

Women's Recovery Association

THE ORGANIZATION


LOCATION: Burlingame, California
(20 miles south of San Francisco)

PROGRAMS:

Treatment Readiness
Intensive Outpatient
Outpatient
Residential
Continuing Care
Adolescent

SERVICES:

AOD
Dual Diagnosis
Trauma
Eating Disorder
Childcare
Individual, Couple,
Family & Child Therapy
Vocational



Women's Recovery Association

THE CHANGE TEAM

Executive Champion: Jolie Bou

Change Leader: Susie Finch

Focus Group Change Leaders:

Jenny Perez, Christy Deshazo,

Jeanne Reid, Sandy Larsen, Heidi

Clarke

Team Members: Tanya Wiser,

Cindy Cutlip, Janis Laskey, Katie

Trefcer, Suzannah Tipermas, Rena

Nunes, Judy Garvey, Linda Reitz-

Johnson

AIM ADDRESSED

ADMISSIONS

IOP *admissions* have increased by
121%.

We will increase Intensive Outpatient admissions by 50% from baseline.

10/02 to 09/03 = **52** clients served

10/03 to 09/04 = **115** clients served

CONTINUATION

Clients complete IOP successfully
just under **50%** of the time

50% of clients entering IOP treatment between 4/26 to 10/07 will have a successful completion (including successful transfers to another level of care)

CHANGES MADE

- * IOP Rules and Orientation Packet created with consumer input
- * "A Day In the Life Story", written by a consumer about their experience at WRA and given to clients at Assessment
- * Formalized "Newcomer Welcome" in the large group context
- * Daily Assessment and Intake appointments
- * Fee Agreement /Collection Policy ("no pay-no stay" on 2nd missed payment)
- * Two Free Aftercare Groups (did a rapid cycle change: Two Aftercare Groups are Mandatory for TX. completion.)

MEASURES USED

- * Consumer Focus Group & Questionnaire
- * NIATx IOP Monthly Reporting Template
- * WRA comparative data for units of service and for admissions from 10/02 - 09/03 & 10/03 - 09/04
- * WRA data for successful client treatment completion and successful client transfer to another level of care
- * Staff feedback & suggestions

CHANGES CONT.

- * WRA Program Director becomes evening IOP counselor and coordinator: (“A 3 month Walk-through”)
- * Intake Assistant Position Restructured: This position dedicated to client contact and engagement
- * Program Completion Checklist
- * Client Culminating Event: “A Growth in Recovery Presentation”

CHALLENGES



The Evening Program Coordinator quit after one month with no notice. The other IOP counselor had an emergency requiring a 6 week leave



Small data samples made it difficult to draw valid conclusions. Difficulty interpreting the data following a tracking change from intake as the cohort to assessment as the cohort



Designing IOP program based on Residential programming and discovering IOP had different needs



Client attendance/discharge and the impact on engagement



Radical shift in fee collection system complicated by a staffing issue

SUCCESSSES

- * Positive feedback from consumers:
"I am a grateful graduate of WRA's evening outpatient program. I have 4 months clean and sober because of the support and education I received."
- * Implementation of multiple Rapid Cycle Changes: Restructuring of staffing needs. Treatment program and curriculum development.
- * Strong partnership between Evening IOP Program Coordinator and Evening IOP Clinical Coordinator
- * Fee system : Staff perseverance with multiple rapid cycle changes
- * Outreach: Recognition of the importance of Outreach and the value of an integrated approach

Women's Recovery Association

THE ORGANIZATION

The mission of the Women's Recovery Association (WRA) is to assist women, girls and their families in recovering from chemical dependency and its secondary effects. WRA treats the whole woman and facilitates her healing with dignity and respect.



PROJECT IMPACT

- * Cultural Revolution: A major shift from residential focus to a co-focus on outpatient *and* residential treatment.
- * Utilization of Data: development and integration of data systems; increased respect for evidenced based data; Educated staff and managers about the value of data
- * Outreach Focused Agency: We are doing outreach verses talking about the need for Outreach. Outreach was incorporated into the new job descriptions for the EIOP coordinators.
- * Integrated Business Planning: Connecting treatment program development with revenue generation, strategic planning

CURRENT STATUS

- * Evening IOP program: successful completion of 23 clients between May and August. Census in this program is currently 9. We need to increase referrals and admissions. Outreach is the focus.
- * Process improvement involvement has spread outside of the original WRA seven member process improvement team. There are three process improvement groups each with a change leader.
- * IOP and Residential programs are integrated within the sub-groups improving communication and cross training
- * Attention is on sustainability of previous changes to improve the impact

FUTURE GOALS

- * The next **NEW** process improvement efforts will be focused on staff job manageability and staff restructuring. Staff on all levels are requesting that attention be given to this in order to continue the momentum of change with positive morale.
- * Sustainability of current changes
- * Growing and developing the Evening IOP Program

CURRENT STATUS



Spread: The executive Champion presented on the goals of the NIATx Process Improvement AIMS and WRA's experience with the Paths to Recovery Initiative at the San Mateo County Treatment Providers Coalition and to the Schwab BEST Initiative.