

Patient and Family Centred Care Programme

Beyond Silence

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Workshop aims

Today aims to:

- Support healthcare staff and organisations to speak out for patients
- Ensure we understand the dynamics of silence
- Consider how healthcare organisations can best create the conditions to support individuals to challenge for improvement
- Enable you to plan your next steps to move beyond silence

Our working approach

- Who we are and why we're here
- How we'll approach today
- Housekeeping
- Creating home groups

The impact of silence



The impact of silence



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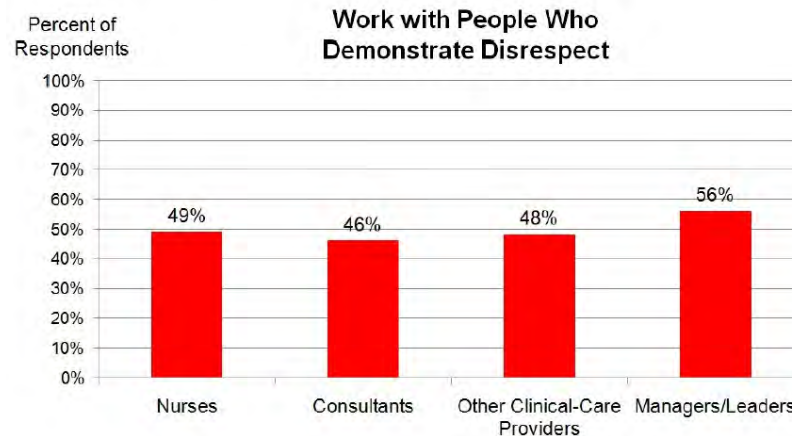
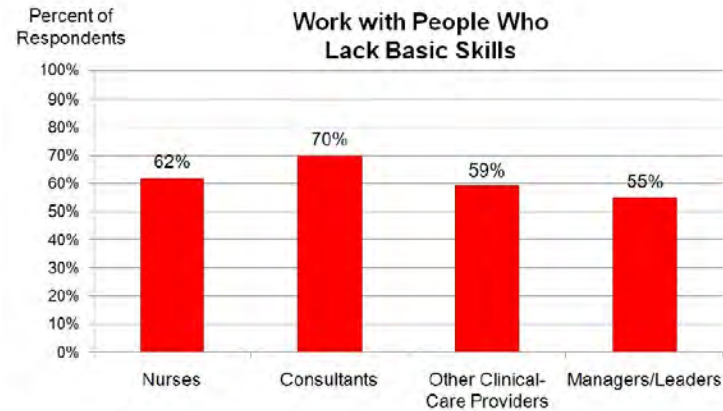
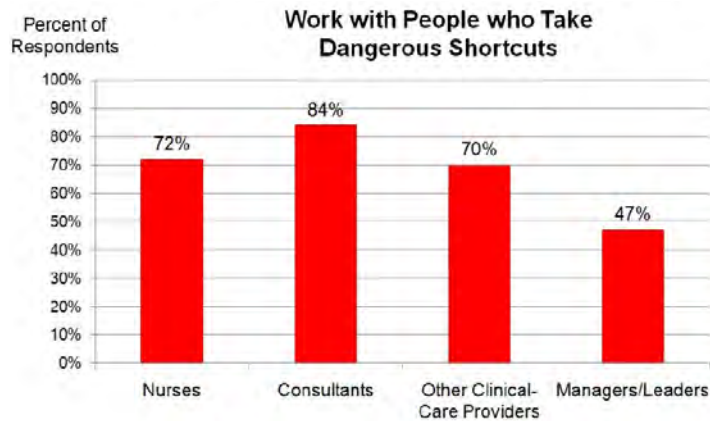
Ideas that change
health care



