Semper Gumby: Teamwork for Deployed Medical Teams

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Objectives

- Define attributes of ideal teams
- Apply appropriate leadership technique to situation
- Identify traits and practices that will enhance your teamwork and leadership
Why do I care?
Fentanyl Citrate Injection, USP

2,500 mcg/50 mL
(50 mcg/mL) (0.05 mg/mL)

Preservative-free
## Teamwork Definitions

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Quality of collaboration</td>
<td>Mutual respect and trust</td>
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<td>Shared mental models</td>
<td>Shared goals, understanding team structure</td>
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<tr>
<td>Coordination</td>
<td>Adaptive coordination</td>
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<tr>
<td>Communication</td>
<td>Openness, quality, and format</td>
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<tr>
<td>Leadership</td>
<td>Style and ability to adapt</td>
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</tbody>
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T. Manser et al. Teamwork and patient safety in dynamic domains of healthcare: a review of the literature
A Team

• Competent
  • Proactive
  • Resilient
  • Hard worker
  • Receptive
  • Trustworthy

• Empathetic
  • Confident
  • Sense of Humor
  • Good communicator
  • Kind
  • Introspective
B team

- Incompetent
- Lazy
- Mean
- Negative
- Poor communicators
- Over confident
- Deceitful
- Does not adapt
- Know-it-all
What is a trauma team?

The trauma team should be made up of clinicians who will undertake preassigned roles, each with unique knowledge and skill so that several interventions can occur simultaneously to achieve effective timely patient assessment and management.

-Royal College of Surgeons/British Orthopaedic Association 2000
Team Leader Role

“Being a team leader is simply about organising people to meet the clinical endpoints for the patient in a way that gets everyone performing to their maximum ability”

-Consultant A, Cole and Cricton, 2005
Target fixation

“Leaders who actively participated in patient care, for example by performing procedures, had lower team-performance scores because the leader was unable to oversee, monitor and supervise the resuscitation”
Directive

Collaborative

Ford et al 2016
Crew Resource Management
Task Saturation Event

Davis, B et al, 2014
Communication

• Call outs
• Closed Looped
• Two Challenge rule
• CUS- Concerned, Uncomfortable, Safety
• Turnovers?
  • AT-MIST, I-PASS, SBAR
Conflict

I want what I want when I want it!

Do you think it's any different for me?
Conflict

• Inevitable

• Increases in complex environments

• Preferable to apathy

• Rank?
5 Dysfunctions of Team

1) Inattention to results
2) Avoidance of accountability
3) Lack of commitment
4) Fear of conflict
5) Absence of trust
Fighting Fair

• Hierarchy
• Public vs Private
• Cool off
• Consider your personal buttons and tendencies
• DESC- Describe, Express, Suggest, Consequences
KEEP CALM AND PURGE TOXIC PEOPLE
“Knowing yourself is the beginning of all wisdom.”

Aristotle

“We all need people who will give us feedback. That’s how we improve.”

Bill Gates, Microsoft
Summary

• Utilize concrete terms/outcomes for teams
• Adapt leadership style to the situation
• Continue to study leadership & reflect on your performance
References:

Riojas, Austin. Semper Gumby: Team and Leadership Training for Deployed Trauma Teams. Military Medicine, accepted for publication.


Lencioni , P. 5 Dysfunction of Team, A Leadership Fable