



Changemakers

Rural Health and Safety Education (RHSE) & Substance Abuse and Mental Health Services (SAMHSA) Grants

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The purpose of this report is to evaluate the Changemaker program and how it created the opportunity for community driven change to address the opioid crisis. The Changemaker program provided guidance and leadership opportunities to community members as they developed social innovation projects to increase recovery capital in their communities. Recovery capital is a framework that illustrates the critical role that resources play in the recovery journey of an individual who is struggling with a substance use disorder (Palombi et al., 2019).

Overview of the project

According to data from the Minnesota Department of Health (MDH), rural Minnesota has seen an overall increase in opioid overdose deaths since 2000. Existing prevention and public health approaches, such as administering naloxone and fentanyl testing strips, have been life-saving. However, the impact of the opioid crisis and substance use disorder (SUD) extends past individuals to entire families and communities. The University of Minnesota Extension, College of Pharmacy, Tribal communities, and public health agencies have collaborated on a community capacity building approach using a recovery capital framework (Palombi et al., 2019). The Changemaker Program is a critical component of these community based interventions.

This recovery capital framework recognizes the community as the primary source of expertise and looks to the resources in the community (both existing and created through this process) as the "drivers" of recovery with healing and thriving as the goals. The Changemaker process lives out the model below (the lived experience melded with academic and Indigenous sciences) to create and grow recovery capital.



What is a Changemaker?

A Changemaker strives to provide positive support for people affected by substance abuse and recovering from addiction. A Changemaker can be a community member, professional, or volunteer who is passionate about supporting recovery in their community (opioid.umn.edu). Changemakers were selected from Aitkin County, Boise Forte, Itasca County, Mille Lacs Band of Ojibwe, Northern St. Louis County, and Pine County to attend one of two retreats in northeast Minnesota. The retreats took place in Long Lake Conservation Center in Palisade and Giants Ridge in Biwabik. At these retreats, Changemakers engaged with educators from the University of Minnesota Extension to learn skills and develop projects to positively impact their communities. Follow-up after the retreat included coaching and engagement with retreat cohort members to initiate the community projects.

Recovery capital

The program's primary objective was to increase recovery capital in communities. Recovery capital refers to resources that are available and accessible to support recovery from SUD (Cloud & Granfield, 2008; Laudet & White, 2008). Within recovery capital there are multiple subcategories of resources that may affect a person's recovery: human, social, physical, cultural, and community capital (Cloud & Granfield, 2008; Palombi et al., 2019; White & Cloud, 2008). Additionally, recovery capital resources can be either positive or negative. Negative recovery capital hampers recovery (Cloud & Granfield, 2008). Access to positive recovery capital has been shown to aid in the recovery process for people suffering from SUD (Inanlou et al., 2020; Mawson et al., 2015; Palombi et al., 2019). In greater detail, the subcategories within this framework are:

- Social recovery capital: The people who support an individual's recovery including family, friends, co-workers, healthcare providers, neighbors, or sober individuals who are also in recovery.
- Physical recovery capital: The physical aspects of a community that meet basic needs such as safe housing, reliable transportation, or access to healthy food.
- Cultural recovery capital: The recovery resources actively supported with culturally-based or culturally-relevant care. Native communities are leaders in harnessing the power of cultural traditions to support recovery.
- Community recovery capital: The places in the community that can help with recovery such as residential and outpatient SUD treatment facilities, behavioral health clinics, and prescribers of medication-assisted treatment. This type of capital also includes community events that are explicitly drug and alcohol free, or specifically for people in recovery
- Human recovery capital: An individual's unique knowledge, training or education, and lived experiences that help support recovery.

