Embracing Innovation: Making it WORK

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Quality in Urban Behavioral Health: From Vision to Practice

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Case Study of Adoption and Implementation of an Innovation

The Innovation

1. Entertaining Innovation

2. Adopting Innovation

3. Implementing Innovation

4. Sustaining Innovation

Change Agent

The Organization

What is the Innovation?

- Ways to Work
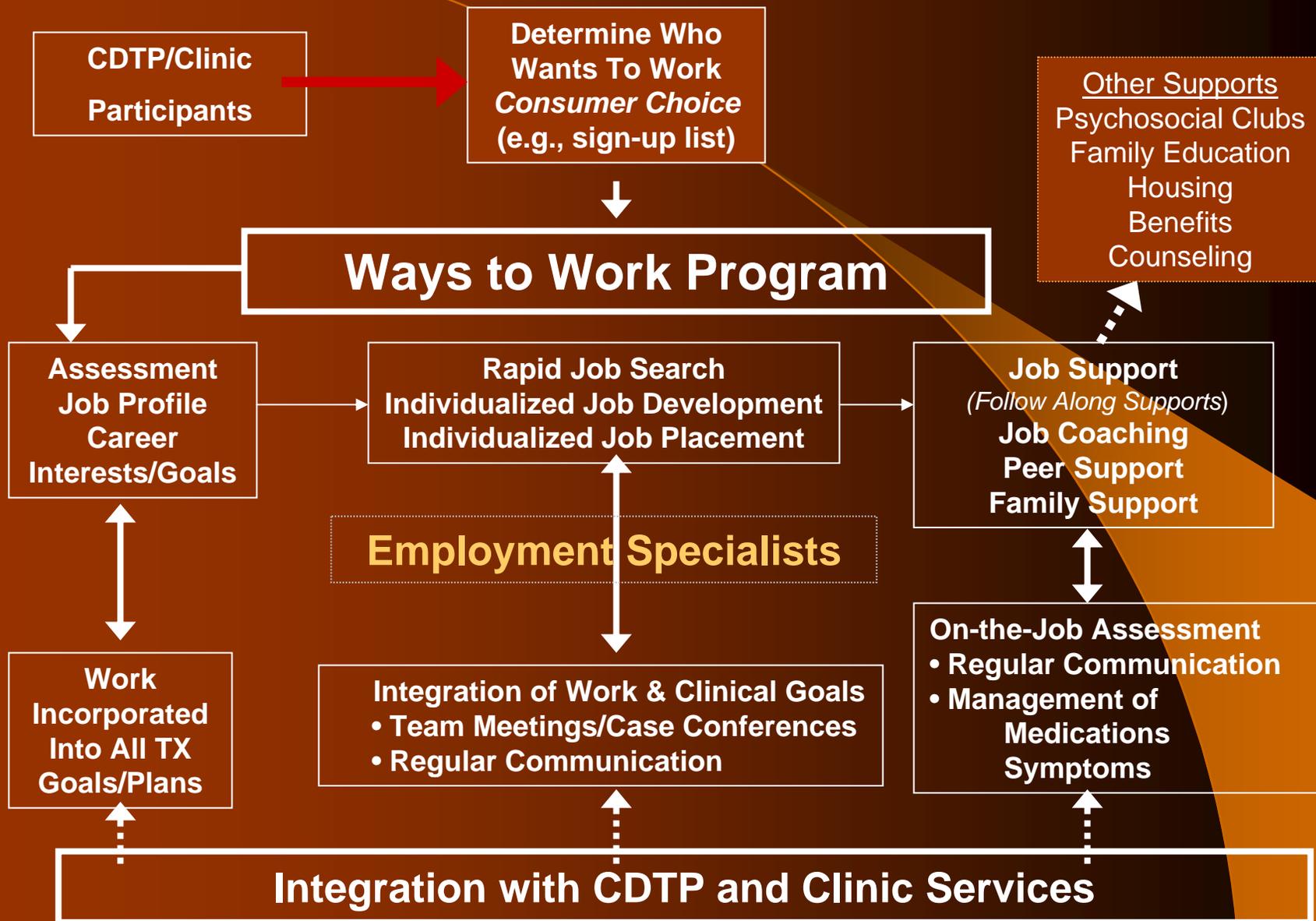 - Supported Employment (EBP)
    - Competitive, Integrated, Minimum Wage
    - Integrated Rehabilitation and Mental Health
    - Choice and Preferences
    - Rapid Job Search
    - Ongoing Support
  - Integrated within Clinical Settings
  - Urban Environment
    - Evidence Base Developed Outside Urban Environments
      - Fragmentation (Silos)
      - Complexity
      - Scale (Volume, Flow, Scope)
      - Marginalization of Population

