



Communication and Safety: The Pediatric Intensivist's Perspective

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Disclaimers and Credentials

- Disclaimers
 - I have no formal training in safety
 - I have no formal training in psychology
 - I am not an expert in communication
 - I'm still going to talk about all of them
- Credentials
 - I'm old enough to have made lots of mistakes (experience)
 - Tend to be dissatisfied with the Status Quo and vocal about it
 - I'm a physician (least important, perhaps completely irrelevant)



Safety Culture and Communication

- How safe are we?
 - Similar to a group of Children's Hospital PCCUs when compared by risk adjusted mortality and other measures.
- How safe could we be?
 - Unknown



The ICU Environment

- Complex, high stakes, high risk
- Critically ill patients with rapidly evolving or changing pathophysiology
- Frequent use of high risk medications (15 of the top 20 error prone pediatric IV medications)
- Fast paced environment with multiple disciplines involved requiring frequent updates in communication that maintains fidelity across team members



Group Psychology

Group Perception = Reality ≠ Truth

- Galileo's Solar System
- Stock Market Variability
- Real Estate Crash



PICU Safety Attitudes Questionnaire Results for 2007 and 2008		2007	2008	MO
Scores of 80 correlates with highly positive safety culture Scores <60 in Teamwork and Safety Climate indicate Danger Zone Strive to improve scores by 10 points with each cycle of survey, takes 3 years to change culture				
Teamwork (scored 60-80)				
81-85	Teamwork is well received by the clinicians	11	29	30
72-75	Teamwork and patient care involves a well-coordinated team	Danger Zone	Danger Zone	Danger Zone
76-77	I have the support I need from other personnel to care for patients			
78-80	In the intensive care unit, it is easy to report a problem with patient care			
49-59	It's easy for personnel to ask questions in something they do not understand			
62-67	Other team members respect responsibility that also is theirs, but also is best for patient			
Safety Climate (scored 60-80)				
71-75	Safety climate (perceived strong/active commitment to safety)	78	41	21
76-77	Several people being treated here as a patient			
78-79	I have the proper attitude to deal questions re patient safety the clinicians			
79-80	In this intensive care unit, it is easy to discuss errors			
77-78	I am encouraged by my colleagues to report any patient safety concerns I may have			
79-80	Individuals are handled appropriately in this clinical area			
44-57	The culture in this clinical area makes it easy to learn from the errors of others			
64-70	I receive appropriate feedback on my performance			
Stress Recognition (scored 60-80)				
71-80	I am less effective at work when fatigued	41	64	56
71-80	When my workload becomes excessive, my performance is impaired			
72-80	I am more likely to make errors in times of hectic situations			
62-67	My performance is impaired during emergency situations			
44-57	Job satisfaction is directly related to the work environment			
44-57	I am overworked			
39-52	I am proud to work in this clinical area			
79-80	This is a good place to work	12	15	27
31-34	Working here is the best part of a large family			
57-61	I would like to stay in this clinical area			
Working Conditions (scored 60-80)				
56-59	Necessary info for diagnosis/therapeutic decisions is readily available to me	0	8	9
41-47	This would be a good job of responsibility			
43-49	Training in my discipline adequately supported			
51-55	Problems are not dealt with adequately by our hospital management			
Top Level Management (scored 60-80)				
73-77	Management is not knowledgeable concerning the needs of patients	11	12	29
54-57	I get adequate, timely info about events that might affect work from hospital mgmt			
54-57	Management is willing to deal with emergency in handling the number of patients			
21-25	Hospital management supports my daily efforts			

Safety Survey Results

- Does Safety Culture Matter?
- Does Communication Matter?

Why Safety Culture and Communication Matter

Group Perception = Reality

Survey Comments

- "Direct, open communication about concerns is rare because interpersonal relationships are weak."
- "We don't work as a team and we have severe trust issues with one another"
- "I feel that there are certain "cliques" that exist and I am not a part of those and therefore my input is not considered worth listening to."
- "professionalism has gone out the window, accountability has gone out the window and everyone has this "i really don't care attitude, i'm here to do my job and leave, don't care what others are doing or acting like" for some reason staff is not willing to confront each other "it takes too much time and energy and nothing changes anyway" are common things I hear"

Safety Survey Results

- Communication is a problem
- Poor safety culture
- Impaired Teamwork-
 - Attitude of: I want to be/ I am safe, but I don't trust that my co-workers have that priority
- No sense of family

Safety Culture and Communication

- Individual accountability and desire for safety
 - A good start but leading by example is not enough
- Group accountability and teamwork
 - Essential for safety to have each others back and to ask for help

Safety Culture and Communication

- Just how important is a good team?



- Cinderella team? Maybe
- Few standouts
- Strong team culture
- Nearly won NCAA Championship against a more talented Duke Team

Joint Commission- 2004 Perinatal Sentinel Events

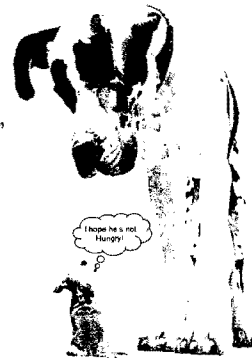
Permanent injury or death root cause analysis of 47 cases

- Communication Issues (72%)
- Safety Culture (55%)
- Staff Competencies (47%)
- Orientation and Training Issues (40%)

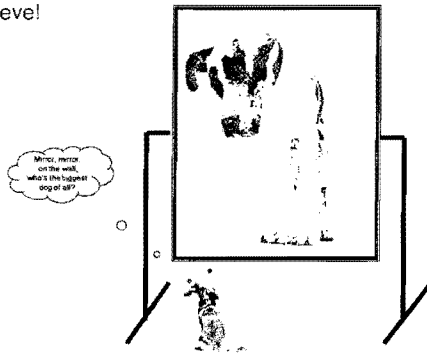
http://www.jointcommission.org/SentinelEvents/SentinelEventAlert/see_30.htm

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Effective Communication Across the "Authority Gradient"



You've Gotta Believe!



So what have we done about it?

- Focus on communication
 - In everyday practice
 - In mandatory PCCU staff safety updates across all disciplines
- Accentuate the positive
 - Quality improvement initiatives
 - Encourage staff involvement
- Great Expectations
 - Goals
 - Projects

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Has it worked?

- The change in attitude seems palpable
- Time will tell with more objective measures

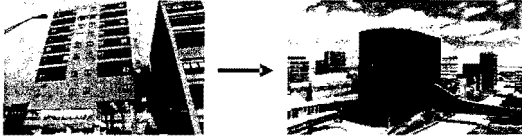
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Communication Top 10

1. Communication is not just what you said, but what I heard- It's a 2-way street
2. Be direct. What do I need from you?
3. Feel free to speak out. If you are advocating for your patient no one can fault you for it
4. Respect each other- everyone has an important job to do and brings something to the table.
5. If you're frustrated or unclear, we're not done
6. Not everyone who is "mean" to you hates you:
 - Not everyone who is "nice" to you is your friend
7. Invite people to communicate / accept the invitation:
 - Is there anything that you need from me to get your job done today? Is there anything we haven't covered?
8. Trust and Respect are the basis of any successful relationship
9. Relationships are worth building and worth saving
10. Communication is hard work.

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Acknowledgements



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-The Future of Highest Quality and Safest Care in West Michigan


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