

vivek moitra
columbia u

<teaming and psychological safety>

through the lens of crisis

crisis to seal and defend

run time: 20 minutes

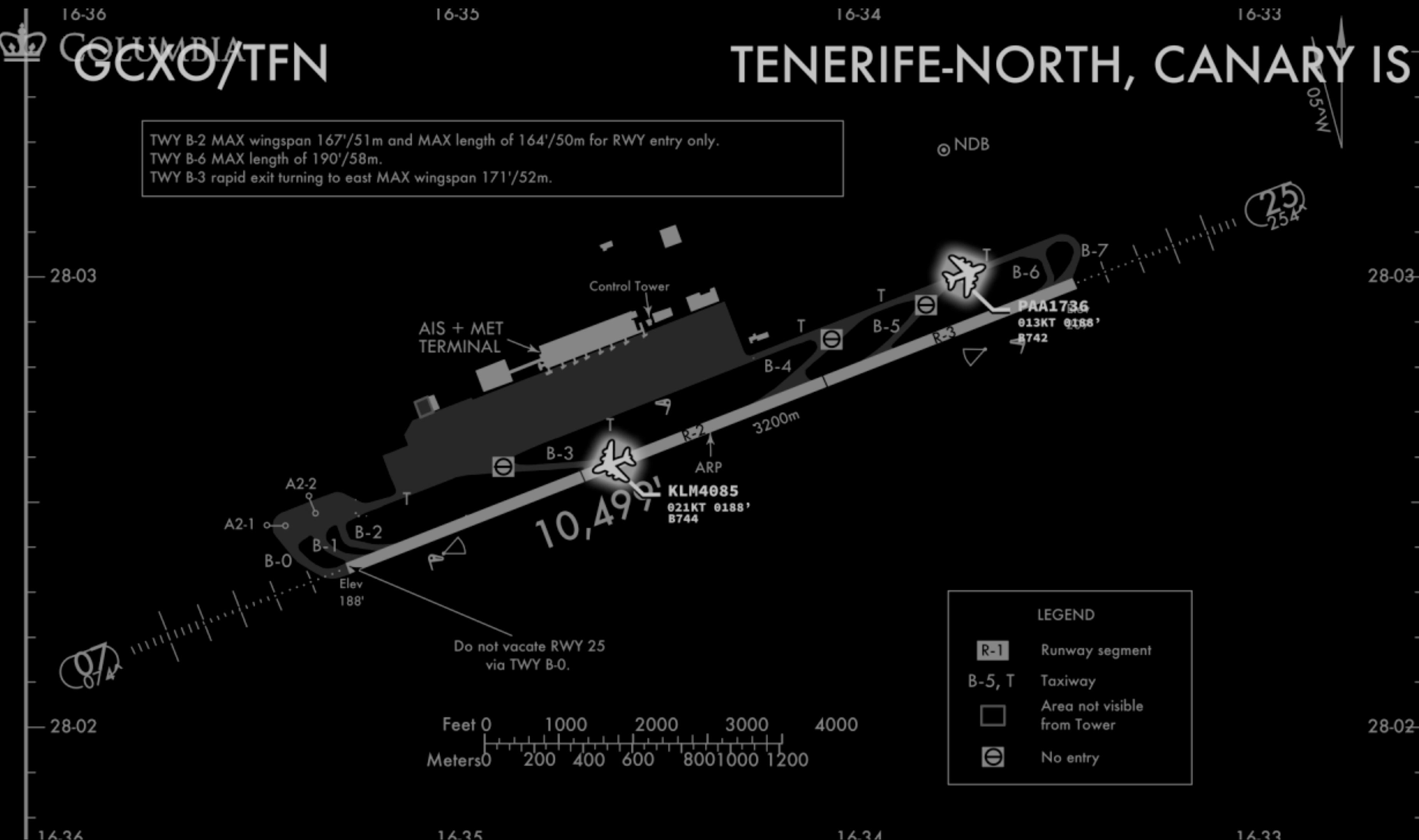
16-36
COLUMBIA
GCXO/TFN

16-35

16-34

16-33

TENERIFE-NORTH, CANARY IS



crew didn't challenge captain

captain didn't accept input
crew wasn't assertive

WE



CRISIS

ORIGIN

SHOUTING

SHOUTING

ALARMS

ALARMS

UNFAMILIAR

ON THE

STAKES

ONLINE

TIME



DEATH

DEATH

STRESS

an info

RACE

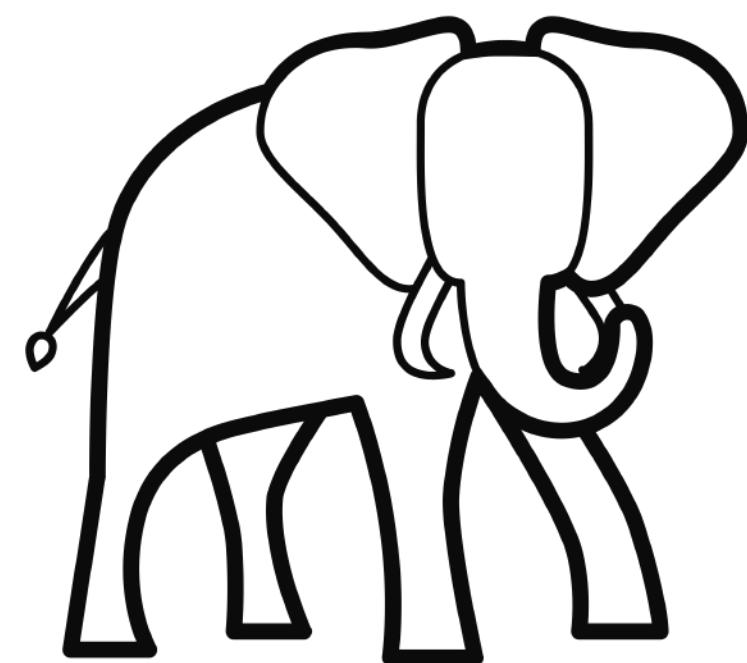
WOR

FOG

load

ELEPHANTS

PEPPA PIG



CHAOS WE CHAOS

ONWARD

MAP

ONWARD

CRISIS

ORIGIN

REALITY



SENSE

OF IMAGE

PANDEMIC

■ VIRUS

PERFORMANCE

PERFORMANCE

NONTECHNICAL

NONTECHNICAL

TEAMWORK

PREPARATION

COMMUNICATION

DECISION

PREPARATION

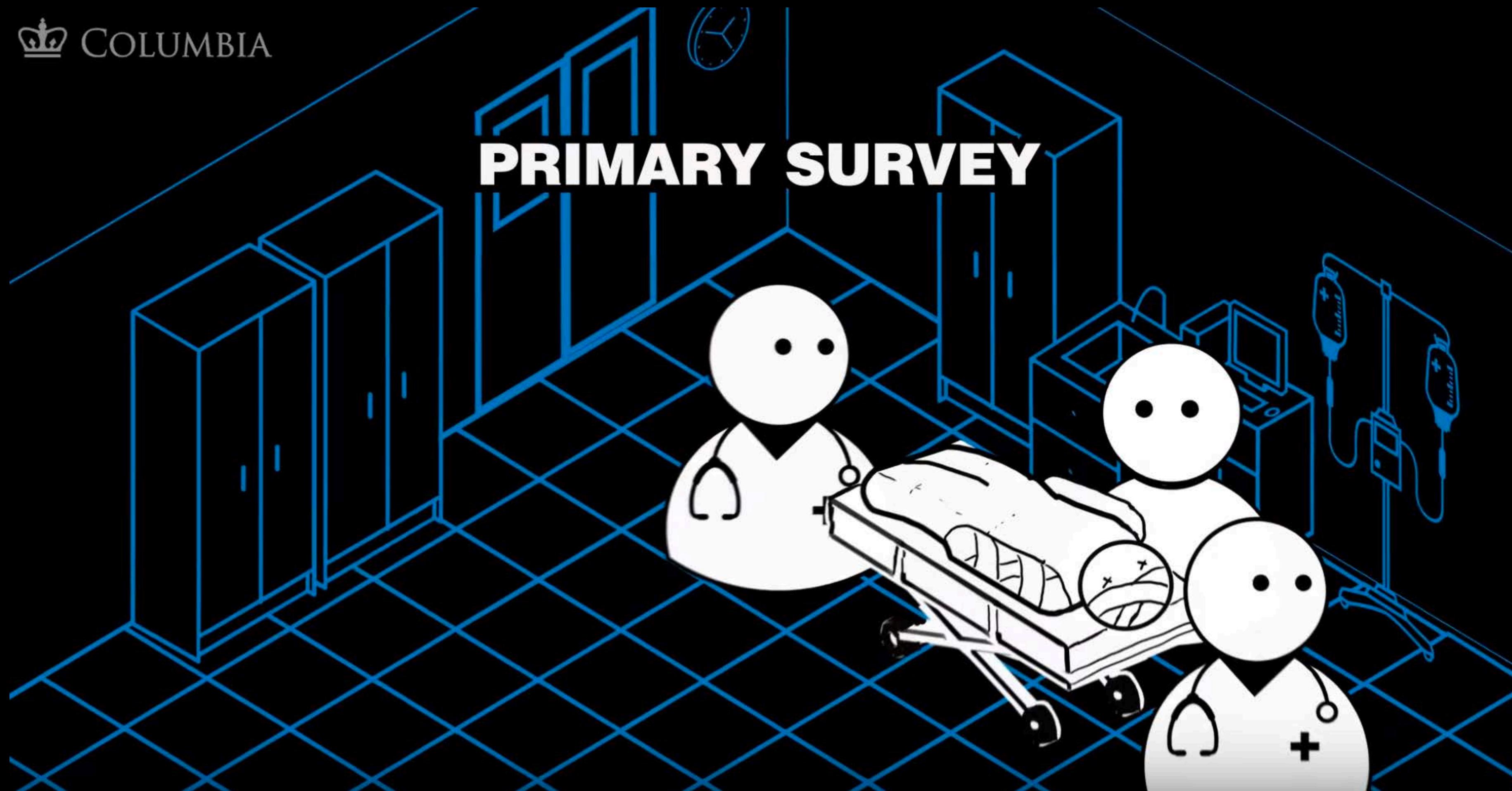
What individual factors affect **your** performance?





