



## Session Goals

- Identify stressors on the treatment system
- Learn about process improvement
- Learn about the three primary areas that need improvement in addiction treatment
- Join the ACTION Campaign

## System Issues

## From Provider Perspective

- Reduced Funding
  - Federal
  - State
  - Private
- Increased accountability
  - NOMS
  - Performance Based Contracting

## From a client perspective

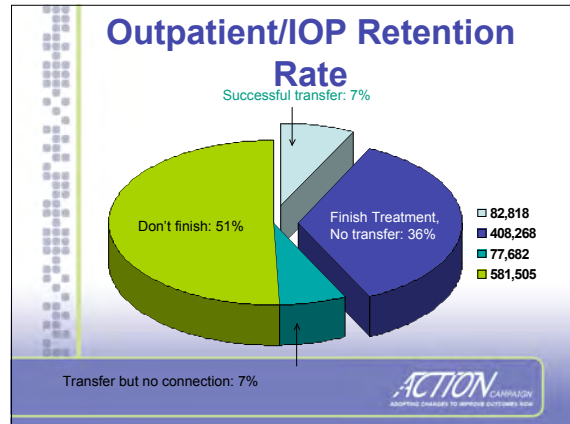
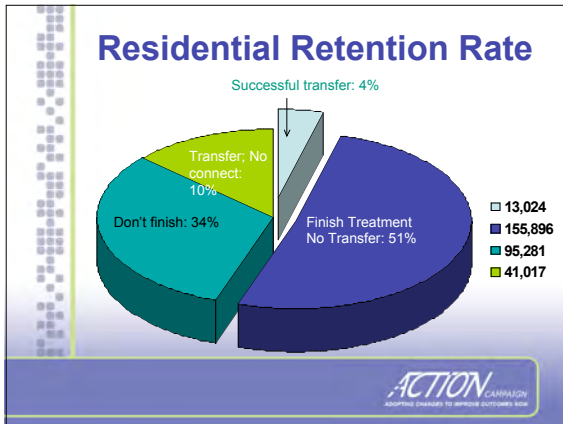
- 110,000 waiting for assessment\*
- 42,000 waiting for treatment\*
- 32 days from first contact to treatment
- No show rates about 50%

Based on survey conducted by Survey Research Laboratory  
University of Illinois - Chicago March 2007

## Detox Retention Rate

Category	Percentage	Count
Successful Transfer	4%	16,803
Don't Connect	12%	49,352
Don't finish	23%	95,757
Finish Detox No Transfer	61%	253,342

Based on 2004 TEDS admission & discharge reports



- ### When we add them together
- 170,000 don't connect to next LOC in 14 days.
  - 250,000 not transferred from Detox to next LOC
  - 770,000 leave treatment before goals met.
  - **1,190,000 opportunities for improvement?**
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### Between patient and caring help lies a canyon of paperwork and burdensome processes

- A chronic disease where timing is everything
- Business processes keep patients and staff apart
- Business processes often waste money
- **Processes CAN be improved!**

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### Between patient and caring help lies a canyon of paperwork and burdensome processes

- First contact
- Intake and assessment
- Transition thru levels of care
- Paperwork
- Scheduling
- Engagement
- Social supports
- Outreach

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- ### 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**.
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## 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**.

## Three Questions

What are we trying to accomplish

How will we know the change is an improvement

What changes can we make that will result in an improvement

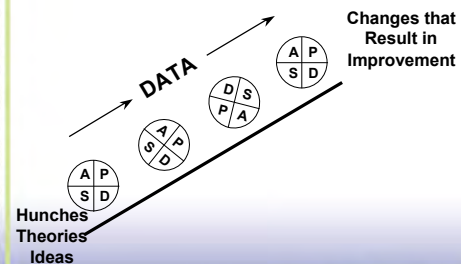
## Making Changes

### • PDSA Cycles

- Plan the change
- Do the plan
- Study the results
- Act on the new knowledge
  - Adapt
  - Adopt
  - Abandon



## Process Improvement



## 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**.

## 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

## 2. Focus on Key Problems

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

## 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

## 4. Ideas from Outside Organization

- Real creative problem solving comes from looking beyond the familiar.
- Provides a new way to look at the problem
  - Access
    - Walk in clinics in WalMart
  - Client Engagement
    - Northwest Airlines
    - Ford Motor Company
  - Client Handoffs
    - National Rental Car
    - Hyatt Place Hotels

