



**Teamwork &
Communication Action Series**
BC PATIENT SAFETY & QUALITY COUNCIL

Teamwork & Communication Action Series Wave 4

October 15, 2020 – February 18, 2021

Welcome Package

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Introduction

Welcome to Wave 4 of the Teamwork and Communication Action Series! We are excited to spend the next 15 weeks with your team, supporting your improvement efforts. This is an interactive Action Series focusing on the non-technical skills such as how we communicate, how we respond to the environment around us and how we work together in a team. These key components are crucial for achieving high quality patient care.

During the Action Series, your team will learn to:

- Recognize the importance of team culture and non-technical skills;
- Identify elements that contribute to successful communication;
- Use new and effective tools to enhance teamwork and communication within your team;
- Explore ways to effectively navigate conflict with others; and
- Apply foundational leadership skills for culture change.

This Welcome Package provides you with some tools and resources to get started with the Action Series.

About the BC Patient Safety & Quality Council

The Teamwork and Communication Action Series was developed by the BC Patient Safety & Quality Council (BCPSQC) and launched Wave 1 of the Action Series in April 2017. BCPSQC is a driving force for high-quality health care in British Columbia. The Council delivers the latest knowledge from home and abroad to champion and support the best care possible for every person in the province. System-wide impact requires creativity and innovative thinking. Using evidence-informed strategies, the Council shifts culture, improves clinical practice and advances person- and family-centred care.

Learn more about the Council at BCPSQC.ca

Throughout the Action Series, all correspondence can be sent to culture@bcpsqc.ca and a member of the project team will get back to you as soon as possible!

You can also contact any of the project team members directly:



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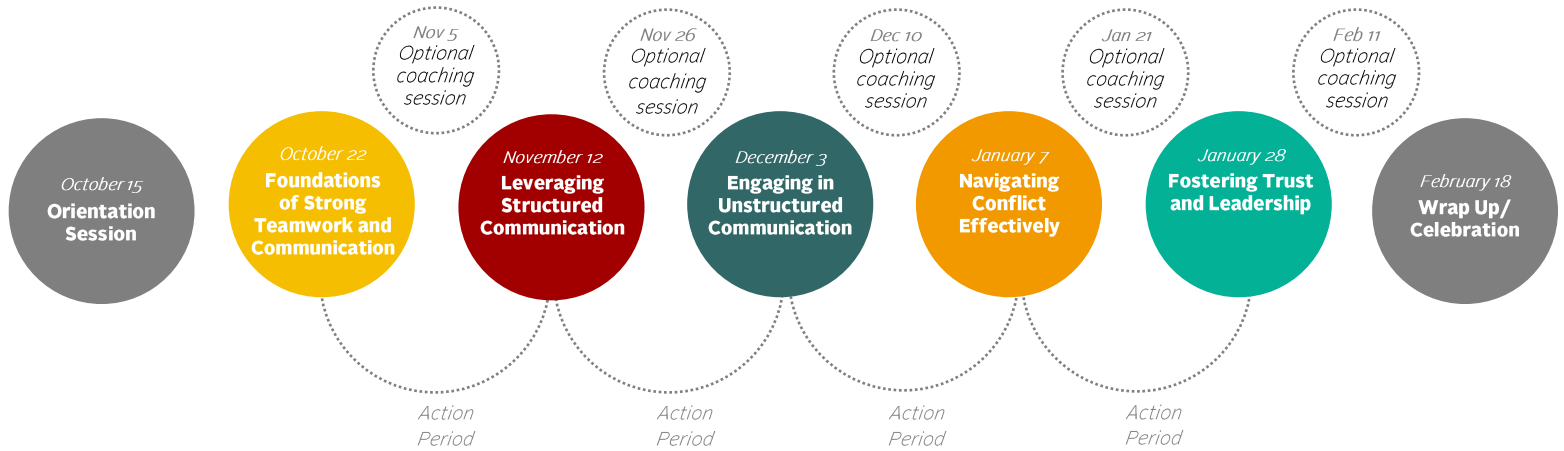
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Wave 4 - Action Series Roadmap

The Wave 4 Action Series will run from October 2020 to February 2021. Here is your Action Series Roadmap at a glance:



The Action Series kicks off with an **Orientation Session on October 15, 2020** where we will go through the Action Series in full detail. There are five modules all together:

1. Foundations of Strong Teamwork and Communication;
2. Leveraging Structure Communication;
3. Engaging Unstructured Communication;
4. Navigating Conflict Effectively; and
5. Foster Trust and Leadership.

