



# **Clear Webinar Series: Fostering Leadership and Trust**

**July 12, 2018**



# Please note:

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# Your Clear team



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# Interacting in WebEx

Today's Tools:

1. Pointer →
2. Raise Hand 🙋
3. Yes / No ✓ or ✗
4. Chat

Participants

Speaking:

Panelist: 1

BCPSQC - 2 (Host, me)

Attendee: 0

Send to: All Participants

Select a participant in the Send to menu first, type chat message, and send...

Send



# Who's Online?

- Aberdeen Hospital
- Augustine House/Haven House
- Beacon Hill Villa
- Bevan Lodge Residential
- Comox Valley Seniors Village
- Cumberland Lodge
- Dufferin Care Centre
- Elim Village, The Harrison/Harrison West
- Glacier View Lodge
- Good Samaritan Wexford Creek
- Gorge Road Hospital
- Guildford Seniors
- Heritage Square
- Jackman Manor
- Kamloops Seniors Village
- Kiwanis Village Lodge
- Louis Brier Home and Hospital
- Maple Ridge Seniors Village
- Nanaimo Seniors Village
- Nanaimo Traveller's Lodge (Eden Gardens)
- Peace Villa
- Powell River General Hospital
- Qualicum Manor
- Renfrew Care Centre
- Richmond Lions Manor Bridgeport
- Rosemary Heights Seniors Village
- Rotary Manor
- Royal City Manor
- Selkirk Place (Selkirk Seniors Village)
- Shorncliffe
- Simon Fraser Lodge
- Stanford Place
- The Pines
- The Residence at Morgan Heights
- The Residence in Mission
- Valhaven Rest Home
- Valleyhaven
- Waverly-Grosvenor House Ventures
- Willingdon Creek Village
- Woodgrove Manor
- Yucaita Lodge

**Don't see your name? Use the text tool to tell us in the Chatbox!**

# Clear Aim:

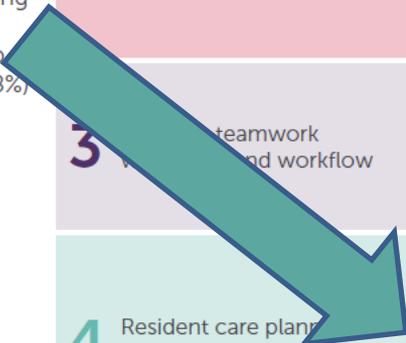
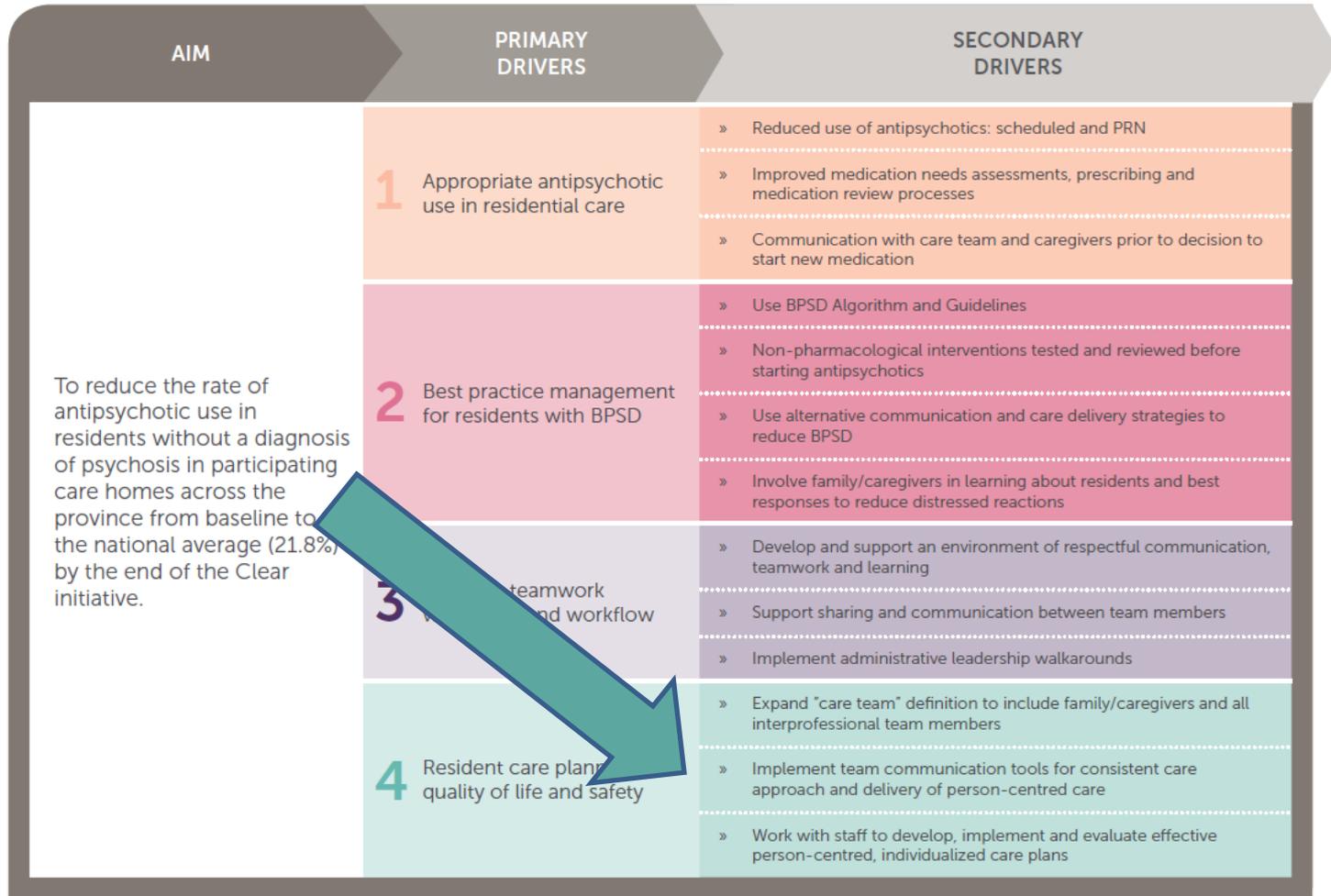
## What Do We Want to Achieve?

