



**THE IOWA
CONSORTIUM**
FOR SUBSTANCE ABUSE RESEARCH AND EVALUATION

———— **MOTIVATIONAL INTERVIEWING** ————
NETWORK

PROCESS REPORT

PREPARED BY:

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A. Background

The selection and subsequent implementation of Motivational Interviewing (MI) is part of a statewide process to implement evidenced-based practices in Iowa. The MI Network project is part of a statewide commitment by substance abuse stakeholders to enhance the quality of substance abuse treatment in Iowa. This report highlights Iowa's experience in implementing MI to treatment agencies and state corrections staff statewide. The state's managed care contractor, Magellan Behavioral Health initially lead the MI training process by supporting training for more than 50 substance abuse professionals, representing 15 different agencies. Motivational Interviewing is nationally accepted treatment approach for helping clients move through the stages of change and find internal motivation for change. Motivational Interviewing is an evidence-based practiced well supported by research.

Initially participants attended general MI training conducted by William Miller, Ph.D., Denise Ernst, MA, MS, and Mary Velasquez, Ph.D. Six treatment professionals attended intensive training for special populations and attended the Training for New Trainers (TNT) in New Mexico. Participants who completed the TNT became members of the Motivational Interviewing Network of trainers (MINT), a national cadre of MI trainers.

Once a core set of professionals were trained, the Iowa Consortium for Substance Abuse Research and Evaluation (Iowa Consortium) recommended that the state form an MI Network to sustain and expand training in the state. The goal of the network was to establish an inclusive, self-sustaining network of Iowa substance abuse professionals trained in MI. The Iowa Consortium provided a half-time coordinator to plan and execute logistics for Network meetings and trainings.

As a first step toward forming the network, a survey was created and administered to all participants who attended the initial trainings. This survey was used to determine the level of interest in the network and types of activities the network would undertake. The results of the survey were presented and discussed at a December 16, 2003 network kick-off meeting.

Tables 1 through 3 show the results of the survey: Table 1 reflects respondents interests in participating in the network; Table 2 shows respondents preferences for communication and staying connected; and Table 3 provides information on the services people wanted the Consortium to provide to the network.

Table 1.

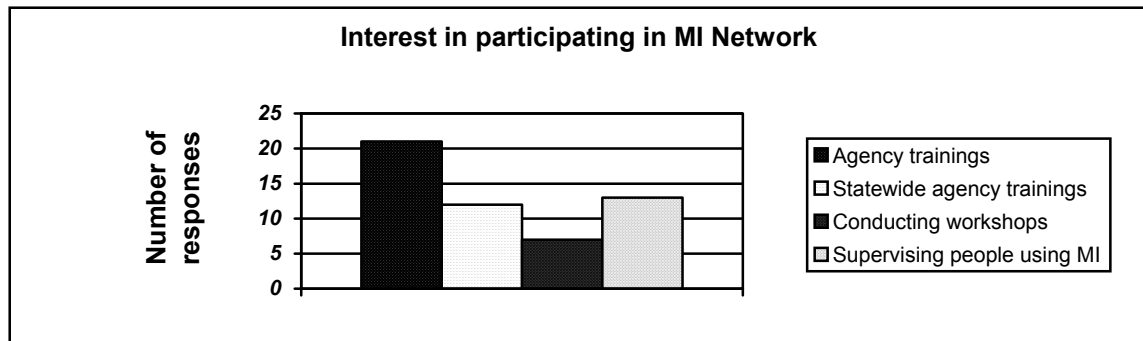


Table 2.

