
Transforming to an Outcome Based System of Care: Workforce Realities

Change Management Conference
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Center for Innovative Practices

- Created by ODMH as part of its Coordinating Centers of Excellence Initiative—CCOE
- CCOEs across the state focusing on several treatment and/or population specific areas: MH/CJ; Illness Recovery and Management; MH/MRDD, SAMI

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Objectives

- To identify and promote the use of specific evidence based behavioral interventions (e.g., MST) for youth and their families
- To develop partnerships and affiliations with EBP-BP developers and other relevant organizations in order to implement strategies
- Increase awareness of and access to EBP
- Assist communities in development of EBP
- To participate in state and local program and policy discussions & recommendations

Initiatives

- **Multisystemic Therapy**
- Intensive Home and Community Based Services
- Wrap Around
- Integrated Co-Occurring Treatment
- Mental Health Services to Juvenile Offenders
- Resilience
- Access to Better Care
- Technical assistance related to evaluation and research

Factors that Inhibit EBP Growth and Development

- 'Competing' with the 'status quo'
- 'Over-promise' of the intervention
- Lack of adequate advance planning for implementation
- Providers feel that what they are doing is judged as 'not effective'
- Underestimating the 'ripple effects' of implementation, internal and external
- Inconsistencies within the host organization / community of understanding or support of the EBP
- Workforce issues...the continuum from lack of post-secondary training to recruitment and retention

Factors that Facilitate EBP Growth and Development

- Frame implementation of an EBP within broader framework of SOC improvement...history of change
- Parents and youth are partners and represented
- Articulate the 'value added' to multiple systems
- Develop a relationship with Developer
- Create and support Champions
- Archive and share the record of 'success' including financial
- Flexible funding
- Identify the risk takers and boundary spanners, particularly at the local level (in local control state)
- Community stakeholders and implementing organizations that understand and support 'change elements' in the work force area in order to succeed

Lessons from MST and other Practices

- Implementation of MST has provided us our strongest base of Lessons Learned
- CIP is a licensed **Network Partner** of MSTServices, Inc.
- 2 full time MST Consultants
- 9 Providers with 12 teams in 13 counties
- Presentations and dissemination of information
- Support to local communities to develop MST programs

Location! Location! Location!

- “All politics are local.”
- “All Evidence Based Practice implementation is local.”

What is a “Network Partner” and What Do They Do?

- In ‘loco parentis’, kind of, but less parentis
- The state and local ‘face’ of the intervention
- Front line resource for data related to workforce needs...part of the state conversation
- Ensures the ‘success’ of local implementation through support and development of the work force
- Protects the fidelity and consistency of the intervention
- Participates in controlled adaptations
- Transports the intervention’s history, lessons learned, data, to the local level
- Endeavors to achieve sustainability of programs

Network Partner Elements

- Literal access by/to providers and stakeholders
- In-depth 'environmental' knowledge
- One on one professional/organizational relationships
- Active role in administrative aspects of program implementation (e.g., interviewing program candidates with provider supervisor)
- Ability to create network and shared activities across program sites
- Maintain connection and identification with 'central office' of MST
- Collective voice at state level
- Requires developer to 'lose control' in a controlled way
- Requires Network Partner to take on some ownership and responsibility for furthering the development of the model

Network Partner Role in Setting the Stage Through Work Force Development

- Ability to significantly prepare the pre-implementation environment state wide and locale specific
- Setting the community stage
- Setting the organizational stage
- Setting the programmatic and clinical stage

Work Force and Program Development

- Expert consultant can assist with program elements from design to coaching in the hiring and supervisory processes
- Ability for Consultant to become engaged with all members of the team
- Ability early on to identify any red flags, clinically or administratively, and take proactive steps
- Use the lessons from multiple sites as TA for specific sites

Change Management Implications Using a “Center of Excellence” Model

- An identifiable entity (tool) that is accessible to stakeholders
- Use real world experience to prepare ‘the field’
- Identify the active ‘transportability’ elements that best prepare the field, regardless of the specific practice
- Gains and shares knowledge both academically and pragmatically
- Source of good information, reliable, trustworthy
- Understands and spans the boundaries among stakeholders

Engagement: Common Denominator

Engagement between and among:

- Institutions that train and providers that serve
- Providers that serve to families and consumers
- Researchers to practitioners/providers
- Consumers and families to researchers and practitioners
- Organizations and their communities
- ...and so on...

Peaceful Co-existence

- Can multiple EBPs cohabitate in a single Center?
- Can we bring a similar level of attention and detail to other effective practices?
- How can we import what we learn as from one practice to another practice?
- Can our knowledge base help bring ‘promising’ to ‘effective’ and ‘effective’ to ‘evidence based’?

Transforming to ??????

- Change is informed by both 50,000 feet & ground level perspectives
- Local stakeholders/organizations identify the fruits of the burden of change through improved outcomes
- Federal and state authorities clear the way for change
- University based training is informed by and seamlessly connected to local work force needs
- Sub-specialties in child and family public Behavioral Health are available as career tracks
- Building capacity for 'real time' treatment outcomes access by staff
- QI/QA are elements of treatment staff job descriptions
- Coaches replace supervisors

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