

TCP 5: Implementation

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Starting an initiative of this magnitude within the local mental health authority will require consideration of multiple factors to be successful. As part of the Forensic Assertive Community Treatment Team with Integral Care, there is a growing push for some client attorneys to want assistance from FACT to help their clients comply with the court's recommendations while under the court's monitoring of no substance use. I want to implement a strategy that can help clients comply with the court's request, thereby being able to please defense attorneys, prosecutors, and the judges themselves. This initiative will require innovation because Bryson & George (2024) note that strategic thinking infers following an implementation method that fits the context, the organization, and other entities. The authors point out that strategic learning signals adapting and learning as the situation changes. FACT will need to implement a plan which can be measured. One way to measure this would be to focus on the positive/negative urinalysis results always released with clients at their monthly court hearing on the mental health docket.

A structural approach seems to make the most sense; actions such as this can require a lot of different organizations. George et al. (2023) point out that the core purpose behind the structural approach is to facilitate strategy implementation by creating structures (within courts, forums, arenas etc.) with the organization dedicated to the strategic plan (Bryson & George, 2024). Bryson and George (2024) point out that some flexibility and adaptability will be needed because plans will unlikely remain stable over time. This is why wrap-around program management will be necessary with linkage to longer-term budget/financial measures to ensure economic feasibility assessments of the strategic plan because it can potentially require significant adjustments due to changes in the budget (Bryson & George, 2024).

Budgets are often a driving force that can make or break the implementation of a strategic plan in public and non-profit organizations. Having adequate resources, or the lack thereof, can be a vital

factor in meeting initiatives or reaching goals. Leaders need to gravitate to long-term solutions to solve organizational problems. Chance (2009) points out, “a temporary solution can serve to alleviate immediate, superficial problems while providing time for a more thorough analysis of the problem and the development of more creative alternatives” (p. 176). It is best to have a plan when abrupt challenges arise, but this is not always realistically feasible. By managing immediate problems in a manner that prepares the way for a long-term solution. Chance (2009) also points out that the last stage of decision-making involves implementing the decision and the way the decision will be carried out. The author notes that communication is crucial so that all impacted by the decision will understand their responsibilities and how their roles relate to the plan and those involved. Potential roadblocks to successful implementation could be a communication breakdown, leading to unclear terms and objectives. Using Kowalski, Lasley, & Mahoney’s (2008) four-stage process for data-driven decision-making by collecting, connecting, creating, and confirming data through formative and summative analysis (Chance, 2009, pp. 189-190).

Implementation of a plan to reduce positive UAs, thereby leading to more effective psychopharmacological treatment of persons with serious mental illness in Travis County, can be an effective initiative that will require stakeholders to collaborate to ensure all parties are working together to safeguard commitment to successful implementation and avoid potential roadblocks by being able to navigate temporary solutions to potential challenges. Ultimately, a working plan that can aid in successfully implementing protocols that will allow persons to achieve their mental health goals is a success for all involved in this process, ultimately achieving the vision of: “Healthy Living for All!”

References

Bryson, J. M. & George, B. (2024). Strategic planning for public and nonprofit organizations : a guide to strengthening and sustaining organizational achievement (Sixth edition.). Wiley.

Chance, P. L. (2009). Organizational Change: Reforming and Restructuring. In Introduction to Educational Leadership & Organizational Behavior (2nd ed., pp. 127-151). Routledge. <https://doi.org/10.4324/9781315853932-10>