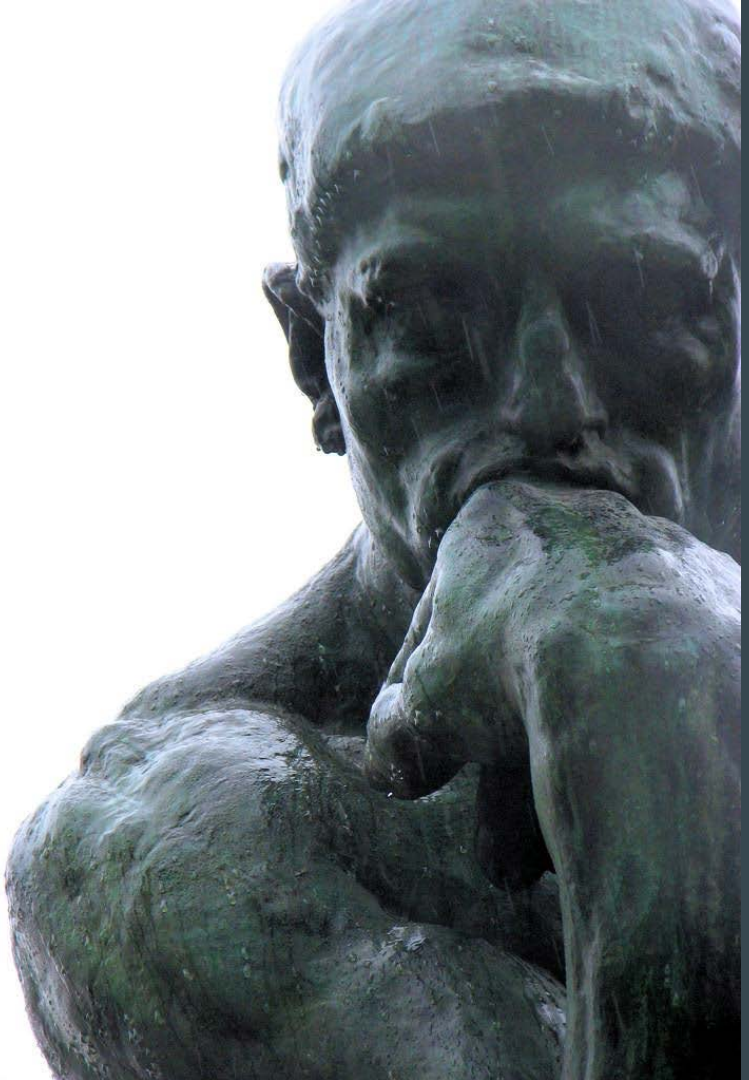
Teaming: From Skills to Tech

...

Robert Cooney, MD, MSMedEd
Department of Emergency Medicine
Geisinger Medical Center

Disclosures



The world is changing...

21st Century Priorities

Generalism

Collaboration

Empowerment

Teamwork

Specialization

Autonomy

Power

Individualism

“Specialization is for insects”

PERSPECTIVE

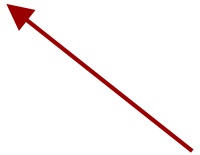
Zen and the Art of Physician Autonomy Maintenance

James L. Reinertsen, MD

The miracles of scientific medicine propelled physicians to an unparalleled level of clinical autonomy during the 20th century. During the past 20 years, physician autonomy has been declining, in part because the public has become aware that physicians are not consistently applying all of the science they know. One of medicine's most cherished professional values, individual clinical autonomy, is an important cause of the sometimes suboptimal performance in the timely and consistent application of clinical science; thus, it contributes to the decline in overall professional autonomy. This paper calls for physicians to practice the science of medicine as a profession so that society will allow physicians to continue practicing the art of medicine as individual professionals. In a Zen-like paradox, physicians must give up autonomy in order to regain it.

Ann Intern Med. 2003;138:992-995. www.annals.org

For author affiliation, see end of text.



Reinertsen, James L. "Zen and the art of physician autonomy maintenance."*Annals of Internal Medicine* 138.12 (2003): 992-995.

Healthcare is not a simple machine...

VIEWPOINT

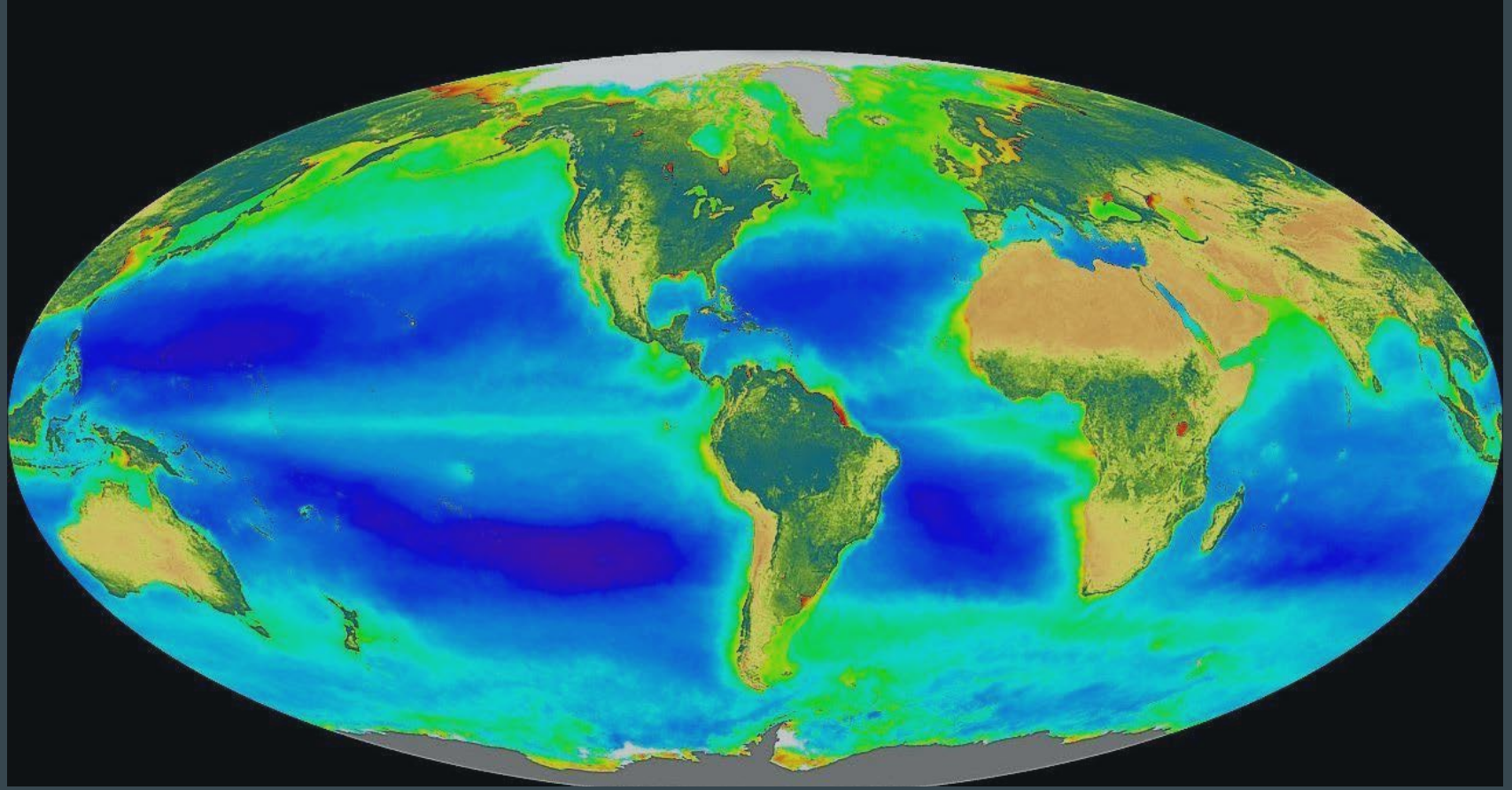
Understanding Health Care as a Complex System

The Foundation for Unintended Consequences

Complex Adaptive Systems

Lipsitz, Lewis A. "Understanding health care as a complex system: the foundation for unintended consequences." *JAMA* 308.3 (2012): 243-244.

