

Conflict Management Storyboard

Developed by Ashley Collins Roy

Commented [NH1]: Reviewed 9/8/17

Patient Scenario

Text on Screen

72 year old patient s/p CABG

Admitted to ICU

Night shift nurse receives patient with a female visitor at the bedside

Daughter shows up and is angry to learn her father's girlfriend has been allowed to visit.

Commented [Office2]: NCLEX Blueprint: Manage conflict among clients and health care staff

Voiceover:

A 73-year-old male patient status post coronary artery bypass graft surgery has been admitted to a cardiac intensive care unit. He remains intubated and sedated. A visitor, claiming to be the patient's girlfriend, arrives at the hospital to visit the patient; the visitation policy states the visitor must have a 4 digit code to visit the ICU but the nurse is too busy to ask for the code and allows the women back to visit the patient.

The night shift nurse arrives to receive report from the day shift nurse. Later in the evening, the patient's daughter, and DOPHA, arrives and is livid that her father's girlfriend is at the bedside. She explained that the patient's family does not approve of his much younger girlfriend and she does not have permission to visit or receive information about her father. The night shift nurse explains the visitor was at the bedside when she arrived for the shift.

Suggested image: pending

Question 1

Text on Screen

The night shift nurse is now faced with two angry family members; one who has been visiting for hours although against hospital policy and another who wants the visitor to leave. What action should the night shift nurse take to address the situation of the angry daughter and patient's girlfriend at the bedside?

- a. Instruct the girlfriend to leave the unit immediately
- b. Ask the girlfriend if she knows the 4 digit access code
- c. Let the girlfriend stay since the previous nurse did not make her leave.
- d. Notify security

Voiceover:

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Suggested image: pending

Response Box

The nurse should confirm whether or not the patient's girlfriend has the access code. The first step to conflict resolution is to assess the conflict to determine which response will lead to conflict resolution.

When faced with **conflict**:

- it is important to deal with issues not personalities or people
- take responsibility for your role in conflict resolution
- communicate & listen to both sides of the conflict
- identify the issues and themes **and**
- weigh the consequences.

Commented [Office3]: Curriculum mapping: Guidelines for conflict resolution

Commented [NH4]: Omit the and here

There are 5 responses to conflict resolution and each response will either lead to a "Win-Win", "Lose-Lose" or "Win-Lose" situation. The 5 responses **are**:

- Competition – a "win-lose" situation where one party uses their power in the situation to demand a resolution
- Accommodation – a "lose-win" situation where one party attempts to keep peace by not addressing the conflict to maintain harmony
- Avoidance – a "lose-lose" where one party withdraws or stay neutral to avoid the conflict; this strategy is a short-term tactic and does not lead to resolution in the long-term
- Compromise – a "no lose-no win" situation where both parties come to an agreement which does not always address the conflict but promote an alternative
- Collaboration – a "win-win" situation where both parties come to a mutual agreement through an innovative solution; this strategy focuses on the problem, outcome and relationships

Commented [Office5]: Curriculum Mapping: Conflict resolution techniques (Competition, Accommodation, Avoidance, Compromise, Collaboration)
Blueprint Quiz Mapping: Differentiate conflict resolution techniques and strategies

Rob – I know this deviates from the original storyline template but if possible to allow the student to click on each of the words bulleted in the response box to get additional information.

Voiceover:

The nurse should confirm whether or not the patient's girlfriend has the access code. When dealing with conflicting information between families, you need to collect all pertinent information and since the day shift nurse did not ask the visitor for the access code, the night shift nurse doesn't actually know whether or not the visitor is permitted at the bedside. The first step to any conflict resolution is to assess the conflict and determine the appropriate response to start conflict resolution.

When faced with conflict, it is important to deal with issues not personalities or people, take responsibility for your role in conflict resolution, communicate & listen to both sides of the conflict, identify the issues and themes and weigh the consequences.

Question 2

Text on Screen

When the nurse asked the patient's girlfriend for the access code she did not have the code and was not aware of the visitation policy. The daughter states "I am my father's durable power of attorney for health care and I do not permit this women to visit or receive any information whatsoever." Based on the daughter's statement, what response is she demonstrating to resolve the conflict?

