



CCI  
CENTER FOR CARE  
INNOVATIONS

**Addiction Treatment Starts Here: Community Partnerships  
Kick-Off & Intro to Systems Thinking  
June 6, 2019**

# Webinar Reminders

- Everyone is unmuted.
  - Press \*6 to mute and \*7 to unmute yourself .
- Feel free to chime in with questions in real-time or use the chat box!
- Webinar is being recorded and will be sent out via email.



## Agenda

1. Welcome!
2. Community Partnerships Program Overview
3. Cohort Introductions
4. Program Support (Evaluation, Coaching, etc)
5. Systems Thinking Overview
6. Q&A
7. Next Steps & Closing

# Our CCI Program Team



**Diana Nguyen**

Senior Program  
Coordinator



**Jennifer Wright**

Senior Program  
Manager



**Tammy Fisher**

Senior Program  
Director

# Our Faculty Team



Kristene Cristobal

Evaluator



Trish Price

Program  
Coach



Rachel Sinha

Systems  
Practice



Tatiana Fraser

Systems  
Practice

# Program Overview



We Are



# Addiction Treatment Starts Here

We're joining California efforts to combat the state's opioid crisis

## CLINICAL TRANSFORMATION



### PRIMARY CARE

Primary Care Health Centers



### BEHAVIORAL HEALTH

Specialty Mental Health and Substance Use Disorder Treatment Providers



### COMMUNITY PARTNERSHIPS

Community Opioid Coalitions

## MULTI-SECTOR COLLABORATION

## Goal

Increase access to **medications for addiction treatment (MAT)** – the use of FDA-approved medications in combination with counseling and behavioral therapies – for opioid use disorder.

## We Help You

Boost your energy and confidence to work differently

Embrace solutions that work through virtual and in-person learning

Collaborate with your peers, experts, and coaches

Accelerate the pace of change

Build community

[www.careinnovations.org/addiction-treatment-starts-here](http://www.careinnovations.org/addiction-treatment-starts-here)



# Program Goal

To support coalitions in effectively addressing opioid use disorder (OUD) by making system-level changes to improve the prevention and treatment of OUD in their communities now, and to build capacity to address emergent community health issues in the future.





# What is our approach?

## Understand the System

- Engaging key stakeholders
- System Mapping

## Identify High Leverage Opportunities

- May include:
  - Increasing MAT touchpoints
  - Addressing stigma
  - Expanding diversion policies
  - Handoffs between CBOs, healthcare, other

















## Develop a Shared Vision of Work

- Refine coalition priorities and action teams
- Create a shared vision statement and goals

## Identify & Test Solutions

- Brainstorm system-level solutions
- Prototype and test 3-5 solutions

# Key Program Activities and Timing

Program Timeline	June 2019	Sept 2019	Dec 2019	Mar 2020	June 2020	Sept 2020	
<b>Core Program Activities</b>	 <b>Kick-Off Webinar</b> Jun 6	 <b>System Mapping Training*</b> July 1-2	 <b>Local System Mapping Workshop</b> By Sept 30	 <b>CCI Virtual Convening</b> Oct 11	 <b>CCI In-Person Convening</b> Jan 30	 <b>CCI In-Person Convening</b> July 30	 <b>Program Ends</b> Sept 29
<b>Deliverables</b>  *Teams are expected to share lessons learned, tools, templates and participate in evaluation activities (e.g., surveys, phone interviews, assessments, etc)	 <b>Pre-work for Systems Mapping Training</b>	 <b>Individual Capabilities &amp; Coalition Team Baseline Assessment</b> June & July	 <b>Progress Report</b> Nov 30	 <b>Progress Report</b> Mar 30	 <b>Progress Report</b> Sept 15	 <b>Case Study Interview</b> Sept 29	
<b>Remote Support</b>	 <b>Ongoing Coach Support</b>	<hr style="border-top: 1px dashed #f0e68c;"/>					
	 <b>Systems Practice Support Calls</b> Aug-Sept	 <b>Monthly Peer Support Calls</b> Sept 2019 - 2020	<hr style="border-top: 1px dashed #f0e68c;"/>				





# Addiction Treatment Starts Here: Community Partnerships

## Desired Outcomes

### Program Goal:

To support coalitions in **effectively addressing OUD by making system-level changes to improve the prevention and treatment of OUD in their communities now**, and to build capacity to address emergent community health issues in the future.

### Desired Outcomes:

1. Coalitions identify key partners & develop plan for engaging them.
2. Coalitions are equipped with tools and methods to address OUD using a systems approach.
3. Coalitions engage and educate local community around OUD

## What will it take to reach the outcomes?

Develop effective multi-sector collaboration

Identify high leverage opportunities and partners

Co-design & test new solutions for improved collaboration

Reduce stigma & increase awareness of OUD as a treatable disease

Sustain the momentum and efforts

## How might we do this in the program?

Build trust amongst partners

Clarify roles between community organizations

System mapping

Understand stakeholder experience through interviews

Synthesize data collected

Brainstorm and co-design solutions with the community

Rapid prototype of solutions

Coalition training

Educate and raise public awareness

Explore models for sustainability

Build capacity within the community

# Cohort Introductions



# Participating Opioid Coalitions



- Rx Safe Del Norte
- SafeRx Santa Cruz County
- San Benito County Opioid Task Force
- San Diego Prescription Drug Abuse Task Force

# Rx Safe Del Norte

- **Strength:** **Human Centered Design work & the ability to be flexible** as a small rural community. In addition, our coalition has **diverse representation** from system leaders, local and tribal governments, and those in recovery which should mean diverse views and information gained through the process.
- **Challenge:** Our challenges are that we are **small and rural**, so although we have good leverage for local policy and system change; larger state and federal changes are difficult for us to leverage. In addition, we still **don't have buy in from all the systems** that are a part of the picture. We are looking for ways to meaningfully engage those who do not see this as "their issue", such as school districts.



