

# Addiction Technology Transfer Centers

## Change Processes that Improve Treatment Practice

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# What Kind of Improvements?

- Administrative processes
- Access and engagement processes
- Treatment interventions

# Improving Business Processes & Clinical Practices

## Business Processes

- Reception
- Scheduling
- Waiting
- Intake
- Attendance
- No Shows
- Others

## Clinical Practices

- Assessment
- MI/MET
- Counseling
- 12-Step Facilitation
- Contingency Mgmt.
- Support System
- Pharmacologic Tx

## Method

- Customer Input
- Identify Problem
- Assign Change Leader
- Id Preferred Outcome
- Develop Change Plan
- Gather Data & Revise

# System Change Model

## Institutional & Personal Readiness

Motivation

Resources

## Stages of Transfer

Staff

**1-Exposure**  
(Awareness)

- Lecture
- Self Study
- Workshop
- Consultant

**2- Change Plan**  
(Leadership decision)

**3- Implementation**  
(Exploratory use)

**4- Adoption**  
(Routine use)

Program Change

Climate  
for Change

Staff  
Attributes

Organizational Dynamics

# For Successful Organizational Change

- Involve the customer
- Carefully select problems to solve
- Appoint a change leader
- Seek ideas from outside the organization
- Take out all the bugs
- Make changes to sustain improvement

# When Considering Change

Ask 3 fundamental questions

1. What are we trying to accomplish?
2. How will we know if a change has occurred?
3. What can be measured that will indicate improvement?

# What Are Evidence-Based Practices?

Interventions that show consistent scientific evidence of being related to preferred client outcomes.

