

# Route to Success



**A SYSTEMS CHANGE PROJECT AT THE  
PENNSYLVANIA DEVELOPMENTAL  
DISABILITIES COUNCIL**

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# Responding to Systems Stress



- **Person Directed Services**
- **Resource Allocation and Outliers**
- **Effective Systems Change**

# Background/Intentions



- **Push Systems Change**
- **Identifying Redundancy**
- **Identifying Forward Progress**
  
- **Applicability beyond PA/ Beyond DDCs?**

# Origins



- **Dissatisfaction with ADD Efforts**
- **Insufficiency of “specialness”**
- **The idea of “working backwards”**
- **Grant let to HSRI with subcontract to Temple University in July, 2004**

# Intentions



- **Was a quality measurement activity, using long-funded Council projects as its information source**
  - ✦ by examining long-funded projects that had been involved in system change, we could develop system change indicators
  - ✦ ended up with a long list of indicators, but no clear direction about what to do with them

# So what we ended up with...



- **A Matrix for analyzing and synthesizing Council efforts**
- **A way of determining next steps for any Council effort**
- **An application of scientific method to systems change processes**
- **A quality improvement method that is based in science, determines best practice, and has predictive power**

It is a way of measuring our progress against a process of...



- **Gathering information**
- **Determining hypotheses and testing assumptions**
- **Carrying out social interventions**
- **Enlisting allies**
- **Leveraging change, and**
- **Capitalizing on the unexpected**

# Outcomes



- Turned from an Evaluation Tool into a Quality Improvement Tool...
- ...which incorporated the Mission statement of the PADDCC alongside established indicators of systems change...
- ...and may have applicability to other Councils and situations.



# The model...



- **Was field tested with a number of PA Council grantees**
  - ✦ It was found by them and the Council to be useful in helping look for and plan for system change
  - ✦ Tools were developed for use by the Council to try out the model across its efforts

# The process of Route to Success



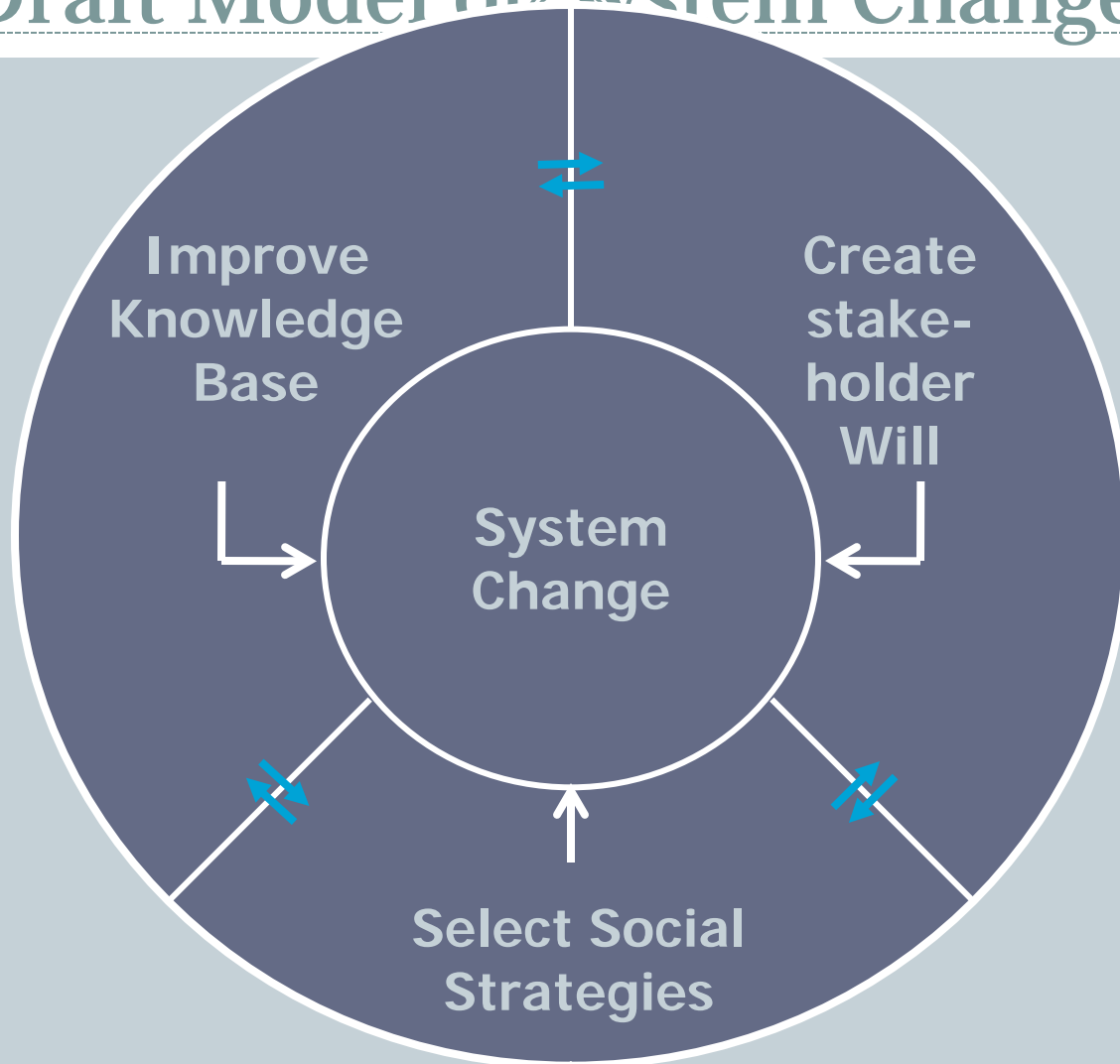
- ▶ Two years of interviewing long term Council grantees to determine indicators, examining outcomes, talking with others working in housing and transportation
- ▶ Created a list of indicators – most were project specific – more buses, more housing - but little that spoke to structural change or how the change was fostered.
- ▶ Was difficult for grantees to discuss system change