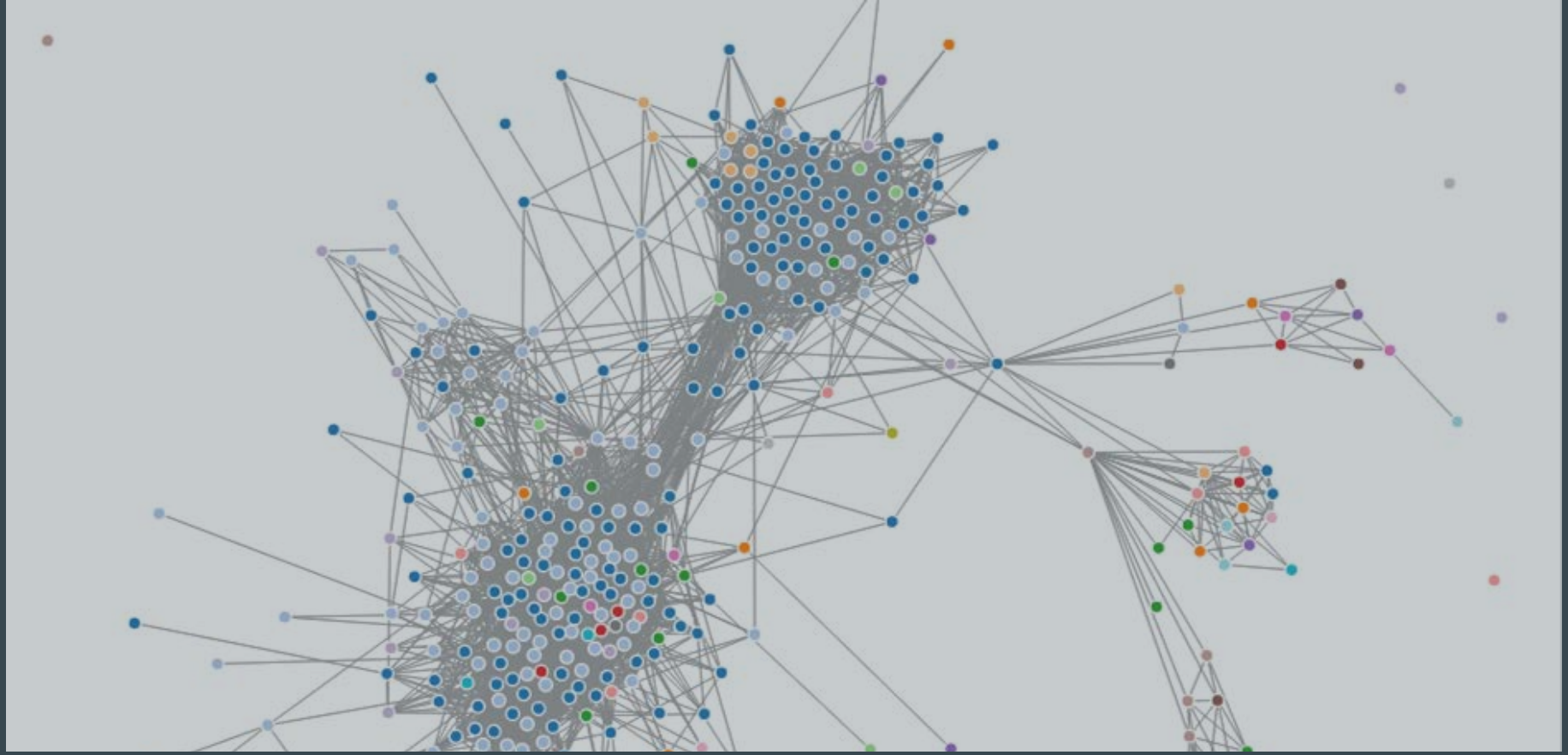
Emergent Behaviors



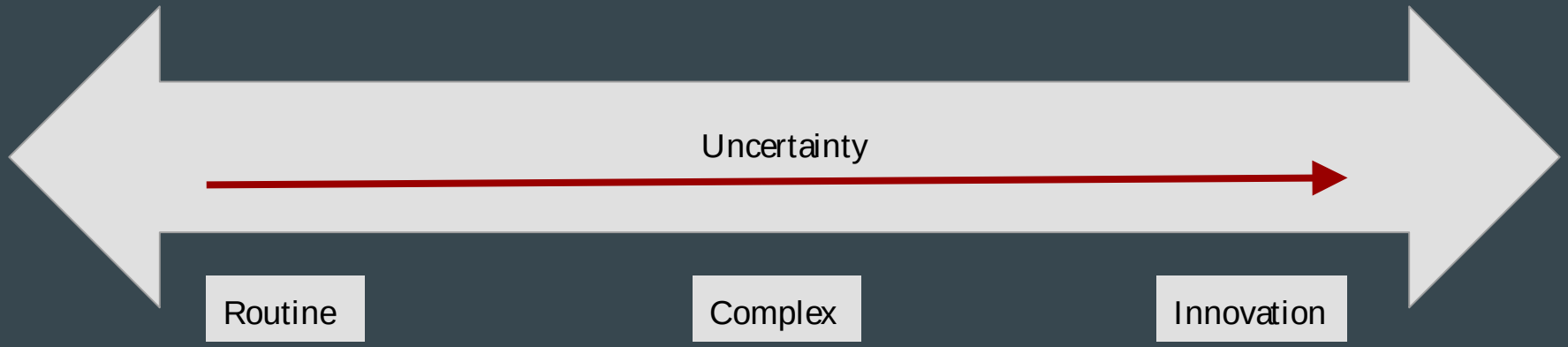
Dynamic, nonlinear, and unpredictable

Ocean: Chlorophyll *a* Concentration (mg/m^3)

Land: Normalized Difference Land Vegetation Index

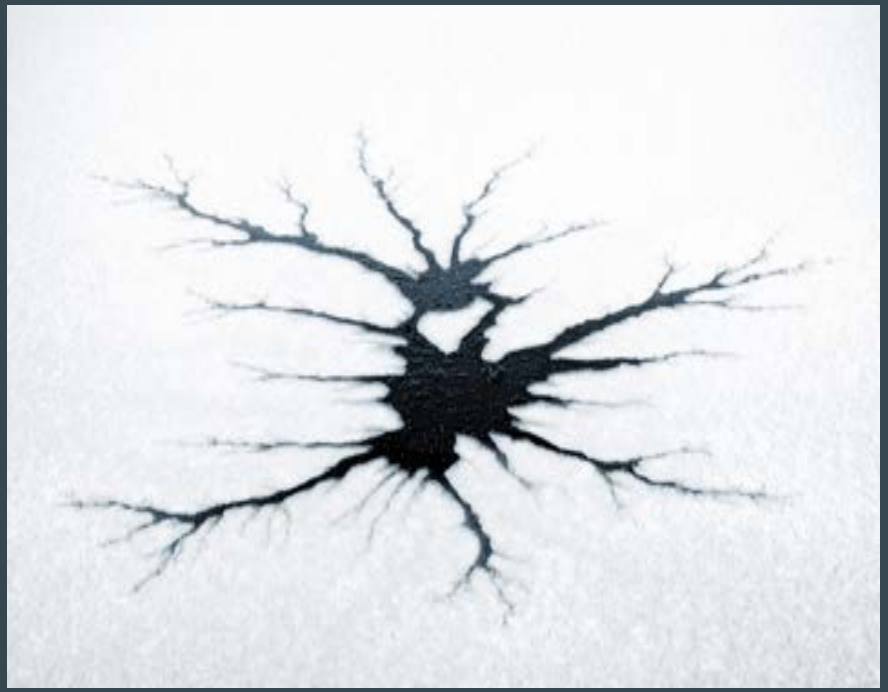


Networks, not hierarchies



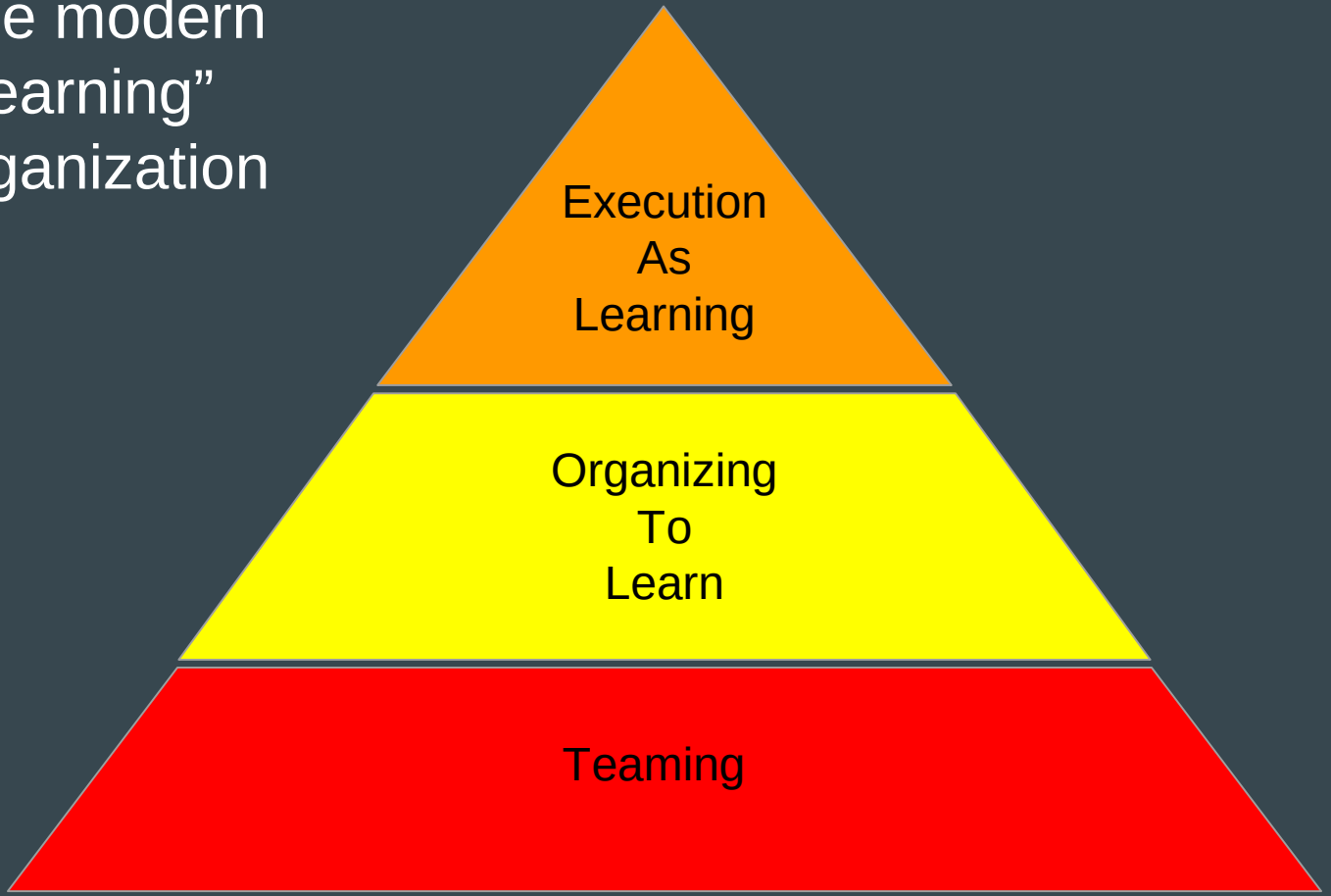
Process Knowledge Spectrum

“The organization that will truly excel...will be the organization that discovers how to tap people’s commitment and capacity to learn at all levels in the organization”
-Peter senge



