



Tools for Teams: Building a Foundation for Culture Change in Seniors Care

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Health Quality BC, which does its work throughout the province, would like to acknowledge that we are living and working with humility and respect on the traditional territories of the First Nations peoples of British Columbia.

We specifically acknowledge and express our gratitude to the keepers of the lands of the ancestral and unceded territory of the x̣ẉməθḳẉəỵəm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔł̣ (Tsleil-Waututh) Nations, where our main office is located.

Health Quality BC also recognizes Métis people and Métis Chartered Communities, as well as the Inuit and urban Indigenous peoples living across the province on various traditional territories.



We are so excited that you signed up for this session!

Assumptions:

- We are all here to learn at least one new thing.
- How you learn and participate is entirely up to you!

Transparency:

- This is a new condensed version of an action series – let us know what we can do better.
- Not a lecture.
- Some things you may have seen before, that's okay –let's share.

Curiosity:

- Questions, discussions, clarification welcomed at any time

Vulnerability:

- Trust and confidentiality in this space.
- Please make yourself comfortable, if you need to sit, stand, move, do so!
- Offer a smile and help those around you that may need support to get comfortable, too.

This Excited!



Learning Objectives

- Recognize the importance of team culture, trust and psychological safety in delivering high-quality seniors care.
- Understand communication and conflict as two contributors to psychological safety.
- Identify tools that contribute to successful communication and navigation of conflict within care teams.
- Understand your role in creating a psychologically safe space.

Reflection

Why do you work in seniors' care
and do the work you do?

Culture

Culture is about the beliefs we share, what we expect of each other, what's considered normal and the way we behave that determines how our organization functions.

It's **“the way we do things around here.”**


Kroeber and Kluckhohn, 1952

Team Culture

Positive Workplace Culture Can Lead to
Improved System Outcomes



Readmission rates
Adverse events

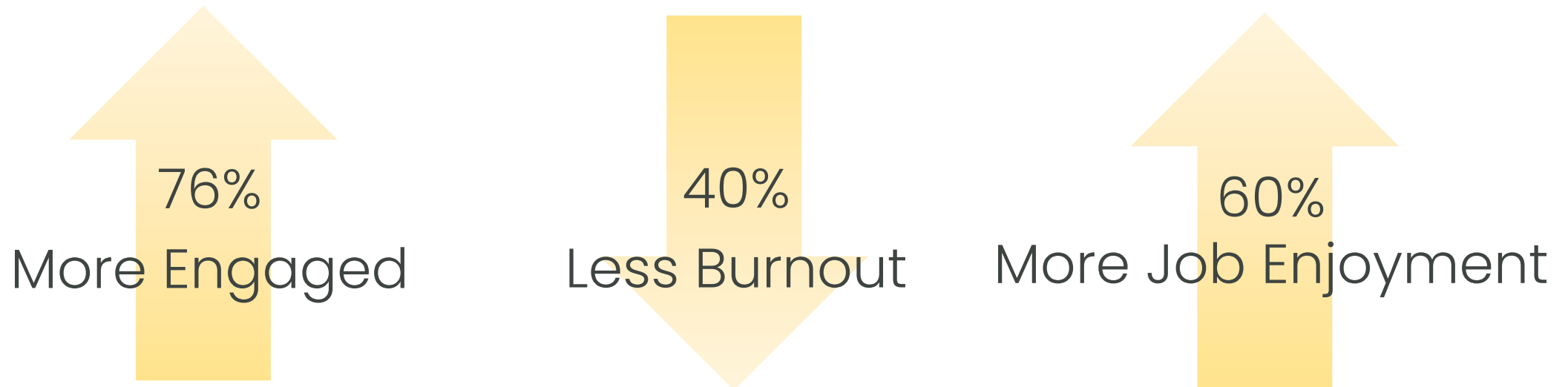


Well-being outcomes
Patient satisfaction
Quality of life
Patient mood

Braithwaite et al, 2017

Team Culture

Positive Workplace Culture Can Lead to
Improved Workplace Performance



Zak, 2017

Elements of an Effective Team



Lencioni, 2002

“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.**”

When There Is Trust...



Laschinger, 2005

Team Assessment

Complete Assessment

Personal Reflection:

- Reflect on your team assessment results.
- Where are there areas for improvement?



