



NIATxTM

Improving Access, Retention, and the Bottom Line

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

Outcome Objectives

1. Be familiar with NIATx model for process improvement
2. See clearly the links between access, retention and the bottom line
3. Get acquainted with low-cost changes that have high potential impact
4. Consider how change might impact your organization





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NIATx Quick Overview

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

***NIATx* offers**

Simple and Innovative Solutions to:

- Get more people into treatment
- Keep them there longer
- Improve staff morale
- Enhance revenue
- Reduce costs



Using existing resources

Research-based Practices

- Field-tested by your peers
- Customer-focused
- Use data to measure effectiveness



Growth

- 2003 – 13 substance abuse treatment provider organizations.
- 2010 – nearly 1000 payer and provider organizations across multiple initiatives in 50 states.



www.niatx.net

The screenshot shows a Windows Internet Explorer browser window displaying the NIATx website. The address bar shows the URL <https://www.niatx.net/Home/Home.aspx?CategorySelected=HOME>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The toolbar contains various icons for navigation and utility. The website content features a navigation menu with links for Home, My Portal, NIATx Store, Search NIATx, and Log In. A prominent banner for the ACTION II CAMPAIGN is displayed, with the tagline "Financial Strength in a Changing World" and the mission statement "A national campaign to help behavioral health care providers: Improve services ■ Reduce costs ■ Increase revenue". Below the banner, there is a "More Information" button and a note that the campaign is an initiative of NIATx. The "NIATx Blog" section includes three articles: "What's New with NIATx200", "NIATx/SAAS Seek Nominations for iAwards", and "Victor Capoccia Interview on NIATx Accelerating Reform Initiative". A "Stay Connected!" section offers options to sign up for eNews, follow on Facebook, Twitter, and YouTube. The Windows taskbar at the bottom shows the Start button, open applications, and system tray icons, including the time 11:03 AM.

NIATx - Windows Internet Explorer

https://www.niatx.net/Home/Home.aspx?CategorySelected=HOME

File Edit View Favorites Tools Help

Links Customize Links Free Hotmail Windows Windows Marketplace Windows Media

NIATx

Home My Portal NIATx Store Search NIATx: GO

About NIATx Process Improvement Networking Success Stories Log In

NIATx

ACTION II CAMPAIGN Financial Strength in a Changing World

A national campaign to help behavioral health care providers:
Improve services ■ Reduce costs ■ Increase revenue

[More Information](#)

The Action II Campaign is an initiative of NIATx. No fee to participate.

NIATx Blog

What's New with NIATx200
The NIATx 200 grant is in the beginning of its fourth year. The 18-month intervention period concluded for the first cohort (Michigan, New York and Washington agencies) in March of 2009 and ...
[Read more](#)

NIATx/SAAS Seek Nominations for iAwards
What are the iAwards?The iAwards aim to provide national recognition of agencies that are using innovative approaches and provides a venue for them to share how they have adapted to meet the ...
[Read more](#)

Victor Capoccia Interview on NIATx Accelerating Reform Initiative
NIATx Senior Scientist Victor Capoccia shares information on the

Stay Connected!

Sign Up and Stay Connected with:

- The monthly NIATx eNews
- Updates on ACTION Campaign II
- News on NIATx Professional Development opportunities

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Internet 100%

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11:03 AM

NIATx Products





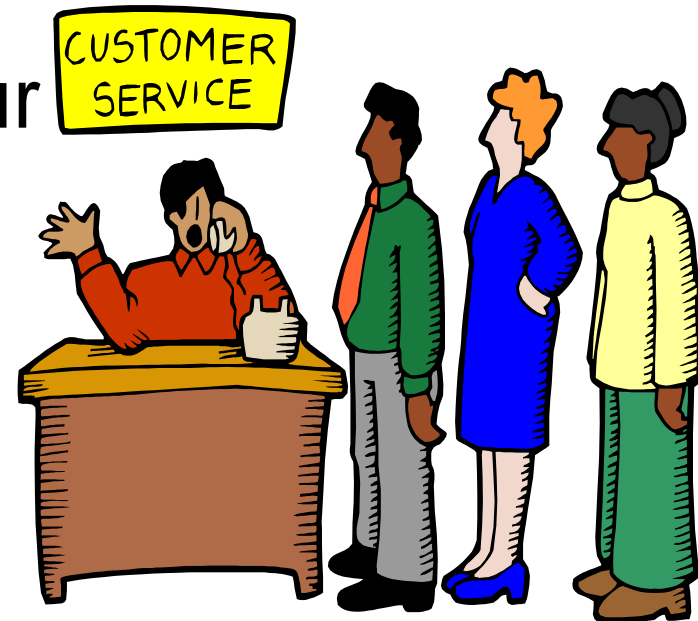
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The NIATx Model for improving services

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

Why Process Improvement?

- Customers are served by *processes*.
- 85 percent of customer-related problems are caused by *processes*.
- You must improve your processes to better serve your *customers*.



Why Organizational Change?

1. Small changes do increase *client satisfaction*.
2. Satisfied clients are more likely to show up and *continue their treatment*.
3. More clients in treatment make your work *more rewarding*.
4. More admissions and fewer drop-outs improve the *bottom line*.

NIATx Aims



Reduce Waiting Times



Reduce No-Shows



Increase Admissions



Increase Continuation Rates



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Five Key Principles



1. Understand and involve the customer
2. Fix key problems—that keep the CEO awake
3. Select the right Change Leader
4. Get ideas from outside the field/organization
5. Do rapid-cycle testing before roll-out



