

Conflict Transformation

Utilizing Team Member Differences to
Effect Positive Change



**MATERNITY CARE EDUCATION
& PRACTICE REDESIGN**



Module Overview

Conflict Transformation as a Catalyst for Change in Multidisciplinary Health Care Settings

Examine

Critically examine the impact of conflict within multidisciplinary health care teams

Understand

Understand best practices that support sustainable, peaceful engagement and collaboration within healthcare teams

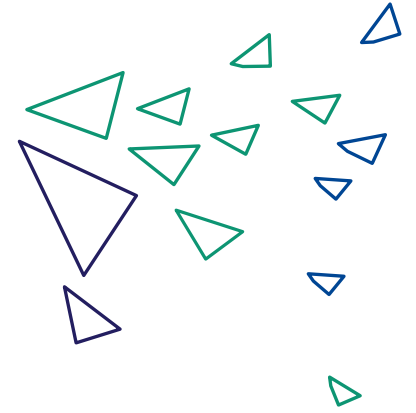
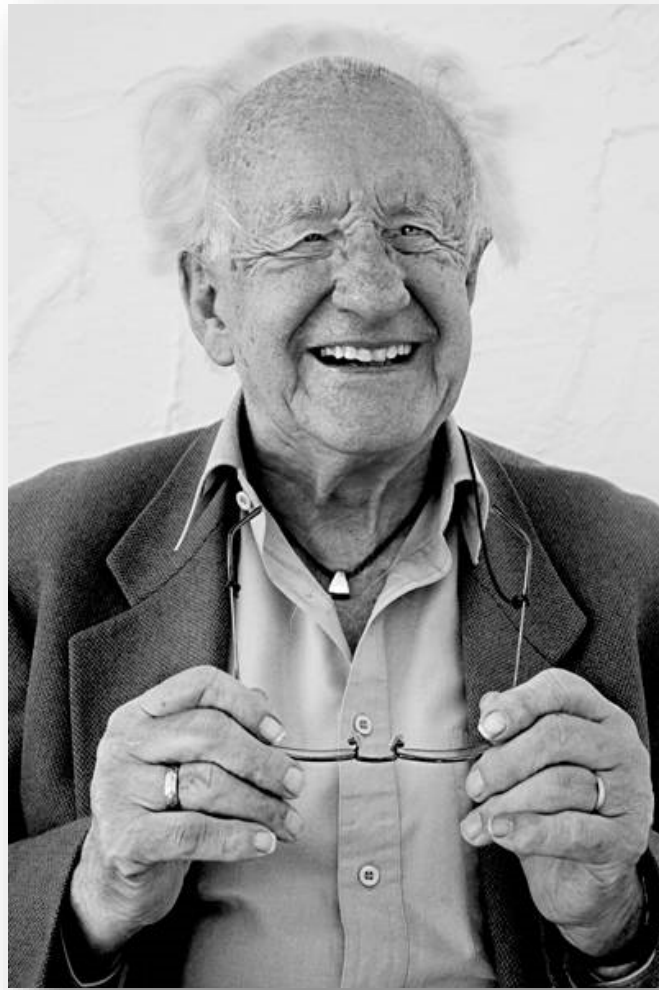
Recognize

Recognize conflict as a normal, necessary component of team interaction that, when transformed, can be a catalyst for positive change

Module Overview

Conflict Transformation as a Catalyst for Change in Multidisciplinary Health Care Settings

1. Learning Objectives:
2. Describe the impact of conflict on the health of individuals, teams, and systems of maternity care.
3. Discuss factors that may influence person-centered decision making and contribute to interprofessional conflict.
4. Demonstrate the effective use of conflict transformation strategies
5. Identify and discuss different conflict management styles



“By peace we mean the capacity to transform conflicts with empathy, without violence, and creatively - a never ending process”

- Johan Galtung
- (Norwegian sociologist and principal founder of the Peace Research Institute, Oslo)

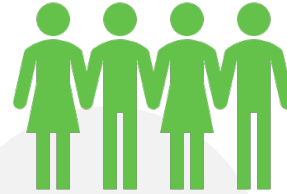


What is Conflict?



