

Champions for Change

SHIFTING HOSPITAL CULTURE WITH SUBSTANCE USE RESOURCE TEAMS (SURT)



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Jen provides assessment and referral services to individuals seeking substance use disorder treatment, as well as access to community based low-barrier supports and resources. Jen also provides therapy to individuals with co-occurring trauma and substance use disorders at the Doorway.

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Substance Use Resource Team



What is the need?

Competence

~ Do I have the right skills?

Confidence

~ Am I comfortable?

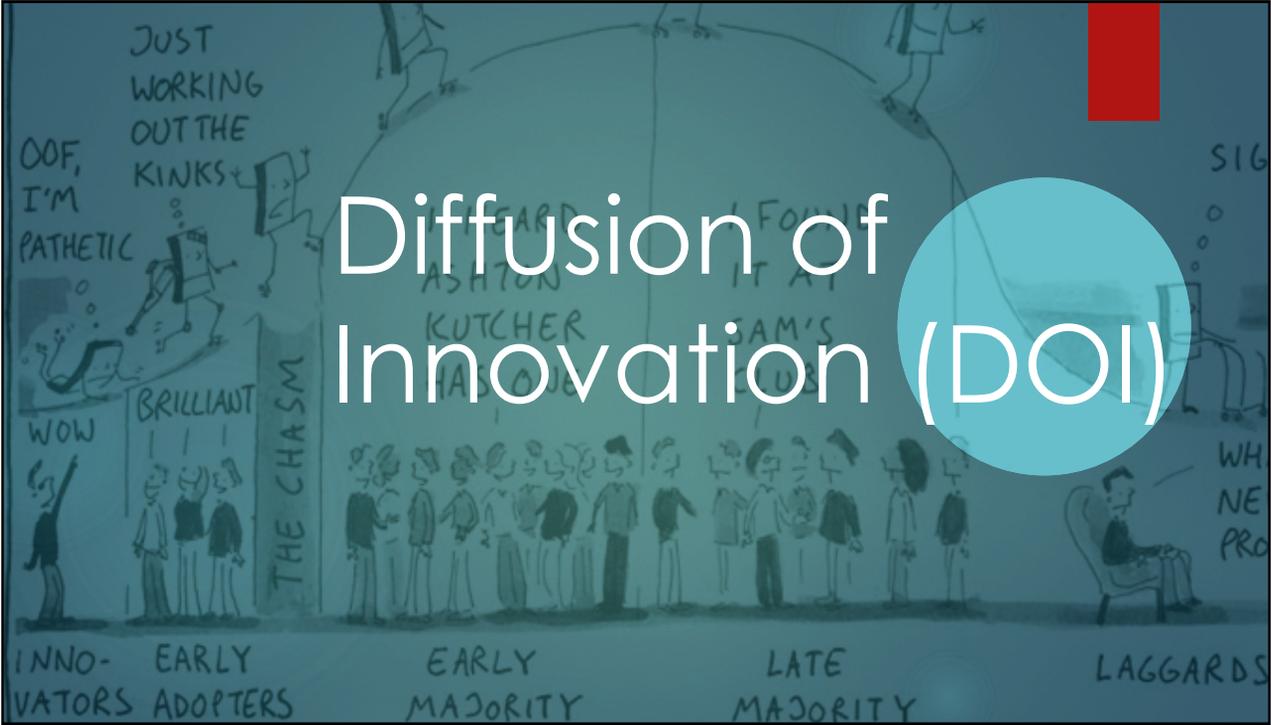
Support: technical & emotional

~ Do we have protocols? ~ Who can I turn to?

