



Building Trust: A Strategy to Improve Vaccine Uptake, Patient Safety & Staff Wellbeing in Long Term Care

Lesson One

Lecture One



Course Objectives

- Define core elements of trust
- Identify how to assess the presence of trust in your organization
- Discuss the impact of inequity in building trust
- Suggest approaches and techniques to build trust
- Provide strategies to build trust throughout your facilities



Course Components



Explanation



Demonstration



Application



Practice



Reflection



Featured Resources



Additional Resources



Key Featured Resources



IHI TOOL



Conversation Guide to Improve
COVID-19 Vaccine Uptake





Peer Learning

Identify a trusted colleague
with whom to take the course,
practice the exercises and/or
provide you with feedback

Lecture Two



Recent Challenges Facing Our Country

news

George Floyd, Whose Death Ignited A Social Justice Movement, To Be Buried In Houston

June 09, 2020

Most Americans believe political hostility and divisiveness between ordinary Americans is a serious problem

Wildfire destroys three skilled nursing facilities

NOVEMBER 13, 2018
SHARE

NEWS

MARTY STEMPNIAK
@MSTEMPNIAK

Nursing Homes Experienced Steeper Increase In COVID-19 Cases and Deaths in August 2021 Than the Rest of the Country

Priya Chidambaram and Rachel Garfield

Published: Oct 01, 2021

Nursing homes juggle hurricane evacuations amid virus fears

By Matt Sedensky | AP
August 26, 2020



Hit by tornado, Arkansas nursing home aides shielded residents from falling debris with their bodies

As a tornado ran right through the facility, nurses and residents prayed and sang hymns, hoping to survive.

Flash Flooding In Poudre Canyon Overnight Causes Evacuations, At Least One Death; More Floods Possible In 2020 Burn Areas Wednesday

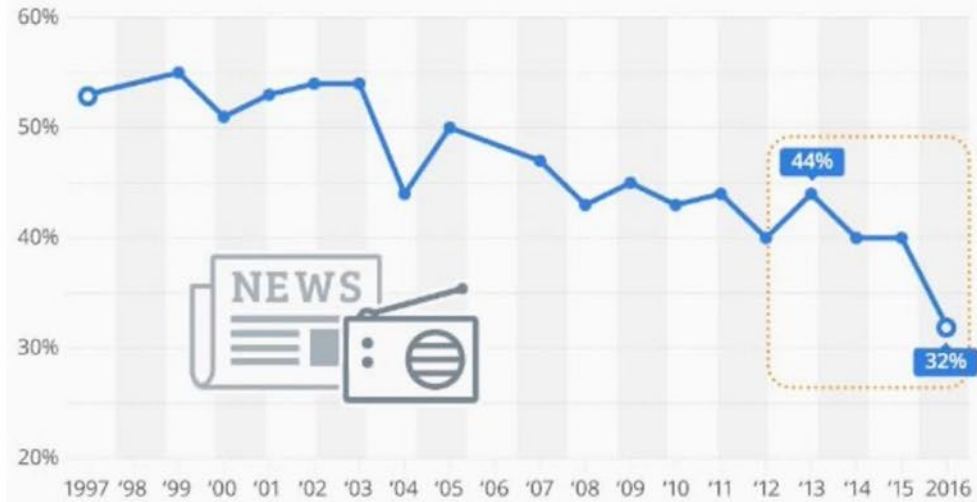
By Colorado Public Radio Staff | July 20, 2021



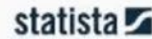
Trust in Our Institutions

Trust in Mass Media Erodes

% of Americans who have a great deal/a fair amount of trust in mass media



2016 figure based on telephone interviews conducted in Sep. 2016, with a random sample of 1,020 adults living in the U.S.
Source: Gallup

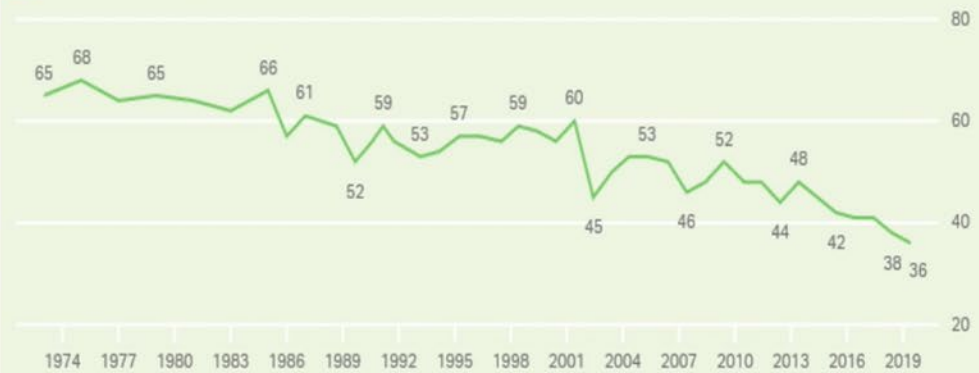


Americans' Confidence in the Church or Organized Religion

Now I am going to read you a list of institutions in American society. Please tell me how much confidence you, yourself, have in each one -- a great deal, quite a lot, some or very little.

