

From Conflict to Curiosity – A Framework for Promoting Interprofessional Collaboration

Inselspital, Universitätsspital Bern

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A 3D map of the United States, including Alaska and Hawaii, rendered in a light blue color. The map is shown from a slightly elevated perspective, giving it a three-dimensional appearance. A red dot is placed on the coast of Washington state, indicating the location of Seattle. The map is framed by a thin orange border.

**Seattle,
Washington**

Map of the United States



Overview of Today's Talk

1

Why?

- Context of Healthcare Conflicts

2

What?

- Conflict Narratives from 93 Healthcare Providers

3

How?

- Towards a Culture of Safety

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COLLABORATION



CONFLICT

COLLABORATION

Process of Positively Communicating and Coordinating Patient Care Tasks Among Interprofessional Providers

(Nugus, Greenfield, Travaglia, Westbrook,
Braithwaite, How and Where Clinicians Exercise
Power: Interprofessional Relations in Health Care.
Social Sciences & Medicine 71 (2010), 898-909)

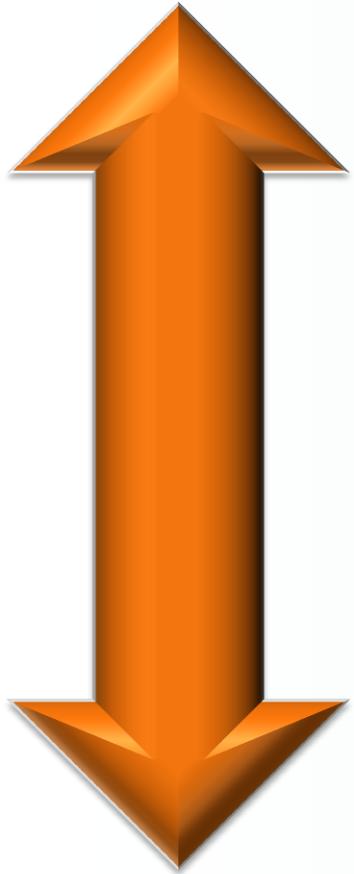


**“the perception by the parties
involved of differences,
discrepancies and
incompatible wishes”**

Boulding, K.E. (1963) Conflict and defense:
A general theory. New York, NY: Harper & Row