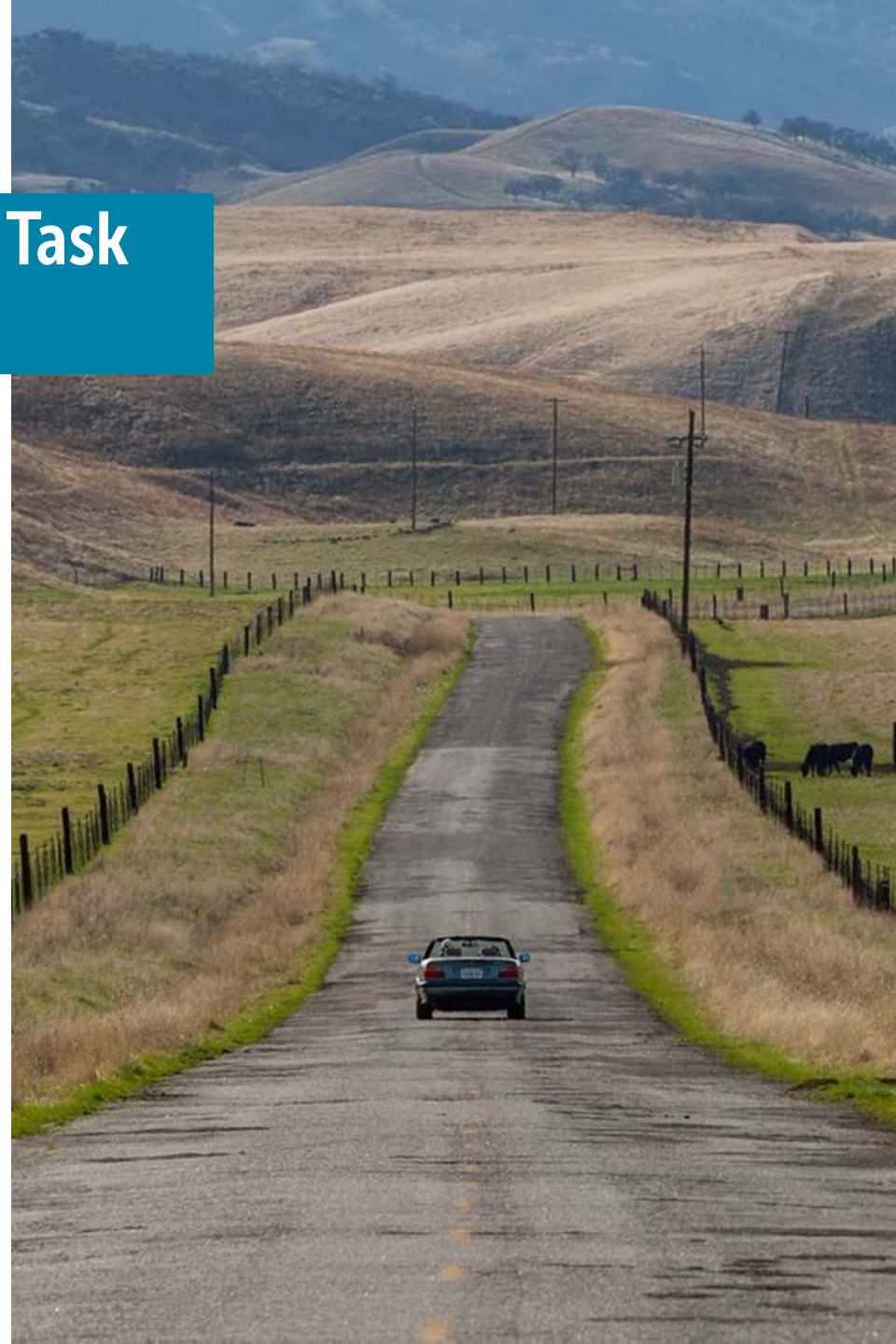
# SafeRx Santa Cruz County

- **Strength:** Health Improvement Partnership and SafeRx Santa Cruz County have been convening and collaborating partners and community members in a meaningful way for many years. Due to our **long-standing relationships with key stakeholders** and having a reputation of neutrality, this has permitted us to leverage existing relationships.
- **Challenge:** Stigma towards people with substance use disorder is one of the biggest challenges and concerns in our community. SafeRx hopes to enhance skills sets to address **stigma in our community**.



