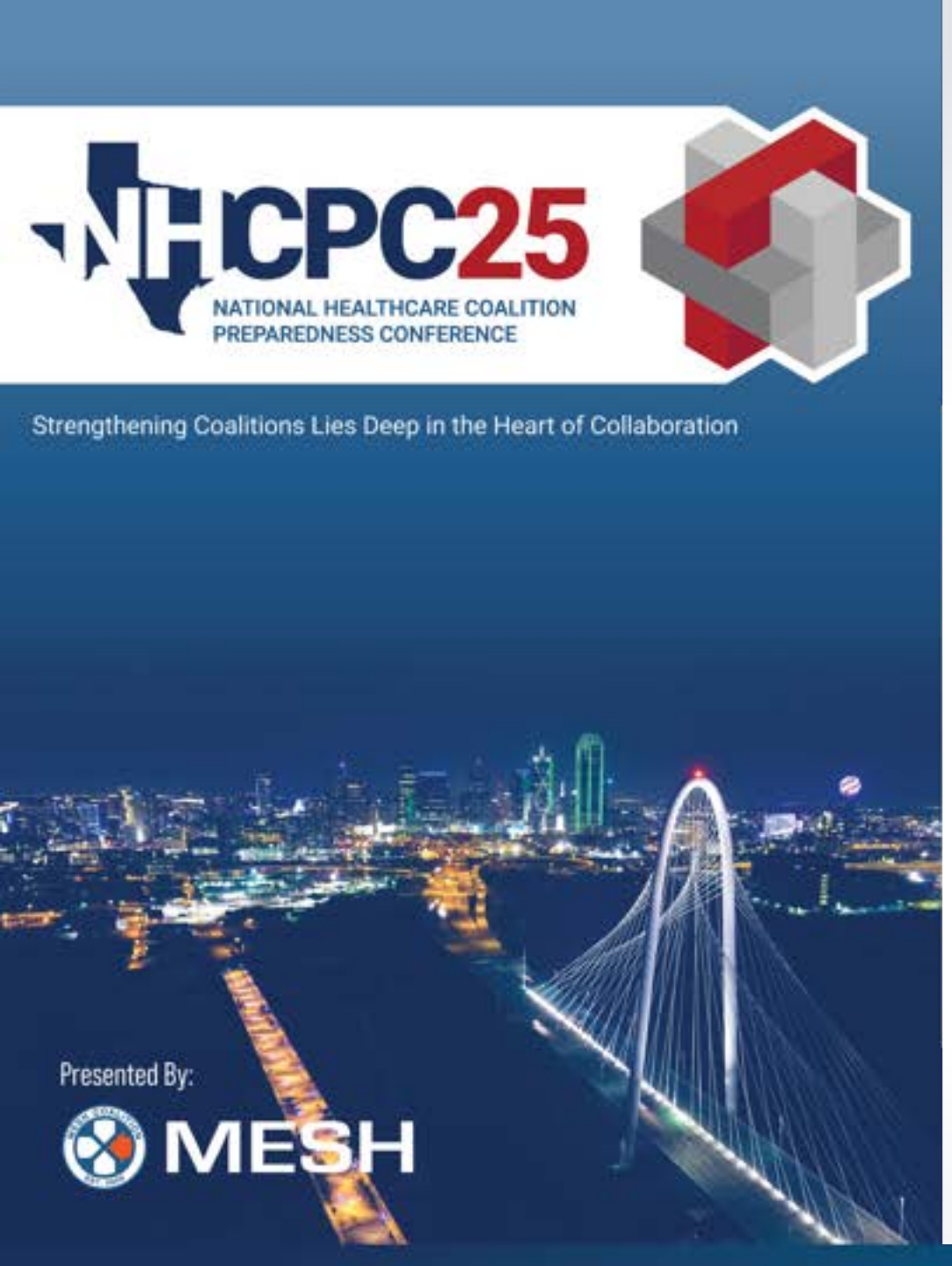


Psychological Safety at Work

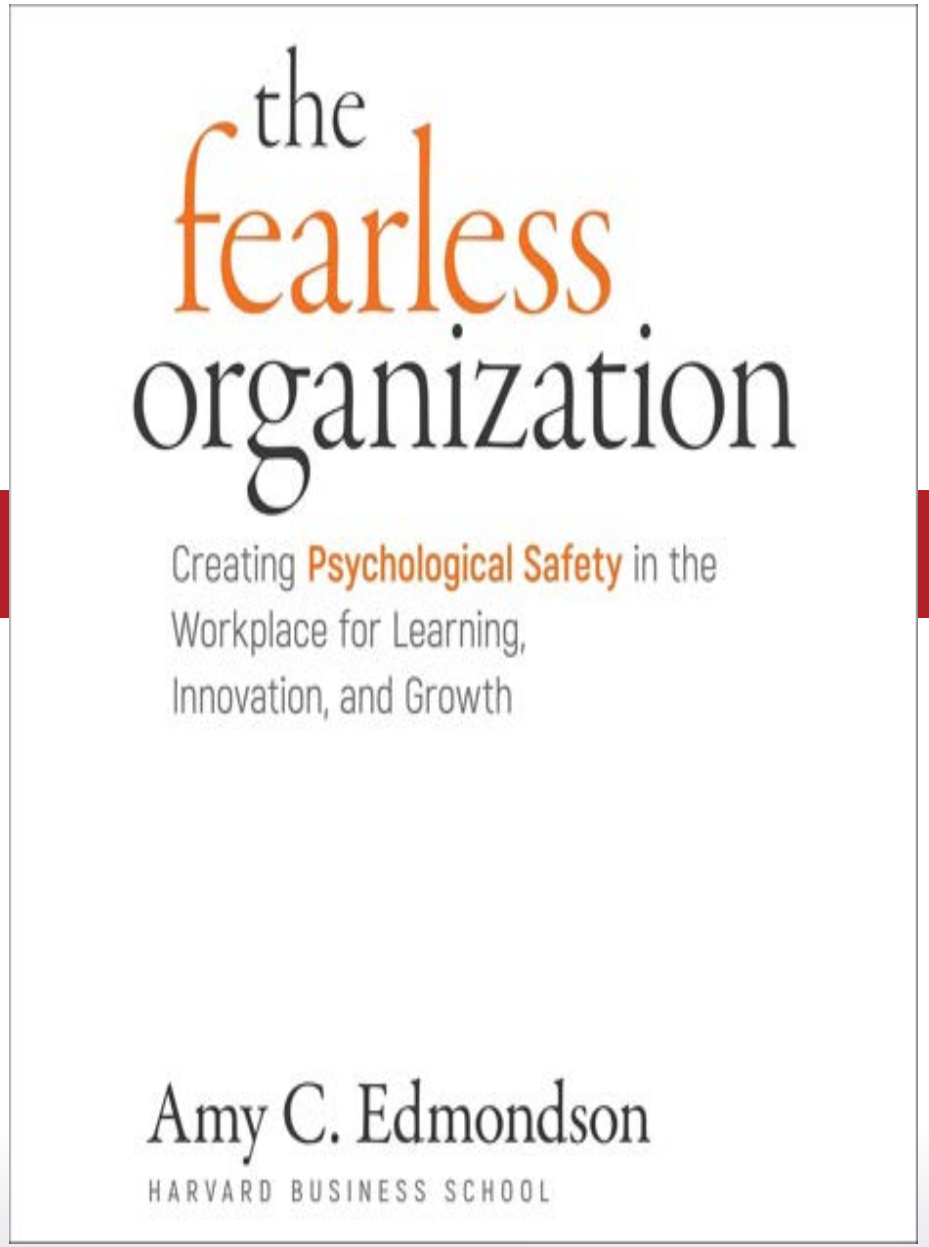
Jim Floyd, DHA, MS, MEd, DAAETS

What if...

you came to work every day feeling completely safe to be yourself, to ask for help, and to challenge the way things have always been done?

You don’t have to live with the anxiety of a culture that punishes mistakes and silences new ideas.

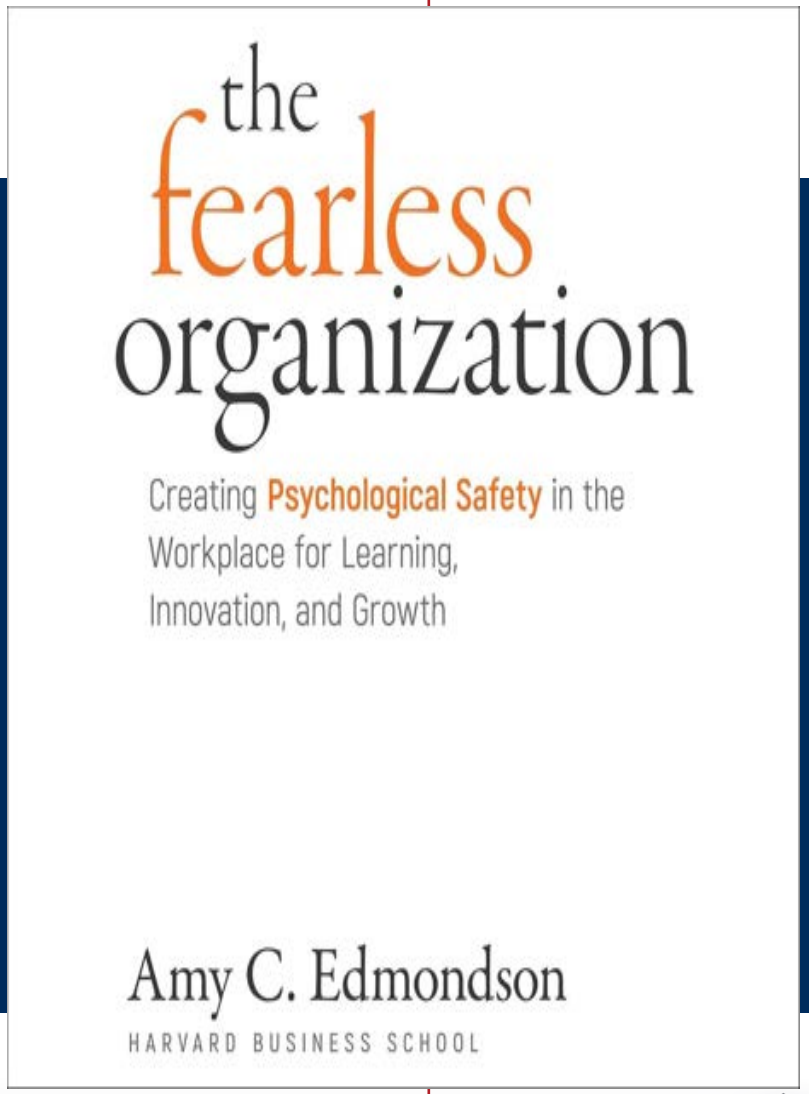
Psychological safety reduces errors, fosters innovation, and encourages learning.


the
fearless
organization
Creating Psychological Safety in the
Workplace for Learning,
Innovation, and Growth
Amy C. Edmondson
HARVARD BUSINESS SCHOOL

#NHCPC25

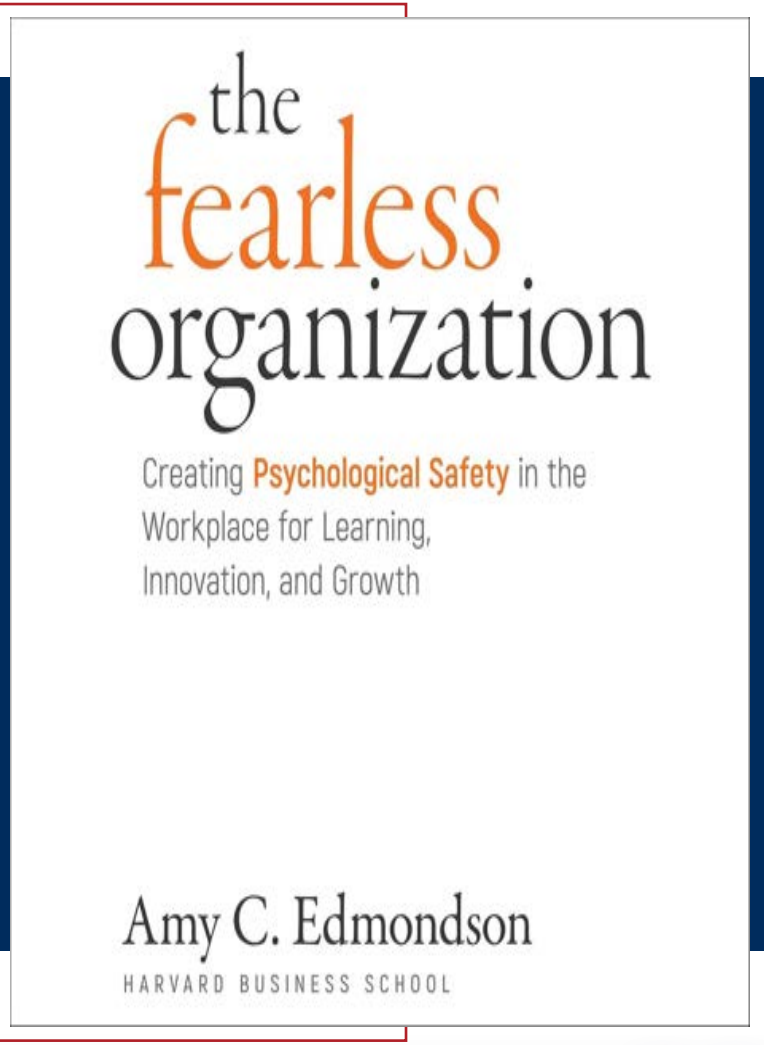
"I have defined psychological safety as the belief that the work environment is safe for interpersonal risk taking.

