



AHA Team Training

High-Performance Teamwork in Incident Management

May 13, 2020



AHA CENTER FOR HEALTH
INNOVATION

Rules of Engagement

- **Audio for the webinar can be accessed in two ways:**
 - Through the phone (*Please mute your computer speakers)
 - Or through your computer
- **All hyperlinks on the screen are active if you click on them**
- **A Q&A session will be held at the end of the presentation**
- **Written questions are encouraged throughout the presentation and will be answered during the Q&A session**
 - To submit a question, type it into the Chat Area and send it at any time during the presentation

Upcoming AHA Team Training Events

Webinar

June 17, 2020 | 12:00 – 1:00 PM EST

[Register](#) for the webinar Telehealth: Teams Transform Health Care

- Discuss the journey University of North Carolina took in establishing a telehealth program
- Share several case examples of how teamwork is critical to telehealth workflows:
 - eConsults between providers
 - Direct patient care
 - Scheduled video visits
 - Inpatient rounding and consults

New! Online Community Platform for AHA Team Training

- Access exclusive content and conversations you can't find anywhere else
- Connect with other health care professionals who share similar successes and challenges
- Share stories, tools, and content so we can all become an expert team
- Find thought-provoking conversations, expert perspectives, and a little inspiration each and every day



Join AHA Team Training's [Mighty Network](#) today!

Today's Presenter



Erin Eckert, MPA

Education Coordinator

Duke Center for Healthcare Safety and Quality

Objectives

Participants in this webinar will be able to:

Describe the relationship between TeamSTEPPS teachable/learnable skills and the principles of the National Incident Management System (NIMS)

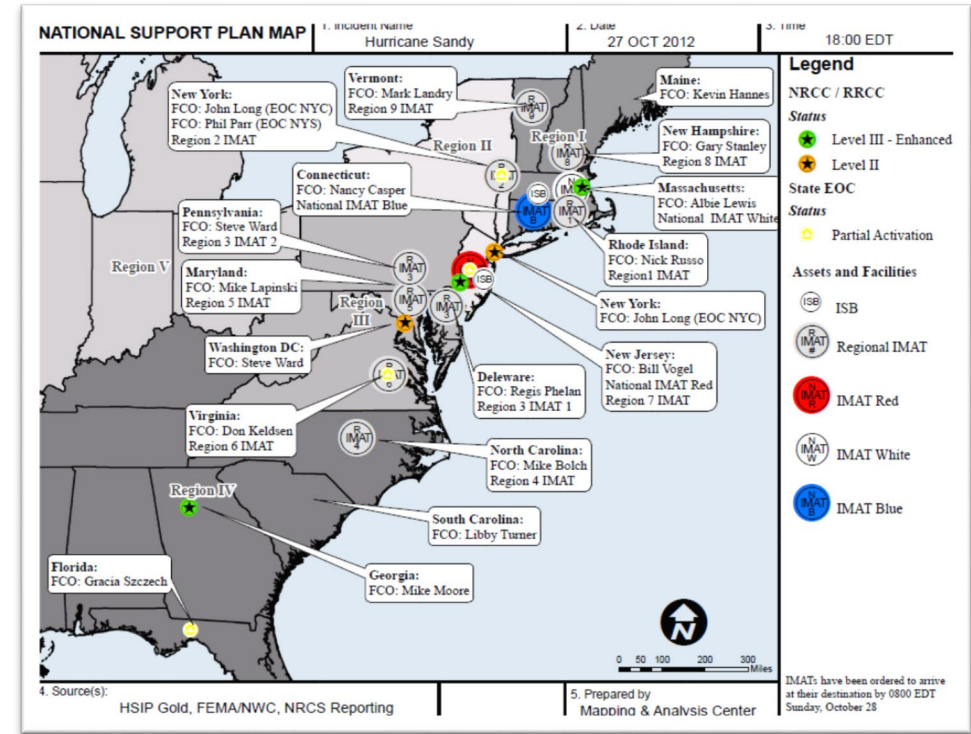
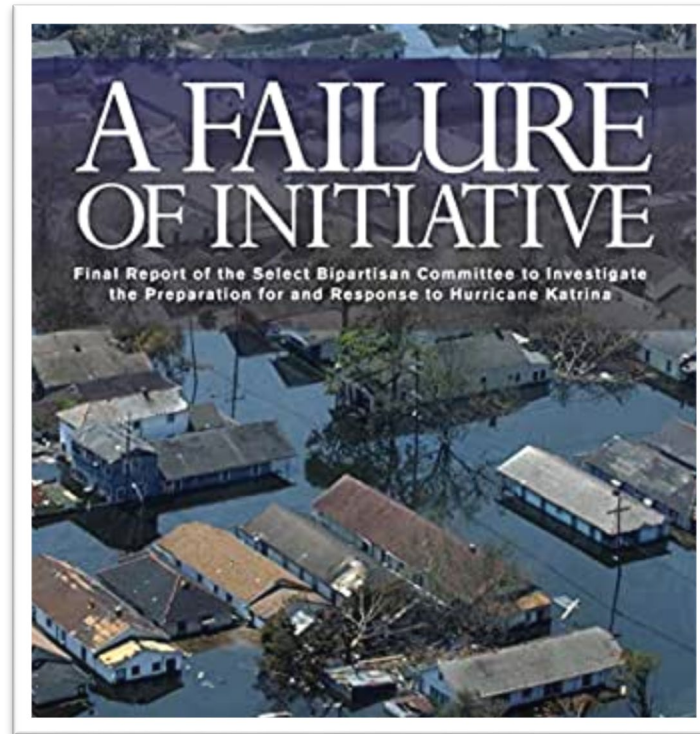
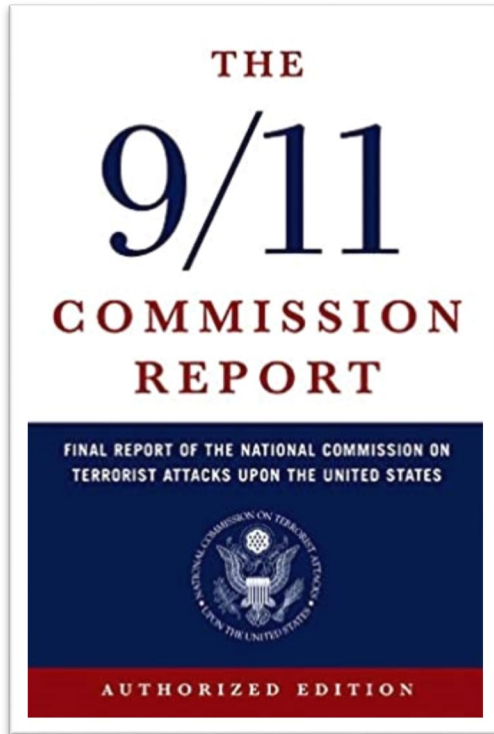
Describe common challenges to effective teamwork in incident management

