Welcome

NIATx 200
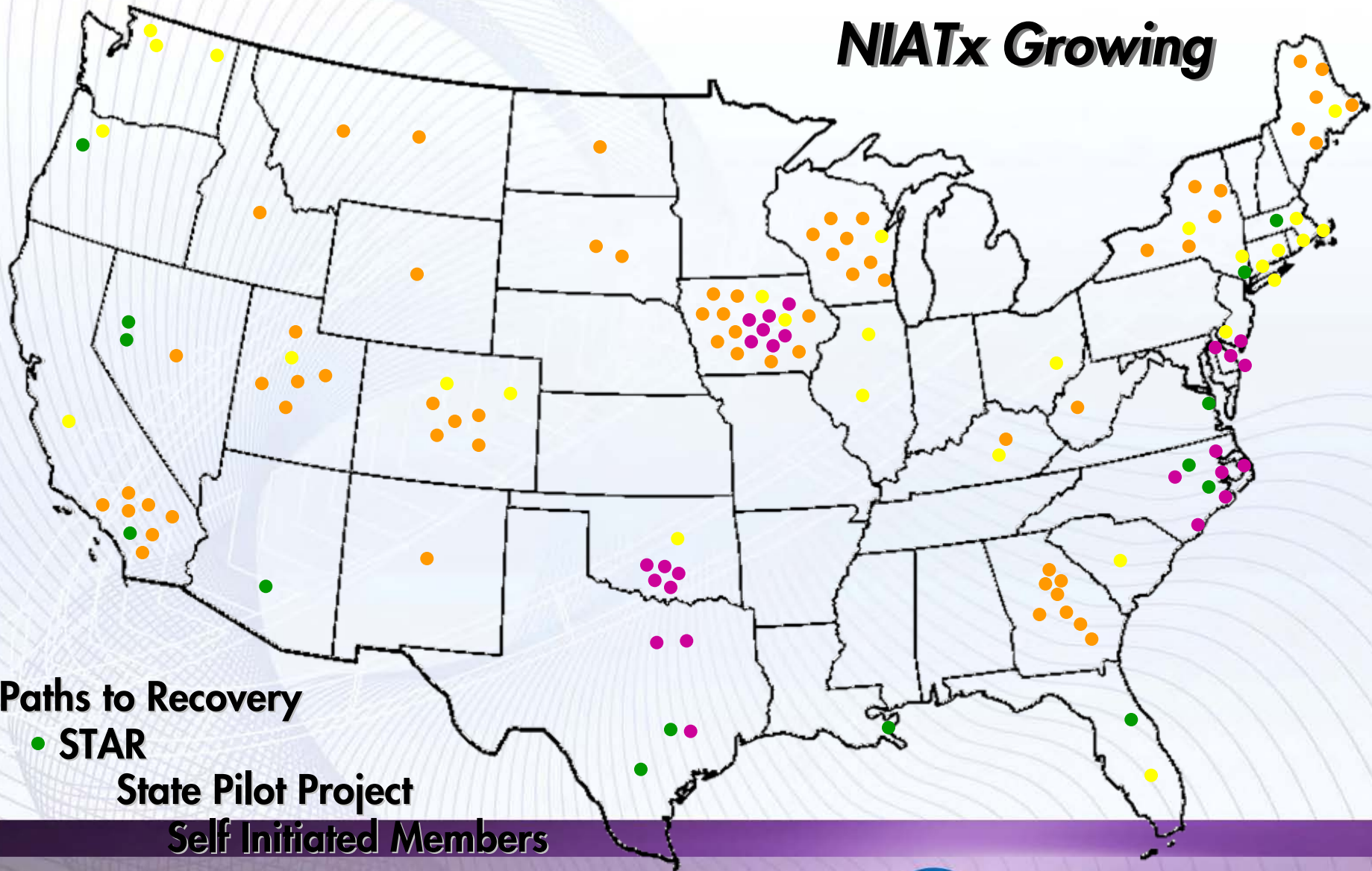
The Network for the Improvement of Addiction Treatment

Massachusetts Learning Sessions

- **How will we focus our changes?**
  - **February 2008-Same Day Service**
  - **August 2008-Increase Client Participation**
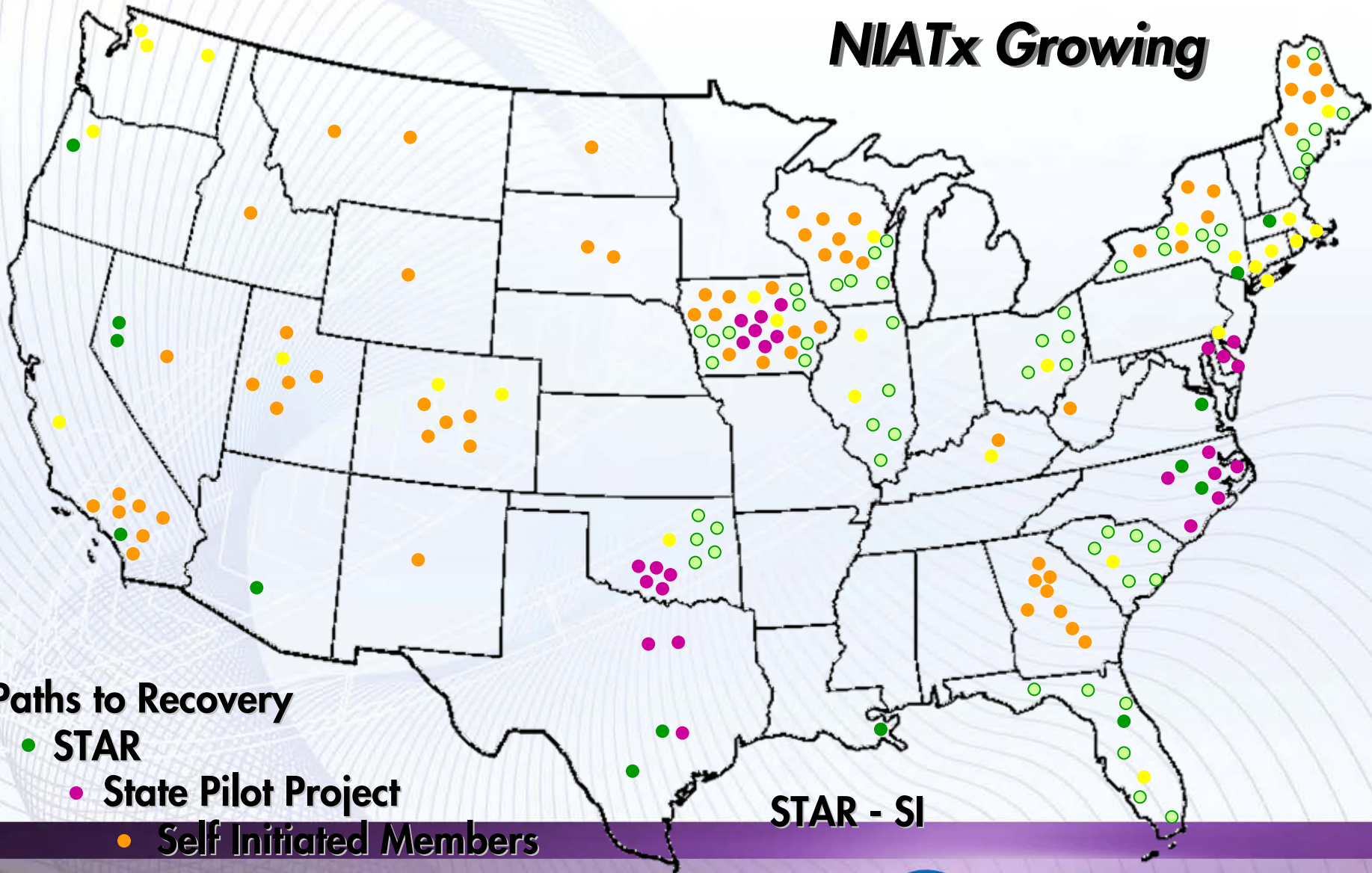 - **February 2009-Ease Client Transitions**

