

# COLLABORATIVE CARE: CONFLICT MANAGEMENT WITH PATIENTS, FAMILY MEMBERS, AND COLLEAGUES



Allan E. Barsky

JD, MSW, PhD

AllanBarsky@gmail.com

<https://Barsky.org>

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## DISCLOSURE STATEMENT

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*In compliance with the ACCME Standards for Commercial Support of CME, as the speaker I do not have any relevant financial relationships to disclose in relation to this presentation.*

# EDUCATIONAL OBJECTIVES

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- Analyze conflict styles used by patients, family members, co-professionals, and themselves
- Facilitate mutual empathy among patients, family members, and co-professionals
- Manage conflicts using strategies such as moving from positions to interests, generating options for mutual gain, and using objective criteria to select appropriate courses of treatment and care

# KEY CONCEPTS

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Conflict

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graph TD; Conflict[Conflict] --- Intrapersonal[Intrapersonal]; Conflict --- Social[Social]; CM[Conflict Management] --- MP[Method of Practice]; CM --- Roles[Roles]; CM --- SS[Skills & Strategies];
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Intrapersonal

Social

Conflict  
Management

Method  
of  
Practice

Roles

Skills &  
Strategies

## RATIONALE FOR CONFLICT MANAGEMENT APPROACHES IN HEALTHCARE PRACTICE

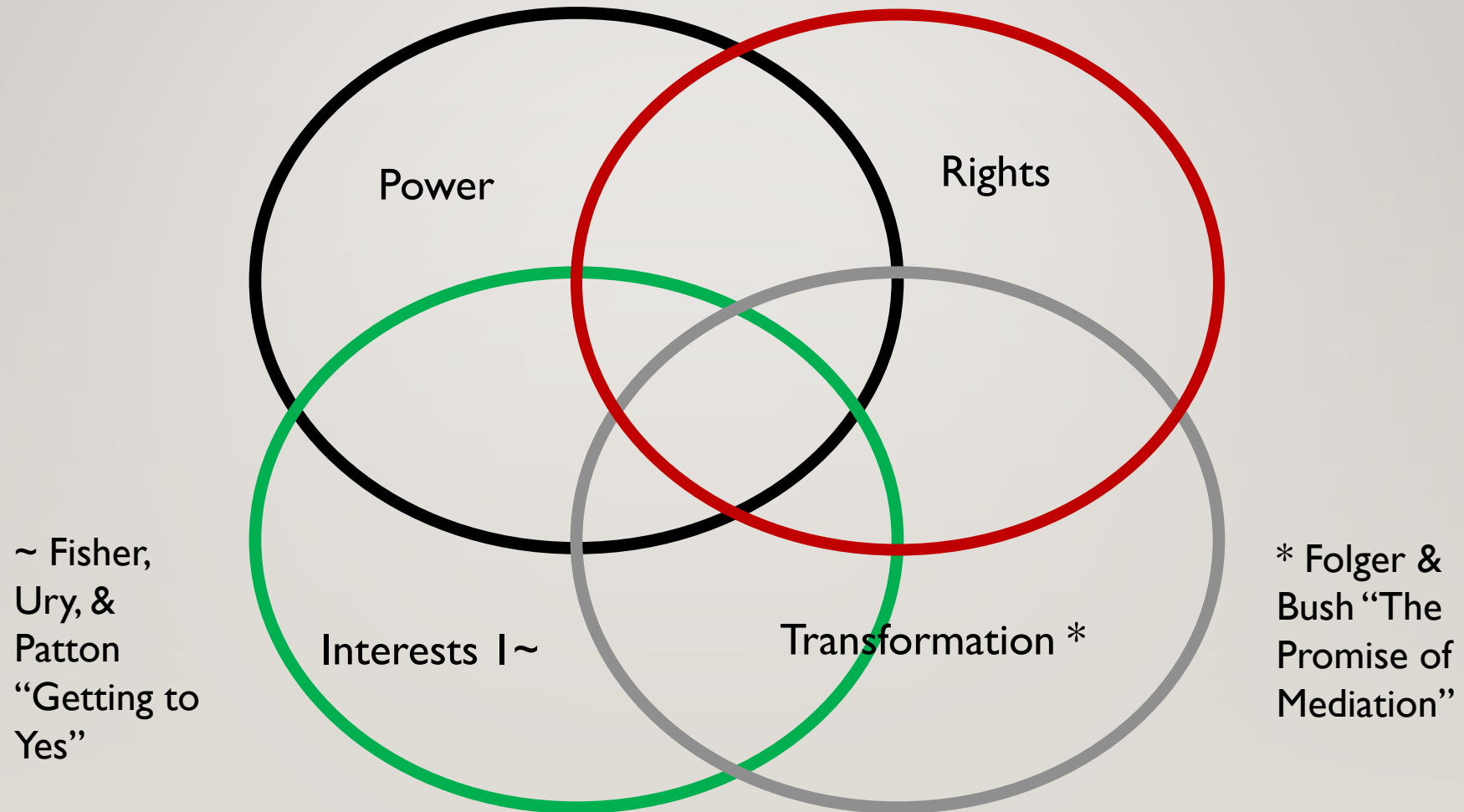
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- Interprofessional Teams and Collaboration
- Person-Centered Approach - Patient & Family as Part of the Team
- Quality of Patient Care
- Avoiding Errors and Omissions
- Improved Relationships
- Career Satisfaction

