



UNIVERSITY of CALIFORNIA
SAN DIEGO
SCHOOL OF MEDICINE

Leadership

A Respiratory Care Skill

Timothy A. Morris, MD FCCP

Medical Director of Respiratory Care

Clinical Service Chief, Pulmonary and Critical Care

University of California, San Diego



▼ RCP Leadership CE

[Back to CE Home Page](#)

A minimum of 10 hours of CE directly related to RCP Leadership must be earned during every renewal cycle. The following will be accepted as meeting the RCP Leadership criteria:

- ▶ Management: Training in case management, health-care financial reimbursement, health care cost containment or health care management.
- ▶ Educators: Training for educators who provide clinical respiratory care practice instruction.
- ▶ Effective Communication in Healthcare: Courses designed to improve communication between healthcare providers to reduce medical errors.
- ▶ Qualified Preceptorship: This is a new concept by the RCB to promote and expand quality preceptorship by incentivizing CE credit for participation.
- ▶ Law and Professional Ethics Course: This course is still required every other renewal cycle and will be counted toward the “Leadership” requirement.

$$P_{AO_2} = (P_{iO_2}) - (P_{ACO_2})/R + \frac{P_{ACO_2} * F_{iO_2} * (1-R)}{R}$$

$$P_{aCO_2} = \frac{K * VCO_2}{V_E (V_D * rate)} \quad pH = 6.1 + \log \frac{HCO_3}{P_{aCO_2} (0.03)}$$

$$C_{blood} O_2 = 1.34x[Hgb]x\%sat + 0.003xPO_2$$

$$C_a O_2 = (C_v O_2 \times Q_s/Q_t) + (C_i O_2 \times 1-Q_s/Q_t)$$

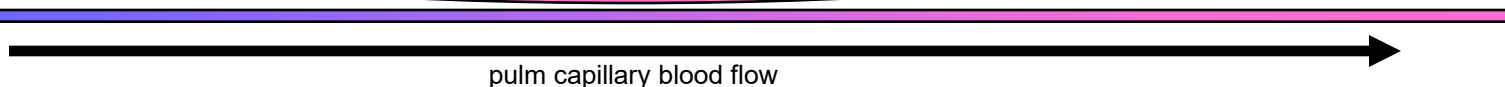
$C_v O_2$: O_2 content of mixed venous blood

$C_i O_2$: O_2 content of ideal (non-shunted) blood

Q_s/Q_t : shunt fraction

$P_{AO_2} = 100$
 $P_{AN_2} = 569$
 $P_{ACO_2} = 40$
 $P_{AH_2O} = 47$

$P_{AO_2} = 50$
 $P_{AN_2} = 619$
 $P_{ACO_2} = 40$
 $P_{AH_2O} = 47$



$Q_s/Q_t = 50\%$, $FiO_2 = 21\%$

- $P_{AO_2} = 100$
- $P_{vO_2} = 40$
- $S_{iO_2} = 98\%$
- $S_{vO_2} = 70\%$
- $S_aO_2 = 84\%$
- $P_{AO_2} = 50$

$Q_s/Q_t = 50\%$, $FiO_2 = 100\%$

- $P_{AO_2} = 669$
- $P_{vO_2} = 40$
- $S_{iO_2} = 100\%$
- $S_{vO_2} = 70\%$
- $S_aO_2 = 85\%$
- $P_{AO_2} = 51$

