Welcome! Who's here today?

Introduce yourself in Chat!

• Name

• Where you live

• Specialty/area of practice

• Years in practice

Doctors of BC
Governance Webinar Series

Keeping Things Clean:
Healthy Conflict and Decision-Making
In Your MSA or Division
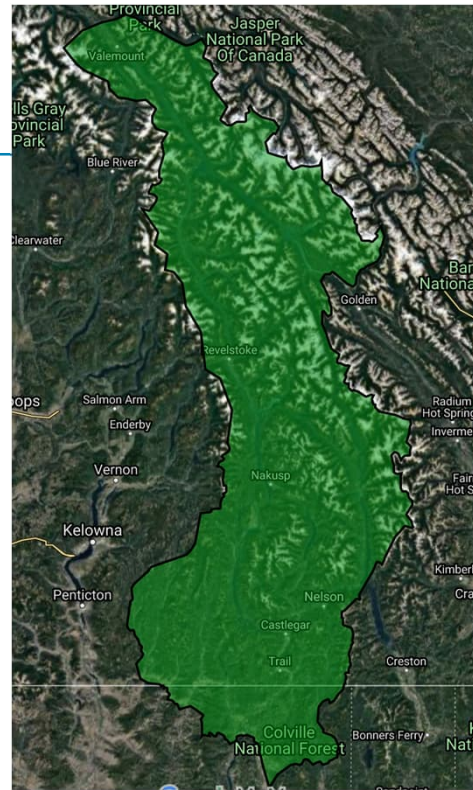
NOVEMBER 10, 2022

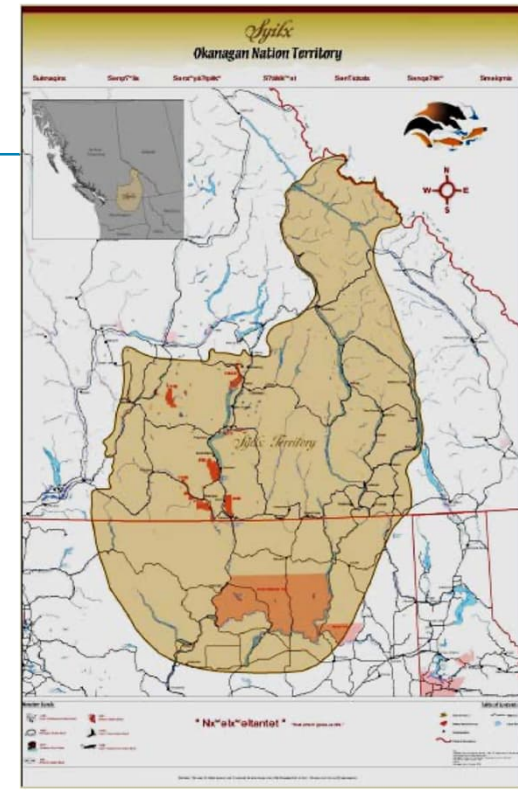THIS WEBINAR IS BEING RECORDED

Nelson, BC

Ktunaxa

Sinixt

Syilx Okanagan

Who We Are

- **Host/Trainer**: Alison Sayers, MA

- **Producer/Trainer**: Nichola Manning, MPA

- **Guest Speakers**: Dr. David Merry, Co-Chair, Kootenay Boundary CSC

  Andrew Earnshaw, Executive Director, KB Division

- **Tech Support**: Britt Poulsen

Keeping Things Clean:
Healthy Conflict and Decision-Making In Your MSA or Division

During the webinar:

All participants are muted to ensure there is no competing background noise.

The chat function has been disabled.

Please use the Q&A for any questions or comments.
If needed, you can come off mute to clarify.

The webinar is being recorded and will be released in the days after the session.

What is CONFLICT?

When Conflict Is Unhealthy

Ø Disruption

Ø Resentment

Ø Negativity

Ø Increased turnover

Ø Low morale

Ø Stalls work

Ø Prevents discussion

Ø Winning a fight

When Conflict Is Healthy

- ✓ Strengthens relationships & teams

- ✓ Better solutions, innovation, outcomes & growth

- ✓ Engaging meetings

- ✓ Ideas & perspectives encouraged

- ✓ Politics minimized

- ✓ Effective discussion

- ✓ Solving a problem

What Are Conflicts About?

