

Making and Sustaining CHANGE

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Speaking for hundreds of other people



Making & Disseminating Change

Every profession has a different leg on it.

- **Influentials and the Intervention (Rogers)**

- Rogers E. (1982). *Diffusion of Innovations*. Free Press.

- **Welcoming environment (PPM)**

- Van de Ven A. (1980) Problem solving, Planning and Innovation: test of the program planning model. *Human Relations*. 33(10); 771-.

- **Processes (NIATx)**

- Gustafson D, Johnson K, et al (2011). The NIATx Model. NIATx Foundation.



The NIATx Story

- Pretty successful
 - “We got NIATx’d”
 - Over 3200 SUD organizations in US have “adopted” it.
 - NIATx being institutionalized
 - Led to some pretty interesting changes
 - Eliminate appointments
 - Use technology
- **How did it happen?**
- **Take home messages?**



Stages of the Story

- Preparation
- Problem exploration
- Solution exploration
- Solution development
- Adaptation
- Dissemination and sustainability



Prepare

- Visionaries – Victor Capoccia; Fran Cotter
- RWJF and Feds funded
 - Program office of outsiders (U of Wisconsin)
 - Name (Paths to Recovery)
- Marketing



Take home messages

- **Support from opinion leaders**
- **Start up funds w incentives to join**
- **Market**
- **Outsider as change leader**
- **Walk the talk**



Problem Exploration

- Walk through (I got admitted)
- Thru site visits we saw agencies first hand
- Created stories and got attention
- Set key goals
 - Reduce time to treatment
 - Increase admissions
 - Patients stay in treatment



Take home messages

Personally experience the problems

Walk through

Stick to a few simple, precise goals



Solution Exploration

Reach outside the field

- Literature review
 - Deeply know your customer
 - Buy into CEO; not CEO buy-in
 - Ideas from outside the field
 - Rapid cycle change
 - Influential change leader
- Outside leaders ID promising practices
 - McDonalds:
 - Two customers; 5 menu items; Fast
 - Mass Communication scientists:
 - Return next time (not whole season)



Take home message

Reach outside the *field* for ideas

- **Analogous problems in other *fields***
- **Find best organization in that field**
- **What makes them so good.**



Solution Development

- **Create simple change model**
 - Walk through (personally experience)
 - Few aims and measures
 - Fast small changes
 - Coach and learning sessions
- **Create Demo Program**
 - Day long promotional meetings
 - Small grants
 - Walk through and report
 - Change something in 3 weeks



Take home message

- **One simple measure**
- **Rapid, Cycles testing**



Solution adaptation and support

- Tried on ten agencies
- External evaluator interviewed agencies
- Modified our model
 - Not enough cycles
 - Projects too complex
 - Measures too complex
- Had second round of new agencies



Take home message

Seek and celebrate criticism

Force field analysis




More Tests

- Many more demonstrations (200 more sites)
 - Federally sponsored program
 - State led programs
 - Move from administrative to clinical practices (EBPs)
 - With and without financial incentives
- Cadre of coaches
- Change leader academies
- Randomized trial
 - Establish scientific validity
 - Coaching is key




Take home messages

- **Must test under multiple conditions**
- **External evaluator builds credibility**
- **Continued support from sponsor**



Dissemination

- Market the results
 - Annual meeting
 - Trade & scholarly publications & presentations
- Campaign
 - Theme - 55,000 lives (by using NIATx)
- Continued improvement
 - Essential ingredients study (N200)
 - Tool creation



Take home message

Market, Market , Market


OCM tool

Simplicity




Sustainability

- One person in charge - K Johnson
- Continued financial support
- ATTC national coordinating office
 - 14 ATTC programs.
 - Spread evidence based practices.
- Continued Innovation
 - Smart phone - ACHES and Seva
 - Computerized dissemination system



Take home message


Fit it into an existing program

Innovate & sustain at same time.



Ahah's of System Change

Preparation	Simple aim Committed team	Very few simple measures Influential change leader	Simplicity in general Help the senior leaders
Prob Exploration	Nominal Group Technique	Personally experience	Make staff lives better
Sol'n Exploration	Essential ingredients	Why, Why . . . How, How	The best from outside
Solution Development	It is a family disease Very little training needed	Ideal systems	Improve customer lives What could ever go wrong
Solution Adaptation	Seek/celebrate criticism Get reactions early on	Strengths/modifications ID & work w opinion Ldrs	Rapid testing & adaption Outside experts endorse
Implementation	Sustainability leader	Five levers	Market, Market, Market




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