

California Mental Health Policy Forum  
*International Perspectives*

“Is Transformation/System Change  
Possible?”

Stephen W. Mayberg, Ph.D.

September 15, 2006

# MHSA Purpose

- Define serious mental illness as a condition deserving priority attention
- Reduce long-term adverse impact from untreated serious mental illness
- Expand successful, innovative service programs
- Provide funding to adequately meet the needs
- Ensure that funds are expended in a cost effective manner and that services are provided consistent with best practices

# Core Strategy

- Focus on system transformation rather than just expansion
  - ◆ Use the specifics of the President's Commission Report and Master Plan to supplement the vision of the Initiative
- Use an inclusive stakeholder process for design
  - ◆ Effective participation of clients and family members throughout the process is critical
- Determine measures of accountability (outcomes/indicators) prior to local plan development

# Overview of Draft Strategies

- Build long-term vision of transformation of mental health system
  - ◆ Establish shorter-term strategies
  - ◆ Focus on outcomes
  - ◆ In partnership with stakeholders
- Multiple components which will eventually be integrated

# MHSA Vision

- Reduce long-term adverse impact of untreated mental illness
  - ◆ Including reduction of stigma and discrimination
- Expand access
  - ◆ To unserved and underserved populations.
  - ◆ To successful service programs
- Focus on effective services and cost-effective expenditures
  - ◆ Including prevention and early intervention
- Ensure accountability

# Process

- Based on logic model that links
  - ◆ Community issues resulting from untreated mental illness
  - ◆ Mental health needs in community
  - ◆ Identification of specific populations to be served
  - ◆ Strategies and activities to be implemented
  - ◆ Desired outcomes to be achieved

# What Has Happened?

- 53 Plans - 42 approved
- More than 100,000 participated in planning
- 4,300 new positions created
  - ◆ 20-25% consumer/family

# Plans

- Services across all age spans
- Outreach/Engagement
- Capacity building
- FSPs
- Measurable outcomes/accountability
- Attention to culture and ethnicity

# Overarching Policy

- Locally driven
- Integrated services
- Collaboration essential
- MHSA funds only for mental health services
- No supplantation

# What Have We Learned?

- Change is difficult
- Change is not a straight line

# Barriers to Change

- Homeostasis
- It's about them, not me
- Loss/grief

# Barriers to Change - 2

- Anxiety
- Trust
- Power
- Integration of new information

# Barriers to Change - 3

## ■ STIGMA / DISCRIMINATION

- ◆ Misperceptions
- ◆ Mental health system discrimination

# Existential Questions

- Will change be better . . .
  - ◆ for the system
  - ◆ for consumers/families
  - ◆ for outcomes
  - ◆ for me
- How will I/we know?

# Changing the Culture

- Vision is not mission
- Incorporating values as our own
- Top down/bottom up
  - ◆ Who gets squeezed?
  - ◆ Top down/bottom up
- Cultural Competence
  - ◆ Who is not getting served?
  - ◆ Current system is white middle-class value-driven

# Redefinition of Mental Health System

- Services vs. support
  - ◆ Psychotherapy
  - ◆ Medication
  - ◆ Social Rehabilitation
  - ◆ Peer Support
- Social change agent
- Environmental change agent
- Integration agent
  - ◆ Other systems do not have same value-drivers

# Altruism vs. Economics

- Business model vs. service model
- Who benefits from change?
  - ◆ Cost benefit
  - ◆ Cost avoidance
  - ◆ System growth/financial health

# Politics

- Short term vs. long term
- Sustainability vs. big splash
- Credit/ownership
- On/off radar
- Public perception vs. reality
- Guilds
- What are measures of success and for whom?

# Drivers – What Keeps Us Focused and Going?

- Knowledge
- Evolving successful service models
- Recovery principles
- Advocacy
- Education
- Involvement
- Support

# The Talk is Easier Than the Walk

- Tolerate the discomfort of change
- Be patient
- Work collectively, not competitively
- Balance proactive with reactive
- Focus
- Accept/learn from mistakes
- Be strength-driven

# Transformation Has / Is Happening

- Celebrate successes
- Build on the energy and enthusiasm
- Share successes whenever possible
- Stigma/discrimination diminishes with personal stories
- Never forget this is about people, not systems