

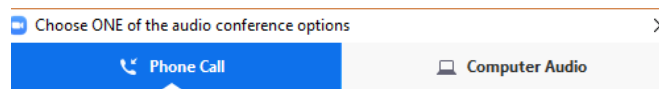
CCBHC-E National Training and Technical Assistance Center


Organizational Change Management Series:
CQI as an Engine of CCBHC Transformation

March 23, 2022

Zoom Logistics

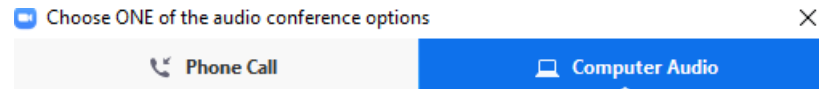
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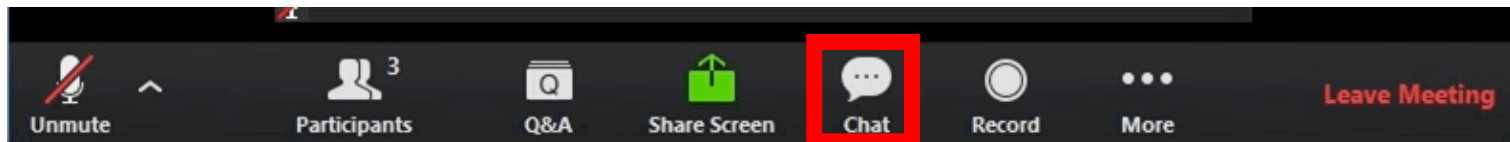


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How to Ask a Question



Share questions throughout today's session using the **Chat Feature** on your Zoom toolbar. **We'll answer as many questions as we can throughout today's session.**

Acknowledgements and Disclaimer

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Today's Presenters



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Agenda

- Discussion: Using CQI as an Engine of CCBHC Transformation Through Empowering All Staff as Change Agents
- Cascading Breakout Group Sessions
 - Round 1:
 - *What aspects of CQI does your organization do well?*
 - *What aspects of CQI does your organization struggle to do well?*
 - *What resources/technical assistance could help address these struggles?*
 - Round 2:
 - *Given the findings from your small group, what are the 3 next steps you need to take to use CQI to realize your transformation/vision?*
- Wrap-up & Next Steps

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The Learning & Action Sessions

- 3-part session on organizational change management
- Each session is designed to expand and advance on the previous event
- Each session will explore and showcase:
 - Factors for effective change management
 - Successful applications for developing and maintaining transformative organizational changes



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The Learning & Action Sessions

Leading Transformative Change as a CCBHC February 23, 2022	Learning Objectives: <ul style="list-style-type: none">• How to integrate the CCBHC grant into your organization's strategic plan/mission/vision• How to turn the grant implementation into an agency-wide change initiative• How to create productive urgency through an effective communication plan for internal/external stakeholders
CQI as an Engine of CCBHC Transformation March 23, 2022	Learning Objectives: <ul style="list-style-type: none">• Differentiate between workplan and CQI plan• How to integrate a CQI approach to all aspects of your staff's work• Understand the importance of interdisciplinary team-based approach to CQI and care provision
Understanding & Operationalizing Team-Based Care April 20, 2022 Register Here	Learning Objectives: <ul style="list-style-type: none">• Define team-based care• Recognize research supported core elements of effective teams/teamwork• How to conduct a team-based care org. self-assessment and implement a team-based care approach

Quick Review of Our Last Session

In the last Learning & Action session we discussed steps 1- 6, today we will move into discussing how to develop the change management structures that drive continuous quality improvement.

1. Define your vision as a leader, with your leadership team

2. Communicate and socialize the vision to everyone

3. Identify important targets that resonate with values

4. Create an empowered change structure that involves everyone

5. Align the grant funded program elements within the change structure

6. Identify change agents that represent a horizontal and vertical partnership

7. Utilize Continuous Quality Improvement to organize your transformation

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How is CQI an “engine for change”?

CQI is NOT Quality Assurance or Compliance Monitoring...

CQI is...

