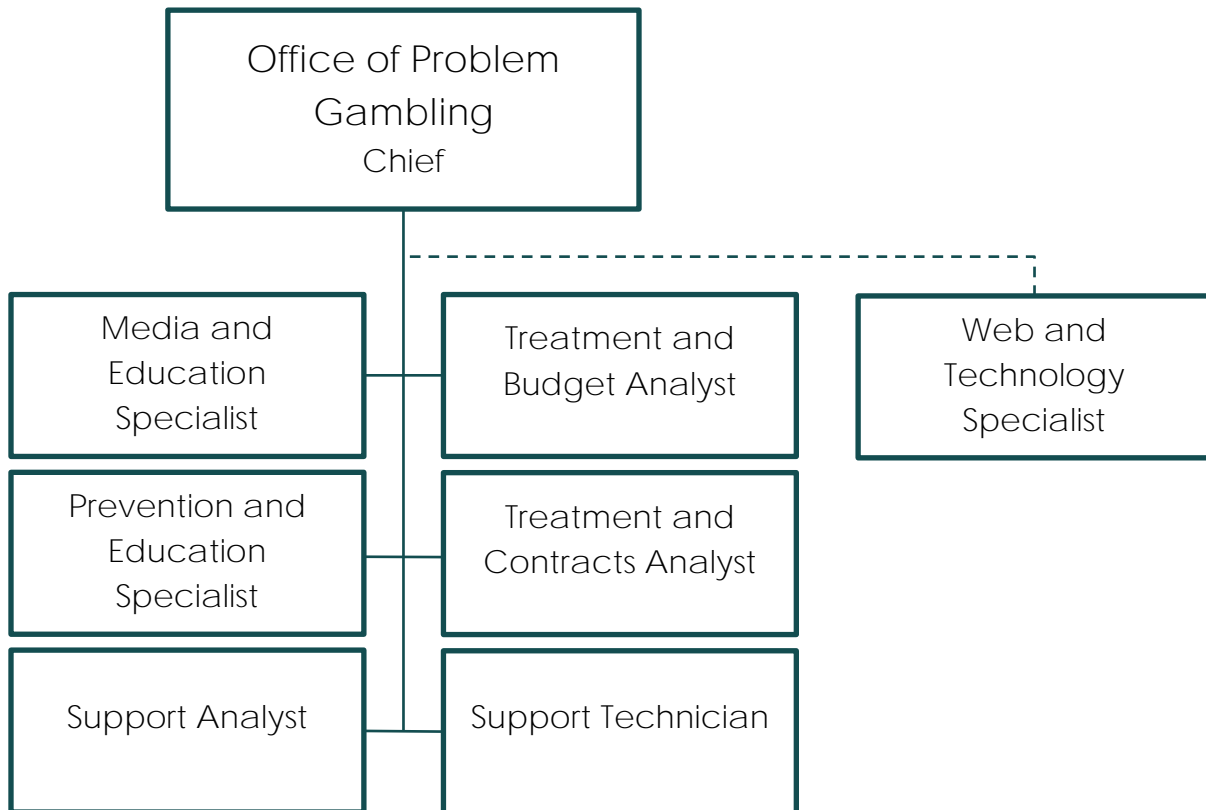
In alignment with the California State Auditor Report 2021-102, this strategic plan includes measurable goals with quantifiable metrics. Progress toward meeting the stated goals will be evaluated at least biennially and updated as needed to track progress and outcomes. Further, all advisory group meeting minutes and decisions reached will be recorded and available for public inspection.

## B. Mission

The mission of the Office of Problem Gambling is as follows:

*The Office of Problem Gambling (OPG) provides effective prevention education and no-cost treatment to help Californians struggling with or impacted by problem gambling, especially within disproportionately affected communities. We will work diligently to collect data, inform state policy, and increase awareness of the consequences of problem gambling and the resources available in California.*

## C. OPG Administration at a Glance



## D. Goals

Though OPG will respond to problem gambling needs as they emerge, the Office is dedicated to committing resources as appropriate and prioritizing the following goals during the next four years:

*Goal 1: Effectively deliver problem gambling education, prevention, and treatment services to California's most impacted and highest-risk communities*

- Next Steps:
  - 1.1 Conduct media impact analysis report to identify the highest risk populations
  - 1.2 Review CalGETS reports
  - 1.3 Host client follow-up surveys developed by UGSP (UCLA) in coordination with OPG
  - 1.4 Align partnerships and media to reach diverse and underserved communities
  - 1.5 Review outreach channels and update materials as necessary for prioritized populations
  - 1.6 Expand strategic partnerships to address needs gaps
  
- Preliminary Key Performance Indicators (KPI):
  - Monthly counts on clients reached/served by priority population, including but not limited to youth, elderly, API, African American, Latino/a, LGBTQ+, and Native American
  - Number of youths exposed to FNL program
  - Number of new client intakes per calendar year
  - Total number of Providers authorized to serve clients
  - Number of new Providers trained and authorized to serve clients
  - Number of communities reached by VyC
  - Number of VyC promotoras trained

