 Stanford Children's Health Lucile Packard Children's Hospital Stanford	Approval Date: May 2016	Last Revision Date: May 2019
	Approved by:	
Departments Affected: All Departments		
Personnel: All Staff		Page 1 of 4
Name of Policy: Conflict Resolution Management for LPCH Board of Directors, Senior Medical Leaders and Senior Administrative Leaders		

I. POLICY STATEMENT


LPCHS recognizes that the goal of conflict management may not necessarily result in the resolution of conflict, but rather the appropriate management of conflict that protects patient safety and quality of care. This policy provides a mechanism approved by the LPCH Board of Directors by which conflict that occurs within the senior leadership of the organization, the Medical Executive Committee and the Organized Medical Staff can be identified, addressed and appropriately managed.

II. DEFINITIONS


- A. Conflict: A disagreement in beliefs, need, interests or values between two or more individuals and/or groups within Lucile Packard Children's Hospital (LPCH).
- B. Dysfunctional conflict: Escalating conflict that undermines productivity, demoralizes teams and/or individuals, and/or jeopardizes safety and quality of care, treatment and services.
- C. Conflict management: The process of identifying and handling conflict in a manner that protects patient safety, quality of care and organizational well-being.
- D. Conflict management specialist: An individual trained in conflict management who is competent to facilitate discussions among parties in conflict.
- E. Senior Leaders include but are not limited to the governing body, the chief executive officer, elected or appointed leaders of medical staff and clinical department leaders.
- F. Medical Staff includes but is not limited to the Medical Executive Committee and or Organized Medical Staff.

III. PROCESS

- A. Principles
 1. It is the policy of LPCH that the management of conflict be guided by the following principles:
 - a. Conflict management will occur in an atmosphere of mutual respect and understanding by the parties involved.
 - b. Management of conflict will be consistent with the organization's mission, values, and strategic objectives, as well as policies and organizational ethics.
 - c. When possible, all reasonable efforts will be made to assure that the management of a conflict meets the needs of the parties involved.
 - d. Conflict management will be accomplished in a manner that respects the governance and organizational structures.
 - e. Discussion regarding issues of conflict is confined to internal communications in all cases while maintaining the highest level of confidentiality appropriate to the issue. Communication to the public is not appropriate and can damage the reputation of LPCH.
 - f. Individuals who help the organization implement conflict management, whether from inside or outside the organization, shall be skilled in conflict management.

 Stanford Children's Health Lucile Packard Children's Hospital Stanford	Approval Date: May 2016	Last Revision Date: May 2019
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Departments Affected: All Departments		
Personnel: All Staff	Page 2 of 4	
Name of Policy: Conflict Resolution Management for LPCH Board of Directors, Senior Medical Leaders and Senior Administrative Leaders		

- g. Conflict involving patient care will be resolved in a manner that protects the safety and quality of care, and best serves the interest of the patient.
 - h. The LPCH Board of Directors will receive timely and thorough information about significant conflict issues and approaches used to resolve the conflict.
- B. Regardless of the process utilized to manage conflict, it is the policy of LPCH that the following steps must occur:
 - 1. Those parties involved in the conflict will meet as early as possible to identify the specific nature, scope, and degree of conflict.
 - 2. Adequate information regarding the conflict will be gathered before attempting management.
 - 3. Parties involved in the conflict are expected to manage and, when possible, resolve the conflict in accordance with the principles outlined in this policy.
 - 4. When a formal conflict management process is necessary, the conflict management specialist will have the documented training and competencies necessary to fulfill the role.
 - 5. The chain of command involving the parties at conflict should be notified of the conflict resolution process.
- C. Informal Conflict Management
 - 1. Informal conflict management is the process of choice for addressing and resolving conflicts. Most conflict situations can be informally resolved in a manner consistent with LPCH's values and code of conduct.
 - a. Individuals or groups involved in the conflict will acknowledge the conflict and respectfully listen to and consider the positions of others.
 - b. Key stakeholders will openly discuss the conflict, ask questions of one another and evaluate pertinent information.
 - c. Parties shall actively listen, treat others with respect and refrain from behaviors and/or language that could potentially escalate the conflict to an unacceptable level.
 - d. Attempt to reach mutually agreed upon solutions. If the conflict cannot be resolved internally the conflict should be escalated through the chain of command process. If necessary up to and including the Chief Medical Officer, President of the Medical Staff and the CEO.
- D. Formal Conflict Management
 - 1. Formal conflict management is necessary when conflicts cannot be resolved informally within an appropriate period of time or the conflict becomes dysfunctional and threatens quality, patient safety and/or organizational well-being.
 - a. If not already aware, the Chief Medical Officer and President of the Medical Staff along with the CEO and the LPCH Board of Directors shall be notified about the conflict and the need to implement the formal conflict management process.

 Stanford Children's Health Lucile Packard Children's Hospital Stanford	Approval Date: May 2016	Last Revision Date: May 2019
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Departments Affected: All Departments		
Personnel: All Staff	Page 3 of 4	
Name of Policy: Conflict Resolution Management for LPCH Board of Directors, Senior Medical Leaders and Senior Administrative Leaders		

- b. The involved parties will convene as soon as possible and identify the nature and extent of the conflict.
- c. Senior Leader(s) will gather sufficient information to determine whether to seek assistance from an internal or external Conflict Management Specialist. External resources should be considered when the conflict involves key organizational leaders, a particularly sensitive issue, or there are no internal resources or unbiased internal resources.
- d. Once the Conflict Management Specialist is identified, he/she will:
 - (1) Expeditiously meet with the involved parties to define the issues associated with the conflict and identify potential areas of common ground.
 - (2) Gather pertinent information about the conflict.
 - (3) Work with the parties to manage, and when possible, resolve the conflict.
 - (4) Communicate appropriate and timely information to leadership regarding the conflict management process; and in particular, issues that could adversely affect patient safety and quality of care.
- e. Throughout and following the conflict management process the Senior Leader(s) will implement all necessary actions to protect patient safety and quality of care.

IV. RELATED DOCUMENTS



[Administrative Manual: Patient Rights and Responsibilities](#)

V. DOCUMENT INFORMATION

A. References

Reference	Level of Evidence	Review Date
Joint Commission Comprehensive Accreditation Manual for Hospitals (2016). LD.01.03.01, LD.02.04.01		

- B. Author/Original Date
Lee Thorpe-Critten, August 2010
- C. Distribution and Training Requirements
This policy resides in the Administrative Manual of Lucile Packard Children's Hospital Stanford.
- D. Review and Renewal Requirements
This policy will be reviewed and/or revised every three years or as required by change of law or practice.
- E. Review and Revision History
5/13, 4/16, 5/19
- F. Approvals

 Stanford Children's Health 	Approval Date: May 2016	Last Revision Date: May 2019
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Departments Affected: All Departments		
Personnel: All Staff		Page 4 of 4
Name of Policy: Conflict Resolution Management for LPCH Board of Directors, Senior Medical Leaders and Senior Administrative Leaders		

Policy Review Committee: 8/10, 7/13, 5/19

Packard Operations Committee: 5/16

Medical Executive Committee: 8/10, 7/13, 5/16, 5/19

QSS Board, Governing Board: 9/10

Board of Directors: 7/13, 5/16, 5/19

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