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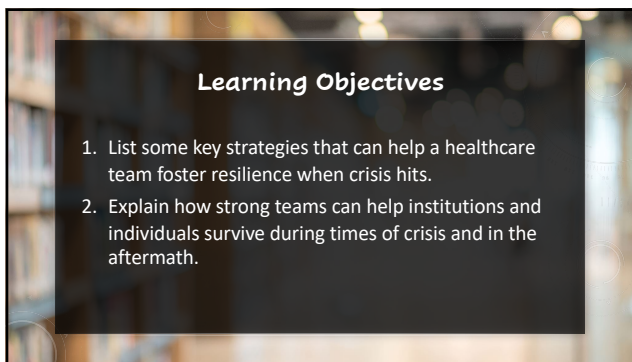
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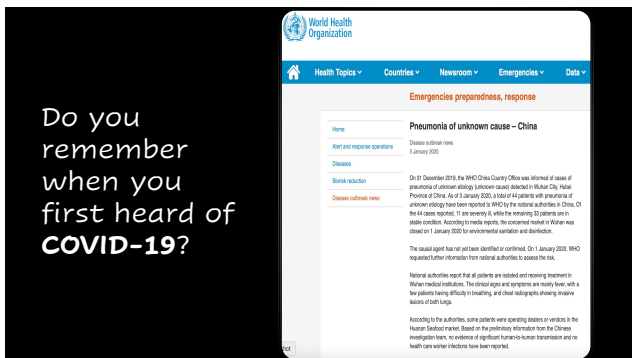
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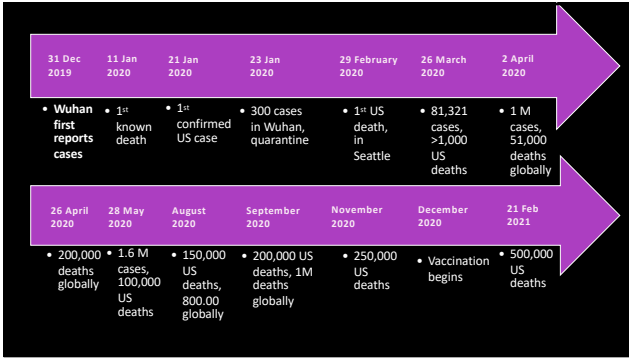
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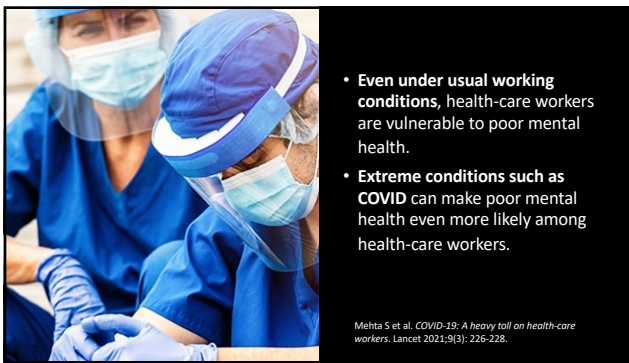
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**What kept healthcare teams going during the pandemic?**



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**Chronic stress saps a team's strength unless it's corrected**



Alliger GM, et al. Team resilience: How teams flourish under pressure. Organizational Dynamics 2015 Jul;44(3):176-184.

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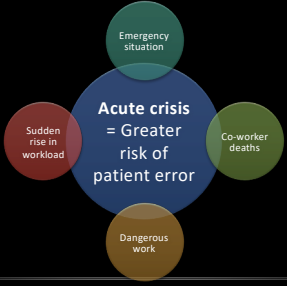
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**An acute crisis can demoralize a team**



Alliger GM, et al. Team resilience: How teams flourish under pressure. Organizational Dynamics 2015 Jul;44(3):176-184.

