

Coping with Complexity: Computer and Web Based Tools for Transformation Planning and Implementation Management

**NATIONAL MENTAL HEALTH TRANSFORMATION
LEADERSHIP INSTITUTE**

**Critical Levers for Achieving Transformation
Arlington, Virginia: June 19-20, 2008**

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Coping with System Complexity in Achieving Transformation? Two Critical Levers

- Web Based Computer Simulation Planning Models
- Web Based Computer Implementation Management Tools





THE NEW YORKER



"We need a leader who is not afraid to dream incremental dreams."

FRIDAY
FEBRUARY 3



•Goal Complexity: New Freedom Commission:6 Goals – 19 Recommendations

•Goal 1 Americans Understand that Mental Health Is Essential to Overall Health.

- 1.1 Advance and implement a national campaign to reduce the stigma of seeking care and a national strategy for suicide prevention.
- 1.2 Address mental health with the same urgency as physical health.

•Goal 2 Mental Health Care Is Consumer and Family Driven.

- 2.1 Develop an individualized plan of care for every adult with a serious mental illness and child with a serious emotional disturbance.
- 2.2 Involve consumers and families fully in orienting the mental health system toward recovery.
- 2.3 Align relevant Federal programs to improve access and accountability for mental health services.
- 2.4 Create a Comprehensive State Mental Health Plan.
- 2.5 Protect and enhance the rights of people with mental illnesses.

•Goal 3 Disparities in Mental Health Services Are Eliminated.

- 3.1 Improve access to quality care that is culturally competent.
- 3.2 Improve access to quality care in rural and geographically remote areas.

•Goal 4 Early Mental Health Screening, Assessment, and Referral to Services Are Common Practice.

- 4.1 Promote the mental health of young children.
- 4.2 Improve and expand school mental health programs.
- 4.3 Screen for co-occurring mental and substance use disorders and link with integrated treatment strategies.
- 4.4 Screen for mental disorders in primary health care, across the life span, and connect to treatment and supports.

•Goal 5 Excellent Mental Health Care Is Delivered and Research Is Accelerated.

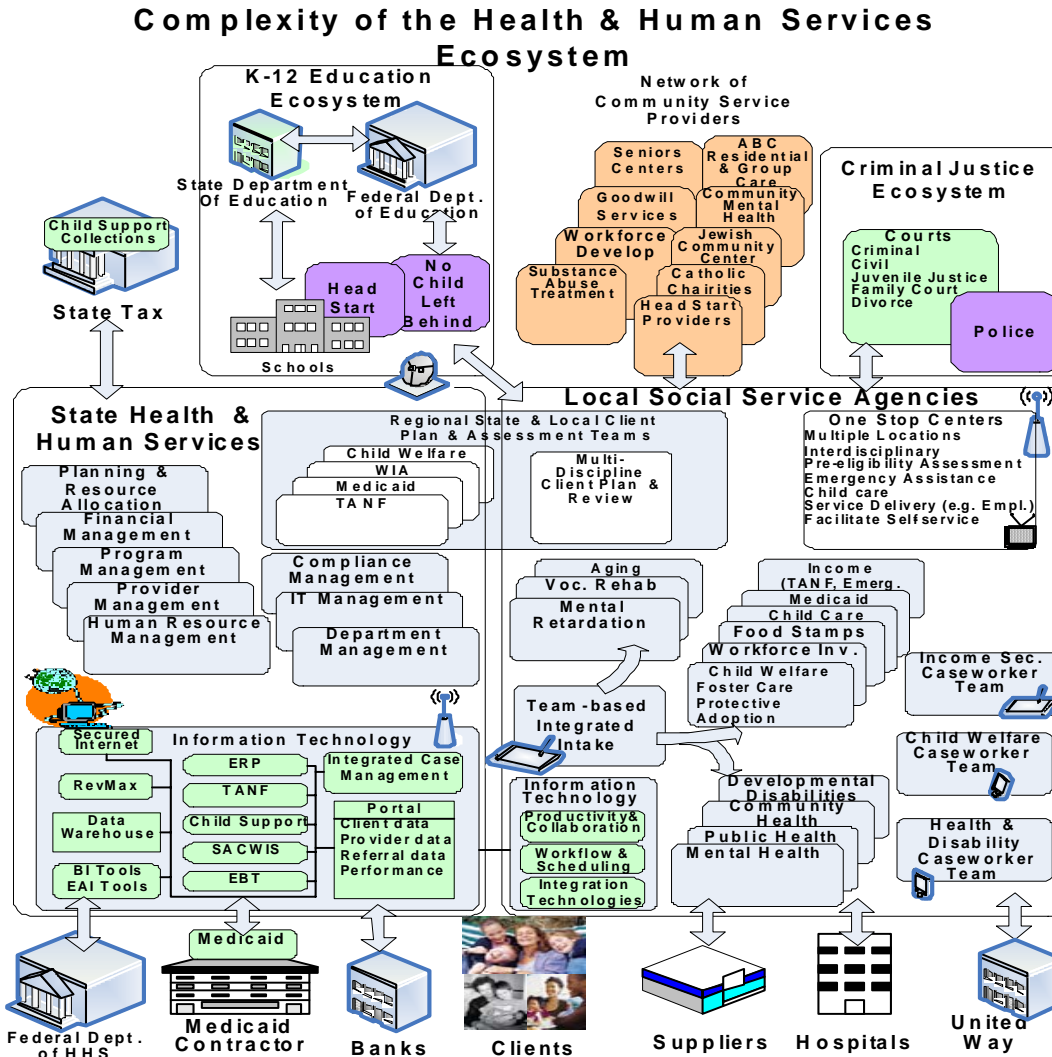
- 5.1 Accelerate research to promote recovery and resilience, and ultimately to cure and prevent mental illnesses.
- 5.2 Advance evidence-based practices using dissemination and demonstration projects and create a public-private partnership to guide their implementation.
- 5.3 Improve and expand the workforce providing evidence-based mental health services and supports.
- 5.4 Develop the knowledge base in four understudied areas: mental health disparities, long-term effects of medications, trauma, and acute care.

