



BLUEWATER HEALTH

Life, health and renewal.

**What would it take for you to come
along?**

**One Organization's Experience
Using Deep Democracy**

Georgina Veldhorst & Barb O'Neil

About Bluewater Health

- **Bluewater Health, with locations in Sarnia and Petrolia, is a 326-bed community hospital that cares for the residents of Sarnia-Lambton. With close to 2,500 staff, Professional Staff and volunteers, Bluewater Health provides an array of specialized acute, complex continuing care, allied health and ambulatory care services.**
- **State-of-the-art facilities, which opened in 2010, contribute to Bluewater Health's Mission: *We create exemplary healthcare experiences for patients and families every time.***

BWH Strategic Priorities



Vision: Exceptional Care - Exceptional People - Exceptional Relationships

Values: Compassion, Accountability, Respect, Excellence (CARE)

Check In

Are you dealing with a situation where you may be experiencing resistance?

In one or two words, describe how it feels.

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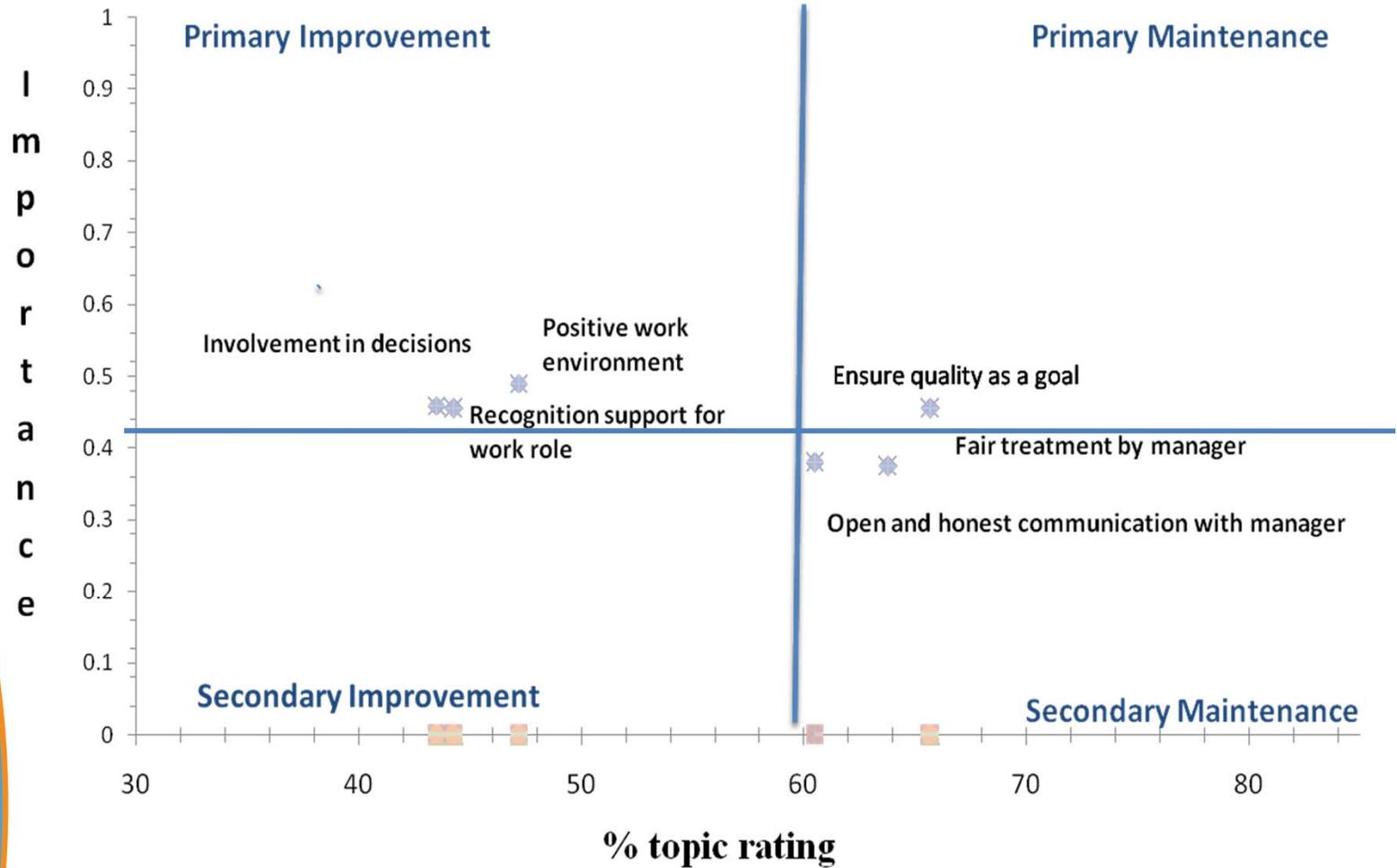
In one or two words, describe how it feels.

What do you do to manage it?

