

Enterprise 50

The Balance of Public and Private

The relationship between business innovators and public regulators has never been an easy one. Nowhere is this better illustrated than in Silicon Valley, where companies like Airbnb, Google and Uber are fighting ever-increasing amounts of scrutiny over the new ways that technology is being inserted into our daily lives. At the core is a tension between the blue-sky creativity and experimentation that often enables innovation and the responsibility that governments have to protect society from the unknown and unplanned side effects of an increasingly technology-driven world.

For any company, Silicon Valley startup or not, the question of growing and innovating within the bounds of regulation can be thorny. It's the kind of question that requires long-term planning to anticipate laws that haven't been written yet, while balancing the short-term needs of the business and accountability to investors, shareholders and the board. At the cloud data services company Box, Chairman and CEO Aaron Levie has proven his ability to manage these seemingly competing interests, not to mention a successful IPO in 2015. He sat down with members of Enterprise 50 for a more-than-candid conversation on navigating the tightening regulations on technology that global companies face, the role that private entities can play in the public sector and the future of corporate innovation.





Never Fast Enough

Fundamentally, the problem is speed—specifically, the difference between the speeds at which governments and businesses operate. “Regulators and policymakers are still operating at the speed of the industrial world,” Levie says. “Businesses now need to operate at the speed of the digital world, but they are being regulated by governments that can’t move as quickly as the digital landscape.”

This mismatch in speed results in laws that are not up to date with the actual technology they are seeking to regulate, leading to conflicts like the one between Apple and the FBI over an iPhone believed to have been used to coordinate domestic terrorism. By requiring Apple—and tech companies in general—to build in the capability to crack encrypted consumer data, the U.S. government would essentially be halting the innovation currently underway in advancing encryption and data security, he says. This illustrates another problem: Governments are not anticipating future technology. Instead, we are seeing “an incessant and relentless push from governments to implement laws that are in direct conflict with where the technology is going. ... If you just add all of this up, it will be impossible to do business on the Internet in 10 years.”

The Problem of Built-In Backdoors

The Issues:

“If you are a technology vendor, you’re going to be responsible for being able to uncover and access data that’s used in your system. Does that mean that when you’re building secure communication systems, you want the technology vendor to always be able to decrypt everything anytime? What happens when China wants access to that information? What happens when a cyberattacker gets into one of these systems and then can actually get access to this data? We can’t design secure systems based on the laws that legislators are trying to create or enact, and it’s because we are taking very, very short-term views on each of these issues.”

The Analogy:

“In the physical world, when you took a document and put it in a filing cabinet, you could control it and you could secure it. If the government wanted it, they had to come to you. In the digital world, you are relying on service providers. That doesn’t mean that you should somehow lose control of that document, and that you shouldn’t still be the group that the government has to come to to get access to that information. With gag orders and the way the subpoena process works, it is theoretically possible to subpoena Google and get information, and you would never know that that happened.”

The (Possible) Solution:

“What we want to do is see if there are ways that we can replicate the control that the customer had in the physical world. In our case, we give you control of the encryption key. But can we do that in such a way that we don’t impact and compromise the whole value of using the cloud? We want to try and simplify that.”



Taking the Long View

For Levie, the key to keeping regulations from killing business, and in the process killing growth, lies in looking ahead and anticipating technology. “Why don’t we imagine what the world is going to look like in 10, 20 or 50 years,” he asks, “and then create policies, laws and frameworks for companies and technology? What does this digital world look like? How do you as a government interact with it? How do you request and access information? What is in your jurisdiction, and what isn’t? We don’t have any of those rules.”

These are the sorts of questions private companies should also be considering in crafting long-term strategy—starting with the CEO and the board. “Our job is to make sure our board understands our longer-term mission,” says Levie. “We don’t do anything particularly unique at the board level other than try and keep everybody focused on the long-term strategy and not mired in the near-term metrics of the business or the near-term, purely financial components.” This is not without its caveats, however, and every business must strike a balance that makes sense internally. “We are always making trade-offs. “What is going to be the innovation that we are going to start coding today that customers aren’t going to see for three or five years? And how are we going to trade off funding those things for what we need to do tomorrow that the market is going to be evaluating us on?”


