High Performance Teams: A Critical Need to Restore Joy
Introduction

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High Performance Teams:
Diversity and RESPECT
Maysel Kemp White, PhD, MFT, FAACH

• Over two decades of experience in facilitating organizational, interprofessional team, and individual change across North America
• Passionate about improving the quality of healthcare and patient experience
• Committed to restoring joy in the workforce
• A doctorate in family therapy and systems change
Shout Out to Module 38 Co-Authors

• Carol Mostow  • Marla Rowe Gorosh  • Julie Crosson

AND the Original RESPECT article
Overview

A. What’s the problem?
B. Reflection
C. What’s the solution?
D. What’s the benefit?
E. Questions throughout
What’s the Problem?

1. Unsafe for patients
2. Unsafe for providers
3. Employee engagement at an all time low in the U.S.
Unsafe for Patients

Miami, FL 2013

Oakland, CA 2014

Atlanta, GA 2015

James, 2013; Makary & Daniel, 2016
Unsafe for Patients

Most Frequently Identified Root Causes of Sentinel Events Reviewed by The Joint Commission by Year

The majority of events have multiple root causes
(Please refer to subcategories listed on slides 5-7)

<table>
<thead>
<tr>
<th></th>
<th>2013 (N=887)</th>
<th>2014 (N=764)</th>
<th>2015 (N=936)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Factors</td>
<td>635</td>
<td>547</td>
<td>999</td>
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<tr>
<td>Communication</td>
<td>563</td>
<td>517</td>
<td>849</td>
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<tr>
<td>Leadership</td>
<td>547</td>
<td>489</td>
<td>744</td>
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<td>Assessment</td>
<td>505</td>
<td>392</td>
<td>545</td>
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<tr>
<td>Information Management</td>
<td>155</td>
<td>115</td>
<td>202</td>
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<td>Physical Environment</td>
<td>138</td>
<td>Information Management</td>
<td>72</td>
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<tr>
<td>Care Planning</td>
<td>103</td>
<td>72</td>
<td>75</td>
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<tr>
<td>Continuum of Care</td>
<td>97</td>
<td>59</td>
<td>62</td>
</tr>
<tr>
<td>Medication Use</td>
<td>77</td>
<td>58</td>
<td>60</td>
</tr>
<tr>
<td>Operative Care</td>
<td>76</td>
<td>57</td>
<td>52</td>
</tr>
</tbody>
</table>

The reporting of most sentinel events to The Joint Commission is voluntary and represents only a small proportion of actual events. Therefore, these root cause data are not an epidemiologic data set and no conclusions should be drawn about the actual relative frequency of root causes or trends in root causes over time.
Unsafe for Providers

Psychological Harm
- Little respect
- Bullying
- Harassment
- Demeaned
- Ignored

Physical Harm
- Assault
- RNs have one of the highest rates of on-the-job injuries

AND...Burnout is at an all time HIGH among healthcare professionals

Lucian Leape Inst. 2013
“Workforce safety is inextricably linked to patient safety. Unless caregivers are given the protection, respect, and support they need [from colleagues and leaders] they are more likely to make errors, fail to follow safe practices, and not work in teams.”

Lucian Leape Institute 2013.
Employee Engagement

- Only 30% of US workers are ENGAGED and THRIVING
- 70% are disengaged with 18% of those actively sabotaging
- Cost $450-550 billion annually in the US

Gallup, 2016
Reflection

Think about a team you have done your best work with.

