

# Using Data to Inform H&SS Performance Improvement and Sustainability Efforts

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**CALIFORNIA  
HUB AND SPOKE**



**ASIS-TTA**

The use of affirming language inspires hope and advances recovery.

**LANGUAGE MATTERS.**

**Words have power.**

**PEOPLE FIRST.**

The ATTC Network uses affirming language to promote the promises of recovery by advancing evidence-based and culturally informed practices.



**ATTC**

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

# Indigenous Land Acknowledgement

- We respectfully acknowledge that we live and work in territories where Indigenous nations and Tribal groups are traditional stewards of the land.
- Please join us in supporting efforts to affirm Tribal sovereignty across what is now known as California and in displaying respect, honor and gratitude for all Indigenous people.

## **Whose land are you on?**

Option 1: Text your zip code to 1-855-917-5263

Option 2: Enter your location at <https://native-land.ca>

Option 3: Access Native Land website via QR Code:



# Disclosures

There are no relevant financial relationships with ACCME-defined commercial interests for anyone who was in control of the content of this activity.

# Agenda

Welcome

Recovery support services presentation

Breakout groups

Discussion and Debrief

QI Measures by region

Next Steps, evaluation, close

# Learning Objectives

1. Specify the four (4) steps of the P-D-S-A rapid cycle change tool.
2. Explain at least three (3) key components of a change project sustainability plan.
3. Formulate at least three (3) key elements of a rapid cycle change project to improve agency-level opioid- and stimulant-related quality improvement measures.
4. Explain at least three (3) lessons learned from the quality improvement measures.

# NIATx Four Original Project Aims



Reduce Waiting Times



Reduce No-Shows



Increase Admissions



Increase Continuation Rates

# Five Key Principles - Evidence-Based Predictors of Change

- Understand and involve the customer
- Focus on key problems
- Select the right Change Leader
- Seek ideas from outside the organization/field
- Do rapid-cycle testing

# The Five Tools

1. Change Project Form: *a single document that contains all the details of your change project*
2. Walk-Through: *a tool to help you experience a process from your customer's perspective*
3. Nominal Group Technique: *a simple and innovative group brainstorming technique*
4. Flowchart: *a tool to create a picture of a process - showing each step from beginning to end*
5. PDSA: *Plan-Do-Study-Act for rapid cycle change*

# Rapid-Cycle Testing: Start by Asking 5 Questions

1. What is it like to be our customer?
2. What are we trying to accomplish?
3. How will we know if a change is an improvement?
4. What changes can we test that may result in an improvement?
5. How can we sustain the improvement?