Levie is also critical of the companies that are, in his estimation, needlessly antagonistic toward regulators. He believes that it is incumbent on businesses to drive mutually agreeable solutions, not to be dragged kicking and screaming into compliance, especially because it is business that is on the leading edge. This is an enormous area of opportunity for leadership from the private sector, and one that he hopes companies will begin to seize, particularly because there is so much for everyone to gain from forward-looking, public-private cooperation, the least of which is a more informed and transparent dialogue about regulations and laws—and not just laws governing technology.

He points to the examples of Salesforce CEO Marc Benioff and Apple CEO Tim Cook, who have not only personally taken a stand against what they consider unjust laws but have also staked their brands and business on their convictions. This is the kind of influence that corporations can exert in a way that is not driven by hostility or reactivity but by a genuine desire to participate in and shape the future of the world. “[People like Benioff and Cook] are doing an amazing job of showing how corporations can also be conscious of issues and be a natural conscience in the country and in the world. That purpose is permeating everything we do. Even if it doesn’t relate to technology, it relates to creating cultures that people want to be a part of that are going to drive our brands and our businesses forward.”

The CFO

Now and Beyond

The role of the CFO has changed, and any executive in the position must rise to the challenge of increased responsibilities and expanded expectations from both internal and external stakeholders, including other functions across the organization, the board and the market. Larry Bossidy, retired chairman and CEO of Honeywell, and Chris Coughlin, former CFO of Tyco and current chairman of Dun & Bradstreet, joined members to shed light on thriving amid the changes and building your reputation and relationships within your own company, the board and beyond.

A black and white photograph of an elderly man, Larry Bossidy, sitting in a chair and reading a newspaper. He is wearing a dark, textured jacket. The newspaper he is holding has the words "BUSINESS & TECH" visible at the top. The photo is partially overlaid by a blue circular graphic on the left and another blue circular graphic on the right.

Larry Bossidy,
retired chairman
and CEO,
Honeywell

By
Nicholas
Chang

Step 01 STARTING FROM THE INSIDE

Expanding your reach and influence outside of your function is key, says Bossidy, who encourages CFOs to think about finance as a service center for the operating businesses. “Go out, and help them. The more you reach out, the more credibility the function gets and the more valuable it is.” This can mean advising other functions on financial decisions or getting involved in the company’s strategic plan.

While the finance organization may not necessarily be largely involved in the rollout of the strategy, it is certainly a key player in assessing options and informing the financial ramifications—a huge opportunity to build credibility and influence, he says. “The more involved you get, the more comfortable you get with the business leaders and the more effective both are.”

COUGHLIN ON BOARD DIVERSITY

“It’s not: ‘Hey, I know Joel. Joel is a great guy. He could come on this board.’ It’s: ‘What background do we need to balance this board in terms of experience?’ ... It’s diversity of background and experience. ... I don’t know anything about social media and all the cloud technology. So [at Dun & Bradstreet], we specifically have gone out over the last couple of years and gotten people that have a real technology background, who would never have been considered for the board years ago.”

“One of the things I have underestimated is how much women on the board become real role models for women in the business. ... If you tell a woman or a person of color, ‘You have good growth opportunities in this company,’ and they say, ‘Well why don’t you have one on the board?’—that’s a reasonable question.”

Step 02 MAKING PEOPLE YOUR BUSINESS

Developing talent should be a large part of any CFO’s efforts to build the finance organization and internal credibility. “Leaders should deal with the best people in the function,” Bossidy says, and providing honest feedback to the team (and eventual successors) is something CFOs must be comfortable doing. “You’ve got to help them. That’s your responsibility.” Don’t wait until they’re in the job five years. The key to success is simple:

“Hire people that are smarter than you.” As you move up in your own career, it’s important to have the confidence that your day-to-day will be handled by your high-potential reports and that they are being prepared to move up as well. “I always viewed that as my No. 1 job,” says Coughlin. “You’ve got to make sure you have great people and you start moving them around and getting them in operating roles.”

Step 03 LEAVING NOTHING UNSAID

Candor is not only something your talent should expect; it's also what the board and your CEO expect from you, says one member, especially when you are called to report in the boardroom. As CEO, Bossidy always wanted to know what his CFO was going to tell the board and the audit committee chair, in particular. "I didn't need to sit in on the meetings, but I wanted to be informed. I always gave one piece of advice: full disclosure," he says. "Tell them everything. Overtell them if you need to, just to make sure there's clear communication. ... Say what you think because that's the way you build credibility with the board. If you spin everything, that becomes obvious and you lose credibility."

