

**Co-Occurring Disorders Initiative – CCISC Implementation Project
For Change Agents**

Guidelines for Change Agents

How to work with your program leadership (EDs, Program Directors, and Supervising Clinicians)

- The Comprehensive Continuous Integrated System of Care (CCISC) program is a program of quality improvement. As such, the program goals are to assess current program deficits and make corrective changes that will enable the team to provide improved services to consumers with co-occurring disorders. Training for CAs and staff is part of this process, but not sufficient. Knowledge of techniques and process can only provide change if it occurs in an infrastructure that allows and encourages the use of this knowledge. Thus, the CA needs to be aware of the quality improvement function she/he provides, and educate the leadership of this role.
- CA's supervisor needs to approve the change agent's participation in the change agent program. This is essential as supervisors need to have some understanding and buy-in regarding the initiative and the special role of the change agent. If the direct supervisor did not approve of the change agent's participation, he/she may resist their leaving the program.
- It's good for this reason to have documentation from the supervisor stating they approve their employee's participation in the program. If possible, it is highly encouraged that CAs and their supervisors complete a contract outlining job expectations, including productivity requirements.
- Make sure your program leadership is well informed. Help educate them about the initiative, what you learn in quarterly meetings, and Steering Committee and Change Agent Cadre decisions. Ask for time to present information discussed at change agent meetings, even the monthly meetings. The more informed a supervisor, the more engaged they'll be in the process, and the more likely they'll cooperate and encourage change agent activity.
- The change agent is a leader in the CCISC quality improvement program. He/she is not responsible for the program. It is the leadership of the program which ultimately holds the responsibility for the implementation of CCISC.
- Regular communication with program leadership is essential in order to have support in this program. If leadership doesn't know what the CAs are doing, they may not see the work as a priority. Weekly or bi-weekly meetings are useful, but not always possible in our fast-paced environment. If such meetings are not important, even brief check ins, e-mails and notes builds good communication and goodwill. Create a folder documenting your communication with your program leaders.