A tale of Two Patients

The modern “Learning” organization



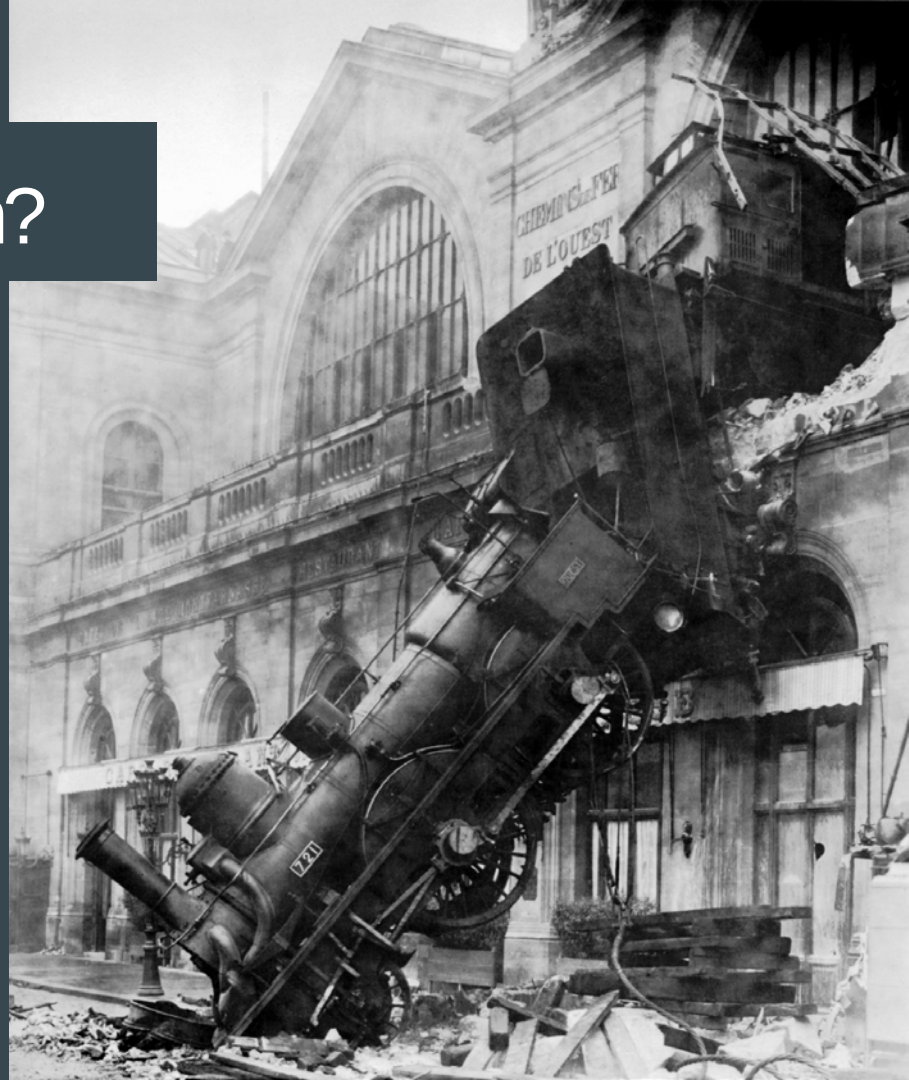
Why don’t organizations learn?

Bias towards success

Fear of failure

Wrong Mindset

Over-reliance on past performance



What is teaming?

Teaming is “teamwork on the fly”

Why Team?

Improve organizational performance

Increase satisfaction and engagement

INSTITUTE FOR HEALTHCARE IMPROVEMENT

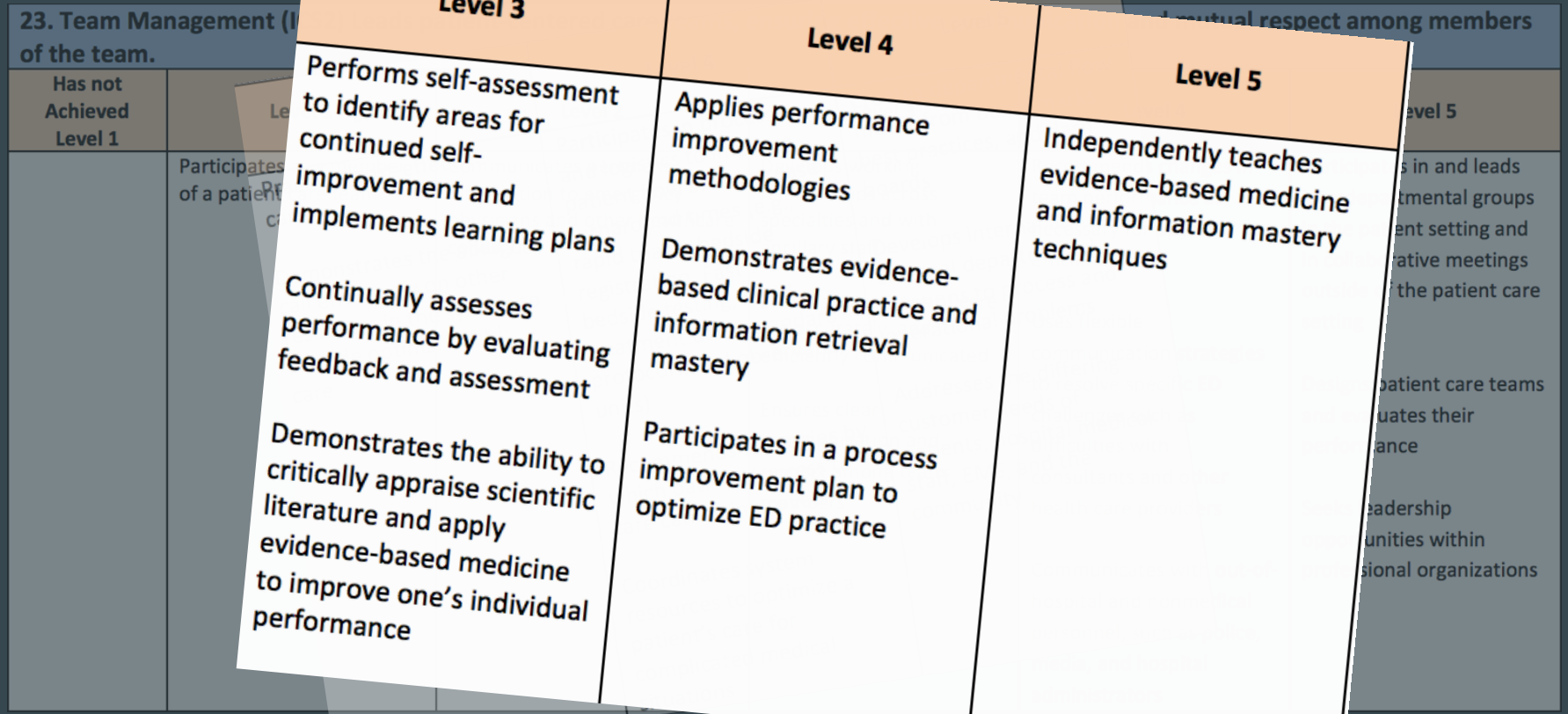
Innovation Series 2007

Engaging Physicians in a Shared Quality Agenda

23. Team Management (ICS2) Leads patient-centered care teams, ensuring effective communication and mutual respect among members of the team.					
Has not Achieved Level 1	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
	Participates as a member of a patient care team	Communicates pertinent information to emergency physicians and other healthcare colleagues	Develops working relationships across specialties and with ancillary staff Ensures transitions of care are accurately and efficiently communicated Ensures clear communication and respect among team members	Recommends changes in team performance as necessary for optimal efficiency Uses flexible communication strategies to resolve specific ED challenges such as difficulties with consultants and other health care providers Communicates with out-of-hospital and nonmedical personnel, such as police, media, and hospital administrators	Participates in and leads interdepartmental groups in the patient setting and in collaborative meetings outside of the patient care setting Designs patient care teams and evaluates their performance Seeks leadership opportunities within professional organizations

