

PHYSICIAN HEALTH SERVICES, INC.

A Massachusetts Medical Society corporation



**THURSDAY AND FRIDAY
APRIL 11–12, 2024**

Massachusetts Medical Society
Headquarters at Waltham Woods
Waltham, Massachusetts

**CONTINUING EDUCATION
A RISK MANAGEMENT PROGRAM**

PHYSICIAN HEALTH SERVICES, INC.

Managing Workplace Conflict

IMPROVING LEADERSHIP AND PERSONAL EFFECTIVENESS

DESCRIPTION

This program is an educational forum for all physicians/dentists (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/dentist'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/dentist 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.

AUDIENCE

The program is designed for physicians/dentists 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/dentists and physician/dentist 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.
- 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.
- Increase self-awareness and accountability, and identify signs and symptoms of behavioral problems that might exacerbate interpersonal communication challenges.
- Describe the interventions utilized by Physician Health Programs in evaluating and ameliorating health care workplace conflict.

**For additional course details and registration information, go to www.massmed.org/mwc
or contact PHS at 781.434.7404.**



MASSACHUSETTS
MEDICAL SOCIETY

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

FACULTY



MARK ALBANESE, MD, is the medical director of Physician Health Services, Inc. (PHS). He is a graduate of Harvard College and the Weill Cornell Medical College of Cornell University. He is board certified in addiction psychiatry and psychiatry, is an assistant professor of psychiatry at Harvard Medical School, and most recently was the medical director for addictions at Cambridge Health Alliance.



MELISSA BRODRICK, MEd, serves as Ombudsperson for Harvard's Longwood Campus. As an impartial and informal dispute resolution practitioner, she provides confidential and independent assistance to Harvard faculty, staff, students, and trainees and to appointees at the affiliated institutions. Melissa has over 40 years' experience in conflict resolution. She is the recipient of numerous awards in her field and holds an MEd from Harvard University and a BA from Amherst College.



DIANA L. DILL, EdD, is a consulting and coaching psychologist, educator, and clinician. She has her doctorate from Harvard University and her BA from Brown University. For more than 20 years, she has worked with practices and individuals throughout the Boston area to help clinicians thrive and deliver outstanding care to their patients. She has authored over 30 publications and presented her work widely.



LESLIE SCHWAB, MD, is a practicing primary care physician, an experienced medical leader, and a professional coach. He helps medical leaders and health professionals manage workplace complexity and master their career challenges. 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 and directed the Brigham and Women's Hospital (BWH) Center for Professionalism and Peer Support. She is also involved in global health medical education and training. She was named 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.

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.

AMA CREDIT DESIGNATION STATEMENT:

The Massachusetts Medical Society designates this live activity for a maximum of 16.00 *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 for the Massachusetts Board of Registration in Medicine for risk management study.

Schedule*

Thursday, April 11, 2024

7:30 AM REGISTRATION AND CONTINENTAL BREAKFAST

8:00 AM Welcome, Introductions, and Course Overview

Mark Albanese, MD

Completion of the Self-Reflection Tool (pretest)

8:15 AM The Culture of Medicine and Physician Health

Jo Shapiro, MD, FACS

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, FACS

This is a workshop on giving difficult feedback and managing conflict with team members, peers, and leaders using a frame-based, inquiry approach.

Difficult Conversations: Optimizing Results

Jo Shapiro, MD, FACS, 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.

12:15 PM LUNCH

12:30 PM Behavioral Skills for Managing Workplace Conflict I: Effective Communication

Diana L. Dill, EdD

We often either underreact or overreact in conflict situations. Where is the right middle ground? We'll consider effective 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.

1:15 PM 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.

2:00 PM BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

2:15 PM 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.

3:00 PM BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

3:15 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 preregistration). Attendees are divided into groups of four to eight people. 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.

5:00 PM ADJOURNMENT

*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.



FOR ADDITIONAL COURSE DETAILS AND REGISTRATION INFORMATION, VISIT US ONLINE AT WWW.MASSMED.ORG/MWC OR CONTACT PHS AT 781.434.7404.

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Schedule*

Friday, April 12, 2024

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 A Demonstration of Physician Conflict

Jo Shapiro, MD, FACS

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.

10:45 AM Organizational and Leadership Principles in Creating a Culture of Respect and Safety

Jo Shapiro, MD, FACS

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.

11:45 AM LUNCH

12:00 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.

12:45 PM The Role of Physician Health Programs (PHPs) in Navigating the Choppy Healthcare Waters

Mark Albanese, MD

PHPs were established to address a variety of physician well-being issues. More recently, PHPs increasingly play a role in evaluating and ameliorating healthcare workplace conflict. Dr. Albanese will utilize case vignettes to demonstrate the interventions utilized by PHPs.

1:15 PM BREAK: INSTRUCTORS AVAILABLE FOR QUESTIONS AND ANSWERS

1:30 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.

3:00 PM Case Consultation — All Faculty

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

3:40 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.

4:45 PM PROGRAM ADJOURNMENT

*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.

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I WILL ATTEND: ☐ THURSDAY, APRIL 11, AND FRIDAY, APRIL 12, 2024

PLEASE CHECK: ☐ MMS MEMBER MEMBERSHIP NUMBER: _____
☐ NONMEMBER

FIRST NAME: _____ MIDDLE INITIAL: _____

LAST NAME: _____ ☐ MD ☐ DO ☐ DMD ☐ DDS ☐ OTHER

EMAIL: _____

TITLE: _____

ORGANIZATION: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

PHONE: _____ FAX: _____

REGISTRATION FEE

MMS MEMBER

NONMEMBER

PHYSICIANS AND RESIDENTS

\$1,000

\$1,100

DENTISTS

—

\$1,100

☐ 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: _____

To register, visit www.massmed.org/mwc or call (800) 843-6356. You can also fax this form to (781) 893-0413 or mail it to Physician Health Services, 860 Winter Street, Waltham, MA 02451-1414.