



Clear Webinar Series: Navigating Conflict Successfully

August 2, 2018



Please note:

This webinar is being recorded

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Your Clear team



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Interacting in WebEx

Today's Tools:

1. Pointer →
2. Raise Hand 🙋
3. Yes / No ✓ or ✗
4. Chat

Participants

Speaking:

Panelist: 1

BCPSQC - 2 (Host, me)

Attendee: 0

Send to: All Participants

Select a participant in the Send to menu first, type chat message, and send...

Send



Who's Online?

- Aberdeen Hospital
- Augustine House/Haven House
- Beacon Hill Villa
- Bevan Lodge Residential
- Comox Valley Seniors Village
- Cumberland Lodge
- Dufferin Care Centre
- Elim Village, The Harrison/Harrison West
- Glacier View Lodge
- Good Samaritan Wexford Creek
- Gorge Road Hospital
- Guildford Seniors
- Heritage Square
- Jackman Manor
- Kamloops Seniors Village
- Kiwanis Village Lodge
- Louis Brier Home and Hospital
- Maple Ridge Seniors Village
- Nanaimo Seniors Village
- Nanaimo Traveller's Lodge (Eden Gardens)
- Peace Villa
- Powell River General Hospital
- Qualicum Manor
- Renfrew Care Centre
- Richmond Lions Manor Bridgeport
- Rosemary Heights Seniors Village
- Rotary Manor
- Royal City Manor
- Selkirk Place (Selkirk Seniors Village)
- Shorncliffe
- Simon Fraser Lodge
- Stanford Place
- The Pines
- The Residence at Morgan Heights
- The Residence in Mission
- Valhaven Rest Home
- Valleyhaven
- Waverly-Grosvenor House Ventures
- Willingdon Creek Village
- Woodgrove Manor
- Yucaita Lodge

Don't see your name? Use the text tool to tell us in the Chatbox!

Clear Aim:

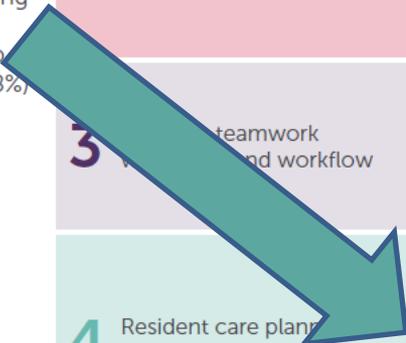
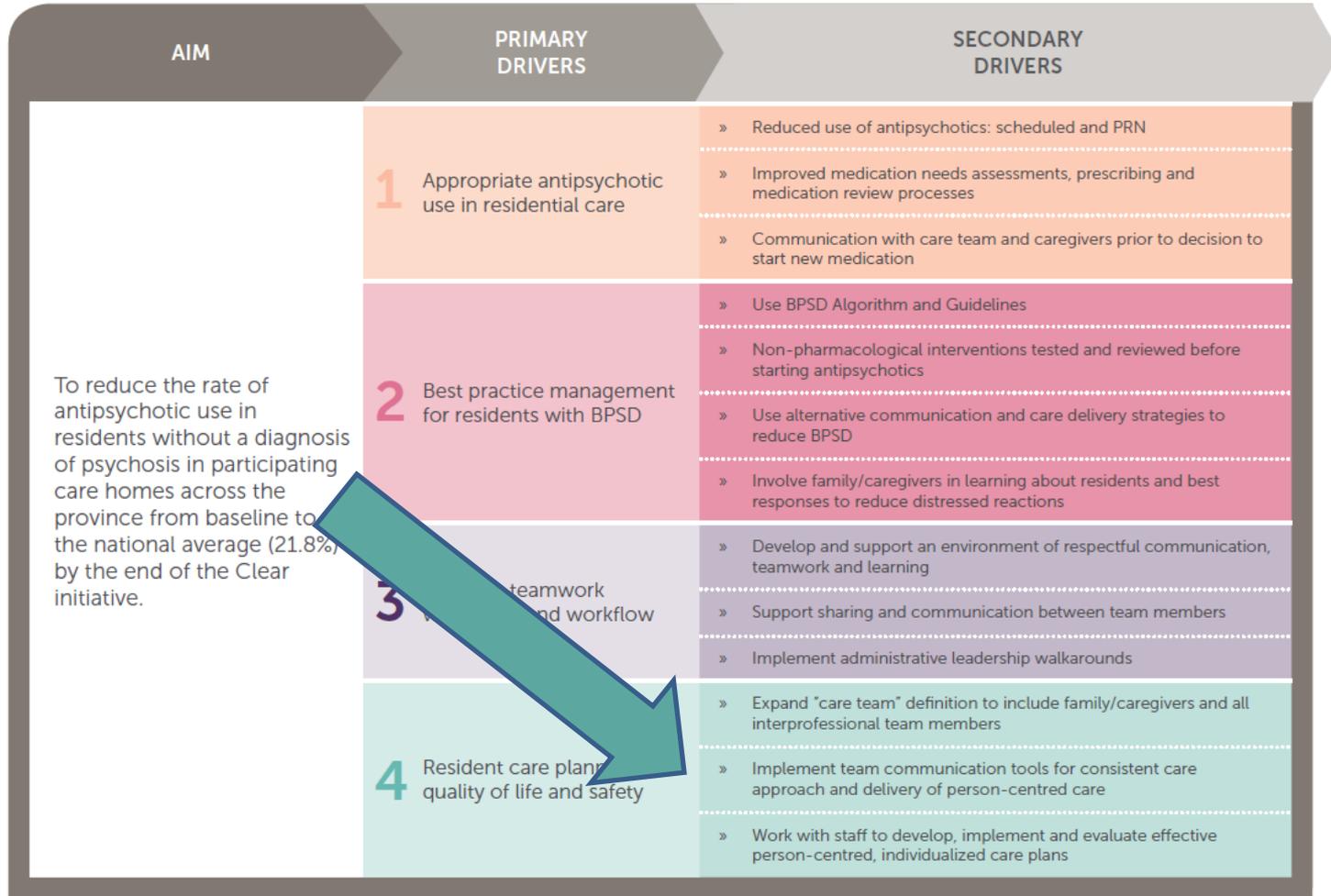
What Do We Want to Achieve?

The provincial average for potentially inappropriate use of antipsychotics is 25.9%, which is above the national average of 21.8%.

AIM: To reduce the rate of antipsychotic use in residents without a diagnosis of psychosis in participating care homes across the province from baseline to the national average (21.8%) by the end of the Clear initiative.

*The percent figures are reported from CIHI for 2016-17 Q4 (adjusted rate).

Driver Diagram



Learning Objectives

By the end of this webinar, participants will:

- Describe some causes and costs of conflict in teams
- Recognize your own conflict style and how it impacts you and the rest of your team
- Utilize new skills and tools to navigate conflict effectively

All Teach All Learn

**What are you working on?
What can we help you with?**

Which ones have you done so far?

