



Conquering Conflicts

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Agenda

- Explore the variety of conflicts and associated values that arise for hospice and palliative care clinicians during end of life.
- Differentiate 5 conflict and change models as it relates to end of life care. (Self-Assessment)
- Gain understanding of the role of a mediator during end of life conflicts
- Identify manager tips and "what if it's me" to keep conflicts from getting out of hand.

Identifying Conflicts

English

- Disagreements
- Struggles
- Battles over opposing issues or principles
- Fight, "lock horns with"
- Be incompatible with
- Divided loyalties

Other Languages

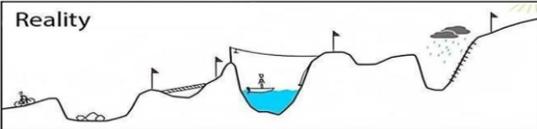
- Latin = "act of striking together" or "clashing"
- Greek = "agon" = agony
- Roman = "antagonism"
- German = "answer back"
- Musically = "not in harmony"

Stand up/Sit down

Your plan



Reality









Conflicts in Hospice and Palliative Care: Personal

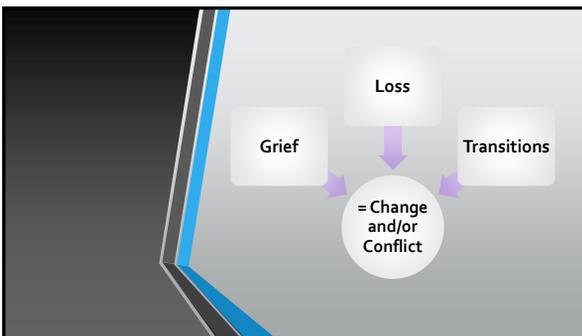
- Role definitions mandated by administrator is different than in my mind.
- Difference of opinions related to personal ethics, agency values, patient goals
- The use of certain drugs vs other forms of keeping the patient comfortable
- Time management, census, acuity
- Stress, lack of self-care boundaries
- Lack of training
- Gender neutrality and other diversity issues
- 2nd Victim concerns
- Staffing (usually a lack of appropriate team members)

"Do I really want to keep doing this kind of work? I am tired and worn out of death, dying, and grief." Randy D. (Hospice Chaplain/Bereavement Coordinator)

Conflicts in Hospice and Palliative Care: the Healthcare Industry

- **Diagnostic errors**- a systems and cognitive problem all across the country. "I see patients who have been labeled with a diagnosis but have insignificant information to admit for diagnosis".
- **Documentation**- "Our notes have become unreadable, far from the diagnosis, plan of care and the electronic versions are not user-friendly, require too many clicks and too much time".
- **Burnout**- "We want to see as many patients as we possibly can because that means more income". The results: more errors and increased costs with less personal satisfaction. "I love my job but it's killing me".
- **Performance Measures**- There is a disconnect with insurance companies and clinicians as to whether performance reviews are actually effective. "The vast majority of us in our agency are wondering who these performance reviews actually benefit".
- **Drug Use**- people blame the dealer, the doctor, drug companies, and the drug cartel. "We would like to solve this opioid problem but we don't know how".
- **The Relative Lack of Experienced Clinician Educators**- "We feel undervalued. We prepare experienced clinical educators dedicated to an ethical and high standard level of practice within our institutions".

Source: Robert Center, 2017. <http://www.robertcenter.org>



The Nature of Every Conflict

the making of a perfect iceberg



Personal threat or dispute



Unfulfilled expectations

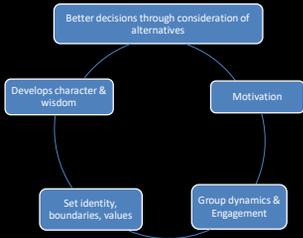


Ethics & Values



A clash in attitudes & personalities

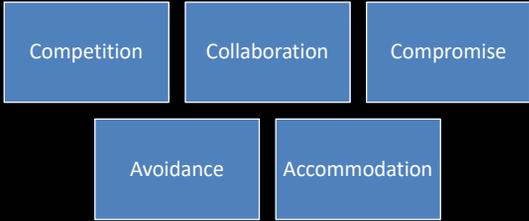
Interpreting Conflicts



Conflict Assessment Tool



5 Styles of Conflict & Change Management



Competition

- Authoritarian Approach: "Get right or be left"
 - Goal oriented; Quick
 - Pursuing own concerns at expense of another
 - Win-lose mentality
 - Arguing, debating
 - Using rank, influence, & position
 - Asserting agenda over common good
 - May breed hostility

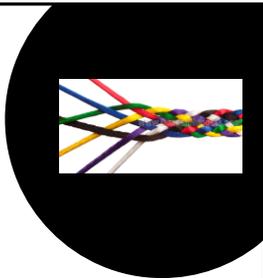
"It's my way or the highway"



Collaboration

- Relational Approach: "Let's work together to accomplish the goal"
 - Both sides get what they want
 - Negative feelings are minimized
 - Creates mutual trust
 - Maintains positive relationships
 - Includes non-threatening confrontation
 - builds community/engagement
 - Time and energy consuming

"What do you have in mind..."



Compromise

- The Middle Ground Approach: "I will meet you halfway"
 - Used in complex issues without simple solutions while keeping the relationships intact
 - Negotiation
 - Power is equal
 - No one is 100% satisfied
 - Less than optimal solutions are implemented

"How about if we meet in the middle by..."



Avoidance

- The Non-Confrontational Approach: "I will stay out of it"
 - Withdrawal
 - Postpones difficulty-leaving things unresolved
 - Decisions made by default
 - Issues can fester, get worse
 - A cautious tone in relationship climate
 - Be cautious of unaddressed problems and unresolved concerns

"I'm not getting involved..."

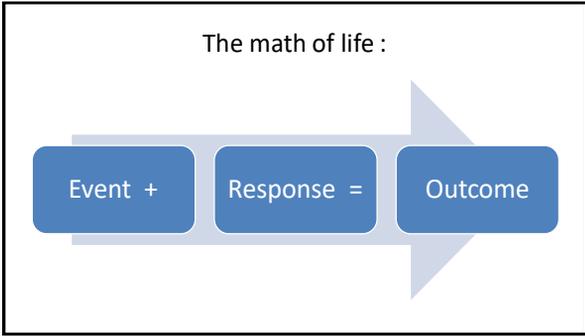


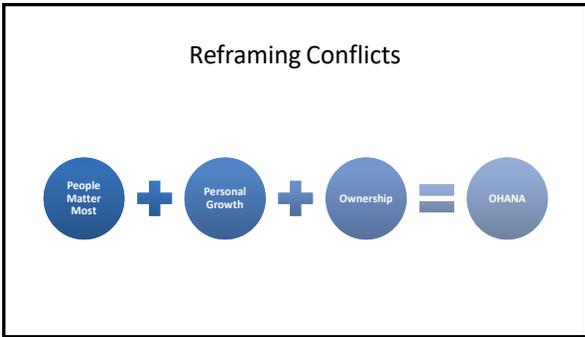
Accommodation

- The Give-In Approach: "I will give in"
 - Minimizes injury when there is a deep conflict
 - Relationships are usually intact and maintained
 - In some cases, dreams, vision, desires are forfeited
 - Watch for teams that just "Obey orders"
 - Be alert: accommodation can breed resentment and exploit the weak

"Let's go with your idea..."







Experts say that most conflicts are about...

Best Practices for Managers who Mediate Conflicts

- Assess peoples readiness
- Facilitate the conflict **process** -not the conflict
- Be an **active listener**- hear words, emotions, tone, etc.
- Test the reality** of the words often- ask "what does that look like?"
- Generate alternatives** without making suggestions
Do more "coaching"
- Expand the options by **clarifying** what was said and by **asking questions**
- Close the conflict by noting the decision and **celebrating a win-win**

Silence & Solitude (especially when its your fault)

- It breaks the addiction to adrenalin ("hurry").
- It causes people to reflect on their current condition.
- It clears the "conflict storm"
- It helps us control the tyranny of our tongue
- It quiets **your** soul



Word Association

Summary

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