


University of South Florida
College of Nursing



Understanding The Role of Conflict in Systems of Care

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Why Study Conflict?

- ❖ Conflict is a not uncommon occurrence in any inter-organizational effort
- ❖ Conflict can negatively impact organizational functioning and outcomes
- ❖ Conflict offers opportunities for change
- ❖ There were no systematic studies of conflict in systems of care

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Why Would There Be Conflict?

Developing systems of care involves:

- ❖ Organizations & individuals with differing agendas, histories of past conflict, & failed collaborations;
- ❖ Differing missions, funding sources & evaluative criteria;
- ❖ Realignment of values, cultures & practices;
- ❖ Sharing power & decision-making.

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Purpose

- ❖ The purpose of this project is to learn about the impact of conflict in the development and sustainability of systems of care.
- ❖ A second purpose is to assist systems of care in identifying, understanding and managing conflict.

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Study Description

Funded through a subcontract with Macro International. Three research components:

- ❖ Needs assessment of Governing Boards regarding conflict.
- ❖ Site visits to conduct concept mapping, key informant interviews and record reviews.
- ❖ Learning collaborative calls with local system of care leaders.

Based on research results, develop tools to assist sites in managing conflict.

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Needs Assessment Response Rates

- ❖ A total of 296 individual responses from 59 of the 111 sites.
- ❖ This is a 53% response rate.
- ❖ 35 sites have 4 or more responses.

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Respondent Characteristics (N = 296)

Characteristic	N	%
Gender:		
Male	78	26.4
Female	197	66.6
Unknown	21	7.1
Age:		
Up to 35	25	8.5
36 to 45	60	20.3
46 to 55	114	38.5
Over 55	78	26.3
Unknown	19	6.4
Race:		
Asian/Pacific Islander	7	2.4
Black/African American	28	9.5
Caucasian	197	66.6
Native American	14	4.7
No primary affiliation/another race	27	9.1
Unknown	23	7.8

