



**NIATx**<sup>TM</sup>



# **Opportunity to Improve Access to Treatment for Corrections Populations:**

## **Bringing NIATx to Corrections**

January 18, 2012

*Reduce Waiting Times & No-shows • Increase Admissions & Continuation*

# Speakers

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# Presentation Outline

## Part One:

**Introduction to the NIATx model**

## Part Two:

**Introduction to the “Bringing NIATx to Corrections” project**

# Part One: Introduction to the NIATx Model

# NIATx

## Introducing Systems Engineering to Social Services and Behavioral Health

Every system is  
perfectly designed to  
achieve exactly the  
results it gets.

Paul Batalden



W. Edwards Deming

*85 percent of the problems that organizations have in serving customers are caused by their processes*

# Changing Process not People

Nearly 70% of organizational change efforts fail or are not still in effect 12 months after implementation

# Five Key Principles

Evidence-based predictors of change

- Understand & Involve the Customer
- Focus on Key Problems
- Select the Right Change Agent
- Seek Ideas from Outside the Organization and Field
- Do Rapid-Cycle Testing

# What We Will Do to Implement the Principles

1. We will develop a deeper understanding of what process issues the system has through process mapping and, where ever possible, walk-throughs

# What We Will Do to Implement the Principles

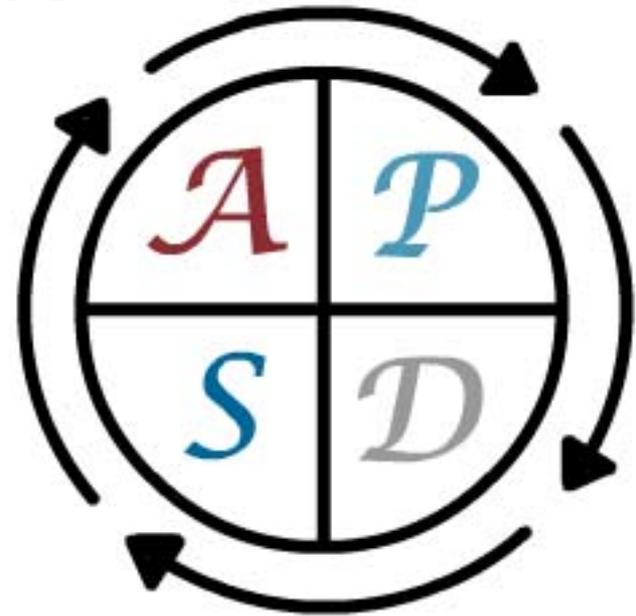
2. We will identify appropriate simple to collect data measures to know when a change has made an improvement

# What We Will Do to Implement the Principles

3. We will learn and practice decision making tools like the nominal group process in order to select changes to try

# What We Will Do to Implement the Principles

4. We will learn and practice multiple rapid Plan-Do-Study-Act cycles



# What We Will Do to Implement the Principles

5. We will use a collaborative learning process so that you can get ideas and motivation from each other

# Some Important Jargon for Your Application

- Executive Sponsor
- Change Leader
- Change Project
- Change Team

# Role of the Executive Sponsor

- Senior leader in the organization
- Must see change/improvement as a priority
- Identifies the problem and articulates the vision
- Demonstrates commitment to the process (time, resources)
- Empowers the change leader

# Selecting a Change Leader

- Person has sufficient power and respect to influence others at all levels of the organization.
- Person has the ability to: instill optimism, has big picture thinking, focused, goal oriented, a good sense of humor.

# Change Leader Responsibilities

- Serves as a catalyst to develop ideas
- Successful communicator: facilitates change team meetings, consistent, concise (data), creative and engaging (incentives), skilled listener
- Minimizes resistance to change
- Keeps the executive sponsor updated on change leader activities

# Change Team Members

- People who are impacted by the problem
- People who are invested in the outcome of the change project
- People who have insight into the process
- People who will be honest and might have different ideas

# Change Project

Using the key problems identified in the application, we will train your change team on the NIATx model and work with them to identify possible causes of the problem and possible solutions. They will select a series of small changes to pilot test and work with the change leader and executive sponsor to implement the pilot tests that are effective.

# NIATx Results



Reduce Waiting Times: **51%** reduction  
*(37 agencies reporting)*



Reduce No-Shows: **41%** reduction  
*(28 agencies reporting)*



Increase Admissions: **56%** increase  
*(23 agencies reporting)*



Increase Continuation: **39%** increase  
*(39 agencies reporting)*

# Part Two: “Bringing NIATx to Corrections Project”

# What are the Goals of the Project?

- Ensure resources are used efficiently and effectively
- Increase partnerships
- Improve community treatment referrals, attendance, retention, and reduce treatment wait times and no-shows
- Decrease time trying to find and access treatment
- Minimize the amount of time the individual is disconnected from care and at increased risk of relapse, overdose, or committing additional crime.

# What Support will Sites Receive?

- Access to technical assistance (TA) from the Justice Center and NIATx
- A project ‘coach’ from NIATx
- Several leading expert consultants on improving access to substance abuse and co-occurring mental health disorder services for incarcerated offenders.

# What does being a Pilot Site Involve?

- Map your treatment referral and linkage processes.
- Use the results of the mapping exercise and discussions with agency staff to identify a ‘change project’ and form a change team.
- Use the Plan-Do-Study-Act (PDSA) model of rapid-cycle change with the support of a ‘coach’ to make improvements over a nine month period.

# Application Requirements

- Joint application on behalf of a corrections' or community corrections agency and a community-based substance abuse or co-occurring mental health treatment agency.
- Describe treatment referral and linkage process, and any current challenges.

# Application Requirements

- Identify the change leader who will participate in monthly phone calls to discuss the sites progress and share data related to the change project.
- Identify an issue that participants from both the criminal justice and treatment agencies agree needs to be resolved within the linkage process between systems.

# What are the Site Selection Criteria?

- History and strength of the collaboration and partnership between the applicant agencies
- Ability to articulate factors that are currently prohibiting or delaying treatment
- Ability to identify an issue that agency leadership from both the criminal justice and treatment program want to resolve within the hand-off process between systems

# What are the Site Selection Criteria?

- Ability to answer basic baseline questions about the amount of time it takes to referral and the number of people referred that can access treatment
- Inclusion of top administrators from each participating agency

# What are the Site Selection Criteria?

- Interest and/or previous involvement in efforts to improve agency practice, including use of EBP' s
- Agency size, geographic distribution, and history of corrections and substance abuse innovation will be considered

# What is the Anticipated Time Commitment?

- Monthly phone calls over 9 month period, April 2012 – Dec 2012
- Participate in 3 site visits
- Attend meeting in Washington, D.C., Spring 2013
- Time required to implement change - **Change Leader 2-5 hours/week, change team members .5-1 hour/week**



## *Additional Questions?*

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