

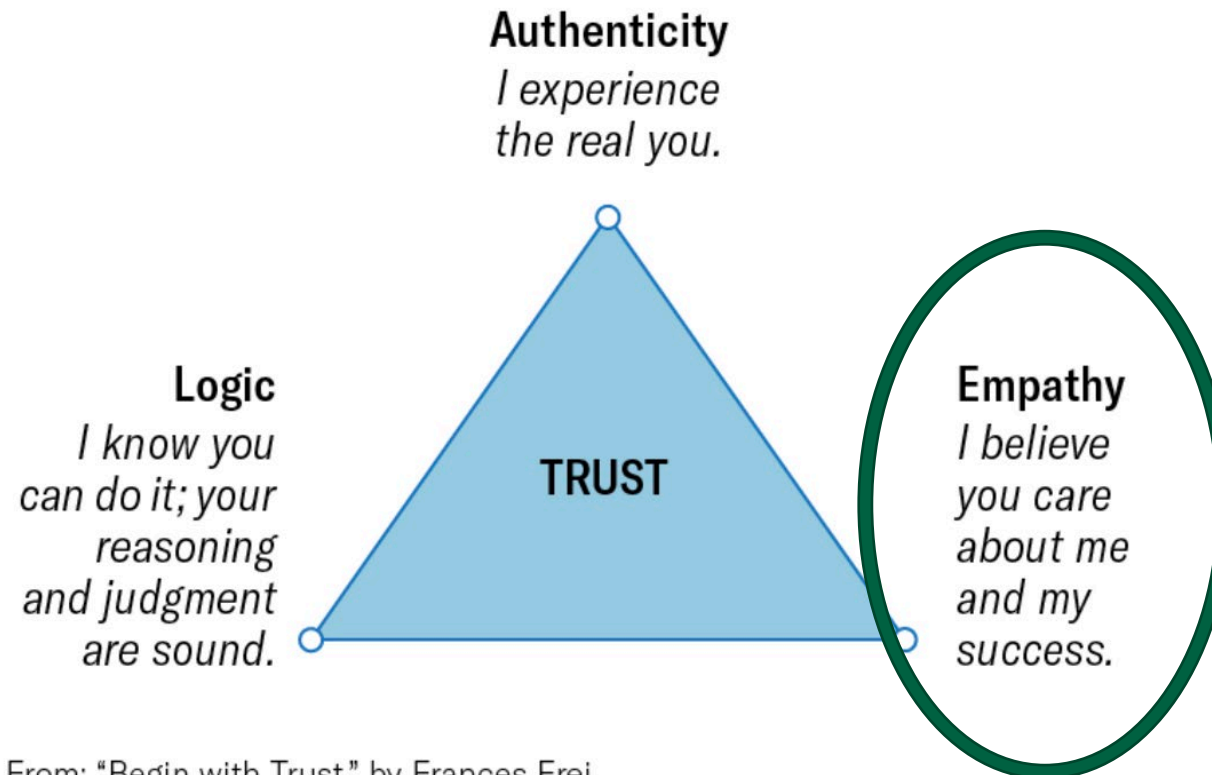


**Building Trust: A Strategy to Improve Vaccine Uptake, Patient Safety &
Staff Wellbeing in Long Term Care**
Lesson Two

Lecture One



Three Drivers of Trust



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





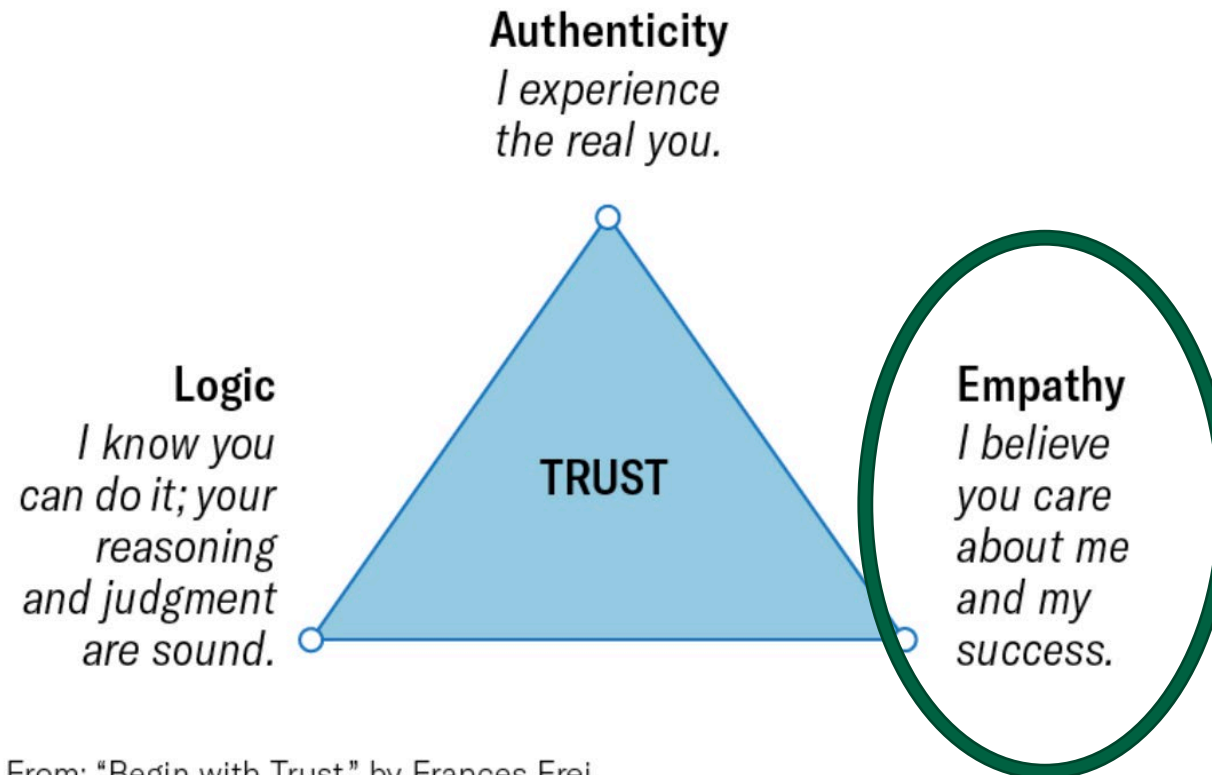
Introduction to Lesson Two

- Discuss empathy as a driver of trust
- Focus on three key empathy practices:
 1. Asking open honest questions
 2. Listening to understand
 3. Using appreciative inquiry
- Combine these practices in a 1:1 meeting
 - Secure people's commitments to vaccine uptake, infection control, quality improvement and staff wellbeing

Lecture Two



Three Drivers of Trust



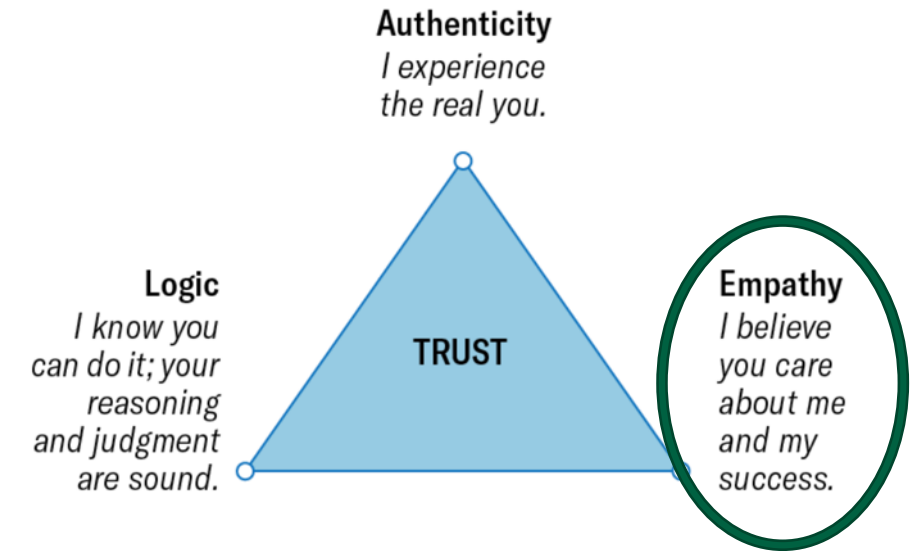
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Empathy Wobble

