



Call to Action: A Practical Approach to Empower Clinical Care Teams through Building an Action Series

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@CCHL_CCLS

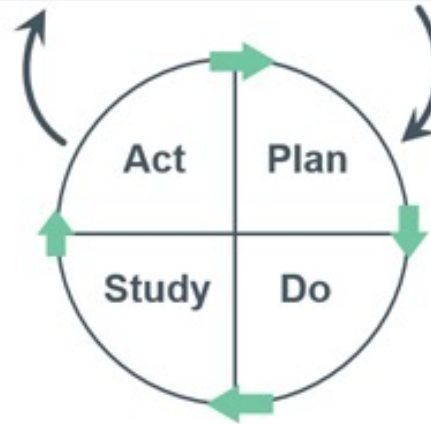
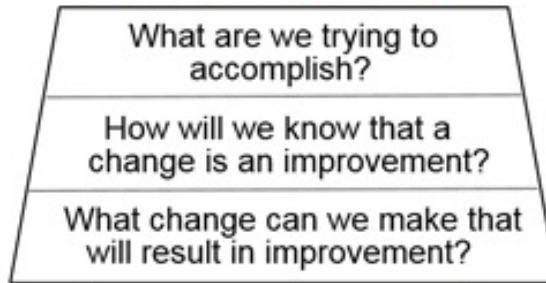


#CWHLC2023





Model for Improvement



IN THIS SESSION, WE WILL SHARE HOW WE:

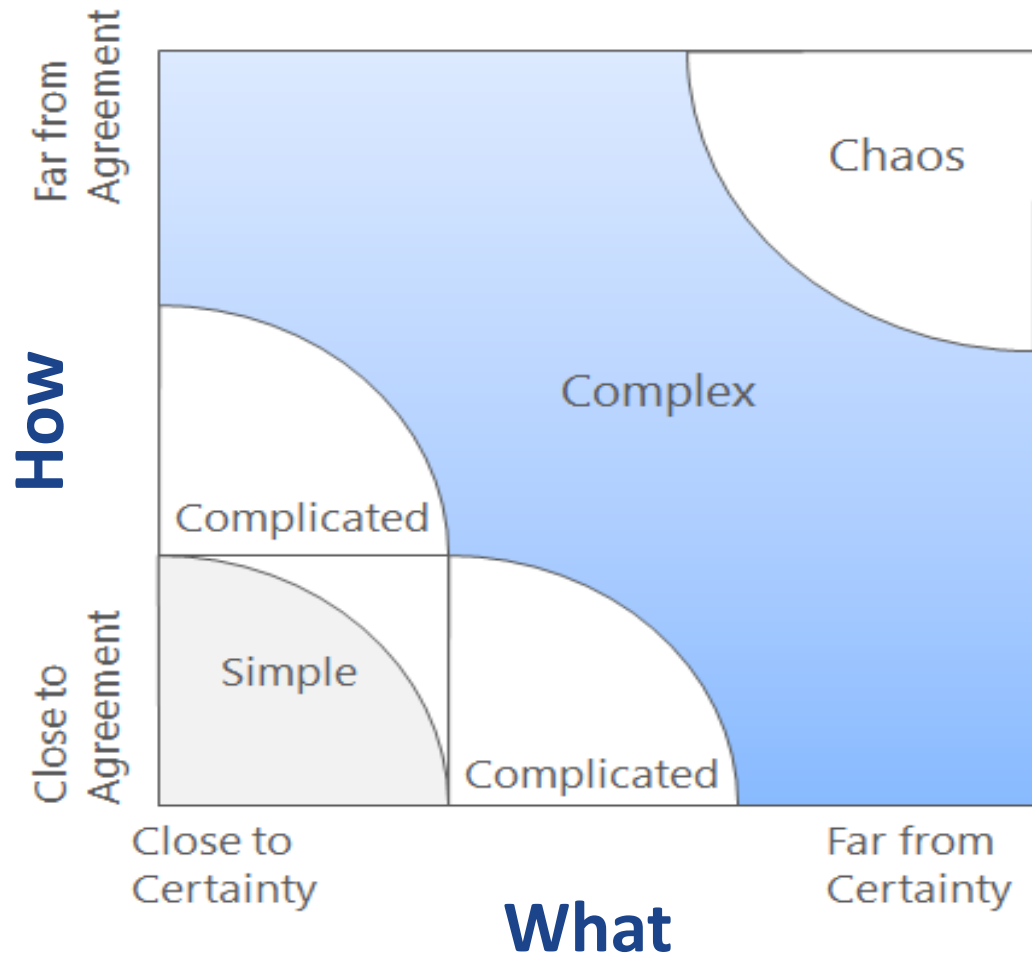
- ▶ Employed a leadership style to generate lasting grass-root level change
- ▶ Developed interdisciplinary coalition of engaged clinical care teams
- ▶ Improved psychological safety and local team culture
- ▶ Used data driven improvement methods



