



# BEHAVIORAL HEALTH INTEGRATION LEARNING COLLABORATIVE

Learning Webinar Series:

*A Closer Look At Implementing Change: Readiness*

February 20, 2020



## **WEBINAR SERIES: A CLOSER LOOK AT IMPLEMENTING CHANGE**

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Part I: Readiness

Part II: Implementation

Thursday, March 5<sup>th</sup>, 12:00 PM

Part III: Sustainability

Thursday, March 19<sup>th</sup>, 12:00 PM



## TODAY'S SPEAKERS

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Katherine Cox, MSW  
Project Director & Practice Facilitator



Hwasun Garin, MEd  
Project Director



Dee Watts, LSSBB  
Practice Facilitator

### DISCLOSURE

The speakers and the planning committee for today's webinar do not have any relevant financial relationship(s) to disclose.



## OBJECTIVES

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- ✓ Understand the importance of assessing for readiness and the impact it has on the outcome of projects.
- ✓ Utilize evidence-based tools and concepts that equip practices to determine their level of readiness, capacity, and project feasibility.



## AGENDA

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- I. Why Readiness?
- II. Components of Project Readiness
- III. Readiness Tools
- IV. Q&A



# What is Readiness?



Analysis of your capacity to take on a transformational process or change.

# Why should I assess Readiness?



Identify potential challenges



Identify gaps



Determine how to address challenges and gaps



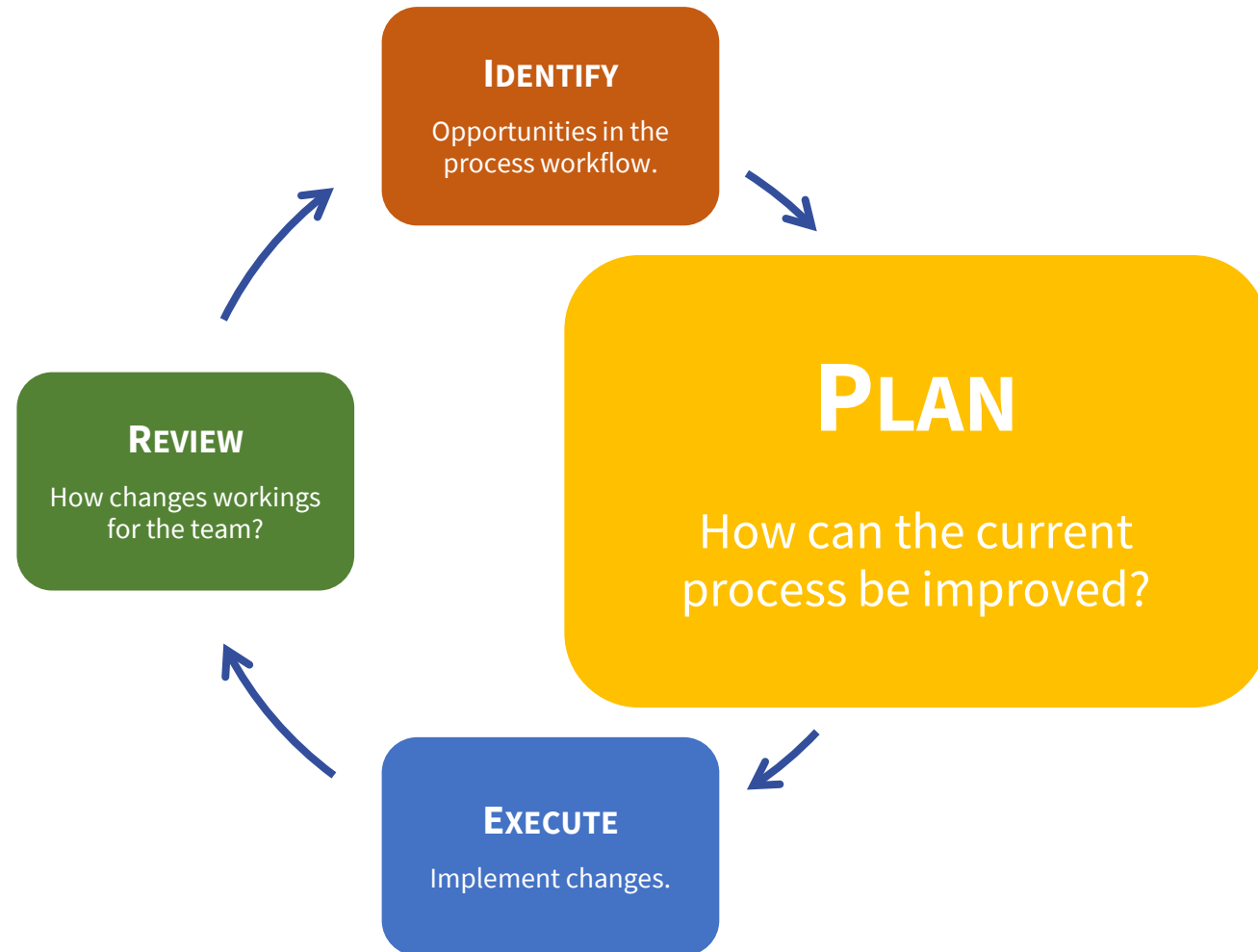
Identify what is working well



Examine the organization's readiness in terms of resources, team infrastructure, data collection, decision making, etc.