- Micro-managing
- Multi-tasking during conversations
- Fail to ask people for their opinion
- Take credit for others' ideas
- Have hidden agendas
- Do not invest in other's learning & growth
- Seeming to be uncooperative
- Not showing up when needed



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





What is Empathy?

- Our capacity to understand the feelings of another person from their frame of reference
- We attempt to place ourselves in another's position by:
 - Getting curious
 - Asking questions & listening
 - Observing (& not judging)
 - Not making assumptions

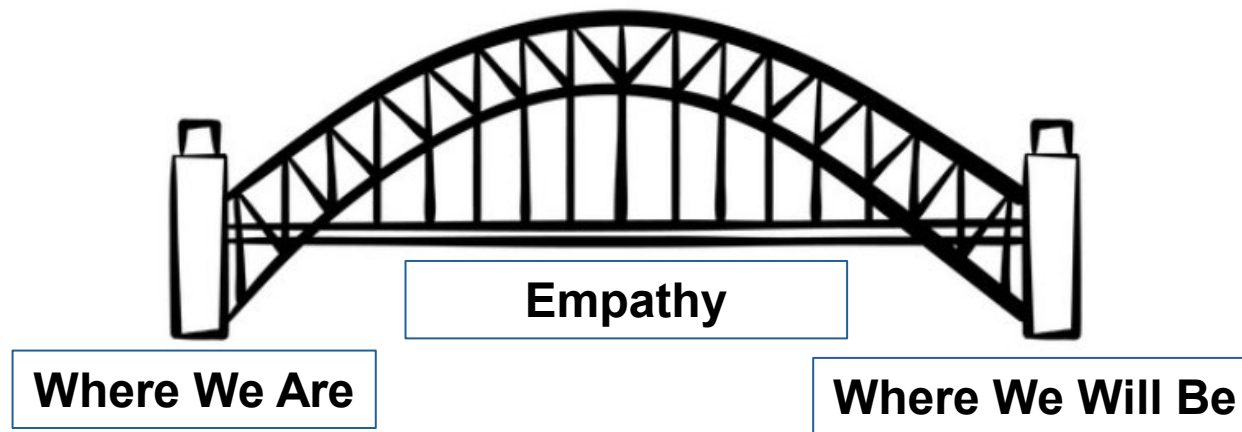


The Empathetic Bridge

Understand & Acknowledge the Challenge

“I hear you saying that you are struggling with this [insert] right now.”

