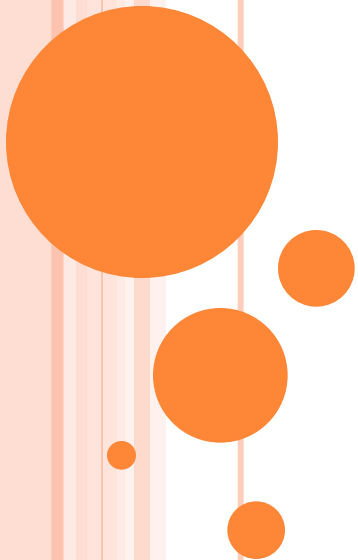


# USING POLICY TO ADVANCE SYSTEMS INTEGRATION

January 2011  
Leading for Change

TAS Nancy Kelly



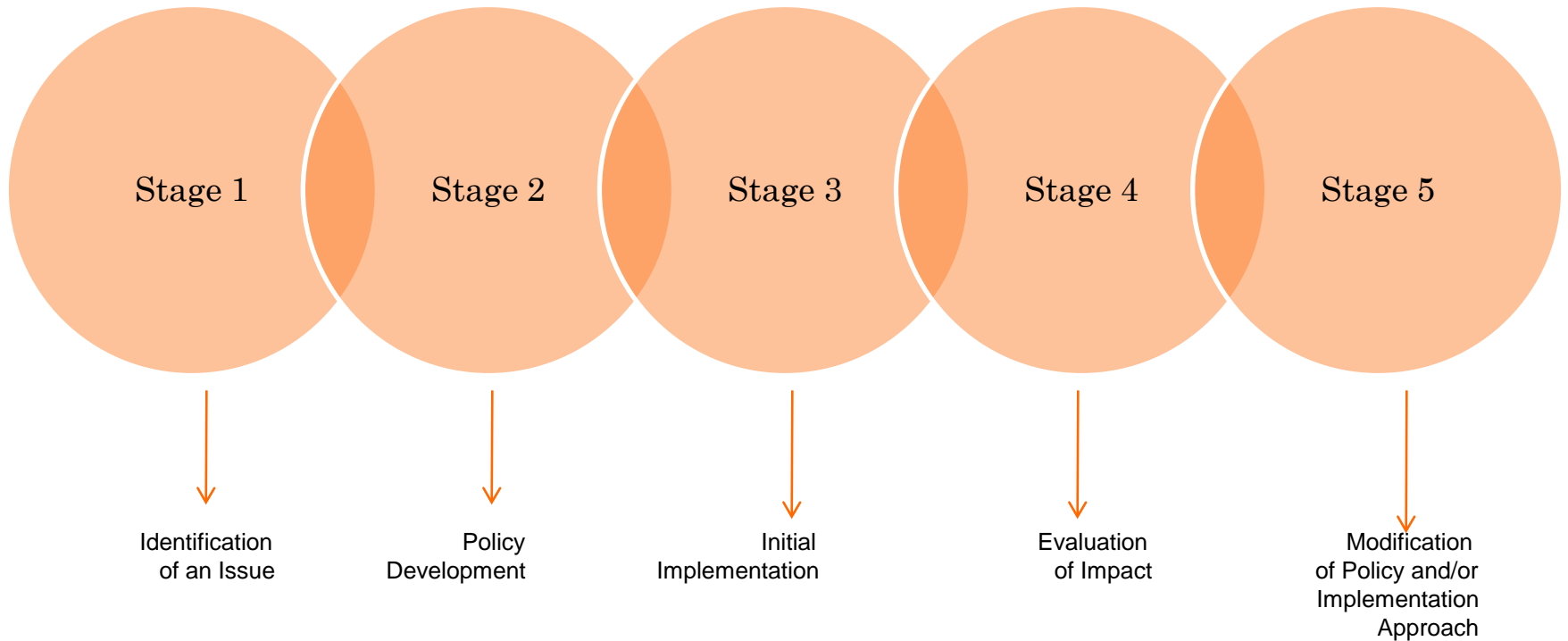
# A CONCEPTUAL FRAMEWORK

Four dimensions:

- (a) the stages of policy development and implementation;
- (b) the relationship between different levels of government;
- (c) the relationship between different service systems;
- (d) variables that affect the likelihood that a policy will achieve its intended effect.



# STAGES OF POLICY DEVELOPMENT AND IMPLEMENTATION



# POLICY DEVELOPMENT AND POLICY IMPLEMENTATION

- Policy through legislation or regulation is rarely adequate to accomplish the goals of the policy.
- “Policy implementation concerns itself with strategies used to translate policies into practice, and the analysis of the implementation of existing policies to determine whether they are achieving stated goals or solving the problem(s) that the policy is intended to alleviate”



# POLICY ANALYSIS

- Traditional viewpoint
- Policy should be viewed as a stream that unfolds over time
- Responsibility is passed to implementing organizations
- Consider the abilities of the implementing organization to carry out the intent of the laws and other policies



# LEVELS OF GOVERNMENT

- Relationship between the different levels of government in the implementation of the policy
- Determining the benefits and drawbacks of different policy instruments (mandates/inducements) enacted by one level of government to influence a lower level of government
- Strong sanctions for failure to comply with mandates but fail to fund costs of implementing the mandates
- Implementation gap
- This compliance problem has led to a shift to more flexible arrangements and to consideration of voluntary agreements