3 Elements of Trust

1. Relationships

- Issues, concerns, conflict resolution, feedback

2. Judgement

- Role model, ideas, opinions, contributions, results

3. Consistency

- Walk the talk, commitment, reliable

Zenger and Folkman, 2019



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“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships.”

~ Steven Covey

13 Behaviours of a High Trust Leader

The 13 Behaviors of a High Trust Leader

	Behaviors	What to Say	Opposite	Counterfeit
CHARACTER	Talk Straight	Be honest. Tell the truth. Let people know where you stand.	Lie. Deceive.	"Spinning," positioning, posturing and manipulating.
	Demonstrate Respect	Care for others and show it. Treat everyone with respect, especially those who can't do anything for you.	Show disrespect or not care about others.	Faking respect, showing respect for some but not all.
	Create Transparency	Tell the truth, be real, genuine, open and authentic.	Hide, cover up, obscure things.	Having hidden agendas, withholding information.
	Right Wrongs	Admit when you're wrong, apologize quickly, show humility, don't let pride get in the way of doing the right thing.	Deny, justify or rationalize wrongful behavior.	Cover up, disguise, hide mistakes until forced to admit error.
	Show Loyalty	Give credit to others, speak about people as if they're present and represent others who aren't there.	Take credit, betray others.	Being gossipy and two-faced, appearing to give credit when they're present but downplaying their contribution and taking credit when they're not around.
	Deliver Results	Establish a track record of getting the right things done. Make things happen, on-time and within budget. As Yoda says, "Do or do not, there is no try."	Overpromise and under-deliver.	Delivering activities instead of results - doing busywork without accomplishing anything real.

What is Psychological Safety?

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

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



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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



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Assessing Psychological Safety

Complete Assessment

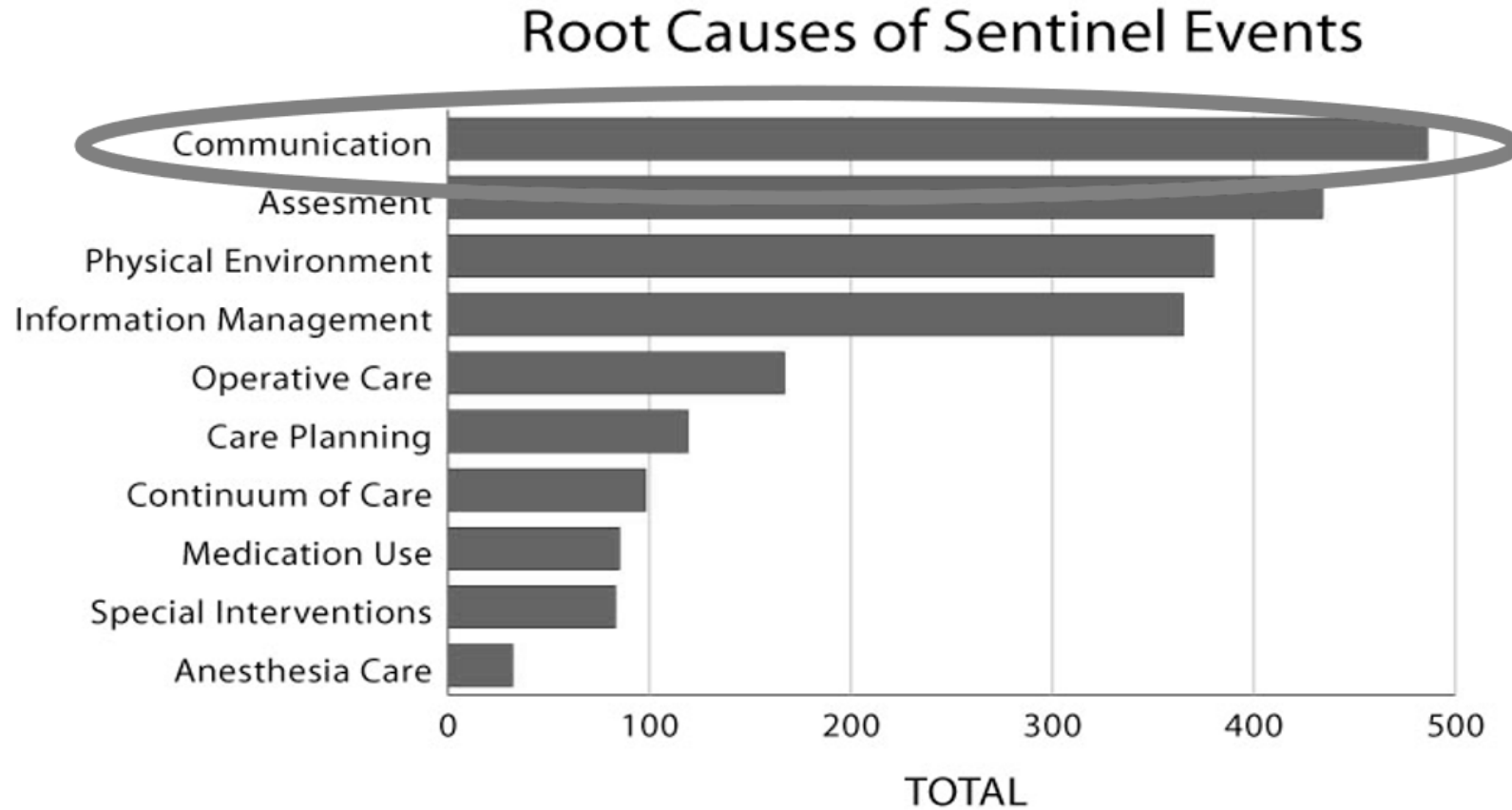
Personal Reflection:

- Reflect on your results.
- Where are there areas for improvement?

Contributors to Psychological Safety

- Communication
- Conflict Management

Communication



Communication Style Assessment

Complete Assessment

Table Discussion:

- Reflect on your communication style results.
- What benefits come from understanding individual communication styles that are on your team?

Addressing Communication Styles

Open communication with your team about your communication style and preference.

Recognize how it influences the way you communicate with others.

Think how you can lean into the communication styles of others to '**bridge the gap**' of your communication styles.

Communication Strategies

Practice

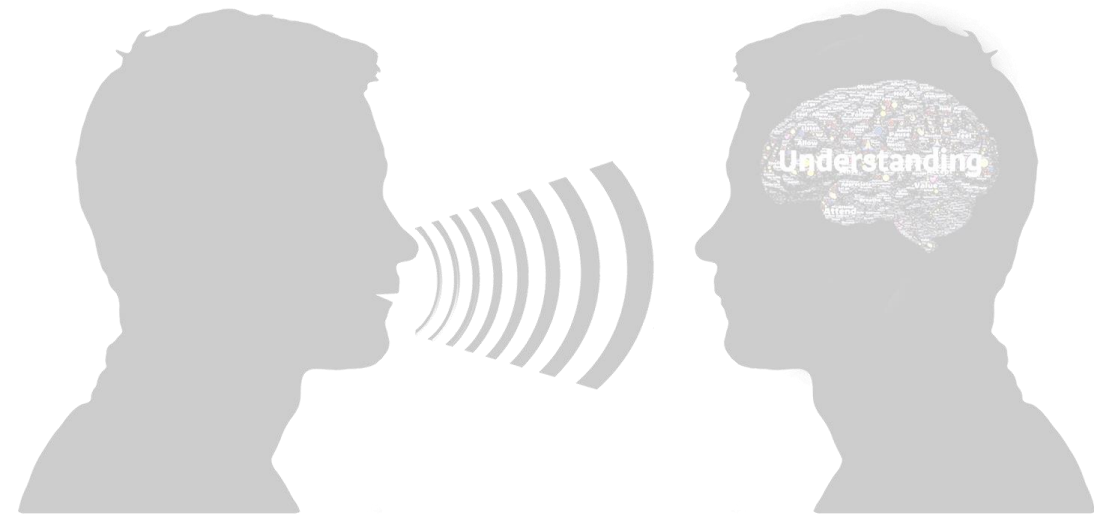
- Active Listening
- Direct Communication
- Mindful Sense Making

Reduce

- Power Distance Index
- Mitigated Speech
- Triangulation

Practice - Active Listening

“A process that involves the interpretation of messages that others have intentionally transmitted in the effort to understand those messages and respond to them appropriately.”