The Bluewater Health Story

- **2009 Employee Engagement Survey results**
- **Sponsoring committee (HWPT) held a retreat to reveal results to organizational leadership**
- **Structure of the event.** Review of MVV, Strategic Plan, current projects, corporate survey results including matrix
- ***Deciding* where to focus our energy**
- **... and that's when the trouble started 😊**

Improvement Matrix for Employee Engagement 2009



Clarifying the Top Three Priorities

- **Based on the Matrix...**
 - **Involvement in Decisions**
 - **Positive Work Environment**
 - **Ensure Quality as a Goal**
- **Based on Emotion of participants as representatives of their stakeholders...**
 - **Recognition and support for work role.**
 - **Fair treatment by manager.**
 - **Open and honest communication with manager.**

Recognizing the Resistance

- **Closed posture**
- **Side conversations & lobbying**
- **Jokes & Sarcasm**
- **Atmosphere felt prickly**
- **Excuses about why things couldn't/wouldn't work**
- **Little eye contact**
- **Lack of energy in the room.**
- **Negative comments on evaluation**



Deep
Democracy

Deep Democracy

Deep Democracy

30 minutes Georgina

- **Framework and set of tools**
 - **Analyzing and understanding group, team and organizational dynamics**
 - **Managing dynamics for:**
 - **Improved decision making**
 - **Preventing or managing resistance to change**
 - **Preventing or managing disagreements**



Understanding groups using Freud's Analogy of the Iceberg

Conscious (known by all)

Is when everyone is aware of what is happening

Unconscious (hidden to some)

Is when not everyone is aware
The insight, wisdom or potential
lies in the unconscious

Water line

Is the degree to which people feel free
to say what they think and feel





Factors affecting the level of the waterline



Autocratic Rule or Leadership



Other factors affecting the level of the Water Line

- **Risk of retribution from peers**
- **Level of transparency**
- **Rank difference**
- **Degree of predictability**
- **Will it make a difference**





Signs of something lurking under the waterline

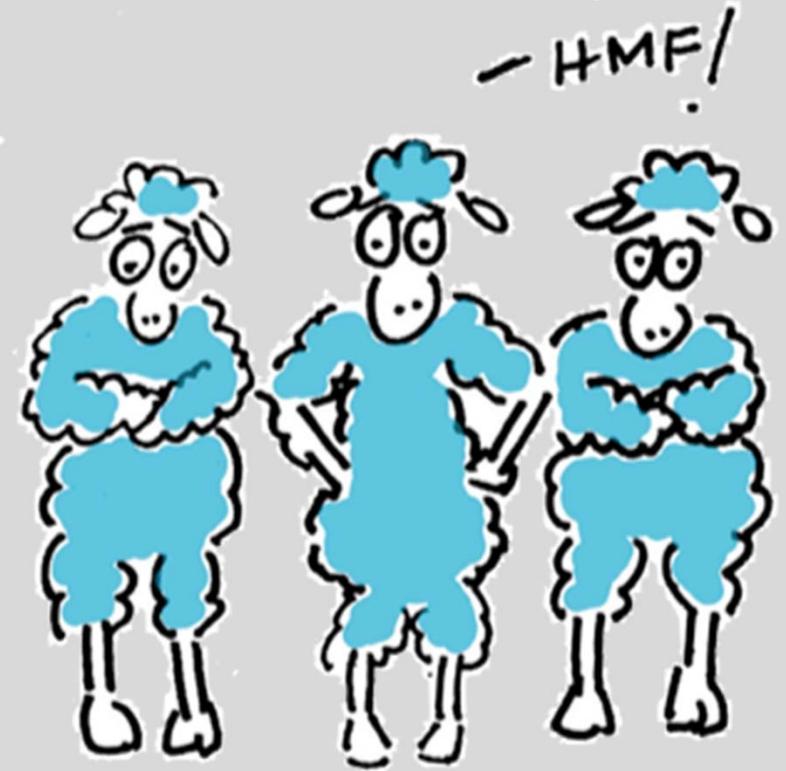
- **Edginess or edge behaviour**
- **Cycling**
- **Resistance line behaviour**
- **These are diagnostic tools—something is going on that is not being said, not being heard, or not being addressed**





Diagnostic tool #1: Edge behaviour

- **Bored & mind wandering**
- **Frustrated/irritated/angry**
- **Sleepy**
- **Wanting to gossip**
- **Suddenly discovering somatic symptoms e.g.**
 - **A headache, stomach ache**
 - **Suddenly becoming aware that the chair you are sitting on is uncomfortable**





