

Teamwork and Communication Action Series

Wave 4 - Learning Session 1
Foundations of Strong Teamwork and
Communication

October 22, 2020



Teamwork &
Communication Action Series
BC PATIENT SAFETY & QUALITY COUNCIL

This Session 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 us at culture@bcpsqc.ca.

Today's Facilitators



April Price
Action Series Facilitator

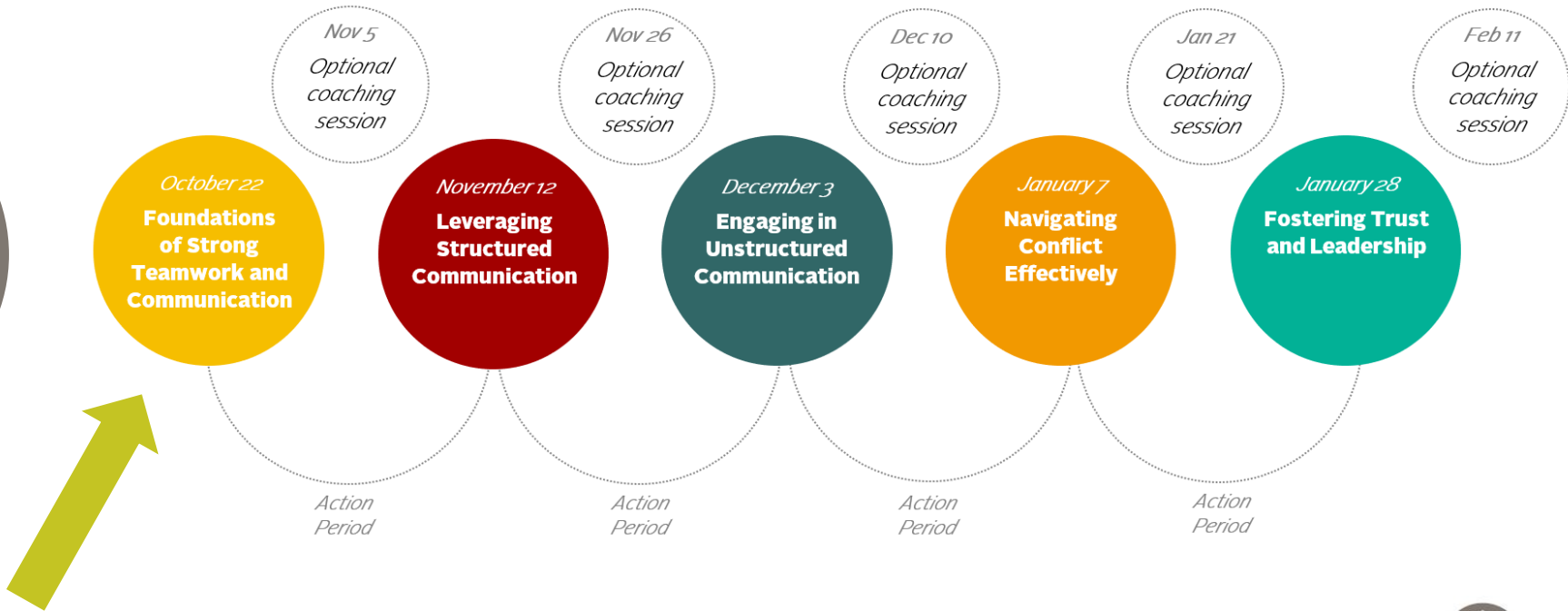


Sarah Carriere
Action Series Facilitator

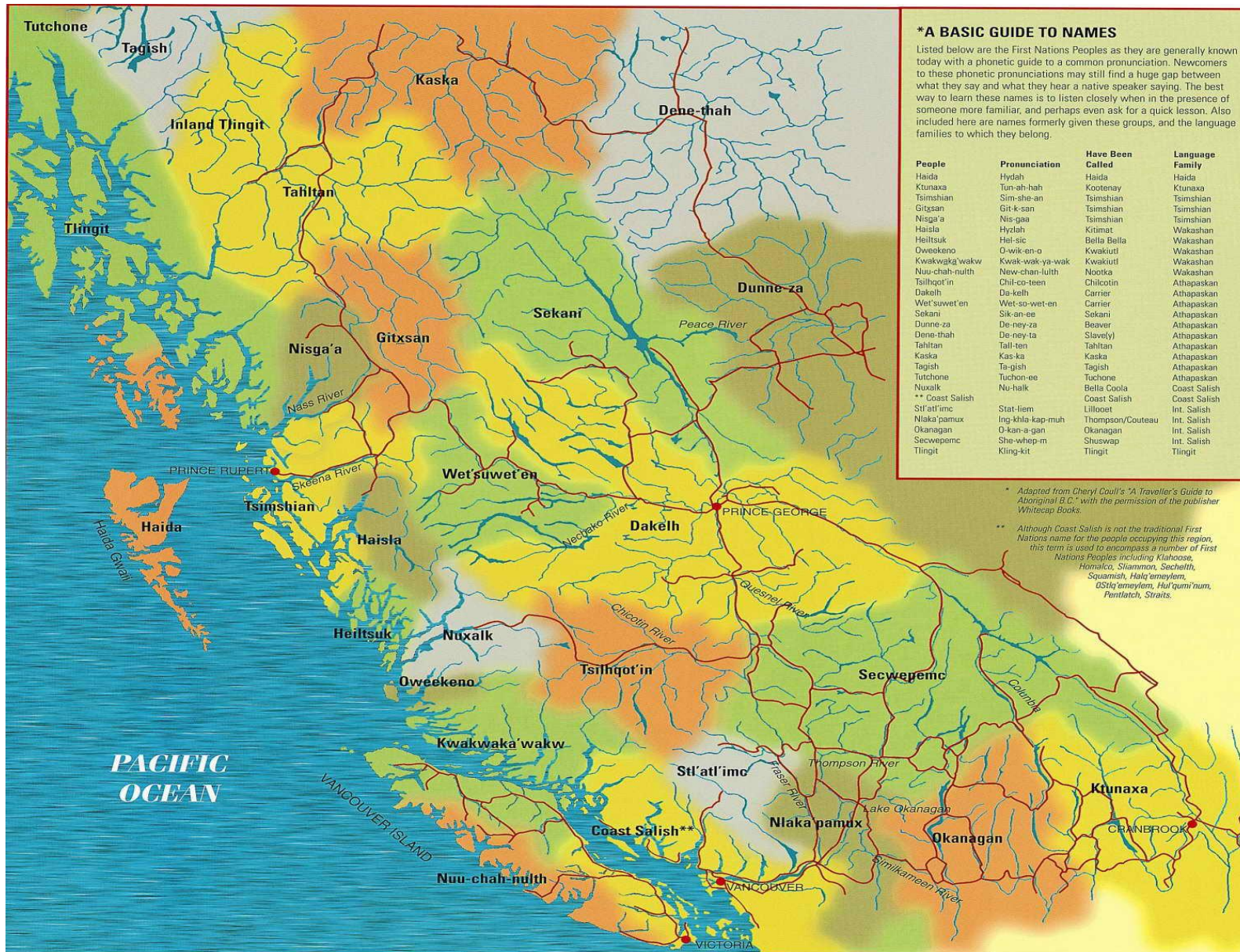
Action Series Roadmap

Wrap Up
Celebration
February
18/21

Orientation
Kick Off
October
15/20



Where are You Today?



