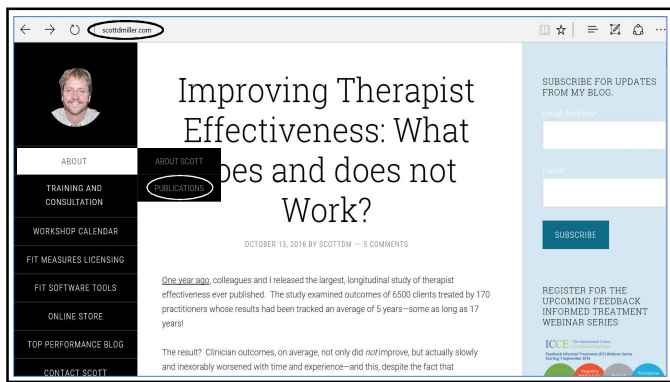
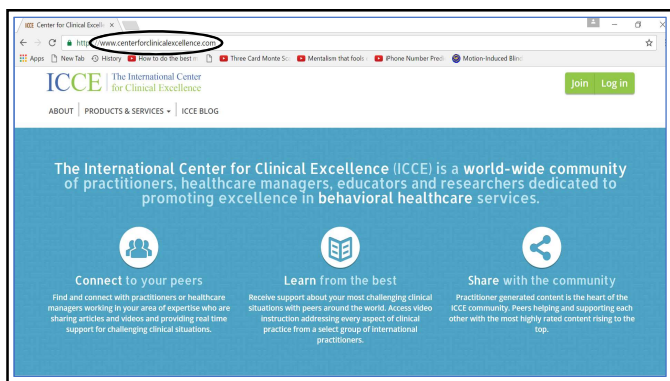



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2



3




How Effective are We?

- *In most studies of treatment conducted over the last 40 years, the average treated person is better off than 80% of the untreated sample.*
- *The outcome of behavioral health services equals and, in most cases, exceeds medical treatments.*
- *On average, mental health professionals achieve outcomes on par with success rates obtained in randomized clinical trials (with and without co-morbidity).*

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Prescott, D., Maaschack, J., & Miller, S.D. (2017). *Feedback Informed Treatment in Clinical Practice*. Washington, D.C.: APA Press.
Wampold, B., & Imel, Z. (2015). *The Great Psychotherapy Debate: The Evidence for What Makes Psychotherapy Work*. New York, New York: Routledge.

4



No Improvement

5



Therapists versus Athletes

- *Over the last century, the best performance for all Olympic events has improved—in some cases by more than 50%!*
- *Today's best high school time in the marathon beats the 1908 Olympic gold medal winning time by more than 20 minutes!*
- *Improvement has nothing to do with size, genetic changes, technology, or performance enhancing drugs.*

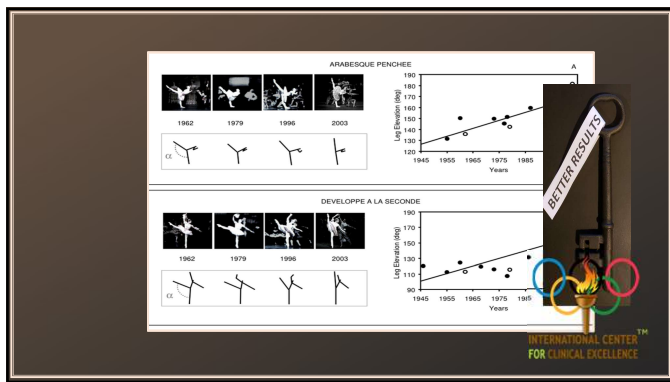
INTERNATIONAL CENTER FOR CLINICAL EXCELLENCE™

Culley, G. (2008). *Talent is Overrated*. New York: Portfolio.
Coyne, D. (2008). *The Talent Code*. New York, New York: Bantam.
Ericsson, A.K., & Pool, R. (2017). *Peak: Secrets from the New Science of Expertise*. New York, New York: Eamon Dolan/Mariner Books.