Burleson, 2011, p. 27

“Most people do not listen to understand;
they listen to reply.”

Covey, 1989



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Practice - Active Listening

How do you do it?

- Face the speaker and maintain comfortable eye contact
- Be aware of body language
- Listen for meaning behind words
- Summarize back and confirm speaker feels understood

Signals interest and attentiveness

Builds connection between speaker and listener

Bushe, 2010 | CPSI, 2011



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Practice - Direct Communication

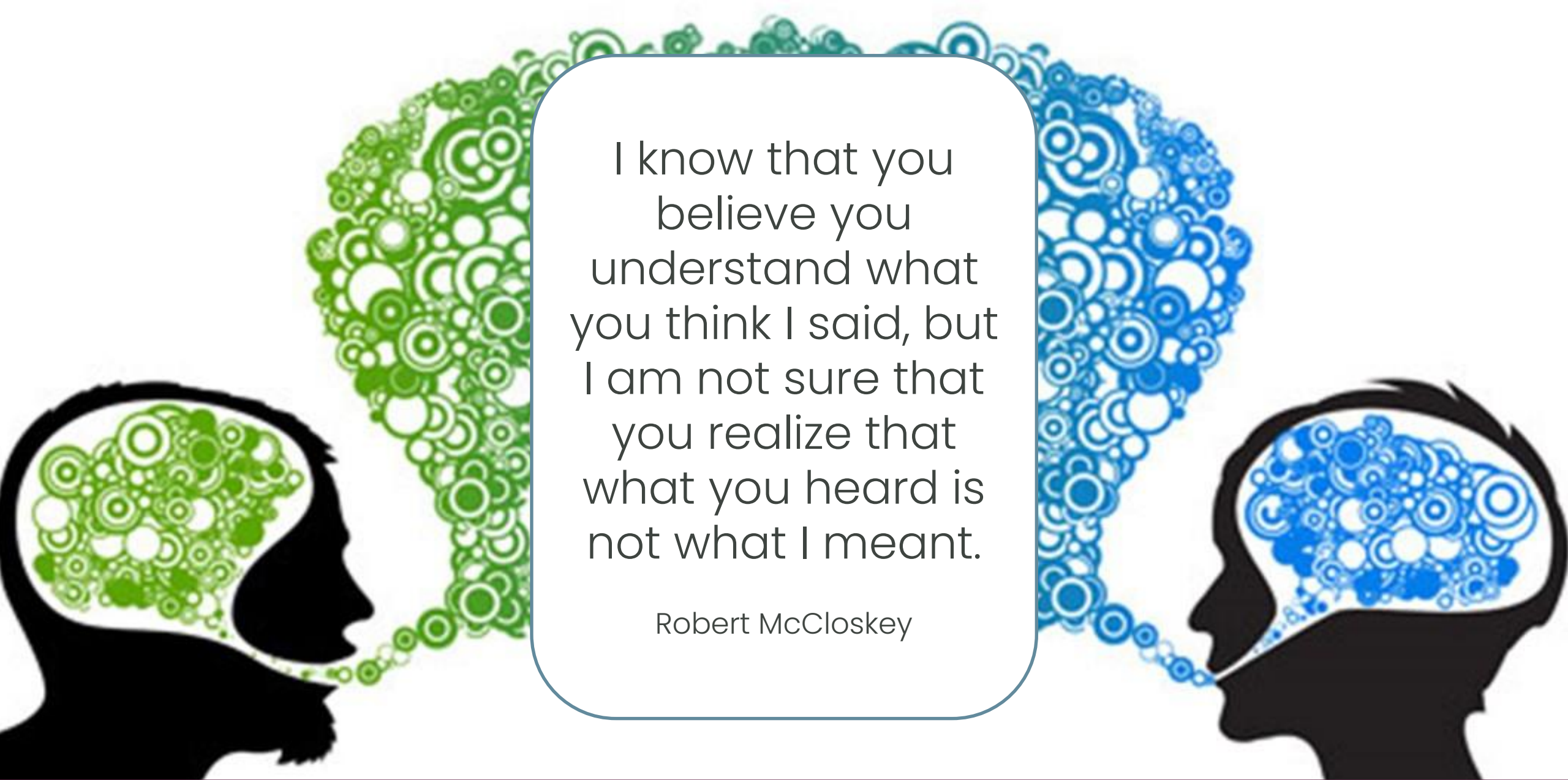
“It is clear, straightforward, and involves the two-way, free-flowing sharing of thoughts, feelings, and ideas.

