

The Coordinated Services Team Initiative Southern Regional Meeting

Learning Collaboratives Utilizing the NIATx Model

May 7th, 2014

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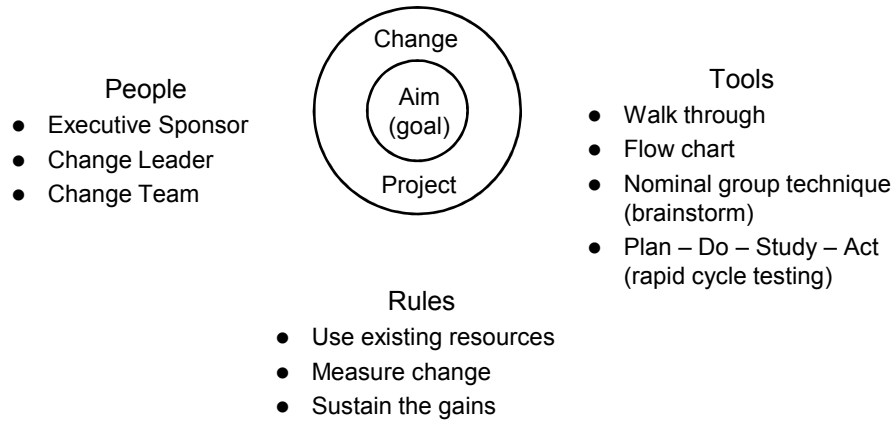
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What is NIATx?

*“An easy to use model of process
improvement designed specifically for
behavioral health”*

www.NIATx.net
University of Wisconsin – Madison, 2008

“NIATx on a Napkin”



www.NIATx.net
University of Wisconsin – Madison, 2008

NIATx in Wisconsin

- 2010 – Bureau of Prevention Treatment and Recovery began work with 10 counties to reduce utilization and readmission rates to inpatient psychiatric hospitals
- Used the NIATx model to work with stakeholders to analyze data and develop possible solutions to improve mental health services and reduce the cost of services.

www.NIATx.net
University of Wisconsin – Madison, 2008

Why Process Improvement?

- Everything we do is part of some process
- Each of us serves others, or is served by *processes of work*.
- 85 percent of problems are caused by *processes – not people*.

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Five Key Improvement Principles

1. Understand and Involve the Customer
2. Focus on Key Problems
3. Select the Right Change Leader
4. Seek Ideas from Outside the Field and Organization
5. Do Rapid Cycle Testing

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University of Wisconsin – Madison, 2008

1. Understand & Involve the Customer

- Most important of the Five Principles
- What is it like to be a customer?
- Your staff are customers, too.
- Conduct walk-throughs.
- Hold focus groups.

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Why a Walk-through?

The walk-through...

- Helps understand the customer and organizational processes
- Provides a new perspective
 - Allows you to *feel* what it's like
 - Lets you see the process for what it is
- Seeks out and identifies real problems
- Generates ideas for improvement
- Keeps you asking *why?*...and *why?* again

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2. Focus on Key Problems

- What keeps the CEO awake at night?
- What processes do staff and customers identify as barriers to excellent service?

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3. Powerful Change Leader

The Change Leader must have...

- Influence and respect across levels of the organization
- A direct line to the Executive Sponsor
- Empathy for all staff members
- Time devoted to leading change projects

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What is a Change Leader?

- A person who creates an environment where positive change can occur
 - Champions the use of data and process thinking, as an effective means to achieve goals
 - Allocates resources (time, personnel) within the bounds of their authority
 - Sponsors and guides project teams

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University of Wisconsin – Madison, 2008

What do Change Team Members look like?

