Mutual Support

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Mutual Support

Objectives

- Describe how mutual support affects team processes and outcomes
- Discuss specific strategies to foster mutual support (e.g., task assistance, feedback)
- Identify specific tools to facilitate mutual support
- Describe conflict resolution strategies

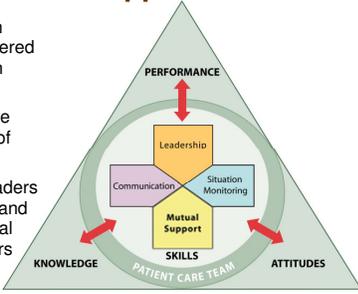*Team Strategies & Tools to Enhance Performance & Patient Safety*

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Mutual Support

Mutual Support

- Dependent upon information gathered through situation monitoring
- Moderated by the communication of information
- Enhanced by leaders who encourage and role model mutual support behaviors

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Mutual Support

- Mutual support involves members:
- Assisting each other
- Providing and receiving feedback
- Exerting assertive and advocacy behaviors when resident safety is threatened

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Task Assistance

Team members foster a climate in which it is expected that assistance will be actively *sought* and *offered* as a method for reducing the occurrence of error.

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Task Assistance Example

Two members of the GI Laboratory are assessing a resident who has just had conscious sedation for a colonoscopy. The monitor shows SVT at a rate of 150 and a BP of 76/48. The nurse calls out the vital signs while the physician continues to monitor the rhythm. A nurse passing by the room hears the call-out.

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Mutual Support

What Is Feedback?

Feedback is information provided for the purpose of improving team performance

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Mutual Support

Types of Feedback

- **Formal**
  - Retrospective and typically scheduled in advance
  - Has an evaluative quality
  - Examples: Collaborative discussions, case conferences, individual performance reviews
- **Informal**
  - Typically in real time
  - Provided on an ongoing basis
  - Focuses on knowledge and practical skills development
  - Examples: Huddles, debriefs

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Characteristics of Effective Feedback

Effective feedback is—

- Timely
- Respectful
- Specific
- Directed toward improvement
  - Helps prevent the same problem from occurring in the future
- Considerate

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Providing Effective Feedback Video

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Feedback Exercise

A staff development nurse watches a nursing assistant use a mechanical lift to transfer a resident from the bed to a chair. The nurse pulls the nursing assistant aside and reminds her of the proper positioning of the lift pad, showing the nursing assistant which landmarks to use. She explains how the resident's position can affect the function of the lift and that friction and sheer to the resident's skin can result when the resident is not positioned properly.

How would you provide effective feedback?

EXERCISE

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Advocacy and Assertion

- Advocate for the resident:
  - Used when team members' viewpoints don't agree with that of a decisionmaker
- Assert a corrective action in a *firm* and *respectful* manner

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The Assertive Statement

- Respectful and supportive of authority
- Clearly asserts concerns and suggestions
- Is nonthreatening and ensures that critical information is addressed
- Five-Step Process:
  1. Open the discussion
  2. State the concern
  3. State the problem—real or perceived
  4. Offer a solution
  5. Obtain an agreement

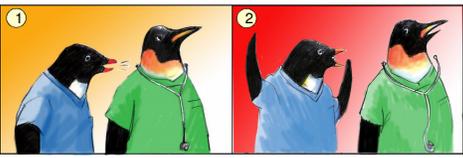Mod 6 LTC 2.0 Page 13   *Team Strategies & Tools to Enhance Performance & Patient Safety*

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Mutual Support

Two-Challenge Rule

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Mutual Support

Two-Challenge Rule

Invoked when an initial assertion is ignored…

- It is your *responsibility* to assertively voice your concern at least *two times* to ensure that it has been heard
- The member being challenged must acknowledge
- If the outcome is still not acceptable
  - Take a stronger course of action
  - Use supervisor or chain of command

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Two-Challenge Rule cont.

- Empower any team member to "stop the line" if he or she senses or discovers a breach of safety.

- This is an action never to be taken lightly, but it requires immediate cessation of the process and resolution of the safety issue.

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Mutual Support

Please Use CUS Words
but *only* when appropriate!

I am **C**oncerned!   I am **U**ncomfortable!   This is a **S**afety Issue

Roll Em!
PLAY
VIDEO

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Mutual Support

Advocacy and Assertion Scenario

A high school senior working in the Dietary Department is wheeling the steam-tray table down the hall after dinner. Ahead of her, she sees a nursing assistant escort a resident into his room and close the door. As she passes the room, she hears a raised voice and believes it to be the nursing assistant. She feels she should knock on the door or tell someone but doesn't.

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Mutual Support

Conflict in Teams

Informational Conflict
(We have different information!)

Interpersonal Conflict
(Hostile and harassing behavior)

Two-Challenge Rule

DESC Script

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Conflict Resolution

DESC Script

A constructive approach for managing and resolving conflict

D—**Describe** the specific situation

E—**Express** your concerns about the action

S—**Suggest** other alternatives

C—**Consequences** should be stated

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Mutual Support

DESC-It

Let's "DESC-It!"

- Have timely discussion
- Work on win-win
- Frame problem in terms of your own experience
- Choose a private location
- Use "I" statements; avoid blaming statements
- Critique is not criticism
- Focus on what is right, not who is right

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A DESC Scenario

Two days ago, the charge nurse submitted a maintenance request to fix a window unit air conditioner. While in the resident's room, the nurse realizes it is warm and the air conditioner still isn't working properly. She checks the logbook and sees that the maintenance request has not been completed. She doesn't know that a new unit is being delivered today. Worried about the comfort of her resident, who has difficulty breathing in warm weather, she raises her voice at the director of maintenance in front of staff and residents, criticizing his work ethic.

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Tools & Strategies Summary

BARRIERS	TOOLS and STRATEGIES	OUTCOMES
■ Inconsistency in Team Membership ■ Lack of Time ■ Lack of Information Sharing ■ Hierarchy ■ Defensiveness ■ Conventional Thinking ■ Complacency ■ Varying Communication Styles ■ Conflict ■ Lack of Coordination and Followup With Coworkers ■ Distractions ■ Fatigue ■ Workload ■ Misinterpretation of Cues ■ Lack of Role Clarity	**Communication** • SBAR • Call-Out • Check-Back • Handoff **Leading Teams** • Brief • Huddle • Debrief **Situation Monitoring** • STEP • I'M SAFE **Mutual Support** • Task Assistance • Feedback • Assertive Statement • Two-Challenge Rule • CUS • DESC Script	■ Shared Mental Model ■ Adaptability ■ Team Orientation ■ Mutual Trust ■ Team Performance ■ *Resident Safety!!*

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Applying TeamSTEPPS Exercise

1. Is your teamwork issue related to mutual support?

2. If yes, what is the mutual support issue?

3. Which mutual support tools or strategies might you consider implementing to address the issue?

EXERCISE

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