



HUMAN SCAFFOLD

Building human connections for exceptional results

ERIE SHORES FHT TEAM SYNERGY:

team retreat

June 6, 2026

Erie Shores Golf and Country Club
Leamington, ON

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
9-1015am	Erie Shores FHT meeting
1015-1030am	BREAK
1030-1035am	Intro kick-off
1035-1045am	"one honest goal"
1045-1115am	REPN Concept Review
1115-12pm	CBCF Framework
1200-100pm	LUNCH
1-115pm	Fun Activity
115-200pm	Scenarios & Breakout Discussions
200-215pm	Final Reflections
215-230pm	BREAK
230-300pm	Erie Shores FHT meeting



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COMMUNICATION COMMITTMENT



What is a **CRITICAL FRIEND**?

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

Be honest, not polite

Be specific, not general

Speak to help, not to judge

Today, we are allowed to say things we might normally avoid... because that's how we improve.

ACTIVITY

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

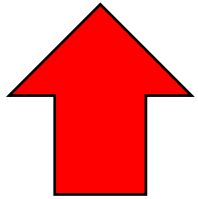
[See the notes from this discussion by clicking here](#)



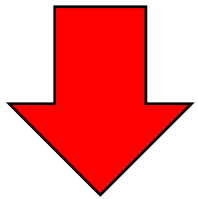
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REPN Concept Review

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

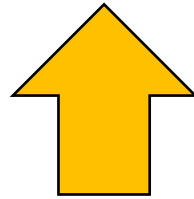


RISK

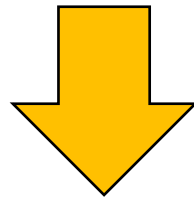


*"Yeah, everything's fine."
(non-confrontational, accommodating)*

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

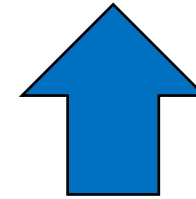


EXTROVERSION

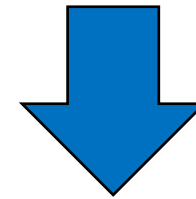


*"I need to research and analyze this a bit more."
(analytical)*

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



PATIENCE

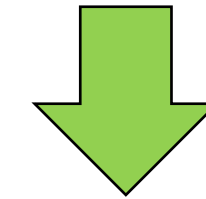


*"Let's try some new things!"
(restless, dynamic)*

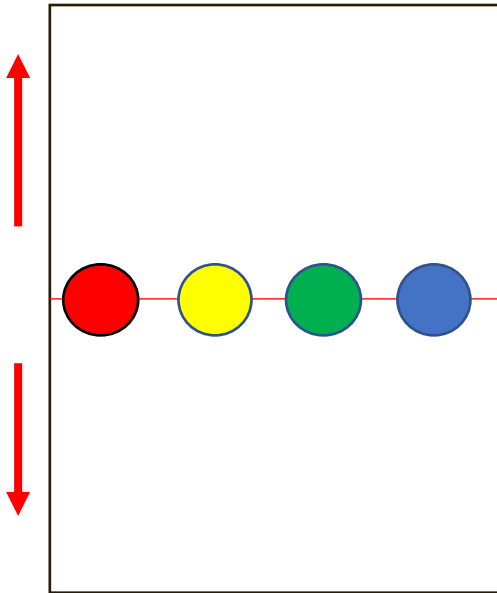
*"How will this meet my high standards?"
(meticulous, precise)*



NORMS



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



R E P N

Bob → Provider

Risk:

Careful, mild-mannered, easy-going

Extroversion:

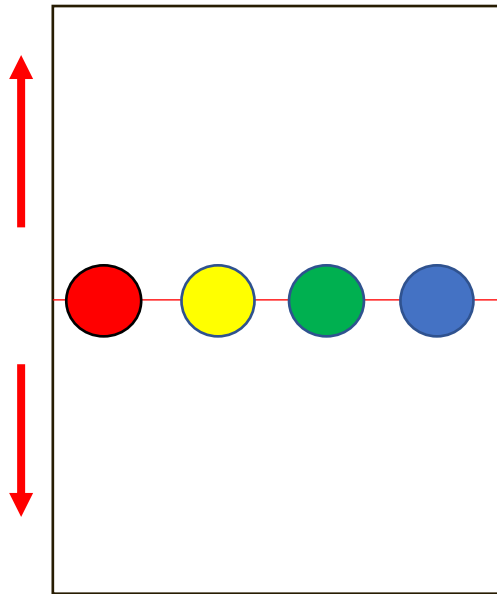
Is analytical, serious, introverted

Patience:

Seeks variety at times but also likes a good routine

Norms:

Needs rules to follow, relies on data, fears loss of accuracy & quality



R E P N

Percy → Receptionist

● Risk:

Is generally accommodating & does not like to “rock the boat.”