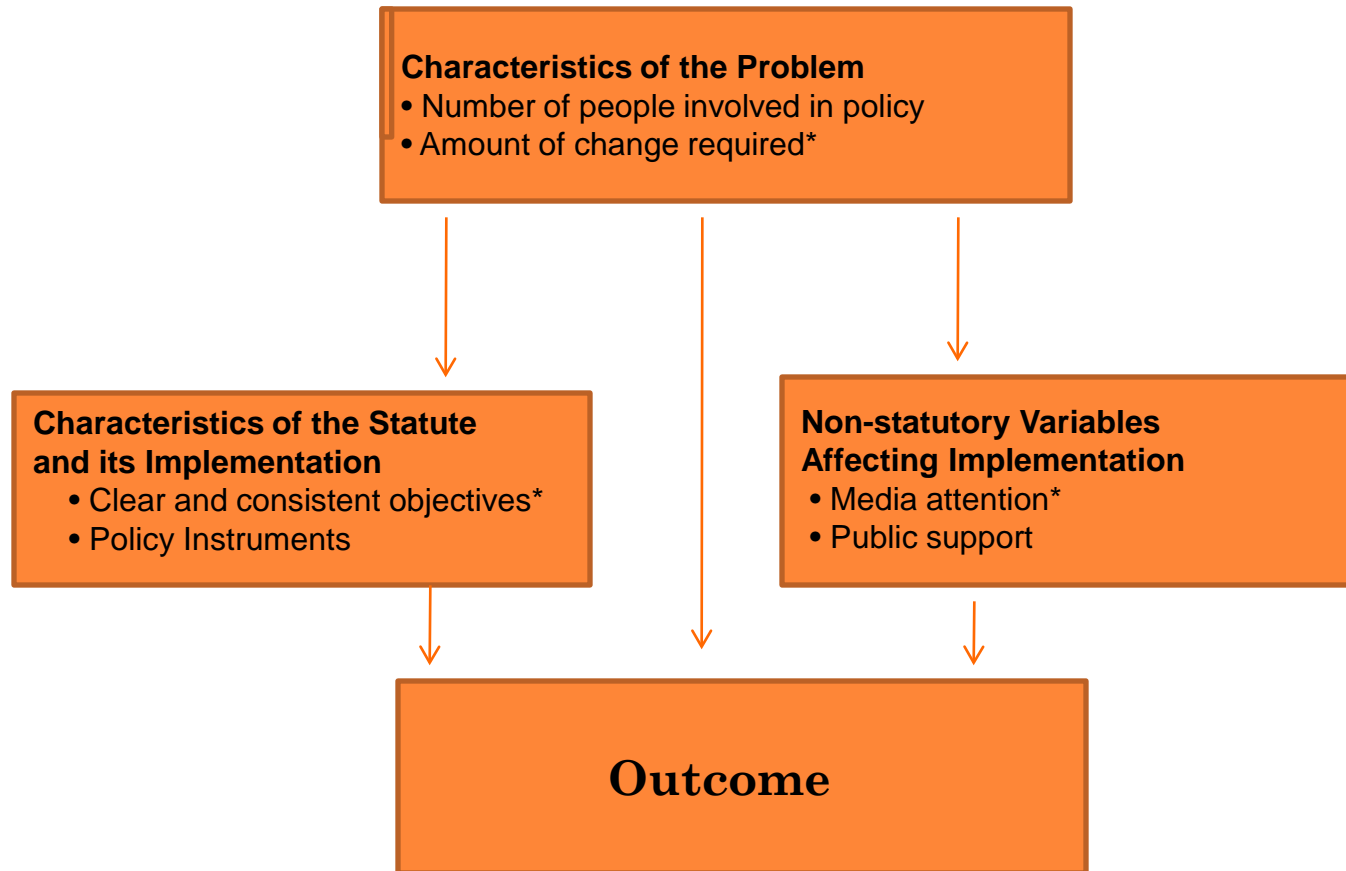


# SERVICE SYSTEMS

- The degree to which policies in the different systems reflect the same values and principles
- Absence of compatibility between systems decreases the effectiveness of policies that are established in any single system
- An example was an effort to use state legislation in Indiana to bring together various service sectors through the mandated establishment of local coordinating committees to serve children with serious emotional disturbances and their families.



# IMPLEMENTATION MODEL



\*These are examples of the factors in this category





# EFFECTIVENESS OF A POLICY

The effectiveness of a policy in achieving its intended outcome is a function of three different types of variables:

- a) those related to the nature of the problem that the policy addresses;
- b) those related to the policy itself and its implementation;
- c) those that while not related to the policy, affect its implementation nonetheless.



# POLICY IMPLEMENTATION VARIABLES

- Consistency and support for values, principles, and concepts.
- Clear and accurate theory of change
- Clarity of the policy
- Adequacy of the resources and capacity to implement the policy.
- Accountability and monitoring procedures
- Nature of the relationship between the organizations involved in implementation.



# DISCUSSION

- To what extent does policy development begin at the consumer level and work backwards to determine what must be in place at higher levels so that problems can be solved and student/family needs met?
- To what extent are desired goals and expected outcomes stated in terms of student/family identified needs?



## RESOURCE

- A Conceptual Framework For Developing And Implementing Effective Policy In Children's Mental Health
- Robert M. Friedman, Ph.D.
- June 2001
  
- Research and Training Center for Children's Mental Health, Department of Child and Family Studies
- Louis de la Parte Florida Mental Health Institute, University of South Florida