23. Team Management (ICS2) Leads patient-centered care t… …and mutual respect among members of the team.					
Has not Achieved Level 1				…vel 4	Level 5
	Particip… of a pati…			…s changes in …iance as …optimal …strategies …c ED …s …ther …ers …out-of- …dical …police, media, and hospital administrators	Participates in and leads interdepartmental groups in the patient setting and in collaborative meetings outside of the patient care setting Designs patient care teams and evaluates their performance Seeks leadership opportunities within professional organizations

Level 3	Level 4	Level 5
Practices cost-effective care Demonstrates the ability to call effectively on other resources in the system to provide optimal health care	Participates in processes and logistics to improve patient flow and decrease turnaround times (e.g., rapid triage, bedside registration, Fast Tracks, bedside testing, rapid treatment units, standard protocols, and observation units) Recommends strategies by which patients' access to care can be improved Coordinates system resources to optimize a patient's care for complicated medical situations	Creates departmental flow metric from benchmarks, best practices, and dash boards Develops internal and external departmental solutions to process and operational problems Addresses the differing customer needs of patients, hospital medical staff, EMS, and the community


23. Team Management (I
of the team.
mutual respect among members
Has not Achieved Level 1
Level 5
Participates
of a patien
in and leads
mental groups
ent setting and
rative meetings
the patient care
patient care teams
uates their
ance
eadership
unities within
sional organizations
Level 3
Performs self-assessment to identify areas for continued self-improvement and implements learning plans
Continually assesses performance by evaluating feedback and assessment
Demonstrates the ability to critically appraise scientific literature and apply evidence-based medicine to improve one's individual performance
Level 4
Applies performance improvement methodologies
Demonstrates evidence-based clinical practice and information retrieval mastery
Participates in a process improvement plan to optimize ED practice
Level 5
Independently teaches evidence-based medicine and information mastery techniques

The 4 Pillars of Teaming

Speaking Up

Experimentation

Collaboration

Reflection

Speaking Up

Are Your Physicians 'Yammering' to Each Other? Texas Health Resources' Docs Are

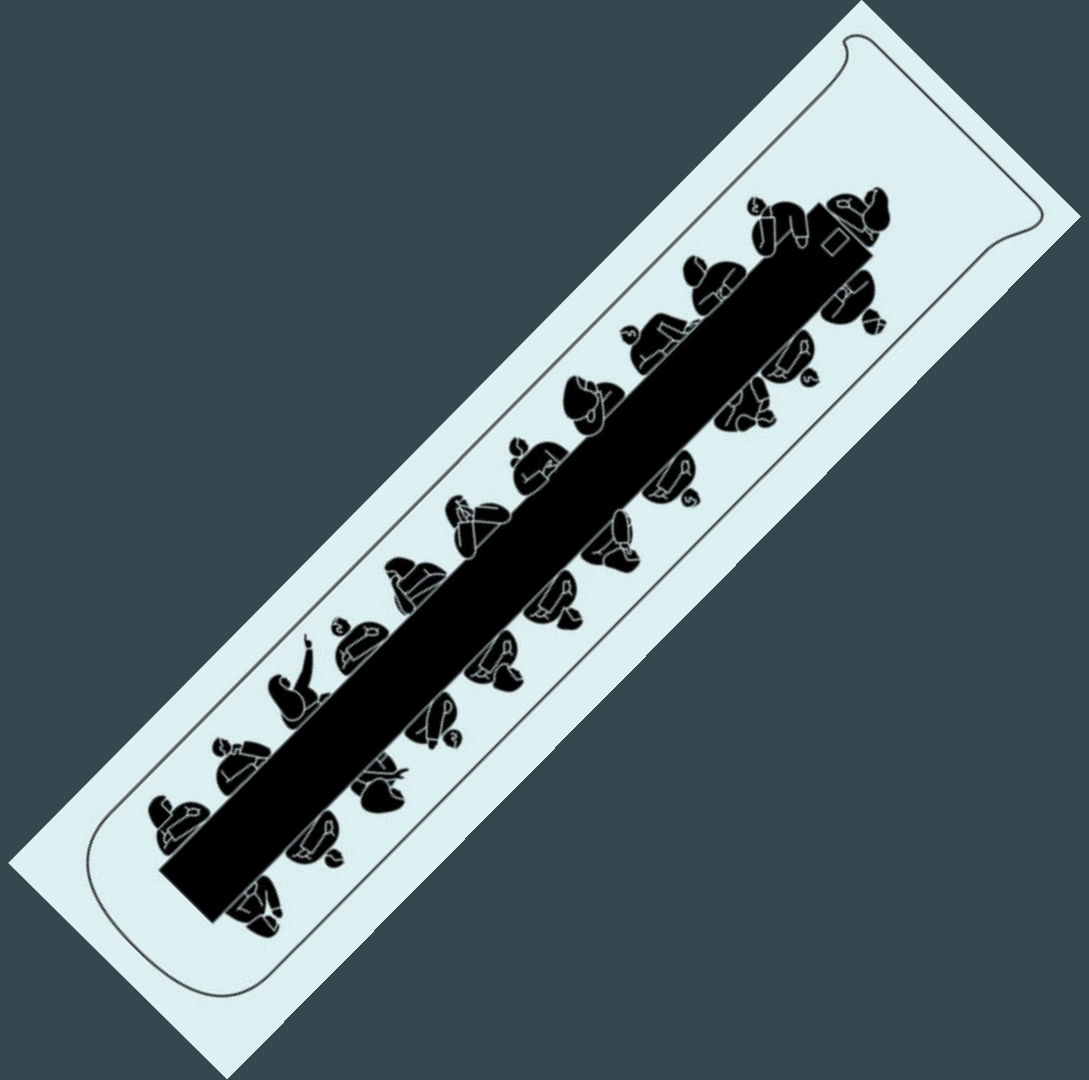
March 12, 2013 by David Raths | Reprints

Enterprise social network solicits input on how to modify the EHR and work flow

Ferdinand Velasco, M.D.

At Healthcare Informatics, we've written several articles about how health systems are thinking about incorporating social media in their patient engagement strategies, and that was a hot topic at HIMSS13 in New Orleans. But social media also holds promise for enhancing communication within a medical community and project team members. And at HIMSS, the health IT leaders of 25-hospital Texas Health Resources (THR) put on a great presentation about their efforts to create a platform of openness and transparency to foster collaboration on ongoing projects.

Experimentation



Collaboration

Coproduction of healthcare service

Maren Batalden,[1] Paul Batalden,[2] Peter Mar
Gail Armstrong,[4] Lisa Opipari-Arrigan,[3] Har

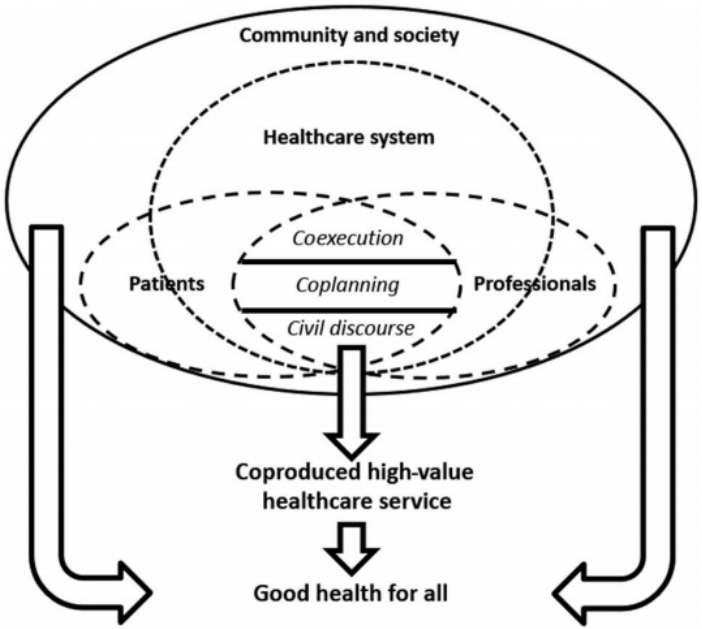


Figure 3 Conceptual model of healthcare service coproduction.

Batalden, Maren, et al. "Coproduction of healthcare service." *BMJ quality & safety* (2015): bmjqs-2015.