A national movement has begun…

NIATx Founding Members

Paths to Recovery
STAR

NIATx Growing

Paths to Recovery

STAR

State Pilot Project

Self Initiated Members

NIATx 200

The Network for the
Improvement of Addiction Treatment

NIATx Growing

Paths to Recovery
STAR
State Pilot Project
Self Initiated Members

STAR - SI

NIATx 200
The Network for the
Improvement of Addiction Treatment
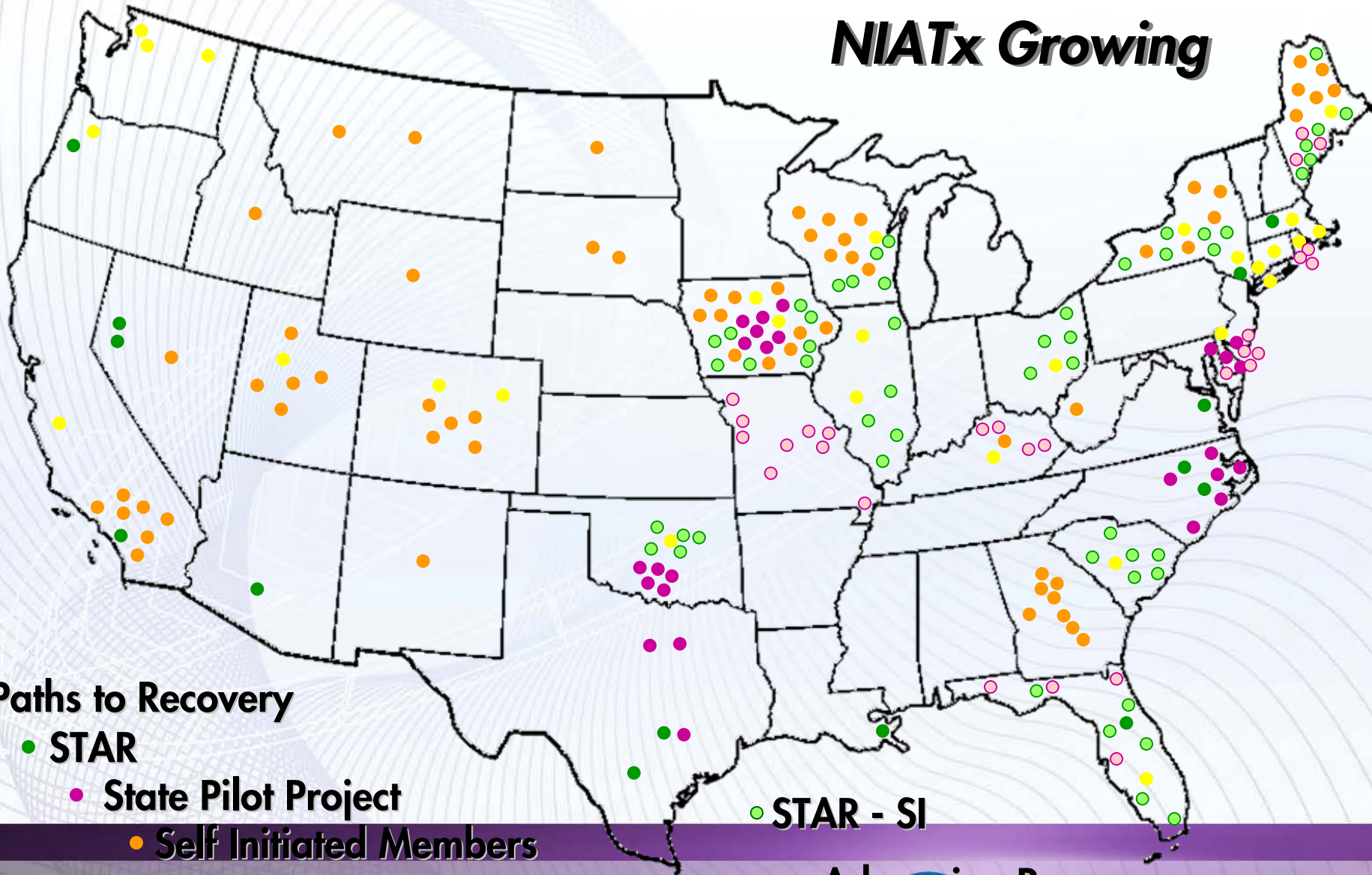
NIATx Growing
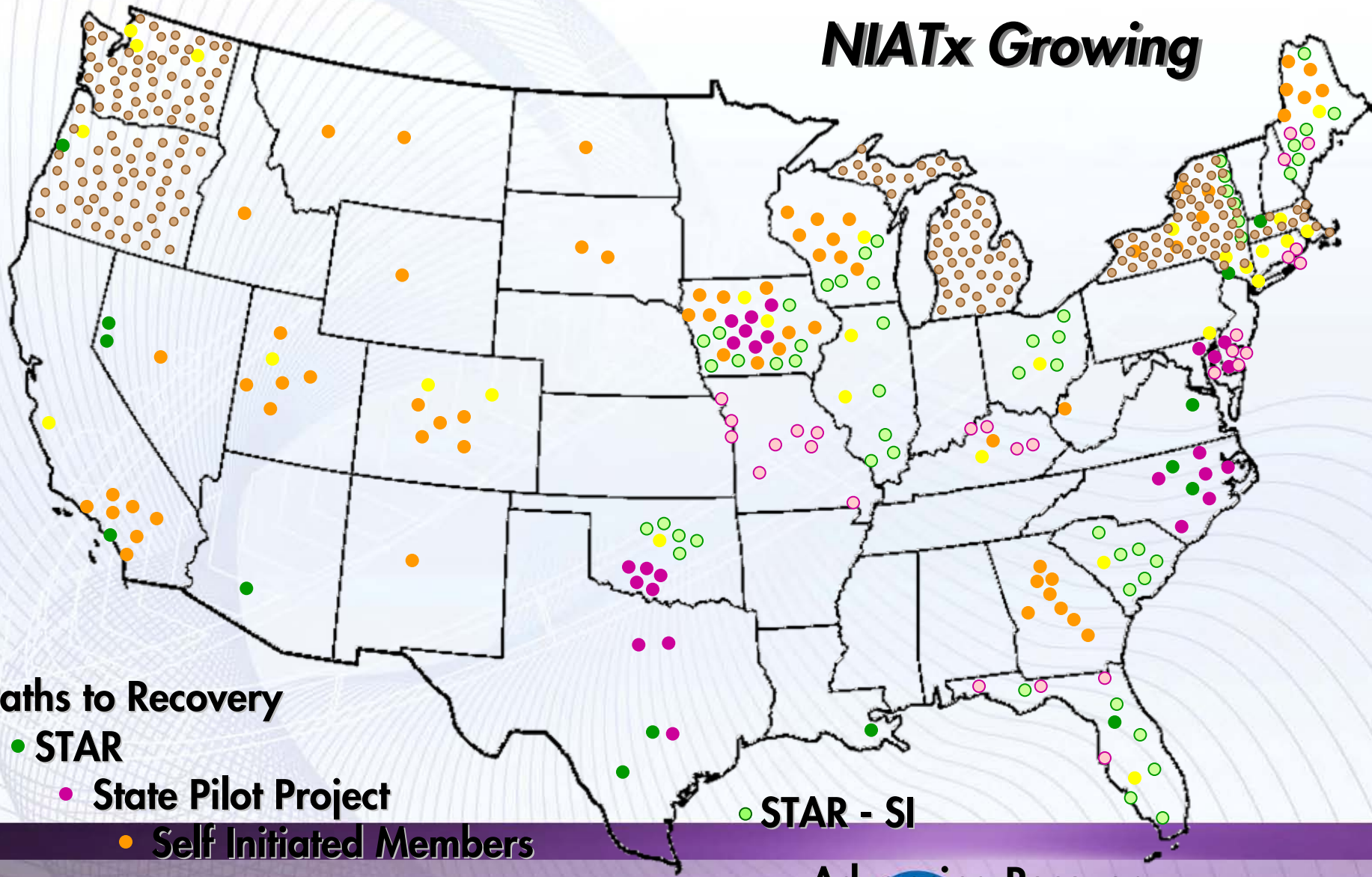
Paths to Recovery
STAR
State Pilot Project
Self Initiated Members
STAR - SI