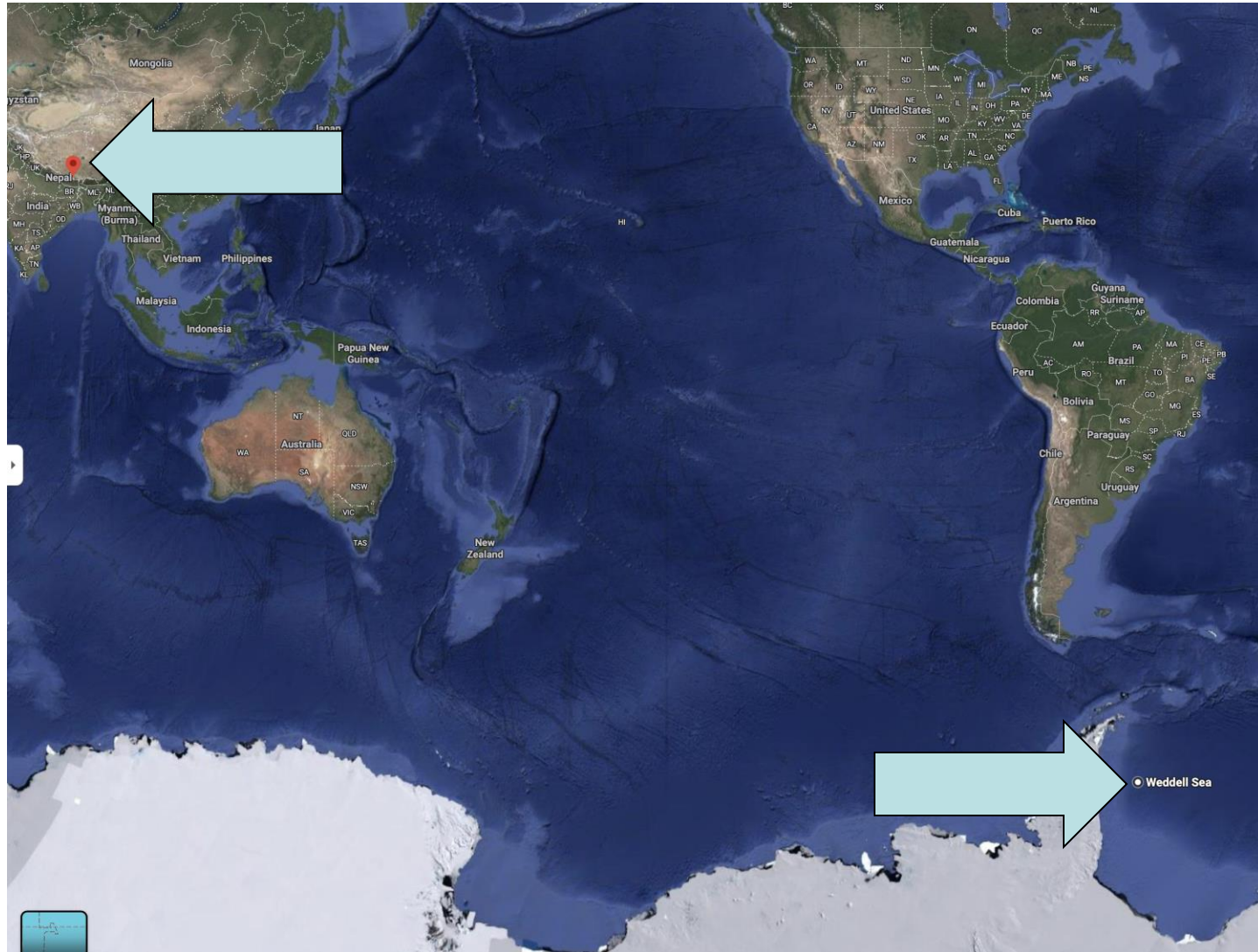


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Just kidding

Leadership and Communication

A Tale of Two Journeys



Adventure Consultants

1996 Trek to Mt Everest Summit

- Team: 18 elite experts (guides, clients, sherpas)
- Goals: (reputation/success; reach summit; jobs)
- Commitment: financial contract with company



The Endurance

1915 Journey to South Pole

- Team: 27 sailors with specific roles
- One Goal: Reach the South Pole together
- Commitment: Contract to perform duties





Bad luck

Adventure group

- Bad weather atop Everest
- Blizzard sets in
- Help is a mountain away

Endurance crew

- Ship stuck in ice
- The ship is lost
- Help is 1200 miles away

Adventure Consultants

1996 Trek to Mt Everest Summit

- Team splits up
- Some make it to summit, others don't
- They lose track of each other
- 22% of group dies (as well as 3 rescuers)
- Most infamous disaster in Everest history





The *Endurance*

- January 10: They see Antarctica!
- January 18: *Endurance* trapped in ice
- May 1: Winter: sun is gone for four months
- September 2: Ice pressure lifts *Endurance* and tips it over.
- October 27: They abandon the *Endurance*.









