



**Leading Collectively**  
Collective Intelligence, Teaming, Mutual Learning

Matt Sherrer, MD, MBA, FASA, FAACD  
Associate Professor  
UAB | Department of Anesthesiology and Perioperative Medicine



Knowledge that will change your world

---

---

---

---

---


---

---

---

**Disclosures**

None



Knowledge that will change your world

---

---

---

---

---


---

---

---

**Disclaimer**

President-Elect, Alabama State Society of Anesthesiologists- the views expressed in this presentation are my own and do not necessarily reflect the views of the Alabama State Society of Anesthesiologists



Knowledge that will change your world

---

---

---

---

---


---

---

---

**Outline**

- Why Should I Care?
- Evidence for Collective Intelligence
- Comparison to Similar Models
- Application in UAB Department of Anesthesiology and Perioperative Medicine
- Conclusion/Questions




---

---

---

---

---

---

---

---

---


---

---

---

**Why should I care?**

- Increasing reliance on teams from a variety of specialties to care for patients
- Increased incidence of complexity and specialization of care
- Increasing comorbidities/incidence of chronic disease
- Initiatives for safer working hours
- Our healthcare system is not as safe, effective, efficient as it should be
- We harm patients every day
- Ongoing "scope of practice" political battles across the nation




---

---

---

---

---

---

---

---

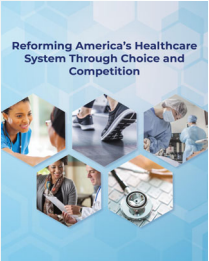
---

---

---

---

**Scope of Practice**



**Reforming America's Healthcare System Through Choice and Competition**

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES  
U.S. DEPARTMENT OF THE TREASURY  
U.S. DEPARTMENT OF LABOR

The President  
The White House  
Washington, DC 20500

Dear Mr. President:

On October 12, 2017, through Executive Order 13813, you directed the Administration, in its current commitment with the law, to facilitate the development and operation of a health care system that provides high quality care at a affordable price from the American people by promoting choice and competition. We are pleased to provide you with this report, developed by the Department of Health and Human Services (HHS) in collaboration with the Department of the Treasury and Labor, the President's Task Force on Health Care, and other officials within the White House. This report describes the influence of state and federal laws, regulations, policies, and practices on choice and competition in health care markets and identifies actions that state or the Federal Government could take to develop a better functioning health care market.

As health care spending continues to rise, Americans are not receiving the commensurate benefit of lower prices, healthier lives. Health care bills are too complex, choices are too constrained, and insurance premiums and out-of-pocket costs are climbing faster than wages and the economy. Health care markets could work more efficiently and Americans could realize more economic significance if the system did better protect patient and state regulations and policies that inhibit choice and competition.

The Administration has already taken significant steps to improve health care markets by addressing government rules and programs that limit choice and competition and protect independence for the American people. Among the most significant actions:

- In October 2015, the Departments of HHS, the Treasury, and Labor proposed a rule that would provide employers with significant new flexibility to buy their own health coverage through Health Reformation Act (HRA). If finalized, this flexibility would require employers to buy the same coverage that health insurance benefits they receive. The Treasury estimates that more than 10 million employees would benefit from this change within the next decade.

---

---

---

---

---

---

---

---

---

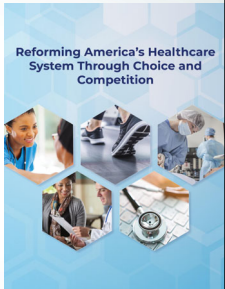
---

---

---

**Scope of Practice**

APRNs' scope of practice varies widely "for reasons that are related not to their ability, education, or training, or safety concerns, but to the **political decisions of the state** in which they work...." –pg 33



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

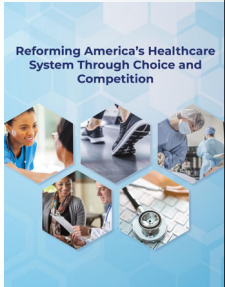
---

---

**Scope of Practice**

"...states should consider changes to their scope of practice statutes to allow all health-care providers to practice at the **top of their license**..."

