

## Team Communication: An Educational Perspective



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1

## Disclosures

- Principal Faculty, Harvard Center for Medical Simulation
- Faculty, PAEDSIM e.V.
- Faculty, Debriefing Academy
- RCSI SIM is a CAE Healthcare Centre of Excellence and receives an unrestricted grant to support its educational and research activities



2



3

## Team Communication

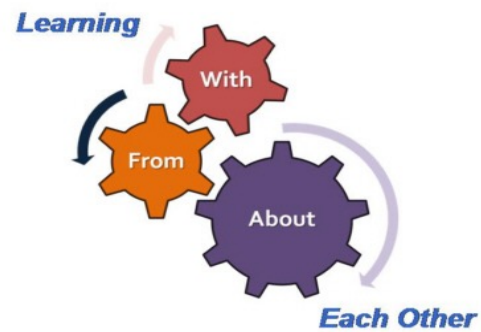


4

## Team Communication = *Learning*



5



6

**communication breaks down**



7

**When  
communication breaks down,  
patient care breaks down**



8

**When  
communication breaks down,  
patient care breaks down  
*and learning breaks down***

*Eppich et al. 2016*



9

*Disruptive  
behavior*

*“Pimping”*

**“Speaking up”**

*Witnessing  
rudeness*



10

## Shedding new light on tribalism in health care

Jennifer Weller

MEDICAL EDUCATION 2012; 46: 132–142

***“Us” vs. “them”***



11

## The wolf you feed: Challenging intraprofessional workplace-based education norms

Renée E. Stalmeijer<sup>1</sup> | Lara Varpio<sup>2</sup>

*Medical Education*. 2021;55:894–902.

