

Teamwork and Communication Action Series

Learning Session 2
Leveraging Structured Communication

November 12, 2020



Teamwork &
Communication Action Series
BC PATIENT SAFETY & QUALITY COUNCIL

Today's Facilitators



April Price
Action Series Facilitator



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Action Series Facilitator

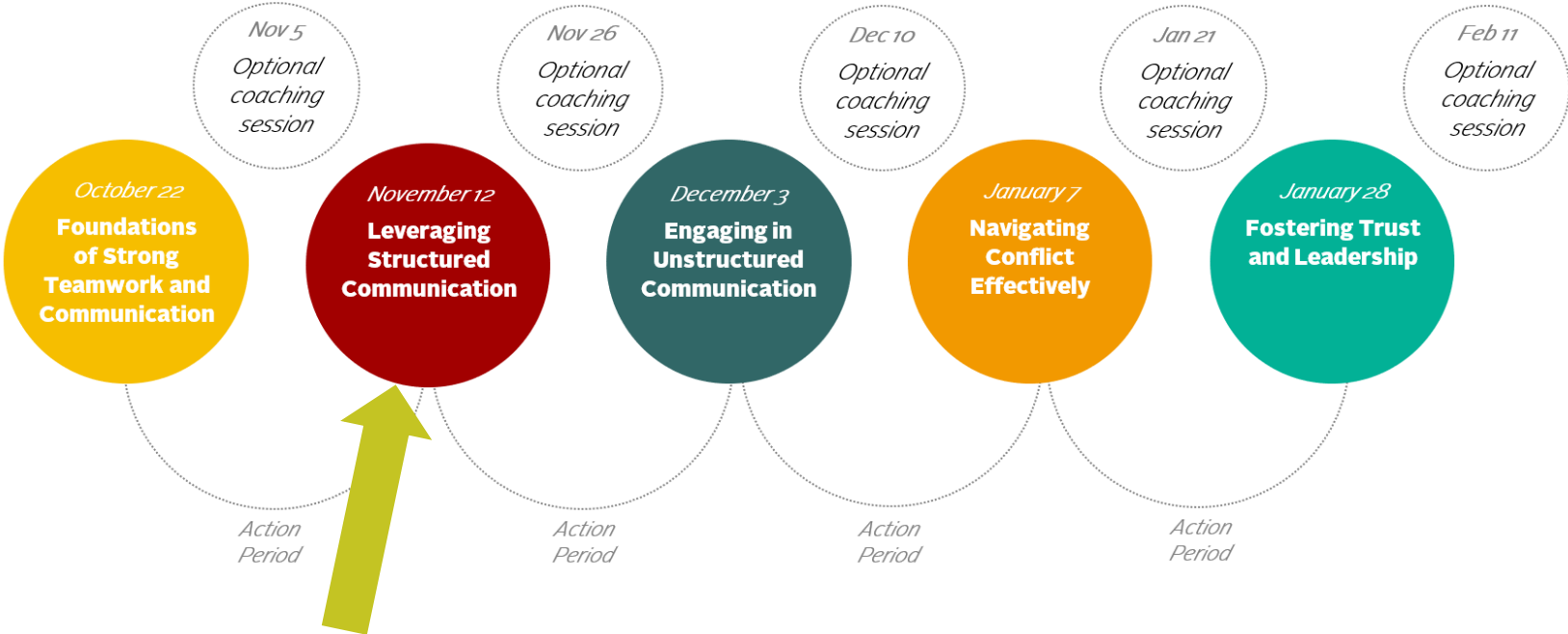
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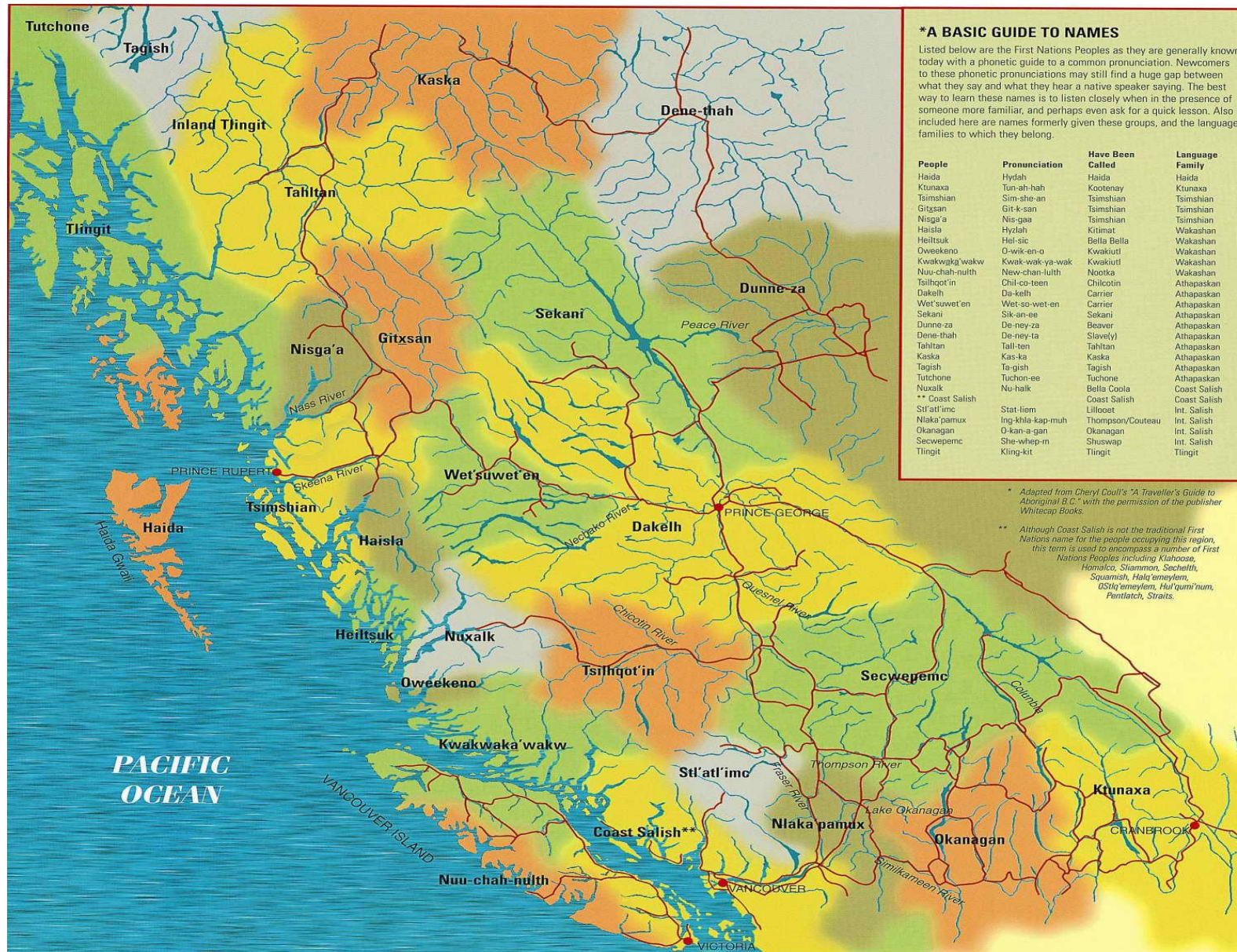
Action Series Roadmap

