

Welcome



*The Network for the
Improvement of Addiction Treatment*

NIATx 200

**NIATx 200 Learning Session III
February 10-11, 2009**

Participants

- Henry Lee Willis Center
- Advocates
- North Suffolk Mental Health Association
- AdCare Outpatient
- STEP, Inc.
- Team Coordinating Agency
- Cooley Dickinson Hospital
- Casa Esperanza
- Phoenix House
- Catholic Charities
- Massachusetts General Hospital
- Fenway Community Health
- Martha's Vineyard Community Services
- The Dimock Center
- Lowell Community Health Center
- SMOC Behavioral Health Svc.
- George B. Wells/Harrington Hospital
- St. Elizabeth's Medical Center

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Learning Session III



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Agenda Review and Refinement

Learning Session Roadmap

- LS I: Beginning and Learning
- LS II: Using and Mastering
- LS III: Strengthening and Sustaining

Objectives

Strengthen and Sustain a PI Culture:

- Conducting mature PDSAs
 - Integrate NIATx tools/principles as a “way of doing”
 - Capitalize on Learning Kits as a resource
- Enhancing data use in decision making
 - Tie data to Performance Management & Business Case
- Enhancing workforce to support PI efforts
 - Train new and existing staff on PI efforts
 - Refresh excitement within the Agency NIATx work

Proposed Agenda

- Overview and refinement of agenda objectives
- Introduction to mature PDSAs
- Project presentations/cafés: learning from others
- Performance management: the business case
- Strengthening and sustaining a PI culture
- Accessing web-based promising practices

Understanding the Customer

Discuss and answer the following questions:

- What other topics would you like to talk about today?
- Of the topics included in today's discussion, what do you want to make sure we cover?
- In what NIATx process improvement areas do you feel least prepared?

Record your answers on your flip charts

Pod Work



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**Informal presentations to enrich
PDSAs: Prepare for large group
presentations**

Performance Management



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Performance Management

Performance management combines quality assurance and improvement activities with operational outcome measures to allow an organization to effectively make decisions and move toward desired goals.

Effective performance management systems include access to real time data, integration of data across fiscal, clinical and utilization systems and clear organizational goals, objectives, and strategic directions.

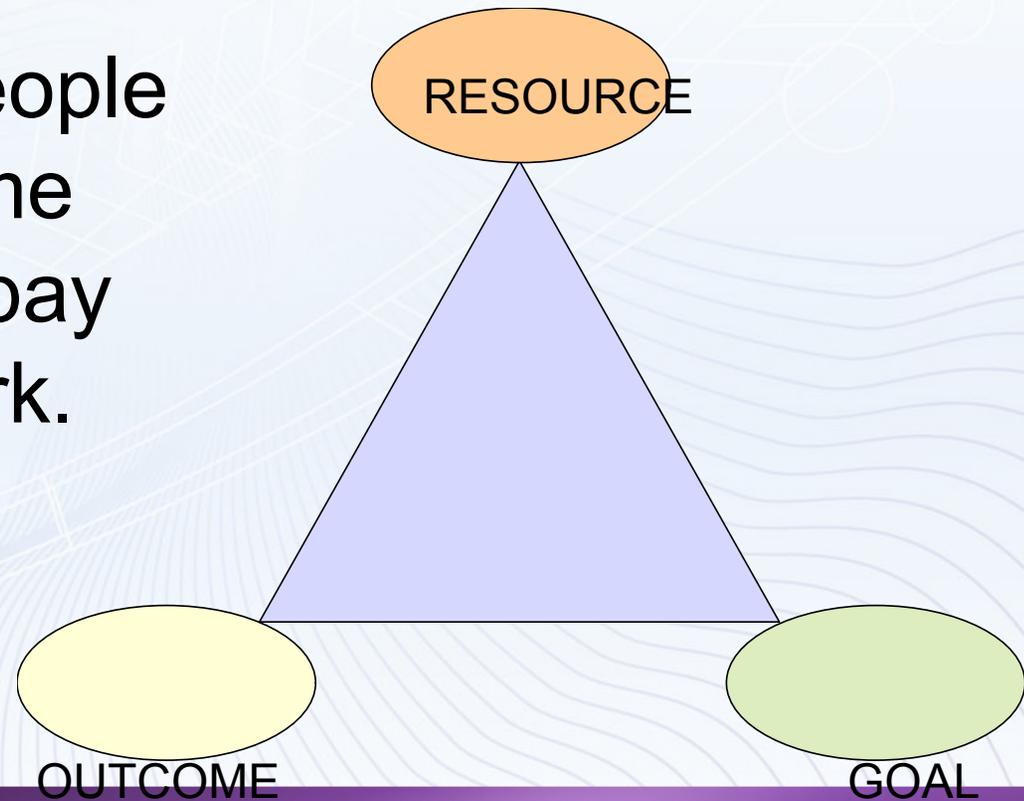
PDSA Your Way To Results

Performance can be thought of as *actual results versus desired results*.