- a formal best practice technology for managing complex change
- focused on improving processes to create 100% excellence for **ALL customers**
- data driven with an organized team structure and step by step methodology

CQI can empower an interdisciplinary change team, where every program and every person is a partner in change

CQI uses approaches such as multiple Plan-Do-Study-Act (PDSA) cycles to make progress

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CQI & CCBHC Transformation

Achieving your **vision of success** (and documenting progress in your attestation)

Every CCBHC has **strength-based** starting places

Every CCBHC will have areas where there needs to be **transformative change**

Based on your priorities from session 1, these **targets are best achieved with CQI**

Doing **top-down change** or assigning a small project team to “change everyone else” is doomed to be frustrating

CQI creates a **measurable process for empowering everyone** in your organization to join you in change

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CQI Fundamentals

Identify the priority for change & a plan for communication

Connect to the values of transformation – **customer & community**

Create a change structure (see visual)

Identify change agents representing all voices

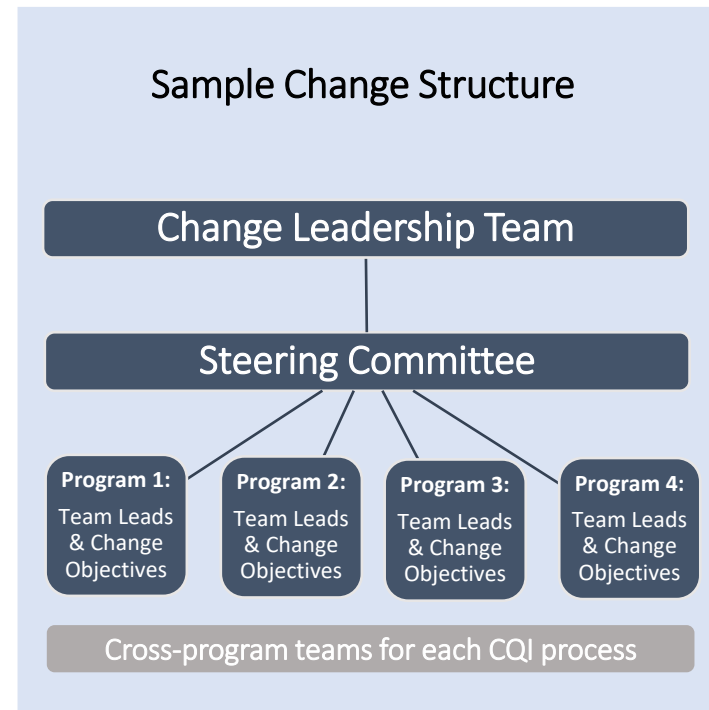
Empower change agents as a team at all levels: *empowerment is a gift*

Horizontal and vertical partnerships are the key

Everyone has QI assignments

The QI staff support QI, help with data; they don't DO all of the change

Serenity Prayer of Change – every person/team has a job



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Working Example: Same Day Access

Customer Oriented Vision: Better for client experience, referent experience, and staff has more fun.

We Are All Partners: Executive team, program managers, front line clinicians, reception, billing, data, HR, etc.

Program & Process Teams Include Many Perspectives: Every program involved, not just the front door. Follow the path of the client through the agency.

Use a CQI approach: FOCUS-PDCA:

- **Find a process to improve**: Access to services
- **Organize teams**: See structure above: Each program and process needs a team
- **Clarify the baseline**: Measure the current access with data
- **Understand the process**: Ishikawa (fishbone) analysis
- **Select processes to improve**: Every team and program has a target

PDCA cycles happen across the whole agency

Change teams and change agents meet regularly to share and recommend.

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As a SAMHSA Grantee

“Why do I need CQI process?”

- It's required! – Criteria 5.b
- Strong project management is just one piece of the puzzle.
 - It's important for ensuring you are planning for and remaining on track and target for key deliverables.
- CQI focuses on how to make the work most meaningful and impactful.
 - How do we know it's working?
 - How do we do it better (more efficiently/effectively)?
- Don't get caught in traps of...
 - Already have an assessment or workplan, so don't need a CQI plan
 - Just checking things off the list – “I've done that!”

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Continuous Quality Improvement is Richer & More Comprehensive

CQI is more than your
QI/Compliance Officer
or Department

Includes a broader
group of team
members – clinical and
non-clinical

Focus on “continuous”
and “improvement”,
not just check-off items

Creates greater, more
sustainable
improvement than
checklist approach

CQI and Plan, Do, Study,
Act (PDSA) cycle will set
you up for better
SAMHSA grant and
overall success

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How do we define “Grant Success?”

