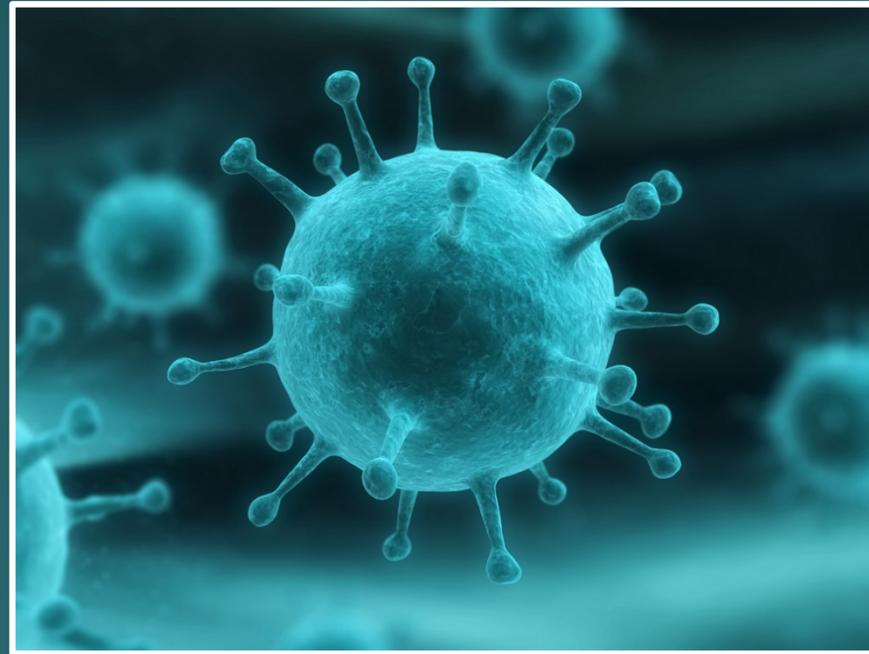


COVID-19

An End Stage Renal Disease (ESRD) National Coordinating Center (NCC)
Professional Education Quickinar



May 20, 2020

COVID-19 = Coronavirus Disease-19

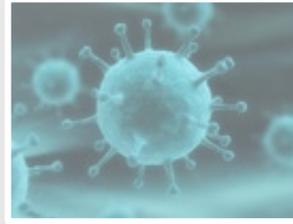


Agenda



- What is this call about?
- Today's speaker:
 - Barbara Balik, EdD, MS, RN
Aefina Partners, Co-Founder
Institute for Healthcare Improvement, Senior Faculty
 - Topic: Psychological Safety—Leader Actions
- Questions and Answers (Q&As) from chat and Q&A panels

What Is This Call About?



- Weekly opportunity to hear from stakeholders in the ESRD community adapting to COVID-19
- Provide real-world strategies for facilities to put into use



Psychological Safety - Leader Actions

Barbara Balik, EdD, MS, RN

Aefina Partners, Co-Founder

Institute for Healthcare Improvement, Senior Faculty

May 2020



Psychological safety

- Belief that we will be:
 - Not humiliated or punished for speaking up
 - Secure and capable of changing
 - Free to focus on common goals and problem prevention not self-protection
- Is a:
 - Team characteristic not an attribute of individuals
 - Consistent with exemplar safety environments
 - Critical input to an effective learning system

Schein E. Organizational Culture and Leadership. San Francisco, CA: Jossey-Bass; 1985.

Edmondson A. Teaming: how organizations learn, innovate, and compete in the knowledge economy. San Francisco: Jossey-Bass; 2012.

Perlo J, Balik B, Swensen S, Kabacene A, Landsman J, Feeley D. *IHI Framework for Improving Joy in Work*.

IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)



Leadership Behaviors for Psychological Safety – 5 Behaviors

- ▶ **Frame the Work – complex, acknowledge limits of current knowledge and own fallibility**
 - ▶ Clarity of purpose and complex work – no one knows everything
 - ▶ Be willing to show your human weaknesses – “I make mistakes”; “we all fail”
 - ▶ Highlight failures as learning opportunities
- ▶ **Be accessible and approachable**
 - ▶ Encourage team members to learn together by being personally involved
 - ▶ E.g. Time rounding; participate in improvement activities with teams
- ▶ **Invite participation**
 - ▶ Co-design: Constantly seek ideas from those closest to the work
 - ▶ Team members are more engaged when they believe leaders value their ideas
 - ▶ Structure opportunities for team members to be involved and heard

B. Balik modified from Edmondson A. [Teaming: how organizations learn, innovate, and compete in the knowledge economy](#). San Francisco: Jossey-Bass; 2012.

Edmondson, A. [The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth](#). Wiley; 2019



Leadership Behaviors for Psychological Safety – 5 Behaviors (cont.)

- **Use direct language**

- Avoid jargon
- Be respectfully blunt

- **Be clear on standards**

- Set boundaries and hold others accountable for violating them
- Co-develop standards of behavior to be clear about what is acceptable
- Coach people when they fail to meet acceptable behaviors



Psychological Safety: Leaders Language

- “This is new territory for us, so I’m going to need everyone’s input.”
- “What are you up against? What help do you need? What’s in your way?”
- “I really appreciate you bringing this to me. I’m sure it wasn’t easy.”
- “This is complex stuff, so we need everyone’s view on this. Lucy, let’s start with you – what are you seeing?”
- “I’m human so I will miss things. That’s why with such complex work we need to hear from everyone.”
- “What’s troubling you about this patient? What should we worry about?”



Resources



- ▶ Conversation Guide to Support Staff Well-being and Joy in Work During and After the Covid-19 Pandemic
 - ▶ <http://www.ihl.org/resources/Pages/Tools/Conversation-Guide-to-Support-Staff-Wellbeing-Joy-in-Work-COVID-19.aspx>

Psychological Safety - Measure

How strongly do you agree or disagree:	1	2	3	4	5
If you make a mistake on this team, it is often held against you.					
Members of this team can talk about problems and tough issues.					
People on this team sometimes reject others for being different.					
It is safe to take a risk on this team.					
It is difficult to ask other members of this team for help.					
No one on this team would deliberately act in a way that undermines my efforts.					
Working with members of this team, my unique skills and talents are valued and utilized.					



Psychological Safety - Flyer

How to Build Psychological Safety

<https://wall-skills.com/2020/how-to-build-psychological-safety/>

Let Us Hear From You

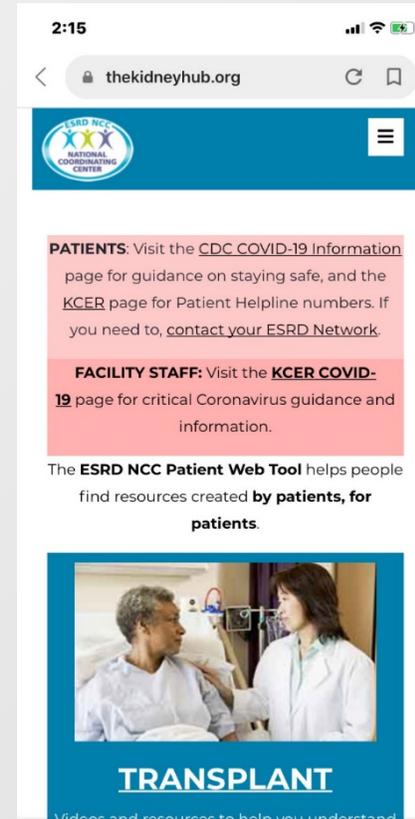
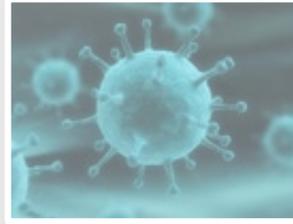
Q&As from chat and Q&A panels



TheKidneyHub.org

Introducing TheKidneyHub.org.

- New resource for patients and professionals.
- Secure, mobile-friendly web tool developed by the ESRD NCC with assistance from patient subject matter experts (SMEs).
- Links to important resources, such as:
 - COVID-19 emergency resources.
 - Patient-created resources on transplant, infection prevention, well-being, etc.
 - Educational materials for new (and experienced) ESRD patients.
 - And more.



Our Next COVID-19 Quickinar Events



- Save the dates for our next events.
 - Patient-focused event:
May 26, 2020, at 5 p.m. ET
 - Provider-focused event:
May 27, 2020, at 5 p.m. ET
- Visit www.kidneyCOVIDinfocenter.com for information and to register.

A screenshot of the COVID-19 Quickinar Events webpage. The page features a header with the text "CORONAVIRUS COVID-19" and a navigation menu on the right. The main content area includes a paragraph about the ESRD NCC's role and two large buttons labeled "For Patients" and "For Healthcare Providers".

CORONAVIRUS COVID-19

COVID-19
"Quickinar" Events

The ESRD NCC works with the Centers for Medicare & Medicaid Services (CMS) and other agencies to ensure the safety and continued treatment of dialysis patients and transplant recipients in the United States. Below is a list of resources to help you protect yourself from and stay informed of COVID-19.

For Patients

For Healthcare Providers

COVID-19

- For Healthcare Providers
- For Patients
- COVID-19 Quickinar Events
- Share the COVID-19 Quickinar Events On Your Site

Thank You!

NCCinfo@hsag.com

844.472.4250

813.865.3545

www.esrdncc.org

Additional COVID-19 resources for patients and providers:



<https://www.kcercoalition.com/en/covid-19/>



www.kidneyCOVIDinfocenter.com

This material was prepared the End Stage Renal Disease National Coordinating Center (ESRD NCC) contractor, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services. The contents presented do not necessarily reflect CMS policy nor imply endorsement by the U.S. Government. Publication Number FL-ESRD NCC-7N56TD-05182020-02

