

# **Organizational Change: Implementation Process and Technical Assistance**

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Ohio SAMI CCOE    Ohio SE CCOE  
Tobacco Cessation Initiative  
**Case Western Reserve University**  
**Cleveland, Ohio**

*the Ohio SAMI CCOE is a partnership  
between the Mandel School of Applied Social Sciences and  
the Department of Psychiatry, CWRU School of Medicine,  
Case Western Reserve University  
in collaboration with the Ohio Departments of Mental Health and  
Alcohol Dependence and Addiction Services*

# Center for Evidence Based Practices Services at Case

an organization that promotes knowledge development and the implementation of evidence based practices for the treatment and recovery of people with mental and substance use disorders

The Ohio Substance Abuse and Mental Illness Coordinating Center Of Excellence (CCOE) & the Supported Employment CCOE

- programs of the Center for Evidence-Based Practices at Case Western Reserve University
- in collaboration with and supported by the Ohio Department of Mental Health, the Ohio Department of Alcohol and Drug Addiction Services, and the Ohio Rehabilitation Services Commission.

# Implementation

- The act of accomplishing some aim or executing some order
- To put into practical effect; carry out
- Pursue to a conclusion

– Dictionary.com

# CCOE Staff

- Center Co-Directors
- Implementation Services Director
- Consultation & Training (IDDT & SE) Directors
- Consultant & Trainers (IDDT & SE)
- SE Peer Specialist
- Medical Consultant
- Research & Evaluation Director & Assistant Director
- Evaluation Manager
- Communications Director & Senior Writer
- Fiscal and Office Managers
- Research Associates, Students, Interns, Residents

# Center for Evidence Based Practices - Services

- **Training and Education**
  - Interactive, applied learning for multidisciplinary team members and program leaders
  - Knowledge, Skills, and Attitudes for IDDT and SE implementation
  - Venues:
    - Intensive on-site, team based
    - Regional
    - Annual Conference
    - State-wide Videoconferences
    - Telephonic

# Center for Evidence Based Practices - Services

- **Programmatic Consultation**

- A Collaborative, Stage-wise Approach for all Stakeholders
  - County Mental Health and Alcohol and Drug Addiction Service Boards and Providers
  - Vocational Rehabilitation, Housing, Health Care, Criminal Justice
  - Consumers and Family Member
- Stages of implementation:
  - Unaware or uninterested (pre-contemplation)
  - Consensus building (contemplation)
  - Motivating (preparation)
  - Implementing (action)
  - Sustaining (maintenance)

# Center for Evidence Based Practices - Services

- **Clinical Consultation**

- Assistance to teams, team leaders, supervisors and medical professionals that facilitates application of model appropriate clinical strategies

# Center for Evidence Based Practices - Services

- **Research and Evaluation**

- Baseline and annual assessments to support high fidelity implementation
- Focus on Outcomes
  - Systems, Organizational, Team, and Individual Consumer
- Research endeavors
  - Staff selection
  - Sustaining treatment gains through continuity of care between systems

# Center for Evidence Based Practices - Services

## • Communication & Publication

- Website Library & Links, Implementation Tools, Training Events & Meeting Calendar, Message Board, Program Locator, and more:
  - [www.ohiosamiccoe.case.edu](http://www.ohiosamiccoe.case.edu)
  - [www.ohioseccoe.case.edu](http://www.ohioseccoe.case.edu)
- Newsletters
- eConsults & eNews
- Journal articles

# History

- 2000-2001
  - created by ODMH to provide training, consultation, evaluation; block grant funding
    - 9 block grant funded IDDT sites
    - 1 full time staff, 3 part time staff
- 2002 – 2005
  - The National Implementing Evidence Based Practices Project
    - 4 sites (financial support varied)
    - Added 1 FTE CAT, PT psychiatrist, FTE evaluation

# The National Implementing Evidence Based Practices Project (2002 – 2005)

- Funded by SAMHSA
- Coordinated by Dartmouth Psychiatric Research Center
- Ohio one of 8 states to participate
- Toolkits developed/tested for 6 EBPs
- Extend knowledge of EBP implementation processes in real-world settings
  - IDDT, SE, ACT, IMR, FE, Medication Algorithms

# History

- 2002-present
  - Added 30 additional IDDT sites/through interest and attraction; some with multiple teams
  - State wide Advisory Council and Regional Networks
- 2003-present
  - Adapted model to all 9 **inpatient state hospitals**
  - Progressed over time; 4 now at high fidelity
  - Some sites have fully integrated groups; all stage consumers and link with IDDT teams in community
  - Monthly technical assistance