- Front line workers and supervisors in unit where changes will be implemented
- Other employees impacted by the change
- People with special knowledge about the change, e.g. alumni, family members, IT staff

www.NIATx.net
University of Wisconsin – Madison, 2008

Change Team Responsibilities

- Identify possible changes that could meet the objective
- Decide how to implement the change
- Create and conduct rapid-cycle pilot tests until goal is achieved
- Study results to see if the change should be adopted, adapted or abandoned

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4. Ideas from Outside the Organization

- Real creative problem solving comes from looking beyond the familiar.
- Provides a new way to look at the problem
 - Client Engagement
 - Reduce no-shows through reminders
 - Client Handoffs

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5. Rapid-cycle Testing

Start by asking three questions:

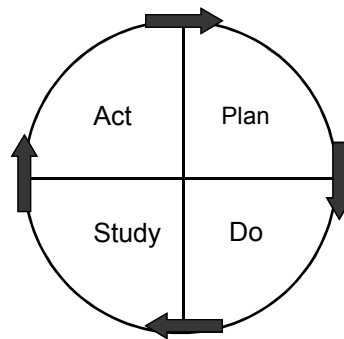
1. What are we trying to accomplish?
2. How will we know a change is an improvement?
3. What changes can we test?

Model for Improvement

Langley, Nolan, Nolan, Norman, & Provost. *The Improvement Guide*. San Francisco, Jossey-Bass Publishers, 1996

Making Changes

- PDSA Cycles
 - Plan the change
 - Do the plan
 - Study the results
 - Act on the new knowledge
 - Adapt
 - Adopt
 - Abandon
 - Two-week-long cycles



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What makes this approach to change different?

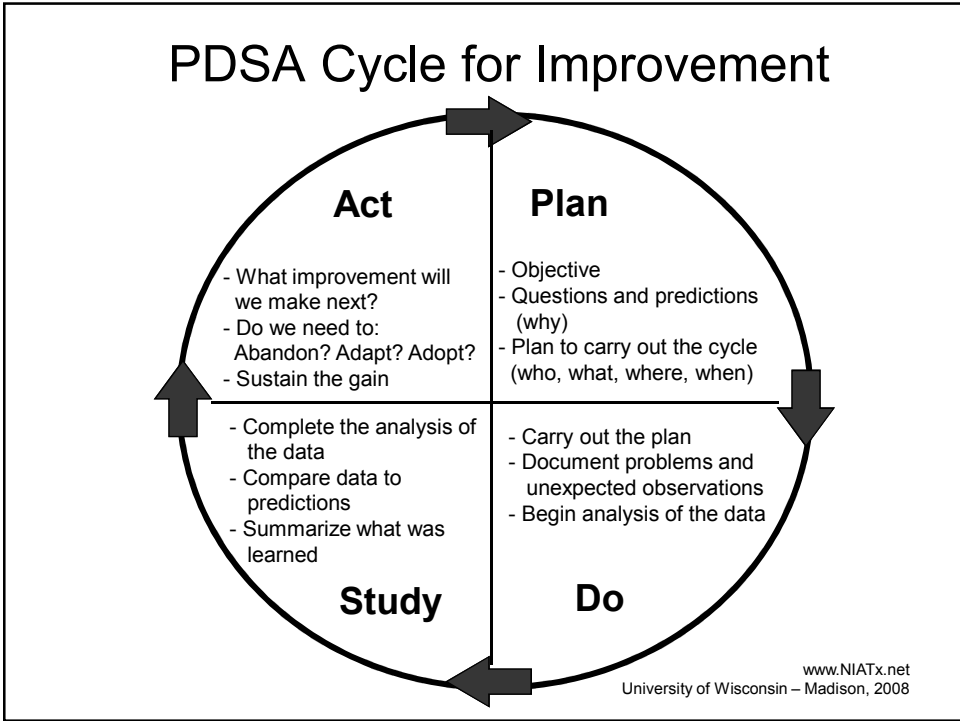
- Change is a big experiment
- No mistakes, no right or wrong
- Data tells you if the change was an improvement
- Customer guides change ideas

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Before Making Changes

- Collect baseline data
- Determine the target population and location
- Establish a clear aim
- Select a Change Leader and the Change Team

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Activity

- Use the NIATX process to address a specific CST-related challenge / aim

Next Steps

- Follow-up phone conferences