

Joy-in-Work: Impact of Team Conversations on Psychological Safety

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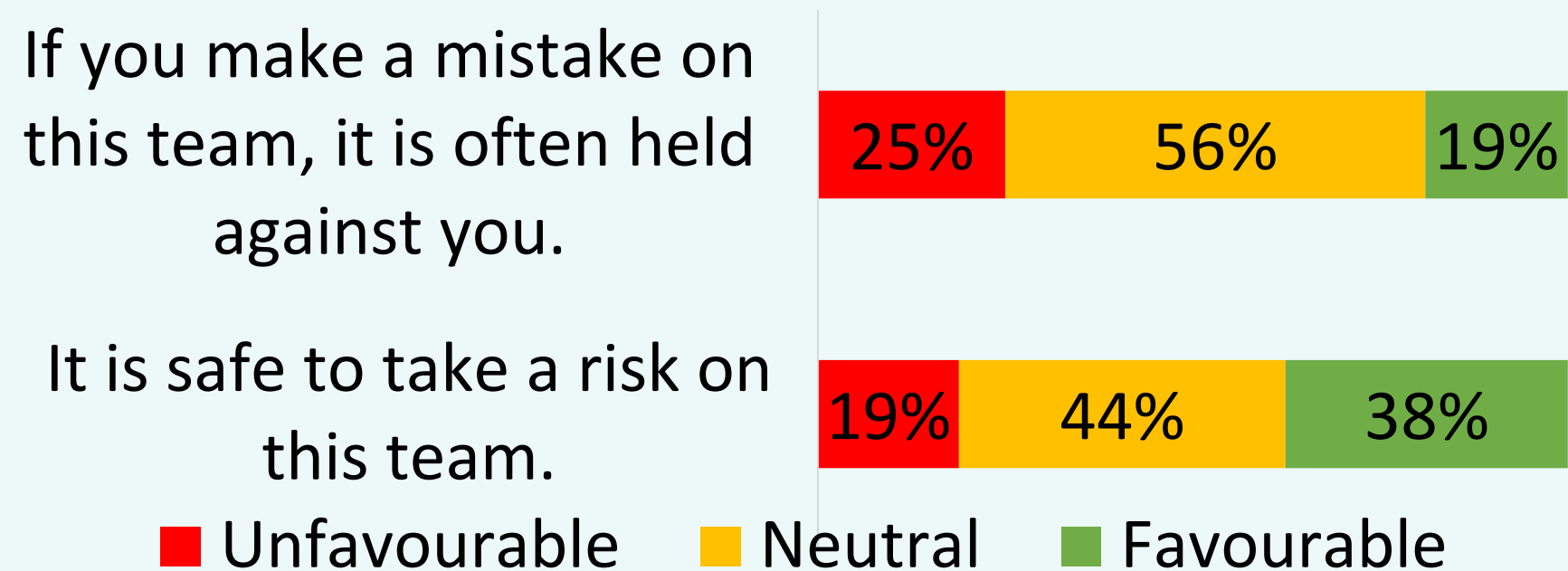
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Problem Statement

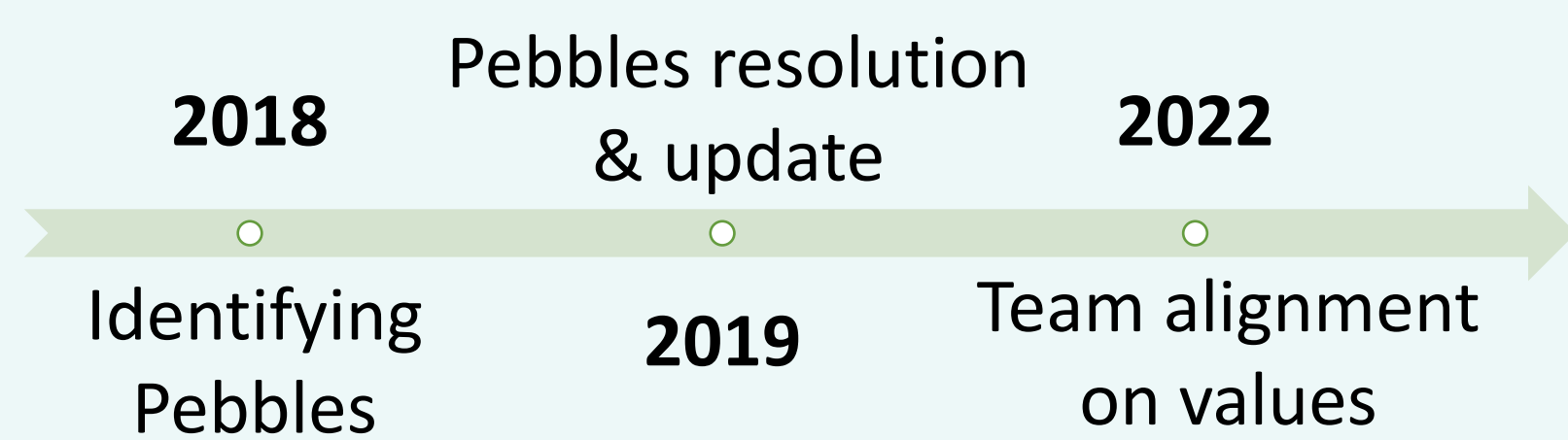
- Woodlands Health (WH) Pharmacy team was nested across 2 different sites.
- Little opportunity to work together and differences in team cultures between sites created barriers to psychological safety.

