

HEALTH MANAGEMENT ASSOCIATES

Highly Effective Team-Based Care Understanding and Building Psychological Safety

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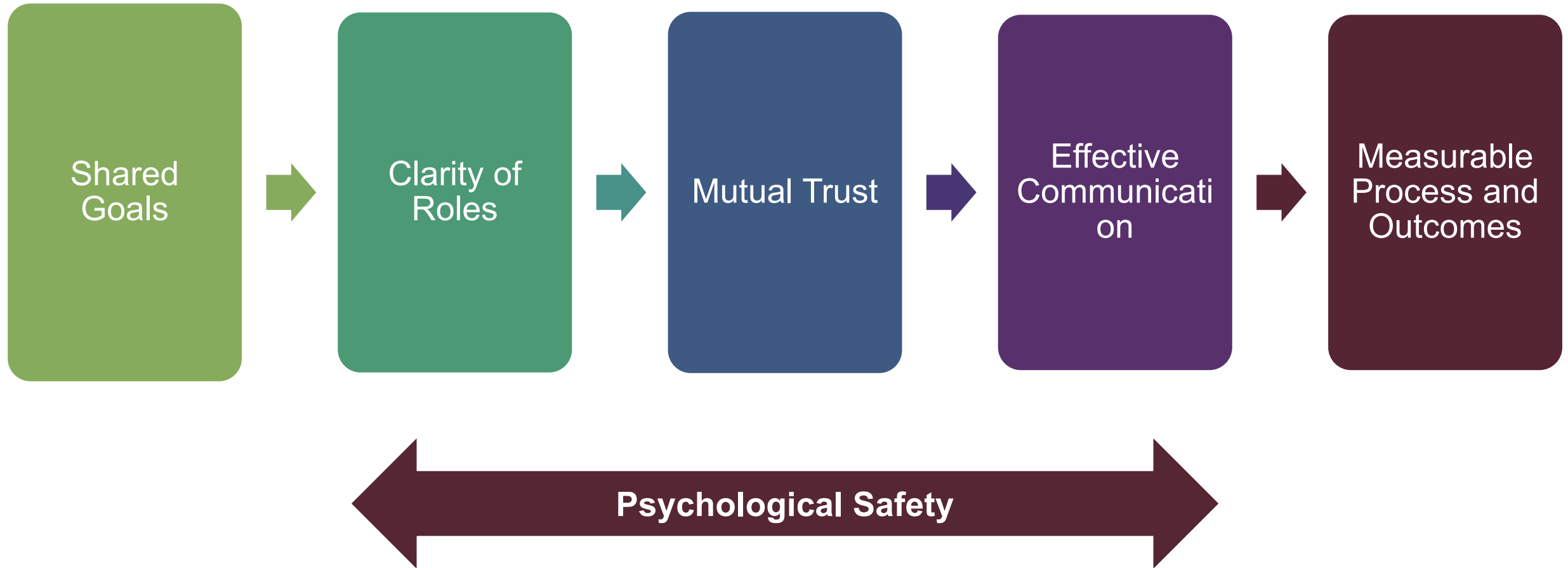
HEALTH
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- ❑ Explain the importance of psychological safety to personal and team functioning
- ❑ Describe the four stages of psychological safety
- ❑ Identify ways to build psychological safety on your team



- A shared belief that the team is safe for interpersonal risk taking
- Psychological safety is a condition in which you feel **included**, safe to **learn**, safe to **contribute** and safe to **challenge** the status quo – all without fear of being embarrassed, marginalized, or punished in some way

Timothy R. Clark, The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation, Berrett-Koehler Publishers, 2020



- Fulfillment Needs



- Belonging Needs



- Security Needs



- Physical Needs



Psychological Safety

Timothy R. Clark, The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation, Berrett-Koehler Publishers, 2020

“When you have psychological safety in the workplace, people feel comfortable being themselves. They bring their full selves to work and feel okay laying all of themselves on the line”

David Altman
Chief Operating Officer, Center For Creative Leadership

Natural human tendency to use “impression management.”
No one wants to look:

Amy Edmondson Ted X on Psychological Safety in Teams



Ignorant

Don't ask questions

Lack of cross training occurs & and reduces collaboration

Incompetent

Don't admit weakness or mistake

Lack of trust develops between team members

Intrusive

Don't offer ideas

Don't benefit from diversity of disciplines

Negative

Don't critique the status quo

Missed opportunity to reach team goals and improved impact

- Psychological safety fosters a shared belief that the team is safe for interpersonal risk
 - Welcomed and even expected team members will speak up with concerns, ideas, questions, mistakes, etc.
 - High communication and shared information
 - Embrace and celebrate diversity of team members
 - Team members value and respect one another
 - Teams continuously improve processes

Inclusion
Safety

Learner
Safety

Contributor
Safety

Challenger
Safety

Timothy R. Clark, *The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation*, Berrett-Koehler Publishers, 2020

- The first stage of psychological safety is informal admittance to the team
- You are now destigmatized as an “outsider” and the members of the team accept you and grant you a shared identity
- The need to be accepted precedes the need to be heard
- Inclusion safety is created and sustained through renewed admittance to the group and repeated indications of acceptance



STAGE 2 LEARNER SAFETY

- Learner safety indicates that you feel safe to engage in the discovery process, ask questions, experiment, and even make mistakes—not if, but when, you make them
- When the environment belittles, demeans or harshly corrects people in the learning process, learner safety is destroyed
- An environment that grants supportive passage to learning opens the buds of potential and cultivates confidence, resilience and independence



- Contributor safety is an invitation and an expectation to perform work in an assigned role with appropriate boundaries, on the assumption that you can perform competently in your role
- Contributor safety emerges when the individual performs well, but the leader and the team members must do their part to provide encouragement and appropriate autonomy
- As the individual demonstrates competence, the organization normally grants more autonomy to contribute
- Despite an ability to do a job, an individual may be denied contributor safety for a variety of reasons
 - Insecure leadership
 - Personal or institutional bias
 - Prejudice or discrimination
 - Cultural bias

- You can challenge the status quo without retribution, reprisal, or the risk of damaging your personal standing or reputation
- Challenger safety gives you the confidence to speak truth to power when you think something needs to change and it's time to say so
- Where there is no tolerance for candor, there is no constructive dissent
- Where there is no constructive dissent, there is no innovation and patient safety is at risk

BUILDING DAY TO DAY COMMUNICATIONS

- Daily Huddle
 - Quick Check In
 - Plan for the Day
 - Question/Concerns
 - Personal Status (Kids, Appts...)
 - Humor and Connection
- Create the time to talk about nothing
 - Hallway Convos
 - Kitchen gatherings
 - Jokes/Laughter
 - Personal Care
- Share
 - Stories
 - Uplifting articles
 - “Best story about working from home”
 - Best recipe
 - What did people do on weekends
 - Pictures from home, kids, dogs, garden



- Researchers have found that teamwork reduces the number of medical errors and increases patient safety. Teamwork also reduces issues that lead to burnout
- To ensure safety, team members need to feel comfortable speaking up, asking naïve questions, and disagreeing with the way things are
- Psychological safety, feeling included, safe to learn, to contribute and challenge is critical to team effectiveness
- Psychological safety must be expanded to difficult conversations with co-workers, patients/clients and communities

- Think about the elements of high performing teams and psychological safety
 - What does your team do well at?
 - Where would each member of your team put themselves at with the 4 stages of psychological safety?
- Think about a time your team has failed at something, and what did you learn?
- Think about how you include and encourage others' ideas
- Think about your trust level with other team members? What could you do to build that if it is not there?

- Psychological Safety
 - Amy Edmonson TED Talk on Psychological Safety: <https://diversity.lbl.gov/2019/09/24/tedx-talk-on-psychological-safety/>
 - Timothy R. Clark, The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation, Berrett-Koehler Publishers, 2020
 - Rachel Willard-Grace, Danielle Hessler, Elizabeth Rogers, Kate Dubé, Thomas Bodenheimer and Kevin Grumbach. Team Structure and Culture Are Associated With Lower Burnout in Primary Care. The Journal of the American Board of Family Medicine March 2014, 27 (2) 229-238
 - How Psychological Safety Actually Works. <https://www.forbes.com/sites/shanesnow/2020/05/04/how-psychological-safety-actually-works/?sh=7b24665cf864>
 - Amy Edmonson, The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth, Wiley Publishers, 2018
 - Psychological safety and the critical role of leadership development. Feb. 2021
<https://www.mckinsey.com/business-functions/organization/our-insights/psychological-safety-and-the-critical-role-of-leadership-development#>