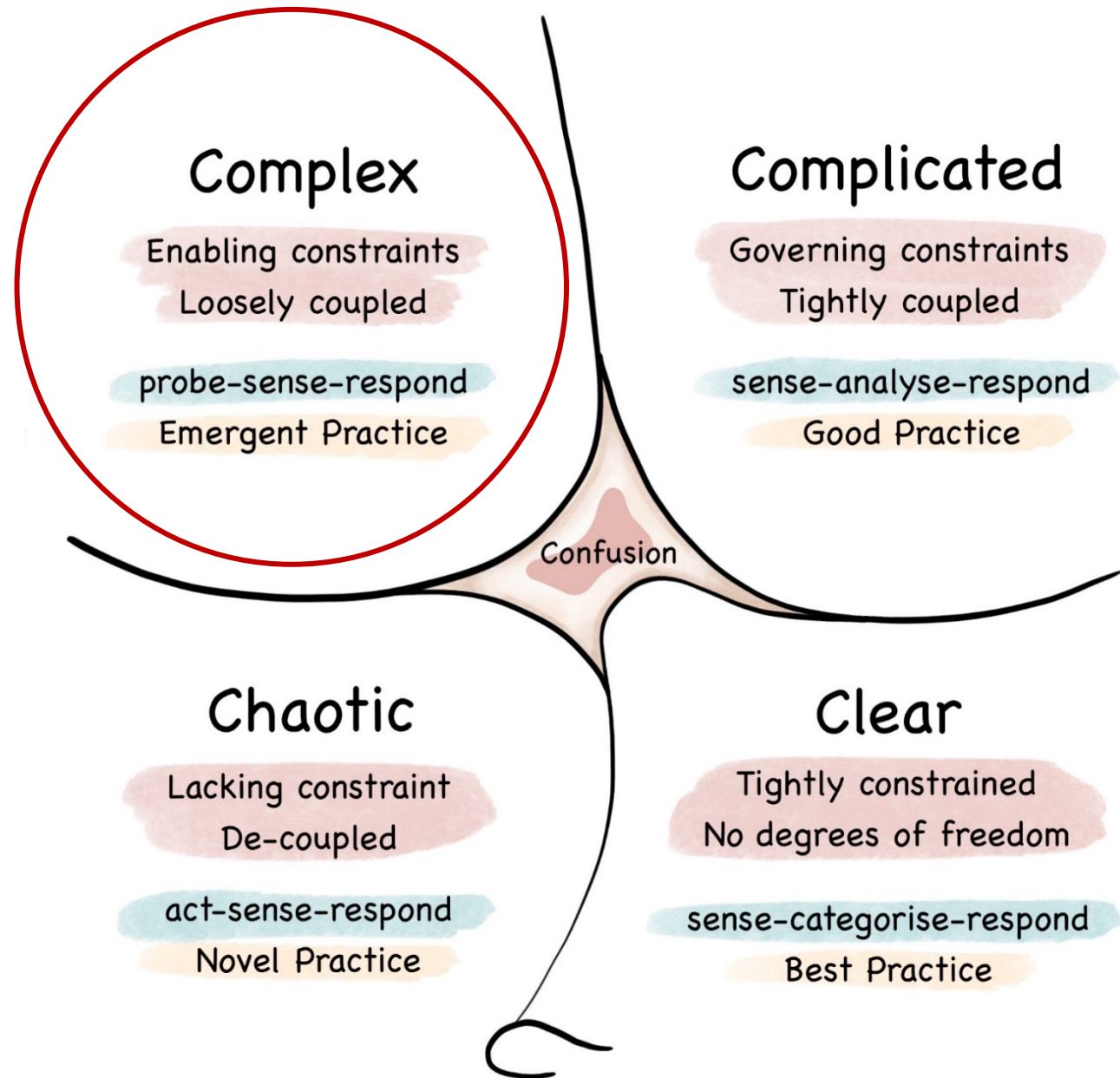
HOW THIS ALL GOT STARTED:



STACEY COMPLEXITY MATRIX



CYNEFIN FRAMEWORK



PROBE – SENSE – RESPOND

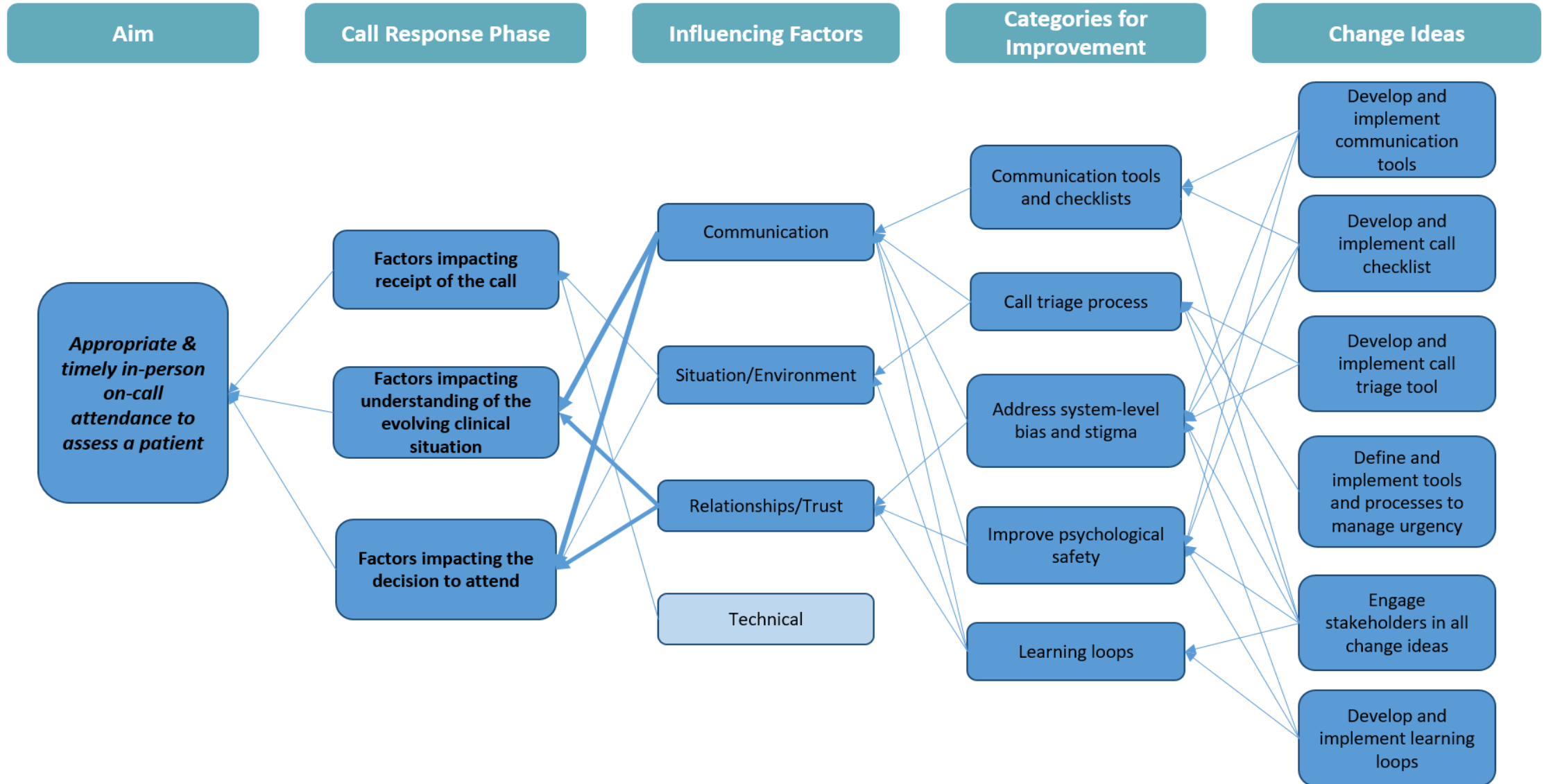


PQI Alumni Summit

Nursing & Allied Health Survey

Interdisciplinary Collaboration Events

PROBE – SENSE – RESPOND



PROBE – SENSE – RESPOND