Identify just-in-time TeamSTEPPS tools that can enhance effective communication and situational awareness in current incident management scenarios

Common Teamwork Challenges

- Lacking standard operating procedures for how staff will be utilized
- Not prepared to coordinate efforts with others
- Critical decisions are not conveyed
- Leaders face critical choices with little to no information
- Failure to provide valuable situational information
- Failure to resolve conflicting assessments and reports
- Varying degrees of familiarity with roles and responsibilities
- Lack of communications and situational awareness paralyzes leadership
- Failure to use plans and analysis to drive decision making
- Difficulty coordinating across teams and incidents

Turning Points in Incident Management



What is Different About Teamwork in Disasters?

Challenges to Incident Management

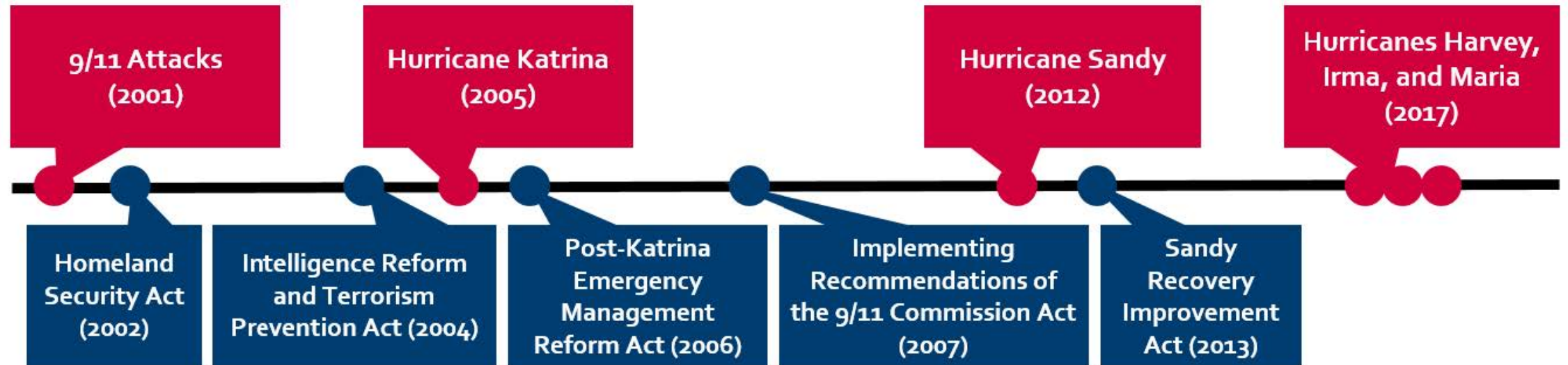
- Disasters can vary widely and change rapidly in terms of complexity, scope, scale, and impacts
- The demands of the situation exceed the resources and capabilities of any one team or organization
- Decisive decisions are needed in austere conditions and often must be made with limited information