Advancing Recovery

NIATx 200
The Network for the Improvement of Addiction Treatment

NIATx Growing

Paths to Recovery (yellow)

STAR (green)

State Pilot Project (magenta)

Self Initiated Members (orange)

STAR - SI (light green, open)

Advancing Recovery (open magenta)

NIATx 200

Wisconsin, Iowa, Maine, New York, the Frontier States (CO, ID, NV, NM, SD, WY), and Los Angeles County.

NIATx
The Network for the
Improvement of Addiction Treatment
200

NIATx Reach

Represented in **35** States

Founding Members	60
Self Initiated Members	61
STAR-SI	134
Advancing Recovery	28
NIATx 200	<u>200</u>
Total	**483**

NIATx 200
The Network for the Improvement of Addiction Treatment

…with a world of opportunity.

The NIATx Fundamentals

Lynn Madden

Why Process Improvement?

- Customers are served by *processes*.
- 85 percent of customer-related *problems* are caused by processes.
- You must improve your processes to better serve *customers*.

NIATx 200 — The Network for the Improvement of Addiction Treatment

Why Organizational Change?

- Small changes *do* increase *client satisfaction*.

- Satisfied clients are more likely to show up and *continue their treatment*.

- More clients in treatment make your work *more rewarding*.

- More admissions and fewer drop-outs improve the *bottom line*.

Small Changes, Big Impacts

- Small changes create a *big* difference for both clients and staff.

- Effective changes don't have to be expensive

  Devoting an *hour a day* of a receptionist's time to confirm next-day appointments cost one agency *$4,000 per year*. The resulting reduction in no-shows increased their revenues by over *$400,000 per year*.

Four Aims

Reduce Waiting Times

Reduce No-Shows

Increase Continuation

Increase Admissions

Five Principles

- Understand and involve the customer
- Fix key problems
- Pick a powerful Change Leader
- Get ideas from outside the organization
- Use rapid-cycle testing

1. Understand & Involve the Customer

- Most important of the Five Principles
- What is it like to be a customer?
- Your staff are customers, too.
- Conduct walk-throughs.
- Hold focus groups.

Why a Walk-through?

The walk-through…

- Helps understand the customer and organizational processes
- Provides a new perspective
  - Allows you to *feel* what it's like
  - Lets you *see* the process for what it is
- Seeks out and identifies real problems
- Generates ideas for improvement
- Keeps you asking *why*?…and *why*? again

Walk-through Results

Strengths

- No waiting
- Efficient intake process
- Positive group experience
- Friendly staff

Opportunities

- Long intake process
- Cumbersome paperwork
- No privacy
- No family services

2. Focus on Key Problems

- What keeps the CEO awake at night?
- What processes do staff and customers identify as barriers to excellent service?

Examples of Key Problems

- Excessive paperwork
- Initial and ongoing no-shows
- Length of the intake process
- Creating seamless transitions between levels of care
- Improving financial solvency
- Staff turnover
- Individualized treatment

Executive Sponsor

- Vision
  - Provides a clear link to a strategic plan
  - Sets a clear aim for the Change Project

- Engagement
  - Supports the change leader
  - Periodically attends change team meetings
  - Personally invites change team participants

- Leadership
  - Removes barriers to change
  - Connects the dots
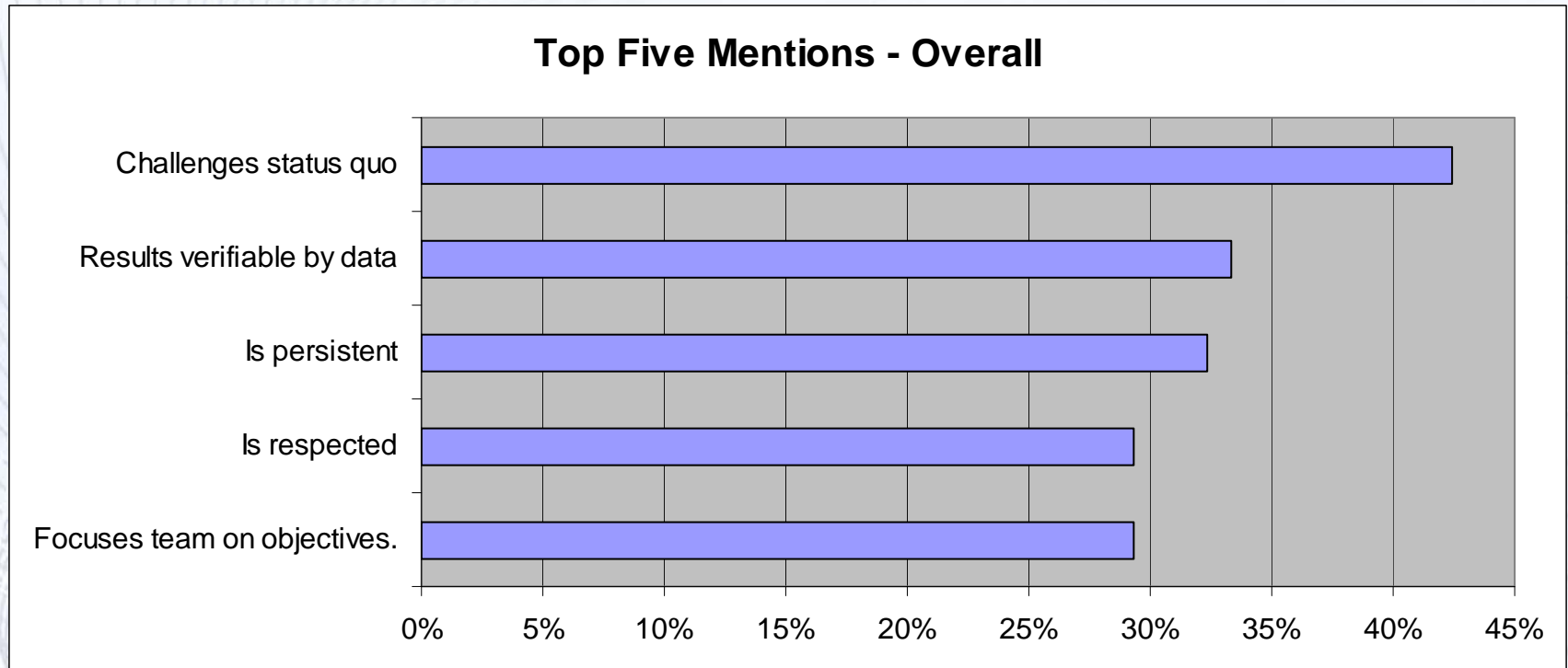 - Communicates clearly, concisely, and constantly

