PCN Strategic Forum
Purpose | Unity | Hope

Conflict Management

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Nov 26, 2022

2022 PCN Strategic Forum

Disclosure of Financial Support

- This program has received no financial support or in kind support.

Mitigating Potential Bias

- The planning committee developed the conference objectives which do not include sponsorship products or services.

- There are no sponsorship funds that have been received for this event.

- The committee has reviewed the content of the presentations and ensured that content presented is evidence-based and free of undue influence.

Hold for Personal COI slide

- Nadine Letwin, none to declare
- Brad Bahler, Health Innovation Group, & CIHR Rewarding Success Grant

Introduction

- At the end of this session, the participants will be able to:
  - Demonstrate strategies for addressing conflict specific to your context (board, zonal, PCN, clinic)
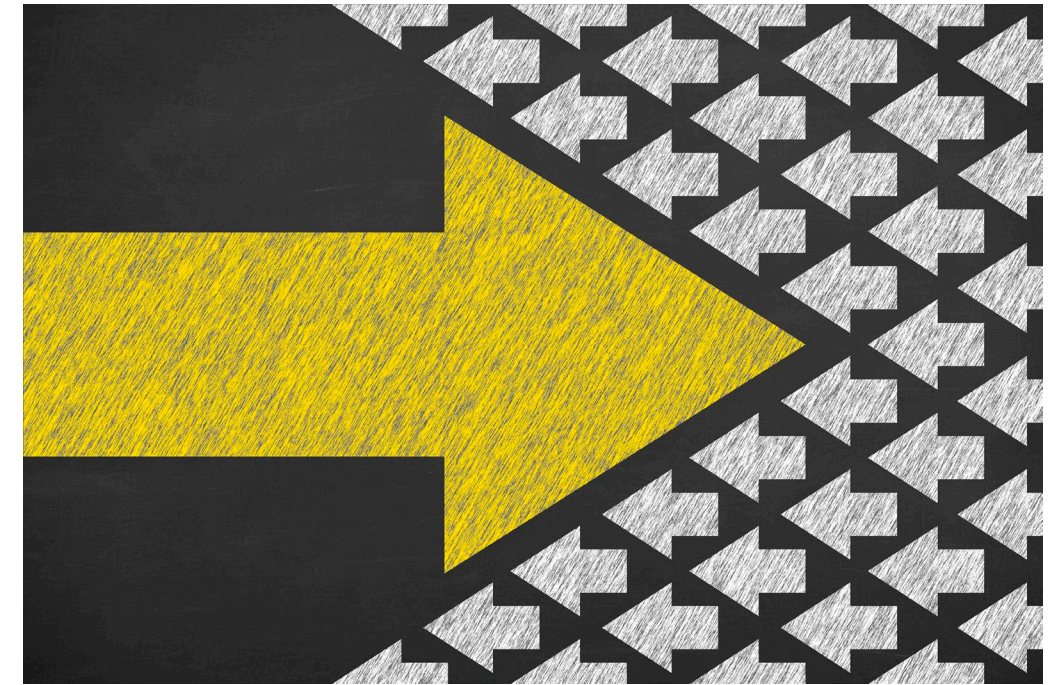 - Synthesize strategies specific to your context

Arenas for Conflict

Board room conflict (e.g., Board/Joint Governance Committee, or amongst board members)

PCN staff conflict

Clinic level conflict

Definition

Conflict noun

con·flict | \ ˈkän-ˌflikt \

- **Definition of *conflict***

1: FIGHT, BATTLE, WAR

2a: competitive or opposing action of incompatibles **:** antagonistic state or action (as of divergent ideas, interests, or persons)

2b: mental struggle resulting from incompatible or opposing needs, drives, wishes, or external or internal demands

3: the opposition of persons or forces that gives rise to the dramatic action in a drama or fiction