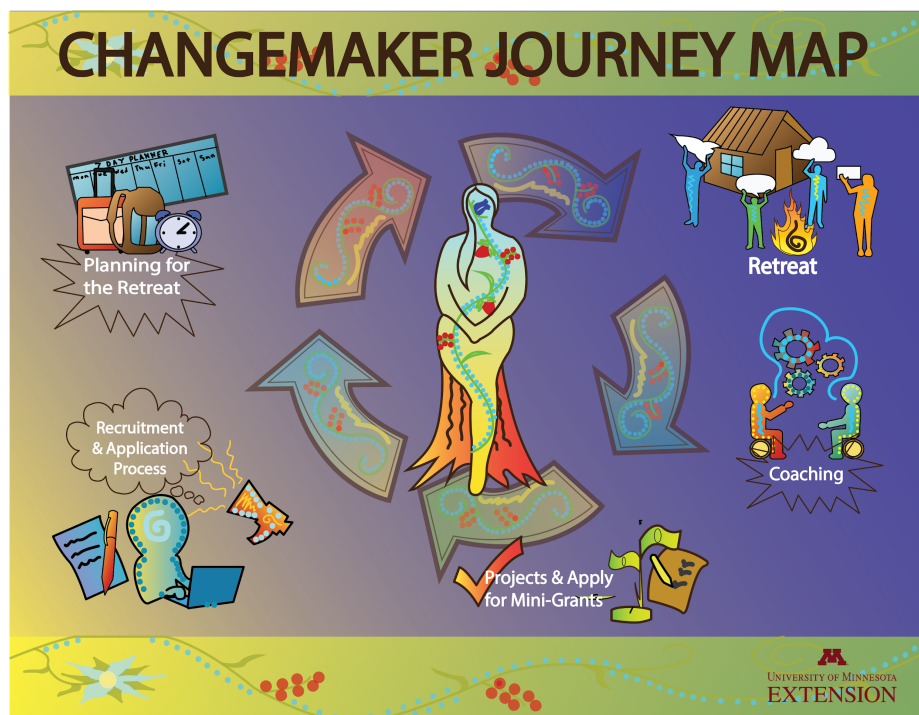
The evaluators of this project identified recovery capital throughout the Changemakers' journey from the program's beginning to its final stages. Evaluators analyzed the data using qualitative methods to demonstrate how the project built and strengthened recovery capital.

Methods

To better understand the role of the Changemakers in this project, a journey mapping process was conducted. As part of this process, interviews were conducted with Changemakers after the retreat. They were transcribed, themed, and analyzed. Interview questions can be found in [Appendix A](#). The data collected through the interview process was used to create journey maps.

Journey Mapping

Journey mapping is an innovative way to tell a story with a graphic visualization or a map of a user's experience over time through different points of engagement or "touchpoints" (Howard, 2014). Typically, journey maps highlight an individual's experience and are developed in an interactive format. To date, journey maps have not been used widely within Cooperative Extension as a form of program evaluation. Through this journey mapping process, we highlighted the experiences of Changemakers and the themes that arose from their interviews.



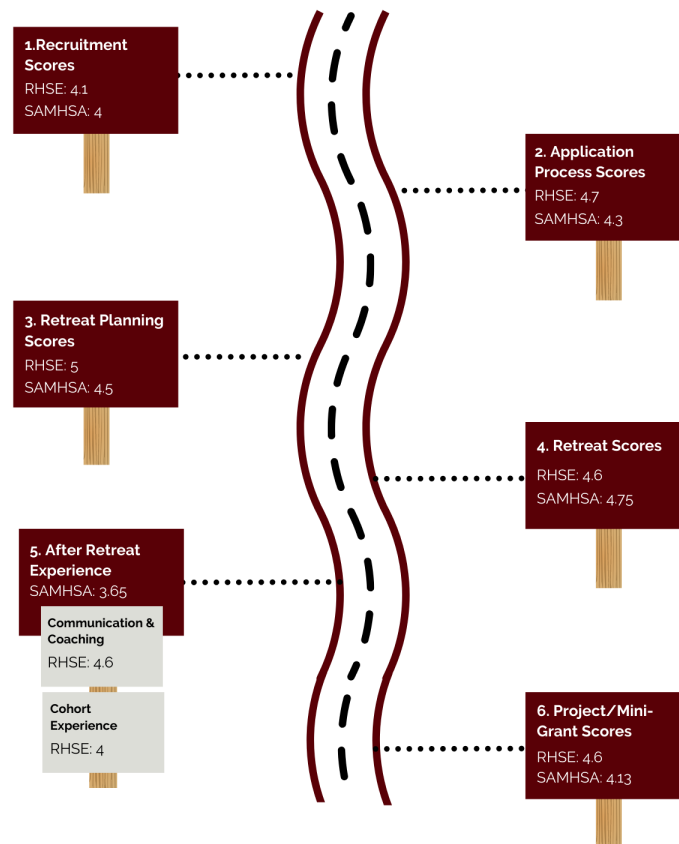
Touchpoints

"Touchpoints", or specific parts of the Changemaker journey, were identified by participants as they described their progress through this program. As Changemakers shared their experiences, they were asked to provide a rating of each touchpoint on a scale of 1-5, with 1 indicating a strong need for improvement and 5 indicating little to no need for improvement. These interviews were transcribed, transferred to a spreadsheet, coded, and themed. Themes were identified within the touchpoints and connected to the appropriate type(s) of recovery capital.

