



Strengthening Treatment Access & Retention
-State Implementation

Spread, Diffusion & Sustainability

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STAR-SI is a partnership between the Center for Substance Abuse Treatment
and the Robert Wood Johnson Foundation.

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Strengthening Treatment Access & Retention - State Implementation



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Goals

To review the concepts and measurement of spread and diffusion; to reinforce this learning with break-out work groups,

1. GOALS

2. AVAILABLE CONCEPTS & MODELS

3. MEASUREMENT

4. BREAK-OUT WORK GROUPS



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Goals

“During the 2nd and 3rd years of the program, STAR-SI grantees will: (1) implement demonstrated improvements in a broader network or networks of outpatient treatment providers, e.g. county region and/or state wide; (2) continue to demonstrate other improvements; and (3) expand the number of treatment providers participating in process improvement and peer learning networks”.

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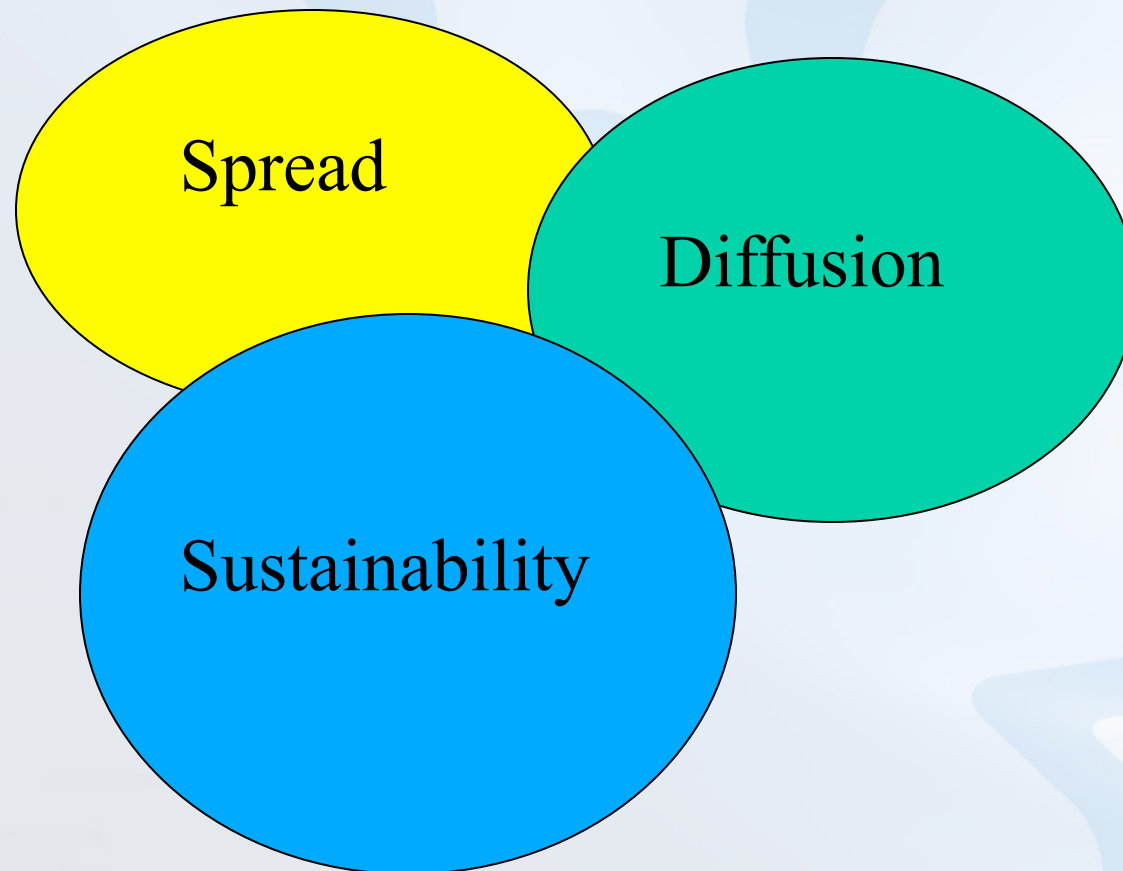
CONCEPTS