# San Benito County Opioid Task Force

- **Strength:** Ability to identify and **leverage non-traditional community partners** in addition to existing coalition membership (ie., pharmacy work group, Integrated Waste Management, Food Bank, Safe Kids)
- **Challenge:** How to **expand and link MAT services** (in light of the new medical waiver, ED Bridge grant, contracts with outside treatment programs) so that patients will be connected regardless of where they enter the system.





# San Diego Prescription Drug Abuse Task Force

- **Strength:** Developing and maintaining partnerships. Throughout the years we have developed and maintained strong partnerships with organizations invested in working towards decreasing the harms of prescription opioid misuse. **Developing and investing in our relationships with community partnerships** is what has allowed us to see many of our successes as a coalition.
- **Challenge:** Stigma is oftentimes magnified within our diverse cultural communities and is an area that our coalition would greatly benefit from additional training and collaboration to learn best practices and approaches to addressing **stigma within culturally diverse populations**.



# Coaching Overview



## Program Coach: Trish Price

Schedule a call: <https://calendly.com/trishaconnect>

### Schedule a Call:

- Available for monthly check-ins, 1-hour calls
  - Trish loves work-in-progress, so please bring whatever you have, where ever you are.
- Web Meetings preferred: <https://hangouts.google.com/>
- After this webinar, schedule your 1<sup>st</sup> call in June!

### What she can help your team with:

- Helping your team be successful by identifying where you are & what you may need to move forward.
- Topics include perspectives on process and content.
- It's about you, your team, learning, and bringing the work to life!

# Evaluation Overview



**Evaluation Support: Kristene Cristobal**

Email: [kristene@cristobalconsulting.com](mailto:kristene@cristobalconsulting.com)

## Upcoming Activities:

- Individual Capabilities Assessment: *Due in June 2019*
- Coalition Team Baseline Assessment: *Due in July 2019*
- Brief Interviews & Progress Reports

## What she can help your team with:

- Measuring impact of your work over the course of this program:
  - Increasing treatment access
  - Strategic improvements in relationships and partnerships
  - Applying systems practice and human centered design
  - Reducing stigma
  - Centering residents or people with lived experience

# Where We Are Today

## Understand the System

- Engaging key stakeholders
- System Mapping

## Identify High Leverage Opportunities

- May include:
  - Increasing MAT touchpoints
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  - Handoffs between CBOs, healthcare, other

## Develop a Shared Vision of Work

- Refine coalition priorities and action teams
- Create a shared vision statement and goals

## Identify & Test Solutions

- Brainstorm system-level solutions
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# Systems Thinking

By Tatiana Fraser & Rachel Sinha,



# Imagine...



# Agenda

1. Introduction: Who we are
2. Introduce Complexity Theory & Systems Thinking
3. Introduction to practices and capacities for systems leadership
4. Next steps



# What is the problem?

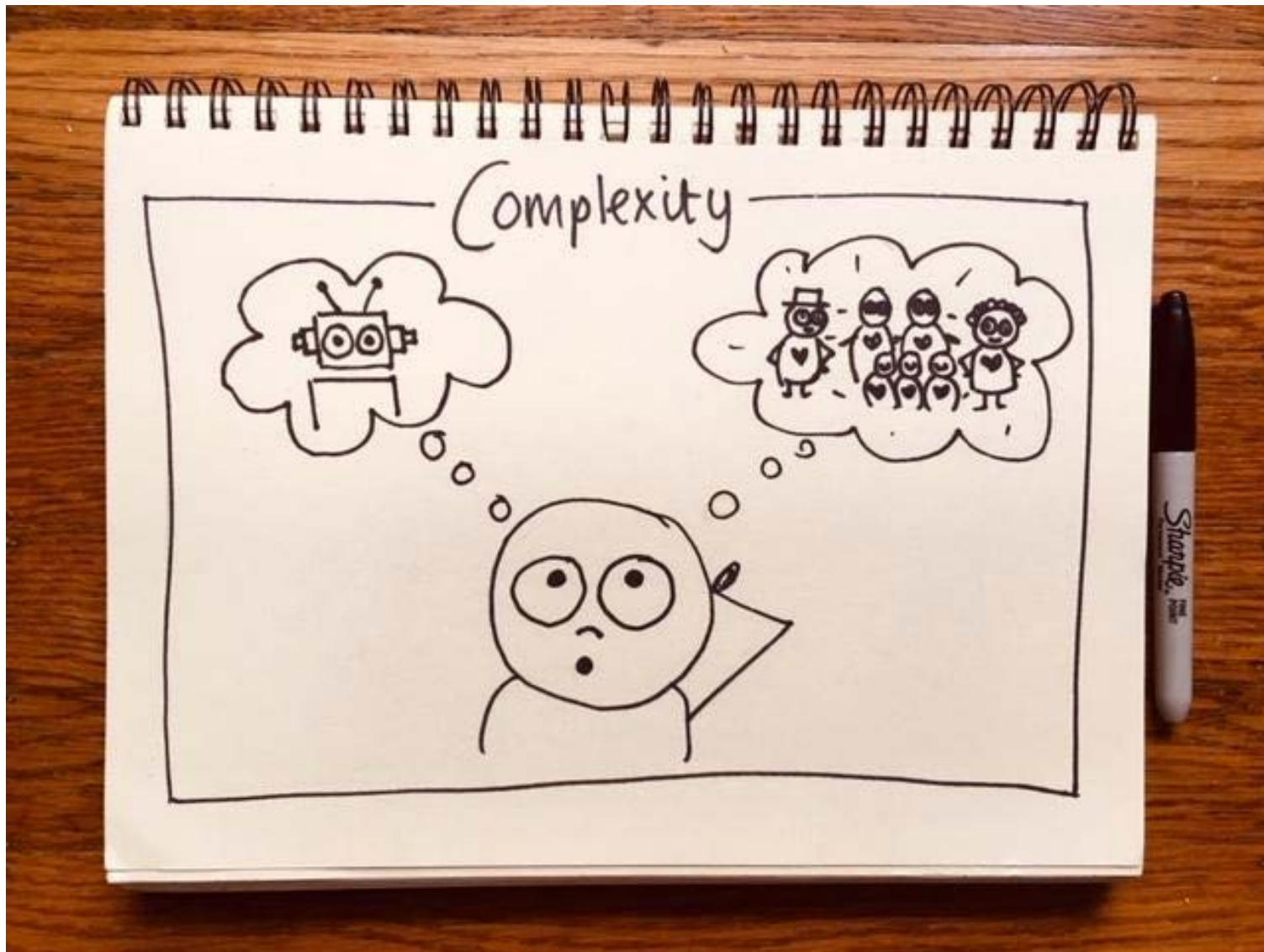
- The world has become more complex
- Our approach to problem solving is reductionist, built on 2 pillars:
  - Greek reductionism
  - Newtonian perspective
- This kind of thinking doesn't work for complex problems