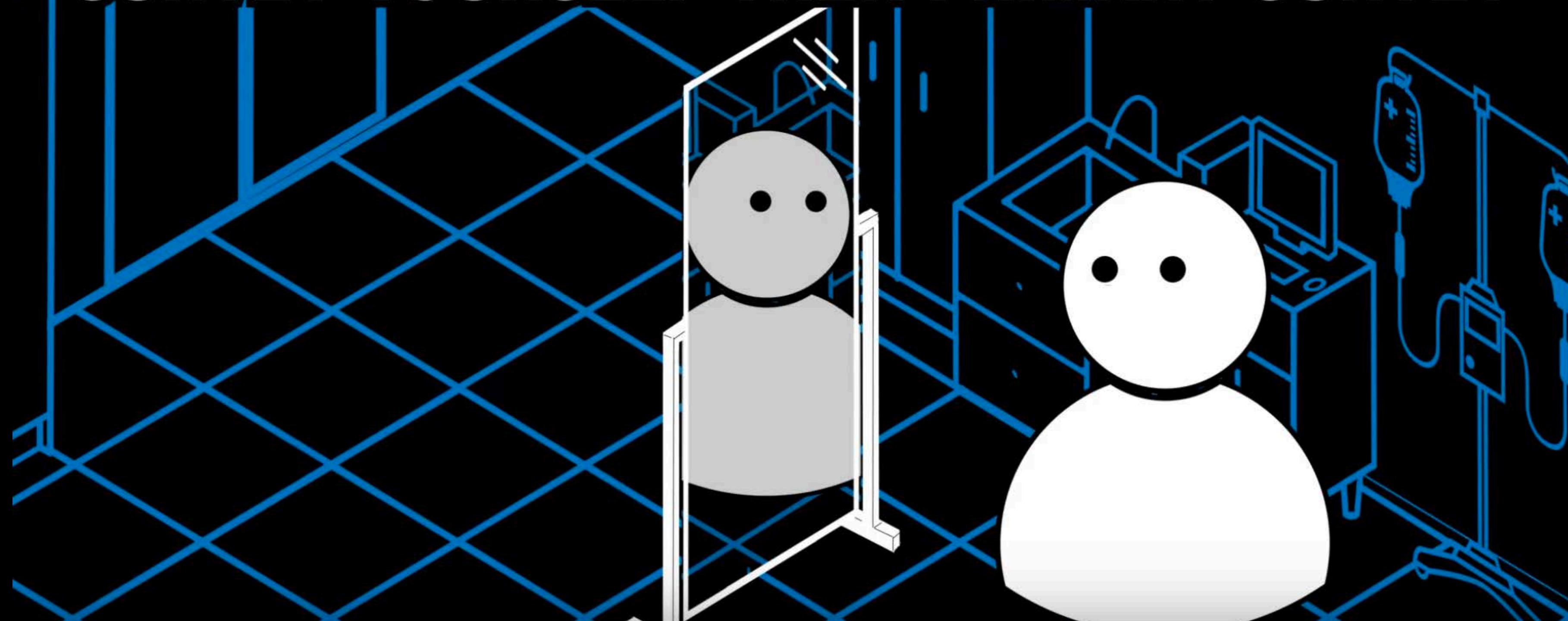
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PRIMARY SURVEY





SURVEY YOURSELF THEN PRIMARY SURVEY





ZERO POINT SURVEY

S
T
E
P
U
P

Reid C, Brindles P, Hicks C, et al. Zero point survey: a multidisciplinary idea to STEP UP resuscitation effectiveness.

Clin Exp Emerg Med 2018;5(3):139-143

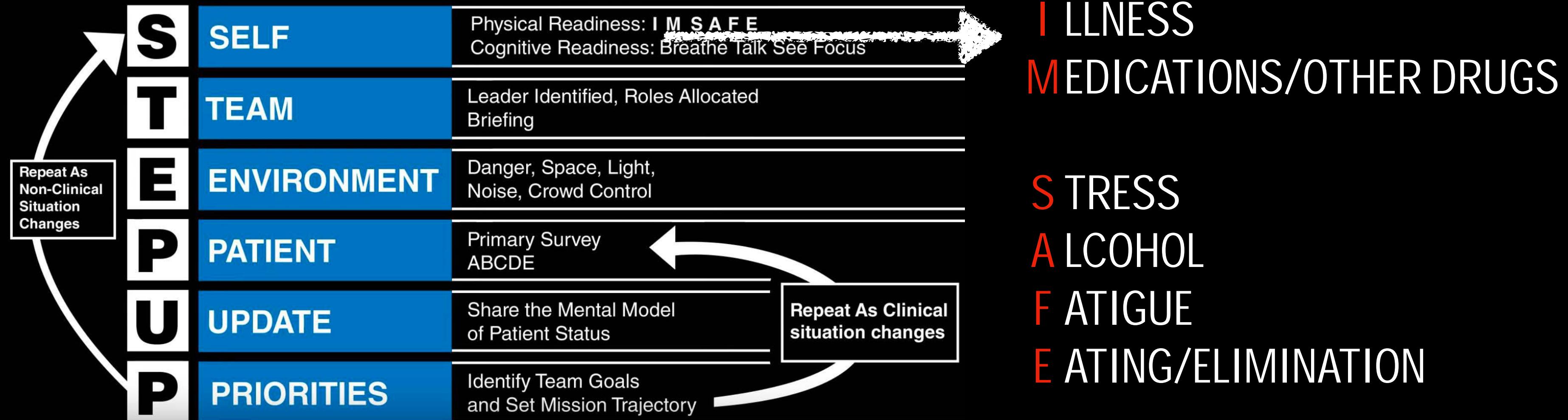
Samuels M, Witeska S; Advanced Life Support Group. Advanced paediatric life support: a practical approach to emergencies. 6th ed. Chichester: Wiley-Blackwell; 2016.



AM I PHYSICALLY READY?

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ZERO POINT SURVEY





READY?

Hungry
Angry
Late
Tired
Stressed

Review article: Crisis resource management in
emergency medicine

Belinda Carne,^{1,2,3} Marcus Kennedy^{3,4} and Tim Gray^{3,5,6}

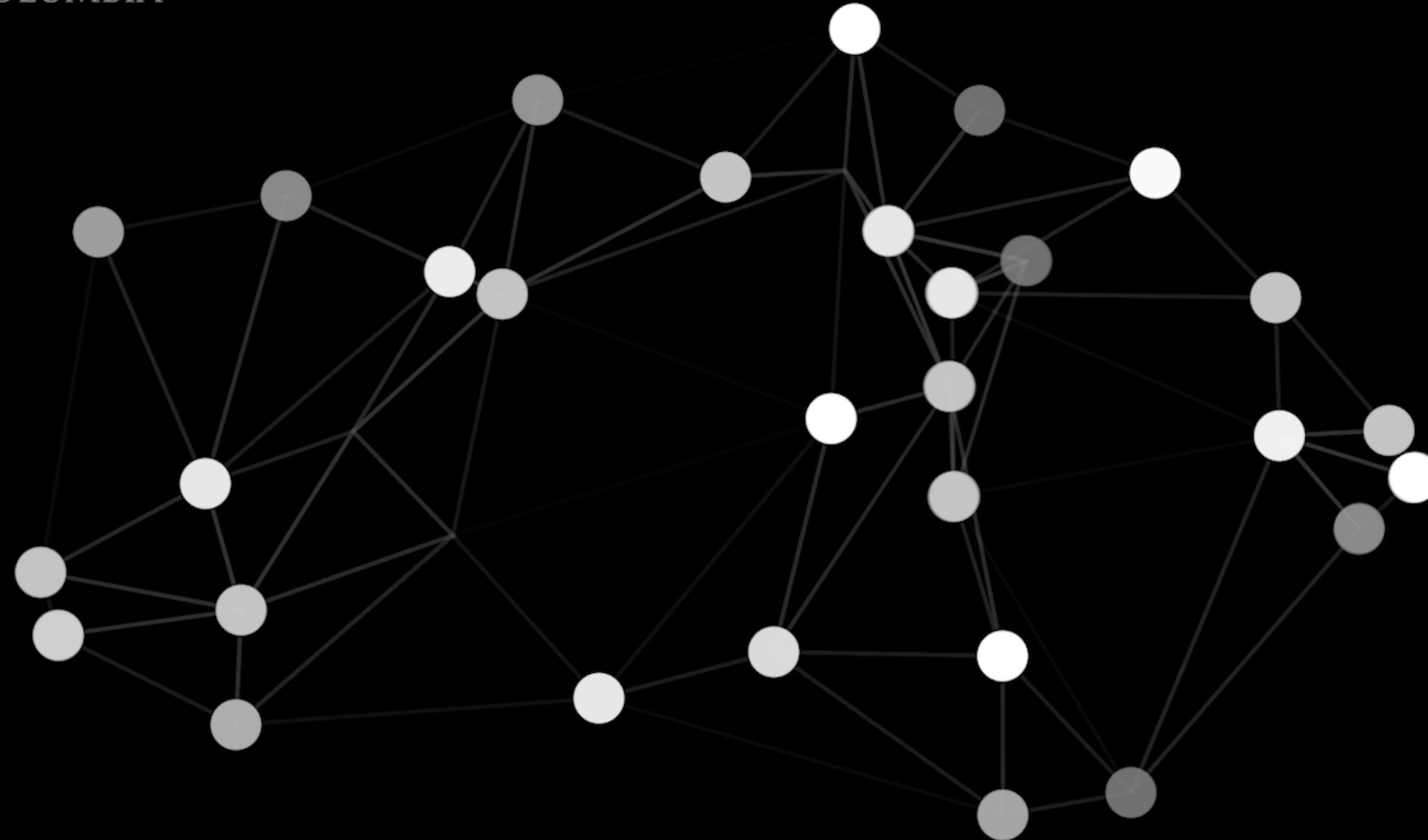
¹Emergency Department, Geelong Hospital, ²School of Medicine, Deakin University, Geelong, ³Adult Retrieval Victoria, Ambulance Victoria, ⁴Department of Community Emergency Health and Paramedic Practice and ⁵Central Clinical School, Monash University, and ⁶Australian Centre for Health Innovation, Alfred Hospital, Melbourne, Victoria, Australia



HALTS
IM SAFE

PREPARATION
KNOW YOURSELF





PREPARATION

Who would **you** want on your team?