Learning Outcomes



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

Overview

- The impact of culture on health care
- Definition of non-technical skills and their importance in health care
- Power distance index
- Mitigated speech
- Silence
- Psychological safety





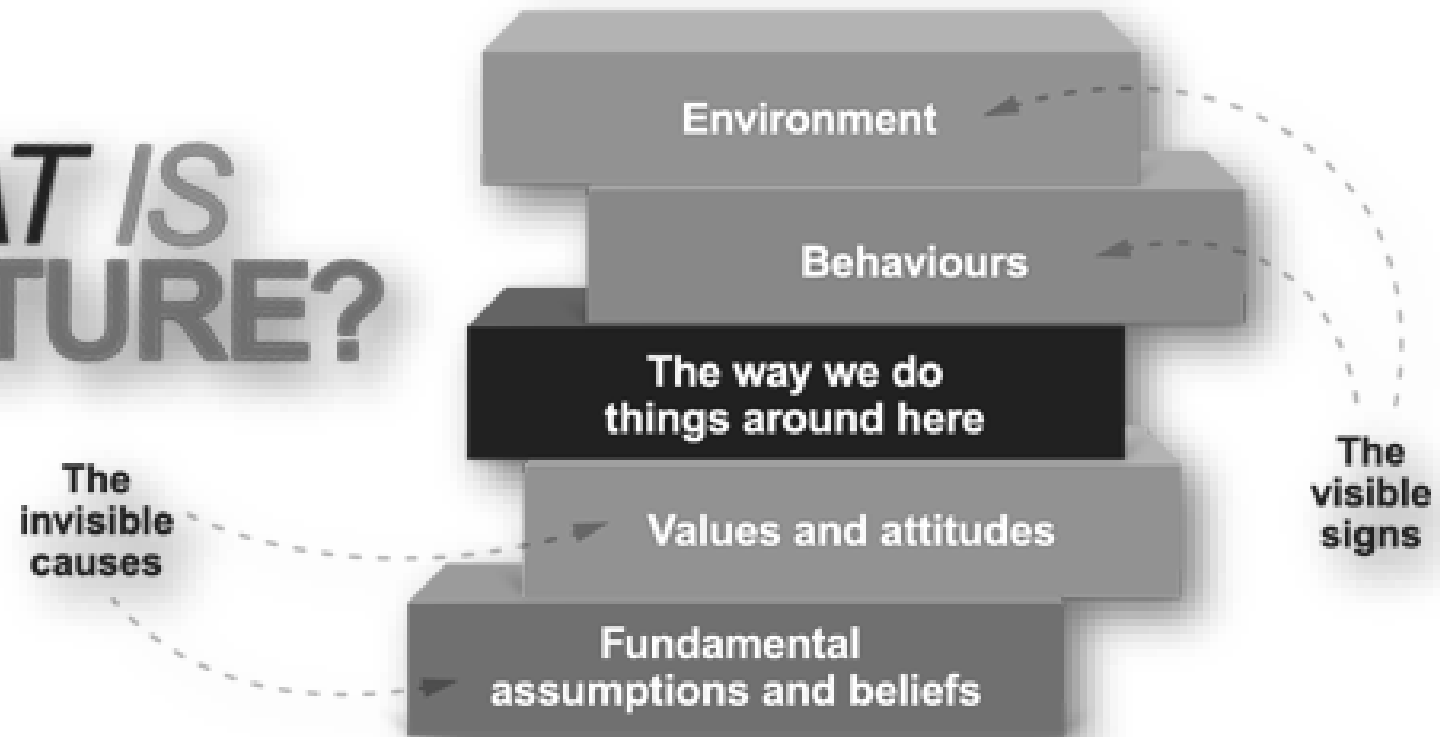
How Would You Define Culture?



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?





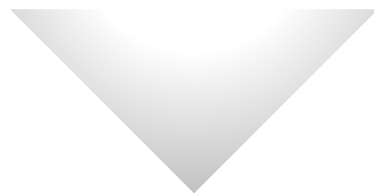
Positive workplace culture can lead to:

Improved System Outcomes

Mortality rates

Readmission rates

Adverse events

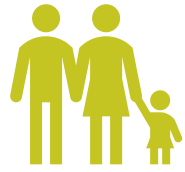


Well-being outcomes

Patient satisfaction

Quality of life

Patient mood



Positive workplace culture can lead to:

Improved Clinical Outcomes

~Examples~

Has Workplace Culture – Positive or Negative – Ever Influenced One of These Things?

