

Framing Systems Change: Critical Factors in System Development

ART of Discovering Resilience

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Framing Systems Change: Critical Factors in System Development

- What factors contribute to the development of a local Systems of Care?
- Are there certain processes or mechanisms that are fundamental to Systems of Care implementation?
- How do certain implementation factors support opportunities to create change in local service systems for children with serious emotional disturbance and their families?

Workshop Goals



- Develop understanding of the context of system of care development.
- Develop understanding of critical factors for local system implementation.
- Lessons learned from successful systems

Defacto System

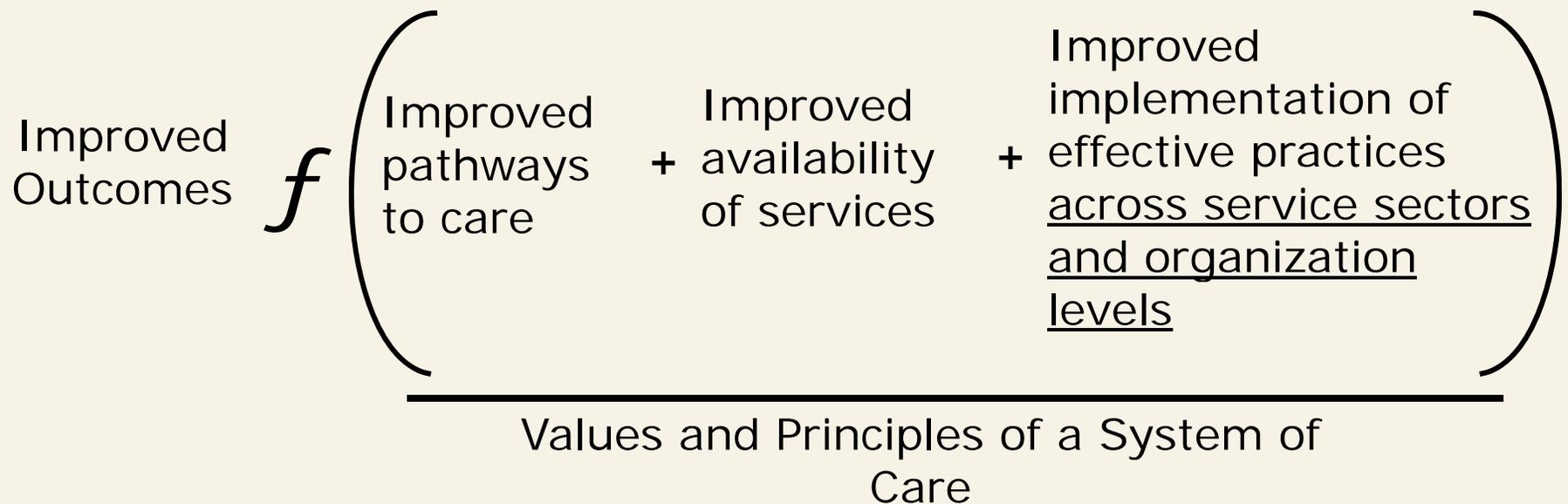


- Diffused Child Mental Health Services
- Unclear Pathways to Care



Other Sectors Growing

Reform: Systems Of Care



System of Care Definition



An adaptive network of structures, processes, and relationships, grounded in system of care values and principles, that provides children and youth with serious emotional disturbance and their families with access to and availability of necessary services and supports across administrative and funding jurisdictions.

National Study of System Implementation



6 Participating Systems:

- Long-standing, established systems
- Identified population of children and families
- Clearly articulated goals and strategies for that population
- Documented outcomes
 - Placer County, CA
 - Santa Cruz County, CA
 - Region 3, NE
 - State of Hawaii
 - Westchester County, NY
 - Marion County, IN

Local experience of system implementation



What factors were most critical?

- Locally identified and defined
- Considered critical to system development
- Identified by stakeholders and validated by broader stakeholder group
- Cross-site themes

Seven Critical Factors



- ❑ Willingness to Change
- ❑ Shared Commitment to Values
- ❑ Shared Accountability
- ❑ Delegation of Authority
- ❑ Strategic Resource Use
- ❑ Family Empowerment
- ❑ Information-Based Decision Making

Willingness to Change

- Commitment to change; Courage to change.
- Incorporates concept of readiness.
- Based on shared belief that improvement is needed.
- Develops from shared conviction that “something” has to change.
- Whatever it takes.
- Fosters risk taking and creativity.

“Partners make an implicit agreement to face challenges together, take risks to achieve goals, and support one another throughout the process.” (WC)

Shared Commitment to Values

- Grounded in SOC values: individualized, family focused, culturally competent, community-based.
- Drives the kinds of system goals that are set.
- Articulation and reinforcement.
- Serve as checks and balances
- Widely held – wildly held.

“Shared Vision --a strong desire to achieve better outcomes for children and families that is based on a common belief that system of care principles will benefit children and their families.” (R3)

Shared Accountability



- ❑ To children and families, to one another as partners, and to the community.
- ❑ Clarity around roles.
- ❑ Curtails finger pointing.
- ❑ Makes public both challenges and successes.

The goal of accountability
“motivates people and helps us see how our individual efforts have been an impact on the systems as a whole.” (HI)

Delegation of Authority



- ❑ Leadership diffused across system partners and within system agencies.
- ❑ Horizontal organizations.
- ❑ Built upon trust.

“Delegation of power and authority involves clear delineation of tasks, cross-system leadership and responsibility, and the support of managers and line staff to act in a family-focused manner to create desired outcomes.”

(PC)

Strategic Resource Use



- Involves fiscal and non-fiscal resources.
- No one model.
- Creative solutions.
- Blended, Braided, or Not.
- Tends to be a structural solution.

“Structural change is difficult because of territorial thinking, language, fears of incompetence, fear of change, fear of loss of identity (professional identity) . . . “it has taken a long time, but great progress has been made.” (PC)

Family Empowerment



- Direct service level – ask families what they need.
- System level – engaged in system planning and implementation.
- Valued participants.

“Family participation at all levels of the system is considered a key aspect of valuing partnerships.” (HI)

Information-Based Decision Making



- Grounded in values, driven by goals.
- Theory-based approach.
- Self-reflection.
- Timely and relevant
- Results-oriented CQI approach.
- Accountability rather than blame.
- Formal and Informal.

“Outcome focus “is used to develop services for targeted population and to ensure that system response is in line with system values.” (SC)

Critical Factor Exercise



- Small group discussion:
 - ▣ Focus on 1 factor
 - ▣ Assets and challenges
 - ▣ What would build local capacity around your factor?
- Report back to full group
 - ▣ Building local capacity

Maximize Return on System Implementation



- ❑ Create focus on values and beliefs
- ❑ Translate shared beliefs into action
- ❑ Recognize that opportunities are not linear
- ❑ Know that concrete does not mean static
- ❑ Be realistic about the impact of structural change
- ❑ Remember the system emerges from stakeholder choices and actions

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