## Changing workplace-based education norms through ‘collaborative intentionality’

Marie Morris<sup>1</sup> | Walter J. Eppich<sup>2</sup>

DOI: 10.1111/medu.14564



12

## From 'them' to 'us': bridging group boundaries through team inclusiveness

Walter J Eppich<sup>1</sup>  & Jan B Schmutz<sup>2</sup> 

MEDICAL EDUCATION 2019

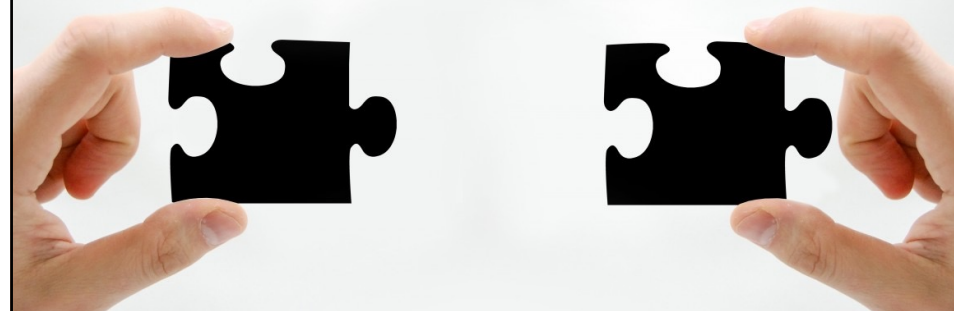


13

***Inclusive leadership***

***Inclusive leader  
language***

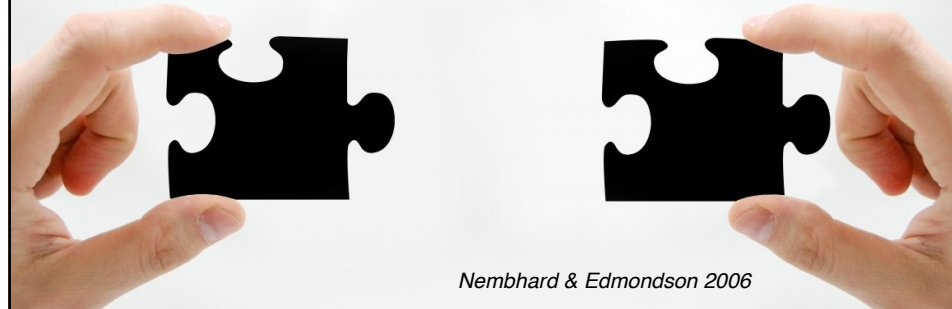
***Team reflection***



14

## ***Inclusive leadership***

Inviting and appreciating others' contributions



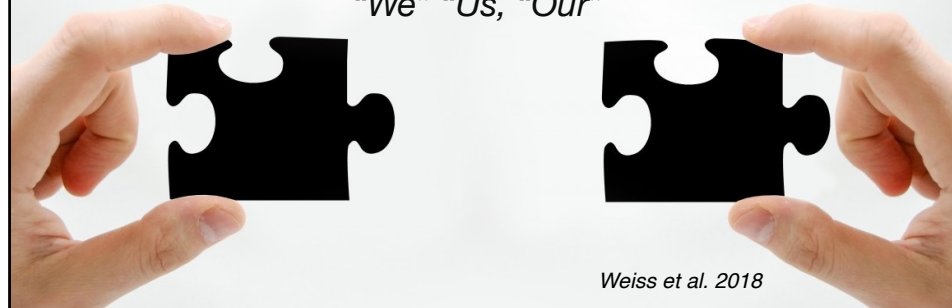
*Nembhard & Edmondson 2006*

15

Explicit invitations for  
out-group members

## ***Inclusive leader language***

Implicit language for in-group members:  
"We" "Us, "Our"



