

PERIOPERATIVE DEBRIEFING LESSONS LEARNED

TEAM STEPPS AT EISENHOWER MEDICAL CENTER



EISENHOWER
MEDICAL CENTER

Health Care As It Should Be

THE STORY BEGINS

Our facility, recently obtaining Magnet status, has had a fairly static error rate for specimens for the past few years. There are periodic spikes in the rate which are addressed through interventions at the staff level.

The rate of charting errors on procedural documentation has also remained stagnant. Case processing/updating states that waiting for nursing to correct the errors delays billing and reimbursement.



THE STORY CONTINUES...


Then one day a urologist has a lost specimen from a critical biopsy.

A root cause analysis finds that a debriefing procedure may have helped prevent the never event. The urologist is tasked with participating in a performance improvement process.

Our facility also becomes involved with TeamSTEPPS program through the hospital association. A decision is made to pursue low-hanging fruit and try to implement the debriefing indicated by a recent RCA.



THE PROBLEM

- Specimen errors in labeling and preparation leading to at least one lost specimen
 - Procedure documentation errors leading to delays in processing and billing
 - No focus on the positives of what is going right in the OR
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THE PROPOSED PROCESSES

Begin a mini-debrief process:


- Specimen verification
- Procedure verification
- Focus on positives

Use a Physician Champion- identified physician had a lost specimen and agreed to be part of a process improvement project as a recommendation from the RCA process


Begin the small test of change- using cases with physician champion and then roll out to service line after test period



WHAT HAPPENED????

- ❖ Lack of staff buy-in
 - ❖ Lack of physician buy-in and advocacy
 - ❖ Administrative turnover
 - ❖ Missing key planning steps: Timelines, Team Building
 - ❖ Effort to salvage project- new champion?
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ORGANIZATIONAL LESSONS LEARNED

- ✓ Planning and team-building are crucial aspects to not be overlooked
 - ✓ Physician champion must have proper focus for project and be a willing advocate
 - ✓ Foundational team with ability to support should also be in place
 - ✓ Follow-up is key with compliance checks on use of new system
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PERSONAL LESSONS LEARNED

- ✓ Culture change takes a team approach
 - ✓ Change sometimes has to occur from the top down and the bottom up at the same time
 - ✓ Education on the why behind the change must be included
 - ✓ Ask for help and involve many resources
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