Operate as a Team

CARING
RELIABLY
Be Compassionate. Be Safe. Be Reliable.

Brief, Execute, and Debrief

When performing an activity as a team, we *communicate before and during* so that we get it right the first time, and we *communicate after* to optimize learning from our experience.

- Brief, Execute, Debrief is a technique adapted from high reliability organizations such as nuclear power, aviation, and the US military where pre-job briefs and post-job debriefs are an everyday part of team performance.

- **Briefs** are performed to ensure team members understand the scope of the activity being performed, have an opportunity to discuss the tasks involved, and promote an understandings of the hazards, controls, and related safety precautions associated with the activity.

- **Debriefs** are fundamental component of feedback and continuous improvement at the activity level. It may be tempting to skip the debrief, especially if an activity went as planned. Yet debriefing is as important as briefing an activity. Mental frames, or schema shaped by education and experience, influence our actions and decision making as humans in activity performance. Debriefing serves to positively reinforce correct frames and redefine incorrect frames.

Safety Story

The Code Team was called to attend a cardiac patient suffering a heart attack on the medical floor. By chance, only a few of the members knew each other, and roles were confused as the code proceeded, slowing care for the patient. The team didn't have the chance for a formal brief before coming together. The Code Leader (MD) saw that it was a problem, announced themselves and asked each member to identify themselves. Roles were quickly assigned, and the care proceeded smoothly, with the patient regaining spontaneous circulation.

During the post-code debrief, the team identified an opportunity from the event and created a checklist and role cards for each code team member that were kept on the code cart and used to assure that timely care delivered in a coordinated fashion.
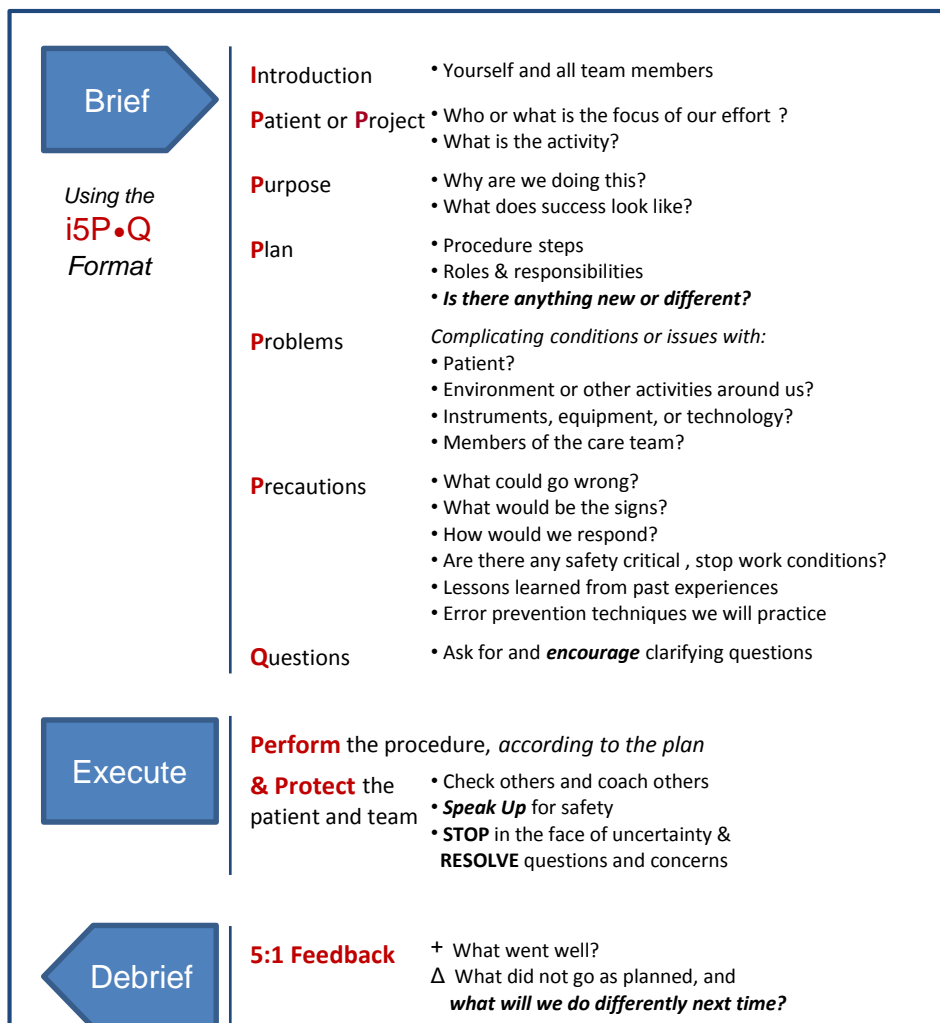
BRIEF coaching tips

- ✓ Identify the BED Leader
- ✓ Ensure all team members are present and engaged
- ✓ Allocate time and consider location
- ✓ Use BED aid as a *guide* - adapt formality and detail based on risk and complexity of the activity
- ✓ Average Time: 3 minutes
- ★ Consider a "reverse brief" – leader assigns a team member to lead brief

EXECUTE coaching tips

- ✓ BED Leader: Periodically ask, *"Any concerns?"*

DEBRIEF coaching tips

- ✓ Allocate time
- ✓ Engage all team members
- ★ BED Leader: Ask team for 5:1 feedback – *"Is there anything I could improve?"*

Brief

Using the
i5P•Q
Format

Introduction
- Yourself and all team members

Patient or **P**roject
- Who or what is the focus of our effort ?
- What is the activity?

Purpose
- Why are we doing this?
- What does success look like?

Plan
- Procedure steps
- Roles & responsibilities
- *Is there anything new or different?*

Problems
Complicating conditions or issues with:
- Patient?
- Environment or other activities around us?
- Instruments, equipment, or technology?
- Members of the care team?

Precautions
- What could go wrong?
- What would be the signs?
- How would we respond?
- Are there any safety critical , stop work conditions?
- Lessons learned from past experiences
- Error prevention techniques we will practice

Questions
- Ask for and *encourage* clarifying questions

Execute

Perform the procedure, *according to the plan*

& Protect the patient and team
- Check others and coach others
- *Speak Up* for safety
- **STOP** in the face of uncertainty & **RESOLVE** questions and concerns

Debrief

5:1 Feedback
+ What went well?
Δ What did not go as planned, and *what will we do differently next time?*

Caring Reliably at Providence Health & Services – High Reliability Tones, Behaviors, and Tools
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