The provincial average for potentially inappropriate use of antipsychotics is 25.9%, which is above the national average of 21.8%.

**AIM:** To reduce the rate of antipsychotic use in residents without a diagnosis of psychosis in participating care homes across the province from baseline to the national average (21.8%) by the end of the Clear initiative.

\*The percent figures are reported from CIHI for 2016-17 Q4 (adjusted rate).

# Driver Diagram



# Learning Objectives

**By the end of this webinar, participants will:**

- Explore leadership and the importance of both formal and informal leaders
- Cite the importance of trust and increase the awareness of it on your team
- Apply new skills and tools to build trust within your team
- Explore joy at work and apply strategies

# All Teach All Learn

**What are you working on?  
What can we help you with?**

# Which ones have you done so far?

- Team communication styles
- Trial a structure communication tool
- Just listen – ATTIC activity
- Guided discussion

# Being Brave in Conflict

# 3 Forces in Issues



1. Content
2. Outcome
3. Process

# Know your Intent and Context

- What judgements and assumptions do you have?
- Have you already decided you are right?
- What are you afraid of?
- Did you conduct a “reality test”?

**“To stay present in everyday life, it helps to be deeply rooted within yourself; otherwise, the mind, which has incredible momentum, will drag you along like a wild river”  
- Eckart Tolle**

# Get Grounded

- 5, 4, 3, 2, 1 Technique
- 4, 7, 8 breathing
- Others? How do you de-escalate your reaction?

Schein, 2013

# Brave Conversation Formula

- $C=R$
- The conversation IS the relationship
- It is the conversations we don't have that damage

Aranzamendez, 2014; Edmondson, 2011

What Did You See?  
What Did You Hear?  
Smell, touch, taste?

What is the basis for  
this situation?

What Do You Think  
Is Going On?

What are your  
assumptions,  
evaluations,  
theories, principles  
and conclusions?



What Do You  
Want?

A specific result  
(action), a way of  
feeling (less  
confused),  
intentions, goals?

How do You Feel  
About What Is  
Going On?

Are you happy, sad,  
excited, confused  
etc?