# Readiness in the Improvement Process





# Focused Quality Improvement

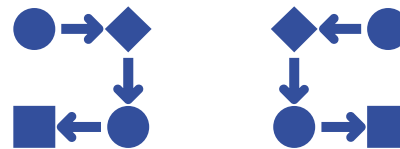
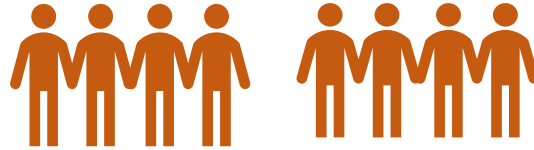
## SMALL



### Examples:

- Streamline work process (reorganize supply closet)
- Implement standardized rooming/warm hand-off process

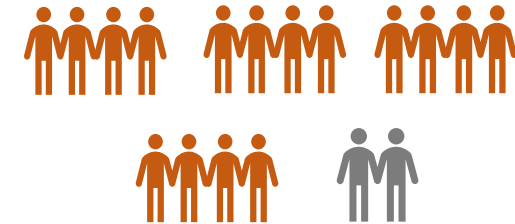
## MEDIUM



### Examples:

- New service line
- Hire new position(s)
- Implement new screening tool

## LARGE



### Examples:

- Add new hospital wing
- Implement new EHR system



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# Understanding Components of Readiness: **Defined Need**

- Have you clearly defined the need that is driving your institution to consider implementing the change project?
- Is the proposed change project an appropriate strategy to address the need?



# Understanding Components of Readiness: **Change in Culture**

- Is now the right time for implementing and fostering a continuous improvement culture?
- Is a culture change that emphasizes the importance of continuous quality improvement feasible and acceptable?
- Will your institution's leaders support a culture change and effort required to implement and sustain the improvement project?



# Understanding Components of Readiness: **Time, Resources, & Personnel**

- Will you have sufficient staff with the necessary skills and knowledge to implement the change project? Will you have leadership/organizational support to provide enough staff to the project?
- Will your institution allow the time for staff to meet?
- Will your institution allow the flexibility for staff to customize the change project?



# Understanding Components of Readiness: **Sustaining Change**

- Will your institution be willing to measure and assess progress and continuously improve processes?
- Will your institution be able to reinforce and recognize improvements in the processes?



# Project Readiness Checklist

Readiness Checklist		
Change Readiness	Yes	No
Does the organization encourage change that ties back to the mission vision and values	<input type="checkbox"/>	<input type="checkbox"/>
Is the reason for change communicated to everyone	<input type="checkbox"/>	<input type="checkbox"/>
Is there evidence or best practice data to support the need for change	<input type="checkbox"/>	<input type="checkbox"/>
Is change supported by leadership	<input type="checkbox"/>	<input type="checkbox"/>
Do employees trust leadership	<input type="checkbox"/>	<input type="checkbox"/>
Does leadership encourage all staff to participate in change	<input type="checkbox"/>	<input type="checkbox"/>
Does the organization encourage teamwork and collaboration	<input type="checkbox"/>	<input type="checkbox"/>
Does the organization encourage all staff to submit improvement ideas	<input type="checkbox"/>	<input type="checkbox"/>
Does your organization regularly collect patient/client feedback for use in change	<input type="checkbox"/>	<input type="checkbox"/>
Does the organization celebrate success	<input type="checkbox"/>	<input type="checkbox"/>
Project Readiness	Yes	No
Do we know what we want to accomplish with this project	<input type="checkbox"/>	<input type="checkbox"/>
Have we looked for any risks associated with this project	<input type="checkbox"/>	<input type="checkbox"/>
Do we know how we will measure our progress	<input type="checkbox"/>	<input type="checkbox"/>
Do we have a tool in place to track progress	<input type="checkbox"/>	<input type="checkbox"/>
Do we know what data will need to be collect for this project	<input type="checkbox"/>	<input type="checkbox"/>
Do we have human resources needed to collect and report the data	<input type="checkbox"/>	<input type="checkbox"/>
Do we have the technology needed to collect and report the data	<input type="checkbox"/>	<input type="checkbox"/>
Do we know what is within the scope of this project	<input type="checkbox"/>	<input type="checkbox"/>
Do we know how the project is going to be funded	<input type="checkbox"/>	<input type="checkbox"/>
Do we know when the project needs to be completed	<input type="checkbox"/>	<input type="checkbox"/>
Do we know who will lead this project	<input type="checkbox"/>	<input type="checkbox"/>
Do we know all the stakeholders for this project	<input type="checkbox"/>	<input type="checkbox"/>
Do we know the project team	<input type="checkbox"/>	<input type="checkbox"/>
Is the team complete	<input type="checkbox"/>	<input type="checkbox"/>
Do we have a communication plan	<input type="checkbox"/>	<input type="checkbox"/>



