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Beyond the Sticky Note: Bridging gaps in team communication

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CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

TITLE
SPONSOR



Objectives



Utilize 2 communication tools



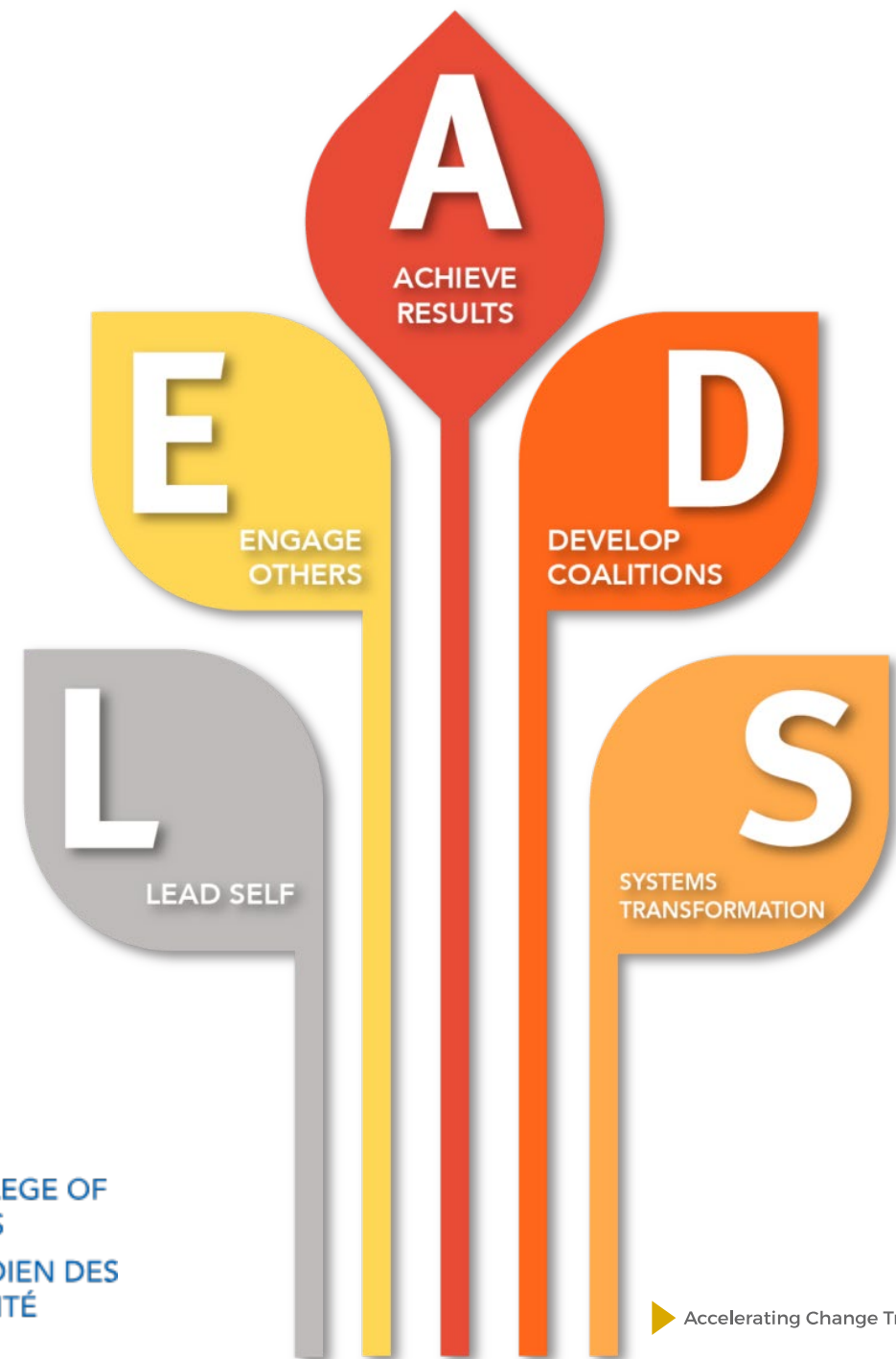
Apply active listening strategies



Cultivate curiosity & psychological safety

LEADS in a Caring Environment

Framework for leadership development in healthcare



Communicate Effectively



1. Introduce yourself
2. Think about one of your teams...
*Describe your team's
communication in one word.*

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ADAPTING

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FLEXIBLE

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*Describe your team's
communication in one word.*