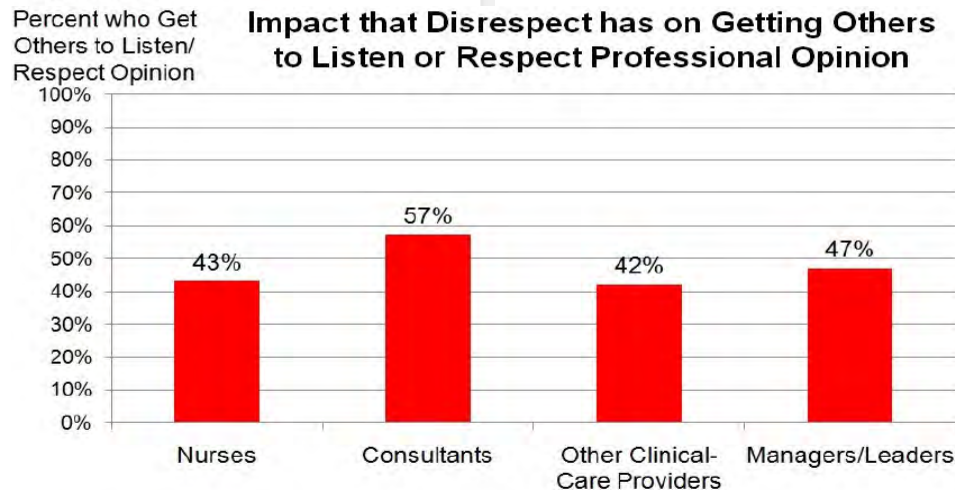
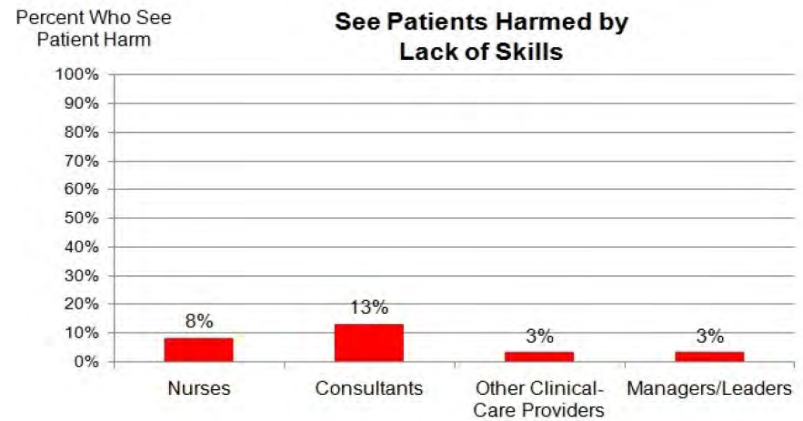
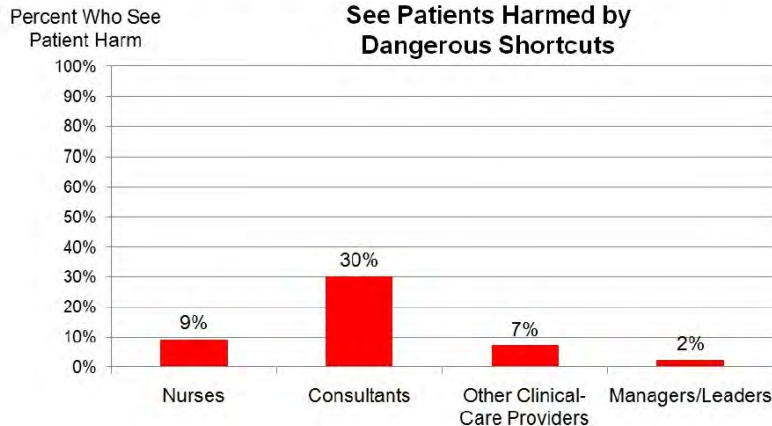
Shared silence

In home groups, please compare notes on the kinds of current or historic practices/omissions – those that tend not to be raised/dealt with in your organisation – and that have a potentially negative impact on patient experience.

