



Implementing Integrated Dual Disorders Treatment

The California Experience:
...easier said than done...



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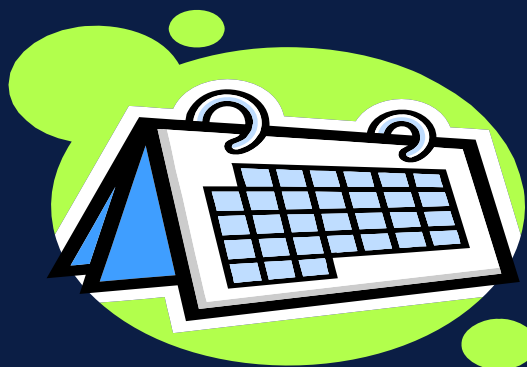
Karin Kalk
Project Manager



I get up each day determined to change the world – and to have one hell of a good time.

Sometimes this makes planning the day difficult.

E.B. White





Premise I

While we may have evidence based practice models for the delivery of services.....

...we do not have research based methods for implementing those practices to change current systems.



Premise II

Although we may do a good job of teaching the best mental health practice available today...

...we do a poor job of teaching ourselves how to decide when what we learned in the past is no longer good enough and needs to be changed.



Premise III

Toolkits are helpful in defining an evidence based practice and can be a catalyst for change...

...but are in and of themselves not sufficient to direct implementation and support scalability.



Toolkit Components



- GOI
- Practice specific fidelity scale
 - essentially define the practice
 - not necessarily validated
- Training material



Toolkit Components



- GOI
- Practice specific fidelity scale
 - essentially define the practice
 - not necessarily validated
- Training material
- Not included
 - Instruction on how to use it!





