



HUMAN SCAFFOLD

Building human connections for exceptional results

# WINDSOR FHT TEAM SYNERGY:

*half-day team retreat*

March 6, 2026

The Windsor Club

# Key Objectives

1. Build upon a team culture of “respectful candor” and “critical friends”;
2. Develop an external self-awareness of how others perceive you and how you believe that you are perceived;
3. Explore the above interactively using relevant scenarios and reflect on various perspectives in the group.

# AGENDA

TIMEFRAME	DESCRIPTION
1-105pm	<b>Intro kick-off</b>
105-130pm	<b>"one honest goal"</b>
130-215pm	<b>REPN Concept Review</b>
215-230pm	<b>BREAK</b>
230-245pm	<b>Fun Activity</b>
245-345pm	<b>CBCF Discussions (45 mins total)</b> <b>Collaboration</b> - Outline what good collaboration looks like between staff members. <b>Boundaries</b> - Frame the boundaries in staff member relationships. <b>Communication</b> - Describe what ideal, open communication looks like between staff. <b>Feedback</b> - Articulate best practises for giving and receiving feedback.
345-355pm	<b>Final Reflections</b>
355-4pm	<b>Wrap Up</b>

# What is a **CRITICAL FRIEND**?

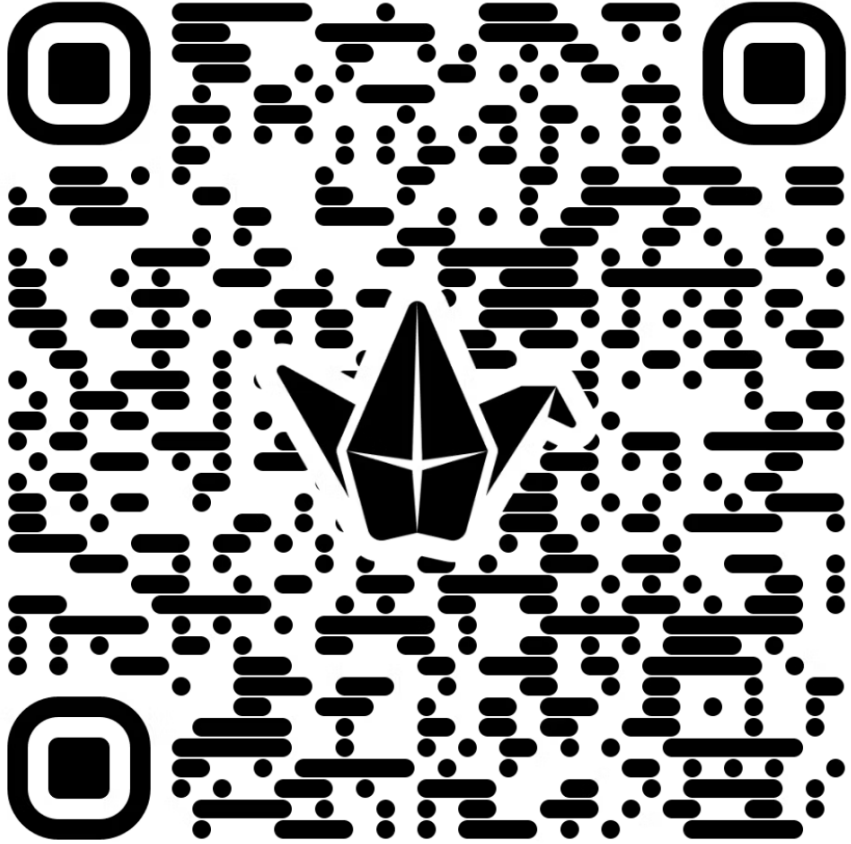
"Critical friends" are trusted individuals who provide constructive feedback in a supportive, honest way.

This concept encourages accountability and growth.

Today, you are a **LEARNER** and a **SUPPORTER**.

## ACTIVITY

Commit to one aspect of honest communication that you will practice today to help you both learn about yourself and support one another.