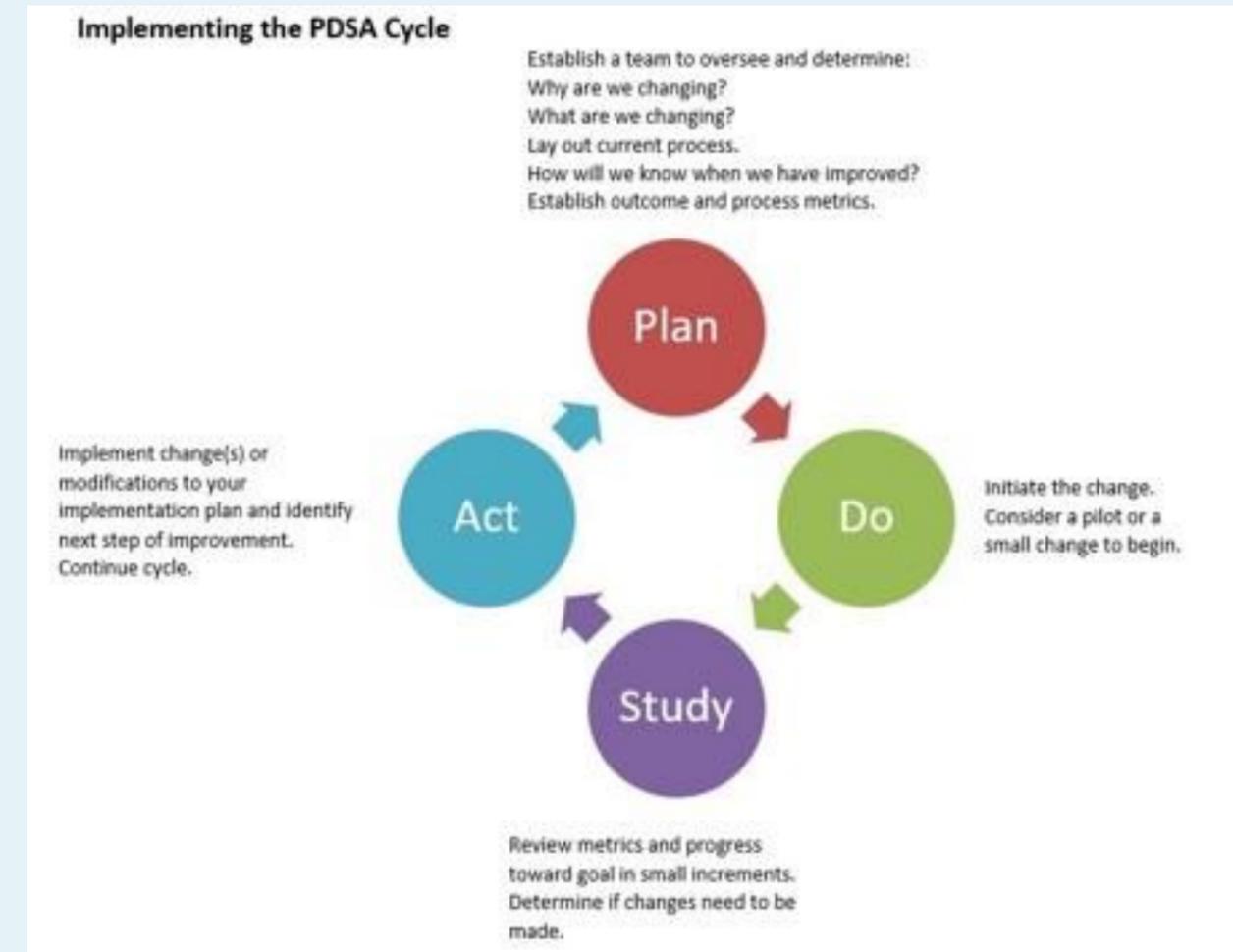
# Rapid-Cycle Testing

## Duration:

- Quick; doable in a few weeks

## PDSA Cycles:

- Plan the change
  - *Pick one thing!*
- Do the plan
  - *Look at data!*
- Study the results
- Act on the new knowledge
  - *Adopt*
  - *Adapt*
  - *Abandon*



# It is Important to Remember...

- It often takes *more than one cycle* to achieve your objective
- By *changing only one thing* at a time, you know the impact of your change
- Sometimes *several changes are necessary* to maximize the improvement you seek

# The Sixth Principle - The Business Case

*Commitment to improving processes can help solve key problems fundamental to organizational performance*

- The ability to operate in a positive margin
- The ability to attract new and diversified funding
- The ability to attract and retain staff members

# Key to Sustainability - Making the Business Case

- ❖ Economics drive an agency's ability to provide services
- ❖ A positive economic impact is an important leverage point for organizational change
- ❖ Services that drain agency resources are rarely continued

# What Do We Mean by the “Business Case”?

Process/performance improvements can impact your:

- a) Financial bottom line
- b) Organizational climate
- c) Efficiency and productivity
- d) Relationship with referral sources
- e) Staff retention
- f) Client satisfaction
- g) Treatment outcomes

# Sustainability

Sustainability of change is *not* easy

Up to **70%** of performance improvements are not sustained

Exists when the new process:

- Continues to improve over time
- Becomes “the way things are done around here”
- Does not revert to the “old” process that existed before the change efforts began

# A Potential Sustainability Model to Consider



# Sustainability Model Quick Facts

The Sustainability Model will:

- Find your project's strength and weaknesses
- Suggest ways to fix each weakness
- Numerically estimate the chances for project success

The Sustainability Model can help you:

- Choose improvement projects having the best chances of being sustained
- Find and fix weaknesses in the project plan so change can succeed
- See how chances of success change as a project proceeds
- Get great advice and tips about how you can maximize your potential

