

# The WHOS experience- *frontline service* *directed research*

By Jo Lunn



# Agenda



This presentation will

- Discuss why frontline services should actively drive AOD treatment research
- WHOS as a case study
  - WHOS historical involvement in research
  - Review the impact of WHOS Improving Organisational Capacity Project in relation to WHOS directed research
  - Provide a summary of WHOS current research projects
- Summarize how frontline services can get more involved in research

# Why should frontline services be involved with research?

*“Good ideas for improving health services aren’t in the heads of people sitting in darkened rooms in a back office. They come from people on the shop-room floor. But they have to be given permission to flag ideas and make service improvement part of their job”*



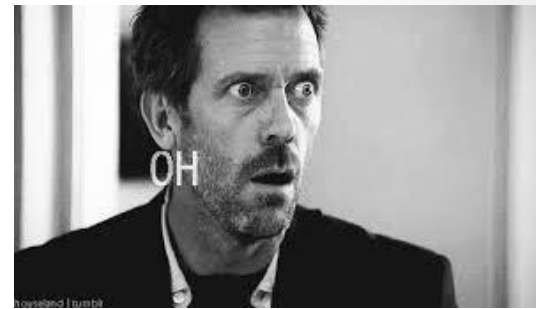
Prof Sir Bruce Keogh, Medical Director, NHS England  
Using performance management to drive health  
systems change, Sydney, 12th May 2014

# Why do frontline services need to get involved in research?

- Frontline services have the insight into what might work or what is needed in relation to treatment
- Frontline services have access to the client group to conduct research
- Our clients deserve the best possible treatment available
- Accreditation requirements
- Future funding directions-sector/service



# What does the literature tell us.....



## What proportion of research findings lead to improved patient health care?

- A) 22%      B) 37%      C) 14%      D) 9%

(Westfall, J., Mold, J. & Fagan, I., 2007)

## How many years on average does it take health practitioners to adopt new evidence based practices?

- A) 3 years    B) 7 years    C) 14 years    D) 17 years

(Balas & Boren, 2000)

# Why is it so hard to transfer research findings into practice?

- Who funds the research?
- Who benefits from the research?
- Who determines what research will occur?
  - Private sector
  - Government
  - Academics



# Why is it so hard to transfer research findings into practice?

- Useful research?
  - Client Applicability
  - Costs of new interventions to implement re: resources, training skill sets professional qualifications
  - Full schedules what has to go?



# Why is it so hard to transfer research findings into practice?

- AOD sectors
  - access to research
  - assessment of relevance, strength of the findings
  - ***Implementation***





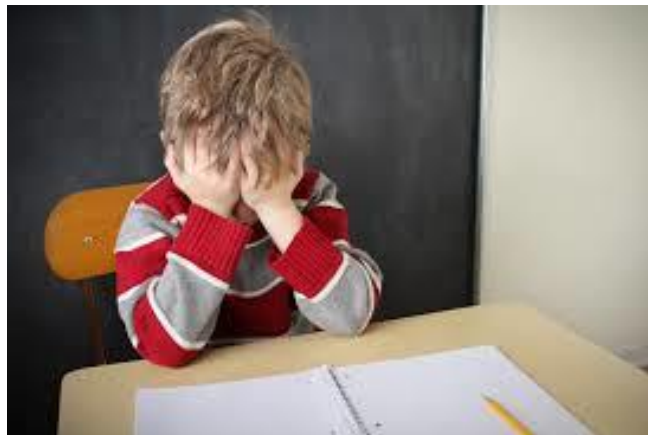
# Barriers to research being conducted by frontline services?

- Time and money
- Staff workloads
- Skill set
- Stress levels of service



# Why is the research that is completed, often not published or accessible?

- Time and money
- Skill set
- Ethics processes
- Publication requirements



# History of WHOS involvement in formal research

- Historically WHOS has always been involved in research.
- Involvement was generally opportunistic (NDARC, 1992)
- 2010, WHOS successfully applied for research funding to review a staff driven research question.



*Effects of client characteristics and mental health on treatment completion and retention in a therapeutic community.*

# WHOS Improving Organisational Capacity Project

- 2007 under Improved Services Initiative IOC project was funded-capacity
- Refunded 2012-Funded through Substance Misuse Service Delivery Grants (until June 2015)
- Complexity was expanded to include mental health, cognitive impairment, involvement in the criminal justice system, homelessness, GLBTI Indigenous or CALD status.



# From 2012 WHOS has had a designated position to conduct and review research

## IOC Key KPIs

- developing WHOS research strategies to approve, conduct and disseminate relevant findings of internal/external research.
- incorporating evidence based recommendations into all new WHOS projects, interventions and innovations.
- ensure that the introduction of treatment resources / new approaches is comprehensively evaluated.



