



Great Lakes (HHS Region 5)

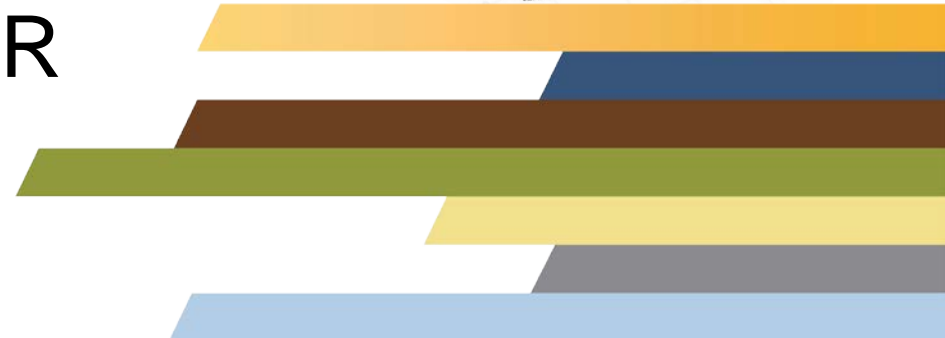
ATTC

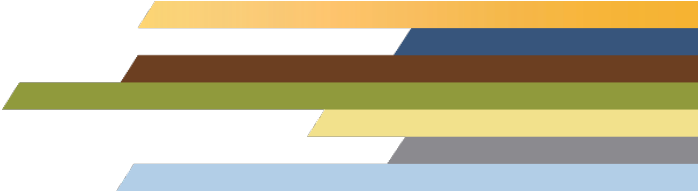
Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

Should I pedal faster or change gears? –
*3 key elements to capture change
project momentum*

