



Strengthening Treatment Access and Retention-State Implementation Program (STAR-SI)

NIATx State Diffusion Model



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Substance Abuse and Mental Health Services Administration
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STAR-SI

A partnership of CSAT, RWJF, NIATx and Single State Agencies to:

- improve access and retention in outpatient treatment
- demonstrate how the NIATx improvement model can be implemented at a state level
- foster a Quality Improvement mindset





How we began: a partnership made in heaven!

- **2003:**
 - 40 CSAT STAR and RWJF Paths to Recovery grants awarded to community based treatment organizations to improve access and retention
 - National Program Office established at University of Wisconsin
 - Launch of NIATx – a learning collaborative of grantees and other interested groups
- **2005:**
 - State and County Implementation Pilot Projects
 - State Provider Association Implementation Projects



What We Tested

- **Process Improvement Model**

A method developed in the field of quality improvement that applies Plan-Do-Study-Act (PDSA) Cycles— change projects— to improve organizational processes

Utilizes a peer learning network to develop skills and share successful change projects, i.e., access and retention “best practices”



NIATx Implementation Pilots

- **Promising implementation practices identified and incorporated into the NIATx State Diffusion Model:**
 - Payer/Provider Partnerships
 - State level changes that support provider AIMS
 - State support of peer learning networks
 - SSA Director/CEO leadership
 - Freedom to admit error
 - Use of peer mentors
 - Data-based format for reporting improvement





What We'll Learn From STAR-SI

- Successful methods of implementing the NIATx diffusion model in different state systems
- Improvements to the model
- How state-level data systems can be used to foster improvement
- The business case for process improvement
- How state/provider partnerships can promote a new mindset about quality improvement





Three Years Ago, A Journey Began



Reduce Waiting Times



Increase Continuation



Reduce No-Shows



Increase Admissions



2009

2006

2002



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By Focusing on Five Principles

- Understand and Involve the Customer
- Focus on the Key Problems
- Pick a Powerful Change Leader
- Get Ideas from Outside the Field/Organization
- Do Rapid-Cycle Testing



NIATx Results

March 2006



- 34.8 % reduction in waiting times



- 33.0% reduction in no-shows



- 21.5% increase in admissions



- 22.3% increase in treatment continuation from the first to the fourth session



A Framework for Success



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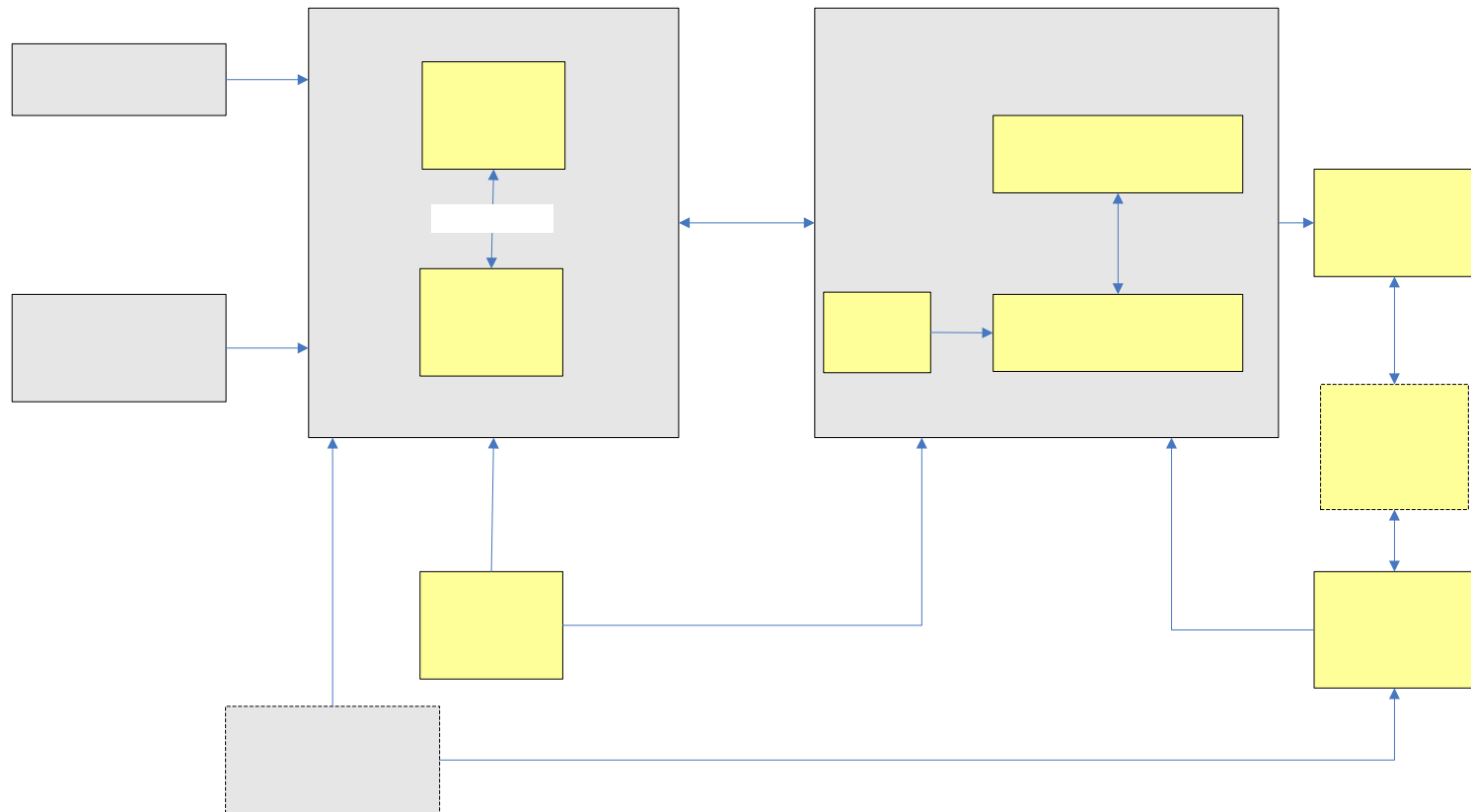