6



7



8

How Do Therapists Develop?



- A massive, 20-year, multinational study of 11,000 therapists;
- Collected and analyzed detailed reports about the way therapists experienced their work and professional development.

Orlinsky, D.E., & Rennestad, M.H. (2005). *How Psychotherapists Develop: A Study of Therapeutic Work and Professional Growth*. Washington, D.C.: American Psychological Association.

Rennestad, M.H., & Shuchman, T.M. (2013). *The Developing Practitioner: Growth and Stagnation of Therapists and Counselors*. New York, New York: Routledge.

9

How Do Therapists Develop?



- *The majority of therapists see themselves as developing professionally over the course of their careers.*

Orlinsky, D.E., & Rønnestad, M.H. (2005). *How Psychotherapists Develop: A Study of Therapeutic Work and Professional Growth*. Washington, D.C.: American Psychological Association.

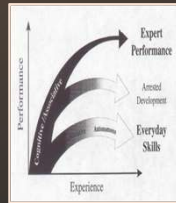
Rønnestad, M.H., & Skovholt, T. M. (2013). *The Developing Practitioner: Growth and Stagnation of Therapists and Counselors*. New York, New York: Routledge.

10

How Do Therapists Develop?



- *The effectiveness of the “average” helper plateaus very early.*
- *Little or no difference in outcome between professionals, students and para-professionals.*

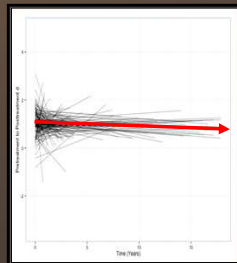


INTERNATIONAL CENTER FOR CLINICAL EXCELLENCE™ Malouff, J. (2012). The need for empirically supported psychology training standards. *Psychotherapy in Australia*, 18(3), 28-32.

Rousmaniere, T., Goodyear, R., Miller, S.D., & Wampold, B. (2017). *The Cycle of Excellence*. Hoboken, NJ: Wiley Blackwell.

11

How Do Therapists Develop?



- *The largest study to date on the effect of experience on outcome;*
- *170 Therapists followed over 17 years;*
- *On average outcomes declined over time.*



Goldberg, S.B., Rousmaniere, T., Miller, S.D., Whipple, J., Nielsen, S.L., Hoyt, W.T., & Wampold, B.E. (2018). Do psychotherapists improve with time and experience? A longitudinal analysis of real world outcome data. *Journal of Counseling Psychology*, 65, 1-11.

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12

Do Therapists *want* to Develop?



- When surveyed, therapists **WANT** to know:
 - How to have better relationships;
 - How to better initiate change;
 - Training methods that improve their outcomes;
 - How to use reflection and self-analysis to improve their effectiveness.

I STILL LOOK AT MYSELF AND WANT TO IMPROVE.

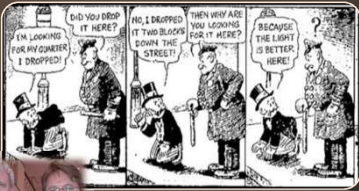
David Beckham

INTERNATIONAL CENTER FOR CLINICAL EXCELLENCE™
Tasca, G. A. et al. (2014, December 22). What Clinicians Want: Findings From a Psychotherapy Practice Research Network Survey. *Psychotherapy*. Advance online publication. <http://dx.doi.org/10.1037/a0038252>

13


How *can* Therapists Develop?

The Streetlight Effect



14

How *can* Therapists Develop?



BEFORE

Method
Diagnosis

T

↔

C

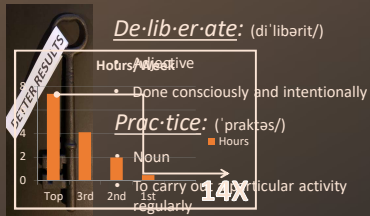
Therapy

AFTER

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15

How *can* Therapists Develop?