- Personal Reflection & Team Assessment Questionnaire
- The Importance of Distributed Leadership on Your Team
- Behaviours of High Trust Leaders
- Personal Histories Exercise
- Joy at Work Exercise team communication styles

How do I handle conflict with my boss? Because she is my boss, I don't feel safe or that it is appropriate to address.

How do you build trust when it has been broken?

- Translate trust to integrity - Own Your Story
- Leaders go first

6 Steps to Restoring Trust When They've Lost Your Trust

1. Start with self

What's your intent? What do you want? How have you contributed to the situation? Is it worth restoring the trust?

2. Demonstrate Respect (Trust Behavior #2)

to the person as you meet with them. Open your agenda.

3. Confront Reality. Talk Straight. (Trust Behaviors #8 & #1)

about what happened and how trust was lost. Quantify it in economic terms. Acknowledge your contribution to the situation.

4. Listen First (Trust Behavior #11)

to what they have to say.

5. Clarify Expectations (Trust Behavior #9)

going forward and invite them to make (and keep) commitments to you.

6. Extend Smart Trust (Trust Behavior #13).

Trust and verify using good judgment Allow the person to behave themselves out of the problem they behaved themselves into.

Source: The Speed of Trust, Stephen Covey



Navigating Conflict Successfully



Welcome!

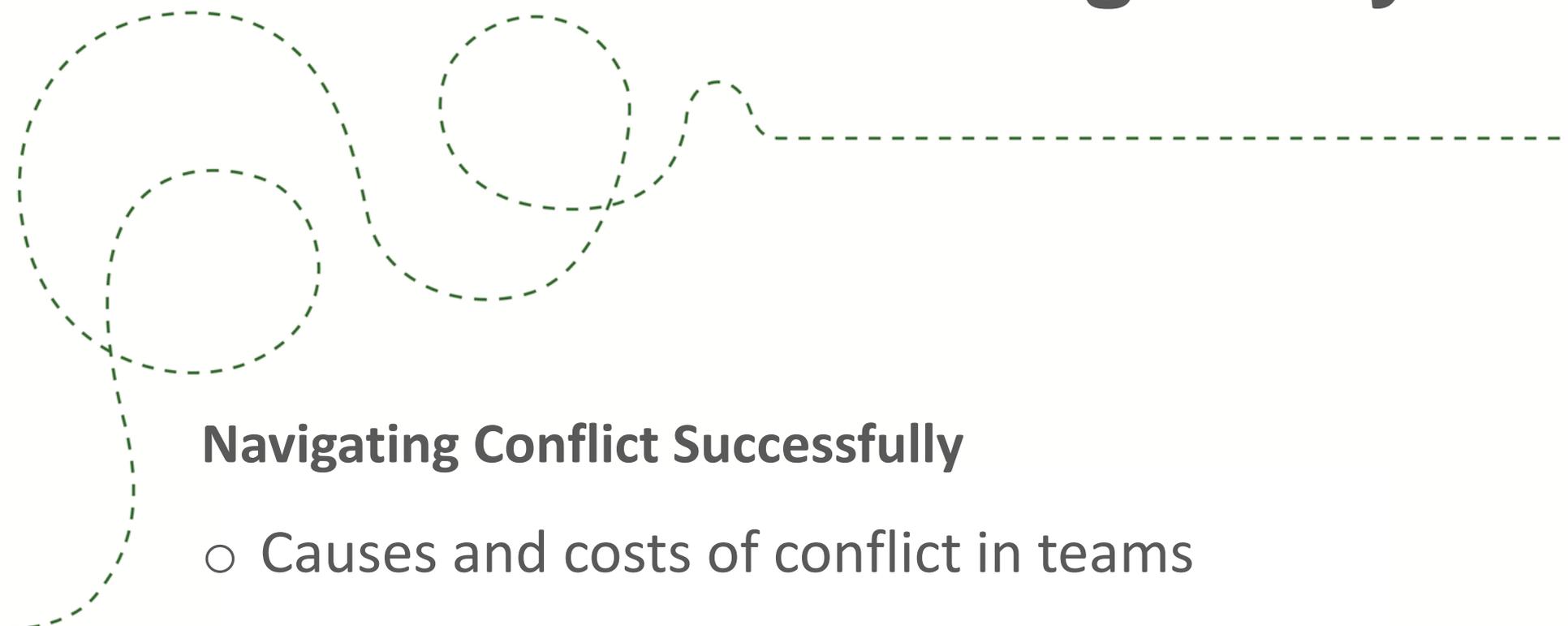
Geoff Schierbeck



Kathryn Proudfoot



What we are covering today

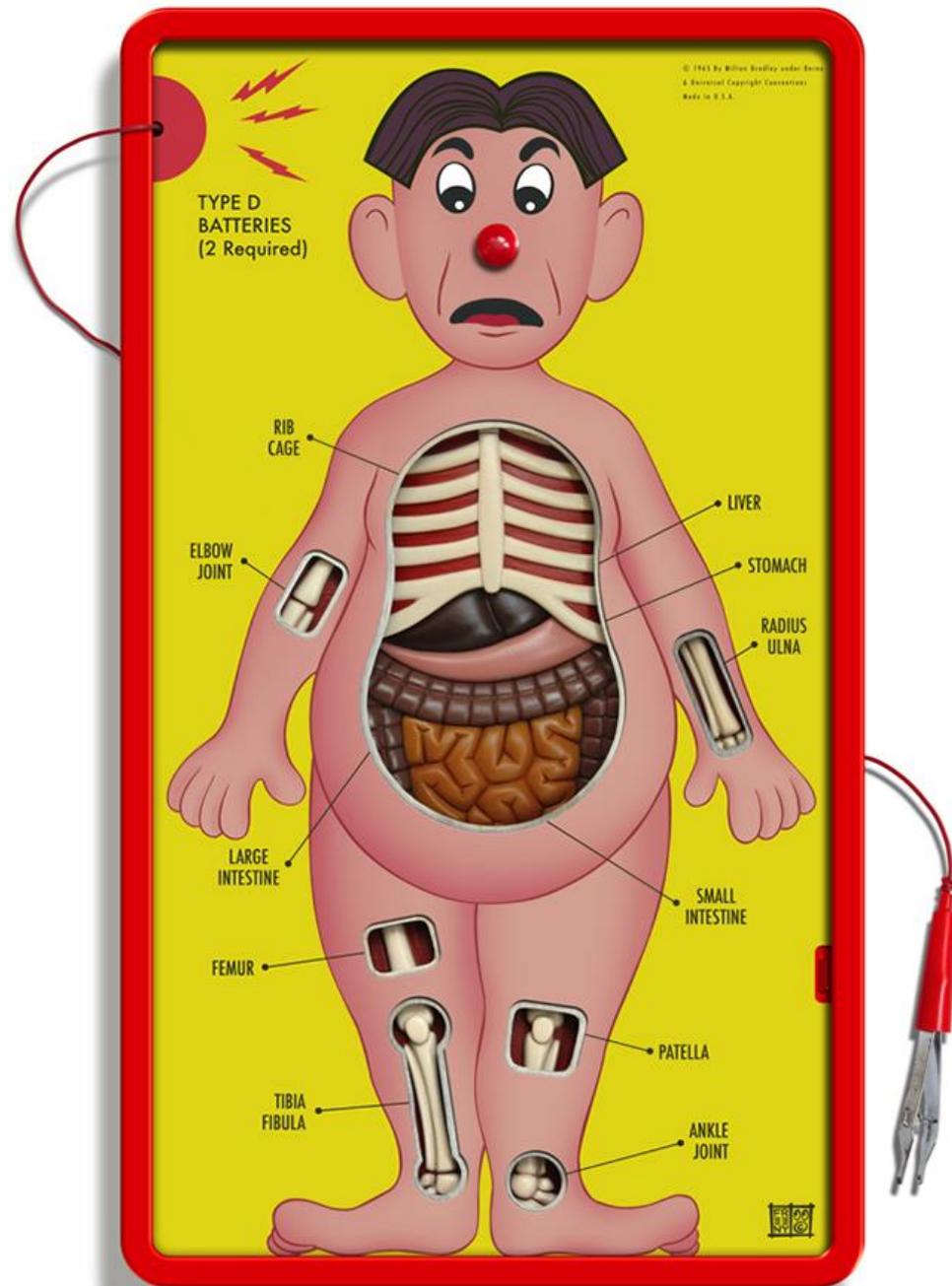
A decorative graphic consisting of a dashed green line that starts with a horizontal segment on the right, then loops back and forth in a series of overlapping circles and curves on the left side of the slide.