"...states should consider **eliminating** requirements for rigid collaborative practice and supervision agreements between physicians and their care extenders that are not justified by legitimate health and safety concerns..." –pg 35



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---



---

---

---

**AANA** American Association of **NURSE ANESTHESIOLOGY**

**CRNAs: WE ARE THE ANSWER**



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

American Academy of  
**PHYSICIAN ASSISTANTS**  
Connecting PAs, Transforming Care

**AAPA**

American Academy of  
Physician Associates

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---

---

**AMA Response**

9 WHEREAS, Many physicians are reporting misappropriation on their titles by the use of 10 professional terms, titles, or other descriptors by non-physician providers, such as by the 11 addition of the specialty-specific “-ologist” nomenclature (“anesthesiologist,” “dermatologist,” 12 cardiologist,” etc.), addition of the word “surgeon,” or substitution of the word “associate” for 13 “assistant,” thus describing themselves as “nurse anesthesiologists,” “aesthetic surgeons,” 14 “nurse dermatologists,” “optometric surgeons” or “physician associates,” etc., and by using such 15 terms in personal, practice, marketing, and public communications

RESOLVED, That our AMA advocate “Truth & Transparency” legislation that would combat 14 medical title misappropriation; that such legislation would require non-physician healthcare 15 practitioners to clearly and accurately state their level of training, credentials, licensing board, 16 and practice qualifications in all professional interactions with patients including hospital and 17 other health care facility identifications, as well as in advertising and marketing materials; and 18 that such legislation would prohibit non-physician healthcare practitioners from using any 19 identifying terms (i.e. doctor, -ologist) that can mislead the public (Directive to Take Action).

**AMA**  
AMERICAN  
MEDICAL  
ASSOCIATION

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---

---

**Georgia Healthcare Practitioners “Truth and Transparency Act” May 2023**

- Georgia recently passed a law banning “medical title misappropriation” and prohibiting non-physicians from using the title “doctor” in clinical settings.
- Requires advanced practice nurses and physician’s assistants with doctorates to specify in their advertising that they are not medical doctors

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---


---

---

---

Nurse-performed surgeries result in positive patient-centered outcomes including high to very high patient satisfaction, significant reduction in the surgical waiting list times, minimal or similar perioperative complications to physician-performed surgeries, and **similar or better quality of surgical care than physician-performed surgeries.**

Surgical specialties of nurse-surgeons include **urology, paediatric urology, gastroenterology, ophthalmology, oncology, obstetrics, gynaecology, otolaryngology, vascular, dermatology, cardiothoracic, orthopaedics, hand, trauma, neurosurgery, and general surgery.**



International Journal of Nursing Studies Advances  
Volume 4, December 2023, 100866

Impact of nurse-surgeons on patient-centred outcomes: A systematic review

Sherie Gopal, A. M. Saeed, Melissa Robbins, Kate Burrows, ...

UAB MEDICINE  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---



Heersink School of Medicine, Department of Anesthesiology and Perioperative Medicine

UAB MEDICINE

---

---

---

---

---

---

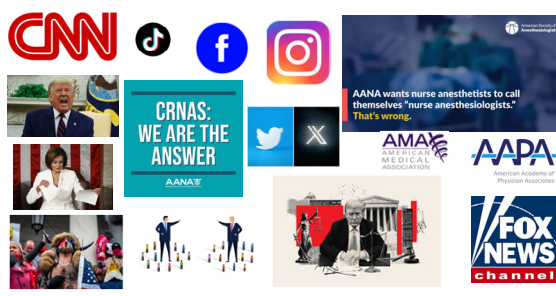
---

---

---

---

---



CRNAS: WE ARE THE ANSWER

AANA wants nurse anesthetists to call themselves "nurse anesthesiologists." That's wrong.

AMA AMERICAN MEDICAL ASSOCIATION

AAPA American Academy of Physician Assistants

UAB MEDICINE

---

---

---

---

---

---

---

---

---

---

---

The image shows a newsletter page titled "apsf NEWSLETTER" with the main article "Collectively Intelligent Anesthesia Care Teams". The page includes a sub-header "APSF NEWSLETTER" and a date "October 2024". The main article text is partially visible, starting with "Anesthesiologists are the backbone of the perioperative team...". There is a graphic of a brain with neural connections. At the bottom left, the "UAB MEDICINE" logo is present with the tagline "Knowledge that will change your world".