True or False
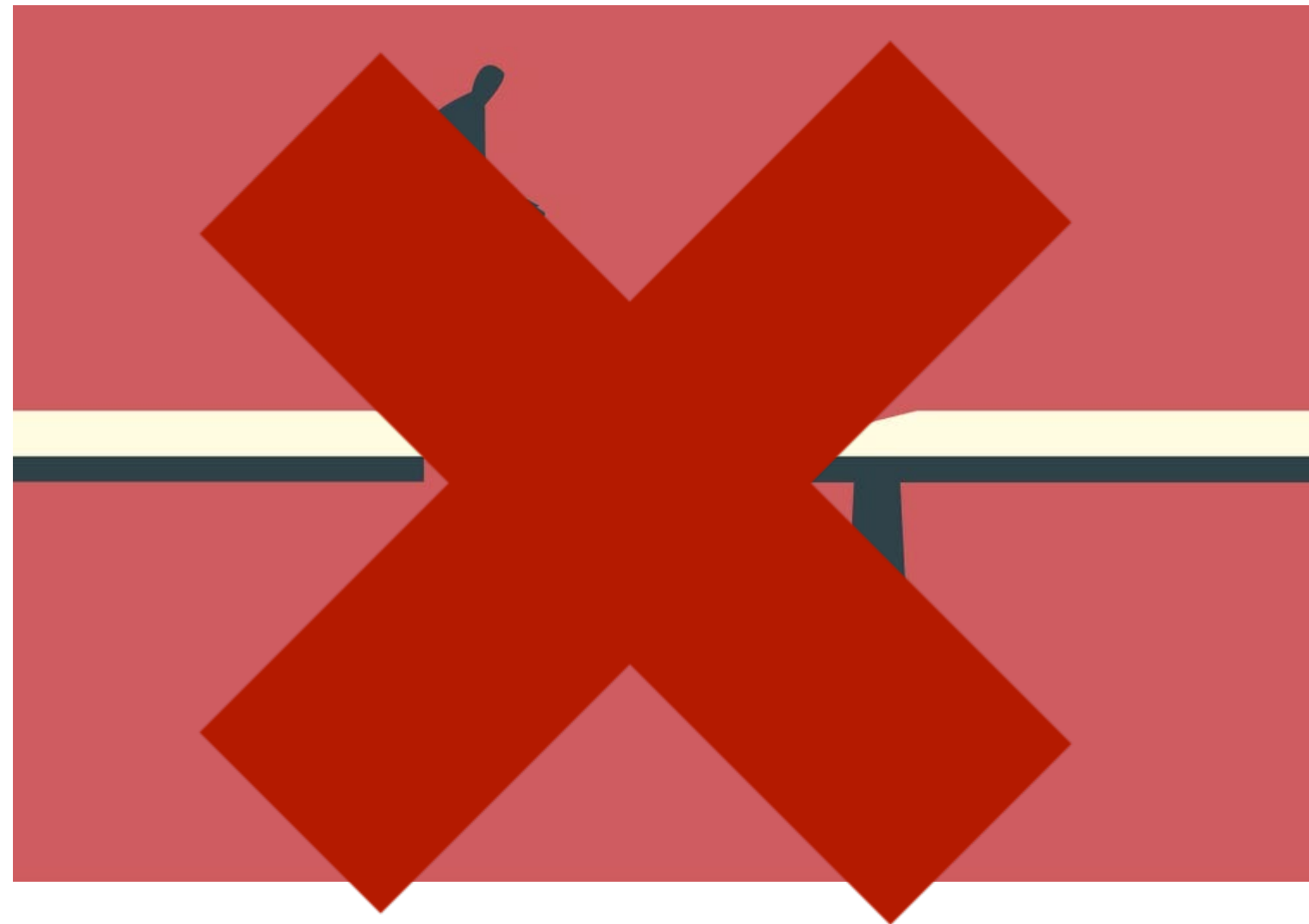
- Conflict should be avoided

True of False

- Conflict can clarify disagreements about roles and tasks

True or False

- Conflict always occurs because of a misunderstanding

Why Does Conflict Occur in Healthcare?