The touchpoints identified by the Changemakers included:

1. Recruitment
2. Application process
3. Planning for the retreat
4. Retreat
5. Communication and coaching after the retreat
6. Cohort experience and webinars
7. Mini grants and projects

Note: In this evaluation, the touchpoints 5 & 6 were combined and themed accordingly



Recruitment

Average participant rating for recruitment: 4.1 (RHSE), 4.0 (SAMHSA)

The themes that emerged included professional and community recruitment with virtual (email) being the most prominent form of recruitment. Digital advertising, such as information on the Extension website, was helpful to Changemakers as they determined whether they would apply. Changemakers also noted physical advertising like the paper fliers at in-person community events. Many Changemakers noted they were recruited through professional contacts, community connections, and/or due to their lived experience related to SUD. Changemakers noted the need for better recruitment strategies in small, rural communities.

"I had gotten an email from...the county. And I had met her through an Essential Health grant employee, the Essential Health had given me a grant to get my addiction and recovery yoga training. And trauma yoga, I had already started the path on that. And so, ...[they] had written me an email and said, 'This sounds like you're already doing something like this, would you be interested in this?'" -Changemaker from St. Louis County

"Oftentimes we feel up here in [Bigfork] that we're kind of left out. And so we have to be cognizant about what's happening in some of the larger communities in order to make our voice heard. Don't forget about some of these outlying communities, because we may not always hear about things and therefore we may not be included. And our voice is important, especially in the world of treatment and addiction where we don't have any local treatment here." -Changemaker from Itasca County

Application Process

Average participant rating for application process: 4.7 (RHSE), 4.3 (SAMHSA)

Changemakers identified encouragement to apply from people in their social networks as an aspect of the application process. This encouragement is an example of social recovery capital. Most Changemakers felt that the application was easy to understand. Some found the questions difficult but noted they were appropriate. The time waiting to hear about the application outcome was a barrier for some when it came to scheduling/time management in their professional roles. Changemakers recognized the program's goal of capturing a broad representation of geographic regions and sectors.

"So I was already in the trenches of the addiction and recovery world... We heard about Changemakers at the community forum. Speakers from the community and public health sector promoted the Changemakers and handed out the little postcards for it, and it was funny because the people that were there attending that forum, a lot of them are already in law enforcement, public health. So the ones already aware of the epidemic and as soon as that [Community Forum] had closed down and we had four

people just bombard us and said, you guys have to go to that!" –Changemaker from Aitkin County

"I thought it was appropriate. It was difficult, which might have self-selected some people out of it if they weren't really dedicated to the process." –Changemaker from St. Louis County

Planning for the Retreat

Average participant rating for planning for the retreat: 5 (RHSE), 4.5 (SAMHSA)

Communication about the program and logistics leading up to the retreat was clear for most of the Changemakers. There were some logistics the Changemakers had to navigate independently, including getting approval from employers to take time off of work. Communication regarding expectations of the agenda and content of the retreat was unclear. Some Changemakers who live with SUD didn't know who would be in attendance at the retreat causing nervousness as it related to their own recovery.

"Oh, it was great. I'd give it a five. That was very clear, very enthusiastic." –Changemaker from St. Louis County

"It was just a matter of getting approval to take the time off from work to attend. And we got that, they felt that that was important." –Changemaker from Itasca County

Retreat

Average rating for the retreat: 4.6 (RHSE), 4.75 (SAMHSA)

Overall, the Changemakers found the retreat experience to be a positive one. A copy of the agenda can be viewed in [Appendix B](#). Many of the Changemakers agreed that the retreat should be three days instead of two. Storytelling was impactful, and relationships were built between cohort members and coaches both inside and outside the formal retreat time. Informal time during the retreat was valuable because it built connections among cohort members and created a sense of community. Changemakers valued the leadership retreat activities and exercises, particularly those that helped build skills in expanded thinking, visioning, and action planning. They valued using these skills to develop their innovations. The activities and skills gained in the retreat contributed to building human recovery capital.