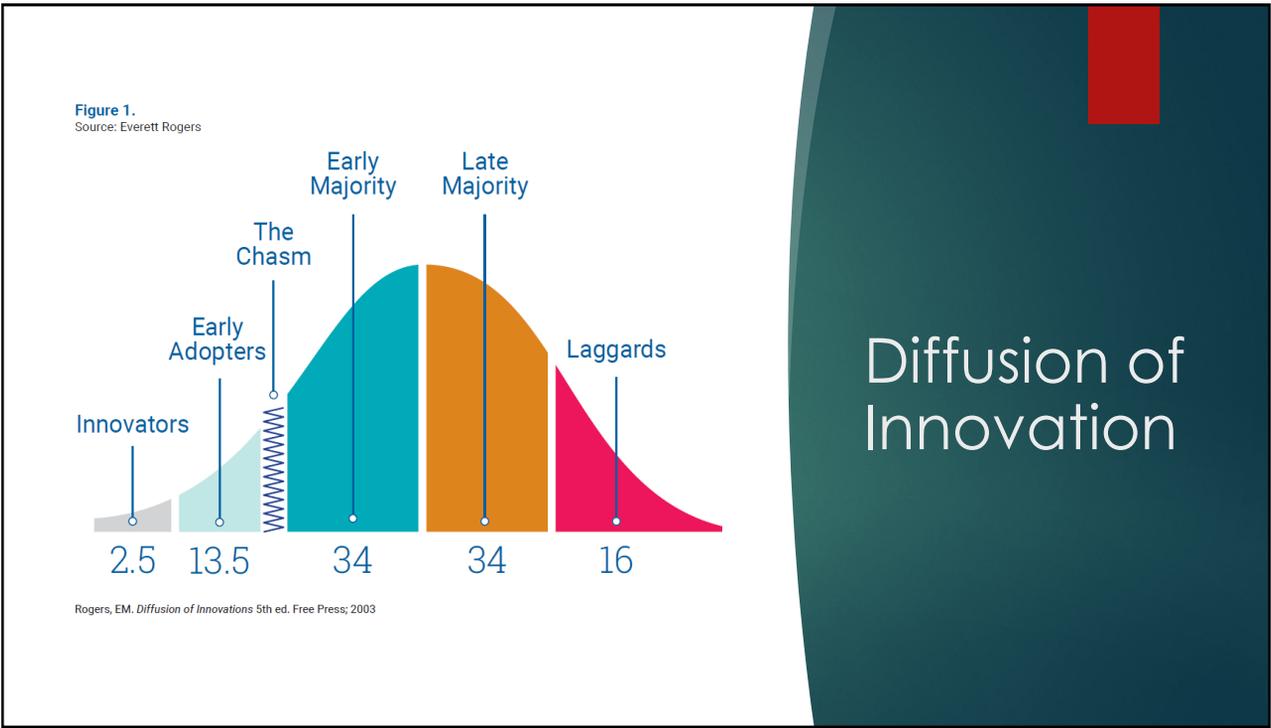
Resources: staff & patients

~ What is available?

