**Calling from the UK?**
Please dial: **0800 012 1326**
Enter participant pass code: **741 465 53 #**

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Use the **chat box** to ask questions and get involved in discussions.

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If you want to get involved in the conversation, please click on the Chat icon circled in red.

Select all participants from the drop down menu, type your message then click send!
Where are you joining us from?

Please click on the pen icon, circled in red above....
Where are you joining us from?

Please click on the arrow icon, circled in red....
CLICK ON YOUR LOCATION....
QI Connect: Our Reach

April 2019

1057 organisations

@HISQIConnect
Competition Time
Congratulations!
NEW ORGANISATIONS…

Sunlove Home

Health Innovation Manchester

NHS
Manchester University
NHS Foundation Trust

Parkway Pantai

connexion
FAMILY HEALTH TEAM
All territorial NHS Boards across Scotland are now linking in!
77 UNIVERSITIES
LEARNING TOGETHER...AGAIN AND AGAIN...

View recordings of previous QI Connect sessions
You can find information on our previous speakers and view recordings of sessions at the links below.

2018

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<td>NASA</td>
<td>NASA’s role in the 2010 Chilean Miners Rescue</td>
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<td>Nirav Shah</td>
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<td>Fiona Godlee</td>
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http://www.healthcareimprovementscotland.org/our_work/clinical_engagement/qi_connect.aspx
The QI Connect series now features as an approved resource within ISQua’s Fellowship Programme.
QI CONNECT TEAM

**Guest Chair:**
Jason Leitch  
National Clinical Director  
Scottish Government

**Series Manager:**
Jennifer Graham  
Programme Manager

**Twitter analytics:**
Alex Stirling

**Project Officer:**
Jessica Yuill

**Admin/Certification:**
Carmen Forrest

**Registration:**
Michelle De Felice
Arvind Veiraiah
Clinical Lead – Scottish Patient Safety Programme Medicines
Healthcare Improvement Scotland
REMEMBER TO TWEET AS YOU LEARN!

#HISQIConnect

Follow us: @HISQIConnect
Frank Federico
Vice President & Senior Safety Expert
Institute for Healthcare Improvement (IHI)
The Framework for Safe, Reliable and Effective Care

Frank Federico
Vice President
Senior Safety Expert
Culture of Safety

• The behaviors that people exhibit when no one is watching

• Culture is shaped by values and the behaviors that reinforce those values

• A beginning point is to develop TRUST
Framework for Safe, Reliable, and Effective Care

- Foundational To Culture
- Behaviors, Guardian of the Learning System
- Learning System
- Ownership, Responsibility, Just Culture
- Promote environment that supports teamwork
- Engage Others

© 2017 Institute for Healthcare Improvement and Safe & Reliable Healthcare
Framework for Safe, Reliable, and Effective Care

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Shaping a Culture

- Understand your culture
- Determine the attitudes and beliefs that are shaping the existing culture

“The culture that exists is the culture that you tolerate”
Critical Components for Ensuring a Joyful, Engaged Workforce

**Interlocking responsibilities at all levels**

- **Physical & Psychological Safety:**
  - Equitable environment, free from harm, Just Culture that is safe and respectful, support for the 2nd Victim

- **Meaning & Purpose:**
  - Daily work is connected to what called individuals to practice, line of sight to mission/goals of the organization, constancy of purpose

- **Autonomy & Choice:**
  - Environment supports choice and flexibility in daily lives and work, thoughtful EHR implementation

- **Recognition & Rewards:**
  - Leaders understand daily work, recognizing what team members are doing, and celebrating outcomes

- **Participative Management:**
  - Co-production of Joy, leaders create space to hear, listen, and involve before acting. Clear communication and consensus building as a part of decision making

- **Real Time Measurement:**
  - Contributing to regular feedback systems, radical candor in assessments

- **Wellness & Resilience:**
  - Health and wellness self-care, cultivating resilience and stress management, role modeling values, system appreciation for whole person and family, understanding and appreciation for work life balance, mental health (depression and anxiety) support

- **Daily Improvement:**
  - Employing knowledge of improvement science and critical eye to recognize opportunities to improve, regular, proactive learning from defects and successes

- **Camaraderie & Teamwork:**
  - Commensality, social cohesion, productive teams, shared understanding, trusting relationships

- **Happy, Healthy, Productive People:**
  - Co-creation of joy, leaders create space to hear, listen, and involve before acting.
Joy in Work and the Framework for Clinical Excellence

Critical Components for Ensuring a Joyful, Engaged Workforce
*Interlocking responsibilities at all levels*