“I want to acknowledge my own responsibility concerning this challenge: [insert].”





The Empathetic Bridge

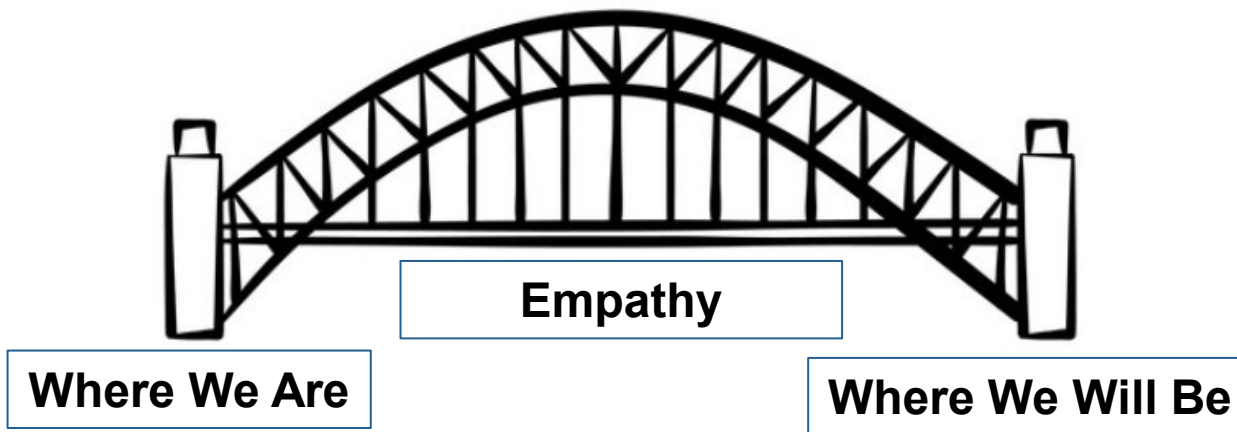
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“I hear you saying that you are struggling with this [insert] right now.”

“I want to acknowledge my own responsibility concerning this challenge: [insert].”

Offer Empathy

“Although I don’t know exactly what you are experiencing, I care about you, I see it is difficult, and I value you and your experience.”





The Empathetic Bridge

Understand & Acknowledge the Challenge

“I hear you saying that you are struggling with this [insert] right now.”

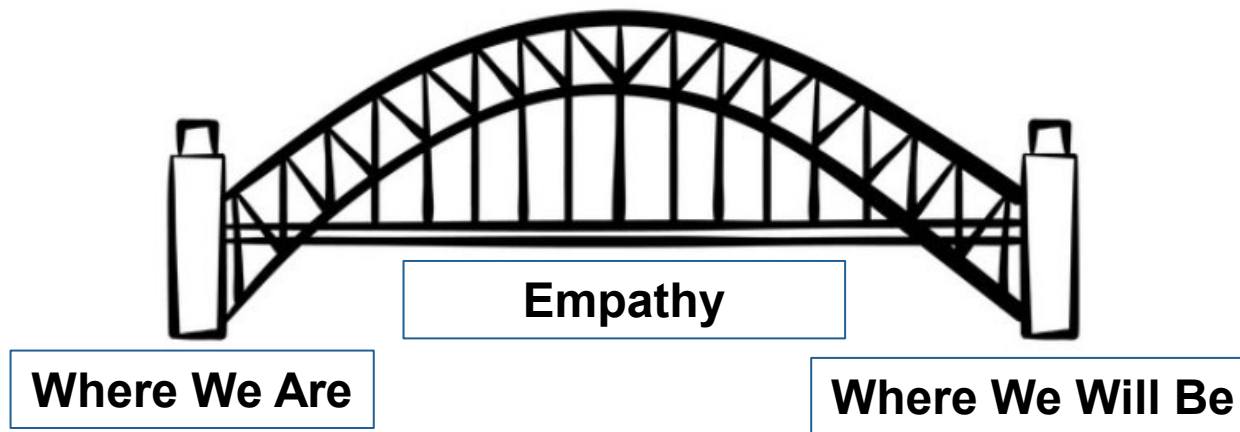
“I want to acknowledge my own responsibility concerning this challenge: [insert].”

Offer Empathy

“Although I don’t know exactly what you are experiencing, I care about you, I see it is difficult, and I value you and your experience.”

Recover Hope

“When we’ve experienced challenges like this in the past, here is what we’ve done well: [insert].”





The Empathetic Bridge

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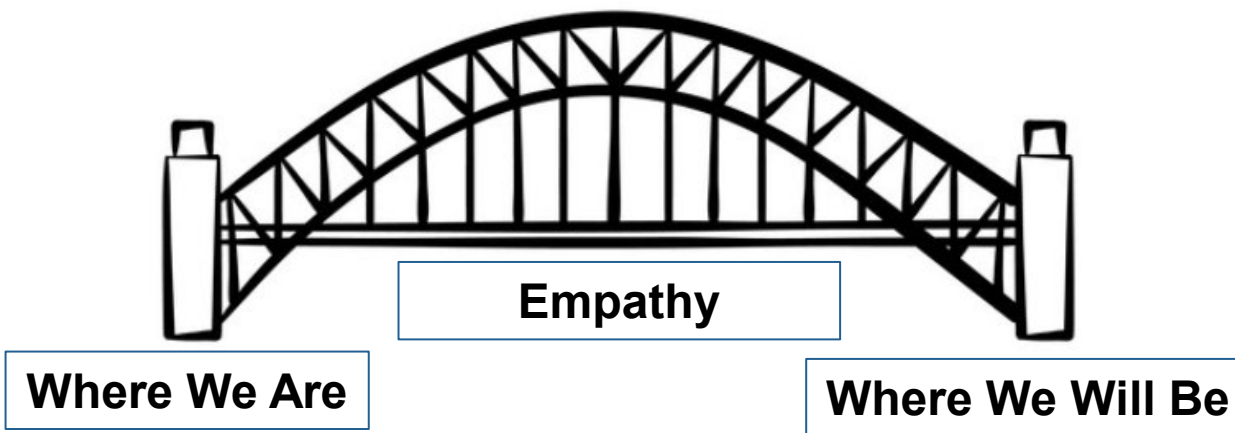
“When we’ve experienced challenges like this in the past, here is what we’ve done well: [insert].”