1. ***Approach & Methods for transplanting evidence based Practice fit the NIATx effort***
2. ***Diffusion, spread and sustainability are inter-related and inter-dependent***
3. ***A specific plan, customized to organization and system, is required for maximal portability***
4. ***NIATx has achieved “first stage validity”***
5. ***Precise Definitions, Planning and Methods are required for sustainability, diffusion and spread***



STAR-SI **Background**

- **Concept & Definition**

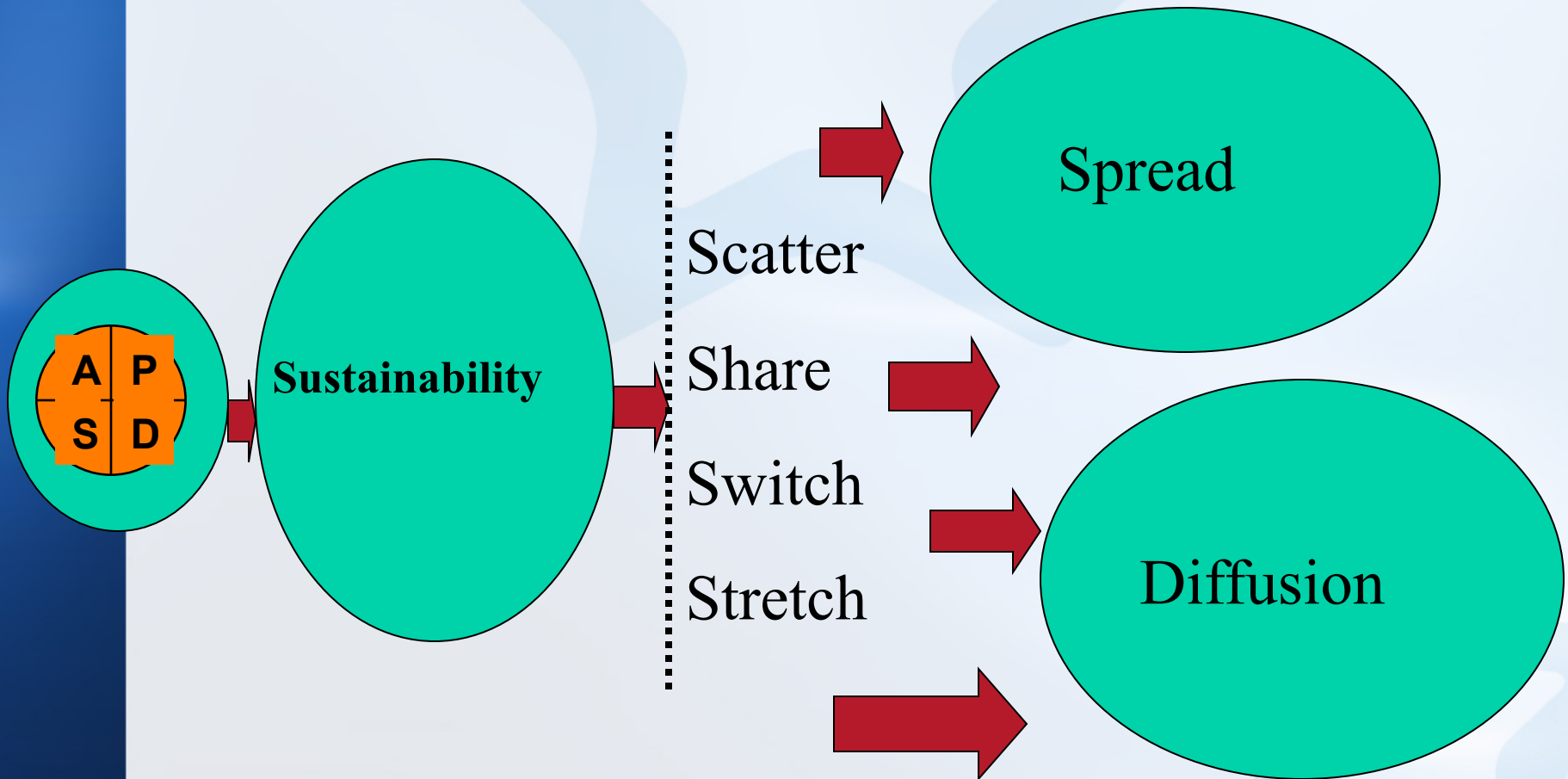




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METHOD

- **Concept & Definition**



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- **Concept & Definition**

Scatter: One idea or practice-Many adopters

Share: Replication of innovation within the organization

Switch: One idea or practice from outside the field

Stretch: Copy and implement an idea across many organizational boundaries



STAR-SI Guiding Definitions

- *Generally, **Spread** focuses on the operational and practical components of the effort; **Diffusion** is generally considered the process by which a new approach or product is accepted by the field. The **Rate of Diffusion** is the speed by which the idea or method spreads from one site to the next.*



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What is the Desired Result of Spread?

- **Ensure** that improvement knowledge generated anywhere in the system becomes common knowledge across the system, thus leading to improvement action;
- **Create** a culture of change in the organization



STAR-SI What is an innovative idea?

According to your peers, it is:

A simple, tangible change that has been successfully implemented and sustained and as a result, creates staff excitement for the change idea



From Your Peers: Attributes of Successful and Unsuccessful Spread

• **Successful spread:**

- Identifies weaknesses and processes to correct
- Simple to implement
- Gives quick results
- Reduces workload
- Data shows results
- Team effort
- Win-win-win for clients, staff workload: no additional paperwork

• **Unsuccessful spread:**

- Change not important to your customer
- Hard to implement
- Driven by research
- Individual approach without buy-in
- Not enough research into the problem before implementation
- Too large in scope, not enough resources



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Attributes of Successful Organizations

- Executive sponsor support and leadership
- Willingness to identify new leaders and adopt changes in the organization
- Staff/Teams empowered to make change
- Readily use and spread data/information to stakeholders
- Open agencies to ideas from stakeholders, staff & customers/clients
- Always building staff knowledge, skills, and attitudes



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Process Improvement

“**Essential dimensions**” of change may be helpful-“Content, Context and Process”.

One basic model uses three Key questions tied to three dimensions- the **WHY** of strategic change with relevance to context; the **WHAT** of change in terms of its content; and the **HOW** of change processes.

[1] Pettigrew & Whipp Managing Change & Corporate Performance, 1992; Pettigrew et al. ,Shaping Strategic Change, 1992;