Pulse Survey Results in 2018 (n=16)



Project Aim

- To improve psychological safety within the department over the next 4 years through Joy in Work (JIW) conversations.



Lessons Learnt

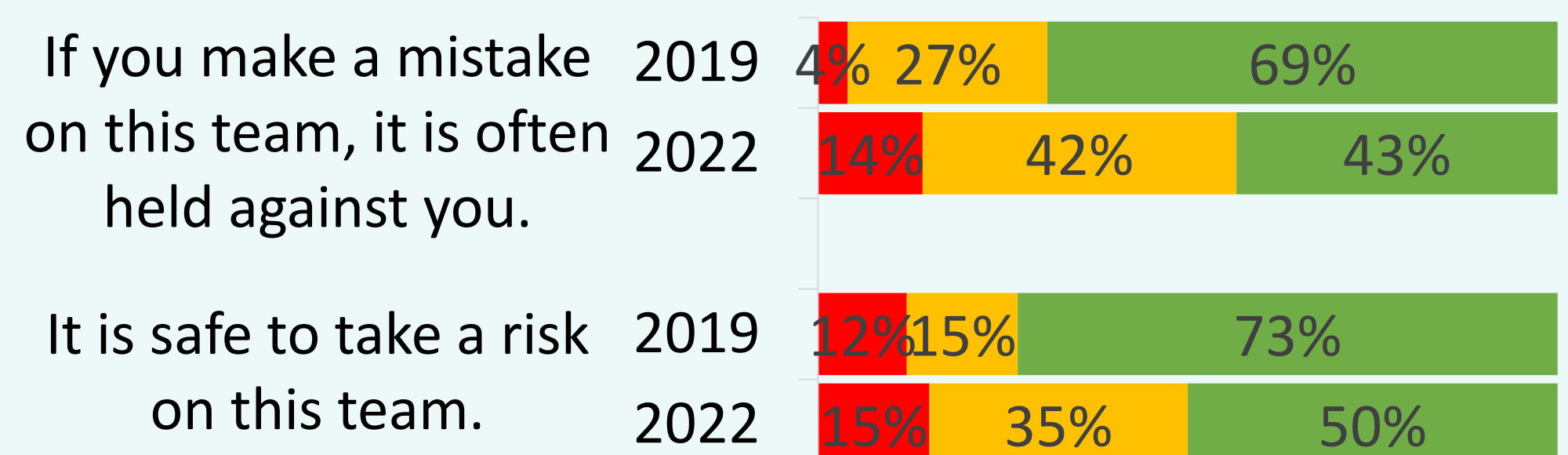
- As the team expanded from 16 in 2018 to 97 in 2022, it became increasingly difficult to engage everyone in the team during JIW conversations.
- Solution:** Four sessions of small group discussion were held for the 2022 session. Each session was comprised of staff from different sections and level of seniority.
- Zoom sessions were conducted for some of the 2022 conversations due to COVID-19, which affected the participation and response rate to the conversation.
- Solution:** JIW conversations would be better held physically to encourage more active participation.

Potential Solutions

- 2018:** Staff were asked about their frustrations at work (pebbles). Voting was done to identify the top pebble. **Top pebble identified was Blame Culture / Psychological Safety.**
- 2019:**
 - A department conversation addressing blame culture and developing principles for handling medication errors was conducted.
 - These agreed principles were also executed by the Medication Safety Officers.
 - The Head of Department (HOD) ensured these agreed principle was shared with all new hires within their first month of joining.
 - Separate small-group conversations were conducted for new hires to identify new and ongoing pebbles.
- 2022:**
 - A series of 4 small group conversations on desired behaviour and values were conducted to regroup the team post-COVID in preparation for Go-Live.
 - Pharmacy seniors consolidated statements brought up during previous conversations. These statements were voted on by the department to identify the top 3 statements that resonated with them.

Outcomes & Impacts

Pulse Survey Results in 2019 (n=26) & 2022 (n=92)



- There was an **overall improvement in psychological safety** from 2018 to 2022. However, the fall from 2019 to 2022 could be due to the rapid increase in team size with little opportunity for interaction due to COVID.
- The 2022 pulse survey was done before the small group conversations. No follow-up survey was done. Hence, the true impact of these conversations on psychological safety remains unknown.
- WH Pharmacy intends to continue these team conversations. With campus opening happening in 2024, more focus would be placed on the psychological safety of learning new processes in a new environment.