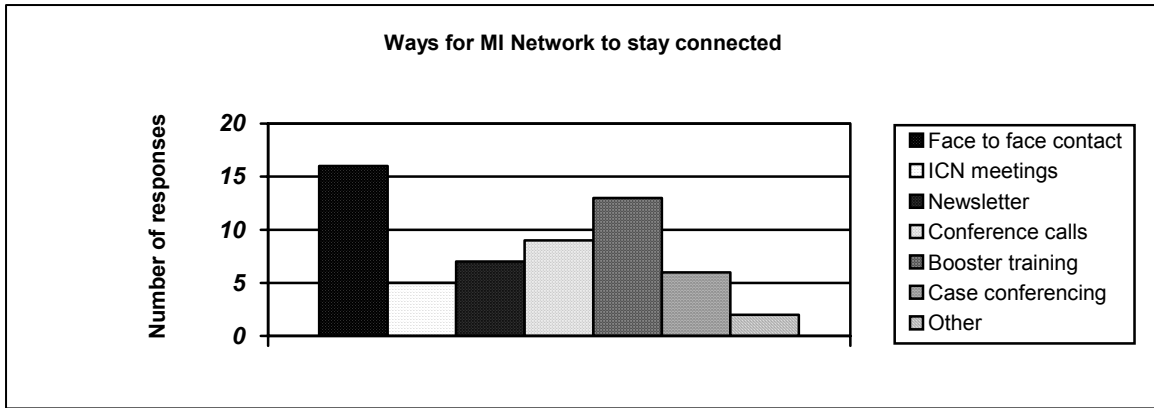
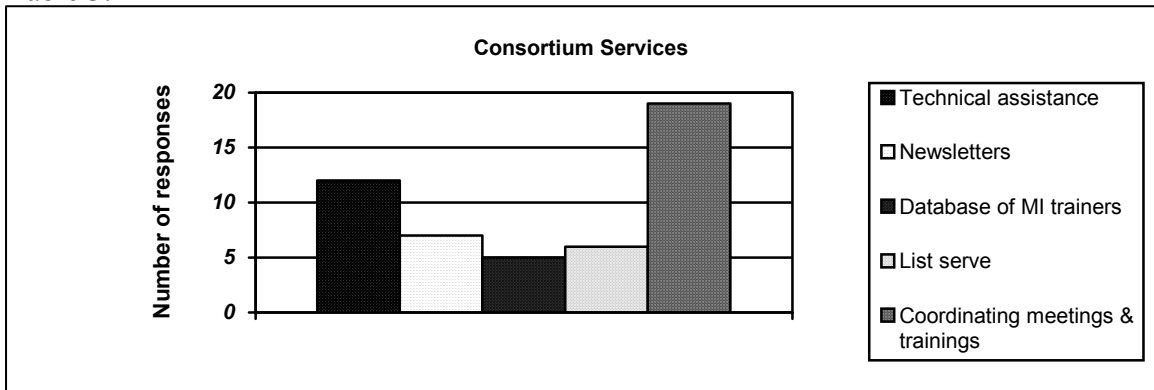


Table 3.



B. Creating the Motivational Interviewing Network

Goals of the Network

The network's philosophy is to support colleagues by providing opportunities to discuss what is working and what is not working with MI in their agencies. The MI Network meetings were created to keep participants connected and allow trainers to meet and brainstorm about training in the State of Iowa. These meetings allowed dialogue pertaining to opinions regarding the direction of MI in the state and provided an opportunity for suggestions on supporting the MI network activities.

The network trainers were chosen based on their willingness to train, past MI training, experience and history of providing prior trainings, and level of support from their perspective agencies to provide training. The core group of trainers was made up of ten providers from seven agencies. These trainers were responsible for providing the basic MI trainings in 2004.

Network Members

Membership to the MI Network is voluntary. A total of thirty-eight substance abuse professionals who were part of the initial trainings and who indicated interest on the survey were invited to become members of the MI Network. A kick-off meeting was held in December for members to discuss the goals and objectives of the MI Network, and to obtain feedback about MI implementation in individual agencies. Participants offered services ranging from supporting others, supervision, case conferencing and follow-up services. The following agencies are involved in MI network activities:

- Area Substance Abuse Council (ASAC), Cedar Rapids
- Community and Family Resources, Des Moines
- Jackson Recovery Centers, Sioux City
- Mid-Eastern Council on Chemical Abuse (MECCA), Iowa City/Des Moines
- Prairie Ridge Addiction Treatment Services, Mason City
- Capstone Center, Newton
- House of Mercy, Des Moines
- First Step- Mercy Recovery Center, Des Moines
- New View Substance Abuse Treatment Center, Carroll
- New Horizons, Muscatine
- Substance Abuse Treatment Unit of Central Iowa (SATUCI), Marshalltown
- Southern Iowa Economic Development Association (SIEDA), Ottumwa
- Northwest Iowa Alcoholism and Drug Treatment Unit, Spencer
- Powell Chemical Dependency Center, Des Moines

