Foundations of Strong Teamwork and Communication

Teamwork and Communication Action Series
Webinar One
Thursday April 6, 2017
Welcome!

Geoff Schierbeck

Danielle Simpson
Please note: this webinar is being recorded

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Action Series Overview

Thursday 6 April, 2017
14:00-15:00
- Foundations of Strong Teamwork and Communication

Thursday 27 April, 2017
14:00-15:00
- Strategies for Effective Communication

Thursday 18 May, 2017
14:00-15:00
- Navigating Conflict Effectively

Wednesday 14 June, 2017
14:00-15:00
- Trust and Leadership

Action period work
Welcome to WebEx

Foundations of Strong Teamwork and Communication

Teamwork and Communication Action Series

Webinar One

Thursday April 6, 2017
Type 376-07 into phone number field

Type Actionseries then your answer
Would be anywhere other than work right now, where would you be?

- On a beach
- On a ski hill
- In bed

Start the presentation to activate live content. If you see this message in presentation mode, install the add-in or get help at PollEv.com/app.
What you hope to achieve out of the action series

- Better communication within the team: 91.2%
- More engaged team: 78.7%
- Better teamwork: 75.7%
- Happier team: 64.7%
- Better outcomes for patients: 57.4%
- Reduced conflict within the team: 51.5%
- Other: 18.4%
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

LEADERSHIP
TEAMWORK
COMMUNICATION
None of the above,

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All the above

Communication

Leadership

Teamwork

0%
The Impact of Non-Technical Skills on Culture

NON TECHNICAL SKILLS

TEAMWORK

COMMUNICATION

LEADERSHIP

Power Distance Index

Mitigated Speech

Psychological Safety

Silence
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

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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
<table>
<thead>
<tr>
<th><strong>Hint</strong></th>
<th>“Maybe we could try this another way.”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preference</strong></td>
<td>“Perhaps we could do a lit review to assess the best practices.”</td>
</tr>
<tr>
<td><strong>Query</strong></td>
<td>“Do you think using the recommended best practice would help us here?”</td>
</tr>
<tr>
<td><strong>Team Suggestion</strong></td>
<td>“Let’s try implementing one of the suggested best practices?”</td>
</tr>
<tr>
<td><strong>Team Obligation</strong></td>
<td>“We must implement best practice.”</td>
</tr>
<tr>
<td><strong>Command</strong></td>
<td>“STOP! This is not best practice.”</td>
</tr>
</tbody>
</table>
You been in a situation when you mitigated your work 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
“We should seek to understand the multifaceted 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