10th Annual Summer Institute

Innovations in Implementation & Informatics

Inspiring Hope Today for Tomorrow's Behavioral Health Systems

July 21-24, 2009  Sedona, Arizona
Welcome to Summer Institute 2009. We are pleased to have you join us for our 10th annual behavioral health conference in beautiful Sedona.

This year, we have assembled a premier lineup of the leading voices in substance use and mental health from Arizona and across the United States. You will see this year’s event offers a variety of plenary and breakout session topics aimed at bringing you the most innovative, useful information available and give you the tools to better serve your clients and constituents.

Presentations have been selected to amplify this year’s conference theme: Innovations in Implementation & Informatics: Inspiring Hope Today for tomorrow’s Behavioral Health Systems.

The 5th Annual Arizona Behavioral Health Awards Gala will take place 5:30 p.m., Thursday, July 23 in the Canyon Ballroom. The elegant dinner event will feature live music, fun and fellowship — if you have not already registered for the gala, tickets may still be available at the registration desk. Join us in honoring those who have made valuable contributions to the behavioral health in our state.

Thank you again for sharing Summer Institute with us. We hope your experience here will be one of learning and rejuvenation before you return home to carry on the important work you do to improve the lives of those you serve in Arizona.

For more information, visit: www.cabhp.asu.edu
SESSION 1 – eHEALTH AND THE BEHAVIORAL CLINICIAN: HARNESING THE POWER OF THE INTERNET TO ENHANCE TREATMENT
RONALD O’DONNELL – ARIZONA STATE UNIVERSITY, DOCTOR OF BEHAVIORAL HEALTH PROGRAM
This presentation will focus on how the typical behavioral health care provider can use the Internet as an adjunct to behavioral treatment, including a broad survey of the types of eHealth tools. Examples of how to integrate eHealth resources as an adjunct to psychotherapy and case management will also be provided.

SESSION 2 – AN EXAMINATION OF RECIDIVISM RATES FOR OFFENDERS WITH CO-OCCURRING DISORDERS: HOW MUCH DO SERVICES HELP?
PHILLIP MULVEY, ADRIENNE PANDE, MICHAEL SHAFER – CENTER FOR APPLIED BEHAVIORAL HEALTH POLICY, ARIZONA STATE UNIVERSITY
Research suggests inmates experience co-occurring mental health and substance use disorders at high rates and such inmates experience recidivism at greater rates and sooner than offenders without co-occurring disorders. This presentation will report on findings of a two-year study evaluating a combination of a prison-based treatment and pre-release planning, followed by post-release case management, subsidized housing, and community-based services linkage.

SESSION 3 A & B (EXTENDED) – INTEGRATION OF MINDFULNESS-BASED PRACTICES IN A RESIDENTIAL TREATMENT SETTING
MARY STANTON, ROD MULLEN – AMITY FOUNDATION
The impetus for the integration of Mindfulness-Based Practices into a residential treatment setting came from Amity Foundation’s interest in providing innovative therapies which help to unravel the complex knots that addiction and co-occurring disorders create. This presentation will discuss the theoretical basis of Mindfulness-Based Cognitive Therapy (MBCT), outline methods of implementation, provide experience and practice, and allow time for discussion.

SESSION 4 – SOMEWHERE OVER THE RAINBOW: THERAPEUTIC ASSESSMENT AND INTERVENTION FOR THE LGBTQ POPULATION
LAUREL-HEATHER MILDEN, STEPHANIE NICHOLAS – LGBTQ BEHAVIORAL HEALTH COALITION
This interactive workshop discusses therapeutic approaches and best practices specific to lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ) individuals. Often LGBTQ individuals seek services in the behavioral health setting without disclosing sexual orientation. Participants will explore the importance of sexual orientation and the impact of heterosexism and homophobia on LGBTQ clients.

SESSION 5 – NATIVE AMERICAN YOUTH AND SUBSTANCE ABUSE
PATTI HIBBELER – PHOENIX INDIAN CENTER
MARY ALETA WHITE – AZGM
JACOB BERNAL – TUCSON INDIAN CENTER
The Urban Indian Coalition of Arizona (UICAZ) is a coalition of agencies that have developed a needs assessment report on urban Native American youth and substance abuse, specifically alcohol use. This session will share the results of data obtained using extensive interviews, focus groups and surveys.

