



ECCU 2017 CONFERENCE & EXHIBITION • A CALL TO ACTION...AND ALL THAT JAZZ!

Culture Change and Accountability—Practical Essentials for Global SCA Survival

*Tom Holloway, Ph.D.
U.S. Federal Aviation Administration*

ECCU2017 
Emergency Cardiovascular Care Update

 **CITIZEN CPR
FOUNDATION**
Helping citizens and communities save lives

Presenter Disclosure Information

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Culture Change and Accountability—Practical Essentials for Global SCA Survival
U.S. Federal Aviation Administration

FINANCIAL DISCLOSURE:

- The author has not received grants or other financial compensation from companies in the resuscitation field.
- The author is licensed by VitalSmarts to present the Influencer™ training and the Crucial Accountability™ training within FAA. He receives no financial compensation from VitalSmarts.

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- None

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- The mention of specific product names and/or companies does not constitute endorsement by the Federal Aviation Administration.
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Context

“Although ***breakthroughs in understanding and treatment are impressive***, the ***ability to consistently deliver timely interventions and high-quality care is less than impressive***. The ***result is too many people dying*** from cardiac arrest. Based on recent estimates, ***more than 1,600 people*** suffer a cardiac arrest ***every day*** in the United States, defining an ***immense and sustained public health problem***.”

National Academy of Sciences IOM (Institute of Medicine). 2015. Strategies to improve cardiac arrest survival: A time to act. Washington, DC: The National Academies Press, p. 1 Used by permission.

“The ***resuscitation field is well positioned to*** capitalize on an existing and substantial knowledge base and to ***improve health outcomes from cardiac arrest over the next decade.*** However, ***it must first overcome internal and external challenges in a cohesive and coordinated manner to maximize high-functioning survival rates for almost 600,000 individuals annually.***”

National Academy of Sciences IOM (Institute of Medicine). 2015. Strategies to improve cardiac arrest survival: A time to act. Washington, DC: The National Academies Press, p. 4. Used by permission.

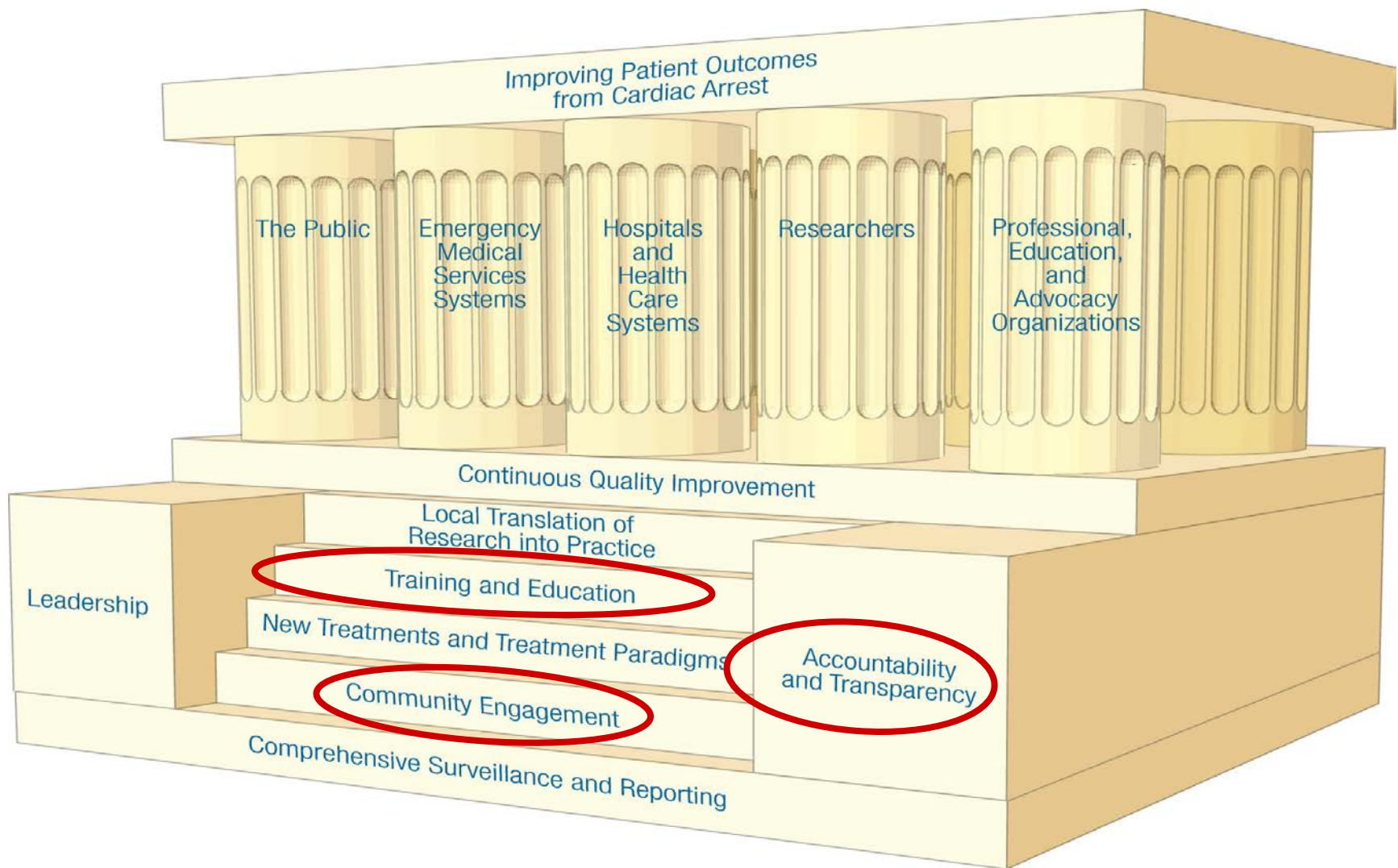


FIGURE S-2 A unifying framework for improving patient outcomes from cardiac arrest.

National Academy of Sciences IOM (Institute of Medicine). 2015. *Strategies to improve cardiac arrest survival: A time to act*. Washington, DC: The National Academies Press, p. 7 Used by permission.

Recommendation 2. Foster a Culture of Action Through Public Awareness and Training

State and local departments of health and education, and leading organizations in cardiac arrest response and treatment, should ***partner*** with training organizations, professional organizations, public advocacy groups, community and neighborhood organizations and service providers, and local employers to promote public awareness of the signs, symptoms, and treatment of cardiac arrest. These efforts require public cardiopulmonary resuscitation (***CPR***) and automated external defibrillators (***AED***) training across the lifespan, creating ***a culture of action that prepares and motivates bystanders to respond immediately*** upon witnessing a cardiac arrest.