Bring two charts: what's going well and what you're worried about, and don't sugarcoat things.

Similarly, Coughlin believes that an integral part of the CFO role is challenging your CEO—privately, of course—and ensuring that differing opinions are heard. This kind of critical debate also serves boards well. He tells the story of Tyco's decision to spin off its businesses and how not all board members were initially in agreement. "The pushback that certain board members had was healthy. It made us think through all the implications," he says. "It's healthy if somebody steps up and starts asking difficult questions."

BOSSIDY ON CFOS AND RISK

"Risk is differently placed in organizations now. In some cases, there's a risk person in the organization that may or may not be in finance. To the extent that it is in finance, you have to oversee it. The question is: Are you quantifying and identifying the right risk? You'd hate to be talking about risk and then find out something happened that wasn't even on your list. CFOs are also getting more involved in data security matters and protecting cybersecurity."

Step 04 TEACHING IS NOT JUST FOR TEACHERS

When presenting to the board, the role of the CFO is not just informing; it's also educating, particularly when board members may not have experience in your specific industry. "You've got to make it really simple, and it's very tough because we're so immersed in our day-to-day," one member says. "I have to remember to re-educate them almost every time. ... You have to give them a frame of reference." Another member offered similar advice: "Bring them into your thinking in a way they can relate to."

Remember that you know the ins and outs of your daily business, but the board does not. Communicate what they need to know clearly, simply and humbly, says Bossidy, and always be open to questions. Be sensitive to the way that individual board members respond to different communication styles, and adapt accordingly, Coughlin says. This requires a great deal of relational know-how, but that kind of relationship-building is increasingly crucial to effective communication and decision-making, and is quickly becoming an indispensable aspect of the CFO role.

ON THE COMPLEXITIES OF ACTIVIST INVESTORS

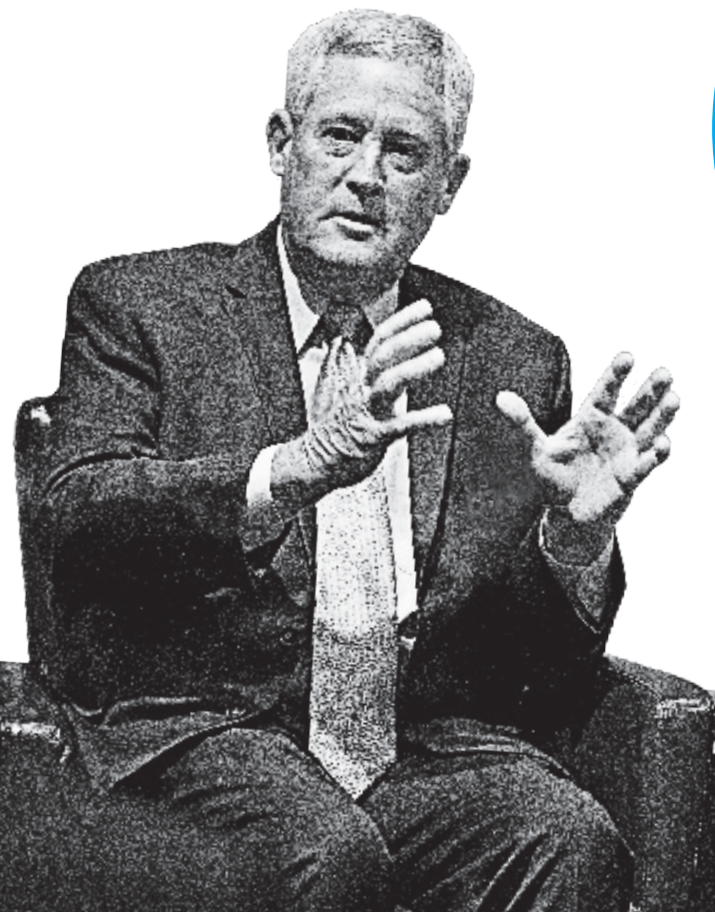
Coughlin: “No matter who it is, you should talk to them as soon as they show up. [At Tyco] we might have had investors who were activists but who weren’t activist investors because we talked to them. They never took an activist role. I talked to them, and I took some ideas that they had. They said, ‘OK, I understand what you’re doing.’ They made a lot of money. ... [At the same time] there are cases where you can and should probably fight them on certain things.”

