

The Pacific Southwest and Mountain Plains Addiction Technology Transfer Centers Present: *The Organizational Process Improvement Initiative (OPII)*

- **Looking to create a more empowered and dynamic team that embraces change?**
- **Are you looking to adopt or implement new behavioral health practice or Recovery Support routines?**
- **Does your agency need to take your quality and process improvement game to the next level?**

If you answered yes to one or more of these questions, the Mountain Plains and Pacific Southwest Addiction Technology Transfer Centers have a perfect solution—the 2022 *Organizational Process Improvement Initiative* (OPII). This 9-month intensive technical assistance and organizational coaching program is designed to provide behavioral health agencies and Recovery Community Organizations (RCOs) within HHS Regions 8 and 9 with practical tools and capacity to design, implement, and sustain change strategies within your agency to improve patient care and recovery support.

Components of the Organizational Process Improvement Initiative:

- ✓ **Change Facilitator Academy**, a virtual, distributed 21-hour learning program designed to develop change leadership skills in teams of three (3) agency Co-Facilitators
- ✓ **Community of Practice** virtual sessions with Change Facilitators from other agencies also implementing the OPII
- ✓ **Coaching Check-Ins** and technical assistance sessions with expert faculty to facilitate the implementation of the five-phased OPII change process

To participate in the Organizational Process Improvement Initiative, your organization must:

- ✓ Provide substance use, mental health, behavioral health, and/or recovery support services within the geographic catchment area of the HHS Region 8 Mountain Plains ATTC (Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming) or 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).
- ✓ Identify up to 3 individuals to serve as **Change Team Facilitators** and 4-6 additional individuals to serve as members of an agency **Change Team**.
- ✓ Purchase “team” site license of Miro, a virtual whiteboard collaboration application (approximate expense \$600).
- ✓ Complete agency application and baseline Organizational Readiness to Change Assessment staff survey.
- ✓ Commit to participate in 9-month project, including regularly convened agency change team meetings and participation in OPII communities of practice and OPII coaching calls.

Organizational Process Improvement initiative (OPII) Timeline:

What?	When?	How?
Recruitment Period – Qualifying Application Submission	May 1 - June 25, 2022	<ul style="list-style-type: none"> ✓ Find the application instructions at the end of this document
Notification of provisional acceptance and invitation to complete application	July 1, 2022	<ul style="list-style-type: none"> ✓ Receive email notification with link to additional application materials
Complete program application	July 22, 2022	<ul style="list-style-type: none"> ✓ View approximately 90 minutes of online asynchronous instructional modules ✓ Develop and submit Agency Change Goal and Objectives document
Receive formal acceptance into 2022 OPII cohort and invitation to attend Virtual Change Facilitator Academy	July 29, 2022	<ul style="list-style-type: none"> ✓ Upon acceptance into the OPII, receive a formal invitation to Change Facilitator Academy and link to mandatory Academy pre-work
Complete Organizational Readiness to Change Assessment (ORCA) Survey of Agency Staff and purchase Miro License	August 19, 2022	<ul style="list-style-type: none"> ✓ Assess your agency's readiness to change by having staff complete the online Organizational Readiness to Change Assessment (ORCA). You will receive a summary ORCA report at the Academy ✓ Purchase Miro License (pricing details will be provided upon formal acceptance)
Attend 21-hour Virtual Change Facilitator Academy (8 sessions spread across 5 weeks)	September 13 – October 13, 2022	<ul style="list-style-type: none"> ✓ Participate in 8 synchronous Zoom sessions, each ranging from 2 to 3 hours in duration and totaling 21 hours of intensive virtual 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	October 30, 2022	<ul style="list-style-type: none"> ✓ Formalize your agency change team and convene a 2-hour Agency Change Team Kick-off Meeting ✓ Schedule in advance to ensure that Pacific Southwest ATTC staff can virtually attend and assist with kick-off meeting facilitation
Begin Implementation or Process Improvement Activities within Your Agency	January 1, 2023	<ul style="list-style-type: none"> ✓ After completing your Organizational Needs Assessment, finalize your Process Improvement Plan and begin your implementation and improvement activities ✓ Hold semi-monthly check in meetings with a PSATTC organizational coach ✓ Participate in a series of 1-hour OPII Community of Practice interactive virtual sessions to reinforce change practices and learn from other participating agencies
Complete OPII Sustainability Report and Post ORCA Surveys	June 30, 2023	<ul style="list-style-type: none"> ✓ Re-survey your staff using the ORCA to evaluate changes in your teams change readiness. You will receive a summary ORCA report within 2 weeks of your survey submission ✓ Conduct Agency Change Sustainability Planning Meeting and complete your Sustainability Report and Plan ✓ Schedule well in advance to ensure that Pacific Southwest ATTC staff can attend and assist with sustainability planning meeting facilitation

