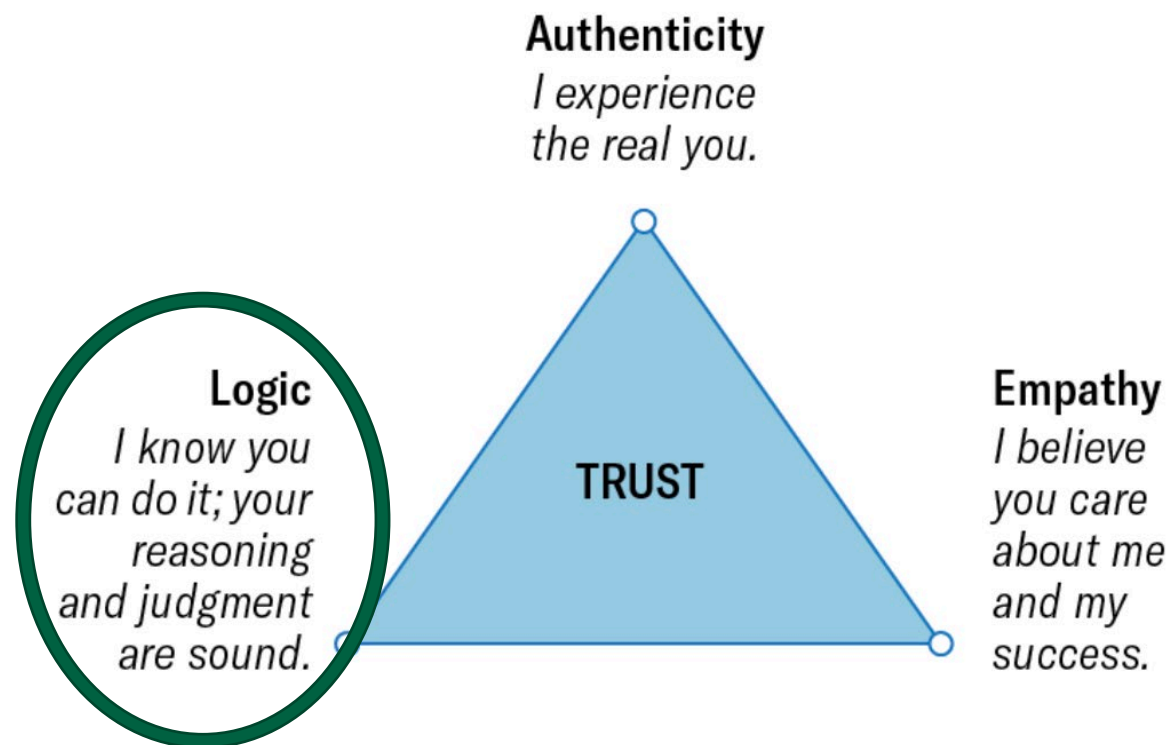**Building Trust: A Strategy to Improve Vaccine Uptake, Patient Safety & Staff Wellbeing in Long Term Care**

Lesson Three

AHCA ® — AMERICAN HEALTH CARE ASSOCIATION   NCAL ® — NATIONAL CENTER FOR ASSISTED LIVING

Three Drivers of Trust

Authenticity
I experience the real you.

Logic
I know you can do it; your reasoning and judgment are sound.

TRUST

Empathy
I believe you care about me and my success.

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

HBR

Introduction to Lesson Three

- Discuss logic as a driver of trust

- Focus on communicating our logic effectively with:

  1. Those who do not agree with us

  2. Those who believe misinformation

  3. Those from other cultural contexts

  4. Those who identify as a part of historically marginalized populations

- Practice a technique to communicate effectively with those who do not agree with us