Any gap, where actual is less than desired, constitutes the **performance improvement zone**. (Wikipedia)

Strategic Decision Metric

Services that people *can* and *will* come to, that we can pay for, and that work.



The Metric – Decision Support

- Goal – desired direction for the organization (e.g.; improved access)
- Outcome measure – Are clients getting better? How do you know?
- Resource measure – The business case

An Example

- In 2006, the APT Foundation set a **goal** of improving access to treatment
- AND decided that **clients need to do at least as well** as access improved as the current clients were doing
- AND that an expanded program **needed to pay for itself and any new staff** needed

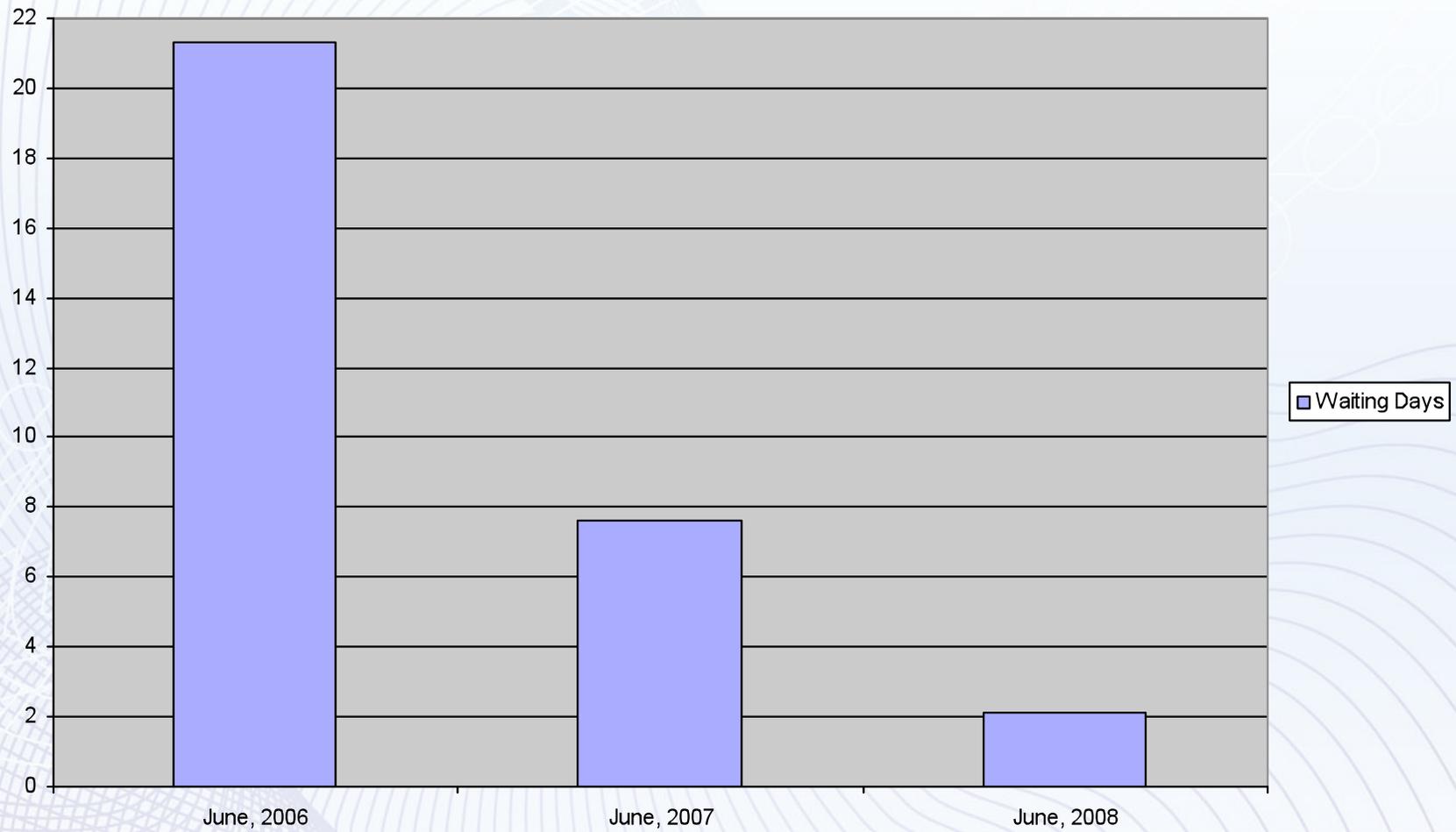
Element #1 – Goal

Improve access to admission

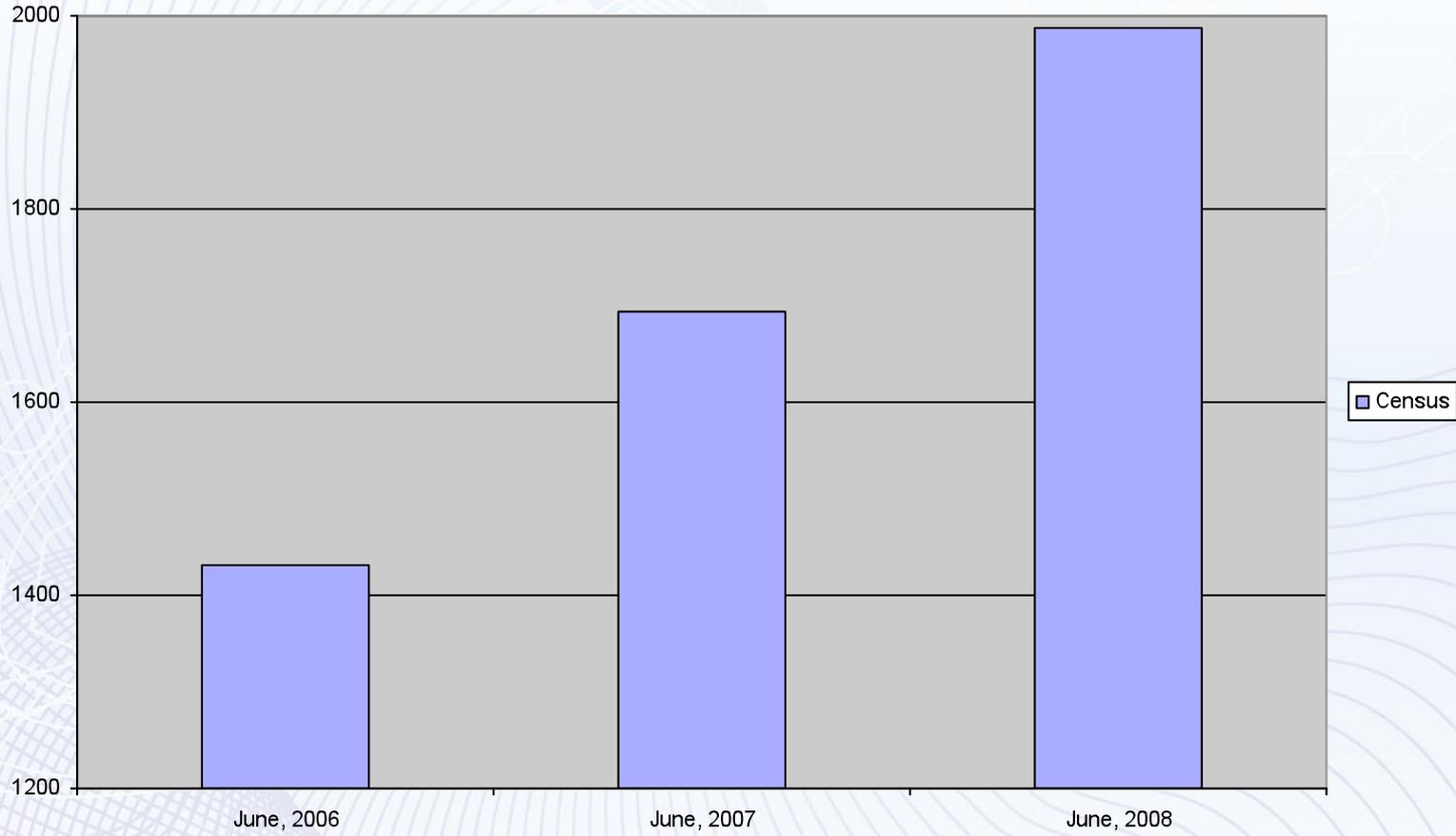
Measures: Time to admission

Census

