Human Knot vs Happy Hour

Enhancing teamwork, resiliency, and identity formation during intern orientation and beyond

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Disclosures

• We have no disclosures

• The views expressed in this presentation are those of the authors and do not necessarily reflect the official policy or position of the Departments of the Army or Navy, Department of Defense, or the United States Government.

• Two of the authors are military service members. This work was prepared as part of their official duties. Title 17 U.S.C. 105 provides that “Copyright protection under this title is not available for any work of the United States Government.” Title 17 U.S.C. 101 defines a United States Government work as a work prepared by a military service member or employee of the United States Government as part of that person’s official duties.
Activity
Debrief
Steps

• Perception of team issues
• Create objectives based on issues
• Generate roles to achieve objectives
• Action plan
• Evaluate activity effectiveness (hidden agenda)

Stanton N et al., Handbook of Human Factors, 2004
What are interns most excited about?

- Learning (lots of it)!
- Furthering my medical education
- Finally being able to ‘do things’
- Doctoring (mostly)
- Change
- Taking care of patients
- More autonomy
- Teaching med students
- Actually becoming and feeling like a real doctor
- Not “just a med student”
- Becoming competent
- Growing up
- Consults
- Having responsibility
What are interns most nervous about?

- The unknown
- Everything
- EMRs / new system
- Hurting/killing a patient
- “Keeping it together”
- Lack of knowledge
- Long nights

- Sleep deprivation
- Relationships
- Work/life balance, time for family, time for learning
- Expectations
- Consulting cardiology
Any other thoughts?

“*I didn’t feel prepared to start day 1, but there isn’t anything that can help that*”

“It’s just a terrifying leap to take ... nothing orientation can do to change that”
What about your orientation?

• What did you want to get out of it?

• What did you get out of it?
From personal collection
‘Ice Breakers’

• “In general, I feel that the exercises helped to be a huge ice-breaker for the class which helped ease communication a bit as the year began”

https://www.pexels.com/photo/adventure-blue-calm-waters-climb-300857/
The exercises were fine - the usual kind of thing that you would do at a team building exercise - but I thought it went much longer than it needed to.
The exercises were fine - the usual kind of thing that you would do at a team building exercise - but I thought it went much longer than it needed to. I think it was good to break the ice and meet everyone in a casual setting, but I don't know if it was more valuable than just having a barbecue or happy hour.
What is missed in a happy hour?

https://www.pexels.com/photo/bar-cocktail-drink-ice-237744/
Team Building Interventions

• Interpersonal relations
• Goal setting
• Team role clarification
• Problem solving

Stanton N et al., *Handbook of Human Factors*, 2004
Team Training ≠ Team Building

Team Training Goals

• Develop competencies and communication
  – Knowledge
  – Skills
  – Attitudes

Team Building Goals

• Improve team function
• Improve team process
• Improve personal relations
• Clarify roles
Team Building Interventions

- Interpersonal relations
- Goal setting
- Team role clarification
- Problem solving

Stanton N et al., *Handbook of Human Factors*, 2004
Team Building Interventions

- *Interpersonal relations*
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Stanton N et al., *Handbook of Human Factors*, 2004
Interpersonal Relations

• Teams with fewer interpersonal conflicts are more successful
• Develop trust and communication
• Enhance team relationships
  – Mutual supportiveness
  – Communication
  – Sharing of feelings
From personal collection
From personal collection
Team Building Interventions

- Interpersonal relations
- Goal setting
- Team role clarification
- Problem solving

Stanton N et al., *Handbook of Human Factors*, 2004
Goal Setting

• Define objectives

• Strengthen motivation

• Improve performance
Examples

• Group exercise
• BUD/S

“Interns that struggle together, succeed together...”
6 \times 3 = ??
Lone Survivor Intro

https://www.youtube.com/watch?v=MUCcdQ9X5JQ
Activity Types

Professional Relationships
- Goal-Oriented
- Social
- Equal

Personal Relationships
- Social
- Goal-Oriented
- Equal
Small Group
Team Building Interventions

- Interpersonal relations
- Goal setting
- Team role clarification
- Problem solving

Stanton N et al., *Handbook of Human Factors*, 2004
What else to cover?

• Roles
  – Medical students
  – Interns
  – Residents
  – Attending physicians
  – Nursing
  – Medical assistants
Role Clarification

• Team members may have similar or overlapping roles
• Reduce role ambiguity
• Increase communication
• Negotiating, defining, adjusting team member roles
Blindside

https://www.youtube.com/watch?v=uuYlHxijlho
Examples

• Code
• Flip Chart method
• RACI matrix
Role Clarification

1. My responsibilities on this team are:

2. Areas I would like to have clarified about my role are:

3. My role overlaps with:

4. Areas where I am unclear about what others expect of me are:

5. Other roles for clarification are:
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<th>ROLE 1</th>
<th>ROLE 2</th>
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Appelo et al., *Management 3.0*, 2010
Team Building Interventions

- Interpersonal relations
- Goal setting
- Team role clarification
- Problem solving

Stanton N et al., *Handbook of Human Factors*, 2004
Activity
Debrief
Problem Solving

- “Pulling it all together”
  - Goal setting
  - Developing interpersonal relations
  - Team role clarifications

- Critical thinking skills
<table>
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<th>Important Non-urgent</th>
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Turn the Ship Around
TED Talk

https://www.youtube.com/watch?v=DLRH5J_93LQ
4:52-9:11
Examples

• Scavenger hunt
• Escape room
• Egg drop
• “Human knot”
Small Group
Components

• Setting

• Timing

• Involvement

From personal collection
Setting

• Does not simulate work environment
• Inside vs. outside?

https://www.pexels.com/photo/people-sitting-on-green-grass-130111/
Timing

• Time of day

• Duration

• Events throughout year?
Involvement

• Interns
• Residents
• Attendings
• Combination
  – Ward teams
  – Clinic cohorts (4+1)
Beyond Orientation

• Short-lived effects
  – Continuous effort
  – Refresher sessions

• Collect data

• Improve year-to-year
Discussion
Barriers
Other Orientation Pearls
Orientation Topic
Perception/Reception

Most useful

• Rotation overviews
  – Ambulatory
  – Wards
  – ICU

• Electronic support

Least Useful

• Patient handoff
• Resident wellness

http://amion.com/
https://www.new-innov.com/pub/
https://www.e-value.net/login.cfm
https://vector.childrenshospital.org/2012/05/i-pass-this-patient-to-you-can-standardizing-handoffs-make-care-safer/
https://www.pexels.com/photo/man-person-car-driver-7460/
Materials

- Paper, easels, markers that work, VGA/HDMI cable, PowerPoint clicker, hula hoops or sticks, pears
Take Home Points

• Components
  – Interpersonal relations
  – Goal setting
  – Team role clarification
  – Problem solving

• Setting, timing, involvement

• Continued efforts all year
• Image from: http://image.slidesharecdn.com/resolvingconflicts-100805002008-phpapp01/95/resolving-conflicts-52-728.jpg?cb=1280968213
• Image from: http://www.viha.ca/NR/rdonlyres/FE486DEC-E82D-4C36-A6DC-F5F78F6DB51A/0/RoleClarification.pdf