



SBIRT Implementation Strategies

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Implementation of an Innovation Like SBIRT is Not Similar to Baking a Cake – But it is Often Treated That Way

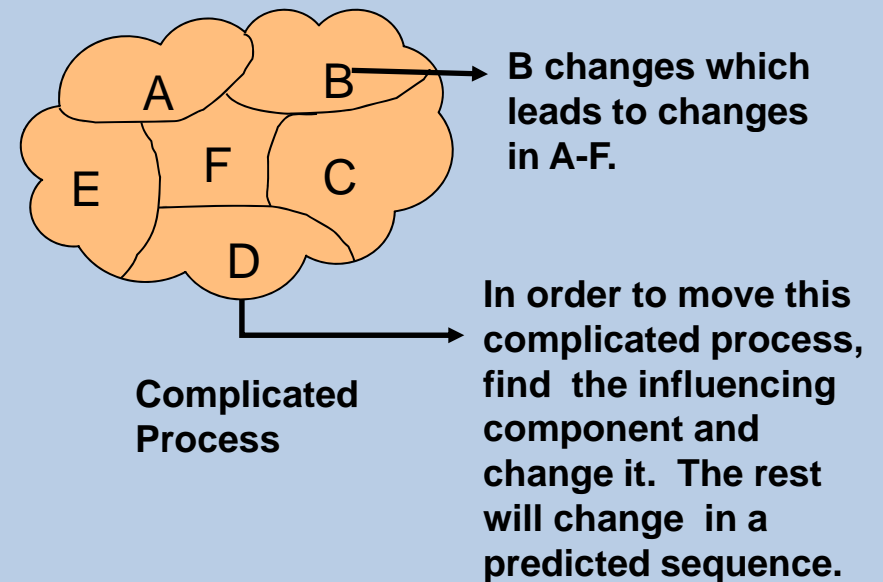
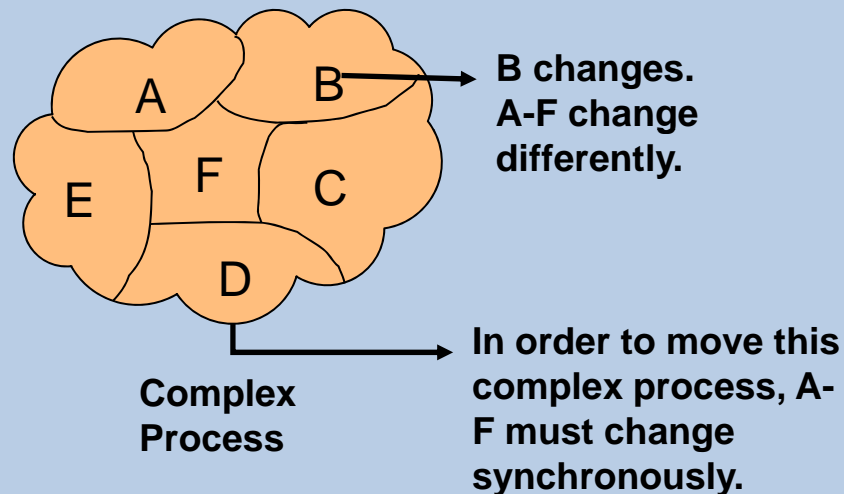


- a. Tool Kits
- b. Curricula
- c. Monographs
- d. Speakers

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Systems are Complex Not Complicated

