



section B



application & resources



SECTION B

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Interprofessional Collaborative Practice Survey (“Pre” Survey)

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References



Chapter 4: Workshop #1 “Team Visioning”



Learning Objectives

Upon completion of *Chapter 4*, team coaches will be more aware and able to:

- ✓ Facilitate a team building exercise called the “Electronic Maze”
- ✓ Assist healthcare teams in identifying their strengths and highlighting current coping strategies for change
- ✓ Use the “Appreciative Inquiry” approach to create a shared team vision

In *Chapter 4*, you will find copies of the materials required to successfully deliver the *Interprofessional Practice Structured Workshop #1 “Team Visioning”*. The purpose of this workshop is to facilitate the creation of a shared team vision. The materials include:

- **Team Coach Preparation Checklist Workshop #1:** This checklist will remind you of important things to remember and do before running the workshop, for example, the coaching agreement, team introductions, logistics, materials, equipment, and evaluation of the workshop.

- **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*
- Print *Interprofessional Collaborative Practice Survey (“Pre” Survey)* for evaluation, if applicable (one per team participant). The Survey is available on the *Resource CD* and in this chapter of the *Resource Manual*
- Confirm attendance

Delivering Workshop #1 – “Team Visioning”

- Introduce initiative
- Get consent and administer the pre-intervention *Interprofessional Collaborative Practice Survey (“Pre” Survey)*, if applicable
- Deliver the Team Visioning workshop as taught in the *Team Coach Training Program*
- Confirm date, time, and location of *Workshop #2* if you have not done so already

After Workshop #1

- Summarize what you captured on the flipcharts and send this to the team participants before *Workshop #2*
- Refer to *Chapter 5, Team Coach Preparation Checklist* for instructions on “Preparing for Workshop #2”

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 | When I have a disagreement with a colleague, I ask questions in order to understand their perspective. | 1 | 2 | 3 | 4 |
| 5 | I take time to explain my role to colleagues. | 1 | 2 | 3 | 4 |
| 6 | Leadership is shared in team meetings. | 1 | 2 | 3 | 4 |
| 7 | When two team members can both perform a task, we make a decision about it. | 1 | 2 | 3 | 4 |
| 8 | I am consistent in sharing client information. | 1 | 2 | 3 | 4 |
| 9 | I willingly engage in shared decision-making. | 1 | 2 | 3 | 4 |
| 10 | The team talks together about our professional similarities and differences. | 1 | 2 | 3 | 4 |
| 11 | I trust decisions made by the interprofessional team. | 1 | 2 | 3 | 4 |
| 12 | Administrative duties that support the team, such as minute taking, are shared. | 1 | 2 | 3 | 4 |
| 13 | I acknowledge my team members’ qualities and skills regularly. | 1 | 2 | 3 | 4 |
| 14 | I involve patients in their treatment plans. | 1 | 2 | 3 | 4 |
| 15 | When deciding on treatment plans, I consult with colleagues from other disciplines. | 1 | 2 | 3 | 4 |
| 16 | I am comfortable receiving feedback from team members. | 1 | 2 | 3 | 4 |
| 17 | The team includes everyone who supports patient care in my area including clinicians, team members who provide administrative support, housekeeping and portering. | 1 | 2 | 3 | 4 |
| 18 | I feel included in my healthcare team. | 1 | 2 | 3 | 4 |
| Comments: | | | | | |

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 Resource CD) “Team Coach Facilitation Guide” handout |
| *Setting Group Norms (Slide 5) | 5 min Name: <input type="text"/> | Determine group norms and plans Discuss confidentiality and option 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"/> | | | "Closing" handout |
| Meal Break | 45 min Name: <input type="text"/> | | | |
| Total Time | 240 min (4 hrs) | | | |

*** 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

ST. JOSEPH'S HEALTH CENTRE | The Potential Group

⌚ Time – 20 minutes (Slides 1-4)

Purpose – To open Workshop #1, introduce yourselves and set some of the context for this work.

Do – If you are conducting a pre-survey/assessment have participants complete the “Interprofessional Collaborative Practice Survey” at this time.

Do – Distribute Workshop #1 Team Participant Handouts.

Say – “Welcome to ‘Workshop #1 Team Visioning’. This will be an interactive session intended to clarify the future you want to create and take action towards on this team. We are (introduce yourselves)...”.