(p. 28)



"Psychological safety is present when colleagues trust and respect each other and feel able – even obligated – to be candid.

(p. 28)



Impression Management

No one wants to look:

- Ignorant
- Incompetent
- Intrusive
- Negative

So we:

- Don’t ask questions
- Don’t admit weakness or mistakes
- Don’t offer ideas
- Don’t critique the status quo

The Four Stages of Psychological Safety

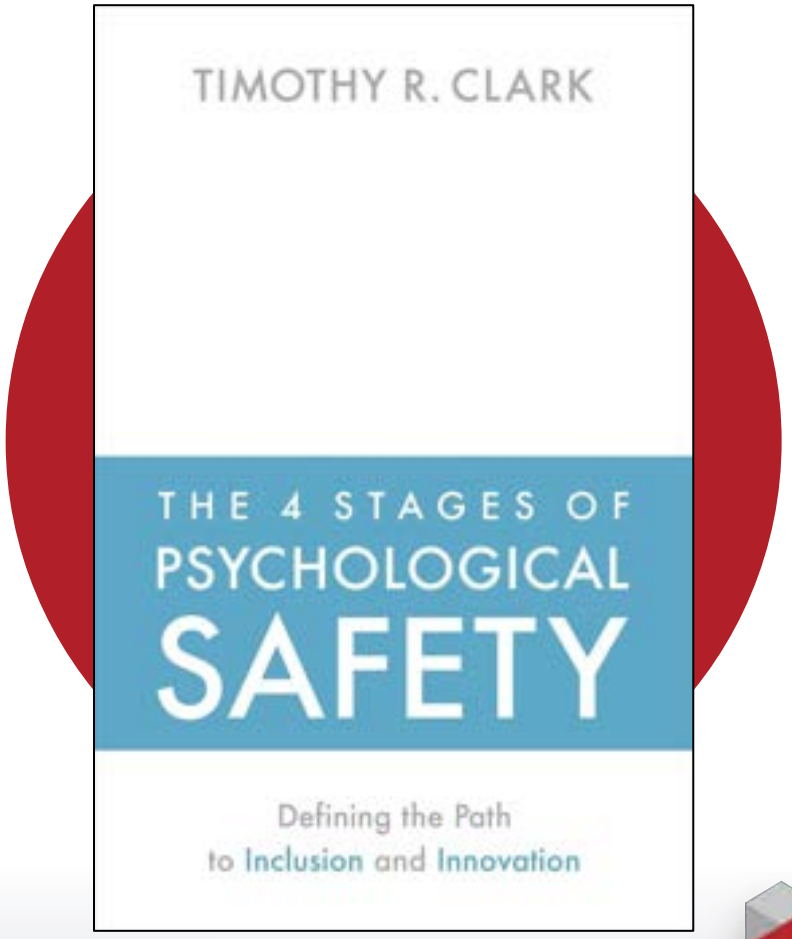
Inclusion Safety: I feel safe to be myself.

Learner Safety: I feel safe to ask questions and learn.

Contributor Safety: I feel safe to contribute ideas.

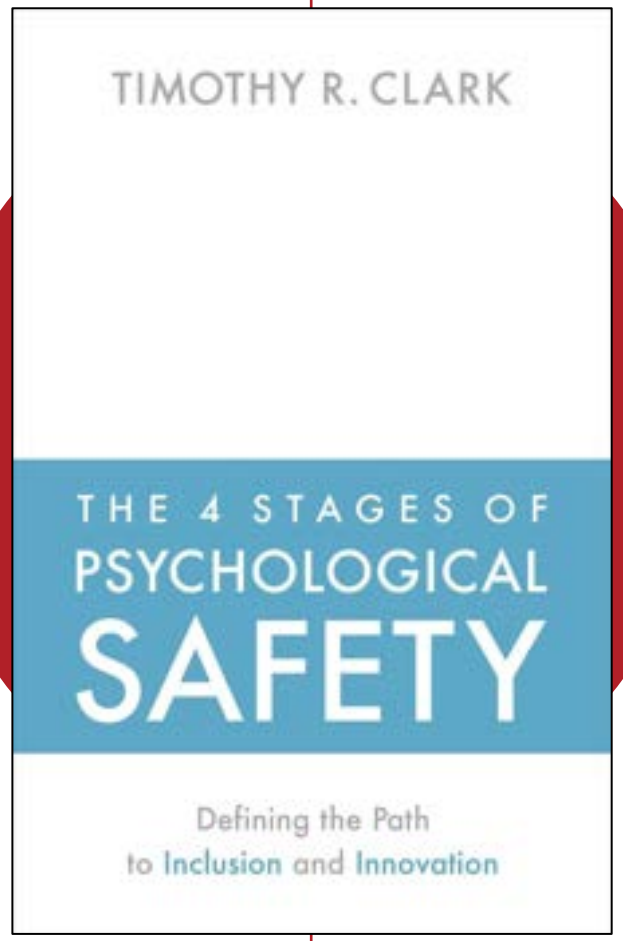
Challenger Safety: I feel safe to challenge the status quo.

(p. 11)



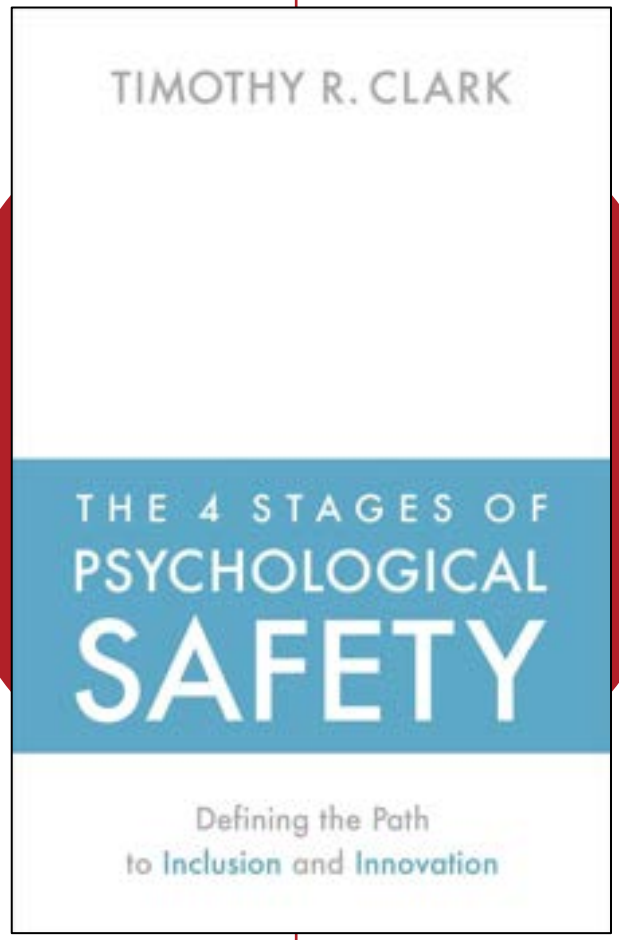
“As I learned firsthand, the absence of physical safety can bring injury or death, but the absence of psychological safety can inflict devastating emotional wounds, neutralize performance, paralyze potential, and crater an individual’s sense of self-worth.

(p. 7)



“The implication is that organizations that lack psychological safety and compete in highly dynamic markets are galloping their way to extinction.

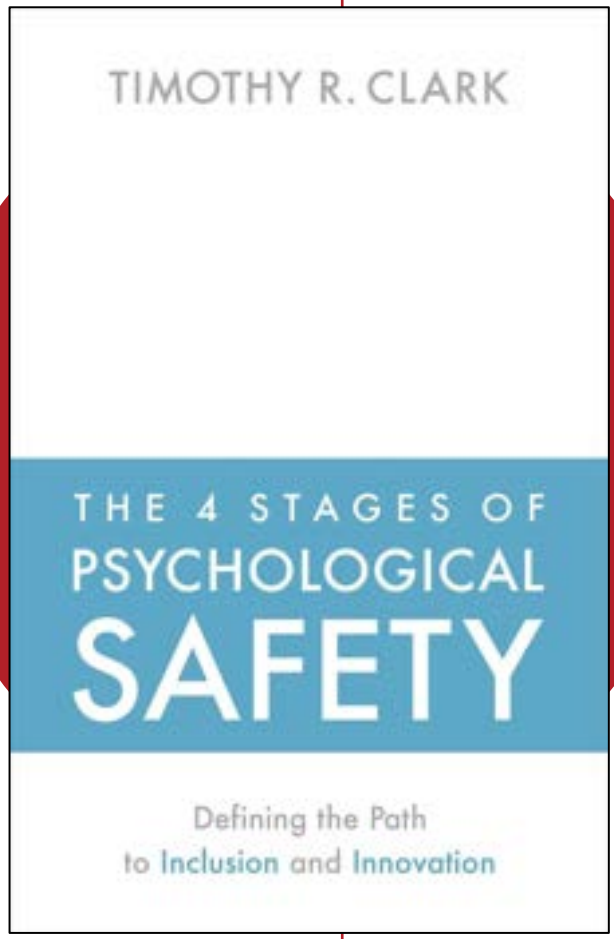
(p. 7)



“

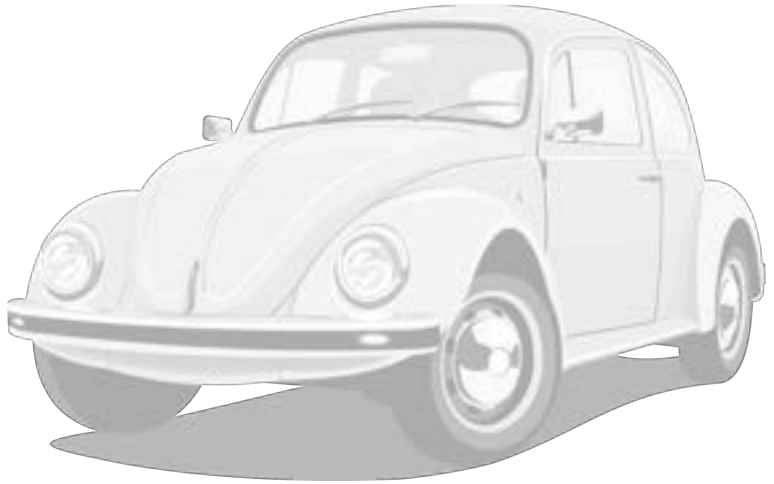
Psychological safety is a condition in which you feel (1) included, (2) safe to learn, (3) safe to contribute, and (4) safe to challenge the status quo—all without fear of being embarrassed, marginalized, or punished in some way.

(p. 8)



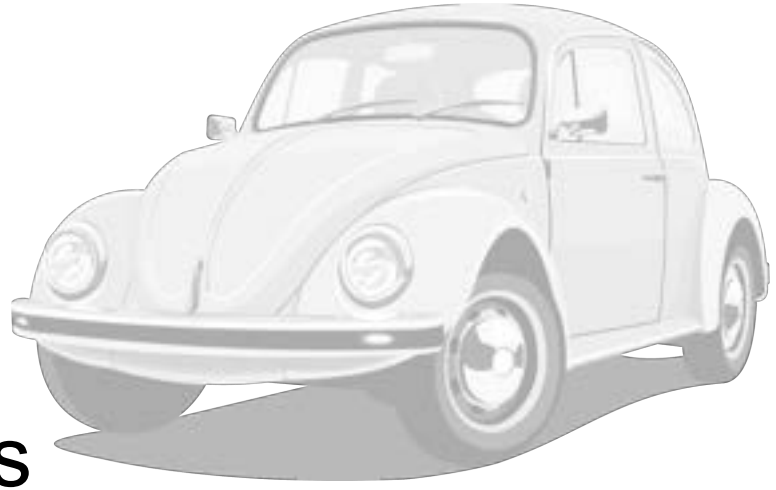
Case Study #1

VW's Emissions Scandal



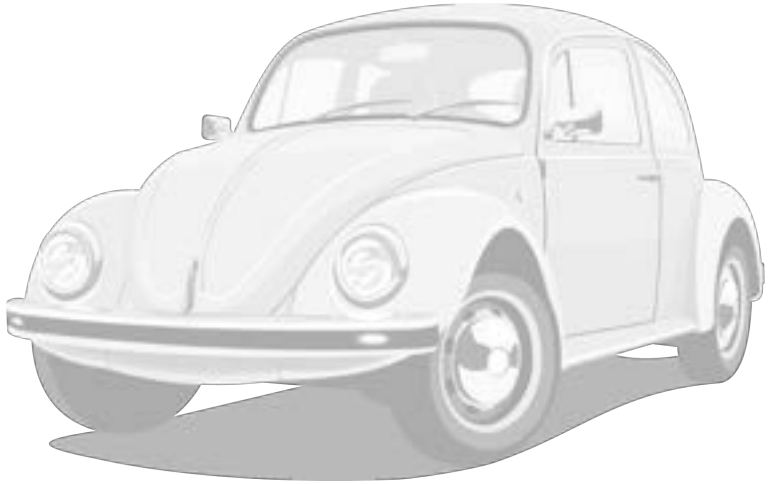
The Impact of a Culture of Fear

In 2008, Volkswagen was found to be cheating in emission tests by making its cars appear far less polluting than they were. The US Environmental Protection Agency discovered that 482,000 VW diesel cars on American roads were emitting up to 40 times more toxic fumes than permitted - and VW later admitted the cheat affected 11m cars worldwide.



