



Improving Business Process to Improve Client Care

Kim Johnson, Deputy Director

TASC Conference 9/23/09

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

Every system is perfectly designed to achieve exactly the results it gets.

Paul Batalden



NIATx™

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

At any point in time:

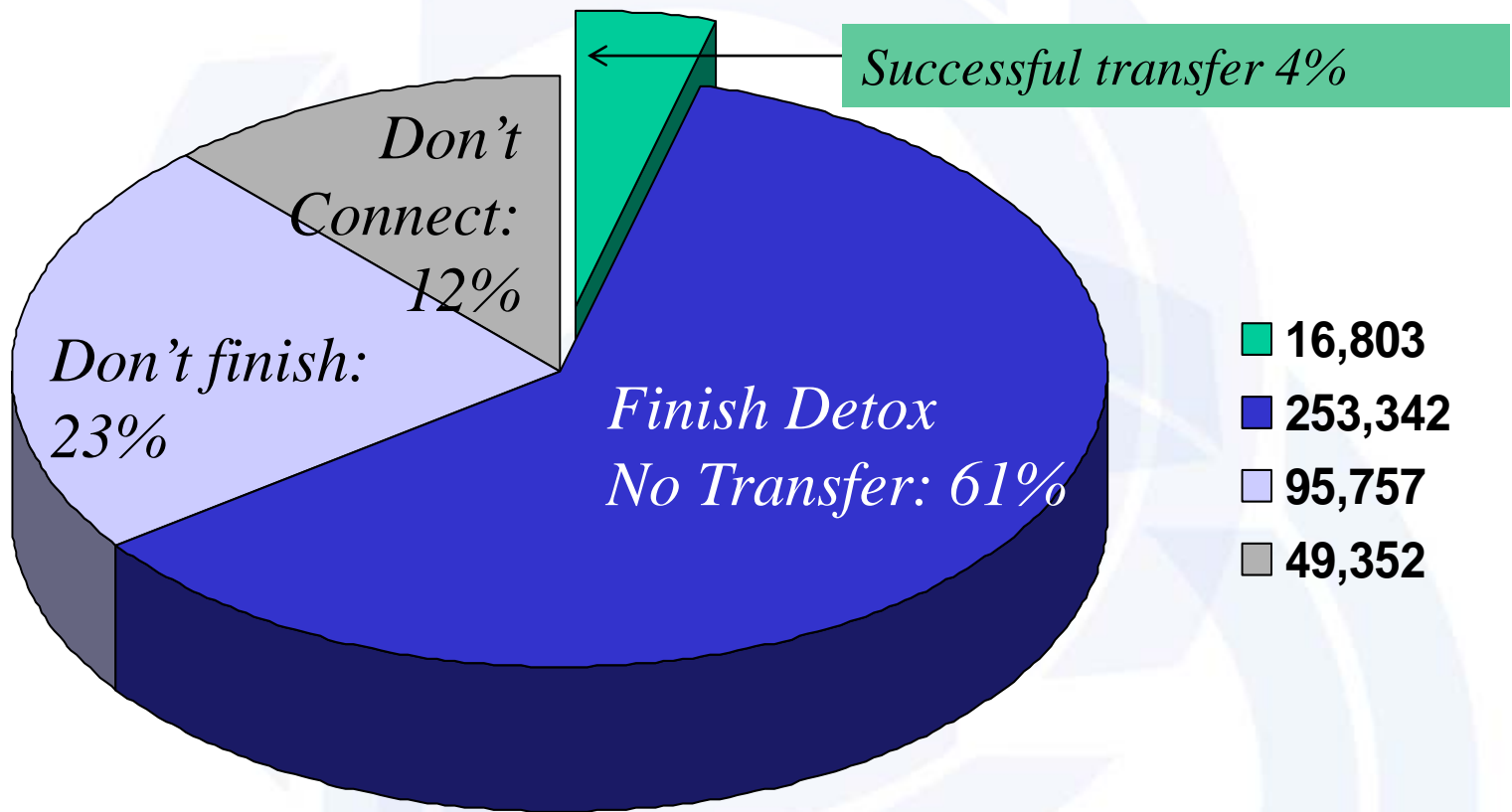
- 110,000 waiting for assessment* .
- 42,000 waiting for treatment*
- 32 days from first contact to treatment
- No show rates about 50%

