


Leverage Points in System of Care Implementation

Presented at
*19th Annual Research Conference
A System of Care for Children's Mental
Health: Expanding the Research Base*
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Tampa, Florida


Elements of the Symposium

- Introduction – *Sharon Hodges*
- Systems of Care as Complex Adaptive Systems – *Allison Pinto*
- Applying Case Study Design to Study System Implementation – *Jessica Mazza*
- Changing Complex Systems: Leveraging Change in Systems of Care – *Nathaniel Israel*
- Leveraging Implementation in Established Systems – *Kathleen Ferreira*
- Conclusions – *Sharon Hodges*
- Discussant – *Michael Agar*




Systems of Care as Complex Adaptive Systems *Allison Pinto*

Reviewing Complexity Theory for Systems of Care in 10 Minutes or Less



Systems of Care as Complex Adaptive Systems *Allison Pinto*

"Innovation in [mental]
health care is not a
complicated issue."



Systems of Care as Complex Adaptive Systems *Allison Pinto*

"Innovation in [mental]
health care is not a
complicated issue. **It is
a complex issue.**"
--Paul Plsek, 2003




Systems of Care as Complex Adaptive Systems *Allison Pinto*

Types of Problems

■ Simple	(cake baking)
■ Complicated	(rocket launching)
■ Complex	(child rearing)

--Glouberman & Zimmerman, 2002




Systems of Care as Complex Adaptive Systems
Allison Pinto

Complex Adaptive Systems

Characteristics:

- Connectivity
- Interdependence
- Feedback
- Emergence




Systems of Care as Complex Adaptive Systems
Allison Pinto

Connectivity

Definition: Systems are networked.

In a System of Care:

- ◆ Youth & families are connected to service teams, including a variety of formal service providers & informal helpers.
- ◆ Child- & family-serving sectors, agencies & programs are connected to one another.




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Interdependence

Definition: System structures, processes & patterns mutually influence one another.

In a System of Care:

- ◆ Providing intensive community-based services to high need SED youth decreases number of youth requiring high-cost RTC placements, which increases money that can be invested in community-based services.




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Feedback

Definition: Systems are sensitive to initial conditions.

In a System of Care:

- ◆ One team of service providers does "whatever it takes" to help one family, which launches a community-wide effort to provide locally available, individualized services & supports.




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Emergence

Definition: Systems are created through the interplay of structure & agency over time.

In a System of Care:

- ◆ MH therapists & JJ probation officers co-locate in same office;
- ◆ collaborate to serve families;
- ◆ develop & conduct family satisfaction survey;
- ◆ receive feedback from families that services are overly problem-focused;
- ◆ adopt Wrap Around.




Systems of Care as Complex Adaptive Systems
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Properties of CAS (in other words...)

- Relationships are central.
- Structures, processes & patterns are intertwined.
- Actions are based on internalized mental models & simple rules (heuristics).
- An attractor space exists.
- Adaptation is constant.
- Adaptation involves experimentation & pruning.
- Nonlinearity is inherent.
- Systems are embedded within systems.

--Pisec, 2003




Systems of Care as Complex Adaptive Systems
Allison Pinto

Navigating Complexity

"Unfortunately, many of the instinctive actions of leaders in the [mental] health care system...are not well informed by what we know about complexity."

--Plsek, 2003



Systems of Care as Complex Adaptive Systems
Allison Pinto


Navigating Complexity

Research is needed to clarify how communities can successfully navigate the complexity inherent in Systems of Care.



Using Case Study Design
Jessica Mazza


- **Multiple-case embedded case study design**
- **Multiple method, largely qualitative**
- **10 system of care sites**
 - ◆ **established systems-of-care for children with SED**



Using Case Study Design
Jessica Mazza

Data Collection Timeline


Year 1 (2004-2005)	Study Design Development 2 Sites (Placer Co., CA & Region III, NE)
Year 2 (2005 - 2006)	2 sites in the Spring 2 sites in the Fall
Year 3 (2006 - 2007)	2 sites in the Spring 2 sites in the Fall



Using Case Study Design
Jessica Mazza


Multi-phase data collection and analysis

- ◆ **Site selection:** national nomination process, document review/telephone interviews
- ◆ **Advance of site visit:** local system implementation identification & definitions
- ◆ **On-site data collection:** interviews, observations, continued doc review
- ◆ **After site visit:** validation of site-based definitions and ratings of factors, continued doc review and follow-up calls as needed



Using Case Study Design
Jessica Mazza


- ◆ **Looking for patterns within and across sites that relate to implementation**
- ◆ **Looking for differences within and across sites**
- ◆ **Develop understanding and findings as we add sites. Confirm and/or disconfirm what we are learning**



Using Case Study Design

Jessica Mazza

- Placer Co., CA (Oct. 24th) –
 - ◆ Interviews with 29 system stakeholders and observations of 5 naturally occurring meetings, multiple informal observations
 - ◆ 1404 square miles in area
 - ◆ Placer County was not a system of care federal grant community, but is a new grant recipient
- Region III, NE (Nov. 28th) –
 - ◆ 27 system stakeholders and observations of 5 naturally occurring meetings, multiple informal observations.
 - ◆ 22 county region in south central NE. 15,000 square miles.
 - ◆ Was a federal system of care grant community from 1997-2003.