The most common areas of silence



The impact of silence on patient experience

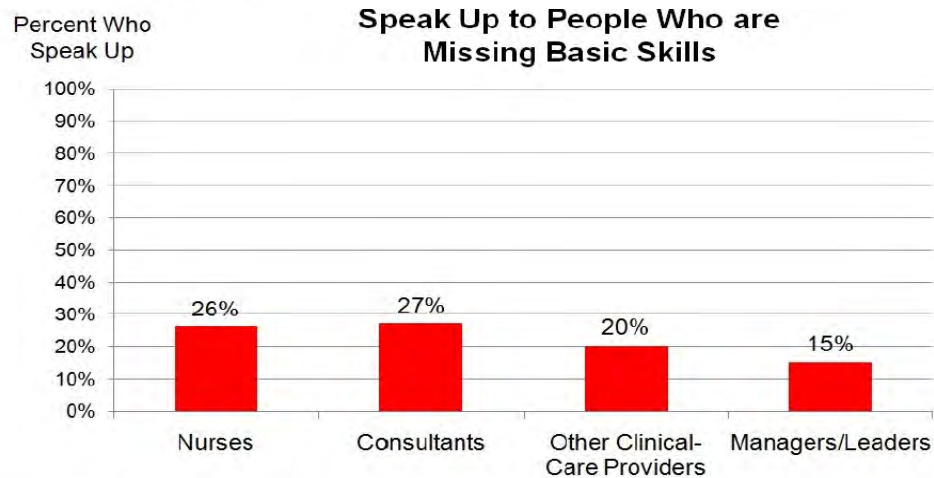
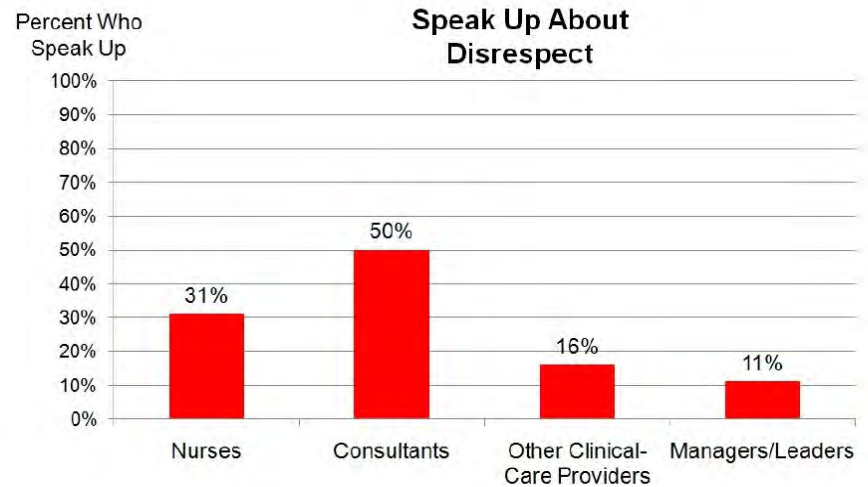
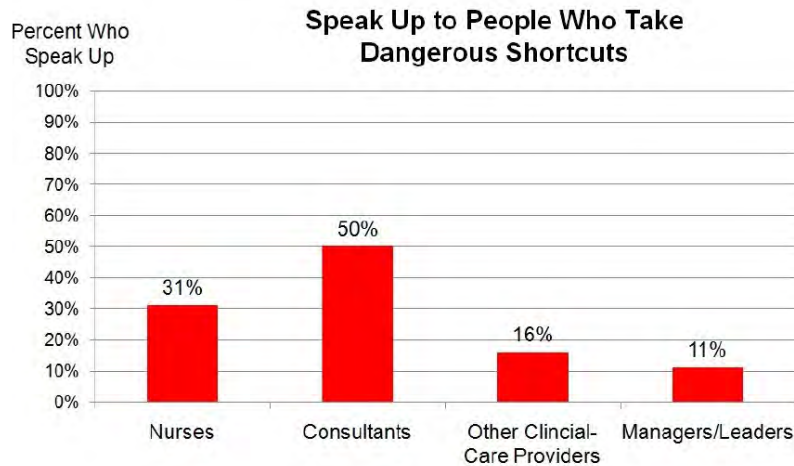


