

TERRROS

Change Team

Jason, Client

Lynne, Therapist

Scott, Therapist

Lisa, Therapist

Jay, Therapist

Gayle, Front Office

Jen, Front Office

Sue Ann, Director of Outpatient

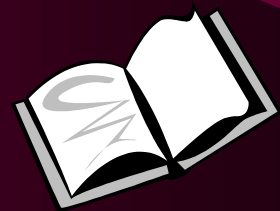
Robert, University of Arizona

Beth, Change Leader



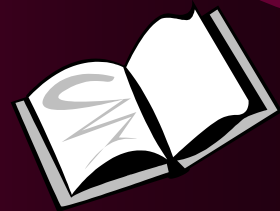
TERROS

- TERROS began in 1969 as a grassroots volunteer group dedicated to helping people with problems of substance abuse.
- The agency has grown from the Phoenix area's first substance abuse treatment program to a comprehensive behavioral health organization serving over 14,000 clients a year.
- TERROS also provides mental health, mobile crisis services, co-occurring disorders treatment, HIV prevention, residential, and outreach services



Once upon a Change...

- There was an agency named TERROS that grew rather quickly over the past few years.
- As a result, TERROS always worked hard and made a *million changes* all at once.
- TERROS wanted to stop and do things differently but they didn't know how.
- TERROS decided to get help!
- And now they only make a *thousand changes* at once!
- Here are some of the organizational changes and focused changes they have been working on...



Organizational Changes

- Free up Change leader time so she has 50% of her time allocated to STAR.
- Provide support to the change team and the change leader
- Included a client on the change team
- Changes/decisions are bubbling upwards in the organization from direct care staff and clients instead of only a top down approach
- TERROS is receiving input from stakeholders regardless of where they are in the hierarchy of the organization
- University of Arizona has access to TERROS data bases to assist with evaluation and reporting
- “Undiscussable issues” are being discussed and are starting to get addressed
- TERROS views the STAR project as a *process* not a project

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Focused Changes Activities

- Trained TERROS Managers on the PDSA cycle
- Educated Board of Directors on the STAR process
- University of Arizona is assisting TERROS with technical and clinical resources
- Developed an IRB
- Implemented Sustainability tool
- Developed change planning document tool
- Teaching Front office staff Motivational Interviewing principles

Before STAR

1. Top down approach to management →
2. Didn't have the structure to involve the client or direct care staff in the change process →
3. Changes driven from forces outside the organization →
4. No shared internal method for making improvements →
5. Seek change ideas from outside the organization that are primarily in our field →
6. Difficulty sustaining change →

During STAR

1. Both bottom & top down approaches to management
2. Implemented a structure by which direct care staff and a client can impact change.
3. Changes driven from inside and outside the organization
4. PDSA cycle is now the method for making improvements
5. Starting to seek change ideas from outside our field in different arenas
6. Working on sustaining change

Unexpected Challenges Successes & Impact of the Project

- Learning how STAR fits into TERROS and the TERROS culture
- Learning how to put the PDSA cycle into practice-such as how to incorporate motivational interviewing into the PDSA cycle
- Each change has Inspired more changes. (TERROS loves changes)
- Empowering staff and making them a part of the change/decision making process makes staff feel valued
- Increasing awareness of what motivates staff as well as challenges they face on a daily basis.

Future Stories and Changes to come

- TERROS will continue to grow and learn from this process
- TERROS will continue to strive to meet the 4 aims while improving services
- TERROS will continue to collect, track, and analyze the data

...and they lived happily ever after.

...The End



Change Exercise #4

Description: Train the front office staff in Motivational Interviewing Techniques

Aim: Improve continuity by increasing engagement of the consumers and increase the intake show rate.

- ★ **Connect/engage**
- ★ **Empower**
- ★ **Validate**
- ★ **Establish Boundaries**

- Response of the consumer

- ★ **Focus on Future Interaction**
- ★ **Hope**



Quantitative Measures:

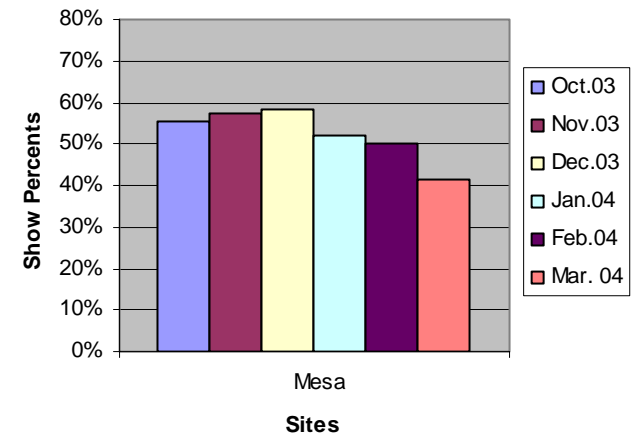
Intake rate is reviewed daily,
recorded and trended monthly

