

Mutual Support

"A chain is only as strong as its weakest link."
—Author Unknown

TeamSTEPPS®

AMRC
Advancing the Frontiers of Research and Quality
PATIENT SAFETY
TEAMS

TeamSTEPPS® Mutual Support

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

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PERFORMANCE

Leadership

Communication

Situation Monitoring

Mutual Support

KNOWLEDGE

SKILLS

PATIENT CARE TEAM

ATTITUDES

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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



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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.

“In support of patient safety, it’s expected!”



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Task Assistance



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Discussion: Task Assistance

- In which situations can task assistance be used?
- How can you make this a daily practice on your unit?
- How can you build it into your work environment to achieve a culture focused on resident safety?



“Ask for help...Offer help”



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What Is Feedback?

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

(Dickinson and McIntyre, 1997)



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Types of Feedback

- Can be formal or informal
- Constructive feedback
 - Is considerate and 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



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Characteristics of Effective Feedback

Good Feedback is—

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

“Feedback is where the learning occurs.”

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A Feedback Scenario

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 shear to the resident's skin can result when the resident is not positioned properly.

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Providing Feedback Effectively



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Advocacy, Assertion, and Conflict Resolution

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An 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. She says to herself, "No, I'm just in high school and working in the kitchen. It's not my place. Plus, who would believe me?"

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Advocacy and Assertion

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

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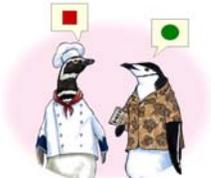
The Assertive Statement

- 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

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Conflict Resolution Options



Information Conflict
(We have different information!)

↓

Two-Challenge rule



Personal Conflict
(Hostile and harassing behavior)

↓

DESC script

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Two-Challenge Rule

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②



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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

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 and it requires immediate cessation of the process and resolution of the safety issue.

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Please Use CUS Words but *only* when appropriate!

I am **Concerned!**

C



I am **Uncomfortable!**

U



This is a **Safety Issue**

S

STOP!



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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

Ultimately, consensus should be reached.

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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
- Remember that critique is not criticism
- Focus on what is right, not who is right



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DESC Script in Action



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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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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



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Collaboration

- Achieves a mutually satisfying solution resulting in the best outcome
 - **All Win!** Resident Care Team (team members, the team, and the resident)
 - Includes commitment to a common mission
- Meets goals without compromising relationships

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

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BARRIERS	TOOLS and STRATEGIES	OUTCOMES
<ul style="list-style-type: none"> ■ Hierarchical Culture ■ Lack of Resources or Information ■ Ineffective Communication ■ Conflict ■ Time ■ Distractions ■ Workload ■ Fatigue ■ Misinterpretation of Data ■ Failure to Share Information ■ Defensiveness ■ Conventional Thinking 	<ul style="list-style-type: none"> Brief Huddle Debrief STEP Cross-Monitoring Feedback Advocacy and Assertion Two-Challenge Rule CUS DESC Script Collaboration 	<ul style="list-style-type: none"> ■ Shared Mental Model ■ Adaptability ■ Team Orientation ■ Mutual Trust ■ Team Performance ■ Resident Safety!

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<h3>Teamwork Actions</h3> <ul style="list-style-type: none"> ■ Foster a climate supportive of task assistance ■ Provide timely and constructive feedback ■ Be assertive and advocate for the resident ■ Use the Two-Challenge rule, CUS, and DESC script to resolve conflict ■ Resolve conflict through collaboration—Create a “Win-Win-Win” situation <p style="text-align: center; color: red;"> <i>“Those whom we support hold us up in life.”</i> —Marie von Ebner-Eschenbauch </p>		
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