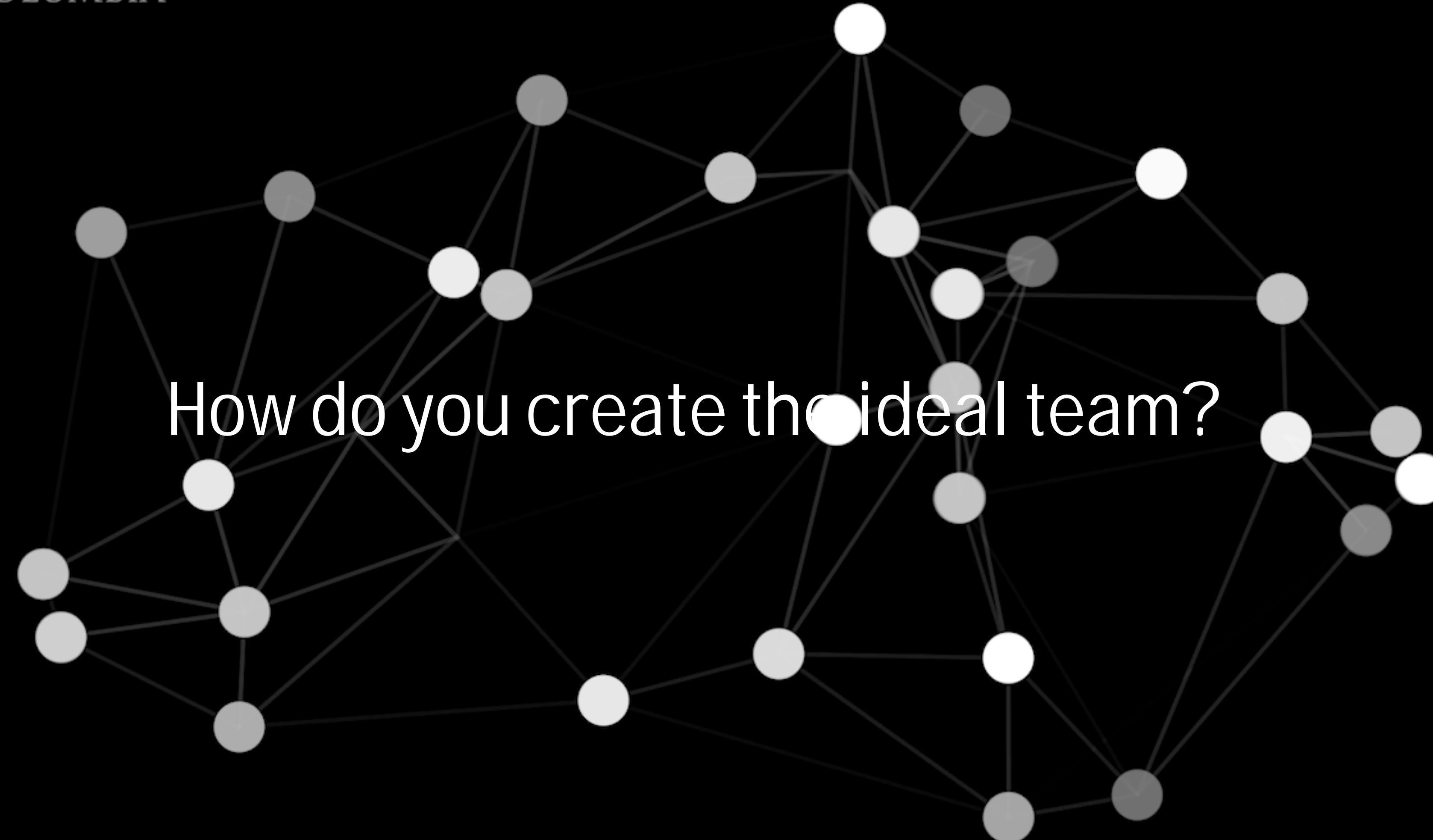


TEAM

Where's the "I"?



How do you create the ideal team?





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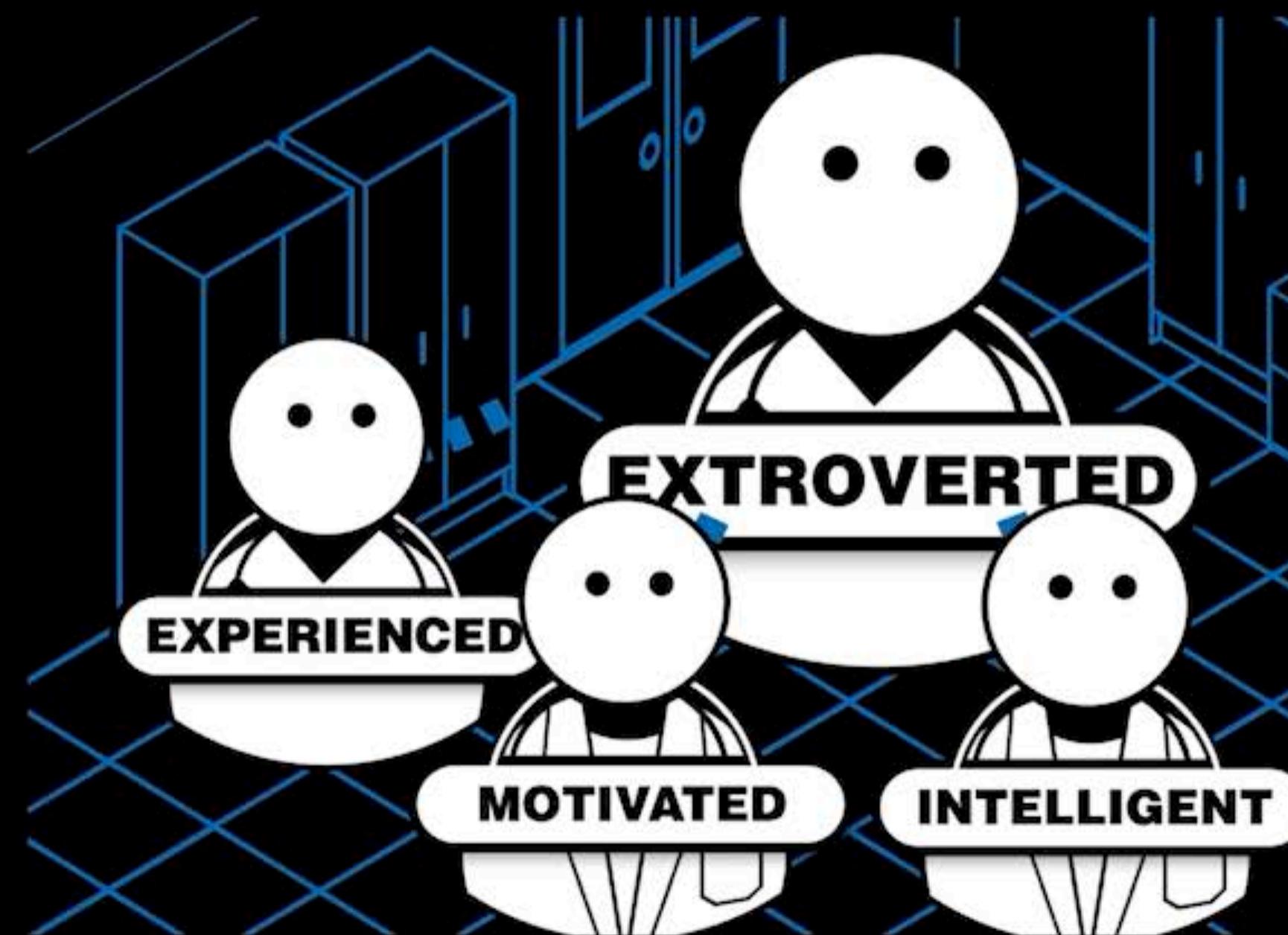
Google



TALENT < TREATMENT

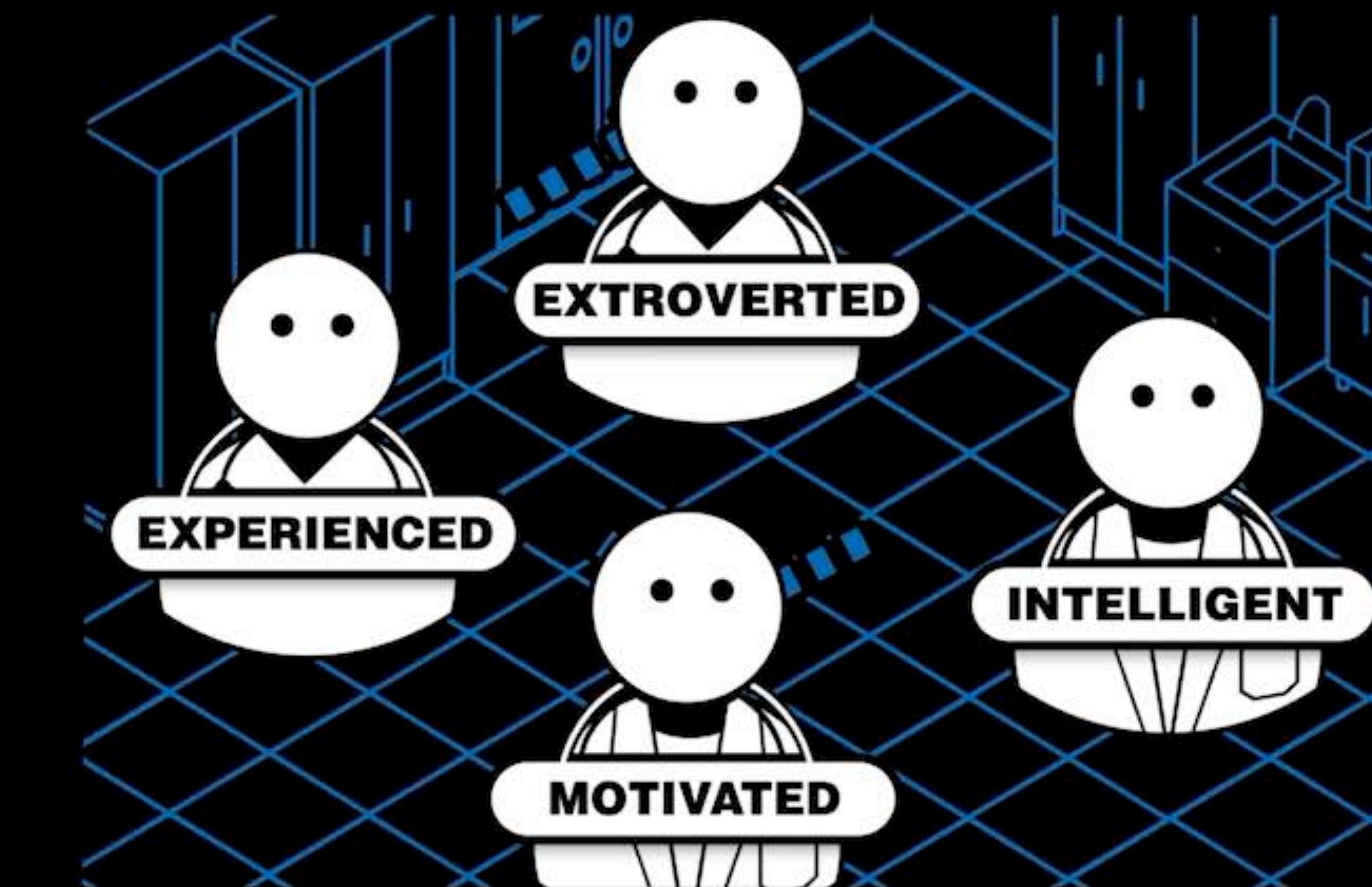


What Makes a Good Team?





What Makes a Good Team?





equal
conversation

+

social
sensitivity

PSYCHOLOGICAL SAFETY

A diagram illustrating the components of psychological safety. At the top, the text 'equal conversation' is on the left and 'social sensitivity' is on the right, separated by a large black plus sign. Two thick black arrows point downwards from these two text blocks to the word 'PSYCHOLOGICAL SAFETY' at the bottom center. The word 'PSYCHOLOGICAL SAFETY' is written in red capital letters.

"A team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves."