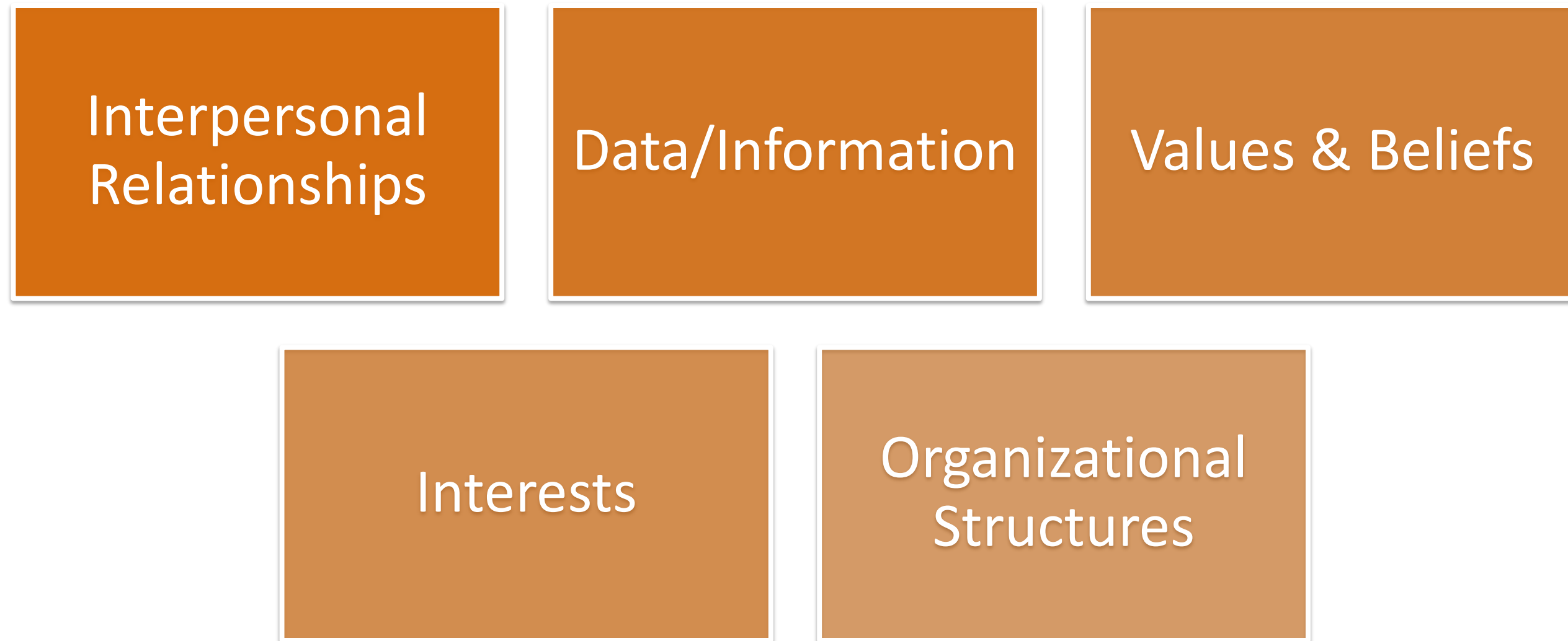- Common sources of conflict
- How to recognize it

Conflict in Healthcare

- Increasing complexity
- Requires co-design/collaboration
  - Many professional bodies
- Personal relationships often replace agreements and contracts
- Treat and control mentality vs. addressing root cause

Controlling

Clashing values

Uncomfortable in leadership position

Not taken seriously

Burnt out

Uncovering Sources of Conflict in Healthcare

Interpersonal Relationships

Data/Information

Values & Beliefs

Interests

Organizational Structures

- *From the CMPA*

Recognizing Conflict

Recognizing Conflict

Direct Conflict

Recognizing Conflict

Subtle or Silent Conflict

Recognizing Conflict

Circular Conflict

Recognizing Conflict

Violent Conflict

Let's Practice

Instructions:

- Pair up
- Decide who is 'A' and who is 'B'
- Select a 'controversial topic'
- Timer 1 min

Controversial Topics

Category	A	B
Junk Food	Sweet	Salty
Stream Services	Netflix	Crave
Vacation Destinations	Beach	City
Pets	Dog	Cat

Controversial Topics

Cannot say "BUT" or "However"

Why Should we Care about Conflict?

- Team dysfunction
- Cost
- Safety

Lencioni's Model: Potential Disfunctions of Teams

Cost of Conflict

- Wasted time and energy (non-productive paid time)
- Dealing with complaints
- Poor decision making
- Poor staff morale
- Increased absenteeism
- Attrition
- Increased Workers' Compensation claims
- Theft, sabotage, violence, lawsuits