Credit: Steve Zumwalt/FEMA



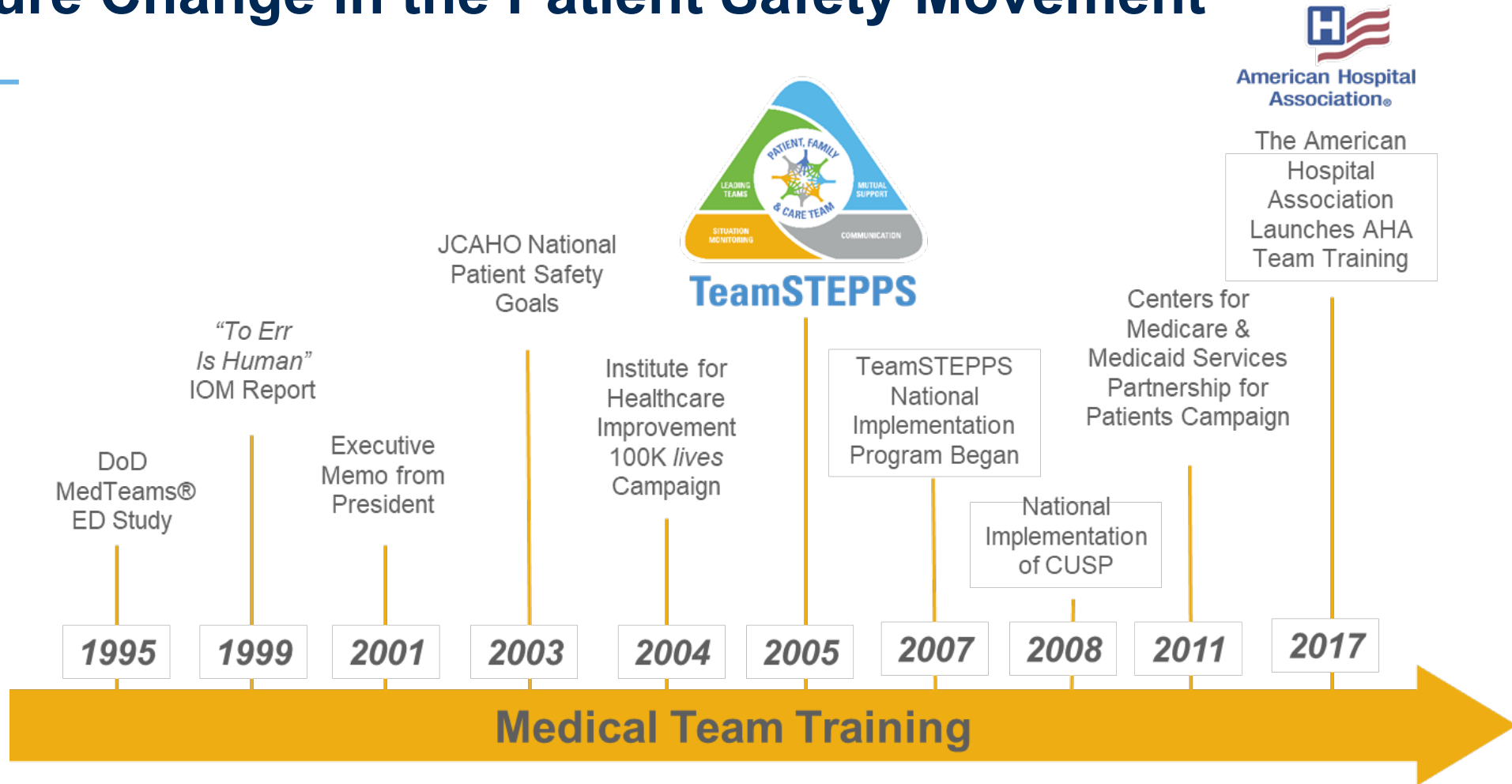
Creating High-Performance Teamwork in Incident Management