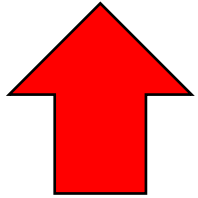




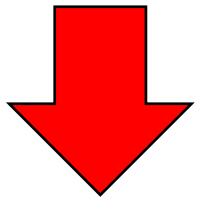
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# REPN Concept Review

*"Let's talk about  
this"  
(direct)*

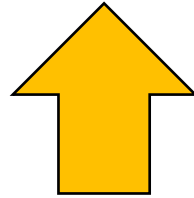


**RISK**

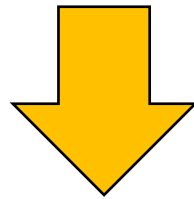


*"Yeah,  
everything's fine."  
(non-  
confrontational)*

*"Let's meet for  
coffee to discuss."  
(communicative)*

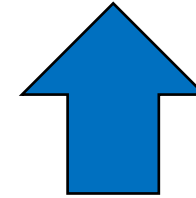


**EXTROVERSION**

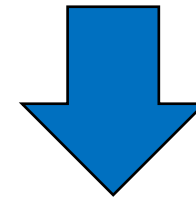


*"I need to  
research and  
analyze this a bit  
more."  
(analytical)*

*"I like to deal with  
one task at a  
time."  
(listens, calm)*

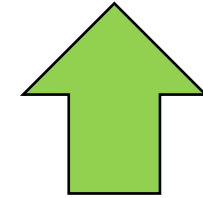


**PATIENCE**

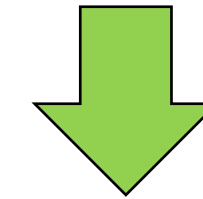


*"Let's try some  
new things!"  
(restless, dynamic)*

*"How will this meet  
my high standards?"  
(meticulous, precise)*



**NORMS**



*"Let's try something  
different."  
(unconventional,  
fearless)*



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# CBCF FRAMEWORK

# WINDSOR FAMILY HEALTH TEAM

**Vision:** Healthy Lives; Healthier Community

**Mission:** Providing exceptional primary healthcare as an integrated team.

**Values:**

- We provide a safe, secure, healthy, and friendly environment for our staff and clients/patients.
- We promote the empowerment of clients/patients in a non-judgmental, supportive environment.
- We are inclusive, caring, and collaborative.
- The client/patient is at the centre of all care plans and services.

## **COLLABORATION**

Outline what good collaboration looks like between staff members

## **BOUNDARIES**

Frame the boundaries in staff member relationships.

## **COMMUNICATION**

Describe what ideal, open communication looks like between staff.

## **FEEDBACK**

Articulate best practises for giving and receiving feedback.

## COLLABORATION

### **Shared goals and accountability**

Team members understand roles and collective objectives.

### **Respect and psychological safety**

People feel valued, heard, and respected.

### **Clear communication**

Open communication supports coordinated teamwork.

### **Healthy challenge strengthens collaboration**

Respectfully question ideas; avoid facade of harmony.

### **Enter collaboration with clear expectations**

Consider risks, outcomes, and success criteria.

## BOUNDARIES

### **Respect roles and authority**

Understand responsibilities and decision boundaries.

### **Clarify expectations early**

Communicate needs and expectations clearly.

### **Protect personal time**

Limit after-hours communication when possible.

### **Respect different work styles**

People process decisions and responses differently.

### **Avoid unnecessary interruptions**

Frequent disruptions reduce focus and productivity.

## COMMUNICATION

### **Respectful and focused dialogue**

Stay engaged and respectful in conversations.

### **Two-way communication**

Listening matters as much as speaking.

### **Choose the right channel**

Match message to text, email, or conversation.

### **Clear and simple language**

Use direct, understandable communication.

### **Avoid creating false urgency**

Not every message needs an immediate response.

## FEEDBACK

### **Improve, don't harm**

Feedback should support improvement and growth.

### **Be specific and behaviour-focused**

Describe actions rather than personal judgments.