Reflection

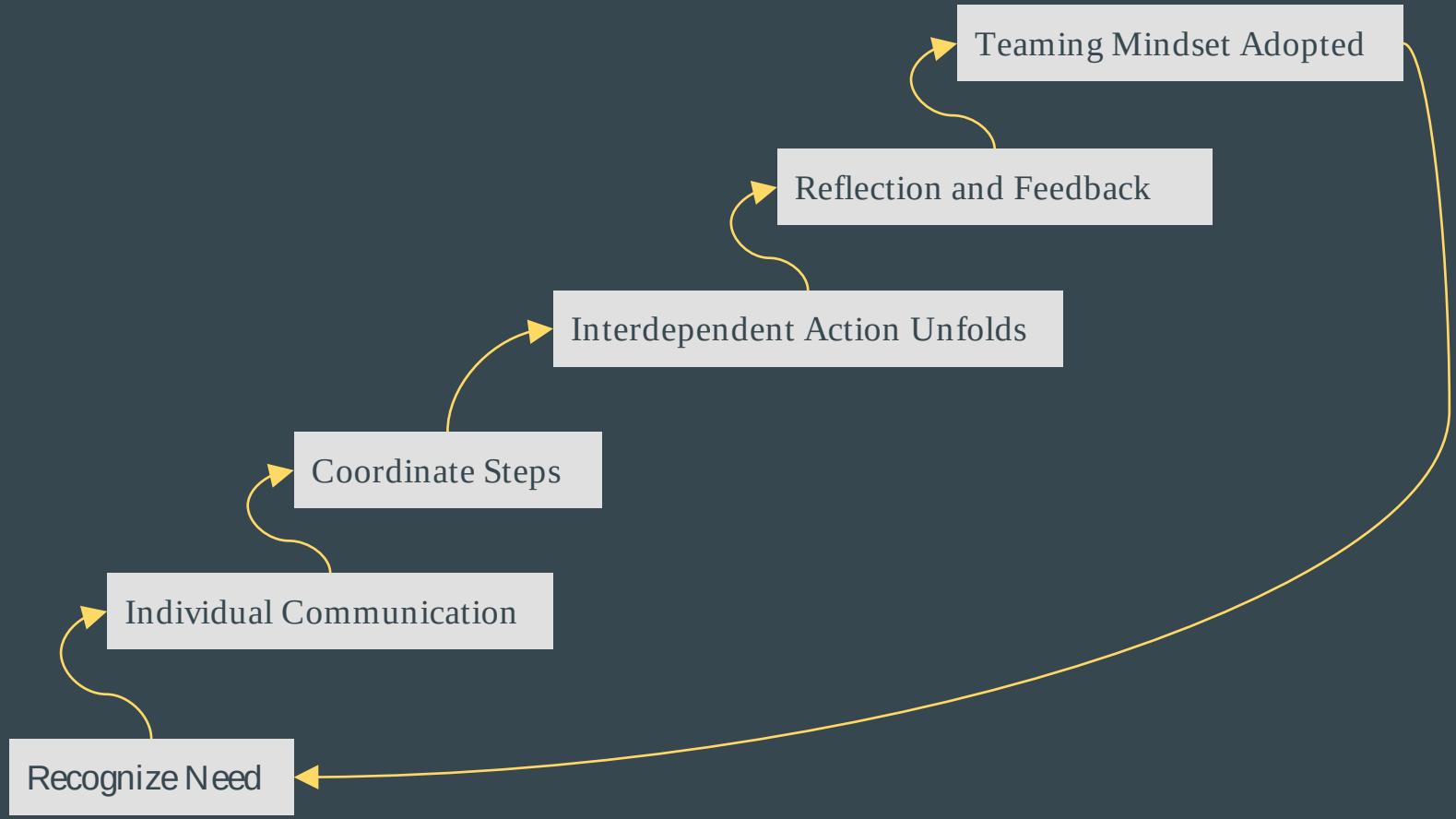
Barriers to teaming

Tension

Silence

Disagreement

Conflict


Teaming Mindset Adopted
Reflection and Feedback
Interdependent Action Unfolds
Coordinate Steps
Individual Communication
Recognize Need

Organizing to Learn

Reaching across boundaries

Framing for learning

Creating psychological safety

Learning from failure

Framing for learning

Enrollment

Preparation

Trial

Reflection

Psychological Safety

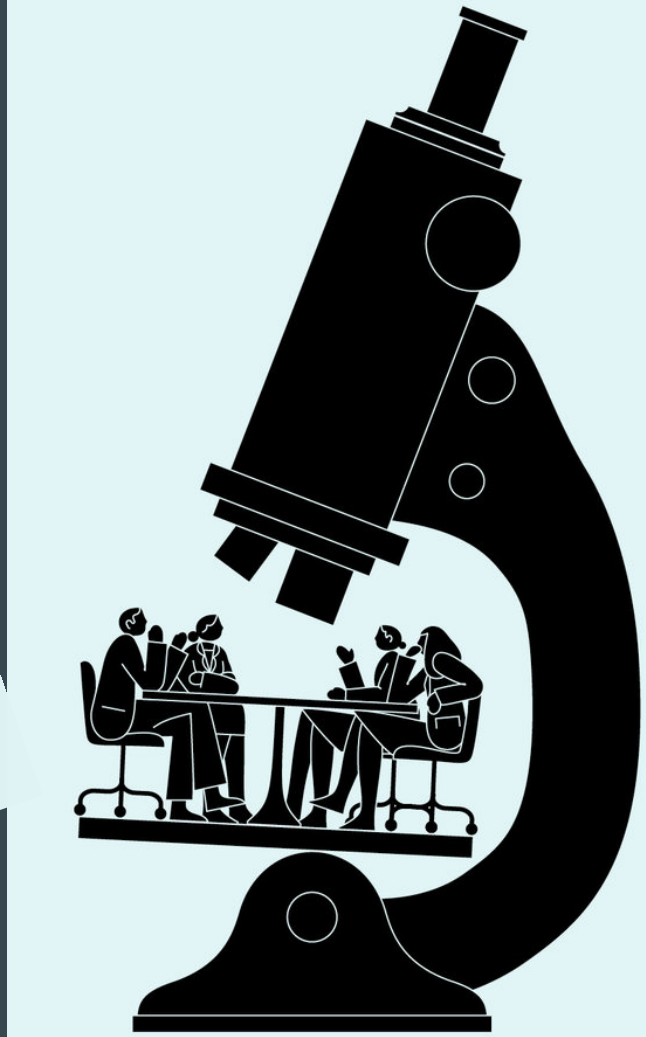
"Shared belief held by team members that the team is safe for interpersonal risk taking."

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why some work groups thrive and others falter.

