‘How hard can it be’ - managing conflict in an interprofessional discharge team in England

Conference or Workshop Item

How to cite:

For guidance on citations see FAQs.

© [not recorded]

Version: Version of Record

Link(s) to article on publisher’s website:
https://docs.wixstatic.com/ugd/f279ca_05bdb6dc769447bcb5053b297176045e.pdf

Copyright and Moral Rights for the articles on this site are retained by the individual authors and/or other copyright owners. For more information on Open Research Online's data policy on reuse of materials please consult the policies page.
‘How hard can it be’ - managing conflict in an interprofessional discharge team in England

Sharif Haider
The Open University
United Kingdom
Background

- Interprofessional vs Multiprofessional team – both health (psychiatrists, mental health nurses, occupational therapists) and social care professionals (social workers, housing officers, welfare rights officers).
- Mental Health – schizophrenia, bipolar disorder, anxiety, psycho-affective disorder, personality disorder, obsessive compulsive disorder etc.
- Discharge Team – to discharge patients promptly but safely.
- Acute care – mostly required urgent mental health care, 95% of service users are under Mental Health Act 1983 (amended 2007), detention.
Nine Key Facts

- Cost £300 a day.
- Length of stay 90 days.
- Homeless.
- Unemployed.
- Under Debt.
- Lack of family support.
- Involved with wrong crowd.
- Misuse of drugs and substances.
- Involved with criminal activities.
Conflict

- **Robbins et al. (2001; 489)**: "A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about."

- **Martin and Fellenz (2010, 300)**: "Refers to situations in which the interests of different parties are not aligned. This frequently emerges when the differences between two or more groups or individuals become apparent."

- **Taylor (1999: 1)**: "Conflict occurs when two or more parties believe that what each wants is incompatible with what the other wants. Conflict arises when differences cannot be satisfactorily dealt with."

- **Dreu and Van de Vliert (1997; 1)**: "Conflict occurs when an individual or group feels negatively affected by another individual or group."

Conflict is Inevitable

- Conflict is situational i.e. fluid in nature but a dynamic process.
- Different interests or incompatible interests or outcomes.
- Conflict is based on both real and perceived differences.
- In an interprofessional team – part and parcel of everyday life.

- Scare resources.
- Competing demands.
- Different strategic priorities.
- Different professional culture.
- Different professional values.
Research So far

– Dyad professional: mostly physicians and nurses.
– Physical health.
– Specific conflict management framework:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Withdrawing</td>
<td>Avoiding</td>
<td>Avoiding</td>
</tr>
<tr>
<td>Forcing</td>
<td>Competing</td>
<td>Dominating</td>
</tr>
<tr>
<td>Sharing</td>
<td>Compromising</td>
<td>Compromising</td>
</tr>
<tr>
<td>Smoothing</td>
<td>Accommodating</td>
<td>Obliging</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Collaborating</td>
<td>Integrating</td>
</tr>
</tbody>
</table>

Table 1: Conflict Management Strategies.
Research questions

- How the health and social care professionals confront and manage conflict in the inter-professional discharge team.
- Why health and social care professionals apply specific conflict management strategies to facilitate a safe and timely discharge from an acute mental health hospital.
- Focus: England
Research Methods

– Qualitative Approach.
– A Case Study.
– Purposive sampling strategy.
– Semi-structured Interviews (11 practitioners: 2 psychiatric consultants, 3 mental health nurses, 1 senior mental health nurse manager, 2 social workers, 1 social care worker, 1 housing officer, 1 welfare rights officer).
– Documentary analysis.
– Thematic Analysis.
Research Findings

- Different perceptions: what constitutes conflict.
- Different ways to manage the same conflict.
- Emotional spillover is the hallmark.
- Health professionals heavily relied on policies and procedures.
- Social workers starting point is collaboration.
- Both professionals use compromise and accommodating conflict management strategy.
- Unwritten rules - Reciprocal arrangement: I did it now it’s your turn....
Research Findings

– Confront first, and management next.
Research Findings

Emotional
- Flight
- Freeze
- Flight

Rational
- Avoid
- Policies
- Third party
- Accommodate
- Compromise
Any Questions