

PROCESS FOR MANAGING CONFLICT AMONG LEADERSHIP GROUPS

APPROVED BY THE BOARD OF DIRECTORS OF THE UNIVERSITY OF WISCONSIN HOSPITALS AND CLINICS AUTHORITY ON _____, 2009.

BACKGROUND

This document describes a process for managing conflict among leadership groups that may affect hospital performance. This process also meets The Joint Commission Leadership Standard LD 02.04.01.

The UWHC medical staff is comprised only of faculty of the UW School of Medicine and Public Health (UWSMPH). Until 1996 UWHC was part of the UW-Madison and the medical staff and hospital were ultimately accountable to the UW Board of Regents. When UWHC was constituted as a separate legal entity, the integral relationship of UWHC and UW continued. By law, two medical staff members serve on the Board of Directors of UWHC - the dean of UWSMPH and the chair of one of the clinical departments. By law, the Chancellor of UW-Madison and one other UW faculty member also serve on the UWHC Board. The Bylaws of the Board include a standing invitation to the President of the Medical Staff and the President of the UW Medical Foundation (UWMF) to attend the meetings of the Board, including its planning retreats.

The Affiliation Agreement between UWHC and UW mandated by the legislature further mandates and defines the interrelationship. Article XXII of the affiliation agreement sets forth a formal dispute resolution mechanism to address disputes that arise between UW and UWHC that starts with a 45 day period of negotiations between representatives designated by the UW Chancellor and UWHC President. This formal dispute mechanism has not yet been needed.

Medical staff members serve on all administrative committees whose jurisdiction impacts quality and safety of care. Medical staff members serve on the strategic planning committees. UWHC administrative leaders sit on the Medical Board of the Medical Staff. The UWHC Chief Medical Officer meets regularly with the officers of the Medical Board.

In the revision of organizational values during 2009, leaders from UWHC, UWSMPH, and UWMF collaboratively endorsed values conducive to a positive organizational environment: Excellence, Innovation, Compassion, Integrity, Respect, and Accountability. Explicit behavioral standards support the selection, appraisal and development of leaders.

UWHC and its medical staff have one integrated set of policies and procedures. All official policies and procedures that impact on quality and safety of care and the practice of the medical staff are reviewed and approved by the Medical Board of the Medical Staff.

The Dean of UWSMPH, the President of the Medical Foundation and the President of UWHC meet weekly for joint planning and problem resolution.

CONFLICT MANAGEMENT PROCESS

August 31, 2009

1. MEETING WITH THE INVOLVED PARTIES AS EARLY AS POSSIBLE TO IDENTIFY THE CONFLICT.

Organizational leaders are encouraged to identify conflicts early in any of the venues mentioned above and manage them to mutual agreement. Should efforts to manage conflicts among leaders fail, the conflict would be raised at the weekly meeting of the UWSMPH Dean, the UWMF President, and the UWHC President, or they can convene a meeting of representatives.

2. GATHERING INFORMATION REGARDING THE CONFLICT.

The UWHC President and/or designee(s) gathers information from the involved parties regarding the conflict.

3. WORKING WITH THE PARTIES TO MANAGE, AND WHEN POSSIBLE RESOLVE THE CONFLICT.

The UWHC President and Senior Vice Presidents are skilled in conflict management. They would work with the UWSMPH Dean and the UWMF President and/or their designees to manage and when possible resolve the conflict. The UWHC President, in consultation with the UWSMPH Dean and UWMF President, may involve additional outside persons skilled in conflict management.

The UWHC President, in consultation with the UWSMPH Dean and the UWMF President, may refer conflicts to the UWHC Board of Directors or the UW Medical Staff Liaison Committee or may invoke the formal dispute resolution mechanism under the Affiliation Agreement.

4. PROTECTING THE SAFETY AND QUALITY OF CARE.

When the conflict could adversely impact patient safety or quality of care, the UWHC President in consultation with the UWSMPH Dean and UWMF President takes immediate steps that are necessary to protect the safety and quality of care.

When the UWHC President, the UWSMPH Dean and/or the UWMF President are not available their roles may be performed by their designees.