Conflict is Inevitable

By accepting that conflict is inevitable, we can better anticipate, recognize, and address it in a timely manner



Conflict is Inherent in Teamwork

Because individuals in a team have pre-existing differences and opinions all teams will experience conflict



Conflict is Multidirectional

Conflict occurs between providers, but also between providers and the people they are caring for



Individual Differences Create Potential for Conflict



Different Roles

Education
Licensure
Practice Guidelines



Different Scopes of Practice

Physician (MD or DO)
Certified Nurse-Midwife
Registered Nurse
Respiratory Therapist



Different Senses of Accountability

The obligations of
each team member
to perform their
assigned tasks



Different Values

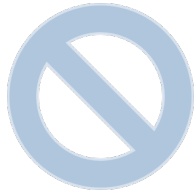
Religion
Ethics
Personal
Background



Different Expectations

Respect
Honesty
Praise
Involvement

Dealing With Conflict:



Conflict Resolution

Sees conflict as having a beginning, a middle and an end. Seeks to end conflict.



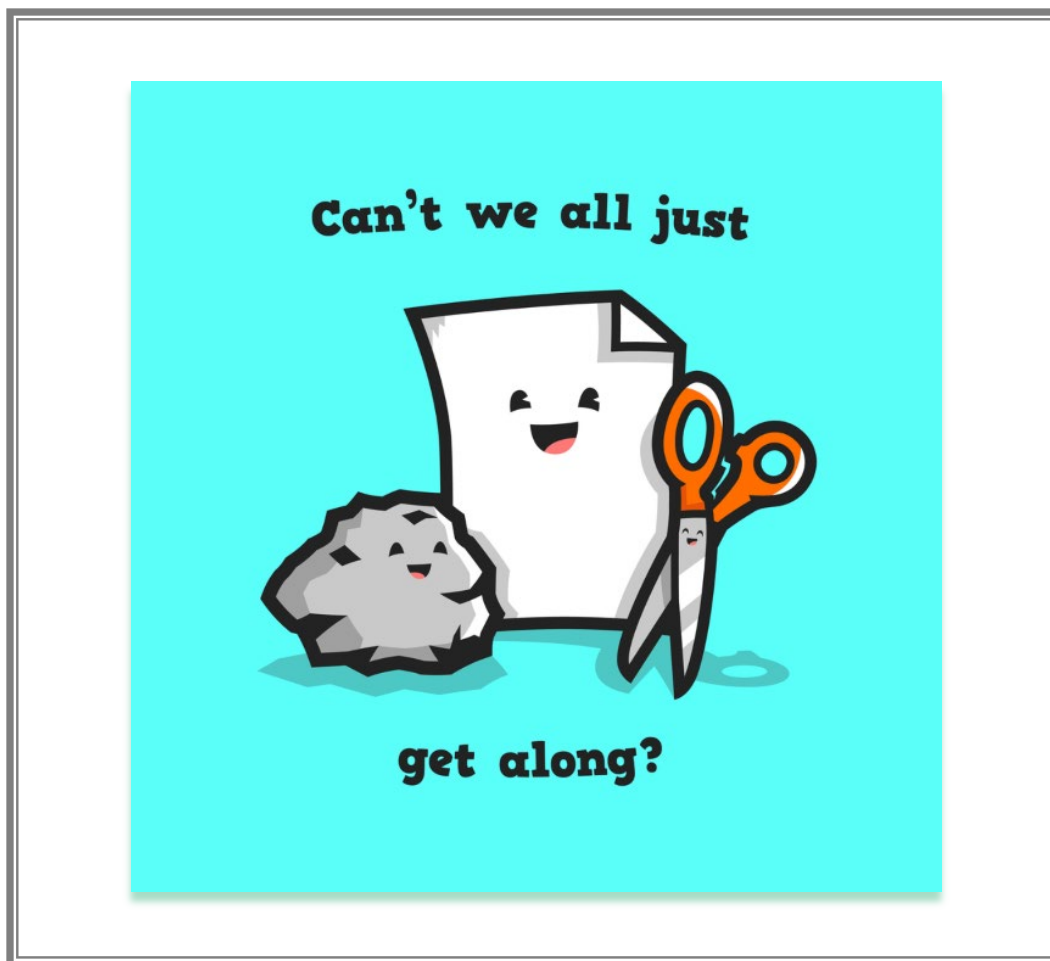
Conflict Management

Assumes a default hierarchy wherein the team leader is the only person charged with finding a solution