Finding our voice

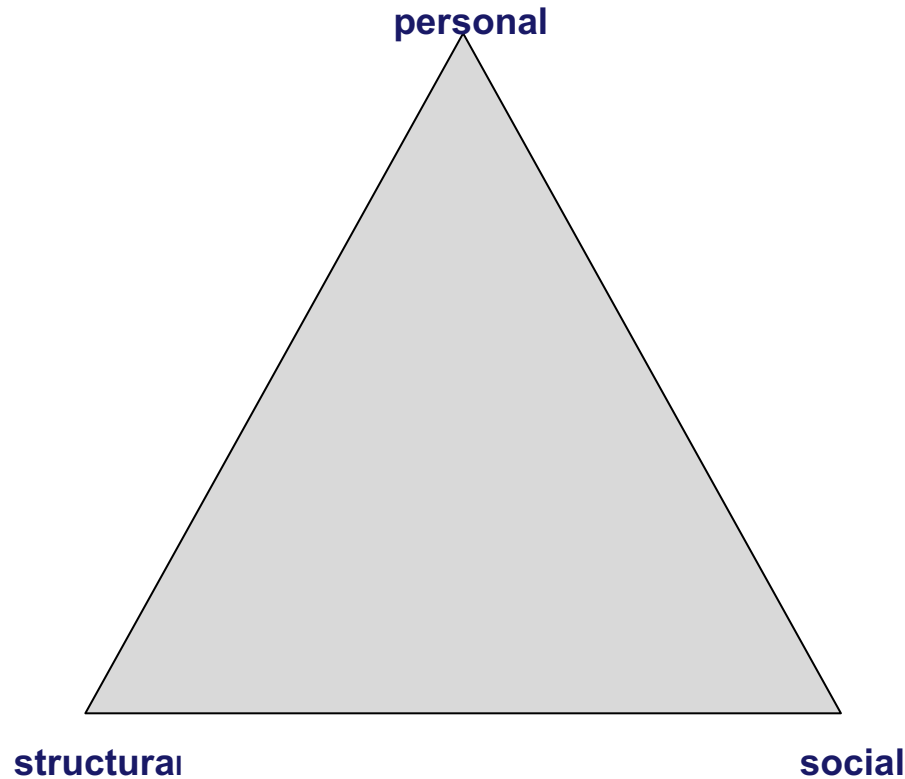
In home groups, please choose a real and current concern you have about another person's practice, which you haven't yet dealt with, describing:

- ☐ The practice/omission
- ☐ The person and their relationship to you
- ☐ The impact of this on patient experience
- ☐ What you've done about it
- ☐ How you feel about discussing it here

Do we speak up?



What stops us speaking up?



What stops us personally?