% A great deal/Quite a lot of confidence

■ The church or organized religion



GALLUP

<https://news.gallup.com/poll/1597/confidence-institutions.aspx>



Differences in Trust by Age, Income & Race

Personal trust ranges across a spectrum, with differences in levels of trust tied to race and ethnicity, age, education and household income

% of U.S. adults who fall into different trust groups

	Low trusters	Medium trusters	High trusters
All adults	35%	41%	22%
White	31	41	27
Black	44	41	13
Hispanic	46	40	12
Ages 18-29	46	42	11
30-49	39	41	18
50-64	31	41	25
65+	19	40	37

High school or less

43	40	15
----	----	----

Some college

37	39	22
----	----	----

Bachelor's degree

24	46	29
----	----	----

Postgraduate

20	44	33
----	----	----

Under \$30K

45	40	13
----	----	----

\$30K-\$74,999

36	40	22
----	----	----

\$75K or more

25	44	30
----	----	----

Note: Respondents who did not give an answer are not shown. The trust scale is built on questions about people's general trust or distrust in others; their sense of the exploitative tendencies or fairness of others; and their assessment of the overall helpfulness or selfishness of others. For details, see Chapter 2 subsection "People sort along a continuum of personal trust." Whites and blacks only include non-Hispanics. Hispanics are of any race. Source: Survey conducted Nov. 27-Dec. 10, 2018.

"Trust and Distrust in America"

PEW RESEARCH CENTER

Trust with Management helps

Compared with employees at low-trust companies, people at high-trust companies report:

- 74% less stress
- 106% more energy at work
- 50% higher productivity
- 3% fewer sick days
- 76% more engagement
- 9% more satisfaction with their lives
- 40% less burnout

Paul Zak The Neuroscience of Trust: Management behaviors that foster employee engagement. [Harvard Business Review](#) Jan-feb 2017 pp 84-90.

Lecture Three



Three Drivers of Trust



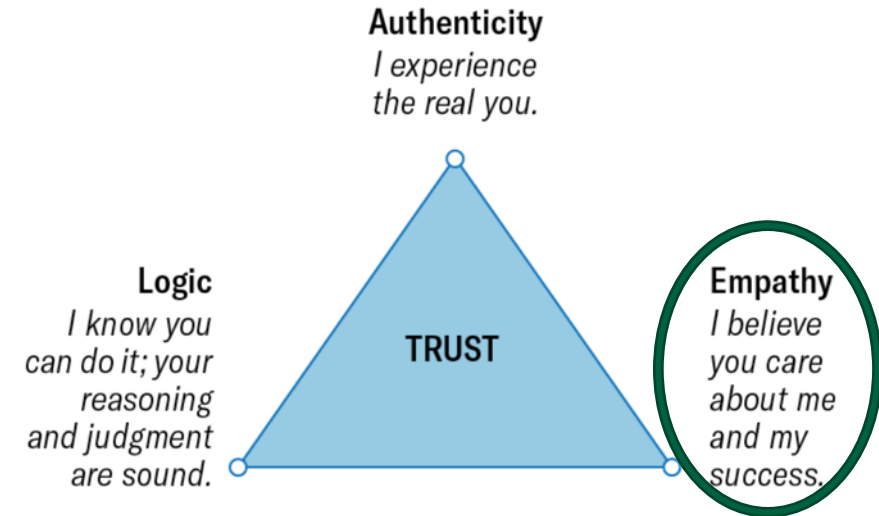
From: "Begin with Trust," by Frances Frei
and Anne Morriss, May-June 2020





Empathy Wobble

- Micro-manage
- Multi-task during conversations
- Fail to ask people for their opinion
- Jump to provide solutions
- Take credit for others' ideas
- Have hidden agendas
- Do not invest in other's learning & growth



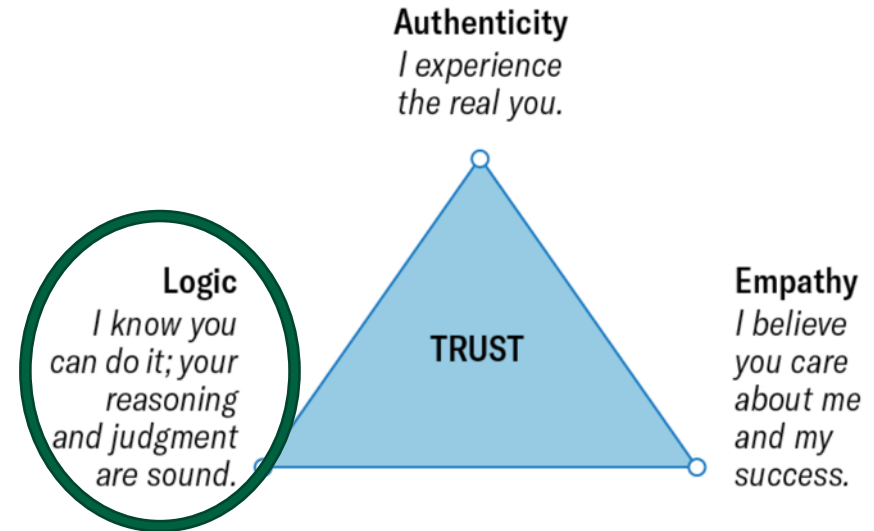
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Logic Wobble

- Say one thing but do another
- Exercise poor judgment
- Demonstrate inability to deliver
- Fail to communicate consistently, effectively & regularly