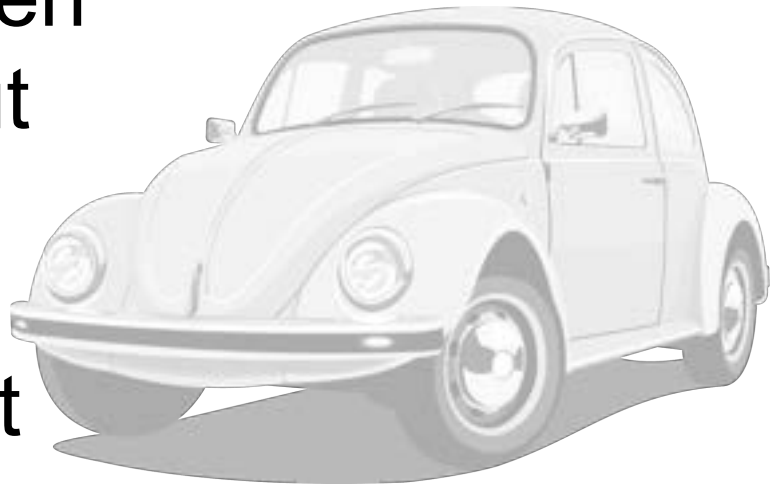
The Impact of a Culture of Fear

It meant that far more harmful NOx emissions, including nitrogen dioxide, were pumped into the air than was thought – on one analysis, between 250,000 to 1m extra tonnes every year. The hidden damage from these VW vehicles could equate to all of the UK's NOx emissions from all power stations, vehicles, industry and agriculture.

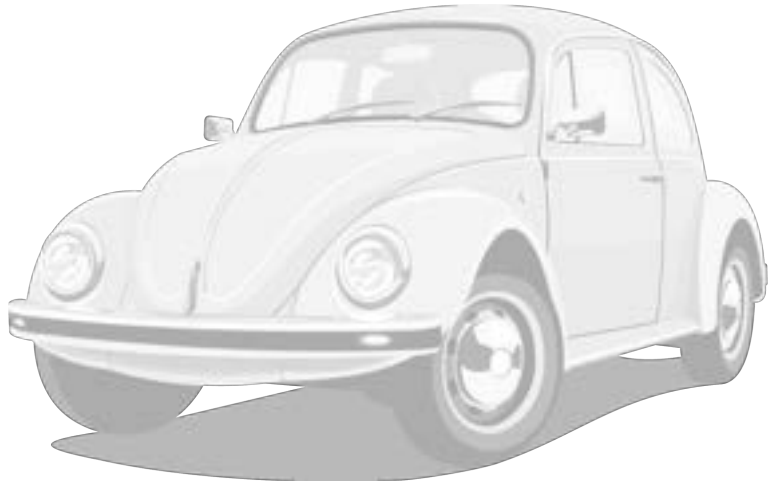


The Impact of a Culture of Fear

VW's "defeat device" was not a physical device but a programme in the engine software that told the car if it was being driven under test conditions - and only then pull out all the anti-pollution stops. "Clean diesel" engines cut emissions through techniques such as adjusting air-fuel ratios and exhaust flows. When running normally, requiring greater performance, VW's controls would not operate in the same way.



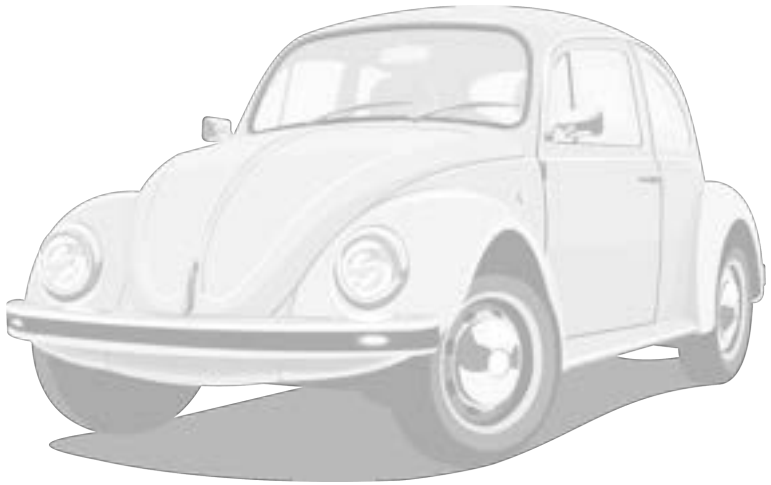
The Impact of a Culture of Fear



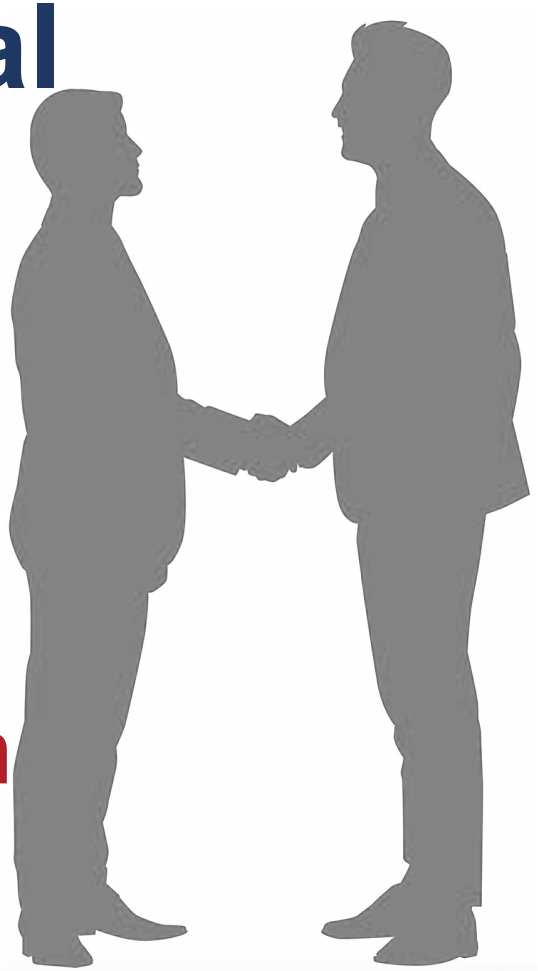
The fumes can cause inflammation of the airways and worsen breathing for anyone. But NOx emissions can also react with other compounds to cause more serious respiratory conditions and aggravate heart problems. Long-term exposure to the pollution hastens death: research this year linked high levels of NOx to 9,500 premature deaths annually in London alone.

One Man Established the Culture That Led to VW's Emissions Scandal

Ferdinand Piëch, the immensely powerful former chief of Volkswagen's supervisory board, is more than likely the root cause of the VW diesel-emissions scandal. Whether he specifically asked for, tacitly approved, or was even aware of the company's use of software to deliberately fudge EPA emissions testing is immaterial.



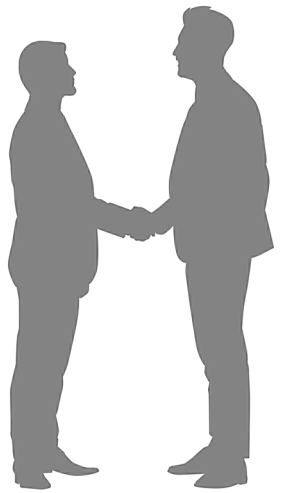
One Man Established the Culture That Led to VW's Emissions Scandal



I sat next to him at an industry dinner in the Nineties, just after the fourth-generation Golf had debuted at the Frankfurt show.

I told him, "I'd like to congratulate you on the new Golf. First of all, it's a nice-looking car, but God, those body fits!"

One Man Established the Culture That Led to VW's Emissions Scandal



"I'll give you the recipe. I called all the body engineers, stamping people, manufacturing, and executives into my conference room.

And I said, 'I am tired of all these lousy body fits. You have six weeks to achieve world-class body fits. I have all your names. If we do not have good body fits in six weeks, I will replace all of you. Thank you for your time today. "

"That's how you did it?"

"Yes. And it worked."

One Man Established the Culture That Led to VW's Emissions Scandal

That's the way he ran everything. It's what I call a reign of terror and a culture where performance was driven by fear and intimidation.

One Man Established the Culture That Led to VW's Emissions Scandal

He just says, "You will sell diesel in the U.S., and you will not fail. Do it, or I'll find somebody who will."

The guy was absolutely brutal.

One Man Established the Culture That Led to VW's Emissions Scandal

I imagine that at some point, the VW engineering team said to Piëch, "We don't know how to pass the emissions test with the hardware we have."

The reply, in that culture, most likely was, "You will pass! I demand it! Or I'll find someone who can do it!"

One Man Established the Culture That Led to VW's Emissions Scandal

In these situations, your choice was immediate dismissal or find a way to pass the test and pay the consequences later.

Human nature being what it is—if it's lose your job today for sure or lose your job maybe a year from now, we always pick maybe a year from now.

One Man Established the Culture That Led to VW's Emissions Scandal

That management style gets short-term results, but it's a culture that's extremely dangerous.

One Man Established the Culture That Led to VW's Emissions Scandal

Look at dictators. Dictators invariably wind up destroying the very countries they thought their omniscience and omnipotence would make great. It's fast and it's efficient, but at huge risk.

-Bob Lutz

https://www.roadandtrack.com/car-culture/a27197/bob-lutz-vw-diesel-fiasco/

Identifying Common Hindrances

Fear-Based Leadership:

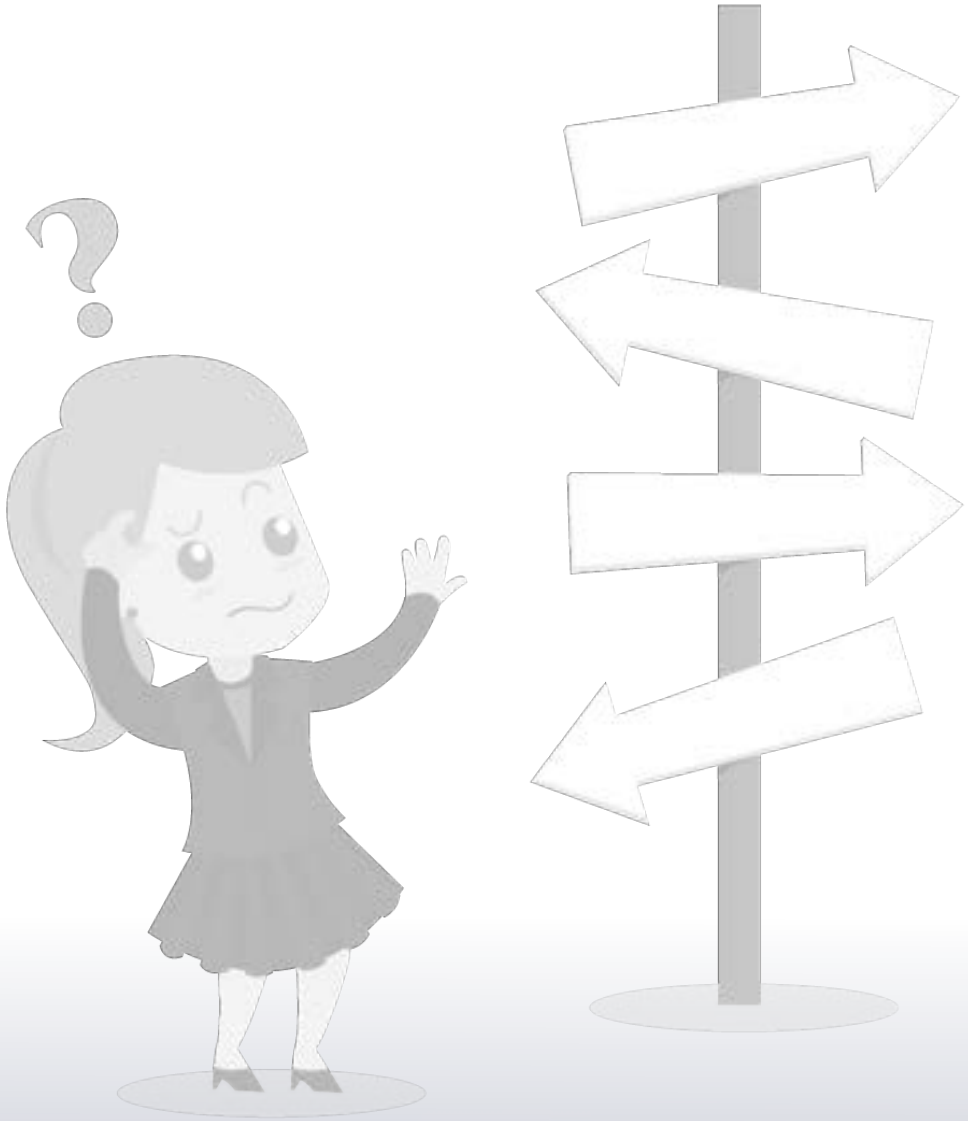
Micromanagement, blame culture.

Identifying Common Hindrances

Toxic Communication:

Sarcasm, gossip, passive-aggression.