SESSION 6 A & B (EXTENDED) – IMPLEMENTING EVIDENCE-BASED PRACTICES IN A HOUSING ENVIRONMENT
NICK JONES AND TOM LITWICKI – OLD PUEBLO COMMUNITY SERVICES
PATTI HENDERSON – WOMEN IN NEW RECOVERY
VICKI STAPLES – CENTER FOR APPLIED BEHAVIORAL HEALTH POLICY, ARIZONA STATE UNIVERSITY
Participants will gain knowledge of the importance of safe, clean housing for persons coping with substance use and co-occurring disorders. Participants will be provided information on the current efforts in Arizona to increase the quality of transitional and supportive housing through the implementation of EBPs and the development of community-based organizations designed to monitor and promote EBPs in Arizona housing environments.
**Session 7 – Applications for Strategic Decision Support in Health Care Planning**

**Timothy Lant, Deidre Hahn – Arizona State University’s Decision Theater**

Response to health care risks and epidemics require the coordination of multiple groups cutting across systems, agencies and constituencies. The application of informatics platforms that provide these groups with access to real-time and interactive tools for simulation and scenario exercises can facilitate enhanced planning and decision-making processes that are data-driven. **Attendees are encouraged to bring a laptop with wireless card to use during the session, not mandatory.**

**Session 8 – The ABCs of A-CRA: Implementing an Evidence-Based Treatment Model for Youth and Families**

**Alison Greene – University of Arizona, Southwest Institute for Research on Women**  
**Rigo Contreras – Pima Prevention Partnership**

This interactive workshop will discuss how two community adolescent substance abuse treatment programs effectively implemented and evaluated Adolescent Community Reinforcement Approach and Assertive Continuing Care (A-CRA/AAC), as part of a SAMHSA initiative. The workshop will cover training, certification, fidelity, and creative tools to compliment treatment procedures (e.g., contingency management, podcasting). Findings in the area of substance abuse, mental health and other domains will be presented.

**Session 9 – Evidence-Based Principles in Criminal Justice and Treatment**

**Kathy Waters, Clifford Ford, Sharon Yates – Arizona Supreme Court, Administrative Office of the Courts**

Evidence-Based Principles (EBP) continue to play a significant role in the criminal justice system, especially with courts and probation. The Administrative Office of the Courts (AOC) has moved towards instituting EBP in the courts and probation departments throughout Arizona. As a vital part of EBP, AOC has re-validated the standardized assessment instrument for the probation population of Arizona that predicts the propensity to re-offend. Interventions that target the unique criminogenic needs of the probationers yield a reduction in recidivism and an increase in compliance with probation. Treatment interventions based on the results from the instrument in conjunction with other stacked assessments should be designed with the correct dosage and responsivity through case planning. EBP requires that treatment programs include fidelity and evaluation to measure outcomes.

**Session 10 – Motivating Change with Compulsive Gamblers**

**Bobbe McGinley – ACT Counseling and Education**

This workshop will discuss evidence-based brief interventions in working with problem gamblers and their families, identify co-occurring disorders of alcoholism and drug addiction to gambling addiction, and learn measures of effectiveness with Motivational Interviewing techniques.
Session 11 – Youth Involvement: Transforming Lives and Systems of Care
Greg Dicharry – Magellan Health Services
Youth Presenters – MY LIFE
This presentation will provide an overview of MY LIFE and MY Fest, a youth involvement festival held April 11, 2009. Attendees will receive information on how to establish and promote youth involvement and produce youth-led events.

Session 12 A & B (Extended) – Integrating Buprenophine Treatment to Enhance Services for Opioid Abuse and Addiction
Thomas Freese – UCLA
Bob Bohanske – Southwest Behavioral Health Services
This seminar is designed to provide a broad overview of the medication, its effects, and the role of non-physician practitioners in providing and supporting the treatment of individuals receiving this medication. Learn what to expect when someone is treated with buprenorphine; legislation that permits office-based buprenorphine treatment; the science of addiction; the mechanism of buprenorphine; patient selection issues; results from a NIDA clinical trial comparing buprenorphine to clonidine in both inpatient and outpatient settings; the taper schedule; and use of ancillary medications.

Session 13 – Methamphetamine Use in Arizona: Innovative Programs and Implications for Intervention
Bonnie Carlson – School of Social Work, College of Public Programs, Arizona State University
This workshop will (1) report findings from a study of parents referred by Child Protective Services to the Arizona Families F.I.R.S.T. (AFF) program, comparing characteristics and substance use outcomes of parents who primarily abused methamphetamine with parents who abused alcohol or other drugs, (2) present findings from two innovative programs in Maricopa County, and (3) discuss the implications for working with clients attempting to recover from methamphetamine addiction.