# 1) Approve, conduct and disseminate relevant findings of internal/external research.

- Re-write of WHOS Research Policy

## *External research*

- Information pack for prospective external researchers
- Outline of the criteria of excepting external research
- Research goals broadly align with WHOS goals
- Access to de-identified WHOS client data and the researcher explanation

## *Internal Research*

- Processes required



# Disseminating Findings

- WHOS IOC has consistently presented at forums, conferences etc
- WHOS IOC Project Officer has had active involvement with industry consultants e.g. NADA projects
- Small number of publications



## 2) Incorporate evidence based recommendations into all new WHOS projects



- Paid literature reviews-budget
  - Treatment Outcome Data (COMS, NADA)
  - Cognitive Impairment(NADA)
  - Cognitive impairment evaluation tools
  - Psycho-social treatment for clients on opioid substitution-WHOS DATS



## 2) Incorporate evidence based recommendations into all new WHOS projects

- Paid literature reviews-budget
  - Utilization of ACT in the treatment of trauma for AOD clients-new WHOS Group-work
  - Recommendations for women specific groups
  - New WHOS Group-work



## 2) Incorporate evidence based recommendations into all new WHOS projects.

### ***Industry consultants-budget***

- Treatment Outcome Data, NDARC, UOW
- Case Notes-Turning Point
- Psychopharmacotherapy Professor Iain McGregor
- Cognitive Impairment Dr Jamie Berry
- CHDARN-Client focus groups
- New Group work- ACT -experts
- PTSD Group-work Dr Kath Mills, Dr Peter Kelly, Rachel Roe
- Indigenous Dr Bronwyn Lumby



## 2) Incorporate evidence based recommendations into all new WHOS projects.



### ***Relevant Guidelines/Resources***

- Admissions
- Discharge
- Care Planning
- Aggression Management
- Incident Management
- Suicide Management
- Working with clients with complex needs

### 3) New treatment resources / new approaches is comprehensively evaluated.

- Implementation Planning!!-Resources needed, design evaluation, review
- Access to expert advice/ assistance (links with Universities)



### 3) New treatment resources / new approaches is comprehensively evaluated.

- Engaging with staff/consumers to develop but also evaluate key changes

WHOS examples include

- Electronic client file
- admissions,
- care planning
- case notes
- Consumer Participation processes
- New group-work



# WHOS Improving Organisational Project

\$155 000 worth of additional research based projects over the last 3 years



Including

- Practice Enhancement Program
- MHCC/Nada Research Grant
- MHDAO Research Grant
- Nada Women's Research Grant

# WHOS Current recent/current research projects



## ***Internal research***

- Evaluating outcomes for clients attending trauma symptom management group-work at WHOS – MHDAO
- Evaluating outcomes for clients attending new Mental Wellness and Gender Group-work- NADA Women's Grants

# WHOS Current recent/current research projects

## ***Internal research***

- Evaluating the impact of exercise physiology placements in relation to client satisfaction and health outcomes, University of Sydney
- Benchmarking WHOS Treatment Outcome data, University of Wollongong





# WHOS Current recent/current research projects

## *External Research*

- Legal Mandates and Perceived Coercion in Residential Alcohol and other Drug Treatment
- Evaluation of Acceptance and Commitment Therapy (ACT) as a Treatment for Individuals on Opioid Maintenance Pharmacotherapy



# Efficacy of the Improving Organisation Capacity Project

- Reporting requirements of the initial IOC project, WHOS had to periodically administer the DDCAT.

## **DDCAT Ratings**

35-items, each rated on a scale of 1 to 5:

1 = Alcohol Only Service

A focus on clients with Alcohol and Other Drug issues only.

3 = Dual Diagnosis Capable Service

Services to some individuals with co-occurring alcohol and other drug related and mental health disorders but has greater capacity to serve individuals with alcohol and other drug related disorders