National Academy of Sciences IOM (Institute of Medicine). 2015. *Strategies to improve cardiac arrest survival: A time to act*. Washington, DC: The National Academies Press, p. 13 Used by permission.

Disproportionate Influence

There are certain moments (**crucial moments**) and certain behaviors (**vital behaviors**) that have an unusually large impact on the outcome.

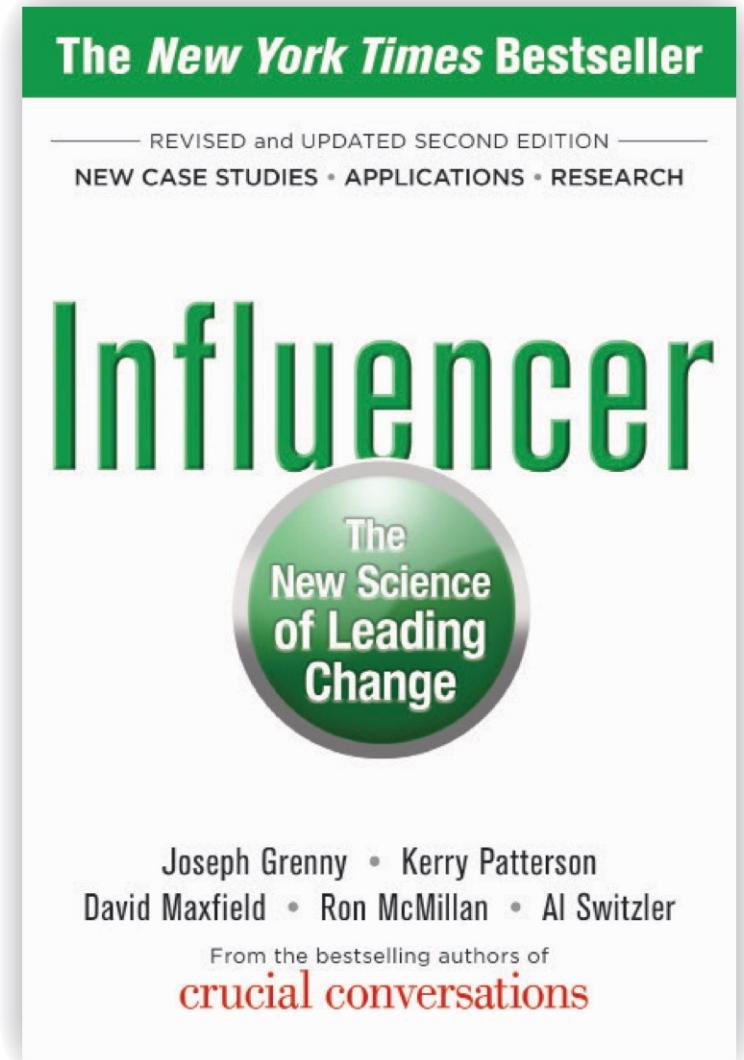
Framework for Culture Change

Academic Research Basis



ALBERT BANDURA

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The most important capacity we possess is **the ability to influence behavior**—that of ourselves or others.

“I haven’t got the slightest
idea how to change people,

but I keep a long list of
prospective candidates just in
case I should ever figure it out.”

David Sedaris

We Lack Influence

Dieters spend \$40 billion a year and 19 out of 20 lose nothing but their money.

**National Eating
Disorders Association**

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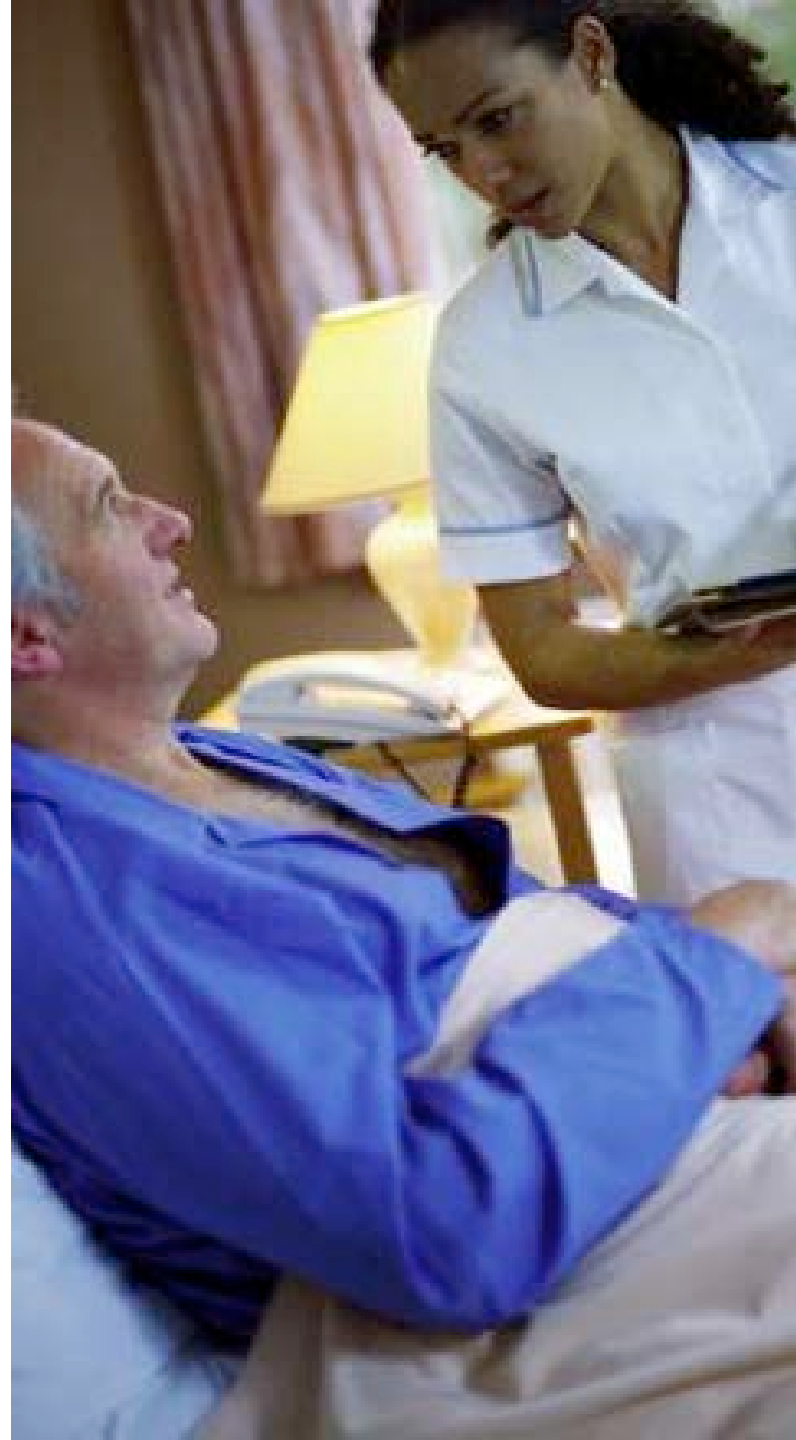


We Lack Influence

Two years after receiving coronary bypass surgery to save their lives, 90% of patients are back to old behaviors.