3. Powerful Change Leader

The Change Leader must have…

- Influence, respect, and authority across levels of the organization
- A direct line to the CEO
- Empathy for all staff members
- Time devoted to leading Change Projects

Leadership Characteristics

Overall Perspective

Top Five Mentions - Overall

Components of Leading Change Teams

- Establish direction with a clear aim
- Create a sense of urgency
- Provide accountability
- Involve the right staff
- Communicate, communicate, communicate
- Engage senior leaders
- Motivate and inspire
- Commit to empowerment
- Create a process for short term wins

Change Team Responsibilities

- Meet regularly
- Ensure accountability
  - Record and distribute minutes
  - Assign tasks and responsibilities
- Identify potential solutions
  - Quickly test one idea
  - Measure the impact of the change

4. Ideas from Outside Organization

- Real creative problem solving comes from looking beyond the familiar.
- Provides a new way to look at the problem
  - Client Engagement
    - Northwest Airlines
    - Ford Motor Company
  - Reduce no-shows through reminders
    - Dentist Office
    - Public Libraries
  - Client Handoffs
    - National Rental Car
    - Hyatt Place Hotels

5. Rapid-cycle Testing

Start by asking three questions:

1. What are we trying to accomplish?
2. How will we know a change is an improvement?
3. What changes can we test?

Model for Improvement
Langley, Nolan, Nolan, Norman, & Provost. *The Improvement Guide*,
San Francisco, Jossey-Bass Publishers, 1996
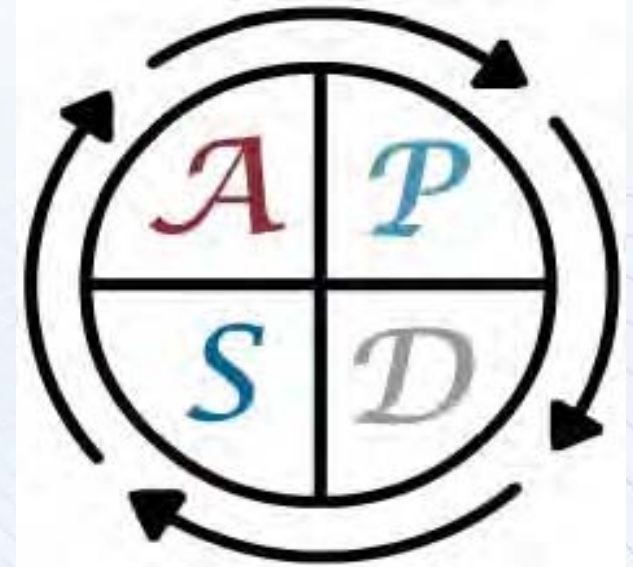
Before Making Changes

- Collect baseline data
- Determine the target population and location
- Establish a clear aim
- Select a Change Leader and the Change Team
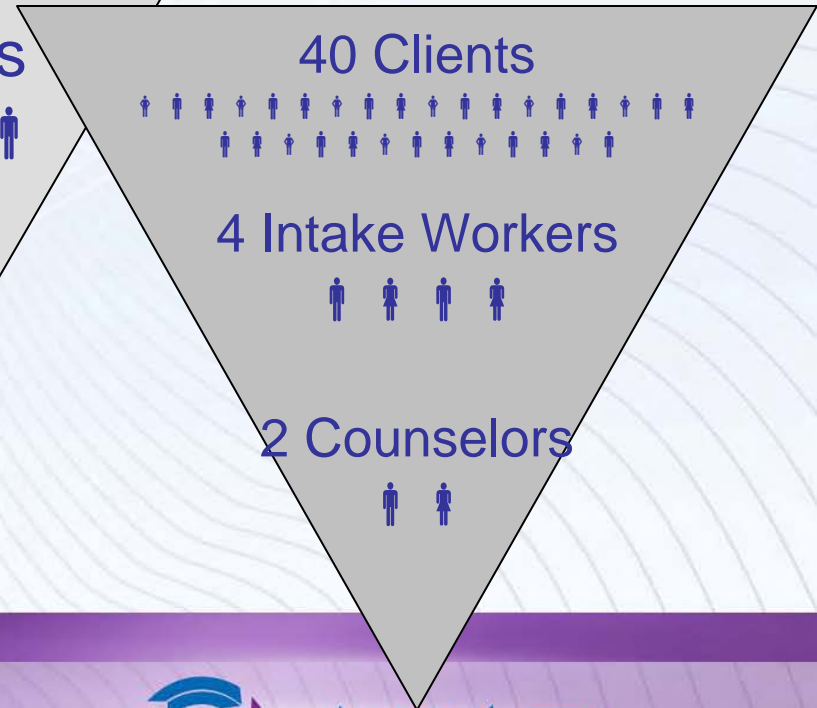
Making Changes

- **PDSA Cycles**
  - **P**lan the change
  - **D**o the plan
  - **S**tudy the results
  - **A**ct on the new knowledge
    - Adapt
    - Adopt
    - Abandon

- Two-week-long cycles

Rapid-Cycle Change

Acadia Hospital – Open Access to IOP

- Clients who fit the clinical profile over phone or at local ED are offered an evaluation the following morning at 7:30 a.m.

- All evaluated clients started program same day.

IMMEDIATE RESULTS

- Time between initial contact and screening dropped from 16 - 4.1 days to 1.3 days.

