



Leveraging Structured Communication

Teamwork and Communication Action Series

Webinar Three

Monday March 5, 2018



Colleen Kennedy



Kathryn Proudfoot



This webinar 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 the Leader, Innovation and Engagement at BCPSQC at 604.668.8246 or culture@bcpsqc.ca



What We Are Covering Today



Structured Communication

- The challenge of spoken language
- Structured communication tools
 - Mnemonics (SBAR and beyond!)
 - Huddles
 - 3Ws
- Action Period!

Guest Speaker

- John Gilbert



Spoken Language Has Problems

*Not all
words are
equal*



Spoken Language Is Complex

- ✓ Sounds
- ✓ Grammar
- ✓ Meaning



Spoken Language is Multi-variate

- Prosody
- Interjections
- Turn-taking
- Laughter, applause, and booing: from individual listener to collective audience
- Pauses, silence, and the art of listening
- Cross your arms, turn your body – send a message



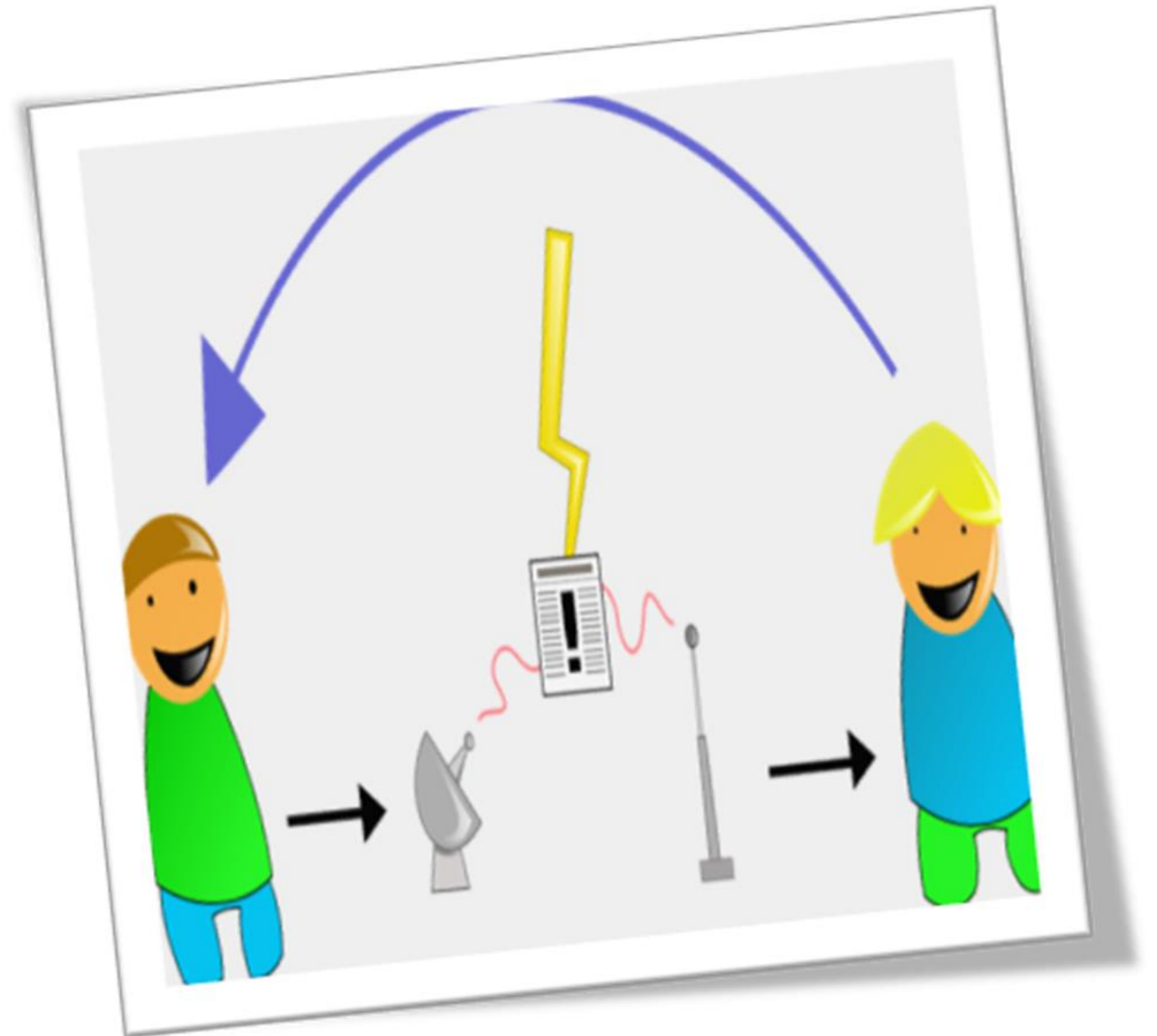
Communication: The Best Show

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



Communication as a Story

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



good working relationships

What do you think data are in your communications?