### **Honest and kind delivery**

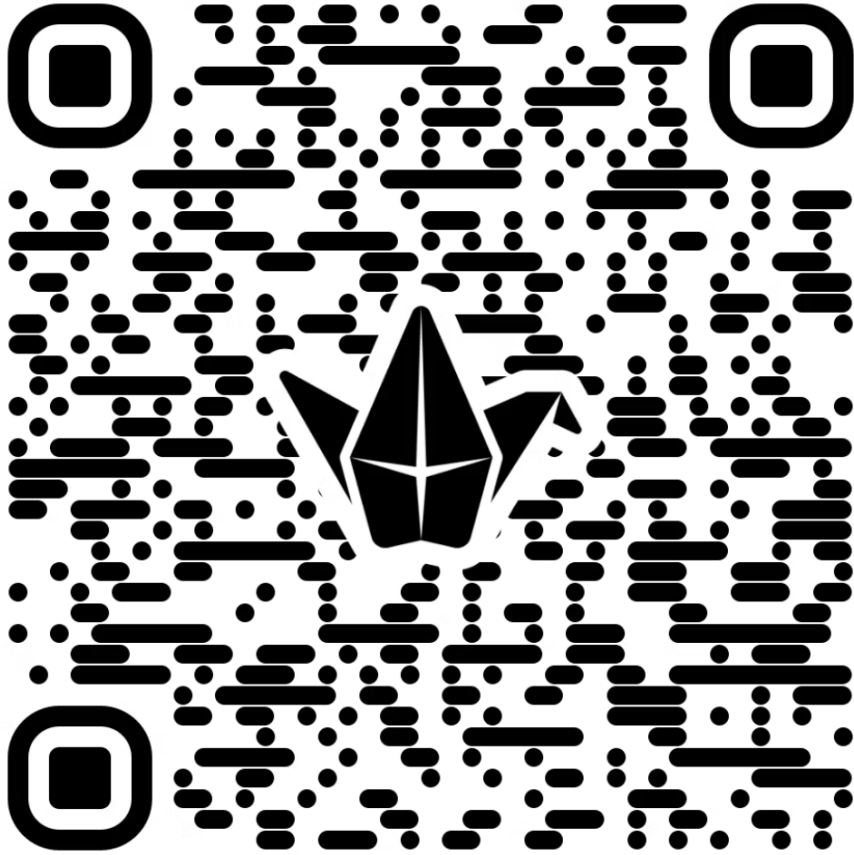
Balance directness with respect.

### **Provide feedback at the right time**

Choose appropriate timing and setting.

### **Trust enables honest feedback**

Speak openly without fear of repercussions.



## Collaboration

→ **Outline what good collaboration looks like between staff members.**

Group 1: Selva, Hanna, Elizabeth, Jenelle, Morgan, Allison

Group 2: Daniel, Katie, Steve, Liana, Matthew

## Boundaries

→ **Frame the boundaries in staff member relationships.**

Group 3: Michele, Ashley, Anna, Debi, Jillian, Jennifer

Group 4: Alex, Taryn, Jack, Stephanie, Jenny, Christine

## Communication

→ **Describe what ideal, open communication looks like between staff.**

Group 5: Sunnie, Jane, Nesya, Alicia, Sonia, Carly

Group 6: Tamara, Souzan, Nick, Mark, Diana, Zinat

## Feedback

→ **Articulate best practices for giving and receiving feedback.**

Group 7: Nicole, Daria, Derek, Amanda, Harleen, Rita

Group 8: Desiree, Marie, Olivia, Brent, J.R., Mira

# **GROUP DISCUSSION:** *CBCF framework*

1. How will the CBCF framework help you moving forward...
  - a. In your role?
  - b. Working with others?
  - c. Observing other relationships in the clinic?
  
2. Would you consider committing to completing a CBCF framework with a colleague you work closely with?



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# SCENARIOS

Applying...

