

Action Series on Teamwork and Communication:

Foundations of Strong Teamwork and Communication

Teaching Webinar 1 – March 21, 2019



BC PATIENT SAFETY
& QUALITY COUNCIL

Working Together. Accelerating Improvement.

Today's Facilitators



Jennie Aitken
Action Series Facilitator



Kathryn Proudfoot
Guest Presenter



This webinar is being recorded

*Personal information in this initiative is collected under s.26(c) and 26(d)(ii) of the Freedom of Information and Protection of Privacy Act. The information is being collected in order to facilitate training and education as part of the Action Series on Teamwork and Communication. This webinar is being recorded and will be shared with other program participants only, via a password-protected link in our follow-up email after each webinar. **We ask that you refrain from identifying patients, specific team members or offering any other personal information.** If you have further questions, please contact the Leader, Health Systems Improvement at 250.652.9141 or culture@bcpsqc.ca.*



Action Series Roadmap

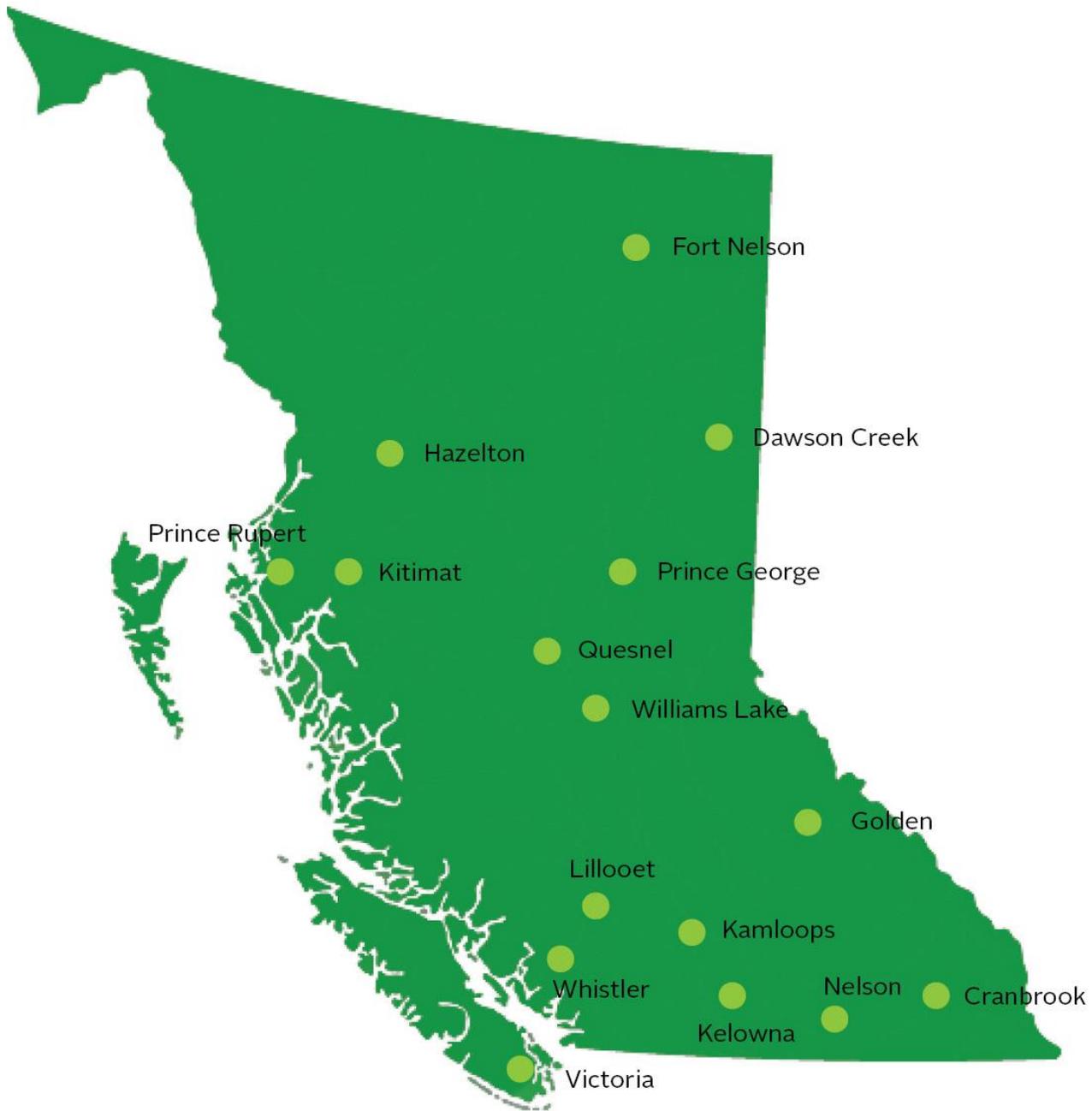


Today's Tools

1. Pointer
2. Raise Hand
3. Yes / No ✓ or ✗
4. Chat
5. "T" button

The screenshot displays a virtual meeting interface. On the left is a whiteboard with a list of five items: 1. Pointer, 2. Raise Hand, 3. Yes / No ✓ or ✗, 4. Chat, and 5. "T" button. The whiteboard has a toolbar at the top with various drawing tools and a search bar containing '01'. At the bottom of the whiteboard, there are 'Full Screen', '63%', and 'View' options. On the right is a 'Participants' panel with a blue header. It shows 'Speaking:' with a dropdown for 'Panelist: 1'. Below that, there is a participant named 'BCPSQC - 2 (Host, me)' with a video icon. Underneath, it says 'Attendee: 0'. Below the participants list is a toolbar with icons for Raise Hand, Yes/No, and other controls. There are also buttons for 'Make Presenter' and 'Audio'. Below the toolbar is a 'Chat' panel with a blue header and a text input area. At the bottom of the chat panel, there is a 'Send to:' dropdown menu set to 'All Participants' and a 'Send' button. Below the dropdown, there is a text box with the instruction: 'Select a participant in the Send to menu first, type chat message, and send...'





