



NIATx
The Network for the
Improvement of Addiction Treatment

Improving Processes in State Treatment Systems

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Learning Objectives

- Describe NIATx and process improvement principles
- Understand applications to AOD services
 - NIATx
 - Advancing Recovery
- Apply to state and provider systems



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Change is not self-executing

- Implementation requires purposeful activity and attention to
 - Organizational and staff selection
 - Staff training
 - Supervision, coaching and feedback
 - Administrative support and system interventions

(Fixsen et al, 2005, *Implementation Research: A Synthesis of the Literature*)
<http://nirn.fmhi.usf.edu/resources/publications/Monograph>



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Simon and Garfunkel on Change

- The monkeys stand for honesty
- Giraffes are insincere
- And the elephants are kindly but they're dumb
- **Orangutans are skeptical of changes in their cages**
- And the zookeeper is very fond of rum

(At the Zoo)



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Network for the Improvement of Addiction Treatment (NIATx)

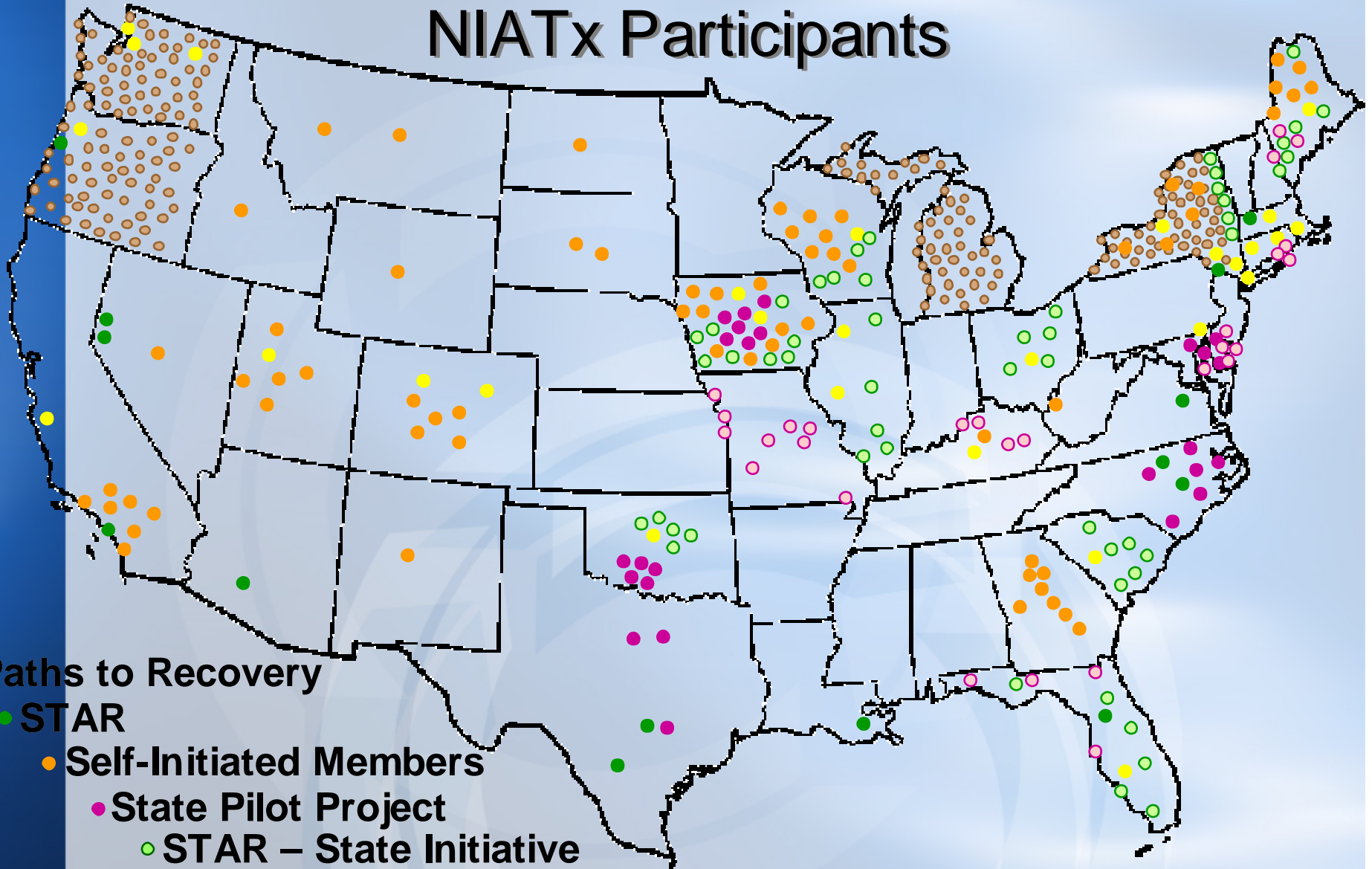
- A learning community of AOD programs implementing process improvements
- Sponsors:
 - Robert Wood Johnson Foundation (RWJF)
 - Substance Abuse and Mental Health Services Administration's Center for Substance Abuse Treatment (CSAT)
 - National Institute on Drug Abuse (NIDA)