•Goal 6 Technology Is Used to Access Mental Health Care and Information.

- 6.1 Use health technology and telehealth to improve access and coordination of mental health care, especially for Americans in remote areas or in underserved populations.
- 6.2 Develop and implement integrated electronic health record and personal health information systems.



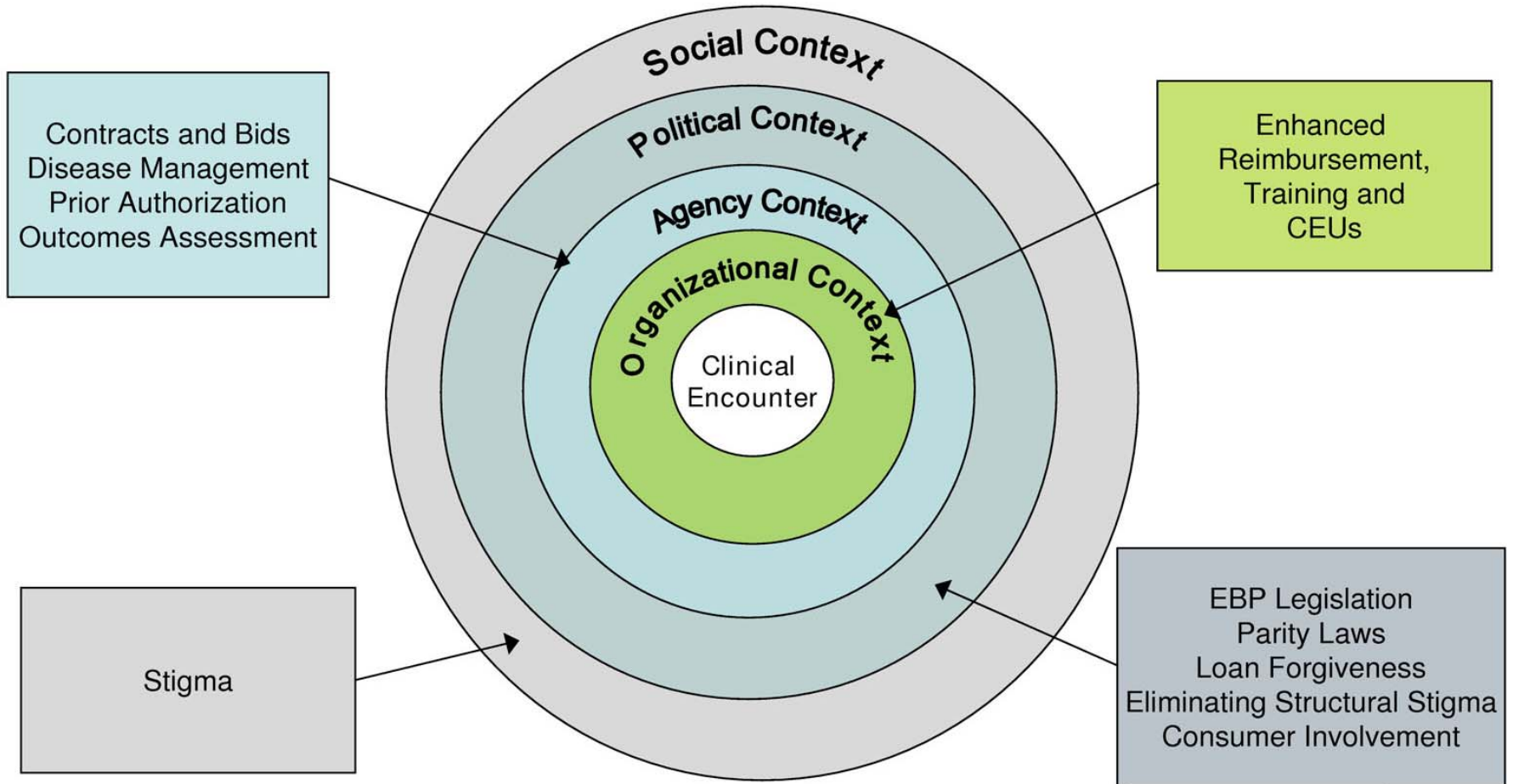
Component Complexity: Systems, Agencies, Programs, Services



