



Co-Lead

## ABOUT THIS MODULE



**REMOVING FRUSTRATIONS /  
BLOCKERS**



## REMOVING FRUSTRATIONS / BLOCKERS

### What is the goal of this module?

In this module, teams will develop a map of their operational processes and identify areas that could be improved, as well as the barriers and enablers of improvement. They will also decide upon how to incorporate regular check-ups on frustrations and blockers into team meetings and commit to action to resolve them.

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

- **Engagement of all team members**
- **Recognising and valuing contribution of others**
- **Sharing leadership roles and responsibilities**

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

- **Cooperation between team members**
- **Cohesion and coordination**
- **Cross-monitoring**

### Who is this module for?

**All team members.**

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

Frustrations in our daily job can build up and lead to safety issues. They can sap our energy and make us less efficient in our work. An accumulation of frustrations can create hazardous working conditions and may over time lead to demotivation and burnout.<sup>1</sup> It is important to identify these frustrations early on and act to remove the ones which are within our control. Items from the list of frustrations can be assessed to see if they also need to be included on the organization's 'Hazard / Risk Registry'.

Empowering staff to identify enablers or suggest ways of improving work processes are important to maintain staff motivation and engagement. However, equally important is a process for acting on those suggestions. Building processes for dealing with frustrations and acting on enablers or suggestions for improvement should be built into existing meetings and organisational reporting structures where possible.

### References

1. de Lima Garcia C, Bezerra IMP, Ramos JLS, do Valle JETMR, Bezerra de Oliveira ML, Abreu LC. Association between culture of patient safety and burnout in pediatric hospitals. PLoS One. 2019 Jun 24;14(6):e0218756.





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## SESSION OUTLINE



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### SESSION OVERVIEW

- Purpose:** To remove anything that frustrates people in their daily role or blocks them from performing their tasks efficiently. The team will develop a process for acting on frustrations and implementing suggestions for improvement.
- Timing:** 60 min.
- Setup:** Introduction > Group exercise > Facilitated discussion > Action planning > Feedback
- Outcomes:** A process map of operational processes (e.g. patient pathways) that could be improved and a list of barriers / enablers to that process. Decision on how to incorporate a regular check on frustrations and suggested enablers into team meetings. Team commitment to address frustrations.
- Facilitators:** 1-2 team members to facilitate; 1 team member to record ideas, discussion points, and outputs.

### ADVANCE PREPARATION

- Equipment:** Computer, stable internet connection, Zoom account, Google Sheets document (shared with the team prior to the session).
- Attendees:** All team members can attend remotely using the Zoom connection details
- Facilitators:** Using Google Sheets, document the current operational process - e.g. a typical patient pathway through the ward / unit / department could be mapped out for the team to highlight their frustrations or potential enablers somewhere along this path.
- The names and processes for the current reporting systems in operation for the following issues need to be identified to serve as a reference point for discussion on frustrations / enablers that might be best dealt with through one of these channels:
- Incident / accident reporting
  - Hazard identification
  - Staff abuse or bullying
  - Staff rights / supports / employee assistance programmes
  - Health and occupational safety reporting systems for staff injury





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### START OF SESSION

#### 1) Welcome and introduction (5 min.)

Introductions (names and roles) if new team members are attending. Give a brief introduction to Co-Lead - introducing Collective Leadership to healthcare teams to improve patient safety culture.

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

Give the introduction and aim of this intervention session - to remove anything that frustrates people in their daily role or blocks them from performing their tasks efficiently.

#### 2) Frustrations and enablers exercise (15 min.)

Ask the team to open the Google Sheets document which presents the current operational process in the organisation (emailed to the team prior to the session). Discuss and expand the process map presented. Detail who was responsible for creating the map and state that their different perspectives may help improve or amend the map.

Invite the team to note barriers/blockers/frustrations to the process. Ask participants to change the text colour to red to highlight the barriers to the process.

Invite the team to note facilitators/enablers or suggestions for what might help the process run smoothly/work. Ask participants to change the text colour to green to emphasise the enablers to the process.

Let team members know they can write as many frustrations and enablers as they wish.

Give the team at least 5 minutes to document barriers/frustrations and facilitators/enablers.

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### 3) Facilitated discussion on process and frustrations / enablers (20 min.)

The facilitator goes through the process map and the frustrations/enablers and highlights some of them as examples. The facilitator checks if there are any 'hot spots'/problem areas in the process map where there are a lot of red text (barriers) and any parts of the process where there are lots of green text (enablers).

Afterwards, the facilitator facilitates a discussion on what the team might do to remove the frustrations or implement enablers in these areas. The team should agree on the most common or salient frustration and enabler they would like to work on. Then seek a volunteer pair to take on this issue and report back on progress to resolve or implement a solution. If there are issues which the team feel are outside of their control, the team should discuss which existing reporting processes in the organisation can deal with these types of frustrations, enablers or suggestions for improvement.

### 4) Course of action (10 min.)

The team should now consider what existing team meeting or forum might be the best place to do a regular brief check on frustrations/enablers and facilitate a 'volunteer and report back' process.

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

Give brief feedback on the session. Encourage team members to send any notes or suggestions by email to maintain a record of the discussion. Thank everyone for attending and let people know the time/date and topic of the next Co-Lead session.