- **Real Time Measurement:** Continually improve feedback systems, reflect on experiences to assess learning.
- **Wellness & Resilience:** Foster a supportive, inclusive environment that promotes well-being and resilience in the workplace.
- **Daily Improvement:** Empower employees to take ownership of their work and continuously look for opportunities to improve.
- **Commitment & Framework:** Commitment to values, goals, and strategies that guide the organization.
- **Participative Management:** Encourage active participation in decision-making processes.
- **Partnership & Engagement:** Foster partnerships with patients, families, and the community to enhance care.
- **Psychological Safety:** Cultivate a psychologically safe environment where employees feel free to learn, grow, and contribute.
- **Accountability:** Encourage accountability and transparency in decision-making processes.
- **Negotiation:** Facilitate open and honest discussions to resolve conflicts and ensure mutual understanding.
- **Leadership:** Inspire and guide the organization towards excellence.
- **Communication:** Ensure clear, effective communication among all levels of the organization.
- **Teamwork:** Foster collaboration and cooperation among team members.
- **Reliability:** Ensure consistent performance and dependability in all aspects of care.
- **Continuous Learning:** Encourage ongoing learning and development to improve knowledge and skills.
- **Measurement:** Use data and metrics to monitor progress and identify areas for improvement.
- **Engagement of Patients & Family:** Foster a culture of engagement where patients and families feel valued and included.

Learning System

Culture
The Workplace

• My supervisor cares about me and my growth and development
• I have the opportunity to develop and grow my skills
• I have a friend(s) at work
Reflection

• Consider a relationship that you have with someone
• How much are you willing to share about yourself with that person?
• How much is that person willing to share with you?
• Why is that relationship strong?
Our Observations About Success in Organizations

• Lack of trust among staff leads to workarounds that further erode trust
• Lack of trust among leaders and board members leads to poor decision making
• Lack of trust of leaders leads to staff not engaging with aims/goals of the organization
• Lack of trust leads to poor relationships among staff and with patients
• Lack of trust means that people will not feel safe to speak up- lack of psychological safety
Trust is foundational to development and maintenance of any relationship.
Trust
Space
Constancy
Response
Transparency
Authenticity
“Trust is **choosing** to make something **important** to you **vulnerable** to the **actions** of someone else.”

*Charles Feldman*

Trust defined as the “firm belief in the reliability, truth, or ability of someone or something”

*Oxford English Dictionary*
BRAVING
The Anatomy of Trust
Boundaries
Reliability
Accountability
Vault
Integrity
Non Judgement
Generosity
Brené Brown
(SuperSoul Session: The Anatomy of Trust)
Leadership that supports Quality Improvement

- Create energy (shift from being too busy for QI)
- Create trust (shift from control)
- Lead with humility (shift from individual heroism)
- Cede power / lead collectively (shift from authority)
- Create ability (shift from focus on accountability)
- Celebrate and find joy in learning (shift from fear of failure)
- Develop personal resilience (shift from focusing on others to starting with self)
- Create networks (shift from holding power)
Leadership that supports Quality Improvement

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“Everything You Say or Do Is an Intervention that Determines the Future of the Relationship”

Edgar H. Schein, Helping: How to Offer, Give, and Receive Help
Trust and Patients

- Associated with better outcomes
- Patients more likely to be open and disclose information
- Perception of better care
- Greater acceptance to recommended treatment and adherence to that treatment
- Lower anxiety in relation to any treatment taken

Patient Trust

“...many of the issues that are uncovered through qualitative patient encounters have nothing to do with what clinicians might typically view as "care" — they have to do with issues related to trust. Healthcare organizations are only as strong as their weakest link and often don't know what these weak links are. They are the people, processes and environmental issues that diminish trust.”
Building Trust

- Competence in knowledge
- Competence in social/communication skills
- Honesty
- Confidentiality and caring
- Showing respect
  - “Disrespect is the new harm” – BIDMC in Boston
Reflection

• What is your work place like?

• What do you have to do to build trust among your staff?

• What do you have to do to build trust with patients?
Arvind Veiraiah
Clinical Lead – Scottish Patient Safety Programme Medicines Healthcare Improvement Scotland
Any Questions?
Next Time...

Brené Brown
QI Connect Book Read
Tuesday 28th May 2019
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<td>Duke University</td>
<td>29 August</td>
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<tr>
<td>David Marquet</td>
<td>Leadership consultant &amp; US Navy veteran</td>
<td></td>
<td>26 September</td>
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<td>University of Toronto</td>
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QI CONNECT 2019: INNOVATION & INTEGRATION

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