



ADVANCING PROFESSIONAL DECISION MAKING

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OUTLINE

- Models of Effective Decision Making
 - Evidence-based Model
 - Surrogate Decision Making
 - Shared Decision Making
 - DECIDE
 - Factors influencing Decision Making

THE EVIDENCE-BASED DECISION-MAKING

What is the idea behind it? Why it is important?

What are possible challenges?

Which kinds of evidences you consider?

Which one is better: Authority-based vs. evidence-based

<https://www.youtube.com/watch?v=lSvCgSDRMYo> 2 min.

EVIDENCE-BASED DECISION-MAKING

Steps in evidence-based practice:

1. **Convert information needs** related to practice decisions **into answerable questions**.
2. **Track down**, with maximum efficiency, the **best evidence** with which to answer them.
3. **Critically appraise that evidence** for its validity, impact (size of effect), and applicability (usefulness in practice).
4. **Apply the results of this appraisal to practice/policy decisions**. This involves deciding whether evidence found (if any) applies to the decision at hand and considering client values and preferences in making decisions as well as other applicability issues.
5. **Evaluate our effectiveness** and efficiency in carrying out steps 1 through 4 and seeking ways to improve them in the future. (Sackett et al., 2000, pp. 3–4)

EVIDENCE-BASED DECISION- MAKING

What are the possible **challenges** related to evidence-based decision-making?

GROUP/SHARED DECISION MAKING

Defining the problem

Reframing the problem from multiple perspectives

Focus on objectives

LEVELS IN DECISION MAKING AND TECHNIQUES FOR CLINICIANS

- Why is patients' participation important?



<https://www.youtube.com/watch?v=Atchyho4Pyk>

6 min.

RISK, UNCERTAINTY AND CLINICAL DECISION-MAKING

- How we make a team decision in uncertain situation?
- How groups conceptualize and internalize uncertainties and how they handle them in order to achieve effective decision-making at workplace?
- How do we change / improve our skills and strategies?

CASE STUDY: OPERATION ROOM



"In 2005 Elaine Bromiley, a 37-year-old woman attending hospital for what was supposed to be a routine operation on her nasal air passages, suffered catastrophic brain damage after unexpected complications occurred at the start of the procedure. An emergency had arisen shortly after the anesthetic drugs had been injected. Elaine's airway — the path from her mouth to her lungs through which air normally flows — had become obstructed. It was a rare event, of the type that occurs in fewer than one in 50,000 routine cases. But that day the anesthetic team suddenly found themselves unable to assist Elaine's breathing or get fresh oxygen into her lungs. During a desperate struggle that lasted some 20 minutes the medical team were unable to remedy the situation. As a result Elaine's brain became starved of oxygen. She was transferred to the intensive care unit but died several days later."

Discuss how these behaviors could hinder or enhance safety while they also reflected on their own experiences?



“DECIDE” MODEL

FOCUSED READING: APPLYING THE DECIDE MODEL IN PRACTICE

Article: [DECIDE A Decision-Making Model for More Effective Decision Making by Health Care Managers Kristina L. Guo, PhD, MPH](#)

- Review the DECIDE model
- Review and discuss the application of the DECIDE model provided in the article
- Think of a situation in healthcare environment and apply the DECIDE model to it
- Describe the context and different steps according to the DECIDE model



FACTORS FACILITATING AND INHIBITING DECISION MAKING

INTERNAL and EXTERNAL:

- Which are more influential?

EFFECTIVE DECISION MAKER

- In small groups brainstorm the factors influencing making decisions in healthcare system.
- Categorise them, e.g. political, social, etc.
- 10 min.
- Present your ideas



DISCUSSION:

- What is the impact of **political, economic and social factors** on problem forming and making clinical decisions?
- What are the possible examples of **Status** and **Power Differences**?
- What is the role of agency **culture** and **climate**?
- What the impact of **interaction** between clinicians and clients?



QUESTIONS TO CONSIDER

- Should the focus of **drug programs** be on users rather than on environmental conditions that encourage substance abuse?
- Are **parents** who mistreat their children bad people who should be imprisoned or overburdened people who should be helped?
- If someone **drinks** too much, is homeless, and is unemployed, is this his or her fault?

The freedom to choose is a foundation requirement of moral behavior.

DISCUSSION: “DYSFUNCTIONAL GAMBLING”

- Is it a learned behavior maintained by a complex reinforcement schedule?
- Is it a moral failing?
- Is this a disease?
- Is there a known etiology, a worsening without treatment, and a predictable course?

- The American Psychiatric Association (2000) views this as a mental disorder.
- What is the impact of political, religious, cultural, social, etc. factors in answering the questions?



WHAT ARE THE POSSIBLE EXAMPLES OF STATUS AND POWER DIFFERENCES?

- Status and power allows staff and their representatives to have an influential role in the **negotiation of decisions**, such as whether to return a child to a parent's care.
- The history of psychiatric care is replete with examples of the **unwarranted exercise of power to deprive** people of their freedom, including hospitalization.

INTERACTION BETWEEN CLINICIANS AND CLIENTS

- Why this interaction is important?
- What is the impact of the interaction on decision-making among both clinicians and clients?

EFFECTIVE DECISION MAKER

- What factors influence clinical decision making (facilitating and inhibiting)?
- What personality traits the effective decision maker should possess?
- What psychological/ emotional problems might influence the effectiveness of decision-making process?



PSYCHOLOGICAL FACTORS

- **How physicians feel** influences their approach to patient safety (Croskerry, Abbass, & Wu, 2010).
- People differ in how they **perceive, think, approach problems** and in the way they **handle uncertainty and risk**.
- Preferred **practice theories** and the availability of information influence what we see. A psychoanalytically oriented clinician may attend to different factors than one who is behaviorally oriented.
- **Our self-assessments are often flawed**. Such incorrect beliefs may interfere with sound decisions.
- **Political, economic, and social** areas have impact on the development of the helping professions.

ACTIVITY: CRITICAL THINKER INDICATORS

- Review Box 1.2, which lists personal CTIs—the behaviors and characteristics of critical thinkers.
- Decide where you stand in relation to each indicator, using the following 0–10 scale:
- 0 = I need to work on this indicator
- 10 = This indicator is habit for me



TO SUMMARIZE

- What did I learn?
- What is useful for me?
- What am I going to apply?



NEXT: MAKING THE RIGHT DECISION AND FUTURE TRENDS

1. **Ethics** in clinical decision-making
2. **Dilemmas** in making the right decision in healthcare
3. Decision aid **tools** and decision **instruments**
4. Enhancing the **quality of the outcome** of the decision
5. **Future trends in healthcare** decision-making



THANK YOU 😊

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