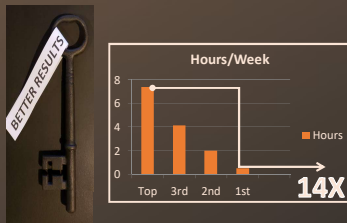


Hours per week spent alone seriously engaging in activities related to improving therapy skills

Chow, D., Miller, S. D., Kane, R., & Thornton, J. (2015). The role of deliberate practices in the development of highly effective psychotherapists. *Psychotherapy*.

16

How *can* Therapists Develop?

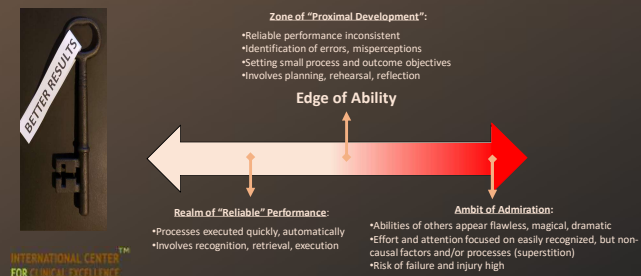


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17

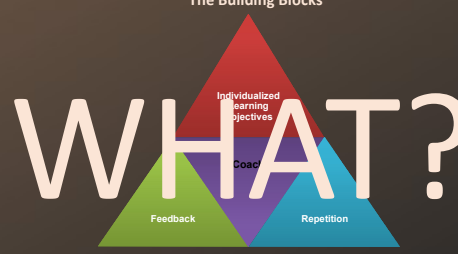

Deliberate Practice



18

Deliberate Practice

The Building Blocks

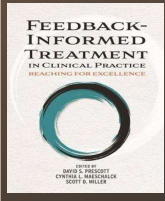
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Miller, S.D., Hubble, M.A., & Chow, D. (2017). Professional Development: From Oxymoron to Reality. In T. Rousmaniere et al. (eds). *Cycle of Excellence* (pp. 23-47). Hoboken, N.J.: Wiley.


19

Deliberate Practice

Identifying the "What"



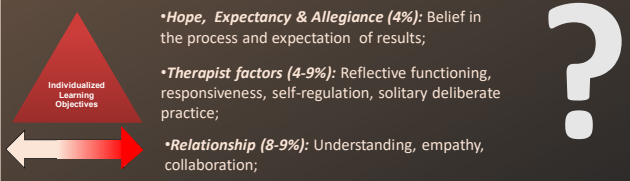
- ✓ Predictive of outcome and engagement;
- ✓ Influenceable;
- ✓ Ongoing/recurrent;
- ✓ Measurable;
- ✓ Specific to you and your growth edge.



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20

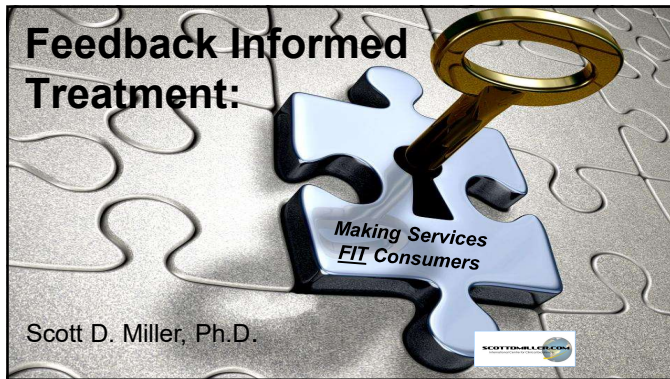
Deliberate Practice



- **Model & Technique (1%)**: Structure, explanation, strategy, ritual;
- **Hope, Expectancy & Allegiance (4%)**: Belief in the process and expectation of results;
- **Therapist factors (4-9%)**: Reflective functioning, responsiveness, self-regulation, solitary deliberate practice;
- **Relationship (8-9%)**: Understanding, empathy, collaboration;
- **Client factors (87%)**: Opportunism & utilization.

