Introducing…

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@LZPhD

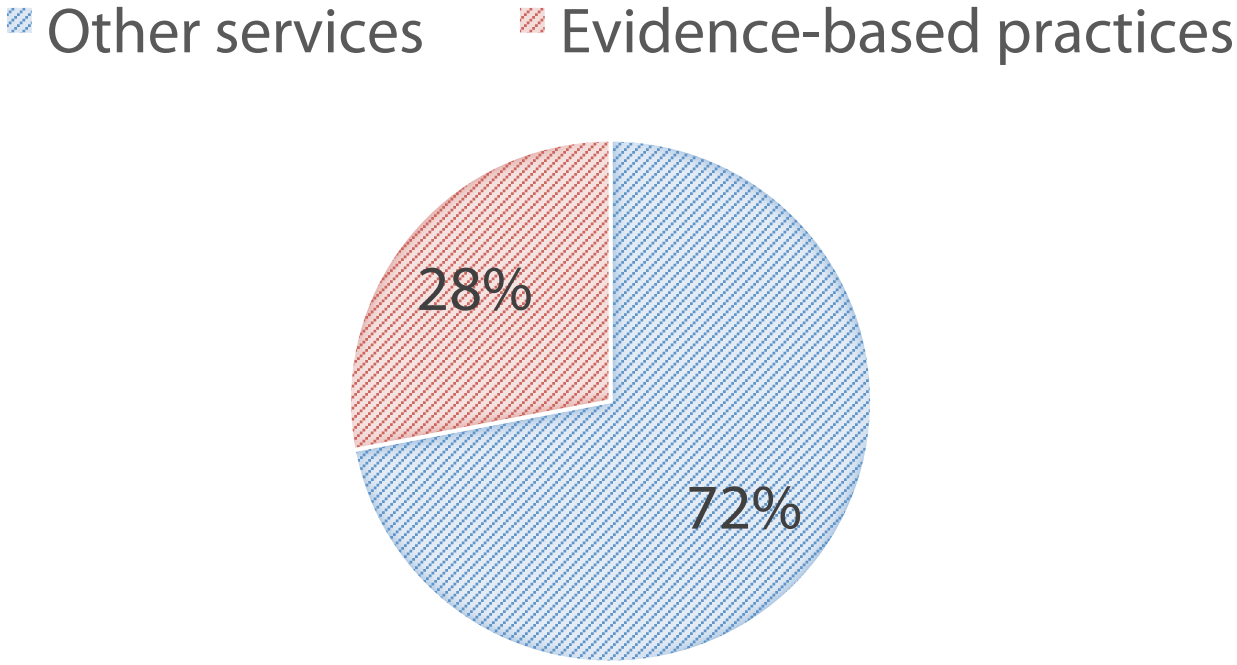
Lindsey Zimmerman, PhD

National Center for PTSD, Dissemination & Training Division

Lindsey.zimmerman@va.gov

Created by VA Team PSD

The problem of EBP reach in teams: How can we reach more patients with our highest quality care?



Source: VA Strategic Analytics for Improvement and Learning, FY 2017

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Veterans Health Administration

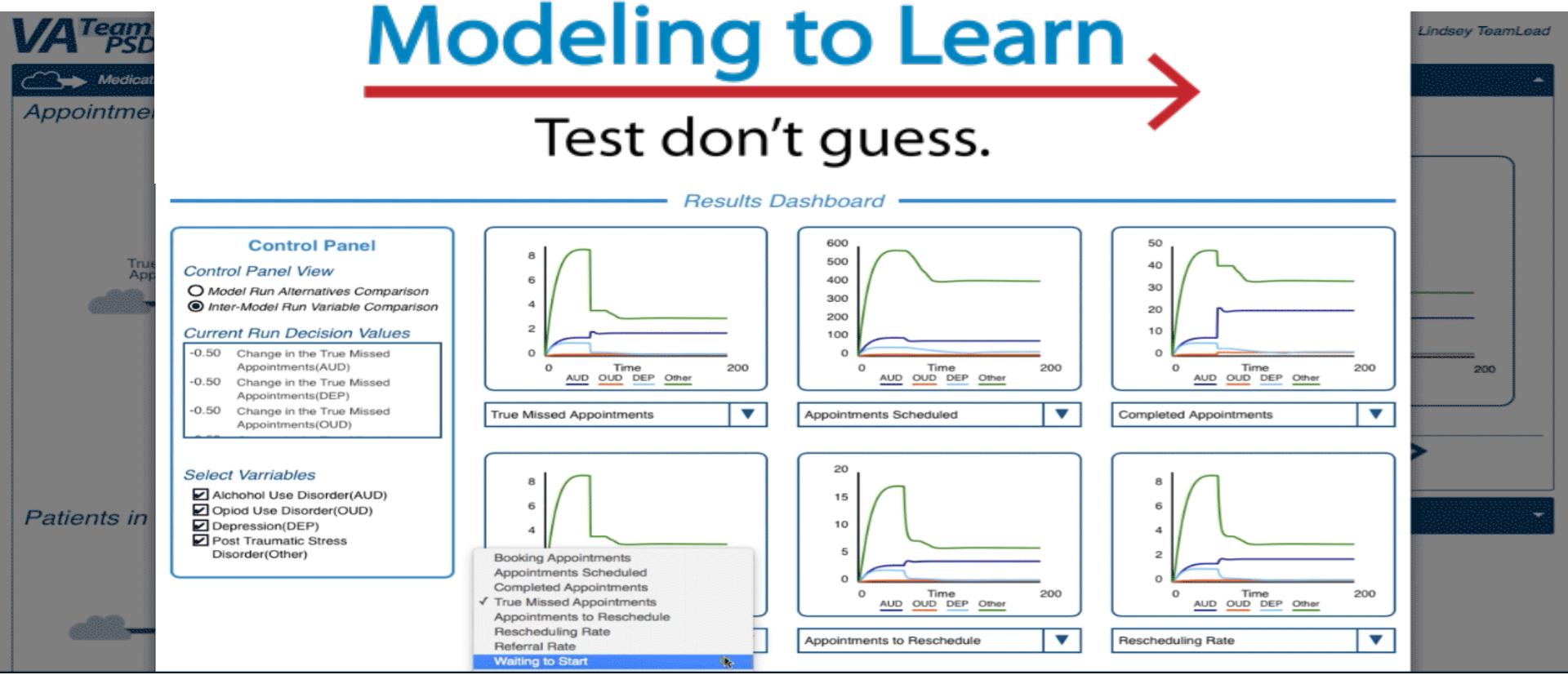
Model of a US National Health Care System