Summary of Lessons Learned

Competency

Knowledge, skills and
abilities



Transformation

Change Management

behavior and
attitude

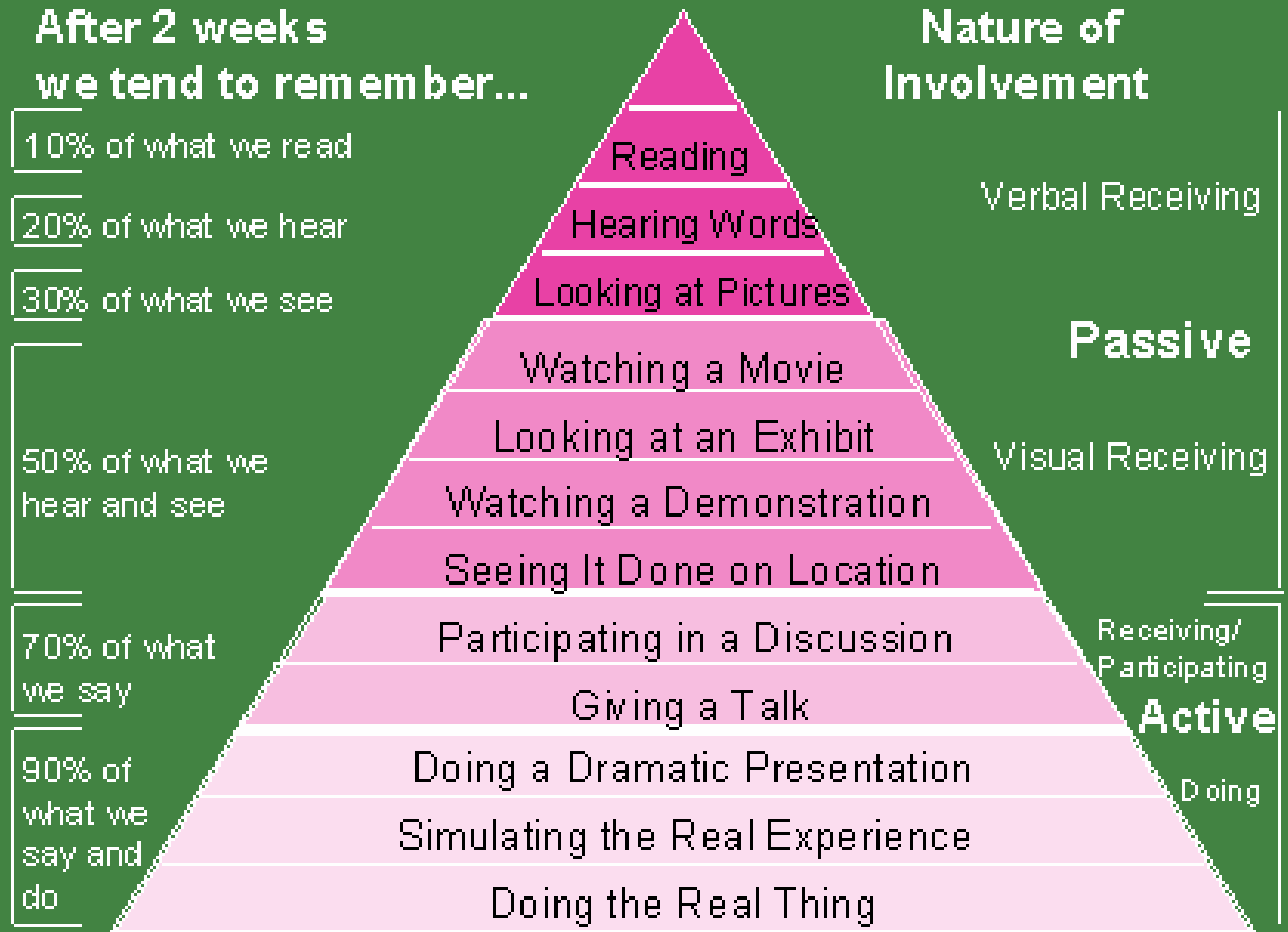
Project & Performance Management

business
practices and
workflow

● ● ● | *Trainees are rewarded for
“Doing Time”*



Cone of Learning (Edgar Dale)





Change management

	Interior	Exterior
Individual	Thoughts Attitudes & feelings Subconscious Dreams Sense of purpose Intention	Behaviors Skills & competencies Public commitments
Group	Purpose Values & norms Feelings--e. g. safety & connection Alignment of group & individual intentions	Collaborative agreements Budgets Systems Structures



Interior Individual

Influences

- thoughts
- attitudes & feelings
- subconscious
- dreams
- sense of purpose
- intention

Potential Impediments

- conflicts with values or beliefs
- conflicts with training
- lack of confidence / skills
- uncomfortable with new roles, tasks, boundaries
- doesn't feel right



Interior Group

Influences

- purpose
- values & norms
- feelings - e.g. safety, connection
- alignment of group & individual intentions

Potential Impediments

- same as individual but jointly held and reinforced
- perceived risk or lack of support in work environment
- scope of practice and job description / working conditions / union issues



Exterior Individual

Influences

- behaviors
- skills & competencies
- public commitments

Potential Impediments

- training not skill development
- practitioners have competing duties
- mid-managers do not proactively support the practice
- insufficient attention to fidelity
- increased scrutiny and accountability



Exterior Group

Influences

- collaborative agreements
- budgets
- systems
- structures

Potential Impediments

- insufficient clinical supervision
- failure to adhere to caseload / program standards
- attrition of trained practitioners
- insufficient coordination
- delays between training and practice
- eagerness to expand / adapt before practice is established
- expectations set too high
- too many demands and initiatives

