

SECTION B

Chapter 4: Interprofessional Practice

Structured Workshop #1: “Team Visioning”

Team Coach Preparation Checklist

Interprofessional Collaborative Practice Survey (“Pre” Survey)

Team Coach Facilitation Guide

PowerPoint Slides and Notes

Team Participant Handouts

Chapter 5: Interprofessional Practice

Structured Workshop #2: “Enabling Team Vision”

Team Coach Preparation Checklist

Interprofessional Collaborative Practice Survey (“Post” Survey)

Team Coach Facilitation Guide

PowerPoint Slides and Notes

Team Participant Handouts

Chapter 6: Additional Activities and Resources

Next Steps for Team Coaches

Strategies for Workshop Adaptation (“What happens if...”)

Team Coach Self-Assessment Tool

Activities to Enhance Core Competencies

Additional Resources

References



Learning Objectives

Upon completion of *Chapter 4*

- **Interprofessional Collaborative Practice Survey:** With the consent of members of the healthcare team, you will give this survey to the team participants before *Workshop #1*. You can use this survey to collect pre-workshop information about interprofessional practices within your team, which can be used for evaluation purposes.
- **Team Coach Facilitation Guide:** This will help you understand how to implement each of the activities within the workshop. It outlines the topic, timing, objective, method, and resources required.
- **PowerPoint Slides and Notes:** These slides will provide you with detailed slide notes needed to deliver *Workshop #1*.
- **Team Participant Handouts:** This includes the *Team Coach Facilitation Guide*, the slide presentation, and exercises and activities with plenty of space for taking notes. The package of handouts is to be given to each team participant.

All of the materials for *Chapter 4* are included on the *Resource CD*:

- On the inside of the back cover you will find a *Resource CD* with digital copies of the materials in *Chapter 4* of this *Resource Manual for Team Coaches*.
- Providing digital copies of the exercises/handouts will allow you as a team coach to customize the materials for yourself and for each healthcare team member, as well as to easily reproduce as many *Team Participant Handouts* as are required. The *Interprofessional Collaborative Practice Survey (“Pre” Survey)* is provided in PDF format, and team coaches are requested not to make modifications to this resource.

Team Coach Preparation Checklist – Workshop #1

Entry & Coaching Agreement

- Overview initiative for the client (i.e., the manager of the staff team)
- Opportunity for Questions and Answers
- Coaching Agreement as per the *Team Coach Training Program* (see *Chapter 1*)
- Start to discuss dates/times

Team Introduction & Observation

- Check in with team and give brief introduction to the initiative
- Confirm workshop dates and times if possible. If it is not possible, it is a good idea to discuss next steps for finalizing dates/times. You may wish to book *Workshop #1* (4-hour workshop) and *Workshop #2* (2-hour workshop) at the same time

Preparing for Workshop #1

- With your team coach partner – decide who will take the lead on each topic and confirm timing. Plan when to provide the 45-minute meal break that is included in the 4-hour workshop
- Book the “Electronic Maze” (see *Introduction* for contact information)
- Book a room large enough for a suitable learning environment and for the “Electronic Maze” (10' x 10' plus space to move around the Maze)
- Book meal catering and audio-visual equipment as appropriate
- Arrange for flipcharts, tape and markers
- Print *Team Participant Handouts* (one per team participant) – the Handouts are available on the *Resource CD* and in this chapter of the *Resource Manual*

Interprofessional Collaborative Practice Survey (“Pre” Survey)

For the purpose of this survey, please reflect on your experiences within the *last month*. If a strong example comes to mind when you answer the questions, please reference the question number and provide the example in the comments section, being sure not to include information that can be traced back to you or a particular team member.

		Almost always	Most of the time	Less than ½ the time	Almost never
1	My colleagues from other disciplines treat me with respect.	1	2	3	4
2	I work with my team to make decisions based on consensus.	1	2	3	4
3	I accept ownership for resolving conflict with team members.	1	2	3	4
4	< s	1	2	3	4

Chapter 4

Chapter 5

Chapter 6

Team Coach Facilitation Guide: Workshop #1 “Team Visioning”

Reminder to Team Coaches:

Lay out the “Electronic Maze” (the mat) and test it. Set up the audio-visual equipment, and place the Maze “Rules” on the flipchart a ½ hour before the beginning of the Workshop!