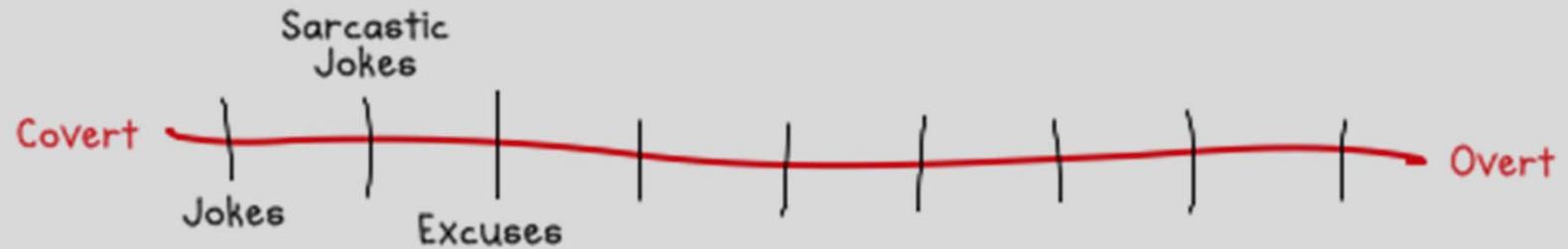
Diagnostic tool #2: Cycling

- **An issue that keeps reappearing**
- **Has reappeared 3 or more times**
- **Gains momentum each time it reappears**





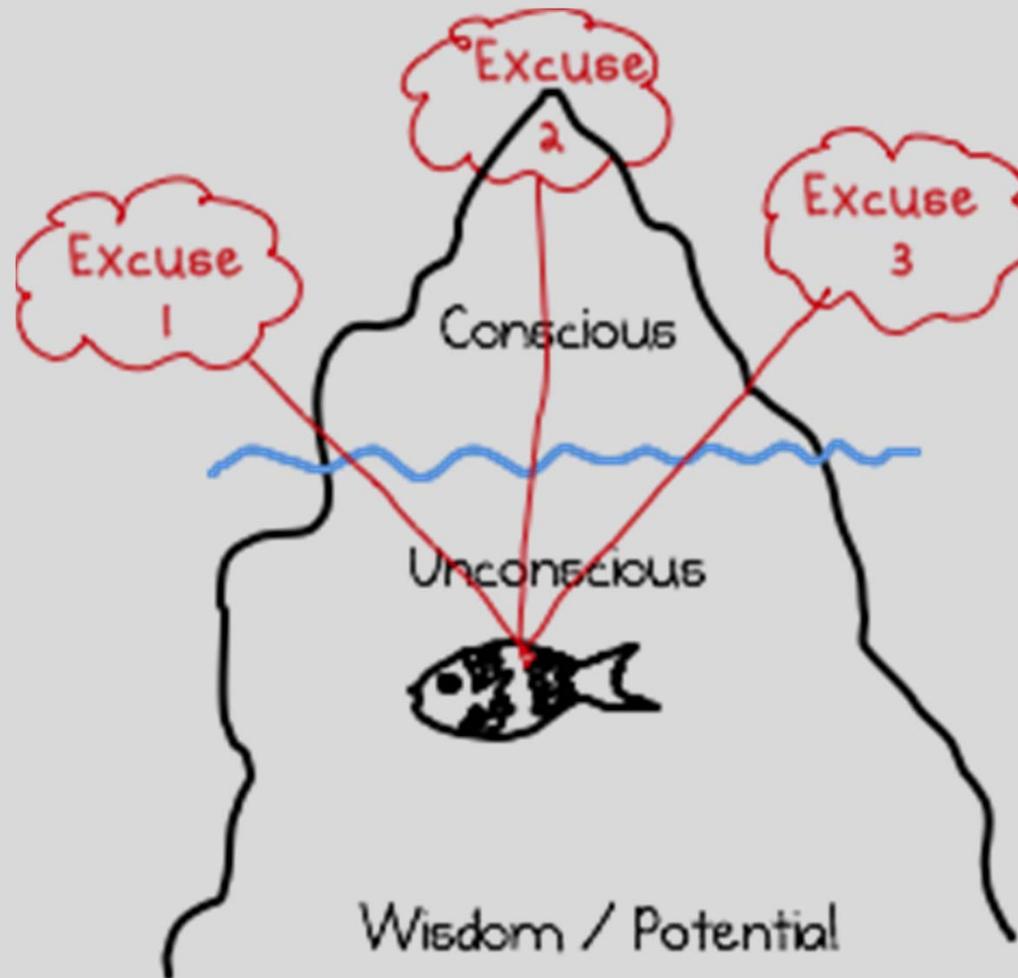
Diagnostic tool #3: Resistance Line



Inefficient and ineffective →

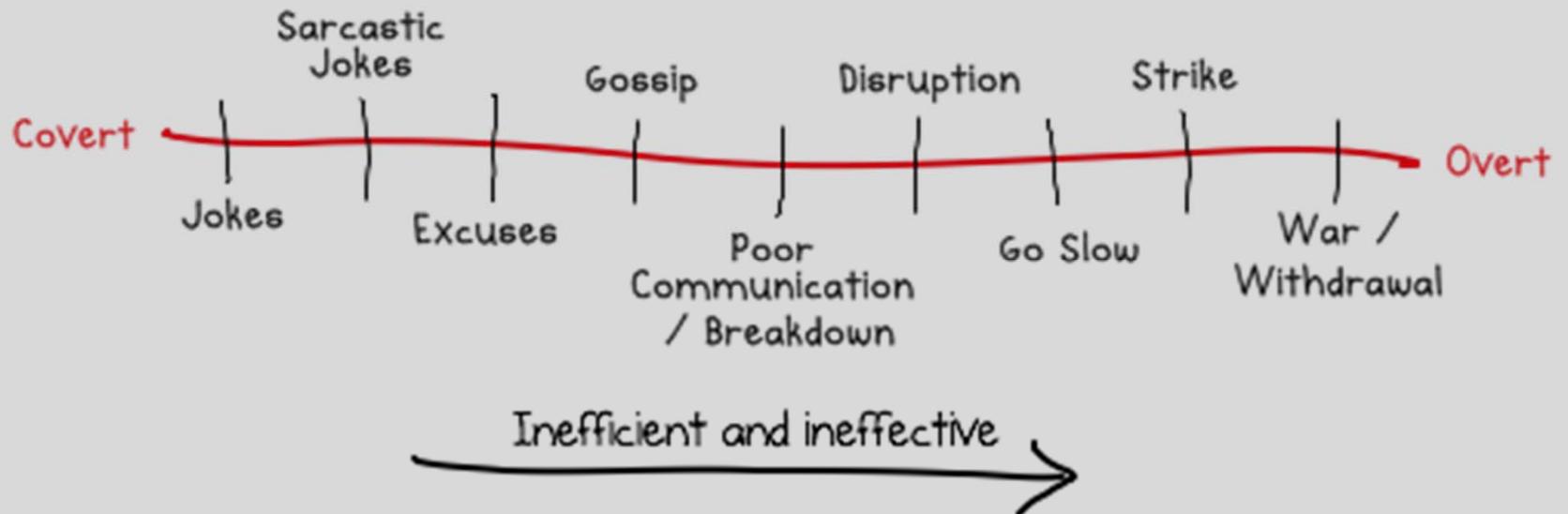


Resistance Line





Resistance Line





Treatment for lurking issue

- **Lower the waterline—making it safe for the issue to emerge/be said and discussed**
- **Suppressing it or ignoring it will result in movement down the resistance line or cycling—more difficult to manage**
- **Tools for lowering water line:**
 - **Check-in and check out**
 - **4 step decision and decision making tool**

Back to BWH: Understanding the “no”

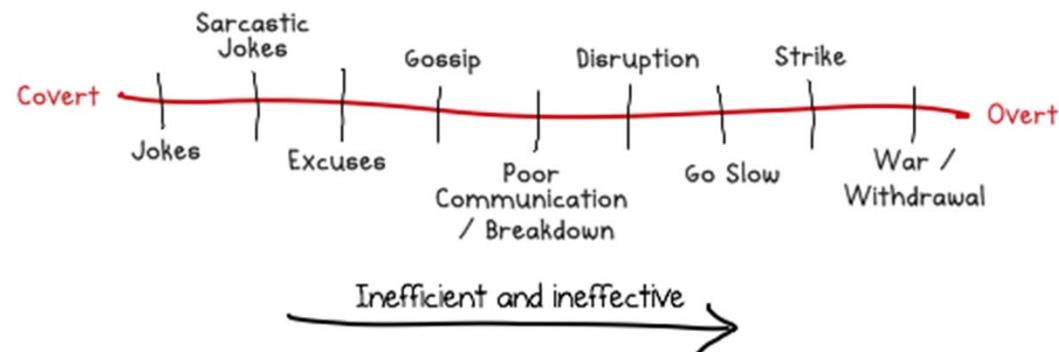
**Next morning called an emergency debrief for the HWPT.
Team included Union Leaders.**

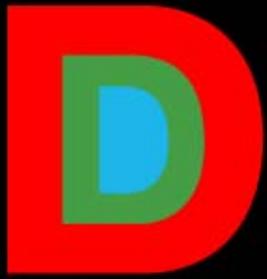
- 1. Ensured that everyone had a say. Check in**
- 2. Created a safe space and intentionally went looking for the other view (the No). Made it safe for the other view.**
- 3. Spread the role. Sought to understand (curiosity) the variety of positions and worked to understand the other’s point of view.** So much easier to sit back and complain ☺
- 4. Included the wisdom of the minority voices and asked what they needed to “come along”**

Unpacking what we did Georgina

If we hadn't done the second phase (emergency debrief), what likely would have happened?

- **Discontent festers**
- **Results are sub-optimal**
- **Initiatives fail**
- **Employees become disengaged**





Deep
Democracy

Began meeting with a check-in



Why use a Check-in?

