

Mutual Support



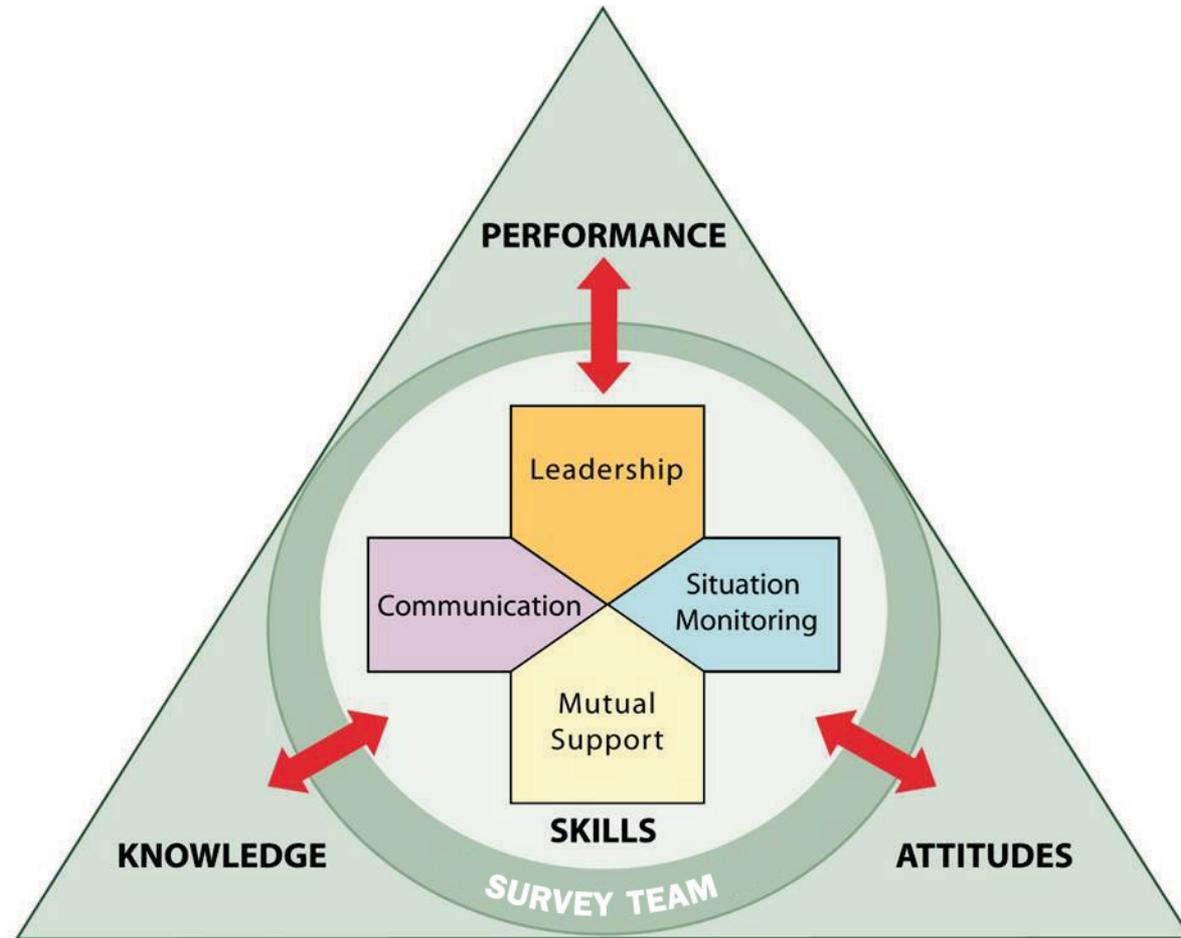
“A chain is only as strong as its weakest link.”

–Author Unknown

Objectives

- Define mutual support.
- Discuss task assistance and the types of feedback.
- Describe advocacy, assertion, and the Two-Challenge rule.
- Discuss “CUS” and “DESC script” techniques.
- Discuss common approaches to conflict resolution.
- List barriers, tools, strategies, and outcomes of mutual support.

Framework



Mutual Support

Mutual support is the essence of teamwork.

- Protects team members from work overload situations that may reduce effectiveness and increase the risk of error

What Is Feedback?

“Feedback is the giving, seeking, and receiving of performance-related information among the members of a team.”