---

---

---

---

---

---

---

---

---

---

The image displays two book covers. The left cover is for "THE OBSTACLE IS THE WAY: The Ancient Art of Turning Adversity to Advantage" by RYAN HOLIDAY. The right cover is for "THE IMPEDIMENT TO ACTION ADVANCES ACTION. WHAT STANDS IN THE WAY BECOMES THE WAY." by MARCUS AURELIUS. At the bottom left, the "UAB MEDICINE" logo is present with the tagline "Knowledge that will change your world".

---

---

---

---

---

---

---

---

---

---

**Why should I care?**

"The sum total of medical knowledge is now so great and wide-spreading that it would be futile for one man to attempt to acquire...a good working knowledge of any large part of the whole. The very necessities of the case are driving practitioners into cooperation. The best interest of the patient is the only interest to be considered, and in order that the sick may have the benefit of advancing knowledge,

**union of forces is necessary."**

William James Mayo, MD  
June 5, 1910

UAB MEDICINE  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Why should I care?**

According to the Institute for Healthcare Improvement, there is an average of **24 handoffs** per inpatient admission.

[www.ihl.org](http://www.ihl.org)

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---


**Why should I care?**

Teamwork failures (failures in communication) account for up to 80% of serious medical errors

- Joint Commission. Sentinel event data: root causes by event type 2004-2015. [www.jointcommission.org](http://www.jointcommission.org)

Top 3 identified root causes for sentinel events- Human factors, leadership, and communication

- Joint Commission. Sentinel event statistics released for 2015. [www.info.jcrinc.com](http://www.info.jcrinc.com)



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---


---

---


**Why should I care?**

Medical error- the third leading cause of death in the US.

- Makary, MA, Daniel. M. (2016). *BMJ*. 353;i2139.



Cause of Death	Number of Deaths
Heart disease	611,000
Cancer	585,000
Medical error	251,000
COPD	149,000
Suicide	41,000
Firearm	34,000
Motor vehicle	34,000

Source: Martin Makary, Michael Daniel study at Johns Hopkins University School of Medicine. Jan Sargent, USA TODAY. 

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Why should I care?**

Teamwork results in better patient care and outcomes

- Horak, B.J. et al. (2004) *Journal of Healthcare Quality*. 26(2), 6-13.
  - Teambuilding, behavioral ground rules between nursing and house staff
- Gitell, J.H. et al. (2000) *Medical Care*. 38(8), 807-819.
  - Relational coordination, mutual respect- impact on pain scores, LOS, quality of care

Teamwork across various team compositions represents a powerful process to improve patient care

- Schmutz JB, Meier LL, Manser T. How effective is teamwork really? The relationship between teamwork and performance in healthcare teams: a systematic review and meta-analysis. *BMJ Open*. 2019 Sep 12;9(9):e028280

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Why should I care?**

**Team-building** is one of the most useful organizational interventions to improve morale and productivity in the workplace and to ensure the **mental and physical health of employees**.

- Guzzo RA, Shea GP. Group performance and intergroup relations. In: Dunnette MD, Hough LM, eds. *Handbook of Industrial and Organizational Psychology*. Palo Alto, CA: Consulting Psychologists Press; 1992:269-313.

Residents in emergency medicine who **view their work groups as cohesive** appeared **more satisfied** with their jobs and **less stressed** than those who experienced less group cohesiveness.

- Heyworth J, Witley TW, Allison EJ, Revicki DA. Predictors of satisfaction among SHOs during accident and emergency medicine training. *Arch Emerg Med*. 1993;10:279-288.

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Why should I care?**

**Effective teams** are known to **foster workplace resilience, reducing collective burnout** among staff.

- Rosen MA, DiazGranados D, Dietz AS, et al. Teamwork in Healthcare: Key Discoveries Enabling Safer, High-Quality Care. *Am Psychol*. 2018;73(4):433-450. doi:10.1037/amp0000298

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---



**Why should I care?**

Members of work groups characterized by **positive teamwork** evidenced enhanced coping, **more job satisfaction**, less strain, and **improved scores of measures of mental health**.

- Carter AJ, West MA. Sharing the burden: Teamwork in health care settings. In: Firth-Cozens J, Payne R, eds. *Stress in Health Professionals: Psychological and Organisational Causes and Interventions*. New York, NY: John Wiley and Sons; 1999;191-202.

One specific product is a **more cheerful nursing staff**, one of the factors that correlates with **patient satisfaction**.