Topic	Timing & Responsibility	Main Points/Objectives	Method for Facilitation	Resources/Handouts
Introduction and Context				
Introduction to the Initiative and Context (Slides 1-4)	20 min Name: <input type="text"/>	Provide background information to facilitate understanding	Facilitator to review general information about the initiative	See PowerPoint Slides and Notes “Interprofessional Collaborative Practice Survey” (found on www.aacn.edu) “Team Coach Facilitation Guide” handout
*Setting Group Norms (Slide 5)	5 min Name: <input type="text"/>	Determine group norms and plans Discuss confidentiality and opt on for break	Group discussion	See PowerPoint Slides and Notes
Electronic Maze and Team Building				
*Electronic Maze/Team Building (Slides 6-11)	50 min Name: <input type="text"/>	Illuminate individual and team styles and team building	Group discussion following activity	Maze/Mat Flipchart and markers to keep track of the budget/score
Pair Interviews and Debrief				
*Creating change and Introduction to Appreciative Inquiry (Slides 12-16)	10 min Name: <input type="text"/>	Share knowledge regarding this approach to creating change and way of being	Presentation and discussion of how this method will be used	See PowerPoint Slides and Notes
Break/Pair Interviews (Slides 17-19)	20 min Name: <input type="text"/>	Reflect on, and share, stories of positive experiences staff have had in their careers generally, with interprofessional practice, and in the healthcare teams	Pairs of individuals take turns doing approximately 10-minute interviews	See PowerPoint Slides and Notes “Step #1: Creating a Vision - Pair Interviews” handout “Interview Guide” handout

Topic	Timing & Responsibility	Main Points/Objectives	Method for Facilitation	Resources/Handouts
Interview Debrief (Slide 20)	20 min Name: <input type="text"/>	Individuals share stories with the group from their partner's interview	Group discussion	Flipchart and markers to record themes from group discussion "Interview Debriefing" handout
Imagining Success				
*Imagining success (Slide 21)	15 min Name: <input type="text"/>	Individuals write an article about successes of the team one year into the future	Individual activity	"Imagining Success" handout
*Imagining Success Debrief (Slide 22)	20 min Name: <input type="text"/>	Elicit common themes from group articles Develop bold statements	Divide team into two smaller groups Group discussion	See PowerPoint Slides and Notes Flipchart and markers "Imagining Success Debriefing" handout
Creating a Vision & Closing				
* Creating our Team Vision (Slide 23)	25 min Name: <input type="text"/>	Present bold statements to entire team Identify common themes and develop a clear vision for the future of the team	Group discussion	See PowerPoint Slides and Notes "Team Vision" handout Flipchart to develop and display final vision
Closing (Slide 24)	10 min Name: <input type="text"/>			Meal Break 45 min
	Name: <input type="text"/>			Total Time 240 min (4 h)

*** Topics marked with an asterisk (*) are particularly important and are the sections to focus on, should time become limited.**

PowerPoint Slides and Notes for Workshop #1



enhancing
interprofessional
practice

through
team coaching in
healthcare settings

Workshop
#1

**TEAM
VISIONING**

Adapted from "Enhancing Interprofessional Practice through Team Coaching in Healthcare Settings", developed by St. Joseph's Health Centre and The Potential Group



Workshop #1
Team Visioning

Opening ~Workshop Purposes~

To explore the best aspects of your team and what has made your work a success

To identify a common vision for the future

To decide on concrete next steps



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Purpose – To clarify the purposes of this workshop.

Say – “The purposes of this workshop are...”.



The Context for this Work

Workshop #1
Team Visioning

The Context for our project



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Purpose – To explain the rationale and background of the project.