Session 14 – Implementing Best Practices in Community-Based Settings
Sandy Stein, Cyndi Deines – Community Partnership of Southern Arizona
This presentation will offer participants the opportunity to learn about the methods used for choosing and implementing two best practices, Motivational Interviewing and Behavioral Interventions. Emphasis will be given to identifying key components of an implementation plan, the fidelity of the implementations, and the lessons learned throughout the four year process. Practical, concrete suggestions and tools will be given for agencies wanting to implement best practices.

Session 15 – At War With Organizational Stress: Utilization of Sanctuary Concepts with Staff Leadership
Janet Fuhriman – Arizona’s Children Association
Bridget Ruiz – University of Arizona: Southwest Institute for Research on Women
This session will introduce the concepts of the Sanctuary Model, including the seven organizational commitments. Participants will understand the impact of trauma on their organization as well as learn interactive tools to assist them to lead with courage.

Session 16 A, B & C (Extended) – Improving Client Engagement and Retention in Treatment
Beth A. Rutkowski – UCLA Integrated Substance Abuse Programs
John Greenawalt – Terros
This session will focus on a bi-directional approach that enables management and staff to collaborate on improving the timeliness and efficiency of substance abuse screening, assessment, and treatment services, based on understanding of clients’ needs. Key strategies discussed will include the agency walk-through, the Plan-Do-Study-Act rapid cycle change project, the importance of using data to inform change decisions, and the Quick Start Road Map.
Session 17 – Latino Managers: Future, Perceptions and Connections
Olga Aros – Chicanos por la Causa
While both business schools and educational institutions play a specific academic role, most institutions must follow a set curriculum that is historic in nature. This presentation will provide practical advice to organizations interested in recruiting and retaining Latinos through activities that provide insight regarding factors that influence their decision-making.

Session 18 A & B (Extended) – Implementing SMART Recovery, a Peer-Based Recovery Support Group
Thomas Litwicki – TML Counseling
During this session, participants will gain knowledge on SMART Recovery, an emerging peer-based recovery support group. SMART Recovery is supported by an International Advisory Council that includes a diverse team of internationally recognized addiction professionals. Training focuses on understanding of SMART Recovery and development of strategies to engage consumers in starting SMART Recovery meetings.

Session 19 – Using DBT: Informed Treatment with At-Risk Adolescent Girls within a Residential Setting
Erin Wilkinson, Alyssa Rapisarda – Florence Crittenton
Dialectical-Behavior Therapy (DBT) is an evidence-based therapy for treating borderline personality disorder. This workshop will describe some of the reasons using DBT-informed treatment is effective in working specifically with girls and will share some of the modifications made to maximize the benefit of these tools in a residential setting.

Session 20 – Personalized Feedback Report and Motivational Interviewing for Adolescents with Substance Use Disorders
Julie Treinen – Arizona Department of Juvenile Corrections
This session will provide attendees with an overview of assessment and personalized feedback techniques for adolescent substance abuse treatment. By the end of the training, participants will be able to utilize the Inventory of Drug Taking Situations (IDTS), the Stages of Change Readiness and Treatment Eagerness Scale (SOCRATES), the Alcohol and Drug Use Consequence Questionnaire (ADQ) along with clinical interviewing and record review to create a comprehensive clinical formulation of an adolescent’s substance use disorder.

Session 12 A & B (Extended) – Integrating Buprenorphine Treatment to Enhance Services for Opioid Abuse and Addiction

Session 16 A, B & C (Extended) – Improving Client Engagement and Retention in Treatment

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**Session 21 – Integrating Medical and Mental Health Care on the Streets: Reflections from the Boston Experience**  
James O’Connell – Boston Health Care for the Homeless/Mass General Hospital  
This session will review the experience of an integrated team of medical and mental health clinicians who deliver care directly on the streets to Boston’s “rough sleepers.” The results of a nine-year prospective study of a cohort of 119 street folks will be reviewed, including health outcomes and marked disparities in morbidity and mortality.

**Session 22 – How e-Health Information Technology Can Foster Client-Centered Treatment and Clinical Team Productivity**  
Jack Beveridge – Greater Valley Area Health Education Center  
In this session, participants will be shown how a Web-based health information system can promote client-centered treatment and efficient clinical team operations. Also discussed will be: essential system requirements; tiered role-based security; HIPAA privacy protection and consent; integrated personal health and electronic medical records; treatment planning and progress reporting; continuity of care documentation; and consumer health literacy and participation. This presentation will also show how a Web-based system can ensure accuracy and maximize provider billing and encounter value.