## 5. Rapid Cycle Changes

- Pilot testing
- Two – four week cycles
- Many small changes add up to big changes fast



## Why this Campaign?

- The field is ready for a **transformation**
- The ACTION Campaign promotes a set of changes that many organizations in the addiction treatment field are ready to make

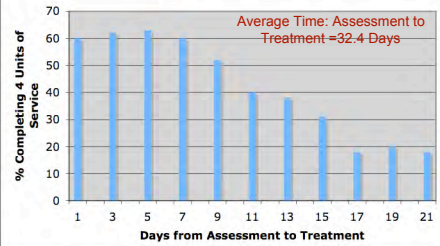
## Three ACTIONS that Make a Difference

1. Provide **rapid access** to services
2. Improve **client engagement**
3. Create a **seamless transition** between levels of care

## Rapid Access to Services

- Make sure people seeking help can reach you easily
- Engage people the first time you talk with them on the phone or in person
- Accelerate intake through same-day service
- Offer express check-in through expanded hours, double booking and group orientation sessions

**Percent Completing 4 Units of Service vs Days from Assessment to Treatment**



**Terros**

Development of this website by Christopher Clark  
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## Terros

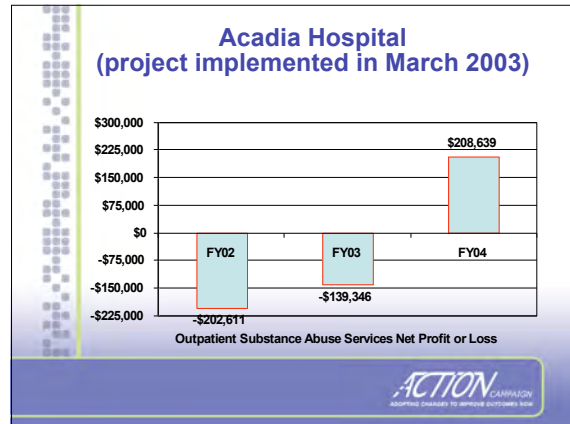
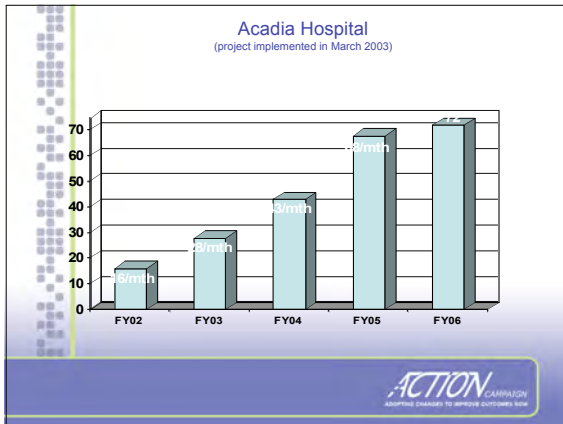


## Acadia Hospital – Open Access to IOP

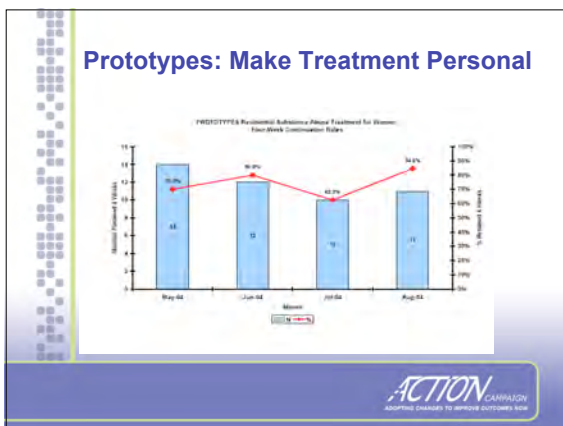
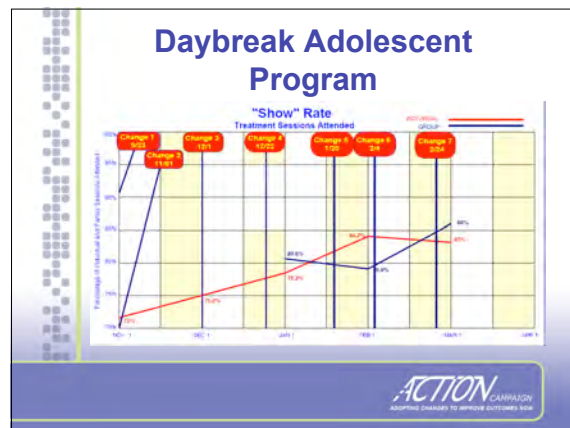
- Clients who fit the clinical profile over phone or at local ED are offered an evaluation the following morning at 7:30 a.m.
- All evaluated clients started program same day.

