



**Leadership Webinar 4:**  
*Improving Patient Outcomes  
by Strengthening Teamwork  
& Communication*

January 16, 2018



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# Your Clear team



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# What We Are Covering Today

- Define culture and the importance of culture in clinical outcomes
- Identify the factors that can influence non-technical skills and impact culture
- Recognize the relationship between a positive culture and staff benefits
- Tips for a successful healthcare team

# What is Culture?

# Defining an Organizational Culture

*“The way we do things around here ...”*

Davies, Nutley and Mannion, 2000

# WHAT IS CULTURE?



Image source: <https://blogs.hope.edu/getting-race-right/wp-content/uploads/sites/30/2014/09/What-is-culture.png>

# What is Culture?

- Artefactual elements of culture are more visible and may be more readily changed
- Deep-seated beliefs and values may prove to be more resistant to external influences

*Davies, Nutley and Mannion, 2000*



Everyone has a role to  
play in culture



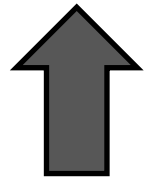
# Why Does Culture Matter?

## Clinical Outcomes

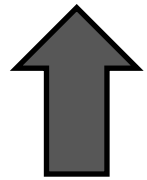
- Positive clinical outcomes:
  - Pressure ulcers
  - Falls
  - Hospital acquired infections
  - Depressive symptoms
  - Pulmonary embolism/deep vein thrombosis
  - Incontinence
  - Symptom burden at the end of life
  - Mental and physical health status

Do you have staffing challenges such as turnover, unplanned absences or recruiting issues?

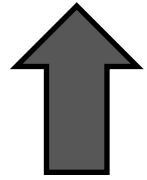
# Why Does Culture Matter? Health Care Providers



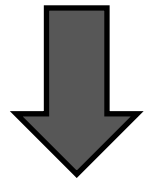
**76%** more engaged



**50%** more productive



**60%** more job enjoyment



**40%** less burnout

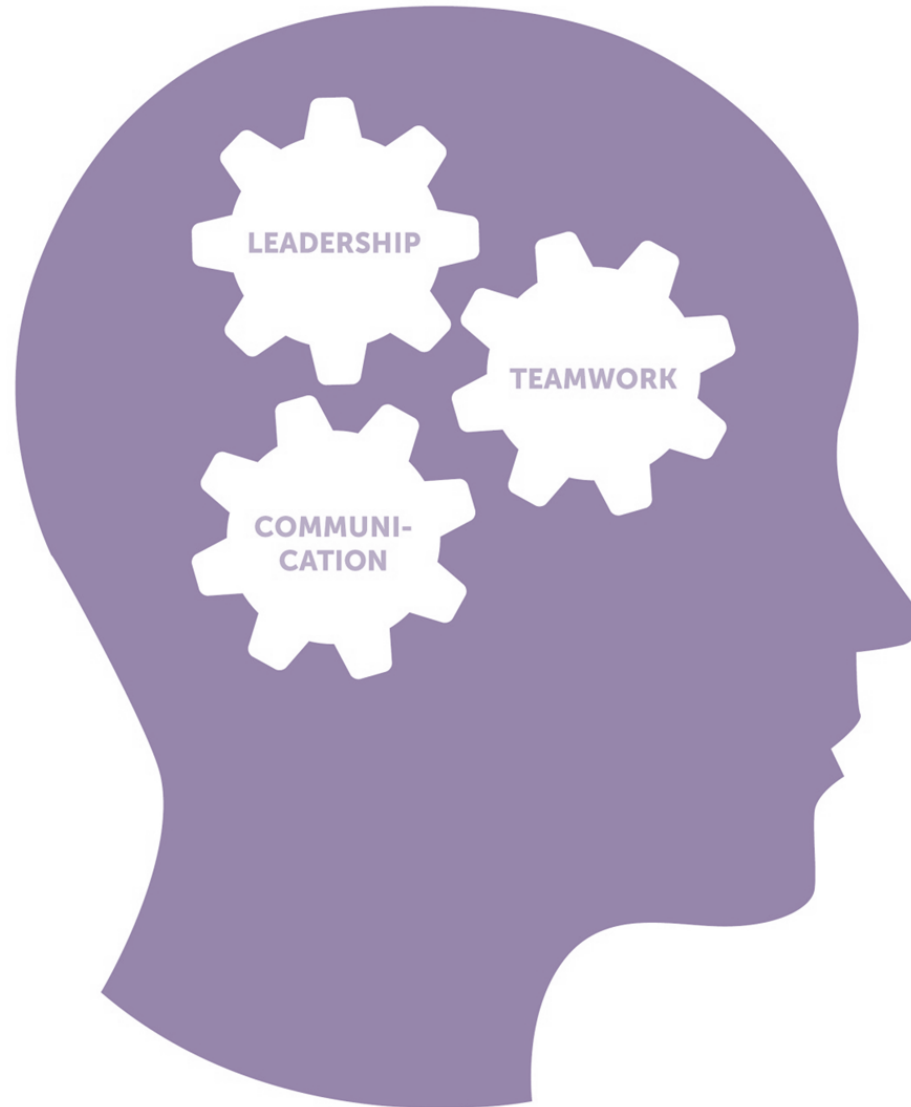


# The Facts

- Research indicates that many failures in our system originate from ‘non-technical’ rather than ‘technical’ aspects of performance.