"I thought it was a fantastic experience. One thing that I liked is that I didn't know a whole lot about what it was going to be going in. I think it was a lot like, you know, thought exercises and stuff like that. I'm not the kind of person who's normally open to that kind of stuff. Yeah. So, if I had gone in knowing exactly what it was going to be. I think I would've been more closed off to it". But not knowing, I was able to throw myself into it more and just go with the experience." –Changemaker from Itasca County

"I really like the interactive pieces, the rock activity, the storybook. So, I loved the hands-on interactive teamwork activities." –Changemaker from Aitkin County

"There was this one exercise we did, where each participant stood up in front of the group and gave a 30-second pitch of their idea. And then everybody, all the other participants wrote a little note or a question or a comment on a post-it note, based on each person's presentation and gave it to them. And I thought that, I really enjoyed that exercise." -Changemaker from Itasca County

"I put time management skills down on my list just here. And it's not so much the time management but the work that we did to develop the ideas. I've never done anything like that before. Like drawing a picture, I'm not an artist, I normally just do words. But it was great to have to challenge myself to use a different part of my brain to really fully develop different ideas. And then, I also have coping skills here. But again, that goes back to the brain breaks." -Changemaker from St. Louis County

"I would say one when I figured out what I actually wanted to do, so that was like day one maybe when I changed my idea of what I wanted to do, I had that down, the last day is when putting everything together, these are my action steps when I get back to my community. These are my goals, these are the people I am going to talk to, like having that stuff set in place so when I went back to my community I had a plan in place. So I think that is the biggest thing, having that set up." -Changemaker from Pine County

The leaders/facilitators of the retreat provided a form of social recovery capital for participants. Changemakers described the leaders of the retreat as supportive, compassionate, patient, and accommodating to varying learning styles.

"I do recall that the leaders were there to help us to sit down one-on-one when we kind of got bumped up against a wall, they were there to sit down and work with us to work us through it and kind of get us in the right direction. And so that was appreciated, they weren't, they certainly weren't, it wasn't a process that set us up for failure was a process that set us up to, to succeed." -Changemaker from Itasca County

The American Indian tradition of smudging was shared at one retreat and allowed for deeper discussions of cultural healing, self-reflection, and deeper understanding of communities disproportionately impacted by the opioid crisis and SUD.

"It was powerful. That very first day in that first circle with burning of sage and sweetgrass. And sitting in a circle and smudging, it was powerful...and I was working with some of the folks from the various tribes, just having conversations and helping me."But you're going to have to be very careful in your messaging and your communications if you want to move forward with this." And I took it to heart. I mean, that was really a groundbreaking moment for me...the experience of the retreat itself was fabulous...and what I carried away from it all was I still smudge every morning... I saw that stick of palo santo in her abalone shell and I went, "I'm in the right place. I'm

definitely in the right place." I had no idea what to expect, but I knew it was a good thing for me to be there." -Changemaker from St. Louis County

The location and setting provided a form of physical recovery capital during the retreat experience. Changemakers found that access to coffee/food helped with concentration and positively enhanced their experience. There was value in authentic conversations that led to sharing of ideas with other Changemakers and inspiration for applying ideas and practices in their own communities and lives.

"And so, I just loved all of it. Because in our little bubble up here, like [Changemaker] said, we don't get much of that diversity, we are privileged white people and that's not what life is everywhere. And it's nice to hear from other people. I know. I know. And like [Changemaker] said, it was great to just be able to have conversations and it was just ice, the bonding that everyone had. So, I loved it." -Changemaker from St. Louis County

"I think the location was a big part of its success." -Changemaker from Aitkin County

Post-Retreat Communication, Coaching & Cohort Experience

Overall: 3.65 (SAMHSA)

After Retreat Communication and Coaching: 4.6 (RHSE)

Cohort Experience After the Retreat: 4 (RHSE)

Some Changemakers did not have a robust coaching experience but felt supported and confident in their projects. Connections were not well established with coaches who were not located in the same rural counties or locations. The coaching experience was positive for the Changemakers who engaged with their coaches following the retreat. The coaches were available and responsive. The coaches provided supportive communication, and Changemakers enjoyed the nudges and reminders to connect. Coaches also played an important role in encouraging Changemakers to apply for the mini grant as described in the following touchpoint.