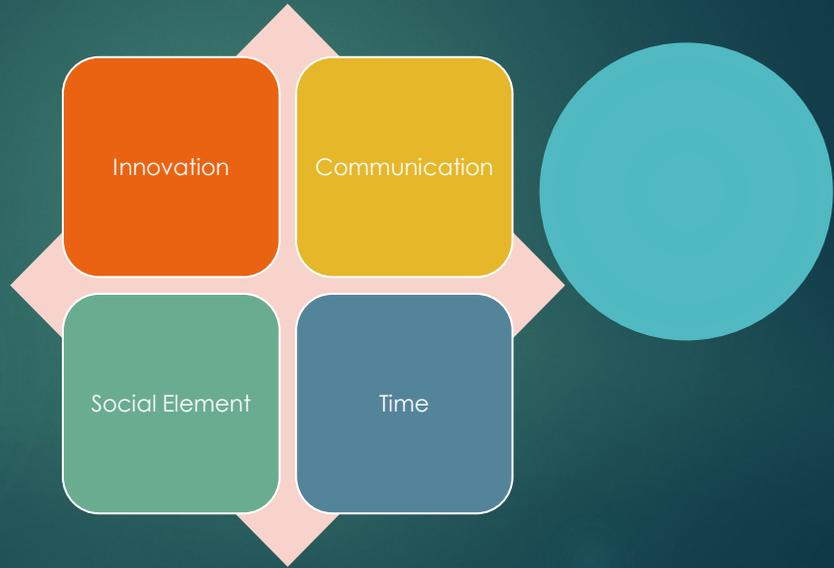




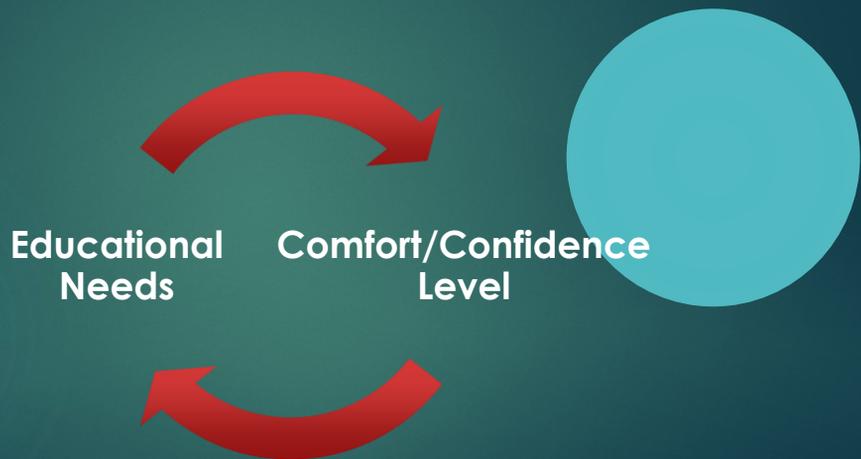
Diffusion of Innovation (DOI)



What are the parts of DOI



Nursing / Provider Survey





MENTORS

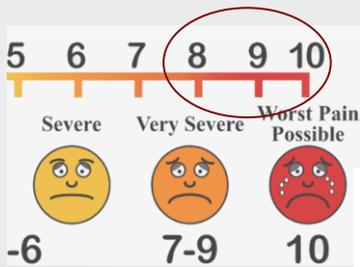
- HIGHER LEVEL OF EXPERTISE
- SUPPORT & GUIDANCE TO CHAMPIONS



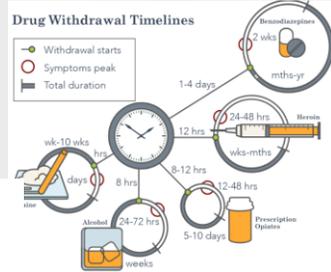
CHAMPIONS

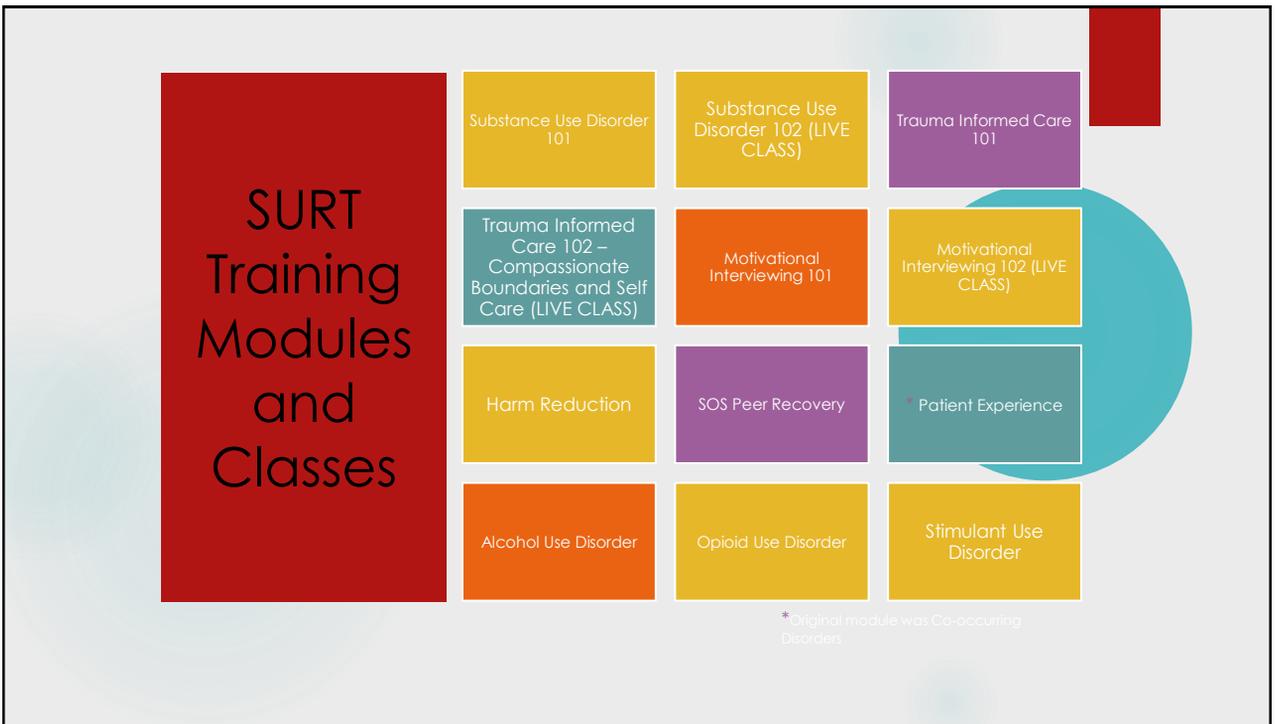
- DESIRE FOR INCREASED EDUCATION
- PASSION