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350 miles across ice & sea to Elephant Island
800 miles from Elephant Island to South Georgia





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Why did the *Endurance* crew
survive?



They weren't world experts!

...our time unless thoroughly
qualified. M. L. Barker. 1408 Chap-
man Bldg.

MEN WANTED

for hazardous journey, small wages,
bitter cold, long months of complete
darkness, constant danger, safe re-
turn doubtful, honor and recognition
in case of success.

Ernest Shackleton 4 Burlington st.

MEN—Neat-appearing young men of
pleasing personality. between 25-35
and 40 to work



Ernest Shackleton





Commitment

- Members committed to each other in writing
- One common, clear goal
- “We are all going to make it home alive.”



RCP Commitment

Position Statement



AARC Statement of Ethics and Professional Conduct

In the conduct of professional activities, the Respiratory Therapist shall be bound by the following ethical and professional principles. Respiratory Therapists shall:

- Demonstrate behavior that reflects integrity, supports objectivity, and fosters trust in the profession and its professionals.



Mistakes and Frustration

- October 29-31: They drag their lifeboats over the ice
- They only go 3 miles
- November 1: They return and make camp
- November 21: Endurance sinks
- December 23-29: They drag their lifeboats over the ice again (about a 1 1/2 miles per day)
- December 29: Shackleton abandons march, sets up camp on an ice floe







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Mistakes and Biases

- Types of bias
- “Debiasing” moments
- Be comfortable with course corrections



Biases according to Their Coding	Definition
Framing effect	"The psychological principles that govern the perception of decision problems and the evaluation of probabilities and outcomes produce predictable shifts of preference when the same problem is framed in different ways." ^{55p 453}
Optimistic bias	"According to popular belief, people tend to think they are invulnerable. They expect others to be victims of misfortune, not themselves. Such ideas imply not merely a hopeful outlook on life, but an error in judgment that can be labelled unrealistic optimism." ^{56p 806}
Base rate neglect (also denominator neglect and pseudo diagnostic reasoning)	"... refers to people's tendency to pay too much attention to numerators in ratios (i.e., the number of times a target event has happened) and insufficient attention to denominators (i.e., the overall opportunities for it to happen)." ^{57p 391}
Hindsight bias	"... reporting an outcome produces an unjustified increase in its perceived predictability, for it seems to have appeared more likely than it actually was." ^{58p 288}
Overconfidence	"... an individual's overvaluation of her or his own skills, knowledge, or judgment." ^{59p 498}
Anchoring bias	"... people make estimates by starting from an initial value that is adjusted to yield the final answer. The initial value, or starting point, may be suggested by the formulation of the problem, or it may be the result of a partial computation." ^{60p 14}
Availability bias	"... situations in which people assess the frequency of a class or the probability of an event by the ease with which instances or occurrences can be brought to mind." ^{61p 11}
Confirmation bias (includes related biases such as positive hypothesis testing, search satisficing, premature closure)	"... tendency to perceive more support for [one's prior] beliefs than actually exists in the evidence at hand." ^{62p 149}
Impact bias	"... people overestimate the intensity and duration of their emotional reactions to future events—even when they know what the future event is likely to entail and they are not in a particularly 'hot' or 'cold' emotional state at the time of making their forecast." ^{63p 131}
Order effect	"... refers to the phenomenon that the temporal order in which information is presented affects the final judgment of an event." ^{64p 569}

1. Ludolph R, Schulz PJ. Debiasing Health-Related Judgments and Decision Making: A Systematic Review. *Med Decis Making*. 2018;38(1):3-13