Workplace conflict costs Canadian businesses over two billion dollars a year

study by Morneau Shepell

Conflict Affects Patient Safety

- Poor communication
- Less patient-centred care
- Less timely care (delays)
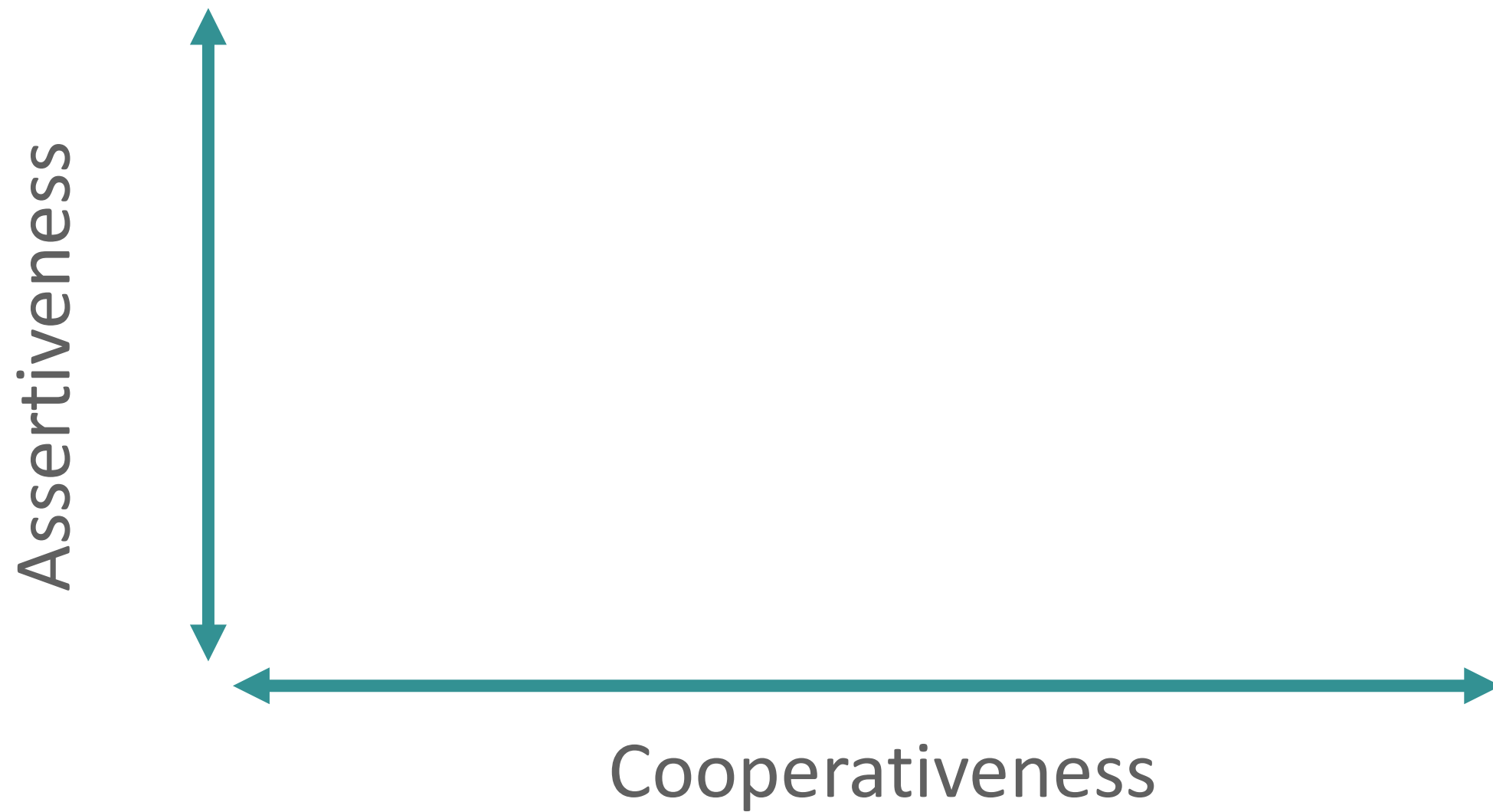- Increased near misses
- Increased errors/accidents

Understanding Your Own Conflict Management Style

- Assessment

Conflict Management Style

- *Having a model to analyze situations can help the constructive resolution of conflict*
- *Example: The Thomas Kilmann Conflict Management Model*

Assertiveness

Cooperativeness

Take the Assessment

- 5 mins

Conflict Management Style Assessment Instrument

Adapted subset of question from the Thomas-Kilmann Conflict Mode Instrument. Go to kilmanndiagnostics.com to see full instrument.

