

Conflict Case Study

Name

Institution

Date

### **Introduction**

This paper focuses on the analysis of St. Clare Hospital. The hospital was founded in the year 1988 even though for the last few years, it has experienced a constant decline in the revenues. As a result, the CEO of the organization hired a chief operating officer who was mandated to cut costs incurred by the hospital. The new chief operating officer (Wendy Jones) outsources the interpretation of the imaging readings and fired the radiologist at the hospital (Dr. Harris). The decision to fire the radiologist was informed by the fact that the hospital was going to save \$160,000 a year by outsourcing the interpretation of the imaging reading. However, the changes resulted to inaccuracies emanating from the outsourced interpreted readings. Consequently, the physicians become furious with the management's insistence on the use of outsourced readings despite the fact that the management was aware that they could be held liable.

### **Types of conflicts in the case**

Conflicts emerges in situations where personal values tend to be different with that of friends, team members, and even the organization. On the other hand, the fact that personal values determine what one considers to be right or wrong implies that some individual personal values play a major role in any conflicts that one is involved in. In the cases study, there are various types of conflicts that are evident:

#### **Conflict of interest**

Conflict of interest is present in the case study since the physicians seems to have an interest from the services that were been offered by the radiologist who was sacked

while on the other hand, the management team is interested on minimizing the costs. As a result, there emerges a conflict since the two conflicting parties are of different views and opinions when it comes to outsourcing the services of interpreting medical readings (Andrew 1999).

### **Intergroup conflict**

The other conflict that is evident in the case study can be explained to be intergroup conflict. The reason why that is the case is due to the fact there seems to be a conflict between the management of the hospital (CEO and COO) and the physicians working at the hospital. Indeed, it can also be pointed out that while the physicians are keen on ensuring that they get accurate interpretation of the imaging records, the management seems focused on only how they can bring the price down (Rahim 2010).

### **Dysfunctional conflict**

The third and final type of conflict entails dysfunctional conflict. This type of conflict entails a type of conflict that can have a negative impact to the performance and motivation of the employees. In view of St. Clare Hospital, it can be pointed out that the conflict featured in the case study can also be perceived as been dysfunctional due to the fact that the conflict will definitely negatively impact the motivation of the physicians as they have already expressed their displeasure with the outsourcing of the interpretations of imaging readings (Rahim 2010).

### **Conflict management styles evidenced in this case**

Whenever a conflict is experienced in any given situations, it is ideal for a mechanism to resolve the conflict is established since if the conflict is not solved, it will

continue escalating and it might in the long run have devastating impacts. The various conflict management styles that are evident in the case study are discussed in the succeeding paragraphs (Rahim 2010).

### **Avoiding style**

Avoiding style mainly involves basically avoiding the issue and by using this style, neither of the parties to the conflict is able to achieve their goals. Indeed, even though the management of the hospital have been made aware of the fact that they are some inaccuracies, they have insisted on cost cutting measure thus intentionally avoiding the issues raised by the physicians (Rahim 2010).

### **Collaborating Style**

Collaborating style involves the parties to the conflict collaborating in order to achieve the intended objective. In the case study, even though the outcome of the collaborative style has not been specified, the fact that the medical director has gathered together all staff physicians to a call for action can be considered as a collaborative approach to address the issue (Rahim 2010).

### **Competing style**

Competing style involves a win lose approach where one acts in a manner that can be perceived as been assertive with the aim of attaining certain goals with there been no intention of seeking to cooperate with the other party even though it might in the long run prove to be ineffective and have devastating impact. In the case study, the fact Mr. Edwards and Ms. Jones want to stay with the plan to controls costs can be said to be an indicator of competing style.

### **Conflict resolution strategy to be used**

The conflict resolution strategy that should be used to address the situation that the hospital finds itself in should be collaborative style. The reason why this style should be used is due to the fact that this approach is going to bring together all the parties to the conflict and find out the ideal way to solve the conflict. By bringing all parties together, a solution that would be ideal for all parties will be identified and the issue will be effectively solved once and for all.

Thus, the CEO should convene a meeting with all the parties involved in the conflict and discuss the issue together with all the parties involved so that the parties can agree on how to address the issue and move the hospital forwards.

### **Strategies to reduce cost and legal liabilities**

The main issue that the hospital is facing can be addressed by implementing various strategies. The following are the strategies that could be used by the hospital to reduce costs and legal liabilities:

- a) Demand that all the employees working at the hospital adhere to the specified quality standards.
- b) Hire a competent radiologist who can work on part time basis.
- c) Undertake an audit of the operations of the hospital so that a clear understanding of the issues that the hospital needs to address can be identified as well as measures to address the issues.
- d) Establish a patient safety culture in the hospital.

### **Conclusions**

In conclusions, it can be pointed out that whenever people work together, conflicts are bound to happen. However, in order for the conflicts to be effectively addressed, parties to the conflict need to come together and find ideal solutions to the conflict (Almost 2006).

### References

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