Say TmsTTmTc9647o.1Td 0Td 7TamsTAc9647o.1Td 0Td 8T, one4 1 St. Jundph7o.2s community partners.7o.4 c

Workshop #1
Team Visioning

Workshop #1
Team Visioning

The Electronic Maze

Objective:

Every person must cross the Maze without setting off any alarms

Rules:

You have earned an initial budget of \$25 million. If everyone safely crosses within 25 minutes, you receive a \$10 million bonus

Overhead costs are \$1 million per minute

\$1 million bonus for each person that successfully crosses the Maze

No penalty for setting off alarm if you are making progress

\$1 million penalty for alarm when returning to the beginning

\$1 million penalties may be assessed for miscellaneous violations (see conditions in next 2 slides)



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Purpose – To clarify the objective and rules of “The Electronic Maze” activity.

Say – “The objective of the exercise is for you to find a safe path through the Maze without setting off any alarms.”


Say – “The rules of The Electronic Maze include (read bullet points above)...”.



Workshop #1
Team Visioning

The Electronic Maze

The Maze experience...



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Purpose – To move the team into and through the Maze Experience.

Do – Take notes to capture behaviours and responses that you see throughout, to help you with the debriefing. (Don't interpret the behaviours). Divide your notes into "planning phase", "first phase" and "after the change" to help with the debriefing conversation.

Do/Say – If in the planning phase someone jumps on the Maze, let them know they can no longer talk.

Do – When approximately half of the group successfully crosses the Maze, pull the plug on the control box to change the "safe" pattern of the Maze. Make note of the diverse responses you notice.

Say – "Penalty" each time they violate one of the conditions.

Do – Keep track of the \$ in the "+" and "-" columns. In the "-" column keep track of \$1 million for each minute that passes, as well as for violations of conditions. In the "+" column keep track of each person that successfully crosses the Maze.

Do – Trust your instincts to tell you if it makes sense to give them 3 or 4 extra minutes (or

Workshop #1
Team Visioning

The Electronic Maze ~Debrief~

What happened? ➤

So what? What do we learn from this? ➤

Now what? What might the implications be for us as we continue to work together? ➤



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Purpose – To debrief the learnings from The Electronic Maze experience.

Say – “Let’s debrief this experience one phase at a time. Let’s start with the planning phase:

- What happened in the planning phase?
- What supported your success?
- Was everyone clear on the plan? (How did you know that?)”

Say – “Now let’s debrief the first phase:

- What was it like to be on the Electronic Maze?
- What team behaviours helped? (Were there any collaborative behaviours that helped?)
- What made you feel most supported?
- How did you share information most effectively?
- How did your plan roll out?
- What best practices did you see in the face of setbacks? What innovative behaviours did you see?”

Say – “Now let’s explore what happened after the change:

- What did it feel like when the change happened?
- What impact did the change have on your team dynamic? On you as an individual?
- Is this similar to what happens to us in real life? How so?”

Say – “So what do we learn from this?”

Say – “Now what are the implications for action that come from these learnings? What actions do we commit to?”

- How do we want to work together to be at our best?”