**Session 23 – Treating Complex Trauma in Adolescents**  
Barbra Quade, Jocelyn Rechichar – Jewish Family and Children’s Services  
Pat Penn – La Frontera Center, Inc.  
This presentation will introduce participants to Integrative Treatment of Complex Trauma for Adolescents (ITCT-A), which is a treatment designed for adolescents who have experienced multiple, severe trauma, with multiple and severe results. ITCT-A is an assessment-driven, evidence-based model that can be tailored to individual needs of adolescents via an assessment-treatment flowchart. Possible components include safety training, substance abuse, distress reduction/affect regulation, and cognitive and relational processing. In addition to treating trauma, this model stresses advocacy and intervention at the system level and allows for a flexible timeframe. This presentation will include didactic as well as experiential elements.

**Session 24 – Cultural Elements in Treating Hispanic/Latino Populations**  
Marco E. Jacome – Health Care Alternative Systems, Inc (H.A.S.)  
The purpose of this training is for participants to become aware of cultural differences that can influence the outcome of substance users and their families in Hispanic/Latino communities. This training will focus on traditional Hispanic/Latino values in comparison to the values of the mainstream. Describing the diverse populations within the Hispanic/Latino community and possible treatment implications will lead to a better understanding of the values, traditions and customs of this culture.

**Session 16 A, B & C (Extended) – Improving Client Engagement and Retention in Treatment**

**Session 18 A & B (Extended) – Implementing SMART Recovery, a Peer-based Recovery Support Group**
Session 25 – University-Provider Partnerships for Evidence-Based Practice
David Duffee – Center for Applied Behavioral Health Policy, Arizona State University
This workshop reviews when and how such partnerships can help service providers engage their responsibilities for obtaining and using evidence about their own practices. Participants in this workshop will develop a checklist of action items for planning and engaging in university-provider collaborations for practice based research to support evidence based practice.

Session 26 A & B (Extended) – An Integrated Approach to Trauma, Borderline Personality Disorder and Addiction
Linda Gertson – Ventura County Behavioral Health
This session presents an integrated model to explain the comorbidity of trauma/PTSD, Borderline Personality Disorder and Substance Abuse/Dependence. Research in the areas of neurobiology, developmental psychology, trauma, and addiction is synthesized into a unified framework to explain how these disorders interact, creating a complex diagnostic picture and treatment challenge. Treatment applications using both cognitive-behavioral and psychodynamic therapies for these co-existing disorders are presented based on this integrated model.

Session 27 A & B (Extended) – If Motivational Interviewing (MI) is So Helpful, How Come It is So Difficult to Implement?
Robert Rhode – Center for Applied Behavioral Health Policy, Arizona State University
Like most innovations, MI is built on previous good therapy skills but brings a new perspective to the helping efforts of mental health and substance use counselors. Now, some 26 years later there, many studies document its usefulness in comparison to a more directive approach. Most agency staff find MI more difficult to learn than they anticipated based on watching someone else use it. This presentation will describe what is typically involved for staff to learn MI skills and several ways to provide feedback to those staff to enhance their progress.

Session 28 – Pathways to Understanding: Clinical Guidelines for Working with Transgender People
Alison Davison, Kate Freeman – LGBTQ Behavioral Health Coalition
This session will provide clinicians with diagnostic information, therapeutic strategies, and an overview of the clinical needs of transgender people seeking behavioral health services. We will explore issues surrounding gender identity and how to assist and support your transgender client with the gender assessment and transition process.

Session 29 – You Think They Can’t Work: How One Agency Made Employment a Main Entrée on Their Service Menu
Heather Taras, Betty Seery, Eric Stark & Pat Penn – La Frontera Center
Unemployment leads to increased utilization of high cost/intensity services, low self esteem and housing instability. Participants will learn how we are increasing employment by using a multi-modal approach that includes promoting culture change regarding employment, creating a comprehensive employment team, using strategies that assess employment readiness, and assessing outcomes.

