

Measuring and Evaluating Transformation and Systems Change

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Measuring and Evaluating Transformation

■ Presentation Outline

- Defining transformation
- Purpose(s) of transformation
- Purpose(s) of evaluating transformation
- Whose perspective?
- Timing of measure
- Causal connections between infrastructural changes and goals

Mental Health Transformation State Incentive Grants

- The grants provide seed money to help States develop the infrastructure needed to transform mental health services
- Seven states have been selected to receive \$92.5 million over the next 5 years
- We will pilot a “Transformation Action Initiative” that will provide technical assistance in response to a State’s specific priorities for transformation

Defining Transformation

Transformation: \n (15c) from the Latin roots to change TRANS (across) and FORMA (shape).

1: a change in form, appearance, nature or character.

2: the process of doing so.

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

...new sources of power emerge

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

*Admiral Arthur Cebrowski
Director, Force Transformation,
U.S. Department of Defense*

*From A. Kathryn Power's January 13, 2006 Presentation on "Transformation: Solving the Mental Health Maze"
at the Mental Health Community Forum Kansas City, Missouri*

Paper on “Concepts of Transformation”

- Report developed by Dr. Noel Mazade, Executive Director, NASMHPD Research Institute, Inc.
- Review of multidisciplinary literature on transformation
- Criteria and conditions associated with initiating and achieving transformation
- Outcomes, indicators, and artifacts... [indicating] a high probability transformation is occurring
- Used by Kathryn Power and in CMHS
- Context/result of NRI transformation activities

Workshop on Change Management

- Multi-disciplinary approaches to transformation/change management, including health, child welfare, Department of Defense, mental health systems
- Conceptual approaches and identification of critical ingredients of transformation
- Tools/instruments for change management
- “Models” of transformation and change management

Why Transformation Fails

- Resistance to change 60%
- Limitations to existing systems 40%
- Lack of executive consensus 40%
- Lack of senior-executive “champion” 40%
- Unrealistic expectations 30%
- Lack of cross-functional project teams 28%
- Lack of team skills 25%
- Late staff involvement 18%

Purposes of Transformation

- Recovery
- Implementing public mental health models
- Evidence-based practices

Purpose of Evaluation

- Summative
- Formative

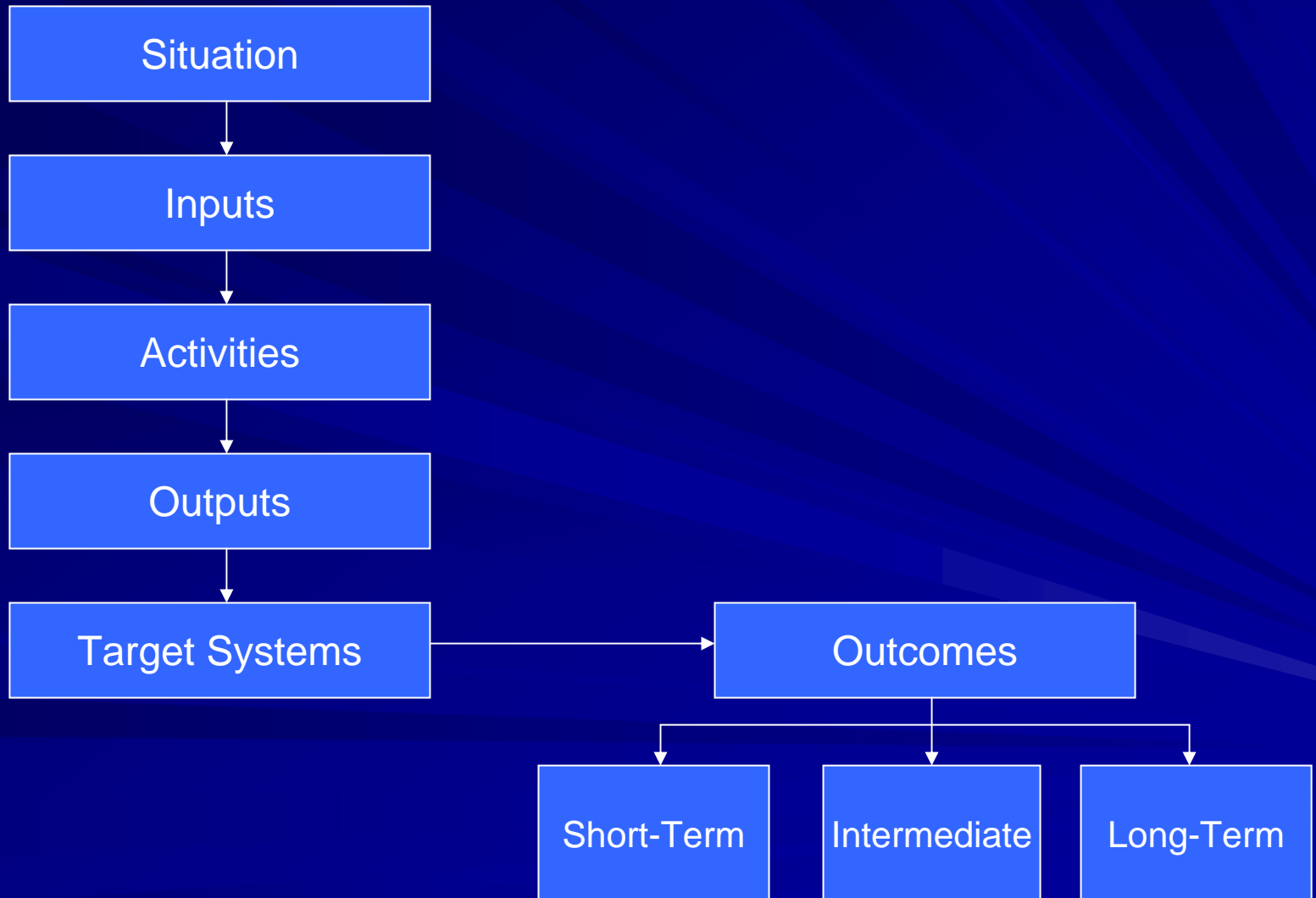
Measuring and Evaluating Transformation: Balanced Scorecard Approach