Components of the NIATx State Diffusion Model

- **Executive Sponsor Support**
- **Payer/Provider Partnership**
- **Access and Retention PI Network**
- **Data and Results**
- **Sustainability and Spread**



NIATx State Diffusion Model





CEO Leadership

- Effective leadership is essential.
- Leaders must
 - Serve as a champion for change
 - Identify and remove barriers
 - Support Change Leaders
 - Monitor progress
- At the state level, they must
 - Develop and support statewide PI learning communities
 - Build infrastructures for statewide performance outcomes
 - Build provider capacity to implement PI.





Payer/Provider Partnership

- **Linchpin** of a successful state initiative.
- **Vital** to form positive working relationships with treatment providers.
- **Critical** to maintain the relationship.
- **Essential** for change collaboration.
- **Important to relay** key messages to external stakeholders.





**We are working together to improve access
and retention for clients within our state**



Process Improvement Network

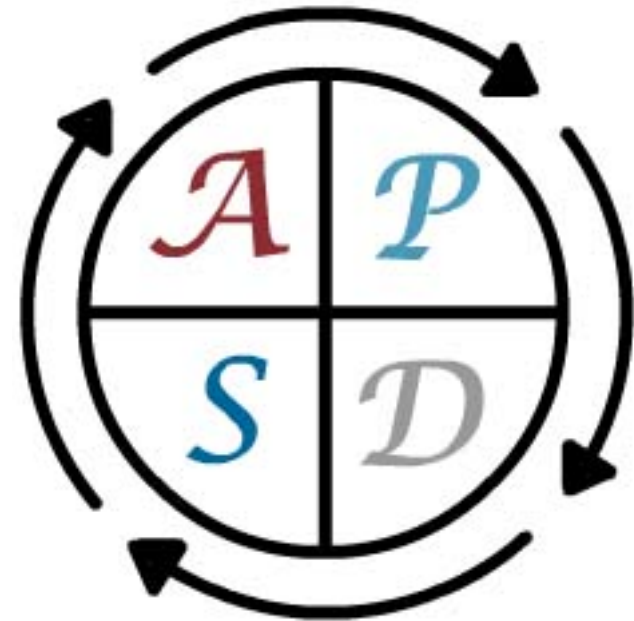
- Process improvement skills development and training
- State and provider peer-learning networks
- Coach and peer mentor support
- Distance learning resources



Make Changes

PDSA Cycles

- **P**lan the change
- **D**o the plan
- **S**tudy the results
- **A**ct on the new knowledge



Rapid-cycle Changes

- Changes should be doable in two weeks



Small Changes, Big Impacts

- A small change can create a BIG difference in the experiences of clients *and* staff
- Changes don't have to cost a lot to be effective
 - *Devoting an hour a day of a receptionist's time to call and remind people of their next-day appointment cost one agency \$4,000 per year. The reduction in no-shows that resulted will increase their revenues by over \$400,000 per year.*





Examples of Key State-Level Changes

- Waived treatment plan submission requirement
- Suspended financial eligibility requirements
- Reduced intake paperwork eliminating duplication
- Introduced new residential case note format
- Document a client walk-through as a part of state quality improvement initiative





Promising Provider Practices

- **Timeliness**
 - Reduce intake and assessment Paperwork
 - Move towards Open Access
- **No-Shows**
 - Reminder phone calls
 - Model client communication using MI techniques





Promising Provider Practices

- **Continuation**
 - Provide orientation and establish clear two-way expectations
 - Integrate client in treatment immediately
- **Admissions**
 - Targeted marketing
 - Improve linkages between levels of care





Key Elements of STAR-SI

State Performance Management

- **State-level access and retention performance measures and performance targets**
- **Application of process improvement tools through PI Learning Network**
- **Performance outcome tracking/feedback**
 - Access and retention outcomes
 - State Diffusion Model Implementation
- **Incentives/rewards for improvement activities and/or outcomes**