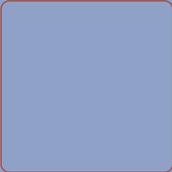
Say – “This will be a 4-hour workshop. We will follow up with a 2-hour workshop in about a month called “Enabling Team Vision” to hear about progress towards your vision and to deepen the action-planning process.”

Say – “You should have received “Workshop #1 Team Participant Handouts” (show copy). Throughout the workshop feel free to follow along and make notes on the Slide Handouts.”

Materials – “Interprofessional Collaborative Practice Survey” found in Chapter 4 of the Resource Guide and on the Resource CD.

Materials – “Workshop #1 Team Participant Handouts”.

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

2

Purpose – To clarify the purposes of this workshop.

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

Workshop #1
Team Visioning




Opening ~Workshop Agenda~

- Opening
- Team Learning "The Electronic Maze"
- Team Visioning
- Closing

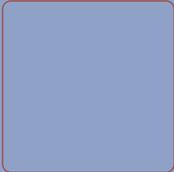
3

Purpose – To show participants the flow of the agenda and refer them to the **Team Coach Facilitation Guide**.

Say – “This agenda is how we’ll accomplish the purposes we just discussed. For more details and timelines, refer to Team Coach Facilitation Guide in your handouts”.

Materials – “Team Coach Facilitation Guide” found in Workshop #1 Team Participant Handouts.

Workshop #1
Team Visioning



The Context for this Work

The Context for our project

4

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

Say – “This project originated at St. Joseph’s Health Centre when they received Ministry of Health grants in 2007 and 2008 to develop and evaluate the impact of interventions on point-of-care teams at St. Joseph’s Health Centre (‘07 and ‘08) and on cross-agency teams at Parkdale Community Health Centre (‘08), one of St. Joseph’s community partners.”

Say – “This was done through training 30 team coaches at St. Joseph’s Health Centre and 8 team coaches at Parkdale Community Health Centre to prepare them for 2 interventions on healthcare teams. In total there were 26 point-of-care teams impacted at St. Joseph’s Health Centre and 5 cross-agency teams at Parkdale Community Health Centre.”

Say – “It is recognized that effective interprofessional practice is a key component in positive health outcomes for patients. Professionals coming together as a team to discuss key issues that affect patients is seen as one of the venues that can influence patient outcomes. Professionals in this context include regulated and non-regulated health professionals. Therefore, all members who contribute to patient care within the team are included.”

Say – “The context for this project is...(insert project context, funding, # of team coaches and teams involved, history, intended future impact, alignment with organizational strategy etc.).”

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?

5

⌚ Time – 5 minutes (Slide 5)

Purpose – To establish agreements for how we will work together in this workshop, and also for Workshop #2, “Enabling Team Vision.”

Note: If the team already has working agreements for how they work together, insert those here.

Say – “Working agreements can help teams to be clear about *how* they want to work together. We propose the following agreements for our meetings together...”

Ask – Do you have any additional agreements that are important to you, that you would like to add to this list?

Ask – What would you see if you are living into these agreements (behaviours)?

Workshop #1
Team Visioning



Team Learning in Action ~The Electronic Maze~



6

⌚ Time – 50 minutes (Slides 6-11)

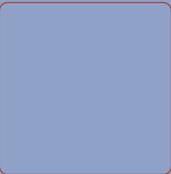
Purpose – To begin to introduce “The Electronic Maze” activity.

Say – “Lets move right into a team learning experience...”.

Materials – The Electronic Maze must be laid out flat for 60 minutes prior to using it.

Materials – Prepare a flip chart or whiteboard with 2 columns with headings “+” and “-”.

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)

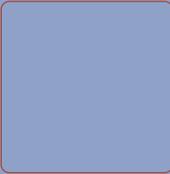
7

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

Conditions:

- No strategizing until timing starts
- No speaking after the first person steps on the Maze
- No writing materials or markers are permitted
- Initially, only one person is allowed on the Maze at a time
- You must move one square at a time (forward, backward, sideways, diagonally)

8

Purpose – To clarify the conditions of the exercise/miscellaneous violations referred to in the previous slide.

Say – “The conditions for this exercise include (read conditions)...”.

Say – “There will be \$1 million penalties if any of these conditions are violated.”

Do – Show them what it looks like to move one square at a time (forward, backward, sideways, diagonally) and make sure the alarms are turned off so you don’t give away the path.