*Goal 2: Compile accurate, consistent, updated efficient data related to gambling disorder program implementation and problem gambling or gambling disorder prevalence to be used for OPG policy improvement and ensure equitable resource distribution*

- Next Steps:
  - 2.1 Contract with Behavioral Risk Factor Surveillance System (BRFSS)
  - 2.2 Contract with California Health Information Survey (CHIS)
  - 2.3 Conduct literature review of applicable gambling disorder and prevalence data

- 2.4 Develop KPI dashboard that addresses gambling disorder disparities and comorbidities such as mental health
  - 2.5 Develop matrix for general and population specific prevention and treatment related communication
  - 2.6 Track expansion of gambling and assess trends (fantasy sports, cryptocurrency)
- Preliminary KPI:
    - BRFSS results
    - CHIS results
    - Gambling disorder prevalence by priority population
    - Expansion of responsible gambling activities, including lottery ticket sales, i-gaming and gambling, horse racing and Indian gaming
    - Number of clients served with prioritized comorbidities

*Goal 3: Increase cultural inclusion and in-language services for diverse and underserved populations*

- Next Steps:
  - 3.1 Identify priority cultures and languages
  - 3.2 Conduct media impact report
  - 3.3 Enhance OPG core service provision
    - 3.3.1 Enhance and administer CalGETS client follow-up surveys
    - 3.3.2 Conduct resource allocation analysis to identify gaps in resources and staffing to achieve desired service levels
  - 3.4 Inventory contractor capacity and reach to diverse and underserved communities
  - 3.5 Optimize media impact analysis report results on how to better reach priority populations
- Preliminary KPI:
  - Number of languages provided for treatment services
  - Number of clients served in preferred languages other than English
  - Number of diverse Providers providing services in preferred languages or outreaching to diverse and underserved communities in a manner that is culturally and linguistically inclusive
  - Increase in number of surveys collected from clients who have opted in, year over year
  - Materials developed within OPG that include or represent



diverse and/or underserved populations

*Goal 4: Pursue increasing financial resources to adequately fund OPG priority goals and populations served*

- Next Steps:
  - 4.1 Identify resource gaps
  - 4.2 Identify potential funding streams and/or partnership opportunities to address resource gaps
  
- Preliminary KPI:
  - Number of unique program financial streams
  - Amount of increase in OPG funding
  - Configuration of contractor funds earmarked for innovation
  - Total percent expenditure of funds per contractor by SFY
  - Current monthly/quarterly financial reports to accurately display expenditures and use of resources for leadership presentation



## Appendix A: One Page Summary



## Foundation

### Our Mission

The Office of Problem Gambling (OPG) provides effective prevention education and no-cost treatment to help Californians struggling with or impacted by problem gambling, especially within disproportionately affected communities. We will work diligently to collect data, inform state policy, and increase awareness of the consequences of problem gambling and the resources available in California.

### Our Core Values

1. Better ensuring equity by actively practicing cultural and linguistic inclusion
2. Integrating wellness best practices into our programs and day-to-day operations to create a high-performing office
3. Leveraging technology into our data collection to bring efficiencies and transparency into OPG programs
4. Developing and maintaining responsible and productive partnerships

## Goals

1. Effectively deliver problem gambling education, prevention, and treatment services to California's most impacted and highest-risk communities

2. Compile accurate, consistent, updated efficient data related to gambling disorder program implementation and problem gambling or gambling disorder prevalence to be used for OPG policy improvement and ensure equitable resource distribution

3. Increase cultural inclusion and in-language services for diverse and underserved populations

4. Pursue increasing financial resources to adequately fund OPG priority goals and populations served

## Preliminary KPI (Partial List)\*

- Monthly counts on clients reached/ served by priority population
- Total # of authorized Providers
- # of youths exposed to FNL program
- BRFSS and CHIS results
- Gambling disorder prevalence by priority population
- # of clients served with prioritized comorbidities
- # of languages provided for treatment services
- # of clients served in preferred languages other than English
- # of diverse Providers providing services in preferred languages
- # of unique financial streams
- Amount of increase in OPG funding
- Monthly/quarterly financial reports

\*An exhaustive list can be found in section D of the Strategic Plan

Appendix B: Interview List

Name	Title	Organization
Terri Sue Canale-Dalman	Deputy Director	CDPH - CHC
Robin Christensen	Branch Chief	CDPH - SAPB
Sosha Marasigan-Quintero	Section Chief	CDPH - BHPS
Ruben Robles	Media and Education Specialist	CDPH - OPG
Stephen Aguirre	Prevention and Education Specialist	CDPH - OPG
Lilibeth Campos	Support Analyst	CDPH - OPG
Ashish Singh	Treatment and Budget Analyst	CDPH - OPG
Amy Tydeman	Treatment and Contracts Analyst	CDPH - OPG
Gerald Jennings	Support Technician	CDPH - OPG
Johnny Walker	Web and Technology Specialist	CDPH - OPG
Fred Castano	Public Relations Officer	California Gambling Control Commission
Robert Jacobson	Executive Director	California Council on Problem Gambling
Susan Jensen	Executive Director	CA Nations Indian Gaming Assoc.
Stacy Luna Baxter	Executive Director	California Gambling Control Commission
Kent Woo	Executive Director	NICOS Chinese Health Coalition