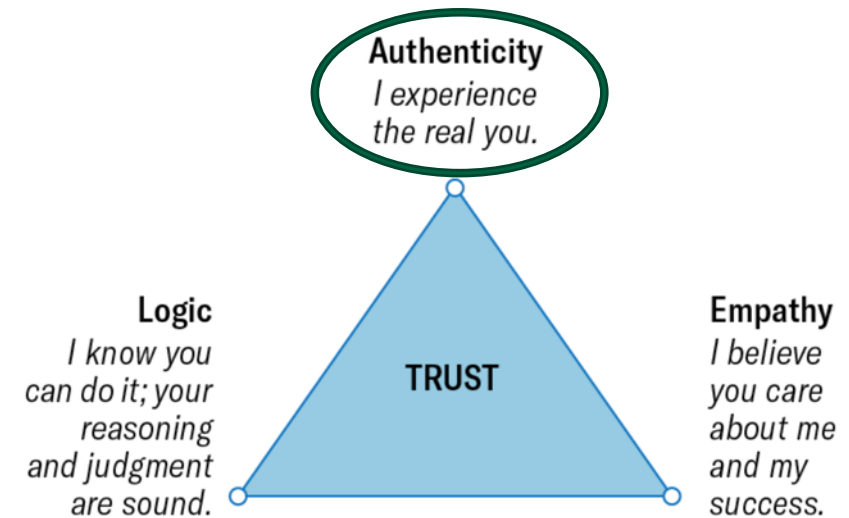
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Authenticity Wobble

- Not transparent, withhold information
- Manipulate others, lie
- Not sharing authentic self or feelings
- Not creating psychological safety for others
- Not open to feedback, unwilling to change
- Fail to inspire