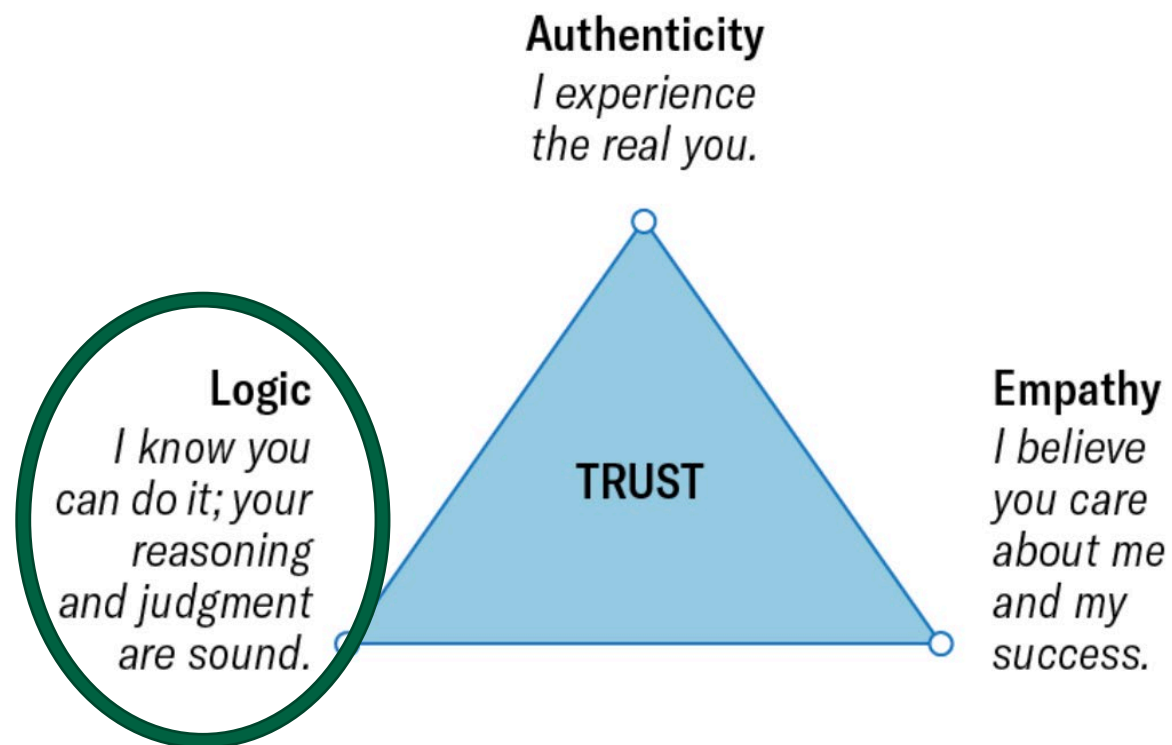The purpose of this lesson is NOT to improve your logic, rather improving *how you communicate it*

Lecture Two

Authenticity
I experience the real you.

Logic
I know you can do it; your reasoning and judgment are sound.

TRUST

Empathy
I believe you care about me and my success.

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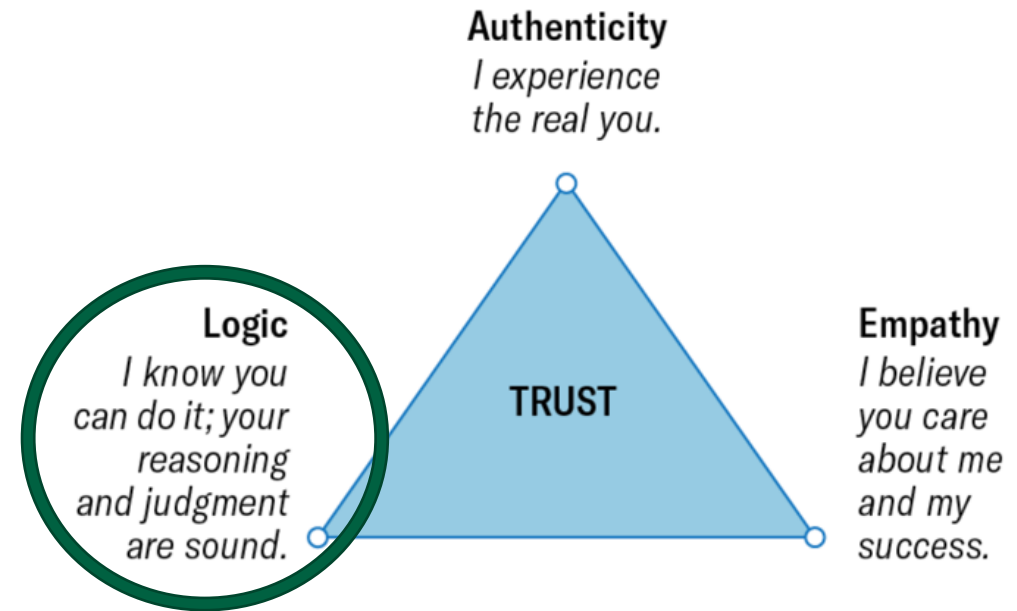
HBR