Source: Clear Leadership Gervase Bushe



# Fostering Leadership and Trust



# Welcome!

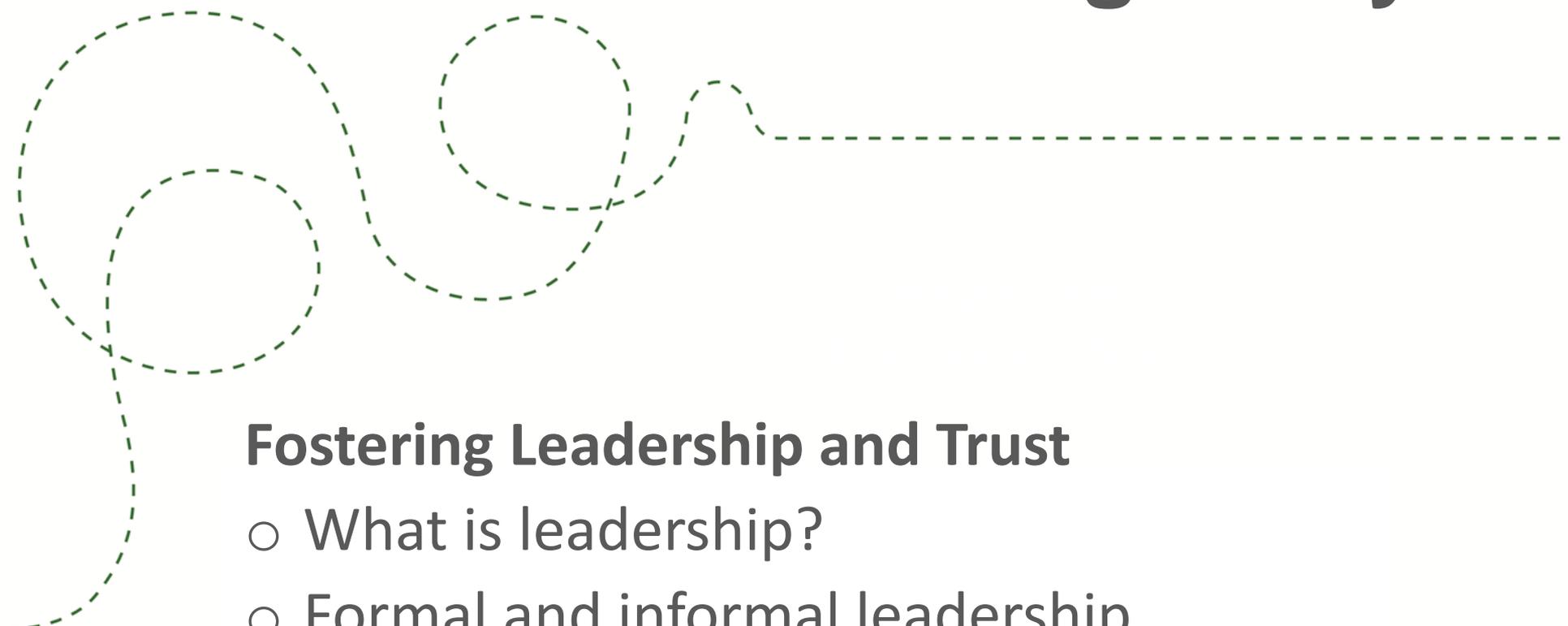
**Geoff Schierbeck**



**Kathryn Proudfoot**



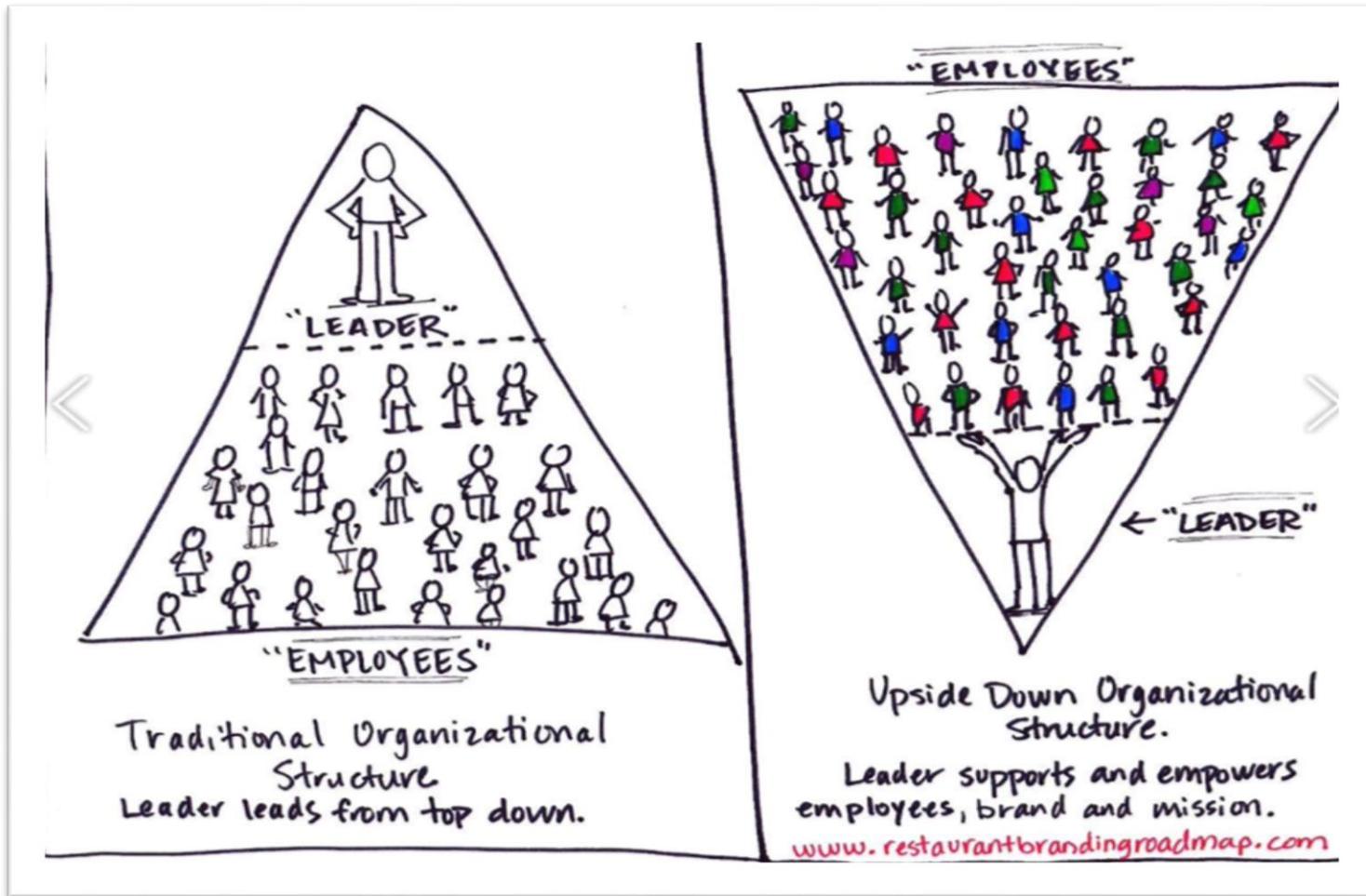
# What we are covering today

A decorative graphic consisting of a dashed green line that starts with a horizontal segment on the right, then loops back and forth in a series of overlapping circles and curves on the left side of the slide.

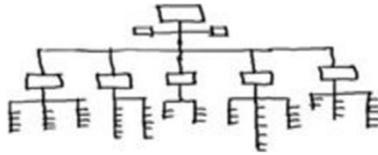
## **Fostering Leadership and Trust**

- What is leadership?
- Formal and informal leadership
- Practicing adaptive leadership
- What is trust?
- Foundations for building trust

# What is leadership?

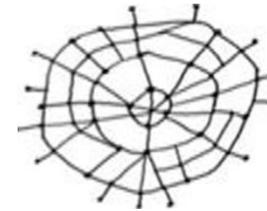


# Hierarchy



- Power held by *few*
- Engages *with direct reports*
- Information *pushed* through the organization
- “*Have to*” change
- Attempts to **control** what is done
- *Trust established* through titles and prior accomplishments

# Connection



- Power held by *many*
- Engages *at all levels*
- Information *pulled* through the network
- “*Want to*” change
- Lets the **network** do the work
- *Trust inspired* through transparency, communication and proactive engagement

NHS, 2014

# What is leadership?

- Driven by persons and community
- Creates vision and build will
- Develops capability
- Delivers results
- Shapes culture
- Engages across boundaries