- **It is powerful and easy**
- **It builds connection and a sense of community**
- **It gives each person the opportunity to be recognised**
- **It gives a sense of where people are at ‘outside the meeting’**
- **It equalises the rank in the room**
- **It is empowering and humanising**
- **It gives an indication of the issues and energy in the room**
- **It provides insight into the resistance or sabotage**



Steps in the Check-in Process

- **Introduce how and why it is done**
- **Ask specific Check-in questions. The type of questions you ask will govern what type of check-in it is**
- **Model the Check-in for the group**
- **Popcorn Style. Remind the group to “pop when you are hot”**





Steps in the Check-in Process

- **Explain that it is not a conversation – just a dumping**
- **Listen with interest and neutrality**
- **Ensure it does not slide into conversation**
- **Optional--Summarize at the end**

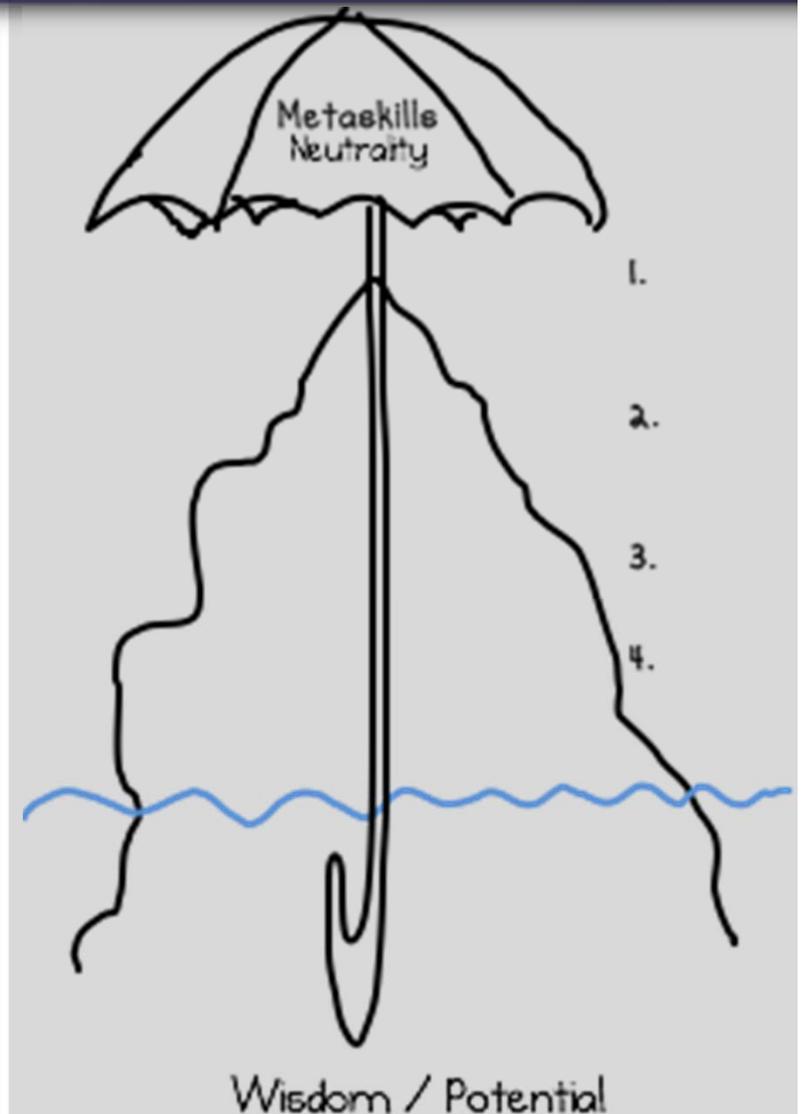


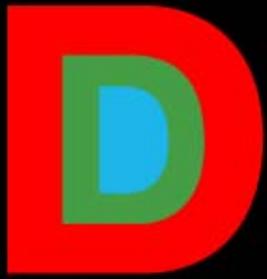


4-Step discussion and decision making tool

- 1. Gain all the views**
- 2. Make it safe to say the No**
- 3. Spread the No /
Alternative view

Take a vote**
- 4. Ask the question - What do
you need to go along?**





Deep
Democracy

Metaskills of the leader/facilitator



What are Metaskills

Metaskills are the attitudes that the facilitator brings to the Deep Democracy skills and techniques

Example:

A butcher and a surgeon both use a knife, however the attitude they bring to the knife is different. This would be known as the metaskill.





