What's Next

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To Look Ahead We Should Start By Looking Behind

CRM in the OR

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Knowing Everyone's Name

RESPECT for Each Other

Everybody knows everybody's job and understands that everyone's efforts are needed to get the job done

What is a Briefing?

Definition - A briefing is a dialogue or discussion between two or more people using concise and relevant information to promote clear and effective communication

Briefing Elements: What to Brief

- Consider a pre-procedural checklist
- Include:
  - Patient Name
  - Site/laterality
  - Allergies
  - Type of surgery/time estimate
  - ?special equipment
  - ?special needs [pathology]
  - Anesthetic issues
  - Significant medical issues

Briefing Elements: What to Brief

- Think about a WHITE BOARD with the check list
- Consider listing the names of everyone in the room and their roles

What is a Debriefing?

Definition - A debriefing is a dialogue or discussion between two or more people reflecting on the procedure just performed to collect important learnings and identify problems that need to be addressed

Why Teamwork Matters

* Most endeavors in medicine require groups to work together effectively, but:
* Professional training usually focuses on technical, not interpersonal, skills and on individual performance
* The overwhelming majority of accidents in Medicine involve fundamental communication failures

Example: Setting the Stage

* Vascular surgeon doing new, complicated procedure – endovascular aortic stent - in CV lab:

" I don't have any pride invested here. I just want to get this right, so if you think of anything helpful or see me doing anything wrong, please let me know."

This is setting the **TONE**

What Were We Advocating For in 2004?

- Briefings
- Debriefings
- Checklists
- Teamwork

Conclusion:

We Are NOT Done

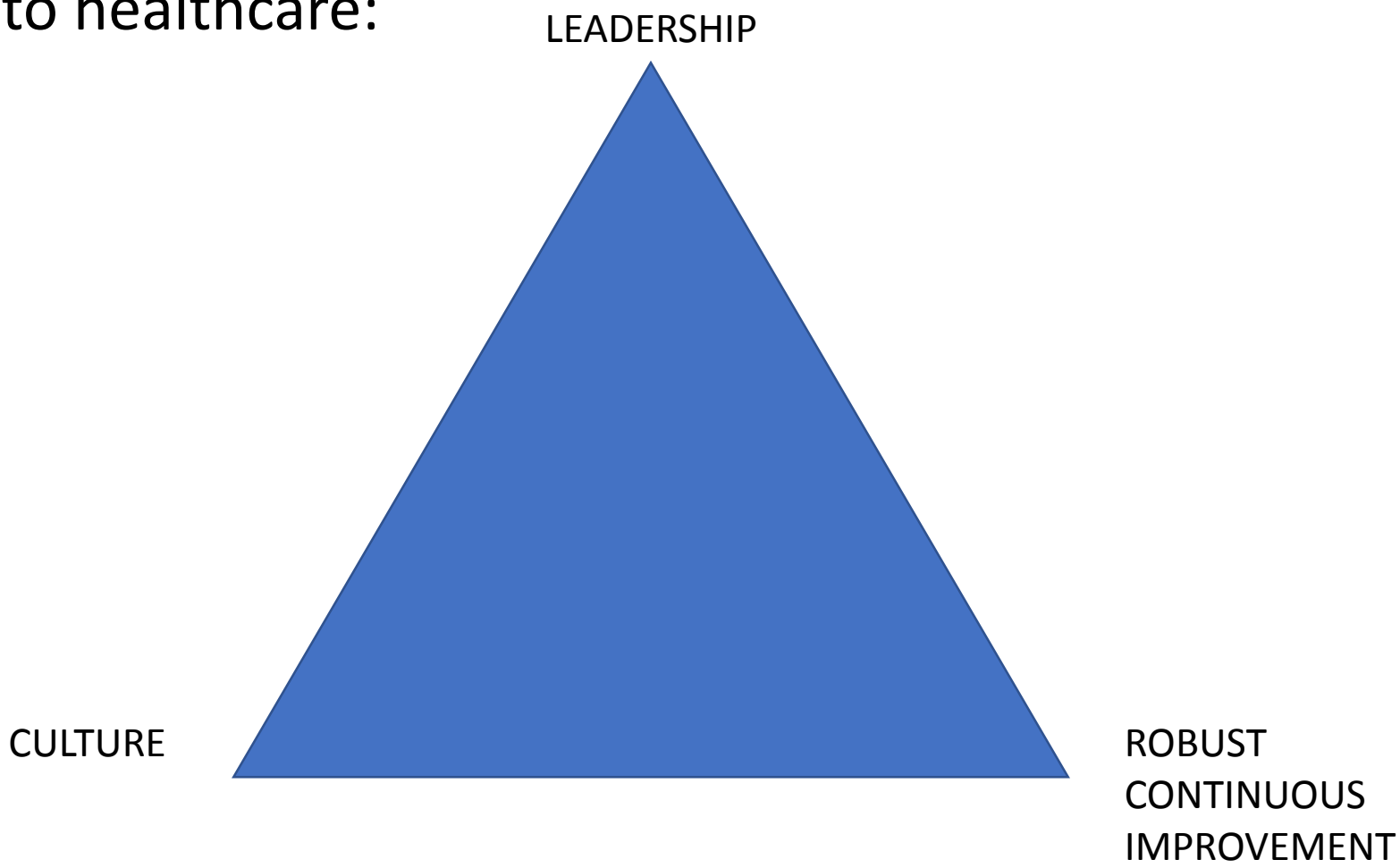
What’s Ahead

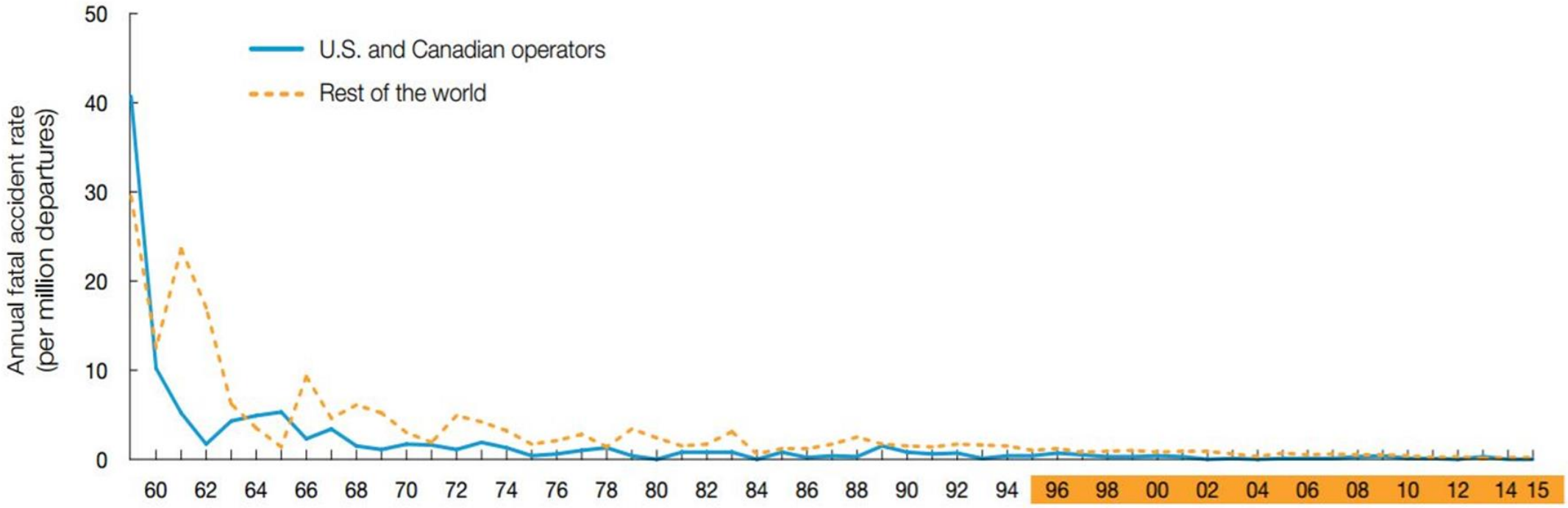
Building in Reliability in HealthCare

7. Forcing Functions and Constraints
6. Automation and Computerization
5. Standardization and Protocols
4. Checklists and Double-Check Systems
3. Rules and Policies
2. Education/Information
1. Instructions to Be More Careful, Vigilant

Learning from High Risk/High Consequence Industries

Translated to healthcare:




U.S. and Canadian operators
Rest of the world
Annual fatal accident rate
(per million departures)
50
40
30
20
10
0
60 62 64 66 68 70 72 74 76 78 80 82 84 86 88 90 92 94 96 98 00 02 04 06 08 10 12 14 15

Aviation

Four Areas to Think About

- Standardization
- Teamwork and Communication
- Culture
- Supportive Technology

More and Better Briefings

More and Better Debriefings

- Collection and analysis of learnings from the theatre
  - This means we have to do debriefings consistently
  - We need to systematically gather the learnings
  - We need to build systems to help us respond
- Moving Towards: A System that Enables Constant Improvement

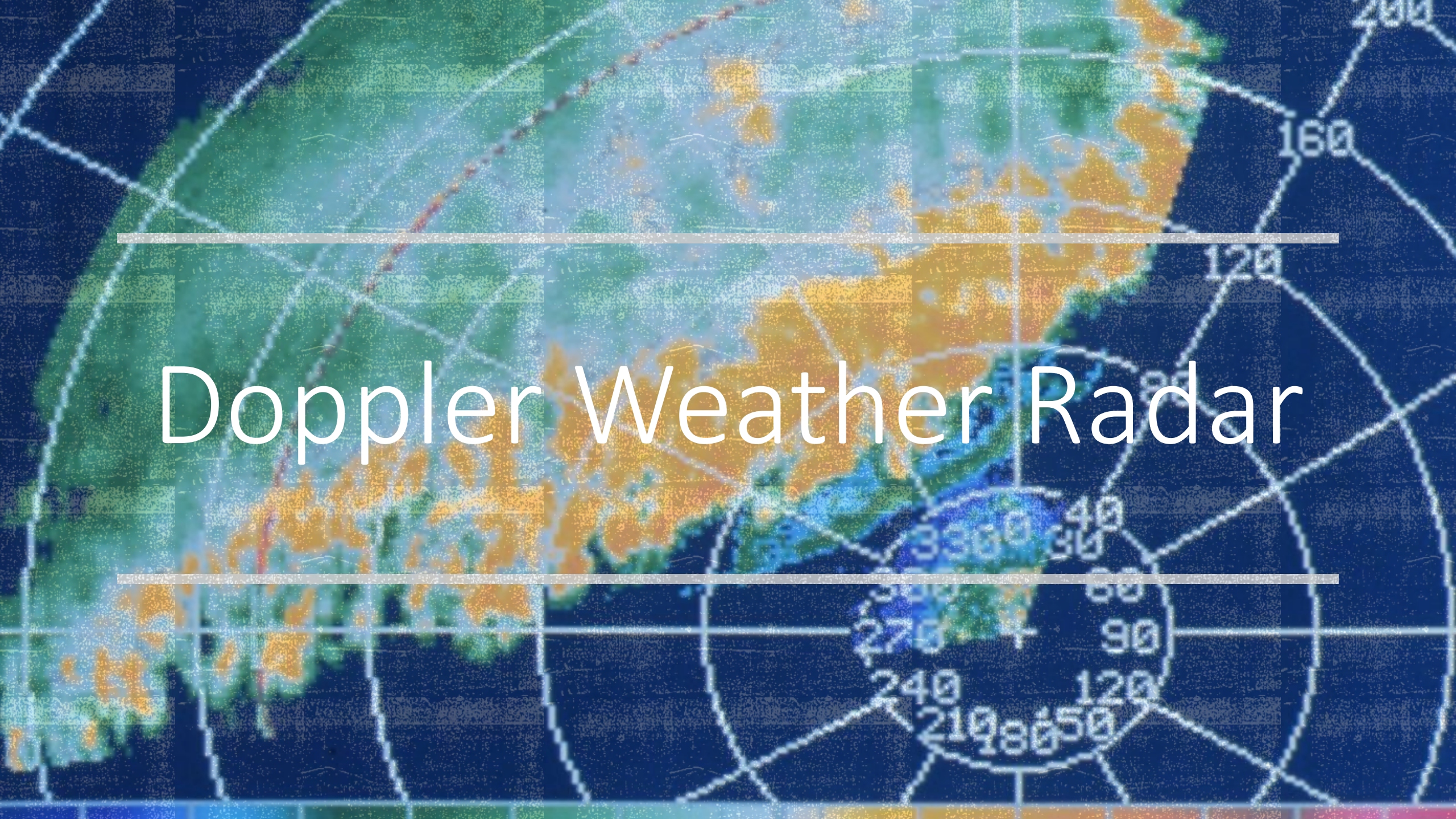
More Team Training

- This means dedicated time devoted to regular training
- More than a single exposure to organizes training
- We should consider building COACHES to reinforce the trainings in the actual theatre

Surgery is Becoming more and more COMPLEX

- High Functioning teams
  - Communicate well
  - Respect each other
  - Coordinate their work
  - Speak up and feel safer
  - Have excellent leadership
- Supporting Humans with Technology

More Support for the Surgical Team



Doppler Weather Radar

Making the Invisible Visible

Deconstructing and Learning from Error

- The OR Black Box [this is a real thing…..]
- Robust Event Reporting Systems
  - Aviation Safety Reporting System [ASRS]
  - Anesthesia Incident Reporting System [AIRS]

Learning from Patients After Discharge

- Even sophisticated post-operative databases often include only short term follow-up [30 days]
- Using Digital [Smart Phone based] technology to collect active and passive data from patients.

The Future is Filled with Change and Challenges

- The Operating Theater is a place where:
  - Everyone wears a MASK
  - It can be very hard to HEAR
  - It is complex and often CHAOTIC
  - It is filled with HUMANS

My Hope Is That The Changes That Have Begun Will Continue And That The Theatre Will Continue The March Towards The Very Best Care For Every Patient, Every Time, Everywhere.