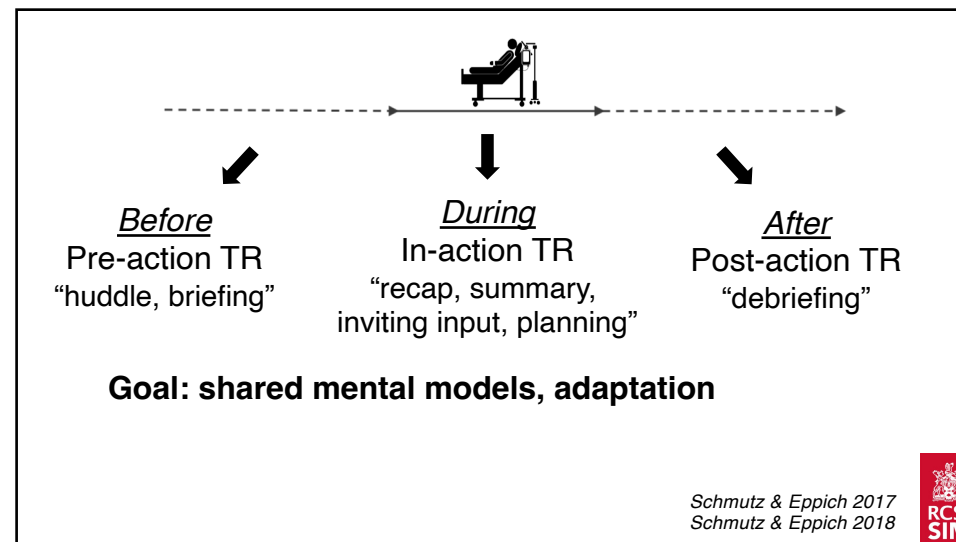
*Weiss et al. 2018*

16

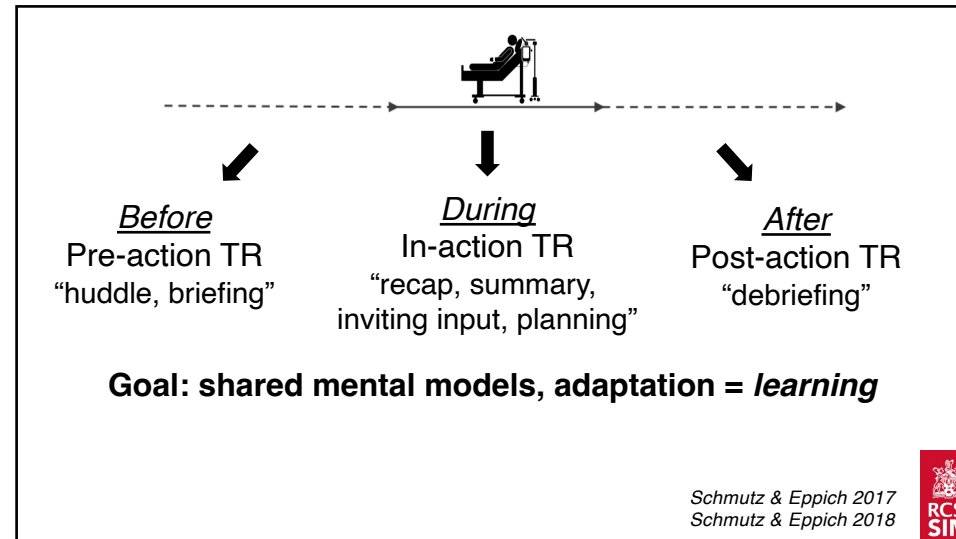




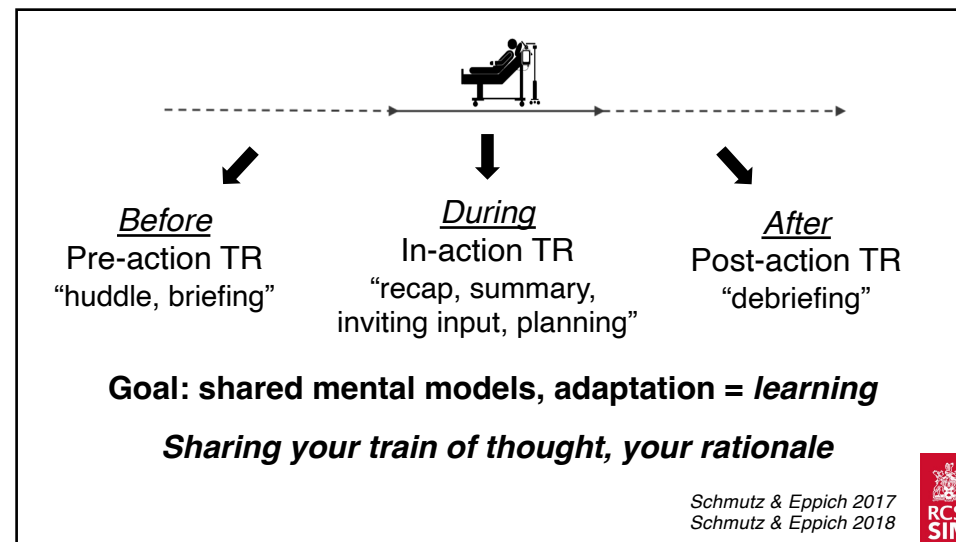
