



Opioid Safety Network

A project of the Public Health Institute

CHANGE MANAGEMENT

Adapting Your Coalition In the
Era of COVID-19

May 7th, 2020

LEARNING OBJECTIVES

- Explore change management strategies to apply to your coalition work
- Identify ways to adapt your coalition functioning in light of COVID-19
- Understand what tactics other coalitions are using to adapt during COVID-19

KARYA LUSTIG, MA, ISS

DIRECTOR, PROGRAM OFFICE, CDC COOPERATIVE AGREEMENT

DEPUTY DIRECTOR, CENTER FOR HEALTH LEADERSHIP AND PRACTICE



Professional Overview

- 20+ years in community health, non-profit sector, and school-based programs and family centers
- Develops strategy and overall operations of CHLP
- Thought leader applying strategic design and industry leading approaches (systems, triple impact, human design)

Education and Certifications

Master of Arts in Education, San Francisco State University
Concentration: Adult Education

Bachelor of Arts, Hampshire College
Socio-cultural and Women's Studies

Myers-Brigg Training Institute Certified

Organizational Development Certificate
Triple Impact Practitioners Program

Integrated Services Specialist
Certificate

San Francisco State University

California Opioid Safety Network

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CHANGE MANAGEMENT MODEL



WAYS ORGANIZATIONS WORK TOGETHER

Cooperation

Coordination

Collaboration

Low

Complexity and Intensity

High

WHY DO CHALLENGES ARISE?



Passionate members



Burnout



External issues



Conflicting
agendas



Previous bad
relations



Control (identity,
ideology, and strategy)



Who gets recognition
and resources

TOOLS AND TIPS



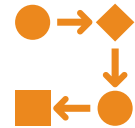
Vision and Purpose



Stakeholder Development



Turf, Trust and Relationships



Process, Structure Communication

TOOLS AND TIPS: VISION AND PURPOSE



➤ **Shape collective identity/vision/purpose**

- Build a common focus and commitment among members
- Have a plan for bringing in new members/sharing history/recruitment
- Work to ensure all necessary stakeholders are involved

Recommended tools:

Big Picture, Partnerships Map, Elevator Pitch, Defining Sustainability

TOOLS AND TIPS: STAKEHOLDER DEVELOPMENT



➤ Stakeholders & Power-Holders

- What stakeholders (individuals and institutions) are critical to include to get the work done?
- What 'power brokers' are key to getting the work done?
Work to ensure all necessary stakeholders are involved

➤ Stakeholder and Mindsets

- Who are the key stakeholders?
- What are their perspectives?

Recommended tools:

Big Picture, Partnerships Map, Membership Roster

TOOLS AND TIPS: TURF, TRUST AND RELATIONSHIPS



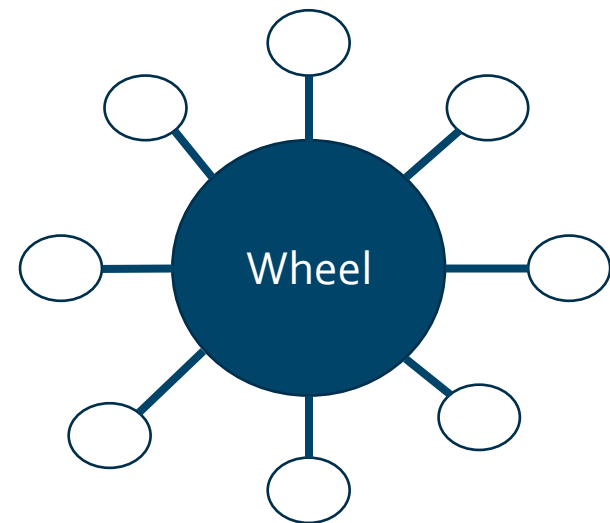
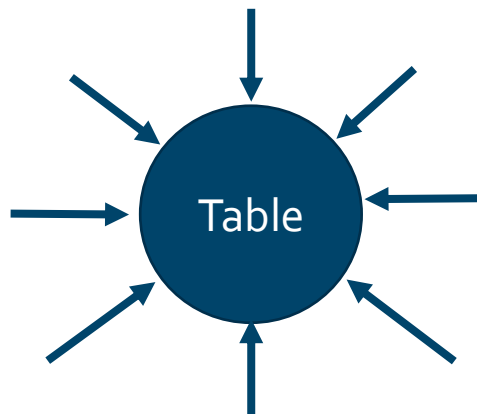
- **Acknowledge potential turf issues and challenges**
(membership characteristics and orgs)
 - Have honest conversations about the history of relationships between organizations
 - Create multiple layers of participation/roles
 - Discuss appropriate rate of development and funding
 - Spend time to develop trust

TOOLS AND TIPS: PROCESS AND STRUCTURE



➤ Establish process and structure

- Decide how formal your structures and agreements need to be (see joint systems section and template)
- Collaborative structure (see worksheet and definitions)
 - Form a structure (table or wheel)
 - Level of authority and roles



TOOLS AND TIPS: PROCESS AND STRUCTURE



➤ **Agree on a decision-making process before decisions must be made:**

- Unilateral
- Consultative
- Democratic (Majority) vote
- Unanimous vote (Gradients of agreement)
- Delegation

TOOLS AND TIPS: COMMUNICATION



➤ **Talk details (communication)**

- Openly discuss intentions and motivations for participation/being at the table (individual and/or organization)
- Establish informal and formal communication channels
- Purpose and role of agenda
- Role of conversation
- Conflict resolution

TOOLS AND TIPS: COMMUNICATION



➤ **Reward partners and celebrate success**

- Set milestones and acknowledge successes
- Early successes help build commitment

➤ **Remember your shared purpose:**

- Common goals and collective vision serve to unify the group, especially during challenging times

DISCUSSION – *CONTRIBUTE AN AH-HA/COMMENT/OR QUESTION*



WHY
CHALLENGES
ARISE



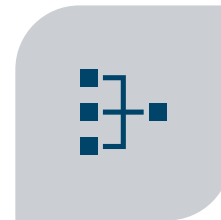
VISION AND
PURPOSE



STAKEHOLDER
DEVELOPMENT



TURF, TRUST AND
RELATIONSHIPS



PROCESS,
STRUCTURE AND
COMMUNICATIONS

RESOURCES



 Log In

HOME

ABOUT US

RESOURCES

COVID-19

More



- Opioid Safety Strategies
- Building a Healthy Coalition
- Measurement & CQI
- Sustainability Planning
- Communicating for Impact

California Opioid Safety Network

Saving Lives, Together

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CALIFORNIA

Opioid Safety Network

Center for Health Leadership & Practice

THANK YOU!