Identifying Common Hindrances



Lack of Clarity:

Unclear roles or expectations.

Identifying Common Hindrances

High-Stakes Environments:

Where success is prioritized over learning.

1. If you only welcome good news, you create fear that means people avoid telling you the truth
2. Setting high standards is important, but it should not be detrimental to psychological safety (anxiety zone)
3. If you do not have psychological safety, it can create an illusion of success, that turns into failure
4. Recognise small failures early and you can usually reduce the size and impact of future large failures

Case Study #2

Barry-Wehmiller

Barry-Wehmiller –
Care for Employees and Ask for Input

Barry-Wehmiller is, a $3 billion capital equipment and engineering consulting company that is well-known for having created an organization with a high-level of employee trust.

Barry-Wehmiller –
Care for Employees and Ask for Input

One of the key elements behind the success of Barry-Wehmiller is their desire to react to the frustrations of their employees and to ask them for input on improvements that can be made within the organization.

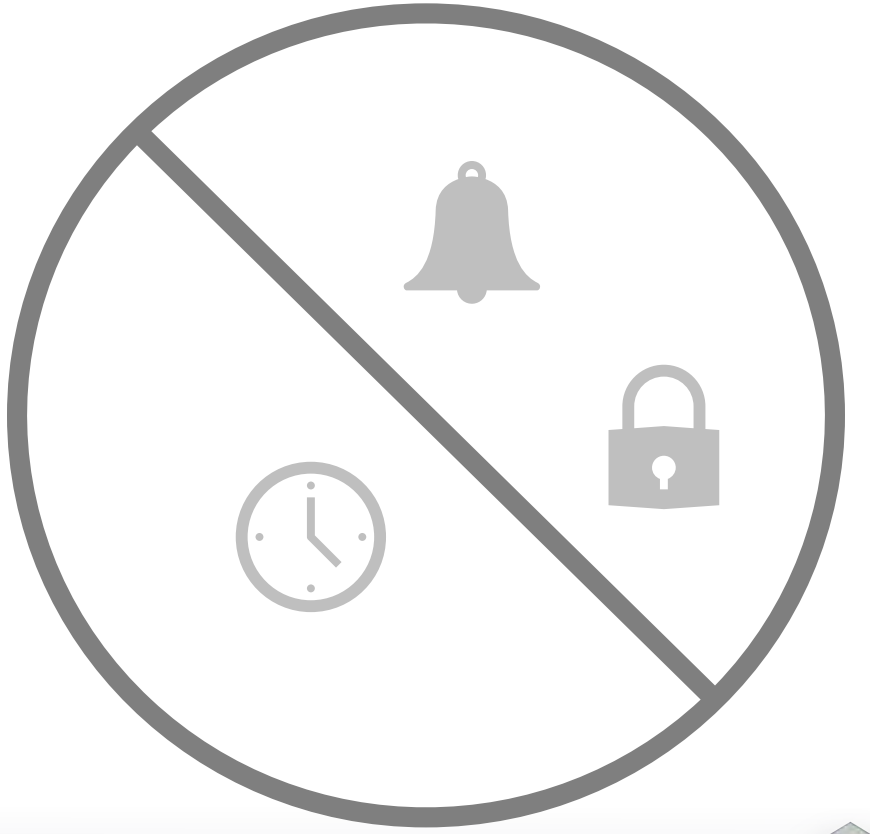
Barry-Wehmiller –
Care for Employees and Ask for Input

Key to this was making employees feel comfortable that they could raise their concerns and vent their anger about issues in the workplace.

All of this helped develop a culture of openness and a principle that employee's opinions were cared for and considered a positive contribution.

Barry-Wehmiller –
Care for Employees and Ask for Input

Aside from asking for input, they also removed the things they felt demonstrated a lack of trust for employees – time clocks, break bells, cages that locked away inventory were all removed and with it, the trust grew.



Barry-Wehmiller –
Care for Employees and Ask for Input

Barry-Wehmiller recognised that in psychologically safe environments, team members feel encouraged to ask for clarification, to point out critical errors, and even to share new and challenging ideas.

Psychological Safety Questions

How included do you feel in this team?

How much trust do you have in your colleagues?

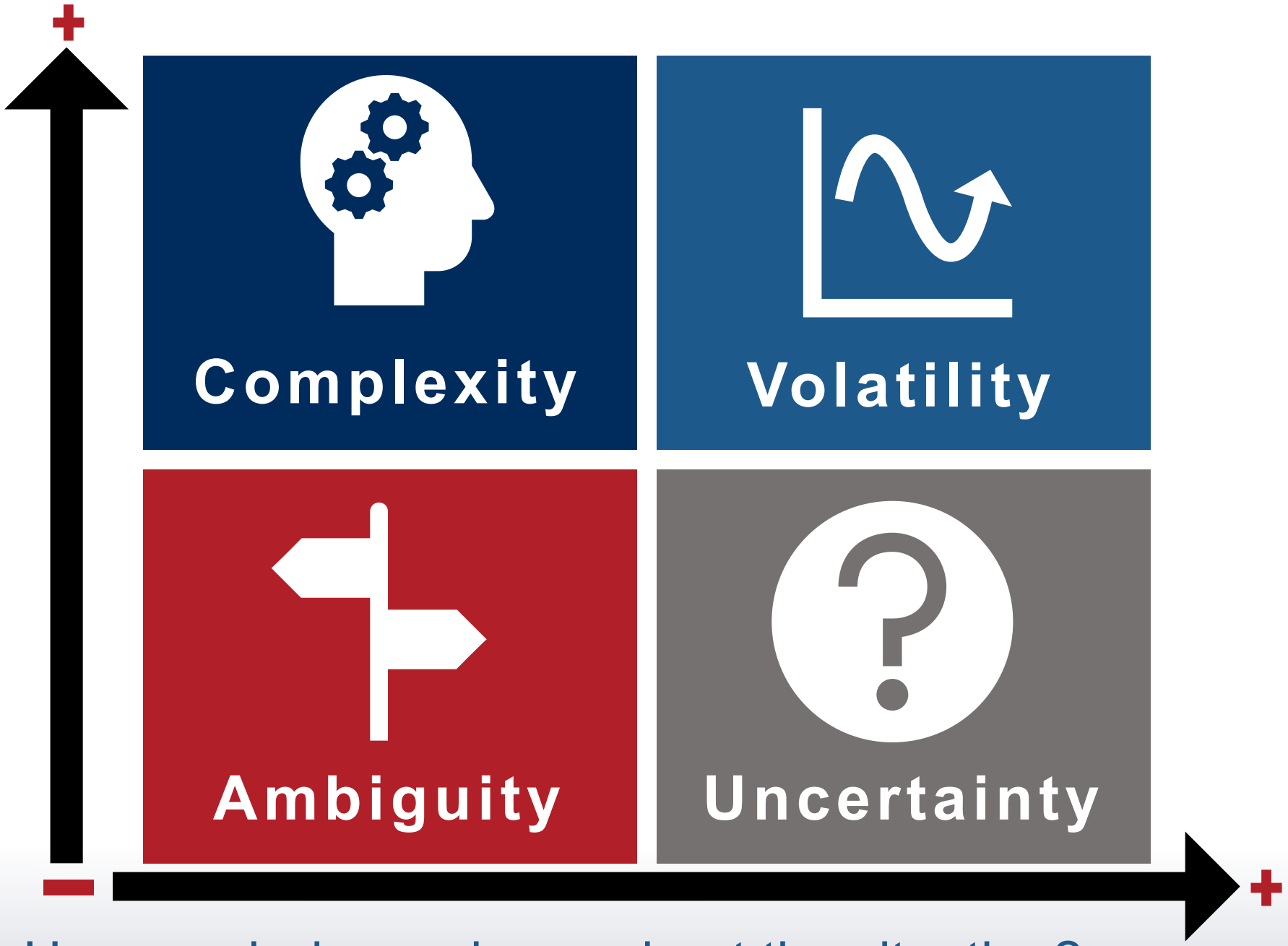
How confident do you feel to admit mistakes?

How confident do you feel to be yourself?

Psychological Safety & Accountability

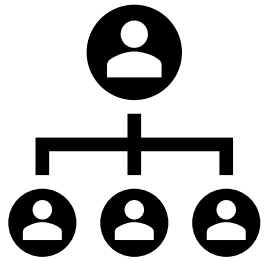
What Psychological Safety is **NOT**

- About being nice
- Dependant on personalities
- An alternative word for trust
- Lowering Standards


+
How well can you predict the outcome of your action?
Complexity
Volatility
Ambiguity
Uncertainty
−
+
How much do you know about the situation?

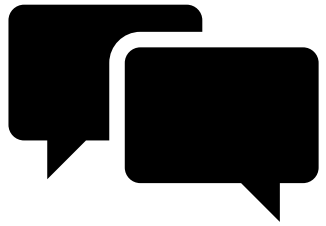
VUCA

Top Ten Ways
to Instill Psychological Safety in the Organizational Environment



Leadership Commitment & Behavior

Build Trust & Mutual Team Respect



Promote Open Communication & Voice

Top Ten Ways
to Instill Psychological Safety in the Organizational Environment

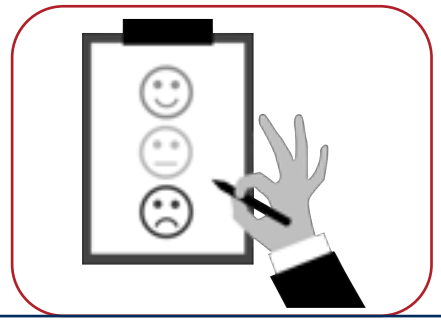
Establish Clear Expectations & Roles

Foster a Culture of Learning & Innovation

Top Ten Ways
to Instill Psychological Safety in the Organizational Environment

Invest in Training & Development for Psychological Safety

Design Supportive Physical & Virtual Environments



Monitor, Evaluate, & Evolve Psychological Safety Initiatives

Top Ten Ways
to Instill Psychological Safety in the Organizational Environment

Prioritize Mental Health & Well-being

Strengthen Ethical & Safety Climate

QUESTIONS?

THANK YOU

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Organizational Psychology Consultant

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NHCPC25
NATIONAL HEALTHCARE COALITION PREPAREDNESS CONFERENCE

Strengthening Coalitions Lies Deep in the Heart of Collaboration

Presented By:

MESH

Thinking Ahead of the 2026 FIFA World Cup:

A Chemical and Radiological/Nuclear Emergency Preparedness

Ziad Kazzi, MD, FAAEM, FACEP, FACMT, FAACT
Alex Isakov, MD, MPH

#NHCPC25

Southern Regional Disaster Response System
HHS Region 4

Thinking Ahead of the 2026 FIFA World Cup: Chemical and Radiological/Nuclear Emergency Preparedness

Preparedness for your Hospital

Ziad Kazzi, MD, FAAEM, FACEP, FACMT, FAACT
Professor of Emergency Medicine,
Associate Medical Director,
Southern Regional Disaster Response System (RDHRS Region IV)
Emory University
Assistant Medical Director, The Georgia Poison Center
Member, Executive Committee, Radiation Injury Treatment Network
Member, National Council on Radiation Protection and Measurements

Alex Isakov, MD, MPH
Professor of Emergency Medicine
Chief, Prehospital and Disaster Medicine Section
PI, Southern Regional Disaster Response System
(RDHRS Region IV)
Emory University

Our Objective after this Presentation is to prepare to be able to

Disclosure

- I do not have any conflicts of interest to disclose

After notification of a mass casualty incident in the Emergency Department:

- Activate the external disaster plan and the Hospital EOC. Set up Incident Command
- Alert internal stakeholders
- Secure the facility
- Maximized available treatment space
  - Expedite discharges
  - Postpone elective surgeries
  - Postpone elective radiographic procedures
- Arrange for staffing including specialized care
- Arrange for supplies including drugs and equipment
- Communicate with external stakeholders (EMS, Fire, PH, EMA, Healthcare Coalitions, Red Cross, News Outlets)