# Non-Technical Skills



Yule et al. 2006

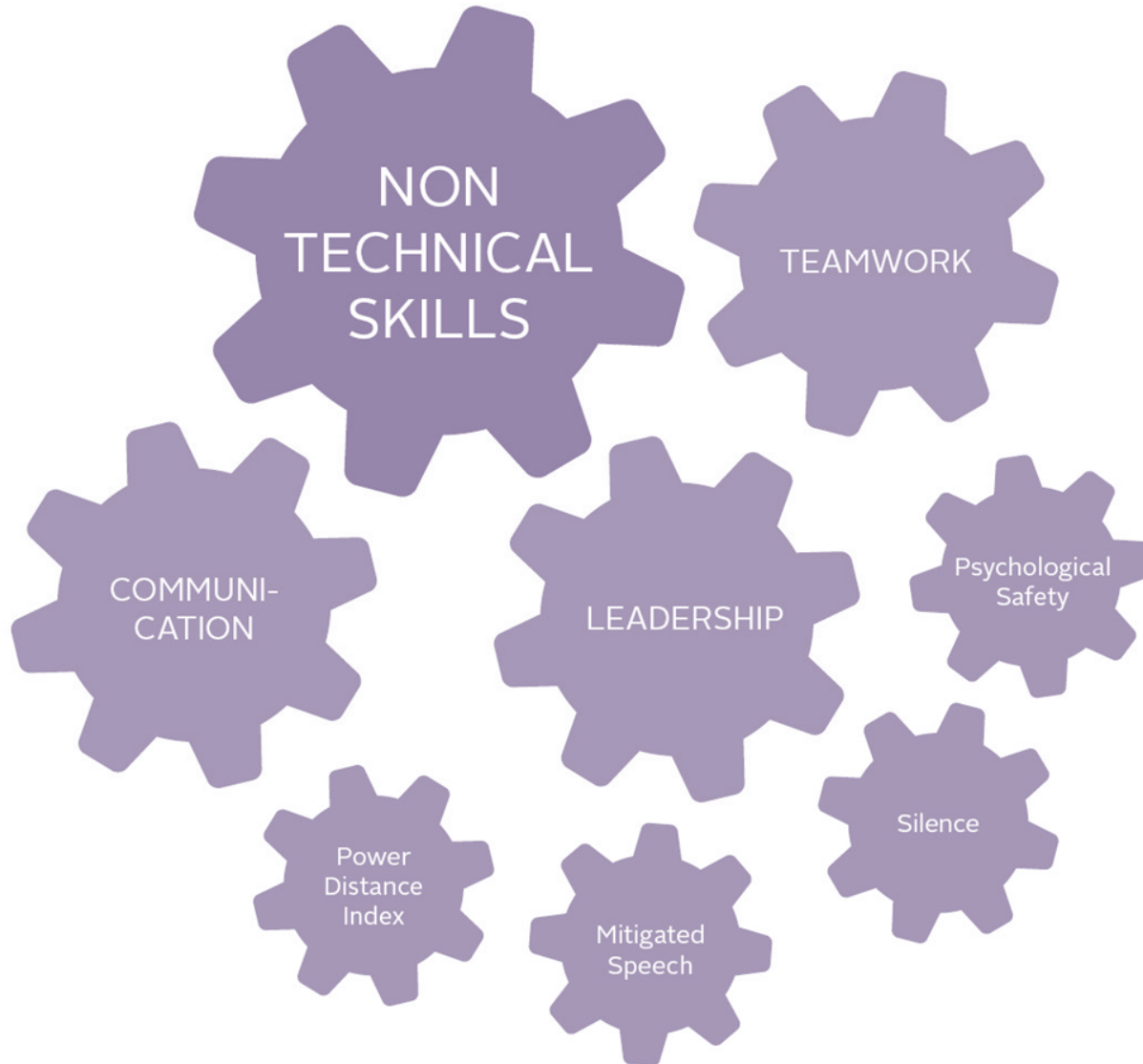
# Poll:

What are some challenges your team may have with non-technical skills?