- Murphy LR. Organisational interventions to reduce stress in health care professionals. In: Firth-Cozens J, Payne R, eds. *Stress in Health Professionals: Psychological and Organisational Causes and Interventions*. New York, NY: John Wiley and Sons; 1999;149-162.

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Why should I care?**

Teams offer the promise to improve clinical care because they can aggregate, modify, combine, and apply a **greater amount and variety of knowledge** in order to make decisions, solve problems, generate ideas, and execute tasks more effectively and efficiently than any individual working alone.

- Larson, J.R. (2010). *In Search of Synergy in Small Group Performance*. Psychology Press, New York, NY.
- Synergy is real, but it is **difficult**

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Collective Intelligence**

Anita Woolley- Associate Professor of Organizational Behavior and Theory, Tepper School of Business, Carnegie Mellon University



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Collective Intelligence**

Woolley, A.W. et al. (2010). Science. Vol. 330; 686-688.

- Psychologists have repeatedly shown that a single statistical factor-general intelligence (g) or IQ- emerges from the correlations among people's performance on a wide variety of cognitive tasks and how that predicts performance on future tasks
- No one has systematically examined whether a similar kind of "collective intelligence" (c) exists for groups of people
- Hypothesis: groups, like individuals, have characteristic levels of intelligence (c) which can be measured and used to predict the group's performance on a wide variety of future tasks

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Collective Intelligence**

- 2 studies, 699 people, working in groups of 2 to 5
- Collective intelligence is the inference drawn when the ability of a group to perform one task is correlated with that group's ability to perform a wide range of other tasks
- Specifically, determine whether the collective intelligence of the group as a whole has predictive power above and beyond what can be explained by knowing the abilities of the individual group members
- Collective intelligence is a property of the group itself, not just the individuals in it

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Collective Intelligence**

- Individuals completed tasks working alone- individual intelligence was a significant predictor of performance on the task ( $r=0.33$ ,  $P=0.009$ )
- When the same task was performed by groups, the **average individual intelligence** of the group members was **NOT** a significant predictor of group performance ( $r=0.18$ , ns)
- When both individual intelligence and collective intelligence (c) are used to predict group performance, c is a significant predictor ( $\beta=0.36$ ,  $P=0.0001$ ), but average group member intelligence ( $\beta=0.05$ , ns) and **maximum member intelligence** ( $\beta=0.12$ , ns) are **NOT**

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

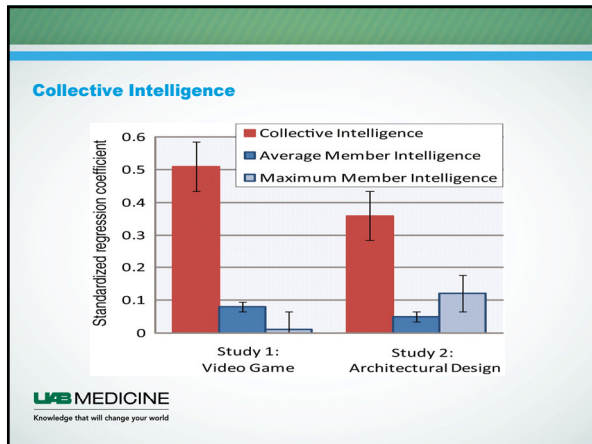
---

---

---

---

---



---

---

---

---

---

---

---

---

### Collective Intelligence

If SMART TEAMS are not simply teams of smart people, what leads to a collectively intelligent team?????

- Cohesion, motivation and satisfaction did not
- 3 factors significantly correlated with "c"
  - Positively correlated with average social sensitivity- measured by "Reading the Mind in the Eyes"
  - Negatively correlated with variance in speaking turns- measured by sociometric badges
  - Positively correlated with number of females in the group

