Discussion of Professional Behaviors with Strategies for Physician Engagement & Leadership Buy-in

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From Avoidance to Engagement: A Strategic Approach for Promoting Professional Conduct
Objectives

• Recognize the link between professional conduct, effective teamwork, and the impact on TeamSTEPPS Implementation and Sustainment
• Develop System Structures to Support Physician and Leadership Engagement
Action Planning for Sustainment
Teamwork and Communication

TEAM of EXPERTS
- Clinical
- Technical
- Knowledge
- Literature
- Advances

EXPERT TEAM
- Medical error
- Human factors
- Teamwork skills
  - Leadership
  - Situation monitoring
  - Mutual support
  - Communication
  - Teamwork improvement
- High Reliability Principles
- Focus: Team performance
- Patient Experience

Acceptance Practice?
Professional Conduct in High-Performing Teams

- Key component of high performing teams
- Contributes to safe patient care & patient satisfaction
- Reinforcing professional conduct provides
  - Form of self-correction
  - Mutual support
  - Trust
  - Feedback
  - Key component of care coordination
## What undermines Professional Conduct?

<table>
<thead>
<tr>
<th>Examples of overt behaviors:</th>
<th>Examples of indirect or passive behaviors:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal abuse</td>
<td>Refusing to answer questions or return calls</td>
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<tr>
<td>Shaming in front of others</td>
<td>Backstabbing</td>
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<td>Scapegoating</td>
<td>Withholding information</td>
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<td>Belittling</td>
<td>Recruiting others to take a side</td>
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<tr>
<td>Physical threats/throwing objects</td>
<td>Undermining</td>
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<td>Retaliation</td>
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</table>
Where to START

• Review Code of Conduct
• Update or review Leadership / C-Suite and Boards commitment to Professional Conduct
• Simple is better – keep it basic with Rapid Cycle Improvements
• Communicate, Communicate, Communicate
• Focus on Teamwork - TeamSTEPPS campaign for a Culture of Safety
Still another Important Sustainment Strategy: Physician Engagement
Data and Teamwork to Decrease Adverse Events

DECREASED:
• Retained foreign objects (surgery)
• Wrong surgery (person, side, site, procedure, implant)
• Mortality rate
• Infection rate

IMPROVED:
• Physician & surgeon satisfaction
• Nurse retention
• 30 day post-operative outcomes

From IHI:
Best Clinical Practices AND Teamwork...
Physician Engagement is not optional

- Need clinical expertise and perspective to address challenges
  - Affordability
  - Access
  - Quality
  - Safety
  - Patient experience
  - Transparency
  - Sustainable careers
- Need commitment to implement solutions
Basis of Vision is shared interest

- Commitment to patients
- Economic interests
- Recruit and retain talent
Engaging physicians (and other clinicians):

- Surfaces their good ideas, input, and wisdom
- Develops ownership for solutions
- Is a critical opportunity for individuals to personally process and come to terms with a change and its implications
Engagement

Discover Common Purpose

Engaging Physicians in Teamwork and Communication activities

Show Courage
Common Purpose

Discover Common Purpose

- Understand the organization’s culture
- Understand the Data
- Reduce hassles and wasted time
- Improve Patient Outcomes
Courage

Show Courage

Provide Backup all the way to the Board
Good Principles for Working with Physicians

• Involve them at the beginning or now!
• Identify and work with the
  – real leaders
  – early adopters
• Display doctor involvement to all
• Display credible results to all
• Show that you value their process and their time
Still another Important Sustainment Strategy: Leadership Engagement
Safety Culture Components

Leadership - The Roles of Change

Sponsors:

• Have the power to sanction or legitimize change
• Decide which changes happen and why
• Responsible for the environment that enables change
• Provide resources, rewards, and sanctions
Direct Line Managers - The Roles of Change

Agents:

• Responsible for actually making the change happen
• Develop plans to deal with change issues
• Diagnose and execute problem resolution strategies
TeamSTEPPS® PfP Tool Guide
TeamSTEPPS “Levels”

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

- Huddle
- Share the Plan
- Cross Monitoring
- STEP Process

- Debrief
- Advocate & Assert
- CUS
- Two-Challenge Rule
- Feedback
- DESC Script
- Collaboration
<table>
<thead>
<tr>
<th>HAC-Description</th>
<th>Leadership</th>
<th>Situation Awareness</th>
<th>Mutual Support</th>
<th>Communication</th>
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<tbody>
<tr>
<td>Adverse Drug Event</td>
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<td>Catheter Associated Urinary Tract Infection</td>
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<td>Central Line Associated Blood Stream Infection</td>
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<td>Falls without Injuries</td>
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<td>Obstetrical Harm</td>
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<td>Brief</td>
<td>Huddle</td>
<td>Debrief STEP</td>
<td>Task Assistance</td>
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<td>Hospital-acquired Pressure Ulcers</td>
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<td>Venous Thromboembolism</td>
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<td>Readmission - Preventable</td>
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Sharing Ideas