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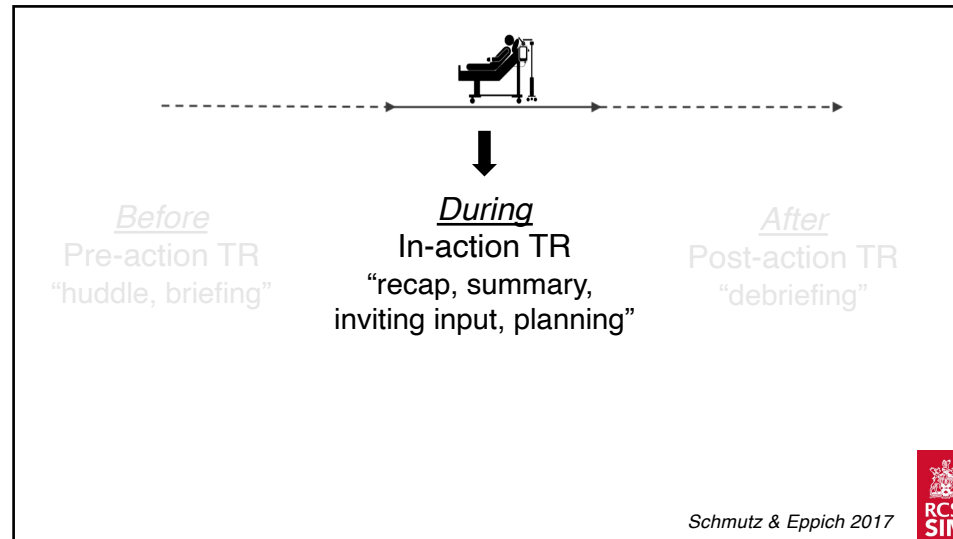
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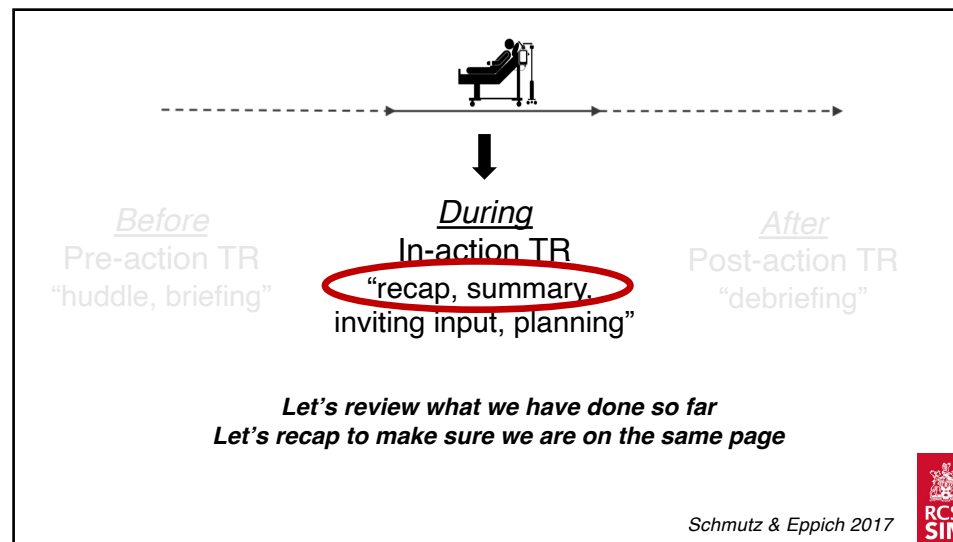
19



