



NIATx: Changing Systems, Changing Lives



**Lean on NIATx,
It Works**

One of the themes of the Oregon Health Authority (OHA) Transformation Initiative is to engage with partners to improve the quality of services for Oregonians. Addictions and Mental Health (AMH) is working to make OHA a more responsive, effective partner and to increase the consistency and quality of services provided by partners across the state.

AMH is focusing on improving outcomes on the Intensive Treatment and Recovery Services (ITRS) working with Oregon Community Mental Programs (CMHP) and alcohol and other drug (A&D) treatment providers. These entities share responsibilities with AMH for delivering substance abuse and addiction services using two improvement practices that focuses on the customer: Lean and NIATx.

Why Use Two Practices?

After evaluating the needs of the transformation project, the team decided to use Lean for its governance structure to manage the project. They decided to use NIATx, a nationally recognized, proven approach, to improve processes applied at the addiction treatment provider level that directly improve retention and continuation of care.

What is Lean?

Lean is a quality improvement strategy that focuses on what the customer needs or wants while measuring the work being completed. It involves the line staff in improving the process delivery system to be more efficient and effective through recognizing and eliminating duplication and waste.

What is NIATx

NIATx helps behavioral health providers improve access to and retention in treatment for individuals seeking alcohol and drug services. The objective is primarily achieved by helping providers use process improvement methods to achieve four NIATx aims:

- reduce waiting times;
- reduce no-shows;
- increase admissions; and
- increase continuation in treatment.



"Sometimes I lie awake at night and ask, "Where have I gone wrong?" then a voice says to me, "This is going to take me more than one night."

-Charlie Brown

“How do I stay on top of what’s going on with EBPs in Oregon?”

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AMH is focusing a transformation initiative on the Intensive Treatment and Recovery Services (ITRS) project for addicted families funded by the Legislature in 2007. The initiative is a collaborative effort between AMH and Children, Adults and Families (CAF). Funds were provided to increase the following services:

- residential treatment for parents and dependent children who go to treatment with an addicted parent;
- intensive outpatient treatment;
- regular outpatient treatment;
- case management; and
- clean and sober housing options for addicted families.

What Does This Initiative Do?

This initiative aims to expand the principles of NIATx to eighteen ITRS programs in Oregon. Nine ITRS programs (for the 2009/2011 biennium) were selected as early adopters to use NIATx as a process improvement tool with an emphasis on:

- increase client retention in outpatient services for 90 days or longer; and
- continuation of services from residential to outpatient treatment within 7 days of discharge.

For more information on NIATx and tools, visit the AMH NIATx webpage at <http://www.oregon.gov/DHS/addiction/niatx/main.shtml>.

Intensive Treatment and Recovery Services (ITRS) Team Honored with Director’s Award

The ITRS team consists of members from the Oregon Health Authority, Addictions and Mental Health Division (AMH) and DHS's Children, Adults and Families Division (CAF). ITRS was funded by the 2007 Legislature to serve families affected by addiction. Its aim is to keep together or reunite families through residential treatment, intensive and regular outpatient treatment, case management and clean and sober housing options. More than 1,000 children have been reunited with their parents who used these services, saving an estimated \$1.7 million per month in offset foster care expenses. More than 4,400 parents have used these services, with more than 1,700 currently engaged in treatment and recovery services.

Individual team members are Therese Hutchinson, Diane Lia, Dagan Wright and Dianna Dobay in AMH, and Jay Wurscher and Anna Cox in CAF.

For more information on this project, visit the ITRS web page at <http://www.oregon.gov/DHS/addiction/itrs/main.shtml>.

NIATx 200 Summary

NIATx 200 was a five-year, randomized trial funded by the National Institute on Drug Abuse (NIDA) and administered by the Center for Health Enhancement Systems Studies (CHESS). This project selected five states—Massachusetts, Michigan, New York, Oregon, Washington, and 201 addiction treatment providers—to participate in the largest quality improvement study conducted in health care. NIATx 200 research focused on implementing changes to business processes that improved efficiency and cost-effectiveness while increasing access to and retention in substance abuse treatment.

Process improvement experts believe that 85 percent of service problems are process related. The NIATx model is founded on the conviction that improving processes results in better service.

During the NIATx 200 project, 37 Oregon treatment provider sites representing 28 unique organizations participated in one of four research arms. Participating Oregon treatment agencies made impressive changes. Visit the AMH NIATx webpage for Oregon success stories from LifeWorks NorthWest, Emergence Addiction and Behavioral Therapies, BestCare Treatment Services and more at <http://www.oregon.gov/DHS/addiction/niatx/main.shtml>.

"Sometimes questions are more important than answers"

- Nancy Willard

NIATx E-News Updates

Did you know that each month NIATx publishes a monthly newsletter with updates from organizations all over the nation that are using NIATx tools and lists events and presentations? Check out the January edition of NIATx e-News at

http://www.niatx.net/ENews/enews2011_01.htm or view archived updates at <http://www.niatx.net/Networking/ENewsArchives.aspx?>

2010 Independent Peer Review Project

An Independent Peer Review (IPR) process implementation is required each year by the Substance Abuse Prevention and Treatment (SAPT) Block Grant. Every year AMH recruits volunteers as peer reviewers and hosting agencies. The IPR is an educational process for both the programs reviewed and the professionals conducting the review.