How I see myself

I know

I don't know

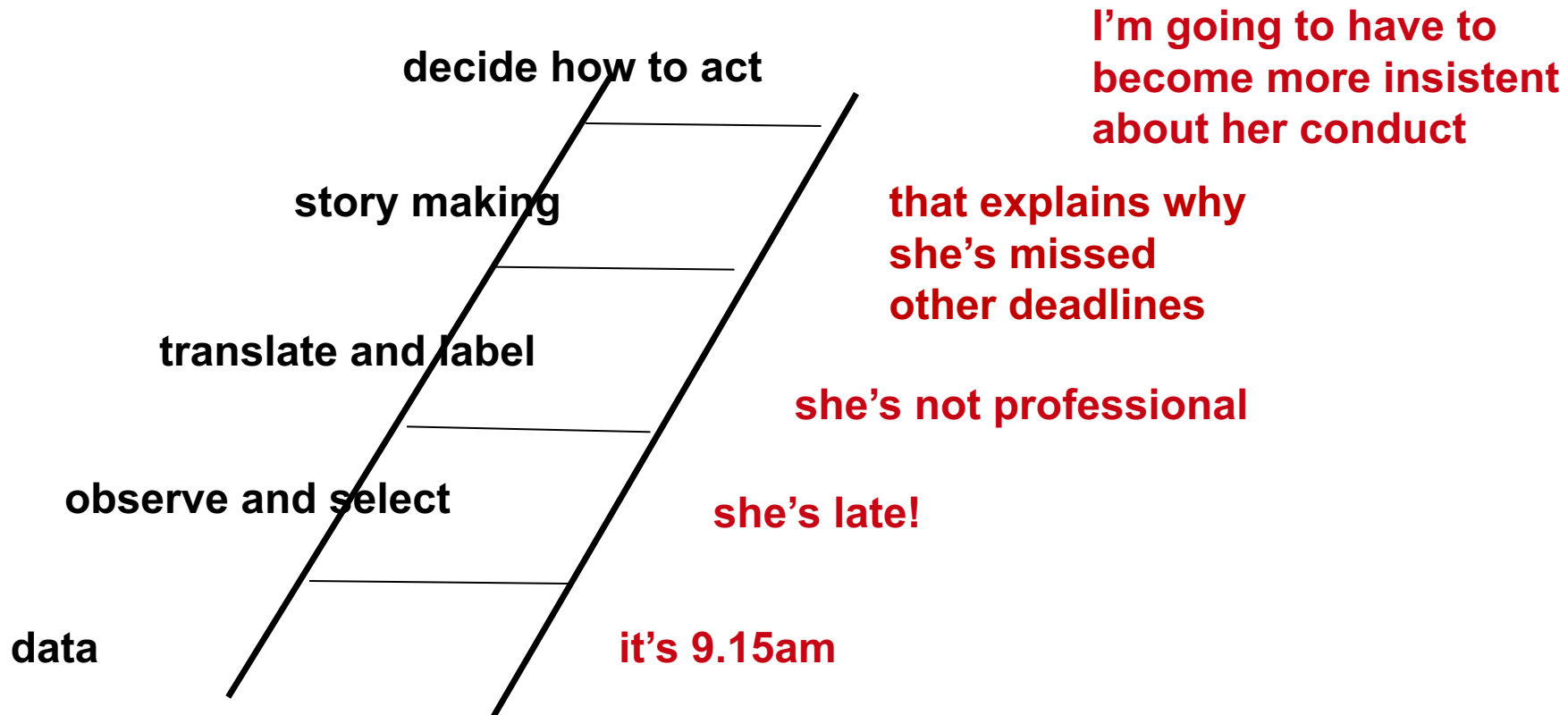
They
know

How
others
see me

They
don't
know

OPEN	BLIND SPOT
FAÇADE	UNKNOWN

The ladder of inference



What stops us socially and structurally?

