



# Improving Client Engagement and Retention – The Los Angeles County and California Experience

Presented by: Akiko Tagawa, MPH, REHS, and Beth Rutkowski, MPH, June 25, 2008

# To be Covered:

- Efforts to spread PI in Los Angeles County
- Factors influencing the County's organizational readiness to adopt and sustain PI
- Ongoing statewide training and technical assistance initiatives

# Step 1: Plan

- Will agencies be willing to implement it?
- What kinds of problems and challenges will we face during implementation?





# Who are the Experts?

- Steve Gallon; NFATTC/NIATx NPO
  - The PI Guru and Expert
  - Really difficult questions go to Steve



# Who are the Experts?

- Beth Rutkowski; UCLA ISAP/PSATTC



- Major role in Phase I and II
- Responsible for facilitating most meetings and trainings

- Desiree Crevecoeur-MacPhail; UCLA ISAP/LACES



- LACES Project Director
- Responsible for assisting in conducting trainings

# Who are the Experts?

- Wayne Sugita; LA County ADPA



- ADPA Leader
- Responsible for ADPA activities

- Akiko Tagawa; LA County ADPA



- Primary contact person at ADPA
- Responsible for communicating with internal staff and external partners

## Step 2: Do

Conduct pilot projects to determine agency willingness & capacity

- Los Angeles County PIPP- Phase I

# PIPP- Phase I

- 1 residential and 6 outpatient programs
- Sampling of Objectives:
  - Find out whether agencies can integrate PI methods with no financial assistance;
  - Identify what contributed to successful business and service improvements; and
  - Assess agency commitment to PI.