Session Structure



**Communication
Tools**



**Active Listening
& Strategies**



**Psychological
Safety**

Session Structure



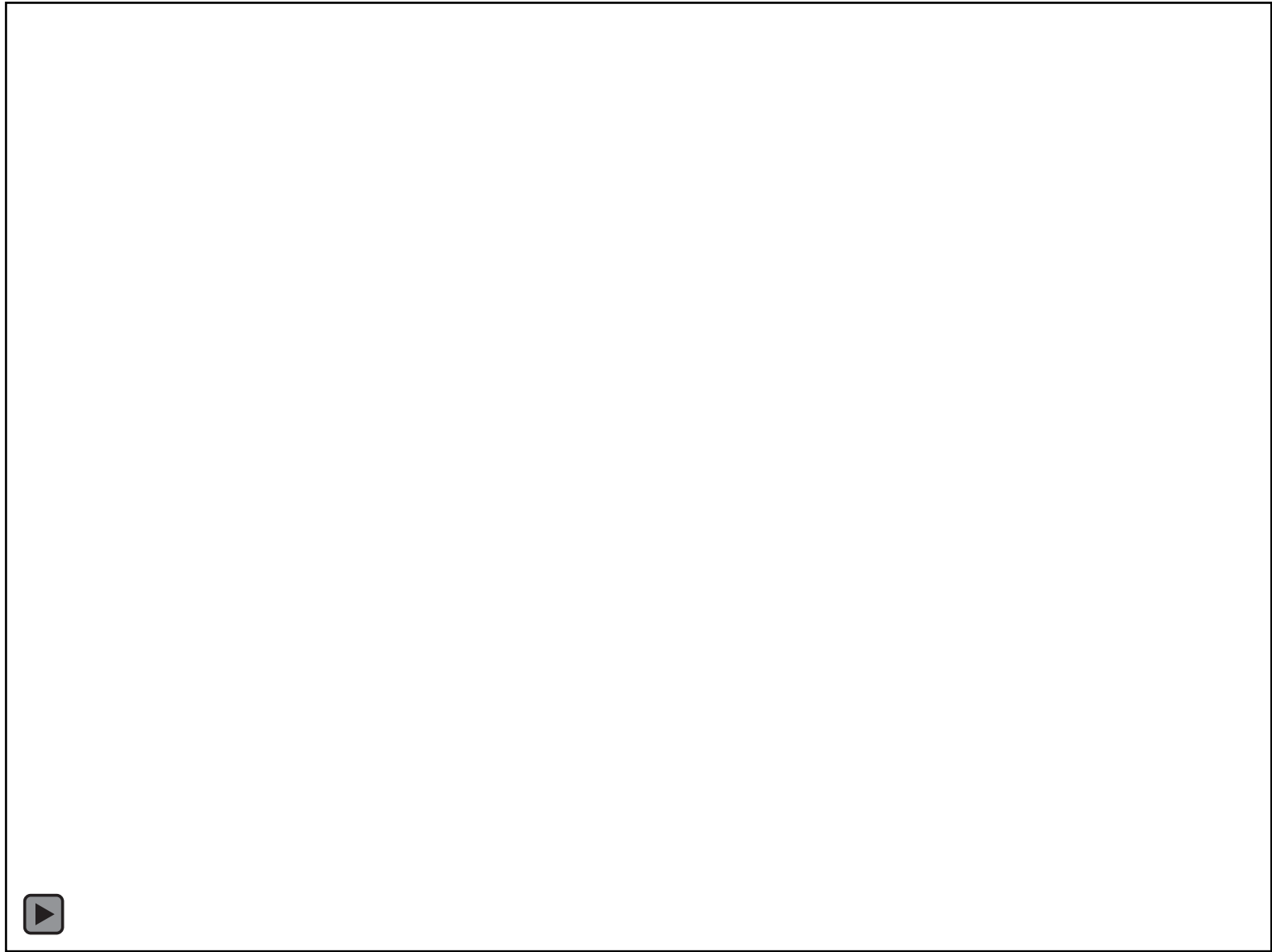
**Communication
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What went wrong?

How does it show up on your team?