## Appendix C: Planning Session 1 - 3 Presentation



CALIFORNIA OFFICE OF  
**PROBLEM GAMBLING**  
DEPARTMENT OF PUBLIC HEALTH

Strategic Plan 2023-2027

*Strategic Planning Session 1*  
*Mission/Vision*

Prepared by:

 ANDREW CHANG & CO

November 7, 2022

The first of three strategic planning sessions will focus on the mission/vision of OPG

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Session 1 Mission/Vision	
10:00 – 10:05	Welcome and introduction
10:05 – 10:10	Ground rules and background
10:10 – 10:55	Draft new mission statement
10:55 – 11:00	Wrap-up

Session 2 Goals	
1:30 – 1:45	Welcome and review mission
1:45 – 2:00	Review existing goals
2:00 – 2:15	Make new goals
2:15 – 2:25	Set priorities
2:25 – 2:30	Next steps

Session 3 Next Steps and Metrics	
10:00 – 10:05	Welcome
10:05 – 10:50	Discuss next steps and metrics for priority goals
10:50 – 11:00	Closing

## Ground rules

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The expectation is that everyone participates



Use raise hand feature



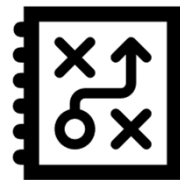
Respectfully and actively listen, without interrupting