Changing Complex Systems

Nathaniel Israel

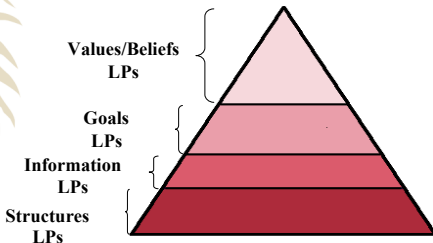
How do we make decisions about where to devote our energies to create an effective, values-based coordinated service system?



Changing Complex Systems

Nathaniel Israel

Possible Places to Intervene in a System




Values/Beliefs LPs

Goals LPs

Information LPs


Structures LPs




Changing Complex Systems

Nathaniel Israel

Structures LPs



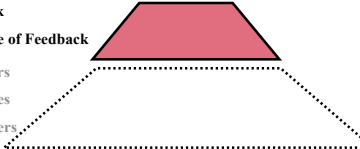
- Stabilizers
- Structures
- Parameters




Changing Complex Systems

Nathaniel Israel

Information LPs



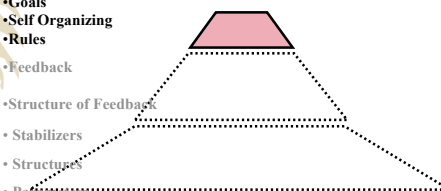
- Feedback
- Structure of Feedback
- Stabilizers
- Structures
- Parameters




Changing Complex Systems

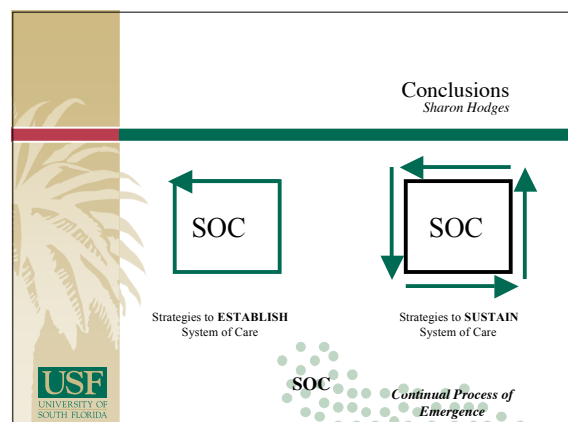
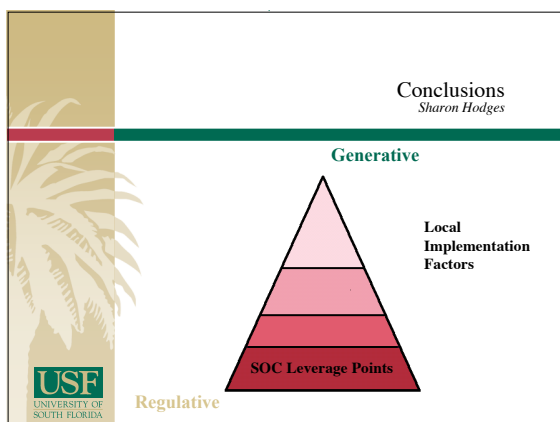
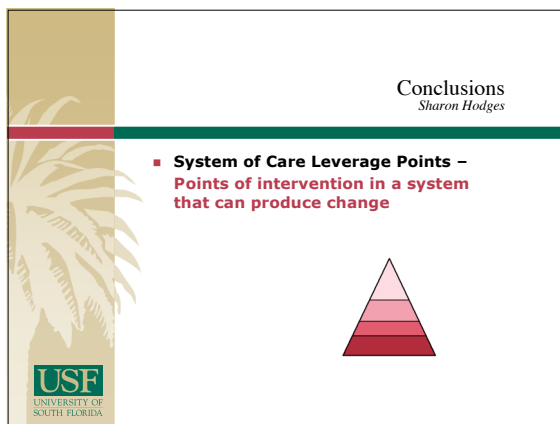
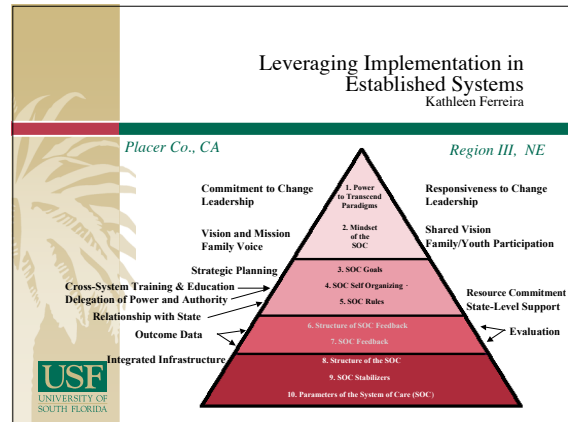
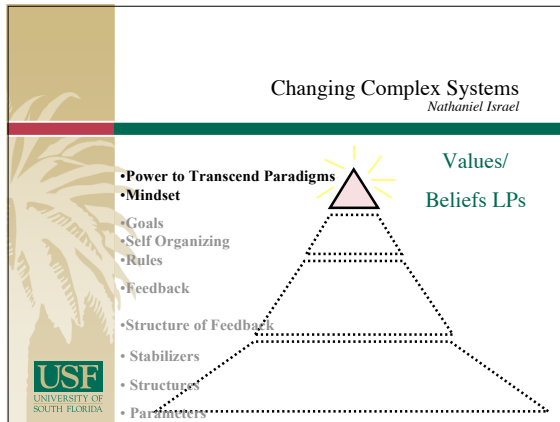
Nathaniel Israel

Goals LPs



- Goals
- Self Organizing
- Rules
- Feedback
- Structure of Feedback
- Stabilizers
- Structures
- Parameters







For more information

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