Objective: Create a substance-use resource team by training 6 members



AMA?





Assembling your team

Designated departments

- Emergency Department
- Behavioral Health
- Social Work
- Care Coordination
- Hospitalists
- Inpatient Units

Personal invitation

- Letter to managers

Initial hospital focus

Opened to outpatient

- Primary Care & Specialty Care Practices

All are welcome

- Clinical
- Non-clinical
- Behind the scenes

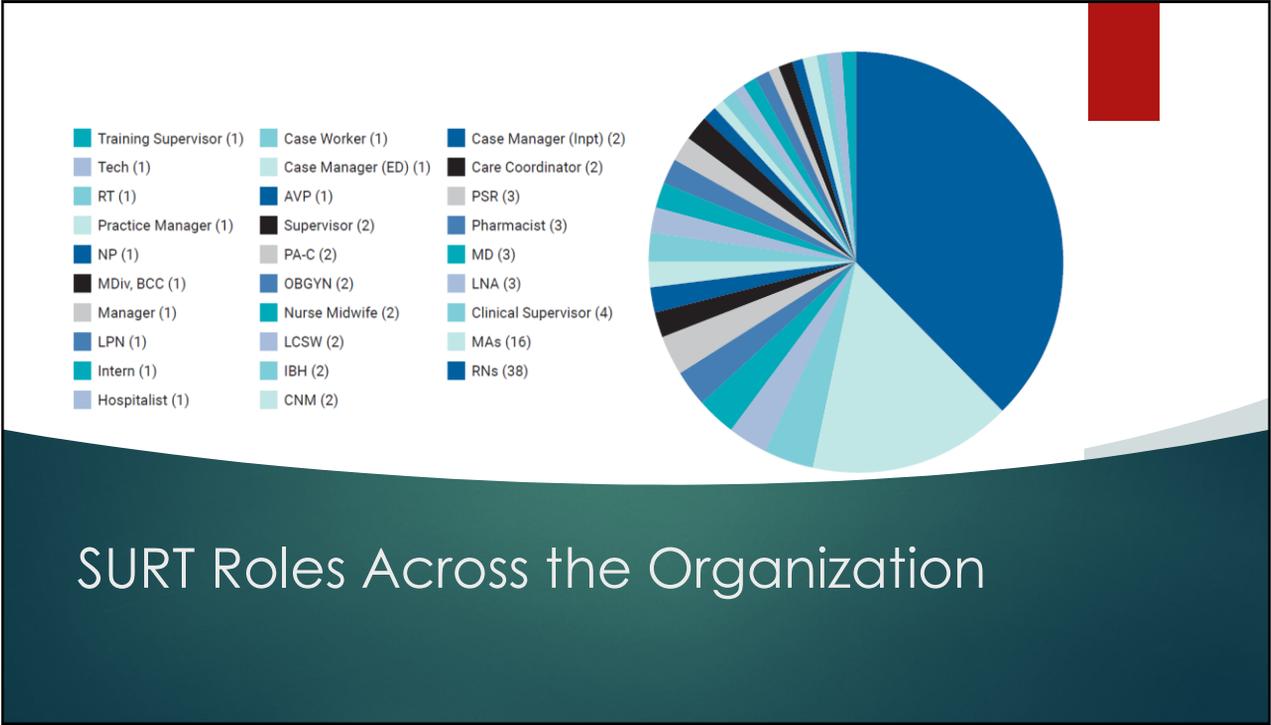
Operations

Welcome letter

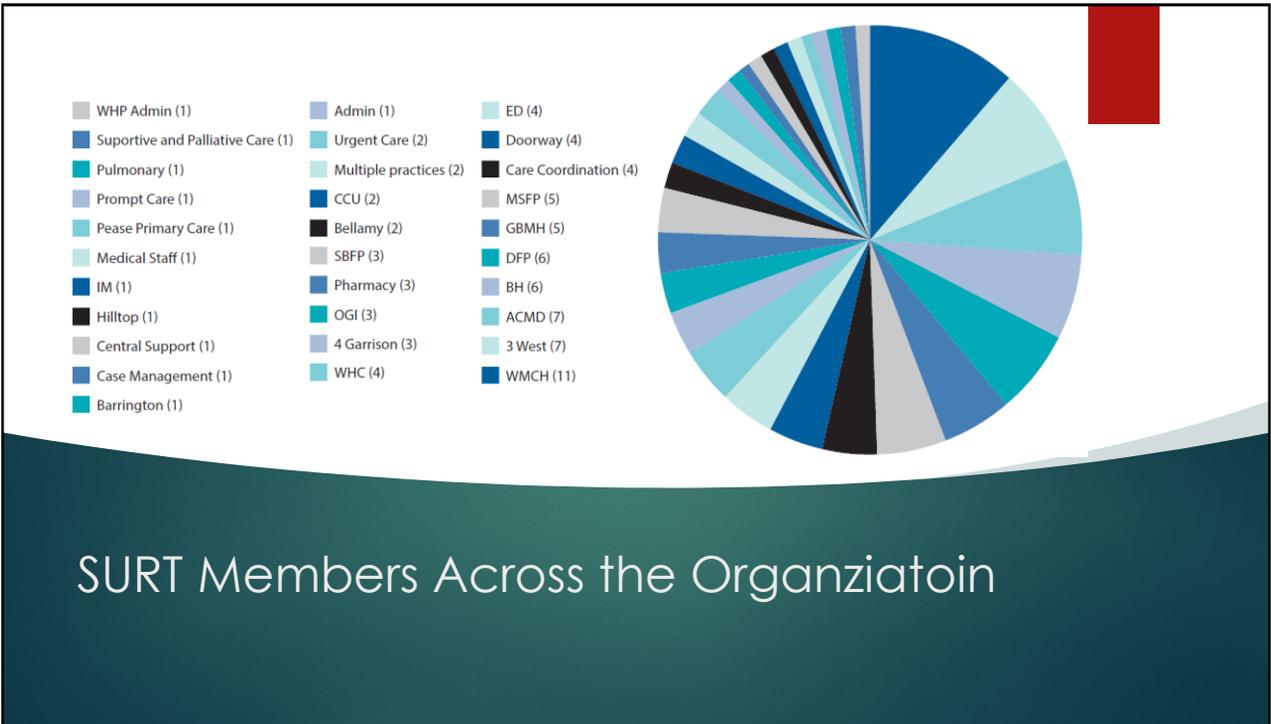
Make-up classes

Certificate

Email list



SURT Roles Across the Organization



SURT Members Across the Organziatoin

Sustainability

Cohorts
Communication
Ongoing Education
Organizational Awareness

Sustainability

▶ Cohorts

Monthly meetings at a variety of times, changed to one per month
Expectations for attendance & participation
Case examples
Emotional support
Mentors meet monthly

Sustainability Cont.

▶ Communication

- Information about training
- Reminder of workflow
- Help us spread the word
- Show our appreciation
- Certificates of completion
- Flyers
- Staff meetings

Sustainability Cont.

• Organizational Awareness

- New Modules
- Training opportunities
- Articles
- Champion 1 -2 times a year
 - Previous and new
 - targeted

Sustainability Cont.

▶ Ongoing Education

- Email
- Publications
- Identification of members
- Staff meetings

Sustainability

- ▶ As a group, we wanted to be creative in finding ways to maintain enthusiasm and commitment to the SURT program over time.
 - ▶ We developed a few methods to maintain communication and promote participation and motivation. The following outlines
 - ▶ the methods we have tried/ are trying.
- Champion Level
 - Department Level
 - Organizational Level

Sustainability

At the Champion level

- Offering an optional, and encouraged, SURT Cohort monthly meeting led by Mentors
- One Mentor designated to send out weekly e-mails to Champions with information on outside educational opportunities, quick tips and reviews of training material, reminders of available SUD resources, and motivational/ inspirational messages to promote a sense of groups cohesion and identity. (*See Appendix F)

Sustainability

At the departmental level

- Mentors encourage and support Champions in presenting information at their departmental staff meetings and
 - ▶ sharing resources.
- Determining ways to visually identify SURT Champions in their departments (a button, badge holder, etc.).