- Clients seeking treatment who were retained in treatment rose from 19 percent to 53 percent.
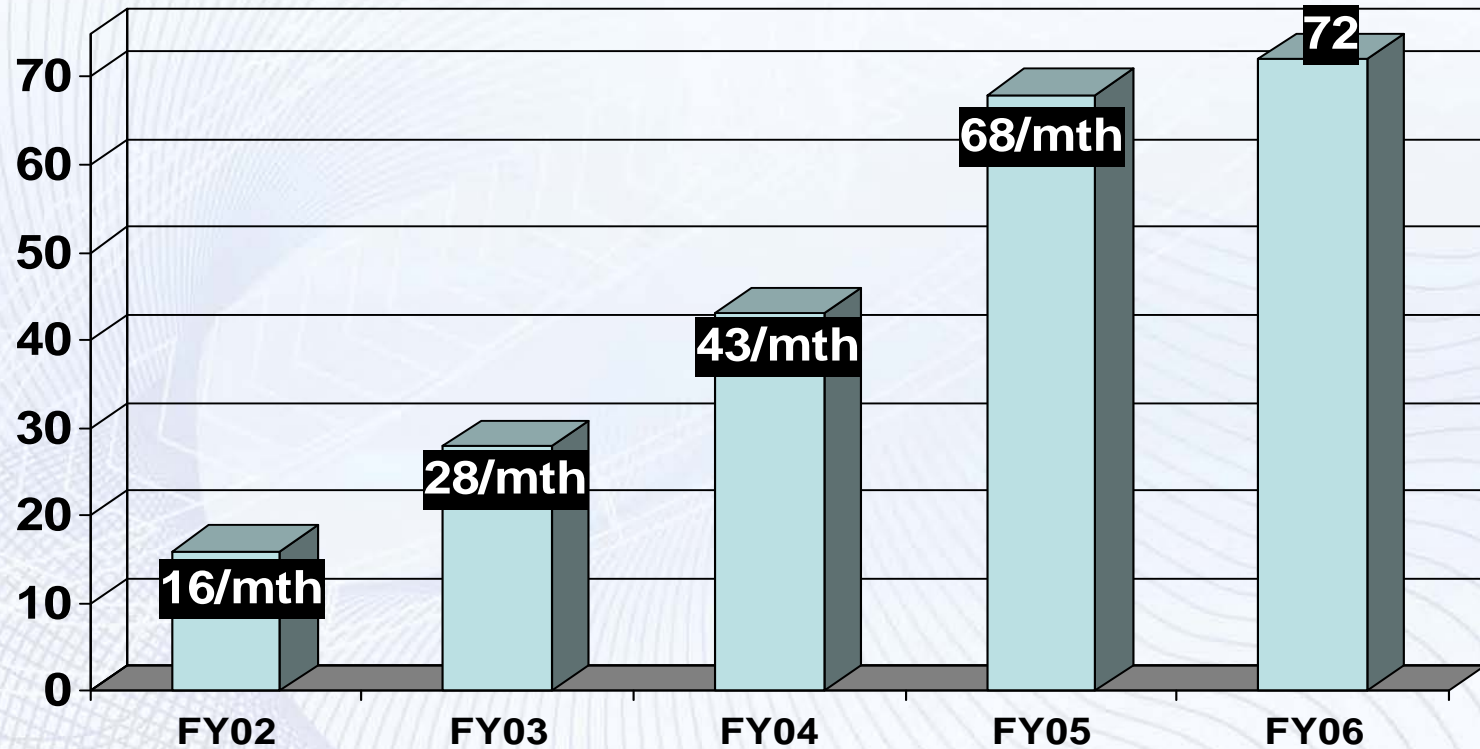
- Retention increased to 67 percent by March 2005.

Change Cycles

Hunches
Theories
Ideas

DATA

Changes that
Result in
Improvement
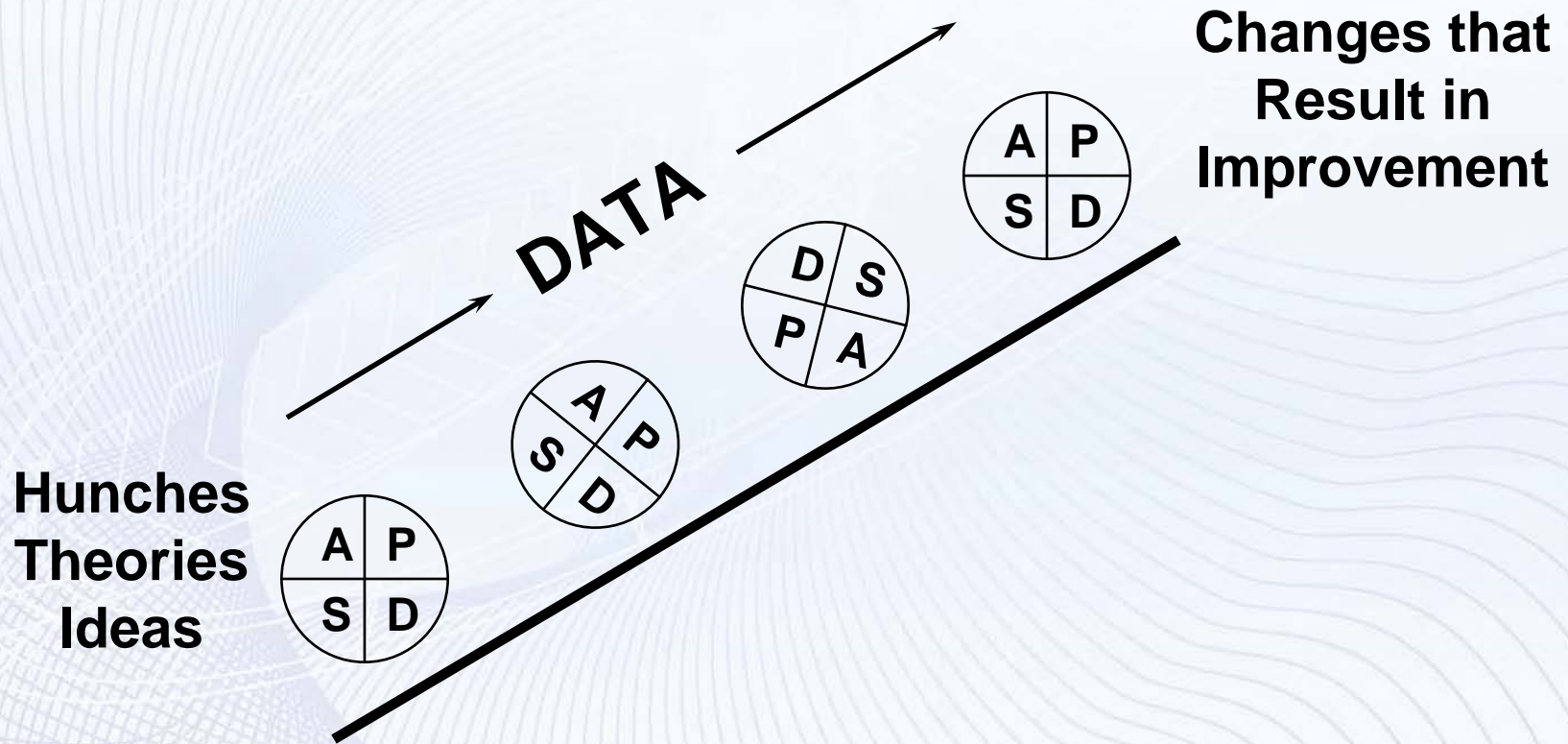
Reference: Langley, Nolan, Nolan, Norman, &
Provost. *The Improvement Guide*

Open Access = Continued Growth

Acadia Hospital
(project implemented in March 2003)