UB MEDICINE  
Knowledge that will change your world

---

---

---

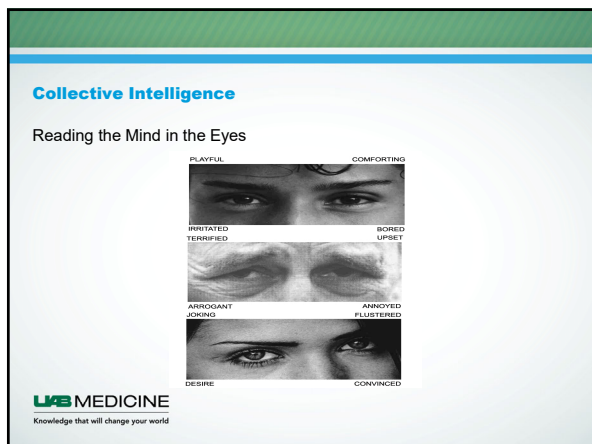
---

---

---

---

---



---

---

---

---

---

---


---

---

**Collective intelligence**

The Big 3

- Social perceptiveness: ability to infer others' mental states, such as beliefs or feelings, based on social cues. The average social perceptiveness of team members is predictive of "c"
- Greater amounts of participation and more equal participation are associated with higher "c"
- Females- generally more socially perceptive



Knowledge that will change your world

---

---

---

---

---

---

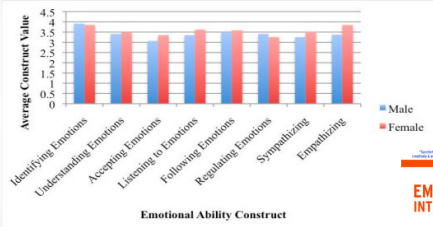
---

---


---

---

**Gender Differences in Emotional Intelligence**



Emotional Ability Construct	Male (Average Construct Value)	Female (Average Construct Value)
Identifying Emotions	~3.8	~3.8
Understanding Emotions	~3.5	~3.5
Accepting Emotions	~3.5	~3.5
Listening to Emotions	~3.5	~3.5
Following Emotions	~3.5	~3.5
Regulating Emotions	~3.5	~3.5
Sympathizing	~3.5	~3.5
Empathizing	~3.5	~3.5



Knowledge that will change your world

---

---

---

---

---

---

---

---


---

---

**Collective Intelligence**

Conversational Turn Taking/Speaking up

- Likelihood of speaking up requires psychological safety
- "Sense of confidence that the team will not **embarrass, reject, or punish** someone for speaking up"
  - Edmondson, A.C. (1999). *Psychological Safety and Learning Behavior in Work Teams*. Admin Psy Q. 44(2):354.



Knowledge that will change your world

---

---

---

---

---

---

---

---


---

---

### Collective Intelligence

Speaking up

- Lack of psychological safety often from being in "lower status roles or professions" can lead team members to avoid speaking up even when they know they have something to contribute.
- Leader inclusiveness predicts psychological safety
- Psychological safety predicts engagement in quality improvement work
  - Nembhard, I.M, Edmondson, A.C. (2006). *Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in healthcare teams.* J Organ Behav. 27(7), 941-956



Knowledge that will change your world

---

---

---

---

---

---

---



---

---

---

### Stop the line

Jidoka- automation with a human touch  
Work stops immediately when an error occurs





**TPS**  
Highest Quality, Lowest Cost, Shortest Lead Time,  
Empowered Employees, best Safety, High Morale

Just-in-Time	People & Teamwork	Jidoka
Continuous Flow Takt Time Pull System Quick Changeover	Continuous Improvement	Built-in Quality Andon Error Proofing Separation of man & machine
Heijunka	Stable and Standardized Processes	Kaizen

Waste Reduction

Toyota Way Philosophy



Knowledge that will change your world

---

---

---

---

---

---

---


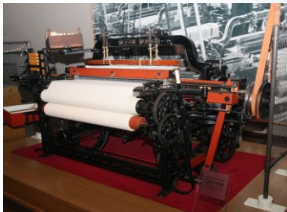
---

---


---

### Toyota Weft-Break Auto Stop

Sakichi Toyota

\*Also invented warp-break auto stop



Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Toyota Production System**

**UVA MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Leadership attributes that promote psychological safety**

- Eliciting information from other team members- explicitly asking for contradicting viewpoints or un-discussed information "paradox mindset"
- Showing appreciation for members' contributions
- Providing constructive responses/feedback
- Researchers have consistently found that when members engage in inclusive behavior, other team members feel more psychologically safe and are more likely to speak up about relevant information
  - Edmondson, A.C. (2003). *Speaking up in the operating room: how team leaders promote learning in interdisciplinary action teams.* J Manage Stud. 40(6). 1419-1452.

**UVA MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**"The currency of safety is information"- Ivan Pupulidy**

- Learning environment- trust, sharing, flow of information
- Judgmental environment- pain, distrust, silence
- "Anything we do to degrade our ability to gather information affects the safety of the system"

**UVA MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

### What happens when we don't speak up

Korean Air Flight 801- August 6, 1997. 228 deaths.