# Complexity





# Complexity

Provides language, framework and tools for ways of working that acknowledges the interconnectedness of the world around us.

Helps you to see the increasing interconnections in our world and the effects of this on all kinds of systems, including social, environmental, political, and economic.

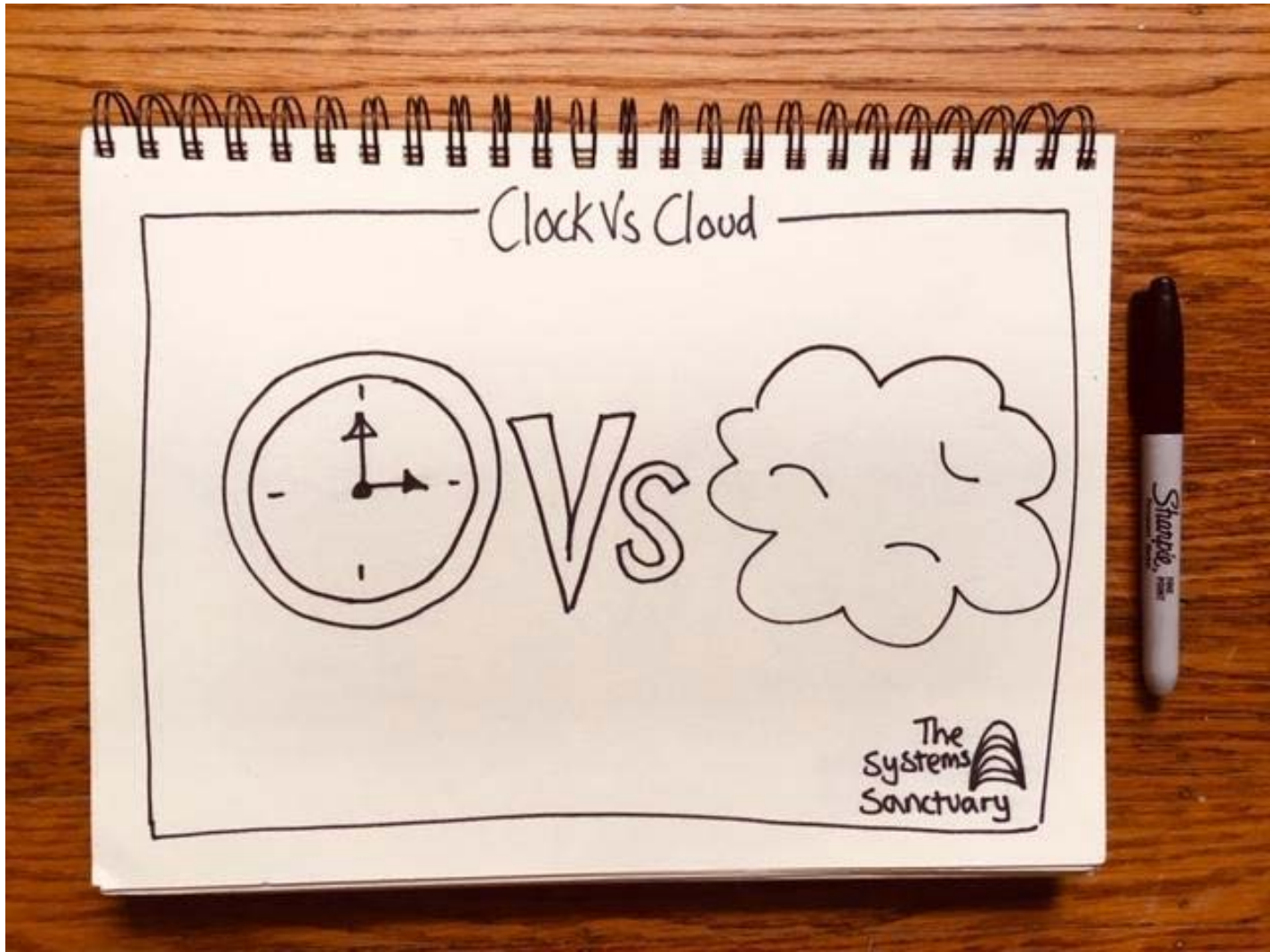


# Concept 1: Clock vs. Cloud

Clock problem - a low degree of connection between problem and environment

Cloud problem - high degree of connection between problem and environment.





# Clock Vs Cloud



Problem well understood. know the causes.

Consensus among stakeholders about what to do

Short-term goal

from The Omidyar Group

Nature of the problem

People engaging

Nature of your goal



Dont understand the problem, let alone the solution.

Diversity of opinion about what to do.

To make sustained change at a broad scale



# Complexity Science

- A direct challenge to the dominance of the machine metaphor
- Focuses on a set of core concepts - emergence, self-organization, inter-dependencies, unpredictability and non-linearity
- Suggests that the the whole is not the sum of its parts and emergent properties of the whole