Utilize the chat



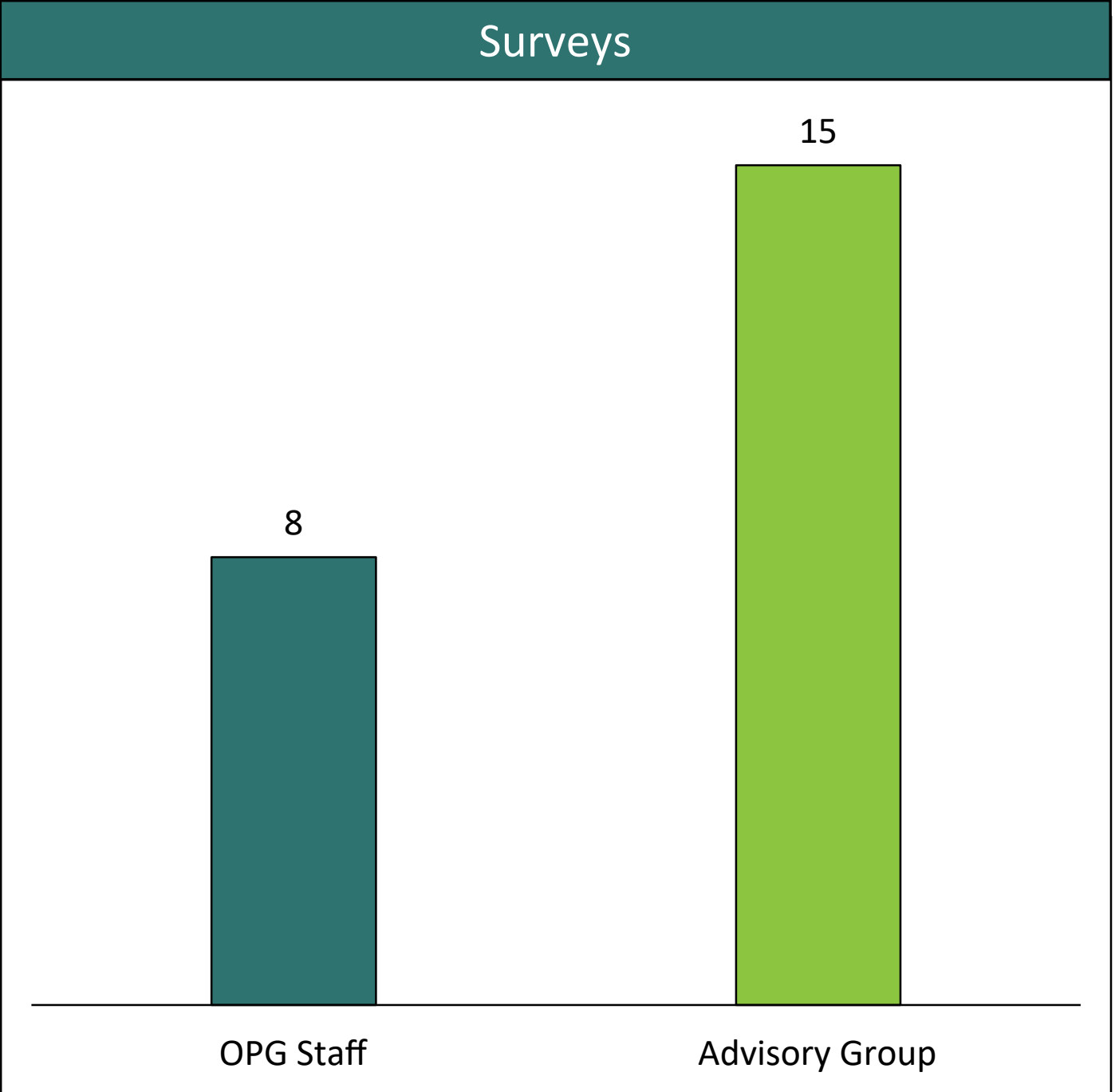
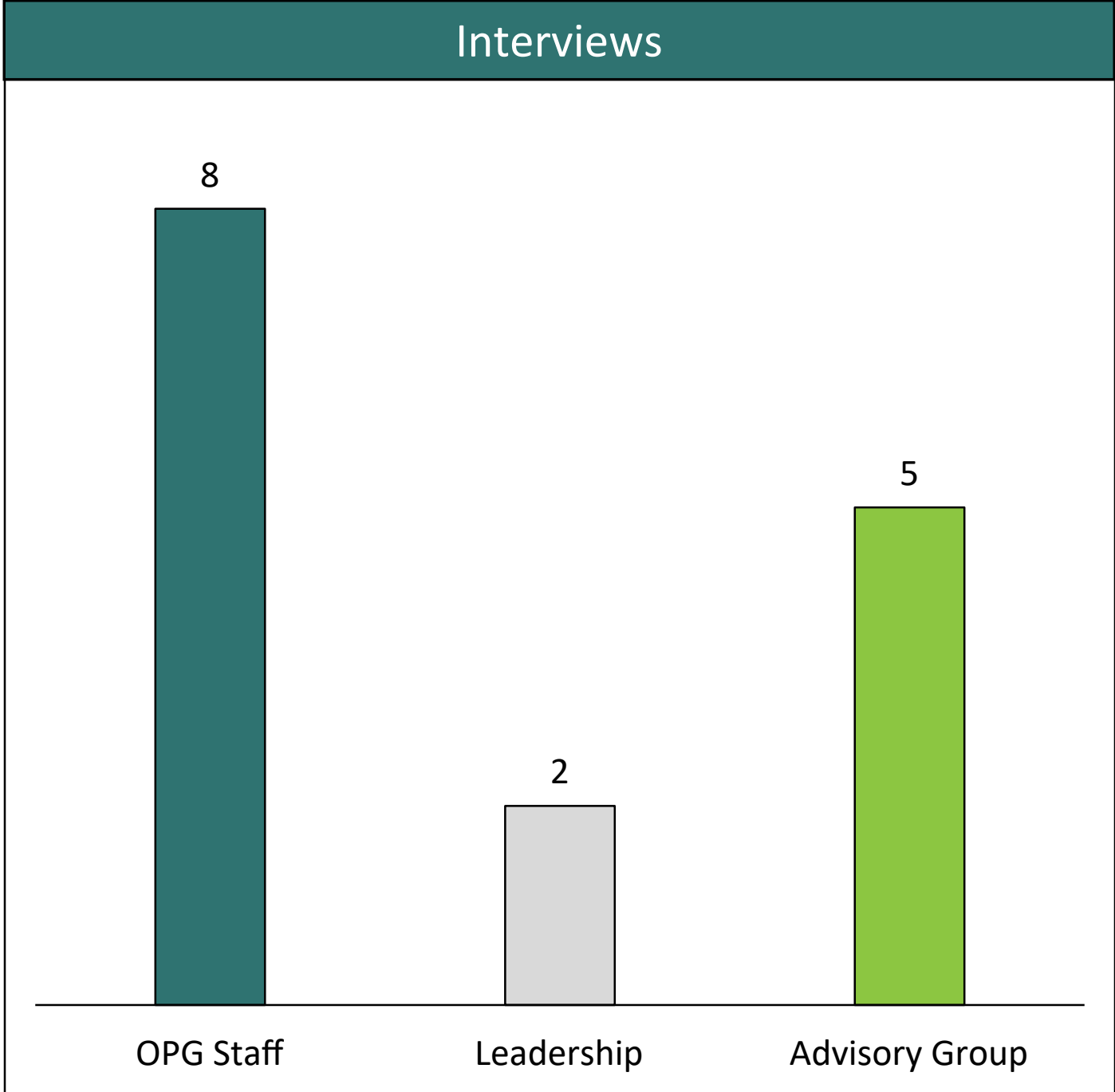
Allow everyone the chance to speak







Criticize ideas, not individuals



The strategic planning sessions are informed through valuable insights compiled from interviews and surveys