American J. Public Health 97, 2007

1. VA innovates with national dissemination efforts to train providers in evidence-based mental health practices
2. Enterprise-wide quality measures
3. Clinical practice guidelines and mandates for evidence-based care
4. National electronic health information system
5. Mental health care coordinated in multidisciplinary teams

Modeling to Learn

Test don't guess.



MTL tools helps frontline staff find the best local changes faster.

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Modeling to Learn

Test don't guess.

Look before you leap.

Measure twice cut once.

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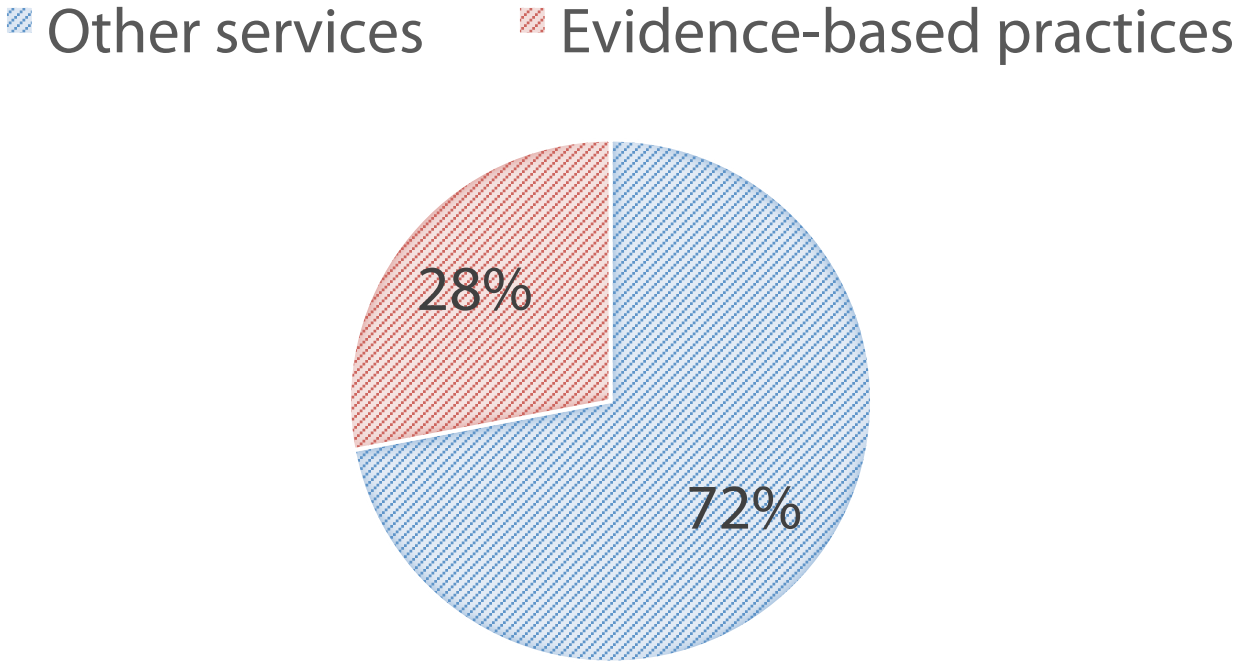
We define limited EBP reach among our patient population as a system behavior.



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MTL Theory of Change

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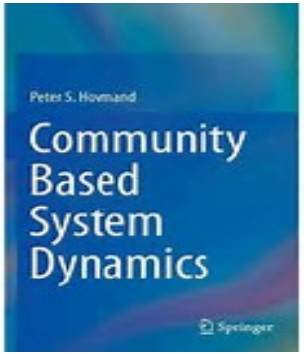
OUR STAKEHOLDERS

VA policy-makers, patients, providers (psychiatry, psychology, social work, nursing, & certified peer support specialists

Our approach – Participatory Research:



A partnership approach to research that equitably involves stakeholders in all aspects of the research process and in which all partners contribute expertise and share decision-making and ownership.

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Hovmand, 2014; Israel, Eng, Schulz & Parker, 2013

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MTL focuses on learning

Scientific Model	Problem	*Drawn from Hovmand (2014)* Why problems persist
Subjective	Learning	Stakeholders cannot or do not learn and adapt to their situation.
	Coordination	Conflict or lack of stakeholder consensus.
Objective	Analysis	Policies are inconsistent with the real system constraints.
	Restructuring	The underlying structure of the system prevents workable solutions.

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Modeling to Learn

Test don't guess.