Amy Edmondson



High social sensitivity

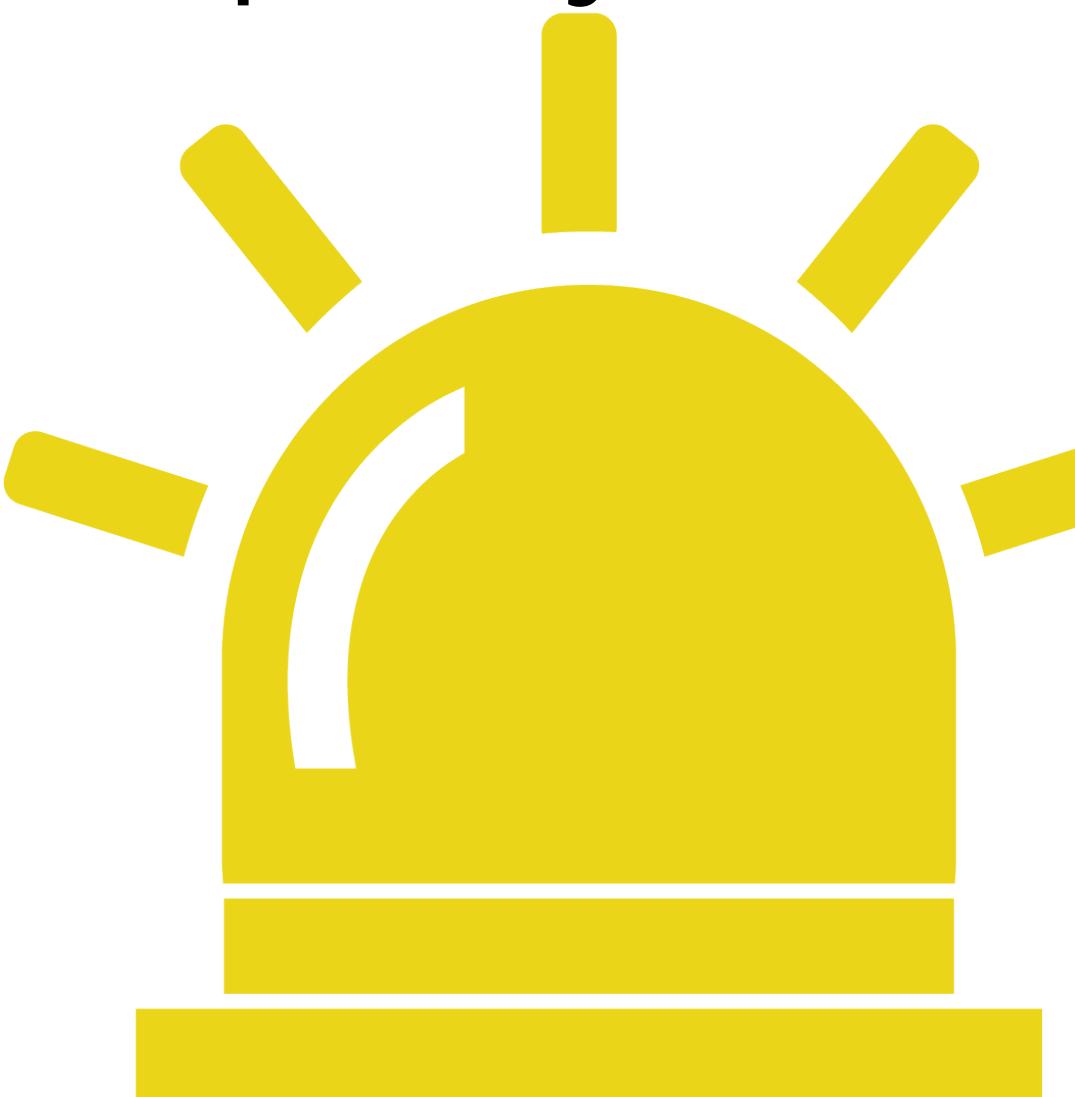
Be curious with
direct language

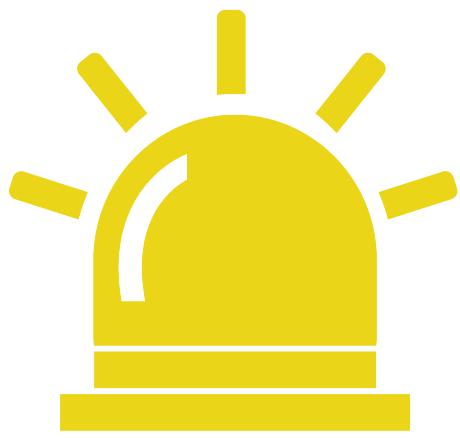


Skills
Weaknesses
Strengths

COMMUNICATION

When do **YOU** call for help early to make your team stronger ?





FEAR

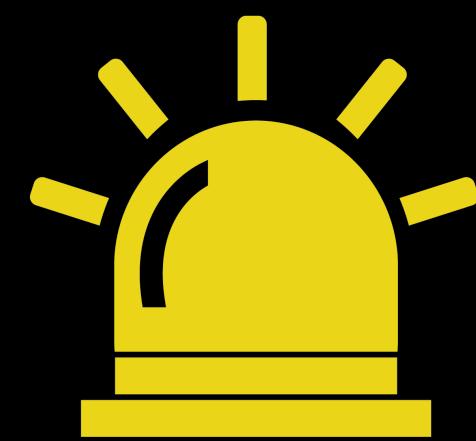
JR: CRITICISM

SR: INCAPABILITY

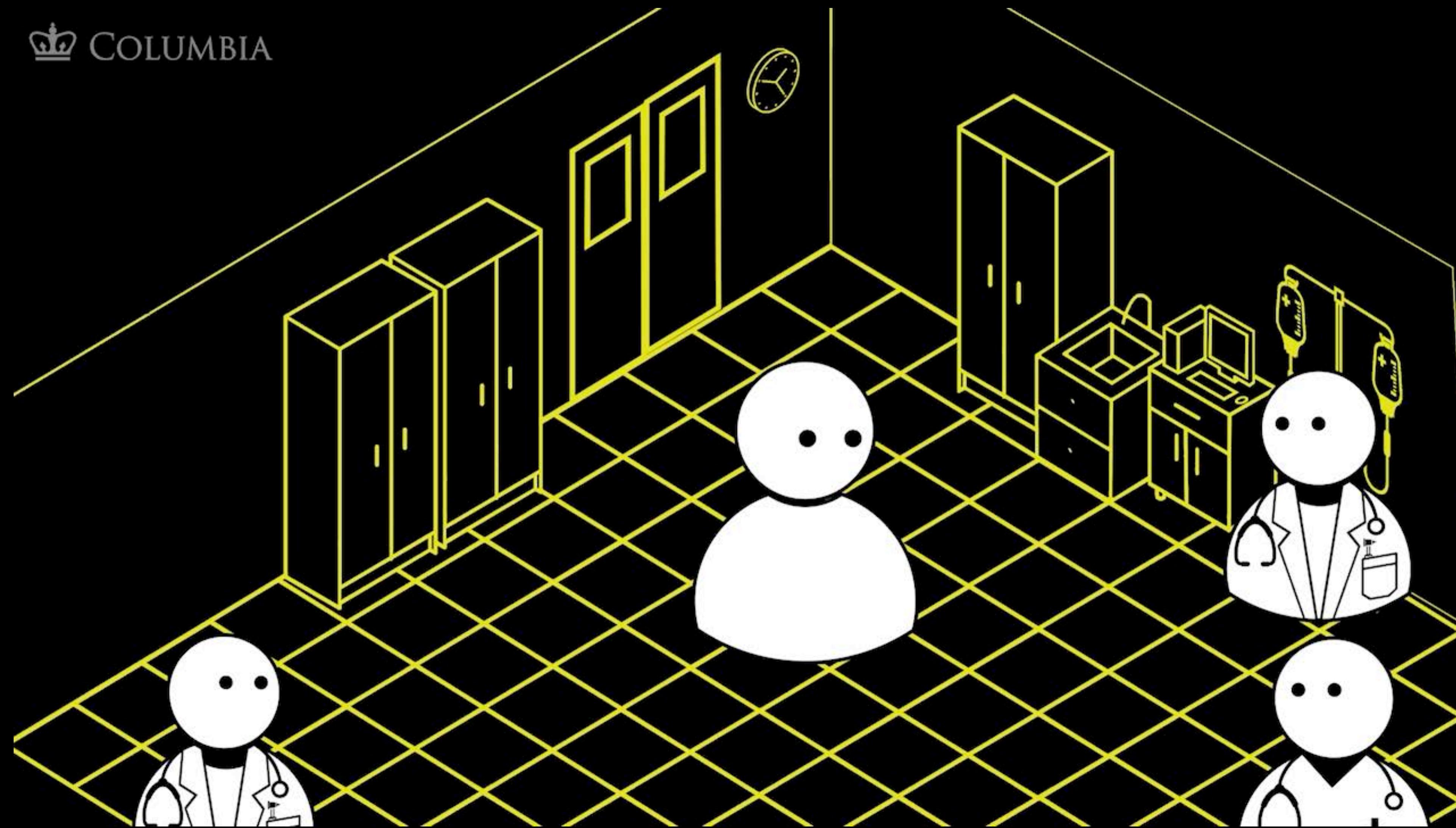
should we have triggers to call for help?