Additional items to prepare in a chemical incident

- PPE
- Decontamination
- Expert support
- Testing capabilities
- Antidotes

PPE Levels A and B: Typically, not needed in an ED setting

PPE Level C: Needed in an ED setting

Level D:
Default in the ED

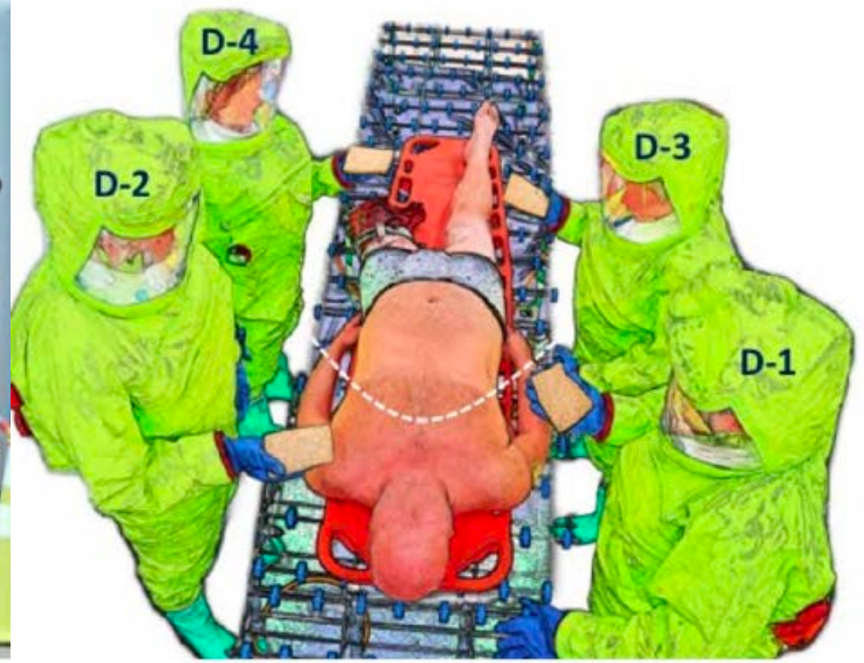
Decontamination: Wet versus Dry

Emergency Decontamination

–Clothes removal

–Dry decontamination

Technical Decontamination: Ambulatory or Non-Ambulatory



Do Not Forget Active Drying

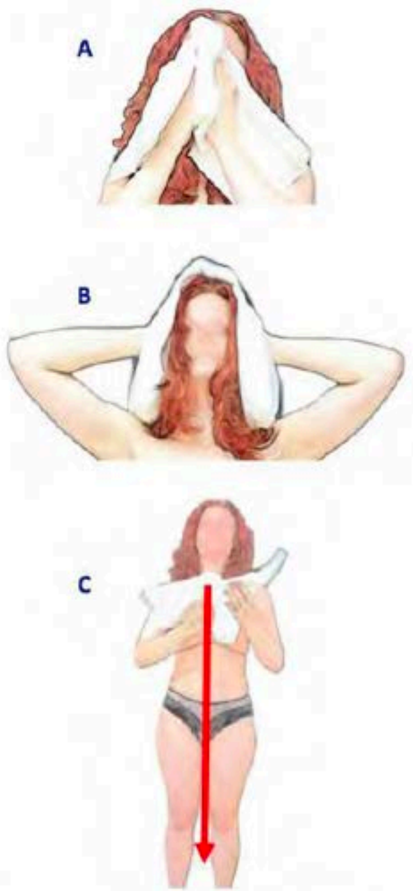
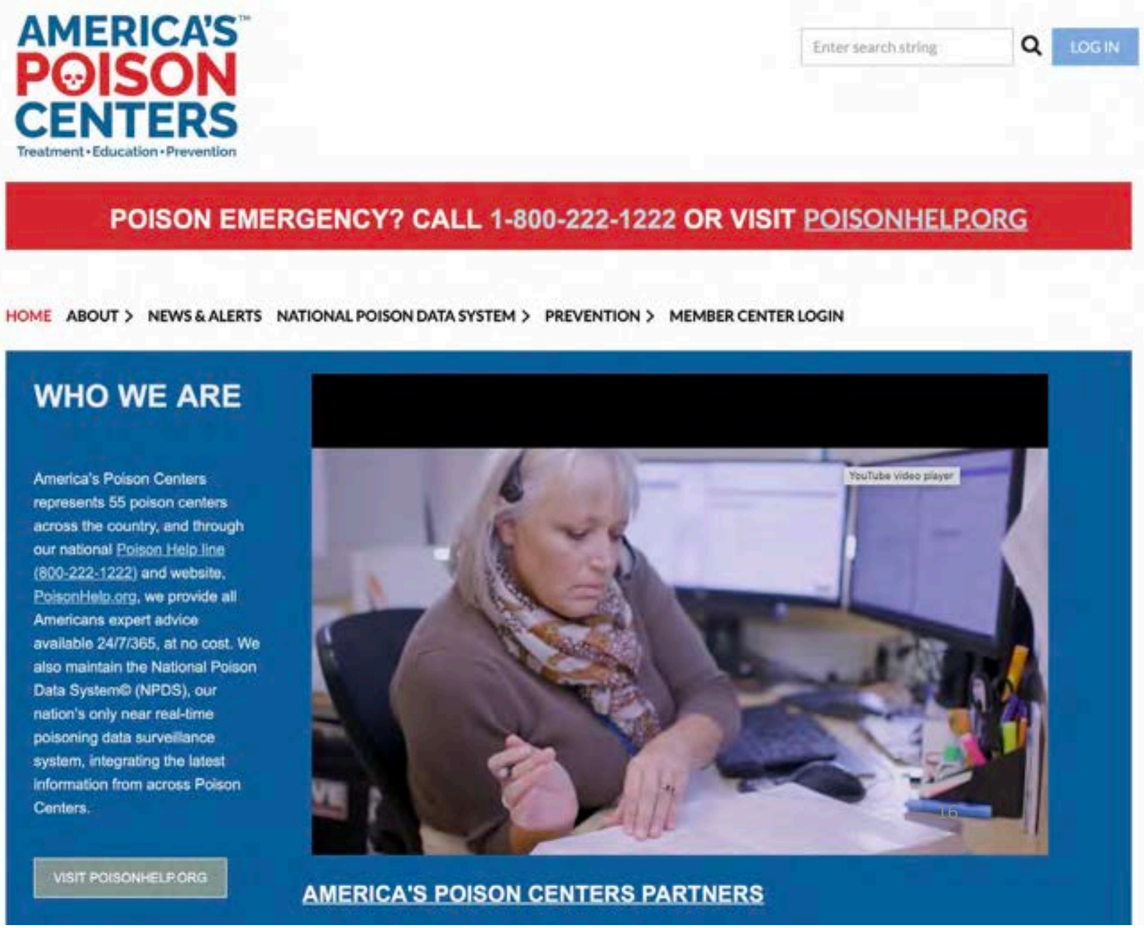


Figure 38: Process for active drying. Start with the face (A), tilt head back to dry the hair/head (B), then progressively move down the body (C).

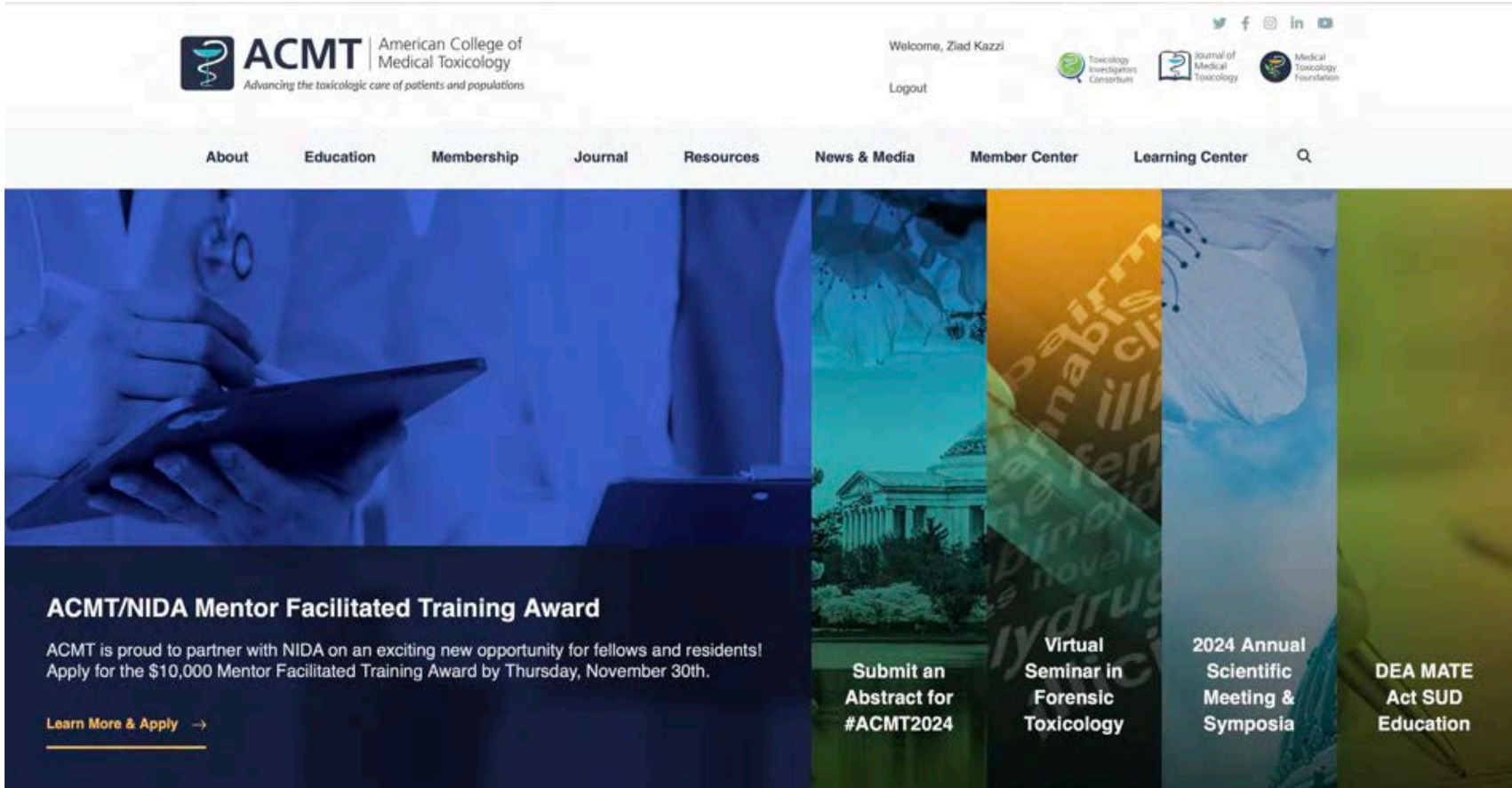
WHO AND WHERE ARE THE SUBJECT MATTER EXPERTS?



Poison Centers:
[America's Poison Centers]

POISON Help®
1-800-222-1222

Medical Toxicologists:
[American College of Medical Toxicology]



[American Academy of Clinical Toxicology]

Additional Resources

Industrial Hygienists

Industrial hygienists are scientists and engineers committed to protecting the health

Hazmat Specialists or Hazardous Materials Specialists

Image SourceL https://www.natlenvtrainers.com/hazwoper-training-requirements

Clinical Diagnosis
versus Laboratory Diagnosis

- Many agents cause non-specific and overlapping clinical presentations
- Clinicians lack knowledge/experience about certain chemical, radiological and blast injuries
- Some chemical agents and all radiological exposures have delayed presentations
- Resources may not be available for testing in a mass casualty incident
- Laboratory testing may not be available for specific agent

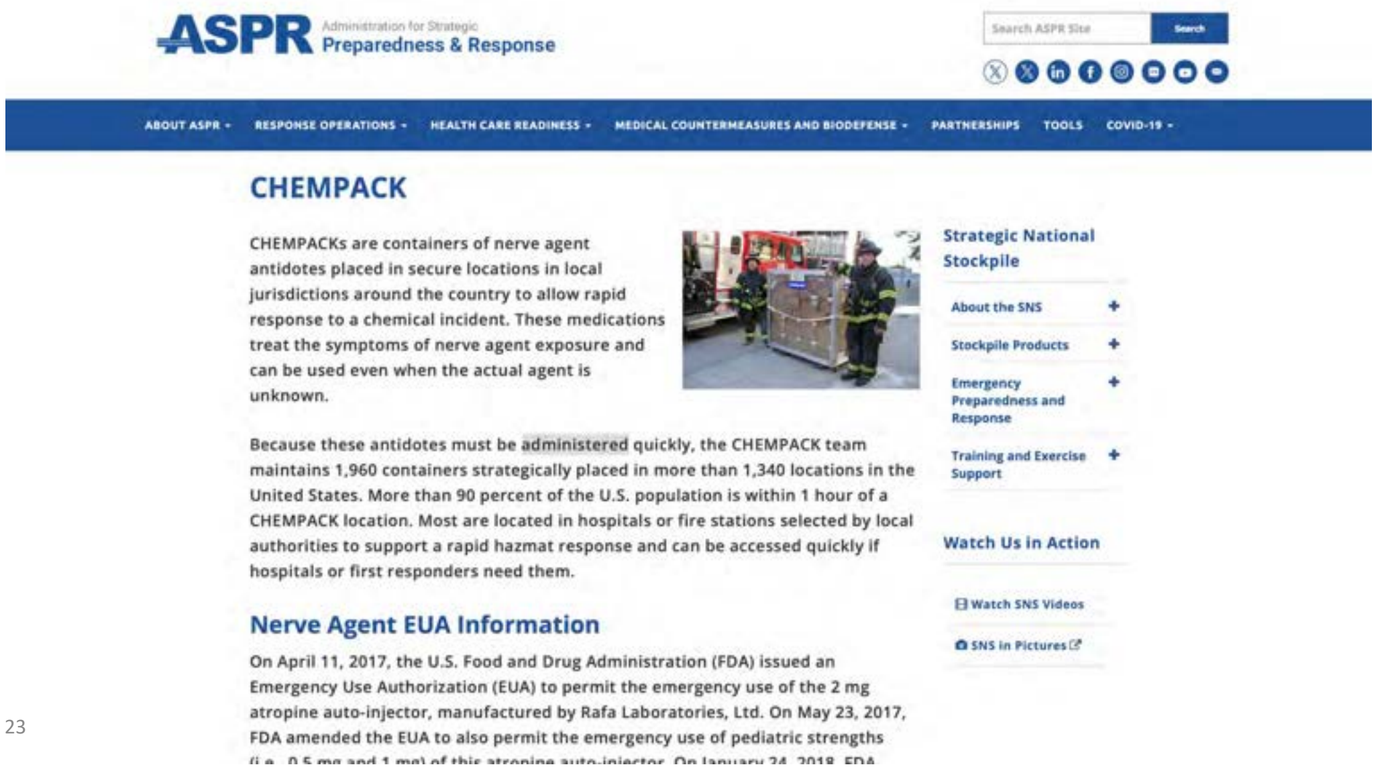
Collection of clinical signs and symptoms that point to one or more toxic agents

Some Examples of Chemical-Radiological-Explosive Toxidromes
Irritant (highly and moderately water soluble)
Asphyxiant
Cholinergic
Anticholinergic
Sedative
Opioid
Stimulant
Corrosive or Caustic
Hydrocarbons and Substituted Hydrocarbons
Blast Injuries
Acute Radiation Exposure

MEDICAL COUNTERMEASURES

The Chempack

- Nerve agents and Organophosphates



More than 90 percent of the U.S. population is within 1 hour of a CHEMPACK location.