Acute Care

Cancer Care Services

Home & Community Care

Specialist Clinics

Public Health

**Diagnostic & Pharmacy
Services**

**Professional & Practice
Support**

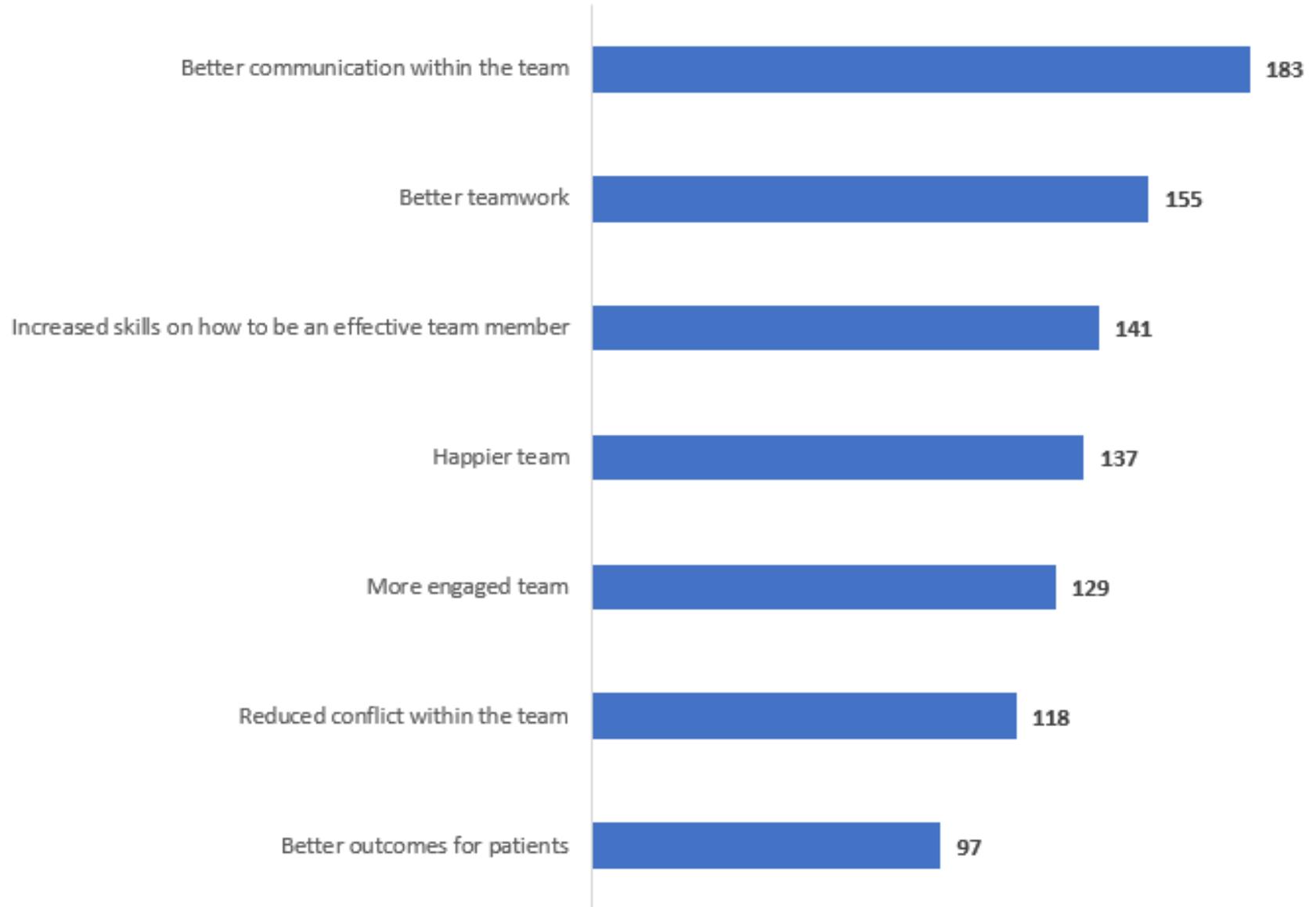
Corporate Services

Long-Term Care

Infection Prevention & Control



Your Hopes:



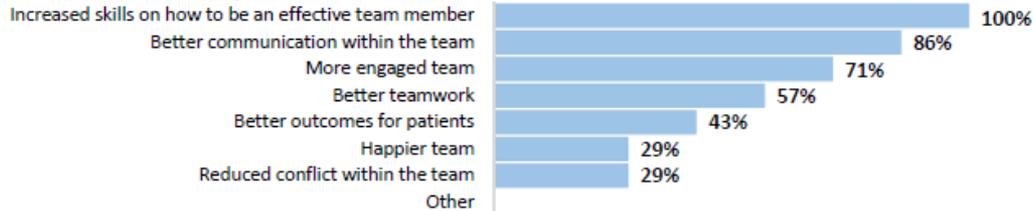
Report #1: Baseline Needs Assessment

Team Name:

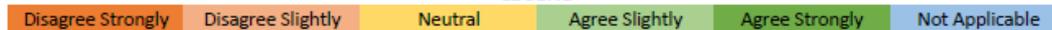
Response Rate: 88%

This is your team's baseline team report. The data is based on how your team answered the need's assessment. This report is meant to help guide a conversation with your team about what your strengths are and where there are opportunities for improvement. Reports will be available to your team after webinar 3, at the end of the series, and three and six months post series to help you gauge your progress as a team.

What your team hopes to get out of the Action Series:

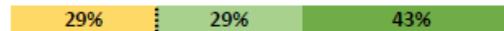


LEGEND



TEAMWORK

We work together as a well-coordinated team.



People at work show sincere respect for others' ideas, values and beliefs.



COMMUNICATION

Communication breakdowns are common on this team.



It is easy for personnel here to ask questions when there is something that they do not understand.



TRUST

There is a high level of trust on this team.

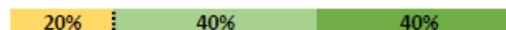


CONFLICT

Our team constructively deals with a problem.



Unnecessary conflict is kept to a minimum in our workplace.



Our shared goals:



Recognize the importance of team culture – and how it influences patient outcomes, staff experience and work quality



Identify the factors that can influence non-technical skills and impact culture



Think about a **great day** at work.