Session 30 A & B (Extended) – Implementing Community Reinforcement and Family Training (CRAFT)
Raymond “Ande” Anderson – Center for Applied Behavioral Health Policy, Arizona State University
Community Reinforcement and Family Training (CRAFT) is an effective approach that can benefit Concerned Significant Others (CSOs) of those affected by addiction. This presentation will also include a discussion of how this approach may be implemented in various communities. Attendees will be taught strategies to take CRAFT from a clinical trial to agency practice. Examples would be: how to implement a phone screen, ways to fund a CRAFT project, what screening instruments are typically used in CRAFT for developing outcomes, and much more.
Session 31 - Organizational Transformation: Engagement and Retention Strategies with Native Americans
Eddie Grijalva, Jason Brown, Daryl Norris - Compass Behavioral Health Care
This workshop will demonstrate the efficacy of an organizational approach in residential treatment for Native Americans. The current success of this program Four Winds Turning Point is due to the collaborative efforts of utilizing major components of an Adult Recovery Team. We will present data that substantiates the increased engagement and retention rates for this population. We will demonstrate the role of the Tribal Liaison as cultural broker, single-point-of-contact, the role of the clinical supervisor in a multicultural staff, and the challenges faced. Participants will also learn about the role of the therapist utilizing evidence-based, best-practice models to increase and enhance personal recovery for tribal members.

Session 32 - The MATRIX Model: A Study of Applied Treatment
Candace Weingart, Jesus Cano - SEABHS
A study of the MATRIX Model is presented with demographic data gleaned during administration of the 16-week model presented over a six-month period from July 1 through December 31, 2008. The model provides evidenced-based treatment elements of relapse prevention, family and group sessions, drug and alcohol education, and self help involvement. The fundamentals include Early Recovery, Relapse Prevention, Family Education, Conjoint Sessions, Individual and Group Sessions, Urine tests, 12 Step Involvement, Relapse Analysis and Social Support Group. This workshop teaches participants to facilitate a MATRIX treatment element through active participation and fidelity to the model.

Session 33 - Increasing Access and Capacity
Noel Clark, Louis Thorp, John Bain - Carlsbad Mental Health Center
Lengthy wait times, high no-show rates and low productivity are serious problems that community behavioral health centers face. Often the answer is to hire additional staff, but there is another solution. Learn how the Carlsbad Mental Health Center (CMHC) in New Mexico increased service access and quality for consumers by implementing same-day access for intakes/assessments. Discover why they made this change, how they were able to overcome challenges in implementation and achieve greater efficiency and productivity, without adding staff. Both rural and urban providers can benefit from CMHC’s processes and learn the tools to become a highly efficient and well managed organization.

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Session 26 A & B (Extended) - An Integrated Approach to Trauma, Borderline Personality Disorder and Addiction
Session 27 A & B - If Motivational Interviewing (MI) is So Helpful, How Come It is So Difficult to Implement?
Session 30 A & B (Extended) - Implementing Community Reinforcement and Family Training (CRAFT)
Session 34 – Healing the Spirit: Addictions and Co-Occurring Disorders

Alan Latif Shenmen – Pascua Yaqui Tribe
Carolyn Kamilla Shenmen – Hearts At Peace

This session will present an ancient traditional model from the Sufi tradition which explains this and the underlying causes of disease along with the Sufi understandings of the human heart and soul, their wounding and how this translates into spiritual, energetic and physical illnesses. A demonstration of the Sufi spiritual healing technique will be offered along with experiential activities. The presenters will report how these techniques are being used at the Pascua Yaqui tribe in Tucson, Arizona.

Session 35 – Initial Engagement Session: A Review of the New ADBHS Assessment

Bob Bohanske – Southwest Behavioral Health Services
Mike Franczak – MARC Behavioral Health

The Arizona Division of Behavioral Health Services has developed a revised assessment format and procedure that soon will be required in all RBHA clinical programs. This new assessment has been renamed the “Initial Engagement Session” to emphasize the clinical importance of the engagement process. This presentation will review the new format, forms involved and the expectations this engagement process promotes.

Session 36 – Safe and In Love: Using a Public Health Approach to Prevent Teen Dating Violence (TDV)

Anna Nelson – New Mexico DOH Office of School and Adolescent Health

This dynamic workshop outlines an innovative collaborative model highlighting partnerships among the New Mexico’s Department of Health, school-based health center, schools, youth-serving agencies, and domestic violence advocacy organizations in promoting healthy relationships among adolescents through peer education and social norm transformation. This multi-systemic approach embraces using a coordinated community response that focuses on youth-serving organizations and embraces youth as initiative leaders.

Session 37 – CSA Participation in Transitional Services

Ronald Schmidt – Helping Ourselves Pursue Enrichment (H.O.P.E.), Inc.

HOPE, Inc. has developed a new program providing Community Re-integration Transitional Services to inmates of Pima County Jail who are living with mental illness and/or substance abuse disorders. Participants will learn about Community Re-Integration Transitional Services, which seek to contribute to a comprehensive continuum of care for individuals with CODs who have had experiences within the criminal justice system.