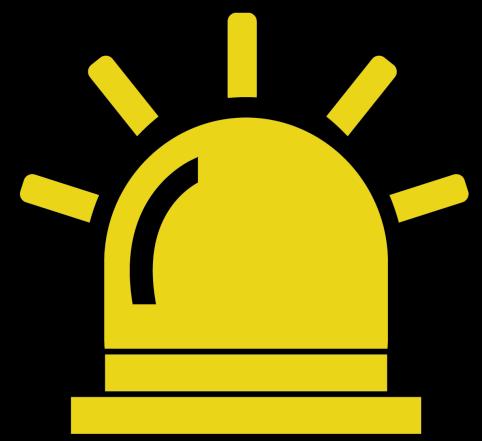
take home message: don't be a hero



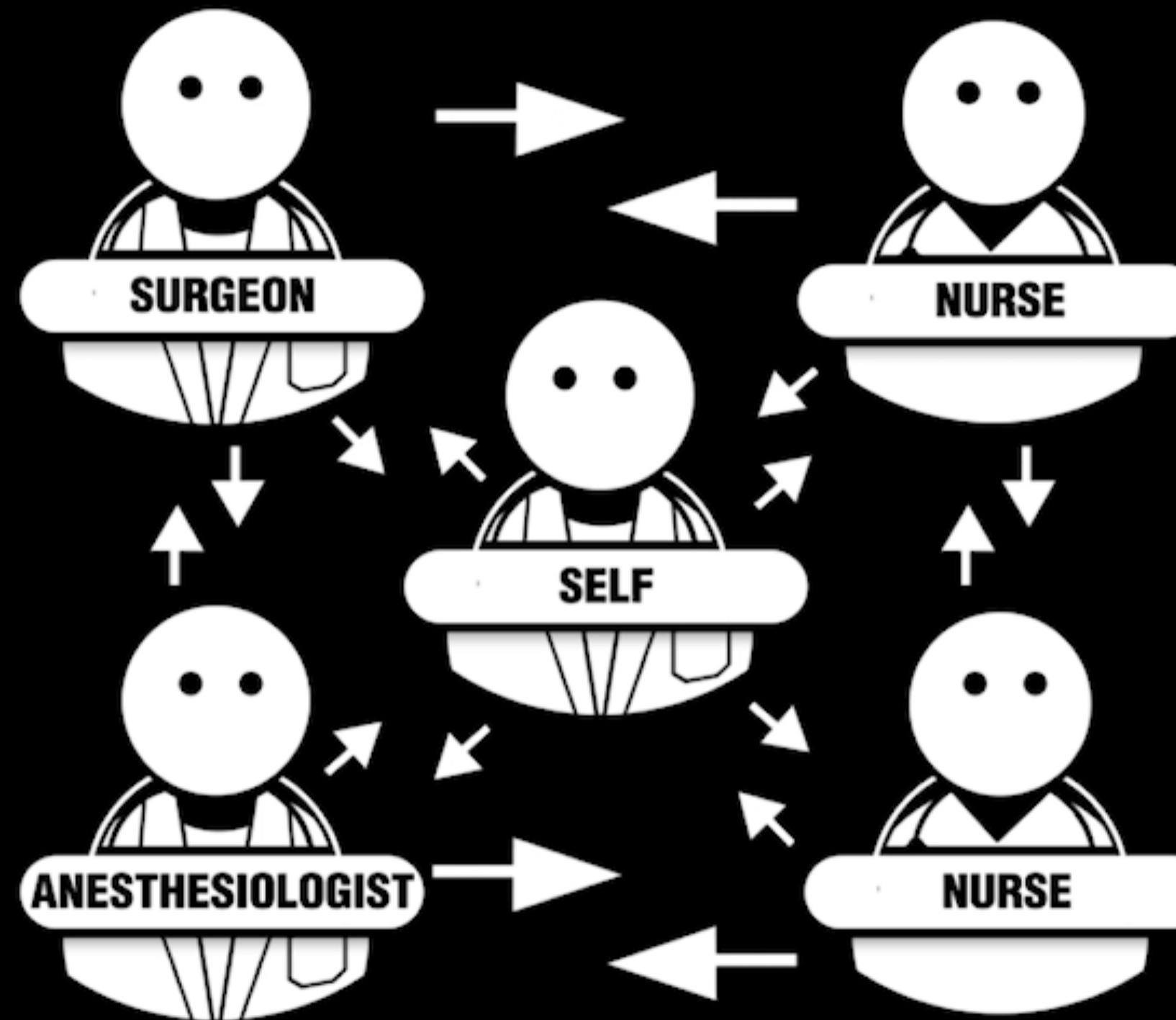


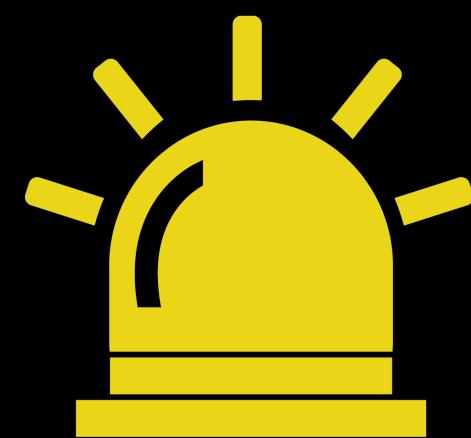
COLUMBIA



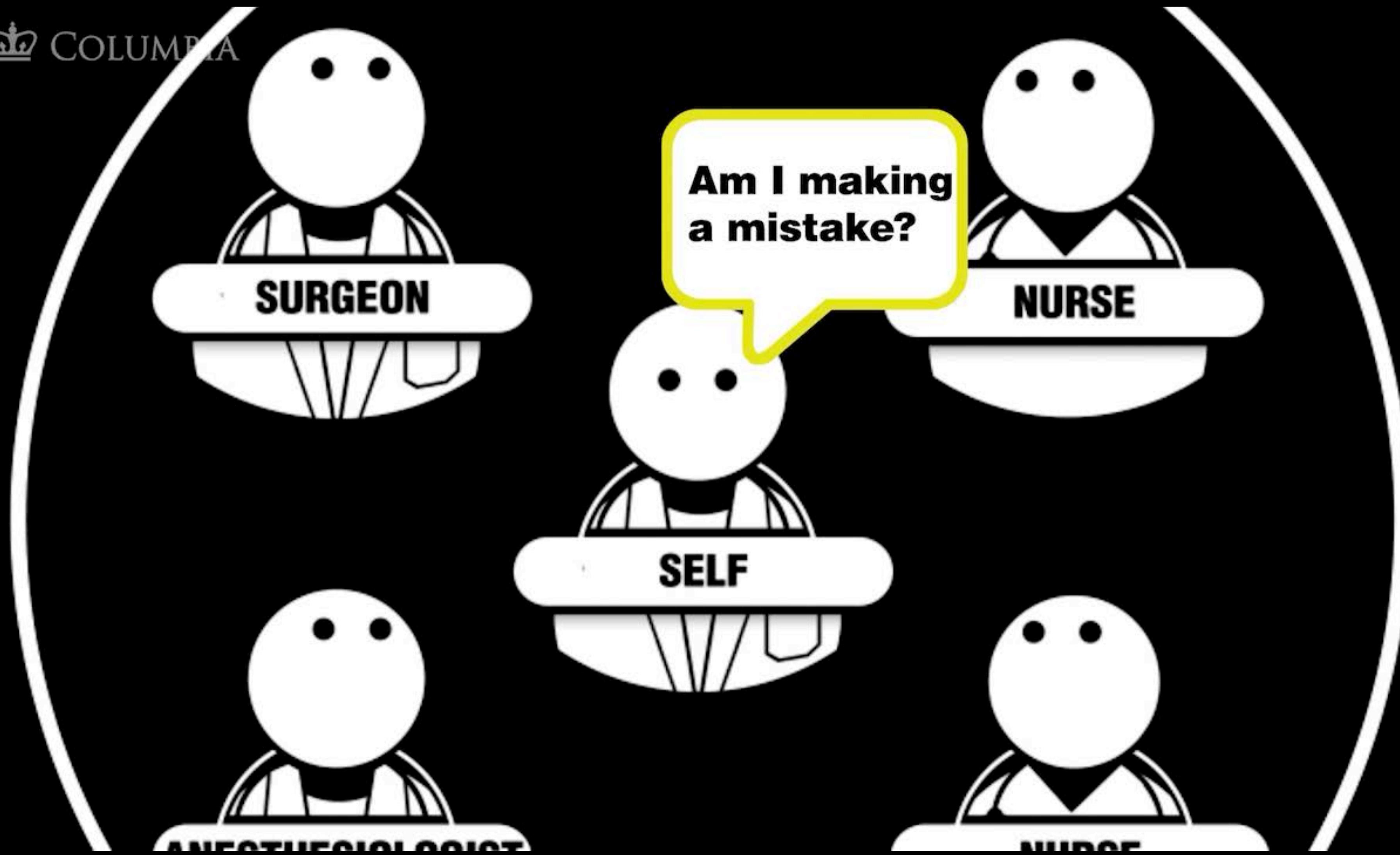


COLUMBIA



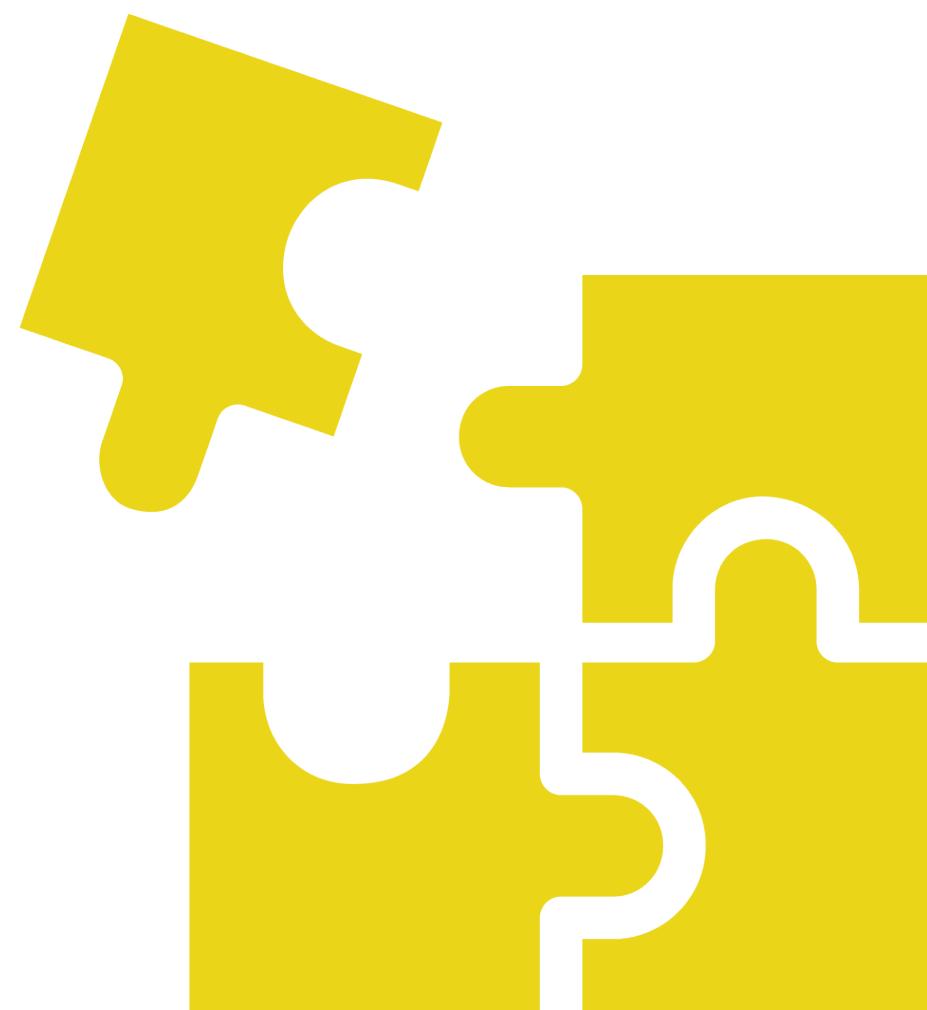


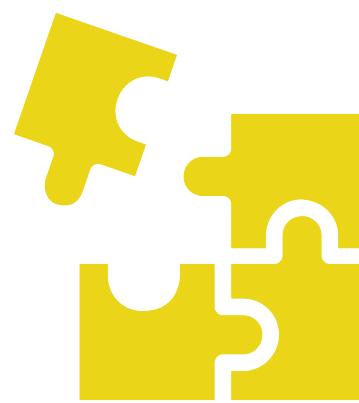
 COLUMBIA



COMMUNICATION

How do **YOU** get everyone on the same page?





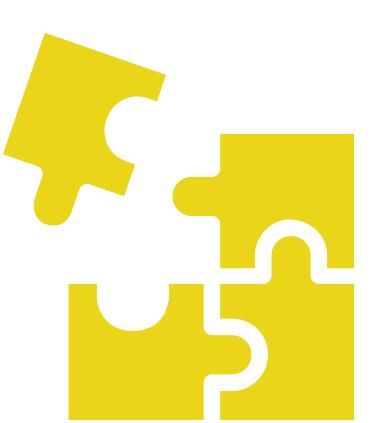
MENTAL MODEL

Understanding the situation in front of us, the tasks that need to be done, and the resources available

Brindley PG, Reynolds SF. Improving verbal communication in critical care medicine. *Journal of Critical Care* (2011) 26, 155–159.