Complex Process vs. Complicated Process



System Levers Help Us Implement Innovations



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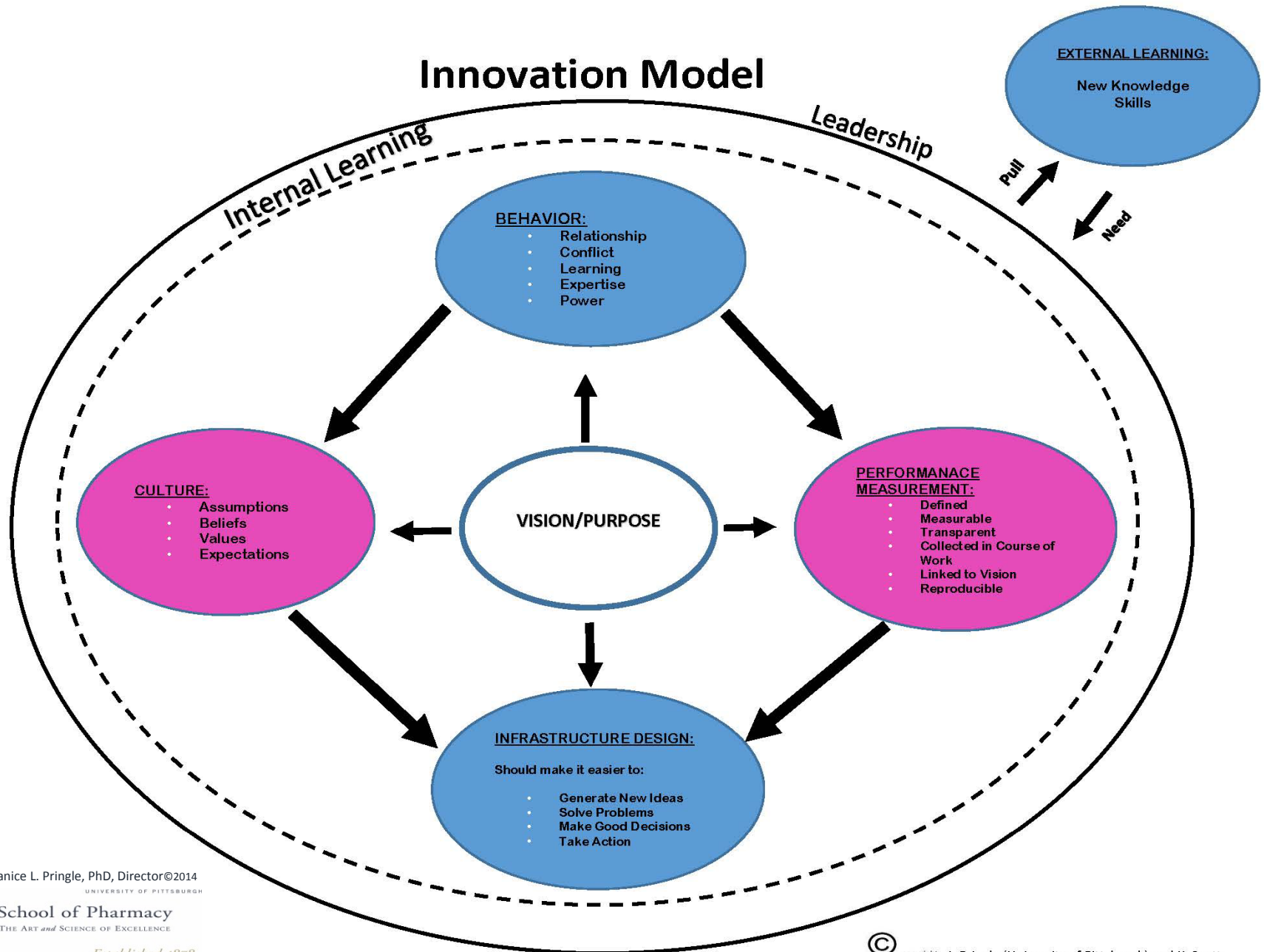
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Innovation Model



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Where to Begin?

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Most Important First Step: What is Your SBIRT Program's VISION?

- This Needs to be Declared and Formally Written
- Built Upon Consensus
- Stretches to the Ideal Condition
- Prominently Displayed and Used

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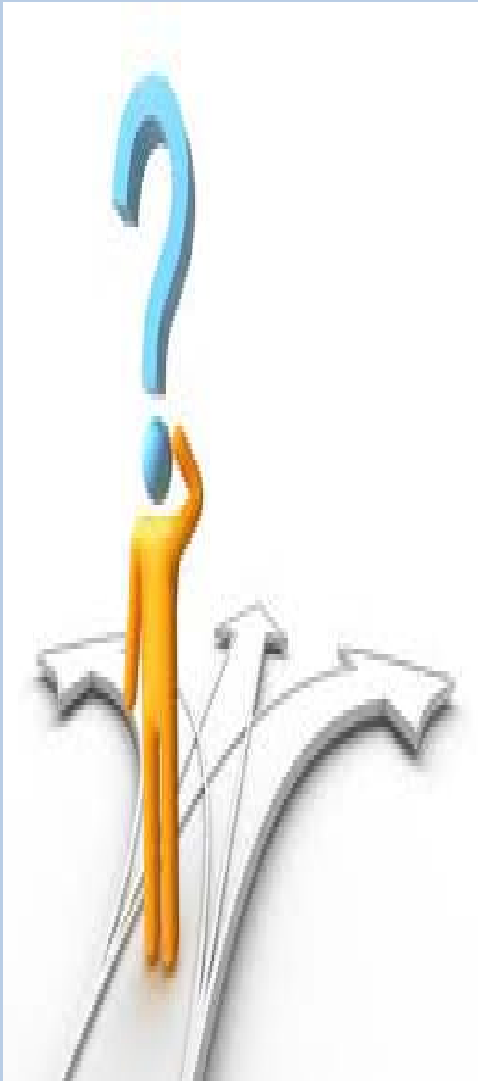
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A Vision



