



THE FLORIDA LEARNING SYSTEM

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National Partners

Substance Abuse & Mental Health Services Administration



Center for Substance Abuse Treatment



Robert Wood Johnson Foundation



Florida Partners

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FLORIDA LEARNING SESSION HELD

The Third Florida Semi-Annual Learning Session was held April 17 & 18 in Ft. Lauderdale. Representatives from the Strengthening Treatment Access and Retention - State Implementation Grant (STAR-SI), Advancing Recovery (AR), and Florida Action Champaign members attended. The session opened with Kevin Lewis, Executive Director of **Southwest Florida Addiction Services** (SWFAS) and the Executive Sponsor of the SWFAS STAR-SI team, explaining to the group *Five Things Not to do with a Change Team*. Kevin has been working in NIATx process improvement since SWFAS joined the Paths to Recovery project in January 2005 and he has continued to be a leader of the process improvement in the movement in Florida.

Other presentations at the session included *How to Involve the Customer* presented by STAR-SI Peer Mentors Dr. Helen Benn and Chrissy DeWerff. Pauley Johnson, State NIATx Coach led the group in an *Appreciative Inquiry Exercise* – a method of brainstorming ideas for rapid cycle change. Later in the afternoon an overview/update on the Advancing Recovery project was presented by Kay Doughty with **Operation PAR**, Rhonda Bohs with **Spectrum/Miami Behavioral Health Program**, and Renee Helen with **River Region Human Services**. All three AR sites shared impressive data showing a dramatic drop in craving for alcohol reported by patients after just one Vivtrol injection. (Read more about the success of AR on page 3).

Teams from year-two of the STAR-SI project shared their experiences and accomplishments with the group. **Gateway's** Change Leader, Anthony Britton described how working with his peer mentor has made all the difference for him. Anthony told the group he “gets it”. His change team worked on measuring the impact of staff training on customer service and is now attempting changes to decrease the AMA rate. Elyse Dermer with **The Village** explained to the group how her team is attempting to reduce the no-show rate of clients entering outpatient services. They have gone from 20% no-show to 8% no-show and have started making reminder calls. Mari Alschuler with **Jackson North Community Mental Health Center** shared their experience with the group. (Read more details about their progress on page 2).

The highlight of Friday's session was a presentation by **Roland Martinez with the Miami-Dade County Health Department**. Mr. Martinez took the group through his organization's experience and transformation using process improvement measures that began in 1997. Mr. Martinez explained that the bottom-line results of process improvements for the Miami-Dade Health Department are:

- ✓ Improved customer satisfaction;
- ✓ Higher return on assets;
- ✓ And greater employee performance and satisfaction.

Since beginning their process improvement journey, the Miami-Dade County Health Department has been honored with the Sterling Award and the Malcom Baldrige Award.



Roland Martinez, Director of Process Improvement, Miami-Dade County Health Department.

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Strengthening Treatment Access and Retention - State Implementation (STAR-SI)

The Sky's the Limit

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Partners Year One

- ★ Drug Abuse Comprehensive Coordinating Office (DACCO)
Tampa
- ★ Lakeview Center, Inc.
Pensacola
- ★ Manatee Glens Corporation
Bradenton
- ★ Meridian Behavioral Healthcare
Gainesville
- ★ Stewart-Marchman Center
Daytona Beach

Year Two

- ★ A.C.T.S.
Tampa
- ★ Family Resource Center
Miami
- ★ Gateway Community Services
Jacksonville
- ★ Harbor Behavioral Health Care
New Port Richey
- ★ Jackson North Community Mental Health Center
Miami
- ★ LifeStream Behavioral Center
Leesburg
- ★ The Village
Miami

Peer Mentors

- ★ Center for Drug-Free Living
Angie Maldonado
Dr. Helen Benn
- ★ Southwest Florida Addiction Services
Kevin Lewis
Chrissy DeWerff

NIATx Coach

- ★ *Dr. Pauley Johnson*

Networks

- ★ Central Florida Behavioral
- ★ Northeast Florida Addictions Network, Inc.
- ★ South Florida Provider Coalition

Jackson North Community Mental Health Center Aims to Reduce No-Shows

Since joining the Strengthening Treatment Access and Retention—State Implementation (STAR-SI) project in November, Jackson North Community Mental Health Center in Miami has made great progress implementing rapid cycle changes. Change team leader Mari Alschuler and her change team members, Andrea Paler, Joy Burchell, Shalonda Walker, Erika Caballero, Roslyn Stewart, Caridad Guerra and Luis Naredo chose the aim to reduce no-shows to initial psychiatric evaluations in order to serve their community better and improve their bottom line.

The baseline no-show rate of patients entering Jackson North was 38% and their goal was to reduce that rate by 20% to 30.5%. Their first change cycle was to institute reminder phone calls within 24 hours of the client's appointment. The team collected monthly data which showed a drop in no-show rate for both first and second quarter. First quarter average was 26.8% and second quarter average was 19.6%, far exceeding the goal of 30.5%. Although improvement was made in decreasing no-shows, some clients did not come back to continue care. The second rapid cycle change for the team was to make one more outreach attempt to no-shows and offer a second appointment. Clients they cannot reach directly via the phone are sent a contact letter. The second change cycle showed evidence of client response to additional outreach as 32 clients were contacted directly as a result of this change; nine appointments were made and six were kept for a completion rate of 66.7%.