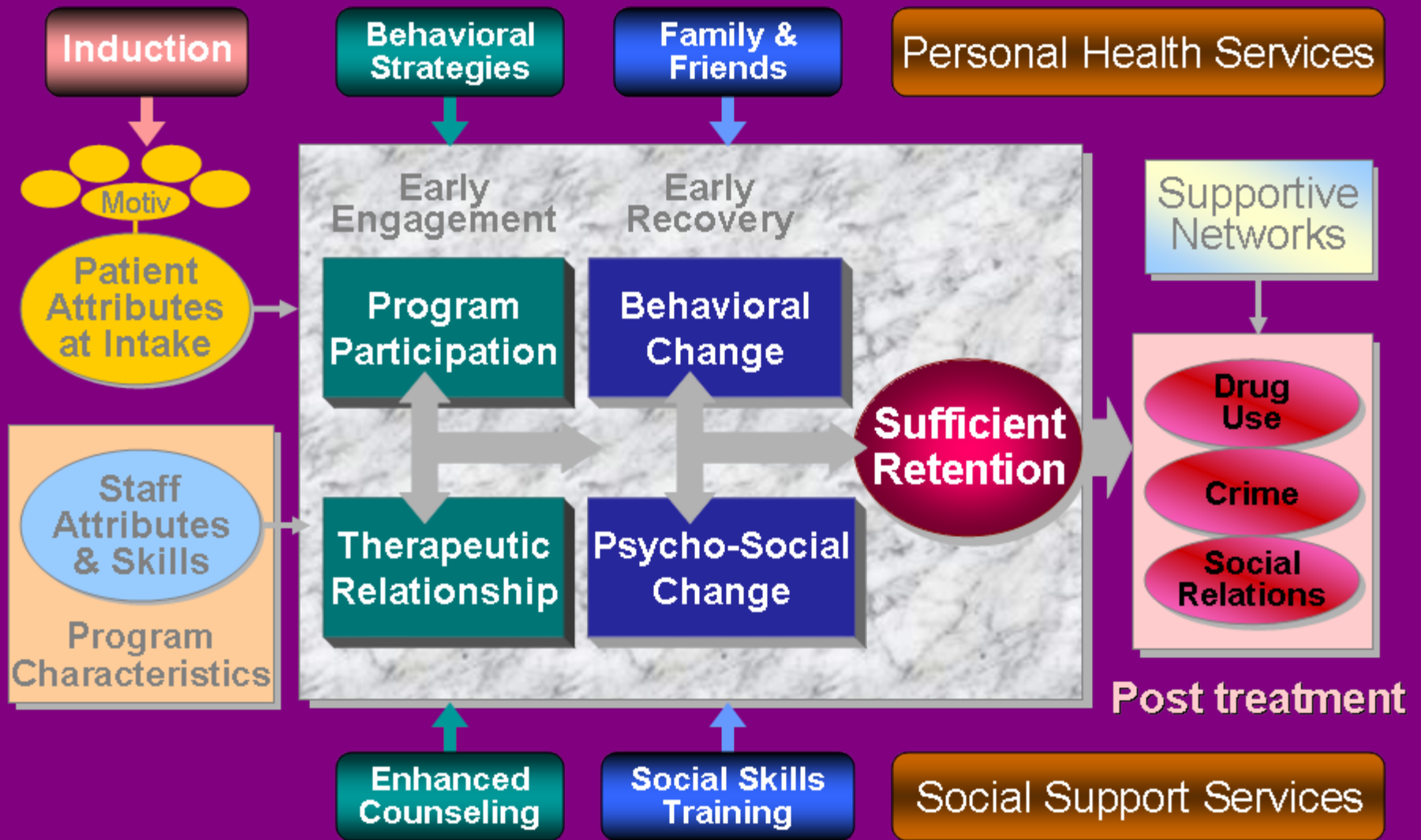
# The Evidence-Based Continuum

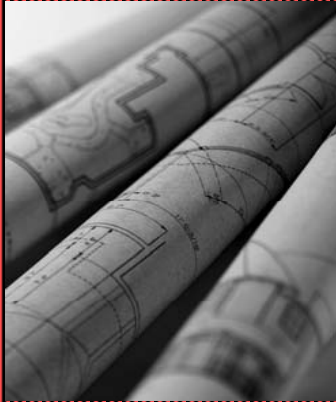
- **Evidence-based**  
Randomized controlled studies
- **Evidence-supported**  
Sound experimental studies
- **Evidence-informed**  
Derived from evidence-based or supported and being studied
- **Promising**  
Building support through research

# Evidence-Based Practices for Substance Abuse Treatment

- Brief Interventions
- Cognitive-behavioral interventions
- Community reinforcement
- Motivational enhancement
- 12-step facilitation
- Contingency management
- Pharmacological therapies
- System treatment

# Evidence-Based Treatment Model





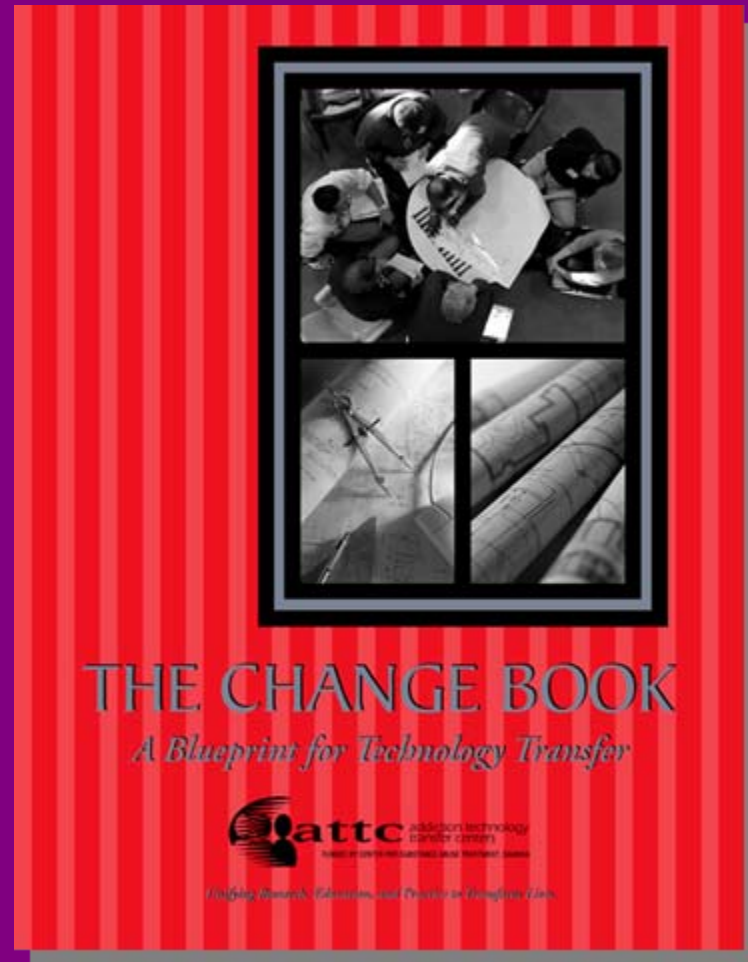
# THE CHANGE BOOK

*A Blueprint for Technology Transfer*



# The Change Book

- Principles
- Strategies
- Activities
- Steps



# Technology Transfer

- Training is a single activity or one time event
- Technology Transfer is continuous, bi-directional and multifaceted



# A Comprehensive Strategy for Change includes:

- Policies that accommodate EBPs
- Supportive system administrators
- Willing agency directors
- Skilled clinical supervisors
- Solid opinion leaders
- Skillful service providers
- Opportunities for staff & client input

# Factors To Consider When Choosing Strategies

- Which levels of the organization to address
- Readiness for change
- Opinion leaders
- Barriers
- Resistance
- Motivation

*The Strategies*

# Types of Activities...

- Administrative/Structural
- Person to Person
- Evaluation
- Education
- Information Dissemination

*The Activities*



# *Creating Your Blueprint - The Ten Steps*

# The Ten Steps of Effective Change Initiatives

1. Identify the Problem
2. Organize a Team
3. Identify an Outcome
4. Assess Your Organization
5. Assess Your Audience

*The Steps*

# The Ten Steps of Effective Change Initiatives

6. Identify the Approach
7. Action & Maintenance Plans
8. Implement the Plans
9. Evaluate Your Plans
10. Revise Your Plans

*The Steps*

# Key Principles for Adopting Innovative Change

1. Include bottom-up perspectives
2. Acknowledge & manage resistance
3. Provide multiple exposures
4. Ensure accessibility & sustainability
5. Influence & involve opinion leaders
6. Enhance ownership of the new practice
7. Increase personal contact with innovation
8. Provide rewards & incentives
9. Utilize regeneration strategies

(Roget, et al 2004)

# The Workbook Provides . . .

- “Cheat Sheets”
- Worksheets to develop a plan
- Copy it! Write on it!  
Use it!

