

TBC@UBC Network

February 29, 2024

The Space Between: Quality Improvement in Team-Based Care to Address Critical Incidents in a Victoria Urgent and Primary Care Centre (UPCG)

About the session

Addressing critical incidents in team-based care requires special attention to roles and relationships in the team. The space between professions – communication, processes, role clarification, conflict resolution, collaborative leadership – is integral to quality improvement in team-based care. Participants highlighted the need for explicit training in team communications amongst primary care providers within a team in order to optimize patient safety.

The session was facilitated by Christie Newton, TBC@UBC Network Facilitator.

Presenters

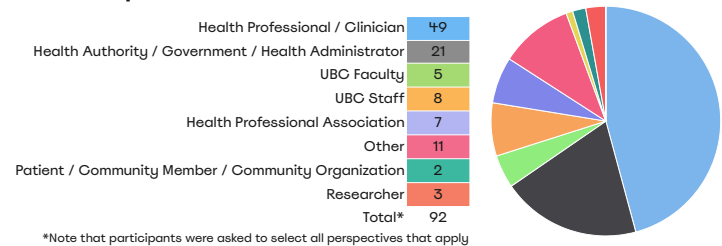
- Dr. Thuy-Nga (Tia) Pham, Co-Medical Director, South Island Urgent and Primary Care Centres, Island Health
- Jennifer Matheson Parkhill, RN, Site Director, South Island Urgent & Primary Care Centres, Island Health
- Estephanie Acebedo, Clinical Nurse Leader for the South Island Urgent and Primary Care Centers
- Nikki (Michelle) Bourgeois, Clinical Nurse Educator, Primary Care Clinical Support Team, Island Health

Session format

- Welcome and introduction
- Panel presentations
- Closing
- Breakout Room discussions (summary below)

The session recording is available on the UBC Health YouTube channel in the [Team-Based Care playlist](#).

Participants



The [TBC @ UBC Network Collaborative Space](#) is a hub for members to add their thoughts and ideas on what the next steps for the network should be and how to mobilize action. Members can post their comments in the columns with questions, reply to the comments of other members, and/or click the 'thumbs up' to indicate agreement with members' posts. The collaborative space also includes links to network event recordings and session summaries.

About the TBC@UBC Network

The TBC@UBC Network, supported by UBC Health, convenes health professionals and leaders, community members, academics, and policymakers to bring forward questions and ideas important for team-based care in BC. The network supports province-wide efforts to enhance team-based care in BC, by enabling participants to learn from each other and connect their efforts, and engaging UBC's potential to contribute education, research, evaluation, and knowledge translation. Each network event applies a different lens to the themes of research, pedagogy, and practice innovation. To participate in future network activities, or to learn more, visit health.ubc.ca/tbc.

Discussion Themes & Resources

Key Learnings

1. Prioritizing psychological safety in team settings supports open conversations
2. The fishbone diagram is a tool to review systems of prevention and safety rather than individual factors
3. Role clarity and use of critical language are key to support communication in critical situations
4. Ongoing work is required to embed a foundation of trust and openness across teams

Education and Learning in TBC Environments

- To involve learners successfully in a debrief, it is important to listen to each person's perspective without judgment, and encourage people to feel free to talk.
- Psychological wellbeing and safety is vital and should be a priority for leadership.
- In a debrief of a difficult situation it is helpful to hear every team member's experience and to plan the next steps as a team.
- Involving patients in debrief can be difficult logistically but has been found to be a worthwhile and cathartic experience.
- Clinic leaders have demonstrated steps to build psychological safety in an incident debrief by highlighting respect and preventing blame of individuals.

TBC in Research Settings

- How TBC is quantified will impact how data can be used to assess its success and will influence which indicators and parameters are used.
- Approaches may differ for evaluation and care when teams are not co-located. Tools to enable virtual collaboration spaces can help manage these differences.
- The fishbone diagram removes emotions from evaluating an incident and provides a structured approach.
- Debriefing can examine both positive and negative outcomes.

Practice Innovation and TBC

- Reviewing critical incidents as a team can support team building and positively influence trust within the team.
- Giving time between the incident and a team's debrief can enable reflection and better understanding of the incident.
- Team debriefs create important opportunities to challenge implicit bias in team culture, e.g. building cultural humility and safety.

Resources Shared

Websites

- The Primary Care Team Guide - www.improvingprimarycare.org
- University of Calgary Team Scheme - <https://blackbook.ucalgary.ca/about/team-scheme/>
- A Guide to Building Psychological Safety on Your Team, Rakshitha Arni Ravishankar - <https://hbr.org/2022/12/a-guide-to-building-psychological-safety-on-your-team>

Publications

- Bodenheimer T. Building Powerful Primary Care Teams. Mayo Clin Proc. 2019 Jul;94(7):1135-1137. doi: 10.1016/j.mayocp.2019.05.017. PMID: 31272561.
- Donnelly C, Ashcroft R, Mofina A, Bobbette N, Mulder C. Measuring the performance of interprofessional primary health care teams: understanding the teams perspective. Primary Health Care Research & Development. 2019;20:e125. doi:10.1017/S1463423619000409
- Leonard M, Graham S, Bonacum D. The human factor: the critical importance of effective teamwork and communication in providing safe care. BMJ Quality & Safety 2004;13:i85-i90.
- Kingston-Riechers J, Ospina M, Jonsson E, Childs P, McLeod L, & Maxted J. (2010). Patient Safety in Primary Care. Edmonton, AB: Canadian Patient Safety Institute and BC Patient Safety & Quality Council. https://bcpsqc.ca/wp-content/uploads/2018/03/Primary_Care_2010_english_FINAL.pdf