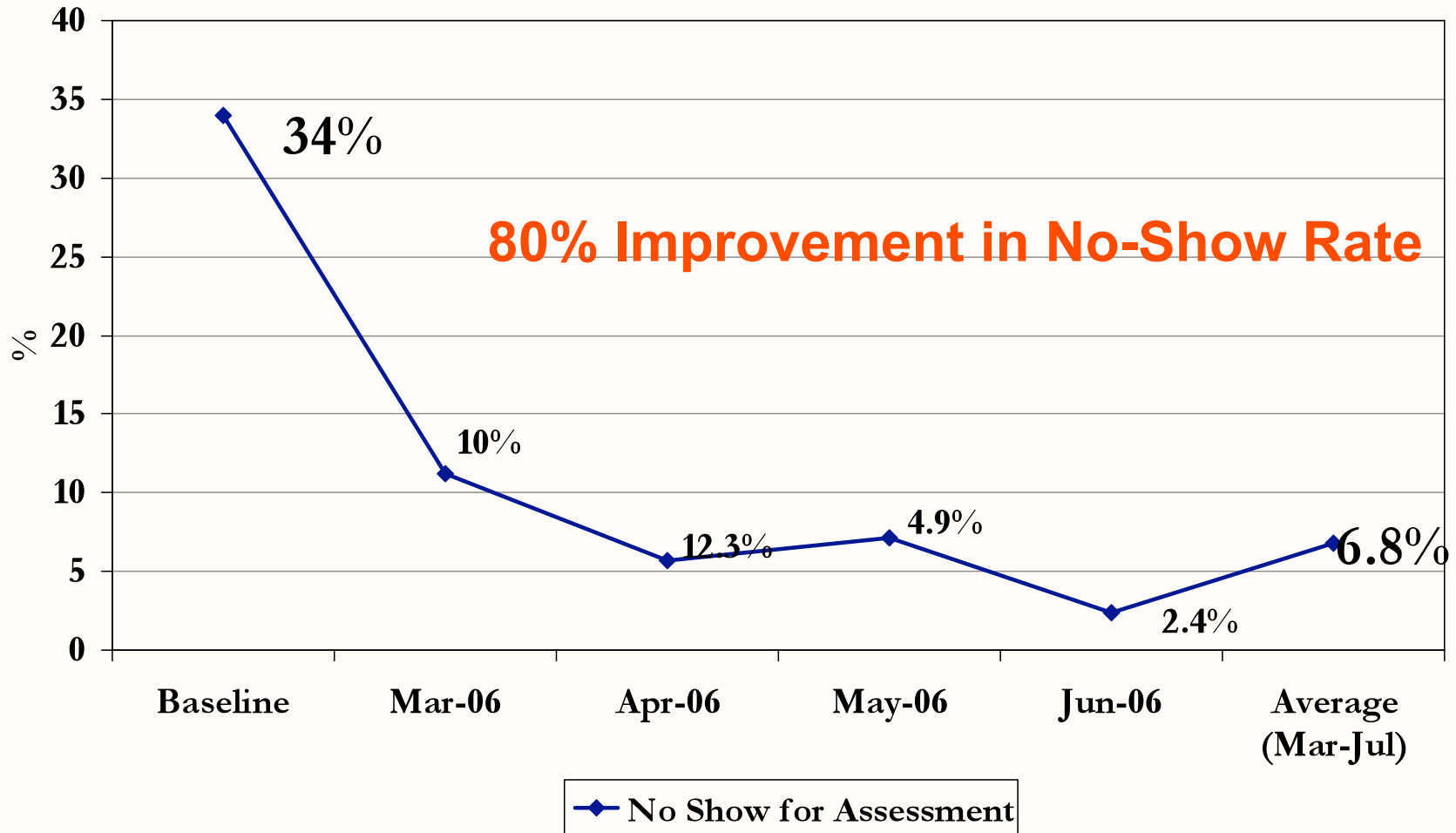


# Step 3: Study

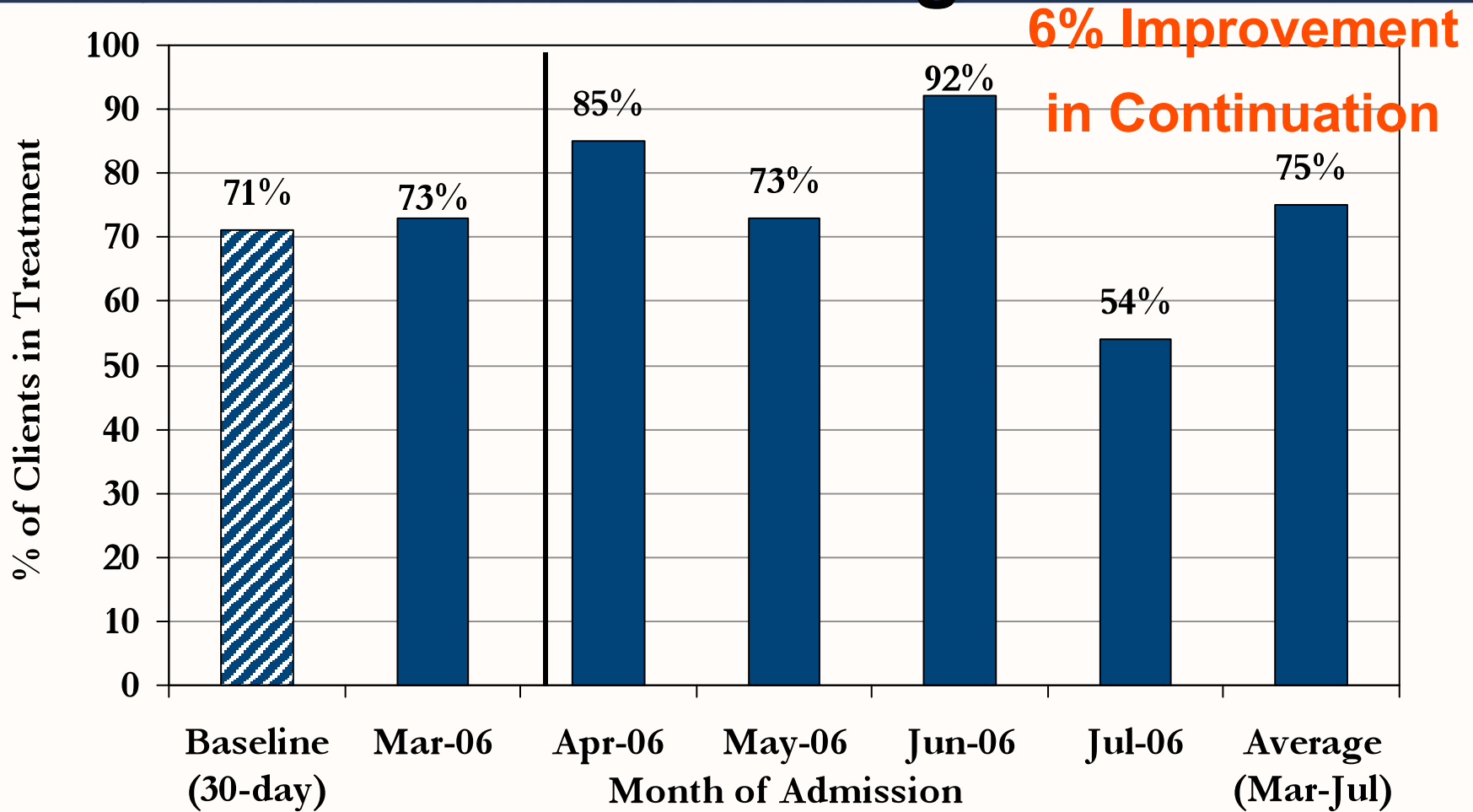
- Evaluation of PIPP Phase I
- Modest to marked improvements in:
  - Assessment no-show rates
  - 30- and 60-day continuation rates
  - Programs met or exceeded their goals