Meetings/Trainings

2004 MI Network activities involved four network meetings, four basic MI trainings and two advanced MI trainings. The Department of Corrections and substance abuse agency staff were invited to the trainings. The 2004 MI training and meeting schedule is provided on the following page. Basic training was provided by Motivational Interviewing trainers from the MI Network and Advanced training was provided by Denise Ernst from the University of New Mexico.

December 2003 – August 2004									
Activities Timeline	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug
MI Network Meeting (for those who completed the MI Advanced Training)- 13 participants	■								
MI Network Meeting for trainers	■								
MI Network Meeting for trainers		■							
Two-day Basic Training for substance abuse agencies- 30 trainees			■						
Two-day Basic Training for substance abuse agencies- 30 trainees				■					
MI Network Meeting for trainers					■				
Two-day Basic Training for substance abuse agencies- 28 trainees							■		
Two-day Basic Training for department of corrections and substance abuse agencies- 31 trainees									■
Advanced Training for MI participants who completed basic training in the 2004 cycle- 23 trainees									■
Advanced Training for MI participants who completed basic training in the 2004 cycle- 24 trainees									■

Participant Evaluations of the MI training

Evaluations were collected at the end of each training. There were a total of 100 surveys collected from participants who attended the following four training sessions: June 30 - July 1; August 3 – 4; August 17; and August 18. Overall, the evaluations were very positive. Evaluation questions covered the following areas: how well the topic was covered; the benefit of the activities; the impact of the training; and the experience of working in groups during the training.

- 90% of participants agreed or strongly agreed that the topic was adequately covered.
- 94% of participants agreed or strongly agreed that the activities that took place during the training aided in their learning of MI.
- 93% of participants agreed or strongly agreed that the training had a positive impact on their MI skills.
- 91% of participants agreed or strongly agreed that it was helpful for them to work in groups and share their training experiences with other participants in the training.

C. Implementing MI trainings

A critical aspect of implementing the network is logistics. Several decisions must be made related to: selecting the trainers for the network; determining how the trainings should be structured (i.e. the target population, agenda, training materials, participant preparation, etc); the number of trainings to provide; the type of trainings (basic or advanced); and resource allocation for the training.

Select the Trainers

Trainers were chosen based on their involvement in the MI Network and level of interest to train as indicated on the survey given prior to creating the network. Based on this information, as well as input from Kathy Stone of Magellan and Denise Ernst from the University of New Mexico, ten trainers were chosen. The trainers were chosen based on their experience in the substance abuse field, their agency involvement in the MI Network, and their knowledge of MI. Many of the trainers who were chosen had been working extensively with Denise Ernst as a follow-up to training they received to improve their MI skills. Kathy Stone assigned the group who attended the Training for New Trainers, and became members of the MINT, to the group of trainers.

Hold Network meetings

Network meetings were held to maintain contact among those who had been trained in MI. This gave providers an opportunity to talk about their MI experiences since implementing MI at their agencies and using MI with clients. Meetings also were used to discuss MI training opportunities and future training offerings. MI trainers had a chance to discuss their training experiences and the progress of MI in their agencies. Logistics related to holding networking meetings included:

- Coordinating schedules so that the maximum amount of people would be able to attend the meetings.
- Holding meetings in a central location
- Delegating responsibilities to agencies.

Sustain the network

The meetings and trainings have been well attended and the Network trainers have been cooperative in providing MI training sessions. A part time coordinator is critical to sustaining network activities. This position provides centralized coordination and communication functions that would otherwise make this statewide effort very difficult.

Define trainings

Coordinating the training involved an array of decision making related to level of training, target population, prioritizing who to train, and which training materials to use. All of these issues were addressed during the coordination of the trainings.