Each module will have a Learning Session, Coaching Session and assigned Action Period work.

We begin the first **Learning Session – Foundations of Strong Teamwork and Communication on October 22, 2020**.

All Learning Sessions and Coaching Sessions will run from **12:30pm-1:30pm**.

We will conclude the Action Series with a **Wrap Up/Celebration Session on February 18, 2021** where we will award certificates of completion for the Action Series.

Appendix A highlights all the key dates in a calendar to help teams keep on track.

Getting Ready

Below are some initial steps to get you started on your Teamwork and Communication Action Series journey!

1. Click [Here](#) to Complete the Pre-Assessment Survey

The first step to the Action Series is to complete the pre-assessment. This provides your team with the baseline data to evaluate and inform discussions about your team's communication and teamwork skills.

2. Mark Your Calendars for the Action Series Sessions

All Action Series sessions will be held using Zoom.

Check out the [Zoom Tips & Tricks Guide](#) for using the Zoom platform.

Calendar invites from culture@bcpsqc.ca will be sent out! In the meantime, we recommend you review the calendar in [Appendix A](#) and hold these dates in your schedule.

3. Review this Welcome Package

Ensure all team members review this welcome package and familiarize themselves with the tools and resources available.

[Appendix B](#) has a list of online resources available to your team.

[Appendix C](#) includes some top tips for culture change.

4. Prepare for Data Collection

Central to any improvement effort is the need to understand whether changes are resulting in improvement. The primary goal is to support your team with the data to guide discussions on application of the non-technical skills and shift your culture in a positive direction. Each team member will be asked to complete a pre-assessment and each of those pre-assessments will be compiled into a team level report that will be sent to each team. The pre-assessment is to be completed by each team member as part of the certification requirements. This team level report from the compiled pre-assessment will be your baseline data for your Action Series journey. Your team will be asked to complete three more team assessments:

- 1) halfway through the Action Series;
- 2) at the end of the Action Series; and
- 3) six months after the end of the Action Series.

Please note, each team will only receive a team level report if they have 50% of their team complete the survey.

The questions will remain consistent for all four assessments so your team can compare the results over time.

Data will also be collected and used by the Council's project team to determine whether the Action Series is achieving its goals. You will receive a survey following the orientation session and wrap-up session as well as after each module once the learning session, coaching session and action period work is complete.

Your Journey Has Begun!

Thank you for joining us on this journey to improve your non-technical skills as a team. This work is not without challenges but participating in this series will ensure that you are not alone and will provide you with many opportunities to network with your colleagues and learn from each other.

Welcome to Wave 4 Teamwork and Communication Action Series. We look forward to working with you and hearing your stories!

Appendix A: Action Series Wave 4 Calendar

October 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Notes: All sessions run from 12:30-1:30pm

☐ Oct 15: Orientation Session

Module 1 - Foundations of Strong Teamwork and Communication

☐ Oct 22: Learning Session 1

☐ Oct 23: Action Period 1 Work Begins

November 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Notes: All sessions run from 12:30-1:30pm

☐ Nov 5: Coaching Session 1

☐ Nov 9: Action Period 1 - Homework Due

Module 2 - Leveraging Structured Communication

☐ Nov 12: Learning Session 2

☐ Nov 13: Action Period 2 Work Begins

☐ Nov 26: Coaching Session 2

☐ Nov 30: Action Period 2 - Homework Due

December 2020

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Notes: All sessions run from 12:30-1:30pm

Module 3 - Engaging in Unstructured Communication

☐ Dec 3: Learning Session 3

☐ Dec 4: Action Period 3 Work Begins

☐ Dec 10: Coaching Session 3

January 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

NOTES: All sessions run from 12:30-1:30pm

Jan 4: **Action Period 3 – Homework Due**

Module 4 – Navigating Conflict Effectively

Jan 7: **Learning Session 4**

Jan 8: **Action Period 4 Work Begins**

Jan 21: **Coaching Session 4**

Jan 25: **Action Period 4 – Homework Due**

Module 5 – Fostering Trust and Leadership

Jan 28: **Learning Session 5**

Jan 29: **Action Period 5 Work Begins**

February 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

NOTES: All sessions run from 12:30-1:30pm

Feb 11: **Coaching Session 5**

Feb 15: **Action Period 5 – Homework Due**

Feb 18: **Wrap Up Session/Celebration**

March 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOTES:

Ongoing Post Series Action Items:

Review Teamwork Agreement and any other tools your team plans to use on a regular basis

Plan for Sustainability

Choose one teamwork activity to do monthly

Appendix B: Online Resources

1. Wave 4 Resources

Click on the [Wave 4 Resources tab](#) and you will find the recorded information session, slides from all the sessions, action period guides and supporting resources. All sessions will be recorded and available here. Every Wave 4 participant will receive a password to access the recordings.

