Chapter 9, The Team Approach to Healthcare

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1. Introduction to the Team Approach in Healthcare

- The team approach to healthcare is significant. [2]

- It impacts positive patient outcomes. [2]

- As an EMT, you are a critical member of this team. [4]

- The team includes first responders, paramedics, and other EMTs. [5]

- It also involves physicians, nurses, and other personnel. [5]

- They help the patient throughout their illness or injury. [5]

- A key goal is inherently safe EMS systems. [6]

- These systems minimize exposure to injury and infection. [6]

- The culture of safety involves data collection and resources. [7]

- It also includes EMS education and safety standards. [7]

- Reporting and investigating errors is part of this culture. [7]

- Previous models had providers working separately. [9]

- They passed the patient from one individual to the next. [9]

- Working as a uniform team improves performance. [10]

- This includes first patient contact to discharge. [10]

- Patient safety and outcomes are also improved. [10]

2. Types of Healthcare Teams

- There are different types of teams. [14]

- You have regular teams and temporary teams. [15]
  - Regular teams consist of EMTs. [16]
  - They constantly interact with the same partner. [16]
  - They are more likely to move smoothly through procedures. [17]
  - Temporary teams work with providers they don't regularly interact with. [17]
  - Providers must work collaboratively. [17]

- Special teams are another type. [19]
  - These include fire teams and rescue teams. [19]
  - Hazmat and tactical teams are examples. [19]
  - Special event EMS teams and bike teams exist. [19]
  - In-hospital patient care techs and MIH technicians are included. [19]

- There is a difference between groups and teams. [20]
  - NIMS defines a group by functional level of operation. [21]
  - Groups perform special functions. [22]
  - A group consists of independent healthcare providers. [23]
  - They work independently to help the patient. [23]
  - Examples are triage, transport, or treatment groups. [23]
  - A team is a group of providers with specific roles. [24]
  - They work interdependently under a leader. [24]
  - Essential elements of a group include a common goal. [24]
  - They have an image of themselves as a group. [24]
  - They have a sense of community and shared values. [24]
  - There are different roles within the group. [24]

- There are dependent, independent, and interdependent groups. [25]
  - In dependent groups, individuals are told what and how to do things. [25]
  - This is done by their supervisor or leader. [25]
  - In independent groups, each individual is responsible for their area. [26]
  - In interdependent groups, everyone works together. [26]
  - They have shared responsibilities and accountability. [27]
  - They work towards a common goal. [27]

2. Types of Healthcare Teams

Team Type	Characteristics	Interaction Frequency
Regular Teams	EMTs work consistently with the same partner. [16]	Frequent and consistent. [16]
Temporary Teams	EMTs work with providers they don't regularly interact with or know. [17]	Infrequent or initial. [17]

3. Essential Elements for Effective Team Performance

- Effective team performance requires a shared goal. [28]
- Every provider must be committed to the goal. [28]
- Clear roles and responsibilities are needed. [29]
- Each provider must know their tasks and expectations. [29]
- A diverse and competent skill set is important. [30]
- Team members should practice together. [30]
- They should be familiar with each other's tools and techniques. [30]
- Effective collaboration and communication are vital. [31]
- Team communication includes clear messages. [31]
- Closed-loop communication is an element. [31]
- Courtesy and constructive intervention are also important. [31]
- Supportive and coordinated leadership is necessary. [32]
- The team leader assigns roles and provides oversight. [33]
- They offer centralized decision making. [33]
- Leaders support the team to achieve goals. [33]
- Team leaders foster communication and dynamics. [34]
- They use concepts like crew resource management (crm). [34]
- Team situational awareness is also used. [34]
- CRM helps teams develop a shared understanding. [36]
- It is a way for team members to work together. [36]
- CRM recommends using the pace mnemonic. [36]

- PACE stands for Probe, Alert, Challenge, Emergency. [37]

4. Patient Care Transfer and Collaboration

- Patient care is transferred at several points. [38]
- This transfer is also called handing off care. [38]
- These transfers can introduce critical errors. [39]
- Errors are possible especially with multiple transfers. [39]
- Effective teams minimize the number of transfers. [40]
- They adhere to strict guidelines for transfers. [40]
- Verbal transfer of care should ensure uninterrupted critical care. [41]
- There should be minimal interference. [41]
- Respectful interaction is important. [41]
- Teams should have common priorities. [41]
- Common language systems should be used. [41]
- Basic life support efforts must continue. [43]
- This continues throughout the continuum of care. [43]
- Efforts must be coordinated with advanced life support. [44]
- Advanced providers use advanced tools and techniques. [44]
- A paramedic-only skill in one system might be an EMT skill in another. [45]
- It is your responsibility to understand your scope of practice. [46]
- Standard of care and local protocols are also important. [46]

5. Decision Making and Conflict Resolution in Teams

- Effective decisions are based on sound knowledge. [48]
- Information comes from the patient and history. [48]
- Physical examination also provides information. [48]
- There are stages in the decision-making process. [49]
- These stages include pre-arrival, arrival, during the call, and after the call. [49]
- Decision making begins with initial dispatch information. [49]
- Mentally rehearse needed care steps. [49]
- Designate a leader in the pre-arrival stage. [49]
- Crew members discuss their roles. [49]

- On arrival, provide a scene size-up. [50]

- Request additional resources if needed. [50]

- Assess and intervene for life threats immediately. [50]

- During the call, the team leader gathers information. [51]

- They interpret the data and develop a plan. [51]

- The plan is communicated to the team. [51]

- The plan is then implemented. [51]

- Evaluate the effect of the decision. [51]

- After the call, debrief and talk about what happened. [52]

- Listen to feedback with an open mind. [53]

- There are decision traps in critical thinking. [54]

- These traps frequently lead to errors. [55]

- decision traps include bias, anchoring, and overconfidence. [55]

- biases are fixed beliefs about something. [56]

- anchoring occurs when one cause is settled on early. [56]

- Other options are then not considered. [56]

- overconfidence happens when abilities are overestimated. [56]

- When conflict occurs, use five techniques. [57]

- The patient comes first. [57]

- Do not engage in the conflict. [57]

- Keep your cool. [57]

- Separate the person from the issue. [57]

- Choose your battles wisely. [57]

6. Review of Key Concepts

- A characteristic of a regular team is consistent interaction with the same partner. [59]

- This allows them to perform as a seamless unit. [59]

- Essential elements of a group include shared goals. [61]

- It is important for groups to have a set of shared goals. [61]

- Members of an interdependent group work together. [62]

- They have shared responsibilities and accountability. [62]

- They work towards a common goal. [62]

- Repeating a message back to a team member is closed-loop communication. [64]

- A clear message is delivered calmly and concisely. [65]

- The listener repeats it back. [65]

- A team leader is essential for team success. [66]

- When verbal transfer of care occurs, ensure team members are respectful. [68]

- In a conflict scenario with a tired partner, it's suggested to go ahead and discuss it after. [70]