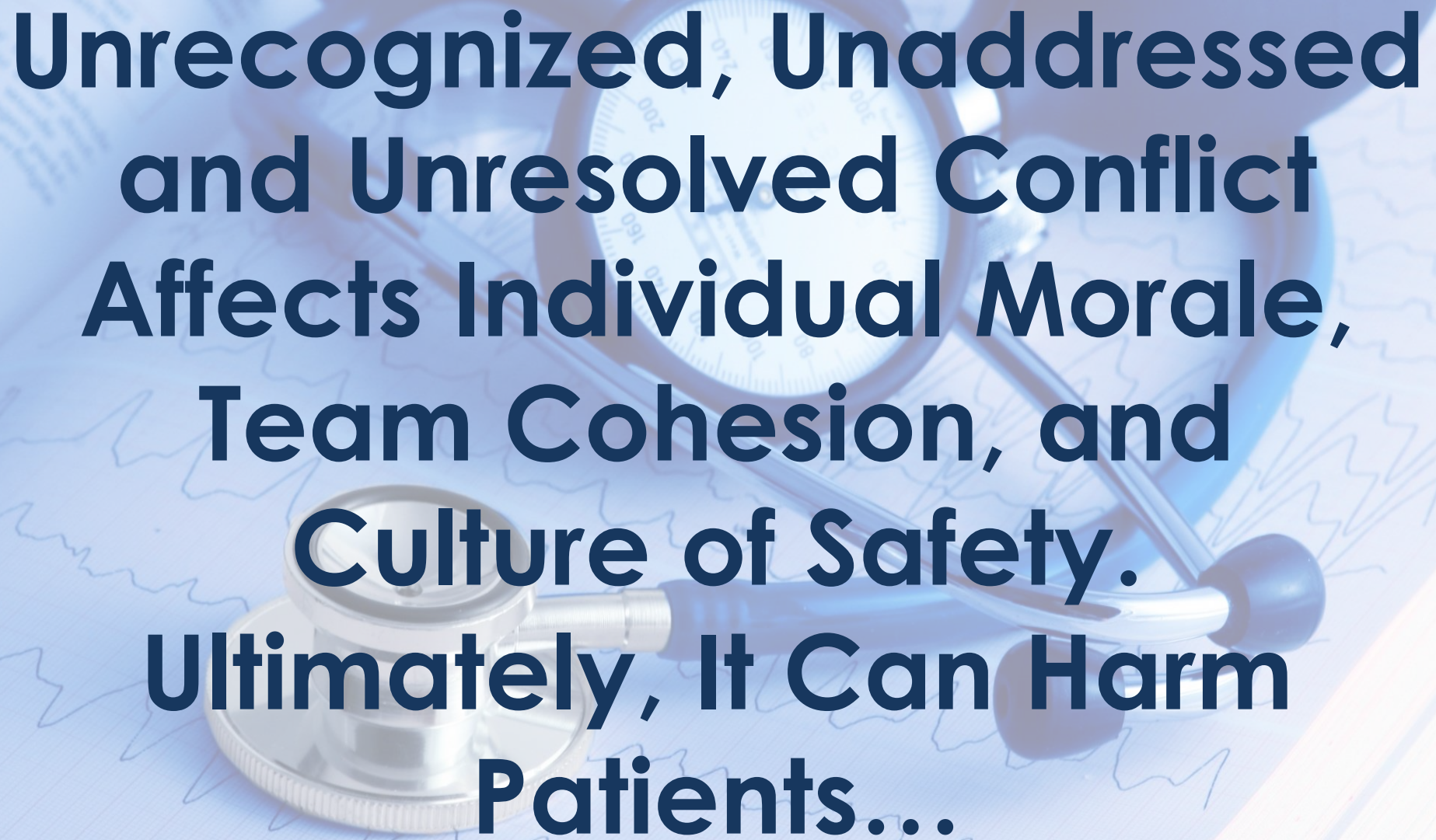
CONFLICT

COLLABORATION



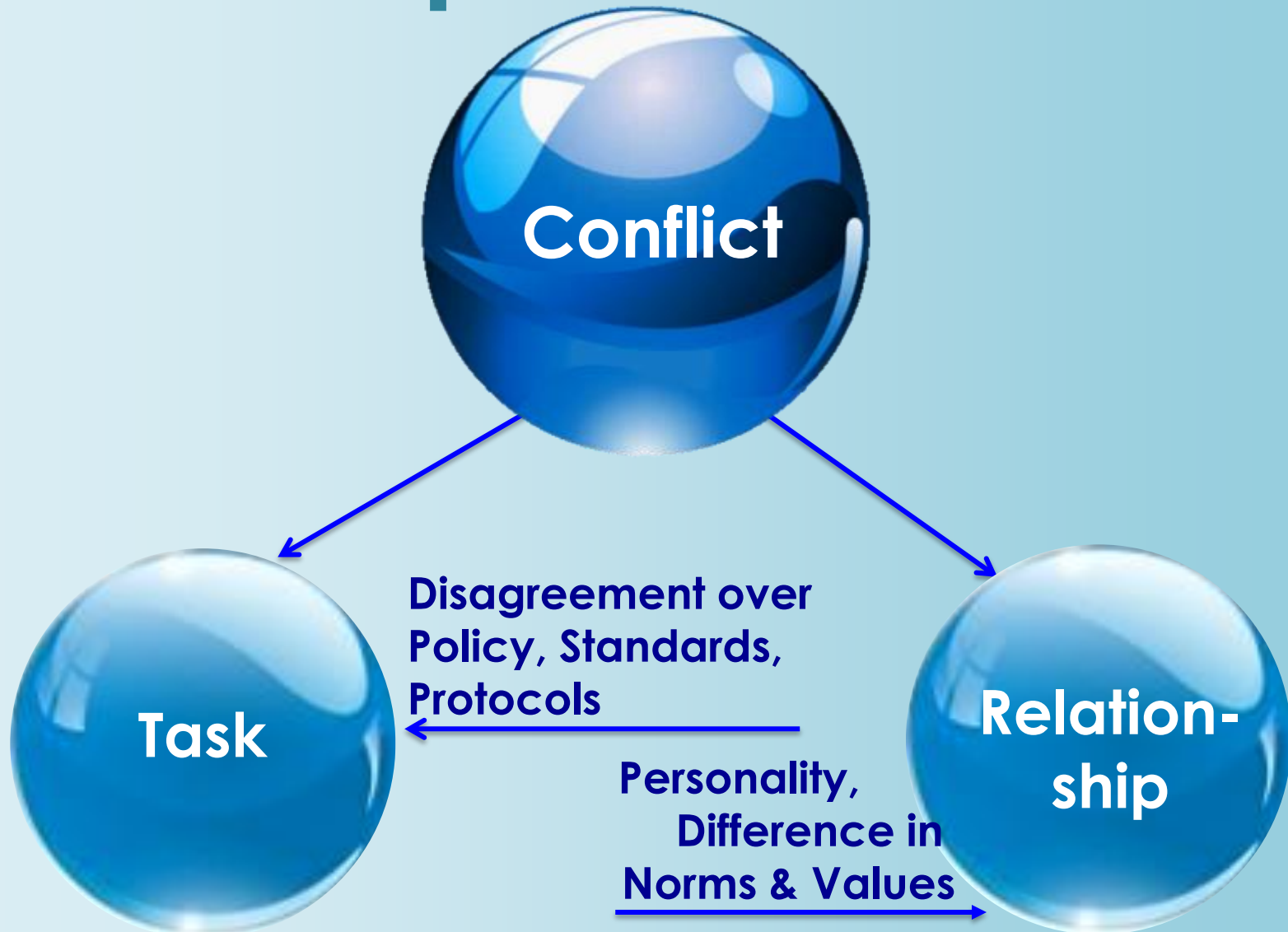
- Promote Critical Thinking
- Seek Common Ground
- Strengthen Trust
- Improve Teamwork

CONFLICT

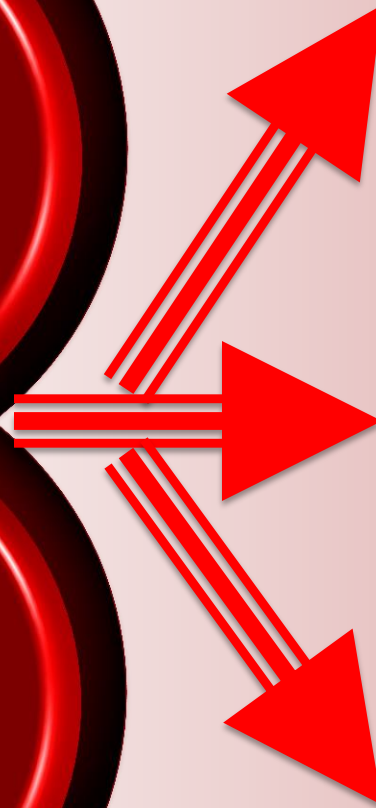
The background of the slide features a blue-tinted image of medical equipment. A stethoscope is prominently displayed, with its chest piece in the lower-left foreground and its tubing looping across the upper half. In the background, a circular medical gauge with a needle is visible. The entire scene is overlaid with a faint, light-blue ECG (heart rate) line that meanders across the frame.

**Unrecognized, Unaddressed
and Unresolved Conflict
Affects Individual Morale,
Team Cohesion, and
Culture of Safety.
Ultimately, It Can Harm
Patients...**

Workplace Conflict



de Wit FC, Greer LL, Jehn KA. The paradox of intragroup conflict: A meta-analysis. *Journal of Applied Psychology*. 2012: 97(2), 360-390.