- You don't need expertise, relationships are everything

# Concept 2: Complex Adaptive System

- Complex = difficult-to-understand or difficult to predict  
- can't predict what will happen to the health of different members of a family
- Dynamic = moving, changing - people wake up in a bad mood, are stuck in traffic, lose jobs etc
- Adaptive = changing to adapt to an environment or condition - family changes as people join or leave



# ACTIVITY 1:

How are you engaged in complex problems?

- Share what are you working on - briefly
- How are the problems your working on moving and changing?
- To what extent do you see the system you work in adapting to any changes in environment? E.g. Political, cultural shifts
- To what extent do you think your current strategy takes into account complexity?

# Systems Change



# What is Systems Change?

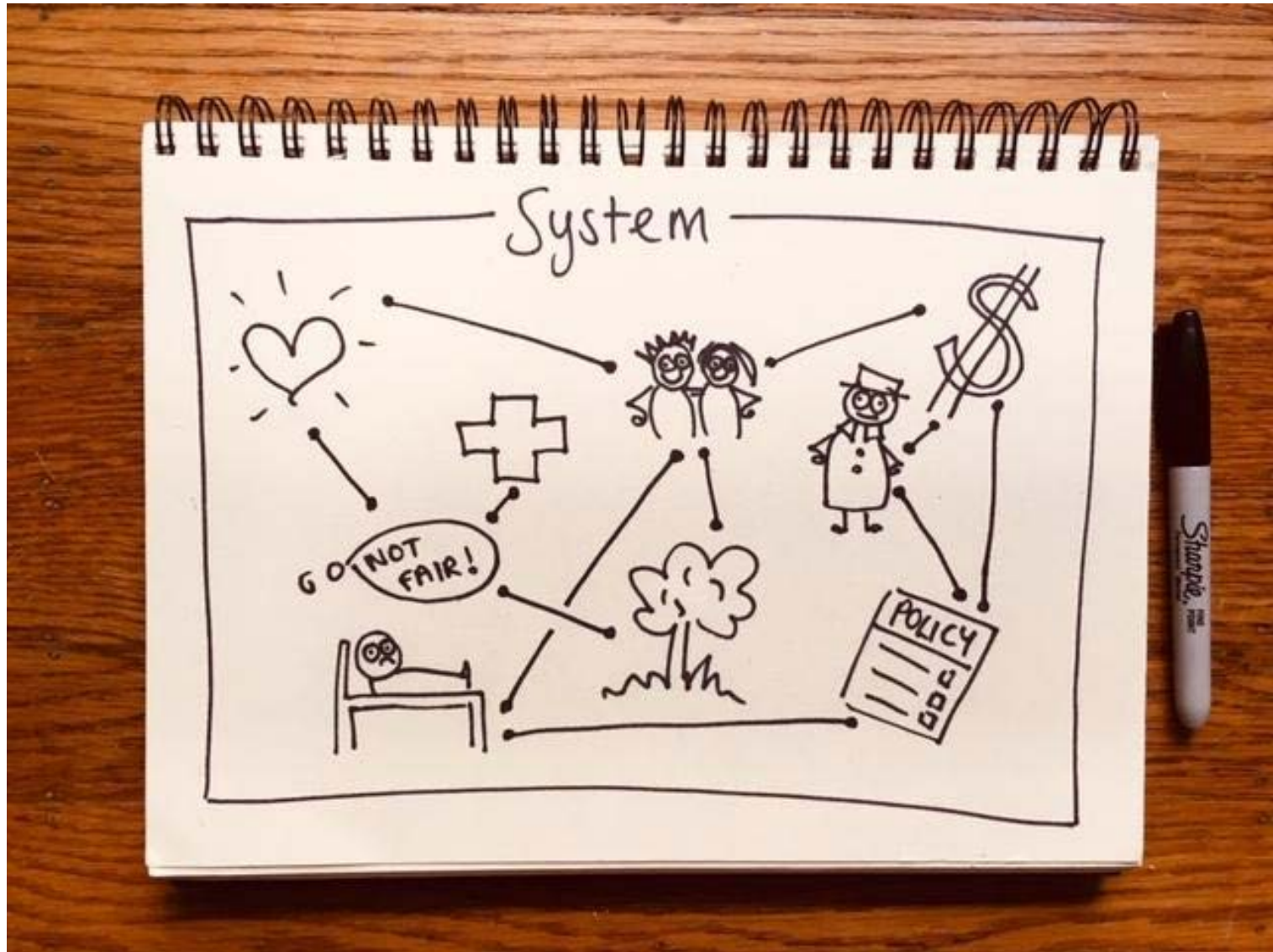
- A process designed to alter the status quo by shifting the function or structure of an identified system.
- Aims to bring about lasting change by altering underlying structures.
- Including policies, routines, relationships, resources, power structures & values.
- Can require a radical change in people's attitudes as well as in the ways people work.



