Bedside Manners

19th Annual
2015 NICU Leadership Forum

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No Conflict of Interest

“I have no actual or potential conflict of interest in relation to this presentation”
Objectives

Participants will:
• Better understand the tensions that exist between physicians and nurses and other members of the healthcare team that may adversely affect their ability to work together and deliver safe patient care
• How another high reliability industry has dealt with teamwork problems and how it could apply to healthcare.

A Team is NOT

An assortment of people assigned to a particular unit, task, or patient(s) at the same time or during the same shift
(e.g., “the Care Team,” “the Transport Team”)

A Team IS

A trained aggregate of persons with specific individual and interactive roles, a distributed set of skills, and with shared and explicit
• Purpose(s)
• Goals
• Information
• Plans / protocols
• Feedback / correction mechanisms
Hackman on Teams

"The team must be a real team, rather than a team in name only; it has a compelling direction for its work; it has an enabling structure that facilitates teamwork; it operates within a supportive organizational context; and it has expert teamwork coaching."

Simply accomplishing a particular task or set of tasks – performing an activity or activities – is not enough, Hackman cautions, to qualify as a successful team. To be effective, a team or workgroup must satisfy three other requirements:

Hackman on Teams (cont...)

1. It must produce an output that “meets the standards of quantity, quality, and timeliness of the people who receive, review, and/or use that output.”

2. The process through which that output is produced must enhance “the capability of members to work together interdependently in the future.”

3. The process through which the team or group works must contribute “to the growth and personal well-being of team members.”

Team Intelligence

“Team Intelligence is the active capacity of individual members of a Team to learn, teach, communicate, reason, and think together, irrespective of position in any hierarchy, in the service of realizing shared goals and a shared mission.”
Reframing Teamwork

“We do not typically think of an effective team as being a group of people who really know how to help each other, yet that is precisely what good teamwork is – successful reciprocal help.”

Edgar Schein, Helping

What is Psychological Safety

In a psychologically safe environment people believe that if they make a mistake others will not penalize them or think less of them for it. They also believe that others will not resent or penalize them for asking for help, information, or feedback. This belief fosters the confidence to take risks.


Cross-Monitoring

Cross-Monitoring Replaces Insubordination

Teamwork depends on each team member being able to anticipate the needs of others; adjust to each other’s actions, and have a shared understanding of how a procedure should happen.

It’s called mutual performance monitoring

http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1955345/
What is the Challenge

- To create more than experts and excellence
- To turn a group of experts into an expert team
- To make sure every team wins so that patients don’t lose

Collaborate

Instructions for Skits

- Think of a situation that involved a failure of communication and teamwork
- It should include as many people as are at the table — for example, a physician, an RN, an NP, a resident, a family member, a respiratory therapist.
- Describe and then enact the situation, creating improvised lines for each player.
- Enact the situation.
- Then do a redo using teamwork skills that correct the things that went wrong, quickly enact that skit.