



AHA Team Training

Flip Don't Flop! Remodeling Communication Using Deconstructive Feedback

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 **American Hospital
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AHA CENTER FOR HEALTH
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Upcoming Team Training Events

Courses & Workshops

In-person [TeamSTEPPS Master Training Courses](#)

- June 7-8 at Tulane
- June 13-14 at Northwell Health

Webinars

[Telehealth and Its Emergence During the Pandemic](#) – May 17 at 12 pm CT

[Engaging Physicians in Teamwork Training for Quality and Safety - Or Why Don't Your Physicians Get Engaged?](#) – June 8 at 12 pm CT

Today's Presenters



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Today's Objectives

Describe how communication affects team processes and outcomes

Compare and contrast destructive, constructive, and deconstructive feedback

Apply the deconstructive approach to a challenging clinical scenario



The Case of Mr. Bob Jones



Characteristics of Effective Feedback



- Identifies level of learner and competency
- Guides future learning and reflection
- Is well timed and expected
- Deals with specific performance with observable data or information
- Deals with actions and decisions, rather than inferences, assumed intentions or interpretations
- Identifies and corrects areas for improvement
- Is not judgmental or evaluative

Types of Feedback

Destructive

- Breaks down
- No benefit to learner
- Includes passive aggressive comments and questions
- Nongenuine questions
- Never justified

Constructive

- Builds up
- Considers other's interest
- Often used
- Includes unexplained compliments
- Insinuates "help"
- Frames perceptions and judgments as fact
- Can be perceived as presumptuous or condescending

Deconstructive

- Disassembles specific event into observable data
- Contextualizes and does not generalize
- Acknowledges many perspectives
- Focus is on perspectives and inferences of facts, not other person
- Requires two-way conversation
- May identify more conflict

Deconstructive Feedback

"Having different meanings isn't a problem. We make it a problem when we insist that our meaning is the better one without ever exploring its validity."

Supervisor or peer does not have "super-vision"

Kegan and Lahey. How the Way We Talk Can Change the Way We Work.



Feedback in the Video on Mr. Jones's Care

Destructive

"Look in the chart. I'm ready to leave." (nurse)

"I knew it! That's why I asked Dr. Whitecoat for the potassium. Check my charting. It's in the charting. He wouldn't give me an order." (nurse)

"I put in the order at 11:40am yesterday. Why am I here? I talked to the Pharmacist. They had the order." (physician)

Constructive

"Give the Lasix like ordered and give me an update later." (physician)

"That's not good." (pharmacist)

"OMG, yes! That would be awesome." (nurse)

"Who updated the nursing staff of the new order for potassium? When were the new medications entered into the EMR? I need to run, but it sounds like we need better communication." (risk manager)

Deconstructive

"I'm concerned about giving this Lasix without any potassium on board. It makes me really uncomfortable since his potassium is only 3.1. I don't want to cause the patient any harm. He's already hypokalemic." (nurse)

"I understand you'll be seeing him later. In the meantime, he's getting two doses of IV Lasix. I think it is important that he begin potassium prior to the Lasix." (pharmacist)

A Deconstructive Meeting about the Care of Bob Jones



Example of Deconstructive Conversation

- Disassembles specific event into observable data
 - Missed potassium dose
- Contextualizes and does not generalize
 - Specific events/interactions/perceptions leading to missed dose
- Acknowledges many perspectives
 - Interprofessional team perspectives and thought processes
- Focus is on perspectives and inferences of facts, not other person
 - How events were perceived, not seeking to lay blame or shame
- Facilitates two-way conversation
 - Invites dialogue and mutual accountability
- May identify more conflict
 - Honest dialogue will allow room for additional perspectives & insight. More work to be done!



Key Takeaways

- Effective feedback reinforces positive actions, guides future learning, and promotes substantive reflection.
- Deconstructive feedback is the preferred type of feedback because it disassembles the event and promotes dialogue.
- Utilizing deconstructive feedback can promote and maintain team synergy and effectiveness.



WHAT QUESTIONS WOULD YOU LIKE TO HAMMER OUT?





Questions? Stay in Touch!

www.aha.org/teamtraining

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