From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020

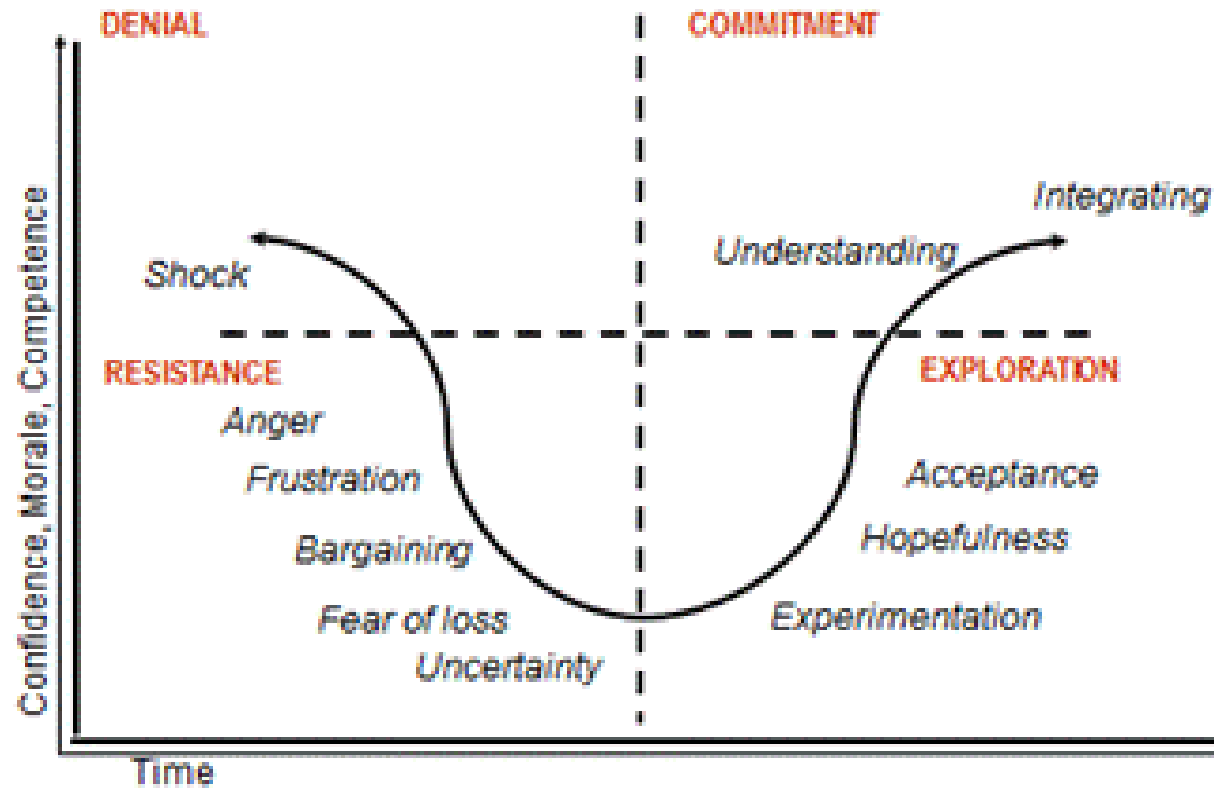


Lecture Four



Transition and Emotions

Transition and Emotions

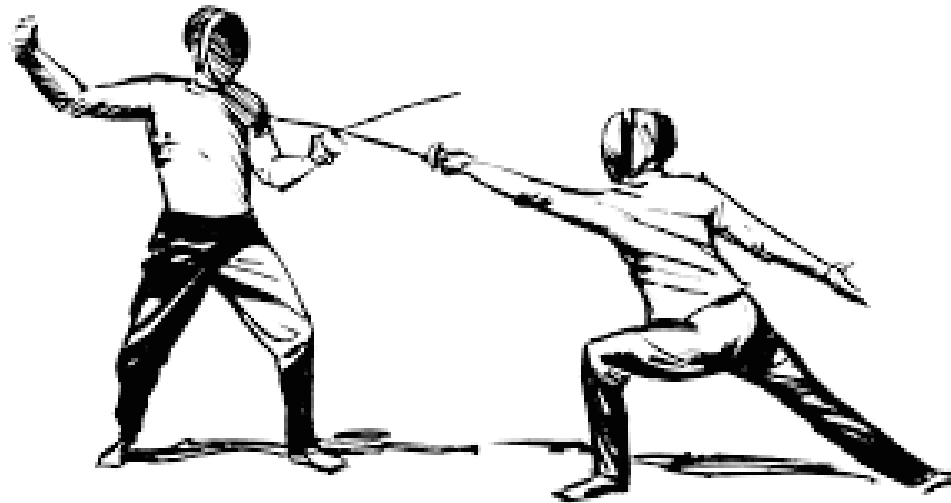


Source: William Bridges



Don't Fight the Resisters

- A defending stance and dueling options are a dead end
 - The brain prefers to defend its own story



Source: The Science Behind Resistance to Change: What the Research Says & How it Can Help You, KaiNexus Presentation by Mark Graban and Mark Jaben



Don't Fight the Resisters

- Jujutsu!
 - Core philosophy is to use the opponents force (e.g. resistance) rather than confronting it with your own force



Source: The Science Behind Resistance to Change: What the Research Says & How it Can Help You, KaiNexus Presentation by Mark Graban and Mark Jaben

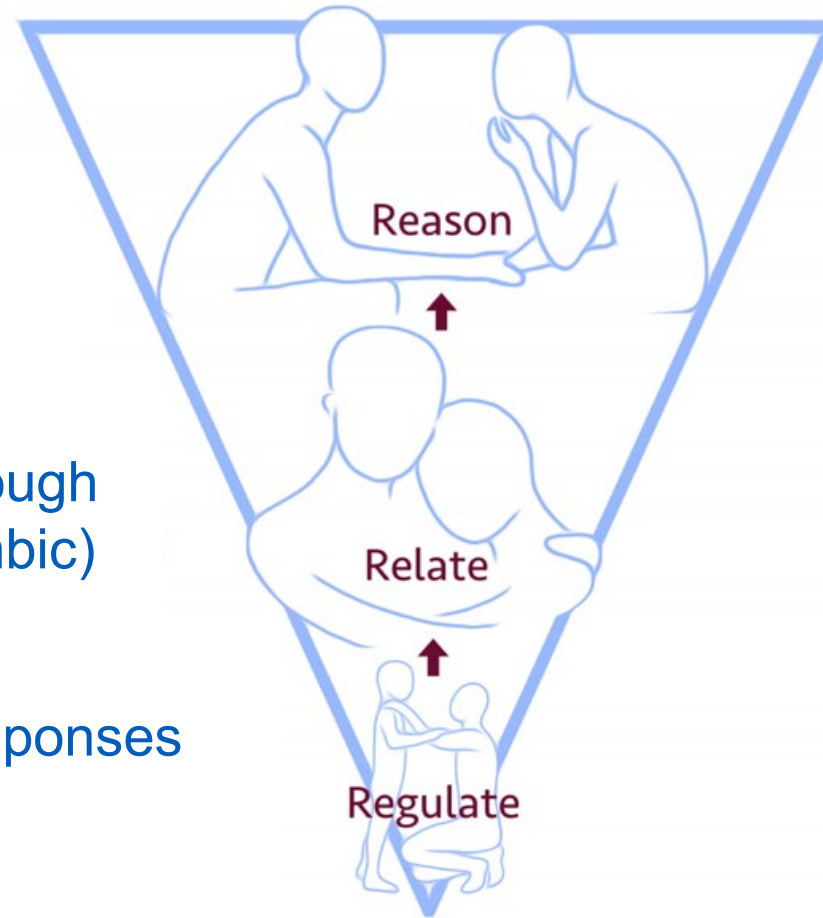


The 3 R's: Reaching the Learning Brain

Reflect, learn, remember,
articulate & become self-
assured (prefrontal cortex)

Relate and connect through
attuned relationship (limbic)

Regulate & calm the
fight/flight/freeze responses
(primitive)



Source: Bruce Perry, Neuroscientist in the field of trauma



Stop Telling Everyone What To Do

Reframe the Question from:

- How can I get all these people to do what I want them to do?

to:

- How can I get all these people to do what they want to do?

The Billions Institute



Your People Are Improvement Gold

- Seek out staff who are already committed to change
- Identify champions at all levels and positions
- Create the situation where peer champions will propose the change rather than you

Lecture Five

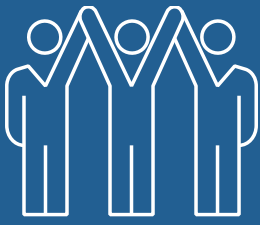


Ethnic Minorities Perception of Treatment

Perception of Treatment	White N=3488	Black N=1037	Hispanic N=1153	Asian N=621
	Percent of patients			
I would have received better care if I were a different race/ethnicity	1.4	16.5	14.5	13.3
I was treated unfairly based on my race or ethnicity	1.2	8.2	8.2	5.1
I was treated unfairly based on how I speak English	0.6	3.7	7.6	4.1

p-values for all race/ethnicity comparisons <0.001

Johnson RL, Saha S, Arbelaez J, Beach MC, Cooper LA. *J Gen Intern Med* 2004;19:101-110.