# Coming up with a model



- We looked in places other than disability –
  - ✦ Political Science – using John Kingdon’s *Agendas, Alternatives, and Public Policies* (2003)
  - ✦ Health Care – using Julius Richmond and Milton Kotelchuck’s *Political Influence: Rethinking National Health Policy* (1983)
  - ✦ Public Policy - using Bobby Silverstein’s material, along with that from the Center for Civic Partnerships

# Draft Model of System Change\*



\* Adapted from Richmond, J.B. & Kotelchuck, M. *Political Influences: Rethinking National Health Policy.* Handbook of Health Professions Education.

# Improve the Knowledge Base



- **What is the problem?**
- What are the problems, trends, unmet needs? What are potential solutions and current best practices used to address the problem?
- Specific strategies:
  - ✦ Conduct an assessment to collect data about transportation access issues
  - ✦ Sponsor local cross-disability work groups
  - ✦ Organize a statewide summit

# Select Social Strategies



- **What are you going to do about it?**
- Establish clear goals and methods for achieving them. Identify key players. Analyze constraints. Articulate responsibilities. Evaluate results. Celebrate success.
- Construct and test hypotheses. Develop and test interventions.
- Specific strategies:
  - Relentless advocacy efforts
  - Publicize and celebrate successes
  - Research successful employers of pwdd
  - Investigate “piggybacking” on elder transport
  - See if parent/professional co-teaching changes attitudes

# Create Stakeholder Will



- **Who are your collaborators? Who will do the work?**
- Who cares about the problem? How does it relate to other problems? Is there an existing constituency? Is there political will? Is there work already to be built upon? Does it appear too complex? Is there a sense of urgency?
- **Specific strategies:**
  - ✦ Seek out and develop political champions
  - ✦ Recognize existing resources and build on them

# Other Considerations



- Leadership
  - ✦ **What is your track record? What are your connections?**
  - ✦ “Policy entrepreneurs”\* – rated as very or somewhat important in 15 out of 23 case studies of critical factors in policy change
  - ✦ Key to sustainable change
- “Magical” or unexpected events
  - ✦ **What is your organizational capacity, strength and depth?**
  - ✦ Unpredictable, accidental
  - ✦ May be positive or negative
  - ✦ Be prepared and ready to seize opportunities



<b>COUNCIL MISSION</b>	<b>Create knowledge base</b>	<b>Select social strategies</b>	<b>Create stakeholder will</b>	<b>Support Policy entrepreneurs</b>	<b>Use unexpected events</b>
Support people with disabilities in taking control of their own lives					
Ensure access to goods, services and supports					
Build inclusive communities					
Pursue a cross disability agenda					
Change negative societal attitudes toward people with disabilities					

# Field testing the model



- Completed over two years
- Worked with eight grantees, all of which saw system change as one of their goals
- We made site visits, held conference calls, collected data
- Made revisions to the model based on feedback
  - Changed activity names
  - Create *stakeholder* will from create *political* will
  - Use *unexpected* events from use *magical* events

# What pleased the Council about the model



- **The PA Council mission in the first column**
  - ✦ Helped grantees remember what the Council cared about
  - ✦ Helped Council members organize grants by type
- **The range of activities in the remaining columns**
  - ✦ Helped grantees position their efforts on the grid
  - ✦ Helped grantees connect with other projects/organizations that were working on other activities from the grid
  - ✦ Helped grantees think about evaluation more broadly
  - ✦ Filling in “Empty Boxes”

# Ways to Move Forward/”Focusing the Mind”



- **Other Approaches to the Same Problem and how these relate to previous efforts**
- **Approaches/strategies that have not been tried/analyzed/attempted**
- **Approaches that are duplicative of other efforts or previous efforts**

# Ways the Council uses the model



- **Applied to the Council's planning work**
  - ✦ Our five year planning process, by helping us build more effectively on what we've done
  - ✦ Consider subsequent grants to build on current or past work, missed parts of the matrix
  - ✦ Connect with other efforts in future
- **Applied to the Councils grant related work**
  - ✦ RFPs, RFP Book, descriptions
  - ✦ Training around writing grants – the “Road Show”
  - ✦ Proposal review – system change objectives
  - ✦ New grantee start up – monitoring system change

# Using the Model, continued...



- **Grant Renewal Processes**
- **Identifying Missed Opportunities for Systems Change and Growth**
- **Identifying Redundancies**
- **Identifying Alternative Strategies**
- **Changing the Culture**

# Contact Information



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