Managing Workplace Conflict
IMPROVING LEADERSHIP AND PERSONAL EFFECTIVENESS

THURSDAY AND FRIDAY
NOVEMBER 3–4, 2016
Massachusetts Medical Society Headquarters at Waltham Woods Waltham, Massachusetts

CONTINUING EDUCATION
A RISK MANAGEMENT PROGRAM

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

This program is supported by a grant from The Physicians Foundation.
**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 more effectively as a leader and/or as a member of a team.
> Apply negotiation and conflict resolution skills with peers in practice situations and with leaders in the institution.
> Implement changes in personal and organizational practices that fit your style and organizational culture.
> Promote behavioral change in the workplace using new methods and problem-solving skills acceptable to the workplace and conforming to professional standards.
> Demonstrate a range of approaches for handling intensive situations that meet with current professionalism standards.
> Understand and analyze personal stress and its effects on interactions.
> Exhibit appropriate boundaries with staff, colleagues, and patients.
> Increase self-awareness and accountability, and identify signs and symptoms of behavioral problems that might exacerbate interpersonal communication challenges.
> Develop, promote, and use health and wellness approaches to make positive changes.

**Accreditation**

**AMA CREDIT DESIGNATION STATEMENT**
The Massachusetts Medical Society designates this live activity for a maximum of 17.0 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.

**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.
Schedule

THURSDAY, NOVEMBER 3, 2016

7:30 AM  REGISTRATION AND CONTINENTAL BREAKFAST

8:00 AM  Welcome, Introductions, and Course Overview
          Steve Adelman, MD
          Completion of a Pre- and Post-Test

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 which 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.

3:30 PM BREAK; INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

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 4–8. Each group will discuss and/or role-play 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.
FRIDAY, NOVEMBER 4, 2016

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 shown 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 work
day, 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 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.

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.

WWW.MASSMED.ORG/MWCNOV2016
1:45 PM Collaborative Negotiation and the Enhancement of Bargaining Power
Melissa Brodrick, MEd (HMS/HSDM/HSPH Ombudsman)
Participants will consider 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
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.

4:15 PM Conclusions and Completion of the Following Forms:
Pre- and Post-Test

4:30 PM PROGRAM ADJOURNMENT
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℠ she adapts evidence-based psychology to the unique needs of clinicians. With Working Together Coaching and Consulting℠, 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, serves as chief of the Division of Otolaryngology in the Department of Surgery at Brigham and Women’s Hospital (BWH). She is an associate professor of otolaryngology at Harvard Medical School. She is the founding director of the BWH Center for Professionalism and Peer Support and serves on the Ethics and Professionalism Committee of the American Board of Medical Specialties. She has had multiple educational leadership roles including the following: 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 served on the faculty of the Harvard Leadership Development for Physicians and Scientists and she is on the Senior Advisory Board for the Office of Women’s Careers at BWH. She is involved in global health medical education and training.

Dr. Shapiro received her BA from Cornell University and her MD from George Washington University Medical School. Her general surgery training was at UC San Diego and then UCLA. She did her otolaryngology training at Harvard, followed by a year of a National Institute of Health Training Grant Fellowship in swallowing physiology. She has been a faculty member in the Department of Surgery at BWH since 1987. She is married to an internist, and they have three children.
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I WILL ATTEND: [ ] THURSDAY AND FRIDAY, NOVEMBER 3–4, 2016

PLEASE CHECK: [ ] MMS MEMBER MEMBERSHIP NUMBER: _______ _______ _______ _______ _______ _______ _______[ ] NONMEMBER

FIRST NAME: __________________________________________ MIDDLE INITIAL: _______
LAST NAME: __________________________________________ [ ] MD [ ] OTHER
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REGISTRATION FEE

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[ ] ENCLOSED IS MY CHECK PAYABLE TO PHYSICIAN HEALTH SERVICES, INC. FOR $__________________________.

[ ] PLEASE BILL MY CREDIT CARD FOR $__________________________.

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CARD NUMBER: ___________________________
EXPIRATION DATE: ___________________________
CARDHOLDER’S SIGNATURE: ___________________________