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NIATx Participants



- Paths to Recovery
- STAR
- Self-Initiated Members
- State Pilot Project
- STAR – State Initiative
- Advancing Recovery
- NIATx 200



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NIATx Aims



Reduce Waiting Times



Reduce No-Shows



Increase Admissions



Increase Continuation Rates



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What is Process Improvement?

- Customers are served by *processes*
- Organizational processes contribute to most customer *problems*
- Improve processes to improve quality
- Use methods to reduce error and improve efficiency
 - *Crossing the Quality Chasm*: Care should be safe, effective, patient-centered, timely, efficient, and equitable (IOM, 2001; 2007)



NIATx's Key Principles

1. Understand and involve the customer
2. Focus on key problems
3. Select a powerful change leader
4. Seek ideas from outside the field
5. Use rapid PDSA cycles to test improvement ideas quickly



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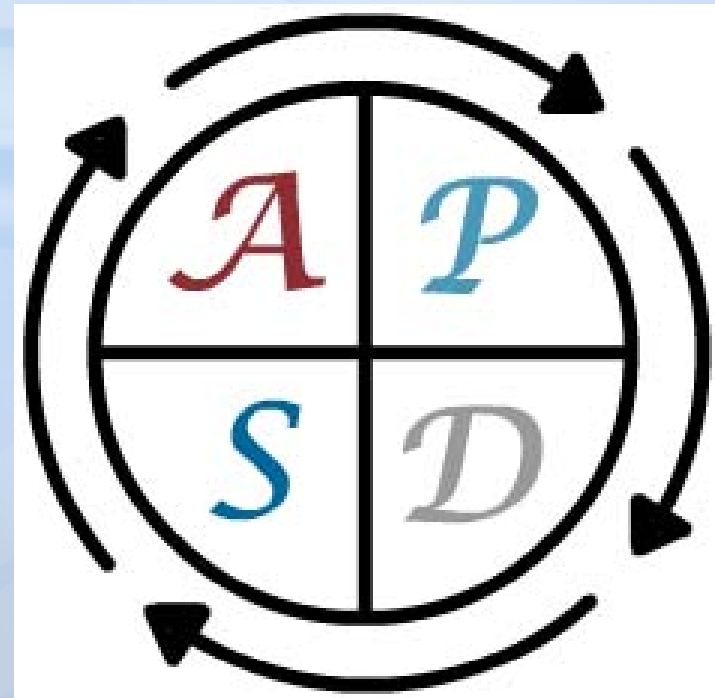
Walkthroughs provide a customer perspective

- Role play “client” & “family member”
 - Call for an appointment:
 - What happens?
 - Complete the intake process:
 - How long does it take?
 - How redundant are the questions?
- What did you learn? What would you change?



