Implementing EBPs in State Systems

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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

Human services are characterized by highly variable, often ineffective, and sometimes harmful services to consumers
Institute of Medicine, 2001;2006; U.S. Department of Health and Human Services, 1999; 2001; New Freedom Commission, 2003
Reporting on health, mental health, substance abuse, emergency services

Transformation
Initiate & Manage System Change
Implement Innovations
Sustainable Infrastructure

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)

Policy - Practice - Feedback
SOC Policy
Study - Act
SOC
Structure
Consumer
Benefits
Procedure
Practice
Form follows Function

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**Decision Support Data**

- Need real time information that is regularly shared and analyzed to determine both successes and problems
- We may not like our results but at least we know what they are and can make changes until they improve
- Leadership is key – committees that examine issues at the front line and proactively respond to trends / issues
- Decision-guidance system – approximations to the goals

**Transformation**

“Systems trump programs.”

Patrick McCarthy
Annie E. Casey Foundation

Using EBPs requires work at the systems levels

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**Wexelblatt’s Scheduling Algorithm**

- CHEAP
- FAST
- GOOD

When developing a program you may pick any two.

**Stages of Implementation**

Implementation occurs in stages (SOC+):
- Exploration
- Installation
- Initial Implementation
- Full Implementation
- Innovation
- Sustainability

2 – 4 Years

Fixsen, Naoom, Blase, Friedman, & Wallace, 2005

**Implementation Drivers**

- CONSULTATION & COACHING
- PRESERVICE TRAINING
- RECRUITMENT AND SELECTION
- DECISION SUPPORT DATA SYSTEMS
- FACILITATIVE ADMINISTRATIVE SUPPORTS
- INTEGRATED & COMPENSATORY
- SYSTEMS INTERVENTIONS
- STAFF PERFORMANCE EVALUATION

**Implementation**

- The act of accomplishing some aim or executing some order
- To put into practical effect; carry out
- Pursue to a conclusion

A lot of hard work!
System Change

- Change the behavior of adult human service professionals
- Change organizational structures, cultures, and climates
- Change the thinking of system directors and policy makers

Successful and sustainable implementation of EBPs always requires organizational and systems change

For More Information

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