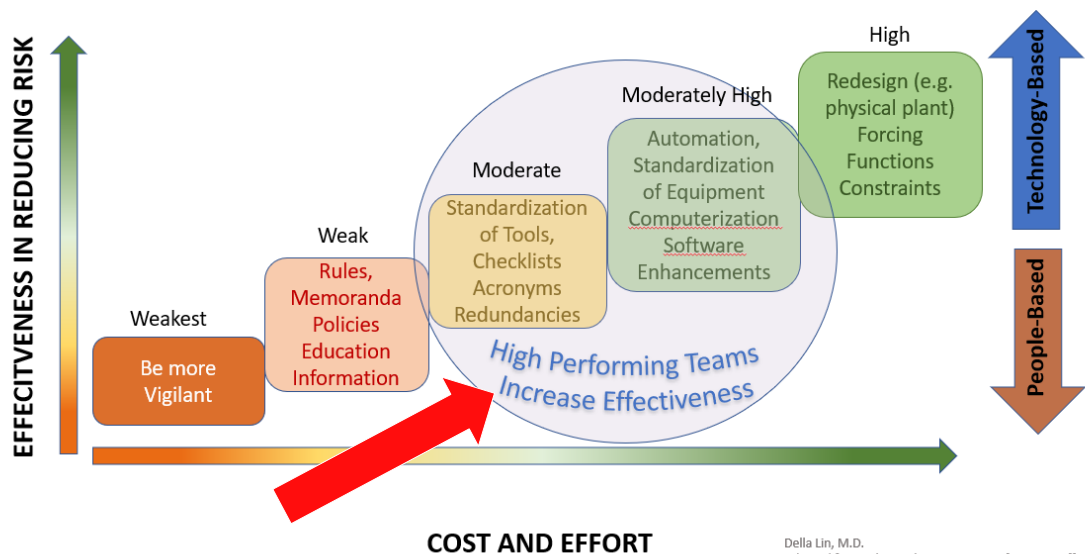


# It's all about TEAMS!!!

Della Lin, M.S.M.D.  
Julius Pham, M.D. Ph.D.

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## Hierarchy Effectiveness of Risk Reduction



Della Lin, M.D.  
Adapted from John Gosbee, MD; Dept of Veteran Affairs and  
Institute for Safe Medication Practices

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## Increasing Trust in Teams

### Six factors to promote

- ◆ Openly sharing all information
- ◆ Supporting other team members
- ◆ Congruence among feeling, thoughts, words and actions
- ◆ Being inclusive and accessible
- ◆ Being predictable, dependable and accountable
- ◆ Sharing credits

### Six factors to avoid

- ◆ Hidden agenda
- ◆ Internal Competition
- ◆ Tabooed discussion topics
- ◆ Selfishness
- ◆ Defensiveness
- ◆ Paying lip service

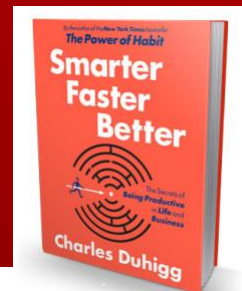
Samuel van den Bergh, Center for Intercultural Competence and Professor for Intercultural Communication, Intercultural Competence and Diversity Management at the Departments of Applied Linguistics and Economics of the Zurich University of Applied Sciences Winterthur

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## Formula for Perfect Teams?

### Google Project Aristotle

- ◆ Psychological Safety
- ◆ Structure/Clarity
- ◆ Dependability
- ◆ Meaning of Work
- ◆ Impact of Work



**TEAMING**

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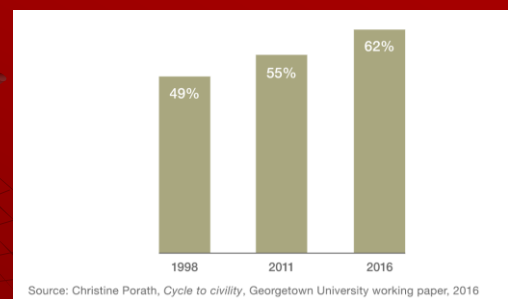
## What else can undermine the performance of teams?

