

Implementing a targeted team training programme to improve critical patient safety skills and behaviours in the operating theatre environment

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How can we help staff create safety in a complex, challenging workplace?



Nottingham University Hospitals NHS Trust

16,400 staff ** 1,700 in-patient beds

50+ operating theatres ** 24 + surgical specialties

130,000 + operations / year

Healthcare Quality



STAFF





MANAGERS



MANAGERS

Errors & Violations: Work-as-Done

Leading Causes of Death

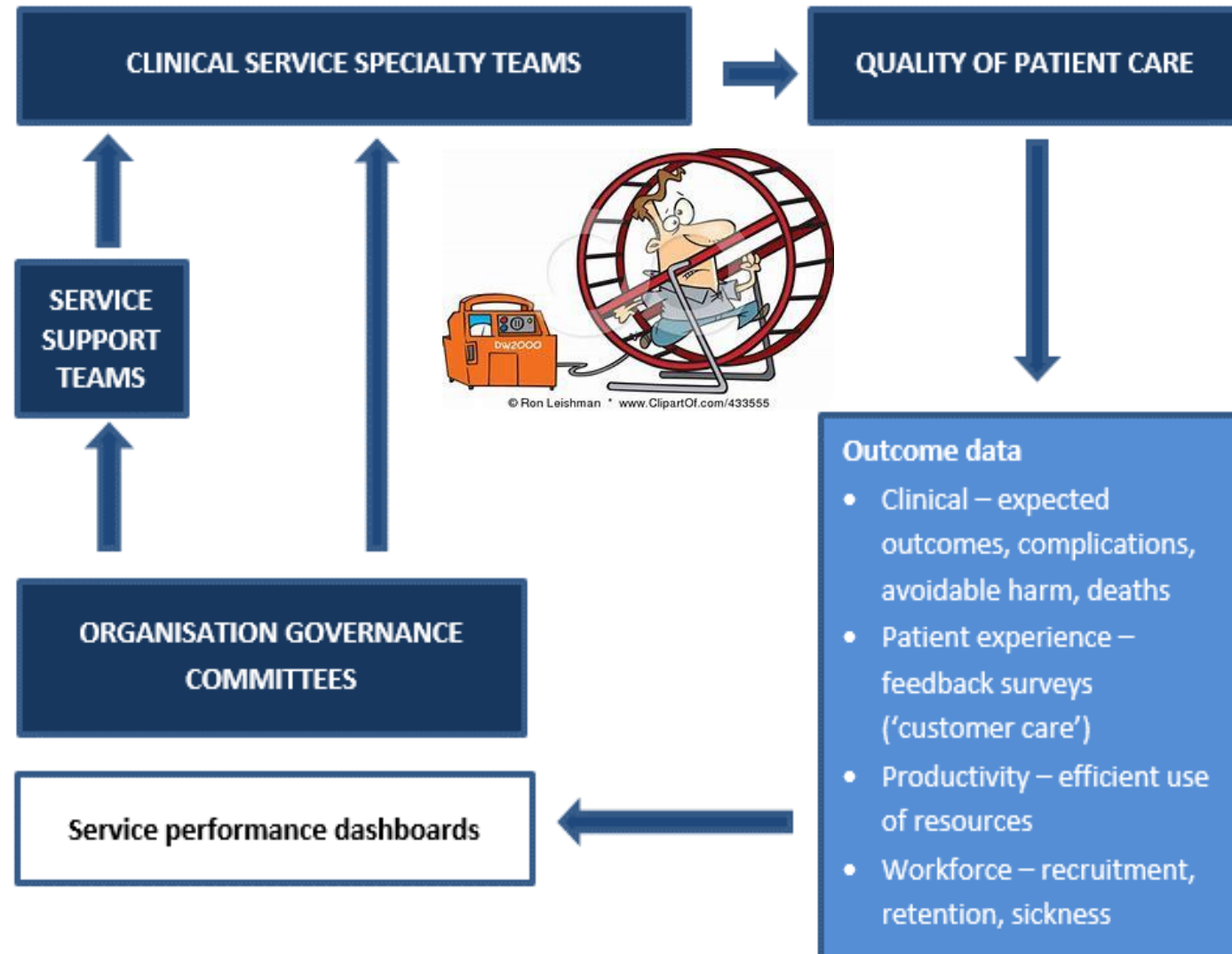
- 1 Heart Disease
- 2 Cancer
- 3 Medical errors



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graph TD; SST[Service Support Teams] --> CST[CLINICAL SERVICE SPECIALTY TEAMS]; OG[ORGANISATION GOVERNANCE COMMITTEES] --> CST; CST --> QPC[QUALITY OF PATIENT CARE]; QPC --> OD[Outcome data]; OD --> SPD[Service performance dashboards];
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The diagram illustrates the relationship between various components of a healthcare organization. At the top left, a box labeled "CLINICAL SERVICE SPECIALTY TEAMS" is connected by a horizontal arrow to a box labeled "QUALITY OF PATIENT CARE" at the top right. Below "CLINICAL SERVICE SPECIALTY TEAMS" are two boxes: "SERVICE SUPPORT TEAMS" and "ORGANISATION GOVERNANCE COMMITTEES". Arrows point from both of these boxes up to "CLINICAL SERVICE SPECIALTY TEAMS". From "QUALITY OF PATIENT CARE", a vertical arrow points down to a large box labeled "Outcome data". This box contains a list of four items: Clinical – expected outcomes, complications, avoidable harm, deaths; Patient experience – feedback surveys ('customer care'); Productivity – efficient use of resources; and Workforce – recruitment, retention, sickness. An arrow points from the "Outcome data" box to a box labeled "Service performance dashboards" at the bottom left.

Quality and safety of surgical care



Quality and safety of surgical care

- Existing data based on **past performance**
 - Clinical outcomes, use of resources, staffing, serious harm / ‘never events’
- Lack of attention to **lead indicators**
 - Knowledge about team skills & behaviours not explicit
 - Problems with ‘speaking up’ and challenging within teams
 - Debriefing inconsistent or absent
 - Team work perception, patient safety culture surveys showed variable engagement with senior organisational or departmental leaders

Quality and safety of surgical care



Operating Theatres are a
resource constrained
environment to undertake
challenging or time
pressured work



Surgical care is
delivered by
multiprofessional
teams working in
distributed pathways

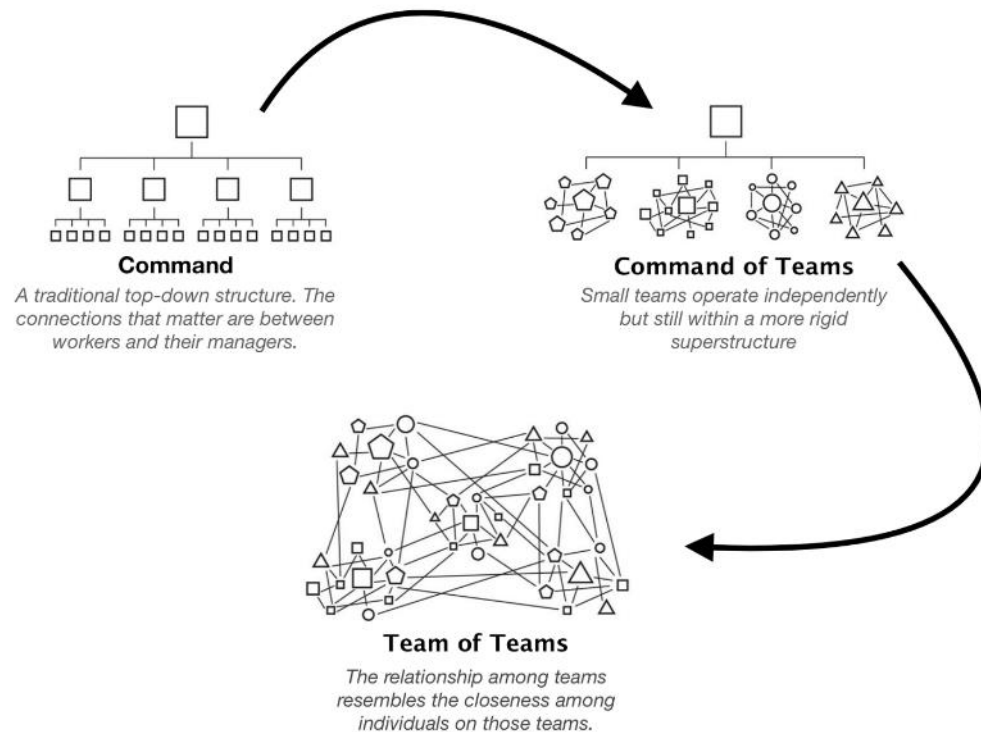


Patient expectations &
individualised care are
becoming increasingly
prominent

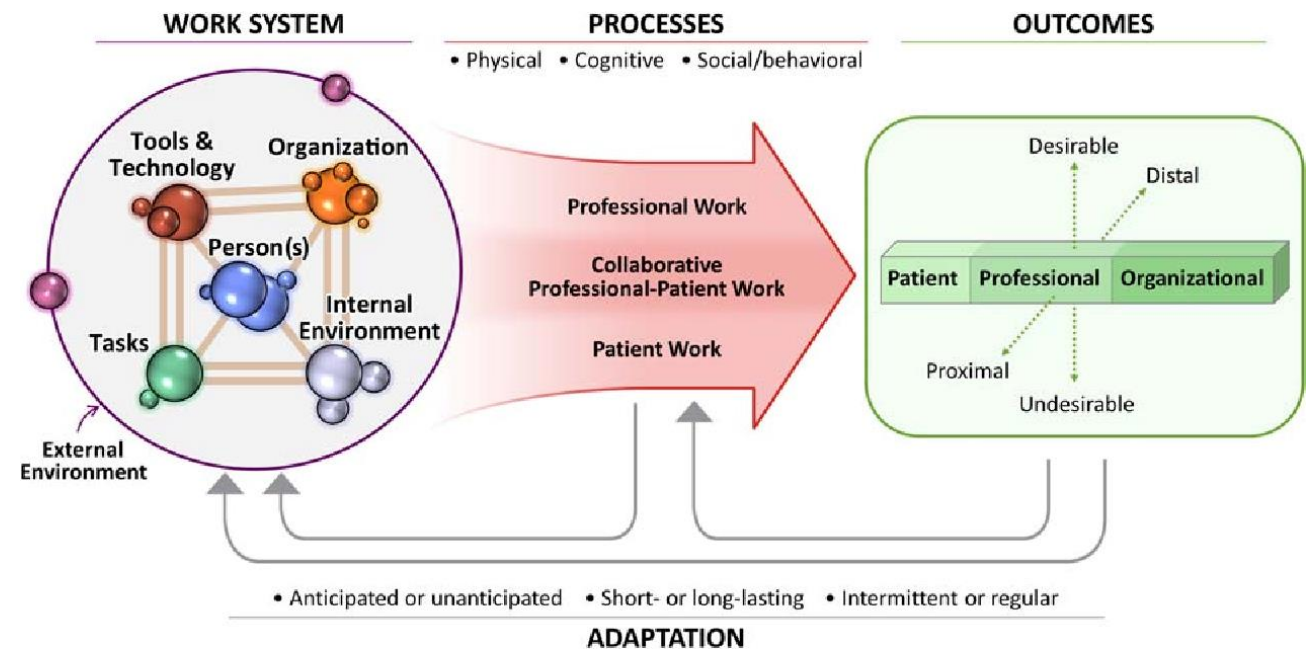


Individual and team
capabilities paramount
to **offering necessary**
adaptability to
situation

Expert practice, team performance, teams of teams, systems performance

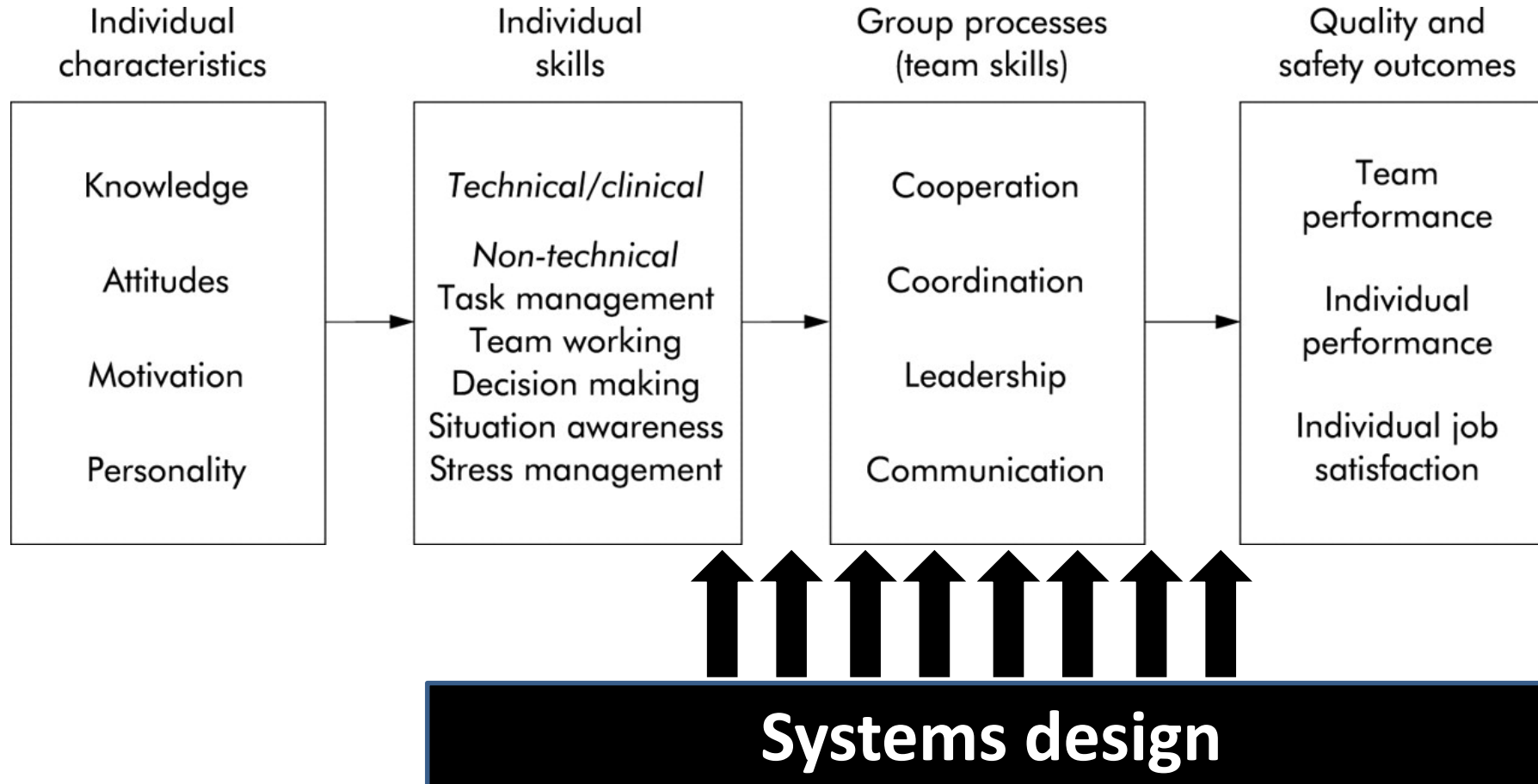


McChrystal (2015)



Holden et al (2013)

Where to start?

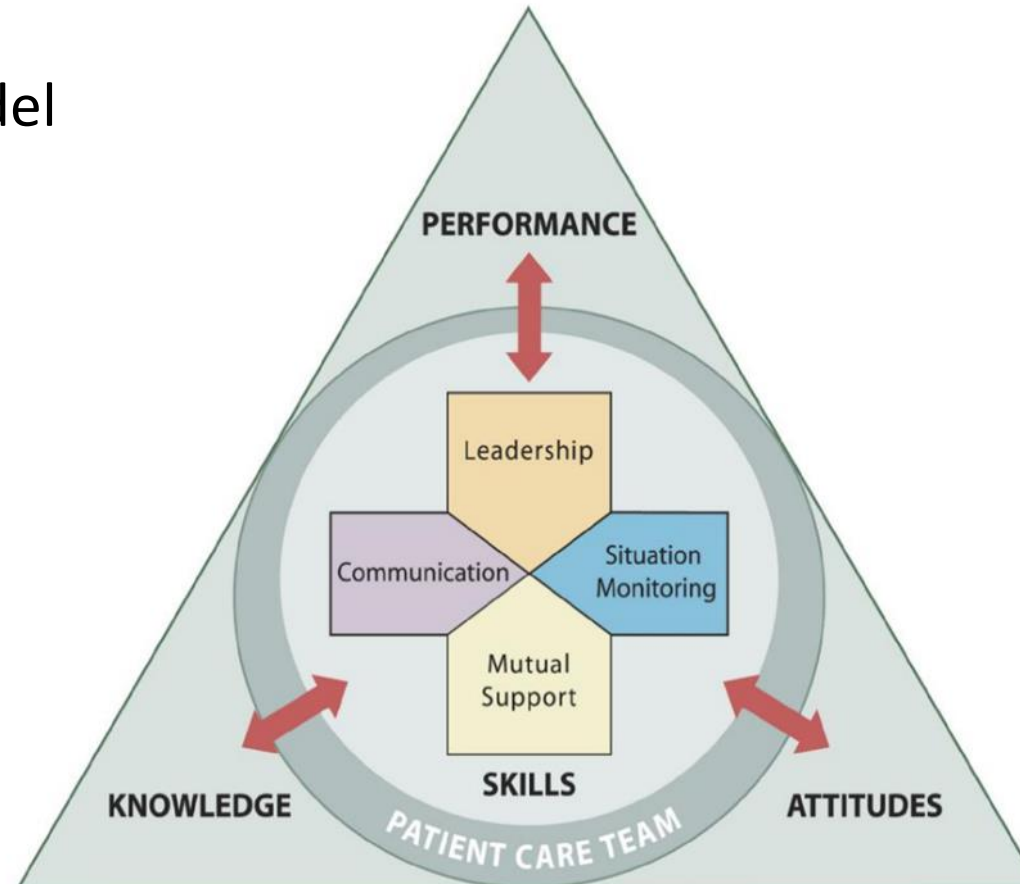


Interventions

- Evidence-based team training programme
 - Establish and embed safety behaviours, improve and strengthen team working climate , promote an organisational learning culture (resilience)
- Strengthen systems ‘thinking’ and analysis amongst clinical and managerial colleagues



An evidence-based model of critical team working knowledge, skills and behaviours that aims to improve daily practice



TeamSTEPPS® 2.0

Tools & Strategies Summary

BARRIERS

- Inconsistency in Team Membership
- Lack of Time
- Lack of Information Sharing
- Hierarchy
- Defensiveness
- Conventional Thinking
- Complacency
- Varying Communication Styles
- Conflict
- Lack of Coordination and follow up with co-workers
- Distractions
- Fatigue
- Workload
- Misinterpretation of Cues
- Lack of Role Clarity

TOOLS and STRATEGIES

Communication

- SBAR
- Call-Out
- Check-Back
- Handoff

Leading Teams

- Brief
- Huddle
- Debrief

Situation Monitoring

- STEP
- I'M SAFE

Mutual Support

- Task Assistance
- Feedback
- Assertive Statement
- Two-Challenge Rule
- CUS
- DESC Script

OUTCOMES

- Shared Mental Model
- Adaptability
- Team Orientation
- Mutual Trust
- Team Performance
- *Patient Safety!!*

TeamSTEPPS® 2.0

Application to practice

- Acquisition of knowledge & set standards
- Assess decision-making about '*if, when, and how*' to apply new skills and techniques in practice
- Being able to offer targeted support to embed in practice
- Monitor or review progress

Situational Judgement Responses

Information Assurance Module

Question 2 of 20

Principles and Goals of Safe Information Handling

Complete all responses     



Information within your organisation has varying levels of sensitivity. Please consider the statements shown and indicate whether you agree, by selecting the 'tick', or disagree, by selecting the 'cross', and then indicate your level of confidence in your response.

Show instructions



I should trust my colleagues to understand the sensitivity of information I create, I shouldn't have to tell them.

☒ ☐ ☐ ☒

Low ← Confidence → High

Disagree



You are working on a document which carries the text 'commercial-in-confidence' in the header and footer on each page which you need to work on during a long train journey but your organisation says that no document with this text in the header and footer should be taken out of the office. If you change the header and footer to 'DRAFT', it will be OK to take it home to read.

☒ ☐ ☐ ☒

Low ← Confidence → High

Disagree



"Misuse of your organisation's information" is all about disclosing it to someone outside your organisation.

☒ ☐ ☐ ☒

Low ← Confidence → High

Disagree



The author of a document sends it to you and has not given any indication that you should take any special care in handling it. When you read it you find that it contains details about a person, including their bank details. You should take advice from a senior manager about how the document should be handled.

☒ ☐ ☐ ☒

Low ← Confidence → High

Disagree



If in doubt about how to protect a given document, you should err on the side of caution and protect it as if it were highly sensitive.

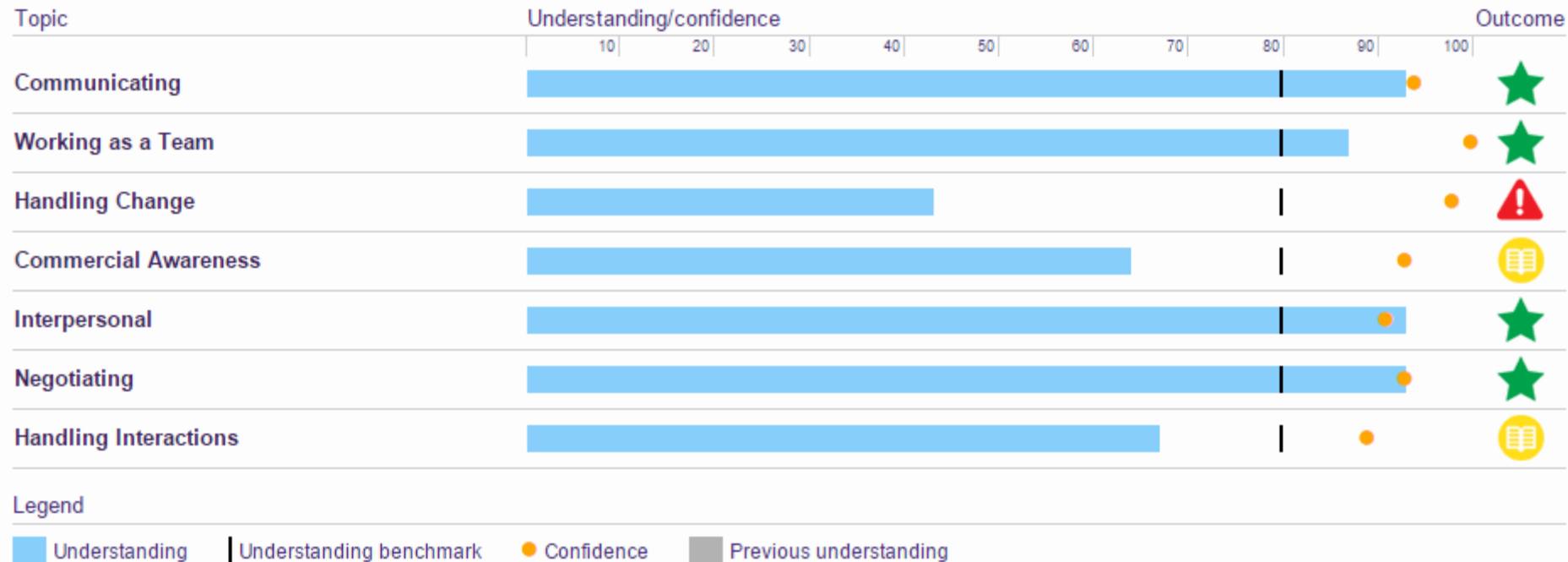
☒ ☐ ☐ ☐

Low ← Confidence → High

Don't Know

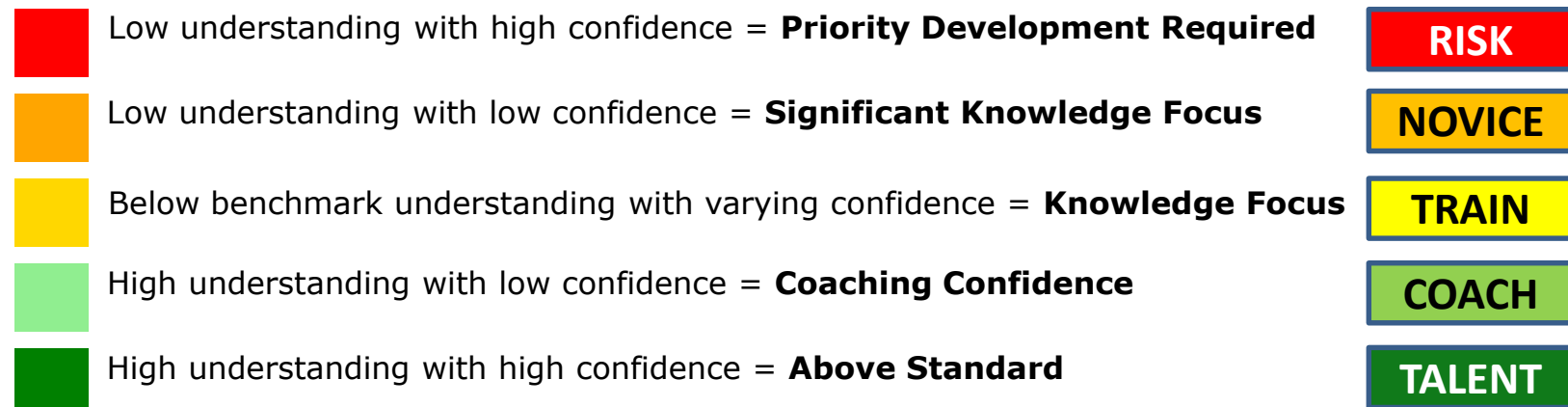
Individual Report

Skills Knowledge Assessment



- Answered "I Don't Know" through whole Topic
- Misunderstanding with high confidence = High Risk
- Poor understanding with low confidence = Risk
- Below benchmark but above 50% understanding = Medium Risk
- High understanding with low confidence = Low Risk
- High understanding with high confidence = Very Low Risk

Links to learning



Management KNOW - Engaging Employees

Topic

Direction and recommended learning

Outcome

Change Management Understanding 70 Confidence Low High 	<p>This indicates you have a good understanding of some of the best practice approaches to Change Management but there are some elements that you may not have understood. By understanding Change Management more clearly you will be able to make the right decisions and have the confidence to take the right action. Have a look below for some best practice guidelines.</p> <p> Engaging Employees Topic Guidance - Change Management</p>	Some Understanding
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Building Relationships Understanding 40 Confidence Low High 	<p>This indicates you have a good understanding of some of the best practice approaches to Building Relationships but there are some elements that you may not have understood. By understanding Building Relationships more clearly you will be able to make the right decisions and have the confidence to take the right action. Have a look below for some best practice guidelines.</p> <p> Engaging Employees Topic Guidance - Building Relationships</p>	<p>Engaging Employees Topic Guidance - Motivating Others</p> <p>Motivating others is about causing employees to feel that they want to make a greater effort or a broader contribution than their job description actually requires them to make. Find out more here.</p> <p>View Download</p> <div> PDF Document </div> <p>Created by Cognisco Admin6 on 23 November 2015</p> <p>Tags</p> <p>Example Motivating Others</p>
Employee Engagement Understanding 90 Confidence Low High 	<p>This indicates you have a good understanding of some of the best practice approaches to Employee Engagement but there are some elements that you may not have understood. By understanding Employee Engagement more clearly you will be able to make the right decisions and have the confidence to take the right action. Have a look below for some best practice guidelines.</p> <p> Engaging Employees Topic Guidance - Employee Engagement</p>	
Leading the Values Understanding 80 Confidence Low High 	<p>This indicates you have a good understanding of some of the best practice approaches to Leading the Values but there are some elements that you may not have understood. By understanding Leading the Values more clearly you will be able to make the right decisions and have the confidence to take the right action. Have a look below for some best practice guidelines.</p> <p> Engaging Employees Topic Guidance - Leading the Values</p>	
Motivating Others Understanding 80 Confidence Low High 	<p>This indicates you have a good understanding of some of the best practice approaches to Motivating Others but there are some elements that you may not have understood. By understanding Motivating Others more clearly you will be able to make the right decisions and have the confidence to take the right action. Have a look below for some best practice guidelines.</p> <p> Engaging Employees Topic Guidance - Motivating Others</p>	

Media

Engaging Employees Topic Guidance - Motivating Others
Motivating others is about causing employees to feel that they want to make a greater effort or a broader contribution than their job description actually requires them to make. Find out more here.

Engaging Employees Topic Guidance - Monitoring Goals and Performance
Monitoring Performance is about identifying and stretching individuals with achievable targets. To provide individuals and teams a focus for performance improvement and future quality standards. Find out more here.

Engaging Employees Topic Guidance - Leading the Values
Leading the values setting a positive behavioral and ethical example for employees; showing that the way that things are done and the behaviours of managers and staff are important. Find out more here.

Engaging Employees Topic Guidance - Employee Engagement
Employee Engagement is about helping employees to understand how the way that they do their job impacts the product or service experience for the customer and influences the achievement of the organization's goals. Find out more here.

Engaging Employees Topic Guidance - Coaching for Improved Performance
Coaching for Improved Performance is about adopting a facilitative style to providing support for individuals in their development of both the competence and confidence that they need to perform well. Find out more here.

Engaging Employees Topic Guidance - Change Management
Change Management is about helping employees to understand the broader context in which the business operates, for example changes in markets and customer expectations, competitive pressures or overall economic situation. Find out more here.

Engaging Employees Topic Guidance - Building Teams
Building Teams is about actively helping members of a team to develop agreed processes and understanding, so that the team delivers better results than would otherwise be achieved by the group of individuals acting independently. Find out more here.

Total 18 Showing all results

Service level or Team Report

The results show the current and previous (where available) outcome category and understanding score across all topics in the selected assessment(s). The latest category/score is shown in the top right and the previous in the bottom left.

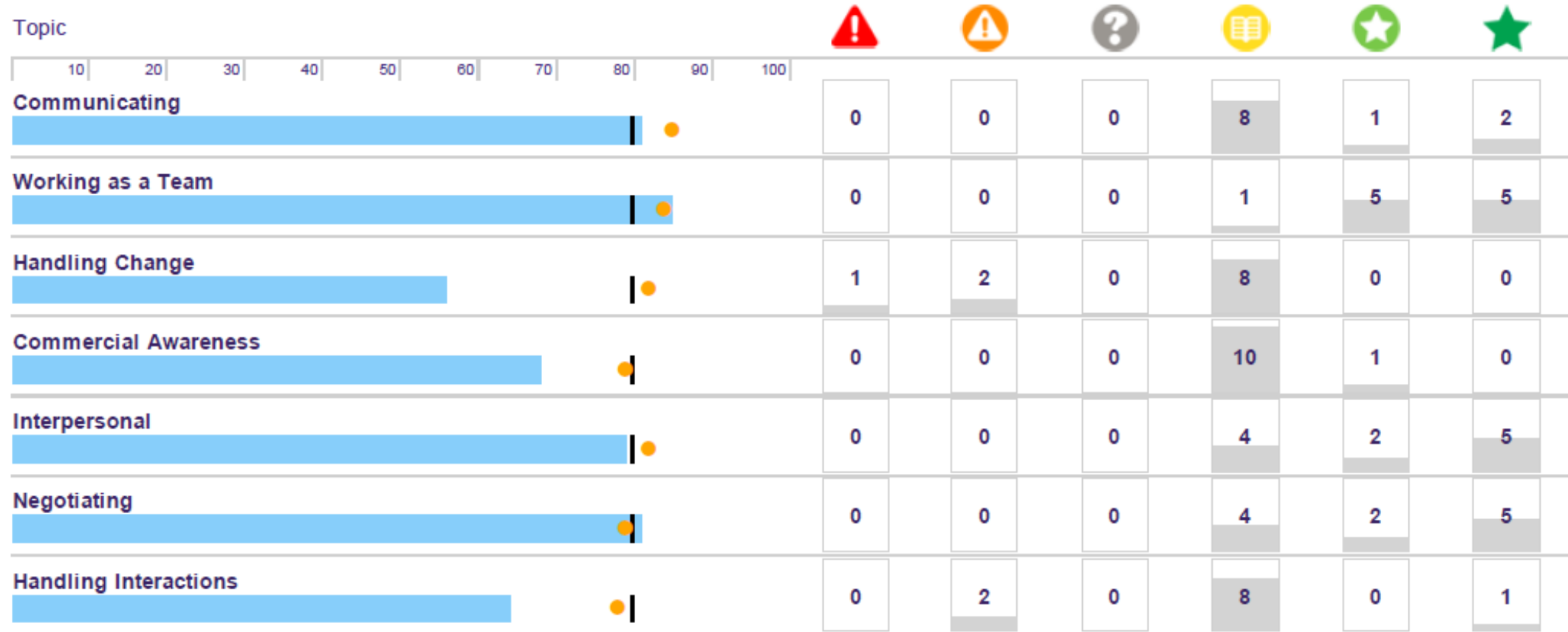
Skills Knowledge Assessment

A Communicating | B Working as a Team | C Handling Change | D Commercial Awareness | E Interpersonal | F Negotiating | G Handling Interactions

	A	B	C	D	E	F	G
Jolene Durkin	86	87	50	79	93	93	67
Neil Forbes	93	93	71	57	93	93	53
Alexander Lyall	93	87	43	64	93	93	67
Stuart Dow	79	87	57	71	80	87	73
Christine Ryan	79	80	57	71	80	80	73
Scott Watson	79	87	71	79	67	93	67
Colin Drummond	79	73	79	50	80	87	60
Aimee Macgruer	79	80	57	64	60	73	80
Beth Falcus	79	80	57	57	80	60	47
Simon Metcalfe	71	87	36	86	67	67	47
Scott Clement	71	93	36	64	73	67	67

Exec / Senior Management Report

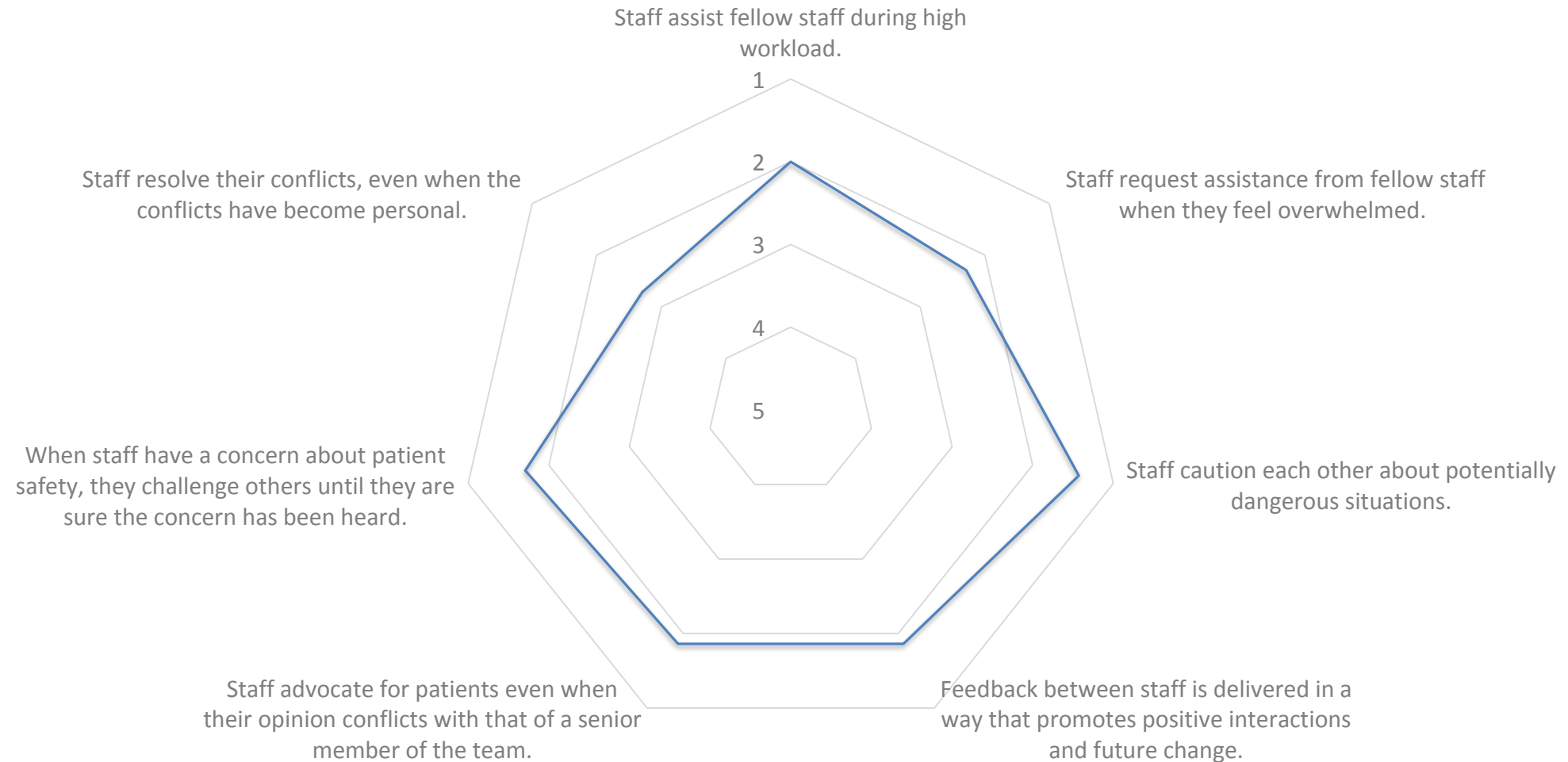
Skills Knowledge Assessment



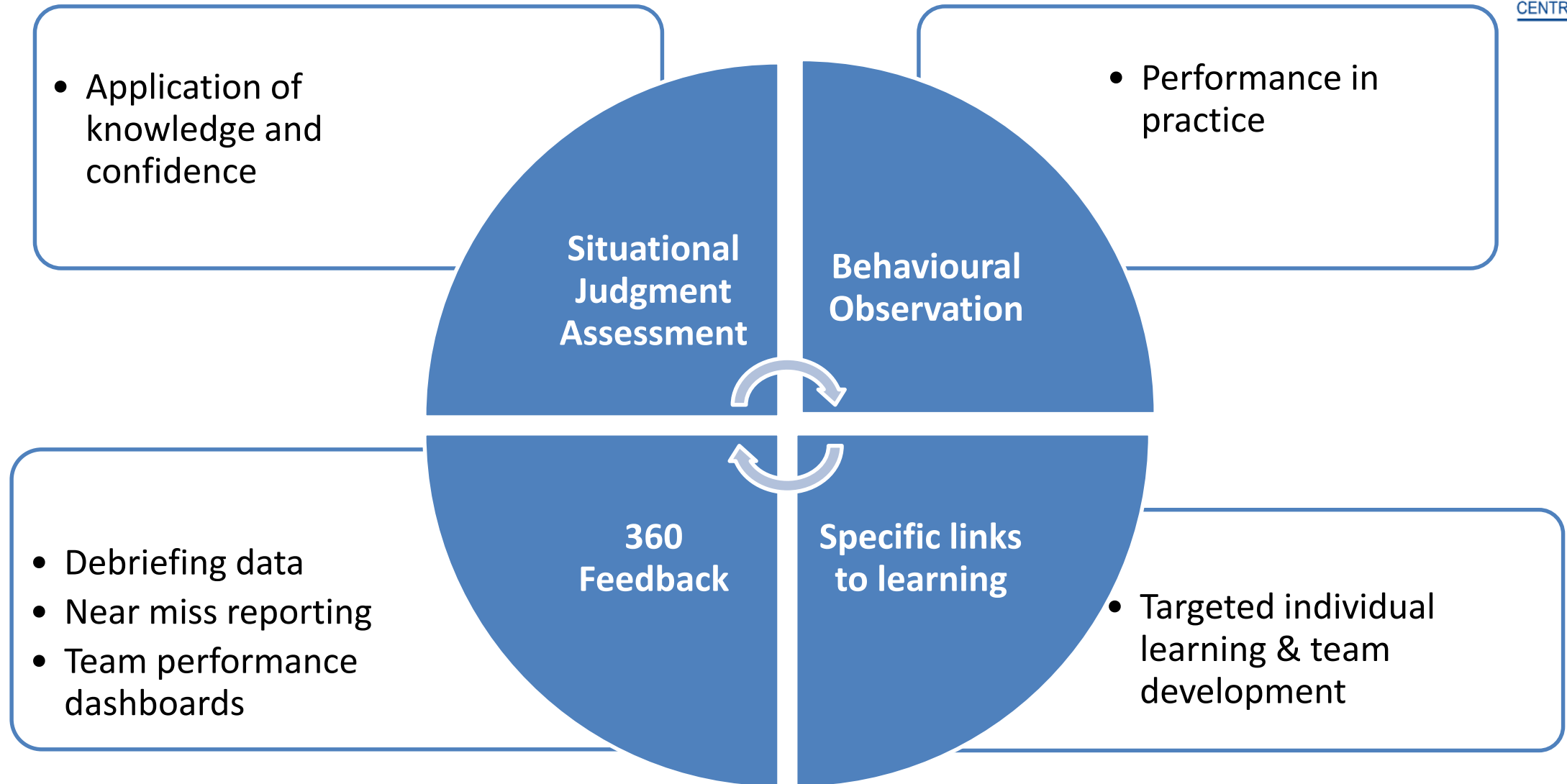
Legend

Team average understanding | Understanding benchmark Team average confidence

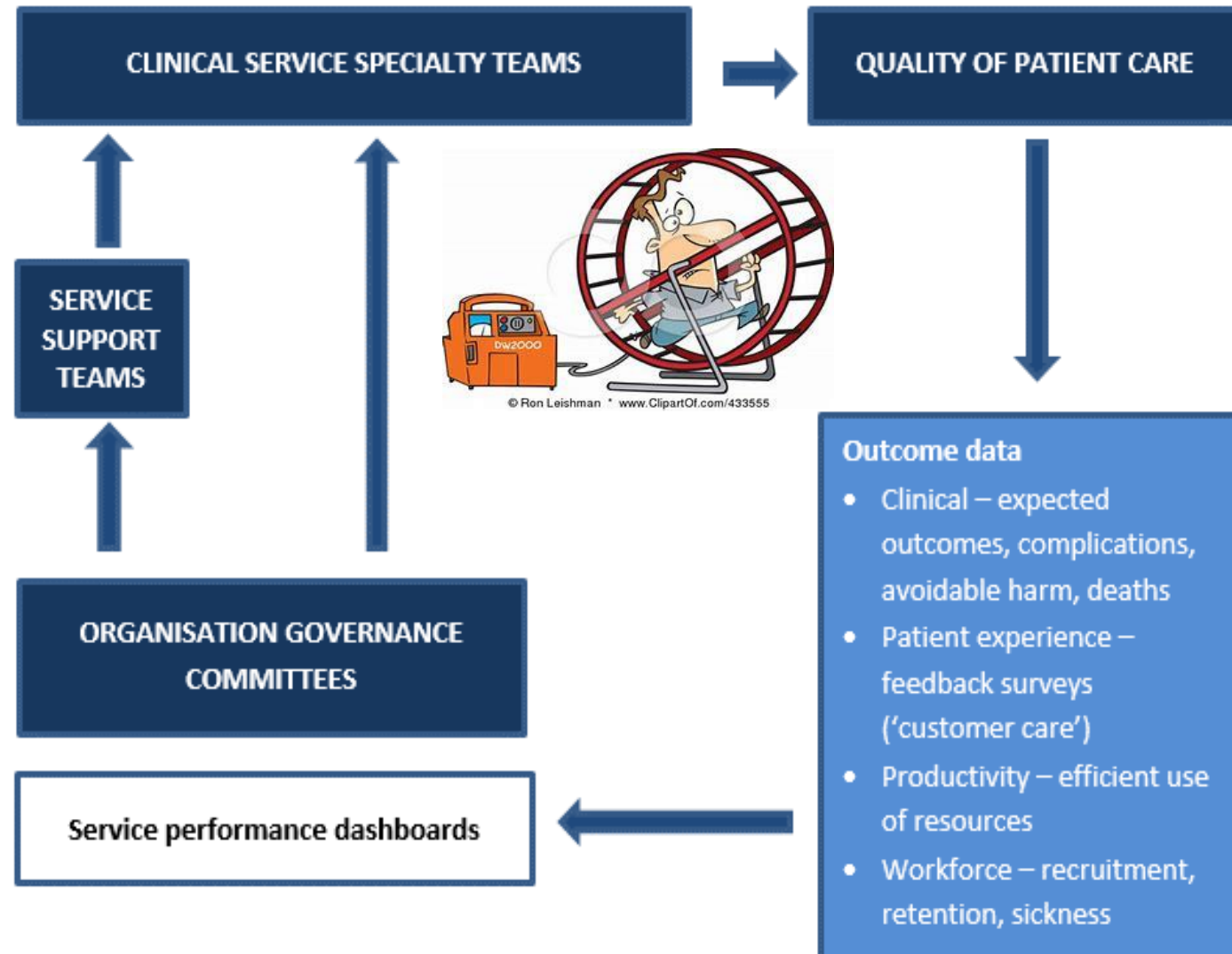
TEAM CLIMATE: Mutual Support

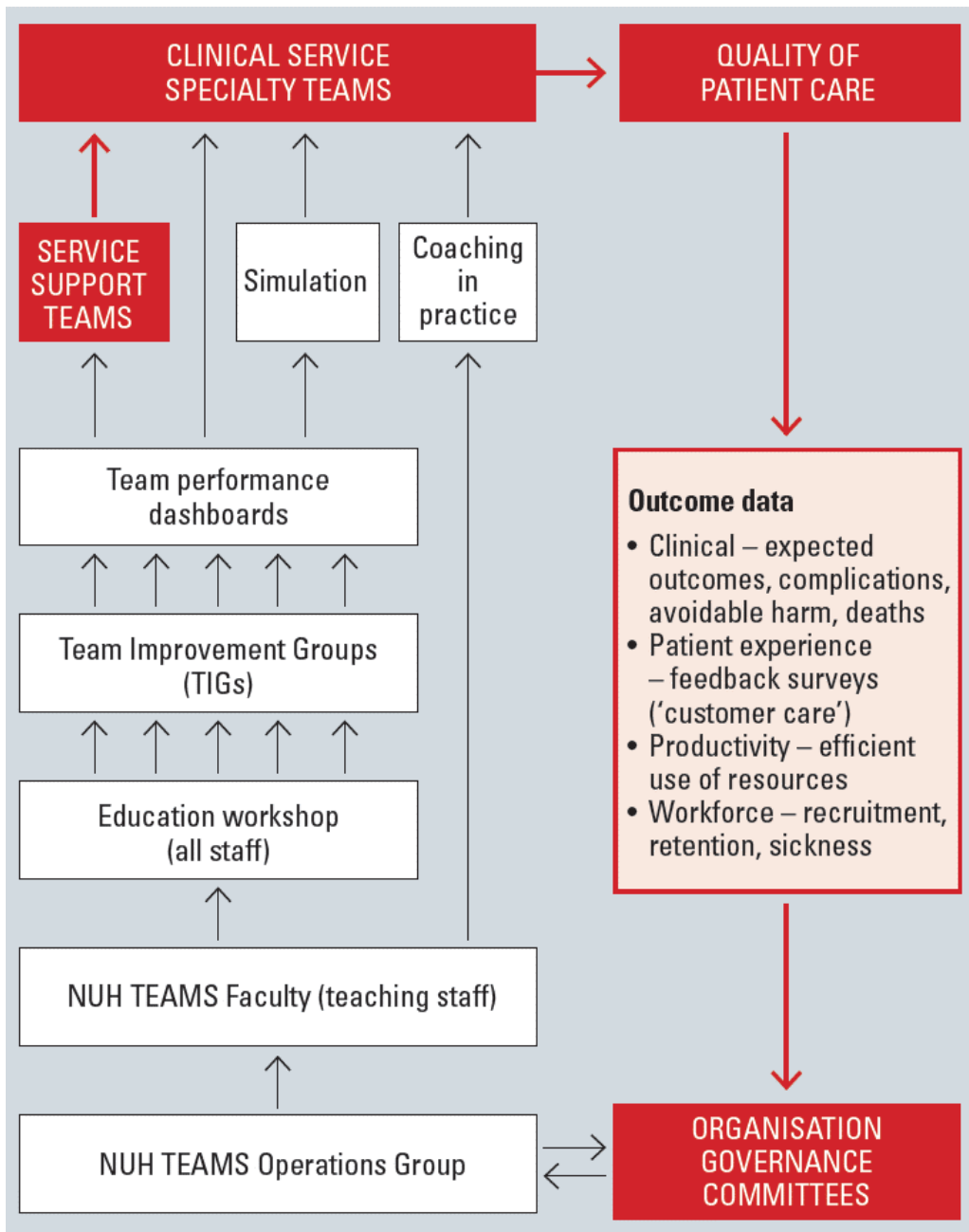


Multi-Measure Approach



Quality and safety of surgical care

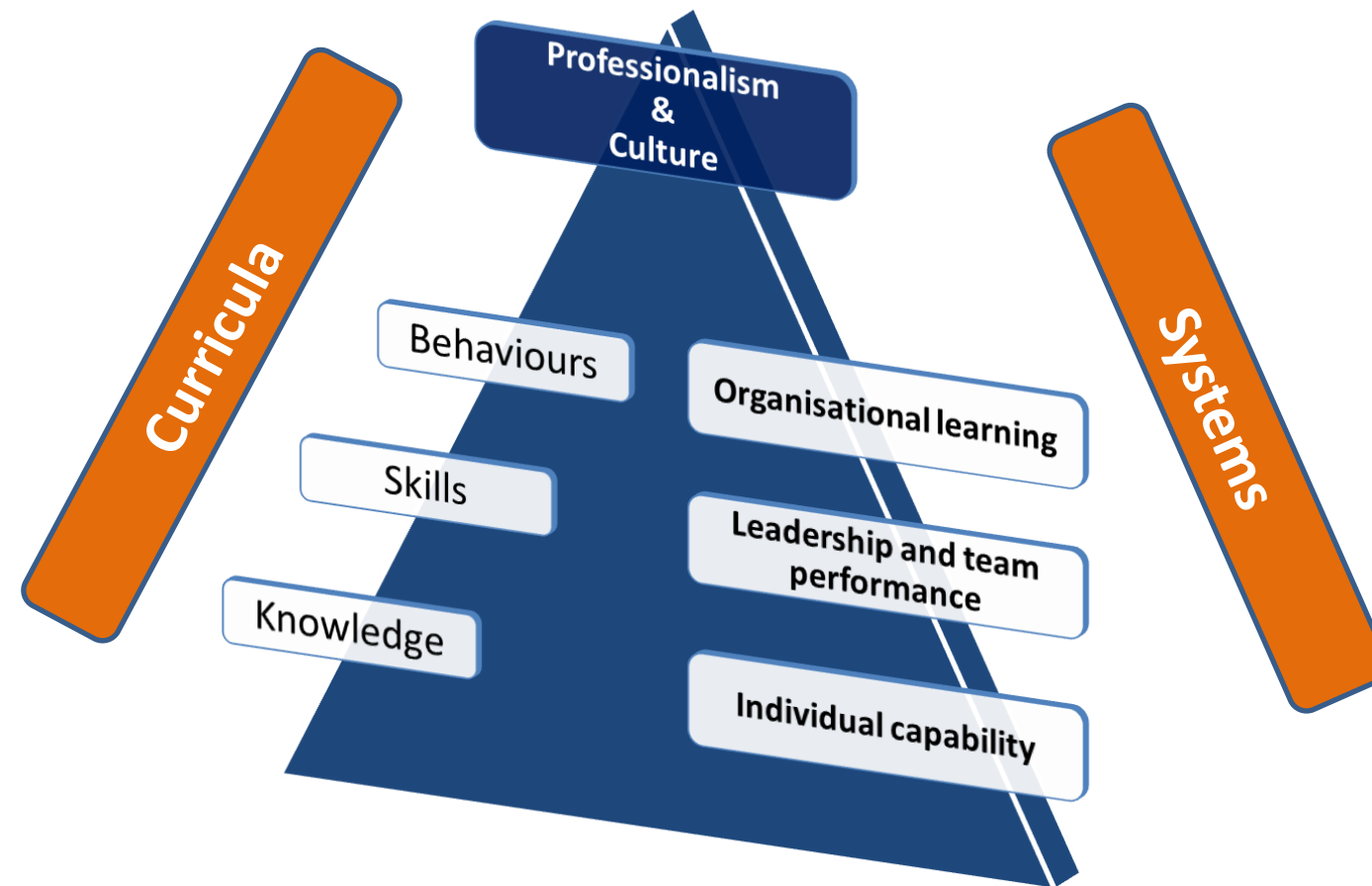




Knowledge, Capability or Context?

- New lead indicators
 - **Situational Judgement Responses**
 - Integrated evidence-based use of education, training and coaching for improvement
 - Simulation exercises
 - Team work observations
 - Supervision & coaching
 - Debriefing summaries
 - Incident & near miss reports

Developing resilience in a complex, resource constrained workplace



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