Afternoon Agenda

“Sometimes you get a lot of ideas flowing and it is hard to stay on track.”

--CCI grantee
Foundation To Develop and Sustain Strong MAT Programs

**Current State**
- Current approach to MAT
- Learning what works and what could work better in your MAT programs

**Aims**
- Defining SMART aims for your project

**Measures**
- How do we know when we get there
- Specificity and relevancy

Flow diagram showing the relationship between Current State, Aims, and Measures.
Steps to Developing and Sustaining Strong MAT Programs

**Identify Drivers**
What are primary and secondary drivers that impact your aim?

**Design Changes**
What can you test to effect the drivers for your aims?

**Test Changes**
How are you prioritizing what you test?

**Accelerate Learning**
Are you testing multiple changes at once? How do you disseminate learning from testing cycles?

**Implement, Spread, Sustain**
When do you implement? When are you ready for spread? How do you sustain change?
Understanding the current state

Capability Assessment

Process mapping – understanding current processes and workflows

Learning from your patients & staff
Defining the problems (opportunities)

- What are we trying to make better?
- What are our problems and the root cause of the problem?

THE 5 WHY's

- Describe the opportunities
  - Aims and Goals
Get to the root cause

- What are you trying to make better?
- What are your most pressing problems?

Exercise: Select one area
Ask the 5 WHY’s
What’s the root cause?
Tackling the problem: Use Evidence-Based Improvement Methodology

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?

Aim

Measure

Change

Act

Plan

Study

Do

From Associates in Process Improvement.
Developing an Aim Statement. What are we trying to accomplish?

- How good do you want to be and by when?
- Aim statements should be SMART:
  - **Specific**
  - **Measurable**
  - **Achievable** **Ambitious**
  - **Relevant**
  - **Time-bound**
Sample ATSH-BH Project Aim Statement

By **September 2020**, Main Street Clinic will provide MAT services to 50 patients by implementing the following goals:

- Get x-waivers for 3 providers
- 100% of clients will be screened for SUD
- 100% of clients screened positive will get MAT services

- **Specific?**
- **Measurable?**
- **Attainable?**
- **Relevant?**
- **Time-bound?**
With your team (10 minutes)

Revisit your goals from prework. What needs to change?
Steps to Developing and Sustaining Strong MAT Programs

Identify Drivers
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Driver Diagram Template

Aim

Primary Drivers

Secondary Drivers

Ideas to Test
What are project drivers?

**Drivers** = Topic areas, themes, and/or **high-level changes** that your team will be focusing on to help achieve your project aim

**Driver Diagrams** show the relationship between your aim statement, these drivers, and your key activities
# Steps to Develop a Driver Diagram

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Gather</td>
<td>Gather team members (subject matter experts)</td>
</tr>
<tr>
<td>Brainstorm</td>
<td>Brainstorm by asking “what needs to be in place to achieve our goal?”</td>
</tr>
<tr>
<td>Cluster</td>
<td>Cluster “like” ideas and identify “themes”</td>
</tr>
<tr>
<td>Add</td>
<td>Add any new drivers that have surfaced during brainstorming</td>
</tr>
<tr>
<td>Develop</td>
<td>Develop diagram – Primary/Secondary Drivers</td>
</tr>
</tbody>
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Driver Diagrams: Remember

- Include those who know the work best

- Two ways to start:
  - Primary drivers can be stated – brainstorm each primary driver
  - If primary drivers are less evident – brainstorm the secondary drivers (working backwards)

- No right or wrong

- One per Aim Statement
Aim Statement

"By September 2020, Main Street Clinic will build a MAT program that will include 3 x-waivered clinician and 50 patients enrolled in MAT."

Leadership and Culture
- Leadership support the work, share vision for the program structure and staffing model, and all staff training on terminology and reducing stigma.

Program Performance Monitoring
- MAT measures collected/reviewed monthly, (submit to ATSH quarterly). Also collect/monitor patient level outcomes.
- Review barriers and facilitators to MAT success in weekly or biweekly meetings with MAT team.
- Criteria & procedures in place to identify patient eligible for office-based MAT (screening, exams, reviewing clinical data).

