(UCF is) Transforming Healthcare One Team at a Time: What Matters…

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Overview

I. The 8 C’s of Teamwork
   - The Competencies that Matter

II. Current Healthcare Efforts
   - Telemedicine, Teams, & Decision Making
   - Obstetric Rapid Response Teams
   - VA

III. The 6 S’s we Follow in Healthcare C&G’s
Patient Safety

High Reliability Organizations

Teamwork

High Reliability Teams

Supportive Organization Context

Align Processes

Knowledges

Skills

Attitudes
I. The 8 C’s of Teamwork
TEAMWORK

Culture

Conditions

Cooperation
Motivational Drivers

Coordination
Behavioral Mechanism

Communication
Information Protocols

Cognition
Common Understanding

Conflict
Conflict Resolution Procedures

Coaching
Leadership Activities
Competencies That Matter
Cooperation...

- **Attitudes & Beliefs:**
  - Team Orientation
  - Collective Efficacy
  - Mutual Trust
  - Value of Teamwork
  - Openness to Experience
Coordination...

- Behavioral Mechanisms:
  - Mutual Performance Monitoring
  - Back-up Behavior/Supportive
  - Adaptability/Flexibility
  - Task-related Assertiveness
Communication...

- Information Exchange Protocols:
  - Close-loop Communication
  - Precise
  - Timely
  - Appropriate Terminology
  - Clarity
Cognition...

- Shared understanding

- Knowledge requirements:
  - Roles & Responsibilities
  - Knowledge of team mission; Objectives, Norms & Resources
  - Familiarity with Teammates
  - Cue-strategy Associations
  - Knowledge on how to get “K”
Coaching…

- **Leadership:**
  - Team Leadership
    - Promotes teamwork
    - Cares about team members
    - Sets ground rules
  - Shared Leadership
Conflict...

- Conflict resolution strategies:
  - Interpersonal Skills
  - Mutual Trust
  - Psychological Safety
  - Assertiveness
Conditions...

- Team norms - clear, appropriate & known
- Supportive context
  - Good performance recognized & reinforced
  - Access to resources
  - Information needed available
Culture...

- Ability to:
  - Reduce ethnocentrism
  - Create hybrid culture
- Perspective Taking
- Behavior Flexibility
What Effective Teams Do, Feel & Think
What Effective Teams Do, Feel & Think

- They hold shared mental models.
- They optimize resources.
- They have clear roles and responsibilities.
- They have a clear, engaging, valued, & shared vision.
- They have strong team leadership.
- They engage in a cycle (a discipline) of pre-brief → performance → debrief.
What Effective Teams Do, Feel & Think

- They develop a strong sense of the “collective” - trust, teamness, confidence.
- They are “workload sponges”.
- They set expectations well (and are managed).
- They engage in “rhythms” of performance.
- They manage & optimize performance outcomes.
Needed Links in Simulation-Based Team Training...
II. Current Healthcare Efforts
What we’re doing...

- University of Miami Miller School of Medicine & Ryder Trauma Center
  - Telemedicine, Teams, & Decision Making
    - Evaluating the use of a robot in ICU rounds on teamwork
What we’re doing...

- Florida Hospital
  - Strategic Teamwork for Obstetrics Rapid Response Crisis Scenarios (STORRCS)
    - Developing, training, implementing, and evaluating a crisis team for obstetric emergencies
    - About to enter training phase
What we’re doing...

- Veterans Health Administration
  - Foundational Information Resources to Support VHA Field Simulation Implementation
    - Aiding in development of training for creating instructionally sound simulation scenarios
    - Collaborating with SMEs to create team training simulation scenarios
Recent work…

- University of Miami, Ryder Trauma Center & Army Trauma Training Center
  - Teamwork training evaluation for Forward Surgical Teams
  - Tool-Kit to optimize SBT
Recent work...

- Florida Hospital
  - TeamSTEPPS Intervention and Multi-Level Evaluation
    - OR teams trained in TeamSTEPPS
    - Evaluating attitudes, knowledge, behavioral, and outcome data
Recent work...

- ORMC
- SMARTER-approach to simulation scenario evaluation
- ER residents assessed on ED resuscitation
Recent work...

- Emergency Medicine Learning & Resource Center (ELMRC)
  - Evaluate the effectiveness of SBT for Cyanide Poisoning
    - Fire crews providing Emergency Medical Services (EMS)
    - SimMan® as patient
III. The 6 S’s We Follow
Strategize...

- Develop a philosophy & plan
- Create a network of...
  - Clinicians
  - Academicians
- We publish!
- We give workshops!
Search…

- Look for funding opportunities…
  - Listservs
  - Agencies
  - Foundations
- Reach out to our network…
Solutions...

- Aim at solving organizational and human performance problems and issues
- Provide tangible solutions!
  - Team training
  - Teamwork metrics & tools
  - Advice, tips, guidelines
- Create a partnership with Clinical Experts
Satisfy...

- **Sponsors**
  - Deliver!

- **Healthcare providers**
  - Deliver!
  - Products!

- **Partners**
  - We take the “back seat”...
Science...

- Organizational & Human Factors psychology
  - Culture change
  - Teams & groups
  - Expertise
  - Design of system
- Publish, tell the world!
- Use evidence!
- Show them, don’t tell them
  
  “The solutions to patient safety are not in medicine, but in psychology”
Submit! Submit! Submit!

- Buy the ticket!
- Know the probabilities
- Always looking around
Our Brand...

- UCF is recognized international “pocket” of expertise in:
  - Teamwork
  - Team Training
  - Simulation-based training

- Medical team training book, in press
  - Two under development
    - Team training guidelines
    - Debriefing
Our Brand...

- Over 50 publications in Healthcare Journals
  - Special issue in BMJ Quality & Safety
- Delivers 5 workshops at simulation in healthcare conferences
- Placed 4 students in schools of medicine
  - 2 at John Hopkins University
  - 2 at Virginia Commonwealth University
Our Brand...

- Over $1 million in C&G, so far
- And more...
More Branding...
Thank You!