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


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

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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

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<th>Cost £300 a day.</th>
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<td>Length of stay 90 days.</td>
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<tr>
<td>Homeless.</td>
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<tr>
<td>Unemployed.</td>
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<td>Under Debt.</td>
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<tr>
<td>Lack of family support.</td>
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<td>Involved with wrong crowd.</td>
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<tr>
<td>Misuse of drugs and substances.</td>
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<td>Involve with criminal activities.</td>
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**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:

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<tr>
<td>Withdrawing</td>
<td>Avoiding</td>
<td>Avoiding</td>
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<tr>
<td>Forcing</td>
<td>Competing</td>
<td>Dominating</td>
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<tr>
<td>Sharing</td>
<td>Compromising</td>
<td>Compromising</td>
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<tr>
<td>Smoothing</td>
<td>Accommodating</td>
<td>Obliging</td>
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<tr>
<td>Problem Solving</td>
<td>Collaborating</td>
<td>Integrating</td>
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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.

- Confront
- Emotional
- Rational
- Confront
- Fight
- Freeze
- Flight
- Emotional
- Avoid
- Accommodate
- Third Party
- Compromise
- Policies and Procedures
- Neutral
Research Findings

Emotional

Flight
Freeze
Flight

Rational

Avoid
Policies
Third party
Accommodate
Compromise
Any Questions