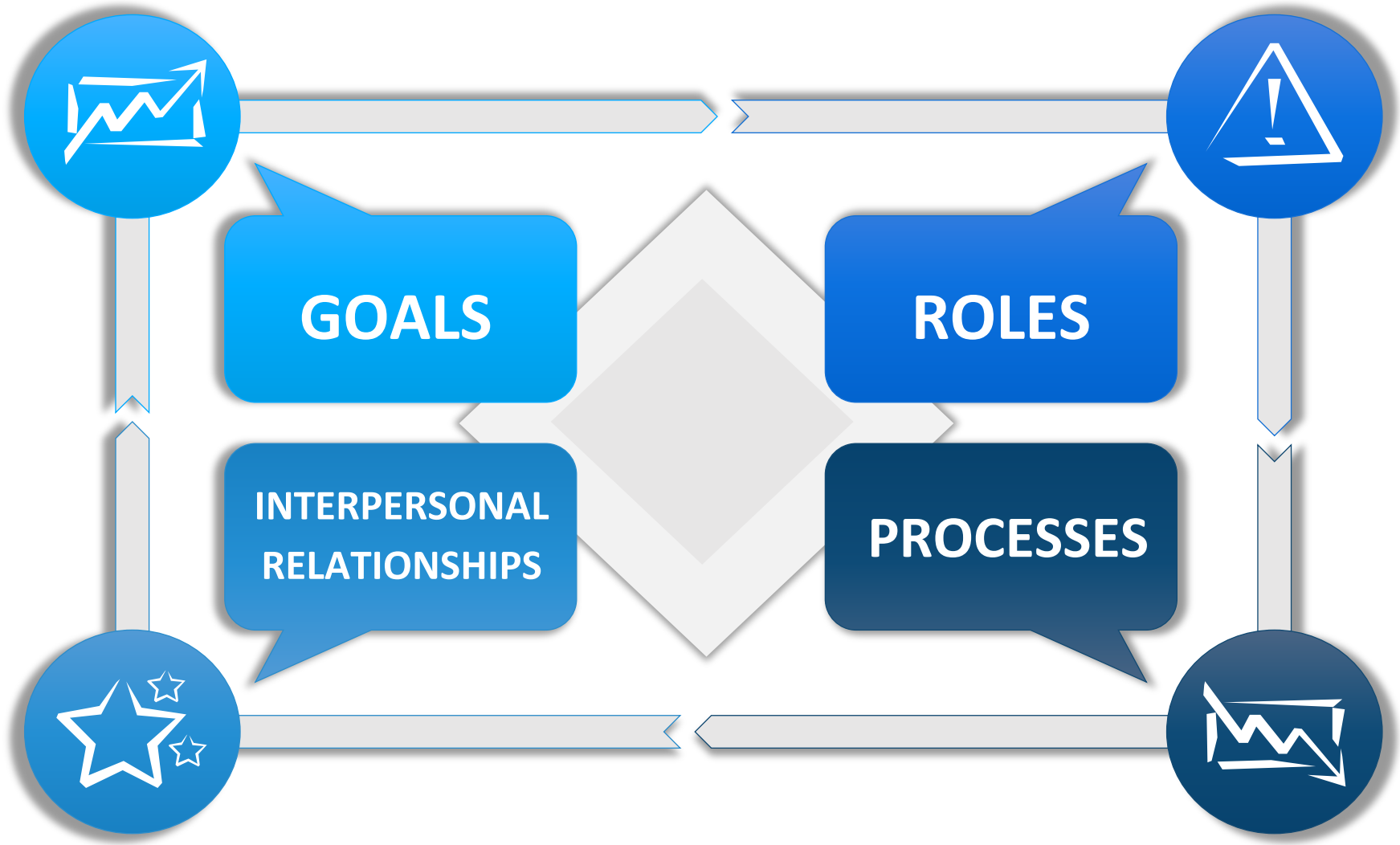
How will we know a change is an improvement?

Action Series Aim:

To achieve a 20% improvement in scores of Team Effectiveness in on-call communication by Good Call team members, within 80% of participating teams across Island Health, by December 2023.



