

Wisconsin Public Psychiatry Network Teleconference (WPPNT)

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How to Engage and Activate People in the Change Process

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Techniques for Improving the Pathway

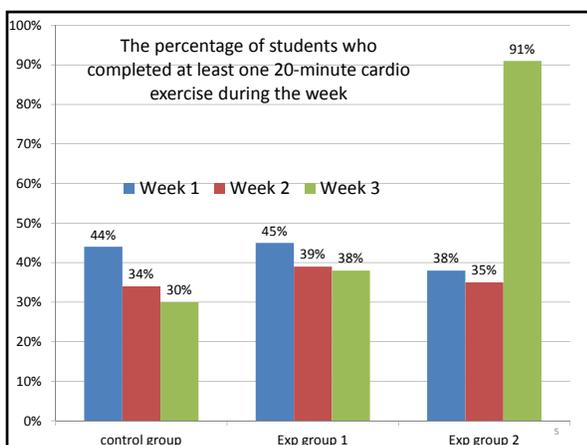
How do you get someone from *here* to *here*?

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Techniques for Improving the Pathway

- College students volunteered to participate in a study to increase their cardio exercising on a weekly basis
- Students were randomly assigned to one of three groups, with all three groups being tracked for 21 days
 - Students met with the research team on the first day of each week to complete data collection and receive education
- Students were asked to initiate one or more episodes of cardio exercise each week – defined as 20 minutes or more of intensive exercise that raised their heart rate
 - Students selected the exercise that they wanted to initiate

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Techniques for Improving the Pathway

- Students in the 3rd group were asked to read the following statement at the start of the 3rd week:

Many people find that they intend to take at least one 20-minute session of vigorous exercise but then forget or 'never get around to it'. It has been found that if you form a definite plan of exactly when and where you will carry out an intended behavior you are more likely to actually do so and less likely to forget or you don't get round to doing it. It would be useful for you to plan when and where you will exercise in the next week

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Techniques for Improving the Pathway

- Students in the 3rd group were then asked to complete the following statement, in writing
During next week I will partake in at least 20 minutes of vigorous exercise on (day or days) _____ at _____ (time of day) at/or in (place) _____
- The instructions are known as preloading the brain with a plan – the third group went from 35% to 91% in exercising based on a 5-minute preloading exercise that helped them to plan for the activity
 - The other two groups showed an expected decrease in exercising in the third week

Example of Behaviorist Technique

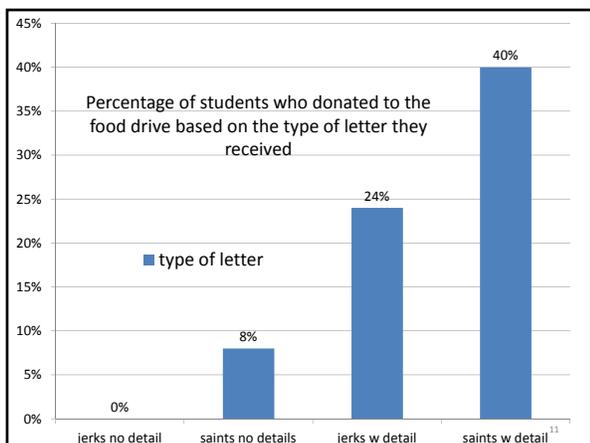
How do you get a *jerk* to act more like a *saint*?

Techniques for Improving the Pathway

- Students living at two on-campus dorms at Standard University were invited to participate in a survey of their fellow students living in the same dorm
- The survey asked them to nominate their fellow students who would be the least likely to donate to an on-campus food drive and those who would be the most likely to donate
- The nominated students were anecdotally referred to as the Saints & Jerks, and were randomly assigned to one of two groups (half the jerks & saints in each group)

Techniques for Improving the Pathway

- The two groups received a letter requesting them to donate canned food to an actual on-campus food drive
- The first group received a letter that included:
 - Instructions on how the person could donate,
 - the person's first and last name,
 - a specific food item (a can of beans),
 - a map of the on-campus location, and
 - a follow up phone call with a personalized request
- The second group received a generic letter that addressed "dear student" with no specific instruction on the type of food to bring, no map was included, and no follow up phone call was provided



Techniques for Improving the Pathway

- Results showed that regardless of the student's label (attribute of being a jerk or a saint), neither type of student was likely to donate when they were provided with vague instructions
- On the other hand, a jerk with instructions was three times more likely than a saint with no instructions to donate (instructions out performed an attribute)
- Attributes can reveal behavior, considering that saints out performed jerks in both groups, but both groups of students performed better with detailed instructions that increased clarity of the task

Creating Motivational Solutions

Which image would likely help motivate you to lose weight?

or

or

Walk 15 minutes today
At lunch, at the park
100 yards from work,
& bring a Granola bar

Creating Motivational Solutions

- Researchers have found that images of normal or heavy-set people exercising (or pictures of you exercising) and the post-it note on the right are viewed as motivational
- Paradoxically, the pictures of the models on the left tend to lower motivation – participants gained weight using the models as an image (the other images lead to weight loss)
- Research on goal related behavior has found that a person's low expectations of obtaining a goal causes them to determine that their continued time & effort will not pay off, so they eventually give up (Klesse et al., 2012).