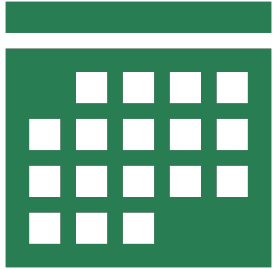
Conflict Transformation

The process of recognizing conflict and reframing the conversation to facilitate sustainable cooperation and collaboration.



Encountering Conflict is Inevitable

Conflict: Two Concepts



Conflict as an Event

Sees conflict as a single, isolated event within a specific case



Conflict as an Ongoing Challenge

Sees conflict as present within a healthcare teams across cases

Affects the team's overall communication, collaboration, and person-centered decision making

Do team conflicts threaten quality of care?

Negative consequences of team conflict identified as:

- Delays in care (34%)
- Lack of patient centeredness (30%)
- Lack of efficiency (25%)

Teams felt care was affected by conflict and quality of care was diminished due to distractions caused by conflict.

Interprofessional Conflict Factors

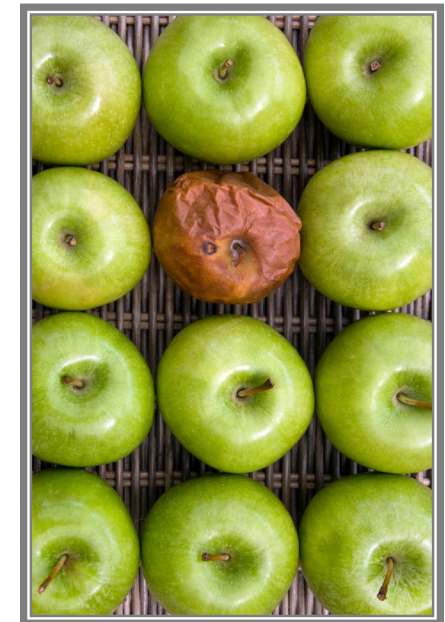
Three levels:

- Micro- Arises from personal issues and emotional concerns that are influenced by roles, values, experiences and expectations
- Meso- Includes conflict arising from physical or clinical concerns
- Macro- Includes conflict arising from systems issues or organization of care.

