

The Pacific Southwest Addiction Technology Transfer Center Presents: The Organizational Process Improvement Initiative (OPII)

- ✓ ***Is your behavioral health agency committed to improving your service delivery system?***
- ✓ ***Are you looking to adopt and implement a new evidence-based treatment model or clinical practice within your agency?***
- ✓ ***Are you and your staff in need of driving quality and process improvement in your substance use disorder (SUD) treatment and recovery program?***

If you answered yes to one or more of these questions, you will definitely want nominate your agency to participate in the Pacific Southwest Addiction Technology Transfer Center's Organizational Process Improvement Initiative (OPII). The Pacific Southwest ATTC's OPII is a yearlong intensive learning opportunity for staff within your agency to receive intensive technical assistance and organizational coaching from a team of Pacific Southwest ATTC-affiliated expert faculty.

If selected, your agency will receive the following resources and benefits from the Pacific Southwest ATTC:

- ✓ Complimentary registration for up to three (3) agency representatives to attend a three-day Change Facilitator Academy on February 4-6, 2020 in Oakland, California.
- ✓ Onsite technical assistance *at your agency* from expert faculty at least twice during the yearlong initiative.
- ✓ Access to the print and virtual resources of the Pacific Southwest ATTC's Change Facilitation Playbook.
- ✓ Ongoing coaching and virtual technical assistance (including monthly coaching calls) in implementing the five-phased structured change team process.

To receive provisional acceptance into the OPII, your agency must:

- ✓ Provide a required letter of commitment from the agency's Executive Sponsor.
- ✓ Identify and nominate appropriate individual(s) to attend the three-day Change Facilitator Academy and serve as the agency's official Change Team Facilitator(s).
- ✓ Demonstrate executive leadership sponsorship and commitment to the agency's participation in the yearlong OPII, to include the formation and regular convening of an Agency Change Team, and adherence to the phased model of the OPII.
- ✓ Provide substance use and/or behavioral health services within the geographic catchment area of the HHS Region 9 Pacific Southwest ATTC (Arizona, California, Hawaii, Nevada, American Samoa, Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Guam, Republic of the Marshall Islands, and Republic of Palau).



The timeline for the Pacific Southwest ATTC's Organizational Process Improvement initiative (OPII) is found below:

| What? | When? | How? |
|--|---|---|
| Submit your agency's qualifying application to be considered for the Pacific Southwest ATTC's OPII | On or before November 8, 2019 | ✓ Find the application and instructions at the end of this document (pages 5-8) |
| Notification of provisional acceptance and invitation to complete application | Within two (2) weeks of submitting qualifying application | ✓ Receive email notification with link to additional application materials |
| Complete application | On or before November 30, 2019 | <ul style="list-style-type: none"> ✓ View approximately 90 minutes of online asynchronous instructional modules on change team facilitation ✓ Develop and submit Agency Change Goal and Objectives document |
| Receive formal acceptance into OPII and invitation to attend Change Facilitator Academy | Week of December 16, 2019 | ✓ Upon acceptance into the OPII, receive a formal invitation to Change Facilitator Academy and link to mandatory Academy pre-work |
| Complete mandatory Academy Pre-Work | On or before January 17, 2020 | ✓ Ask 5-10 colleagues at your agency (including your Executive Sponsor) to complete a brief online agency readiness to change survey |
| Attend the three-day Change Facilitator Academy | February 4-6, 2020 | ✓ Participate in three (3) full days of intensive learning that will equip your staff with a Playbook for facilitating your agency's change team |
| Conduct Change Team Kick Off Meeting at your agency | On or before May 30, 2020 | <ul style="list-style-type: none"> ✓ Within approximately 90 days of attending the Change Facilitator Academy, convene a 4-hour Agency Change Team Kick-off Meeting ✓ Schedule well in advance to ensure that Pacific Southwest ATTC staff can attend and assist with kick-off meeting facilitation |
| Begin Implementation Activities within your agency | On or before August 30, 2020 | <ul style="list-style-type: none"> ✓ Within approximately 90 days of your Agency Change Team kick off meeting and after completing your Organizational Needs Assessment, finalize your Process Improvement Plan and begin your implementation and improvement activities ✓ Maintain regular meetings (at least monthly) with your Agency Change Team and the Pacific Southwest ATTC |
| Complete OPII Change Team Initiative Sustainability Report | On or before December 31, 2020 | <ul style="list-style-type: none"> ✓ Conduct a four-hour Sustainability Planning meeting and complete your Change Team Sustainability Report and Plan ✓ Schedule well in advance to ensure that Pacific Southwest ATTC staff can attend and assist with sustainability planning meeting facilitation |