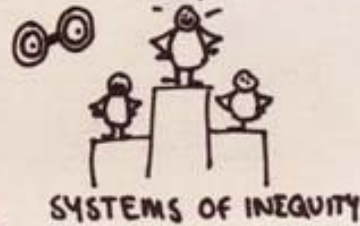
# What is a System?

- A group of interacting, interrelated or interdependent parts that form a unified whole
- Composed of multiple components e.g. people, resources, services, relationships, values, and perceptions
- Exists in an environment, has boundaries, exhibits behaviours





# Different types of systems

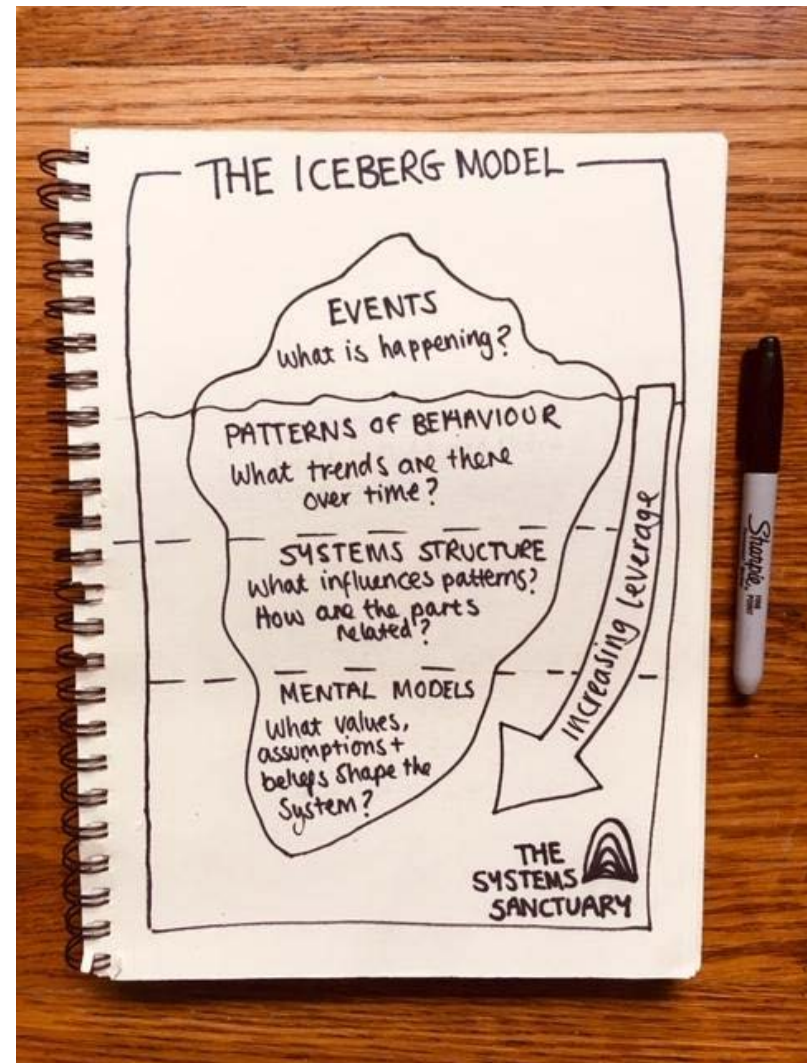


# What is Systems Thinking?

- Starting point - the world as complex
- Illuminates the interconnection of the actors, dynamics and structures
- Involves stakeholders throughout the process
- Interpretation of systems structures to identify leverage points
- Basis of creating effective and long term strategies for change



# Example Tool





# Activity 2: Life Systems Map

(5 mins)

- Think of the many systems in your own life
- What boundaries do you put around those systems?
- What perspective do you bring when you think about them?
- How are they interconnected? Do you notice that there are systems within systems and within other systems?
- Map these out quickly for yourself.