- Tells You When the Work is Done.
- Helps You Assess Problems With the Work So You Can Improve the Work
- Helps You Reduce Organizational Resistance by Helping Members Have More Similar Values/Beliefs

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IDEAL VISION

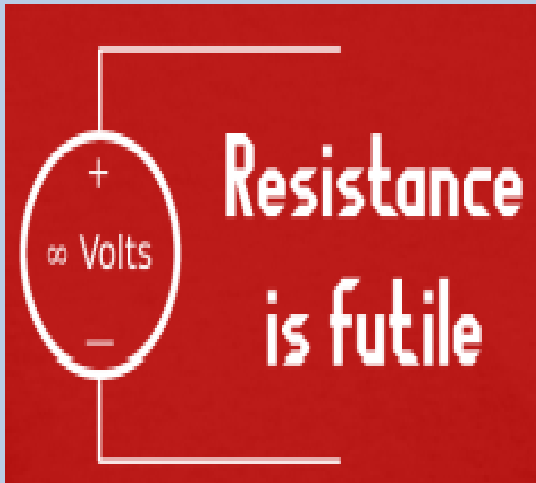
EVERY patient receives the correct SBIRT process by the appropriate staff and providers at the right time every time.



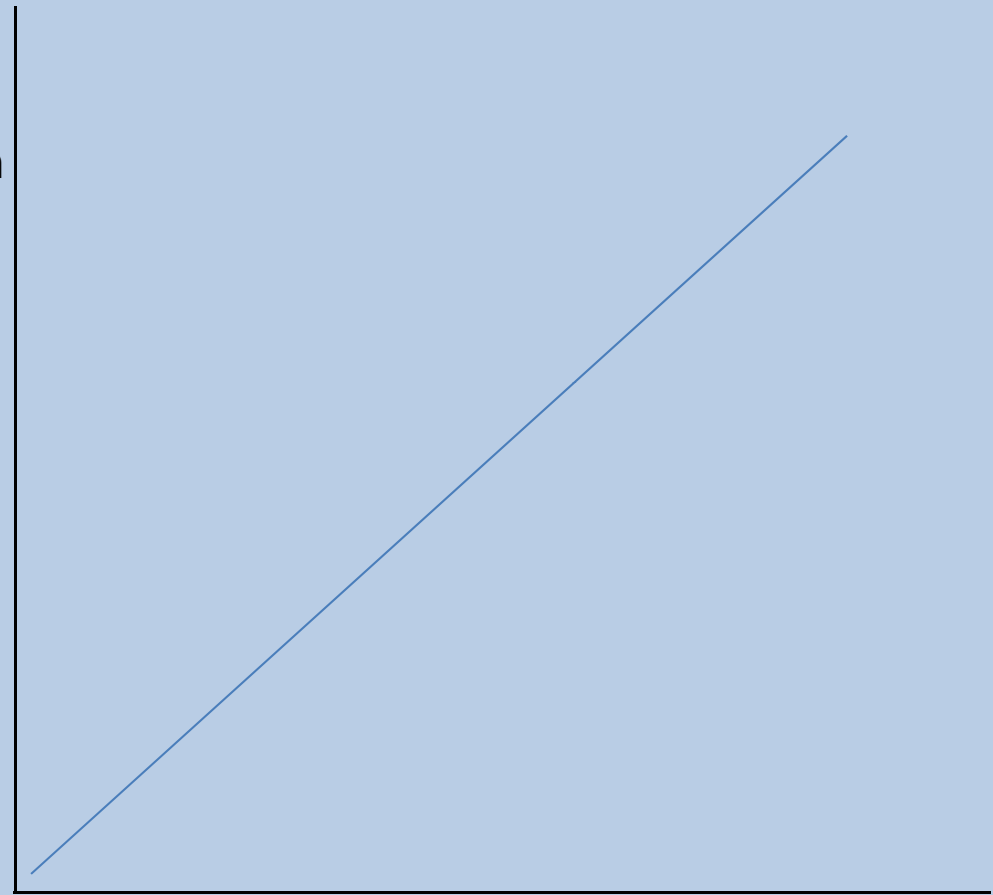
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Resistance is Futile