1. What inspired you to bring your best game?
2. What kept you going when things got rough?
Solutions to Restore Joy

1. Invest in front line team leadership development
2. Attend to process as well as task
3. Attend to stage of team development
4. Utilize RESPECT skills
1. Invest in Front Line Team Leader Development

- 70% of variance in employee engagement is due to team leader/manager
- 1 out of 2 employees quit job “to get away from” manager/team leader
- 82% of the time organizations fail to select the leadership candidate with the right talent
- 30% of leaders are disengaged

Gallup, 2015
1. I know what is **expected** of me at work
2. I have the **materials and equipment** I need to do my work properly
3. At work, I have an **opportunity** to do what I do **best** everyday
4. In the last 7 days, I have **received recognition or praise** for doing good work
5. My supervisor or someone at work **seems to care about me as a person**
6. There is someone at work **who encourages my development**

Gallup 12®
7. At work, my opinions seem to count
8. The mission/purpose of my company makes me feel my job is important
9. My coworkers are committed to doing quality work
10. I have a best friend at work
11. In the last 6 months, someone at work had talked to me about my progress
12. This last year, I have had opportunities to learn and grow

Gallup 12®
2. Attend to Process

“What” we do Biomedical Tasks

- Prevention
- Diagnosis
- Treatment
- Process improvement

“How” we do Relationship Tasks

- Welcome
- Recognize
- Communicate
- Check-in
- Huddle
- Briefing
- Debriefing
- ISBAR
- CUS-ing
### 3. Attend to Stage of Team Development

<table>
<thead>
<tr>
<th>Stage of team development</th>
<th>Activity</th>
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</thead>
<tbody>
<tr>
<td>Formation</td>
<td>Affirm the need and make time to balance task and relationship-building. Focus on cohesion, clarify mission, priorities, and roles. Welcome, include and appreciate all.</td>
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<tr>
<td>Differentiation</td>
<td>Elicit and navigate differences. Invite and acknowledge contributions of everyone. Demonstrate value of differences.</td>
</tr>
<tr>
<td>Openness</td>
<td>Approachable. Affirm that opinions, concerns and dissent can and must be discussed in the team.</td>
</tr>
<tr>
<td>Interconnection</td>
<td>Access members’ creativity and problem solving skills to accomplish the team’s mission.</td>
</tr>
<tr>
<td>Completion</td>
<td>Celebrate successes, appreciate contributions and lay foundation for further accomplishments on this team or on a new one.</td>
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</tbody>
</table>
4. Utilize RESPECT(ful) Communication

<table>
<thead>
<tr>
<th>Element</th>
<th>Skills</th>
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<tbody>
<tr>
<td>Respect</td>
<td>Affirm the value of each individual member and their unique contribution especially with patients and families.</td>
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<tr>
<td>Explanatory model</td>
<td>Invite and appreciate each individual’s perspective to create common mental models and arrive at creative solutions.</td>
</tr>
<tr>
<td>Social context</td>
<td>Invite sharing of stressors, supports, strengths and sources of meaning to build bonds among the team.</td>
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<tr>
<td>Power</td>
<td>Share power, flatten the hierarchy and empower each individual to speak up and contribute their truth.</td>
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<tr>
<td>Empathy</td>
<td>Respond to emotion with affirmation, validations and support for individual members.</td>
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<tr>
<td>Concerns</td>
<td>Invite individuals to express ideas, concerns, opinions and observations about problems so they can be addressed timely.</td>
</tr>
<tr>
<td>Trust</td>
<td>Affirm that successful outcomes depend on honest discussion, cooperation, support and attending to relationships. Creates synergy.</td>
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DocCom Module 38
“High Performance Teams: Diversity and RESPECT”
Benefit: Engaged Employees

- Are likely to recommend
- Are likely to stay
- Give extra effort
- Are passionate

Organizational Performance

1. Employee safety
2. Absence management
3. Employee retention
4. Productivity
5. Shrinkage (theft)
6. Patient safety
7. Patient satisfaction
8. Quality measures
9. Financial performance

Questions

Please use the dialogue box to ask any questions or make comments.
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Teaching Learners to Practice Mindfully in a Turbulent Healthcare Environment

*Tuesday, February 28th at 1 PM PT/4 PM ET*

Ron Epstein, MD, the author of the newly released book, ATTENDING Medicine, Mindfulness, and Humanity, will be the guest speaker.

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