Rapid-Cycle Testing

- Rapid-Cycle Changes
 - Are quick; do-able in 2 weeks
 - PDSA cycles
 - **P**lan the change
 - **D**o the plan
 - **S**tudy the results
 - **A**ct on the new knowledge



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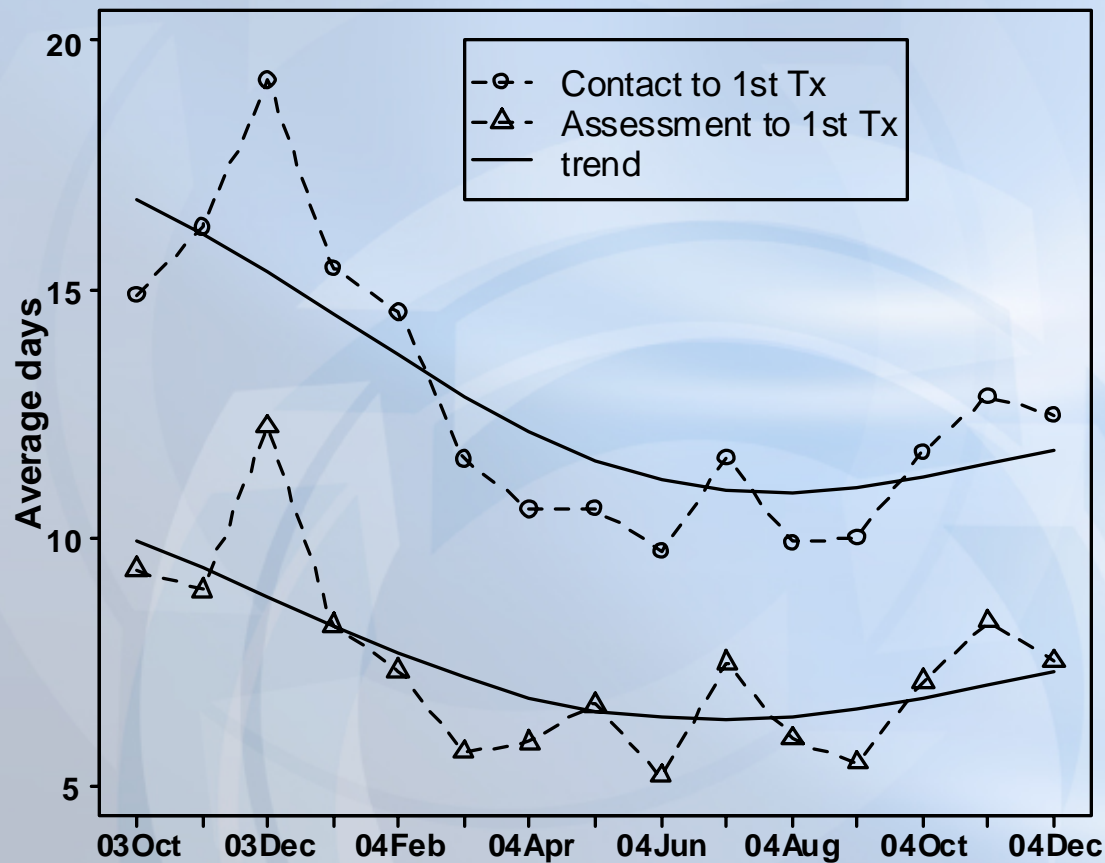
National Evaluation

- Change Project Reports
 - Recorded percent changes from baseline
- Monthly client level admission and treatment data
 - Demographics
 - Date of first contact
 - Dates for first four units of care



39% decline in days to entry

(McCarty et al, 2007)