Involves... meeting grant goals and reporting requirements, using grant funds appropriately, hitting service targets, meeting community needs

CQI will escalate your grant success to a higher level

 TRANSFORMATION

Transformation through CQI results in:

- Broader staff buy-in
- Comprehensively meet community/consumer needs
- Greater org change while meeting grant goals
- Position the org for the next growth or impact opportunity
- Should support/complement the transformation vision

CQI Example – Crisis Response

- **Overall Goal/Vision** – Prevention of self-harm
- **Create Crisis CQI Team** – Clinicians, screeners, exec/managers, data, compliance, billing, etc.
- **How We Will Accomplish Goal:** Enhance screening for suicide and ensure regular check-in/follow-up for high-risk clients
- **Create process to improve crisis response:**
 - May be specific to your Mobile Crisis, Urgent Care, CSU, other crisis response service set forth in your grant (e.g., focus area)
 - Utilize PDSA and determine baseline measures and what we can or should we measure
 - Consider use of analytics tool or dashboard
 - Select items for improvement, e.g., response time (phone or in person), screening w/suicide rating scale, check-in for those w/high risk

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Overall Outcome – Grant Goals and Transformative Vision

More than meeting grant goals or objectives; Supports your transformative vision

Creates or emphasizes a culture of continuous improvement going forward

Positions the organization well for future change, challenges and opportunities (e.g., 988)

CQI outcomes can be used with other funders, community leaders, and policy makers

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Breakout 1

Format

- 2-3 attendees in each group

Discussion Questions;

Knowing the CCBHC-E grant can transform your organization

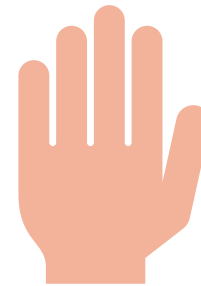
- *What aspects of CQI does your organization do well?*
- *What aspects of CQI does your organization struggle to do well?*
- *What resources/technical assistance could help address these struggles?*

Please return ready to report out via chat or opening your microphone!

Welcome Back!



Please share in the chat a few words to describing what the CCBHC-E grant means to your organization.



If you'd rather speak to this raise your hand and we'll open your microphone.

Breakout 2

Format

Cohorts assigned with a Convener:

- CEO/Executive Director Group
- CCBHC Grant Project Leaders Group
- Other Admin/Clinical Staff Members Group

Discussion Questions

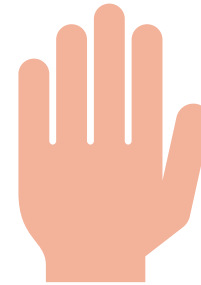
- *Given the findings from your small group, what are the 3 next steps you need to take to use CQI to realize your transformation/vision?*

Convener will report-out for the group!

Welcome Back!



Please share something you learned
in the chat.



If you'd rather speak to this raise your hand
and we'll open your microphone.



Key Steps...Moving Forward!

1. Define your vision as a leader, with your leadership team

2. Communicate and socialize the vision to everyone

3. Identify important targets that resonate with values

4. Create an empowered change structure that involves everyone

5. Align the grant funded program elements within the change structure

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Wrap-up:

Preparing for Our Next Session

Now that you have taken the time to consider how your organization will be leveraging Continuous Quality Improvement technology...in the next session we will focus on how to work with Teams to leverage this technology

Tips

- *Take inventory of how your organization does CQI well and where improvement is needed!*
- *Before our next session read-up on how [Team-based Care](#) can improve the adoption of CQI*

Questions or Looking for Support?

Visit our website and complete the **Request Technical Assistance** form

<https://www.thenationalcouncil.org/ccbhc-e-nttac/>



Receive assistance from our team of experts!

The CCBHC-E National Training and Technical Assistance Center provides consultation and technical assistance on CCBHC implementation to expansion grantees. Fill out this form to request assistance today.

Request Training/Assistance

Fields marked with an (*) are required.

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Title *	Organization/Company *
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Thank You

Please take a moment to share your feedback in the
post-webinar survey.

It will pop up once the webinar is closed.