Instructions: Below are pairs of statements describing possible scenario responses. Choose the statement that best characterizes your behaviour. Each response is coded 1-5. Count the number of times you selected each code number and input into the table at the end.

Question 1:

A – Sometimes I let others take the responsibility for solving the problem (**code = 4**)

B – Rather than negotiating disagreements, I try to stress point where we both agree (**code = 5**)

Question 2:

A – I try to find a compromise solution (**code = 3**)

B – I attempt to deal with all of his/her and my concerns (**code = 2**)

Question 3:

A – I am usually firm in pursuing my goals (**code = 1**)

B – I try to sooth other's feelings and preserve the relationship (**code = 5**)

Question 4:

A – I consistently seek help of others to work out a solution (**code = 2**)

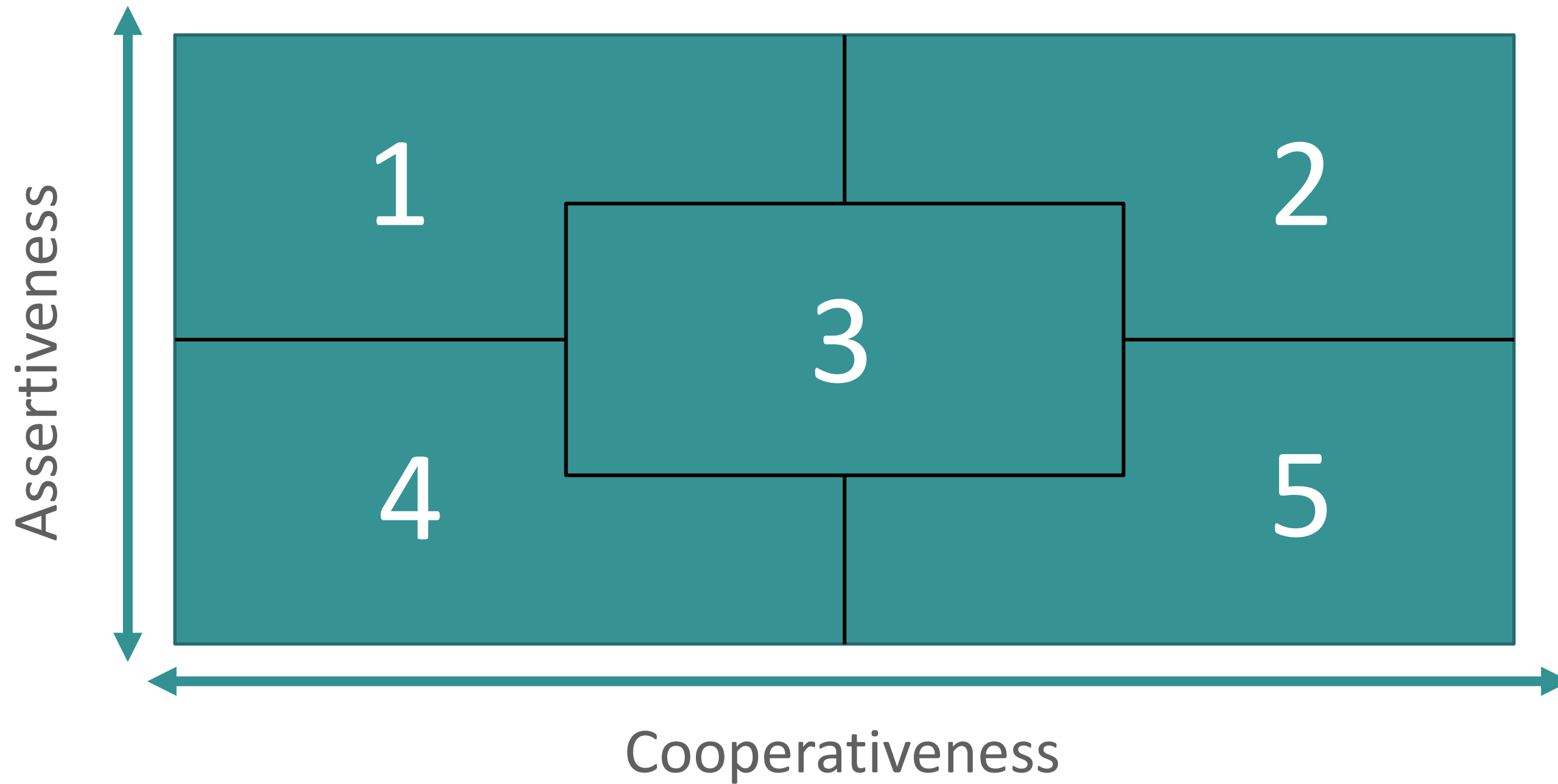B – I do what is necessary to avoid tensions (**code = 4**)

