Leverage Points in System of Care Implementation

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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 Ferraira
- Conclusions – Sharon Hodges
- Discussant – Michael Agar

Systems of Care as Complex Adaptive Systems

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

“Innovation in [mental] health care is not a complicated issue. It is a complex issue.”

---Paul Plsek, 2003

Types of Problems

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

---Glouberman & Zimmeran, 2002
Characteristics:

- Connectivity
- Interdependence
- Feedback
- Emergence

**Complex Adaptive Systems**

**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.

**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.

**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.

**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.

**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.

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Plsek, 2003
"Un fortunately, 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

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

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

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

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
  - 1,404 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.
  - Was a federal system of care grant community from 1997-2003.

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

Possible Places to Intervene in a System

Changing Complex Systems
Nathaniel Israel

Structures LPs

- Stabilizers
- Structures
- Parameters

Information LPs

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

Goals LPs

- Goals
- Self Organizing
- Rules
Changing Complex Systems
Nathaniel Israel

Values/Beliefs LPs
- Power to Transcend Paradigms
- Mindset
- Goals
- Self Organizing
- Rules
- Feedback
- Structure of Feedback
- Stabilizers
- Structure
- Feedback

Leveraging Implementation in Established Systems
Kathleen Ferreira

Placer Co., CA
Region III, NE

- Commitment to Change Leadership
- Responsive to Change Leadership
- Shared Values
- Family/Youth Participation
- Leadership
- Resource Commitment
- State-Level Support
- Evaluation

Conclusions
Sharon Hodges

- System of Care Leverage Points – Points of intervention in a system that can produce change

- Locally Identified System Implementation Factors – Strategies/actions that are used to create change

Conclusions
Sharon Hodges

- Continual Process of Emergence

Conclusions
Sharon Hodges

- Continual Process of Emergence

Leverage Points
- Generative
- Local Implementation Factors
- SOC Leverage Points

SOC
- Strategies to ESTABLISH System of Care
- Strategies to SUSTAIN System of Care
For more information

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