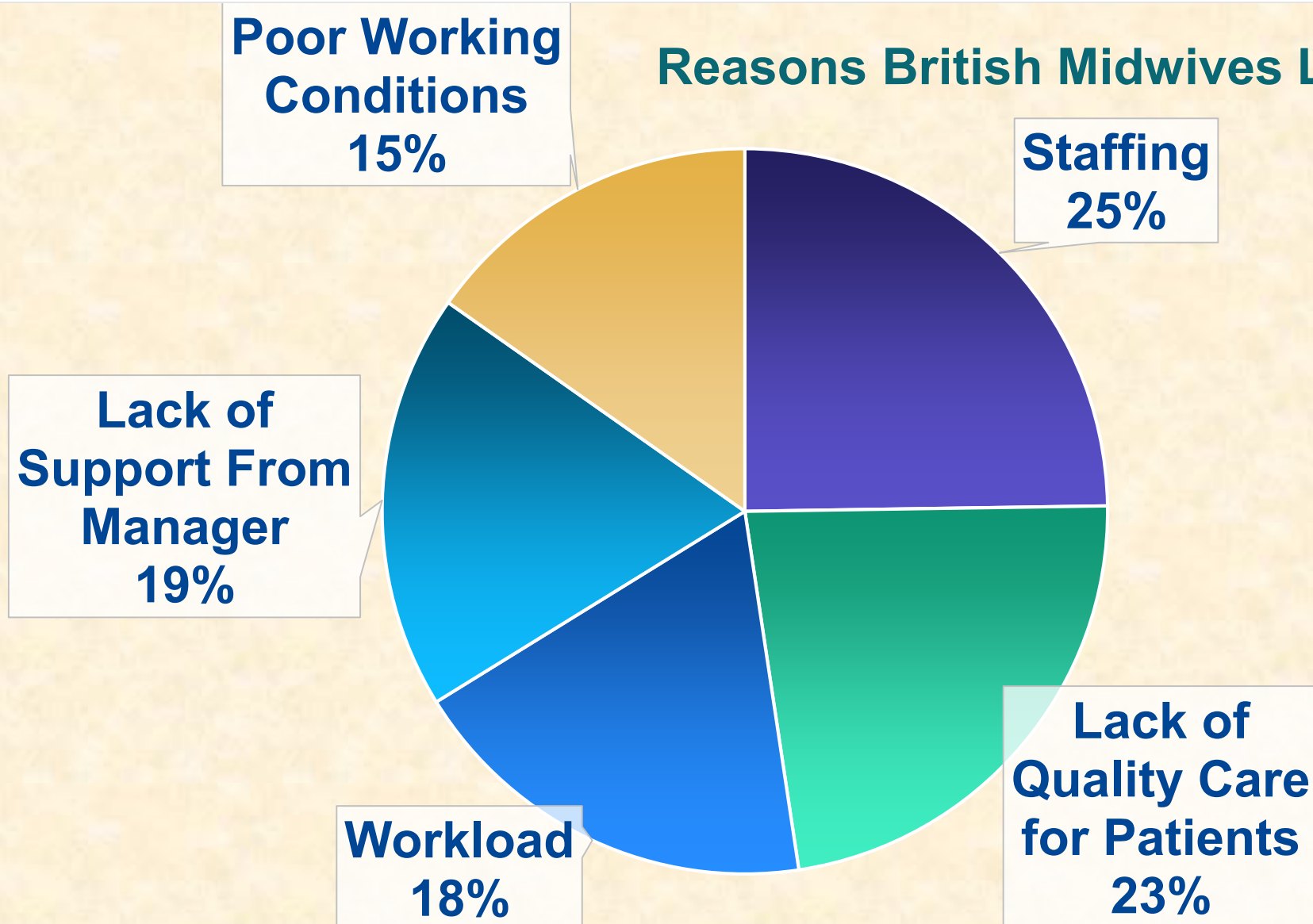


A Few Bad Apples

- In a study of 1,200 nurses, physicians and hospital executives in the US survey participants reported:
- Very few providers exhibited disruptive behavior- but it profoundly impacted teams
- Respondents agreed that these few disruptive providers influenced care and inhibited teamwork
- They further agreed that this behavior leads to confrontation and unease and question why the facility tolerates such behavior