← Jennie



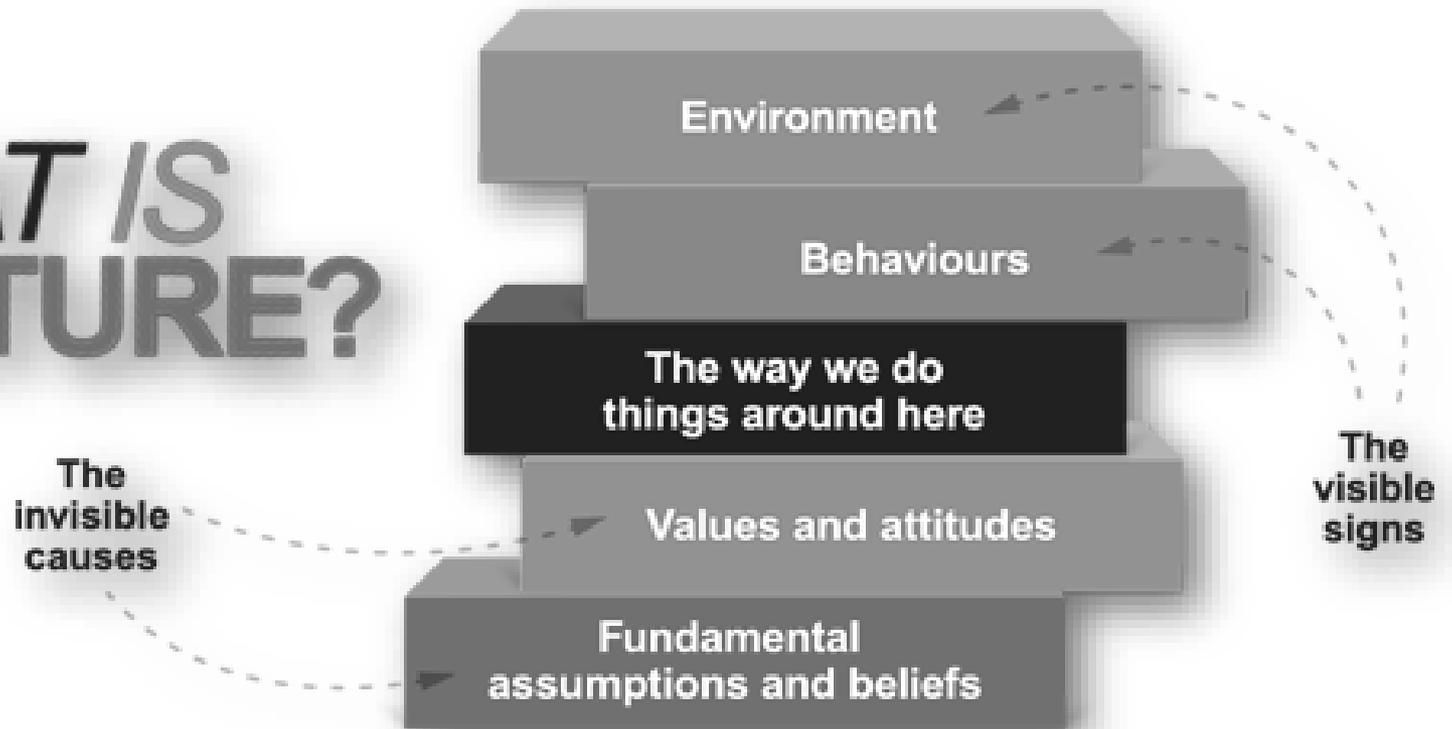


Culture is about the beliefs we share, what we expect of each other, what's considered normal and the way we behave that determines how our organization functions.

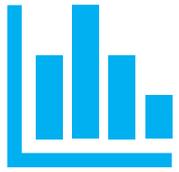
It's “the way we do things around here.”



WHAT IS CULTURE?







