

The Evelina Resolution Project

*Dr Sara Hanna, Medical Director, Evelina London
In collaboration with The Medical Mediation Foundation
and Southampton Children's Hospital.*

The Evelina Resolution Project

- Began in 2013 originally funded by Guy's & St Thomas's Charity.
- Provides multi-disciplinary training to help health professionals engage with parents and de-escalate/prevent conflict.
- And mediation to help support families & clinical teams
- Number trained since 2013: 1,400
- Feedback obtained from cohort at 6 month follow up

Results (n=313)

- **178 (57%)** experienced conflict since doing the training
- **169 (95%)** reported training helped them to recognize triggers/warning signs
- **162 (91%)** reported that training had helped them to de-escalate or resolve the conflict

Forbat *et al.* *Arch Dis Child* 2017; **102**: 250-254

Conflict in paediatric healthcare: a definition

- A breakdown in trust and/or communication between health professionals and a child and/or family members/carers which has escalating impact on all involved.
- Affects the ability of a treating team to provide the care they deem optimal for the patient concerned.
- Affects allocation of staff to patient

Why managing conflict matters

- Conflict is upsetting and time-consuming for families, patients and staff
- Conflict can affect care of the patient
- Conflict will escalate unless recognised and managed early and actively

Most commonly cited causes of conflict:

- Communication breakdown
- Disagreements over treatment
- Unrealistic expectations

- **136 episodes of conflict**
- **448 hours of professional time to manage**

Conflict in a paediatric hospital; a prospective mixed-methods study; Forbat L et al.

Arch. Dis. Child 2016; 101: 23-27

What health professionals say about impact of conflict

- **GUILT UPSET UNSUPPORTED ANXIETY**
- **CONSUMING ANGRY SHOCKED**
- **FRUSTRATION INTIMIDATED FEAR**
- **UNCERTAIN VULNERABLE FUTILE**
- **DISTRAUGHT DISENGAGEMENT GRIEF**
- **REVENGE CHALLENGED**

The Conflict Pathway

The beginnings, middles and endings of conflicts
between families and health professionals



Causes & Triggers

Insensitive use of language
Conflicting messages
Making assumptions
History of unresolved conflict



Warning signs

Entrenched positions

Avoidance

Micro-management

Separate camps/ us and them



Consequences

Child no longer the focus

Conflict takes on life of its own

Physical and verbal threats

Attack

The Conflict Pathway

“Conflict escalation in paediatric services:
findings from a qualitative study”

Archives of Disease in Childhood

Forbat L, Teuten B, Barclay S

Testing a conflict management framework: 4 sites.

- Two stage structured framework based on checklist methodology
- Stage 1 – recognising, exploring, engaging with parents/family. Focus on clear, consistent communication
- Stage 2 – Formal 4 step escalation process – from contract of expectations to exclusion.