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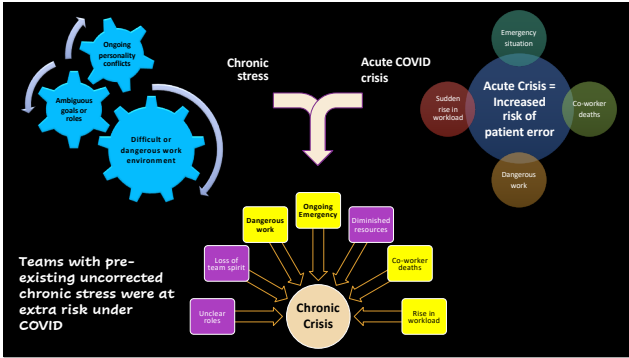
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### What is team resilience?

- The capacity of team to **withstand and overcome stressors** to enable sustained performance.
- Helps teams **bounce back from challenges** that can endanger cohesiveness and performance.

Alliger GM, et al. Team resilience: How teams flourish under pressure. Organizational Dynamics 2015 Jul;44(3):176-184.

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### Resilient individuals may not form a resilient team

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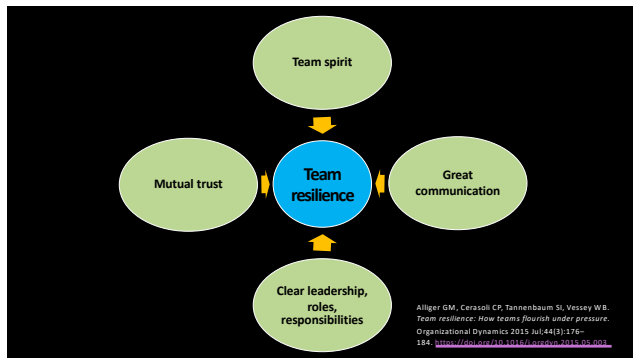
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<p><b>Brittle teams can falter when new challenges arise</b></p> <ul style="list-style-type: none"> <li>• Don't address challenges</li> <li>• Allow team health to diminish</li> <li>• Allow tangible and emotional resources to be drained</li> <li>• Remain less effective after a crisis</li> </ul>	<p><b>Resilient teams are ready for new challenges</b></p> <ul style="list-style-type: none"> <li>• Address challenges promptly</li> <li>• Maintain team health</li> <li>• Preserve and renew needed resources</li> <li>• Recover well when the crisis ends</li> </ul>
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Alliger GM, et al. Team resilience: How teams flourish under pressure. Organizational Dynamics 2015 Jul;44(3):176-184.

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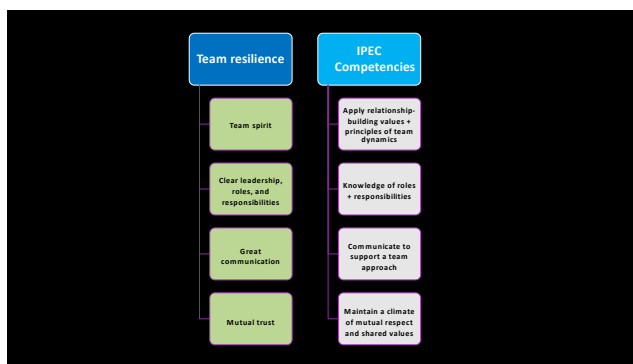
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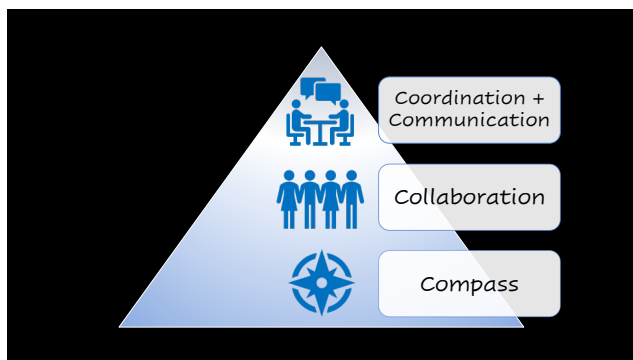
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**Team resilience**

- Team spirit
- Clear leadership + accountability; clear roles
- Great communication
- Mutual trust

**IPEC Competencies**

- Apply relationship-building values + principles of team dynamics
- Knowledge of roles + responsibilities
- Communicate to support a team approach
- Maintain a climate of mutual respect and shared values

### Compass

Teams need a shared mission – a moral compass

*“Behind many successful crisis responses ... are teams steeped in a sense of shared purpose that know how to self-organize quickly to maintain and enhance operations. “...organizations with a people-first culture of listening to stakeholders and serving others are better able to emerge from downward cycles...”*

Moss Kanter R., *Leading Your Team Past the Peak of a Crisis*. Harvard Business Review, 30 April 2020.