# One Secret to Sustaining Change

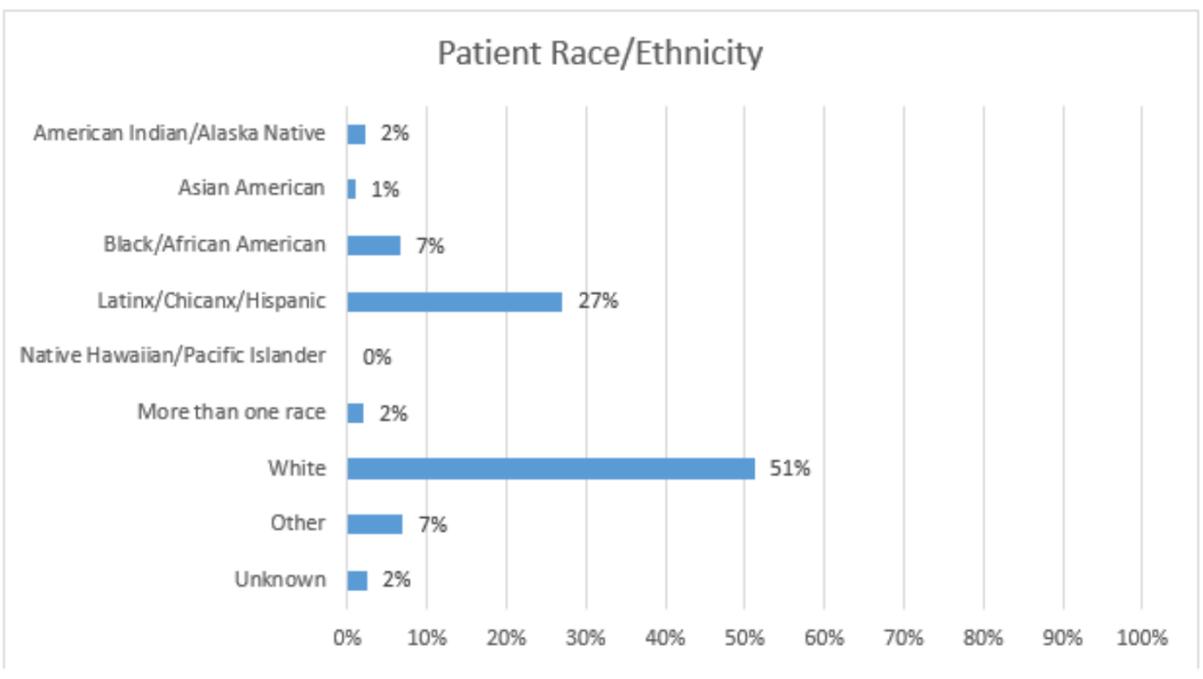
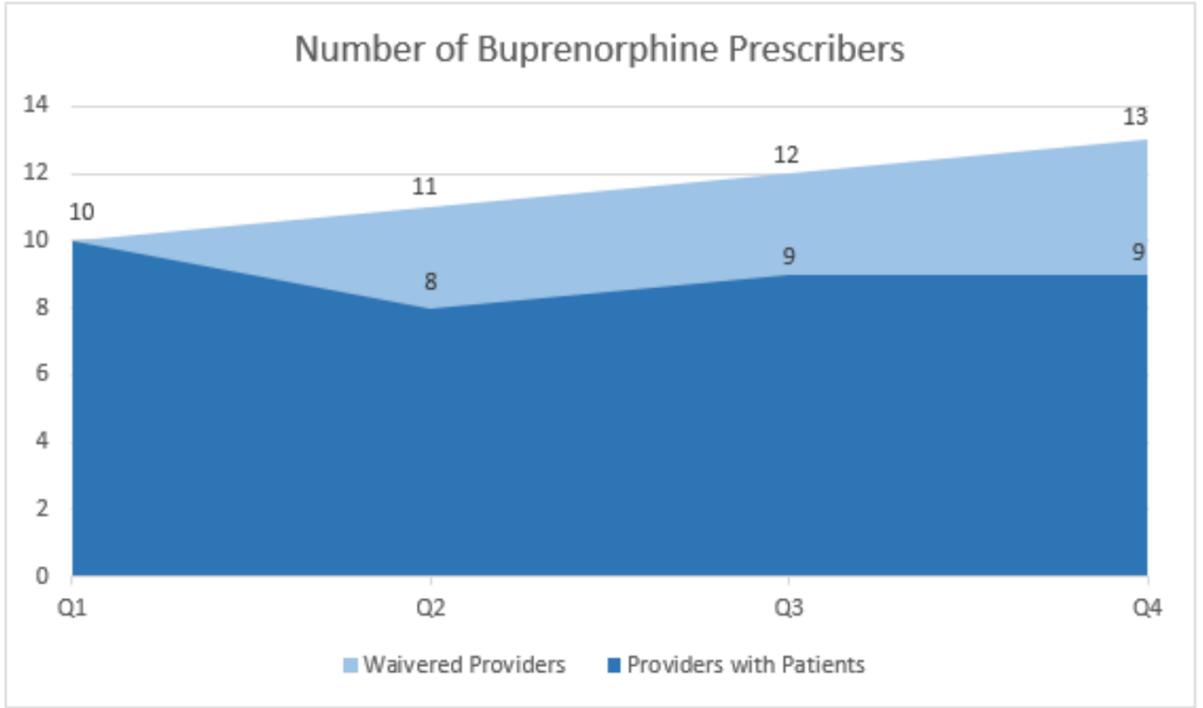
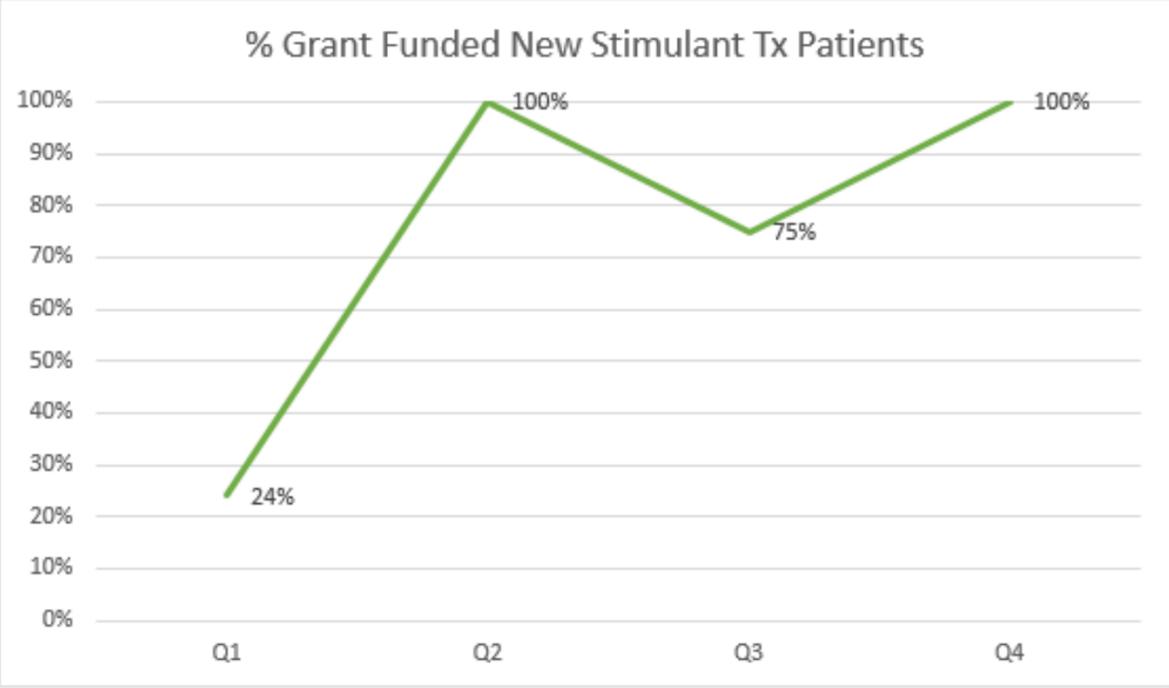