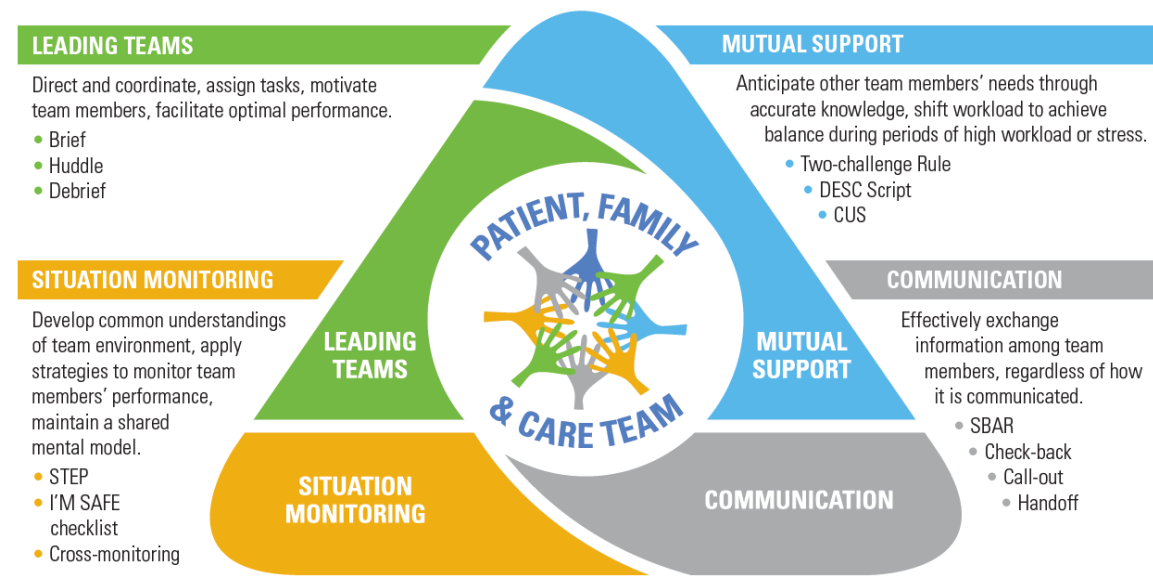
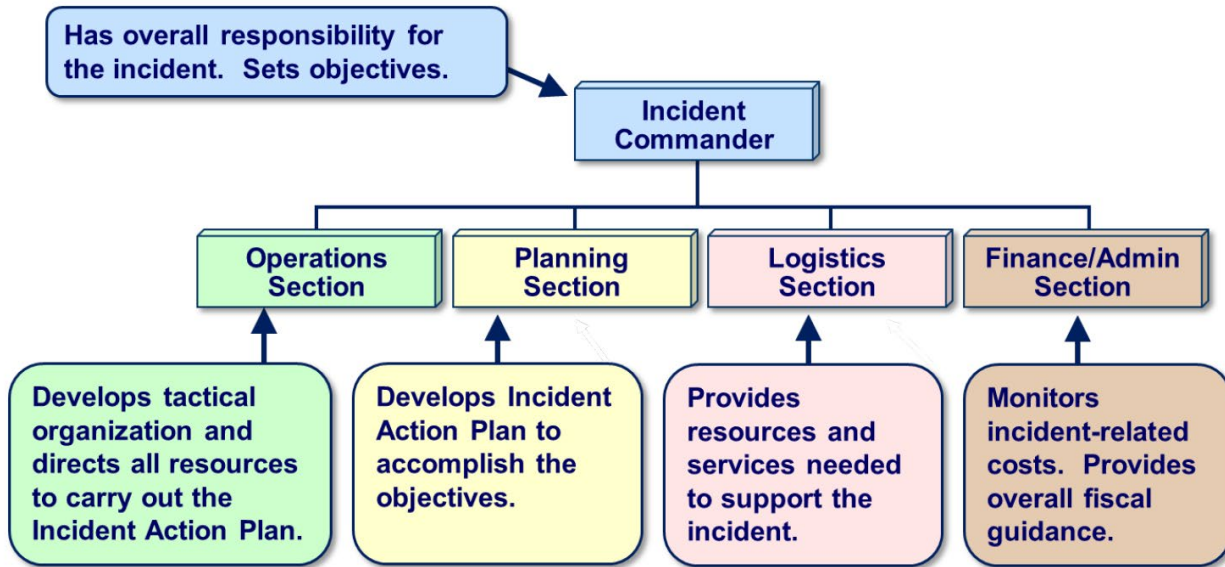
Culture Change in Incident Management



Culture Change in the Patient Safety Movement



NIMS and TeamSTEPPS: Complementary Strategies for Safety and Team Effectiveness



NIMS Principles and Components

- Flexibility
- Standardization
- Unity of Effort

- Resource Management
- Command and Coordination
- Communications and Information Management



NIMS Management Characteristics

- Common Terminology
- Management by Objectives
- Manageable Span of Control
- Comprehensive Resource Management
- Establishment and Transfer of Command
- Chain of Command and Unity of Command
- Dispatch/Deployment
- Modular Organization
- Incident Action Planning
- Incident Facilities and Locations
- Integrated Communications
- Unified Command
- Accountability
- Information and Intelligence Management

NIMS Resource Management

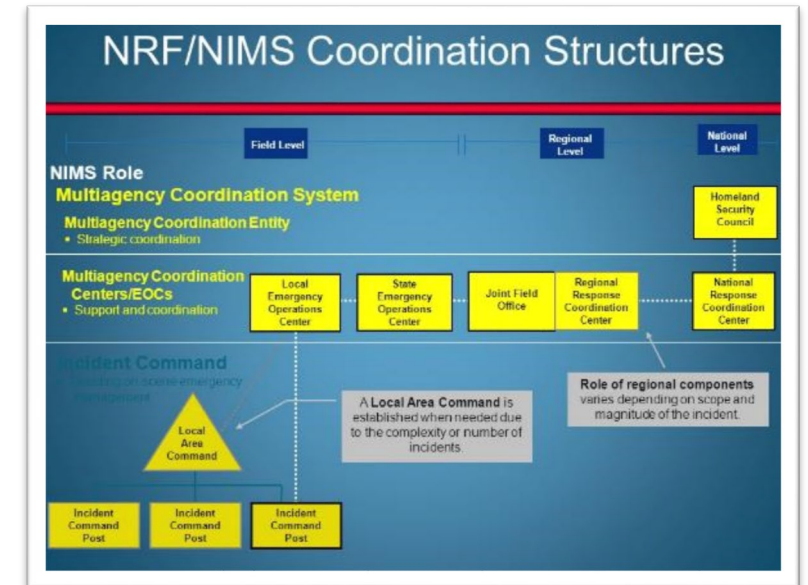
Mutual aid involves sharing resources and services between jurisdictions or organizations



Establish a common language for discussing resources

Define minimum capabilities for personnel, teams, facilities, equipment, and supplies