Enable Choice

“Here are some of the possibilities before us: [insert]. What other possibilities do you imagine?”

“Which is the right choice for you today?”

“How can I support you in this choice?”





The Goal of Empathy

- Help people identify how to act with purpose in the face of a challenge or uncertainty
- Remind them through our conversation that we care about them, we see how things are difficult, and we support them



Navigating Difficult Conversations

- Tolerate difficult thoughts & feelings and know that they will pass
 - Manage negative feelings that may be (mis)directed toward us
- Trust is not about “getting people to do what we want them to do or feel,” but rather “supporting them to do what they want to do or feel.”
- Create shared capacity for emotional regulation

Lecture Three



Empathy Practice: Open Honest Questions

- Help us learn about other people's perspectives and experiences without imposing our own thoughts and assumptions
- Advance productive dialogue, deeper understanding, and new ideas
- Takes self-awareness, understanding and practice



Preparing to Ask Open Honest Questions

- How will we receive another person, particularly one with a different perspective?
- How might we allow ourselves to be changed?
- How do we create opportunities for each person to contribute, from where we each are, not where we think another should be?



What is an Open Honest Question

- The intent is to learn more about the perspective of a different person's experience.
- An open, honest question invites narrative rather than a yes-no response (open) and doesn't show preference for a specific answer (honest)
- It is the opposite of a closed-ended or leading question, which encourages a short or single-word answer, or steers the person toward a preconceived answer (control)
- The best single mark of an open, honest question is that the questioner could not possibly anticipate the answer



Examples of Open Honest Questions

- “What does the announcement about a second booster mean to you?”
- “When have you experienced this kind of situation before, what did you learn?”
- “Where would be a good place for us to try that first?”
- “Who else does this effect?”
- “How do you feel about the announcement about....”



Participative Management

- Offers people opportunities to contribute to work, policies and decisions that affect them and encourages people at all levels to understand problems, develop strategies and implement solutions together
- In other words, how we get results with other people



Open Honest Questions for Vaccine Uptake

- Use open honest questions to explore where another person is coming from, where they were they get trusted information, who they trust, and how they think and feel about vaccines
- Reflect back their responses and invite them to further expand on the answer

Lecture Four



Good Listening

“It is through the quality of our listening and not the wisdom of our words that we are able to affect the most profound changes in the people around us. When we listen generously to people, they can hear the truth in themselves.”

- Rachel Naomi Remen



Good Listening

1. Two-way dialogue: ask open honest questions that promote discovery and insight
2. Build self-esteem: make the other person feel supported and convey confidence in them
3. Cooperative conversation: competition, defensiveness and debating are not present



Listen to Understand

1

Presence

2

Attention

3

**See the
person's
innocence**

4

**See the
person's
goodness**

5

Allowing

6

Wonder

7

Silence



Element 1 - Presence



- Be fully present
- There is no where else to be, nothing and no one more important
- There are no devices on or near you
- Turn your awareness to the other person
- Use non-verbal and physical cues to show you are listening (e.g. eye contact)



Element 2 – Attention

1

Presence

2

Attention

- Place your attention completely on the other person
- If your mind wanders, bring your focus back to the person
- Notice if you are thinking about what you will say or remembering your own similar stories – and let go of your thoughts



Element 3 – See the Person's Innocence

1

Presence

2

Attention

3

**See the
person's
innocence**

- Remember how much we are alike
- Release any judgment and open your heart
- Remember that this person is, like you, doing the best that they can at any given moment



Element 4 – See the Person's Goodness

1

Presence

2

Attention

3

**See the
person's
innocence**

4

**See the
person's
goodness**

- See the other person's goodness, even when they cannot
- Trust that they do not need to be fixed, or your advice
- Remember that they have wisdom from within