I am angry

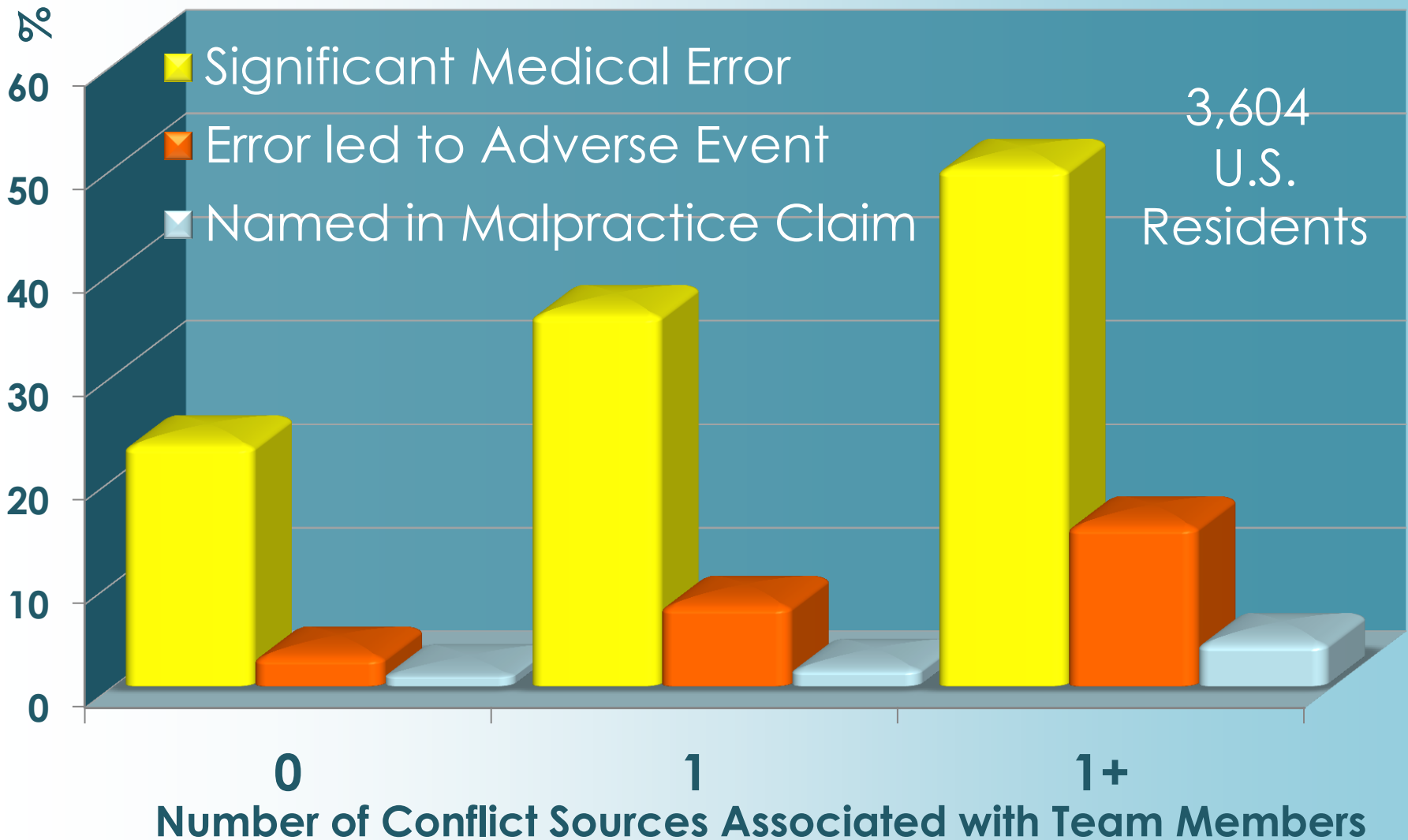


I am right



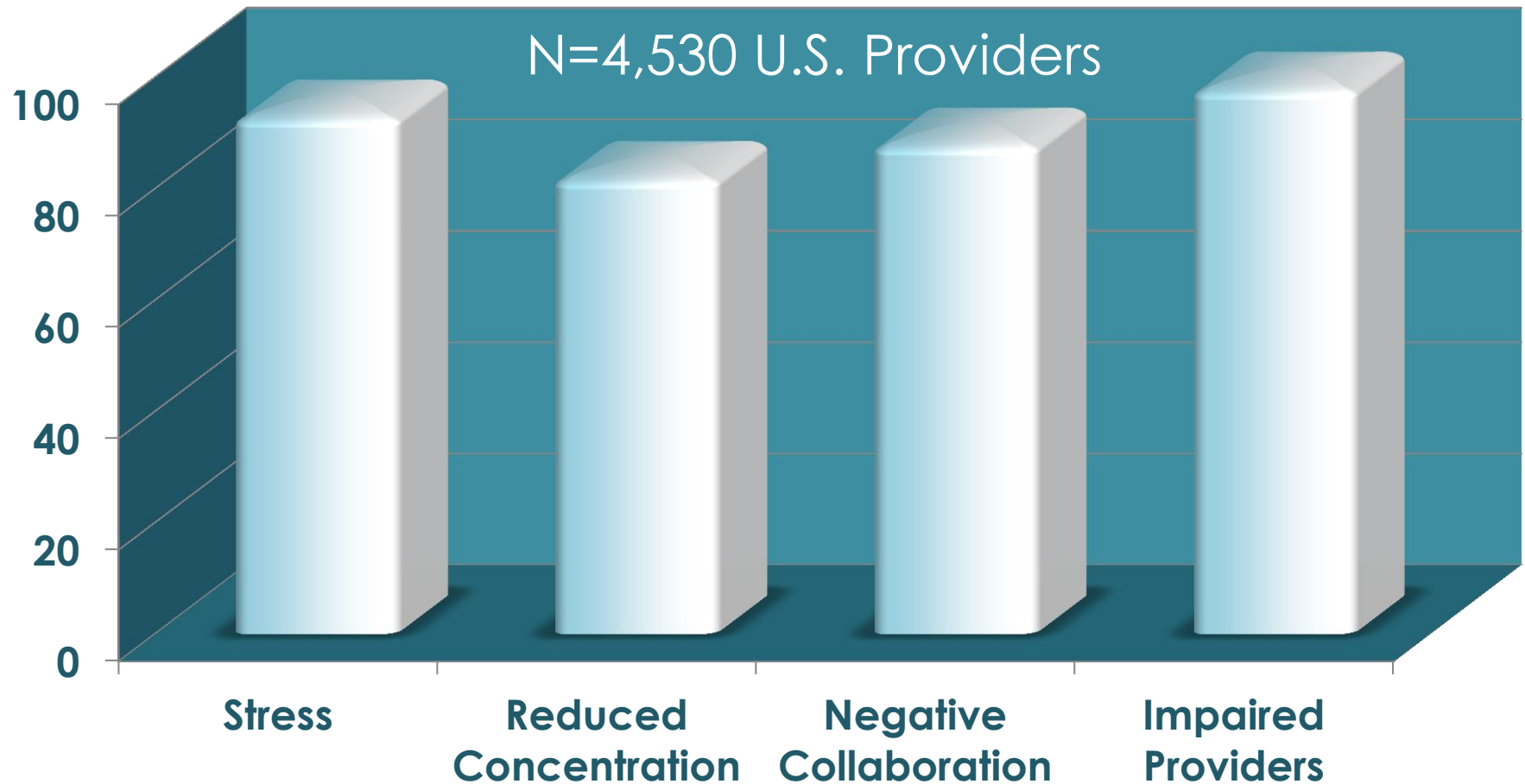
I matter

Conflict In Healthcare



Baldwin DC Jr, Daugherty SR. Interprofessional conflict and medical errors: results of a national multi-specialty survey of hospital residents in the US. J Interprof Care. 2008 Dec;22(6):573-86.

Impact of Disruptive Behaviors



Rosenstein AH, O'Daniel M. A survey of the impact of disruptive behaviors and communication on patient safety. Jt Comm J Qual Patient Saf. 2008 Aug;34(8):464-71.