The project had four goals: use reviewers as consultants, focus on outcomes, increase retention by using **Network for the Improvement of Addiction Treatment (NIATx) principles**, and become a world class treatment program

Thirteen addiction treatment providers and five addiction treatment hosting agencies were selected to participate in this project.

For highlights on the agency site reviews, the project and the process, and download a copy of the final report at <http://www.oregon.gov/DHS/mentalhealth/data/ipr-final-report.pdf>.

Problem Gambling Services NIATx Pilot Project

Oregon Problem Gambling Services has launched a NIATx pilot project with the aims of reducing paperwork and increasing enrollments. Cascadia Behavioral Health Care's Problem Gambling Treatment Program is the pilot program for this project. A walk-through is scheduled for early February and project completion is slated for early April.

Problem Gambling Services (PGS) collects numerous data points. Enrollment paperwork required by PGS is often duplicated in agency paperwork. By applying the NIATx model to this predicament, the goal is to reduce the amount of paperwork and the time it takes to complete the enrollment paperwork.

Outcomes from this project will be reported in future newsletters.



ChildTrauma Academy

In August, 2010 the children's mental health team began a project working with The ChildTrauma Academy. Eight multi-disciplinary sites, covering 22 counties, were chosen around the state to participate in this year-long training opportunity. The ChildTrauma Academy and Dr. Bruce Perry are working with our child service providers to learn a neuro-developmental approach to the assessment, intervention and care of traumatized children.

The ChildTrauma Academy uses a Neurosequential Model of Therapeutics (NMT) to assess and recommend patterned repetitive and developmentally appropriate activities. These activities assist the child in developing attachments, self-regulation and other important skills that may have been missed during the period(s) of trauma in the child's life.

For more information, contact Rita McMillan at rita.l.mcmillan@state.or.us

OHSU Releases Results of Medication Assistance Treatment Study

Oregon Health and Science University (OHSU) wishes to thank Oregon treatment providers for their participation in the study "State Implementation of Evidence-Based Practices for Treatment of Alcohol and Drug Disorders." Recently a manuscript was published from the 2008 data on medication-assisted treatment. This longitudinal study is a great opportunity to document the continued effort Oregon treatment providers have shown to provide quality care for those involved in the addiction treatment system. The future will present significant challenges and transitions. A copy of the manuscript can be viewed or downloaded from the EBP website at

<http://www.oregon.gov/DHS/mentalhealth/ebp/riECKmann-sarc6.pdf>.

Peer Delivered Services:

Into the Thick of Things: Connecting Consumers to Community Life - A Compendium of Community Inclusion Initiatives for People with Psychiatric Disabilities at Consumer-Run Programs

The Compendium is based on a national survey of consumer-run programs assisting consumers in reconnecting to their communities, to existing residential and vocational resources, religious and recreational organizations, civic and volunteer opportunities beyond those of mental health systems. More than three dozen consumer-run programs from around the country provide inspiring examples of how the consumer movement has begun to refocus its programs and practices on helping consumers to reconnect with everyday life and local mainstream organizations. Both consumer-run programs and more traditional mental health agencies will find examples of innovative ways to assist consumers in working with the community - with landlords, colleges and training programs, neighborhood associations, social and recreational groups, etc. Into the Thick of Things can be downloaded from the Temple University Collaborative's new website at http://www.tucollaborative.org/pdfs/COMPENDIUM_of_Innovative_CI_Prjects_11-29_10.pdf.

Oregon Access to Recovery (ATR) Update

Access to Recovery is underway. Paul D. Potter was hired as Project Director and Samantha Beyers as the Treatment and Recovery Support Services Coordinator. Congratulations to Dennis Dahlen and Umatilla County to be the first to provide services within ATR in Oregon. Recovery Management Centers in Lane, Multnomah, Jackson and Douglas will follow very soon. If you have not applied to be a provider yet, it's not too late.

See more information at:

<http://www.oregon.gov/DHS/addiction/access2recovery/main.shtml>

“The community both defines the problem to be solved and tests the adequacy of the answer”
--Felner



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Co-Occurring Disorders Core Competencies

AMH worked with providers and representatives from state facilities, educators and experts in the field to develop guidelines and a core competency checklist tool. The purpose of the checklist is to provide a tool for clinical supervision that determines the proficiency of clinical staff who provide treatment services for both mental health and chemical dependency programs. For more information, visit the AMH's Co-Occurring web page at <http://www.oregon.gov/DHS/addiction/co-occurring/main.shtml>.



Strategic Prevention Framework

In July of 2009 AMH received a Strategic Prevention Framework State Incentive Grant (SPF SIG) from the Center for Substance Abuse Prevention in the Substance Abuse and Mental Health Services Administration.

There are three overarching goals of the project, which include:

- prevent the onset and reduce the progression of substance abuse, including underage drinking;
- reduce substance abuse-related problems; and
- build prevention capacity and infrastructure at the State/Tribal and community levels.

SPF is in the process of creating a web page and Facebook account. Look for it in early April.

Smudge Ceremony

The Oregon State Hospital Recovery Times Newsletter (October 2010 edition) included an article on the smudge ceremony that is used within their facility. For more information, view a copy of the newsletter at <http://www.oregon.gov/DHS/mentalhealth/osh/news/rt1010.pdf>. The article can be found on page 3.