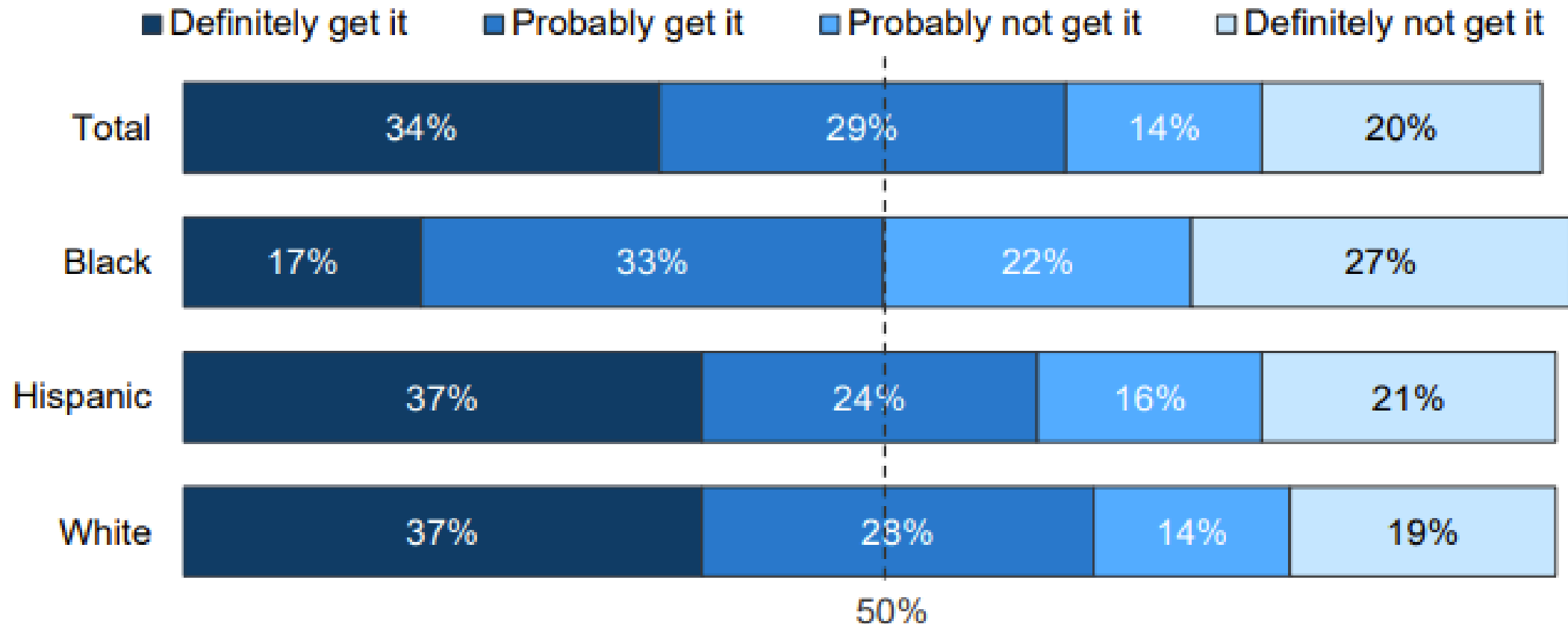
Compared to Whites, African Americans & Hispanics Experience

- Less participatory communication
- Greater verbal dominance and less positive affect from physicians
- Less rapport-building and psychosocial conversation

Sources: Roter DL, JAMA (1997); Cooper-Patrick L, JAMA (1999); Oliver MN, J Nat Med Assoc (2001); Boulware LE, Pub Health Rep (2002); JoJulliard K Ann Fam Med. (2008); Cooper LA, Ann Intern Med (2003); Johnson RL, Am J Public Health (2004); Ghods B, J Gen Intern Med (2008); Cene C, J Gen Intern Med (2010); Beach MC, J Gen Intern Med (2010); Martin KD, Med Care (2013)

