

Promoting a safe and positive culture

*Speaking up for values and listening
to feedback*

Team Workshop

2019

Melbourne Health People & Culture; NWMH Quality, Planning and Innovation; NWMH Education & Workforce

NWMH Safety Culture Action Plan

Overall Aim

To create a safe and positive workplace culture at NWMH

Focus

- improving leadership capabilities and practices
- investing in initiatives to support staff and team wellbeing, engagement and safety
- promoting a safe and respectful workplace

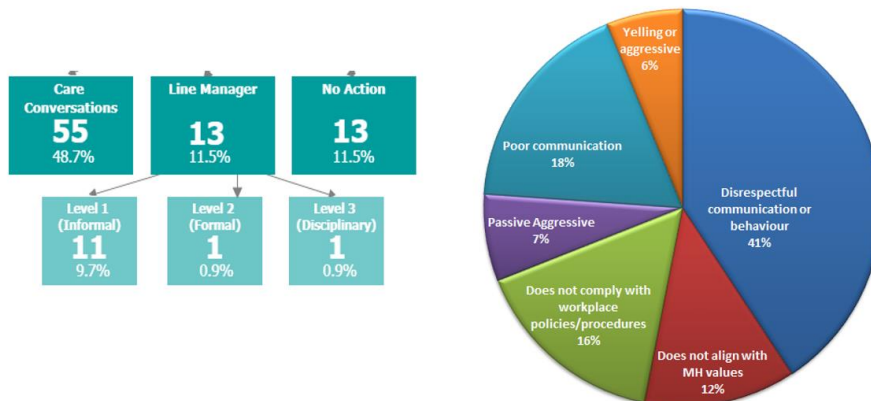
Three reasons why speaking up is important:

- effectively communicating concern to colleagues that unintended patient harm may be about to occur. The Safety CODE is a tool to help with this
- maximizing performance through a structured communication process that identifies and clarifies expectations related to role performance
- respectfully and assertively raising concerns with a work colleague about behaviours that do not reflect our values the standard we expect in the workplace.

Behaviours matter:

People want to provide feedback about behaviour. The WeCare provides one option, when people find it hard to speak up.

NWMH WeCare Feedback



The importance of speaking up and listening to feedback

Foundation for workplace relationships

Recognises positive behaviour

Addresses negative behaviour

An important tool for cultural change

Allows people to develop professionally

Fosters respect between colleagues

Consumer, carer and family outcomes

Importantly, research confirms organisational culture is positively associated with a range patient care outcomes including:

- mortality rates
- readmission rates
- adverse events/medication errors
- patient satisfaction
- quality of life
- pressure ulcers
- falls
- hospital acquired infections
- depressive symptoms
- symptom burden at the end of life
- physical and mental health status

Values based feedback is

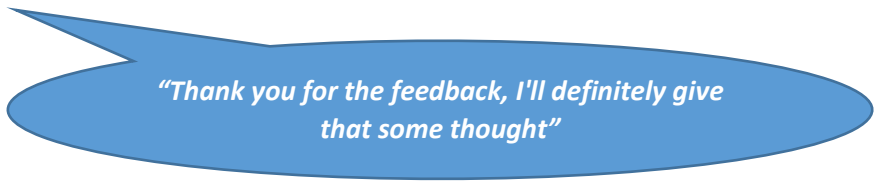
Giving information in a way that encourages the person to:

- accept it
- reflect on it
- learn from it
- make changes for the better
- recognise positive behaviours

Listening to feedback

Requires a willingness and skills to receive

- Feeling uncomfortable is normal
- Listen carefully even if you do not agree
- Be aware of your reactions
 - Stop ... breathe ... engage mindfulness and insight
- Keep an open mind to what is being said
- Ask questions for clarity (not to be argumentative)
- Take time to reflect on what you heard
- Be grateful



"Thank you for the feedback, I'll definitely give that some thought"

Speaking up essentials

Giving feedbacks also requires willingness and skill:

When preparing to speak up and give feedback, consider the following elements. This is the essence of respectful feedback, thoughtfully considered and aimed at positive outcomes.

	Essential Elements	Hurdles to helpful feedback	Values based feedback
T	Is it TRUE?	<i>Have I misunderstood what happened? Is my reaction emotionally charged and / or about something else?</i>	I am certain that my concern is real I am sticking to the facts
H	Is it HELPFUL?	<i>My intention is to win the argument, or "tell the person off" I am focussed on generalisations</i>	I am describing my observations I am motivated to help this person become aware of their impact on me / others. I am clear about specific events
I	Is it INSPIRING?	<i>I mainly want to point out the negative aspects of this person in general terms.</i>	My intention is to initiate reflection and to explore alternatives that produce change for the better
N	Is it NECESSARY?	<i>Is what I observed or experienced a clear breach of values or civility? What if I said nothing ...?</i>	The issue needs be addressed because not speaking up will cause more harm
K	Is it KIND?	<i>How angry am I? Is this about getting back at someone or working as a team?</i>	I am willing to treat the person non-judgementally and focus on their needs as well as my needs The conversation is in private and timely

A four part feedback approach

Part	Task	For example
When you ...	describe the behaviour, be specific, use facts	Complained in the meeting about having too many "junior" staff on the team
I feel ...	describe the impact on you	very concerned as it is likely to make those staff feel undervalued and disrespected
I would rather ...	explain what you would like to see happen	we discussed that sort of concern privately
This would mean ...	what is the desired outcome	we are being respectful of all our team members, and promoting collaboration and support

Speaking up for values in action

Notes on scenario and practice:

What do you commit to doing to promote a safe and positive culture in your workplace?

My personal commitment as a

Resources

- Talk to your Manager or Senior Manager
- HR Business Manager / HR Consultant
- Peer Support
- Employee Assistance Program: Converge International