# Project Readiness Checklist | **Change Readiness**

- Mission and values of the organization
- Using best practice evidence
- Teamwork and collaboration
- Voice of the customer





# Project Readiness Checklist | **Project Readiness**

- What is the goal
- How will it be measured
- Who needs to be involved
- When does it need to be completed
- Are there any risks
- How is everything going to be communicated



# Results from the Readiness Checklist

Mostly “Yes”	½ “Yes” and ½ “No”	Mostly “No”
<ul style="list-style-type: none"><li>• This is likely a good time to implement a change project.</li><li>• As you begin the implementation process, make sure you continue to monitor whether the answers to these questions change.</li><li>• Keep a close eye on any items to which you answered “no”</li></ul>	<ul style="list-style-type: none"><li>• Your responses indicate that your institution may not be ready on about ½ of these factors.</li><li>• This reduces the likelihood that the change project will be successful.</li><li>• Take some time to determine if this is the appropriate time to implement a change project.</li></ul>	<ul style="list-style-type: none"><li>• Based on your answers, significant work is likely needed to raise the readiness level of your institution.</li><li>• Consider postponing the implementation process for a few months, and then answer the questions again to determine if any of the factors have changed.</li></ul>



# Tips to Enhance Readiness

Leadership  
Support

Start Smaller

Build your  
Case

Identify QI  
Initiatives

Identify  
Champions



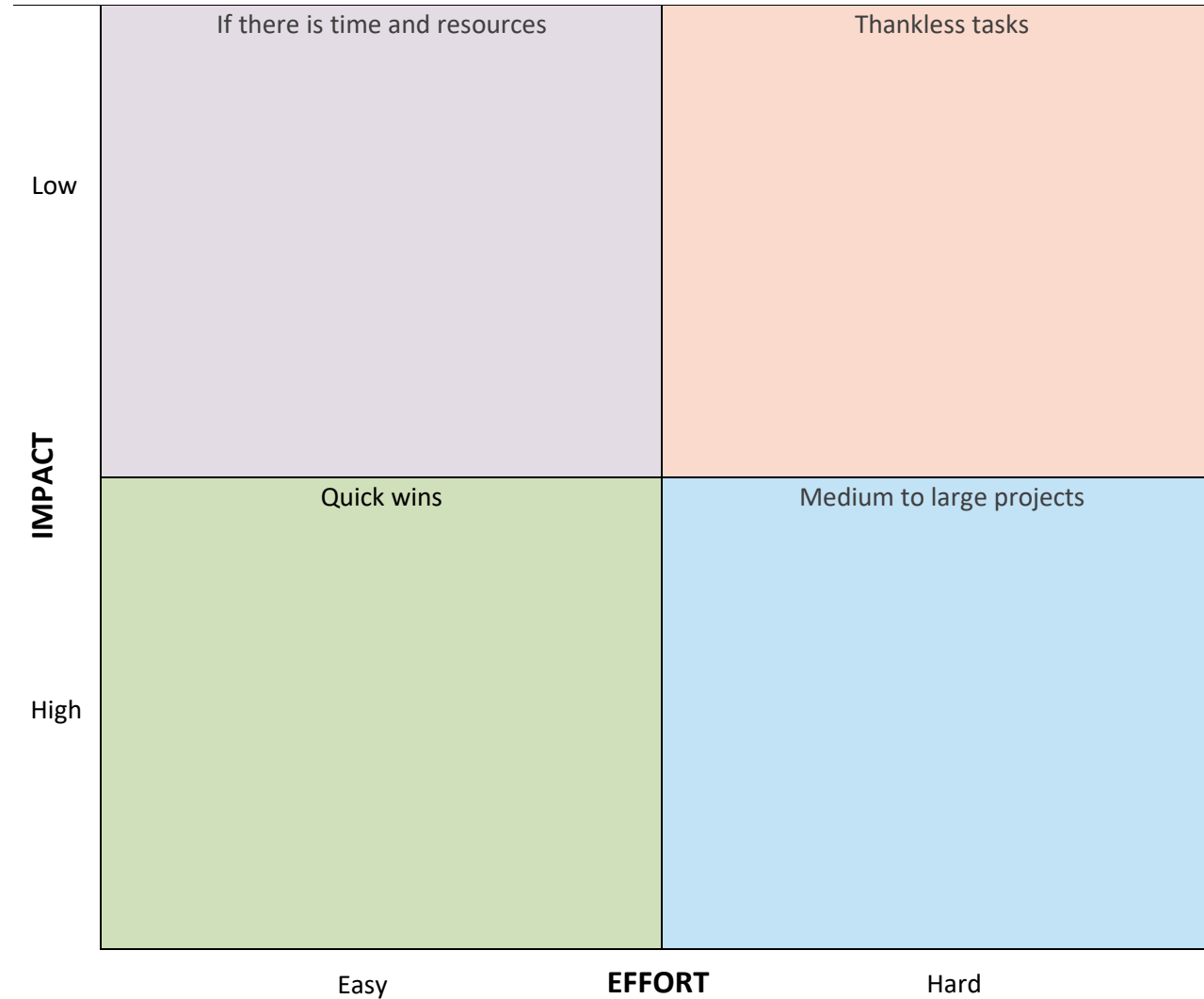
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# Prioritization Tool/Matrix