Adm Policy Ment Health
DOI 10.1007/s10488-016-0754-1

ORIGINAL PAPER

Participatory System Dynamics Modeling: Increasing Stakeholder Engagement and Precision to Improve Implementation Planning in Systems

Lindsey Zimmerman[1,2] · David W. Lounsbury[3] · Craig S. Rosen[1,4] · Rachel Kimerling[1] · Jodie A. Trafton[4,5] · Steven E. Lindley[4,6]

Springer

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Target State: Lean SMART Goal

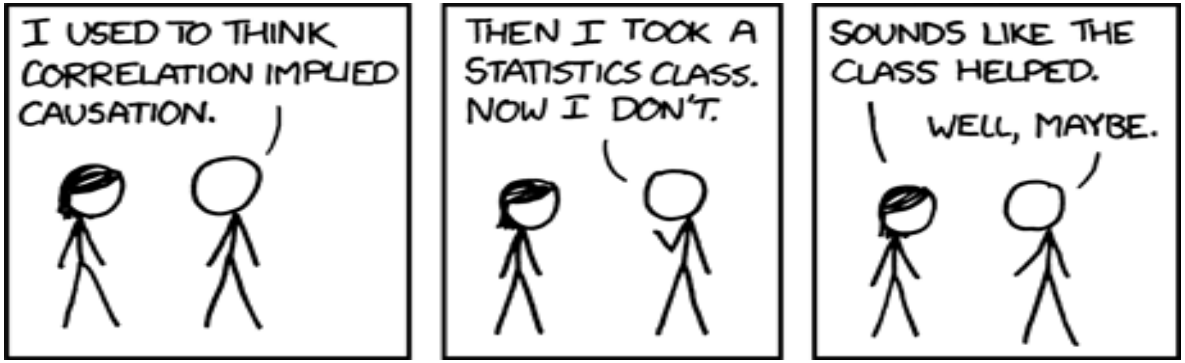
By April 2015, 40% of patients newly seen in outpatient mental health at Menlo Park for depression, PTSD, or anxiety disorders will have two psychotherapy visits completed within 28 days from time of intake assessment.

Specific.
Measurable.
Actionable: if never achieved morale may suffer.
Realistic: with the available resources.
Time frame: A due date.

Local clinic differences.

Menlo Park	Stockton
3548 unique patients/year	**2043 unique patients/year**
Lower caseload per provider	Higher caseload per provider
Rare wait for initial appointment	Occasional waitlist to get into clinic
5.2 psychiatrists per 9 EBPsy providers	**3.0 psychiatrists per 4 EBPsy providers**
Higher EBPsy providers/MD ratio	Lower EBPsy provider/MD ratio
Higher EBPsy base rate	Higher EBPharm base rate
Providers often self refer for EBPs	**Referrals to other providers by necessity**
Multiple on-site specialty programs	**Only telehealth specialty care**
Training program site multiple disciplines	**No trainees providing care**
Most groups "open" (ongoing enrollment)	**Most groups "closed" (infrequent opening)**
Shorter time to next available appointment	Longer time to next available appointment

What works to improve EBP reach, why, and under what conditions?



xkcd.com

Understanding causes of EBP reach, in local context, is critical to our stakeholders.

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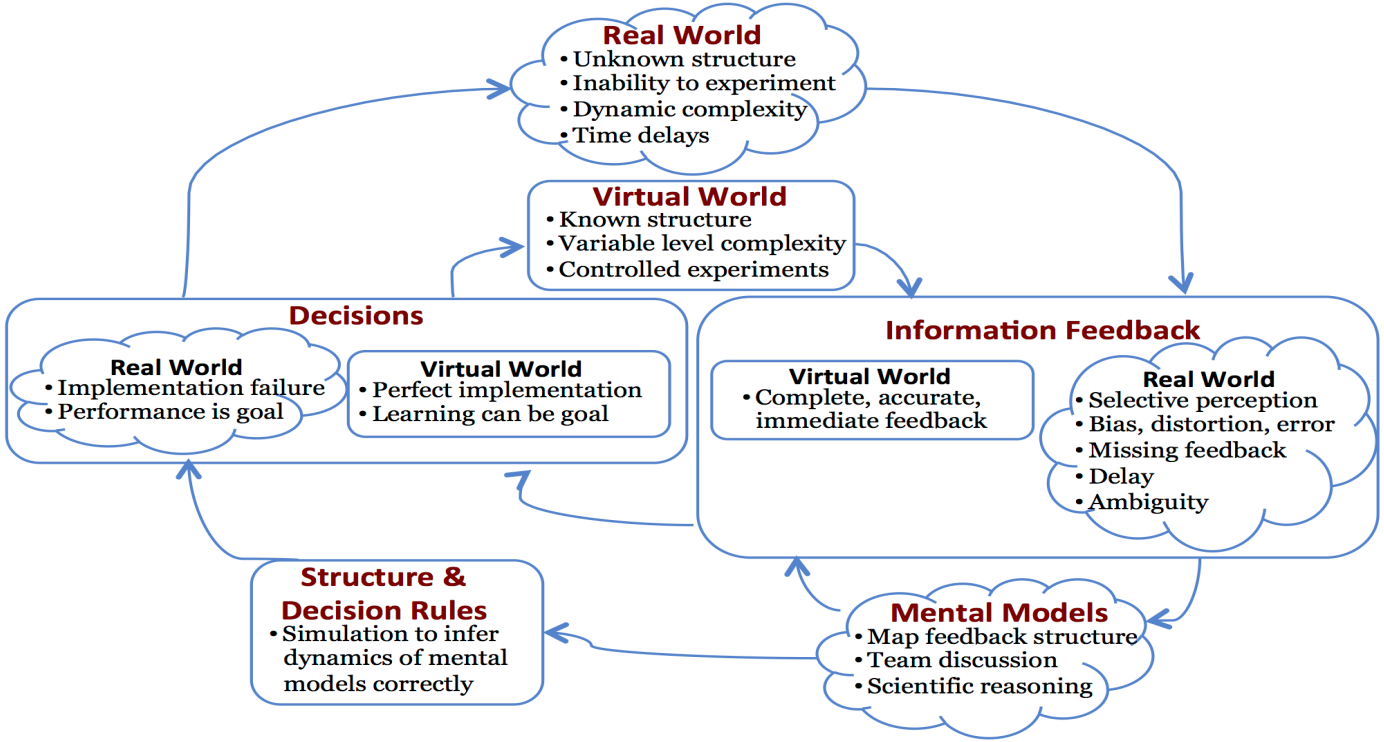
Why is PSD effective?
Two Causal Theories: Systems and Decision Science