IHI, 2013

# Authentic leadership?

## Authentic:

- Focuses on positive role modeling of honest, integrity, and high ethical standards
- Seen as hopeful, resilient, optimistic, and transparent



Wong & Cummings, 2009 | Avolio, 2004

# Formal and informal leadership

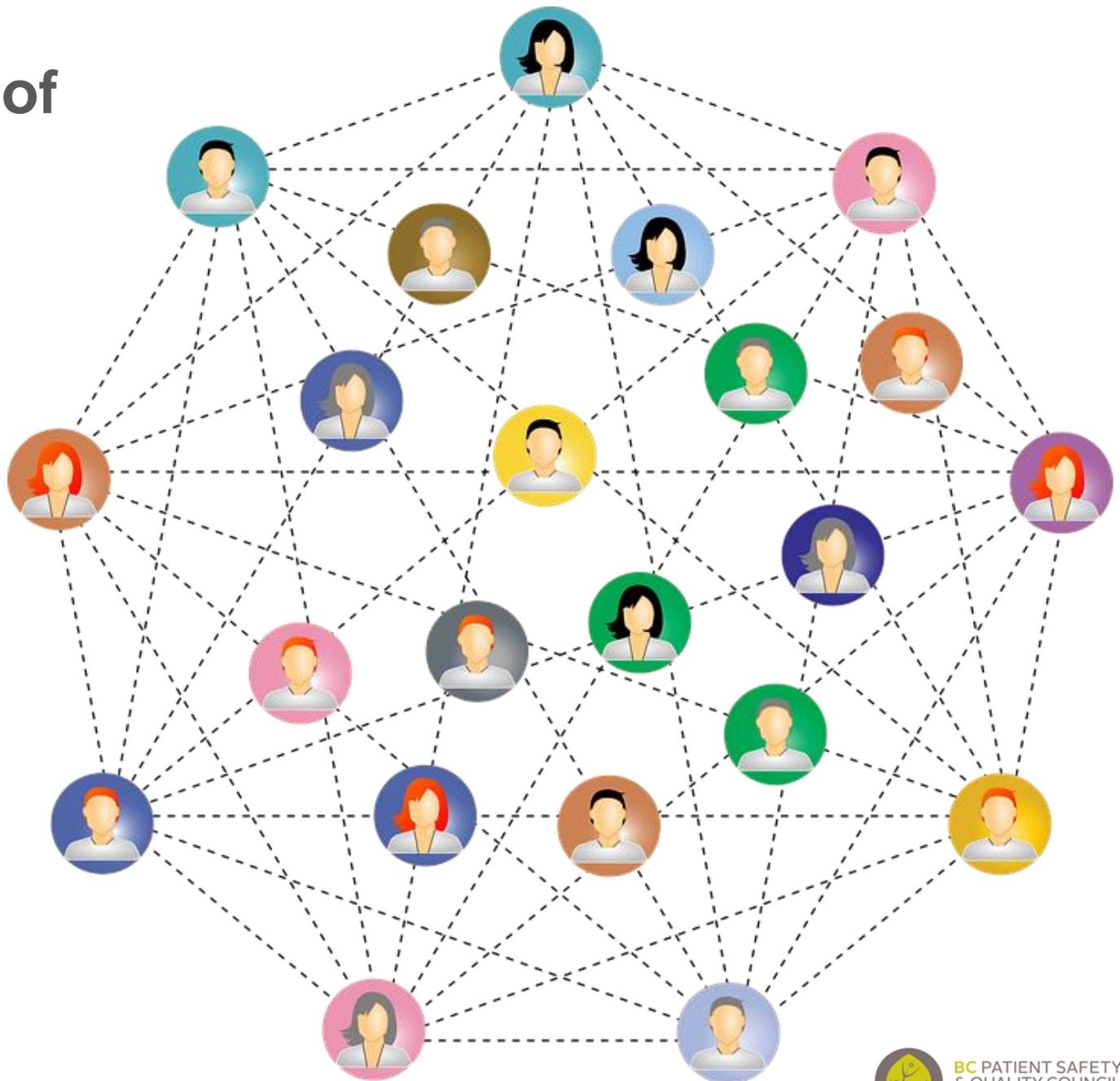
- Both formally appointed and emergent
- Not where you sit in your organization
- Not a title
- Each of us has the potential to be a leader
- Critical in this work



White, Currie and Lockett, 2016

# What is something an informal leader has done to show leadership on your team?

# The Power of Distributed Leadership



# Try it: what can you do?

Practice adaptive leadership:

- Take more risks
- Exceed your authority
- Name your piece
- Display your incompetence

Heitfetz, Grashow, Linsky, 2009

# Try it: what can you do?

Practice appreciate inquiry with your colleagues and ask:

- What makes for a good day for you?
- What makes you proud to work here?
- When we are at our best, what does that look like?