"I super appreciate the effort to want to see us succeed, not just participate." -Changemaker from Aitkin County

"I didn't really have coaching experience. It wasn't because [coaches and leaders], all y'all didn't try. It just didn't really happen. Whoever it was that was assigned to be my one-on-one coach, I know we had at least one conversation. And we exchanged emails and she was very supportive. She wanted to be as helpful as she possibly could. It [project] just couldn't happen." -Changemaker from St. Louis County

The ripples of connection between cohort members tapered off for some participants, but connections remained for those who did stay in contact after the retreat. Changemakers made connections through webinars and communication with other participants. The webinars provided additional opportunities to foster human and social recovery capital. Changemakers felt supported and connected by other Changemakers who attended the

virtual webinars, despite low attendance. The lack of attendance may be related to scheduling or work conflicts. COVID-19 was also a barrier to further engagement. Due to lack of attendance, some Changemakers felt that they missed out on the post-retreat experience. The cohort experience was such a strong part of the retreat, and continuity in terms of social connection could have provided additional relationship-building opportunities.

"It was really nice being exposed to Zoom and all that before the pandemic happened. So, I had a leg up there. Like [Changemaker] said, it was great for momentum. And it really kept you going. And it was nice to see those faces to have that encouragement of like, "Oh, yeah, we are doing this all together, or these people support me." But again, I feel like it could have been done a little better. -Changemaker from St. Louis County

"I did kind of offhandedly mentioned to my coach that I wasn't able to make a lot of those calls because of my work schedule." -Changemaker from Itasca County

"Their schedules may not allow, they may have daytime jobs that don't allow them to attend during business hours. But I feel like there's kind of a breakdown of the larger group aspect since we left the retreat, just because the virtual meetings don't always work." -Changemaker from Itasca County

Technology was both a benefit and barrier for Changemakers.

"Well, I'm not, I'm not computer savvy or any of that stuff. So none of that worked well for me... I just don't know how to do it and I don't want to learn, I guess." -Changemaker from Itasca County

"Not everybody can attend in this way, may not feel comfortable, may not have the technology to attend in this way." -Changemaker from Itasca County

"So the ripple effect that Changemakers had were far beyond our innovations. And then our innovations, then of course touched people, which was the purpose of them. But the process, and the natural connection of really new relationships and all of that, what has been really significant in my world." -Changemaker from Aitkin County

"We talked about how well it worked to be at... Together in an offsite location. So maybe instead of having the number of virtual offerings available, maybe if we had one or two events a year, and maybe it's not us, but for a future cohort, maybe instead of doing virtual meetings, when the pandemic kind of eases up and we can get back together in person, again, maybe having one or two events a year in an offsite location where we can be invited to meet at this place for this designated period of time to meet in person and to reconvene in that way. Maybe that's the answer again, it's time away." -Changemaker from St. Louis County

Projects/Mini-Grants

The mini-grant was intimidating to some Changemakers, but with the encouragement of coaches, some Changemakers decided to apply. They found the application for the mini-grant was easy and self-explanatory.

"[Coach] was very helpful in that [application]. So yeah, I was proud of myself that I was able to secure one of the mini grants and had a little feather in my cap for a few minutes." -Changemaker from St. Louis County

"I thought the mini grant application process went smoothly. You know, as someone who had never applied for a grant before. It was a little bit intimidating to go through that process, but I thought it went as well as it could have." -Changemaker from Itasca County

The COVID-19 pandemic was the largest barrier that affected all cohort members who participated in the interviews. The pandemic derailed projects, and while some were able to pivot, others were not. Some Changemakers expressed feeling stressed about the mini-grant reimbursement process.

"It took a very long time for us to get the grant money back, which was stressful. Because we didn't have an extra \$2,400 that my husband and I invested in our innovations to sit on for six, eight months.." -Changemaker from Aitkin County

"...the mini grant was kind of a headache, because you have this money, you spend your own money or your counties money, in my case it was my departments money, and then to figure out how to get reimbursed, that was a huge question, and honestly I don't know if we did get reimbursed. To me, somebody that doesn't use grants like that, how it's paid in the system, it was confusing-not user friendly. It was a headache, I will spend my own money and just do it. Are we going to get reimbursed by the grant and if not I'll just pay out of pocket, that's where I was at with it, that was a headache." -Changemaker from Pine County

"So, it just got to that point where I was like, 'Okay, this is unrealistic for right now [project]'. And the pandemic got a lot of other stuff going on, too." -Changemaker from St. Louis County

Program Impacts

Self Reflection as a Leader

Participants shared that learning and practicing public speaking skills at the retreat built their confidence as leaders. Changemakers identified possessing leadership skills prior to the program, but the program reinforced their confidence. The cohort members felt strength

in coming together and having similar lived experiences. Based on individual feedback from Changemakers, the retreat experience validated their ideas and helped justify their professional role and the way their own community views them as a leader.