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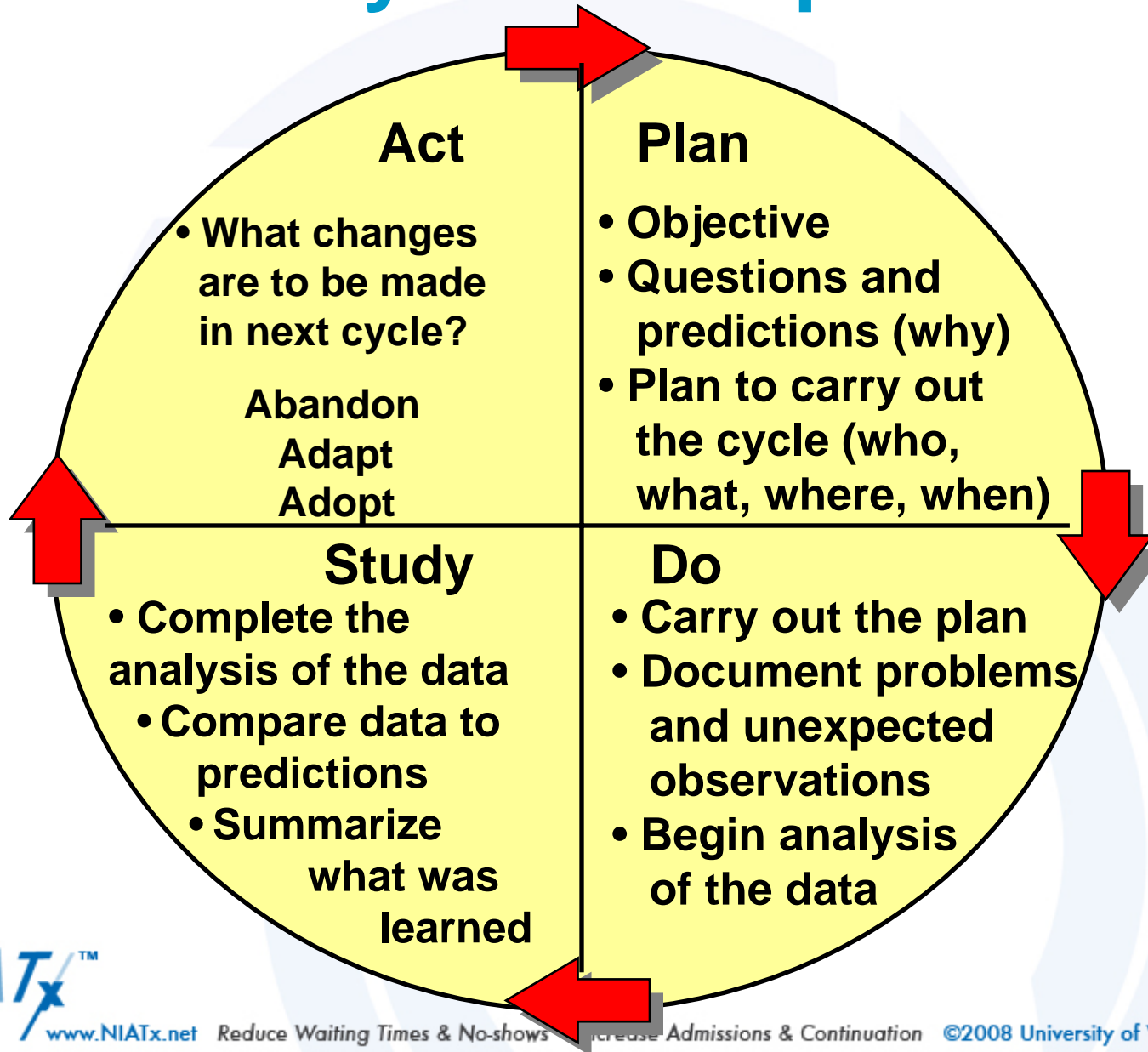
What is Rapid Cycle Testing?



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www.NIATx.net Reduce Waiting Times & No-shows • Increase Admissions & Continuation ©2008 University of Wisconsin-Madison

PDSA Cycle for Improvement



Action Phases of Change

1. Understand customer needs
2. Decide what to accomplish
3. Identify changes that might result in improvement
4. Select and test changes
5. Sustain the gains



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Example Improvements

- **Reduce Wait Time**
 - Adjust staff schedules to meet client demand
 - Schedule contact during inquiry call
- **Reduce No Shows to Assessment**
 - Establish walk-in hours
 - Make reminder calls
- **Increase Continuation**
 - Secure commitment to attend 1st 4 sessions
 - Identify clients at risk for leaving and intervene
- **Increase Admissions**
 - Streamline admission process
 - Become preferred provider for selected referrers



Importance of Data

Assessing the Impact of Change

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

Learning Objectives

- **The importance of data** in a change project.
- **A six-step process** for effectively measuring the impact of change.

Data answers three common change project questions.....

1

Baseline Data: How to assess the impact of a change ?

2

Change Data: How to know if a change resulted in an improvement?

3

Comparison Data: How to decide which change had the greatest impact?

Data

lets you
know if you
are meeting
your
objective





One aim

One location

One level of care

One specific population

Data Collection & Reporting

KISS

Keep
It

Simple and
Specific



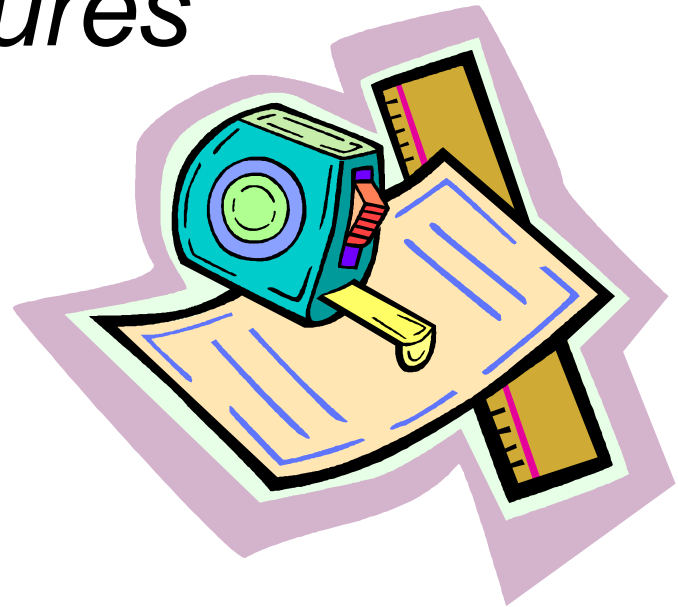


**A 6 Step
Process for
Measuring the
Impact of
Change**

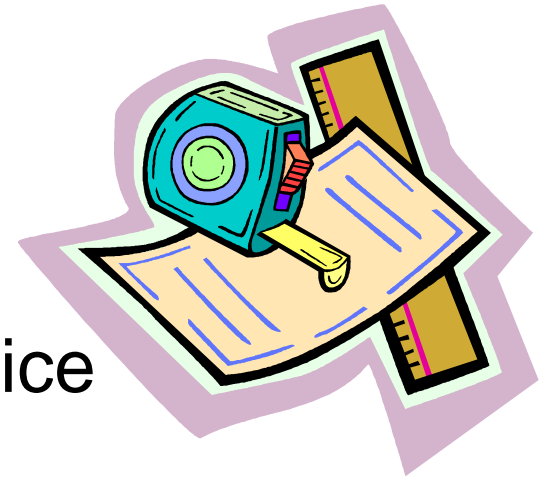
1. Define your Measures

Clear definitions of your measures should:

- ✓ Clarify project objectives
- ✓ Be agreed upon by stakeholders
- ✓ Tell you if your objective is being achieved



Sample Measures



1. Days from 1st contact to 1st service
2. No shows to assessment
3. Drop outs in the first 30 days
4. Ratio of 1st contact to admissions
5. Successful referrals to next level of care
6. Ratio of revenue to accounts receivable
7. Drop outs during first 30 days of continuing care

2. *Collect Baseline Data*

KEYS

- *Collect only what you need*
- *Make sure it is accurate*
- *Is it easy to gather?*
- *Can it be collected consistently?*

Never start a change project without it.



Sample Baseline Data



1. 1st contact to 1st service: 23 days
2. 22/50 no shows to assessment (44%)
3. 9/25 drop outs in 1st 30 days (36%)
4. 50 inquiries led to 12 admissions (24%)
5. 9 of 50 admissions to OP from detox (18%)
6. \$3000 collected/\$100,000 receivable (3%)
7. 8 of 20 dropped out from continuing care (40%)

3. *Establish a clear objective*



The objective should be:

- linked to the project aim
- specific
- related to the baseline data
- realistic yet ambitious
- crystal clear

This ensures that the **results** are *interpretable* and *accepted* within the organization.