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Guiding QUESTIONS

Why: *What were the specific motivations for change?*

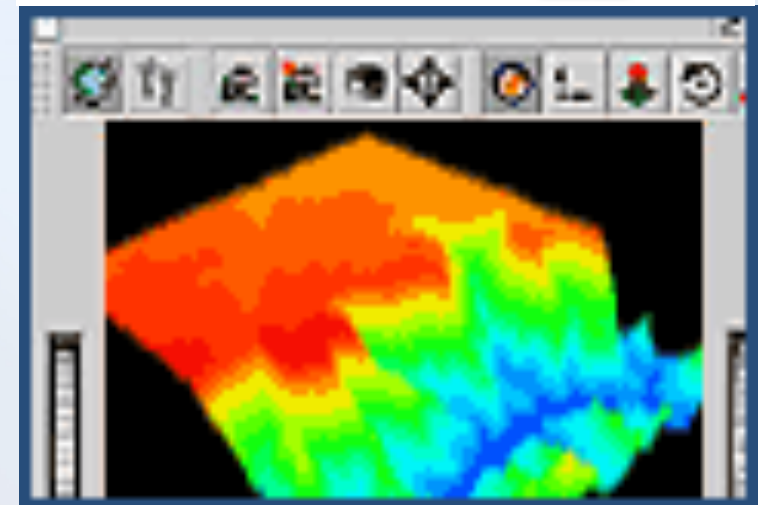
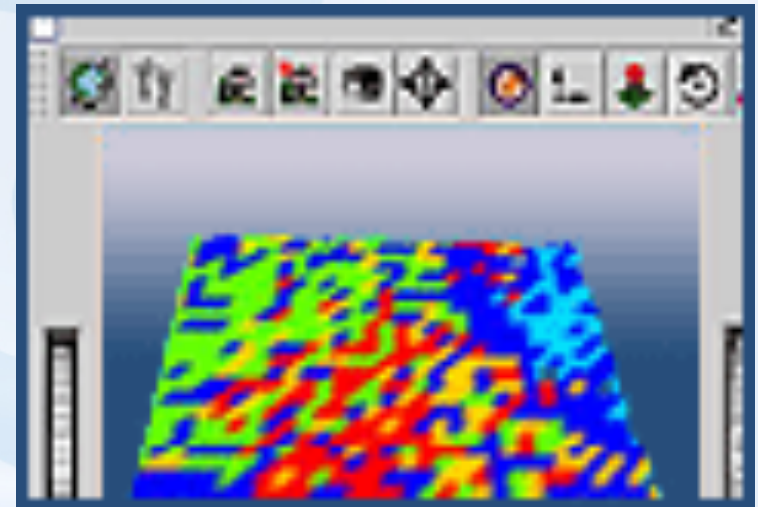
How: *What was the process to create an individual change to the Promising Practice? What was the method to implement?*

What: *What was the context of related change for acceptance and sustaining the promising practice?*