"...it might have helped build my confidence a little more, I would say reinforce other things that were already there, just helped out." -Changemaker from Pine County

"Personal development happened a lot there. I didn't realize how emotional of an experience it was or what groundwork it was laying for my personal stuff to deal with at the time. But that helped. It was very inspiring. And it really lit that fire, which I think is probably the whole point of it is to light the fire to make great changes in our communities." -Changemaker from St. Louis County

The retreat allowed Changemakers to build professional relationships and nurture relationships with like-minded individuals with similar goals in fighting SUD in their rural counties. It fostered social, human, and community recovery capitals.

"Having a meeting with foster families, that wouldn't have happened, Getting notice out to the community wouldn't have happened without being a part of the Changemaker[s]" -Changemaker from Pine County.

"But I guess it just was really cool to know that even people that aren't in recovery themselves value people being in recovery and then wanting to be a Changemaker." -Changemaker from St. Louis County

I wouldn't have done this forum in Grand Rapids, in front of all those people. I mean, I'm a public speaker, but I wouldn't have done that because it was a connection. It was to help promote Changemakers and share what we've been doing." -Changemaker from Aitkin County

Participants identified impacts as a result of the program

Changemakers enjoyed the process, the foundation of the retreat itself and the technical skills they learned such as action planning. Some Changemakers felt that the social support they received contributed to their personal growth. Some Changemakers became more culturally attuned while learning from the American Indian coaches and partners and gaining meaningful insight and culture with Changemakers.

"So Changemakers has been life-changing for my husband and I, in our ministry and what we're doing. So yeah, I'm forever grateful and that's why I'm sitting here. I want to see this program continue on and to help many, many, many other people and other communities." -Changemaker from Aitkin County

"It's been a great opportunity. I'd like to see the opportunity to be able to do again, To get to the same group of people together again and say, okay, so how can we grow that innovation? Or what is another innovation that could work because you've found out

that one didn't work, or something like that. Cause I know COVID put a wrench in a lot of people's stuff. So I think it would be awesome if you could, we could revisit every two years and see how you can either improve what you're doing or do something different."

-Changemaker from Aitkin County

A pair of Changemakers continued to connect and one wrote a newspaper article of another Changemaker's trauma informed yoga. This caught the attention of the treatment courts and led to a partnership. Extension staff helped facilitate the connection between the treatment court and the Changemaker. The Changemaker Retreat had a direct impact on social, community, and human recovery capitals in St. Louis County.

"...[Changemaker #1], with the media, did an article on my studio, because we had met through the Changemaker thing. And then, the courthouse, someone at the courthouse had read the article. And they had been looking for a trauma-informed yoga instructor to do yoga with a drug and alcohol court. And so, [Changemaker] got that ball rolling. Just the universe, just honestly, it just was like the cards played right. And so, through COVID, I still have been doing courthouse stuff. I just do videos for the courthouse."

-Changemaker #2 from St. Louis County

"And like [Changemaker #2] said, we have built a relationship. So, I did a story about her studio. And then recently, because she didn't mention this to you yet, but for the Recovery Month webinar thing last week, she did a breakout session on yoga. I didn't see it. I didn't attend that thing. But she was the person that I reached out to for comments, because obviously, I know her, so." -Changemaker #1 from St. Louis County

Innovation/Project impact during COVID-19

"So, in this addiction epidemic, the substances are far more dangerous than the COVID virus. We've lost a lot of people from isolation, lack of meetings, lack of support, lack of church, lack of everything that they need in order to stay clean, sober and healthy. So, it's real when you're on the front line and in the trench. So my innovation had a big impact on that as well. And so we went out of our way to make sure that needs were met for our recovery community and our addictive community because we thought there was a crisis before, COVID made it really bad." -Changemaker from Aitkin County

Discussion

Place-based change in recovery capital

The journey mapping process helped to answer the question: What areas of recovery capital changed in each county due to the Changemakers' participation in this program? The Changemaker process allowed each Changemaker to take a place-based approach to understanding the role that recovery capital plays in recovery from substance use disorders. Place-based interventions are "a collaborative means to address complex socioeconomic

issues through interventions defined at a specific geographic scale" (Cantin, 2010). The journey maps showed how the Changemaker process in and of itself created and supported recovery capital.