Bar chart showing:
- FY02: 16/mth
- FY03: 28/mth
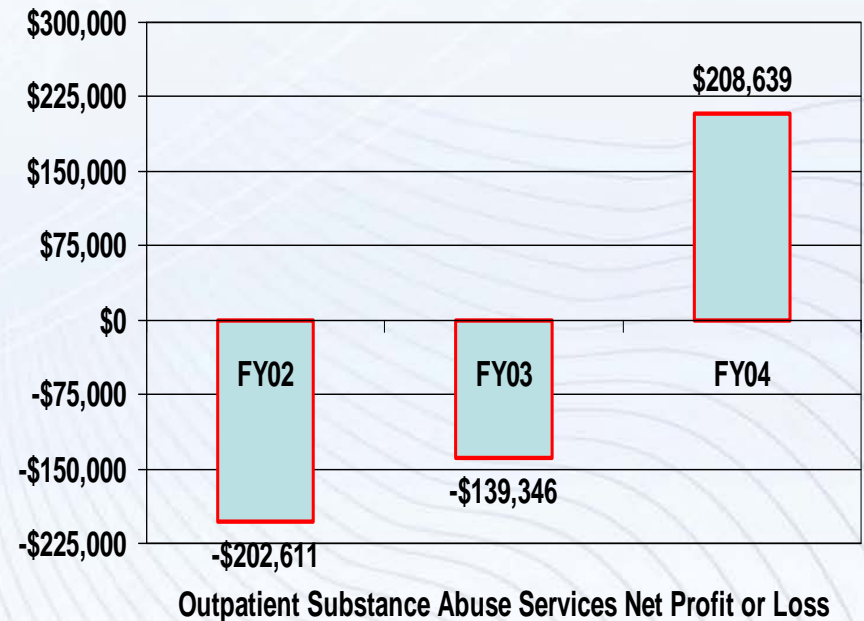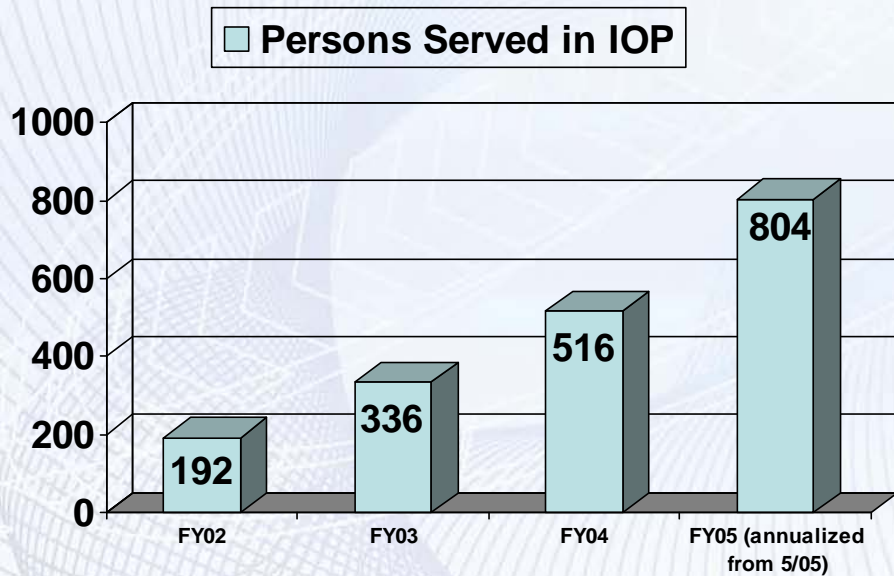- FY04: 43/mth
- FY05: 68/mth
- FY06: 72

Business Case – the Sixth Principle?

- What keeps the CEO up at night?
- The case for Process Improvement
  - Bottom-line impact
  - Strategic advantage
  - Staff retention and workforce development
- The key to sustainability

Project #1 – Operating Results

We serve more clients and the program operates more efficiently.

Persons Served in IOP

- FY02: 192
- FY03: 336
- FY04: 516
- FY05 (annualized from 5/05): 804

Outpatient Substance Abuse Services Net Profit or Loss

- FY02: -$202,611
- FY03: -$139,346
- FY04: $208,639

STAR-SI ARC Business Case
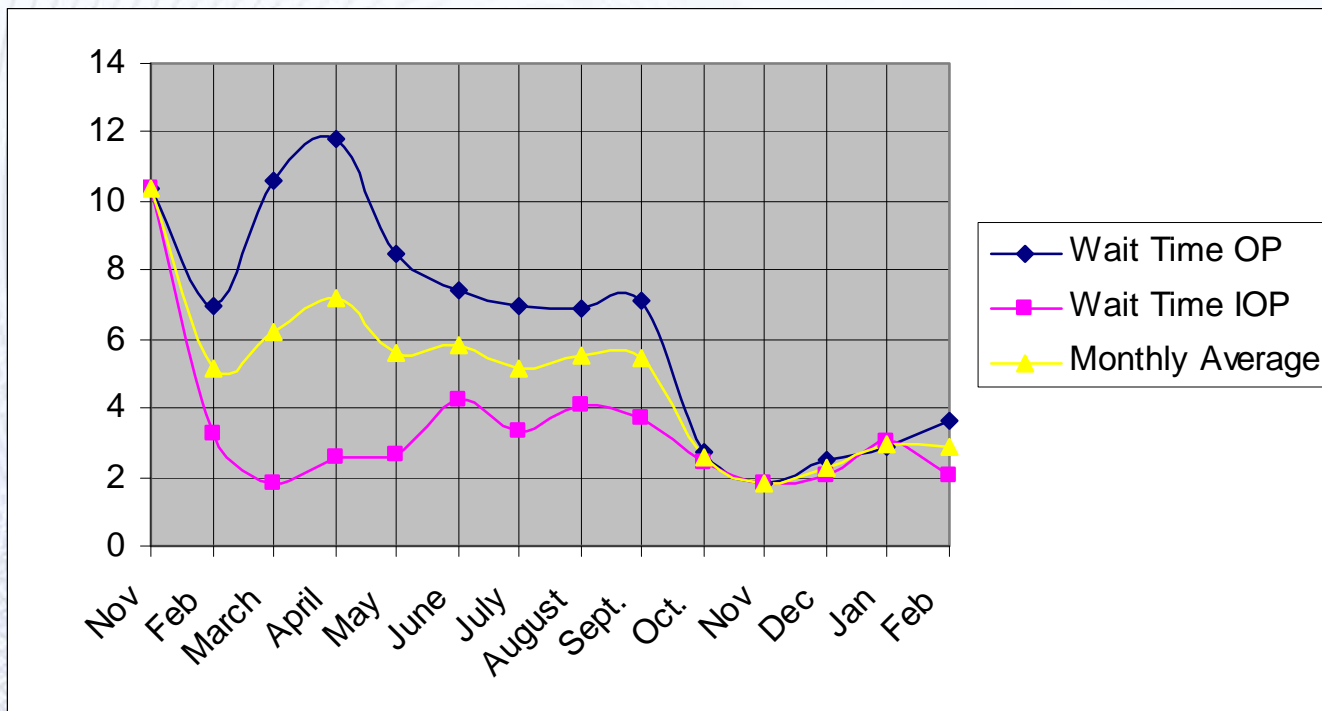
Wait times decreased **77 percent** from baseline.