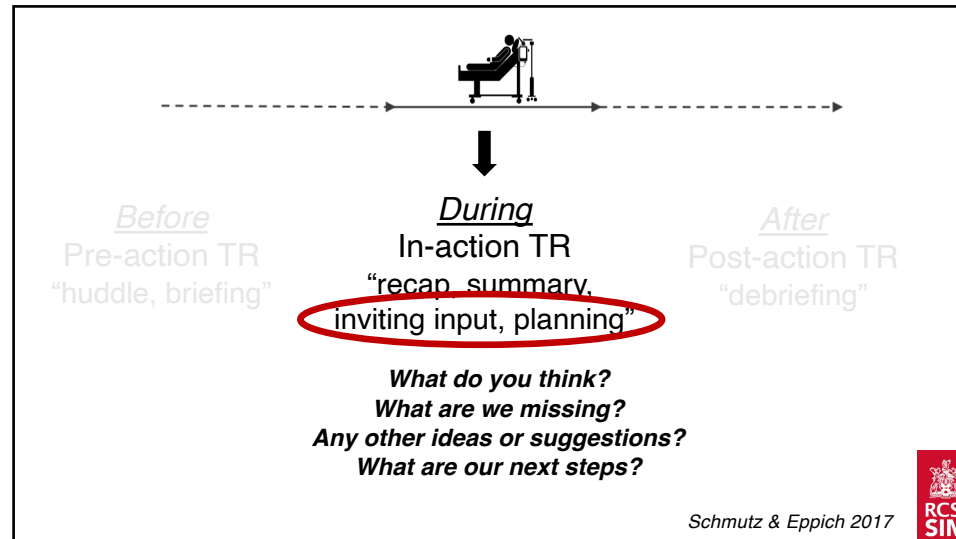
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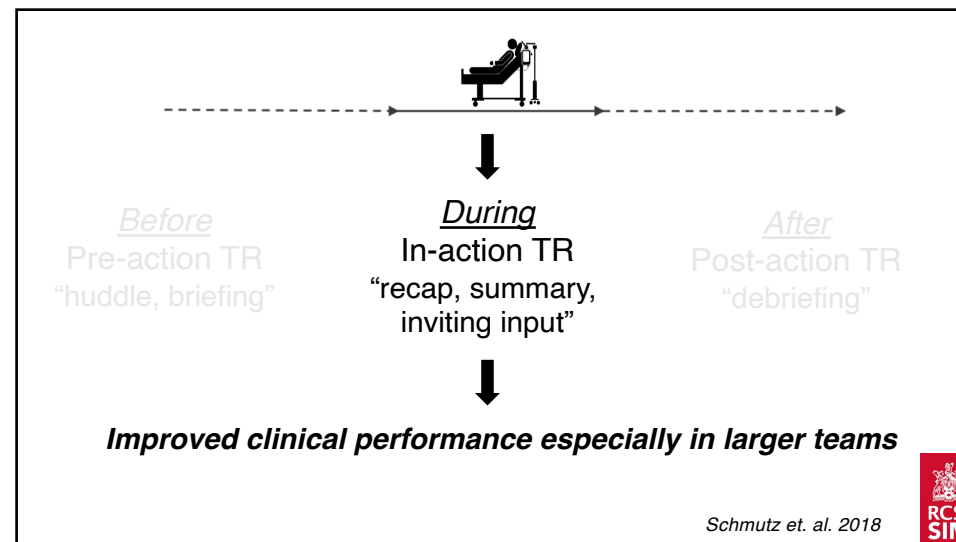
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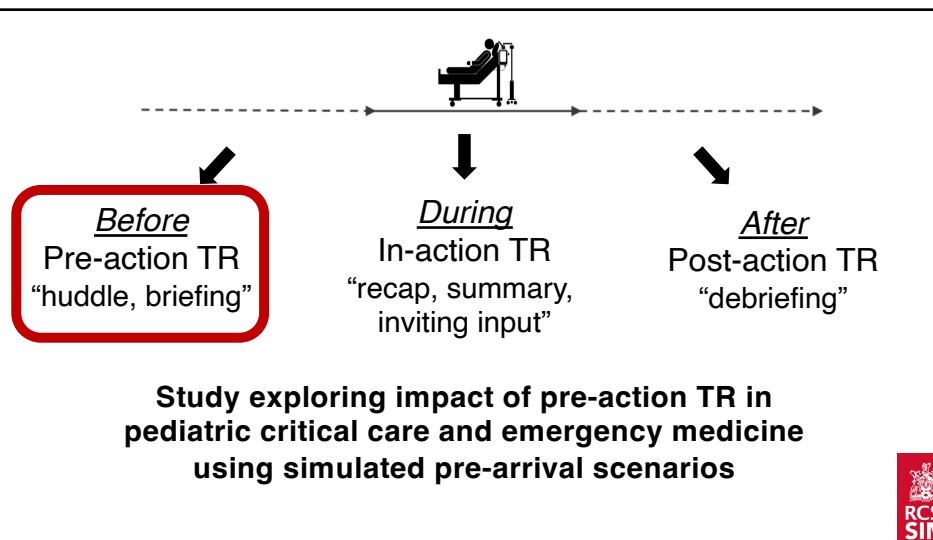
## Reflection on the Fly: Development of the Team Reflection Behavioral Observation (TuRBO) System for Acute Care Teams