By CHARLES DUHIGG Illustrations by JAMES GRAHAM

FEB. 25, 2016



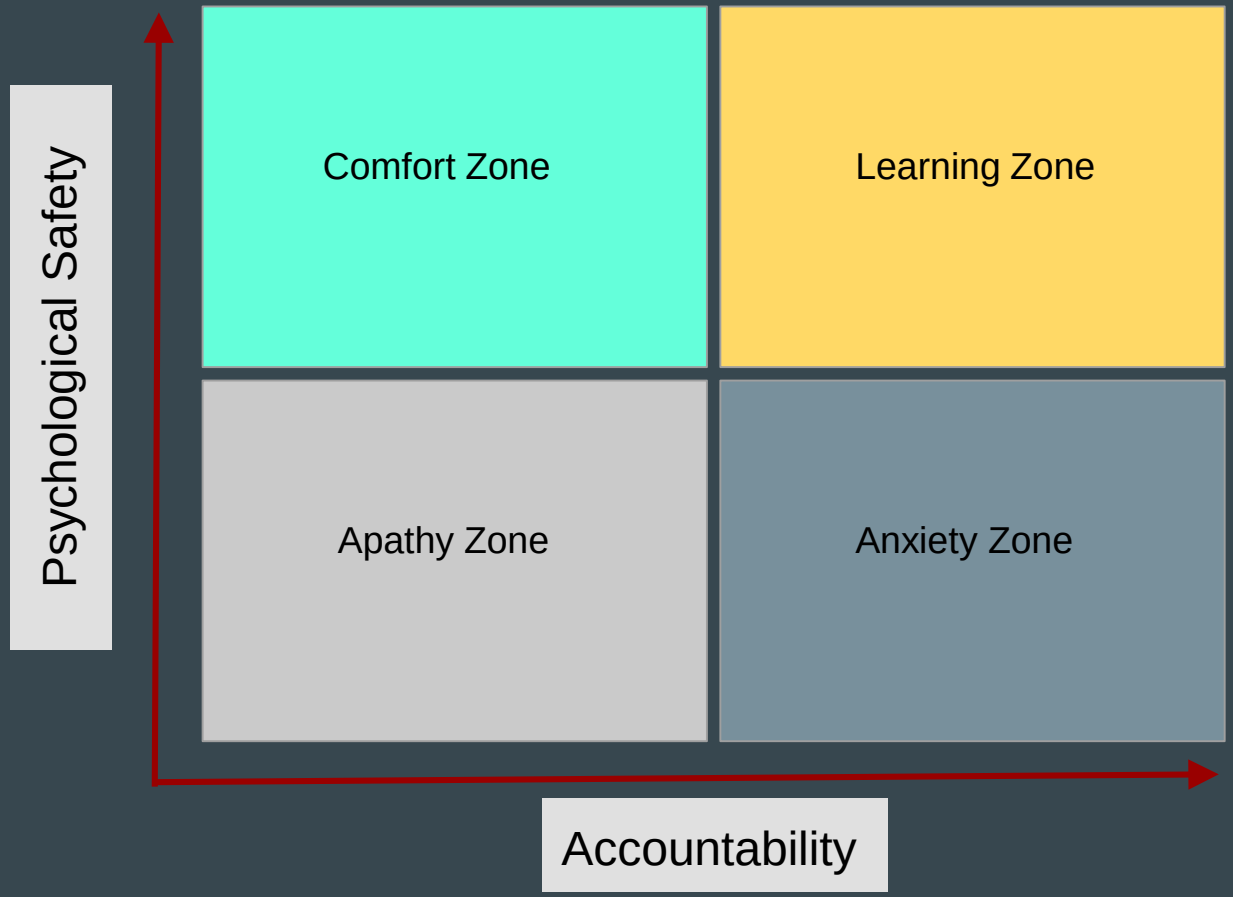
Risk

Being seen as ignorant

Being seen as incompetent

Being seen as negative

Being seen as disruptive

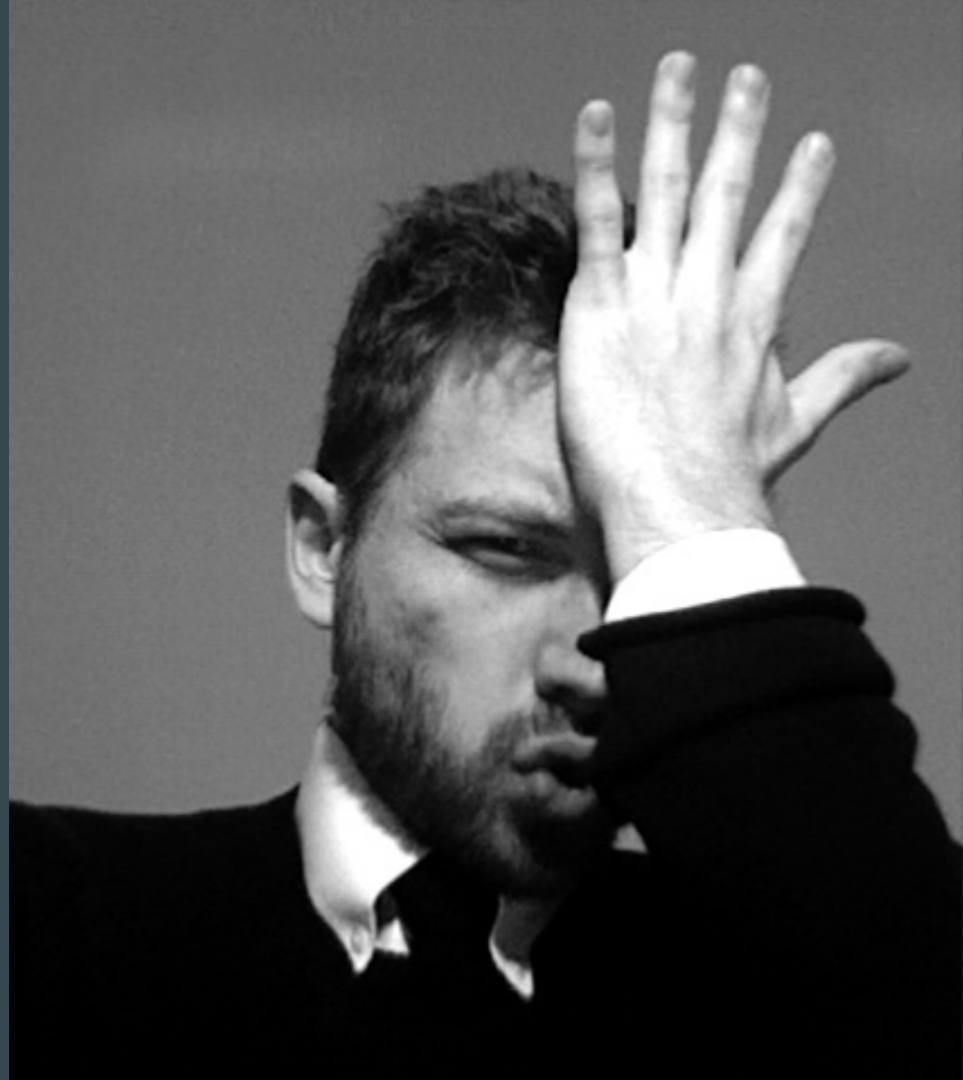

Psychological Safety
Comfort Zone
Learning Zone
Apathy Zone
Anxiety Zone
Accountability

Promoting Psychological Safety

Be accessible and approachable

Acknowledge uncertainty

Display fallibility

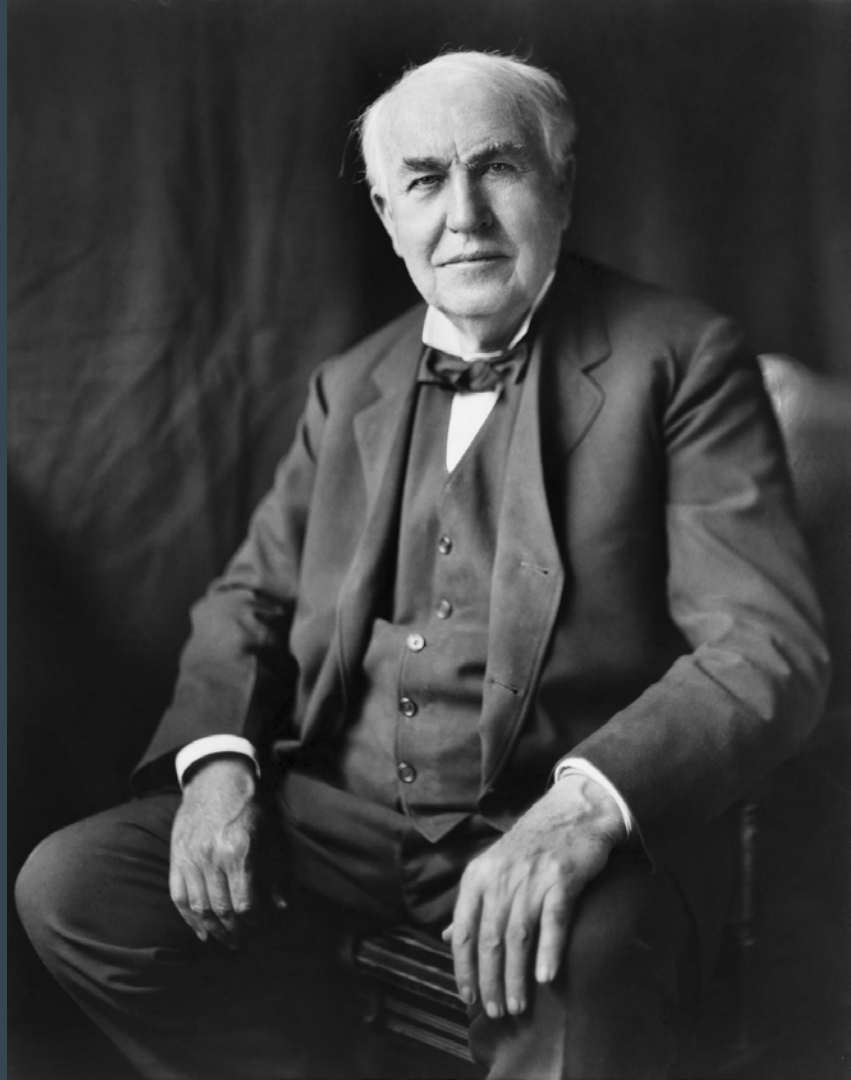


Invite participation

Learning from Failure

“I have not failed, I’ve just found 10,000 ways that won’t work.”