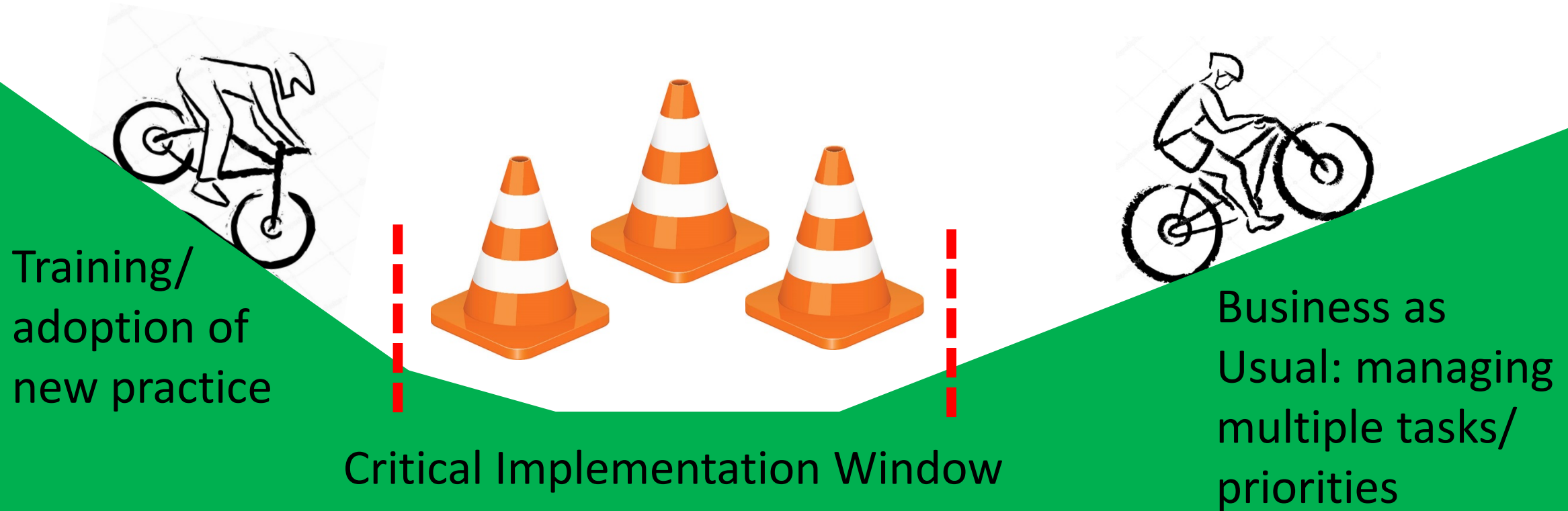


Mathew Roosa, LCSW-R
August 20, 2018

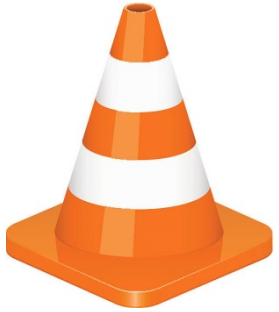




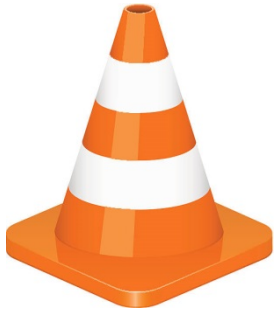
Capturing implementation momentum



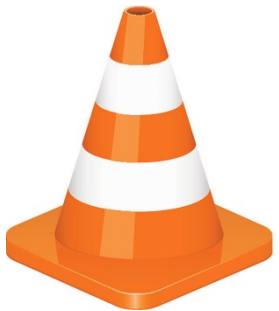
3 key focus areas to move forward/ avoid obstacles



Use **Tools** to define the **Aim**



Use **Change Project Form** to define the **project**



Use **Teams** to ensure effective implementation

A decorative graphic in the bottom right corner consisting of several overlapping horizontal bars in yellow, brown, green, and blue.

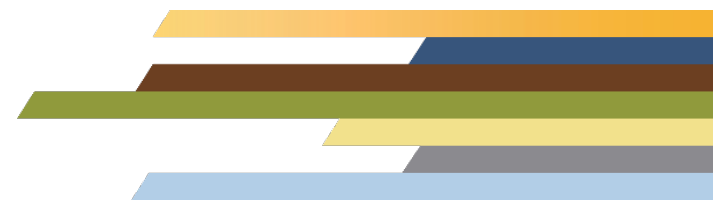


Do you have a clear **AIM**?

Focus Areas:

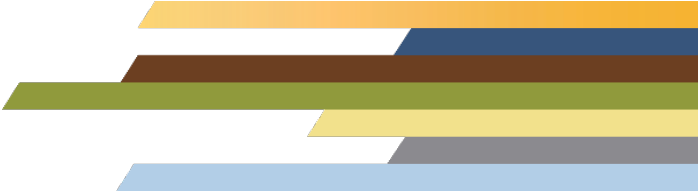
1. Medication assisted treatment (MAT)
2. Recovery Oriented Systems of Care (ROSC)
3. Access, Retention, Continuity of Care
4. Administrative Processes
5. Participants Choice

“Change A from B to C by date D”



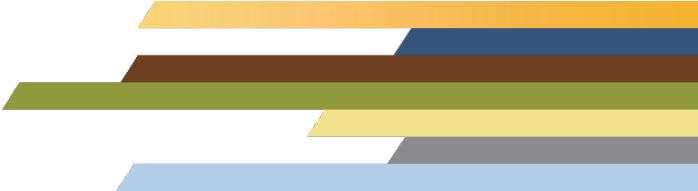
Change Project Focus Area Quick Reference Guides



- <http://attcnetwork.org/regional-centers/content.aspx?rc=greatlakes&content=CUSTOM1SUB3>
 - [Access and Retention](#)
 - [Medication-assisted Treatment](#)
 - [Recovery-Oriented Systems of Care](#)
 - [Continuum of Care within Behavioral Health Redesign](#)
- 

