Eradicating Conflict in the Hospice Workplace

“Using 10 Highly Effective Techniques”
Presented by: Chief Executive Officer
Demetress Harrell MA, LBSW
Demetress Curl-Harrell has been employed in the hospice industry for more than 23 years and is dedicated to promoting and advocating for quality end of life care. Demetress formerly served on the National Hospice & Palliative Care Organization’s Education Committee which is committed to enhancing the leadership development of hospice professionals through coaching, research and educational training both nationally as well as internationally. Demetress has made a secure pledge to the evolution of assuring every patient has the right to die with dignity and that families receive the best professional support through individuals as yourselves.

**Personal Dialogue**

While Demetress has presented across the nation on topics associated with hospice and palliative care, nothing has better prepared her for the role as a (only child) caregiver for her father, like her professional role as a provider on a daily basis.
This Session

The core of this session will increase employee performance and develop leadership skills while making an impact on the workplace environment.

Conflict is a natural and normal feature of the hospice workplace and like any other business, conflict in end of life care can provide opportunities. While differences will occur, the end result does not always have to be a negative one. However when this conflict is left unaddressed it can reduce morale, hamper performance and increase absenteeism. This session will define alternate avenues to make for a more efficient and effective environment.
Session Objectives

• Examine the environmental factors which lead to conflict.
• Describe the methodology to conflict resolution by developing strategies using ten effective techniques.
• Identify tools that influence employee performance and assist in designing the ideal hospice employee.
• Recognize managerial styles that offer long term professional development.
• Analyze procedural processes to promote operational efficiency...(Leveraging Best Practices).
• Identify 20 ways to reward hospice employees for retention.
• Classify systematic approaches to cultivate and foster innovation among your hospice IDT.
Right vs. wrong protecting our interest
Examine the environmental factors which lead to conflict

In our hospice industry there are many factors that lead to internal conflict and this creates stress within your workplace. Life and balance is the new 2017 theme, of which if not addressed can often lead to employee burnout and breakdown.

What are some factors in your organization, that lead to conflict?
Conflicts lead

- **Lack** of empowerment.
- Decisions are all made by top management – your company is not involving its employees in the management of the hospice program. (If all decisions are made at the top, middle managers and associates have **minimal control** and little responsibility for the success of the hospice.
- The company **discourages** employee suggestions... or never solicits their input.
- **Most** of the relations between employees and managers involves correcting problems.
- Employees use the management as **scapegoats** to blame when they are seeking a quick excuse.
- **Pay** grades or salary wages.
- **Lack** of integrity or trust among members.
Methodology for Conflict resolution

Conflict is defined as, “to come into collision or disagreement, be contradictory, at variance or opposition; clash to fight or contend; do battle.” Sounds like the reflections of personnel drama....

Leaders spend a great deal of their time resolving conflict among associates and less time engaged in their hospice mission.

Conflict can be the result of competition in the workplace and leads to chaos among coworkers. The deal is that leadership and conflict go hand-in-hand; leadership is a full contact sport, and if you cannot or will not address conflict in a healthy, productive fashion you should not be in a leadership role.
The Truth of the Matter
there will be days like this....you can’t avoid conflict

Methodology

**Sound Communication** – poor communication or no information

**Effective Emotions** – don’t let emotions drive decisions

**Define Acceptable Behavior** – you will win half the battle by having a policy/procedure of expected outcomes....defining what constitutes acceptable behavior is a positive step in avoiding conflict

**Hit Conflict Head On** – be proactive to seek out potential conflicts and set limitations

**WIIFM** - address the what’s in it for me mentality - it is critical to understand the motivations of others that weighs in on the conflict

(It is all about what you inspect and not just what you expect)
Our Team Concept
Strategies for Key Questions

Questions that affect Hospice Settings

• The work setting allows for team members to experiment, learn from mistakes and develop.

• Work completion relies more on mutual respect and loyalty than on specific standards and goals.

• One mistake can have serious consequences for the work group.

• One of my primary roles with the team is to help them develop change.

• My expertise is frequently required to complete processes or essential projects.

• Interpersonal group conflicts occur frequently in my work setting as a result of poor communication.
Leadership is **less about your needs** and more about the needs of the people and the hospice organization you are leading.

Leadership **styles** are not something to be tried on like suits, to see which one fits.

Leadership should **be adapted** to the particular requirements of the people involved and the particular challenges facing the organization, operation or situation.
While leadership and management must go hand and hand they are not the same thing:

• The manager administers; the leader *innovates*.
• The manager is the copy; and the leader is the original.
• The manager maintains; the leader develops.
• The manager focuses on systems and structure; the leader focuses on people.
• The manager asks how and when; the leader asks what and why.
• The manager relies on control; the leader inspires trust.
• The manager accepts the status quo; the leader challenges it.
• The manager does things right; the leader does the right thing.
Build Your Leadership On Values

“Our hospice associates are our most important asset.”

*Values* form the foundation for everything that happens in your Organization. If you are the founder/leader of a hospice, your values permeate the workplace. You naturally hire people who share your values. As leaders know that whatever you value will largely govern the actions of your work environment.

*Design* every hospice associate into the ideal member for their specific role.
24 year Commitment
“4-star - Associates”
20 effective ways to reward for better retention

• Build Morale and energize your hospice associate
• Assessing the Culture
• Empower through autonomy
• Training & Development
• Attracting and Retaining Talent
• Experience Incentives
• Wellness / Work Life Balance
• Going Green in a unique way
• New Trends of Recognition rewards
• Elements of Honoring
Employee Appreciation Day
Recognition begins with knowing your hospice team

- Recognize their talent
- New strategies for time off
- Hiring practices
- Work environment and benefits
- Review the challenges of your hospice program
- Community Involvement
- Social Media
- Local Media
- 4 Types of Praise
- Motivation through delegation
Cotton Therapy
Voted Lufkin’s Best Hospice 2014 & 2016
Dimensions of Praise

• *Timing* is essential (your praise should be as soon as possible)
• *Truth* is essential (your praise should be sincere as possible)
• *Detail* is essential (your praise should be as specific as possible)
• *Method* is essential (personal, private, public or presentation is key)
Sources of the Praise
“For most of us working in hospice, it is so much more than a job, it's a commitment to making an impact on the lives of the patients we care for and their families.”

– DON SCHUMACHER
Systematic Approaches to foster innovation
• Best practices to assure you retain and foster the top associates while eradicating conflict.

• Create a framework that defines your vision, value, vitality and mission.

• Successful programs design an agenda that articulates their vision, mission, purpose, values, and strategies so all members can enroll and own their achievements.

Every hospice organization has a vision or image that reflects the desired outcomes for the future. Not all will be crystal clear but even those that are a bit foggy... desire success and share a purpose for existence as an established goal.

Every organization has a choice.
Conflict Resolution is clear when

• Associates are equally committed
• Competent in their assigned hospice role
• Respect the workplace
• Are held accountable
• View the hospice as a service
• Hold courage, wisdom and loyalty as an asset
• Communicate, Collaborate and Consider all members of great value
• Know the ultimate cost of the program “Patient Care”
Special Thanks

to the incredible staff
Conflict Resolution at it’s best.....Closing Questions