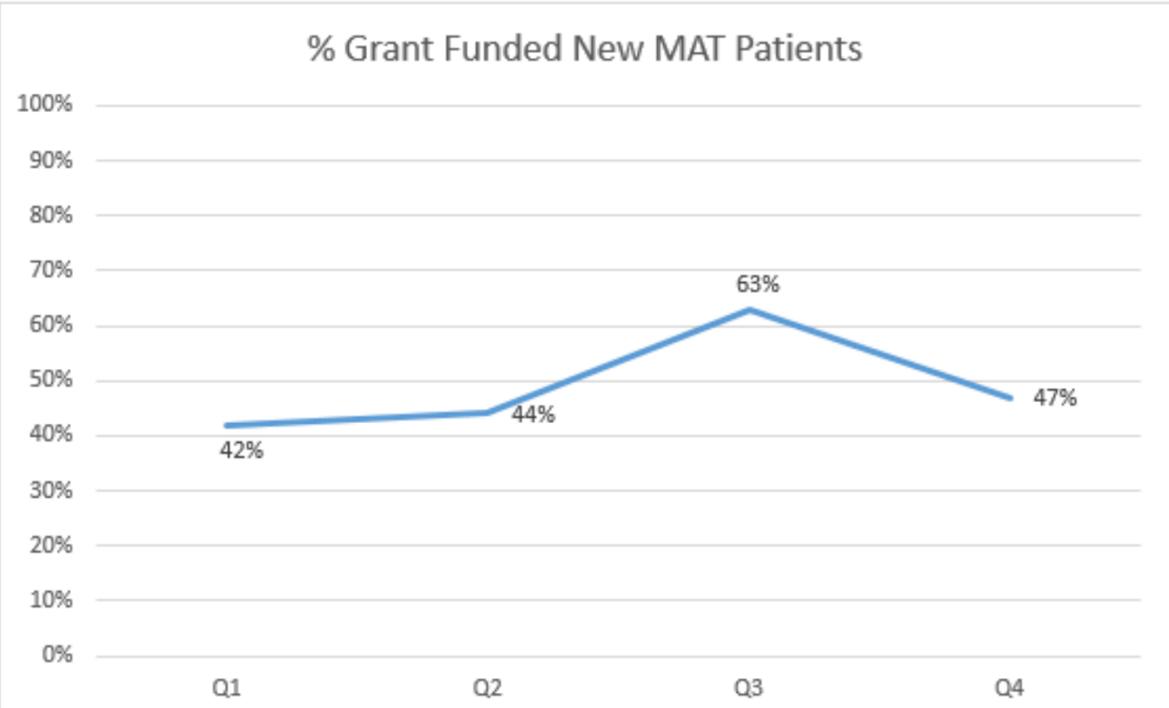
*Make it as easy as possible for people to use the new process and very difficult for them to revert to old ways of doing business.*

