

# Facilitating Organizational Change Teams to Promote Practice Improvement and EBP Implementation

Facilitating *patient change* is an essential skill of effective behavioral health care. Facilitating *organizational change* is an essential element of implementing evidence-based practices and other practice improvement and systems change strategies. In this intensive, multi-day skill-building workshop, participants will learn about organizational change team facilitation and its application to practice improvement and the implementation of evidence-based practices. At the conclusion of the three-day workshop, participants will be able to:

1. Identify and define the core elements of technology transfer and implementation models.
2. Explain how to develop and sustain effective team agendas for complex work and keep team meetings and communication on track and energized.
3. Demonstrate, through interactive activities and group discussions how to effectively utilize group decision-making and conflict resolution strategies for use in change team facilitation.
4. Describe common process improvement strategies including PDSA, Root Cause Analysis, and Lean Design.
5. Discuss the process for facilitating an implementation and/or practice improvement change team.

**IMPORTANT NOTE:** Following the conclusion of this three-day workshop, participants will receive ongoing support resources, and some will be invited to join an ongoing virtual, synchronous change team facilitator practice community. Additional details regarding the scope and duration of the practice community will be provided at the January 2019 workshop.

## When:

Tuesday, January 22, 2019 – Thursday, January 24, 2019  
9:00 a.m. – 4:30 p.m.

## Where:

**California Community Foundation**  
Joan Palevsky Center for the Future of Los Angeles  
281 S. Figueroa Street  
Los Angeles, California 90012

**Registration Cost:** The three-day workshop is available at no cost to the participant. Selected participants are responsible for their own transportation, overnight accommodations, and other related travel expenses.

Eighteen hours of continuing education is available for a variety of licensed and certified individuals (see page 2 for more details).

Selected participants will be asked to complete a series of questionnaires and interviews as part of the project evaluation being conducted by the Pacific Southwest ATTC.

## Faculty:

Michael S. Shafer, PhD  
Beth Rutkowski, MPH  
Dennis Skinner

## Target Audience & Application Process:

- ✓ Designed for individuals in middle management positions in substance use, mental health and primary health care agencies and systems who have responsibility and authority for managing practice improvement & implementation initiatives.
- ✓ Priority consideration given to agencies targeting specific clinical practice areas.
- ✓ Applications will be competitively reviewed and require a letter of commitment from applicant's agency executive leadership.



## Clinical Practice Areas for Change Facilitation Workshop:

Applicants must identify one of the following four practice areas as a focus of improvement or implementation in their agency:

- ✓ **Medication Assisted Treatment:** Implementation or enhancement of the use of specific FDA-approved medications to treat opioid use disorders
- ✓ **Digital Health Technologies:** Implementation or expansion of the use of app-, texting, and web-based platforms to deliver clinical and/or recovery services
- ✓ **Motivational Interviewing:** Implementation or enhancement of the use of Motivational Interviewing in client and patient interactions
- ✓ **ASAM Criteria:** Implementation or enhancement of the use of ASAM criteria in client and patient intake and assessment processes

**Register Now, Space is Limited.** To apply for the change facilitation workshop, please complete the enclosed application and include a copy of your resume/CV and a letter of commitment from your agency's executive leadership. All items must be submitted to Melissa Goodman by email ([mlgoodman@mednet.ucla.edu](mailto:mlgoodman@mednet.ucla.edu)) by the deadline posted (November 30, 2018).

All complete applications will be reviewed on a rolling basis between November 30-December 17, and the individuals who are selected to participate in the three-day workshop will be notified of their acceptance no later than December 18, 2018.

Please contact Beth Rutkowski ([brutkowski@mednet.ucla.edu](mailto:brutkowski@mednet.ucla.edu)) with content-related questions about the workshop.

## Continuing Education Credit/Contact Hours:

The workshop course meets the qualifications for the provision of eighteen (18.0) 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 eighteen (18.0) 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-00-445-1119), CATCs (ACCBC/ CAADE, #CP 20 872 C 0819), and CAODCs (CADTP, #151). Provider approved by the California Board of Registered Nursing, Provider #15455, for 18.0 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 three-day workshop for full participation. Partial credit **will not** be available for those participants who arrive late or leave early on any given day.

