

OMA Physician Health Program

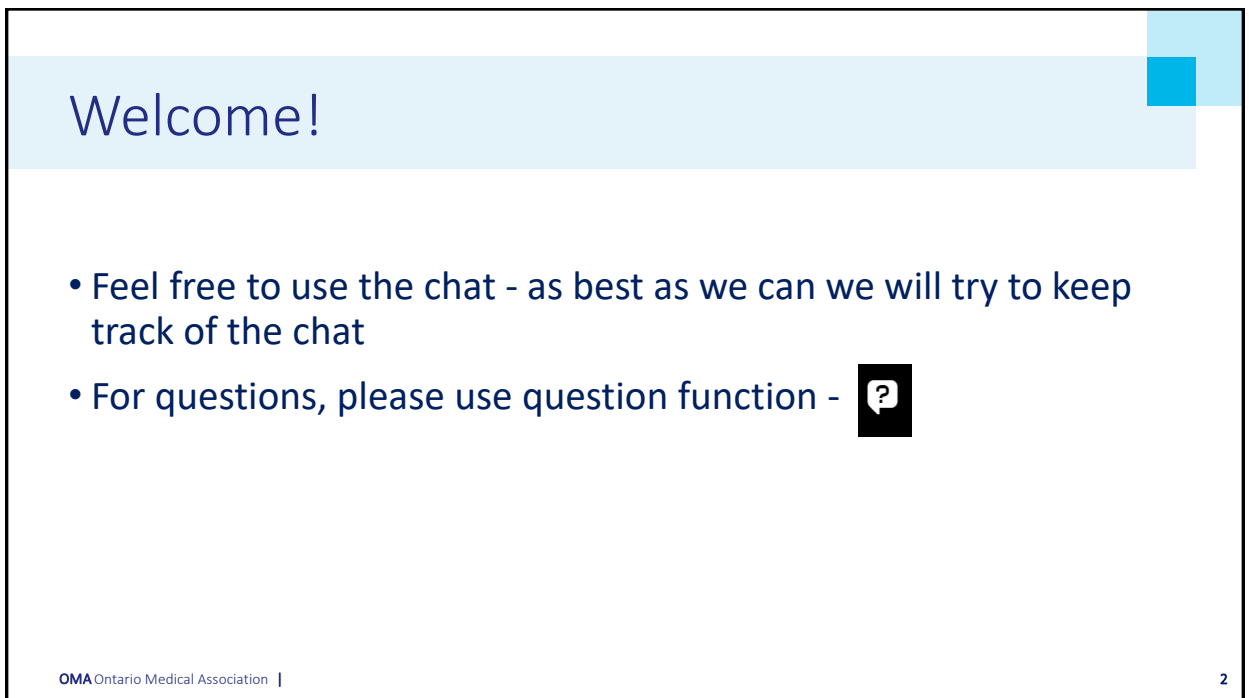
Safe Passages

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BMA - CMA - AMA

1



Welcome!

- Feel free to use the chat - as best as we can we will try to keep track of the chat
- For questions, please use question function - 

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2

disclosures

Joy Albuquerque and Ted Bober are both employees of the Ontario Medical Association

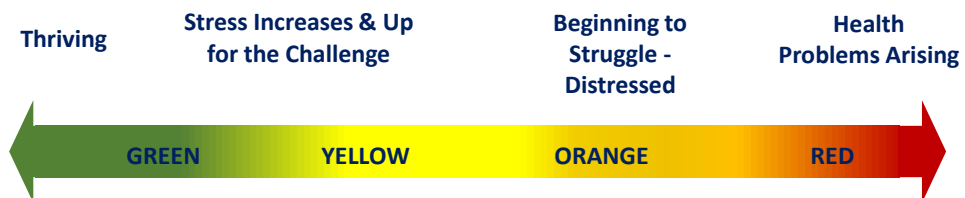
Learning Objectives

- Define how organizational justice and psychological safety contribute to physician wellness and performance.
- Describe key research findings on the importance of organizational justice and psychological safety to advancing physician wellness and performance.
- Develop leadership and organizational strategies and next steps on how psychological safety and organizational justice may be strengthened and sustained within a range of practice settings