STAR-SI ARC Business Case

2006 & 2007 Volumes - ARC IOP
MCH Benchmark = 188 units
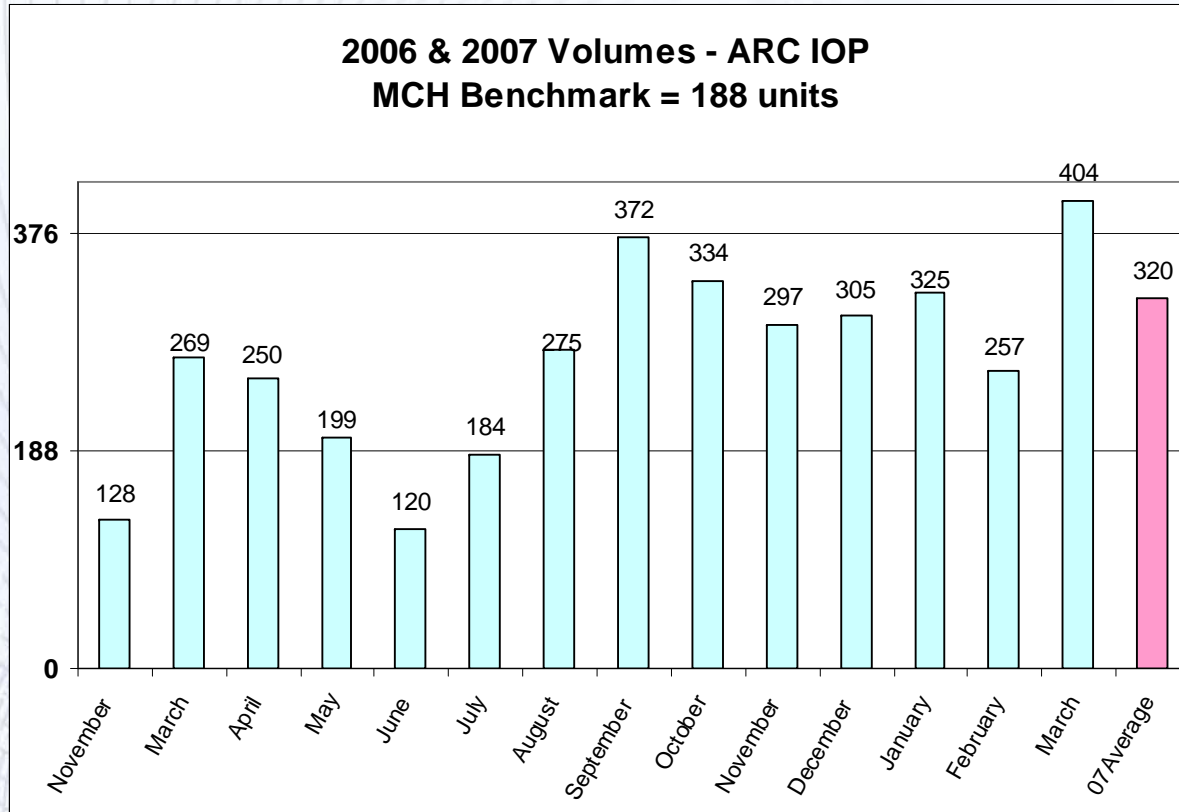
IOP volume increased 150 percent over baseline.

Month	Value
November	128
March	269
April	250
May	199
June	120
July	184
August	275
September	372
October	334
November	297
December	305
January	325
February	257
March	404
07Average	320

STAR-SI ARC Business Case

Net Revenue

Legend: Medicaid, 3'rd Party and Private

Categories: Q1 2006, Q2 2006, Q3 2006, Q4 2006, Q1 2007, Q2 2007, Q3 2007

Medicaid net revenue increased by **53 percent** over baseline.

Third-party and private net revenue is **50 percent** over baseline.

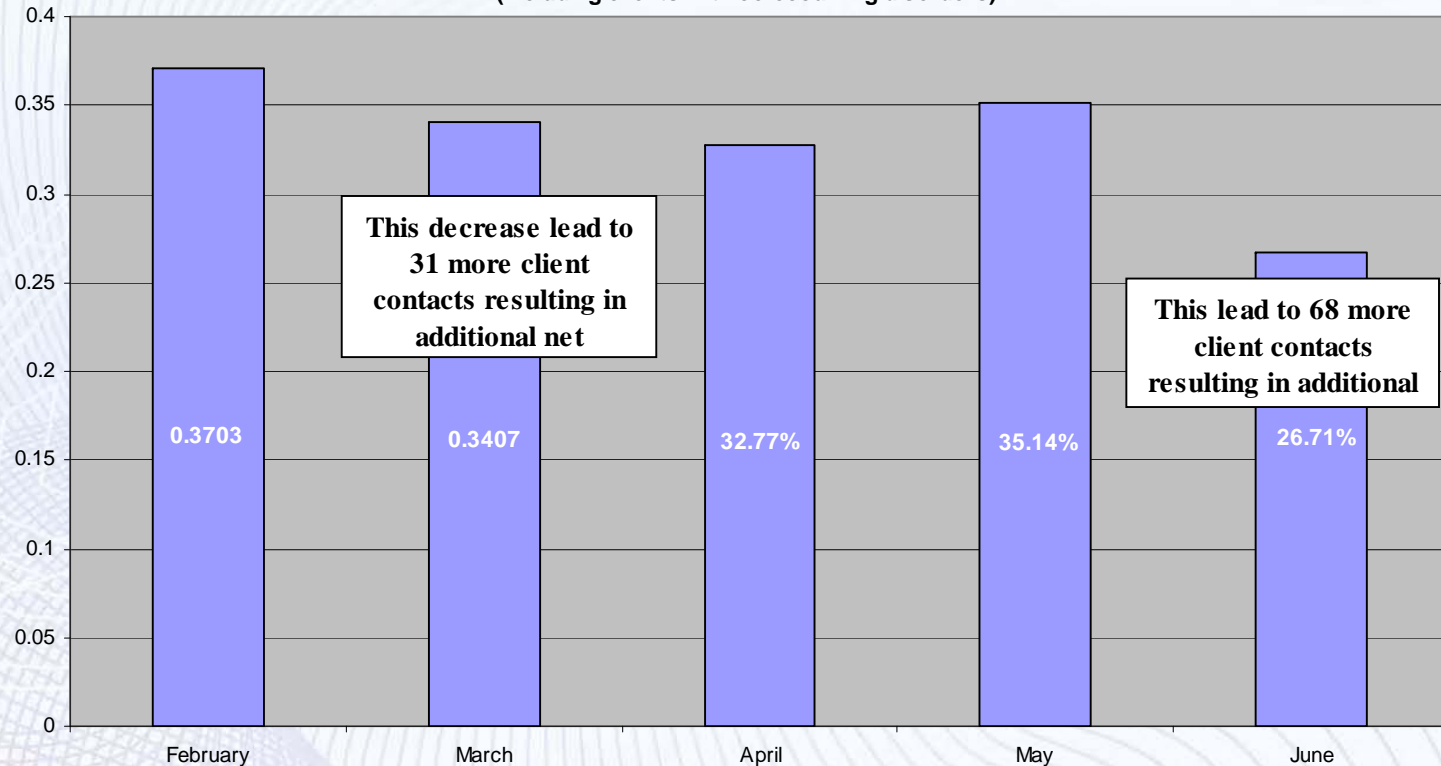# Decreasing the No-show Rate

Aroostook Mental Health Center

Caribou Substance Abuse
No-Show/Cancellation
(including clients with co-occurring disorders)