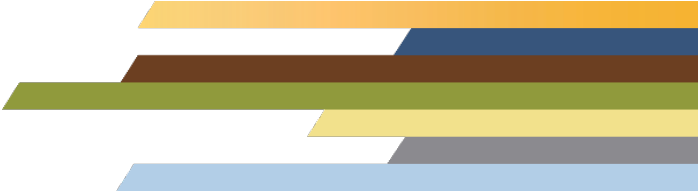
Access & Retention



- Increase Admissions
 - Reduce Waiting Time to Assessment
 - Reduce No-Shows to Assessments
 - Increase continuation within one level of care
 - Increase continuation with effective transitions between levels of care
- 

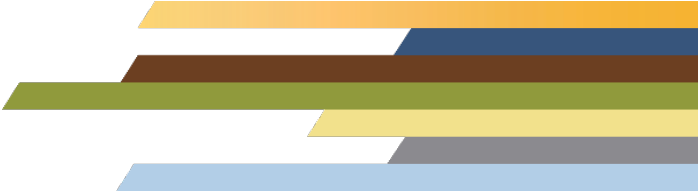
MAT



- [Methadone](#): daily liquid dispensed in specially regulated clinics:
[Naltrexone](#): daily pill or monthly injection, office-based
[Buprenorphine](#): daily dissolving tablet, cheek film, or 6-month implant under the skin, office-based
 - For information on the FDA-approved medications for treatment of alcohol use disorder and smoking, visit the SAMHSA page: [Medication and Counseling Treatment](#)
 - **Sample Change Projects**
 - Sample NIATx change projects/promising practices that involved MAT:
 - [Assign counselor within 48 hours of first treatment](#)
 - [Reward clients for “in-reach”](#)
 - [Use instant urine tests](#)
 - [Use motivational interviewing during treatment](#)
- 

Recovery Oriented System of Care



- The Substance Abuse and Mental Health Service Administration's *Recovery Oriented System of Care (ROSC) Resource Guide* defines ROSC as:
 - *"A ROSC is a coordinated network of community-based services and supports that is person-centered and builds on the strengths and resiliencies of individuals, families, and communities to achieve abstinence and improved health, wellness, and quality of life for those with or at risk of alcohol and drug problems."*
 -
 - **Sample Change Projects**
 - [Assign Peer Buddies](#)
 - [Community Bridges Inc.](#)
 - [Recovery Alliance of El Paso](#)
 - [SHIFT—A Peer Recovery Network](#)
- 

Continuum of care

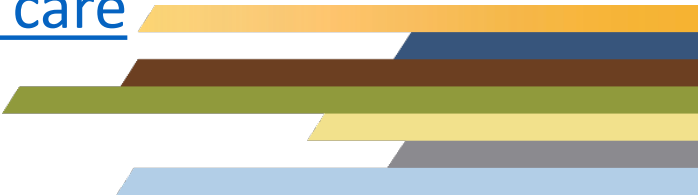


Integrates physical and behavioral health care services to support recovery for individuals with a substance use disorder or mental illness.

What is integrated care?

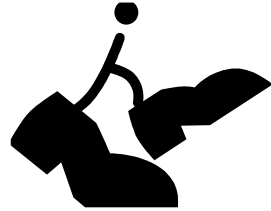
“the systematic coordination of general and behavioral health care. Integrating mental health, substance abuse, and primary care services produces the best outcomes and proves the most effective approach to care for people with multiple health care needs.”

Sample Change Projects

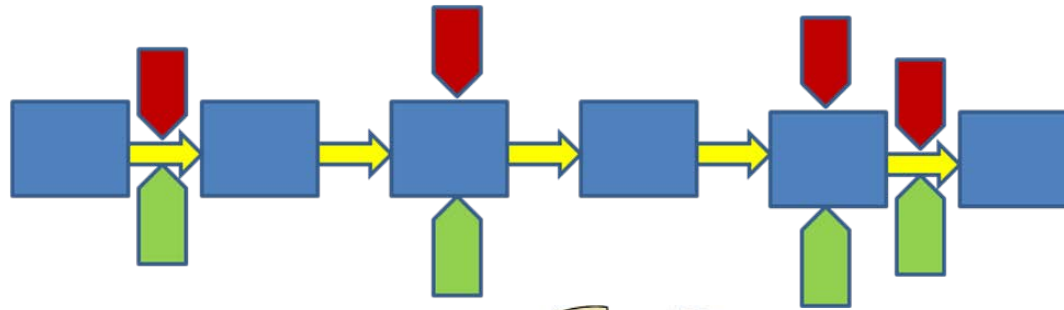
- For change project ideas, visit NIATx Resource Center Provider Toolkit [Promising Practices:](#)
 - [Increase continuation within one level of care](#)
 - [Increase continuation with effective transitions between levels of care](#)
- 