Patient Identification and Initiating Care
- Motivational interviewing employed to engage patients in MAT program.
- Protocols in place for starting, stabilizing, and maintaining care.
- Processes for physical exams, lab draws, conducting toxicology and other lab tests, refill and stabilization appointments (or groups), etc.

MAT Care Delivery and Monitoring Treatment Response
- MAT care is coordinated; protocols and processes are defined and optimized; registry is used to monitor MAT initiation and response.

Care Coordination
- Referral processes are in place (specialty care, recovery services, social services).

Organizational Management Structures that Support MAT
- Team identified with clear roles and responsibilities agreed to by entire MAT team, and collaborates regularly (weekly or biweekly).
- Coordinate identification, recruitment, and training for more providers to get x-waivered.
Change vs. Improvement

“All improvement requires change, but not every change is an improvement.”

Source: The Improvement Guide, Langley, etal., Chapter 6, p. 109
What Changes Can We Make that Will Result in Improvement?

Generating Change Ideas:

1. Process mapping
2. Input from patients
3. Brainstorming
4. Ideas from others
5. IMAT assessment

Drafting Your ATSH Project Driver Diagram
By September 2020, Main Street clinic will provide MAT services to 50 patients by implementing the following goals:

- Get x-waivers for 3 providers
- 100% of clients will be screened for SUD
- 100% of clients screened positive will get MAT services
1. Review your IMAT-BH results and start identifying your MAT project drivers. Practice by identifying 1-2.

2. Then start identifying changes or key project activities for each driver. Practice by focusing on 1 driver.
Pair and Share

• For the next 5 minutes, share your driver diagram with another team in the room
• Which Primary Drivers did you chose?
• What are 2-3 of the important change ideas or secondary drivers that your team identified?
Steps to Developing and Sustaining Strong MAT Programs

1. **Identify Drivers**
   - What are primary and secondary drivers that impact your aim?

2. **Design Changes**
   - What can you test to effect the drivers for your aims?

3. **Test Changes**
   - How are you prioritizing what you test?

4. **Accelerate Learning**
   - Are you testing multiple changes at once? How do you disseminate learning from testing cycles?

5. **Implement, Spread, Sustain**
   - When do you implement? When are you ready for spread? How do you sustain change?
We do PDSAs everyday!
The Model for Improvement

- **Aim**: What are we trying to accomplish?
- **Measure**: How will we know if a change is an improvement?
- **Change**: What changes can we make that will result in an improvement?

Small Tests of change

Aim
Measurement
Effective Ideas

Act
Plan
Study
Do
PDSA – Rapid Cycle Improvement

**Act**
- What changes are needed?
- Next cycle?

**Plan**
- Questions and predictions (why?)
- Plan to carry out the cycle

**Check/Study**
- Analyze data
- Compare data to predictions
- Summarize what was learned

**Do**
- Carry out the plan
- Document problems and observations
- Begin data analysis

Adapted from the Institute for Healthcare Improvement Breakthrough Series College.
PDSAs Ideas: For Your ATSH Project

Addiction Screening Tools

1. Have care team use TAPS screening tool with 5 patients in the morning
2. Use DAST screening tool w/ 5 patients in afternoon
3. For 2 days, front desk to give screening to all new patients
4. For 2 days, front desk to give screening to existing patients who haven’t completed screening 1+ years.

Adapted from the Institute for High Quality Care
Why Do Small Tests of Change?

- **Test your belief** that the change will result in improvement
- Decide whether the proposed change *will work in your environment*
- Decide which **combinations of changes** will have the desired effects
- Evaluate **side effects** from a proposed change
- Engage others and **minimize resistance** upon implementation
- Gain **confidence** and a high degree of certainty about the change which then **leads to a pilot**
- Allows "**safety**" to fail small
Key Considerations

- **Size** of PDSA depends on type of change, variability in the change, resources, and expectations.
- **Scale down** as much as you can, prototype where you can.
- **Involve those doing the work** to develop PDSA.
- **Collect data** that is meaningful, use sampling and qualitative data.
- Start with the **ready and willing**!
- Test over a **wide range of conditions**.
Questions?