This decrease lead to 31 more client contacts resulting in additional net

This lead to 68 more client contacts resulting in additional

February	March	April	May	June
0.3703	0.3407	32.77%	35.14%	26.71%

NIATx 200
The Network for the Improvement of Addiction Treatment

Walk-through, Flow Chart Baseline Information

Better Understanding the Customer

Walk-through

Assignment 1

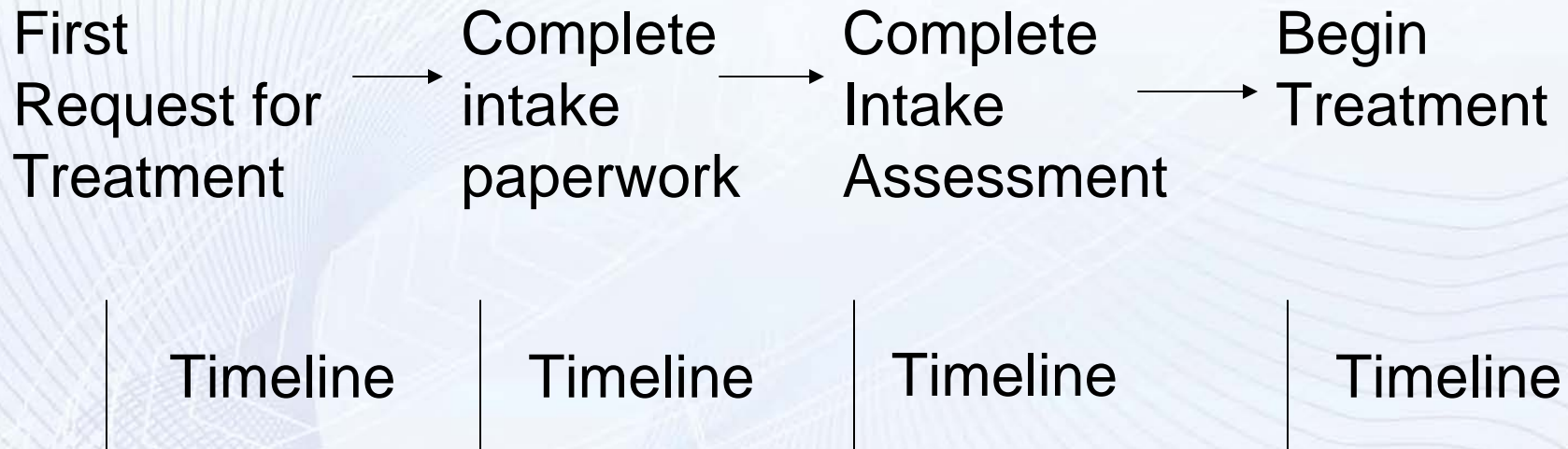Refine the description of your walk-through

Consider the administrative process & how your "customer" may feel.

Flowcharting

Assignment 2

Draw a simple flowchart
of your walk-through

Sample Flow Chart

First Request for Treatment → Complete intake paperwork → Complete Intake Assessment → Begin Treatment

| Timeline | Timeline | Timeline | Timeline |

Baseline Information

Assignment 3

Link baseline information to your flowchart

If no data, use your best estimate

Strategies

Assignment 4

Strategies for improving the:

- walk-through,

- flowcharting, and

- collection of baseline data

Lunch

Q & A with Tommie Bower
NIATx Change Leader
Gosnold

Change Project Charter

Designing Successful Change Projects

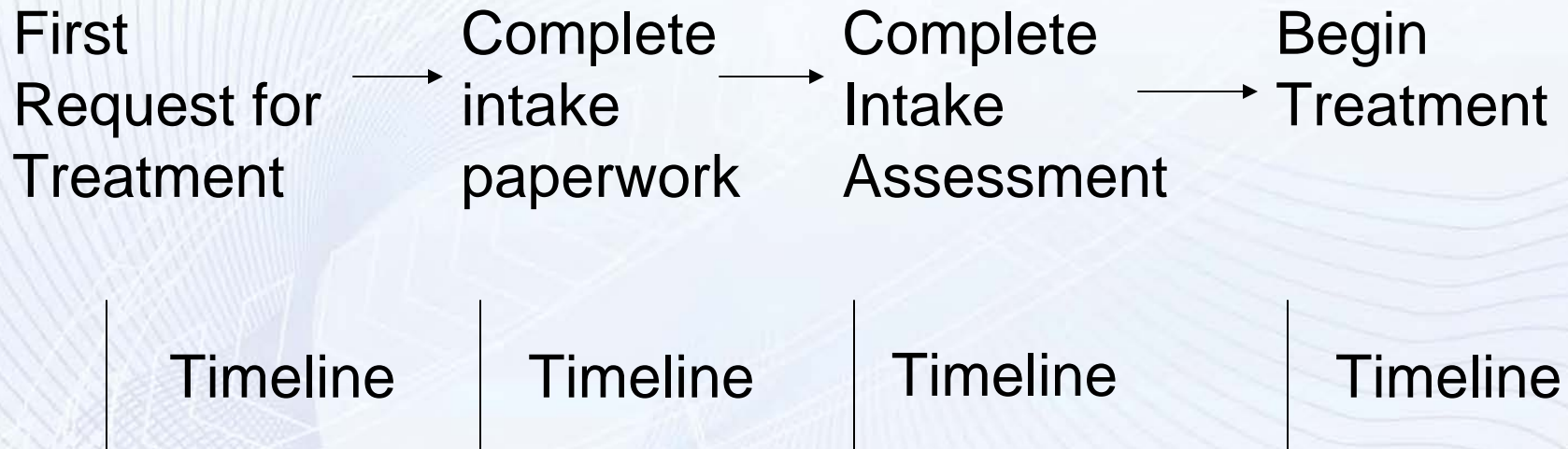# Change Project Charter

Assignment 5

Complete sections 1 through 9 in the
Change Project Charter

Change Project Measures

Assignment 6

Define Change Project measures to assess progress toward your aim

Sample Flow Chart

First Request for Treatment → Complete intake paperwork → Complete Intake Assessment → Begin Treatment

Timeline | Timeline | Timeline | Timeline

Change Project Measures

Assignment 7

Challenges and solutions for:

- Gathering data,

- Analyzing data,

- Sharing data with key partners

Nominal Group Technique

Identifying possible changes
to address aim

Developing Ideas for Change

Assignment 8

- Nominal Group Technique
- Clearly define the question
- 3-4 minutes of silent idea generation
- Round robin and group presentation of ideas
- Select higher priority ideas

Reduce Time to Treatment

Assignment 9

- Work in groups

- Review promising practices

- Define higher priorities

- Select promising practices to begin working with

NIATx 200 Web Site

Utilizing Online Learning Kits when planning change projects

Break

Evaluation

- NIATx Background > NIATx Fundamentals

- Location? Worcester?

- Next session 1.5 days-What days of the week are best?

Detours

- Projects not related to goals
- No feedback
- Insufficient leadership
- No business case
- Large change cycles

Small Changes Really Matter

- A 3 percent improvement in the no-show rate = $1100/month or $13,300/year.

- This program is in a group of programs that together were intended to produce an operating margin of $15,123.

- Management is very happy with this project!

Start a Change Project

- Select a Change Team
  - Name a Change Leader
  - Executive Sponsor
  - Data Manager
- Conduct a walk-through
- Collect baseline data
- Review the data and the walk-through
- Suggest a process change to improve access or retention

Challenges in conducting Change Team Work or The PDSA

Summary and Questions

Go forth and do make changes