The Joint Commission: Behaviors that Undermine a Culture of Safety

Sentinel Event Alert; Issue 40, July 9, 2008

Overt Behaviors

- Verbal Outbursts
- Physical Threats

Covert Behaviors

- Refusal to Perform Tasks
- Uncooperative Behaviors

Intimidating Leadership Behaviors

- Refusal to Answer Questions, Calls/Page
- Impatience with Questions
- Condescending Language, Voice Intonation

The Joint Commission: Behaviors that Undermine a Culture of Safety

Sentinel Event Alert; Issue 40, July 9, 2008

“Individual care providers who exhibit characteristics such as self-centeredness, immaturity, or defensiveness can be more prone to unprofessional behavior. They can lack interpersonal, coping or conflict management skills.”

The American Nurses Association Position Paper, July, 2015



AMERICAN NURSES ASSOCIATION POSITION STATEMENT ON

INCIVILITY, BULLYING, AND WORKPLACE VIOLENCE

Effective Date:	July 22, 2015
Status:	New Position Statement
Written By:	Professional Issues Panel on Incivility, Bullying, and Workplace Violence
Adopted By:	ANA Board of Directors

The American Nurses Association Position Paper, July, 2015

....incivility takes the form of rude and discourteous actions, of gossiping and spreading rumors, of refusing to assist a coworker...

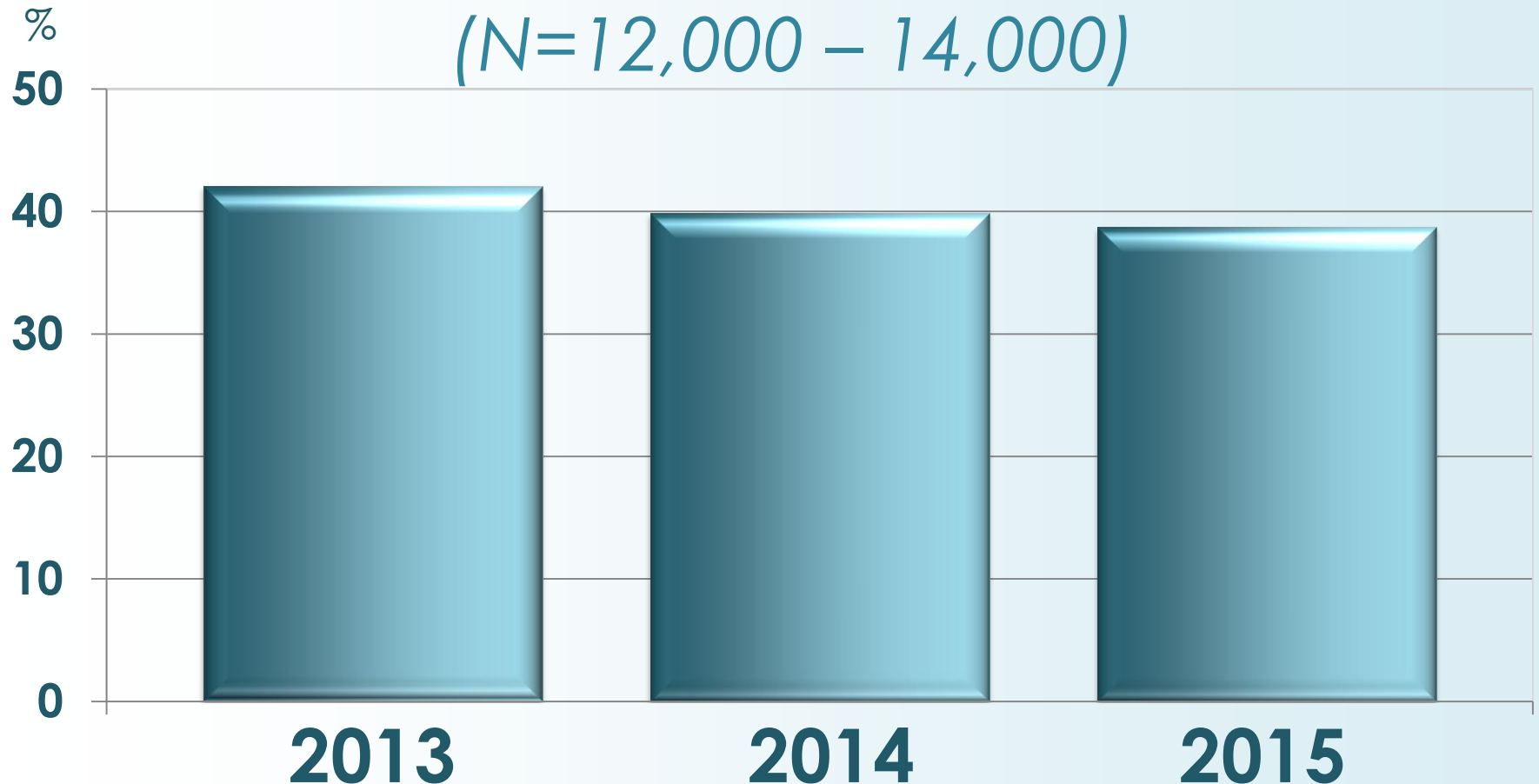
All of those are an affront to the dignity of a coworker and violate professional standards of respect.

bullying is repeated, unwanted harmful actions intended to humiliate, offend, and cause distress in the recipient...

Medical Student Graduation Questionnaire Association of American Medical Colleges