# Staying on Course and Maintaining Forward Momentum

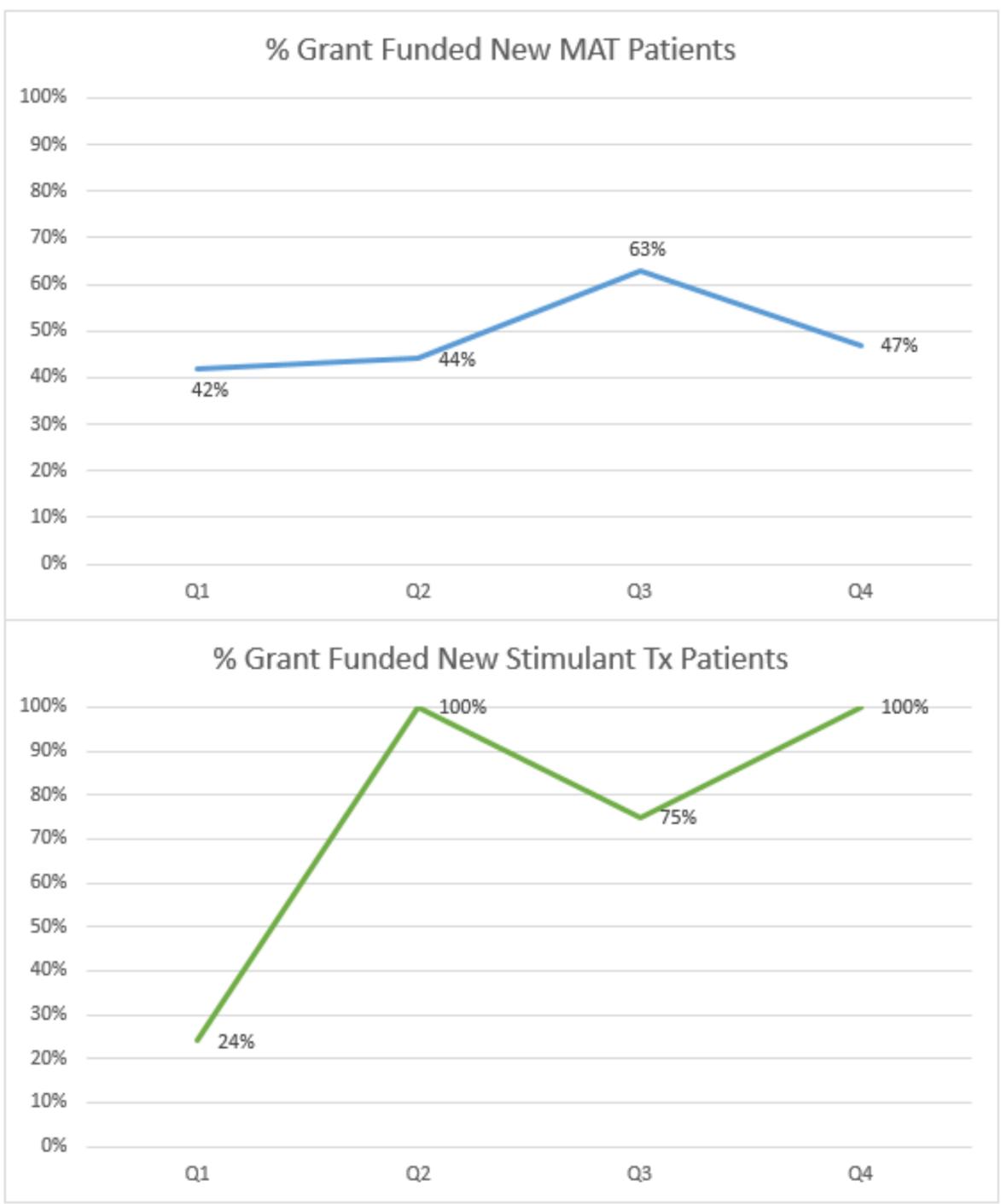
Try these 4 practical strategies to help your team stay focused on top priorities and maintain forward motion.