Navigating Conflict Successfully

- Causes and costs of conflict in teams
- Personal conflict “styles” and how they influence how you engage in conflict
- Tools and strategies to help you navigate conflict effectively

Conflict

“Conflict is the expressed struggle involving two or more parties who perceive incompatible goals, scarce rewards and interference from the other party in achieving their goals.”





Job satisfaction plummets
& turnover increases



Operational effectiveness
declines



Stress & health problems

How is conflict manifested on your team?

A

Silence (walking on eggshells)

B

Triangulation (gossip and building camps)

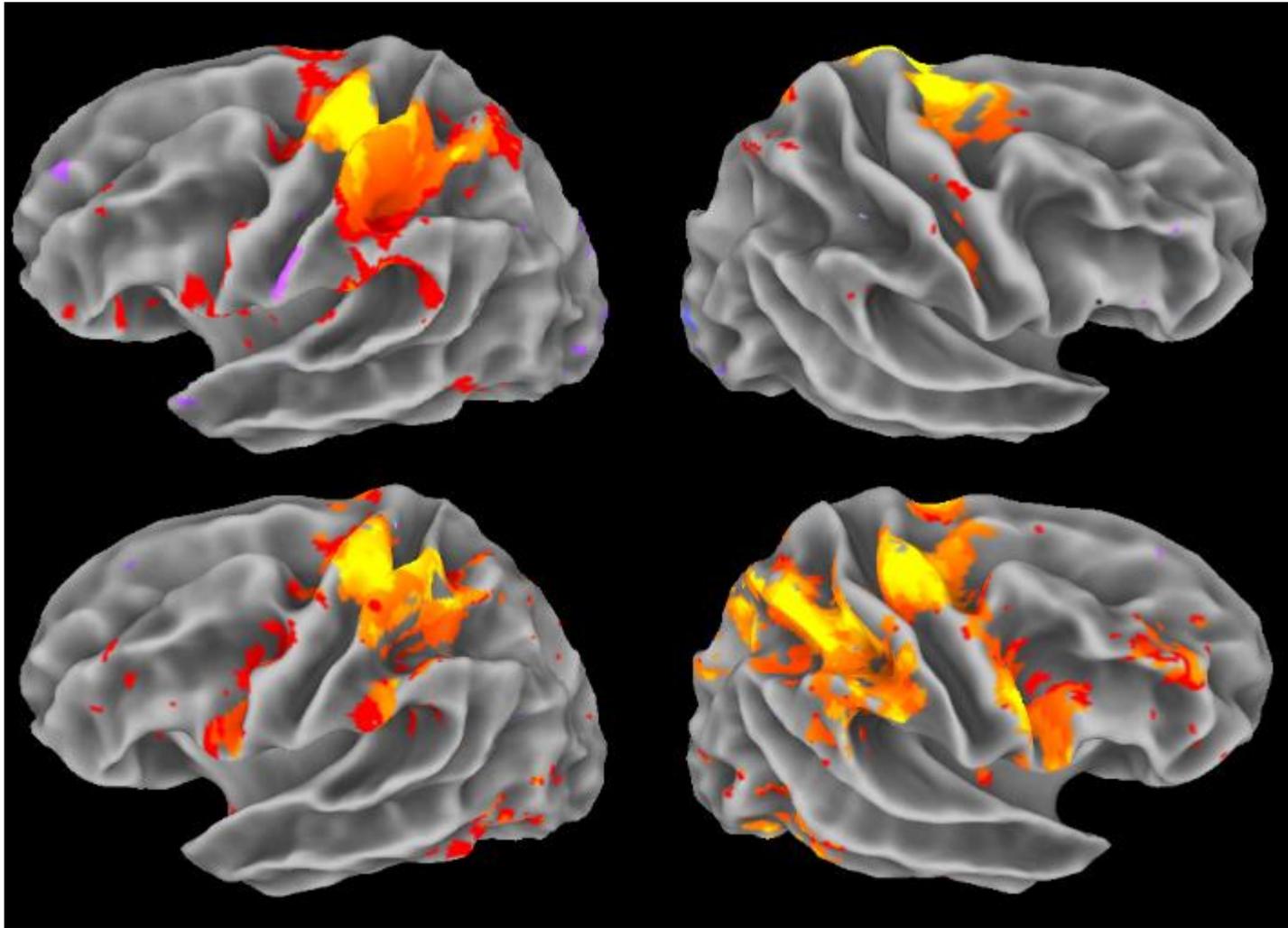
C

Passive aggression (sabotage)

D

Confrontation (yelling)

But why is it so HARD?!