In addition to the phone call reminders and letter contacts, the team has recently designated a team of outreach staff who will go to the homes of client who continue to no-show. The home visits are decided on a case-by-case basis and have been well received.

STAR-SI Mentors Meet

The first STAR-SI Peer Mentor Training was held on April 16th in conjunction with the Florida Learning Session in Ft. Lauderdale. Eight peer mentors and other STAR grant participants attended the half-day training. Polly Ryan with the Florida Alcohol and Drug Abuse Association presented an overview of *The Mentoring Role*, Jeff Balser with the Department of Children and Families presented a look at *Gathering Data* and Pauley Johnson, our Florida STAR-SI NIATx coach led a discussion on "Coping with Bottlenecks". Pauley also reviewed many other process improvement techniques to assist team members. The training concluded with a lively discussion on burning issues which proved to be most helpful to this talented group of mentors.



*Jackson North CMHC Change Team members:
Executive Sponsor Barbara Ann Dacey,
Change Team Member Andrea Paler
and Change Team Leader Mari Alschuler
at the Florida Learning Session in Ft. Lauderdale.*

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Advancing Recovery... *Leading the Way*

April 2008

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Purpose:
To develop and implement administrative and clinical system improvements at provider and state levels to facilitate the successful utilization of selected categories of evidence-based practices for addiction treatment.

Partners

- ⇒ **Operation PAR**
Nancy Hamilton, CEO
Kay Doughty, V.P. of
Family and Community
Services
- ⇒ **River Region Human
Services**
Derya Williams, CEO
Minerva Bryant VP,
Clinical Operations
- ⇒ **Spectrum Programs/
Miami Behavioral
Health Center**
Bruce Hayden, CEO
Rhonda Bohs, V.P. of
Research Development

Coaches

- ⇒ **State Coach**
Colette Croze
Private Consultant
- ⇒ **Provider Coach**
Michael Boyle
President/CEO Fayette
Companies

Evidenced-Based Practice The Heroic Client

At “A Recovery Revolution in Florida” conference in Tampa on January 31-February 1st, Barry Duncan, Psy.D., discussed how to improve treatment effectiveness through client-driven, outcome informed therapy. This approach is detailed in the book *The Heroic Client* (Duncan, Miller & Sparks, rev.2004), which notes that while research has shown that therapy is effective, no one approach has been shown to be superior to others.

What then are the common factors that effect change? This question was addressed by outcome researchers who reviewed 40 years of studies and identified the following four factors and their contribution to positive outcomes:

- 40 % Client factors (resources) and extra-therapeutic influences
- 30% Relationship (client perception of therapeutic alliance)
- 15% Placebo, Hope and Expectancy (hopeful expectations that accompany methods)
- 15% Model or Technique

Consistently monitoring and addressing the client’s perception of the benefits of treatment and the “fit” between the clients expectations of the relationship and change, according to the authors, directs therapeutic choices and results in practice-based evidence, i.e., doing what works.

What’s Happening Now?

A Year in Review

On April 8, 2008, the Florida Advancing Recovery Partnership (FARP) presented an overview of their experience in implementing **Vivitrol** as an evidence-based practice during an Advancing Recovery Medication Interest Circle Call. Project Director, Sheila Barbee credited John Daigle, previous Executive Director of the Florida Alcohol and Drug Abuse Association, with bringing both Advancing Recovery and Strengthening Treatment Access and Retention grants forward as a means for the state to advance state-wide initiatives of process improvement and evidence-based practice implementation.

Vivitrol was selected due to the large percentage of clients with alcohol problems admitted to publicly-funded programs in Florida (32%-34%). Initial changes at the systems level included identifying and tracking indigent drug funds and partnering with the Florida State Pharmacy to purchase and distribute medications at reduced costs. Chris Weller, Florida AR Data Coordinator, discussed the *Access* data-base created to track numbers of staff and clients receiving Vivitrol education, numbers of clients receiving injections and psychosocial interventions and response to treatment, i.e., reduction in heavy drinking and urges to drink and client satisfaction. Kay Doughty, Change Leader at **Operation PAR**, stressed the close collaboration internally between multiple program staff to coordinate the new protocol, as well as between all the FARP partners and coaches, noting the assistance of the pharmaceutical representatives who contributed samples and training. Renee Helen, Change Team member at **River Region Human Services**, described the client follow-up provided by clinical and nursing staff to encourage client retention and putting a human face on the Vivitrol protocol by taping a client interview. Emy Pesantes, Change Team member at **Spectrum Programs/Miami Behavioral Health**, shared the benefits of being able to learn from other providers, as well as the improved interagency communications that has resulted from cross agency bi-monthly team meeting.

Results to-date show a steep decline in urge to drink after the first injection and high client satisfaction with the medication and psychosocial services. According to Sheila Barbee, evaluating the effectiveness of Vivitrol with clients in the public sector is needed in order to set priorities for allocation of state funds.

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