- Logic is experienced when you trust another person's judgment

- We demonstrate logic when we:

  - Communicate logic *effectively* (which may depend on the listener)

  - Explain not just what to do or how to do it, but *why it matters*

  - Act in ways that are consistent with what we say or ask others to do

Logic Wobble

- Fail to communicate consistently, effectively & regularly

- Explain their judgment poorly

- Exercise poor judgment

- Demonstrate an inability to deliver

- Say one thing but do another

Authenticity
I experience the real you.

Logic
I know you can do it; your reasoning and judgment are sound.

TRUST

Empathy
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HBR

- It doesn't matter if you are "right," if you are unable to connect our logic to what other people think and feel

- Understand other people's logic *in order* to communicate your logic effectively

- Asking people about their thinking invites them to reflect on their logic, while helping you to understand it too

Tips for Communicating Logic

- Keep information-sharing short, clear and to the point

- Use everyday language, no jargon

- Tell a (brief) personal story and share why something matters to you

- Acknowledge your own bias and cultural influences

- Cite mutually respected sources

- Tailor the way you communicate your logic to other people's logic

Pitfalls to Avoid

- Sharing a large amount of information, lecturing or telling people what to do

- Using excessive jargon or abstract terms

- Seeking to influence or changes others' ideas through persuasion

- Discredit others or be argumentative

- Shame or confront or use positional power to influence action

- Do not give up

Communicating with Those Who Disagree

- Our attitudes and beliefs are intertwined with basic human needs:
  - Safety & self-esteem
  - Belonging & identity
  - Purpose
- When they are threatened, we respond as though we are in physical peril

Ask ⟶

1. **Ask** open honest, genuinely curious, non-judgmental questions.

Source: Dr. Karen Tamerius, Smart Politics

Communicating with Those Who Disagree

Ask ———→ **Listen** ———→

1. **Ask** open honest, genuinely curious, non-judgmental questions.

2. **Listen** to what people you disagree with say and deepen your understanding with follow-up inquiries.

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Building Trust in Long Term Care

Communicating with Those Who Disagree

Ask ——→ **Listen** ——→ **Reflect** ——→

1. **Ask** open honest, genuinely curious, non-judgmental questions.

2. **Listen** to what people you disagree with say and deepen your understanding with follow-up inquiries.

3. **Reflect** back their perspective by summarizing their answers and noting underlying emotions.

Source: Dr. Karen Tamerius, Smart Politics

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Communicating with Those Who Disagree

Ask → **Listen** → **Reflect** → **Agree** →

1. **Ask** open honest, genuinely curious, non-judgmental questions.

2. **Listen** to what people you disagree with say and deepen your understanding with follow-up inquiries.

3. **Reflect** back their perspective by summarizing their answers and noting underlying emotions.

4. **Agree** before disagreeing by identifying ways in which you agree with their point of view.

Source: Dr. Karen Tamerius, Smart Politics

Communicating with Those Who Disagree

Ask → **Listen** → **Reflect** → **Agree** → **Share**

1. **Ask** open honest, genuinely curious, non-judgmental questions.

2. **Listen** to what people you disagree with say and deepen your understanding with follow-up inquiries.

3. **Reflect** back their perspective by summarizing their answers and noting underlying emotions.

4. **Agree** before disagreeing by identifying ways in which you agree with their point of view.

5. **Share** your perspective by telling a story about a personal experience.