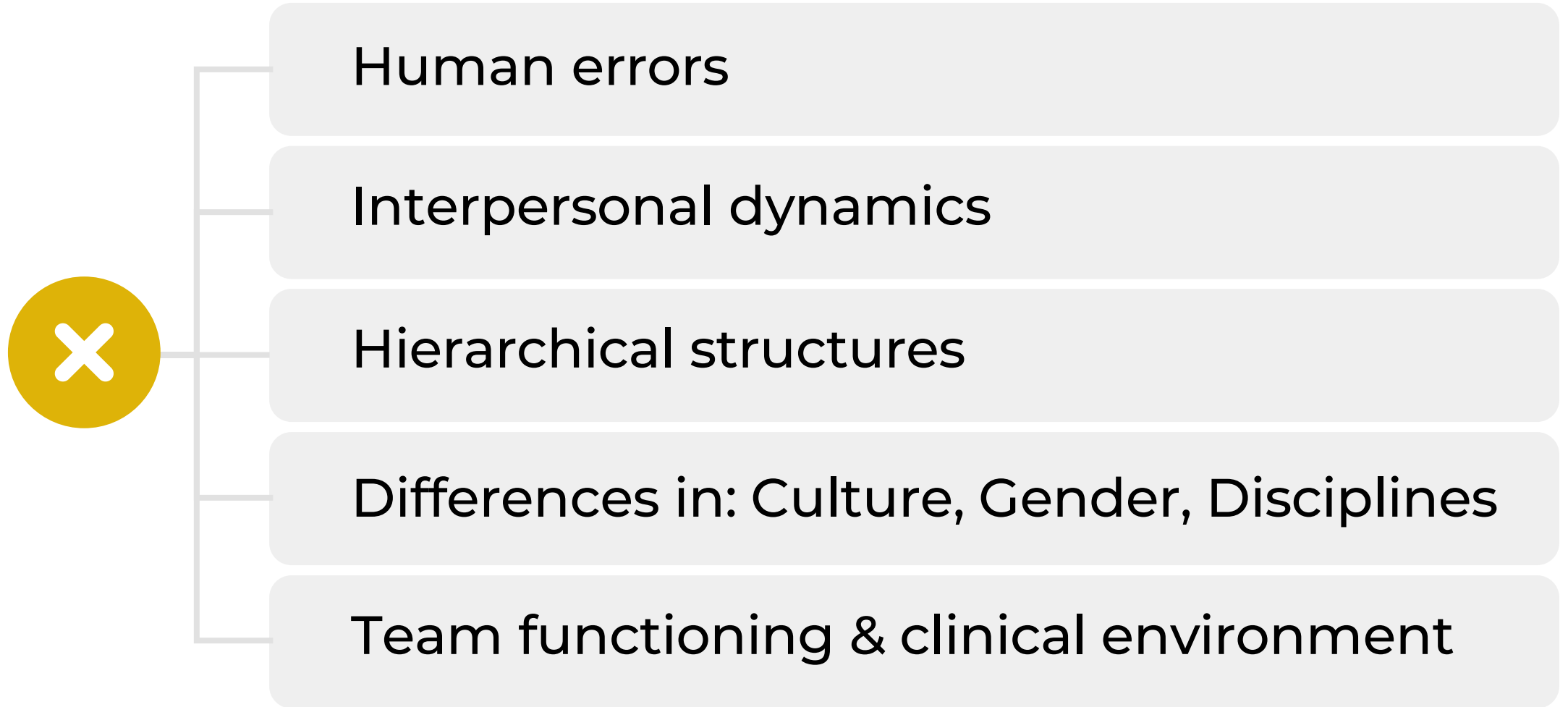




To Err is Human

44,000 - 98,000 deaths
per year in the US due
to **medical error** **=** **1 jumbo jet per day**

What causes communication errors?



Communication in Healthcare



Patient safety & quality care



Coordination across disciplines



Staff morale & retention



Continuous learning & improvement

Tools for Team Communication

HUDDLES

- Brief!
 - Consistent (timing & location)
 - All relevant team members
-
- *What's happening today?*
 - *What do we need to know?*
 - *What's our back-up plan?*
 - *Who needs support?*
 - *What are our actions? How & who?*

Team Huddles Guide

Huddle Checklist

This sample checklist can be adapted to suit the specific needs of your clinic.

MORNING HUDDLE (before 1 st patient of the day)		
Team Check-in		Notes
How is everyone feeling today?		
Are there any external team members here today? <i>(e.g. PCN team, residents, etc.)</i>		
Is anyone away? How will we manage that?		
Is anyone leaving early? How will we manage that?		
Is there anything else we should know today?		
Other clinic-specific items		
Schedule Review		
Who is coming in today? Cancellations? Squeeze-ins?		
Is there anything that the team should know about? <i>(e.g., patient grieving, will be receiving a difficult diagnosis, often late or no shows, etc.)</i>		
Can we offer opportunistic care while they're here? <i>(e.g., screening due, requisitions, prescription renewal, care plan update, etc.)</i>		
Can we get anything ready in advance? <i>(e.g., Netcare results, print requisitions, administer screen/self-assessment, pap prep, etc.)</i>		
Are we doing any PDSAs today? What's the plan?		
Other clinic-specific items		
AFTERNOON HUDDLE (before 1st patient of the afternoon) --- OPTIONAL		
Any change in team status? <i>(e.g. leaving early, gone home sick, etc.)</i>		
Any change in the schedule? <i>(e.g. running late, new cancellations, squeeze-ins, etc.)</i>		
Does anyone need help?		
PDSA update <i>(if applicable)</i>		
Other clinic-specific items		
END OF DAY HUDDLE --- OPTIONAL		
Brief review of incident(s)		
What went well?		
What could we have handled differently?		
Actions required?		
Other clinic-specific items		

✓ Communication

✓ Coordination

Impromptu hallway huddle?

Consider using **SBAR!**

SBAR



When to use SBAR

- ✓ Critical or time-sensitive situations
- ✓ During phone calls to physicians or other team members
- ✓ During transitions of care
- ✓ During hand-offs
- ✓ When you need clarity

I am **Concerned**

I am **Uncomfortable**

This is a **Safety issue**
(Stop!)



Activity: SBAR

Instructions

- Read the scenario on your worksheet.

In your **table group**, discuss:

- How could the SBAR tool be used by the surgical department manager to more concisely escalate the issues to the hospital manager?
- *Optional: Incorporate the CUS(S) tool*

Highlights?

Musings?

'Aha's?