Tasks and Goals

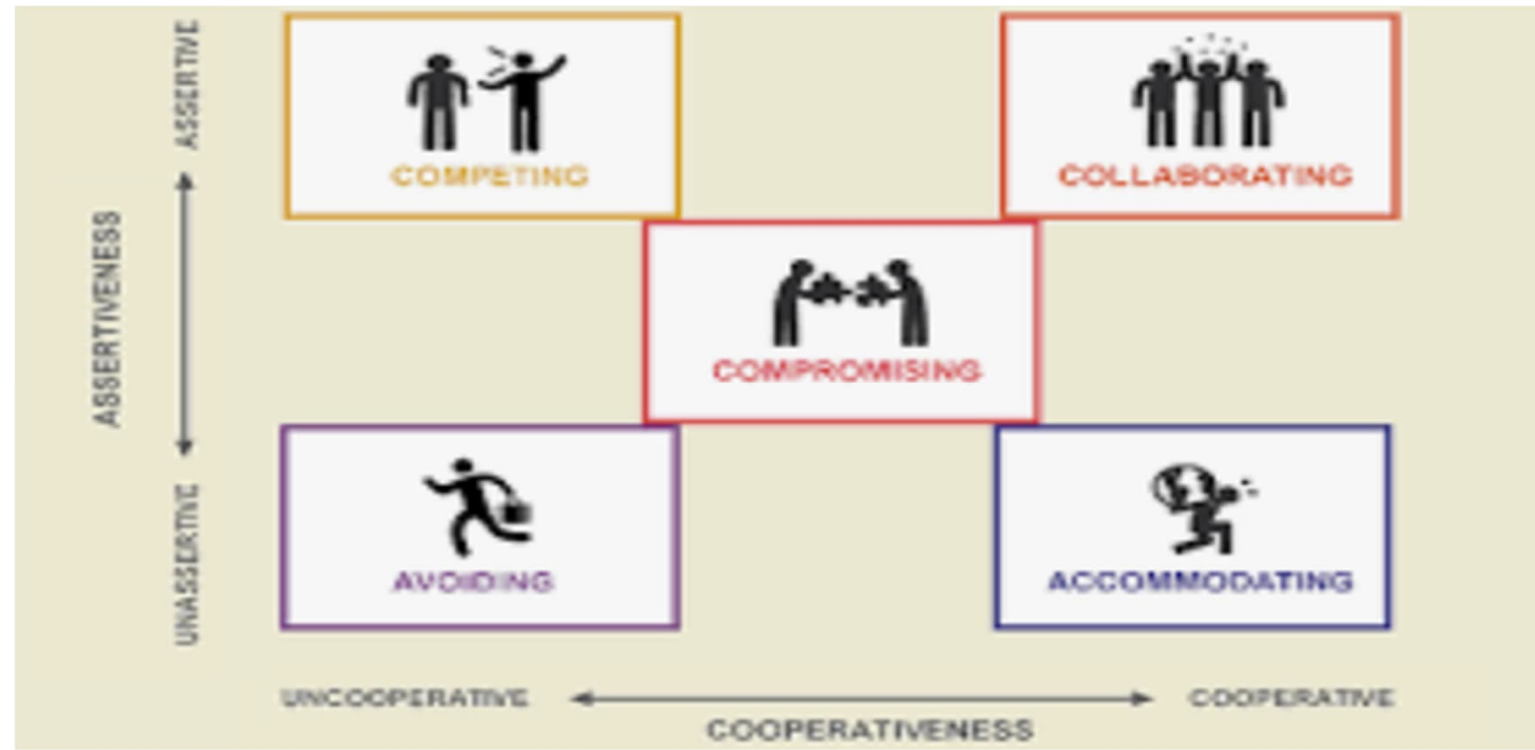**Process**

Status

Relationship

Encourage Healthy Conflict

- Strong leadership

- Set clear expectations

- Encourage questions and respectful dialogue