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# APPROACHES TO MANAGING CONFLICT



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## SOCIAL CONFLICT – EXPRESSED DIFFERENCES

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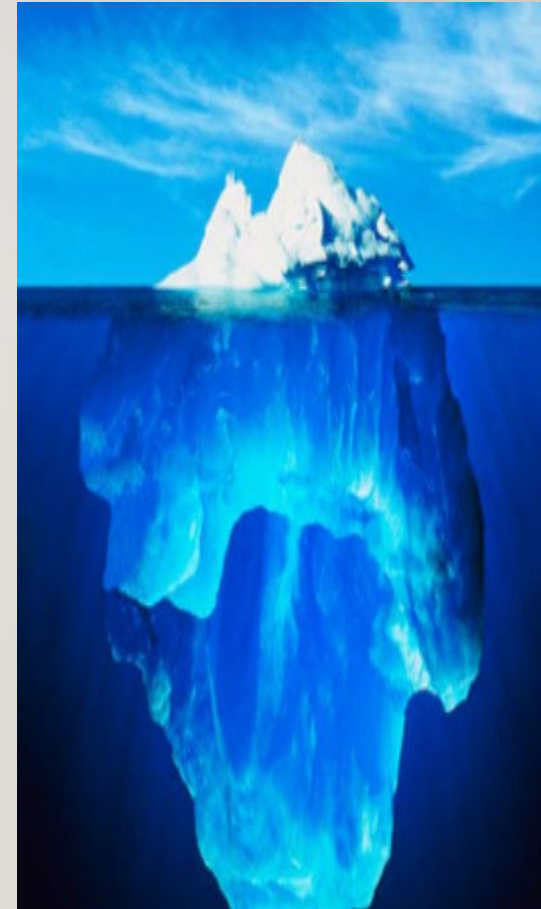
- Values
- Beliefs
- Interests
- Identities
- Roles and Ethical Responsibilities
- Personalities

Conflict may be based on *miscommunication* rather than objectively true differences



# IBN STRATEGIES (FISHER, URY, & PATTON)

- Focus on Interests, not Positions
- Invent Options for Mutual Gain
- Apply Objective Criteria
- Improve Communication
- Build a Positive Negotiating Relationship
- Consider Alternatives
- Obtain Commitments





# FOCUS ON INTERESTS, NOT POSITIONS

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- “When you say you want \_\_\_\_\_, what is your underlying concern?”
- “What are your main priorities?”
- “Please help me understand why \_\_\_\_\_ is so important to you?”

- Concerns
- Hopes
- Expectations,
- Aspirations
- Priorities

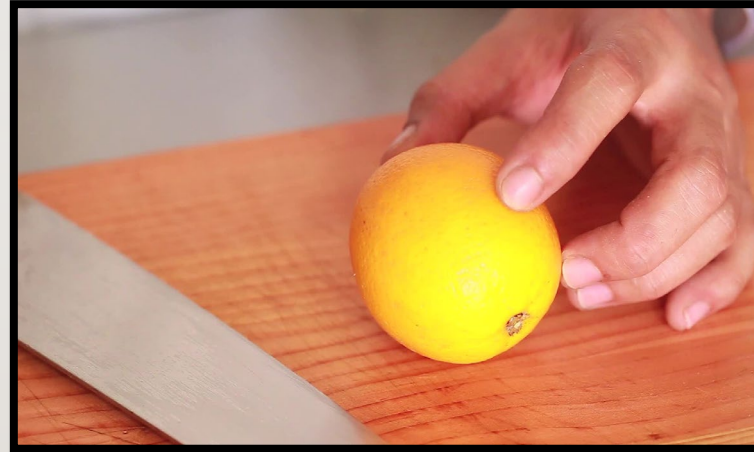
**CHEAP:**



# FOCUS ON INTERESTS – DEMO I

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- One orange
- Two people
- “It’s mine... All of it.”



