

Transformation: Just Do It (and We Can Help)

**Fran Randolph, Dr.P.H., Director
Division of Service and Systems Improvement
Center for Mental Health Services**

April 10, 2007
Albuquerque, NM



U.S. Department of Health and Human Services
Substance Abuse and Mental Health Services Administration
Center for Mental Health Services
www.samhsa.gov

Defining Transformation

*...a continuous process, without end,
meant to create or anticipate the future*

*...identifies, leverages, and even creates new
underlying principles for the way things are done*

...identifies and leverages new sources of power

*...once the process is begun, a profoundly
different organization emerges, including changes
in structure, culture, policy, and programs*

*Retired Vice Admiral Arthur Cebrowski
Special Assistant for Transformation,
U.S. Department of Defense*

Conceptualizing Transformation: *Achieving the Promise*

- **Envisions an ideal system**
Consumer-driven care, focused on recovery
- **Establishes broad goals to achieve vision**
Excellent mental health care is delivered, and research is accelerated
- **Identifies broad pathways to achieve each goal**
Accelerate research, advance evidence-based practices, improve and expand the workforce, and improve the knowledge base in understudied areas

Conceptualizing Transformation: *Delivering for Mental Health**

- **Identifies key service elements requiring change**
Manage better admission to, and discharge from, the hospital
- **Characterizes the commitment to change**
Provide more effective care in the community and avoid inappropriate admissions by achieving acute crisis standards by 2009
- **Sets measurable performance targets**
Reduce the number of readmissions of people who have been in the hospital for more than 7 days during the previous year by 10% by the end of 2009

Conceptualizing Transformation: *The Best Health System in the World**

- **Identifies major strategies for change**

Increase transparency and reporting on quality and costs

- **Substantiates strategies by looking for models of success**

State quality reporting efforts ongoing in California, Minnesota, New Jersey, and New York

*Available from the Commonwealth Fund Web site at www.cmwf.org

Strategies for Transformation

Continuous Small Steps

A focus on core missions, improving what the system is already doing

Series of Many Exploratory Medium Jumps

Pushing the boundaries of core competencies, trying to create something new within the existing paradigm

A Few Big Jumps

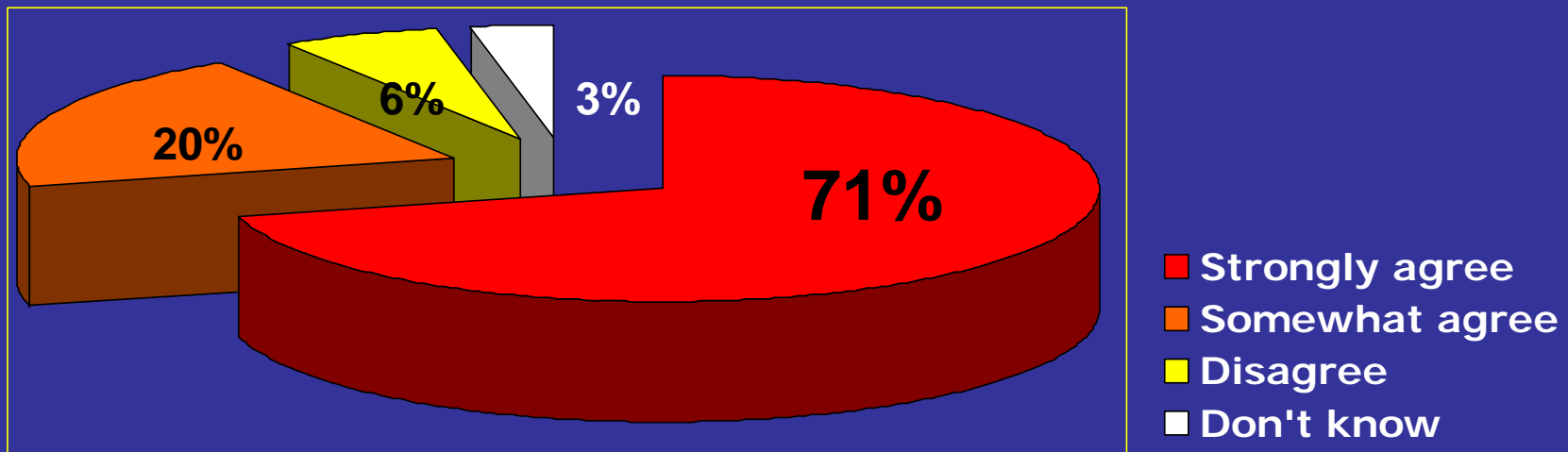
New rule sets that leverage new ideas

Dimensions of Transformation

- **Culture** – the understandings, beliefs, and practices that define and shape human reaction to change
- **Concepts** – structured approaches to expressing how a course of action might be accomplished for current or future systems, supports, and services
- **Authorities** – changes in public laws or regulations that may be needed to implement transformation
- **Processes** – the changes in steps, tasks, and procedures needed to implement concepts or apply capabilities
- **Capabilities** – techniques, tools, and systems that may be required to execute a specified course of action
- **Organizational design** – the change in an organization's division of labor that may be needed to bring about desired results