Jan B. Schmutz, PhD, Zhike Lei, PhD, and Walter J. Eppich, MD, PhD

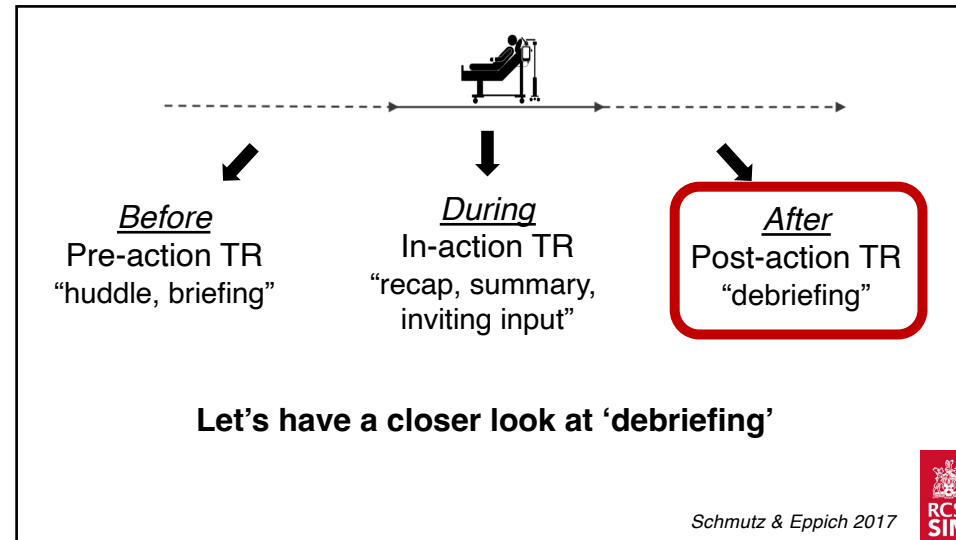
Acad Med. 2021;96:1337–1345.



25



26



27

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**PRACTICE POINTER**

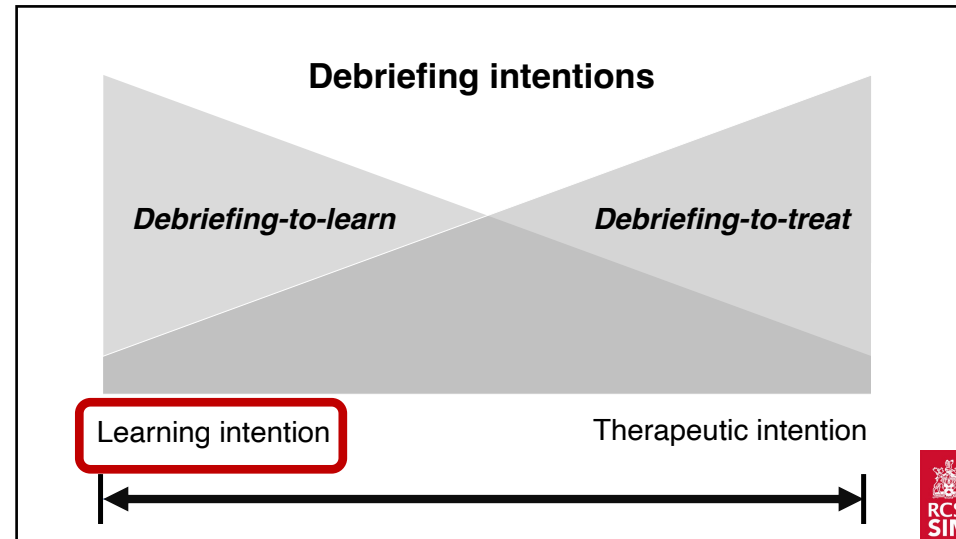
**Team debriefings in healthcare: aligning intention and impact**

