

BACKGROUND & NEED

The Bureau of Alcohol and Drug Use, Prevention, Care and Treatment (BADUPCT) works to reduce morbidity and mortality related to alcohol and substance use among New Yorkers. BADUPCT develops, implements and evaluates interventions and prevention strategies through: contracting of treatment, recovery and support services; policy analysis and development; epidemiology and surveillance; dissemination of treatment and management guidelines; harm reduction initiatives; public and provider outreach and education and; community involvement and interagency collaboration.

Having grown exponentially as a result of increased funding from the city in response to the opioid epidemic, BADUPCT is experiencing significant changes in structure and staffing. From a staff size of 32, it now has nearly one hundred staff with new staff outnumbering the original staff. With this funding comes lots of new responsibility and work affecting everyone from senior leadership on down. Some structural changes have been put in place but senior leadership is still looking at further refining and aligning Bureau structure.

In line with the tripled increase in staff size, new managers were promoted from within as well as hired, many of whom have minimal or no experience or training in management. There are currently four layers of supervision with the possibility of a fifth layer being created.

REQUEST

The bureau is seeking support in the following areas:

1. Managing the fast and extensive expansion of staff, and building of new communication and operating structures as a result of that growth
2. Training and support for new managers, many of whom have had little or no management experience
3. Aligning everyone, both original staff and new staff, around the bureau's goals and values
4. Strengthening teamwork, communication, and collaboration
5. Fostering a positive and constructive culture

We would like to include racial equity as an underlying theme throughout this work in line with DOHMH's Race to Justice initiative.

We would like the following services from a consultant to help us achieve these goals:

Leadership Development Activities

- I. To heighten leadership capacity to manage change, expansion and growth
 1. Senior Management Leadership Development and support with Strategic Planning
 - Timeframe: over 12 months
- II. To improve management skills and competencies
 1. Coaching for 22 managers at different levels of intensity – senior leadership at 8-10 sessions, directors at 5-7 sessions, and mid-level managers at 2-4 sessions.
 - Timeframe: variable
 2. Management training for 30 managers
 - Timeframe: within first 6 months
 3. 360 feedback survey on leadership practices for all managers, depending on cost
 - Timeframe: as appropriate
- III. To increased value placed on teamwork, collaboration and enhanced organizational culture
 1. Day long, off-site, Staff Retreat for 100 people comprised of and addressing:
 - Interactive activities
 - Planning discussions
 - Alignment of bureau mission, vision, overarching strategies, and goals
 - Improving inter-work unit collaboration
 - Fostering desired culture
 - Timeframe: within first 6 months