Source
Microsoft
May 2006



Infrastructure Complexity



After Ramesh Raghavan, Charlotte Lyn Bright and Amy L Shadoin, 2008



Interdependency Complexity



<http://modeling.hsri.org>



What Are Web Based Computer Simulation Planning Models?

<http://modeling.hsri.org>



How Web Based Computer Simulation Planning Models Provide a Lever in Achieving Transformation

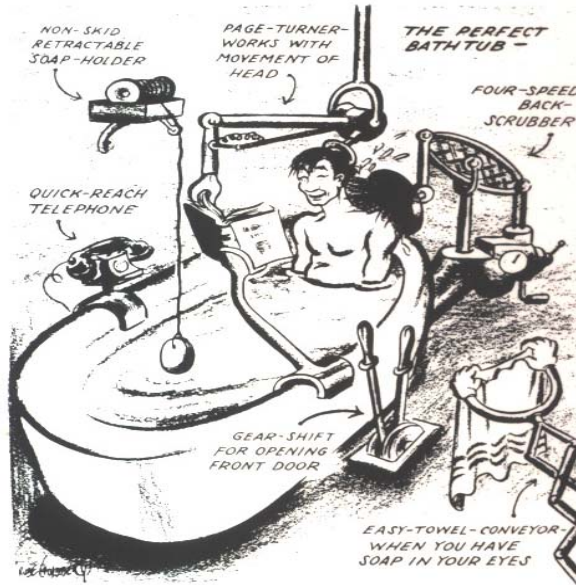
- + A variety of system transformation plans representing different visions of transformation**
- + Projections of how systems will perform under these plans**
- + Evaluations of plan cost-efficiency, affordability and other performance indicators;**
- + Rapid changes in plans to respond to alterations in policies and/or or data;**
- + Stakeholder participation;**
- + Peer to peer technical assistance among planners;**
- + Communication and negotiation about plan contents between Federal, State, and Local levels of government;**
- + Templates for data collection for greater accuracy in projecting systems performance as new and better data are collected.**