Facilitate and prioritize resource requests and incident assignments



NIMS Command and Coordination

All incidents are local – NIMS support scales and adapts based on incident requirements

Establishment and Transfer of Command

The first on-scene establishes command

Transfer of command defers to expertise and capability, not rank or seniority

Unified Command

Management by jointly approved objectives

Overcomes barriers of competing authorities, jurisdictional boundaries, and resource ownership

Personnel and resources are accountable to one management structure

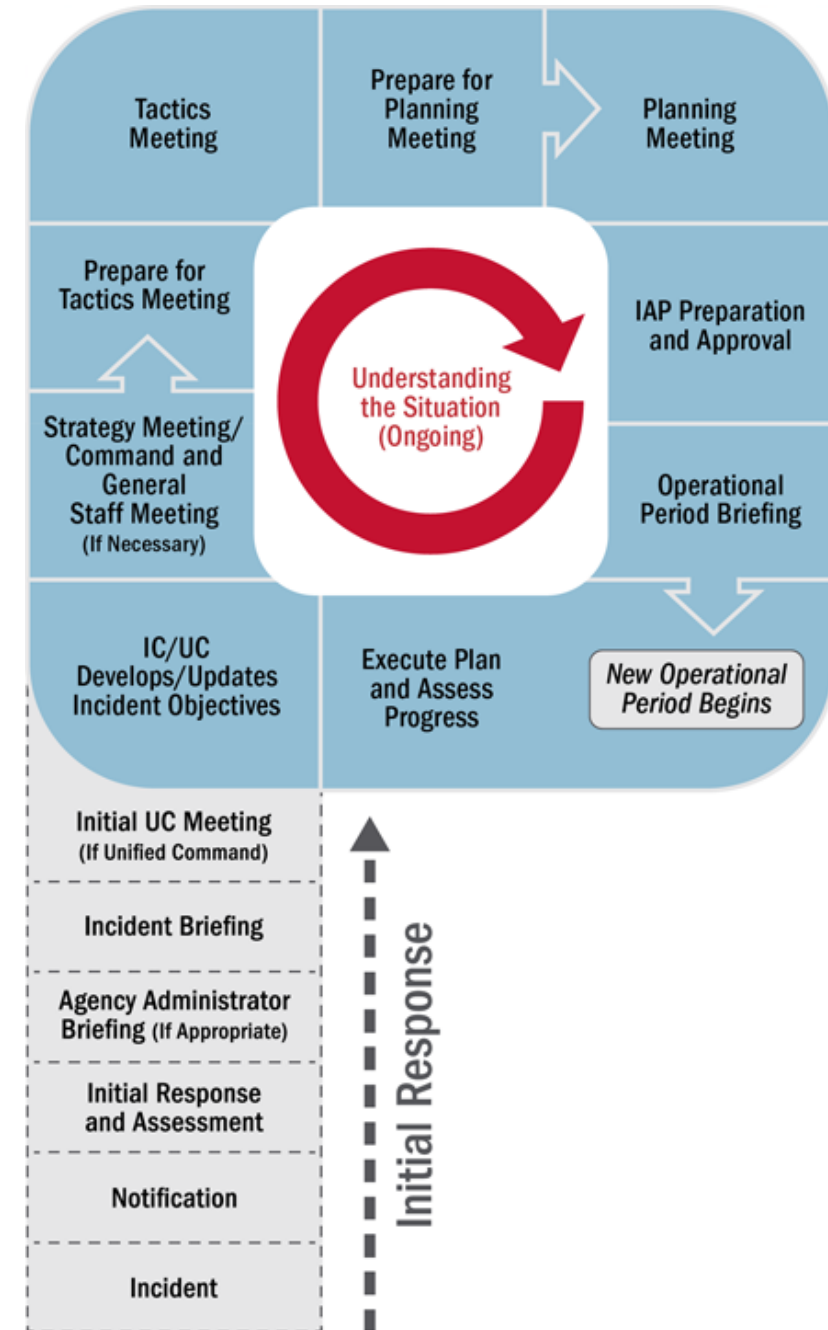
Chain of Command and Unity of Command

Positions are added only as needed to meet needs and maintain span of control

Every position has a clear chain of command and only one supervisor

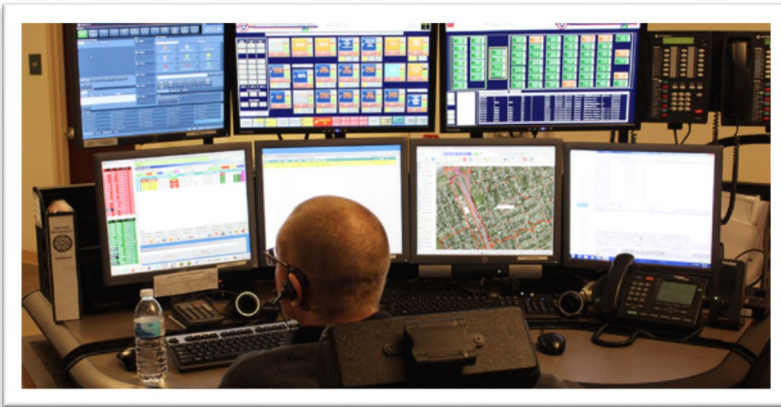
The Planning “P”