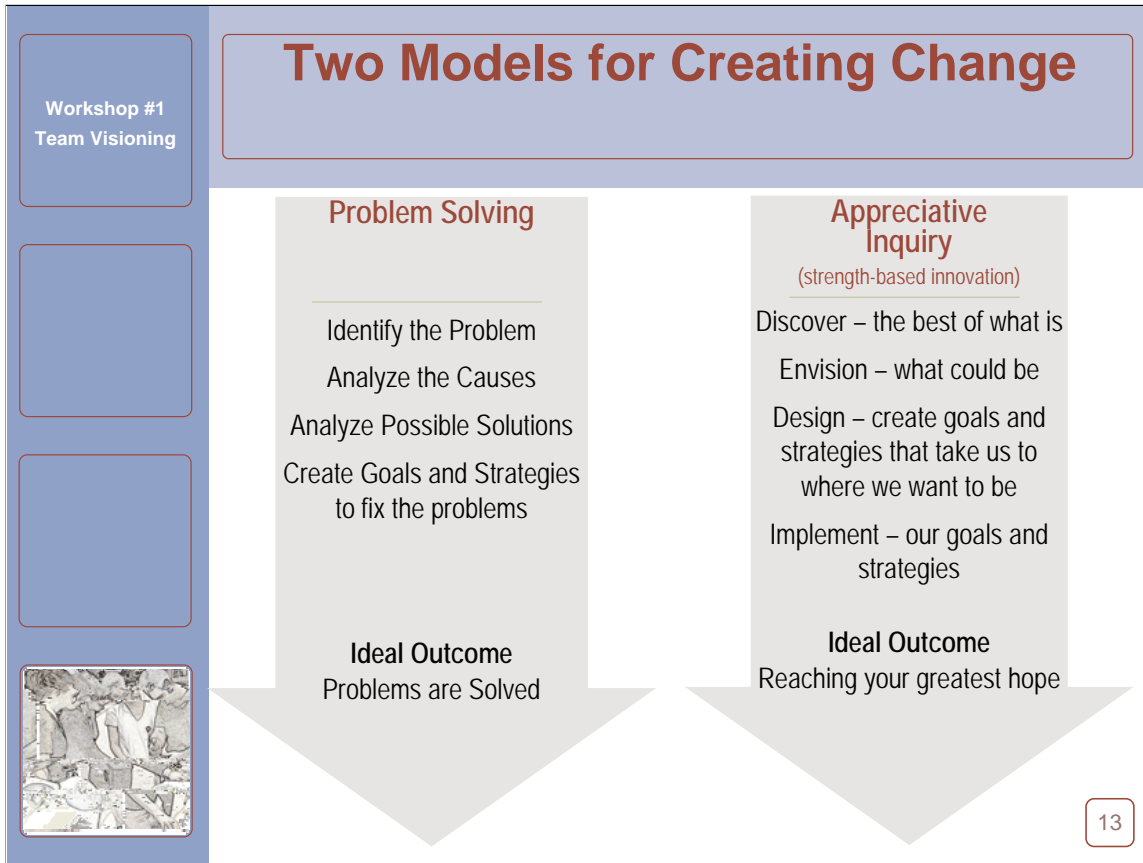
Workshop #1
Team Visioning

Team Visioning



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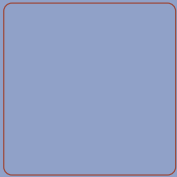
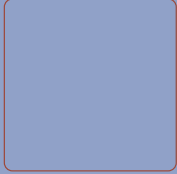
Purpose – To identify and differentiate two distinct processes for creating change. To identify that each process has its purpose within the healthcare system.

Say – “With Problem Solving the basic assumption is: An organization has a problem to be solved. This approach focuses on fixing problems.

Problem Solving is a model used to resolve issues that are ‘not working’. It is the approach that is used most frequently in the healthcare system.”

Say

Workshop #1
Team Visioning



What about the problems?





Problem Solving

Ideal Outcome
Eliminate problems

Appreciative Inquiry

Ideal Outcome
Reaching your highest hope
of how you want it to be

Workshop #1
Team Visioning




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Workshop #1
Team Visioning

Why Create a Common Vision?

Provides context and clarity for the work
Upgrades the work to a higher purpose
Mobilizes energy in the team and organization

When a team chooses a future together the results can be extraordinary!