Workshop #1
Team Visioning



The Electronic Maze

Conditions (cont'd)

- If the alarm sounds, you must return by the same path; you can't try again until everyone else has tried once
- Once one person has crossed, you may have as many people as you wish on the Maze at the same time
- If the alarm sounds, everybody on the Maze must return by the same path

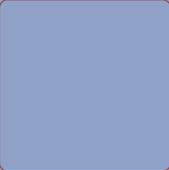
9

Purpose – To clarify more conditions of the exercise/miscellaneous violations referred to in the previous slide.

Say – “The conditions for this exercise also include (read conditions)...”.

Say – “There will be \$1 million penalties if any of these conditions are violated.”

Workshop #1
Team Visioning



The Electronic Maze

The Maze experience...



10

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 longer) to let them be successful. There is rich learning in either scenario (and also something powerful that happens when teams feel successful).

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?

11

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



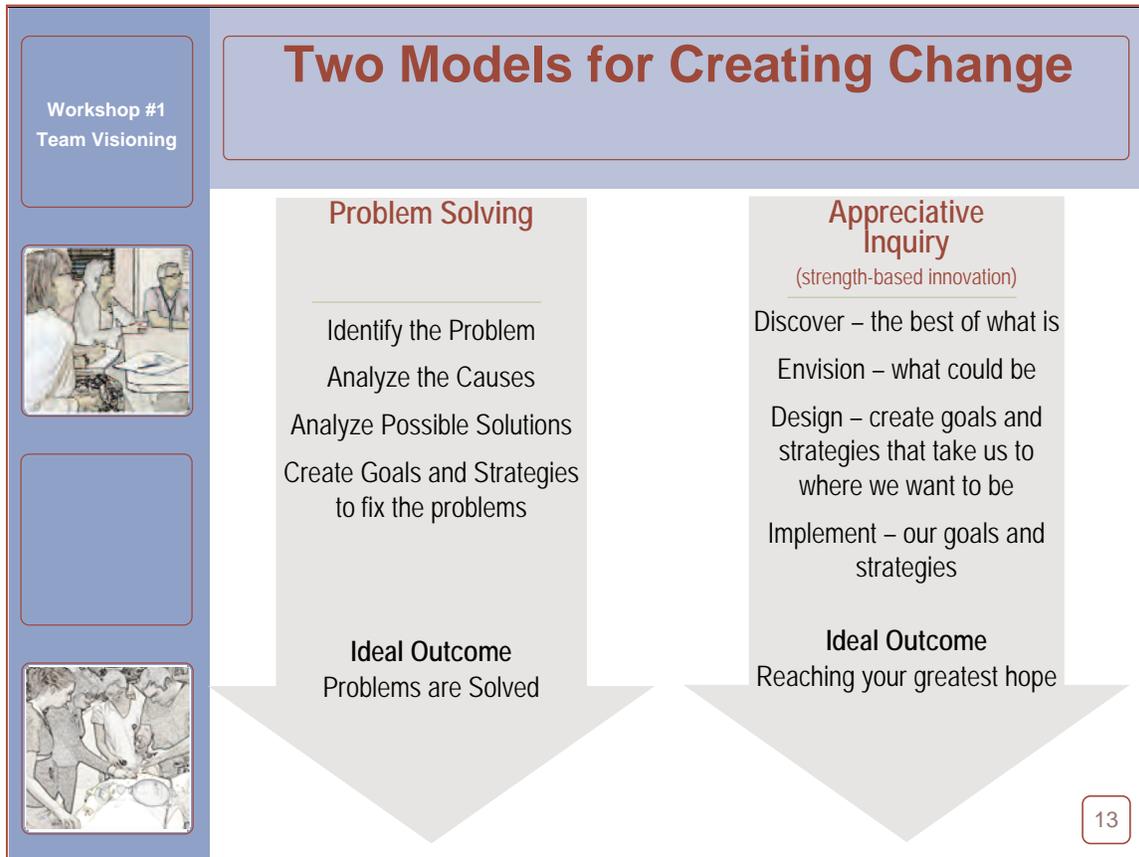
12

⌘ Time – 10 minutes (Slides 12-16)

Purpose – To introduce the visioning portion of the workshop.

Say – “We are now shifting to the Team Visioning portion of our workshop.