Thomas Edison



Use direct language

Set boundaries

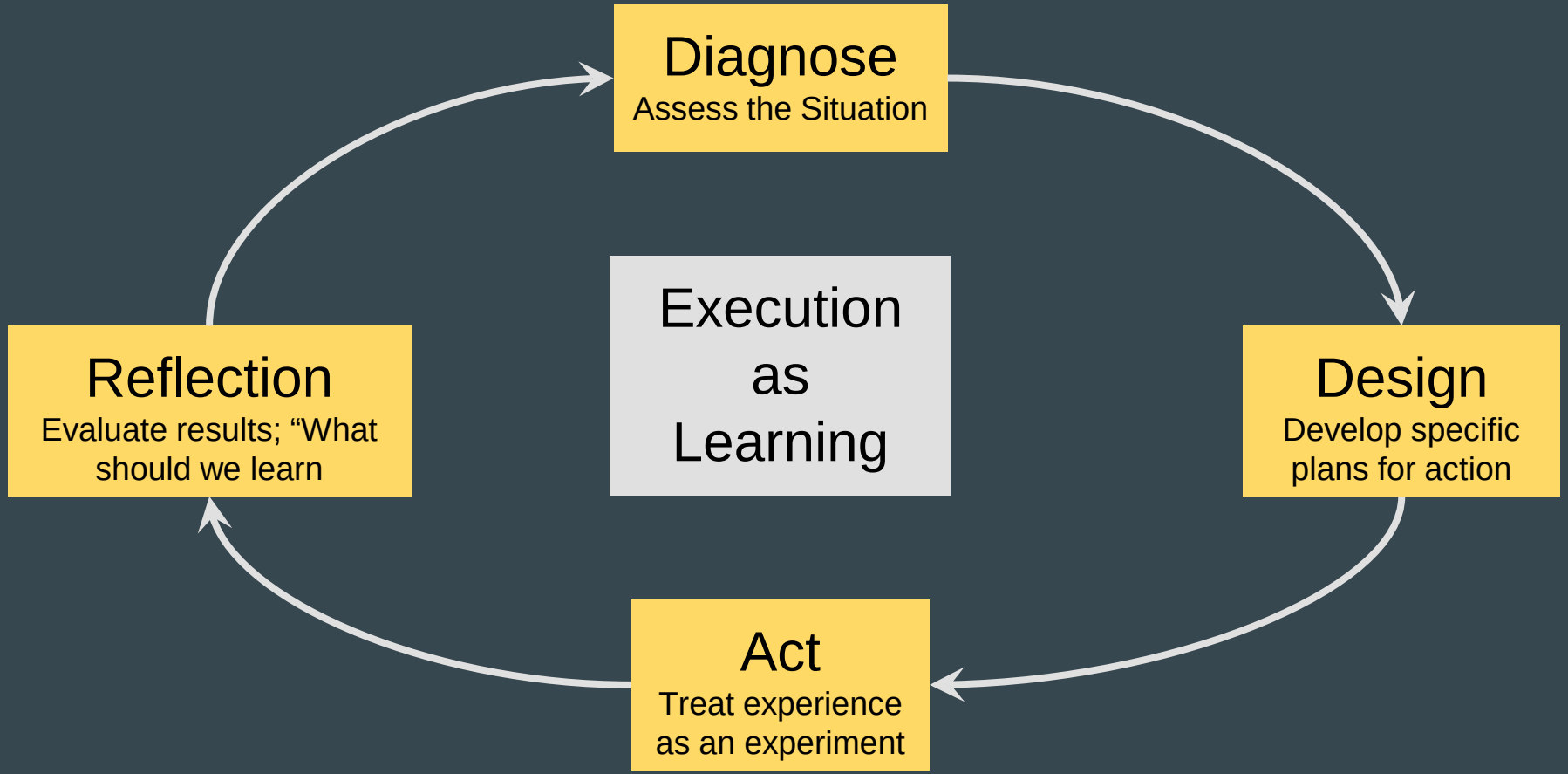
Hold People Accountable

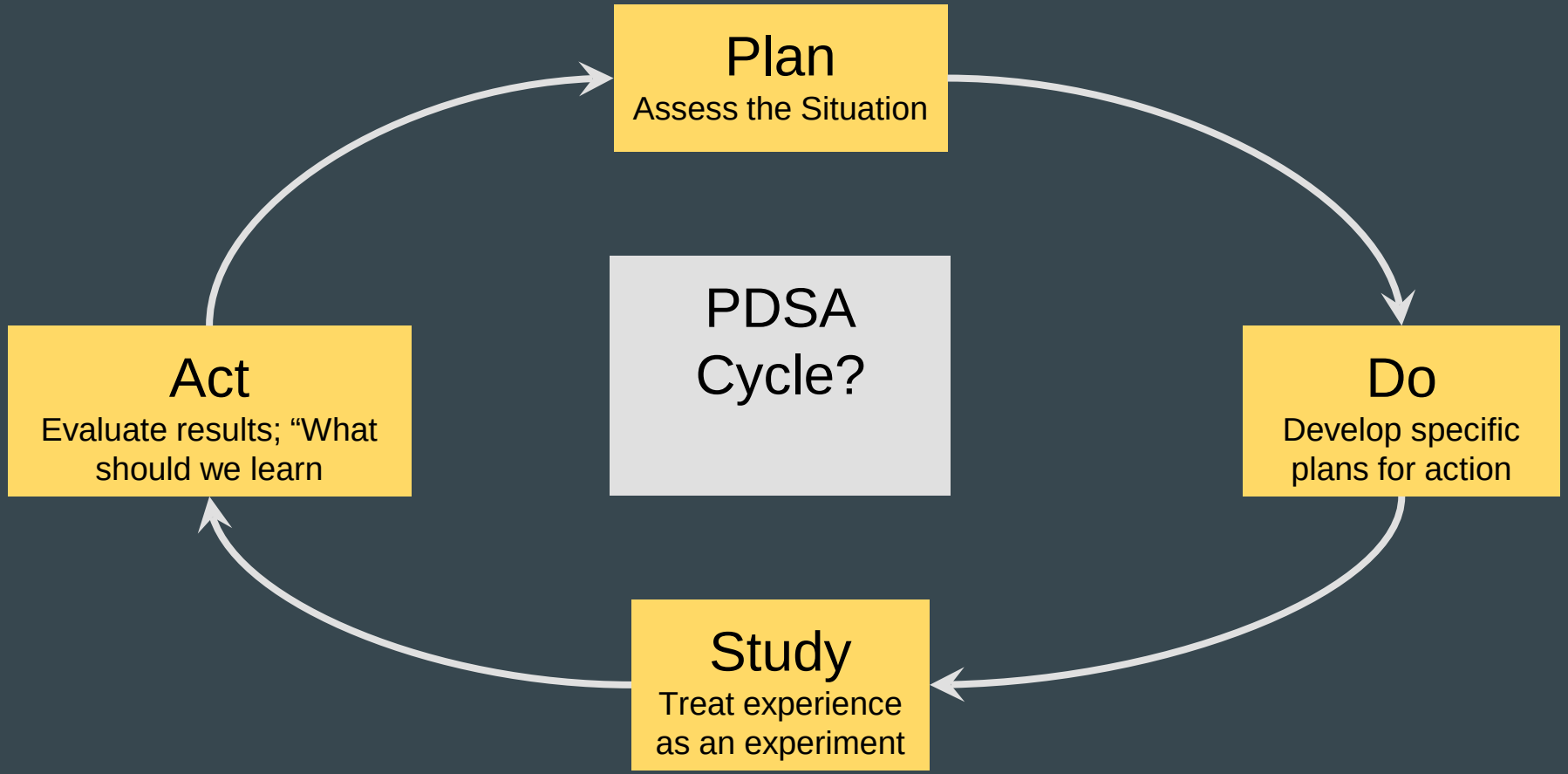
Failure

Preventable Failure

Complex Failure

Intelligent Failure


Diagnose
Assess the Situation
Design
Develop specific plans for action
Act
Treat experience as an experiment
Reflection
Evaluate results; “What should we learn
Execution as Learning


Plan
Assess the Situation
Do
Develop specific plans for action
Study
Treat experience as an experiment
Act
Evaluate results; “What should we learn
PDSA Cycle?

Diagnose

Design

Act

Reflect

Teaming with technology?

Social Networks

34 24

felixankel @felixankel · Feb 27
Reform in #meded involves "teaming (verb)" as a core competency #acgme2016

ICE Book Review: Teaming – How Organizations Le...
By Felix Ankel, MD Click here for more details. Competency-based medical education is moving away from medical knowledge as a sole focus towards a set...
icenetblog.royalcollege.ca

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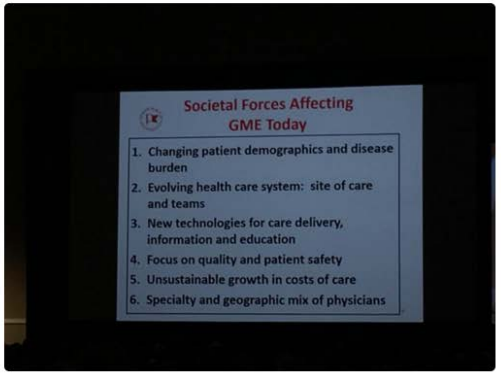
#acgme2016 Residency #meded issues today