Sample Objectives



1. Reduce time from 1st contact to 1st service from 23 days to 10 days (57% reduction)
2. Reduce no shows to assessment from 44% to 25% (43% reduction)
3. Reduce drop outs in 1st 30 days from 36% to 25% (30% reduction)
4. Increase the percentage of inquiries that lead to admission from 24% to 30% (25% increase)
5. Increase the percentage of OP admissions from detox from 18% to 25% (39% increase)
6. Increase the monthly collections from accounts receivable from 3% to 5% (67% increase)
7. Decrease drop outs from continuing care from 40% to 25% (37% reduction)

4. *Consistently collect data*

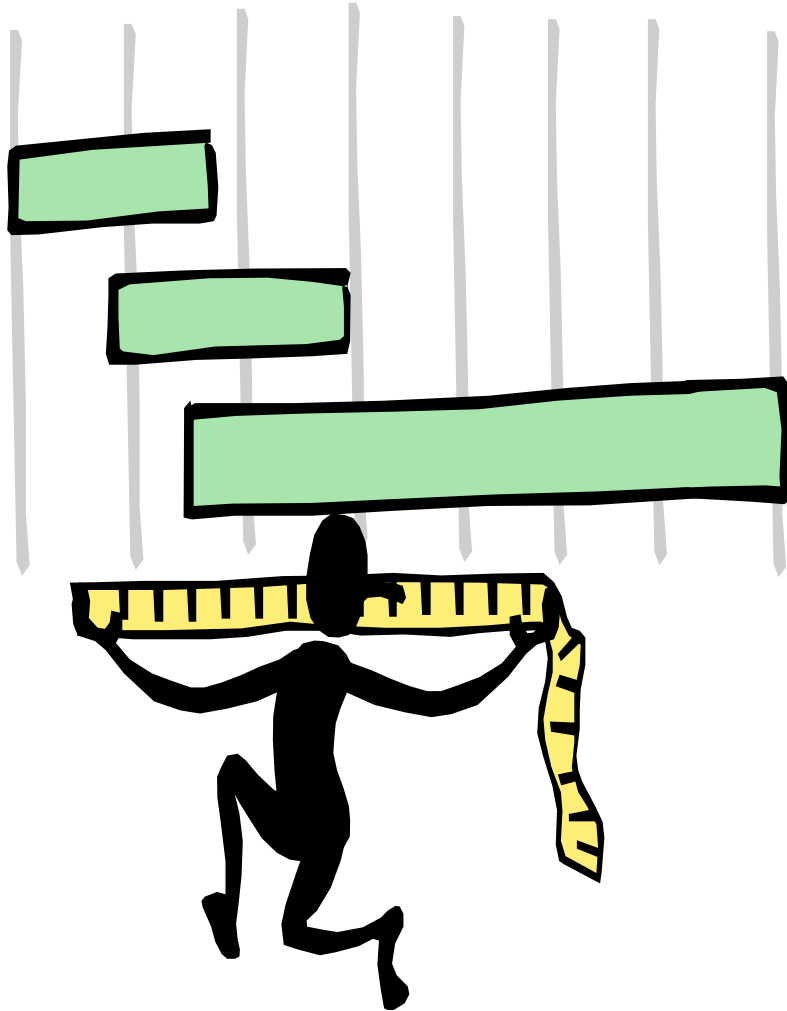
As a team, decide:

- *Who will collect the data?*
- *How will it be collected?*
- *How often will it be collected*
- *Where will it be stored?*

Regular data collection is a crucial part of the change process.



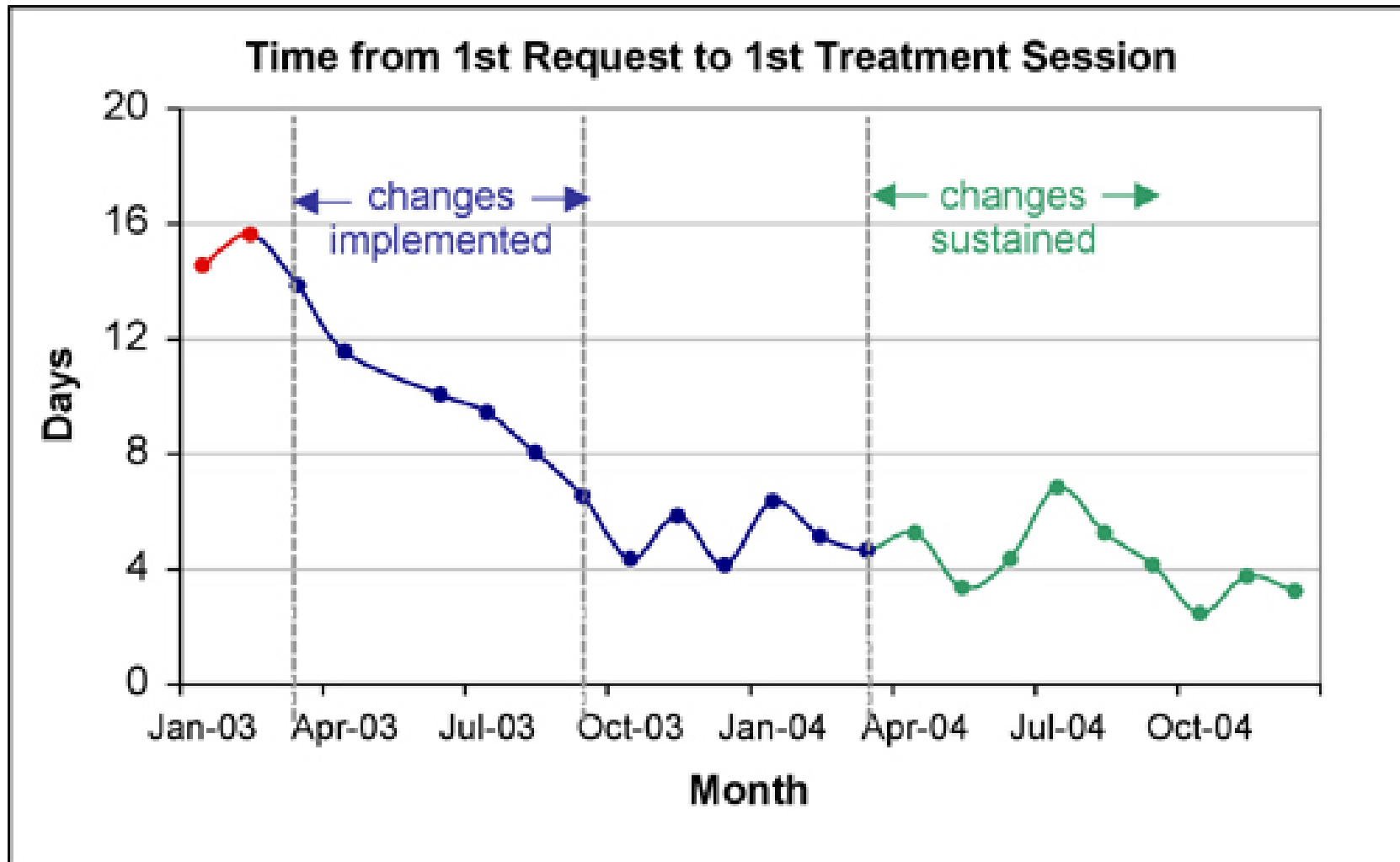
5. *Chart your progress*



Share **pre-change** (baseline) and **post-change** data with:

- Change Team
- Executive Sponsor
- Others in the organization

A simple line graph can tell the story



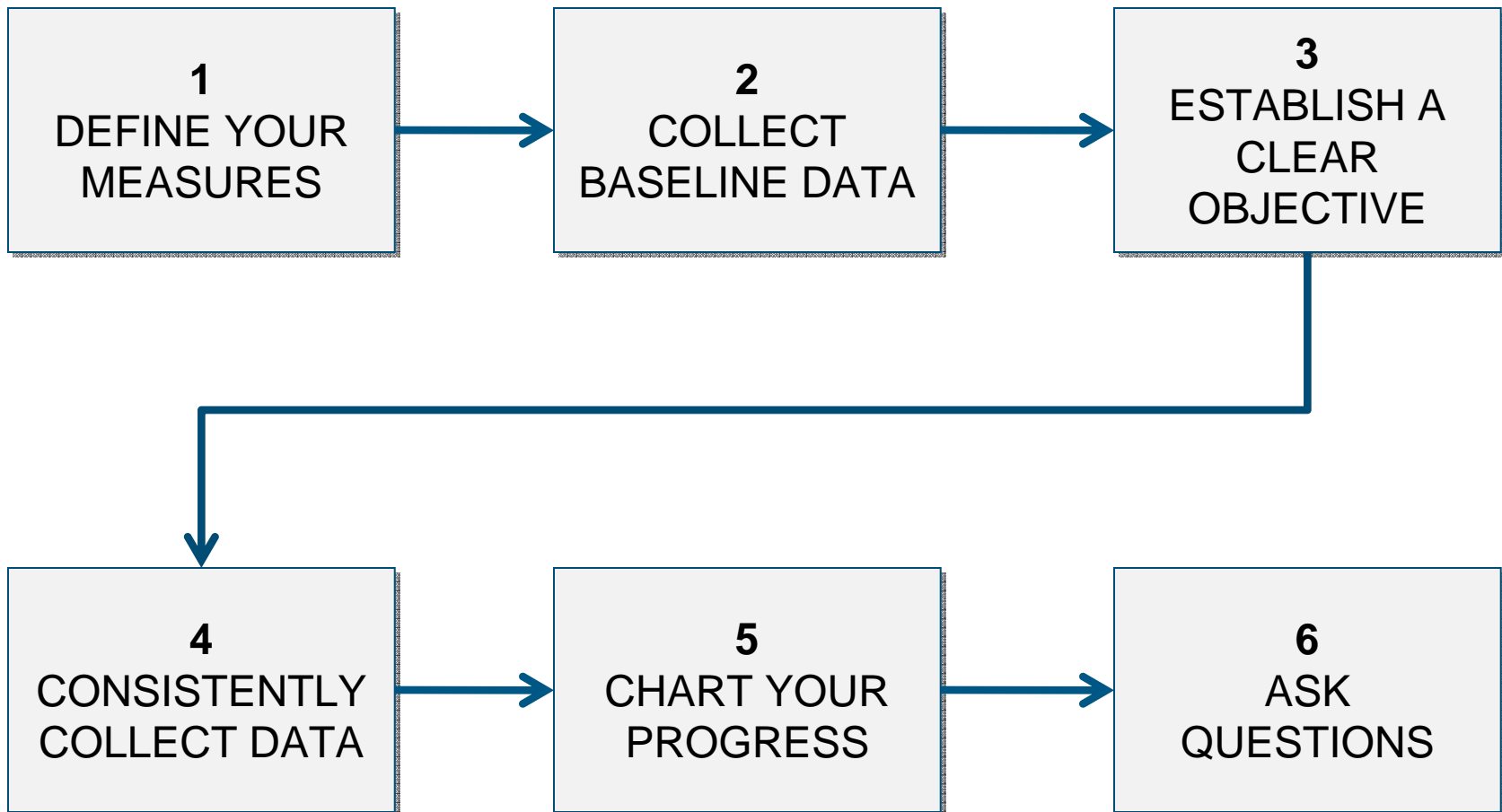
6. *Ask questions*

- What's the data telling me?
- If not successful, ask "Why?"
- Continue asking, "How can we improve?"





6 Steps for Measuring the Impact of Change





NIATx
The Network for the
Improvement of Addiction Treatment

Making the Business Case for Process Improvement

Reduce Waiting & No-Shows • Increase Admissions & Continuation

What do we mean by the “Business Case”?

Process improvements can impact your:

- a. Financial bottom line
- b. Efficiency and productivity
- c. Relationship with referral sources
- d. Client satisfaction
- e. Treatment outcome
- f. Other issues of concern to management

Financial Bottom Line

- **Admissions** can increase
- **Billable service hours** can increase
- **A greater number of sessions** can be provided
- **Contracts** can increase in number and magnitude
- **Others???**

The Acadia Hospital

- Problem: IOP program severely underutilized and in jeopardy of shutdown
- Goal: reduce waiting time
- Strategy: Clients who fit clinical profile over phone or at local ED offered evaluation the following morning

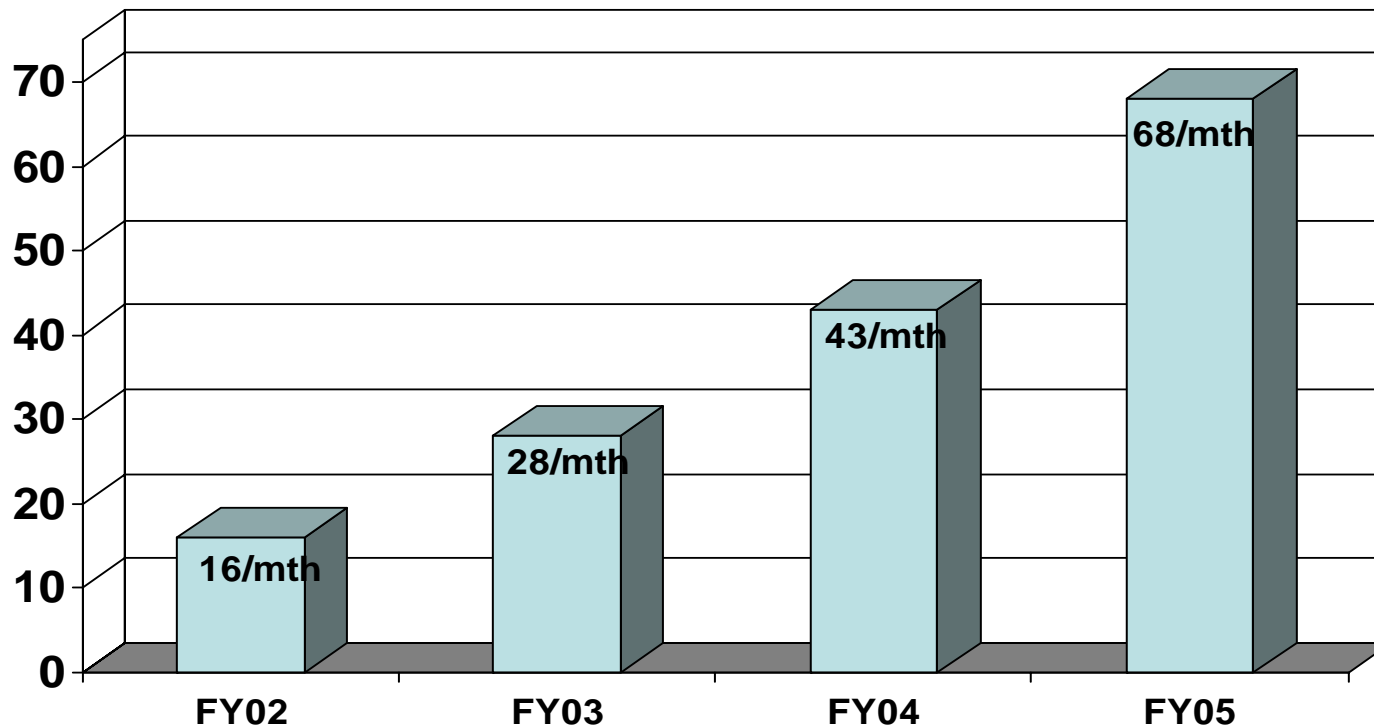
Immediate Results

- Time between initial contact and screening dropped from 4.1 days to 1.3 days
- More people were screened the first week than the number screened the entire month before