Third Edition, Expanded

IMPLEMENTATION

Jeffrey L. Pressman & Aaron Wildavsky

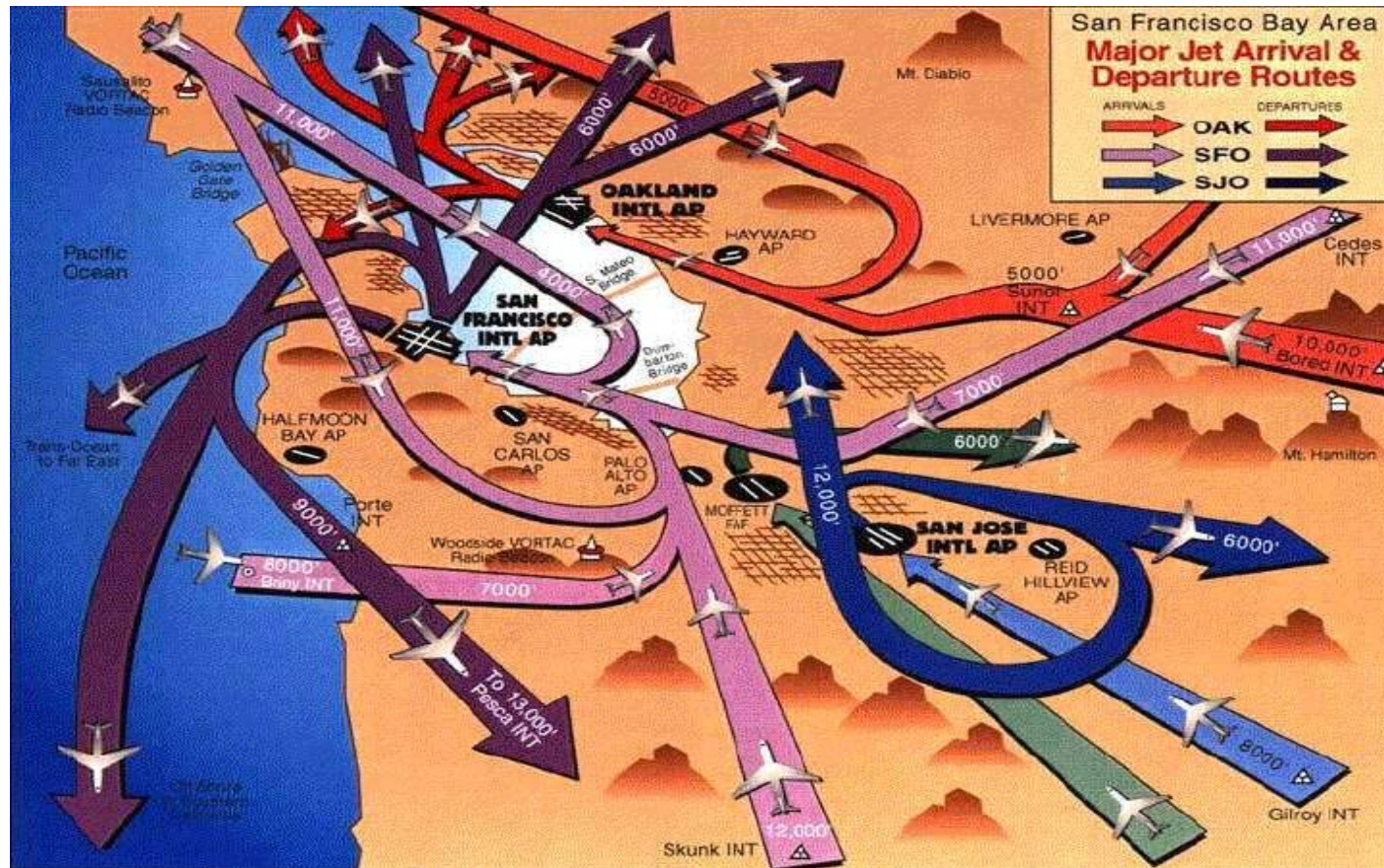


How Great Expectations in Washington
Are Dashed in Oakland; Or,
Why It's Amazing that
Federal Programs Work at All,
This Being a Saga of the
Economic Development Administration
as Told by Two Sympathetic Observers
Who Seek to Build Morals on a
Foundation of Ruined Hopes

The Oakland Project



What Are Web Based Computer Implementation Management Tools?



An Air Traffic Control Approach At Work


- <http://www4.passur.com/bos.html>



A Transformation Flight Plan

Washington: Edit Action Item - Microsoft Internet Explorer





File Edit View Favorites Tools Help Address



TRANSFORMATION MANAGER™

Washington: Edit Action Item

Save Cancel

* Action Item Name	<input type="text" value="The Collaborative will establish a communications coordination position (25)"/>
Description	<input type="text" value="The communication coordination position will manage and advance tasks related to successful social marketing campaign for system transformation (25)."/>
Start Date	Estimated: <input type="text"/>  Actual: <input type="text"/> 
Completion Date	Estimated: <input type="text"/>  Actual: <input type="text"/> 
Contact Name	<input type="text"/>
Contact Phone	<input type="text"/>
Contact Email	<input type="text"/>