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### Collaboration

*“From the onset, COVID19 challenged long held healthcare values ... how would they allocate the limited supply of PPE? ... Do previously held beliefs about ... scope of practice make sense?”*

Sherwood G. *Three C's: Reflections for lessons learned in our changing world*. ICE Blog, 1 December 2020.

*“Don't forget the people behind the scenes.”*

Tannenbaum SI et al. *Managing teamwork in the face of pandemic: evidence-based tips*. BMJ Quality & Safety. 2021;30:59-63.

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**Team resilience**

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- Maintain a climate of mutual respect and shared values

### Coordination

*“During the pandemic, when work tempo is high and new treatments and care processes are being adopted, team members can readily develop different understandings about the purpose of an action or about responsibilities...”*

*“Emphasise and promote team mutual monitoring...”*

*“Help team members address concerns with their ‘home team’.”*

Tannenbaum SI et al. *Managing teamwork in the face of pandemic: evidence-based tips*. BMJ Quality & Safety. 2021;30:59-63.

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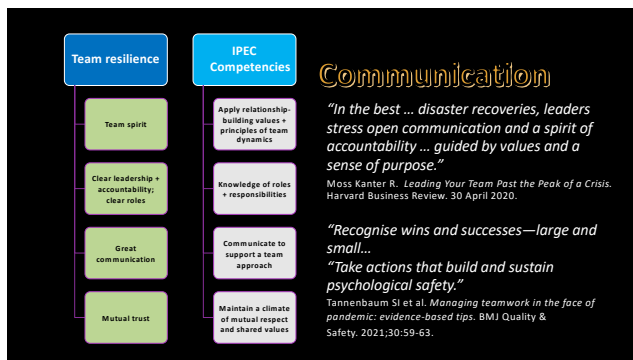
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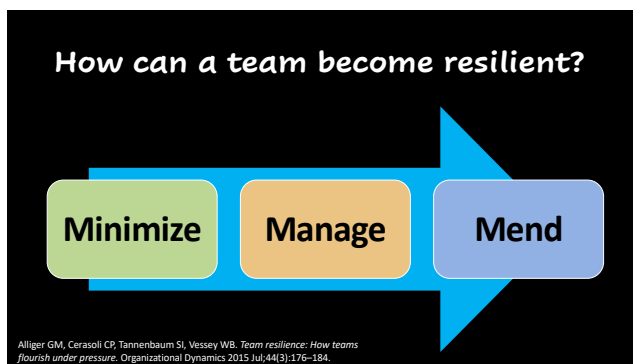
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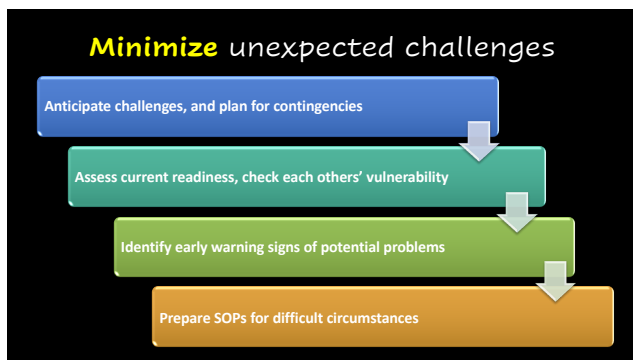
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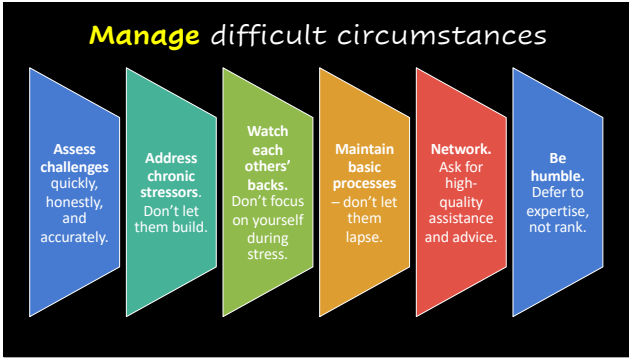
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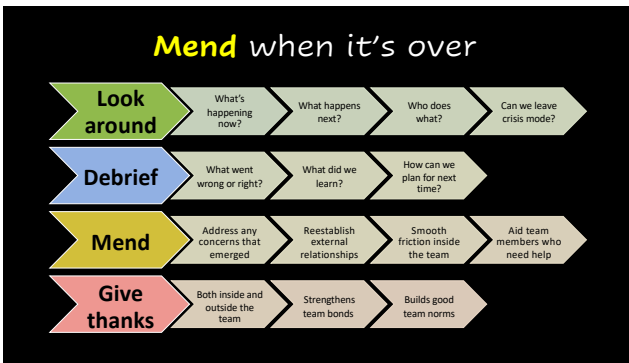
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### Obsession with details saved many lives from cholera pandemic