- Be vulnerable

Conflict Management Styles

Thomas-Kilmann
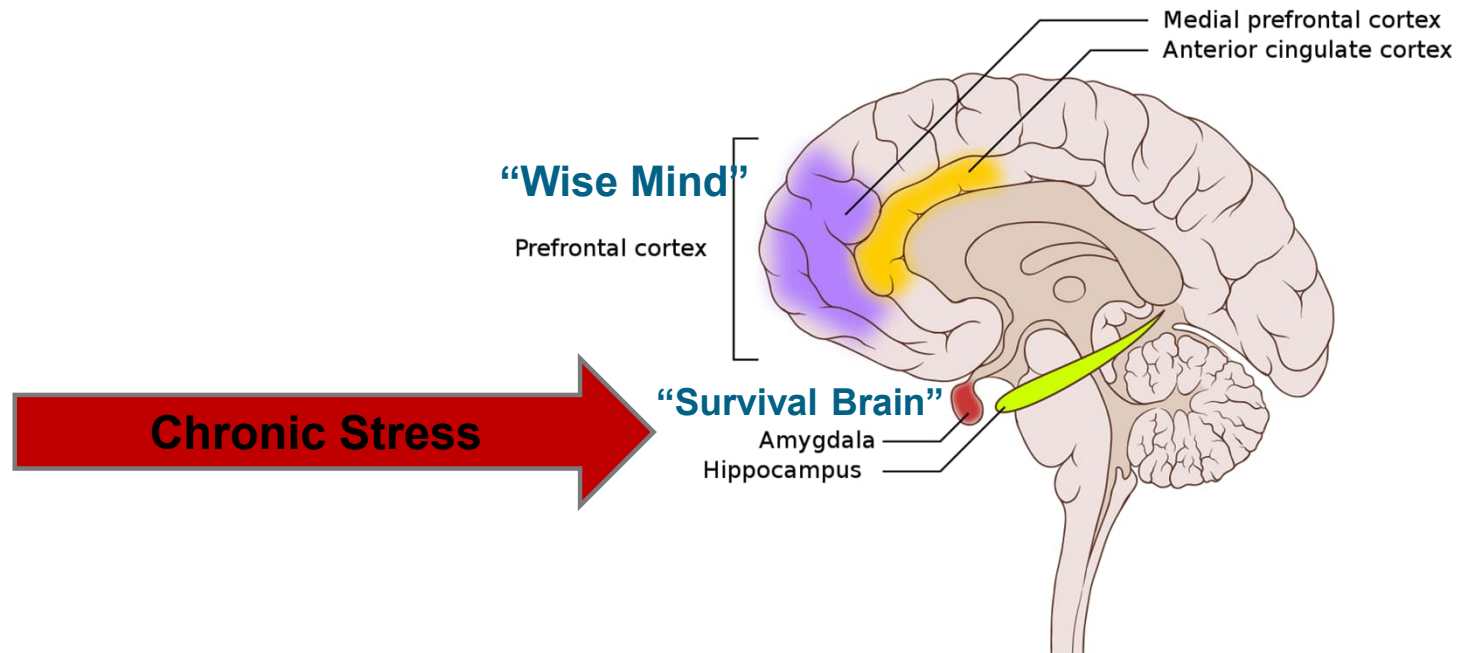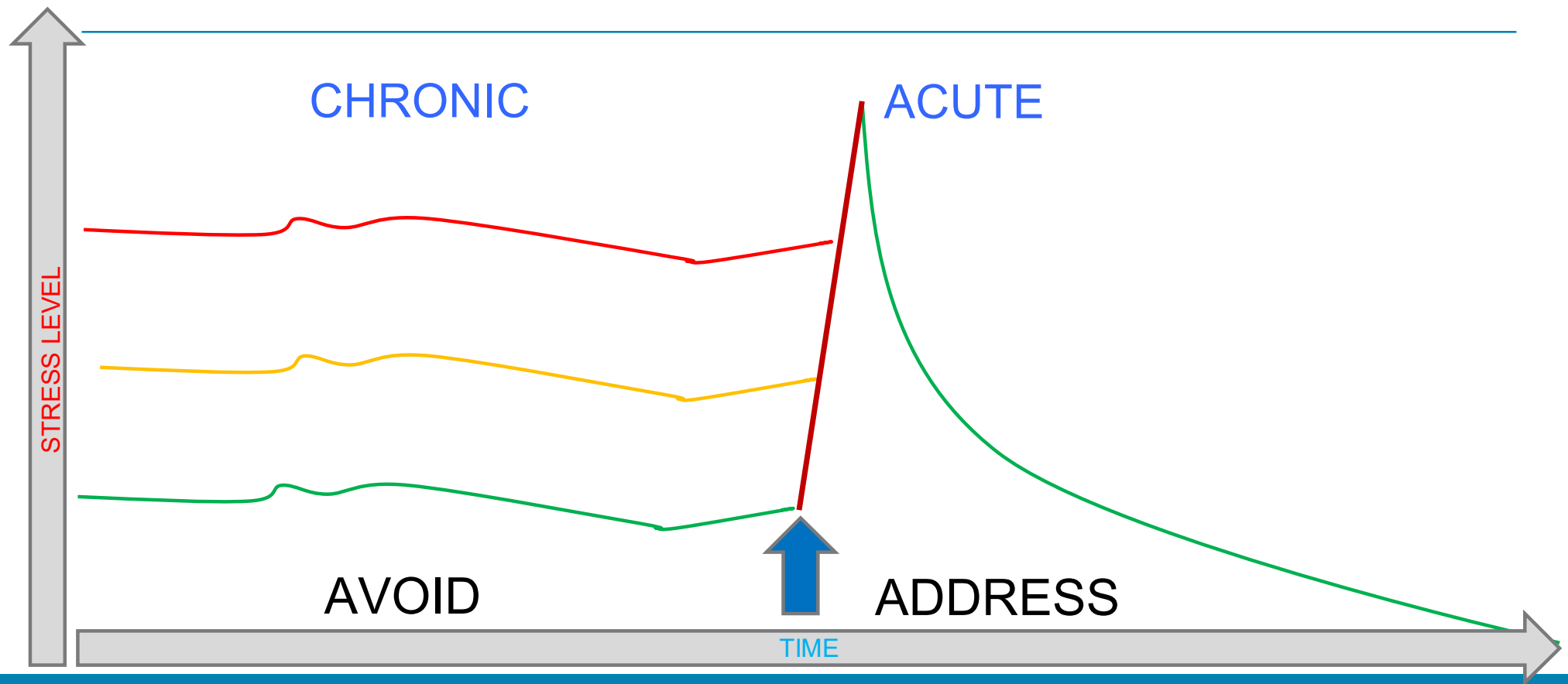Model for
Dealing with
Conflict