** Based on survey conducted by Survey Research Laboratory
University of Illinois - Chicago March 2007*



NIATx™

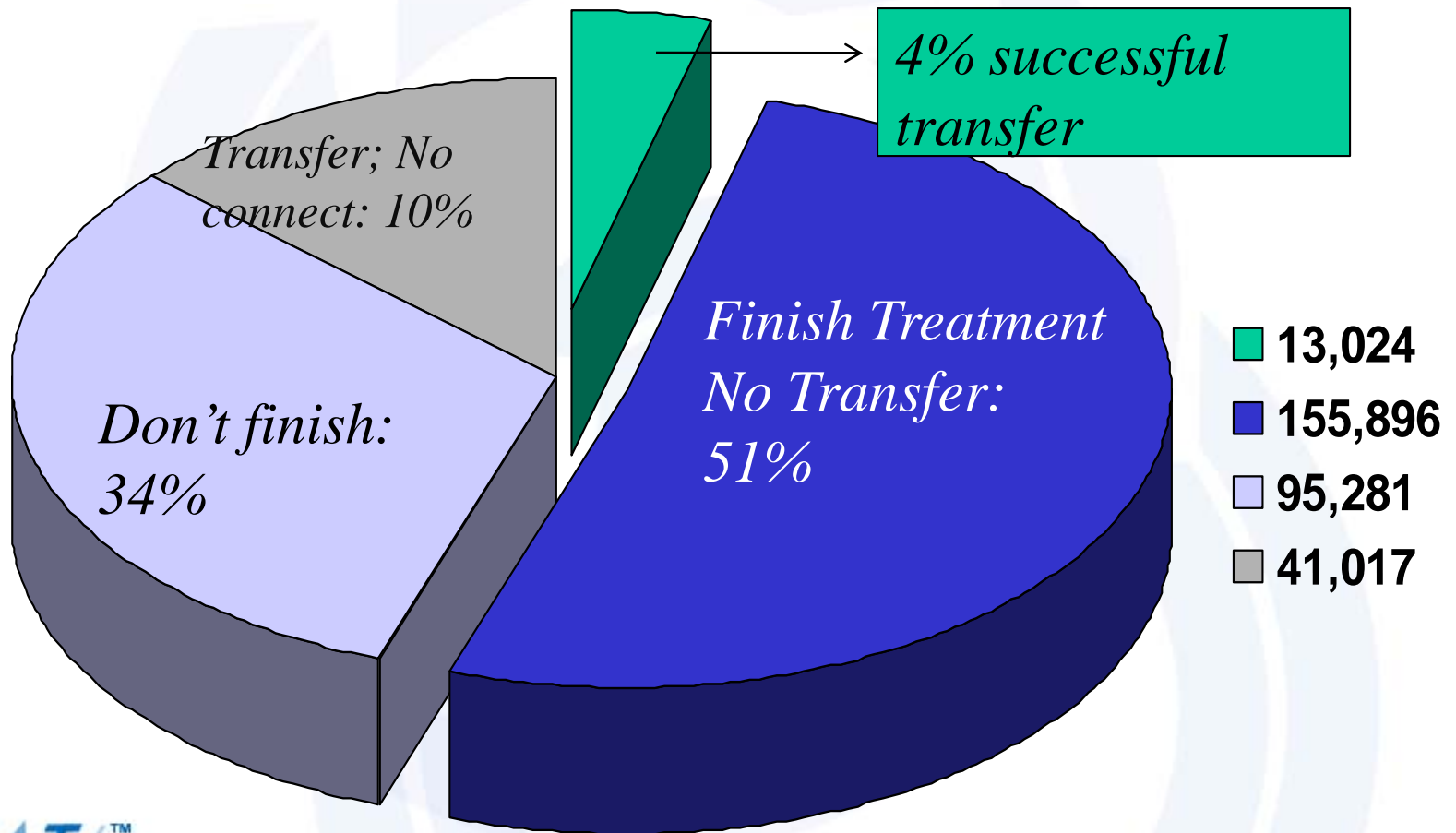
Detox Retention Rate



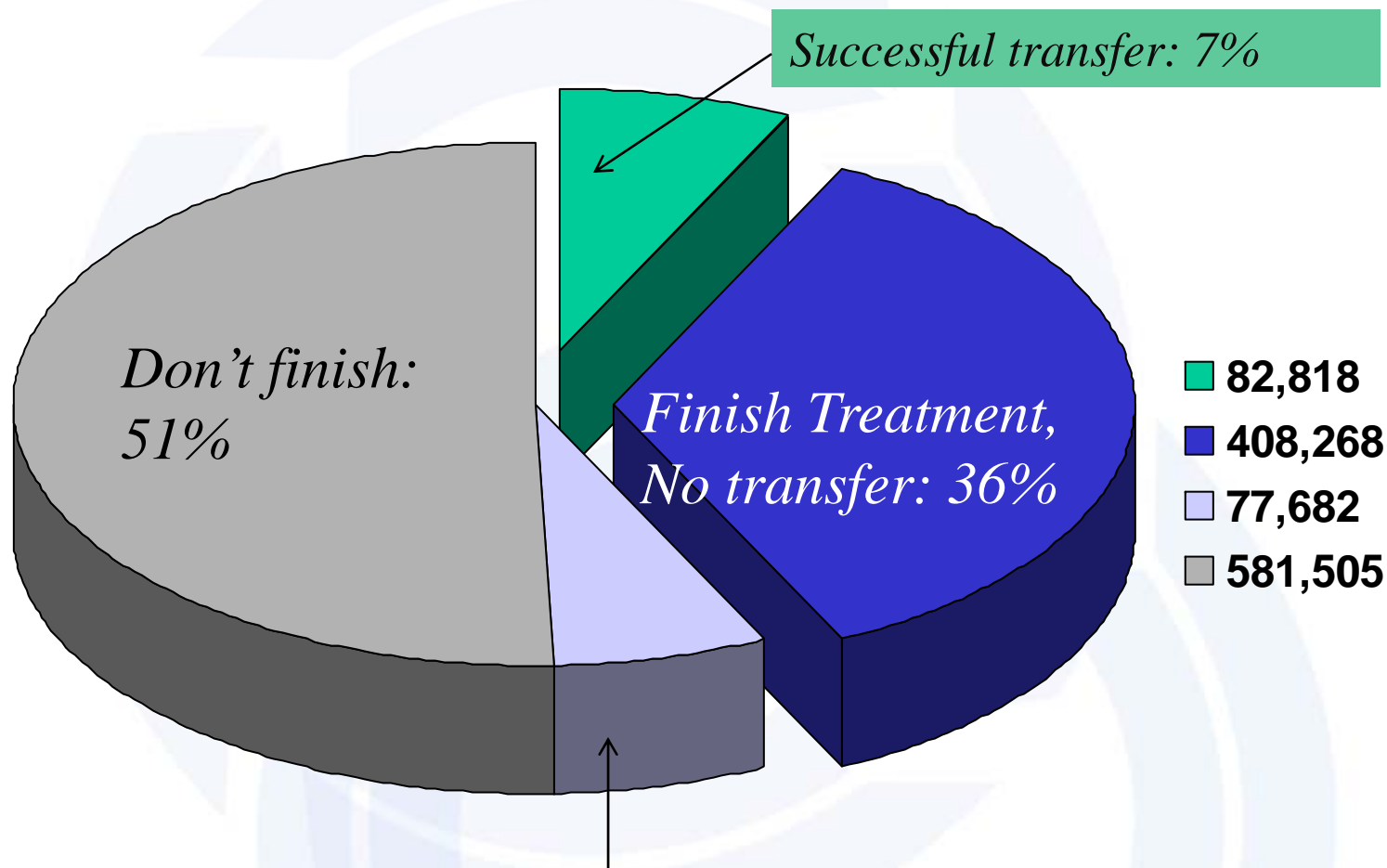
Based on 2004 TEDS admission & discharge reports



Residential Retention Rate



OP/IOP Retention Rate



Transfer but no connection: 7%



When we add them together

- 170,000 don't connect to next LOC in 14 days.
- 250,000 not transferred from Detox to next LOC
- 770,000 leave treatment before goals met.
- 1,190,000 opportunities for improvement?



NIATx™

www.NIATx.net

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

©2008 University of Wisconsin–Madison

From Provider Perspective

- Reduced Funding
 - Federal
 - State
 - Private
- Increased accountability
 - NOMS
 - Performance Based Contracting



NIATx™

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

Between patient and caring help lies a canyon of paperwork and burdensome processes

- A chronic disease where timing is everything
- Business processes keep patients and staff apart
- Business processes often waste money
- **Processes CAN be improved!**



Between patient and caring help lies a canyon of paperwork and burdensome processes



- Outreach
- First contact
- Intake and assessment
- Scheduling
- Engagement
- Transition thru levels of care



NIATx™

10

Three ACTIONS that Make a Difference

1. Provide rapid access to services
2. Improve client engagement