Other Antidotes are not in the SNS

Antidote	Indication
Hydroxocobalamin (IV)	Cyanide
Naloxone	Opioids
Benzodiazepines	Seizure inducing agents
Nithiodote (Sodium and Amyl Nitrite)	Cyanide
Methylene Blue	Methemoglobin Inducers
Calcium Gluconate or Chloride	Hydrofluoric Acid White Phosphorus

Additional items to prepare in a radiological incident

- PPE
- Decontamination
- Radiation detectors
- Expert support
- Testing capabilities
- Antidotes
- Medical countermeasures

Examples of Radiation Detectors

Ionization Chamber

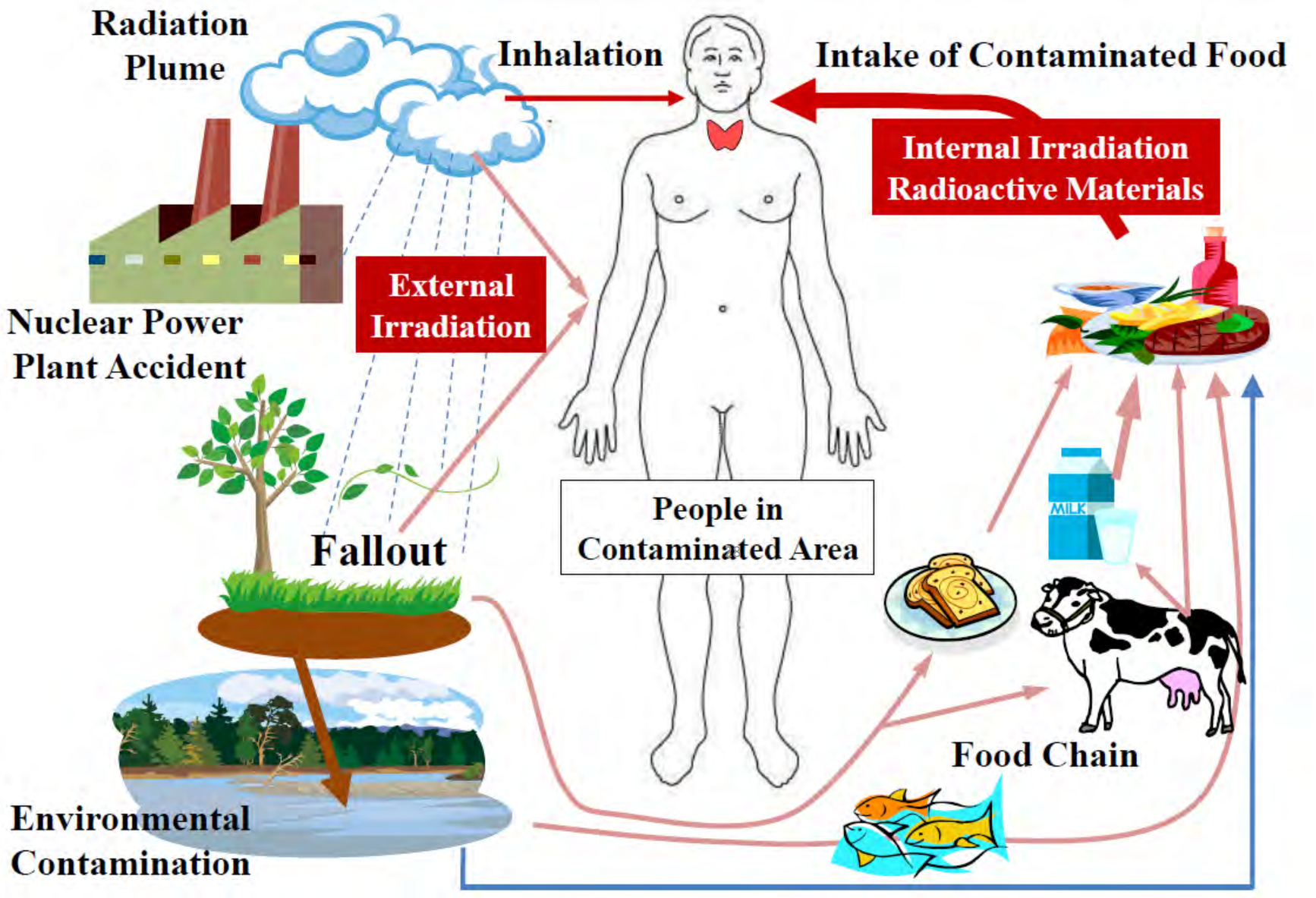
Geiger Muller Counter

Portal Monitor

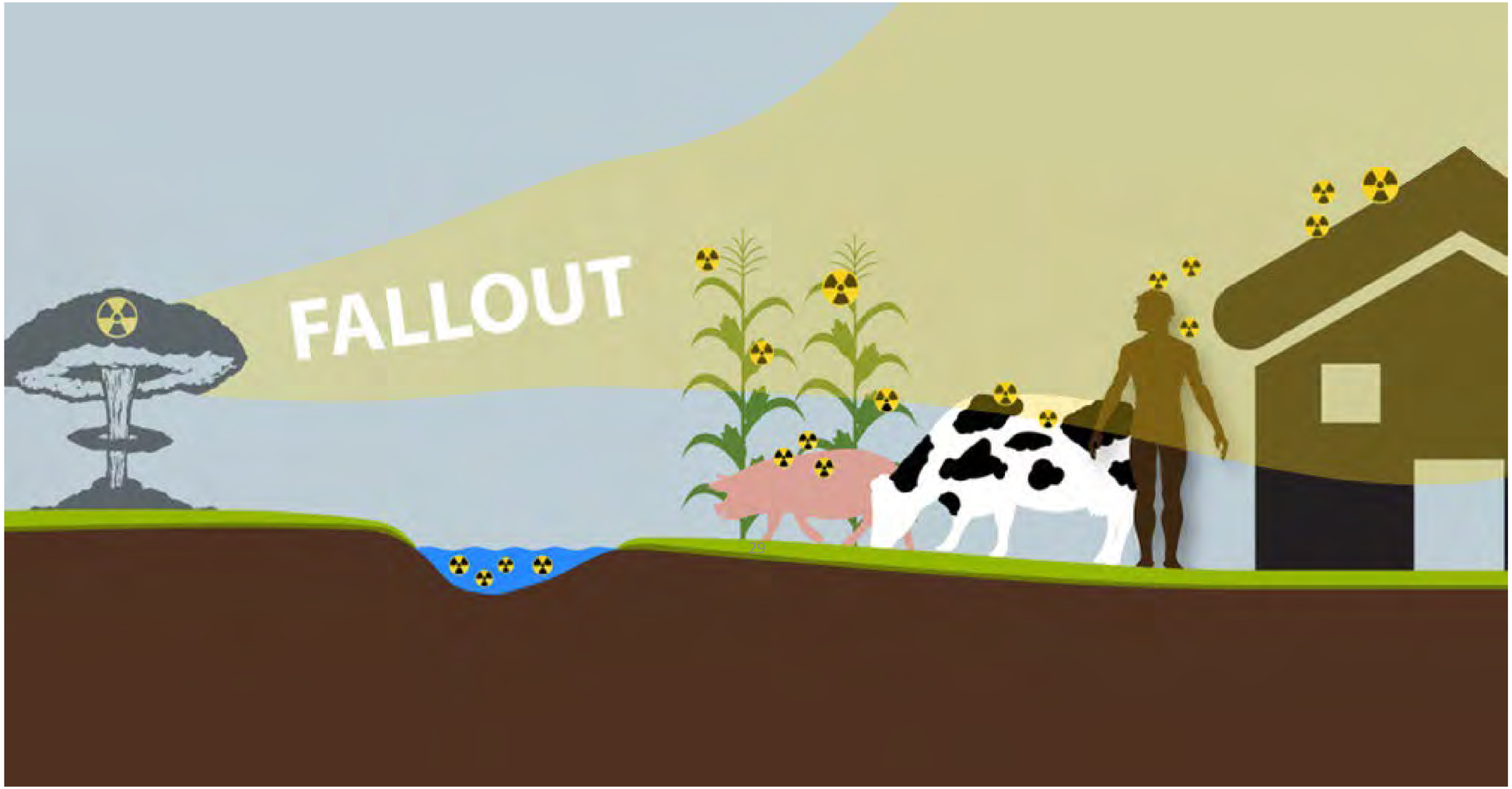
Personal Dosimeter-
Film Badge

Level D: Default in the ED for Radiation Emergencies

Nuclear Power Plant Emergency



IND Detonation Scenario



Nuclear Weapon Detonation

What is a nuclear weapon?

A nuclear weapon is a device that uses a nuclear reaction to create an explosion. This explosion is much more powerful than that of conventional explosives (like TNT). When a nuclear weapon explodes, it gives off four types of energy: a blast wave, intense light, heat, and radiation. Nuclear weapons can be in the form of bombs or missiles.

When a nuclear weapon explodes, a large fireball is created. Everything inside of this fireball vaporizes and is carried upward. This creates a mushroom-shaped cloud. The material in the cloud cools into dust-like particles and drops back to the earth as **fallout**. Fallout can be carried by the wind and can end up miles from the site of the explosion. Fallout is radioactive and can contaminate anything it lands on.

What are the main dangers of a nuclear weapon?

A nuclear weapon would cause great destruction, death, and injury and have a wide area of impact. People close to the blast site could experience:

Thermal Burns and Instant Radiation Exposures

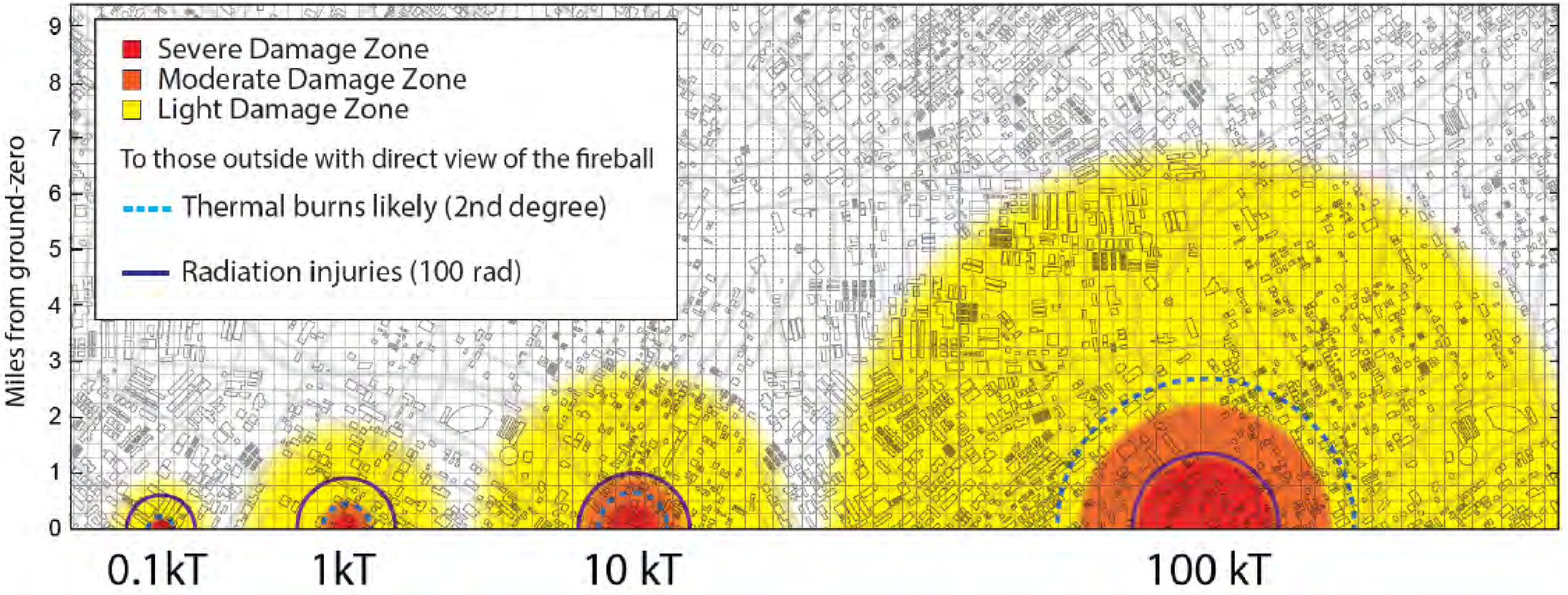


Figure 7: Radiation and burn injury ranges overlaid on damage zones demonstrating the extent of outdoor 1 Gy (100 rad) initial radiation and second-degree thermal burns for unobstructed 0.1, 1, 10, and 100 kT surface detonations.