# Systems Practice



# Seeing Systems

Map the system to:

- Locate root causes
- Identify system parts and their patterns
- Understand different perspectives in the system
- Deepen our understanding of their complexity
- “See’ pathways that lead towards action
- Guide our understanding of interaction and relationships

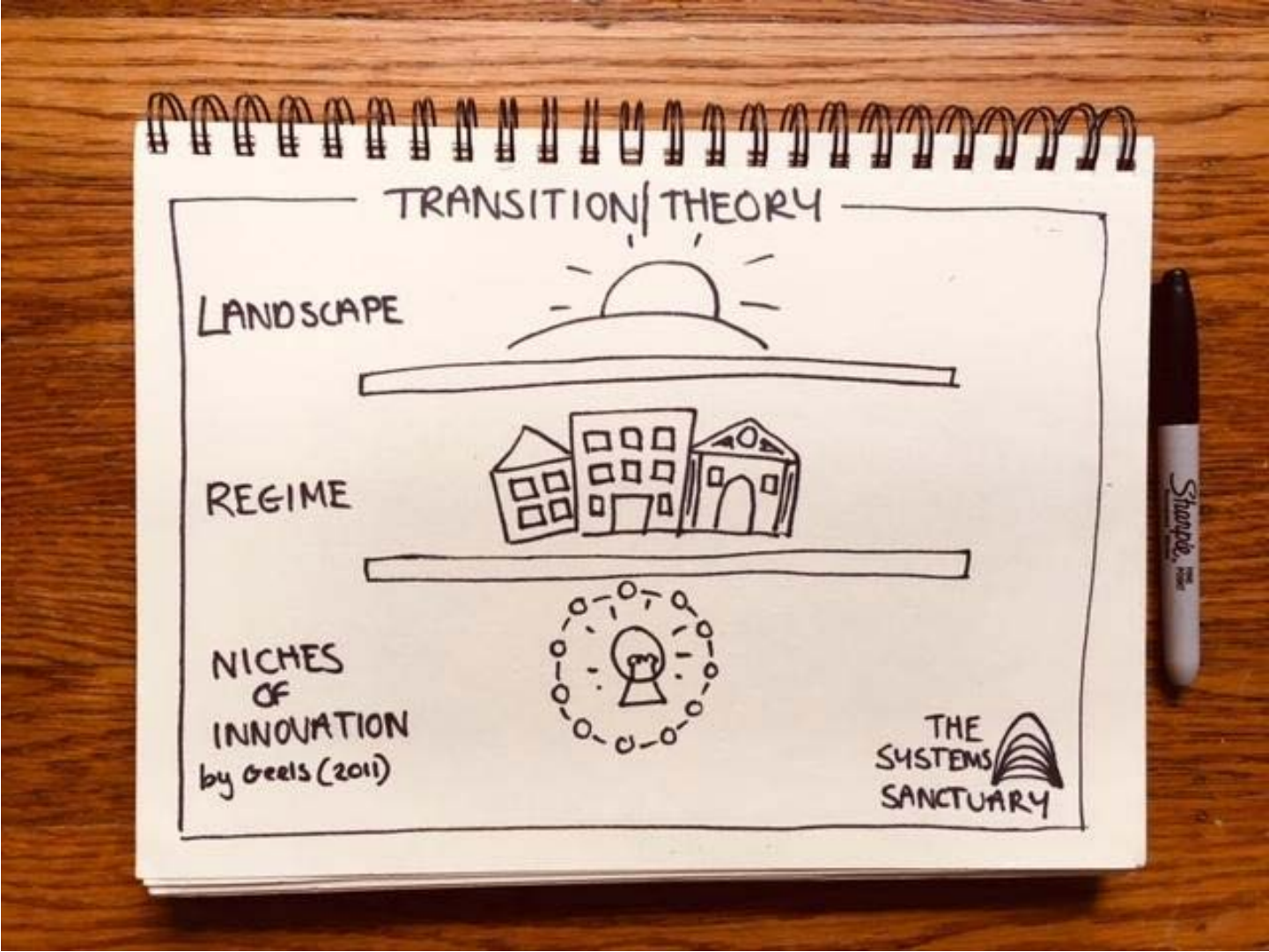


# Multi Level Strategies

Initiatives working to influence change often:

- Work at multiple levels within a system
- Work across different scales
- Involve hosting an ecosystem of interventions



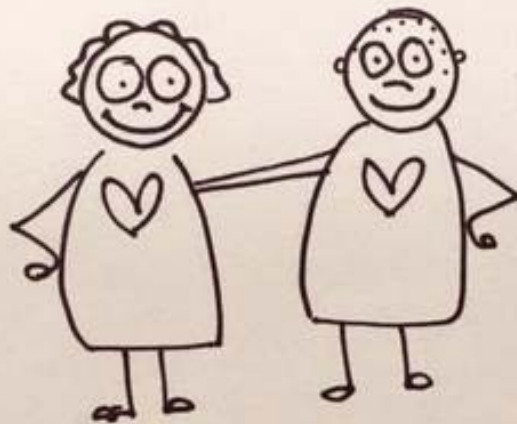


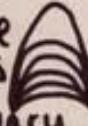
# Building Relationships

- Forging, bridging, nurturing, deepening relationships
- Working with power
- Working with unusual suspects
- Relationship building takes time



