

# UNDERSTANDING THE CONTEXT THAT DRIVES BEHAVIOR

Martha Acosta, Ed.D.

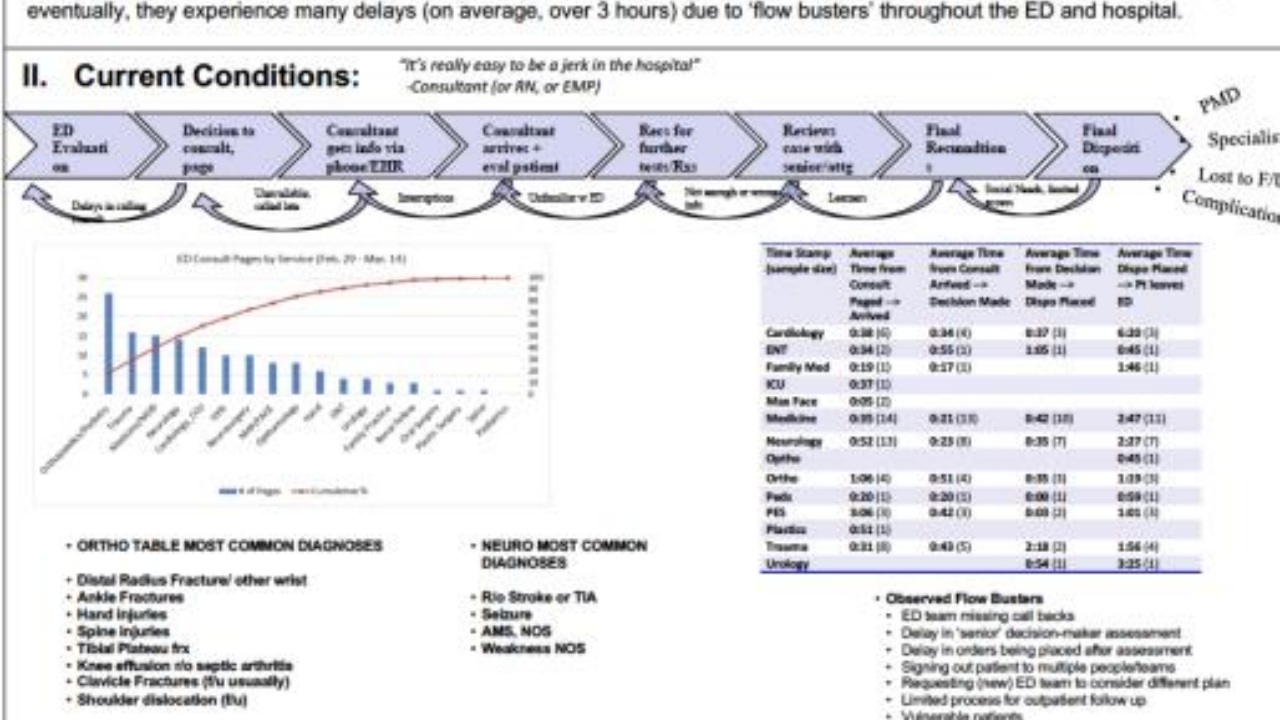


# What's the difference between a doctor and a drug dealer?

Drug dealers don't use pagers anymore

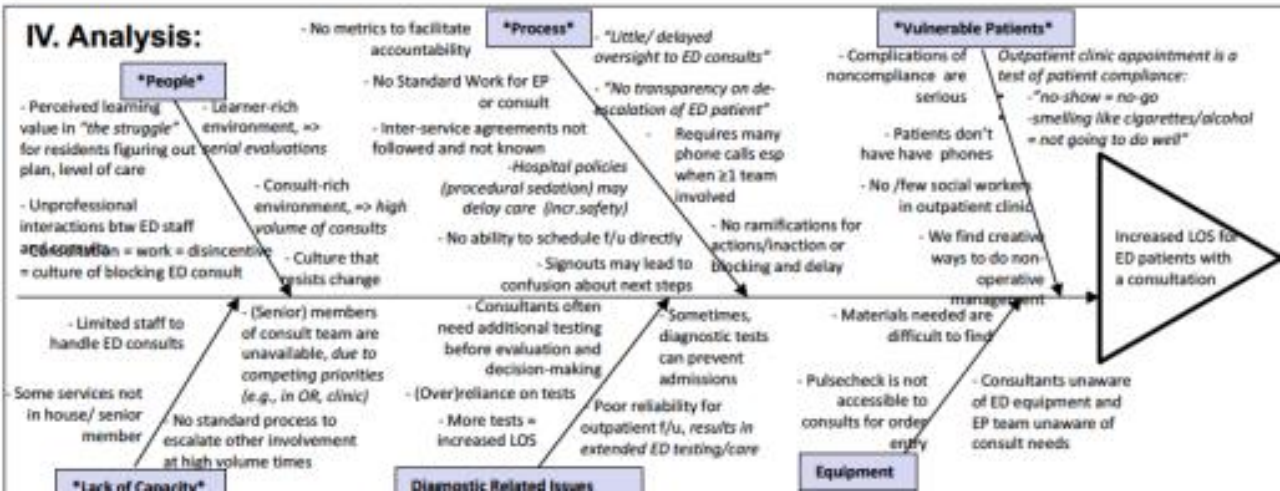






**Problem Statement:** On average, ED patients requiring a consultation experience > 2 hours of non-value added time due to barriers and waits, creating cascading delays in diagnosis, treatment and disposition, all of which contribute to suboptimal care as well as poor patient and staff satisfaction.

**III. Goals & Targets** (Working on defining simple, specific, measurable targets/goals):  
 Reduce discharge LOS for Ortho consultations from 351 minutes to 281 minutes (20% reduction) by 12/31/17 (ortho list, n=106)  
 Reduce discharge LOS for Neuro consultations from 619 minutes to 496 minutes (20% reduction) by 12/31/17 (direct obs, n=2)



# an attempt to kill the pager

# BAFFLED?



learning from an incident

implementing a corrective  
action

designing a new program, or  
hazard control



**People evaluate the risk of negative consequences and the rewards of positive ones.**

**They also consider where stated consequences to deter behavior are not imposed.**



**CONSEQUENCES**

**The cell phone won't have enough battery life for a long shift.**

**Pagers have fewer dead zones than phones, so I'll always get important pages.**

**Pagers don't use cell phone networks, so they'll work in an emergency.**



**CONSEQUENCES**

**It's hard to break old habits  
that arise over time and with  
regular practice. It's also very  
difficult to start new habits.**



**HABITS**

**My routine at work is set around using a pager and I use my phone differently.**

**I'm habituated to the pager alarm waking me up. My phone rarely wakes me up.**

**I am too busy to learn how to use an entirely new app.**



**HABITS**



**Someone's identity is tied to certain artifacts, practices and behaviors. Changing any of those can be a threat to sense of self and belonging to a group.**



**IDENTITY**

Young specialist residents are distinguished by the Rambo-like-belt with multiple pagers.

Only consulting doctors in use pagers in the ER.

If a patient sees me react to my pager, they know I'm responding to an important medical emergency. If I look I my phone, they might think I'm just another distracted kid.



**IDENTITY**



Every organization has a power structure, and it doesn't necessarily correspond to hierarchy. Factors that impart power are autonomy/mastery, significance, influence, and resources.



**POWER**

“I started to see the pager as a way where it puts the person receiving the page in control of the communication.”