Flash burns accounted for the overwhelming majority of burns sustained among survivors of Hiroshima

% were flame

Figure 25: Flash burn victims from (a) Hiroshima showing pattern burns due to clothing patterns and (b) Nagasaki showing profile burns from clothing coverage (War Department, 1945).

Radiation Zones: Dangerous Radiation Zone & Hot Zone

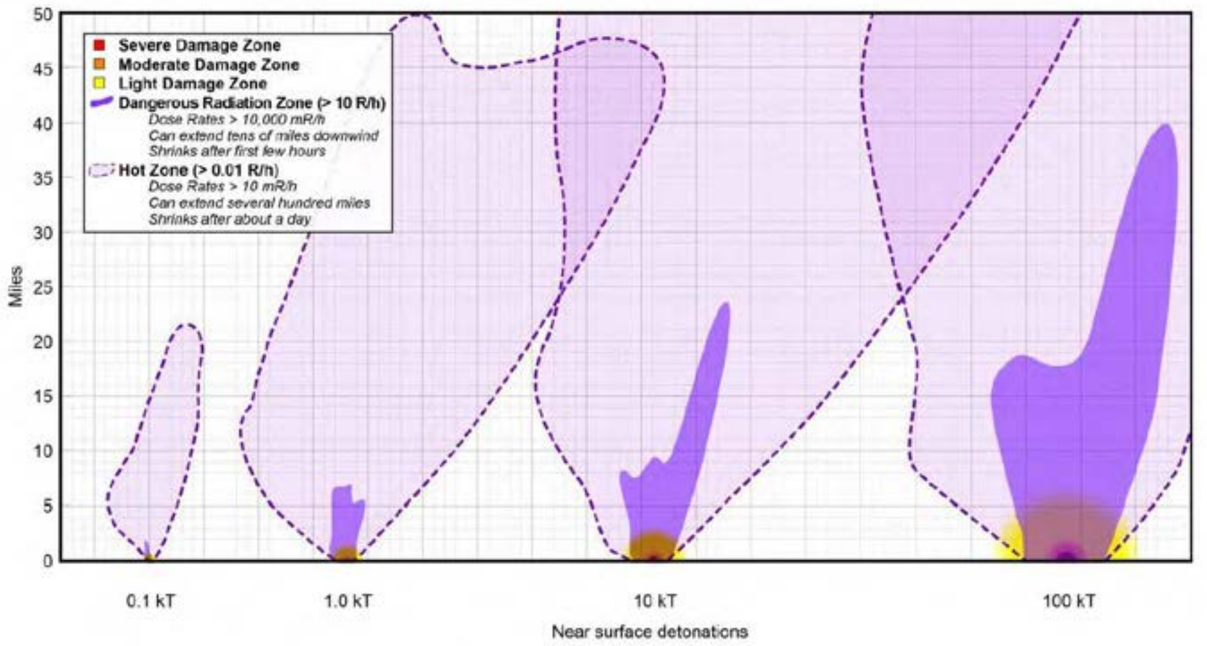


Figure 15: Illustrations of Response Zones for a Variety of Yields

The HZ, like the DRZ, should be established by measured radiation levels. The HZ is bound by 0.01 R/h and higher exposure rates within the 10 R/h boundary. The SDZ is expected to have HZ radiation levels or higher, even for low air bursts. The HZ will overlap with parts of the MDZ and LDZ for near-surface detonations. Figure 15 illustrates the relationship between the HZ, damage zones, and the DRZ for surface detonations of various yields.

Protective Measures Immediately Post Detonation

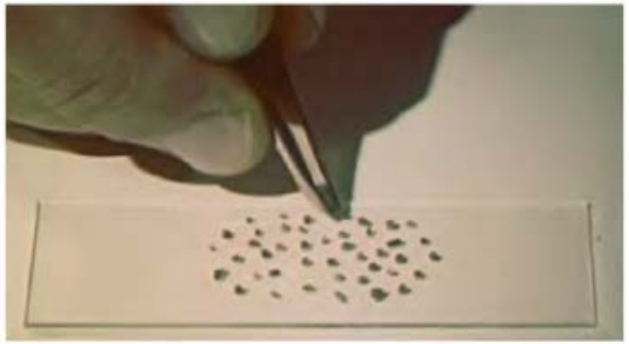


Figure 10: Fallout Particles from Near-Surface Nuclear Tests

After a nuclear detonation near the surface, immediately dangerous fallout will descend back to earth within the first few minutes to hours and can be readily visible as it comes down.

Radioactive Dispersal Device:
External with Radioactive Material

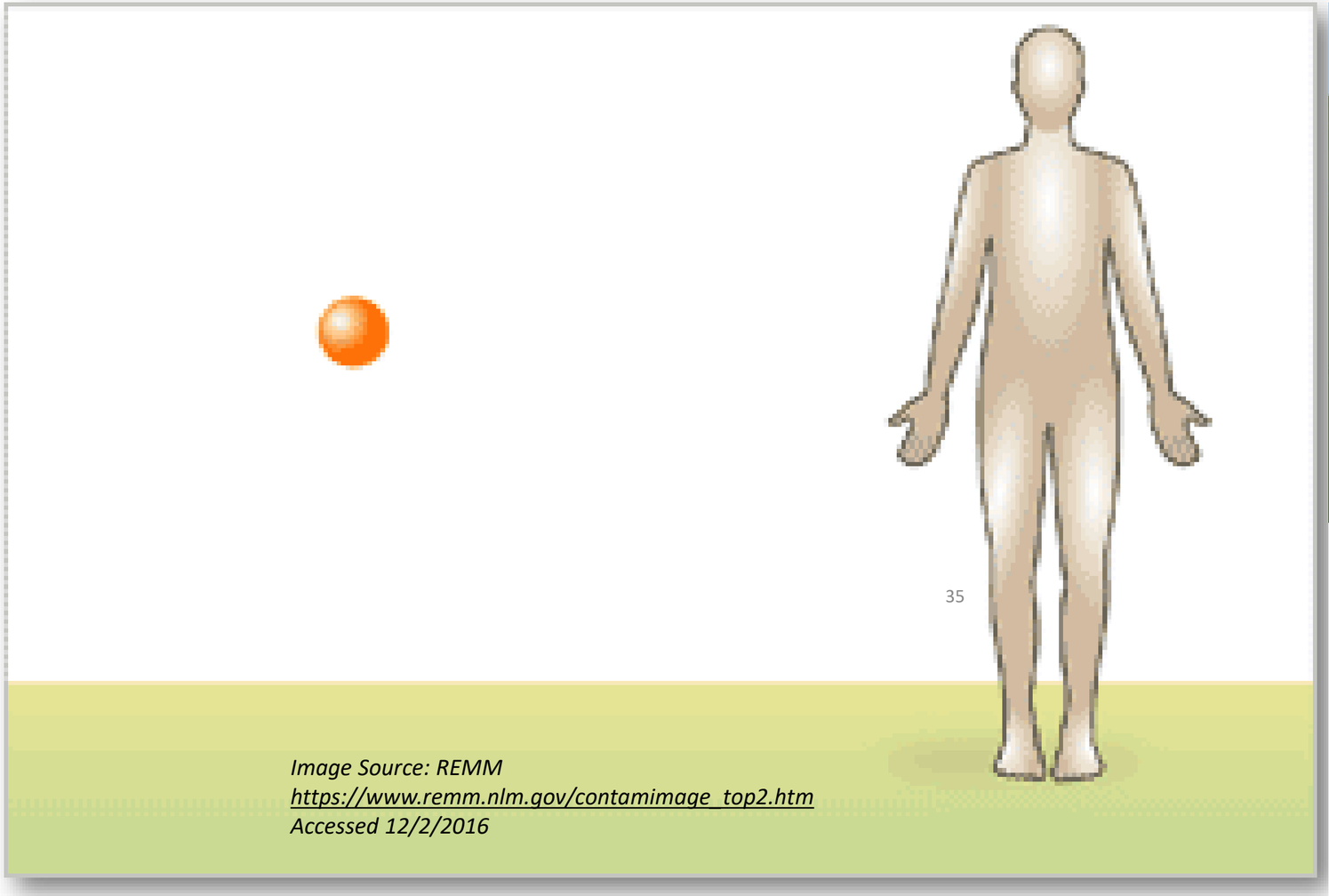
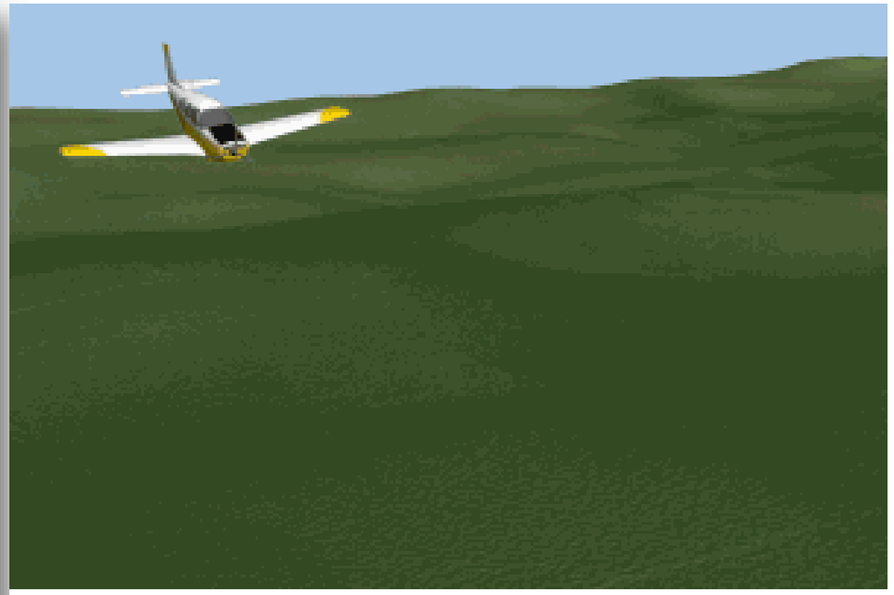


Image Source: REMM
https://www.remm.nlm.gov/contamimage_top2.htm
Accessed 12/2/2016



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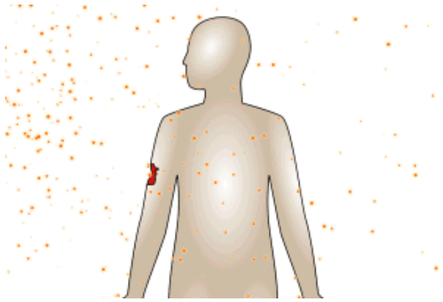
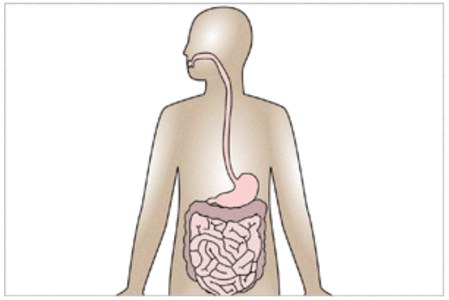
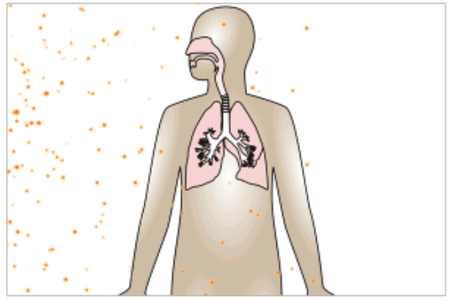
Internal Contamination with Radioactive Material







(Source REMM)

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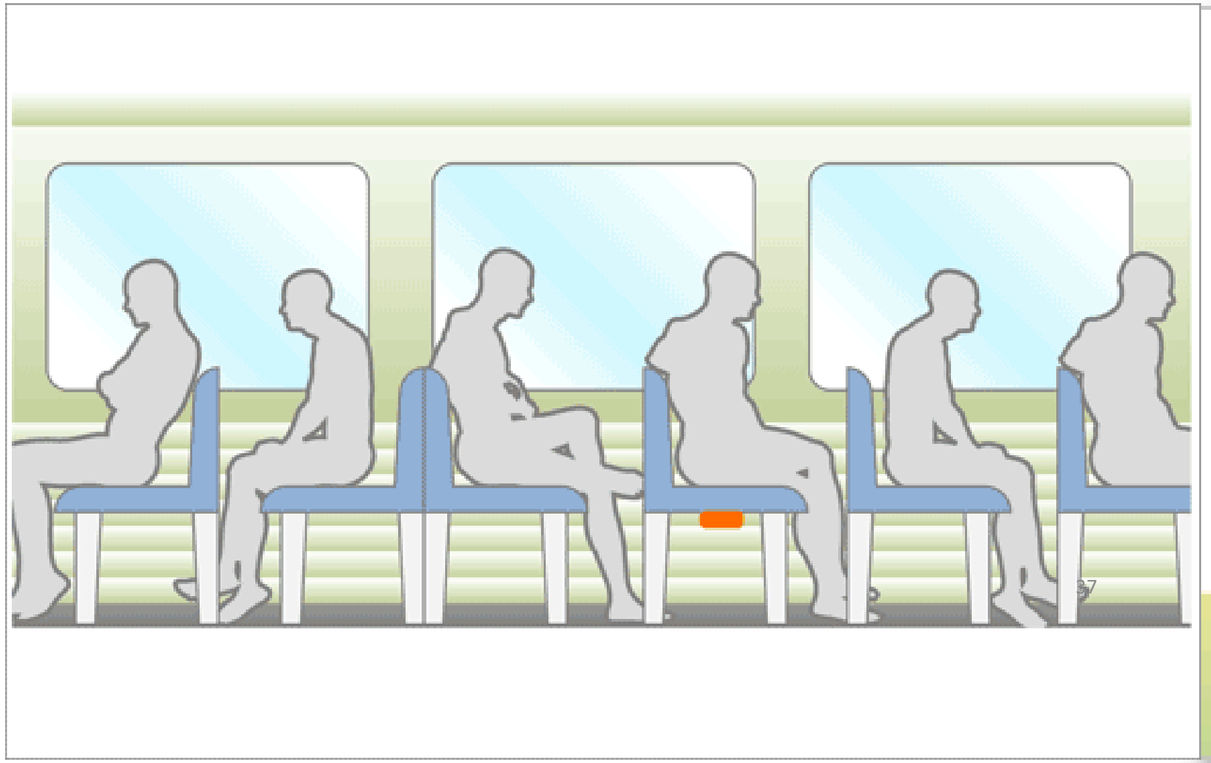
Radiological Exposure Device: Exposure to Radiation Without Contamination