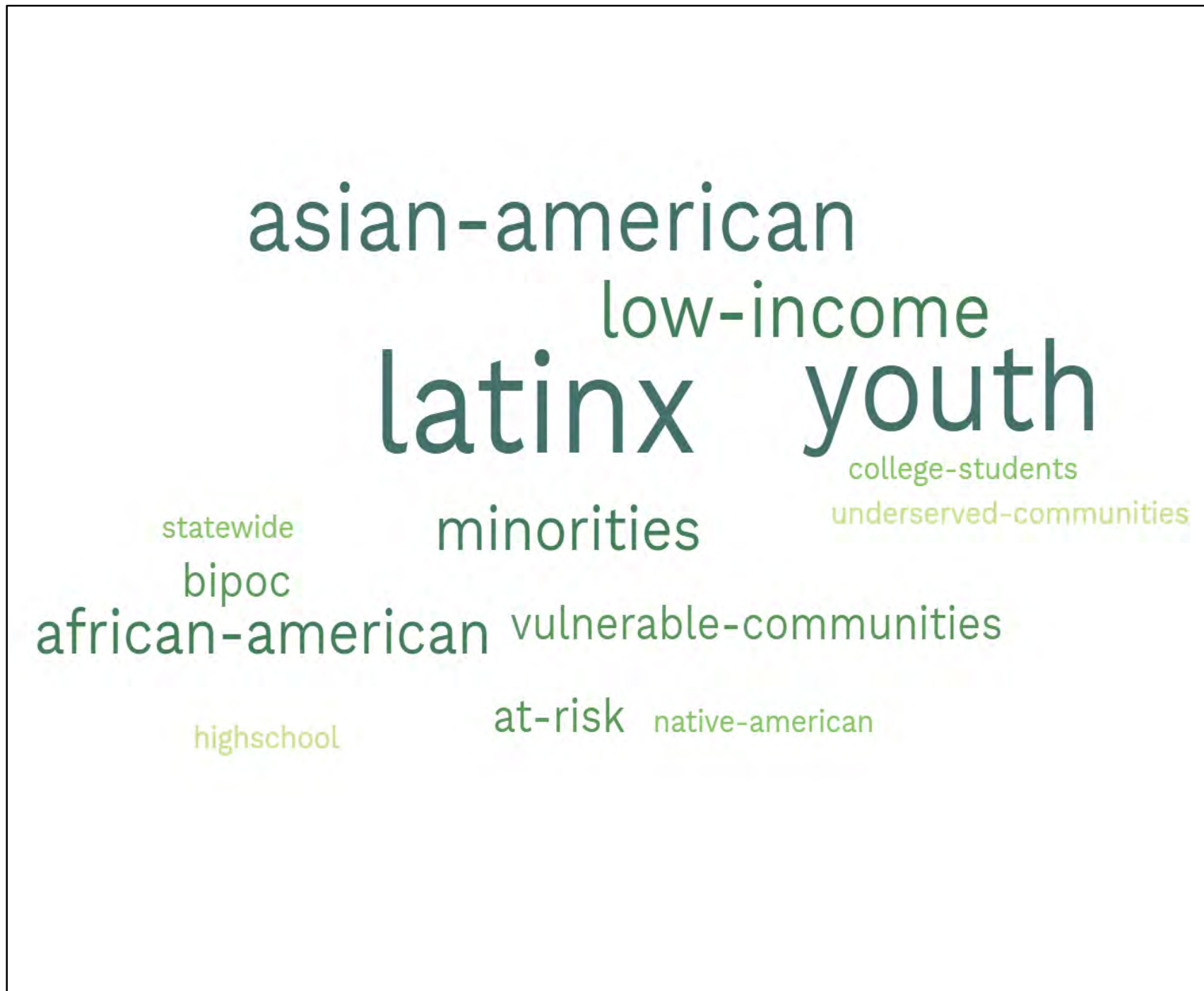


A strong mission statement should follow certain criteria

Criteria	
	Reflect culture, beliefs, and philosophy of the organization
	Reflect attainable goals
	Simple and memorable
	Relevant

2016-2020 Mission/Vision
<p>The mission of the Office of Problem Gambling is to provide quality, research driven leadership in prevention and treatment of gambling disorder.</p>
<p>The vision of the Office of Problem Gambling is to assist individuals suffering the personal, social, and financial difficulties related to gambling disorder in order to promote a healthy California.</p>