Bossidy: “It’s not a good idea to stonewall them or to say, ‘These people are nuts. They don’t know anything,’ because then they get more aggressive. You may not like it, but you’ve got to deal with them.”

Member: “When they come to the board meeting, they’re much more deeply prepared than the rest of us. We actually feel guilty. They have 10-levels-deeper questions. I think it’s been good because it does bring a level of expertise and challenge, as long as it’s constructive.”

What are CEOs looking for in rising CFOs?

- Broad perspective on the industry
- Interest and competence in motivating people
- Experience in operating roles
- Understanding of other businesses






Remaining clearheaded

When massive crises strike—the 9/11 attacks, the Deepwater Horizon oil spill, the GM ignition switch case—governments and corporations alike turn to Kenneth Feinberg. As a government special master and master mediator, he is tasked with putting a value on life and limb, work that places him between the cold numbers of compensation and the human face of tragedy. He is perhaps best known for serving as the special master of the federal September 11th Victim Compensation Fund of 2001, responsible for reaching out to all who qualified to file a claim, evaluating applications, then determining and distributing appropriate compensation.

The first question many would have for Feinberg is how exactly he does the work that he does. “It’s not rocket science,” he quips. “You don’t need a law degree to do this. A divinity degree maybe.” Otherwise, the goal is to set up a process acceptable to the parties involved, focusing on getting the money paid out as quickly as possible. But ensuring the expediency and efficiency of the process doesn’t in any way undermine the emotional impact of the work. Feinberg always makes himself available to meet with anyone affected by a tragedy who wishes to speak with him. For the September 11th fund alone, he held 950 individual meetings. “It was debilitating,” he says, but hearing the stories of the victims and their families was indispensable in reinforcing his empathy—while never allowing him to be too deeply preoccupied by the technical execution of his work.

Yet it’s not these technical aspects that make his task challenging, and when it comes to facing victims of horrific tragedy, Feinberg instead remembers a few things that all leaders would do well to consider: 1.) Listen well, 2.) be empathetic, 3.) give those going through tough times space to vent, and 4.) never say, “I know how you feel.” That last rule is one that he has only broken once. And sometimes, when the inhumanity all gets to be too much, he never feels strange about taking a step back for a moment. “You have to take a break and just walk around the block,” he says. “Buy an ice cream and watch kids play on the playground.” Always being on the job is not an advantage if you burn out.

By Nicholas Chang



GORDON'S DREAM WORLD

By
Nicholas
Chang

Gordon Brown is concerned.

He's concerned about the lack of a global climate change agreement, about the future of entrepreneurship in the Middle East and about providing education to children in Africa. But it is the grandness of his vision for the world that makes the former U.K. prime minister and leader of the British Labour party worry about these issues, even as he thinks about how to solve them. Brown may no longer be in office, but he hasn't stopped paying attention to how the world works and how world leaders might make it work a little bit better.





The failures and opportunities of globalization

“We’re in a more interdependent world, but we haven’t found a way of managing it properly,” Brown says. Even though leaders around the world understand that there are large issues—climate change, financial instability, poverty, inequality and immigration—with effects that reverberate around the globe, this has not necessarily resulted in greater cooperation. By way of example, Brown points to the failure of efforts to bring about agreements on climate change, financial controls and growth from the G20 summits. The International Monetary Fund and the World Bank make promising attempts to meet the needs that have arisen from

increased interdependence, he concedes, but it is not enough. Greater and more concerted action will be needed in the years to come if the world is to establish the international systems of cooperation that will allow humanity to minimize conflict and foster growth on a global scale.

On a granular level, Brown is most worried by the growing discontent in Europe and developing nations over issues like income inequality. At the same time, he believes that it is actually inequality of opportunity that will define the conflicts in the decades to come. “If people felt that they had the opportunity to bridge

the gap between what they are and what they have in themselves to become, then I think a lot of the questions about wealth and income would be far less important,” he says. And globalization is exacerbating the problem: With greater connectivity through the internet and mobile phones, there comes greater awareness of the opportunities that others have, which can fuel resentment and disenchantment with the status quo. “If these groups of people don’t get an education or employment opportunities, that will become the biggest source of tension for the future.”

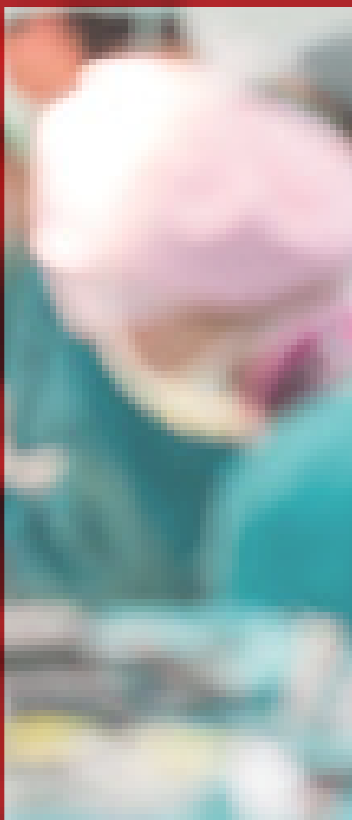
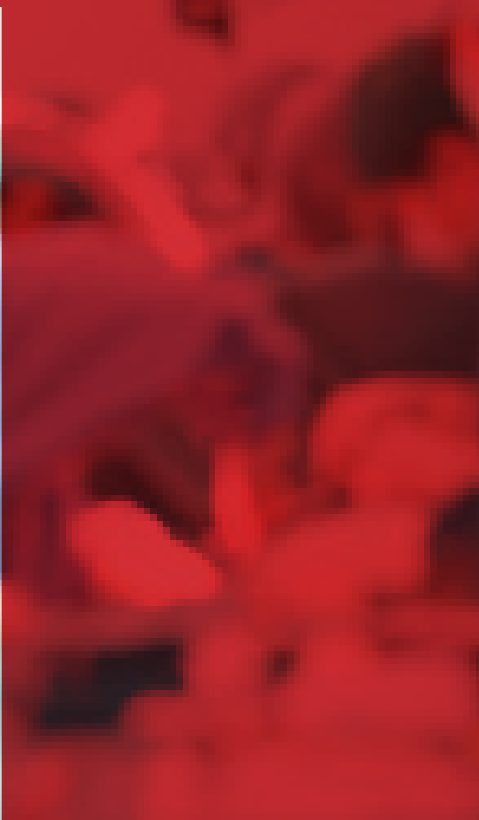


A quick tour of global hot spots

Europe :: The euro itself is a problem because the eurozone is a currency union but not a fiscal union, Brown says, and in the absence of a banking union, the burden to maintain the establishment is placed on political decisions. He also points to the great disparity in income, with the richest countries having up to six times as much income per capita compared to the poorest. Richer countries are also not necessarily able or willing to subsidize the poorer countries when they face financial difficulties, which is Greece's current situation. According to Brown, these questions get at the fundamental issue of how committed the eurozone countries are to the integration that they've agreed upon and making it continue to work. In Greece, the primary tension is between the anti-austerity, anti-reform Syriza party and the other European countries who will not accept a Greek bailout sans reforms.

Russia :: With Vladimir Putin pushing a narrative of Western aggression, it is no wonder nationalism has taken hold among many Russians, with a large majority of citizens supporting Putin's actions in Crimea. Brown believes that Putin's antagonism is a reaction to Russia's humiliation over the fall of communism. And the country's future remains uncertain, particularly with the poor standard of living and public service infrastructure in the face of declining oil prices and a weak economy.

Israel and Iran :: Brown describes Benjamin Netanyahu as adventurous and enterprising. At the same time, Brown worries about Netanyahu's preoccupation with Iran and the danger it poses, particularly if it were to attain nuclear capabilities. Israel's newly re-elected leader is pushing for military action against Iran, which he views as an even bigger threat to Israel than Syria was in 2007. But Brown firmly believes that Netanyahu will not bomb Iran without American support.



UNDER PRESSURE

By Nicholas Chang

NewYork-Presbyterian Morgan Stanley Children's Hospital is one of only three state-designated Level 1 regional pediatric trauma centers in New York. Its trauma facility and staff are capable of providing total care for every aspect of injury, from prevention through rehabilitation. Staff includes pediatric doctors of all kinds: general surgeons, orthopedic surgeons, neurosurgeons, radiologists and the many other physicians, nurses and health care professionals who may be needed to care for pediatric trauma patients—ready at any moment for the next emergency to roll through the doors.

But how does a Level 1 trauma center actually operate? What are the real-life, dramatic situations that unfold in emergency rooms and hospitals around the world every day, and how do the teams that handle them stay sharp? Most importantly, what can be learned from their experiences about working under pressure? Three members of the NewYork-Presbyterian trauma team shared incredible stories from the ER, lifting the veil on the work that goes on in a place where split-second decisions and flawless teamwork literally make the difference between life or death.

Special guests:

Jeanne Rubsam

MS APRN PNP-BC, Pediatric Trauma Program Manager

Dr. Cyril Sahyoun

MD, Pediatric Emergency Medicine Physician

Dr. Steven Stylianos

MD, Division Chief of Pediatric Surgery and Surgeon-in-Chief





World 50: We all know how TV depicts emergency rooms. What is it really like?

Jeanne Rubsam: We get a phone call to the emergency department that the EMS people are out on the street and they've found a child that's been injured and they're going to bring them to our hospital. They'll say, "We'll be there in three minutes." At that point they'll tell us what they've found and the emergency department physicians will decide what type of people they need to meet this patient in the emergency room.

What happens next?

Rubsam: We have protocols as to who stands where and what they're supposed to do. If you go into a real trauma room like ours, they even have footprints around the bed. On the left side of the bed, we're going to have a medical team, a physician and a resident. On the right side of the bed, we're going to have a surgical team, a physician and a resident. At the head of the bed, somebody's going to manage the airway and a trauma director or a trauma person is going to be at the foot of the bed.

These are prearranged and everybody knows what they're supposed to do. There's always one nurse who's going to be the recording nurse. There's always a nurse who's going to do the medications, and that's their only role during a trauma resuscitation. People have critical roles. We work really well together and the physicians are not afraid to question the team leader if they come up with something that they question or don't agree with. There's good communication going back and forth.



With such a formalized, practiced system, how do you create new habits when you need to improve performance? What prevents people from reverting back to their old practices?

Rubsam: A lot of the performance improvement things we see are system problems. If we have a patient that comes in at a certain time, I'm going to look through the chart and say, "OK, they came in at 4:00, got to the CAT scanner at 6:00." I'll say, "Why did it take two hours to get a CAT scan?" We have to follow the system that way. We have a monthly trauma peer review group, and it's the leadership from all different departments: radiology, trauma surgery, emergency medicine, orthopedics. That's the time that we discuss all of those things in a safe environment.

Dr. Cyril Sahyoun: Those meetings are at 7 a.m. and then those performance improvements become projects.

With a system that depends on so many moving parts operating exactly as they need to, how do you try to ensure success?

Rubsam: We have monthly mock simulations with the emergency department staff as well as the pediatric trauma or surgery staff. We have a dummy that can breathe and make sounds, and his heart rate can be adjusted by a panel. We will go through the whole mock simulation with the teams. What we try to do is really take a crisis situation and normalize it. We do that through our training and our protocols and all those kinds of things on a regular basis. It becomes a normal thing for us. It's not a crisis situation anymore.

Dr. Steven Stylianos: It's very important that the setting, the context of simulation, is not soft and kind and sweet. It's not playtime. As a matter of fact, we may be even harder on some of the participants because they don't have the emotion of a life that they might lose at that moment. But nonetheless, there is a little bit of adrenaline in the room and we take it very, very seriously. Everyone is supposed to play their role exactly as if we were doing it for real.

We also have a lot of checks and balances [when it's real]. A lot of it is very automated. You don't want to have a young lady doing the math calculations at the top of her head because what if she got the decimal point just one point off? You've lost a life. We've borrowed from other places to understand the human dynamics that have to go into the most optimal or to ensure the most optimal outcome. That's why we don't meet in separate silos, but together as a group. We rehearse as a group. We debrief as a group, so that

when it is really five minutes or death, we're going to get it right.

What does the debrief process look like? How do you approach mistakes and failure in a meeting when so much is on the line?

Sahyoun: Every time, we start with, "This is a safe place. This is where we learn and you're encouraged to make mistakes. Making mistakes will allow us to not make them when it's a real patient. I absolutely want to hear from everyone." I have to say that that's quite powerful because you hear from the most timid of people and people feel responsibility. "If I don't speak out, this might actually affect little baby Benjamin next time he comes in." I think that's quite a powerful thing through regular debriefings, through really trying to be as honest as possible. "I saw you at the airway and I was sitting a little bit further away. I'm not sure exactly how long it took you to intubate that patient, to put a tube in the throat. Can you give me a little bit of your perspective about what was going on at that time?" We set the scene in terms of "I'm not blaming you. I just don't know what exactly happened. Give it to me."

Stylianos: It's somewhat counterintuitive, but what we ask of the team is that during an event, that is not the time for debate. That is not the time to bring me a new idea. That is not the time to be on your smartphone looking something up. All of those things are very important when we debrief, when we sit together to get ready for the next one. That's something that has to be implicit on the team. That behavior is just not welcomed.

But the question of failure really defines the internal culture of most people in the medical profession. You celebrate your successes for about 30 seconds and you agonize and are haunted by your failures for a very, very long time. For me personally, I always think that the only way to honor a lost life is to ensure that we're better the next time somehow.



When your ability to do your job depends on others, how do you build trust within your teams? How do new members of your team earn trust?

Sahyoun: [Dr. Stylianos] may walk into the emergency department and there's a sense of relief. "We've done this before. You and I have worked together before. I speak your language, and you speak mine." There's a sense of relief, almost camaraderie. We're in this together, and we're going to get this patient out of it together. I think that through repetition, through really just behaving as a professional, we all try to do it for the sake of that one child. Putting your ego aside, working together for that child, I think automatically that is a team building exercise.

Stylianos: If you walk into a meeting where there's a problem, but you understand what the problem is, you feel pretty prepared to tackle it. What we're talking about here today is a setting that is truly an unknown. As a senior trauma surgeon, I'm probably the most knowledgeable person in the room—not the smartest, but the most knowledgeable person about trauma—but I'm not even sure I know what's going. If I can't trust the people who are assigned to provide me the information, I'm not going to be very good.

Rubsam: We have to trust our training process too. As far as the nurses go, if you're a new nurse, you're not just going to be sent into the trauma room by yourself. You're always going to be with a seasoned nurse. We're going to feel like we have extra staff certain days because there are two of them, but one is learning. It's usually pretty obvious over time. Then when they are ready to take the shoes and run by themselves, they'll be in there by themselves.

Stylianos mentioned earlier that you have borrowed ideas and practices from other places to help create your high-performance team. Will you explain that?

Stylianos: There's an entity in our country called the U.S. Institute of Medicine and they put out a report about how error is human. It described the hundreds of thousands of people who die of preventable deaths from errors. We had to figure out how to get a handle on this, so we looked to NASA and to the aviation industry. They are in high-pressure situations much like we are, and they have a lot of lives at stake much like we do. We learned a tremendous amount of their processes and now emulate those to the point where you're now asking a senior surgeon to take a magic marker and walk up to a patient and mark the part you're going to operate on. That was insulting 20 years ago. Now you can't go into the operating room without it.

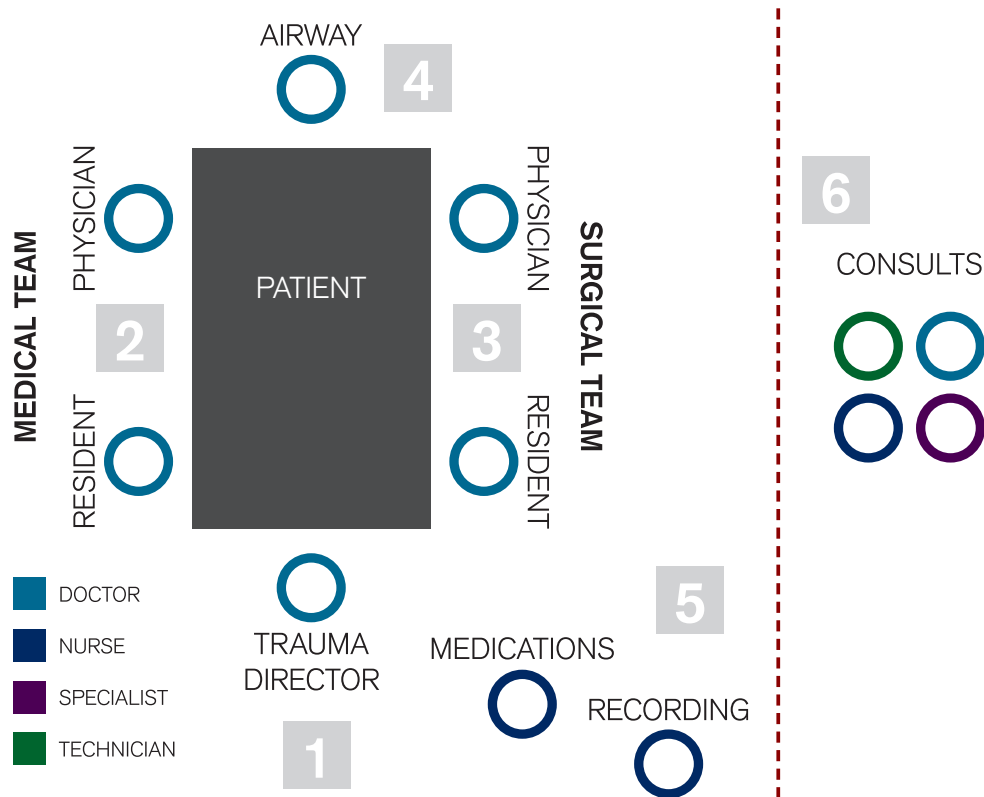
If you think about human resources [in the business world], did anybody even know what human resources was 25 years ago? It was an acknowledgment that the effective learning environment is not one of intimidation but one of nurturing. As we began to learn from educational experts, as we began to learn from behavioral experts, we learned that we weren't really that good at those things and that you could always gain more leading from a position of loyalty than leading from a position of intimidation.

In such a stressful environment, how do you maintain your perspective, even in the face of mistakes?

Sahyoun: I'm going to use an anecdote. Two nights ago, I was working the emergency department. A nurse runs to me, and she's trembling. It turns out that she gave a dose of an antacid to a patient two hours early. She was absolutely devastated. For the department, it is an error that you have to report. But I had to talk with her so that she could continue her shift: "Think about all the other things that you did today and then this one little inconsequential mistake. How are you going to go back to your patient feeling certain that you can do your job if you focus so much on that little thing?"

I think medicine is clearly a culture of *mea culpa*. You're given a whip with that white coat and then what you do every day is you take the whip and you whip yourself for something tiny you did wrong. I debrief 10 of my medical students every three weeks about their experience. I tell them, "This is not an evaluation. This is a 'what is it that we do well' and 'what is it that we have to keep working on.'" We celebrate way too much what you don't do well or what we fault you for, but we don't talk too much about the things that you do well." I do think that there is a need for more balance between the two.

Stylianos: Sometimes, all of the data tell you that this child is not going to survive, but you get something from this child that says "I'm still in here and I'm still fighting," and that I have to be their advocate. Everybody else is preparing the parents for the worst and I say, "No, we're not stopping here" and that kid walks out of the hospital. It's pretty powerful. The opposite is true too when your whole team around you is fighting for a kid and you can just tell that kid is exhausted, that their flame is out. Then you try to calm everyone down and turn your attention to the family because you've lost a child already. It's not as good an outcome, but it's also a very powerful outcome. These are the kind of things that once in a while will allow you to say, "You did pretty good there." +



HOW A TRAUMA TEAM WORKS

Trauma nurse coordinator Jeanne Rubsam explains the ins and outs of a trauma unit.

“We get a phone call to the emergency department that the EMS people are out on the street and they’ve found a child that’s been injured and they’re going to bring them to our hospital. They’ll say, ‘We’ll be there in three minutes.’ At that point they’ll tell us what they’ve found, and the emergency department physicians will decide what type of people they need to meet this patient in the emergency room.

“We have protocols as to who stands where and what they’re supposed to do. If you go into a real trauma room like ours, they even have footprints around the bed.”

- 1 “A trauma director is always going to be at the foot of the bed.”
- 2 “On the left side of the bed, we’re going to have a medical team: a physician and a resident.”
- 3 “On the right side of the bed, we’re going to have a surgical team: a physician and a resident.”
- 4 “At the head of the bed, somebody’s going to manage the airways.”
- 5 “There’s always one nurse who’s going to be the recording nurse. There’s always a nurse who’s going to do the medications, and that’s their only role during a trauma resuscitation.”
- 6 “The other thing is there’s a line in the trauma room. The people who are doing the direct patient care are in front of the line and the rest of the people that might need to be called into the trauma room stand behind the line. There’s not too many people around the bed at one time.”