Enhancing Engagement: A.T.F. Model

A Attribution Error	<ul style="list-style-type: none"> • We tend to attribute function to our behaviors and • We tend to attribute personal flaws to other peoples' behaviors
T Target of Change	<ul style="list-style-type: none"> • We can focus on fixing the person or • We can focus on improving the pathway for the person
F Focus of behavior	<ul style="list-style-type: none"> • We can use a solution focus or • We can use a deficit focus

Minimize the impact of
Attributions by focusing
treatment plans on people's
goals & values

Fundamental Attribution Error

- Attribution error is our tendency to identify internal characteristics of people to explain their behaviors while underestimating the impact of external factors, such as their living environment
- In the behavioral health field, we have a tendency to categorize client's behaviors in terms of internal disease states without considering individuals'
 - ✓ context, such as their living environment,
 - ✓ goals or values that could be use to sustain their motivation, or
 - ✓ success and practical techniques for managing their behaviors

Attribution Error

What Increases Attribution Error	What decreases Attribution Error
Clinical statements about individuals that they continue to lie to support their addiction	Focus on the persons' values that they want to enhance & develop measurable objectives around them
Clinical statements that the clients are manipulating the situation so they can get out of something	Have clients' select treatment options that align with their values and goals – give them control
Clinical statements that individuals are self-destructive and are afraid of success or can't change	Functional review of behaviors of avoidance or self harm & look for replacement behaviors
Clinical statements that individuals are trying to anger the counselor or abuse the system	Review of staff's tendency & need to be paternalistic & use fidelity tools to enhance staff skills

Identifying a Person's Values

Katie is 36 year old, employed, divorced mother with two children. She recently received a DUI (marijuana) while her two kids were in the car and now has an open DCFS case

First meeting over the phone: Instead of completing an assessment, the counselor asks Katie to talk about her goals (marijuana is not address early in the conversation) and what she values in life – this takes about 5 to 10 minutes

- The counselor listens and records Katie's values, which she tends to identify indirectly (e.g., I can't believe I put my children at risk when I was arrested)
- The counselor reflects this values back to Katie to confirm that she does strive to be "independent", "a great mom", and "successful in her job"

Living the Life I Choose



What are your values?

What are your current strategies, and are they working?

What skills will you need to make the journey?

From Strosahl et al., 2012, Brief Interventions for Radical Change: NewHarbinger Books



Target the pathway & spend less time fixing people who may not be broken

Targeting the Deficit or the Pathway

- The problems with targeting the person's deficits are that these behaviors
 - ✓ are usually beyond the control of the agency,
 - ✓ require clients to change a behavior that may be functional in the short term,
 - ✓ require clients to initiate a new behavior that is beyond their present skill set,
 - ✓ perpetuate attribution error, and
 - ✓ place more of the work and responsibility on the clinician or agency considering all the prior points

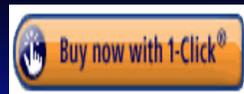
Target the Pathway – Helping People

- Targeting the pathway is always in the control of the agency, such as developing a drive thru window at a restaurant
- Help people access treatment by reducing the burden – smoothing the pathway – of reaching the service




Target the Pathway – Helping People

Create services that require minimal behaviors to achieve, such as Amazon's 1-click method of purchasing a book



People can even learn to initiate new behaviors if they are given aids, such as a talking pill bottle



Create behavioral steps that adapt to the person's existing environment, such as exercising with your children in the home



Targeting the Deficit or Improving the Pathway	
Target the Deficit	Expand the Pathway
Provide elaborate treatment plans that address dozens of behaviors at the same time & for 6 months	Create one page behavioral plans that contain 1 to 2 behaviors, a baby step, & brief in time frame
Require clients to attend an orientation group for chronic no showing or push back new appts	Provide phone-based assessments when the client calls, provide e-therapy options for other contacts
Require clients to remember appts weeks or months down the road (or else they have to reschedule)	Provide same-day walk-in service & brief interventions that can increase hope & learning
Provide clients with detailed written & verbal instructions on why & how to take medications	Provide clients with automated text messages to take the new medication every day

Improving the Pathway

Katie talked about how overwhelming her life has become with managing her kids, a full time job, and paying bills (the ex-husband is not involved nor providing financial support)

Second meeting over the phone: To smooth the pathway, the counselor provides Katie with phone-based counseling during her breaks at work, so she will attend the sessions (DCFS approved the phone-based sessions)

- Katie noted that pot helps her manage her constant state of stress and is afraid of letting it go
- The counselor works with Katie to identify one stress management technique that she can work on each week in her home after her kids go to sleep and before she starts to smoke pot, which helps her fall asleep

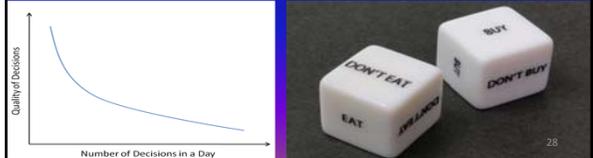
Decision Fatigue – Blocking the Pathway

- Decision fatigue is a likely barrier to people initiating new behaviors
- Everyone has the same amount of mental fuel to think, but people with a SUD, depression, anxiety, chronic pain or other chronic health disorder tend to burn their fuel quickly due to the drain from these conditions