Perfect
Implementation



No
Implementation



No Agreement

High Agreement

Values and Beliefs

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Lay Out Your Implementation Strategy

- Choose EASIER site(s) first
- Start Small
- Carefully Nurture and Grow Your Champions
- Leverage your Success to Diffuse Your Program
- Learn How to Improve Along the Way
- Set Specific Targets and Timelines

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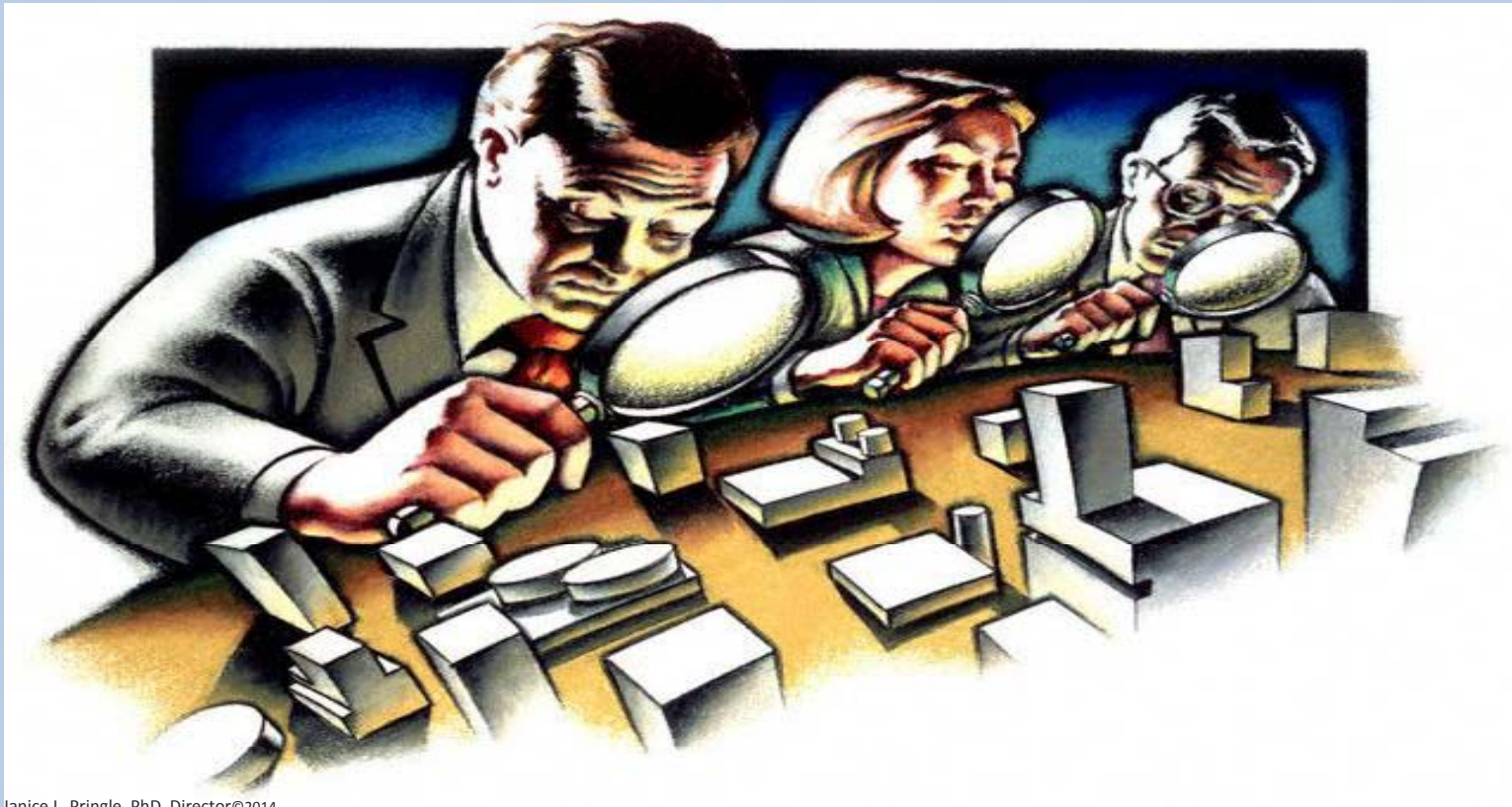
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Evaluate Your Sites to Choose the Best Ones in Which To Implement First