Poll:
What Is Your Default Style?

1. Compete (I win, you lose)

2. Avoid (I lose and you lose because it's never addressed)

3. Accommodate (You win, I lose)

4. Compromise (I win and lose, you win and lose)

5. Collaborate (I win, you win)

Conflict and Stress

"Wise Mind"

Prefrontal cortex

Medial prefrontal cortex
Anterior cingulate cortex

Chronic Stress

"Survival Brain"

Amygdala
Hippocampus

Conflict and Stress

Triangulation

Reduce Triangulation
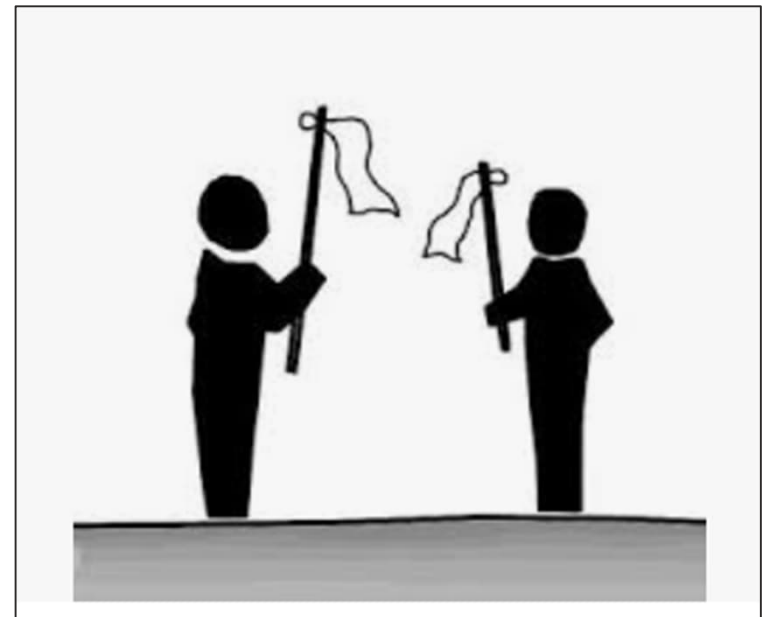

COACH

A

C

DIRECTLY ADDRESS

B
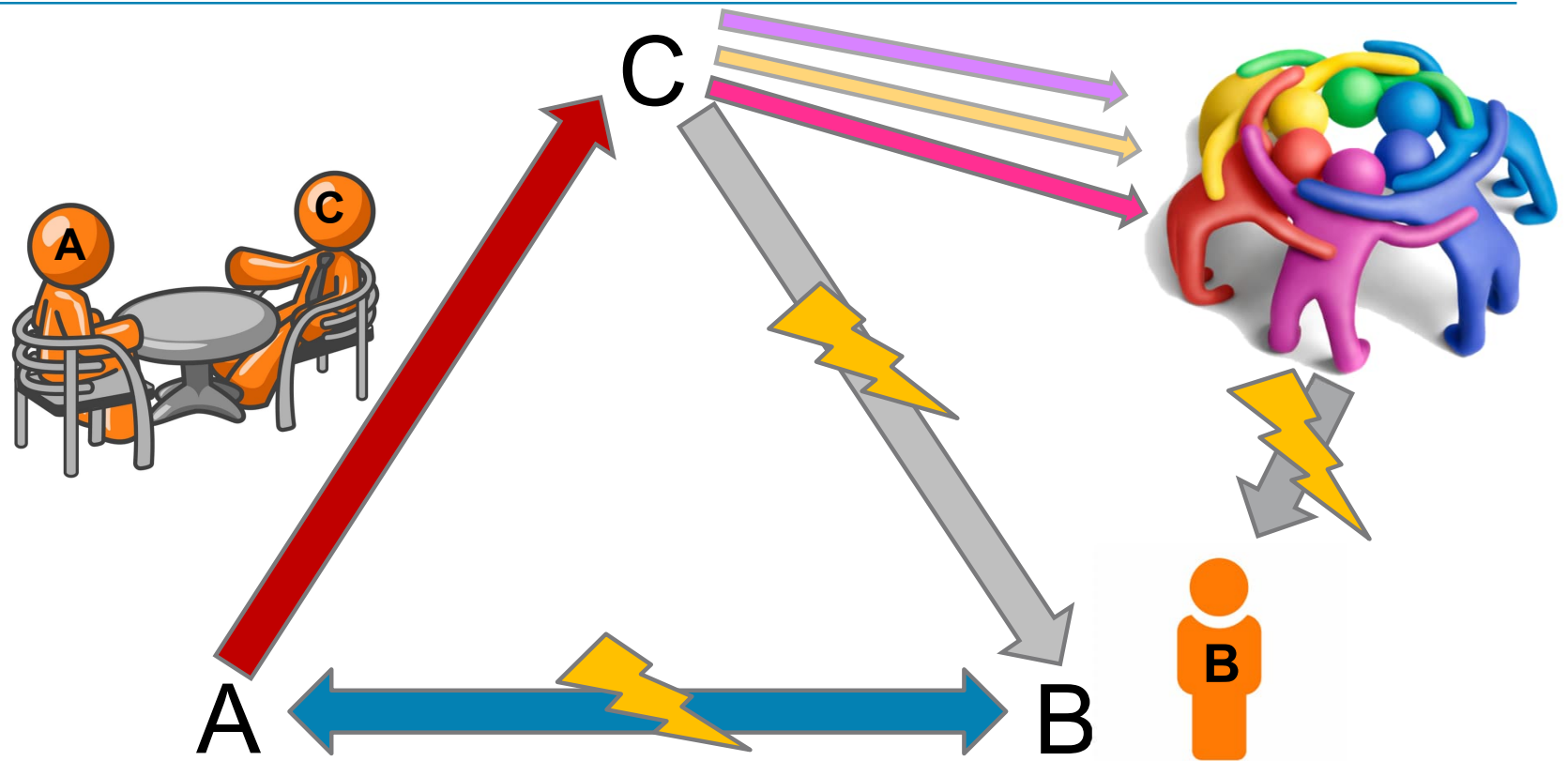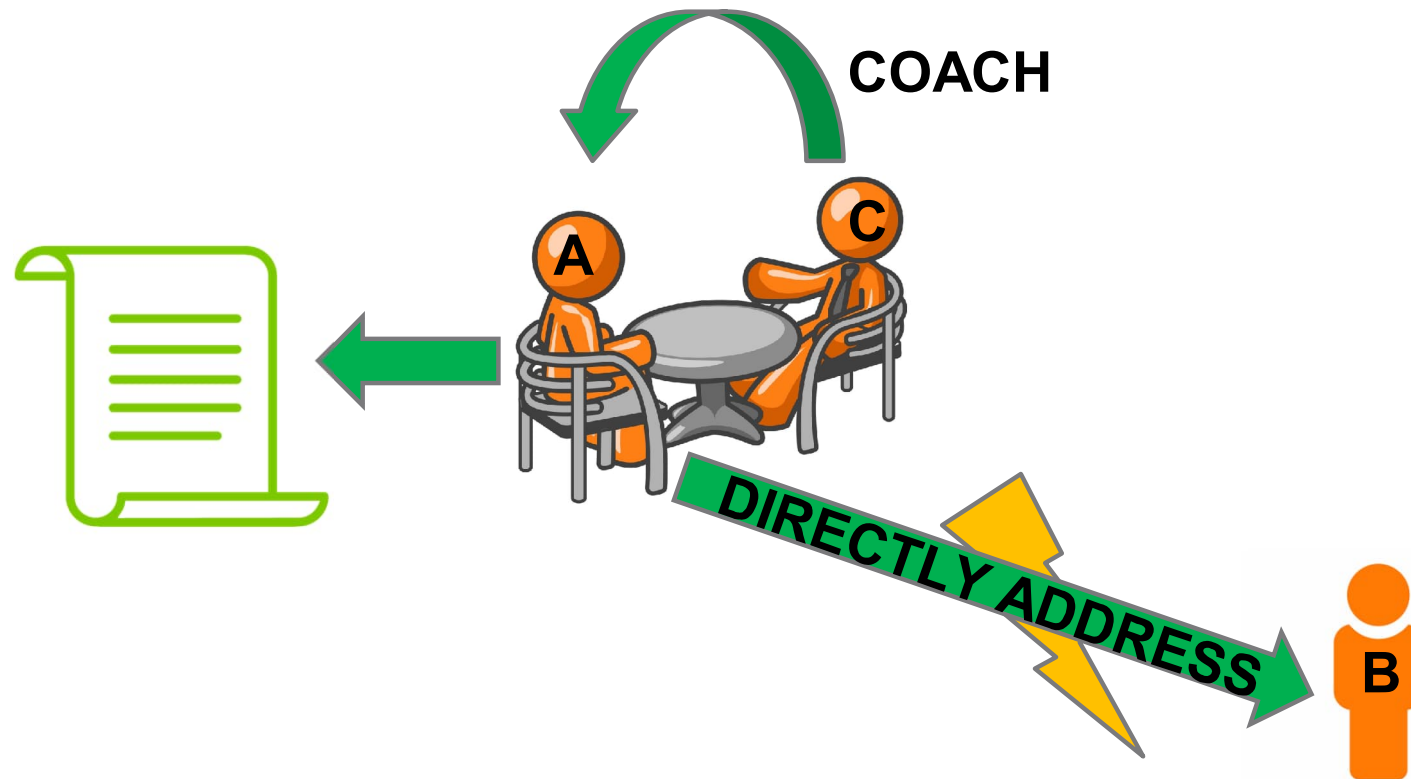
Assessing Risk