Quality of work

Efficiency

Engagement

Patient safety

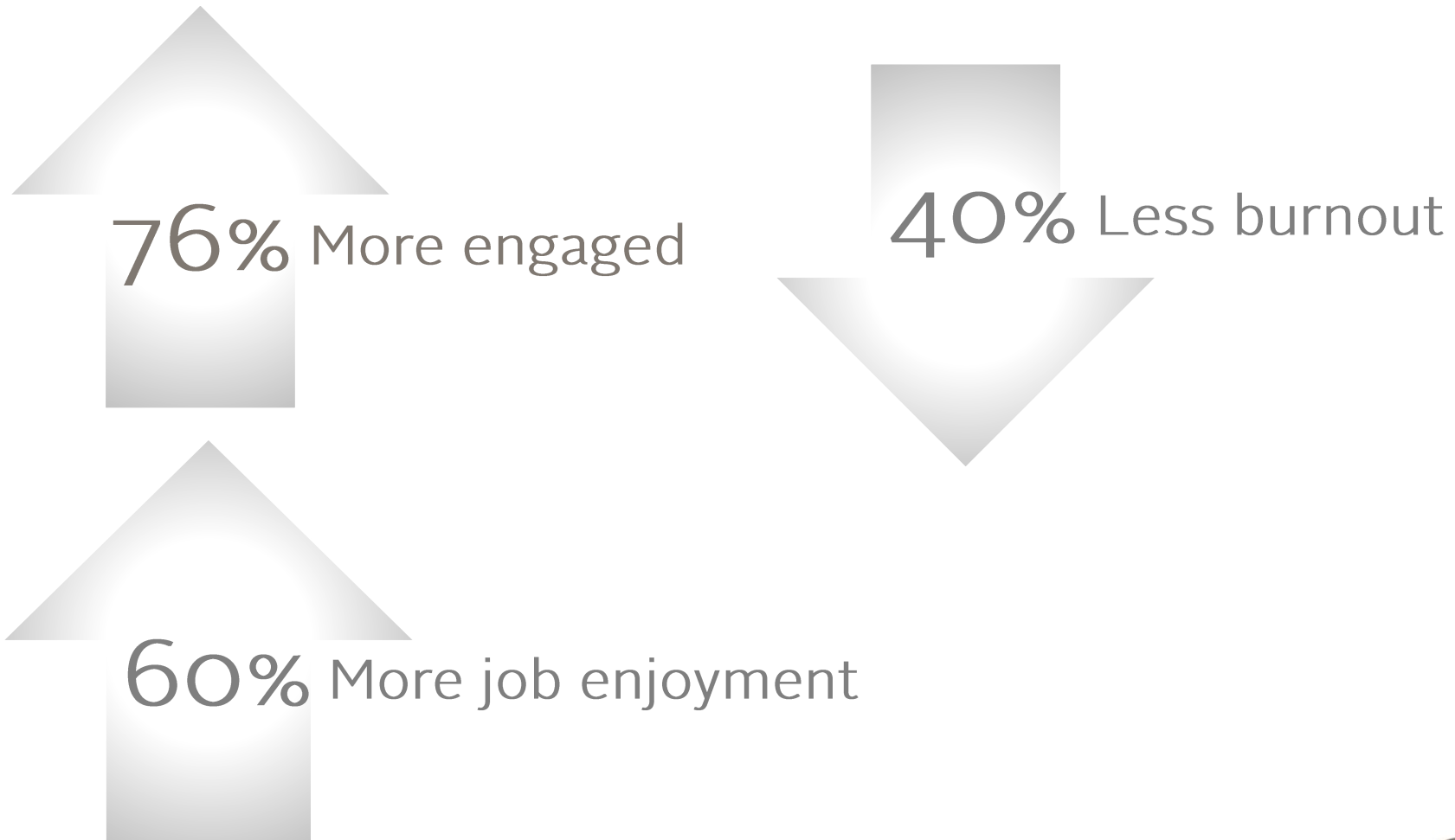
Positive workplace culture can lead to:

Improved Workplace Performance & Morale

~Examples~

Positive workplace culture can lead to:

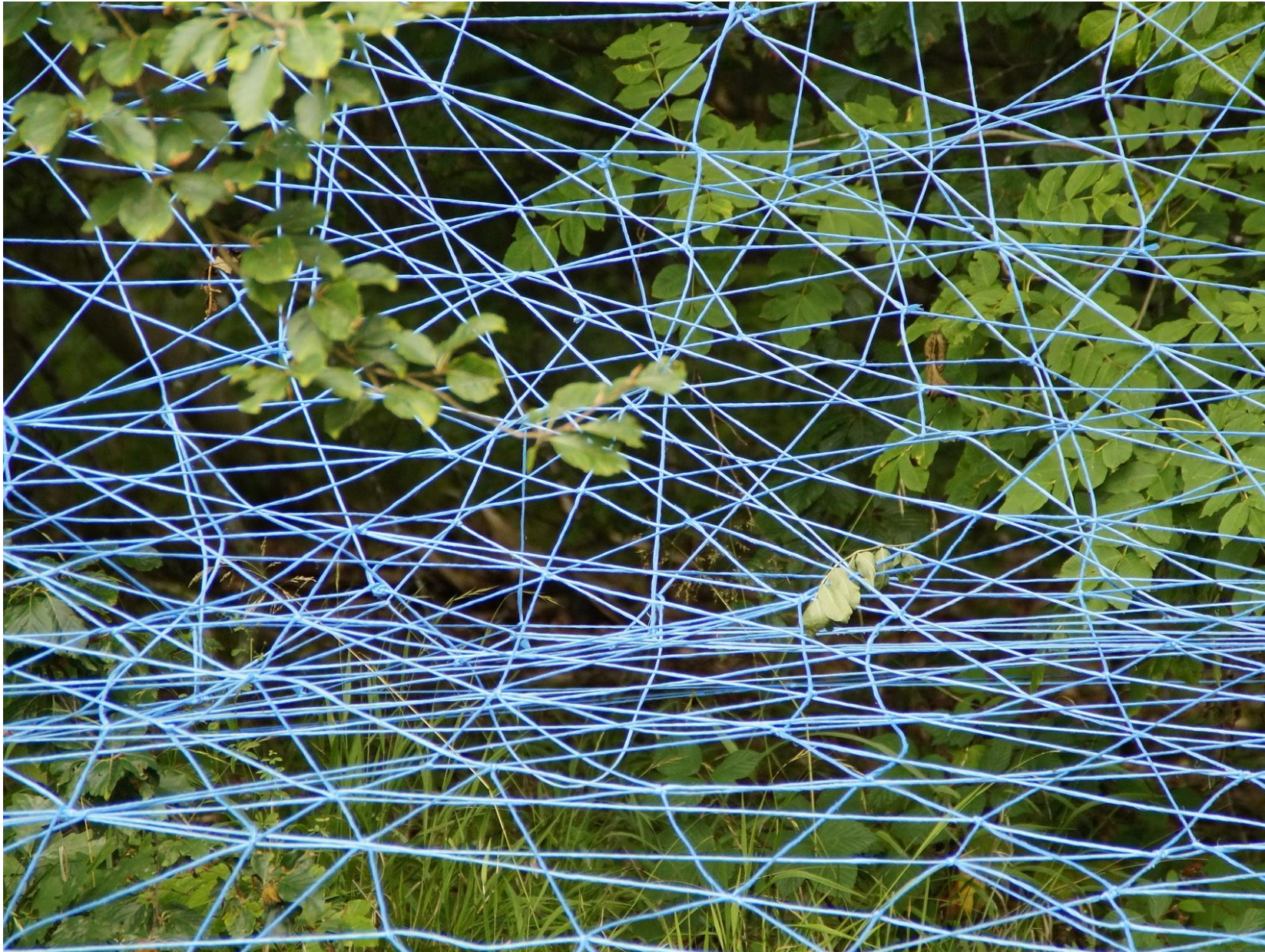
Improved Workplace Performance



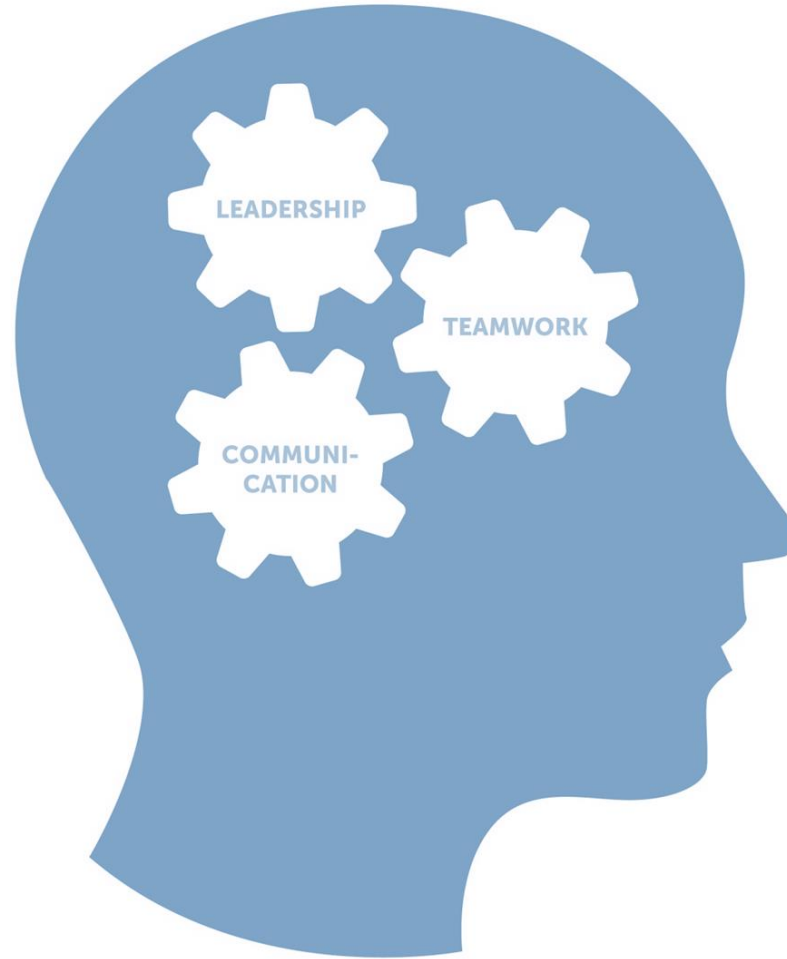
When You're Engaged, How Does that Impact Your Work?

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.”

“At times, conflict is avoided to keep the peace. I think there is a hierarchical component to this.”

Action Series Participant

“There is a hierarchy that is in charge of the way things are done.”

Action Series Participant

“The manager is the boss and she rules.”

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

When we speak in a submissive way in order to be polite or show deference to authority.



Hint

The marketing launch for this project is next month.

Preference

Ideally this project would be finished by next month.

Query

Do you think we could get this project finished by next month?

Suggestion

How about we aim to get this project finished by next month?

Obligation statement

We need to get this project finished by next month.

Command

This project will be finished in one month.