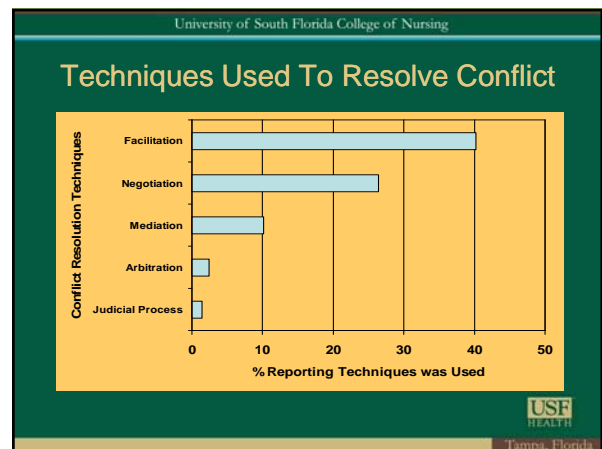
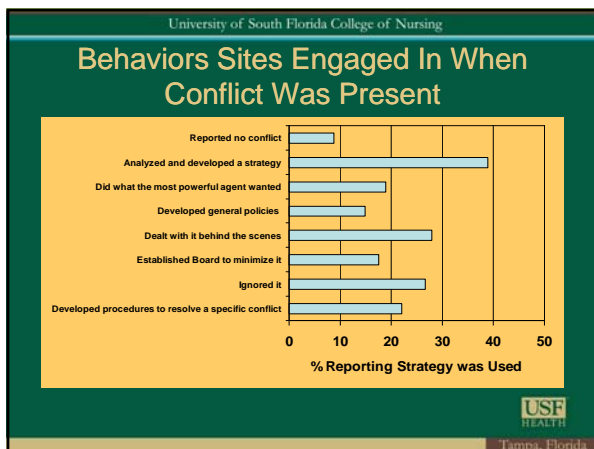
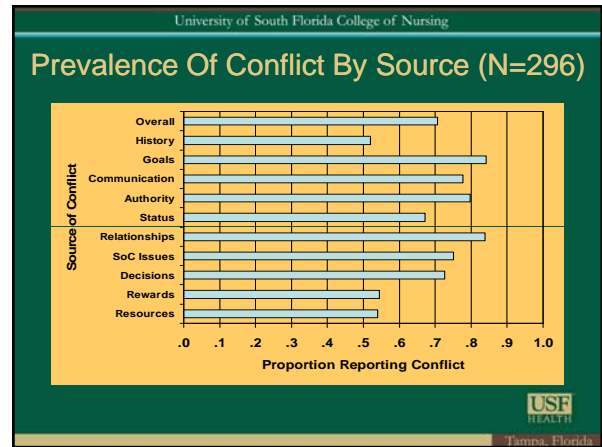
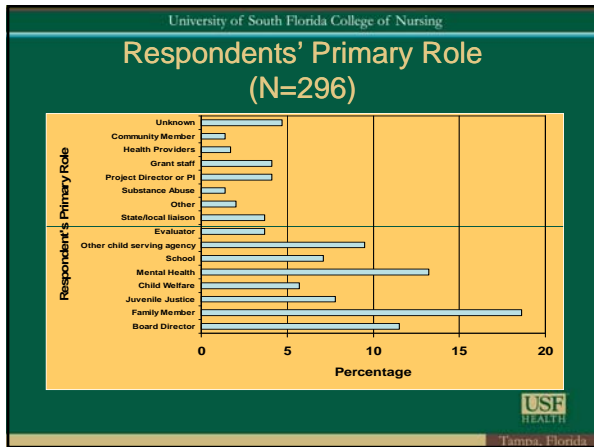
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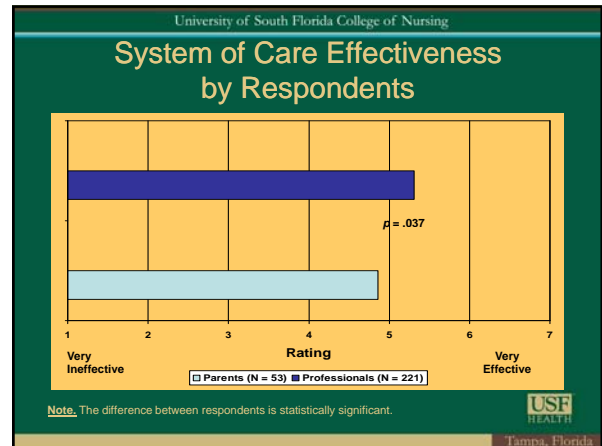
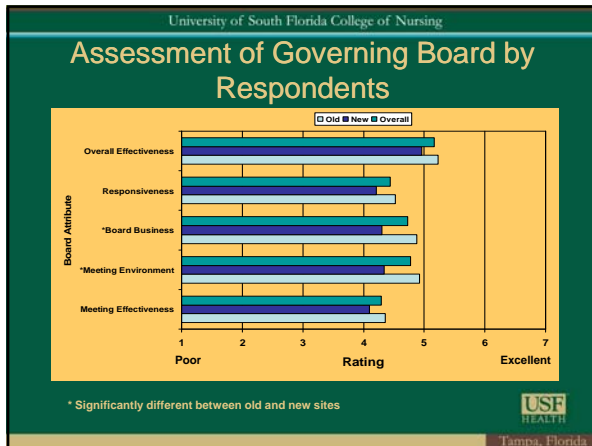
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Respondent Characteristics (cont.) (N = 296)

Characteristic	N	%
Ethnicity:		
Hispanic	31	10.6
Non-Hispanic	239	80.7
Unknown	26	8.8

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Summary: Role Of Conflict In SOCs

- ❖ Assessment results suggest that conflict is a common occurrence across all sites.
- ❖ The more conflict people reported, the less effective they perceived their SOC.
- ❖ Respondents who identified existing conflict AND perceived their system to be effective tended to view the impact of conflict more positively.

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So, Why Talk About Conflict?

- ❖ While conflict is a normal outcome of trying to make dramatic changes in the way people think & act; it can be uncomfortable, painful, even scary.
- ❖ Ignored or unresolved conflict may result in damaged relationships, undermine collaboration, sabotage system integration, and affect sustainability.
- ❖ If discussed openly, conflict can be a motivating energy that stimulates change.

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For more information go to:

The Collaborative for Conflict in Mental Health

<http://mediation.fmhi.usf.edu>

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