



## Transforming Human Services: A National View of the Puzzle

RTC Conference 2006

Dean L. Fixsen, Ph.D.  
Karen A. Blase, Ph.D.  
National Implementation Research Network  
Louis de la Parte Florida Mental Health Institute



1




## The Problem

"All organizations are designed, intentionally or unwittingly, to achieve precisely the results they get."

R. Spencer Darling, 2004  
Business Consultant

2



## The Problem

"... the mental health delivery system is fragmented and in disarray ... lead[ing] to unnecessary and costly disability, homelessness, school failure and incarceration."

New Freedom Commission on Mental Health, 2003

3



## Transformation Goals

- Mental Health Care Is Consumer and Family Driven
- Disparities in Mental Health Services Are Eliminated
- Early Mental Health Screening, Assessment, and Referral to Services Are Common Practice
- Excellent Mental Health Care Is Delivered

New Freedom Commission on Mental Health, 2003

4



## Transformation

- Transformation means change
- Establish new ways of functioning in human services
- Beyond the rhetoric, how can human service systems be transformed?

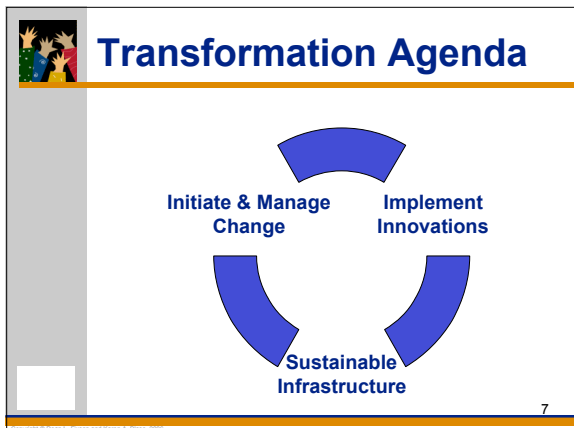
5



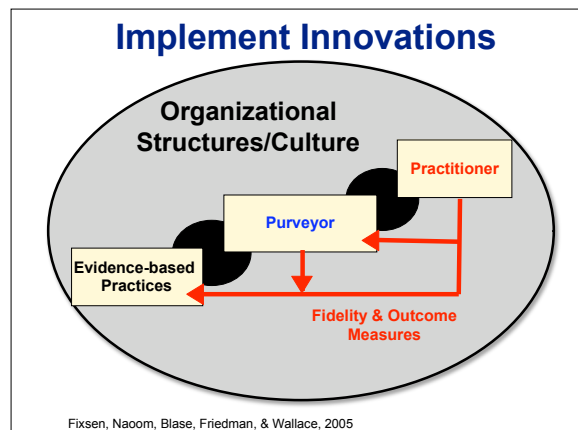
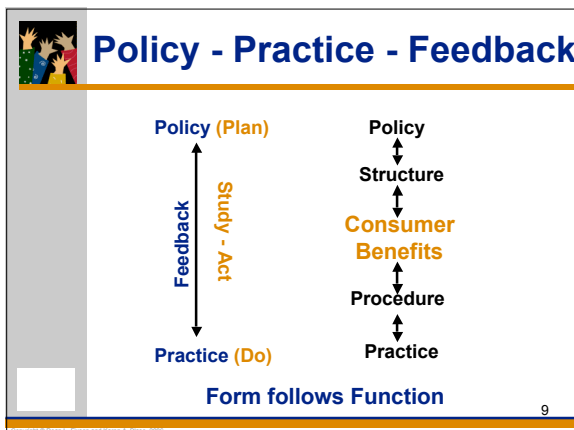
## Transformation Efforts

- MI: Reliable process/outcome measures of child progress
- OK: Methods to align government policies and better practices
- KS: Coordinated consumer advocacy
- CIMH: IPO for human services
- NY/NE SOC: Cross-system analyses and responses to family problems

6




- ### Initiate & manage change
- ▶ Cannot change a whole system at one time
  - ▶ Manage the old while creating the new
  - ▶ Retain the best (of the old) while changing the rest
  - ▶ Reduce impact of mistakes (minimize damage, increase flexibility, repair rapidly)
- 8



- ### Sustainable Infrastructure
- ▶ Be an echo-holic
    - ▶ Become addicted to feedback and assessments of results
  - ▶ Form follows function
    - ▶ Focus on function (measurable benefits to consumers)
- 11

- ### Sustainable Infrastructure
- ▶ The feedback loop enables the learning process
  - ▶ The feedback loop provides a trusted guidance system
    - ▶ Approximations to the overall goals of the system at each level
    - ▶ Prompts action in the plan – do – study – act – cycle
- 12



## Sustainable Infrastructure

- ▶ **Measure benefits to consumers and society, don't assume them**
- ▶ **Too many conflicting variables to assume that high fidelity implementation will automatically result in significant consumer benefits**
  - ▶ **Level of Functioning system in Michigan's Children's MH**

13

Copyright © Dean L. Fixsen and Karen A. Blase, 2006



## For More Information

**Karen A. Blase**      **Dean L. Fixsen**  
▶ 813-974-4463      ▶ 813-974-4446  
▶ [kblase@fmhi.usf.edu](mailto:kblase@fmhi.usf.edu)      ▶ [dfixsen@fmhi.usf.edu](mailto:dfixsen@fmhi.usf.edu)

**National Implementation Research Network**  
At the Louis de la Parte Florida Mental Health Institute  
University of South Florida  
<http://nirn.fmhi.usf.edu>

**Download the implementation monograph at:**  
<http://nirn.fmhi.usf.edu/resources/publications/Monograph/index.cfm>

14

Copyright © Dean L. Fixsen and Karen A. Blase, 2006



## Thank You

**We thank the following for their support**

- ▶ **Annie E. Casey Foundation**  
(EBPs and cultural competence)
- ▶ **William T. Grant Foundation**  
(implementation literature review)
- ▶ **Substance Abuse and Mental Health Services Administration**  
(analyses of SOC implementation; NREPP review contract; implementation strategies grants)
- ▶ **Centers for Disease Control**  
(implementation research contract)
- ▶ **National Institute of Mental Health**  
(research and training grants)
- ▶ **Juvenile Justice and Delinquency Prevention**  
(program development and evaluation grants)

15

Copyright © Dean L. Fixsen and Karen A. Blase, 2006