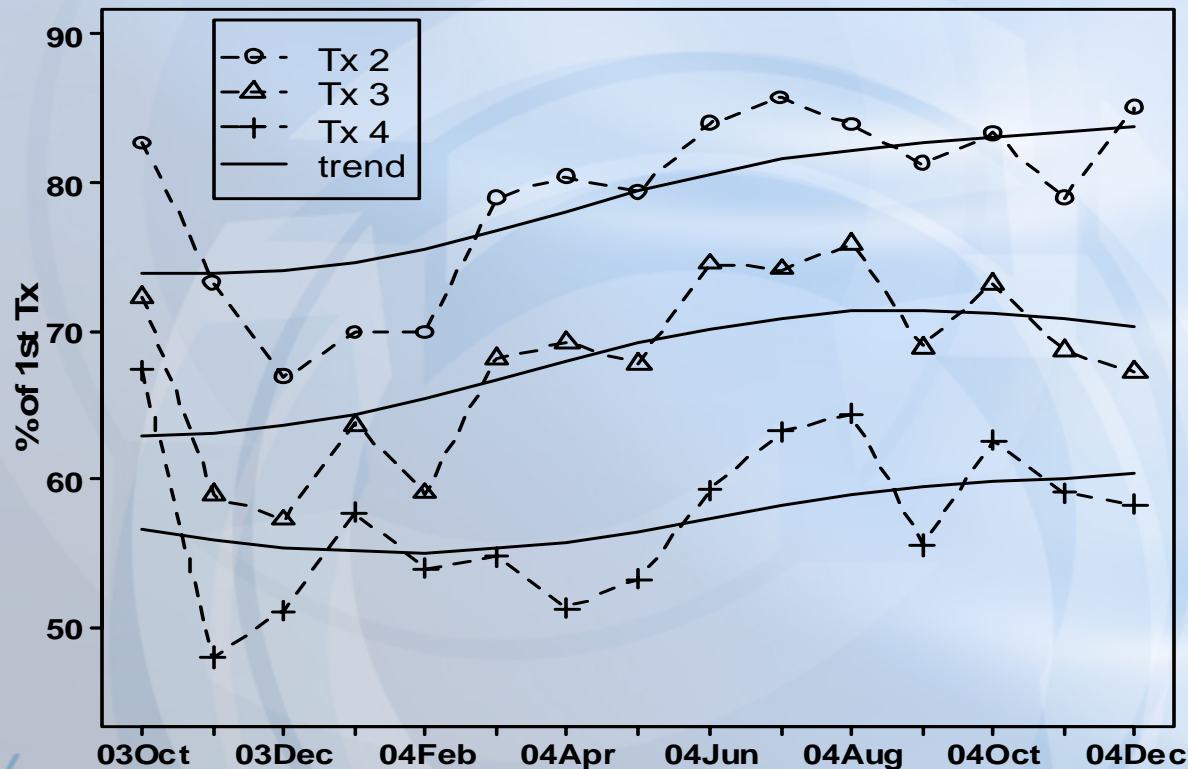


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Retention in Care Increased

(Session 1 to 2 = 18%; Session 1 to 3 = 17%; 1 to 4 = 11% ns) (McCarty, et al, 2007).



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Conclusions

- Programs treating alcohol and drug disorders can improve admission and retention processes
- Improved processes lead to faster admissions and better retention and may enhance revenues



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Advancing Recovery

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

- Goal:
 - Implement evidence-based practices for treatment of alcohol and drugs
- How:
 - Changes in systems and organizations to support use of evidence-based practices
- Where:
 - Delaware, Florida, Kentucky, Maine, Missouri, Rhode Island
 - Up to six new states being selected



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Five Sets of Evidence-Based Practices

- National Quality Forum (2005)
 - Medications
 - Behavioral therapies
 - Screening and brief intervention
 - Wrap-around services
 - Case management and continuing care



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Maine

Medication Assisted Treatment

- Financing
 - Buprenorphine & naltrexone on Medicaid formulary
 - Stopped effort to require prior approval
 - Legislature appropriated funds for uninsured
- Regulation
 - Amended regulations to reduce provider burden
- Treatment Program Readiness
 - Resources provided for staff and equipment
 - Business case estimate shows financial feasibility



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Concluding Comments

- Persistent improvements in the quality and effectiveness of care



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