Rules of Engagement

• Audio for the webinar can be accessed in two ways:
  o Through the phone (*Please mute your computer speakers)
  o 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
  o 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

- 9/11 Attacks (2001)

- Hurricane Katrina (2005)
  - Intelligence Reform and Terrorism Prevention Act (2004)

- Hurricane Sandy (2012)

- Hurricanes Harvey, Irma, and Maria (2017)
  - Sandy Recovery Improvement Act (2013)
Culture Change in Incident Management
NIMS and TeamSTEPPS:
Complementary Strategies for Safety and Team Effectiveness

- Incident Commander
  - Has overall responsibility for the incident. Sets objectives.
  - Operations Section
    - Develops tactical organization and directs all resources to carry out the Incident Action Plan.
  - Planning Section
    - Develops Incident Action Plan to accomplish the objectives.
  - Logistics Section
    - Provides resources and services needed to support the incident.
  - Finance/Admin Section
    - Monitors incident-related costs. Provides overall fiscal guidance.

LEADING TEAMS
- Direct and coordinate, assign tasks, motivate team members, facilitate optimal performance.
  - Brief
  - Huddle
  - Debrief

MUTUAL SUPPORT
- Anticipate other team members’ needs through accurate knowledge, shift workload to achieve balance during periods of high workload or stress.
  - Two- and Three-Phase
    - DESC Script
    - CUS

SITUATION MONITORING
- Develop common understandings of team environment, apply strategies to monitor team members’ performance, maintain a shared mental model.
  - STEP
  - I'M SAFE checklist
  - Cross-monitoring

COMMUNICATION
- Effectively exchange information among team members, regardless of how it is communicated.
  - SBAR
  - Check-back
  - Call-out
  - Handoff
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

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

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

Initial Size-Up/ Rapid Assessment
Data Collection Plan & Essential Elements of Information (EEI)
Validation
Analysis
Dissemination
Updating

Interoperable Communications, Common Terminology, Plain Language

Interoperable Communications, Common Terminology, Plain Language

Standardized Forms & Briefings

<table>
<thead>
<tr>
<th>ICS Form #</th>
<th>Form Title</th>
<th>Typically Prepared by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICS 201</td>
<td>Incident Briefing</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>ICS 202</td>
<td>Incident Objectives</td>
<td>Planning Section Chief</td>
</tr>
<tr>
<td>ICS 203</td>
<td>Organization Assignment List</td>
<td>Resources Unit Leader</td>
</tr>
<tr>
<td>ICS 204</td>
<td>Assignment List</td>
<td>Resources Unit Leader and Operations Section Chief</td>
</tr>
<tr>
<td>ICS 205</td>
<td>Incident Radio Communications Plan</td>
<td>Communications Unit Leader</td>
</tr>
<tr>
<td>ICS 208A</td>
<td>Communications List</td>
<td>Communications Unit Leader</td>
</tr>
<tr>
<td>ICS 208</td>
<td>Medical Plan</td>
<td>Medical Unit Leader (reviewed by Safety Officer)</td>
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<tr>
<td>ICS 207</td>
<td>Incident Organization Chart (full-width size: optional 6” x 14”)</td>
<td>Resources Unit Leader</td>
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<tr>
<td>ICS 208</td>
<td>Safety Message/Plan</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>ICS 209</td>
<td>Incident Status Summary</td>
<td>Situation Unit Leader</td>
</tr>
<tr>
<td>ICS 210</td>
<td>Resource Status Change</td>
<td>Communications Unit Leader</td>
</tr>
<tr>
<td>ICS 211</td>
<td>Incident Check-In List</td>
<td>Resources Unit/Check-In Recorder</td>
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<tr>
<td>ICS 212</td>
<td>General Message (2-side form)</td>
<td>Any Message Generator</td>
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<tr>
<td>ICS 214</td>
<td>Activity Log (optional 2-sided form)</td>
<td>All Sections and Units</td>
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<tr>
<td>ICS 215</td>
<td>Operational Planning Worksheet (optional 6” x 14” and 11” x 17”)</td>
<td>Operations Section Chief</td>
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<tr>
<td>ICS 216A</td>
<td>Incident Action Plan Safety Analysis</td>
<td>Safety Officer</td>
</tr>
<tr>
<td>ICS 218</td>
<td>Support Vehicle/Equipment Inventory (optional 6” x 14” and 11” x 17”)</td>
<td>Ground Support Unit</td>
</tr>
<tr>
<td>ICS 218-1 to ICS 218-10 (ICS 219-10)</td>
<td>Resource Status Card (T-Card) (may be printed on cardstock)</td>
<td>Resources Unit</td>
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<tr>
<td>ICS 220</td>
<td>Air Operations Summary Worksheet</td>
<td>Operations Section Chief or Air Branch Director</td>
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<tr>
<td>ICS 221</td>
<td>Demobilization Check-Out</td>
<td>Demobilization Unit Leader</td>
</tr>
<tr>
<td>ICS 225</td>
<td>Incident Personnel Performance Rating</td>
<td>Supervisor at the Incident</td>
</tr>
</tbody>
</table>
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

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 Florence. Photo Credit: North Carolina National Guard

Hurricane Matthew. Photo credit: FEMA

Hurricane Irma damage. GAO

Hurricane Maria destruction along Roseau road

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.”

“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.

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.

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Additional COVID-related Resources

- Seeking Evidence-Based Covid-19 Preparedness: A FEMA Framework for Clinic Management

- A number of federal/state/local and organizational partners are creating geospatial data and resources pertaining to the COVID-19 emergency support.

- FEMA Coronavirus Best Practices

- Responding to Covid-19: Lessons from Management Research
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

- 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

- Nonclinical core competencies and effects of interprofessional teamwork in disaster and emergency response training and practice: a pilot study

- Surgical Team Assessment Training: improving surgical teams during deployment

- Semper Gumby: Team and Leadership Training for Deployed Trauma Teams