- Dealing with it vs. avoiding it

- Psychological safety

- Power dynamics

- Readiness

- What to Say

How to Deal with Conflict

1. Normalize it!
2. Face it
3. Encourage accountability
4. Call in the pros!

Q & A

Healthy Team Decision-Making

The ability to make sound decisions as a team with the least amount of stress possible

Debate

Assumes there is one right answer (and you have it)

Style is combative, attempting to prove the "other side" wrong

Listens to find flaws and counter argue

Critiques only the other position

Defends your own views at all costs

Encourages search for differences

Creates a winner/loser and discourages further conversation

Involves no focus on feelings, often actively seeking to belittle or offend

Dialogue

Assumes others have pieces of an answer and you can craft a solution together

Style is collaborative, seeks to find common understanding

Listens to understand

Critiques all views, including your own

Allows others' thinking to improve your own
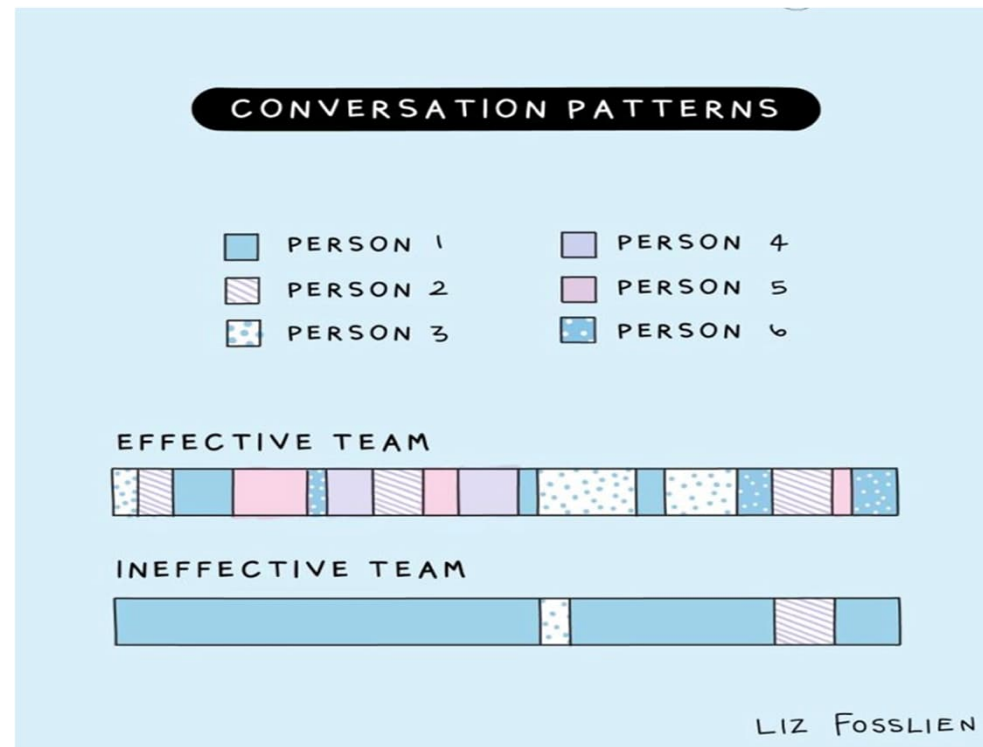
Encourages search for basic agreement