...REPN

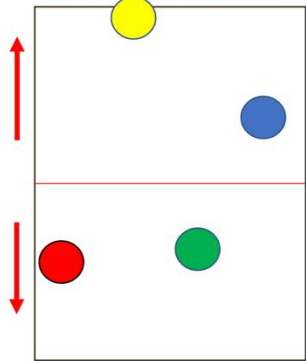
...CBCF



# Clinical Personas & Roles – At a Glance

	<b>Name</b>	<b>Role</b>	<b>Traits</b>	<b>Strengths</b>	<b>Watch-out</b>
	<b>Bob</b> <i>The Office Lifer</i>	<b>Provider</b>	Analytical, Logical, Skeptical, Introverted	High standards, Loyal, Quality-focused	May resist change and slow down new ideas without solid data
	<b>Lucy</b> <i>The Office Newbie</i>	<b>Clinic Manager</b>	Confident, Risk-taker, Fast-moving, Creative	Energetic, Innovative, Goal-driven	Can create anxiety by moving too fast & may seem overly positive
	<b>Nora</b> <i>The Office Diplomat</i>	<b>Nurse</b>	Empathetic, Cautious, Patient, Peacekeeper	Calming, Great listener, Trust-builder	May delay decisions and avoid addressing conflict
	<b>Percy</b> <i>The Office Fun Guy</i>	<b>Medical Office Assistant</b>	Friendly, Outgoing, Verbal, Sensitive	Welcoming, Builds rapport fast	May overlook details or not fully listen during busy moments

# Scenario #1: reflection



R E P N

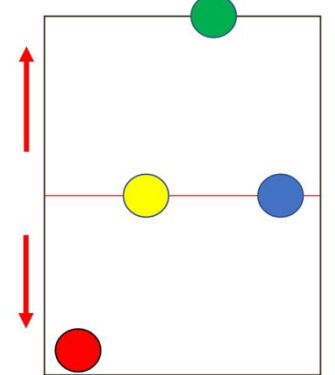
The waiting room at the family health clinic is buzzing. Phones are ringing, patients are checking in, and the schedule is tight. Percy, the receptionist, is doing his best to keep the flow moving, chatting warmly with patients and fielding multiple calls at once.

Meanwhile Nora, one of the nurses, is still with a patient well past the allotted appointment time. This isn't the first time today. She's kind, thorough, and patients love her, but the delays are starting to cause backups for other nurses and physicians... and Percy is on the front lines and feels the pressure.

Percy has shared his concerns with Bob, the office manager, but he isn't great with confrontation and essentially sent Percy the message to "just deal with it."

Percy really likes Nora as she is kind and great with patients. How does he say something without sounding harsh or ungrateful?

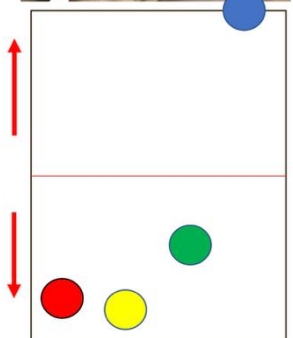
Percy ends up saying nothing. But the tension lingers.



R E P N

1. What are your initial thoughts on this situation?
2. If Percy & Nora were to sit down and complete a CBCF framework together, what might it look like?

## Scenario #2: reflection



R E P N

Lucy, the new Clinic Manager, has launched a new system to improve how the clinic runs. Most of the team — nurses, reception, and other staff — have worked hard to follow it.

Bob, a senior Physician, told Lucy that the doctors are on board too.

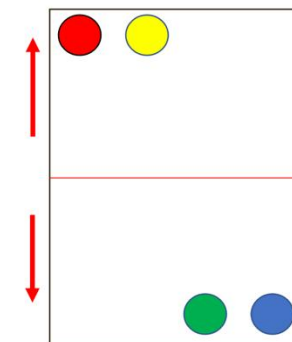
But... behind the scenes, staff like Nora (nurse) and Percy (receptionist) are noticing that Bob isn't actually following the new process. He's skipping steps and doing things the old way.

Lucy doesn't know this. She trusts Bob and thinks everyone is following the plan.

Now the staff feel stuck.

They don't want to "tattle," but it's frustrating — they're doing their part, and the doctors aren't.

Nora avoids conflict. Percy wants to keep things positive. No one knows how to bring it up without making it awkward.