# Building Relationships



The  
Systems  
Sanctuary 

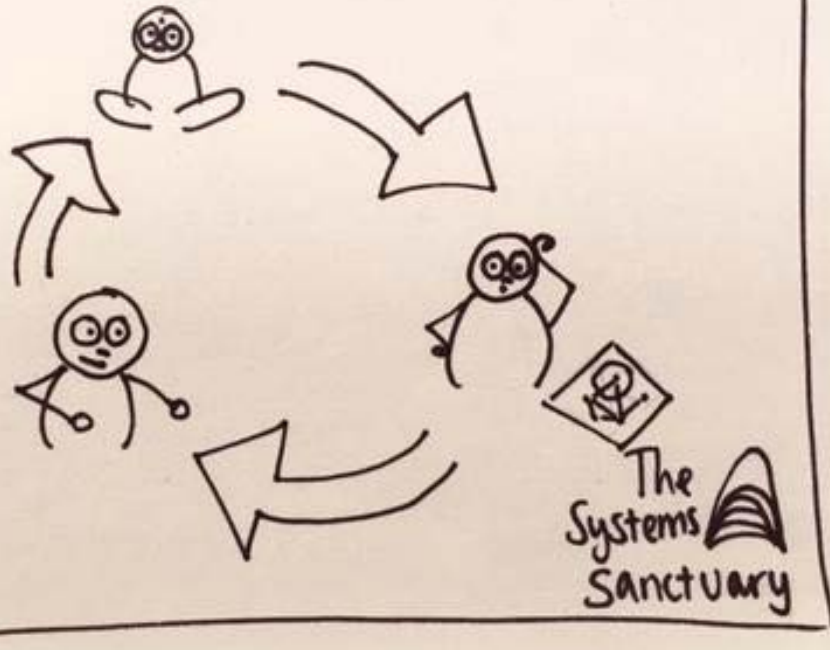
# Learning & Adapting

- “emergent strategy”
- Learning feedback loops - inform action and next steps
- Flexibility, nimble structures, ability to adapt
- Patterns that occur at small scales create patterns at the next level of scale.
- Interaction between different scales
- Patterns form even though the agents were not “directed” to make a pattern.





# Learning + Adapting



# We are part of the system

- Each of us is part of multiple systems
- What you do on a personal level affects what happens on a systemic level
- You touch on the truth, but probably not touching on the 'whole truth'
- You must seek out different perspectives





# Q&A and Next Steps

- Questions?
- Objectives for mapping training in July:
  - Welcome and set the stage
  - Connect, learn and reflect together
  - Introduce and practice mapping tools and methods
  - Introduce and practice design process for your sessions
  - Set out next steps and how we will work together

# Systems Practice Support



**Rachel Sinha**



**Tatiana Fraser**

## What they will help your team with:

- Answer questions about systems thinking and systems mapping
- Support you in designing your systems mapping workshop

## Schedule a call:

- Teams can schedule two calls leading up to their systems mapping workshop.
- Link to schedule calls will be provided after this webinar.

Using Portal Nitw?  
Have a plan for an app?  
Want your teams at yr  
to be able to access  
& integrate conversations?  
Have you support  
of online  
day?



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Questions?

# Community Partnership Portal Walk-Through

The screenshot shows the top navigation bar of the CCI website. On the left is the CCI logo, which consists of a colorful sunburst icon and the text 'CCI CENTER FOR CARE INNOVATIONS'. To the right of the logo are four menu items: 'Population Management', 'Technology Solutions', 'ABOUT', and 'PROGRAMS'. Below 'Population Management' is the sub-item 'Innovation & Design Thinking'. Below 'Technology Solutions' is the sub-item 'Community-Centered Care'. To the right of these items are 'GET INVOLVED' and a search icon. A prominent orange button labeled 'The Resource Center' is located on the right side of the navigation bar.

The main content area features a large blue banner with a pattern of lighter blue circles. The text on the banner reads 'STAY UP-TO-DATE!' followed by 'Community Partnerships Portal' in a large, white, sans-serif font.

Below the banner is a white navigation bar with two tabs: 'OVERVIEW' (which is highlighted in orange) and 'COHORT'.

The main content area below the tabs contains the following text:

**WELCOME, PARTICIPANTS!**

This site is a support center for your team. Find program updates, resources, and community contact information. For more information about Community Partnerships, please visit the [program page](#).

At the bottom of the page, there is a large orange button with the text: <https://www.careinnovations.org/community-partnerships-portal/>

# Next Steps

## Teams:

- **ASAP:** Bookmark the [Portal Page](#)
- **ASAP:** Establish a standing meeting time for your [coaching calls with Trish Price](#)
- **By June 20:** Complete your individual capabilities assessment
- **By July 1:** Complete pre-work for Local Facilitators' Systems Training
- **By July 12:** Complete your coalition's baseline assessment.

## CCI:

- **ASAP:** Send specific details for Local Facilitators' Systems Training pre-work
- **ASAP:** Send out reference version of Kickoff webinar slides and recording
- **ASAP:** Share the survey links for the individual capabilities assessment & baseline coalition assessment.
- **By June 7:** Send out calendar invites for program activities
- **By mid-June:** Send official grant award letter by end of June







# Thank You!

For questions, contact:

**Jenny Wright**  
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**Diana Nguyen**  
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