Waiting Days to Admission



Methadone Census

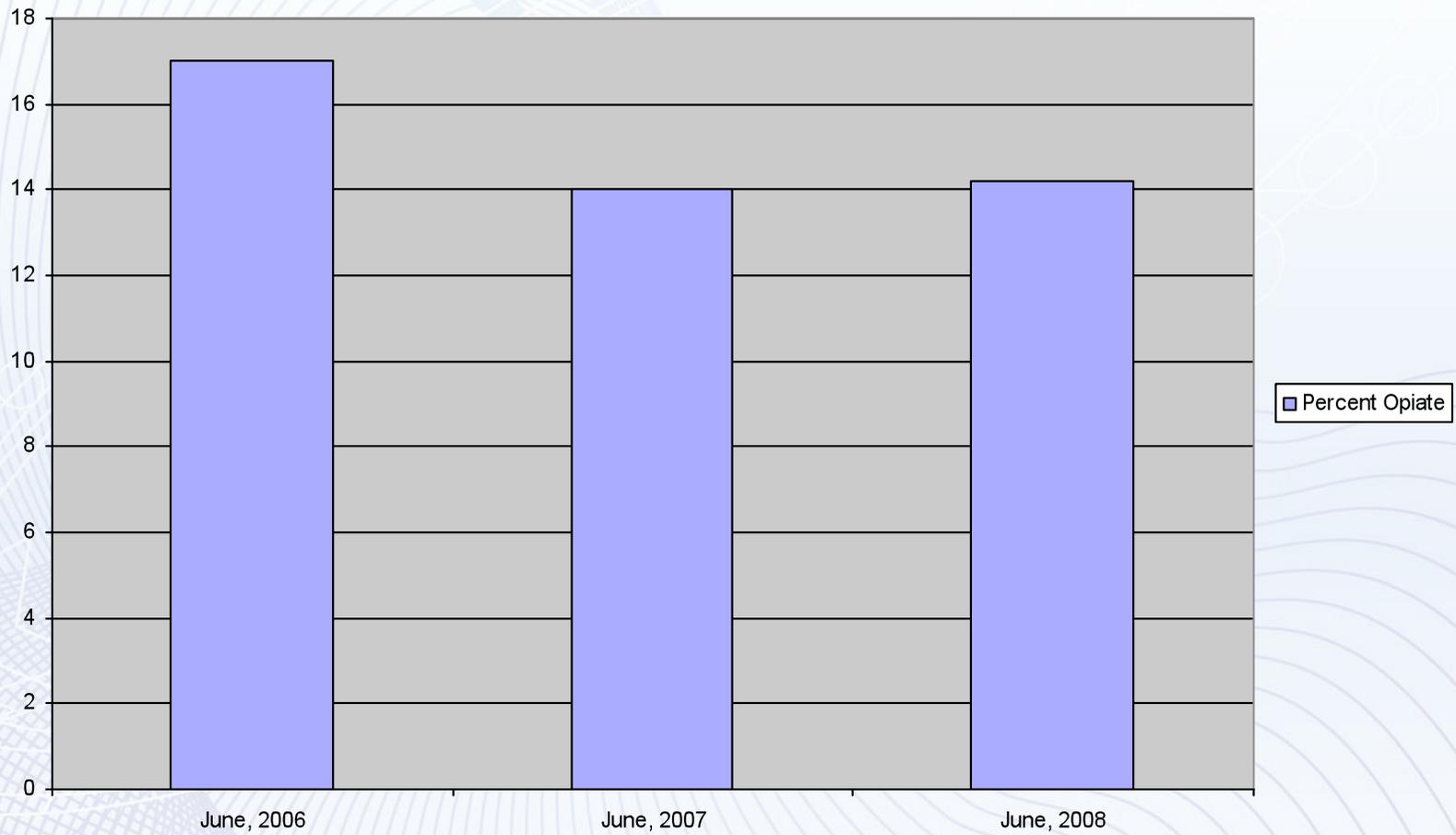


Element #2 - Outcome Measure

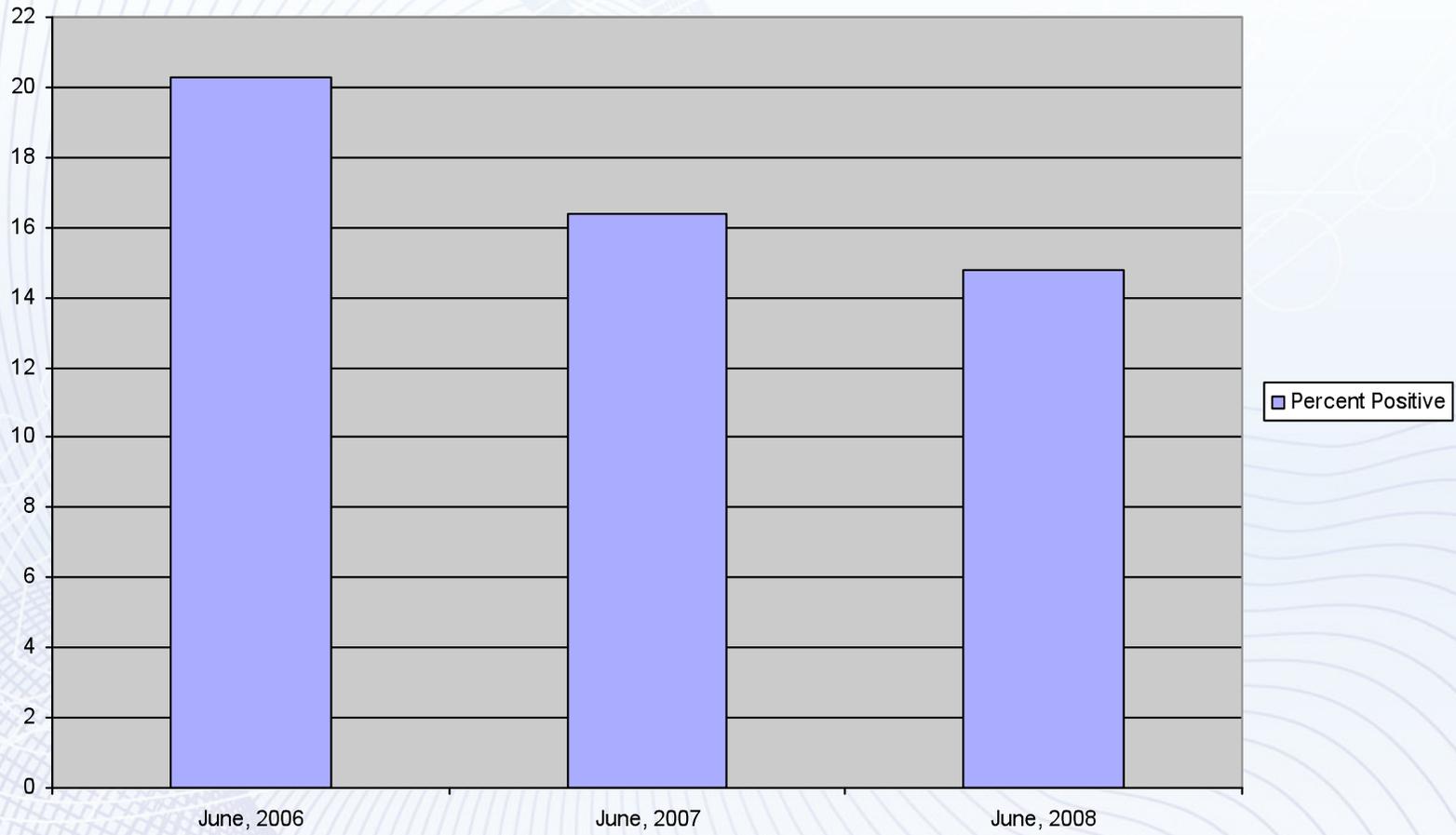
The desired outcome was that clients would do at least as well under the new “fast admission” system as they had done before with the changes.