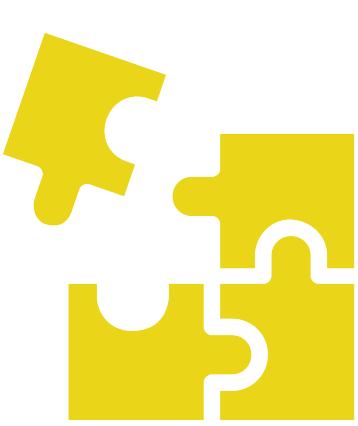
Lauria MJ, Ghobrial MK, Hicks CM. Force of habit. Developing situation awareness in critical care transport. *Air Medical Journal* 38: 45-50, 2019





OUR BEST INTENTIONS



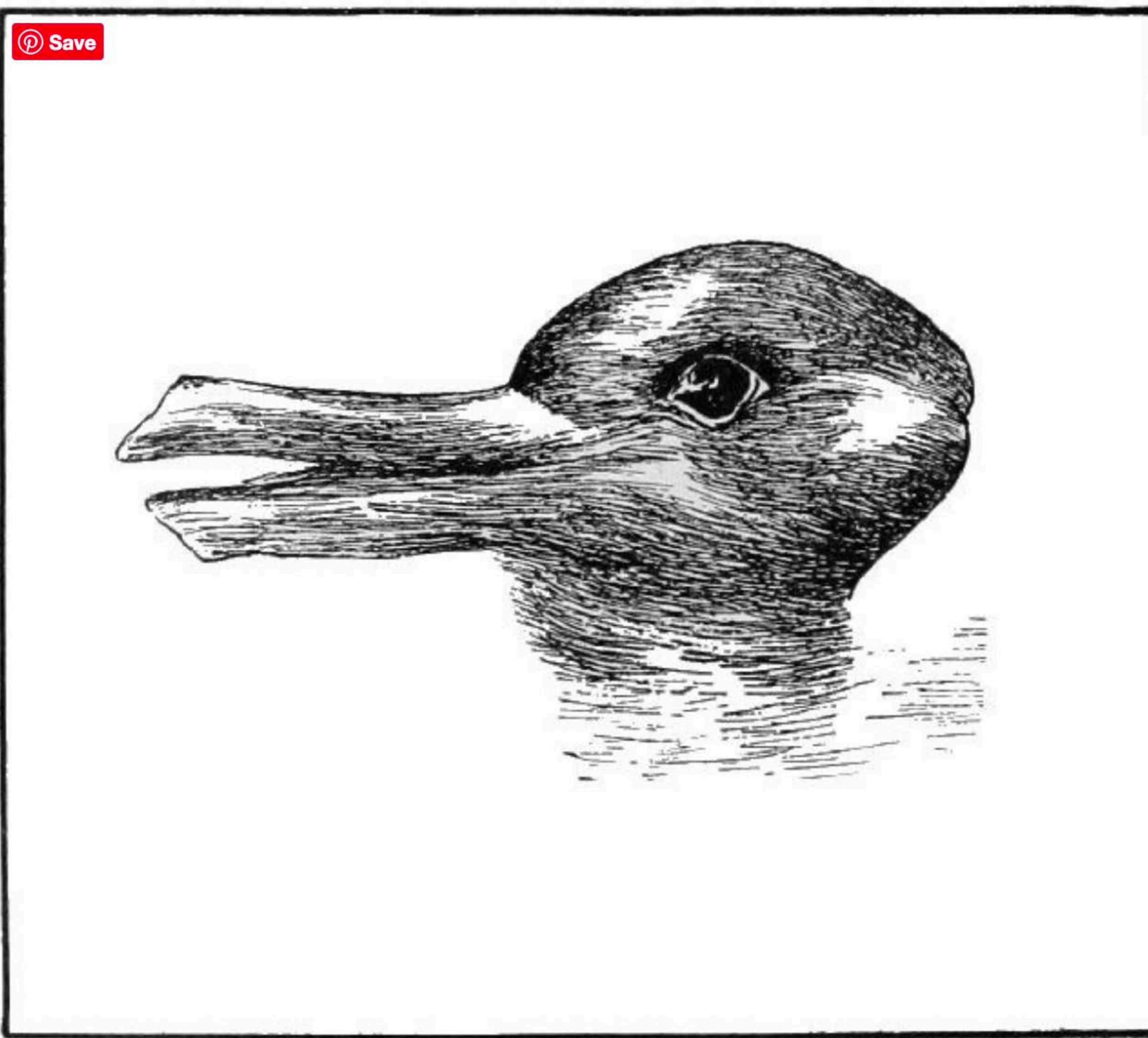
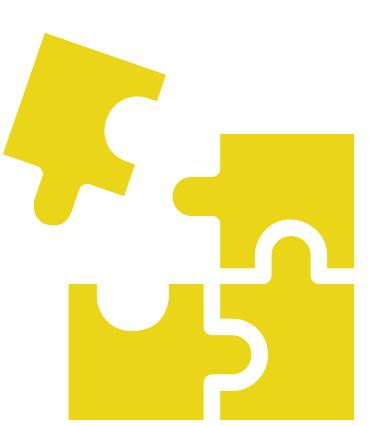


Buck

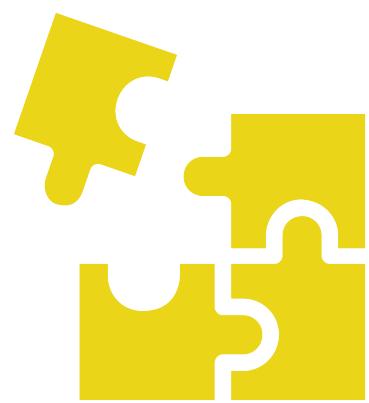


Drawn by W. E. Hill

MY WIFE AND MY MOTHER-IN-LAW
They are both in this picture — Find them



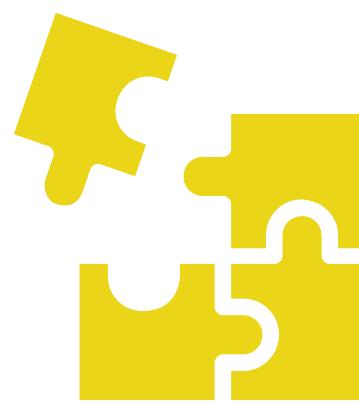
This 'reversible image' first appeared in a German humor magazine. (Photo: Wikimedia Commons)



Sharing the mental model AKA Are we on the same page?

TEAM

Brindley PG, Reynolds SF. Improving verbal communication in critical care medicine. *Journal of Critical Care* (2011) 26, 155–159.
Brindley PG. Improving teamwork in anesthesia and critical care: many lessons still to learn. *BJA* 112: 399-401, 2014

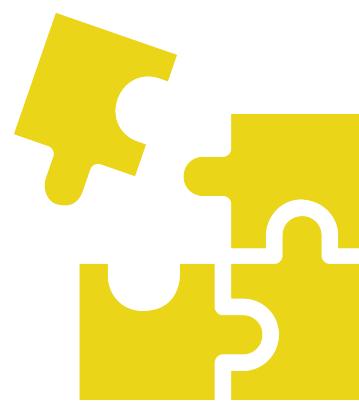


MENTAL MODEL

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MENTAL MODEL

RESUSCITATE **EVERYONE'S** VOICE

ASK: WHAT'S GOING ON?
ANY THOUGHTS?
WHAT ELSE?

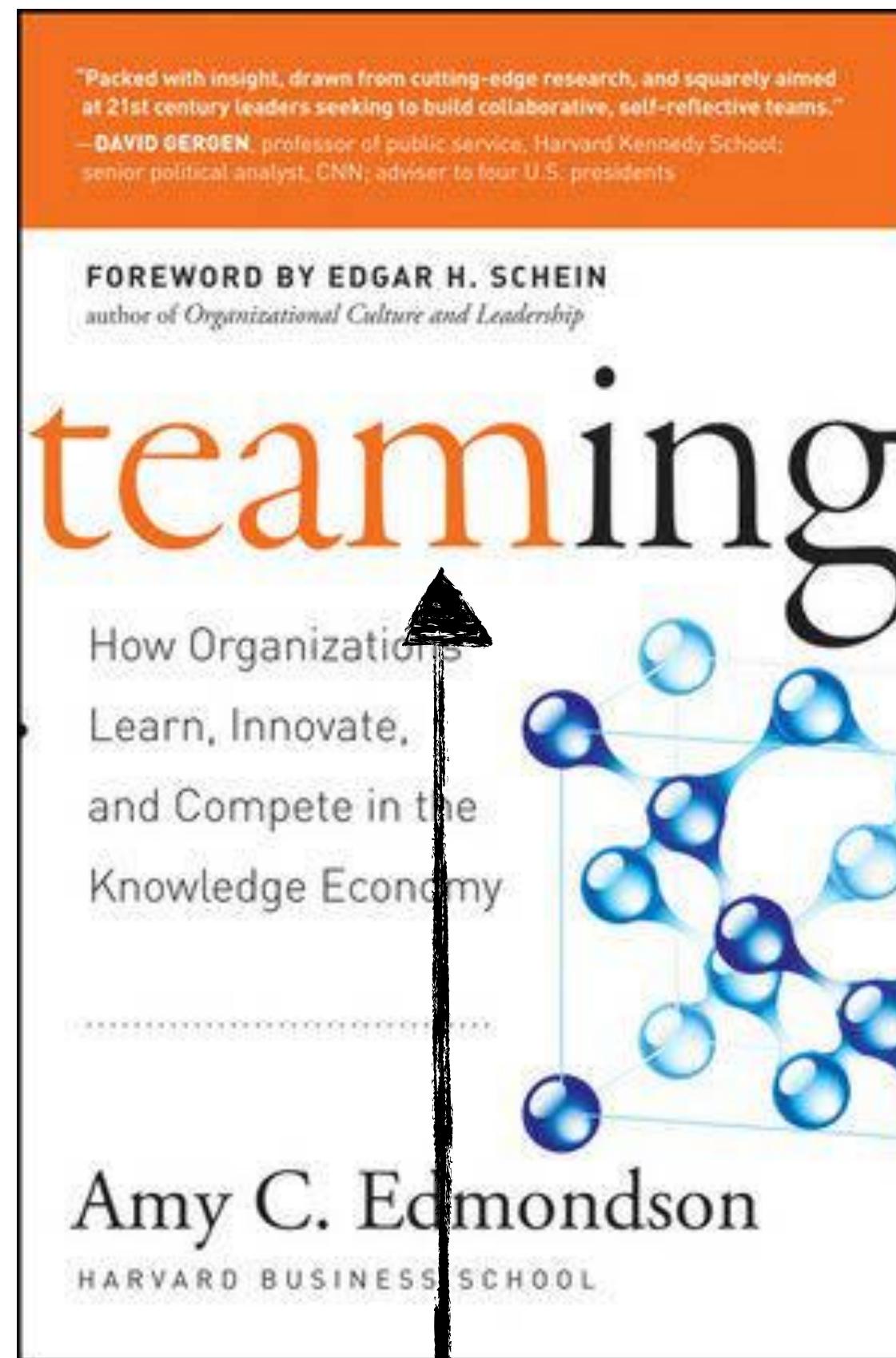
Brindley PG, Reynolds SF. Improving verbal communication in critical care medicine. *Journal of Critical Care* (2011) 26, 155–159

Lauria MJ, Ghobrial MK, Hicks CM. Force of habit. Developing situation awareness in critical care transport. *Air Medical Journal* 38: 45-50, 2019

DECISION

How do **YOU** organize a team of strangers?