We will use an approach called Appreciative Inquiry which is based on the notion that what we talk about and how we talk about it, makes a difference in the outcomes we create.”



13

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.”

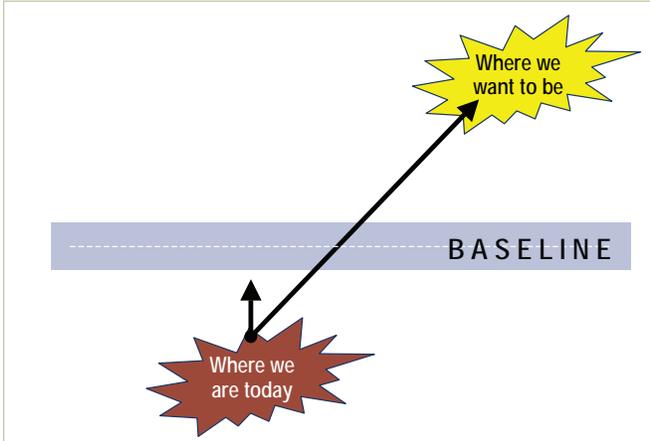
Say – “With Appreciative Inquiry the basic assumption is: An organization’s strengths are to be embraced. Appreciative Inquiry focuses on doing more of what works.”

Say – “Problem Solving is a deficit approach whereas Appreciative Inquiry is a constructionist approach. Appreciative Inquiry has us address problems in the context of different conversations.”

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

14

Purpose – To provide a visual example of the distinction between Problem Solving and Appreciative Inquiry.

Say – “With the **Problem Solving** model, problems can be solved. For example, if an IV Pump is continuously beeping and the cause of the beeping is not obviously apparent, you might take the following steps:

- Identify the problem - IV pump is beeping.
- Analyze the cause – Why is the pump beeping? (i.e., is the battery low? is the tubing blocked? or is there a problem with the insertion site?).
- Analyze possible solutions - The pump screen reads “Battery Low”.
- Create a strategy to fix the problem – Plug into outlet in order to charge battery.”
- Evaluate - Has the problem been resolved?

Note: Add your own examples here...if you have a story that’s relevant to the team, then use it.

Say – “Appreciative Inquiry centres around a strength-based perspective. It involves nurturing people, organizations and society by focusing on what works well and how to do more of ‘what is working’. It is an approach that fosters positive growth and helps us reach our highest hopes. For example, if a team is having communication breakdowns related to information-sharing about a patient, the team can focus on times when their information-sharing has been most effective and explore how to nurture more of these ‘best’ experiences. They can also imagine and clarify what their desired future looks like for information-sharing on their team.”

Workshop #1
Team Visioning



What Appreciative Inquiry Looks Like in Practice

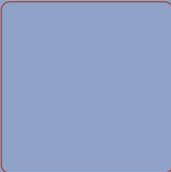
- Convening conversations about what is working already and what people are wishing for within your area of focus
- Dreaming about what would be possible if we were successful
- Consciously choosing to focus conversations on what will help us move forward rather than what is in our way

15

Purpose – To clarify what Appreciative Inquiry looks like in practice and to prepare the team for the process they are about to undertake.

Say – “When Appreciative Inquiry is in practice we are (read bullet points above)... This is what we are going to do today... If we notice that we’re shifting into problem-solving mode we can consider ‘what it would look like in the absence of the problem.’ We can also listen and acknowledge the problem and then shift into a positive space.”

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!

16

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 this is that a vision is ‘a picture of the future you seek to create described in the present tense as if it were happening now.’ A mission on the other hand is your fundamental reason for the team or organization’s existence. You will likely not ever get to the ultimate mission/purpose of your organization but you will achieve many visions along the way.” (from Senge, P.M. (1994). *The fifth discipline fieldbook: Strategies and tools for building a learning organization*. New York, NY: Currency Doubleday.)

Workshop #1
Team Visioning



Step # 1 Creating a Vision ~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. He/she will answer in full detail

**After 10 minutes change roles and repeat

17

⌘ Time – 20 minutes (Slides 17-19)

Purpose - To reflect on and share stories of positive experiences that participants have had in their career and to begin to consider the future. This is the beginning of your work toward creating a common vision for your team. This will have them thinking in an appreciative mindset.