# No-show Rate for Scheduled Assessments/Intakes (OP/IOP)



# 30-day Continuation Rates Across OP/IOP Agencies



# PIPP Phase I: Lessons Learned

1. Seeing things from the client's perspective can be helpful
2. Multiple improvements can be made in a short period of time
3. Process improvement can motivate staff and clients – they get excited when good things happen
4. The results surpassed the initial objectives/expectations



# PIPP Phase I: Lessons Learned

5. Simple improvements yield big dividends
6. Using data can actually be helpful
7. There is a huge value to “sticking with it” (sustaining effort and keeping communication flowing)

## Step 4: Act

Looked at Internal Readiness:

- Organizational Development
- Workforce Development

Looked at External Differentials:

- Outpatient
- Intensive Outpatient
- Residential
- Methadone

# Step 5: Plan

- Plan for PIPP Phase II
- Plan for internal readiness
  - Rowers = Management & Staff



Are we in “synch”?

# “Boat” = Infrastructure

- Labor Union issues?
- Policy changes?
- Procedural changes?
- Contract language changes?
- Database changes?
- Funding changes?
- Training needs?





# Step 6: Do



# Engage ADPA Leadership

IS/IT

Grants

Policy

Finance

HR

Contracts

# ADPA Staff

- Increase self-efficacy
- Gatekeeper for integration into agencies
- Crucial in sustaining new culture
- “Technical Experts” for agencies



# Engaged Frontline Staff

- E-mail information
- In-Service
- Updates on Pilot Projects
- Representation in Pilot Projects





# PIPP- Phase II

- 8 agencies and 13 sites
  - 9 outpatient (2 youth) sites
  - 4 residential sites

SHIELDS FOR FAMILIES, INC.