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MEASUREMENT

Geo-computation &
Geo-visualization

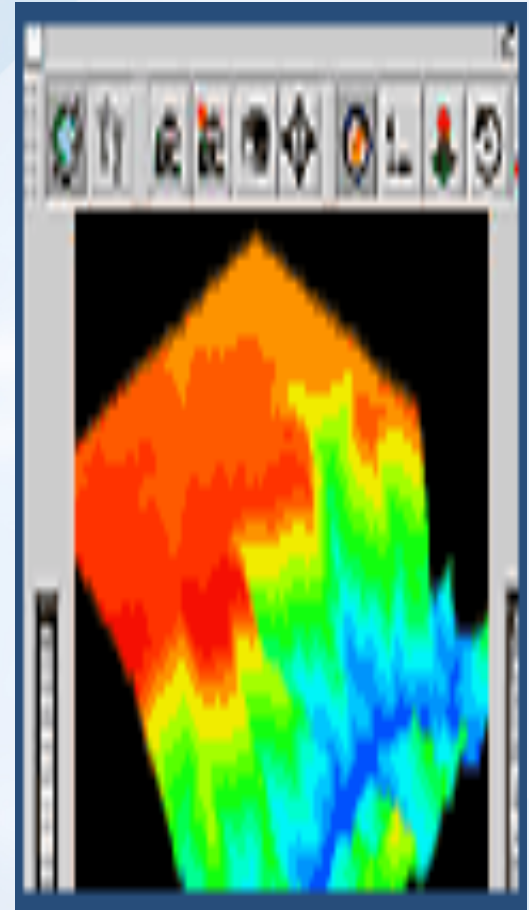




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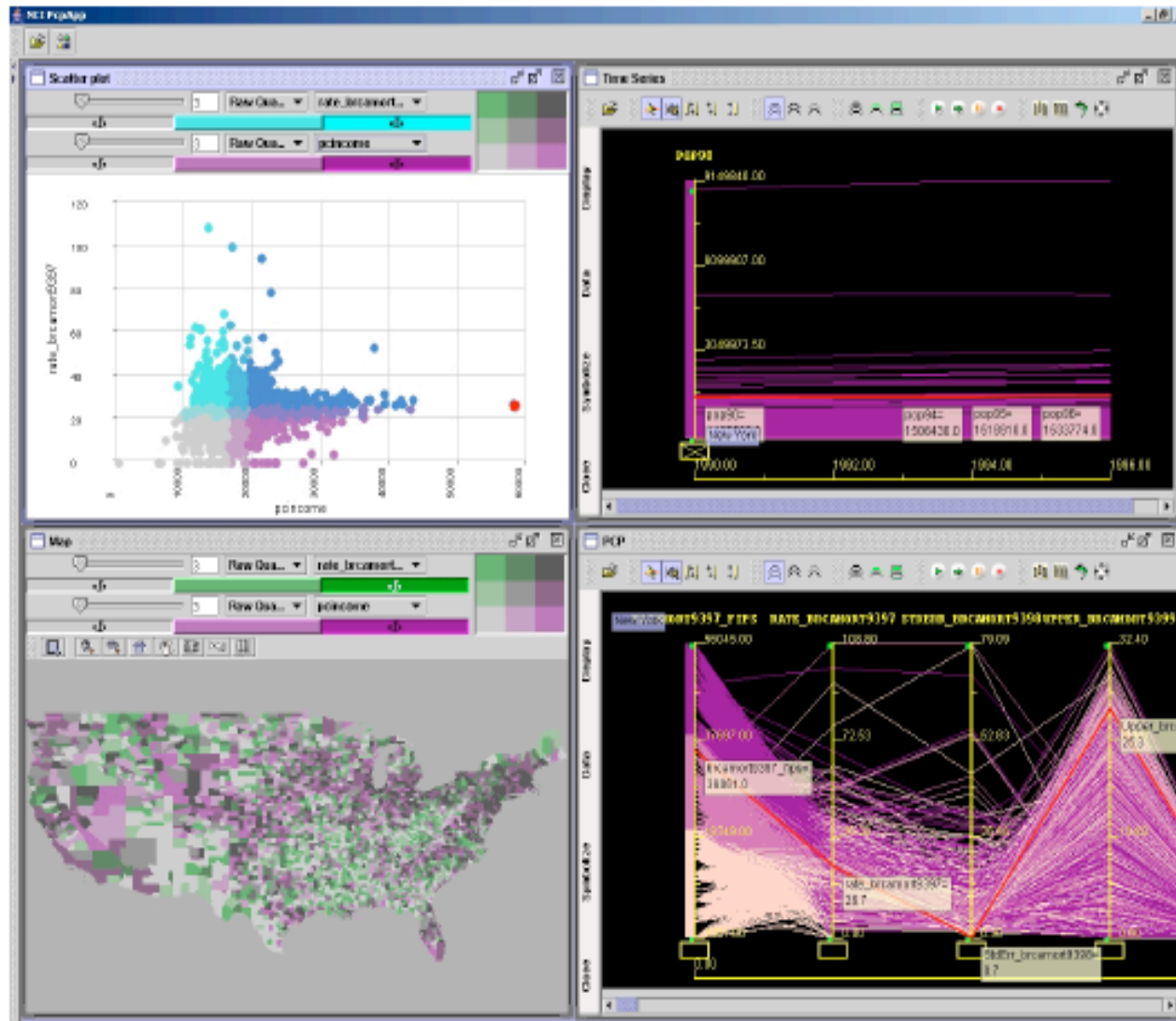
MEASUREMENT

- **ESTAT -Exploratory Spatio - Temporal Analysis Toolkit**, a geovisualization toolkit developed by the Geographic Visualization Science, Technology, and Applications (GeoVISTA) Center at **The Pennsylvania State University**, Geovisualization is generally considered to encompass methods designed to facilitate visual exploration and analysis of geospatial data