Results

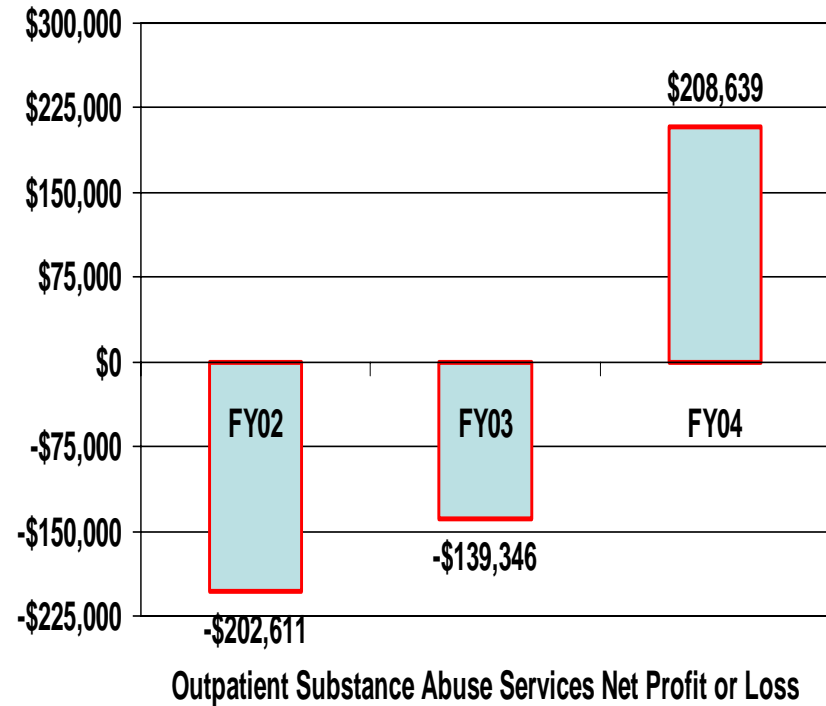
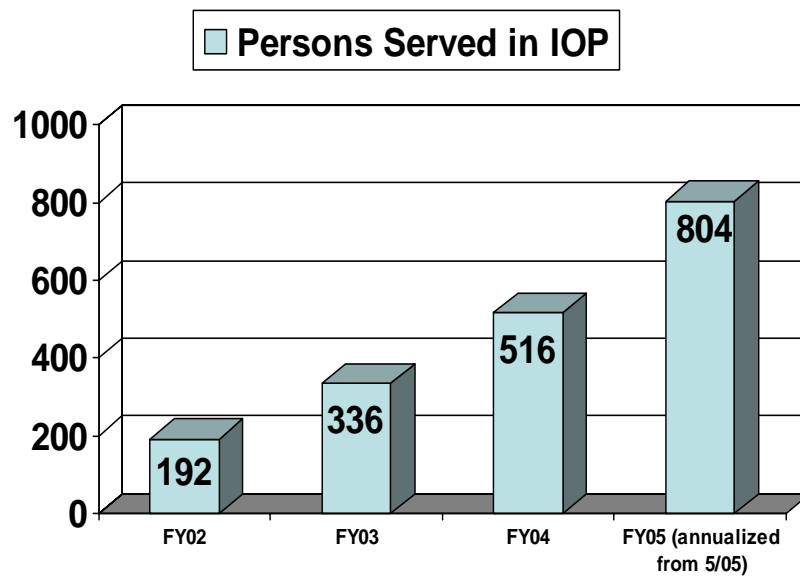
Open access has resulted in continued growth in the number of admissions

(Project implemented in March 2003)



Operating Results

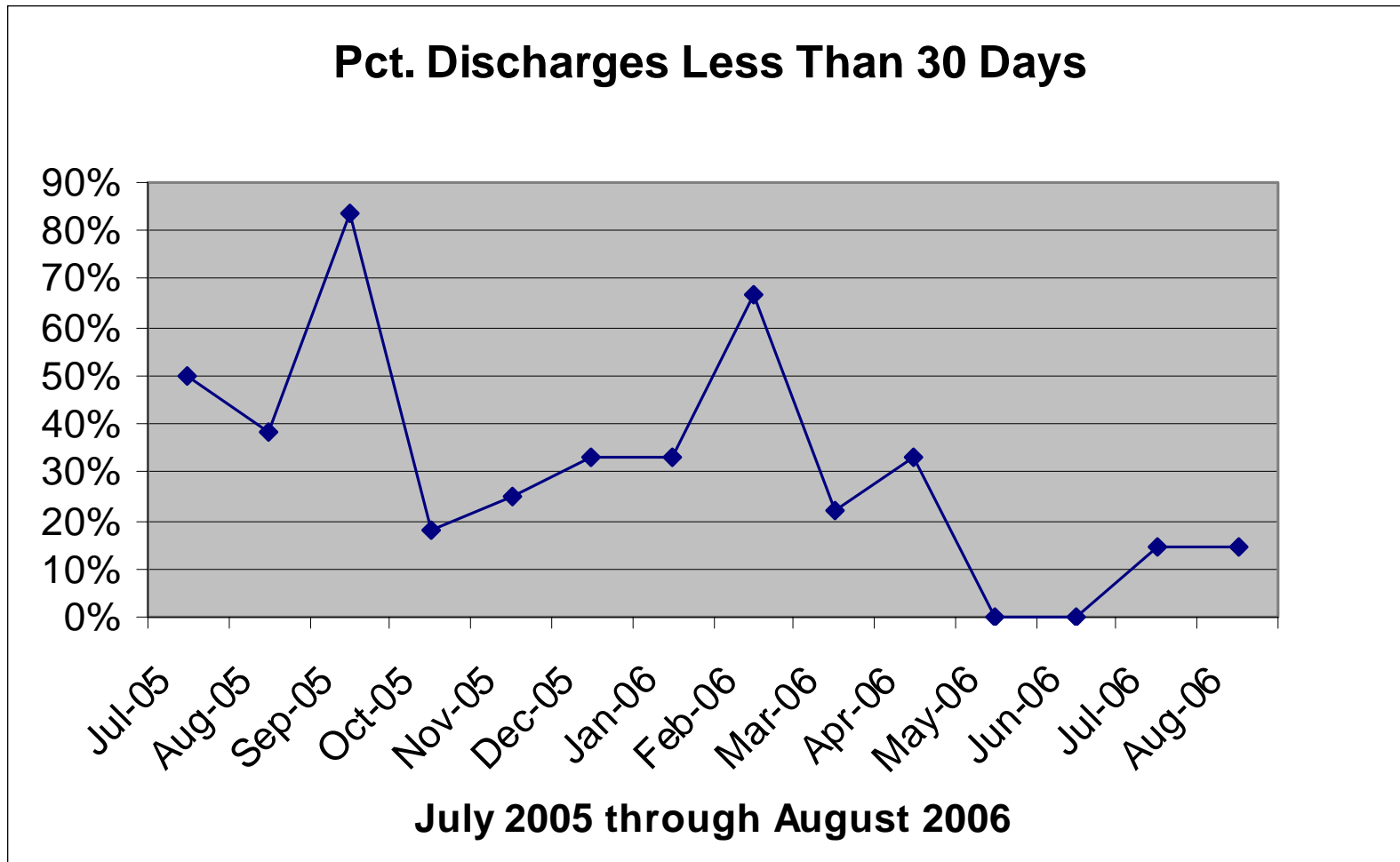
More clients served and the program operated more efficiently