Sterman, 2000; Sterman 2006

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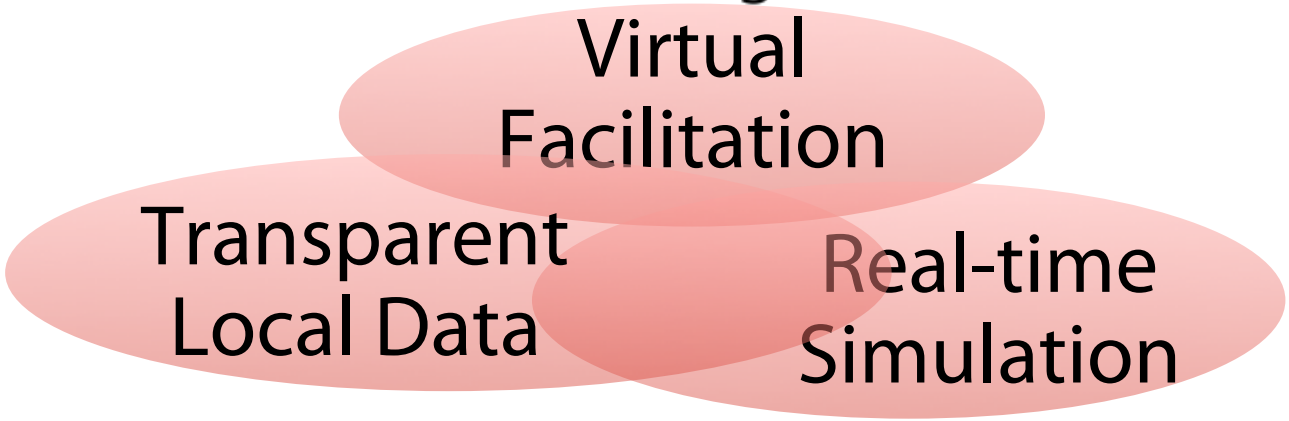

1. Equitable access to resources.
2. Mutual learning.
3. Shared decision-making.

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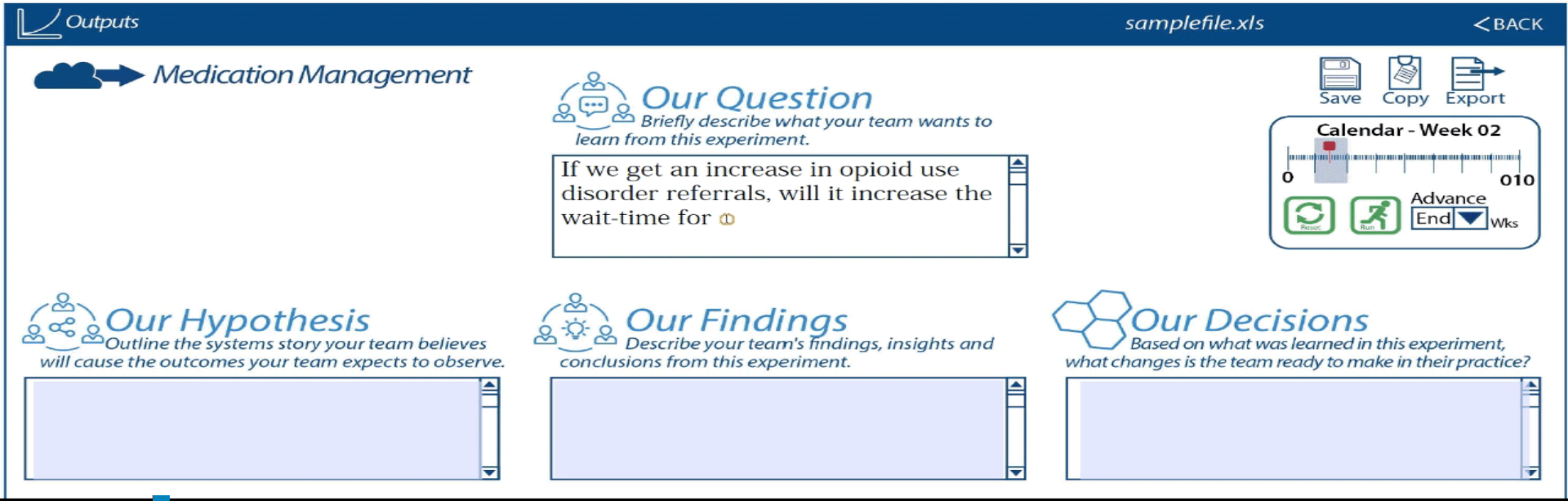
Why is PSD effective?
Facilitation to develop '*Systems Thinking*.'



We developed a secure website for reviewing team trends over time.

BISL ▾ CDW ▾ VISNs ▾

BISL

PTSD_OMHO **Drill Down To Your Team** Request New Team Folder Request Team Membership Change