- a. Competition
- b. Accommodation
- c. Avoidance
- d. Compromise

Response Box

The daughter is using her power as her father's DPOAHC to demand a resolution in her favor and this is a form of Competition. Although this is not the best response to conflict, in this situation the daughter is correct and the policy will need to be enforced. However, it would be helpful if the nurse attempted to facilitate other means of conflict resolution.

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There are 5 responses to conflict resolution and each response will either lead to a "Win-Win", "Lose-Lose" or "Win-Lose" situation. The 5 responses are competition, accommodation, avoidance, compromise and collaboration. Click on each of these responses to learn about each one.

Question 3

Voiceover:

Disagreements among patients and their families is a common source of conflict for nurses however it is not the only example of conflict a nurse should be ready to face. Drag each of these examples to the corresponding category depending on whether the example results in conflict resolution or creates unresolved conflict.

Suggested image: pending

Commented [Office7]: Blueprint Quiz Mapping
"Examine the nature and source of conflict"

These should be dropped in the "Conflict Resolution" category:

A pediatric nurse and a patient's mother develop a schedule for the patient's ADLs so the mother does not get upset by missing opportunities to participate in care. (Scenario 1)

A nurse manager announces a new practice is implemented with no rationale for the change. The nursing staff is upset and finds the new practice challenging. A meeting is arranged to discuss the evidence and brainstorm how to implement the change. (Scenario 2)

A nurse has been scheduled to work Christmas Day for the 4th year in a row. The nurse asks the scheduling committee and the committee admits it was done an error. The committee works with the nurse to find another nurse to switch holiday shifts. (Scenario 5)

These should be dropped in the "Unresolved Conflict" category":

A nurse receives a patient with several nursing tasks are left undone. The nurse is upset and feels "dumped" on but doesn't want to bring it up and create conflict. (Scenario 3)

The hospital is changing the Paid Time Off policy and staff will no longer be able to roll over accrued time off at the end of the year. Everyone is angry and threatening to quit over the policy change. (Scenario 4)

Response Box (Voiceover)

Great job! As you can see nurses face conflict with other nurses, patients & families, managers or even hospital administration. The best approach to conflict resolution is to identify the conflict, communicate your viewpoint, listen to the opposing viewpoint and collaborate towards a resolution.

Question 4

The next morning, the night shift nurse asks the admitting nurse why she didn't check the visitor for the 4 digit code. The day shift nurse gets very angry and says, "I was busy actually taking care of my post-op patient. How long have you been a nurse and you're going to question me?" Other nurses overhear her yelling and the night shift nurse feels embarrassed. What response is appropriate to diffuse the nurse's anger?

- a. "I have been a nurse here for two whole years. Whatever does that mean!"
- b. "We are both nurses. I'm just asking why you refused to follow policy!"
- c. "I apologize, you were right. I will not question you again."
- d. "I did not mean to question your judgement. Let's talk about this after report."

Voiceover:

The next morning, the night shift nurse asks the admitting nurse why she allowed the daughter to stay at the bedside after visiting hours. The day shift nurse gets very angry, raises her voice and says, "How long have you been a nurse? How dare you question my judgement!" Other nurses overheard her yelling and the night shift nurse feels embarrassed. What response is appropriate to diffuse the nurse's anger?

Suggested image: pending

Response Box (Voiceover)

Due to the nurse's angry outburst at the night shift nurse's attempt at resolution, it is best to avoid a confrontation and state "I did not mean to question your judgement. Let's talk about this after report."

Anger is a normal response however when nurses act out their anger it is unprofessional and can actually create conflict. Anger can be directed at yourself or others but if you recognize it, you can deal with it! When you recognize you are getting angry about an issue you should:

- Stop – do not act or respond until you have assessed the situation

Commented [Office8]: Curriculum Mapping: Anger (recognizing it and interventions to manage it)

- Look – examine your feelings and what elicited them. Do you feel resentment or guilt that might be generating anger?
- Change – what needs to change to alleviate the anger?
- Get Active – remember physical activity can help you release anger
- Refocus – think of something positive or peaceful
- Breathing – take slow, deep breaths

If you recognize anger in yourself or other people, you can use these techniques to appropriately manage it and prevent additional conflict.

Question 5 (Voiceover)

A conflict resolution meeting is arranged for the two nurses to discuss the conflict. Part of the conflict resolution process is to identify the issues causing conflict. Which issues should these nurses identify based on their history?