EBP implementations are often haphazard



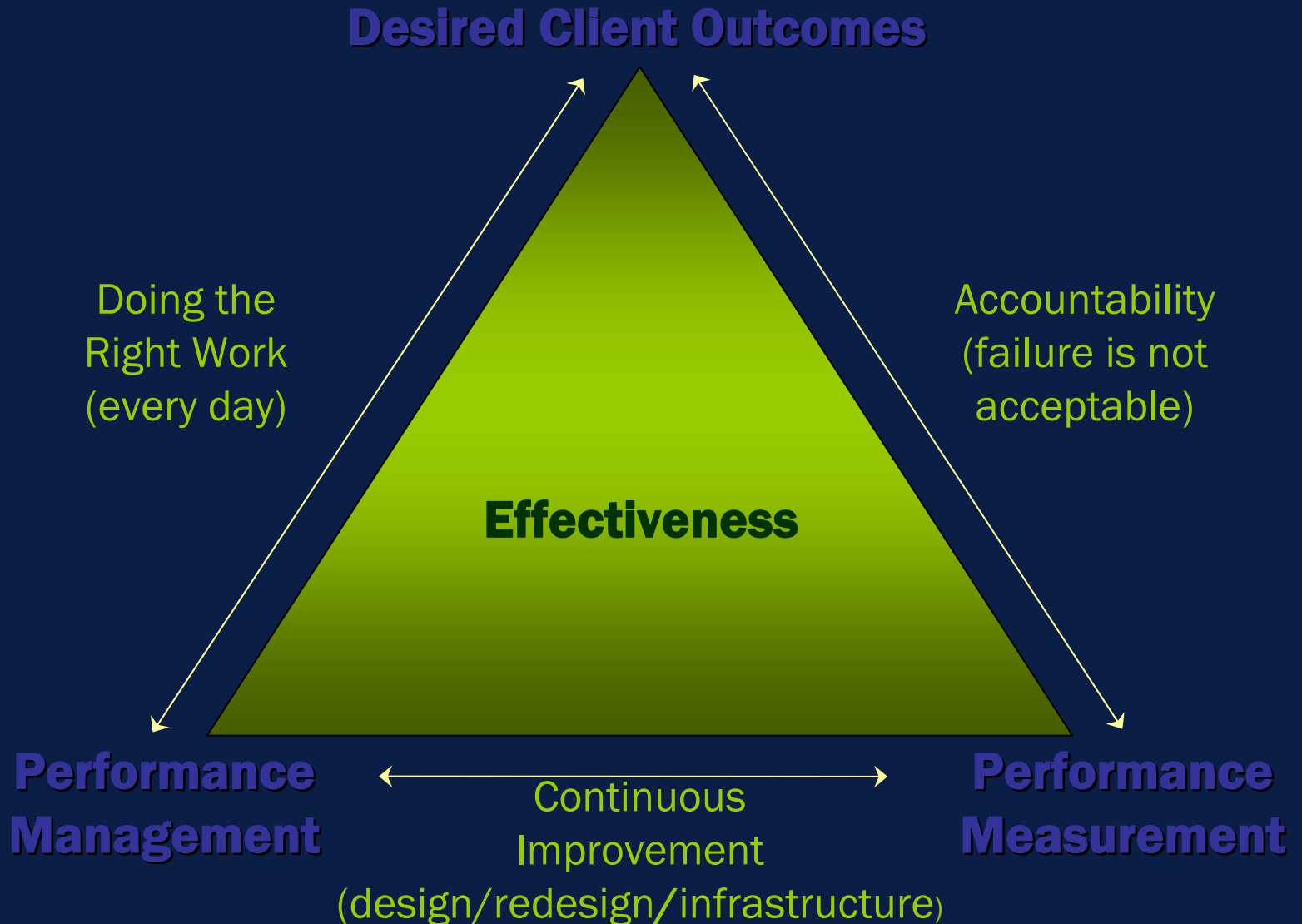


Reasons for Failures...