VERB

“Teaming is **teamwork on the fly**. It involves coordination and collaboration without the benefit of stable team structures because many operations like hospitals, ...requires a level of staffing flexibility that makes stable team composition rare.”



Organize to Team = Organize to Learn

1. Ask questions
2. Share information
3. Seek help
4. Experiment with unproven actions
5. Talk about mistakes
6. Seek feedback



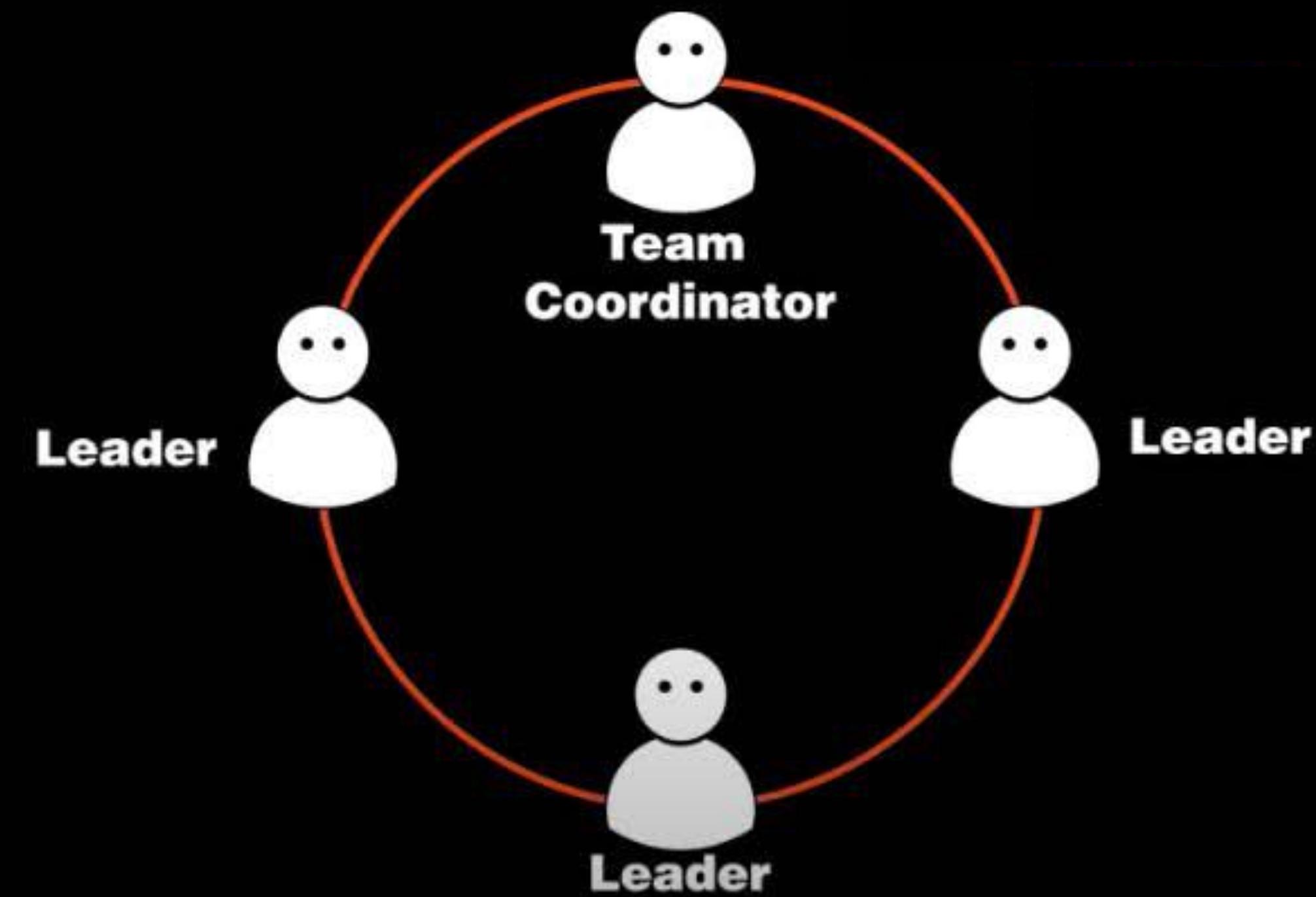
Challenge CW

~~Leaders and Followers~~

Leaders and Leaders



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Leadership Allocation



Leader RN



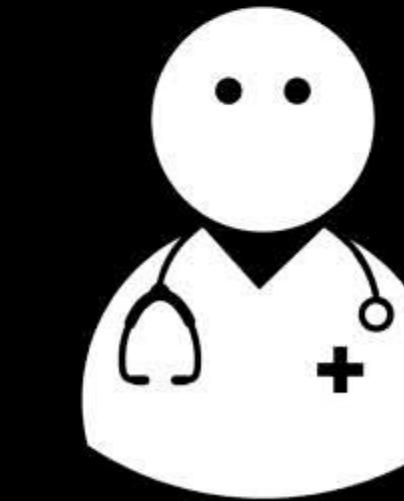
Leader MD



Airway Leader



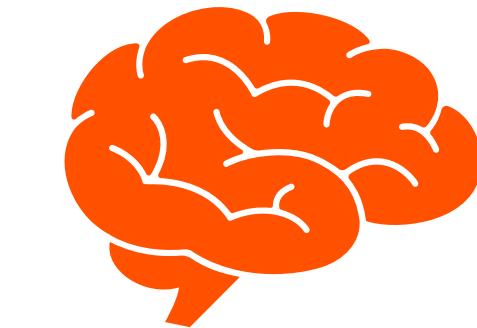
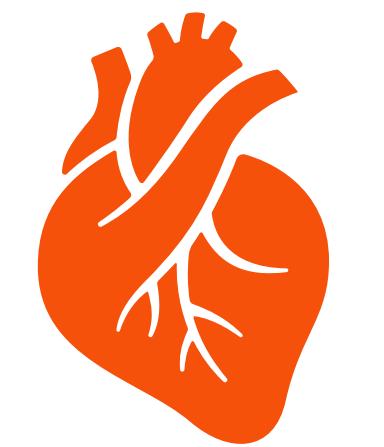
Leader MD



Leader RN



crisis



self

I am leading
this code?

I am watching
the vital signs?

Will you lead
chest
compressions?

Improving verbal communication in critical care medicine 

Peter G. Brindley MD, FRCPC*, Stuart F. Reynolds MD, FCCP

Division of Critical Care Medicine, University of Alberta, Edmonton, Alberta, Canada



THE COLUMBIA





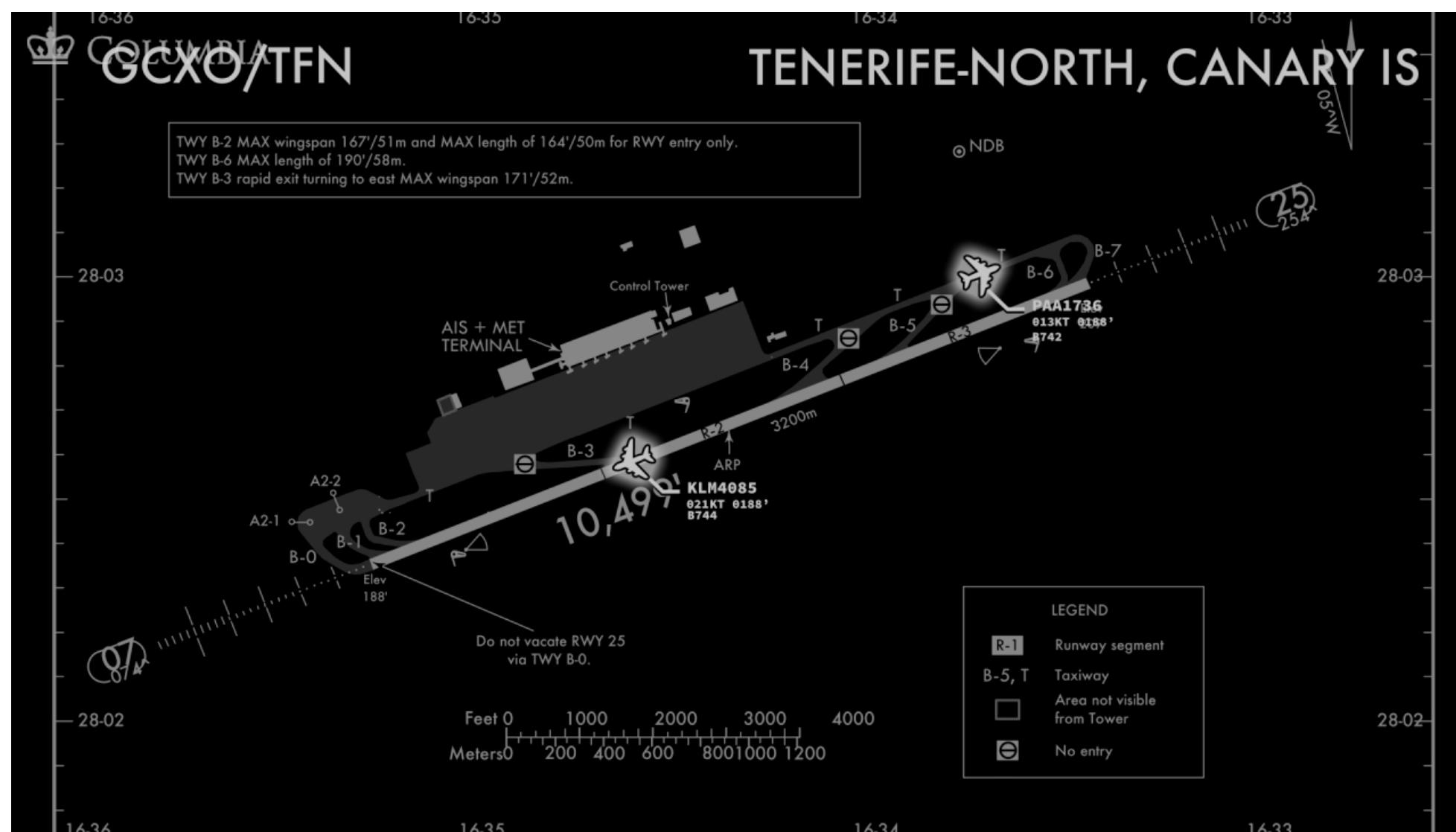
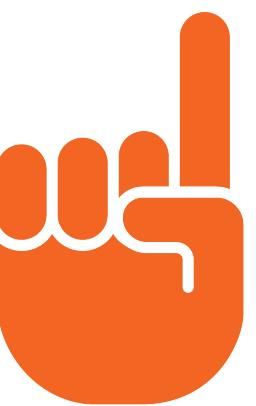
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DECISION

How do **YOU** challenge authority?