Question 5:

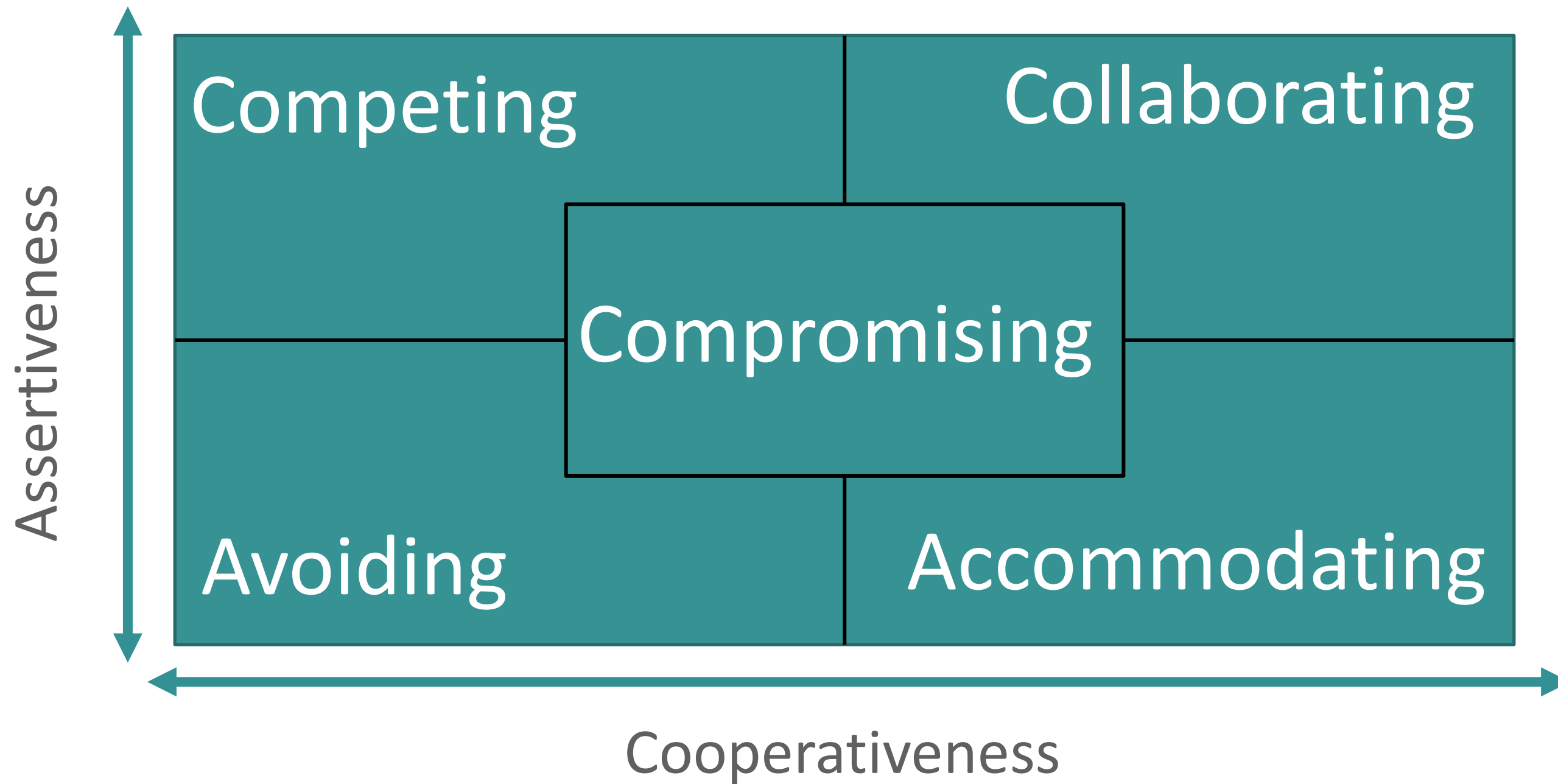A – I am firm in pursuing my goals (**code = 1**)

B – I try to find a compromise solution (**code = 3**)

5 Styles of Conflict Management

5 Styles of Conflict Management

Competing

- Assertive and uncooperative
- Standing up for your rights, defending a position you believe is correct, or simply trying to win
- **Useful** when quick, decisive action is vital (e.g., emergency) or where unpopular courses of action need implementing(e.g., cost cutting, enforcing unpopular rules, discipline).