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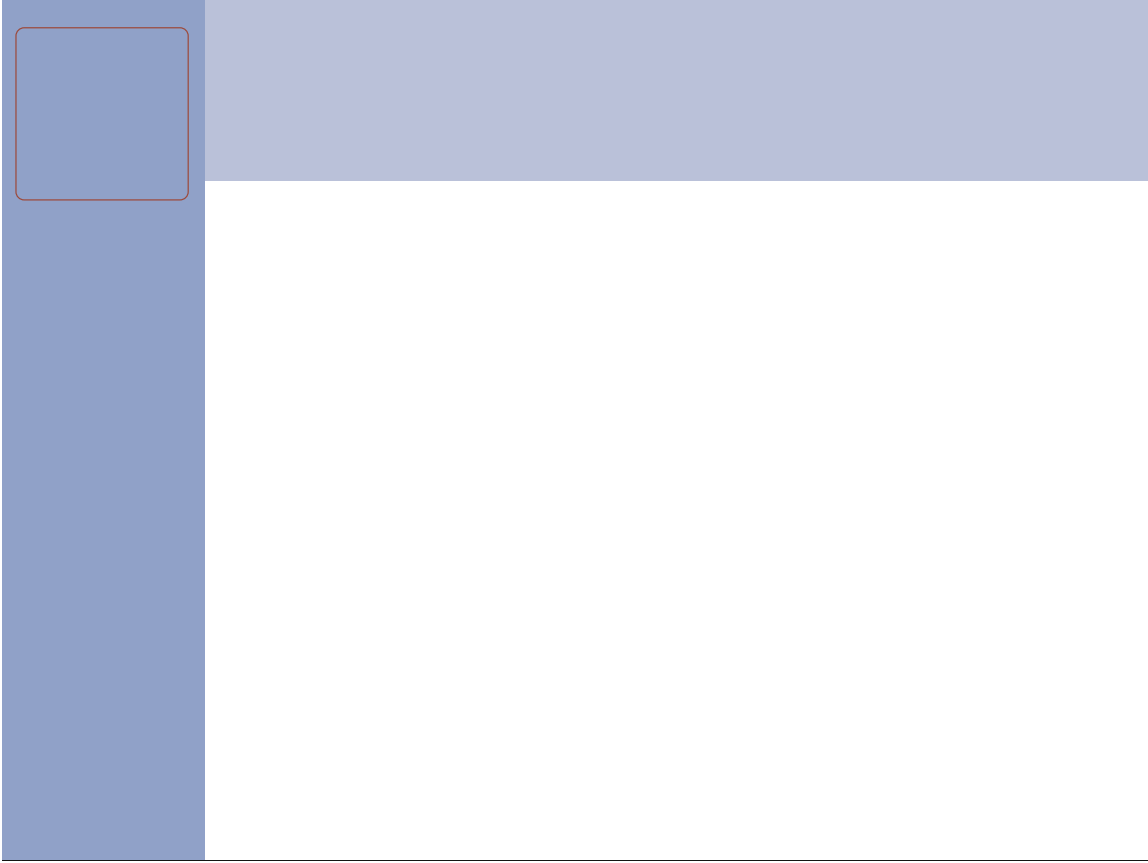
Purpose – To inform/remind participants about the benefits of creating a common vision.

Say – “This is why we are taking this time to pull together to create a common vision for your team...”.

Say – “To clarify the distinction between a ‘vision’ and a ‘mission’, one way of looking at

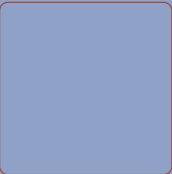
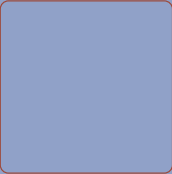
<p>Workshop #1 Team Visioning</p>	





Workshop #1
Team Visioning

Workshop #1
Team Visioning



Imagine... ~Imagining Success Individual Exercise~

Imagine it is one year from now and you have achieved all the results you wanted and more on your team. You are feeling extremely proud of your accomplishments. The impact you are having on clients and the work environment have exceeded anything you could have hoped for.

Write a short article that covers:

Your accomplishments over the past year that have made the most difference.

- How are clients and families describing the care they are receiving?
- How are staff describing what it's like to work here today?
- What new relationships, practices, processes or interactions are happening now that are making the most difference for you and your patients/clients?

(be creative and just begin writing – try not to edit – go with your gut)

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Workshop #1
Team Visioning

Closing

Are there any action steps you want to commit to as you move towards your vision?

Timeline for coaches to send meeting outputs to the team

What are you most excited about moving forward from this meeting?

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⌚ Time –10 minutes (Slide 24)

Purpose – To close the visioning meeting

Sa – “We will send you the outputs of this meeting (bold statements, vision and action items/accountabilities) by (commit to specific date).”

Say – “We will be back in approximately a month to hear how you are progressing on your next steps and to talk about sustaining the momentum towards your vision.”

Askm– “In closing, what are you most excited about moving forward from this meeting?”

Materialsm–“Closing” found in Workshop #1 Team Participant Handouts.