IHI, 2017

# 5 Dysfunctions of a Team



Lencioni, 2002

# When there is trust...

- ↑ **76%** more engagement
- ↑ **50%** more productivity
- ↑ **60%** more job enjoyment
- ↓ **40%** less burnout
- ↓ **13%** fewer sick days

Zak, 2017

**Who is the person you trust most in this world?  
Why do you trust this person?**

“The disaster of **distrust** in the workplace is that the strategies people use to **protect themselves** inevitably **get in the way** of their ability to effectively **work with others.**”

Charles Feltman, 2008

# Trust-building leadership

- Recognition
- Challenge people
- Autonomy
- Share information broadly
- Build relationships
- Foster personal and professional development
- Show vulnerability

Zak, 2017



**Fun in the  
workplace  
builds  
trust**



Psychological

Safety

# 13 behaviours of high trust leaders

**TALK**  
STRAIGHT

**CLARIFY**  
*EXPECTATIONS*

EXTEND  
**TRUST**

DEMONSTRATE  
*RESPECT*



CREATE  
TRANSPARENCY

**SHOW**  
LOYALTY

CONFRONT  
REALITY

**GET**  
BETTER

**DELIVER** *RESULTS*

RIGHT  
WRONGS

**PRACTICE**  
ACCOUNTABILITY

*LISTEN*  
**FIRST**

**KEEP**  
COMMITMENTS

## Talk Straight

- Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

## Demonstrate Respect

- Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.

## Create Transparency

- Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of "What you see is what you get." Don't have hidden agendas. Don't hide information

## Right Wrongs

- Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice service recoveries. Demonstrate personal humility. Don't cover things up. Don't let pride get in the way of doing the right thing.

## Show Loyalty

- Give credit freely. Acknowledge the contributions of others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad-mouth others behind their backs. Don't disclose others' private information.

## Deliver Results

- Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and under deliver. Don't make excuses for not delivering.

## Get Better

- Continuously improve. Be a constant learner. Develop feedback systems both formal and informal. Act on the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges

## Confront Reality

- Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the "sword from their hands." Don't skirt the real issues. Don't bury your head in the sand.

## Clarify Expectations

- Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

## Practice Accountability

- Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing--and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

## Listen First

- Listen before you speak. Understand. Diagnose. Listen with your ears--and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers--or all the questions.

## Keep Commitments

- Say what you're going to do, then do what you say you're going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.

## Extend Trust

- Extend trust abundantly to those who have earned your trust. Learn how to appropriately extend trust to others based on the situation, risk, and credibility (character and competence) of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.

# Relationship trust

Think of a high trust relationship you have

- ❖ What is like to be around this person?
- ❖ How long does it take to get things done?
- ❖ What is communication like?
- ❖ What kind of results are you able to achieve?

Think of a low trust relationship you have

- ❖ How does it compare with high trust relationships you enjoy?
- ❖ How does it change the way you operate day to day?
- ❖ At the end of the day, are you drained or uplifted?
- ❖ Does this person build you up or wear you down?

# What we covered today

A decorative graphic consisting of a dashed green line that starts on the left, forms several overlapping loops and swirls, and then extends as a straight horizontal line towards the right edge of the slide.

## **Fostering Leadership and Trust**

- What is leadership?
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# Applied Learning Challenge!