Say – “We will now break up into pair conversations. We encourage you to pair up with someone you don’t know as well or someone you are curious to learn more about. You will choose an ‘A’ and a ‘B’ (continue to review slide content)... This is not a dialogue...for 10 minutes focus on ‘B’, then for the next 10 minutes focus on ‘A’...not a back and forth of opinions but rather an interview.”

Materials – “Step #1: Creating a Vision – Pair Interviews” found in Workshop #1 Team Participant Handouts.

Workshop #1
Team Visioning



Interviewer Guidelines

- Follow the guide verbatim
- Expand on each question – get curious
 - Ask your partner additional questions if you wish
- Watch the time (take the full 10 minutes)

18

Purpose - To reflect on and share stories of positive experiences they have had in their career and to begin to consider the future. This is the beginning of your work toward creating a common vision for your team. This will have them thinking in an appreciative mindset.

Workshop #1
Team Visioning



Interview Guide

- Tell me about your beginnings in healthcare. What first attracted you to this work? What initial experiences reinforced your commitment to this field?
- 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?
- When your healthcare team is functioning and collaborating at a high level, what ways of working together (practices, processes, structures etc.) support the team to function at its best? What makes it possible?
- 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?

19

Purpose – To show participants the interview questions that they also have in their handout.

Say – “The interview questions are (read questions above). You will find these questions, along with space to write your partners’ responses, in your participant handout.”

Materials – “Interview Guide” found in Workshop #1 Team Participant Handouts.

Workshop #1
Team Visioning



Debrief Themes

- 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:
 - Where our team is strong already?
 - What hopes and wishes do we have for our team in the future?
- Choose your top 3 themes for each question
 - Be prepared to share your thoughts

20

⌚ Time – 20 minutes (Slide 20)

Purpose – To outline the process for debriefing the themes heard in the pair interviews.

Say – “We will now move into table groups to debrief the highlights of your interviews. Before you share, please check with your partner before sharing one of their stories. Listen for the top three themes around where the team is strong already, and what your hopes and wishes are for the team in the future.”

Materials – “Interview Debriefing” found in Workshop #1 Team Participant Handouts.

Do – Take a 15-minute break.

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)

21

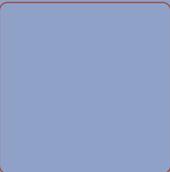
⌚ Time – 15 minutes (Slide 21)

Purpose – To explain the ‘Imagining Success’ individual exercise that helps to draw out their thoughts and aspirations for their team.

Say – “We are now going to do an individual exercise. You will have 10 minutes on your own to consider... (read this slide out loud to the group and refer to their participant manual). We encourage you to be creative and not to focus on phrasing or grammar. Go with your gut feeling as you write this short article. We will stay in silence for this exercise.”

Materials – “Imagining Success” found in Workshop #1 Team Participant Handouts.

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

22

⌚ Time – 20 minutes (Slide 22)

Purpose – To explain the process for coming up with bold statements (that will eventually lead to the creation of their vision statement).

Say – “The goal of this exercise is to hear the common themes at your table group. Please follow this process (read slide).”

Materials – Flip charts (1 per table group), markers, art supplies. “Imagining Success Debriefing” found in Workshop #1 Team Participant Handouts.

Do – Visit the table groups to ensure that they are moving towards developing the bold statements.

Workshop #1
Team Visioning





Our Vision

(Record your Team Vision here)

➤





23

⌘ Time – 25 minutes (Slide 23)

Purpose – To hear the bold statements and begin to draft the vision statement from the key themes heard in the bold statements.

Say – “Let’s hear your bold statements...”

Do – have each table group report out their bold statements.

Ask – What common themes do we hear in these statements?”

Say/Ask – “I need one or two volunteers to help me with wording a draft vision statement. Who is interested in this?”

Do – Draft the vision statement and then test the draft vision statement with the team after the break. (Don’t take too long to do this as it’s a draft vision only.)

Materials – “Team Vision” found in Workshop #1 Team Participant Handouts.

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?

24

⌚ Time –10 minutes (Slide 24)

Purpose – To close the visioning meeting and clarify next steps.

Say – “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.”

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

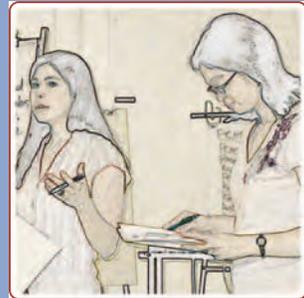
Materials – “Closing” found in Workshop #1 Team Participant Handouts.