Done My Computer

Screenshot showing responsible staff contact information and date tracking

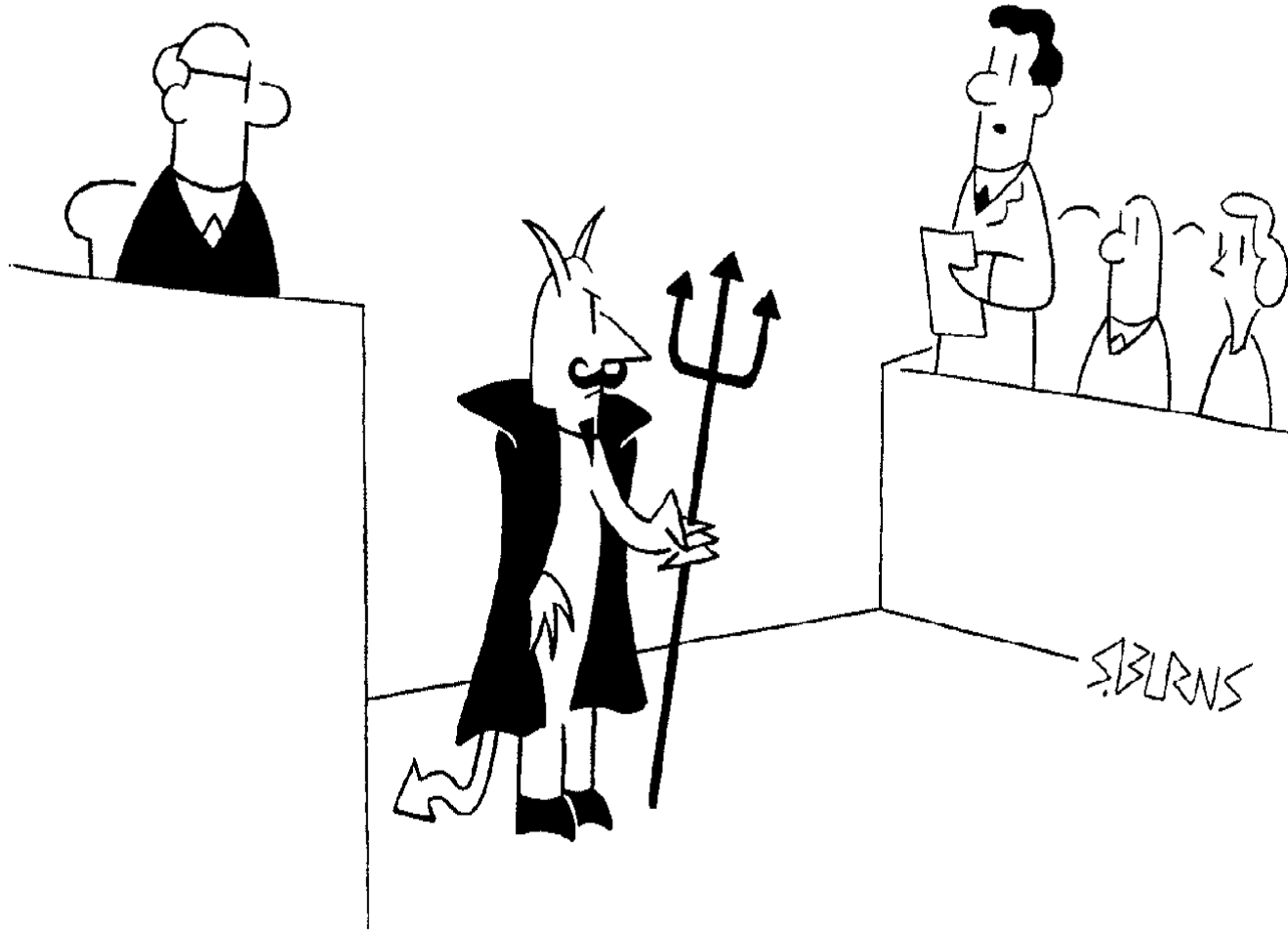


Requirements for using implementation management tools

JOHANNES KEPLER'S UPHILL BATTLE



Requirements for using implementation management tools



"We find the defendant guilty of being in the details."



Desirable Elements for Implementation Management Tools

- Planned and actual start and end dates
- Policy goals addressed
- Infrastructure changes addressed
- Systems and agencies involved
- Services addressed
- Populations addressed
- Outcomes addressed
- Responsible persons and contact information



How Web Based Computer Implementation Management Tools Provide a Lever in Achieving Transformation

- + Real time performance monitoring - early identification of failures and delays for mid-course corrections;**
- + Information sharing with Federal, State, and local partners for discussing performance issues and problem solving;**
- + Information sharing with stakeholders to promote on-going participation and discussions of progress.**



THE END

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