- Teamwork
- Communication
- Leadership
- No challenges

(you can choose one or more)

# The Impact of Non-Technical Skills on Culture







**Psychological**

**Safety**



**Does EVERYONE on your team feel they can speak up when needed?**

- **Yes**
- **No**
- **Depends...**

# Psychological safety translates to...

- More confidence to engage in learning behavior
- Allows team members to bring forth concerns and issues that can help the team
- Higher levels of engagement at work

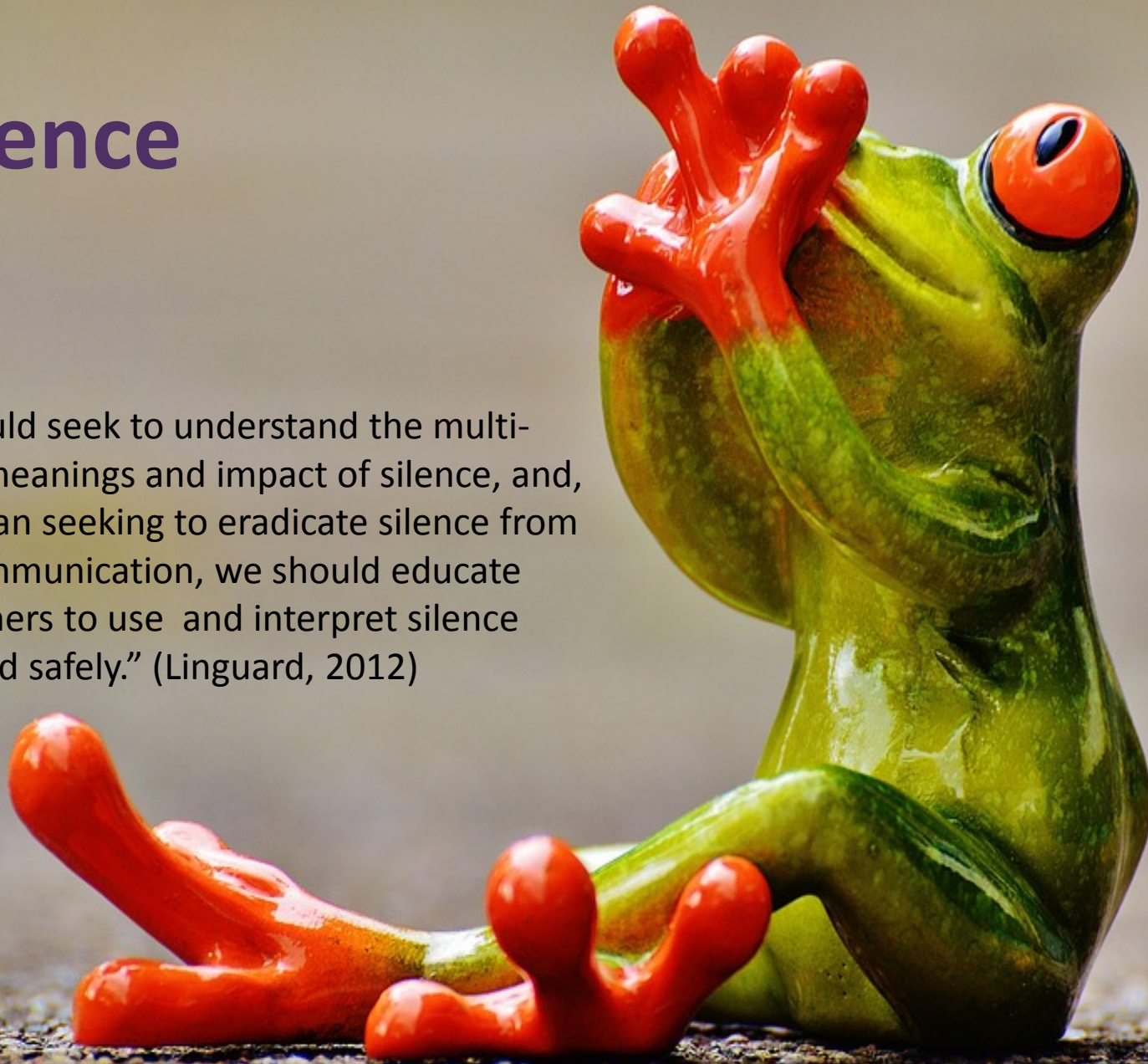


**Psychological**

**Safety**

# Silence

“We should seek to understand the multi-faceted meanings and impact of silence, and, rather than seeking to eradicate silence from team communication, we should educate practitioners to use and interpret silence wisely and safely.” (Linguard, 2012)



*“A lack of safe staff meetings where everyone can have a voice has lead to an atmosphere of indifference”*

*“Not feeling safe for sharing our thoughts.”*

*“We have to trust in order to have safety.”*

# 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.”

Geert Hofstede's Power Distance Index  
[www.Clearlycultural.com](http://www.Clearlycultural.com)

# Mitigated Speech

Any attempt to downplay or sugarcoat the meaning of what is being said.



**Have you ever mitigated your speech  
when talking to someone?**

- **Yes**
- **No**

**How can mitigated speech affect patient/resident outcomes?**

# The Impact of Non-Technical Skills on Culture



# Tips for success



# Tips for success



# Tips for success



# Where is the challenge with your team?

- A. Senior Management Support
- B. Teamwork
- C. Managing conflict, fatigue and motivation?
- D. A & B
- E. A&C
- F. B&C
- G. All of the above