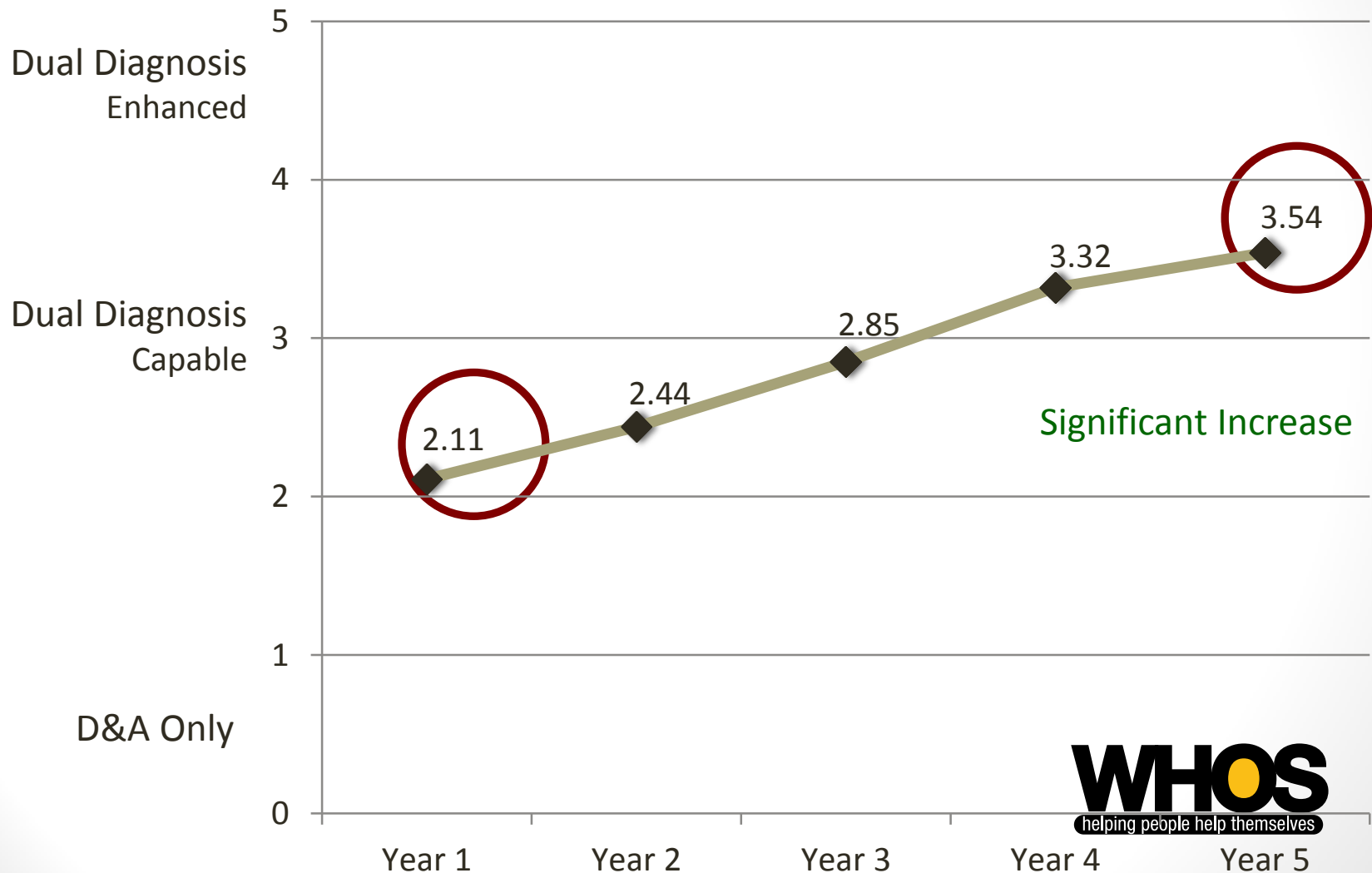
5 = Dual Diagnosis Enhanced Service

the program can address both AOD and Mental health types of disorders fully and equally

# DDCAT Dimensions

Program Structure	Program mission and collaboration with MH services
Program Milieu	Physical / social environment
Clinical Process: Assessment	Screening, assessment & diagnosis
Clinical Process: Treatment	Medication & psychosocial treatment
Continuity of Care	Discharge & ongoing care
Staffing	Composition of staff to support co-occurring disorders
Training	Proportion of staff trained in strategies to work with co-occurring disorders

# WHOS Progress over 5 Reviews



# In summary-what can agencies do.....

*As part of accreditation*

- Think about your process of implementing change within your organisation
- Develop a plan to evaluate that change before you implement it
- Talk to other organisations NADA, CHDARN for guidance



# In summary-what can agencies do.....

*Using the organisations DATA*



- 1) What sources of data do you collect?
- 2) What is done with that data? What does the data tell you about the service?
- 3) Talk to your staff, talk to your clients, what do they say about the service being delivered? How can it be improved?
- 4) NADA COMS review

# In summary-what can agencies do .....



## *Developing an open workplace culture*

- 1) Encourage discussion about identifying problems and solutions but without the blame!**
- 2) Create opportunities to bring in new ideas  
e.g. one staff member to present a new article at every second staff meeting/supervision -focusing on how it could impact the service-embrace staff directed change
- 3) Give the staff feedback about the data collected-benchmarking
- 4) Ask prospective staff about research

# In summary-what can agencies do.....

## *Establish research links*

- Review your data, talk to your staff, residents and come up with some questions
- Call your local university and ask to speak to someone in the psychology or social work faculties that coordinates student research
- Student placements-interns





# In summary-what can agencies do.....

## *Lobby*



- Lobby government and peak bodies for support for research
- Include money for expert consultation and employment of Research Assistants in your service funding applications
- Attach research to a position within the organisations

# Contact details

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