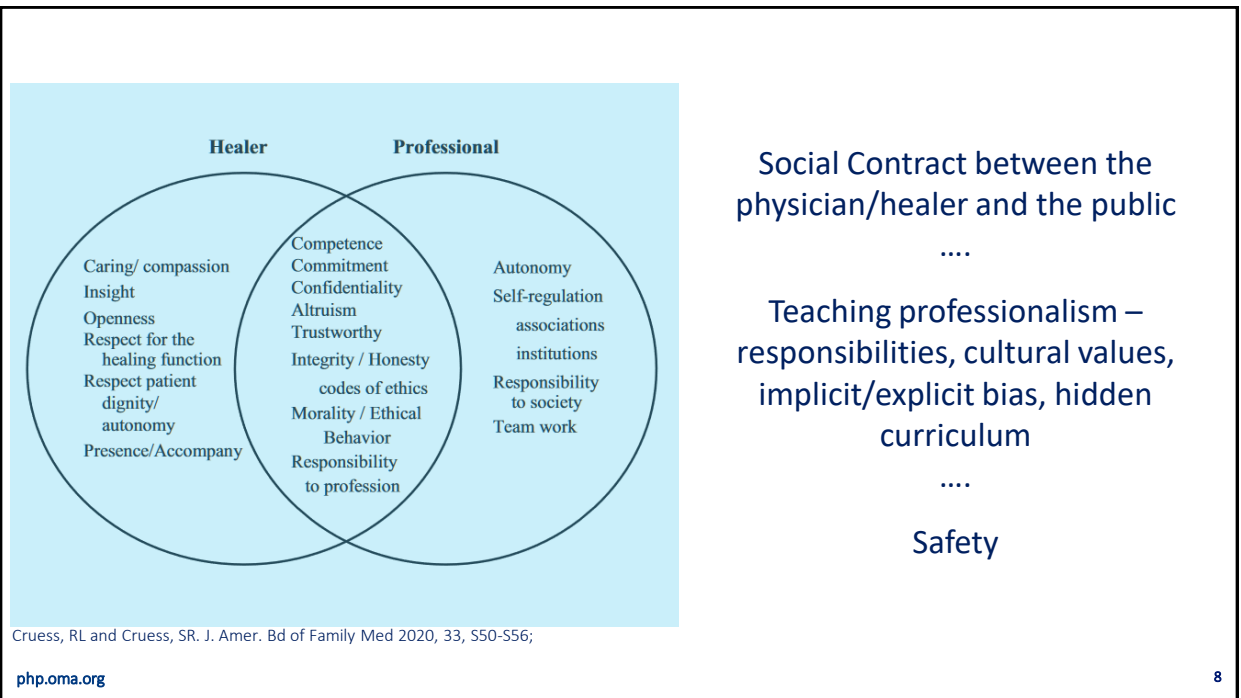
agenda

- Introductory remarks
- Discussion of the topics: Psychological safety and organizational structure
- Break out small group discussion
- Take aways
- Q&A

How are you feeling today?



Ted Bober, MSW RSW (2018) as adapted from <http://www.forces.gc.ca/en/caf-community-health-services-r2mr-deployment/mental-health-continuum-model> and Nash, W. et. al., (2011). In E. C. Ritchie (Ed.), Operational Behavioral Health, Washington, DC: Borden Institute, 193-204



8

8

Psychological safety – what is it?

- “A shared belief held by members of a team that the team is safe for interpersonal risk-taking.”
- Increases my learning behavior, such as help seeking, creativity and discussion of mis-steps and errors.

Edmondson (1999, 2019)

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11

Close Friends

- **Organizational justice** is the extent to which one experiences workplace procedures, decisions, and interactions to be fair, equitable and respectful
- **Cultural Safety** - recognition and respect to support the unique cultural identity of (often historical oppressed) cultures so those who receive services experience a safe respectful engagement to find paths to well-being
- **Just culture** - healthcare workers are supported and treated fairly when something goes wrong with patient care)

Walker et al 2009; Boysen P. G., 2nd; Churchill et al 2017
Kivimäki et al 2003; Virtanen and Elovainio, 2018

12

Group Exercise



Trust, Safety and
a Challenging Day

- First, take a moment to think of a time you faced a challenging time or adversity at work - perhaps a time you experienced a heightened sense of stress, concern or responsibility.
- Who did you talk to about this time – if anyone?
- What helped you to choose to talk about the event?
- What contributed to any reluctance to talk about the event?

14

14



In your breakout room:

1. What helps – makes it safe for you to talk about a challenging or difficult time at work?
2. What factors contribute to a reluctance to talk about a challenging time with your colleagues?
3. Are there some topics or events that feel more or less safe to discuss at work? What is the role of physician leaders to promote psychological safety?

Keep in mind the conversation is not on the details of the event.

It is all about trust and respect

Speaking Up?

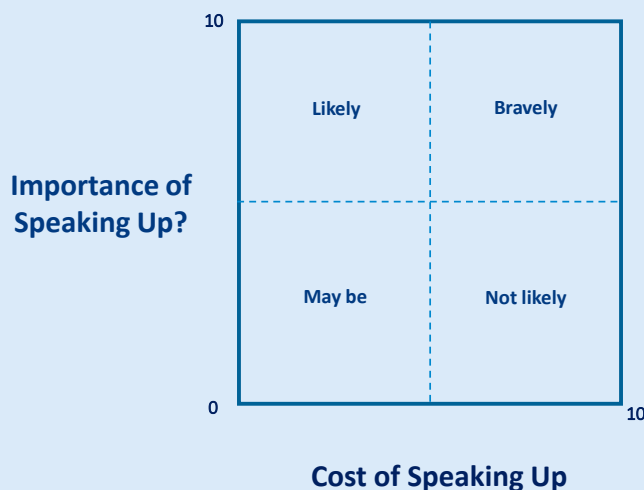
- The most frequently reported barriers to speaking up about a risk of error in an academic radiology department included reluctance to challenge someone in authority, fear of disrespect, and lack of listening (Siewert et al 2018)
- There continues to be a reluctance among learners to speak up about experiencing incivility because it will not make a difference or fear of retribution (Vogel, 2016)
- Increasingly faculty are raising concern about potential for negative impact on their careers when giving feedback.
- Many physicians remain reluctant to tell others and seek help for their psychological distress ... “believing the situation is not severe enough” and “ashamed to seek help” (CMA, 2018)



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19

Do you speak up?



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20

What promotes psychological safety?

- Leadership skills allowing for open conversations
- Curiosity when outcomes might be unexpected rather than blame
- A culture of peer support following adverse events
- Attending to the alignment between professional values and corporate values
- Monitoring levels of psychological safety across the organization

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21

7 Micro to Macro Skills for Awareness and Actions:

1. Looking to affirm, validate sense of belonging and contribution of others
2. Distinguishing between coaching, guiding and fixing
3. Awareness of small acts of ex/inclusivity and in/equities
4. Safe bystander intervention skills as collective effort
5. Allyship for growth vs performative allyship
6. Holding stretch conversations for change even with entrenched differences
7. And...

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22

7. Calling in - not just calling out - to cultivate a greater inclusive good for all?



Loretta Ross | Activist | Professor.

23

23



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Going Forward

Identify 1-2 concrete actions/practices you can use to increase the level of psychological safety (respect / trust) with others.

Discuss in groups

24

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Thank you.

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More on Bystander Interventions see <https://www.ihollaback.org/>

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