Journey Map Reflection

The Changemaker program affected social, human, and community recovery capital in both Aitkin and Itasca County. Physical capital evolved in Aitkin County as well. Social recovery capital expanded through social connections between cohort members and support from coaches. The opportunity for some cohort members to share their personal experience with substance use helped encourage social connection between Changemakers. Human capital grew from the program as Changemakers' perspectives about their role as leaders shifted and their public speaking skills developed. Community recovery capital developed through the creation of innovation projects for the community. While some innovations were not implemented due to the COVID-19 pandemic, others were adapted to a virtual platform. Physical capital also developed through innovation projects, such as the low cost repair shop developed by one Changemaker.

The Changemaker program affected human, community, and social recovery in both Pine County and St. Louis County. Pine County also experienced a change in cultural capital. Changemakers also suggested improving the understanding of the work of a Changemaker in addressing SUD in their communities and indicated interest in attending another retreat to continue progress. Promotion of Changemakers could expand and positively develop recovery capitals in their communities.

Future considerations

The COVID-19 pandemic restricted in-person interactions. As meeting in-person becomes more common, an in-person, interactive participatory approach to the journey mapping process versus virtual interviews should be considered. This type of interview would allow an additional opportunity for cohort participants to engage and foster their social recovery capital. Overall, the Changemakers' experience at the retreat has contributed to building recovery capital in rural Minnesota communities, despite a global pandemic. This community-based solution to the opioid crisis in rural Minnesota is a promising method to support recovery from SUD.

An improvement to the reimbursement process or an alternative means to distribute grant funds should be considered to mitigate financial hardship on Changemakers as they are carrying out their innovation projects. Financial hardship can compound existing stressors on an individual and interfere with their ability to fully contribute to addressing SUD. Parameters and processes regarding finances and mini-grants should be clearly communicated to Changemakers prior to dispersing funds to avoid financial hardships and frustration.

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Appendix A

Interview Questions for Changemakers

The first interview question was about recruitment. "How did you hear about the program? What got you interested? Why did you decide to sign up?"

The second question was about the application process. "What was your experience with the application process in regards to the application itself; what you had to submit; when you heard back about your application, etc?"

The third question was about planning for the retreat. This occurred after a participant was accepted into the Changemaker program but before the retreat. "How was the process for you around communication about the program, expectations for what the retreat was going to be like?"

The fourth interview question was about the retreat experience. "What was your experience at the retreat?"

The fifth question was about the post retreat communication and coaching experience. "What was your experience after the retreat in regards to communication with your coach and/or facilitators?"

The sixth question was about the cohort experience after the retreat which includes the webinar opportunities that were offered. "What was your experience with the cohort members after the retreat and/or what was your experience with the webinars after the retreat?"

The seventh question was about the mini-grant application process and subsequent project that was tied to the mini-grant. "What was your experience like with the mini-grant application process?" and "Tell me more about your project."

The following questions were more broad.

"When you think about the Changemaker program as a whole, have you built or deepened any relationships through the Changemaker program?"

"When you think about the Changemaker program as a whole, can you think about something you learned or a skill you developed or worked on because of the Changemaker program?"

"When you think about the Changemaker program as a whole, can you think of something you've done or an action you have taken that maybe you wouldn't have if you hadn't participated in the program?"

"When you think about the Changemaker program as a whole, do you think it changed how you see yourself as a leader?"

Appendix B

Changemaker Retreat Introduction: "Being the Leader Your Followers Need: The agenda is designed to help you launch an innovative idea for social change. The retreat will offer you the opportunity to be creative, to play, to find your inner artist. We ask you to move beyond the edge of your comfort zone so that you can inspire **hope** as a leader in your community through the ideas that emerge; foster **compassion** as you build a greater understanding of the complexity of the issue and the people it affects; build **trust** with the people on this journey with you; and manifest **stability** as you contribute to your own resilience and the resilience of your community."

Retreat Schedule

Day One

8:30 - Arrive
12:00 - Lunch
1:00 - Afternoon Session
5:30 - Dinner
6:30 - Evening Session
8:30 - Rest and Recharge

Day Two

7:15 - Breakfast
8:15 - Morning Session
11:15 - Welcome Guests and Innovation Sharing
12:15 - Lunch
1:45 - Afternoon Session
4:00 - Let the Journey Continue



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