Creates an open end, leaving the topic open for further discussion

Involves a real concern for the other, doesn't actively seek to alienate or offend

@holidayphillips

Aim for Equal Participation

Types of Team Decision-Making: MSA/Division Governance

Autocratic

Consultative

➡️ **Collaborative**

Delegating

Making Decisions

- Urgency

- Level of Risk

- Information

- Scale the process

- "No blame" retrospective

"Agree to Disagree"

"Disagree, then Commit"

Virtual Conflict

- More efficiency

- More opportunities for misunderstanding

- We have less empathy

- No moments to connect after the meeting

- Conflicts fester

Q & A

Case Study: "Sticky Situations"

Kootenay-Boundary Collaborative Services Committee

Dr. David Merry, KB CSC Co-Chair

Andrew Earnshaw, Executive Director, KB Division of Family Practice

KB CSC Timeline

Convened 2011

Forming and Storming

David Kuhl + Leadership Change

Norming

PCN – Wave 1 Approval

Governing Primary Care - PCN
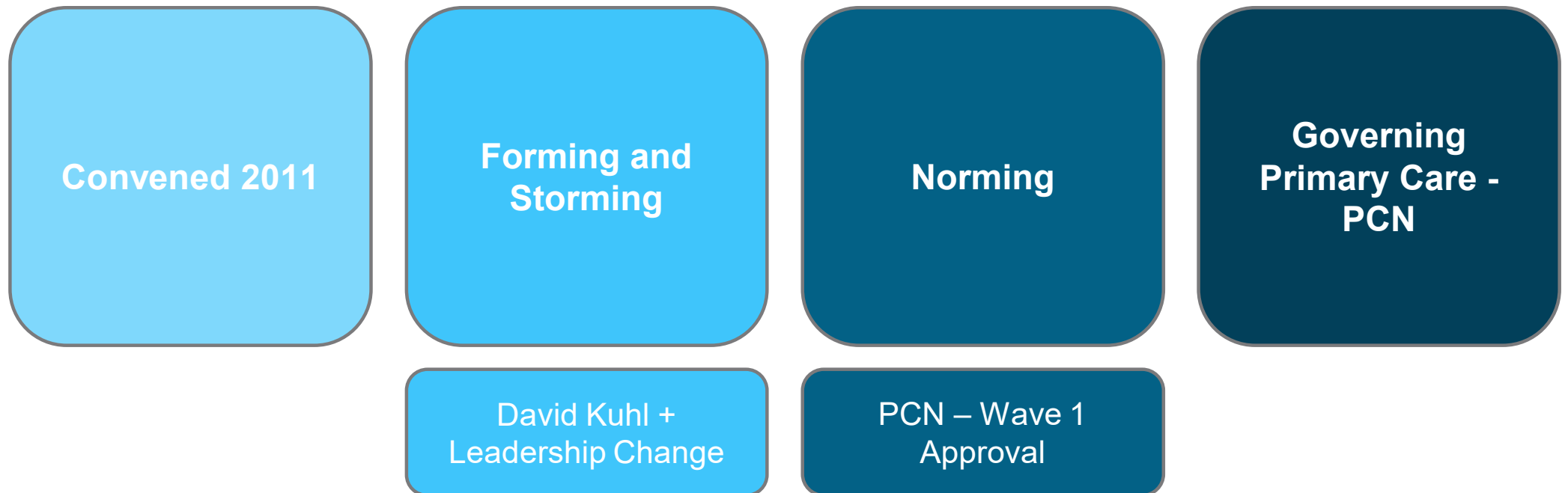
"Sticky Situations"