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How Do You Evaluate the Sites?



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Organizational Readiness Assessment

- Vision
- Leadership
- Culture
- Behavior
- Experience
- Commitment/Support



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Triage Criteria for Selecting Early Adopter Sites (4 out of 5)



- a. Intact Leadership Structure
- b. Engaged Senior Leadership
- c. Stable Organization
- d. Successful Experience with Innovations
- e. Appropriate Champion (Access to Senior Leader, Senior Leader Trust, Authority over Implementation)
- f. Interest in Implementing because Fits Declared Patient Care Vision

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Triage Process



Apply Criteria:

- Via discussions with regional leaders (payers, state leaders, provider leadership, etc.) (Systemic);
- Via interview with potential sites' senior, middle level managers and front line staff;
- Via data such as annual reports, payer/provider network reports, etc.

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Implementation Evaluation

Interviews of Senior, Middle and Front
Line MOST IMPORTANT



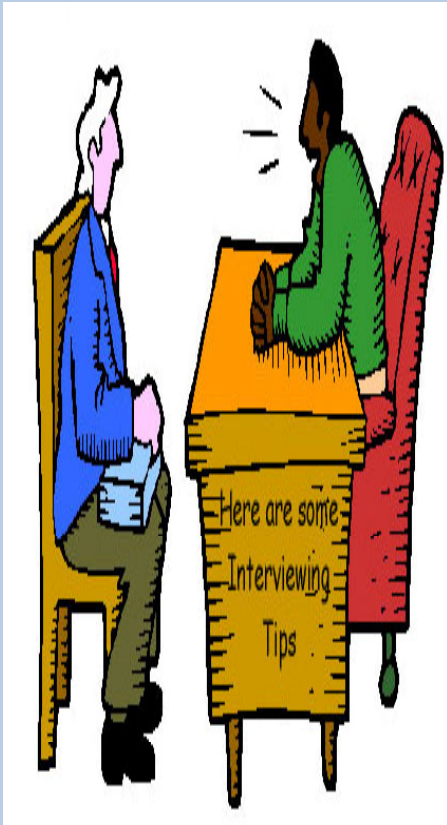
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Criteria for Interview:



a. Leadership

- i. Stable leadership with little turnover
- ii. Vision driven leadership
- iii. Leadership role is to provide resources and tools to achieve vision
- iv. Leadership does not enter into blame
- v. Leadership always available and open for support

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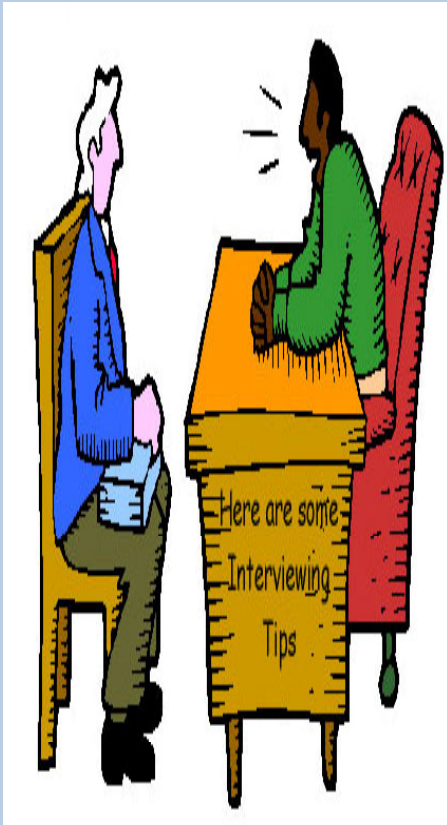
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Criteria for Interview (cont.):



a. Leadership (cont.)