Determine level of trainings that should be provided

Training need and demand helped determine the level of training provided. Basic training was the focus initially. The demand was high so more basic trainings were

provided. Once the waiting lists for basic training were exhausted then advanced training was offered to individuals who had taken the basic training.

Determine who to target for training

As stated earlier, Magellan sponsored the first two basic trainings to substance abuse counselors in the state. The Consortium sponsored consequent basic trainings and invited counselors who were on a waiting list from the previous trainings. Since training sessions are limited to 30 attendees, criteria were developed to prioritize who should be trained in future sessions.

Strategies for creating equity in the invitation process:

- Start with the waiting list that was created from registrants of the previous trainings.
- Organize registration information and waiting lists for basic training provided by the other coordinating agency (Training Resources) to select participants to be invited to the basic trainings.
- Advertise the training for the Department of Corrections through their statewide list serve and accept registrants on a first come, first serve basis.

Select training materials

Participants were provided with the Motivational Interviewing book by Miller and Rollnick, as well as other supporting MI articles. Trainees were asked to review the following materials in advance: “An Introduction to Motivational Interviewing” by William R. Miller, Ph.D.; “Rediscovering Fire: Small Interventions, Large Effects” by William R. Miller, Ph.D.; “Motivational Interviewing: A Guide developed for the Behavioral Health Recovery Management Project” by Daniel D. Squires and Theresa B. Moyers; and a “Motivational Interviewing” news brief provided by the Iowa Consortium.

The trainers asked attendees to read a portion of the book and have a basic understanding of MI prior to attending the training. Participants of basic training were asked to read chapters one through nine; those attending advanced training were asked to read chapters ten through twelve. Motivational Interviewing training manuals and MI exercises were distributed the day of the training. Continuing Education Credits (CEUs) were also provided free of charge to the participants.

Select trainers for the trainings

The first two basic trainings allowed all of the trainers an opportunity to practice their training skills. The trainers worked collaboratively in preparing and presenting the materials at the trainings. At the February 2004 training, there were four trainers. The March 2004 training had six trainers. Feedback from the participants, and the trainers indicated that six trainers were too many. The remaining trainings had a limit of two trainers. Trainers were chosen based on participant feedback and trainer availability.

D. Lessons Learned

Overall, the MI Network and MI trainings have been a success. Iowa's MI experience involved a learning process related to planning and implementation. Below are lessons learned regarding the MI process.

- *Maximum of two trainers at a training session.* When too many trainers are involved it creates an atmosphere of “experts” versus “amateurs.” We learned from the first two trainings that although the trainers need experience, it is not beneficial for either party if there are too many trainers.
- *Each agency should send at least two or three staff members to MI training. Participants attending the training together will have the support and ability to enhance their skills with co-workers.* Participants in the initial two training sessions had the advantage of attending the trainings together with colleagues from their respective agencies. Subsequent MI trainings focused on people who were on the waiting list from the previous trainings. Many attended the training as a single representative from their agency. Those who attended the training alone did not have the opportunity to work with other people from the agency, which minimized support to work on MI skills after the training. If practice does not occur following basic-level training, the skills are not at the same level for the advanced training.
- *Establish an intermediate MI training and/or a follow-up training session to address any training gaps prior to an advanced training.* Intermediate or follow-up training will help those who were the only representatives from their agencies to prepare for the advanced training.
- *MI trainers need opportunities to enhance their skills, whether it is at their agencies or from other MI trainers.* The MI Network must support the participants the trainers. As trainers provide more training, their skills are enhanced. If there is less opportunity and time to provide trainings, then an alternate forum for practice may need to be instituted.
- *Agencies may not have the resources to send people to training (versus having training at the agency).* Agencies lose money when their providers are not in the office seeing clients and may need to pay replacement time, travel expense, etc. when sending people to training. An alternative would be for the agency to hold training onsite. This would decrease travel expenses and would allow for more people at an agency to be trained at one time. However, onsite training may be cost prohibitive: a two-day training session that includes books, materials and trainer expense is approximately \$3,500.