Teams, behaviours, innovation

SCTS Board of Representatives
RCS(E), 12/2016
Teams, behaviour, innovation

“the effective action of a team of people working together”

OED
GMC – Good Medical Practice

- Knowledge, skills and performance
- Safety and quality
- Communication, partnership, teamwork
- Maintaining trust
“Work with colleagues in the ways that best serve patients interests”
This graph shows three year standardised mortality rates for each trust over the past six years. In general, mortality rates are steadily falling but in a few cases — notably University College London Hospital — mortality rates have risen.
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• Clinical nurse specialists
• ICP
• Focus on management of bleeding
• Protocols for post–op AF
• Surgical returns
• NWQIP, Unit gov. mtgs
• Lead intensivist

• Feedback
Cardiac Surgery Performance
For the period 01-Apr-2008 to 30-Nov-2008 inclusive

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Group</th>
<th>Num ops</th>
<th>Deaths</th>
<th>% mortality</th>
<th>Median POPQ</th>
<th>Mean Logistic EuroScore</th>
<th>% LAD using LIMA</th>
<th>% non-effective CABG</th>
<th>% CAS to discharge</th>
<th>% Reexploration for bleeding</th>
<th>Mean Kt/V</th>
<th>Mean HDU stay</th>
<th>% First-time CABG not using blood</th>
<th>% First-time CABG using blood products</th>
<th>% Scheduled operating against annual target</th>
</tr>
</thead>
<tbody>
<tr>
<td>THOOPER</td>
<td>(a) first time CABG alone</td>
<td>30</td>
<td>1</td>
<td>33</td>
<td>8.0</td>
<td>4.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>74.4</td>
<td>86.6</td>
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<tr>
<td></td>
<td>(b) All CABG alone (incl redo)</td>
<td>31</td>
<td>1</td>
<td>32</td>
<td>8.0</td>
<td>4.85</td>
<td>90.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
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<tr>
<td></td>
<td>(c) Valve + CABG</td>
<td>14</td>
<td></td>
<td></td>
<td>10.0</td>
<td>6.33</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
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<tr>
<td></td>
<td>(d) Total CABG ops (b + c)</td>
<td>45</td>
<td>1</td>
<td>22</td>
<td>9.0</td>
<td>5.31</td>
<td>51.1</td>
<td>2</td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>(e) Other</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td>2.0</td>
<td>2.59</td>
<td></td>
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<tr>
<td></td>
<td>(f) Valve alone</td>
<td>55</td>
<td></td>
<td></td>
<td>9.0</td>
<td>8.44</td>
<td></td>
<td></td>
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<td></td>
<td>1</td>
<td></td>
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<tr>
<td></td>
<td>(g) CABG or Valve + other ops</td>
<td>4</td>
<td>1</td>
<td>250</td>
<td>0.5</td>
<td>8.91</td>
<td></td>
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<tr>
<td></td>
<td>(h) Congenital</td>
<td>3</td>
<td></td>
<td></td>
<td>6.0</td>
<td>0.99</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td><strong>Total CABG / Valve ops</strong></td>
<td>109</td>
<td>2</td>
<td>18</td>
<td>9.0</td>
<td>6.82</td>
<td>24.1</td>
<td>3</td>
<td>3.5</td>
<td>0.1</td>
<td>93</td>
<td></td>
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</tbody>
</table>