## FOCUS ON INTERESTS – DEMO 2

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### **Conflicting Positions**

- It's too hot. Turn the thermostat down to 65 F.
- It's too cold. Turn the thermostat up to 75 F.



# INVENT OPTIONS FOR MUTUAL GAIN: “POSSIBLE SOLUTIONS”

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Foster creativity

Separate option generation from evaluation

Wordplay

Flipping

Hat switching

# APPLY OBJECTIVE CRITERIA

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Joint  
decision  
re  
standards  
for  
deciding

What  
might a  
neutral 3<sup>rd</sup>  
person  
suggest?

Criteria  
based on  
research?

Precedent  
cases?

Existing  
formula or  
guidelines?

Justifiable  
standards

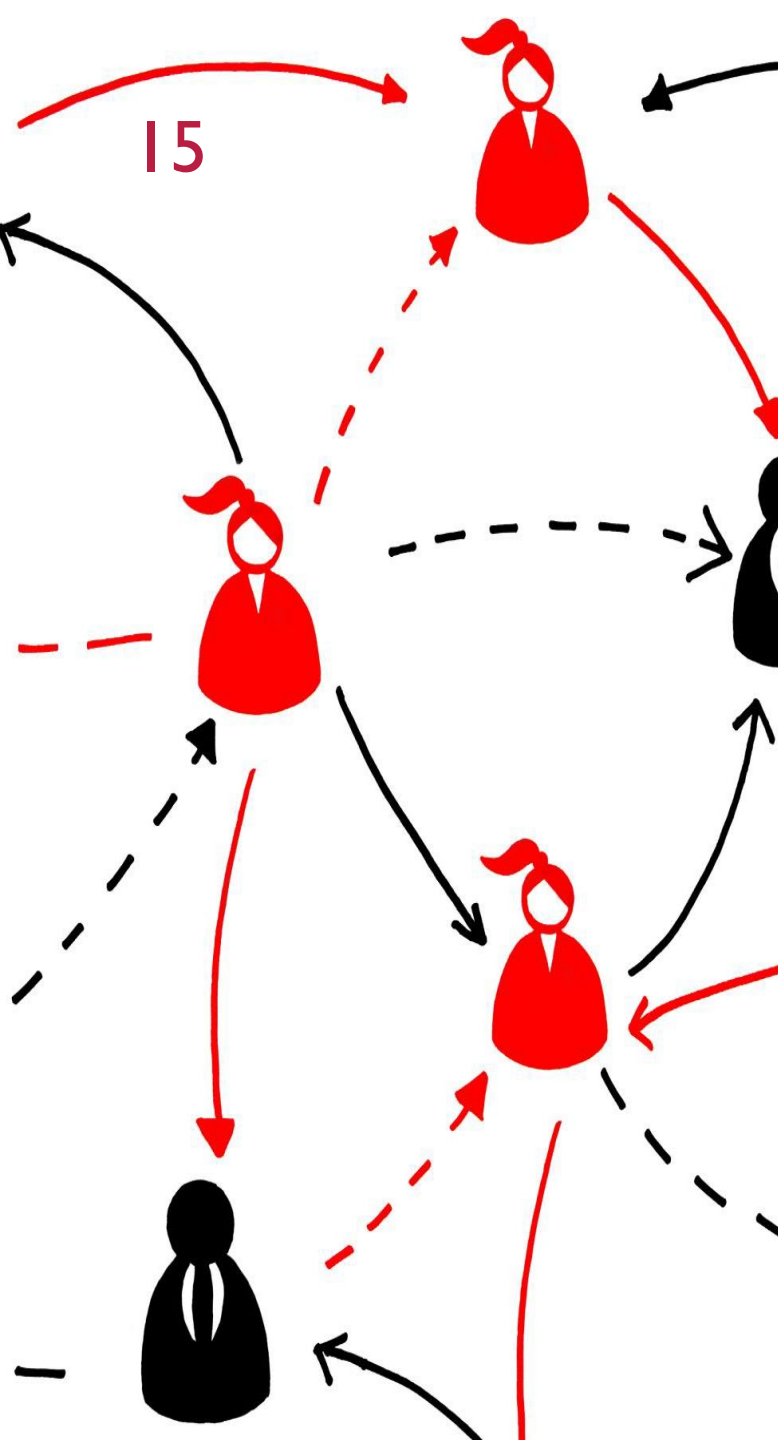
## OBJECTIVE CRITERIA - EXAMPLE

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Interprofessional team at hospital is helping a patient with breast cancer determine which type of treatment, if any, to pursue:

- Radiation
- Chemotherapy
- Lumpectomy
- Mastectomy
- Complementary and Alternative Medicine
- No treatment





# IMPROVE COMMUNICATION

Assess past problems in communication

How to deal with problems?

Identify potential problems in future communication?

How to pre-empt problems?

Determine best forum and skills for communication

Practice for constructive communication

# BUILD POSITIVE NEGOTIATING RELATIONSHIP

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Universally  
