

## DESCRIPTION OF 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

# THE CHANGE TEAM

Left to Right TEAM MEMBERS

Jo Ann Foor, *Director of Finance*

Jeanne Reid, *Primary Counselor*

Tanya Wisner, *Clinical Director*

CC Cutlip, *Primary Intake  
Manager*

Tanya Rodriguez, *Intake  
Assistant*

Janis Laskey, *Office Manager*

Sandy Larsen, *Continuing Care  
Counselor (not  
Pictured)*



Jolie Bou, *Executive Champion*

Susie Finch, *Change Leader*



## AIM ADDRESSED

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

IOP *admissions* have increased by **68%**.

10-02 to 02-03 = **34**

10-03 to 02-04 = **57**

We have increased our IOP *units of service* by **169%** from last year this time. This is nearly **triple** the amount of service units.

10-02 to 02-03 = **626.50** units of service

10-03 to 02-04 = **1,687.75** units of service

➤ Currently we have a capacity of 10 IOP daytime slots. We will be starting an evening IOP program (15-20 additional slots) April 1, 2004. This will increase capacity by 150% to 200%. Increasing capacity and admissions will provide a larger sample to better understand the impact of our changes.

## CHANGES MADE

- \* **T**elephone tracking form  
“Initial Tracking Document”
- \* **I**ntake Assistant Position
- \* **S**tandardized TX. Definitions
- \* **A**ssessment Appointments
- \* **C**entralized Scheduling
- \* **C**hanged the Schedule of Orientation group and TX. Readiness groups
- \* **R**eminder call for Appointment
- \* **F**ollow-up calls for no-shows
- \* **M**otivational Interviewing  
Curriculum in TX. Readiness Group

## MEASURES USED

- \* NIATx IOP Monthly Reporting Template
- \* WRA comparative data for units of service and for admissions from 10/02 - 02/03 & 10/03 - 02/04
- \* Consumer feedback & suggestions
- \* Staff feedback & suggestions

## CONSUMER QUESTIONS AND ANSWERS

**Q:** Would you recommend this program to your friend or family member who was in the same situation as you are?

**A:** Yes, because I've learned and felt comfortable and want my friend to have the same thing offered to her.

**Q:** What was your experience like when you first called WRA?

**A:** The person answering the phone was helpful, informative and not invasive. When I called in that I couldn't keep my appointment I was quickly rescheduled.

**A:** I called and expected to get right in, but later when I came for my appointment I discovered I wouldn't.

**Q:** Tell me about your orientation group or assessment appointment, pros & cons.

**A:** The WRA video brought me back, there was one Girls story, her story made a difference.

# CONSUMER QUESTIONS AND ANSWERS *continued*

**Q:** Tell me about your orientation group or assessment appointment, pros & cons.

**A:** It got me angry. I felt they were choosing others Over me to go into the room for an interview.

**Q:** What has Treatment Readiness group been like? What do you like about it and/or not like about it?

**A:** I thought I was just going to wait (the room fills with laughter). It was cool. I had something to come to productive, I was learning...

**A:** This is an opportunity to check it out.

**Q:** What do you think about having education in this group verses process/check-in group?

**A:** I really liked it. Just checking in every week gets boring.

**A:** I found it to be very helpful. I can see myself. It is right in Front of me.

# UNEXPECTED CHALLENGES AND SUCCESSES

## CHALLENGES

- \* Significant funding loss
- \* Updating and communicating with staff around the changes, especially the small adjustments made to the larger changes
- \* Interpreting the data when presented with small data samples

## SUCCESSES

- \* The *discomfort zone* can be motivating and productive. Discomfort stimulated our process of change, helping us to move out of complacency
- \* Consumer (defined as client and staff) response to changes has been positive and supportive



# 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.



# IMPACT & STATUS OF THE CHANGE

*“We are looking, questioning and paying attention to what we are doing.”*

Jolie Bou, Executive Director & Executive Champion



Cultural Revolution: A major shift from residential focus to a co-focus on outpatient and residential treatment.



Continuum of Care: A distinct, expanded and fuller continuum of care.



Utilization of Data: development and Integration of data systems; Increased respect for evidenced base data; Educated staff and managers about the value of data.



Impact of Change: There is a new philosophy at WRA: “change happens” so stand up and be counted...and while you are at it, have fun! As a result of this culture shift the **WRA Performance Troupe** emerged.

# CURRENT STATUS

- \* All changes have been **sustained**.
- \* Many changes have **spread** to Residential Treatment because Intensive Outpatient and Residential Programs are integrated throughout the Continuum of Care.
- \* The information and philosophy have **spread** to other programs (i.e. adolescent) because we are educating all staff about process improvement and the PDSA change model.
- \* The information has **spread** to the San Mateo County Treatment Providers Coalition (13 agencies providing substance abuse treatment in San Mateo County). Jolie Bou, Executive Director, gave a presentation to this group about process improvement and WRA's experience with the Paths to Recovery Initiative.

# FUTURE GOALS

Don't miss the premier opening  
of the off-off-off Broadway Show:

## INTENSIVE EVENING OUTPATIENT PROGRAM

Opens:	April 1, 2004
Curtain Time:	5:30 p.m.
Starring:	The Consumer Cast