Michaela Kolbe,<sup>1,2</sup> Sven Schmutz,<sup>3</sup> Julia Carolin Seelandt,<sup>1</sup> Walter J Eppich,<sup>4</sup> Jan B Schmutz<sup>2</sup>

*BMJ 2021;374:n2042*

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28




29

Canadian Journal of Emergency Medicine  
<https://doi.org/10.1007/s43678-022-00396-9>

EDITORIAL

**Stop asking if it works, start making it happen: exploring barriers to clinical event debriefing in the ED**

Andrew Petrosniak<sup>1,2</sup>  Josephine Gabriel<sup>3</sup> · Eve Purdy<sup>3,4</sup>

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30



31



32



### What enables adaptation in Antarctic teams?

- Field observations during field missions, formal meetings and informal leisure time
- 46 semi-structured interviews [2018, 2020]
  - Members of Antarctic research teams
  - Logistics staff (boat drivers, coordinators, mechanics)



33

### Lessons relevant for healthcare

- Relationships matter--social cohesion: “building trust”; “my team has my back”
- Preparation for critical events happens long before the critical event
  - Informal time (“hanging out”, meals, social activities)
- Briefings and debriefings occur—formally *and* informally
- In-action TR is essential and promotes adaptation



34

## Conversational Learning in Health Professions Education: Learning Through Talk

Walter J. Eppich, Jan Schmutz, and Pim Teunissen

© Springer Nature Singapore Pte Ltd. 2022  
D. Nestel et al. (eds.), *Clinical Education for the Health Professions*,  
[https://doi.org/10.1007/978-981-13-6106-7\\_48-1](https://doi.org/10.1007/978-981-13-6106-7_48-1)



35

JOURNAL OF CHANGE MANAGEMENT:  
REFRAMING LEADERSHIP AND ORGANIZATIONAL PRACTICE  
2021, VOL. 21, NO. 3, 269–286  
<https://doi.org/10.1080/14697017.2021.1928910>



REFLECTION

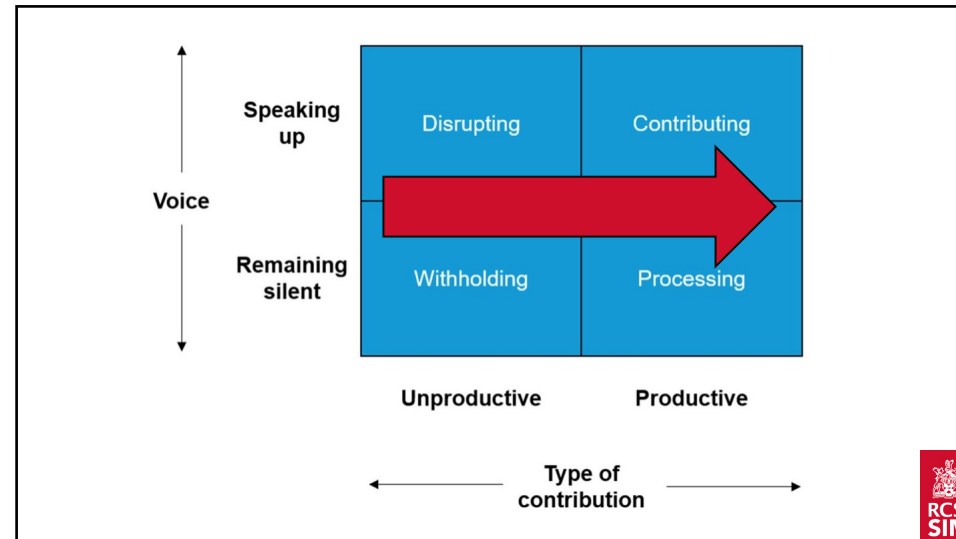
### Reflections: Voice and Silence in Workplace Conversations

Amy C. Edmondson<sup>a</sup> and Tijs Besieux<sup>b</sup>

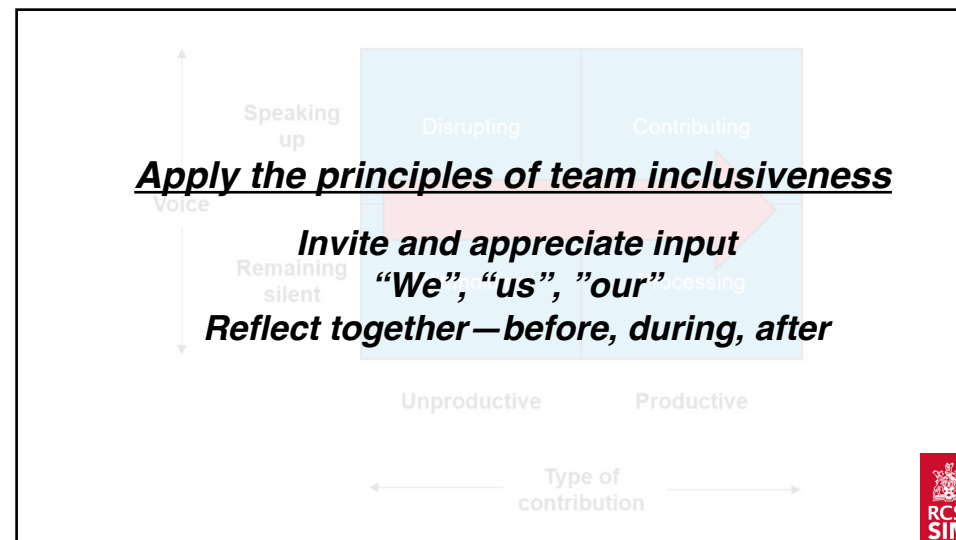
***‘Productive conversational matrix’***



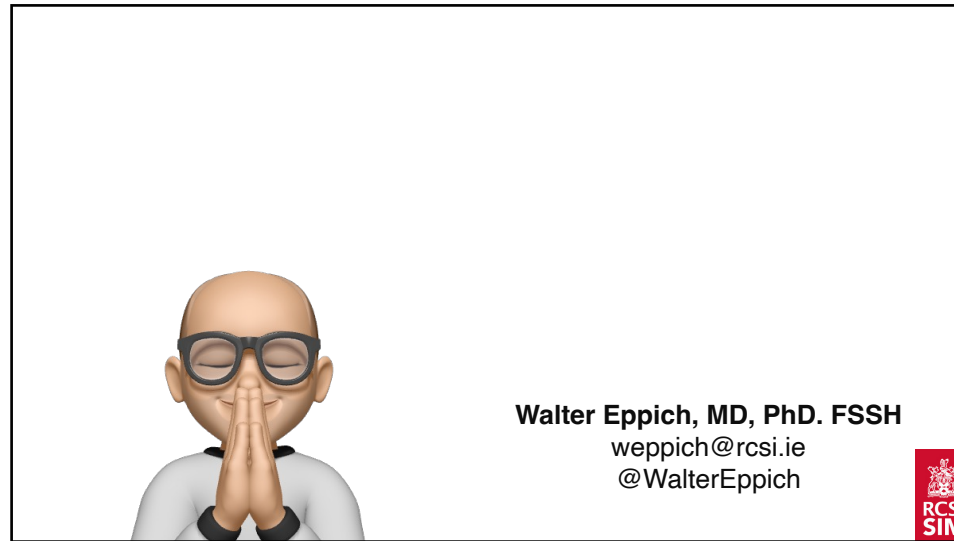
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37



38



39