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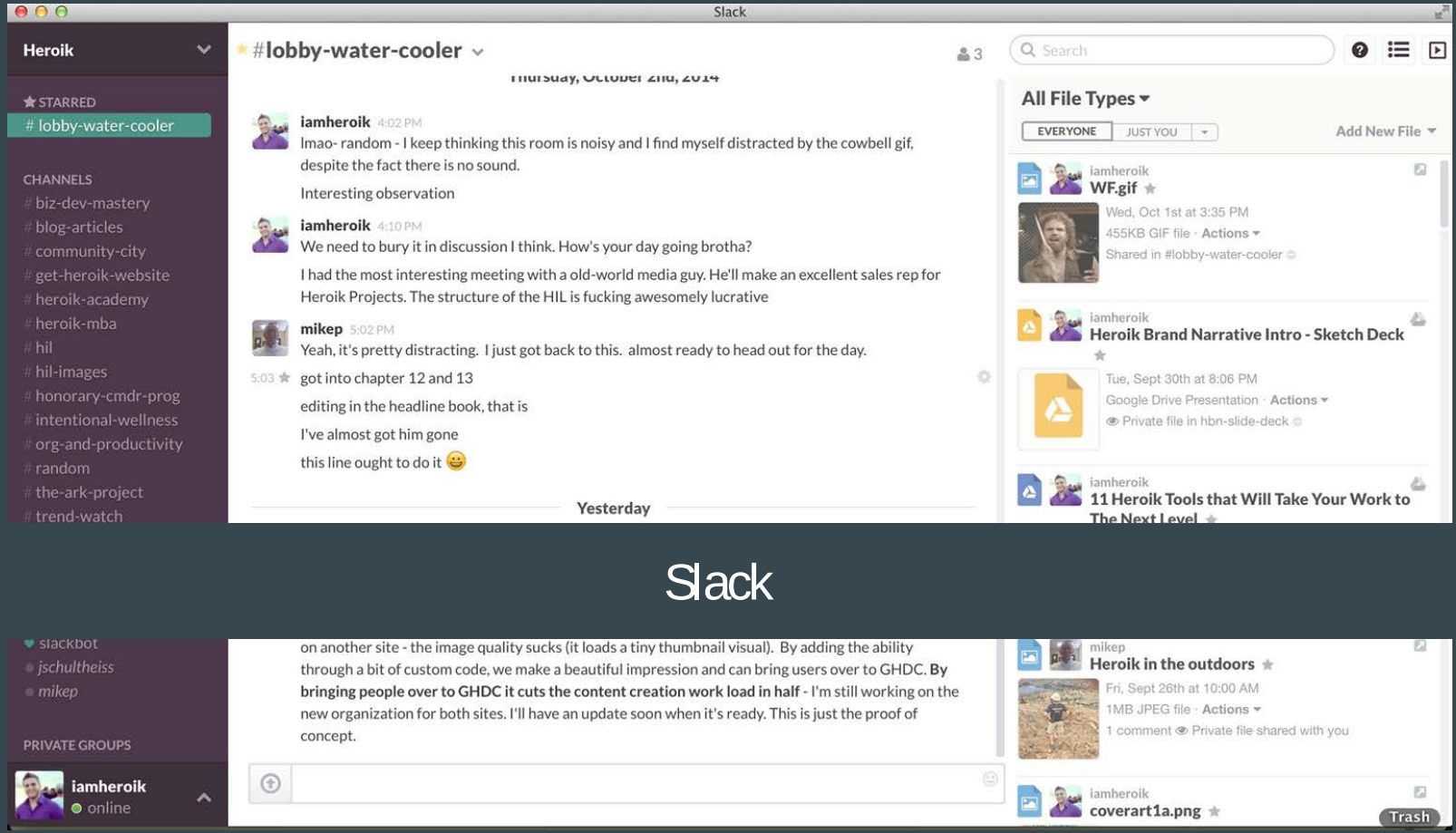
Slack
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STARRED
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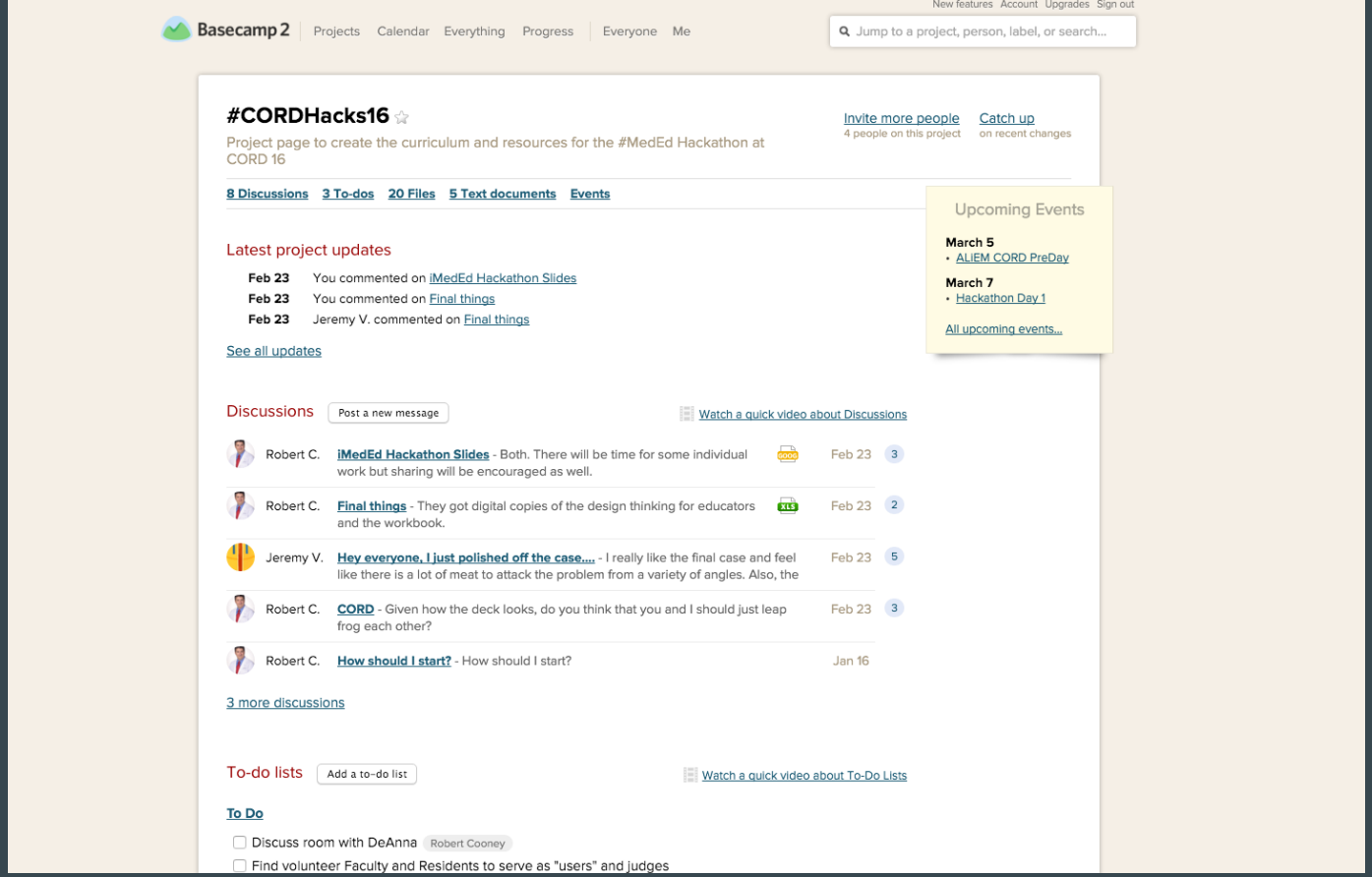
community-city
get-heroik-website
heroik-academy
heroik-mba
hil
hil-images
honorary-cmdr-prog
intentional-wellness
org-and-productivity
random
the-ark-project
trend-watch
iamheroik 4:02 PM
lmao- random - I keep thinking this room is noisy and I find myself distracted by the cowbell gif, despite the fact there is no sound.
Interesting observation
iamheroik 4:10 PM
We need to bury it in discussion I think. How's your day going brotha?
I had the most interesting meeting with a old-world media guy. He'll make an excellent sales rep for Heroik Projects. The structure of the HIL is fucking awesomely lucrative
mikep 5:02 PM
Yeah, it's pretty distracting. I just got back to this. almost ready to head out for the day.
5:03
got into chapter 12 and 13
editing in the headline book, that is
I've almost got him gone
this line ought to do it
Yesterday
All File Types
EVERYONE
JUST YOU
Add New File
iamheroik
WF.gif
Wed, Oct 1st at 3:35 PM
455KB GIF file · Actions
Shared in #lobby-water-cooler
iamheroik
Heroik Brand Narrative Intro - Sketch Deck
Tue, Sept 30th at 8:06 PM
Google Drive Presentation · Actions
Private file in hbn-slide-deck
iamheroik
11 Heroik Tools that Will Take Your Work to The Next Level

Slack

slackbot
jschultheiss
mikep
PRIVATE GROUPS
iamheroik
online
on another site - the image quality sucks (it loads a tiny thumbnail visual). By adding the ability through a bit of custom code, we make a beautiful impression and can bring users over to GHDC. By bringing people over to GHDC it cuts the content creation work load in half - I'm still working on the new organization for both sites. I'll have an update soon when it's ready. This is just the proof of concept.
mikep
Heroik in the outdoors
Fri, Sept 26th at 10:00 AM
1MB JPEG file · Actions
1 comment Private file shared with you
iamheroik
coverart1a.png
Trash


New features Account Upgrades Sign out
Basecamp 2
Projects Calendar Everything Progress
Everyone Me
Jump to a project, person, label, or search...
#CORDHacks16
Project page to create the curriculum and resources for the #MedEd Hackathon at CORD 16
Invite more people
4 people on this project
Catch up
on recent changes
8 Discussions 3 To-dos 20 Files 5 Text documents Events
Upcoming Events
March 5
• ALiEM CORD PreDay
March 7
• Hackathon Day 1
All upcoming events...
Latest project updates
Feb 23 You commented on iMedEd Hackathon Slides
Feb 23 You commented on Final things
Feb 23 Jeremy V. commented on Final things
See all updates
Discussions
Post a new message
Watch a quick video about Discussions
Robert C. iMedEd Hackathon Slides - Both. There will be time for some individual work but sharing will be encouraged as well. Feb 23 3
Robert C. Final things - They got digital copies of the design thinking for educators and the workbook. Feb 23 2
Jeremy V. Hey everyone, I just polished off the case.... - I really like the final case and feel like there is a lot of meat to attack the problem from a variety of angles. Also, the Feb 23 5
Robert C. CORD - Given how the deck looks, do you think that you and I should just leap frog each other? Feb 23 3
Robert C. How should I start? - How should I start? Jan 16
3 more discussions
To-do lists
Add a to-do list
Watch a quick video about To-Do Lists
To Do
Discuss room with DeAnna Robert Cooney
Find volunteer Faculty and Residents to serve as "users" and judges

Basecamp

Files
Add files
Watch a quick video about Files

VIEW EDIT

EM Milestones Wiki

last edited by rodney omron 2 years, 3 months ago

Page history

Welcome to the Centralized Space for Emergency Medicine Milestones Resources

This is a space for the Joint Milestone Task Force (JMTF) to help develop resources for residency programs around the country.

CLICK ON THE INTERACTIVE GRAPH SECTION BELOW TO GO TO THE RESPECTIVE TOPIC OR JUST TYPE ANY TOPIC INTO THE "SEARCH THIS WORKSPACE" IN THE UPPER RIGHT CORNER (please give it 5 seconds to load):

CLICK HERE FOR A TRAINING VIDEO ON HOW TO USE THE EM WIKI

CLICK HERE FOR THE EM MILESTONES BY ABEM

Click on this link for a Guide to wiki use

Suggested Milestones Assessment Tools (ready for general use)

Wikis

Comments (8)

Summary

Competencies of successful learning organizations

- Teaming
- Organizing to learn
- Execution as learning

Teaming is not about tech, but tech can support teaming