Power-distance index



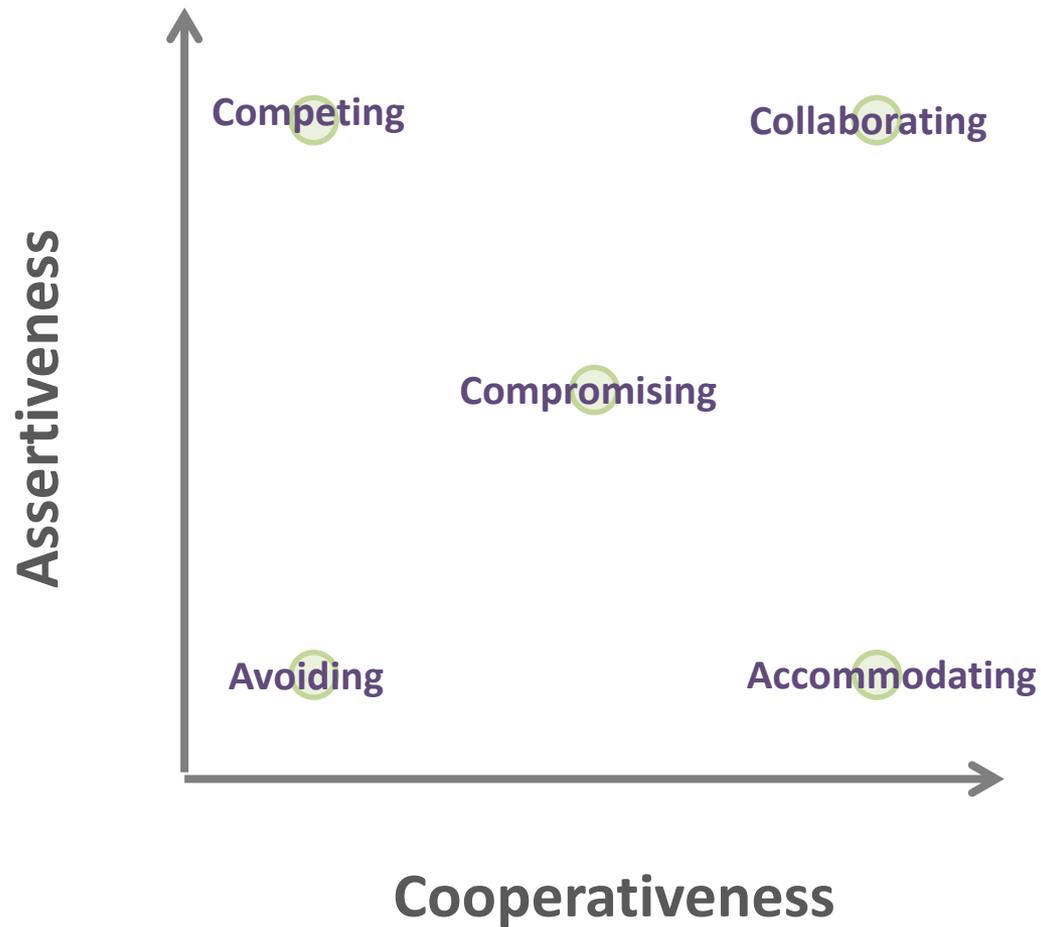
System stress



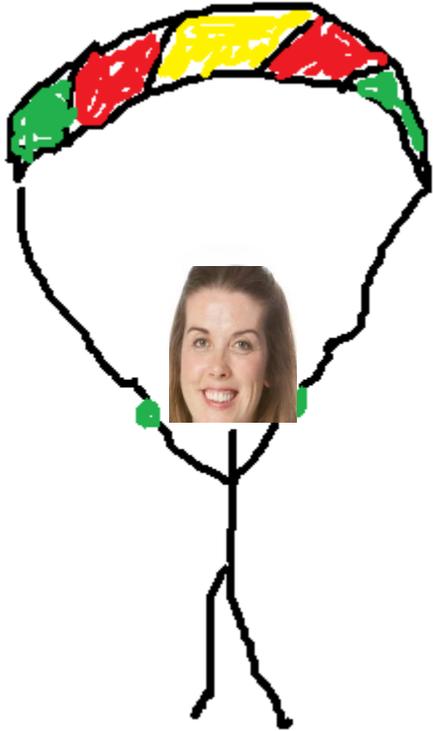
Strategy #1:

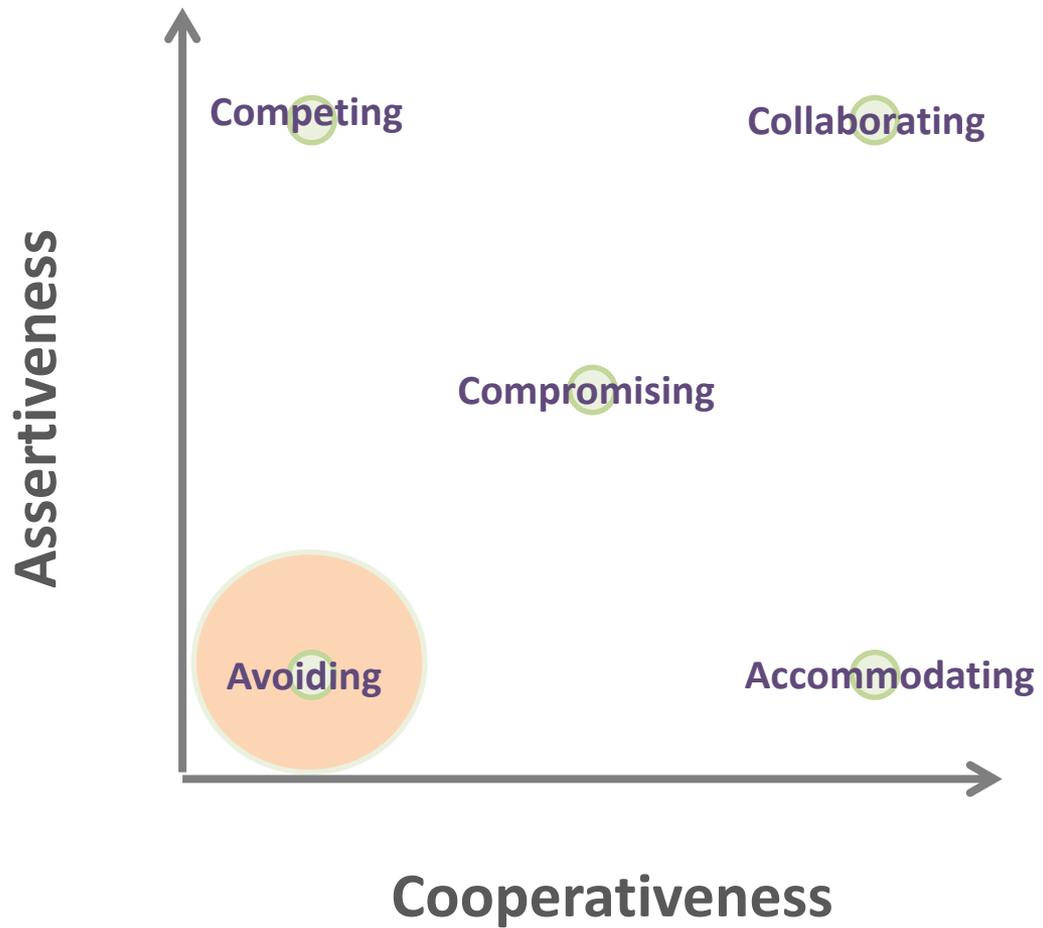
Know yourself

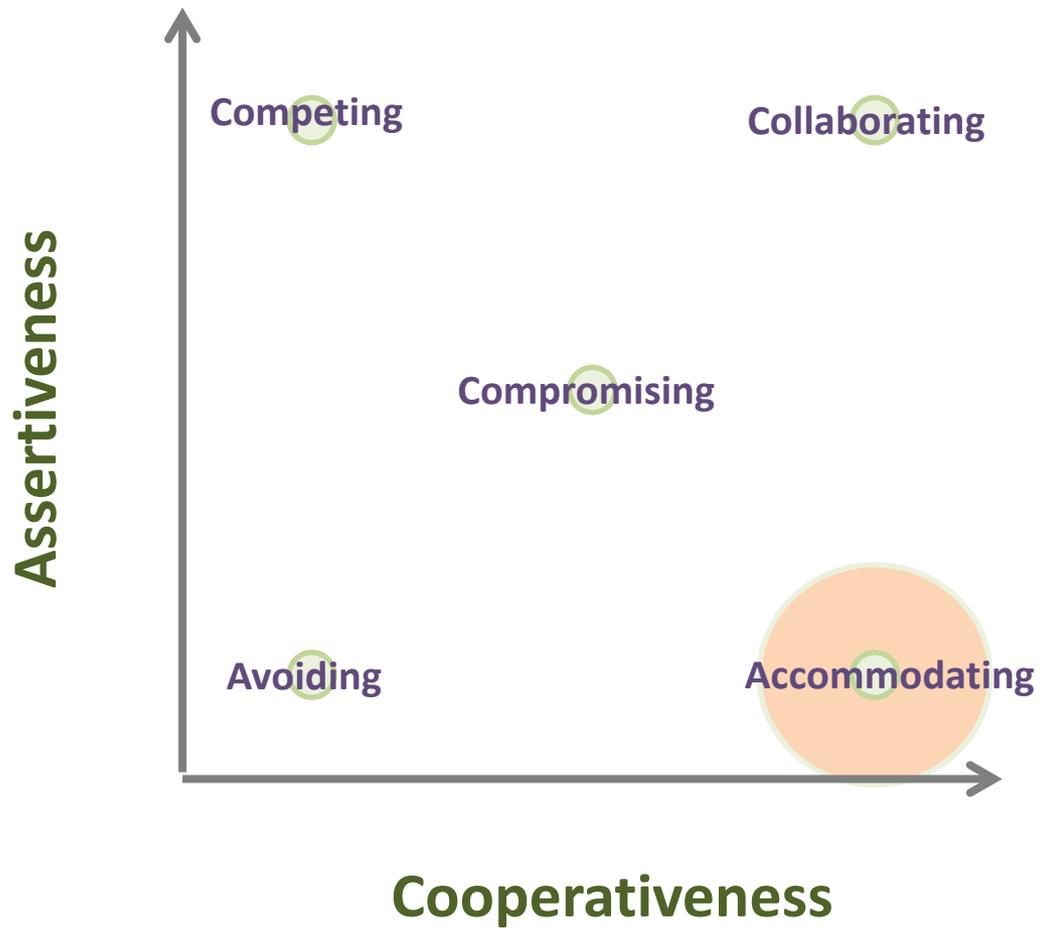
Thomas-Kilmann Conflict Model

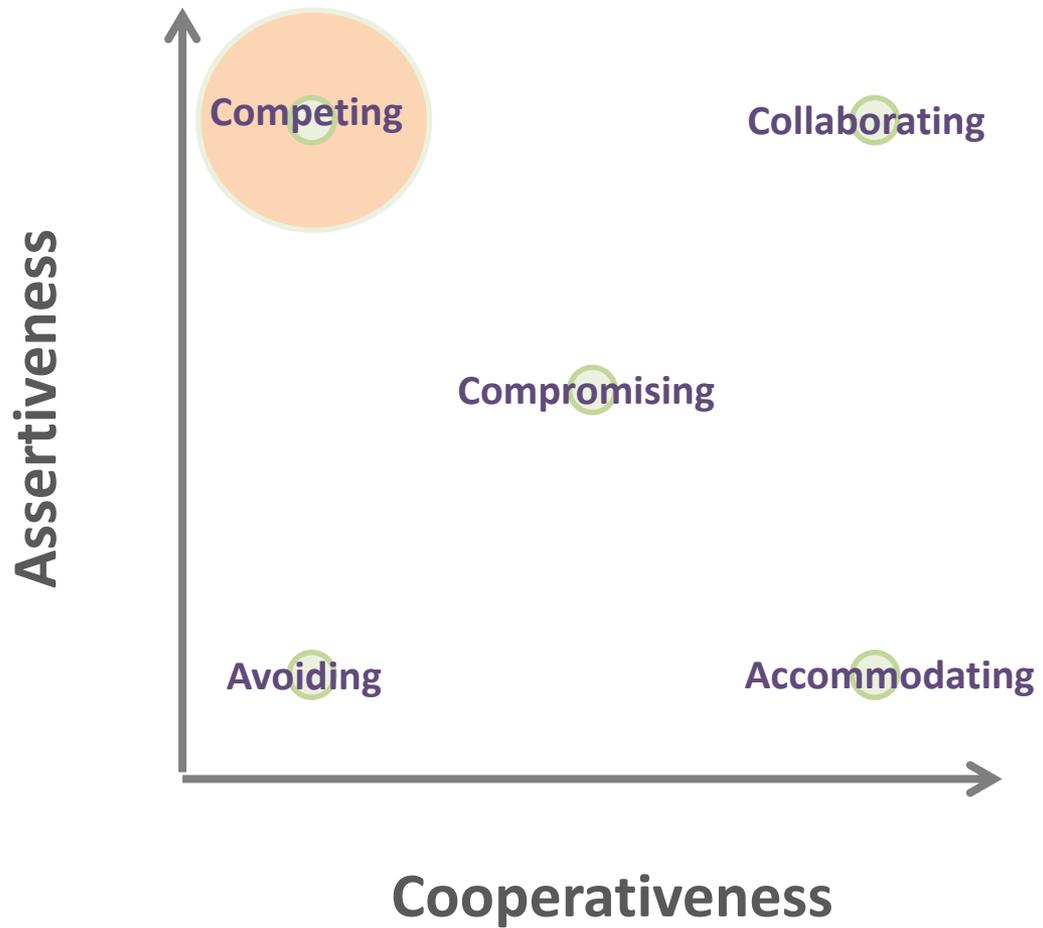