- Uses a series of team events (briefs, huddles, and debriefs) to establish a formal Incident Action Plan
- Supports situational awareness and develops a shared mental model for response operations
- Allows Command Staff to focus on strategic leadership for future operational periods and resource needs



NIMS Communication and Information Management

Situational Awareness & Common Operating Picture = Shared Mental Model



Interoperable Communications,
Common Terminology, Plain
Language

Initial Size-Up/
Rapid Assessment
Data Collection Plan &
**Essential Elements
of Information (EEI)**

Validation
Analysis
Dissemination
Updating

ICS Form #:	Form Title:	Typically Prepared by:
ICS 201	Incident Briefing	Initial Incident Commander
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Resources Unit Leader
ICS 204	Assignment List	Resources Unit Leader and Operations Section Chief
ICS 205	Incident Radio Communications Plan	Communications Unit Leader
ICS 205A	Communications List	Communications Unit Leader
ICS 206	Medical Plan	Medical Unit Leader (reviewed by Safety Officer)
ICS 207	Incident Organization Chart <i>(wall-mount size, optional 8½" x 14")</i>	Resources Unit Leader
ICS 208	Safety Message/Plan	Safety Officer
ICS 209	Incident Status Summary	Situation Unit Leader
ICS 210	Resource Status Change	Communications Unit Leader
ICS 211	Incident Check-In List <i>(optional 8½" x 14" and 11" x 17")</i>	Resources Unit/Check-In Recorder
ICS 213	General Message <i>(3-part form)</i>	Any Message Originator
ICS 214	Activity Log <i>(optional 2-sided form)</i>	All Sections and Units
ICS 215	Operational Planning Worksheet <i>(optional 8½" x 14" and 11" x 17")</i>	Operations Section Chief
ICS 215A	Incident Action Plan Safety Analysis	Safety Officer
ICS 218	Support Vehicle/Equipment Inventory <i>(optional 8½" x 14" and 11" x 17")</i>	Ground Support Unit
ICS 219-1 to ICS 219-8, ICS 219-10 <i>(Cards)</i>	Resource Status Card (T-Card) <i>(may be printed on cardstock)</i>	Resources Unit
ICS 220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director
ICS 221	Demobilization Check-Out	Demobilization Unit Leader
ICS 225	Incident Personnel Performance Rating	Supervisor at the incident

Standardized Forms & Briefings

Organizational Learning in NIMS and TeamSTEPPS

- Learning in the Moment
 - Feedback for improvement, especially critical language and psychological safety
 - Huddles to adjust and problem-solve
 - Monitor progress toward goal and adjust plans when necessary
- Continuous Improvement
 - Team debriefings or “hot washes” to share information on what worked well and possible improvement options
 - Review documentation of decisions and actions taken
 - After Action Report (AAR) and Corrective Action and Improvement Plan (IP) process

Supporting Incident Management with TeamSTEPPS

- Provides all members of the team with common language and tools
 - Practice closed loop communication to combat stress and complexity
 - Build teamwork tools and team events into incident management workflows
 - Use standardized forms and checklists to hardwire teamwork during incidents
 - Require structured handoffs for transferring information and authority
 - Conduct just-in-time training when creating new teams, adding new team members, or giving new assignments
- Designated and situational leaders set the example to create a safety culture
 - Ensure personnel can speak up with questions, ideas, and safety concerns
 - Orient to core values and guiding principles to promote unity of purpose, guide professional judgment, and enable each team member to contribute

Welcome to the New Normal

Hurricane Sandy



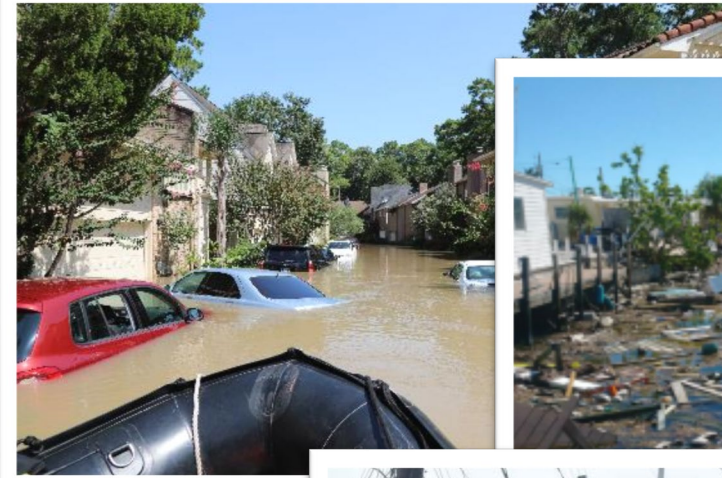
Floodwaters pouring into the Hoboken Station on the Port Authority Trans-Hudson (PATH) System

Source: Port Authority of New York and New Jersey

Camp Fire, CA. U.S. Air National Guard photo by Senior Airman Crystal Housman



Hurricane Harvey. View from FEMA's USAR Virginia Task Force Two (VA-TF2)