- vi. Leadership provided support up the chain
- vii. Leadership clearly defines work and expectations
- viii. Leadership uses consistent styles and approaches
- ix. Leadership is transparent about problems
- x. Leadership is collaborative
- xi. Informal leadership on the same page as formal leadership (KEY)

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Informal Leaders

- Do NOT have a formal leadership title;
- Lead what is called a CELL;
- Staff within CELL are affected by their opinions and direction;
- May or may not share the same vision as the formal leadership;
- Can create GREAT RESISTANCE to implementation.

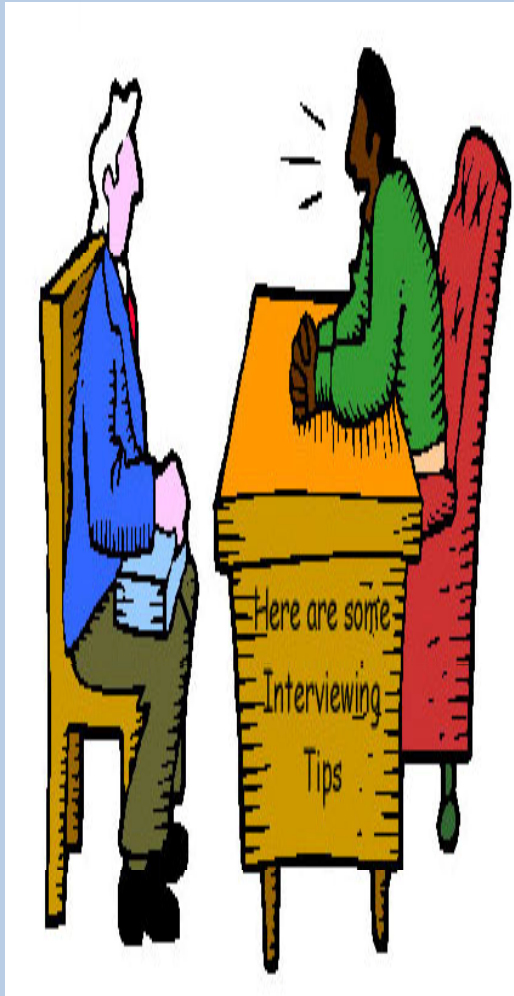
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Criteria for Interview (continued)

b. Organizational Behavior

- i. Relationships
- ii. Decision making
- iii. Power
- iv. Conflict
- v. Learning

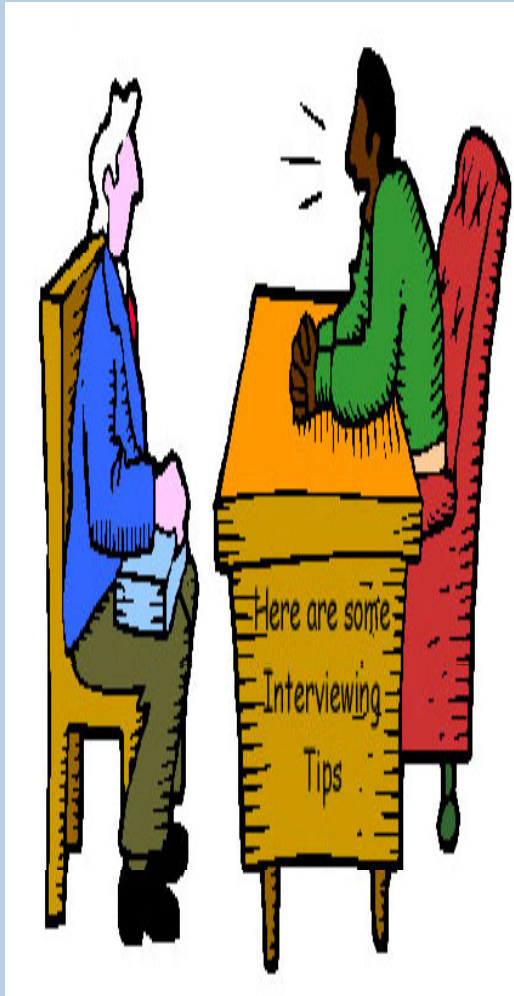
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Criteria for Interview (continued)