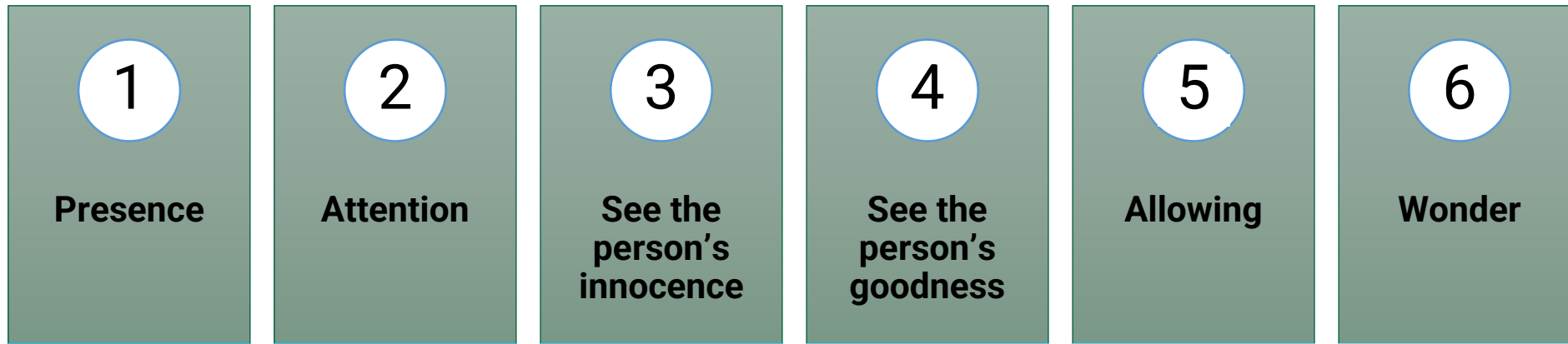
Element 5 - Allowing



- No one can be pressured into speaking their truth
- Offer a genuine invitation
- Create a sense of safety
- Offer space and time for the other person
- Trust that they will speak whatever they most need to hear



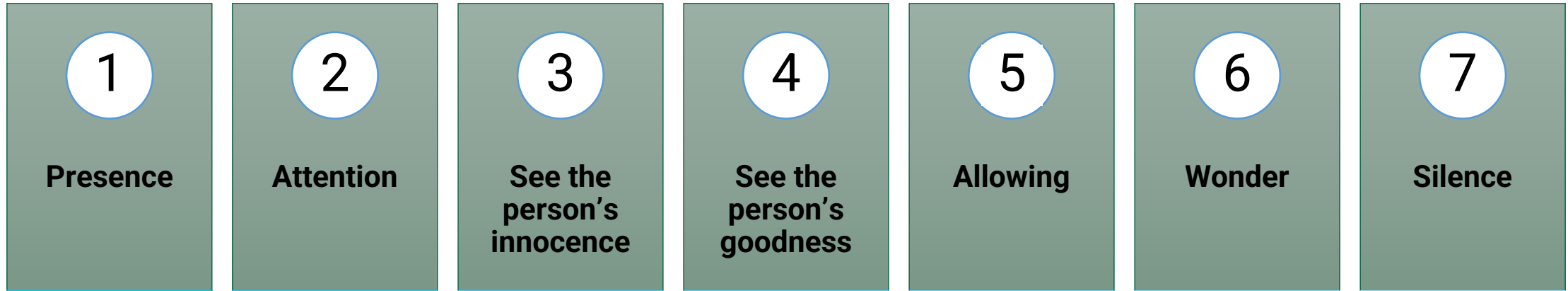
Element 6 - Wonder



- If questions arise to what another person is saying, hold those questions for awhile
- Ask only questions that you really wonder about, not those for which you think you know the answer
- Your questions best serve when they offer reflection in another
- Use open honest questions



Element 7 - Silence



- Allow for silence
- Notice if you are tempted to fill a silence with words
- Return your attention to holding the other with an open and calm mind
- Avoid the temptation to “fix” or “help”



Listen to Understand

- *Listening to fix*: trying to help solve a problem
- *Listening to respond*: asserting control and our own voice
- *Listening to understand*: activating the other person's agency to be the author of their own solutions, inner wisdom and knowledge

*Listening to understand is how we show our willingness
to receive people with **empathy**.*



Listen to Understand

- Think of a time when you felt deeply listened to. Who was it that listened? What did they do or what happened that caused you to feel listened to?
- Think of a time when you felt you listened to understand someone. What let you know that that person felt listened to?