Mental Health Services Are Fundamental to Overall Health

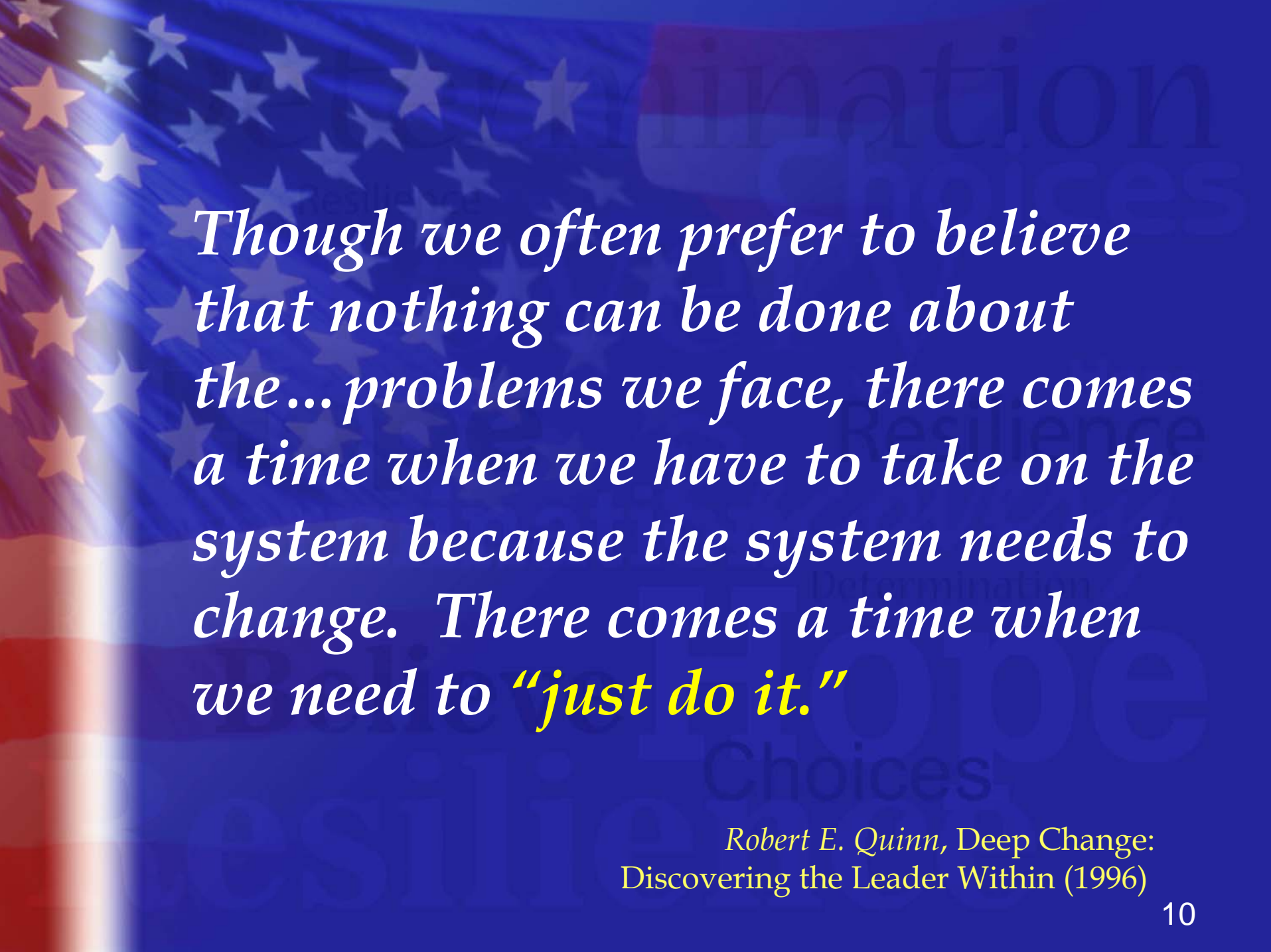
Do you agree or disagree that health services that address mental health, such as treatment for depression and suicide prevention, are fundamental to overall health and should be part of any basic health care plan?



Source: "America Speaks on Suicide" (2004), Charlton Research Company for Research!America and SPAN USA

Three Paradigms of Organizational Life

	Individual Contributor	Manager	Leader
Paradigm	Technical	Transactional	Transformational
First objective	Personal survival	Personal survival	Vision realization
Nature of organization	Technical system	Political system	Moral system
Source of power	Technical competence	Effective transactions	Core values
Source of credibility	Technical standards	Organizational position	Behavioral integrity
Orientation to authority	Cynical	Responsive	Self-authorizing
Orientation to elite	Rational confrontation	Compromise	Complex confrontation
Orientation to planning	Rational-tactical	Rational-strategic	Action learning
Communication patterns	Factual	Conceptual	Symbolic
Strategic complexity	Simple	Complex	Highly complex
Behavior patterns	Conventional	Conventional	Unconventional
Ease of understanding	Comprehensible	Comprehensible	Nearly incomprehensible
Source of paradigm	Professional training	Administrative socialization	Personal rebirth

The background of the slide is a stylized American flag with a blue field containing white stars and a red field at the bottom. The text is overlaid on this background.

*Though we often prefer to believe that nothing can be done about the... problems we face, there comes a time when we have to take on the system because the system needs to change. There comes a time when we need to **“just do it.”***

Robert E. Quinn, *Deep Change: Discovering the Leader Within* (1996)