



Center for American Nurses Conflict Engagement Portfolio Description

I. Program Description

The Conflict Engagement Portfolio program is a blended learning, skills-based training program customized to meet the emerging needs of busy health care professionals.

Emphasis is placed on integration of knowledge, skills-practice, simulation and coaching to optimize transferability of skills to the professional practice environment. The course is designed to reinforce the link between constructive conflict engagement skills and improved patient safety and creation of healthy work environments.

II. Program History

The curriculum is based on successful training techniques provided to over 5000 health care professionals internationally for over a decade. The training program design incorporates an evidence-based approach integrating research and best practices from the professional health care, dispute resolution, and adult learning literature.

III. Target Audience

This training program is designed for healthcare professionals who seek additional skills in assessing conflict situations, initiating difficult conversations, responding to strong emotions, and expanding options for effective resolution of disputes within the context of the health care setting. For those who already possess basic conflict engagement skills or training, this program will serve as a refresher course and will further develop existing skills through coached practice.

IV. Conflict Program Design

The program objectives are based on individual core competencies identified as essential to professional practice for health care professionals. These core competencies have been compiled from documents released by the following national health care organizations.

- **Healthcare Leadership Alliance (HLA) Competency Directory (2005)**
The HLA is a consortium composed of the:
 - American College of Healthcare Executives;
 - American Organization of Nurse Executives;
 - Healthcare Financial Management Association;
 - Healthcare Information and Management Systems Society; and
 - Medical Group Management Association and its certifying body, the American College of Medical Practice Executives.)
- **The Veterans Health Administration Employee Development Report- Department of Veteran Affairs**
- **Institute of Medicine- Core Competencies and Skills Sets for Quality and Safety**
- **American Association of Colleges of Nursing Essentials of Baccalaureate Education for Professional Nursing Practice**
- **American College of Graduate Medical Education Standards**
- **American Association of Critical Care Nurses- Standards for Creating Healthy Work Environments**
- **American Medical Association- Committee on Ethics and Judicial Affairs guidelines**
- **American Nursing Association- Code of Ethics for Nurses**

In addition, the program content is drawn from best practices and current established theory developed by professionals in the field of dispute resolution and negotiation.

V. Primary Contributor

The primary contributor for the content of this program was written by Debra Gerardi, RN, MPH, JD. Ms. Gerardi is a mediator and conflict engagement specialist providing mediation, facilitation, systems design, and conflict engagement training programs for healthcare organizations internationally. She has provided professional services to over 90 leading healthcare organizations including the Joint Commission, AHRQ, the World Health Organization, the American Medical Association, the Center for American Nurses, the Association of Critical Care Nurses, and the Oregon Patient Safety Commission.

Ms Gerardi was the primary contributor to the development of the 2008 Joint Commission Sentinel Event Alert addressing unprofessional conduct and its impact on patient safety. She is currently Chief Creative Officer for EHCCO, LLC - providing conflict engagement consultation to emerging health care communities.

VI. Course Components

There are three parts to the Conflict Portfolio.

- Part One. The Online Conflict Module.
- Part Two. The Onsite Skills-Based Training for Health Care Professionals.
- Part Three. Coaching: Learning to Integrate Conflict Engagement Skills

Part One. The Online Conflict Module

The online conflict module provides healthcare leaders with an overview of conflict engagement and conflict resolution. The online conflict module is accessed through the internet and may be used as a stand-alone educational offering or as the first part of the Center's Conflict Portfolio offerings.

Through the use of case studies and reflective exercises, participants will learn:

- Positive conflict behaviors
- Conflict styles
- The nature of conflict
- Self- assessment
- How to assess conflict
- Healthy conflict

The online conflict module offers participants 4 contact hours. A pre and post assessment tool will be completed to ascertain the level of knowledge gained by the completion of this module.

Part Two. The Onsite Skills-Based Training for Health Care Professionals.

The onsite training session is designed to build on the knowledge acquired from the online module. The emphasis of the onsite training day is skills-practice, simulation and coaching to optimize transferability of skills to the professional practice environment and will focus on skills practice with feedback from coach/trainers and application of content and skills to case-based scenarios.

The Session Objectives will include:

- Describe conflict engagement and conflict resolution.
- List the three domains that are a part of conflict analysis.
- Identify the importance of reflective practice in conflict engagement.
- Describe your dominant conflict styles and when each is useful.
- Demonstrate the skills of focus, listening openly, acknowledgement, crafting questions, reframing and generating options.
- Identify effective methods for supporting conflict competence within health care organizations.

The onsite skills-based training session will include a pre- and post-training assessment with feedback of collated assessment data to the organization and the participants. Participants will receive 6.5 contact hours for completion of this part of the Conflict Portfolio.

Part Three. Coaching: Learning to Integrate Conflict Engagement Skills

The coaching aspect of the Conflict Engagement Portfolio allows participants and teams to make durable changes with how they deal with conflict within their specific work environments. This important step will foster true knowledge management of their new skills and serve as a team template by which future critical conversations can occur.

Several weeks after the completion of their onsite skills based training, participants will meet with a coach to share their experiences with using their newly acquired skills. They will receive specific feedback and development of their strengths and areas of opportunities with their approaches that will serve as a model for future engagements with conflict.

Coaching may be offered on a one-on-one basis or in a small group setting. Both approaches can serve as effective mechanisms to reinforce skills development and behavior change. However, this program advocates the use of groups coaching to build greater personal commitment to the use of conflict engagement skills and to create an organization-wide accountability for the use of conflict engagement solutions.

The Coaching Objectives will include:

- The integration of conflict engagement skills into real world scenarios
- The establishment of team accountabilities and processes when dealing with future conflict

VII. Program Assessment

The Center's Conflict Engagement Program is assessed at four levels.

These include:

1. Course satisfaction
2. Change in knowledge and skills
3. Application of new knowledge and skills to the workplace
4. Improved outcomes in the workplace as a result of the application

VIII. Contact Information

For more information about the Center and the Conflict Engagement Program, please visit centerforamericannurses.org.

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