



Foundations of Strong Teamwork and Communication

Teamwork and Communication Action Series

Webinar One

Thursday April 6, 2017



BC PATIENT SAFETY
& QUALITY COUNCIL
Working Together. Accelerating Improvement.

Welcome!

Geoff Schierbeck



Danielle Simpson

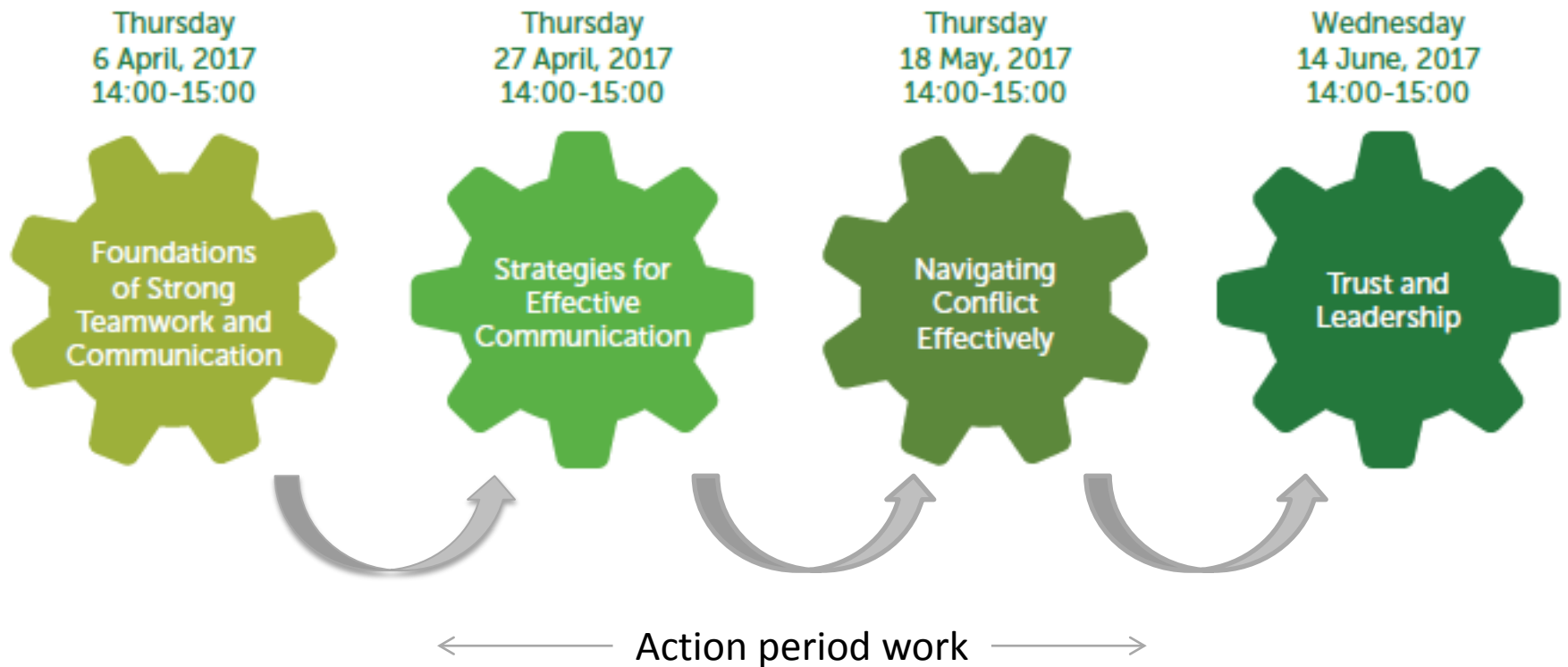


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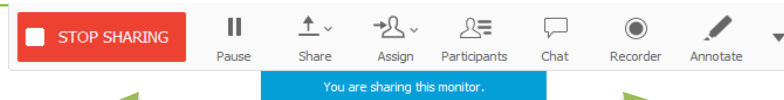
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Action Series Overview



