



Enhancing Team Dynamics in the Operating Room: Collaborative Strategies for Success

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Objective

THE PURPOSE OF THIS SESSION IS TO INCREASE YOUR AWARENESS ON MASTERING TEAM DYNAMICS IN THE OPERATING ROOM AND PROVIDE SOME STRATEGIES FOR SUCCESS.



Clinical Staff RNIV



Memorial Hermann-TMC Trauma Team



Memorial Hermann Hospital in the Texas Medical Center (TMC)
Level I Trauma Center



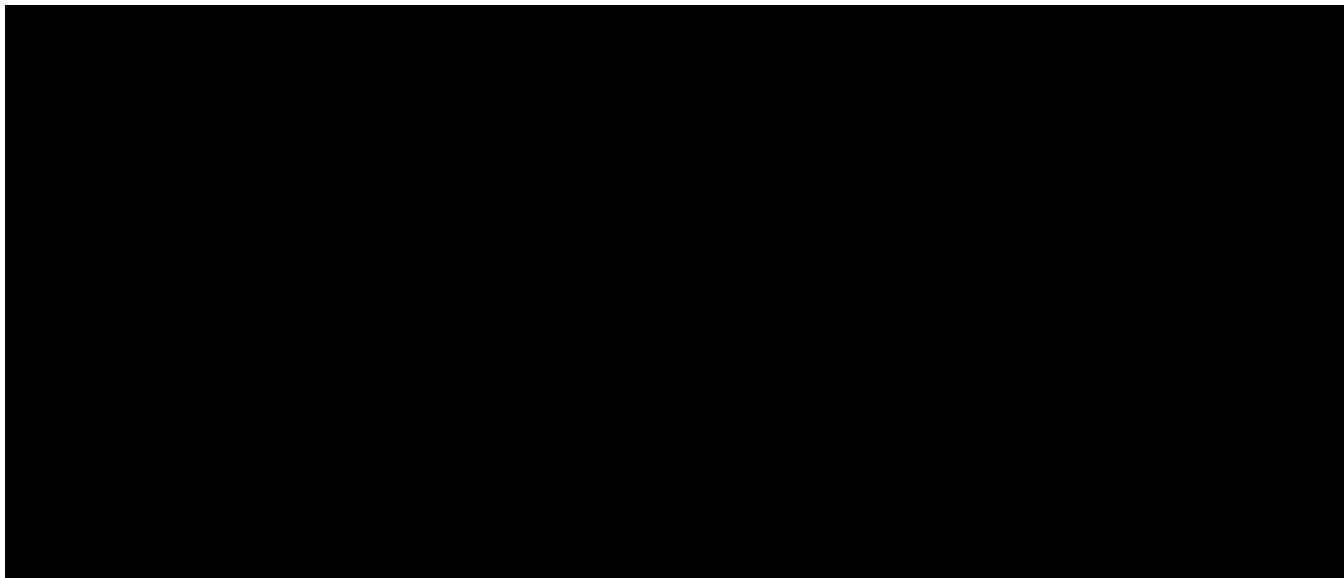
Texas Medical Center, USA, is the World's Largest Medical Complex



One of the Busiest Level I in the Nation


- Magnet Recognized
- Teaching Facility
- 1082 Patient Beds
- 200 Trauma Beds
- 54 Operating Rooms
- Fleet of 6 helicopters
- Only Verified Burn
- Center in Houston
- Over 9000 trauma patients yearly
- Lowest mortality index

Life Flight to OR Protocol Video



SAFE SURGERY TOGETHER





Working in the OR is a Team Sport.
Teamwork makes the dream work.

The Dynamic OR Environment



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Case Scenario

65-year-old male

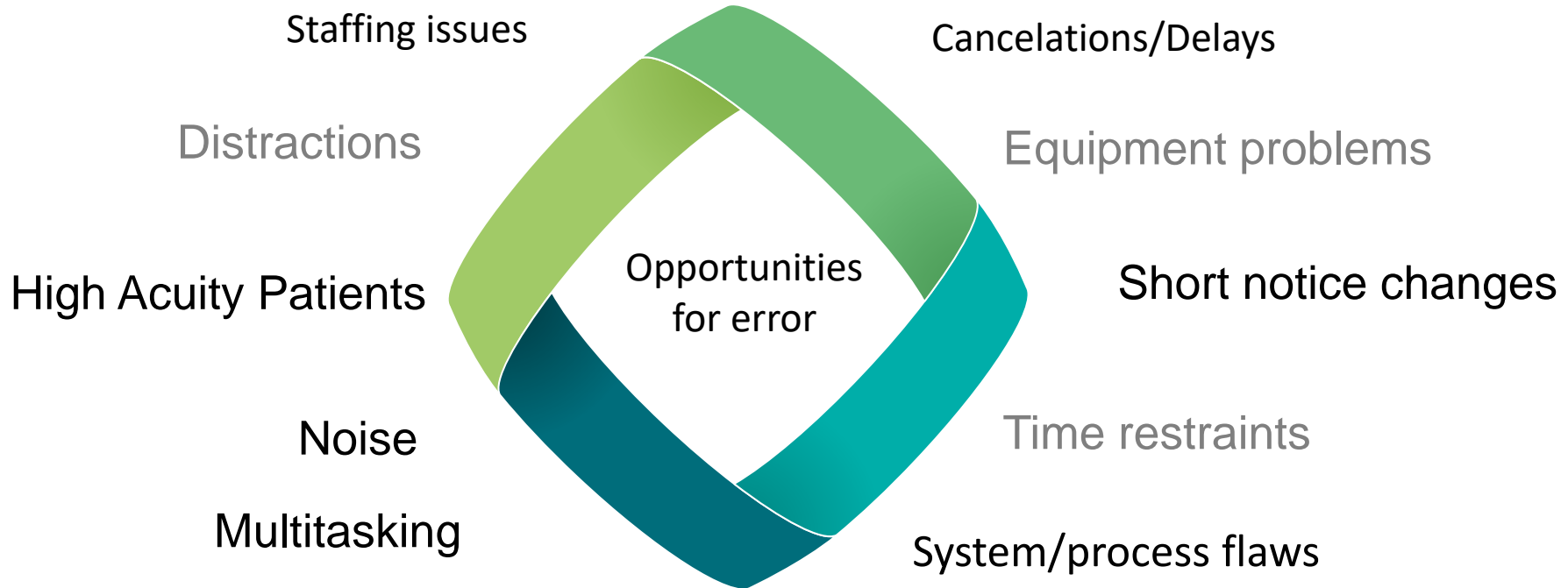
Emergent bowel resection

ASA 4E

Receiving blood products

Running the bowel

The Dynamic OR Environment



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The OR Team Core Members

Interprofessional Team

Anesthesia Provider

Surgeon

Scrub Technician

RN Circulator



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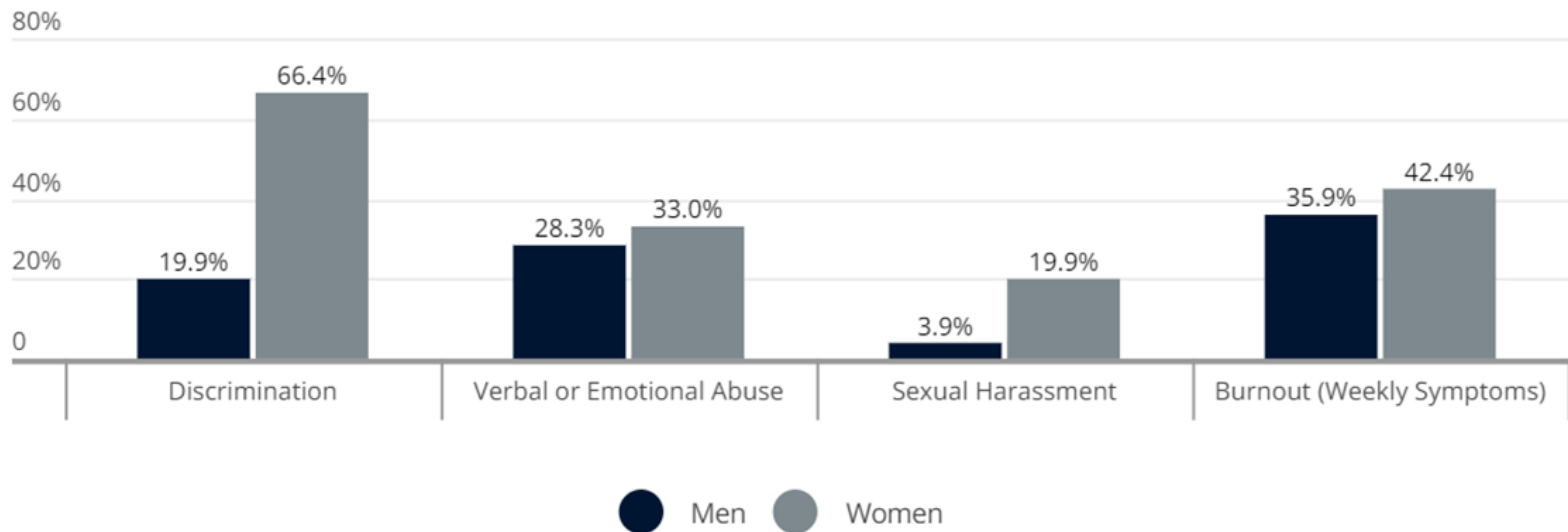
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Team Member Dynamics

- Perceived hierarchy
- Perceived socioeconomic status
- Unfamiliar team members
- Skill and experience level
- Proximity
- Gender
- Generation
- Language barriers
- Mask wearing
- Human



Frequency of Mistreatment and Burnout Among Surgery Residents (n = 7409)



Source: Hu et al., [New England Journal of Medicine](#) (2019)

Perceived Hierarchy and Socioeconomic Status



Unfamiliar Team Members



Team Members Familiarity Affects



Fewer surgical delays

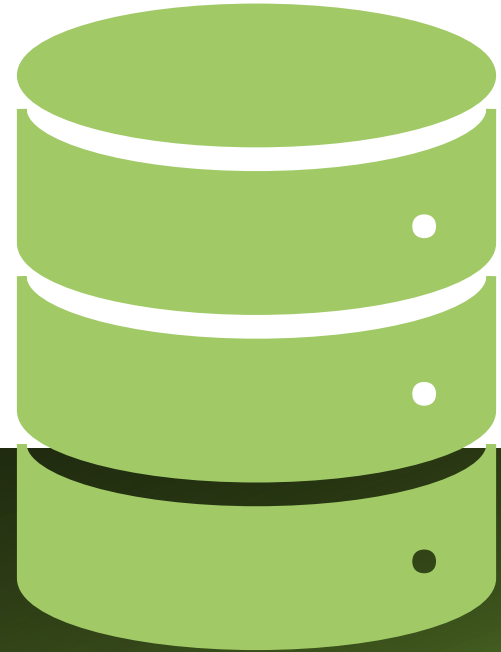


Reduced mean total
anesthesia time



Decreased surgical costs

One solution:
Pod System





Polling Question

How many of you utilize
a pod system at your
facility?

Top 10 Frequently Reviewed Sentinel Events, 2022

Patient falls were the most prevalent sentinel event type reviewed in 2022 (n=611) – an increase from 483 reviewed falls in 2021.

Top 10 Leading Reviewed Sentinel Event Types (CY2022)

Event Types	N	% of Total
Fall	611	42%
Delay in treatment	89	6%
Unintended retention of a foreign object	88	6%
Wrong surgery*	85	6%
Suicide	73	5%
Assault/rape/sexual assault/homicide	60	4%
Fire/burns	49	3%
Perinatal event	33	2%
Self-harm	30	2%
Medication management	30	2%

*Wrong surgery includes wrong site, wrong procedure, wrong patient, and wrong implant.

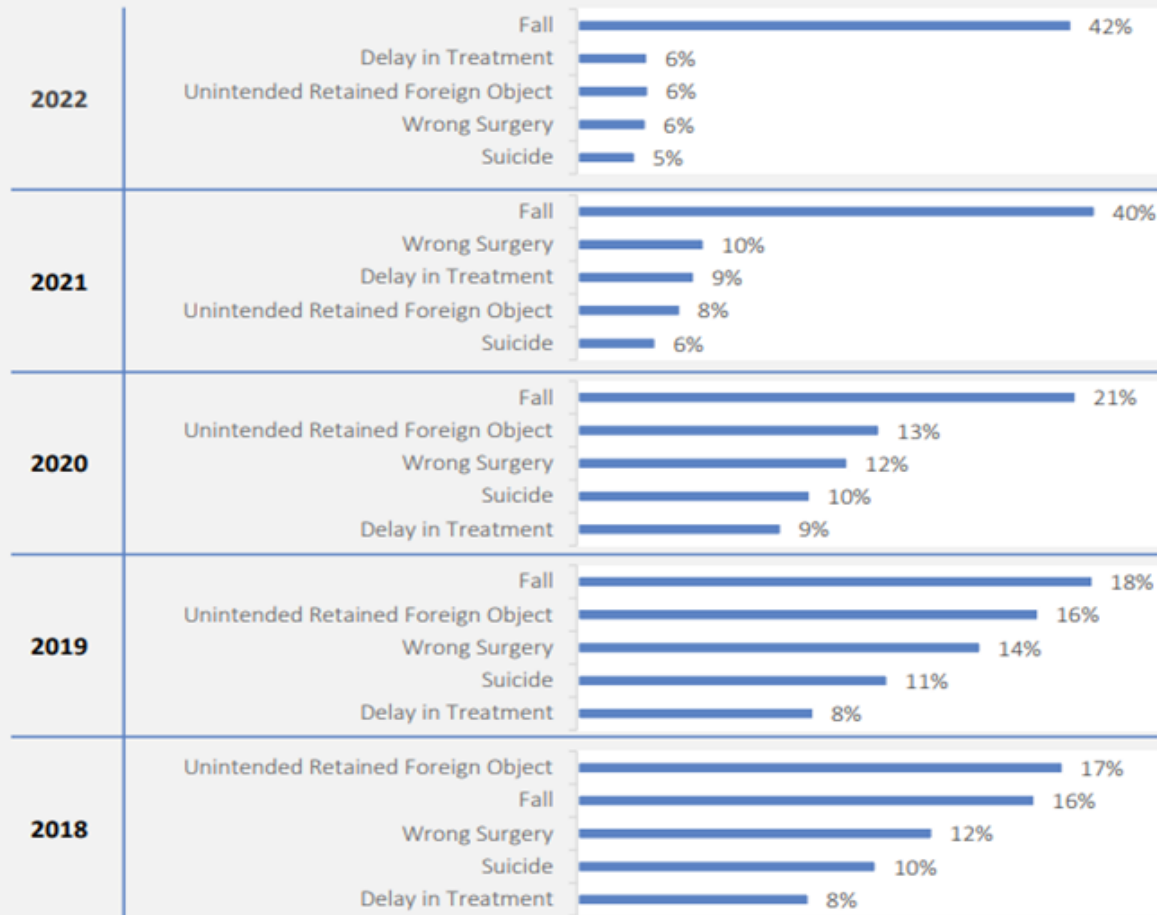


Polling Question

How does your country rank with wrong-site surgery and unintentional retained foreign objects?

Leading Sentinel Events Trends

Leading Sentinel Events (2018 – 2022)





Communication

Communication is an essential element of true collaboration.

Communication is Crucial

Accurate

Clear

Concise

Complete

DRN

Techniques to Improve Communication



CHECKLISTS



SAFETY BRIEFINGS



TEAMWORK/COMMUNICATION
TRAINING



Polling Question

Does checklists alone improve team communication?

Checklists & Briefings

Structure

Standardization

Increases quality
and quantity of
communication

Improves
perceptions of
communication
and teamwork

Address safety
concerns daily

Reinforces shared-
mental models

Time-out Audits



**IMPROVES
EFFECTIVENESS**



**REVIEW AUDIT
RESULTS WITH TEAM
MEMBERS**



**PROVIDE
STRATEGIES TO
IMPROVE**



**ASSIGN A
CHAMPION TO
INITIATE AUDITS**

Polling Questions

1. Who is the designated champion at your facility to initiate the timeout?
2. Do you perform Time-Out audits at your facility?

Shared-Mental Model

- Team commitment to following protocols and guidelines
- Delivering the same message
- Sets behavior standards (unspoken code of conduct)
- Essential for team cohesiveness
- Improves effective and timely communication of team members
- Improves situational awareness
- Surgical conscious

Teams are more effective and efficient when a shared mental model is established.





Huddle

- Increased satisfaction & engagement
- Increased patient safety
- Increased collaboration
- Increased job satisfaction
- Increased work environment

Thomas, T., Hampton, D., Butler, K., & Hudson, J. L. (2023). Assessing the Value of Huddle Implementation in the Perioperative Setting. *AORN Journal*, 118(1), 14-23. <https://doi.org/10.1002/aorn.13949>



Polling Question

Do you utilize huddles at your facility?



Huddles

Benefits

- Timely and consistent messaging
- Effective in disseminating essential information
- Increased feelings of enhanced connection

Consider using

- Visual huddle boards
- Video recordings

Thomas, T., Hampton, D., Butler, K., & Hudson, J. L. (2023). Assessing the Value of Huddle Implementation in the Perioperative Setting. *AORN Journal*, 118(1), 14-23.
<https://doi.org/10.1002/aorn.13949>



The background of the slide is a blurred image of several wooden chess pieces, including pawns and a king, arranged on a light-colored surface. The pieces are out of focus, creating a soft, bokeh effect. The overall color palette is muted, with shades of beige, light brown, and a hint of blue in the background.

Culture

Culture plays a significant role in creating a positive environment for success.

Culture



The climate



The tone



The tempo



Collective Mindset



Leaders create culture.
Culture drives behavior.
Behavior produces results.

Urban Meyer

Perioperative Steering Committee Sample Roster

Position	Representing
Co-Chair	Chair of Surgery
Co-Chair	Perioperative Services Director / VP
Co-Chair	Medical Director of Anesthesiology
Executive Lead	Administration/COO
Executive Lead	Nursing Leadership/CNO
Member	Medical Staff Leadership/CMO
Member	General Surgery
Member	Neurosurgery
Member	OB/GYN
Member	Orthopedics
Member	ENT
Member	Interventional Radiology
Member	Cardiac Surgery
Member	OR Business Manager
Member	OR Nurse Manager
Member	Urology
Member	Plastic Surgery

Culture of Safety

Transparency

Accountability

Safety is everyone's
priority

Mutual respect

Event reporting—
near misses, unsafe
conditions, &
adverse events

Multidisciplinary
collaboration

Assessment of
culture

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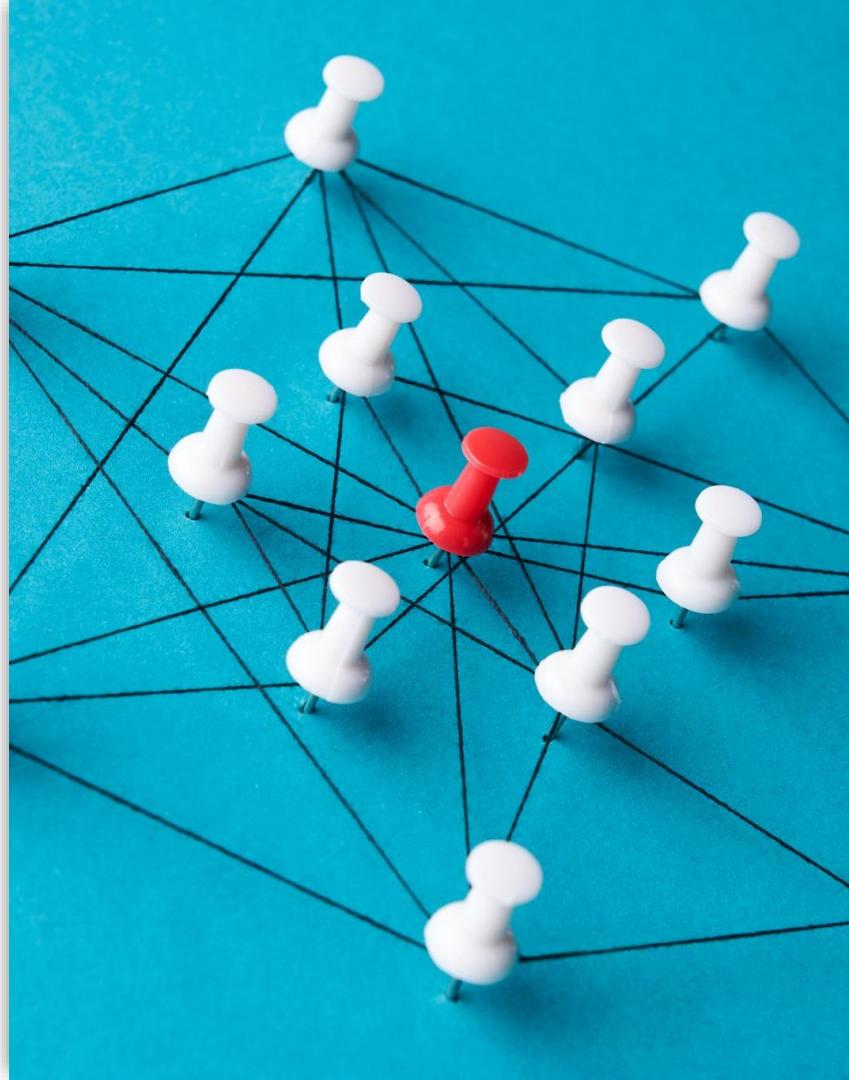
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Teamwork and Communication Training

Communication techniques

- Closed-loop communication
- Assertive communication
- Standardized communication tools

Simulation training



Communication Tools for Handoffs

SBAR--Situation, Background, Assessment, Recommendation

I PASS the Baton—Introduction, Patient, Assessment, Situation, Safety Concerns, (the) Background, Actions, Timing, Ownership, Next

SURPASS—SURgical Patient Safety System

SHARED—Situation, History, Assessment, Request, Evaluation, Document

SBAR Communication Handoff

Situation: Mechanism, mode of arrival, and known injuries. Patient Identification.

Background: Pre-hospital critical events, interventions, difficulties.
ED critical events, interventions, medications administered

Assessment: Airway and IV Access/functionality
Blood administration/Belmont functionality. Additional critical information

Recommendation: MTP Order status
Blood/runner cooler status
Family

SBAR Communication Handoff

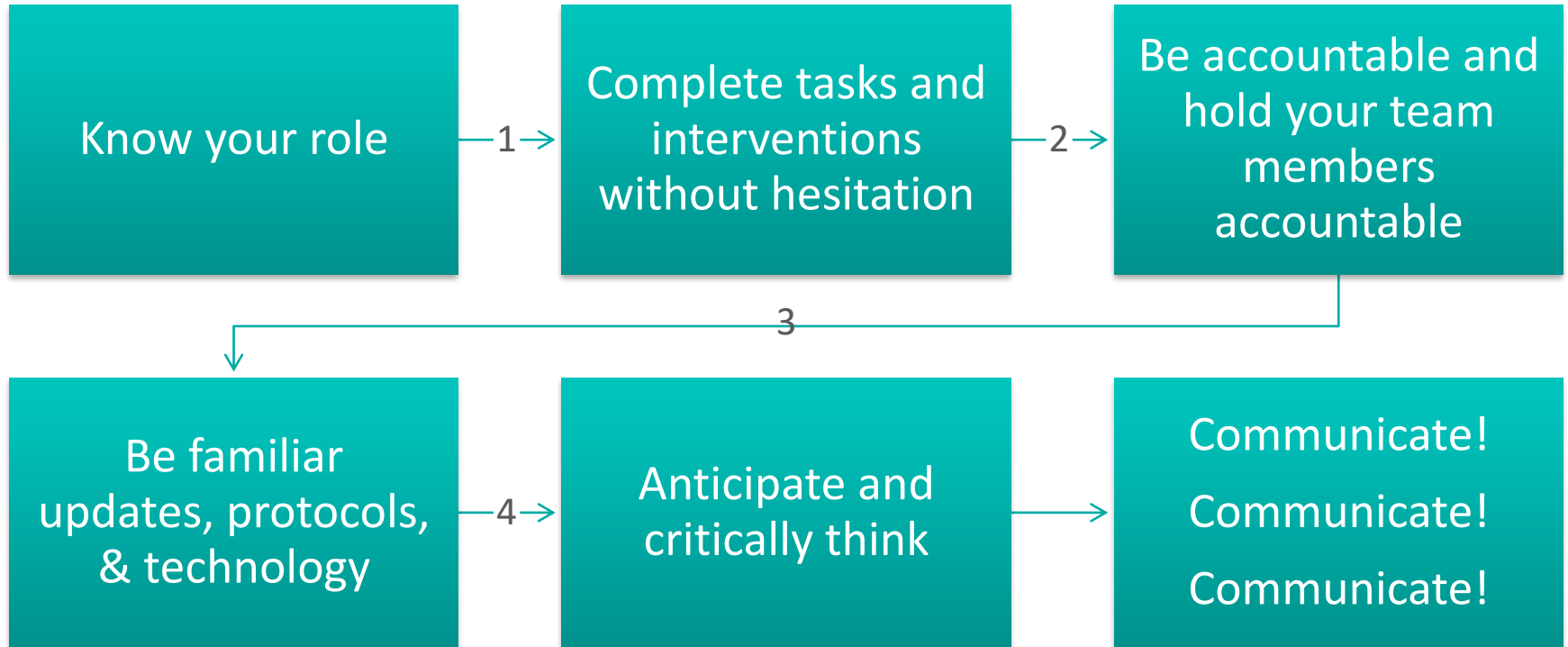
SITUATION: GSW to abdomen
arrived via ambulance
No other injuries noted
Patient identified with two patient identifiers

BACKGROUND: Patient shot at home by perpetrator.
Patient awake, alert, answering
questions following commands in field.
MTP initiated.

ASSESSMENT: Patient awake, responds to some commands,
does not respond verbally. Blood cooler is
here but not all blood products have been
checked. One RBC given and one hanging.
Family is here in hospital.

RECOMMENDATION: Check all blood products, send for more
blood.
Provide family with updates

OR Team Members



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Assess Your Team Environment

HWEAT 2.0 Healthy Work Environment Assessment Tool



In my organization, the recognition taking place between RNs and top-level leadership (e.g., CNO, CEO, executives, directors) is...	Poor <input type="radio"/>	Fair <input type="radio"/>	Good <input type="radio"/>	Very Good <input type="radio"/>	Excellent <input type="radio"/>	Outstanding <input type="radio"/>
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In my organization, the promotion of a professional practice environment by top-level leadership (e.g., CNO, CEO, executives, directors) is...	Poor <input type="radio"/>	Fair <input type="radio"/>	Good <input type="radio"/>	Very Good <input type="radio"/>	Excellent <input type="radio"/>	Outstanding <input type="radio"/>
In my work unit, the communication taking place between RNs and nurse managers is...	Poor <input type="radio"/>	Fair <input type="radio"/>	Good <input type="radio"/>	Very Good <input type="radio"/>	Excellent <input type="radio"/>	Outstanding <input type="radio"/>
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In my work unit, the communication taking place between RNs and other healthcare colleagues (e.g., other RNs, physicians, respiratory therapists, pharmacists, nutrition services, social workers, physical therapists, etc.) is...	Poor <input type="radio"/>	Fair <input type="radio"/>	Good <input type="radio"/>	Very Good <input type="radio"/>	Excellent <input type="radio"/>	Outstanding <input type="radio"/>
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In my organization, RNs influence organization-level decisions that affect the quality of patient care.	Strongly Disagree <input type="radio"/>	Disagree <input type="radio"/>	Slightly Disagree <input type="radio"/>	Slightly Agree <input type="radio"/>	Agree <input type="radio"/>	Strongly Agree <input type="radio"/>
In my organization, there are staffing policies in place that help support RNs in providing high-quality care.	Strongly Disagree <input type="radio"/>	Disagree <input type="radio"/>	Slightly Disagree <input type="radio"/>	Slightly Agree <input type="radio"/>	Agree <input type="radio"/>	Strongly Agree <input type="radio"/>

<https://www.aacn.org/nursing-excellence/healthy-work-environments/aacn-healthy-work-environment-assessment-tool>

Healthy Work Environment

Data shows that a healthy work environment may lead to:

- More staff engagement
- less burnout
- Less turnover
- Quality of care

Strategies For Success

Reflect on the
dynamics

Pod System

Time-out Audits

Check-off
Sheets

Safety Briefings

Assertive
communication

Standardized
communication
tools

Cultivate a
culture of safety

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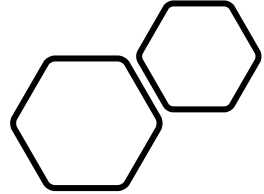


“

Collaboration is a key part of
the success of any
organization, executed
through a clearly defined
vision and mission and based
on transparency and
constant communication.

DINESH PALIWAL

GRACIOUSQUOTES.COM



Thank You!



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Questions?

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