| UNIT TOTAL | (a) first time CABG alone | 376 | 5 | 13 | 6.0 | 3.96 | 5 | 81.8 | 06.8 | |
|            | (b) All CABG alone (incl redo) | 381 | 5 | 13 | 6.0 | 4.09 | 90.7 | 5 | | | |
|            | (c) Valve + CABG | 89 | 3 | 34 | 10.0 | 9.35 | 3 | | | | | | |
|            | (d) Total CABG ops (b + c) | 470 | 8 | 17 | 7.0 | 5.00 | 33.8 | 8 | | | | | |
|            | (e) Other | 35 | 4 | 114 | 9.0 | 7.94 | | | | | | | |
|            | (f) Valve alone | 141 | 1 | 07 | 8.0 | 8.43 | | | | | | 1 | | |
|            | (g) CABG or Valve + other ops | 23 | 1 | 43 | 10.0 | 11.77 | 1 | 2 | | | | | |
|            | (h) Congenital | 3 | | | 6.0 | 0.99 | | | | | | | |
| **Total CABG / Valve ops** | 672 | 14 | 21 | 7.0 | 6.14 | 14.7 | 0 | 11 | 4.9 | 0.2 | | | | |

Further information available from: Mark Jones at mark.jones@uhsm.nhs.uk

- 286 isolated CABG
  - 5 deaths – 1.7% mortality (unit 1.3%, UK 2.0%)

- 419 cases overall
  - 12 deaths – 2.9% mortality (unit 2.0%, UK 3.5%)

Predicted Euroscore CABG/valve /all
  - 3.9, 5.8, 4.6 (unit 3.7, 5.2, 4.3)

Surrogate measures of morbidity

-LOS (median), ITU, HDU (mean)

-7.3, 3.4, 1.4 days (Unit 7.0, 3.5, 1.6)
A bad run

Advice

- myocardial protection
- limit exposure to high risk cases
- training
- review of individual cases
- joint consultant operating
- on call
MTJ VLAD plot
April 2004 to March 2009
Based on 0.5 Log EuroSCORE
Teams, behaviours, innovation

- Knowledge, clinical expertise, technical skill, professional behaviour
- Highly complex environment
Teams, behaviours, innovation

- Patient expectation
- Targets, KPIs
- Accountability, scrutiny
- Difficult case mix
- Changing technology
- Weekend working
Teams, behaviours, innovation-
Since 2010

- 6 consultants dismissed
- 19 service, individual or record reviews
  Improving surgical practice, Learning from the experience of RCS invited reviews
Making mistakes

• To err is human
• We are not perfect

Bad things happen – its how you deal with it -
• objectively
• and subjectively
What does good look like?

- Service level

  - Effective reflective practice, robust appraisal and a culture of openness
What does good look like?

Individual and Departmental level

• Good relationships, governance systems, team dynamics, mentoring, revalidation.

• Local management, organisational infrastructure

• Dept. culture

• INSIGHT

• Resilience
First Generation TAVI devices

- Edwards SAPIEN and Medtronic CoreValve devices: CE mark 2007
Innovation, minimal access surgery

- Rules of engagement

- SCTS Bulletin, December 2015
  - Starting out in mini-AVR - Vohra
  - Innovation and minimal access surgery – Jones/Nashef/ Hunter
Teams, behaviours and innovation (1)

• See it through the patient’s eyes
• Teamwork is key
• Honesty, integrity and humility
• Lead by example, unselfish, determined, courageous, cheerful
Teams, behaviours and innovation (2)

- Deal with problems early on
- Encourage, respect and support colleagues
- Celebrate success
- Communication is key
Innovation, minimal access surgery

- Rules of engagement

- SCTS Bulletin, December 2015
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What does good look like?

• WHO check list
• Mentorship
• Encouragement
• Common WLs
• Absence from the department
HERE'S THE WORLD FAMOUS SURGEON ON HIS WAY TO THE OPERATING ROOM

HI, SWEETIE!

THE NURSES ALL LOVE ME...

AND I LOVE ME!
Resilience

- It's not about how fast you run or how high you jump, it's about how well you bounce.
It is now widely accepted that about 10% of all patients admitted to hospital will be unintentionally harmed in some way.
Review of the Response of Heart of England NHS Foundation Trust to Concerns about Mr Ian Paterson’s Surgical Practice; Lessons to be Learned; and Recommendations

Kennedy Review

Professor Sir Ian Kennedy*