(Dickinson and McIntyre 1997)

Types of Feedback

- Can be formal or informal
- Constructive feedback
 - Is considerate, task-specific, and focuses attention on performance and away from the individual (*Baron 1988*)
 - Is provided by all team members
- Evaluative feedback
 - Helps the individual by comparing behavior to standards or to the individual's own past performance (*London, Larson, and Thisted 1999*)
 - Most often used by an individual in a coaching or mentoring role

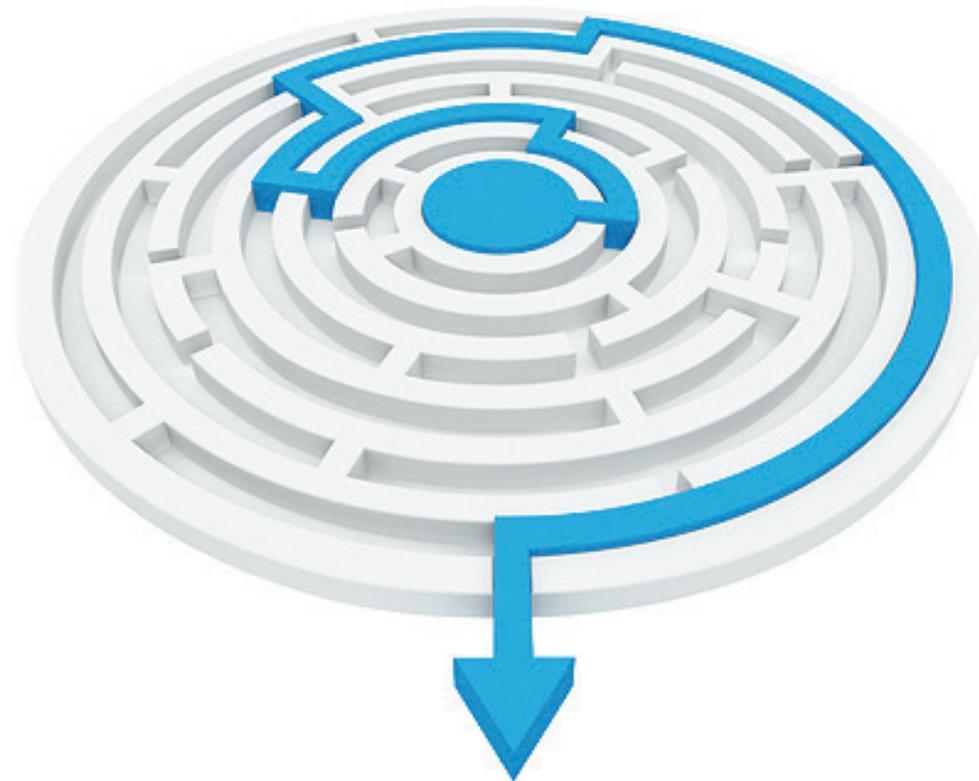
Characteristics of Effective Feedback

Good Feedback is—

- TIMELY
- RESPECTFUL
- SPECIFIC
- DIRECTED toward improvement
- CONSIDERATE
 - Helps prevent the same problem from occurring in the future
- Evaluative feedback

“Feedback is where the learning occurs.”

Advocacy, Assertion, and Conflict Resolution



Advocacy and Assertion

- Advocate for patient safety in alignment with the regulatory requirements.
 - Invoked when team members' viewpoints don't coincide with that of a decision maker.
- Assert a corrective action in a *firm* and *respectful* manner.

The Assertive Statement

- Respect and support authority.
- Clearly assert concerns and suggestions.
- Use an assertive statement (**nonthreatening and ensures that critical information is addressed**).
 - Make an opening.
 - State the concern.
 - State the problem.
 - Offer a solution.
 - Reach an agreement.

Advocacy and Assertion Exercise

Jane is a newer hospital surveyor. On a hospital complaint survey regarding discharge planning, she discovers several infection control breaches. She confers with Patty, the team leader—an experienced hospital surveyor. Patty tells her to focus on discharge planning and that it was already 3:00 PM and they had to exit by 4:00 PM to avoid the afternoon rush hour.

Question: Should Jane advocate? Why or why not?

Advocacy and Assertion Exercise

- Using the example on the last slide, develop a sample assertive statement.



Conflict Resolution Options



Information Conflict
(We have different information!)