2. ATTIC Card Resource

ATTIC: Activities for Transforming Teams & Igniting Change.

ATTIC is a collection of activities that you and your team can use to build teamwork, develop communication skills, enable creative thinking and innovation, and help explore systems.

3. Culture Change Toolkit Resource

The [Culture Change Toolbox](#) is a collection of tools and interventions for changing culture. It's full of ideas, examples, and exercises. For each tool there are tips on how to apply it and a description of which components of culture it helps to improve.

4. Worksheets

There are several activities that your team will complete throughout the Action Series. This link provides you with some templates for future use. Each template includes an overview and worksheet.

Appendix C: Top Tips for Culture Change

What makes some teams more successful at sustained improvements in culture than others? Here are three tips taken from recent research¹ that identify concrete characteristics and actions teams can implement to maximise the impact of their improvement efforts. These tips are great foundational practices for our upcoming Action Series.

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

Teams looking to create change should be diverse and include front-line, mid-level, and senior clinical and administrative staff. As you undertake efforts to implement evidence-based practices, it is important to recognise gaps in membership and fill those gaps in by adding new members that round out the team's diversity. At the same time, in cases where members become disengaged and appear not to be contributing, allow for turnover with replacement as needed. In general, diverse membership is critical for both discovering the causes of problems and fostering team ownership of both the problem and potential solutions.

2. Authentic participation and engagement of diverse perspectives

Teams that are successful in implementing improvements report discovery, learning, and teaching among team members, and across staff who operate at different levels in their organizational hierarchy. Furthermore, this participation needs to be authentic. This occurs when participants have clear expectations and performance goals. Keep in mind, a high level of participation takes time to emerge as members begin to offer their unique skills and perspectives to the shared task.

3. Distinct patterns of managing conflict, fatigue and motivation over time

Those who lead culture change use an array of tactics for managing conflict and sustaining genuine engagement. Some proven tactics include:

- Be careful not to waste people's time.
- Have clear roles.
- Define work to be delivered between meetings.
- Take deliberate steps to ensure opinions are not ignored while still keeping the group 'on task.'
- Lastly, revisit the larger goal of improving patient care to align and reinvigorate staff when they become distracted or overburdened.

We will continue to refer to these tips throughout the Action Series and integrate them into your learning.

¹ Bradley EH, et al. How guiding coalitions promote positive culture change in hospitals: a longitudinal mixed methods interventional study. *BMJ Quality and Safety*. 2017 Nov 3;0: 1-8.

In addition to these tips, here are some key lessons from participants in our previous Action Series evaluations:

1. **Protect time for the team to meet during the Action Period** – the Action Period is where you will solidify your learning about effective teamwork and communication, and it is best done together with your team. Protect the time in people's calendars to ensure team members are available to meet. If you find and book this time now, you will reap the most benefit from the Action Series by ensuring your team has the time to apply the learning during action periods.
2. **Take advantage of extra support offered through the coaching sessions** – the coaching sessions are essentially supplemental coaching calls to customize your learning. An organizational development consultant is available for these sessions to answer any questions or help address tricky situations that your team may be experiencing. Those who attended these sessions last year indicated that they were highly valuable.
3. **Apply the learning through Action Period work** – teams that took steps to implement the learning from the Action Period into the broader workplace reported greater benefit from taking the Action Series.
4. **Plan how you will sustain the work** – once you complete the Action Series you and your team need to decide how you will sustain your work. Part of this will come from taking those initial steps to apply your learning in the broader workplace, but it is also essential to plan for long term sustainability.

For example:

- How will your team continue to update your teamwork agreement? And how often?
- How will you share your teamwork agreement and team practices with new team members?

In order to be most successful in achieving culture change, consider these key tips and learnings. They will help you get the most out of the next 15 weeks and beyond.