3. Create a seamless transition between levels of care



The Five Evidenced Based Predictors of Change

- Choose an effective change leader
- Solve Key Problems
- Get Ideas from outside the field
- Understand and Involve the Customer
- Use rapid cycle PDSA process



Understand and Involve the Customer

The customer experience is not what you think it is.

Pretend you are a potential client of your agency

How do you find services?

What is the first customer experience like?



NIATx™

Key Problems

- What does the customer want?
 - Services they can access
 - Services they can afford
 - Services that work to solve their problems



Key Problems

- What keeps the CEO up at night
 - Money!
 - Staffing Issues
 - Patient safety



Key Problems

- What drives the staff crazy
 - Paperwork
 - Absent clients/patients
 - Patient safety



NIATx™

Three Key Questions

- What problem are we trying to solve?
- How will we know we have made an improvement?
- What are some things we can try to improve the situation or solve the problem?



PDSA Your Way to Solutions

- Plan: Small Change in one area with a few staff for one client group in one meeting
- Do: Pilot test the idea for 2-4 weeks
- Study: Collect and review data
- Act: Adopt, Adapt, Abandon



Choose and Effective Change Leader

- Second most important indicator of successful change
- Leadership impacts organizational atmosphere
- Organizational atmosphere affects staff willingness to propose improvements and participate in change.

