

Dialogue Heals: The Art and Science of Mastering a Crucial Conversation

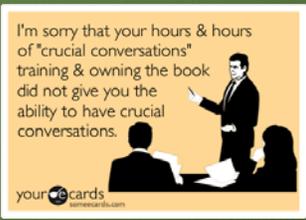
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Objectives

- Describe the components of a crucial conversation
- Prepare and lead a crucial conversation
- Identify seven crucial conversations for healthcare
- Identify your style under stress score

Our Disclaimer



I'm sorry that your hours & hours of "crucial conversations" training & owning the book did not give you the ability to have crucial conversations.

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Kohn, L., Corrigan, J., & Donaldson, M. (2000). *To err is human: Building a safer health system* (National academies press). Washington, D.C.: National Academy Press.

National Academies of Sciences, Engineering, and Medicine. 2015. *Improving diagnosis in health care*. Washington, DC: The National Academies Press.

Impact of Communication

- 1 in 20 patients receive the wrong medication
- 3.5 million get an infection from someone who didn't wash their hands
- 60% of sentinel events
- Return to ICU or death during hospitalization
 - 16% - 5%

The Joint Commission: Patient Safety Goals

- Goal 2: Improve effectiveness of communication among caregivers
 - Verbal and telephone orders
 - Standardized list of unsafe abbreviations
 - Timeliness of critical test results
 - Safe handoffs

Importance

- Silence Kills Study (2004)
 - > 1700 subjects
- Key Findings
 - > 50% had seen broken rules, mistakes, lack of support, incompetence, poor teamwork, disrespect and micromanagement
 - > 50% say the problems have been going on for > 1 year
 - Fewer than 10% discussed their concerns with the person

7 Most Crucial Healthcare Concerns

- Broken Rules (62%)
- Mistakes (65%)
- Lack of Support (53-83%)
- Incompetence (53%)
- Poor Teamwork (88%)
- Disrespect (77%)
- Micromanagement (52%)

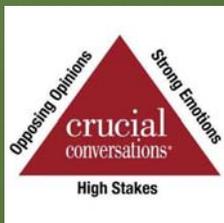
Benefits of Effective Communication

- Consistent delivery of care
- Helps manage the complexity of patient care
- Staff safety
- Learning from mistakes vs. punishment/blame
- More rewarding work environment
- Helps attract and retain employees

Concepts are from this book



What Makes a Conversation Crucial?



5 Minute Activity

- 2 Minutes
 - Identify and describe a crucial conversation you wish to have
- 3 Minutes
 - Share with the person next to you

The Point

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Focus on Mastering 7 Steps

- Start with Heart
- Learn to Look
- Make It Safe
- Master your Stories
- State Your Path
- Explore the path of others
- Move to Action

Before the 7 steps

- Get unstuck
 - Identify where you are stuck
 - What conversations are you not holding or that you are not holding well
 - Step out of the content, observe the process, and fix it
 - Single instance, pattern, and how is it affecting your relationship

Step 1: Start with Heart

- Focus on what you really want?
 - For yourself, for others, for the relationship
- Identify what you don't want?
- Focus on "and" not "or".

What do I want to achieve?	What do I want to avoid?	"Or" thinking	"And" thinking
<ul style="list-style-type: none"> • I want a program to grow by 20 students • I want to maintain or increase educational quality with growth 	<ul style="list-style-type: none"> • People being mad • People shutting down • Making people defensive 	<ul style="list-style-type: none"> • If we grow by 20 students we will lose quality of the educational experience 	<ul style="list-style-type: none"> • I wonder how we can grow by 20 students AND maintain the quality of the educational experience

Step 2: Learn to Look

- Content and Conditions
 - Watch for three different conditions:
 - The moment the conversation turns crucial
 - The signs that people don't feel safe
 - Silence
 - Violence
 - Your own style under stress



The Look of Silence

"Ok, you are the boss, whatever you say goes."
REAL MEANING: Your idea stinks, and I'm not supporting it

"Sure, I'll be happy to work overtime during student orientation. I am happy to do anything to support the team."
REAL MEANING: This stinks! Why do I always have to sacrifice my personal time for the team?