*Dr. Abhinav Janghala*



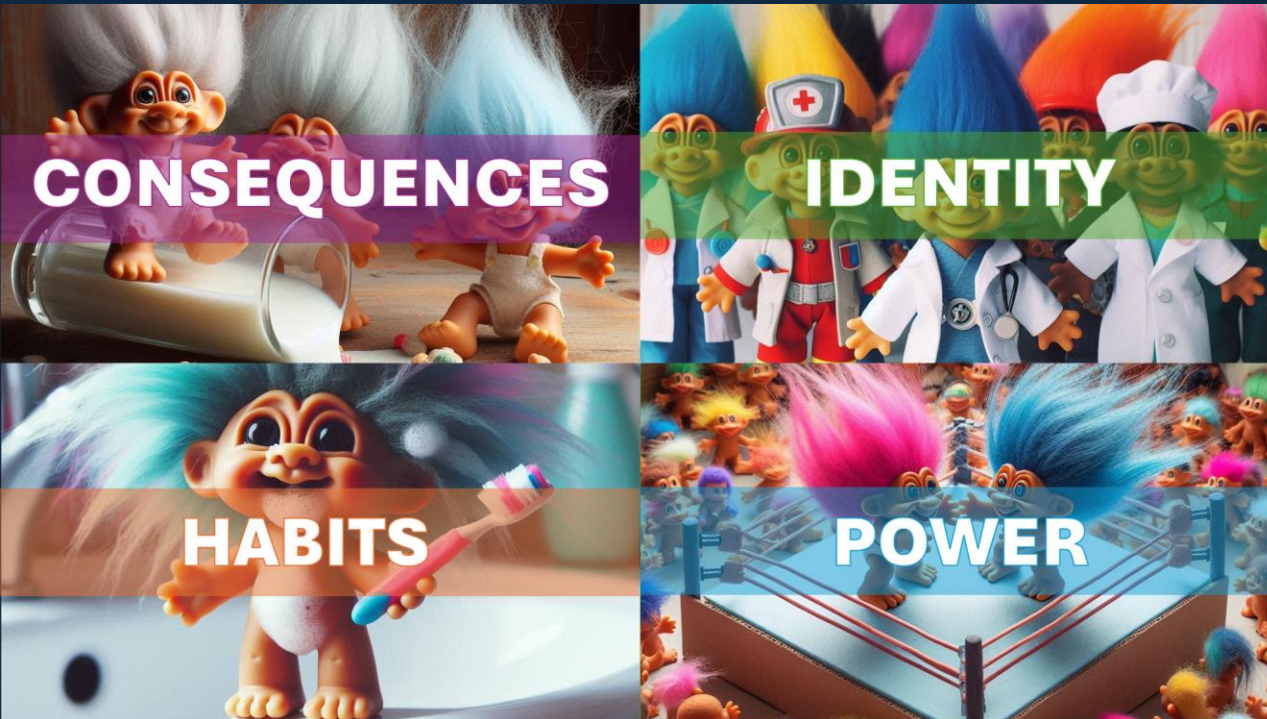
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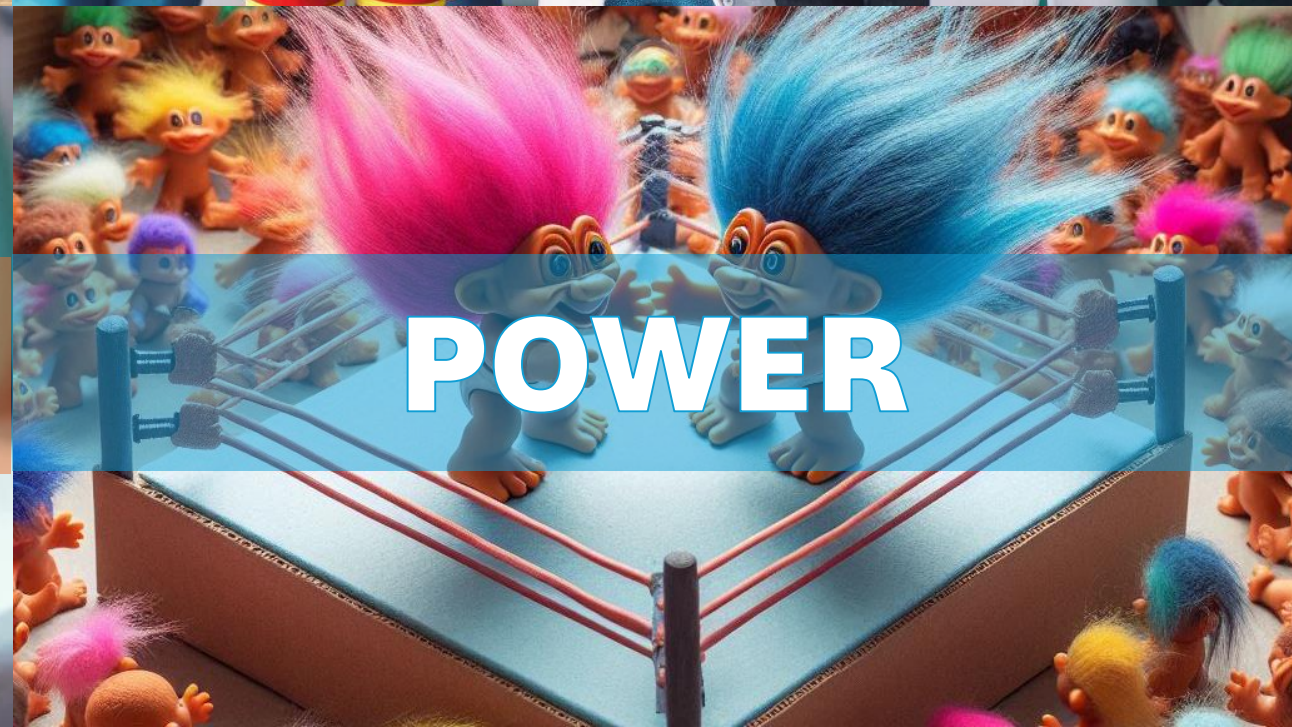
**CONSEQUENCES**



**IDENTITY**



**HABITS**



**POWER**



PRE-ACCIDENT INVESTIGATION MEDIA

# SAFETY CAPACITY

Leadership Practices for Failing Safely



MARTHA ACOSTA