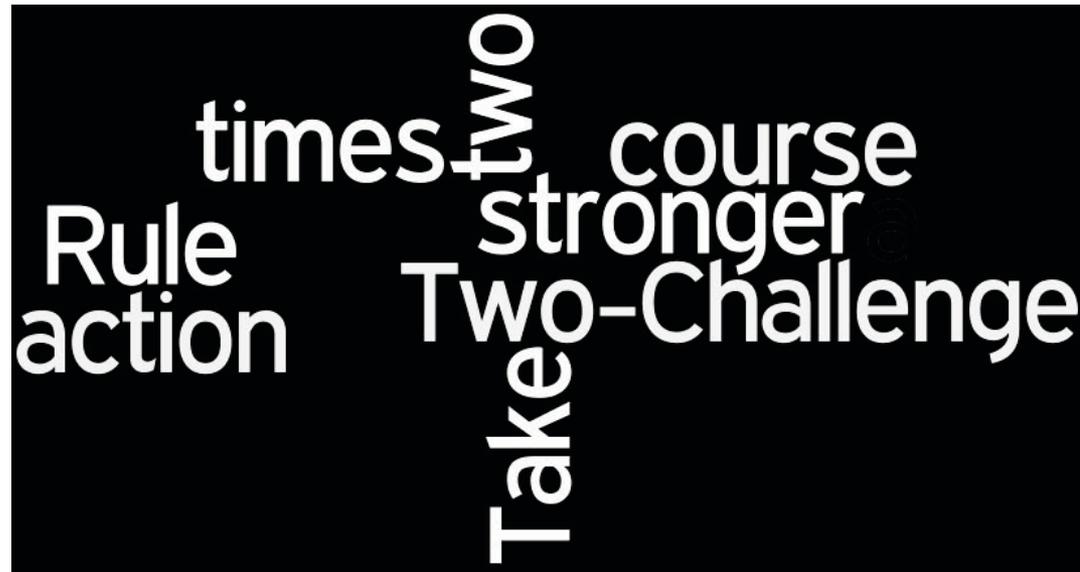
Two-Challenge rule

Personal Conflict
(Hostile and harassing behavior)



DESC script

Two-Challenge Rule

A word cloud on a black rectangular background. The words are in white, sans-serif font. The most prominent words are 'Two-Challenge' and 'stronger'. Other words include 'times', 'two', 'course', 'Rule', 'action', and 'Take'. The words are arranged in a somewhat circular pattern.

times two course
Rule stronger
action Two-Challenge
Take

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 the statement.
- If the outcome is still not acceptable:
 - Take a stronger course of action.
 - Use supervisor or chain of command.

Two-Challenge Rule

“Empower any member of the team to “**stop the line**” if he or she senses or discovers an essential safety breach.”

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

Please Use CUS Words

but *only* when appropriate!

- **C** – I am Concerned!
- **U** – I am *Un*comfortable!
- **S** – This is a Safety Issue!

Conflict Resolution

D.E.S.C. 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.

Ultimately, consensus shall be reached.

DESC-It



Let's "DESC-It!"

- Have timely discussion.
- Frame problem in terms of your own experience.
- Use "I" statements to minimize defensiveness.
- Avoid blaming statements.
- Critique is not criticism.
- Focus on what is right, not who is right.

Common Approaches to Conflict Resolution

Often used to manage conflict; however, typically do not result in the best outcome—

- **Compromise—**Both parties settle for less.
- **Avoidance—**Issues are ignored or sidestepped.
- **Accommodation—**Focus is on preserving relationships.
- **Dominance—**Conflicts are managed through directives for change.

Collaboration

- Achieves a mutually satisfying solution resulting in the best outcome.
 - **All Win!**
 - Includes commitment to a common mission.
- Meet goals without compromising relationships.

“True collaboration is a process, not an event.”

Mutual Support

BARRIERS

- Hierarchical Culture
- Lack of Resources or Information
- Ineffective Communication
- Conflict
- Time
- Distractions
- Workload
- Fatigue
- Misinterpretation of Data
- Failure to Share Information
- Defensiveness
- Conventional Thinking

TOOLS and STRATEGIES

- Brief
- Huddle
- Debrief
- STEP
- Cross Monitoring
- Feedback
- Advocacy and Assertion
- Two-Challenge Rule
- CUS
- DESC Script
- Collaboration

OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- Patient Safety!

Teamwork Actions

- Foster a climate supportive of task assistance.
- Provide timely and constructive feedback.
- Be assertive and advocate for the patient.
- Use the Two-Challenge rule, CUS, and DESC script to resolve conflict.
- Resolve conflict through collaboration—create a “Win-Win” situation.

“Those whom we support hold us up in life.”

–Marie von Ebner-Eschenbauch

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