Constructive  
Behaviors

- \* • Rationality
- \* • Understanding (empathy)
- \* • Communication (listen)
- \* • Reliability
- \* • Noncoercive influence
- \* • Acceptance (respect)
- \* • Separate person from the problem



# FOSTERING TEAMWORK AND TRUST

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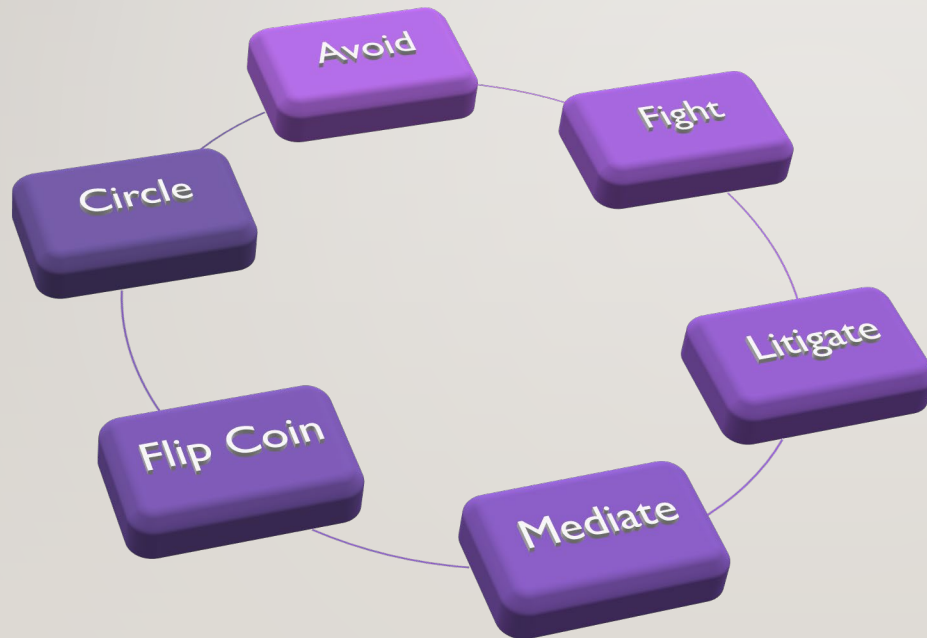
- Enhance relationships
- Promote collaboration
- Foster mutual respect
- Relationships that can deal with differences



“Kumbaya?”


# CONSIDER ALTERNATIVES: POSSIBLE CR PROCESSES

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# ASSESS BATNA – MINE & THEIRS: BEST ALTERNATIVE TO NEGOTIATED AGREEMENT

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Effectiveness
Cost
Timeliness
Fairness
Expected outcome
Impact on relations

# OBTAIN COMMITMENTS

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Reality  
Test

Improve  
Motivation

Contract  
– Written  
/ Oral

Self-  
Enforcing  
Terms



# ROLE-PLAY SCENARIO: AFTERCARE CONFLICT

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- Jeff – 27-year-old patient at Silver Hill Hospital
- 2 drug overdoses, alcohol and benzodiazepine abuse
- Wants to go home to live with his mother, Micaela
- Jeff's parents think he needs further care before returning home
- Brad – Jeff's social worker on the case

# QUESTIONS AND CONCLUSIONS

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