- c. **Performance Measurement System** (Have An Effective System and Use It)
- d. **Internal Learning System** (Use Six Sigma, Lean, etc.)
- e. **External Learning System** (Have an Effective JIT Staff Development Plan)
- f. **Organizational Structure** (Structure ensures the right persons are doing the work at the right time)
- g. **Evidence Based Practice/Practice Based Evidence** (SBIRT Model Evidence Based)

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Select Your Site(s) Based Upon Your Own and Their Potential Resources – START SMALL



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Rank the Sites By Their Implementation Potential (Scores)

- **High Potential** = Reduced Assistance/Resources
- **Low Potential** = Increased Assistance/Resources

Then, Evaluate Your Resources to Develop the Overall Implementation Strategic Plan

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STEP ONE

Conduct a Current Condition/Business Process Analysis

- a. Observe the work**
- b. Specify Who, What, Where, When (A3, Narrative)**
- c. Compare Work to the Vision – Identify Problems**

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STEP TWO

Develop Collaboratively an Implementation Plan

- a. Determine Project Vision/Goals**
- b. Specify the Work**

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Develop Collaboratively an Implementation Plan

Use the 4 Rules of Use

Rule 1: All work must be highly specified as to content, sequence, timing, location and expected outcome.

Rule 2: Every customer-supplier connection must be simple and direct, and there must be a binary, yes-or-no way to send requests and receive responses.

Rule 3: The pathway for every product and service must be predefined, simple and direct with no loops or forks.

Rule 4: Any improvement must be made using the scientific method, under the guidance of a teacher, and close in time, space, and person to the problem and toward the ideal.

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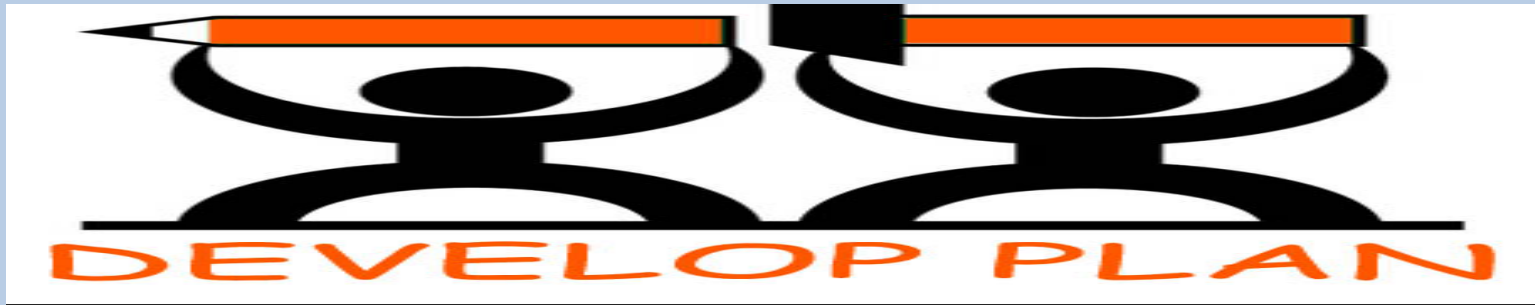


Develop Collaboratively an Implementation Plan

c. Develop a Performance Measurement System

- i. Simple as Possible
- ii. Collected in the Course of Doing the Work
- iii. Meaningful
- iv. Transparent
- v. Aides Learning
- vi. Reported in Real Time
- vii. USED to Guide Improvements

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Develop Collaboratively an Implementation Plan

d. Develop Staff Development Plan

- i. Ensure light on theory (knowledge) and heavy on skill
- ii. Ensure proficiency of skill acquisition
- iii. Ensure involves embedded champions provided ongoing TA
- iv. Uses adult learning principles

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Develop Collaboratively an Implementation Plan

e. Develop an Awareness/Communication Plan

- i. Garner ongoing support of upper management, support staff, payer, community, patients, etc.;
- ii. Use program evaluation data when available;
- iii. Address needs and concerns of intended audience.