CFIT- Controlled Flight Into Terrain

"Airport not in sight"- numerous times, minutes before impact

"Let's make a missed approach"- 5 seconds before impact



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

### Successful Teams



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Teaming**

- Amy Edmondson- Novartis Professor of Leadership and Management, Harvard Business School.
- Fast paced environments, shifting mix of projects, shifting team of partners



**UAB MEDICINE**  
Knowledge that will change your world



---

---

---

---

---

---


---

---

**Teaming**

*ESTAMOS BIEN EN EL REFUGIO LOS 33*

2010



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

**Teaming**

- In contrast to stable teams, teaming involves fast paced environments where people work on a shifting mix of projects with a shifting team of partners.
- Teaming is about identifying essential collaborators and quickly getting up to speed on what they know so you can work together to get things done.
- This more flexible teamwork is on the rise because work is increasingly complex and interdependent, and the time between an issue arising and when it must be resolved is shrinking fast

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---



**Teaming**

Characteristics of a teaming culture

Edmondson, AC. (2013) *The Three Pillars of a Teaming Culture*. Harvard Business Review.

Curiosity- drives people to find out what others know, what they bring to the table, and what they can add.

Passion- fuels enthusiasm and effort, makes people care enough to go all out.

Empathy- the ability to see another's perspective, which is critical to effective collaboration under pressure

Humble in the face of the challenge ahead- situational humility

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---


---

---

**Teaming**

"Teaming leaders aim to successfully engage team members in a collaborative learning journey"

Amy Edmondson



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---


---

**Situational Humility**

"It's hard to learn if you already know. **We are wired to think we know.** When teaming works you can be sure that some leaders had been crystal clear that they didn't have the answers."

"It's hard to speak up, to ask for help, or offer an idea that might be a stupid idea if you don't know people very well. **Situational humility**, when combined with **curiosity**, creates a sense of **psychological stability** that allows you to take risks with strangers."

Amy Edmondson



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

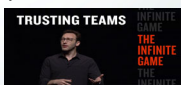
---

**Simon Sinek- Trusting Teams**

LEADERSHIP IS NOT- how can I get the most out of my people?

LEADERSHIP IS- how can I create an environment where my people can work at their natural best?

- an environment where people aren't afraid to raise their hands and say, "I made a mistake", "I need help, I don't know what I'm doing", "I'm having trouble at home and it's affecting my work", "I'm scared".
- no fear of humiliation, retribution, or firing
- expectation that bosses and colleagues will rush to your aid



**TRUSTING TEAMS**

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---


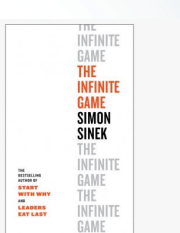
---

---

**Trusting Teams**

"If you DO NOT have trusting teams, what you DO have is a group of people who show up to work every single day LYING, HIDING, and FAKING."

Simon Sinek

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---

---

**Mutual Learning vs Unilateral Control Mindset**

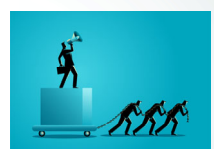
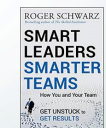
**UNILATERAL CONTROL**

**Values**

- Be right
- Win, don't lose
- Minimize expressions of negative feelings
- Act rational

**Assumptions**

- I understand the situation; those who disagree don't
- I am right; those who disagree are wrong
- I have pure motives; those who disagree have questionable motives
- My feelings and behaviour are justified
- I am not contributing to the problem