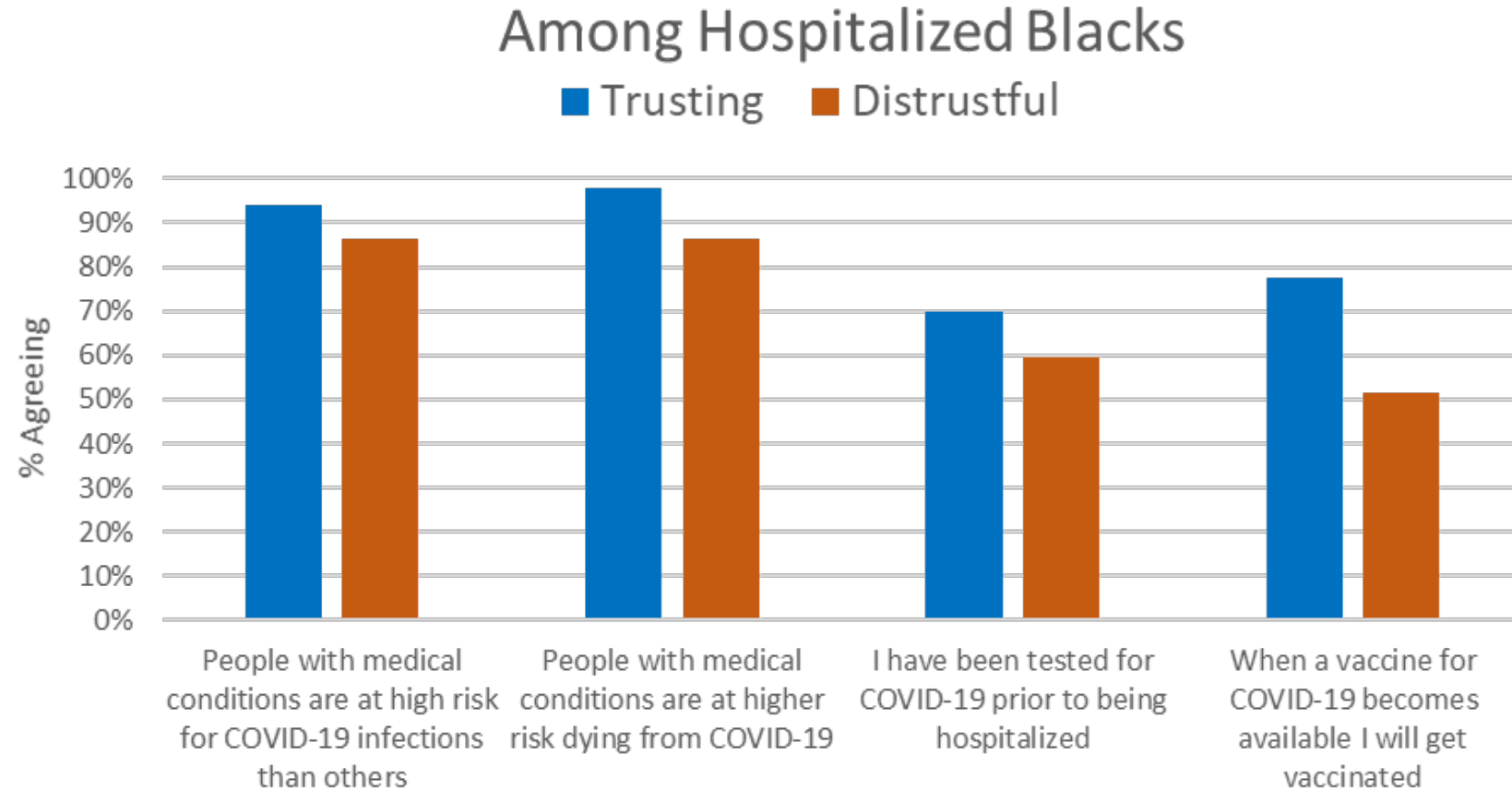
Black Americans Less Likely To Say They Would Get COVID-19 Vaccine Even If It Was Free And Determined Safe By Scientists

If a coronavirus vaccine was determined to be safe by scientists and available for free to everyone who wanted it, would you...?



Hamel L. et al. Race, Health, and COVID-19: The Views and Experiences of Black Americans. [Kaiser Family Foundation Report](#) Oct 2020

Building Trust Can Help Change Views



Nguyen TC, et al. Healthcare distrust among hospitalised black patients during the COVID-19 pandemic. *Postgrad Med J.* 2021 Sep 29;postgradmedj-2021-140824. doi: 10.1136/postgradmedj-2021-140824.



Things to Do

- Acknowledge racism, ageism or any other form of bias
- Remember that people are diverse in their diversity
- Show up ready to be present to people's lived experiences
- Avoid wielding your power or expertise
- Avoid cajoling, pressuring, persuading or convincing
- Earn trust by showing people consistently that they can trust you
- Identify others who can influence and speak the language
- Ask for help, thank people and listen

Lecture Six



Critical Drivers of a Joyful, Engaged Workforce



Source: Perlo J, Balik B, Swensen S, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, MA: Institute for Healthcare Improvement; 2017. <http://www.ihl.org/resources/Pages/IHIWhitePapers/Framework-Improving-Joy-in-Work.aspx>



Employee Value Proposition



- Why would the people we need want to join?
- Why would they do their best work here?
- Why would they want to stay?

State of American Workforce – Gallup

An 'Employee Value Proposition' Mindset Just Might Fix Employee Engagement – Rodd Wagner

<https://www.forbes.com/sites/roddwagner/2017/01/23/an-employee-value-proposition-mindset-just-might-fix-employee-engagement/#65e5c5774c3d>



What Employees Want

- Do what they do best
- Work-life balance
- Job stability and security
- Increase in income
- Work for a company with a great brand or reputation



Effective Supervision

Traditional

- Raise performance problems
- Discuss rules and consequences
- Offer or mandate possible solutions
- Penalize non-compliance

“Coaching”

- Establish a trust relationship
- Raise performance concerns
- Consider the employees perspective
- Engage the employee to generate solutions
- Help the employee implement action steps

Lecture Seven



Leadership

*Leadership is accepting responsibility for **enabling others** to achieve shared purpose in the face of uncertainty.*

- *A practice, not a position*
- *Authority is earned, not bestowed*
- *Focus is on developing others, not just yourself*

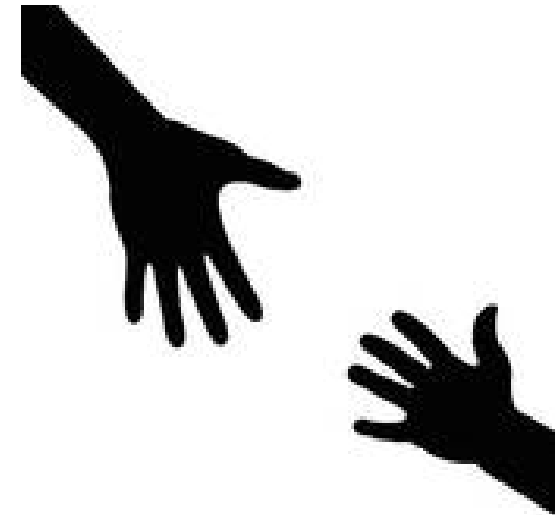
Marshall Ganz, Harvard University



Servant Leadership



- Share power
- Put others first
- Be humble & open-minded
- Be honest & self-aware





Three Drivers of Trust



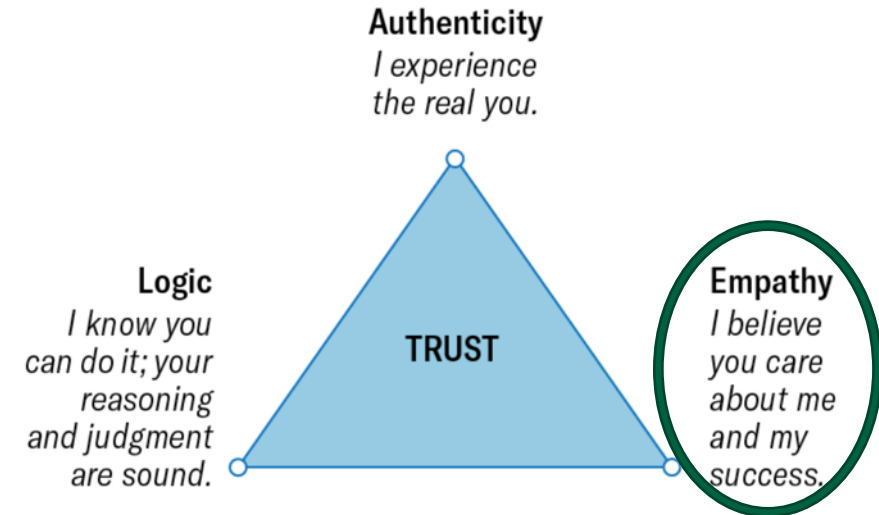
From: "Begin with Trust," by Frances Frei
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Empathy Assessment

- How do you feel or react to resistance?
 - Do you ask people for their thoughts?
 - Do you seek to understand their concerns
 - Do you acknowledge their feelings are valid?
- Are you micro-managing?
- Do you take credit for others' ideas?
- Do you multi-task during conversations?
- Do you invest in others' learning & growth?
- Do you pressure, persuade or cajole people?



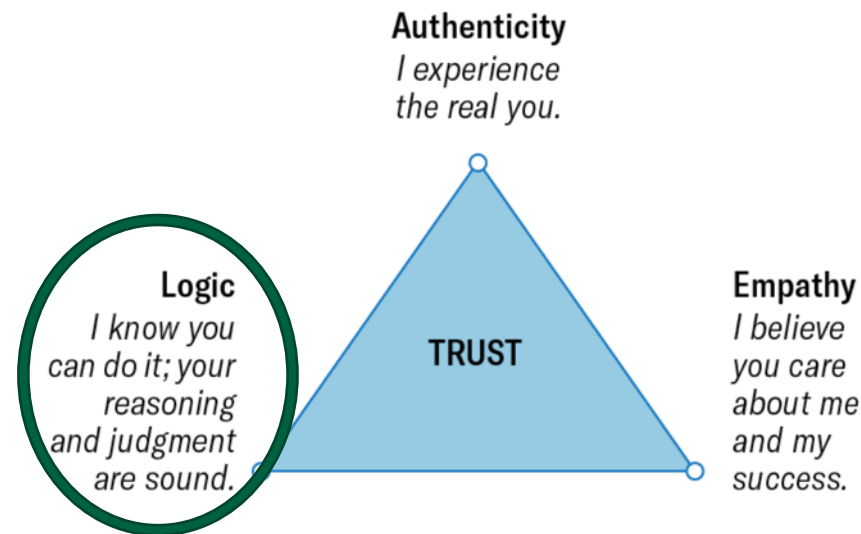
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Logic Assessment

- How is your communication?
 - Do you communicate effectively?
 - Do you communicate consistently?
 - Do you communicate regularly?
- Do you say one thing but do another?
- Do you demonstrate curiosity about other people's logic?



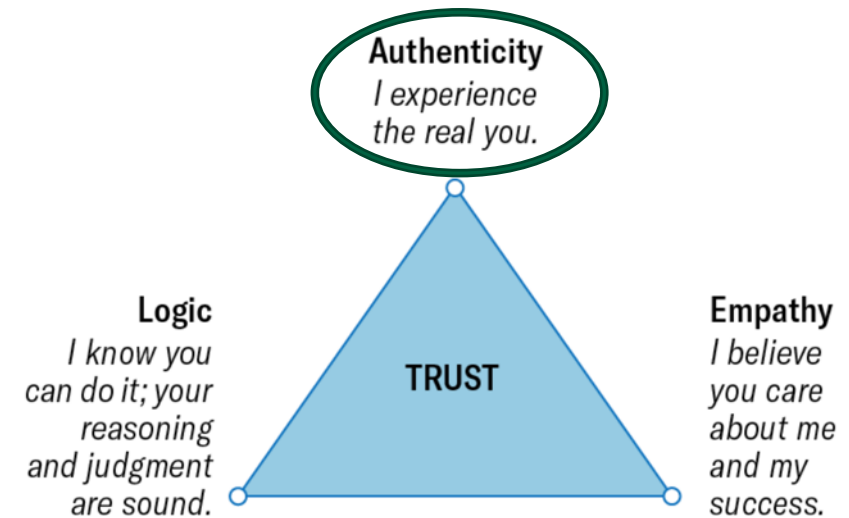
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Authenticity Assessment

- Do you share your authentic self?
- Do you acknowledge what's going on?
- Do you withhold information?
- Do you create psychologically safe environments?
- Are you open to feedback and willing to change?
- Do you inspire others to be their authentic selves at work?