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

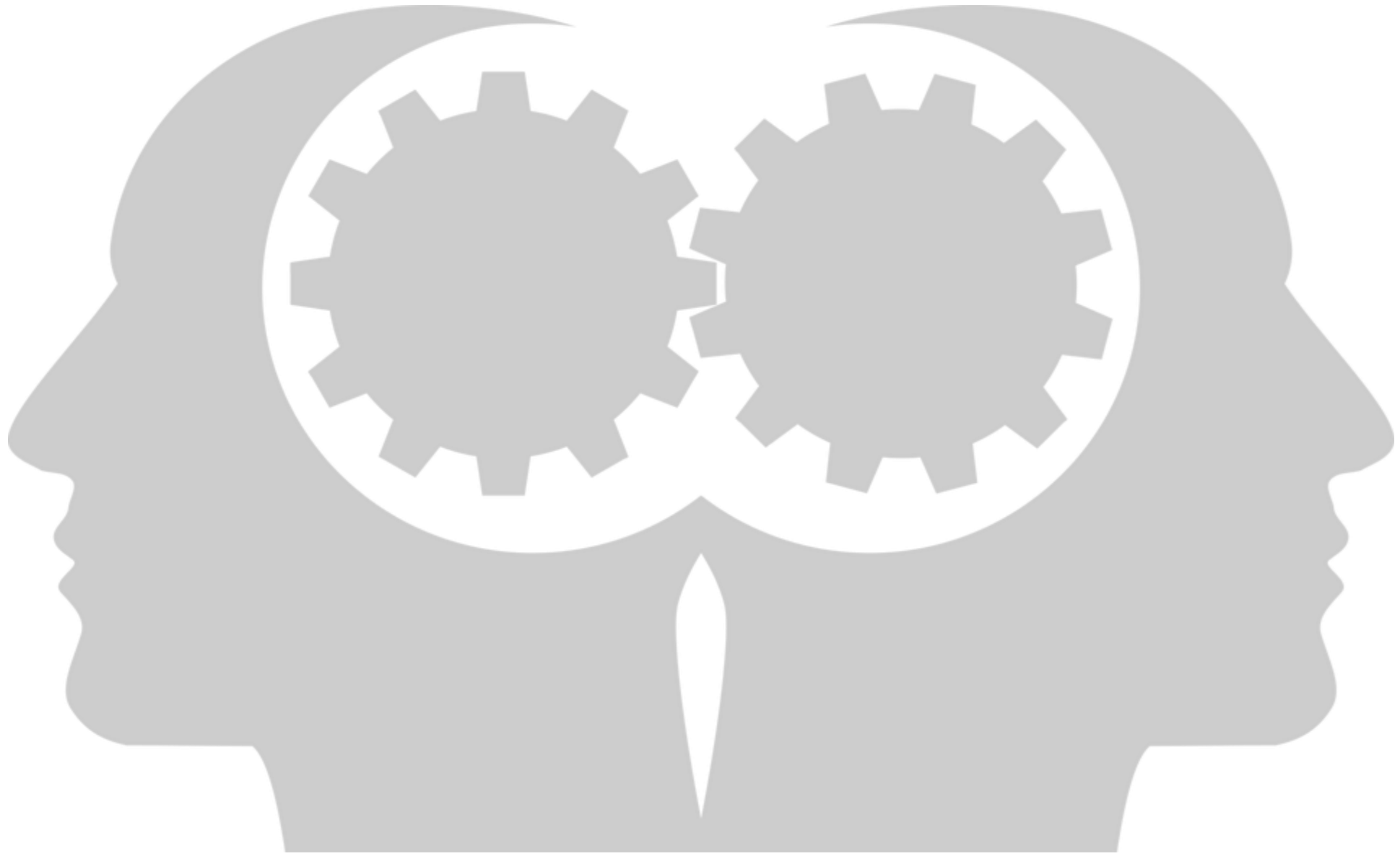
- Take a look at your own patterns
- Have an open discussion about the role mitigated speech plays on your team
- Create a teamwork agreement with your team
- Use a structured approach for communication

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



“People do not always speak up, things are left unresolved.”

Action Series Participant

“Sometimes it feels like walking on eggshells.”

Action Series Participant

“Feedback is never heard. I feel somewhat unsafe providing feedback.”

Action Series Participant

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.