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---

---


**Mutual Learning vs Unilateral Control Mindset**

**Mutual Learning Model\***

<b>Core Values</b>	<b>Assumptions</b>	<b>Strategies (Ground Rules)</b>	<b>Results</b>
<ul style="list-style-type: none"><li>• Transparency</li><li>• Curiosity</li><li>• Accountability</li><li>• Informed choice</li><li>• Compassion</li></ul>	<ul style="list-style-type: none"><li>• I have some information, others have other information</li><li>• Each of us may see things the others do not</li><li>• Differences are opportunities for learning</li><li>• People may disagree with me and have pure motives</li></ul>	<ul style="list-style-type: none"><li>• State views and ask genuine questions</li><li>• Share all relevant information</li><li>• Use specific examples and agree on what important words mean</li><li>• Explain reasoning and intent</li><li>• Test assumptions and inferences</li><li>• Focus on interests not positions</li><li>• Jointly design the next steps</li><li>• Discuss undiscussable issues</li><li>• Use a decision-making rule that generates the level of commitment needed</li></ul>	<ul style="list-style-type: none"><li>• Increase learning and understanding, reduce unproductive conflict and defensiveness</li><li>• Increase trust</li><li>• Help people make better decisions and stick to them</li><li>• Decrease time to implement decisions</li><li>• Improve working relationships</li><li>• Increased quality of work life - group member satisfaction</li></ul>

\*Based on research of Argente and Cook of Roger Schawie

**UAB MEDICINE**  
Knowledge that will change your world



---

---

---

---

---

---

---

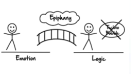
---

---

---

**Anesthesia Care Team Optimization Committee**

- Facilitated discussions between MDs and CRNAs
- Early sessions- listening only
- Discovered common goals, understood different perspectives
- "Epiphany bridge"
- Working together to jointly redefine future state of UAB Anesthesia Care Team built upon common mission, vision, and core values



**ACTOC**  
Blazing the trail to unparalleled perioperative team care

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

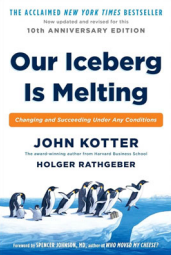
---

**Anesthesia Care Team Optimization Committee**

**Medical Quality**

**Tips From the Iceberg: Effecting Culture Change in Health Care Teams**

By Marcia Rivera, MD, MEd, LISA, CLSPP, Ghada K. King, DCH, MBA, and Michael D. Smith, MD



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---


---

---

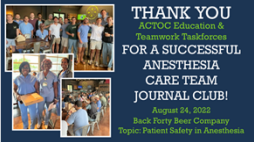

---

**ACTOC Interprofessional Journal Club**


Mission- Optimize the perioperative care of our patients by building and promoting an inclusive, respectful, and fulfilling anesthesia care team



**THANK YOU:**  
ACTOC Education Taskforce  
Dept. Wellness Committee  
ACTOC Teamwork Taskforce  
FOR A SUCCESSFUL  
FIRST-EVER  
ANESTHESIA CARE  
TEAM JOURNAL CLUB!



**THANK YOU**  
ACTOC Education &  
Teamwork Taskforces  
FOR A SUCCESSFUL  
ANESTHESIA  
CARE TEAM  
JOURNAL CLUB!  
August 24, 2023  
Host: Tracy Jones, CMAA, RPA  
Topic: Patient Safety in Anesthesia



---

---

---

---

---

---

---

---

---

---



---

---

---

---

---




---

---


---

---

---



60 Heersink School of Medicine, Department of Anesthesiology and Perioperative Medicine



---

---

---

---

---

---

---

---

---

---

SAVE THE DATE

JOIN YOUR LAB ANESTHESIA CARE TEAM COLLEAGUES FOR

## TEAM MEALS

ONE RULE: YOU MUST EAT TOGETHER!

**WEDNESDAY, AUG. 23**  
10:30 AM-1:30 PM | NP 5401  
MEALS FOR: NPS, EP, & HVC

**THURSDAY, OCT. 19**  
10:30 AM-1:30 PM | NP 7601  
MEALS FOR: NP7, JT, IMR1, & TKC

LUNCH PROVIDED BY CHEF SHELLEY ADAMS, CHEF/OWNER, HOMETOWN FARE  
SPONSORED BY THE ACTOC TEAMWORK TASKFORCE

ACTOC SCHOLARSHIP TASKFORCE

## LUNCH+ LEARN

**TUESDAY, OCTOBER 3**  
**10:45 AM - 1:30 PM**  
**IN-PERSON IN NP5401 & VIA ZOOM**  
(NPS ONLY. IF PRESENTED FOR FOOD MUST ATTEND IN PERSON)

Mini sessions on various topics will be presented throughout the event.

SCAN THE QR CODE TO RSVP

Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---

---

JOIN YOUR ANESTHESIA CARE TEAM COLLEAGUES FOR:

## TEAM MEALS

FRIDAY, OCT. 7  
11 AM  
NP 5401

LUNCH FROM HOMETOWN FARE WILL BE PROVIDED TO THE FIRST 100 ATTENDEES.