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MEASUREMENT

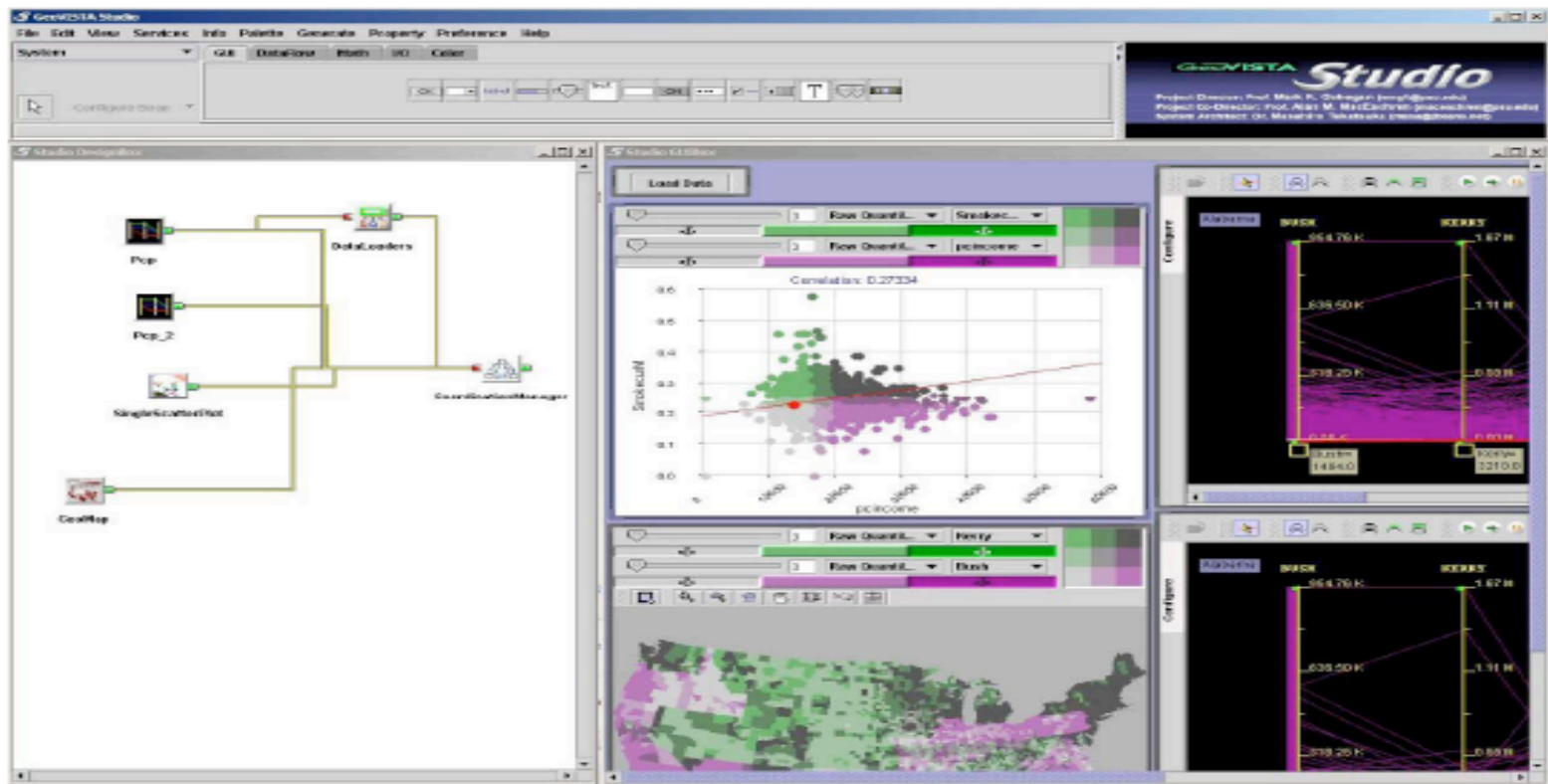


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MEASUREMENT





STAR-SI Use Knowledge Management to Support Spread

- Observe how spread unfolds in the organization
- Identify best practices for spread
- Adaptability of the change during spread
 - Re-invention and improvement of the idea

