There’s No “I” in Code: Team Dynamics in Resuscitation

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(ExpoED Class Code: EXED140)
Overview and Learning Objectives

Content

This session will explore the different human factors that affect team leadership behavior and performance of the resuscitation team. Training options and strategies for nurses and multidisciplinary healthcare team members to improve communication, team dynamics, role identification and task delegation will be discussed.

Learning Objectives

This session will enable the attendee to:

- Identify 3 human factors shown to affect team performance during cardiopulmonary resuscitation.
- Discuss 3 ways to enhance multidirectional communication among team members during a cardiac resuscitation.
Survival from Cardiopulmonary Arrest.....

Growing interest in the effects of human factors and team dynamics on the performance of resuscitation teams

Survival outcomes vary widely among institutions

We train individuals but perform as a team

Minimal improvement in survival for in-hospital cardiac arrest over the last several decades

Trajectories of a Code
“Good” or “Bad” Code?

• Qualities of a “Bad” Resuscitation Event:
  – Chaos
  – No defined leader
  – Conflict among leaders or over leadership
  – Confusing and/or inaccurate communication
  – Deviation from standard guidelines
  – Loud
  – Crowded
  – Safety issues

Human Factors: Definition

“All things that make us different from logical, completely predictable machines”

“How we think and relate to other people, equipment and the environment.”

“The things that affect our personal performance.”
Human Factors Affecting Code Teams

Leadership
- Identification of leader
- Communication
- Task Distribution
- Situation Monitoring

Teamwork
- Leadership
- Communication
- Task Management
- Mutual Performance Monitoring

Leadership

Definition
The ability to influence, motivate and enable others to contribute towards the common goals of the team

Training
Leadership skills can be taught

Practice
Leadership training has sustained effect

Clinical Human Factors Group. www.chfg.org Accessed 5-12-16
Leadership and Teamwork on Outcomes

Survival from IHCA

Impacted by:
- Quality of CPR
- Compression rate
- Compressions depth
- Compression fraction
- Time to defibrillation
- Adherence to guidelines

Effect
Leadership and Teamwork have been shown to improve the quality of CPR and adherence to guidelines.

Outcomes??
Proposed: Better Leadership and Teamwork will improve survival from IHCA

Leadership: Team Leader

• Identification
  – Code Team Leader should be easily identified
    • Visually: Sticker, badge, vest etc.
    • Verbally: Confident verbalization
Communication

- **Definition:** “Transmission of information between one person to another person or group.”

- **Purpose:**
  1. Build and uphold team structure
  2. Coordinate team processes
  3. Information intake and exchange

- **Associated with:**
  1. Treatment errors
  2. Overall CPR performance
  3. Algorithm adherence

Communication

Leadership
- Use of Closed-Loop Communication
- Use of short, clear statements ("Less is more")
- Think out loud
- Give orders to a person
- Invite feedback and input from the team

Teamwork
- Confirm receipt of orders
- Confirm completion of tasks
- Voice critical findings “Call Out”
- Communicate specific findings and avoid stating diagnosis

TeamSTEPPS™ www.ahrq.gov
Accessed on 5-12-16
## Task Completion During A Code

### Leadership: Task Distribution

- **Roles:**
  - Assign
  - Assess
  - Set expectations
- **Avoid task information overload**
- **Remain Hands Off**

### Teamwork: Task Management

- **Communicate task completion**
- **Assist each other**
- **Coordinate within team the distribution of tasks**

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**Monitoring of Code**

<table>
<thead>
<tr>
<th>Leadership: Situation Monitoring</th>
<th>Teamwork: Mutual Performance Monitoring</th>
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<tbody>
<tr>
<td>• Maintain overview of situation</td>
<td>• Monitor each other’s performance “Have each other’s back”</td>
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<tr>
<td>• Identify, process and grasp critical elements (patient, team, environment, progress)</td>
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<td>• Avoid fixation on select details</td>
<td>• Flexibility</td>
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<tr>
<td>• Perform periodic reviews of situation</td>
<td>• Mutual respect</td>
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TeamSTEPPS™ www.ahrq.gov Accessed on 5-12-16
Barriers to Leadership and Teamwork

• Hierarchies
  – Status characteristics → performance expectations → hierarchies
  – Creates barrier to sharing of information

• Stress Causes:
  – Impaired memory
  – Reduced concentration
  – Difficulties in decision making

Barriers to Leadership and Teamwork

**Conflict**

**Three Degrees:**
1. Discussion
2. Disagreement
3. Dispute

**Response to Conflict:**
1. Acknowledge
2. Assess value
3. Add to plan or
4. Assertive and take action

Recommendations

• Leadership training for Code Team leader and Code Team members
  – Increases confidence
  – Decreases stress
  – Improves quality of leadership communication and overall leadership skills

• Practice with inter-professional team
  – With simulation

• Debrief after every code
  – Entire group that participated in code
  – Code Team

Code Blue Team Leader Tips

Upon Arrival:

• Announce arrival and receive handoff:
  – “I am the CCU resident and will be running this code.”
  – “Please confirm code status.”
  – “Who has been running the code and can give me a handoff?”

• Assess for high quality CPR and defibrillate if indicated
First 2 minutes:

- Assigns/assesses roles and give expectations
- Debride room
- Ask for primary team to be contacted
- Early interventions:
  - Assess patient
  - Review or send labs
  - Review medications
  - Give volume (if appropriate)
  - Review recent events and H&P
General Tips:

1. Remain calm.
2. Give orders to a person.
   - Get confirmation of order and completion.
3. Ask for feedback from the room.
4. To order drugs:
   "Give ______ now and Prepare ______ for the next cycle."
5. Think out loud.
6. Periodically summarize the key information and situation.
Cardiopulmonary Arrest: The Perfect Storm

- High Stakes
- High Complexity
- High Variability
- High Stress
- Time Sensitive
- Low Frequency
- Unplanned
Conclusion

Improving the quality of team building and team dynamics are key factors for increasing the quality of the resuscitation and survival outcomes.

AHA 2015 Guidelines for Cardiopulmonary Resuscitation and Emergency Cardiovascular Care: “…..The inclusion of team and leadership training as part of ACLS training is reasonable.”

(Class IIa, LOE C-LD)
References:
Thank you!

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