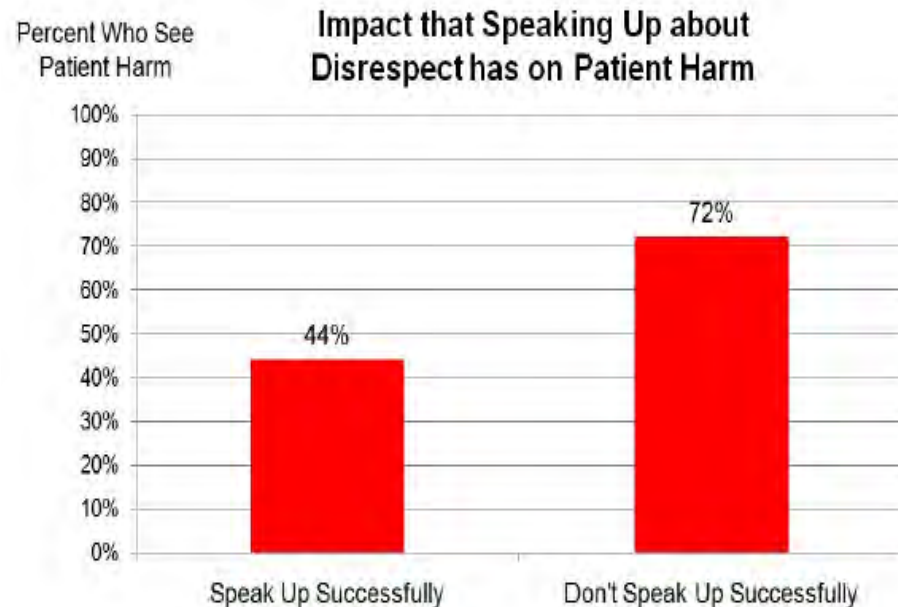
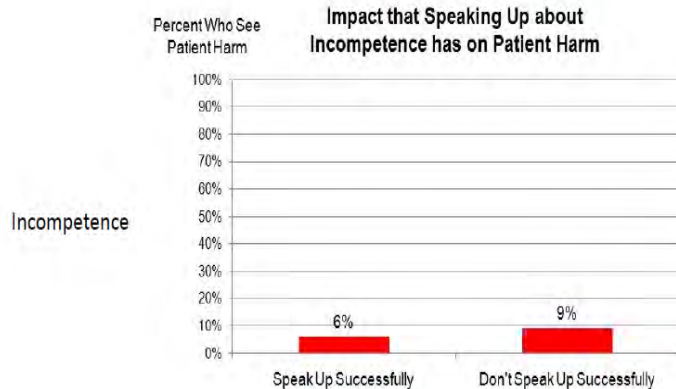
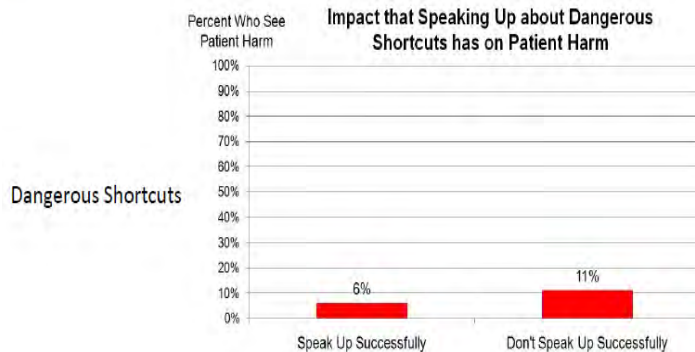
- ❑ Groupthink, power and risk
- ❑ Defensive routines
- ❑ Socialisation, dulled perception
- ❑ Lack of role modelling and social support
- ❑ Lack of reward and integrated encouragement
- ❑ Lack of established time, places and tools

The power of group norms

“There was an acceptance of standards of care, probably through habituation, that should not have been tolerated”.

Francis, 2010, page 86

Speaking up effectively to benefit patient experience



What works?

What have you done that's been effective,
where you have raised issues?

Improving patient care one conversation at a time

“Very great change starts from very small conversations among people who care”

Margaret Wheatley

Developing personal ability

In home groups, please choose one of the three real and current concerns identified earlier to hold a practice conversation about:

- The issue 'owner' being the observer
- Colleagues playing the issue 'owner' and person to raise the issue with.

Run the mock conversation for 5 minutes, debriefing to identify what's working best to foster a constructive conversation.