ANESTHESIA CARE TEAM COMMUNICATION: WHAT YOU NEED TO KNOW

**PREOPERATIVE**  
*if What Type of Anesthetic?*  
*if Anway Plan & Equipment Needed*  
*if Invasive Lines?*  
*if Required Additional Monitoring?*  
*if Who is in the Room? Student?*  
*if Who Will Be Sane Procedure?*

**INTRAOPERATIVE**  
*if BP Goals (MAP > 65 unless otherwise discussed)*  
*if Notify if Spawning/Uncontrollable*  
*if Notify if Blood Loss Greater Than 1000 CCs*  
*if Labs/Chemistries Discontinue*  
*if Labs (ABG, glucose frequency)*

**EMERGENCY**  
*if Notify Before Emergence (Policy is to notify at procedure finish)*  
*if Awake vs. Deep*  
*if "Deep" evaluation should be discussed with the attending.*

This checklist was created by the ACTOC Clinical Taskforce to help improve communication in the OR. Please highlight or incorporate your own OR needs and let us know.

Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

---

---

### ACTOC

- Peace in coming to work
- Lower "temp" in OR
- Improvement in collaboration
- Ongoing transparent conversations
- Trust and respect
- New relationships
- Joint Journal Club
- Positive and intentional communication
- Allowed a re-focus on my family, no longer taking stress and fears out on my family

---

---

---

---

---

---

---

---


---

---

---

---

21



open communication, humility, supportive, transparency, empowered, teamwork, communication, unified, friendly, curiosity, respect, clarity, collaboration, teamwork, psychological safety, inclusiveness, respect, clarity, teamwork, psychological safety, inclusiveness, curiosity, humility, psychological safety, inclusiveness, humility, inclusiveness.

**UAB MEDICINE**

---

---

---

---

---

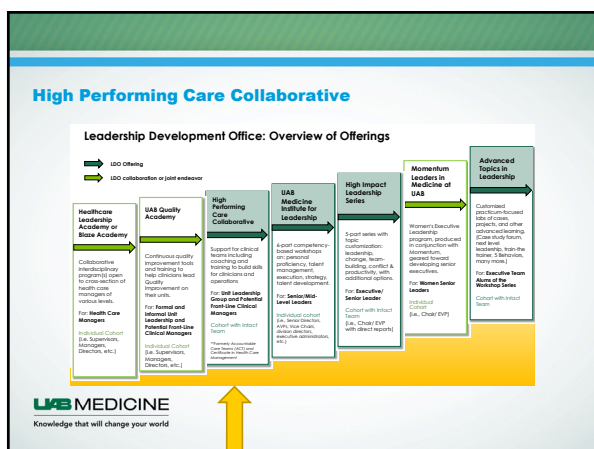
---

---

---

---

---




---

---

---

---

---

---

---

---

---

---

### Lead Infinitely

- Leading Collectively
- Leading with Humility
- Leading with Civility
- Leading with Discovery
- Leading Infinitely

**»»» LEAD INFINITELY**

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Wrapping up**

- Unilateral control isn't the only form of leadership
- Smart teams aren't simply collections of smart people on a team
- Work on social sensitivity, empathy- seek first to understand...
- Encourage speaking up by creating psychological safety
- Elicit ideas, show appreciation, provide constructive feedback
- Try to understand others' views- "I could be wrong"
- Be suspicious of any plan that involves omitting a group altogether-
  - **WE is greater than ME!!!**

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**We can see things completely differently....and both be RIGHT**

- "Gestalt switch"
- Are perceptions cognitively impenetrable?????

“  
The test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function.”  
— ROBERT ORNSTEIN



**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---

**Thank you**

"The formation of ideas is shaped more by the iterative interplay within the group than by an individual tossing in a wholly original concept. **The sparks come from ideas rubbing against each other** rather than as bolts out of the blue."

Isaacson, W. (2014). *The Innovators: How a group of hackers, geniuses, and geeks created the digital revolution*. Simon and Schuster, US.

Questions?  
[dsherrer@uabmc.edu](mailto:dsherrer@uabmc.edu)  
[mattsherrerm@gmail.com](mailto:mattsherrerm@gmail.com)

**UAB MEDICINE**  
Knowledge that will change your world

---

---

---

---

---

---

---

---

---

---