Applied learning activities – pick at least one

- There are 5 to choose from
- Working through one as a team
- We will share some experiences at the next webinar



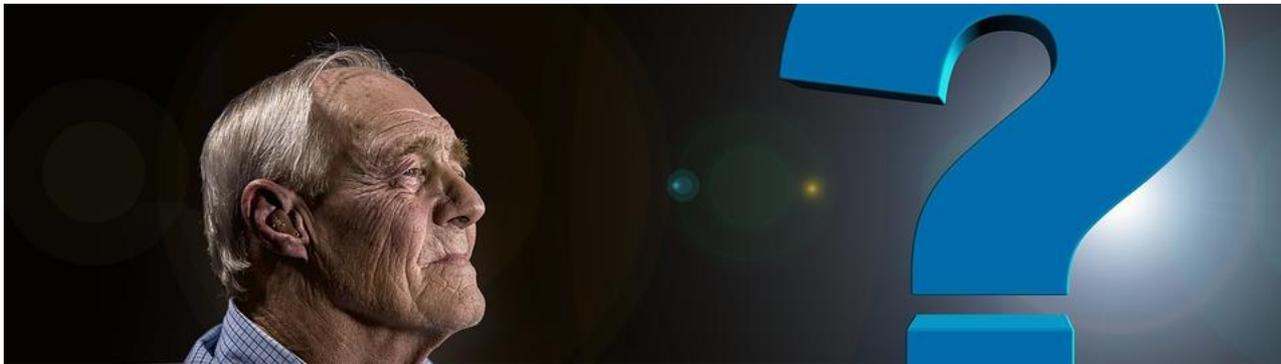
# Action Plans!

Chat to All Participants:

What is one thing you heard today that you may start to use by next Tuesday?

# Upcoming Webinars

- August 2 – Navigating Conflict Successfully
- September 13 - TBD
- October 11 - TBD





# Quick Reminder...

## Monthly Reports & Data Due!

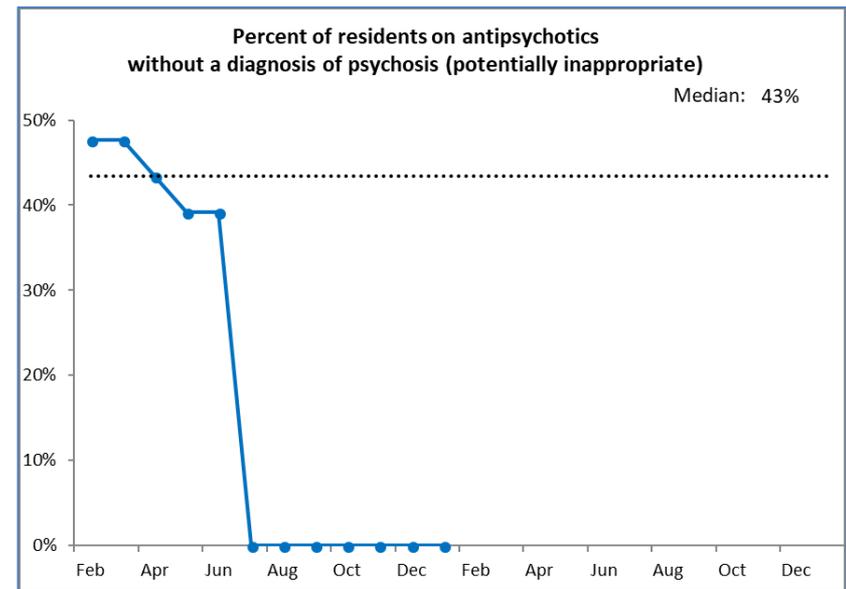



**Clear Monthly Team Report**  
Please submit prior to the second Friday of each month to [ClearBC@bcpsqc.ca](mailto:ClearBC@bcpsqc.ca)

<b>Team Name</b>	McMountain-Sayeed Care Home
<b>Month/Year</b>	March 2018
<b>Team Aim</b>	To decrease the number of anti-psychotics being used with a target goal of the provincial average 25.9% by the end of February 2019

- 1. Changes tested this month:**
  - Discontinued PRNs that haven't been used
  - Checked and corrected RAI coding for target residents
  -
- 2. What we learned this month:**
  - We learned that there is a larger population outside of our team interested in antipsychotic usage but may require more resources/education for involvement
  - Culture of some staff and families is to "just medicate" around behavioural difficulties and sleep
  - Some physicians need more education around antipsychotics
  - Several residents had PRNs which had never been used, or last used over 6 months ago
- 3. Challenges:**
  - Learning curve on data collection for Clear reports
  - Med reviews, team meetings and communication can be difficult across staffing requirements/schedules
  - Overwhelming information trying to find time to review is difficult
  - Safe antipsychotic reduction while dealing with residents with advanced dementia
  - Multiple physicians serving resident population
- 4. Successes:**
  - RAI coding has been reviewed and corrected
  - Reduced the rate of PRN antipsychotic use,
  - Increased overarching awareness of staff around antipsychotics