Session Structure



**Communication
Tools**



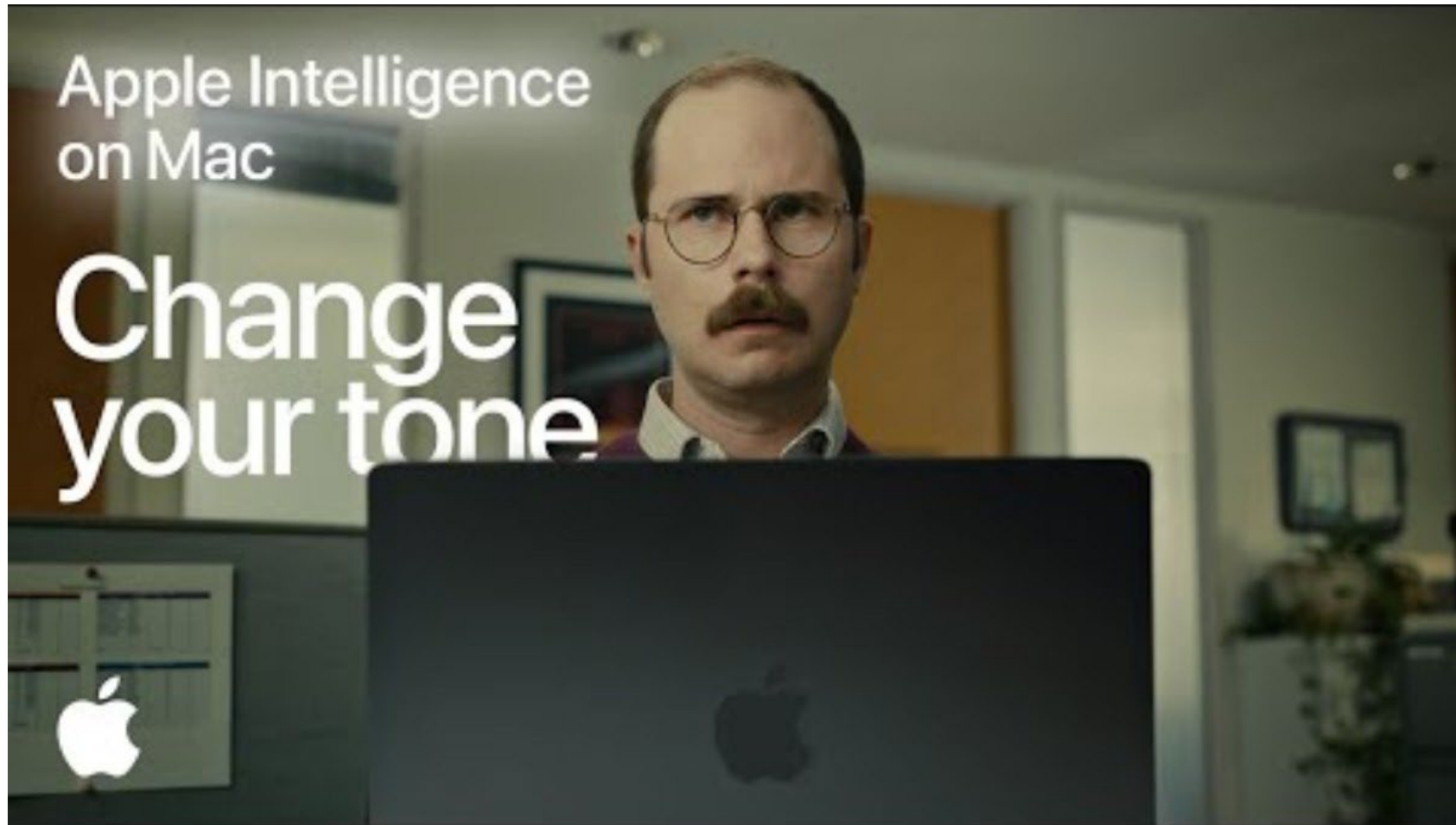
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Use of Media



 Send	To	Physicians
	Cc	
	Bcc	
Subject		RESPONSE REQUESTED: Critical X situation

Clear subject line (Response, Info, Action, etc)

Hello everyone! Hope you're all keeping well. We really value your input on this situation. Here are the details:

Brief, personal greeting

RESPONSE REQUESTED by March 31, 2021

What is needed, by when

Situation

- This section provides a high level orientation to the situation
- 2-3 bullet points

Background

- If there's any relevant background information that will be important for the reader to know, it goes here
- What has happened or is planned, etc.

Assessment

- **Why is this important?**
- What could it potentially mean for this group?