Do – Take a 45-minute meal break

Team Participant Handouts Workshop #1

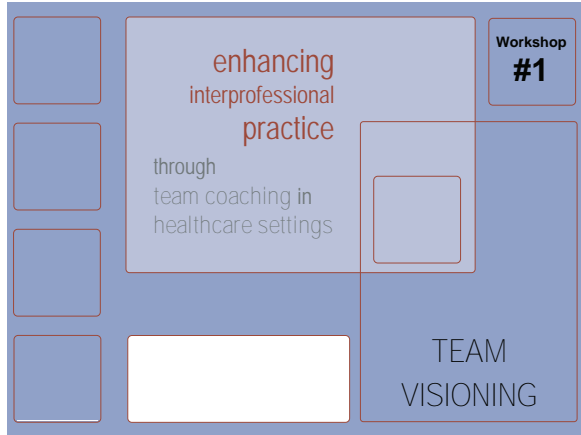
Workshop #1

Team
Participant
Handouts

Team Coach Facilitation Guide
Slides for Workshop #1
Step #1: Creating a Vision
- Pair Interviews
Interview Guide
Interview Debriefing
Imagining Success
Imagining Success Debriefing
Team Vision
Closing



Topic	Timing &			



Slides for Workshop #1 [2 of 8]

Workshop #1
Team Visioning

The Context for this Work


The Context for our project

4

Workshop #1
Team Visioning

Agreements


- ∅ Listen to yourself and each other
- ∅ Share experiences, perspectives and insights
- ∅ Honour where you are
- ∅ Honour where others are
- ∅ Others?



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Workshop #1
Team Visioning

Team Learning in Action ~The Electronic Maze~



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Workshop #1
Team Visioning

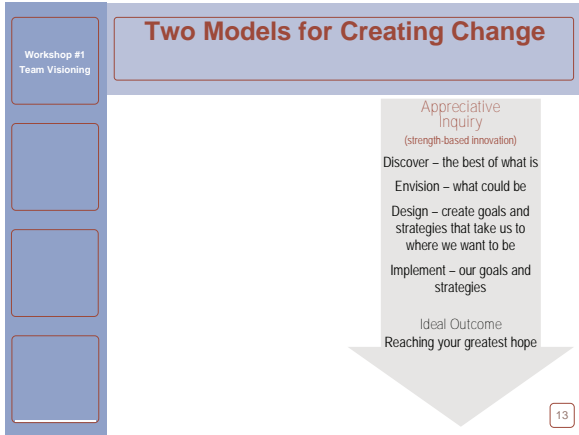
The Electronic Maze

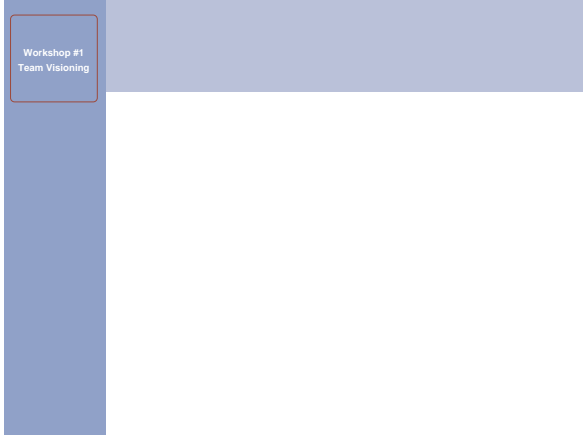
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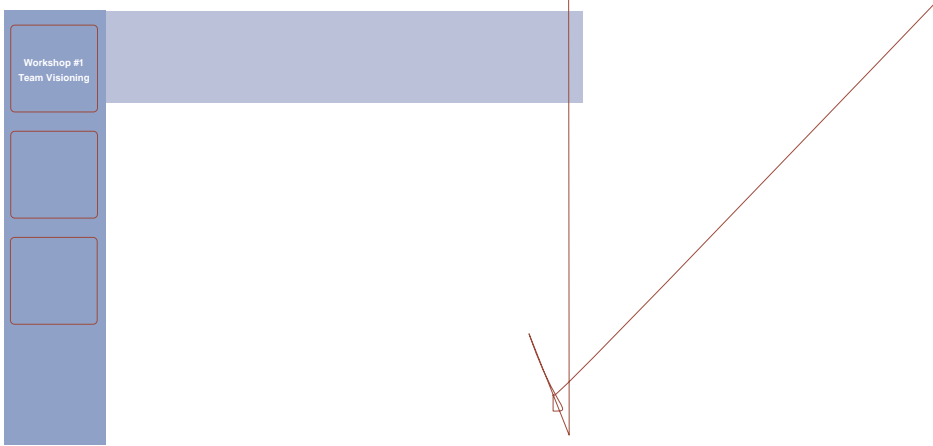
Chapter 4