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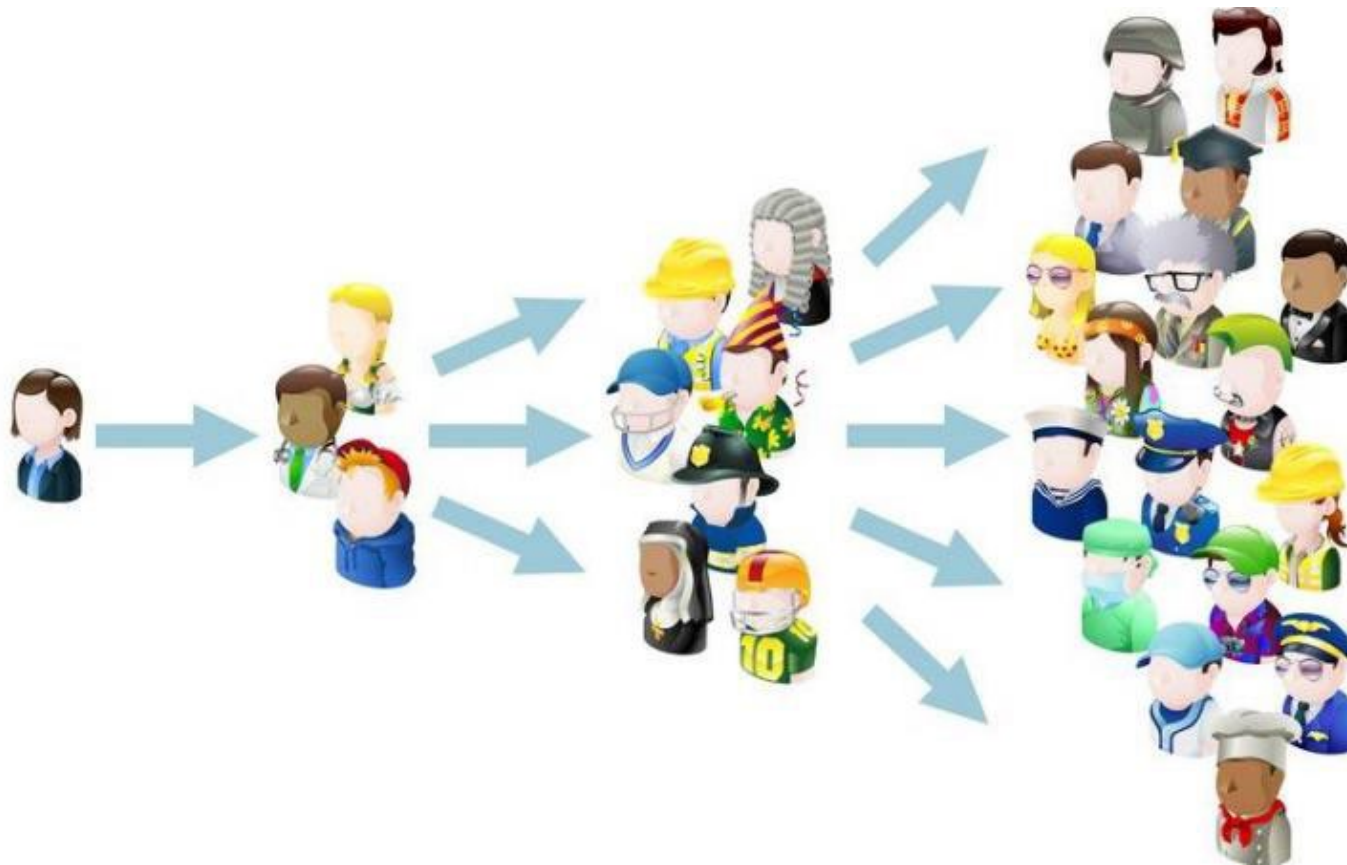
Commitment Assessment

- Are you ready to make the commitment that trust takes?
- Are you ready to build trust over time?
- Are you willing to focus on the person, not the outcome?
- Are you patient and willing to listen?
- Do you use time to build trust now?
- Do you have sources of emotional support?

Lecture Eight



Scale Up Trust





Steps to Scale Up Trust

- (1) Set a clear aim
- (2) Identify stakeholders & build your strategy around your people
- (3) Recruit peer influencers & co-design relational tactics
- (4) Test and measure the efficacy of your tactics
- (5) Apply learning to improve your approach
- (6) Combine with other system-level strategies

Lecture Nine



Lesson One Review

- Why trust matters
- What trust is
- Common barriers to trust
- Readiness to build trust
- Relational strategies to build trust at scale across our facilities



Story From a Facility

AHCA
AMERICAN HEALTH CARE ASSOCIATION
Building Trust in Long Term Care



Tina Sandri
Senior Leader

AHCA
AMERICAN HEALTH CARE ASSOCIATION
Building Trust in Long Term Care



Miles Lee
Vaccine Ambassador



Practice Exercise

- Download, complete & invite a colleague to give you feedback
 - Assess your trust wobbles & readiness to build trust
 - Develop a relational strategy to build trust at scale across your facilities

Thank You

Building Trust in Long Term Care