Lecture Five

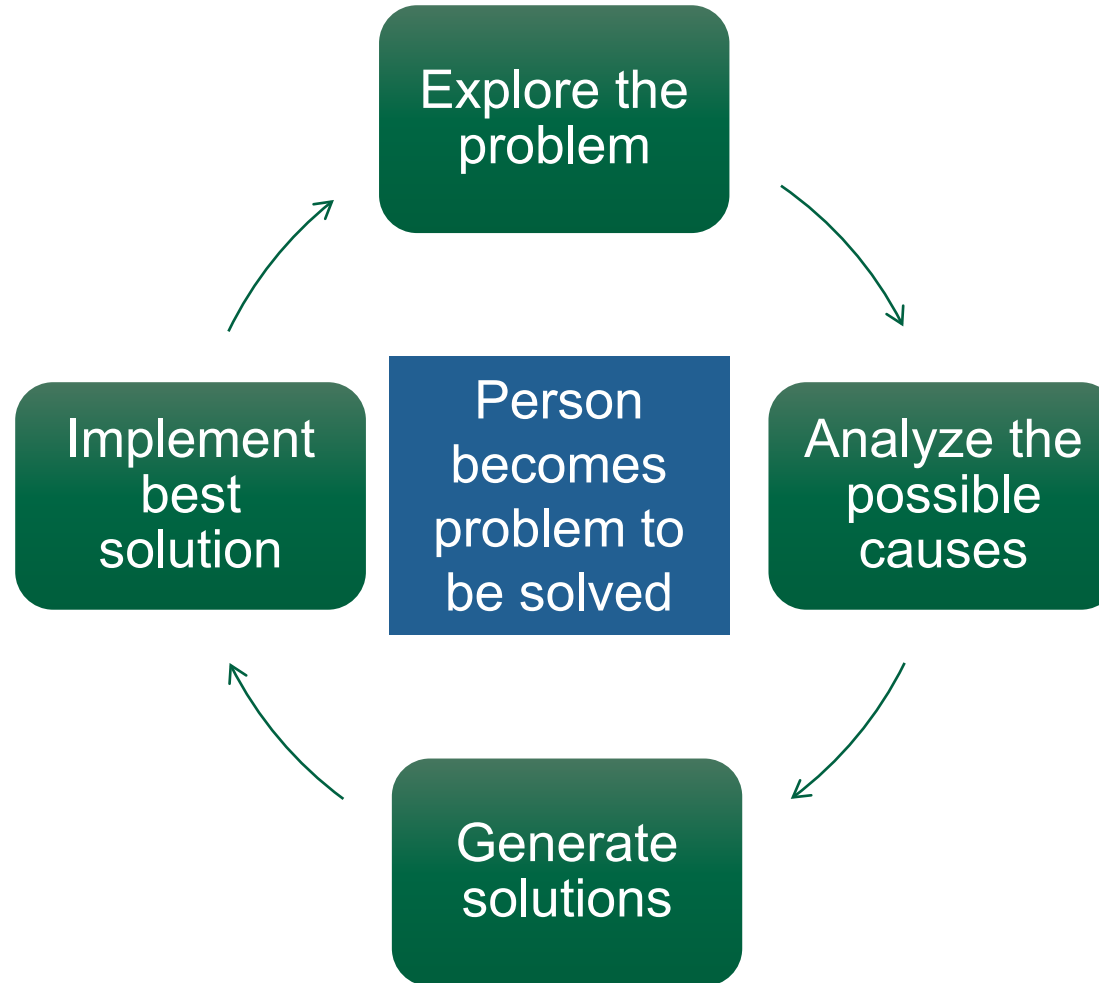


Problem-Solving

- Typically, our default position is to ask what is not working
- A constant focus on “what’s not working” saps energy, curbs motivation and good will from people

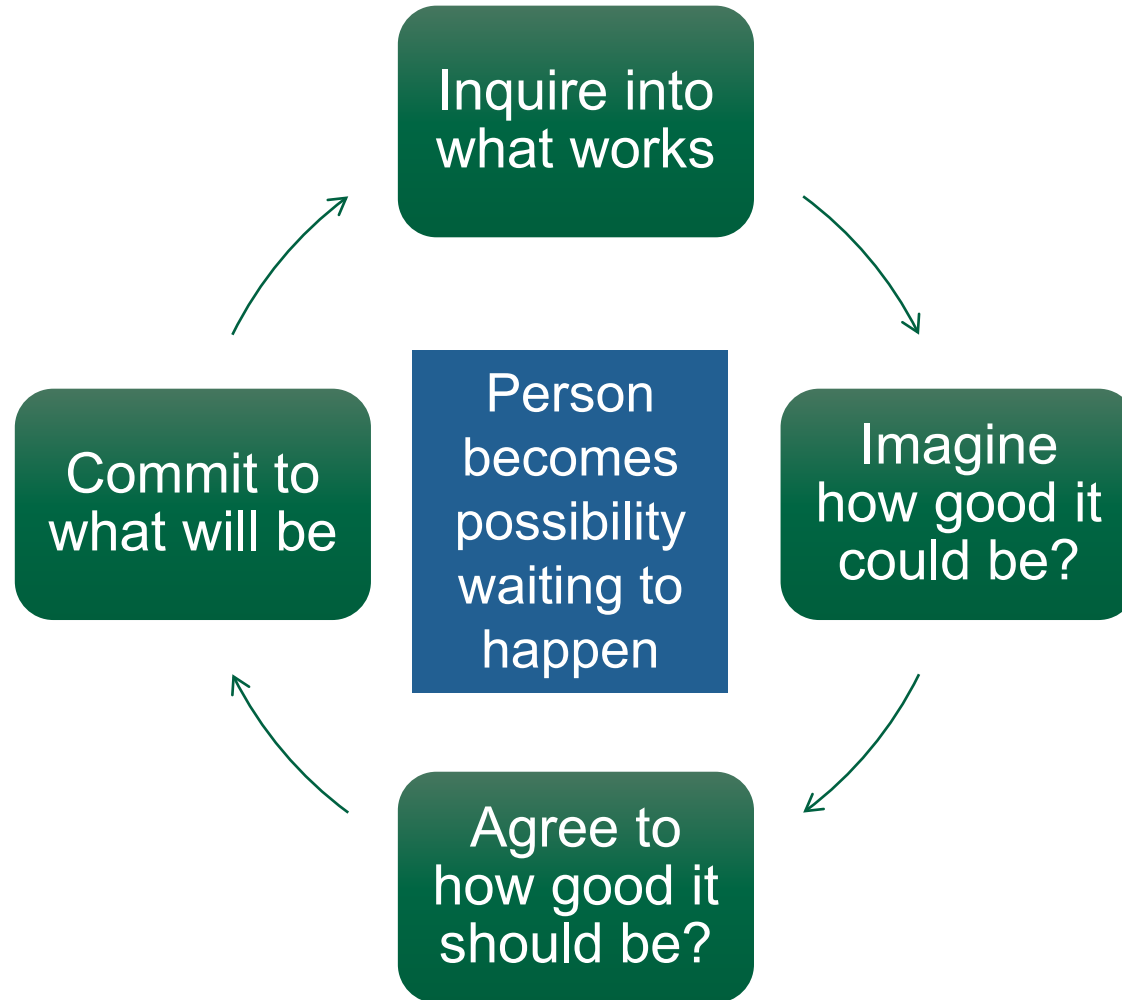


Problem-Solving Approach





Appreciative Inquiry





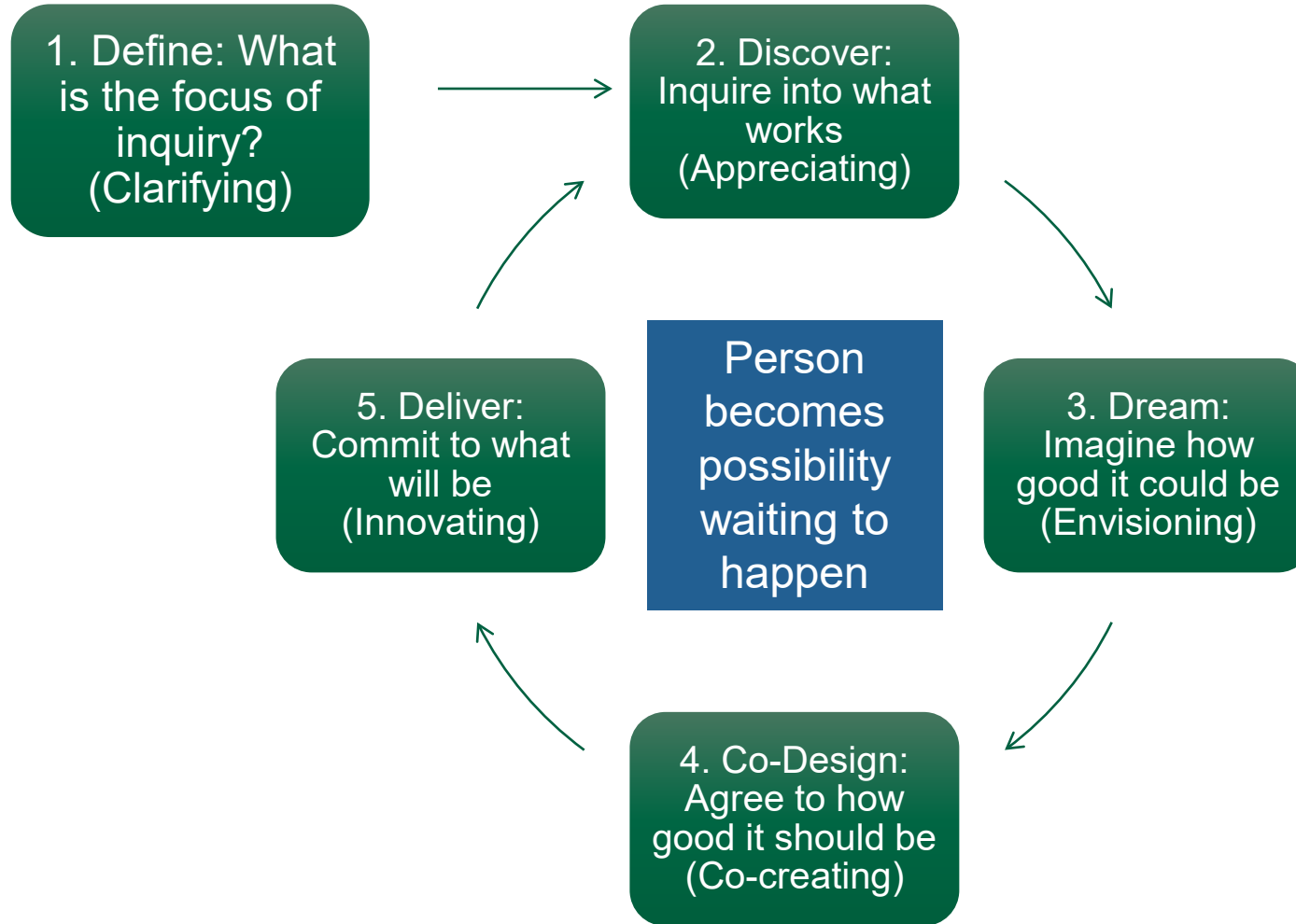
What Appreciative Inquiry Is

“At its heart, appreciative inquiry is about the search for the best in people, their organizations, and the strengths-filled, opportunity-rich world around them... Appreciative inquiry is a fundamental shift in the overall perspective taken throughout the entire change process to ‘see’ the wholeness of the human system and to ‘inquire’ into that system’s strengths, possibilities and successes.”

David Cooperrider, Lindsey Godwin, Jacqueline Starvos, *Appreciative Inquiry: Organization Development and the Strengths Revolution*



How Appreciative Inquiry Works





Why Appreciative Inquiry Works

- People like talking about their successes and actively engage in conversations that focus on what works
- When sharing positive stories, people gain confidence in their ability to deliver – it's their experiences, not someone else's best practice

Lecture Six



The One-to-One Meeting





The One-to-One Meeting



1. Attention

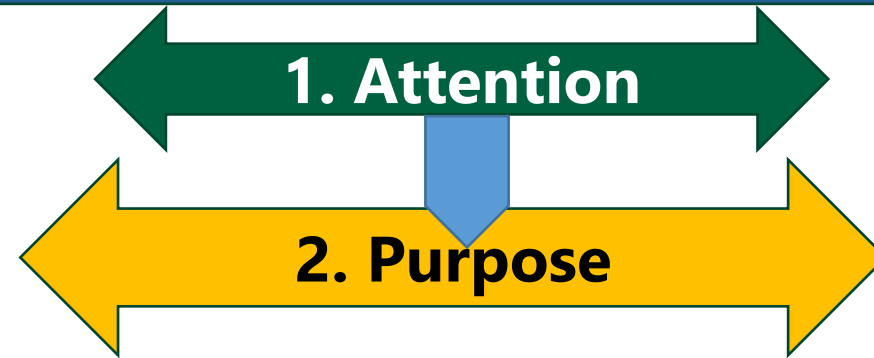


Whom shall I ask?