Key Elements of STAR-SI

State Performance Management

- **State level Access and Retention Performance Measures and Performance Targets**
 - Leverage state information systems
- **Application of Process Improvement tools through PI Learning Network**
 - Monitor state and provider level change projects





Key Elements of STAR-SI State Performance Management

- **Performance Outcome Tracking/Feedback**
 - Access and Retention Outcomes
 - State Diffusion Model Implementation
- **Incentives/rewards for improvement activities and/or outcomes**





Sustainability and Spread

- **Sustainability**
 - Is an integral part of the change process
 - Will have long-term organizational contributions
 - Focuses on the process, staff and the organization



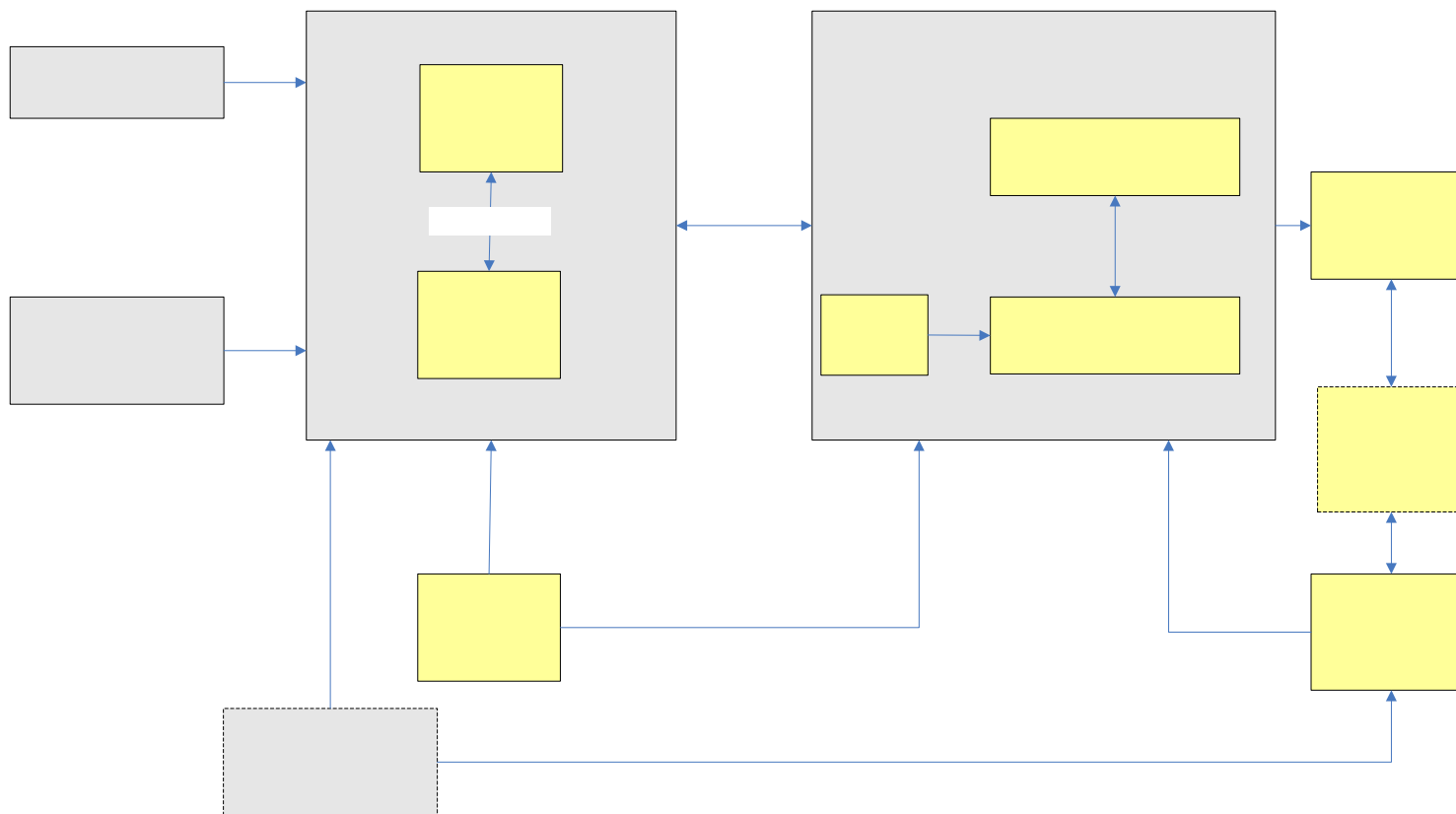


Sustainability and Spread

- **Spread**
 - Follows Roger's Diffusion of Innovation Model
 - Focuses on simple, tangible changes
 - Allows successful innovative ideas to be replicated
 - Create staff excitement for the change



NIATx State Diffusion Model





Where will the journey take us...



Reduce Waiting Times



Increase Continuation



Reduce No-Shows



Increase Admissions

Fewer Clients Lost
in Transition

New Diffusion Models

Fewer Clients Waiting
for Treatment

Improved
Performance
Management



2009

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