583 deaths

crew didn't challenge captain



TWO
CHALLENGE
RULE



CHALLENGE 1

Advocacy:

“I noticed that you aren’t wearing a mask”

Response:

CHALLENGE 2

Advocacy:

“Ok, but I am worried about your safety.”

Response:

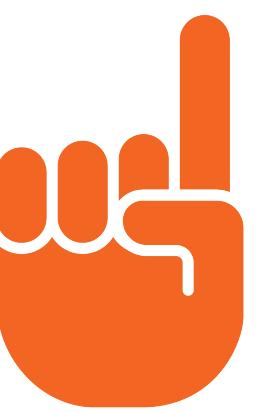


High **Advocacy**, high **inquiry** conversations foster:

INFORMATION TRANSFER

2 WAY COMMUNICATION

LEARNING



If a team member fails to **adequately** respond to two or more challenges regarding **omissions** or **questionable actions**, the individual is assumed to have lost situational awareness.

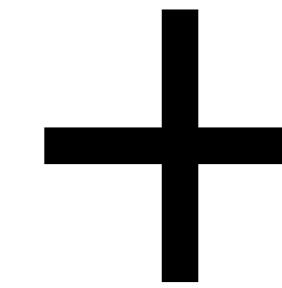
DECISION

How do **YOU** create psychological safety on the fly?





equal
conversation



social
sensitivity

PSYCHOLOGICAL SAFETY

"A team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves."

Amy Edmondson



PSYCHOLOGICAL SAFETY:

MEET
THEIR
PERSONALITY

PERSONALITY
TRUST
TRUST

LOVING STANDARDS
LOVING STANDARDS

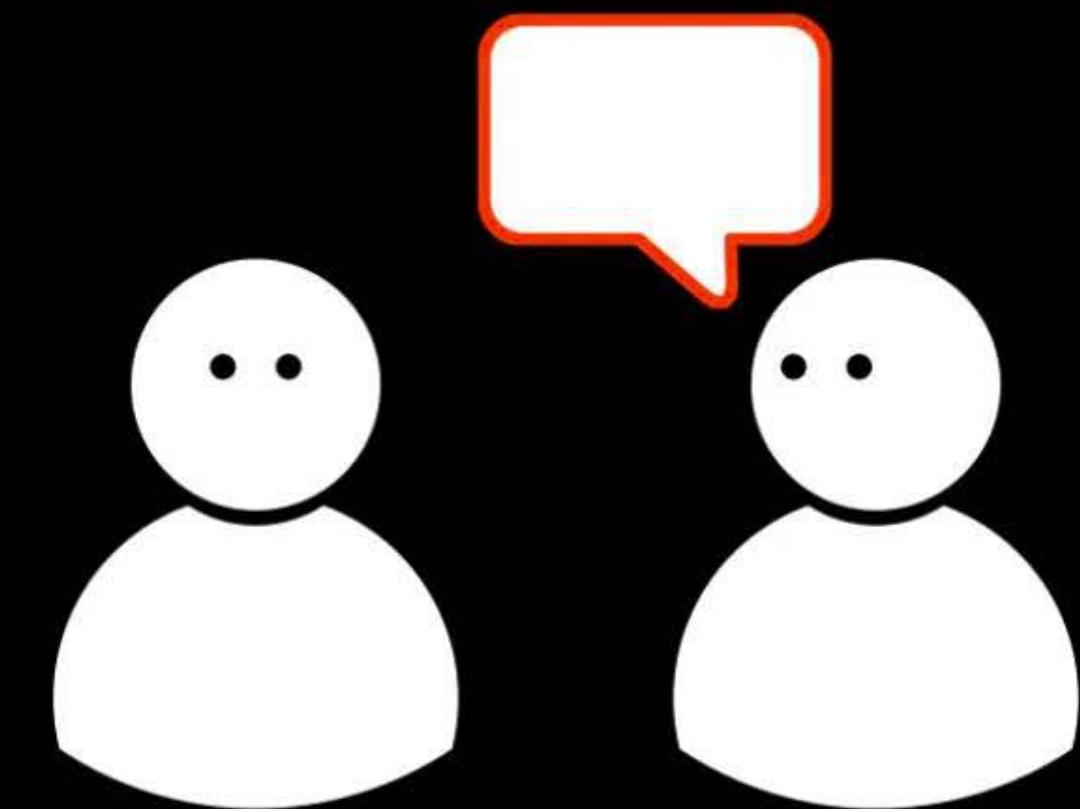


TRUST

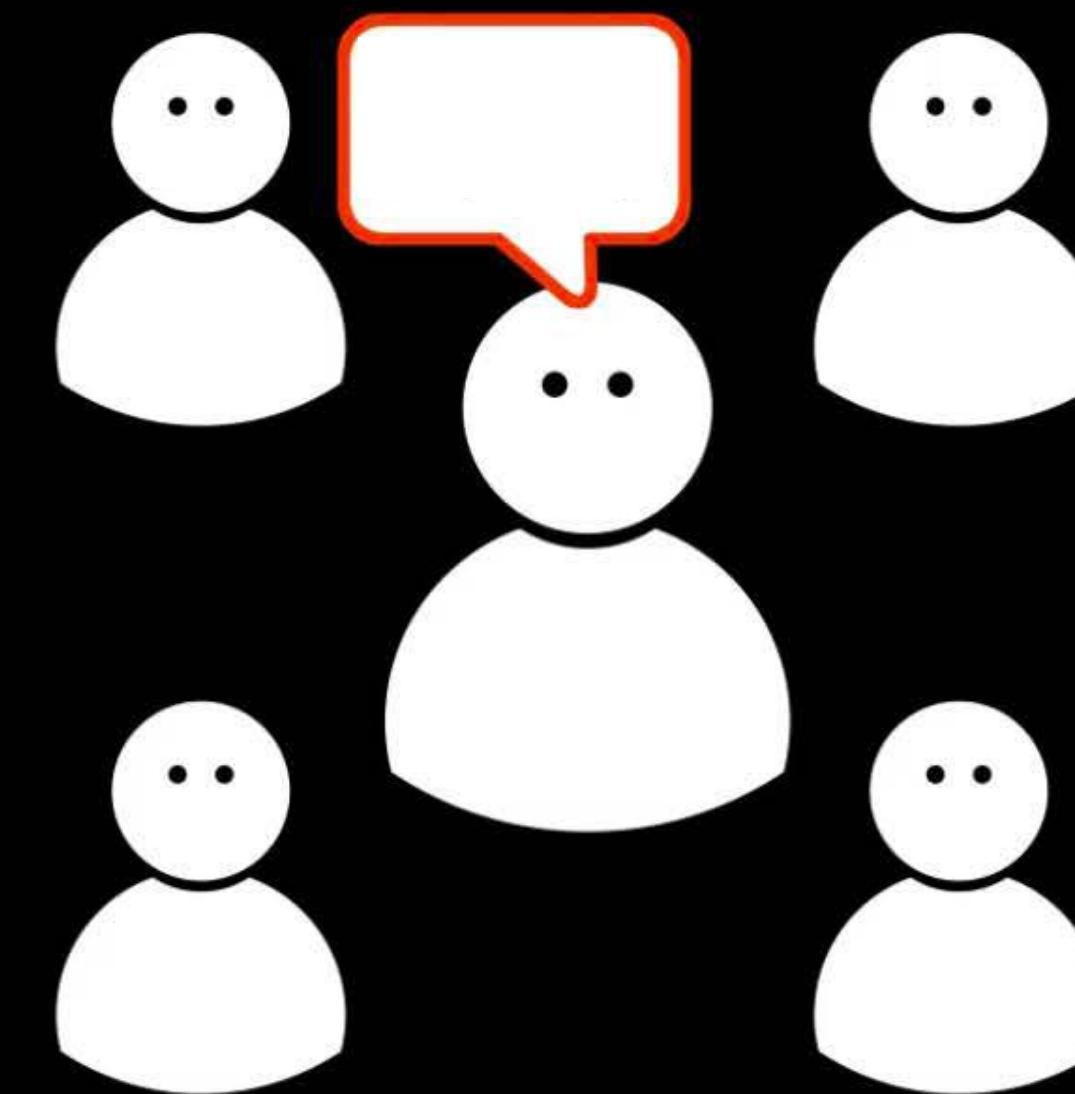
Giving others the benefit of the doubt
when you take a risk.



TRUST



PSYCHOLOGICAL SAFETY





PSYCHOLOGICAL SAFETY WARNING

On our shared journey into the unknown you have

FREEDOM TO:

**Fail
Not Know
Play and laugh
Try again
Cry
Be wrong
Not be perfect
Be afraid**

**Be angry
Disagree
Be prejudiced
Be arrogant
Misunderstand
Not be likable
Be immature
Be intolerant**

As long as you :

- honestly admit your mistakes**
- constantly give and take feedback**
- forget any privilege or status**

Directions for use and contraindications:

What if your work was a place where you could show your whole self? Where you could reveal all your mistakes, failing and uncertainties without fearing that they would be held against you. Imagine just who you could become if you did not have to hide. This kind of psychological safety is immensely powerful, but it does not come easily.

Don't believe that you have this freedom because of some poster or some speech from your boss. This ability to be yourself comes from within, when you learn to judge yourself by your own values and not the praise or criticism of others. Creating an environment of psychological safety requires deep internal commitment, and a solid understanding, between all involved, that you'll work through the good and bad.

HOW TO CREATE PSYCHOLOGICAL SAFETY

BE ACCESSIBLE

INVITE PARTICIPATION

ACKNOWLEDGE LIMITS OF KNOWLEDGE

HOLD PEOPLE ACCOUNTABLE FOR TRANSGRESSIONS

SET BOUNDARIES

HIGHLIGHT FAILURES AS LEARNING OPPORTUNITIES

USE DIRECT LANGUAGE

BE WILLING TO DISPLAY FALLIBILITY

HOW TO CREATE PSYCHOLOGICAL SAFETY

BE ACCESSIBLE

INVITE PARTICIPATION

ACKNOWLEDGE LIMITS OF KNOWLEDGE

HOLD PEOPLE ACCOUNTABLE FOR TRANSGRESSIONS

SET BOUNDARIES

IN A CRISIS

HIGHLIGHT FAILURES AS LEARNING OPPORTUNITIES

USE DIRECT LANGUAGE

BE WILLING TO DISPLAY FALLIBILITY

HOW TO CREATE PSYCHOLOGICAL SAFETY

BE ACCESSIBLE

“What can I do for you?”

INVITE PARTICIPATION

“Are we missing anything?”

ACKNOWLEDGE LIMITS OF KNOWLEDGE

“This situation is over my head.”

HOLD PEOPLE ACCOUNTABLE FOR TRANSGRESSIONS

“Don’t speak to her like that
It’s not ok.”

SET BOUNDARIES

“If I miss this intubation, I’ll need you to take over.”

HIGHLIGHT FAILURES AS LEARNING OPPORTUNITIES

“What can we learn from
that near miss?”

USE DIRECT LANGUAGE

“Jessica, please start chest compressions now.”

BE WILLING TO DISPLAY FALLIBILITY

“I missed the diagnosis. Let’s reset.”