Wrap Up
Celebration
February
18/21

Orientation
Kick Off
October
15/20



Where are you today?



Learning Outcomes



Identify elements of different structured communication tools that support effective teamwork.



Implement and use a structured communication tool with their team.

Overview

- Language & Communication
- Structured communication tools
 - Mnemonics (SBAR and beyond!)
 - Huddles
 - 3Ws

Guest Speaker

John Gilbert
Language & Communication



Spoken Language Has Problems

Not all words are equal



DUCK



Not all meanings are clear



Though we all use the same language, it will not automatically lead all to the same conclusion.

Language Is Complex

Sounds

Grammar

Meaning

Communication is Multi-variate

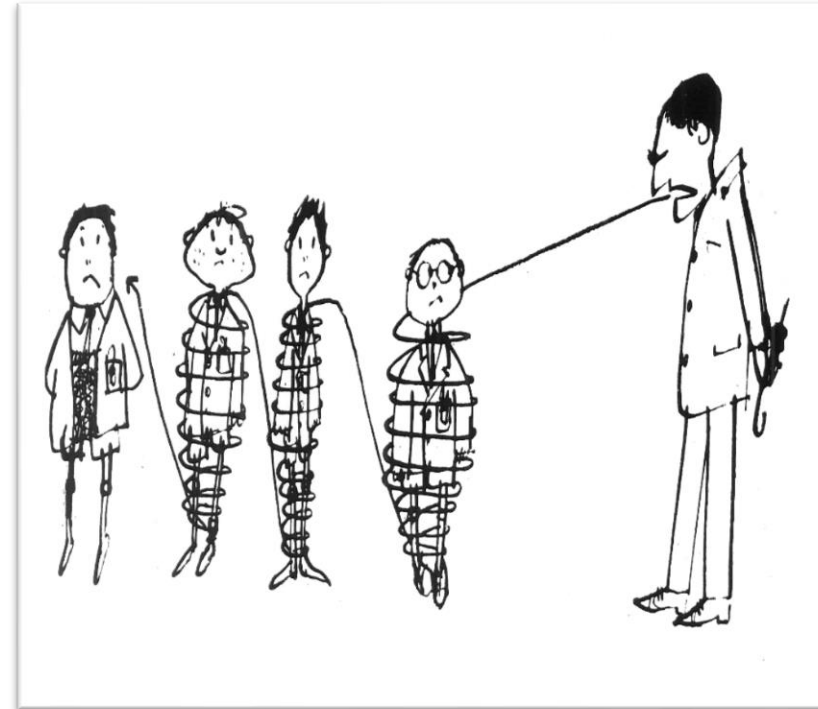
- Prosody
- Interjections
- Turn-taking
- Laughter, applause, and booing: from individual listener to collective audience
- Pauses, silence
- Communication is on the body - cross your arms, purse your lips, move your arms, turn your body – a big part of your message

Communication: The Best Show

- Open
 - Listening time, talking time
- Accurate
 - Reflects best evidence on the topic under discussion
- Effective
 - Changes attitudes, develops new behaviours

Communication, or Information Transfer?

- Information = data.
- Communication = talking about data.
- Communication = accurate transfer of information.
- *ACRONISH* - the plague on communication



Communication: Saying what you mean, Meaning what you say

- 70—80% of adverse events are caused by communication problems (Risk Management Foundation)
- Effective teams prevent communication problems by using closed looped communications (Saying what you mean, Meaning what you say)
- Each verbal communication is addressed to a specific person by name and the person receiving the communication repeats the message back to the sender

Communication: Saying what you mean Meaning what you say

Captain: “My aircraft”

First Officer: “Your aircraft”

*“Can’t do it. We’re gonna be in the
Hudson”*

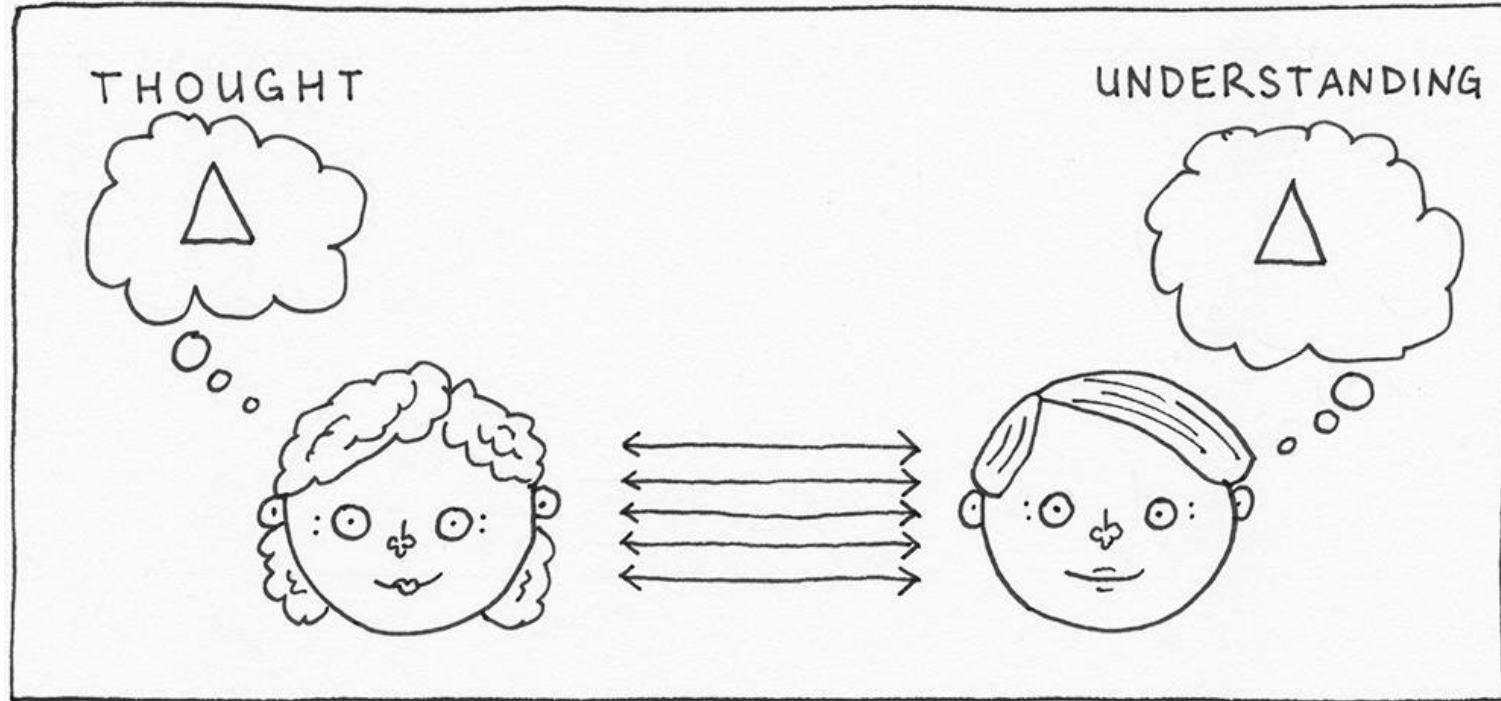
*(Chesley B. “Sully” Sullenberger III, to Jeffrey B.
Skiles)*



The Pilot’s Motto

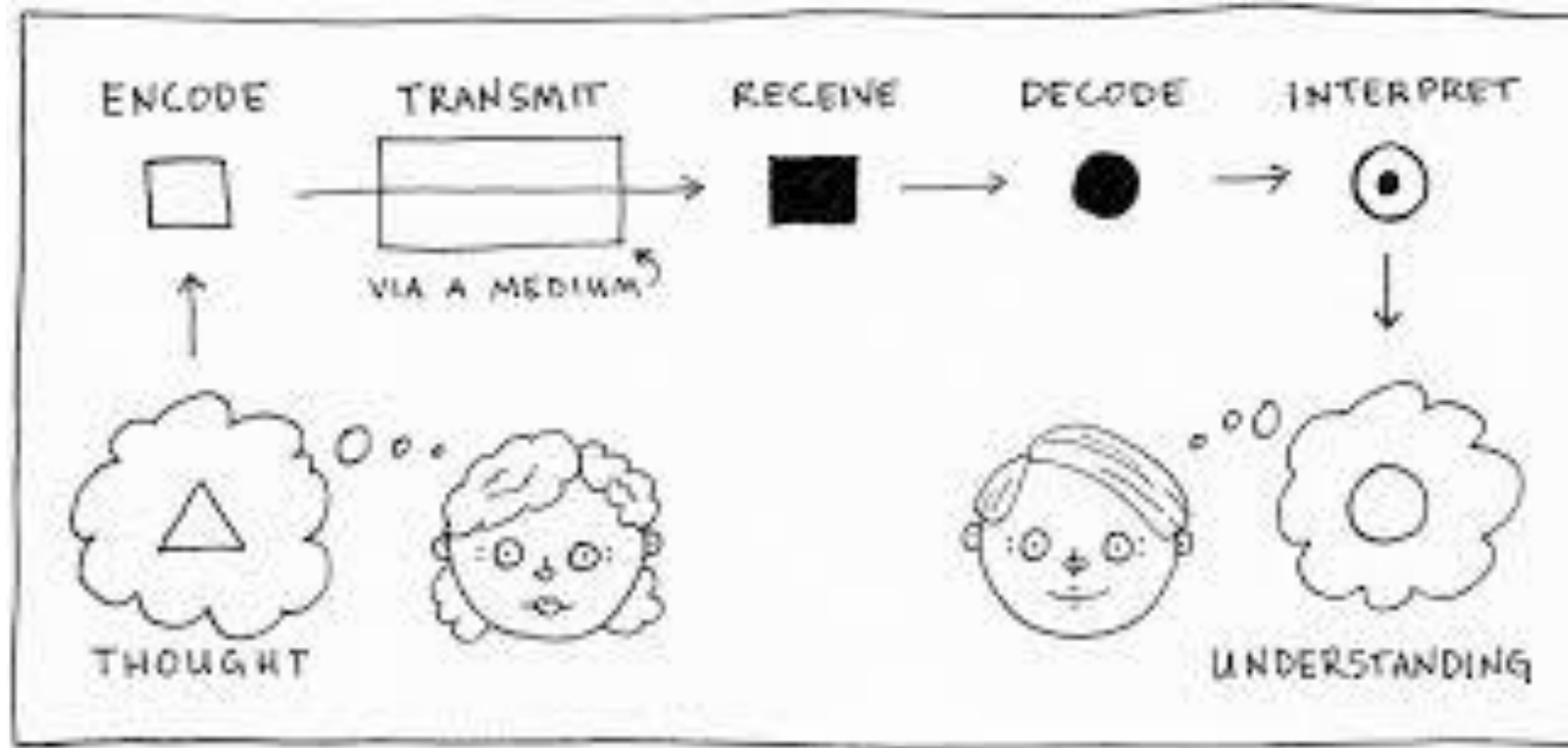
- Aviate,
- Navigate,
- Communicate.

Communication: A Process



Expectation

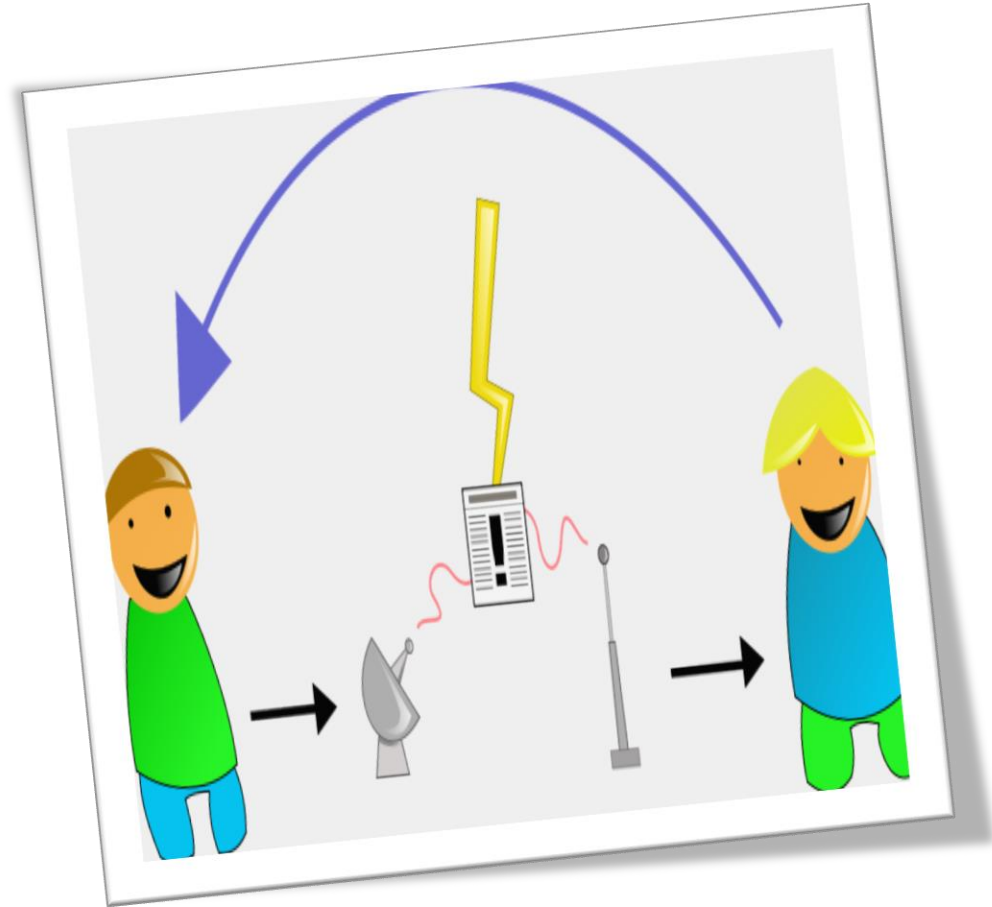
Communication: A Process



Reality

Communication as a Story

- Listen
- Talk
- Understand
- Reflect
- Respond
- Check
- Sustain



Six Persons Take Place in a Conversation

- *Six persons take part in all conversations between a man and a woman.*
- He, as he thinks he is; and
- as he thinks she thinks he is; and
- as he is; and
- as she thinks she is; and,
- as she thinks he thinks she is; and
- as she is.

(Oliver Wendell Holmes)

How to Improve Your Communication Skills

- Improve your body language. Body language is essential to effective communication.
- Become a better listener. For a conversation to be truly successful, listening may be even more important than talking.
- Avoid interruptions.
- Exercise patience.
- Maintain a positive attitude.
- Keep emotions in check.

Effective Team Communication

- ✓ Shared knowledge
- ✓ Situation/goal awareness
- ✓ Problem-solving
- ✓ Mutual respect; and communication that is
 - Transparent
 - Timely
 - Frequent
 - Consistent

What do you think data are in your communications?

“Improving communication is my main focus. It is something everybody can always improve on.”

“A current challenge for our team is how to streamline communication processes so everyone agrees to the same process.”

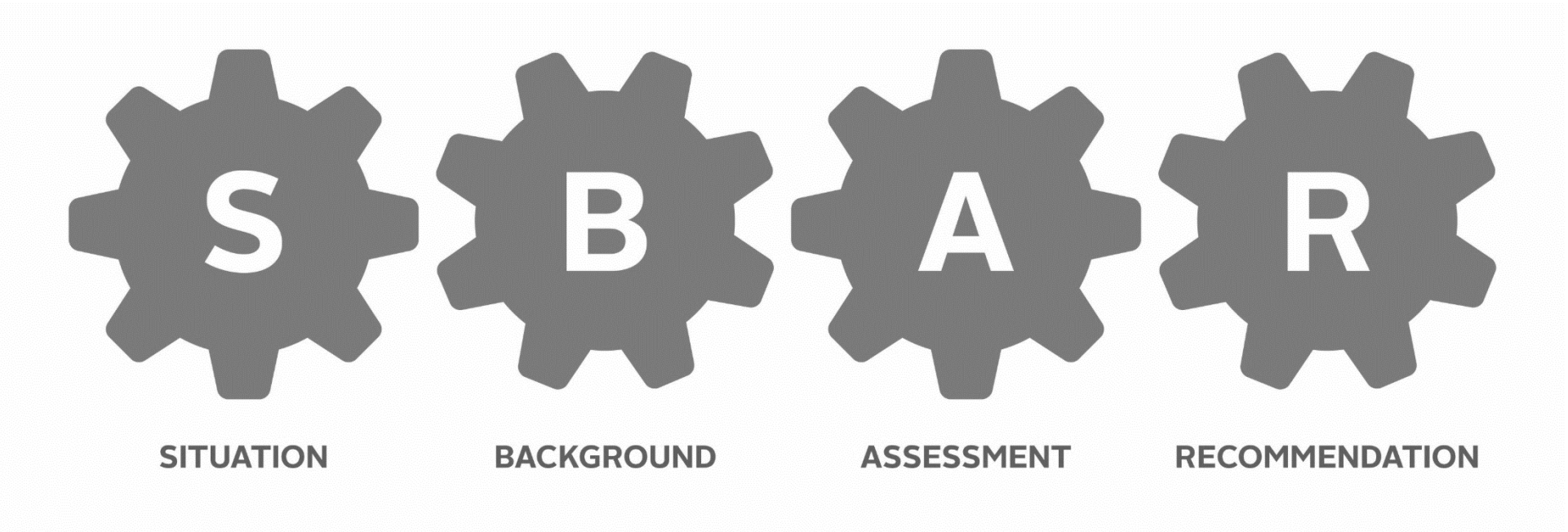
We need to have better communication prior to transporting clients or patient handovers.



So...What Do We Do About It?

- Structured communication tools
 - Mnemonics
 - SBAR, I-PASS, IDRAW, PACE and more
 - Some limitations
- Bridge the communication gap that may exist between professions due to differences in communication style

Nasarwanji et al., 2016; Stewart, 2017



Achrekar et al, 2016

Practice makes perfect!

Imagine this...

You are a care provider at a primary care clinic in a small community in BC. You have a patient with a family history of breast cancer who is very concerned about the outcome of her recent mammogram. She has arrived at the clinic for her follow-up appointment one week after the scan, but you don't have the results. She is very anxious so you would like to have the results for her - you call the advanced access breast health clinic.

Situation

- Justine is a 33 year old female who is concerned about the results of a recent screening mammogram.

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Background

Situation

- Justine is a 33 year old female who is concerned about the results of a recent screening mammogram.

Background

- She is a young woman with a family history of breast cancer. Her sister has recently had a positive diagnosis and her mother passed away from breast cancer at age 40. Her scan was last week and she has returned for follow-up results.

Situation

- Justine is a 33 year old female who is concerned about the results of a recent screening mammogram.

Background

- She is a young woman with a family history of breast cancer. Her sister has recently had a positive diagnosis and her mother passed away from breast cancer at age 40. Her scan was last week and she has returned for follow-up results.

Assessment

Situation

- Justine is a 33 year old female who is concerned about the results of a recent screening mammogram.

Background

- She is a young woman with a family history of breast cancer. Her sister has recently had a positive diagnosis and her mother passed away from breast cancer at age 40. Her scan was last week and she has returned for follow-up results.

Assessment

- The results of the mammogram have not been received and Justine is extremely worried.

Situation

- Justine is a 33 year old female who is concerned about the results of a recent screening mammogram.

Background

- She is a young woman with a family history of breast cancer. Her sister has recently had a positive diagnosis and her mother passed away from breast cancer at age 40. Her scan was last week and she has returned for follow-up results.

Assessment

- The results of the mammogram have not been received and Justine is extremely worried.

Recommendation

Situation

- Justine is a 33 year old female who is concerned about the results of a recent screening mammogram.

Background

- She is a young woman with a family history of breast cancer. Her sister has recently had a positive diagnosis and her mother passed away from breast cancer at age 40. Her scan was last week and she has returned for follow-up results.

Assessment

- The results of the mammogram have not been received and Justine is extremely worried.

Recommendation

- Due to the family history and anxiety level of the patient, I don't want to delay providing the results to Justine. Are you able to read the results of the scan immediately so we can put her mind to rest or discuss next steps.



SBAR Worksheet

SBAR COMMUNICATION TOOL
Scenario Development Sheet

Item	Narrative without SBAR	Using SBAR
SITUATION		
BACKGROUND		
ASSESSMENT		
RECOMMENDATION		

Where Could You Use SBAR?

Huddles



“Huddles enhance
team communication
and patient safety.”

Hayden et al, 2010

Outcomes

- Improved patient outcomes
 - Reduced infection, VTE, adverse medication errors
- 89% more aware of the cases
- 97% more aware of patient problems
- Improved teamwork, communication and satisfaction scores

Do you use huddles?

Yes

No

We want to start!


What Do We Know About Huddles?

- Quick
- Intended to speed up work of teams
- Frequent, short briefings, keep momentum
- Allow fuller participation of the entire team
 - Including those who don't have time for a longer meeting
- Stay informed, review work, make plans, move ahead rapidly

Tips for Successful Huddles

- Consistent time
- Convenient location
- Clear objectives for each huddle
- Limited duration
 - 15 minutes or less – standing!

Huddle Worksheet

 HUDDLE WORKSHEET

What are the reasons for holding a daily huddle?	What topics will be discussed?	What prep does it require?
What are some potential solutions?	What are some potential hurdles?	
What preparation needs to be done and by whom?		We will spend _____ minutes huddling. We will huddle at _____ (time) _____ (place) Huddle start date _____

What would your huddles achieve?

Three W's

1. What I see
2. What I am concerned about
3. What I want



What I see

- *I can see that you have been given a few extra patients to follow up in the community this week.*

What I see

- *I can see that you have been given a few extra patients to follow up in the community this week.*

What I am concerned about

- *I'm concerned that you won't be able to follow up with them all as it will take a lot of time commuting to each of their homes.*

What I see

- *I can see that you have been given a few extra patients to follow up in the community this week.*

What I am concerned about

- *I'm concerned that you won't be able to follow up with them all as it will take a lot of time commuting to each of their homes.*

What I want


- *I would like you prioritize who needs to be seen and create a schedule who needs to be seen this week and who can be followed up in other ways or be given to another OT.*



Three W's Worksheet

SAMPLE TOOL OF USING THE THREE WS

THREE WS	RESPONSE
What I see	
What I am concerned about	
What I want	
Accomplishments	



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Working Together, Accelerating Improvement.

What are benefits of a structured communication tool?

Learning Outcomes



Identify elements of different structured communication tools that support effective teamwork.



Implement and use a structured communication tool with their team.

Action Period



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Your Action Period Work:

*We invite you to review all the structured communication tools described below. Your required Action Period work is to pick at least one tool to trial as a team and submit the corresponding worksheet. The **team activity** must be submitted by the **team leader** to culture@bcpsqc.ca to receive credit for a certificate of completion.*

Team Activity: (Required)

Activity (Required): Trial Structured Communication Tool

(estimated time is 30-40 minutes)

Structured communication tools assist in reducing patient adverse events and increasing teamwork and communication on teams. As a team, choose ONE structured communication tool (SBAR, Huddles or 3 W's) to trial and send us your completed worksheet.

DUE: November 30, 2020



Teamwork &
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BC PATIENT SAFETY & QUALITY COUNCIL

Coaching Session 2: Leveraging Structured Communication

November 26, 2020 from 12:30pm-1:30pm

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

Next Learning Session



December 3, 2020
12:30 pm – 1:30 pm

culture@bcpsqc.ca



References

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