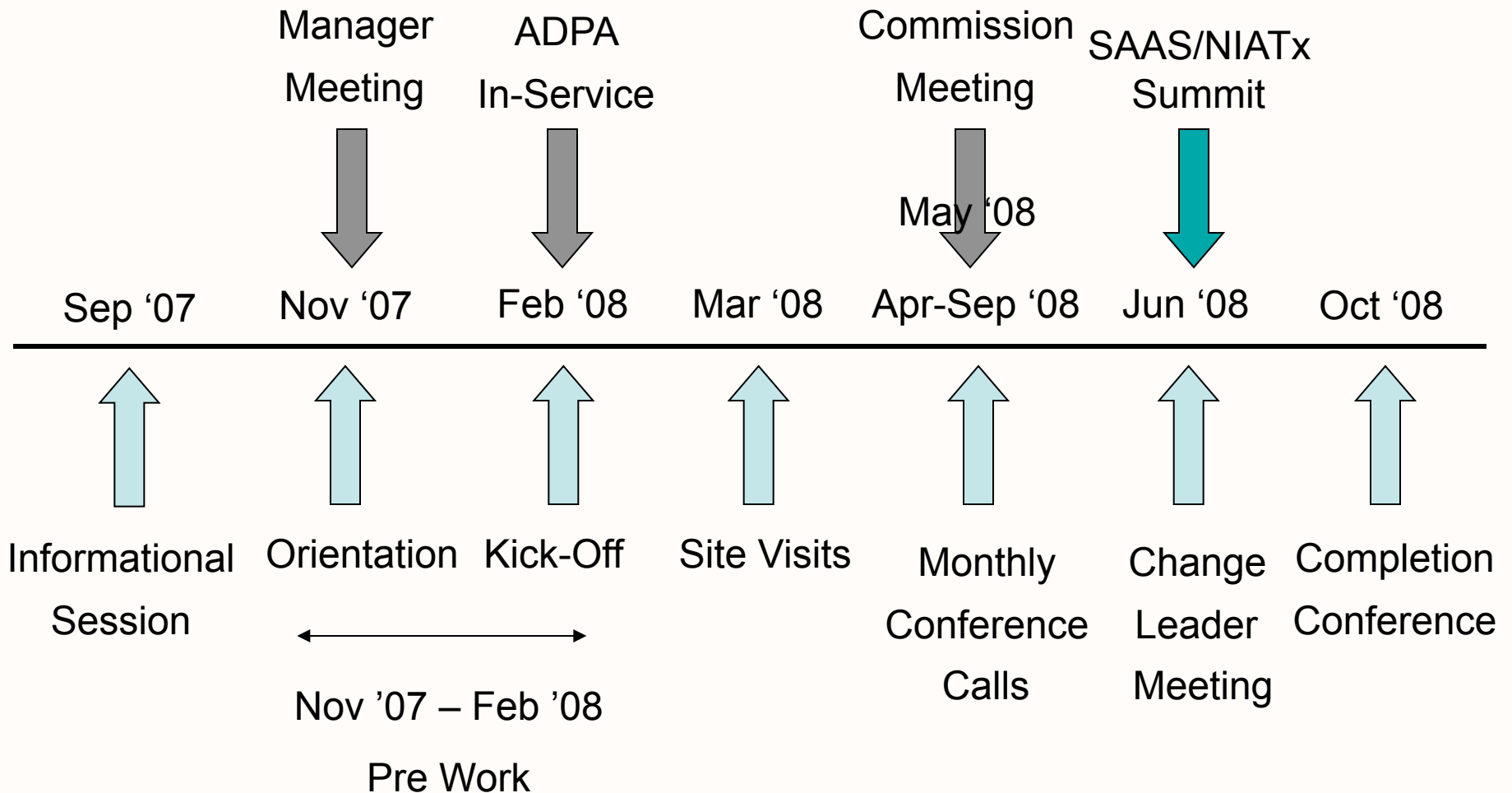
**Didi Hirsch**  
Community Mental Health Center



MELA Counseling Services Center



# Process Improvement Pilot Project Phase II



# Where do we go from here?

- Step 7: Study...
  - How to implement in provider contracts



## Overview of CATES Trainings Series on Improving Client Engagement and Retention in Treatment

November 2007 and May 2008



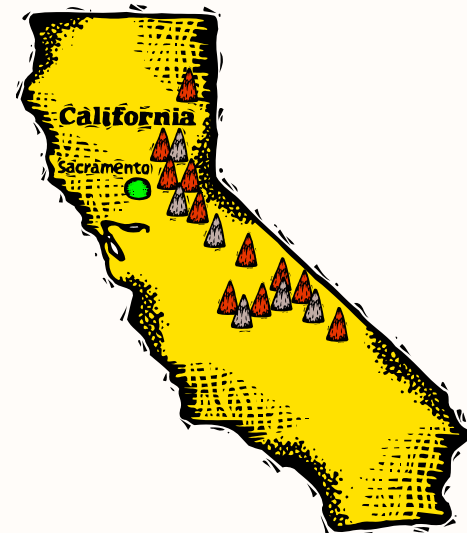
# Locations for CATES Trainings on PI

- **Fall 2007**

- San Francisco County, November 5, 2007
- San Diego County, November 28, 2007
- Kern County, November 30, 2007