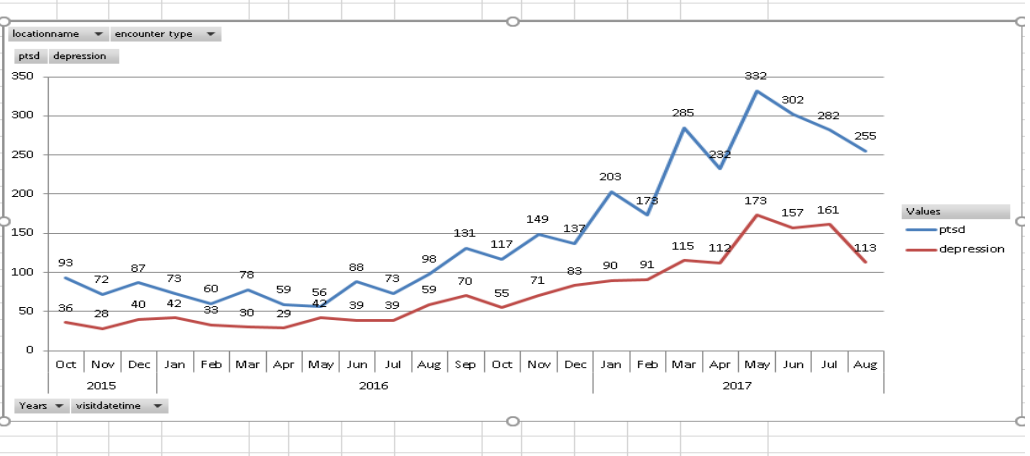
PTSD_OMHO

Pages
Administrative
User Guide
Contact Us
Site Contents

Select Your VISN

VISN 1	VISN 2	VISN 4	VISN 5	VISN 6
VISN 8	VISN 9	VISN 10	VISN 12	VISN 15
VISN 17	VISN 19	VISN 20	VISN 21	VISN 22

Row Labels	ptsd	depression
2015		
Oct	93	36
Nov	72	28
Dec	87	40
2016		
Jan	73	42
Feb	60	33
Mar	78	30
Apr	59	29
May	56	42
Jun	88	39
Jul	73	39
Aug	98	59
Sep	131	70
Oct	117	55
Nov	149	71
Dec	137	83
2017		
Jan	203	90
Feb	173	91
Mar	285	115
Apr	232	112
May	332	173
Jun	302	157
Jul	282	161
Aug	255	113
Grand Total	3435	1708



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MTL resources help teams look back two years and look ahead two years.

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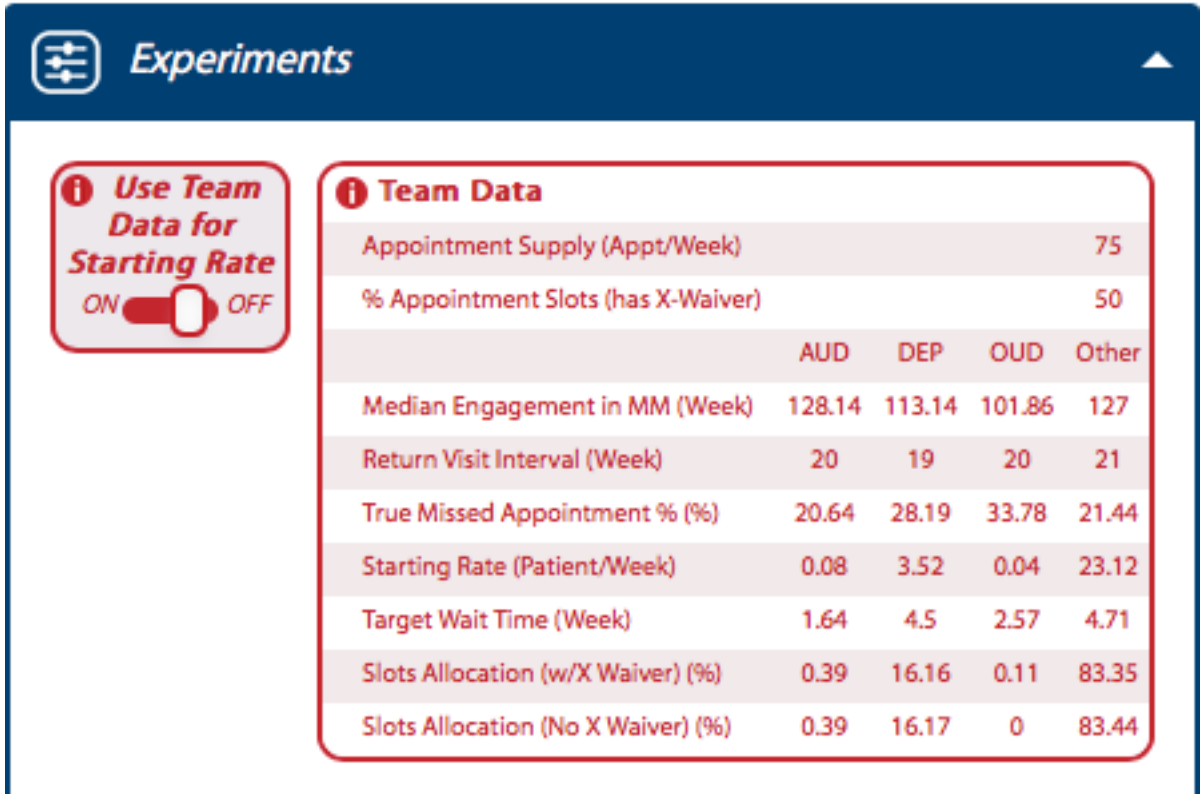
“Staff” and “Time” barriers as dynamics.



Appointment Supply (Appt/Week)				75
% Appointment Slots (has X-Waiver)				50
	AUD	DEP	OUD	Other
Median Engagement in MM (Week)	128.14	113.14	101.86	127
Return Visit Interval (Week)	20	19	20	21
True Missed Appointment % (%)	20.64	28.19	33.78	21.44
Starting Rate (Patient/Week)	0.08	3.52	0.04	23.12
Target Wait Time (Week)	1.64	4.5	2.57	4.71
Slots Allocation (w/X Waiver) (%)	0.39	16.16	0.11	83.35
Slots Allocation (No X Waiver) (%)	0.39	16.17	0	83.44

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[mtl.how/sim](mtl.how/sim)