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## Incivility and Rudeness Rising...

### ◆ Impact on performance

- 47% spent less time at work
- 38% deliberately decreased quality
- 63% lost time trying to avoid offender
- 66% lower performance
- 78% lower commitment to the organization
- 25% admit taking frustration out on those they serve



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### Exposure to incivility hinders clinical performance in a simulated operative crisis

Daniel Katz,<sup>1\*</sup> Kimberly Blasius,<sup>2</sup> Robert Isaak,<sup>2</sup> Jonathan Lippis,<sup>3</sup> Michael Kozielec,<sup>4</sup> Andrew Goldberg,<sup>5</sup> Jarrett Fastman,<sup>6</sup> Benjamin Marx,<sup>7</sup> Samuel DelMauro<sup>8</sup>

**ABSTRACT**  
Background: Effective communication is critical to patient safety. The overall trend in communication in the operating room is mostly through informal verbal requests. This has been shown to impact the ability of the team to respond to a crisis. The purpose of this study was to determine the impact of exposure to incivility on the ability of anesthesiologists to perform in a simulated operative crisis.

**Methods:** This is a randomized, prospective, controlled trial. Anesthesiologists were randomly assigned to either a control or an exposure group. The control group received a standard anesthesiology education program. The exposure group received a standard anesthesiology education program plus a 10-minute video of an anesthesiologist being inciviled by a surgeon. The control group received a standard anesthesiology education program. The exposure group received a standard anesthesiology education program plus a 10-minute video of an anesthesiologist being inciviled by a surgeon.

**Results:** The control group performed significantly better than the exposure group in terms of time to respond to a crisis, time to initiate a crisis, and time to resolve a crisis. The control group also performed significantly better than the exposure group in terms of time to respond to a crisis, time to initiate a crisis, and time to resolve a crisis.

**Conclusion:** Exposure to incivility hinders clinical performance in a simulated operative crisis. This study suggests that anesthesiologists should be trained to handle incivility in the operating room.

**Keywords:** anesthesiology, communication, incivility, operating room, patient safety, simulated crisis, time to respond, time to initiate, time to resolve.

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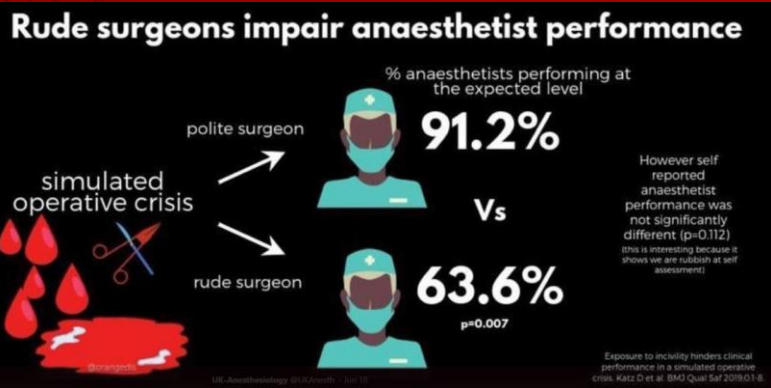
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## Impact on performance may not be self-evident...



Katz, D. et. al. BMJ Quality and Saety epub ahead of print May 31 2019

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## Prevalence of experiencing physical and non-physical violence

### Workplace Violence Against Anesthesiologists: We are not Immune to this Patient Safety Threat

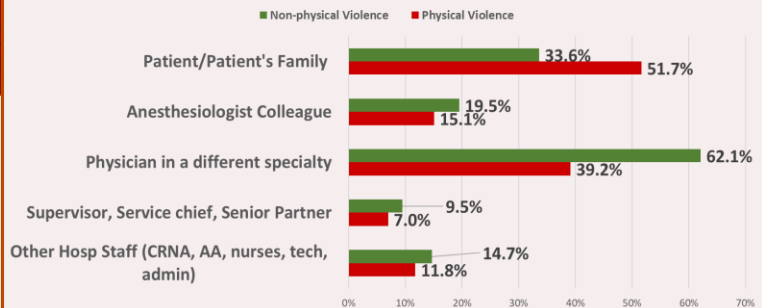
Merry A. Udjo, MD, CMO  
Beyirwa C. Ifeanyi-Pillette, MD, FASA  
Thomas R. Miller, PhD, MBA  
Della M. Lin, MS, MD, FASA