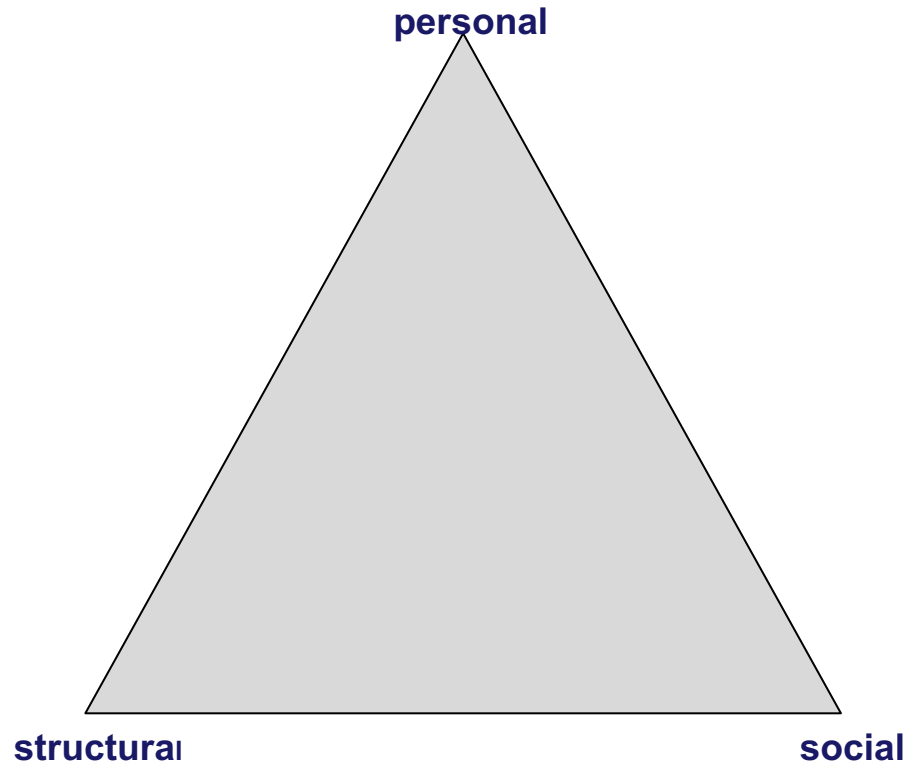
Turning our volume up

In new groups, please compare notes on:

☐ What you know about best practice/what would help you to speak up:

- Personally
- Socially
- Structurally

Beyond silence: the way forward



Passionate observation

“The person who most accurately describes reality without laying blame will emerge in this conversation as the leader”.

Susan Scott: Fierce Conversations

Key attitudes and approaches

Handle the conversation OPENly:

- O Open minded, assuming best
- P Positive intention stressed
- E Effort to make safe and avoid defensiveness, emotion diffused, effects explained with facts and data
- N No negative stories or accusations

Personal motivation

Share personal experiences that link speaking up to keeping patients safe:

- ☐ Cite examples of when speaking up saved a patient from harm
- ☐ Tell stories of injuries that could have been avoided
- ☐ Meet with patients injured whilst receiving care

Social motivation and ability

Ensure staff have the support they need through:

- ☐ Departmental/Unit champions
- ☐ Mystery shopping
- ☐ Talk frequently about speaking up
- ☐ Build new networks
- ☐ Offer advice/coaching
- ☐ Others step in to help
- ☐ Support afterwards to manage risk

Structural motivation and ability

Ensure speaking up becomes the norm through:

- ☐ Rewarding those who speak up
- ☐ Include in performance reviews
- ☐ Hold managers accountable for encouraging
- ☐ Establish times and places like handoff protocols
- ☐ Measure the frequency of such conversations
- ☐ Build safe practices into contracts
- ☐ Consider the implications of physical space

Putting today into practice

In organisational groups, please reflect on:

- a) What of our discussion would help you most to raise your issue/s?
- b) What you intend to do to ensure you and colleagues move beyond silence?

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