The Ways to Work Approach

CDTP/Clinic Participants → **Determine Who Wants To Work** *Consumer Choice* **(e.g., sign-up list)**

Other Supports
Psychosocial Clubs
Family Education
Housing
Benefits
Counseling

Ways to Work Program

Assessment Job Profile Career Interests/Goals

Rapid Job Search Individualized Job Development Individualized Job Placement

Job Support *(Follow Along Supports)* **Job Coaching Peer Support Family Support**

Employment Specialists

Work Incorporated Into All TX Goals/Plans

Integration of Work & Clinical Goals
• **Team Meetings/Case Conferences**
• **Regular Communication**

On-the-Job Assessment
• **Regular Communication**
• **Management of Medications Symptoms**

Integration with CDTP and Clinic Services

The 5 Ways to Work Programs

- Brooklyn Bureau of Community Service CDTP
  - *Project Moving On*

- JBFCS CDTP
  - *Coney Island CSS Program*

- Riverdale Mental Health Association CDTP

- Transitional Services, Inc CDTP
  - *Jamaica Consultation Center*

- Postgraduate Center for MH CDTP & Clinic
  - *Westside CDTP and Outpatient MH Clinic*

Diversity of Ways to Work Programs

- Geographic Location

- Size

- Emphasis/Expertise

- Population Served

- Clinical Setting
  – CDTP
  – Clinic

Beyond Fidelity

Employment Rate (% Employed)
Fidelity Score (% Perfect Score)