Decision Fatigue – Blocking the Pathway

- Decision fatigue is the inability to make even simple decisions
- While fatigued, people are unable to pull up new information that requires more energy/fuel to find
- On the other hand, it takes minimal energy to recall existing behaviors, even if the behaviors are not desired or helpful
- Decision fatigue occurs when the person is tired, overwhelmed with 2 or more difficult decisions, or has to identify a new behavior under stress or other negative emotional states



Preloading the Brain – Clearing the Pathway

- Preloading the brain with a detailed plan can effectively combat decision fatigue while increasing the person's sense of confidence and abilities
- Preloading a plan involves clearly outlining the what, how, when, where & with whom the plan will occur
- People load the plan in advance & under calm emotions, usually within 1 to 7 days of the activity

Brain loading... 65%

Please wait



Pre-loading the Brain

Katie enjoys the phone sessions, but frequently forgets to call during her work hours or to practice one stress management technique one or more times in the week

fourth meeting over the phone: the counselor finds out what Katie tends to remember every day – she always remembers to put her kids toys in a box in the living room every night after she puts her kids to sleep

- Katie agrees to put a sticky note on the toybox tonight after work– a reminder to practice deep breathing in the living room after she picks up the toys – for a bonus activity, she will right down some baby steps she can perform the next day to feed her values
- The counselor stays focused on these two linked activities and has Katie practice the techniques daily for several weeks – a new habit can be learned in about 28 days



Focus on solutions and what the person can do, rather than on what they need to stop or can't do

Focus on Solutions or Problems/Deficits

- A deficit focus looks at how to stop the person from initiating destructive behaviors, such as
 - ✓ smoking cocaine,
 - ✓ binging on food,
 - ✓ feeling depressed,
 - ✓ having panic attacks,
 - ✓ getting involved in abusive relationships,
 - ✓ getting angry, or
 - ✓ forgetting appointments
- A deficit focus intervention implies that the person may not be capable of self-regulation or self-management of the behavior without extensive guidance from a professional

Focus on Solutions or Problems/Deficits

- A solution focus looks at how, when and with whom the person effectively manages the behavior, usually by initiating other behaviors, such as
 - ✓ when the person does not use cocaine and how that works,
 - ✓ when the person can minimize food intake and under what cues,
 - ✓ how the person is able to get moving, when feeling depressed,
 - ✓ when the person can persevere through a panic attack, or
 - ✓ what helps the person attend appointments.
- A solution focus implies that the person uses a wide range of effective behaviors and can be coached to use them more or recall them more rapidly in the future

Focus on Solutions – Increasing Confidence

What does not help	What Helps
Quickly take over control of the client's problems & rely on treatment to solve the problems	Coach clients to think through situations where they resolved the issue in the past & on their own
Require clients to talk about their deficits and to focus on how to stop the deficits	Require clients to talk about their goals & values, & how they can reach their goals or values
Focus on unrealistic goals that are complex (e.g., abstaining) or unrealistic (e.g., stop all stress)	Break down complex goals or abstract terms into measurable, small, reachable objectives
Solve the client's problems with advice without requiring the person to think for themselves	Avoid the righting reflex: the tendency to fix the clients problems without them

Finding Solutions

Katie has increased her deep breathing exercises & writing down baby steps for the next day. She is beginning to think that she can reduce her pot intake, but she is not sure if she can give it up completely while she is still feeling anxious

seventh meeting over the phone: the counselor is aware that Katie fears anxiety, so pot is probably not the primary behavior to target

- Katie is asked to identify situations where she felt extremely anxious and still accomplished her objective
- Katie struggles at first to identify any situations, but with coaching, begins to recall multiple times every day where she stays on task while anxious – she notices that she stays on task for her kids or when she can recall her own skills

Solution-Based Interventions

- Help people see that they have the skills & determination to reach their goals while also managing their symptoms, by asking these questions:
 - ✓ What has been working for you when you want to change.....?
 - ✓ How were you able to work through the pain/panic/sadness..... when you accomplished.....?
 - ✓ What helped you to come in today?
 - ✓ How were you able to avoid alcohol/drugs on.....?
 - ✓ When you acquired a job in the past, what skills did you use to get the job?
 - ✓ Can you recall what helped you to remember your appointment when you attended your doctors appt or.....?

Solution-Based Interventions

- Help the client focus on the future and what is important to the person by asking the miracle question:

Suppose while you are sleeping tonight a miracle occurs. You don't know what happens, but when you wake up, your life has changed and you no longer have the problems you had that brought you to this organization. Because you were sleeping, you don't know that a miracle has happened. When you wake up tomorrow morning, what will be different that will tell you a miracle has happened and the problem that brought you here today (or with this agency) has been solved

- The miracle question can help client's orientate their thinking to what they want in life, as opposed to focusing on their present symptoms or feelings of distress/misery