Measures: Urine drug screens
Client retention

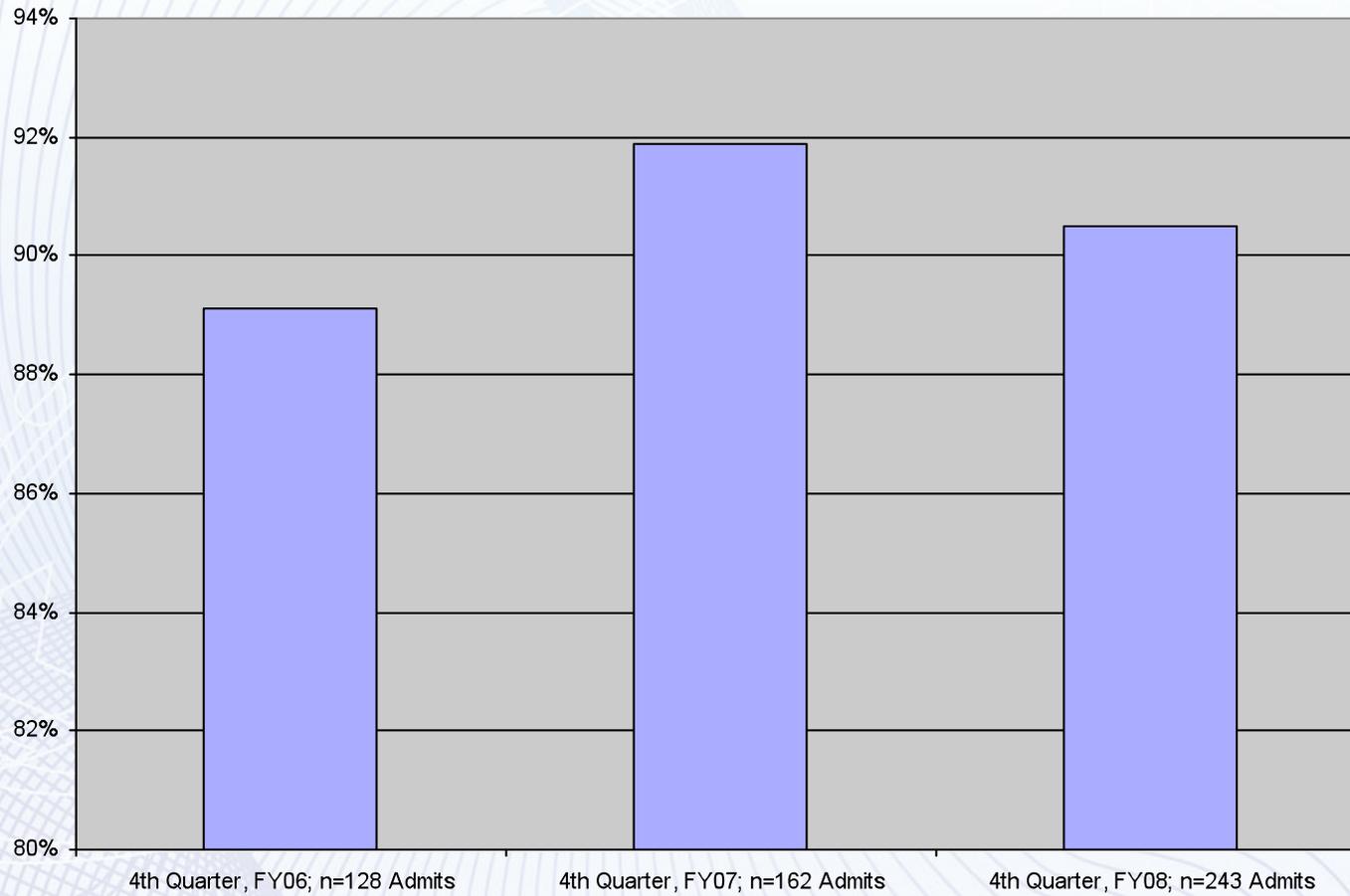
Percent Positive Opiate Patients



Percent Positive Cocaine Patients



Percentage Active @ Day 90 Post Admission



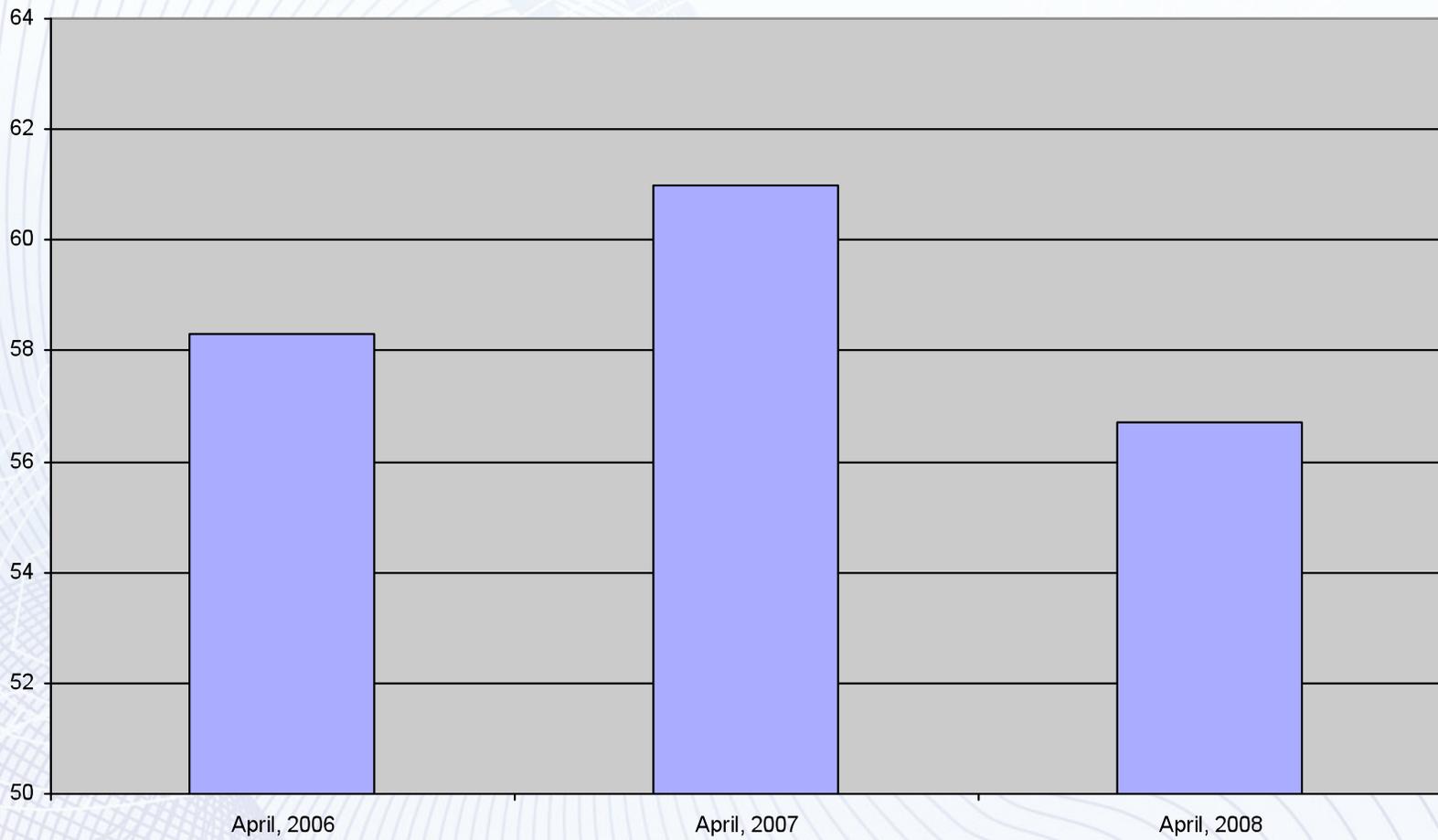
Element #3 - Resource Measure

The organization needs to be able to staff for the new census and afford to grow.

Measures: Case load/counselor

Bottom line of organization

Avg. FT Counselor Caseload



APT Foundation

New Growth Means Financial Stability

11,024 New client weeks
\$466,646 new revenue per year

Metric Dashboard

- Putting it all together – Who looks at the data and when?
- What PDSA interventions can you do to move the measures in the desired directions?
- What strategies do you need to sustain the gains?

Table Work

- **Change Teams – Developing, Managing & Sustaining**
- **EBP's, Promising Practices**
- **Data Analysis, Measurement, Decision Support**
- **Sustain and Spread**

Table Reports and Discussion

Welcome Back

Support for this project was provided by
NIATx through a grant from the National
Institute on Drug Abuse.

Linkage of NOMS and NIATx Aims

NOMS

Abstinence
Resilience & sustaining recovery
Finding safe & stable housing
Improving social connectedness
Increased access to services
Retention in substance abuse
Quality of services provided
Client perception of care
Cost effectiveness
Evidence based practices

NIATx

Increase Admissions

Increase Continuation

Reduce N. Shows

Reduce Waiting

Web & Promising Practices



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Are they a part of your culture?