GRPI MODEL OF TEAM EFFECTIVENESS



PROBE - SENSE - RESPOND



Awareness

Desire

Knowledge

Ability

Reinforcement

Foundations
of Good Call

Walk in My
Shoes

Message
Sent,
Received &
Understood

Progress
Through
Process

Sustaining
the Gains &
Spreading
the Success

Action
Period

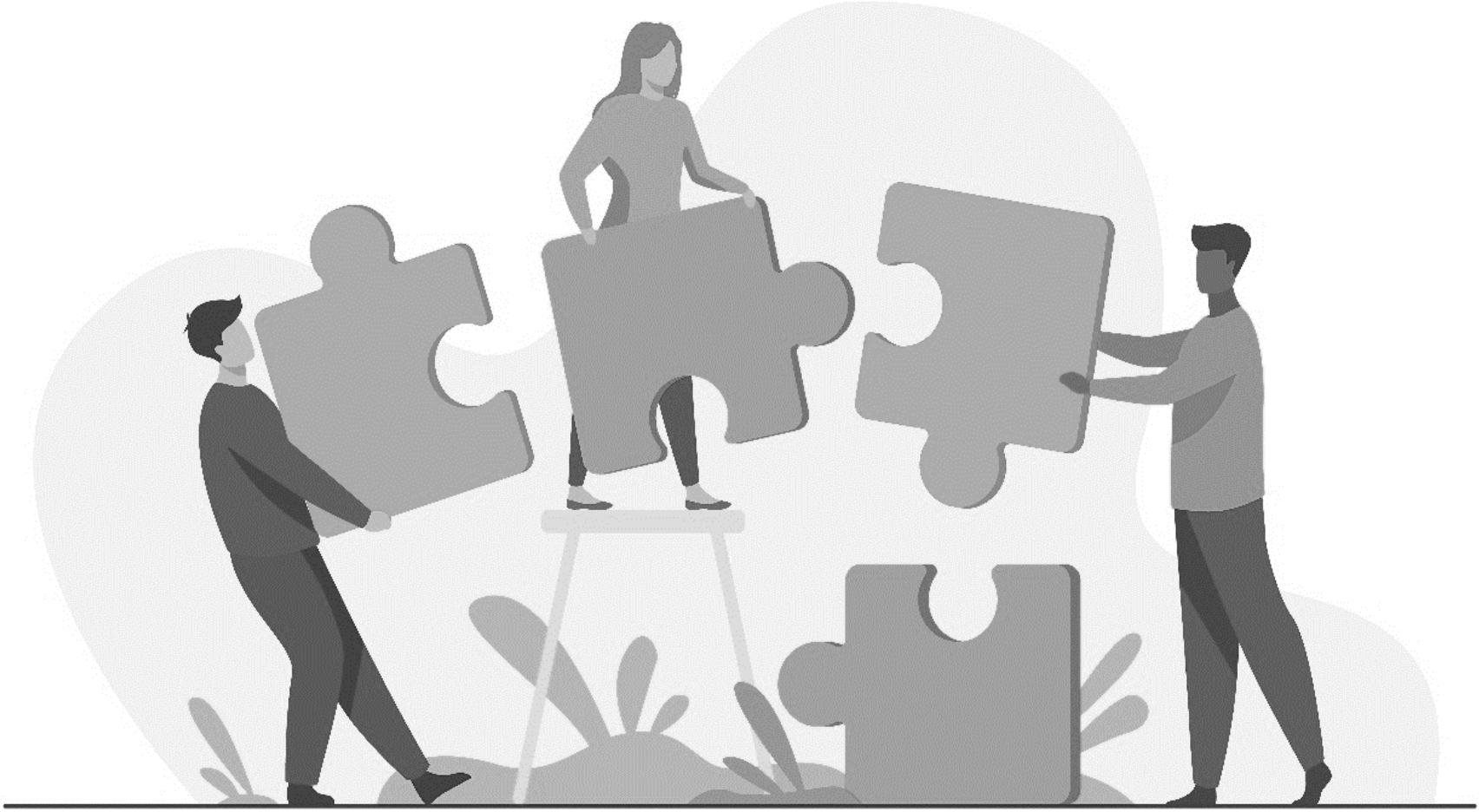
Action
Period

Action
Period

Action
Period

MODULE 1:

FOUNDATIONS OF GOOD CALL



MODULE 1: ACTIVITY SHEET



TEAM WORKSHEET Module 1



How to build an awesome Good Call Team in 4 Easy Steps:

Step 1: Write down your team name! (See - we told you this is easy!) _____

Step 2: Figure out your core team values

Name <i>E.g. Julia Porter</i>	Role/Perspective <i>E.g. ED Unit Clerk</i>	Top 3 "good call" values <i>See below for suggestions! E.g. Respect, Trust, Teamwork</i>	Common team values <i>(What values stand out from the individual lists?)</i>

Collaboration
Accountability
Adaptability
Commitment
Community
Competency
Sustainable
Patient-centered
Responsibility
Connection
Curiosity
Honesty
Excellence
Ethical

Fairness
Patience
Reliability
Humility
Inclusion
Potential
Inspiration
Innovation
Trust
Humour
Teamwork
Clarity
Process
Order

Respect
Cooperation
Initiative
Justice
Hope
Recognition
Openness
Vulnerability
Learning
Understanding
Gratitude
Safety
Other: _____
Other: _____



MODULE 2: WALK IN MY SHOES

TEAM WORKSHEET Module 2

Be a Good Call Detective!

"The world is full of obvious things which nobody by any chance ever observes." – Arthur Conan Doyle

Step 1:

The aim is to learn something you didn't already know about the work your colleagues do. Pair off in twos (or threes!) with a Good Call team member who ideally has a *different* role than you do. You can collect evidence for this investigation through shadowing team member (with their permission, of course!), having an in-person conversation, an email exchange or... you guessed it, a CALL!

Picture yourself in their role: What does the call experience look like from their perspective?
 Chat about your training and previous work experience.
 Find out how much of their role is structured and predictable, and where experience and adaptability is valuable.
 What is in their sphere of control (what they can change in themselves)?
 What is their sphere of influence (what impact they can have on the broader environment through relationships and connections)?

Step 2: Identify what is in the sphere of control and sphere of influence of your Action Series team (as a whole team)

Once you've met in pairs, come together as a team (in person or virtually) to discuss what you learned and what is in your sphere of control as a team to change. You will start to see potential opportunities for improvement. We invite you to list up to three here.

*Next module, we'll get into changes... and you'll need the right people. Are there other people you think you might need on your team? Now is the time to recruit them.

Opportunity for Improvement <i>(e.g. Timing of semi-urgent calls)</i>	Team Members with Sphere of Control <i>(e.g. Physician, RN, Unit Clerk)</i>	Other people to add to the team:

Step 3: Update and share the "Team Activity Update" worksheet


PQI

“Taking time to discuss what was in our team’s sphere of control and influence helped us focus.”



MODULE 3:

MESSAGE SENT, RECEIVED & UNDERSTOOD



Good Call
ACTION SERIES

Tools for Improving the Call Experience



Use SBAR to enhance communication & ensure transfer of relevant information

S – Situation (what is the problem?)

B – Background (brief relevant history)

A – Assessment (vitals/other issues)

R – Recommendation (what do we need?)