Positive workplace culture can lead to:
Improved system outcomes

Mortality rates
Readmission rates
Adverse events

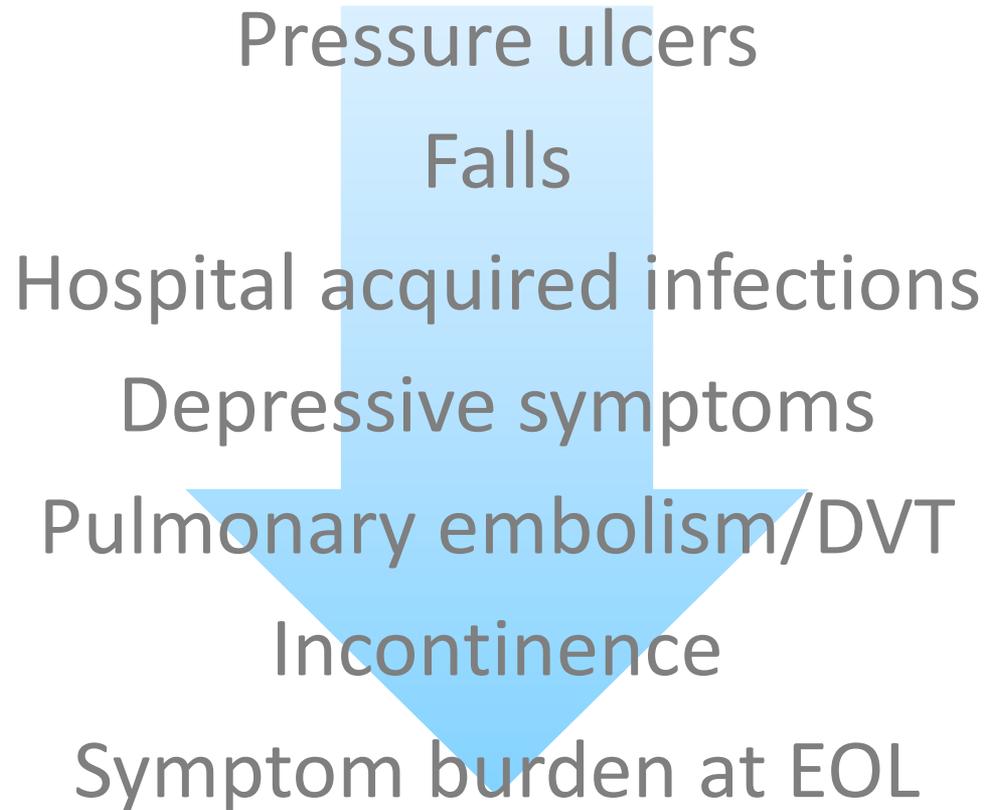


Well-being outcomes
Patient satisfaction
Quality of life
Patient mood





Positive workplace culture can lead to:
Improved clinical outcomes



Quality of work

Efficiency

Engagement

Patient safety



Positive workplace culture can lead to:

Improved workplace performance

Improved job satisfaction

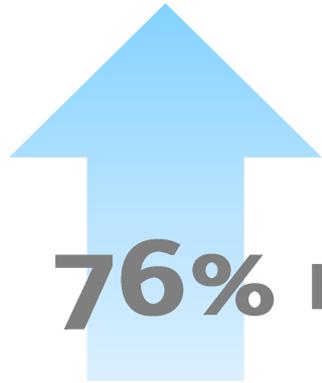
Improved staff commitment

Increased productivity

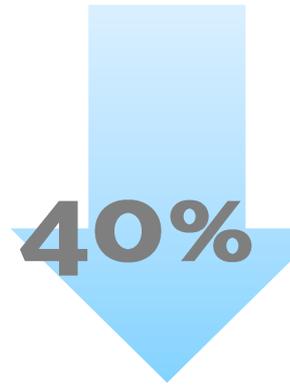


Positive workplace culture can lead to:

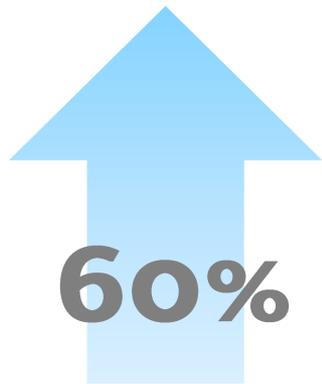
Improved workplace performance



76% More engaged



40% Less burnout



60% More job enjoyment



When you're engaged, how does that impact your work?