- Four perspectives:
 - Customer's perspective
 - Internal business perspective
 - Innovation and learning perspective
 - The financial perspective

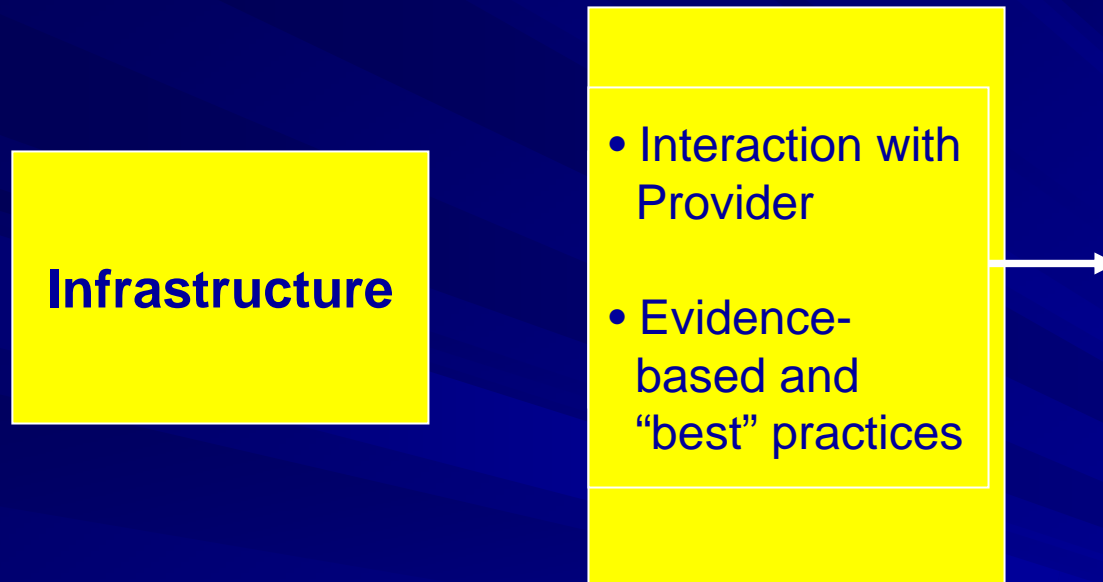
Timing of Measure



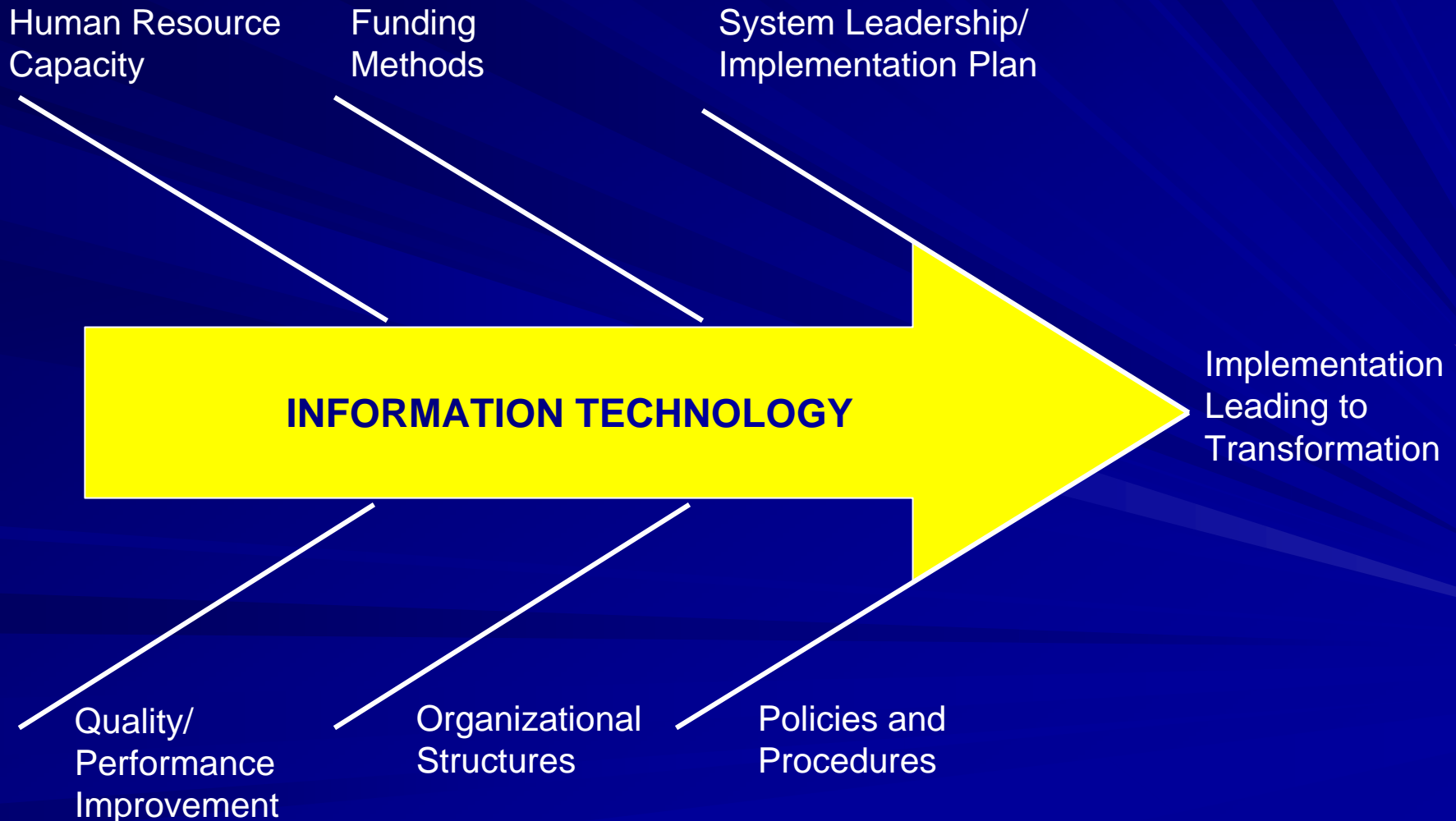
Transformation Logic Model



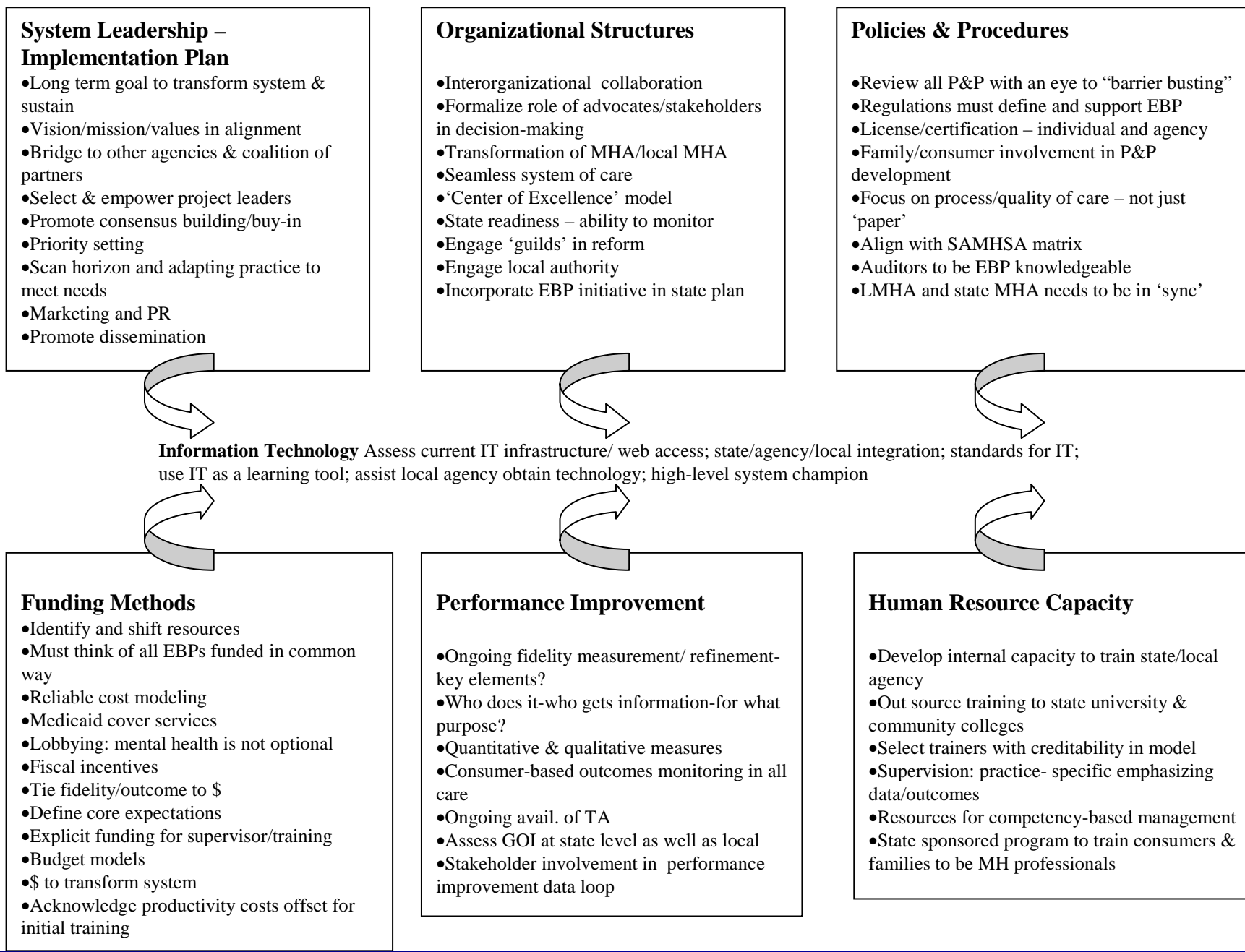
Causal Connections



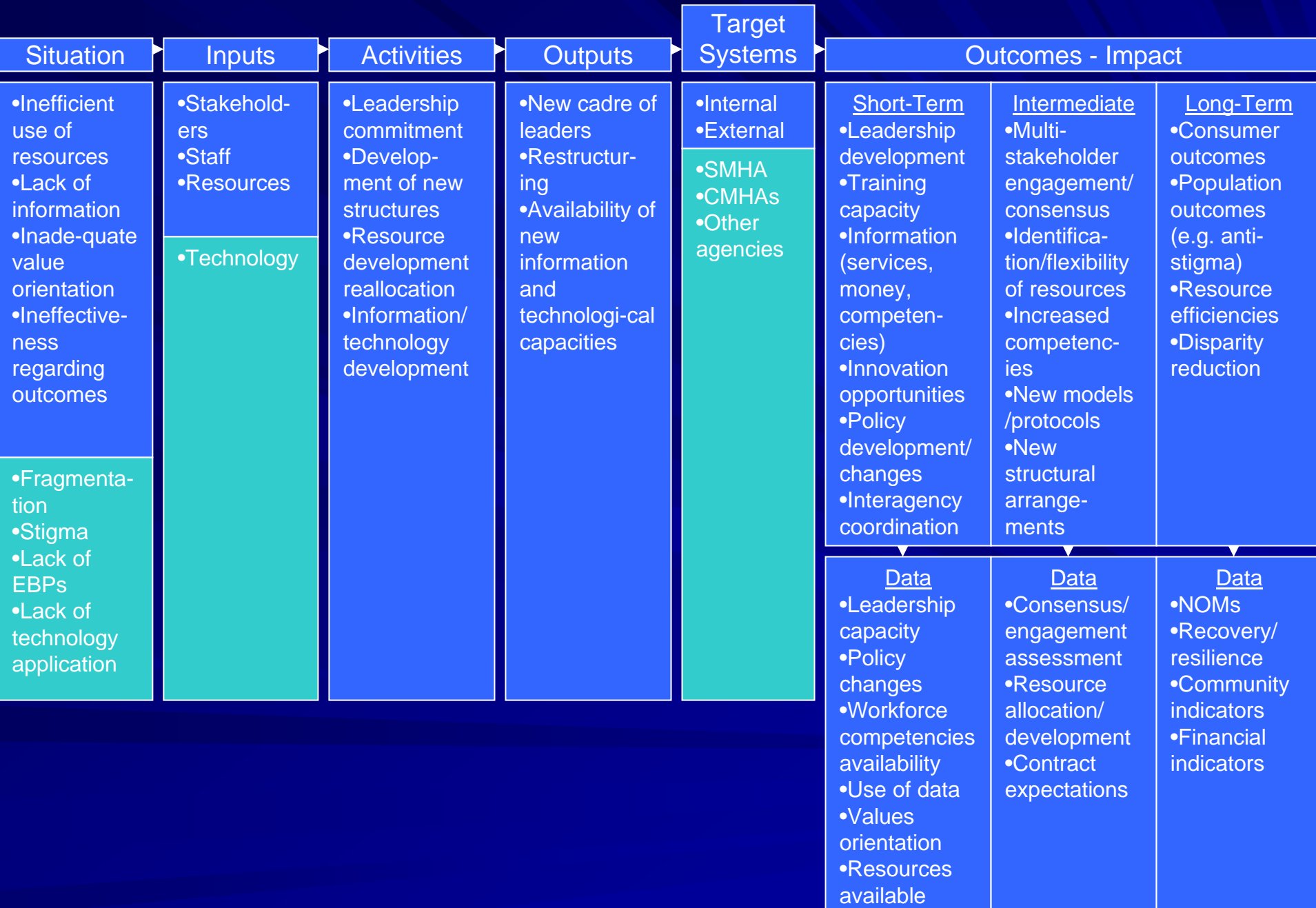
Lessons Learned from National EBP Demonstration Project



Framework for Technical Assistance Content Needs: Developing Infrastructure for EBPs (9/03)



Transformation Logic Model



Possible Instruments