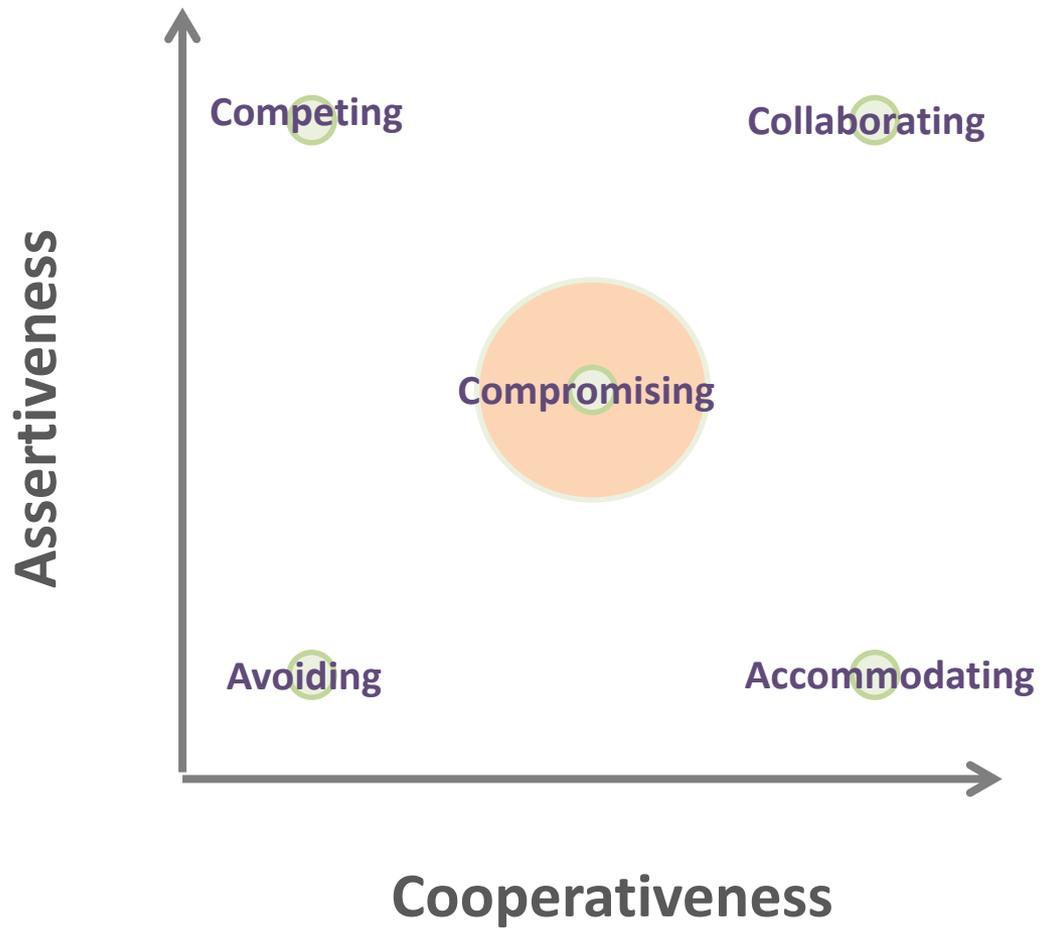
Case Study: Vacation Blues

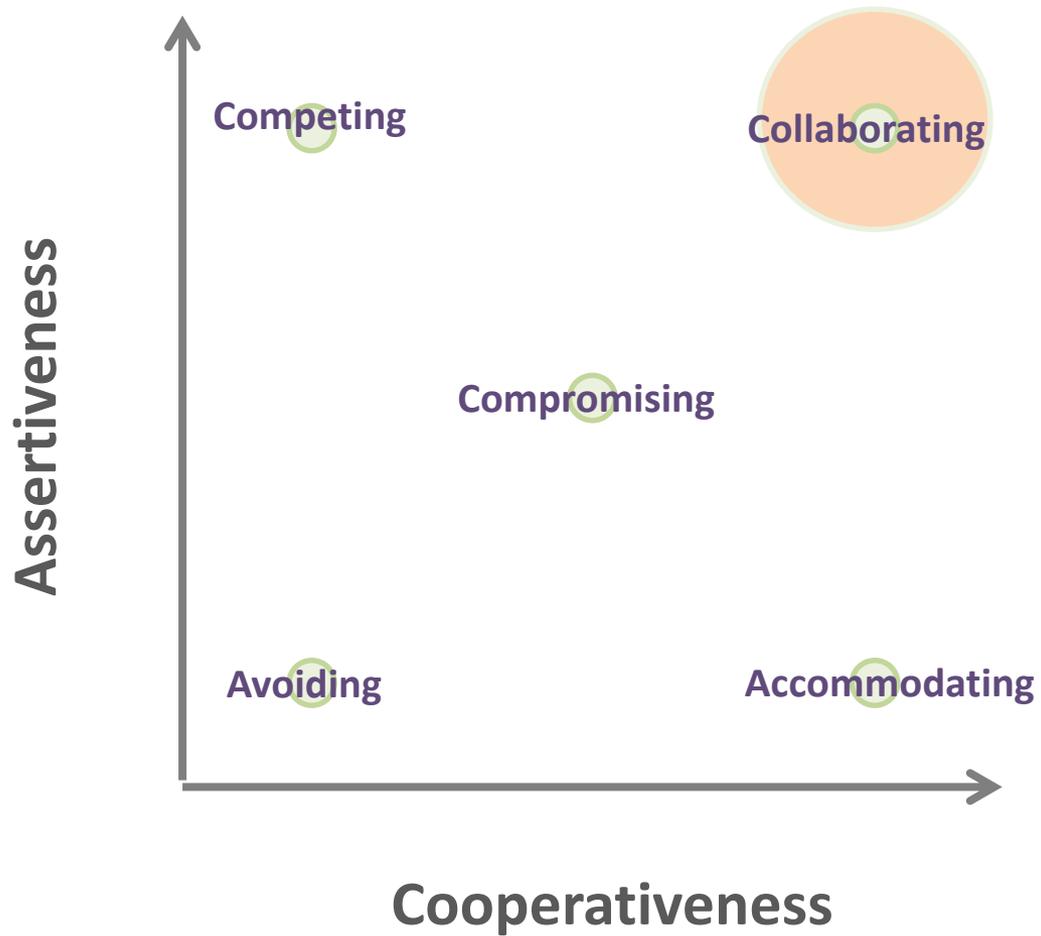












How does your team generally handle conflict?