Session 38 – The Brave New World of Gender: A Media Exploration of Gender Variance

Michael Woodward, Mary Perdue, Mary Blessington – LGBTQ Behavioral Health Coalition

This session will examine the unwritten rules of gender, the social cost of violating those rules, and the impact of gender stereotyping. How does mainstream American culture deal with gender variance? How do negative social responses become internalized for gender variant people? Can these negative self-concepts be ameliorated through the clinical process? This workshop will increase your knowledge of the effects of transphobia and gender stereotyping in relation to gender identity and expression with clients.

Session 39 – Increasing Access and Capacity

Ronald O’Donnell – Arizona State University, Doctor of Behavioral Health Program

The purpose of this presentation is to describe the basic design of telehealth, population-based interventions commonly used in managed behavioral health care. The success of these programs in achieving clinical improvements will be coupled with the challenges these programs face in patient engagement. The controversy over the ability of these programs to deliver a return on investment will be reviewed.
Robert A. Greenes joined Arizona State University as Ira A. Fulton Chair and Professor of Biomedical Informatics, in September, 2007, and has overseen the rapid progress in establishing this unit as one of the major U.S. programs in the field of biomedical informatics. For over 25 years, he directed the Decision Systems Group, a Harvard-based biomedical informatics research and development laboratory.

**Tuesday**

**12:30-2 p.m.**  
**Robert A. Greenes, MD, PhD**  
**Ira A. Fulton Chair and Professor, Biomedical Informatics, Arizona State University**  
**Toward a Roadmap for an Effective Information Technology-Enabled Health Care System**

**Wednesday**

**8:30-10 a.m.**  
**Deni Carise, PhD**  
**Director, Treatment Systems Research Section, Treatment Research Institute (TRI)**  
**Improving Lives – From Reducing Paperwork Burden to Technology Interventions**

Deni Carise is Director of the Treatment Systems Research Section (since 1998) at the Philadelphia based Treatment Research Institute (TRI) where she develops new interventions as well as time-saving, treatment-improving information management strategies for providers of substance abuse services. She is also an Adjunct Clinical Professor at the University of Pennsylvania. She earned both her Bachelor’s Degree and Doctorate in Clinical Psychology from Hahnemann (now Drexel) University, a major medical university in Philadelphia.

**Wednesday**

**12:30-2 p.m.**  
**James O’Connell, MD**  
**President and Street Physician, Boston Healthcare For the Homeless Program (BHCHP)**  
**Reflections from the Streets of Boston: Challenges in Caring for Rough Sleepers**

Dr. O’Connell graduated from Harvard Medical School in 1982, and completed his residency in Internal Medicine at Massachusetts General Hospital in 1985. In 1985, Dr. O’Connell began fulltime clinical work with homeless individuals as the founding physician of the Boston Health Care for the Homeless Program. Dr. O’Connell is now President of the program, which now serves over 10,000 homeless persons each year in three hospital-based clinics and over 70 shelters and other outreach sites in Boston.

**Thursday**

**8:30-10 a.m.**  
**Ramkrishnan Tenkasi, PhD**  
**Professor of Organization Change, Benedictine University in Chicago**  
**Contextualization for Effective Implementation on Health Care Change**

Ramkrishnan (Ram) V. Tenkasi is Professor of Organization Change with the PhD program in Organization Development and Change at Benedictine University in Chicago. His prior appointment was with the Marshall School of Business, University of Southern California where he started his career as an Assistant Professor. He earned his PhD in Organizational Behavior from the Weatherhead School of Management, Case Western Reserve University.

**Thursday**

**12:30-2 p.m.**  
**Gregory Aarons, PhD**  
**Assoc. Prof. in Residence, Dept. of Psychiatry, University of California, San Diego School of Medicine**  
**Implementation Research and Practice: What We Know and What We Don’t Know**

Gregory Aarons, Ph.D. is Associate Professor in Residence in the Department of Psychiatry at the University of California, San Diego School of Medicine. His research focuses on identifying and improving organizational factors that impact quality of mental health care and social services and on the implementation of evidence-based practices in real-world practice settings. Dr. Aarons’ most recent focus is on the role of leadership in evidence-based practice implementation and the effects of targeted implementation strategies on organizational functioning, service provider functioning, and implementation effectiveness.

**Friday**

**10:15-11:45 a.m**  
**Arizona Governor Jan Brewer**  
**TBD**

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