*Notes

- A new state assessment was implemented on January 2004. As a result less assessments can be conducted:
 1. New assessment takes double the time
 2. New rigorous certification/licensing laws were recently implemented –less therapists are able to conduct assessments

Mesa				
	Intakes Scheduled	Intakes Completed	Show Percentage	Total Change
Oct.03	299	166	55.52%	
Nov.03	231	132	57.14%	1.62%
Dec.03	252	147	58.33%	2.81%
Jan.04	150	78	52.00%	-3.52%
Feb.04	157	79	50.32%	-5.20%
Mar.04	72	30	41.67%	-13.85%

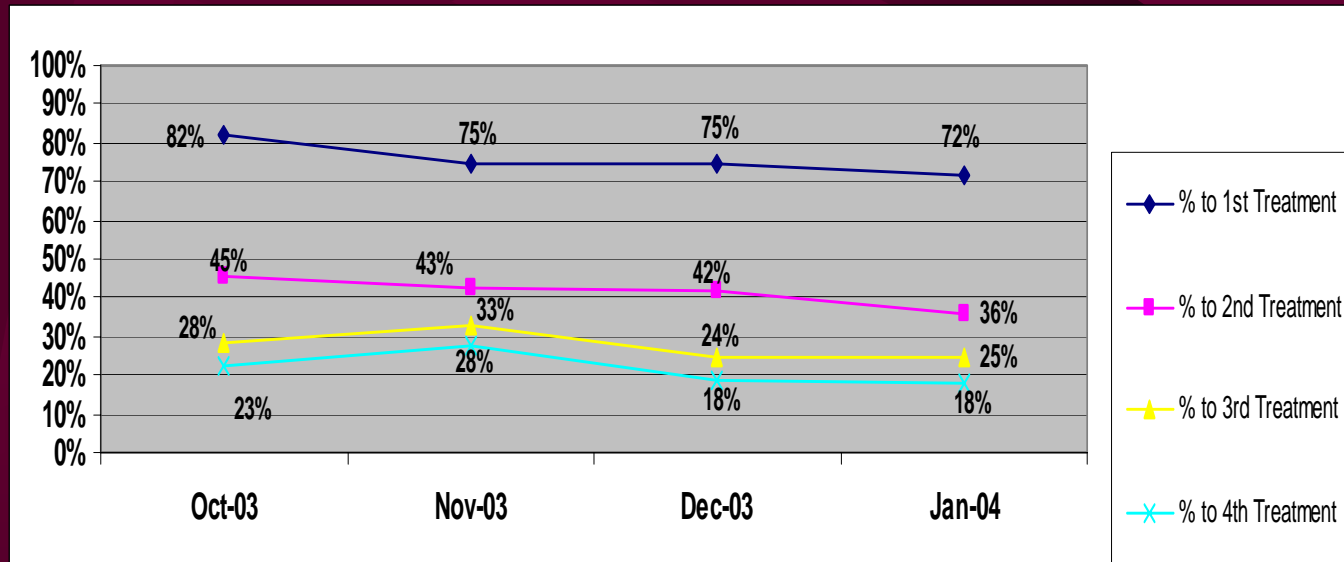
TERROS STAR Monthly Tracking Summary
Front Desk Changes #1 & #2



Quantitative Measures:

Continuation Rate as reflected by the percentage of consumers continuing services through the 4th session post assessment.

	# Requests	# Assessments	% Assessments	% to 1st Treatment	Difference between assessment and 1st	% to 2nd Treatment	Difference between session 1 and 2	% to 3rd Treatment	Difference between session 2 and 3	% to 4th Treatment	Difference between session 3 and 4	N/S Rate
Oct-03	218	110	50%	82%	18%	45%	37%	28%	17%	23%	5%	48%
Nov-03	213	93	44%	75%	25%	43%	32%	33%	10%	28%	5%	47%
Dec-03	196	83	42%	75%	25%	42%	33%	24%	18%	18%	6%	48%
Jan-04	159	39	25%	72%	28%	36%	36%	25%	11%	18%	7%	47%



Once upon a time...

...there was a front office maiden who prior to working at TERRROS sought mental health services. On the day of her intake the young maiden drove by the TERRROS office without even stopping and she missed her appointment. The young maiden felt the building and the people lingering by the door were uninviting...