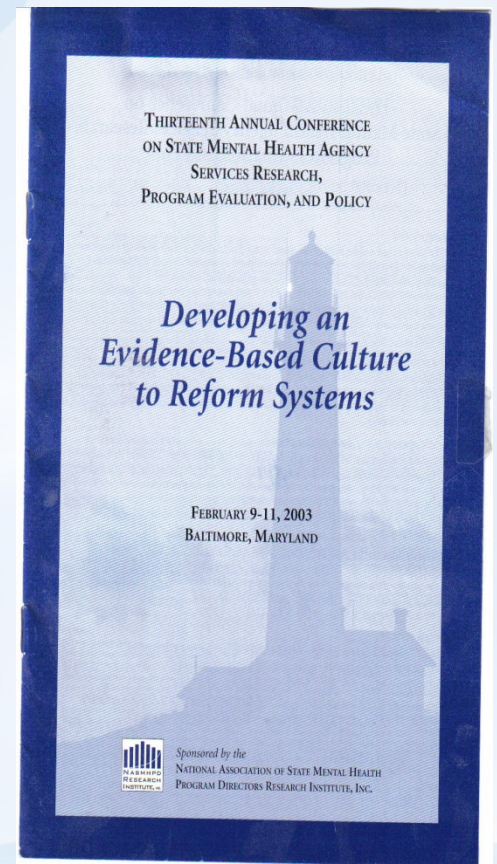


STAR-SI Resources

- **SPREAD –Technical Assistance Report (TAR)-
*NIATx 2008***
- **Diffusion Of Innovation *Rogers(2003)***
- **Accelerating The Spread Of Good Practice
*Fraser(2002)***
- **Diffusion Of Innovations In Service Organizations
*Greenhalgy et al, (2004)***
- **Using A Framework For Spread - *Nolan et. al, (2005)***
- **Managing Change & Corporate Performance;
Shaping Strategic Change, *Pettigrew et al. (1992)***
- **Developing An Evidence Based Culture To Reform
Systems-Paper Presented At State Mental Health
Agency Service Research Conference, *Jewell &
Zastowny(2003)***

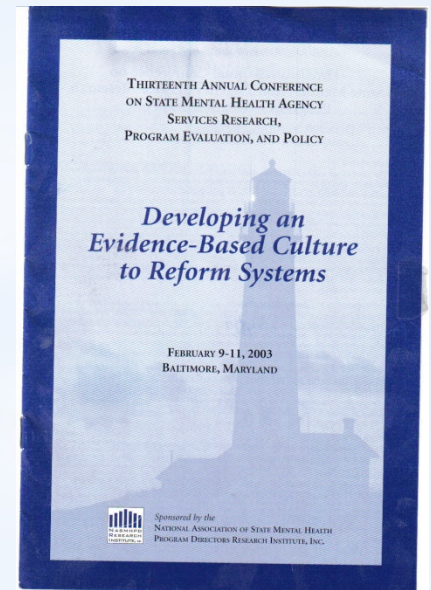
STAR-SI SUMMARY

- **Acknowledge The Complexity Of The Effort**
- **Recognize the Importance Of A Multi Pronged Longitudinal Strategy Across The Continuum Of Care**
- **Consider Partnerships That Span Regulatory Agencies, Government, And Community**
- **Plan For Sustainability, & Anticipate The Spread Of Innovative Ideas**
- **Make Accessible Tools, Techniques, & Methods In A User Friendly Way**



STAR-SI SUMMARY

- **Remember Clinicians Are At The “Heart Of The Matter” And Need To Be At The Design Table**
- **Leadership Is Vital To The Process-Planning And Support**
- **Support Staff Motivation, Ownership And Customization**
- **Information Is Vital, Communication Is Crucial**
- **Tailor Existing Measurement And Emerging Measurement Systems To The EBPs To Track Use And Document *ROI-the Business Case***