Efficiency and Productivity

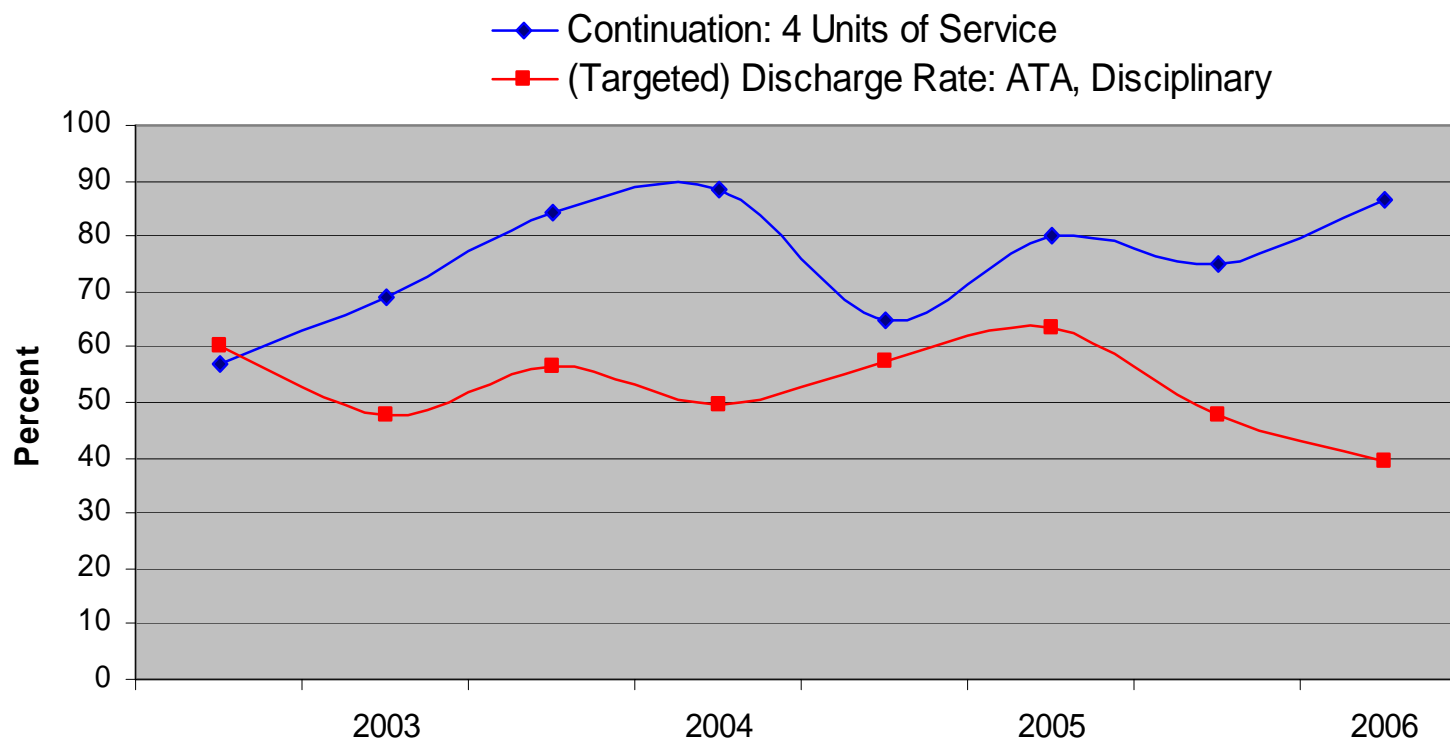
- Reducing no-shows **increases direct service hours**
- Better access can bring in **more admissions**
- Improved continuation yields **more billable services**
- Reduced paperwork liberates **more clinical hours**

Change Project Results



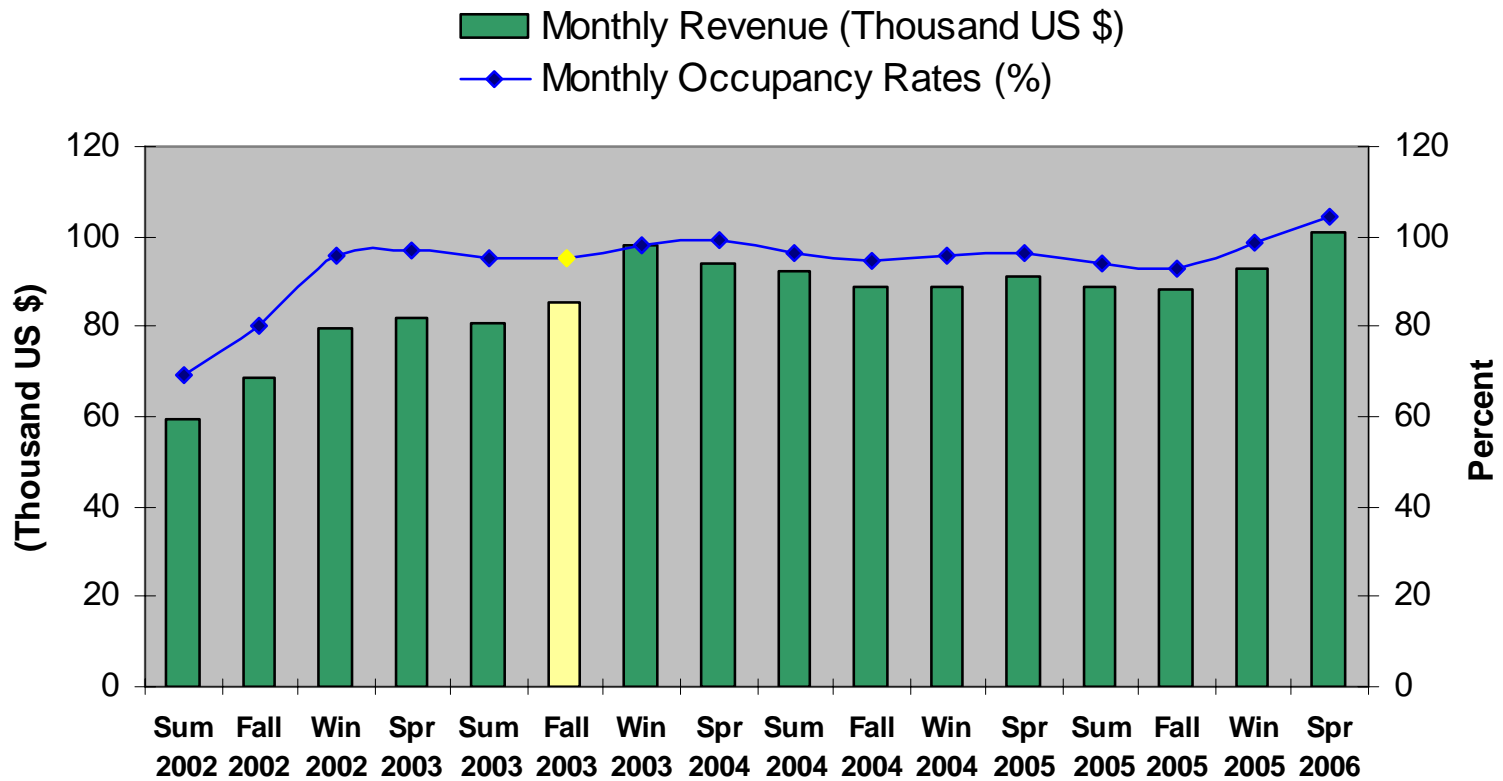
PTS Improvements

PTS Seattle: Continuation & Targeted Discharges
(Grant began September 2003)



