

Conflict Resolution

Course Notes

May 2011

Conflict Resolution - an aide-memoir

Violence against staff: "Any incident, in which a person is abused, threatened or assaulted in circumstances relating to their work".

- **Conflict Management**

- The practice of identifying and handling conflict in a sensible, fair, and efficient manner. *Make new mistakes – not old one's – The "ART" of learning.*

- **Assertiveness**

- Standing up for your own rights in such a way that you DO NOT violate another person's rights – **OR** – Getting what you want or need, by fair and reasonable means. *Achieved through "Goal and Process".*

- **Empowerment**

- The process that helps people gain control over their own lives. *Facilitate the challenge. The receiver chooses to either accept or deny.*

- **Good communication.**

- **L**isten carefully to what they are saying and how they say it - use normal eye-contact - nod
- **E**mpathise - understand their point of view
- **A**sk appropriate - questions both open and closed
- **P**araphrase - repeat key points as they arise, but try to use your own words
- **S**ummarise - go over the points discussed - make sure important points aren't missed

- **Blocks to good communication**

- noise and physical distractions language differences in culture
attitudes and beliefs
- power, authority inflated ego influence of drink/drugs
- **Avoid** standing too close - standing with hands on hips - quick sudden movements - frowning & scowling - finger pointing.
- **Don't** interrupt - appear bored or impatient - talk too much - jump to conclusions
- **Remember** sometimes people hear what they want to hear, not what is being said

- **For people with mental health problems and disordered individuals**

- be prepared to repeat information - talk slowly and calmly
- adopt a non-aggressive stance - give them space
- do not mock or underestimate - be sensitive, friendly and reassuring
- check understanding - reassure them that you want to help

• **Impact factors!**

| • Person | • Object | • Place |
|---|--------------------------|---------------------|
| • Sex, age and size | • Pens in pockets | • Patients bed |
| • Fitness and strength | • Lanyards | • Ward |
| • Male or female | • Hot drinks | • Operating theatre |
| • Under the influence of drugs or alcohol | • Cups, cans, flasks etc | • Reception area |
| • Mental illness | • Files | • Car park |
| • Injured or exhausted | • Telephones | • Canteen |
| • Position of disadvantage | • Chairs | • Patients home |
| • Imminent danger | • Implements | • Your home! |
| • Numbers present | • Urine bottles | • Surgery |
| | • Weapons! | • Waiting areas |

• **Signalling non-aggression**

- **P**osition - think about exit strategy
- **A**ttitude - open and friendly
- **L**ook & listen - active listening
- **M**ake space - don't get too close - remember personal space
- **S**tance - relaxed, facing them with hands down

• **Use of Reasonable Force and the Common Law**

- Two such circumstances are when assault could be lawful:
- The result of self defence
- A consequence of an attempt to save life
- “Reasonable force may be used to defend oneself or another against attack”
- The Legal Test
- Was the use of force reasonable and necessary in the circumstances?
- The Human Rights Test
- Was it proportionate?

• **Defusing high risk conflict – putting it all together**

- maintain self control model if needed, use an effective EXIT strategy use **LEAPS**
- avoid further **triggers** reduce **blocks to communication** use
- active listening
- offer empathy be consistent and professional use **PALMS**

- **NHS Counter Fraud & Security Service**
- Proactive Measures
- Physical Assault Reporting System (PARS) – National data collection
- Legal Protection Unit (LPU)
 - Based in London – comprises small team of Lawyers and Barristers
 - Can be consulted – usually after Police and CPS
 - Have been successful in bringing cases to court
 - Issue ASBO's
 - FOC support service for NHS staff
- Area Security Management Specialists (ASMS)
 - Employed by the NHS Counter Fraud & Security Management Service
 - Meet with Trust Boards
 - Provide a range of advice and support to local Security Managers
- Appointment of Security Management Directors to each Trust Board
- Local Security Management Specialists (LSMS)
- Yours are Gillian Stansfield and Tony O'Byrne
 - Access to the NHS Counter Fraud & Security Management Service website
 - www.cfsms.nhs.uk
 - Download CFSMS "Security Magazine"
 - Case Studies on website etc