



CORNERSTONE

COUNSELING CENTER

- **Located in Salt Lake City, Utah**
- **Founded in 1968**
- **First Formal Drug Treatment Program in Utah**
- **Mental Health, Substance Abuse, and Violence Treatment and Prevention Services**
- **Adult, Adolescent & Children's Services**
- **Substance Abuse Treatment includes Outpatient & Intensive Outpatient**
- **Approximately 65% of Substance Abuse Treatment Clients are Court Mandated**



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Cornerstone Counseling Center, Downtown Salt Lake City



Steven Kay, Change Leader, Tiffany Wolf, Data Specialist,
Linda Cohen, Change Team, Angie Twitchell, Change Team



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Tina Rich, Change Team Member, center, with Adult Substance Abuse Treatment Team members



Gary Baker, Executive Sponsor, describing the NIATx project at an all-staff retreat



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Cornerstone Change Team:

- **Gary Baker, MBA – Executive Sponsor**
- **Steven Kay, Psy.D. – Change Leader**
- **Linda Cohen – Director of Business Operations**
- **Tina Rich, Ph.D. – Adult Substance Abuse Treatment Coordinator**
- **Angie Twitchell – Office Manager**



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Aim Addressed:

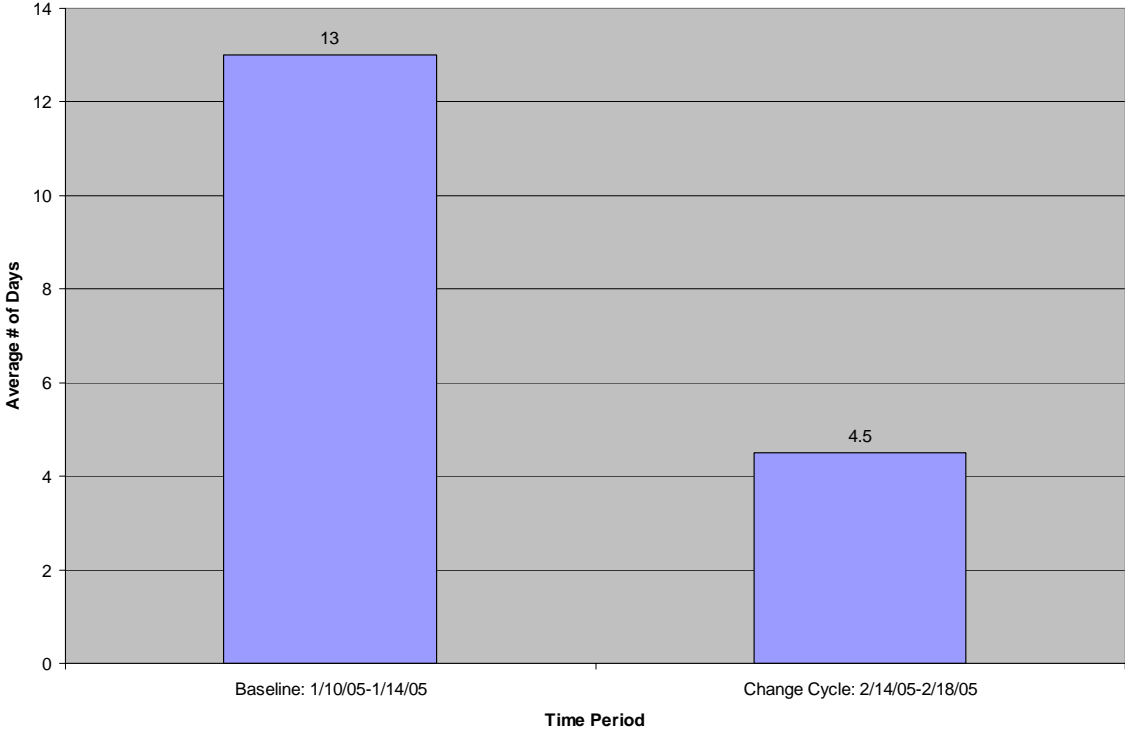
- **For Intensive Outpatient Treatment at the Main location, the time between a client's first contact and first treatment session will be reduced by 50%.**
- **Changes aimed at reducing wait times for funded clients (Medicaid, SL County Special Funds, Private Insurance) will be addressed first, as this will have most immediate affect on the "bottom line."**
- **Successful Changes will be spread to intake process for unfunded clients**
- **The wait for an assessment is too long, averaging 13 days for clients with funding, and 30 days for unfunded clients**



Change Made:

- **Prior to change, a limited number of intake slots were available throughout week for client assessments to be scheduled**
- **Change: In addition to these intake slots, we added a Friday intake worker to provide assessments to all remaining clients who contacted agency earlier that week and did not receive an appointment slot**
- **As seen in graph, average wait time decreased from 13 days to 4.5 days**
- **Current Status: Ongoing**

Average Days Waiting





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Unexpected Challenges

- **Two clients did not want intakes scheduled the same week they made first contact. Average wait time was 2.5 days for all other clients**
- **Fewer funded clients requested treatment during change cycle than in baseline period. As a result, Friday intake worker staff time was over-assigned, resulting in unfilled appointments**



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Key Event That Was Instrumental in Making Change Project a Success

- **Staff therapist Jim Moulin, LPC, worked with change leader to rearrange Friday schedule to be available for change project**



Future Plans:

- **Experiment with partial double-booking for Intake staff to minimize effect of client no-shows and variations in number of clients requesting services each week**
- **Expand changes to unfunded clients**
- **Integrate Friday Intake worker with Friday crisis coverage needs**