Have you used the tools to define your AIM?

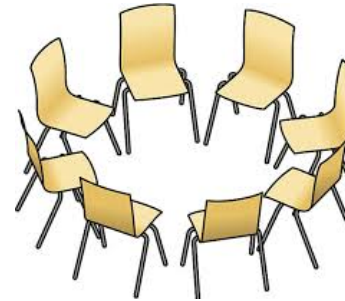
- Walk-Thru



- Flow Chart

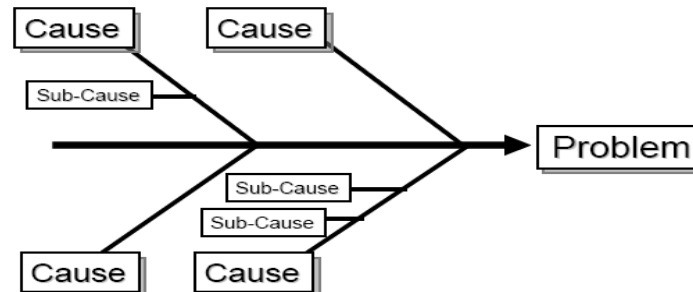


- Nominal group Technique



New Tool!

- Cause and effect diagram



Walk through



A Structured role play that allows you to experience the clients' perspective, and reveal change opportunities.

- Inform staff
- 2 participants
- Do a piece, do it all
- Plan your role
- Stay in role
- Take notes
- Focus on emotional experience

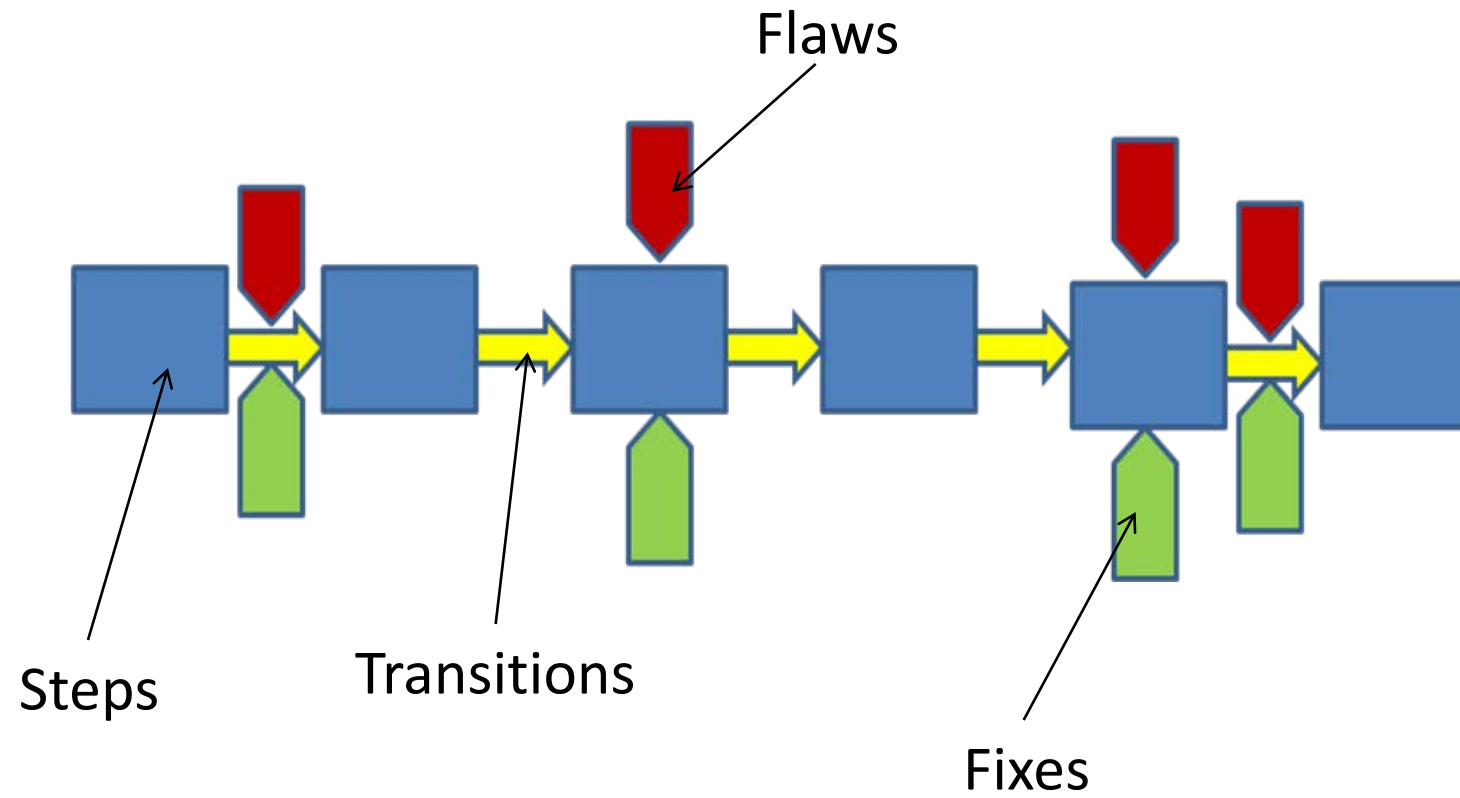
With each step ask:

Is this step needed?

Is this step the best it can be?

Source: IHI

Flow Chart



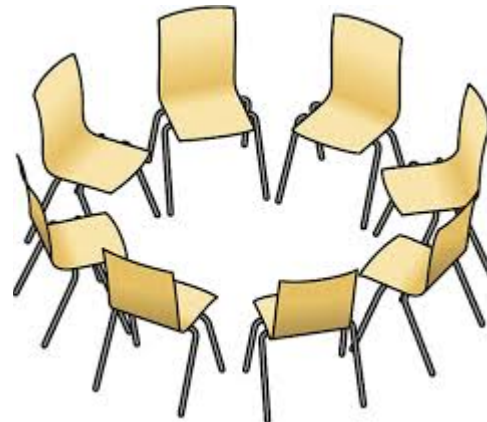
Nominal Group Technique

Good Brain Storming IS...

- structured/facilitated by a leader.
- focused on a specific question or problem.
- Includes all participants.
- Encourages all ideas.
- Engages individuals in a team effort.
- Generates a wide range of new ideas.

4 STEPS of NGT:

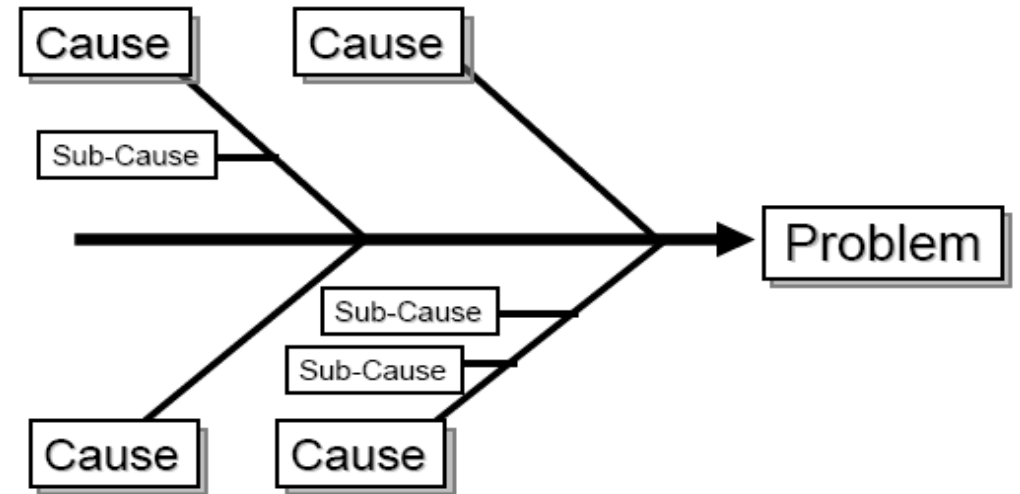
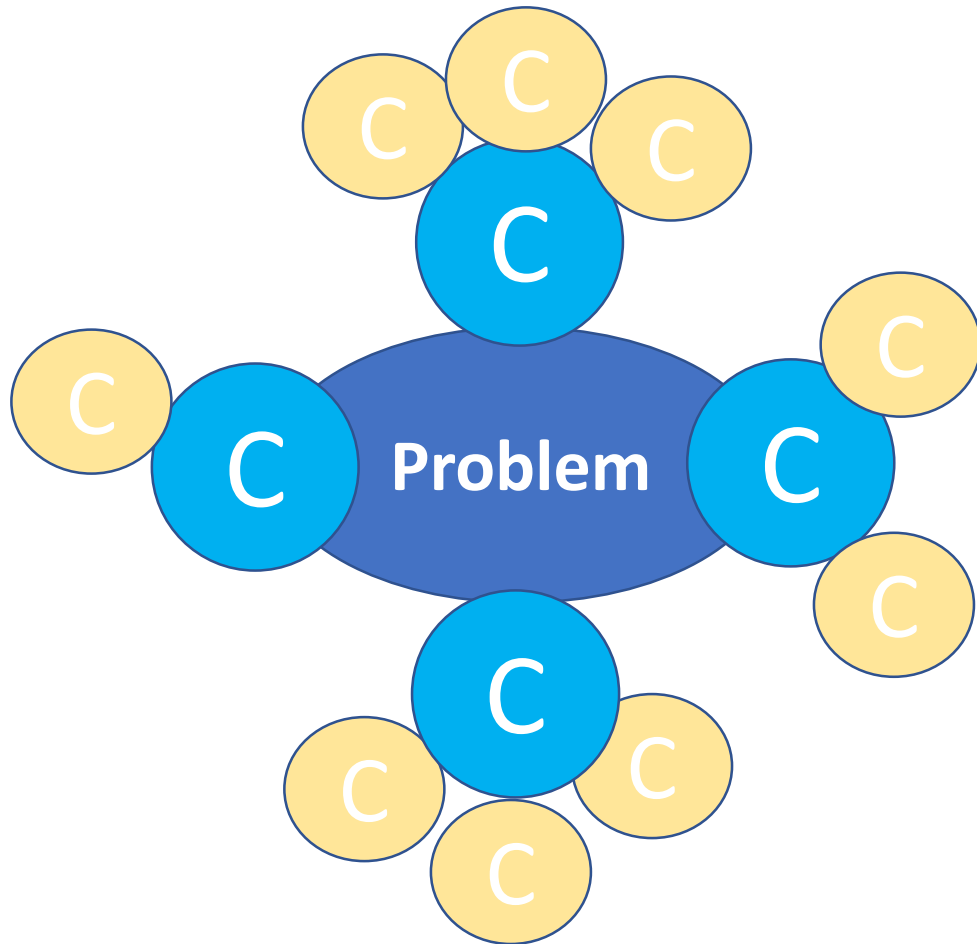
1. Silent Generation of ideas based on a strong question.
2. Round Robin Report and Record.
3. Discussion for Clarification.
4. Voting. (force choice)



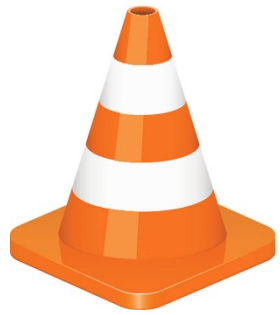
Cause and Effect diagram

New
Tool!

Finding the root causes



*Why does that
happen?*



Do you have a clear **PROJECT**?

- Have you completed the Change Project Form?
- Are you using the Change Project Form as a map to direct your actions?



PDSA Cycle #:

Cycle Begin
Date:

Cycle End Date:

What is the change to be tested?

P **PLAN:** Plan the steps to carry out the cycle. Plan for data collection. What is your prediction for the test?

D **DO:** Carry out the plan. Document observations. Record data.

S **STUDY:** Analyze the data. Compare results to predictions and pre-change data. Summarize what was learned.

A **ACT:** Will you adopt, adapt or abandon the change? Why? Move on to next cycle.

Project Outcomes (complete when project is finished)

1. What was the project end date? (e.g., when you stopped making changes)

2. What did you learn? (e.g., what were some lessons learned? Any unexpected outcomes from your change efforts?)

3. What was the financial impact of this change project? (e.g., Increased revenue? Reduced costs? Increased staff retention?)

Sustainability Plan

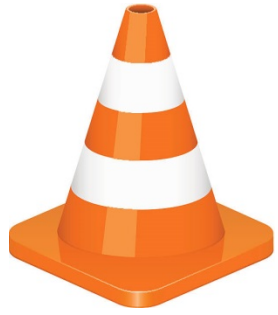
A. Who is the sustain leader?

B. What changes do you want to sustain?

C. What sustain steps are being taken to ensure that the changes stay in place and that it is not possible to revert back to the old way of doing things?

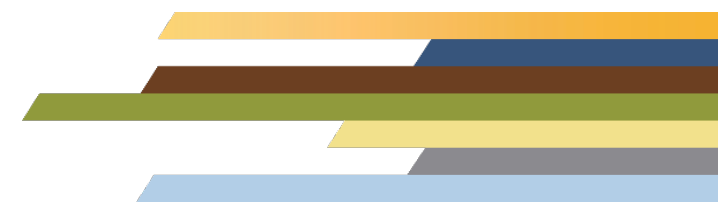
D. What is the target sustain measure? (i.e., if data drops below this point, the Change Team will intervene to get things back on track.)

E. What system is in place to effectively monitor the sustain measure?



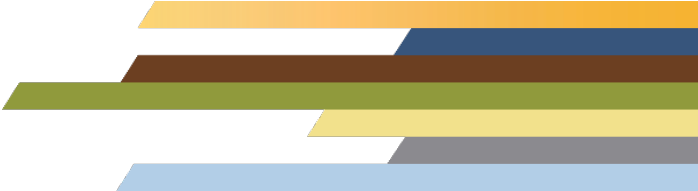
Do you have a strong Change Team?

- Executive Sponsor
- Change Leader
- Data Coordinator
- Team members
- Sustain Leader



Team as Verb



- “To Team...the act of Teaming...”
 - “To put together in order to do something or to achieve a particular effect.”
- 

Teams

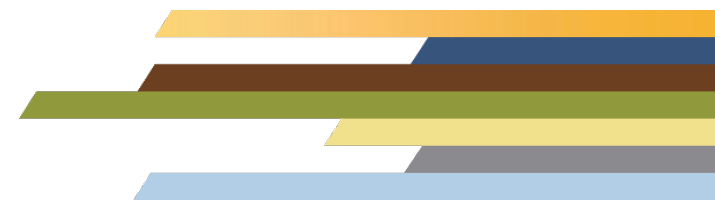
***If you want to go fast,
go alone...***

***If you want to go far,
go together.***

African proverb



Questions?



Our next call:

- **CALL #2**
- **Date:** Wednesday July 18, 2018 at 11am Eastern/10am Central
- **Topic:** *Are we there yet? – Moving through PDSA Cycles and unexpected barriers to a successfully completed change project.*

