Conflict Resolution
in the Operating Theatre/Recovery

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- No conflict of interest
- Interest in conflict

- Council of SASMOA
- AMA (SA)
- Medical Practitioners Tribunal
- Facilitator Human Factors

Not About: Industrial Matters

PROTECT WORKERS' RIGHTS

Unions

Not About: Unsafe or Unprofessional Conduct

Safety Learning System report (AIMS)
AHPRA

Not About: Bullying or Harassment

Formal reporting
Performance management

Conflict resolution is about:

- Safety, Teamwork, Communication

- Assertiveness/Advocacy
  - Barriers
  - Skills to manage conflict

- Resilience

Safety, Teamwork, Communication

Assertiveness/Advocacy
    Barriers
    Scripts

Conflict
    Causes
    Methods of resolution
    Scripts

Resilience

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Resilience

Barriers to Communication / Assertiveness

• Language difference

Mag ik plassen

Dutch to English: blazen:
blow; hum; wheeze; gasp; pant; puff

Dutch to English: plassen
pee; urinate; pass water

Dutch as a second language

I was preoccupied translating the words,
so I heard what people said
but I did not always
understand what they meant.

Ik versta je wel, maar,   ik begrijp je niet
I can translate,   but,   I do not understand
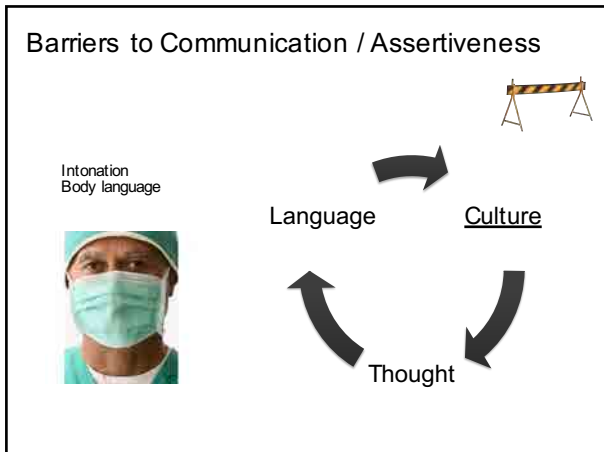
Barriers to Communication / Assertiveness

Intonation
Body language

Language   Culture

Thought

Language and culture: problems

- We assume that 'yes' means 'I agree'
  - The Asian 'yes' is a habitual response.
  - Like "yeah I am listening", not necessarily "I understand"

- It may be an acknowledgement that you have asked a question NOT the answer to the question

- "Yes, (I will do that)" does NOT necessarily mean "Yes, (I know how to do that)"

- Risk of losing face (yours or theirs)
  - May pretend to understand your meaning.
  - Do not want to suggest that you are not being clear

Language and culture: Suggestions

- Do not ask closed questions,
  - "Do you understand?"
  - Condescending
  - Another "yes", "no" question.

- Rather ask open questions,
  - "What do you understand?"
  - "What are you going to do?"
  - "Please let me know if my mask makes me unclear"

Barriers to Communication / Assertiveness

- Language
- Culture
- Status, Hierarchy
  - Don't want to look stupid
  - Not sure I'm right
  - Not my place, what do I know?

The duck and the co-pilot

Safety, Teamwork, Communication

Assertiveness/Advocacy
•Barriers
•Skills to manage conflict

Resilience

Assertiveness/Advocacy

Individuals speaking up and stating their information with appropriate persistence until there is a clear resolution.

Flin 2008

Shoshin
Beginner's Mind

"Junior team members should be able to question the decisions made by senior team members"

AGREE	
Pilots	97%
ICU Consultants	94%
Consultant anaesthetists	84%
Nurses	70%
RMOs	60-70%
Consultant surgeons	55%

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Resilience

2 Challenge Rule

1
- Voice your concern in the form of a question
  The member being challenged must acknowledge

2
- Voice your concern again in a different way to ensure that it has been heard & understood

3
- If the outcome is still not acceptable
  - Take a stronger course of action
  - Use supervisor or chain of command

Curious   (Concerned)

That cystic duct looks big – could you show me the anatomy?