# Project Success Analysis

## Categories

- Project Feasibility
- Customer/Patient Benefit
- Financial Impact
- Internal Impact

Score each category

Add up the scores

Rank the projects



# Project Success Analysis

Project Title	Feasibility Score (1-5 Lowest to Highest)	Benefit to Customer (1-5 Lowest to Highest)	Financial Impact Score (1-5 Lowest to Highest)	Internal Impact Score (1-5 Lowest to Highest)	Total Score	Project Ranking
<i>Decrease No Shows</i>	2	1	4	2	9	3
<i>Implementing Wellness Visits</i>	4	5	4	3	16	2
<i>Integrating a Behavioral Health Specialist</i>	5	5	3	5	18	1
<i>Repainting Breakroom</i>	1	1	1	3	6	4

# SMART Goals

S

- Specific
- Define the goal as clear as possible, who, what, when, how.

M

- Measureable
- How will you track your progress and identify your success?

A

- Attainable
- Is the goal reachable within the scope of the project?

R

- Relevant
- Does the goal line up with your organizations mission and values?

T

- Timebound
- Determine how long will this goal take to accomplish?



# Readiness Assessment Resources (BHI)

<p><b>SAMHSA-HRSA Administrative Readiness Tool</b></p>	<p>Designed to help you assess and improve the core administrative processes needed most to support primary and behavioral health care integration (PCBH).</p> <ul style="list-style-type: none"> <li>• Management should work through these sections together</li> <li>• Requires a deep dive into current state and readiness</li> </ul>
<p><b>Behavioral Health Integration Capacity Assessment (BHICA)</b></p>	<p>Designed to assist behavioral health organizations in evaluating their ability to implement integrated care.</p> <ul style="list-style-type: none"> <li>• Focus on BH organizations that are actively planning how to implement or facilitate greater integration of primary care and behavioral health care.</li> <li>• Many of the lessons in this assessment are relevant regardless of setting or context.</li> </ul>
<p><b>US DHHS, HRSA Readiness Assessment</b></p>	<p>This is a Readiness Assessment module, designed to introduce concepts of readiness and it's purpose in an organization's overarching QI program. It includes next steps after an organization completes the assessment and is prepared to develop project aims and initiate QI activities.</p>
<p><b>AHRQ – Lexicon for Behavioral health and Primary Care Integration</b></p>	<p>Designed specifically for behavioral health integration. Utilize this to plan effective communication and action across an organization and stakeholders for widespread implementation on a meaningful scale.</p>



# Readiness Assessments (Others)

<b>MAT Quality Planning Tool</b>	<p>Designed to be used by MAT programs to review and assess their readiness and progress related to the development and implementation of the recommended best practices.</p> <ul style="list-style-type: none"><li>• Encouraged use to inform continuous quality improvement.</li><li>• Can help establish readiness across program development needs.</li></ul>
<b>IHI Improvement Capability Self-Assessment Tool</b>	<p>Designed to assist organizations in assessing their capability in six key areas that support improvement: 1). Leadership, 2). Results, 3). Resources, 4). Workforce and Human Resources, 5). Data Infrastructure and Management, and 6). Improvement Knowledge and Competence</p>
<b>Organizational Readiness to Change Assessment Tool (ORCA)</b>	<p>Designed to identify and monitor organizational strengths and weaknesses to support the implementation of EBPs.</p> <ul style="list-style-type: none"><li>• Although developed for clinical settings, can be appropriate for public health as well</li></ul>



## THANK YOU!

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