Business Case

PTS Seattle: Revenue and Occupancy Rate (Grant began September 2003)



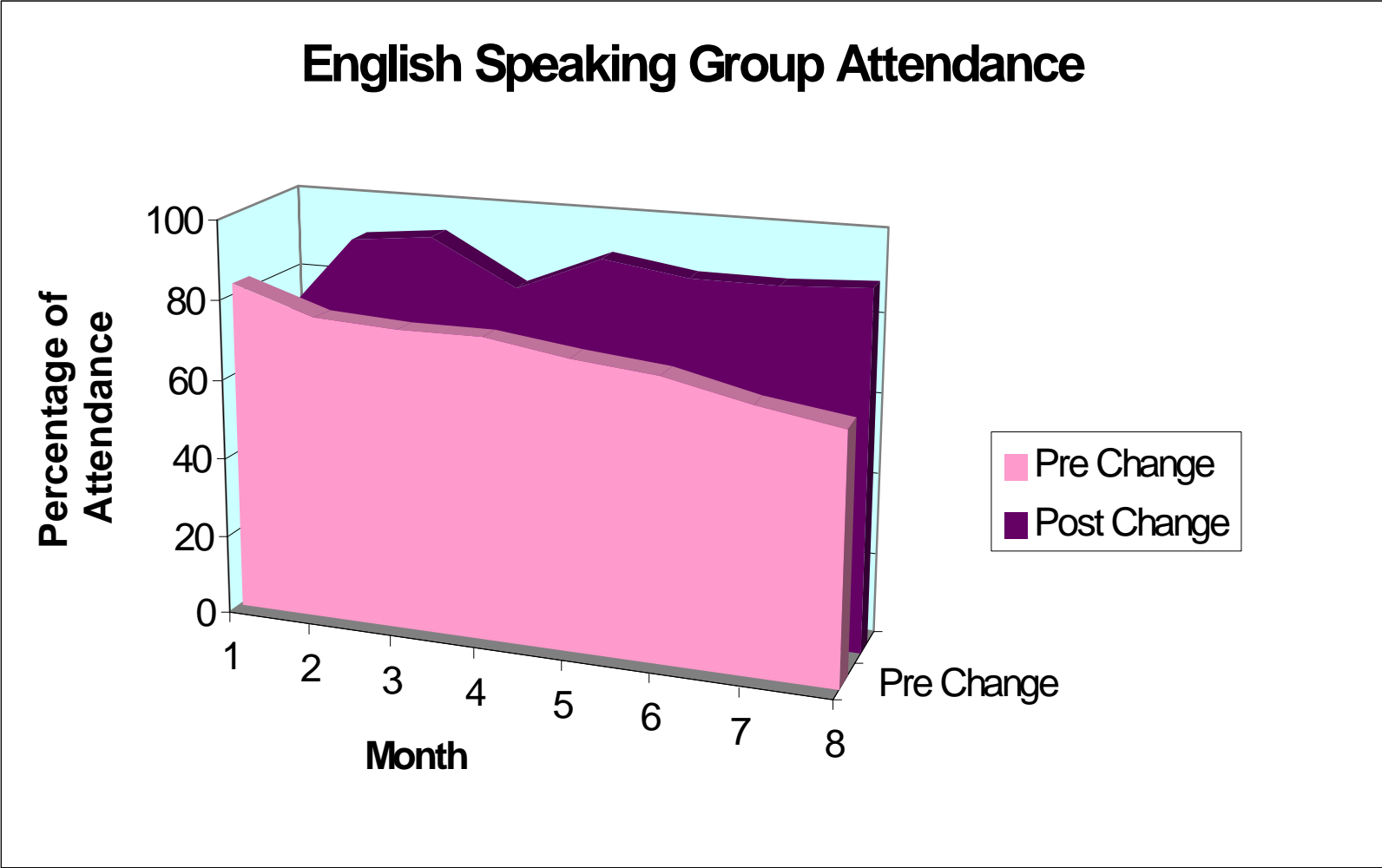
Relationships with Referral Sources

- Become **more accessible** to referrals
- Trust in the agency's **quality and effectiveness tends to increase**
- Become a “**preferred provider**” to referral sources
- **Communication improves** and referrals increase

Client Satisfaction

- Clients are **sensitive** to good service
- Clients who **value the care they receive** are more likely to stay in treatment
- Efficient processes are **more rewarding and professional**
- **Satisfied customers stay** and encourage others to stay

