Interprofessional Dialogues

Fostering Psychological Safety

Tyler Reimschisel, MD, MHPE
Founding Associate Provost, Interprofessional and Interdisciplinary
Education and Research

Professor, Department of Genetics and Genome Sciences
School of Medicine

Senior Attending Physician, Center for Human Genetics
University Hospitals Cleveland Medical Center

Staff Physician, Neurological Institute
Cleveland Clinic

May 25 from 12:00 – 1:00 PM
Samson Pavilion. Room 153B or by Zoom
(You are welcome to bring your lunch)

Scan QR code to access Zoom link on The Huddle calendar

Continuing Education credit for Medicine, Nursing, and Social Work will be provided.

Psychological Safety

- Introduced to 1960s by Edgar Schein and Warren Bennis

- Extent that people believe they take interpersonal risks by speaking up, pushing back, or asking for help without punishment, retaliation, or negative consequences[1]

- Given the respect and permission to feel included, learn, contribute and innovate/challenge the status quo[2]

- Psychological Safety and Trust
  - Psychological safety: My teammates and coworkers will give me the benefit of the doubt.
  - Trust: I will give them the benefit of the doubt.

1. Edmondson A. The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth. Wiley, 2018.
2. Clark TR. The 4 Stages of Psychological Safety: Defining the Path to Inclusion and Innovation. Berrett-Koehler, 2020

Evidence on Psychological Safety

- Strongly related to task performance, information sharing, learning behaviors, and job satisfaction[1]

- Top predictor of team effectiveness at Google was psychological safety[2]

1. Frazier et al. Psychological safety: a meta-analytic review and extension. Personnel Psych 2016;70(1).
2. Duhigg C. "What Google learned from its quest to build the perfect team. NYT. February 28, 2016.

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Psychological Safety

- Ways to create psychological safety[1]
  - Frame the work
    - Meaning and purpose of the work. Why the work is important.
    - Emphasize interdependence, uncertainty and risk in healthcare
  - Model fallibility (ask for help, invite input by asking questions)
  - Embrace the messengers when they speak up or voice concerns

- Benefits of psychological safety[2]
  - Learning (personal and organizational)
  - Risk management (creates a safer environment)
  - Innovation and quality improvement
  - Personal job satisfaction

1. Edmondson A. Three ways to create psychological safety in health care. YouTube. Institute for Healthcare Improvement. August 2, 2017.
2. Edmondson A. Why is psychological safety so important in health care? YouTube. Institute for Healthcare Improvement. August 2, 2017.

Psychological Safety and Accountability

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PEARLS for Helping to Create Psychological Safety

Partnership	We'll get through this together
Empathy	It sounds like that was difficult for you
Acknowledgement	That was really well done
Respect	I respect that about you
Legitimation	Anyone would feel [happy/disappointed] after going through that
Support	Just know I'm here to help

From the Academy of Communication in Healthcare

"CUS"
but *only* when appropriate!

I am **Concerned!**

C

I am **Uncomfortable!**

U

This is a **Safety Issue**

S

STOP!

* TeamSTEPPS® is a national team training program based on more than 30 years of research and evidence. (https://www.ahrq.gov/teamstepps/evidence-base/index.html)

Small Group Discussion

1. Take turns sharing examples from your experiences in the workplace in which psychological safety was built or enhanced.
2. To the extent that you feel comfortable, share what you will do differently to help foster psychological safety in your workplace.

Behavior Norms

- Be respectful and professional
- Listen with curiosity and humility in order to understand, not to respond.
- Take space, make space
- One person speaks at a time. No interruptions.
- Help to create a brave space
- Speak only from your perspective, experience and perceptions.
- If there is a disagreement, critique the idea, not the person.
- Do not discuss small group dialogues outside this space, including on social media.

Evaluation

https://bit.ly/3M50odr