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PHILADELPHIA, Developmental Disabilities and Addictive Diseases  
ADDRESS PHONE

**TRAINING ANNOUNCEMENT**  
**Techniques & Tools for Improving MH & AD Treatment  
Access, Retention & Engagement**  
*Training and Technical Assistance Series*

To: Providers of Mental Health and Addictive Disease Services

From:

CC:

Date: June 8, 2007

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The purpose of this memo is to notify providers of a new training and technical assistance series designed for mental health and addictive disease provider organizations regarding process improvement practices.

**Title:**           **Techniques & Tools for Improving MH & AD Treatment Access, Retention & Engagement - Training and Technical Assistance Series**

**Background:** Community behavioral health providers around the country have experienced significant challenges due to changes in reimbursement and regulatory patterns. There are no easy answers; however, a group of treatment providers are beginning to thrive in this new environment, and in the process, giving encouragement to others. They are participating in the **Network for the Improvement of Addiction Treatment (NIATx)**. Through NIATx, providers gain technical assistance on how to improve their “business processes” so that the consumer and treatment organization both benefit. Providers gain skills and tools to assist them in making organizational changes and to help them prosper in uncertain economic and regulatory environments. NIATx website is located at [www.niatx.net](http://www.niatx.net).

The XXXXXXXXXXXX is pleased to provide an innovative training and technical assistance series that will bring NIATx techniques and tools to Philadelphia’s providers.

The NIATx program focuses on four aims:

1. To reduce the wait time between a client’s first request for service and the first treatment session.
2. To reduce client no-shows
3. To increase admissions to treatment services
4. To increase the treatment continuation rate between the first and the fourth treatment sessions.

These four purposes impact the consumers “access” to treatment and “retention” in treatment. Through the work of the NIATx network, providers have improved their practices and their outcomes. See the last page of this announcement for additional information about achievements of organizations working with NIATx techniques and tools.

**Audience:** This series is designed for managers, supervisors and administrative staff from community organizations that contract with DHR DMHDDAD to provide Mental Health and Addictive Diseases services. State and regional office staff are also encouraged to participate in the Introductory Seminar.

**Description:** There is an opportunity for organizations to learn about this training initiative via an Introductory Seminar and then apply to receive more intensive training over a nine month period. There will be an Introductory Seminar on June 22, 2007 open to all MH/AD providers. Then the XXXXXX will select up to twenty organizations to participate in the Demonstration Phase. The selected providers will work with NIATx consultants to use process improvement techniques and evidence-based organizational change principles to improve access and retention for consumers.

**Introductory Seminar (June 22, 2007):** The Introductory Seminar will focus on the background and contextual information about the project, the NIATx process improvement model and how other organizations have used the NIATx model to adapt to a rapidly changing environment. The participants will learn about techniques such as how to conduct a “walk-through” and will be introduced to data analysis concepts.

**NIATx Ongoing Technical Assistance (October through June 2008):** This project will demonstrate how process improvement techniques and evidence-based organizational change principles can be used in meeting consumer needs and improving the provider’s performance. Up to twenty provider organizations will be selected by XXXXXX. The project will consist of several scheduled sessions with the NIATx consultants for guidance in initiating and managing process improvement within the organization. The scheduled events for the selected organizations include

<b>NIATx Training Series: Introductory Seminar</b>		
<b>TRAINING EVENT &amp; Deadline for Registration</b>	<b>DATE, TIME &amp; LOCATION</b>	<b>ATTENDEES</b>
<p style="text-align: center;"><b>Introductory Seminar</b></p> <p>Registration Deadline: December 1, 2006</p>	<p>Friday, June 22, 2007 9:00 a.m. – 2:30 p.m.</p> <p>LOCATION HERE</p>	<p>This seminar is open to all organizations that ,,,,,,. State and Regional Office Staff are also welcome to participate.</p>

a Kick-Off Meeting on DATE HERE, Consultant Visits, Conference Calls and Change Leaders Meeting. The results of the Demonstration Phase will be reported to statewide provider organizations on DATA HERE. See table below for additional information. *Please note that dates for conference calls and visits to the organizations are approximate at this time.*

<b>NIATx Training Series: Technical Assistance with Selected Organizations</b>		
<b>FOCUS of each component of the Technical Assistance</b>	<b>SCHEDULED DATES</b>	<b>ATTENDEES</b>
<p><b>APPLICATION DEADLINE FOR ORGANIZATIONS wishing to participate is July 11, 2007</b></p> <p><b><u>Kick-Off Meeting for Selected Organizations</u></b></p> <p>During the Kick-Off meeting, expectations for the six-month project will be presented. Other topics to be covered include:</p> <ul style="list-style-type: none"> <li>• a discussion about the fundamental process improvement principles and techniques that were used by other behavioral health treatment providers who made improvements in access and retention for their agency;</li> <li>• a review of organizational systems through the eyes of the consumer -- using results from the walk-through tool;</li> <li>• a review of evidence-based practices for successful organizational change;</li> <li>• a tool for creating a change plan that can help both the consumer and staff as well as assist in improving the agency's performance.</li> </ul>	<p><b>DATE HERE</b></p> <p>Location TBA (further information will be provided to the selected organizations)</p> <p><b>Note: Pre-Work will need to be completed by DATE HERE.</b></p>	<p>Up to seven provider organizations will be selected by XXXXX for the NIATx project to demonstrate how process improvement techniques and evidence-based organizational change principles can be used in meeting consumer needs and improving the provider's performance.</p> <p>Each organization will be asked to bring a team to the Kick-Off Meeting that includes:</p> <ul style="list-style-type: none"> <li>• Executive Sponsor of the project</li> <li>• Change Leader for the project</li> <li>• Two or three other key staff</li> </ul>
<p><b><u>Conference Calls with Participating Organizations</u></b></p> <p>Provide ongoing coaching &amp; technical assistance (TA) as organizations begin their work.</p>	<b>DATES IF POSSIBLE</b>	<p>The Change Leader will be involved throughout all aspects of the TA visits and conference calls, involving other members of the organization's staff as needed during the six-months.</p>
<p><b><u>On-site Visits with Participating Organizations</u></b></p> <p>Provide on-going coaching and TA to work toward removing organizational barriers that prevent change, and provide project leaders tips and tools to effectively lead change.</p>	<b>DATES IF POSSIBLE</b>	
<p><b><u>Conference Calls with Participating Organizations</u></b></p> <p>Provide on-going coaching and TA for change leaders by training them to become better change agents within their organizations, and provide consultation on how to use data to document change and improve organizational decision making.</p>	<b>DATES IF POSSIBLE</b>	
<p><b><u>Organization Change Leaders Meeting</u></b></p> <p>Continue work of conference calls.</p>	<b>DATES IF POSSIBLE</b>	
<p><b><u>Conference Calls with Participating Organizations</u></b></p> <p>Continue on-going coaching and technical assistance for staff who are implementing organizational improvements. As June 2007 approaches, will also discuss "Lessons Learned" and prepare for the presentation to all providers.</p>	<b>DATES IF POSSIBLE</b>	
<p><b><u>Seminar: Lessons Learned</u></b></p> <p>Participating providers will share their progress in implementing the NIATx process with other providers in Georgia.</p>	<p><b>June 14, 2008</b> Location TBA</p>	<p><b>All MH &amp; AD Providers will be invited to attend</b></p>

**Presenters:** **Todd Molfenter, Ph.D.** has spent the last fifteen years studying, planning, and leading organizational and individuals change efforts. Todd serves as the Deputy

Director for the Network for Improvement of Addiction Treatment (NIATx). He spent five years as a member of the administrative staff of The Christ Hospital in Cincinnati, Ohio, where he was responsible for the hospital's quality functions and implemented a major quality improvement initiative. He then worked at the Institute for Healthcare Improvement (IHI) in Boston where he directed their consulting services and specialized in the use of multi-organizational collaboratives to spread evidenced-based practices. With IHI, and as an independent consultant, Todd has coached many clients on how to use process improvement techniques and collaboratives to achieve performance improvement across a system of providers including: the Centers for Medicare & Medicaid Services; Centers for Disease Control; Mountain-Pacific Quality Health Foundation; VHA Health Services; and Harvard Risk Management Foundation.

**Lynn Madden.** Executive Director, the APT Foundation in New Haven, Connecticut.

**James Harrison.** Clinical Director, Brandywine Counseling, Wilmington, Delaware.

**Registration: For the Introductory Seminar, the REGISTRATION DEADLINE is Friday, December 1, 2006. *Please register Online – It's quick and easy at:***

If you are unable to access the Internet to register online, you may FAX the attached Registration Form on page 7 to ,,,,,,.

Several participants from an organization are encouraged to attend the seminar in order to promote dissemination of the information from the Introductory Seminar. Registrations will be screened to ensure that as many organizations as possible participate.

Confirmation of registration will be provided by XXXXX. Please be prepared to present a printed copy of your registration confirmation upon sign-in for the training.

## Organizational Application for the Ongoing Technical Assistance:

**To apply for the technical assistance and ongoing training (see p. 2), submit a Management Letter on the organization's letterhead by July 11, 2007 to xxxxxx. Fax the management letter to xxxxxxxx.**

The letter of application, signed by the organization's director or other senior manager, should include:

- Identification of the services the organization provides to individuals with mental health and addictive disease and the number of individuals served each year.
- Description of the organization's objectives for participation in the NIATX demonstration phase.
- Conduct a walk-through exercise (as described on [www.niatx.net](http://www.niatx.net)). Describe two salient observations from your walkthrough exercise as well as opportunities for improvement discovered.
- Based on walk-through exercise results, make a simple change. Describe the simple change you implemented; the data used to assess the the change; and how the change impacted consumers.
- Identify the Change Leader and other staff by job title that will participate in the demonstration phase. The Change Leader will facilitate the organization's participation throughout the demonstration phase and will also serve as the primary contact person for the project.
- Include the Change Leader's contact information: name, title, address (if P.O. box also include street address), telephone number and email.
- Discussion of the commitment to participate in the entire series of training and technical assistance as shown in this announcement, including the pre-work to gather baseline data prior to the January Kick Off Meeting, and providing brief monthly progress updates.
- Attach a support letter (1-page maximum) written by the Executive Sponsor (the executive who will provide top management support for the project) that explains their reason for wanting to join the demonstration project and how they will support the project.

## Selection Process for the Ongoing Technical Assistance:

The xxxxx maintains the responsibility for selection of organizations to participate. Once your Management Letter, as defined on the preceding page, is received, the Division will review it. Each applicant will be notified by the Division as to whether or not they have been selected to participate. Factors used for selection include:

- administrative support from management for full participation in the training and technical assistance and for implementing new practices and procedures
- organizational interest and commitment as evidenced in the responses to the walk-through and "make a change" exercises.
- geographical distribution of organizations selected.
- a mix of mental health, co-occurring, and addiction treatment providers.

**CEUs:** **CEUs will be granted for the Introductory Seminar and Lessons Learned Seminar.** Application will be made through the xxxxxxxx. Psychologists may request Psychology CEUs by sending an email request to xxxx

**Contact:**

**More Info:** While there is no fee for the Introductory Seminar or the ongoing Technical Assistance, participants are responsible for their own travel, refreshments, snacks and lodging arrangements. Since refreshments will not be served at any of these events, you are welcome to bring your own within the rules of the training facility. Because we are unable to guarantee temperature control, please dress in layers for your comfort, and/or bring a light jacket or sweater.

Logo here

, Commissioner

ADDRESS HERE

**Techniques & Tools for Improving MH & AD Treatment  
Access, Retention & Engagement  
Introductory Seminar on December 12, 2006**

**PRINT** Name: \_\_\_\_\_ Job Title: \_\_\_\_\_

Full Official Name of Your Organization: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email address (please print): \_\_\_\_\_

<u>Date</u>	<u>Time</u>	<u>Location</u>

Indicate (✓) your profession :

Social Worker	Professional Counselor	Marriage/Family Counselor
Addictions Counselor	Psychologist	Other

Please indicate (✓) the MHDDAD Region(s) that your organization serves:

Region 1	Region 2	Region 3
Region 4	Region 5	

**Please Register Online at**  
**ONLY IF NO INTERNET ACCESS, FAX this form to .**  
*If you have questions, please e-mail to*

## Additional Background Information about NIATx

The NIATx website is an excellent resource for organizations involved in process improvement. The information below from the NIATx website ([www.niatx.net](http://www.niatx.net)) discusses some of the results organizations have had in implementing the process improvements.

### I. Promising Practices

In evaluating the process improvements of the providers in the NIATx network, NIATx has developed the following definition of a promising practice.

A promising practice:

- Generates staff enthusiasm and positive consumer response
- Is easy to implement and measure
- Has a positive impact on the bottom line
- Can be sustained successfully

One example of a Promising Practice that made a Positive Impact on Consumers' Access to Treatment is to *Reduce Intake and Assessment Paperwork*.

- The Center for Drug-Free Living in Orlando, FL, reduced outpatient paperwork by decreasing duplication across forms. In doing so, all counselors were able to double assessment slots, decreasing the time between screening and second assessment by 7 days.
- Hill Health in New Haven, CT, trimmed their detox triage form from 4 to 2 pages.
- The Boston Public Health Commission in Mattapan, MA, reduced the questions on phone intake forms from 56 to 20, thus reducing average outpatient phone intake time from 45 to 10 minutes.
- MECCA in Des Moines, IA, changed paperwork requirements to accept existing social history. This reduced the time to complete paperwork by 25%, from 60 to 45 minutes.

Source:

[http://chess.chsra.wisc.edu/NIATx/PDF/PIPractice/PromisingPaS/NIATx%205%20Promising%20Practices\\_Timeliness.pdf](http://chess.chsra.wisc.edu/NIATx/PDF/PIPractice/PromisingPaS/NIATx%205%20Promising%20Practices_Timeliness.pdf)

## II. Demonstrated Improvements

Since the program's inception in September 2003, NIATx members have demonstrated improvements in each of the four project aims. As of March 2006, members reported, on average, the following improvements:

- 34.8% reduction in wait times (31 organizations reporting)
- 33.0% reduction in no-shows (27 organizations reporting)
- 21.5% increase in admissions (22 organizations reporting)
- 22.3% increase in treatment continuation from the first to the fourth session (31 organizations reporting)

Source: <http://chess.chsra.wisc.edu/NIATx/Content/ContentPage.aspx?NID=9>