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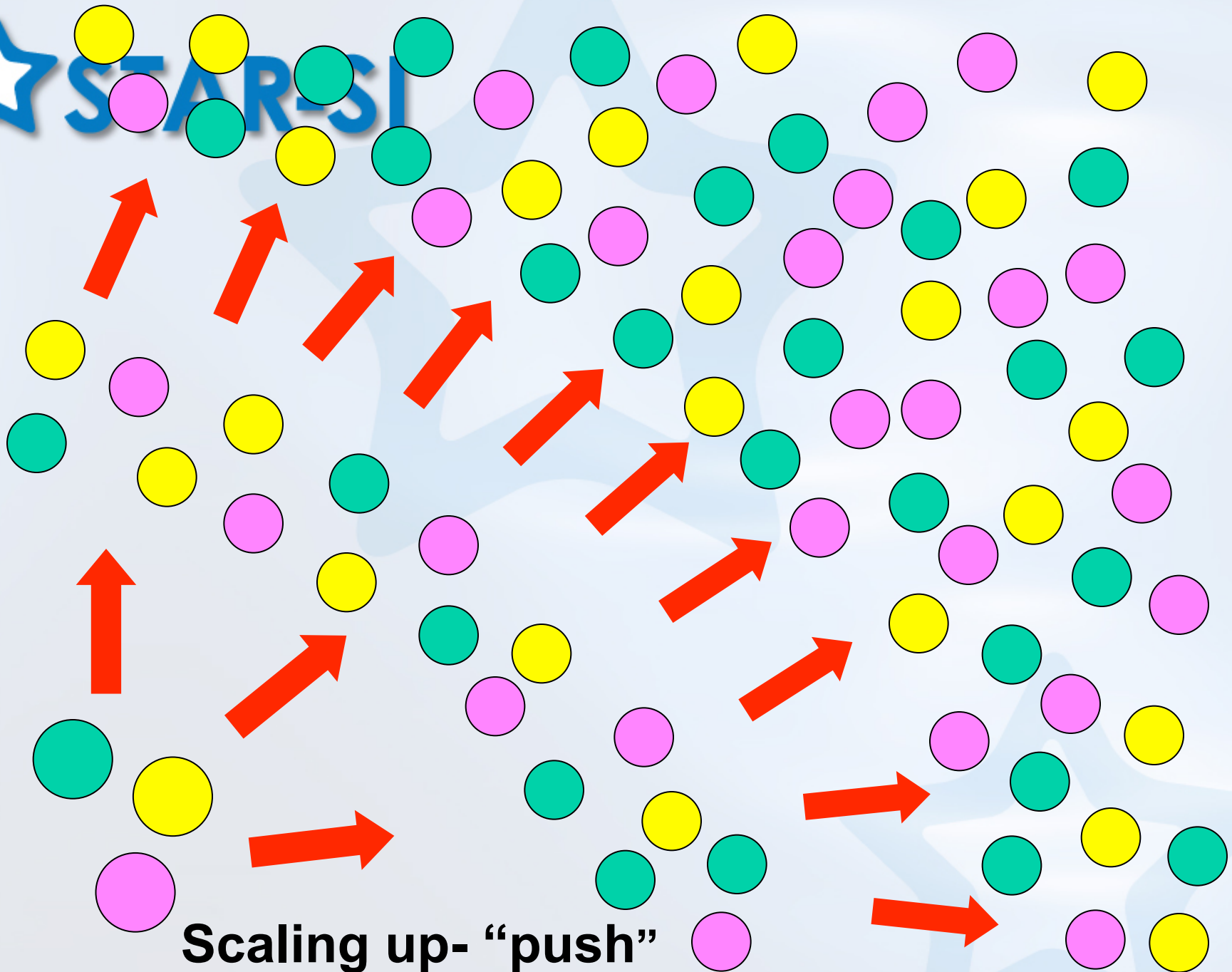
EndNote

- *Many of the above components and processes comprise part of the essence of the NIATx approach-to achieve maximal success they should be employed according to established guidelines ,with scientific fidelity, and completely within an organization.*





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Scaling up- “push”

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Questions, Comments, -*On to the Work-SESSION....*





STAR-SI Spread Café Question Categories

- Identification and selection of innovative ideas
- Setting the stage for diffusion and spread
- Implementing a spread strategy
- Defining roles and strategies in spreading change