- Division's Future of Clinics & Prima Health initiative

- Waneta

- 2nd PCN NP at Riverside

- PCN 2.0

Conflict Timeline
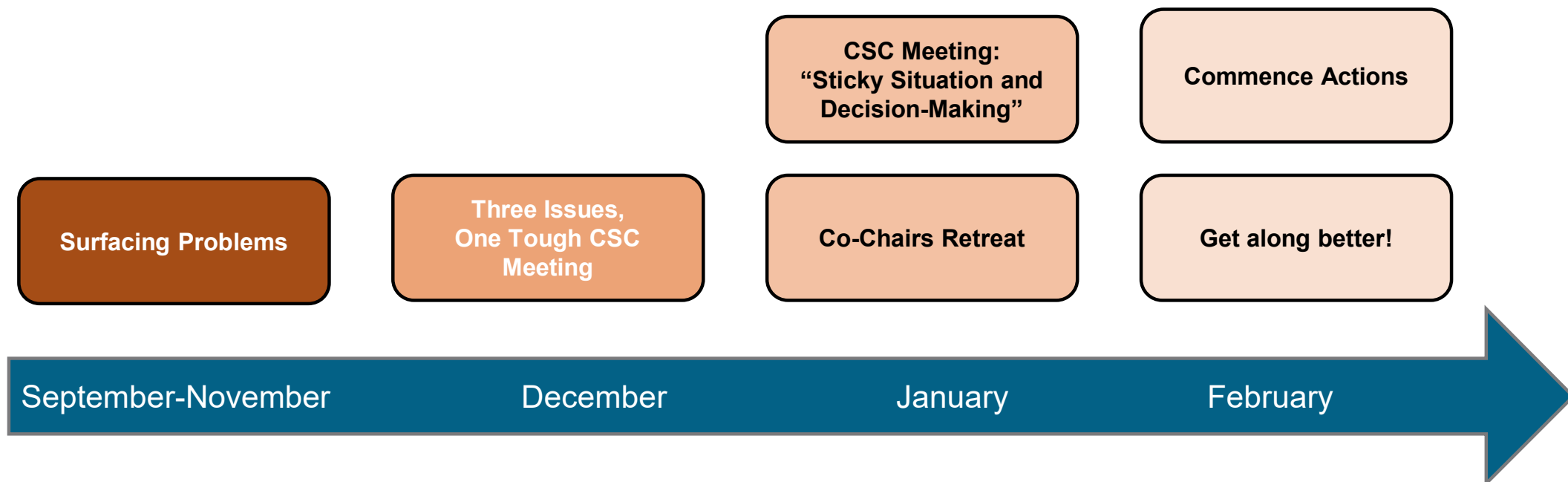
CSC Meeting:
"Sticky Situation and Decision-Making"

Commence Actions

Surfacing Problems

Three Issues, One Tough CSC Meeting

Co-Chairs Retreat

Get along better!

September-November   December   January   February

Conflict Resolution Strategies

- Foundational Documents: credits, deficits

- Celebrate success, ambition, relationships

- Honest, frank communication

- Co-chairs - strategic leadership

- Issues, not people

- Commitment to improvement

- "Agree to Disagree" to "Disagree, then commit"

Good Foundations

- Time and effort

- Culture of learning and improvement

- Dr David Kuhl - Relationship-Based Care

- Deliberate collaboration

- Model for Working Groups (PCN)

Helpful Resources:
KB CSC Technologies

- CSC Spectrum of Engagement

- Video: Complex Systems Theory: Cynefin Framework

- Video: Quality Improvement – PDSA Cycles – Dr. Mike Evans

- Relationship Based Care – Dr. David Kuhl

- David Kuhl Innovation Grant

- Article: Teal Mgt Theory – Frederick Laloux

- Change Management Office - Watershed White Paper

- PCN Service Plan's Theory of Change

- 2019 Team Norms Exercise

- Discussion Paper - Sticky Situations & Tuning Up CSC/PCN Decision Making

Q & A

Helpful Policies

- Terms of Reference
- Code of Conduct
- Confidentiality
- Conflict of Interest
- 24-Hour Cooling Off

Relationships are Important!

- Empathy

- Generous interpretation

- Separate impact from intention – don't assume they meant it!

- How important is it to you to solve the problem?

- How important is it to you to preserve

    or improve your relationship?

Self-Reflection

❑ I know my triggers which might start a conflict

❑ I know what my symptoms are that let me know I'm no longer in my "wise mind" or being my best self

❑ I understand my roles and responsibilities, and the roles and responsibilities of others, within my organization

❑ I highly value my relationships with my co-workers at my MSA/Division

❑ When I disagree with someone, I ask questions before refuting their ideas/position

Organizational Assessment

- ❑ My MSA/Division has several policies which help us manage conflict

- ❑ Everyone at my MSA/Division table works hard to create a psychologically safe environment

- ❑ Triangulation at my MSA/Division is rare

- ❑ Everyone at my governance table participates equally in discussion

- ❑ The governance table leader at my MSA/Division effectively addresses conflict

Resources

Books:

- *Getting Along: How to Work with Anyone (Even Difficult People)* - Amy Gallo

- *Positive Intelligence* – Shirzad Chamine   www.positiveintelligence.com

- *Difficult Conversations: How to Discuss What Matters Most* – D. Stone, B. Patton, S. Heen

Thank you for your time.

Questions or Comments?