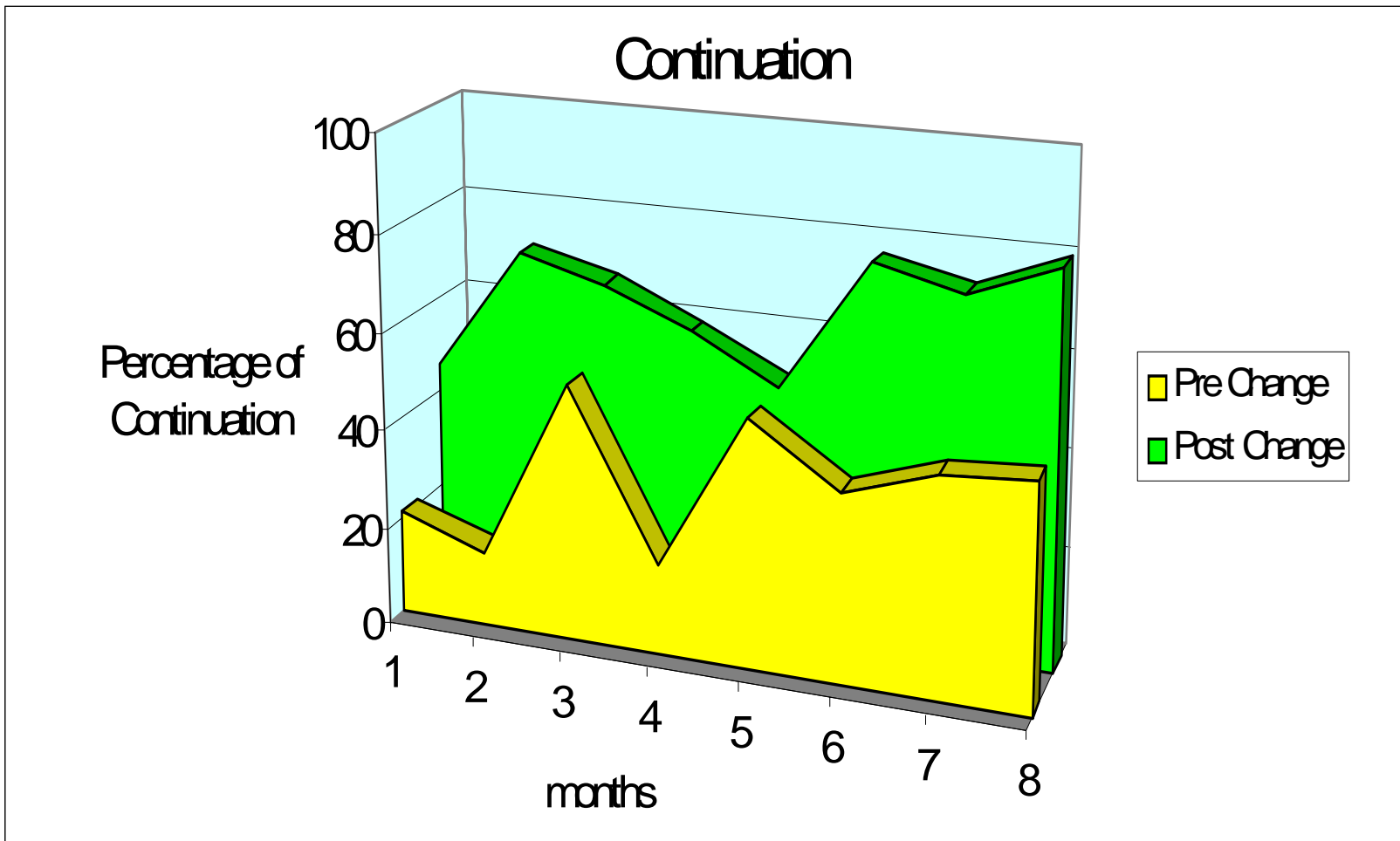
Impact of Satisfaction



Treatment Outcome

- Clients who **stay longer** in treatment are more likely to have **better outcomes**
- Clients who have **good attendance** are more likely to continue and **benefit** from treatment
- Clients who participate in **more treatment sessions** are more likely to show **measurable progress**

Better Outcomes



So, by making changes in service processes you can improve your...

- Financial bottom line
- Efficiency and productivity
- Relationship with referral sources
- Client satisfaction
- Treatment outcome



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Communication

Change Leader Academy

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Change Project Title

The Customer Wait Time Improvement Project

*Walk-ins are
welcome!*



Change Team



Steve, Amy, Michelle, Laura, Carl

Green Valley Behavioral Health Services

AIM (Plan)

- Decrease wait time between 1st contact and 1st treatment for IOP* clients from **16 days** to **5 days**.
- This is a 69% improvement goal.
- Location is the Green Valley IOP office.
- Length of the change project is June-August, 2009.



**IOP = Intensive Outpatient*



CHANGE (Do)

Changes we made:

- 1) Eliminated old procedure of scheduling intakes with clinicians weeks in advance.
- 2) Established daily walk-in orientation group between 9am – 10am.

These changes had a positive impact on customers

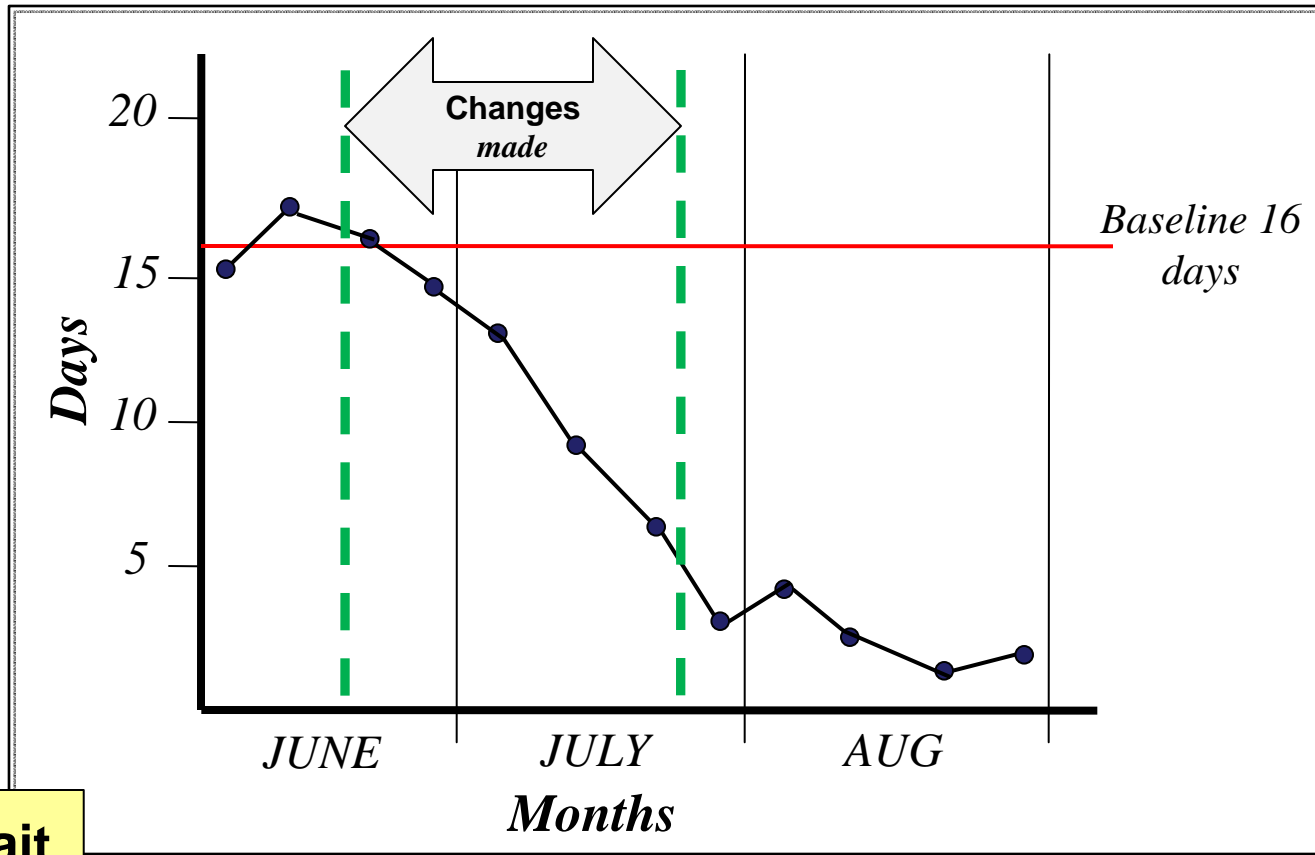
IOP clients can now have same day:

- *Contact with clinician.*
- *Program orientation.*
- *Intake appointment*

Clients enter the IOP program NOW, when they are motivated!

RESULTS (Study)

Wait time between 1st contact and 1st treatment



Wait
Time
78%

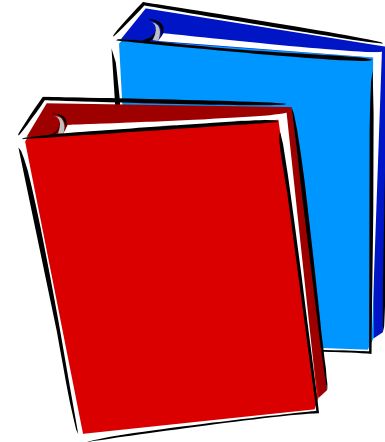
Wait time decreased from **16** to **3.5 days**.

Clients seen monthly in program increased from 22 to 29

Monthly revenue from IOP sessions increased from \$16,154 to \$18,572

NEXT STEPS (Act)

- Adopt daily walk-in orientation as standard procedure.
- Expand the walk-in orientation to our Holt County office.



- Create a sustainability plan to maintain the improvement.



IMPACT (*Business Case, Efficiency, Lessons Learned, Etc.*)



- ✓ Reputation for same day service
- ✓ 84 more clients seen each year
- ✓ \$30,000 additional revenue