Recognize sources of bias

Table 2
Common cognitive biases

Common Cognitive Biases	Description
Anchoring	Holding onto a diagnosis early in the diagnostic process while ignoring incoming contradictory evidence
Availability	Accepting diagnoses based on features of a case that readily come to mind
Confirmation	Tendency to look for confirmative evidence for a diagnosis, rather than evidence to refute it
Diagnostic momentum	Attaching diagnostic labels to cases and excluding other possibilities once attached
Framing effect	Presenting a case in a way that influences the diagnosis
Premature closure	Failure to consider alternative diagnoses after an initial diagnosis is made

1. Christenson M, Shukla A, Patel JJ. Intensive Care Unit Decision-Making in Uncertain and Stressful Conditions Part 2: Cognitive Errors, Debiasing Strategies, and Enhancing Critical Thinking. Crit Care Clin. 2022;38(1):89-101.



Mistakes and Biases

- Types of bias
- **“Debiasing” moments**
- Be comfortable with course corrections



Mistakes and Biases

- Types of bias
- “Debiasing” moments
- Be comfortable with course corrections



Among compulsive gamblers, which is the stronger emotion?

☐ The elation of winning

☐ The anguish of losing



Doubling down to prevent losing

Race

- Race 1
- Race 2 (double down)
- Race 3 (double down)
- Race 4 (double down)
- Race 5 (double down)
- Race 6 (double down)
- Race 7 (double down)
- Race 8 (double down)

Bet

- \$20
- \$40
- \$80
- \$160
- \$320
- \$640
- \$1280
- \$2560

Among less secure RCPs, which is the stronger emotion?

- ☐ The elation of being right
- ☐ The anguish of being wrong



Mistakes and Frustration

- October 29-31: They drag their lifeboats over the ice
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- December 23-29: They drag their lifeboats over the ice again (about a 1 1/2 miles per day)
- **December 29: Crew abandons march, sets up camp on an ice floe**





Conflicts

- December 26: One of the crew refuses to help, wants to set out alone.
- Doing so would be his certain death
- The crew needed him to survive
- He wouldn't budge



Conflict resolution

- Shakleton meets with him alone, personally
- They identify the disagreement
- They find something that they both agree with
- They recognize their common commitment
- They give each other time and space
- After a mutual agreement, he rejoins the crew



Conflict resolution

- Talk one-to-one, preferably in person
- Identify the specific issue without judgement
- Return to a point of agreement
- Recognize/respect your common commitment
- Allow each other time/space
- Reach an agreement without winners or losers



“Insurmountable” problems

- January 21: Blizzard pushes the floe south
- Night of March 31: The floe splits in half
 - A splash is heard from a tent straddling the split
 - A man is missing
 - The three lifeboats are on the wrong side of the split





They do what they know

- Rescue the victim
 - One man holds another's legs
 - The other plunges in and pulls victim out
- Get the boats
 - Crew jumps from floe to floe, carrying rope
 - Pull the floes together and get the boats





Do what you know

- Don't try to solve every problem
- Do your own job well
- Trust others to do theirs

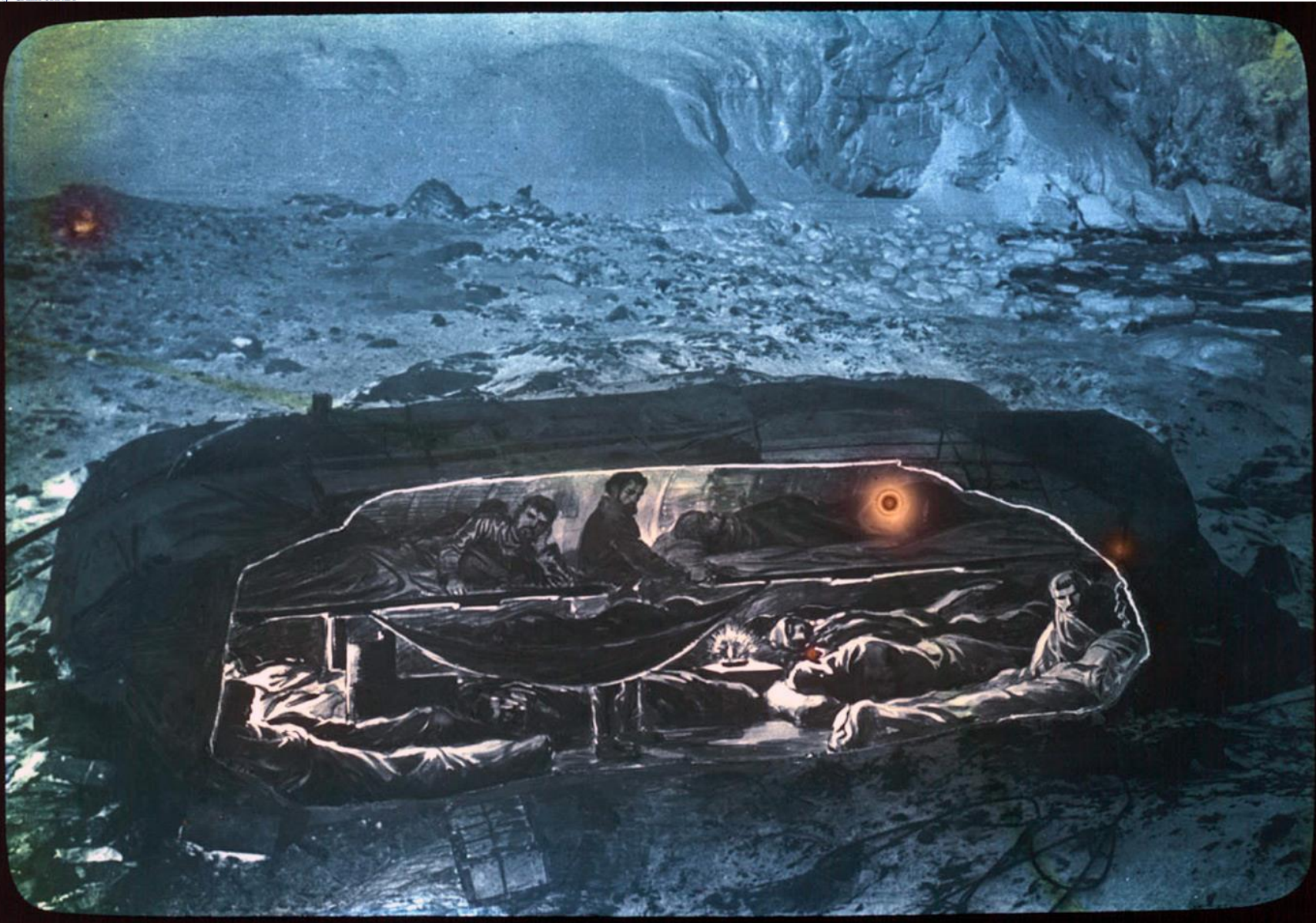


Depend on each other

- April 9: They reach open water and go to sea in three lifeboats
- April 16: After 7 gruelling days at sea, lifeboats land safely on Elephant Island
- Most are too weak and sick to move
- April 24: Shackleton and five others depart in lifeboat for South Georgia (800 miles away)









The intangible but priceless value of trust



Performance – Trust Relationship



Performance
Competence

High Performance
Low Trust

“Toxic Team
Member”

High Performance
High Trust

Low Performance
Low Trust

Low Performance
High Trust

“Focus on
training”

Trust
Character



Performance – Trust Relationship



Principles of Trust

- Trust cannot be dichotomized.
- Trust increases speed. A lack of trust slows everything down.
- Pressure amplifies areas of distrust.
- Trust makes work (and life) more enjoyable



Prioritize relationships
over task

Balance performance
and well-being

Give people control
of their work

How to Increase Team Trust, Engagement, and Performance

Building the Culture

Create a safe space

Define team
purpose, vision, and
values

Develop people
based on strengths

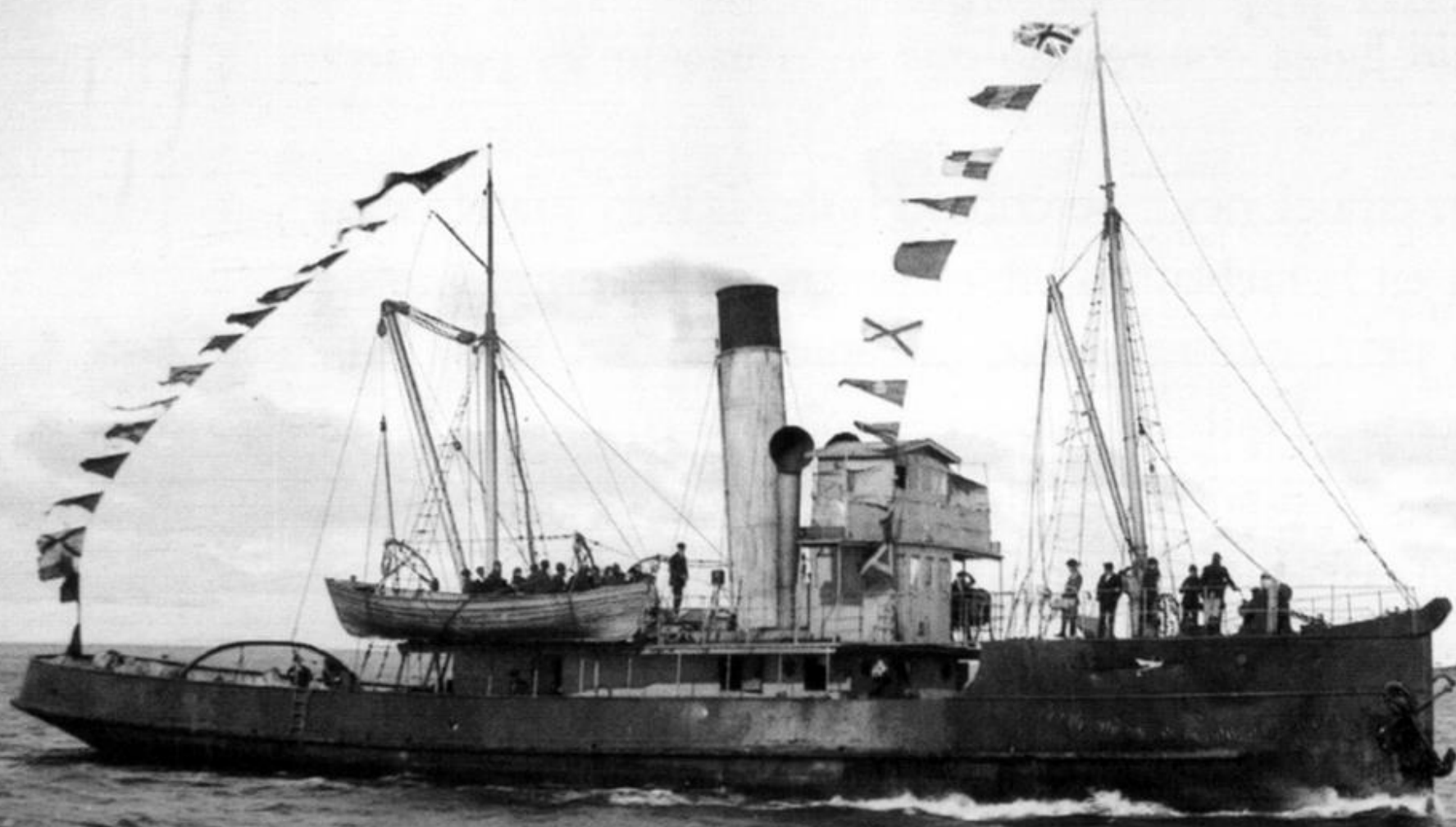
Promote a growth
mindset



Final chapter

- May 10: After 17 days in stormy seas the boat gets to the west (wrong) coast of South Georgia
- May 19-21: The 6 men walk across glaciers for 36 straight hours to the east-coast whaling stations
- May 23: The 6 men lead a rescue ship, but ice packs prevent rescue
- August 30: Rescue! (20 months after ice trap).







road agent, who will testify to
shipments made by Innes.

SHACKLETON COMES FROM ANTARCTIC

British Explorer Has Ar-
rived at Port Stanley, Falk-
land Islands—Shackelton
Left on Trip in 1914.

(London, June 1.—Lieutenant Sir Er-
nest Shackleton, the Antarctic ex-
plorer, has arrived safely at Port Stan-
ley, Falkland islands.

The news that Lieutenant Shackleton
was safe reached London shortly after
midnight. The message was from the
explorer himself and announced his
arrival at Port Stanley.

His Ship Crushed.

The message said his ship, the En-
durance, had been "crushed" in a Wed-
dell sea ice floe last October, but that
it drifted until midwinter, when he
and his party landed on Elephant is-
land in the South Shetland group, the
explorer left in a small boat with five
men to summon help.

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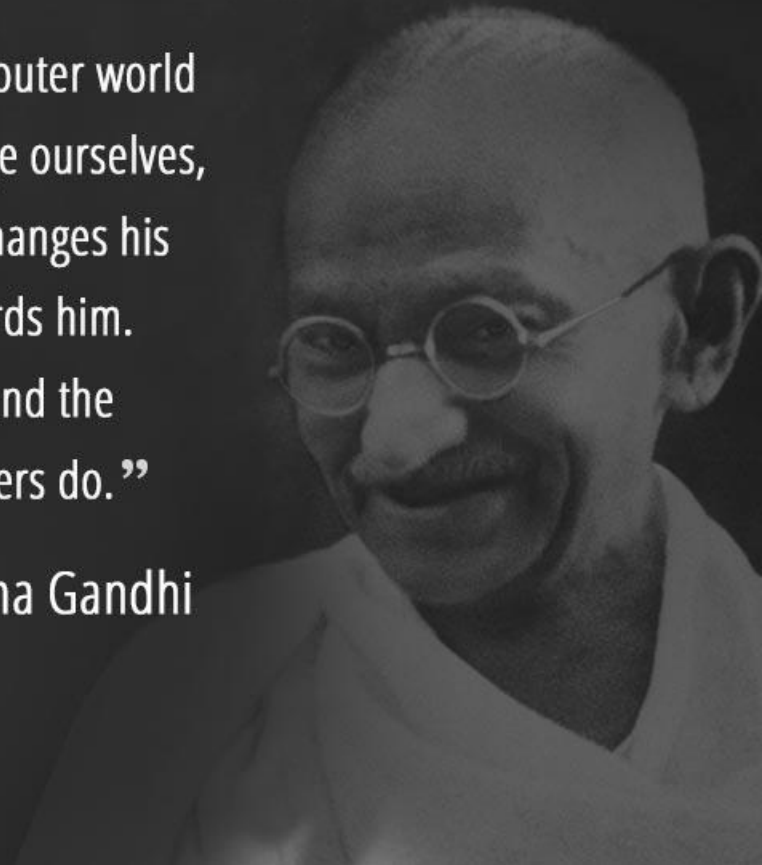
- Commit to each other
- State a common goal
- Embrace the possibility of course correction
- Resolve problems in person
- Change what you can, even if the problem is huge
- Trust your team



“ We but mirror the world. All the tendencies present in the outer world are to be found in the world of our body. If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. This is the divine mystery supreme. A wonderful thing it is and the source of our happiness. We need not wait to see what others do.”

– Mahatma Gandhi

Be the change that you want to
see in the world





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Thank you!