Description of the Three-Day Change Facilitator Academy

Facilitating *patient change* is an essential skill of effective behavioral health care. Facilitating *organizational change* is an essential element of implementing evidence-based practices and other practice improvement and systems change strategies. In this intensive, multi-day skill-building Change Facilitator Academy, participants will learn about organizational change team facilitation and its application to practice improvement and the implementation of evidence-based practices. At the conclusion of the three-day Academy, participants will be able to:

1. Identify and define the core elements of technology transfer and implementation models.
2. Describe strategies and approaches to develop and sustain effective change teams for complex work including effective meeting communication and meeting facilitation techniques.
3. Demonstrate effective use of group decision-making and conflict resolution strategies for use in change team facilitation.
4. Describe the action steps of the PDSA process improvement model and its application to their agency practices).
5. Evaluate their agency's readiness to launch a change team.

Change Facilitator Academy Details

When:

Tuesday, February 4, 2020 – Thursday, February 6, 2020

9:00 a.m. – 4:30 p.m. each day (full participation required)

Registration will begin at 8:00 a.m. each day, and the Academy will begin promptly at 9:00 a.m. each day.

Where:

East Bay Community Foundation

James Irvine Foundation Conference Center

353 Frank H Ogawa Plaza

Oakland, California 94612

Faculty:

- ✓ Michael S. Shafer, PhD
- ✓ Beth A. Rutkowski, MPH
- ✓ Dennis Skinner

Target Audience:

- ✓ Designed for individuals in middle management positions in substance use or behavioral health care agencies and systems who have responsibility and authority to manage practice improvement and/or evidence-based practice implementation initiatives.

Cost:

The three-day Change Facilitator Academy is **FREE** for accepted individuals. Selected participants are responsible for their own air/ground transportation, overnight accommodations at an Oakland-based hotel, and other related travel expenses.

Continuing Education Credit/Contact Hours:

The workshop course meets the qualifications for the provision of eighteen (18.0) continuing education credits/contact hours (CEs/CEHs).



UCLA Integrated Substance Abuse Programs (ISAP) is approved by the American Psychological Association to sponsor continuing education for psychologists. UCLA ISAP maintains responsibility for this program and its content.

UCLA ISAP is approved by the California Association of Marriage and Family Therapists to sponsor continuing education for LMFTs, LCSWs, LPCCs, and/or LEPs (Provider #64812). UCLA ISAP maintains responsibility for this program/course and its content. Course meets the qualifications for eighteen (18.0) hours of continuing education credit for LMFTs, LCSWs, LPCCS, and LEPs as required by the California Board of Behavioral Sciences. UCLA ISAP is also an approved provider of continuing education for RADTs I/ II, CADCs-CASs, CADCs I/II, CADCs-CSs, and LAADCs (CCAPP, #2N-00-445-1119), CATCs (ACCBC/ CAADE, #CP40 872 C 0822), and CAODCs (CADTP, #151). Provider approved by the California Board of Registered Nursing, Provider #15455, for 18.0 contact hours. UNR CASAT is an approved provider of continuing education credit for NCACs I/II and MACs through the National Association of Alcoholism and Drug Abuse Counselors (NAADAC, #98165).

CE credit will be awarded at the conclusion of the three-day workshop. Partial credit **will not** be available for those participants who arrive late or leave early on any given day or do not attend the Academy in full.

Faculty:

Michael S. Shafer, PhD, is a Professor at Arizona State University's College of Public Service and Community Solutions where he also holds appointments in the School of Social Work and the School of Criminology and Criminal Justice. Dr. Shafer has been associated with the Pacific Southwest ATTC for over 15 years, in addition to serving as Principal Investigator on multiple Federally- and state-funded studies of implementation and inter-organizational collaboration. Currently, Shafer is also co-investigator on the Robert Wood Johnson signature program Systems for Action. Shafer's research and praxis of external facilitation and change teams spans a period of 25 years and has involved work with primary health care, mental health, substance abuse treatment outpatient, residential, housing, and case management systems and providers, local school districts, state vocational rehabilitation agencies, police departments, fire departments, prisons, jails, and courts (specialty court and probation departments). Shafer has published extensively in peer-reviewed journals, book chapters, asynchronous learning modules, and curricula. Dr. Shafer mentors graduate students interested in macro-practice social work and provides leadership in the area of public policy practice, program evaluation, and facilitation.