Duncan, B., Miller, S., Wampold, B., & Hubble, M. (2011). *The Heart and Soul of Change* (2nd Ed.). Washington, D.C.: APA

21



22

Feedback Informed Treatment

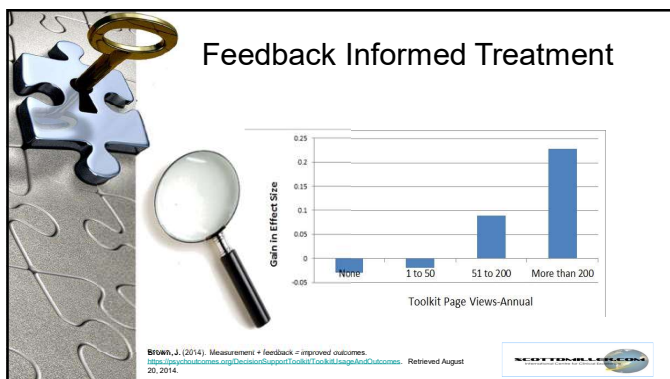
“Certain therapists are *more* effective than others ... *because* [they are] appropriately responsive ... providing each client with a different, individually tailored treatment...”

ORS & SRS


Overall (Grand mean of all items)	Relationship
Individuality (Grand mean of items)	Goals and Topics
Interpersonality (Grand mean of items)	Approach or Method
Sociality (Grand mean of items)	Overall

Slates, W. B., & Horvath, A. O. (2017). Appropriate responsiveness as a contribution to therapist effects. In L. G. Castonguay & C. E. Hill (Eds.), *How and why are some therapists better than others?: Understanding therapist effects* (pp. 71-84). Washington, DC: American Psychological Association. <https://doi.org/10.1037/0000354-005>

23




24



Non-Random Errors


Performance Metrics	Active	Inactive
Clients	116	53
Episodes	99	42
Sessions	377	160
Average Sessions	3.85	2.50
Average Treatment Length (months)	2.95	2.88
Dropout Rate	-	3.1%
Clients		
Average Intake SRS	20.39	23.63
Average Intake SRS	38.2	35.1
Average Row Change	5.68	5.91
Percentage Reaching Target	67.1%	75.4%
Effect Size	0.53	0.75
Relative Effect Size	-0.25	-0.93
Collateral Rates		
Average Intake SRS	16.76	20.91
Average Intake SRS	34.87	38.63
Average Row Change	6.11	1.78
Percentage Reaching Target	70.0%	8.0%
Effect Size	0.81	0.48
Relative Effect Size	0.04	-0.27

25




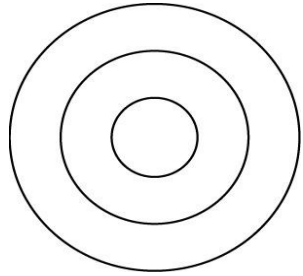
Useful Feedback:

- Descriptive not evaluative
- Observations not inferences
- Specific not general
- Quantities not qualities
- Task not person-oriented
- Tied to the self-perceived needs of the receiver
- Concerned with behavior over which the receiver has control
- Clarified with the receiver



26

Reflective Functioning

27

Deliberate Practice

Objectives:

- To develop clear and concrete learning objectives specific to the clinical population that you work with, so as to promote professional development.
- To develop a schedule of learning goals, and to evaluate professional growth regularly (i.e., monthly), in concert with your supervisor and/or other professionals.