Types of Metaskills

- 1. Neutrality**
- 2. Compassion**
- 3. Learning attitude**
- 4. Light touch**
- 5. Humour**





Managing Neutrality and Non-Neutrality

Use the neutrality dance

- **Ensure Transparency**
- **Move into neutral position**
- **Don't use neutrality as a manipulative tool**





Staying on the Bus through Deep Democracy

- **The insight/wisdom of the group is being tapped**
- **The resistance line is kept at bay**
- **The minority is brought on board with the majority decision**
- **Empowering process**



HWPT + Managers and Champions



Positive/Fun Work Environment

Results

2011- 62.9

2009 – 47.4

Action Items

Pink Glove Dance

Department Celebrations

Birthdays

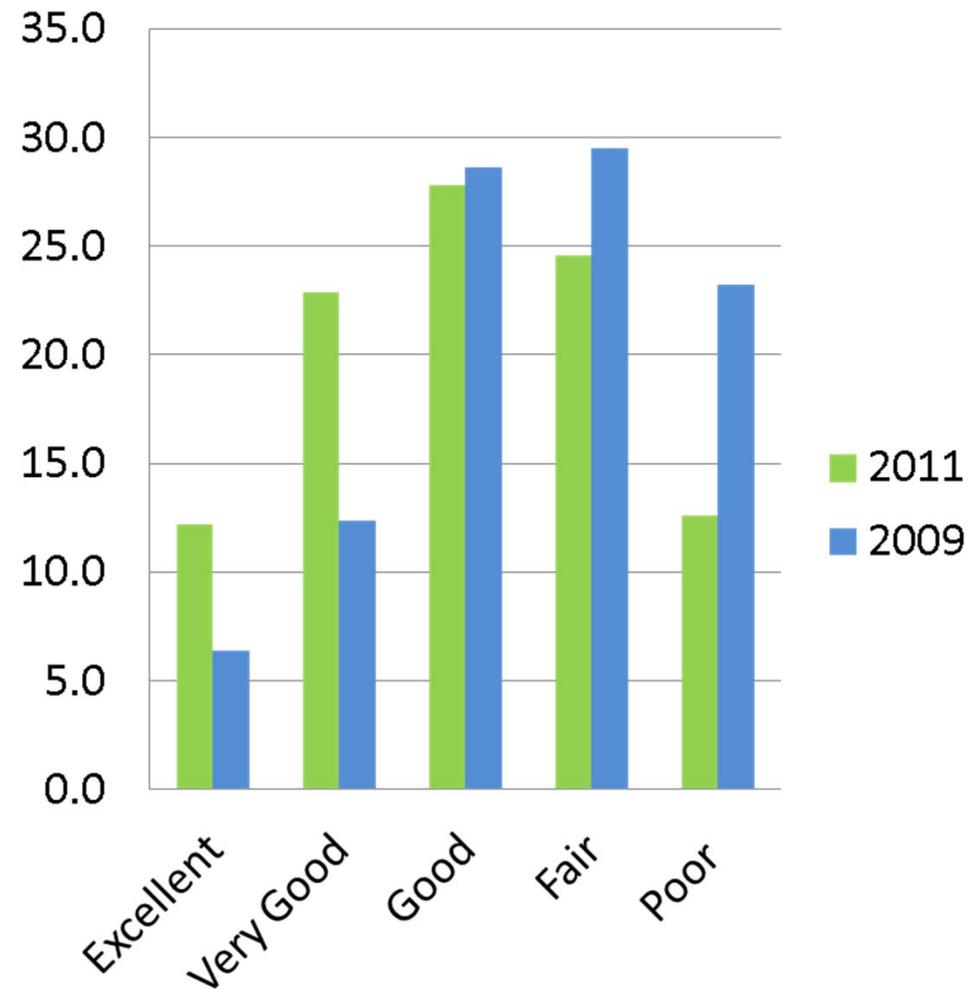
Potluck lunches

Support of local charities

Minute to Win It

Health and Wellness

Weight Watchers



Involvement in decisions

Results

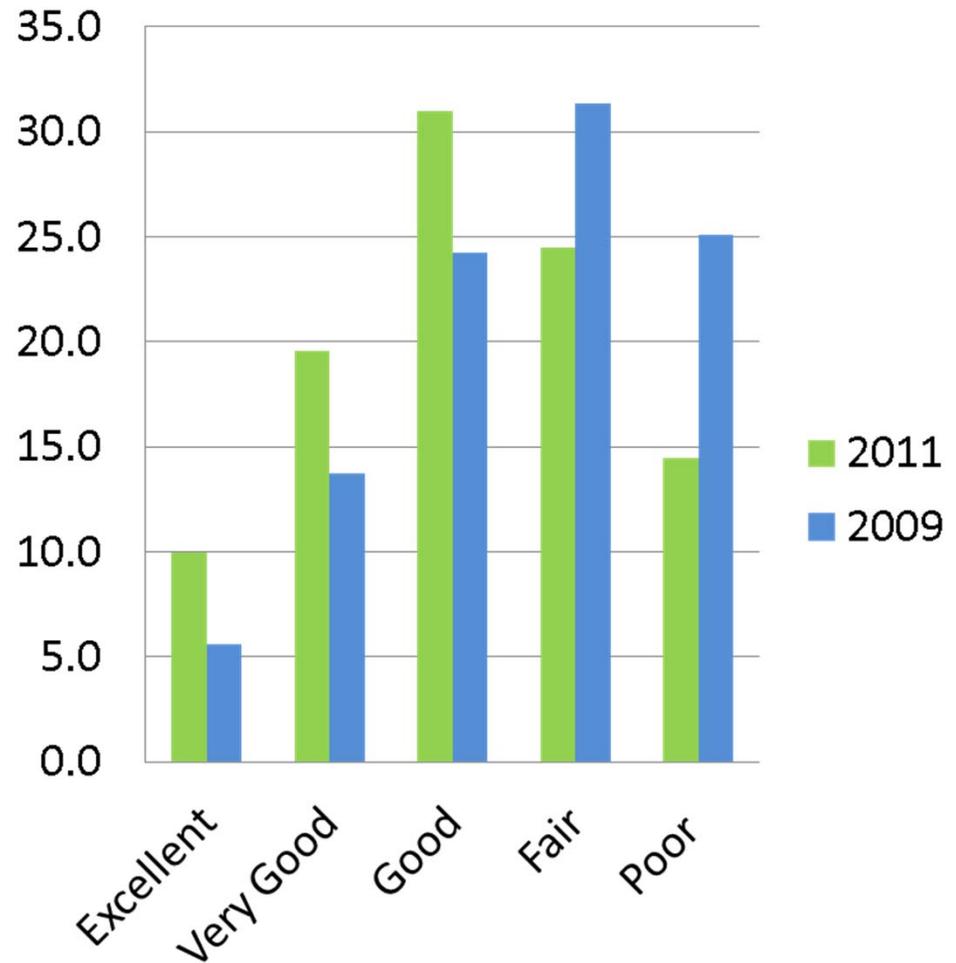
2011- 60.5

2009 – 43.6

Action Items:

Development of a Decision Making Tool

Workshop with Managers and Employee Champions



Effort to ensure quality care as a goal

Results

2011- 77.4

2009 – 65.9

Action Items:

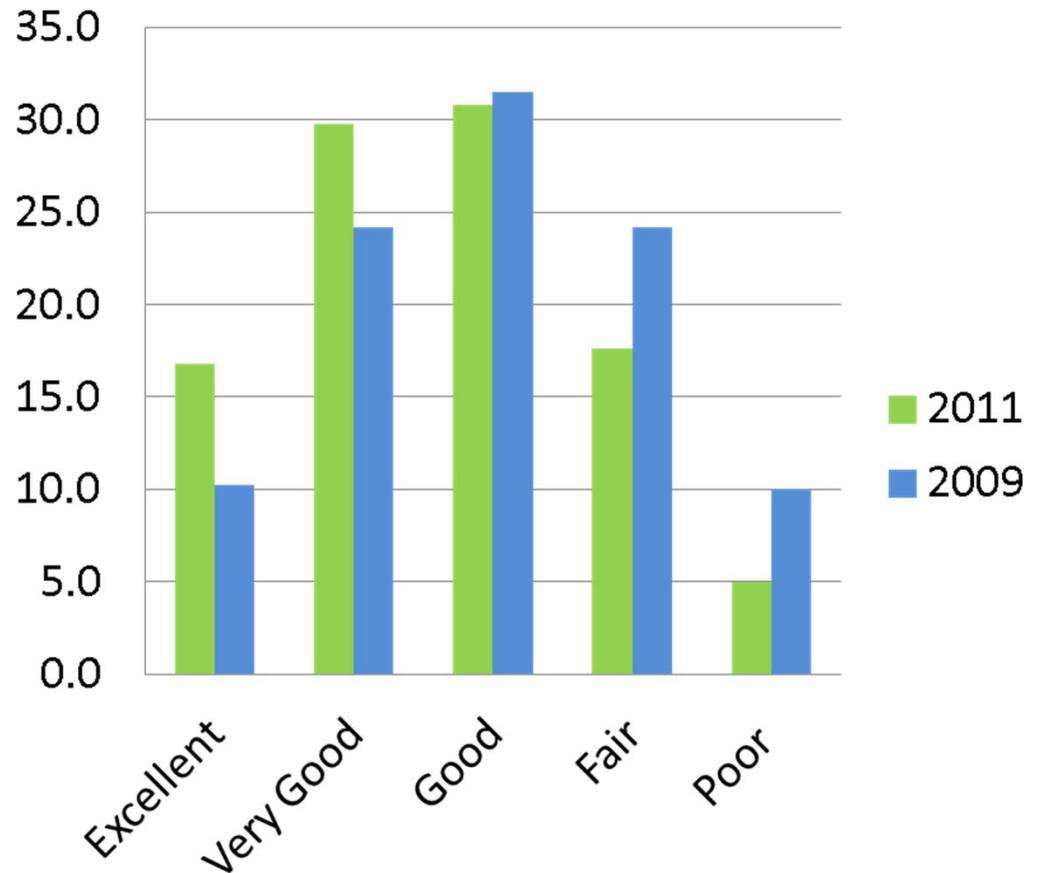
Education sessions for staff

Pharmacy Staff Huddles

Rehab Safety Huddles

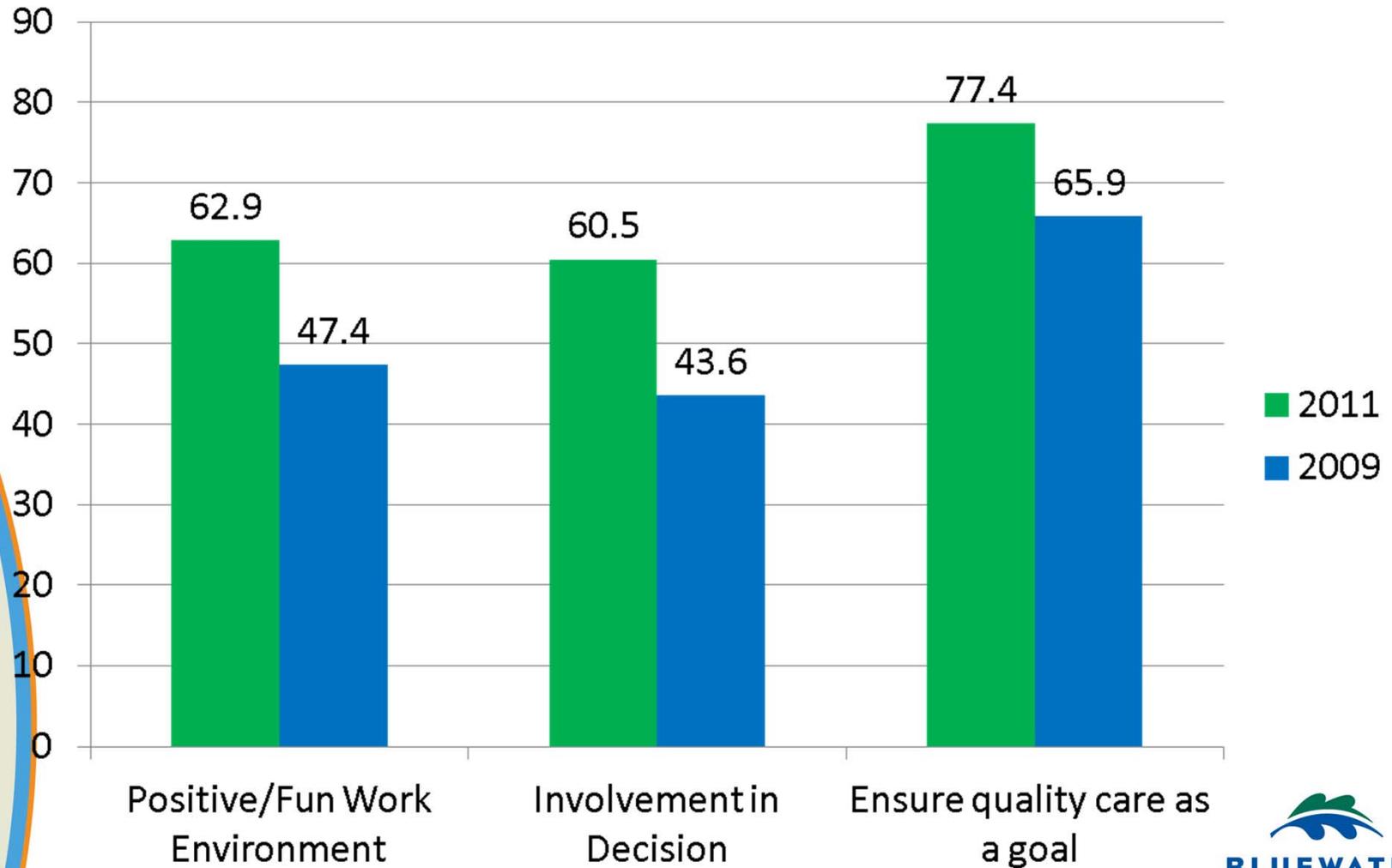
Bullet Rounds

Safety Crosses



Aggregate of Our Three Priority Questions:

Connected to our QIP for Patient Satisfaction



Group Practice 10 minutes

- **Share with each other what you are working on, thinking about examples of small and large situations where you could have used Deep Democracy tools.**
- **Group discuss own stories, dynamics and report back to larger group**

3 “Must do’s”

- 1. Connecting and understanding:**
 - iceberg
 - waterline
 - resistance line
- 2. Recognizing we can’t “squash” it.**
- 3. Must think about how to surface it.**

The Tools: Review

- **Diagnostic tools**
 - **Edges and cycling**
 - **Resistance line**
- **The Check-in and Check out**
- **4 step discussion and decision tool**
- **The Soft Shoe Shuffle**
- **Metaskills**
- **Neutrality Dance**

The Check Out

**What did you learn in this session
that you will apply next week?**

Thank you for your attention and participation!

Contact Information

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