There is no pretense or hidden messages in **direct communication**; its purpose is quite simply to get or give information from one person or group of people to another.”

Joyce, University of Iowa, 2012

Practice - Mindful Sense Making

“Sensemaking is about creating space for listening, reflection and the exploration of meaning beyond the usual boundaries, allowing different framings, stories and viewpoints to be shared and collectively explored.”



I know that you
believe you
understand what
you think I said, but
I am not sure that
you realize that
what you heard is
not what I meant.

Robert McCloskey

Reduce – Power Distance Index

“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

Reduce - Mitigated Speech

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

Malcom Gladwell, 2011



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The higher the PD, the more we mitigate our speech

Reduce - Triangulation

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

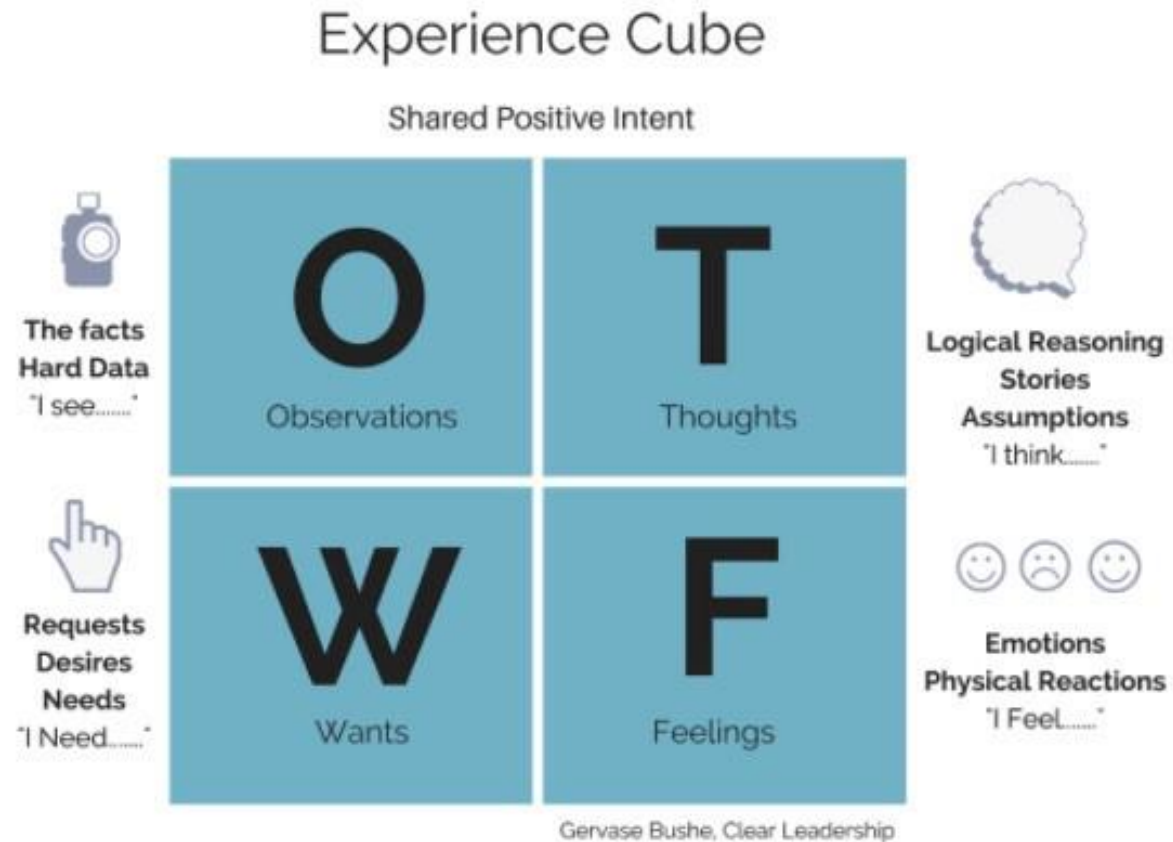
Triangulation is talking about feelings, opinions, or personal issues regarding some person or group with a third party instead of with the person or group actually concerned.