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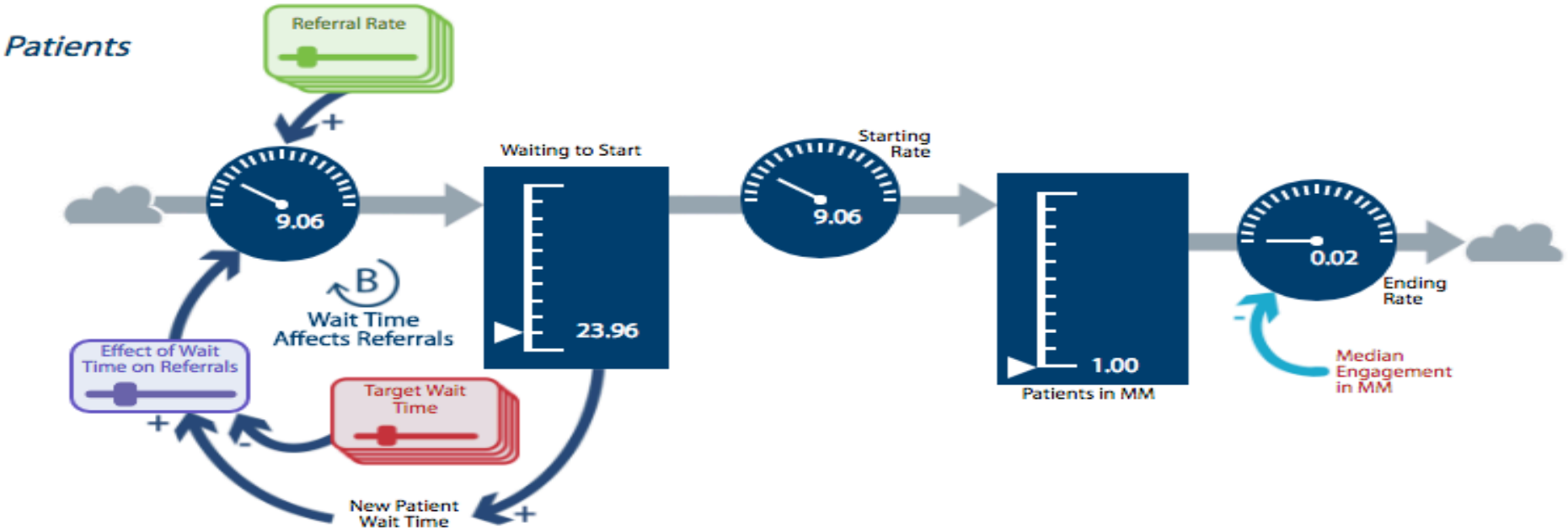
Why is PSD effective?
Facilitation to develop systems thinking.



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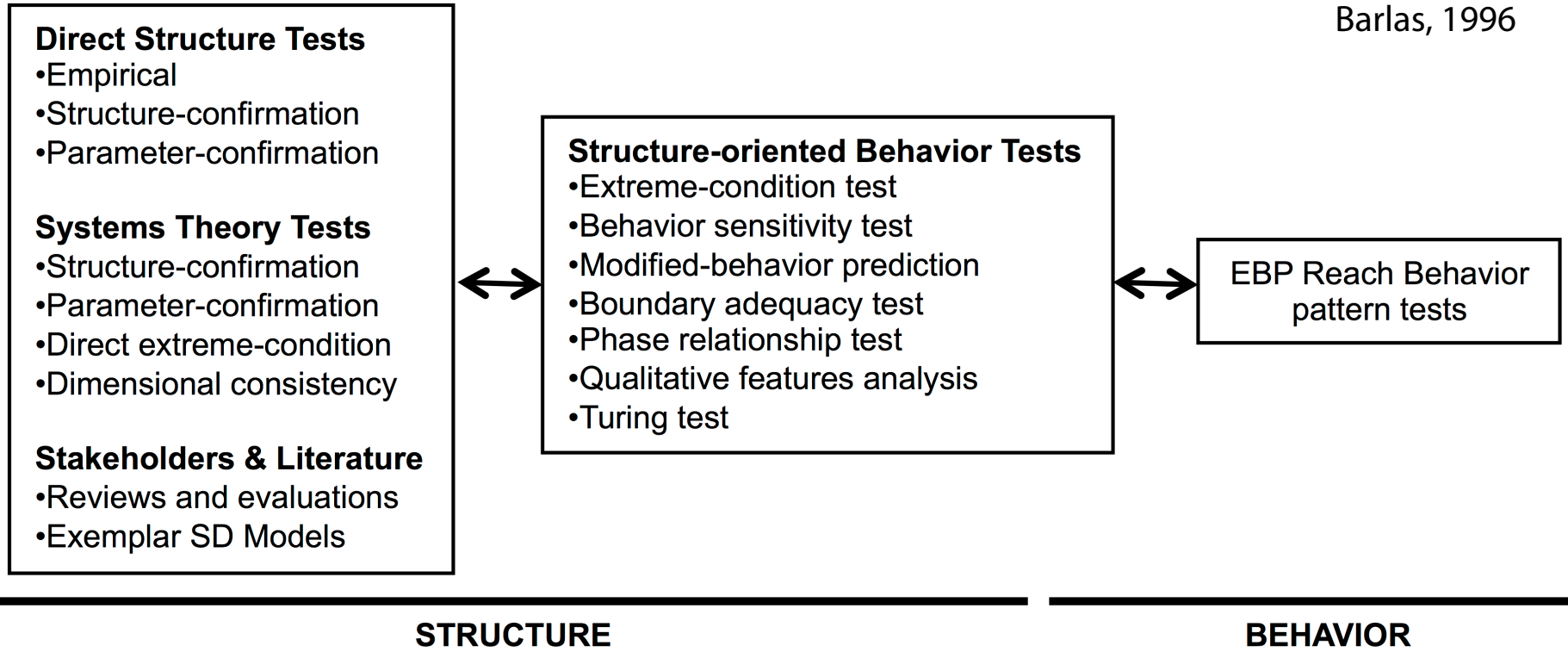
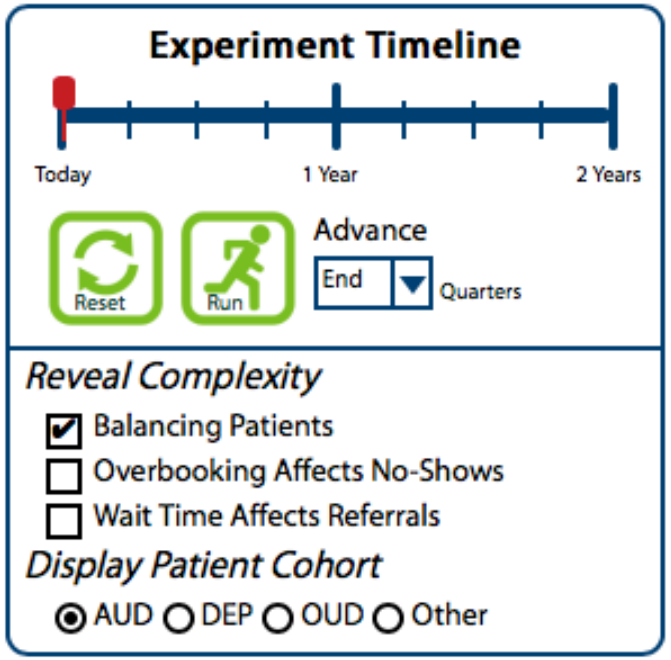
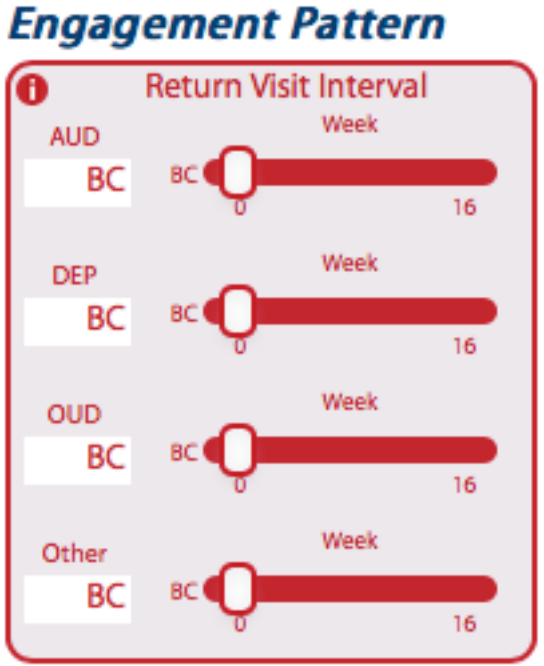
Saturation achieved during structural behavioral validity testing.