1. Provide regular “focusing” messages from leadership
2. Meet regularly
3. Use a checklist and check-in
4. Create a data dashboard

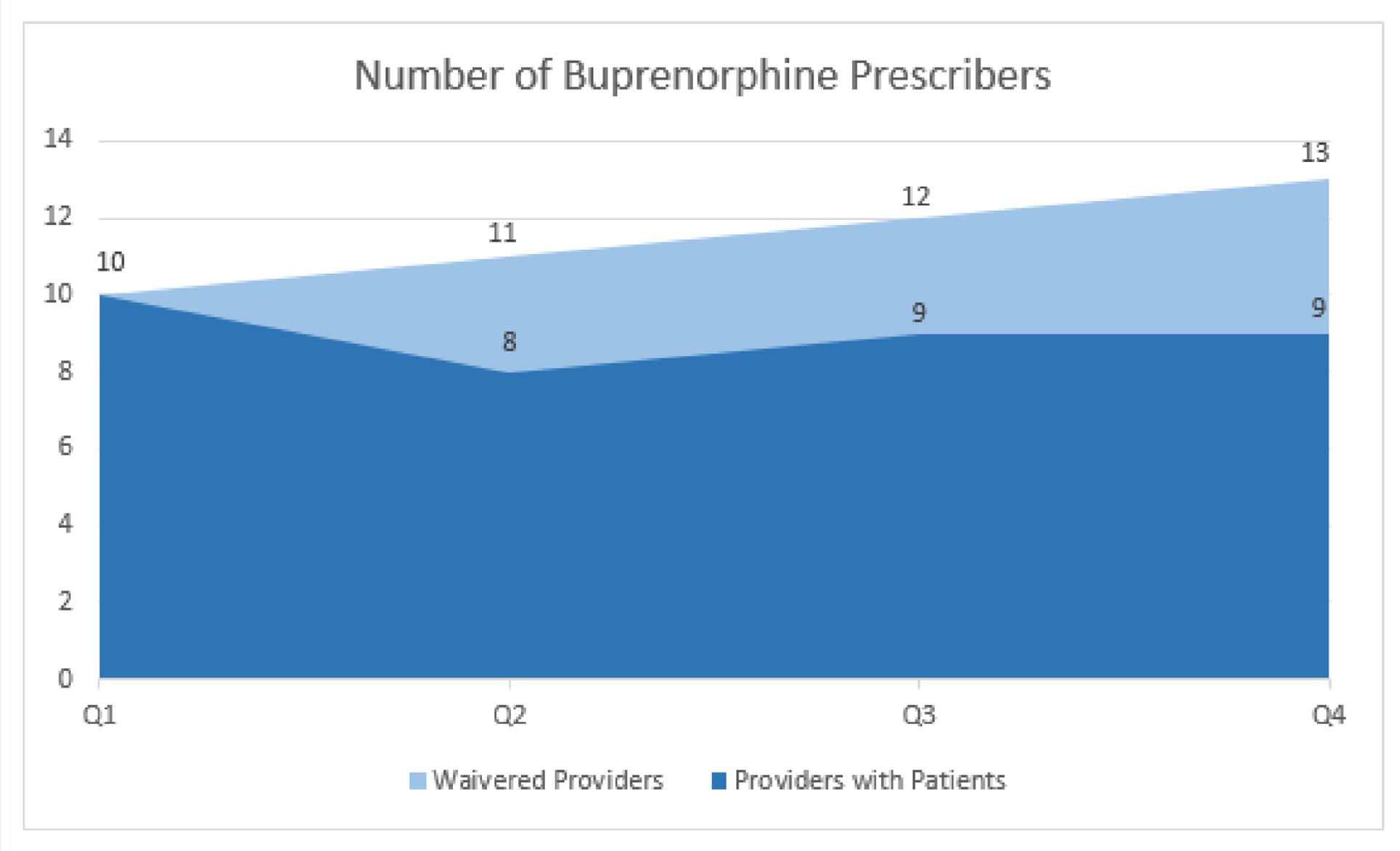
# Creating Data Dashboards



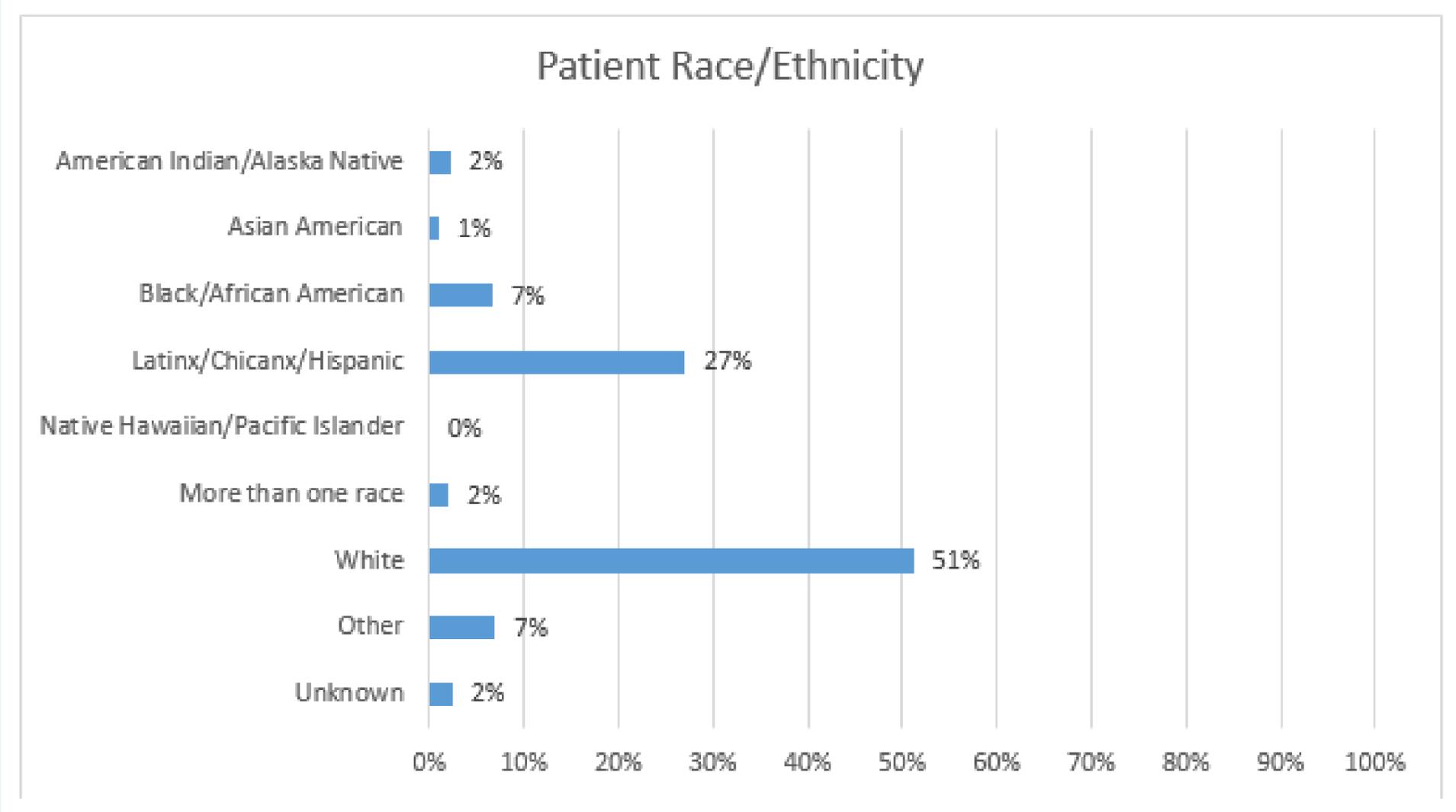
# Sustainability and Grant Funding



# Sustainability and Provider Activity



# Sustainability and Equity



# Breakout Room Activity

SOUTHERN CALIFORNIA REGION

*PLEASE RECORD YOUR NOTES ON YOUR BREAKOUT ROOM SLIDE.*



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# Breakout Groups

- Approximately 15 minutes
- Questions on Google slide set will guide discussion
- Choose someone to report out in the debrief
- UCLA/AHP/Aurrera staff will assist with notes



# Breakout Questions

- Review and discuss potential areas for improvement your site could address based on your QI data.
- Pick one site represented in the breakout room and work together to brainstorm possible change projects based on the site's QI data.
- What specific ideas for rapid cycle change projects will you bring back to your administrative team?