<u>STOP Debrief Tool</u>	<u>CUS</u>
S Summarize the case	Communicating concerns using Critical Language
T Things that went well	I am C oncerned!
O Opportunities to improve	I am U ncomfortable!
P Points of action	This is a S afety issue!

STOP5 – Walker et al, 2020



MODULE 3: TESTING CHANGES



TEAM WORKSHEET Module 3

Good Call
ACTION SERIES

Change Form for Good Call Action Series

Team Name: _____

	WHAT	WHAT
AIM	What practice do you want to change? <i>e.g. Improve communication by using SBAR amongst Good Call team members for communicating clinical information</i>	Date you are starting this practice change (dd/mm/yyyy)
PLAN	What needs to be in place to do this? <i>Is everyone familiar with SBAR already? Are team members likely to be talking to each other on-call – if not, do you need to share the tool with others? How are you going to do this? Write down what steps you need to take and who is going to do them.</i>	When will you start? Today? Tomorrow? On Monday?
DO	What will be done to implement the plan? <i>e.g. Have one team member try the tool on their next shift. Write down the start date and when you are going to try the tool.</i>	When did you actually start? (dd/mm/yyyy)

Please create a separate form for each Change being tested

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TEAM WORKSHEET Module 3

Good Call
ACTION SERIES

STUDY	What outcomes are you measuring? How are you measuring it? <i>Use STOP Tool. Take a couple of minutes to run through the call experience (sent, received & understood), what went well, what you might improve and what action you will take.</i>	When did you debrief? (dd/mm/yyyy)
	Summarize the case	
ACT	Things that went well	
	Opportunities to improve	
ACT	What did your results tell you to do next? (Adopt/Adapt/Abandon) <i>It is likely that there were elements that worked well that you want to keep or adapt, elements that maybe didn't work at all and you may want to abandon, and some new ideas for improving or adapting the process. Take one of the ideas and put this in a new Change Form under "aim".</i>	Go to a new Change Form
	Points of action	

The more often you can meet to debrief, the more changes you can try. You can debrief after just one use of SBAR, or after several, but we suggest you try and debrief regularly to keep the cycle of changes and improvements going.

If you are already very familiar with SBAR and your debriefs are not leading to new change ideas, consider incorporating CUS (Critical Language Tool – Concerned, Uncomfortable, Safety Issue). Discuss how and when you might use this within your action team and with the broader team.

Please create a separate form for each Change being tested

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MODULE 4:

PROGRESS THROUGH PROCESS





Process Map for a Basic Call

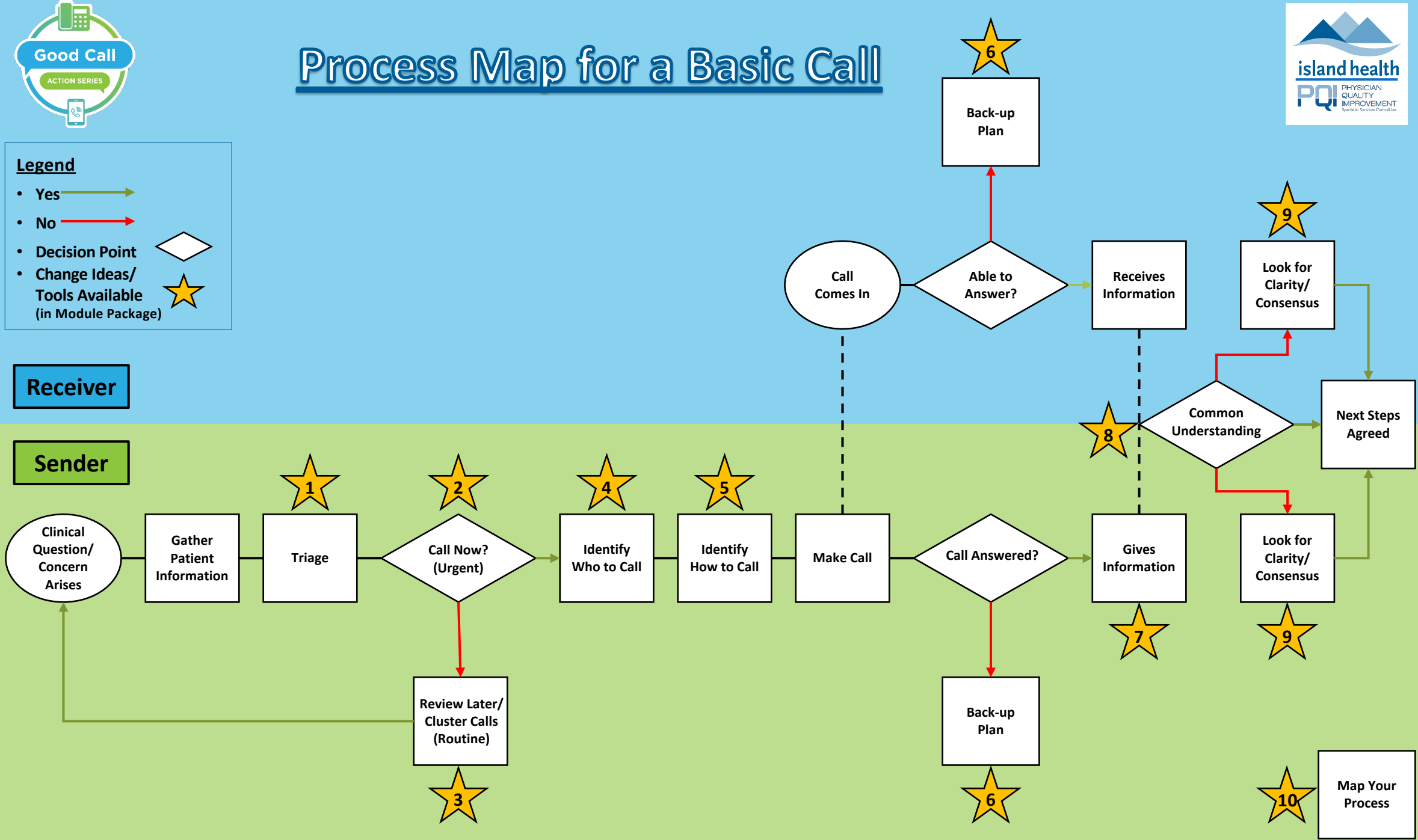


Legend

- Yes →
- No →
- Decision Point ◊
- Change Ideas/ Tools Available (in Module Package) ★

Receiver

Sender



MODULE 5: SUSTAINING THE GAINS & SPREADING THE SUCCESS

TEAM WORKSHEET Module 5

Team Name: _____




Sustaining the Gains and Spreading the Success!

Step 1: Take some time as a team to reflect on your key learnings from the Action Series. Think about what you can do moving forward to continue promoting a "Good Call" culture and how you can spread it within your sphere of influence.

	What shifts occurred? What things did you learn?	How will you "Sustain the Gains"?	How will you "Spread this Success"?
People	<i>E.g. Taking time to understand each other's roles helps establish trust & support</i>	<i>We will share information about the different roles as part of onboarding</i>	<i>Each Action Series team member will tell one person about it</i>
Processes and Tools			

Step 2: Update and share the "Final Team Activity Update" worksheet

Step 3: Celebrate!

★ Final Team Activity Update ★

Team Name: _____

MODULE 1: FOUNDATIONS OF GOOD CALL

MODULE 2: WALK IN MY SHOES

MODULE 3: MESSAGE SENT, RECEIVED AND UNDERSTOOD

MODULE 4: PROGRESS THROUGH PROCESS

MODULE 5: SUSTAINING THE GAINS AND SPREADING THE SUCCESS ←

The **Good Call Action Series** is a grass-roots education and action program consisting of five modules completed over five months by interdisciplinary teams across the Island. We are all focused on the same goal: improve the call experience in our local area by focusing on how our team communicates!

In Module 5, we:

- Identified our key learning from the Action Series.
- Identified our next steps for sustaining the gains and spreading the success.
- Celebrated completing the Action Series as a team!





What we did as a team:
(What changes did you try, how did they go?)

One thing that stood out for us:
(Your team's biggest "A-ha moment")

What our team wants everyone else on this (unit/clinic/floor) to know:
(What do you want to spread, who do you think would benefit from doing the next round of the Action Series?)

Please share this update with your broader team and send a copy to PQI@islandhealth.ca

For more information, check out the Good Call Action Series website: <https://medaffair.islandhealth.ca/good-call-action-series>


Action Series Aim:

To achieve a 20% improvement in scores of Team Effectiveness in on-call communication by Good Call team members, within 80% of participating teams across Island Health, by December 2023.