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

Team Coach Facilitation Guide: Workshop #1 “Team Visioning” [1 of 2]

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 Resource CD) “Team Coach Facilitation Guide” handout |
| *Setting Group Norms (Slide 5) | 5 min Name: <input type="text"/> | Determine group norms and plans Discuss confidentiality and option 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 |

Team Coach Facilitation Guide: Workshop #1
“Team Visioning” [2 of 2]

| 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"/> | | | “Closing” handout |
| Meal Break | 45 min Name: <input type="text"/> | | | |
| Total Time | 240 min (4 hrs) | | | |

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

Slides for Workshop #1 [1 of 8]

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

ST. JOSEPH'S 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

2

Workshop #1 Team Visioning

Opening ~Workshop Agenda~

- > Opening
- > Team Learning "The Electronic Maze"
- > Team Visioning
- > Closing

3

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?



5

Workshop #1
Team Visioning

Team Learning in Action ~The Electronic Maze~



6

Slides for Workshop #1 [3 of 8]

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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Workshop #1
Team Visioning

The Electronic Maze

Conditions:
> No strategizing until timing starts
> No speaking after the first person steps on the Maze
> No writing materials or markers are permitted
> Initially, only one person is allowed on the Maze at a time
> You must move one square at a time (forward, backward, sideways, diagonally)



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Workshop #1
Team Visioning

The Electronic Maze

Conditions (cont'd)
> If the alarm sounds, you must return by the same path; you can't try again until everyone else has tried once
> Once one person has crossed, you may have as many people as you wish on the Maze at the same time
> If the alarm sounds, everybody on the Maze must return by the same path



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Slides for Workshop #1 [4 of 8]

Workshop #1
Team Visioning

The Electronic Maze

The Maze experience...



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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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Workshop #1
Team Visioning

Team Visioning



12

Slides for Workshop #1 [5 of 8]

Workshop #1
Team Visioning

Two Models for Creating Change

| | |
|---|--|
| <p>Problem Solving</p> <p>Identify the Problem Analyze the Causes Analyze Possible Solutions Create Goals and Strategies to fix the problems</p> <p>Ideal Outcome Problems are Solved</p> | <p>Appreciative Inquiry <i>(strength-based innovation)</i></p> <p>Discover – the best of what is Envision – what could be Design – create goals and strategies that take us to where we want to be Implement – our goals and strategies</p> <p>Ideal Outcome Reaching your greatest hope</p> |
|---|--|

13

Workshop #1
Team Visioning

What about the problems?

| | |
|--|--|
| <p>Problem Solving</p> <p>Ideal Outcome Eliminate problems</p> | <p>Appreciative Inquiry</p> <p>Ideal Outcome Reaching your highest hope of how you want it to be</p> |
|--|--|

14

Workshop #1
Team Visioning

What Appreciative Inquiry Looks Like in Practice

- > Convening conversations about what is working already and what people are wishing for within your area of focus
- > Dreaming about what would be possible if we were successful
- > Consciously choosing to focus conversations on what will help us move forward rather than what is in our way

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Slides for Workshop #1 [6 of 8]

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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Workshop #1
Team Visioning

Step # 1 Creating a Vision ~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. He/she will answer in full detail

**After 10 minutes change roles and repeat



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Workshop #1
Team Visioning

Interviewer Guidelines

- Follow the guide verbatim
- Expand on each question – get curious
 - Ask your partner additional questions if you wish
- Watch the time (take the full 10 minutes)



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Slides for Workshop #1 [7 of 8]

Workshop #1
Team Visioning

Interview Guide




- Tell me about your beginnings in healthcare. What first attracted you to this work? What initial experiences reinforced your commitment to this field?
- 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?
- When your healthcare team is functioning and collaborating at a high level, what ways of working together (practices, processes, structures etc.) support the team to function at its best? What makes it possible?
- 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?

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Workshop #1
Team Visioning

Debrief Themes




- 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:
 - Where our team is strong already?
 - What hopes and wishes do we have for our team in the future?
- Choose your top 3 themes for each question
 - Be prepared to share your thoughts

20

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) 21

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?

Answer:

Choose your top 3 themes for each question. Be prepared to share your thoughts.

Answer:

Imagining Success [1 of 2]

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 patients 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 patients 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)

Article:

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: