TEAMWORK & COMMUNICATION

Exploring Foundations of Strong Teamwork and Communication

Teamwork and Communication Action Series

Webinar One

January 25, 2018

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

Welcome!

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Please note: this webinar is being recorded

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Welcome to WebEx

Formal Webinars

January 25, 2018
1400-1500

Exploring Foundations of Strong Teamwork and Communication

February 15, 2018
1400-1500

Engaging in Unstructured Communication

March 5, 2018
1400-1500

Leveraging Structured Communication

April 5, 2018
1400-1500

Fostering Trust and Leadership

April 26, 2018
1400-1500

Navigating Conflict Effectively

Fort Nelson

Dawson Creek

Hazelton

Prince Rupert

Kitimat

Prince George

Quesnel

Williams Lake

Golden

Lillooet

Kamloops

Whistler

Nelson

Cranbrook

Kelowna

Victoria
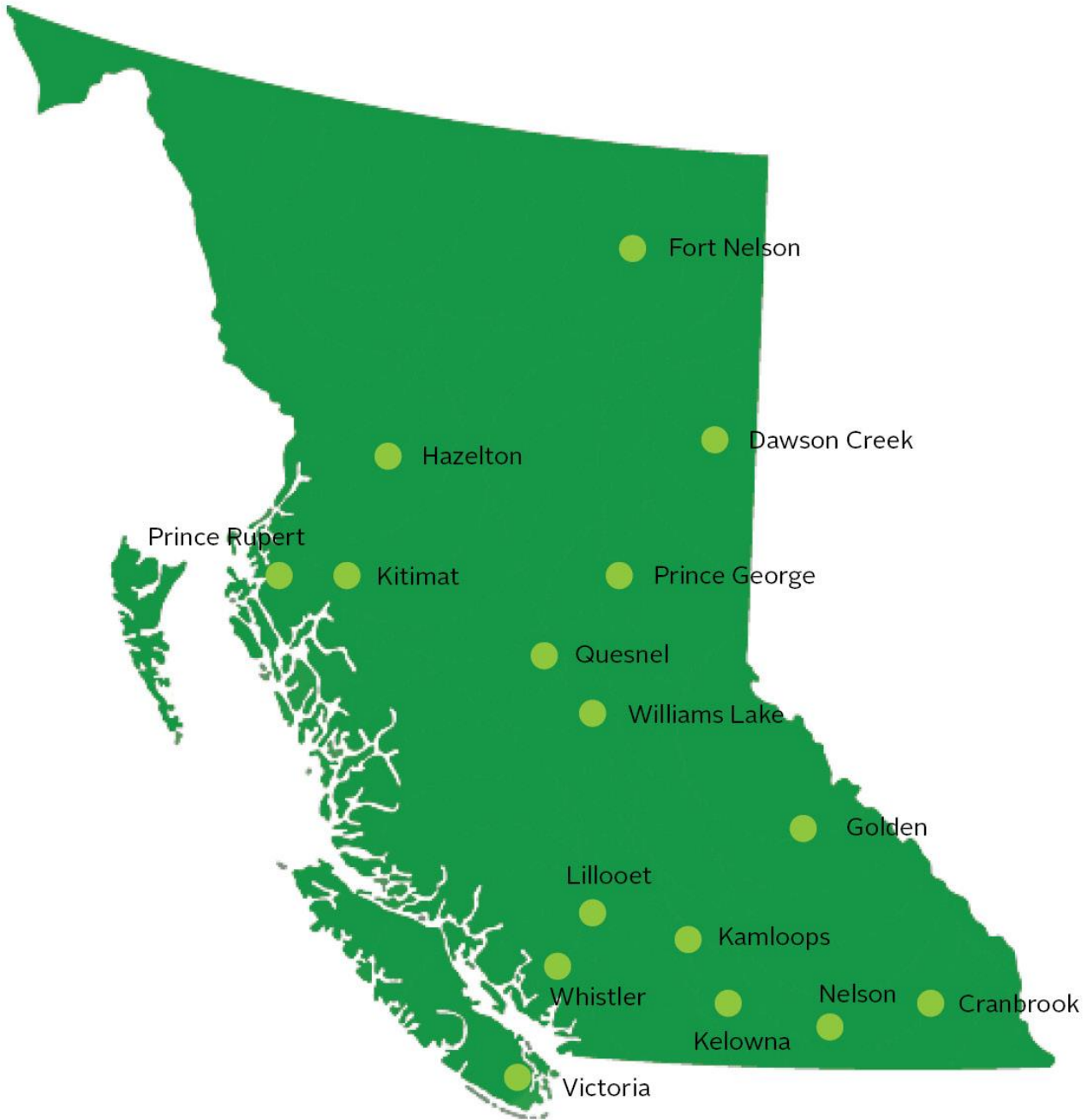
What you hope to achieve through participating in the Action Series

Increased knowledge & skills	**90%**
Better communication within the team	**87%**
Better teamwork	**75%**
More engaged team	
Happier team	
Better outcomes for patients	
Reduced conflict within the team	
Other:	
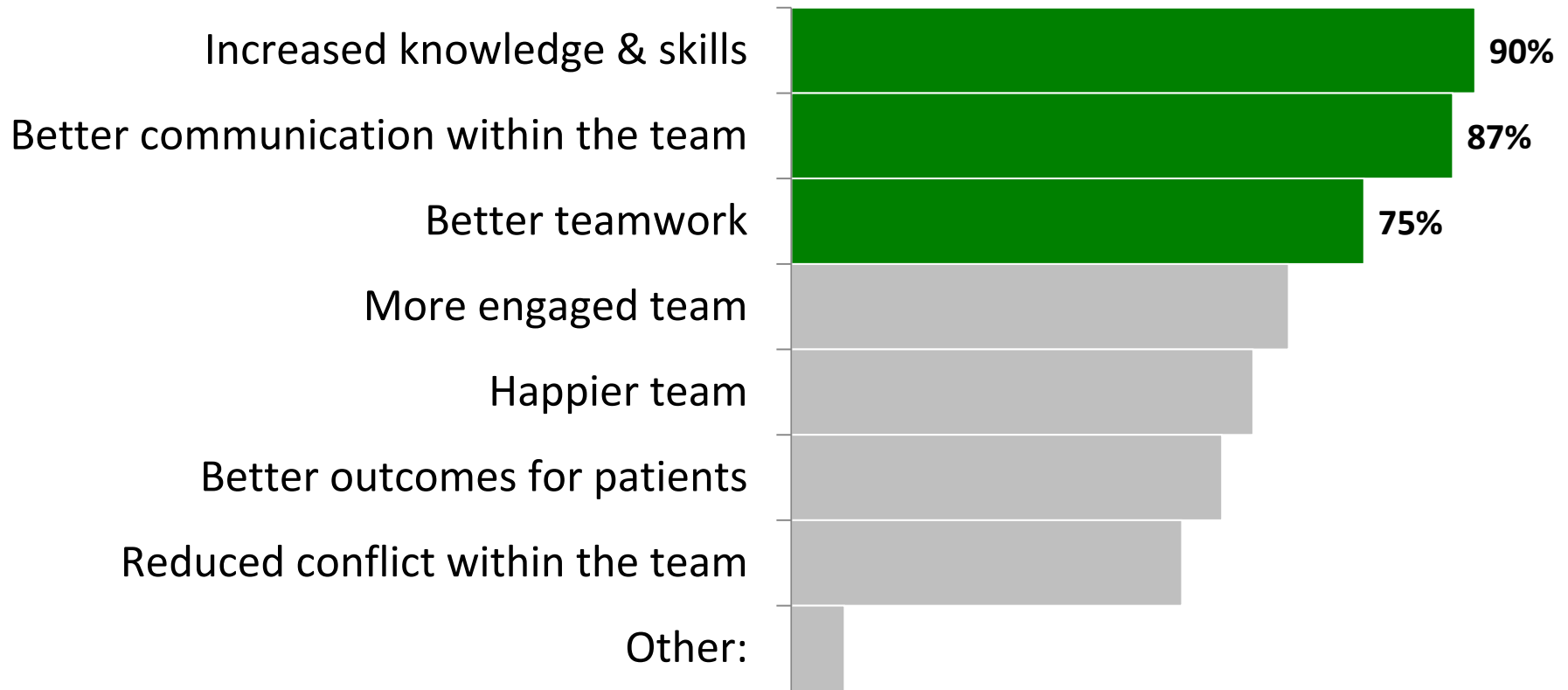
What We Are Covering Today

- 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 are expected to things around here …"
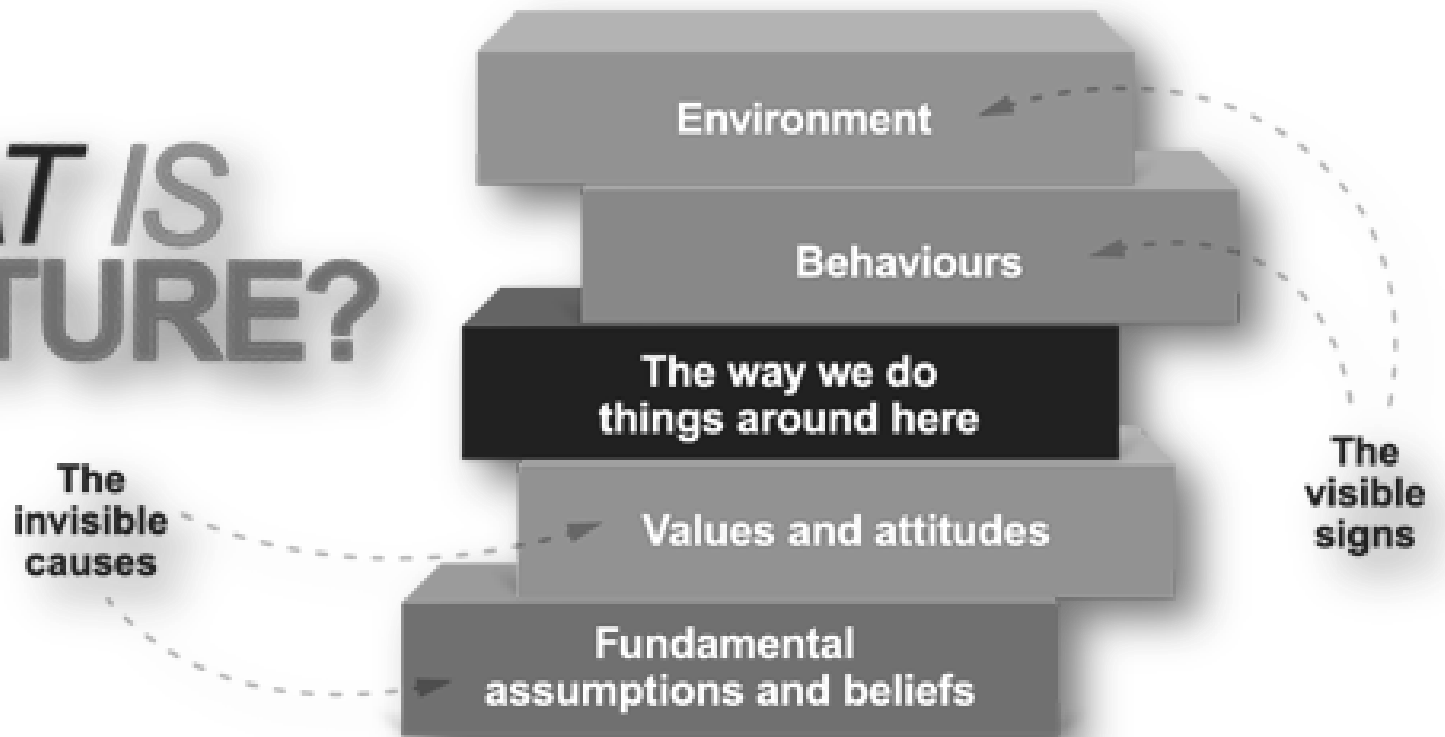
Davies, Nutley and Mannion, 2000

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

To Add to the Complexity…

- Diversity of cultures between:
  - professional groups
  - "geographic areas" (e.g., ICU, OR, pediatrics)
  - Levels of the organization (e.g., executive vs front-line)
  - Gender, ethnicity, generation
- Rivalry and competition between groups (health care's "tribes")
- Different "sub-cultures" may be more or less open to change
- Outside cultural influences exists; can be at odds with internal culture
- Organizational culture can conflict with values and beliefs of organizational members

Davies, Nutley and Mannion, 2000

Everyone has a role to play in culture

Why Does Culture Matter?

- System outcomes:
  - Mortality rates
  - Readmission rates
  - Adverse events (i.e. medication errors)
- Clinical outcomes:
  - Pressure ulcers
  - Falls
  - Hospital acquired infections

Braithwaite et al, 2017

Why Does Culture Matter?
Health Care Providers

76% more engaged

50% more productive

60% more job enjoyment

40% less burnout

Harvard Business Review, 2017

The Facts

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

Brathwaite et al 2017

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

LEADERSHIP

TEAMWORK

COMMUNI-CATION

Yule et al. 2006

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

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."

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

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

Gladwell, 2008

Mitigated speech in health care

Dekker, 2011

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."

Fischer and Orasanu 1999

POLL:
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

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)
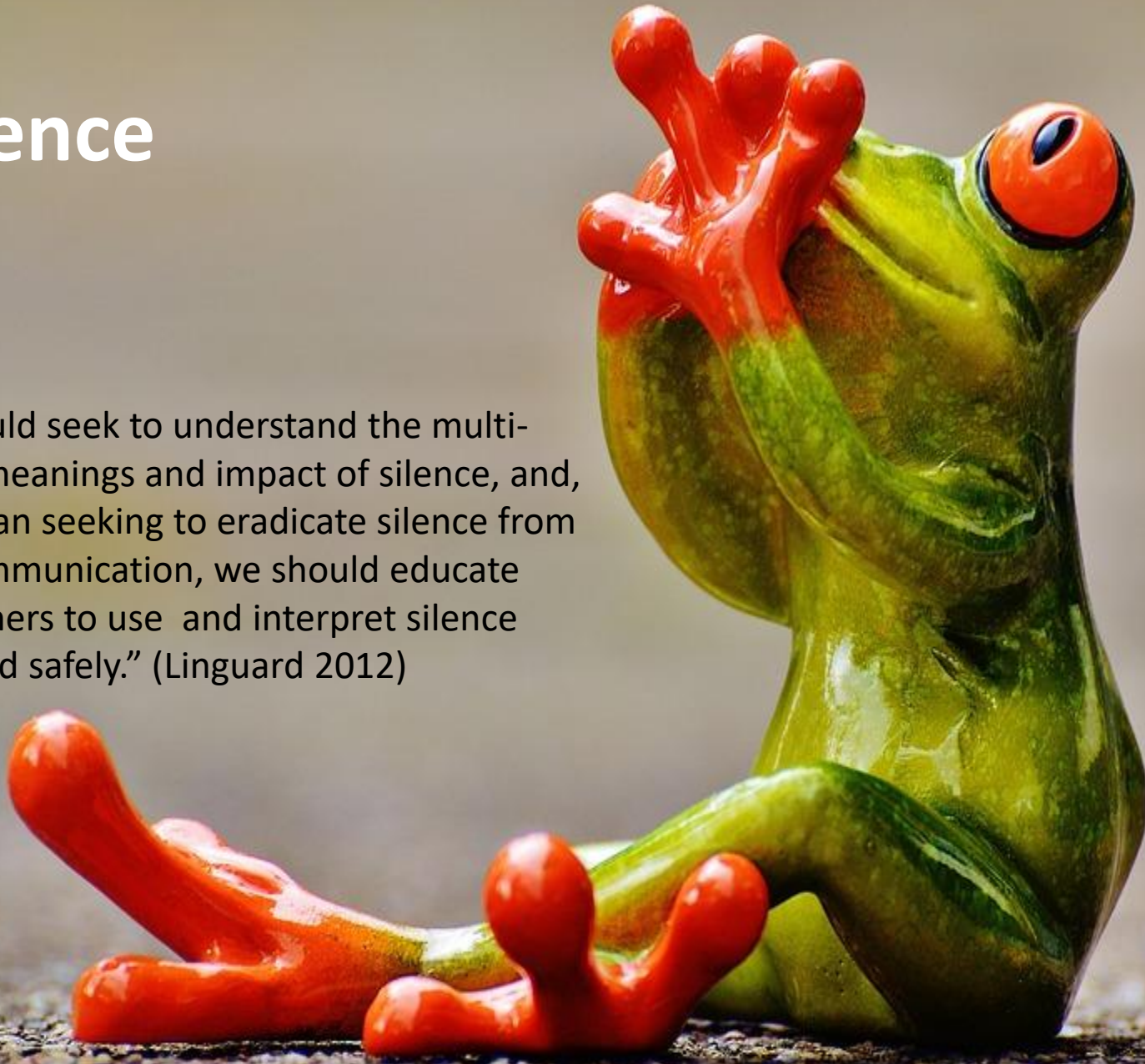
"A lack of safe staff meetings where everyone can have a voice has lead to an atmosphere of indifference"

"Not feeling safe for sharing our thoughts."

"We have to trust in order to have safety."

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
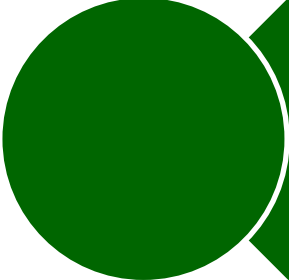
Carmeli et al. 2009

Improving silence and psychological safety in your team

- Name the elephant

- Formal & informal leadership

- Trust

- Facilitate collaboration across disciplines

- Ask for feedback
  - Listen
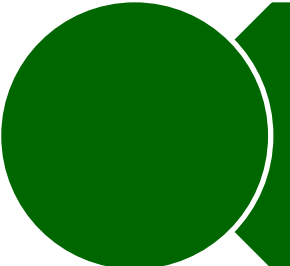 - Respond. If you can't, close the loop.

Top Tips for Culture Change

Representation of staff from different disciplines and levels in the organisational hierarchy

Authentic Participation and Engagement of Diverse Perspectives

Distinct Patterns of Managing Conflict, Fatigue and Motivation Over Time

Bradley et al. 2017

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

Informal Webinars

February 8th, 2018

1400 - 1500

culture@bcpsqc.ca

Next Webinar:

14:00 – 15:00

Thursday February 15, 2018

culture@bcpsqc.ca