Learning Outcomes



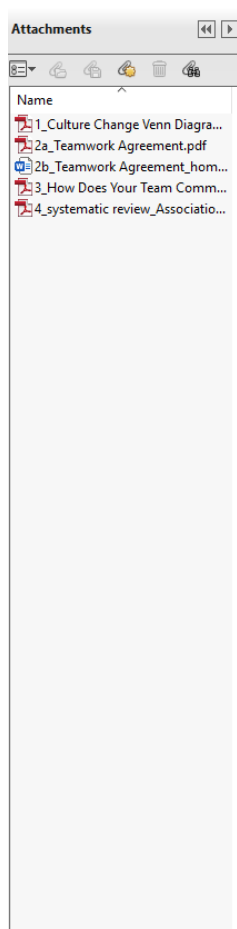
Recognize the importance of team culture – and how it influences patient outcomes, staff experience and work quality



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

Action Period

1. Self-reflection



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Your Action Period Work:

*Each Action Period will have one mandatory team activity. Sometimes there will be a personal activity required as pre-work prior to coming together to work on the team activity. The personal activity is not required to be submitted. The **team activity** must be submitted by the team leader to culture@bcpsqc.ca to receive credit for a certificate of completion. We also provide a list of options for additional team-based activities and encourage you to try at least one!*

Personal Activity (Pre-Work Required)

Culture Change Venn Diagram

(estimated time is 10-15 min)

1. Prior to meeting with your team to work on the required team activity below, complete the Culture Change Venn Diagram exercise.
 - Look at the list of words. Choose 10 that describe your current team culture. Write them on the Venn diagram.
 - Then look at the list of words again. Choose 10 that describe your desired team culture.
 - Examine your two lists of chosen words. Are there any that overlap? Write the overlapping words in the keep section of the diagram
 - We do not require this exercise to be submitted; however, it may help to inform your discussion of creating a teamwork agreement.
2. Think about the team you currently work on.
 - What do you love about working on this team?
 - What aspects of the team's culture could be improved?
3. Is Power Distance Index (PDI) an issue on your team?
 - What steps could you take to mitigate PDI on your team?
4. Are you mitigating your speech with your team?
 - What purpose is it serving?
5. Do you feel psychologically safe to speak up on your team?
 - What needs to change for you to feel safe?



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Action Period

2. Create a teamwork agreement with your team (submission required)

Team Activity: (Required)

Activity 1 (Required): Create a teamwork agreement

(estimated time is 30-40 minutes)

Using the “Creating a Teamwork Agreement” worksheet and template, create a teamwork agreement for your team. Teamwork agreements are a powerful way to have a set of ground rules that all team members can agree to that will help them move forward in their work. It can help facilitate collaboration and teamwork within a team.

Please note: The “Creating a Teamwork Agreement” worksheet is adapted from the IPC on the Run resources¹. This is an excellent free online resource designed for any health care practitioner to enhance their ability to practice collaboratively.

In-person: Resources needed for this activity:

- Creating a Teamwork Agreement template
- Letter size paper (8.5x11)
- Tape
- Post-it notes
- Pens
- Marker(s) or dots for dot-voting
- Your team!

Virtual: Resources needed for this activity:

- Virtual platform to host meeting
- Virtual whiteboard OR
- Pen and paper
- Slide presentation – include the steps to creating a teamwork agreement

Important: Please have your team leader submit your teamwork agreement homework template (2b) to culture@bcpsqc.ca by **NOVEMBER 9, 2020** to ensure you get credit towards your certificate of completion.

Team Activities: (Optional)

DUE: November 9, 2020

Action Period

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

Team Activities: (Optional)

Optional – Activity 2. TRIZ

Optional – Activity 3. 15% Solutions

Optional – Activity 4. Guided discussion on webinar topics

Optional – Activity 5. Watch and discuss “How Does Your Team Communicate” Video

Coaching Session 1: Foundations of Strong Teamwork and Communication

November 5, 2020 from 12:30pm-1:30pm

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

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

“Great practical solutions!”

Next Learning Session



November 12, 2020
12:30 pm – 1:30 pm

culture@bcpsqc.ca

How to Get a Certificate of Completion

- ✓ Attend all Learning Sessions
- ✓ Submit all required action period work
- ✓ Complete all team assessments



References

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