Questions

- Can you highlight a promising practice that you have used or plan to use?
- What is one thing you've learned?
- How could it be better?
- How has the NIATx 200 site and promising practices been used thus far in your organization?

Next Steps

- Discuss a method for incorporating the web and promising practices into future PDSAs.
- How can the NIATx 200 site become a part of the culture in your organization?
- What next steps will you take with this resource?

Timeline

- July 2009
 - Staff Surveys Collected (18 months)
 - Project Intervention Concludes
- August 2009
 - Integration of State & Provider Sustainability Period begins
 - Data Collection, Submissions, Reports and Utilization Continues

Timeline

- October 2009
 - Executive Sponsor Surveys Collected
- April 2010
 - Provider & State Sustainability Plans Ongoing
 - Staff Surveys Collected (27 months)
 - Data Reports and Utilization Continue
 - NIATx 200 Project Analysis Begins

Spreading and Sustaining a Change Culture



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**Creating a “Usual and Customary”
agency behavior**

What's an Agency Culture?

Merriman-Webster defines “culture” as “the set of shared attitudes, values, goals, and practices that characterizes an institution or organization.”

Attitude

- A position assumed for a specific purpose: a threatening *attitude*.
- A mental position with regard to a fact or state: a helpful *attitude*.
- A feeling or emotion toward a fact or state.

Merriman-Webster online dictionary

Value

Something (as a principle or quality)
intrinsically valuable or desirable.