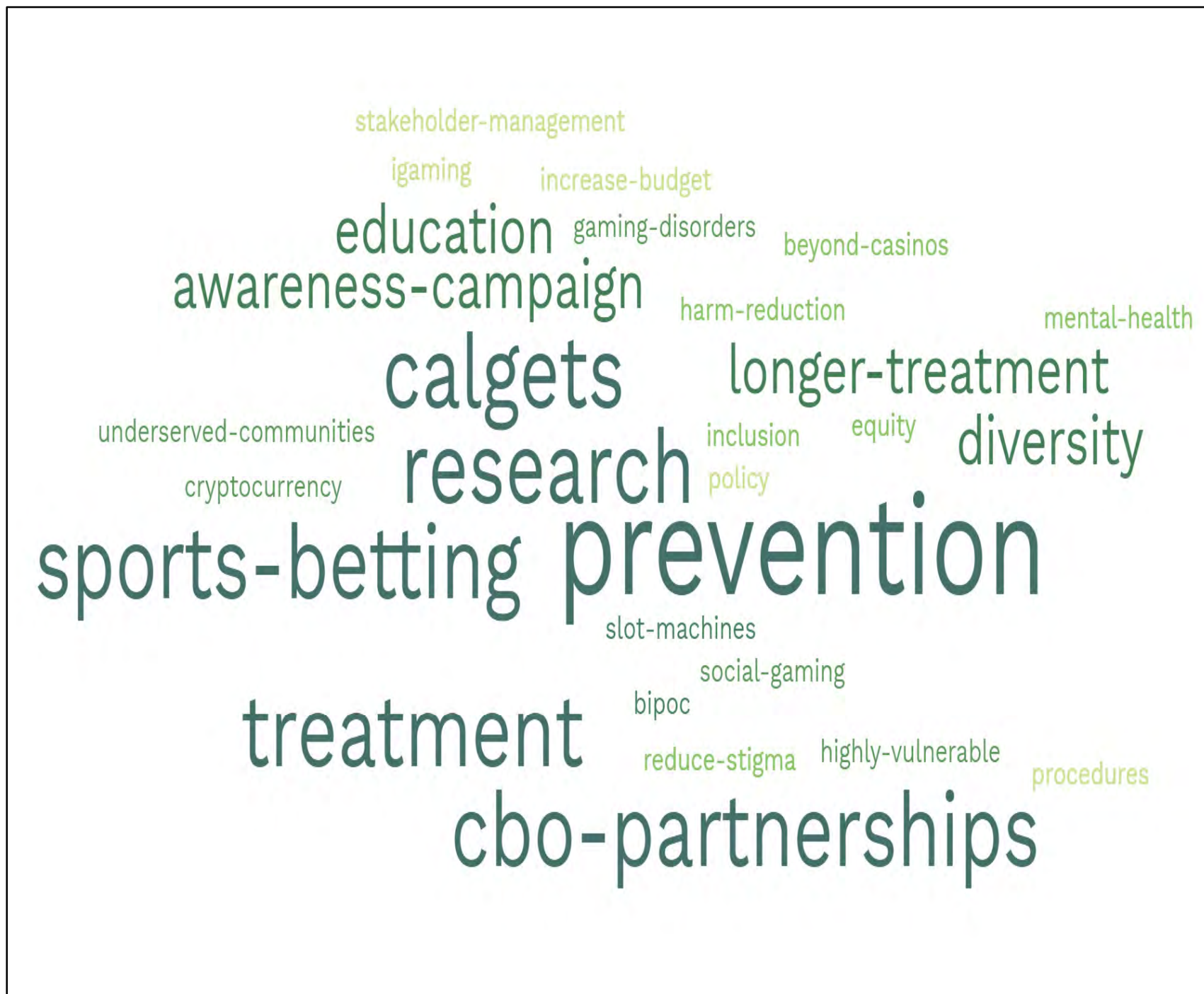
## Who should OPG focus on?



### Notes

- don't see elderly as a larger group, probably an important group missing, they have more time on their hands
- BIPOC is inclusive of black, indigenous, and people of color
- affected individuals too, not just problem gamblers
- intersectionality
- we don't have interaction with clients so not easy to describe who we should focus on
- need to decolonize focus
- people in the penal system
- focus on comorbidities, broadens focus

## What should OPG focus on?



### Notes

- prevention is big for a reason
- sports betting is on a lot of minds
- CalGETS is OPG's biggest program, address issues and improve. Collaboration of OPG, UCLA, and providers
- consensus of not reaching everyone we need to, so focus on expanding reach
- increase awareness, point to resources
- research, how can we make informed decisions with outdated research
- revamp outreach, need to get out to community more, do more trainings, events
- stay on top of sports betting, social gaming, be more proactive on emerging gambling outlets

2016-2020 Mission/Vision Statement

The mission of the Office of Problem Gambling is to provide quality, research driven leadership in prevention and treatment of gambling disorder.

The vision of the Office of Problem Gambling is to assist individuals suffering the person, social, and financial difficulties related to gambling disorder in order to promote a healthy California.

Strawman 2023-2028 Mission Statement

The Office of Problem Gambling works diligently to collect data, develop policy, increase awareness, provide effective prevention education and resources and no cost treatment to help Californians suffering from social, financial, and behavioral health hardships due to problem gambling activities, especially within diverse and underserved communities.

The Office of Problem Gambling provides effective prevention education and no-cost treatment to help Californians struggling with problem gambling, especially within disproportionately affected communities.  
We will work diligently to collect data, perform studies, develop policy, and increase awareness to...

Does the draft statement fulfill the criteria?

## Criteria



Reflect culture, beliefs, and philosophy of the organization



Reflect attainable goals



Simple and memorable



Relevant

## Next steps

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- Strategic Planning Session 2
  - Wednesday November 9<sup>th</sup> from 1:30pm – 2:30pm
  - Please arrive on time and ready to discuss goals for OPG





CALIFORNIA OFFICE OF  
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Strategic Plan 2023-2027

*Strategic Planning Session 2  
Goals*

Prepared by:

 **ANDREW CHANG & Co**

November 9, 2022

The second of three strategic planning sessions will focus on the goals of OPG

Session 1 Mission/Vision	
10:00 – 10:05	Welcome and introduction
10:05 – 10:10	Ground rules and background
10:10 – 10:55	Draft new mission statement
10:55 – 11:00	Wrap-up

Session 2 Goals	
1:30 – 1:45	Welcome and review mission
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Session 3 Next Steps and Metrics	
10:00 – 10:05	Welcome
10:05 – 10:50	Discuss next steps and metrics for priority goals
10:50 – 11:00	Closing

2016-2020 Mission/Vision Statement

The mission of the Office of Problem Gambling is to provide quality, research driven leadership in prevention and treatment of gambling disorder.