Request/Recommendation

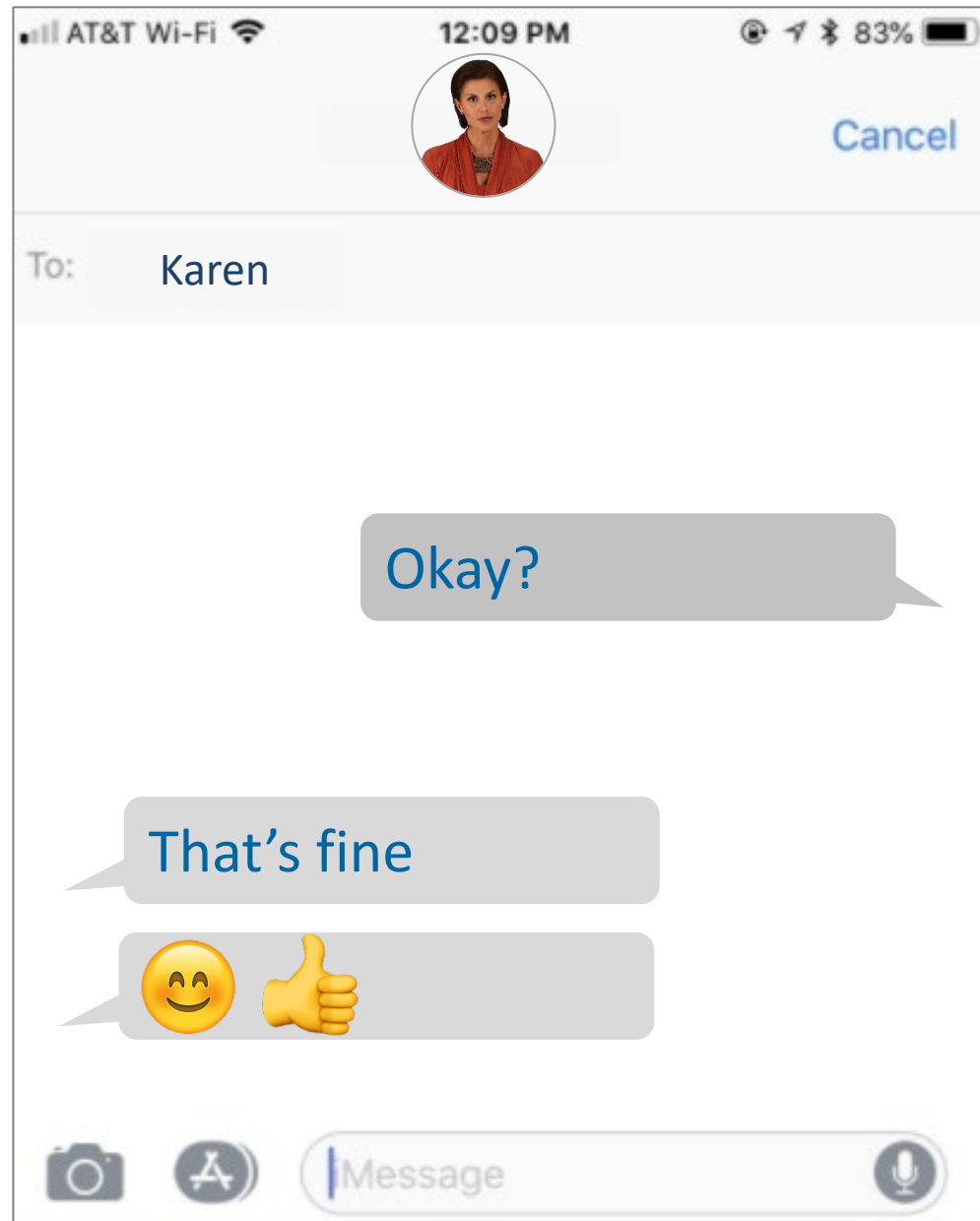
- **THIS IS WHAT I/WE NEED FROM YOU**
- These are the details

Details (SBAR?, bullets, highlights)

Please know that your tireless efforts in this work are valued and appreciated. Thank you!

Build connection & community

(Signature sign off)



What do you
'hear'?