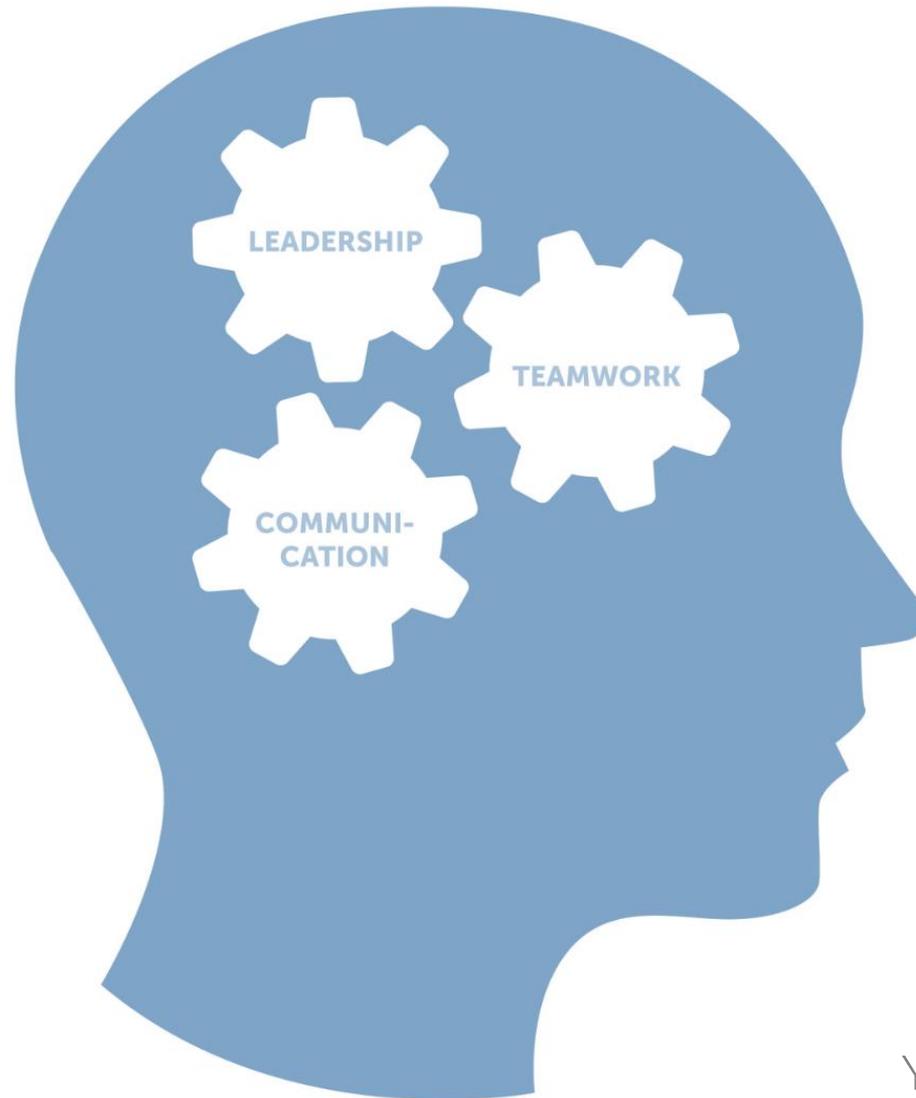
There is **LESS...**

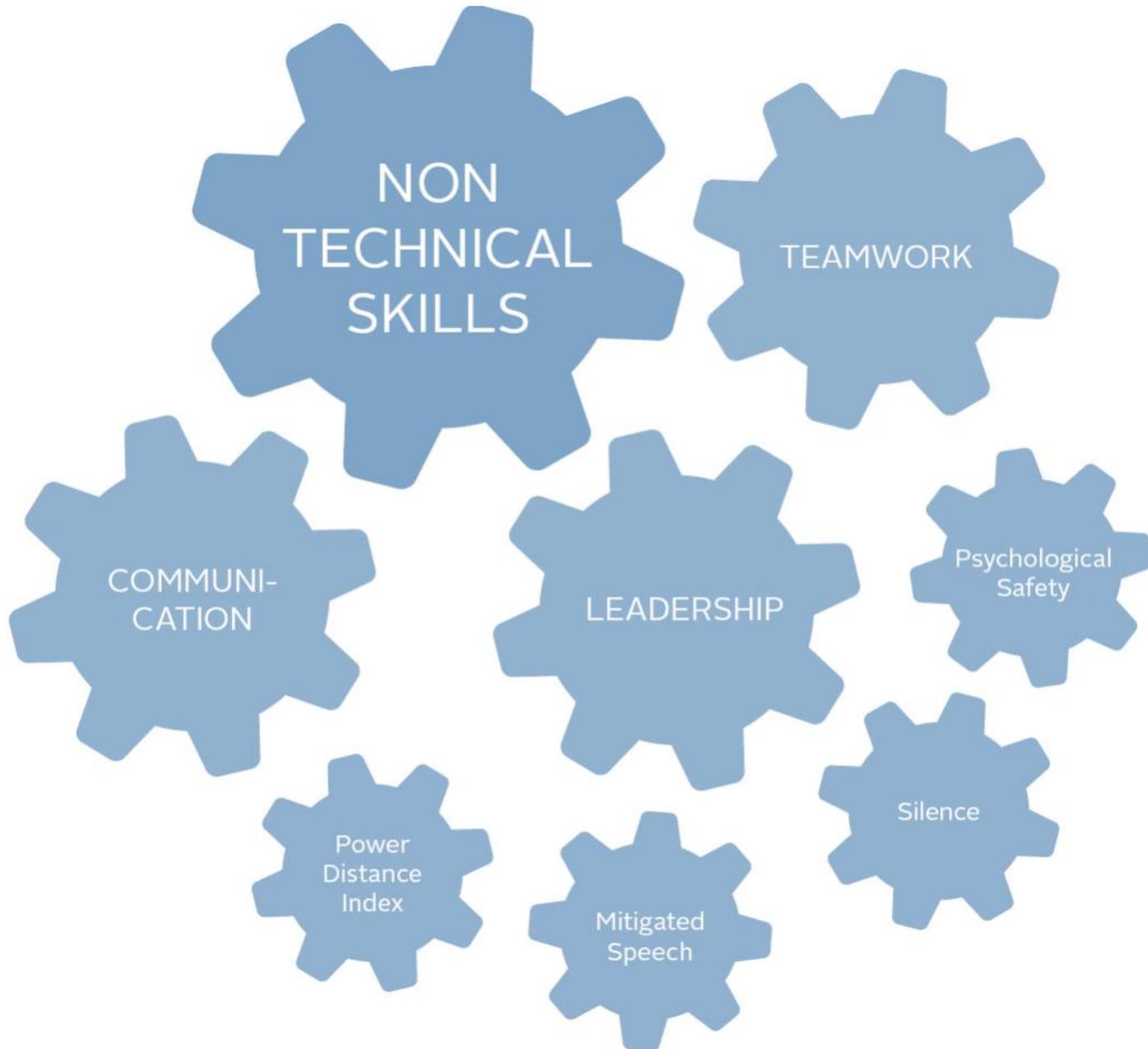
There is **MORE...**





Non-Technical Skills





Power Distance Index (PDI)

“Power distance is the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally.”





“People are afraid that if they say something they will get in trouble, or will be treated poorly or not supported.”

Action Series Participant



What was the outcome of PDI in your workplace?

- Unpleasant work environment
- Lack of communication between team members
- Patient/resident harm
- All of the above



Reducing the PDI on your team

- Have an open discussion on your team about PDI and its role
- Reduce the use of titles
- Ensure all team members know each other's names and roles
- Use huddles



Mitigated Speech

Communication that is deferential or indirect.





Hint

- “Maybe we could try this another way.”

Preference

- “Perhaps we could do a lit review to assess the best practices.”

Query

- “Do you think using the recommended best practice would help us here?”

Team Suggestion

- “Let’s try implementing one of the suggested best practices.”

Team Obligation

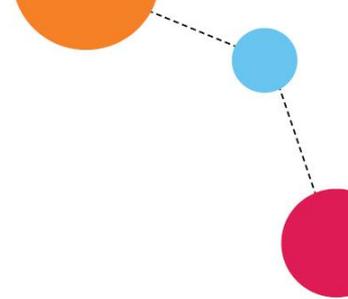
- “We must implement best practice.”

Command

- “STOP! This is not best practice.”