Chapter 5

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Workshop #1
Team Visioning

Debriefing at the Table (2 groups)

- ∅ Go around the table and read your responses
- ∅ Listen carefully to the responses and take note of what interests or inspires you most – jot down words or phrases that resonate with you
- ∅ Ask everyone to share what they jotted down – listen for what you all agree on or have energy for
- ∅ Create a summary of what your team would like to create and achieve in the future. Be bold and create statements that would really inspire you and your peers and colleagues
 - ☒ Create up to 3 bold statements (e.g., We will be THE centre of excellence for...)
 - ☒ Create a creative illustration of the sentiment you want to express
 - ☒ Present your bold statements

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Workshop #1
Team Visioning

Our Vision

(Record your Team Vision here)

∅

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Workshop #1
Team Visioning

Closing

∅

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Step #1: Creating a Vision - Pair Interviews [1 of 1]

Pair Interviews

- Find a partner to work with
- Choose an 'A' and a 'B'
 - 'A' will be the interviewer. He/she will ask their partner the questions in the interview guide
 - 'B' will be the interviewee. Answer in full detail

** After 10 minutes, change roles and repeat

Interviewer Guidelines

- Read the "Interview Guide" exactly as it is written
- Expand on each question - get curious
- Ask your partner additional questions if you wish

** Watch the time (take the full 10 minutes)

Interview Guide [1 of 2]

Question 1: Tell me about your beginnings in healthcare. What first attracted you to this work? What initial experiences reinforced your commitment to this field?

Answer:

Question 2: We've all had our ups and downs in our work in healthcare, but there are moments when we feel alive, vibrant and inspired by our work. Think about a positive moment on a team you were on. Tell the story. Describe it in detail. What was happening? What made this a highlight for you?

Answer:

Interview Guide [2 of 2]

Question 3: When your healthcare team was functioning and collaborating at a high level, what ways of working together (supports, process, structures, etc.) support the team to function at its best? What makes it possible?

Answer:

Question 4: When you think about the future, imagine you had 3 wishes that would make a difference for our patients/clients and ourselves as healthcare providers. What would you wish for and why?

Answer:

Interview Debriefing [1 of 1]

- Sit with your partner in a table group
- Share one or two compelling stories that came out of your interview

What do these stories teach us about our team's current strengths?

Answer:

What hopes and wishes do you have for the team in the future?



Imagining Success [2 of 2]

Article:
(Continued)

Imagining Success Debriefing [1 of 1]

- Go around the table and read your Imagining Success Articles
- Listen carefully to the responses and take note of what interests or inspires you most – jot down words or phrases that resonate with you
- Ask everyone to share what they jotted down – listen for what you all agree on or have energy for
- Create a summary of what your team would like to create and achieve in the future

Be bold and create statements that would really inspire you and your peers and colleagues:

- ✓ Create up to 3 bold statements (e.g., We will be THE centre of excellence for...)
- ✓ Create a creative illustration of the sentiment you want to express
- ✓ Present your bold statements

Bold statements:

Team Vision [1 of 1]

Record your team vision here.

Team vision:

Closing [1 of 1]

Question 1: What action steps do you want to commit to as you move towards your vision? (clarify accountabilities and timelines)

Answer:

Question 2: What is the timeline for coaches to send meeting outputs to the team?

Answer:

Question 3: What are you most excited about moving forward from this meeting?

Answer: