



TEAMWORK AND COMMUNICATION ACTION SERIES: *Improving Patient Outcomes through Effective Teamwork and Communication*

ACTION PERIOD GUIDE

Webinar 1: Building the Foundations of Strong Teamwork and Communication

By the end of this webinar, participants will be able to:

- Recognize the importance of team culture and non-technical skills in their work

Summary of webinar content:

- The impact of culture on healthcare
- Definition of non-technical skills and their importance in health and care
- Power distance index
- Mitigated Speech
- Silence
- Psychological Safety

Action period outcomes:

- Raise awareness of how your own team functions.
 - Identify how non-technical skills impact how you work as a team.
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Your action period challenge this week

Required - Personal reflection:

1. Think about the team you currently work on.
 - What do you love about working on this team?
 - What aspects of the team's culture could be improved?
2. Is Power Distance Index (PDI) an issue on your team?
 - What steps could you take to mitigate PDI on your team?
3. Are you mitigating your speech with your team?
 - What purpose is it serving?
4. Do you feel psychologically safe to speak up on your team?
 - What needs to change in order for you to feel safe?
5. Sometimes we may feel that we don't have the power to act to make any changes. Sometimes that is true as there are policies or procedures or directives that guide our work. However, you always have *at least* 15% of your work that can be solely dictated by you, or maybe more! Think of your 15% solution and answer the question: *Where do you have discretion and freedom to act? What can you do without more resources or authority that would help improve the culture on your team?*

Applied learning activities: (see following pages for detailed instructions)

Required – 1. Create a teamwork agreement

Optional – 2. Guided discussion on webinar topics

Optional – 3. Watch and discuss “how does your team communicate video”

Optional – 4. TRIZ

Optional – 5. 15% Solutions



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Applied learning activities

For this section, all teams are required to do activity 1. Then, it is up to your team to pick 1 or 2 (or all of them if you're keen!) to do as a team, depending on how much time you have set aside. Each activity gives a rough estimation of how long it will take.

Activity 1: Create a teamwork agreement *(estimated time is 30-40 minutes)*

Using the "Creating a Teamwork Agreement" guide, create a teamwork agreement for your team. Teamwork agreements are a powerful way to have a set of ground rules that all team members can agree to that will help them move forward in their work. It can help facilitate collaboration and teamwork within a team.

Please note: The "Creating a Teamwork Agreement" guide is adapted from the IPC on the Run resources. This is an excellent free online resource designed for any health care practitioner to enhance their ability to practice collaboratively.

IPC on the Run. University of British Columbia, 2017. <http://www.ipcontherun.ca/>



Creating a Teamwork
Agreement.pdf

Click on the link in the attachments tab to open the document.

Resources needed for this activity:

- Creating a Teamwork Agreement guide
- Flipchart paper
- Pens
- Marker(s) or dots for dot-voting
- Your team!
- Tape to post your teamwork agreement – note: throughout the action series we will be asking you to revisit your teamwork agreement, so please post it in a place where edits can easily be made.



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Activity 2: TRIZ

(estimated time is 20-30 minutes)

A TRIZ is a fun way to flip things on their head by asking your team how you can achieve the worst result imaginable!

Step 1: Answer this question as a team

“How can we ensure we have the worst teamwork and communication possible?”

Make a list of all you can do to make sure this happens. Be brave. Be bold. Be wild in your ideas.

Step 2: Go down this list item by item and ask yourselves, ‘Is there anything that we are currently doing that in any way, shape, or form resembles this item?’ Be brutally honest. Circle all your counterproductive activities/programs/procedures.

Step 3: Go through the circled items and identify actions you can take. If your list is very long, prioritize 2-3 items to start working on.

Resources needed for this activity:

- Flipchart paper or a whiteboard
- Marker(s)

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Activity 3: 15% Solutions

(estimated time is 20-30 minutes)

Step 1: In the personal reflection portion of the action period work, we asked you to reflect on your 15% solution (see question 5 of the personal reflection portion of the guide for instructions).

The questions you were asked to reflect on were:

Where do you have discretion and freedom to act? What can you do without more resources or authority that would help improve the culture on your team?

Step 2: With a partner, share your 15% solution. If you are a very small team, you may want to share as a group.

Step 3: Share your 15% solution or the theme that emerged from your partner exchange with the rest of your team.

Step 4: Reflect as a team: Are there any common themes of what actions people want to take? Are there any ideas that resonated with you that you want to try out?

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Activity 4: Guided discussion

(estimated time is 20-30 minutes)

Use the following questions as a guide to discuss the various topics discussed during the webinar and how they might be playing a role in your team.

1. What does your ideal team look like? What does it feel like to work on that team? Where is this team missing the mark on being that ideal team?
2. As a team discuss if and how Power Distance Index plays a role on your team. Is it an issue? What strategies could we use to mitigate its effect on our team?
3. As a team, discuss if mitigated speech plays a role on your team. Is it an issue? What strategies could we use to mitigate its effect on our team?
4. How can we ensure that everyone on the team feels safe speaking up?

Resources needed for this activity:

- None – just an open mind
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Activity 5: Watch and discuss the “How Does Your Team Communicate” video

(estimated time is 20-30 minutes)

This short video, produced by the BCPSQC, uses a non-health care example to illustrate power distance index, mitigated speech, and silence. Watch the video as a team, allow a minute for everyone to reflect on what they’ve observed, and then use the following questions to facilitate a discussion (these questions can also be found in the video companion guide, attached below):

1. What did you see and experience in this video?
2. What did you notice about communication?
3. What went well? What could have gone better?
4. Were roles and responsibilities understood?
5. Were errors made or avoided?

Now, watch the video again. Did anyone notice something new that was not mentioned in the previous discussion? In more detail, let’s look into each role:

6. What did you observe in how the head mechanic communicated?
7. What did you observe in how the assistant mechanic communicated?
8. What did you observe in how communication with the customer occurred?
9. What thoughts do you think each of these individuals had around the communication that was occurring?

Resources needed for this activity:

- How does your team communicate video (Internet connection required to watch the video)
<https://www.youtube.com/watch?v=gp9x3fvKjm4>



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Video Companion
Guide.pdf

*Click on the link in the attachment tab to
open the file*

- Video companion guide

There will be two informal support webinars held on April 12th from 9-10am and April 20th from 2-3pm. There will be no formal agenda. Feel free to attend if you have questions or want to share your experiences or have a tricky situation you want to talk through. An organizational development consultant who works with the Council will also be on hand to provide group support.

*The next formal action series webinar is **April 27th at 2pm.***

Additional Resources

If you are interested in doing some further reading on the topics we covered today, here are a few articles that we recommend. Click on the attachment on the side to open the file.

Power Distance Index & Psychological Safety

The effects of power, leadership, and psychological safety on resident event reporting.



Effects of power,
leadership and psych

Click on the link in the attachment tab to open the file

Mitigated Speech

Say It Again, Sam! Effective Communication Strategies to Mitigate Pilot Error



Say it again sam
effective communicat

Click on the link in the attachment tab to open the file

Psychological Safety

Finding Antecedents of Psychological Safety: A Step Toward Quality Improvement



Antecedents of
psychological safety.

Click on the link in the attachment tab to open the file