Welcome to WebEx



Foundations of Strong Teamwork and Communication

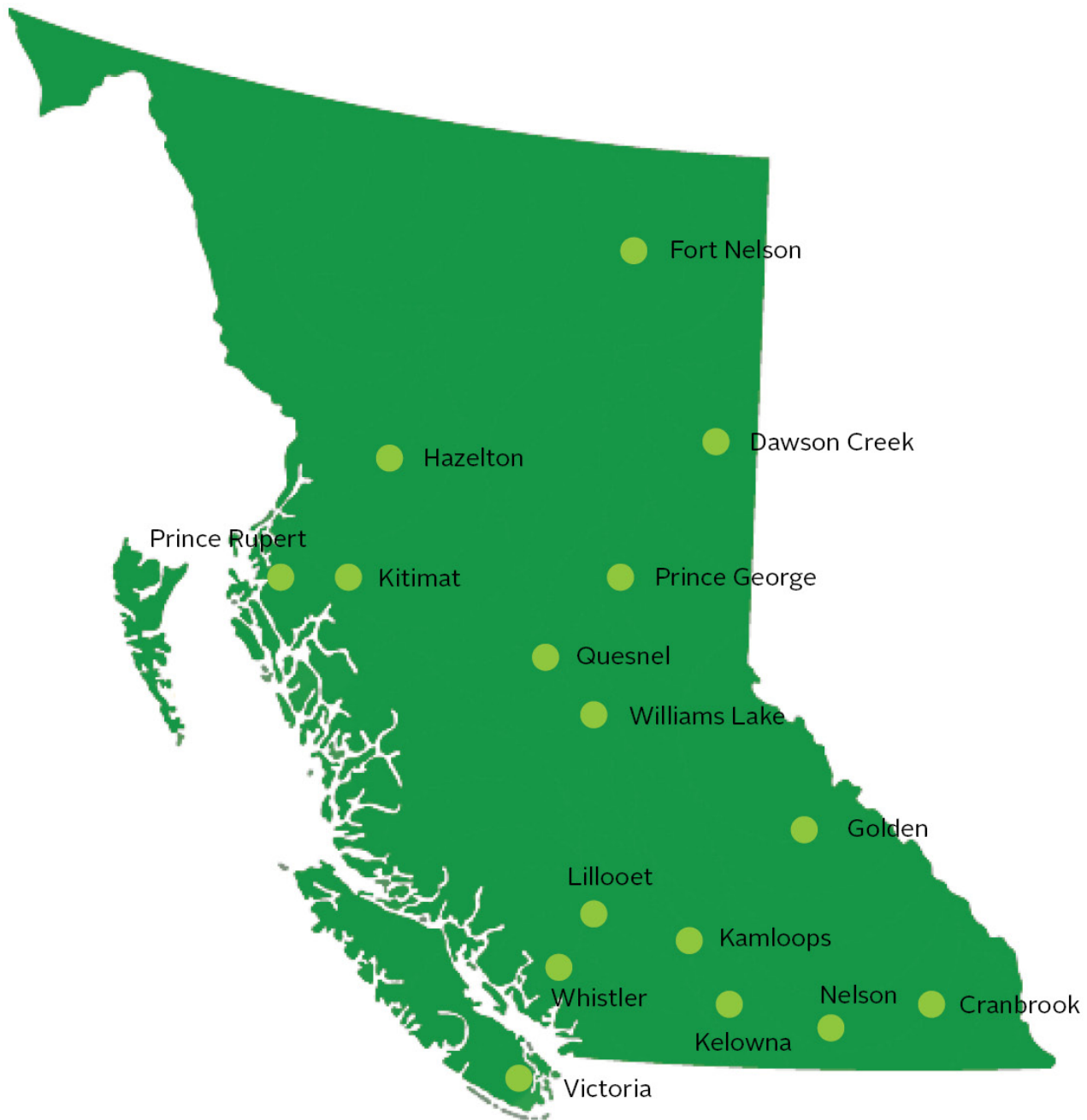
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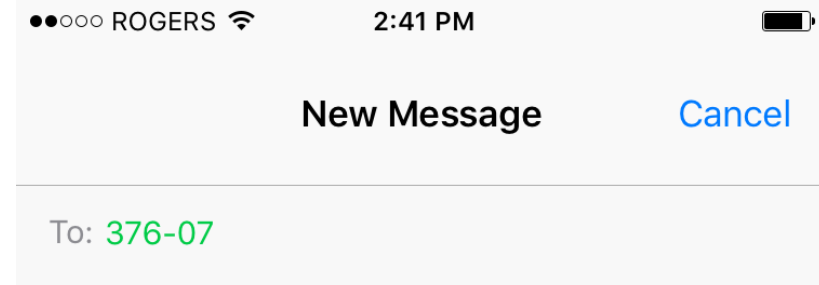
TEAMWORK & COMMUNICATION



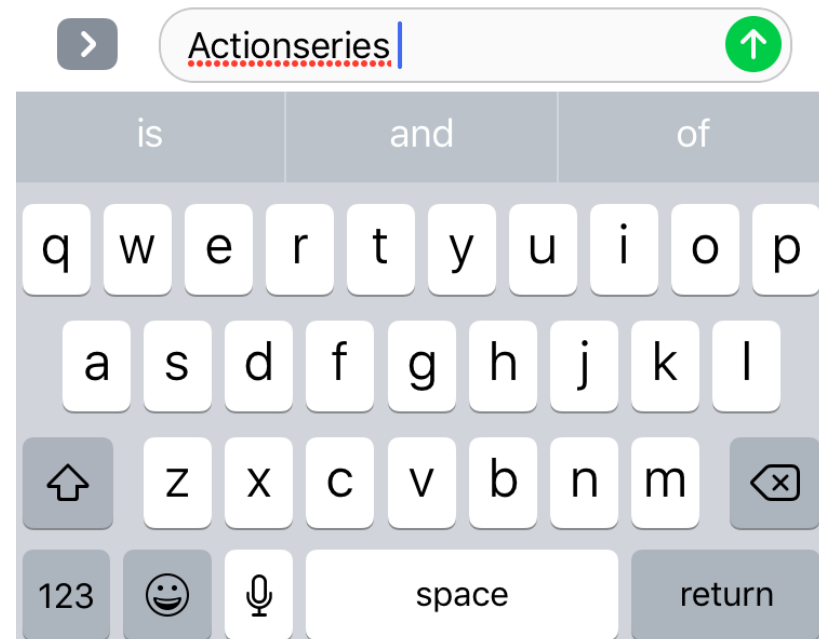
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Type 376-07 into phone
number field



Type Actionseries then
your answer



could be anywhere other than work right now
would you be?

On a beach

On a ski hill

In bed

I can't think of a better
place than work

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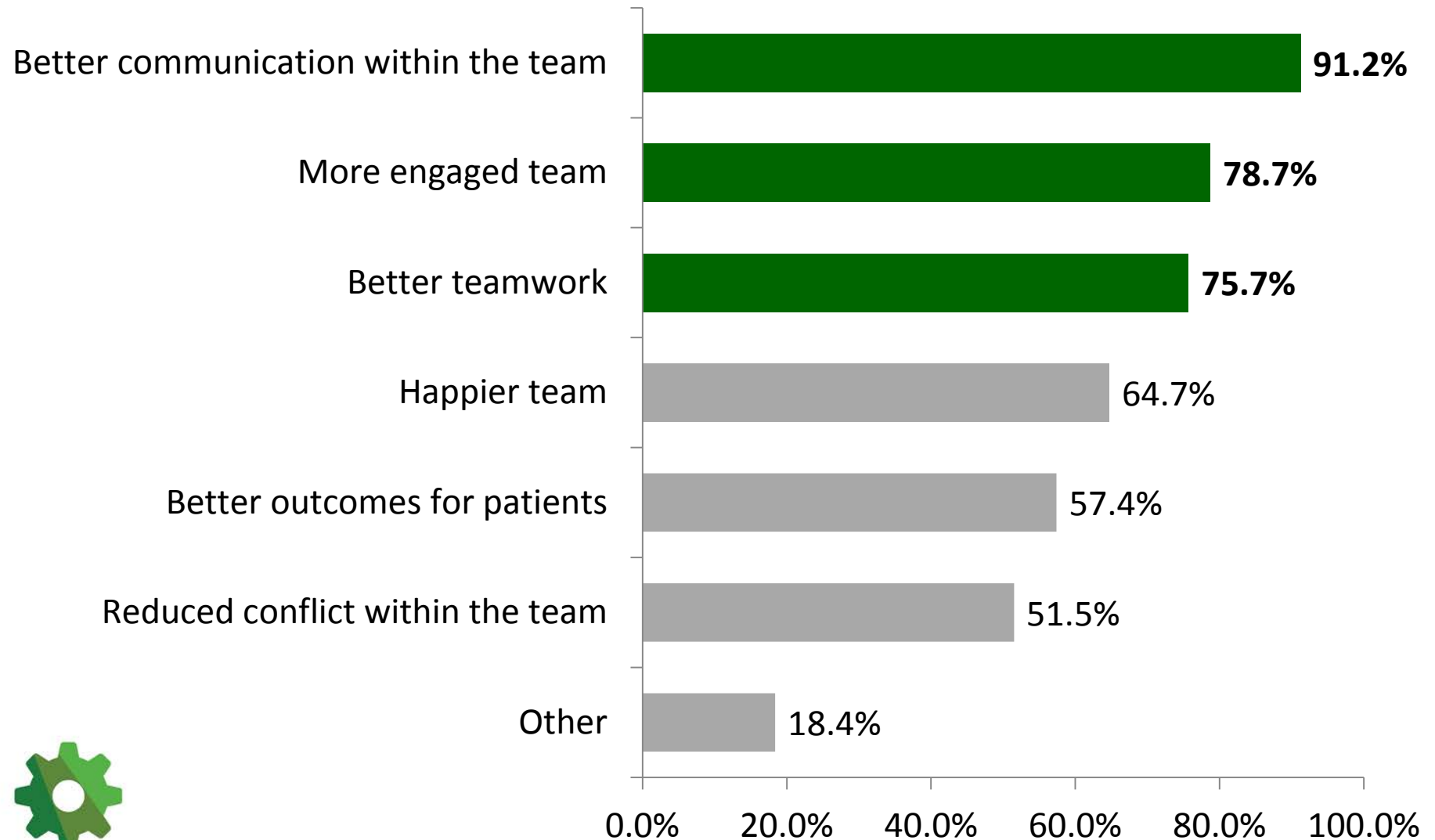
be what a healthy workplace culture means to



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What you hope to achieve out of the action series



What We Are Covering Today

- Outline the importance of team culture and non-technical skills
- Identify the factors that can influence non-technical skills and impact culture

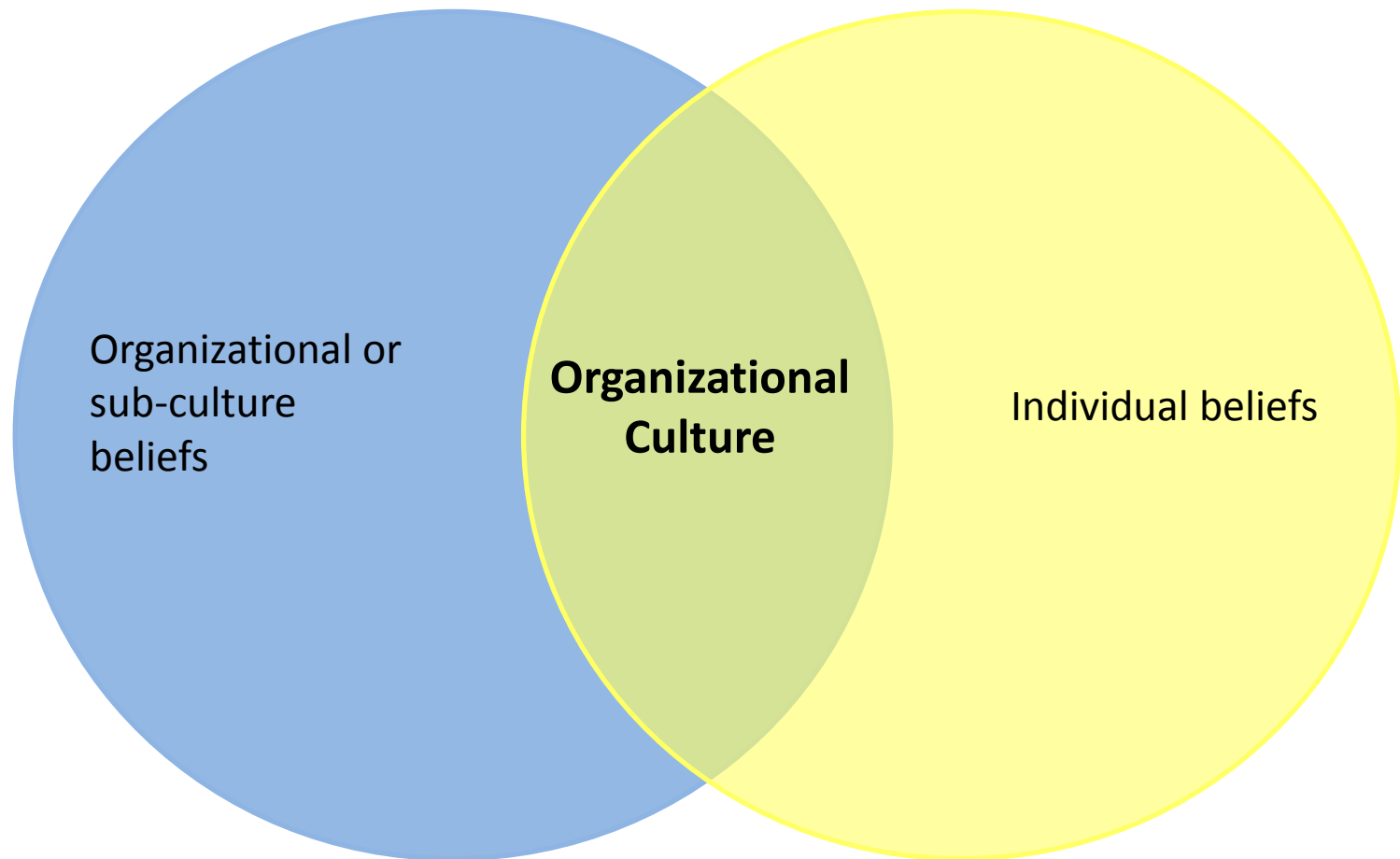


Defining an Organizational Culture

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

Davies, Nutley and Mannion, 2000





Everyone has a role to
play in culture



To Add to the Complexity

- Cultural differences:
 - Professional groups
 - “Geographic areas” (e.g., acute, community, residential)
 - Formal leaders vs. point of care leadership
 - Gender, ethnicity, generation

Davies, Nutley and Mannion, 2000



The Facts

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



Non-Technical Skills

- **Communication** was a causal factor in **43% of errors** made during surgery (Gawande, 2003)
- Joint Commission identified that **communication breakdown** was the most common cause in **63% of adverse events** (Joint Commission, on Accreditation of Healthcare Organizations, 2004)



Non-Technical Skills





Challenge does your team have with non-technical

Teamwork

Leadership

Communication

All the above

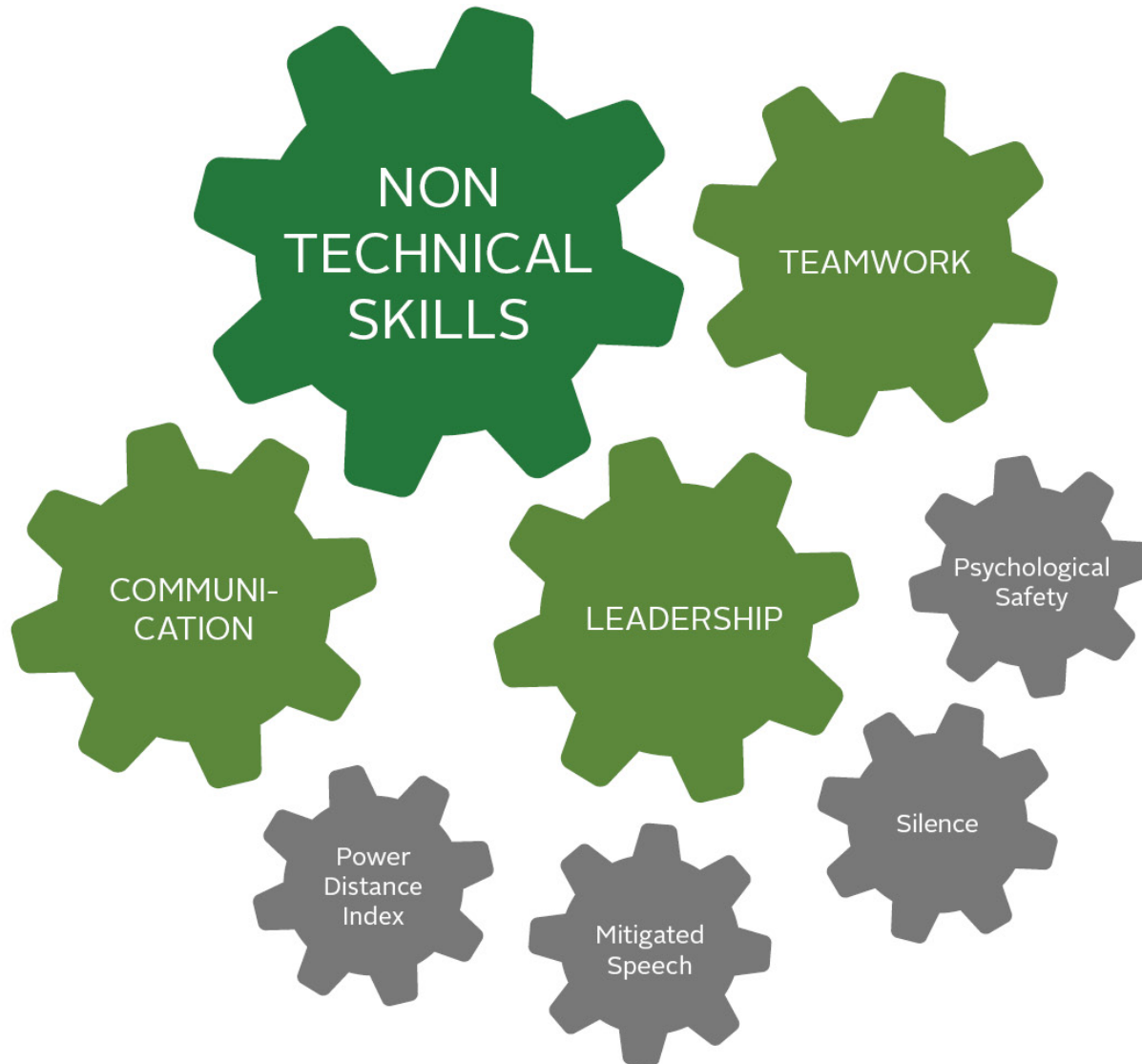
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The Impact of Non-Technical Skills on Culture



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



“Joy and laughter in the workplace instead of feeling like we need to ‘tip toe’ around one very volatile individual.”



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

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Improving 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 of huddles



Mitigated Speech

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



Source: Fischer and Oranasu



**The higher the PDI, the more
we mitigate our speech**



Mitigated speech in health care



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.”

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

Yes

No

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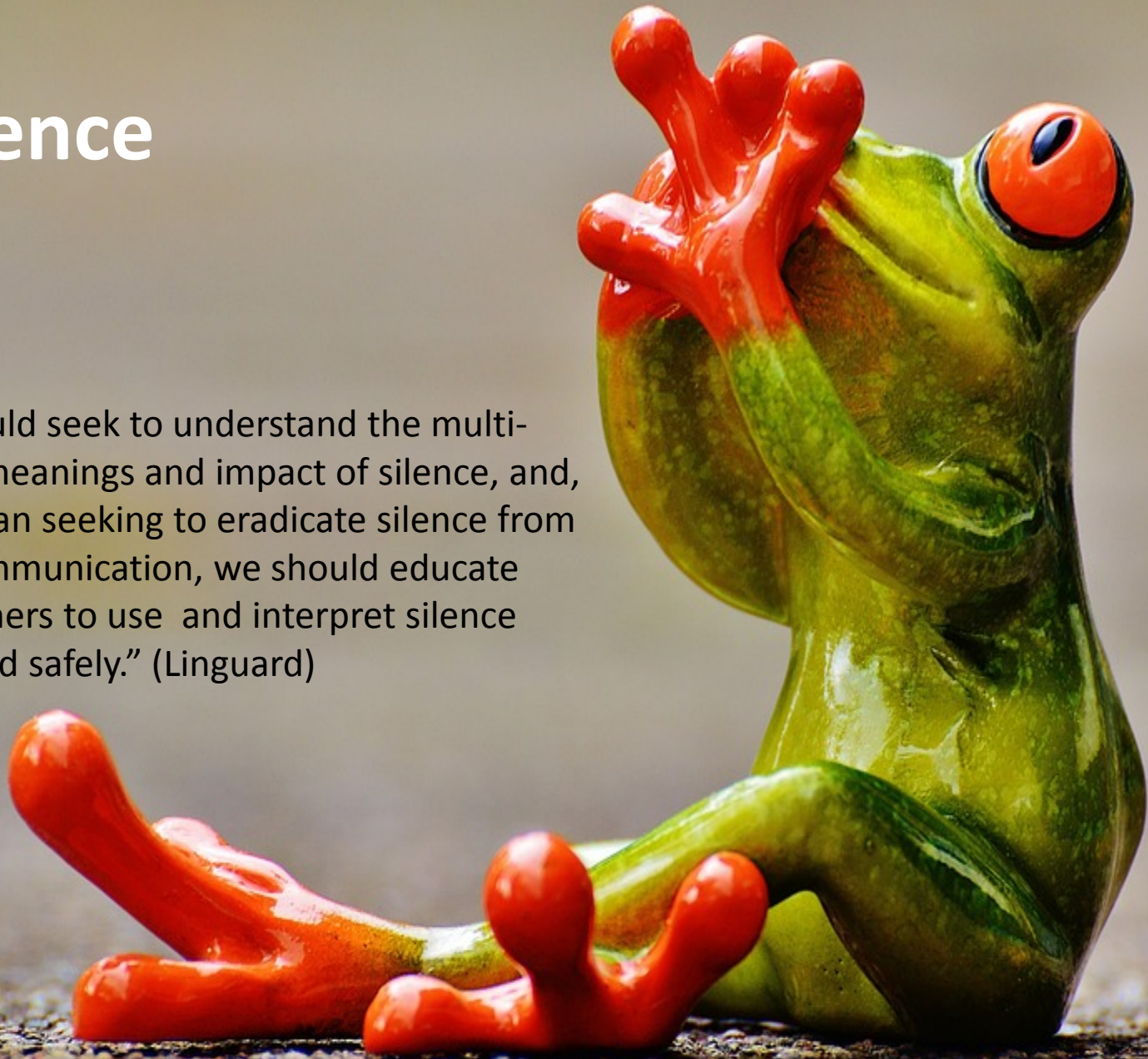
Strategies to address mitigated speech

- 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



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)





“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.”



Psychological safety translates to...

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

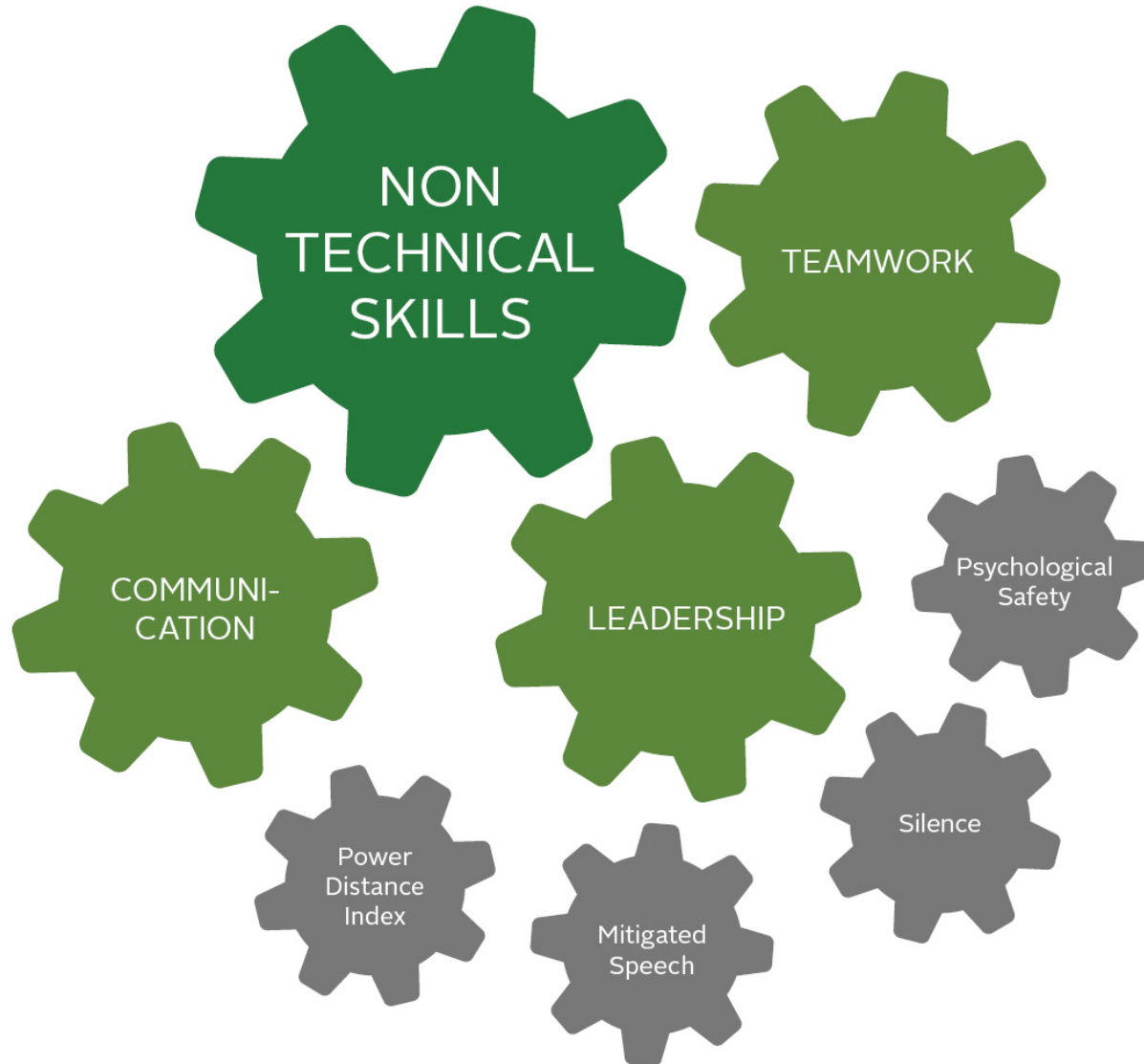


Improving silence and psychological safety in your team

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



The Impact of Non-Technical Skills on Culture



Action period challenge!

1. Self-reflection (required)
2. Create a teamwork agreement with your team (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



Informal Webinars

Wednesday, April 12th at 9:00am

Thursday, April 20th at 2:00pm

culture@bcpsqc.ca





Next Webinar:

14:00 – 15:00

Thursday April 27, 2017



culture@bcpsqc.ca