Violence against health care workers is not a novel phenomenon. The Occupational Safety and Health Administration (OSHA) defines workplace violence as "violent acts, including physical assault and threats of assault, directed toward persons at work or on duty."

Health care workers are more susceptible to violence in the workplace than any other group of workers in the United States. From 2002 to 2013, the Bureau of Labor Statistics data indicate that workers in

	Physical Workplace Violence (Responding Yes) (%)	Nonphysical Workplace Violence (Responding Yes) (%)
Have you experienced physical violence or nonphysical violence in the workplace during your career?	20.1	69.0
Did you report it to supervisor, human resources, law enforcement, senior partner?	42.6	38.7
Did it result in time away from work?	4.6	3.6
Did you feel the situation was addressed and resolved to your satisfaction?	40.1	31.4
Have you received any training on deescalation of a threat in the workplace?		25.0
Have you received any training on what to do during an active shooter (eg, Silver Alert) threat in the workplace?		39.3

### Who was involved in the incident (check all that apply)



69% of anesthesiologists report experiencing non-physical violence in the workplace

Udjo, M. et. al. International Anesthesiology Clinics July 2019

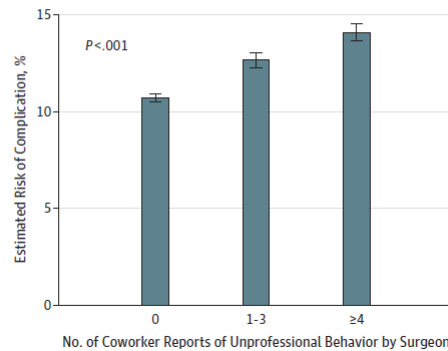
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# Impact on Surgical Complications



**Figure 2. Estimated Complication Rate According to the Operating Surgeon's Reports by Coworkers About Unprofessional Behaviors in the 36 Months Preceding the Operation**



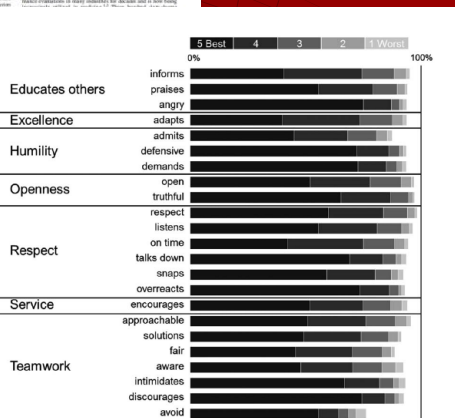
## Compared with patients whose surgeons had zero reports:

- Patients whose surgeon had 1 to 3 reports were at **18.1%** higher estimated risk of complication
- Those whose surgeon had 4 or more reports were at **31.7%** higher estimated mean risk of complication

Cooper, WO et. al JAMA Surgery Published Online June 16, 2019

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# Behaviors Associated with Malpractice Claims



## Highest odds ratios (if in bottom 10%)

- Snap at others OR 5.92
- Talks down OR 4.28
- Considers suggestions OR 5.99
- Pays attention OR 4.97
- Informs others OR 4.86

Lagoo, J et. al. Ann Surg July 2019;270:84-90

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Teaming is not about conforming....



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If we are all in agreement on the decision...

... then I propose we postpone further discussion of  
this matter until our next meeting to give ourselves  
time to develop disagreement and perhaps gain  
some understanding  
of what the decision is all about.

◆ Alfred P. Sloan

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