Beth Rutkowski, MPH, received her Master of Public Health degree, with an emphasis on epidemiology and quantitative methods, from the University of Medicine and Dentistry of New Jersey, School of Public Health. She has been associated with UCLA's Integrated Substance Abuse Programs (ISAP) since December 2000, and currently serves as the Director of Training and Co-Director of the SAMHSA-supported Pacific Southwest Addiction Technology Training Center. The majority of Ms. Rutkowski's time focuses on the development of synchronous and asynchronous training and technical assistance packages focused on evidence-based substance use disorder treatment interventions and targeted to the community at large. In addition, she organizes and conducts conferences and trainings throughout the Pacific Southwest region (HHS Region 9, covering AZ, CA, HI, NV, and the six U.S. Affiliated Pacific Jurisdictions) on scientifically validated interventions and topics. Ms. Rutkowski is a NIATx-certified process improvement coach, and has directed several statewide, regional, and local process improvement change project initiatives. Ms. Rutkowski has co-authored and edited numerous peer reviewed research articles, book chapters, special issues, and technical reports on treatment evaluation, research-practice partnerships, process improvement strategies for use in substance use disorder and mental health treatment programs, prescription drug misuse, the epidemiology of methamphetamine and crack cocaine abuse, synthetic drugs, process improvement strategies to improve client engagement and retention in treatment, SBIRT, HIV and substance use, medication-assisted treatment, best practices in addiction treatment, and local, national, and international drug trends.

Dennis Skinner is the founder and president of MANY-TO-ONE. For over 17 years, Dennis has been designing and facilitating workshops and leadership development experiences in which teams collaborate to develop powerful strategies, solve complex problems, and design innovative products and services together. Dennis marries his energetic facilitation style with deep expertise in design thinking, innovation, process improvement, problem solving, and change leadership to deliver experiences that draw out the best thinking of teams. Dennis received his B.S. in industrial engineering at Arizona State University before spending 24 years at Intel Corporation, where he led organizations and large transformation initiatives throughout the company. In 2000, Dennis founded an internal collaboration capability at Intel called the Accelerated Results Center (ARC), enabling teams to solve complex problems, plan large-scale programs, develop strategic plans, and re-design organizations through immersive facilitated workshops. Comprised of a team of full-time consultants and 5000 square feet of configurable offsite meeting space, the ARC was called out by The Wall Street Journal® as a best practice for effective facilitation of transformative business results. Over the course of his career, Dennis has facilitated hundreds of workshops, focus groups, and keynote talks. He left Intel in 2006 to launch MANY-TO-ONE, following his passion to help people, teams, and organizations fulfill their potential.

Agency Qualifying Application and Instructions
Pacific Southwest ATTC Organizational Process Improvement Initiative (OPII)

Apply now, as space is limited to no more than 35 participants! To apply, you can either complete the online form available at https://uclahs.az1.qualtrics.com/jfe/form/SV_3zaQIVQVDIfppat, or complete the fillable application form included below. Please include a copy of each individual's CV/resume, and a letter of commitment from your agency's executive leadership. Applications must be submitted to Melissa Goodman by email (mlgoodman@mednet.ucla.edu) no later than November 8, 2019. Final acceptance notifications will be sent the week of December 16, 2019.

All complete applications will be reviewed on a rolling basis starting on September 3rd, and individuals will be notified of their provisional acceptance and provided with links to additional application materials.

Please contact Beth Rutkowski (brutkowski@mednet.ucla.edu) with program-related questions about the Organizational Process Improvement Initiative or Change Facility Academy. Logistic questions should be directed to Melissa Goodman (mlgoodman@mednet.ucla.edu).

| | | |
|---|--------------------|------------------|
| Name of Agency: | | |
| Administrative Office Mailing Address: | | |
| City: | State: | Zip Code: |
| Phone Number: | Fax Number: | |
| Agency E-mail Address: | | |
| Agency Location Type (select one): <input type="checkbox"/> Urban <input type="checkbox"/> Suburban <input type="checkbox"/> Rural/Frontier | | |

Which of the following best describes your type of agency (select one):

- Inpatient Behavioral Health Setting
- Residential Behavioral Health Setting
- Outpatient Behavioral Health Services
- Hospital/Hospital Affiliated Clinic
- Peer-Run/Recover Community/Consumer Operated Agency
- State or Local Government Agency
- School/College/University
- Court, Probation
- Prison or Jail
- Police Agency
- Fire/Emergency Medical Services
- Tribal/Indian Health Services
- Community Health Center
- Other (please describe) _____

Total Number of Employees:

Total Number of Clients Served Annually:

Briefly describe your agency's general goals for participating in the Pacific Southwest ATTC's Organizational Process Improvement Initiative. In other words, what does your agency wish to implement or improve? (50- word limit)

Name of Executive Director/Executive Sponsor:

Title of Executive Sponsor:

Email Address and Phone Number for Executive Sponsor:

You may nominate up to three (3) staff members to attend the February 2020 Change Facilitator Academy (CV/resume required for each person)

First and Last Name of Staff Person #1:

Position/Title:

Number of Years Employed at Current Agency:

Number of Years in Current Position:

| | | |
|---|---------------|---------------------------------|
| Mailing Address: | | |
| City: | State: | Zip Code: |
| Telephone Number: | | Email Address: |
| Type of CE Credit Requested: | | License/Certification #: |
| | | |
| First and Last Name of Staff Person #2, if applicable: | | |
| Position/Title: | | |
| Number of Years Employed at Current Agency: | | |
| Number of Years in Current Position: | | |
| Mailing Address: | | |
| City: | State: | Zip Code: |
| Telephone Number: | | Email Address: |
| Type of CE Credit Requested: | | License/Certification #: |
| | | |
| First and Last Name of Staff Person #3, if applicable | | |
| Position/Title: | | |
| Number of Years Employed at Current Agency: | | |
| Number of Years in Current Position: | | |
| Mailing Address: | | |
| City: | State: | Zip Code: |
| Telephone Number: | | Email Address: |
| Type of CE Credit Requested: | | License/Certification #: |
| | | |

Name of Individual Preparing This Form:

Email and Phone Number for Individual Preparing This Form:

Instructions for Executive Sponsor Letter of Commitment:

Please include a letter from the Executive Sponsor for this project, named above, demonstrating agreement with the following :

- ✓ Provision of travel and accommodation expenses for up to three staff named above to attend the Change Facilitator Academy, February 4-6, 2020 in Oakland, CA
- ✓ Modification of job duties of staff named above to include Change Team Facilitation activities
- ✓ Commitment to engage in the yearlong Pacific Southwest ATTC OPII, as described above
- ✓ Commitment to convene and participate in an agency Change Team Kick off Meeting within 90 days of staff attending the Change Facilitator Academy

Attachment Checklist (please remember to submit, or your qualifying application will be considered incomplete):

- ✓ Resume/CV for each staff person nominated to attend Change Facilitator Academy
- ✓ Executive Sponsor Letter of Commitment

*Continuing education options include: **NCAC I/II, MAC, RADT I/II, CADC-CAS, CADC I/II, CADC-CS, LAADC, CATC, CAODC, LMFT, LPCC, LEP, LCSW, Psychologist, and Registered Nurse.**

**License number is required for participating licensed psychologists and registered nurses.

Would you like to be added to the Pacific Southwest ATTC listserv to receive information about upcoming trainings? (If this question is left unanswered, you will automatically be subscribed)

Yes

No

Instructions for Filing a Grievance Concerning UCLA ISAP's Continuing Education Program: Please contact Dr. Thomas E. Freese, CE Program Administrator, in writing (UCLA ISAP, 11075 Santa Monica Boulevard, Suite 200, Los Angeles, CA 90025) or by phone (310-267-5397).



If you need a disability-related reasonable accommodation/alternative format for this event, please contact us by November 30, 2019.

Cancellation Policy: Notice of cancellation must be made at least 72 hours in advance of the workshop by contacting Melissa Goodman by phone (310-267-5399) or email (mlgoodman@mednet.ucla.edu).