## **Faculty:**

**Michael Shafer, PhD**, is a professor at Arizona State University's College of Public Service and Community Solutions where he also holds appointments in the School of Social Work and the School of Criminology and Criminal Justice. Creating change within and across agencies draw upon many of the same principles and practices that we apply in clinical and recovery work. The role of externally aligned change agents or facilitators has been a particular area of interest and research for Dr. Shafer. Facilitators have been shown to be an effective strategy of stimulating and supporting change in practice in a variety of health care settings. Facilitation does not direct the change, but provides the structure and support to those individuals implementing the practice change, a change team. Dr. Shafer earned his Bachelor's degree in Psychology at California Lutheran College where he studied and lived on the grounds of Camarillo State Hospital, then home to 5,000 people. He received his PhD from Virginia Commonwealth University while studying the implementation of supported employment and the large-scale systems change of the federal-state vocational rehabilitation system. He has been part of and conducted research on organizational change in criminal justice, substance abuse, and mental health agencies, and adoption of a variety of evidence-based practices, including medication assisted treatment, motivational interviewing, crisis intervention training, and offender re-entry programming.

**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 Associate 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 17 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.

## Participant Application

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\*\*Capacity is limited; please send your completed application and all required attachments to Melissa Goodman by **November 30, 2018**. To apply by e-mail, please complete the bottom portion of this page and send it to [mlgoodman@mednet.ucla.edu](mailto:mlgoodman@mednet.ucla.edu). Applications will be reviewed on a rolling basis, and incomplete applications will be returned to the sender. You will be notified by December 18, 2018 if you are selected to participate. If completing this form by hand, please print clearly. Please contact Melissa Goodman by phone at 310-267-5399, or e-mail ([mlgoodman@mednet.ucla.edu](mailto:mlgoodman@mednet.ucla.edu)) if you have any questions, concerns, special needs, or require additional information to apply to this workshop.

<b>First and Last Name:</b>		
<b>Position/Title:</b>		
<b>Agency Name:</b>		
<b>Number of Years with Current Agency:</b>		
<b>Number of Years in Current Position:</b>		
<b>Highest Level of Educational Attainment:</b>		
<b>Mailing Address:</b>		
<b>City:</b>	<b>State:</b>	<b>Zip Code:</b>
<b>Phone Number:</b>	<b>Fax Number:</b>	
<b>E-mail Address:</b>		
<b>Please select <u>one</u> clinical area of practice from the below list:</b>		
<ul style="list-style-type: none"><li><input type="radio"/> Medication-Assisted Treatment</li><li><input type="radio"/> Digital Health Technologies</li><li><input type="radio"/> Motivational Interviewing</li><li><input type="radio"/> ASAM Criteria</li></ul>		

Briefly describe your agency's current status with the selected clinical area of practice and your general intentions for improving or implementing the practice (50 word limit):

Type (s) of continuing education credit requested\*:

License or Certification Number\*\*:

\*Continuing education options include: NCAC I/II and MAC, /RADT I/II, CADC-CAS, CADC I/II, CADC-CS, LAADC, CATC, CAODC, LMFT, LPCC, LEP, LCSW, Psychologist, and Registered Nurse.

\*\*License number is required for participating licensed psychologists and registered nurses.

**Attachment Checklist (please remember to submit, or your application will be considered incomplete):**

- ✓ Resume/CV
- ✓ Letter of Commitment from Agency Leadership

**Would you like to be added to the Pacific Southwest ATTC listserv to receive information about upcoming trainings?** (If this question is left unanswered, you will automatically be subscribed)

Yes

No

**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, 11075 Santa Monica Boulevard, Suite 200, Los Angeles, CA 90025) or by phone (310-267-5397).



*If you need a disability-related reasonable accommodation/alternative format for this event, please contact us by November 30, 2018.*

**Cancellation Policy:** Notice of cancellation must be made at least 72 hours in advance of the workshop by contacting Melissa Goodman by phone (310-267-5399) or email ([mlgoodman@mednet.ucla.edu](mailto:mlgoodman@mednet.ucla.edu)).