# Breakout Debrief and Action Planning

# Resources for Continued Learning

- ❖ **NIATx Website:** <http://www.niatx.net>
  - *Videos, forms and templates, Promising Practices, NIATx Workbook, etc.*
- ❖ **Buprenorphine Implementation Toolkit 2020:**  
<https://www.niatx.net/buprenorphineimplementationtoolkit2020/>
- ❖ **Getting Started with MAT:**  
<https://www.niatx.net/download/getting-started-with-medication-assisted-treatment/>
- ❖ **The Five Tools Handout** (will be distributed after today's session via email)

# Quality Improvement Data and PDSA

# Next Steps/PDSA

## Plan-Do-Study-Act

**Plan: What steps have we taken?**

**Do - What barriers did we encounter during our work? Any surprises?**

**Study: what do these measures show?**

**Act: What actions can be taken on these findings?**

## Regional Hub and Spoke QI Reports Available for Download

[https://drive.google.com/drive/folders/1\\_5KRsqBfezSs3EtuelS62l-xNE2GIbE6?usp=sharing](https://drive.google.com/drive/folders/1_5KRsqBfezSs3EtuelS62l-xNE2GIbE6?usp=sharing)

# QI Presentations for Quarter 6 Northern California Region (March 1<sup>st</sup>, 2022)

- Adventist Health Ukiah Valley
- Mountain Valleys Health Center - Bieber/Big Valley Medical Center
- Mendocino Community Health Clinic Inc. (Lake View Center)
- Hill Country Community Clinic (Round Mountain)

# QI Presentations for Quarter 6 Capital Region (March 1<sup>st</sup>, 2022)

- Aegis Treatment Centers, LLC - Butte (Chico)
- Tahoe Forest Hospital District
- Western Sierra Medical Clinic, Inc. (Auburn)
- Cares Community Health dba One Community Health

# QI Presentations for Quarter 6 Bay Area/Mid-State Region (March 2<sup>nd</sup>, 2022)

- BAART Behavioral Health Services, Inc. (San Francisco)
- Bright Heart Health (Marin)
- Salud Para La Gente
- Janus Community Clinic

# QI Presentations for Quarter 6 Southern California Region (March 2<sup>nd</sup>, 2022)

- Tarzana Treatment Centers, Inc.
- Savas Health (Desert Clinic Pain Institute - Rancho Mirage)
- San Diego Health Alliance dba Capalina Clinic
- St. John's Well Child and Family Center, Inc.

# Next Steps

Complete your CE evaluation this week if possible

Request additional training/TA as needed

Attend next week's coaching call

Review QI reports

2022 LC Schedule

- March 1 and 2
- May 31/June 1
- September 2022 - SOR2 Learning Collaborative Conference, Sacramento (details coming soon)

Next H&S Webinar: Tuesday, February 8, 12-1pm. Treating Transitional Age Youth (presenters tbd)



# ASIS-TTA

Opioid and Stimulant Implementation Support  
Training and Technical Assistance

## CASE-BASED MAT ECHO CLINICS

- Two Monthly ECHO Clinics
  - General and Tribal
- Clinical Case Reviews
- Trauma Informed Approach

## MONTHLY STATEWIDE WEB TRAININGS

- Treating SUD in Primary Care
- Managing Complex Clinical Needs
- Addressing Stimulants & Fentanyl

## ON-DEMAND LEARNING EARN FREE CME/CE

- Fundamentals of MAT
- Buprenorphine Starts
- MAT in Special Populations



## QUARTERLY TRIBAL PROVIDER TRAININGS

- Tribal Health Issues
- Culturally Informed Strategies
- Rural and Urban Settings

## DIRECT MENTORSHIP & CONSULTATION

- Individualized Support from Expert Consultants
- One-on-One Mentorship by Phone or Video Conference

## CALIFORNIA HUB AND SPOKE IMPLEMENTATION SUPPORT

- Learning Collaboratives
- Direct Technical Assistance
- Enhancing Access to Care
- Ensuring Sustainability

**OASIS-TTA SERVICES ARE FREE**

To register, request services, or learn more visit

[www.uclaisap.org/oasis-tta](http://www.uclaisap.org/oasis-tta)