- Project Objectives/Processes Not Explained 51%
- Frequent Changes in Design 50%
- Bad Planning and Estimating 48%
- Technology New to the Organization 45%
- Inadequate/No Project Management Methodology 42%
- Insufficient/Not Committed Senior Staff 42%
- Poor Performance by Team Members 42%
- Lack of Consistent and Effective Communication 58%
- Lack of “Staying Power” Through Resistance 67%
- Other Priorities Taking Over 21%
- Lack of Trained, Committed Project Leadership 36%
- No effective plan to ID and overcome resistance 41%

Managing Effectiveness

A Key to Successful Performance



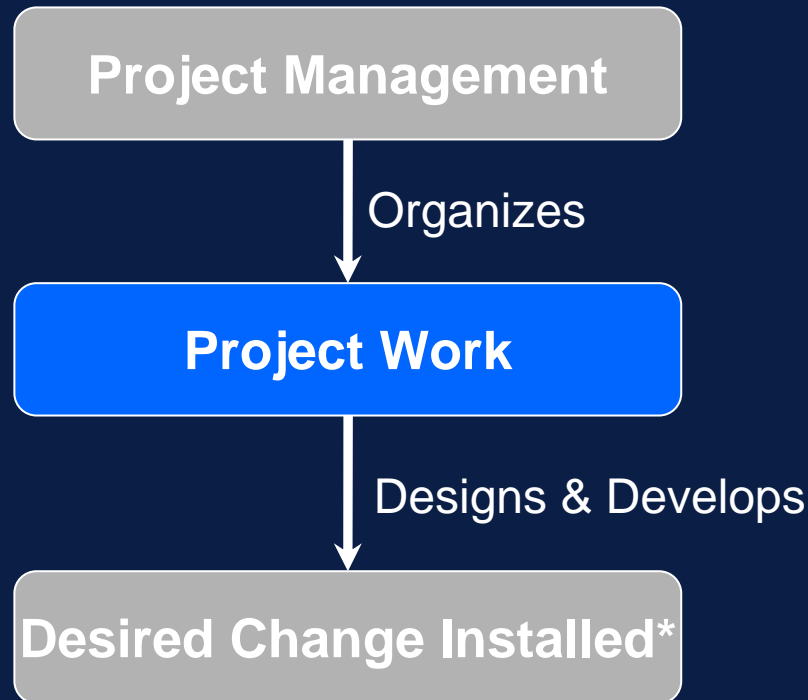


It's all about execution!

- “We don't think ourselves into a new way of acting, we act ourselves into a new way of thinking.”

Execution, The Discipline of Getting Things Done, by Larry Bossidy and Ram Charan

Implementation Process



*The EBP becomes the new *business as usual*– not a *'boutique'* program



Performance Management

- Measure aims and objectives
 - Overall project
 - identification
 - stratification
 - outreach
 - intervention
- Process improvement strategies
 - Plan-Do-Study-Act cycles
 - Measurement
 - Supervision and support
 - management
 - clinical



Project Management

o Management Areas (PMBOK)

- Scope
- Integration
- Staff
- Time
- Cost
- Quality
- Risk
- Communication



Project Management

- Project Phases

1. Assess feasibility
2. Plan & organize
3. Design – *Operational Model*
4. Implement
5. Monitor use & effectiveness

- Management of the “Critical Path”



Evaluate Existing Practices

- Compare existing practices with those required for EBP
- Articulate those existing practices which correlate with target EBPs
- Identify gaps and/or differences between existing practices vs. target EBPs

...identifying *from what to what* is the key to determining steps required to implement



“To design [and implement] a process that promotes freedom and responsibility within the framework of a highly developed system.”

Jim Collins, from GOOD TO GREAT

Key Implementation Approach

- Explicitly create an *operational* EBP model
 - Achieve 80-20 Balance:
 - 80% of processes are routine so
 - 20% of most difficult
 - important client-driven work receives 80% of effort
 - Clearly articulate how clients will move through the care process
 - Keep client objectives at forefront of design

...to make new practice the way care is routinely provided – BY DESIGN!