Hurricane Irma damage. GAO



Hurricane Florence. Photo Credit: North Carolina National Guard

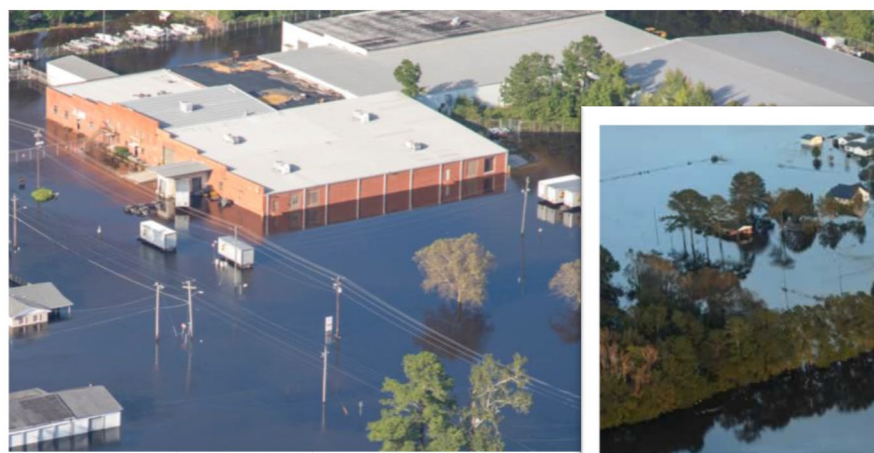


Photo by Jocelyn Augustino/FEMA



Hurricane Maria destruction along Roseau road

Hurricane Matthew. Photo credit: FEMA

We're Going to Need a Bigger Team

- FEMA's Whole Community Approach signals a major shift in incident management mentality and attitudes
- Survivors have *always* been the “first” first responders - not helpless victims or liabilities, but capable survivors and assets
- Emergency management is now about building partnerships, recognizing community capabilities, and broadening the definition of the “team”
- Members of the affected communities should lead - not follow - in identifying priorities, organizing support, implementing programs, and evaluating outcomes

Does this remind you of the TeamSTEPPS emphasis on valuing patients and families as essential members of the care team?

Tham Luang Cave Rescue, Thailand

“It was a truly international and community effort.”

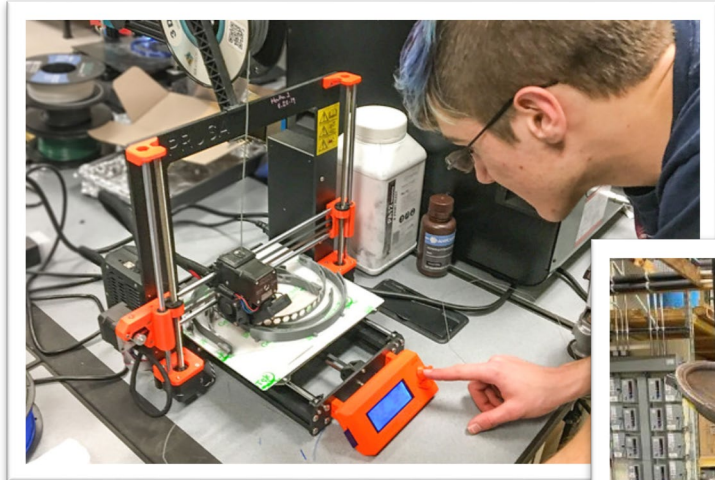
“He'd heard there were more than 7,000 volunteers on the mountain. Some cooked the 20,000 meals a day provided free to the rescue teams. Some ran the pumps or diverted the streams at the top of the cave to keep the water at bay, buying the boys precious time. Engineers, hydrologists, and drilling teams pounded the rocks to pump out groundwater, flooding the rice fields of hundreds of poor Thai rice farmers who lost their crop and asked for no compensation. Taxi drivers shuttled volunteers back and forth from the airport for free. Others did laundry for the rescue teams.”



Air Force photo by Capt. Jessica Tait

“The [British] cave divers dropped everything and flew to the Chiang Rai province in northern Thailand to help, joining an international team of technical divers from Thailand, military and rescue divers from the U.S., Australia, and China, and the formidable Thai Navy Seals who were in charge of the search.”

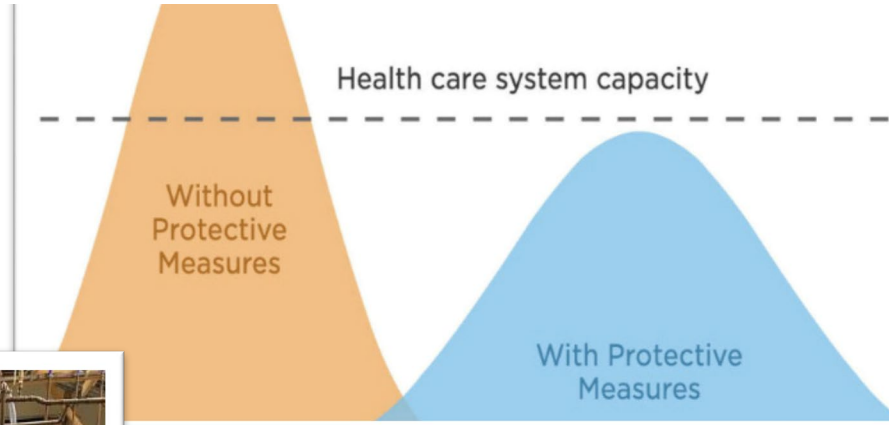
COVID – Whole Community



USDA. Photo courtesy of Somerset Community College



USDA. Photo courtesy of Clayton Distillery.