Merriman-Webster online dictionary

Goal

The end toward which effort is directed.

Merriman-Webster online dictionary

Practices

To do or perform often, customarily, or habitually.

Merriman-Webster online dictionary

Organizational Culture Reflects

Shared feelings and emotions (**full agency commitment**) that portray desired intrinsic organizational (founding) principles (**continuous improvement**) to help us achieve an end result (**quality service**) through regular, customary, habitual agency work (**policies and procedures – informal or formal**).

How Do We Build This Culture?

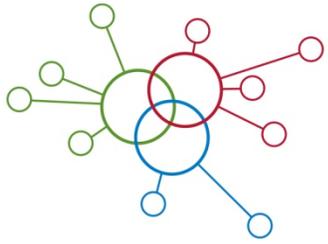
Let's look first at how organizations change.

An Example Organization Change Model

D. Dwayne Simpson
TCU Behavioral Research Institute

Stages of Organizational Change





Ten Key Factors for Sustaining Change



Institute for Innovation
and Improvement



Example Agency Actions

Creating and sustaining a PI culture:

- Train all new employees on the agency's process improvement program.
- Continually share change projects with all agency employees.
- Integrate performance data into all discussions to assess agency progress.

Table Assignment

- Describe the attitudes, values, goals and practices you would want to sustain and spread in an agency. How can you assess existing conditions?
- What organizational structures can be put in place to help hold these characteristic?

MA Department of Public Health



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www.mass.gov/dph/bsas



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Sustaining the Gains

Sustaining the gains

Extending the benefits

Partnering for growth

Sustainability Strategies

- Through Outpatient Modality Management, NIATx 200 gains to be sustained through:
 - Agency recognition for top Process Improvement projects
 - Incentives to support Process Improvement changes.

Sustainability Strategies (2)

- Also at Modality Management meetings:
 - Statewide sharing of Process Improvement gains.
 - Discussion of process and outcome measures around Process Improvement efforts.
 - Provider presentations emphasizing improvements in client access and retention through use of NIATx 200 principles.

Sustainability Strategies (3)

- Training in rapid cycle change and PI emphasizing:
 - Engagement of top administrators
 - Creation of an agency team supporting the change
 - Implementation of a multi-step process to enhance agency process improvement capability

Sustainability Strategies (4)

- Highlight Process Improvement gains through:
 - Performance Management newsletter
 - Innovations Conference
 - Regional provider meetings

Sustainability Strategies (5)

- Encourage training in Process Improvement at the ATTC of New England, as well as at state and regional conferences.
- Continue partnering with treatment providers to emphasize collaboration in Process Improvement gains.

Table Work

- **Special Populations & Restrictions**
LOS
- **Practical PDSA – “Get er Done”**
Capacity & Performance Mngt
- **Motivation + Spirit in Hard Times**
- **Benchmarking & Systemic**
Collaboration
- **State NGT**

Table Reports and Discussion

Telling Your Story



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**The Elevator Speech Plus -
People AND Process**

Process AND People – Making the Numbers Live

- Translating numbers into people appeals to another aspect of your potential audience
- It not all about one or the other – resist the story without the data

Elements of Storytelling*

- Vivid Characters
- Dynamic Settings
- Plot Development
- Backstory – most stories don't begin at the beginning

*Kimberly Appelcline

When you only have about a minute – practice helps!

- Hello! Introduce yourself, smile (or at least try to look pleasant) , make eye contact
- Say what you have accomplished – and how the changes you have made have affected a client specifically. Have your story ready. Leave your listeners **believing**.
- Ask for follow up.

Audience matters – policy maker

- Hello Senator Smith. I am Alice Jones, from New Dawn in Spokane, a substance abuse treatment program. I would like to tell you about NIATX 200, a federally funded grant program Washington is participating in that has helped us improve admissions to treatment by more than 45% without asking for additional resources from the state. One woman in our community told me that had tried to start treatment 6 times before – it wasn't until we said “we can see your right now”, that she was able to start. She's been in recovery for about 4 months now and has been able to keep her job. Can I follow up with your office and tell you more about this?

Audience matters - colleague

- Hey Sue, I wanted to tell you about a woman who walked in last month with her sixteen year old son – they both looked like they had been crying and she said “ I don’t know what to do – he has just been arrested!” We brought her right into my office, helped them calm down, and they have been back to work on their communication every week since. It made me remember why I do this job – it was really a healing, teaching moment – hope instilled on a very stressful day. Before we started working with NIATx to improve access we would have had to do 20 pages of forms, and wait two weeks while this family came up with money before they could even be assessed. These days, we have no wait time at all in our program – how can we get this message to our whole organization?