The vision of the Office of Problem Gambling is to assist individuals suffering the person, social, and financial difficulties related to gambling disorder in order to promote a healthy California.

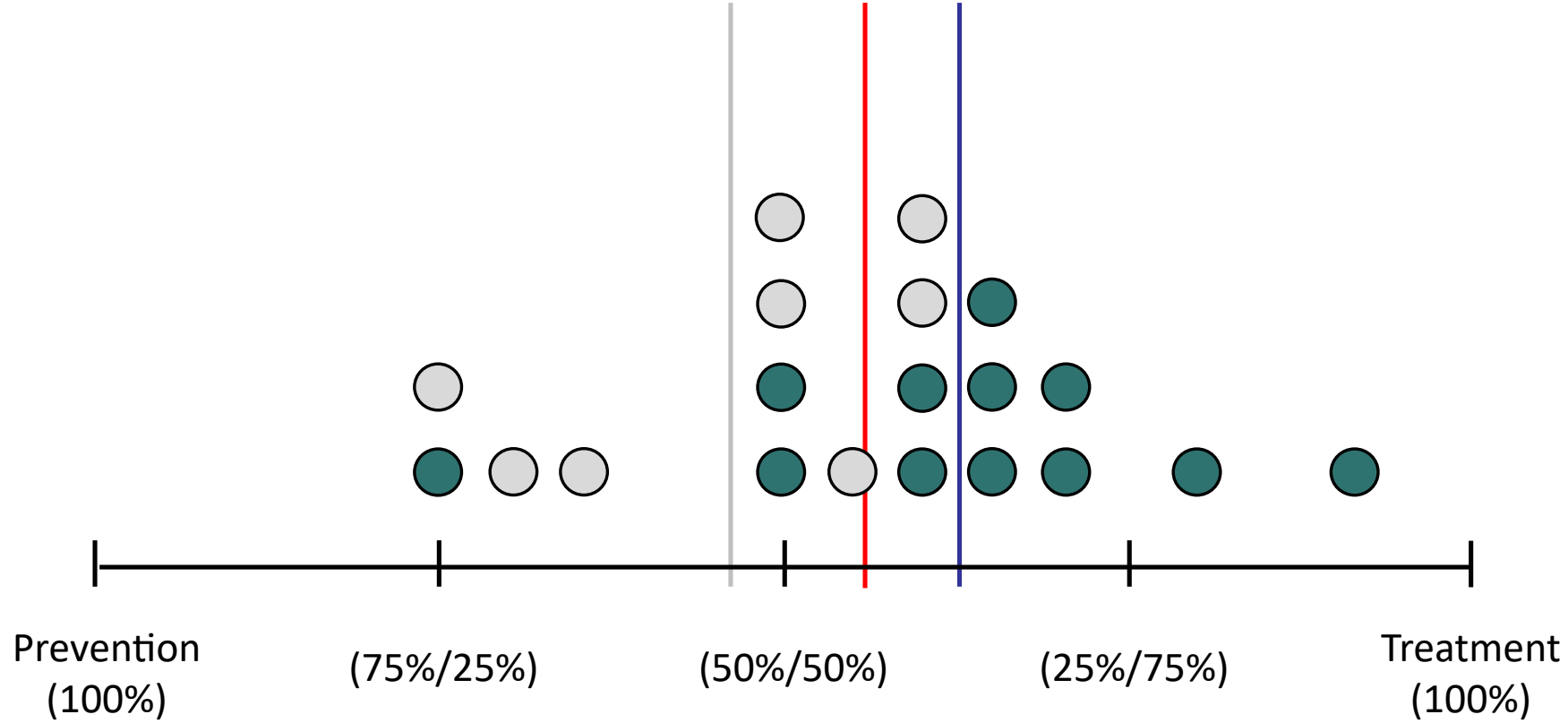
Strawman 2023-2027 Mission Statement

The Office of Problem Gambling provides effective prevention education and no-cost treatment to help Californians struggling with or impacted by problem gambling, especially within disproportionately affected communities. We will work diligently to collect data, develop policy, and increase awareness of the consequences of problem gambling and the resources available in California.

How should we distribute resources between prevention and treatment?

How should OPG distribute their resources between treatment and prevention programs? (n=20)

- OPG Staff
- Advisory Group



Discussion

The following were goals included in the 2016-2020 strategic plan



Discussion

- all had the same goal for #1

## New goals

Suggested new goals	Discussion
<ul style="list-style-type: none"><li>9. Increase outreach methods for treatment and prevention services</li><li>10. Upgrade CalGETS data management to improve efficiency</li><li>11. Standardize OPG policies and procedures</li><li>12. Increase cultural inclusion and in language services for diverse and underserved populations</li><li>13. Address intersecting health disparities of problem gambling and comorbidities such as mental health</li><li>14. Update the needs assessment</li><li>15. Secure new financial resources to meet current needs</li><li>16. Develop an annual report for stakeholders and legislature</li></ul>	<ul style="list-style-type: none"><li>- #12 really important</li><li>- #13 would like to feature mental health more</li><li>- #16 annual report, high-level, something we could do</li><li>- #9 state usually does not do outreach (can be connected)</li><li>- #14 what does that entail? could be more segmented</li><li>- see similarities with existing goals</li><li>- #10 work there to improve system</li><li>- #11 important for staff to be able to reference</li><li>- add: expand partnerships</li><li>*remember goals will need to be measureable</li></ul>