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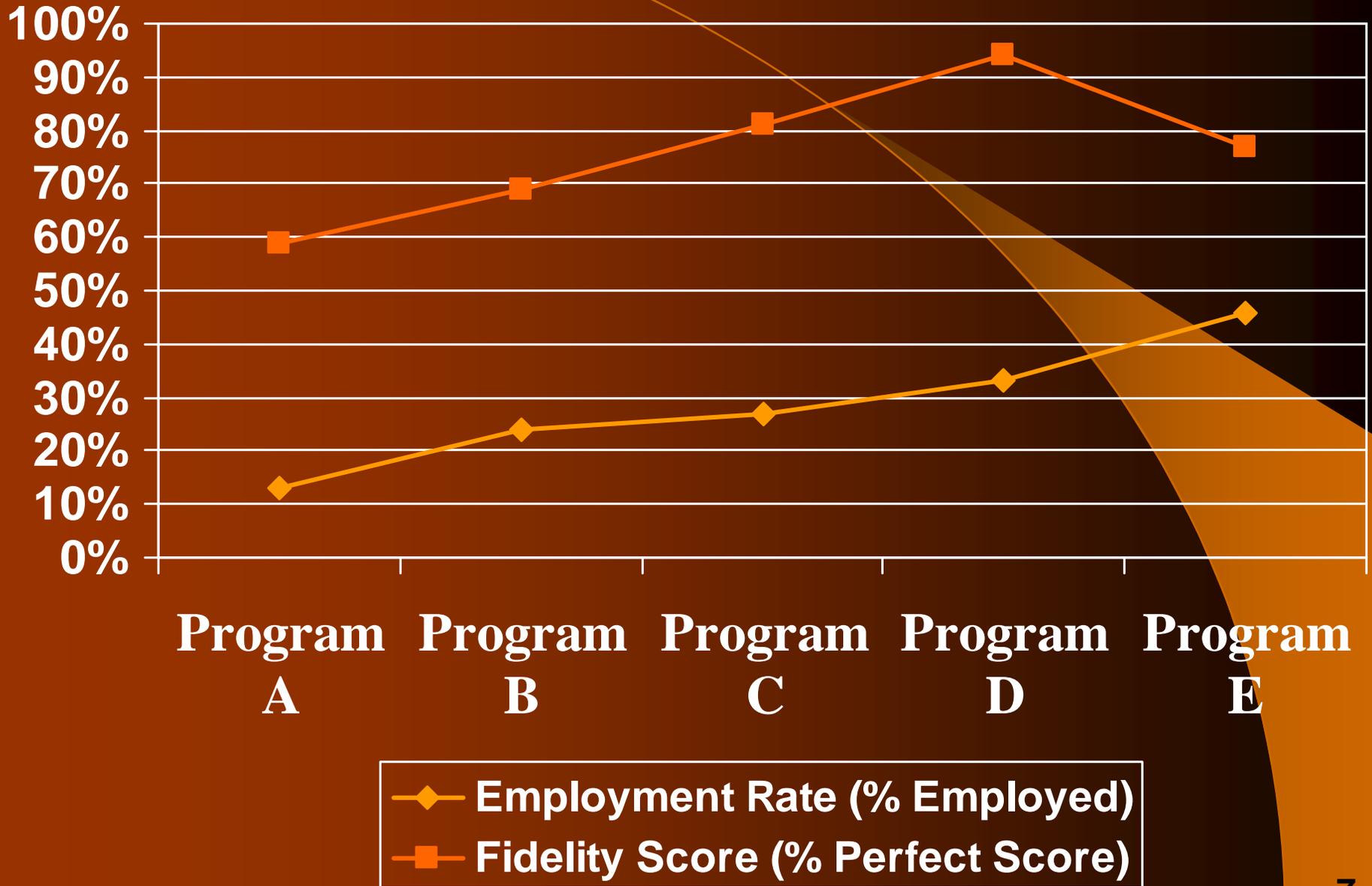
Features of Innovation that Influence Adoption

- Relative advantage
- Compatibility
- Understandability
- Flexibility
- Riskiness

"Bundled" Innovation

- Center for Rehabilitation and Recovery
- Demonstration Project
- Process and Outcome Evaluation
- Bridge Between Research and Practice
  - Application of Lessons Learned
  - Increase Employment Goals
  - Support Organizational Change Process
- Training and Technical Assistance

Role of Change Agent

- Delineates Range of Flexibility
- Manages Agency Innovators
- Allocates Resources
- Provides Training and Technical Assistance
- Relates to Agency Innovators
- Determines Investment in Project
  - Resources
  - Time
- Tracks Progress and Outcomes
  - Gives Feedback

Entertaining Innovation (Broadly)

- Antecedents of Innovation
  - Structure
    - Size
    - Maturity/Stability
    - Resources
  - Receptivity to Change
    - Leadership and Vision
    - Good Managerial Relations/Communication
    - Risk-Taking Climate
    - Clear Goals and Priorities
    - Data (Collection and Feedback)

Adopting Innovation
(Deciding to Implement an Innovation)

- Impetus for Change
  - External to agency
  - Internal to agency

- Compatibility with Agency Mission/Goals/Priorities

- Assessment of Implications

- Consensus

Stages of Change

Pre-Contemplation

Contemplation

Entertaining Innovation

Preparation

Adopting Innovation

Assimilating Innovation

Sustaining and Improving

Implementing Innovation

Action

Organizational Change

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What's Your Organization's Stage of Change?

