The Hogg Foundation for Mental Health
Services, Research, Policy, & Education

Collaboration Within and Across Systems: From Segregation to Collaboration
Rosa Parks Moments:

Reflections on the day?
Change in title, questions, slides?
How much change can an individual create?
What are the risks involved in change?
Will my career be altered?
Does major change require an organization?
How does one use time?
What will I be labeled:
a. Consumer-American
b. Depressive-American
c. Schizophrenic-American
Segregation:
The policy and practice of segregation has been integral to our national approach to matters of poverty, physical illness, mental illness, developmental disability, disease, age, crime, social class, gender, sexual orientation, unemployment, gender, tribal affiliation, immigration, language, ethnicity, religion, and surely to race.
To protect the integrity of the existing social system, the policy was created to build segregated institutions – schools, jails, mental institutions, alms houses, poor houses, hospitals, tuberculosis sanatoria. Deviancy was seen as a threat to our way of life, our very own safety. Our academic systems taught us segregation by disorder, disease, class, and race as public policy.

David Rothman, 1971
Characteristics of Segregated Systems

- Myths: Job Source, Closed
- Beliefs: Old Vision, Threatening
- History: Conservative, Value Based
- Control: Power Base, Fixed Roles
- Fear: Policy Support, Exclusivity
- Projection: Political Value, Uncertainty
- Tradition: Resources, Assumptions
- Emotion: Limited information
Defining Collaboration:

Collaboration is a planned strategy in which two or more systems of care [organizations] form a working cooperative relationship in one or more functions [services, staffing, policy development, funding, research]. The collaborative relationship is designed to improve the achievement of complementary system goals that center on measurable improvement in the quality of life, functioning, resilience, or recovery of people as consumers of public services (Davis, 1991).
Sacred Cows: States’ Rights

- Although we may not say so directly, the real target of transformation is how the state conducts its business in mental health, social services, health care, education, corrections, substance abuse care, housing, and the courts. Thus, the most significant area for collaboration must be between the federal and state governments and the extent to which the state involves consumers and families.
Sacred Cows: States’ Rights

The last time I looked, all of these were areas of rights that were under the aegis of the state government and not the federal government in Washington. States can do everything that is permitted to them under the constitution and everything else that is not specifically denied.

Strom Thurmond
Stories of Successful Collaborations

National Alliance of Minority Behavioral Health Associations
African American, Asian/Pacific Islanders; First Americans, and Latino Americans
Public Universities and State Mental Health Systems - Virginia
Community Services Act for Children – Across Organizations
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Principles of Collaboration
(NACCHO, 2005)

I. Education and Collaboration
II. Comprehensive Planning
III. Partnership
IV. Communication
V. Workforce Development
VI. Data Collection
VII. Access
Proximal Systems: Work is Needed

- Community Mental Health Centers
- State Hospitals
- General Hospitals with Psychiatric Units
- Private Psychiatric Hospitals
- Federally Qualified Health Centers
- Nursing Homes
- Board and Care Homes
- University Hospitals & Clinics
- Private Psychiatric Hospitals Professional Associations
- Family Advocacy Organizations
- Managed Health Care Organizations
- Salvation Army – Goodwill

- Medicare
- Social Security
- Voc.Rehabilitation
- Professional Schools
- Veterans Administration
- Local Police
- Consumer Run Services
- Sheriff’s Officers
- Medicaid
- Insurers
- Courts
- Housing Authorities
- Substance Agencies
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**Distal Systems**

- Corrections
- Health
- Child Welfare
- Public Schools
- Transportation
- Employment
- Public Welfare
- Housing
- Job Training

- Primary Care Physicians
- Religious Organizations
- Political Organizations
- Foundations
- Racial Advocacy Groups
- Civil Rights Groups
- Private Business
Prior Transformations

- 1700 Local community and family based care
- 1763 Establishment of state hospitals
- 1840 Admission of Indians and Africans to State Asylums – Va.
- 1863 Segregated State Hospitals for Africans in America
- 1865 Citizenship & Voting Rights for African Men - Access
- 1922 Voting Rights for Women - Access
- 1942 Private health insurance linked to employment
- 1944 State Departments of Mental Health – NIMH Created
- 1955 Introduction of Psychotropic Medications
- 1958 Deinstitutionalization of State Mental Institutions
- 1963 Community Mental Health Centers Program
- 1965 Medicaid financing for inpatient care
- 1970 Family and Consumer Involvement
- 1973 HMOs as non-profit health care
- 1980 End of federal support for community mental health
- 1995 Managed health care
- 2000 Integrated health/mental health approaches
Factors That Drove Prior Transformations

- Increased Cost of Care – Born by States
- **Critical Events**: Preparation for War; Crises; Elections; Critical Reports
- **Scientific Discovery**: Thorazine, Stelazine
- **Federal Policy**: Medicaid, CMHC, HMOs
- Changes in Private **Health Insurance** Coverage – Potential for profits
- **Advocacy** by Interest Groups
- State **Planning** Efforts
- Law Suits
Critical Questions:

How do we guarantee transformation and collaboration in the post-Bush era?

Is there more interest in collaboration from behavioral health than from prospective partners? Implications?

Do professional schools prepare us for collaboration across systems and disciplines?

Does the failure to collaborate benefit/maintain the existing systems and potential collaborators?

What role, if any, does race, gender, income, sexual orientation, or residence play in collaboration?

What can I do to bring about change through collaboration?

Where do I start, re-start, or continue after this week?

Where do I turn for guidance, support, reinforcement?