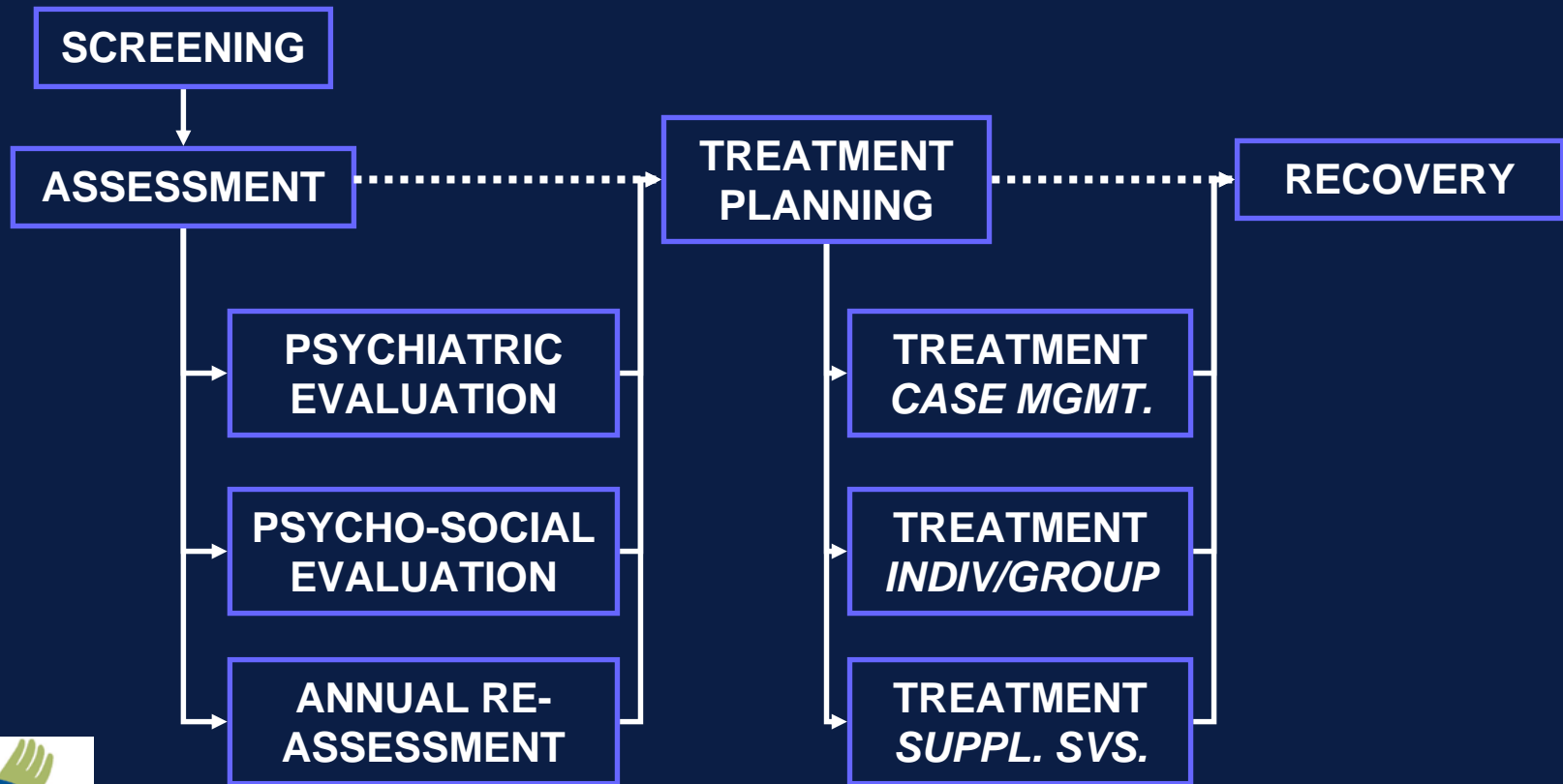




Operational Model Components

- Competencies
- Workflow
- Documentation
- Monitoring

IDDIT Operational Model





Leading Effective Change

Change takes a long time...involves numerous steps and skipping any of the steps only creates the illusion of speed...and never produces a satisfying result.

*John Kotter
Leading Change*