● Extroversion:

He loves people & often does the “stop and chat” & has extended chats with patients

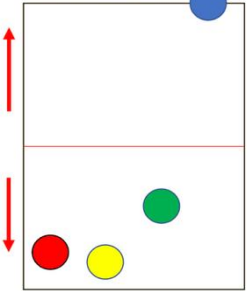
● Patience:

He is able to juggle a number of balls at one time and usually gets tasks done by 80%

● Norms:

Likes to follow protocols, but the odd time questions: “How can we do this differently?”

Scenario: a tale of two sites

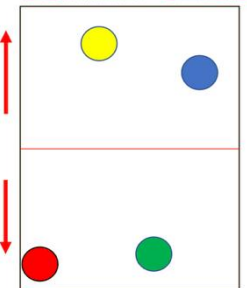


R E P N

Bob (Provider) mainly works out of the Kingsville site, where reception staff are expected to send same-day appointment requests to nursing for booking. One busy afternoon, Percy (the receptionist who is filling in from the Leamington site) books a patient directly into an open slot to help keep the clinic moving — something more common at the Leamington site.

Bob notices the booking while reviewing his schedule and immediately feels uncomfortable because it's not the process he's used to. He considers mentioning it but decides not to because the clinic is busy and Percy already seems stressed. Instead, Bob quietly adjusts the schedule himself and moves on.

A few days later, the same thing happens again, creating confusion for nursing staff and frustration about who should handle urgent appointment decisions.



R E P N

DISCUSSION:

What could Bob have done differently?

How could leadership reduce inconsistencies between sites?



Lucy → Clinic Manager

● Risk:

Is comfortable taking risks, wants the freedom to set and achieve goals

● Extroversion:

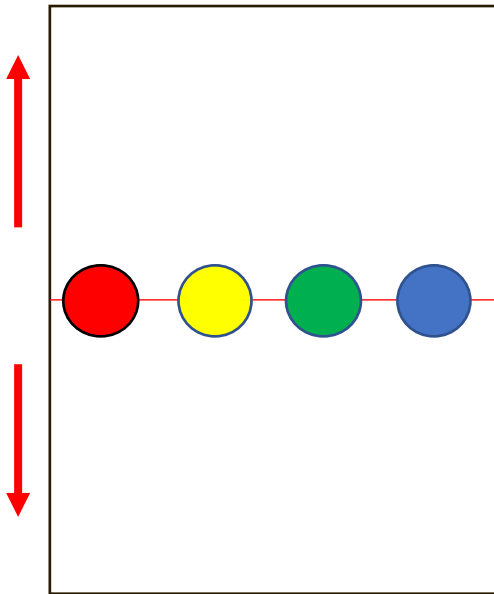
Is extroverted, confident, and influential

● Patience:

Is impatient and likes to multi-task, may act impulsively

● Norms:

Likes to think outside the box, may create anxiety by moving too fast



R E P N



Nora → Nurse

● Risk:

Is cautious when making decisions, does not like face-to-face confrontation

● Extroversion:

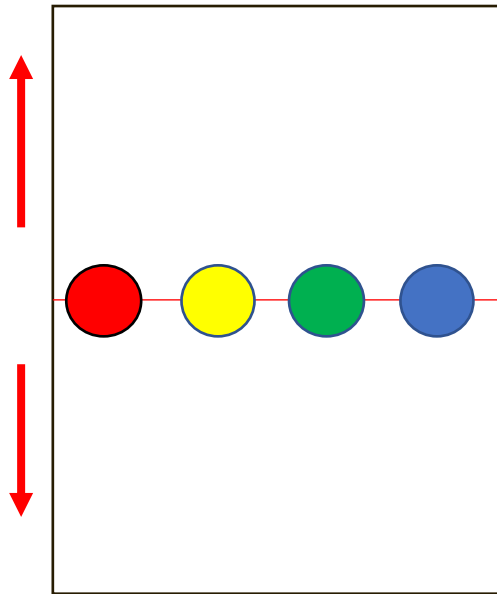
Is shy, but can relate to people easily

● Patience:

Is empathetic, patient & a good listener, diplomatic, likes to discuss processes step-by-step

● Norms:

Waffles between needing structure and wanting autonomy



R E P N

Scenario: the sound of silence



Nora is leading a new initiative to standardize documentation practices across the clinic. During a staff meeting, she asks if anyone has concerns about the proposed workflow.

Lucy says: *“No, it seems okay.”*

But afterward, Lucy privately tells coworkers:

“I don’t think this is realistic. They don’t understand how busy mornings actually are.”