Collaborating

- Both assertive and cooperative

- Individual attempts to work with the other person to find a solution that fully satisfies the concerns of both

- Useful when you need to find an integrative solution or when the objective is to learn and you wish to test your assumptions

Compromising

- Intermediate in both assertiveness and cooperativeness
- Objective is to find an expedient, mutually acceptable solution that partially satisfies both parties
- Useful when two opponents with equal power are strongly committed to mutually exclusive goals or to achieve a temporary settlement of a complex issue

Avoiding

- Unassertive and uncooperative
- Does not immediately pursue own concerns or those of the other person
- Avoiding might take the form of diplomatically sidestepping, postponing, or withdrawing
- Useful when the potential costs of confronting a conflict outweigh the benefits of its resolution or when you need to let people cool down

Accommodating

- Unassertive and cooperative
- An individual neglects his or her own concerns to satisfy the concerns of the other person
- Useful when you realize that you are wrong and when preserving harmony and avoiding disruption are especially important

Putting it Together

- Conflict behaviors you use are the result of both your personal predispositions and the requirements of the situations in which you find yourself

- Understanding your preferences or defaults can help you to understand warning signs when you may be over or under using a particular style

- Practice adapting

- Get access to the full assessment: ***kilmanndiagnostics.com***

What can I do as a leader?

- Practical tips & tactics

Tips & Practices for Employers, Board Members and Leaders

Do not ignore conflict or resolve it too quickly

Cultivate psychological safety
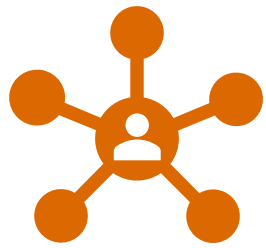
Use After Action Reviews

Implement a grievance procedure

Process for job evaluation

Clarify roles & responsibilities

Discuss good interpersonal communication practices

Seek 3rd party consultation

Linked tools on next slide →

Conflict Management Resources

Guide to After Action Reviews

Organizational, and team-based learning requires teams to continuously assess their performance to identify and learn from successes and failures. An After-Action Review is a structured approach for reflecting on the work of a group and identifying strengths, weaknesses, and areas for improvement.

Cultivating Psychological Safety – SCARF: A Brain-Based Model for Collaborating with and Influencing Others

Psychological safety can be cultivated by understanding the five key "domains" that influence our behavior in social situations. The SCARF model is based on neuroscience research that implies that these five social domains activate the same threat and reward responses in our brain that we rely on for physical survival.

Job Evaluation

The "Starting a Practice: A Guide for New Physicians" guide helps physicians address a range of practice management topics including clarifying roles and responsibilities and creating a process for job evaluation.

Resources for You

- Page 3 of your Self-Assessment
- Resource links to:
  - After Action Review
  - Cultivating Psychological Safety
  - Job Evaluation
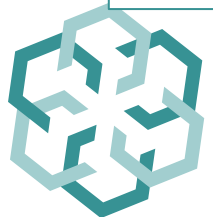
LEADS in a Caring Environment

LEADS in a Caring Environment (LEADS) framework is a leadership capabilities framework representing an innovative and integrated investment in the future of health leadership in Canada. It provides a comprehensive approach to leadership development, including leadership within the whole-system, within the health organizations, and within individual leaders.
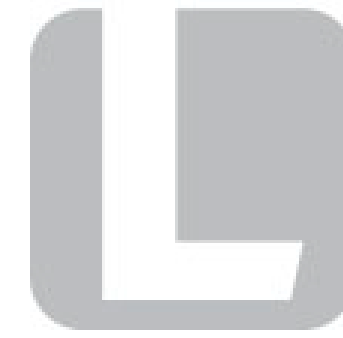
L Lead Self

E Engage Others

A Achieve Results

D Develop Coalitions

S Systems Transformation

Questions?

Thank you for attending!