Pre-Contemplation	Contemplation	Preparation	Action	Sustaining & Improving

- Place Your Organization on this Continuum
  - Handout *Stage of Change Rating Scale*
  - Focus on
    - Earlier Stages (Pre-Contemplation, Contemplation, Preparation)
    - Innovation Most Significant/Meaningful to Agency
      - Most "stuck"
      - Most "successful"
- How to Move to Next Stage?

Pre-contemplation
…establish a working alliance

Agency Conversations	Agency Activities	Outcomes
What is the difference between EBPs and what we are doing right now?

Why do we want to change the status quo in our agency?

Why is this a good time for us to tackle this?
Why should this be one of our priorities? | Facilitating the provision of information to staff about EBPs

Open, honest, communication for management and staff to discuss and challenge each other on moving ahead with dissemination or not | Discussion including disagreement, concerns are presented, may not be resolved at this point, but on the table.

Group is able to develop a "I may not fully agree with this but it is important enough to our agency so I will work with it"

Key staff in leadership positions develop a shared understanding of EBP values, language and philosophy |

Contemplation
…improve working alliance

Agency Conversations	Agency Activities	Outcomes
What can we learn from our previous change experiences? What is the perceived need for this in our agency right now? Could we do more with consumer outcomes regarding employment etc? Is this EBP a priority now? What are fidelity scales and why are they important?	Quantify perceived need for the EBP by agency stakeholders Evaluate system data collection processes as they relate to the potential change Contact others that have undertaken EBPs to understand their experience Scan for grant opportunities Identify and convene meetings with leaders/ stakeholders at different organizational levels to provide information and gather feedback	Information about what was effective and what was not effective in previous system changes Data regarding e.g. consumer employment rate, service costs, recovery outcomes, etc? Information about the EBP is shared throughout the agency Identify grants and other opportunities Leaders/ stakeholders, engaged in a work group

Preparation
…motivate agency

Agency Conversations	Agency Activities	Outcomes
Who will lead the turbulence of the change process?	Formation of an implementation team	Commitment from implementation team
Who needs to be involved as stakeholders in this process?	Provide information about EBPs to all stakeholders	Statements integrating implementation of EBPs e.g. in mission statement
What are the staffing and potential training needs: competencies or credentials in implementing and sustaining this practice?	Evaluate agency policies, procedures and funding as it relates to or may relate to EBP	Identified agency policies, practices, protocols that need to be changed or developed
What are the sources of support and resistance for implementing EBP in our agency?	Evaluate capacity of agency and/or potential outside resources for training and TA	Gathering of first hand information about barriers and facilitators for EBPs
What are the reasons to implement EBPs?	Assessment of who will be supportive of EBPs and who will not	Engagement of supportive and resistant stakeholders in process
Do we need an outside consultant?		Staff aware of training/TA needs

Action
…implement

Agency Conversations	Agency Actions	Outcomes
How to align budget to facilitate implementation of EBP? How to measure program effectiveness? (fidelity scale to monitor implementation) How will we integrate any quality improvement activities with process? How do these changes intersect with other agency developments?	Development of a work plan for implementation Implementation team decisions on which outcome data to collect and how it will be used Undertake baseline assessment of agency practice fidelity Start delivery of training/TA Plan to promote support among stakeholders	Agreed upon and "active" work plan with time lines, action steps, responsibilities: potential changes to agency mission, program policies, personnel Training/TA plan and resources in place Resources aligned to support change Development of agency mission, policies, protocols consistent with EBPs Staff increasing competencies

Sustaining and Improving

…making it everyday practice

Agency Conversations	Agency Actions	Outcomes
What are the current tools and systems used to measure outcomes?	Continuous gathering and analysis of information and outcome data	Implementation team engaged in constant dialogue about ways to improve (fidelity and) outcomes
What are the ongoing training needs for existing or new staff?	Regular meeting of implementation team and feedback to stakeholders	Procedures developed to address training needs (build internal capacity e.g. train the trainer model)
What are the areas needing assistance or improvement?	Gathering of ideas and data about internal training and orientation processes	Feedback continuous
How does our new approach intersect with existing programs or services?	Infuse most current information	
Which barriers or obstacles present ongoing challenges?		