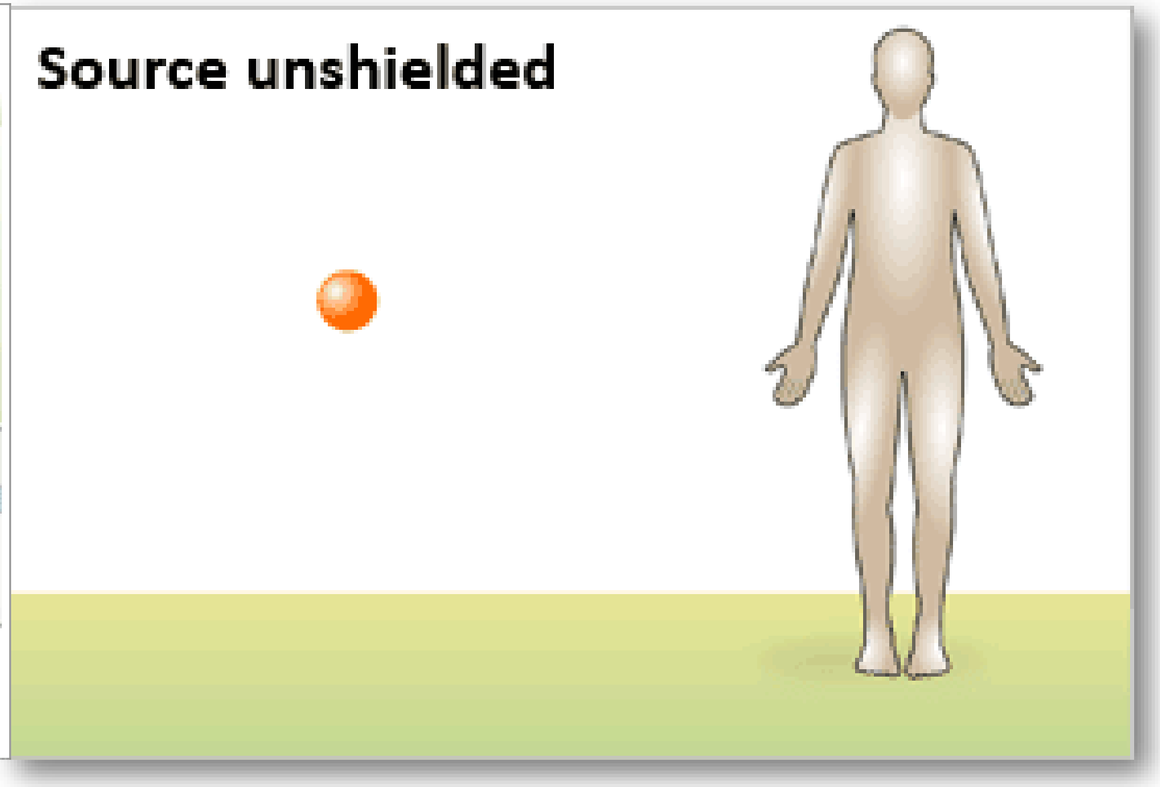


Image Source: REMM https://www.remm.nlm.gov/exposureimage.htm accessed 12/2/2016

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The Bottom Line Upfront

- Ionizing radiation is energy travelling in space and that was released from the nucleus of a radioactive atom
  - Clinically relevant forms of ionizing radiation are gamma rays, beta particles, alpha particles, and neutrons
- Health effects after exposure to ionizing radiation can occur shortly after exposure to radiation or can be of delayed onset like cancer

The Bottom Line Upfront

- Radiation protection principles
  - –Time and Distance
  - –Decontamination of patients contaminated with radioactive materials
- Patients can have their body externally contaminated with radioactive material. They can also take up this material by inhaling it or ingesting it. If they have an open wound, the material could enter the body that way, as well.

The Bottom Line Upfront

- Healthcare providers should double glove, wear googles, and protective suits (like a plastic gown). For respiratory protection, they can use PPE level D or C depending on whether there is a risk of radioactive material suspending in ambient air.
  - Surgical mask, N-95 mask, or air-purifying respirator fitted with a cartridge
- Life-saving interventions like securing the airway, stopping severe bleeding, or decompressing a tension pneumothorax, should be done before a radiation survey and decontamination are completed

The Bottom Line Upfront

- Radioactive material can be localized using a handheld radiation detector like a Geiger-Muller counter.
- The material can be washed with soap and water, once the patient condition is stabilized.
- Radioactive material that has entered the body can distribute in different organs and cause subacute or long-term organ damage like cancer, or leukemia.

- There are medications that can remove the material from the body or prevent it from entering the organs. These medications are Prussian Blue, DTPA, and Potassium Iodide that work for cesium/thallium, Americium/Plutonium/Curium, and radioiodine, respectively.

The Bottom Line Upfront

- People whose entire body (or a large part of it) is exposed to a significant dose of penetrating radiation, over a short period of time, can develop acute radiation syndrome
- Acute radiation syndrome is a multiorgan syndrome and includes the bone marrow syndrome during which patients become neutropenic and are prone to infections and bleedings.
- People who are exposed to higher doses can develop the GI and Cerebrovascular subsyndromes where they develop GI bleeding and neurovascular manifestations, respectively. These 2 subsyndromes are often fatal.
- Some patients can also develop cutaneous radiation injuries or subsyndrome.

The Bottom Line Upfront

- Patients with ARS develop prodromal symptoms like nausea, vomiting, diarrhea, fever, and fatigue.
- The time to onset and severity of these prodromal signs and symptoms like time to onset of vomiting and diarrhea, can help a clinician estimate the severity of the patient condition.
- The rate of drop of the absolute lymphocyte counts can also be used by the clinician to assess severity and prognosis.
- Newer technologies are being developed to predict the severity of a patient disease.

The Bottom Line Upfront

- Care of ARS is primarily supportive and like the care of a patient who is neutropenic after chemotherapy for cancer.
- Cytokines like filgrastim, pegfilgrastim, sargramostim, and romiplostim can be used to help the bone marrow recover faster, shorten the duration of neutropenia, and decrease the severity of thrombocytopenia, and risk of death.
- Victims with combined injuries or comorbid conditions will have a more severe illness and worse prognosis for survival.

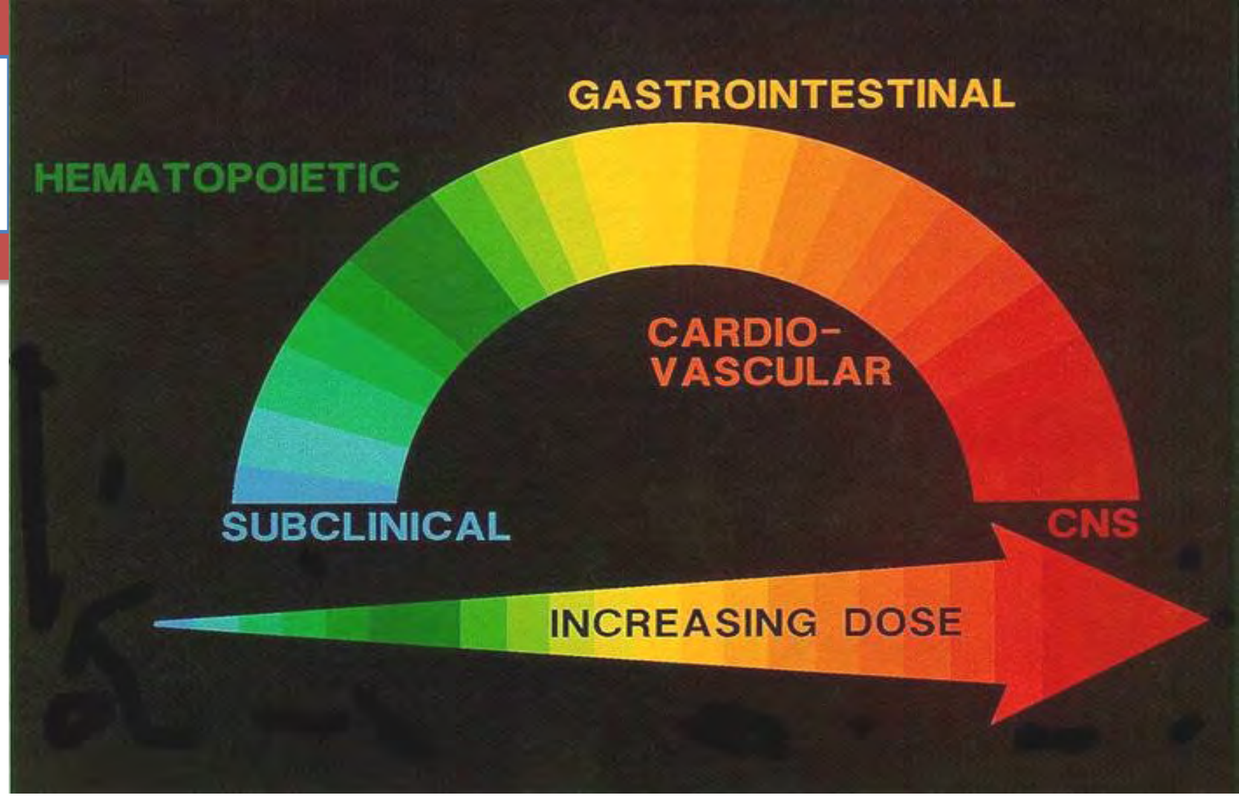
The Rule of 4s:

4 stages

- Prodrome
- Latent
- Manifest
- Recovery or death

4 Conditions

- Exposure to penetrating radiation like gamma rays
- Whole body exposure or near whole body
- Dose ≥ 2 Gray
- Dose received over a short period of time (minutes to few hours)



4 Potential Subsyndromes

- Hematopoietic subsyndrome
- Gastrointestinal subsyndrome
- Cerebrovascular subsyndrome
- Cutaneous subsyndrome

Care for ARS

IVF	Neutropenic Precautions	Blood Products
Nutrition	Antiemetics	Antidiarrheals
Analgesics	Antibacterials	Antivirals Antifungals
Colony Stimulating Factors	Psychological Support	Stem Cell Transplant

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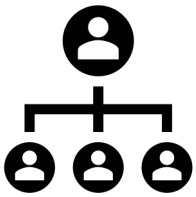
Top Ten Ways to Instill Psychological Safety in the Organizational Environment



Leadership Commitment & Behavior

Psychological safety in organizations fundamentally hinges on the actions and attitudes of leadership. Leaders shape the organizational climate and culture and are the linchpins in establishing an environment where employees feel safe to express themselves, take risks, and innovate without fear of reprisal or negative consequences.

Promote Open Communication & Voice

Psychological safety is closely linked to the ability of employees to communicate openly without fear of reprisal or judgment. Therefore, organizations must actively promote structures and cultures that encourage voice.

Build Trust & Mutual Respect Among Team Members

Trust and mutual respect form the interpersonal foundation on which psychological safety rests. Organizations should actively cultivate these relational dynamics.

Establish Clear Expectations & Roles

Clarity around expectations and roles reduces ambiguity, a primary source of stress and psychological insecurity.

Foster a Culture of Learning & Innovation

Psychological safety and a learning culture are mutually reinforcing, enabling organizations to innovate sustainably.

Top Ten Ways to Instill Psychological Safety in the Organizational Environment

Prioritize Mental Health and Well-being

Mental health is intrinsically linked with psychological safety: one cannot exist robustly without the other.

Invest in Training & Development for Psychological Safety

Education and capacity-building for leaders and staff are essential to sustain psychological safety.

Strengthen Ethical and Safety Climate

Ethical and safety climates constitute the organizational frameworks supporting psychological safety.

Design Supportive Physical and Virtual Environments

Environmental factors significantly influence psychological safety.

Monitor, Evaluate, and Evolve Psychological Safety Initiatives

Sustaining psychological safety requires ongoing assessment and refinement.