Barlas, 1996



“Staff” and “Time” barriers as dynamics.





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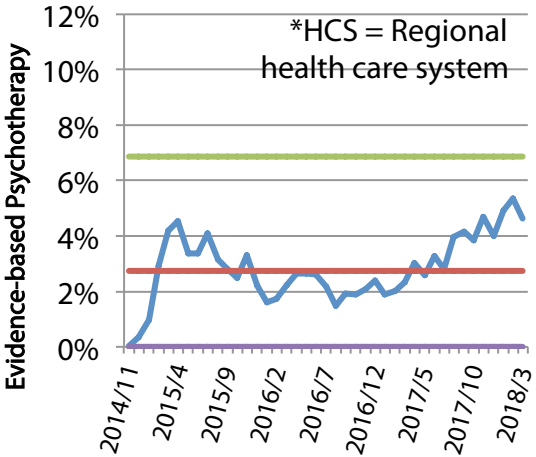
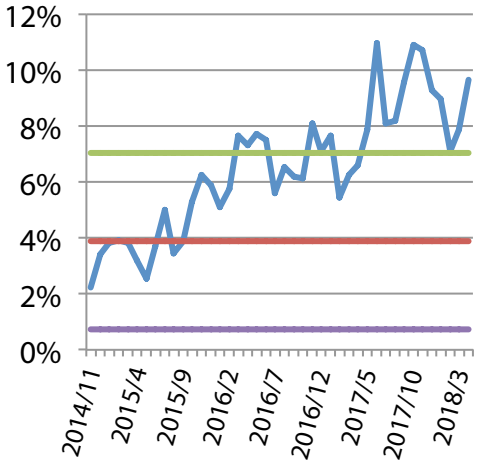
Is PSD/MTL effective for improving EBP reach? Strong signal in R21 pilot clinics.

Other 7 clinics from same *HCS

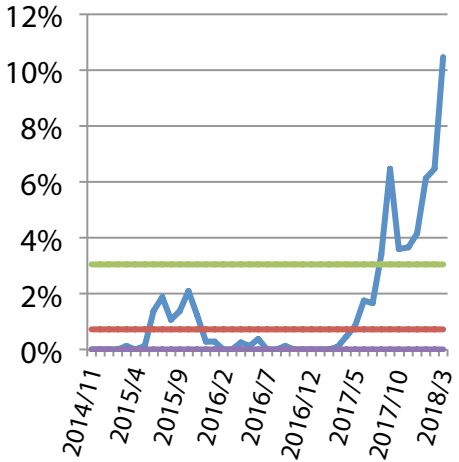


PSD Partner Clinic 1



12 mos. sustained sig. improvement + 3 *SD* (α = .003)

MTL Partner Clinic 2



8 mos. sustained sig. improvement + 3 *SD* (α = .003)

Key:
Green = Upper control limit (UCL)
Red = 12-month pre-PSD EBP proportion
Purple = Lower control limit (LCL)
SD = standard deviations