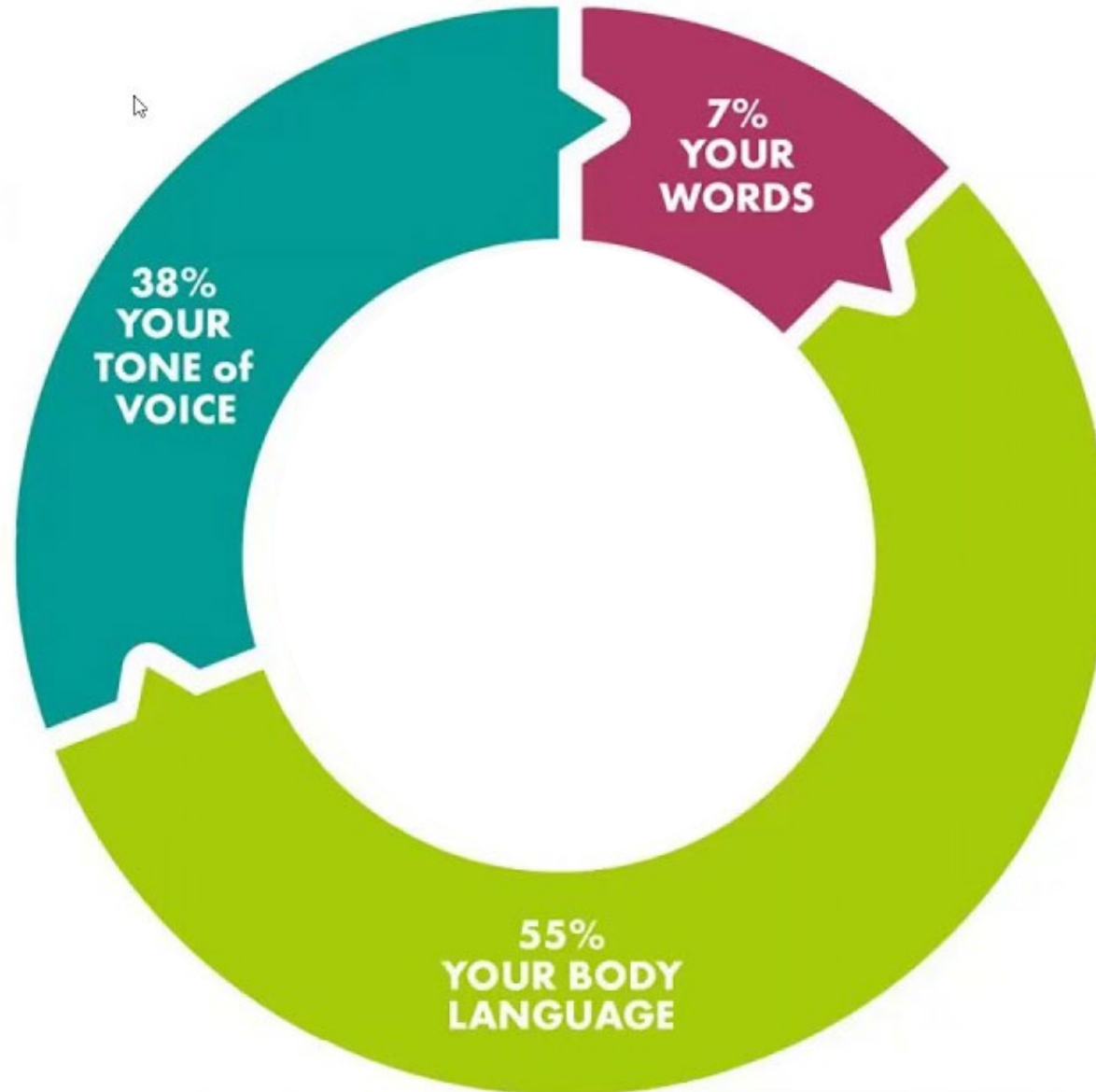


That's fine.

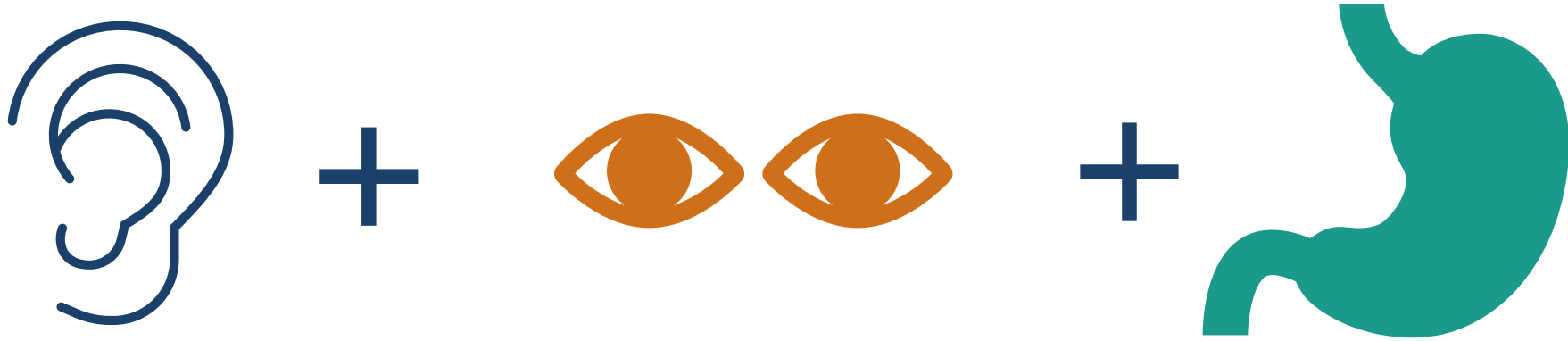
When words and non-verbal messages
are conflicting, people tend to believe the
non-verbal.

~Albert Mehrubian, PhD

The Mehrabian Communication Formula



Deep Listening



Pairs Coaching Activity

Instructions

- Think of something that is a **challenge** for you personally - something you'd like to change but haven't
- **Importance** level of ≤ 7 out of 10
- Use a '**real issue**' (but maintain comfort level)
- Ensure that the conversations are kept completely **confidential**



Activity: Pairs Coaching

Instructions

- Take turns being the **Coach**
- Ask **ONLY** the questions listed, in the order listed
- **Do not** give any advice or feedback – no matter how tempted you may be!
- Try to **paraphrase** back at least once
- **Summarize** the conversation at the end

Highlights?