Source: Dr. Karen Tamerius, Smart Politics

Misinformation & Disinformation

- Misinformation = false or misleading information

- Disinformation = false or misleading information that is *purposefully* spread to *deceive* people

Addressing Misinformation

- Refrain from blame or shame, avoid instinct to argue

- Acknowledge people's concerns and ask open honest questions to understand them more deeply

- Assess people's readiness to receive other sources of information

- Ask for permission before sharing your sources of information

- Provide information about why you trust this source

- Invite questions

How to Manage Yourself as a Leader

- Stay calm and do not react

- Show respect for other people's perspectives

- Acknowledge that you do not have all the answers

- Do not be patronizing, judgmental or condescending

- Do not repeat misinformation; acknowledge people's feelings and then pivot

Sample Messaging for COVID-19 Vaccine

- <u>Emphasize choice & caring for others</u>: "By choosing to get the vaccine, you are helping us keep everyone healthy."
- <u>Social proof</u>: "With 80 percent of staff fully boosted, we have been able to get closer to our goal of 100% uptake among eligible staff."
- <u>Connect to Personal Goals or Identity</u>: "Choosing to wait to get a booster is now consistent with waiting to see how others fared; they have done well."
- "<u>Fresh start" messaging</u>: "two years since the first people received the COVID-19 vaccine" or "200-millionth vaccine given."

Differences in Cultures Communication Styles

- Research into communication between people of different cultures highlights differences in:
  - Expressions of disagreement (verbal and non-verbal)
  - Emotional expressions (verbal and non-verbal)
  - Asking yes or no questions
  - How trust is built and earned
  - How people view authority
  - How people approach decision-making

Source: Erin Meyer Getting to Si December 2015

Adapt the Way You Express Disagreement

- Depending on the cultural context, disagreement can:
  - be healthy if expressed directly and calmly such as:

    "I respect your point but disagree with it."

    -OR-

  - provoke anger unless raised more indirectly such as asking for more information

    "I don't fully understand what you're saying, I would like to hear more."

Communication Cues Vary by Culture

- Body language
  - Animated (hand gestures, standing, clapping, etc)
  - Uncontentious (sitting, limited movement, etc)
- Facial expressions
  - Animated (smiling, eye contact, etc)
  - Expressionless (no smiling, looking away, etc)
- Verbal expressions
  - Outgoing (loud, cheering, crying, etc)
  - Deferential (soft, quiet, monotone, etc)
- Physical Contact
  - Outreach (hugging, hand on arm or shoulder, etc)
  - No contact (no touching, withdraws from touch, etc)

Avoid Asking Yes-or-No Questions

- Depending on the cultural context:
    - "Yes" may be used when the real meaning is "no"
    - "No" can mean "let's discuss further"
- To avoid confusion, use open honest questions and listen to understand

How Trust is Built

Depending on the cultural context:

- <u>Logic may be weighted more heavily</u>: basing trust on people's accomplishments, skills, reliability and consistency

- <u>Empathy and authenticity may be weighted more heavily</u>: basing trust on an authentic and empathetic personal relationship

Trust is not built overnight and takes time

How People View Authority

- Egalitarian

- Hierarchical

- Democratic

- Autocratic

- Experts

How People Approach Decision-Making

- Collaborative vs Independent – seeking or not seeking input before making the decision from:

  - Others in and out of the organization

  - Subject matter experts

  - Those directly impacted by the decision

1. Demonstrate actions are consistent with words

2. Practice cultural humility

3. Demonstrate consistent focus

Source: Institute for Healthcare Improvement's innovation team and its Conversation Guide to Improve COVID-19 Vaccine Uptake.

Building Trust in Long Term Care

- Consistency of leader's actions helps build trust

- Examples may include:

  - Providing bilingual materials to staff, residents and family

  - Posting welcome signs for members of the LGBTQ community, or in languages spoken by residents and their families

  - Demonstrate support for Black Lives Matter

  - Ask staff how the organization can better support marginalized communities

Practice Cultural Humility

- Communicate historical awareness of the experiences of that community
- Develop relationships with members of those communities
- Create opportunities to learn about historical concerns impacting staff's views

Demonstrate Consistent Focus

- Create transparent and accountable systems in which leaders hold themselves accountable

- Not a one and done activity

- Steady actions speak volumes louder than words or single actions

- What logic is as a driver of trust

- How to communicate logic effectively:

  - With those who disagree

  - In the face of misinformation

  - Across cultural contexts

  - With those who have been historically marginalized

Story From a Facility

Melissa Mccorquodale
Licensed Assisted Living Director
Ridge View Estates Assisted Living

- Practice having a conversation with someone who disagrees with you and reflect on the experience

- Start small and work your way to more difficult conversations

Thank You

Building Trust in Long Term Care