

How <Family Medicine> Departments Can Engage in Respectful Dialogue
in an Environment of Diverse Values

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Objectives

- Review importance of conducting effective difficult conversations as a crucial tool for reaching best ideas and solutions
- Discuss creating trust as a foundation for effective group conversations
- Illustrate strategies for difficult discussions
- Practice strategies in table groups
- Catalog best practices from the larger group

Grounding our conversations

- Complexity and Diversity are both wonderful and an asset, and help us thrive
- Navigating complex conversations can be stressful, and also rewarding
- Successful approaches hinge on trust, and will foster future opportunities

Why are respectful group conversations important?

- To support patient care quality
- To identify best solutions
- To create a sustainable and nurturing environment
- To create and maintain of an atmosphere of welcoming and innovation
- To avoid risk of parallel, redundant, or unconstructive solutions
- To avoid risk of division

Imaginable topics in 2020

- Equity, Diversity, and Inclusion
- Wellness and Resilience
- Health access and delivery
- Reproductive rights
- Gun Ownership
- Mergers, closures, networks, and contracting
- Quality
- Vaccination
- Participation
- Compensation
- A new EMR

Expert resources

Frances X. Frei

- Professor of Management at Harvard Business School
- Author of Uncommon Service: How to Win by Putting Customers at the Core of Your Business
- TED Speaker: How to build (and rebuild) trust

Patterson, Grenny, McMillan, Swizler

- Book: Crucial Conversations – Tools for talking when stakes are high

The Pillars of Trust



Empathy (trying to understand)

Success feels like

- You are listening
- You are thinking about me
- You can recognize my journey
- We “get it”, not I “get it”

Wobble – inadvertent and otherwise

- You are self distracted
- Not interested in me
- You are single minded
- You are apparently smarter than me
- Time or other factors apparently limit us

Authenticity

Success feels like

- The why, and your transparency are evident
- You don't hold back
- You work well around me, and you will acknowledge our differences

You may Wobble

- This is not the real you
- You are trying to fit in
- I don't hear all of your agenda

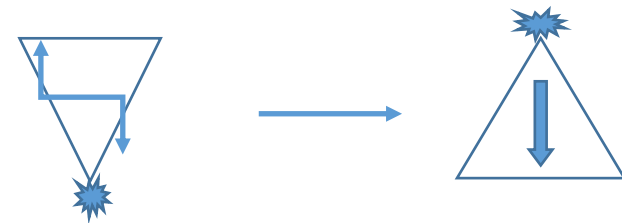
Logic

Success sounds like

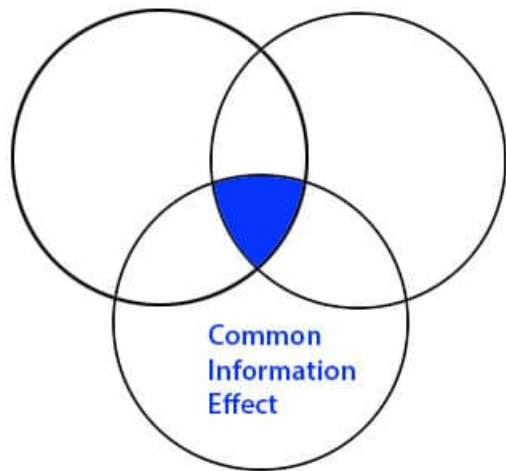
- Your reasons make sense and are sound, and derive from facts
- You can describe and illustrate your logic
- Your stories help

Why you may Wobble

- Is your logic sound? Verify this.
- Are you unable to make your point?



What value are you looking for?
Is it safe to present differences
Differences are celebrated and cherished



TRUST – Try for Respectful, Understanding, Safe Talk

- Create **safety**
- Discuss **why** we are having the conversation
- Establish and model **trust**
- As a leader be **clear**, start with the heart
- Find **common** ground as a starting point
- Powerful **listening** and acknowledge ideas
- Focus on **facts**, and manage emotions
- Maintain **agenda awareness**, stay on track
- Encourage **innovation and solutions**
- **Summarize** and make a shared **plan**

Powerful listening

- Ask
- Mirror/confirm feelings
- Use non-verbal techniques
- Paraphrase
- Appreciate ideas
- Prime the conversation – encourage if needed

Leverage the "Family" in Family Medicine

- Hear everyone
- Identify commonality and differences
- Identify perspective; what is the larger picture?

Are you stuck?

- Work incrementally to find a mutual purpose
- Commit to finding one – this can be the north star
- Recognize purpose behind the strategy
- Invent a mutual purpose if needed (to start)
- *To fracture is to weaken*

Example cases from facilitators

- Kevin – Reproductive Health Care
- Julie – LGBTQ
- Tom – Humanity and Leadership





OPINIONS ABOUT TRANSGENDER HEALTH BARRIERS

82% NO YES 18%



85% NO YES 15%



79% NO YES 21%



63% NO YES 37%





Tension in the nation – August 2017

- Context: Academic Medical Group Board Meeting with a planned agenda
- Chairs Report:
 - Reviewed our core values
 - Reviewed the trust that communities <uniquely?> have in the health profession
 - We do provide leadership

Trust. Where are we going?

Threats to Our Values – this is the why

- The recent events of Charlottesville, Virginia and the subsequent national leadership statements during the week of August 14th profoundly conflict with, threaten, and undermine the pillars of social and medical humanity, and our Values
- Our country and our communities is affected if not swept with unrest, anger, distraught and worry about social justice, including health care

Time to step up

- “We fundamentally operate with fairness, equity, compassion, inclusivity and welcoming all, curiosity, and humanity” – these are among our important principles
- The health profession has an opportunity to illustrate and re-commit to those principles that make us leaders in our communities where we serve and live
- Let’s provide active leadership for humanity, equity, and core values in our community – building on our earned trust
- A discussion ensued...
 - Around the room
 - Ideas and opinions
 - Listening and discovery

Outcomes

- Relief and belief that we can have these conversations
- Understanding
- Alignment
- Ideas
 - More than daily care, population health, delivery models, planning, resource distribution.
 - CHNA
 - Social Justice
 - Active listening
 - System design
 - Presence and advocacy
 - Information and Community outreach

Let's Try It

- Review real cases at your table groups
- Use TRUST model or your own model

Open Mic from Table Groups & Discussion

- Approaches
- What has worked for you?
- What has not?

- Wrap up