R E P N

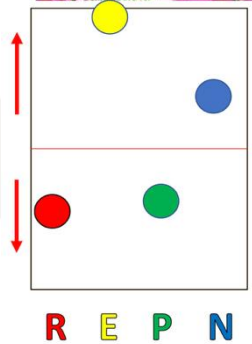
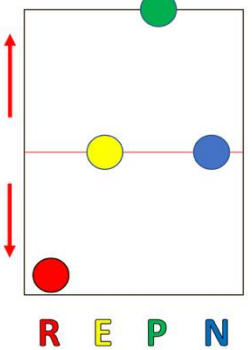
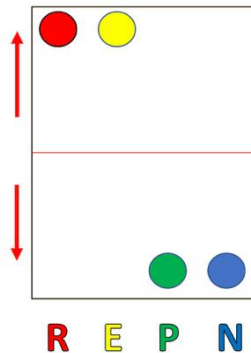
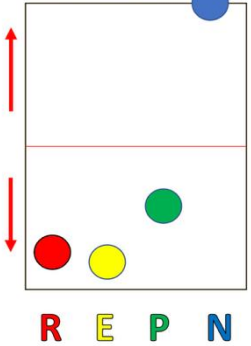
1. How can clinic staff raise concerns about misalignment without feeling like they're throwing someone under the bus?
2. What systems or practices could help Lucy — or any leader — see what's happening on the ground?

# Scenario #3: reflection

The medical team is preparing for a critical audit.

- **Bob** (Provider) notices sloppy documentation but silently redoes it, muttering under his breath. He avoids confrontation but grows resentful.
- **Lucy** (Clinic Manager) shares bold new ideas but feels shut down by eye rolls and silence. She starts pushing harder—or withdrawing.
- **Nora** (Diplomat) senses tension but avoids conflict. She says, “It’ll pass,” instead of addressing concerns.
- **Percy** (the Fun Guy) makes jokes to diffuse the mood but avoids serious conversations. He grows disengaged when things get tense.

1. How might having a “critical friend” on your team help you grow... and help prevent mistakes?
2. How could practising “respectful candor” lead to better communication and, ultimately, safer, higher-quality patient care?

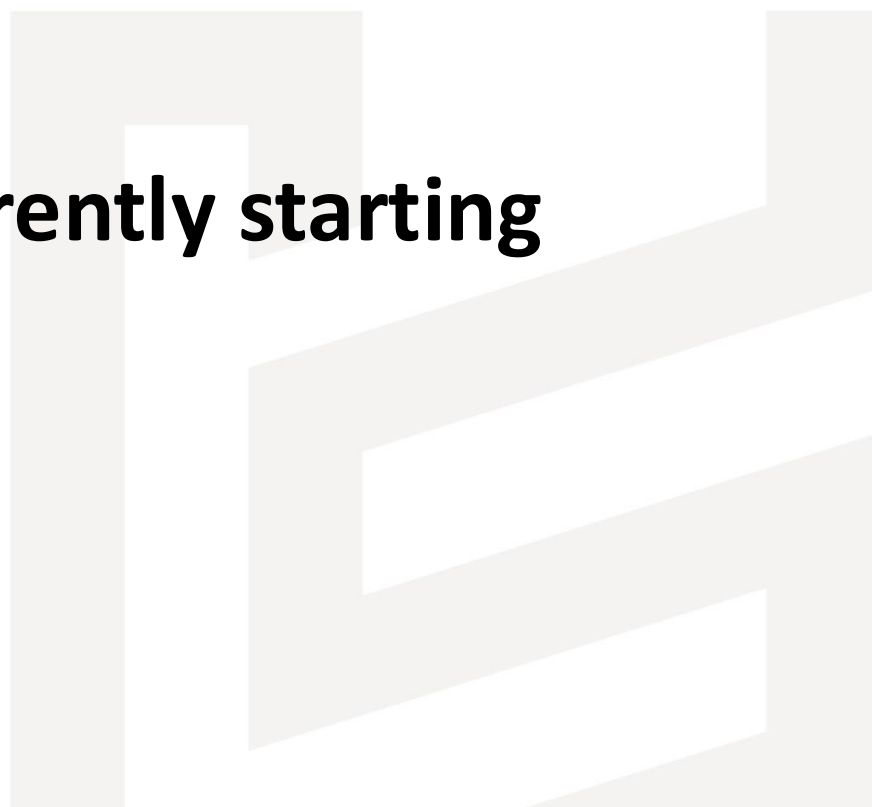




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# FINAL REFLECTION

## **FINAL REFLECTION:** *what's next?*

- 1. What is one thing that captured your attention today?**
  - 2. What is one thing you will do differently starting tomorrow?**
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- A decorative graphic in the bottom right corner consisting of several overlapping, semi-transparent squares in shades of light gray, creating a geometric pattern.



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