### IMMEDIATE RESULTS

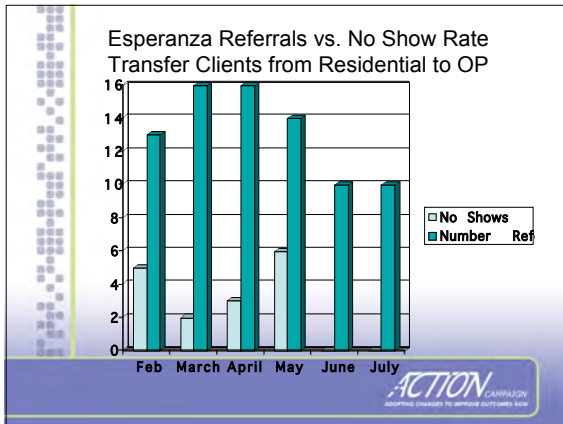
- Time between initial contact and screening dropped from 16 - 4.1 days to 1.3 days.
- Clients seeking treatment who were retained in treatment rose from 19 percent to 53 percent.
- Retention increased to 67 percent by March 2005.



- ## Improve Client Engagement
- Greet clients warmly to make them feel welcome
  - Involve clients in setting goals and planning for long-term recovery
  - Use confirmation systems that keep clients coming back
  - Celebrate counselor success at retaining clients
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- ## Create a Seamless Transition Between Levels of Care
- Establish personal connections for internal and external referrals
  - Reduce paperwork to make it easier for clients to take the next steps
  - Introduce clients to ongoing recovery supports before they leave your facility
  - Assess the quality of the transfer, hand-off, or referral
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### Esperanza Business Case

- \$7,395.00 -Annual gained revenue from intake appointments
- \$32,353.00 -Annual gained revenue from total visits at outpatient
- \$560,778.00 -Potential Annual revenue at two visits per week x 70 Esperanza clients.

**ACTION CAMPAIGN**  
Adopting Changes to Improve Outcomes Now

### What is the ACTION Campaign about?

The ACTION Campaign provides easily adoptable practices that NIATx members have tested in the field

**ACTION CAMPAIGN**  
Adopting Changes to Improve Outcomes Now

### An Unprecedented Partnership

- Leading organizations join to reach the widest possible audience
- No single organization has ties to all the addiction treatment providers across the country

**ACTION CAMPAIGN**  
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### Our Growing List of Partners

- American Association for the Treatment of Opioid Dependence
- Addiction Technology Transfer Centers
- Faces and Voices of Recovery
- Join Together
- Legal Action Center
- National Association of Addiction Treatment Providers
- National Association of Alcohol and Drug Abuse Counselors

**ACTION CAMPAIGN**  
Adopting Changes to Improve Outcomes Now

### Our Growing List of Partners

- National Association of State Alcohol and Drug Abuse Directors
- National Council for Community Behavioral Healthcare
- Robert Wood Johnson Foundation
- State Associations of Addiction Services
- Substance Abuse and Mental Health Services Administration Center for Substance Abuse Treatment
- Treatment Research Institute

**ACTION CAMPAIGN**  
Adopting Changes to Improve Outcomes Now

## How the Campaign Makes an Impact

- Three ACTIONS
- 500 Providers
- Improve 55,000 lives



## The Formula

**500** treatment agencies implementing **one** intervention to increase access, engagement or level of care transition over **18** months will impact **55,000** lives affected by addiction



## The ACTION Campaign

All materials are

**Free**

to providers



## Technical Assistance and Tools

- ACTION Campaign Web site
- Campaign Quick Guide
- Tutorial Conference Calls
- ACTION Kits
- Electronic Newsletter
- Case studies
- Measurement system
- Web-based networking system

*Joining the ACTION Campaign is entirely free*



**Join Today!**

[www.actioncampaign.org](http://www.actioncampaign.org)