- A** Avoiding (no way)
- B** Accommodating (your way)
- C** Competing (my way)
- D** Compromise (half way)
- E** Collaborate (our way)



Strategy #2:

Curiosity, not conclusions

Case Study: Cancellation **Crazy**



- P What are my priorities?
- E What are my expectations?
- A What are my assumptions?
- C What are my concerns?
- H What are my hopes?
-
- B What are my beliefs?
- F What are my fears?
- V What values might be undermined here?

P

What are my **priorities**?

- *Deliver high-quality project on time*
- *Be successful at future projects*

E

What are my **expectations**?

- *Everyone involved should feel as committed & driven as I do*

A

What are my **assumptions**?

- *Cancelling meetings indicates a lack of interest and support*

C

What are my **concerns**?

- *My work will look bad*

H

What are my **hopes**?

- *We can figure out a way to work better together, because I know what great work he can do*

B What are my **beliefs**?

- *I need Kathryn's input to do this project properly*

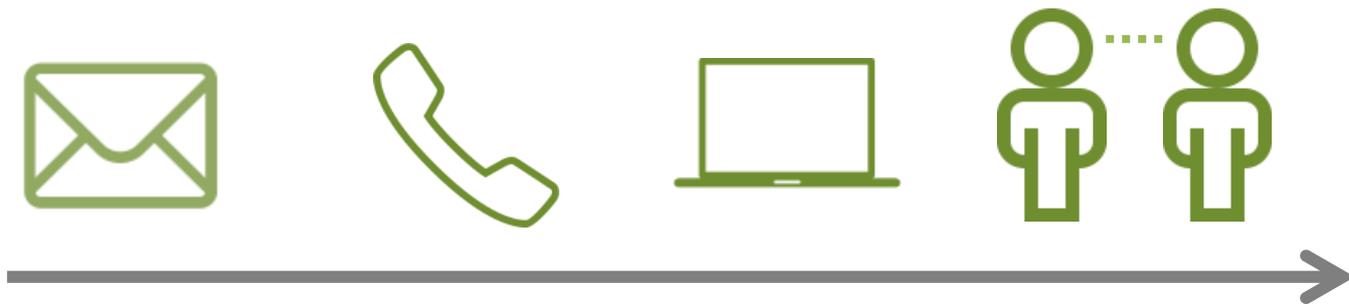
F What are my **fears**?

- *If I talk about this, I'll be seen as making a big deal out of nothing*

V What **values** might be undermined here?

- *Respect*
- *Equity*

- P What are my priorities?
- E What are my expectations?
- A What are my assumptions?
- C What are my concerns?
- H What are my hopes?
-
- B What are my beliefs?
- F What are my fears?
- V What values might be undermined here?

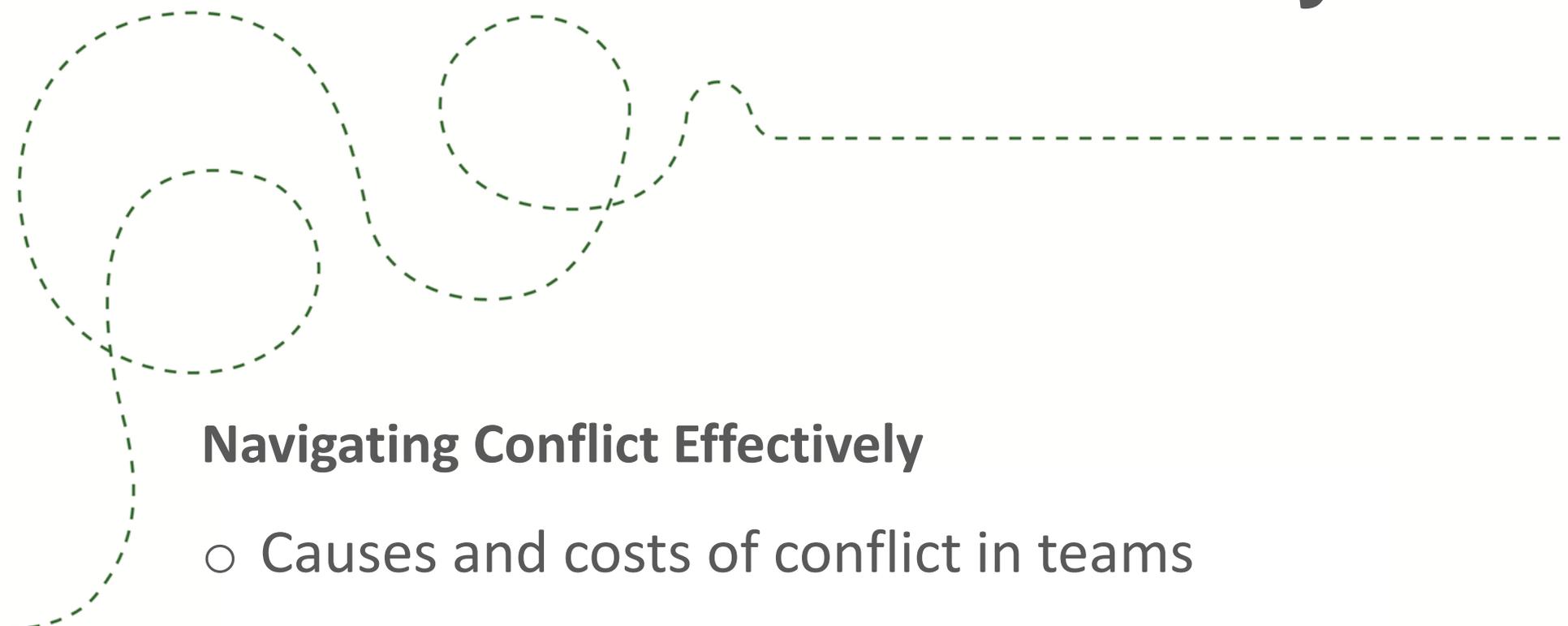


Chances of success

“You must have conflict in your story.
Even fairy tales and cartoons have them.”

- Terry McMillan

What did we cover today



Navigating Conflict Effectively

- Causes and costs of conflict in teams
- Personal conflict “styles” and how they influence how you engage in conflict
- Tools and strategies to help you navigate conflict effectively

Applied Learning Challenge!

Applied learning activities – pick at least one

- There are 5 to choose from
- Working through one as a team
- We will share some experiences at the next webinar



Action Plans!

Chat to All Participants:

What is one thing you heard today that you may start to use by next Tuesday?

Upcoming Webinars

- September 13 – Clinically Speaking: Tools of the Trade
- October 11 – Pain
- November 1 – Appropriate Use of Antipsychotics



Quick Reminder...

Monthly Reports & Data Due!