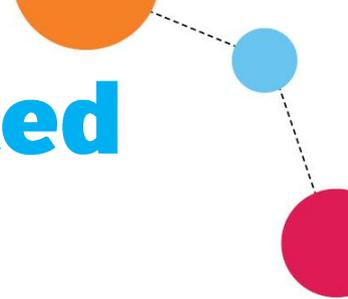
The higher the PDI, the more we mitigate our speech

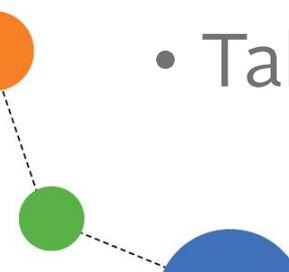


Have you been in a situation where you mitigated your speech to the detriment of patient care or project?



Strategies to address mitigated speech



- Have an open discussion about the role mitigated speech plays on your team
 - Create a teamwork agreement with your team
 - Use a structured approach for communication
 - Take a look at your own patterns
- 



Silence



Strategies to address silence

- Think about the “patterns of silence” on your team. Name the elephant!
- Consider other ways to engage the team when silence becomes the norm
- Model behaviour

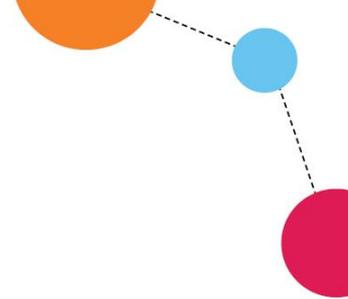




Psychological

Safety

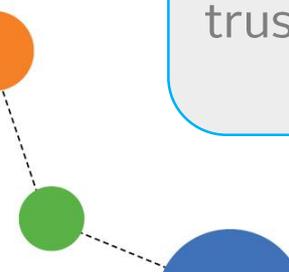




I have been interrupted, cut off and dismissed during team meetings on a regular basis which makes me feel very discouraged.

At times there is a lack of support. Feeling alone in decisions and managing difficult situations. Not feeling safe to share opinions.

I feel like I don't know what others are thinking or planning so I feel on edge. I don't know if I can trust what they say is true



Strategies to enhance psychological safety

- Formal & informal leadership
- Trust
- Facilitate collaboration across disciplines
- Ask for feedback
 - Listen
 - Respond. If you can't, close the loop.



Our shared goals:



Recognize the importance of team culture – and how it influences patient outcomes, staff experience and work quality



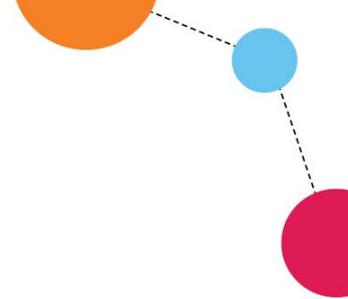
Identify the factors that can influence non-technical skills and impact culture



Action period challenge!

1. Self-reflection
2. Create a teamwork agreement with your team (submission required)
3. Applied learning activities
 - Pick 1, 2, or 3 (or all!) additional activities
 - Working through them as a team
 - Feel free to share your experience at an informal webinar or on the next webinar





Coaching Webinar

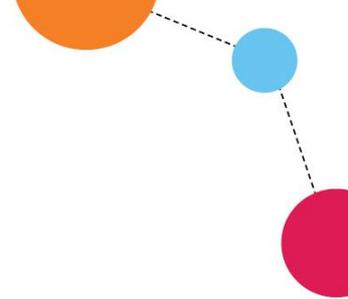
April 4th from 2:00-3:00pm

Send any questions or tricky situations for discussion to culture@bcpsqc.ca

“Great practical solutions!”

“Opportunity to ask questions and hear responses from a coach expert and others in the group.”



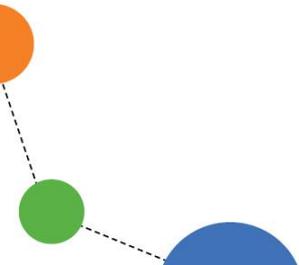


Next Webinar: 14:00 – 15:00
Thursday, April 11, 2019



**Engaging in
Unstructured
Communication
Webinar**

culture@bcpsqc.ca



How to get a certificate of completion

- ✓ Attend all teaching webinars
- ✓ Submit all required action period work
- ✓ Complete the final evaluation survey sent after the Action Series





Action Series Roadmap

