



**BC PATIENT SAFETY
& QUALITY COUNCIL**
Working Together. Accelerating Improvement.



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Teamwork and Communication

Reimagining LTC BC Collaborative
Webinar 1 - April 27, 2023

Overview

- Quality improvement work requires a team
- Importance of role clarity
- Structured communication tools for quality improvement
- Why is psychological safety important to teamwork and communication
- Contributor and effects of psychological safety

Establishing a Team

- Convene a team
- Time, resources and accountability
- Diverse team
- Role clarity

Convening a team

Team Matrix Worksheet

- Project sponsor
- Day-to-day process owner
- QI supports
- Clinical expertise
- Knowledge of the system/process
- Resident/family experience
- Others



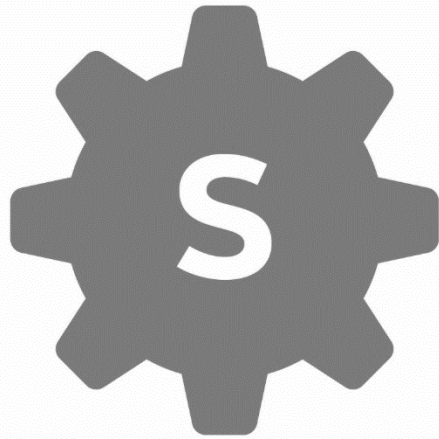
Team Roles and Responsibilities

Team Member	Role(s) and description of how the person will have the time and resources to fulfill their role	RACI Responsible Accountable Consulted Informed
Manager		
Nursing staff		
Care Aide staff		
Rec staff		
Resident/family		
Physician		
Director of Care		

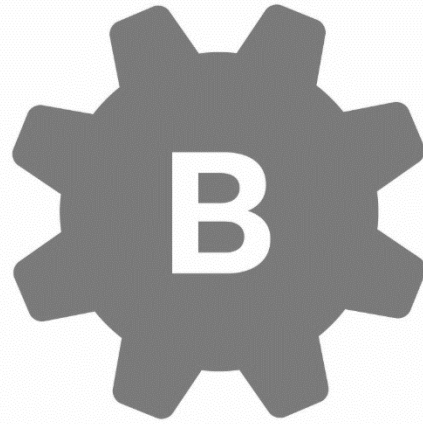
Structured Communication Tools

Structured communication tools in Quality Improvement

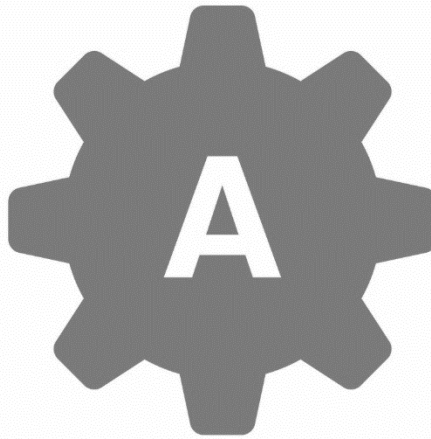
- SBAR
- Huddles
- 3Ws



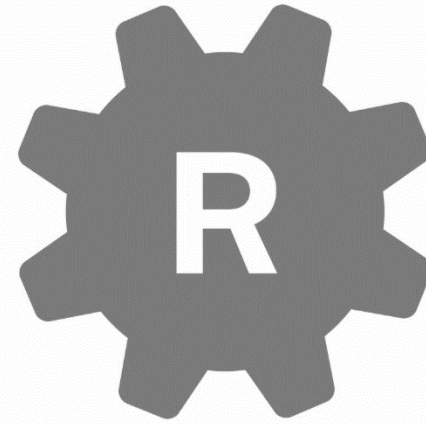
SITUATION



BACKGROUND



ASSESSMENT



RECOMMENDATION

Achrekar et al, 2016

SBAR – Improvement Example

SEGMENT	EXAMPLE
SITUATION	This week Mr. Franklin had a fall in his room and after getting the CT results back, suffered from a minor concussion.
BACKGROUND	After discussing Mr. Franklin's incident, the manager reviewed the falls rates from the last 12 months and discovered that in the last six months the rates have increased 20%.
ASSESSMENT	The data shows that majority of these falls involve toileting, the same as what happened to Mr. Franklin.
RECOMMENDATION	<ul style="list-style-type: none">• Root cause analysis• PDSA• Target: Reduce falls 20% in next 3 months

SBAR Worksheet

SBAR COMMUNICATION TOOL
Scenario Development Sheet

Item	Narrative without SBAR	Using SBAR
SITUATION		
BACKGROUND		
ASSESSMENT		
RECOMMENDATION		



“Huddles enhance
team communication
and patient safety.”

Hayden et al, 2010




Tips for Successful Huddles

- Consistent time
- Convenient location
- Clear objectives for each huddle
- Limited duration
 - 15 minutes or less – standing!
- Rotate facilitators

IHI, 2004 | Glymph et al., 2015 | Schunk et al., 2014

Huddle Worksheet

 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 _____



Three W's

1. What I see
2. What I am concerned about
3. What I want




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	

Accomplishments

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What is Psychological Safety?

The belief that a person can express themselves without negative consequences.

<https://www.guardingmindsatwork.ca/about/about-safety>

Why is Psychological Safety Important?

500,000



Canadians, in any given week, are unable to work due to mental health problems or illnesses.

Guardingmindsatwork.ca

Contributors and Effects of Psychological Safety

- Power Distance Index (PDI)
- Mitigated Speech
- Triangulation

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



Outcomes of PDI in Your Workplace

- Unpleasant work environment
- Lack of communication between team members
- Resident harm
- All of the above

Reducing 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 huddles

Mitigated Speech

When we speak in a submissive way in order to be polite or show deference to authority.

Strategies to Address Mitigated Speech

- Take a look at your own patterns
- Have an open discussion about the role mitigated speech plays on your team
- Use a structured approach for communication

When we don't have direct communication we have....triangulation

Triangulation is talking about feelings, opinions, or personal issues regarding some person or group with a third party instead of with the person or group actually concerned.



Addressing Triangulation on Your Team

- Reflect on the role of triangulation in your team
- When you see triangulation, how can you encourage a direct approach?
 - Coaching conversations
- Create a psychologically safe environment
 - People feel safe to speak up



Strategies to Enhance Psychological Safety

- Self Reflection
- Formal & informal leadership
- Trust
- Facilitate collaboration across disciplines
- Ask for feedback
 - Listen
 - Respond. If you can't, close the loop.



Creating a Psychologically Safe Space

- Understanding psychological safety
- Assessing psychological safety
- Understand what actions and behaviours are required
- Training sessions
- Subject matter experts



Assessing Psychological Safety on your Team

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.



Creating Psychologically Safe Space

- Be curious
- Be vulnerable, be human
- Actively build a safe environment
- Reframe failure
- Destigmatize feedback





July

Questions