## New Ranking

1. Deliver prevention and education services to high-risk and affected populations
2. Compile accurate, consistent, updated, efficient data (to improve policies, procedures, and distribution of resources) related to gambling disorder and prevalence
3. Increase cultural inclusion and in language services for diverse and underserved populations
4. Address intersecting health disparities of problem gambling and comorbidities such as mental health
5. Secure new financial resources to meet current needs (next steps submit BCP, tactic vs strategy)
6. Expand partnerships (can be next steps for a number of goals, more tactical than strategic)
7. Enhance OPG core services' sustainability and service provision (needs tighter wording)
8. Develop matrix for general and population specific prevention and treatment related communication (steps for #2 and #3?)
9. Track expansions of gambling and emerging trends (fantasy sports, internet)  
More task-like, or subordinate
10. Update the needs assessment (next steps for #2)
11. Develop and provide Screening Brief Intervention and Referrals to Treatment Training
12. Standardize OPG policies and procedures (step for #7)
13. Develop an annual report for stakeholders and legislature
14. Explore parity for gambling disorder and other addictions with insurance companies
15. Study the effectiveness of the self-exclusion program

## Discussion

- cutoff up to and including #7  
shouldn't only call out CalGETS,  
should include all contracts,  
"enhance OPG core services"
- needs assessment fits into #2



## Next steps

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- Strategic Planning Session 3
  - Thursday November 10<sup>th</sup> from 10:00am – 11:00am
  - Please arrive on time and ready to discuss next steps and metrics for each goal



CALIFORNIA OFFICE OF  
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DEPARTMENT OF PUBLIC HEALTH

Strategic Plan 2023-2027

*Strategic Planning Session 3*  
*Metrics and Next Steps*

Prepared by:

 **ANDREW CHANG & CO**

November 10, 2022











The final strategic planning session will focus on developing next steps and metrics for OPG’s priority goals

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Goals, next steps, and metrics should fulfill SMART criteria

 Specific	 Measurable	 Attainable	 Relevant	 Time-Bound
<ul style="list-style-type: none"><li>▪ Direct</li><li>▪ Detailed</li><li>▪ Meaningful</li></ul> 	<ul style="list-style-type: none"><li>▪ Quantifiable to track progress and success</li></ul> 	<ul style="list-style-type: none"><li>▪ Challenging but realistic</li><li>▪ Have the tools to attain it</li></ul> 	<ul style="list-style-type: none"><li>▪ Aligns with the mission and goals of OPG</li></ul> 	<ul style="list-style-type: none"><li>▪ Realistic deadlines increase success</li></ul> 

## Goal 1: Deliver treatment, prevention, and education services to high-risk and affected populations

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### Next Steps

- identify the high risk populations
- align partnerships to support reaching priority populations
- administer client surveys,
- update/modify outreach materials to fit targeted populations
- review UCLA reports

\*add treatment to goal

### Potential Metrics

- monthly counts on customers served/reached by ethnicity, language, age
- VYC metrics
- number of client and provider surveys collected
- number of high risk and affected population related materials created
- number of youth trained in FNL program

Goal 2: Compile accurate, consistent, updated, efficient data related to gambling disorder and prevalence (to improve policies, procedures, and distribution of resources)

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Next Steps

- updated literature review of gambling disorder and prevalence in CA or equivalent
- update data collection policies
- identify potential data sources

Potential Metrics

- gap between prevalence and population served

Goal 3: Increase cultural inclusion and in-language services for diverse and underserved populations

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Next Steps

- determine underserved populations to focus on
- secure resources needed to meet identified needs
- environmental scan, media impact report
- ensure contractors have capacity to serve diverse and underserved populations

Potential Metrics

- number of customers served in preferred language
- number of languages provided
- number of diverse provider presentation
- measurable items from impact report



Goal 4: Address intersecting health disparities of problem gambling and comorbidities, such as mental health

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Next Steps

- develop matrix of comorbidities and problem gambling for the population and customers served
- collaborate with other CDPH programs, cannabis, emerging alcohol

Potential Metrics

- counts of customers served with comorbidities such as mental health/behavioral health
- CHIS results

Goal 5: Enhance OPG core services' sustainability and service provision

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Next Steps

- develop customer satisfaction survey
- conduct gap analysis to identify highest resource needs

Potential Metrics

- counts of customers served by program
- customer satisfaction metrics
- expend all program funds, track burn rates, projections

Goal 6: Track expansions of gambling and emerging trends (fantasy sports, internet)

Next Steps
<ul style="list-style-type: none"><li>- gather information internationally and comparable states to drive policy</li></ul> <p>*may fit into goal #2</p>

Potential Metrics
<ul style="list-style-type: none"><li>- expansion of gambling in the state</li><li>- number of policies tracked</li></ul>