Organizational Change

- Implementing and Sustaining Innovation
  - Human Resources
    - Adopters/Assimilators
      - Values and Goals
      - Needs and Motivation
      - Skills
  - Implementation Process
    - Leadership and Management
    - Communication and Influence
      - Meaning attached to Innovation
    - Supporting Adopters/Assimilators
    - Creating Learning Culture
    - "Monitoring" Performance
  - Organizational Self-Efficacy

Errors that Lead to Failures in Achieving Organizational Change

1. Not establishing a great enough sense of urgency.
2. Not creating a powerful enough guiding coalition.
3. Lacking a vision.
4. Under-communicating the vision by a factor of ten.
5. Not removing obstacles to the new vision.
6. Not planning for and creating short-term wins.
7. Declaring victory too soon.
8. Not anchoring changes in the organization's culture.

Sources: Joe Marrone, Institute for Community Inclusion (Spokane WA system change initiative promoting a recovery-orientation within the MH system.).   Kotter (1998). Leading change: why transformation efforts fail. Levesque, Prochaska & Prochaska (1999). Stages of change and integrated service delivery. Prochaska, Norcross, DiClemente (1994). Changing For Good.

Error #1: Not establishing a great enough sense of urgency.

- For the stakeholders, how important and urgent is the adoption of this change?

- Is the status quo so comfortable that effort and risks is out of the question?

- To what extent do key "stakeholders" (i.e., people with authority or influence) think that "business as usual" is totally unacceptable?

- *Bottom line*: Is there an agency-wide perception of urgency?

Error #2: Not creating a powerful enough guiding coalition.

- Which stakeholders are driving the system redesign? Which stakeholder groups are indifferent? Which are opposed?

- Do the people "pushing the change" have the means to create incentives and modify the organizational infrastructure to support the system redesign?

- *Bottom line*: Do the people driving change have the means to make it happen?

Error #3: Lacking a vision.

- Is there a clearly articulated vision of what we are doing and why?

- Does the vision easily translate into actions?

- Is there a clear link between the vision and each specific system redesign activity?

- *Bottom line*: Is there a clear theme and blueprint showing how the redesign initiative relates to a vision?

Error #4: Under-communicating the vision by a factor of ten.

- How has the vision been communicated? Do people "get it"?
- Are day-to-day actions of the system's leadership and the guiding coalition consistent with the vision? Are we practicing what we preach?
- Are we using every possible communication channel to communicate the vision?

- *Bottom line*: How effectively have we communicated the vision?

Error #5: Not removing obstacles to the new vision.

- Have we identified the obstacles?
- Are we willing to make changes in the existing organizational structures if those structures do not support system redesign?
- How will the system handle administrators, supervisors, and/or managers that do not support change?

- *Bottom line*: Are we willing and able to take the actions necessary to manage organizational and personnel obstacles?

Error #6: Not systematically planning for and creating short-term wins.

- What are some potential short-term wins that would get system redesign off to a positive start?

- Do we have the commitment to devote resources to creating short-term wins?

- *Bottom line*: Are we willing and able to do what it takes to create short-term wins?

Error #7: Declaring victory too soon.

- Does the system have the long-term perspective to maintain the system redesign initiative over time?

- Do the stakeholders recognize that change requires years, not months?

- *Bottom line*: Is there a plan to orchestrate shorter-term wins so that momentum is sustained?

Error #8: Not anchoring changes in the organization's culture.

- How can we create an organizational "culture" that incorporates innovations within the system of care?

- *Bottom line*: How do we make new practices such an integral part of the agency that it is self-sustaining?

Taking Stock of Your Organization

- Consensus
- Leadership
- Resource Allocation and Support
- Organizational Structure and Practices
- Mission, Culture and Practices
- Competencies