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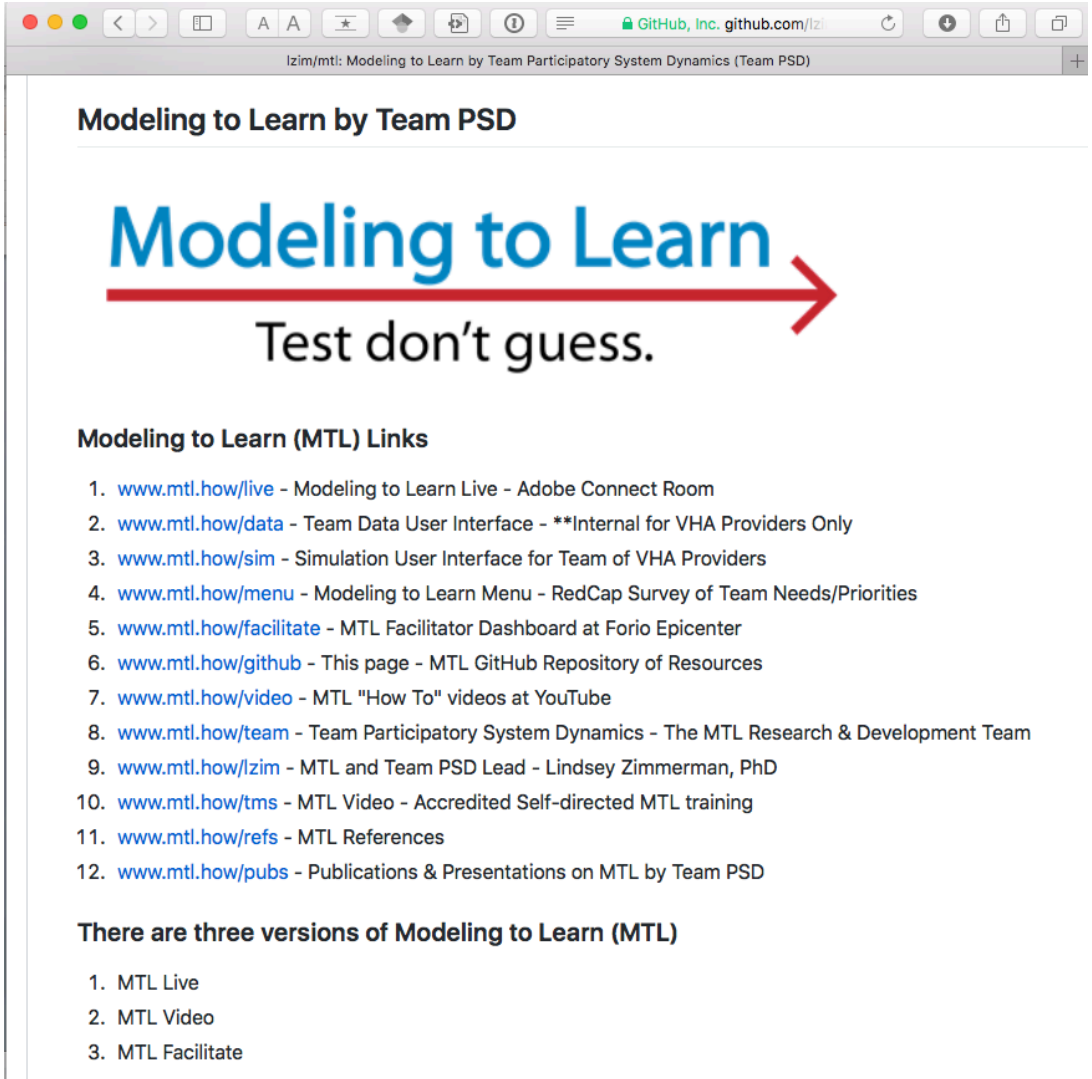

Modeling to Learn on GitHub

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Our aims

- develop a systems understanding of VA mental health services and the limited reach of evidence-based mental health care.
- empower mental health stakeholders to make locally optimized quality improvement decisions.

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MTL Theory of Change

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VAPOR introduces Modeling to Learn

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https://mtl.how/intro

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What do we want you all to be able to do at the end?

1. Describe the *MTL* resources and principles for achieving the *MTL theory of change.*
2. Test questions using *MTL* resources.
3. Assess strategies for co-facilitated the *MTL Live* 12-session roll-out.

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Questions?

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Co-Investigators
David Lounsbury, PhD, Craig Rosen, PhD, Craig Rosen, PhD, Jodie Trafton, PhD, Steven Lindley, MD, PhD,

Project Support
Stacey Park, McKenzie Javorka, Dan Wang, PhD, Savet Hong, PhD, Kathryn Azevedo, PhD, Savet Hong, PhD

Team PSD Mentees
Cora Bernard, MS, Swap Mushiana, MS, Alexandra Ballinger, Joyce Yang, PhD, Melissa London, PhD, Dominique Malebranche, PhD,
Myra Altman, PhD

VAPOR (Veteran VA Consumer) Board
DC Barlow, Ren Kramer & Erik Ontiveros

Georgia Health Policy Center
Jane Branscomb, MPH Debra Kibbe, MS
Ursula Davis, MA, Amanda Martinez, MPH

Takouba LLC
James Rollins, MEd
& Howard Park, MSE, MBA

VA Partners

VA Palo Alto Mental Health Staff Ann LeFevre, LCSW, Maya Kopell, MD, Trisha Vinatieri, PsyD, Bruce Linenberg, PhD, Pompa Malakar, RN, Rosemarie Geiser, RN, Sarah Walls, LCSW, Gigi Fernandez, LCSW, Emily Hugo, PhD, Martha Losch, MD Jessica Cuellar, PhD, Alka Mathur, MD, Erin Sakai, PhD, Kesha Diodato, LCSW, Nathaniel Mendelssohn, MD, Nina Yi, MD, Lisa Giovanetti, LMFT, Joan Smith, LCSW, Darryl Silva, LCSW, Karen Wall, RN, EdD, and Smita Das, MD.

Office of Mental Health and Suicide Prevention/Program Evaluation Resource Center and Psychotropic Drug Safety Initiative (OMHSP/PERC/PSDI)
Matthew Neuman, PhD, Matthew Boden, PhD,
Hugo Solares, PhD, Shalini Gupta, PhD, David Wright, PhD, Susanna Martins, PhD, Eric Schmidt, PhD, Amy Robinson, PharmD, Ilse Wiechers, PhD,

Office of Strategic Integration/Veterans Engineering Resource Center (OSI/VERC)
Tom Rust, PhD, Andrew Holbrook, BS, Liz May, BS

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