

PHYSICIAN HEALTH SERVICES, INC.

A Massachusetts Medical Society corporation

Managing Workplace Conflict

IMPROVING LEADERSHIP AND PERSONAL EFFECTIVENESS



**THURSDAY AND FRIDAY
APRIL 2–3, 2020**

Massachusetts Medical Society
Headquarters at Waltham Woods
Waltham, Massachusetts

**CONTINUING EDUCATION
A RISK MANAGEMENT PROGRAM**



**MASSACHUSETTS
MEDICAL SOCIETY**

Every physician matters, each patient counts.

Jointly provided by the Massachusetts Medical Society and Physician Health Services, Inc.

Program Overview

DESCRIPTION

This program is an educational forum for all physicians (both those in clinical practice and those in administration and leadership) to explore the relationships that drive the medical work environment. Disruptive behaviors and managerial miscommunications can impact a physician's ability to practice medicine effectively or a medical organization's ability to function smoothly. The course aims to allow participants to develop techniques to improve relationships with physician colleagues, coworkers, and patients, thereby improving the quality of the overall work environment. This course will help attendees assess difficult relationships and stressful situations in the workplace and consider ways to minimize conflicts. This is an experiential course that uses real (de-identified) workplace conflicts supplied in advance by attendees as examples for exploration and change. The program combines didactic presentations with role-playing and focused feedback in an interactive style to learn and practice improved interactive techniques and communication methods. The program focuses on developing skills and motivation to make lasting changes.

PRE-WORK/ASSIGNMENT

In preparation for the course, attendees will be asked to submit one or two case scenarios of workplace conflict they have encountered or witnessed including the outcome of the conflict. De-identified case scenarios may be used during the program in group exercises and role-playing. All identifying information will be removed and details may be altered to maintain anonymity.

AUDIENCE

The program is designed for physicians who strive to improve their leadership skills and personal effectiveness with relationships at work, and to enhance their skills for addressing difficulties that arise in the workplace environment, both as practitioners and as leaders.

OBJECTIVES

- After participating in this activity, learners should be able to:
- > Discuss the mutual challenges faced by practicing physicians and physician leaders.
 - > Listen and communicate effectively as a leader and/or as a member of a team.
 - > Apply negotiation and conflict resolution skills in your work.
 - > Implement changes in your practice or organization that work for your style and the workplace.
 - > Promote behavioral change in the workplace using new methods and problem-solving skills acceptable to the workplace and conforming to professionalism standards.
 - > Demonstrate a range of constructive and professional approaches for handling intense situations.
 - > Recognize and analyze personal stress and its effects on interactions.
 - > Exhibit appropriate boundaries and professional behavior with staff, colleagues, and patients.
 - > Identify signs and symptoms of behavioral problems that might exacerbate interpersonal communication challenges (self-awareness and accountability).
 - > Utilize health and wellness approaches that will enable you and/or your staff to make positive changes.

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About Physician Health Services, Inc.

Physician Health Services, Inc. (PHS) is a confidential resource for any physician, resident, medical student, group practice, or hospital faced with concerns relating to a physician's health. For more information, contact PHS at 781.434.7404 or visit www.physicianhealth.org.

Accreditation

AMA CREDIT DESIGNATION STATEMENT

The Massachusetts Medical Society designates this live activity for a maximum of 17.00 *AMA PRA Category 1 Credits*[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

This activity meets the criteria of the Massachusetts Board of Registration in Medicine for risk management (RM) study.

ACCREDITATION STATEMENT

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the Massachusetts Medical Society and Physician Health Services, Inc. The Massachusetts Medical Society is accredited by the ACCME to provide continuing medical education for physicians.

Schedule

THURSDAY, APRIL 2, 2020

- 7:30 AM REGISTRATION AND CONTINENTAL BREAKFAST**
- 8:00 AM Welcome, Introductions, and Course Overview**
Steve Adelman, MD
Completion of the Self-Reflection Tool
- 8:15 AM The Culture of Medicine and Physician Health**
Jo Shapiro, MD
This session addresses the connections between interpersonal communication skills, professional behavior, physician stress, and patient safety.
- 9:15 AM Set Your Goals and Assess Your Skills**
Diana L. Dill, EdD
In this session, you will have the opportunity to concretely identify your personal goals for developing your conflict management skills. To help you, we will start with a private structured self-assessment of your skills in those areas that are critical to managing conflict well — self-awareness, awareness of others, assertive communication, and working with strong emotion.
- 10:30 AM BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**
- 10:45 AM Giving Difficult Feedback**
Jo Shapiro, MD
This is a workshop on giving difficult feedback and managing conflict with team members, peers, and leaders using a frame-based, inquiry approach.
- 12:00 PM LUNCH**
- 12:15 PM Difficult Conversations: Optimizing Results**
Jo Shapiro, MD, and Leslie Schwab, MD
This workshop focuses on practicing adapted interactive approaches through role-playing of difficult conversations as both the initiator of such a conversation and the recipient of difficult or challenging information.
- 1:00 PM Behavioral Skills for Managing Workplace Conflict I: Assertive Communication**
Diana L. Dill, EdD
We often either underreact or overreact in conflict situations. Where is the right middle ground? We'll consider assertive communication for conflict situations: What are the advantages? What does it look like? What is the mindset behind the behavior? Participants will be able to practice some standard scripts and exercises.
- 2:00 PM BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**
- 2:15 PM A Demonstration of Physician Conflict**
Jo Shapiro, MD
Dr. Shapiro will explore a dynamic situation of physician conflict. Themes of anger, stress, and conflict will be illustrated and explored, and they will be viewed from both a practicing physician's perspective and a leadership/management perspective. Communication techniques will be analyzed following each exercise.
- 3:45 PM Group Discussions on Case Scenarios Related to Leadership and Managing Stressful Situations**
Leslie Schwab, MD
Attendees are invited to submit case scenarios ahead of their course participation (at the time of pre-registration). Attendees are divided into groups of four to eight people. Each group will discuss and/or roleplay a real-life conflict or management scenario and discuss the problems that lead to the situation and potential solutions to the situation. Each group will present its assessment to all attendees for discussion and faculty input.
- 6:00 PM ADJOURNMENT**

Schedule continued on next page.

Note: Activities with a duration of one hour or more have at least 10 minutes designated for questions and answers. Activities under one hour have at least five minutes allotted for questions and answers.

Schedule, continued

FRIDAY, APRIL 3, 2020

7:30 AM REGISTRATION AND CONTINENTAL BREAKFAST;
INSTRUCTORS AVAILABLE FOR QUESTIONS AND
ANSWERS

8:00 AM Appreciative Thinking/Appreciative Inquiry in
Health Care

Leslie Schwab, MD

Dr. Schwab explores the leadership approach of “appreciative thinking and appreciative inquiry (AI)” as a means of better understanding individual and systems challenges, in lieu of a focus on dysfunction. Positive psychology interventions such as AI have been effective for helping with physicians’ resilience and performance.

8:45 AM Role Play/Practice of Appreciative Thinking
Techniques

Leslie Schwab, MD

“Positive Questions to Bring out the Best” is a practical toolkit designed to stimulate positive change and engage others in creating the health care environment. Learn about and support the best of caregivers, patients, and families; embrace improvement opportunities with commitment and optimism; and build collaboration based on trust and a belief in the best of one another.

9:30 AM BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS
AND ANSWERS

9:45 AM Behavioral Skills for Managing Workplace
Conflict II: Managing Strong Emotion

Diana L. Dill, EdD

Effective conflict management requires a cool head. How can we take our emotional temperature and cool down before we address conflict? We’ll also discuss how to set and maintain a sustainable baseline temperature over the course of the workday, so we’re better prepared to address conflict when it happens.

10:30 AM Behavioral Skills for Managing Workplace
Conflict III: Specific At-the-Moment Techniques
for Managing Strong Emotion

Diana L. Dill, EdD

During this session attendees will practice two powerful techniques for calming the body and mind to prepare for managing conflict.

11:15 AM Organizational and Leadership Principles in
Creating a Culture of Respect and Safety

Jo Shapiro, MD

Creating an organizational culture that fosters an environment of respect and psychological safety requires leadership vision and teamwork communication at all levels of the organization. We will explore the critical role of leadership in promoting a respectful culture and learn about how a multifaceted professionalism program can be built and sustained using organizational change principles.

12:00 PM LUNCH

12:15 PM Optimizing the Health of Physicians:
The Do’s and Don’ts of Self-Care: Strategies
for Mastering the Medical Marathon

Steve Adelman, MD

Review of concrete practices to enhance physician viability.

12:45 PM Professional Coaching and Effective
Leadership

Diana L. Dill, EdD, and Leslie Schwab, MD

Professional coaches can help physicians and physician executives identify their particular areas of vulnerability and strengthen those areas significantly. We’ll describe and demonstrate the professional coaching experience with first-person accounts of how workplace conflict situations are addressed in the real world, and we’ll show how the combination of reflection and skill building — in a confidential 1:1 alliance — works to promote growth.

Schedule continued on next page.

Need Special Assistance?

If you need special assistance, please do not hesitate to call 800.322.2303, ext. 7343, in advance of the program.
We will do our best to make arrangements for you.

Schedule, continued

1:35 PM **BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS**

1:45 PM **Collaborative Negotiation and the Enhancement of Bargaining Power**

Melissa Brodrick, MEd (HMS/HSDM/HSPH Ombudsperson)

Participants will learn how to strategically consider and address power differentials in negotiations. Building from the fundamentals of principled negotiation elements, participants will reflect on individual styles of negotiation and assumptions about power that may help or hinder us, and they will learn how to counter interactions that exploit power relationships.

3:15 PM **Strategies for Success, Conclusions, and Completion of the Self-Reflection Tool**

Leslie Schwab, MD

This is a summation and discussion of key learning points. Participants will complete five key learning points of the course that they would like to maintain. Attendees will share their five learning points and how they plan to apply them back at their workplaces and in their lives.

4:30 PM **PROGRAM ADJOURNMENT**

Faculty



STEVEN ADELMAN, MD, became medical director of Physician Health Services, Inc. (PHS) in March 2013. Dr. Adelman is a graduate of Harvard College and the University of Pennsylvania School of Medicine; and completed his internship, residency, and chief residency at McLean Hospital; and was a

faculty fellow in addiction medicine at the University of Massachusetts Medical School. He is board certified in psychiatry with subspecialty expertise in addiction psychiatry. He was a founding trustee of Harvard Vanguard Medical Associates, where he led the behavioral health department for 13 years.

He is currently an associate professor of psychiatry at the University of Massachusetts Medical School, where he was the director of outpatient psychiatry and the primary psychiatrist on the Physicians' Health Committee. One of Dr. Adelman's favorite things is PHS's MedPEP.org podcast. He launched it to acquaint multitudes of health professionals with helpful resources.



MELISSA BRODRICK, MEd, is the Ombudsperson for Harvard's Medical School, School of Dental Medicine, and School of Public Health. She serves as an impartial and informal dispute resolution practitioner who provides highly confidential and independent assistance to Harvard faculty,

staff, students, and trainees and to appointees at Harvard's affiliated institutions. Melissa offers coaching in written and verbal communications, informal mediation, meeting facilitation, shuttle diplomacy, and information about policies/procedures and resources. She also offers educational programs upon request.

Melissa came to Harvard in 2010 with more than 25 years of experience in conflict resolution. She has worked in private practice, helping individuals engage in effective communications and problem solving while navigating high-impact workplace and family issues. Clients have included academic institutions, health care organizations, corporations ranging from small businesses to the Fortune 500, and state and federal agencies. She served for many years as a member of the Massachusetts Superior Court Standing Committee on Dispute Resolution and the Executive Board of the National Association for Community Mediation. She is the recipient of numerous awards in her field and holds an MEd from Harvard University and a BA from Amherst College.

Faculty continued on next page.

Faculty



DIANA L. DILL, EdD, is a consultant, coach, educator, researcher, and behavioral health provider with more than 20 years of experience helping clients address their development goals and work problems. She has been privileged to work with many Boston leaders in the medical, science, academic, creative, entrepreneurial, and

financial communities. Through *Working Together for Health*SM she adapts evidence-based psychology to the unique needs of clinicians. With *Working Together Coaching and Consulting*SM, she helps highly trained and innovative individuals, professional practices, and small businesses across industries to address their achievement challenges.

Diana earned her BA at Brown University and her doctorate at Harvard University. She graduated from postdoctoral training in both consulting psychology and cognitive behavioral therapy. She has worked at Harvard Medical School, McLean Hospital, Westwood Lodge Hospital, Massachusetts General Hospital, and Milford Hospital. She has authored over 30 publications and presented her work widely.



LES SCHWAB, MD, is a primary care physician with 35 years of experience in medical practice and health care organizational leadership. He has been responsible for clinical operations, quality and safety, practice design, leadership training, and building the quality of the physician workforce.

He has practiced and managed in the public sector, private practice, and multispecialty group practice environments. Most recently, he served as the chief medical officer at Harvard Vanguard Medical Associates, a 600-physician multispecialty practice in eastern Massachusetts.

Les earned a BA in Biology from Harvard University and an MD from Stanford University. He received his Internal Medicine training through residency at the Cambridge Hospital in Cambridge, Massachusetts. He is certified in coaching and operates a coaching and consulting practice focused on physician performance and leadership development.



JO SHAPIRO, MD, FACS, is an associate professor of otolaryngology head and neck surgery at Harvard Medical School. She is a senior educator for the Center for Medical Simulation in Boston and a consultant for the Massachusetts General Hospital Department of Anesthesia, Pain and Critical Care.

In 2008, she founded the Brigham and Women's Hospital (BWH) Center for Professionalism and Peer Support where she served as the director for over 10 years. During that time, the Center became a model for national and international institutions seeking methods to enhance trust and respect and improve clinician well-being. She continues to assist organizations in developing specific programmatic approaches such as peer support, professionalism and well-being initiatives.

She is also involved in global health medical education and training. She served as chair of the Ethics and Professionalism Committee of the American Board of Medical Specialties and has held multiple educational leadership roles, including senior associate director of Graduate Medical Education for Partners HealthCare, founding scholar of the Academy at Harvard Medical School, and president of the Society of University Otolaryngologists. She was one of BWH's first woman division chiefs. She serves on the faculty of the Harvard Leadership Development for Physicians and Scientists. She was a faculty member of the Department of Surgery at BWH for over 35 years; her surgical expertise was in treating adults with oropharyngeal dysphagia. She was named as a finalist for the Schwartz Center Compassionate Caregiver Award. In 2019, Harvard Medical School gave her the Shirley Driscoll Dean's Award for the Enhancement of Women's Careers.

Directions

Massachusetts Medical Society Headquarters
Waltham, Massachusetts

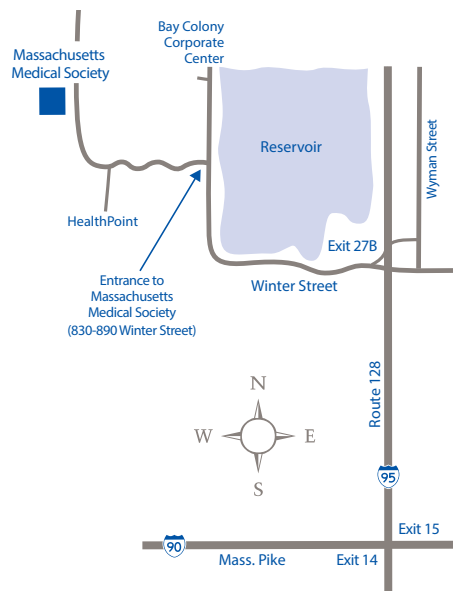
FROM BOSTON: West on Mass. Pike/I-90 to Exit 15. Keep right beyond tollbooth. Take Rte. 128/I-95 North to Exit 27B (Wyman Street/Winter Street). Turn right at lights (Wyman Street) and continue right onto Winter Street. Stay in right lane on Winter Street to cross back over Rte. 128/I-95. (See "All" below.)

FROM THE NORTH: South on Rte. 128/I-95 to Exit 27B (Winter Street). (See "All" below.)

FROM THE SOUTH: North on Rte. 128/I-95 to Exit 27B (Wyman Street/Winter Street). Turn right at lights (Wyman Street) and continue right onto Winter Street. Stay in right lane on Winter Street to cross back over Rte. 128/I-95. (See "All" below.)

FROM THE WEST: East on Mass. Pike/I-90 to Exit 14. Keep left beyond tollbooth. Take Rte. 128/I-95 North to Exit 27B (Wyman Street/Winter Street). Turn right at lights (Wyman Street) and continue right onto Winter Street. Stay in right lane on Winter Street to cross back over Rte. 128/I-95. (See "All" below.)

ALL: Stay in far right lane through two sets of lights. Travel around the reservoir for approximately 0.5 mile. Turn left at granite sign for HealthPoint and Waltham Woods Corporate Center. Follow white signs to Waltham Woods Corporate Center to next granite sign for Waltham Woods (860–890 Winter Street). After sign, turn left into the Massachusetts Medical Society.



Registration Form

(INTERNAL USE: 012018)

To register, complete the registration form and mail it to Physician Health Services, P.O. Box 549155, Waltham, MA 02454-9155. Or register by calling 800.843.6356, faxing 781.893.0413, or visiting www.massmed.org/mwc.

APRIL 2–3, 2020

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I WILL ATTEND: THURSDAY AND FRIDAY, APRIL 2–3, 2020

PLEASE CHECK: MMS MEMBER MEMBERSHIP NUMBER: _____
 NONMEMBER

FIRST NAME: _____ MIDDLE INITIAL: _____

LAST NAME: _____ MD OTHER

EMAIL: _____

TITLE: _____

ORGANIZATION: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

PHONE: _____ FAX: _____

REGISTRATION FEE

MMS MEMBER

NONMEMBER

PHYSICIAN

\$650

\$750

RESIDENT

\$650

\$750

ENCLOSED IS MY CHECK PAYABLE TO PHYSICIAN HEALTH SERVICES, INC. FOR
\$ _____.

PLEASE BILL MY CREDIT CARD FOR \$ _____.

AMEX VISA MASTERCARD

CARD NUMBER: _____

EXPIRATION DATE: _____

CARDHOLDER'S SIGNATURE: _____