

Using Change Theories to Assess System of Care Development



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Theories of Change

- *Diffusion of Innovations* (Rogers, 2003)
 - adoption of innovations by individuals and organizations
- *Changing for Good* (Prochaska, Norcross, & DiClemente, 1994)
 - behavior change at individual level

Comparable Stages of Change

Innovation-Decision Process		Stages of Change
Individuals	Organizations	
Knowledge	Agenda-Setting	Precontemplation
Persuasion	Matching	Contemplation
Decision	Redefining/ Restructuring	Preparation
Implementation	Clarifying	Action
Confirmation	Routinizing	Maintenance



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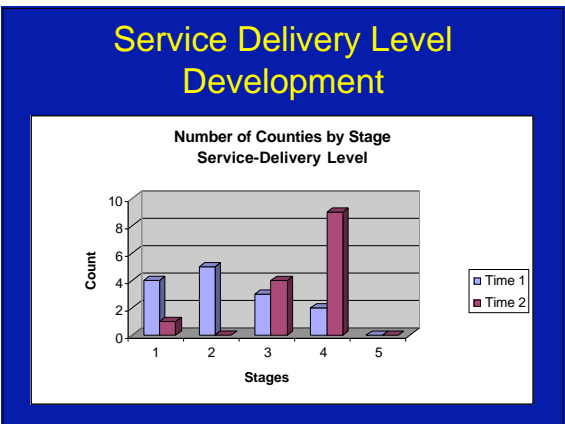
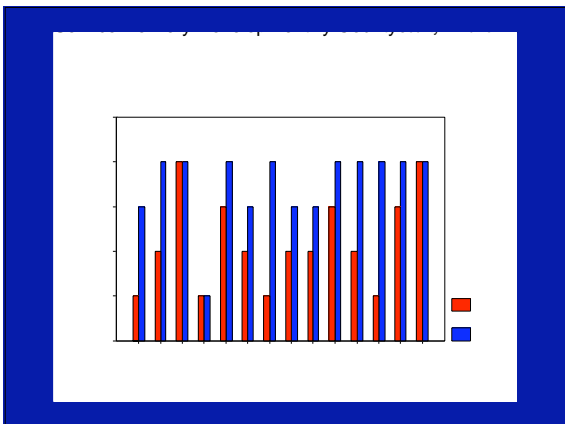
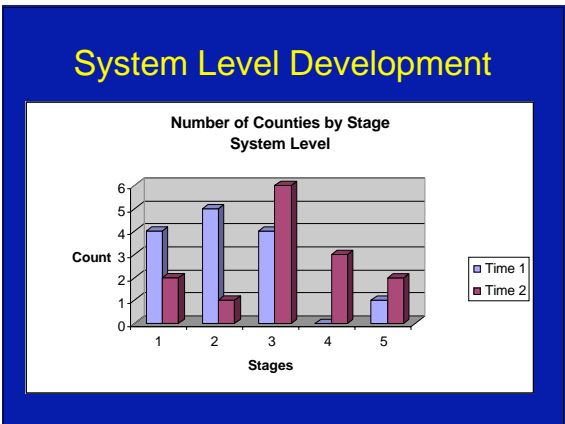
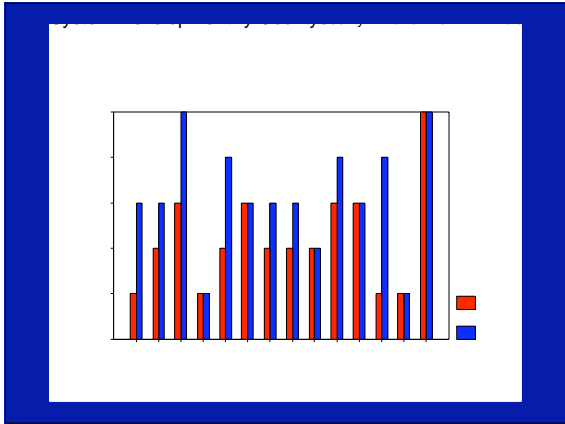
- On-site consultation and coaching
- Community training
- Regional training workshops
- Annual statewide conference
- Quarterly newsletter
- Resource manual
- Listserv

Strength-Based Site Assessment

- Developed by Vicki S. Effland, Ph.D., based on Pires' (2002) *Building Systems of Care: A Primer*.
- Completed by TA Center site coaches

Stages of System of Care Development


- Development activities that define each stage
- System level (system of care)
- Service-delivery level (wraparound)
- Categorized information in strength-based assessments into stages



Discussion

Use theories of change to inform:

- Coaching
 - ✓ Specific to each stage of change
 - ✓ Focused on principles, values, and essential elements
- Creating a road map for development
 - ✓ Prioritize next steps
 - ✓ Identify when sustainability has been achieved
- Funding decisions
 - ✓ Make sure sites are ready to maximize funding



Indiana Family & Social Services Administration

NEXT STEPS IN INDIANA

- Current data on children in SOC:
HAPI-C
ROLES
- Compare outcomes for SOC children with those receiving usual care
- Relationship between system of care site development and outcomes

For Additional Information, Contact

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Applying Change Theories to System of Care and Wraparound **Coding Template**