Current state of a system

Recommendations for proceeding

Workflow processes

actions

duties

tasks

Recommendations

Policies risks facts

mental status violence

professionalism knowledge

work plans

audit results

Evidence-based information

processes

Lessons Learned

KEEP THE MESSAGE SIMPLE AND CHECK THEY

wellness area for improvement incident/action plan accidents

diagnosis

Best practice

health care information

support

clinical picture

workplan

Observation

Changes

workflow

Building relationships value expectations direction

Goals

team effort



"Communication can be poor within our team. Not hearing changes until the last minute or no explanation for other changes. This can result in a feeling of disrespect. I do find there is a power struggle too at times between the groups."

Low morale
sense of making chaos
tears
resentment
frustration
frustration
Low morale
poor moral
stories
Confusion
Duplication
Anxiety/worry
client changes and goals

Disheartening, discouragement

disengaged
confusion

Frustration!!!!
poor morale
it's silence
poor morale

tasks do not get done

Misunderstanding

"I feel like sometimes communication is not great. it seems to be one way or the responses to concerns are not focusing on the concern but saying something on the lines.. "be careful as it could be worse" and that does nothing to address the concern or the problem. I feel as though some individuals say something and there energy or body language or actions do not align with the words being said."

misinterpretation
angry repeating work
Walks around motivated
I'm fabulous and I might not be
Anger midigated speech

conflict
Client's lose out

"I hope to work on the negative work culture that seems to be preventing teamwork and good, effective communication from occurring."

Story telling



poor productivity

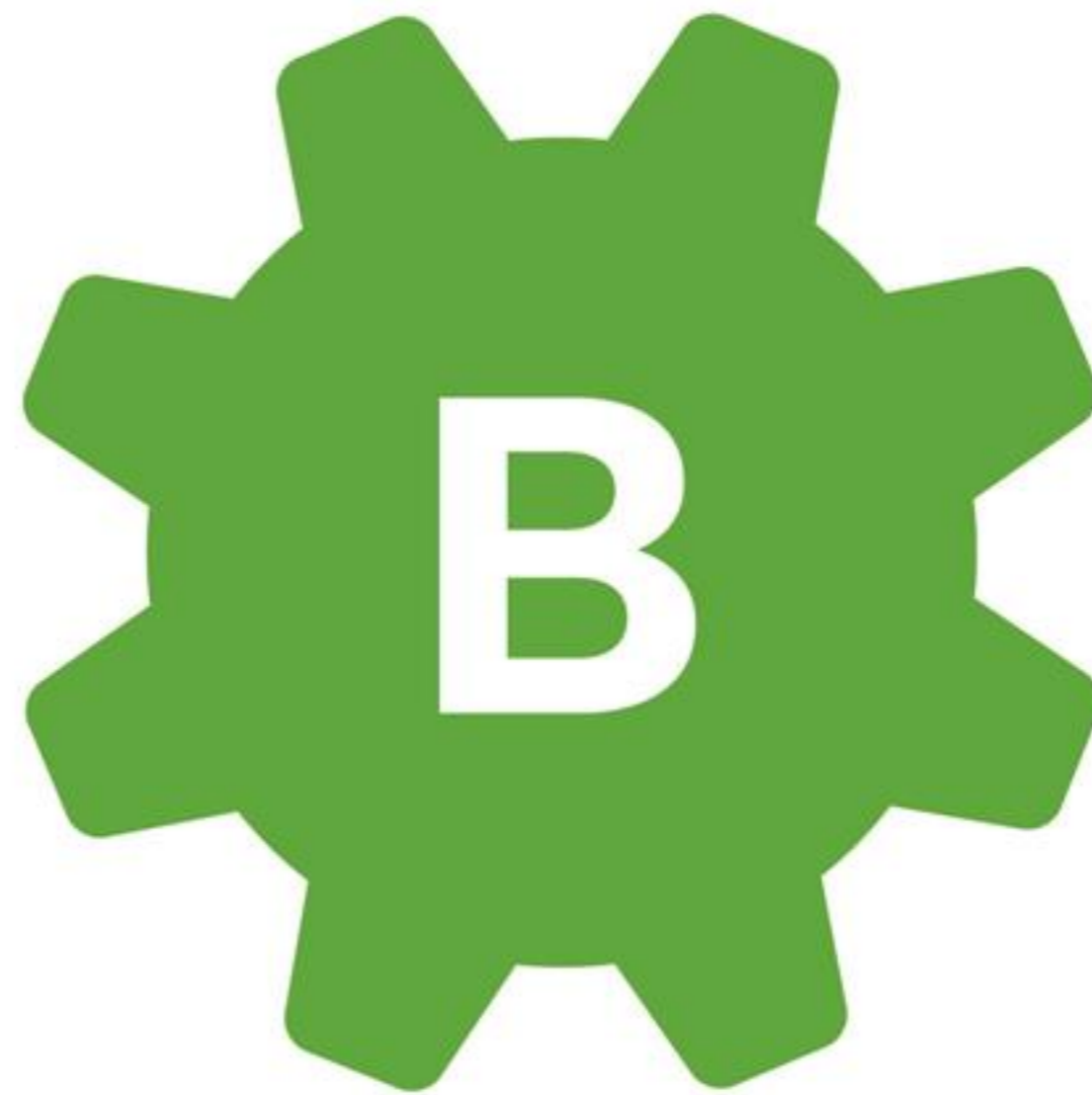
So...What Do We Do About It?