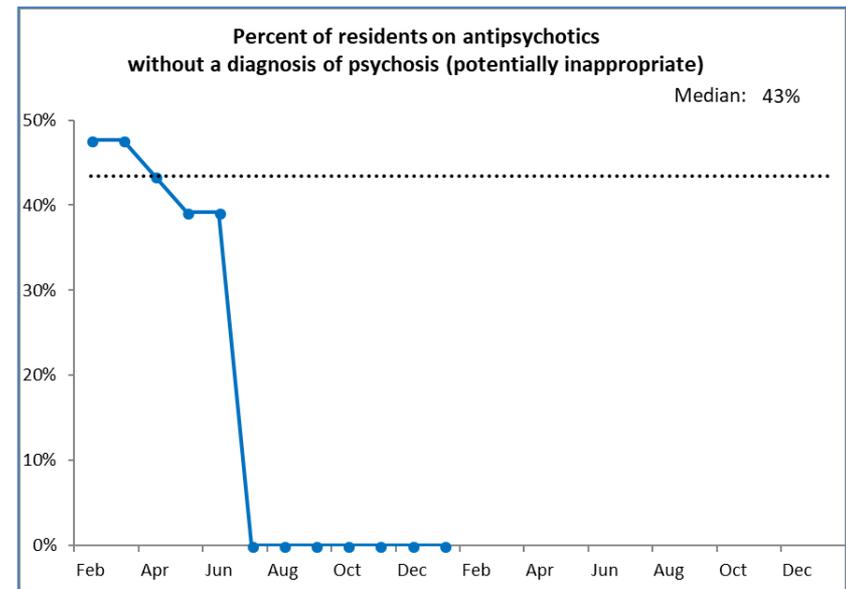



Clear Monthly Team Report
Please submit prior to the second Friday of each month to ClearBC@bcpsqc.ca

Team Name	McMountain-Sayeed Care Home
Month/Year	March 2018
Team Aim	To decrease the number of anti-psychotics being used with a target goal of the provincial average 25.9% by the end of February 2019

- 1. Changes tested this month:**
 - Discontinued PRNs that haven't been used
 - Checked and corrected RAI coding for target residents
 -
- 2. What we learned this month:**
 - We learned that there is a larger population outside of our team interested in antipsychotic usage but may require more resources/education for involvement
 - Culture of some staff and families is to "just medicate" around behavioural difficulties and sleep
 - Some physicians need more education around antipsychotics
 - Several residents had PRNs which had never been used, or last used over 6 months ago
- 3. Challenges:**
 - Learning curve on data collection for Clear reports
 - Med reviews, team meetings and communication can be difficult across staffing requirements/schedules
 - Overwhelming information trying to find time to review is difficult
 - Safe antipsychotic reduction while dealing with residents with advanced dementia
 - Multiple physicians serving resident population
- 4. Successes:**
 - RAI coding has been reviewed and corrected
 - Reduced the rate of PRN antipsychotic use,
 - Increased overarching awareness of staff around antipsychotics

1

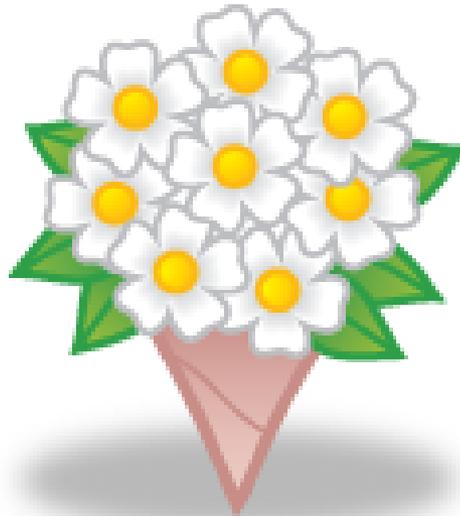


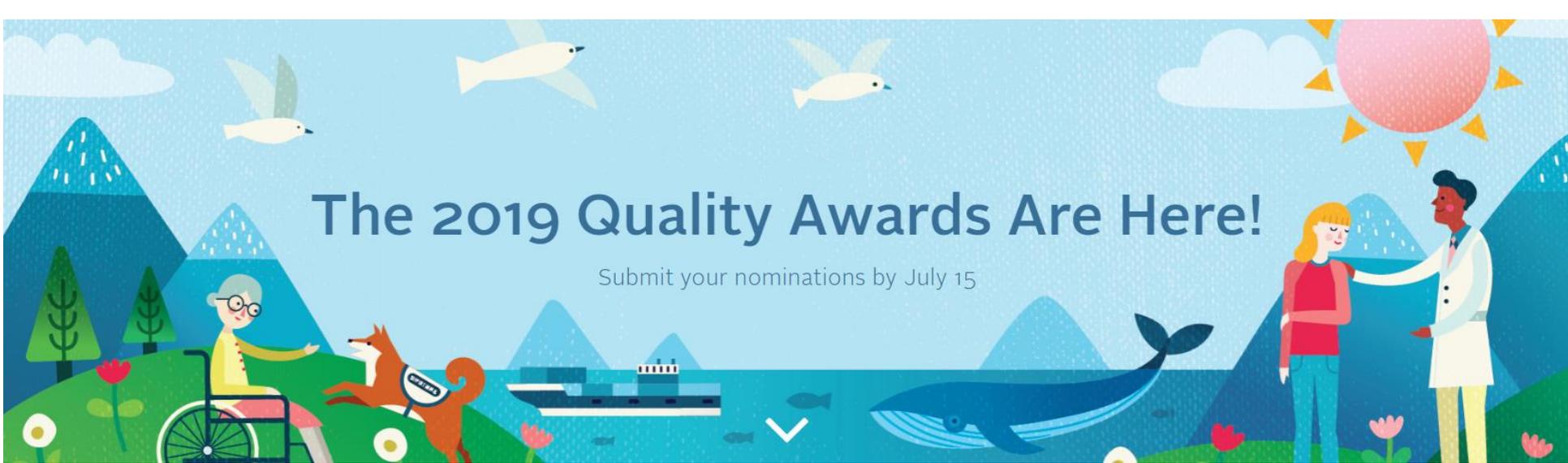
Thank You

Participating Teams

Faculty

Support Team





The 2019 Quality Awards Are Here!

Submit your nominations by July 15

8 Categories

Staying Healthy

Getting Better

Living with Illness

Coping with End of Life

Leadership in Quality

Quality Culture Trailblazer

Leadership in Advancing the Patient Voice

Everyday Champion

Recognition

Winners receive \$2,500, registration for Quality Forum 2019, and more

www.BCPSQC.ca

Evaluation!

Please complete the evaluation of the webinar after you close WebEx.

FEEDBACK

Stay Online!

- What questions do you have?
- What advice do you need?