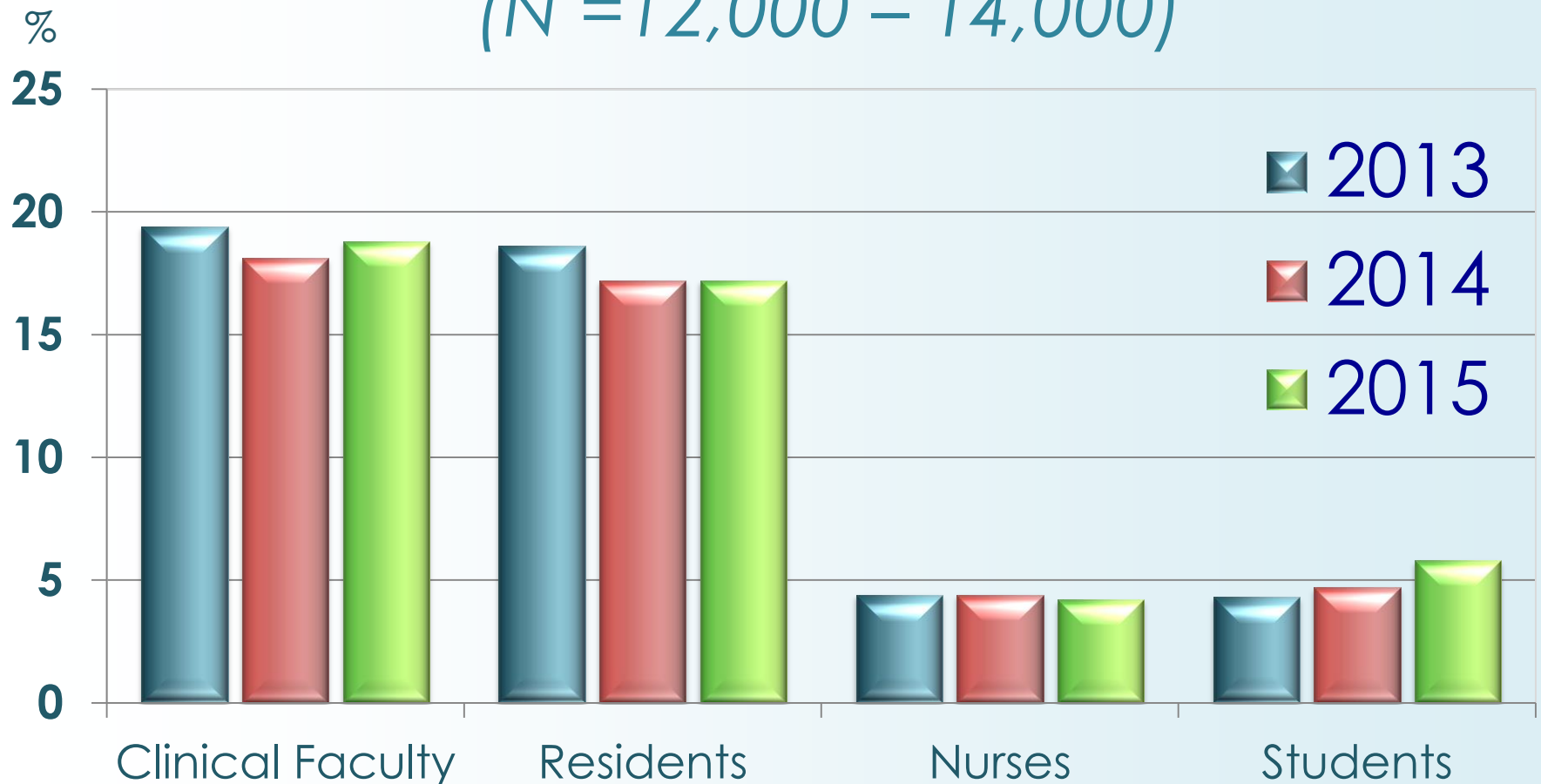
Have You Ever Been Mistreated During Medical School Training?

(N=12,000 – 14,000)



Medical Student Graduation Questionnaire Association of American Medical Colleges

Who Mistreated You During Training? ($N = 12,000 - 14,000$)



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When Focusing on the Patient is Complicated: Conflict Narratives from the Healthcare Frontline

(Conflict Resolution Quarter, March, 2016)

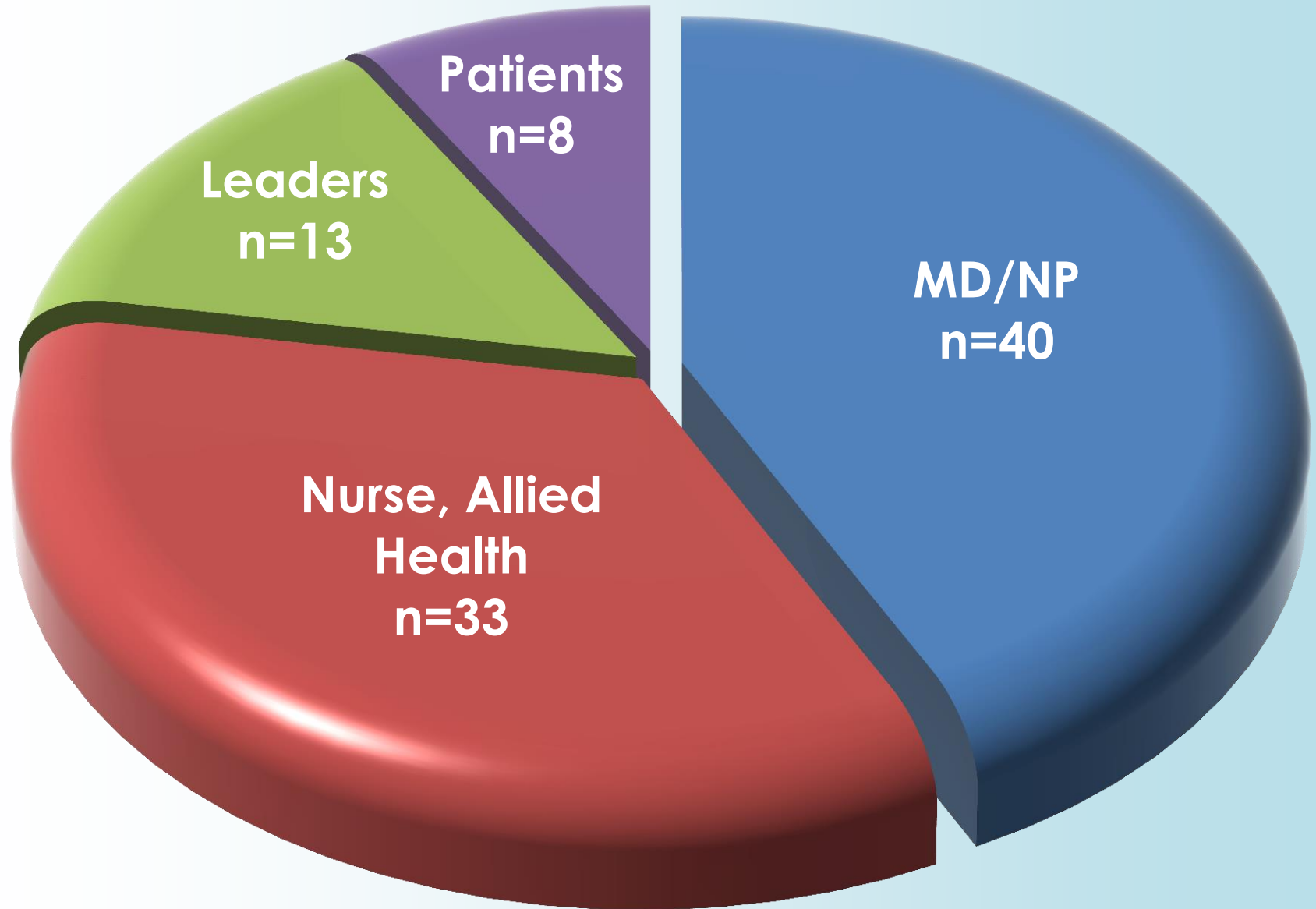
**Funded by UW Medicine Patient Safety
Innovation Programs (PSIP)**

When Focusing on the Patient is Complicated: Conflict Narratives from the Healthcare Frontline

(Conflict Resolution Quarter, March, 2016)

Study Purpose: What are the main sources of healthcare conflict that arise during patient care?

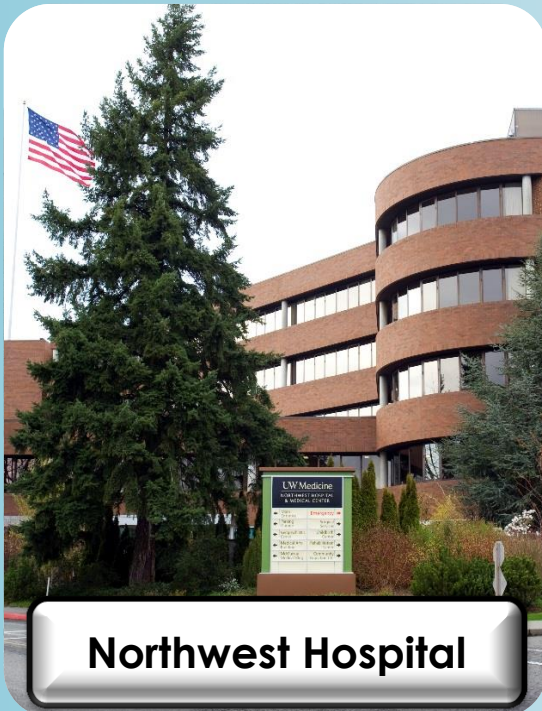
93 Providers = 156 Stories



Participating Hospitals in Seattle



**Harborview
Medical Center**



Northwest Hospital



UW Med Center

Interview Questions

1

What type of conflict have you recently experienced and who was involved?

2

What contributed to the initial conflict?

3

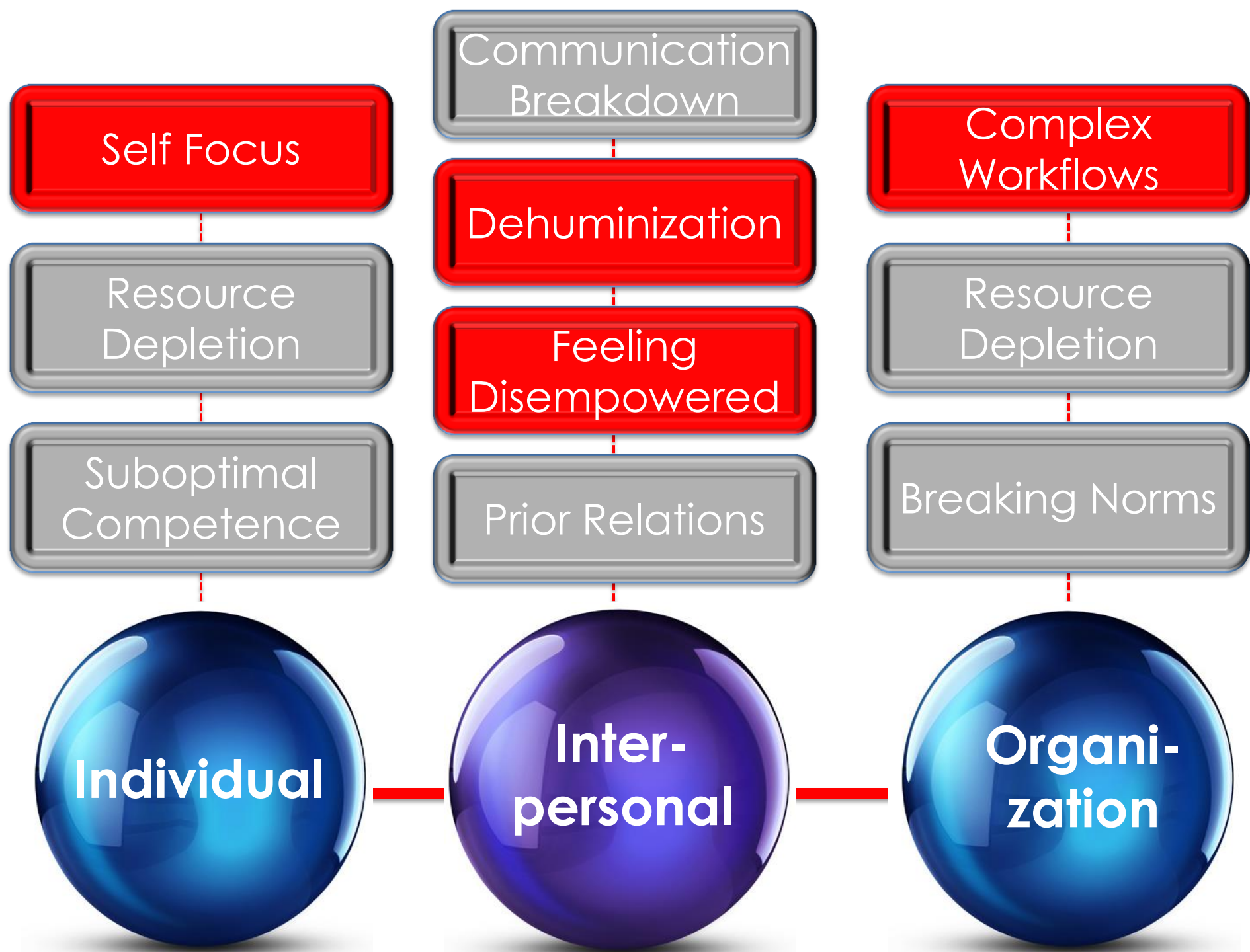
What work patterns affected healthcare team?

4

How did or did not the conflict resolve?

Framework of Sources of Healthcare Conflict





SELF FOCUS

Definition: Tensions between self-concern vs. other-orientation. It involves an individual choosing to look out for one's own best interests over others' interests.

“A surgical service jumps the queue by insisting that its patient takes priority over others. The rationale for trumping the case is not always grounded in the high-acuity nature of their patient. It is perceived that this card is used over and over again by certain medical teams and at some point it feels manipulative.”
(Hospital Leader)

Dehumanization

Definition: Individuals perceive a person as lacking humanness, such as ignoring a person's individuality, and preventing others from showing compassion toward stigmatized individuals.

“A new nurse was taking care of me. A nurse supervisor walked in and criticized the nurse about what she was doing. Right in front of my family! We were so uncomfortable about the supervisor's disrespectful manner. The new nurse looked horrified.” *(Patient)*

Feeling Disempowered

Definition: Acceptance and expectations by less powerful members that power is distributed unequally. Conflicts are triggered along the power gradient.

“I disagreed with a senior MD attending over a patient care plan. The senior attending made accusatory remarks and refused to make eye contact with me for a week. I decided not to confront him out of fear that the conflict may impact my academic career. The fear continued for a while.” *(Physician)*

Complex Workflows

Definition: Organizational structure including specialization of teams, tasks, hierarchies, objectives, procedures and resources.

“Over the night on the pain service, residents are not able to provide the care needed due to the high volume of calls they receive. The team is then there the next day and everyone is upset because they feel they had poor service overnight, which predisposes the conversation to go poorly. Both the patient and the staff are upset with the team.” *(Nurse)*

Consequences of Conflict

Patients

- Safety
- Satisfaction

Employees

- Career
- Relationship
- Morale/Satisfaction
- Performance
- Turnover

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Organizational Initiatives

- 1 Formal policies that specify the professional code of conduct?
- 2 Consequences for unprofessional conducts in your organization?
- 3 Established competencies for your leaders in communication, feedback giving/receiving skills, and management of conflict dynamics?

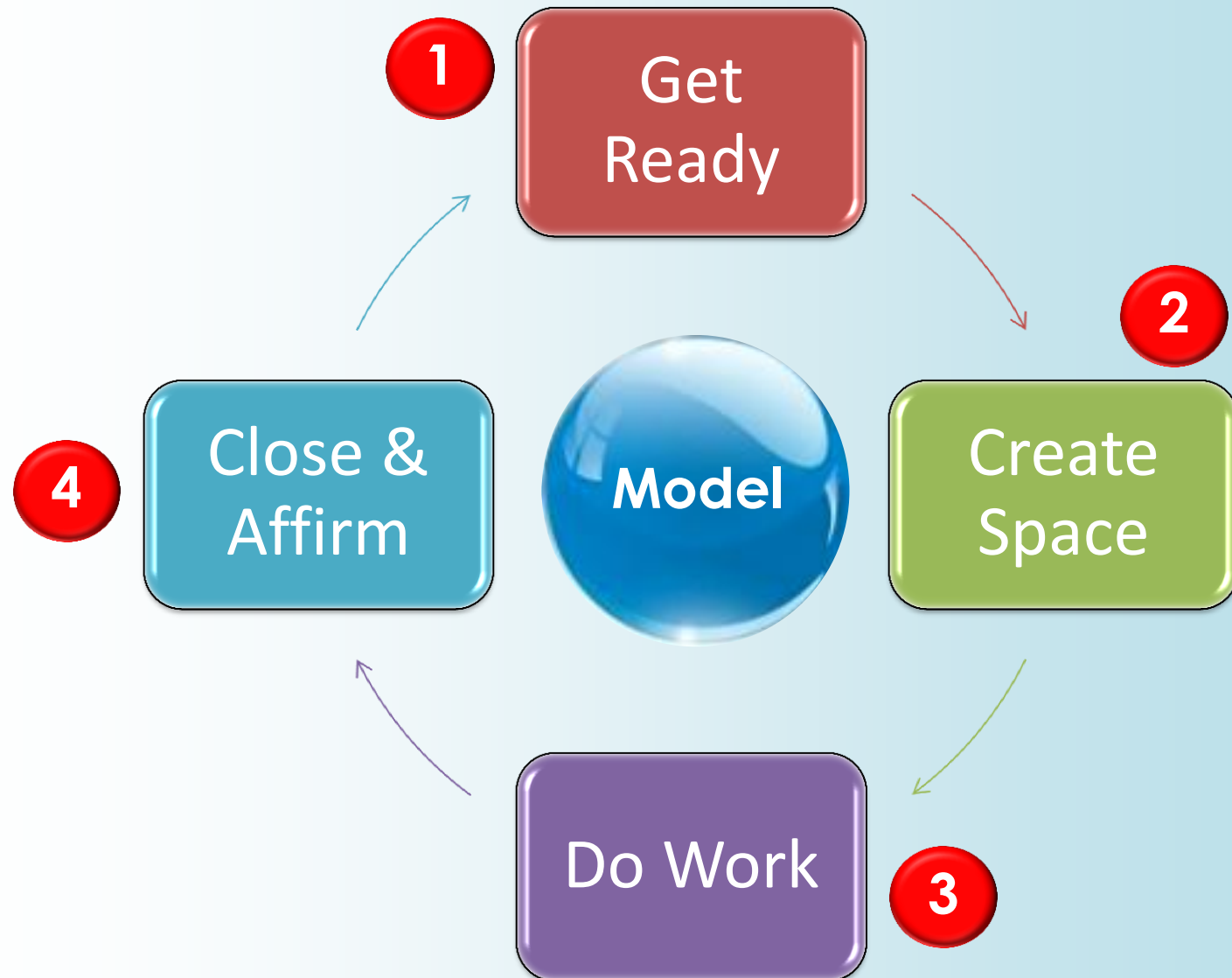
Scott C, Gerardi D. A strategic approach for managing conflict in hospitals: responding to the Joint Commission leadership standard, Part 1, 2. Jt Comm J Qual Patient Saf. 2011 Feb;37(2):59-80.

Organizational Initiatives

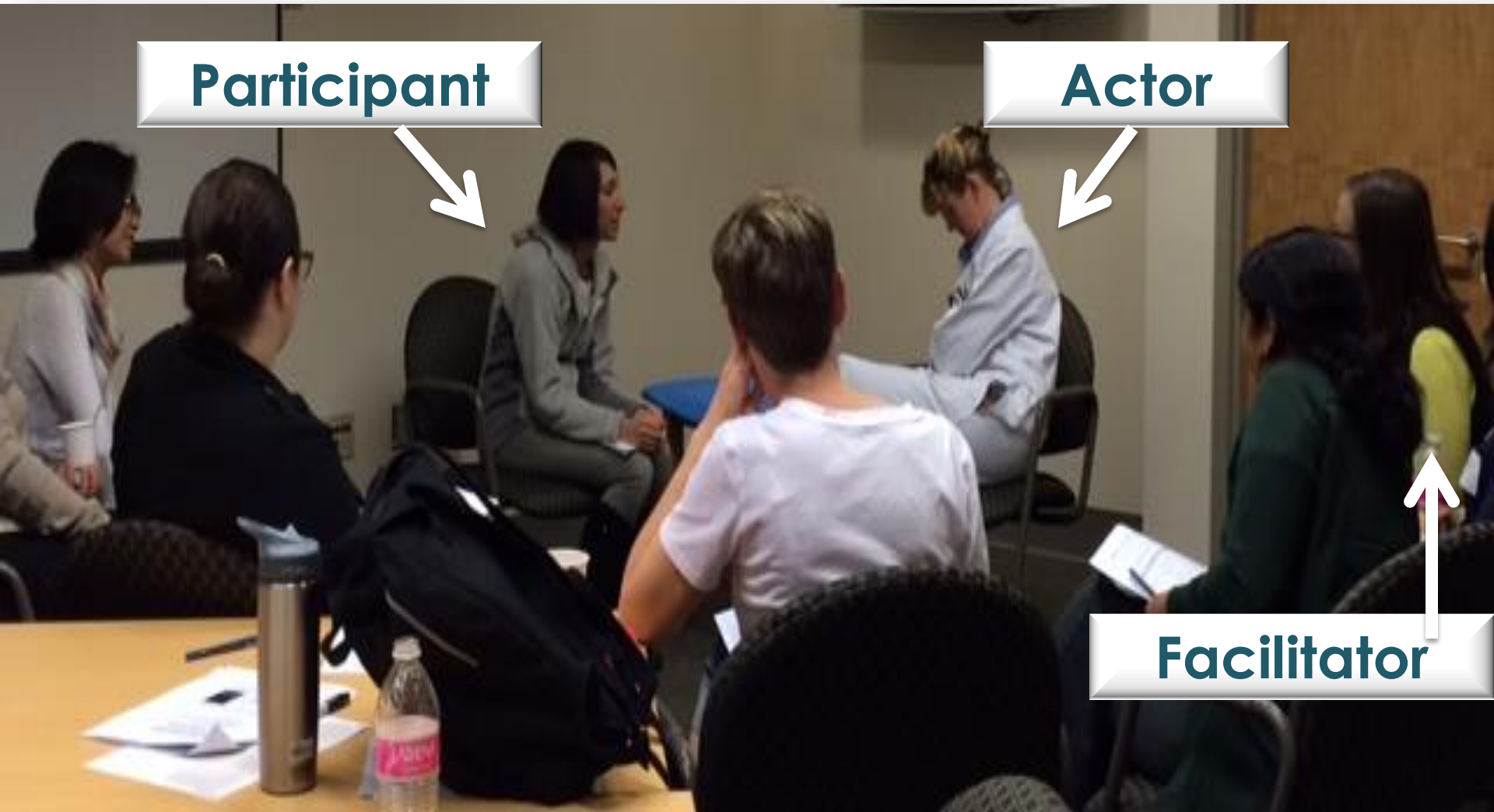
Entrenched Conflict at
Workplaces: Promoting
Patient Safety Using an
Experiential Training Model

**UW Medicine Patient Safety
Innovations Program (PSIP)**

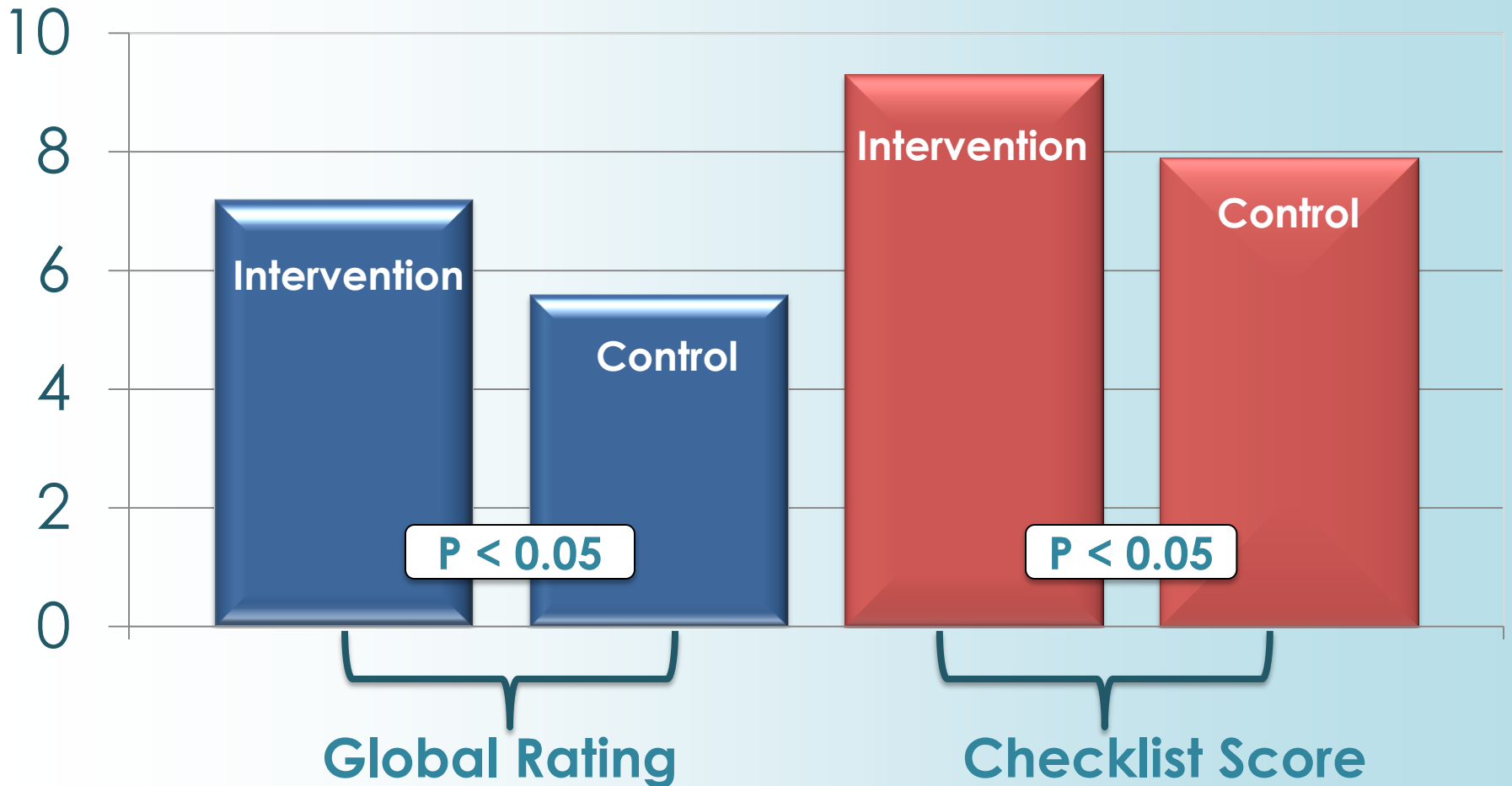
Conflict Dialogue Training



Conflict Dialogue Training



Pilot Data of Performance Comparison: Intervention (n=30) vs. Control (n=30)





May, 2014, Seattle, US



December, 2015, Riyadh, Saudi Arabia

Danke's



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