- Nurses not following the visitation policy and unprofessional behavior
- A less experienced nurse questioning a senior nurse and unprofessional behavior
- Not providing patient-centered care and a less experienced nurse questioning a senior nurse
- Nurses not following the visitation policy and not providing patient-centered care

Suggested image: pending

Response Box (Voiceover)

The original issue was a nurse not following the visitation policy however in the nurse's attempt to address the issue, unprofessional behavior developed and created additional conflict. Both issues should be identified and addressed in the conflict resolution session.

Question 6 (Voiceover)

After both nurses discussed their viewpoints, it was discovered many nurses feel the unit's procedure of using a 4 digit code often creates confusion and conflict among families. The nurses are now faced with a new conflict. What action would be one way to address the new conflict?

- The nurses collaborate and decide to not follow the policy.
- The nurses arrange a meeting with administration to present data on a different type of visitation policy.
- The nurses decide to drop the issue and follow the policy since the policy has been in place for many years.
- The nurses discuss ways the telemetry floor can prepare patients for the change in visitation in the ICU setting.

Suggested image: pending

Commented [Office9]: Blueprint Quiz Mapping:
Differentiate conflict resolution techniques and strategies

Response Box (Voiceover)

If nurses do not agree with the visitation policy, a meeting with administration to present data on a different way to regulate visitation is a great approach to start conflict resolution. Deciding not to follow the policy or dropping the issue are not appropriate responses and will not lead to conflict resolution. Discussing how nurses on the telemetry floor can prepare patients for the change in visitation would be a great way to prepare patients for the change in visitation but it does not address the nurses' feelings on the policy itself.

Question 7 (Voiceover)

As you can see from this scenario, not following policy often creates conflict and subsequently unresolved conflict often leads to additional conflict. The day shift nurse's actions created conflict within a patient's family and this conflict led to additional conflicts within the nursing team. When addressing conflict, it is important to realize you will deal with different personalities, including difficult personalities.

Click on each type of personality to learn more about how to effectively deal with each personality.

Commented [Office10]: Curriculum Mapping: Techniques for dealing with difficult people (Sherman tanks, snipers, constant complainers, clams)

Sherman Tanks

Confident people who have a tendency to "attack" and devalue others

How to deal:

- Be confident and stand up for yourself
- Do not engage in an argument
- Let them speak or vent
- Maintain eye contact

Snipers

Passive aggressive people who aim to hurt or embarrass you.

How to deal:

- Call out the aggression to the snipers
- Get group confirmation or denial
- Set up problem solving sessions

Constant Complainers

People who complain without attempting to resolve the problem.

How to deal:

- Listen and acknowledge the complaint
- Shift the complaint to a problem-solving mode

Clams

People who refuse to respond or engage in communication.

How to deal:

- Look for nonverbal communication
- Be quiet to encourage them to speak
- Ask open-ended questions
- Listen

After the learner clicks on each difficult personality, the following should pop up:

Text on Screen (Voiceover)

Recognizing difficult personalities helps you know how to deal with each personalities during times of conflict.

Question 8 (Voiceover)

In addition to recognizing difficult personalities, nurses must be able to recognize the different kinds of conflict they may experience in the workplace. Match the type of conflict to the appropriate example of each type of conflict.

Suggested image: pending

Commented [Office11]: Curriculum Mapping:
Recognizing conflict in nursing

Role Conflict – A nurse on the 7a – 7p nurse missed a dressing change that was due on the 7th day because he/she thought the nurse working 7p – 7a performed the dressing change after midnight on the 7th day.

Communication Conflict – A family member arrived at the hospital outside of visitation hours because no one told the patient there were visitation hours.

Goal Conflict – A nurse seeking clinical ladder advancement has requested to admit patients after open heart surgery every shift instead of taking a variety of patients.

Personality Conflict – A nurse has hurt feelings because of the direct way another nurse approached her with feedback.

Ethical/Value Conflict – A nurse, who is a pro-life advocate, is floated to a medical surgical unit and is assigned a patient who had a minor complication after undergoing an abortion.

Final (Voiceover)

As you have learned in this activity, nurses will face many sources of conflict in the workplace however there are also several techniques to help bring conflict resolution.