Over the next couple of weeks, Lucy continues using parts of the old process and makes subtle comments that increase skepticism among the team.

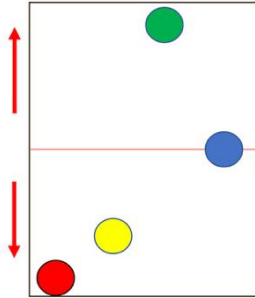
Nora senses resistance but avoids addressing it directly because she doesn’t want to create tension or make Lucy feel singled out.

Meanwhile, frustration quietly builds on both sides.

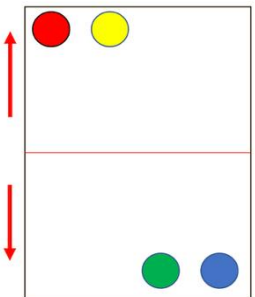
DISCUSSION

Why might Nora hesitate to address the behaviour directly?

What happens when concerns stay private?



R E P N



R E P N

Scenario: DIScomfortable is the doorway

Lucy recently became the clinic manager and is eager to update clinic processes and introduce a new workflow for handling refill requests and patient messages. Lucy explains: *“We’ll probably adjust things as we go. I’d rather start improving now than wait until everything is perfect.”*

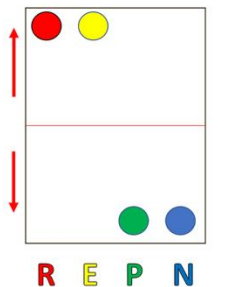
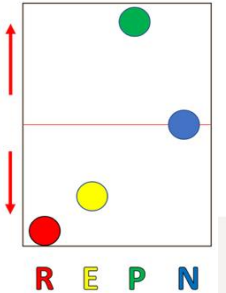
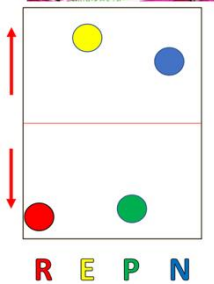
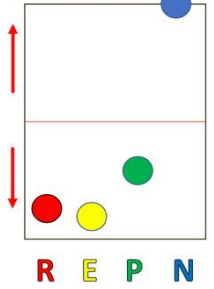
Bob feels uneasy because there is no written process yet. **Percy** worries staff will handle requests differently depending on who is working. **Nora** supports improvement but becomes concerned about consistency and patient safety. Over the next few weeks: staff interpret the workflow differently, questions increase, and frustration quietly builds.

Lucy becomes frustrated that people seem resistant to change, while the others feel stressed by the lack of clarity and structure.

DISCUSSION

How might each person view this situation differently?

What does each person need to flex outside their comfort zone?





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LUNCH





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CBCF FRAMEWORK

MISSION

To be your innovative team of professionals aspiring to optimize the health and wellbeing of the community.

VISION

Excellence in comprehensive primary health care for our community.

VALUES

Accountability

Commitment to meeting and exceeding standards of care, operating ethically and transparently.

Empowerment

Encouraging patients and families to take an active role in their health through education and informed decision-making.

Inclusivity

Being patient-focused and welcoming to all, breaking down barriers to care.

Compassion

Operating with kindness and understanding while being mindful of the emotions and experiences of patients and colleagues.

MISSION

To be your innovative team of professionals aspiring to optimize the health and wellbeing of the community. A mission statement focuses on today. The staff, Board, and stakeholders had a great deal of discussion about the vocabulary of the Erie Shores Family Health Team mission statement. The final version is intended to express what we are doing right now to make our vision a reality, and to inspire and motivate the entire team.

VISION

Excellence in comprehensive primary health care for our community. A vision statement looks forward to what we hope to achieve in the future. The vision is less about the journey and more about the final destination. The Erie Shores Family Health Team is confident in achieving this vision in partnership with our patients and stakeholders.

VALUES

Accountability

Commitment to meeting and exceeding standards of care, operating in an ethical and transparent manner.

Empowerment

Encouraging patients and families to take an active role in their health, fostering education and informed decision making.

Inclusivity

Being patient-focused and welcoming to all, breaking down barriers to care.

Compassion

Operating with kindness and understanding, being mindful of the emotions and experiences of our patients and colleagues.

These values reflect the unique viewpoint of the Erie Shores Family Health Team and set us apart from other organizations. There was inspired debate about which values to include and why, considering what is important to the team and what will be required to achieve our vision in alignment with our mission. It is essential that these values are reflected every day in the work of all members of the organization.



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.

ACTIVITY

In breakout groups, we discussed the key elements of creating a Team Charter using the CBCF Framework.

[See the notes from this discussion by clicking here](#)

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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FINAL REFLECTION

FINAL REFLECTION

**What is one thing you
will do differently
starting tomorrow?**



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