1

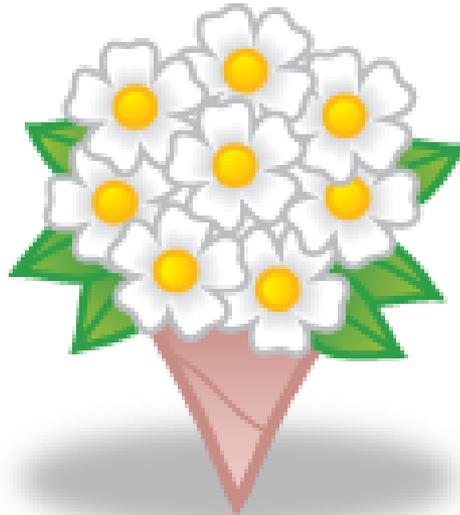


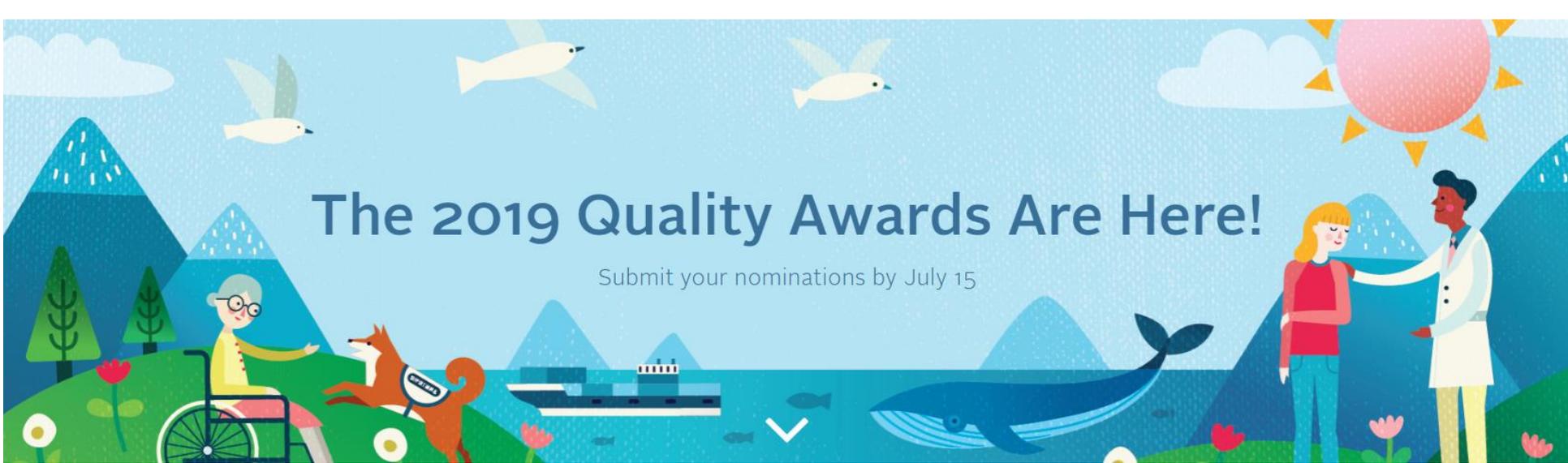
# Thank You

Participating Teams

Faculty

Support Team





# The 2019 Quality Awards Are Here!

Submit your nominations by July 15

## 8 Categories

Staying Healthy

Getting Better

Living with Illness

Coping with End of Life

Leadership in Quality

Quality Culture Trailblazer

Leadership in Advancing the Patient Voice

Everyday Champion

## Recognition

Winners receive \$2,500, registration for Quality Forum 2019, and more

[www.BCPSQC.ca](http://www.BCPSQC.ca)

# Evaluation!

Please complete the evaluation of the webinar after you close WebEx.

**FEEDBACK**

# Stay Online!

- What questions do you have?
- What advice do you need?