**Dr. Edward Miller,
Johns Hopkins University**

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Your world is perfectly
organized to create and accept
the behavior you're currently
experiencing.

Influencer Model™

CRUCIAL MOMENTS



3. How will you motivate and enable change?

2. What few behaviors will lead to the greatest amount of change?

1. What do you want to achieve?

Six Sources of Influence

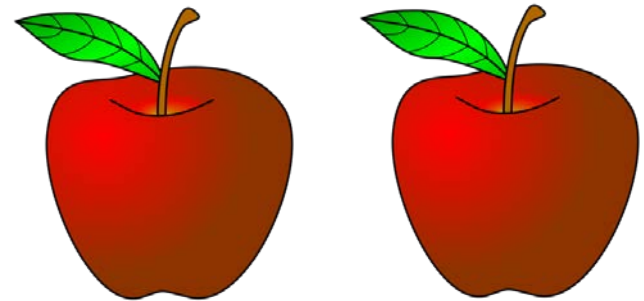
If you want to influence a persistent problem, you'll need to draw on many sources of influence.

	MOTIVATION	ABILITY
PERSONAL	1 Make the Undesirable Desirable	2 Surpass Your Limits
SOCIAL	3 Harness Peer Pressure	4 Find Strength in Numbers
STRUCTURAL	5 Design Rewards & Demand Accountability	6 Change the Environment

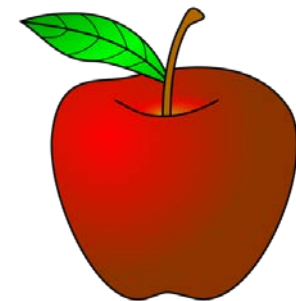
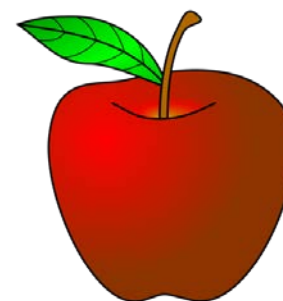
Example: Weight Loss

Desired Result: Achieve and maintain a weight of no more than 170 pounds by February 14, 2018

Crucial Moments:
Purchasing snacks,
eating snacks



	MOTIVATION	ABILITY
PERSONAL	1 What do I really want?	2 Get smarter, I really can do this!
SOCIAL	3 Friends vs. "accomplices"	4 Who buys the snacks and what do they buy?
STRUCTURAL	5 Reward small victories	6 Where do I keep which snacks?



How to 10X Your Influence

2008 “Best Change Article”

- Leaders who combine 4 Sources of Influence are 10 times more successful.
- But only 5% follow this approach.
- Common sense isn't always common practice!



Influence vs. Quick Fix

- Influencers succeed where the rest of us fail because they “over determine” success.
- They marshal a critical mass of all Six Sources of Influence to make change inevitable.

Some Proven Applications

- Prevention of hospital-acquired infections
- Eradication of Guinea worm disease
- Prevention of domestic violence
- Prevention of criminal recidivism
- Reduction of divorce rate
- Education
- Micro-loans for economic development
- SCA Response

Application to SCA—the FAA Case Study

Federal Aviation Administration

- In every state in U.S.
- > 45,000 employees
- > 1,000 staffed facilities

Towers, Air Route Traffic Control Centers, research facilities, system maintenance facilities, administrative offices, etc.



FAA Mission

**.to provide the safest,
most efficient aerospace
system in the world.**



FAA Involvement in other SCA Response Programs

In 1999 required all passenger carrying commercial airplanes to carry AEDs & train cabin crews.

Increasing SCA survival up to 48%.

Although not mandated, encouraged U.S. airports to establish AED Programs.

Dramatically increasing SCA survival rates at airports.



CITIZEN CPR
FOUNDATION
Training citizens and consumers save lives

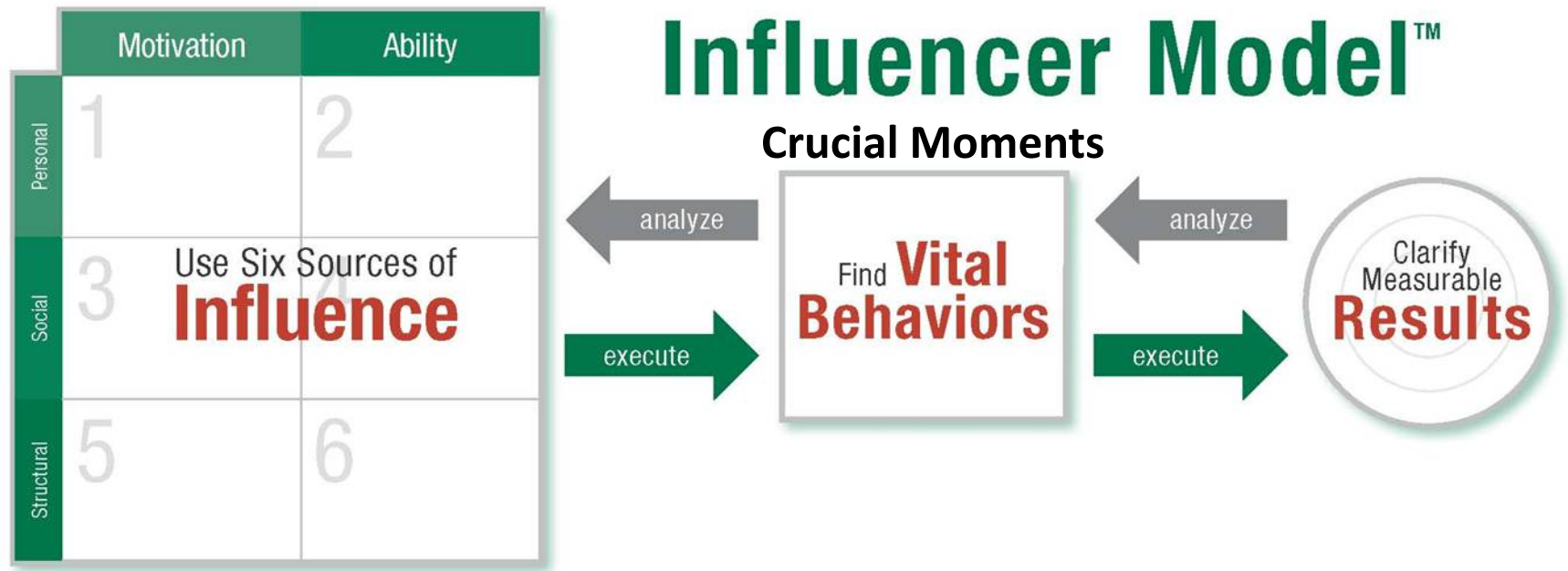
PAD Program for FAA Employees and Facilities

- 286 facilities
- >1,450 AEDs
- ~10,000 trained volunteers

How We Incorporated the PAD Program into the FAA Safety Culture



We Applied the Influencer Model™



Desired Results for FAA Personnel

- Someone responds with ability to SCA victim
- 100% response rate

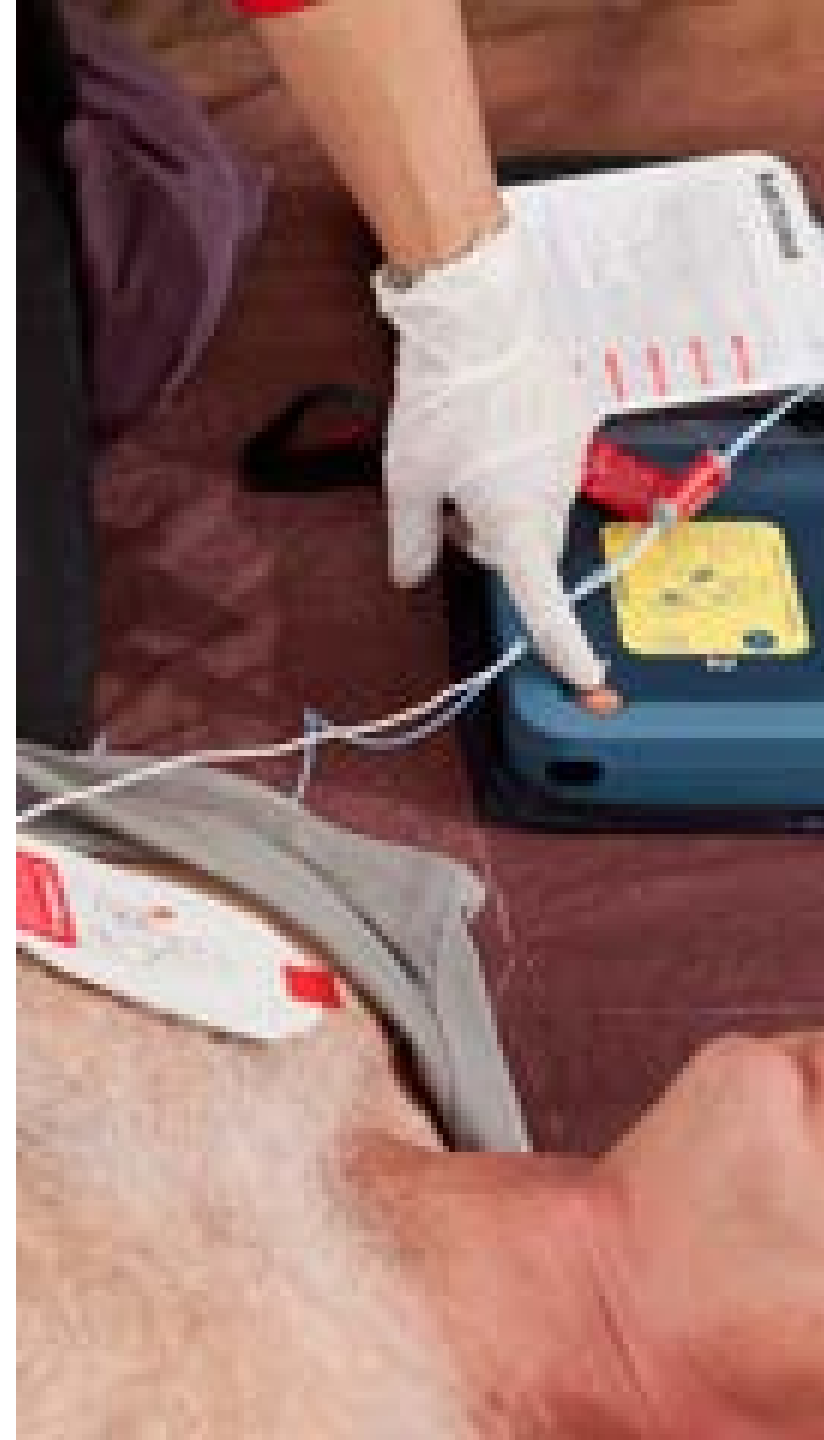
Crucial Moments— Emergency Response Team

- Witness a Sudden Cardiac Arrest
- Find someone who has collapsed
- Hear: “**Medical Emergency! We need an AED Responder!**”



Vital behaviors —Emergency Response Team

- Respond to notification of medical emergency
- Immediately retrieve an AED
- Serve as leader or team member as required
- Perform CPR
- Apply and operate AED
- Facilitate EMS arrival





Personal Motivation —MAKE THE **UNDESIRABLE DESIRABLE**

Reinforce self-image as caring and capable

Emphasize benefits to:

- Themselves
- Their co-workers
- Their loved ones



Personal Ability— **PREPARE TO SURPASS YOUR LIMITS**

- Establish realistic goals—
“respond with ability” vs “save lives”
- CPR/AED skills training
- Build confidence
- Coaching, not lecturing
- Provide individual validation of competence.
- Non-technical skills—leadership,
teamwork & comfort



Social Motivation —HARNESS PEER PRESSURE

- Community with a vital common goal
- Organizational leadership participation
- Encourage widespread participation
(15-20% staff trained at each facility)
- Trained responders help inform untrained co-workers about SCAs.



*FAA Administrator and senior officials during
CPR/AED skills class at FAA headquarters*



Social Ability— FIND STRENGTH IN NUMBERS

- Managers adjust employee schedules to encourage training and drills
- Overcome cultural norms together—address emotional and behavioral issues and barriers
 - Make training “personal”
 - Use self and peer modeling
 - Practice touching others
 - Practice “undressing” and attaching pads to a simulated “real victim”



Structural Motivation—DESIGN REWARDS & DEMAND ACCOUNTABILITY

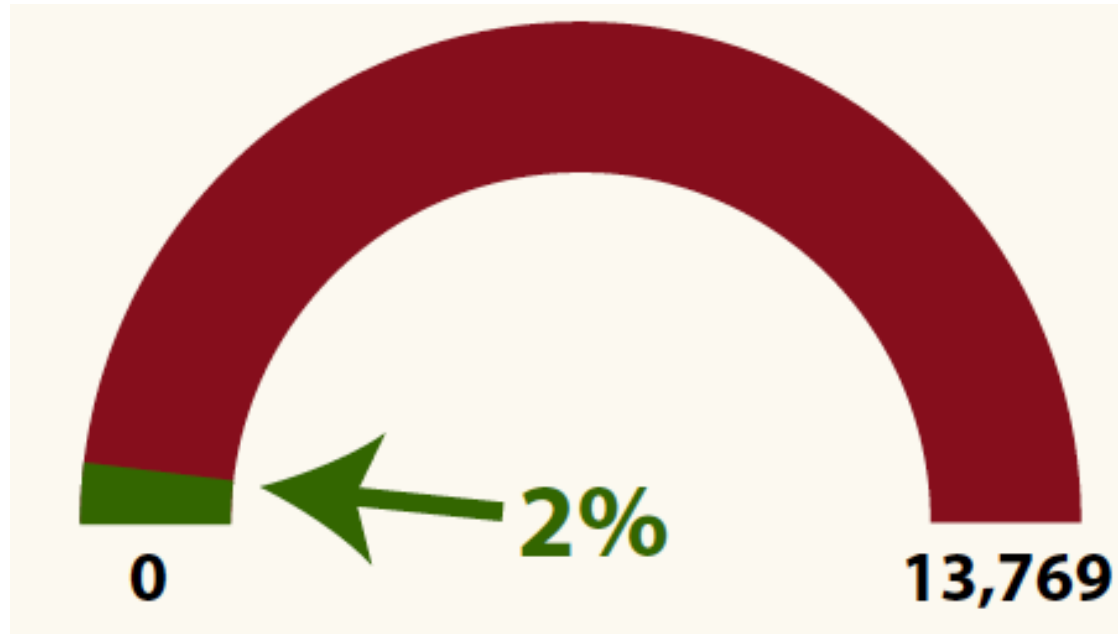
- Awards and Recognition
- Different roles so that the entire workforce can participate
- Newsletters and flyers about progress/success of program
- Status reports to facility and organizational leadership



Structural Ability— **CHANGE THE ENVIRONMENT**

- Enough AEDs for 3 minute “drop-to-shock” response
- Signs
- CPR/AED Training Kits for periodic ongoing learning drills and scenarios

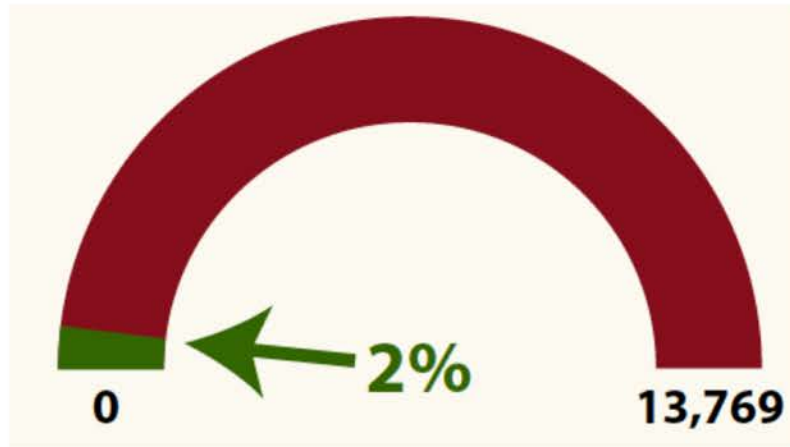
U.S. Published Nationwide SCA Response Rate*



***SCA Response = Bystander CPR + Application of AED prior to arrival of EMS**

Evaluation in the Resuscitation Outcomes Consortium Population of 21 Million Myron L. Weisfeldt, MD,* Colleen M. Sitlani, MS,† Joseph P. Ornato, et. Al. J Am Coll Cardiol. Apr 20, 2010; 55(16): 1713–1720.

U.S. SCA Response Rate



FAA SCA Response Rate



FAA Results

- 100% response rate over 6 years
 - 90% were lay-responders
- 80% cardiac arrests were witnessed
 - 87% response < 4 minutes
 - 100% converted to stable rhythm
 - 100% achieved spontaneous circulation
 - 100% admitted to hospital
 - **75% discharged with normal neurologic function**

JUNE 15, 2015 NY FAA TRACON Save



Left to right: New York TRACON Operations Manager Jeffrey Brooks, Controller Mike Pitt, Technician Robert Lynn, Traffic Management Coordinator Terrence Ryan, Traffic Management Supervisor Christopher Leigh, and Controller Andrew Samour display their “2nd Chance at Life” commendation awards.



Left to right: Director of CPR/AED Training for Emergency University Frank Poliafico, RN, Controller Neil O’Toole, CPR/AED Instructor Bob Meyer, and O’Toole’s daughter Kelli Patterson. (Photo: FAA)



December 16, 2011

At the time of his SCA event, Capt. Matt Taylor's wife Dawn was 6 months pregnant and has since given birth. Several months later, while holding his beautiful baby girl Stella, Matt said:

“Had it not been for the actions of the FAA inspectors, my daughter would have never have known what it was like to be held & loved by her dad.”



SCA Response Programs Save Lives & Preserve Families



Framework for Accountability

We'll learn to:

- Diagnose why someone falls short of set expectations.
- Create a plan that both motivates and enables the other person to successfully change his or her behaviors.



It's About Gaps



For Example:

- An employee isn't finishing projects on time.
- Your boss commits you to an impossible deadline.
- Your teenage son comes home with unacceptable new body art.
- A client is violating the law.
- You need to tell Granddad that he can no longer drive the car.
- A nurse needs to speak up to a disruptive physician.
- A volunteer doesn't show up.

PROBLEM

We face gaps that keep us from the results we want, but we aren't able to effectively close the gaps and hold others accountable.

SOLUTION

Learn powerful skills for thinking about, talking about, and closing gaps between what we want and what we get.

Agenda

Introduction:

- What **Crucial Accountability** is and why it is important.

Overview:

- The power of the Crucial Accountability **Process**



When faced with
a broken promise,
violated expectation
or bad behavior...

When we're disappointed,
we have two choices...

- Talk it out.
- Act it out.

We act it out in two ways and both are costly.

- 1. We avoid, avoid, avoid, or avoid**
- 2. We intimidate—threaten, compel, or coerce**



Costs of Avoidance are Enormous

At the heart of almost all chronic problems are issues we haven't confronted.

When we avoid crucial accountability discussions:

- We lower standards,
- We vote for the status quo
- We “act it out” in ways that perpetuate our problems.



What are the costs of intimidation?

The Law of the Hog:

Address a problem poorly, and you feed the hog.

Or we can talk it out.

- In the **worst** teams and relationships, few hold others accountable and fewer do it well.
- In the **good**, supervisors and people with power address problems.
- In the **best**, anyone can hold anyone accountable.

Agenda

Introduction:

- What **Crucial Accountability** is and why it is important.

Overview:

- The power of the Crucial Accountability **Process**

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING

MY MEANING

Describe the Gap

SAFETY

POOL of
**SHARED
MEANING**

THEIR MEANING

Make It Safe

SAFETY

DIAGNOSE

	DIAGNOSE	
	MOTIVATION	ABILITY
MAKE IT MOTIVATING	1	2
	3	4
STRUCTURAL	5	6

MAKE IT EASY

AFTER

MOVE TO ACTION

Who does What by When
Follow up

Get Unstuck, Start with Heart

The Problem: You're confused or frustrated in your crucial accountability conversation. You walk away feeling unresolved or find yourself having the same conversation again later.

The Solution: Determine what the right crucial accountability conversation is.

1. **Unbundle** the problems with CPR.

Content

Pattern

Relationship

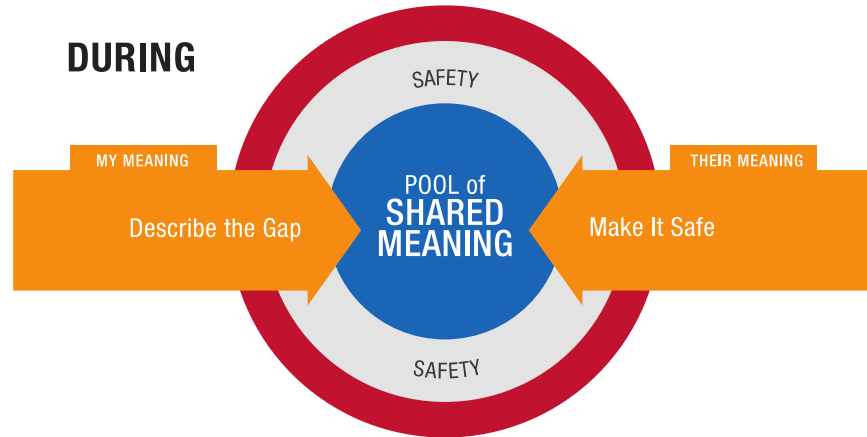
2. **Select** the right problem by focusing on what you really want—for yourself, for the other person, and for the relationship.

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



DIAGNOSE

		MOTIVATION	ABILITY
MAKE IT MOTIVATING	PERSONAL	1	2
	SOCIAL	3	4
	STRUCTURAL	5	6

AFTER

MOVE TO ACTION

Who does What by When
Follow up

Master My Stories

The Problem:

We can't influence behavior we don't understand.

During crucial accountability conversations, we quickly attribute behavior to evil motives... which makes us entirely ineffective at influencing it.

**What is the worst and
most hurtful way I can
see this?**

The Fundamental Attribution Error

“People are doing what they’re doing because they enjoy it.”

We get frustrated when we conclude they’re stupid.

We don’t get truly angry unless we conclude they’re evil.

The Fundamental Attribution Error



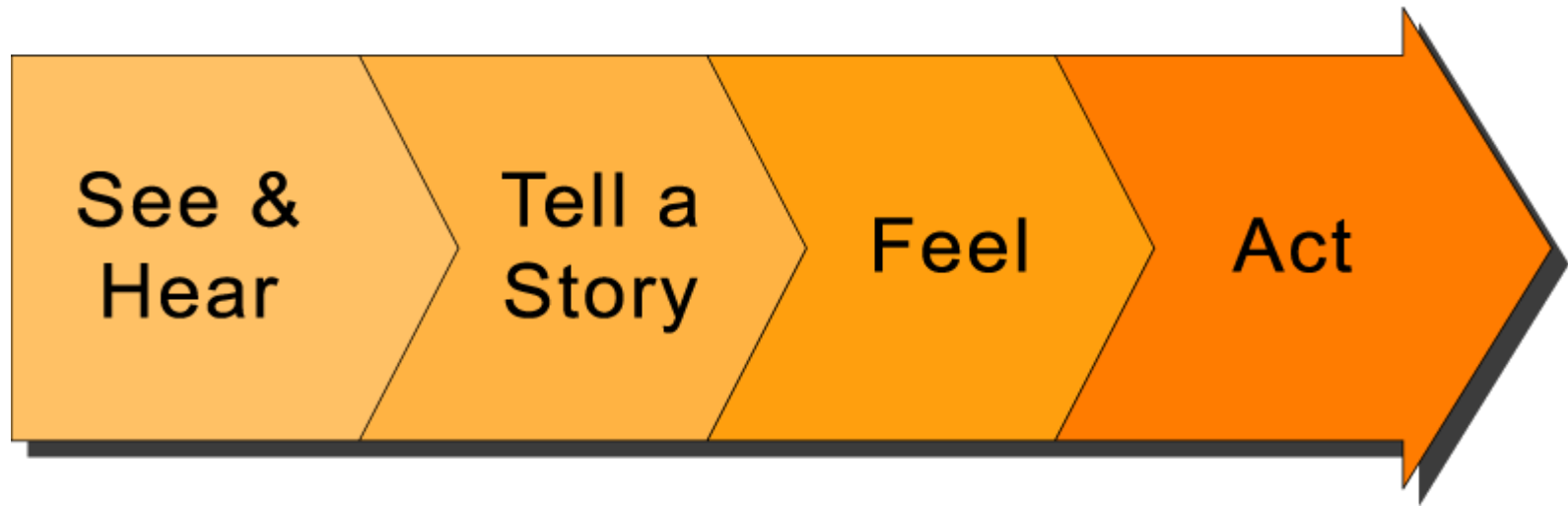
Master My Stories

The Solution:

When you look through all six influence windows to ***understand*** the behavior you'll be more successful ***influencing*** the behavior.

Where Do Emotions Come From?

(The Path to Action)



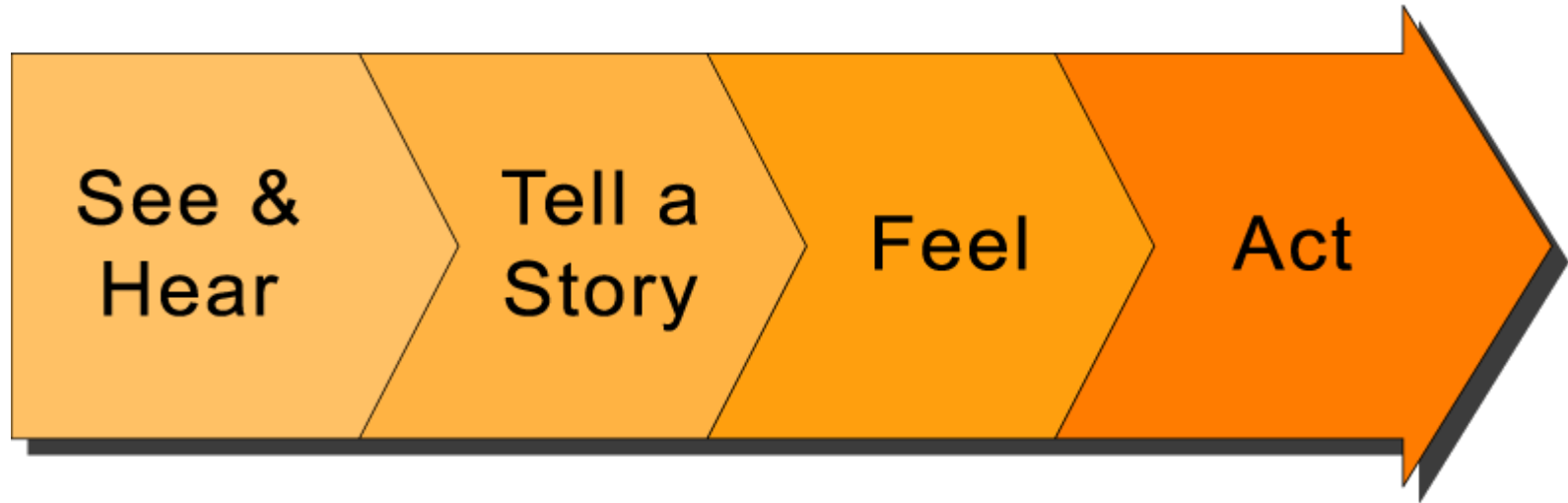
How do you get your head right?

Assault your story with questions. Force yourself to see the issue as ***possibly*** more complex than you do now.

The Humanizing Question

Why would a reasonable, rational, and decent person do this?

The Path to Action

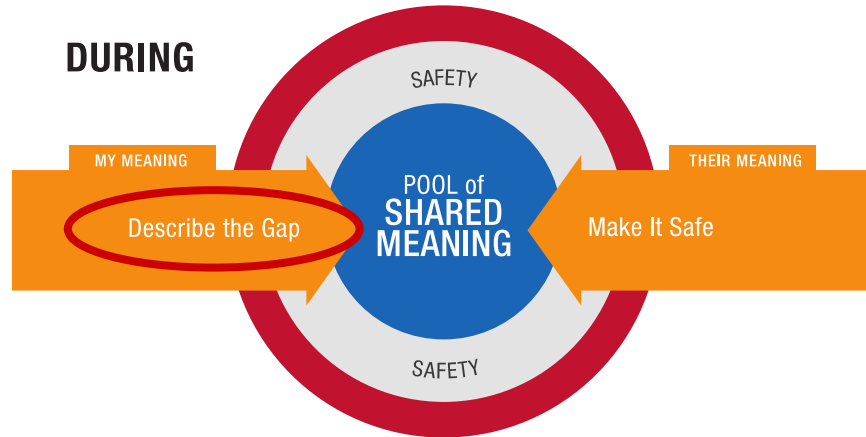


BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



DIAGNOSE

		MOTIVATION	ABILITY
MAKE IT MOTIVATING	PERSONAL	1	2
	SOCIAL	3	4
	STRUCTURAL	5	6

AFTER

MOVE TO ACTION

Who does What by When
Follow up

Describe the Gap

The Problem: We can make so many mistakes during the “hazardous half minute”.

The Solution:

Describe the Gap

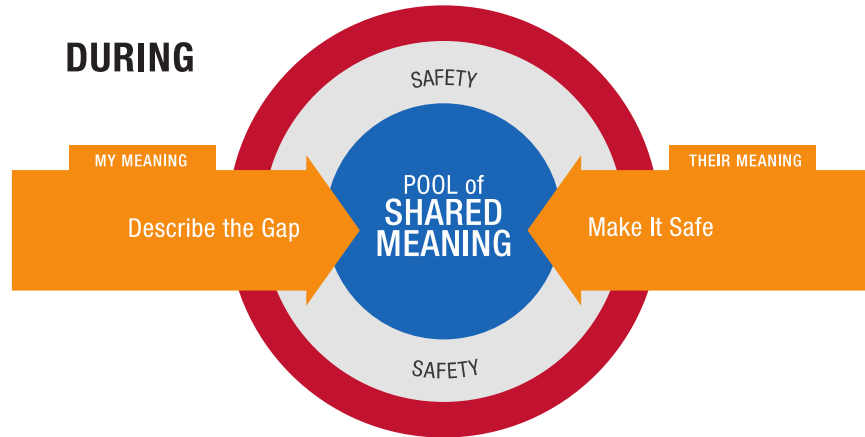
- Share your Path—facts first
- End with a Question

BEFORE

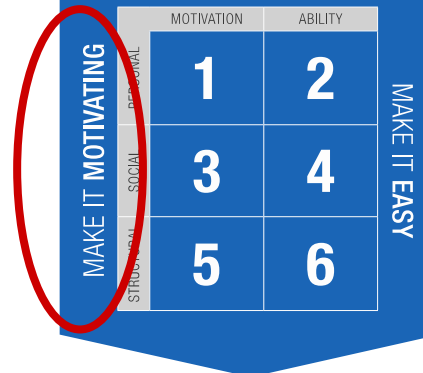
WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



DIAGNOSE



AFTER

MOVE TO ACTION

Who does What by When
Follow up

Make it Motivating

The Problem: When we think people don't care about our concern, we either start to coerce them, or wish we could.

The Solution: Make it motivating by *safely* exploring *natural* consequences.

Imposed Consequences

Anger, disapproval,
withdrawal of
affection, threats
to job, privileges,
status, etc.

Natural Consequences

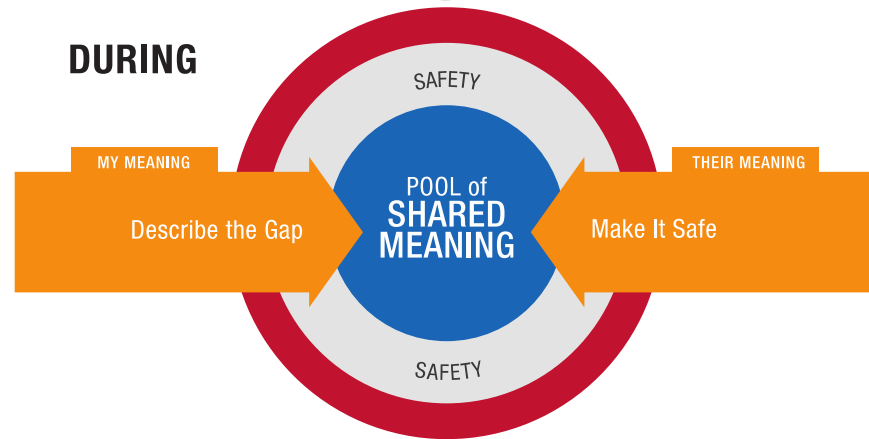
Pain or problems
people are already
experiencing or will
experience as a
result of their current
choices.

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



DIAGNOSE

MAKE IT MOTIVATING	MOTIVATION		ABILITY	
	PERSONAL	1	2	MAKE IT EASY
	SOCIAL	3	4	
	STRUCTURAL	5	6	

AFTER

MOVE TO ACTION

Who does What by When
Follow up

Make it Easy

The Problem: During crucial accountability discussions we leap quickly to motivate others but ignore ability barriers.

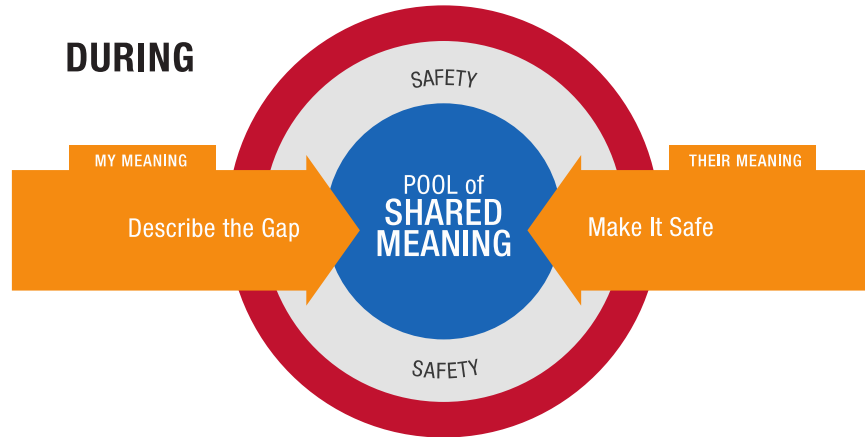
The Solution: Make it Easy—explore and remove all critical ability barriers.

BEFORE

WORK ON ME FIRST

Get Unstuck
Start with Heart
Master My Stories

DURING



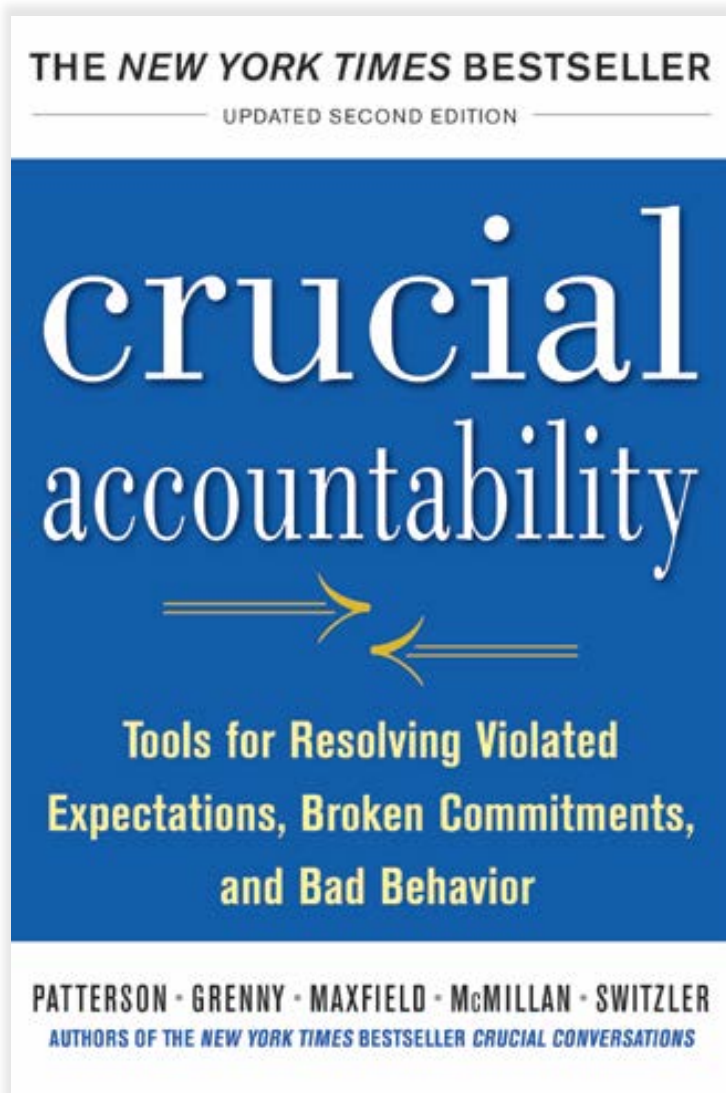
DIAGNOSE

		MOTIVATION	ABILITY
MAKE IT MOTIVATING	PERSONAL	1	2
	SOCIAL	3	4
	STRUCTURAL	5	6
		MAKE IT EASY	

AFTER

MOVE TO ACTION

Who does What by When
Follow up



Remember:

If you avoid accountability discussions, you lower the standard and are part of the problem.

If you intimidate when you hold people accountable, you feed the hog and are part of the problem.

Get better at Crucial Accountability, and you will dramatically improve both results and relationships.

Application to Volunteers

How do you hold volunteers
accountable when they don't meet
expectations?

Don't

- Assume you know why they let you down.
- Assume they knew what was expected
- Ignore your own part in the problem
- Berate, blame or belittle
- Lose your cool
- Attack the person

Do

- Prepare for the discussion
- Consider all six sources of influence.
- Diagnose before you prescribe
- Maintain safety—mutual purpose and mutual respect
- Brainstorm possible solutions
- Document who does what by when and how you will follow up.

In Summary

- Human behavior is complex, affected by six sources of influence:

Personal motivation	Personal ability
Social motivation	Social ability
Structural motivation	Structural ability
- To develop a Culture of Action for greater survival from Sudden Cardiac Arrest, we need to identify crucial moments and vital behaviors that have disproportionate influence. We then need to systematically apply the six sources of influence to promote those vital behaviors in those crucial moments to achieve that survival.
- The same six sources of influence will help us hold people accountable in a way that both gets the desired results and improves the working relationships.