Musings?

'Aha's?

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Team culture is everyone's responsibility.

A collection of several petri dishes containing various bacterial cultures. The media colors include blue, yellow, red, and brown. Some dishes show distinct bacterial growth patterns, such as colonies or streaks. A semi-transparent blue banner is overlaid across the middle of the image.

Where there's a team, there's a culture.

Team Culture



Psychological Safety

“The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and the team is safe for interpersonal risk taking.”

Amy Edmondson, PhD

Harvard Business School



Amy Edmondson, PhD
Harvard Business School

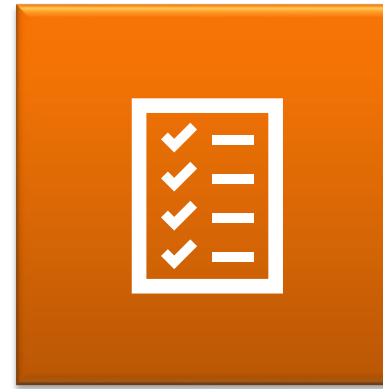
HOW to foster psychological safety



Make it okay
to speak up



Practice
active inquiry



Establish
norms



Learn from
failure

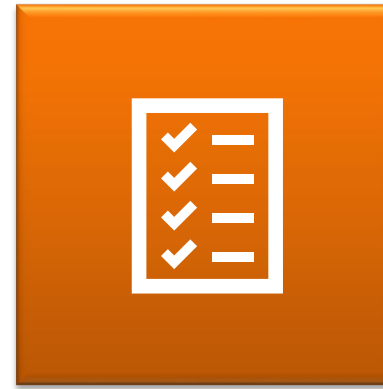
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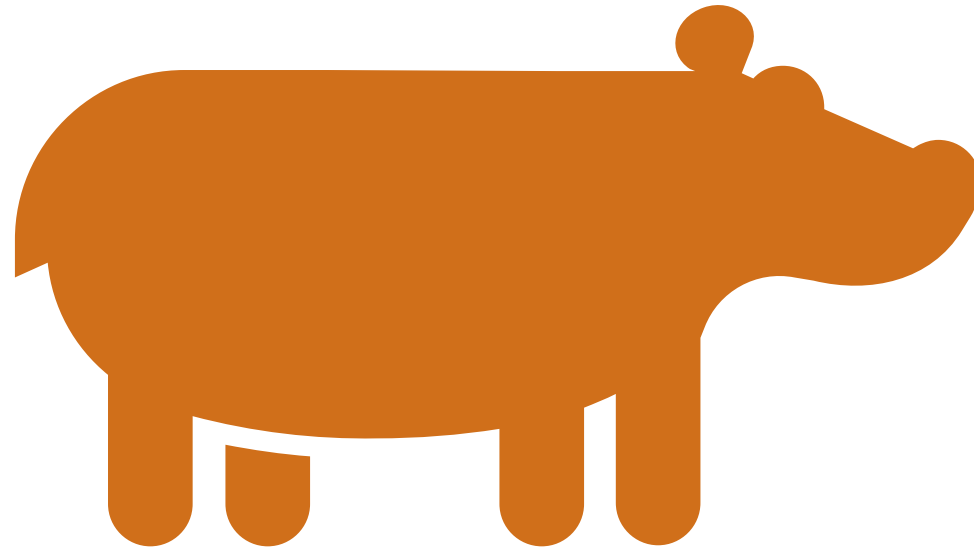


Make it okay to speak up

2 Steps:

1. Model the behaviour
2. Reward speaking up

Beware the HiPPO Effect



Highest Paid Person's Opinion

HOW to foster psychological safety



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Value of Asking Questions



Culture of Curiosity!

Practice active inquiry

What am I missing?

What concerns do you have about this approach?

What questions do you have?

Positive reinforcement

Thanks for sharing
your thoughts.

I hadn't thought of
that – great point!

I appreciate your
input.

HOW to foster psychological safety



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Team Agreement

Sample Team Agreement

Our Shared Purpose

We are committed to providing exceptional patient care through open communication, mutual respect, and continuous learning as a team.

Communication Agreements

Speaking Up:

- ☐ We will voice concerns about patient safety without fear of judgment
- ☐ Questions are welcomed and encouraged at all levels
- ☐ If you see something, say something - patient safety comes first

Listening:

- ☐ We listen to understand, not to judge
- ☐ Everyone's perspective has value, regardless of role or experience level
- ☐ We pause before responding when emotions are high

Feedback:

- ☐ We give and receive feedback with the intent to improve patient care
- ☐ Feedback focuses on actions and outcomes, not personal characteristics
- ☐ We address issues directly with each other before escalating

Learning Culture

Mistakes & Near Misses:

- ☐ We report errors and near misses openly to prevent future occurrences
- ☐ Learning comes before blame
- ☐ We support each other through difficult situations

Knowledge Sharing:

- ☐ We share expertise freely across all team members
- ☐ No question is too basic or too complex
- ☐ We celebrate learning opportunities and new insights

Mutual Support

Workload:

- ☐ We help each other during busy periods without being asked
- ☐ We communicate our capacity honestly
- ☐ We recognize when colleagues need support

Respect:

- ☐ We treat each team member with dignity, regardless of role
- ☐ We acknowledge different working styles and perspectives
- ☐ We maintain professionalism even during stressful situations

Decision Making

- ☐ Clinical decisions prioritize patient safety and best outcomes
- ☐ We involve relevant team members in decisions that affect their work
- ☐ When disagreements arise, we focus on what's best for the patient

TIPS

- Co-creation
- Regular review and updates
- Training and education
- Leadership role

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Accountability

- ☐ We hold ourselves and each other accountable to these agreements
- ☐ We address violations directly and respectfully
- ☐ We regularly check in on how we're doing as a team

Team Commitment: By signing below, we agree to uphold these standards and support each other in creating a psychologically safe environment for our team and our patients.

Signatures:

Date: _____

Review Date: _____ *(Quarterly review recommended)*

HOW to foster psychological safety



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active inquiry



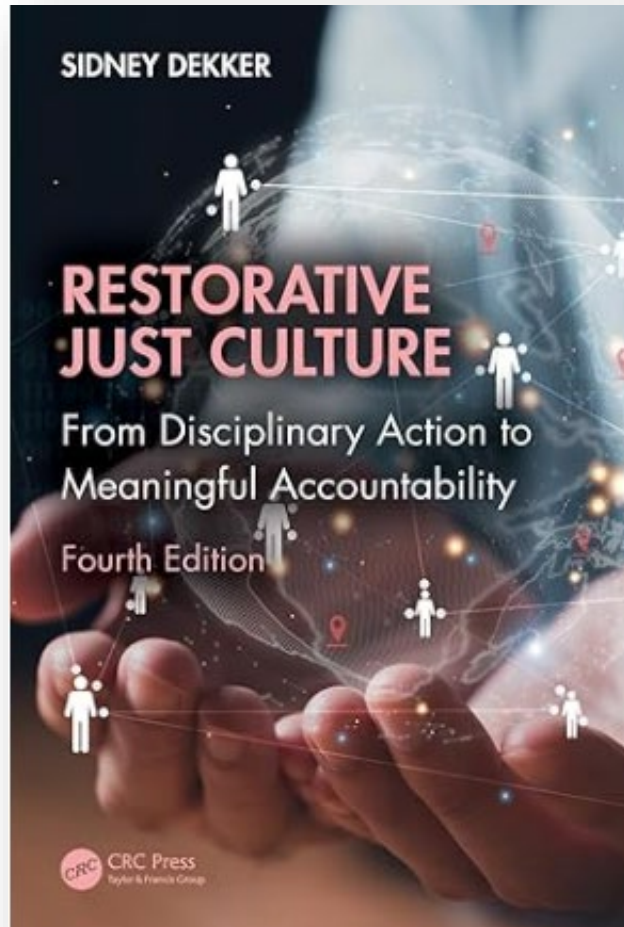
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Learn from
failure



Learn from failure



‘Just Culture’

Is it:

- Human error?
- At-risk behaviour?
- Reckless conduct?

RESOURCE:

Canadian Medical Protective Association (CMPA) Psychological Safety Checklist

Checklist: Building a Culture of Psychological Safety

One of the strongest predictors of clinical excellence is a psychologically safe culture that encourages speaking up.

Creating a Psychologically Safe Culture

To create a psychologically safe culture, have you:

- ☐ Encouraged team members to support one another?
- ☐ Implemented pre-procedure briefings?
- ☐ Implemented start-of-shift huddles?
- ☐ Implemented debriefs following episodes of care or procedures?
- ☐ Implemented the use of critical communication tools, e.g. SBAR, CUS?
- ☐ Created organizational policies to promote speaking up?
- ☐ Established a listening up culture?
- ☐ Established methods for resolving conflict, whether informational or interpersonal?
- ☐ Addressed barriers to effective team performance?

Promoting Speaking Up

To promote speaking up on your team, have you:

- ☐ Discussed the role and importance of speaking up with your team?
- ☐ Empowered your team members to speak up?
- ☐ Specifically included patients and their families (with patient consent) as team members?
- ☐ Made the expectation for speaking up explicit?
- ☐ Led by example?
- ☐ Responded in a supportive, thankful manner when people have spoken up to you in the past?



Activity: Psychological Safety

Instructions

- Review the checklist questions on the worksheet.

In your **table group**, discuss:

- Did you answer 'No' to any of the questions?
- What could you or your team do differently to increase psychological safety?

Highlights?

Musings?

'Aha's?

Key Takeaways



Utilize 2 Communication Tools



Apply Active Listening Strategies



Cultivate Curiosity & Psychological Safety



ALBERTA
MEDICAL
ASSOCIATION

ACTT
Accelerating Change
Transformation Team

Thank you for joining us!

ACTT

▶ Accelerating Change Transformation Team