Strategies for Communication

1. Self Reflection

- Experience cube
- 3 Ws

Experience Cube



Gervase Bush

3Ws

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



Strategies for Communication

2. Open Discussion and Coaching Conversations

- PDI
- Sense-making
- Mitigated Speech
- Triangulation

Strategies for Communication

3. Structured Communication Tools

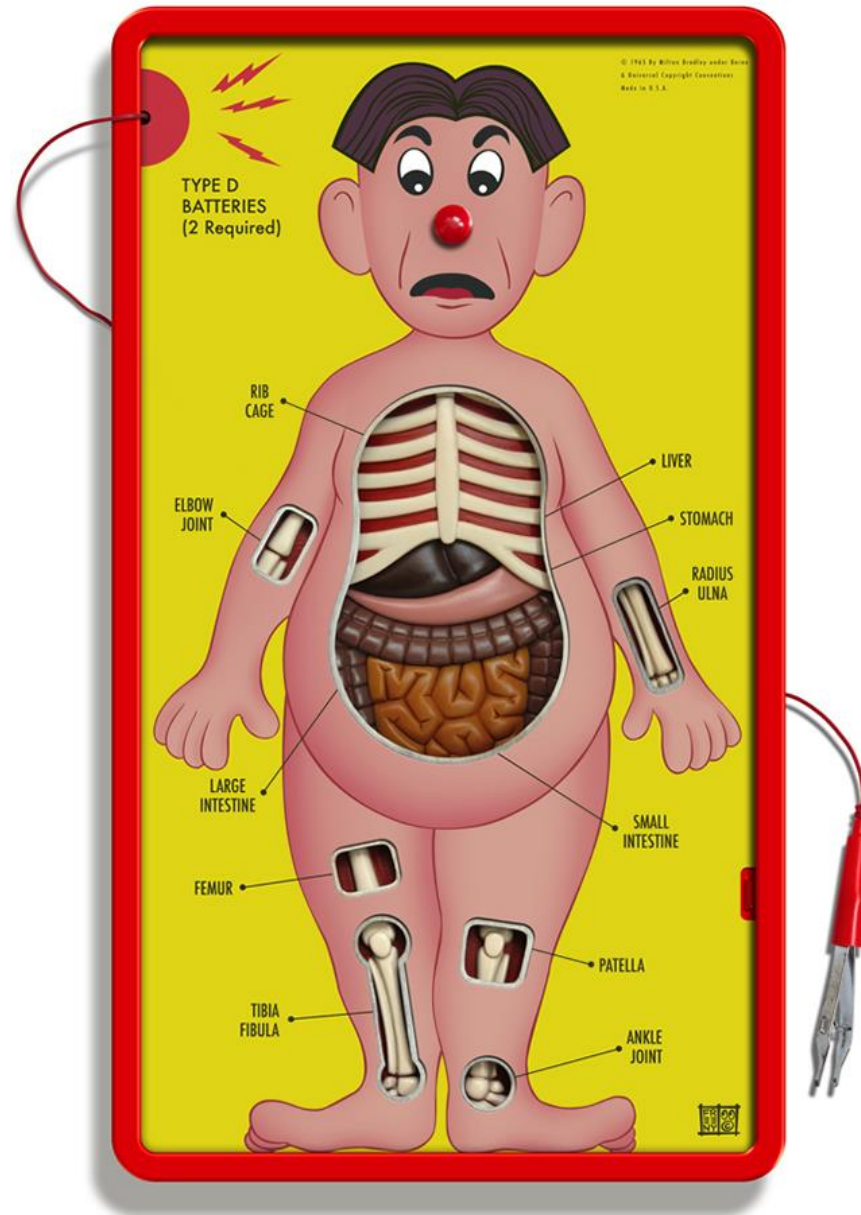
- Role clarity and titles
- SBAR
- Huddles
- Teamwork Agreement

Contributors to Psychological Safety

- Communication
- **Conflict Management**

Conflict

“Conflict is the **expressed struggle** involving two or more parties who perceive **incompatible goals, scarce rewards and interference** from the other party in achieving their goals.”





Mental response



Power-distance index



System stress

Conflict Management Assessment

Complete Assessment

Self Reflection:

- Reflect on your conflict management style results.
- Do you think the conflict management styles differ greatly on your team?

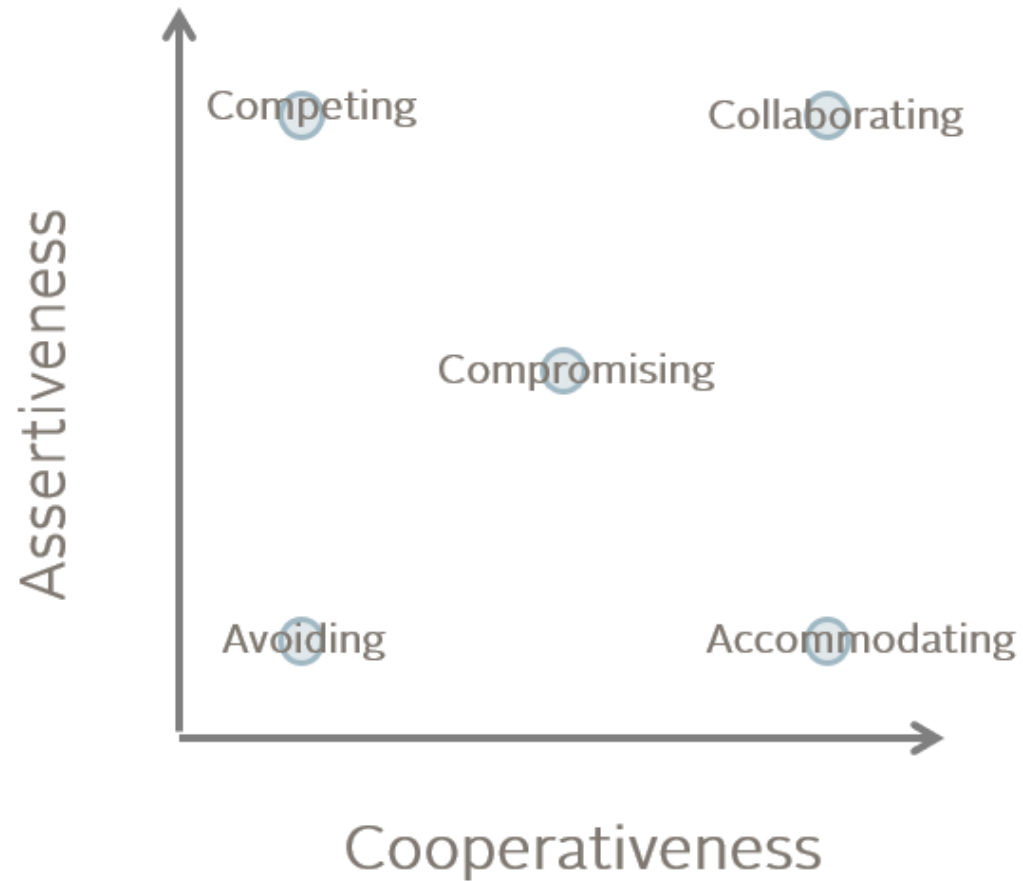
Addressing Conflict Management Styles

Open communication with your team about your conflict management style.

Recognize how it influences the way you navigate conflict with others.

Understand conflict management styles on your team and use template to develop an agreement on how you will navigate conflict.

Thomas-Kilmann Conflict Model



Strategies for Conflict Management

1. Curiosity, Not Conclusions

- PEACH BFV

- P What are my **priorities**?
- E What are my **expectations**?
- A What are my **assumptions**?
- C What are my **concerns**?
- H What are my **hopes**?
-
- B What are my **beliefs**?
- F What are my **fears**?
- V What **values** might be undermined here?

Strategies for Conflict Management

2. Focus on the Problem, Not the Person

- “I” Statements



I feel _____ when _____
because _____. I would like
_____.

Creating a Psychologically Safe Space

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

Your Role – Creating a Psychologically Safe Space

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

Thank You



Scan for Resources