Change Facilitator Academy Details:

In this intensive, multi-day virtual skill-building **Change Facilitator Academy**, up to 3 participants per agency will learn about organizational change, team facilitation, collaborative software and apps to facilitate virtual teams, and implementation, practice improvement, and process improvement strategies in behavioral health care systems and recovery support systems of care. The virtual Change Facilitator Academy will be presented over a 5-week period of timeframe. The distributed virtual academy schedule uses best practices in online learning and virtual meeting facilitation, while promoting cohort cohesion and engagement between each agency team and the PSATTC faculty. All participants are expected to attend all of the virtual academy sessions. The 2022 virtual Change Facilitator Academy details are as follows:

Week 1 (3 days)	September 13,14,15, 2022	3, 3-hour sessions (T-W-TH) 2:00-5:15pm PT
Week 2 (2 days)	September 20, 22, 2022	2, 3-hour sessions 2:00-5:15pm PT
Week 3 (1 day)	September 29, 2022	1, 2-hour session 3:00-5:00pm PT
Week 4 (1 day)	October 6, 2022	1, 2-hour session 3:00-5:00pm PT
Week 5 (1 day)	October 13, 2022	1, 2-hour session 3:00-5:00pm PT

Faculty:

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

Target Audience:

- ✓ The Change Facilitator Academy is designed for individuals in middle management positions in substance use, mental health, or behavioral health care agencies and recovery support services, systems including site supervisors, clinical coordinators, QM/QI specialists, who have been empowered by agency executive sponsors to manage, oversee, or facilitate change in agency programs and services.

Cost:

- ✓ Participation in the OPII is free. However, agencies must purchase and utilize Miro software, an expense of approximately \$600 (dependent upon the # of users).

Continuing Education Credit/Contact Hours:

The Change Facilitator Academy course meets the qualifications for the provision of twenty-one (21.0) 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 twenty-one (21.0) 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- 00-445-1123), CATCs (ACCBC/ CAADE, #CP40 872 C 0822), and CAODCs (CADTP, #151). Provider approved by the California Board of Registered Nursing, Provider #15455, for 21.0 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 virtual Change Facilitator Academy. ***Partial credit will not be awarded to participants who arrive late or leave early from any given virtual Academy session.***

Faculty:



Michael S. Shafer, PhD, is a Professor of Social Work at Arizona State University. Dr. Shafer has been associated with the Pacific Southwest ATTC for over 20 years, in addition to serving as Principal Investigator on multiple Federally- and state-funded studies of implementation and inter-organizational collaboration. Shafer's research and praxis of external facilitation and change teams spans 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 20 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.

Pacific Southwest and Mountain Plains ATTC Organizational Process Improvement Initiative (OPII)

Apply now, as space is limited to no more than 15 agencies! To apply, you can complete the online qualifying application available at:

https://uclahs.az1.qualtrics.com/jfe/form/SV_6LLGvAFgWGkN7kW

Applications must be submitted no later than June 25, 2022.

Please include a copy of the signed letter of commitment from your agency's executive leadership.

All completed applications will be reviewed on a rolling basis and agencies will be notified of their provisional acceptance and provided with links to additional application materials the week of July 1, 2022.

Please contact Beth Rutkowski (brutkowski@mednet.ucla.edu) with program-related questions about the Organizational Process Improvement Initiative or Change Facility Academy. Logistics questions should be directed to Victoria Norith (vnorith@mednet.ucla.edu).

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, 10911 Weyburn Ave, Suite 200, Los Angeles, CA 90024) or by phone (310-267-5397). Alternately, you may contact Dr. Gloria Miele or Dr. James Peck, ISAP-affiliated doctoral-level psychologists responsible for program planning for the ISAP CE Program. Drs. Miele and Peck can be reached in writing at: 10911 Weyburn Ave, Suite 200, Los Angeles, CA 90024 or by phone at: 310-267-5888 (Miele) or 310-267-5346 (Peck).



If you need a disability-related reasonable accommodation/alternative format for this event, please contact us by July 15, 2022 .