Unsure   (Uncomfortable)

I'm not sure that it is the cystic duct

Seriously concerned

I'm really worried that it's not the cystic duct

Second Pair of Eyes
Perhaps we could get another opinion

Stop   (for Safety's Sake)
Please stop the dissection

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Resilience

Causes of Personal Conflict

- Hierarchy
    - Power
    - Control
- Personality Type

- Low resilience
    - Hungry
    - Angry
    - Late
    - Tired

Disagreement and Aggression in Theatre

Source of aggression	n	%
Register nurses/ODP	256	65.6
Consultant surgeon	209	53.4
Consultant anaesthetist	131	33.5
Surgical registrar	124	31.7
Anaesthetic registrar	55	14.1
Line manager	52	13.3

Disagreement and aggression in the operating theatre
Richard Coe & Dinah Gould

Coe, R. 2008

Dealing With Conflict - - Thomas/Kilmann Model
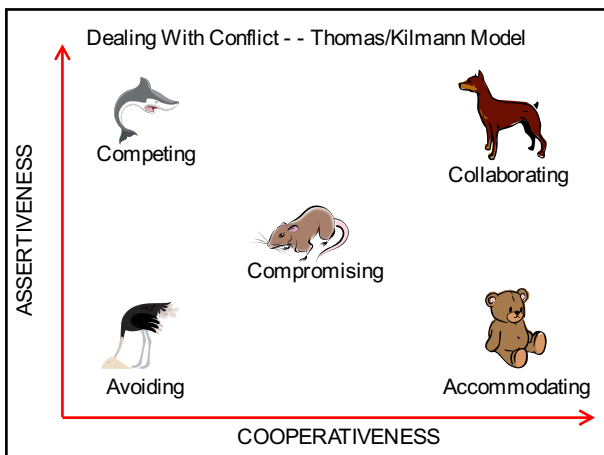
Dealing With Conflict - - Thomas/Kilmann Model

Everyone has a preferred method of resolving conflict

Each one has its advantages & disadvantages

Competing: High assertive, low cooperative

You want to get your way no matter how it affects the other party.

Competing

+ve

　When a quick decision is needed.

-ve

　Loss of resilience, ("money in the bank")

Collaboration: High assertive, High cooperative

You are concerned with fully satisfying both sides.

Collaborating

+ve

　Provides sustainable solutions.

　When gaining commitment.

-ve

　Time consuming.

　80:20

True collaboration is a process, not an event

Avoidance: Low assertive, Low cooperative

You don't want to deal with conflict so you delay, minimise or ignore issues

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Avoiding

+ve
    When one or more parties need time to calmdown or consider a situation
    When issues are of low importance.
-ve
    Loss of resilience
    Opportunity cost

Accommodating: Low assertive, High cooperative

Lets agree to respect each others views
No matter how wrong you are

Accommodating

+ve
> You are learning a new skill.
> The issue is of low importance.

-ve
> Your voice is not heard

Compromise: Mid assertion, mid cooperation

You split the difference with the other party.

The Foundation of a Successful Marriage

Compromising

- -+ve
  Quick agreement
  The decision is a temporary solution.
  The issue is of moderate importance..
- -ve
  No-one gets what they want

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Resilience

DESC Script

A constructive approach for managing and resolving conflict

- D — Describe the specific situation
- E — Express your concerns about the action
- S — Suggest other alternatives
- C — Consequences should be stated

DESC Script

- Timely

- Frame problem in terms of your own experience and observation. Use "I" statements

- Depersonalise: Focus on the patient, safety

Its not about you (or me)

DESC script in the operating room

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Jugs

Capacity: Individual & Team

Content: HALT

Hungry

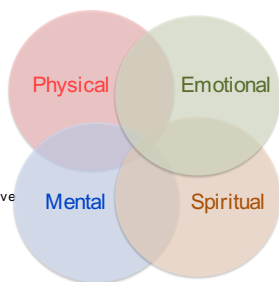**A**ngry / **A**nxious

Late / **L**onely

Tired

Dimensions of Resilience

- Fitness and stamina
- Nutrition for energy
- Rest and recovery

Physical

Emotional

- Calming and focussing
- Impulse control
- Emotional regulation
- Positive emotion
- Realistic optimism

- Self belief
- Outlook & perspective
- Thinking traps
- Sustained focus
- Causal analysis
- Control controllable

Mental

Spiritual

- Values and beliefs
- Empathy
- Reaching out

Conflict resolution

Communication

Safety

CUS
DESC
Look after yourself