Reach out by email, phone or in person to schedule an intentional time together



The One-to-One Meeting



“Hello, I am here to...”

Clarify your interest and purpose in meeting

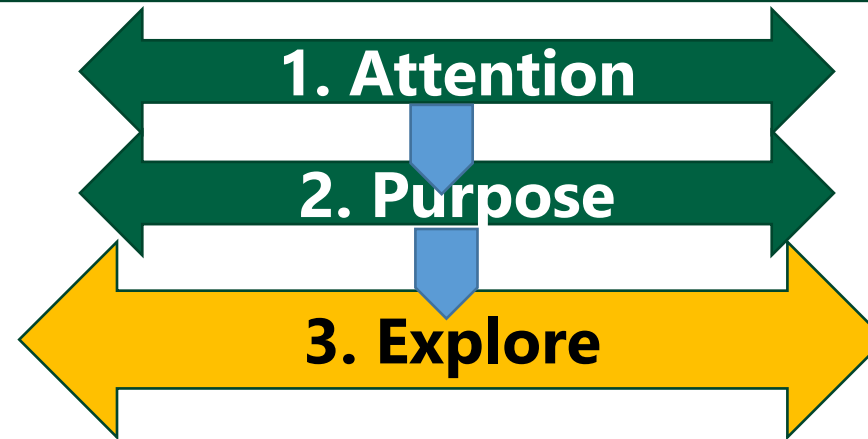
Ask if they would like to cover anything else

Confirm the length of time to speak

Project enthusiasm & appreciation



The One-to-One Meeting



“Tell me why...?”

Ask questions to elicit & identify **values**

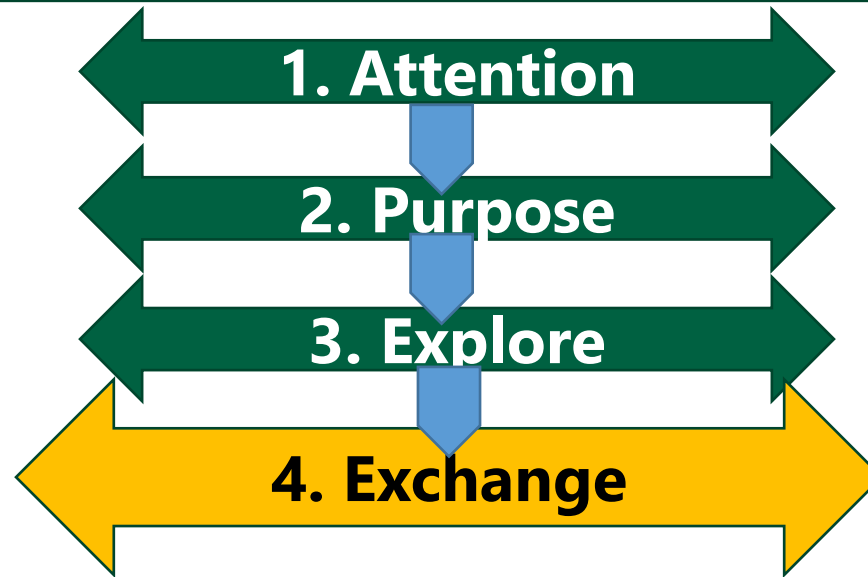
Explore shared **interests**

Listen for **skills** and **assets**

Tip: 80% listening / 20% sharing



The One-to-One Meeting



Strategize about possible exchanges of skills and resources that would enable both parties to achieve shared goals

How can we be helpful *to each other*?



The One-to-One Meeting



What are our next steps?

Frame commitment as opportunity

Be specific about what we commit to (who will do what and by when)



One-to-One Meetings

- Takes time, work and commitment
- Use empathy practices discussed in this lecture:
 1. Asking open honest questions
 2. Listening to understand
 3. Using appreciative inquiry



The One-to-One Meeting





The One-to-One Meeting



Lecture Seven



The One-to-One Meeting



Lecture Eight



Lesson 2 Review

- Understand what empathy is
- Ask open honest questions
- Listen to understand
- Use appreciative inquiry
- Conduct the five steps of a 1:1 meeting



Story From a Facility

AHCA
AMERICAN HEALTH CARE ASSOCIATION
Building Trust in Long Term Care



Jessica Dickson
Regional Vice President of Operations



Practice Exercise

- Practice the five steps of a one-to-one meeting with a colleague and reflect on the practice (& invite your colleague to give you feedback)
 - Ask open honest questions
 - Listen to understand
 - Use appreciative inquiry



Incorporate in a Relational Strategy to Scale Trust

- Use empathy practices in your one-to-one meetings with staff
- Teach other staff to use these practices with one another
- Identify and recruit champions with empathy skills that they can bring to bear as part of a relational strategy to build trust across your organization

Thank You

Building Trust in Long Term Care