Reasons British Midwives Left Midwifery

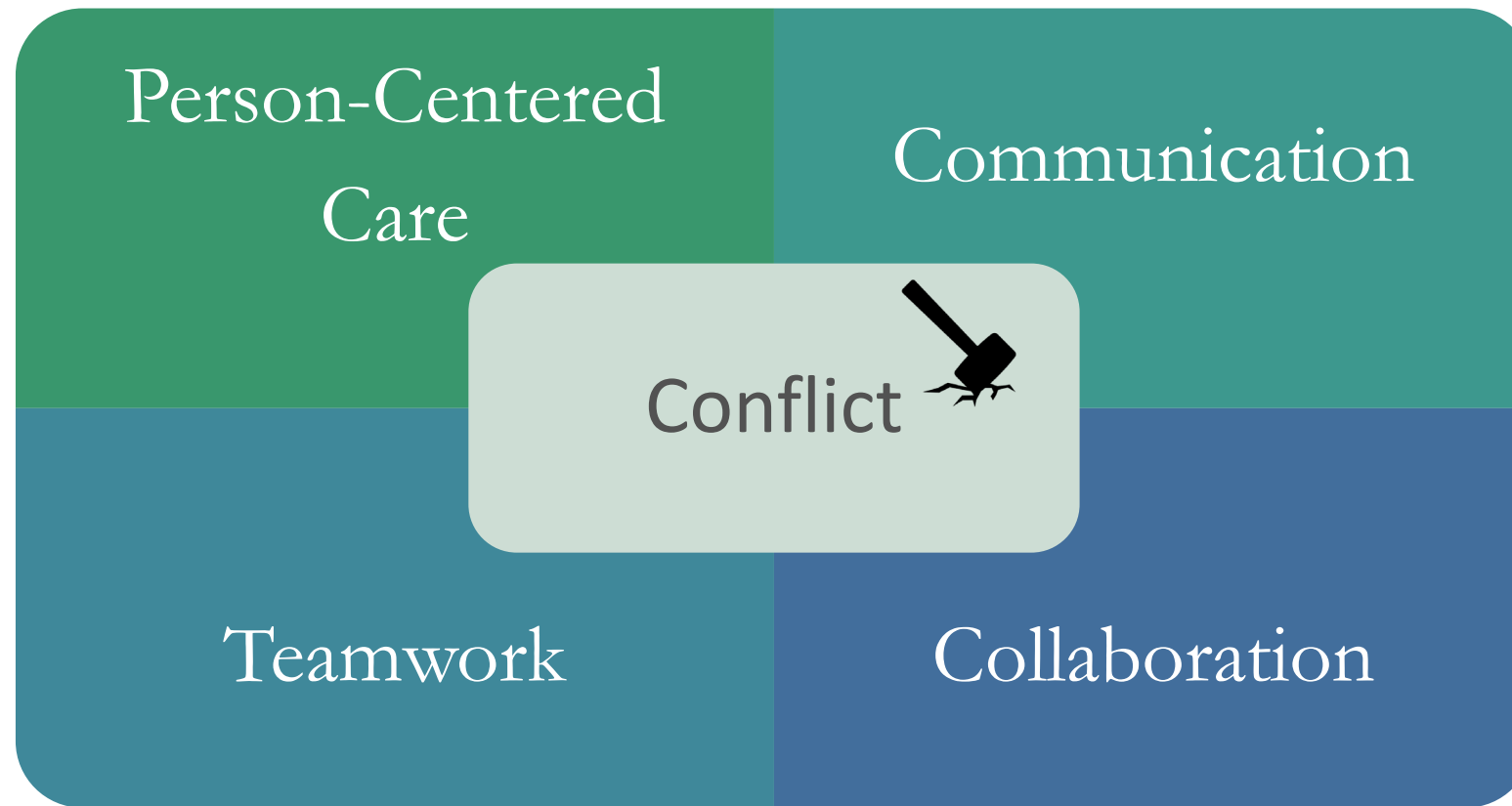


How Does Conflict Impact Perinatal Care?

- Multiple primary care providers amplify the potential for conflict in health care delivery
- Potential issues include:
 - Poor team functioning
 - Decreased team effectiveness
 - Negative impact on care provided
- Unresolved conflict impairs collaboration



Conflict Threatens Interprofessional Healthcare Delivery



Barriers to Person-Centered Decision Making (PCDM)



- Lack of familiarity with the healthcare system
- Limited language (English) skills
- Limited health literacy
- Lack of trust due to prior healthcare experiences
- Lack of insurance or finances
- Mental, intellectual or physical disabilities

Allow Time for Consideration

A large study of new moms found they were less likely to seek answers to healthcare questions if...

- Providers seem rushed
- They had a difference of opinion with their care provider
- They thought the provider might perceive them as difficult



Differing Agendas: Attend to Power Imbalances

- Tensions exist around decisions and who is ultimately responsible for decisions about care: the provider or the patient
- Provider's fear of litigation or poor outcomes may lead to overriding the patient's wishes
- This imbalance in decision-making must be addressed to ensure patients are truly involved in their care

Example of Differing Agendas

- An example of tension between best practice and provider concerns about litigation is the routine use of continuous electronic fetal monitoring (EFM):
- Robust evidence that it EFM does not lead to benefits in healthy pregnancies
- Routine use of EFM is rarely discussed with the laboring individual
- Lack of informed consent to EFM is contrary to a person's right to autonomy and self-determination



Client and Provider Collaboration



- Mutual understanding is necessary
- All parties must retain autonomy to make independent decisions
- Collaboration can be undermined when the responsibility of leadership is not clearly designated
- Collaboration can be impaired by traditional hierarchies as well as social and gender disparities

Continued in Part 2