1. Knowledge-Agenda Setting-Precontemplation

System and Service-Delivery Issues

- (knowledge) Some community members seek (or need) knowledge about SOC and wraparound (values and principles, basic elements)
- (agenda setting) some community members recognize that usual care is not sufficient for children with serious emotional disturbances
- (agenda setting) Some community members recognize SOC and wraparound as an innovation to improve services for SED children
- (agenda setting) At least one community member (champion) identifies SOC and wraparound as way to address needs
- (precontemplation) Some community members deny that current system is not working
- (precontemplation) Some community members are unable to see how wraparound is different from services currently provided
- (precontemplation) One or more community members or organizations resist change

2. Persuasion-Matching-Contemplation

System Issues

- (persuasion) Community leaders form a favorable (or unfavorable) attitude toward SOC
- (persuasion) Some community members are psychologically involved with SOC (as demonstrated by discussions and debates about whether and how to implement SOC in their community)
- (matching) Discussions about how the SOC could be implemented begin
- (matching) Community leaders agree that SOC could improve services for children with SED
- (contemplation) Community admits that their usual system of care is not sufficient and is ready to plan for change (i.e, SOC) some time in the future.

Service Delivery Issues

- (persuasion) Community members form a favorable (or unfavorable) attitude toward wraparound
- (persuasion) Community members are psychologically involved with wraparound (as demonstrated by discussions and debates about whether and how to incorporate wraparound principles into their system of care)
- (matching) Community agrees that wraparound values and principles are compatible with the need to improve services for children with SED

- (contemplation) Community admits that their current service delivery practices are not sufficient and is ready to plan to implement wraparound

3. Decision-Redefining/Restructuring-Preparation

System Issues

- (decision) Community formally agrees to adopt SOC; a cross-system coordinating committee is formally established
- (redefining/restructuring) Coordinating committee determines how to implement SOC within the SOC framework (e.g., determines the theory of change, identifies outcomes and goals, establishes reporting and accountability mechanisms)
- (redefining/restructuring) Coordinating committee makes decisions about the structure of several key elements (funding, resources, referral procedures, referral criteria, enrollment procedures, outcomes) of SOC in their community
- (redefining/restructuring) Coordinating committee makes decisions (e.g., adopt a mission, values, guiding statements) that are consistent with SOC values and principles
- (preparation) Community announces intentions to implement SOC (post job ads, brochures, conduct community-wide training)
- (preparation) A core group (2-3) of community leaders champion SOC.

Service Delivery Issues

- (decision) Community adopts wraparound as the service delivery framework to be implemented in their SOC
- (decision) Community develops a pilot program; plan to take one or two kids to test out wraparound
- (redefining/restructuring) Community defines wraparound policies and procedures (provider network, service array, staff, crisis planning) that are appropriate for their community
- (redefining/restructuring) Community makes decisions and provides services that are consistent with wraparound values
- (preparation) Community announces intentions to implement wraparound (recruitment for first client begins, training of key staff, team facilitators and possible child and family team members)
- (preparation) Coordinating committee hires SOC coordinator (or other person who has time, energy and personality necessary) to drive SOC development

4. Implementation-Clarifying-Action

System Issues

- (implementation) Policies and procedures established during earlier stages are put into practice
- (implementation) Resources (money, staff, space, time) committed to the SOC during earlier stages are shared among community partners
- (clarifying) Coordinating committee members have a common understanding of their community's SOC and apply SOC values and principles consistently

Using Change Theories to Assess System of Care Development

Vicki S. Effland, Choices Inc., Betty Walton, Indiana Division of Mental Health and Addiction, and Janet McIntyre, Choices Inc.

- (action) Clear evidence that services are being coordinated across systems (i.e., child serving agencies) is observed
- (action) Community is recognized (by funders, by TA Center, by community) for adopting SOC

Service Delivery Issues

- (implementation) Service delivery staff (e.g., care coordinators, wraparound facilitators) apply wraparound values to their work with children and families
- (implementation) Clients are being served at or near capacity; child and family teams are formed to serve all kids with serious emotional disturbances as needed
- (clarifying) Child and family team members address barriers and challenges by aggressively and openly communicating and problem-solving
- (action) Wraparound values (e.g., strengths-based, culturally competent, integrated, individualized, unconditional, community based, family centered with family voice and choice, flexible) are observed in child and family teams
- (action) Wraparound values are starting to infiltrate the child-serving systems (reaching beyond the staff directly involved in the SOC/wraparound)
- (action) Families are satisfied with the way in which services are coordinated across child serving systems

5. Confirmation-Routinizing-Maintenance

System Issues

- (confirmation) Coordinating committee seeks ways to demonstrate that their SOC is effective (report outcome data; review evaluation data from others)
- (routinizing) Community has sustained changes brought about by SOC creation
- (maintenance) Coordinating committee actively works to enhance/enrich their SOC and eliminate system barriers

Service Delivery Issues

- (confirmation) Child and family teams, families, staff, and coordinating committee members are able to highlight success stories
- (routinizing) Wraparound values are applied beyond SOC enrollments; integrated into the collaborating systems
- (maintenance) Community continues to ameliorate barriers to effective service delivery and gaps in services
- (maintenance) Community provides ongoing training in wraparound values