"Bless your heart."
REAL MEANING: "You moron, that is the dumbest suggestion I have ever heard. But, I know that you can't help it"

The Look of Violence

"Real programs still teach cadaver labs! There's absolutely no reason to think otherwise."
REAL MEANING: I am not certain of the real facts, so I'll use hyperbole to get your attention

"You're not going to listen to them, are you? For crying out loud, they are from administration and have either business or nursing degrees. Need I say more?"
REAL MEANING: If I pretend that all people from administration and all people who are not Med Tech's are somehow bad and wrong, I won't have to explain anything

"You roll out this idea, and I'll make sure it fails!"
REAL MEANING: I will get my way on this even if I have to bad-mouth you and threaten some vague punishment

Importance

The sooner you notice you entered silence and/or violence in a crucial conversation, the sooner you realize you are not in dialogue and the easier it is to get back to dialogue

Your Style Under Stress Survey
<https://www.vitalSMARTS.com/style-under-stress-12-assessment/>

Scoring

YOUR STYLE UNDER STRESS™ SCORE
 Your Style Under Stress™ score indicates how likely you are to move toward silence (masking, avoiding, or withdrawing) or violence (controlling, labeling, or attacking) during a crucial conversation.

Both silence and violence had six statements. Your score in each can range from 0 to 6. The lower the score, the better. The higher the score, the more likely you are to move to silence and/or violence. All behaviors that move you toward silence or violence have consequences. The first step toward improvement is awareness.

HOW OFTEN DO YOU MOVE TOWARDS SILENCE?
 Your silence score: 4

HOW OFTEN DO YOU MOVE TOWARDS VIOLENCE?
 Your violence score: 4

Please bring these results with you to training.

PRINT NOW

Step 3: Make it Safe

A word fitly spoken is like apples of gold in baskets of silver.
Proverbs 25:11

Make it Safe

- Two things people need to know to feel safe
 - You care about their interests and goals (mutual purpose)
 - You care about them (MUTUAL respect)
- To restore safety, you must restore purpose and respect

"We don't appreciate what we have until it is gone. Freedom is like that, it's like air. When you have it, you don't notice it"

Tools for Rebuilding Safety

- Apologize
- Contrast
 - Craft a "don't" and "do's" statement
- Create Mutual Purpose

Step 4: Master My Stories

Master My Stories

- You make you mad
- Retrace your path
- Separate facts for stories
 - Facts: visible and audible
 - Stories: Judgments, conclusions, and attributions we draw from facts
- Watch for three clever stories
 - Victim
 - Villains
 - Helpless

First you control the story. Then the story controls you. If you want to change your results, change your story

Step 5: State My Path

- The Problem: During crucial conversations, we say things in exactly the wrong way
- The Solution: Learn the skills for saying risky things in a way that minimizes defensiveness

How to Speak Persuasively, Not Abrasively

STATE My Path

- S = share your facts
- T = tell your story
- A = ask for others' paths
- T = talk tentatively
- E = encourage testing

What

How

Talk Tentatively

INSTEAD OF SAYING THIS	TRY SAYING THIS
It's not fair.	I feel like there is an imbalance here.
That's not my problem.	Please ask ... she'll be more qualified to sort this out for you.
She's lazy.	I feel like I'm working harder than others. Or am I wrong to think that?
That's just how I am.	I'm sorry if I offended you. It wasn't my intention.
I don't have time.	I'm sure that isn't feasible, given the timescale. When is the latest you need it by?
Why didn't you tell me that sooner?	It's going to be tight, but I can try schedule it in.
I have no idea.	I'm not sure. Maybe you should ask ... he might be able to help you.
I don't want to work with him.	I think I'll be more effective if I take on this task with ...
I'm over this.	I'm feeling very drained.
Leave me alone.	Could I have some space, please?

Let's Practice

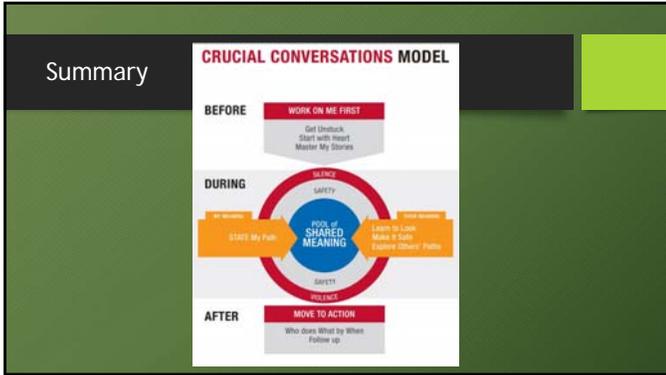
Step 6: Explore Others' Paths

- How to listen when others blow up or clam up
- Learn how to help others leave silence or violence
- Use AMPP
 - A = ask to get things rolling
 - M = mirror to confirm feelings
 - P = paraphrase to acknowledge the story
 - P = prime when you're getting nowhere

"Yeah I called her; she gave me a bunch of crap about me not listening to her or something. I don't know, I wasn't really paying attention."
Harry in Dumb and Dumber

Step 7: Move to Action

- Two important steps
 - Decide how to decide
 - Agree on WWWF



Questions

Thank you