- 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





SITUATION



BACKGROUND



ASSESSMENT



RECOMMENDATION

Source: Achrekar et al, 2002

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

Situation

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

Situation

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

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?

Talking to Dr and interdisciplinary team and families
Daily reports

TEACHING
communication with students
reporting a patient assessment to physician to identify reasons for change
charting Emails
performance management

communication with Docs.
during brainstorming sessions
written communication

informing leaders

In Consultant Huddles

Perhaps I have used it without knowing!
change in practice describing a "let down"

for escalation of barriers
Shift handover



minutes
Improvement ideas
with the dr.
email

community liassing

Huddles



“Huddles enhance
team communication
and **patient safety.**”



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



Poll

Do you currently use huddles on your team?

- Yes    
- No
- We've been thinking about it!

Sort of - not the way described
Not in a consistent basis.



not consistently

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



Tips for Successful Huddles

- Format:
 - Review objectives
 - Review key issues/actions
 - Plan for action
 - Next steps



Huddle Worksheet

GEAR **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?

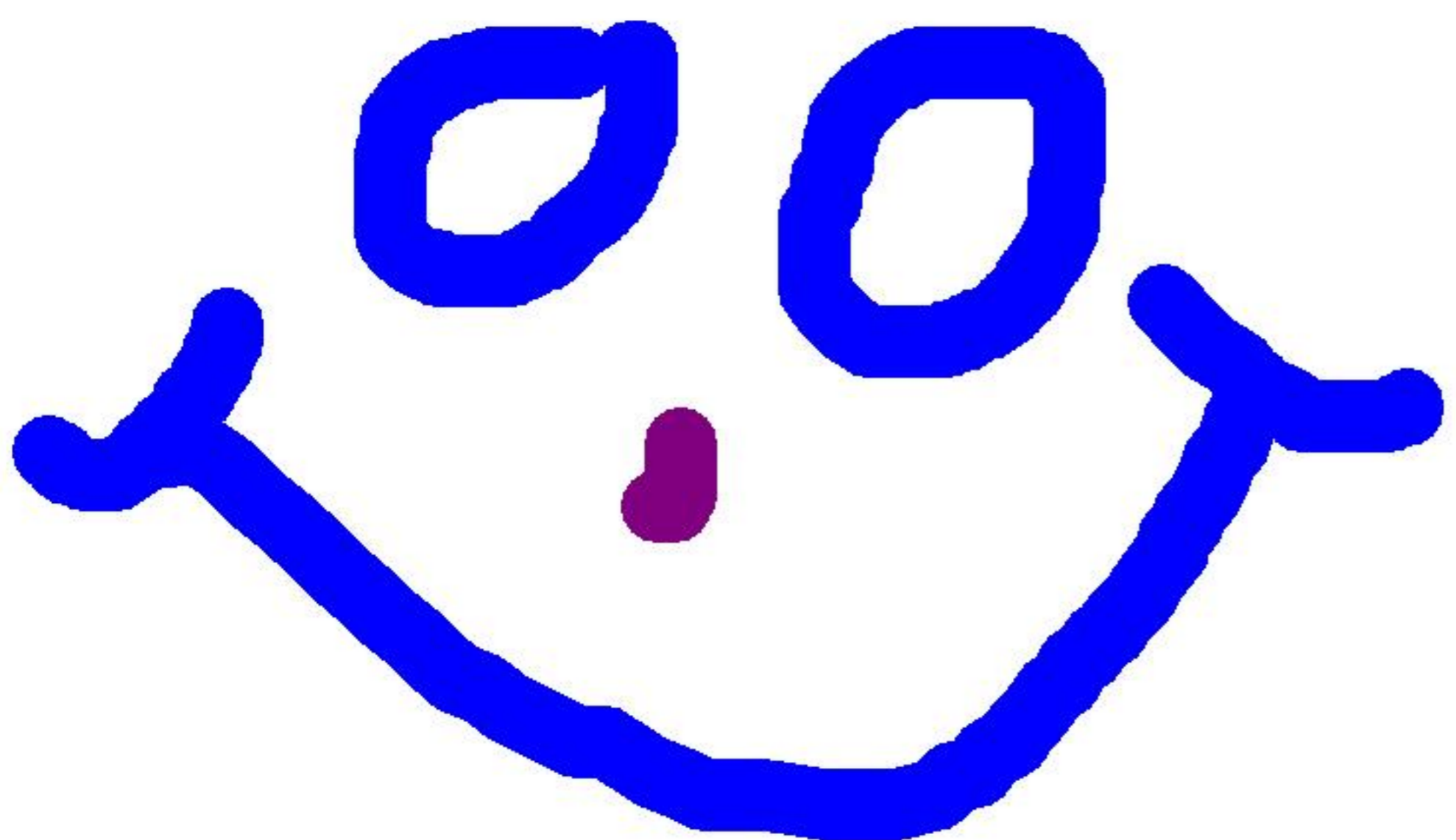
We will spend _____ minutes huddling.
We will huddle at _____ (time)
_____ (place)
Huddle start date _____

BC PATIENT SAFETY & QUALITY COUNCIL
Working together. Improving experiences.



Your Huddles

connection



Support each other
staff on the same page about the day!!
Action-oriented
Connection of Regional Team Members

first 15 minutes is a "how was your weeker"

set priorities

Client sharing

Keep it short because work has to start.

chance to let team know if feeling overwhelmed

identifying overlap

start of day

updates

employee engagement

information sharing

minimize duplication

meeting action item progress

improvement opportunities

EFFECTIVE COMMUNICATION FROM THE TEAM MEM

quick improvement cycles

Check ins

improvements

availability

learning

new project awareness

updates

professional client care

Pick each other's brains in a virtual huddle for those of us not in the same location

Challenges/opportunities

Aware of dept issues



All on same page

prioritize
work distribution

delegating tasks

Three W's

- What I see
- What I am concerned about
- 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	

Additional Comments:



What are benefits of a structured communication tool?

all on same page
everyone's included in tasks the first time around
say what you need to say
helps efficiency
CLARITY
SBAK - direct and know what you are asking for
removes emotion
keeps us on track
less confusing
think through your thoughts before they be
stay on track
options for communication in different situations
keeps things simple, mitigate
Clarity
of most appropriate info
Keeps you focused
focused
closing the loop
clear understanding
clear communication
consistency
clarity
focus
consistency
focused discussion
effectiveness
time-saving
Focuses attention
succinct
speed things along
closes the circle
expectations
standardization
helps people feel more comfortable
organized
guidance
clear message



What We Covered Today

A decorative graphic consisting of a dashed line that starts as a horizontal line on the right, moves left, then forms a series of overlapping circles and loops on the left side, ending in a vertical line.

Structured Communication

- The challenge of spoken language
- Structured communication tools
 - Mnemonics (SBAR and beyond!)
 - Huddles
 - 3Ws
- Action Period!

Action Period Work!

Applied learning activities – pick at least one

- There are 3 to choose from
- Working through one as a team
- Feel free to share your experience at an informal webinar or on the next webinar





Informal Webinar

Thursday, March 22

2pm

culture@bcpsqc.ca

“Great
practical
solutions!”

Send us your
questions in
advance!

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



Fail Forward

FAIL
Forward 

Your permission to **FAIL**.

I, _____

give myself permission to fail and learn.



Next Webinar:

14:00 – 15:00

Thursday April 5th, 2018



culture@bcpsqc.ca



Don't forget! Webinar evaluations!!