# History

- 2004 – Supported Employment implementation
  - 10 sites/3 year SAMHSA grant
  - 3 sites added/Johnson & Johnson Foundation grant
  - State level Advisory Council & Management team
- 2007 – Tobacco Cessation Initiative
  - Model development using stage-wise approach
  - State level Advisory Council & Management team
  - 15 sites

## Around the corner – other initiatives

- Affiliation Code to track, monitor, analyze, report = outcomes
- The Evaluation Database “TED”
  - Automated fidelity assessment process
  - Organizational data collection, management, research
- Co-occurring disorders
  - Dual Disorder Capability in Addiction Treatment DDCAT
- Adaptation of Supported Employment with transitional youth at risk

**LET OP!**



**DREMPELS**

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City

# IMPLEMENTING IDDT - STAGE 1

## Stages of change

- Pre-contemplation

## Stages of implementation

- Unaware or uninterested

# IMPLEMENTING IDDT - STAGE 1

## Steps

1. ASK IMPORTANT QUESTIONS
2. BEGIN THE CHANGE PROCESS

# IMPLEMENTING IDDT - STAGE 2

## Stages of change

- Contemplation

## Stages of implementation

- Consensus building

# **IMPLEMENTING IDDT - STAGE 2**

## **Steps**

- 1. CONDUCT A NEEDS ASSESSMENT**
- 2. DEVELOP AWARENESS OF AVAILABLE OPTIONS**
- 3. IDENTIFY CURRENT PRACTICES AND RATIONALES**
- 4. EXAMINE YOUR MISSION, VALUES, GOALS, AND VISION**
- 5. CHECK IT OUT**
- 6. ENGAGE TECHNICAL ASSISTANCE**
- 7. ASSESS THE PROS AND CONS**
- 8. DEVELOP INFORMED CONSENT AND CONSENSUS**
- 9. EXPLORE CONCERNS**

# IMPLEMENTING IDDT - STAGE 3

## Stages of change

- Preparation

## Stages of implementation

- Motivating

# **IMPLEMENTING IDDT - STAGE 3**

## **Steps**

- 1. DEFINE YOUR RATIONALE**
- 2. IDENTIFY STAKEHOLDERS**
- 3. BUILD CONSENSUS**
- 4. FIND YOUR IDDT “CHAMPIONS”**
- 5. IDENTIFY FINANCIAL RESOURCES**
- 6. ASSEMBLE A STEERING COMMITTEE**

# **IMPLEMENTING IDDT - STAGE 3**

## **Steps**

- 7. CONDUCT A READINESS ASSESSMENT**
- 8. DECIDE TO IMPLEMENT OR NOT**
- 9. RECRUIT A TEAM LEADER**
- 10. PLAN TO START SMALL**
- 11. ASSEMBLE MULTIDISCIPLINARY SERVICE TEAM**
- 12. BEGIN AN IMPLEMENTATION PLAN**

# IMPLEMENTING IDDT - STAGE 4

## Stages of change

- Action

## Stages of implementation

- Implementing

# **IMPLEMENTING IDDT - STAGE 4**

## **Steps**

- 1. CONDUCT A BASELINE FIDELITY REVIEW**
- 2. DEVELOP A BASELINE FIDELITY ACTION PLAN**
- 3. DEVELOP STAGE-WISE INTERVENTIONS**
- 4. ACQUIRE AND INTEGRATE TRAINING**
- 5. ENGAGE IN CLINICAL CONSULTATION**

# **IMPLEMENTING IDDT - STAGE 4**

## **Steps**

- 6. PROVIDE STAGE-WISE INTERVENTIONS**
- 7. DEVELOP AND MONITOR OUTCOMES**
- 8. CONTINUE TO EDUCATE AND TRAIN STAKEHOLDERS**
- 9. ADDRESS BARRIERS**
- 10. ADDRESS UNINTENDED CONSEQUENCES**

