



Co-Lead

## ABOUT THIS MODULE



**EMOTIONAL SUPPORT IN TEAMS**



## EMOTIONAL SUPPORT IN TEAMS

### What is the goal of this module?

The aim of the session is for the team to reflect on, learn about, and discuss emotional support for staff following traumatic or adverse events. After the session, team members should feel more equipped to support each other when needed and have generated ideas for increasing and sustaining awareness of second victims within the team.

### What is the collective leadership focus of this module?

- **Shared mental models and shared understanding**
- **Engagement of all team members**
- **Recognising and valuing contribution of others**

### What areas of team behaviour does this module focus on?

- **Enhanced collaboration**
- **Motivation towards goals**
- **Cohesion and coordination**

### Who is this module for?

**All team members.** Every member of the team can provide support to colleagues in times of difficulty, and the tools in this module can enhance this process.

### What is the patient safety impact of this module?

Adverse events during work may have an emotional toll that impacts on staff's professional and personal lives, reducing their ability to provide excellent care.<sup>1</sup> Ensuring that adequate emotional support is given to team members following traumatic or adverse events will enable them to recover quickly and use the experience to strengthen their working practice in future.

### References

1. Serou N, Sahota L, Husband AK, et al. Systematic review of psychological, emotional and behavioural impacts of surgical incidents on operating theatre staff. *BJS Open*. 2017;1(4):106–113. Published 2017 Oct 26. doi:10.1002/bjs5.21





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## SESSION OUTLINE



**EMOTIONAL SUPPORT IN TEAMS**



## EMOTIONAL SUPPORT IN TEAMS

### SESSION OVERVIEW

- Purpose:** The aim of the session is for the team to reflect on, learn about and discuss emotional support for staff following traumatic or adverse events.
- Timing:** 60 min.
- Setup:** Introduction > Video and reflection > Presentation > Communication exercise > Discussion
- Outcomes:** After the session, team members should feel more equipped to support each other when needed and have generated ideas for increasing and sustaining awareness of second victims within the team. The team will generate a content for a poster in order to improve the emotional support among team members
- Facilitators:** 1 team members to facilitate; 1 team member to act as scribe to record ideas, discussion points, and outputs.

### ADVANCE PREPARATION

- Equipment:** Laptop/phone, internet connection, a quiet space, pen and paper. The provided slideshow on display through screen sharing.
- Materials:** Facilitator presentation. Handout with communication prompts, story cards and poster examples and templates shared ahead of the session through email.
- Room:** Zoom (Premium Account for security) or Skype.
- Attendees:** All team members and available stakeholders should be invited to participate remotely via teleconference. If they are unable to attend, they may be asked to pre-submit input for discussing emotional support. In such cases, session materials should be shared in advance via email.





## EMOTIONAL SUPPORT IN TEAMS

### START OF SESSION

#### 1) Introduction (5 min.)

Introductions if new people attend, and a brief explanation of the aim of Co-Lead (introducing Collective Leadership to healthcare teams to improve Safety Culture). Set the 'ground rules' – use first names, value all voices, encourage all to bring skills and talents to the table etc.

Give an update on what the project has achieved so far and what progress is being made.

State the aim of today's session - for the team to reflect on, learn about and discuss emotional support for staff following traumatic or adverse events.

#### 2) Video and reflection(5 min.)

Watch the following video from the HSE about a nurse administering adrenaline to an infant through the wrong line.

<https://www.hse.ie/eng/about/qavd/incident-management/patient-safety-voices.html> (The video is embedded in slide 2 of the power point presentation. If accessing via the link, click on the 3rd story – "Barry").

After watching the video, ask team members to reflect individually on what colleagues and managers could have done to support the nurse following the event, and how his experience might have been different with adequate support. Team members are not required to share at this point.

#### 3) Presentation (10 min.)

Introduce the team to important concepts and models for providing support for the second victim, using **session slides 3-9**.

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## EMOTIONAL SUPPORT IN TEAMS

### 4) Group exercise (20 min.)

Divide the team into groups of three using zoom “breakout rooms” functionality of zoom for this communication exercise. Each group should have three different story cards and the ASSIST-ME handout for support. The exercise is described in **slide 10**.

The team chooses one of the story cards to start with, and each team member will take on one of the following roles:

#### 1) The second victim

- One person takes the perspective of the affected **staff member** as described in the story card (if there are multiple affected staff members in the story, the individual decides which staff member).
- The “second victim” attempts to put themselves in the shoes of the affected staff member in the story.

#### 2) The colleague

- The second person takes on the role of a colleague of the affected staff member.
- The “colleague” attempts to support them, using the ASSIST-ME model and general empathy

#### 3) The observer

- The third person takes on the role of observer.
- This person observes without interfering, potentially taking notes, noticing what works and does not work.

Team members will carry out a supportive conversation between the second victim and the colleague, using the ASSIST ME handout and general empathy. After a couple of minutes of supportive communication, the observer prompts the “second victim” and the “colleague” to reflect on the experience and certain aspects of the conversation by asking questions, for example “how would you encourage your colleague to seek further support?”, “could you have asked x differently?”, or “how did you feel when asked y?”. The observer does not give feedback or advice. His/her role is to ask questions to prompt reflection. After five minutes, the exercise is repeated with new story cards/new roles.

*Facilitator note: All group members do not need to try all roles. The exercise should be repeated at least twice. If time allows, suggest that groups do a short debrief after the exercise, collectively reflecting on and discussing how the two different stories called for different needs for support.*

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## EMOTIONAL SUPPORT IN TEAMS

### 5) Team discussion (20 min.)

Display the Emotional Support in Teams poster example and template using screensharing. Explain to the team that today's outcomes (i.e., team agreement on how we can best support each other) will be added into a poster to increase team awareness and as a prompt to encourage provision of emotional support.

*Facilitator note: Ask the scribe to take responsibility for taking notes and adding the team notes into the digital poster template and distribute the final product to the whole team (by e-mail and/or display of the poster, or whichever way is appropriate for the team).*

The team should discuss the following questions to generate content for the poster:

- Which resources/support systems are currently available in the team/hospital to provide support for second victims?
- What should we say to/what questions should we ask our colleagues who have been involved in adverse/traumatic events?
- What else can we do to improve the emotional support within the team?
- Are there any factors impeding support for second victims in our team? If so, how can we improve it?
- **Agreement on poster content (questions/prompts)**



### 6) Close of session (5 min.)

The scribe should collate notes. It is their responsibility to add them into the poster template and distribute the result to the team. The poster can be modified in any way the team sees fit (both content and layout).

Let people know the time/date and topic of the next Co-Lead session.