WE WERE EXCITED THAT: WE SAW IMPROVED TEAM EFFECTIVENESS SCORES

PRE: 75%

POST: 88%

Goals

Roles

Processes

Interpersonal
Relationships

+12.6%

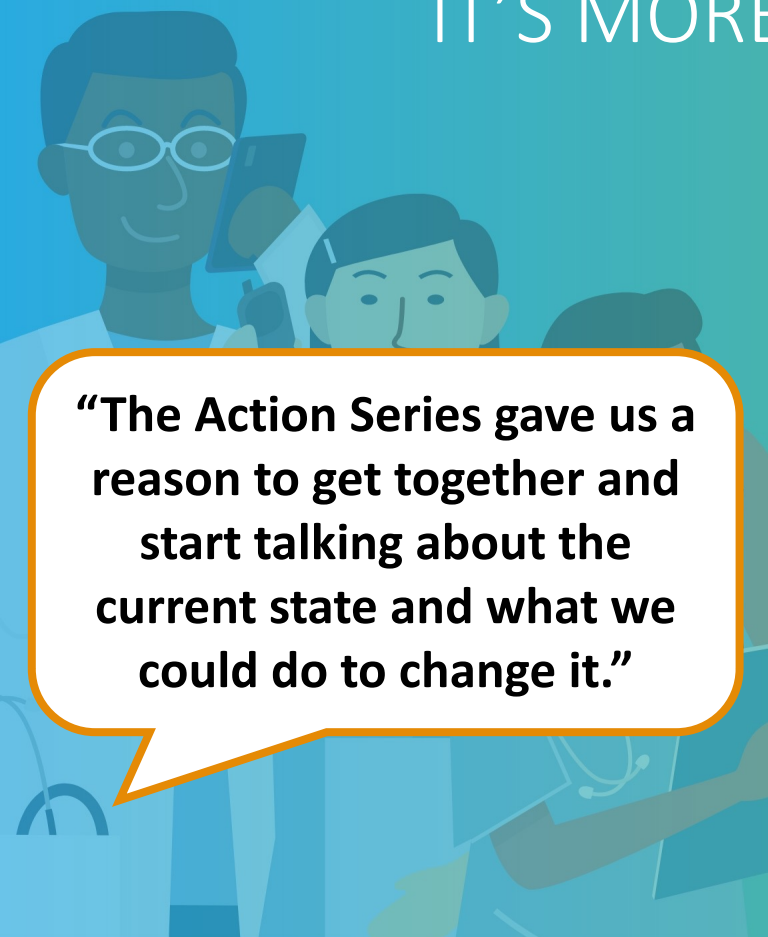
+12.7%

+20.3%

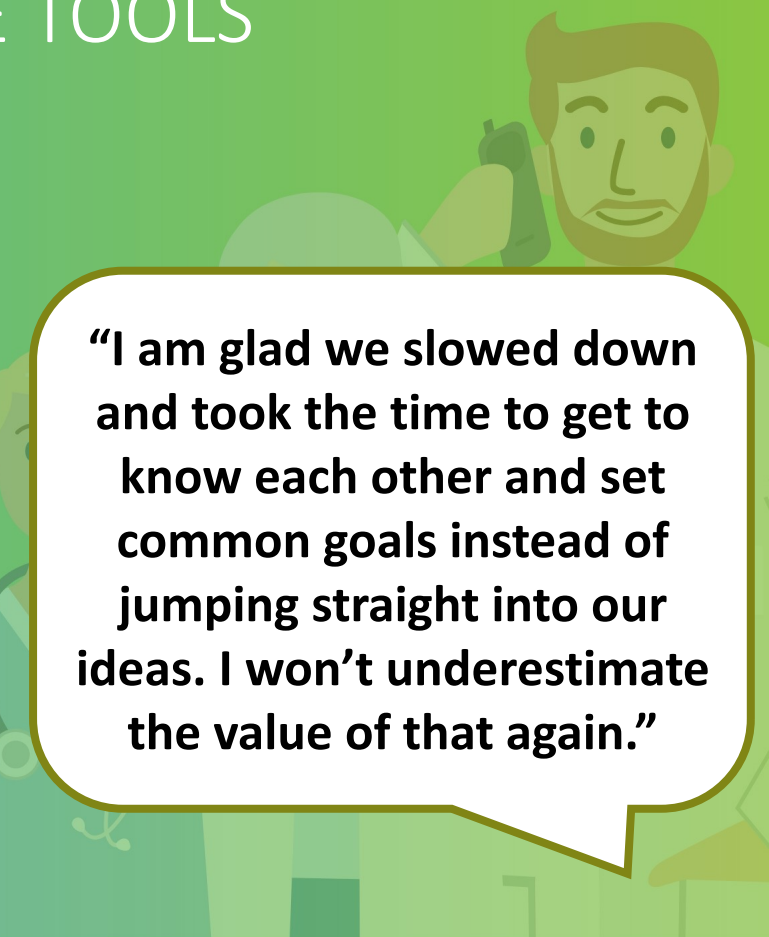
+9.8%

WE LEARNED THAT:

IT'S MORE ABOUT THE TEAM THAN THE TOOLS



“The Action Series gave us a reason to get together and start talking about the current state and what we could do to change it.”



“I cannot express the incredible value in getting together with your colleagues and finding common ground. This work needed to be done and Good Call gave us a platform to get started.”

“I am glad we slowed down and took the time to get to know each other and set common goals instead of jumping straight into our ideas. I won't underestimate the value of that again.”



THE BIGGEST CHALLENGE WAS:

BUILDING THE ACTION SERIES TEAMS THEMSELVES

TAKE AWAY MESSAGES:

- ▶ A complex problem requires an emergent response (probe – sense – respond)
- ▶ Foundational change management principles promote success
- ▶ QI tools can be applied in multiple formats
- ▶ Don't be afraid to defer to the wisdom of the crowd





THANK YOU!



PQI@islandhealth.ca



medicalstaff.islandhealth.ca/good-call-action-series