Sustainability

At the departmental level

- **“SURTified”** designation for departments. This initiative seeks to maximize the number of staff exposed to SURT training without having to make the full Champion commitment.
- Departments will be designated as **“SURTified”** once 80% of their entire team completes the 5 Core training modules (SUD 101, Trauma-Informed Care 101, Motivational Interviewing 101, Harm Reduction, Patient Experience).
- This initiative seeks to educate and interest a wider audience in these topics, and hopefully encourages more staff to complete the full Champion training when live modules are offered. (*See Appendix G)

Sustainability

At the departmental level

- We created a special set of training modules for the Security Department for we felt that their interactions with clients, by nature, are slightly different than other hospital staff members.
- To this, we used the core SURTified modules however expounded on them with a clear focus on de-escalation and patient communication and collaboration.

Sustainability

At the organizational level

- Process Owner ensures occasional reminder emails are sent to department leaders
- Process Owner and Mentors write articles about the SURT program and related SUD topics, such as Recovery Month activities, for our hospital internal newsletter and social media.

Survey

Notes:	Baseline Data	Intervention Period							Post-Intervention	Post-Intervention	Post-Intervention	
	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Oct-21	Jan-22	
% clinicians who feel confident in caring for SUD patients (somewhat or strongly agree)	59.13%	Mentors identified, education modules developed, champions selected and educated.							Go-Live!	79.03%	81.81%	86.27%
% clinicians who feel comfortable assessing SUD patient needs (somewhat or strongly agree)	57.75%									79.03%	79.54%	88.23%
% clinicians who feel knowledgeable about support and resources for staff caring for SUD patients (somewhat or strongly agree)	43.96%									61.12%	59.09%	76.47%
% clinicians who feel knowledgeable about support and resources available to SUD patients (somewhat or strongly agree)	42.24%									66.12%	56.81%	70.58%

“The training has given me the confidence to screen for substance use in a trauma informed way and initiate therapy if indicated. Knowing that I have resources available to me when needed has removed the fear of starting the conversation.”

“I believe that everyone, no matter what field you go into in healthcare, will interact with people struggling with substance misuse. **I think it should be standard training for anyone in our health system, as it will improve your understanding, your compassion, and will give you tools to make you more effective in working with all patients.**”

“I think one of the more exciting parts of this training was really thinking about harm reduction. While I was already somewhat aware of, and in support of, harm reduction – I loved thinking more about ways to foster a harm reduction model in our health care system. **I know I am more confident and comfortable in my work with patients and the SURT project and my mentors helped even more.**”

What Comes Next?

Comprehensive systemic workflow
 - SURT is the foundation
 - Impact hospital philosophy
 - Build SUD programming/low barrier access recovery clinic

Toolkit creation
 - Distribute in end 2022

SURTified
 - Security

Identification – badge, pin, practice directory



Lessons Learned

Create a comprehensive plan

- ~ Structured approach
 - ~ Recruit allies to the project team
 - ~ Action items with details and accountability
 - ~ Goal statement
-

Allow for flexibility

- ~ Plans change
- ~ Module completion
- ~ Time constraints
- ~ Clinical vs non-clinical in second round
- ~ Security specific training



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Lessons Learned

Module review

- ~ Remove
 - ~ Add
 - ~ Ask a wider audience
-

Champion expectations

- ~ Module participation
- ~ Cohort meetings
- ~ Be an ambassador –to the team & to the patient
- ~ Participate in ongoing training opportunities



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Lessons Learned

Broaden your view

- ~ All are welcome
 - ~ Look in every corner
 - ~ Recovery Friendly Workplace
-

Personal reflections

- ~ Raise the bar: people will rise to it
- ~ Staff were hungry for this
- ~ Champions: all levels of readiness to change



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Thank you!



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