Transformation Measures Related to Infrastructure Development

Organizational readiness and culture	Organizational Readiness for Change (Lehman et al., 2002) -assesses motivation, resources, staff attributes, and climate. To be adapted and administered to managers, supervisors, and clinicians	Survey will be administered through web-based or telephone survey
Leadership	Multifactor Leadership Questionnaire (Bass & Avolio, 1993)	Survey will be administered through web-based or telephone survey
Interagency collaboration	<i>Survey of Mental Health Services Network</i> – (Adult and Child Forms) administered to Agency Administrators and Direct Service Providers of each agency in the adult and child service network.	Adult and child service networks will be bounded through a process by identifying all agencies in the service networks. Survey will be administered through web-based or telephone survey
Definitions and data standardization	Structured review of management information systems across agencies	Audit and interview with management, staff, and stakeholders
Data feedback and use	Structured review of reports generated, distribution, quality and how they are used	Audit and interview with management, staff, and stakeholders
Workforce competencies	Survey of provider knowledge and competencies related to best practices. (Measure will be integrated with exit criteria of class action suit)	Focus groups and survey

Transformation Outcomes – NOMs Reporting

10 NOM Measures		Standard Data Infrastructure Reporting procedures
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EBP Systems
Infrastructure /
Organizational
Culture Needs

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Mental Health
Systems
Transformation
Priorities