Illustration By Alexander Bertram-Powell

- Cholera killed 150,000 Americans between 1832-1849
- Caused by “bad air”?!?
- 1854 – Deadly outbreak in London
- John Snow traced it to water pump
- Pump closed – epidemic ended
- *Vibrio cholerae* ID'd 30 years later

Frerichs, R. John Snow site. Department of Epidemiology, Fielding School of Public Health, University of California at Los Angeles.

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### Noticing cowmaids led to vaccinations

- Smallpox killed 400,000/year
- Inoculation with smallpox not 100% safe (“inoculare” = to graft)
- Edward Jenner knew cowmaids didn't get smallpox
- Made first rigorously tested vaccination from cowpox pus - much safer (“vacca” = cow)



Riedel S. Edward Jenner and the history of smallpox and vaccination. Proc (Bayl Univ Med Cent). 2005;18(1):21-25.

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### Being untidy led to antibiotics

- Treatable infections killed 200,000/year in USA
- 1928 - Alexander Fleming didn't cover culture dishes
- Bread mold grew, not bacteria
- Penicillin added 5-10 years to US life expectancy



Gaynes R. The Discovery of Penicillin—New Insights After More Than 75 Years of Clinical Use. Emerg Infect Dis. 2017;23(5):849-853.

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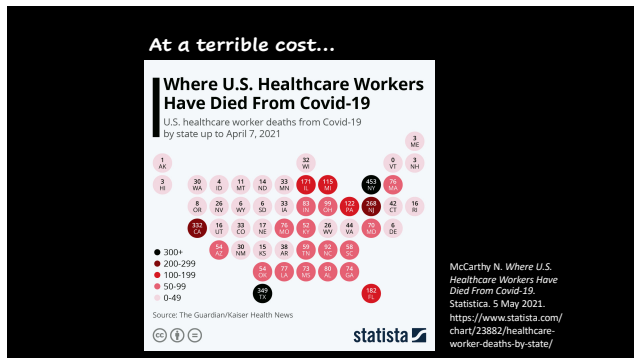
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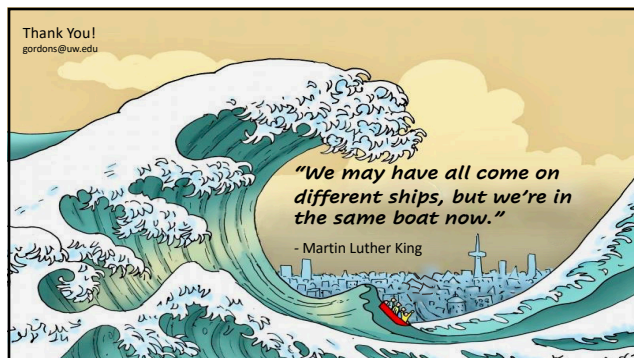
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