

Research Institutes
 February 2008

Performance Improvement Target PMTO

Things can influence a single performance improvement target within a system of care.

1. Different systems at state and local level
2. Organizational climate
3. Organizational culture
4. Organizational Structure
5. Attitudes

Preparing Organizations and Staff for Change and Implementation of Evidence Based Practices

- * Parent Management Training Oregon Model

Data Helps with System Resistance to Change

Typical Change and Degrees of Implementation


- * **Paper Implementation**, 80 to 90 % of people dependent innovation in business stops at paper implementation (Rogers, 2002)
- * **Process Implementation**, jib-jab, bla-bla implementation, training not related to new practice, conferences, "culture change"
- * **Performance Implementation**, functional change with good effect for staff and consumers

Implementation Research, Fixsen 2005

Adopting EBP's is More Than Just Training Therapists-Building Capacity is Critical

- * Training in therapeutic intervention
- * Training in how to coach and supervise others
- * Training in how to train others
- * Training in how to monitor fidelity
- * Time, Time, Time

Change Management Strategies and a Change Management Plan is Critical



Key Change Management Strategies

- ★ Identify a Catalyst(s) for Change to Create a Sense of Urgency
- ★ Build a Core Leadership Team (6-8)
- ★ Create a Vision, Broad Participatory Planning
- ★ Secure a Commitment to Change



Adapted from Kotter, J.P. (1995) Leading change: Why transformation efforts fail. Harvard Business Review.

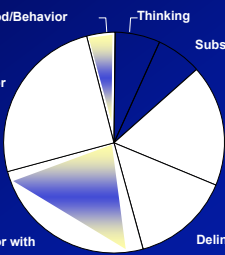
Change Management Strategies continued...

- ★ Communicate the Change Plan
- ★ Lead, Lead, Lead, Empower Others to Act on the Vision
- ★ Develop Short Term Wins and "Celebrate"
- ★ Create Wave of Change after Wave of Change
- ★ Organizational Culture Change = People Change People Change Then Organizations Change



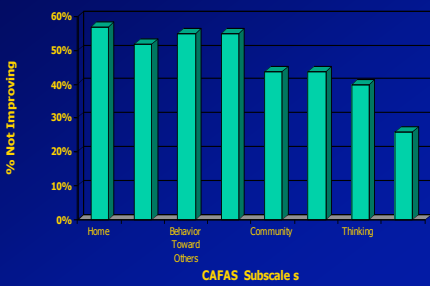
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Which EBPs Could Help the Most Youths?



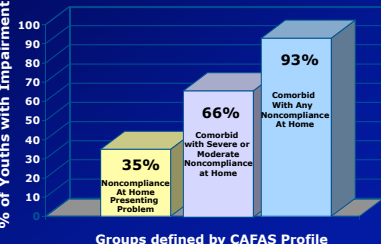
EBP	Issue
Parent Management Training (PMT)	Behavior
Cognitive Behavior Therapy for Depression (CBT)	Substance Use
	Self-Harm
	Delinquency
	Behavior with Mood
	Mild Mood/Behavior
	Thinking

Percentage of Youth Not Improving on each CAFAS Subscale: The Impetus



CAFAS Subscale	% Not Improving
Home	~58%
Behavior Toward Others	~52%
Community	~55%
Thinking	~42%

Many Families Can Benefit from PMT?



CAFAS Profile	% of Youths with Impairment
Noncompliance At Home Presenting Problem	35%
Comorbid with Severe or Moderate Noncompliance at Home	66%
Comorbid With Any Noncompliance At Home	93%