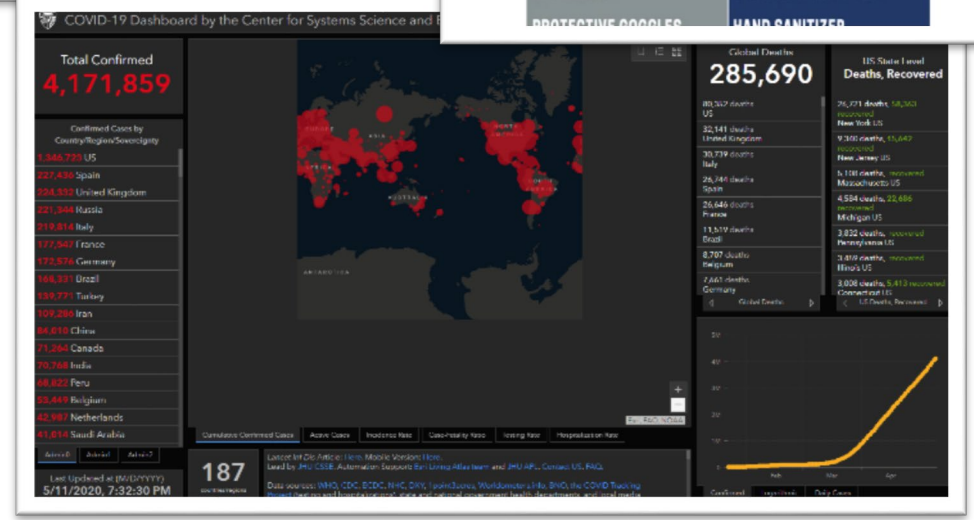


HOW TO SUPPORT HEALTHCARE WORKERS

ACCEPTING DONATIONS

Help us stay ready. Please donate new supplies for use by Santa Clara Valley Medical Center Hospital & Clinics, O'Connor Hospital, St. Louise Regional Hospital, and Clinics. Requests include:

- N95 MASKS
- DISINFECTANT WIPES
- PROTECTIVE GOGGLES
- HAND SANITIZER



COVID-19 Dashboard by the Center for Systems Science and Engineering (CSSE) at Johns Hopkins University (JHU)

Final Thoughts on TeamSTEPPS and Incident Management

- Incident management practices are built upon standardized team structures and processes to facilitate safety, responsiveness, mutual aid, accountability, and resource support
- The teachable/learnable skills of TeamSTEPPS are flexible, adaptable, and useful in **any** environment or scenario

Whenever a team comes together to achieve a shared goal, there will always be the need for effective teamwork and communication



Questions? Stay in Touch!

www.aha.org/teamtraining

Email: teamtraining@aha.org • Phone: (312) 422-2609



Additional COVID-related Resources

- Seeking Evidence-Based Covid-19 Preparedness: A FEMA Framework for Clinic Management
 - <https://catalyst.nejm.org/doi/full/10.1056/CAT.20.0079>
- A number of federal/state/local and organizational partners are creating geospatial data and resources pertaining to the COVID-19 emergency support.
 - <https://communities.geoplatform.gov/geoconops/covid-19-information/>
- FEMA Coronavirus Best Practices
 - <https://www.fema.gov/coronavirus/best-practices>
- Responding to Covid-19: Lessons from Management Research
 - <https://www.ache.org/-/media/ache/about-ache/covid/cat200111covid.pdf>

Incident Management Resources

- ICS Resources from FEMA's Emergency Management Institute
 - <https://training.fema.gov/emiweb/is/icsresource/>
 - <https://training.fema.gov/emiweb/is/icsresource/assets/incident%20action%20planning%20process.pdf>
- ASPR and TRACIE resources
 - <https://asprtracie.hhs.gov/technical-resources/14/incident-management/1>
- Whole Community Approach to Emergency Management
 - https://www.fema.gov/media-library-data/20130726-1813-25045-0649/whole_community_dec2011_2.pdf
- MN Dept. of Health Public Health Incident Leadership Training
 - <https://www.health.state.mn.us/communities/ep/training/useee/index.html>

Considerations for Just-in-Time Training

- Just-in-Time Training for Disaster Response in the Austere Environment
 - <https://www.sciencedirect.com/science/article/abs/pii/S1522840119300412?via%3Dihub>
- Nonclinical core competencies and effects of interprofessional teamwork in disaster and emergency response training and practice: a pilot study
 - <https://www.ncbi.nlm.nih.gov/pubmed/24229523>
- Surgical Team Assessment Training: improving surgical teams during deployment
 - <https://www.ncbi.nlm.nih.gov/pubmed/24946726>
- Semper Gumby: Team and Leadership Training for Deployed Trauma Teams
 - <https://academic.oup.com/milmed/article/182/11-12/1752/4661651>