- **Spring 2008**

- Shasta County, May 14, 2008
- Orange County, May 16, 2008
- Fresno County, May 19, 2008



\*This training series is based, in part, on the strategies developed by the Network for the Improvement of Addiction Treatment (NIATx)

# Rationale for CATES Training on PI

- The NIATx process improvement model is an evidence-based framework that when applied to engagement and retention procedures can **get clients in the door quickly** and **keep them there long enough** to make a difference.
- The CATES trainings will focus on a **bi-directional** approach that enables management and staff to **collaborate** on improving the **timeliness and efficiency** of substance abuse screening, assessment, and treatment services,
- An understanding of **customer/client needs** is needed to implement successful changes.

# Why Focus on Engagement and Retention in Treatment?

The CATES training series on PI is a first step in an ongoing effort to **apply research to practice** throughout the field, and to teach CA-based AOD treatment providers evidence-based strategies for **changing the way services are provided in the early phase of treatment** (e.g., assessment/intake, admission, first two months of treatment), in order **to improve client outcomes**.



# CATES Improving Engagement and Retention in Treatment: Objectives

- Define the **five basic principles** of process improvement
- **Identify problems** from the **client's perspective**
- Explain a **rapid cycle change** process
- Establish **measurable** improvement objectives
- State the importance of **experimenting with change projects**
- Create a plan to **sustain successful improvements**

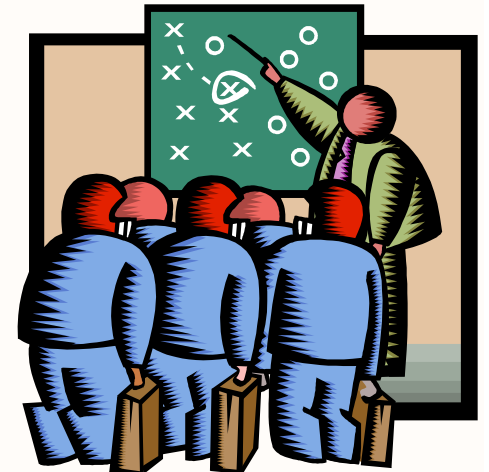


# Intended Audience

- Substance abuse and mental health treatment providers
  - Counselors, Case Managers, Program Directors, Executive Directors, and Administrators
- Other Professionals
  - Researchers, Psychologists, Educators, Law Enforcement Personnel, Nurses, and Physicians

# Importance of Executive-Level Involvement in CATES Trainings

- Change involves **commitment across all members and levels** of an agency.
- Executive level support is essential in **allowing staff** to make simple, straightforward changes to the way that services are delivered at your agency.
- Especially **critical** that a member of the **executive management** team be involved in the process.
- Agencies are encouraged to send a **group of participants** to the training to facilitate common understanding and a shared vision of process improvement.



# Follow-Up Coaching Conference Calls

- An opportunity for ongoing learning
- Training participants will be given the full schedule of calls at the daylong training – for long-term planning purposes
- Participants will be given a choice of three call-in days/times to participate in
- Everyone who attends the training and provides an e-mail address/fax number will be invited to participate



# Coaching Conference Call Topics

Month	Call Topic
Month 1	Conducting an agency walk-through
Month 2	Collecting baseline data
Month 3	Establishing a change objective
Month 4	Creating a quick-change road map to plan for a change
Month 5	Conducting a PDSA (Plan-Do-Study-Act) change cycle
Month 6	Sustaining change and resources for continued learning



# The Spread of NIATx throughout CA

- Kern County – multiple Change Teams
- Orange County – 150+ program staff trained
- San Diego, San Mateo, Ventura, and Santa Clara Counties – interested in systemwide implementation
- Sonoma and Marin Counties – contract language relating to PI to be incorporated in FY 2008-09 contracts



# Potential Next Steps

- California Endowment grant application to **increase ACTION Campaign recruitment efforts/ establishment of local learning collaboratives** throughout CA
- **Restructuring** of conference calls for spring 2008 trainings
- CSAT-funded pilot project to **build PI coaching capacity** in CA
- Fall 2008 **CATES training series** relating to **NIATx/ACTION Campaign Toolkits**



# That's All Folks!

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