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Develop Collaboratively an Implementation Plan

- f. **Start Small** (e.g., one part of a site or a small site)
- g. **Pace Yourself** (e.g., one program at a time matched to resources and program “capital” based upon anticipated resource need)
- h. **Leverage Champions** (e.g., as you develop champions leverage their assistance in supporting implementation efforts)

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STEP THREE

Learn, Change, Improve

- a. **Analyze Data Often** – Small Cycle Learning (PDSA)
- b. **Ensure Fidelity** – Review work and interventions do they follow ROU and evidence?
- c. **Empower Site** to be part and lead the learning
- d. **Look for changes in Values** – Nip them in the bud
- e. **Embed Learnings** – Make sure they are PERMANENT
- f. **Carefully Spread**

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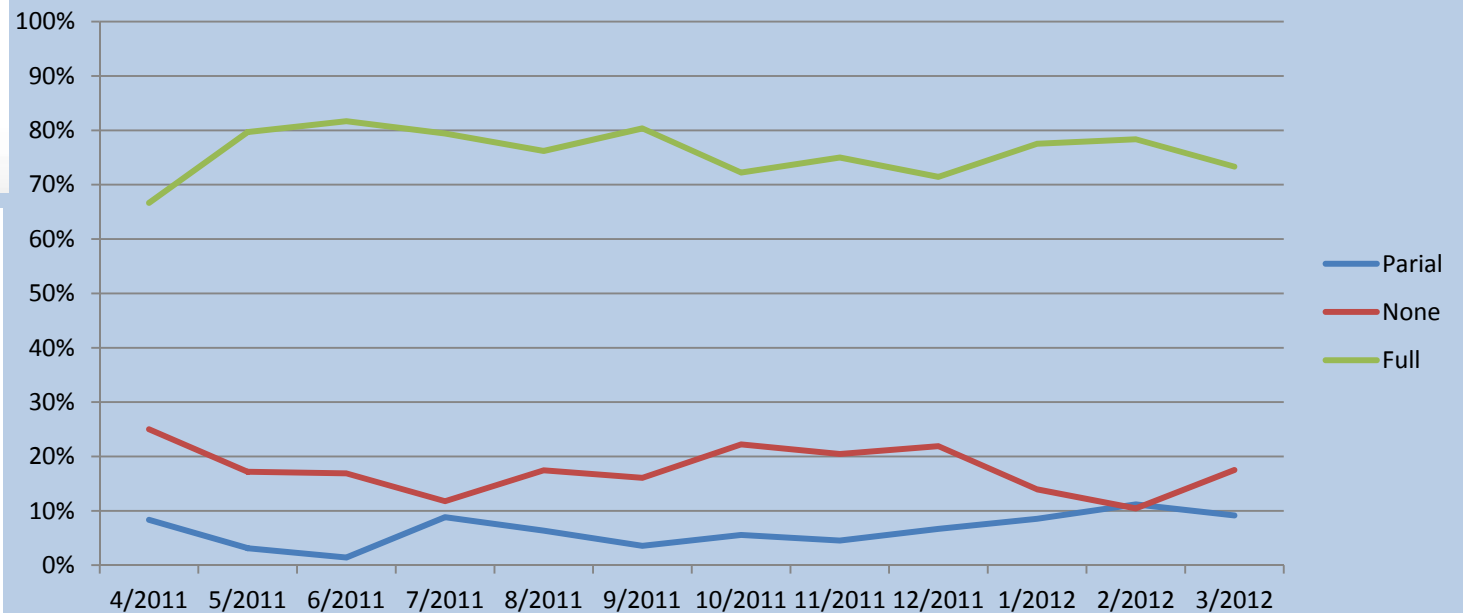


STEP THREE

Learn, Change, Improve, etc.



f. Map Your Implementation via Run Charts



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Sustainability

- Use “Servant Leadership” Principles
- Allow the Sites to Present/Own their Data
- Evaluate What the Sites Want to Learn
- Collaborate in the Learning
- Encourage Leaders in Successful Sites to Influence Leaders in New or Unsuccessful Sites
- Have a Plan to Make Yourself Expendable

Sustainability

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Build the Case for Sustainability EARLY

- What are the DRIVERS?
- What are the DETRACTORS?
- Develop a PLAN to ENHANCE or REDUCE INFLUENCE of Each
- Continuously MEASURE your SUCCESS

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Make it Fun and Provide Meaning!!



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