# IMPLEMENTING IDDT - STAGE 5

## Stages of change

- Maintenance

## Stages of implementation

- Sustaining

# **IMPLEMENTING IDDT - STAGE 5**

## **Steps**

**1. MAINTAIN OVERSIGHT**

**2. MONITOR FIDELITY**

**3. MONITOR OUTCOMES**

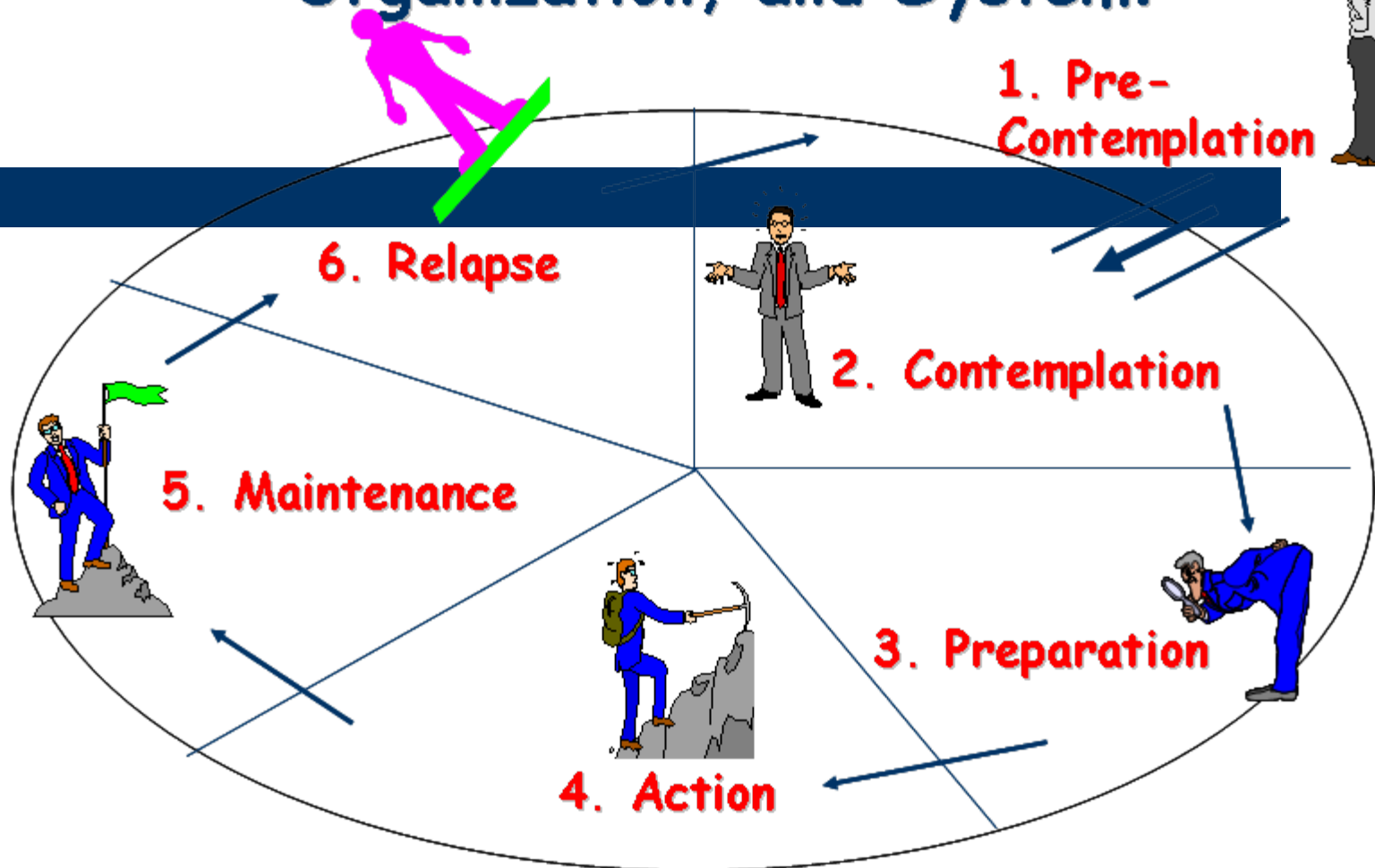
**4. NETWORK WITH OTHERS**

# **IMPLEMENTING IDDT - STAGE 5**

## **Steps**

- 5. PROVIDE ONGOING TRAINING**
- 6. ENGAGE IN ONGOING CONSULTATION**
- 7. EXPAND IDDT SERVICES**
- 8. TRANSFORM THE ORGANIZATIONAL CULTURE**

# Where Are You, Your Organization, and System?



Adapted from Prochaska & DiClemente (1982), "Transtheoretical therapy: Toward a more integrative model of change." *Psychotherapy: Theory, Research, and Practice*, 19: 276-288.

# References

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- Annapolis Coalition workforce development Call to Action

# Websites

- [www.mentalhealthpractices.org](http://www.mentalhealthpractices.org)
- [www.nirn.fmhi.usf.edu](http://www.nirn.fmhi.usf.edu)
- [www.annapoliscoalition.org/](http://www.annapoliscoalition.org/)
- [www.samhsa.gov](http://www.samhsa.gov)
- [www.ohiosamiccoe.case.edu](http://www.ohiosamiccoe.case.edu)
- [www.tacinc.org/index/viewPage.cfm?pageId=114](http://www.tacinc.org/index/viewPage.cfm?pageId=114)

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