Instructions:

- Review the 'Model' provided on this page to provide your clients the best support while most consistent to the best 'best' model of assessment to your needs, review your understanding of your objectives.
- Review the 'Model' provided on this page, and identify the 'Key & Relationship' of all elements that you have your clients to work on. Review the 'Model' provided on this page, and identify the 'Key & Relationship' of all elements that you have your clients to work on.
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28

Deliberate Practice

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- Therapist factors (4-9%):** Reflective functioning, responsiveness, self-regulation, solitary deliberate practice;
- Relationship (8-9%):** Understanding, empathy, collaboration;
- Client factors (87%):** Opportunism & utilization.

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29

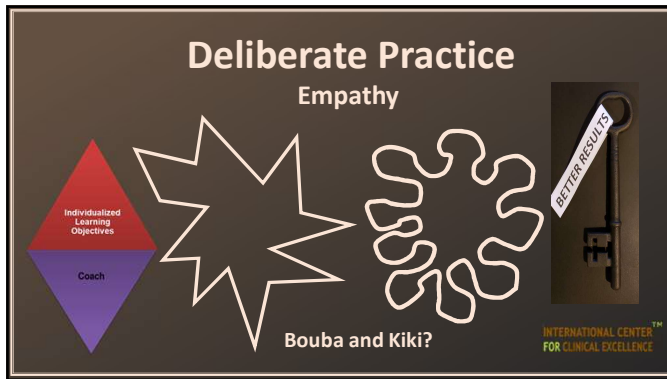
Deliberate Practice

Effect Sizes of Variables Influencing Outcome

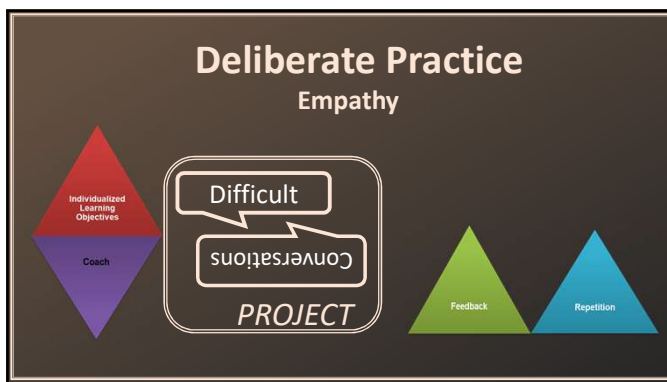
Variable	Effect Size
Alliance	0.55
Empathy	0.65
Goal Consensus	0.75
Positive Regard	0.55
Congruence	0.45
Treatment Specificity	0.15
Adherence	0.15
Rated Competence	0.15

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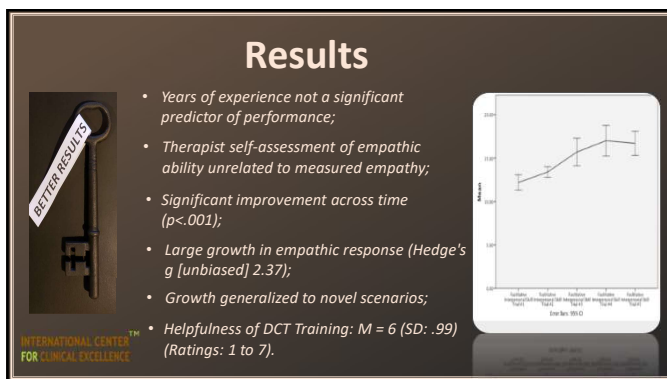
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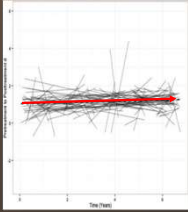


32



33


Results



The only study to date documenting individual therapist improvement:

- 153 therapists;
- 5000+ clients.

Outcomes improved year after year.




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Goldberg, S. et al. (2016). Creating a climate for therapist improvement. *Psychotherapy*, 53, 367-375.

34

Succeeding with Deliberate Practice

- A**utomated Structure;
- R**eference Point;
- P**layful Experimentations, &
- S**upport Persons.



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35



Thank you!

info@scottdmiller.com

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Better Results
through
Deliberate Practice



36
